

Beyond Business Continuity to Strategic Advantage:
 Managing the Polarities of Crisis Management and Strategic Planning
 During and After COVID-19 to Benefit Long Term Health

Greater Purpose Statement: surviving COVID-19 and thriving after COVID-19.
 This is also a benefit and indicator of success.

<p>Steps to take to gain or maintain positive results from focusing on the left pole</p> <p>First things first: align crisis response with values, mission, and vision Manage response with empathy Prioritize relationships Encourage experimentation Promote timely and sense-making communication Mitigate threats Minimize risks Protect brand value Manage an urgent timeline</p>	<p>Left Pole: Crisis Management</p> <p><u>Positive results from focusing on the left pole</u></p> <ul style="list-style-type: none"> + Threats are managed + Worst-case scenario is responded to + Assets are preserved + Resilience in a time of adversity is built + Student learning continues + Student, faculty, and family health and well-being are supported + Student stabilization is re-established + Stakeholders maintain trust and goodwill 	<p>Right Pole: Strategic Planning</p> <p><u>Positive results from focusing on right pole</u></p> <ul style="list-style-type: none"> + Opportunities are optimized + Worst-case scenarios are anticipated + Strategic growth is managed + An aspirational vision of future success is shared + A school acquires the resilience needed to thrive in good times + Student, faculty, and family health and well-being are supported + Transformation of student learning experiences is achieved + The school knows where it is going and how it plans on getting there + Relationships and partnerships are strengthened 	<p>Steps to take to gain or maintain positive results from focusing on the right pole</p> <p>Prioritize most promising growth opportunities aligned with values, mission, and vision Mitigate stakeholder pain points Prioritize relationships Drive innovation Watch for patterns and adjust Build organizational resilience Build leadership capacity Open promising new markets Create new brand attributes Manage a balanced timeline Leverage reputation to build brand Retrench and/or liquidate when necessary</p>
<p>Red flags to watch for (indicators you are getting into the downside of this left pole)</p> <p>Increased student and parent anxiety Increased staff anxiety Increased isolation Poor student learning outcomes Enrollment issues</p>	<p><u>Downside of crisis management</u></p> <ul style="list-style-type: none"> - Crisis requires constant surveillance - Stakeholders require continuous communication - School culture is at risk - Urgency of now leaves little band width for the important things of tomorrow - A compromised enterprise can easily become more compromised during a crisis if all efforts are centered solely on crisis management 	<p><u>Downside of strategic planning</u></p> <ul style="list-style-type: none"> - Planning the work and working the plan can result in unhealthy rigidity - Measuring the wrong things - Overstressing the system with too much change - Non-inclusive planning processes - Can lack leadership outside the head's office - Continuous improvement vs. transformation - Lack of implementation structures and processes can leave a plan languishing 	<p>Red flags to watch for (indicators you are getting into the downside of this right pole)</p> <p>Progress lags Vision ceases to inspire Rigidity overrules flexibility Implementation is spotty Initiatives are under-resourced Strategies are not relevant Existing plan eclipses emerging ideas</p>

Deeper Fear from lack of balance of these polarities: failure to thrive after COVID-19.
 This can be the result of not managing these polarities well.