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Dr. David Rock
NeuroLeadership Institute

Tracy Keogh
CHRO, HPI


Dean Carter
CHRO, Patagonia


Lead through Crisis

What companies are doing

What this event is not

- An update on the virus itself
- Legal or HR advice
- Medical advice



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Where we are, and where are we going




Shock **Pain** **Rehabilitation**

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The pendulum, and how to stop it

Under reacting?	Adaptive?	Over reacting?
		
Minimal empathy Be overly optimistic Downplay the situation	Adopt the right mindset Maintain calm Scenario plan	Be in constant high threat Create panic in others Catastrophize

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Three levels of threat

- Level 1:** In your broader environment
- Level 2:** In your neighborhood
- Level 3:** Upon you

Three habits in a crisis



Take Care
of Yourself



Look After
Each Other



Deliver
What Matters

What we've been doing at NLI

- **Status:** Encouraging others to write and publish.
- **Status:** Reminding people of the how we're helping firms
- **Certainty:** Communicating regularly, weekly, being as clear as we can
- **Autonomy:** People working from wherever, whenever (though that was always common)
- **Relatedness:** The whole firm working on the shared goal of FOCUS
- **Relatedness:** Leadership meeting on camera every few days, checking on threat level and supporting
- **Relatedness:** Team members sponsoring game nights
- **Fairness:** Accepting individual differences in capacity and being super flexible

As the COVID-19 crisis emerged and deepened, we focused first and foremost on keeping our employees and their families safe.



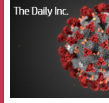
HP responded to the coronavirus pandemic quickly and decisively.

HP Wuhan is locked down on Jan 23. Strict protocols are enacted in HP offices across Asia. Italy, Spain, the US and the rest of our offices soon follow. Now, the majority of HP employees* worldwide are working from home. *Wuhan employees returned to the office on 30 March.

Tiger team assembled with representatives from:

- Employee Comms
- Employee Relations
- HR Global Services
- Benefits & Wellbeing
- HR Global Operations
- Legal

Covid-19 webinars with live Q&A featuring HP medical director and other doctors



Global communications

- COVID-19 and lending our support
- Email from Enrique Lores (18 March)
- It's time to work from home if your role allows
- Email from Kim Rivera (17 March)

Novel coronavirus information

For answers to your questions about prevention, travel, what to do if you feel ill, and more. For helpful resources and activities, visit the HP Spirit Calendar.

Read the COVID-19 Q&A

Current policies and guidance

HP Spirit calendar

All-manager calls with Executive Leadership Team for live Q&A



Coronavirus and your health and wellness



To keep employees healthy, positive, and productive in the transition to working from home, we pulled together resources and webinars into an HP Spirit calendar.

For rhythm and routine, we group resources and activities by day of the week.

Each calendar item has a pop-up window

An online form helps us gather new ideas


A standardized survey helps us measure results consistently

We're seeing engagement, appreciation, connection, and warmth from leaders. All resources are aimed at keeping employees and their loved ones healthy, connected, engaged, and productive.


HP Spirit events the week of 6 April include webinars, virtual volunteering, and an HP-sponsored virtual screening of a DreamWorks Animation hit movie.

The HP Spirit calendar focuses on one area each day of the week (with some flexibility as needed, of course).



Five key elements are vital to activating a supportive culture during a crisis. HP is setting a standard that other companies seek to emulate in terms of employee communications and engagement. 

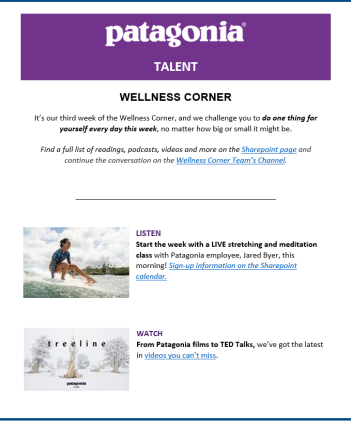

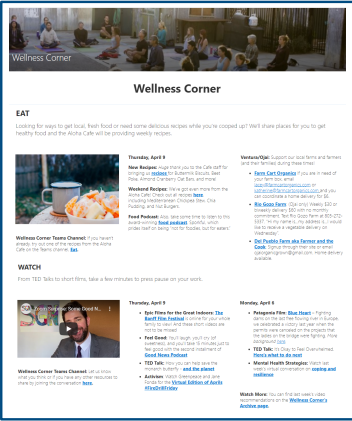
<p>Be real, responsibly Understand what people need; show empathy Bring in the experts</p>	<p>Model culture early and often Move quickly – not perfect just available</p>
<p>Keep the <u>employee</u> at the center of everything Organize content into a framework that's easy to consume – be proactive Make processes and experiences repeatable Standardize ways to gather feedback</p>	
<p>Enable managers for teams' benefit Use technology to help</p>	<p>Remember that this is a learning moment Capture lessons learned before you forget! Find the positives</p>

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 <p>patagonia TALENT WELLNESS CORNER</p> <p>It's our third week of the Wellness Corner, and we challenge you to do one thing for yourself every day this week, no matter how big or small it might be.</p> <p>Find a full list of readings, podcasts, videos and more on the Sharepoint page and continue the conversation on the Wellness Corner Team's Channel.</p> <p>LISTEN Start the week with a LIVE stretching and meditation class with Patagonia employees, based here, this morning! Sign-up information on the Sharepoint calendar.</p> <p>WATCH From Patagonia films to TED Talks, we've got the latest in videos you can't miss.</p> <p></p>	 <p>Wellness Corner</p> <p>EAT Looking for ways to get local, fresh food or need some delicious recipes while you're cooped up? We'll share places for you to get healthy food and the Aloha Cafe will be providing weekly recipes.</p> <p>Thursday, April 9</p> <ul style="list-style-type: none"> New Recipe - Soup #1000 joins the Cafe Cafe! Wellness Recipe - This is a great way to start the week with a healthy meal. Food Podcast - This week's episode is about... <p>Wellness Corner Team Owned! If you haven't already, be sure to check out the Wellness Corner on the Sharepoint.</p> <p>WATCH From TED Talks to short films, take a few minutes to press pause on your work.</p> <p>Thursday, April 9</p> <ul style="list-style-type: none"> Patagonia Film: The Day After Tomorrow Patagonia Film: The Day After Tomorrow Patagonia Film: The Day After Tomorrow <p>Monday, April 13</p> <ul style="list-style-type: none"> Patagonia Film: The Day After Tomorrow Patagonia Film: The Day After Tomorrow Patagonia Film: The Day After Tomorrow
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Closing thoughts



Going virtual can be a positive thing

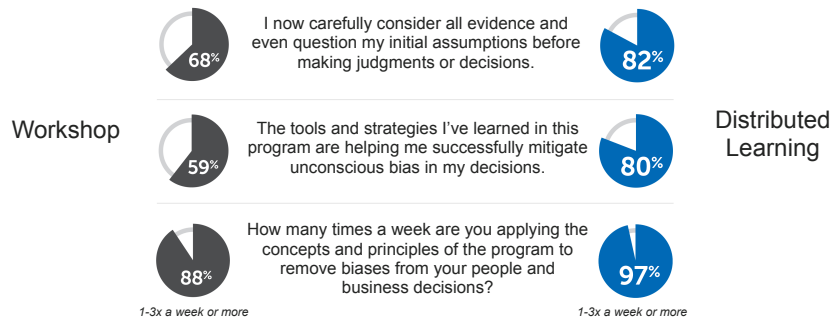
- It is possible for the **day to day** to be more positive
- Virtual meetings can be **faster, more inclusive, innovative & less biased**
- Training & events can be **even better online experiences**

Run great virtual meetings

- Make it more social
- Manage your image
- Get the sound right
- Use visual cues
- Process in parallel



You may be lucky workshops are off the table...



Ways to help your firm FOCUS

- Executive Briefings & Private Webinars for up to 10,000:**
30 and 60-minute sessions
- HIVE™ Virtual Learning for cohorts for 12-30**
30-minute or 1 Hour per week in the flow of work, for three weeks
- Distributed Learning Solutions for 100-500,000:**
Digital and social, 20 minutes per week, in the flow of work

A thought to leave you with...

Remember, the entire planet
is sharing this experience with you

