



Business Direction Tutorial Resources: **Horizon 2 Checklist**

Business name:

Date:

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Horizon 2: Recover Leadership

	Yes	No	Comments	Actions
Have you reviewed your vision and mission to see if they are still appropriate?	YES	NO		
Do you know what you will do to ease uncertainty for your employees and customers?	YES	NO		
Have you reviewed your employee and stakeholder communication plan to reflect the changing environment?	YES	NO		
Have you laid plans to develop your leaders and managers to cope with changing demands?	YES	NO		

Horizon 2: Recover Leadership

	Yes	No	Comments	Actions
Do you know how you will execute your plans, align the business and integrate any new strategies?	YES	NO		
Have you identified people and organisations in your network who can help your business?	YES	NO		

Horizon 2: Recover Scenario Planning

Review this checklist alongside the scenario planning template, available to download from the Business Direction Tutorial page.

Answer the following questions for each scenario:

Comments

Actions

What is the likelihood of this situation occurring?		
How would this scenario impact your business? Think about: <ul style="list-style-type: none">• Staff• Customers• Supply Chain• Cash Flow		
Are these impacts positive or negative?		

Horizon 2: Recover Scenario Planning

Review this checklist alongside the scenario planning template, available to download from the Business Direction Tutorial page.

Answer the following questions for each scenario:

Comments

Actions

What financial impact would this scenario have?		
What measures can you take to prepare for, or prevent, this scenario?		
Can you position your business to take advantage of any opportunities that arise from this scenario?		

Horizon 2: Recover Scenario Planning

You may identify a scenario that is more likely to occur than the others and want to develop further. Here are some questions to help.

	Comments	Actions
What resources do you need to achieve this change?		
How will the change impact your employees and organisation?		
What are the implications of this change for your customers?		
How will you measure the impact of your results?		
Have you explored the support options available to help you?		

Horizon 2: Recover Health & Safety

	Yes	No	Comments	Actions
Have you revised the latest health and safety guidance from the Health & Safety Executive for Northern Ireland? You can access it at hseni.gov.uk	YES	NO		
Have you communicated any new arrangements to the team?	YES	NO		

Horizon 2: Recover

Human Resource Management

	Yes	No	Comments	Actions
Have you checked your statutory and contractual responsibilities as an employer? Remember that all existing legislation remains in place.	YES	NO		
Have you updated your HR policies, or developed new ones, to reflect a changed work environment?	YES	NO		
Have you assessed the effect of operational decisions on your staff? For example, how have furloughed staff members responded to their new circumstances?	YES	NO		
Have you asked your employees about their personal circumstances? They may be shielding, caring for dependents, or reluctant to return to the workplace.	YES	NO		

Horizon 2: Recover

Human Resource Management

	Yes	No	Comments	Actions
Do you have a communication plan that ensures you can connect with all staff and meet your obligations?	YES	NO		
Do you have a recruitment and retainment plan? Have you considered new ways of working?	YES	NO		
Have you implemented mechanisms to ensure your central team's decisions are fair, consistent and reasonable?	YES	NO		
Have you assessed the future of each role in your business?	YES	NO		

Horizon 2: Recover

Human Resource Management

	Yes	No	Comments	Actions
Do you know which employees will be retained?	YES	NO		
Do you have a plan for management of furlough changes, part-time working, redundancies?	YES	NO		

Horizon 2: Recover Operations

	Yes	No	Comments	Actions
Do you know how soon you can restart production or resume delivering services?	YES	NO		
How long will it take you to ramp up production, implement social distancing, and embed new health and safety measures?	YES	NO		
Do you know what the effect of social distancing and shielding will be on your ability to increase outputs?	YES	NO		
Have you planned what training your team will require? How will you deliver it?	YES	NO		

Horizon 2: Recover Operations

	Yes	No	Comments	Actions
Have you assessed the demand for your goods and services? Is it likely to fluctuate?	YES	NO		

Horizon 2: Recover Digital Transformation

	Yes	No	Comments	Actions
Have you assessed which technologies can help you meet new customer needs?	YES	NO		
Do you know how you will use the data you generate to provide insights and refine your approach?	YES	NO		
Have you scanned the market to see what your competitors – and businesses in other sectors – are doing well?	YES	NO		

Horizon 2: Recover Future Skills

	Yes	No	Comments	Actions
Have you identified the critical roles in your organisation?	YES	NO		
Do you know which roles will continue to deliver value?	YES	NO		
Have you analysed your organisation's structure to ensure it can achieve your current goals?	YES	NO		
Have you explored new ways of working and team structure to see if they could provide value?	YES	NO		

Horizon 2: Recover Future Skills

	Yes	No	Comments	Actions
Have you conducted a training needs analysis? You can access a tutorial here	YES	NO		