



**KINGSLEY  
GATE  
PARTNERS**

# The New Normal: USA

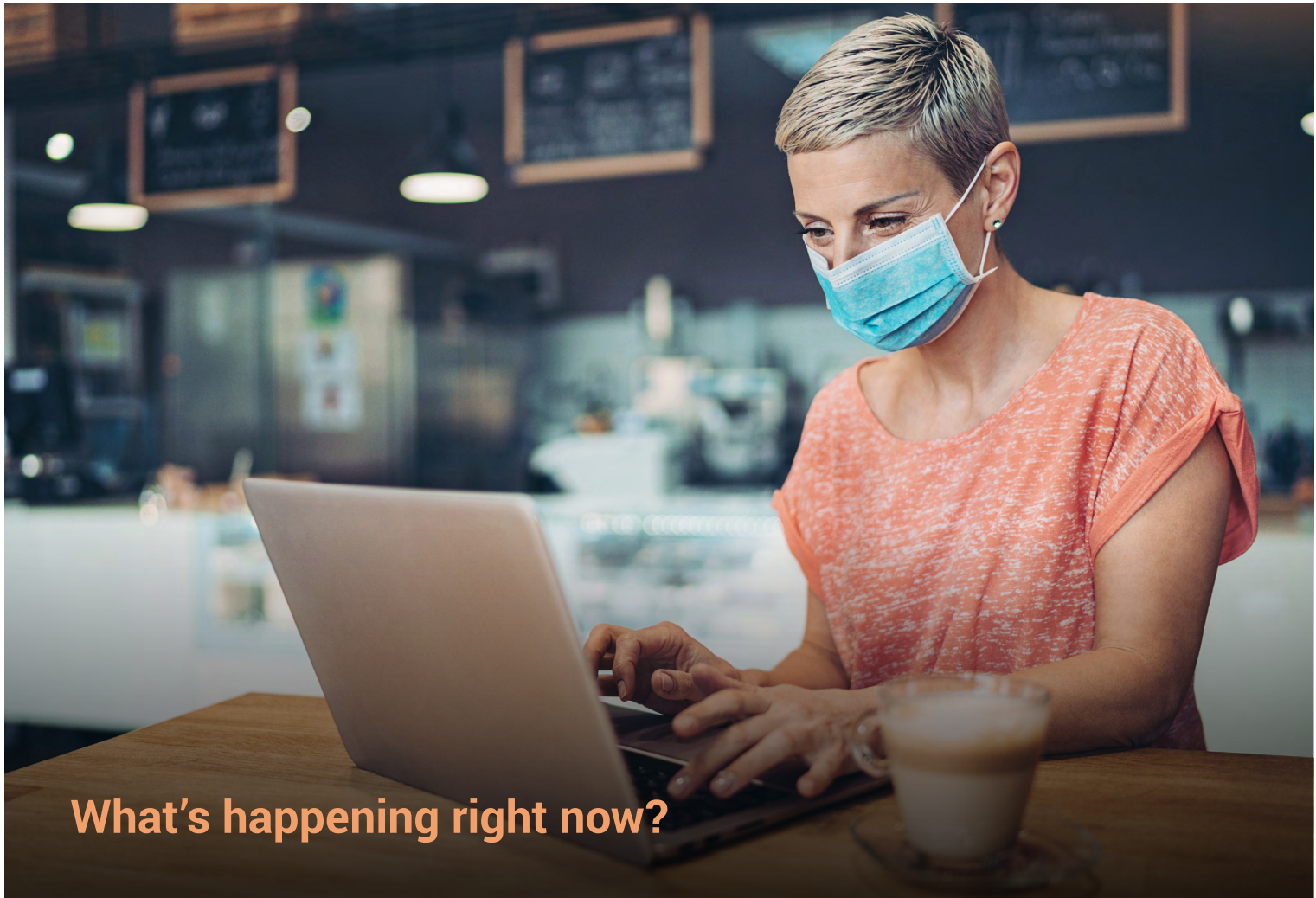
A synopsis of the opportunities which have arisen in the Corona edition of 2020 USA.

The global economy right now is seeing one of the worst hits since the World War. Companies dealing with the World Health Organization-declared pandemic are implementing remote work policies, integrating more technologies to support this new system, planning for contingencies, adhering to new salary adjustments, and looking at the possibility of lay-offs in the near future. This is the real image. It's unfortunate, but it's happening.

The challenges cropping up almost daily are of a higher magnitude than what we are used to seeing. Our aim at Kingsley Gate Partners

is to tackle these obstacles together. We want to see our clients and employees safely to the other side – and the nature of our business allows us to make this happen. As a global executive search firm, we engage in daily conversations with some of the most respected thought leaders in the country. We reached out to them to understand how organizations across industries and sectors are tackling the infamous virus to further their plans for business continuity. These conversations have resulted in a collaborative framework that we now present and share with you.

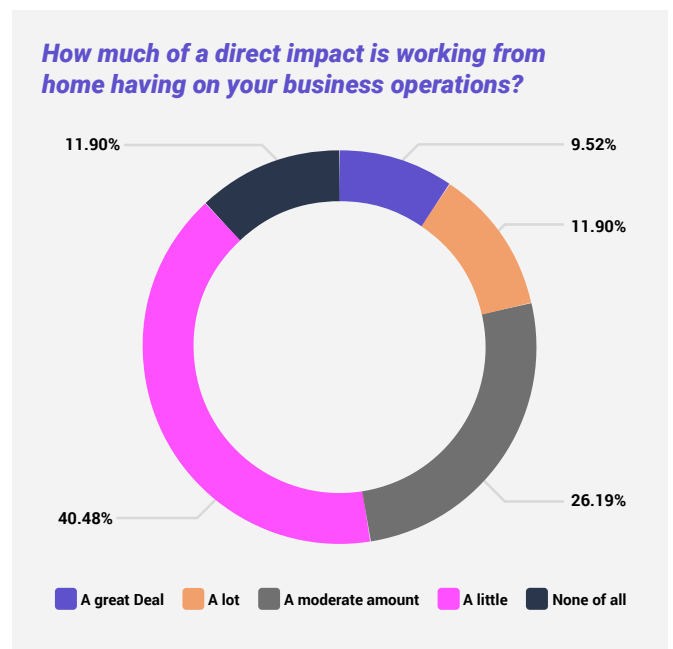
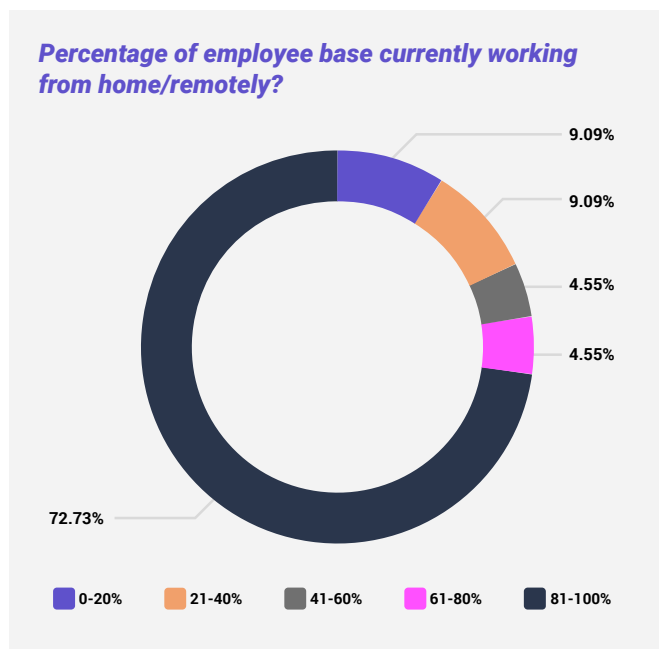




## What's happening right now?

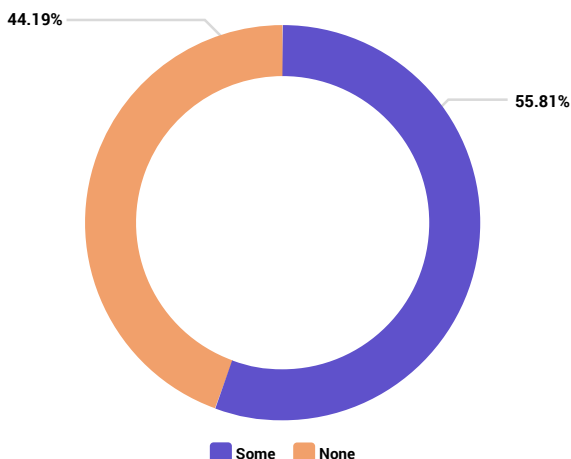
If the last thirty-odd days have been about getting used to new remote work environments, temporarily banning business travel, and formulating new policies and contingencies, the next thirty days should ideally focus on how to sustain business continuity.

To maintain this stability, we surveyed firms on the approach they're taking. Here's what we learned:



As you can see, not all organizations have shut down operations entirely. Firms involved directly with manufacturing, logistics, delivery and prescriptions, essential goods and services, technology and cybersecurity services, even those in the media are still requesting some colleagues to come in to work. A little over 50 percent of the workforce is doing this.

**Which colleagues have you requested to come to the office?**



- Some colleagues that have been requested to come to the office**
- Essential services only; IT, Facilities, Labs
- Critical mail and scanning staff.
- Live productions
- Jobs that can't be done remotely. We are continuing to refine this as the situation changes and we are able to find alternatives.
- Front line customer of client service individuals plus those who support them such as technology
- As needed only to maintain ops
- Essential personnel only; media/news related roles
- Manufacturing/Distribution
- Essential personnel only; primarily manufacturing
- Restaurant workers, yes. Everyone else, no.

One such company within the essential goods space has 90% of its corporate staff working from home for the next three months. Their offices are open, and employees have the option to go in only if it's absolutely urgent. Business has been booming for them despite the supply chain and merchandizing disruption with a 10% to 40% scale up in volume due to the consumers hoarding goods like toilet paper and hand sanitizer. The demand is at an all-time high, so much so that the firm has 6,000 open positions currently in North America itself. These include daily wage workers for stocking shelves, trucking, and logistical staff. Such moves have been complemented with a raise in the wage rate of \$2 per hour to help families tide over this period. They've also implemented a weekly \$125 bonus for the merchandising team as an added incentive.

Another example is a leading global technology and supply chain services organization that still has its centers operational across the world. With e-commerce ramping up dramatically, consumerized technology - like laptops and headsets - is finding its way across offices and homes. This company split up their warehouse workforce into two groups who are coming to work on rotation to sustain the distribution demand. This decision is being supported by a special 'warehouse bonus program' which will reflect in the workers getting their salaries sooner than anticipated.

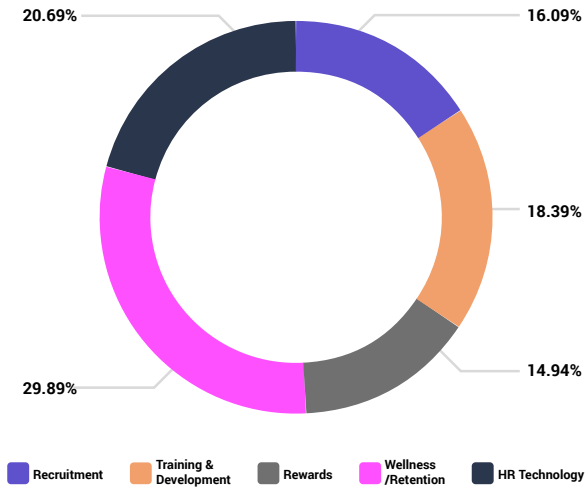
Such initiatives are being replicated by public medical device companies who are focusing on over-communicating and reaching out to both internal and external customers to bring about a sense of normalcy. This step has resulted in renegotiated terms of payment, renewed financial terms, and guaranteed commissions to their sales teams, ultimately building trust within the employees and their clients.

The idea is to take advantage of the situation. To use COVID 19 as an enabler for new opportunities and take your business to the next level. A leading technology services company is offering their cybersecurity practice team up for remote training to fix identified gaps in the cyberspace and restart the supply chain consulting. They're currently gathering intel on how China will make a comeback and learning how to get ahead of the game while working remotely. Another sales engagement artificial intelligence platform is using this time to innovate by focusing on how to make things easier going forward. They're investing in data sciences to help the sales teams connect with the right buying community and creating the right contacts. A senior advisor from a private equity standpoint also mentioned that this crisis might just pave the way for new companies and business models to emerge - particularly in the life sciences and technology sectors.

Another way to overtake the economic crisis is by going ahead of the curve and bringing the best talent on board to help you combat this pandemic. Contrary to popular belief, this may just be the right time to focus your energies on hiring the most sought-after talent who might be more readily available.



**Which functional areas of HR are you continuing to invest in as a priority during this crisis**



While firms are prioritizing spending on wellness and retention, followed by HR technology right now, 18.39% of firms are also investing in training and development. Another 16.09% of firms are focusing on recruitment. That's it. Think of the talent pool being left at your disposal right now. You have access to a highly diverse group of individuals who are well-equipped, strategic, adaptable, and looking to make a move. Focusing on attracting top leadership talent now places you ahead of your competition when we reach the other side of this pandemic.

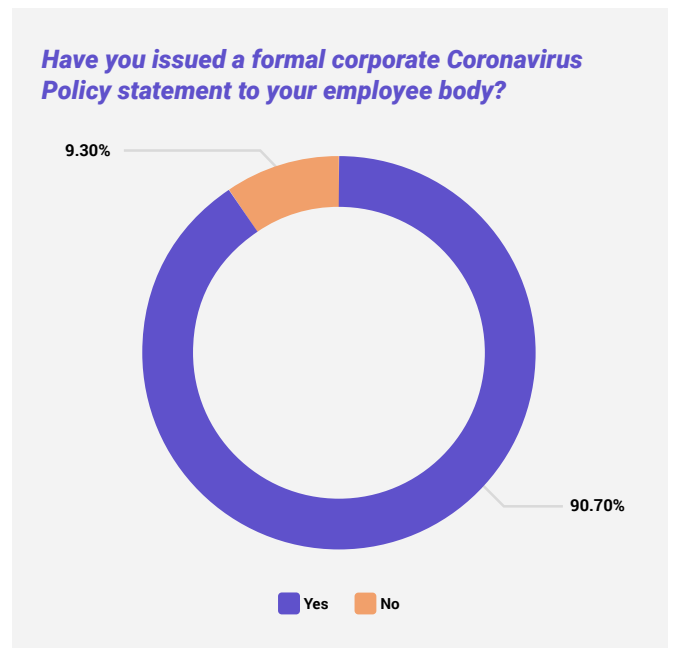
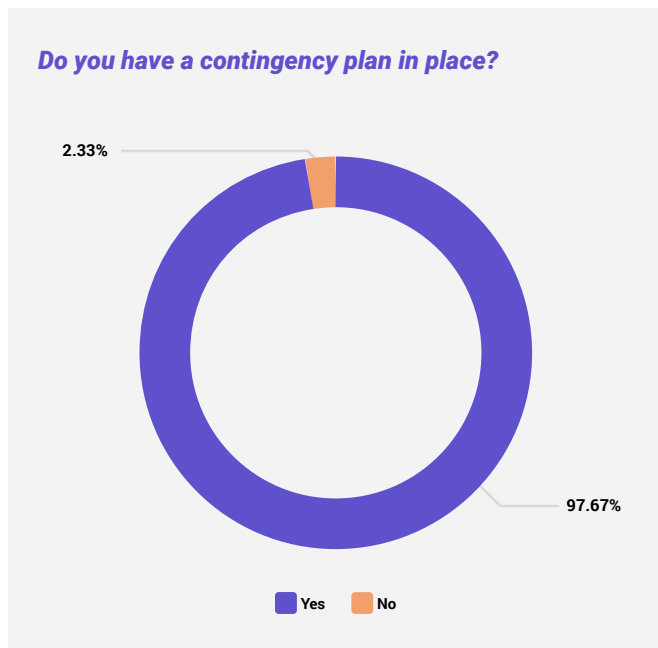






## So, what's next?

The way forward in this standstill economy should ideally be to reflect on the past, realign the present, and take the steps required to a rewarding future. It's to plan ahead and determine the contingencies well in time to get ahead of the next stage of the crisis.



While 97.67% of respondents have indicated having a contingency plan in place, only 90% of them seem to have put out guidelines on how to handle the lockdown and its repercussions. But is having a contingency crisis team and plan enough? Maybe not. The next step should be to organize a 'plan-ahead' team – a structured group of individuals tasked with specific issues across time horizons.

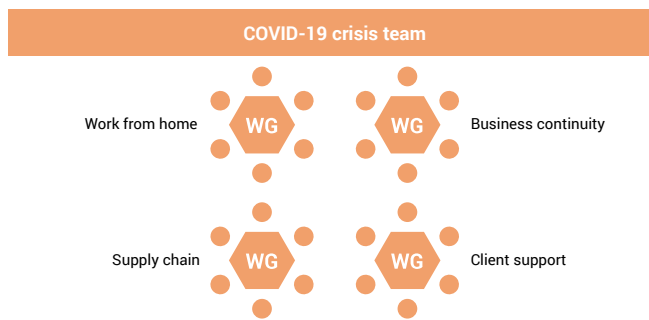


According to a report by McKinsey, “your plan-ahead team should be charged with collecting forward-looking intelligence, developing scenarios, and identifying the options and actions needed to act tactically and strategically. Unlike a typical strategy team, it will have to plan across all time horizons (two, four, and seven days; two and four weeks; one and two quarters; one and two years; and the next normal) to enable you to stay on top of escalating issues and the decisions that you need to make in this time of high uncertainty.”<sup>1</sup>

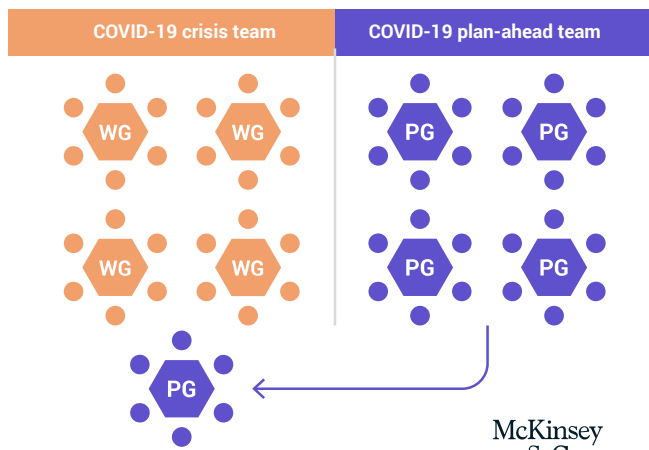
This team should be modular, with each cell having the ability to replicate and scale in line with the magnitude of the crisis, changing and adapting to each new hurdle coming its way. They should collate all the trigger points, worst-case scenarios and align a plan of action to tackle each one so that when/if the issue arises, the CEO and the board are well-equipped to take the right course. Speed is of the essence here, and the only way to get ahead of the crashing economy.

**A plan-ahead team is modular, with cells focusing on specific issues across time horizons.**

Immediate response to COVID-19 crisis: Safeguard your day-to-day business



Getting ahead of next stage of crisis: Launch your plan-ahead team



- Working group (WG) for issue - Modular, scalable planning group (PG) for issue

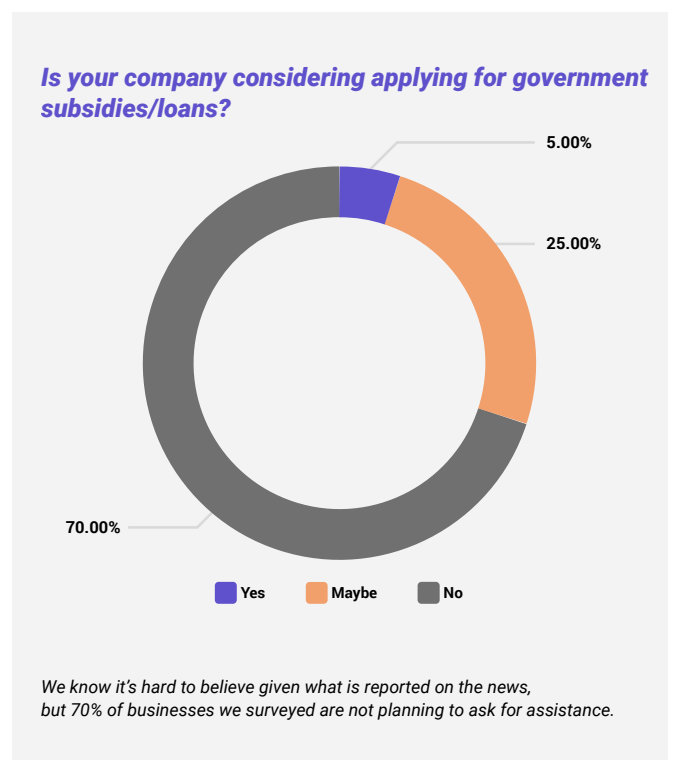
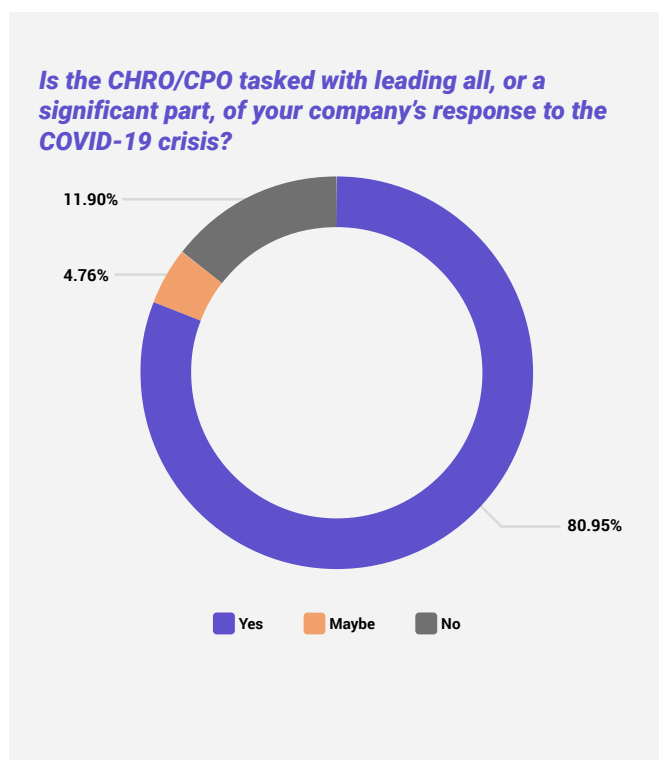
McKinsey & Company





## Wait, there's more

The coronavirus has affected everyone, every industry, every sector globally - some more than the others. This has resulted in some very similar yet relevant communication and awareness strategies being adopted by firms both internally and externally. The new language is that of compassion and it is slowly changing the face of business as we know it.





While this paper gives you a quick synopsis into the opportunities which may have risen due to the pandemic, we are currently also working towards analyzing how countries in the European Union, the United Kingdom, and Latin America are tackling the situation. What are the HR policies being adopted? How virtually inclined might we emerge at the end? Will this reliability on technology result in some unwanted changes or will companies readily accept and use it as part of their way of conducting business?

Stay tuned for updates as we work on delivering the same to you, real time with tips and advice from reputed industry experts. Until then, here are some more snippets from our conversations which may assist you in your contingency plan.

