

Leadership and the critical role of human resource development amid Coronavirus Pandemic

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Abstract— The objective of this paper is to investigate the role of national and global leaders and organizations in COVID-19 and examine the new role(s) of human resource development (HRD) based on the division of pandemics in general, and COVID-19 in particular. The research questions that guide this work are: What leadership skills are required during and after a crisis? And what roles do human resource development practitioners envision in supporting their organizations during and after a crisis? In this manuscript, we propose a number of topics, based on literature and case studies from international and national contexts, that we consider essential skills for leadership practice to apply deal with the global crisis. We explore leadership skills needed in times of crisis, then explore leadership best practice cases in different contexts, followed by reflections on the new roles of research and practice in HRD following a global crisis.

Keywords—Mentoring; Leadership competencies; HRD roles; COVID-19 crisis

INTRODUCTION

The current global health crisis of COVID-19 is unprecedented [1]. This is considered to be one of the turning points in history where it shuffled social and economic norms as we know them and sparked a new human era [2], [3]. Especially, in the economy of a country where there is no definite substance to people's lives and livelihoods if a government policy is set for temporary measures that can overcome most of the losses experienced.

The magnitude and speed of the collapse in the activities that followed was unlike anything experienced in our lives. For example, the crisis has caused hundreds of thousands of deaths, tested the limits of health systems, and put the world in deep lockdown where the global economy was in the worst of the great depression. With social, economic, and health systems on the brink of collapse, it's possible to know what the new future will look like, but the shape will not be drawn on the decisions leaders are making now.

Governments, communities, and organizations are in crisis mode and seeking guidance from their leaders to solve problems as well as find possible recovery solutions. The challenge is that our world view of the order of things, what we think we know about the order of systems is broken and this can lead to the breakdown or disruption of our organizations, entities, and systems and it all depends on our leader. How leaders respond to crises to balance losses with viable alternatives is likely to change the foundations of their health, social, and community. Some of these leaders will face challenges while others will disappear. This is the time for authentic leaders to help systems and

individuals overcome limitations and fears and improve their performance.

Based on this introduction, this paper is a direct response to the COVID-19 pandemic. The goal is for Human and Resource Development in response to leaders and organizations and globally for COVID-19 and for domestic (HR) based on the consequences of the pandemic in general, and COVID-19 in general. The research questions guiding this work are: 1) what leadership competencies are needed during and after a crisis? 2) what roles do HRD practitioners support in their organizational leaders during and after times of crisis?

In this paper, we present several themes, based on literature and case studies from international and domestic contexts, that we view as important competencies for leadership practice in responding to global crises. In the following sections, we explore the leadership competencies required in times of crisis and provide examples of leadership best practices in different contexts, followed by exploring the role of HRD practitioners to support leaders adapting to new norms in the COVID-19 era. We conclude by reflecting on post-global crisis HRD research and practice.

LITELATURE REVIEW

Leadership competencies in times of crisis

Over the years, researchers have honed down a general set of best practices that exemplary leaders follow in normal times. For example, researchers analysed thousands of best leadership practices and uncovered five practices common to leadership best practices that leaders engage in and get extraordinary things done in organizations [4].

The current pandemic appears to be an ultimate test for leadership across the world [5]. While some have risen to the occasion, others are struggling to manage this crisis of unprecedented proportions [6]. Organizational leaders are relying on their instincts and insights, provided by human resource professionals, to ensure their organization and employees feel supported. News and social media have exposed us to how some leaders are failing in their endeavors to save organizations and jobs. It's

reported that by early spring 2020 [7], 561 organizations have filed for bankruptcy in the United States, of which 51 are retail organizations [8]. These numbers are expected to keep rising throughout the year, and what is missing is the lack of preparedness among leaders to deal with a crisis of this scale, duration, and complexity.

Just like their communities, organizations are in crisis mode. They struggle to meet the basic requirements of their customers while ensuring the well-being of their staff from an HRD academic perspective, the whole world is currently under a hostile environment [9]. Research studies on global calamities, such as the COVID-19 pandemic, have explored the risks, crisis situations and hazardous environments present to organizational and leadership practices from a range of perspectives [10]. These include the impact of dangerous situations on employee performance and employee turnover [11], employee discrimination and hostility [12], and employee physical and psychological health such as work environment, workload, and work-life balance [10], [11]. It is worth mentioning that while crisis-related organizational and leadership research has focused on man-made threats such as crime and civil unrest, little is known about leadership challenges and organizational outcomes emerging from other types of threat, including the COVID-19 threats

Impact of the crisis on employees

Scholars reviewed the crisis literature and stated that a crisis can destabilize the organization and its employees [13]. In this situation, organizations must work under pressure, resulting in significant challenges for business leaders. The main challenges discussed were unreliable information, novelty of situations, unclear and changing goals, and unstructured situations [14]. These challenges lead to a sharp increase in layoffs [15] (Vo-Thanh et al., 2020).

While the value of human resources cannot be measured as financial capital, HRD researchers view employees as one of the most valuable assets that can lead an organization to success [16] (Collings, Nyberg, Wright, & McMackin, 2021). Losing good employees means losing knowledge while retaining them can help organizations retain

knowledge and experience [17] (Degbey, Rodgers, Kromah, & Weber, 2021). In times of uncertainty, deliberate goal planning should aim to retain the best performers and use their skills to maintain high levels of productivity [18] (Rodrik & Stantcheva, 2021). Roudrik & Stantcheva argues that many organizations are also trying to reduce headcount to minimize their costs in times of crisis, while expecting greater resilience from the rest of the staff [18] (Rodrik & Stantcheva, 2021).

Employees react differently in times of crisis, as quiet individuals behave differently in the face of change with responses ranging from acceptance to change, minor discomfort, fear fear, anger, frustration, and even total resistance [19] (Caruthers, 2021). Researchers interviewed 66 people from India to determine how participants responded to the crisis [20] (Barhate et al., 2021). They found that although individuals respond to the crisis differently, employees can be divided into three categories. The first group included employees who worked hard to stay active and fight throughout the crisis. The second group includes people who accept the situation and compromise. The third type of people will rely on faith as their source of strength in crises. Roudrik & Stantcheva found that during the crisis, employees tended to complain less about labor violations for fear of losing their jobs [18] (Rodrik & Stantcheva, 2021).

What do employees need right now?

In times of crisis, organizations are more prone to breakdown than you can imagine. The leader's primary goals will be to reopen, take over the business, and initiate a crisis management mode. As a result, employees may be most at risk in a number of ways. They may have traumatic experiences, they will have to learn to deal with complexity, to adapt to the new realities of work, and they will need emotional and interpersonal support. In the following sections, we will discuss the importance of supervisor support, psychological empowerment, positive reinforcement and job appreciation, and communication from leadership during difficult times of this unprecedented crisis, such as the COVID19 pandemic.

Support from HRD

The role of HRD becomes vital and emphasizes

the importance of healthy human capital in times of crisis. Therefore, in order to promote their health, their values, and their organizations, they must take care of their most valuable asset, human capital. For example, Kato suggested stories that can help HRD managers reduce employee stress in times of crisis (Kato, 2021). Another role of HRD is the link between employees and management. They should voice employee concerns about their work, suggest solutions to leadership, and ensure leadership listens to and provides psychological support and supervisory support to their employees during times of crisis. panic. They also have to keep employees updated and informed about the current state of the business is essential.

Support monitoring

Adopting appropriate strategies for crisis situation management will help organizations prepare for and respond to COVID-19 situations and minimize its negative impact on stakeholders. According to Einwiller, Ruppel, & Stranzl, in times of uncertainty, morale is low and jobs are threatened when the economy is in trouble [21] (Einwiller, Ruppel, & Stranzl, 2021). Leaders can support supervisors by boosting employee motivation and engagement. During the pandemic, employees face challenges with a new work environment. This is necessary for business leaders and supervisors to become more flexible, as employees are also unprepared and have to adapt to the new situation. A study stated that supervisory support can help managers increase employee retention [22] (Xu & Yang, 2021). This advantage can have a positive impact on an organization's performance during and after a crisis.

Crisis communication is an integral part of crisis management, which refers to communicating candidly and regularly with employees about the current state of the business. Regularly listening to team leaders, taking a step back and ensuring the well-being of those affected by the pandemic, is one of the key responsibilities of leaders in times of pandemic and business stopped working. By sharpening their emotional quotient, leaders will respond more empathically to the needs of their employees [23] (Lawton-Misra & Pretorius, 2021).

Positive reinforcement and appreciation of

work

During COVID19, reinforcement and positive assessment of work is very important. Three scholars interacted with business leaders from a variety of industries and learned four essential skills [24]. First, leaders need to take active responsibility and recognize that how an employee handles stress, work and personal circumstances is an important part of crisis management. Second, that leaders need foresight, the ability to dissect misinformation, discipline and objectivity, and environmental and situational awareness [24]. Foresight helps managers anticipate obstacles that can engulf the business. Third, that leaders should put people first. In times of crisis, leaders must assert gratitude for their employees' adversities [24]. This helps to build loyalty and drive engagement on behalf of the organization. And fourth, Maak, Pless, & Wohlgezogen has suggested that leaders must be able to adapt decisively [24]. What sets leaders apart is the way they handle difficult situations, especially during a pandemic. Therefore, leaders must control their emotions, process information quickly, prioritize needs and not react impulsively. Decision making needs to be done with certainty, action, and positive reinforcement.

When looking at employee needs during COVID19, organizations analyze their well-being as a whole. Mental, emotional and physical safety is checked and organizations implement resources for employees. Smith says wellness centers are being established and meditation sessions are being held at work. Organizations engage more with their employees and learn what motivates them [25]. Smith predicts that mental health and leadership will flourish in times of crisis, corporate culture will become more central, working from home will be the new normal, disparities large more work-life balance, more frequent team participation, high flexibility and remarkable usability belong to technology [25]. Businesses will increase speed and reduce red tape, standardize practices and reduce unnecessary systems, all of which will help increase employee empowerment [25] (Brower 2020). Additionally, from an organizational perspective, Smith has suggested that as a result of COVID19, organizations will begin to collaborate more rather than compete with each other [25].

Communication

During COVID19, many organizations face communication challenges due to the changing environment. Einwiller, Ruppel, and Stranzl conducted a survey to get employees' perspectives on communication needs and found that they need more: (1) transparency about what they know and what they don't know, (2) information about emotional and mental health resources in stress and anxiety management, and (3) greater awareness of the difficulty of situations [21]. On the other hand, Einwiller, Ruppel, and Stranzl has suggested that leaders can take some concrete steps to improve communication during COVID19 including empathizing with subordinates; really caring and putting employees first, and always setting an example, and leading.

Similarly, Djalante *et. al* investigated leadership communication during COVID19 [26]. The top six responses reported during the current pandemic include: leaders must communicate honestly and transparently; stay calm and lead by example; keep employees safe and healthy; be realistic; registered and interested, clear and to the point. Psychological empowerment, positive reinforcement, job appreciation, and communication are essential for leaders in times of crisis, especially when employee needs are an important area of focus center in response to COVID19.

Therefore, HRD professionals should play an important role in meeting employee needs [27]. Ogbonnaya and Aryee mentioned that HRD professionals need to identify work environment-related stressors and make suggestions to improve employee happiness. Because when a crisis occurs, employees will depend on the organization for advice, and the organization will depend on employees to move forward and meet the challenge [27].

How can leaders meet the challenge?

There are many examples where leaders or organizations have overcome challenges during difficult times. In this section, we will discuss some applicable skills and highlight some examples of these skills. Some similarities exist between crises such as ambiguity, anxiety, and stress to name a

few, and the recent COVID19 situation is no different. Fortunately, we can look to past crises for advice and perspective on handling the current case.

Nancy Koehn of the Harvard Business Review recently examined this situation and highlighted four distinct skills that add value in times of crisis: recognizing fear, providing role and purpose, focusing focus on learning and focus on the energies and emotions of those involved [28]. Additionally, Kerr offers four other competencies that focus on employees in times of crisis [29]. These actions include being flexible, taking their emotions into account, and soliciting and listening to their opinions [29]. The following examples include both organizational and political contexts; however, we approached them because there was no difference in leadership skills. This is mainly because each context shares a similar set of interpersonal motivations.

Leadership competency examples

To highlight the competency of providing roles and purpose we can look no further than the automobile manufacturing industry. With most nations under strict quarantine guidelines there is little demand for new vehicles. Yet many, such as Ford, General Motors Toyota, and Tesla have repurposed their production facilities to provide ventilators instead of automobiles [30]. Regarding the effectiveness of this competency, Wilson found that employees under these purpose driven circumstances were likely to have both increased performance and health [31]. Individually, Governor Andrew Cuomo of New York has applied competencies in a daily update press conference of both acknowledging fear and focusing on the energy of those involved. Seeger, Sellnow and Ulmer noted, 'If the public believes that a crisis is severe, it is also important to acknowledge this belief and respond accordingly' [32]. The moment involved a video conference with his mother and other family members on Mother's Day. Towards the end of the discussion he said, 'This is going to be over and we'll going to get back to life as normal and we're going to have fun' (listed in CBS News website, as of May 2020). In doing so he acknowledged the fear of the moment and his inability to physically be with his mother, and he also gave hope of a resolution.

Additionally, by taking time out of a formal press conference briefing he modelled a behaviour focused on restorative health and prioritizing his own energy, which is critical during a crisis [33]. This was not a selfish action, but rather one that can be inspirational to others. It is important to note that even in a global pandemic we must take care of ourselves, our sources of energy, and those around us.

Another example comes from New Zealand. Prime Minister, Jacinda Ardern, in two previous crisis situations for her country, has exemplified how the nature of communication during a crisis is paramount. First, her response to the Christchurch mass shooting event in 2019 and now COVID-19. Her leadership style has been characterized as one of 'strength and sanity'[34]. Given the times, that style seems quite appropriate and she even does it with a healthy dose of empathy, which is noted as another crisis communication best practice [35].

The element of sanity comes through in her communication style. It is her ability to communicate purpose to the people of her country in a clear and frequent manner. This can be seen by citizens of New Zealand, such as Christine Nam who said, 'Most New Zealanders can verbalize the government's response to Covid-19, while the same can't be said for other countries because the response has been muddled and indecisive' [36]. This level of clarity and frequent communication provides comfort in otherwise uncomfortable times, as the leader provides information instead of leaving a vacuum for others to fill with potential misinformation [35].

HRD's roles in supporting their leaders in crisis

Crisis leadership research indicates that "crisis leadership requires a combination of skills, abilities, and characteristics Personality scores allow a leader to plan, respond to, and learn from crisis events while controlling the public" [37]. HRD professionals have a responsibility to assist leaders in preparing them to face current and future crises [38]. HRD practitioners should help organizational leaders convey a positive organizational brand image by inspiring compassion, creativity, and compassion. Through a strategic and proactive

approach, HRD can help build individual and organizational resilience in times of crisis. Here are five roles leaders can play and how HRDs can support their efforts in times of crisis.

Role 1 – Meaning Creator

Employees look to their leaders for guidance in their daily activities and beyond during difficult times and crises. Employees expect their leaders to be there to create things that are meaningful to them. Garavaglia, Sancino, and Trivellato have suggested that one way to conceptualize what leaders do is to limit the scope of response to any action that differs from the current definition [39]. In addition, Gadelshina stated that all leaders are tested by events and that it depends on how they make sense of the situation and what others think and believe in it [40].

Leaders must be able to act quickly in the face of changing situations and adopt a reflect-action approach [41]. In addition, when using reflection in action, leaders need to think critically while engaging with the situation to discover new processes, restructure action strategies and understand phenomena [41]. In this case, creating meaning is important because it is more inclusive and based on other important factors in the daily life of organizations [42]. A leader must be able to give advice and support to his employees. This will be a great opportunity for HRD professionals to provide the necessary guidance that executives will need to support their employees.

Post-COVID

Effective crisis response requires leaders to make quick decisions, as leaders are seen as having considerable social influence over those around them. HRD can help leaders with the essential guidance they need as they try to make sense of this new situation. HRD professionals need to join the network of HRD professionals and their peers and understand how other organizations are responding to COVID-related issues. This knowledge needs to be collated and presented to leaders by breaking down the information in a way that makes the most sense to the leaders. In addition, direct data on staff in the field will help managers assess the situation more clearly.

Examples of how HRD professionals tackle challenges and help leaders understand employee challenges are readily available. Harbert reports on Diane Gherson's efforts as chief human resources officer at IBM to enforce work-from-home policies early on [43]. Gherson held two weekly meetings with employees to understand their issues and challenges, which she then used to support the policies she presented to leaders.

Role 2 – Technology Creator

Leadership encompasses the development and vision of integrating technology within the organization and technology used by employees to arbitrate activities on their own [44], [45]. As technology has become an important part of organizations and workers, leaders must be skilled in enabling workers in their roles to use technology.

Colville and Murphy propose a new leadership culture that enables employees to successfully respond to the ever-changing requirements of the global market [46]. As Schreiber and Carley pointed out, today's leaders need to balance leadership with effectiveness and leadership with learning and adaptability [47]. Adaptability is important for leaders, because the postmodern economy is characterized by instability and chaos, and above all, this dynamic new landscape is fueled by technology revolution and economic globalization [47].

Post-COVID

There are many ways that technology can help reduce stress for managers and workers by making processes more agile. Technology has helped make it possible to work from other locations. "Suddenly HRD, e-learning, distance learning, self-study, and e-learning have emerged as a fashionable, relevant and very important aspect in all industries worldwide." [48]. New trends, calling for innovative technology, will provide organizations with numerous opportunities. HRD professionals will become paramount to helping their leaders discover and establish the most diverse, beneficial, and relevant technological innovations to meet the learning and networking needs of their employees.

With increasing global technology demand, leaders in the Chief Information Officer (CIO) role

are fundamental to the organization. Suer surveyed 14 CIOs from different industries to understand how they meet their employees' technology needs. Ryan Fay, Global CTO at Gartner, responded by saying his organization has accelerated its digital strategy to meet employee and customer needs [49].

Role 3 – emotional stability and employee well-being

Leaders will be sought in the future and post-pandemic to help employees navigate a variety of emotional and personal issues. Leaders will need to understand each individual's problems individually and guide them through them. Rocco and Shuck presented their views on how leaders and organizations should create space for employees to grieve and express grief [50]. HRD can help leaders develop emotional quotient and emotional intelligence, which has been reported as an important leadership trait [51].

BarOn's The Social and Emotional Intelligence Model provides guidance on leadership development by focusing on overall inner skills, interpersonal skills, adaptation, stress management, and the general mood of the leader [52]. We propose to add a sixth dimension to this model: social consciousness, which we borrow from Goleman's IE competency model. Leaders need to break the gap with work-from-home people by engaging them continuously [53]. HRD can help develop a leadership program that ensures that employee-leader communication focuses on employee well-being within their immediate social context.

Post-COVID

Organizations and leaders must anticipate social changes across all aspects of the individual's context. It can be difficult for employees to separate their work from the challenges at home. HRD should promote remote engagement by facilitating communication between leaders and employees, while helping them set realistic goals and celebrate employee achievements. HRD can help leaders establish a virtual platform for employees where they can both share their challenges and achievements.

Role 4 – innovative communication

Organizations are doing a good job communicating challenges and relief related to COVID19. The official websites have written statements about how they are responding to COVID19 not only for the benefit of their employees but also for the safety of their customers. Many organizations have changed their business models and products to meet the changing needs of their customers. Senior leaders, such as the CEO and CFO, make or approve key strategic decisions in times of crisis that can contribute to an organization's well-being. Line managers and direct supervisors are then responsible for sharing these decisions with staff [54].

Pathak suggests that organizations should use all types of media to communicate with people: television, media, smartphones, social networks, and open-source data [55]. However, this has caused an increase in communication, which can leave some employees feeling overwhelmed. In addition, the media such as news channels, newspapers, and social networks are spreading different stories about security during COVID19, which not only spreads misinformation but also confuses the public viewers.

Today, organizational leaders have a responsibility to help employees receive the most accurate and up-to-date information. In addition, leaders will need to adopt creative ways of providing moderation to employees to reduce anxiety and fear. Some executives expect their employees to provide them with an hourly breakdown of work done and goals achieved. With most employees working from home, the line between management and micromanagement seems to be blurring. Globally, all employees experience COVID19 differently, which causes them to respond to COVID19 differently.

Role 5 – maintain the financial health of the organization

Leaders must play an important role during crises, not only for their employees but also for the organization. Maintaining financial strength and financial health can enable executives to send a powerful message to employees. Saving money and not losing money can help save work and avoid layoffs and time off. Financial stress puts

employees under stress, which ultimately affects productivity.

Mitsakis affirms that HRD is a success factor, helping an organization's resilience in times of crisis [56]. During the 2008 financial crisis, for example, HRD was instrumental in formulating cost-reduction strategies that helped leaders sustain the growth of organizations [56]. Mitsakis also presents a model that can enable HRD to interact with micro and macro organizational factors to develop personal and organizational skills through agility, flexibility and ability Adaptation. Managers are also responsible for the financial aspects of the business, and they can be sensitive to psychological forces in times of crisis that can distract them from the risk management role. Through creative communication, HRD professionals can ensure that employees are aware of the financial position of the organization. This can have a positive impact on employees as they are informed about why access to certain essential resources is limited. Employees can show support for leaders' cost-reduction decisions when HRD experts recommend possible alternatives that don't compromise employee happiness.

IMPLICATIONS

The current COVID19 crisis has and will continue to have a tremendous impact on us on an individual, institutional, societal and global level. At the institutional level, the pandemic highlights the role leaders and leaders play in reshaping their organizations to survive during and after the crisis. Alternatively, some of us might view times of crisis in general as an opportunity for goal-oriented strategic leaders to turn challenges into victories and ultimately benefit their organizations competitive position.

The way you treat your employees will be remembered for years to come [57]. Among the many leadership lessons emerging for us in this crisis, communication comes first. It is imperative that leaders maintain regular communication with all stakeholders to reduce tensions and address their concerns. The pandemic is affecting both personal and professional lives, and people need organizations to keep them informed about security

measures, how the crisis is affecting their work, and what to expect other important to them. Leaders need to be aware of the impact their communication has on their stakeholders. It is therefore essential that the messages communicated are appropriate, factual, positive, balanced, and delivered through the appropriate channels. In addition, managers must specifically explain to stakeholders their crisis strategy and vision to face current and future challenges. By being able to deliver a succinct message that captures the complexity of the crisis and outlines the way forward, leaders can earn the trust of all stakeholders in the organization authority and those who lead it [58].

Another important lesson to be drawn from this discussion is the allocation of leadership. Facing and meeting the challenges of a crisis as complex as the current pandemic requires more than leaders acting alone. Relying solely on traditional notions of leadership - such as a charismatic, top-down, or authoritarian approach - is not sufficient to successfully meet the challenges of complex crises and difficult environments measure like that. Therefore, leaders must exploit the collective leadership potential of everyone in the organization. The role of senior management should be decisive and swift in setting the organization's priorities, but team delegation should be used to develop effective pathways to achieving goals and crisis response. The sense of belonging that comes from distributing and sharing leadership responsibilities is invaluable. The distribution of leadership creates motivated teams, improves decision making, and strengthens stakeholder commitment to the organization and its survival [59].

The final leadership lesson from our discussion is to promote organizational resilience. Resilience is the development of the ability to move an organization after a crisis to a new position that is better than its pre-crisis state. It means overcoming crises with enough agility to absorb adversity and improve your ability to react to challenges as they arise. It is also showing creativity and innovation in how to get out of the crisis with new ways to deal with difficulties. Resilience recognizes that there is no one-size-fits-all approach to dealing with organizational challenges. In addition, it is based on the assumption that not all seizures are the same and that different situations require different sets of

responses. Therefore, leaders need to ensure they incorporate agile and adaptive thinking into their decision-making and operational thinking. Organizations that want to survive a crisis must develop the necessary infrastructure that provides the space for healthy communication, interactive decision-making, and strategic planning in an agile, agile atmosphere agile and growth-friendly [60]. By incorporating flexibility into their culture, organizations can better understand the underlying issues of their employees and be able to respond effectively to challenges as they arise by offering innovative solutions appropriate strategic decisions [61].

CONCLUSION

While much of the research on HRD and leadership examines stable work environments, the current pandemic and past crisis events suggest that decision-making takes place in an unpredictable context prior to and unclear. In this regard, we suggest that HRD practitioners and scholars consider important interventions that can be applied in uncertain times and identify possible outcomes related to the success and failure of the interventions applied.

In this article, we looked at the impact of an event, such as a pandemic, on employees and how their needs can accelerate. Through examples of industrial and political leadership, we explore how strong leaders have evolved during the pandemic. Leaders must respond to these changes by adapting their skills by quickly making sense of the situation and reacting to it by relying on their own instincts and that of HRD professionals. During this pandemic, organizations will thrive under the leadership of a leader who a) provides strong roles and purposes; b) shared leadership; c) communication; d) ensures employee access to technology; e) prioritize employee emotional stability; f) maintaining the financial soundness of the organization; and g) promote organizational resilience.

Finally, we make recommendations on the strategic role HRD can play in helping and developing leaders during this pandemic by a) providing real data secure and reliable location; b)

expanding their professional network; c) promoting innovation; d) ensuring the ongoing training of staff; e) conduct regular meetings; and f) create a platform to honor employees. Leaders must now rely more heavily on HRD than before, which could advance HRD's agenda to secure a place at the strategic table.

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