

To work like clockwork, a taskforce any meetings need to be brief, focused and empowered



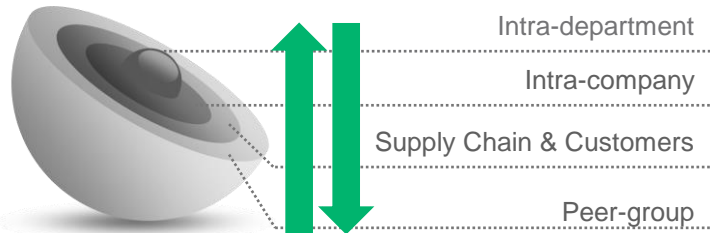
Cross-functional task force management

Key success factors of task force management:

- ◆ Management involvement & support
- ◆ Rapid problem identification and addressing – avoid procrastination
- ◆ Get and understand data – but factor the true level of data accuracy and completeness into decisions
- ◆ Communicate proactively, involve the line team
- ◆ Clarify and align any roles & responsibilities that may be specific to the task force or crisis
- ◆ Plan for “what if...?” – Plans A and B may not work

Key requirements on task force management:

- ◆ Short-term, solution-oriented problem solving with cross-functional collaboration and expertise
- ◆ High priority for task force (certain roles will require 100% capacity, others must be linked to line role)
- ◆ Be open to unconventional, innovative methods but think through their implications



ENGAGEMENT FROM TOP TO BOTTOM

Top management:

Immediate decisions with significant business-impact

Schedule: daily – 1 x 30 Minutes

Participants: All critical business functions (Operations, Supply Chain, Engineering, Finance, etc.), subject matter experts and critical support functions (Comms, HR, etc.)

Operational task force

Align and coordinate reactive and/or preventive actions to secure ongoing operations and processes

Schedule: daily – 2 x 15 -30 Minutes

Participants: Operations, Supply Chain, Procurement, Logistics, Quality, Engineering...

(Virtual) Shop floor Meeting

Communication to employees, FAQ, manage activities of the day

Schedule: daily – 2 x 15 Minutes

Participants: All employees within individual departments

Beyond meetings: empowered to act but in a coherent fashion in line with company priorities

Focus topics (excerpt):

Staff protection & care

Protect employees in daily business processes and support remote teams

Business continuity

Identify and constantly monitor risks; ensure visibility to top management where necessary

Supply Chain and Operations

Prioritise and execute of production and supply along the entire value chain

Customer Support

Keep close contact to your customers to anticipate and respond to their needs – keep the company focused on who pays the bills

External stakeholder management

Engage with and influence local and central govt. decision-makers – your crisis is their crisis