

We believe there are five essential areas that leaders should focus on in developing their post-COVID-19 (PC) priorities:

1. **Trust Management** – Trust is going to become a paramount value in the PC world – with our employees, our customers, and our shareholders. Trust (or the lack thereof) is going to subtly, and not so subtly, alter these relationships. Trust is going to become a gigantic “X factor” in determining which individuals and entities emerge from this crisis as winners, and which underperform both internally and externally. Creating, building, and managing trust is going to become a primary leadership trait and responsibility. Some leaders will inspire trust, others will not. We need to find, nourish, and promote trust-builders.
2. **Revenue Regeneration & Replacement** – Many of our previous assumptions about demand for our products and services are being impacted by the PC world. For some, traditional markets will be diminished or fundamentally altered. For others, emerging markets may be vast, including: telehealth and distance learning. Determining where and in what volumes near and intermediate revenue will come must be a priority so that we do not fall victim to the oldest of business maxims: “Don’t run out of money”.
3. **Asset Triage** – In looking at the storm that is lashing the enterprises we have worked so hard to build, it’s going to be tough to accept that some of those assets may not be productive or sustainable given the imperative to regenerate or replace revenues. Assets once regarded as the building blocks for our old visions of the future may not fit the PC world.

Lines of business, technology, facilities, and other capital assets must all be assessed to determine whether they fit within the context of near-in revenue regeneration or replacement. If they don’t, we need to dispassionately decide whether, when and how to let them go. Effective leaders will realize that the harsh principles of “creative destruction” on the path to new healthy growth have never been more relevant than in the PC world.



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John McCreight has been a management consultant in public practice since 1968, partnering with clients worldwide in developing and implementing strategy.

John’s consulting involves partnering with CEOs and their senior leaders, directors, boards, and investors in industry; and senior leaders in the government.

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Our Firms

McCreight Partners serves clients worldwide, to ensure the successful design and implementation of strategic, large-scale change.

Our Experience

Our consulting practice has been built on decades of experience partnering with some of the world’s most respected leaders and organizations . . . implementing complex, and often intense change.

Our Goal

Partner with our clients worldwide to ensure their competitive superiority.

4. **Reduction In Force (RIF) & Recruitment** – Ironically, both RIF and recruitment are going to be important. Unfortunately, RIFs are going to be necessary for most entities. Urgent RIF questions become: who to cut and who to keep? The answer to these questions comes down to our answers to the first and second questions. Based on those answers, human capital will fall into three categories: Must-haves, Maybes and Not-for-the-Foreseeable-Future. We need to ensure the return of the Must-haves, do our best with the Maybes, and let the Not-for-the-Foreseeable-Future go – with dignity.

In reassessing our human capital needs, we are also going to discover gaps in our emerging PC organization that we need to fill quickly to play in the PC world. If remote delivery of our products and services had been a small part of our business pre-COVID-19, we may need to dramatically surge in that area. We must identify the gaps in our organization and define the new roles we are going to have to quickly fill. We must understand the sources of new talent.

5. **Risk Management** – Implicit in all of the above is the certainty that our old “certainties” are uncertain. COVID-19 fundamentally upends the traditional models and metrics we have used for decades to assess risk. We will need to redefine risk and rebuild our models so that we can begin, post-crisis, to invest, maintain, and divest with trackable metrics in the new environment.

The old adage that: “One who attempts to accomplish everything, accomplishes nothing,” has never been more true as we enter the post-COVID-19 world. Leaders will have to decide what they will focus on, and how they will allocate their scarcest of all resources, which is time. All these decisions are going to involve difficult tradeoffs, and the need for both sincere and artful communication and trust-building.

McCreight Partners has a seasoned team of experienced business leaders available to help sort through these difficult questions quickly and cost-effectively. Please let us know how we can help.



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McCreightPartners
strategy implementation consultants

How We Add Value

- analyzing and refining strategy
- defining implementation initiatives with timelines and milestones
- defining implementation roles, accountabilities, and resources
- monitoring implementation progress and identifying and assisting mitigate roadblocks
- ensuring strategy is sound, sustainable, scalable, and will be successfully implemented, on-time, on-target, and on-budget

Our Clients' Focus

- Criminal Justice
- Education
- Energy
- Healthcare
- Information
- National Security
- Professional Services
- Technology

Our Alliance Partners

Our firm nurtures relationships with over 100 partner-level professionals as Alliance Partners. They complement our clients' competencies, exemplify preeminence in their fields, and bring to engagements a depth of experience dealing with many difficult business, governance, culture, talent, information, and technology challenges.

Our Research & Operations Center Professionals (ROC)

Our ROC professionals focus daily on understanding lessons learned and emerging best practices. They ensure our firms' professionals are informed, competent, proactive, and responsive, and that we bring immediate value to our clients.