



PROFESSIONAL
SOLUTIONS

Moving to your 'new normal'

A practical tool to help get you going
in the right direction

V1



Using the [mind map](#) as your guide, use the pages of this document to find the detail of each item. The areas you will find in this document are:

- Strategy
- Processes
- People
- Resources
- External
- Technology

This is not intended to be exhaustive, as every industry and organisation will have their own needs. You should also consider having a continuous review process in place for the next few months, however we wanted to help you out, in the hope that it supports you in going in the right direction.

In order to fulfil the potential this tool can provide, each item within here should be approached as a project, expanding the scope where needed and taking a holistic view of all stakeholders and benefits, rather than being approached as just a task.

[Get in touch](#) with us for your **free 30 minute consultation** for some help with this.

STRATEGY

EVALUATE

- Undertake SWOT and PESTLE analysis to obtain a thorough understanding of your position, explore new potential customer bases, identify new or emerging risks and assist with planning activity.
- Identify and analyse the detail of the contributing factors to reduction in sales. (You may draw this from other activities in this section).
- Undertake a review / impact assessment on your customer client base:
 - Where are your clients in their change curve?
 - What is the scale of impact on them?
 - How might their buying behaviours have been impacted?
 - Their furlough / redundancy position
 - Supply chain disruption
- Undertake a review / impact assessment of suppliers / partners etc in a similar way
- Undertake a review and analysis of finances:
 - Revenue streams
 - Cash flow
 - Notable increases / decreases
 - Access to funding

MOVING FORWARDS

- Clarify where you are in terms of crisis strategy and business continuity and communicate this to relevant parties
- Are all relevant parties agreed on your risk appetite? Confirm, communicate and feed into planning accordingly.
- Confirm / validate vision, mission, goals, objectives, measures, initiatives
- Define different scenarios for resuming services:
 - What are the business critical activities and dependencies?
 - How do you make the work environment safe?
 - What are the timescales, situations, criteria?
 - Which roles are needed and when?
 - Will there be more / less / different types of business?
 - What is best case, mid-range case, and worst case? What are the business critical activities, nice-to-have activities etc?
 - What does this look like?
- Define products / services according to Boston growth / share matrix to inform planning

PROCESSES



EVALUATE

- Undertake an evaluation of what is still the same and whether this is valid, or if there is a case to review or change, linking to the finance review in the strategy section
- Undertake an evaluation of what has changed and why, linking to the finance review in the strategy section, including:
 - Did you have to stop something that may need to re-commence?
 - Has it changed for the better?
 - Have you caught up (processes, training etc up to date with the change made)
 - Does it need further refinement?
 - Will it / should it resume or go 'back to normal'

MOVING FORWARDS

- Establish meeting and event requirements including online / face to face split and design processes accordingly
- Establish office utilisation requirements, including safety of the environment, and feed into remote / flexible working policies, and relevant activities in the people and resources sections
- Review and update remote and flexible working policies, considering performance, cost and inputs from activities in the people, technology and strategy sections.
- Review recruitment processes (see people section)
- Review people & performance processes (see people section)
- Review finance and payment processes, using input from the customer and supplier / partner impact assessments and linking with systems activity in the technology section
- Thoroughly evaluate the operational / departmental processes and safety considerations to identify potential improvements, including understanding the impact of remote working on processes as appropriate, management of potential negative customer impact and links with the structures and roles activity in the people section
- Review and update Business Continuity plan as required (see crisis strategy activity in strategy section)
- Ensure a robust ideation / resilience / change process is put in place to ensure agility in development and implementation of new products, services and ways of working (link to scenario and product planning activities in strategy section)
- Design, document and communicate any processes needed to fulfil new business opportunities (see strategy section)

PEOPLE

EVALUATE

- Evaluate the effectiveness of leadership support during the crisis, drawing on feedback from the leaders themselves, as well as lower level tiers of workforce
- Review the position of communication and colleague engagement, drawing on input from across the business to understand effectiveness and any gaps, perhaps including their involvement in a more general 'lessons learned' activity
- Undertake a review of the success of people & performance management processes and productivity of the workforce during the crisis
- Understand the impact on employees and establish their position on the change curve
- Review position of employees who have been furloughed or made redundant and evaluate effectiveness of roles and structure during the crisis

MOVING FORWARDS

- Establish your talent pipeline including where your next hires are coming from, what type of contracts you will use and what interview process looks like
- Update and communicate the People & performance management process, including links to training for managers where required
- Collate input to flexible and remote working policies activity (see processes section) and communicate updates to workforce
- Plan and implement a new communication & engagement strategy including an update to channels, frequency, formats etc and consideration for difficult messages (such as recovery from furlough, redundancies etc)
- Explore training requirements including consideration for leadership development, resilience, mind set, change curve and change management as well as new processes, policies and ways of working.
- Establish performance and productivity expectations and communicate to colleagues, including business ability to adapt for any risk to colleagues being on site, linking to the people & performance management process activity and drawing on remote working learnings
- Design and implement updates to structure and roles, consulting and communicating with relevant parties such as unions, drawing on input from technical HR experts for changes to contracts etc
- Design, update and implement or reinforce policies and initiatives for colleague health & safety, wellbeing and mental health

RESOURCES

EVALUATE

- Review utilisation and costs (linking with the finance activity in the strategy section) of assets / equipment / facilities / documentation etc
- Clarify and ensure sufficient maintenance and insurance cover has been put in place or updated as required

MOVING FORWARDS

- Establish utilisation requirements and associated costs for the future, for example:
 - Is the work environment safe for employees?
 - Can office space be reduced?
 - Do any leases of equipment need to be terminated? (link to products activity in strategy section)
 - Do stock levels need to be reviewed in light of supply chain impacts?
 - Does stock of IT equipment need to be updated? (links with technology section)
 - Etc
- Agree and implement effective maintenance and insurance arrangements accordingly



EXTERNAL

EVALUATE

- Review customer and partner / supplier / other stakeholder impact assessments (see strategy section)
- Review and evaluate effectiveness of external communication and engagement carried out to date

MOVING FORWARDS

- Utilise customer and partner/ supplier / other stakeholder impact assessments (see strategy section) to agree and commence external communication and engagement activity including:
 - Channels, frequency, innovations
 - Content sharing
 - Managing expectations
- Explore changes and improvements to external interactions, agreements, arrangements and processes, either for benefit within the business (link to finance activity in strategy section) or for customer / partner / supplier benefit to improve relationships
- Explore and commence any new business development opportunities that may have been identified in the Strategy section



TECHNOLOGY

EVALUATE

- Review the success of any remote working activity, including:
 - Clarity / user understanding and implementation of IT policies
 - Success of support arrangements
 - Systems, security and equipment (see below)
 - Ensure issues are dealt with that were identified during pre-lockdown remote working testing (if this was carried out)
- Understand the success of systems including:
 - Were users able to log in / access networks
 - User account shut-down / pause for colleagues who were furloughed or made redundant
 - Were there any software restrictions
- Identify and evaluate any security concerns with a view to categorising and resolving outstanding issues as a minimum, with a view to proactively getting ahead of the curve
- Review equipment requirements including:
 - Was there a sufficient supply
 - Does everyone have what they need to do their jobs
 - Have assets been tracked and logged effectively

MOVING FORWARDS

- Technology elements of any remote working approaches need to be agreed, including policies, systems, performance, costs, support arrangements and more (see below).
- Approach and plan for any changes to systems should be agreed including:
 - Network requirements such as access and bandwidths
 - Software programmes and associated licences (consider all options for online meetings to feed into remote working policy)
 - Telephony system requirements
- Ensure security standards and regulations are understood and achieved, or ideally, exceeded including:
 - Software, antivirus protection, firewalls / vpn
 - Data sharing mechanisms & GDPR compliance
- Clarify volumes, specifications and set-up required for hardware such as computers, phones, servers etc
- Undertake cost planning and budgeting activities for any changes being made
- Ensure links across all technology activity with people-related activities such as communication & engagement, people & performance management, training roll-out etc