

DATA ANALYTICS

WHAT DRIVES SUCCESS?

When life gets unpredictable, it's tempting to want to focus only on the day ahead of you. After all, we don't know what will happen down the road, and no one wants their plans thwarted over and over again.

This won't be the last time our plans get squashed by unpredictable life events. However, research and experience show that those acting with a through-cycle mindset will be best positioned to accelerate out of the downturn. In the recession of 2007–2008, the top quintile of companies that were ahead of their peers by about 20 percentage points in terms of cumulative total returns to shareholders (TRS) were those that moved into the recovery sooner and faster than others. Eight years later, their lead has grown to more than 150 percentage points. One key lesson from that experience is the companies that move early and decisively in a crisis do best in the long run.

Where do you start?

You start with a data-driven and data-centric organization that provides clarity around decision-making and results.

There are three main core principles that companies need to focus upon:

1. Agility: Flexibility and Speed
2. Risk: Bold Actions
3. Systems, People, and Processes

WHAT DRIVES SUCCESS?

BE AGILE



HAVE FLEXIBILITY AND SPEED

TAKE RISKS



be bold

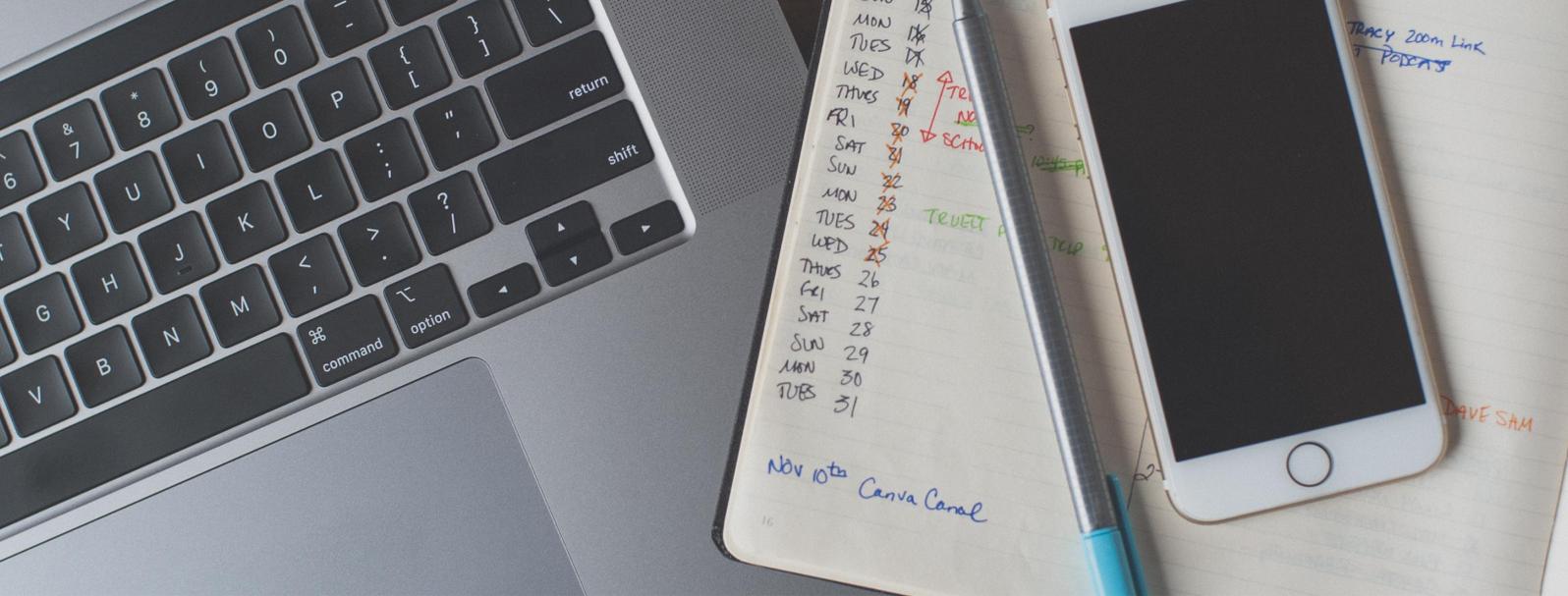
HAVE SYSTEMS IN PLACE



PEOPLE & PROCESSES

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COMPANY CHECK LIST

Focus on the following three things to prepare you for 2021 and Beyond

1. STRATEGIC ROAD MAP AND WORKFLOW MAPPING

A coordinated and detailed plan for what needs to be done (by whom and when) from executive leadership to the front line. It includes assumptions and contingency plans.

A strategic road map makes it possible to imagine multiple future considerations in creative ways that heightens our ability to anticipate and adapt to what happens in the years ahead. Strategic mapping helps us figure out how to think about the future, not what to think. It includes scenario planning and workflow mapping so we understand workflows in greater depth and detail than the past.

Through this process we can identify processes and critical junctures in decision-making, and come up with workarounds or contingencies. This information or data is invaluable.

**STRATEGIC
MAPPING
HELPS US TO
FIGURE OUT
HOW TO THINK
ABOUT THE
FUTURE NOT
WHAT TO
THINK**



2. LOGIC MODEL (OUTCOMES)

**CONDUCTING A GAP
ANALYSIS OF YOUR
ORGANIZATION AND
EVALUATING YOUR
PEOPLE IS KEY**

Tighter and clearer purpose of short, medium, and long-term outcomes including the resources or inputs needed. This helps all stakeholders understand common goals and objectives in the near future as well as long term. It also helps all parties understand what the organization needs to achieve, along with what resources will be needed. This is helpful for planning purposes when integrating this with a strategic roadmap that is focused upon foresight based on historical patterns.

3. TALENT DEVELOPMENT & JOB DESIGN

Organizations will need to re-think what roles they have and what roles are needed. Is best talent deployed where it is needed most? Do individual roles need to be re-defined so that they combine functions? Who or what types of individuals are needed within an organization to help with what is lacking in terms of diverse thought? What type of leadership skills are lacking in the organization? What skills are needed?

Conducting a gap analysis of your organization and evaluating your people is key. As the full economic impact of the crisis hits, pressure will continue to build to cut costs. CEOs will be faced with difficult people decisions. Given the importance of talent to accelerate progress, it's critical to adopt a through-cycle mindset on people—not just to retain the right talent but also to invest in skill-building. For CEOs, this means developing a talent road map. CEOs at several large businesses are acting on this through-cycle mentality by articulating what critical skill pools are needed for recovery.

