

## COVID-19 Recovery: Self-Assessment

There is a building consensus that, within the context of COVID-19, organizations that demonstrate the following characteristics will increase their likelihood for success:

| Agility Decisiveness Customer Centricity Empathy |
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The following questions are designed to assist you to understand what this means for you and help you to prioritize, focus and gain momentum.

We believe in contributing to social good by providing this framework to all as an open source tool. This open source philosophy provides the foundation for our continuous listening and dialogue to bring the world and our clients ever better support to reach their goals and aspirations. To learn more visit CrowdBridge.ca.

| Module | Theme          | Questions  |
|--------|----------------|--|
| One    | Business Model | Strategic Alignment: How confident are you that you know the areas where you can double-down, and which areas should be paused or abandoned within your business plan?   |
| Two    | Governance     | Focus: Is your dashboard of key performance indicators (health, productivity, and finances) accurately reporting business operations and your market environment?  Agility: Are decisions being made quickly, deeper in your organization and keeping leaders aligned?   |
| Three  | People         | Physical & Psychological Safety: How confident are you in the organization's ability to provide clear policies and support to ensure a safe working environment for employees and contractors?  Engagement: What is the level of energy from employees?  |
| Four   | Finance        | Cash Flow: Is there someone explicitly responsible for managing short-term liquidity so that there is a clear picture of where cash flows in and out of the organization?  Cash Flow: Are scenarios (worst case, best case, most likely case), based on the latest economic and pandemic outlooks, being prepared? |
| Five   | Customers      | Outlook: How confident are you that you understand which trends and pockets are growing by analyzing customer insights, sentiment, and demand signals? Are you in open dialogue with your customers about how their needs have changed?  |



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| Six   | Suppliers            | Outlook: How would you rate your "stress tests" of your suppliers (e.g., for the worst case, best case and most likely case) considering both the time it would take a supplier to be restored after a disruption, and the time a supplier can match supply with demand after a disruption? |
| Seven | Government           | Regulations: Has your industry aligned with its regulators on amendments required for business continuity under new business operating models?  Financial Support: Should you maximize support that may be available?   |
| Eight | Technology           | Connectivity: How confident are you that you will be able to take advantage of new technologies to optimize business performance and implement new consumer models?   |
| Nine  | Work<br>Organization | <b>Agility:</b> Did moving to remote work improve any element of your organization's performance (e.g., are remote sales teams seeing better results?).   |
| Ten   | Community            | Safety: How satisfied are you with your role and reputation in your community?  |