DRJ SPRING 2020
March 15-18, Orlando

PLANNING FOR PEOPLE: THE HUMAN ELEMENT OF RECOVERY

DANIEL PERRIN – MANAGING DIRECTOR, WORKPLACE RECOVERY – REGUS

IWG
International Workplace Group

Regus SPACES. HQ Signature by Regus No18

Dan Perrin
Regus

Dan runs the Workplace Recovery Group within Regus. Dan has been with Regus since 2005 and has worked in the Workplace Recovery division since 2012.

Dan and his team manage and assist several thousand clients globally by using the Regus platform of over 3000 locations to design, implement, test and run their clients people recovery efforts.

Regus

We create financial and strategic value for businesses of every size

We provide workspaces, communities and services

We help more than 2.5 million people to work more productively

We do so in 3,300+ locations in over 1,000 towns and cities   across

more than 120 countries

We employ approximately 12,000 team members globally

Key facts about the Regus Recovery Team and Program

Recovery Operations in 120 countries globally

Manage 600+ recoveries each year

Conduct 2,500+ tests per year

Dedicated and Dynamic recovery programs

Source: IWG data 2018

IWG International Workplace Group

Other interesting facts

- Recovery near your primary office, another location or home
- Location determined at the time of the recovery event using our Dynamic product

- No competition for seats at the time of a major widespread event
- Many locations within city center or within a reasonable driving distance

Planning for People: The Human Element of Recovery

Planning for your staff in a crisis isn't the same as recovering data or managing your supply chain. People are an unknown quantity with differing requirements. Every person has unique expectations, commitments and, the hardest to plan for, emotions.

From dealing with the upheaval of a change of address from a burst pipe in the office to the aftermath of a citywide disaster – how will your staff react to your plan? Join us to review the most current research that addresses your employee's needs during a crisis.

Crisis is a reality to which no company is immune

Globally, nearly 7 in 10 (69%) leaders have experienced at least one corporate crisis in the last 5 years — with the average number of crises experienced being 3.

80%

Of US companies reported a crisis in the past five years

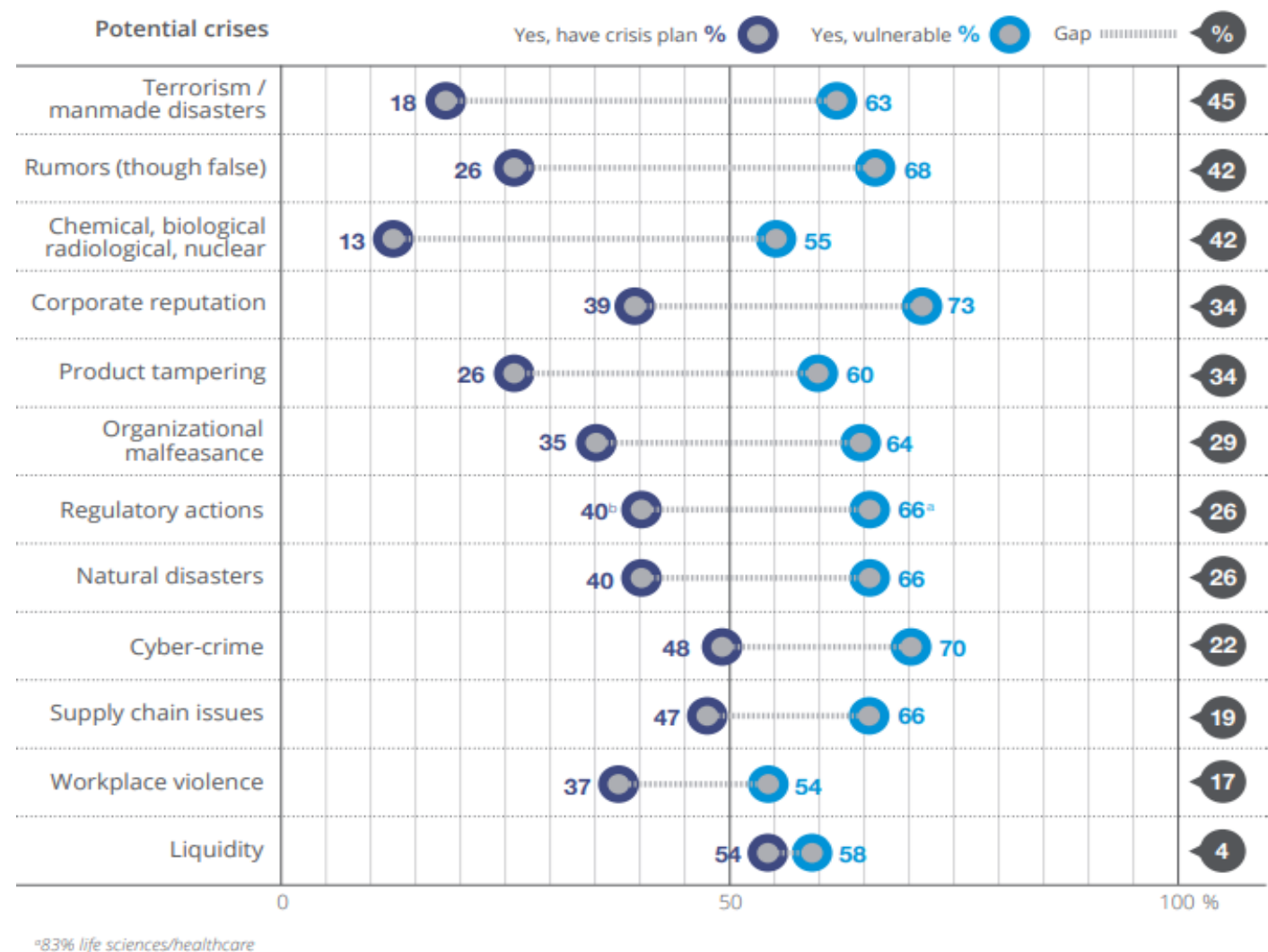# When it comes to potential threats there's a vulnerability gap

Professionals say the crisis areas that make them feel the most vulnerable are;

- Corporate reputation (73%)
- Cyber-crime (70%)
- Rumors (68%)

Two-thirds (66%) named supply chain issues, regulatory action, and natural disasters as vulnerabilities as well.

The areas where the vulnerability gap is widest:

Two of the top five, corporate reputation and rumors, are intangibles.

Source: Deloitte, 2019

| Potential crises	Yes, have crisis plan %	Yes, vulnerable %	Gap %
Terrorism / manmade disasters	18	63	45
Rumors (though false)	26	68	42
Chemical, biological radiological, nuclear	13	55	42
Corporate reputation	39	73	34
Product tampering	26	60	34
Organizational malfeasance	35	64	29
Regulatory actions	40[b]	66[a]	26
Natural disasters	40	66	26
Cyber-crime	48	70	22
Supply chain issues	47	66	19
Workplace violence	37	54	17
Liquidity	54	58	4

[a]83% life sciences/healthcare

Confidence in crisis management plans

Despite widespread understanding and adoption of crisis management plans, **only 56% of employees suggested they were only "somewhat confident" in those plans.**
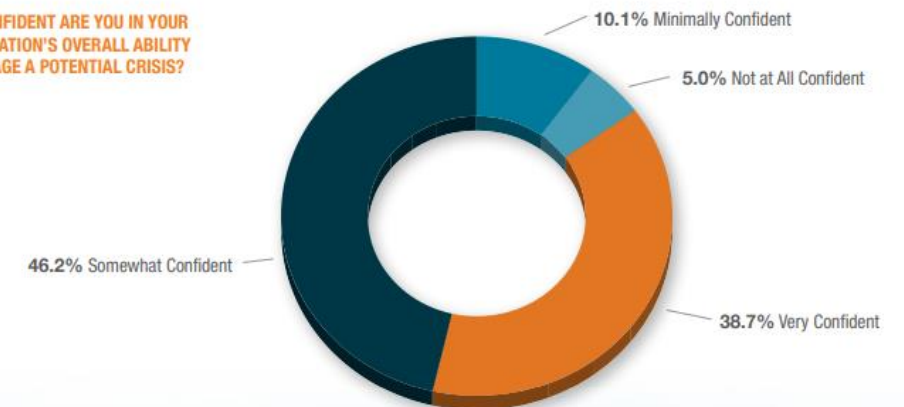
HOW CONFIDENT WOULD YOU BE IN THE UTILITY OF YOUR ORGANIZATION'S CRISIS MANAGEMENT PLAN IN THE EVENT OF AN ACTUAL CRISIS?

9.9% Minimally Confident

56.0% Somewhat Confident

34.1% Very Confident
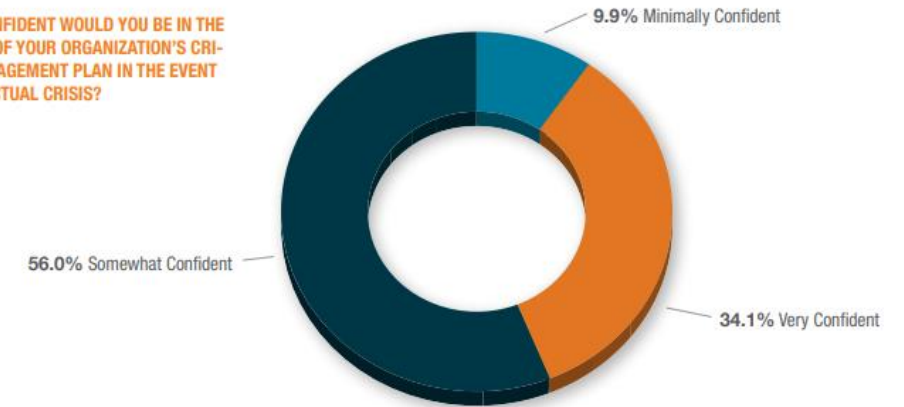
In terms of actually executing to manage a crisis, the surveyed organizations felt only minimally better. Slightly less than half (46%) were "somewhat confident" in their ability to actually manage a crisis, 10% were "minimally confident," and 5% of respondents were "not at all confident" that their organizations could manage a crisis.
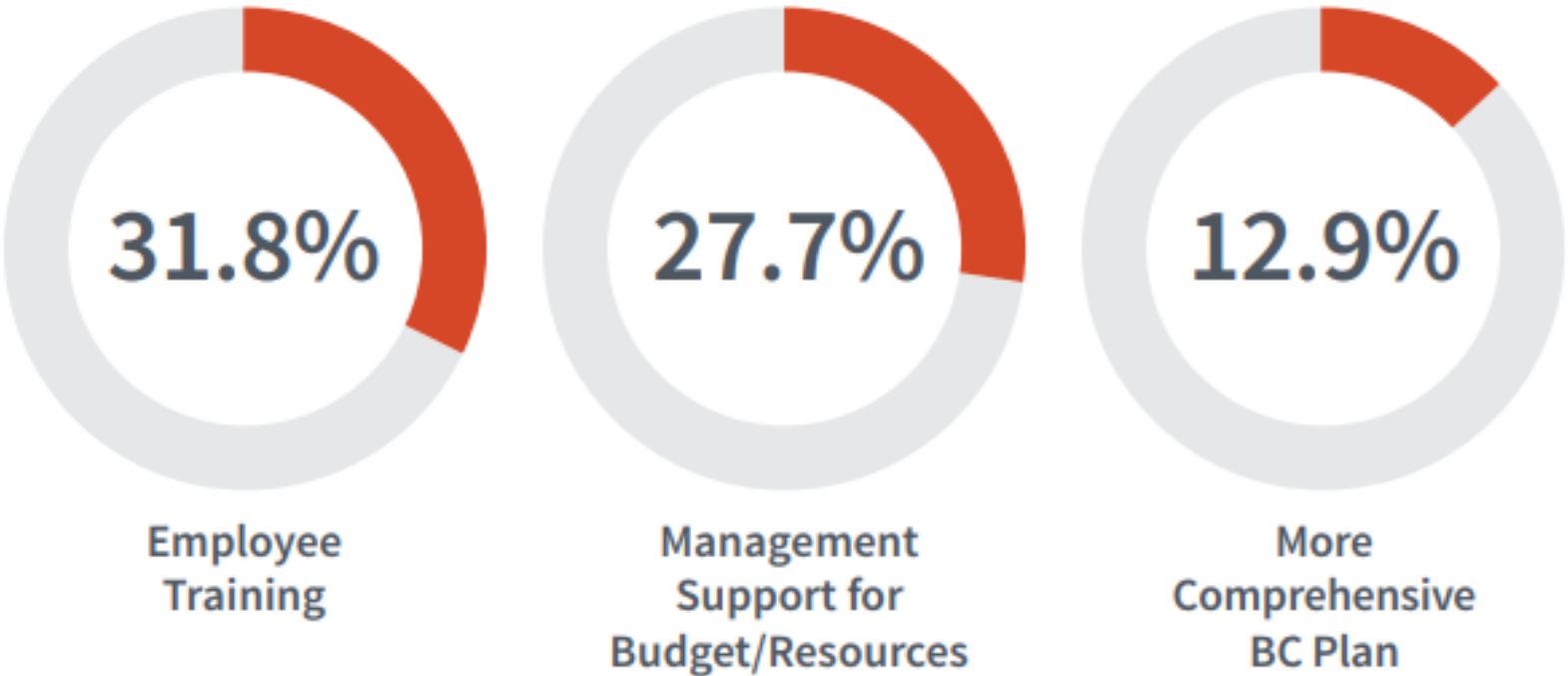
HOW CONFIDENT ARE YOU IN YOUR ORGANIZATION'S OVERALL ABILITY TO MANAGE A POTENTIAL CRISIS?

10.1% Minimally Confident

5.0% Not at All Confident

46.2% Somewhat Confident

38.7% Very Confident

Source: Crisis Management Benchmarking Report, 2018

Planning vs Invocation

TOP FOCUS AREAS

31.8%	**27.7%**	**12.9%**
Employee Training	Management Support for Budget/Resources	More Comprehensive BC Plan

Source: Earth Network, 2018

How to succeed during and post crisis

According to PWC, combining planning and execution to emerge better off from a crisis requires these 5 things

1. Allocate a budget to crisis management before it hits
2. Have a plan and test it
3. Adopt a fact-based approach and **don't neglect key stakeholders**
4. Perform a root-cause analysis and follow up
5. Act as a team and hold to their values

Source: PWC, 2019

How do you plan for people?

We plan for:

- **Loss of access**
- **Loss of data**
- **Loss of personnel**

How do people react under crisis and how does this affect your recovery plan?

How do people react to disaster?

Disasters are upsetting experiences and first reactions will probably not be thoughts about work.

After an initial feeling of relief, post incident this can be followed by other emotions such as stress, fear, and anger.

PTSD, depression, self-blame, anger/aggressive behavior, or suicidal thoughts are all common problems that can occur after trauma.

Source: U.S. Department of Veterans Affairs, 2020

How do people react to disaster?

Feeling hopeless about the future

Feeling detached or unconcerned about others

Having trouble concentrating or making decisions

Feeling jumpy or easily startled

Stress as a reaction to trauma

Disasters are typically divided into three phases:

- Pre-event,
- Event
- Post-event

Each phase typically has its own stressors.

Dimensions of Stress

Physical	Body reactions
Emotional	Feelings
Cognitive	Thinking and decision-making
Behavioral	Actions
Spiritual	Beliefs and values
Social	Interactions

In the moment, **people are mostly concerned with their safety and the safety of loved ones.**

Source: NWCPHP

Can you plan for every reaction?

According to Russell Shilling, chief scientific officer for the American Psychology Association and a former Navy aerospace experimental psychologist, "people's reaction to danger depends on how they're wired, what they've learned in the past, their exposure to stress, and their preconceived ideas about danger."

Normally, during times of confusion, danger, or trauma, people tend to switch into **fight or flight mode** no matter how big or small the problem maybe. Shilling says that training and preparation gives people a sense of control**.**

It is unlikely you will know the way your staff will react before an event, even with rigorous testing. You can, however, plan for the possibility that your employees will not follow your plan.

Source: Fast Company, 2019

How can you plan to support your humans?

Pre-event

- Training and exercising
- Consultation

During event

- Flexibility – allowing flexible recovery close to home and being
- sensitive to the fact that not all employee are able to work from home.

Post event

- Support
- Crisis counselling

Clear communication throughout can have long lasting results which foster better relationships and increased loyalty. And a non-supportive engagement can result in the opposite.

Source: Insperity,2019

What are the risks of not planning for human reactions? (Or assumption is the mother of all mistakes)

Potential reactions to a plan invocation will depend on the event itself.

Small changes caused by a location specific event like a burst pipe which requires a couple of days of work from home, or a short relocation to a convenient address are less likely to cause push-back and loss of support than, for example, a city wide disaster which impacts the whole family, travel networks and other support services.

In larger incidents, people are more likely to prioritize their own safety and that of their family and subsequently they are less likely to commute at all, especially over increased distances to a fixed site recovery location.

Recovery site

Work from home is not a Full BC plan

During an event the number of people trying to connect and work from home will probably be many times larger than is usually the case.

During an emergency, the staff will likely not be doing normal business activities. They will probably be doing special, high-priority activities required by the emergency, such as contacting key customers and suppliers to notify them of the situation.

During an emergency, many people who rarely or never work at home might be required to do so. This means the usual difficulties encountered in using collaborative apps such as web conferencing will probably become a much greater problem.

During a crisis, apps and systems which the organization normally depends on might not be available.

During an emergency, people are taken by surprise. They might not have their work laptops or other necessary equipment.

COVID-19 and pandemic planning

How does your recovery strategy work for pandemic planning?

1) **Work from home**.

2) **Social Distancing and Reduction of Concentration Risk.**

3) **Reduction of Travel Risk**.

How the "infodemic" affects your plan

The WHO defines an infodemic as "an overabundance of information — some accurate and some not — that makes it hard for people to find trustworthy sources and reliable guidance when they need it."

Having a suitable plan for recovery during pandemic which allows your employees to manage that anxiety by reducing their travel or know that they can work from home will reassure and support.

CNN, 2020, NYTimes, 2020

Thank you

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