



“  
We have  
won the  
battle.”

Jacinda Ardern

New Zealand has stopped the transmission of COVID-19 after implementing some of the toughest restrictions in the world early on.

# GROUP CRISIS MANAGEMENT BRIEFING



Coronavirus COVID-19  
Group CMT Briefing

BRIEFING #14  
5 MAY 2020

# BRIEFINGS BY WHO

29 April and 1 May 2020



- **COVID-19 is still a Public Health Emergency of International Concern; the COVID-19 pandemic is not finished.**
- **We know too little about the transmission of the virus. We have...nothing for prevention with vaccines and we have...no licensed therapeutics...A vaccine is potentially 16 months away...**
- **New report on inequalities in access to water, sanitation and hygiene also reveals more than half of the world does not have access to safe sanitation services.**
  - On 31st of December WHO...picked up a report about a cluster of cases of pneumonia of unknown cause in Wuhan, China. At the time,...we had 82 cases outside China and no deaths when we declared the highest level of global emergency.
  - Over the coming few weeks there will be a huge scale-up in terms of automated tests, manual tests, swabs and media and all of the other material needed for testing right across low/middle-income countries and within about 140 priority countries.
  - We've been working on supply chain management now for months by bringing together the architecture of identifying supplies in the global supply chain that's essentially broken, validating those test kits that were available, scaling up production of those test kits at the manufacturers, procuring those kits and arranging for them to be transported to countries along with PPE, along with the other supplies, along with the swabs.
  - Our partnership with tech companies...is mainly to fight infodemics.
  - Some countries are reporting a possible link between COVID-19 and Kawasaki disease. We are aware of this report which came out of the UK...amongst children with inflammatory response. We're looking at this....The vast, vast majority of children...will have a mild infection and recover completely.
  - Remdesivir, is one of the drugs under observation in many...trials so...a lot more data will come out. ...we pull together every shred of evidence...and we review it and...critique...[what] comes to us that is pre-publication and also the ones...in peer review journals.
  - With regard to this concept of herd immunity,...we'll wait [to understand more]..
  - We will have to be aware the virus is present and we will have to, as individuals and families and communities, do everything possible on a day-to-day basis to reduce the transmission.... That may mean adjusting the way we live our lives...
  - There's been confusion that when we have said test test test, that means to test everyone in the population. That's never been what that meant. That meant to have aggressive case finding; test all suspect cases and test the contacts who develop symptoms.
  - Somebody has two negative...tests at least 24 hours apart...they've clinically recovered....
  - Handl[ing] lock-downs, lifting of lock-downs and the way forward to handling the virus...is a challenge that governments all around the world are facing right now...it's very difficult to give specific advice at a global level that is relevant to any individual country...What we clearly recognise is that public health and social measures have been effective in suppressing the intense transmission....and that's been achieved by different forms of lock-down...Exiting from there 2 requires a very careful, well-planned process that's based on, number one, understanding the exact epidemiology of the disease in your country...

# GLOBAL STATUS REPORT

5 May 2020

## Statistics

Confirmed Cases

**3,646,211**

+581,035 cases since 28 April

Deaths

**252,407**

=6.9% of all confirmed cases

Critical Condition

**49,637**

=1.4% of all confirmed cases

Mild Condition

**2,143,997**

Recovered & Discharged

**1,200,170**

## Top 20 (out of 212 countries & territories affected)

Country	Confirmed	Deaths	Recovered	Critical
USA	1,212,900	69,921	188,068	16,050
Spain	248,301	25,428	151,633	2,254
Italy	211,938	29,079	82,879	1,479
United Kingdom	190,584	28,734		1,559
France	169,462	25,201	51,371	3,696
Germany	166,152	6,993	135,100	1,949
Russia	145,268	1,356	18,095	2,300
Turkey	127,659	3,461	68,166	1,384
Brazil	108,620	7,367	45,815	8,318
Iran	98,647	6,277	79,379	2,676
China	82,881	4,633	77,853	29
Canada	60,772	3,854	26,017	557
Belgium	50,267	7,924	12,378	655
Peru	47,372	1,344	14,427	694
India	46,437	1,566	12,847	
Netherlands	40,770	5,082		683
Ecuador	31,881	1,569	3,433	159
Switzerland	29,981	1,784	25,200	141
Saudi Arabia	28,656	191	4,476	143
Portugal	25,524	1,063	1,712	143

**86%**      **92%**      **83%**      **90%**



Coronavirus COVID-19  
Group CMT Briefing



# IN THE NEWS...

- **U.S. FDA granted the experimental drug emergency-use authorization to treat hospitalized patients with Remdesivir.**
- **In the U.S., another 3.8 million file unemployment claims, bringing the total to 30,307,000, and overwhelming the states.**
- **World leaders pledge \$8 billion for a vaccine, but the U.S. declines to participate.**
- **Coronavirus vaccine won't be ready until end of 2021 under "most optimistic" scenario - European experts**
- **The looming vaccine challenge: Making enough doses...**

## United States & Canada

- The Trump administration is privately projecting daily coronavirus deaths to nearly double by June 1, even as it presses states to reopen.
- The U.S. economy shrank at a 4.8% annual rate in the first quarter, its biggest contraction since the recession in 2008.
- Remdesivir is not the holy grail. While it may speed up recovery from Covid-19, it does not stop people from catching the novel coronavirus Experts have repeatedly underlined that the pandemic will not subside until an effective vaccine is widely available.
- President Trump has pressed officials to produce a Vaccine by the end of 2020, though experts say that even under the best circumstances, it will take something more like 12 to 18 months. (The current U.S. speed record is four years.)
- The Supreme Court heard the first arguments via phone.
- Producing enough doses of vaccine for the whole country may require drastic steps, like converting breweries and distilleries and repurposing the labs.
- The White House will keep Dr. Anthony Fauci, a key member of the administration's coronavirus task force, from testifying before the Democratic-led House
- The FDA has approved a high-pressure ventilator prototype developed by NASA engineers to help coronavirus patients.
- JetBlue to become first major US airline to require passengers to wear face coverings
- The number of oil and gas rigs in the US fell again this week by 57, falling to 408, with the total oil and gas rigs sitting at 582 fewer than this time last year.
- More than 5,200 construction projects have reopened in New York City.
- VP of Amazon's cloud computing arm quit "in dismay" over the recent firings of workers who had raised questions about workplace safety during the pandemic. Stay-at-home orders and business restrictions are expiring in many American states. States taking huge risks and huge stakes, with a mixed picture of openings.
- Public health experts warned that allowing people to gather again would most likely lead to a new spike in cases, though we will not know the scale for weeks.
- The S&P 500 closed down nearly 1 percent, but it was a small retreat in an otherwise strong month for Wall Street.
- Apple and Amazon report higher sales as consumers turn to tech.
- New Jersey is now reporting the most daily deaths of any state, with 460 on Thursday
- Coronavirus curve "beginning to flatten" in Los Angeles.
- Colorado, Minnesota, Mississippi and Ohio have joined Georgia and South Carolina in relaxing some social distancing and allowing certain businesses to reopen

# IN THE NEWS...

## Asia

- A new study from South Korea details how the country dealt with a coronavirus outbreak in a high-rise building in the busiest part of Seoul. The early intervention included closing the entire block, extensive testing and the quarantine of infected people along with their contacts. The authors' approach to identification and control of the novel coronavirus may serve as a blueprint for local and national policymakers.
- Beijing set a date for its much-delayed top political gathering, the National People's Congress, its strongest signal that things were getting back to normal.
- Adding to evidence the virus can spread through air, Chinese scientists reported capturing tiny droplets containing its genetic markers in two hospitals in Wuhan
- India's confirmed coronavirus are increasing.
- No new cases in South Korea or Hong Kong. Hong Kong civil servants return to work
- "Unfair and irresponsible" to label Chinese products "faulty," says China after India cancels testing kit order
- Japan extended its state of emergency through the end of the month
- Tokyo Olympics will be canceled next summer if pandemic not over, says Games chief. A group of Japanese physicians said it would be "exceedingly difficult" for Japan to hold the Tokyo Olympics even next summer, as planned, without a vaccine.
- In Singapore, the virus has spread rapidly through migrant worker dormitories, which are linked to a vast majority of the city-state's cases.
- More medical workers are testing positive for the virus in Afghanistan. The infections threaten to overwhelm a stretched health system in a time of raging conflict.

## Australia & New Zealand

- Prime Minister of New Zealand will take part in an Australian coronavirus cabinet meeting today, adding to anticipation that a travel deal could be announced.
- Cautiously, New Zealand edges toward normal. Some shops, restaurants and construction sites are reopening, five weeks after it imposed strict measures.
- A coronavirus contact tracing app has been downloaded more than 2 million times since it was launched in Australia
- Former New Zealand PM says early ban on Chinese travellers helped curb spread of outbreak
- Australia's iconic Bondi Beach reopened for surfers and swimmers today but the beach remains off limits to everyone else. The water can be accessed only for surfers and swimmers between the hours of 7 a.m. and 5 p.m. on weekdays.

## South America

- The pandemic appears to be ebbing in much of Asia and Europe, but it has yet to peak in Latin America
- Brazil has been hit hardest in the region. President Jair Bolsonaro has resisted imposing shutdowns
- Nicaragua, the poorest country in Central America, has told its people to keep living as usual, and continues to carry on with professional sports.
- The Trump administration and some major U.S. companies have pressed Mexico to allow American-owned factories there to stay open,
- In Peru, driven by job losses and fear of infection, thousands of people in Lima and other cities are fleeing to rural areas
- Argentina, has banned all commercial flights until Sept. 1, imposing the strictest travel ban in the Americas.

# IN THE NEWS...

## UK & Europe

- UK says China has questions to answer over novel coronavirus outbreak
- Ethnic minorities in England and Wales are dying from coronavirus at higher rates than white peers, according to analysis by the Institute of Fiscal Studies (IFS).
- Britain plans to test a randomly chosen group of 100,000 people as part of its efforts to understand infection rates better before loosening restrictions
- Russia's prime minister said on Thursday that he was sick with Covid-19, the highest-ranking Russian official known to have been infected with the coronavirus.
- With its new stimulus plan, the European Central Bank will pay banks to lend money after the economy shrank the most in decades
- Johnson could ease lockdown before May 7 deadline
- Scientists at the Jenner Institute at Oxford University are planning to schedule tests of a new coronavirus vaccine with more than 6,000 people by the end of May
- Russia will "face a new and grueling phase of the pandemic," Putin says
- France cancels its 2019-2020 football season. Details how it will begin easing lockdown restrictions on May 11
- Portugal will end state of emergency
- Spain allowed small stores and businesses like hairdressers to reopen, starting a four-stage plan to return the country to a "new normalcy" by late June.
- Scottish government recommends wearing face coverings in public places
- New figures reveal scale of job losses in Spain due to outbreak
- HSBC is ramping up the amount of money it is setting aside to cover bad loans as its profits plummet because of the pandemic. It is also suspending plans to lay off tens of thousands of staff.
- Austria's coronavirus lockdown restrictions won't be extended, health minister says
- As Germany has started reopening, there has been an uptick in the rate of transmission for the virus.
- Airbus, a jewel of the European economy, is signaling distress.
- Shell Has Cut Its Dividend For The First Time Since World War II

## Middle East

- UAE starts developing its strategy for post-COVID era
- Migrant workers in cramped Gulf dorms fear infection
- Israel Back on the Learning Curve as Schools Set to Reopen. The past few weeks have seen a gradual shift to containment. This is due in part to the quick, appropriate measures that the government adopted at the start of the crisis, and also to Israel's relatively young population, which is less vulnerable to the virus.
- Lebanon cities erupt against economic hardship

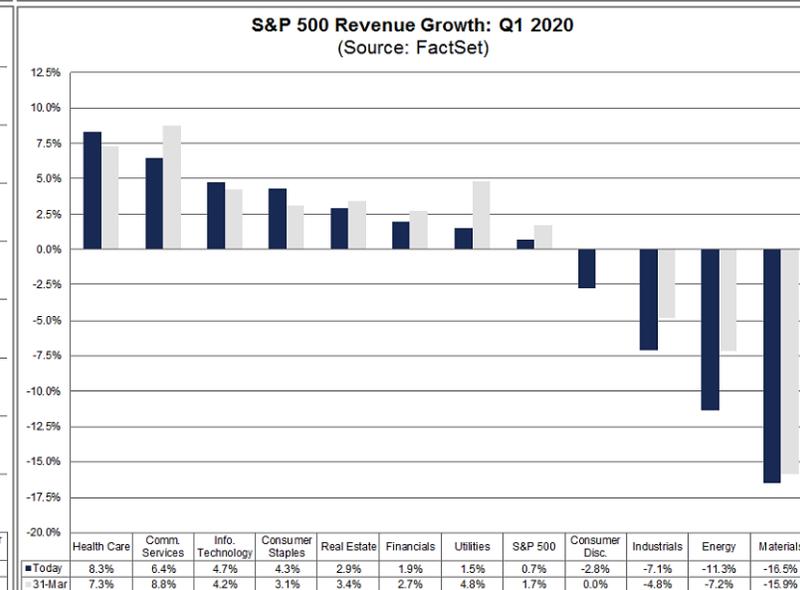
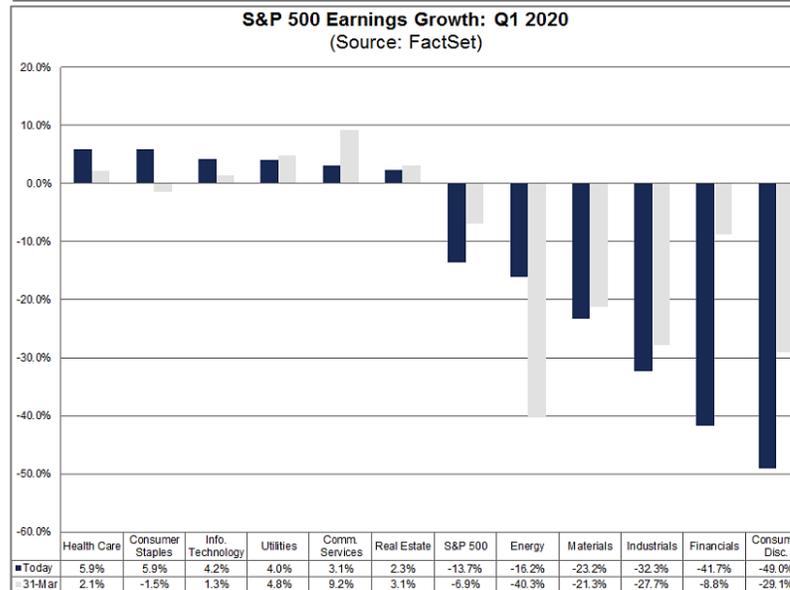
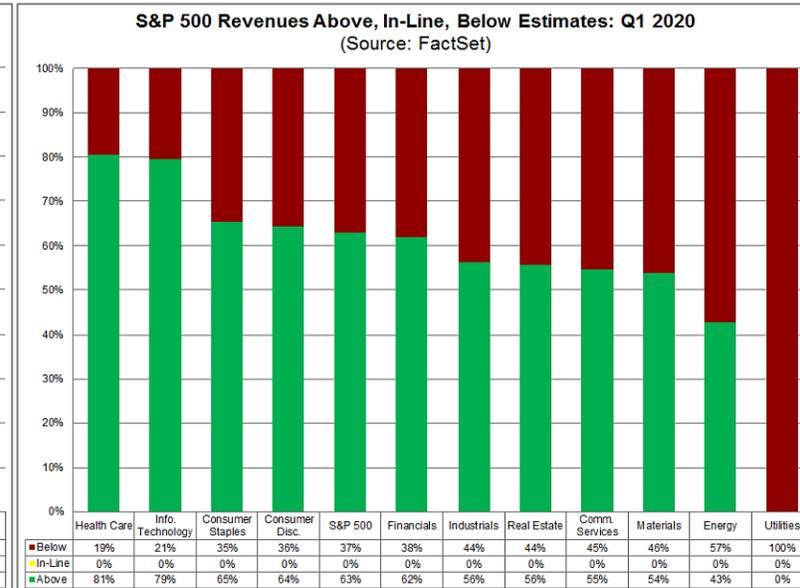
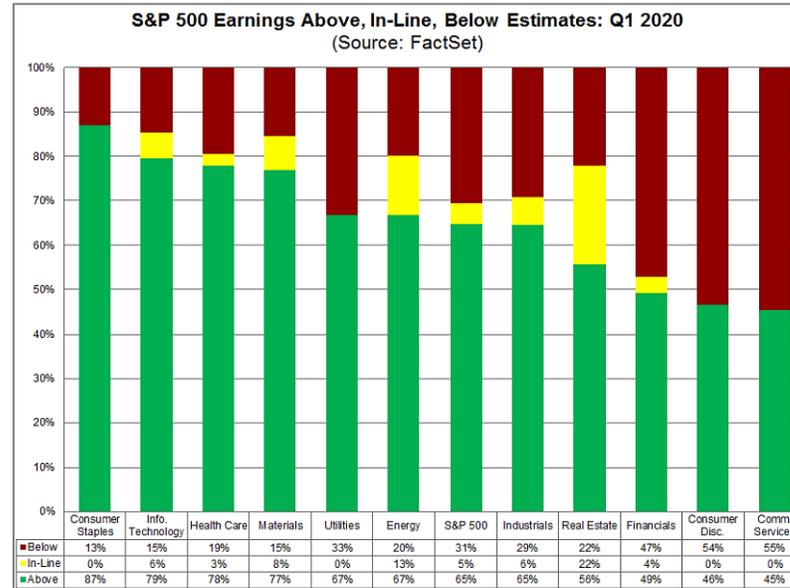
## Africa

- Led by the Institut Pasteur in Senegal, the National Institute for Communicable Diseases in South Africa and working with WHO and the African Union and the Africa CDC the capacity for both the laboratory technicians to do the testing and the distribution of the tests has occurred across Africa. The availability of tests <sup>8</sup> is still a critical issue...we have recently effected deliveries of personal protective equipment and more tests kits to 51 countries [in Africa].

# ECONOMIC IMPACT: S&P 500 SEASONAL UPDATE

## 55% of the companies in the S&P 500 have reported actual results for Q1 2020.

- The percentage of companies reporting actual EPS above estimates (65%) is below the five-year average.
- Companies are reporting earnings that are 2.5% above the estimates, which is also below the five-year average.
- In terms of sales, the percentage of companies (63%) reporting actual sales above estimates is above the five-year average.
- Companies are reporting sales that are 1.2% above estimates, which is also above the five-year average.
- The blended (combines actual results for companies that have reported and estimated results for companies that have yet to report) earnings decline for the first quarter is -13.7%. If -13.7% is the actual decline for the quarter, it will mark the largest year-over-year decline in earnings for the index since Q3 2009 (-15.7%)
- Six sectors are reporting year-over-year growth in earnings, led by the Health Care and Consumer Staples sectors.
- Five sectors are reporting a year-over-year decline in earnings: Consumer Discretionary, Financials, Industrials, Materials, and Energy.



# ECONOMIC IMPACT: U.S. LABOUR MARKET

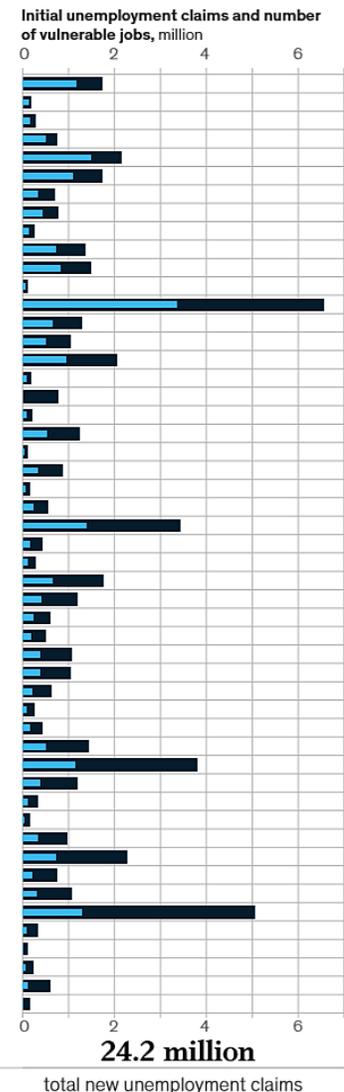
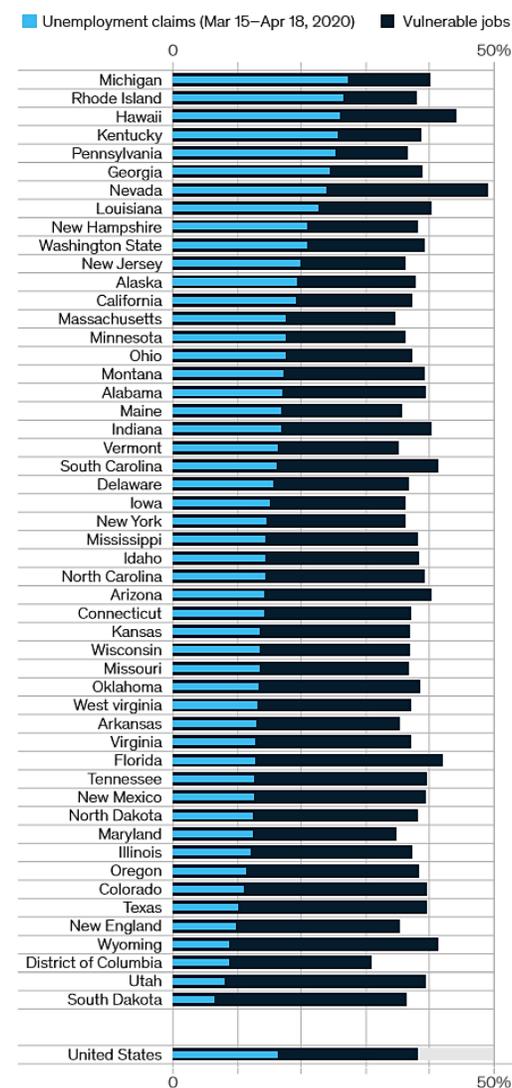
**More than 30 million Americans have applied for unemployment, but twice that number are vulnerable.**

**The Analysis, conducted at the beginning of April, examined the impact at the state, national, and occupational level. It estimated that in the shutdown phase alone, up to 53 million US jobs were vulnerable, i.e. permanent layoffs, temporary furloughs, or reductions in hours and pay.**

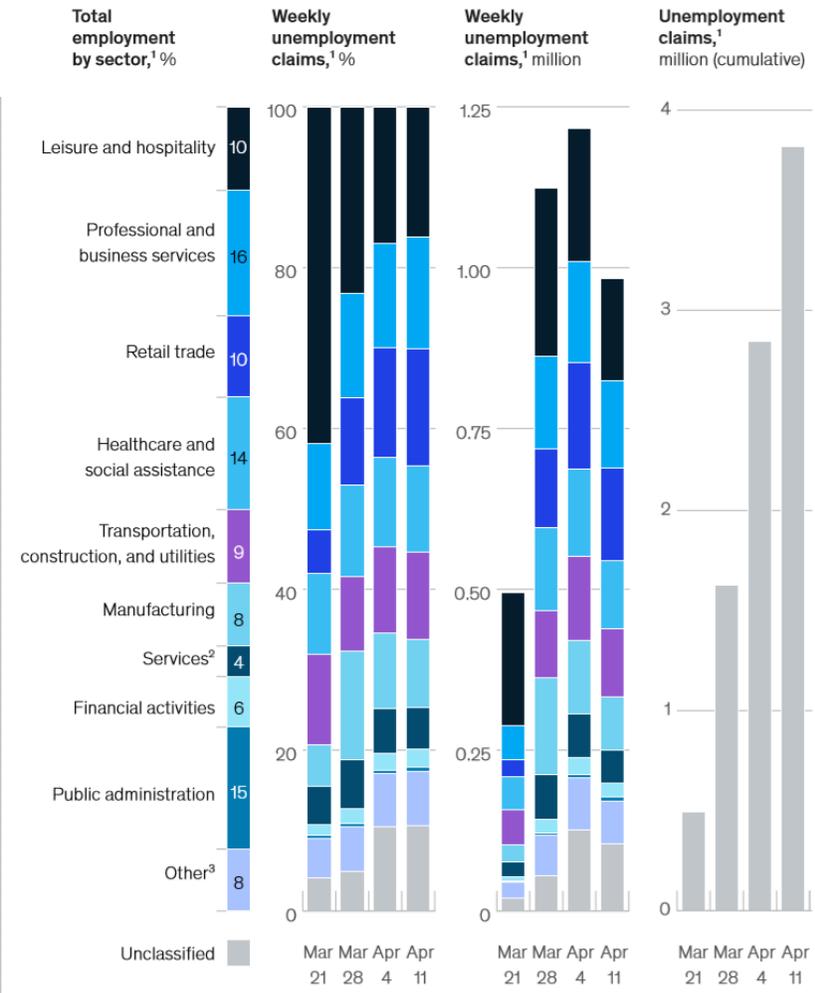
- In five states—Hawaii, Kentucky, Michigan, Pennsylvania, and Rhode Island— a quarter or more of the workforce has applied for unemployment benefits.
- Across a sample of eight representative states, the pandemic hit the leisure and hospitality sectors earliest and hardest.
- Overall job postings have declined, but there have been small increases in COVID-19-related occupations.
- Three-quarters of jobs classified as vulnerable as of mid-April paid less than \$40,000 a year.
- Part-time jobs held by women constitute more than half of the vulnerable jobs in leisure, hospitality, education, and health services.

Initial unemployment claims and vulnerable jobs,<sup>1</sup>

% share of pre-outbreak workforce

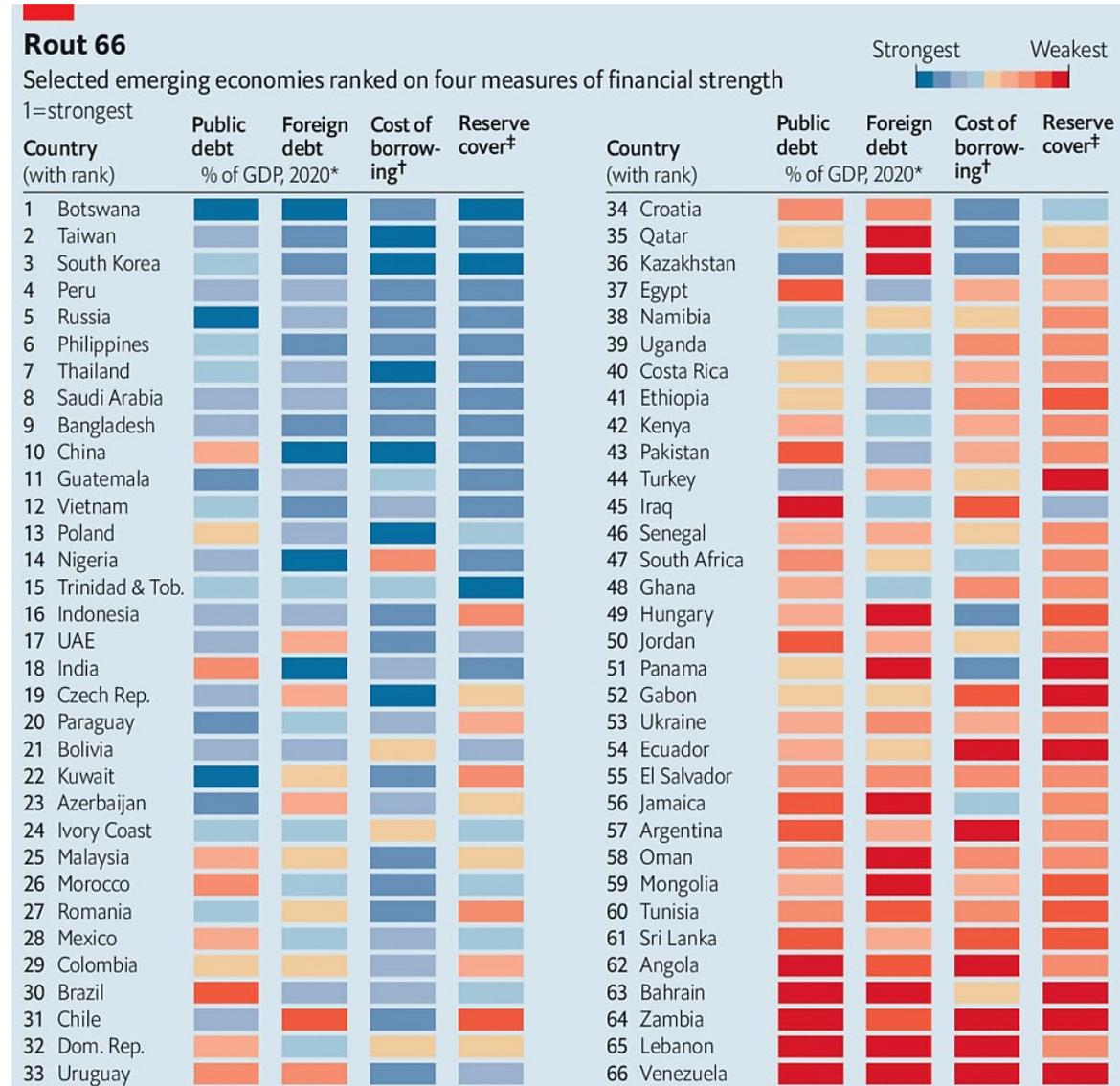


Share of post-COVID-19 initial unemployment claims by industry in 8 representative states



# ECONOMIC IMPACT: WHICH EMERGING MARKETS ARE IN MOST FINANCIAL PERIL?

- More than 100 countries, including South Africa, have asked the IMF for help. It has already approved 40 of the quick, small loans it provides after natural disasters.
- The world's emerging markets collectively owe \$17trn of government debt, 24% of the global total.
- 18 have had their credit ratings cut in 2020 so far by Fitch, more than in the whole of any previous year.
- Since January foreign investors have withdrawn about \$100bn from emerging-market bonds and shares, according to the Institute of International Finance.
- The Economist has ranked 66 countries using four indicators of financial strength (see chart). The ranking also reveals the vast differences in the source and scale of potential weaknesses.
- This ranking examines 66 economies across four potential sources of peril. These include public debt, foreign debt (both public and private) and borrowing costs (proxied where possible by the yield on a government's dollar bonds).
- Covid-19 hurts emerging economies in at least three ways: by locking down their populations, damaging their export earnings and deterring foreign capital.
- Gulf oil exporters will suffer a current-account deficit of over 3% of GDP this year, the IMF reckons, compared with a 5.6% surplus last year.
- Emerging economies may need at least \$2.5trn from foreign sources or their own reserves



# ECONOMIC IMPACT: A DIFFERENT PERSPECTIVE

BY: **BCG**

## The U.S. is not headed toward a new great depression!

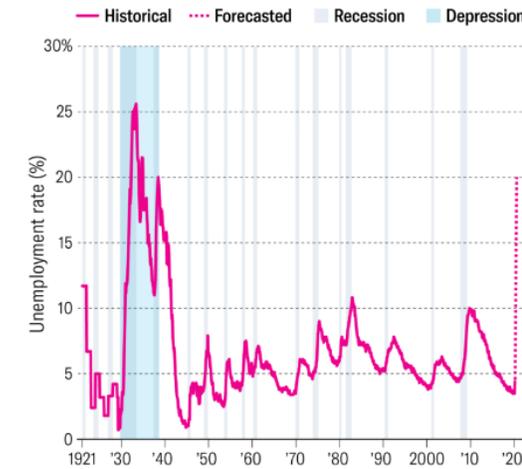
- The coronavirus is driving a macroeconomic meltdown around the world.
- In the U.S. and elsewhere, heavy job losses will likely drive unemployment figures to levels not seen since the Great Depression.
- Fiscal efforts to contain the crisis are pushing deficits to levels last seen during World War II.
- Both developments have spurred fears and commentary that the crisis is spiraling into either a depression or a debt crisis.
- COVID 19 will also leave a structural macroeconomic legacy if economies don't return fully to their old growth trajectory or rates. But it's a long way from a macroeconomic shock — even a severe one — to a structural regime break, such as a depression or a debt crisis.
- Price stability is the parameter to watch — it's the key to a favorable macroeconomic regime. If price stability falters, there would be massive consequences for the real and financial economies.

## Why the U.S. is unlikely to be headed towards a structural regime break?

- 1. Policy Error:** We are seeing a mindset in which policy makers will keep throwing policy innovations at the problem until something sticks — quite the opposite of the 1930s.
- 2. Political Willingness:** It certainly is possible that political calculus gets in the way of averting a structural breakdown, but not very plausible because the political costs are high.
- 3. Policy Dependence:** This path is not applicable in the U.S. because of monetary sovereignty. The Federal Reserve will always facilitate fiscal policy in a time of low and stable inflation and a healthy currency.
- 4. Policy Rejection:** A debt crisis seems improbable for the U.S.: Inflation expectations are very well anchored (and, if anything, too low). The rate-risk correlation is very solid, where in risk-off periods (moment when investors are less tolerant of risk and prices of risk assets like stocks fall) bond prices rally (yields fall). The USD reserve currency status is deeply entrenched as the rest of the world needs to hold U.S. safe assets (and don't wish to see their currencies appreciate).

## U.S. Unemployment Rate

The upper end of current forecasts have unemployment peaking near Great Depression levels in the second quarter of 2020.

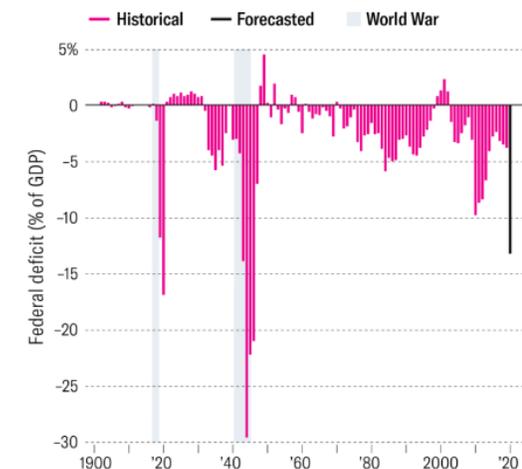


Source: NBER, U.S. Census Bureau, Bloomberg, BCG Center for Macroeconomics analysis

HBR

## Annual U.S. Deficit Levels

Adding \$2 trillion to the 2020 deficit makes it larger than anything outside of World Wars I and II.



Source: CBO, BCG Center for Macroeconomics analysis

HBR

# WIN THE FIGHT – WIN THE FUTURE

## The fight will be longer and deeper than many expect...

First, there is the “Flatten” phase, in which countries or cities lock down to flatten the curve. Second comes the “Fight” phase, during which a geography “Restarts” its economy while maintaining a low rate of infection, and finally, a “Future” phase, which begins only after a vaccine or highly effective treatment has been developed and deployed.

### 3 critical insights have emerged:

- **Get ready to Restart.** The transition from Flatten to Fight, or what we refer to as a “Restart,” is an intentional policy decision. Business leaders cannot control that decision or timing, but they can make sure they are ready to Restart.
- **The Fight will be protracted.** The Fight phase is going to be longer than most leaders we have talked to anticipate. We expect that it will be between 12 to 36 months before a vaccine or highly effective treatment is deployed.
- **The Fight will be expensive.** The Fight phase will be more economically challenging than most leaders seem to expect. An ongoing impact to the global economy will continue. A potential range of a relatively severe 5% to 20% impact on microeconomic outcomes such as revenues or employment is envisaged.

### 5 things to do now:

- Act proactively.
- Stick to a clear vision.
- Increase demand vitality.
- Create supply agility.
- Build enterprise resilience.



#### Flatten (2–3 months)

React to the crisis and ensure the safety of your people  
Manage possible cash constraints and avoid unnecessary costs  
Ensure business continuity and focus on immediate short-term challenges or opportunities

#### Fight

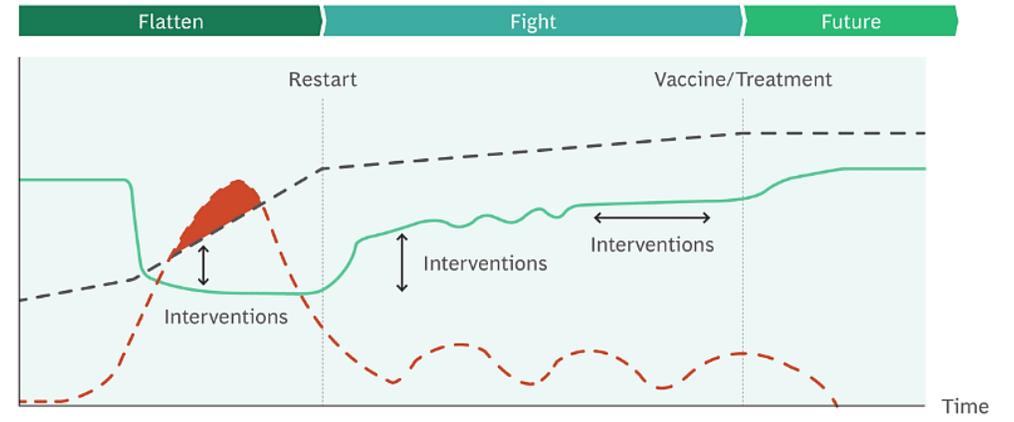
(subsequent 12–18 months)<sup>1</sup>

Quickly resume business activities and ramp up  
Prepare for a fluctuating recovery of demand and supply  
Balance building resilience with capturing opportunities and placing bets  
Adapt to evolution of the outbreak and be ready for a nonlinear recovery

#### Future

(likely end of first half, 2021)

Adapt to new-normal behaviors  
Focus on opportunities to grow top and bottom lines amid a global recession and subsequent recovery



**1a** How long is the Flatten phase?  
What are the pre-conditions to transition? When will we achieve them?

**1b** How deep does the Flatten phase go?  
To what depth does economic activity drop in Flatten?

**2a** How long is the Fight phase?  
What are the pre-conditions to transition? When will we achieve them?

**2b** How deep does the Fight phase go?  
What level of recovery does the economy achieve in Fight?

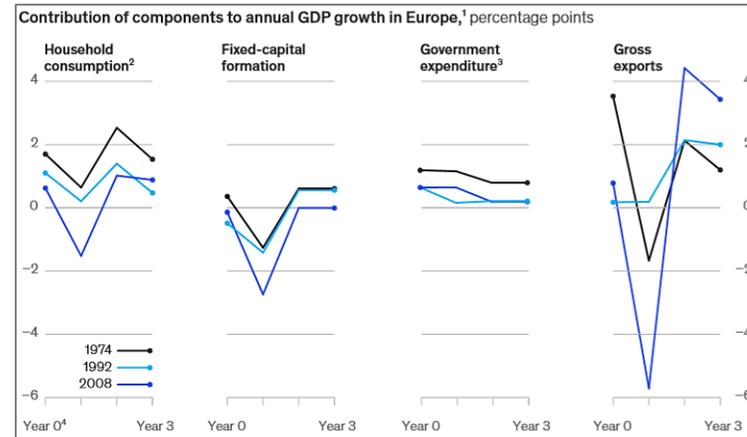
# HOW EU BUSINESSES CAN POSITION FOR RECOVERY

**Two factors—the speed of recovery and the magnitude of structural change— will shape European recovery.**

For European business, the priority is to keep their employees and customers safe. It is also important, however, to look beyond the immediate crisis and begin to imagine paths to the next normal.

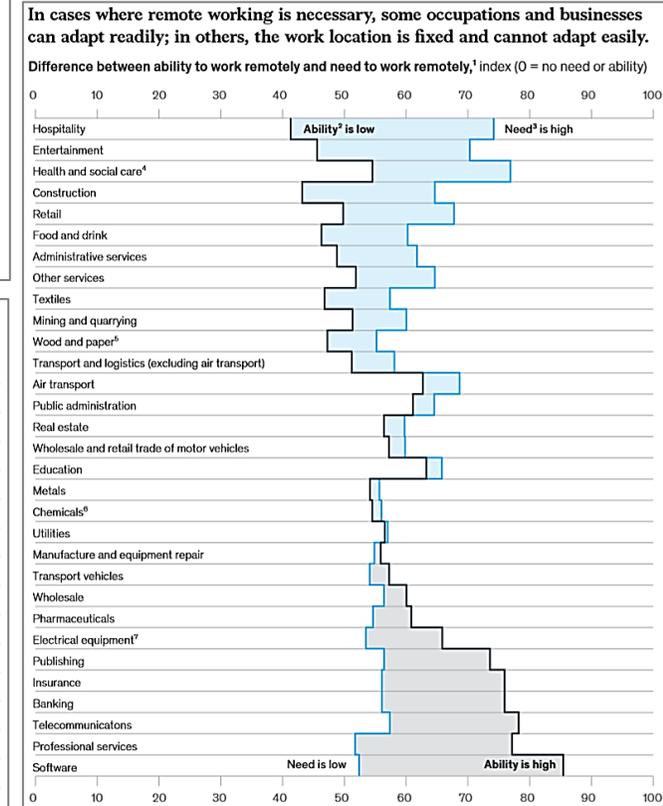
- Previous recessions may provide sectors with clues to the speed of recovery:** Both recessions and recoveries tend to be consumer-led. By contrast, recovery comes later for sectors producing mostly intermediary products or capital goods. When a recession starts, many of these businesses are still completing customer orders and can continue operating at high levels for a while.
- Some changes in customer behavior might outlast the crisis:** In many ways, the shift in delivery models in professional services is an extension of what was already happening in service exports. Business customers for many kinds of services are accommodating remote delivery.
- Social distancing is affecting sectors differently:** For people working in offices, however, doing so may be more logistically difficult.
- Four ways to think about planning for the next normal :** Bounce back, Lean in, **Restructure**, Swerve.

**Construction** falls under Restructure as a sectors where the fundamentals haven't changed significantly but demand growth and the restoration of supply chains will take some time to recover. This will prompt businesses to seek new ways to improve their cost-competitiveness; there may also be market consolidation. In recent recessions, extraction, basic materials, manufacturing sectors, as well as construction and parts of transportation and storage have also been affected this way.



Composition of sector outputs in Europe,<sup>1</sup> 2018, % of total use

	Consumer-intensive outputs <sup>2</sup>	Capital-intensive outputs <sup>3</sup>	Outputs to government <sup>4</sup>	Exports <sup>5</sup>
Hospitality	82	2	0	2
Retail	81	5	3	2
Food and drink	61	0	0	9
Insurance	56	2	0	8
Entertainment	56	2	20	4
Air transport	48	2	0	19
Textiles	48	2	0	17
Telecommunications	47	4	0	5
Banking	43	6	0	8
Utilities	34	3	2	1
Publishing	33	18	4	10
Oil refining	31	4	0	18
Agriculture	27	2	0	5
Transport and logistics <sup>6</sup>	20	5	4	8
Transport equipment	20	24	0	31
Admin and business services	18	12	1	9
Pharmaceuticals	16	1	23	43
Wood and paper	13	14	0	10
Professional services	11	29	1	9
Construction	10	79	0	0
Chemicals	10	5	0	24
Electrical equipment	7	44	0	27
Software and data	5	54	0	9
Mining and quarrying	5	5	0	6
Basic materials <sup>7</sup>	5	32	0	13



# HOW SCENARIOS CAN HELP COMPANIES WIN THE COVID-19 BATTLE



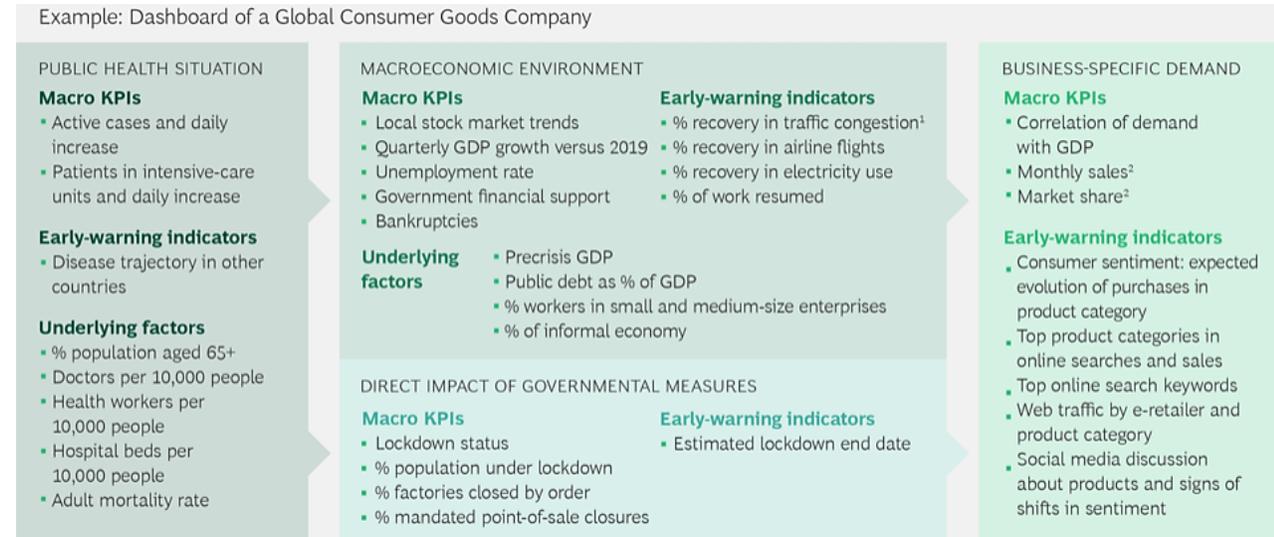
**The tremendous uncertainty about what lies ahead can cripple business leaders' ability to take strategic action. Yet paralysis is not an option. In fact, taking action now, during the crisis, will be critical.**

When developing scenarios in such an unpredictable context is not to get lost in unnecessary details and to avoid the lure of false precision.

1. Build a “cockpit”—a dynamic indicator dashboard—to view both backward-looking and forward-looking KPIs for each factor in real time.
2. Break down the timeline of the crisis into manageable phases
3. Build scenarios—and update them frequently by monitoring a variety of real-time indicators—to use as the basis for decision making
4. By applying the military’s OODA (observe-orient-decide-act) loop, the company will be able to act continuously to changes in environment

Scenarios should be combinations of assumptions about each of the following factors:

1. The Public Health Situation.
2. Direct Impact of Government Measures.
3. Macroeconomic Environment.
4. Business-Specific Demand.



# TUNING IN, TURNING OUTWARD: CULTIVATING COMPASSIONATE LEADERSHIP IN A CRISIS

**4 qualities: awareness, vulnerability, empathy, and compassion are critical for business leaders to care for people in crisis and set the stage for business recovery.**

A crisis can trigger a range of physiological and psychological responses that include heightened sensitivity and distress. [it] can create mass-scale trauma responses, as collective fears and existential threats disrupt social isolation weaken bonds. Collective panic can prompt a “flight and affiliation” response in which people seek familiar places and contacts. Earlier traumas resurface. The lost sense of security and normalcy can trigger grief, and feelings of shock, denial, anger, and depression.

## 1. Tuning in

A first step to effectively tune inward is to create time and space for self-connection and self-awareness.

### Uncover and integrate what you feel

A bias toward control may be a natural response to crisis, but it risks shutting off awareness of one’s own and others’ feelings and emotional needs.

### Practice gratitude daily

Gratitude has been shown to improve mental health, renew energy and hope, and encourage self-improvement

### Open yourself to others’ expressions of care

Sharing your emotions in response to caring words and acts takes vulnerability. But it will help maintain your own emotional stability and build up a close support network that is essential, especially during turbulent times.

## 2. Turning outward

Tuning into yourself will improve your ability to listen to others, alleviate their fear and anxiety, and enable them to move forward.

### Develop perspective, derive meaning

Leaders can set the tone for such healing by expressing vulnerability and sharing personal fears, concerns, and uncertainties.

### Foster belonging and inclusion

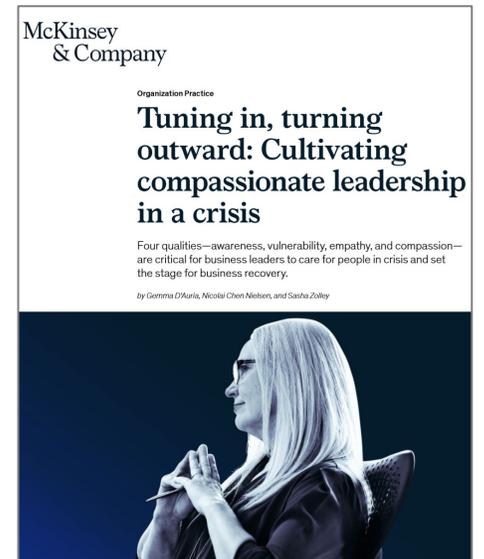
Being part of one and the same organization is especially important in crises that can resurface past traumas. People can often feel that they are in the same storm with others yet not feel that they are in the same boat.

### Take care of people

We mirror the behaviors of those around us, and leaders are uniquely positioned to serve as influential role models for compassionate acts.

### Reimagine a postcrisis next normal

In group conversations leaders should ask about what the organization stands for, as well as what it should continue to do or stop doing in the future.



**The goal is to refocus individuals away from trauma and toward a better future for themselves and the business...**

Like New Zealand, these heads of government successfully brought the COVID-19 crisis under control:



People around the world after restrictions were eased:



**IF YOU WOULD LIKE TO KNOW MORE ABOUT HOW  
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