

# **Leading Through the Pandemic: Insights from Individuals, Organizations, Governments, and Societies**

## **SESSION DESCRIPTIONS**

### **MODULE ONE: Learning from the PAST and Understanding the PRESENT**

#### **September 12th, 2020: Previous pandemics and their lasting impact: From individuals to geopolitics – Professor Matthias Kipping**

**Description:** Humans have always co-existed with infectious diseases. We have a record of the more recent and impactful ones, usually referred to as epidemics or pandemics (see, e.g., <https://www.livescience.com/worst-epidemics-and-pandemics-in-history.html>; [https://www.history.com/topics/middle-ages/pandemics-timeline?li\\_source=LJ&li\\_medium=m2m-rcw-history](https://www.history.com/topics/middle-ages/pandemics-timeline?li_source=LJ&li_medium=m2m-rcw-history)), though there has been a tendency to forget even these relatively quickly. They have nevertheless shaped the world we live in multiple and lasting ways. Drawing on selected cases, this webinar will discuss how epidemics and pandemics impacted individuals, social groups, whole economies and societies as well as geopolitics in the short and long run. Participants will then be asked to apply the insights to the current Covid-crisis and its aftermath.

#### **September 26th, 2020: Consumers, Businesses, the Economy and the Environment after COVID-19 – Professor Russ Belk**

**Description:** This is the first part of a two-part examination of consumer behavior during and after COVID-19. In this part we examine responses to COVID-19 on the part of businesses, public policy organizations, climate change, capitalism, and other vital concerns. How should the devastated international tourism and hospitality respond? Is there an opportunity to address social and economic inequality, global warming, and other broader problems. These are some of the broad questions we will discuss in this segment. In Part 2 we will consider more industry-specific implications.

### **MODULE TWO: Insights for Individuals**

#### **October 24th: What are the implications for employees? – Professor Brent Lyons**

**Description:** The COVID-19 pandemic has changed the way we work and the health consequences of our work. This session considers the impact of COVID-19 on employees. We will explore critical questions about work, health, and inequality. How has COVID-19 changed employees' jobs and well-being? How are different groups of employees (across avenues of gender, race, and class) experiencing COVID-19 differently? How can organizations better support employees? Practical tips for employees and organizations will be emphasized.

#### **November 7th: Understanding the Consumer Behavior Effects of COVID-19 – Professor Russ Belk**

**Description:** This part examines consumer behavior during and after COVID-19. We consider some forecasts and speculations as well as consumer responses to other disruptive events, including World Wars, the Great Depression, the Spanish flu epidemic, and the Fukushima nuclear disaster. These are all quite different events in different times, cultures, and

environments. They are not models for what is happening with COVID-19 consumer behavior, but are intended to loosen our minds to the normality of extremity of consumer behaviors that can occur during and after such a major world event.

**November 21st: What are the implications for Leadership? - Professor Winny Shen**

**Description:** The COVID-19 pandemic has generated substantial uncertainty in employees' personal and professional lives. As a result, workers will inevitably look to their organizational leaders for guidance to get through this difficult period as well as to rebuild their organizations in the post-pandemic world. Will leaders rise to the occasion? To address this question, in this class session, we will explore the myriad changes that have occurred in employees' work lives due to the pandemic, as well as what leaders might do to support employee performance, safety, and well-being now and into the future.

**MODULE THREE: Insights for Organizations**

**December 5th: Strategically Navigating Ultra-Dynamic Change - Professor Ellen Auster**

**Description:** Ultra-dynamic (aka extreme) change is our new normal. In this session, we will highlight four common strategic leadership pain points many are experiencing in these challenging times. Practical, action-oriented tips and tools for creating skills to overcome these pain points will be shared and discussed.

**Key Questions:**

Under conditions of ultra-dynamic change:

how can we strategically navigate to move forward amidst uncertainty?

how can we generate the creative strategic reinvention required?

how can we effectively lead teams?

how can we overcome anxiety about the future and cultivate calmness for ourselves and our teams?

**January 16th, 2021: Creating Trustworthy Supply Chains Post Pandemic – Professor David Johnston**

**Description:** In 2020 we all lived examples of where the management of supply chains failed us and also where it surprised us in its resiliency. In this class we talk about what we have learned to date about better managing domestic and global supply chains for disruption from sudden sharp shocks like Covid-19. We also address how supply chains can change to respond to gradually building but potentially catastrophic threats such as climate change. Central to our approach in this class is developing skills in identifying and listening to an organization's critical, at-risk, stakeholders who also can be collaborators for innovation and change.

**January 30th, 2021: Constructive Responses to Covid-19 for Entrepreneurial Organizations – Professor Eileen Fischer**

**Description:** This seminar considers the impact of Covid-19 on entrepreneurial organizations in the start-up or early growth phases. While many entrepreneurs have struggled, some have demonstrated effective forms of resilience. The key to this resilience often involves a "pivot" away from the pre-pandemic opportunity or business models toward others that are more viable in a post-pandemic world. This module focuses on how effectual thinking principles that can

help entrepreneurs pivot to survive and thrive in uncertain conditions like those created by Covid-19.

#### **MODULE FOUR: Insights for Governments and Economy**

##### **February 13th 2021: What are the implications for government? Professor Amin Mawani**

**Description:** A Prescription for Health and Economic Resilience after Covid-19

The Covid-19 crisis offers an ideal setting to realize how both employers and governments can and should safeguard employees' role as profit drivers and tax base. Employers need to invest in employees' physical and mental health since it is the employees who are the profit drivers in any organization. Employees serve not only as producers of goods and services that create profits, but also generate demand that keeps businesses profitable. Governments also need reminding that employees need to be healthy in order to be productive taxpayers. Covid-19 financial assistance programs can therefore be win-win-win for the employee, the employer and the government.

##### **February 27th, 2021: What are the implications on the economy and the natural environment? - Professor Irene Henriques**

**Description:** This webinar will address the following questions:

1. What is the impact of Covid-19 on the economy and the natural environment?
2. What are the distinguishing characteristics of those sectors and economies that have shown greater resilience?
3. Can we go back to business as usual given the climate crisis and does COVID-19 prepare us for this next crisis?

We will use a mix of short lectures, in-class discussions and in-class group activities, to develop answers to these questions. We will explore what we can learn from social and behavioural science/economics to support our responses.

#### **MODULE FIVE: Insights for Organizations and Society**

##### **March 13th, 2021: What are the implications for the organization of cities? – Professor Jim Clayton**

**Description:** Cities after COVID-19? *Reshaping* (Urban Density, Location) and *Reassessing* (Inequalities, Inequities)

This class evaluates the impact of the mass work from home “experiment” and temporary social distancing measures, combined with a growing focus on diversity and inclusion on the footprint of cities. Are cities forever changed? Proximity and density drive economic productivity and innovation in the modern economy and are viewed as essential to improving environmental sustainability of cities. Distancing, however, is leading to a re-evaluation of concentration that could radically alter location, transportation, space usage, social infrastructure and city design decisions. How might the intersection of health and environmental concerns, economic forces and technological innovations reshape cities?

##### **March 27th, 2021: What are the implications for the role of organizations in society? – Professor Dirk Matten**

**Description:** Awaited