



Lockdown – and the opportunity to come out stronger rather than just get through it

January 2021

It's not just about getting through it, you really can come out stronger.

So here we are again in lockdown. We knew it was coming but you can feel the resilience of every organisation and the people who make those companies what they are being tested once more. And, as has been the case since March 2020, it's the HRDs who carry the burden of carrying their people through. The good news is that help is at hand. In talking to a wide range of clients in the last few weeks, it's clear that many are facing the same issues. From those discussions we've put together a handy checklist to share with you. Hopefully you'll agree there's a number of good and proven ideas in there that could make a material difference for your people.

Across lockdown there is opportunity and threat in equal measure. We can help mitigate and manage the threats and help you realise the opportunity to come out a stronger, more cohesive and more engaged business, ready for the opportunities that will surely come in the second half of 2020

If you'd like any more information or we can help in any way then please don't hesitate to contact us at any time.



1. **Reconnect people with your purpose, vision and values**
2. **Stop the 'thinning' of work relationships**
3. **Re-energise your employee engagement**
4. **Show them you care**
5. **Emotional Wellbeing check in surveys**
6. **Health and Wellbeing strategic audit**
7. **Refresh your approach to comms**
8. **Build trust across a remote workforce**
9. **Build your employee advocacy programme**
10. **Get your EVP, employer brand and attraction tools 'match fit'**

10 things you can do now for people and your business.

1. Reconnect people with your purpose, vision and values

People seek meaning in their work – your ‘why’ and the value you add is an essential intrinsic motivator.

More than ever people need to feel connected to the organisation, its purpose and that feeling of a shared future.

Show them your ‘why’, the ‘good we do’, ‘the value we add to customers’, and the ‘difference we make’.

Bring it to life with real life stories and anecdotes. And don’t just show them, communicate and celebrate it with flair and passion. We can help you shape the values and embed them in the hearts, minds and actions of your teams. Show that future planning is still happening and not paralysed by the current situation. Whilst being mindful of peoples’ current anxieties, the reassurance that ‘this will pass’ and that there is life beyond the here and now. Effective leadership comms is key. We can help there too.

2. Stop the 'thinning' of work relationships

Your staff have gone from having multi dimensional, wide ranging working relationships to more narrow, simply functional and one dimensional.

This is a serious issue. Pre-COVID many of your colleagues will have enjoyed fostering new working relationships beyond their immediate team and department. Work was often a thrilling place with new faces, new experiences and new interaction every day.

Now, working remotely or being in a socially distanced office on a rota basis, means that their horizons are being restricted.

This is difficult if you want to keep the team a team and keep a One Company ethos. You've already done the quizzes on Zoom, guess the pet (or school photo) but what now?

Here are some great ideas that have worked for us before. In December we set up clients to 'Walk to Lapland'. A pedometer challenge in teams of four is a proven winner, take a look at page 20 towards the back of this document. Or perhaps a virtual community choir who train and perform each week (and then come together for a celebratory performance in the future). Or easier still a virtual team weekly smoothie or coffee and cake check in weekly.

Like the Comms Plan it needs careful content planning and meaningful execution. It's a serious issue and needs a cohesive approach.

3. Re-energise your employee engagement

**Your opportunity to
better support your
Managers to be able
to manage remotely.
This is new to everyone.**

There are several aspects to this. Firstly, as people are more worried about their jobs, their health, their families and their finances than ever before, you need to be seen to be listening, empathetic, giving feedback and acting. It's not about relying on the annual survey any more – or any bright new shiny 'always on' tool.

It's about asking the right questions and creating an effective cycle of follow through and accountability – and supporting the Managers to deliver the employment experience when they are also likely to be anxious and, probably, exhausted.

Your old survey will need refreshing or even redefining as it's out of step with the here and now. We can make effective listening a powerful tool again for you and ensure the right follow through.

4. Show them you care

“The little things? The little moments? They aren’t little.”

Jon Kabat Zinn (Remember him? As in “You can’t stop the waves, but you can learn to surf”).

That’s a quote from Jon Kabat Zinn and it’s hugely relevant today for all employees. We can help you build a culture of recognition. We can provide toolkits for Managers to help them be the engaging, people centric Manager you would want them to be. And we can help put together care packs or Working From Home packs for all your employees. Those ‘moments of truth’ are what memories are made of and help bind your employees to the organisation more than any aspect of pay, bonus or benefits.

You’ll find an example of a Working From Home pack on pages 23 and 24.

Build a culture
of recognition.

5. Emotional Wellbeing check in surveys

Before COVID 1 in 4 people reported some form of Mental Health challenge. It's now over 3 in 4.

Resilience is being tested to the full. It wasn't 'All over by Christmas' as we had hoped and, although everyone is facing the same threat, not everyone is facing the same circumstances. Everyone is different and it's important to understand what each person is dealing with in term of their emotional Wellbeing. That means as a minimum Managers both improve their awareness of potential issues and check in with staff every day. From the centre, we can help you set up the right listening platforms. A confidential, short check in survey to see how people really are – and to seek their suggestions on a myriad of things – as always will be invaluable. Prove you are there, prove you are listening and of course prove you are acting. As one of our clients said,

“Mental health is everything. No-one is going to be out of sight, out of mind, on my watch”.

A DNA client

6. Health and Wellbeing strategic audit

A clear benchmark to highlight issues, opportunities and prove ROI.

For many employers, Health and Wellbeing has traditionally been a tick box exercise. However, the world of work is changing and, as part of that, the world of Health and Wellbeing at work is changing faster.

| Employee engagement and Health and Wellbeing are now inextricably linked.

More than that, employers are recognising the fact that health is one of the major hidden risks and costs for modern business: it can range from £900 to £3,500 per employee per annum, 4-6% of the payroll. But these are costs that are simply not seen, and therefore the opportunity for businesses to help their employees is being lost.

Our strategic Health and Wellbeing audit aims to set a benchmark and highlights both issues and opportunities. This audit will create a programme of work aimed at increasing the quality and decreasing the cost of your Health and Wellbeing agenda. Our proven four step process ensures that you are able to truly see the problems and understand them in context. And with that powerful information we can suggest new ways to address these problems proactively to turn them into opportunities, whilst measuring the long-term benefits and measurable return on investment this joined up and proactive approach offers.

In the Health and Wellbeing work we've been implementing with clients, every £1 invested in Health and Wellbeing in a strategic measurable way will see between £3 and £7 back within 18 months.

7. Refresh your approach to comms

Comms audits will show you what works, what people want, and what they need to know.

You've been doing more internal comms to your teams and Managers than ever before. The problem is that it's been getting too samey, the gaps between comms are widening and the engagement is falling. You need to reinvigorate the messaging and you can't be complacent and you can never do enough. And remember, people take on information in different ways so an email here and there and a Zoom or Teams call once a week probably isn't doing the job particularly well, especially as the recent data shows that attention spans are no longer than 12 minutes on a video call and that people are only able to retain three pieces of information at most.

A more regular, repetitive and consistent flow is key – and across a range of channels.

If not, then the rumour mill, ambivalence and uncertainty will fill the gap. Start with a comms audit. What works, what do people want, what do they need to know. Then, as you would with your external marketing, develop your content plan and channels. Mix it up. Use video, use infographics and yes, use good old fashioned print as well as digital.

The content plan really is key. If you try and make it work on an ad hoc basis it never does. You should be planning the next six months now.

What are you going to say the next few weeks? How are you going to keep people energised and included across February and March – and on into your new Financial Year? The DNA Way is to set clear objectives, plan the work and work the plan, execute with real flair and measure everything.

8. Build trust across a remote workforce

Trust is earned over time by your actions and intent.

This has come up a few times in client conversations. There is no silver bullet, trust is earned over time by your actions and intent. So what can you do? Here's a checklist to help you plan and assess.

- Give to get – trust them and let them prove you right.
- Absolute clarity and transparency on all comms – no surprises, no-one is the last to know, treat every employee like you would a customer (ie reply to emails, respond to issues, ask how you could improve).
- Lead by example (and call out any Managers that don't).
- Do what you say – if you're not accountable why should they be?
- Be humble, own any mistakes, don't be afraid to show vulnerability.
- Build the culture of recognition.
- Equip the Managers to be interesting and interested in each team member as an individual.
- Listen, understand and act – whether that's in engagement, Wellbeing, enablement or even whistle blowing.
- Give each employee a personal budget for their development along with the 'gift of time' to use it.
- Press Reset. Invite them on a new, better and inclusive journey to a more positive future.

9. Build your employee advocacy programme

This is the future now and an opportunity to invest ahead of the curve in your employer reputation.

A recent survey said that less than 15% of candidates believe what the C-suite of a company say, less than 25% believe what HR say but more than 66% believe what the employees say.

The most authentic, enthusiastic and articulate exponents of your brand and the employment experience you offer are the people who work for you.

Our employee advocacy process gives them the platform to communicate their employment experience in a consistent, relevant and personalised way, fully supported and managed by the DNA team. This will build your employer reputation across all of the audiences that matter to you – internally, among your stakeholders, in your community and in the external talent market.

And when this has been applied by companies it really works. One DNA client has had an employee advocacy platform in place for two years and haven't placed a single recruitment ad in the last 18 months. Their hires are coming in via social media via employee advocacy. And, internally, remember that often external communications and validation can be the best form of internal communication and building pride in the brand.

So how does employee advocacy work? As always it starts with having clear objectives in place and a proven process so that we can plan the work and work the plan – working closely with both HR and Marketing to ensure true cohesion. We help identify, train and motivate Brand Ambassadors whose role is to create dialogue with peers in the external talent market – whether that is skilled or unskilled, local or global.

We'll then build and execute a compelling content plan and can create the right mix of content for each channel. And, as always, we plan carefully, execute with flair and measure everything.

10. Get your EVP, employer brand and attraction tools 'match fit'

Be ready for when you need to hire again.

Hiring may not have been top of the list in terms of priorities in 2020. But the current situation isn't changing any time soon and there are still real shortages of good people in the market.

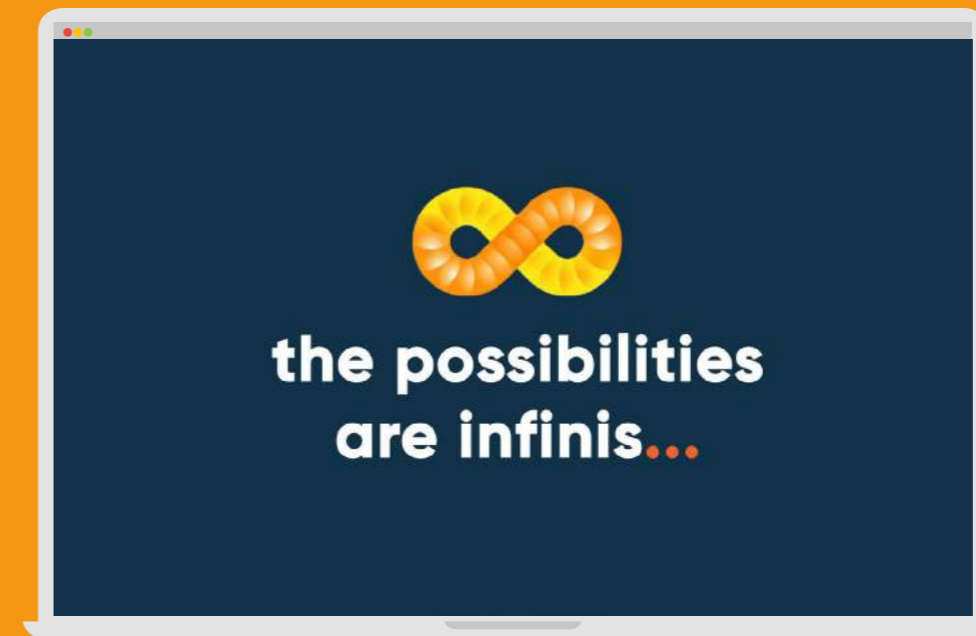
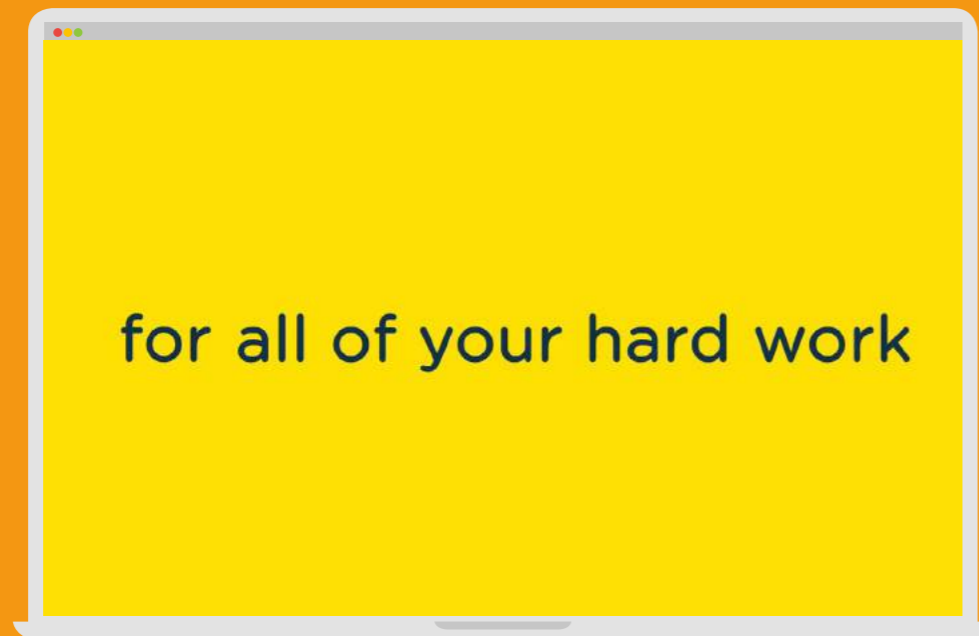
When you are looking to hire again, with purpose, you're going to need the right tools at your disposal.

For some clients we are reworking their EVP to ensure relevance post COVID, for others we are reviewing their employer brand to ensure maximum impact, not just in attraction, but also in onboarding, induction and beyond.

Investing time in an effective and relevant attraction toolkit now will put you in a better position next year for when the talent market re-ignites in mid 2021, which it surely will.

**Some examples
of our work...**





Values Launch

Your values lay the foundation for your business, who you are, and how you operate. So, launching them should be a top priority. How do you make sure that your teams understand them, and bring them to life in their daily tasks? There's a number of routes you can take including animation, images of your values around the office, team building "launch days" and many more.

Infinis – Values Launch



Infinis – Values Launch

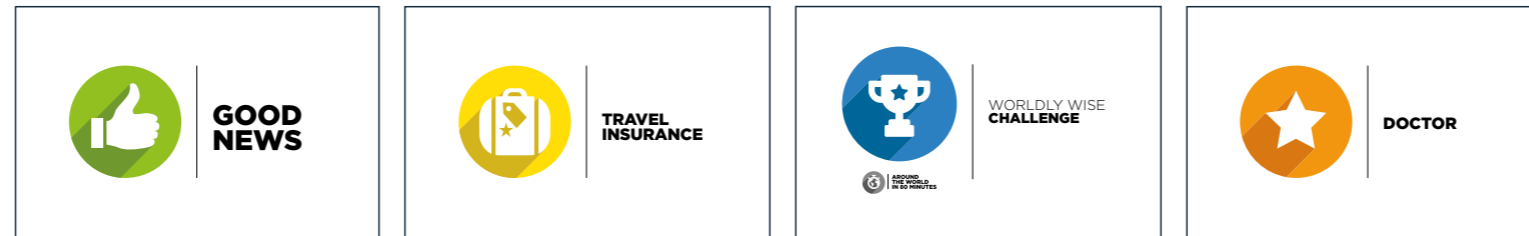




**AROUND
THE WORLD
IN 80 MINUTES**

**INFINIS
CONFERENCE** 2018
13TH & 20TH JUNE





INFINIS TIMES

FEARS GROW AS VOLCANO SET TO ERUPT IN SOUTH EAST ASIA

US AIRLINE GROUNDS ALL FLIGHTS AMID SAFETY CONCERNS

INTENSE SANDSTORMS FORECAST FOR ENTIRE SAHARA REGION

BERMINGHAM CITY SET FOR NIGHT OF EUROPEAN SOUVENIR VILLA RELEGATED AGAIN

FRENCH AIR TRAFFIC CONTROL OFFICERS THREATEN IMMINENT STRIKE

EAST AFRICAN REBEL GROUPS MAKE STRONG GAINS IN CROSS BORDER CLASHES

GLOBAL FILM TITLES

U.S. correct answer = 500 Infinis Pounds
 U.K. correct answer = 750 Infinis Pounds
 50 correct answers = 500 Infinis Pounds

Example: CA 17 = would be Captain America

- BTLC
- 37265
- TRFF
- 1767
- FRWL
- 4 5 4 4
- AA
- 0 1
- TLKOB
- 24 422
- APFI
- 17 21
- BYIT
- 0 2 1
- TIE
- 427
- OOA
- POP-TSOT
- 0 2 1 1 2 4
- QUATIM
- 4 1 2 4
- QWV
- 0 1 7
- A
- 0

Please take your answer sheet to the Bank as soon as you've completed it.

FLAGS OF THE WORLD

Each correct answer is worth 50 Infinis Pounds.

Please take your answer sheet to the Bank as soon as you've completed it.

INSTRUCTIONS

THE PURPOSE OF THE GAME

Working in your team, you'll earn points by collecting passport stamps and cash as you circumnavigate the globe via the suggested route. You should aim to gain as many passport stamps as you can and, ideally, to have some cash left at the end. The more passport stamps and UK Pound notes, the more Infinis Pounds you'll get. Each passport stamp is 50 points, each £100 you have left at the end is 1 point.

HOW THE GAME WORKS

It's a journey, we want teams to embrace the journey together - to set objectives, to plan, to travel, to explore, to negotiate, to share, to reflect, to celebrate, to compete. You will receive money for your air fares through the successful completion of each challenge. You could earn up to £1000 but you might earn less at times!

The start and end of each 5-minute round is marked by the alarm.

You get your shared challenge assessed and pick up your money earned from the Bank. If you complete any side-based challenges before the end of the round, please take your completed challenge to the Bank to collect your money.

The Passport Office is where you pay for your journey and receive the stamps in your passport. This will also pick up your next challenge at the Passport Office at the start of each round.

You will have 5 minutes between each round to collect your money from the Bank. If you're not already there you'll get the top of your journey, get your Passport stamped at the Passport Office, and pick up the envelope containing your next challenge.

Teams are given £2000 at the start of the game and you can choose how much of any of this to spend on insurance (see below).

INSURANCE

Teams who successfully circumnavigate the world and get back to London receive an extra three stamps. No teams can have insurance.

LANDMARKS OF THE WORLD

Each correct answer is worth 50 Infinis Pounds.

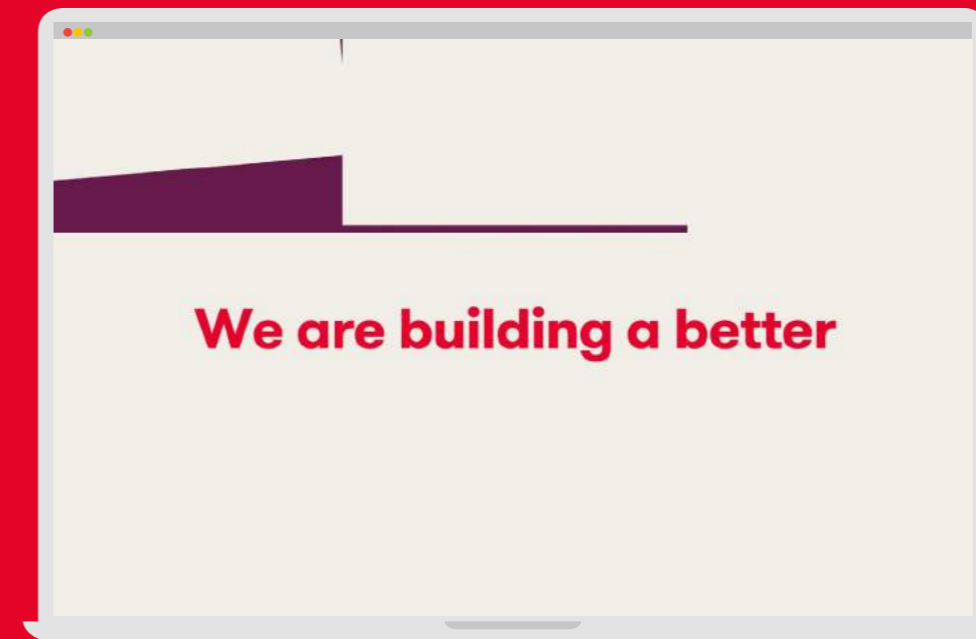
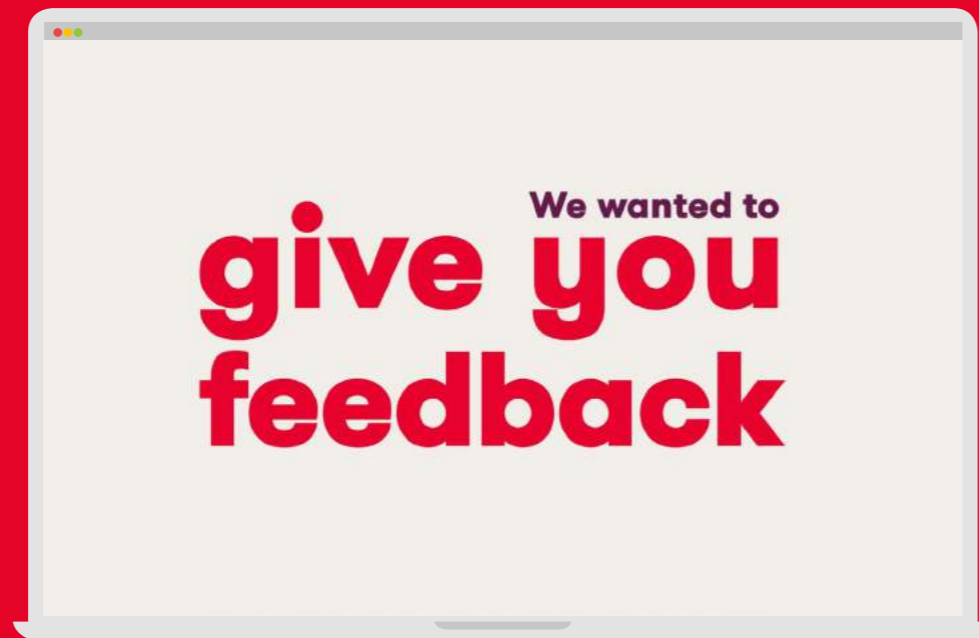
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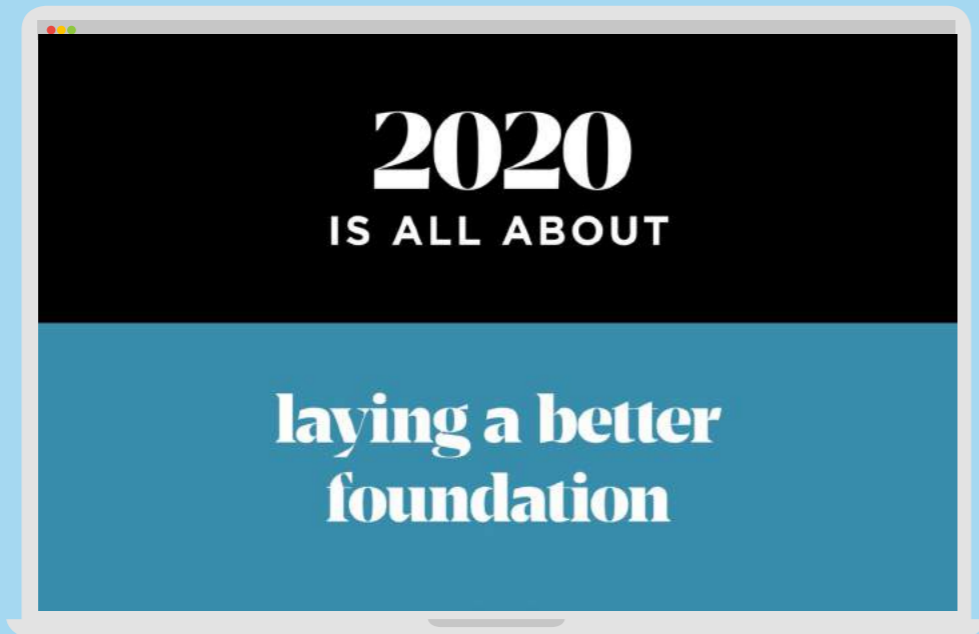
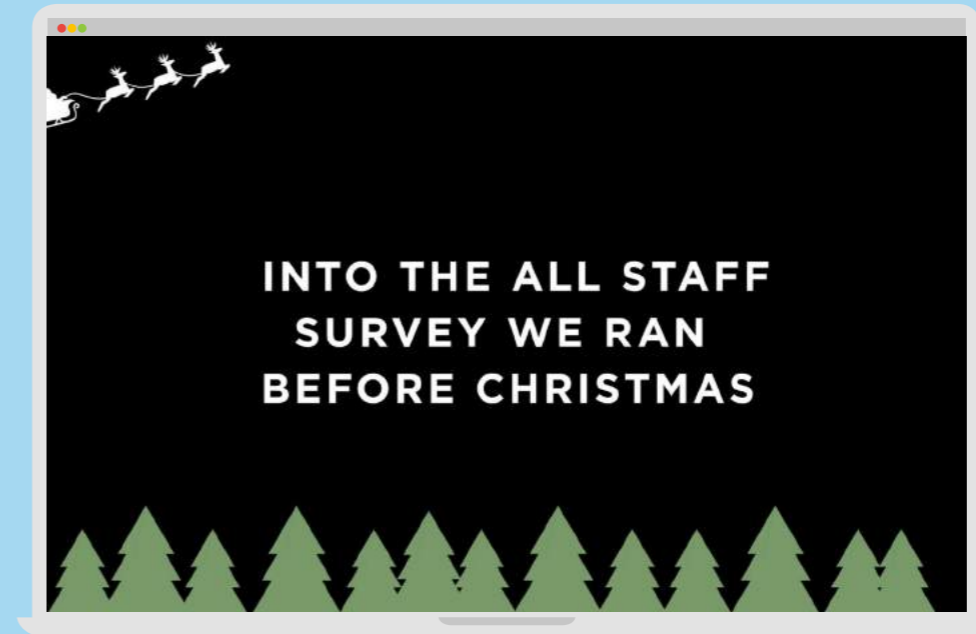
Companywide Pedometer Challenge

Companywide pedometer challenges are a brilliant way to encourage individuals, across different departments and locations to build new relationships at work, whilst encouraging them to move more, have some fun along the way and enjoy the challenge of a common goal.



Engagement Survey Feedback

If it's an Engagement Survey the feedback should also be engaging, right?

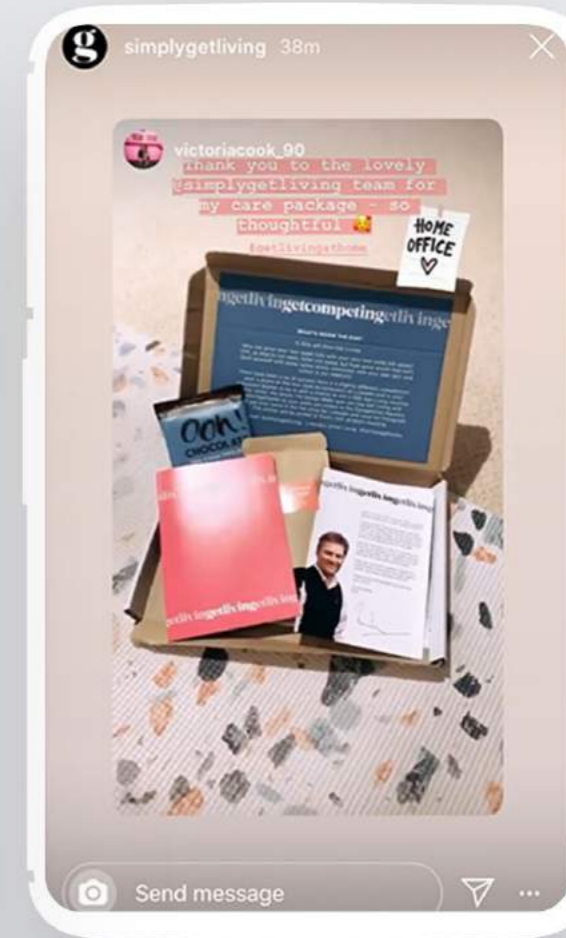
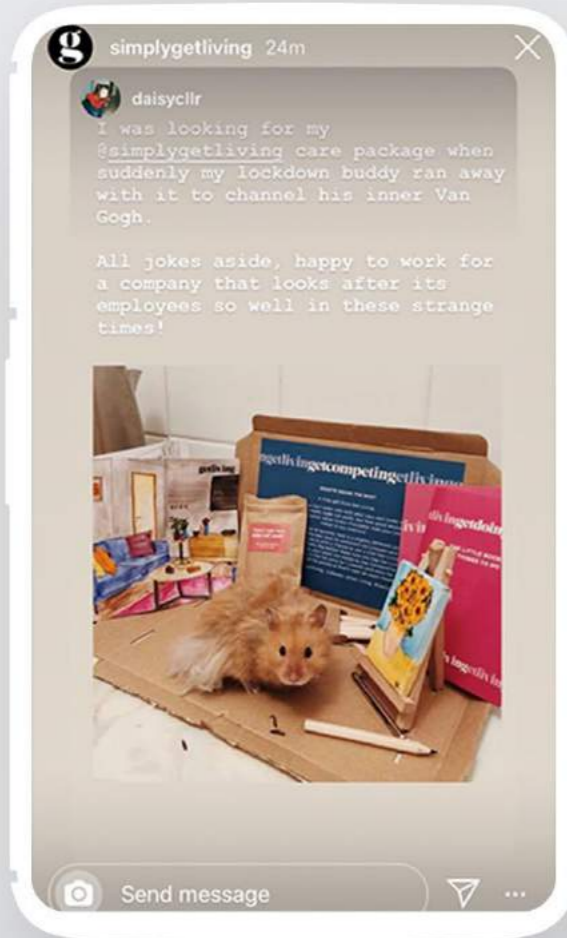


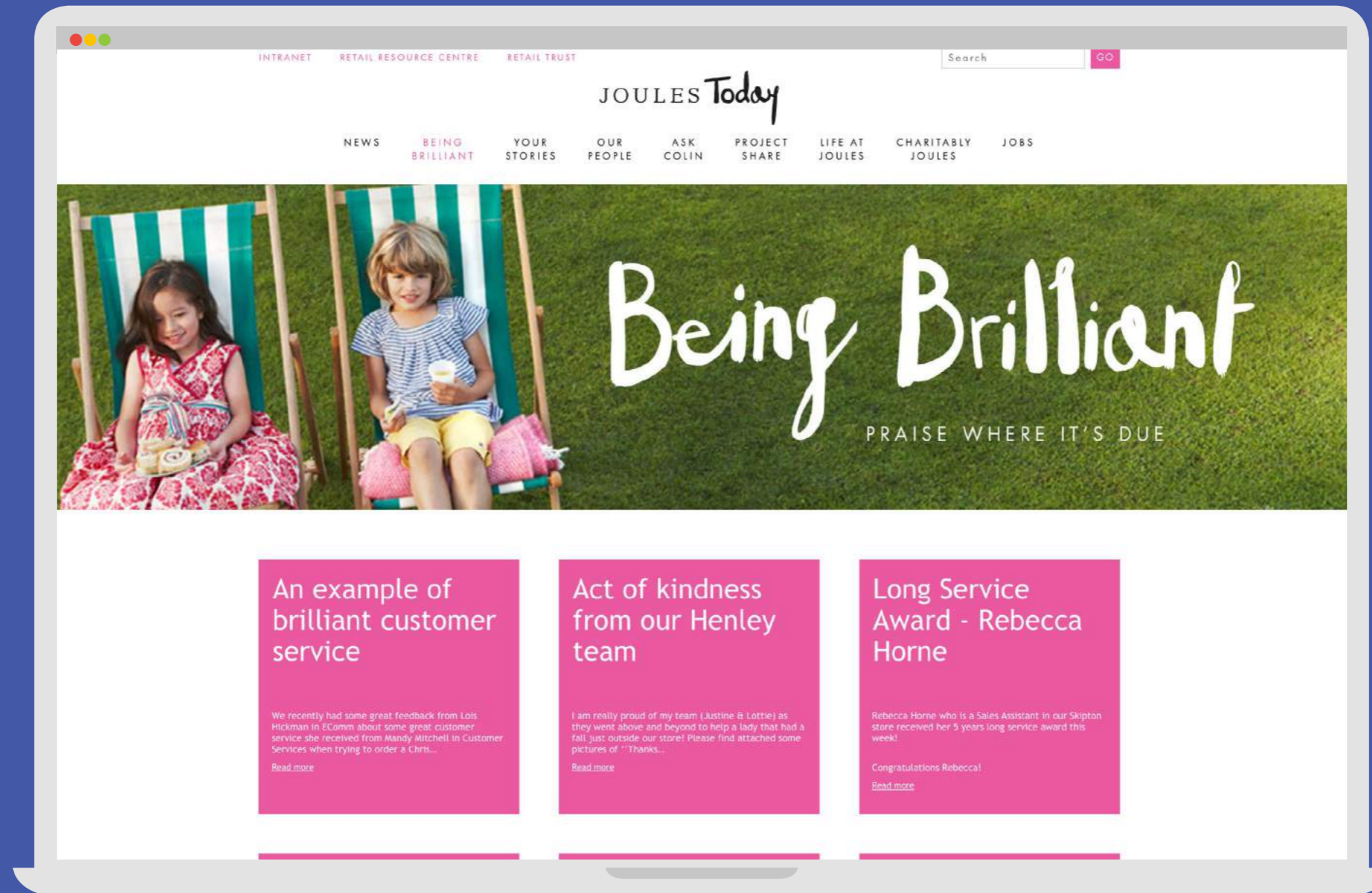


Working From Home Packs

You can get creative when engaging and communicating with your workforce. Going that extra mile can really have a positive impact and is a sure-fire way of making someone feel special. Branded packs can incorporate a mix of collateral that's relative to you and your values. Get Living chose to send seeds to grow, bespoke colouring imagery with pencils and chocolates. Something for everyone. It also included a personal note from the CEO.

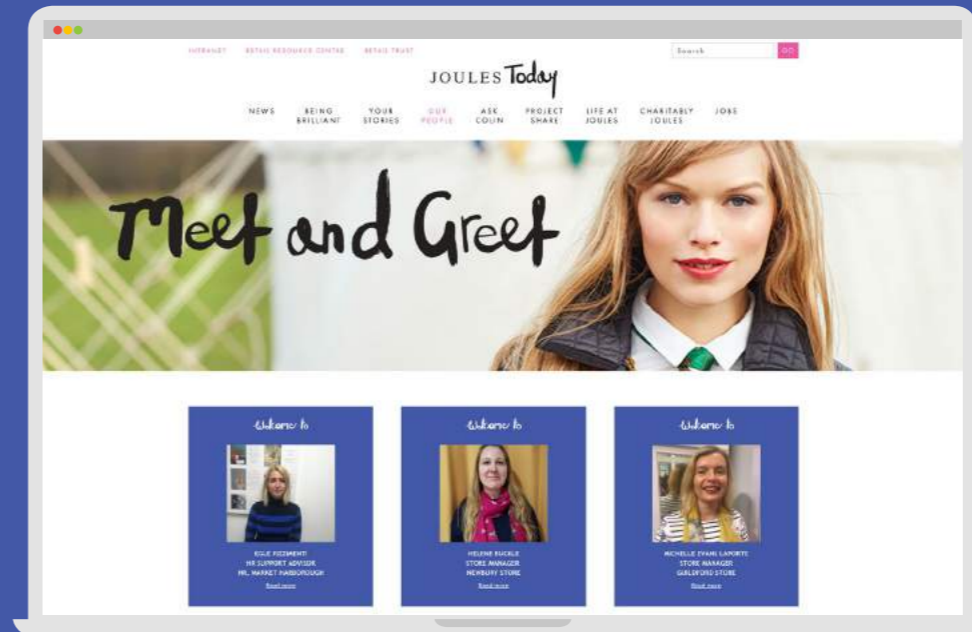
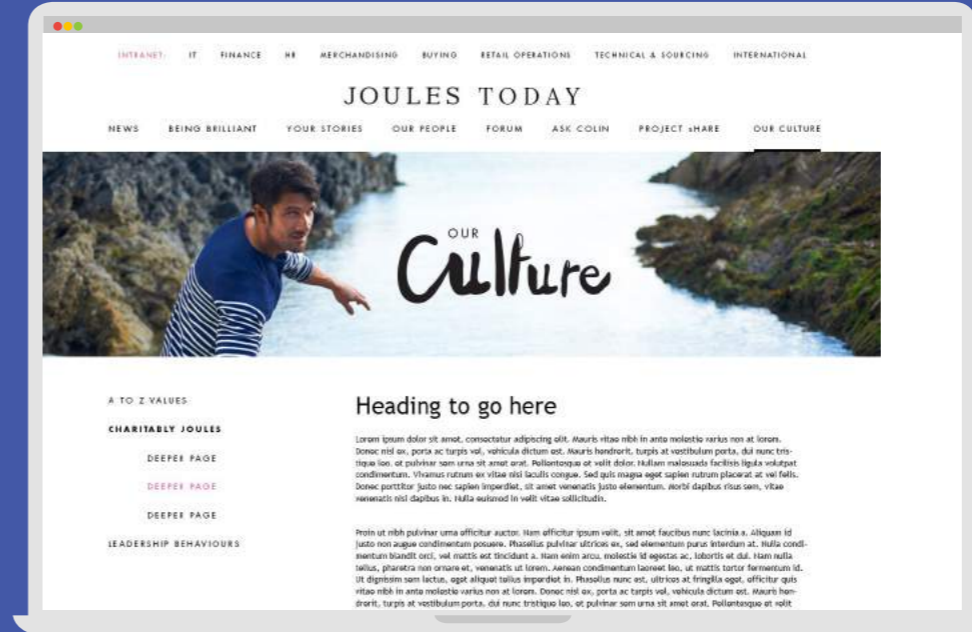
Get Living – Working From Home Packs





Internal Comms

Online communication platforms can be really impactful – one go to place and one version of the truth. They can be regularly updated, are ever evolving, and brilliant for hosting a variety of topics in one location. Joules’ internal comms platform (Joules Today) was designed to be the key information hub for their Business Transformation Programme. We also chose to include information on their values, employee benefits, video content, stories of what’s going on and “Ask Colin” (their CEO).





Internal Comms

Hilti are in the midst of an office relocation, and are sending monthly newsletters, keeping employees up to date with progress, details on the new office space and what they can expect from their new office location.



GETTING TO CIRCLE SQUARE

Spotlight on car parking

Circle Square has a 1,000-space multi-storey car park owned by NCP. Hilti employees will have access to 200 of those spaces – a whopping 20% of the whole car park. That is also 25% more spaces than we have currently. Access is available 24/7, 7 days a week.

Parking will be completely free for anyone with a pass, and anyone who is based at Circle Square can have a pass, if they want one. The spaces will be taken on a first come, first parked basis. So, if you are the 201st person parking that day, you will still be able to access the car park (if there are spaces), but you will need to take and pay for a ticket, as you would if you were parking as a normal customer. If appropriate, you can discuss reimbursement with your line manager. But, please remember that we have taken an extra 25% more car parking space at Circle Square, then we currently have, so we are not expecting this to happen. We will also keep car parking demand under close review in the weeks and month following the move to ensure it is working to our needs.

For those employees not based at Head Office, you will also be able to access the car park. If you are a regular visitor, it might be that you apply for a pass. Alternatively, you will be able to park and pay with the general public, and claim the charge as an expense, where appropriate.

When large meetings or conferences are being held at Circle Square for employees, it might be that tickets are sent in advance for visitors, but this will be managed on a case-by-case basis.

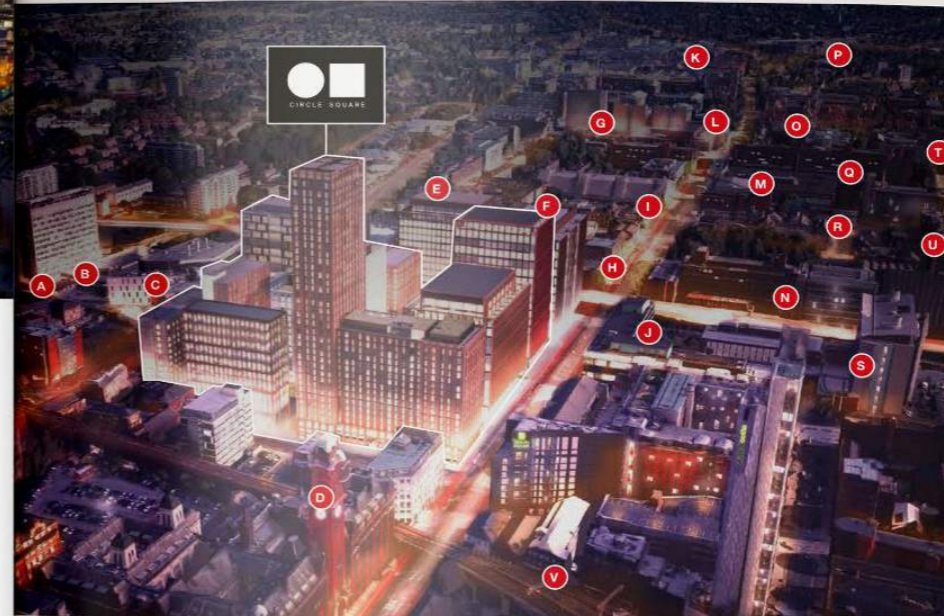
There will also be access to 38 disabled parking and four electrical charging points, although this is due to be reviewed, based on demand.

We are committed to making sure that there is a car parking space for anyone that needs one. As with all of the facilities at our new offices we will continuously review this to make sure that we can honour this commitment.

Find out the latest news 'On the Move' and get involved on [The Hub](#) →

OUR NEIGHBOURS

Circle Square is at the heart of Manchester Oxford Road Corridor: a hub of scientific research, discovery and advancement.



- A** Graphene Engineering Innovation Centre (GEIC)
- B** Manchester Institute of Biotechnology (MIB)
- C** School of Mechanical Engineering
- D** Principal Hotel
- E** Manchester Engineering Campus Development (MECD)
- F** National Graphene Institute (NGI)
- G** Sir Henry Royce Institute
- H** MTC Tech Incubator
- I** Manchester Aquatics Centre
- J** School of Computer Science
- K** Manchester University NHS Foundation Trust (MFT)
- L** University of Manchester
- M** Royal Northern College of Music (RNCM)
- N** Manchester Metropolitan University (MMU)
- O** Manchester Museum
- P** Whitworth Art Gallery
- Q** MMU Arts and Humanities
- R** MMU Fashion Institute
- S** MMU School for Science & Engineering
- T** Manchester Science Partnerships (MSP)
- U** Manchester School of Art
- V** Oxford Road Station

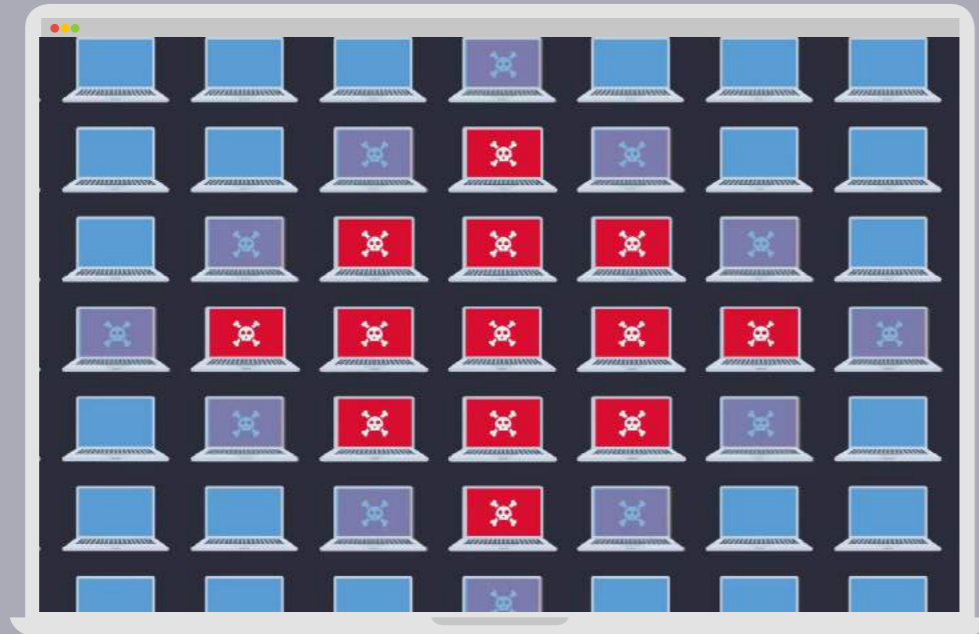
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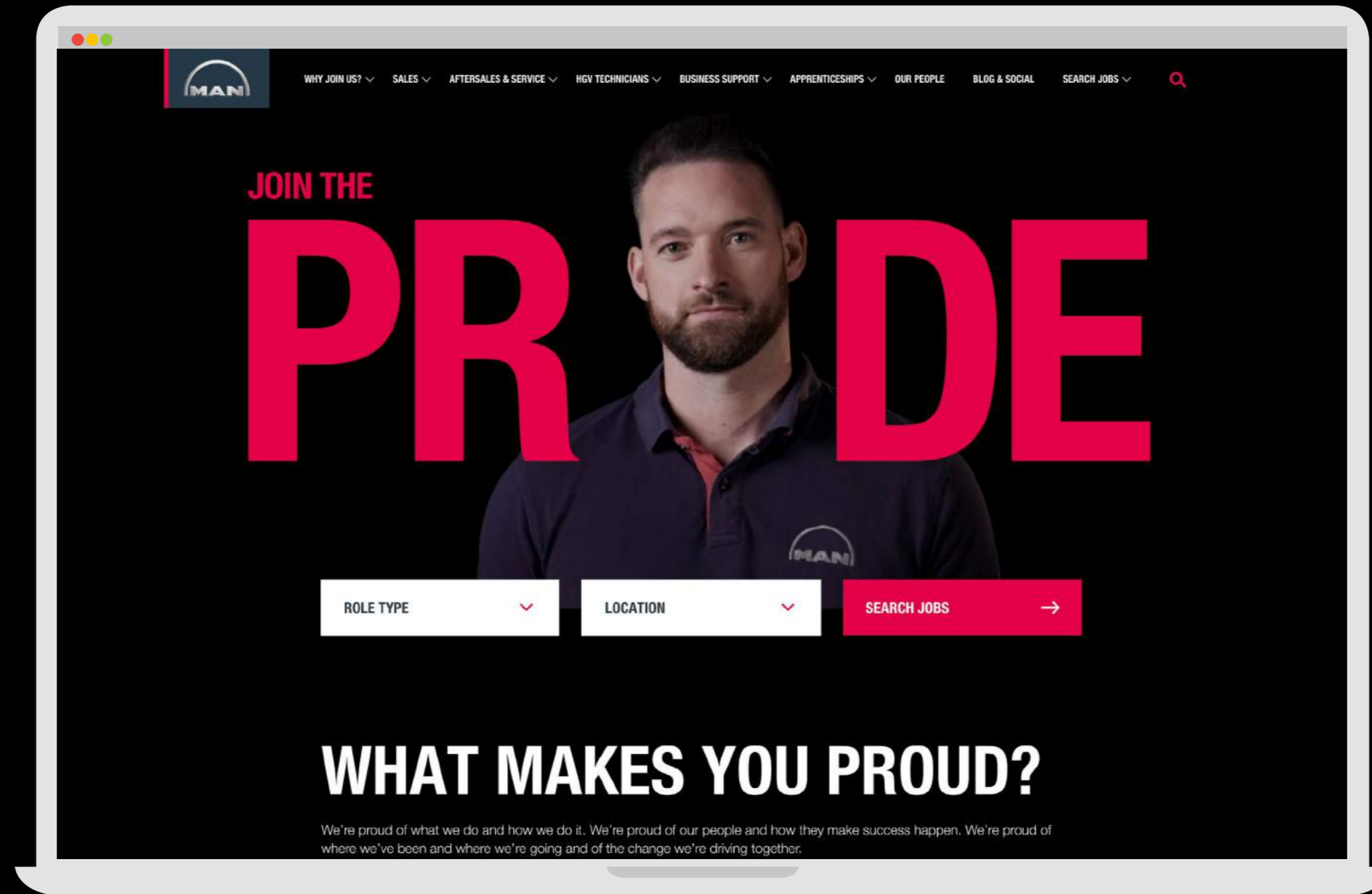


Video & Animation

People take on information in different ways, therefore animation needs to be a key part of your thinking. Also you can get a lot of potentially complex information over in a quick and easily digestible format.

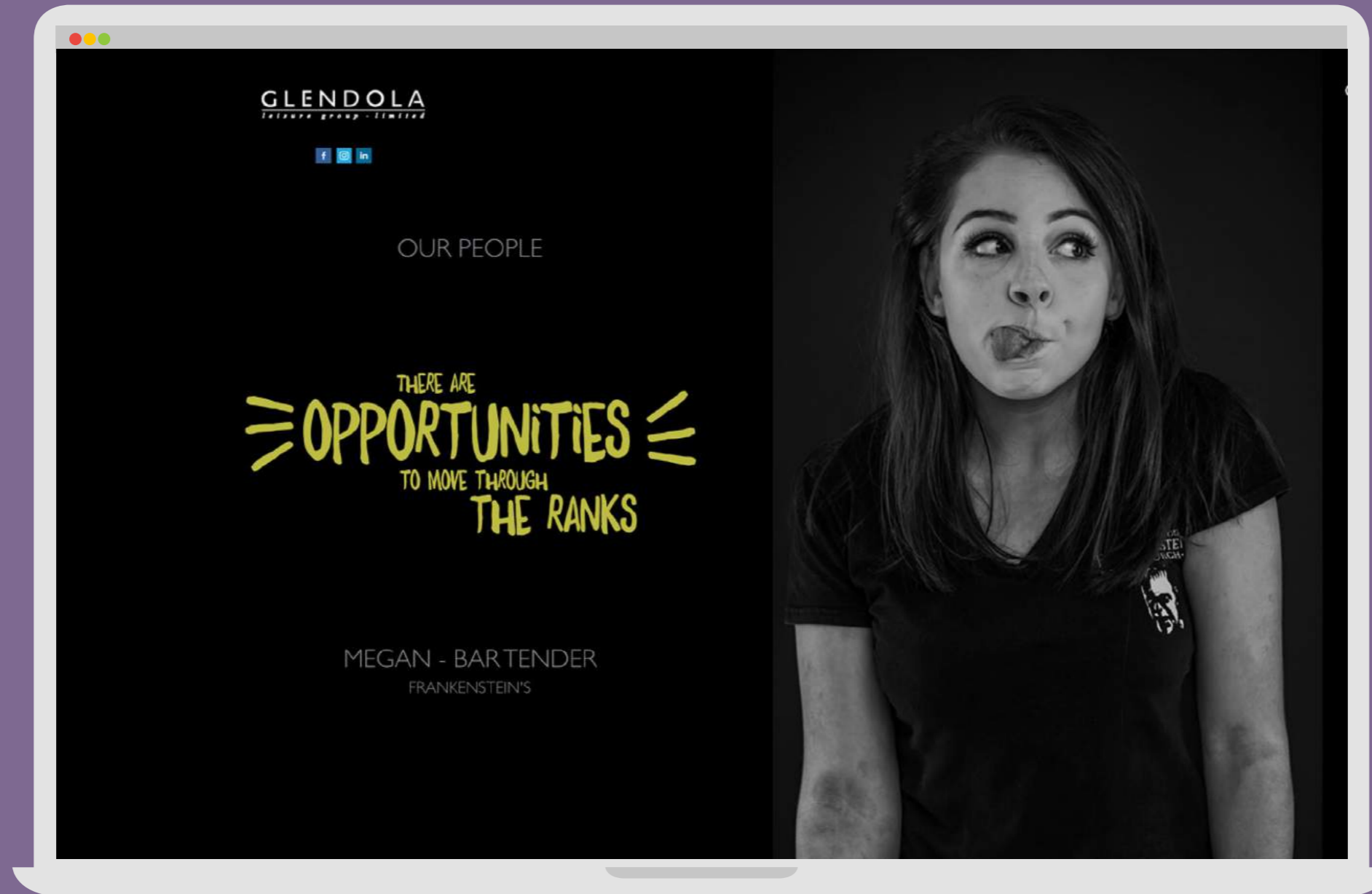
Descartes & Joules – Video & Animation





Recruitment Toolkit

Having your recruitment toolkit fully stocked and ready to go, for when you start to hire again is critical. Are your attraction tools relevant and impactful? Is your careers site fit for purpose? Does it showcase you as an employer of choice? Does it clearly communicate your working environment, adaptability and importantly your values? Companies are having to make sure that they stand out from the crowd now – so don't be left behind.



FANCY JOINING THE TEAM?

Here at the Rainforest Cafe, we don't go to work. We come to life. Every day is different and that's why we love it. We all have a real passion for customers and service. With some fantastic opportunities, this is somewhere you can write your own incredible story. So, if you'd like to bring your personality to work and join our family, why not pay us a visit at www.glendolacareers.co.uk

Rainforest Cafe GLENDOLA CAREERS THE ULTIMATE PAGE TURNER HOW WILL YOUR STORY UNFOLD? **GLENDOLA**
RESTAURANT & ENTERTAINMENT

BRING YOUR PERSONALITY TO WORK

WHY NOT JOIN THE TEAM?

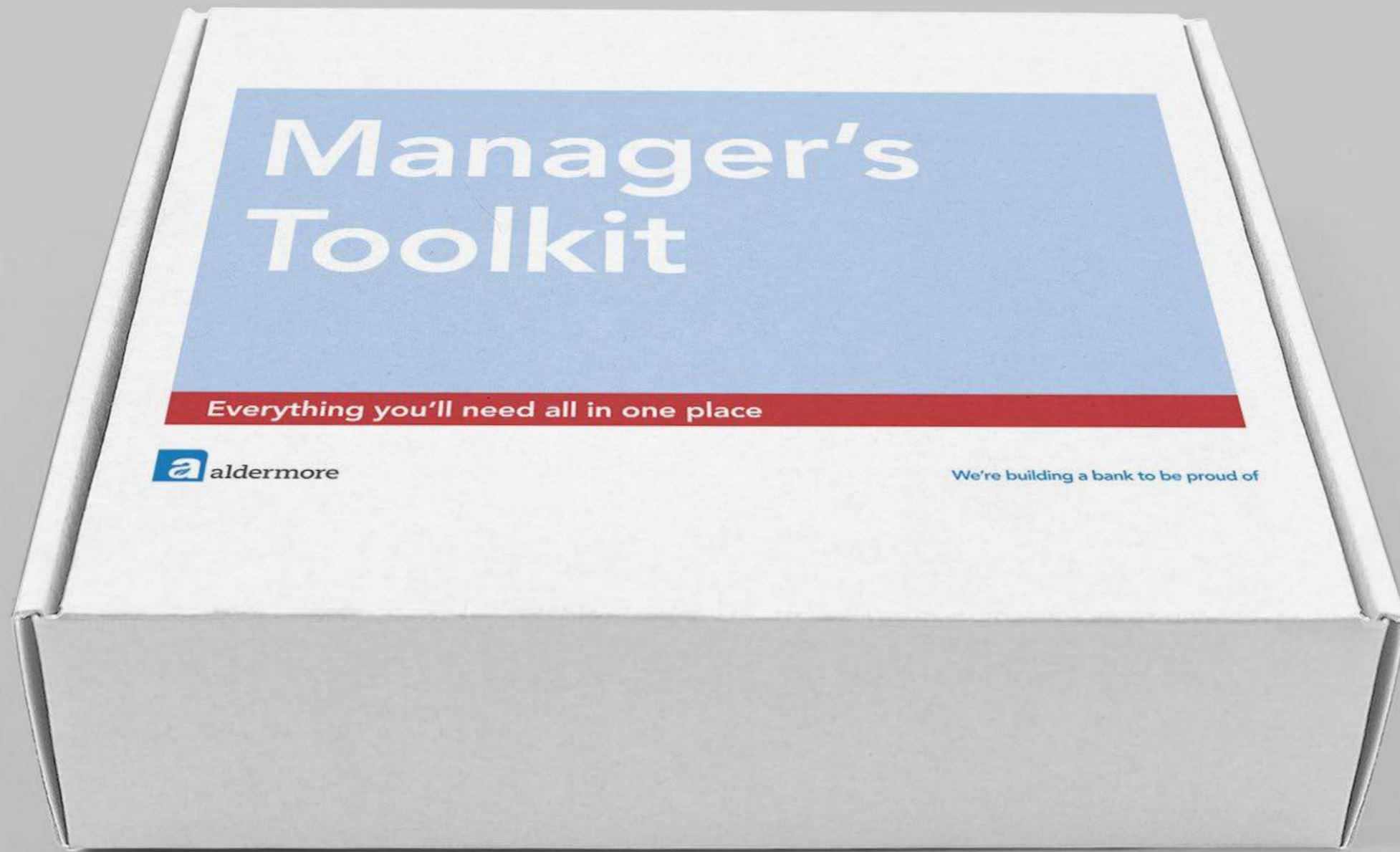
There's going to work and then there's coming to life. It's all about the latter for us. With a diverse range of venues and equally diverse roles available from management to front of house and kitchen vacancies, this is somewhere you can write your own incredible story. So, if you'd like to bring your personality to work and join our family, why not pay us a visit at www.glendolacareers.co.uk

GLENDOLA CAREERS THE ULTIMATE PAGE TURNER HOW WILL YOUR STORY UNFOLD? **GLENDOLA**
RESTAURANT & ENTERTAINMENT

FANCY JOINING THE TEAM?

There's going to work and then there's coming to life. It's all about the latter for us. With some fantastic opportunities within our kitchen team, this is somewhere you can write your own incredible story. So, if you'd like to bring your personality to life and join our family, why not pay us a visit at www.glendolacareers.co.uk

GLENDOLA CAREERS THE ULTIMATE PAGE TURNER HOW WILL YOUR STORY UNFOLD? **GLENDOLA**
RESTAURANT & ENTERTAINMENT



Manager's Toolkit

Help your Leaders and Managers to build a culture of recognition and deliver the employment experience you want and need them to.

Aldermore – Manager's Toolkit

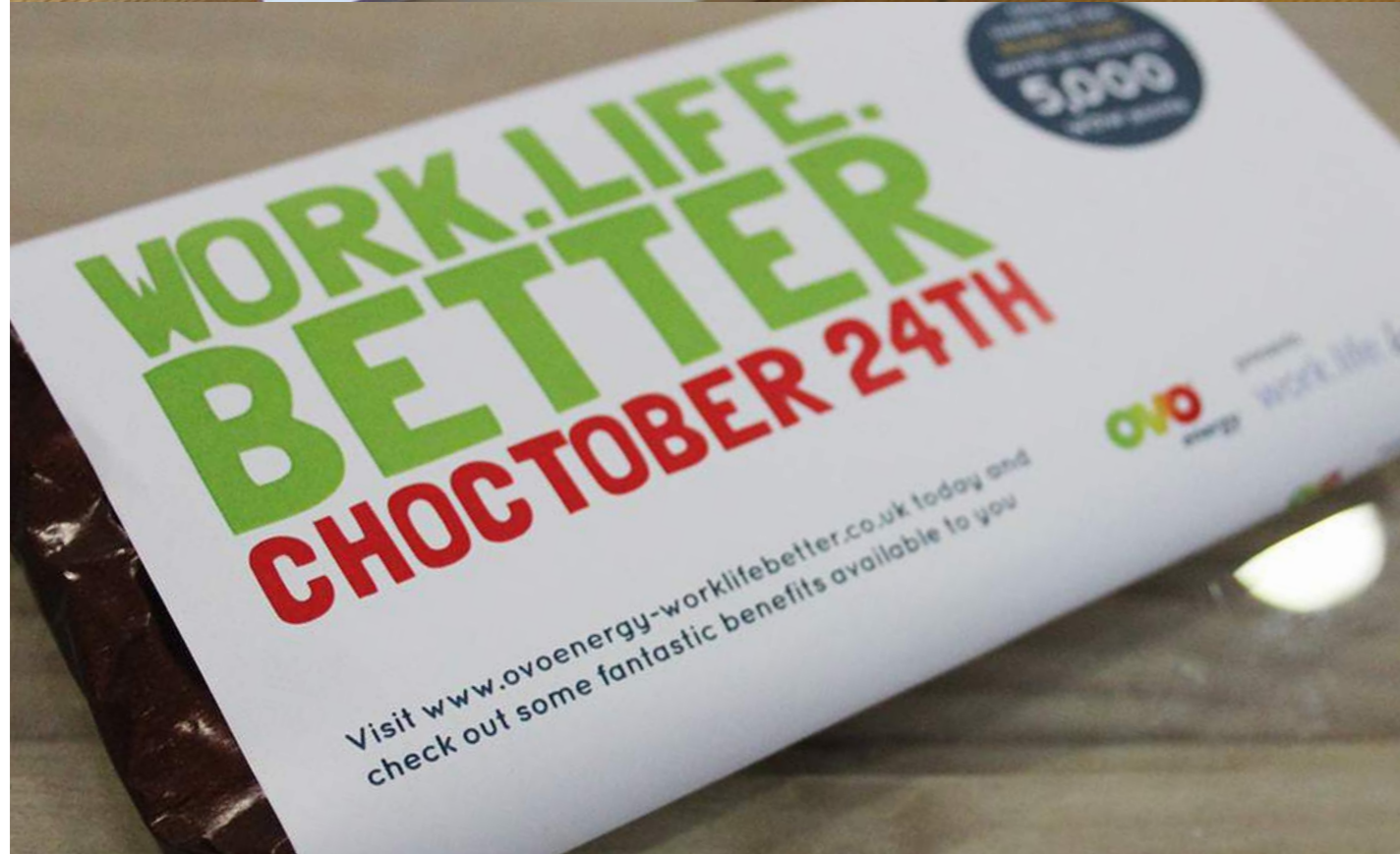




A little bit different

On occasion, you might want to think outside the box, and there are some really amazing ways that you can make an impact. A well-thought and tailored message, 3D-brochures, a chocolate bar pointing towards an internal site, desk gardens, smoothie bikes, pedometer challenges and too many more to share.

Ovo & TC – A little bit different





Thank you

Thanks for reading this presentation. We hope it was useful. If you have any questions or there's anything else that you'd like to find out more about, please let us know.

017 300 3000 | hello@wearedna.co.uk | www.wearedna.co.uk