

# Business Recovery On The Back Of An Envelope

Integrated Emergency  
**Management  
and Recovery** 



The COVID-19 crisis has blown businesses off their planned 2020 trajectory. Companies are far far away from where they planned to be and surrounded by uncertainty.

The 2020 (and beyond) goals, objectives, strategy which were meant to guide the company forward should be set aside for now. If your business has not initiated its recovery efforts, I recommend you start now.

This means new goals, objectives, and strategy, which will guide the company back to its "Business As Usual (BAU)" trajectory as soon as possible. While this new BAU may look different than originally contemplated, it must be developed now, and it must be done effectively. Businesses don't have time for a three-day

workshop. What you draft now in a notebook, on the back of a napkin or envelope maybe your best option. A recovery plan developed as a result of a few interactions with people who understand the business deeply and its cash flow.

A colleague of mine, Graham Bunn, is also a part-time flying instructor. Years ago he taught me the first three priorities of flying when things are getting complicated are; "Aviate, Navigate, Communicate", in that order.

1. Aviate. Keep the plane in the air, keep flying, buy time. This is business continuity. Look after the cash flow, don't run out of money, work to keep the lights on and enable the business to be as productive as it can be.
2. Navigate. When sufficient control has been assured, it's highly likely that you are some distance from your original flight plan in terms of location, direction and altitude. What is needed is a new flight plan. A thoughtful plan created promptly without the assistance of a three-day offsite workshop with external consultants. How is the business going to recover to the original trajectory, or is our new trajectory offering a more attractive outlook which we'd previously not considered? Scan the horizon for opportunities, including your people, your customers, and your partners.
3. Communicate. Once the flying and navigation side of things are under some control, then it's time to communicate with air traffic control and other aircraft

where you are and where you are going. For a business, this is stakeholder communication, internal and external, including the supply chain of customers and suppliers. Understand your message and communicate early and often.

For [Nuffield Group](#), we have parked our five-year business plan and are now running with very different objectives, strategy and tactics. I prefer to keep things simple.

We asked ourselves:

1. What do we want to achieve? These are our new objectives.
2. What is our approach to achieving these objectives? This is our new strategy.
3. What actions we shall take to execute our strategy? These are our new tactics.

All while keeping people and customers in front of one's mind.

Your business recovery may not be perfect the first time around. But with the right people at the virtual table who know the business, you may find the opportunities in recovery is not the road less travelled, but the most straightforward path forward.

Article posted on LinkedIn by Jayston Small

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