

WCO Global HRM Conference : Managing HR through crisis and beyond

Managing Performance in a Crisis times

Why

Need for Customs Administrations to develop Capacity & **Capability** including:

Responsiveness

Agility

Readiness & Reactiveness

Continuous **learning** & **feedback** loops....

Managing in a crisis



Grip Self
Grip Team
Grip Task

Source: Liz Richardson, The Bridge

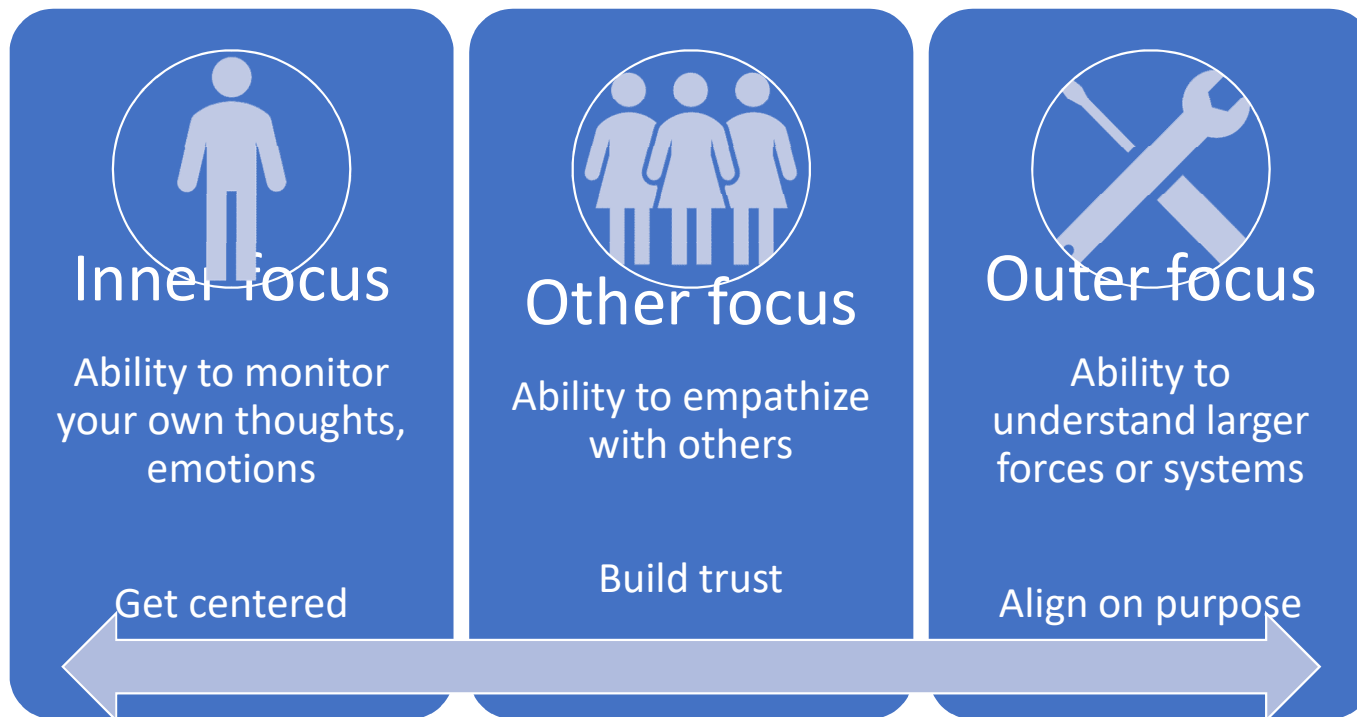
Managing in a crisis

What have you learnt about yourself during lockdown?

What were the most difficult aspects in managing your team?

How did your team perform?

Managing in a crisis



Adapted from Daniel Goleman

What can we (leaders and managers) do?



- Stop thinking “the old ways” will come back!
- (Start) Cultivate emotional steadiness
- (Continue) Go back to basics: Deliver value
- And ALWAYS...communicate

Leaders don't need to predict the future. What followers need most are trust, compassion, stability and hope.

Gallup 2020

How

Develop:

- Organization wide **Vision** and **Strategy** anchored in **continuous** learning
- Integrate learning into **Leadership**
- Encourage **innovation** and learning from mistakes
- Implement **knowledge sharing** mechanisms
- Suspend assumptions and encourage active **dialogue**

Benefits

- Increased employee satisfaction and decreased turnover
- An improvement and innovation mindset
- A developed sense of ownership and accountability
- A culture of knowledge inquiry and sharing
- An enhanced ability to adapt/pivot to change

Tools

- Move from Training to Learning
- Develop key Learning labs
- Encourage Scenario planning
- Implement Pilot process changes and feedback loops
- Share results across teams and organizations as Lead Agency at the Border
- Cross Cutting Tool - Dialogue – The jumping in point.....

Building blocks

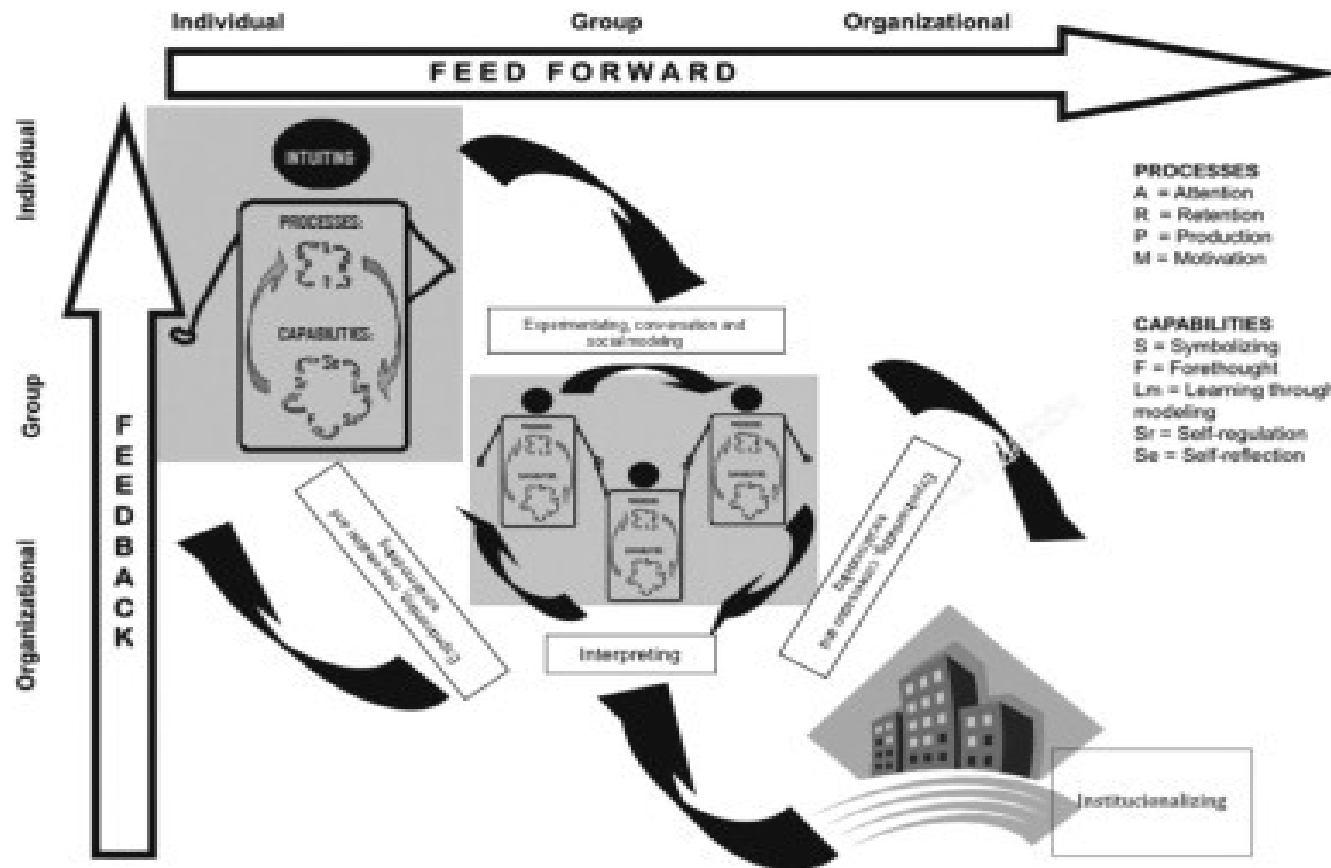
Table 1. Five Building Blocks of OL (Garvin, 1993).

Building block	Description
Systematic problem solving	Decisions are based on scientific methods to diagnose problems. Accuracy and precision are critical.
Experimentation	Experimentation with new approaches includes the systematic search for and systematic testing of new knowledge. This activity comprises both one time (e.g., demonstration projects) and continuous (e.g., research and development) experiments.
Learning from past experience	Learning from individual experience and history requires constant reflection upon successes and failures to provide implications applicable to all individuals. Learning should result from careful planning (e.g., postmortem evaluations) rather than chance.
Learning from others	Learning from the experiences and best practices of others comprises benchmarking with clients or other external organizations to develop new ideas. Managers need to be open to criticism and new ideas.
Transferring knowledge	Transferring knowledge quickly and efficiently throughout the organization through written or oral reports, personnel rotations, or training.

Note. OL = organizational learning.

Source: (Garvin, 1993)

Bringing All Together...



Source: (Castañeda and Fernández (2007, p. 369)

Thank you

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