



Leading Across the Pandemic Divide



- Help you think about the differential impact of the Covid-19 crisis on your workforce
- Provide a forum for you to share concerns and helpful practices
- Begin to develop strategies to acknowledge, appreciate and address the varying experiences of employees in your organization

Roundtable agenda



- Brief Pandemic Divide presentation
- Breakout session
- Breakout highlights
- Next steps
- Check-out

Getting Into the Territory



- “The current situation demands both thoughtful action and flexibility from everyone, as we each work to balance the new challenges that confront us all. For all of us, certainly patience, flexibility, and grace should guide our actions and our interactions.”

The Center for Disease Control, March, 2020

- “The severe job losses reported this week provide a split-screen snapshot of a labor force increasingly divided between the can and can-nots—based in part on the ability to work online and/or at home”

The Wall Street Journal, April, 2020

What is Meant By Pandemic Divide?

- This language refers to differential impact, both in **society**, and in **organizations**
- The idea that the Covid-19 crisis impacts different groups in different ways
- And these different impacts can create a number of divides
- Often, existing system inequities are magnified

Starting the Conversation

- Let's start with differential impact in organizations
- Recognizing that the groups in organizations and in society can often be related



What are the Potential Divides?



- Ability to work from home
 - Employees whose jobs convert to a remote format
 - Perceived or actual productivity issues for those working from home
- Employees who are out of work
- Employees who have to show up to production facilities, hospitals, warehouses, in the field, etc. which can increase risk
- Loss of childcare creates different conditions; no back up for parents who have to show up at work, trying to manage working from home with young children

What are the Potential Divides?



- Health and safety
 - Increased risk for employees needing to report to work
 - Exponential risk for health care workers and first responders, balancing anxiety and worry about exposure to the virus with deeply held values about “answering the call” of their profession
 - Working conditions that do or do not support social distancing, employers who provide sufficient space and PPE to work safely vs. those who do not

What are the Potential Divides?



- Access to resources or having choices:
 - Digital access
 - Financial resources to fall back on
 - Levels of advocacy available, i.e. unions and their role on behalf of employees
 - Differential impact of company policies e.g SEPTA drivers

What Is Required from Leadership?

PRAXIS



Acknowledge, Appreciate and Address



- Explain decisions in the context of organizational values
- Make decisions with keen awareness that some people (staff and clients/customers) are more vulnerable than others
- Express empathy (early and often) for staff most impacted
- Appreciate, appreciate, appreciate
- Listen intently to **ALL** levels

- Pay differentials
 - Hazard pay
 - Retention pay
- Support for resources
 - Providing choices relative to furlough/unemployment
 - Explanations for federal programs (Work Share, Families First)

Maximize safety for those still working the front lines

Helpful Practices We Have Been Hearing



- CEO on site with those working on shop floors/distribution centers, open retail centers
- CEO bringing beer at end of shift of having an informal discussion with appropriate social distancing – gives workers a chance to air their feelings and concerns
- In all-company calls/virtual meetings, CEO calling out extra appreciation for those who must work on site
- Board members calling front line folks to thank them
- Asking remote workers especially senior team to come in and help in evenings in distribution centers

Encourage your employees

- Share stories of how your company is helping during this crisis
 - How are your services or products being used by your customers to combat the crisis?
 - What is your company doing in your community to help?



- Give opportunities for your employee owners to give back
 - Donation of Earned Time Off to other employee owners in need
 - Share blood drive information or consider hosting a blood drive

Breakout questions



1. Please quickly introduce yourself
2. What are your reactions to the pandemic divide presentation?
3. What are your biggest concerns about this divide in your company or organization?
4. What are you doing well in your company or organization?
 - Communication/messaging
 - Policies
 - Pay Differentials
 - Other

These questions also appear in Chat feature available in breakouts rooms.

Visit websites from the following organizations for more webinars and information about crisis response:

ESOP Association <https://esopassociation.org/>

NCEO <https://www.nceo.org/>

Praxis Consulting Group COVID-19 Resources

<https://praxiscg.com/covid-19-resources/>