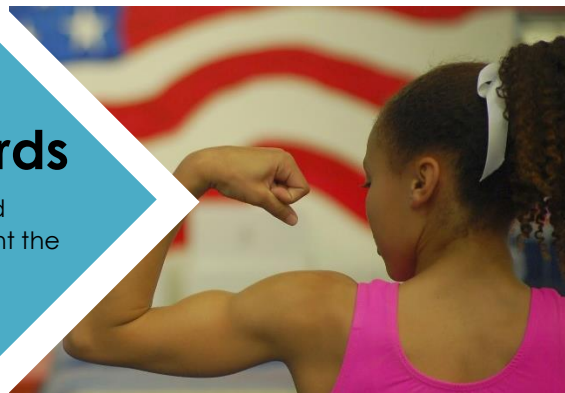




Gymnastics Club Standards

Our mission is to help protect athletes, employees, and businesses by creating a universal guide to help prevent the spread of disease.



Check In

Temperature
Monitoring

Student
Distancing

Student to
Facility Ratio

Staff Health
Standards

Equipment
Upkeep

Scheduling

CLUB GUIDELINES

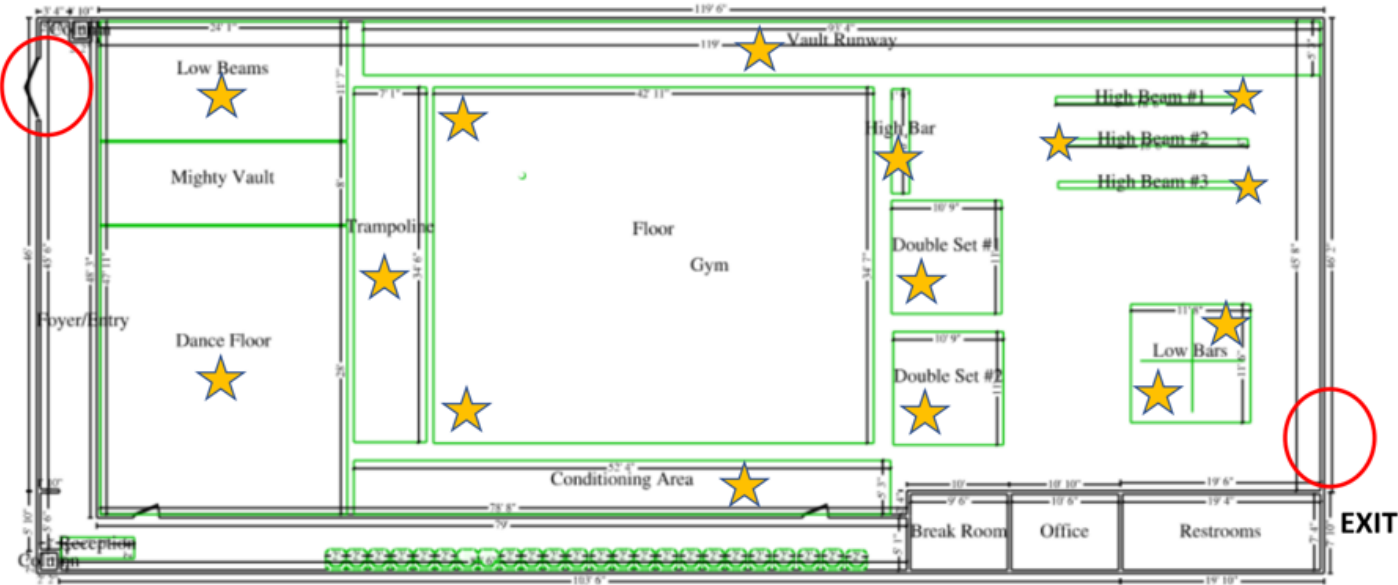
+	Line Up	Outside the facility, floor markers space students and families prior to entering the building
+	Class Call	Staff Member ushers student and parent into club one at a time. Families are limited to 1 parent per child, and should they choose to stay and view the class, are asked to use 1 seat to separate them and another customer.
+	Mandatory Hand Sanitizing	Each student will be prompted to use hand sanitizer prior to class. At this time, Office personnel will administer temperature monitoring with a no-contact temperature gun.
+	Staff Work Habits	Staff will be required to wash hands before and after every class. Gloves and masks are suggested, but not required. NO SPOTTING will be administered during an instructional lesson. Coaches are to guide students by verbal commands only.
+	Equipment Standards	Coaches are required to sanitize all contact surfaces before and after each class. Cleaning stations will be mounted every 30 feet to ensure ample supplies are available
+	Scheduling	Gym Managers will be responsible for scheduling classes to accommodate the student to facility ratio. Classes shall be time-spaced appropriately to ensure families can enter and leave the facility without overlap.
+	Facility Ratio	Club owners are to uphold the student to square-footage ratio at all times. Clubs shall allow no more than 4 students per 1,000 feet. Example: 20,000 square foot club allows 80 athletes.
+	Group Spacing	While attending class, athletes are required to stay at a 6 foot distance from one another at all times. Tape or Velcro floor markers will be provided for established distancing. Teacher to Student ratio will not exceed 6 per class.
+	Foyer Maintenance	Office personnel is to sanitize all entry surfaces prior to and after each class. Food and drink items will not be sold at this time.
+	Exiting	Staff Members are to line students up at the exit of the building, using the floor markers for space-distancing. Hand sanitizer will be distributed upon their departure and will exit the building one at a time. The exit will not be the same as the entrance.

Additional Precautions:

- All Staff Members are to agree to adhere to a 24 hour wellness standard. Should they feel fatigued, or obtain a fever, within 24 hours of a shift, they are required to call-out from the shift. Managers are to be notified immediately.
- Disinfectant and Virucide or an EPA registered cleaner is to be used on hard surfaces. Color-safe bleach spray and steam cleaning at 212 degrees will be used on soft surfaces.

Please Attach		
<input type="checkbox"/>	Facility Schematic	Birds-eye view of the building including designated areas in which lessons will take place. Please use specific classifications for each section of your club. *See example below
<input type="checkbox"/>	Statistics	Please include the following: <ol style="list-style-type: none"> 1. Number of athletes enrolled in program 2. Number of employees 3. Square footage of facility
<input type="checkbox"/>	Schedule	Use the scheduling template provided to create a training plan for your club. *See example below

FACILITY SCHEMATIC



SAMPLE SCHEDULE

Monday – Wednesday – Friday : 8:00am to 12:00pm

Time	Low Beam	Dance Floor	Tumbl Track	Vault	Tumb Strip#1	Tumb Strip #2	High Beam #1	High Beam #2	High Beam #3	Low Bar #1	Low Bar #2	Condition Strip	Double Set Bar #1	Double Set Bar #2	High Bar
8:00am	Athlete 1	Athlete 2	Athlete 3	Athlete 4	Athlete 5	Athlete 6	Athlete 7	Athlete 8	Athlete 9	Athlete 10	Athlete 11	Athlete 12	Athlete 13	Athlete 14	Athlete 15
8:30am	Athlete 15	Athlete 1	Athlete 2	Athlete 3	Athlete 4	Athlete 5	Athlete 6	Athlete 7	Athlete 8	Athlete 9	Athlete 10	Athlete 11	Athlete 12	Athlete 13	Athlete 14
9:00am	Athlete 14	Athlete 15	Athlete 1	Athlete 2	Athlete 3	Athlete 4	Athlete 5	Athlete 6	Athlete 7	Athlete 8	Athlete 9	Athlete 10	Athlete 11	Athlete 12	Athlete 13
9:30am	Athlete 13	Athlete 14	Athlete 15	Athlete 1	Athlete 2	Athlete 3	Athlete 4	Athlete 5	Athlete 6	Athlete 7	Athlete 8	Athlete 9	Athlete 10	Athlete 11	Athlete 12
10:00am	Athlete 12	Athlete 13	Athlete 14	Athlete 15	Athlete 1	Athlete 2	Athlete 3	Athlete 4	Athlete 5	Athlete 6	Athlete 7	Athlete 8	Athlete 9	Athlete 10	Athlete 11
1030 am	Athlete 11	Athlete 12	Athlete 13	Athlete 14	Athlete 15	Athlete 1	Athlete 2	Athlete 3	Athlete 4	Athlete 5	Athlete 6	Athlete 7	Athlete 8	Athlete 9	Athlete 10
11:00am	Athlete 10	Athlete 11	Athlete 12	Athlete 13	Athlete 14	Athlete 15	Athlete 1	Athlete 2	Athlete 3	Athlete 4	Athlete 5	Athlete 6	Athlete 7	Athlete 8	Athlete 9
11:30am	Athlete 9	Athlete 10	Athlete 11	Athlete 12	Athlete 13	Athlete 14	Athlete 15	Athlete 1	Athlete 2	Athlete 3	Athlete 4	Athlete 5	Athlete 6	Athlete 7	Athlete 8



Factors in Getting Your Gym Ready to Open

David Holcomb
Buckeye Gymnastics
Westerville, OH



Essential Truths

No C-19 Safety = No Kids

C-19 Safety > Gymnastics / Cheer

C-19 Safety > Profit

(break even is the new definition of success)

**“Whenever we open up,
however we do it, if people
aren’t confident, if they don’t
think they are safe... they’re
not going anywhere.”**

~ Ohio Gov. DeWine



- * Maintain 6' distancing
- * Adults wear masks(?)
- * Only one adult enters
- * Vigilant attention to cleanliness
- * Provide Hand Disinfectant

**We must eliminate lines
and groups of kids and
adults too close together.**

Practice - Practice - Practice

Then the soft opening

How parents park and approach the gym,

Waiting to enter,

How do you get the parent
to the desk?

to where they can observe?

to the restroom?

How do you get the child

to where they wait for class?

to the gym floor?

to the restroom?

How do you organize the kids while they wait
for class to start:?

Where do they put their stuff?

How do you warm-up while maintaining 6'?

Do you conduct a traditional warm-up?

Do you simply warm-up at first event?

How do you rotate between events?

How do you release the kids?

Mark the 6' (actually 7') waiting spots outside,
Mark waiting spots in the lobby/counter,
Mark spots to wait for restrooms/sinks,
Mark spots to wait for kids to be released,

Rearrange the waiting area to see how many
can actually observe while achieving social
distancing.

Only one parent can enter the gym

Last names A-L and (M-Z) alternate weeks?

Spot TV- the game changer (potentially)

What will you do when all seats taken?

Will you require masks?

What happens when it is raining? Pouring?

Thunder Storms?

What if parent refuses to wear a mask?



In the Gym: Organizing in Circuits is KEY

If your gym is not currently set up in circuits then you might need to add, subtract or rearrange equipment in order to create circuits that provide more than adequate 6' distancing.

No lines, no waiting, and 6'+ apart: ALWAYS. Rotate thru the stations when the teacher says to, everyone stays busy, 6' distancing is achieved, and the kids will probably learn more.

Rec groups might need to be smaller, but that might not be a problem since enrollment will all but certainly drop.

Circuits for Spot TV, rotating, easier for teacher to watch and coach all.

Or coordinate with other teachers to send kids one at a time to a specific place in the next circuit.

No lines, lots of turns, and 6'+ apart

The Girl's Bathroom

Three stalls and two sinks

YIKES!

Flatten the curve by having fewer kids enter and exit at the same time. Staff may need to monitor to keep everyone 6' apart while waiting to enter and to limit numbers in the restroom.

We may need to temporarily block the boy's restroom to accommodate the girls.

Strongly encourage all students to go to the bathroom and to wash their hands BEFORE arriving at the gym.

We cannot encourage using the restrooms just for handwashing.

Bathrooms: The Ultimate Choke Point





**Use the familiar 6'
distancing markers to
create a waiting line for the
bathroom and the sinks.**

**A Kids Care staff attendant
might be necessary to
maintain distancing in and
leading to the restrooms.**







The bag must be big enough to store all the gym stuff but also to store t-shirt, shorts and shoes.

We will have to solve winter coats, heavy clothing and boots when winter arrives.

Team gymnasts must bring a bag containing a water bottle(s), hand sanitizer, grips, wrist guards, a face mask, jump-rope, athletic tape, a block of chalk in a sturdy freezer bag and/or a plastic box, their cell phone and their own theraband.

This is like camp - put your child's name on everything including the brightly-colored and uniquely-distinctive bag or your Buckeye backpack festooned with bright ribbons etc. that she will bring and be able to find.

We urge parents to make sure that the bags get wiped down and disinfected when it arrives back home and before it enters the gym.



Lobby and Main Entrance

This is a major choke point and it is easy to imagine large groups of parents and kids crowding this area.

Provide Kid Care Helpers to assist teachers to escort children into the gym and back out after class so that parents do not have to enter the building at all.

Flatten the Curve

Spread out and lower the number of people who enter and leave your gym at the same time.

6 max in a rec class,

4 max in preschool,

20-30 minutes between classes,

Only two classes at each level at a time,

Stagger starting times,

Make use of multiple entrances and exits,

Limit viewing to one parent,

Stream video of classes

**Will parents be willing to enter
and put their children in a
crowded gym?**



Achieving 6' physical separation most of the time for the kids will be a challenge but doable. It's creating the same for parents that might be the real challenge.

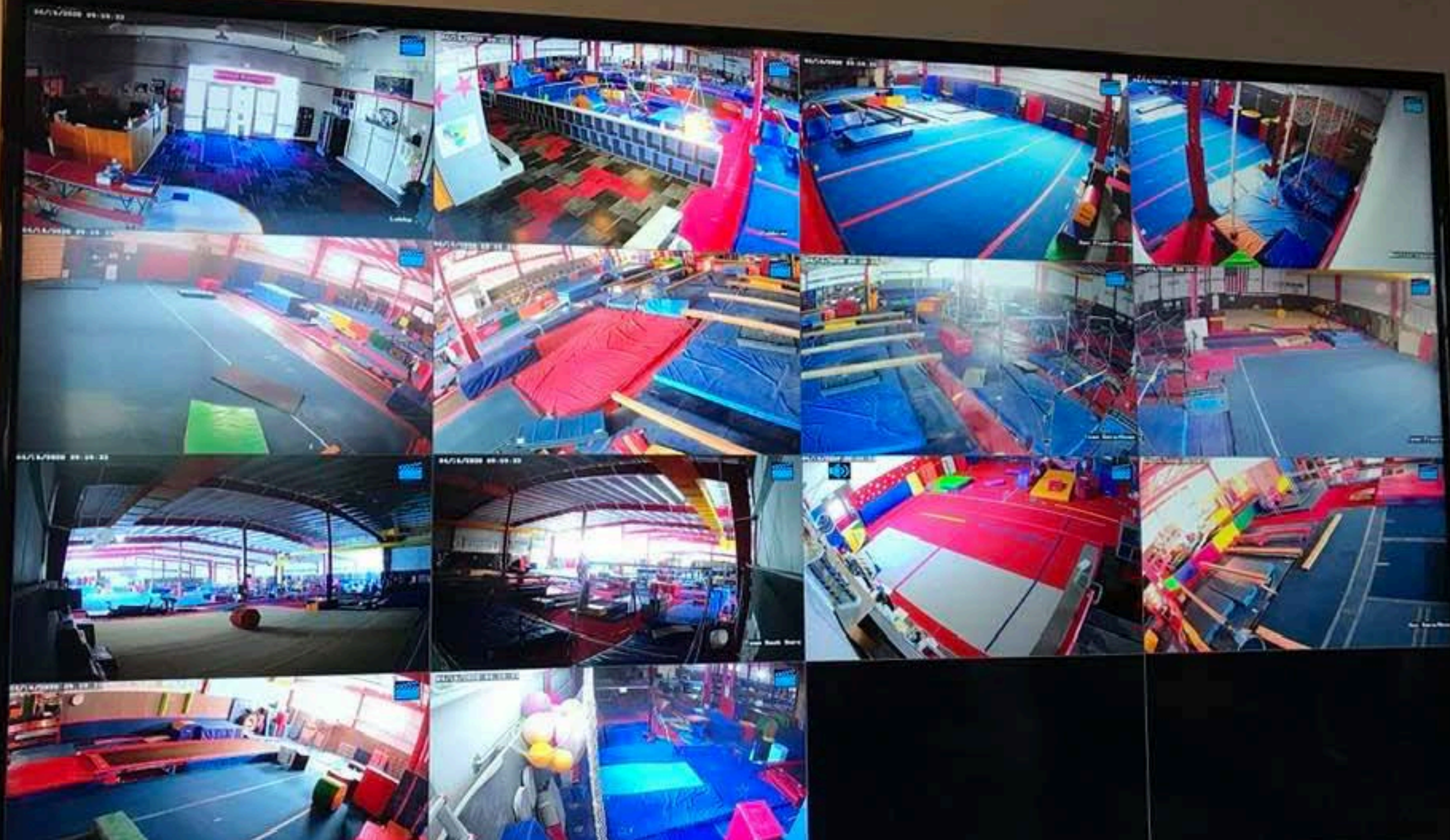
While parents are always able to watch, Buckeye will need to limit in-person viewing because our bleachers will seat 75% fewer spectators if we are to conform to the 6' distancing standards.

Even with the additional viewing space that we have added, the gym's viewing capacity will be cut in half. To compensate we are in the process of providing online viewing of you child's group in the gym through Spot TV. More details to follow.

Parents will be able to watch their child while sitting in their car in the gym parking lot, while grocery shopping at Kroger, at home or anywhere else.

Parents register with jackrabbit through the Parent Portal. Each class will have a predetermined day, time, location of camera, and level and the camera feed will display on the Spot TV app when a parent logs on. Recording is not enabled on the app. Waiver language is required.





Make use of multiple entrances to reduce crowding in the main entry and lobby area.

Buckeye has three buildings and all of them have multiple useable entrances. Use yours if you can. Add mats to wipe feet, create a small lobby/transition area, and provide a place for students and athletes to put their stuff, etc.

Exiting the gym area: Direct kids to the 6' marked area on the floor. Those children whose parents are in the gym can be released to their parents. The remaining children can be escorted out for pick-up at the front of the building.

Adult with child at all times.
This will require additional staff.



Hyper Vigilance in cleaning

Cover the lose foam pits with mats and clean the mats,

Staff uses the 20-30 min interval between the start and end of class/practice to wipe down equipment and surfaces.

When class or practice ends teacher or coach provides hand sanitizer for every kid as they leave.



The Team Registration Fee will include a non-monetary contribution in the form of hand sanitizer, hand soap, or Clorox (or similar) wipes. These items will help the gym achieve the necessary level of disinfecting and cleaning capacity for the gymnasts, equipment and surfaces.

To Do:

Make changes to your **Staff Handbook** specifying that your gym will comply with all State mandates concerning the Covid-10 virus. Employee must comply with all mandates. Wear face masks and not to report if sick (paid anyway).

Make changes to your **Team Handbook** detailing the changes that you have made and how new State requirements might affect the training. Gymnast backpack, non-monetary contributions, Shorter practices, 6' distancing, etc.

Create a **Coronavirus Statement** detailing your gym's policies and the expectations for students, athletes, staff and parents. This is not a waiver, this will be more like a Notice. Have parents sign in order to register just like your waiver.

Update waiver: Spot TV Parent or Legal Custodian of each Child enrolled with Buckeye Gymnastics of business execute a Release and Consent Form noting he/she/they consent to the Video/Audio Streaming surveillance System of themselves and their child/children.

Supplies:

Velcro- to mark 6' spacing on carpet bonded foam

Touch free antiseptic (touch –free everything in restrooms and throughout your facility. The new normal.)

Masks (make or purchase): assume that your gym will have to furnish to all staff members. Laundry service to pickup, wash, and deliver.

Maintain a stock of disposable face masks for parents who arrive without one.

Bottled water if you close the water fountains.

No touch thermometers – staff testing (students and parents?)

Do NOT offer any kind of discount!

IMO- 20% discount will not motivate those too anxious to risk coming.

I am aware that my actions as a parent or legal guardian will impact the safety of others in the Buckeye Gymnastics or Cheerleading facility. Buckeye is counting on me and all the other parents and kids to help keep us all safe by meeting the physical-distancing and personal hygiene standards recommended by the CDC and the State of Ohio.

While parents are always able to watch, Buckeye will need to limit in-person viewing because our bleachers will seat 75% fewer spectators if we are to conform to the 6’ distancing standards. Even with the additional viewing space that we have added, the gym’s viewing capacity will be cut in half. To compensate we will provide online viewing of you child’s group in the gym through Spot TV. More details to follow.

As a consequence of the restrictions placed on Buckeye by the Ohio Department of Health and our commitment to safety, parents must agree to follow to the following policies:

- 1. Students must use the restroom and wash their hands thoroughly before leaving for them gym. Students should always wash both hands and feet after returning home. Hand sanitizer will be provided throughout the gym and waiting areas.
- 2. Only one parent may enter the gym with their child. Parents are welcome to drop off and pickup in front of the gym. Our Kids Care Staff will look after the kids outside in good weather. In bad weather you will have to come inside to pick-up your child.
- 3. All adults entering Buckeye Gymnastics must wear a facemask. The children are welcome to wear one too, even in class.
- 4. The lobby and entry area will not include seating and will have clearly marked physical-distancing position indicators. If this space starts to fill up kindly move to the bleacher area or wait outside and we will walk your child out to meet you.
- 5. Please do not send your sick child or yourself into the gym if you are not feeling well. We offer unlimited make-ups.
- 6. If all viewing space is taken, no further seating will be possible and waiting parents will need to wait outside and use Spot TV.

I will do my part to help make the Buckeye Gymnastics safe by being respectful of the gym’s social-distancing policies, insisting that my child wash their hands before entering the gym and when arriving at home, and by supporting the amazing teachers, coaches, and customer service staff as they work hard to provide a safe place to develop Happy, Healthy and Confident Kids.

Parent’s Signature

Date

CDC Opening up America Guidelines							
	Timeline Scenario *	Employers	Travel	Social Distancing	Schools and Youth Activities	Gyms, Fitness Centers	Large Venues
Phase 1	State opens up June 1st to Phase 1						
Begins when there is a 14 day downward trajectory and a robust testing program		Encourage telework	Minimize non-essential travel	No more than 10 people in social settings	Schools, Daycare, camps that are closed should remain Closed	Can open if they adhere to strict physical distancing and sanitation protocols	Sit down Dining, movie theatres, sporting venues, places of worship can operate under strict physical distancing protocols
Phase 2	Begin Phase 2 July 1st						
Begins when there is no evidence of a rebound and that satisfy the gating criteria a second time.		Close common areas, enforce moderate social distancing protocols	Non-essential travel can resume	No more than 50 people in social settings	Schools, Daycare, camps can reopen	Can remain open if they adhere to strict physical distancing and sanitation protocols	Sit down Dining, movie theatres, sporting venues, places of worship can operate under moderate physical distancing protocols
Phase 3	Begin Phase 3 August 1st						
Begins when there is no evidence of a rebound and that satisfy the gating criteria a third time.		Resume unrestricted staffing of worksites		Low risk populations should consider minimizing time spent in crowded environments		Can remain open if they adhere to strict physical distancing and sanitation protocols	Sit down Dining, movie theatres, sporting venues, places of worship can operate under limited physical distancing protocols
* Based on county/state beginning Phase 1 on June 1st and phase 1 & 2 lasting one month.							

Criteria for opening our CAC's

- Develop dialogue with our local Public Health Departments to determine what guidelines are applicable to Children Activity Centers.
- When workout Gyms are open in Phase 2, can we open prior to schools opening if we provide limited activities using strict physical distancing?
- Develop guidelines using criteria that will be used for workout gyms, camps and schools.
- News flash! Georgia announced today that it will be opening gyms, fitness centers, bowling alleys, body art studios, barbers, cosmetologists, hair designers, nail care artists, estheticians, their respective schools and massage therapists to reopen their doors this Friday.
- What guidelines would allow close contact in the case of hair designers, barbers. Can the safety criteria be applied to our industry?
- [Former NASA scientist on new UV light cleaning method](#)

- Other resources for Developing Club Standards for Children Activity Centers.
 - Camping Industry: [ACA is engaging an independent team of public health experts, pediatricians, epidemiologists, and camp health experts to develop educational and operational resources for camps to assist them in adhering to CDC COVID-19 guidance](#)
 - Broadway Theatre: [News article regarding the economic model for theatres with a 50% house to due social distancing.](#)
 - CDC guidelines for childcare: <https://www.cdc.gov/coronavirus/2019-ncov/community/schools-childcare/guidance-for-childcare.html#ScreenChildren>
 - [Schools will likely reopen gradually with physical distancing, San Diego Unified physician says](#)

Disney & Universal Studios

Survey & Company Discussion of Plans

What to Expect

Park – Extra Precautions
Prevent cross-contamination
Sanitizing Stations
Additional Hand Washing Stations
Staff training
Stringent Cleaning
Streamline procedures entry
Reduce lines at rides – physical distancing



Suggested Changes under Consideration

Entry

Require all guests & team members to wear face masks
Suspend X-ray conveyor belts at security
Require all guests and team members to be health checked at entry – Temperature or Quick Covid-19 Test.

Additional Cleaning & Avoiding Cross-contamination

Implement touch-free payment for food,
merchandise and parking
Eliminate self-serve food options
Require team members to wipe down rides
between each usage

Physical Distancing

Implement social distancing practices throughout the park (e.g. 6-foot queuing, table spacing at restaurants, mobile ordering)

Implement a virtual line waiting system for all or most attractions

Suspend parades and nighttime shows

No Shows – Fireworks – Parades - Monorails

No animal encounters

No Character interaction

Directional pathways marked on the ground

Limit attendance

25%, 50% or 75% of park capacity

Keep Epcot closed

No Water parks

Survey Results

66% would return when parks open

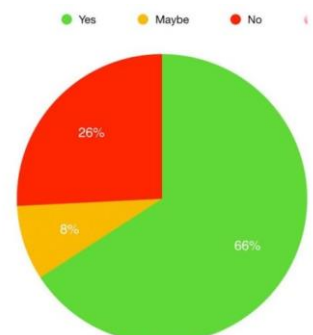
Why? **Trust and Reputation for Cleanliness**

Because Disney is a safe place

They would not open if it was (not safe)

The parks were already “extra clean”

Yes, but would avoid (typical) crowded spots (Parade)



26% Would not return right away

Why not? **Wait and See Attitude**

Will eventually go back but, would wait a couple weeks

Travel concerns

New fear of crowds

Expensive if some things are closed

CRISIS MANAGEMENT

Lead Your Business Through the Coronavirus Crisis

by [Martin Reeves](#) , [Nikolaus Lang](#) and [Philipp Carlsson-Szlezak](#)

February 27, 2020



ababil12/Getty Images

We've made our coronavirus coverage free for all readers. To get all of HBR's content delivered to your inbox, sign up for the Daily Alert newsletter. ✕

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The Covid-19 crisis has now reached a new critical phase where public health systems need to act decisively to contain the growth in new epicenters outside China.

Clearly, the main emphasis is and should be on containing and mitigating the disease itself. But the economic impacts are also significant, and many companies are feeling their way towards understanding, reacting to, and learning lessons from rapidly unfolding events. Unanticipated twists and turns will be revealed with each news cycle, and we will only have a complete picture in retrospect.

Nevertheless, given the very different degrees of preparedness across companies, the further potential for disruption, and the value of being better prepared for future crises, it's worth trying to extract what we have learned so far. Based on our ongoing analysis and support for our clients around the world, we have distilled the following 12 lessons for responding to unfolding events, communicating, and extracting and applying learnings.

1) Update intelligence on a daily basis.

Events are unfolding with astounding speed, and the picture changes on a daily basis. Only several days ago, it looked like the outbreak was mostly confined to China and was being brought under control. More recently, a number of fast-growing epicenters of infection have sprung up beyond China, signaling a new phase and potentially necessitating new strategies of mitigation rather than containment. Our team initially decided to communicate updates every 72 hours, but we moved to a daily cycle, not only for updating data, but also for reframing our overall perspective.

2) Beware of hype cycles / news cycles.

News organizations often focus on what's new rather than the big picture, and they sometimes don't distinguish between hard facts, soft facts, and speculation. Yesterday's news is likely to frame how your organization thinks about the crisis today. When exposed to fast changing information, be it a new technology or an emerging crisis, we have a systematic tendency initially to overlook what is significant and to overreact to emerging issues before we eventually take a more considered view. As you absorb the latest news, think critically about the source of the information before acting on it.

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3) Don't assume that information creates informedness.

Get it in your inbox

In our connected world, employees have direct access to many sources of information. Leaders might reasonably conclude that there is so much information and commentary available externally that they don't need to do anything additional. We have found, however, that creating and widely sharing a regularly updated summary of facts and implications is invaluable, so that time is not wasted debating what the facts are — or worse, making different assumptions about facts.

4) Use experts and forecasts carefully.

Experts in epidemiology, virology, public health, logistics, and other disciplines are indispensable in interpreting complex and shifting information. But it's clear that expert opinions differ on critical issues like optimal containment policies and economic impact, and it's good to consult multiple sources. Each epidemic is unpredictable and unique, and we are still learning about the critical features of the current one. We need to employ an iterative, empirical approach to understanding what's going on and what works — albeit one guided by expert opinion.

5) Constantly reframe your understanding of what's happening.

A big-picture synthesis of the situation and a plan to deal with it, once captured on paper, can itself become a source of inertia. A Chinese proverb reminds us that great generals should issue commands in the morning and change them in the evening.

But large organizations are rarely so flexible. Managers often resist disseminating plans until they are completely sure, and then they are reluctant to change them for fear of looking indecisive or misinformed, or of creating confusion in the organization. A living document, with a time-stamped “best current view” is essential to learn and adapt in a rapidly changing situation.

6) Beware of bureaucracy.

Controversial, sensitive, or high-profile issues will typically attract review by senior management, corporate affairs, legal, risk management, and a host of other functions. Each will have suggestions on how to best craft communications, leading to an overly generalized or conservative perspective and a slow, cumbersome process.

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Assembling a small trusted team and giving them enough leeway to make rapid tactical decisions is critical. Overly managing communications can be damaging when each day brings significant new information to light. Use the clock speed of external events as a guideline for pacing the internal process, rather than starting with the latter as a given.

A living digital document can enhance speed by avoiding the rigamarole of issuing and approving multiple documents, and also reduces risk, since it can easily be updated or withdrawn as necessary. Furthermore, distinguishing clearly between facts, hypotheses, and speculations can help in communicating a fuller and more nuanced picture.

7) Make sure your response is balanced across these seven dimensions:

- *Communications:* Employees will likely be exposed to conflicting information and feel anxious or confused about the best course of action. Be sure to communicate policies promptly, clearly, and in a balanced manner. Furthermore, communicate contextual information and the reasoning behind policies so that employees can deepen their own understanding and also take initiative in unanticipated situations, such as employee holidays in a restricted location or how to handle contractors.
- *Employee needs:* Restrictions on travel and congregation will trigger employee needs for access to education, health care, daily provisions and the like. You should anticipate and develop solutions to these and create an information hub where employees can find all the information they need. Many of these needs will be locally specific, requiring a multi-tiered approach to policy making.
- *Travel:* Make sure that travel policies are clear in terms of where employees can travel to, for what reasons, what authorizations are required and when the policy will be reviewed.
- *Remote work:* Be clear on your policies — where they apply, how they will work, and when they will be reviewed. Home working is rare in some geographies, like China for example, and the need for additional explanation should be anticipated.
- *Supply-chain stabilization:* Attempt to stabilize supply chains by using safety stocks, alternative sources, and working with suppliers to solve bottlenecks. Where rapid solutions are not possible, co-develop plans, put in place interim solutions, and communicate plans to all relevant stakeholders.

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- *Business tracking and forecasting:* It's likely that the crisis will create unpredictable fluctuations. Put in place rapid-reporting cycles so that you can understand how your business is being affected, where mitigation is required, and how quickly operations are recovering. A crisis doesn't imply immunity from performance management, and sooner or later markets will judge which companies managed the challenge most effectively.
- *Being part of the broader solution:* As a corporate citizen you should support others in your supply chain, industry, community, and local government. Consider how your business can contribute, be it in health care, communications, food, or some other domain. Focus on the intersection between acute social needs and your specific capabilities — in other words, live your purpose.

8) Use resilience principles in developing policies.

Efficiency reigns in a stable world with no surprises, and this mindset is often dominant in large corporations. But the key goal in managing dynamic and unpredictable challenges is *resilience* – the ability to survive and thrive through unpredictable, changing, and potentially unfavorable events. Our research on resilient systems shows that they generally have six common characteristics which should be reflected in crisis responses.

- *Redundancy:* Access to additional manufacturing capacity can help smooth supply-chain fluctuations. In the short term, companies may need to look beyond normal sources for solutions, but in the longer term, redundancy can be designed in.
- *Diversity:* Having multiple approaches to fulfillment can be less efficient but more flexible and resilient in crisis situations. Equally a diversity of ideas can greatly enhance solution development. Put together a cognitively diverse crisis management team that will have more ideas about potential solutions, especially if the corporate culture encourages expression of and respect for diverse perspectives. Beware of treating the crisis in one-dimensional manner — as a financial or logistical problem only, and staff your crisis team accordingly.
- *Modularity:* Highly integrated systems may be efficient, but they are vulnerable to avalanches of knock-on effects or even total system collapse if disturbed. In contrast, a modular system — where factories, organizational units or supply sources can be combined in different ways — offers greater resiliency. When a key brake valve supplier for Toyota was burned to the ground some years ago, supply was restored in just days

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because of the ability to swap production between suppliers, even of very different components. Ask how you can rewire your supply system in a modular manner both in the short and longer term.

- *Evolvability*: Systems can be built for optimization and peak efficiency or they can be built for evolvability — constant improvement in the light of new opportunities, problems, or information. Responses to dynamic crises like Covid-19 put a premium on evolvability. There is no knowable right answer, and any predetermined answer is likely to be wrong or to become obsolete over time. But it is possible to iterate and learn towards more effective solutions. While many lessons will be learned in retrospect, doing something now, seeing what works and remobilizing around the results is likely to be most effective strategy in the short term.
- *Prudence*: We cannot predict the course of events or their impacts for Covid-19, but we can envision plausible downside scenarios and test resilience under these circumstances. We can run scenarios for a widespread global epidemic, a multi-regional epidemic, and a rapidly contained epidemic, for example. Now that the focus has shifted from containment of the Covid-19 epidemic in China to preventing its establishment in new epicenters overseas, we have arrived at another inflection point, with very high uncertainty. It would be prudent for companies to take a fresh look at worst-case scenarios and develop contingency strategies against each.
- *Embeddedness*: Companies are stakeholders in wider industrial, economic, and social systems which are also under great stress. Those who fail to look at their supply chains or ecosystems holistically will have limited impact. Solutions that solve for an individual company at the expense of or neglecting the interests of others will create mistrust and damage the business in the longer term. Conversely, support to customers, partners, health care, and social systems in a time of adversity can potentially create lasting goodwill and trust. A key element of dealing with economic stress is to live one's values precisely when we are most likely to forget them.

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9) Prepare now for the next crisis.

Covid-19 is not a one-off challenge. We should expect additional phases to the current epidemic and additional epidemics in the future. Our research on the effectiveness of organizational responses to dynamic crises indicates that there is one variable which is

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most predictive of eventual success – preparation and preemption. Preparing for the next crisis (or the next phase of the current crisis) now is likely to be much more effective than an ad hoc, reactive response when the crisis actually hits.

10) Intellectual preparation is not enough.

Many companies run scenarios to create intellectual preparedness for unexpected situations. Scenarios must be updated and customized, however, in the light of the most material risks to a business at any given time. Those risks have shifted even over the last few days, with the rise of new disease epicenters.

Intellectual preparedness alone is not enough, however. Something can be well understood but unrehearsed as a capability. Scenarios should therefore ideally be backed up by war gaming to simulate and learn from behaviors under stress. A war room set-up, with a small dedicated team empowered to decide and execute, can cut through organizational complexity.

11) Reflect on what you've learned.

Rather than heaving a sigh of relief and returning to normal routines when the crisis subsides, efforts should be made not to squander a valuable learning opportunity. Even while the crisis is unfolding, responses and impacts should be documented to be later reviewed and lessons distilled. Rapidly evolving situations expose existing organizational weaknesses, like an inability to make hard decisions or an excessive bias towards consensus, which constitute opportunities for improvement.

For example, airline safety is one of the most effective global learning systems we have in this respect. Each time there is an incident from minor mishaps to tragic accidents resulting in lives lost, root causes are investigated in forensic detail according to pre-agreed protocols, and binding recommendations are made. It's not surprising that flying has become one of safest forms of travel, thanks to cumulative learnings and adaptations from previous misfortunes.

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12) Prepare for a changed world.

We should expect that the Covid-19 crisis will change our businesses and society in important ways. It is likely to fuel areas like online shopping, online education, and public health investments, for example. It is also likely to change how companies configure their supply chains and reinforce the trend away from dependence on few mega-factories. When the urgent part of the crisis has been navigated, companies should consider what this crisis changes and what they've learned so they can reflect them in their plans.

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