

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

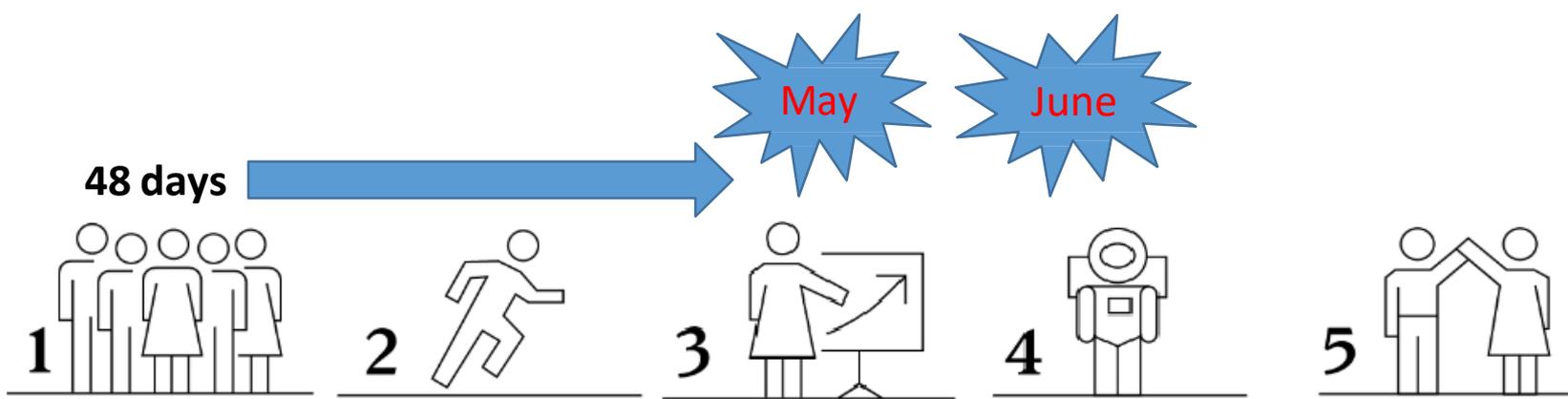
Reimagination

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

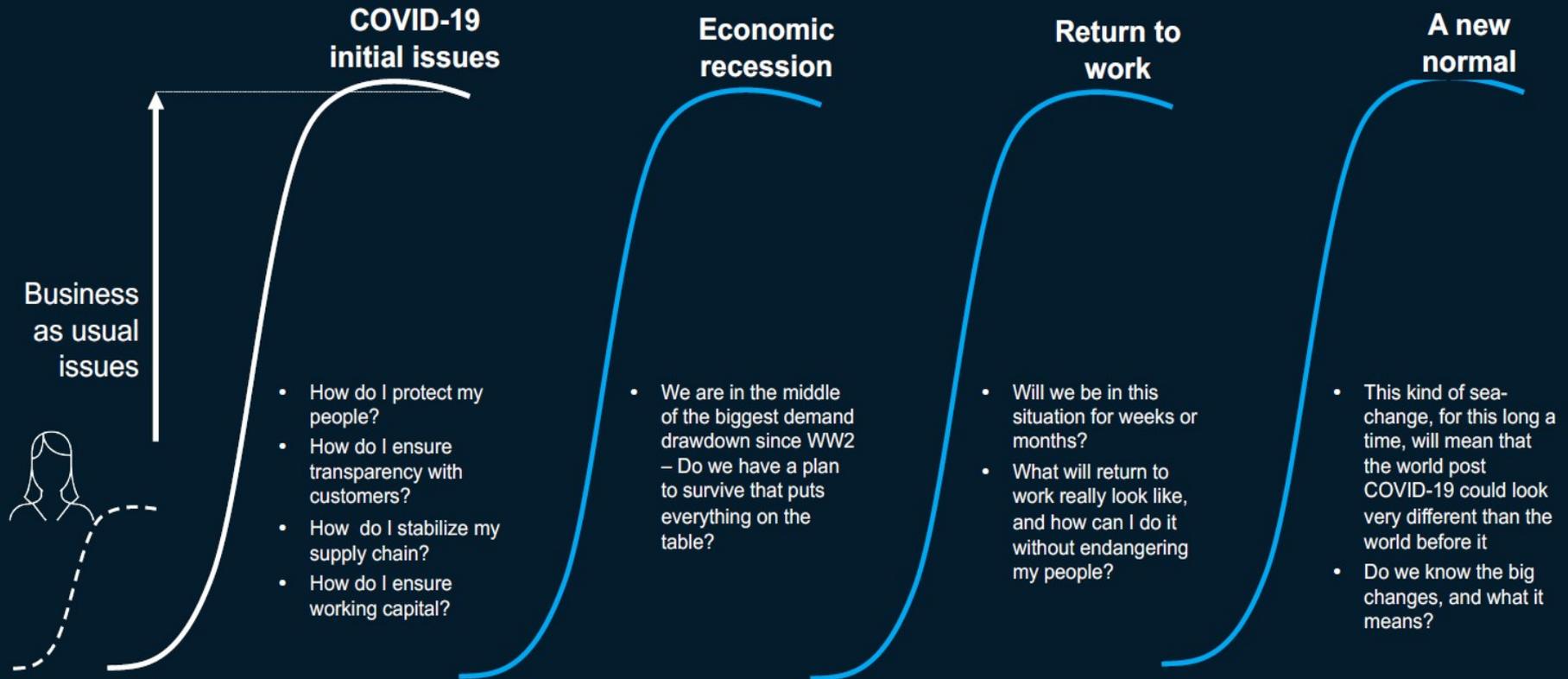
I look for a way to adapt to new changes

I practice quietude, patience, relationships and creativity

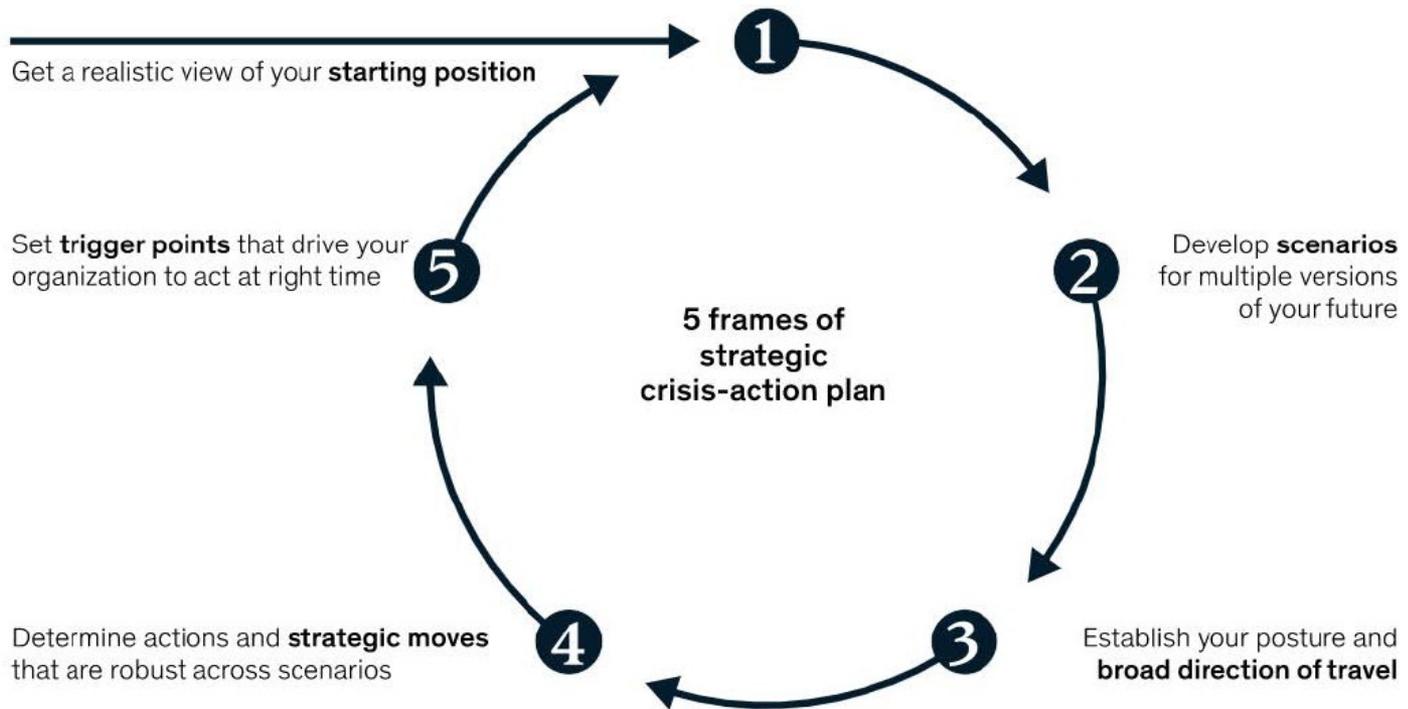


Reimagination: McKinsey warning!

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

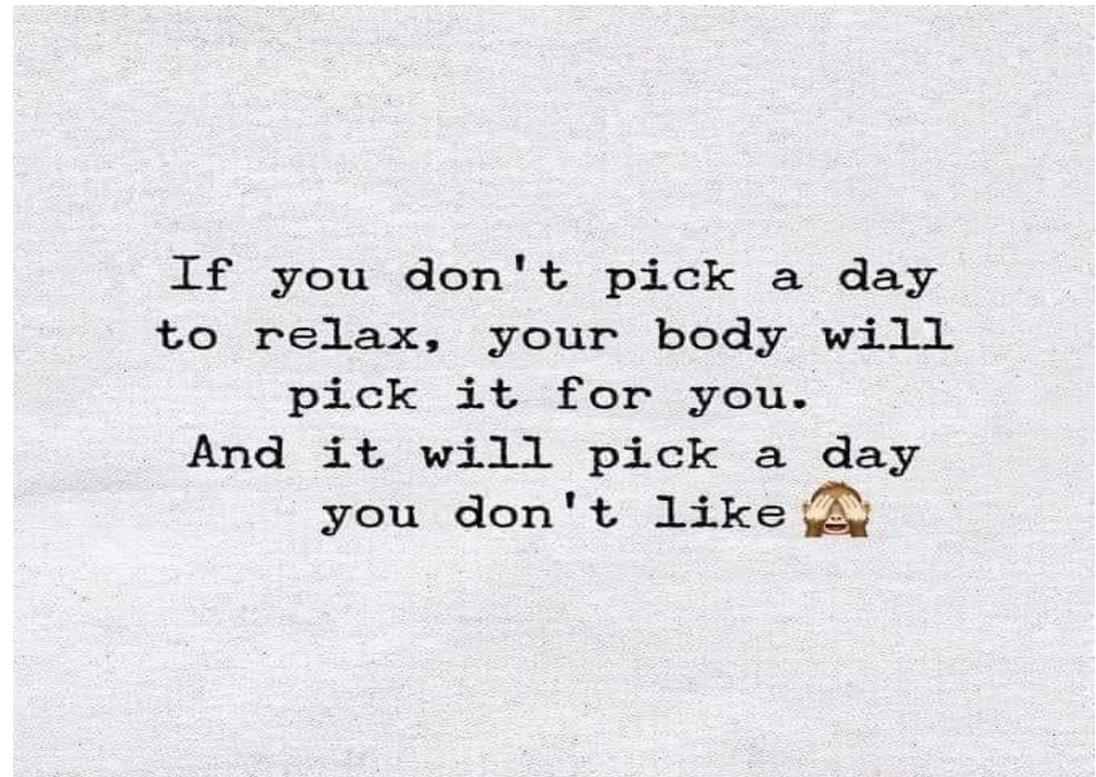
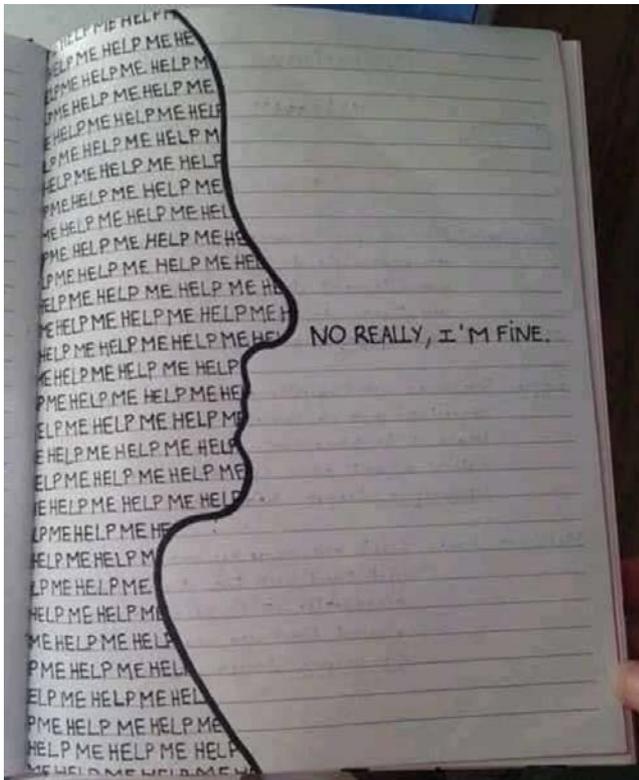


Reimagination: Deloitte's say its time to reimagine everything!



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**

