

# Index

- Academic perspectives
  - Arianna's reflections on, 39
  - brief biography of Huffington, Arianna, 36–37
  - critiques and opportunity for business schools, 39–45
  - distilling wisdom from perspectives of Huffington, Arianna, 37
  - 2014 Interview, 38–39
  - methodology, 37
- Accountability, 80
- Affinity distance, 170
- Algorithms, 102
- Amazon, 68
- American Medical Association, 110
- Amid uncertainties, 68
- Antimalarial medications, 147
- Asians groups, 114
- Audencia Business School in France, 45
- Autonomy, 181
- B-Team, 36n2, 38
- Behaviours, 75–79
- Beneficence, 180
- Black, Asian and minority ethnic (BAME), 98
- Black feminism, 111
- Board of Directors, 52
- Boomer peers, 168
- Bureaucratic process, 116
- Business resilience
  - elements of, 61
  - financial resilience, 62
  - institutional resilience, 62
  - operational resilience, 63
  - organisational resilience, 62
  - reputational resilience, 62–63
  - technology resilience, 62
- Business schools
  - critiques and opportunity for, 39–45
  - lead in integration of sustainability in purpose and practice, 40–42
  - proposing holistic view in comparison with traditional view of business education, 44–45
  - relevance of spiritual dimension significance to business schools and organisations, 42–44
- Business(es), 2, 17, 61, 85
  - and health, 178
  - leader, 25
  - prioritising business continuity, 64
  - proposing holistic view in comparison with traditional view of business education, 44–45
  - stakeholders, 4
- BYOP, 78
- Capital projects, 13
- Caring and humanistic organisations, 11
- Center for Compassion and Altruism Research and Education at Stanford University (CCARE), 43
- Centers for disease control and prevention (CDC), 124
- Central Bank of Nigeria (CBN), 24
- Change, 16, 42, 84
- Chartered institute of personnel and development (CIPD), 122–123

- Chronic stress, 44
- Class, 111
- Clients, 56
- Communication, 85
  - plan, 80
  - strategy, 11
- Community, 57
  - health structures, 144
  - health-based programs, 2
  - healthcare delivery, 146
  - policy framework for community health care in Uganda, 147–148
- Community health workers (CHWs), 145
  - in Covid-19 intervention, 148–149
- Companies, 9–11
  - risk management system, 55
- Companies and Allied Matters Act (CAMA), 64
- Complex adaptive systems (CAS), 146
- Complex adaptive systems theory (CAST), 146
- Complex adaptive theory, 146
- Consequentialism, 179
- Conspiracy theorist, 131
- Consumer requirements, 70
- Context, consciousness, continuity, connectedness, creativity, and collectiveness (6C), 44
- Convention and Recommendations, 122
- COP 21 (Paris Climate Conference), 37
- COP 26 agenda, 42
- Core business, 2
- Core Focus, 74
- Core Values, 74, 80
- Corona virus disease 2019 (COVID-19), 26–27, 30, 41, 100, 103, 109, 144, 182, 185
  - building resilience for future of work, 170–172
  - crisis, 25–27
  - delegation and building trust, 169–170
  - early experiences of covid-19 public health response, 99–100
  - empowering employees for productivity and growth for future opportunities, 168–169
  - era, 26
  - experience, 84
  - future of work, and emerging work models, 166–167
  - guidelines, 98
  - infections, 149
  - infodemic, 100
  - intersectional analysis concerning, 112–117
  - intersectional approach, 111–112
  - lockdowns, 120
  - nature of work and challenges, 164–166
  - pandemic, 2, 24–25, 40, 83–84, 97, 102, 116, 130–131, 144, 164
  - prioritising HCWs with, 102–103
  - recommendation, 117
  - situation, 103
  - tests, 100
  - Triage Guidelines, 101–102
  - upskilling workforce of future, 172–174
  - vaccine, 155
  - work, workforce and workspace and employees’ efficiency, 167–168
- Corporate governance
  - balancing interests of stakeholders, 63
  - benefits of good governance practices, 57–58
  - board oversight, 54
  - differentiating governance and management, 57
  - disclosure and transparency, 55
  - elements of, 53–55
  - lessons from pandemic, 58–61
  - leveraging technology, 64
  - management alignment, 54–55
  - organisation’s stakeholders, 55–57

- ownership, 53–54
- prioritising business continuity, 64
- recommendations for stronger governance, 63–54
- risk management, 55
- stakeholder management, 54
- stronger communication methods, 64
- understanding, 52–53
- Corporate values, 69
- Correctional tool, use organisation's fundamentals as, 81
- Correlations, 111
- Cradle-to-grave process, 131
- Creativity, 86
- Creditors, 13–14
- Crisis
  - management, 52
  - managerial implications for ethical leadership during, 30
- Critical Race Theory, 111
- Crude death rate, 131
- Culture, 169
  - definition of, 71
  - by design, 71
  - hire on core values, 80
  - and impact, 69–71
  - managing, 80
  - operating system, 71–72, 80
  - orientation/integration or immersion, 81
  - quarterly state of company review, 80
  - review people's performance and on core values too, 80
  - use organisation's fundamentals as correctional tool, 81
- Customer Management Plan, 75
- Customers, 11–12, 56
- Data analysis, 150
- Data collection, 149–150
- Data management, 150
- Decision-maker, 69
- Decision-making process, 10, 13
- Delegation, 169–170
- Digital resilience, 64
- Digital technologies, 165
- Directors, 56
  - effective communication, 89–90
- Disclosure, 55
- Earthquakes, 84
- Economic-driven event, 68
- Educators, 41
- Effective communication, 89–90
- Egalitarian principles, 99
- Emerging workplace trends, 68
- Empirical studies, 69
- Employee–organisation relationship (EOR), 85
  - entrepreneurial skills, 86–88
- Employees, 9–11, 43, 70, 115
  - efficiency, 167–168
  - empowerment for productivity and growth for future opportunities, 168–169
  - well-being, 37, 63
- Employer Assistance Program (EAP), 123
- Entrepreneurial Skills, 86–88
- Environment, 12
- Environmental issues, 52
- Equality and human rights
  - commission (EHRC), 122–123
- Equity, 101, 183
- Ethical culture, 69
- Ethical leaders, 28
- Ethical leadership, 3–4, 28–29
  - managerial implications for ethical leadership during crisis, 30
  - review of literature, 25
  - small businesses and covid-19 crisis, 25–27
  - theoretical implications, 30
  - theoretical underpinning, 29–30
- Ethics, 3
  - challenges in pandemic times, 181
  - implications of remote working, lockdowns and pandemic experiences, 185–186

- importance of responsible
  - management of new work modes, 182–183
  - need to reassess values, 183
  - new challenges, for women, 184–185
- Ethnicity, 111
- Evidence-based system, 104
- Fairness, 3
  - in leadership, 3
  - to stakeholders, 3
- Family violence, 5
- Fate Foundation, 51
- Federal Capital Territory, 26
- Federal government of Nigeria, 26
- Feedback, 90
- Financial Resilience, 62
- Financial resources, 52
- '*First-come, first-served*' criteria, 102
- Floods, 84
- Fluid workplaces, 69
- Fluid workspaces
  - culture operating system, 71–72
  - defining values and behaviours, 75–79
  - definition of culture, 71
  - immersive culture programs, 79–80
  - leading with vision, 72–75
  - managing culture, 80–81
  - practices for virtual teams, 81
  - understanding culture and impact, 69–71
- Food supplies, 13
- Fortitude, 187
- Forward-thinking organisations, 68
- Fragile health system, 97
- Future of work, 166–167, 184
  - building resilience for, 170–172
- Future workplaces, 167
- Gen X, 168
- Gen Z, 168
- Gender, 111–112
- Gender-responsive approach, 123
- Globalisation, 40
- Good governance practices, benefits of, 57–58
- 'Good to great', 68
- Google, 71
- Governance
  - and management differentiating, 57
  - mechanisms for triaging, 103–104
- Government, 57
- 'Grab Drug' Network, 156
- Gross domestic product (GDP), 130
- Guidelines for addressing IPV in workplaces, 122
  - acknowledged as area of responsibility with clearly defined policies and strategies, 122–123
  - information and training, 124
  - necessary components for identifying and responding to IPV, 123–124
- Guiyao leadership theories, 29
- Habits, 186
- Health care delivery, 146
  - systems, 16
- Health indicators, 130–131
- Health inequalities, 116–117
- Health managers, 17
- Health service delivery, 134
- Health systems, 145
- Health–business intersections during pandemic, 16
- Healthcare governance, 131–133
- Healthcare leaders, 17
- Healthcare service delivery, 146
  - impacts of Covid-19 on pillars of, 134–136
  - positive impacts of Covid-19 on Nigerian healthcare sector, 137–138
  - strategy to recover Nigerian healthcare sector, 138
- Healthcare services in Nigeria
  - demand and supply of, 133
  - impacts of Covid-19 on pillars of healthcare service delivery in Nigeria, 134–135
  - pre-Covid-19 healthcare funding in Nigeria, 135–136

- Healthcare systems, 16, 132  
 in non-pandemic times, synopsis  
 of, 14–16
- Healthcare workers (HCWs), 98  
 with Covid-19, prioritising,  
 102–103
- Heuristics, 171
- Hippocratic Collection, 14
- Hiring process, 80
- Hospitalisation, 10
- Huffington, Arianna, 42  
 approach, 39  
 brief biography of, 36–37  
 distilling wisdom from perspectives  
 of, 37  
 interview, 38–39, 43  
 orientation, 42  
 reflections on ‘New Normal’, 39
- Human resources (HR), 39, 52, 85  
 department, 10
- Human resources management  
 (HRM), 170
- Humility, 187
- Immersion, 81
- Immersive culture programs, 79–80
- Immersive plan, 78
- Immigrant groups, 114
- Improvisation, 171
- India’s Culture of Climate Friendly  
 Sustainable Practices’, 42
- Inequalities, 5, 98, 116, 185
- Infant mortality rate, 131
- Infectious disease public health  
 emergency, 100
- Influence knowledge growth, 146
- Information, 116
- Information and training, 124
- Information technology, 13
- Innovation, 16, 24, 28, 172–173
- Innovativeness, 6, 8
- Institutional governance mechanisms,  
 100
- Institutional mechanisms, 103
- Institutional Resilience, 62
- Intellectual resources, 52
- Intensive care unit (ICU), 98
- International council of nurses (ICN),  
 130
- International Labour Organisation  
 (ILO), 84, 120–123
- International youth community, 38
- Intersectional analysis concerning  
 COVID-19 pandemic,  
 112–117
- Intersectional approach, 111–112, 117
- Intersectionality, 111–112, 185
- Intimate family violence (IFV), 5
- Intimate Partner Violence (IPV), 5,  
 119–124, 184  
 guidelines for addressing IPV in  
 workplaces and application  
 in work from home  
 instances, 122  
 working at home and risk of  
 exposure to, 121–122
- James Cubitt Facility Managers  
 (JCFM), 84  
 challenges during and post Covid-  
 19, 84–86  
 clear organisational structure,  
 88–89  
 effective communication, 89–90  
 entrepreneurial skills, 86–88  
 principled entrepreneurship, 86  
 strong organisational culture, 89
- Job profiles and role expectations, 77
- Job satisfaction, 89
- Journal of Management Inquiry  
 (JMI), 43
- Justice, 180
- Ketoacidosis, 100
- Lady health workers (LHWs), 147
- Leadership, 16, 37, 39  
 James Cubitt Facility Managers,  
 84, 183  
 lockdown, 185–186
- Learning community, 76
- Leveraging technology, 64
- Life expectancy, 131
- Local council (LC), 149

- Lockdowns, implications of, 185–186
- Lower- and middle-income countries (LMIC), 97–98, 100
- Malaria, 145
- Management, 17  
     managing Covid, 4
- Market demand, 27
- Mask production, 13
- Maternity mortality rate, 131
- MBA, 40
- McKinsey's Global Investor Opinion Survey, 60
- MD of JCFM, 85–86, 89–90
- Medical ethics, 179–181
- Medical tourism, 16
- Medication, access to essential medical equipment and, 135
- Mental health, 37, 44  
     management, 69
- Methodological approach, 130
- Micro, small, and medium enterprises (MSME), 51, 84
- Midwives Service Scheme, 133
- Mind Body Interventions (MBI), 43
- Mindfulness, 43
- Mindset, 38, 70  
     new normal, 3, 37
- Ministry of health (MoH), 145
- Minority entrepreneurship, 24
- Narendra Modi (Prime Minister of India), 42
- Narrow social utility concept, 102
- National community health workers' programme, 144
- National GDP, 61
- National Health Insurance Scheme (NHIS), 132
- National Health Security Office (NHSO), 155
- Natural disasters, 84
- New Normal model, 37, 45, 120
- New Partnership for African Development (NEPAD), 53
- New Public Management (NPM), 164
- Nigeria, 84  
     corporate governance in, 52  
     covid-19 pandemic got to, 87  
     demand and supply of healthcare services in, 133  
     healthcare governance, structure and delivery in, 131–133  
     occupational health, 2, 122
- Nigeria Centre for Disease Control, 26
- Nigeria Pay for Performance Scheme, 133
- Nigerian economy, 83
- Nigerian government, 26
- Nigerian health sector, 136  
     positive impacts of Covid-19 on, 137–138  
     strategy to recover, 138
- Nigerian-trained doctors, 133
- Non-maleficence, 180
- Non-pandemic times, synopsis of healthcare system in, 14–16
- Occupational health  
     concerns, 2  
     and safety laws, 122
- Operating system, 71  
     organisational culture, 89
- Operational Audit, 77
- Operational distance, 170
- Operational Resilience, 63
- Organisation for Economic Co-operation and Development (OECD), 53  
     Principles of Corporate Governance, 54–55
- Organisation's fundamentals as correctional tool, use, 81
- Organisation's stakeholders, 55  
     clients, 56  
     community, 57  
     directors, 56  
     employees, 56  
     government, 57  
     shareholders, 56  
     suppliers, 57

- Organisational commitment, 89
- Organisational culture, 89
- Organisational ethics, 28
- Organisational leadership, 17
- Organisational learning process, 42
- Organisational practices, 170
- Organisational psychology, 70
  - organisational structure, 88–89
  - pandemic, 52, 68
- Organisational Resilience, 62
- Organisational strategy, 39
- Organisational structure, 88–89
- Organisations, 12, 51, 64, 68, 86
  - economic strategies, 70
  - relevance of spiritual dimension
    - significance to business schools and, 42–44
- Orientation/Integration, 81
- Ownership, 53–54
  
- Pandemic, 11, 52, 68, 103, 178
  - corporate governance lessons from, 58–61
  - elements of business resilience, 61
  - experiences, 185–186
  - times, 181
- Pandemic, health–business intersections during, 16
- Patience, 187
- People, 76
  - management, 17, 31, 69
  - performance and on core values, review, 80
- Peri-health, 178, 187
- Personal protective equipment (PPE), 100, 135
- Physical distance, 170
- Physical fitness, 44
- Plan, 13, 30, 63, 85
- Post Covid-19, challenges during and, 84–86
- Post-Award ceremony, 37
- Post-COVID economy, 70–71
- Post-financial crisis, 40
- Post-traumatic stress syndrome (PTSD), 120
  
- Poverty, 145, 149
  - principled entrepreneurship, 86
  - public health, 15
- Primary health care, 14, 133
- Principled entrepreneurship, 86
- Private providers, 15
- Private sectors, 15
- Proactiveness, 87
- Productivity, 170
- Professional mechanisms, 103
- Programs, 40
- Proportional mortality rate, 131
- Proportionalism, 179
- Protocols, 102
- Public health care, 15
- Public Health England (PHE), 110, 113
- Public hospitals, 15
- Public sectors, 15
  
- Quarterly state of company review, 80
  
- Rabasso, 41
- Racism, 110
- Reciprocity concept, 102–103
- Reengineering process, 136
- Reinterview employees, 77
- Remote work, 85, 166
- Remote working, implications of, 185–186
- Reputational Resilience, 62–63
- Resilience, 87, 178, 186–187
  - building resilience for future of work, 170–172
- Resilient people, 88
- Resilient strategies, 24
- Respect for autonomy, 180
- Response, 149–157
  - responsible healthcare, 129–138
- Responsible healthcare, 129–138
  - impact of Covid-19 on healthcare service delivery in Nigeria, 136
  - demand and supply of healthcare services in Nigeria, 133–136
  - healthcare governance, structure and delivery in Nigeria, 131–133

- healthcare indicators, system
  - constraints and responses, 130–131
  - theoretical framework, 131
- Responsible leadership, 3 (*see also* Ethical leadership)
  - handling stakeholder fairness tensions, 9–14
  - health–business intersections during pandemic, 16
  - leadership qualities for responsible and fair stakeholders management, 6–8
  - leading way, 16–17
  - synopsis of healthcare system in non-pandemic times, 14–16
- Responsible management
  - importance of new work modes, 182–183
  - practices, 4
  - of work mode shifts, 3
- Responsible management education, 37, 39–40
  - incubators of, 44
- Responsiveness, 186
- Restrictions, 121
- Rethinking, 37
- Risk management, 55
- Robust training programmes for triage personnel, 104
  
- Safety, 2, 10, 89, 120, 184
- Scholars, 27
- School of Business & Society, 45
- Secondary health care, 133
- Self-leadership, 17
- Severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2), 109
- Sex-specific chromosome, 114
- Shareholders, 12–13, 56
- Sharing Information on Progress (SIP), 41
- Shinrin-yoku (Japanese Forest bathing ritual), 43
- SiSa, 78
  
- Small businesses, 24–27
- Small resilient businesses, 28
- Small-and medium-sized enterprises (SMEs), 4, 24, 27, 52, 61
  - resilience, 87
- Social buddies, 10
- Social categories, 113
- Social categorizations, 111
- Social distancing, 10, 26, 145, 150, 182
- Social entrepreneurship, 24
- Social isolation, 168
- Social issues, 52
- Society, 12
- Socio-demographic characteristics, 150
- Socio-economic context, 185
- Solid People Program, 76–79
  - profiling form template used at SiSa, 77
- Sound governance practices, 58
- Spirituality, 39
- Stakeholder (s), 9, 52, 55, 123–124
  - balancing interests of, 63
  - creditors, 13–14
  - customers, 11–12
  - employees, 9–11
  - environment, 12
  - fairness tensions, 9
  - management, 54
  - shareholders, 12–13
  - society, 12
- Staying strong, 178
- Strategy, 28–29, 69
- Strategy-setting process, 55
- ‘Strong foundation or core’ theme, 68
- Stronger communication methods, 64
- Stronger governance,
  - recommendations for, 63–54
- Subjective norms, 29
- Suppliers, 57
- Sustainability, 39
  - business schools can lead in integration of sustainability in purpose and practice, 40–42



- Sustainable leadership, 38 (*see also* Responsible leadership)  
 Arianna's view on, 44  
 incorporates elements of, 44  
 perspective of, 44
- Talent management plan, 78
- Teaching mechanisms, 41
- Technology Resilience, 62
- Telecommunications, 13
- Telecommuting, 166–167
- Telephone calls, 150
- Telework, 166
- Teleworkers, 84
- Tesla Sustainable Leadership Award, 36
- Theory of planned behaviour (TPB), 29
- Thrive*, 38–39, 43
- Thrive Global, 36
- Thrive Platform, 37
- Trainee programs, 78
- Transparency, 55
- Transplanting values, 69
- Triage, 99  
 protocols, 102  
 support for triage staff, 103
- Triaging  
 covid-19 triage guidelines, 101–102  
 deconstructing ethical principles of, 99  
 early experiences of covid-19 public health response, 99–100  
 governance mechanisms for, 103–104  
 prioritising HCWs with Covid-19, 102–103  
 recommendations, 104  
 support for Triage Staff, 103
- Tricker, 57
- Trust, 169–170
- Tuberculosis, 145
- Uber, 36
- Uganda, 144–145
- Uganda Health Sector Strategic Plan, 147
- UK Corporate Governance Code (2016), 53
- UK Corporate Governance Code (2018), 53
- UN General Assembly, 42
- Uncertain, 85
- Uncertainty, change and, 84
- UNESCO, 42
- United Nations Development Program (UNDP), 144
- United Nations Principles of Responsible Management Education's (UN PRME), 41
- University of Redlands, 45
- Upskilling workforce of future, 172–174
- Utilitarianism, 99
- Vaccines, 99, 114
- Values, 75  
 developing solid people program, 76–79  
 highlighting values as action words, 75
- Village health teams (VHTs), 143–157  
 challenges encountered in VHT line of duty, 156  
 code book development, 154  
 commitment levels of VHTs volunteers despite material and financial constraints, 157  
 complex adaptive theory and health care delivery, 146–147  
 data collection, 149–150  
 data management and analysis, 150  
 ethical considerations, 150  
 findings, 150  
 and health monitoring, 154–155  
 and healthcare intervention, 147  
 inductive data analysis, 150  
 and information provision, 155–156  
 methodology, 149  
 policy framework for community health care in Uganda, 147–148

- response to COVID-19 in rural communities, 151–153
- services of CHWs/VHTs in Covid-19 Intervention, 148–149
- socio-demographic characteristics, 150–154
- strategy and Operational Guidelines, 145
- study design and sampling, 149
- Village health volunteers (VHV), 148
- Violence and harassment, 122
- Virtual distance, 170
- Virtual teams, practices for, 81
- Virtual working, 69
- Virtues
  - for businesses and health organisations, 186–187
  - values activated into, 187
  - at work, 182
- Vision, 79–80
  - components of, 74
  - leading with, 72–75
- Volatility, uncertainty, complexity, and ambiguity (VUCA), 84
- Vulnerabilities, 5, 16, 117
- Well-being, 36–37
- Western Medicine 14
- Wisdom, 38
- Work, 10, 164, 167–168
  - future of, 166–167
  - mode shifts, 178
  - value shifts, 4
- Work from anywhere (WFA), 85
- Work from home (WFH), 69, 85, 166
- Workforce, 167–168
- Workplace, 113, 121, 123, 164
- Workplace practices, 69
- Workspace, 167–168
- World Economic Forum (WEF), 171
- World Health Organization (WHO), 14, 26, 109, 120, 131, 144
  - declaration of Covid-19, 99