

After Action Review – Employees

What actions should be in place:

- A cross-functional leadership team to assess and address the fluid impacts of the pandemic, ranging from workplace and work-from-afar adjustments to health care and financial questions.
- A multi-channel communications platform to collaborate, including video, document sharing and instant messaging.
- A regular cadence of outreach, including business continuity, emails and websites (separate for employees and external stakeholders), new data and policy shifts, etc.
- A contingency system for emergency communications, from “blast texts” to phone chains.
- A feedback system from employees, to evaluate the effectiveness of your business continuity, uncover missed areas, and improve future contingency planning.

How did my organization demonstrate agility when dealing with employees during COVID-19? (Consider how it Anticipated Change, Generated Confidence, Initiated Action, Liberated Thinking and Evaluated Results).

After Action Review -- Customers and Business Partners

What actions should be in place:

- A reset of your “business as usual” communications activities so that customers and others are not receiving out-of-context or tone-deaf messaging.
- Clear information about the cleanliness and health of your facilities and your products, as well as any changes to business practices (locations, hours, delivery expectations, etc.).
- A communications strategy and specific cadence, including outreach from the CEO, other executives and leaders and 1-on-1 engagement with the most valued customers and partners. Don’t underestimate the need for over-communication at this time.
- A multi-channel mechanism for accessing and resolving questions, including consistent social media listening and appropriate response mechanism.
- A program to solicit immediate feedback—on your communications, your activities, your products and services—to inform and improve your efforts.

How did my organization demonstrate agility when dealing with Customers & Business Partners during COVID-19? (Consider how it Anticipated Change, Generated Confidence, Initiated Action, Liberated Thinking and Evaluated Results).

After Action Review -- Operations

What actions should be in place:

- A crisis-management “control tower” that brings together key leaders to ensure a single point of response and companywide messaging.
- Robust digital platforms, optimized for spikes in volume with dependable order management and multi-touchpoint fulfillment, which also employ data to identify hyper-local patterns in demand, to match resources and needs.
- An ongoing system of constant assessment of inventories, supply chains and your upstream ecosystem, paired with an early-warning system that expands to second and third levels of both supply and demand.
- An ongoing exploration of staffing models, leverage of variable workforces that can be crowdsourced, new digital capabilities, and automation/AI opportunities.
- A clear assessment of P&L and balance sheet implications, with a set of defined “tripwires,” and both short- and mid-term plans to address any exposure.

How did my organization demonstrate agility when dealing with our Operations during COVID-19? (Consider how it Anticipated Change, Generated Confidence, Initiated Action, Liberated Thinking and Evaluated Results).

After Action Review -- Community

What actions should be in place:

- An external communications plan to stay ahead and in control of the narrative, including the public, the media, community, government leaders, and fellow business leaders.
- Fortright and transparent sharing of any company information or resources that could assist in containing and/or understanding the disease and its trajectory.
- Consistent support of medical professionals and their recommendations, while weeding out misinformation.
- Efforts to support COVID-19 relief, financially and with goods and services.
- Efforts to support other struggling businesses and organizations, particular by sharing your own expertise.

How did my organization demonstrate agility when dealing with our Community during COVID-19? (Consider how it Anticipated Change, Generated Confidence, Initiated Action, Liberated Thinking and Evaluated Results).