

## ADAPTIVE CRISIS CHECK LIST

Use this checklist with your executive team to evaluate areas to 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, choose the TOP 3-5 and share your scores and start discussing your risk factors and your response. 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.	Score 0-10
If we have a 20%, 50%, or 60% drop in revenue what are the changes? What is your cash flow break even point?	
2.	
If we have a drop in our workforce of 30% how will we manage this?	
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?	
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?	
5.	
What happens if banks tighten lending and money is not readily accessible? How do we improve cash flow?	
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?	
7.	
What are the elements of the Government relief package and how do we access?	

## ADAPTIVE CRISIS CHECK LIST CONTINUED

8.	Score 0-10
<p>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)?</p>	
9.	
<p>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?</p>	
10.	
<p>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. Futher, what about your marketing message should change?</p>	
11.	
<p>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?</p>	
12.	
<p>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?</p>	
13.	
<p>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?</p>	
14.	
<p>Are there projects or large capital initiatives you may need to stop or defer?</p>	

## ADAPTIVE CRISIS CHECK LIST CONTINUED

15.	Score 0-10
<p>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.?</p>	
16.	
<p>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?</p>	
17.	
<p>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?</p>	
18.	
<p>Do you have or need adequate scenario analysis capabilities to measure impacts to make better decisions on next steps?</p>	
19.	
<p>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?</p>	
20.	
<p>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?</p>	

What Top 1-5 Areas Should We Focus On Right Now? What Should We Do To Mitigate The Impact?

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