

Summary note – Fit for the new dawn – business support webinars

Developing your post recovery plan - your questions answered

Our regular speakers:

Paul Jacobs and Howard Greenwood from *LoveWorkLife*

Dave Pye from *ToAugment*

Your questions & answers

Q. Should my leadership style need to change as we plan to return to work?

- To successfully lead your teams into the new norm leaders should be purposeful, empathetic, calm, action-oriented (and reflective), inspiring, resilient, courageous and be aware of the mindset of your people.
- The current way in which we communicate will differentiate us from the old-style recruitment; as leaders delegate and empower people so that they are part of your mission and part of your succession planning.

Q. What should be expected in a business framework going forward?

- The framework is the core on which your business is built; it should include the culture and methodologies your organisation will use to drive the company (referencing the Maslow's hierarchy of needs).
- Put people first; look at how you cascade responsibilities, explore options to reinvent some roles by breaking jobs into various components to better utilise people's strengths and at how you measure performance and manage remote staff.
- Don't waste this crisis - reflect and incorporate the lessons learned into your business to enhance your service model to create value for your clients and candidates - it's about outperforming your competitors (be at least 1% better).

Q. When do you feel that a safe platform to build a recovery will be available?

- The track and trace app will aid in recovery, but the timelines are undefined when it will be safe for all businesses to reopen.
- It is vital to be close to your people - ask for a level of openness to manage your workforce; for interim staff you will need to understand their work spaces, meaning you need to augment your communications with your clients to ensure you are providing a safe environment for people to work in.

REC is partnering with Facecheck Ltd, who offer a free service to all REC members. The Fit for Work app monitors how your temporary and contract staff are feeling and provides advice of what to do should people exhibit any coronavirus related symptoms:

<https://www.rec.uk.com/recruiters/business-support/member-only-offers-and-discounts/facecheck-limited>

Q. What are the experts' thoughts around sharing your annual and 90-days goals plan?

- A 90-day rolling business plan that sits alongside a 90-day rolling cashflow and sales forecasting plan is the right thing to do and must be updated every quarter: it should cover the best-, likely- and worst-case scenarios and a blend of all three should be your de facto plan.
- Speak with your clients to understand and align with their long-term plans (not just the short- to mid-term).



- Share the plan and involve your teams - ensure your people understand where and how they fit and how you will support them. Be clear on the input required to achieve the outputs you desire, as it will increase engagement and staff motivation. To get people involved, ask these three questions:
 - What is the work that needs to be done?
 - How do we close the gap between the workforce that we got and the workforce that we need?
 - How do we make that transition successful?

Q. How long should we furlough temps for and when should I start bringing furloughed staff back to work?

- Points to consider: end of July is the cut off for companies to add staff to the coronavirus job retention scheme, beyond July employers will need to contribute towards the cost of employees on furlough (it is thought that it will be around 20-30% of the 80% of salary), a potential change around bringing furloughed staff on a part-time basis and the scheme being extended until the end of October.
- Expect some firms to be downsizing by 20-30%.
- Now is the time to be talking to clients to understand their plans, when start bringing their people back; hiring new talent; their sentiments regarding their sectors and any new areas they have moved into during the pandemic. This will help guide you when to bring your own people back and who to bring back to support those clients with immediate needs.
- Being close to your people and understanding how they are feeling is crucial (important to manage the morale); who is ready to come back; who might need some additional support; identifying training/coaching needs and putting these activities in place for everyone (including furloughed staff) so your team is fit and ready for the return to work.

Note, more information around furloughing is expected to be announced by the chancellor later in the week.

Q. Which sectors do we see recovering the earliest?

- All sectors will be experiencing growth (some faster than others) as a lot of businesses in most industries have been put on hold or experienced a major disruption. The ones that the panel expects to pick up quicker are:
 - Food/ healthcare/ transport and distribution, then
 - Finance/ construction/cloud computing/ IT/ AI and data services/ digital payments & banking/ professional services/ some government departments
 - Temp and interim (as well as temp to perm) over perm markets.

REC launched a [Job Recovery tracker](#) on 21st May, this will monitor the change in job postings across different local areas and occupations regularly during the coming months.

Q. Is there a possibility of agencies entering a price war which can harm the industry?

- Remember, people pay for value - think about how you can provide a better and more comprehensive level of service to justify your current (or increase in) prices.
- Your clients will become used to lower prices and it will be a lot more difficult to put your prices up when the market recovers; you need to try to be brave, focus internally on how you can improve your offerings and outperform your competition.

Q. How often should I be contacting clients without hassling them?

- Be gently in your approach, when contacting your client, it should not be about 'what business can I get from you?' but 'how can I support you?' - be a consultant, focus on understanding their needs and invite them to meetings/seminars/webinars that are relevant to their business.

Q. How does a pandemic differ from a recession and what should we be focusing on?

- Recessions are regionalised whereas a pandemic is a global problem (from a health point of view) - there is a different style of recovery. In comparison to the earlier recessions (e.g., the Spanish flu) it is anticipated that the current recovery will take a little longer to reach the sharp growth phase (predictions that we will be back to around where we were at by end of 2021, from the employment perspective).
- Keep in mind that the workforce (the number of good/bad candidates) doesn't change - concentrate on understanding the quality of your candidate base and invest in training to be able to adapt quicker and own that market space to move forward quicker.

Q. Is homeworking will be part of the new normal?

- It is anticipated that there will be a split between office and homeworking; people use the office environment to socialise and mixing with others that helps people feel part of something, so it is integral for us to keep a healthy balance.
- As an industry we need to adapt - we need to extend/shift the standard working hours including different work patterns and shifts (to suit both our clients, candidates and consultants) - take into account, that 54% (according to an article in The Times) of employees would switch jobs if another company offered more location flexibility.
- An increase in remote working is likely to impact on how we recruit, manage and develop our people. Trust will become paramount - trust in staff to deliver what's needed; providing access to training & development (coaches/mentors) and looking after people's wellbeing will all be key factors if working remotely is here to stay.

Quotes:


"Don't react then you can't overreact. The sense of calmness and purpose is so important as we come onto the next challenge." – **Dave**

"As a leader, if you want to go fast – go alone, if you want to go far – go with your team." – **Howard**

"Direct your energy at how you are going to provide a better quality service to your customers and how you embed yourself with those organisations to get more retained and exclusive business." - **Paul**



Presenters' contact details

	
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