

ENERGY WORKFORCE: FROM CRISIS TO RECOVERY

Facilitated by Arquella Hargrove
for the Pink Petro Community Council



PLAYBOOK



**“When you grow with
the flow, you’re being
daring. You agreeing to
work and transform life’s
wildest currents. You’re not
sitting this one out. You’re
out there in the water.”**

Katie Mehnert, Author

Grow with the Flow

Embrace Difference, Overcome Fear and Progress with Purpose

“You are not born with a fixed amount of resiliency. Like a muscle, you can build it, and draw on it when you need it.”

Sheryl Sandberg, Author
Option B

Facing Adversity, Building Resilience, and Finding Joy

TRUST IS HUMAN AND MULTIDIMENSIONAL

Resilient leaders understand that recover is a human experience. In order to shift the mindset to recovery, they need to understand the four human dimensions of trust.

Resilient leaders consider the following questions:

- Which dimensions matter most in Recover to each of our stakeholders, and what will matter to them as we shift into Thrive?
- Are we communicating our intentions clearly and transparently to our stakeholders—even when we don't have all the answers?
- Can we competently deliver on what we are promising to our stakeholders?
- How are we monitoring and measuring our progress in addressing stakeholders' needs across the four dimensions of trust?



Source: Deloitte analysis

C-SUITE CONSIDERATIONS FOR THE RECOVERY PLAYBOOK



Recover and Grow Revenue

Strategic questions:

- Should we engage customers for acquisition or maintenance?
 - What customer behavior changes are likely to be permanent?
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Increase Margins and Profitability

Strategic questions:

- Should we manage for profit or resilience?
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Optimize Assets, Liabilities, and Liquidity

Strategic questions:

- Should we operate for cash or profit?
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Accelerate Digital Transformation

Strategic questions:

- How can we move faster toward digital transformation?
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Support the Workforce and Operating Structure

Strategic questions:

- How has the social contract with workers changed?
 - Do we have the right operating structures and alliances in place to deliver the plan?
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Manage Stakeholders Expectations

Strategic questions:

- How have social and institutional expectations changed?
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CREATE YOUR DESTINATION PLAN



Define the 90-day and beyond plan for the business.

Give your people something to do (feel safer with choices).

Areas for consideration related to return to work:

- Communication
- Timing
- Order compliance
- Addressing EE family care
- Policies
- Safety
- Be clear and concise
- Provide adequate notice
- Be as transparent as possible
- Include specifics
- Provide mechanism to resolve issues in advance
- Safety
 - EE health screening and testing
 - Workstation layout
 - Hygiene and safety protocols
- Review current policies and procedures
 - Leaves, complaints, accommodations, time off
 - Telecommute, travel, hiring, OSHA
 - New requirements
 - Changed practices



EPIC COLLABORATIVE ADVISORS

THIS REPORT WAS FACILITATED BY ARQUELLA HARGROVE

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Arquilla brings a successful 25+-year track record of creating and implementing productivity-inducing practices through the application of strategic planning and organization development in both the public and private sectors. She has supported both established organizations and entrepreneurial ventures advising them through their stages of creation, growth, and stabilization.

She helps organizations and business leaders build stronger, more effective teams and companies. Valued for providing her clients with a set of principles on workforce development, diversity & inclusion strategies, EEO and company-wide codes of ethics and policies to build their capacity. Arquella has been responsible for leading performance management, talent development, succession planning, and learning strategies. In her role of leading these efforts for Performance

Management and Talent Development, the focus was on designing, developing, and advancing the company's performance culture, people, and engagement strategies. In addition to developing and driving communication, awareness, and support of development initiatives and expectations while partnering with senior leadership.

Arquilla is a sought-after facilitator, business consultant, human resources strategist, speaker, and coach dedicated to the transformative and sustainable results of business leaders. A moderator and frequent panel speaker in the areas of diversity, women in leadership, and social capital, as well as, a contributor to publications such as Workforce Magazine. Arquella was awarded "Top 30 Influential Women in Houston 2018."

Arquilla holds a Bachelor's Degree in Human Resources Management from Ottawa University and an Executive MBA from Texas Woman's University. Arquella has multiple certifications in personality behavioral assessments (Birkman, DISC, MBTI, Insights, Personalysis), certified facilitator, human resources (PHR and SHRM-CP), master coaching, leadership development, conflict resolution, mediation, certified trainer, and Unconscious Bias Practitioner.

"Arquilla's strengths are her ability to problem solve, counsel management, her demeanor and technical knowledge."

- David Austern, Former SFDCT CEO

For more Energy Workforce of the Future resources, visit the member site at: members.pinkpetro.com

