

# COVID-19 People Recovery Playbook



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GOALS

IMMEDIATE PEOPLE PRIORITIES


TEAM EFFECTIVENESS PRIORITIES

POST-COVID PRIORITIES



**Goal:**

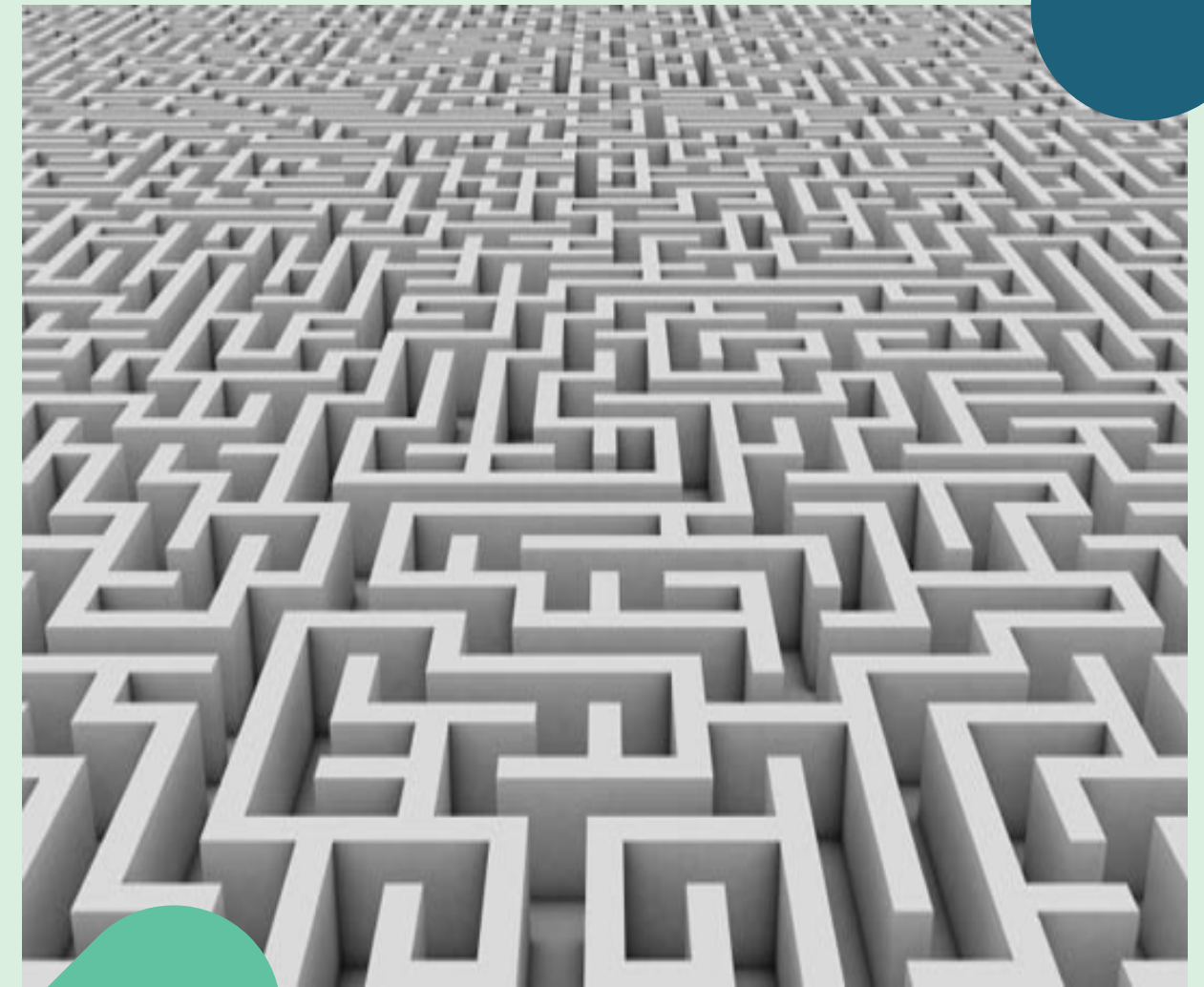
**To help inform your strategic decision-making so leaders and teams maintain momentum and prepare for resort recovery.**



# VUCA Is The New Normal

## *No line of site to the future*

VUCA is a military acronym that describes challenges leaders and soldiers face in combat that impact decision-making. It stands for Volatility, Uncertainty, Complexity, and Ambiguity. Expecting the unexpected and being prepared to improvise (vs. contingency planning) will define the future of work.



## ***SHORT TERM***

In the short term – during the spring and summer – the main area of focus must be C.A.R.E. The economic picture will be unclear for many months. Transitioning from an emergency response to a business restoration plan will happen over time and will be based on how much clarity and confidence leaders will have in themselves, their people, and the economic environment around them. Leaders, employees, and former employees will be carrying an added emotional load of uncertainty. While leaders can't be personal counselors to every employee, they can acknowledge the emotional reality of the situation and create conditions where they feel heard and valued.

## ***STEPS***

C – COMMUNICATION

A – AGILITY

R – REDESIGN

E – EMPATHY

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# Short Term: Focus on C.A.R.E



## COMMUNICATION

Unvarnished clarity, an absence of corporate-speak, and regular contact provides relief and reduced stress to those in need of answers.



## REDESIGN

Redesigning recruitment and selection processes to attract newly available, highly qualified, reasonably priced candidates



## AGILITY

Teams need to put points on the board now. Provide more flexibility (e.g., less micro-managing) to allow them to execute.



## EMPATHY

Leaders taking time to listen can get a form of compassion fatigue. Find and do regular restorative practices away from work colleagues..

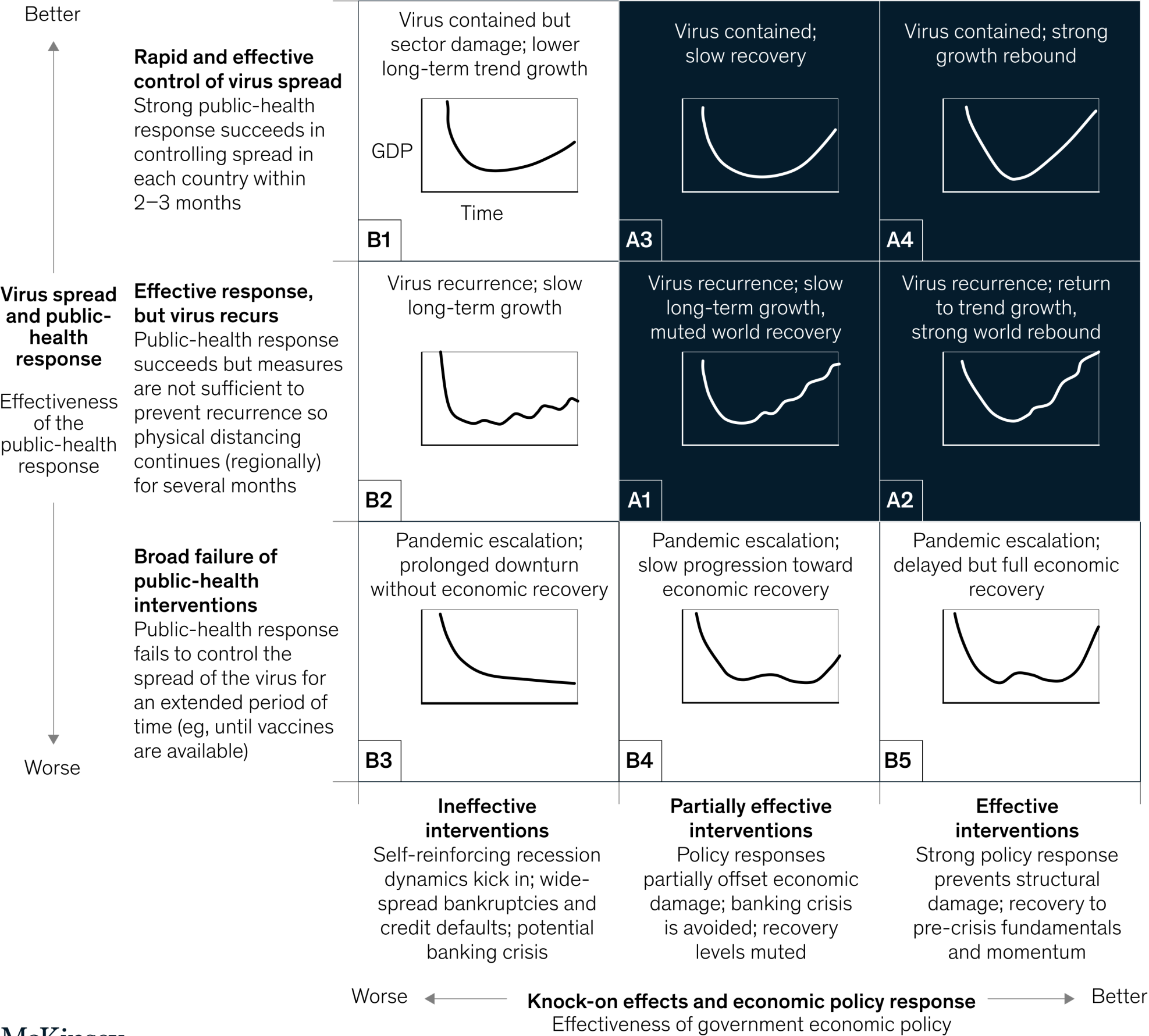




# Economic Recovery Models

Scenarios for the economic impact of the COVID-19 crisis.

GDP impact of COVID-19 spread, public-health response, and economic policies





## ***LONGER TERM***

Over the summer and as winter approaches (or as COVID-19 restrictions ease and the economy starts to recover), the playbook gets more pragmatic. Therefore, we encourage resorts to CLIMB during this phase. You get to decide the path, but expanding the circle and venturing out more deliberately is important during this phase. While not an apples-to-apples comparison, Harvard analysis of the 2008 recession showed that companies that made the deepest and most severe cuts were slowest to recover. Additionally, those that invested in their people and teams during the downturn recovered faster and were more competitive.

## ***STEPS***

C – COORDINATION

L – LEARNING

I – INVESTMENT

M – MEASUREMENT

B – BUILDING

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# Longer Term: Focus on C.L.I.M.B



## COORDINATION

Ensure that you are anticipating the resource load on coordinating activities for recruitment and onboarding.



## INVESTMENT

Placing smart bets on people is important for leader retention and selection. The cost of replacing a leader is 10x his or her salary, by most accounts



## BUILDING

When some stability returns, incorporate learning into revised recruiting and onboarding processes



## LEARNING

A crisis doesn't change a person, it reveals him/her. Note what you have observed in your people and create a learning list.



## MEASUREMENT

As teams and individuals settle-in to the "new normal," the resort will need a way to measure team and individual performance.

# ACTION STEPS

## SELF CARE

Leave 5% of your energy for tomorrow. Non-work related restorative practices are essential..

## TEAM CARE

Teams are forming and re-forming continuously. Consider a rapid re-launch.

## EMPLOYEE CARE

Support current and ex-employees however you can, but above all, let them know what's going on.

## STRATEGIC HR

Elevate HR to top strategic priority list (if it isn't now), and build x-functional team to contribute/deliver.

# ADDITIONAL RESOURCES

Josh Bersen

Harvard Business Review  
Video: McChrystal Group

Paul Tallner  
The Teal Team

- [10 Lessons from the World's HR Leaders](#)
- [Roaring Out of Recession](#)
- [The Opportunity Leaders Have Right Now](#)
- [What is Team Effectiveness?](#)
- [Upcoming Webinar: Bringing Your Whole Self Home](#)

# ABOUT US



High Peaks Group is a team effectiveness firm focused on the ski, resort, outdoor, and related industries. Our mission is to help leaders and teams create the conditions to perform at their very best.

## WEBSITE

[www.highpeaksgroup.com](http://www.highpeaksgroup.com)

## PHONE

267-566-8985

## EMAIL

[paul@highpeaksgroup.com](mailto:paul@highpeaksgroup.com)