

# RESTART Strategy

A fully integrated and collaborative approach to restarting the workplace

# Leading Change

Liberating Performance.  
Delivering Results.

# One goal, one team, three subject matter expert advisors



**Mark Bouch**

Management consultant; strategy implementation and change expert

Managing Director, Leading Change Limited



**Dr David Slavin**

Occupational health physician and business consultant, expert in hazardous and high-risk, author of *Tolerability of Risk*

CEO, Ocean Health



**Sheena Thomson**

Crisis, risk and reputation communications expert; specialist in complexity and higher risk settings and complexity

Founder and Director, Conduit Associates



# Risk versus Risk

The UK government's intent now includes economic recovery

## Current Situation

The UK's strategy regularly updated

Vaccine research continues globally

UK testing not yet at sufficient scale

Treasury backed economic assistance package in place

Huge loss of economic output and fiscal revenue

UK Government signalling new way forward for employers

# What we know already ...

## Business Continuity Plans have varying degrees of success

### No productivity

Unable to work from home  
Operations suspended

Non-essential manufacturing  
High street retail  
Hospitality & tourism  
Business reliant on F2F contact

### Low productivity

Restricted ability to deliver business with high impact

Many B2B/B2C service businesses  
Engineering  
Construction  
Airports/airlines  
Fuel retailers

### Moderate productivity

Workplace adapted to restrictions but significant impact

Public sector  
Call centres  
Financial and Professional services  
Online retail

### High productivity

Business able to operate at near normal levels

Healthcare  
Essential retail  
Pharmaceutical  
Business able to operate effectively with staff working from home

Significant risk factors to success include: the supply chain, customer demand, change in trends, change in laws and regulatory environment.

# Businesses face difficult decisions about how and when to return to work

The greatest challenge is to balance multiple considerations and risks:

- Economic
- Operational
- Personal

## Help with these challenges

Government has announced initial phased steps towards recovery

Guidance has been announced and updated daily

## Ongoing issues

High uncertainty regarding COVID-19

Scientific advice and data can complicate decision-making

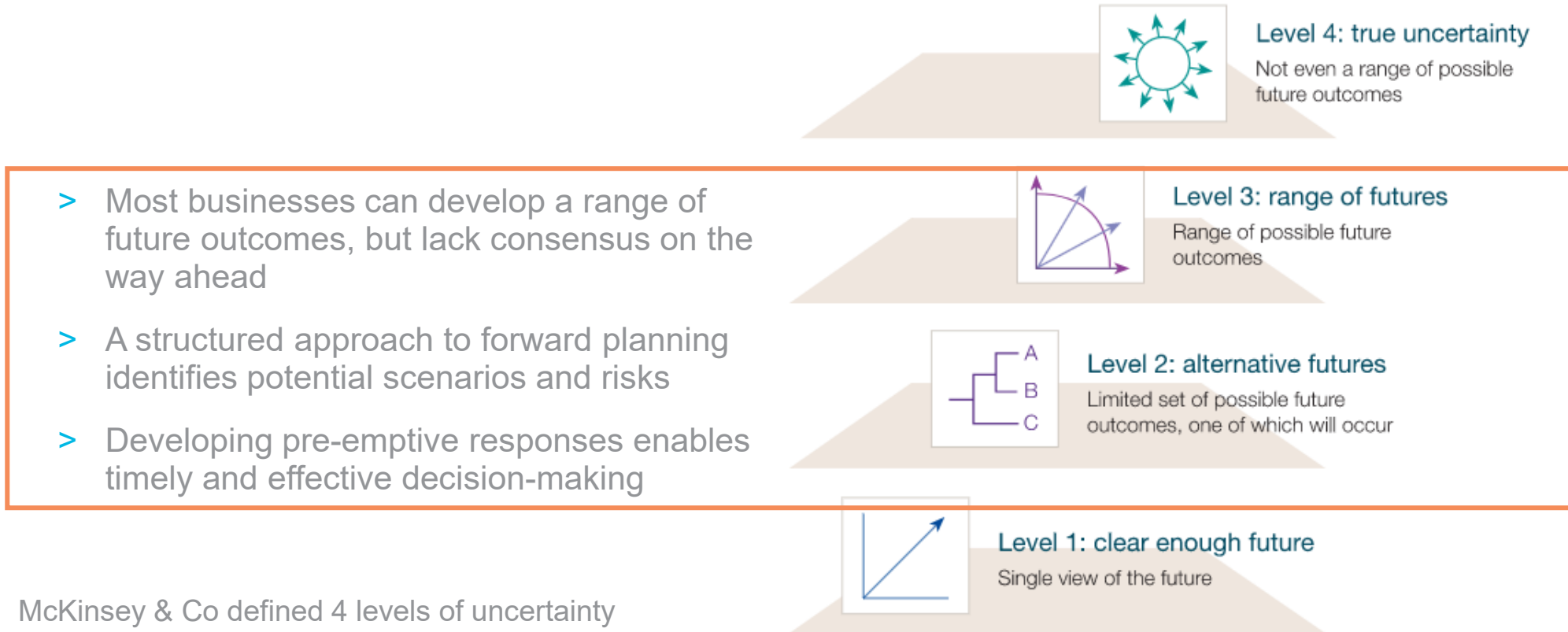
The deployment of robust testing

Quantifying risk is problematic

Risk perception and reputational issues highly subjective evolving daily



# Most businesses will be able to predict, with some confidence, at least a range of possible future outcomes



McKinsey&Company

# Businesses need to make robust decisions based on:

- > **Strategic intent:** a clear reference point for business critical decisions
- > **Situational awareness:** current trends and evolving government guidance
- > **Understanding risk:** effective risk identification, analysis and management
- > **People:** understanding risk perception and communicating effectively:
  - > Keep people-related decisions clear and focused
  - > Develop a reassuring communications narrative

# With high levels of uncertainty, speed is more important than perfection

## We understand:

- > It's difficult to make a perfect plan to return to normal
- > Your plans may become rapidly outdated
- > There is advantage for organisations to be agile and quickly adapt as they learn

## How do we achieve RESTART? We will:

- > Help you build a clear but realistic intent for RESTART
- > Use well established risk principles that are common in high-risk and high-reliability industries
- > Work with you to develop a range of scenarios, including a different *normal*
- > Help you develop your near-term goals
- > Guide you in development of high-level plans identifying triggers and decision points
- > Support you to use a structured framework to implement action



# Our five RESTART programme benefits

- 1 Considered, sound and focused outcomes based on better understanding of risk
- 2 Identify immediate and near-term business priorities and optimise resource allocation
- 3 Confident and effective decision-making about your return to the workplace in the face of uncertainty
- 4 Accelerated implementation planning and execution
- 5 Reassured, informed and engaged people through timely and relevant communications

# Key features

Expert Consultancy Support

Occupational Health review  
Forward planning and implementation advice  
Risk and crisis communications

Tolerability of Risk Framework

Practical risk-informed tool  
Developed by leading tolerability of expert and published author

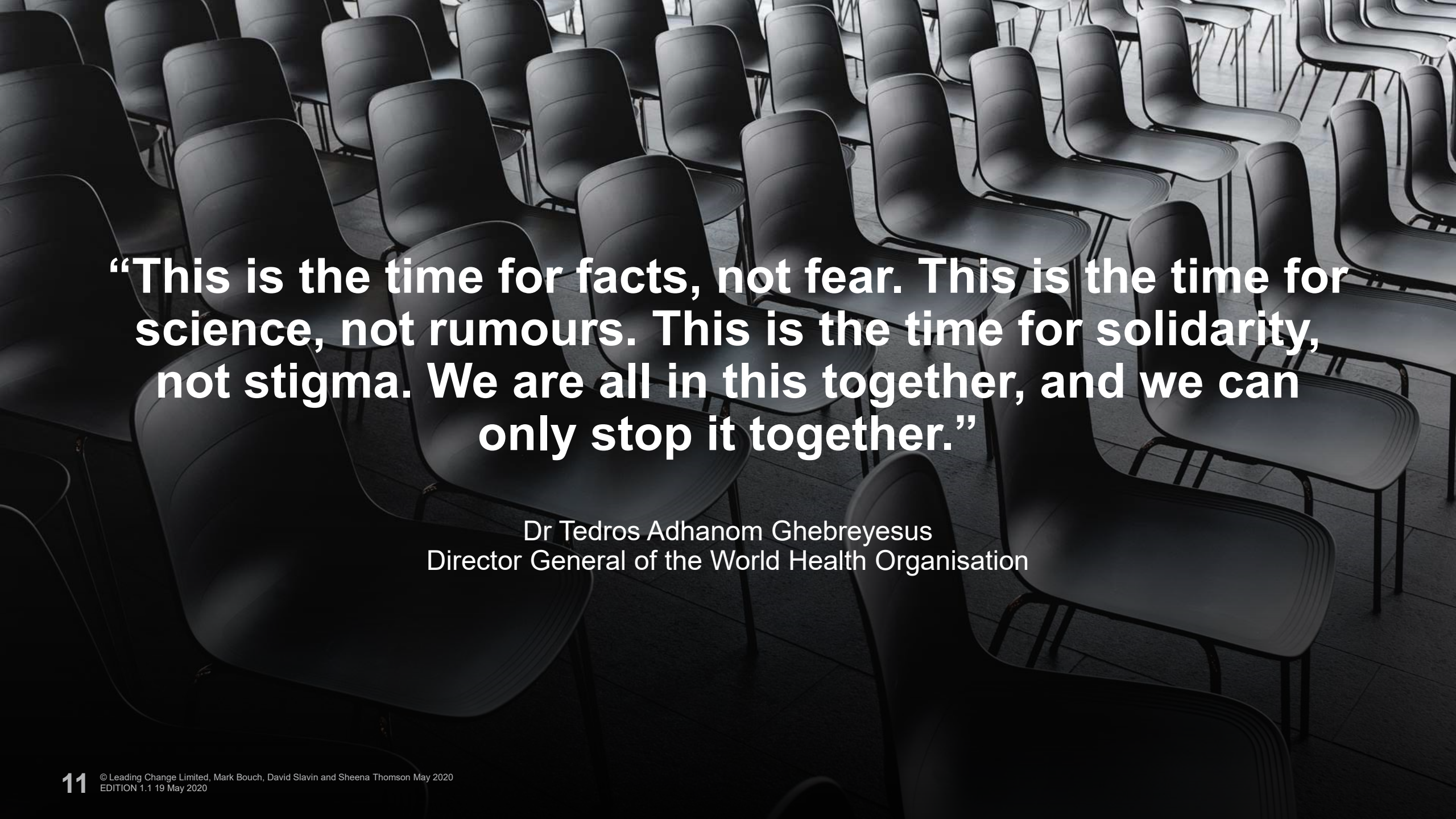
Risk Reduction

Risk reduction guidance and support  
Practical suggestions and “how to” advice

Risk Communications

Communications support to develop effective change narrative  
Advice on tone of communications and practical tools





**“This is the time for facts, not fear. This is the time for science, not rumours. This is the time for solidarity, not stigma. We are all in this together, and we can only stop it together.”**

Dr Tedros Adhanom Ghebreyesus  
Director General of the World Health Organisation

To find out more about the  
**RESTART** strategy  
please contact us:

**Mark Bouch**

@ mark.bouch@leadingchangeuk.com

0203 170 8026

Leading Change Limited  
53 Davies Street  
London  
W1K 5JH  
United Kingdom

[www.leadingchangeuk.com](http://www.leadingchangeuk.com)

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