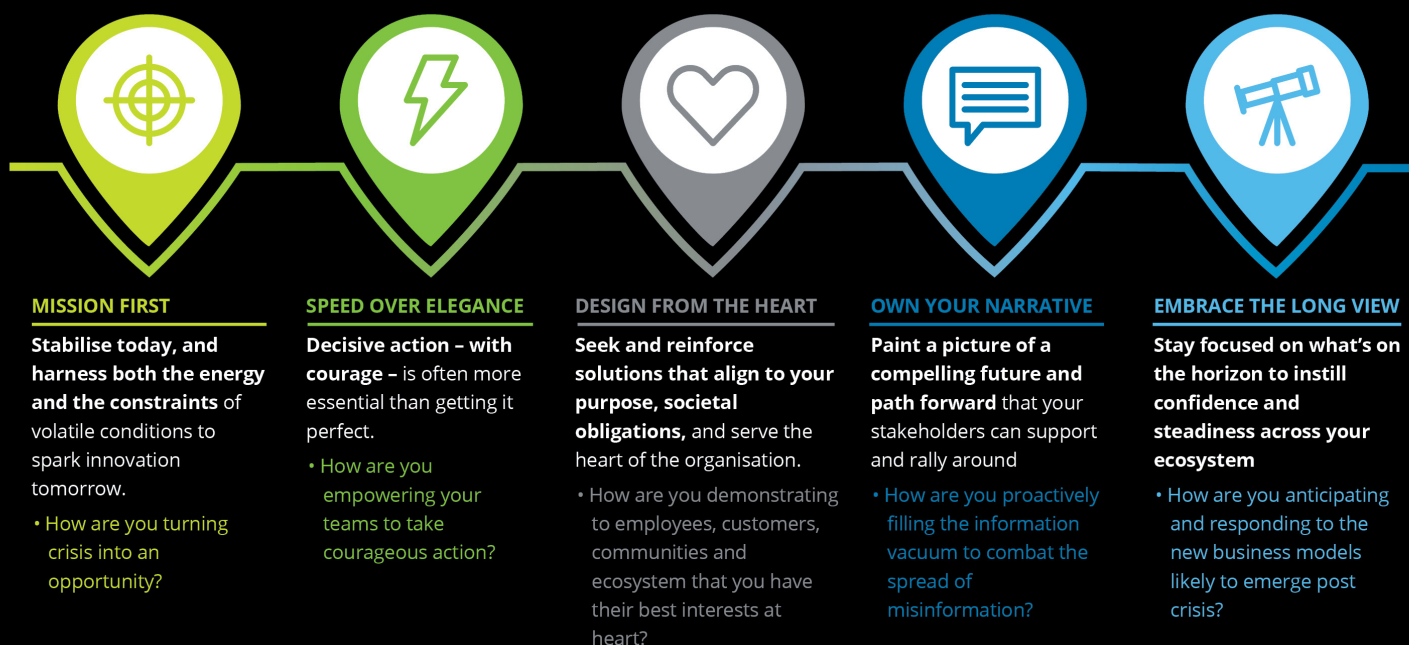


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With the ongoing COVID-19 pandemic, business leaders are concerned about how their companies will be affected and what they have to do next.







We recognise that companies are in different phases of dealing with the outbreak, and that the impacts vary by geography and sector. Here are FIVE fundamental qualities of a leader that distinguish between surviving and thriving amidst crisis:

## Building resilience during a crisis



In a crisis, organisations are faced with a flurry of urgent issues - resilient leaders zero in on the most pressing of these, establishing priority areas that can quickly cascade.

### Key business continuity planning actions

-  Launch and sustain a crisis **command center**
-  Support **talent and strategy**
-  Maintain **business continuity and financing**
-  Shore up the **supply chain**
-  Stay **engaged with customers**
-  Strengthen **digital capabilities**
-  Engage with your **business ecosystem**

For more information



### Critical steps in protecting performance:

1. **Centralising decision-making**, for consistency, speed, and decisiveness
2. **Cataloging the sources of cash the company has available**
3. **Rapidly articulating economic scenarios** - scaling scenarios from mild to moderate to severe
4. **Modeling the projected financial impact** of the scenarios on profitability and liquidity
5. **Defining the non-negotiables** - identifying what's critical to ongoing and future cash flow and should be preserved
6. **Identifying the levers leadership has available** (within the the non-negotiables) to impact financial performance, such as discretionary expense reduction, hiring freezes, or temporary plant closures.
7. **Determining the actions to take now**, and agreeing in advance on the hierarchy of levers to be pulled as the severity of scenarios unfolds.

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