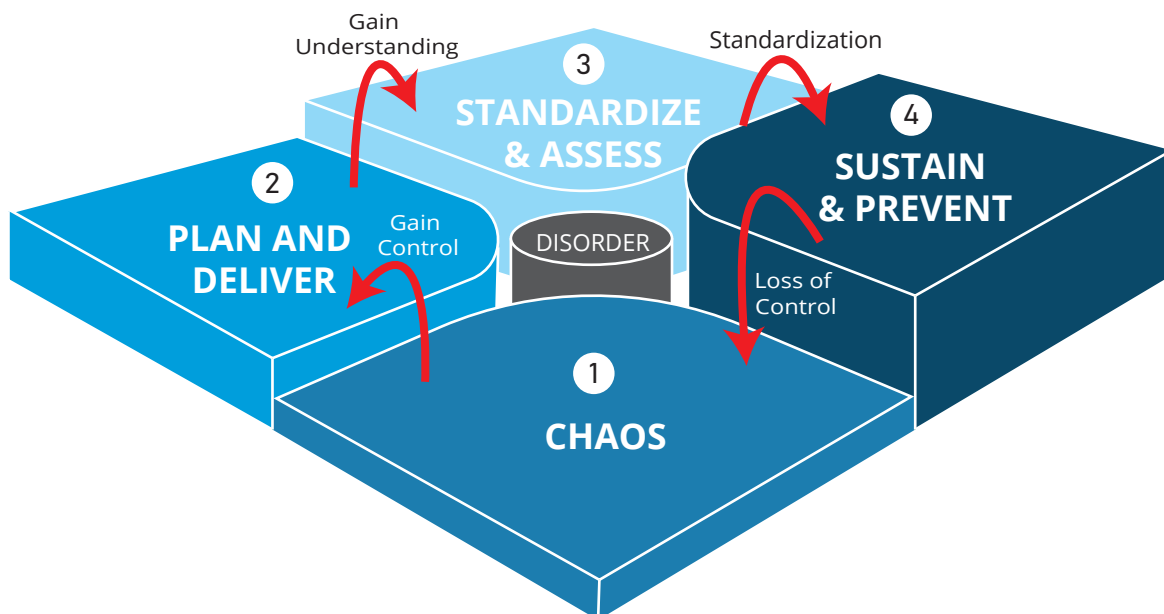


HOW TO NAVIGATE THROUGH CRISIS

The COVID-19 pandemic is clearly unprecedented for all in leadership and management positions today. It further complicates running businesses successfully. Different types of businesses are being impacted in various ways, where some are experiencing economic downturn whereas others are experiencing uncontrolled growth. Some that were 'fragile' before this, may face failure.

Regardless of the impact of this disruption, there are proven principles, approaches and methods that can be taken to create more resilience in your business. To survive the disruption and ensure you thrive on the other side, businesses need to spend sufficient time up front, planning with the right people, and right guidance to build a plan for migration through and past the disruption. Leading through uncertainty requires agility and quick decision making. This document will give you the resources to help move from a state of chaos to stability.



1 CHAOS / GAIN CONTROL

Organizations find themselves in a state of chaos when they have not adequately prepared for the unpredictable and when their systems are not resilient. There is a need for rapid response when it comes to thinking, processes and solutions.

2 PLAN & DELIVER

Decide what you need according to your circumstance (i.e. gaining control, shut-down operations, re-position, re-purpose or re-engineer operations)

3 STANDARDIZE AND ASSESS

Have a vision for what 'Best Practice' looks like and rapidly 'sprint' towards improved process capability with that vision in mind. Stabilize and standardize to go from good to great as rapidly as possible.

4 SUSTAIN & PREVENT

Gaining control means capitalizing on opportunities and mitigating risks and threats. For opportunities, this means seizing a larger share of the market. For threats, this means mitigating the risks and minimizing the losses. *(Note: avoid loss of control to prevent returning to a state of chaos)*

QUESTIONS TO CONSIDER DURING AN ECONOMIC DOWNTURN

	CHALLENGE	SOLUTION	METHODS/ TOOLS
GAIN CONTROL	1 How do I sustain morale and motivation with employees, customers and vendors during uncertain times?	Leadership Models	<ul style="list-style-type: none"> • Communications Plan • Situational Awareness • Crisis Leadership • Decision Making Under Stress • Change Management
	2 Where do I start with my strategy?	Scenario Planning	<ul style="list-style-type: none"> • Stress Testing
PLAN & DELIVER	3 Will I start losing money?	Right Sizing/ Right Costing	<ul style="list-style-type: none"> • Financial Modeling • Cash Management • Dynamic Organizational Right Sizing
	4 Will I be able to pay my bills?	Cost Containment	<ul style="list-style-type: none"> • Working Capital Assessment
	5 How big is this problem? Now what do I do?	Business Impact Analysis	<ul style="list-style-type: none"> • Internal / External Business Assessment • Establish and Prioritize Key Services • Resource Dependency Analysis • Develop Management Plan • Assess Business Continuity Plan
	6 How do I keep essential operations running?	Business Continuity Management	<ul style="list-style-type: none"> • Business Contingency Planning • Service Level Management • Business Recovery Planning • Security Assessment
STANDARDIZE & ASSESS	7 What about my supply?	Supply Chain Risk Assessment	<ul style="list-style-type: none"> • Supply Chain Value Map • Key Supplier and Demand Assessment • Supply Chain Simulation • Perform Risk Scenario Assessments
	8 Do I have capacity to handle the 'bull-whip'?	Operational Readiness	<ul style="list-style-type: none"> • Scenario Management • Alignment and Accountability Plan • Operational Due Diligence
	9 Are my IT systems going to work?	IT Service Continuity & Readiness	<ul style="list-style-type: none"> • Agility Assessment • Disaster Recovery • Roles and Responsibility Planning • Availability Assessment
SUSTAIN & PREVENT	10 How do I plan for the future and the "new normal" in the aftermath of this crisis?	Reflective Business Model	<ul style="list-style-type: none"> • Business Resilience Strategy • Transition Planning • Self-Monitoring Performance for Future Decision Making

QUESTIONS TO CONSIDER DURING UNCONTROLLED GROWTH

	CHALLENGE	SOLUTION	METHODS/ TOOLS
GAIN CONTROL	1 How do I sustain morale and motivation with employees, customers and vendors during stressful times	Leadership Models	<ul style="list-style-type: none"> • Communications Plan • Situational Awareness • Anxiety Management • Mission, Vision, Values • Change Management
	2 Where do I start with my strategy?	Scenario Planning	<ul style="list-style-type: none"> • Long Term Business Planning • Roles and Responsibilities Alignment
PLAN & DELIVER	3 How do I capture market share?	Positive Scaling/ Recalibrating	<ul style="list-style-type: none"> • Financial Growth Modeling • Cash Management • Growth Plan Governance
	4 How do I get more capital?	Growth financing	<ul style="list-style-type: none"> • Debt, Equity, Hybrid Finance Planning
	5 How big is the potential? Now what do I do?	Business Impact Analysis	<ul style="list-style-type: none"> • Internal / External Business Assessment • Establish and Prioritize Key Services • Resource Dependency Analysis • Develop Management Plan • Assess Business Continuity Plan
	6 How do I keep running on peak and then handle the downside of the peak?	Business Continuity Management	<ul style="list-style-type: none"> • Business Contingency Planning • Service Level Management • Business Recovery Planning • Security Assessment
STANDARDIZE & ASSESS	7 What about my supply?	Supply Chain Risk Assessment	<ul style="list-style-type: none"> • Supply Chain Value Map • Key Supplier and Demand Assessment • Supply Chain Simulation • Perform Risk Scenario Assessments
	8 Do I have operational capacity?	Operational Readiness	<ul style="list-style-type: none"> • Alignment and Accountability • HR Readiness • Labour Source Alignment
	9 Are my IT systems going to handle the load?	IT Service Continuity & Readiness	<ul style="list-style-type: none"> • Agility Assessment • Disaster Recovery • Availability Assessment
SUSTAIN & PREVENT	10 How do I plan for the future and the “new normal” in the aftermath of this crisis?	Reflective Business Model	<ul style="list-style-type: none"> • Business Resilience Strategy • Transition Planning • Self-Monitoring Performance for Future Decision Making

HOW CAN WE HELP?

The Poirier Group (TPG) is a Toronto-based boutique management consulting firm focused on the integration of people, strategy, process and technology to achieve performance excellence, even in times of trouble.

Our core resources and operational leaders are hybrid specialists, applying advanced skills, while focusing on people, measurement and technology to ensure sustainability. Drawing from some of the best minds in business today, we apply cross functional principles to reduce cost, drive a culture of trust, and re-align your organization to function at your best.

During these uncertain times, we are here to help. Many companies have had to overhaul their business plan during these challenging times. We can rapidly deploy short-term strategic solutions and interim leadership to create stability during the storm and establish a vision for the future and recovery plan after the crisis has settled.



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