REOPENING, REINVENTING, REIMAGINING

WHAT SHALL WE DO NEXT?

INTRODUCTION

This document intends to provide further support to organizations that are in the process of re-opening and are being overwhelmed by the countless aspects that need to be managed / addressed to ensure operations resume and employee safety is assured.

All the information provided is based on my personal experience while supporting clients in the process of re-opening and going through the challenges and opportunities that this process presents to the organizations.

SO WE HAVE RE-OPENED. WHAT HAS CHANGED?

WHO IS RESPONSIBLE FOR WHAT?

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The organization may or may not have individuals responsible for a variety of functions that have become now more than ever essential in our ability to manage many operational and people matters, like **internal and external communications, IT, Health and Safety, HR** and many more.

The first thing that leaders should do, is to **define clear accountabilities for individuals** in order to ensure that things that are **essential to the successful re-opening are addressed and get done**, instead of having employees being unclear about what is their responsibility and what is someone else's responsibility. This will also ensure that nothing is ignored or not done adequately in order to safe guard the health and wellbeing of employees and the organization's ability to operate in the new normal.

If as an organization you don't have specific functions, don't agonize over the formality of creating a function, defining the scope of work, going through the process of hiring someone to perform the role. At this moment, there is no time to do this. If you have chosen to re-open, you need to identify **the most suitable group of individuals who can temporarily take over the relevant responsibilities and accountability** to perform specific activities. At the same time, go through the recruitment process. But don't wait until the most suitable candidate joins. By then, it may be too late.

WHO IS RESPONSIBLE FOR WHAT?

Work with your leadership team to answer the following questions:

- Who is responsible for **looking at the organization's business plan** to ascertain if anything needs to be revised so that the organization remains on course to achieve desired outcomes?
- Who is responsible for **outlining a business continuity plan** to identify what needs to change in order for the organization to thrive in these challenging environment?
- Who is responsible for **reviewing and recommending changes to the office / operations layout** to ensure we comply with social distancing guidelines?
- Who is responsible for **drafting clear and concise communication materials** to inform employees about changes?
- Who is responsible for working out **rosters / Team A / Team B groups**, so that we know who is coming to the office and when?
- Who is responsible for **managing the tools / resources** required so that employees can work from home?
- Who is responsible for **taking employees' temperature or any other action** that is required to ensure anyone who comes to the office is in adequate health conditions?
- Who is responsible for **developing and communicating the revised ways of working** to all employees?
- Who is responsible to **manage the cleaning team** that will ensure the offices / working spaces are regularly cleaned?

OUR BUSINESS PLAN NEEDS TO CHANGE

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For most organizations, the current situation implies that there is an urgent need to re-look at their business model and their business plan to ascertain what adjustments need to be taken in order to be able to operate and re-align revenue targets, expenses and expected profits / losses.

Working with the leadership team, outline a **business continuity plan**. Consider the following:
- Which are your **priorities** and how have they been impacted by the situation.
- Ascertain how the impact on your priorities will have a direct **effect on your financial position**.
- Define the **outcomes** that you need to achieve in moving forward.
- Identify what **project / initiatives can be maintained** with moderate changes, and which ones **need to be change considerably** or even discarded for the time being. All must align to the newly revised outcomes that should be achieved.
- Review **the KPIs** and determine if they need to be adjusted up or down.
- Identify **new KPIs** that need to be introduced.
- Identify **new potential opportunities** that the situation has created for your business.
- Identify **new / additional challenges and threats** that the situation has created for your business.
- Identify **new / additional resources** that you may need in order to achieve your objectives.
- Identify **redundancies in resources / tools / people / processes** and how will you manage them.
- Review **your SOPs** and discuss necessary changes.
- Ascertain how you can **strengthen common objectives / KPIs** for teams.

WORK PLACE CHANGES

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Allowing employees to come back to the office requires that organizations have a well organized plan and clear guidelines around what has changed and how things will need to be in moving forward.

A few issues will be highlighted below and alternatives provided for consideration.

ISSUE	OPTIONS
Workstations are too close to each other, thus no ability to observe social distancing.	1. Consider making enhancements to the workstations like placing translucent shields in between to block people from being in close contact with each other. 2. Split people into teams, and create a roster so that the number of people in the office is reduced on a daily basis. 3. Review the possibility of re-designing the office layout to ensure adequate distancing between workstations.

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ISSUE	OPTIONS
Very small or limited meeting / eating space available	1. Device guidelines that should clearly indicate the following: • Number of people that can be allowed to attend meetings / be together in each enclosed space. • If more than the maximum number of people allowed to come into the room are needed for meetings / briefings, what options are available (i.e. others attend remotely, multiple sessions are conducted) • How will the room / space be cleaned after each meeting / gathering ends.

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ISSUE	OPTIONS
How do we manage a more intense cleaning schedule of surfaces and working areas?	1. Have the cleaners undertake the cleaning of common areas, door nobs, stair railings, desks on a more frequent schedule. 2. Provide employees with cleaning materials so that they undertake the cleaning of their own work space on a regular basis. 3. Determine how many cleaning items you require and buy in bulk to benefit from economies of scale.

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ISSUE	OPTIONS
How do we manage external deliveries into the office?	1. Decide if personal deliveries will be allowed, and communicate your decision. 2. If you will allow personal deliveries into the office, device a process to ensure in-coming packages are cleaned and collected by their owner at the entrance of the premises to avoid packages being left unattended.

WORK CHANGES

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Having employees back at work will depend on your ability to keep them safe while being productive. Some employees work in the office, some work in the field, some work in a production line. The permutations are plentiful. So what options are available around managing the work so that employees can remain safe and productive?

ISSUE	OPTIONS
Can my employees produce the expected output working remotely?	1. Yes, absolutely. Then consider putting in place a permanent WFH routine. 2. Yes, with some changes to the processes. Then identify what needs to be changed, discuss, agree, make the changes and introduce a WFH routine. 3. No, they need to be onsite. Then you need to focus on ensuring that the work processes and premises are re-designed to suit them and allow them to perform their roles safely.

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ISSUE	OPTIONS
My employees job involves meeting people. The current circumstances have made it almost impossible for them to perform their roles in the way they used to.	1. Can you introduce technological changes that will enable your employees to reach your stakeholders remotely? 2. Are there safe ways in which your employees can meet people. If yes, what changes are required to ensure the safety of employees and stakeholders. 3. Are there opportunities to reinvent how employees reach stakeholders that may not require technological changes?

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ISSUE	OPTIONS
Some supporting roles (i.e. IT, Corporate Communications) have become crucial to the organization's ability to achieve its business objectives. We don't have the right capability inhouse.	1. Can you ramp up the knowledge / skills of the current team members so they cope with the new demands? 2. Do you need to look for additional resources somewhere else in the organization, so that additional support is given? 3. Is there a need to hire from outside? 4. Can you hire temporary staff / contractors to supplement your internal capability?

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ISSUE	OPTIONS
How can I be sure that employees on a WFH routine deliver what is expected of them?	1. Have their supervisor / manager discuss what is expected and how will work be monitored. 2. Introduce working guidelines that employees can follow so that they create their own routine at home. 3. Introduce work output reporting mechanisms so that teams can share with each other what they are doing and what they have achieved. 4. Ensure that non performers are dealt with so that productivity is not impacted.

WORKFORCE CHANGES

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The fact that organizations were required to scale down their operations significantly during the movement control order means that many processes were not implemented, many work-arounds were created and activities were minimized to ensure that only critical aspects of the business continued without disruption. What did we learn during this process about the resources that are needed?

ISSUE	OPTIONS
It became evident that we have excess resources in some areas and we don't have enough resources in some others.	1. Review your manpower plan and ascertain if there are opportunities to redeploy talent to the critical areas. 2. Open internal movement opportunities to reallocate resources and search for talent in the areas where you need extra expertise. 3. Identify the areas for which you prefer to have external resources coming into the organization.

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ISSUE	OPTIONS
Employees feel disengaged and isolated now that they are working remotely.	1. Communication and interaction is key to the team's ability to deliver optimum results. Ensure that virtual meetings / sessions are scheduled regularly to check in with your employees. 2. Conduct regular "temperature checks" via informal surveys to understand what is going on with employees. This will enable you to take relevant actions to address the identified issues. 3. Remind them of how they contribute towards the organization's success. Ensure the organization's leader addresses them regularly.

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ISSUE	OPTIONS
Some of our employees seem to be unable to adjust to the new way of working. They don't seem to be interested or able to use technology, work from home effectively, produce the required outputs.	1. Having honest performance conversations to discuss with the employee is key. These are challenging times and change may be difficult to accept for some. Understanding what is holding them back is essential in the organization's ability to support employees to regain their confidence and understand what is required from them in the new way of working.

VISUAL GUIDELINES – REFERENCE MATERIAL

NEW NORMAL WORKING GUIDELINES

1 Define the Office days. WFH days. Working Hours

2 Temperature take at entry point. Practice social distancing at all times

3 Wear a face mask if you can't maintain social distancing

4 Clean your workspace and laptop / desktop at least 3 times a day with cleaning tools provided

5 Wash your hands frequently

6 Bring lunch from home, or order takeaway. Eat lunch at your desk if you are eating in. Avoid going to crowded places for lunch if you go out.

7 Personal deliveries will not be accepted at the office for the time being. Only food deliveries will be accepted

8 Annual leave applications can be done as usual. Please comply with MCO regulations and don't go out unnecessarily while on leave.

WORKING FROM HOME GUIDELINES

1 Make a list of what you want to achieve during the day

2 Set a working schedule, including break times

3 Identify a comfortable place where you can do your work

4 Ensure there is enough light in the place you will be doing your work

5 Avoid unnecessary distractions like TV, music, social media

6 Inform your family members of the hours you will be working

7 Ensure your Wi-Fi is operational

8 Ensure you reply to phone calls and emails just as you do in the office

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PLEASE CONTACT US IF YOU REQUIRE SUPPORT IN RE-OPENING YOUR OPERATIONS