

DISASTER SCENARIO PLANNING



NAME: _____

DATE: _____

NOW _ WHERE ARE YOU NOW?

DIAGNOSTIC RESULTS	
KEY CHALLENGES	
CONCERNS	
OPPORTUNITIES	

WHERE _ MAP OUT INDICATORS FOR EACH SEVERITY SCENARIO

	LOW SEVERITY	MEDIUM SEVERITY	HIGH SEVERITY
POLITICAL			
ECONOMICAL			
SOCIAL			
TECHNOLOGICAL			
ENVIRONMENTAL			
LEGAL			

HOW _ WHAT STRATEGIES APPLY TO EACH SEVERITY SCENARIO?

	LOW SEVERITY	MEDIUM SEVERITY	HIGH SEVERITY

MINDMAP



NAME: _____

DATE: _____

Mindmap

A large empty rectangular box for drawing a mindmap.

Top 3 Issues

1.

2.

3.

FORCE FIELD ANALYSIS



Name: _____

Date: _____

1.
2.
3.
4.
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Number	Top Three Actions
1	
2	
3	

WASTE AUDIT

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Name: _____

Date: _____

WASTE AUDIT AREA	COST	EASE OF REMOVAL		
		Low -5	Average 0	High +5
Overproduction				
		--	--	--
		--	--	--
2.		--	--	--
Waiting				
		--	--	--
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		--	--	--
Transport				
		--	--	--
		--	--	--
		--	--	--
Inappropriate Processing				
4.		--	--	--
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		--	--	--
Inventory				
5.		--	--	--
		--	--	--
		--	--	--
Motion				
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		--	--	--
		--	--	--
Defects				
		--	--	--
		--	--	--
		--	--	--
Total				

ONE PAGE PLAN



NAME: _____ DATE: _____

NOW		WHERE	

HOW			
Strategies	Action plans	Timing	Responsibility

SOME EXAMPLES OF WASTE

	Manufacturing	Service	Wholesale/Retail	Professional Practice
Overproduction (Doing something in excess of what is required)	<ul style="list-style-type: none"> Finished Product – producing product with no guarantee of a sale Production Push not sales Pull Over-purchasing Producing excess reports Working overtime Over-servicing Over-paying creditors Over-delivering product Overstaffing Product Range Excess Paperwork 	<ul style="list-style-type: none"> Too many accounts Over designing Quoting/proposals (frequency – not price) Over-purchasing stationery Producing excess reports Working overtime , rate, stress Over-servicing Over-paying creditors Over-catering – food, linen Producing more services than required by the client Over-Interviewing Advertising Over-marketing e.g. of signage, visiting Write-offs 	<ul style="list-style-type: none"> Over-purchasing goods Producing excess reports Working overtime Over-servicing Over-paying creditors Over-delivering product Overstaffing Over-Reviewing 	<ul style="list-style-type: none"> Too many fee earners on a piece of work Duplicate communication Duplicate information entry Same level of service regardless of size of transaction or client Knowledge of roles of each part of the office Focus on attracting new clients rather than extra services for existing clients Length of documents and reports Doing more than asked or wanted by client Charging for miscellaneous queries Inter-dept allocations/use of other departments' resources Agreeing service level in advance with client Right level of work to achieve “comfort” in quality Multiple service standards – bill narrative, too many steps, opening/closing of files Conduct of meetings e.g. right number of people, number of meetings, using technology Use of admin resources for “private” matters



Strategic Business Development
Strategy Into Action

Some Examples of Waste (continued)

	Manufacturing	Service	Wholesale/Retail	Professional Practice
<p>Waiting (Somebody is always waiting for something somewhere)</p>	<ul style="list-style-type: none"> For payment from debtors Between processes – WIP Stock supply lead time For Sub-contractors For a management decision Customer waiting for goods Customer waiting for an answer to a query For customs clearance Machine repair Production hold-ups Admin requirements 	<ul style="list-style-type: none"> For work seasonal debtors For payment from debtors Between processes Client response to queries For staff to become available For a management decision Staff absenteeism Customer waiting for an answer to a query Client files lying around Machine repair Customers waiting for service (could lead to lost sales) Admin requirements Computer to be fixed For government funding 	<ul style="list-style-type: none"> For payment from debtors Between processes Stock supply lead time For a management decision Customer waiting for goods Customer waiting for an answer to a query For customs clearance For credit clearance Admin requirements 	<ul style="list-style-type: none"> Quality of document production processes – standards & failures Partner or specialist input. Convergence of priorities Distribution of faxes & mail Access to billing information Preparation/submission of expenses Recovery of outlays Servicing internal clients Passing on instructions e.g. partner to assistant Telephone calls, system & call handling Right level of specialisation Punctuality at meetings/apologies for absence Implementation of decisions (strategic) Secretarial cover, replacement staff, filling vacancies Creating own waiting (unrealistic timetables, “in tray”) Effective use of own waiting time – calls, Business Development Waiting for client information Waiting for information/instructions from other professionals Travelling delays



Strategic Business Development
Strategy Into Action

<i>Some Examples of Waste (continued)</i>			
	Manufacturing	Service	Wholesale/Retail
<p>Transporting</p> <p>(Don't just think of external freight think of both internal and external movement of people, goods and information workflow)</p>	<ul style="list-style-type: none"> Excessive material handling Too many suppliers Computer information (use of email, network, internet compared to a disk) Office layout (location of photocopyers, fax, printers) Internal vs external freighters Method of transport (sea, air, road, rail) Factory layout Number of forklifts required (and forklift operators) Too many requisitions from store Use of couriers Damage to product during transport Amount of walking required Multiple deliveries 	<ul style="list-style-type: none"> Travel to clients – efficient Location of facilities for patients Computer information (use of email, network, internet compared to a disk) Office layout (location of photocopyers, fax, printers) Travel generally Location of machines in relation to Bar/Toilet/cigarettes Use of couriers Amount or walking required – distances 	<ul style="list-style-type: none"> Excessive material handling Too many suppliers Computer information (use of email, network, internet compared to a disk) Office layout (location of photocopyers, fax, printers) Internal vs external freighters Method of transport (sea, air, road, rail) Warehouse layout Number of forklifts required (and forklift operators) Use of couriers Damage to product during transport Amount of walking required Multiple deliveries
			<p>Professional Practice</p> <ul style="list-style-type: none"> Number of meetings at clients' premises vs office Choosing correct methods & timing of travel Balance of need for inter-office meetings vs cost Use of right communication medium Use of references on correspondence Ease of locating other fee earners/staff File opening procedures Briefing of team members Right choice of medium to communicate e.g . correspondence

Manufacturing	Service	Wholesale/Retail	Professional Practice

Strategy Into Action



Strategic Business Development
Strategy Into Action

Some Examples of Waste (continued)

<p>Inappropriate Processing (Using a "sledge hammer to crack a nut")</p>	<ul style="list-style-type: none"> • Wrong machine for the job • Wrong person for the job (experience levels, skills) • Use of outdated equipment • Management wanting to make all decisions • Use of information technology • Lack of documented systems and procedures • Use of subcontractors • Paper waste (use other side, use screen preview) • Double handling • Sales staff doing admin 	<ul style="list-style-type: none"> • Wrong machine for the job • Wrong person for the job (experience level, skill) • Use of outdated equipment • Not computerising vs computerising • Management wanting to make all decisions • Lack of documented systems and procedures • Assessment of whether an enquiry has a good chance of producing a sale • Double handling • Sales staff doing admin • Email rather than talking 	<ul style="list-style-type: none"> • Multitasking – transfer of information – use of macros • Lack of documented systems and procedures • Use of subcontractors • Use of dot matrix for draft reports rather than a laser • Paper waste (use other side, use screen preview) • Double handling • Sales staff doing admin 	<ul style="list-style-type: none"> • Allocation of fee earner to grade of work • Handling junk mail, junk e-mail • Fee earner admin duties • Partners signing mail • Variation of working practices between fee earners • Use of IT – e.g. keyboard skills, fee earners word pro • Taking on profitable work – acceptance procedure • Recruitment process • Multiple mailing to clients • Time recording method e.g. manual • Level and accuracy of fee note narrative
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Strategic Business Development
Strategy Into Action

Some Examples of Waste (continued)

	Manufacturing	Service	Wholesale/Retail	Professional Practice
<p>Unnecessary Inventory (Something that we purchase produce or develop that is not sold . It is retained with the system)</p>	<ul style="list-style-type: none"> Raw material Work in progress Finished goods Pallets Working capital (opp cost) Overdraft (interest) Stationery (printed material) Product range Knowledge/skills 	<ul style="list-style-type: none"> Houses that won't sell Signage Stationery – printed material Catering supplies – food, linen Medical supplies – become out of date Too many services Working capital (opp cost) Work in progress in a professional firm Number of beds Number of gaming machines Plant and equip for lease Overdraft (interest) Range of services Knowledge/skills Looking for files 	<ul style="list-style-type: none"> Stationery – printed material Product range Finished goods Pallets Working capital (opp cost) Overdraft (interest) Knowledge/skills 	<ul style="list-style-type: none"> Regular billing Payment – getting payments to a/c & retainers Accurate charging Agreeing fees before sending to avoid client disputes Billing promptly – at all appropriate points Collecting & recovery of expenses & outlays Seeking early payment e.g. benefit rather than penalty Decision on appropriate financing of capital goods Consideration and use of outsourcing Stressing importance of terms of business Right-sizing of various operations/units New clients – use of proforma bills, credit checks Not incurring time on clients who don't pay e.g. stop Understanding of purchase ledger processes Monitoring of time recording by all fee earners Fee negotiation – not leaving money on the table Accurate quoting/accurate fixed fees Best location for offices

Manufacturing	Service	Wholesale/Retail	Professional Practice
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Strategy Into Action



Strategic Business Development
Strategy Into Action

<p>Unnecessary Motion (More ergonomics and time management issue)</p>	<ul style="list-style-type: none"> • Production line • Office layout – fax, filing, copier • Desk layout – in tray, filing cabinet, PC, phone • Factory layout • Picking up a piece of paper and not actioning it • Stop/start mentality • Inappropriate location of tools • Stock picking • Disorganised desk, workplace in general • Travel • Access to management 	<ul style="list-style-type: none"> • Office layout – in tray, filing cabinet , PC • Finding things • Desk layout • Bar layout • Picking up a piece of paper and not actioning it – time management • Stop/start mentality • Access to information via IT rather than manually researching e.g. in a library • Disorganised desk , workplace in general • Travel • Access to management 	<ul style="list-style-type: none"> • Office layout – in tray, filing cabinet, PC • Desk layout • Warehouse layout • Picking up a piece of paper and not actioning it • Stop/start mentality • Stock picking • Disorganised desk, workplace in general • Travel • Access to management 	<p style="text-align: right;"><i>Some Examples of Waste (continued)</i></p> <ul style="list-style-type: none"> • Breaks – coffee/tea etc – kettles vs hot water units and coffee machines • Office layout – ‘personal journeys’ • Library – location close to users • Distance to photocopiers • Archived files/getting access • Dictating tapes/work processing • Mail collections
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Strategic Business Development
Strategy Into Action

Some Examples of Waste (continued)

	Manufacturing	Service	Wholesale/Retail	Professional Practice
Defects/Rework (Any error that results in double handling)	<ul style="list-style-type: none"> Poor instructions Communication of requirements Scrap – trim Computer input errors – misread orders Manual errors Machine failure Manual errors Computer program errors Print Ink Runs Poor design Poor specifications Poor workmanship Poor quality of purchased product Missing deadlines 	<ul style="list-style-type: none"> Poor instructions Computer input errors – misread orders Manual errors Machine failure Computer program errors Design errors Incorrect advice Poor workmanship Errors in contacts Missing deadlines 	<ul style="list-style-type: none"> Poor instructions Scrap – perishables Computer input errors – misread orders Manual errors In store stock manage Manual errors Computer program errors Returned stock (measured by credit notes) Poor quality of purchased product Missing deadlines 	<ul style="list-style-type: none"> Client database accuracy Clear instructions/good briefings Managing work-load Ineffective training Learning from mistakes ('no blame' culture) Precedent base – use of styles Balance of seeing everything vs incorrect advice Managing time pressure Diary & case management Recognising need to involve specialists Keeping clients/fee earners informed Communication internally High quality & performance levels e.g. not carrying p Trainee selection process Efficient use of technology Health & safety standards

SCENARIO MATRIX



Name:

Date:

Business Sentiment	Opportunity Times	Going OK but uncertainty	Hit the wall
Business Type	Food manufacturing, Food Retail, Health, Medical devices, Office / Home Supplies, Transport & Logistics (Food Supply), Technology, Home food delivery, Professional Services (Problem Solving, Urgent Facilitation)	Building and Construction, Real Estate, Retail (Home DIY), Professional Services (Traditional Advisory, Longer Term Planning)	Travel, Airlines, Tourism, Entertainment, High Street Retail, Hospitality, Discretionary health services <i>- High / Med / Low</i>
Current Situation	Business going well & sales are increasing	Business OK now but uncertainty beyond immediate short term	Business hit the wall
Key Issues - Long Term	Potential post COVID 19 fall in demand Challenge - Predicting customer behavior What we need - Capability to develop good forecasting	Post COVID 19 consumer or business behavior changes Challenge - Predicting customer behavior What we need - Capability to develop good forecasting	Post COVID 19 Existence Challenge - Ability to fast track tough decisions What we need - Strong leadership
Key Issues / Challenges 90 days	<p>Ability to keep up with demand Challenge - Operational capability What we need - Daily meetings in operations with sales teams, strong leadership in operations</p> <p>Supply risk due to COVID 19 breakout at facility Challenge - Team following strict guidelines on hygiene and human contact What we need - Strong communication, scenario plan drafted and ready to enact</p> <p>Availability of people (New and existing) Challenge - Hiring the right new people. Existing staff self-isolating when they may not need to What we need - Stick to strong recruitment process, cancel all non-essential leave</p> <p>Focus/Priority Management Challenge - Getting distracted What we need - Regular (daily/hourly) review of priority work</p>	<p>People morale/ Stress Management Challenge - Skillsets of leaders to manage What we need - Urgent training in the right skills</p> <p>Short term planning Challenge - People "too busy" to plan, Planning skillsets What we need - Dedicated planning time, training</p> <p>Ability to maintain budgeted revenue Challenge - Sales teams not reading the signs quickly enough, not recognizing new opportunities, focusing energy on contracting markets What we need - Focus on growth opportunities, sales leadership</p> <p>Communication to stakeholders Challenge - Not having the right skills, not being realistic in forecasting, not seen as a priority What we need - Leadership form internal or external accountants to push as a priority and ensure cashflow projections are realistic and frequently updated</p>	<p><u>Survival</u> Challenge - Ability to fast track tough decisions What we need - Strong leadership</p> <p><u>Cashflow</u> Challenge - Not having the right skills, unrealistic forecasting, not seen as a priority What we need - Leadership form internal or external accountants to push as a priority and ensure cashflow projections are realistic and frequently updated</p> <p><u>Employee future</u> Challenge - Not cutting hard enough quickly enough, leaders frozen by short term difficulty in shedding jobs versus longer term business survival What we need - Leaders to identify roles that can get the business through and making tough decisions on the remaining roles</p>

Business Sentiment	Opportunity Times	Going OK but uncertainty	Hit the wall
<p>Key Issues / Challenges 90 days</p>		<p><u>Cashflow monitoring</u> Challenge – Not having the right skills, not being realistic in forecasting, not seen as a priority What we need – Leadership form internal or external accountants to push as a priority and ensure cashflow projections are realistic and frequently updated</p> <p><u>Monitoring key indicators weekly</u> Challenge – If not done properly, the warning signs of a slowdown may be ignored. Do we have the right lead indicators, e.g. in volume home building, visits to physical or virtual display homes? What we need – Agreement on the right lead and lag measures, and frequent monitoring so we can adjust quickly</p> <p><u>Focus/Priority Management</u> Challenge – Team getting distracted working on the wrong priorities, Leaders not identifying the right priorities What we need – Leaders to identify the current priorities on a regular basis and communicating well to the team</p>	<p><u>Communication to stakeholders</u> Challenge – Not having the right skills, not being realistic in forecasting, not seen as a priority What we need – Leadership form internal or external accountants to push as a priority and ensure cashflow projections are realistic and frequently updated</p> <p><u>Directors liability</u> Challenge – Directors not facing up to reality What we need – Good external advice to help directors make sound and proper decisions</p> <p><u>Focus/Priority management</u> Challenge – Team getting distracted working on the wrong priorities, Leaders not identifying the right priorities What we need – Leaders to identify the current priorities on a regular basis and communicating well to the team</p> <p><u>Extreme stress management</u> Challenge – Leaders ignoring the signs of under or over reacting behavior What we need – Training and coaching in dealing with the identification and ability to deal with stress</p>
<p>Action Plans</p>	<ul style="list-style-type: none"> • People - No annual leave for people, Keep physical distance between teams working and shifts, Constant monitoring of employee health • Technology - Video uploads, Remote conferencing, remote access 	<ul style="list-style-type: none"> • Revenue – Consider any short-term potential growth ideas and potential loss areas • Communication – One Page updates every 2-3 days • Technology - Video uploads, Remote conferencing, remote access • Business Model - Fast track innovation • Marketing – Marketing strategy/contact program adaptation 	<ul style="list-style-type: none"> • People – Hold good people, cull stragglers. Get good staff to take enforced annual leave, reduce to shorter working weeks / sabbaticals for online study etc. • Communication – Staff, customer, suppliers & regularly • Redundancies – if needed, try to do all in 1 hit (Don't do death by 1000 cuts) • Directors – Seek urgent advice
<p>Advisors Role</p>	<ul style="list-style-type: none"> • Rapid Problem Solving • Facilitation • Risk planning • Keeping clients focused and objective 	<ul style="list-style-type: none"> • Regular short-term reviews and agile principals (Pivot or Persevere) • Rapid Problem Solving • Keeping clients focused and objective 	<ul style="list-style-type: none"> • Rapid problem solving • Keeping clients focused and objective
<p>Mindshop Tools</p>	<ul style="list-style-type: none"> • Pareto sales (Focus on profitable) • Scenario planning • Risk (FMEA) • Forcefield • One Page Plan 	<ul style="list-style-type: none"> • Scenario Planning • Risk (FMEA) • OKR monitoring daily/weekly • Forcefield • One Page Plan 	<ul style="list-style-type: none"> • Immediate cost reduction • 8 wastes • Growth model (Diversification opportunities) • Forcefield • One Page Plan