This year it’s the coronavirus. Next time, and there will certainly be a next time, it could be an earthquake, recession, or something else unforeseen. Our advice on preparation.

### PERFORMANCE MANAGEMENT

#### SHORT-TERM ACTIONS
- **Employee Safety**
  - Adhere to local government and health officials’ notices and directions
  - Implement necessary restrictions on meetings, travel, etc.
  - Identify remote-work options for individuals/teams
  - Provide forums for Q&As with employees around safety measures

- **Talent/Leadership Development**
  - Provide coaching to managers on crisis communications
  - Pause group orientations and onboarding
  - Organise training (virtual or in-person) on digital tools for remote work

- **Intermediate Actions**
  - Leverage surveys/polling to gauge employees’ views of management’s response to their health and safety concerns
  - Contribute to medical/health efforts outside your organization
  - Provide options for healthy employees to stay home to care for sick family members

- **Long-Term Actions**
  - Evaluate the flexibility of sick-leave policies and align them with public health guidance
  - Create policies to empower local leaders to respond to crises based on health/safety guidelines in their area
  - Involve employees in developing/updating crisis response plans, and then test them intermittently

#### INTERMEDIATE ACTIONS
- **Employee Safety**
  - Assess whether and how to adjust goals/targets for the year
  - Solicit feedback more frequently to help address emerging issues/barriers
  - Consider implementing off-cycle reviews aligned to short-term incentives

- **Talent/Leadership Development**
  - Train managers to focus on outcomes instead of face/time
  - Evaluate the impact of grade/title inflation on performance
  - Determine if workforce needs to be right-sized
  - Consider changes to recognition programs that employees don’t value

### CORPORATE AFFAIRS

#### SHORT-TERM ACTIONS
- Align messaging to avoid confusion/contradictions
- Plan for potential outcomes, from best-to-worst-case scenarios
- Update digital communications tools

#### INTERMEDIATE ACTIONS
- Reassess and adapt messaging based on the latest data
- Communicate moves to preserve profitability unrelated to head count
- Develop messaging around a post-crisis path forward plan
- Consider implementing reward measures for customers

#### LONG-TERM ACTIONS
- Compare data on engagement levels before, during, and after the crisis, and create strategies to address times of decline
- Assess areas for improvements

### FINANCIAL MODELING

#### IMMEDIATE ACTIONS
- Cut travel and entertainment costs in the short term
- Consider ways to cut spending on materials if necessary

#### INTERMEDIATE ACTIONS
- Consider diverting money from bonus pools to offset revenue losses
- Adjust pay terms for outside vendors
- Evaluate delaying product launches and office openings

#### LONG-TERM ACTIONS
- Fine-tune cost structure
- Cut unused employee benefit programs
- Refocus investment strategy on main business goals and growth opportunities

### BUSINESS CONTINUITY

#### SHORT-TERM ACTIONS
- Communicate with customers on impact and expectations
- Create C-suite-sponsored cross-functional teams for key areas (e.g., sales/marketing, supply chain)
- Preserve operating capacity in the event demand returns to normal sooner than expected
- Develop short-term performance benchmarks for operating teams and update them at least biweekly

#### INTERMEDIATE ACTIONS
- Evaluate inventory for potential shortages
- Identify supply chain alternatives; consider changes to distribution strategy
- Increase digital initiatives and channel presence

#### LONG-TERM ACTIONS
- Consider changes to demand-forecasting processes
- Create and secure contingency suppliers
- Evaluate the need for more sources of contingency workers to secure on-duty crisis coverage

### COMPENSATION AND REWARDS

#### SHORT-TERM ACTIONS
- Create short-term, team-based incentive rewards
- Evaluate existing non-financial rewards that can be expanded to keep up engagement/morale

#### INTERMEDIATE ACTIONS
- Develop retention plans for key talent
- Adjust individual

#### LONG-TERM ACTIONS
- Performance incentives as conditions normalize
- Consider crisis-related spot awards
- Maintain awards for high performers
- Enhance incentive designs based on learnings
- Align reward investments with employee preferences