

Responsible Management of Shifts in Work Modes

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Responsible Management of Shifts in Work Modes – Values for Post Pandemic Sustainability, Volume 2

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To our families, especially the generations to come.

May everyone who picks up this book find within its covers some actionable reflections on living sustainably and responsibly in the new normal.

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Foreword

The Covid-19 pandemic has brought out the *worst*, and the *best*, in people and organisations. The *worst* has been reflected in the abuse of emergency funds released to ease the economic burden faced by business and society; public–private collusion and sheer corruption; and putting people, especially workers, in harm’s way to further profits. The *best* has been displayed by business and civil society leaders, and their organisations, going beyond the call of duty to support society as it grappled with an unknown and frightening future. Values can be broad and inclusive, or they can be narrow and self-serving. Positive values show conscience, a sense of duty towards others – values such as integrity, transparency, support, care, and many other positive values come to mind. When thinking of some of the most disgraceful examples of greed that have come to light, values such as dishonesty, selfishness, and self-indulgence, reveal themselves.

Responsible Management of Shifts in Work Modes – Values for a Post Pandemic Future comes at an opportune time as management faces a forever changed work-life environment – the ‘new normal’. It is a stage when businesses must plot the course forward in a still-uncertain future. To do this with integrity will be the challenge of our business leaders. The book reflects on the past, present, and the future in the face of the pandemic, founded on excellent thought leadership and empirical research, to provide important observations into the new reality of work modes. The editors, Kemi Ogunyemi and Adaora Onaga have made an exemplary attempt to chart a course and stimulate conversation on the important topic. The book is well-structured, reads well, and is a must-read for not just academics, but business practitioners and policy-makers as they confront this changed working environment. What values should be inculcated in business during this shift in work modes? This book provides some valuable insights in this regard.

The introductory chapter (Kemi Ogunyemi and Adaora I. Onaga) considers the business–health intersection and reflects on the ‘chaotic and unprepared (health-care) system’ – this vulnerability constrained healthcare delivery during the pandemic. The narrative then turned to the significance of leadership and the importance of building collaborations starting with the employer–employee relationship. This relationship, I concur, is critical. At the heart of such collaboration, at the heart of such engaged relationships, lie values. Values are the invisible tie that binds people and creates an aligned organisation committed to ethical values and as a result, effective service delivery should naturally occur. The chapter is then followed aptly by a focus on ethical leadership, this time considering

small- and medium-sized enterprises – possibly more susceptible to the economic challenges the pandemic posed (Nneka Okekearu and Stanley Ibeku).

The book then continues its journey, contemplating Arianna Huffington views on the new normal, and the relationship between corporate governance and organisational resilience post-pandemic (Oluwakemi Ojenike). The workplace then takes centre stage with a chapter (Gloria Nnanke Essien) on people management in fluid workspaces, and which suggests a need for adaptation, flexibility, and intentionality by organisations to ensure survival during such a shift to survive. A management perspective of responsible leadership during a pandemic was presented (Kemi Ogunyemi and Akunna Osa-Edoh). A later Chapter 12 focuses on the future of work and the need for adaptability from an employee perspective and upskilling in order to develop resilient people, which in turn, will contribute to resilient businesses (Rukevwe Olughor).

The healthcare sector from a specific African perspective, is often reflected upon in the book. This is an important contribution by the book as it contextualises the unique challenges faced on the continent during the pandemic. For example, medical doctors providing their insights on ethically complex decisions during the pandemic triage process and the need to ensure inequities are not exacerbated in the procedure (Emmanuel Effa and Akaninyene Otu). It speaks to the necessity of introducing well-considered protocols and capacity building for health workers that takes onto account acceptable ethical considerations. Inequities and vulnerabilities received further attention suggesting a need to address the ‘structural and systemic racism’ in the healthcare sector (Monir Mazaheri and Henrik Eriksson). A later chapter focuses on Nigeria suggesting that while there have been positive and negative consequences for the healthcare sector in Nigeria, the negative impact has been overwhelming with grave consequences – highlighting the need for investment in infrastructure and support for healthcare workers (Nkemdilim Iheanachor, Oluseye Jegede, and Emma Etim). The rural, low-resource setting in Uganda received consideration by Kyamulabi and Mugambwa, suggesting that village health teams faced a difficult task when the basic necessities, such as water, soap, and masks were not available.

Another important topic on intimate partner violence receives scrutiny in the book – a topic relevant considering the shift of many employees to remote working from home. It identifies the responsibility of business to be proactive in protecting employees at risk of such violence and presents some useful guidelines for businesses such as introducing relevant company policy, providing team support, and access to information and training (Leah Okenwa-Emegwa).

This book concludes with an in-depth inquiry into the principles and virtues needed for the future with specific reference to the healthcare sector in which the editors, Kemi Ogunyemi and Adaora I. Onaga, carefully navigate the various philosophical views. They suggest that such a time of disruption during the pandemic sets the stage for moral learning and that the virtues of humility, fortitude, patience, and resilience can be acquired or improved.

Responsible Management of Shifts in Work Modes – Values for a Post Pandemic Future (Vol. 2) is a compelling read that eloquently considers the challenges posed by the pandemic on the health care sector, small business and business in

general, and on business leaders. It investigates the impact this has and will continue to have on employees as the workplace evolves and identifies constraints to employee engagement and risks the employees face. The African context is important, and issues of vulnerabilities and inequalities are established and evaluated. Values remain the ‘golden-thread’ that binds the book, and that provides the orientation for responsible management for the future.

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Chapter 1

Responsible Leadership for the New Normal: Ensuring Fairness in Business and Health

Kemi Ogunyemi and Adaora I. Onaga

Abstract

The new post-pandemic normal reveals challenging features of living through a crisis, including a heightened sense of fear and the awareness of one's limitations. Some of the challenges have been identified as relating to shifts in employer–employee interfaces or doctor–patient interactions; to increased effort to embrace rapid digitalisation while maintaining interpersonal relations; and to increased pressure to adapt flexibly to financial and structural changes. These are embedded in a greater (and mostly positive) consciousness of human and organisational interconnectedness.

This chapter looks at the parallel experiences of business and health systems as they endeavour to thrive during and beyond a pandemic. The authors recognise the intricate relationship between businesses and health as they feed each other's overall growth directly or indirectly. Businesses create wealth through a healthy regard for the well-being of their stakeholders while healthcare systems are affected by their own business structures. In both cases, responsible leadership and fairness help to avoid an unhealthy prioritisation of profit.

This chapter reflects on the various routes businesses and health care can take to preserve fairness through ethical leadership. The authors focus on six stakeholders (employee, customer, shareholder, society or community, environment, and creditors) who need to be appropriately cared for and prioritised. The authors consider how promoting human competencies can affect skill acquisition, emotional intelligence, spiritual, and moral growth

in both spaces. At the core of our discussion is the concept of self-leadership, which boosts the organisational leadership that in turn determines the kind of future we will have in the new normal.

Keywords: Responsible management; Pandemic; health care; work values; fairness to stakeholders; ethical leadership

Introduction

Everyday human living entails a series of interconnected thoughts, feelings, and actions which lead up to the significance of that existence. The Coronavirus pandemic of 2019, along its course, has brought to the fore necessities that had been overlooked. It brought the threat of financial collapse, a heightened fear of death, a deeper sense of the need for human connectedness, and the certainty that science alone is insufficient to solve the world's problems. At the same time as many people and organisations went through a tough period, others flourished, and some good outcomes did result: the pandemic caused a few businesses to grow (e.g. tech companies, telcos, and pharmas) while others nosedived and whole national economies were severely affected. The pandemic also revealed unexpected strengths and hidden weaknesses in the health and safety arrangements of companies and in the healthcare systems of countries. Apart from the impact on small, medium, and large businesses in general, the healthcare system and its businesses were challenged in a special way to deal with circumstances provoked by the pandemic. It has become ever clearer that the business of living well, that is, the development of the characteristics of the human condition so that it is able to face up to ordinary and extraordinary circumstances and thrive, is a very important business indeed. Therefore, the chapters in this book all speak (a) about the current situation of; (b) about responsible practices in; (c) about the roles and responsibilities for; and (d) about the values needed for embracing the shifts in work modes for a future post the pandemic, in terms that are apply to all sectors – public, private, and voluntary.

Businesses experienced unprecedented shifts in their modes of work including remote working, rapid digitalisation, new employer–employee dynamics which call for competence upskilling and for revisiting the values that promote responsibility and leadership. Several chapters in this volume discuss emergent governance imperatives in organisations as well as aspects of health management and governance which are necessary for managing the changes post-pandemic. For example, occupational health concerns will play a significant role in rehabilitating individuals and organisations after the physical and psychological trauma of a pandemic; community health-based programs need to be refined as the pandemic has shown gaps in effective service delivery in these areas. While the core business of some businesses is health, every business needs to be concerned about health

and invested in the health of its stakeholders, hence we can speak of health companies and organisations and peri-health companies and organisations to loosely distinguish all businesses into these two categories for the purpose of our discussion in the two bookend chapters (Chapters 1 and 13).

This introductory chapter looks at the tensions that have stressed the normal tenor of business leaders' responsibilities of to their stakeholders and suggests that the practice of fairness is the essential value for guiding the inevitable change trajectories forced by the pandemic in responsible ways. Fairness in leadership in the pursuit of wealth and health is key for navigating the future and there are lessons to learn from the experience of the pandemic. The chapter also explores the pre-existing intersections between the health sector and businesses, to understand and better appreciate intensified or emerging interactions in the new normal introduced by a pandemic.

Thus, the chapter discusses fairness in business by looking at how responsible business leaders relate to their stakeholders in hard times and suggesting that ethical leadership can win them the trust it takes to be resilient and sustainable despite tough times. Then, turning the spotlight to the business of health, it begins by briefly outlining the structure of healthcare delivery and the principles underlying its capacity for rendering service. Having explored these themes to understand the underlying foundations for these two areas of human endeavor, where agency, responsibility, and ethical leadership are essential, the chapter looks at the areas of intersection between the two that have waxed stronger or waned with the experience of the Covid-19 pandemic. In the process, we highlight values needed to responsibly manage the shifts in work modes that have occurred and are likely to continue.

Ethics and responsible leadership are particularly important in the understanding of the evolving strengths and weaknesses post-pandemic. Ultimately, we need to explicate the skill sets required and the virtues that make both the practice of and education in responsible management of work mode shifts in the health sector and businesses possible. It is only with deep reflection that we can delineate the lessons learnt from specific challenges during the pandemic, such as triaging, policy-making and application, organisational fairness, gender equity, and care of vulnerable persons, which are tackled in some of the chapters.

After these introductory paragraphs, we briefly present the book's chapters and move on to discuss fairness to stakeholders during a pandemic; next we review the healthcare system pre-pandemic and the intersections of business and health that were surfaced by the pandemic, and finally we reflect on the values needed to lead the way forward while staying strong.

The Book's Chapters

The first part of the book focuses on leadership's responsibility to be fair (Chapter 2) and to be wise (Chapter 3); to instil corporate governance (Chapter 4); and to enable a value-based and virtue-laden culture (Chapter 5). Chapter 6 introduces a case study as though to exemplify the discussions in the preceding

chapters. In all the chapters, we find suggestions of the fairness considerations needed to relate to the business' stakeholders and lead the way for organisations who wish to be responsible to follow. Specifically, Chapter 2 (Nneka Okekearu and Stanley Ibeku) makes it clear that, without ethical leadership, small- and medium-sized enterprises (SMEs) struggle to survive in times of crisis, and the authors suggest ways of building resilience. The chapter challenges SME leaders to reflect on their leadership abilities, assess individual and corporate ethical leadership in your organisation and project the impact on the organisation's culture be impacted if ethical leadership is practised. [Table 1](#) captures these and poses questions for further research arising from reflecting on the contributions of the various chapter authors. Chapter 3 (Umesh Mukhi and Camilla Quental) highlights the increasing importance of sustainability (competitiveness) and the need to deliver value-based management education that can enhance the competitiveness of organisations in the new post-pandemic normal. Chapter 4 (Oluwakemi Ojenike) complements the foregoing ethical leadership and sustainability narratives by delving into the theoretical concept of corporate governance and pointing out its benefits in the various governance-related issues that arose during the pandemic and proposing solutions to such issues. After establishing the centrality of the corporate governance imperative across situations, the author points out the obstacles to adopting governance practices, its usefulness for understanding all stakeholders and being fair towards them, and the lessons to be learned from the pandemic. Overall, it emphasises how corporate governance helps in building organisational resilience. Gloria Nnanke Essien (Chapter 5) rounds up this segment by spotlighting the emerging culture in today's workplaces and the values that need to be transferred and embedded in order to achieve ethic cultures. With the case study in Chapter 6, given the negative impact of Covid on businesses and knowing that many are exploring ways of staying profitable without harming their stakeholders, Kemi Ogunyemi and Akunna Osa-Edoh contribute to the practice discourse by suggesting responsible management practices that they can adopt, based on a case study of an MSME.

In the second part of the book, the spotlight switches to the business of health, with the awareness that staying strong (health) is essential to enjoy wealth. The chapters here go beyond a firm level perspective – instead they take a critical look at factors affecting individual and employee resilience (Chapters 7–9) as well as systemic and institutional resilience (Chapters 10–12). Chapter 7 (Emmanuel Effa and Akaninyene Otu) throws up the issues of fairness in decision-making when attending to the primary stakeholders in health business: the chapter speaks about the current situation in triaging Covid patients; responsible practices by healthcare workers; the roles and responsibilities in the process; and preparing for the future of work value shifts in triaging and managing Covid post the pandemic. The highlights of the chapter include triage guidelines for Covid-19 in different places and social identities – high- and low-/middle-income countries, and healthcare workers and non-healthcare workers. Due to the negative impact of Covid on businesses, several institutions are exploring ways of managing the

situation within their scant resources. This chapter contributes to the issue by suggesting how government and private medical centres can manage resources in a transparent and fair manner during this Covid-19 times. The information provided in the chapter will be good input for policy formulation in relation to triaging and managing a pandemic.

Following it, in Chapter 8, Monir Mazaheri and Henrik Eriksson discuss the power structures affecting access to health care and the quality of received care including factors like gender, ethnicity, social and economic status among others from an intersectional perspective. This is a current situation being presented to alert everyone to keep in mind in strengthening their values for post-pandemic shifts in work modes. The relevance of intersectional analysis in health during the Covid-19 pandemic is highlighted, exposing inequalities and vulnerabilities. Using the intersectional analysis exposes the different social categories in society and how they are disenfranchised. Hence, managers are challenged to achieve inclusion of the various social categories in the provision of the common good. Chapter 9 deepens the call to reflection and action by pointing out the very specific situation of intimate partner and family violence (IPV or IFV) during the pandemic and recommending what responsible organisations can do to help these remote stakeholders. This chapter, by Leah Okenwa-Emegwa, also points to policy interventions is one way that responsible public leadership can contribute to resolving the issues raised.

Chapters 10 and 11 present two-country examples of health sector ethical challenges and propose ways to strengthen the sector – providing lessons that can be applied globally but especially in developing countries. Chapter 10 (Nkemdilim Iheanachor, Oluseye Jegede, and Emma Etim) examines the challenges to service delivery amidst Covid-19 and suggests investment in adequate staff welfare and in an appropriate quality of infrastructure as the solutions. The chapter looks at the shifting public service workspace in the face of varying governance mechanisms aimed at mitigating spread of Covid underpinned by evolving digital ecosystem, touches on the maintenance of work-life balance during the pandemic and then highlights innovative digital strategies deployed for service delivery in the wake of Covid. The authors of Chapter 11 address the current situation of health care in Uganda and interrogate the ideal practices and structures including roles and responsibilities of village health teams as a key part of the network of stakeholders (Kyamulabi Agnes and Mugambwa Joshua). Their well-researched work can inspire other countries/regions to lean on local capacity to complement the efforts of government to provide official health care. Finally, Chapter 12 (Rukevwe Olughor) emphasises the importance of resilience for recovery and growth as, using extensive literature, it speaks about the current situation of responsible practices within the dynamic context of the future of work. It describes new and changing roles and responsibilities with globalisation and digitisation and further examines the future of work in post-pandemic era. It ends by explaining how the twenty-first century labour market is increasingly asking for advanced skills as many jobs have now undergone an accelerated digital transformation.

Table 1.1. Leadership Qualities for Responsible and Fair Stakeholders Management.

Situation	Leadership Values/Qualities	Stakeholder/Actors Focused on	Fairness Considerations	Further Questions for Study and Research
Chapter 2: Leadership	Ethics Creativity Innovativeness Resilience	SME owners Society	Justice Common good	What is the impact of ethical or unethical leadership on SME profitability and sustainability? Apart from ethical leadership, which other factors determine which SMEs survive exogenous shocks such as the pandemic?
Chapter 3: Wisdom	Spirituality Humaneness Emotional intelligence	Employers	Respect for human dignity	
Chapter 4: Corporate Governance	Strategy Insight Stakeholder management Resilience	Society Shareholders Employees (management teams)	Good governance Accountability Common good	To what extent and how did corporate governance principles and practices contribute to resolving the position (solvency/financial or otherwise) of corporates' post-Covid? How do the relationships among various stakeholders affect the resilience of organisations and their long-term governance for achieving better results and for sustainability?
Chapter 5: Fluid Workspaces	Flexibility Resilience Insight Emotional Intelligence	Employers and employees	Empathy	What is fluid workspace/environment? How has this concept evolved? How has culture, values affected work in the new normal? What is the systematic approach to resolving issues in turbulent times? What is the relationship between ethical culture and fluid environment?

<p>Chapter 6: Case study: James Cubitt Facilities Managers</p>	<p>Strategic thinking Responsiveness Initiative Change management Resilience</p>	<p>Employers and Care employees</p>	<p>How does the culture of an organisation influence the way it reacts to uncertainty and crisis? What characteristics of responsive change management strategy make it a responsible strategy in overcoming business uncertainty?</p>
<p>Chapter 7: Triaging</p>	<p>Decision-making Acuity Flexibility Responsiveness</p>	<p>Patients (customers) Government</p>	<p>Transparency Fairness Care casualties? Assuming social inequalities will never be resolved, what measures can governments or countries take in allocating scarce resources to ensure equal health care for all irrespective of any person's social class/identity?</p>
<p>Chapter 8: Health Inequalities</p>	<p>Justice</p>	<p>Employees</p>	<p>Care Fairness What framework(s) can organisations use to identify and minimise practices that foster or aggravate health inequalities? How does the intersectional approach display the interactions of different power structures and social categories? How does it really work? How do power structures feature in the intersectional analysis?</p>
<p>Chapter 9: IPV</p>	<p>Sensitivity Acuity</p>	<p>Employees Employers HR Managers Government Society</p>	<p>Care How can employers whose employees work remotely from home identify and mitigate the factors that could lead to IPV?</p>

(Continued)

Table 1.1. (*Continued*)

Situation	Leadership Values/Qualities	Stakeholder/Actors Focused on	Fairness Considerations	Further Questions for Study and Research
Chapter 10: Nigeria	Astuteness Acuity Quick-thinking Compassion Decision-making Strategy	Employees Society	Care Compassion Solidarity Good governance Respect for work-life balance	What are the critical areas that need addressing in order to be better prepared for future health emergencies? How has political leadership shaped Covid response policy? What may be the foreseeable impact of interventions on the mental health of public sector workers?
Chapter 11: Uganda	Partnering and collaborating	Society	Inclusion, Common good	What are the motivators driving the commitment levels of VHT volunteers despite all constraints?
Chapter 12: Resilience	Analytical thinking Technological savvy Innovativeness	Employers and employees	Care Common good	To what extent and how do employees take personal responsibility for upskilling themselves for the new world of work?

Source: Authors.