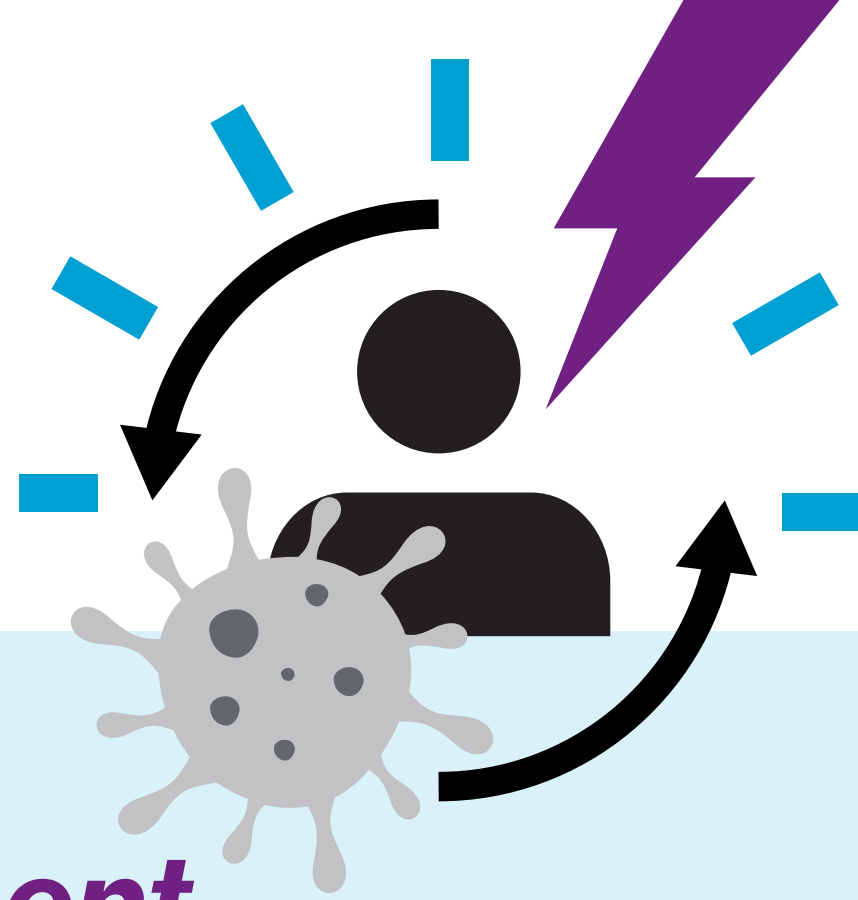


Leading through COVID-19

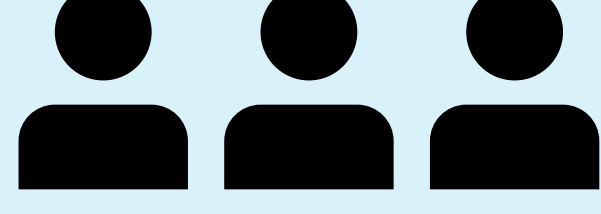
Powering the employee experience



The pandemic is a defining leadership moment

Expectations are changing

Many employers are preparing their leaders



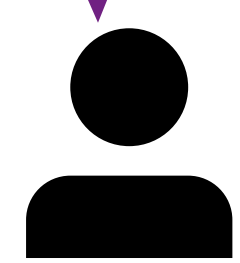
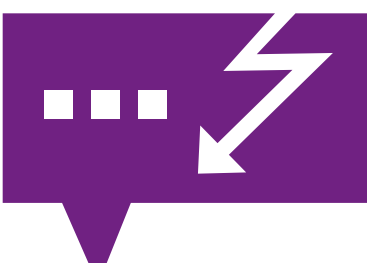
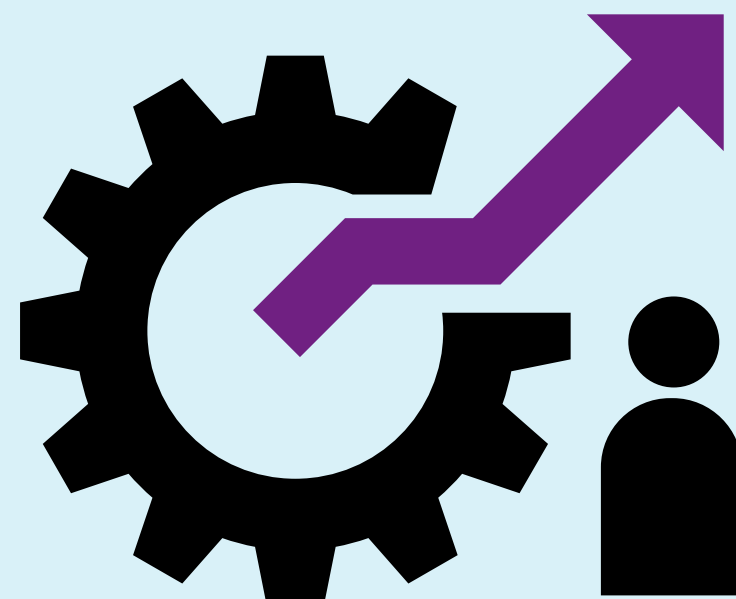
70%

are providing additional guidance and training compared with normal levels

But work remains to be done

24%

have increased development opportunities and **32%** are planning or considering doing so

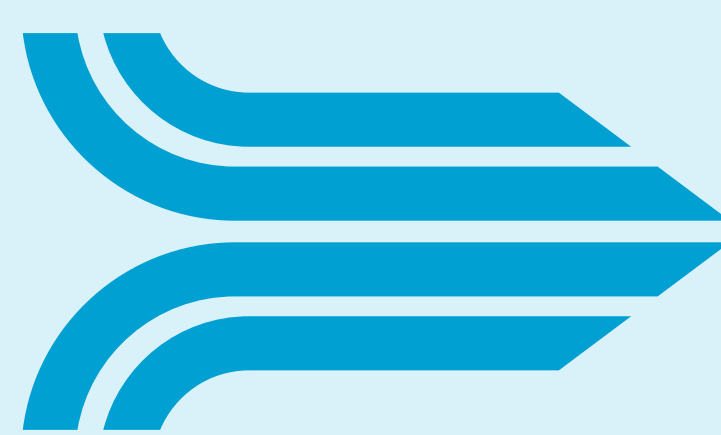


Leaders are expected to be crisis handlers and facilitators

Behaviors that organizations are expecting of leaders *during the crisis*

Reacting to issues as they arise and decisively dealing with crisis situations	75%
Responding to the needs of others	53%
Encouraging others to work constructively together to achieve goals	42%
Focusing on quality of work while also maintaining high activity levels	39%
Using practical skills and factual understanding to develop solutions to issues	36%

Leaders are expected to be change agents driving new initiatives

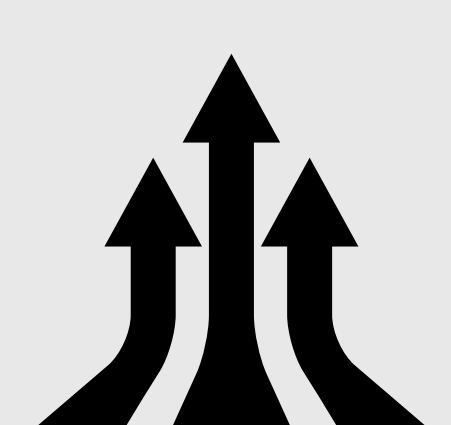


Behaviors that organizations are expecting of leaders *coming out of the crisis*

Focus on the quality of work while also maintaining high activity levels	45%
Seeking out change and acting to get things done differently	43%
Encouraging others to work constructively together to achieve goals	41%
Organizing and implementing detailed plans	41%
Developing understanding and capability within their teams	36%

To move beyond the crisis, leaders must demonstrate strategic awareness, promote new initiatives and drive achievements

Comparison of top behaviors expected of leaders



The following steps can help you lead through COVID-19:

- Assess leader competencies and strengths
- Reimagine and redefine the desired employee experience
- Implement an employee listening strategy using surveys and virtual focus groups to gauge trust in leadership and confidence in the future

Source: 2020 COVID-19 Employer Survey: Talent Implications

Based on responses from 201 organizations representing 2.5 million employees in North America. Survey fielded April 13 – 15, 2020.