

HOW TO SURVIVE AND THRIVE THROUGH AND BEYOND COVID-19

COLLABORATE AND COORDINATE



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BACKGROUND

The current COVID-19 crisis is posing an unprecedented challenge to all businesses and, while traditional business continuity concepts are useful, many organisations must consider drastic actions to survive and thrive.

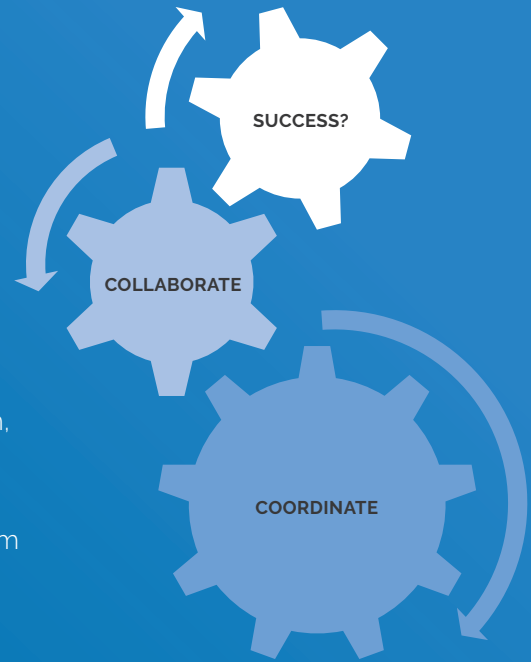
What will be the determining factor in your success?

Could it be Collaboration?

In an environment where change is constant, emotions run high, and required actions almost seem radical; coordination and collaboration across all areas of an organisation is essential.

How is it done well? In this paper we have asked specialists from different corporate disciplines to share COVID-19 response and recovery considerations and solutions from their perspective.

Through this experiment we explore how effective internal collaboration/coordination could work to contribute to the crisis survival strategy.



MEET THE TEAM

Lisa Cameron de Vries,
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Lisa Cameron de Vries has an MSc in Industrial Engineering and nearly two decades of relevant experience in the design, implementation and verification of resilience programs (business continuity, risk, physical and information security, QHSE and emergency management) for organisations based in Europe, Middle East, East Asia and Australia. These organisations were spread across a large variety of industries.

Nine years ago, Lisa moved to Australia where she co-founded Phoenix Resilience. Phoenix Resilience has quickly grown to be the go-to partner for resilience services across the sectors Government, finance, health, education, utilities, agriculture, non-for-profit, aged care and information technology.

Since the start of this year Lisa has been assisting Government agencies and commercial organisations with their COVID-19 preparedness, response and recovery. Lisa is a regular guest speaker at national and international conferences and technical meetings.

If you would like to contribute to volume 2 of this paper or you would like to know more about a certain topic, please contact:

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INTRODUCTION

The Australian State of New South Wales has recently realised the need for integration and coordination in crises, with the newly created role of a "Resilience Commissioner". This Commissioner will coordinate efforts of emergency services, Government and other relevant agencies across the stages "Prevention, Preparedness, Response and Recovery" to ensure an optimal result for community members. This will also allow for response to simultaneous disasters, like drought, bush fire and COVID-19.

New South Wales' recognition of the need to coordinate and collaborate is akin to any organisation, which consists of many different disciplines and departments. These should strive towards a common goal (should, but very often don't).

The intent of this paper is to seek insights from a range of subject matter experts from different disciplines to see if there is a common theme or ability to synchronise efforts.

Areas we explore in this paper are Leadership/Strategy, Incident Management, Technology and Communications, Sales, Human Resources, Legal/Compliance and Marketing.

Who would you have in the room from each of these areas if you were managing the response to and recovery from COVID-19?

COLLABORATION

The below example shows how different areas inter-relate in an example Manufacturing business. The blue columns represent the Departments, which are in line with the primary process. On the left are those activities that are there to ensure the primary process is delivered as effective and efficient as possible, while meeting all compliance requirements. As is clear in the model, it all inter-relates. Decisions in one area can affect all the others.

EXAMPLE: Manufacturing business



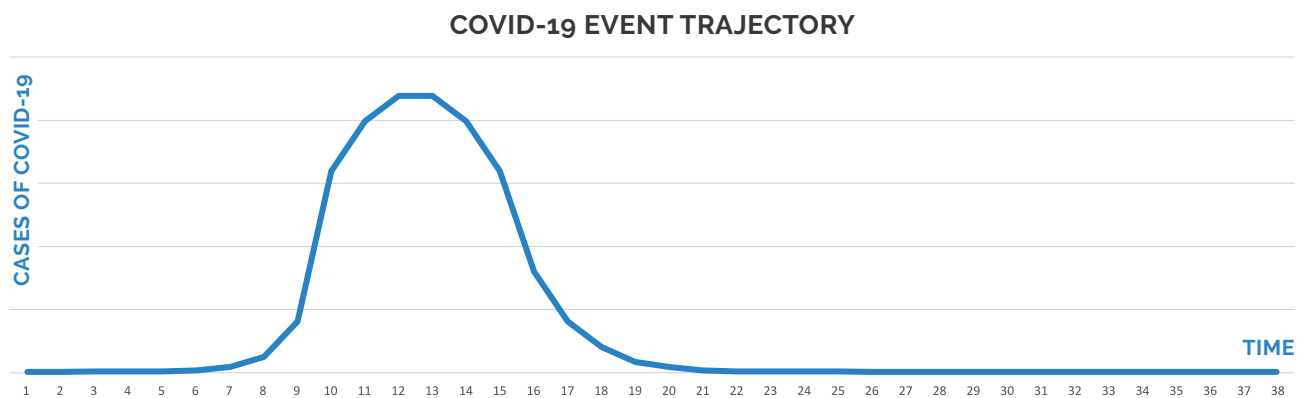
COVID-19 EVENT TRAJECTORY

But first a summary of the COVID-19 pandemic event that we have been facing. Since the start of 2020 we entered the below curve and have had to respond to a rapidly evolving situation with catastrophic consequences in many industries.

To prevent the spread of the virus many Governments have had to make the heartbreaking decision to close certain industries and instruct their citizens to remain in their residences, indirectly affecting many other businesses.

At time of publication of this paper restrictions in Australia are fortunately heading towards relaxation, with resumption of the new 'business-as-usual'. From there we must plan for long term recovery in a challenging economic climate.

The below model shows the challenges and potential response/recovery measures for each of the stages.



PREPAREDNESS	LOCK DOWN WORKAROUNDS	RECOVERY: RESUME BAU	LONG TERM RECOVERY
Challenges <ul style="list-style-type: none"> • Uncertainty of event severity and consequences • Many different information sources, messages and directives Measures <ul style="list-style-type: none"> • Monitoring and intel gathering • Threat reporting and incident action planning • Update, review, develop, test, exercise plans • Training 	Challenges <ul style="list-style-type: none"> • Office/facility/shopfront closures • Staff unavailable/ ineffective • Resource coordination complicated • Supplier, contractor, service provider disruptions • Transport network disrupted • Constantly changing Government directions Measures <ul style="list-style-type: none"> • Develop and regularly update Incident Action Plan • Deploy workarounds – working from home, online services, delivery services • Stakeholder communication (Internal and external) 	Challenges <ul style="list-style-type: none"> • Customers, suppliers, partners, contractors, service providers might have changed • Workforce changes/ complications • Decommissioned equipment/ infrastructure • Reduced cash flow Measures <ul style="list-style-type: none"> • Sanitise all locations and conduct testing • Re-open offices/ facilities • Recommission equipment, infrastructure • Repatriate staff • Recovery Action Plan • Stakeholder communication (Internal and external) 	Challenges <ul style="list-style-type: none"> • Recession • Reduced customer/ consumer spending power • Mental health and financial distress of employees Measures <ul style="list-style-type: none"> • Business development and growth strategy

So, to help you get through this, let us start with evolving your business strategy, with some insights from two subject matter specialists.

STRATEGY



BUSINESS STRATEGY DURING THE TIME OF COVID-19

JUNITA VAN DER COLFF

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Junita van der Colff is Owner and Managing Director of Protean Business Solutions. Through her expertise in Strategic Planning, Business Continuity Management (BCM) and Enterprise Risk Management (ERM), she has been a catalyst for change in organisations globally and across multiple sectors and industries.

Junita is passionate about empowering individuals and organisations to think differently about the way they do business, manage risk and how they respond to their changing environment. Over the past 10 years, Junita has empowered boards, executives and employees at varying levels, to manage risk and build organisational resilience, through the successful implementation of effective and innovative Enterprise Risk Management and Business Continuity Management Programmes.

Junita holds a Bcom Economics, Law degree and a Post Graduate Diploma in Risk Management. She is qualified and certified in both Risk Management and Business Continuity Management. She holds a CRM Prac (Certified Risk Management Practitioner) through The Institute of Risk Management South Africa (IRMSA) and is a Member of the Business Continuity Institute London (MBCI).

As a dynamic speaker and facilitator, Junita has had the opportunity to share her insights on multiple platforms, including the TEDxPretoria stage in 2016, where she discussed her proprietary concept of having a Social License to Operate and is the lead technical advisor for Rapid Global Australia, on Risk Management system software development.

WHERE ARE WE NOW AND WHERE ARE WE HEADED?

Strategy is a long-term plan of action designed to achieve a particular goal or set of objectives and provide direction. When we think about business strategy, we think of the exercise executives carry out every year to determine or review the objectives of an organisation. We use these objectives to measure the performance of business units and individuals through Key Performance Indicators.

One of the key steps in reviewing and setting an organisation's strategy is understanding the context and uncertainty it is faced with.

As Covid-19 unfolds, everyone agrees that 'business as usual' is no more, but we do not yet fully understand the impact and lasting effects of this pandemic. The Asian Development Bank estimates that the global cost of the pandemic could amount to \$2 Trillion or more – and that is just the economic impact. The social cost will be significant and harder to quantify.

For business to respond to the crisis, we need to reassess our business strategies. As Covid-19 changes economies, society, government policies, employee relations and more, business has to change in order to remain relevant. We must take all this uncertainty into consideration when relooking strategy.

If you lead an organisation, you need to understand and work with two critical questions in order to adapt:

WHERE ARE WE NOW?

Understanding the impact of Covid-19 on your business will make it easier to answer the next question, "Where might we be headed?" In assessing the current impact of Covid-19, we should consider and assess the following:

- Human resources
- Operations
- Cashflow and financial sustainability
- The supply chain
- Purchasing
- Information Technology (IT)
- Organisational culture
- Stakeholder expectations
- Customer behaviour
- Communication strategies
- Legal and ethical considerations
- Leadership

WHERE MIGHT WE BE HEADED?

Understanding where we might be headed is a much more difficult question to answer. We need to understand our external operating environment by analysing and assessing the following:

- Economic climate and conditions
- Socio-economic changes and challenges
- Social license to operate expectations
- Geographical changes and challenges
- Global influences
- Healthcare systems
- Industry trends and disruptions
- Government policy changes and new regulations
- Political uncertainty
- Technological advancements

Scenario-planning exercises can assist with this. Scenario planning has proved to be effective in getting to grips with uncertain and disruptive events. During extremely uncertain times, using this method can help you to further review a rapidly changing landscape.

Should we be reassessing our strategies? If so, how?

We would need to reassess and adapt our strategies to respond to the volatile and uncertain conditions we have to contend with, the following actions can be taken:

- When defining your strategy, assess risks and opportunities as part of the process, integrating risk assessments into your strategic objective-setting process.
- Perform more frequent scenario-planning exercises to not only 'stress test' your strategy but also check the completeness of your strategic risk profile.
- Adopt an agile strategy – promote the ongoing adaptation and improvement of evolutionary development.
- Collaborate with all stakeholders to ensure innovative and collaborative solutions.
- Reassess how performance will be measured – consider your contribution to society and employees at this time, and ensure it is not driven by the bottom line only.
- Relook business models and supply chains – assess various business models to support your strategies and reassess the supply chain.

Our response to Covid-19 will require a collective effort. As businesses, we can adapt and change our strategies, but it will take years to recover from the impact of Covid-19. What is most important is for leaders to be compassionate and strong at the same time, changing the strategic focus of the company from profit to purpose. Covid-19 is a game-changer and we need to take a hard look at the direction and purpose of our organisations.

PLAYING TO SURVIVE AND THRIVE!



ABOUT THE AUTHOR

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Ainslie Cunningham is a Corporate Governance Consultant and is a Co-Founder of 3YS Owls. Ainslie is a qualified company secretary and risk manager, a fellow of the Governance Institute of Australia and Institute of Chartered Secretaries and Administrators and is a Member of the Australian Institute of Company Directors and Risk Management Institute of Australasia.

Ainslie has held various corporate governance, company secretarial and risk management roles over the past 17 years with global ASX publicly listed companies predominantly in the financial services, retail and resources sectors. Ainslie also holds a Certified Practising Risk Manager CPRM® Certificate as a CPRA® Certified Practising Risk Associate. Ainslie is an Approved Advisor with the Advisory Board Centre specialising in the key areas of: Corporate Governance; Risk Management; and Company Secretary.

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ABOUT 3YS OWLS

GOVERNANCE CONSULTANTS

3YS Owls are a corporate governance firm and incorporated legal practice with a passionate team of professionals who will work with you to provide all of your governance needs. 3YS Owls specialise in providing a variety of services and solutions across corporate governance, board advisory, strategy, risk and business consulting. Our strategy, risk and business consulting services help organisations align their risk management function to strategy and operational planning, focus on key value drivers and enhance efficiency with a tailored solution that is fit for purpose. Get in touch with the team today to see how we can help you.

Email: info@3ysowls.com.au **Phone:** 1300 3YS OWLS (397 695)

Website: <https://www.3ysowls.com.au>

At present there is no shortage of articles and learning material in relation to how to adapt (and no I refuse to use the buzz word of 2020 "PIVOT") throughout the current COVID-19 pandemic which is suddenly levelling the playing field on a global stage. Currently many of us are playing to survive and thrive. The biggest challenge however is to decipher and assess the content, to know what is most relevant to each of us, where to start, how to apply it and then execute it in the context of business strategy. With the rapid change of legislation and ever-changing government response keeping up is a daily/weekly exercise.

This is quite an unprecedented scenario in the fact that it is causing multifaceted impact and disruption at the same time on such a global scale. It is presenting financial, economic, people, resources, business continuity, supply chain, logistics and other industry specific challenges. Separate from working through this is the issue of what happens when lock-downs stop and we're back to a new normal? Is it too late at that stage to start considering recovery and thrive phases of building a resilient business? Well in short, the answer is yes. Businesses need to be planning for the unexpected and the 'new normal' post coronavirus world.

Planning for survival alone may be enough in the immediate survival phase but to make it through a recovery and thriving phase businesses will need to anticipate outcomes, scenarios and impacts and plan for the future with short, medium and long term goals. When looking forward companies also need to understand the long-term effects for their industry and learn from these times as a way of pre-planning for uncertainty and disruption in the future.

From a strategic perspective, businesses that already have reacted and adapted swiftly; already had a solid digital strategy; are not in a directly affected industry (e.g restaurants, sporting teams); have strong lean processes in place; have been able to isolate their employees and teams quite quickly; and concentrate effort on prioritised projects and/or opportunities, will fare much better than those businesses who fail to react to this disruptive event at all.

I have distilled my thoughts from the avalanche of information and offer 10 key steps spread across three phases that businesses can use to reassess their strategic direction.

PHASE ONE: SURVIVAL MODE

1. Safety and Strong Leadership

How do you want to be remembered during this time?

Reposition your team (employees/staff) quickly in order to prioritise your resources. Are you standing down staff or making redundancies? Will this result in an acceleration of employee entitlements that have not been provisioned? Are you retaining talent? Will this cause a drop in staff morale or have a negative effect on culture? Can your team work from home (if possible) to keep them healthy?

Are you checking in regularly on isolated teams for their mental health and well-being? Do you have an Employee Assistance Program? Remind your staff of free counselling services available which may be needed by staff experiencing mental, emotional, physical or financial distress? Are your team in a vulnerable position?

Ensure daily communication and manage workflow especially being mindful of virtual meeting overload.

Ensure there is strong leadership, listening and communication throughout the organisation with clear lines of accountability. Remember to be mindful and empathetic of how others may be feeling or how your leadership style may make them feel.

2. Business Continuity and Resilience

It is important to remain resilient and that the business continues to operate as normal as possible. Develop and distribute a COVID-19 Plan to ensure the safety of staff, customers and suppliers.

How does this interact with an existing Business Continuity Plan (BCP) or crisis management plan, if you have one? A plan should include; a register of staff, suppliers and customers that are infected; a policy for those infected; sanitisation procedures; crisis communication response plan; and draft communications (in a calm, clear and compassionate tone) that are ready to go if required.

Establish a key incident or crisis management team which should include key members from the Board, executive and management. Document any gaps in existing plans to adjust post crisis.

3. Check in with your customers, suppliers, distributors and investors

Know what your customers need right now. Know if you are able to deliver on the goods and services they expect or want. How are they all going? Are they on top of their accounts? Will they be around for the long term? Do you have supply chain or distribution channel constraints? Be empathetic to their situation and let them know any changes or adjustments you have made, including reassuring them of changes you have made to ensure their safety. Build trust and strengthen relationships. Do you need to adapt products, services or delivery methods? Is this a weakness or threat to your business or perhaps an opportunity or strength? Check your agreements to see if there is any relief for pandemics (force majeure clause) and obtain legal advice.

4. Reprioritise

Place non-urgent projects on hold, venturing into new markets, products or services that may not be relevant at this stage.

Reprioritise and focus energy on the key value drivers within the business and reposition for survival mode (taking into account any constraints or opportunities identified in Step 3).

Conduct a financial health check. Secure any capital, lines of credit or other stimulus funding that may be available. Follow up outstanding receivables. Make arrangements with creditors and financiers to extend credit terms, defer repayments or reduce interest rates. Utilise the resources at your disposal to make a concentrated effort on the prioritised goals. Review and withdraw any earnings guidance during a period of uncertainty. Communicate with investors.

5. Scenario Analysis and Modelling

Conduct scenario analysis based on different assumptions. Best case, worst case and likely case. Include how long the business can survive in any one of these states. These should be stress-tested by management and presented to the Board in preparation for any change to budgets, operating plans or strategic direction (see Step 8). Addressed in further detail in phases two and three, planning is key and should commence as early as possible once the business has been stabilised.

Ensure the Board is available to management on a more frequent schedule during this time and utilise their skills and knowledge in this environment. More than likely they have some experience in handling a crisis or disruptive event, albeit not as unique as this particular scenario, but presumably elements.

PHASE TWO: RECOVERY MODE

6. Revisit your why

A company built on purpose that understands their why and embraces a shared vision remains aligned and engaged with customers, shareholders and staff. "People don't buy what you do; they buy why you do it." Simon Sinek. It is a time for businesses to get back to their why. If you do not have a why or a purpose then you need to develop a genuine and meaningful why as this builds trust, authenticity, brand strength, alignment and ultimately engagement. Communicate often across all stakeholder groups using the most relevant platforms for this.

7. Analyse the current circumstances

In preparation for a new post-COVID-19 era, it is important to reassess the business strategy including reviewing supply chain, distribution channels, and marketing not only for when things transition to the new normal but beyond. What are the critical problems? How can these be addressed?

Conduct analyses as part of re-evaluating strategic plans — PESTLE to understand the changes in the macro environment, SWOT to understand how this is applied in the context of the existing business, and perhaps even Porter's Five Forces to assess the competitive environment for a new or existing product or service. These three models will provide a comprehensive overview of the competitive landscape and environment. Remember to include any findings from Step 3 and 4.

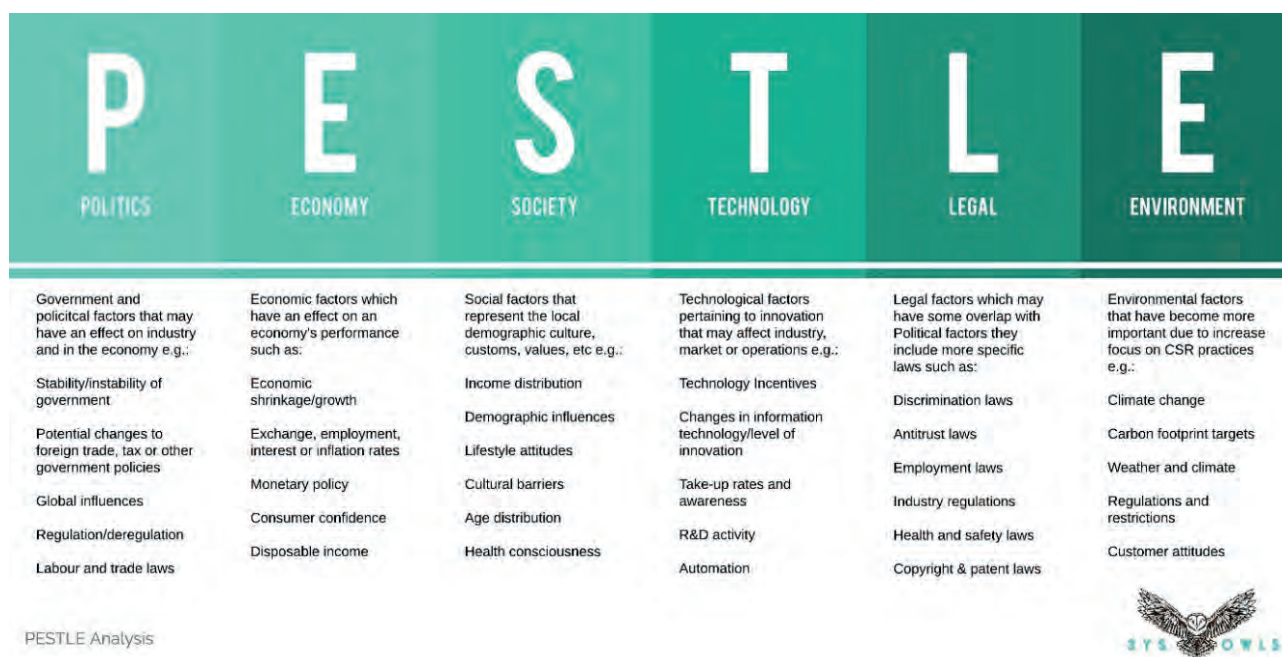


Figure 1. PESTLE Analysis

Source: Adapted from www.business-to-you.com/scanning-the-environment-pestel-analysis/ and <http://pestleanalysis.com/swot-analysis-in-marketing/>



Figure 2. SWOT Analysis

Source: Adapted from
www.business-to-you.com/swot-analysis/

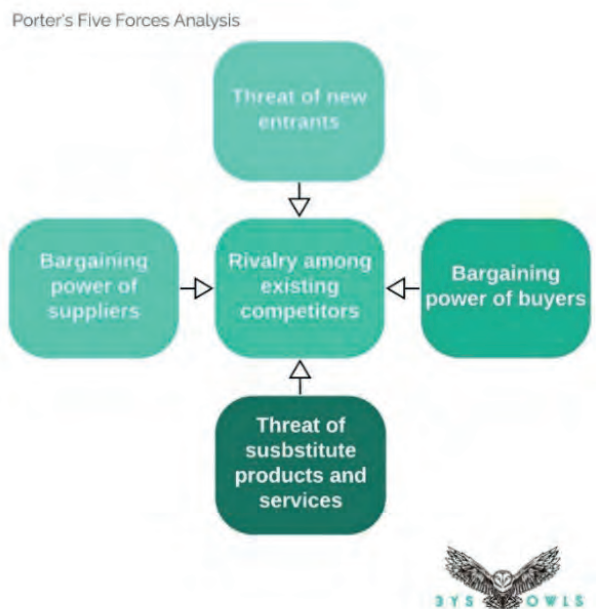


Figure 3. Porter's Five Forces Analysis

Source: Porter, M.E. (1979). How Competitive Forces Shape Strategy. Harvard Business Review. Adapted from
www.business-to-you.com/frameworks/

PHASE THREE: THRIVE MODE

8. Strategic thinking and approval of revised strategic plan

All the postponed projects, analysis, scenario modelling and planning, stress testing, and proposed changes to budgets and operating plans should be presented to the Board so strategic thinking can be applied to focus on long, medium and short term goals, objectives, outcomes and initiatives that are aligned to purpose. Any adjustment of postponed projects should also be included. Present this on a one page strategic plan as outlined below.



9. Update and implement

Revisit and update business continuity plans, risk management and governance frameworks to align with the execution of the strategic plan, budget and operating plan. Ensure that all changes are implemented and embedded throughout the organisation, setting measurable objectives, initiatives and KPIs.

Communication, transparency and accountability are key.

Ensure that talent is retained to execute on the plan and incentivised in a manner that balances the needs of all stakeholders. Issues of non-compliance and non-adherence should be addressed through necessary consequence management systems. Ensure there is an appropriate feedback loop so any miscommunication can be dealt with in a timely manner.

10. Plan and revisit regularly

COVID-19 is no different in planning to any other unplanned adverse event (think market disruption, threat of a new entrant, crisis management, natural catastrophe).

Companies that have a strong governance and risk management framework that includes stress testing, scenario planning, business continuity planning, IT disaster recovery plans, cyber security and other robust reporting in place that is reviewed on a regular basis by management and the Board, will be well placed to survive and thrive in a similar environment in the future.

A comprehensive and robust governance and risk management framework also needs to become part of regular business resilience planning, so if you are missing some of the components outlined above you need to act now to incorporate them.

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INCIDENT MANAGEMENT

By Lisa Cameron de Vries, Director Phoenix Resilience



Coordination and collaboration is essential when managing any incident, but is particularly something to get right in a crisis!

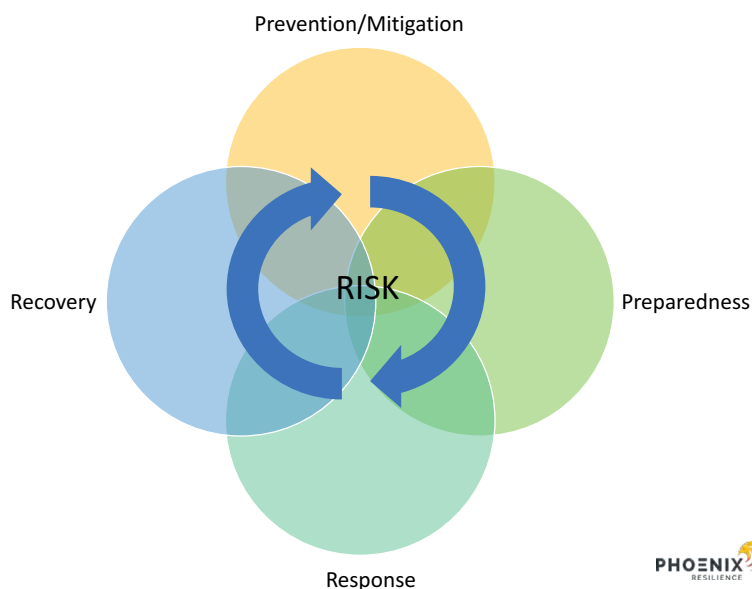
To start it is important to get the terminology consistent. For this section we align with the *Australasian Inter-Service Incident Management System (AIIMS 2017)*.

This standard defines *Emergency Management* as the ongoing program covering the stages Prevention, Preparedness, Response and Recovery.

Prevention includes for example the hazard identification/risk assessment, Preparedness includes activities like document development, training, testing, and exercising.

Incident Management is defined as the Response to a threat/impact with a beginning and an end. When an incident is severe and has (potentially) catastrophic consequences we refer to it as a *crisis*. The process described in this section allows you to deal with an incident from minor to catastrophic.

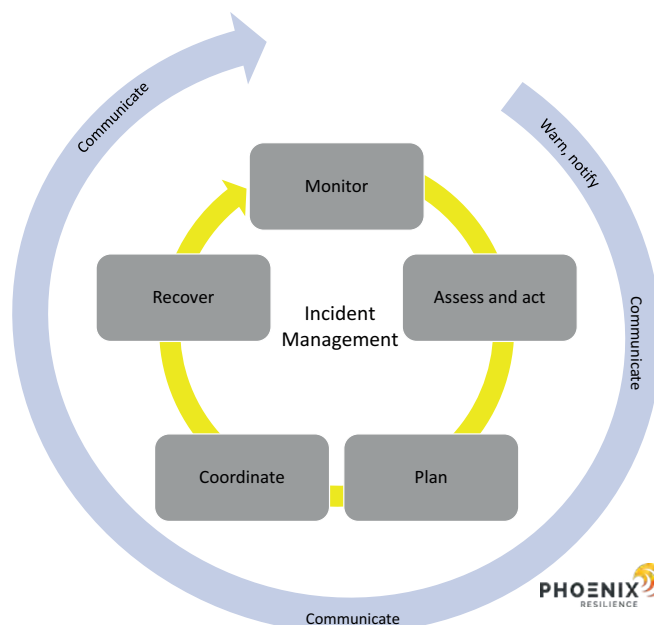
The challenges in managing COVID-19 are that there are many uncertainties, there is an overflow of conflicting information and Government directions change continuously.



INCIDENT MANAGEMENT PROCESS

To be able to deal effectively with a constantly changing situation you require an 'all hazards' incident management process that is flexible and scalable. The following steps will allow you to respond to an incident of any complexity, size, or circumstance.

In carrying out these steps, you should seek input from all stakeholders across your business.



MONITOR

The earlier you detect a threat or impact the better, as it will give you the best chance to plan your response and minimise the consequences.

1. Identify the reliable sources of information
2. Appoint a capability (one person, a group or a service) to constantly monitor the situation (intelligence gathering) through those sources
3. report on what the changed situation might mean for the organisation (dynamic risk assessment).

ASSESS AND ACT

4. Assess the situational information
5. Plot the best case, worst case, most likely scenario
6. Determine the required level of response; If needed, activate the appropriate response teams, set up a control room and mobilise resources

PLAN

7. Have a group with the right authority, capability and/or expertise set the organisation's Mission and response/recovery priorities. (what is most important to implement/protect/repair/restore first)
8. Translate the priorities into action by setting SMART Objectives, response strategies and allocating responsibilities
9. Have that same group assess the latest situation at appropriate intervals and develop/adjust the response strategies to meet the response objectives.
10. Consult your BCP's and where required implement the workarounds
11. Determine how you will communicate updates and instructions with staff, customers, suppliers, partners, service providers and any other stakeholders (communication plan)
12. Record your priorities, strategies and communication arrangements (Incident Action Plan), including other critical incident coordination information.
13. Appoint someone to manage all communications, including incoming concerns and questions.

Response priorities (example):

1. Protect the health, safety and security of people
2. Meet customer expectations (continuity of service/supply)
3. Ensure information security and compliance requirements are maintained while workarounds are being deployed
4. Maintain financial sustainability

COORDINATE

14. Appoint someone who is ensuring all tasks get done and who is checking if any adjustments need to be made
15. Implement and execute the communication plan
16. Have a system in place for capturing information about decisions, actions, finance, resources
17. Identify if there are any gaps in the response resources and actions
18. MONITOR if any adjustments to the strategies need to be made

RECOVER

When the threat is sufficiently ceased, we can commence recovery and restore to business as usual or transfer to the new 'normal'.

19. Appoint the recovery team
20. Analyse the 'new normal' and identify the recovery challenges short term and long term (this could be changes in economic conditions, supply chain, use of technology, customer behaviour, cash flow, workforce, legislation and so on)
21. Develop the recovery strategy – the models in the Strategy section of this paper are useful for this
22. Map the road to recovery for the short term and the long term
23. Identify and secure the required resources
24. Develop and implement the recovery action plan

In relation to COVID-19 recovery you must include infection prevention and response procedures in your recovery plan. Also consider there might be a second outbreak and lock down restrictions could be reinstated.

And keep **MONITORING** for new threats or impacts! Seek input across your recovery team.

Being in an incident with constantly changing circumstances is like being on the bridge of a ship. On a ship everyone has very clear roles and responsibilities. The bridge team must monitor the ships monitoring systems, weather reports and other relevant information sources to assess the situation and form decisions. Review of decisions in relation to the course is continuous and based on the latest situational information as well as known capabilities of the ship and crew.



Useful incident management standards:

Australasian Inter-Service Incident Management System (AIIMS) 2017

ISO 22320:2018 - Security and Resilience – Guidelines for Incident Management

Australian Institute for Disaster Resilience (AIDR) - National Emergency Risk Assessment Guidelines (NERAG) Handbook

ISO 31000:2018 - Risk Management - Guidelines

INCIDENT ACTION PLAN

A valuable tool in the previously mentioned incident management process is the Incident Action Plan. This document will capture the key information to execute the incident management process and should be updated at regular intervals.

1. Description of the latest situation (what is going on)
2. An overview of the current impacts, this could be categorised as follows: health, safety, security, operational, equipment/infrastructure, financial, reputational, legal
3. The best case, worst case and most likely scenario based on reliable information
4. Mission and response/recovery priorities
5. SMART response/recovery objectives, response strategies and relating responsibilities
6. Resource requirements
7. Coordination structure – internal and with external agencies, partners, suppliers, service providers
8. Communication arrangements – meetings, Sitreps, updates, notifications
9. Administrative arrangements – finance, logistics, safety, legal
10. Include a list of relevant contacts – internal and external
11. When the next IAP is due

Importantly, incident management will be most effective if you consider impact and recovery priorities across all disciplines: coordinate and collaborate!

INCIDENT ACTION PLAN

Date: _____
 Title of issue: _____
 IAP ID: _____
 Scope: _____
 Developed by: _____
 Situation: _____

Impacts

People	
Operational	
Reputational	
Legal	
Financial	
External impacts	
Security	
Technology	
Political	

Predictions

Best Case scenario	Worst case scenario	Most likely scenario

Mission: _____

Response Priorities:

1. _____
2. _____
3. _____

Response objectives and strategies

Response/Recovery Objective (SMART objectives to achieve the purpose)	Strategies (How can objectives achieve the objective? Is achieved)	Responsibilities	Status

Resource Needs: _____

Incident Management Structure, Roles, and Responsibilities:

Communication:

Internal communication arrangements: _____
 External communication (press, emergency services): _____

Reporting requirements: _____

Contacts:

Incident Management Team		
Name	Role	Contact details

Third party contacts:

Organisation	Name	Contact

Administration (administrative/financial arrangements):

IAP details:

Approved by: _____
 Next IAP update due by: _____

RESEARCH AND DEVELOPMENT, INNOVATION

If you have an R&D or Innovation capability in your organisation, they can be invaluable in your incident or crisis management team.

Their brain is wired to analyse problems, identify possible solutions and conduct viability assessments. They have knowledge of the latest technology and can develop creative strategies.

TECHNOLOGY AND COMMUNICATIONS

During a crisis the situation changes quickly, and technology solutions are rolled out in a panic. This section discusses how important communication is in implementing your technology strategies.



Communication is Critical

KARISSA A. BREEN

Karissa Breen, or KB as she's better known, is an entrepreneur, and as an ex-techie saw issues with the way tech was engaging with people.

Having worked on the front-lines of tech, she founded KBI to help global enterprises frame and develop their engagement strategies.

Whether marketing, internal communications, or PR, KBI is 100% focused on helping tech companies communicate better with their audiences. Now working with start-ups, KBI is providing the same tools and processes streamlined for fledgling organisations to get their marketing and PR on the right path from day one, not when it's already too late.

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COMMUNICATION BETWEEN A TECHNOLOGY DEPARTMENT AND THE BUSINESS DURING A CRISIS.

If all communication was abolished, society would crumble. Fast. Yet one area that I have noticed in the technology industry which I believe needs a lot of attention - and often goes unmentioned - is how we communicate internally to our teams on the importance of understanding how our technology integrates with our business in the face of change. Then add a crisis on top of that or worse; a crisis that means there are no rules and that we are all in uncharted territory. This could be a recipe for disaster; but it doesn't have to be.

Through my work, I've had a huge number of conversations with IT leaders across the globe. The same discussion points keep appearing, namely, that as an industry, we are driven by technology, but one area that seems to be almost entirely neglected is how we communicate technology changes and the

subsequent right workflows within our businesses. It's this gap that has really provided the genesis of 'Shadow IT' as employees duct-tape their workflows together in the face of limited appreciation of the technology, let alone the security and risk aspects inherently attached.

I want to be able to provide some advice on how I believe technology teams navigate these uncharted waters and sail in the right direction that is required to overcome this. As a business unit we can be more effective at communicating why other areas of the business need to pay attention to technology functions, and the risks that could occur if they wilfully ignore them, which unfortunately is now what we are seeing in our market.

1. Understanding That We are Dealing With Humans, Not Machines

Seems obvious, but yet I still see a very 'non-human' approach to trying to get teams to engage with technology teams or process changes, and ultimately then, to understand the risk. Emotional intelligence plays a huge role in this, and an area that seems to be acutely lacking - unsurprisingly - within this highly technical field. While certain personality types do gravitate towards technology professions, I'd suggest that it's probably because what are traditionally seen as 'soft skills' are not taught in technical university courses, nor within any of the overwhelming number of industry certificates. We can't unfortunately 'configure' humans to operate and respond in a way that always makes cold logical sense - we're all lizard-brained strange beasts that have learned to sit at desks. This is why we need to understand the 'collective of individuals' on a deeper level, and study human behaviour as datapoints for the industry to start to get buy-in from outside of the tech fields that are constantly exposed (at least peripherally) to security practices.

2. Ignorance \neq Stupidity

I am sure you've seen people online and IRL experiences calling people without a background in the technology field "stupid" because they failed at setting up their home office or needed help with something fairly rudimentary. We aren't in the 1950's, so cracking the whip and being accusatory towards other staff members gets you nowhere - particularly with younger generations. Condescending behaviour like this illustration must be stamped out - because as an industry, we are losing our message as to why it's important to be cognisant of risk by operating like authoritarian guys from 'Mad Men'.

Technology communication needs to be effectively steered by the right leader. One that empowers people and makes arrangements to close the gap for those who are failing their Security Awareness Training (SAT) rather than shaming them. Gradual changes the wrong way is born from passive aggression - soft rebellions - are much more common than most executives would like to think!

3. Painting Everyone with the Same Brush And Hoping they "Get It"

What's important to Susan in Accounting is not the same as what is important to Emily in HR. Understand your audience segmentation, don't just broadcast the same communications to everyone and hope they will just "get it". No one cares about your agenda because they see it as "not their job". It's your job as a technology leader to make them care. If they don't? It is on you. To motivate them to care, you need to understand what they care about in their individual roles (and in their department) and then reverse engineer that. Sending out the same pedestrian comms to everyone is being lazy - logically segment your audience. You will first need to identify your discrete audiences and understand what is critical to each in their day-to-day job, and then work on your comms to align your approach to messaging. This hyper-targeted method does require more initial planning and work - Susan isn't going to necessarily care about what's important to Emily (Emily is a terrible, unrelatable person too), but if she reads comms coming from a technology department that is super relevant to her, she is much more likely to respond with favourable "tech savvy" behaviour.

4. Continuously Stacking on Band-aids to Problems and Hoping Each Sticks

If the shoe doesn't fit - stop forcing it. Everyone's running out and purchasing a cloud-based video conferencing platform; doesn't mean it's the right decision. You need to be performing due diligence and performing vendor analysis quickly to evaluate the imposed risks to the business. Following the crowd and what the guy beside you is doing - isn't always the answer. You're running your own race - so run it and create processes and policies to manage your new approach to support your current unfavourable situation.

I see this next scenario time and time again. Despite the universally acknowledged issues, people just succumb to the position that they "have always done it like this". How's that going for you Doug? Not great? Again? /sarcasm.

The approach on getting employees to understand risks within your organisation needs to be continuously adjusted and at just the right cadence. I like to think of it as a Kaizen process - one of continuous, gradual improvement - because risks within organisations change as the business evolves. Rather than rolling out a new shiny box, sometimes an examination of the fundamentals is much wiser than an LED-fuelled supposed silver bullet. A stagnant approach to the communications that are distributed within your organisation will mean your collective engagement towards appropriate messaging will drop - you haven't managed to stay relevant to your organisations' departments.

5. A Hybrid Role; Blending Technology and Business Communications

Every department wants a seat at the big table - but technology is a must for representation; because of the risks each "tech" business now faces. The consequences in a digital age where every business is a tech business are just too critical.

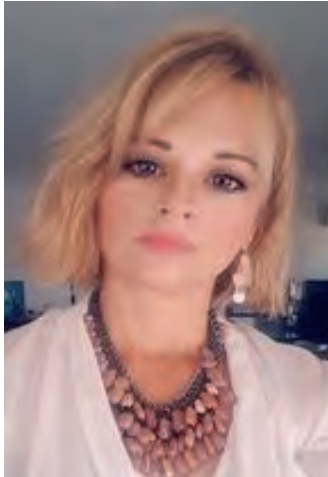
I believe the primary reason why technology has yet to be at the big table in many organisations, is because of the immaturity in the representation of risk to the whole-of-business; including at the executive level. This likely stems from the industry in its current incarnation still being quite 'new' in many ways - something almost seems foreign to have this incorporated at the top of an organisation. The technology professional needs to understand their audience - what does Simon the CFO need to hear and comprehend in order to allocate funds to the technology department? Simon does not care about how many threats were blocked, but in fact needs to be shown the possible risks to the organisation and an associated figure if there were to be a problem in clear and concise terms in his language - not some poor, lazy attempt at the creation of a 'lingua franca' - a one-size-fits all message for the entire organisation.

TL;DR

In summary, the fundamental point is that messaging, that undeniable central tenet of good technology communications, needs to be effective, and not just during a crisis - but all year round. And messaging can only be as effective as it is relevant to its audience. By taking the time to build a framework that helps you connect with each department, indeed with each employee, you can save time on the back-end through (largely) self-governed staff, instead of fighting the immutable 'war of attrition' that is modern security technology for too many organisations.

SALES

The COVID-19 crisis has turned the market upside down. Engaging with your sales experts during the recovery is going to be essential to survival on the other side. This Section provides a positive outlook on how change is good, when you have the right business development strategy going forward.



Coronavirus: Are We Experiencing A Permanent Social System Shift in Business?

BY KELLY MCCAFFREY

Business Development Manager / Business Attraction / Connecting People to New Visions

Kelly has over 20 years sales experience, working in various industries from the financial sector to the health industry. Born and raised in both South Africa and Harrogate in the UK, she has developed a cultural awareness and positive attitude toward cultural differences, a love and appreciation of people whose background differs from her own and a desire to do good in the world she lives in.

The ideology of how businesses used to do business may no longer be relevant or will forever be changed due to COVID-19. Current ingrained routines and procedures will need to be more adaptable based on future economic changes.

We now are moving in unprecedented times and entering the unknown. There is no past information or history to tap into to help navigate us through these uncharted waters. We have been given a somewhat clean slate or redo to hopefully cleanup some of our messes of the past.

How we can do things differently

An opportunity to do things a bit differently to make positive and worthwhile impacts that history will look favorably upon when children of the future learn about 2020. Will this be the year where humanity came together as one and rewrote the course of the next millennia, carving out a time where the world was happier, both at work and at home?

Go digital

For example, businesses that assumed they needed to use travel to cement or close a deal are finding through current International and domestic travel restrictions that there are alternative means to building new and existing relationships via Skype or Zoom calls.

These interactions though less personable are proving to be just as effective, limiting frequent air travel, air pollution and cost. This could well reduce future business expenses as well as create a more balanced working life for families as travel is reduced.

Remote working or flexible working arrangements that were once considered not relevant or unjustifiable are now the norm. This is requiring a new approach, a new mindset to creating new work routines and a revival of online spaces for work colleagues to interact and connect outside of work hours, while still offering the social interaction aspect.

Colleagues today are finding innovative ways to connect online and stay productive while still remaining relevant and connected to their company and their managers with many having their kids or pets lurking silently in the background. No longer is it business as usual, but more home business as usual with the occasional cry or bark in the background.

We are now becoming a nation that sees connectivity, compassion and understanding as a viable commodity. No longer do we rely on travel for those weekly meetings in the office. Digital meetings are becoming the norm, reducing traffic congestion on the roads, commuting stress and essentially increasing productivity, self-awareness and responsibility in this new working environment that we see ourselves in.

Change your direction

Today, our business economy is facing the unknown and many need to act quickly in adjusting to this new way of doing business. Many organisations stand at a crossroad and need to review their resilience. They need to start to think outside the box, become more imaginative and idea conscious, so they can develop creative business development and growth strategies.

Restaurants who once relied on customers eating in their establishment, now offer both healthy and convenient restaurant quality take-away deliveries to still connect and serve their customers. As gyms closed, others saw an opportunity to still connect with their clients via an online zoom session, offering at home exercise training sessions, which in some cases involved all family members, who are now able to exercise and stay healthy together.

We are witnessing a whole new generation of talented individuals who have seized this opportunity to brand themselves and their services on social media platforms attracting a whole new demographic who are currently isolated at home with little or no distractions, making it easier for them to connect and sell to.

Be resilient

Shawn Achor, a happiness author and Ted talk speaker so eloquently said that even in times of crisis we can look to deepen our social bonds, and how each of us can learn and uncover our own unique potential and where potential, success and happiness intersect.

If we look back to the past 100 years or so, our world has seen many wars and as humans we have overcome challenges and past crises by raising our optimism, social connection and re-discovering the meaning of what makes us human, both in the workplace and personally. We get to reinvent ourselves through a mind shift, as we have done so many times in the past.

This is what pushes us to evolve and grow. It is an opportunity to relinquish what no longer works and move forward. The question we are faced with is, do we want to return to what we were comfortable with doing? Creating excessive pollution and noise or do we take this time to become even better-connected humans moving forward.

This is undoubtedly a wild card that has been played. It's how we react to it that will be important for future generations. What story do we want them to read regarding the year 2020?

What will be future bring?

For the future I see buyers move even more online, supply chain security pushing to national production agenda and businesses increase their diversification to protect against single-points-of-failure.

This could very well be the catalyst where every business and individual have a conscious choice on how they would like the world to be moving forward, both for themselves, their children and future generations to come.

Today, businesses more than ever need to stay relevant, innovative, genuine and approachable, requiring more out of the box thinking and a re-imagination on how they propose to reinvent, adapt and market themselves moving forward.

Personally, I believe as much as this is a time of great discomfort, sadness and pain, there is also the opportunity to come out of this stronger, wiser and more resilient than ever, and probably even a bit happier. We are adaptable creatures and we have overcome hard times before and we will again.

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SALES

The COVID-19 crisis has been a huge shock to the system and people's lives have been severely affected. This Section describes the considerations in relation to your people and how you implement a strategy for the new world that still gets the best out of your teams.



Maintaining business continuity and your people through significant and unpredictable change

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Traditional nine to five business models have been challenged and redesigned in the past decade to reflect contemporary societal expectations, which up until a few months ago meant flexible working arrangements such as altered hours, ability to work from home and skype into a meeting around your personal requirements. These opportunities were usually afforded on a request basis and managed amongst a smaller percentage of the workforce. The reason that a completely virtual business model hasn't been established in a larger portion of businesses is because it still challenges all of the traditional management models tried and true, and because change is a slow process. With all the efficiencies, cost reductions and simplicity that comes with a virtually run business, comes an array of other difficulties that need to be supported to match the performance outcomes we need from our people.

They key barriers from a human resources perspective that come with a transition from physical to virtual workforce is:

1. The creation of siloed workers and a lack of collaboration
2. Insufficient performance evaluation tools
3. Inability to motivate and influence staff performance
4. Barriers to open communication and investment in infrastructure to manage a large virtual workforce effectively.

To ensure, as best as possible, a productive and efficient transition into the new economy of working from home, and managing a dispersed team, your attention, investment and influence needs to be placed on the following areas for your business to overcome the challenges:

1. Creating a collaborative team habitat in a virtual environment
2. Redesigning your performance evaluation models to reflect the new working conditions
3. Implementing productive and useful communication and work tools to create comparable efficiencies
4. Motivating your team in a new way

Unfortunately, given the current pandemic and the swift pace at which we have all had to adapt to the

new working conditions, preparation for most was impossible. Here are the strategies you need to apply to each barrier in order to create the best working environment that does not compromise your services:

1. Creating a collaborative team habitat in a virtual environment

Separating your team is the fastest way to create a siloed workforce, breakdown culture and workflow and to create mistakes and inefficiencies because it's easy to go off course. In order to still connect and drive collaboration in your teams, you need to create a structure to their connection. For example, setting a regular virtual face to face team meeting where the team shares information on what they are doing, any ideas they have come up with and problems or difficulties they are facing. It might also be valuable to buddy employees up where they are responsible to call and check in on each other regularly and discuss anything that pops up. You can change buddy's each week to keep different people in contact. As a leader, you need to keep your lines of communication open and ensure employees are encouraged to contact you, not be afraid to.

If you did Friday drinks or weekly wind downs, keep this going through alternate methods. We are all deprived of social contact at the moment, and it's important for performance levels that your team are connecting in a casual way as well. It's a good opportunity for people to debrief and unwind with people experiencing the same thing.

Managers should also be touching base verbally with their employees to do a 'health check' on how they are feeling, assist in discussing what goals they are achieving each week and what they might need help or guidance on. Involve your team in creating the best structure for these periods of team connection so they are all invested and committed to participating. You may also be surprised at the innovation and ingenuity that comes from different perspectives. We all know that meetings for the sake of meetings are inefficient, but in a period with a significant lack of people connection, regular face to face catch ups are important.

2. Redesigning your performance evaluation models to reflect the new working conditions

Managing and evaluating performance is a challenging enough task, even when you have day to day oversight of your team. With your people working out of sight, in a challenging physical home environment and completely alone can limit your ability to foresee and mitigate performance risks, properly evaluate their performance and most importantly, can place acknowledging good and poor performance on the back burner which can have a severe impact on the business.

Your models of performance evaluation need to change to incorporate more open communication from your team members on their own performance and challenges. You may also need to change your criteria and look at what you can embed in your new structure as performance measures:

Examples of ways to better oversee and manage performance expectations:

- Productivity reporting: Put in place a weekly or fortnightly productivity reporting tool for your employees to complete so that you can see what they are achieving. You will then have data to compare amongst your team on their output, and what their overall achievements are. Using their own information to design their individual performance expectations is a great way to engage them and to keep on top of their requirements.
- Review their participation in the new team meetings. Each employee needs to be responsible for maintaining the team culture through this change and behavioral conduct is key in maintaining performance standards.
- Have regular performance discussions and do so in a virtual face to face meeting (not just a verbal discussion) – we need to ensure any discussion whether formal, informal, positive or constructive, are in person. Body language, facial expressions and reading your team members response is vital in achieving the desired outcome. Maintain as much human connection as possible.
- Do not forget to acknowledge good performance. When you are in the same working environment, the unscheduled chats in the tearoom, and open plan discussions that come with positive reinforcement or acknowledgement of great ideas is easier. With this being removed, you need to make a conscious effort to acknowledge your people. The change can be tough and if someone doesn't feel they are being recognised, their performance can slip.

- Most importantly, you need to come up with a performance management strategy that you can manage. If speaking one on one to your employees each week is too much, employ a schedule that will work and stick to it. Consistency is key. If you know you have employees that are more at risk of slipping into poor performance as a result of the change, create an individual structure that will support them more during this time. Your style of management does need to adapt to the change, as will their performance and whatever your expectations are, your performance evaluation needs to reflect those and be reasonable to manage for all involved.

3. Implementing productive and useful communication tools

We have all fallen victim to a bad group email chain with the input of too much information and it's been hard to follow, or critical pieces of information have been missed. When you use email as a sole platform for multiple lines of communication, you can expect mistakes and inefficiencies. It is important that you implement the most effective communication tools for your team to ensure it works. There are some great platforms such as group chats, programs for editing documents with multiple inputs and sharing information. It is also important right now for communication to your people and between your team to be clear and concise. It is easy to over-communicate and include too much information for your team to dissect. Try to create smart ways for your team to communicate without the loss of critical information or having to dissect a large portion of information. Again, include your team in the workshopping of the best tools for them to use. Keep in mind, that some businesses may intend to return to the traditional working model post this pandemic, but some may adapt a more virtual strategy. Consider whether this is a short term, or long-term solution for you and employ the tools to match your plans. Although this change has been thrust upon u all, it presents a great opportunity to futureproof our working models and create better ways to adopt permanently.

4. Motivating your team in new ways

Working from home can already reduce motivation and inertia is inevitable. We don't always place enough emphasis on the simple motivation the work environment provides, and that can be easily depleted when you are working from home in a highly distracting environment.

Keeping your people focused and engaged could quite possibly be your biggest challenge. Connecting your team regularly and purposefully will be one strategy to keeping your people engaged in their role. But we all know that what motivates your people can be as unique as they are. Some get motivation from seeing the outcomes of their work on clients, and when that has been removed as is the case in most businesses right now – how do you replace that?

Firstly, it is important that you expect a drop in motivation across the board because this cannot be avoided given the significance of this pandemic and the weight on a lot of peoples shoulders dealing with financial, social and economic impacts of the global situation, on top of their daily life changing as they know it. But to mitigate this drop as much as possible, you need to have a one on one discussion with each of your people and find out what they need during this time to keep them motivated and engaged. It might be the opportunity to work on a passion project or to assist in the implementation of one of the change projects, such as system training or the new processes coming into place. Find out, and do what you reasonably can to accommodate this, because it will become paramount for business continuity.

Some businesses have been doing this for some time and this will just be an expansion to their virtual business, but for those where this is new, in order for this to get underway, communicating the 'why' to your people is the most important. Why that particular reporting? Why that structure of meeting? Why that much contact? Because in a perfect environment, people fear change and can assume an ulterior motivation for why if it isn't clearly explained.

Change requires a steady and committed mindset, and we are trying to implement change during a very unusual time. Your people are distracted by fear, by having their children home all of the time, by their routines being completely altered and by the impacts of socially distancing which can cause mental health to suffer. This is not the perfect recipe in which to effectively implement change. So be patient, be kind and be there as much as you can for your people. Please also seek the support you need to manage this yourself.

LEGAL/FINANCE

The COVID-19 crisis has been a huge shock to the system and people's lives have been severely affected. This Section describes the considerations in relation to your people and how you implement a strategy for the new world that still gets the best out of your teams.



BY NICOLE SINGER

over 20 years sales experience, working in various industries from the financial sector to the health industry. Born and raised in both South Africa and Harrogate in the UK, she has developed a cultural awareness and positive attitude toward cultural differences, a love and appreciation of people whose background differs from her own and a desire to do good in the world she lives in.

The Covid-19 crisis has given rise to operational and legal risks, unprecedented regulatory uncertainty and an array of unique commercial issues. The legal implications of making poor decisions at a time like this are great; at worst they could lead to fines, imprisonment and penalties, as well as have reputational consequences for your organization. With a rapidly moving raft of public health directives, legislative amendments and stimulus packages to understand and respond to, the value of having a lawyer as part of your incident or crisis management team to help navigate the issues is priceless.

COMMERCIAL ISSUES

We have all endured the partial shutdown of our Australian economy to flatten the Covid-19 curve and seen the full or partial shutdown of businesses across the globe to comply with local public health requirements. Depending on the type of organisation you run, the operational realities of a shutdown lead to numerous legal questions:

- Can I perform under my contracts? Is performance currently illegal? Will there be delays which are short, or will the delays be ongoing and indefinite; what are the contract law implications?
- Are my service providers in the same boat? Or do I have other supply chain issues? Do I need to consider if contracts been frustrated or suspended? What if someone claims force majeure?
- Are there industry requirements to consider? Are you meeting your obligations with any operational changes you are making? Is the industry body offering relaxations and have they issued guidance to follow? Are they waiving or reducing fees for licences and the like?

FINANCIAL AND CASH FLOW ISSUES

As we know, for most organisations there have been intense cash flow pressures. With these issues in mind

- How have the insolvency laws been relaxed; how does this operate and for how long?
- What stimulus and assistance packages are available? These are at the Federal, State and even local council levels. What about tax relief? Is my organisation eligible and are there any deadlines to apply?

- Is rent relief assistance available for my organisation's commercial lease?
- Do I need to engage with my financier? Is there a risk of default or breach of borrowing covenants? Can I amend and extend?
- Can I raise further equity? What obligations do I have to existing shareholders? What changes have been made to assist this process during Covid-19?
- Should staff be stood down, let go or made redundant? Can you give them a pay cut or ask them to take leave? What are the options if the business's cash flow doesn't cover all required redundancy payments? What are the considerations under Fair Work, what flexibility has been legislated for employers and are there any recent precedents? Will you still be able to access stimulus, and will employees be able to access any income support payments?

EMPLOYMENT LAW ISSUES

As temporary health directives have resulted in offices moving staff to work from home arrangements and other businesses changing operations to comply, or closing their doors entirely, the employment law questions seem endless. Decisions can be strategic and an employment lawyer should be engaged to assist with the considerations which may include the following:

- Workplace health and safety issues – have you done enough in the workplace to comply with health directives, and what are your duties? What about vulnerable persons?
- If your staff are located at home, how far do you need to go to ensure they have a safe working environment?
- While staff are working from home, what information security, privacy and data protection issues arise? What do you do if something goes wrong?
- If someone is injured at home in crisis times, who is responsible? What about your obligations relating to mental health issues?
- How do you monitor and manage performance with a remote workforce? Does the usual approach apply to giving warnings and performance management?
- At what point can you safely call staff back in to the office as the restrictions are lifted?

EXPOSURE TO CLAIMS AND INSURANCE

Finally, in such uncertain times, the exposure to claims, particularly in areas such as health care, aged care and hospitals, is greater and therefore insurance should be considered. You should conduct a review of whether your organisation has adequate cover for the legal and financial risks arising out of COVID-19, and also carefully consider whether you should be notifying your insurer of any fact or circumstances which could give rise to a claim. You should ensure that you have kept adequate records of decisions made by your organization during the crisis time.

While the initial impact of COVID-19 has required organisations to act quickly to comply with health directives, protect their staff and their revenue lines, with any hope the world should shortly be looking forward to navigating out of this territory into a new normality. Legal input on change management and longer term business transformation is strategic and can ultimately save time, money and reputation and provide further resilience for any future pandemics.

MARKETING

Due to the COVID-19 crisis the workforce arrangements have changed and the employed are the lucky ones. For many businesses, their survival is directly linked to the 'personal brand' of the leadership. Business is emotive and how we feel about the owner of a business significantly influences our brand loyalty. We have seen many owners of businesses broadcast personal messages lately of how they steer their organisation through these trialing times.

This Section describes how you can preserve, protect and even develop your personal brand through this crisis.



4 Steps to Preserve and Develop your Personal Brand through crisis

Company Director | Personal Branding Expert | Professional Networker & Connector

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Through this crisis and especially the massive shift to the online world your Personal Brand is a powerful marketing tool for both career resilience and promotion of your business' products and services.

Your personal brand should showcase what makes you unique and differentiate you from others in your field. It should also showcase how you understand the sensitivities of a crisis situation.

Personal brand is also a reputation - what people say about you when you're not in the room. Whether you are aware of it or not, everyone has a brand. A brand that is created, built and amplified in a deliberate and strategic way will help to achieve goals quicker and with greater certainty. Whether you are a professional, expert, corporate executive, company director, entrepreneur or a business owner, it is important to assess how you should position yourself in the area of your work and expertise.

The first step in your personal brand journey is to assess your skills, capabilities and passions. You can identify your topmost skills by doing a simple exercise: at the end of each day write down top three things you did amazingly. After seven days trace some patterns and find similarities. Write those out separately.

Another powerful tool to learn about yourself is 360° feedback. Ask ten people from different levels of closeness to answer three questions about you: 'What strong qualities do I have?', 'In what capacity would you recommend me?', 'What can you learn from me?'. Again, analyse responses and write out the three that are repeated the most. This will signal how you are seen as a brand. It might be worthwhile answering these questions yourself too and see how your responses differ from what is received from others.

After you get clarity on what your main skills are and how you are perceived by others, you need to formulate your personal brand. You need to think about yourself as a professional (role, niche, competencies), an individual (values, qualities) and your vision (think about your mission and where you want to be in life and career).

The third step is to create your personal brand based on the above characteristics. You need to package them in such way that your message becomes appealing and interesting to the outside world. You do this through identifying key contact points with your target audience, both online and offline, and engage them through targeted, relevant and interesting content and presentation. Obviously, your behaviors and actions will need to be fully aligned with your brand and the sensitivities of the crisis situation. However, without the brand amplification their impact is likely to be greatly diminished.

Personal branding is an ongoing exercise and requires continuous promotion. With the right strategy and plan in place you become even more visible and recognizable in your circles, and it's perfect timing for activities such as public speaking and media appearances. You might be surprised how many opportunities would start presenting themselves once you emerge as an expert or thought leader in your field. As a result, your audience grows constantly, and it allows you to expand your reach and influence.

Personal branding is an ongoing journey that changes over time. As crisis events unfold, your PB formula and positioning needs to be reviewed, revised and changed according to your refreshed or new direction. During this crisis it is important to be sensitive to the situation and how that affects others.

You can work on your personal brand on your own or engage experts to help you on the journey. Whichever way you choose, remember that it needs to be deliberate, strategic and directed towards achieving your goals! These goals change in a crisis and it is important to keep them under review and continue to link them to your PB formula.

Remember that during these trialing times people are looking for leaders, businesses and brands that are genuine, empathetic and consultative, while being decisive and strong in strategy implementation.

We have all seen the professionals and politicians apologising in the media for breaching social distancing laws. You have to practice what you preach!



CONCLUSION

The different contributions in this paper highlight that each discipline has very valuable input and their own considerations in relation to the survival and growth strategy during and after COVID-19. Specialists from different backgrounds will each have their own drivers and perspective, with advice that you should at least take into account when making decisions in order to try to fully understand their implications.

By using the outlined incident management process, you can set up a collaborative group that sets and continuously reviews the response and recovery strategies. By being inclusive and consultative you can leverage on the expertise you have inhouse, or can otherwise access using trusted consultants, and this will assist you to prevent costly and avoidable surprises later.

