

BUSINESS RECOVERY TOOLKIT

Lockdown Lessons Identified

These unusual times have led to changes, many of them forced onto businesses and organisations who have had to adapt rapidly to new working practices, commercial relationships, supply chains and purchasing priorities.

In the course of change it will be important to capture the lessons that are identified. This 'change diary' seizes ideas while they are fresh, meaning that later they can be reviewed, modified and adopted where suitable. And so lessons identified can transform into lessons learned.

Use the sections below to capture your thoughts in a structured way.

Leadership

Such far-reaching changes to society and business come with clear leadership challenges, including communications and motivating the business remotely. Does your leadership team feel informed and empowered? What are their biggest concerns? Do they have access to advice that they trust? Where has leadership been less effective, how can that be addressed? What has worked and what hasn't?

Comments:



Financials

Furloughing, the PPP in the US, business loans, are all matters that have been unexpected but are providing crucial lifelines. Increasing debtor days are an increasingly common factor. Have your financial systems borne up to this change in business normality? Do you have access to the information that you need - how can that be improved? Anticipating further lockdowns, how would you change your financial model - are there initiatives to introduce? Were you able to make all payments to employees, tax authorities, contractors, supply chain? Did payroll work well? Did everyone have their bank cards, did account redundancies function? What has worked well and what hasn't?

Comments:

Personnel/HR

Managing the workforce remotely and navigating HR minefields have been two themes of the recent lockdown. Were your pay, reporting, and people-management systems sufficiently robust for this event? Did you have well thought out working from home policies? Have you been able to check in with your staff, do you know their health status? Did you get the staff feedback processes right? Did you focus on well-being - how did you do that? Did you have regular all staff meetings? What methods of internal communications did you use to ensure that your staff were consulted with and well informed? Did you run any staff surveys? What themes did you use and what were the outcomes? What informed your decisions around returning to work following the lockdown? What has worked and what hasn't?

Comments:



Security

Protective security exists across three fields:

Physical (gates, guards, access control)

Personnel (staff screening, insider threat)

Cyber (network protection, architecture design, user protocols).

Physical Security

Have your physical security measures been acceptable? If third party providers have not been available, what will you do in future? How have you gained assurance about the physical security of your premises - what to improve for next time? What has worked and what hasn't?

Comments:

Personnel Security

This period has meant significant challenges for businesses and their staff. Some staff might feel aggrieved about their treatment. Have you tracked any harmful actions by disaffected staff (insider threat)? Are you confident you would know if that is happening? How would you design staff security systems differently, next time? Do you conduct staff pre-employment screening and has it been effective? What has worked and what hasn't?

Comments:

Cyber Security

Working from home has meant, for many, huge reliance on digital communications - in turn meaning that cyber-security has become increasingly crucial. Have you had any incidents and could they have been avoided? Have you been under or over-provided in cyber-security support? Do you feel that your cyber-providers have managed your systems well? What has worked well and what hasn't?

Comments:



Policies, Procedures, Plans (PPP)

Not many organisations accurately forecasted this pandemic to the extent of having robust policies, procedures and plans. What have you since implemented? Are those PPP captured or are they still informal? What thinking, leading to PPP, can you be doing to be better prepared? Have you planned for coming out of lockdown - and possibly going into a second lockdown? What has worked and what hasn't?

Comments:

Training

Training can be collective or individual development. What training do you wish you had completed? What will you programme now as a priority? Are you set up for online training? Do you have preferred providers? If you go into lockdown again, what is your training programme? What has worked and what hasn't?

Comments:

Equipment

It is quite possible that organisations might have to go into lockdown again in the future. What equipment did you wish you had for this lockdown? Are there equipment investments you can make for the future? Can you repurpose existing equipment? What has worked and what hasn't?

Comments:



Infrastructure

The Covid-19 lockdown has accelerated the move to working from home for many organisations. For others it has meant a fundamental review of infrastructure to allow for social distancing. What infrastructure lessons can you identify? Are you locked into long-term leases, can they be adjusted? What do you envisage your infrastructure needs will be in future? Does your IT infrastructure support the styles of working you have or may have to adopt? Were software licenses able to be transferred to other computers? What has worked and what hasn't?

Comments:

Information

Moving your data, as well as securing it, is a priority for many businesses. The paper files and reference books on the shelf in the office are not so useful to home workers. Have you been able to share information remotely? Have you had the information you need in a form that was useful? Have you found new sources of information - did you share them across the business? Do you know enough about new supply chains, new markets? What has worked and what hasn't?

Comments:

Organisation

With the workforce observing social distancing or working from home, it might be that previously reliable organisational structures have not been so effective. What changes have you made to how you organise? Are your systems set up to accommodate these changes? Will your organisation change back? Can you imagine one lockdown organisational structure and a different one out of lockdown? What has worked and what hasn't?



Comments:

Logistics

The Covid-19 lockdown has had widespread impact on logistics. How have you mitigated those impacts in your organisation? What will you do differently next time? Are their supplies that you need to stockpile? Has your supply chain worked, is it robust and do you need to diversify? What has worked and what hasn't?

Comments:

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