

The Next “New Normal”

Business as Unusual

**May 2020**

In the face of uncertainty:-

## Leaders need to think and act across 5 horizons

## McKinsey's Covid Model

1

### Resolve

Address the immediate challenges that COVID-19 represents to the institution's workforce, customers, technology, and business partners

2

### Resilience

Address near-term cash management challenges, and broader resiliency issues during virus-related shutdowns and economic knock-on effects

3

### Return

Create a detailed plan to return the business back to scale quickly, as the virus evolves and knock on effects become clearer

4

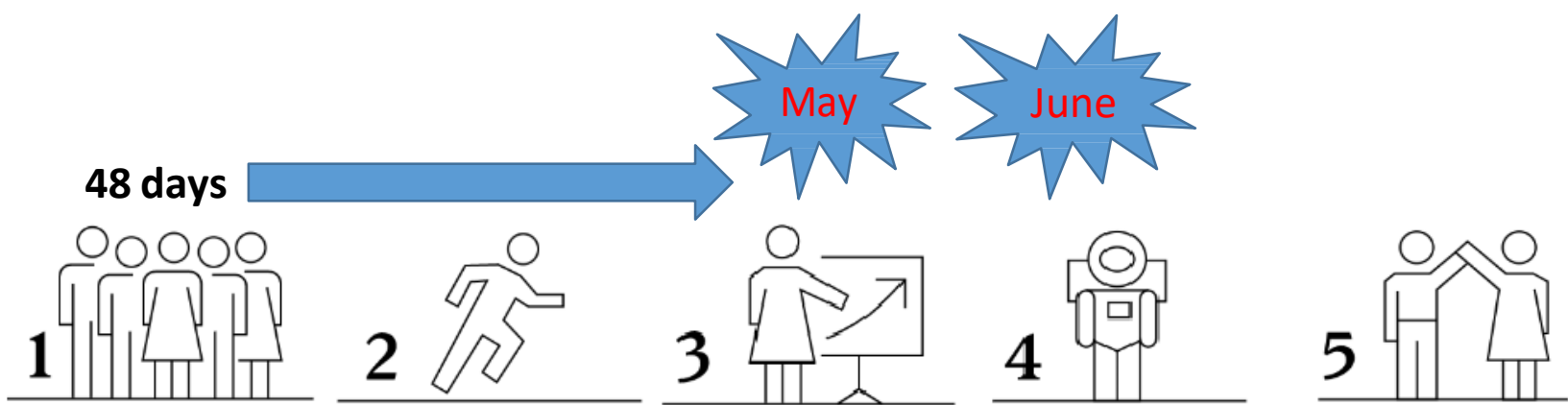
### Reimagination

Re-imagine the "next normal"—what a discontinuous shift looks like, and implications for how the institution should reinvent

5

### Reform

Be clear about how the regulatory and competitive environment in your industry may shift



**Resolve**

Address the immediate challenges that COVID-19 represents to whole workforce, patients, carers, donors, technology and NHS Social Care partners

**Priorities**

Our people

**Resilience**

Address cash flow management challenges and resilience issues during virus-related shut down of shops and fundraising events and economic knock-on impact

**Priorities**

Our People  
Cashflow  
Defending revenue decline  
Cost saving  
Adapting clinical services

**Return**

Create detailed plan to return business to scale in the New “Business as Unusual” as COVID-19 situation evolves and knock-on effects become clearer

**Priorities**

Our People  
Phased re-entry  
Marketing plans  
Customer behaviours  
Restriction compliance  
Robust SOPs  
Supporting phase 2 NHS

**Reimagination**

Reimagine the next normal: what the shift looks like and implications for how as a Charity we should reinvent ourselves

**Priorities**

Our People  
Our Values  
Articles  
Best practice  
Sustainability

**Reform**

Be clear about how regulatory and competitive environments may shift

**Priorities**

Our People  
Watch  
Listen  
Adapt,  
Conform

**Source: McKinsey & Company (adapted)**

" We have a long way to go " sighed the boy.  
" Yes but look how far we have come " said the horse.



### **First Phase was an emergency**

1. Fast paced
2. Production of guidelines
3. Powered by adrenaline and the images from Italy.

By necessity it had to be quick.

### **The second transition MUST BE SLOW**

Otherwise

1. We and our key people will burn out
2. We will make wrong choices as we don't know what we don't and cannot know
3. We will lose vital staff confidence just as they get used to the emergency measures;
4. They will rebel and get stressed if we do anything other than shape things compassionately and collaboratively.

Who do I want to be during COVID-19?

**FEAR ZONE**

**LEARNING ZONE**

**GROWTH ZONE**

I "think" of the others and see how to help them

I make my talents available to those who need them

I start to give up what I can't control

I stop compulsively consuming what hurts me, from food to news

I live in the present and focus on "the future"

I grab food, toilet paper and medications that I don't need

I spread emotions related to fear and anger

**I identify my emotions**

I am empathetic with myself and with others

I complain frequently

**I become aware of the situation and think how to act**

I thank and appreciate others

I forward all messages I receive

**I evaluate information before spreading something false**

I keep a happy emotional state and spread hope

I get mad easily

**I recognize- that we are all trying to do our best**

I look for a way to adapt to new changes

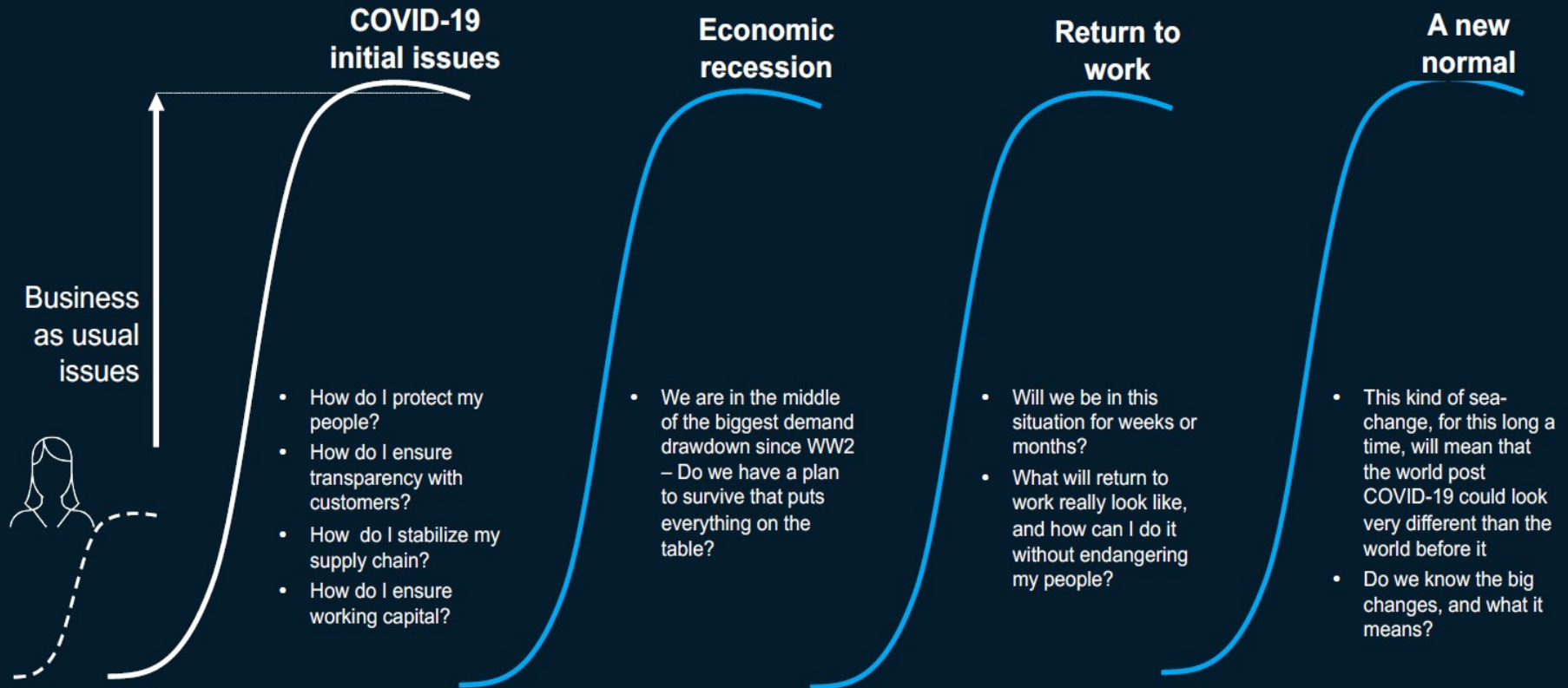
I practice quietude, patience, relationships and creativity

4

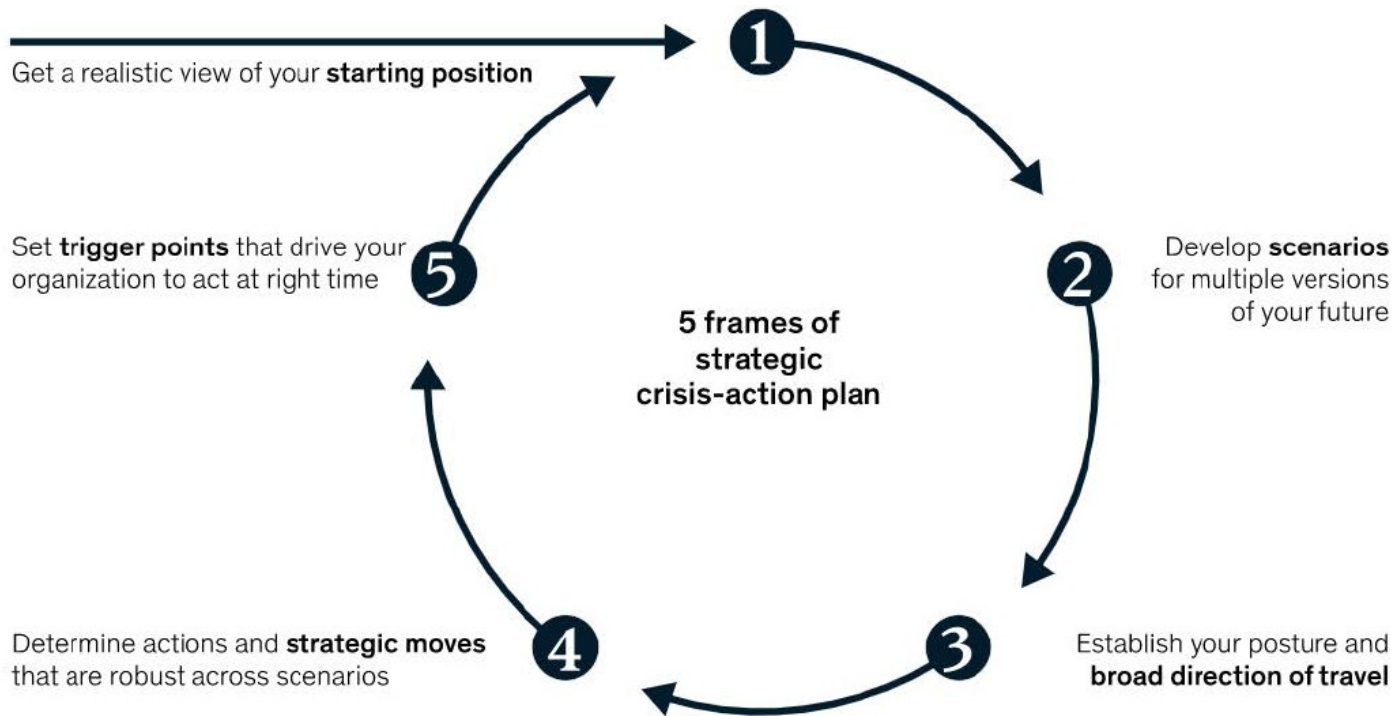


## Reimagination: Mckinsey warning!

...but there is a tsunami of ever-more-complex issues that lie ahead



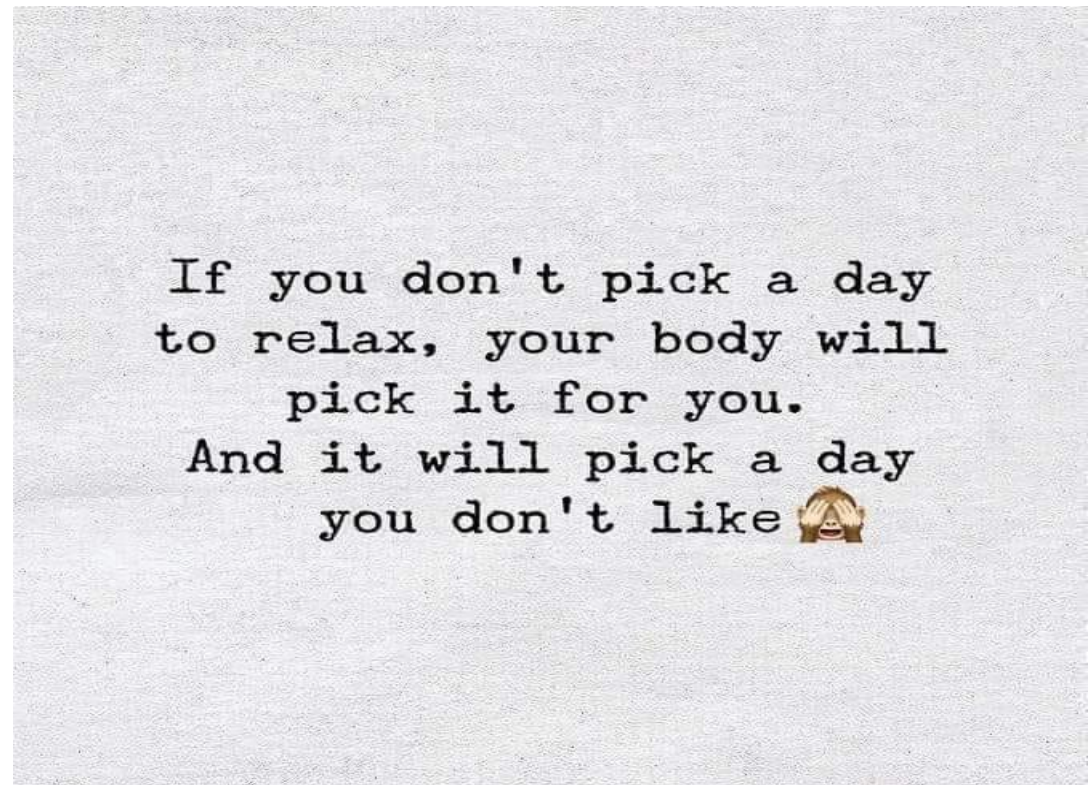
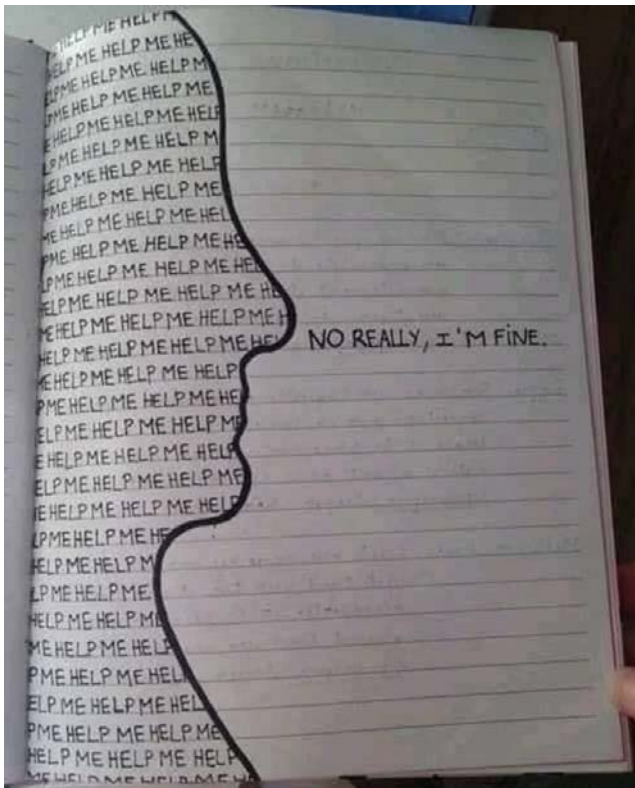
# Reimagination: Deloitte says it's time to reimagine everything!





## But most importantly...

Be honest about how the effect makes you feel, be honest about the effect this is having on your staff, on your volunteers, on everyone's mental health.





# A Strong Vision

- Organisational change
- Innovation
- Engagement
- Increasing / building confidence
- Leadership and vision led by the Board and SMT
- **Re-start the Strategy**

