

*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><b>Steps to take to gain or maintain positive results from focusing on the left pole</b></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><b>Left Pole: Crisis Management</b></p>	<p><b>Right Pole: Strategic Planning</b></p>	<p><b>Steps to take to gain or maintain positive results from focusing on the right pole</b></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><b>Red flags to watch for (indicators you are getting into the downside of this left pole)</b></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"> <li>- Crisis requires constant surveillance</li> <li>- Stakeholders require continuous communication</li> <li>- School culture is at risk</li> <li>- Urgency of now leaves little band width for the important things of tomorrow</li> <li>- A compromised enterprise can easily become more compromised during a crisis if all efforts are centered solely on crisis management</li> </ul>	<p><u>Downside of strategic planning</u></p> <ul style="list-style-type: none"> <li>- Planning the work and working the plan can result in unhealthy rigidity</li> <li>- Measuring the wrong things</li> <li>- Overstressing the system with too much change</li> <li>- Non-inclusive planning processes</li> <li>- Can lack leadership outside the head's office</li> <li>- Continuous improvement vs. transformation</li> <li>- Lack of implementation structures and processes can leave a plan languishing</li> </ul>	<p><b>Red flags to watch for (indicators you are getting into the downside of this right pole)</b></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.