

A coronavirus crisis resource

STEP

Recovering into your new normal



Introduction

The post-coronavirus *new normal*

When we celebrated New Year on December 31st 2019, none of us expected that we'd be in the grip of a global pandemic within three months.

Coronavirus has changed the way that our societies operate. We have all had to adapt to new ways of living. Governments have implemented policies that would have been unthinkable only months ago. Businesses have had to bring in completely new ways of working.

When this outbreak is contained, we will return to work, and it won't be as we remember it.

People talk about the *new normal*. Will we want things to go back to as they were before? Or have we learned that some things have changed for the better?

We created STEP as a framework to help organisations to think about what their own *new normal* would look like. What do all of us need to consider to adapt to the post-coronavirus economy?

We hope it helps.



STEP

A framework for business recovery



Safe

- Prevent new outbreaks of infection.
- Ensure safety for colleagues, customers, suppliers, and others
- *How do you ensure health and safety of your workplace and practices?*
- *How will you manage ongoing risks?*



Together

- Develop and embrace a collective response.
- Collaborate with colleagues, customers, and your wider community.
- *Who is affected by your organisation, now?*
- *Review the needs and expectations of your interested parties*
- *Understand your collective new normal*



Evolved

- Deploy resources to lead phased recovery
- Define clear, standards-led steps to adapt to the *new normal*
- *How do you adapt to the new normal?*
- *How do you measure and monitor your progress?*



Productive

- Learn lessons to enable continual improvement
- Preserve and develop newly found productivity established during response
- *What can be learned from your response so far?*
- *What improvements can be carried forward to the new normal?*

SAFE

considerations for recovery



Support a healthy working environment

- Ensure sick colleagues feel they can stay at home
- Share clear etiquette coughing & sneezing and handwashing
- Enforce a rigorous office cleaning regime

Adapt your ways of working

- Keep people working at home where you can
- For any workplace working, work in cohorts to restrict the number of people to be isolated if needed
e.g. allocate desks without hot desking, organise car sharing to avoid public transport

Re-design the workplace

- Reduce hard surfaces
e.g. remove canteen tables, redeploy meeting rooms as additional workspace, remove no-touch rubbish bins
- Zone kitchen and toilet facilities

Ensure a safe end-end Customer Journey

- Ensure approach is manageable and monitored

TOGETHER

considerations for recovery



Cultivate the togetherness

- Demonstrate how you are working
e.g. share video blogs internally, customers and supply chain
- Set the standard for your supply chain for materials, services and recruitment

Share colleague-led information

- Work with colleagues to have an ongoing set of FAQs
- Check in regularly that information is being shared in the right words and format

Support colleagues

- Offer a blend of formal and informal ways to support colleagues
e.g. digital coffee mornings, drive conversations around well being

Support the wider community

- Look at sharing your experiences and expertise
- Maximise opportunities for offering your products and services to key workers and the vulnerable
e.g. hours of opening for customer service

EVOLVED

considerations for recovery



Prioritise and plan

- Make someone responsible for the recovery plan
- Agree what you know
- Agree what is still unknown
- Monitor as more information is available

Be proactive about the unknowns

- Develop scenarios
e.g. lockdown lifted with limited public transport/regional differences, supply chain disrupted, schools remain closed
- Schedule decision checkpoints
- Look at your operational year and schedule when decisions need to be made
e.g. placing orders or recruitment for peak trading, cancelling projects with minimal lost costs
- Identify the lead indicators to give you the earliest trigger to make the right decisions at the best time

Understand your New Normal

- Build an OPPT Model for each stage
Organisation/People/Process/Technology

PRODUCTIVE

considerations for recovery



Adjust to the evolving new normal

- Keep the adjustments that have been made so far that have proved successful
e.g. remote working, stripped down procedures
- Collect additional ideas that can build on the adjustments
- Stand down the adjustments that no longer fit

Update standard operating procedures

- Make sure that your new practices are the right practices
- Adapt monitoring and measurement of procedures

Review information security

- Are your new procedures secure?

Update the Business Continuity Plan

- What could have been done better?
- What went well?

Review environmental impacts

- How do new procedures affect your environmental commitments?

Provide a flexible financial plan

- Ensure contingencies are ready to go

This document was created as a collaboration between Morton McCann Ltd. and The Smart Plan.

STEP is our contribution to helping organisations emerge from their coronavirus disruption by providing a framework for the questions that need to be asked and the decisions that need to be made.

Morton McCann Ltd - www.mortonmccann.com - is a management systems and strategy consultancy supporting organisations implementing ISO certification programmes.

The Smart Plan - www.thesmartplan.co.uk - is a learning experience consultancy supporting business transformation initiatives in commercial and public sector organisations.

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