

Organisation & Team: _____

Purpose Statement: _____

Step Back and Reflect

How have the extraordinary events of 2020 changed us, our competitors, and our customers?

Consumer & Society

What major shifts have we experienced this year?
What will continue post-lockdown (6-12 months)?
What will continue post-vaccine (12-18 months)?
What will people want to go back to normal?
What was already changing and will now accelerate?

Competitors & Market

How have the markets we operate in been changed by the crisis?
Where has our advantage been robust or grown during this crisis?
Where are we falling behind?

Company & Internal

What has worked for us during this crisis?
What has broken or become obsolete?
What do we want to see return to 'normal'?
What do we want to stay the same?

Fast Forward and Imagine

What impact do we want to have over the next 5 years, and what opportunities might accelerate this impact?

Your Impact Story

NOW

Customer needs in the next 6 months

NOW

Opportunities in the next 6 months

NEAR

Customer needs in 18 months (post-vaccine)

NEAR

Opportunities in 18 months (post-vaccine)

FAR

Customer needs in 5 years time

FAR

Opportunities in 5 years time

Four Key Choices
for a bolder 2021

DOUBLE
DOWN

RADICAL
REFORM

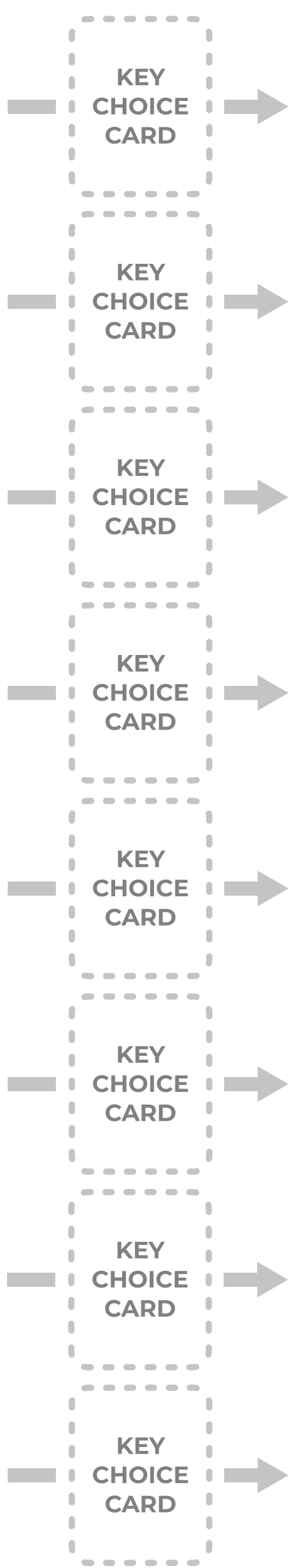
LET IT
GO

NEW
BETS

2020

Strategic priorities at the beginning of the year

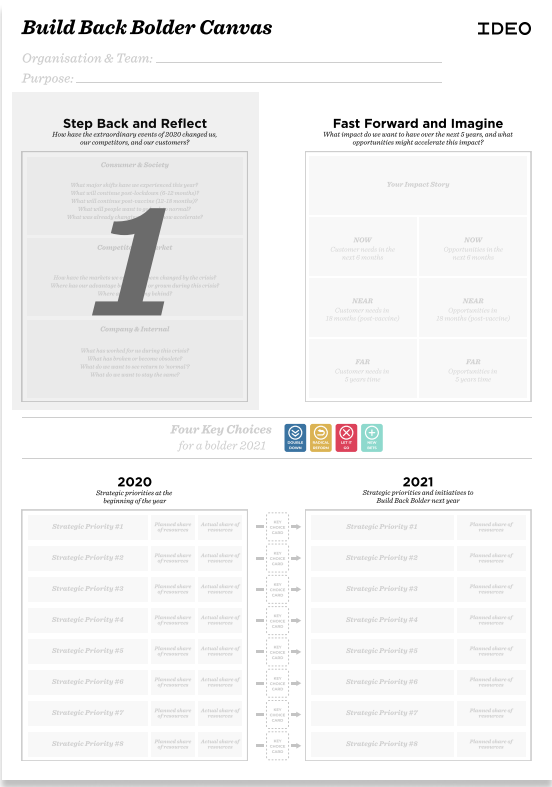
Strategic Priority #1	Planned share of resources	Actual share of resources
Strategic Priority #2	Planned share of resources	Actual share of resources
Strategic Priority #3	Planned share of resources	Actual share of resources
Strategic Priority #4	Planned share of resources	Actual share of resources
Strategic Priority #5	Planned share of resources	Actual share of resources
Strategic Priority #6	Planned share of resources	Actual share of resources
Strategic Priority #7	Planned share of resources	Actual share of resources
Strategic Priority #8	Planned share of resources	Actual share of resources



2021

Strategic priorities and initiatives to Build Back Bolder next year

Strategic Priority #1	Planned share of resources
Strategic Priority #2	Planned share of resources
Strategic Priority #3	Planned share of resources
Strategic Priority #4	Planned share of resources
Strategic Priority #5	Planned share of resources
Strategic Priority #6	Planned share of resources
Strategic Priority #7	Planned share of resources
Strategic Priority #8	Planned share of resources

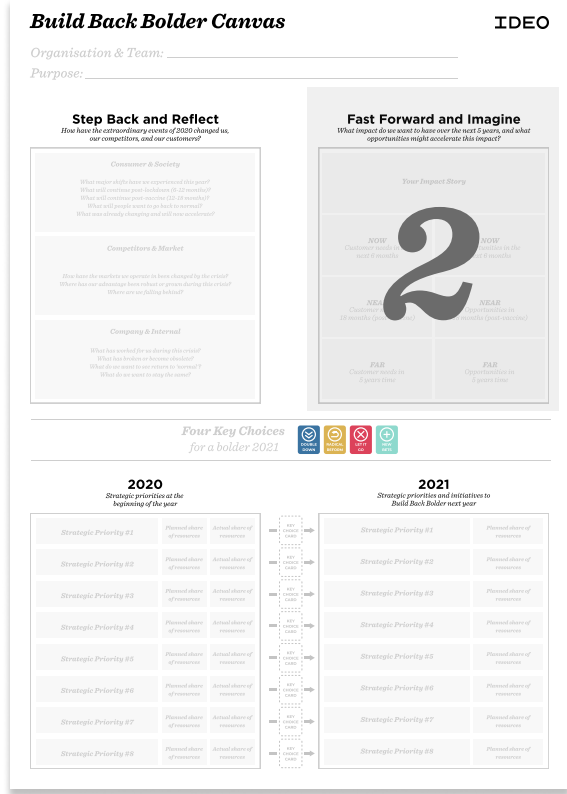


1 - Step Back and Reflect

Reflect on what happened around you during 2020, thinking first about wider society, then your competitors, and finally your organisation.

Using the question prompts within the Reflect section, start to collect the shifts that you have seen in 2020 to start spotting emerging signals. Prioritise these shifts based on the impact you believe that they have had to your organisation or team.

Work with your team to brainstorm this activity. Allow about 30-45 minutes.
(Split time evenly between society, competitors and company)

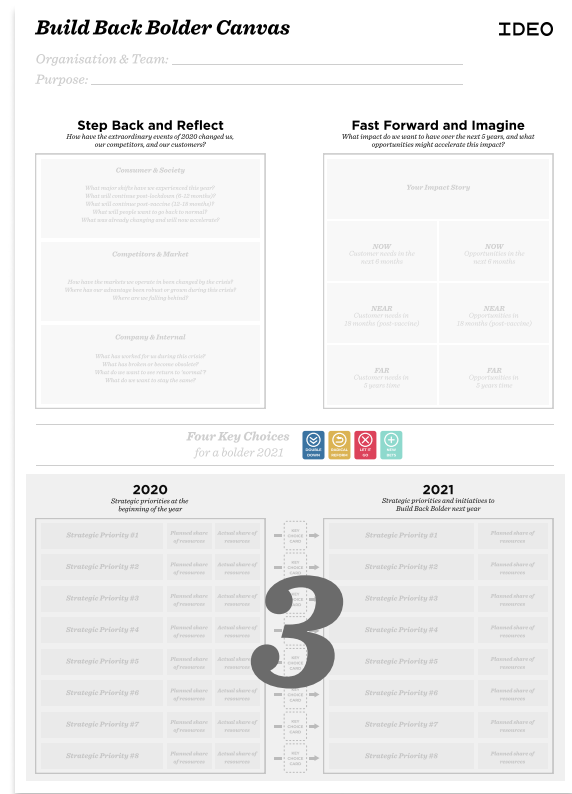


2 - Fast Forward and Imagine

Create an impact story for your team, detailing the impact you want to have over the coming 5 years. Brainstorm and articulate your story in a sentence or two, to set a clear vision for what you want to achieve.

Define the customer needs and opportunities that will help you to achieve or accelerate your impact. Think about the different customer needs that are emerging in the Now, Near and Far, before brainstorming the different opportunities that your team and organisation could take advantage of to have a greater impact.

Work with your team to brainstorm this activity. Allow about 30-45 minutes.
(5 minutes for the impact story, then split time evenly between Customer Needs and Opportunities)



3 - Start Building Back Bolder

Look back at what you had planned at the beginning of 2020. List out your strategic priorities for 2020, and the share of resources you were planning to dedicate to them. Thinking back on the year, how did the distribution of effort differ from your plan? (Remember, strategy is what you do not what you say you do)

Reflecting on the past and the future, re-examine your strategy from the beginning of the year, and challenge yourself to make some key choices. Which of your 2020 priorities will you double down on, or let go? Which require radical reform to be successful going forwards, and where might you need to place new bets to make the most of opportunities? Work through all of your previous priorities and make these decisions, to create a draft plan for 2021, which you can use to set your budgets and craft an exciting vision and narrative for the future.

⚠ As a leader, prepare your 2020 information ahead of time, then discuss with your team. Allow about 30-45 minutes.
(10 minutes to discuss changes in 2020, the remainder to discuss how the four key choices will change your 2021 priorities)

The Four Key Choices:



- What are we doubling down on?**
- + What resources (people/infrastructure/technology) are essential to win in the new normal?
 - + What strategic bets on services/offers placed pre-crisis hold up in this new context?
 - + What should we start to do, coming out of this crisis?

- Good reasons for ‘doubling down’:**
- + This accelerates our ability to meet our customers’ needs now and in the future
 - + This enables us to leapfrog the competition, or builds sustainable competitive advantage
 - + This positions us for long-term growth in this industry/sector
 - + This builds a compelling value proposition for talent in our organization, helping us attract and retain the people we most need
 - + This is truly table stakes to be in this business, and we aren’t where we need to be



- What are we radically reforming?**
- + What strategic bets or investments are still sound but need to be reformed or repointed in some way to serve our new reality?

- Good reasons for ‘radically reforming’:**
- + We have reasons to believe we can reform, rather than start from scratch, more effectively, faster and/or more affordably
 - + This is a bet that feels right over a longer time horizon, but that will require different medium-term efforts than we expected



- What are we letting go?**
- + What strategies, initiatives or lines of business no longer serve us (and our customers)?

- Good reasons for ‘letting go’:**
- + This isn’t core to our business or our strategy
 - + This is legacy and doesn’t serve our current customer or their needs
 - + This underperformed even in good conditions and won’t survive without being subsidized by winning business units
 - + This could be successful but would be better off operated independently or within another organisation



- Where are we placing new bets?**
- + What types of services and offers will win for us in the future?
 - + How do we want to balance our investments in our core versus in the new?

- Good reasons for ‘placing new bets’:**
- + New opportunities are arising from the uncertainty