

ADAPTIVE CRISIS CHECKLIST



Use this checklist with your executive team to evaluate the 4 areas you scored highest to create your plan and mitigate the impact of COVID-19 on your business. Individually rate each of the prompts on a scale of 0-10. Zero being "not something we should be concerned about at all" and 10 being "if we don't mitigate this, we may not be in business." Once you have each scored, share your scores and start discussing your risk factors and your response to the top 4. Use the WWW Worksheet to capture action items. Once you have a written and agreed upon plan, come back to this list and continue to the next highest.

1.	If we have a 20%, 50%, or 60% drop in revenue what are the changes? What is your cash flow break even point?	_____ SCORE: 0-10
2.	If we have a drop in our workforce of 30% how will we manage this?	_____ SCORE: 0-10
3.	What impact might this have on inventory and supply chain? Do you have adequate supplies/ inventory and have you or can you diversify suppliers?	_____ SCORE: 0-10
4.	What happens if government regulations force you to close your business? What does that look like for 3 weeks, 6 weeks, 8 weeks, etc?	_____ SCORE: 0-10
5.	What happens if banks tighten lending and money is not readily accessible? How do we improve cash flow?	_____ SCORE: 0-10
6.	Which of your vendors are mission critical to you doing your job? What is your backup should those vendors not be able to deliver?	_____ SCORE: 0-10
7.	What are the elements of the Government relief package and how do we access?	_____ SCORE: 0-10
8.	What if our major client (or clients or industry niche of clients) gets significantly impacted with COVID-19 (due to government order, contracting the virus, or their clients being impacted)?	_____ SCORE: 0-10
9.	What information or duties are consolidated to a single or limited number of resources? Who are those resources and what are your plans if they aren't available?	_____ SCORE: 0-10
10.	Do you have a public relations plan in the event of COVID-19 related incidents that could have a negative impact on your business – for example, a team member at one of your stores is diagnosed and could have impacted customers. Further, what about your marketing message should change?	_____ SCORE: 0-10



11.	Should our meeting rhythms change? How do we inform our employees clearly and promptly about policies, changes, and information as they change day-to-day? What is our policy on virtual meetings?	_____ SCORE: 0-10
12.	Do you need to initiate “transparent” conversation calls with key vendors and customers about yours and their businesses and how the current situation may impact them going forward?	_____ SCORE: 0-10
13.	Do you have sources to meet future liquidity needs should they arise – lines of credit, factoring, etc.? Should you draw on that line for emergency purposes? What refinancing opportunities do you have to take advantage of lower interest rates?	_____ SCORE: 0-10
14.	Are there projects or large capital initiatives you may need to stop or defer?	_____ SCORE: 0-10
15.	What impact does this have on our employees and key team members? What happens if a member of the team contracts COVID-19? we are in a forced or self-quarantine? What do we do about childcare, benefits, unemployment, etc.?	_____ SCORE: 0-10
16.	Is there a structured way we can/should evaluate opportunities that may develop out of this distress? How should we communicate to our organizations to keep them informed yet not overwhelmed?	_____ SCORE: 0-10
17.	Do you currently have a line of credit and should you draw on that line for emergency purposes? What refinancing opportunities do you have to take advantage of lower interest rates?	_____ SCORE: 0-10
18.	Do you have or need adequate scenario analysis capabilities to measure impacts to make better decisions on next steps?	_____ SCORE: 0-10
19.	How do we respond and what is the plan should the CEO or key employee contract the COVID-19 virus? Do we need key employee or business interruption insurance?	_____ SCORE: 0-10
20.	Are you employees able to access technology virtually? Do you need additional software licenses, hardware, VPN, or server security for remote workers to be the most productive?	_____ SCORE: 0-10

WHAT'S ONE ITEM FROM THE ADAPTIVE CRISIS CHECKLIST THAT THE ORGANIZATION SHOULD FOCUS ON RIGHT NOW?	TOTAL SCORE

