



Nonprofit**HR**

# Virtual Town Hall Keeping Your People Together During the **COVID-19** Crisis

Monday, March 30, 2020  
12:00 – 1:15 pm

[www.nonprofithr.com/covid19](http://www.nonprofithr.com/covid19)

Virtual Town Hall  
Keeping Your People Together  
During the COVID-19 Crisis

# Today's Presenter

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Lisa Brown Alexander  
President & CEO

# Today's Focus

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- Aligning Your Talent Management Decisions With Established Values
- Re-engaging Leadership Around Shared Values
- Fostering Engagement In Uncertainty
- Communicating Critical Decisions While Building Unity
- Q&A



# Aligning Talent Management Decisions With Established Values

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## Aligning Talent Management Decisions With Established Values

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What are your  
organization's values?

Trust

Respect

Integrity

Collaboration

Transparency

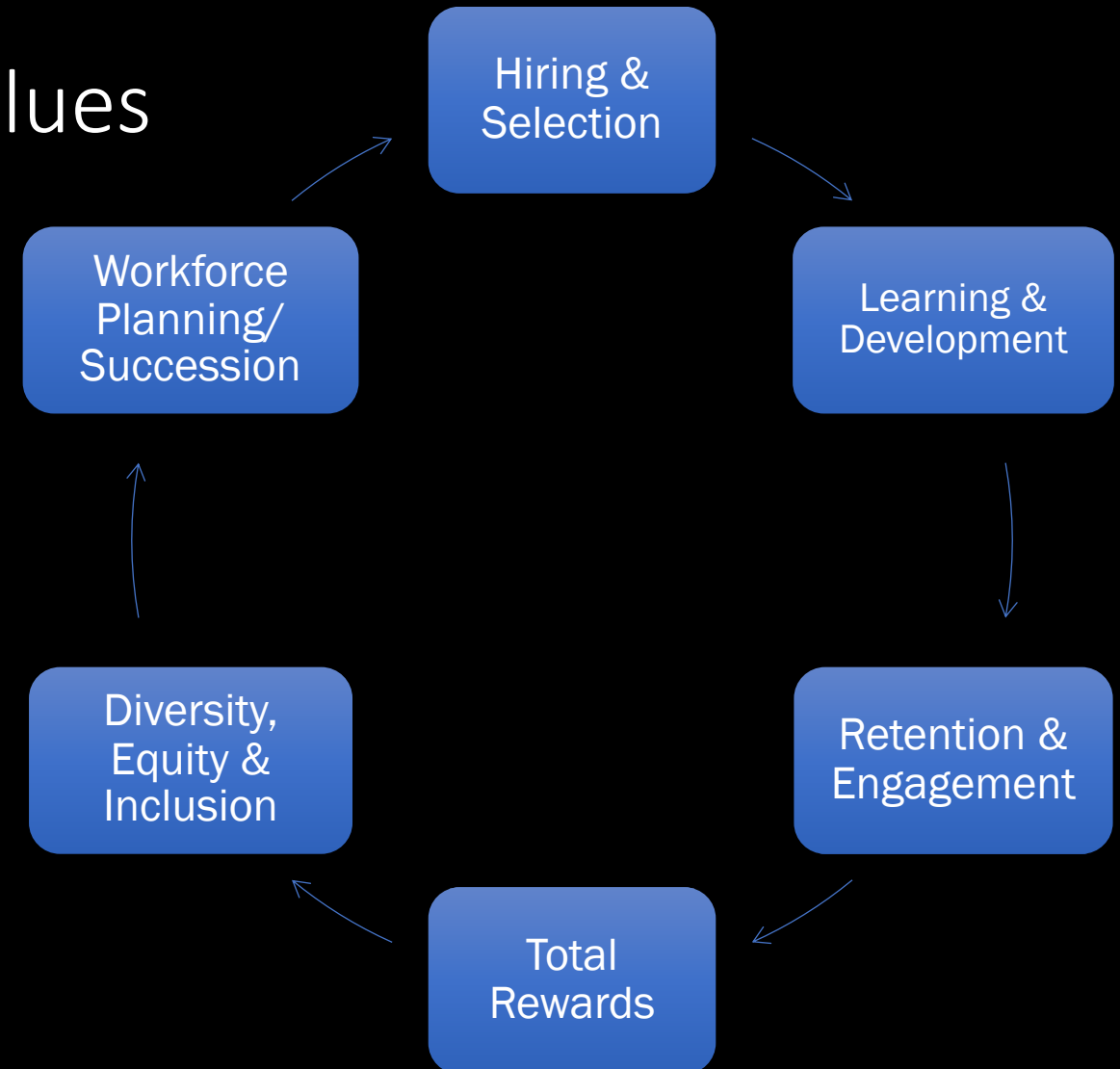
# Aligning Talent Management Decisions With Established Values

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# Aligning Talent Management Decisions With Established Values

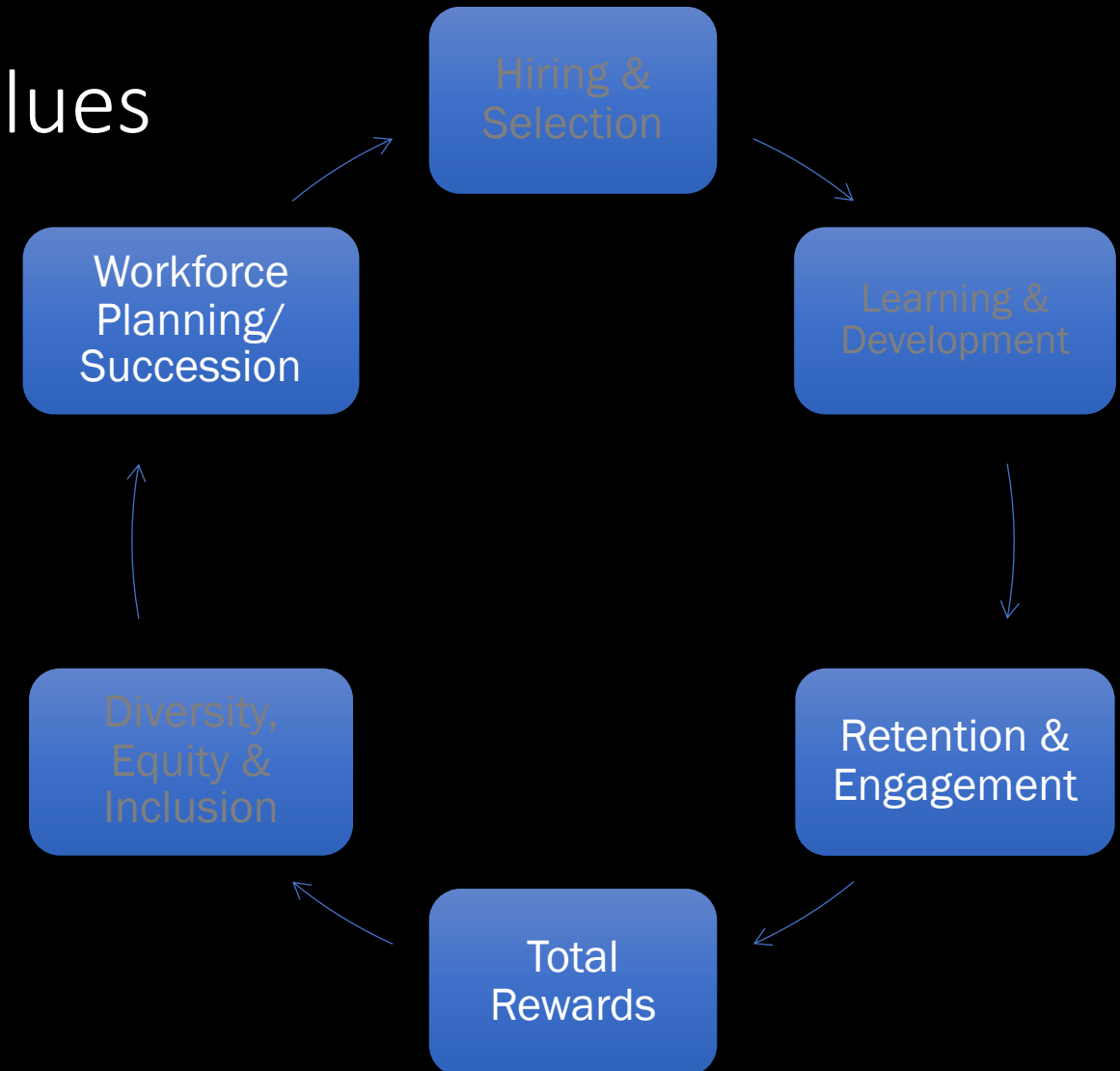
## 6 Key Elements of Talent Management





# Aligning Talent Management Decisions With Established Values

## 6 Key Elements of Talent Management



# Aligning Talent Management Decisions With Established Values

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## Key Talent Management Considerations During This Crisis

### Retention & Engagement

1. Who is critical for you to retain and why? How are they critical to your mission?
2. How are you engaging your highest performers in decision-making during this crisis?
3. What communication strategies should you employ right now to maximize staff retention and engagement?

# Aligning Talent Management Decisions With Established Values

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## Key Talent Management Considerations During This Crisis

### Total Rewards

1. What benefits will you offer/actively promote to support your staff during this time?
2. How will you modify policies, practices, and/or eligibility in light of this crisis?
3. What compensation sacrifices will leadership/staff need to make to ensure financial sustainability?
4. How will you manage annual salary reviews while your organization is facing financial challenges?
5. What message are you sending if you defer increases? How will you communicate that decision?



# Aligning Talent Management Decisions With Established Values

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## Key Talent Management Considerations During This Crisis

### Workforce Planning & Succession

1. Have you planned for talent contingencies (in the event of illness or death)?
2. Who is most critical to your organization's continued operations/program delivery?
3. Who is ready to lead in the absence of current leadership? Why are they ready? Why are they not?
4. Who will be impacted (staff & community) if you cease operating any aspect of your current work?

# Re-engaging Leadership Around Shared Values

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## Re-engaging Leadership in Upholding Shared Values

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Are your leaders **living** your values?



# Re-engaging Leadership in Upholding Shared Values

## 4 Essential Leadership Principles in Times of Crisis



## Re-engaging Leadership in Upholding Shared Values

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What are your organization's **values** and are your leaders **living** them?

Are your leaders?

1. Supporting their teams? (Leadership & direct reports)
2. Clearly demonstrating your values?
3. Being transparent?
4. Displaying integrity?
5. Respecting the diverse needs of staff?
6. Leading with empathy?

## Re-engaging Leadership in Upholding Shared Values

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Your values are your  
*“how”*

Use this crisis to re-engage your leaders around:

1. Decision-making (programs, resources, people)?
2. Resource allocation?
3. Staff morale and engagement?
4. Reductions in service and staffing?
5. Offboarding and exit management?



# Fostering Employee Engagement in Uncertainty



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# Fostering Employee Engagement in Uncertainty

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## 3 Common Employee Responses to Uncertainty



# Fostering Employee Engagement in Uncertainty

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## 10 Steps for Fostering Engagement in Uncertainty

1. Encourage and model self-care
2. Acknowledge the uncertainty
3. Meet often
4. Be honest; be real
5. Be consistent
6. Be flexible
7. Monitor the climate; check in with staff on a personal level
8. Ask staff what they need
9. Listen and pay close attention
10. Demonstrate leadership and compassion

# Fostering Employee Engagement in Uncertainty

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Key **Engagement**  
**Principles** to  
Remember

## **Do:**

- Normalize stress — it's a common physiological response to uncertainty
- Increase employees' sense of control over their actions and work schedules
- Encourage people to take care of themselves by getting sleep, exercising, and eating well

# Fostering Employee Engagement in Uncertainty

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Key **Engagement**  
**Principles** to  
Remember

## **Don't:**

- Neglect your own anxiety and concerns
- Ignore people's emotions
- Be indecisive
- Let the uncertainty be an excuse for not getting work done



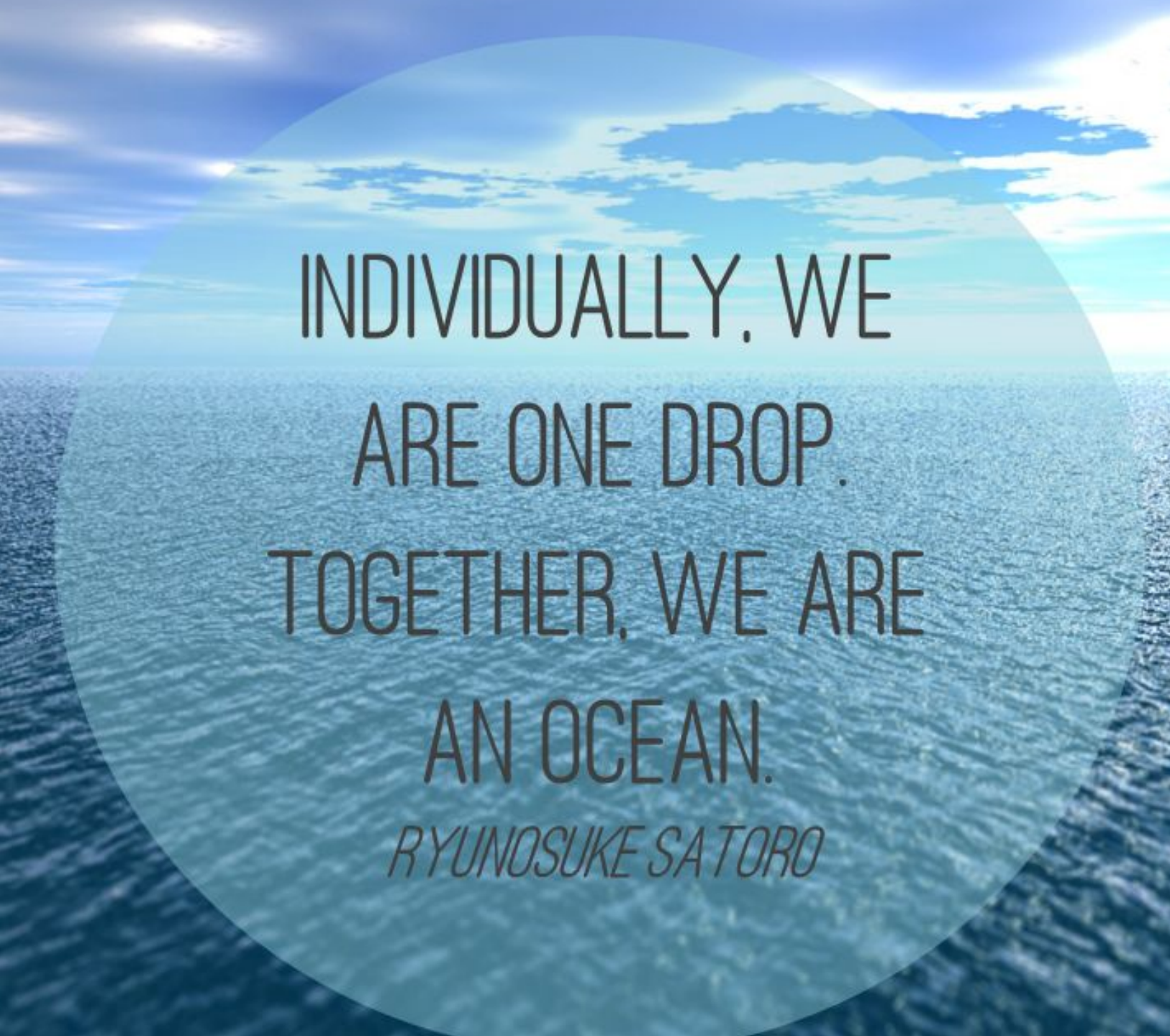


# Communicating Critical Decisions While Building Unity

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# Why Unity Matters in a Crisis



INDIVIDUALLY, WE  
ARE ONE DROP.  
TOGETHER, WE ARE  
AN OCEAN.

*RYUNOSUKE SATORO*

# Communicating Critical Decisions While Building Unity

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During a crisis,  
effective  
communication is  
critical. Use your  
communication to  
unify your team!

1. Name your single-most important goal (survival, sustainability, growth, etc.)
2. Tie decision-making to that goal
3. Anchor your decisions in your values
4. Clearly communicate your decision
5. Focus on the facts – less is more
6. Celebrate wins together
7. Make space for grieving loss together





Need support in this crisis?  
We're here to help!

Contact us at:

[covid19@nonprofithr.com](mailto:covid19@nonprofithr.com)

[www.nonprofithr.com/covid19](http://www.nonprofithr.com/covid19)

(202) 785-2060

Questions?