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The essence of resilient leadership: Business recovery from COVID-19

A Guide for Board Members

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**MAKING AN
IMPACT THAT
MATTERS**

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The essence of resilient leadership: Business recovery from COVID-19*

The Board as resilient leaders on the journey through Recovery

3. Trust as a catalyst of recovery

- Understand where “trust” as an exchange of value has either appreciated or depreciated during Respond, and the implications for Recover
- Confirm management is overtly considering the four human dimensions of trust for all major stakeholder groups

RESPOND

1. The mindset shift: from today to tomorrow

Check in with the CxO / senior leadership to confirm how (s)he is leading those mindset shifts within the organization

RECOVER

2. The only certainty is...uncertainty

How has management considered (i) each of the five uncertainties, and the implications on Recover; and (ii) other uncertainties (including “unknown unknowns”) which could impact the business? These are often geographic or sector-specific

4. Anticipate the destination

- Iterate the destination at the end of Recover with senior leadership
- Confirm that the Recover PMO (or equivalent) has been appropriately configured

THRIVE

* Read more about how resilient leaders shift organizational mindsets, navigate uncertainties, and invest in building trust in order to develop a recovery playbook that serves as a solid foundation for the post-COVID future in [The essence of resilient leadership: Business recovery from COVID-19](#)

Questions the Board can probe during *Recovery*

| Key messages from the article | Questions boards can ask management |
|---|--|
| Overall: Resilience is a way of being | <ul style="list-style-type: none"> • What have we learned to incorporate into the business permanently? • What silos were broken down during our initial response and how can we make them permanent? • Where did we find our operating model was unable to handle the crisis? • What other changes to the business model are implied by the crisis? |
| 1. The mindset shift: From today to tomorrow | <ul style="list-style-type: none"> • <i>Situation and Management</i>: Is the tone shifting from crisis management to interim-term program management? • <i>Focus</i>: Has the company pivoted to a market-facing focus? • <i>Planning</i>: Are scenarios being considered and how they are impacting the Recover plan? • <i>Attitude</i>: How are we reinventing the business? What new business models need to emerge? |
| 2. The only certainty is ... uncertainty | <ul style="list-style-type: none"> • What is the impact of the five uncertainties on the Recover plan and future? <ol style="list-style-type: none"> 1. Changing social contract 2. Changing roles and rules of institutions 3. Unpredictable cash resources / capital needs 4. Permanence of customer / consumer behaviors changes 5. Changing expectations for physical, emotional, financial, digital safety |
| 3. Trust as a catalyst of recovery | <ul style="list-style-type: none"> • How has trust been built up (or deteriorated) in the organization during Respond? • Where/how does trust need to be further built to enable the Recover plan? |
| 4. Anticipate the destination | <ul style="list-style-type: none"> • At end of Recover: <ul style="list-style-type: none"> • What does “success” look like? • What is the expected timeframe for “Recover”? • What are the critical factors which would modify the timeline? • What impact will each of the five “uncertainties” have on the destination? • What are the other “unknowns” which could modify the timeline? • How has management answered each of the core strategic questions related to stakeholder outcomes? • Recover PMO team equipped and resourced? Are responsibilities defined? |

For more details, please refer to [*The essence of resilient leadership: Business recovery from COVID-19*](#)

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