

We are all focusing on the immediate

Keeping employees and customers safe and calm

Closing operations as necessary to abide by regulations and ensure safety

Communicating with employees to remain transparent about business expectations

Quickly setting up remote work practices and culture

Adjusting to demand changes

Managing liquidity and communicating with lenders

Cutting discretionary costs as much as possible

Adjusting business operations to closures and supply chain disruption

Shifting product offerings to meet potential new demand

Trimming employee count and/or costs

This is not a lot of fun

We need to find the positive



What assets and opportunities do we have that we should celebrate?



What are we excited about in the future?



What will make it worthwhile to get to the other side of this struggle?



What ideas have we set aside that we may now have time to consider?



What new opportunities may emerge for us as a result of any shifts in our industry?

The idea



Engage with people throughout the company to discuss the post-crisis future



Host open ended sessions that generate ideas



Be very specific about getting people out of the drudgery of day-to-day struggles. Allow free discussion on anything but managing the crisis



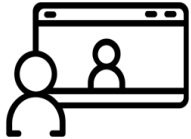
Focus on middle management



Share opinions with senior management and then share a prioritized list with the whole company

The format

Mechanics



Video conferences with employees through Zoom



Discussion facilitated by an objective third party (SATO V)



Live notes to track good ideas and record them for the future

Considerations

Groups

Representative of the entire organization

Small (~5 employees)

Not used to working together

Boundaries

No ideas to make it through the crisis, though some can be as a result of the pandemic

Mix of horizons (immediate, medium and long-term)

Mix of themes (operations, customer, competitor, new business, etc)

The plan

Week 1

Set up

Kick off with senior management to agree to group makeup and boundaries

Generate initial ideas

Week 2-4

Facilitate

Conduct sessions

Record progress

Week 4

Synthesize

Present findings to senior management

Share results with broader audience