LATTICE HR COVID-19

Response Research Report:
How People Teams Rose to Meet a Global Crisis

Presented by � Lattice

A Letter from Our CEO

In times of crisis, companies are put to the test, forced to react, pivot, and rise to the challenge. But with COVID-19, none of us were prepared for how deeply this crisis would impact our lives, much less how deeply it would affect our work. Within just a few short weeks, many lives were turned upside down as the world changed.

As companies reacted to the crisis, a huge weight of the effort fell to HR teams to help people in their organizations — from caring for health and wellness needs to helping them physically shift to remote work to coming up with and implementing new policies that were needed to bring order to what felt like chaos.

We here at Lattice work closely with thousands of HR professionals every day. They're our customers and our community. We see firsthand every day how much they do to keep their employees and managers moving forward and thriving. These People teams are putting in the hours and emotional labor to keep companies moving forward during uncertain times.

In order to get a sense of how companies and teams are dealing with all of these massive changes, we surveyed our network of HR professionals, pledging $10 to the Center for Disaster Philanthropy's COVID-19 Response Fund for every response. In the end, over 1,700 of you responded from 49 states, multiple countries, and across many varying industries. In the end, you all helped us raise over $17,000 for the fund.

The results of this survey are truly enlightening, and show just how much this crisis has upended life and business as we know it. But it also shows the resiliency of People leaders and the importance of the role they play. In this report, we want to share with you the insights and best practices gleaned from all those valuable respondents, and hopefully help those HR teams still struggling in this crisis or in a future crisis down the line.

We hope you find this report useful and the results meaningful. We admire all that you're doing to stay positive and productive during these times. We're all in this together as we work our way back from crisis. Thank you for all you do!

With gratitude,
Jack Altman

Introduction

The coronavirus pandemic has been a first-of-its-kind challenge to society, governments, and corporations around the globe.

Starting out with just a few cases in Eastern China in late 2019 and spreading across the globe in a matter of months, the implications for people around the world have been like nothing society has ever seen. It has shut down travel routes, businesses, economies, and entire countries. It has endangered lives and livelihoods. Yet it has also brought people together in heartwarming and unimaginable ways.

Against this backdrop, the challenges faced by HR professionals to keep their workforces safe and productive have been immense. By early 2020, one by one, states around the US and countries around the world began implementing stay-at-home and shelter-in-place orders in a bid to protect their citizens from this dangerous viral outbreak. So how did business cope?

This research report examines how HR professionals have adapted and risen to the challenge of helping to keep the people under their care safe, healthy and productive. The report details the experiences of People Teams across a range of industries during the beginning months of the COVID-19 global pandemic, documenting how companies have transitioned towards remote working, utilized technology, and other tools to communicate, engage and monitor their staff, and revealing their views on best practices for crisis management during the pandemic and beyond.

The survey was conducted online between March 31 and April 7, 2020, engaging:

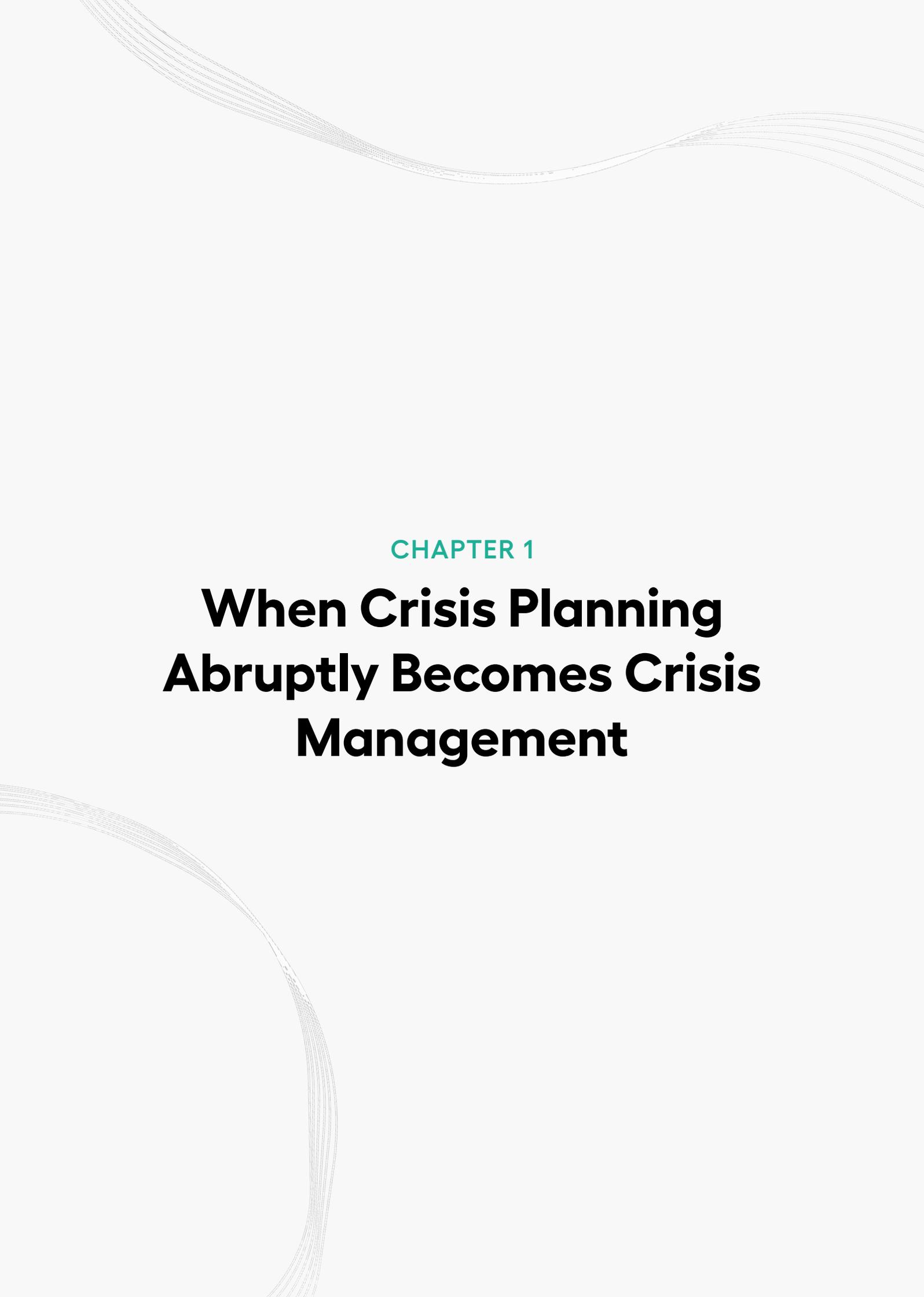| 1,760	35	49
HR professionals	Countries	States in the US

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# When Crisis Planning Abruptly Becomes Crisis Management

When Crisis Planning Abruptly Becomes Crisis Management

While the first case of novel coronavirus was reported in Wuhan, China in late December 2019, by April 16, 2020, the so-called COVID-19 had spread globally to over two million people. Governments around the world instituted lockdowns and stay-at-home orders for their citizens, bringing economies to a grinding halt and immense challenges to organizations attempting to help their workforces stay healthy and productive.

Under such swift and comprehensive conditions, it is no wonder that most companies say they did not have a plan for this first-of-a-kind challenge.

◉ When asked if they had a crisis plan in place before the COVID-19 crisis, around **70% of companies** said they didn't have a crisis plan.

Crisis plan in place before the COVID-19

	No	69%
	Yes	31%
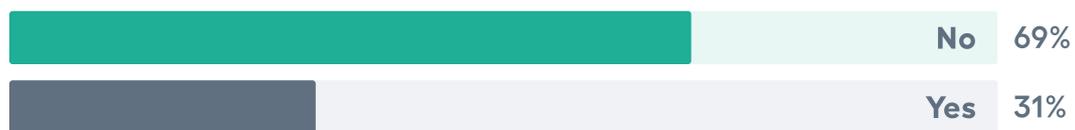
Amidst this crisis, HR teams around the globe rose to the challenge.

◉ On a scale of 1 to 5, **78% of respondents** scored their preparedness for handling the COVID-19 at three or above. Just **5%** said they were not at all prepared and **7%** said they were extremely prepared.

Preparedness for handling the COVID-19

	1	5%
	2	15%
	3	36%
	4	35%
	5	7%
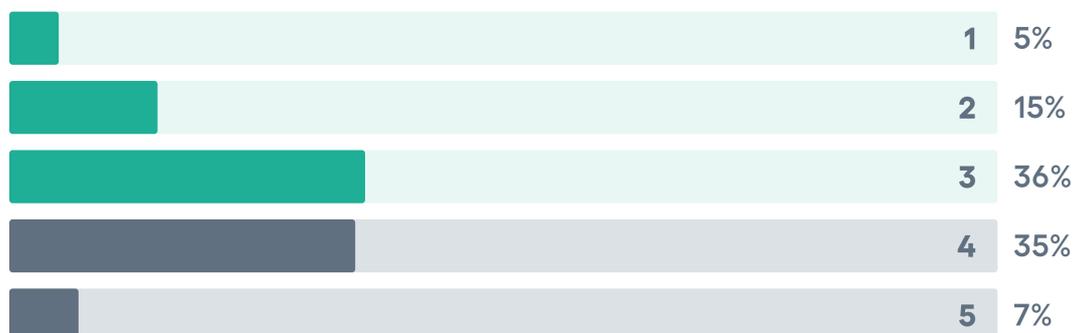
Agility and responsiveness have been key

Part of this preparedness was their agility and responsiveness as social distancing guidelines and government-enforced lockdowns required companies to think on their feet to help staff stay safe and maintain a level of productivity in a work-from-home environment. People teams partnered and collaborated with company managers to keep their staff up to date and help them adjust to the new normal.

- On a scale of 1 to 5, **a majority (60%) of respondents** rated their managers' ability to quickly pivot to leading their teams remotely higher than 4.

- And employees feel they benefited from management's ability to pivot so quickly and provide the necessary environment for safety and productivity. On a scale of 1 to 5, **80%** rated their company's response to COVID-19 4 or above — and almost **40%** rated it 5, or *Extremely Good*.

"[Our company was] quick to ramp up systems to support remote services [and was] quick to deploy proactive safety measures, contactless services, social distancing, and mandatory cloth masks," said one respondent who exemplified many of the positive responses to their company's policies.

> *"We were quick to ramp up systems to support remote services."*

"We have kept our people and their well-being (physical and emotional) at the center of all that we do," said another.

One respondent said their company was ahead of the preparedness curve because it already had a business continuity plan in place. As the crisis developed, that company created a separate area on its own intranet with a landing page for resources during the crisis.

The crisis highlighted the importance of connecting with teams and addressing team members as individuals with both professional and personal needs.

"We acted early and focused on individual well-being rather than just on how work was going to get done... Communications were designed to convey that sentiment," said one respondent who respresented the approach identified by many HR professionals whose company scored highly on responsiveness: A quick and open response, communicated clearly in a timely manner.

Just 4% gave their company a rating of 2 or below. The reason for such low ratings ranged from not enough laptops to provide to staff and the need to improve the company's virtual network, to simply poor communication: "Everyone was given different information," one respondent explained.

Said another: "Our organization's leadership did not take the pandemic and its threat to business continuity seriously at first... This led to a reactive approach, rather than proactive."

Others praised their companies for doing the exact opposite. "My company was proactive instead of reactive. When things started surfacing, we jumped in, we put policies into place, and we are all working remotely but making sure to connect often as a team."

Having a complete remote culture requires a different type of discipline from both your People Team and your team as a whole, says Nathalie McGrath, Co-Founder of

> *"My company was proactive instead of reactive."*

The People Design House, an HR consultancy. Being explicit about processes, expectations, rituals, and company objectives are the ingredients of any strong organization, and are even more critical when the team is distributed, she adds.

"For the HR team, we suggest an investment in management at your company. In a completely remote culture, the manager's role is amplified as they not only have to be the steward of their team's output, but they also own the engagement and happiness of their employees," McGrath says. "Things like one-on-ones, team meetings, and remote collaboration become even more important. People Leaders who prioritize supporting and up-leveling managers will find this focus pays off in the long run, regardless of whether your company stays primarily remote or not.

The new normal?

For many HR professionals, there is no doubt in their mind that the effects of the COVID-19 pandemic will have broad implications for many organizations going forward.

One respondent urged HR professionals to document what they are doing now and what is working: "If this happens again in the future, you will know how to handle it."

"The reality is, we are going to have to be more flexible. We were forced to [be flexible during the COVID-19 crisis], so those who were not on board with it before need to be

now," said another survey participant. "The workforce has changed because of this and it won't be the same."

Some HR leaders are already thinking about the aftereffects the crisis will have on their staff.

"We're working on what we all need to focus on when things open up, as people may have PTSD from this and many would not be their normal selves for weeks and months," said one concerned respondent.

> ## *"Be kind and patient with your staff, even after this pandemic is over."*

"Be kind and patient with your staff, even after this pandemic is over," suggested another. "This is a burden we will all share."

And looking after staff who have been let go during the crisis is critical, warned one HR professional involved in their company's recruiting efforts: "If these staff feel valued, they can be great ambassadors. But if they feel shoved out and forgotten, then they are unlikely to be positive towards their former company."

McGrath says it is very important for all HR leaders to maintain a positive relationship with management — this is essential when companies are *not* dealing with a crisis and sets them up for success when they *are*.

"Having a clear communication line and being able to trust them in moments of stress is key and essential to being able to deploy mass amounts of people with as little panic and anxiety as possible," she says.

The HR-manager relationship typically builds over time, according to McGrath, which is why it's so important to invest in managers earlier in your company's tenure.

The process of developing a crisis-management plan — whether for something more common like a natural disaster or as rare as a global pandemic, is useful, says McGrath.

"It's less important to get the specific emergency right, instead it's important that you've gone through the process of identifying what could happen and how to handle various situations," she says.

CHAPTER 2

Innovative Ways to Combat the Crisis

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Companies have tried to be as sensitive as possible to both the human and business impacts of the coronavirus crisis. Managers and people teams have risen to the challenge of taking on more responsibility. They are organizing formal and informal employee get-togethers online and using collaboration tools and other technologies to help teams stay informed and productive.

During the crisis, performance-management-and-review tools have been helping employees to understand how they can impact the company in these difficult times and how they are performing in the new remote work setting. Employee engagement surveys have become critical in a time where feedback is needed from everyone in the organization — particularly pulse surveys, which help give a real-time understanding of employee engagement.

Attention to the organization's culture has also proved critical during the crisis, and HR professionals have found innovative ways to keep their culture alive and evolving — even in a remote-work environment.

- **Almost two-thirds of companies (62%)** have been having virtual coffee breaks and happy hours with their staff, while **57%** are utilizing Slack channels for light-hearted conversations like "questions of the day."

- **One out of four companies** has conducted contests like brackets or virtual games to keep staff engaged.

Other creative engagement ideas have included Hat Week (where one company had staff members all wear hats during video conferences), daily meditation and, in a few cases, personal calls from the CEO and top management. One company even started its own online employee TV channel.

> *"Virtual Team Lunches have been really fun for our team."*

"Virtual Team Lunches have been really fun for our team," said one respondent who has also started utilizing the Slack channels #recommendations and #inspiration to keep their team engaged.

Another people team created an HR resource hub that houses articles, webinars, training, and virtual events to help employees feel connected and supported.

Most effective ways to maintain a positive company culture

Virtual coffees and happy hours	62%
Slack channels	57%
Virtual all-hands	57%
Contests	25%
Fitness challenges	22%
Other	11%
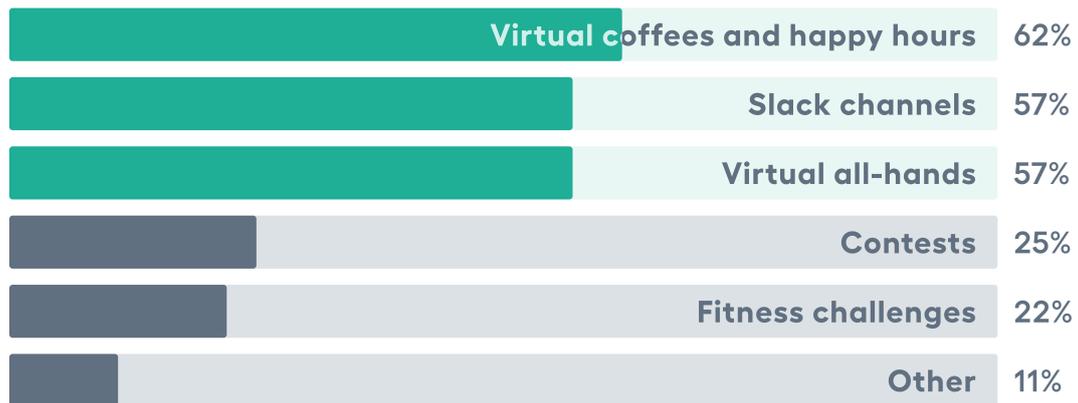
"Working flexibly is about trust and creating a culture where the working week is about outputs, not the nine-to-five," said one survey respondent. "We have such a culture, and this is even more visible during these times."

- To respond to such a radically new environment like COVID-19, nearly **half of organizations** have adjusted their team or company goals

- **57% of respondents** said they were changing either company or individual/team goals, and of those respondents, **57%** were changing both types of goals.

McGrath believes the human element of management became even more obvious during the COVID-19 response process.

"When we are faced with fear and uncertainty, our need for stability and certainty increases," she says. "As our employees feel emotionally unsafe, they need the space to express their feelings and to be acknowledged where they currently are. Only once they've felt heard will they be able to move forward."

"A lack of psychological safety not only has an immediate impact as a morale suck, it will lead to unproductive organizations over time."

"These teams are then able to respond with more agility to changing goals, not to mention rebound in productivity at a faster rate," says McGrath. "The risk of not creating this space is that employees will continue to respond from a place of panic or stress. This lack of psychological safety not only has an immediate impact as a morale suck, but it will lead to unproductive organizations over time."

How preparedness has helped

When it came to meeting the needs of staff and management, what constituted a challenge for people teams often depended on their company's initial preparedness.

When asked to list their top three biggest HR headaches during the crisis, teams that said they were unprepared for the crisis have seen more challenges when it came to staff furloughs or layoffs**.**

- **A third (33%) of unprepared teams** noted that furloughs and layoffs presented major challenges, compared to **20%** of prepared teams.

- Meanwhile, **a greater percentage of prepared team**s said onboarding and hiring new staff was a bigger headache (51%) compared to unprepared teams (33%).

- But above all, employee morale has been the biggest issue for both prepared and unprepared teams. **Around 66% of total respondents** listed overall morale in their list of top-three biggest headaches during the COVID-19 crisis so far.

Making the tough decisions

Companies have had to make myriad difficult decisions in the wake of the coronavirus pandemic.

- Respondents said **47% of companies** have been forced to institute a hiring freeze and only **23%** said they are hiring normally.

- Interestingly, a larger proportion of government organizations said they were still hiring normally (**43%**), while no more than a third of all other types of respondents could say the same.

- The leisure and hospitality industry has so far seen the largest hiring freeze — some **86% of respondents** signified they weren't hiring at the moment.

- Yet in almost all other industries, less than **45% of respondents** were operating under a hiring freeze.

- In the software industry, **23% of respondents** said they were hiring as normal, **43%** said they had implemented a hiring freeze, and **34%** were reducing positions available.

Geographically speaking, the survey results seemed to indicate that Middle America — the Midwest, the Mountain region and the South — did not find onboarding and hiring as big of an issue as other areas of the country.

- Only **36% of Middle America** found onboarding and hiring a big issue, **compared to 47%** for other regions.
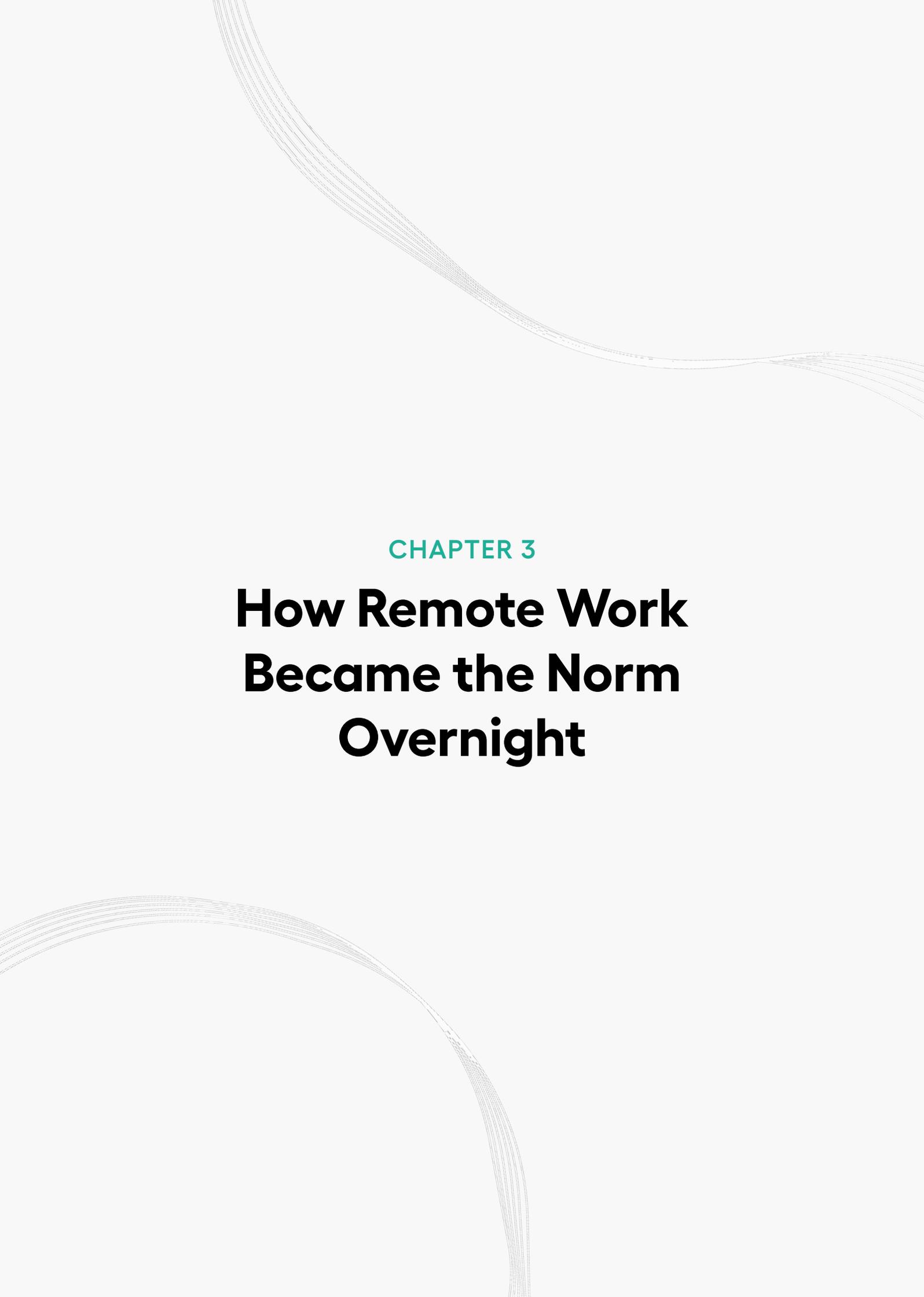
How Remote Work Became the Norm Overnight

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Prior to the COVID-19 crisis, most organizations were not practicing remote work on a meaningful scale.

- **Some 60% of companies** only had 10% or less of their workforce working outside the office. Now, **60% of companies** are 100% remote, according to Lattice's survey.

Percentage of your company was remote before COVID-19?

100%	2%
75-99%	1%
50-75%	5%
25-50%	12%
10-25%	20%
Less than 10%	58%

How has the remote work policy of your company changed?

Mandatory 100% work from home	60%
Some essential workers still need to report to work	24%
Suggested work from home	8%
Nothing has changed	4%
Work from home for only at-risk workers	1%
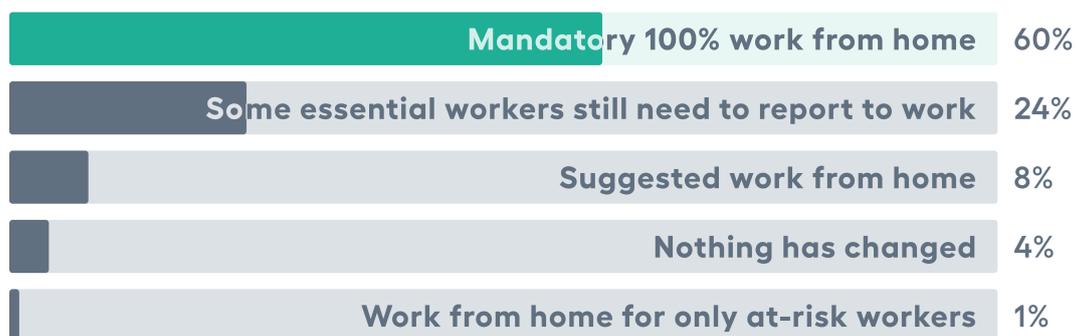
Such a dramatic change meant companies had to adjust quickly — and they did.

- To support their company's transition to remote work, **73% of HR professionals** surveyed implemented new policies on areas such as communication and meeting procedures.

- **Two-thirds** have shared content on the pandemic and 57% added new tools and technology.

Less popular has been the addition of new training for staff and the issuance of new benefits.

- Just **36%** said they were providing special training and **21%** new benefits and perks.

"We added new web meeting tools and functions, added training about mitigating risk, and shared content via cloud and web-based data storage tools," said one respondent whose company had implemented a wide range of new initiatives to help staff convert to remote working.

Another respondent said their company organized equipment — such as monitors, desks, and chairs — to be shipped to employees so that they were able to be set up to work from home.

What have you or your team done to support your company's transition to remote work?

Before state governments began ordering their citizens to stay home, companies with fewer remote workers prior to the crisis were more resistant to implementing mandatory work-from-home policies, compared to companies with higher remote populations.

- Only **57% of the companies** with less than 10% of their workforce working remotely *before* the crisis implemented mandatory work-from-home policies *after* it hit.

- Conversely, **70% of the companies** which, pre-crisis, had more than 10% of their workforce working remotely implemented mandatory work from home policies as a result of the COVID-19 pandemic.

- Pre-crisis, around **80% of all companies** had less than a quarter of their workforce working remotely. According to the survey, **60% of respondents** think that after the COVID-19 crisis their company will make remote work a standard option.

Perks and benefits are rare but well-received

The pivot to remote working required many companies to implement new policies for their workforces but Lattice's survey results suggest most companies did not couple their policy refocus with more training and perks or benefits.

- When asked if they had implemented any new stipends or perks, **68% of respondents** indicated they had not.

- **Around a fifth of respondents (18%)** had started to provide staff with a remote office equipment stipend and 10% began providing an internet connectivity stipend. Five percent of companies began providing grocery and food reimbursements and broad financial assistance.

- If a new stipend or perk was offered, budgets for these benefits ranged widely — from $2.00 per hour worked, to $125-$2,000 one-time payments, to $25-$600 a month.

In the U.S., companies located on the two coasts seemed to implement more new perks or benefits as the crisis progressed.

- **Around a quarter of businesses** on the west and east coasts issued new benefits compared to around 18% of middle American and international organizations.

- **Nearly 78% of companies** in the Midwest, Mountain and South regions said they were offering no new perks compared to **68%** of those on the east coast and **61%** on the west coast.

"HR teams had to focus on ensuring the business could function normally and effectively."

As the crisis took hold, it seemed companies were requiring that their HR teams focus on ensuring the business was able to function normally and effectively. With HR teams tasked with developing policies to help the company survive, it has often fallen on team managers to keep up the "people ops" side of a company's people strategy. Leaving the people ops to team managers has created its own set of challenges for companies.
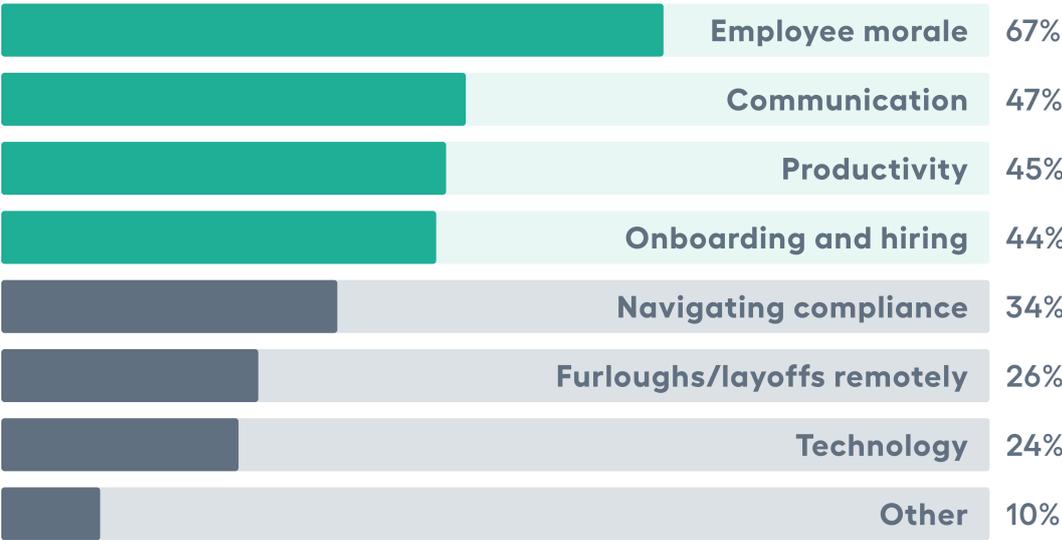
The challenges of remote working

Remote working has come with new challenges for HR teams that now needed to coordinate, communicate and take the pulse of their workforce and its new needs.

The greatest challenge identified by survey respondents since the outbreak was employee morale.

- **Two-thirds of respondents (67%)** identified employee morale as their Number One challenge — outpacing communication (**47%**), productivity (**45%**) and the onboarding and hiring of new staff (**44%**).

Greatest remote-working challenge since the outbreak?

Employee morale	67%
Communication	47%
Productivity	45%
Onboarding and hiring	44%
Navigating compliance	34%
Furloughs/layoffs remotely	26%
Technology	24%
Other	10%

To help them with the new challenges of remote working, respondents said a number of support measures have been impactful — these have ranged from the use of technologies to encourage interactivity, to keeping lines of communication open and frequent.

"We focus on human connection (albeit virtual) at the start of each meeting," said one respondent.

> *"We recognize we're all working during an unusual time."*

"We have been sending out daily tips on a variety of work/life topics," said another. "We keep the tone pretty light and employees appreciate that we recognize that we are all working during an unusual time."

Tools to help collaboration and communication were noted as especially important for survey respondents. Many companies who already had some employees working remotely have started sharing best practices to help other colleagues make the transition.

And while HR professionals recognize the exceptional nature of the times, most are also ensuring that their resource and talent management responsibilities are not forgotten.

- Just **18% of respondents** said they were postponing or canceling performance reviews, while **16%** were changing the performance review process.

- **Just under half of companies (42%)** were investing more in wellness or mental health services, and these investments ranged from new Employee Assistance Programs (EAPs) to telehealth services, remote coaching and counseling, and meditation programs.

New investments in wellness and mental health

As much of the world transitioned to remote working, work/life balances suddenly became precarious with spare rooms and kitchen tables becoming offices, while bedroom floors and living room sofas became school rooms for stuck-at-home kids.

- To support staff with young children, **73% of companies** provided their workers with flexibility to formulate their workdays.

- Forward-thinking companies are also sharing information on how to manage working at home with children, as well as simply trying to be understanding in real-time situations.

"It's a trust-based approach."

"We're trusting them to create the best possible schedule and not expecting them to work 100%," said one respondent of the parents in their workforce. "[It's a] trust-based approach."

Said another: "Be flexible. Enable the ones that are hardest hit due to things such as unavailable childcare to work from home first, or at least be flexible with their schedule. And don't penalize them for taking more time off than they have accrued in vacation or sick leave. Do not force your employees to put their job before their families. This is an incredibly stressful time as is, and they need the reassurance that after this is finished, they will still have a job to come back to."

There seems no doubt in most people's minds that the current crisis will lead to future changes in HR policies — especially around remote working. So, what will be the after-effects of the current crisis? McGrath believes COVID-19 has resulted in remote work jumping forward a few years.

"What would've happened over three-to-five years has now been done in a matter of months," she says. "This means that company policies and working norms will need to catch up very quickly."

COVID-19 will also impact leaders and their management style.

"Companies who have been remote have already reaped some of the benefits of this: an investment in building trust across the workforce, a flexibility in being able to attract talent across multiple talent pools, and not having to carry expensive leases on their balance sheet," McGrath says. "We might see more people taking the plunge, now that they've had a taste of what this can look like."
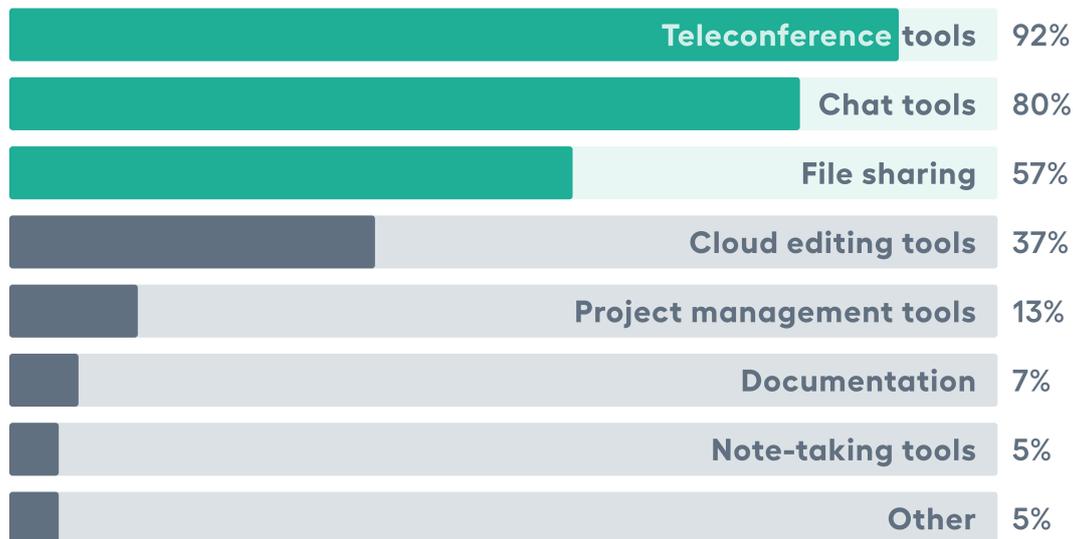
The Tech and Tools to Keep Staff Productive, Safe, and Happy

The Tech and Tools to Keep Staff Productive, Safe, and Happy

When their entire workforce is abruptly forced to work from home, it's understandable that managers may fear that their company culture is at risk. As the COVID-19 crisis wears on, company culture is one of the many areas technology has become a crucial tool for HR teams looking to keep their staff engaged.

Tools that have proved exceptionally useful include communication and messaging systems such as Zoom, Skype, Slack, and WhatsApp, to name but a few. Equally useful have been collaboration tools that let team members access and share files via the cloud.

Essential HR tools for your remote-work tech stack

Tool	Percentage
Teleconference tools	92%
Chat tools	80%
File sharing	57%
Cloud editing tools	37%
Project management tools	13%
Documentation	7%
Note-taking tools	5%
Other	5%

- When asked what are the top three essential tools for their remote-work tech stack, a whopping **92% of respondents** said teleconference tools like Zoom, Hangouts, WebEx and Citrix GoToMeeting were critical.

- While **80%** cited chat tools such as Slack and Microsoft Teams, **just over half (57%)** identified file-sharing systems, including Dropbox and Google Drive.

- Other important tools listed were cloud editing tools such as Google Docs/Sheets and Microsoft Office, and project management tools Asana and Atlassian JIRA.

"We use WhatsApp to communicate with clients. We are implementing Microsoft Teams to track work and provide collaboration tools," said one respondent.

"Communication on a daily basis about the status of the company and how we are tackling the issues with the support and feedback of the employees has been critical to keeping everyone on the same page," said another.

> *"Leverage technology to stay home and stay safe."*

One respondent summed up their advice to other HR professionals succinctly: "Leverage technology to stay home and stay safe."

So far during the crisis, there has been a stronger emphasis on helping managers stay on track with manager tools and engagement solutions but a lower emphasis on recruiting and applicant tracking.

That tools which bring people together were the top picks for respondents demonstrates something that most people team leaders already know, says McGrath.

"Strong cultures and engaged/focused/productive teams are not a result of strong software tooling," she says. "They're a result of norms and behaviors that start at the highest level. As we move remote, the tools that help with communicating and enabling these norms and behaviors are essential."

Overall, survey responses seemed to reflect that when it comes to monitoring employee engagement and culture changes, the load has fallen mostly on team managers. And most companies seem to be empowering their managers to better understand employee reactions to changes brought about by the crisis. As a result, respondents have been relying increasingly on the various manager tools in their technology toolkits.

During the first two months of coronavirus-related lockdowns, monitoring employee engagement has become a crucial yet challenging task for managers and HR teams unused to the dynamics and logistics of a remote work workforce.

- While **84% of respondents** are using manager conversations to monitor employee engagement, technology has also played a useful support role, with **30%** using pulse surveys and **26%** using employee engagement surveys.

> *"Companies are organizing ad hoc surveys to measure the pulse of their workers."*

Many companies are organizing ad hoc surveys to measure the pulse of their workers, daily chats with team members to keep abreast of workloads, and continuing their quarterly check-ins via Lattice to maintain employee goals over time.

"We're conducting check-ins quarterly and Objectives and Key Results (OKRs) in our employee engagement and corporate performance management platform," said one respondent.

"We're talking to people — asking them how they are going, how's the workload, do they need anything, and is there something HR or their supervisor can do," said another. "Just letting them know that we really care."

Prepared teams have been using engagement tools

Respondents who said their teams were prepared for the crisis have so far been using more employee-engagement tools than their counterparts on teams that felt unprepared.

- **29% of prepared teams** have used employee surveys compared with 19% of unprepared teams.

- Meanwhile, **37% of prepared teams** have used pulse surveys compared with 22% of unprepared teams.

- And **85% of prepared teams** have utilized manager conversations to keep teams on track compared with 79% of unprepared teams.

Similarly, teams that were effective in their initial crisis management also used more engagement tools.

- **28% of respondents** who believe their teams did well managing the crisis have used employee surveys, compared with just 13% of less-effective crisis managers.

- Meanwhile, **33% of respondents** in the effective crisis management category said they have used pulse surveys compared to 13% of those who think they've done a poor job.

- Another **83% of the respondents** confident in their crisis-management response said they have utilized manager conversations to keep teams on track compared with 68% of the respondents less confident in their response.

Perhaps unsurprisingly, teams that used employee-engagement tools more tended to be more likely to embrace remote work.

- **68% of respondents** using employee surveys and **71%** of those using pulse surveys said they would be more likely to make remote work a standard option in the future.

Companies that use engagement scores demonstrate a few positive traits, says McGrath. Firstly, that they care about their employees' experience. Secondly, that they understand that the language of their organization is metrics-driven — and the ability to provide metrics brings credibility to the people function. Thirdly, that the company is willing to invest in resources for its People Team.

"Companies that prioritize their people strategy will be better off."

"Together these demonstrate that people strategy is a priority to a company. And the companies that prioritize their people strategy will be better off," says McGrath. "Employees are looking for more from their organization than just a paycheck. They're looking for a sense of community, meaning they want to be ethically aligned with the decisions of the company. This will continue and is even more amplified by the COVID-19 pandemic. Employees want to follow leaders who care about more than just the bottom line. Leaders and managers who are able to lead with both empathy and business acumen will thrive in the coming months."

Conclusion

The HR community has risen swiftly and nimbly to the new and sudden remote work environment of the COVID-19 pandemic by implementing innovative solutions in the face of such a formidable challenge. From finding new ways to communicate with staff and encourage workers from afar, to utilizing employee management and engagement tools to help keep their workforce on-track, productive and heard, top HR teams are proving themselves innovative, professional, and caring.

And while it may have been the first, few believe COVID-19 will be the last major crisis of this kind for businesses and their workforces. Important lessons have been learned as HR teams react creatively to the problems at hand. And these lessons will inform HR policies and plans well into the future.

"We are all learning together," one respondent said, summing up their experience. "The more we commend and encourage; the more employees know they are appreciated.

About Lattice

Lattice is a people management HR software company that aims to help companies drive and retain engaged, high-performing teams.

Lattice's product offerings include a continuous performance management suite as well as engagement surveys and analytics. With Lattice, it's easy to launch 360 reviews, share ongoing feedback and public praise, facilitate 1:1s, set up goal tracking, and run employee engagement surveys.

By combining performance management and employee engagement in one solution, HR teams get powerful analytics that leads to actionable insights. Lattice is the only company that offers both of these tools in one solution.

Lattice works with companies who aspire to put people first and see people as part of how they'll be successful. Whether redefining the beauty industry or building self-driving cars, all of our customers have one thing in common: they value their employees and want to invest in the development and success of their people.

Trusted by the best places to work

Join **1,850+ organizations** that use Lattice to help power their people strategy

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Survey methodology

The survey consisted of 15 multiple-choice questions, 4 open text field questions, and 3 questions that the respondents had to answer with a 5-point Likert scale. The aim was to conduct the survey with a minimum of 1,000 HR professionals from Lattice's customer companies, sales-prospect companies, and its Resources for Humans community from March 31 through April 7. An HR professional was defined as a person serving in an HR function or an executive serving in that function for a company as defined by their work email address. Participants were given unlimited time to fill in the survey, and 1,762 professionals responded.