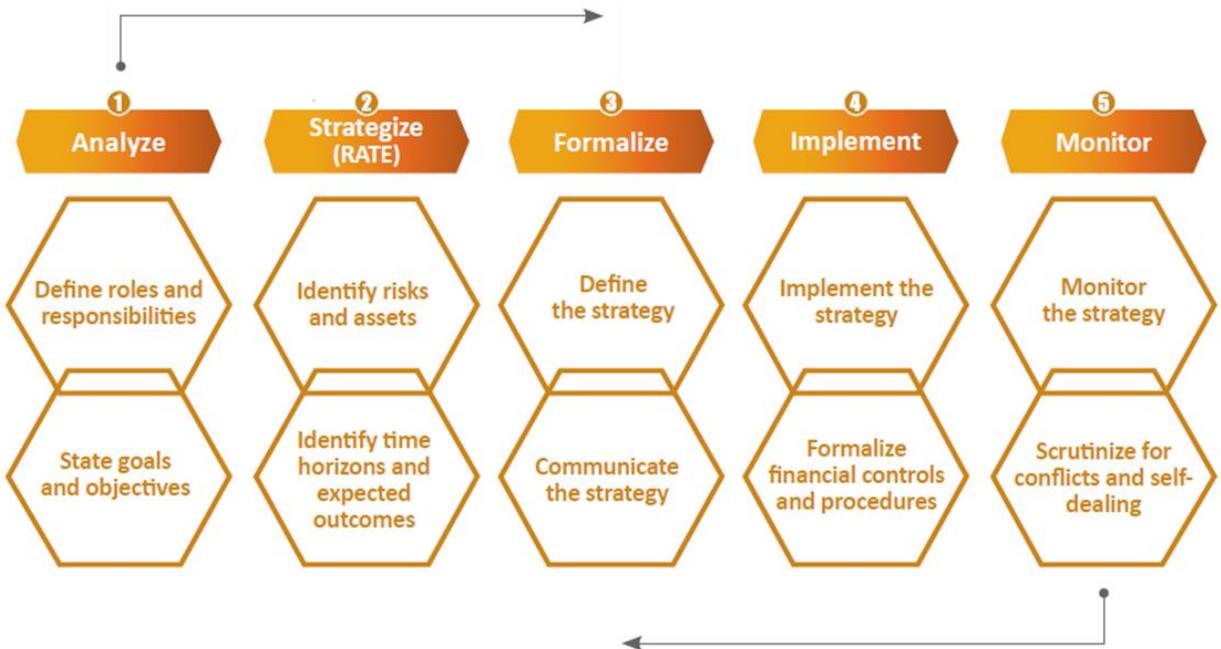




Planning for your *new normal* is essential, and the time you put into this planning is going to determine the quality of your reopening, and whether you'll be a successful first mover.

To assist you with your planning, we've designed a universal decision-making framework. It's simple, which is a critical success factor when operating in a complex environment. Simplicity also helps to improve communications and build trust with others by demonstrating that you follow a disciplined and standardized process.



The framework consists of five steps and ten dimensions – a dimension defines the details of a step. For each step we have prepared questions to make it easier to fill in the details for a dimension.

### Step 1: Analyze

#### 1. Define roles and responsibilities:

- Who will be the key decision-makers during the *new normal*?
- Did the crisis help identify new emerging leaders, or former decision-makers who need to be removed?
- Did WFH expose organizational strengths or weaknesses that will require certain staff to be reassigned?
- How will new regulations impact your *new normal*?
- Will your current core competencies be effective?



## How to plan for your *new normal* *55 Critical Questions*

### 2. State goals and objectives:

- How will you define success?
- Has your long-term vision changed?
- Do you need to rewrite your mission statement?
- Have you restated to stakeholders your sense of purpose and core values?
- What previously stated goals and objectives will you continue to pursue?
- If certain goals will no longer be pursued, have you notified impacted stakeholders?
- Where do you see new opportunities?
- What markets are you going to pull out of because you see diminished opportunity?
- Do your goals and objectives demonstrate a passion and discipline to protect the long-term interests of others? If not, rework your goals and objectives.**

### Step 2: Strategize

### 3. Identify risks and assets:

- What risks could keep you from reaching your goals and objectives?
- Are there any ways to mitigate these risks?
- Do you need new or additional insurance to reduce potential liability or to mitigate losses?
- Are you a party to any contracts or agreements that may have been breached?
- Do regulatory changes pose new risks?
- What human and financial assets do you have to work with?
- Do you need to expand your network of professionals and service providers?
- During the crisis, did you build up or lose trust credits with stakeholders and clients?
- How has the crisis impacted the value of your IP, goodwill, or branding?

### 4. Identify time horizons and expected outcomes:

- What is the time horizon associated with each of your goals and objectives?
- Have you taken into account that most organizations will be operating at a much slower operational rhythm?
- What short-term gates have to be cleared so that you can meet your long-term goals and objectives?
- What third-parties do you have to rely on, and have these third-parties communicated to you their *new normal*?

### Step 3: Formalize

#### 5. Define the strategy:

- Have you defined a strategy for your *new normal* that takes into account your RATE (Risks, Assets, Time horizons, and short-term Expected outcomes)?
- Have you created contingency plans in your strategy to account for risks and opportunities identified in Step 2?
- Is the new strategy flexible enough to easily adapt to new opportunities or threats?
- What critical tasks need to be accomplished in order to meet the stated goals and objectives?
- Will you need to downsize, merge, sell, or strike new alliances or partnerships?
- Do you have the time, inclination, and knowledge to implement and monitor the new strategy?
- Is your *new normal* aligned with your sense of purpose and core values? If not, rework your strategy.**

#### 6. Communicate the strategy:

- Have you communicated the strategy for your *new normal* to all key stakeholders and clients?
- Do you have a defined a process that stakeholders and clients can use to provide feedback?
- Will your new strategy inspire and engage others? If not, rework how you're going to communicate your strategy.**

### Step 4: Implement

#### 7. Implement the strategy:

- Do you have in place the right staff, technology, and resources to implement your *new normal*?
- If not, do you have a plan to acquire the staff, technology, or resources that you need?
- Are your vendor relationships still intact, or do you need to establish new ones?
- Do you need to rewrite your services agreements?
- Will you need to make changes to your sales, marketing, and social media campaigns?

#### 8. Formalize financial controls and procedures:

- Have you prepared a new budget and pro forma that reflects your *new normal*?
- What revenue or expense items need to be added or removed from your financial statements?
- Have you benchmarked your new fees and expenses against new industry norms?



## How to plan for your *new normal*

### 55 Critical Questions

#### Step 5: Monitor

##### 9. Monitor the strategy:

- Do you have a process to periodically assess how you're progressing towards meeting your goals and objectives?
- Do you have metrics that account for both performance (e.g. financial metrics) as well as effectiveness (the effectiveness of your strategy)?
- Do you have a defined process to debrief and learn from challenges or failures?
- Are you revising your contingency plans as new threats or opportunities emerge?
- Do you have a plan to communicate progress to stakeholders?
- Have you increased the number of meetings you're having with clients and stakeholders to help ease their tension and anxiety?**

##### 10. Scrutinize for conflicts and self-dealing:

- Do you need to prepare a new code of ethics (principles) and/or a code of conduct (rules)?
- If you've added new vendors or have reassigned staff, have you communicated your values and principles, and scrutinized for potential conflicts of interest or self-dealing?
- What steps are you taking to increase your vigilance for moral hazards?
- Are you prepared to hold others accountable for the moral and ethical standards associated with your *new normal*?
- Can you demonstrate that you have a well-defined ethos?**

A final comment; this crisis management framework also can be used to substantiate a fiduciary, governance, or project management standard. By operationalizing these steps and dimensions, you'll be able to demonstrate that you're following a procedurally prudent process.

**Your *new normal* is going to be anything but... better plan accordingly.**