



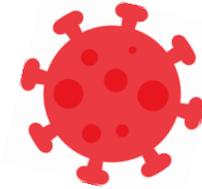
ALIGNING BANK OFFICER STRATEGY

for a post COVID-19 recovery

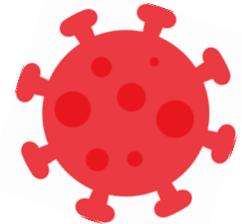
By : Rita Mirasari

ALIGNING BANK OFFICER STRATEGY for a post COVID-19 Recovery Outline Discussion

Corona Outbreak Report & Impact to Business Target

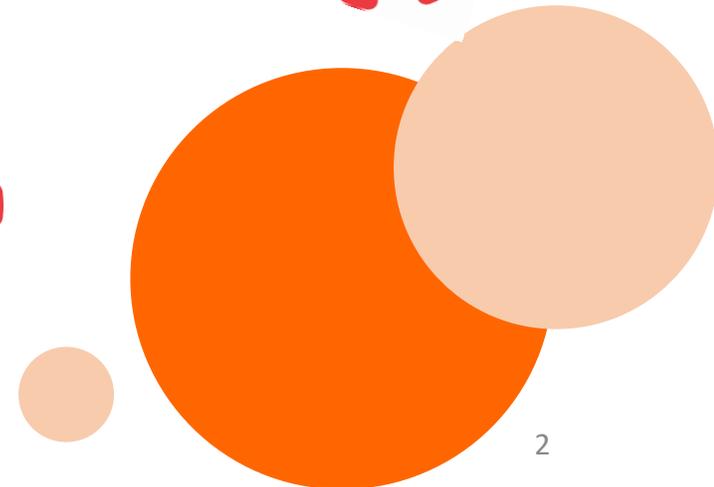
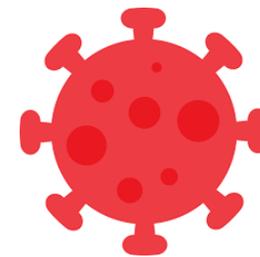


Biggest Challenges & the positive of forced transformation



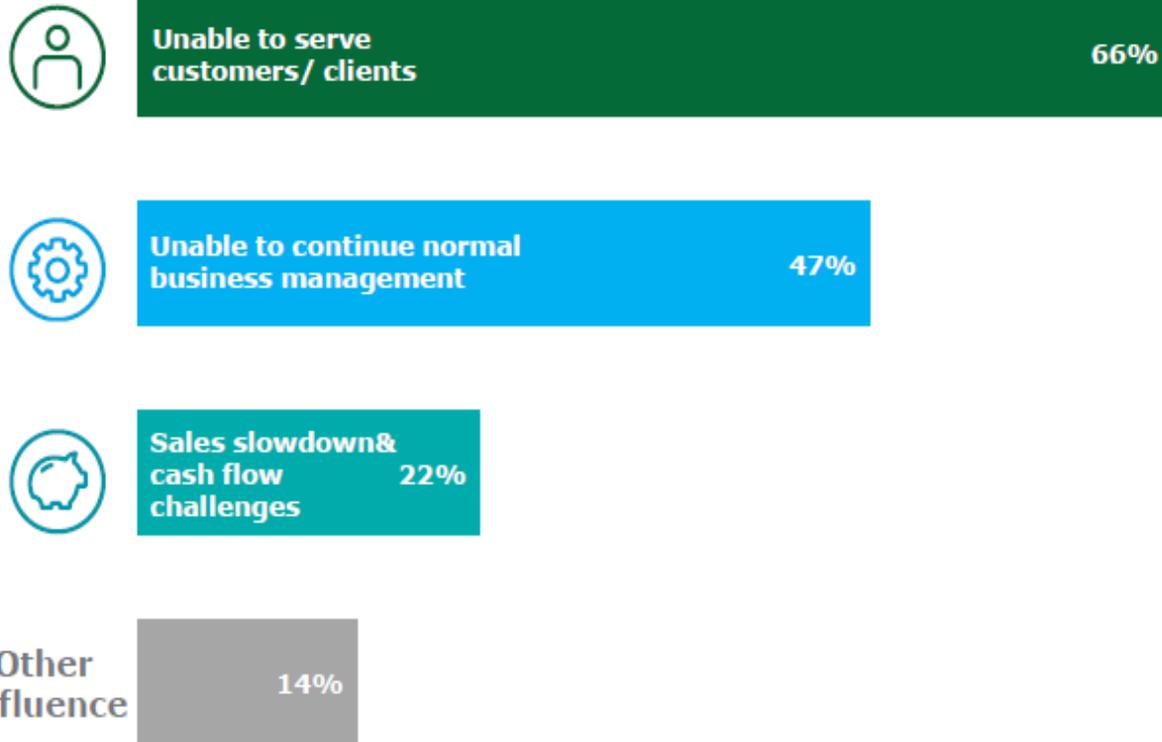
Big Reset in People Management : New Bank Operating Model

5 Key Action to Re-align Workforce Strategies and Defining 3W



SURVEY UNDER THE NEW CORONAVIRUS OUTBREAK IN CHINA (1/3)

What is the biggest impact that the epidemics will have on your company?

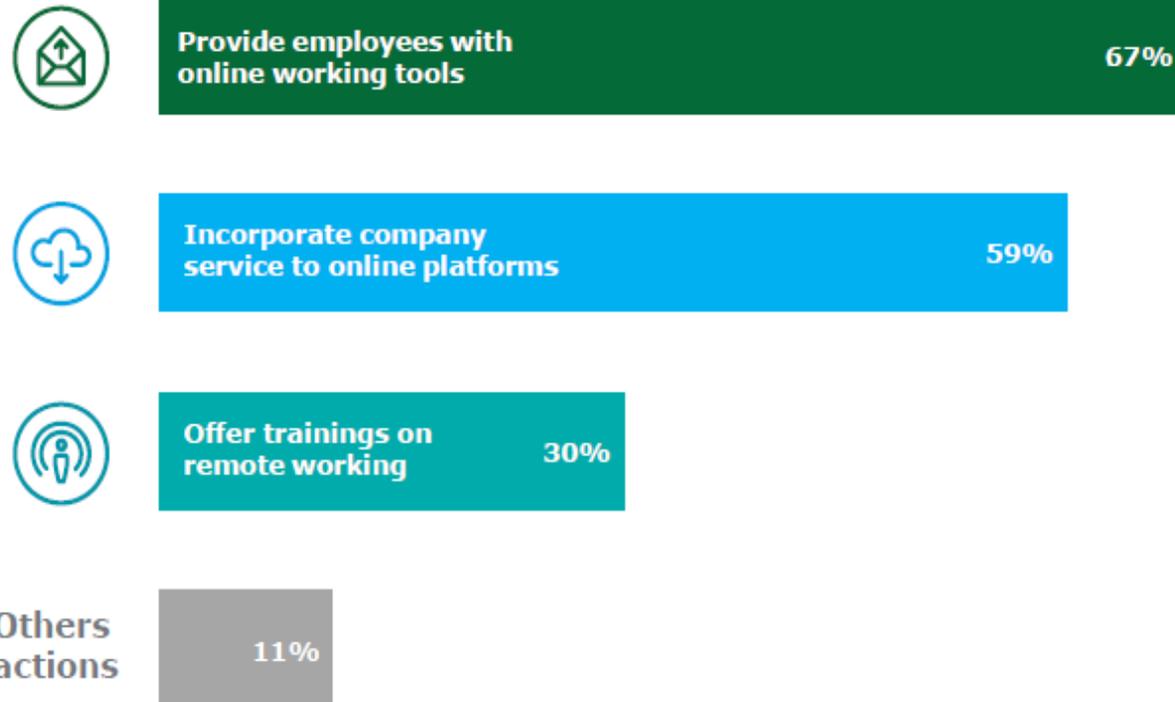


What do you think are the most important solutions in terms of workforce management?



SURVEY UNDER THE NEW CORONAVIRUS OUTBREAK IN CHINA (2/3)

What are the most needed actions in supporting workforce at current state?



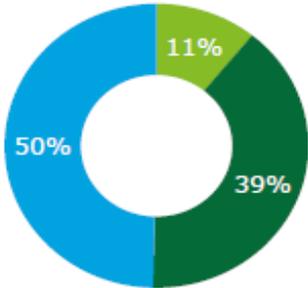
What crisis management measures have been taken?



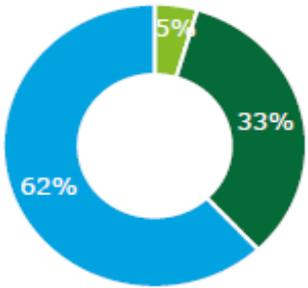
SURVEY UNDER THE NEW CORONAVIRUS OUTBREAK IN CHINA (3/3)

Is there any plan on adjusting business performance target in 2020?

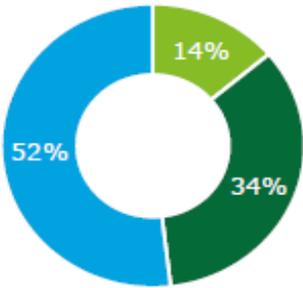
■ Lower the target significantly
 ■ Lower the target moderately
 ■ Maintain the target



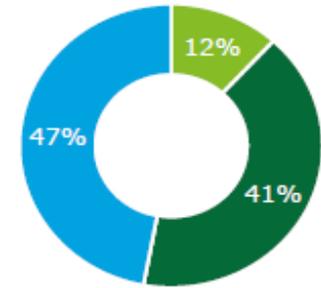
Consumer



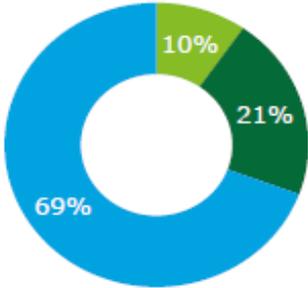
Energy, resources and industrial



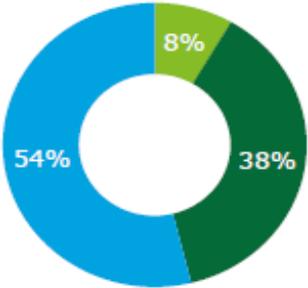
Financial and real estate



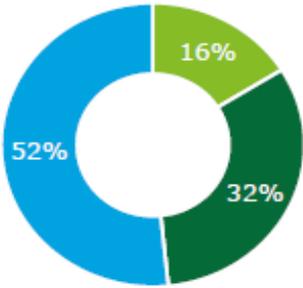
Government and public services



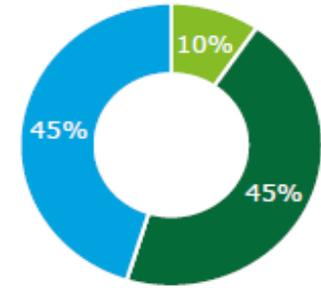
Life science and medical



Technology, media and telecom



Education



Others



Companies should re-examine their strategic choices through four critical, interdependent lenses
- the company's financial performance, market opportunities, competitive advantage, and operating model -

Value-creating strategy choices

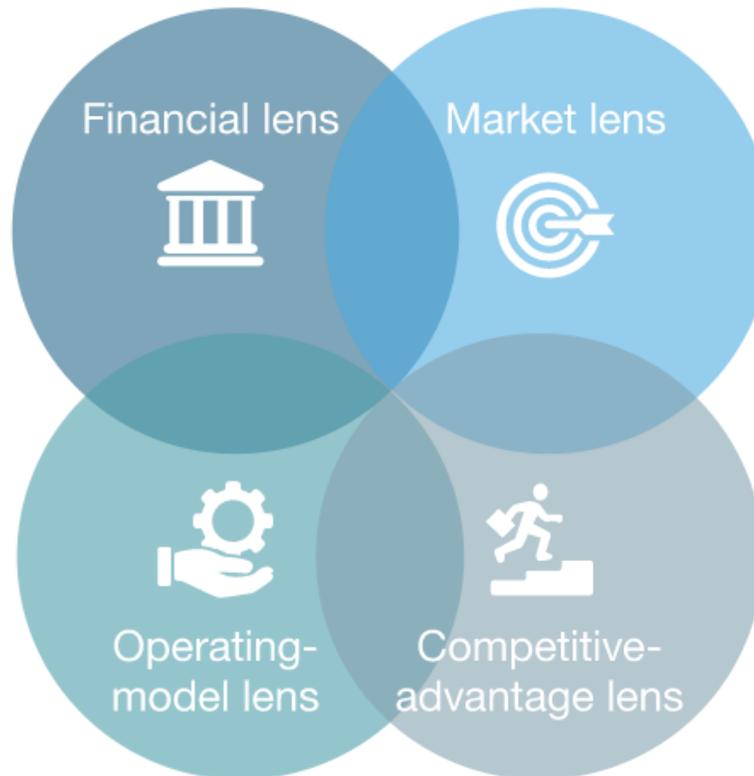
What is required to create value in the business?

- A benchmark of financial performance against peers
- An assessment of impact on value from growth and ROIC¹ improvement
- A momentum case

Do I have an organization that can deliver?

- Resource allocation
- Funding sources
- Capabilities and talent
- Performance management

¹Return on Investment Capital



Am I playing in profitable markets that will deliver growth over time?

- Structural attractiveness of markets
- Profit pools and pockets of growth
- Impact of trends and disruptions
- Adjacent markets in existing value chains or new ones

What does it take to win in these markets?

- Market position and trajectory relative to competitors and potential disruptors
- Requirements to shape industry conduct
- Ownership advantages in the portfolio
- Ability to compete in adjacent markets

BIGGEST CHALLENGES & THE POSITIVE OF FORCED TRANSFORMATION



- **Difficulty coordinating response across teams, business units, and geographies**
 - Not enough global collaboration and coordination of response. We aren't set up to share across regions easily
 - While our Asian operations were already suffering, the US did not codify learnings or prepare to roll out in North America
 - Command and control business continuity model did not seek feedback from regions, and then did not sync with reality of different geographies
 - Allowing the proliferation of too many different social collaboration platforms, hampering productivity and efficiency
 - Working from home in a lateral way across functions . Links between managers and teams is ok but cross functional is more difficult
- **Two-way communication not as effective as it could be**
 - Communication has been led by the top team—we need to hear from leaders across the company
 - Messaging not consistent across worker types—on-site workers, back-office employees, sub-contractors, vendors and consultants
 - Relied on videos and chats but a lot of front- line employees in production don't have access to computers for that type of messaging
 - Messages from leaders were not coordinated - and therefore confusing as details did not match
 - Push information without solid feedback platforms
- **Not adjusting fast enough to help our customers**
 - Our sales team is still focusing on the market in a classical sell more approach—as our clients are in crisis mode most could not engage. I think we should have engaged our people in free brainstorming to adapt faster to the customer and shifting needs
 - Difficult to manage the mindset of our marketing team. They have not been quick to adjust messaging to the current crisis and clients' shifting concerns
 - Sales people still thinking only in business as usual: not engaged with digital projects, not digging into customers' current pain points
 - We've had poor communications with clients and customers, especially new pipeline opportunities. Too slow to respond to clients
- **Lack agility to respond to rapidly changing situation**
 - Still too many approvals/bottlenecks required to take action quickly
 - Slow to properly re-prioritize the company goals, get alignment among executives and middle managers, and communicate
 - We have been too slow to adjust our run rate
 - We didn't collect the data we needed for overall awareness of the situation

THE POSITIVE: THIS IS A FORCED TRANSFORMATION

Impact on the Employee Experience...

95%

Say senior leaders have demonstrated a sincere interest in employee wellbeing and safety

76%

Say collaboration of overall organization has improved/improved significantly

89%

Measures to ensure that people feel supported during this time have put in place

59%

Think working from home policies are likely to remain even after COVID-19 pandemic is gone

68%

Say their employees report experiencing higher anxiety levels than normal

31%

Have surveyed employees in response to COVID-19

BUSINESS	EMPLOYEES	PEOPLE MANAGEMENT
<ul style="list-style-type: none"> • Realignment of business model • Reset financial plans and growth • Leaders act and respond in agile way • Listening, transparency, trust • Focus on healthy, safety and security • Closely align with communities and government 	<ul style="list-style-type: none"> • Learn to work in a new way or at home • Understand and adapt to safety practices • Learn new work style, role, jobs • Connect with managers and learn in deep way • Understand resilience, health, family impact • Maintain focus and optimism in change 	<ul style="list-style-type: none"> • Adopt agile and resilience operating model • Re-evaluate every talent program • Integrate with IT, facilities, financial tightly • Maintain analytics and crisis team focus • Empower, support, train team • Evaluate capital projects to shift focus



**BIG RESET IN PEOPLE
MANAGEMENT
NEW BANK OPERATING MODEL**



BIG RESET IN PEOPLE MANAGEMENT : NEW OPERATING MODEL

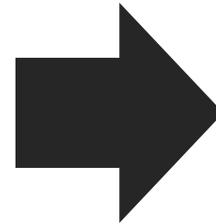
Responsive (Efficient)

Operation Model :
Central control, distributed execution

- Integrated tech strategy
- Strength in people analytics
- Self-directed learning, new career models
- Integrated experience for recruitment
- Strong focus on business priorities

Strategic, data-driven, experience-oriented, diverse, inclusive, passionate

Success : **efficiency and employee satisfaction**



Resilient (Adaptive)

Operation Model :
Distributed control, centralized coordination

- work close to client needs
- Teams are cross-functional by design
- Agile “Pools” of people who work on projects
- Skills and capabilities valued and well known

Cross-trained, highly collaborative, distributed, coordinated, agile

Success : **Speed and quality response**



Toward the Future:
Workforce 2.0

**5 KEY ACTION TO RE-ALIGN
WORKFORCE STRATEGIES
AND DEFINING 3W**

5 CRITICAL ACTION OF WORKFORCE STRATEGIES IN THE RECOVERY PHASE



Reflect. Create the time to reflect on what's next and think about what has worked, what you learned, and what has been missed in the response.



Recommit. Reinforce commitment to well-being and purpose through a focus on physical, physiological, and financial concerns.



Re-engage. Redeploy workforce and maximize the workforce's contribution and potential, while preparing the workforce with the skills and capabilities for the return.



Rethink. Utilize new business priorities to rethink and reconfigure the work, workforce, and workplace and balance ongoing and evolving business needs.



Reboot. Realign people management and operations priorities with the most pressing business and workforce priorities



How organizations handle the recovery will define their brands with both their workforce and their customers, establish their reputations for years to come, and determine their future competitiveness by defining Work, Workforce and Workplace



WORK

Are we returning to the way we worked before, or adopting new ways of working?

- Command center
- Travel
- Work design
- Employment brand
- Community partnerships
- Analytics
- Digitization
- Software & Hardware
- Regulatory and legal
- Vendor management



WORKFORCE

How does capacity, capability, and affordability affect workforce design after the crisis?

- Scenario planning and alternative labor strategies
- People strategy/operational plan
- Benefits plans
- Workforce experience
- Leadership
- Talent processes



WORKPLACE

What did we learn about working in the flow of life? How did it impact work when the boundaries between work and life are blurred?

- Health and safety
- Workspaces

How to Create Workforce Resilience - Six Steps to Reskilling

To make sure that organizations thrive after the crisis, leaders and their teams can take six steps to build workforce skills now. The first three will help define your strategy and the last three will help you execute it.

1

Rapidly identify the skills your recovery business model depends on

Decide on strategies that will shore up the future of the business, map out which skill pools will disproportionately affect it and drive it forward.

2

Build employee skills critical to your new business model

Build a no-regrets skill set—a tool kit that will be useful no matter how an employee’s specific role may evolve. Focus your investments on four kinds of skills: **digital, higher cognitive, social and emotional, and adaptability and resilience.**

3

Launch tailored learning journeys to close critical skill gaps

Determine the right skills to develop in a “just in time” manner. These **learning journeys are tailored to each specific role**, but companies can increase their scale and cost effectiveness by delivering the majority of the training digitally.

4

Start now, test rapidly, and iterate

Simply getting started on reskilling programs makes organizations better prepared for potential future role disruption—and is preferable to waiting

5

Act like a small company to have a big impact

Think like a small company, which can make bold moves more quickly, more willing to fail, have clearer view on skill deficiencies, better prioritizing the gaps and selecting the right candidates for reskilling

6

Protect learning budgets (or regret it later)

Use your training budget to make **skill building a key strategic lever for adapting to the next normal.** Make learning both more digital more accessible to your employees, and leverage the ready-made learning journeys and objects of external partners



gerakanpakaimasker



**Lindungi
Kamu
dan Aku**

Memakai masker dengan cara yang benar yakni menutup hidung dan mulut, menurunkan risiko tertular dan menularkan virus Covid-19 hingga 75%.

 **Gerakan
Pakai
Masker**

Rita Mirasari
Tim Komite Hubungan Sponsor & Donatur
Pengurus Gerakan Pakai Masker

A large graphic featuring the words "thank you" in a black, elegant cursive script. The text is centered within a circular wreath made of golden-brown leaves and small circular accents.