



# LEADERSHIP GUIDE TO EMERGING STRONGER FROM CRISIS **ADAPTIVE LEADERSHIP STRATEGIES**

The Resilient Operating System Your Team Needs to Respond to Crisis, Learn & Emerge Stronger, and Thrive in the Next Normal

Primary Content Sources:  
Accenture; Bain; Boston Consulting Group; Deloitte, McChrystal Group, McKinsey & Company; Pendio Group

# 5 LEADERSHIP QUALITIES NEEDED AMIDST CRISIS

In the midst of crisis, resilient leaders are defined first by [who they are](#)...

## 1. DESIGN WITH PEOPLE AT THE CENTER

Seek and reinforce solutions that **align to your purpose**, your societal obligations, and serve the heart of the organization.

**How are you demonstrating to your employees, customers, communities and ecosystem that you have their best interests at heart?**

## 2. MISSION FIRST

Stabilize today, and harness both the energy and the constraints of volatile conditions to spark innovation tomorrow.

**How are you turning the COVID-19 crisis into an opportunity to emerge stronger?**

## 3. SPEED OVER ELEGANCE

Decisive action — with courage — is often more essential than getting it just right.

**How are you empowering your teams to take courageous action in a volatile environment?**

## 4. OWN YOUR NARRATIVE

Paint a picture of a compelling future and path forward that your stakeholders can support and rally around.

**How are you proactively filling the information vacuum to combat the spread of misinformation and rumor?**

## 5. EMBRACE THE LONG VIEW

Stay focused on what's on the horizon to instill confidence and steadiness across the ecosystem.

**How are you anticipating and responding to the new business models likely to emerge post COVID-19?**



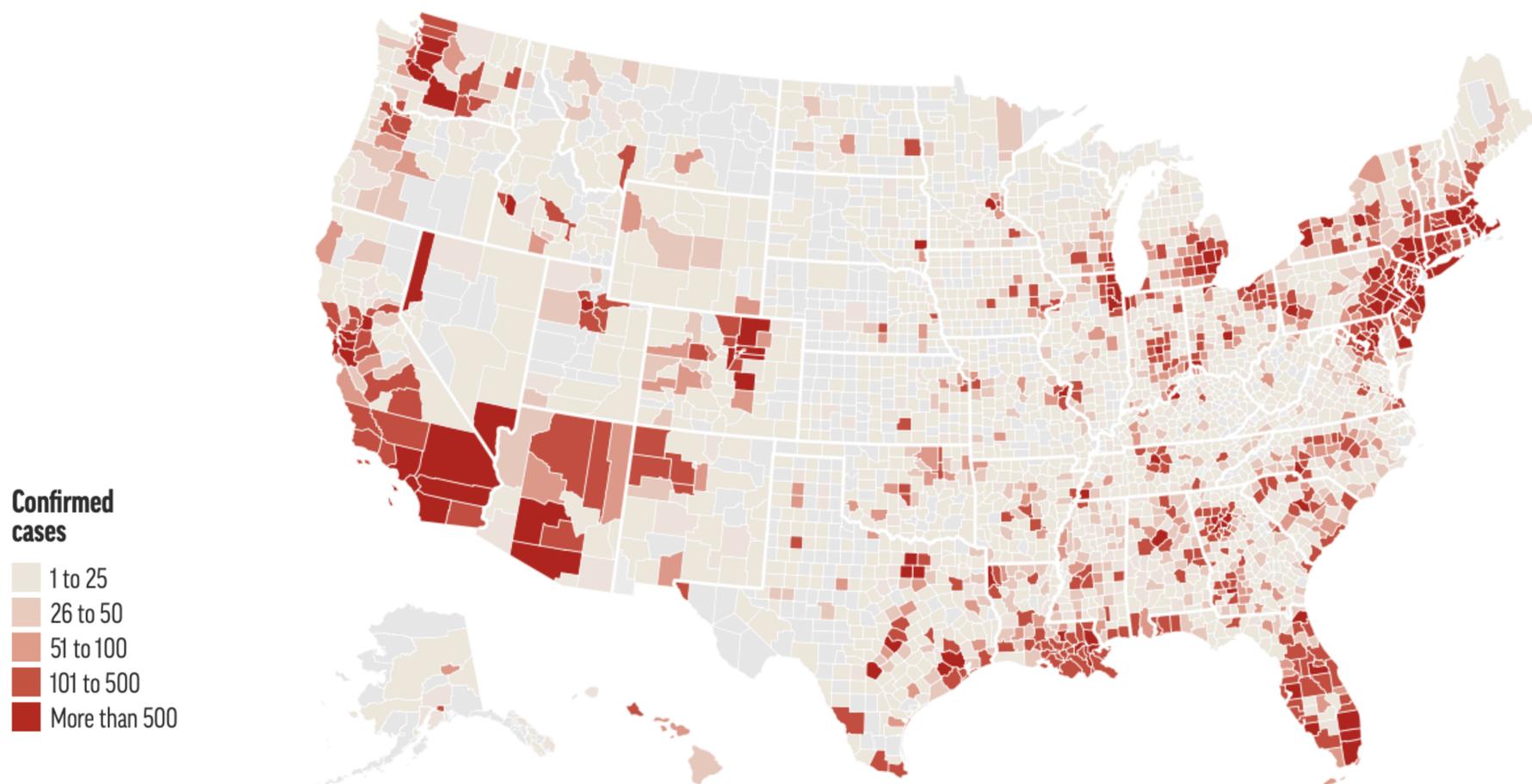
# LEADERSHIP GUIDE TO EMERGING STRONGER FROM CRISIS

## THREE POTENTIAL COVID-19 SCENARIOS

The current challenge we all face relative to COVID-19, maintaining corporate and economic performance while the threat of a deadly virus spreads quickly, is already requiring many large organizations to go into large-scale, remote work status. How can an organization do this while maintaining speed, strategic alignment, and cultural cohesion? Let's dive a bit deeper into individual technique and behavior to maximize your team's performance when work styles change:

	Quick Recovery	Global Slowdown	Global Pandemic and Recession
What You Have to Believe	<ul style="list-style-type: none"> <li>• <b>Public health response</b> similarly effective as with China.</li> <li>• Virus is <b>seasonal</b></li> <li>• <b>Fatality ratio</b> similar to that of the flu (or an existing therapy proves effective)</li> <li>• Socioeconomic reaction is <b>localized</b></li> <li>• <b>Strong public reaction</b>, initial drop in demand, but <b>peak comes quickly</b></li> <li>• <b>Working populations</b> change some daily habits but resume economic activity</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Less effective public-health response</b> than China</li> <li>• Virus is <b>seasonal</b></li> <li>• <b>Fatality ratio</b> is higher than or near that of the flu, dependent on public health response</li> <li>• Impact largely <b>localized</b> in Europe and US; some spread in <b>other transmission complexes</b> in Africa, India, with more generalized reactions</li> <li>• Greater shift in <b>daily behaviors</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Less effective public-health response</b> than China</li> <li>• Virus is <b>not seasonal</b> so transmissibility does not decline with northern hemisphere spring; case resurgence observed in China</li> <li>• <b>Fatality ratio</b> is higher than that of the flu, because of disease characteristics or insufficient health system response</li> <li>• Continued <b>case growth count</b> through Q2 and Q3</li> <li>• Reaction is <b>generalized</b></li> </ul>
How the Scenario Could Evolve	<ul style="list-style-type: none"> <li>• <b>China recovery</b> is largely complete, including Hubei by early Q2</li> <li>• <b>Relatively fast rebound</b> after initial acute drop in consumer demand</li> <li>• US, Europe economic slowdown until the end of Q1</li> <li>• <b>Varied impact</b> in other economies (Middle East, rest of Asia, Africa, LatAm) – slowdown in Middle East until Q2; some disruption in Africa, LatAm</li> </ul>	<ul style="list-style-type: none"> <li>• <b>China recovery</b> is largely complete, including Hubei by early Q2</li> <li>• US, Europe sees <b>economic slowdown until mid-Q2</b>; other regions see varied impact (rest of Asia, Middle East more impacted; LatAm, Africa more insulated)</li> <li>• <b>Certain sectors</b> (e.g., aviation, hospitality) deeply hit – missing the summer season</li> <li>• <b>Other sectors</b> (e.g., CPG) experience acute initial drop, recover at end-Q2</li> </ul>	<ul style="list-style-type: none"> <li>• <b>China recovery increases transmission</b> and potential resurgence in cases; complete by Q4 2020</li> <li>• US, Europe see generalized reaction</li> <li>• <b>Global Recession</b> – economic slowdown across all regions</li> <li>• Consumer confidence does not recover until <b>end Q3 or beyond</b></li> </ul>

### County-by-County Distribution of COVID-19 cases as of April 14, 2020

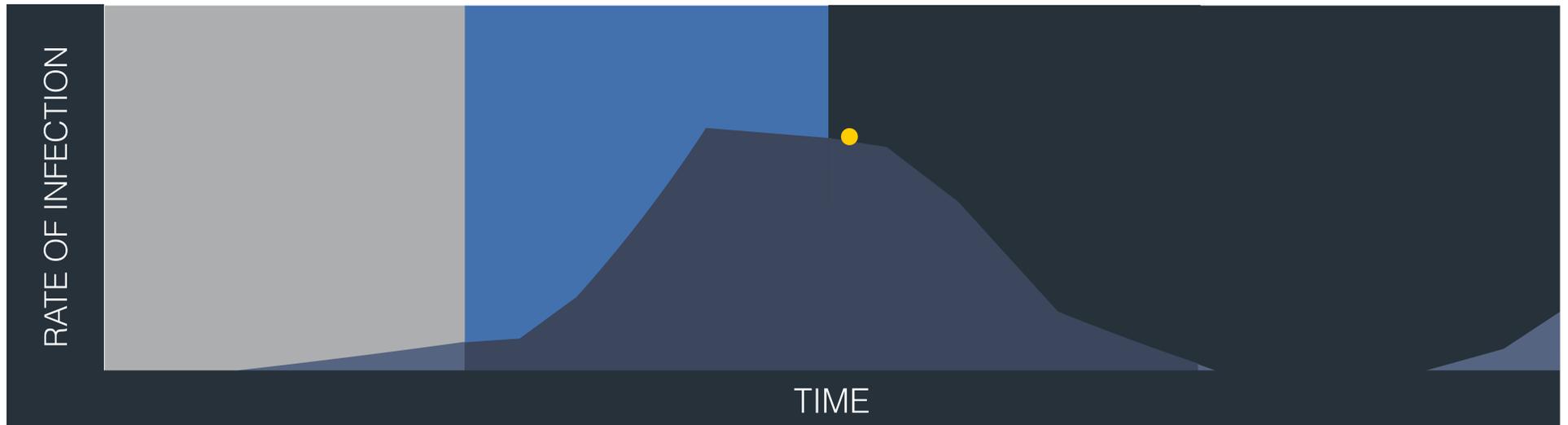


This map updates every hour. All New York City data is aggregated into Manhattan by the data provider.  
Source: Johns Hopkins University / Graphic: Phil Holm & Nicky Forster

# LEADERSHIP GUIDE TO EMERGING STRONGER FROM CRISIS

## COVID-19: WHERE WE MIGHT BE HEADING

Countries will base decisions about which measures to implement on local situations and the progress of the disease.



Indicators	Localized Clusters	Uncontrolled Acceleration	Spread Deceleration	Control & Battle Resurgence
<b>Transmission</b>	Majority of cases can be linked to known chains of transmission. (Cases can be managed individually)	Majority of cases involve an unknown source of infection and infection rate is accelerating.	Number of new cases has peaked and infection rate is decreasing.	Limited number of new cases, and systems are in place to control the spread of infection. (eg, Track & manage individual cases)
<b>Magnitude</b>	Handful of new cases per day.	Significant number of new cases per day	Significant number of new cases per day	Handful of new cases per day, with no significant spikes.
<b>Growth</b>	Percentage growth may be high, but absolute number of cases remains within the capacity of public health systems.	Exponential to fast linear growth in the number of new cases.	Decline in the number of new cases over time (with potential day-to-day variation)	Cases flat or trending down over time.
<b>Likely Interventions</b>	<ul style="list-style-type: none"> <li>Detect and trace all cases without losing control of chains of transmission (contain acceleration)</li> </ul>	<ul style="list-style-type: none"> <li>Apply distancing measures</li> <li>Expand healthcare capacity</li> <li>Build testing capacity</li> </ul>	<ul style="list-style-type: none"> <li>Maintain distancing measures; prepare to release when feasible</li> <li>Prepare systems for individual case management</li> </ul>	<ul style="list-style-type: none"> <li>Detect and trace all cases, without losing control of chains of transmission while restarting activity</li> </ul>
<b>Predominant Measures</b>	Physical distancing and quarantine			
	Travel restrictions			
	Effective use of personal protective equipment			
	Testing and tracing			
	Healthcare-capacity surge			

Source: Empirical observation from World Health Organization data of pandemic epidemiologic characteristics of populations in each phase

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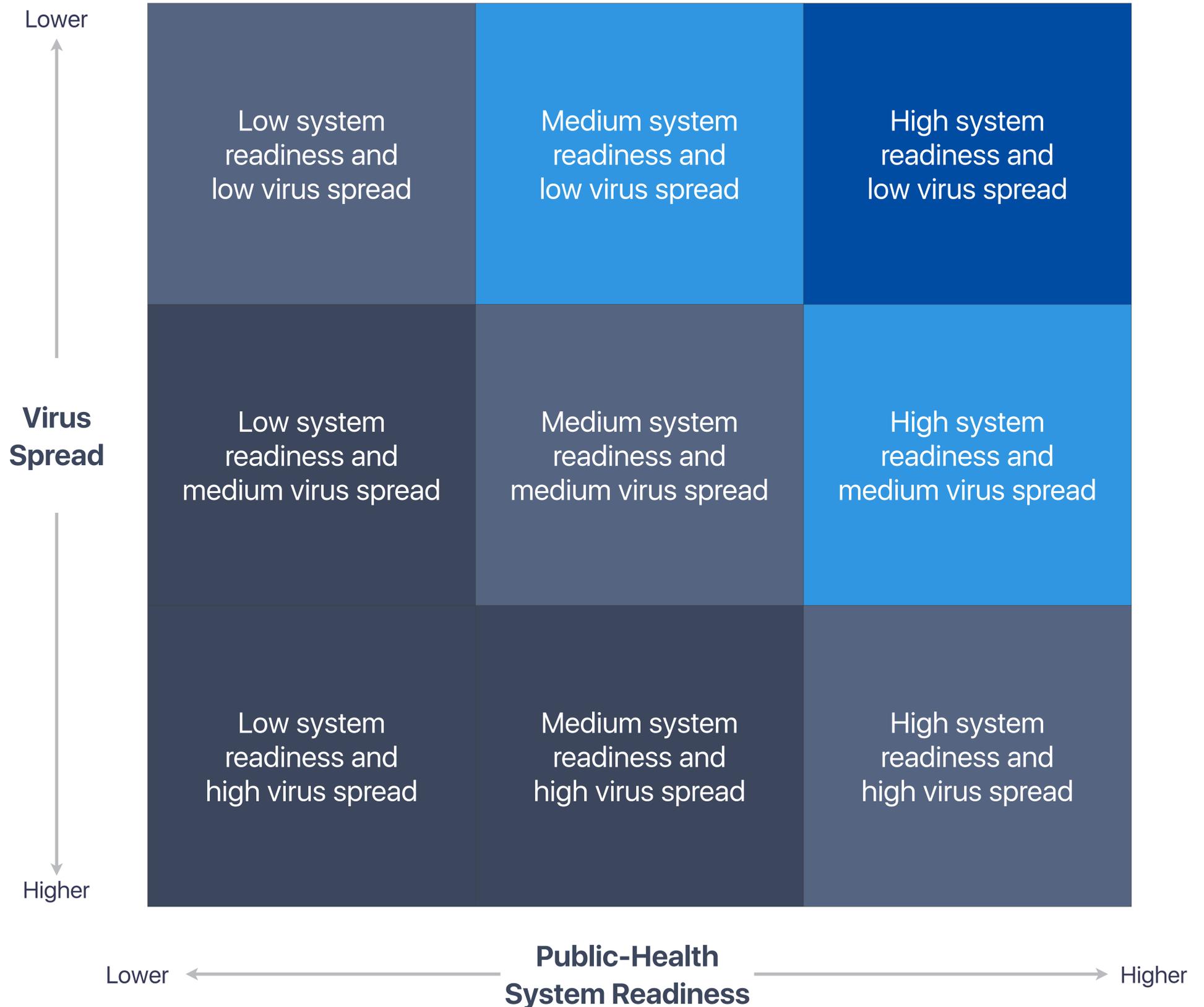
## COVID-19: WHERE WE MIGHT BE HEADING

This local response matrix can help governments understand the COVID-19 outbreak in regions more precisely.

### Readiness to Restart Economy

NOT READY

READY



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## 4 ORGANIZATIONAL COMPETENCIES THAT FUEL RESILIENCE

Now, more than ever, people will respond to a sense of belonging and a sense of purpose. Still, most organizations fail to connect business goals with universal human needs, which hinders their success in normal times. In today's environment, it may be the key difference between success and failure to achieve the stability and resilience businesses seek. To emerge from this crisis, stronger than before, organizations must tap into the potential of their people.

### 01 Common Purpose

Common purpose transcends shortsightedness and instead creates an environment where people are engaged and driven to consistently put forth their best work—to be a part of something bigger than themselves.

**Does your individual and collective work have greater meaning beyond a specific task or salary?**

Important consideration for employee retention during Horizon 2 and 3.

### 02 Shared Knowledge

Restricting knowledge can also lead people to feel they are not trusted or, worse, that their leaders are not worthy of trust.

**Does everyone have access to the information they need to create value today?**

**Are you fueling personal and professional growth by enabling a culture of learning, even under challenging circumstances?**

### 03 Trust

The ability to build trust is crucial in its ability to strengthen or inhibit collaboration, delegation, team culture, and shared success.

**Do your team members have confidence in the people they work with day in and day out?**

### 04 Empowerment

Empowering your people to shape their own work and environments breeds a culture of engagement and accountability. But the opposite is also true.

Micromanagement and "factory line" mindsets inhibit personal freedom and the quality of contributions.

**Are your team members supported and properly positioned to do their best work, even in the current environment?**

# LEADERSHIP GUIDE TO EMERGING STRONGER FROM CRISIS

## 5 MAJOR CHALLENGES TO FORMING YOUR RESPONSE

There has been evidence that many companies are finding it hard to get the major actions right. We have consistently heard about five challenges.

### 1. Having an intellectual understanding isn't the same as internalizing the reality

Exponential case-count growth is hard to internalize unless you have experienced it before. Managers who haven't experienced this or been through a "tabletop" simulation are finding it difficult to respond correctly. In particular, escalation mechanisms may be understood in theory, but companies are finding them hard to execute in reality, as the facts on the ground don't always conform to what it says in the manual. Crisis case studies are replete with examples of managers who chose not to escalate, creating worse issues for their institutions.

### 2. Employee safety is paramount, but mechanisms are ineffective

Policy making at many companies is scattershot, especially at those that haven't yet seen the coronavirus directly. Many, such as professional-services and tech companies, lean very conservative: their protection mechanisms often add to a perception of safety without actually keeping people safer. For instance, temperature checks may not be the most effective form of screening, given that the virus may transmit asymptotically. Asking employees to stay at home if they are unwell may do more to reduce transmissibility. Such policies are more effective if employees receive compensation protection—and insulation from other consequences too.

Some companies aren't thinking through the second-order effects of their policies. For example, a ban on travel without a concomitant work-from-home policy can make the office very crowded, leading to higher risk of transmission. Others are adopting company-wide policies without thinking through the needs of each location and each employee segment.

### 3. Over Optimism about the return of demand is dangerous

Being overly optimistic about demand recovery is a real problem, especially for companies with working-capital or liquidity shortages and those veering toward bankruptcy. Troubled organizations are more likely to believe in a faster recovery—or a shallower downturn. Facing up to the possibility of a deeper, more protracted downturn is essential, since the options available now, before a recession sets in, may be more palatable than those available later. For example, divestments to provide needed cash can be completed at a higher price today than in a few weeks or months.

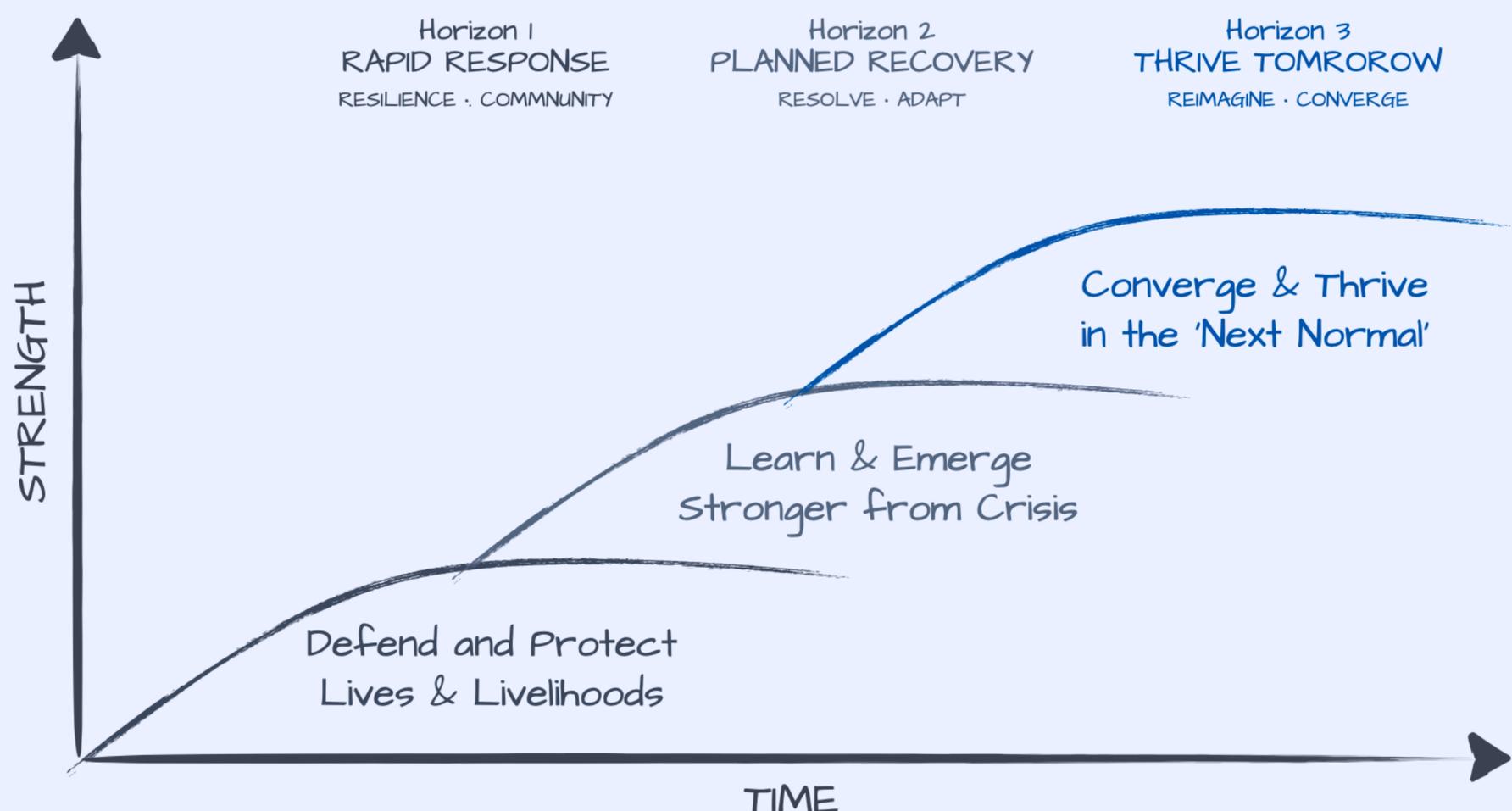
### 4. Assumptions across the enterprise are misaligned

Some companies are pursuing their coronavirus responses strictly within organizational silos (for example, the procurement team is driving supply-chain efforts, sales and marketing teams are working on customer communications, and so on). But these teams have different assumptions and tend to get highly tactical, going deep in their own particular patch of weeds rather than thinking about what other parts of the company are doing—or about what might come next.

### 5. The near term is essential, but don't lose focus on the long term

Immediate and effective response is, of course, vital. We think that companies are by and large pursuing the right set of responses, as shown in Exhibit 4. But on many of these work streams, the longer-term dimensions are even more critical. Recession may set in. The disruption of the current outbreak is shifting industry structures. Credit markets may seize up, in spite of stimulus. Supply-chain resilience will be at a premium. It may sound impossible for management teams that are already working 18-hour days, but too few are dedicating the needed time and effort to responses focused on the longer term

## COVID-19: THREE HORIZONS FRAMEWORK



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## THREE HORIZONS OF RESILIENCE THROUGH CRISIS

Resilient leaders are then defined by *what they do* along three dimensions. Each horizon needs some attention now, though only one horizon should be emphasized at a time.



### PRIORITIES

Seven functional areas most at risk during a crisis.



### TIME FRAME

Thoughtfully select the point to shift emphasis from Respond to Recover to Thrive



### ACCOUNTABILITY

Defining who is responsible and accountable in the business

#### PRIORITIES

#### HORIZON 1

#### HORIZON 2

#### HORIZON 3

#### ACCOUNTABILITY

	<b>Respond</b> Protect / Manage Continuity	<b>Recover</b> Learn & Emerge Stronger	<b>Thrive</b> Prepare for the Next Normal	
STRATEGY				CEO
BUSINESS CONTINUITY & FINANCING				CEO, CHRO, CSO
TALENT				CFO, COO, CRO, GC, CTO
SUPPLY CHAIN				COO, CTO, GC
CUSTOMER ENGAGEMENT				CMO
DIGITAL CAPABILITIES				CMO, CIO, CFO, CHRO, GC, CTO
INNOVATION				

# LEADERSHIP GUIDE TO EMERGING STRONGER FROM CRISIS

## THREE HORIZONS OF RESILIENCE THROUGH CRISIS

Resilient leaders are then defined by **what they do** along three dimensions:

PRIORITIES	HORIZON 1	HORIZON 2	HORIZON 3	ACCOUNTABILITY
	<b>Respond</b> Protect / Manage Continuity	<b>Recover</b> Learn & Emerge Stronger	<b>Thrive</b> Prepare for the Next Normal	
 LEADERSHIP & TEAM ALIGNMENT	<ul style="list-style-type: none"> <li><input type="checkbox"/> Institute crisis and resilience planning</li> <li><input type="checkbox"/> Nominate task force leadership team (and back-up)</li> <li><input type="checkbox"/> Activate and empower COVID-19 Command Centre</li> <li><input type="checkbox"/> Itemize organizational vulnerabilities by impact and value</li> <li><input type="checkbox"/> Develop and launch Communications Plan and Strategy</li> <li><input type="checkbox"/> Activate and communicate Pandemic Preparedness strategy</li> <li><input type="checkbox"/> Scenario plan to determine decisions to make today or defer</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Activate recovery contingency plan, if required</li> <li><input type="checkbox"/> Reflect on lessons learned and rebuild with resilient systems</li> <li><input type="checkbox"/> Formalize and update crisis and resilience playbook</li> <li><input type="checkbox"/> Embed relevant protocols into business-as-usual</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Institute crisis and resilience planning as Standard Operating Procedure</li> <li><input type="checkbox"/> Update crisis playbook to reflect COVID-19 lessons learned</li> <li><input type="checkbox"/> Organizational design for resilience and flexibility</li> <li><input type="checkbox"/> Regularly refresh vulnerabilities assessment</li> </ul>	<b>CEO</b>
 TALENT & STRATEGY	<ul style="list-style-type: none"> <li><input type="checkbox"/> Optimize corporate HR policy –leave, travel, global mobility</li> <li><input type="checkbox"/> Review employment contracts for potential issues</li> <li><input type="checkbox"/> Implement and monitor safe / flexible working arrangements</li> <li><input type="checkbox"/> Prioritize strategic choices and investments</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Reimagine talent strategy and operating model</li> <li><input type="checkbox"/> Adopt “above the bar” regulatory / governance protocols</li> <li><input type="checkbox"/> Manage rapid employee return and ramp-up (future state)</li> <li><input type="checkbox"/> Execute on strategic growth, partner, and M&amp;A ambitions</li> <li><input type="checkbox"/> Construct your innovation and sales ecosystems for the new normal</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Rework employment arrangements to reflect next normal</li> <li><input type="checkbox"/> Employee education and training in crisis and resilience</li> <li><input type="checkbox"/> Consider shape of business models and ecosystems of the future</li> <li><input type="checkbox"/> Build scenario thinking / sensing into strategic decision-making</li> </ul>	<b>CEO, CHRO, CSO</b>
 BUSINESS CONTINUITY & FINANCING	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure actions, uphold Responsible Business Principles</li> <li><input type="checkbox"/> Implement cash conservation and recovery actions</li> <li><input type="checkbox"/> Evaluate working capital and liquidity requirements</li> <li><input type="checkbox"/> Rapid working capital optimization and credit solutions</li> <li><input type="checkbox"/> Control discretionary operating costs and Capex</li> <li><input type="checkbox"/> Negotiate more flexible financing terms with lenders</li> <li><input type="checkbox"/> Communicate with other key financial stakeholders</li> <li><input type="checkbox"/> Understand impacts on contractual obligations</li> <li><input type="checkbox"/> Gather documentation for contract negotiations and claims</li> <li><input type="checkbox"/> Implement cash tax strategies</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate claims and contract dispute resolution</li> <li><input type="checkbox"/> Ramp-up to normalized financial reporting</li> <li><input type="checkbox"/> Ensure internal audit resources reallocated based on risk</li> <li><input type="checkbox"/> Right size and operating model of support function (e.g. fixed vs variable resources; manpower vs technology)</li> <li><input type="checkbox"/> Implement equity raising and low-cost debt refinancing</li> <li><input type="checkbox"/> Exit of non-core and under-performing assets</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain robust financial forecasts and scenario planning</li> <li><input type="checkbox"/> Stress test corporate model and capital structure</li> <li><input type="checkbox"/> Build resilience into operations and financing</li> </ul>	<b>CFO, COO, CRO, GC, CTO</b>
 SUPPLY CHAIN	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify supply chain risks and potential disruptions</li> <li><input type="checkbox"/> Develop contingency plans for operational disruption</li> <li><input type="checkbox"/> Understand demand and supply side shocks and develop inventory strategies to buffer volatility and risk</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Reimagine supply chain strategy and supplier network</li> <li><input type="checkbox"/> Establish multi-tier supplier network visibility to risks</li> <li><input type="checkbox"/> Collaborate with customers and suppliers to synchronize operations to priorities within constraints</li> <li><input type="checkbox"/> Manage inventory and cash flow through agile execution</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish control towers to predict, sense and prescribe risk responses</li> <li><input type="checkbox"/> Restructure supply chain to improve resilience</li> <li><input type="checkbox"/> Implement Industry 4.0 and Digital Supply Network (DSN) solutions to improve end-to-end visibility, synchronization, optimization, and agility</li> </ul>	<b>COO, CTO, GC</b>
 CUSTOMER ENGAGEMENT	<ul style="list-style-type: none"> <li><input type="checkbox"/> Engage with customers, in a prioritized fashion, to support business continuity</li> <li><input type="checkbox"/> Reinforce loyalty by protecting and rewarding customer</li> <li><input type="checkbox"/> Secure commercial and financial support from customers</li> <li><input type="checkbox"/> Develop communication strategy with front line employees</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Reimagine customer engagement</li> <li><input type="checkbox"/> Review orders vs commitments and inventory</li> <li><input type="checkbox"/> Use advanced technology in customer communications</li> <li><input type="checkbox"/> Reset receivables cycle and collections process and KPIs</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish open communication channels with customers</li> <li><input type="checkbox"/> Evaluate capacity / incentives to provide financial support</li> <li><input type="checkbox"/> Develop contingency plans for financial disruption</li> <li><input type="checkbox"/> Reimagine the operational model to strengthen customer engagement</li> </ul>	<b>CMO</b>
 DIGITAL CAPABILITIES	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess and address systems and cyber vulnerabilities</li> <li><input type="checkbox"/> Enable data-driven insights and situational awareness</li> <li><input type="checkbox"/> Develop real-time sensing / red-flag reporting dashboard</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consider the possibility that more employees continue to work remotely / from home</li> <li><input type="checkbox"/> Update digital properties to synch with availability</li> <li><input type="checkbox"/> Design digitally-enabled flexible work arrangement</li> <li><input type="checkbox"/> Optimize e-commerce and customer / channel strategy</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement digitally-enabled future of work including for business processes and back-office functions</li> <li><input type="checkbox"/> Reflect on lesson learned and share best practices</li> </ul>	<b>CMO, CIO, CFO, CHRO, GC, CTO</b>
 EMPLOYEE WELL-BEING				

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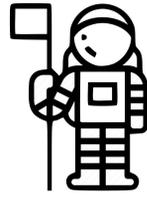
## SCENARIO PLANNING TEAMS TO EMERGE & THRIVE

As the COVID-19 pandemic spreads at a slower rate, you have augmented your crisis team with planning teams. Close on the heels of the coronavirus outbreak, the next wave of disruption—the biggest economic shock since World War II—is headed our way. And it isn't just an economic shock: it is a shock to customer behaviors and business models too. The challenges associated with it will be orders of magnitude bigger than what we are used to dealing with. To handle them, you need to adopt an operating model that accommodates the extreme level of uncertainty facing your business.



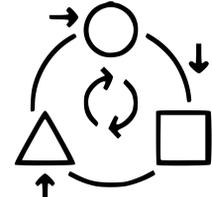
### RETURN

Create detailed plans to return business to scale quickly as COVID-19 situation evolves and knock-on effects become clearer.



### REIMAGINATION

Reimagine the next normal: what a discontinuous shift looks like and implications for how institutions should reinvent.



### REFORM

Be clear about how regulatory and competitive environments in industry may shift.

Your planning teams should be modular, with work cells focusing on specific issues across time horizons.

#### HORIZON 1

##### COVID-19 Response Team

Business Continuity



Work from Home



Supply Chain Resilience



Customer Engagement



#### HORIZON 2

##### Planning Teams to Emerge Stronger

Talent Strategy



Work from Home



Supply Chain Development



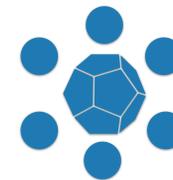
Customer Retention



#### HORIZON 3

##### Planning Teams to Thrive in New Normal

Upskilling & Reskilling



Business Model Innovation

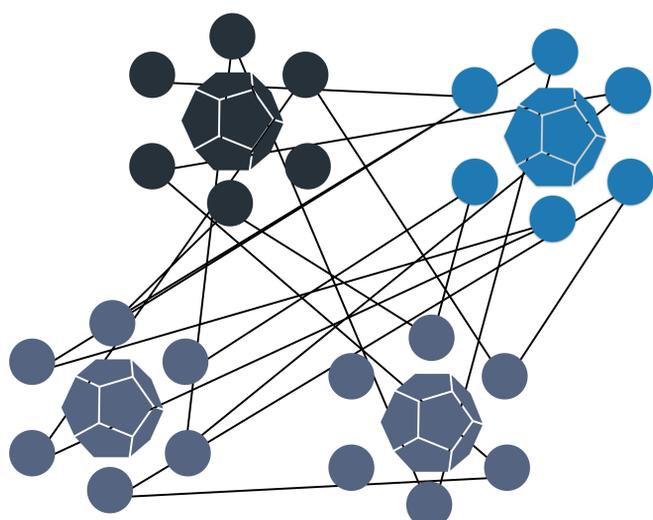


Digital Transformation



Customer Acquisition

As Working Groups and Planning Teams work together, a network effect naturally occurs.



Priorities shift as you begin to emerge from crisis, and you can form new teams, based on effectiveness and the strength of new working relationships.



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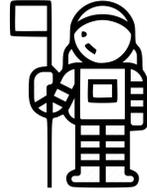
## SCENARIO PLANNING TO EMERGE & THRIVE

Resilient leaders know we can't control external events. All we can control is how we react to those events. When organizations need to react quickly to external events, they have less time to think things through than those that anticipate possible external events. Putting those together suggests you're going to be better off thinking about possible external events in advance.



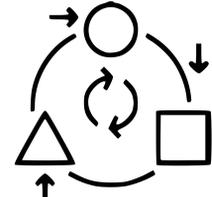
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Be clear about how regulatory and competitive environments in industry may shift.

#### PRIORITIES

#### WHAT WE KNOW

#### WHAT MIGHT HAPPEN

#### WHAT WE CAN DO

	Today's Assumptions	Potential Shifts	Future Possibilities
STRATEGY			
BUSINESS CONTINUITY & FINANCING			
TALENT			
SUPPLY CHAIN			
CUSTOMER ENGAGEMENT			
DIGITAL CAPABILITIES			
INNOVATION			
COMPETITORS			

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#### Respond to the COVID-19 Crisis

- Immediately establish a Remote Operating System for your business
- Align your team around the potential impacts and opportunities for your business
- Establish a 'Three Horizons' approach to lead your organization through crisis
- Establish Objectives & Key Results to build resilience and optimize performance

#### Recover & Emerge Stronger

- Launch a network of Working Groups and Planning Teams
- Scenario Planning with Leadership Team and Individual Business Units
- Establish your Operating Rhythm through High Output Intervals
- Implement a Goal Management System across your remote organization (OKRs)
- Workforce Strategies focused on Personal Well-Being, Learning & Development

#### Thrive in the Next Normal

- Workforce Strategies (Well-Being, Retention, Learning & Development)
- Detailed Action Plans to Focus on Highest Priorities
- Prepare for Change in B2B Customer Engagement Behaviors