

'Disruption Resumption'

Getting ready now for the return to a
(new) Business as Usual environment

Planning now for a return to 'normality'



The Context

While organisations are currently working hard to address the issues confronting them, we suggest that it shouldn't be too long before they also start forming up a plan to return to whatever the 'business as usual' (BAU) model will be when they are able

- For many organisations, the thought of conducting business within the current environment for any extended period of time is daunting and full of challenges and risks.
- At some point, the current limitations and changes will be wound back, and the opportunity will present itself to 'get back to normal'.
- But what should that be? Is it a carbon copy of the business arrangements that applied in February, or is it something else?
- We believe that organisations need to begin planning now for resumption – and consider this with an open mind to taking full advantage of good ideas and worthwhile changes that have been applied to their business operations as a result of the recent circumstances.
- In order to do this, they need to set up a process and program of work to ensure that they are able to move into a (new) BAU model when they can or when they want to – which potentially might be two different points in time.

What are some of the likely issues associated with trying to plan now for the future BAU model?

The following are some suggestions of **likely risks** we see as potentially being in play in relation to planning now for the post Corona virus business environment

- Early successes and failures aren't efficiently and effectively recognized and captured. As a result, valuable intelligence that could be used to inform the future BAU model is lost (in full or in part)
- Nobody is assigned ultimate responsibility now for the future BAU plan development and implementation process – and so no one is accountable and responsible for setting up and leading a process until its potentially too late – and the default position of 'as we were' is automatically adopted.
- Expectations, processes and communication within the organisation aren't managed to encourage feedback on what is working and what isn't and how it could be improved – including that the return to BAU might not necessarily look just like the BAU model in February.
- Executive leadership teams aren't encouraged (or expected) to spend a part of their time thinking about what the new BAU should look like including how and when it will be implemented.

What are some of the likely issues associated with trying to plan now for the future BAU model?

The following are some suggestions of **likely opportunities and benefits** we see as potentially being in play in relation to planning now for the post Corona virus business environment

Demonstrate future focused leadership

- Set up a BAU resumption team early – with a clear and accountable leader and a good cross-section of employees who know how the current business model works (especially what hasn't worked – *these people may have been some of the most ardent critics of elements of the BAU model in the past*).
- Build in regular time for this work – away from the day to day realities of work as it is during this period.

Building and sustaining meaningful employee engagement

- Invite your employees into the future planning process.
- The messaging from the organisation that you are doing this type of work needs to be understood early to assist with the building and sustaining of positive morale and a future focused, time limited expectation in terms of the 'finiteness' of the interim business model in place while the broader environmental issues are resolved.

What are some of the likely issues associated with trying to plan now for the future BAU model?

The following are some suggestions of **likely opportunities and benefits** we see as potentially being in play in relation to planning now for the post Corona virus business environment

Setting up intelligence to inform current and future business planning and decisions

- Whether its focus is on procurement, property, facilities, IT, workforce planning or a range of other standard business operational issues and associated decisions, the work around the development of a business resumption plan will minimize the risk of decisions being taken that don't support or align with how the future operations will work.

What are the key concepts for planning and implementing a future BAU model?

The following are some **practical suggestions in relation to getting started** with this future planning process

Commit

- Agree that there will be a working group created and that it will be resourced in terms of time and support to stay focused while the current arrangements that it will be replacing happen around it. Give it a clear mandate.

Pick the right leader

- A great communicator, respected within the organisation, comfortable with ambiguity and problem solving, able to link strategy with implementation.

Collect the right people

- As the group must have a great understanding of the key 'end to end' business processes and services provided, and broad and deep insights into employee, client and stakeholder perspectives and expectations.

Commence work quickly

- Just set the arrangements up and get started with scoping and planning. There are no right or wrong answers early in the process. Missed opportunities and information due to delayed intelligence gathering and analysis is probably worse than not getting the start up processes exactly right.

What are the key concepts for planning and implementing a future BAU model?

Keep the process open minded

- Engage with ideas and risk. Don't be constantly tempted to reincarnate and draw comparisons back to the known, existing, familiar practices.

Consult and communicate regularly

- Ensure that the employees know what's happening on regular basis – in many ways the work on disruption and resumption should provide the constant future focus that might be generally lacking inside and outside of work at this time.

Finalise a plan as soon as practicable

- When the 'all clear' for partial or full resumption is given, the organisation needs to be ready to implement their plan.

If you would like to discuss any aspect of the ideas and issues raised, please contact one of the team.

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