Never Waste a Good Crisis

Daniel Denison

Denison Consulting
Ann Arbor, Michigan

IMD Business School
Lausanne, Switzerland
We’re Not Going Back
The Audacity of “Nope”

- It’s a bad time for playing politics
- Pragmatic integrity allows us to move fast, and remain focused
- Hanging on to the past is even more dangerous than usual
- Defining the future is even more important than usual
The Hardest Times Create the Most Long Lasting Lessons
Re-Discovering Your Core Value(s)

- Some companies may have lost sight of their core value proposition
- This is the most important thing to preserve and to strengthen
- This must position you for the recovery
Why Culture Matters

- It’s about culture. I could leave our strategy on an aeroplane seat and have a competitor read it and it would not make any difference.

John Stumpf, CEO, Wells Fargo
Time to Connect

- This is a year that will draw on all of your courage and strength
- Many of your people will struggle and need your help and respect
- Symbolic impact of your behavior as a leader is more important than ever
Adaptability
*Pattern..Trends..Market*

Translating the demands of the business environment into action

“Are we listening to the marketplace?”

Mission
*Direction..Purpose..Blueprint*

Defining a meaningful long-term direction for the organization

“Do we know where we are going?”

Involvement
*Commitment..Ownership..Responsibility*

Building human capability, ownership, and responsibility

“Are our people aligned and engaged?”

Consistency
*Systems..Structures..Processes*

Defining the values and systems that are the basis of a strong culture

“Does our system create leverage?”
Questions?
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What Counts...

External Focus

Internal Focus

Beliefs and Assumptions

Organizational Learning

Strategic Direction & Intent

Cost & Capabilities

Cultural Alignment

Agreement

Core Values

Capability Development

Control:

Customer Focus

Training

Leadership

Mission:

Flexible

Stable

Mission

Consistency

Adaptability

Involvement

Consistency

Adaptability
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