

12 point crisis management plan: Transition to the 'new normal' Checklist



At LACE we are passionate about ensuring the success of HR teams as they continue to navigate through this crisis. Given the scale of the people impacts, HR needs to take a lead in planning the transition to the 'new normal'. This means ensuring businesses have a structured and aligned approach to the recovery. In response to this we have created a '12 point crisis management model' for HR teams.

1. Reaction activities



2. Surviving activities



3. Thriving activities



In the model above we have identified the transition steps as 'thriving activities' - steps 10 to 12. This document sets out a checklist of questions you can ask yourself as you plan for the recovery. You can find out more about the 'reaction' and 'surviving' activities on our website - links listed overleaf.

Step 10: Transition to the 'new normal'

- Act now**
It might not feel like you have the capacity, but now is the time for HR to start planning for the transition. Are you on the front foot as we all prepare for a different working environment?
- Build a phased approach to returning to work**
Whilst the nature of how the lockdown will ease is not yet known, we are clear on one thing: returning to work will be phased and it will cause significant challenges. How are you maintaining social distancing in the workplace? Have you decided the order by which employees will return back from furlough? What is your plan?
- Define your communications plan**
People will need clear and frequent communication and a robust channel for questions. It will be important to be completely transparent on who is returning to work and when, together with clear principles to explain why. Do you have your communication plan and principles in place?
- Build agile engagement channels**
During transition you may have a mixed workforce in terms of working from home, office-based and furloughed employees. Is your people management, communications and engagement approach agile enough to respond to their differing needs?
- Adjust your talent management processes**
Line managers will need clarity on how the cyclical talent processes - such as performance ratings, talent reviews, commission, pay and rewards - may need to change in the short term to accommodate large parts of the workforce working from home or being on furlough leave. Have you thought through the process impacts?
- Prepare for a potential repeat**
Whilst we all hope it won't be the case, there may be another pandemic peak, once lockdown restrictions have eased. Do you have plans in place that build on the lessons learned?



Step 11: Retain the home working muscle

- Make informed decisions**
To make decisions on whether home working works for your business longer term, you will need data from employees, customers and suppliers on what worked for them and what didn't. Do you understand the impact home working has had on productivity and engagement? Are you confident in your data sources and can you utilise them in your strategic planning?
- Assess your infrastructure**
The interim home working arrangements you have put in place during the crisis may not be fit for purpose in the long term. Investigate the hardware and software you could need to maintain the home working capability. When deciding on your future business model, have you taken into account employee wellbeing and engagement requirements as well as productivity and performance?
- Update your flexible working policy**
To support future home working, have you updated your existing policy to reflect your changing ways of working to provide clear guidance to employees and line managers?

Step 12: Learn the lessons

- Use a structured approach**
Set aside enough time for the leadership team to engage and reflect on what successes you had and what can be improved. Define a clear process with documented outputs and actions. As the HR leader, consider facilitating this session yourself, given the scale of the people impacts involved. Have you got your structured approach set up?
- Collect feedback**
Take a systematic approach to collating feedback from the rest of the organisation. Focus on employees and line managers specifically, as well as leadership. Have you considered running virtual focus groups to gain insights?
- Evaluate your HR systems**
Reflect on the effectiveness of your HR systems and data - did you have the data you needed when you needed it? Was reliable information available to help you to make informed decisions on how to manage the people impacts of the crisis?
- Conduct an environmental scan**
Learn from other organisations in your industry - including your competitors - how did they respond to the crisis? What can you learn from them?
- Assess your core leadership capability**
How did your leadership team respond to the crisis? Do they need development support going forward in areas such as resilience and rapid innovation?
- Develop your people management capability**
The crisis has highlighted the critical role of line managers. While the challenges are still fresh in the mind, have you considered investing in developing the people management capability of your line managers to build future resilience?
- Assess your (HR) team's capabilities**
How well is your HR team supporting the business during the crisis? Are there any capability gaps such as change management or organisation design?

If you would like to explore the 12 point model further, please visit our website at www.lacepartners.co.uk/managinguncertainty where we have a dedicated page on crisis management.

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