

(Re)Prioritize: Start Stop Continue

INSTRUCTIONS: In periods of high uncertainty, leaders must observe and assess relevant, accurate information, consider how their organization could respond, and then reprioritize the critical initiatives or activities that will truly move the needle. Working as an individual or with your team, consider the questions below and then identify the activities or behaviors you should start, stop, and continue to best adapt to the current environment. Rinse and repeat as often as needed.

CONSIDER...

- What are the immediate challenges / risks impacting us now? In the next 30 days? 60 days? 90 days?
- What immediate customer opportunity or impact should we focus on now?
- How are our core capabilities impacted? How can we leverage them differently?
- What critical deadlines are in play? Do they still make sense? Can we deliver?
- What opportunities are emerging across these challenges / risks?
- Who should own each challenge / risk area?
- How do we quickly respond to each opportunity / challenge / risk area?

START

What activities or behaviors do we need to start doing?

STOP

What activities or behaviors do we need to stop doing?

CONTINUE

What activities or behaviors do we need to continue doing?

(Re)Decide: Decision Criteria & Matrix

INSTRUCTIONS: Leaders must remember that strategy requires trade-offs, where valuable resources and effort are taken from strategies that may once have worked and are reallocated to new strategies designed for the new environment. Utilize the Decision Matrix below to analyze the trade-offs between Strategic Options. First, insert your **Decision Criteria** across the top row (see our sample list below) and your **Strategic Options** in the left column. Then complete the grid for each option / criteria providing the necessary detail to compare options and make rapid, strategic decisions for the organization's focus.







STRATEGIC OPTIONS	DECISION CRITERIA 1	DECISION CRITERIA 2	DECISION CRITERIA 3	DECISION CRITERIA 4	DECISION CRITERIA 5	DECISION CRITERIA 6
OPTION 1						
OPTION 2						
OPTION 3						
OPTION 4						
OPTION 5						
OPTION 6						

STRATEGIC DECISION CRITERIA

- Business Impact / Value (*Revenue / Profit / ROI*)
- Time to Market (*Hours, Days, Weeks, Months*)
- Customer Impact (*Specific Positive / Negative Info*)
- Resiliency / Adaptability Factor (*High, Medium, Low*)
- Risk Level (*High, Medium, Low*)
- Cost to Implement (*Cost Estimates*)
- Access to Critical Resources / Expertise (*Yes, No*)
- X-Factor (*Some Unique or Competitive Advantage*)

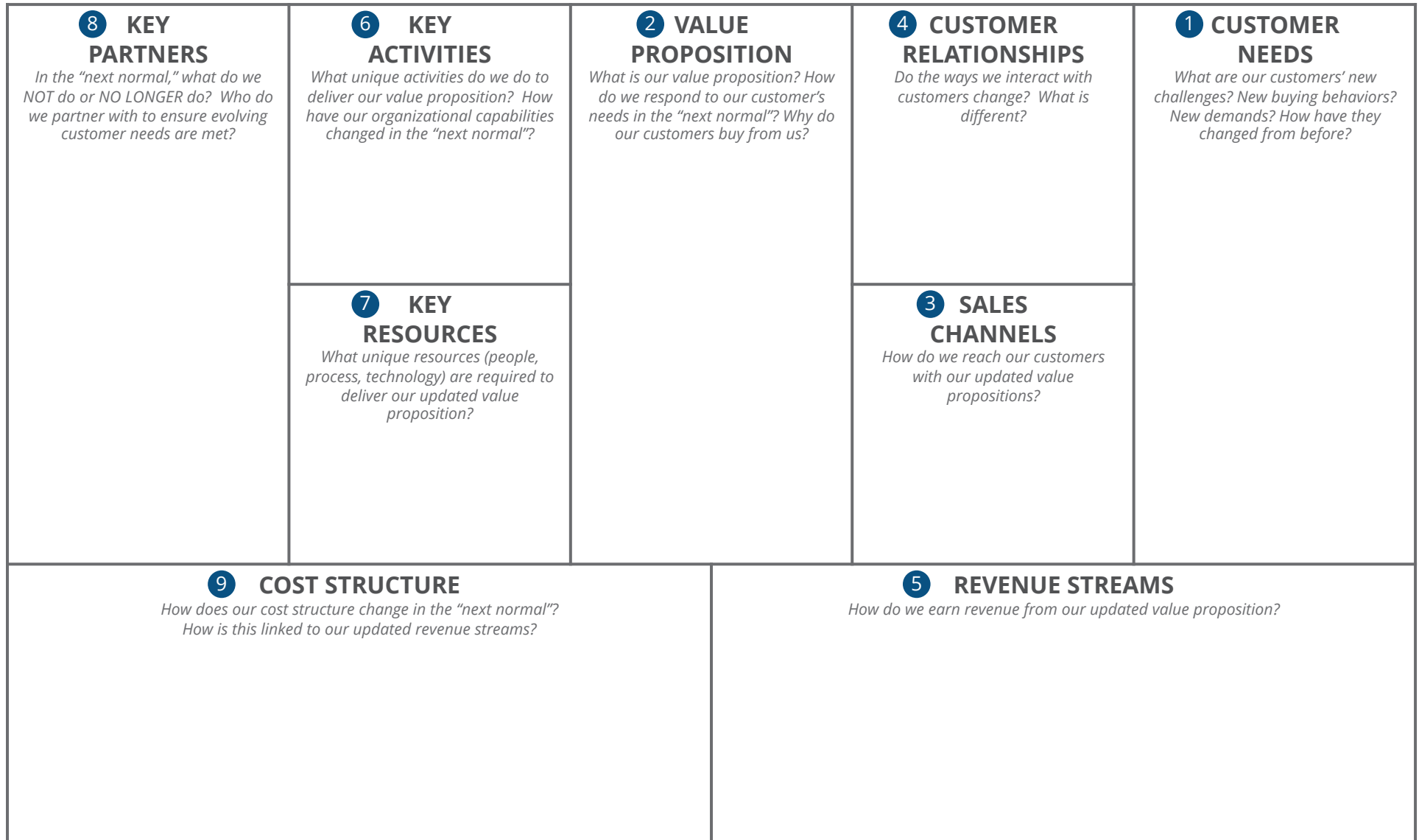
(Re)Align: The Difference Between Success & Failure

INSTRUCTIONS: Executing strategy can only occur when all parties involved in the execution effort are onboard with the plan and can be relied upon to get the work done – this is especially critical in periods of high volatility. Disengaged C-suite sponsors, reluctant peers, and confused or cynical employees will sink strategic initiatives or shifts in focus before they even begin. As you prepare to cascade your (Re)Prioritized and (Re)Decided initiatives during this period of uncertainty, utilize the checklist below to ensure your team is aligned and moving in the same direction. Don't forget – alignment has a half life. Continuous nurturing is required.

 Shared Understanding of Purpose & Goals	 Clear Roles & Decision-Making	 Committed Leaders
<ul style="list-style-type: none">❑ Define “why,” “what,” and “why now” for all stakeholders❑ Determine and communicate “what’s in it for me” (WIIFM) for individual leaders and resources	<ul style="list-style-type: none">❑ Establish a clear chain of command and communicate decision-making processes❑ Clarify roles and responsibilities for individuals and teams	<ul style="list-style-type: none">❑ Ensure accountability and gain commitment and buy in by maintaining an open door for questions and feedback❑ Create a cadence for discussion, realignment, and feedback
 Strong Communication & Feedback	 Cross-Functional Collaboration	 Celebration of Wins
<ul style="list-style-type: none">❑ Establish dedicated communication channels (e.g., regular team meetings, status emails, etc.) to deliver the same message to all stakeholders❑ Encourage submission of questions and concerns prior to meetings	<ul style="list-style-type: none">❑ Press leaders and individuals to drop silos and emphasize the positive impact this will have on organizational agility❑ Establish focused, cross-functional teams to conquer each component of the change	<ul style="list-style-type: none">❑ Collect and broadly recognize individual, team, and company successes❑ Be honest about current state complexities but share a hopeful perspective on ongoing efforts and the future

(Re)Plan: Defining a Business Model for the “Next Normal”

INSTRUCTIONS: Strategic change agility requires aligned stakeholders evaluating potential scenarios and defining the model necessary to drive their organizations into the future. As a crisis ends, customer needs change in response to the “next normal”. How will your organization adapt and come out on top? The adapted Business Model Canvas below includes key questions to consider as you begin to map how your business must change to respond to the changed environment. Working individually or as a team, follow the steps 1-9. Iterate as needed.



Ankura’s “Next Normal” Canvas has been adapted from [Alex Osterwalder’s Business Model Canvas](#).

(Re)Allocate: The Right Resources to Meet Rapidly Changing Needs

INSTRUCTIONS: One of the most common barriers to successful strategy execution arises as soon as leaders begin to assemble their teams. Only 41% of executives say their organizations provide appropriately skilled personnel to execute high priority strategies. To quickly respond to rapidly changing needs, leaders must allocate their best resources to their highest-value efforts. Whether using internal resources, hiring interim leaders, or leveraging consultants, the opportunity cost of sub-par resource allocation is far greater than the cost of top talent driving success. Utilize the guide below to appropriately flex your team members while maintaining a balance of stretching their capabilities and maximizing their true core.

1

Understand Your Current Team

- What are the current skillsets and capabilities of team members?
- What are their interests or career goals?
- What is their availability?

2

Define Your Current Needs

- What Key Resources were identified in the (Re)Plan Business Model Canvas?
- What skill sets are required to bring your updated value proposition to life?
- At what points in the strategic process will certain skill sets be needed?
- What new roles and responsibilities are required?
- What roles are temporary or permanent?

3

Design Your Future Team

- Can someone from your current team be (re)allocated to take on a new role and responsibility?
- Where might there be gaps? Who can take over the (re)allocated resource's previous role and responsibility, if needed?
- Is your current team able to fill all open roles and responsibilities? Are any outside resources required to meet needs?

4

(Re)Align for Success

- Remember, alignment has a half life. Each (re)allocation requires effective communication of WHY, WHAT, and WHY ME. Refer to Ankura's (Re)Align Guide for details.