

A BLUE PRINT FOR THE UNEXPECTED

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.

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EMPLOYEE SAFETY

SHORT-TERM ACTIONS	INTERMEDIATE ACTIONS	LONG-TERM ACTIONS
<p>Adhere to local government and health officials' notices and directions</p> <p>Implement necessary restrictions on meetings, travel, etc.</p> <p>Identify remote-work options for individuals /teams</p> <p>Provide forums for Q&As with employees around safety measures</p>	<p>Leverage surveys/polling to gauge employees' views of management's response to their health and safety concerns</p> <p>Contribute to medical/health efforts outside your organization</p> <p>Provide options for healthy employees to stay home to care for sick family members</p>	<p>Evaluate the flexibility of sick-leave policies and align them with public health guidance</p> <p>Create policies to empower local leaders to respond to crises based on health/safety guidelines in their area</p> <p>Involve employees in developing/updating crises response plans, and then test them intermittently</p>

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TALENT/LEADERSHIP DEVELOPMENT

SHORT-TERM ACTIONS	INTERMEDIATE ACTIONS	LONG-TERM ACTIONS
<p>Provide coaching to managers on crisis communications</p> <p>Pause group orientations and onboarding</p> <p>Organise training (virtual or in-person) on digital tools for remote work</p>	<p>Develop structure and processes for virtual meetings</p> <p>Assess for fit, potential, and agility aligned to evolving operating and strategy models</p>	<p>Identify managers/leaders for specific crisis management roles</p> <p>Enhance training programs for hard and soft skills</p> <p>Ramp up recruiting as needed for critical roles</p>

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PERFORMANCE MANAGEMENT

SHORT-TERM ACTIONS

Focus on purpose to keep employees engaged and motivated

Consider hiring freezes, especially for nonessential positions, until there is more clarity around the business impact

Ensure employees are clear on whether previous or new goals are in place

INTERMEDIATE ACTIONS

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

LONG-TERM ACTIONS

Train managers to focus on outcomes instead of face/desk 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

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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

Establish a regular and reliable cadence of communication from the CEO and senior team

Ensure employees are aware of their rights as related to sick pay and performance expectations during the crisis

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

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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

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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

performance incentives as conditions normalize

Consider crisis-related spot awards

LONG-TERM ACTIONS

Maintain awards for high performers

Enhance incentive designs based on learnings

Align reward investments with employee preferences

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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