



Confidence, a bulwark in the company in the face of the uncertainty of the health crisis

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The Fall 2020 is marked by the development of growing uncertainty with the daily litany of news of an increasing number of people infected with the Covid-19 virus. In the companies, HRDs are forced to go back to the front to reassure worried managers and employees as they did with remarkable self-sacrifice during confinement at the time of the peak of the health crisis. Their role was, in fact, crucial last spring to maintain and strengthen employees' confidence in their company, as evidenced by the figure of 70% of respondents, employees and managers, who report with confidence in their organization. If confidence has become the main bulwark in the company in the face of the uncertainty of the health crisis, how can we make it a strong focus of managerial policy?

A recently published book provides answers to this question by attempting to take stock of this fundamental question of trust. It offers an analysis, conducted with great precision, of what justifies it but also, unfortunately, of what destroys it in the company before suggesting 30 possible courses of action to strengthen it and leave the floor to 20 leaders on their experience of trust. For HRDs and all managers, trust is first of all to accept being vulnerable but also to hope, to inspire confidence is to make a promise. But trusting and inspiring confidence is not enough because it lacks an essential element, self-confidence, which constitutes the foundation of this fragile edifice. As we can see, confidence cannot be improvised, especially in a context of crisis such as the one we are currently experiencing.

The stakes are high because the primary role of trust in a business is to be able to cope with ambiguity, complexity and uncertainty. If the cause is heard on the urgent need for trust in these troubled times, then why is it sometimes so difficult for HRDs and managers to create and strengthen it in the company? Certain factors are inhibiting or even destroying trust: among others, the lack of purpose and vision, change for change, the gap between speech and actions, the feeling of incapacity and lack of consideration ... The list of these deterrents is obviously longer but each context is different, it is then up to HRDs and managers to identify them in order to be able to act in order to reduce their impact or even annihilate them.

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