

PEOPLE

The Road to Recovery

Session 1 - Re-establish your identity

This last year has created a real shift in focus for the business. The uncertainty meant that survival, rather than success, became a priority. As we reopen, we need to remember or recreate what is core to the business, what it stands for and what the values mean in its recovery.

Remind – Revisiting the values and ensuring they are fit for purpose and reminding our team and customer base what they are, to move the business forward. What do you do to make sure your values are lived and not just laminated?

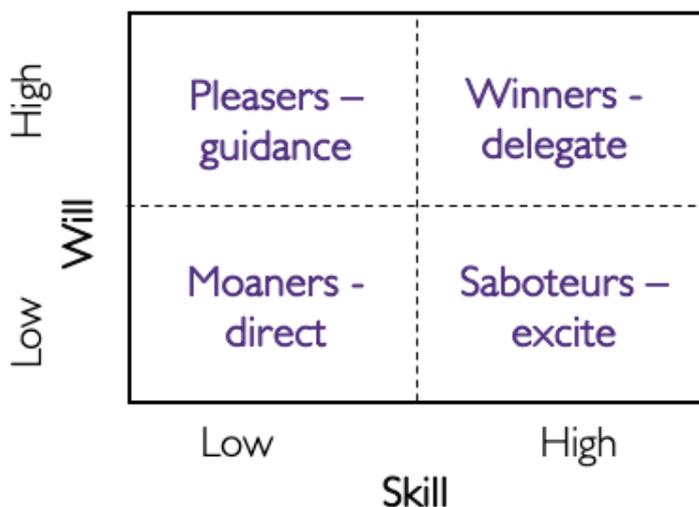
Exercise: What business are you in? Ask the team what business they are in. They will often say hospitality or service – you are also in the experience, entertainment, memory, escape, or story telling business. And this year you are in the reassurance, safety, or recovery business. Then ask the team what they need to do to deliver that.

Reshaping – Things will be different; how will the business adapt to the new regulations, expectations, and services and how the team will work in the new environment. What made the business special before may be different now, with new touch points and priorities. Therefore, it is important to making sure the team are engaged in delivering it. How are you ensuring the attention to detail you had before is being redirected in a new Covid-friendly environment?

Exercise: Team Tour: Take the team on a walk round of the property – virtual or face to face and rather than just telling them what will be different, ask them of what ideas they have to deliver the service under the new conditions.

Realistic – It is no longer possible to predict revenue streams and use past budgets to predict the future. Adaptability is now crucial, and the flexibility of the workforce is essential. There are no U turns just new paths. What strategies do you have for plan B or C?

Exercise: Skill Will – this is one for you and not the team. Using the grid think about the team and how the best way to manage them:



Session 2 - Re-engage with your stakeholders

Whilst the first lockdown meant that everyone was in the same boat, lockdown two and especially three, have generated greater gaps in people's lives. Quizzes, communication and even development seemed prolific amongst the teams. However, with the optimism from last October turning into uncertainty, we need to make sure that all our stakeholders -customers, suppliers and staff - are engaged, feel valued and are on board for reopening when we can.

Reassurance - What will they be coming back to? Will it be safe, and will they feel safe? How are we communicating the information and processes to them and for what purpose? Do you have a strategy for the wellbeing of the team moving forward? Make sure you manage the expectations of your stakeholders through the communication streams you must let them know the safe environment they are returning too. Think of how you speak to the team and the influence your language has on their emotions.

Exercise – what state are you in? Ask the team the following - what is their state of mind, what they think the customers current state of mind is and what the desirable state would be. Then get the team to create action plans to fill the gap.

CURRENT STATE

LOST

UNCERTAIN

ANXIOUS

EXCITED

DESIRED STATE

FOUND

CONFIDENT

SAFE

CONTAINED

Recognition – Do they know we are still thinking about them and how much time have we spent revisiting their expectations? Do we have an idea of their personal circumstances and how they have coped or are coping in these difficult times? Think about using smaller teams or better buddying systems to increase the sense of team and belonging. Make sure you are aware of the emotional state of the team, perhaps train mental first aiders as a representation of your effort to care.

Exercise: What you been doing? Get the team in pairs to share their experiences of the last year, what they've been up too or achieved or learnt. Then rather than telling the whole group about yourself and your year get the other person to pick a highlight and share.

Relationships – People feel valued if we are interested in them and that can only happen when they feel they can trust the business. What are you doing to rebuild your relationships? Your teams are going to go through the whole storming, forming, norming, performing cycle so think about ensuring you are not only delivering 'covid training' but also team activities to bring them closer together quicker!

Exercise: Who are you? People love to find out about themselves. Get them to complete any form of personality profile for them to better understand themselves and the difference between them and others. E.g. <https://www.16personalities.com>. Discuss it with the team and highlight the need to acknowledge, accept and adapt to the differences.

Session 3 - Re-energise the business to maximise opportunity

Whilst there may be concerns and a lack of confidence in coming back to the business, the team need to be ready to hit the 'road to recovery' running. Ensuring they are fit for purpose, embracing the new procedures, comfortable and enthusiastic to get back to work, is essential.

Redeployment – Training and development will be key to getting the team on track again. Teams will need to be multiskilled across the operation and be willing to jump in when needed. Recruitment and retention will be even more important, so have a development plan for the team on their return.

Exercise: Best bit about the job! In groups get the team to discuss why they work in our business and what they are most looking forward to doing now they are back. Then pick a story per group to report back to the team.

Refocused – Furlough, apathy, uncertainty, no Netflix at work; what do you have in mind to refocus the team on getting results? We need to remind the team of what they did and what they can do; we need to rebuild their confidence in themselves and ensure they believe in the business. Make sure you manage and motivate them to keep on track and deliver.

Exercise: Work with the team to generate a scoreboard, one that is relevant to them, easy to manage, that they can control and is visual.

Reward – Whilst managers and owners have been concerned about their businesses, staff have been anxious about their own futures. There is a strong chance that those who have been working, were working in an understaffed, stressful environment and if they haven't been, they probably will be in the near future. People work in this industry because of the people; something we haven't had much contact with. Make sure you make the team feel valued.

Exercise – Establish the teams' values and expectations – ask them in your one-to-one sessions:

What's important to you about your job (to establish values)

What's the most important (priority)

What needs to happen for you to know there is 'the value' (evidence)

Why is 'the value' Important to you (motivation)