



PROPHET

# Leading in Times of Crisis: Operating in the New Normal

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# Our New Normal





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People around the world are applauding health-care and other essential workers responding to the coronavirus outbreak.



# Getting closer to our family



Go to [www.menti.com](https://www.menti.com) and use the code 25 34 83

1) Other than work from home, what have you done more of because of COVID-19?

eat chocolate



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# We are waiting for the world to heal



# Operating in the New Normal



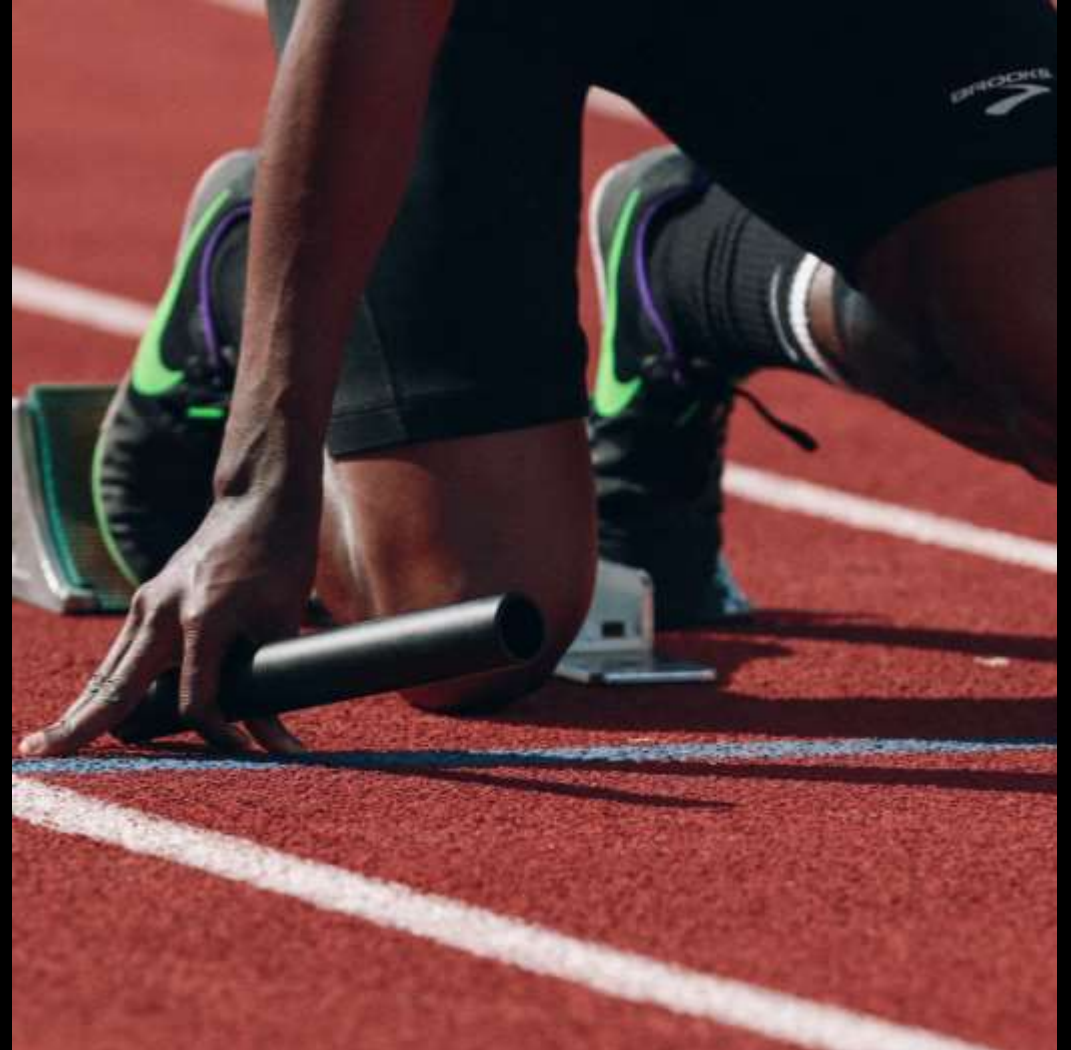
# Operating in the New Normal





# Preparing for the Restart

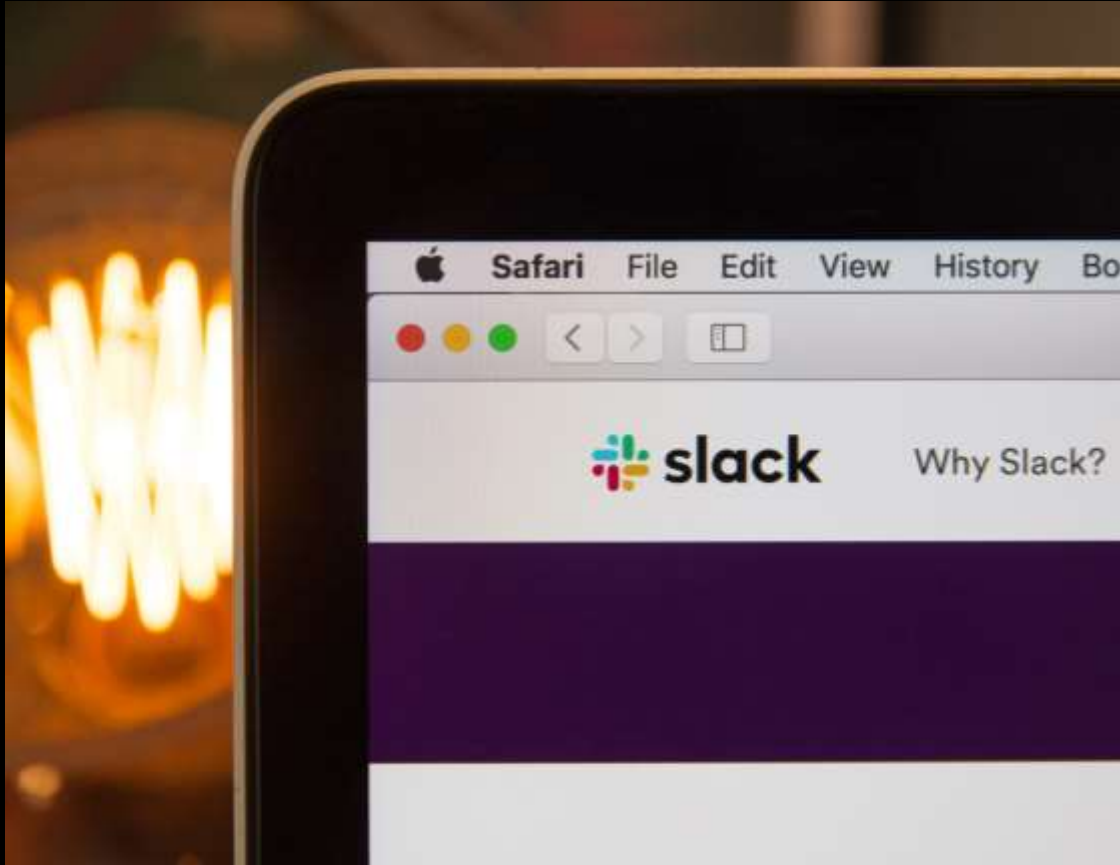
1. **Safety** – COVID-proof workplace for employees and customers
2. **Digital transformation** – Hardwire new ways of working uncovered during the crisis
3. **Resilience** – Expect starts and stop, develop contingency plans to flex



# Safety in the workplace



# Accelerate digital transformation to hardwire new productivity





# Build the Anti-Fragile Organization



Go to [www.menti.com](https://www.menti.com) and use the code 25 34 83

## 2) How are you feeling about the Restart?

unsure what it means



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# Operating in the New Normal



# QUESTION EVERYTHING

# Operating in the New Normal



# QUESTION EVERYTHING

# Question Everything: Meeting in Person is the Exception



# Question Everything: Learning Optimization and Equality





# Question Everything: Healthcare and Regulations





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### 3) What do you think will be different in the "New Normal"?

people won't have tolerance for  
corporate BS

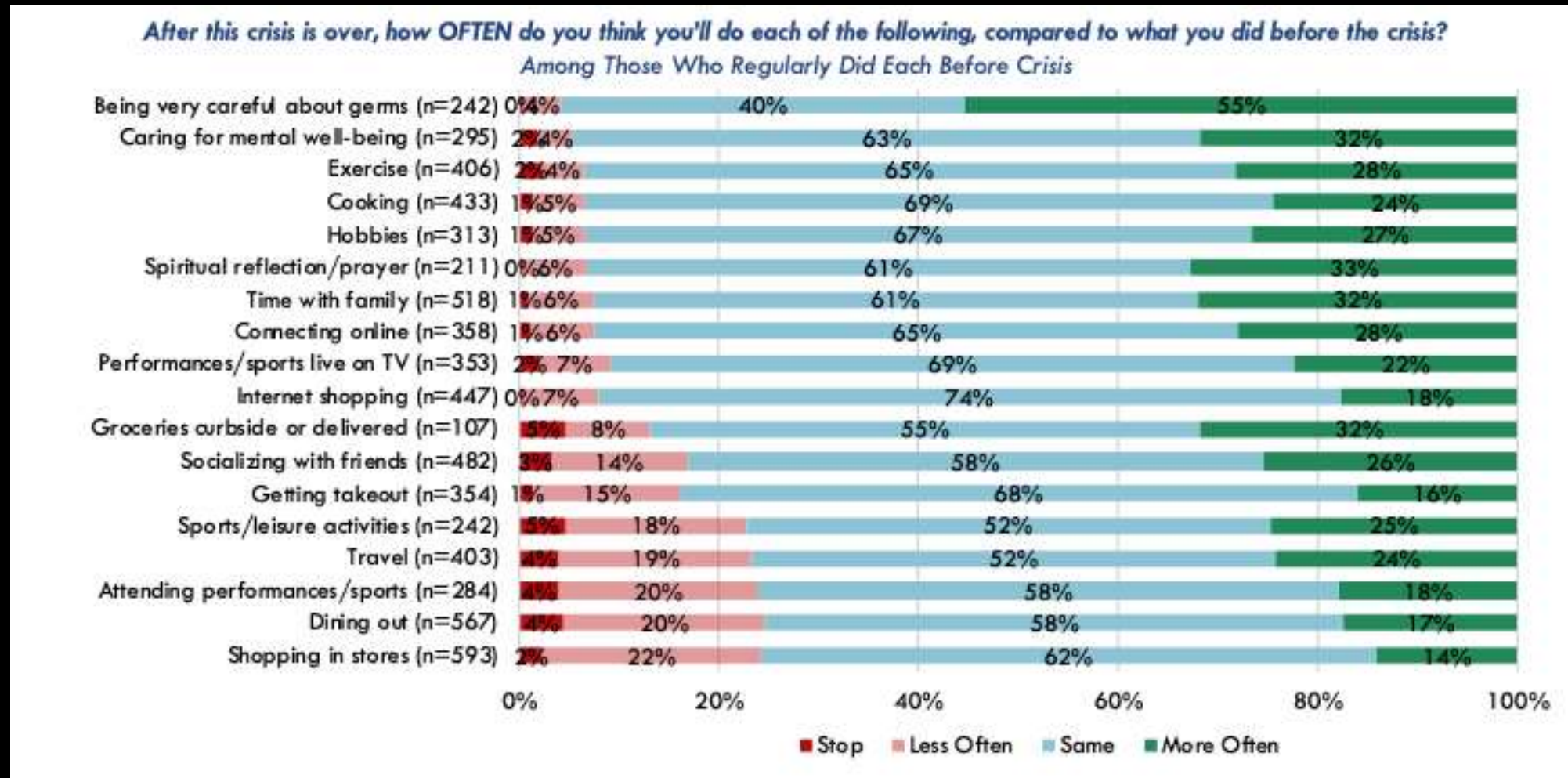


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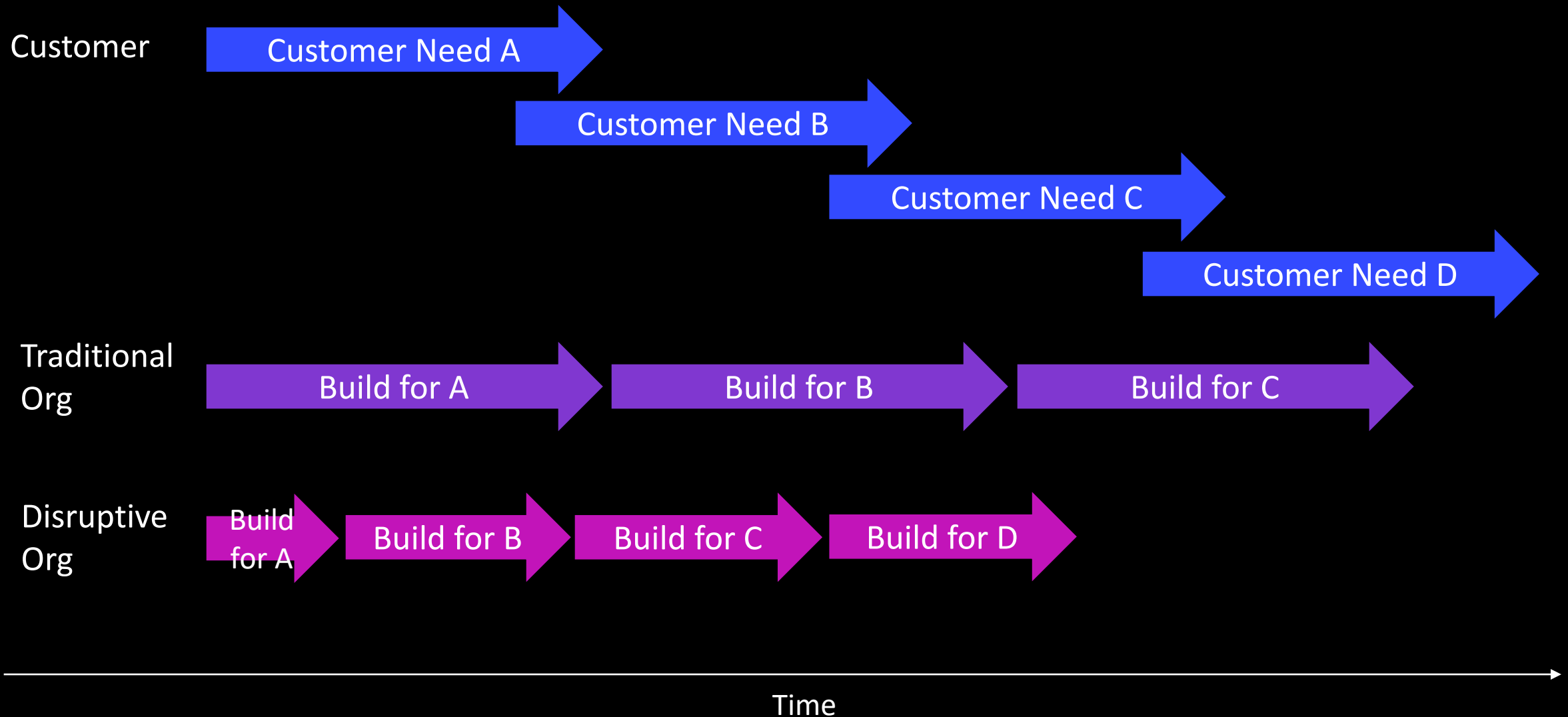
# New needs will emerge, others will shift or even fade away

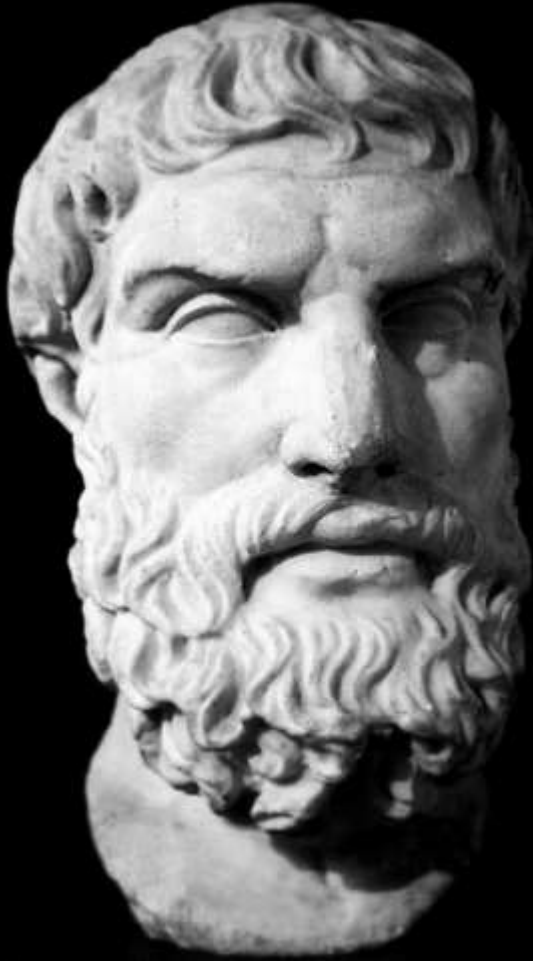


Source: Acupoll

Report available at <https://bit.ly/2XKaSru>

# 1. Focus on the Needs of Your *Future* Customers





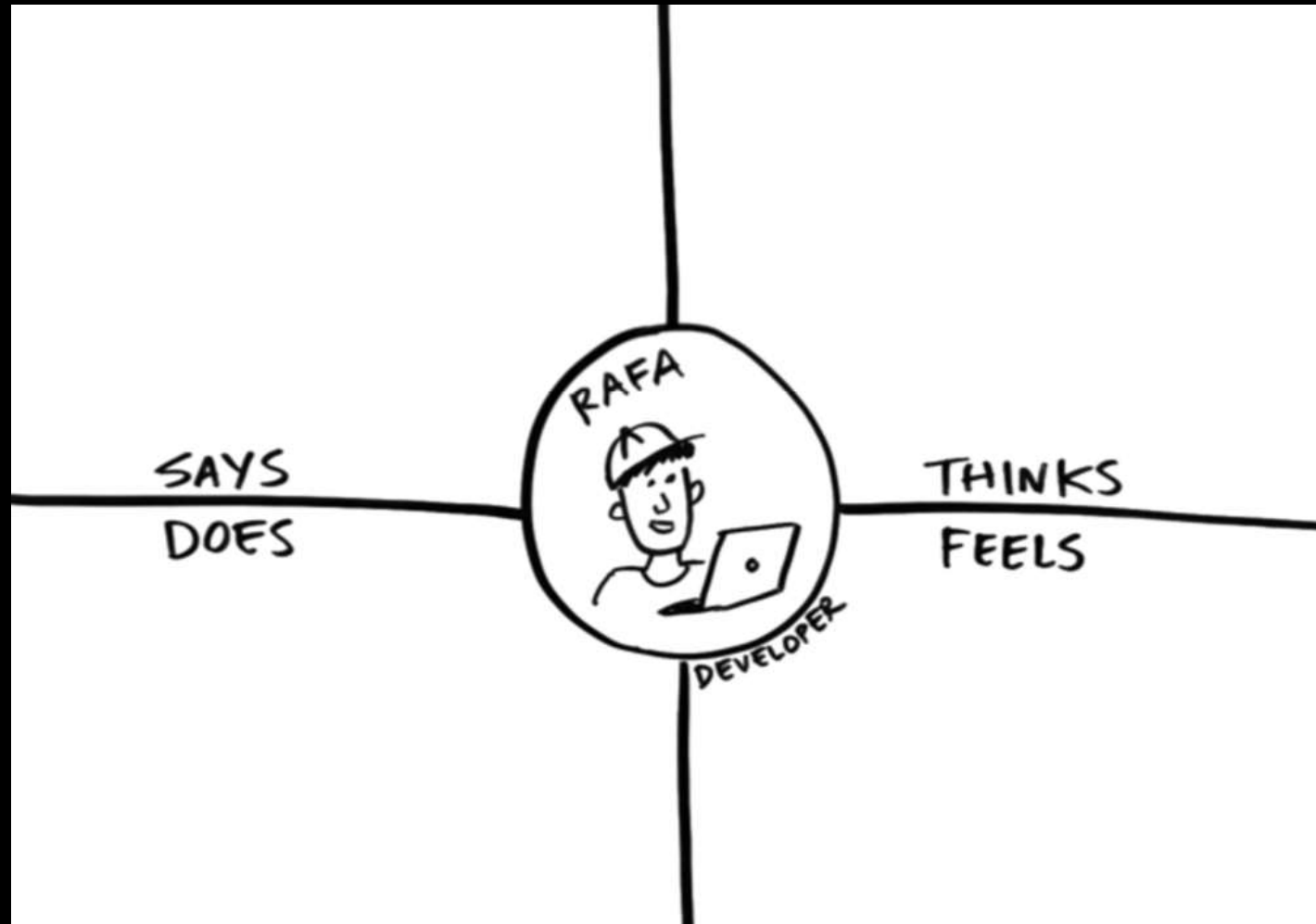
“We have two ears and one mouth so that we can listen twice as much as we speak.”

Epictetus, 55 A.D.

## Find and listen to your future customers

- Integrate customer data, analytics, & AI to predict and forecast
- Train front-line employees to identify emerging patterns and give the ability to escalate up
- Use social listening strategically to be the conscious of your organization

# Use empathy maps to align the org around your future customer





## 2. Reform our objectives to a “triple bottom line”



Profit



People



Planet

# COVID-19 highlights true stakeholder capitalism while others “swim naked”



### 3. Strategy: Think big, not incremental

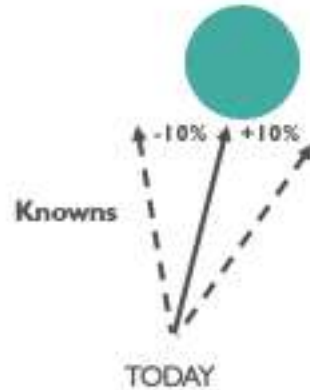


# Big moves that make a difference



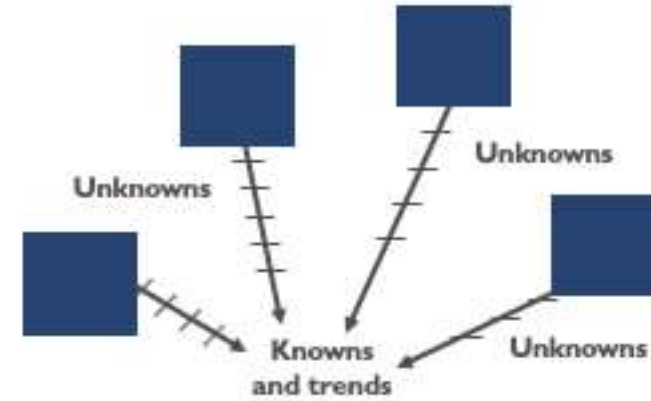
- Shifting resources
- Differentiation versus competitors
- New product services
- Acquisition

# Use scenario planning to develop a robust strategy



## Forecast-based planning

In less volatile environments, companies make a prediction about how things will be and set strategy accordingly. Forecast-based planning implicitly assumes the future will be like the past with slight variances.



## Scenario-based planning

When the future is unlikely to be like the past and decisive action is required now, scenario planning is needed. Here, leaders explore different possible futures to expand their perspective, take no-regrets moves, and identify signals to watch for that allow them to more effectively make sense of events as they unfold.



# Four Scenarios for a Post-COVID World on January 1, 2021



## Gradual Recovery

While significant, the coronavirus health, social, and economic disruption was shorter and shallower than many expected. Following the health crisis, life and business essentially returned to normal, with some pruning and modifications that are generally considered overdue.



## Fits and Starts

The coronavirus pandemic and associated health, social, and economic responses were uncoordinated and unpredictable, and marked the beginning of a new period of global volatility.



## Perfect Storm

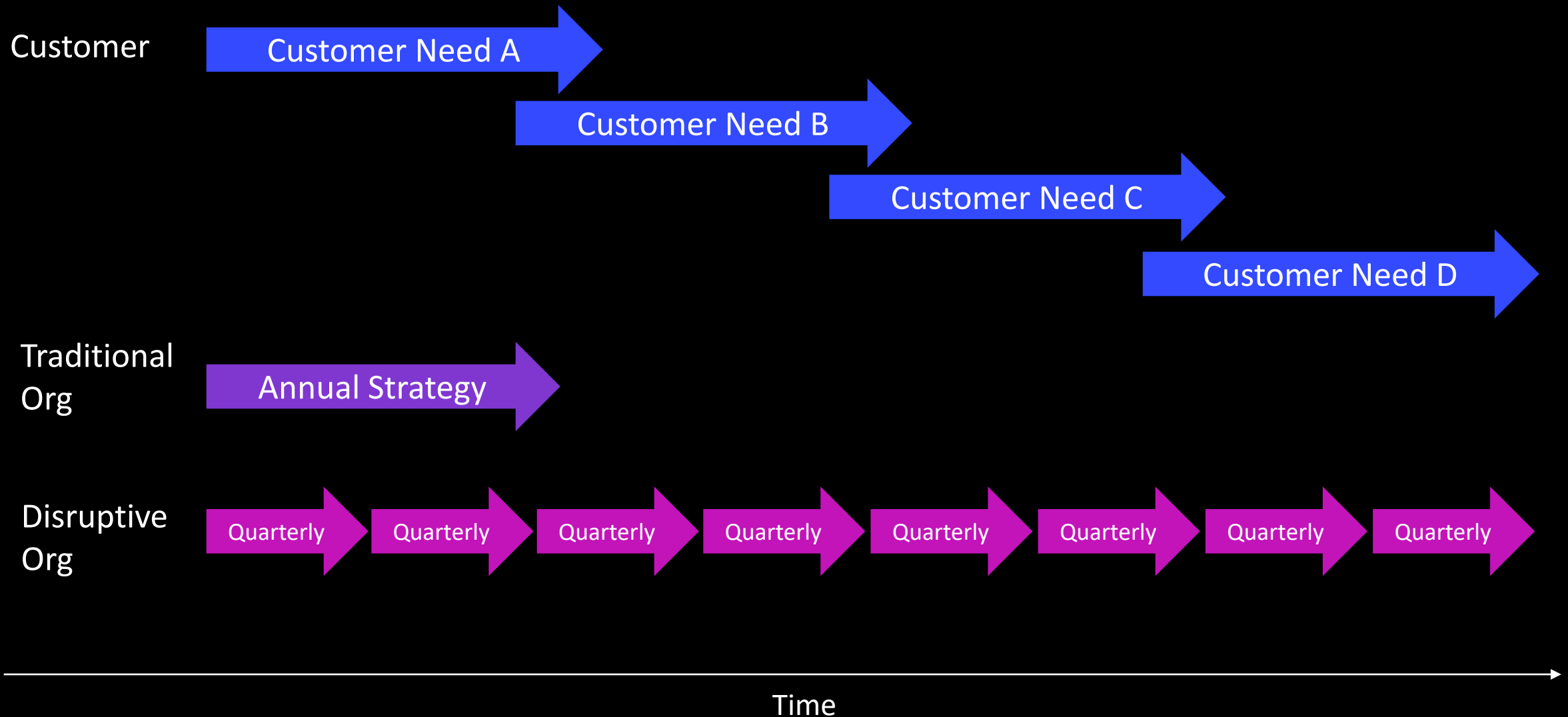
Coronavirus followed the path of the most dire pandemic, economic, and societal predictions, resulting in significant fatalities and a global economic crisis more severe than the financial crisis of 2008-09.



## The Great Correction

The global response to coronavirus was highly effective, and resulted in a significant shift in society's worldview, paving the way for a wave of innovation in technology, business, and politics.

# Make strategy continuous, not an annual process



Focus is the art of saying no



4) Which area - Future customers, Objectives, or Strategy - is your biggest challenge, and why?"

customer expectation is different



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# Operating in the New Normal



# Revise your purpose statement to reflect how you serve

- Single sentence that connects the company's products/services to the benefits and impact it creates
- Grounded in the reality of today, the potential of tomorrow
- Generates multiple missions that each support the purpose
- Inspires employees to make it their own purpose and answer the question, "What will I do tomorrow?"





# Example purpose statements

- Lego: “To inspire and develop the builders of tomorrow.”
- TED: “Spread ideas.”
- Microsoft: “To empower every person and organization on this planet to achieve more.”
- Tesla: “To accelerate the world's transition to sustainable energy.”
- LinkedIn: “Connect the world’s professionals to make them more productive and successful.”



## Communicate Consistently and Digitally

- Constantly remind each other of your purpose – it's easy to forget
- Use every channel – especially digital – to connect with customers, employees, partners on your purpose
- LinkedIn CEO Jeff Weiner consistently reiterates the company's purpose and values



# How Altimeter and Prophet can help

- Identify and engage your future customer
- “Thriving with Disruption” executive strategy sessions and workshops
- Digital transformation assessments and strategy revamp in light of COVID-19
- Future of work and employee relationship strategy
- Building brand trust in the digital age

# Stay in Touch



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More resources at [prophet.com/thinking/leadership](http://prophet.com/thinking/leadership)