

Recovery Scenario Planner

Simple steps to reset for recovery and prepare for what's next

COVID-19 has brought unprecedented uncertainty into lives, businesses and the economy. Uncertainty adds stress and short circuits management practices that are usually effective in more normal times.

Scenario planning is the ideal tool to manage the unknowns of the COVID-19 pandemic. You'll put analysis to work, chipping away at stress and haziness about tomorrow. With scenario planning, you can use a two-step process to create plans that will help address future unknowns and break down potential risks.

Step one helps you describe expected conditions and outline a handful of scenarios that tell a story about the future. You'll spell out recognizable features of each scenario so you can know if it's happening. You can work with scenarios and assign a probability that each will occur. That helps you concentrate your planning where it's most valuable.

Step two outlines a detailed response or strategy for each scenario. Whichever scenario occurs, you'll have a prepared plan ready to guide a nimble business response.

Use the fillable charts below to outline your scenarios, plot your responses and be ready for the uncertainties ahead.

Step 1 — Outline three recognizable scenarios

Outline three scenarios that could occur within the next six months to a year. What scenarios are most relevant for your business? What will they look like? Outline three scenarios and the characteristics that will make them easy for you to identify.

Recovery Scenarios	Probability (High, Med., Low)	Customer Impact (How will customer behaviors change?)	State/Local Restrictions (What government restrictions are in place?)	Health Conditions (What's the state of the virus infection and spread?)	Economic (What's going on with the economy and unemployment)
Return to Business as Usual					
Operating with Significant Business Changes					
Relapse and Renewed Restrictions					

Step 2 — Prepare your management playbook

Scenario planning creates a management strategy playbook using the scenarios outlined in step one on the previous page.

Outline your strategy for each business area in the blocks below. Don't create a detailed plan, but prepare for how you'll approach each of the scenarios. Spend the most time on high probability scenarios with issues that are the thorniest and most relevant. Build from there. Revisit the grid over time to expand on your responses as new information surfaces.

Management Area	Return to Business as Usual	Significant Business Changes	Relapse and Renewed Restrictions
Staff			
Marketing/Sales/ Customers			
Suppliers/Partners			
Operations/Production/ Facilities			
Cash Flow			
Finance/Support			