

INTRINŽIC

BRAND COLLABORATIVE

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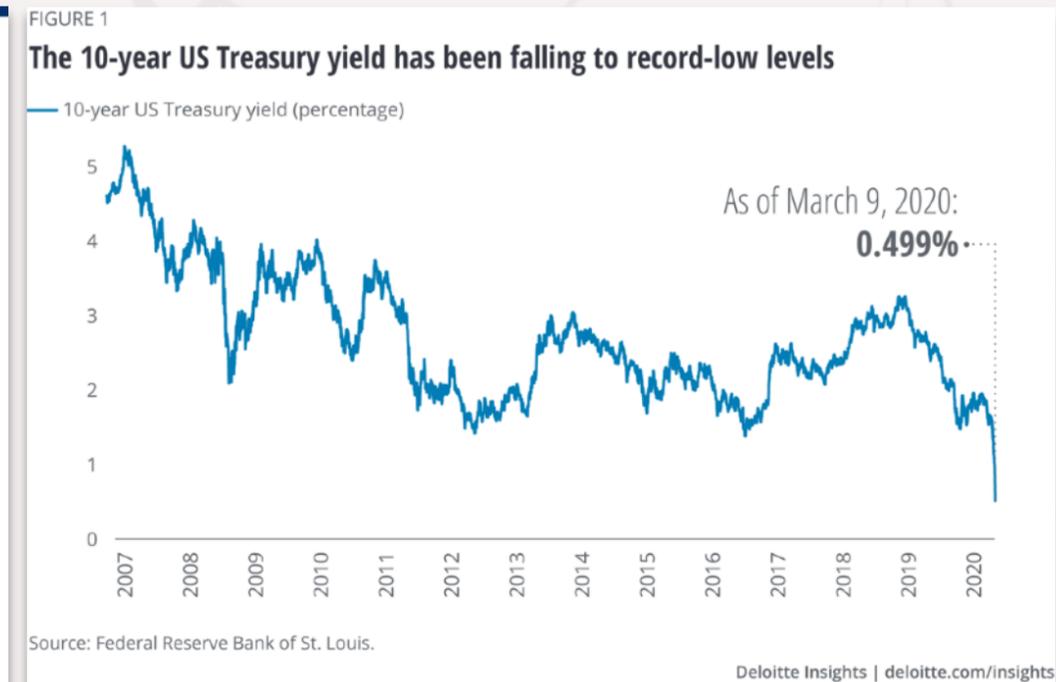
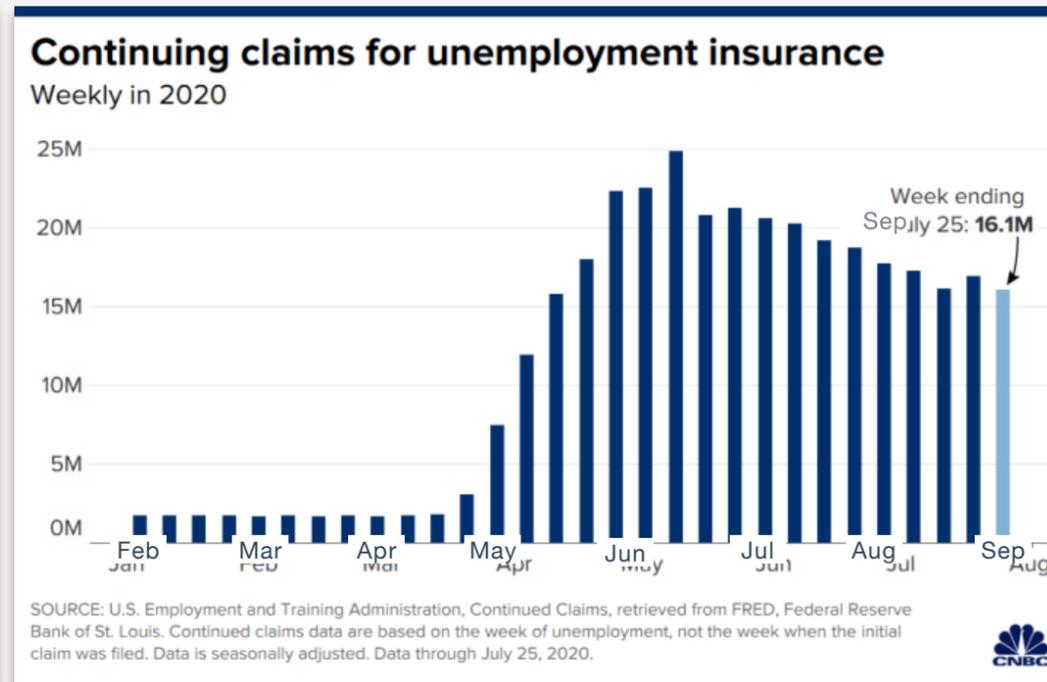
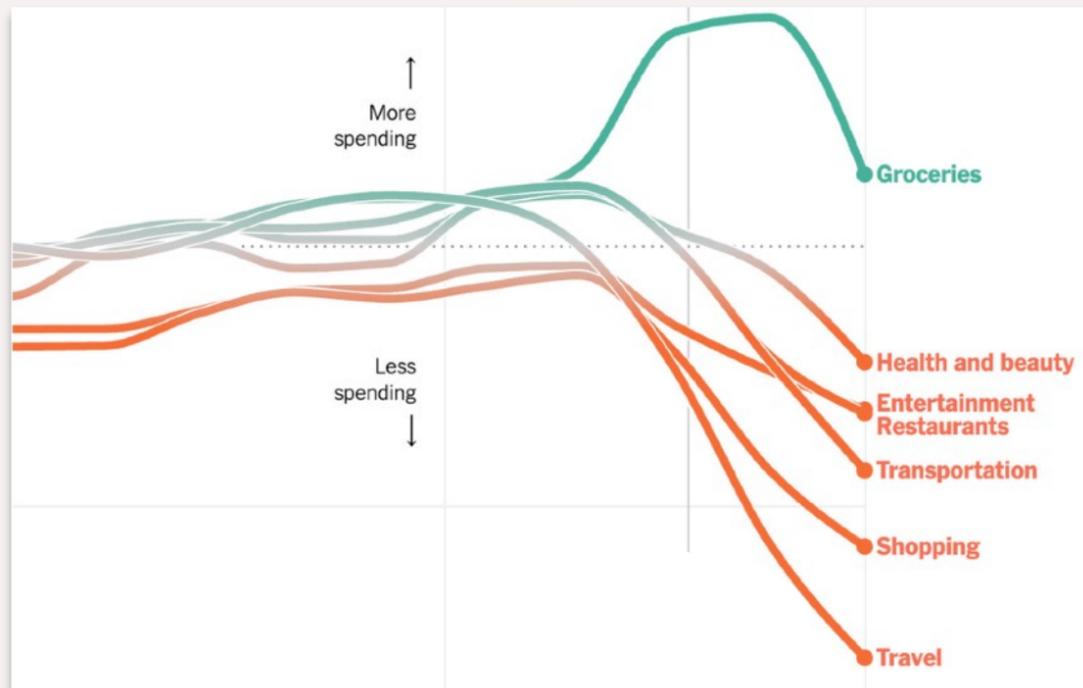
A circular lens, resembling a crystal ball or a lens, is centered in the frame. It reflects a sunset scene over a beach. The sun is low on the horizon, casting a warm, golden glow across the sky and the wet sand. The sky is filled with soft, wispy clouds. The text "The opportunity in uncertainty" is overlaid in white, serif font, centered within the lens. The background outside the lens is a blurred, out-of-focus version of the same sunset scene.

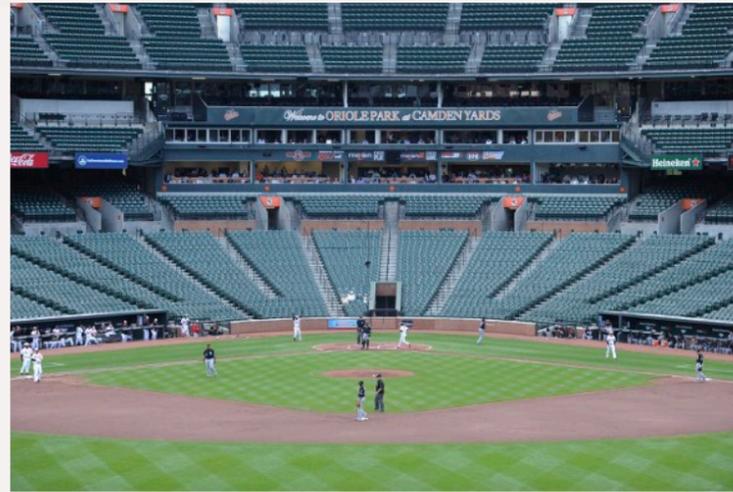
The opportunity
in uncertainty





What we've seen since COVID-19 amounts to an unprecedented slide in global spending, confidence and investment the likes of which have never been experienced before.









Get used to uncertainty and change.



Get used to uncertainty and change.

The two things business and leadership are
MOST uncomfortable with.



BUT HERE'S THE THING

Uncertainty is like the weather.
It's always there, and you have
no control over it.

Sometimes it's mild, sometimes
it's severe.

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Leaders notoriously have difficulty coping with uncertainty. There is no roadmap, there is no training.

They have a tendency to forecast by extrapolating past experience endlessly into the future.

And it typically triggers reactive, expected and often unhealthy behaviors.

WHAT'S IN THE UNCERTAINTY PLAYBOOK?

- Reduce spending
- Cut labor costs
- Freeze hiring and investments
- Slash marketing and brand investments
- Avoid expansions
- And in some cases, stop making decisions altogether

So what is the job of a leader
in times of uncertainty?





Sailors have to navigate tricky winds, shifting tides, and unpredictable weather systems. Their primary job is to prepare the vessel, and crew, to **safely and purposefully make it through any situation.**

The leader's main job in uncertain situations is to navigate, face the harsh realities and move swiftly and proactively to alter their course.





There is no right choice.

Left or right are just two different paths to a destination.

WHAT ARE THE NEW REALITIES WE HAVE TO FACE?

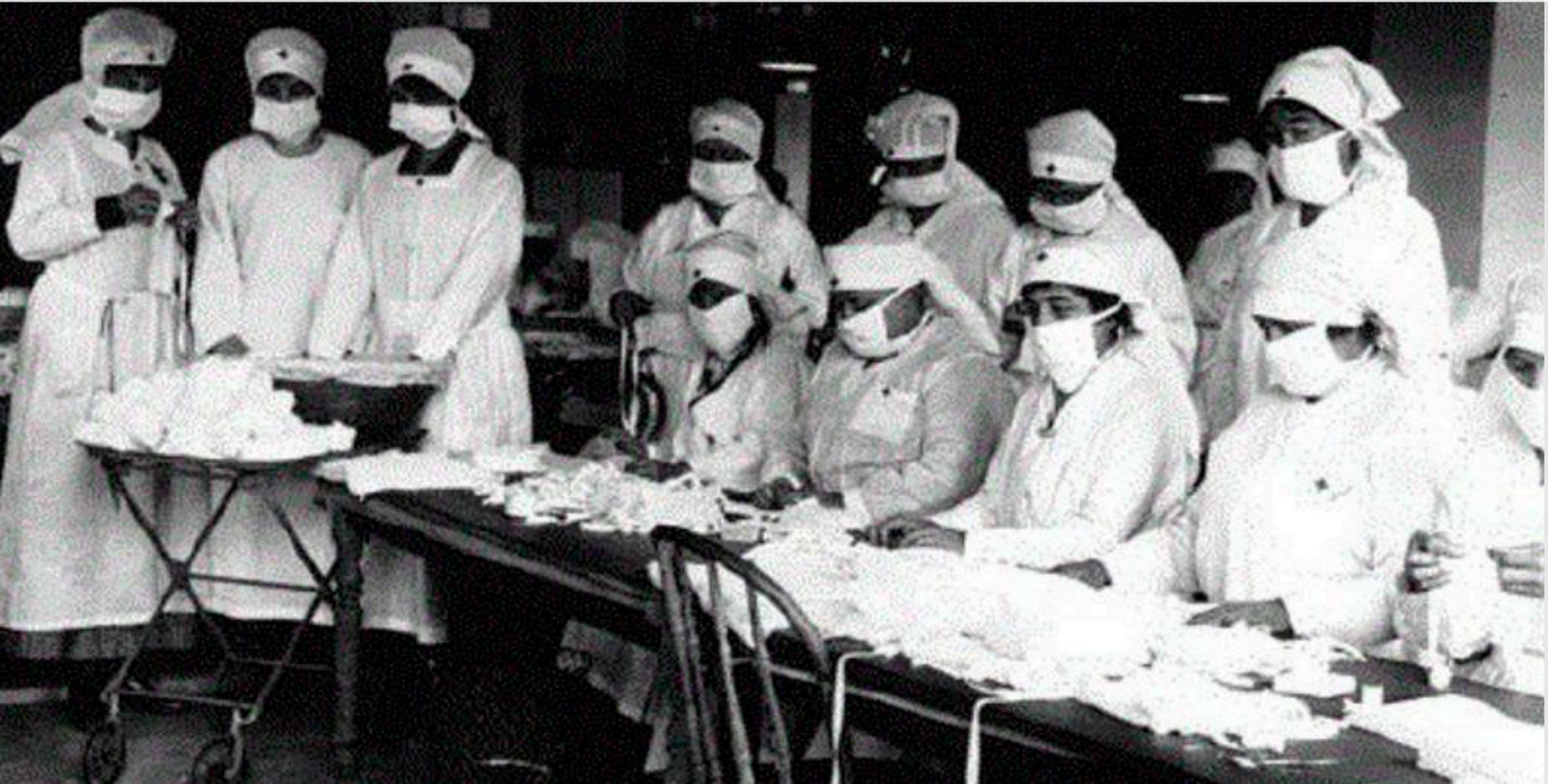
The world has changed. In large and small ways, businesses will operate differently, customer appetite for risk has changed, their vision and willingness to invest in the future has changed, and most profoundly, their needs and priorities have changed.

It's quite possible that the services, the products, the investments that made your business successful six months ago may no longer be the priority they once were for your customers.

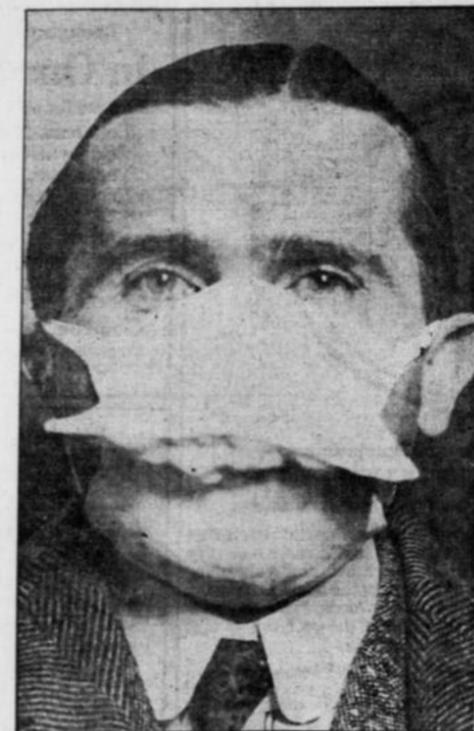
And likely not at the level that previously supported the scale and scope of your organization.



You might say we've been through a pandemic before and things returned to normal, but there's one major distinction.



Wear a Mask

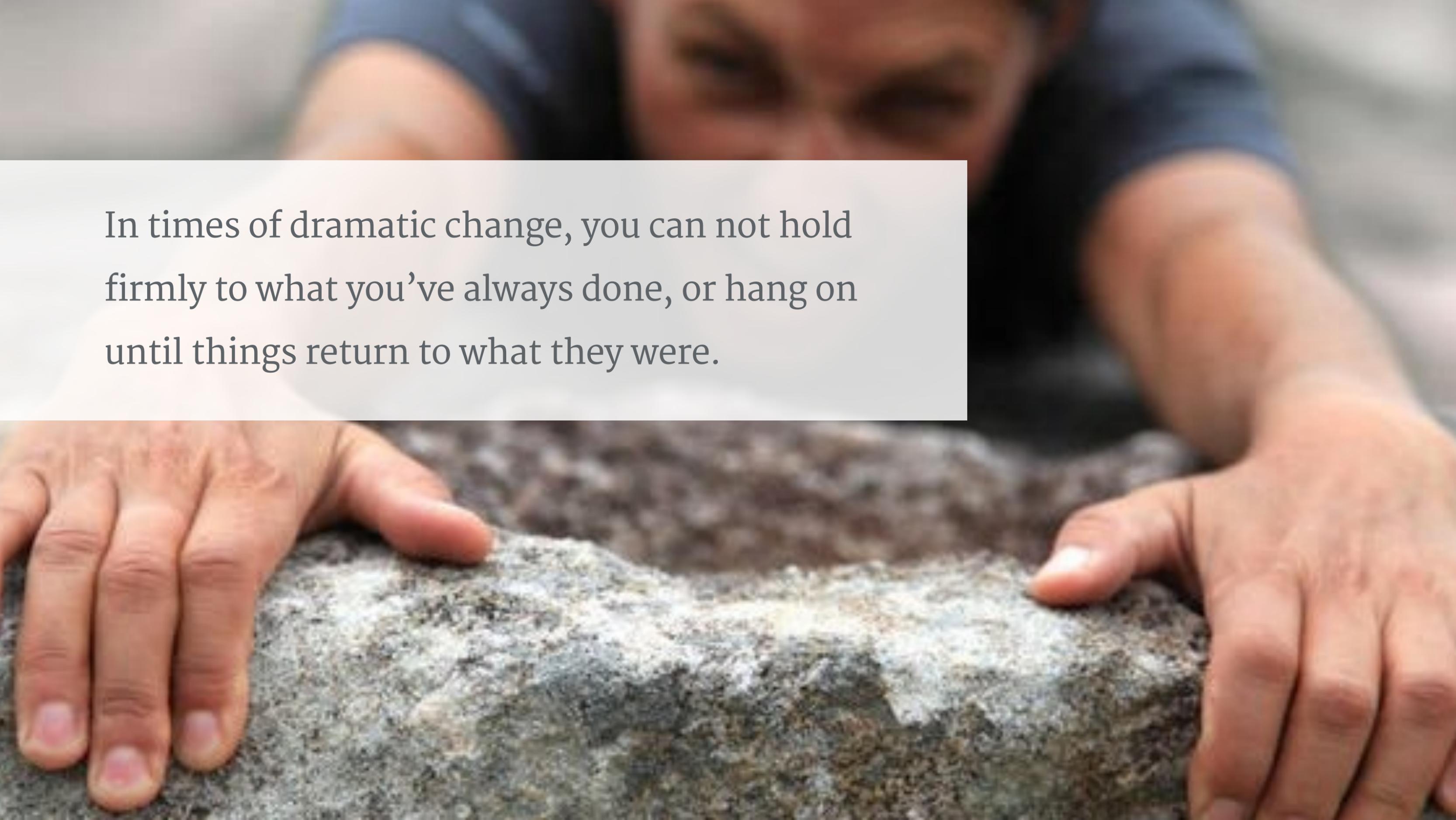


TECHNOLOGY

The last 6 months have accelerated many substantial, and in some cases permanent, changes in how we work and interact, what we do together, remotely, what we outsource or insource.



Change

A close-up photograph of a person's hands holding a large, dark, textured rock. The person is wearing a blue shirt. The background is blurred, showing the person's face and upper body. The text is overlaid on a white rectangular background in the upper left quadrant.

In times of dramatic change, you can not hold firmly to what you've always done, or hang on until things return to what they were.

Change, in any form, is hard for business. It's hard for leaders, it's hard for employees.

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leaders, it's hard for employees.

It's important to understand all the reasons why.

OBSTACLES TO CHANGE

Company culture

Culture is a unifying dynamic within most organizations. Change disrupts cultural equilibrium, producing long-term, unwanted consequences.

1

2

3

4

5

OBSTACLES TO CHANGE

Rigidity of structure

Rigid structures often foster a type of tunnel vision. Certain people only listen to certain other people. Specific departments only work with other specific departments. Making any sort of change harder to achieve.

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OBSTACLES TO CHANGE

Sunk costs

When companies invest a great deal of money to reach business goals, there is always resistance to cutting losses and accepting a shift.

Organizations fear the costs of change. The fear of losing a great deal of money is one of the most powerful incentives not to act at all.



OBSTACLES TO CHANGE

Contractual agreements

Change can put contractual agreements with businesses and individuals in peril. Change can upset customer relationships. And many employees, especially outward-focused employees, fear doing anything that might harm important relationships.

1

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OBSTACLES TO CHANGE

Entrenched interests

Key employees or teams can be a major source of resistance. Often, they fail to realize the negative consequences of sustaining the status quo, or they're indifferent to them. When they do see the negative consequences, they often ignore them in lieu of short-term, immediate benefits.

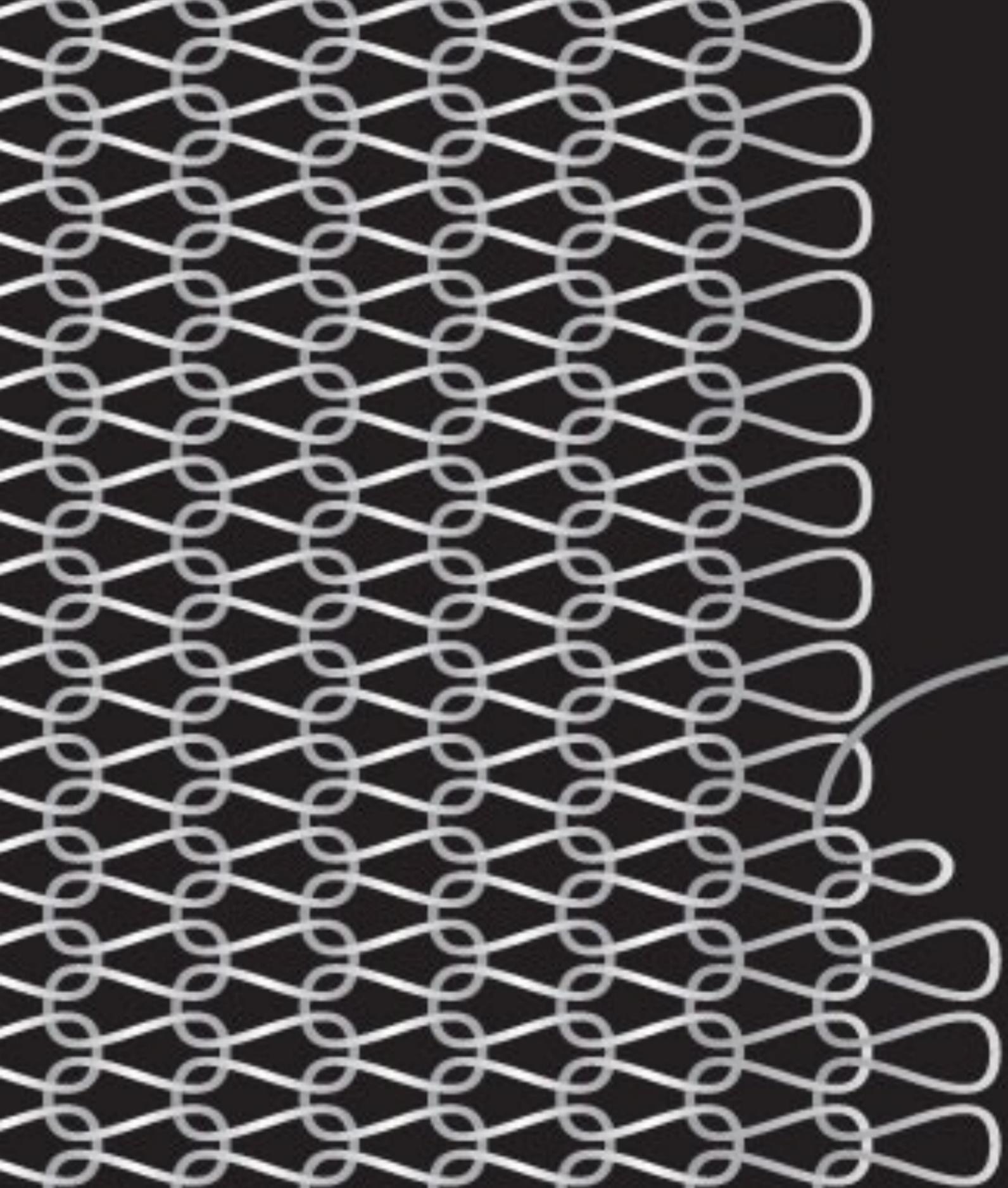
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OBSTACLES TO CHANGE

OBSTACLES TO CHANGE

Change disrupts the very nature of the business organization: repeatable, reliable systems.

This is why no matter how obvious the need for change,
no matter how dire the situation, the vast majority of
businesses will struggle to do anything at all.

It's far easier to get ahead when
everyone else is standing still.

AN UNPRECEDENTED OPPORTUNITY

This is an opportunity for companies with the presence of mind, and an understanding of their true capabilities to embrace the realities of the new marketplace, respond to the challenges of their customers and evolve as an organization with it.

Change is not all or nothing.

Positive change is all about intelligently
altering your course.

Skate to where the puck is going.





A crystal ball sits on a sandy beach at sunset. The ball is perfectly clear and reflects the surrounding scene of a sunset over the ocean. The word "Refocus" is written in white, serif font across the center of the crystal ball. The background is a blurred view of the same sunset scene.

Refocus

Refocusing requires that you see your organization
from a very different perspective:

As a series of strengths rather than simply a litany of
products or services.

WHAT DOES IT TAKE TO
REFOCUS?

FIRST

No Fear

It requires leaders who embrace change, who fear complacency, and are quick to adjust their business to fit what is needed today.

SECOND

A bias toward action

Rather than settling on your current course, you must continually engage in scenario planning, constructing and evaluating multiple options that offer a broader view of the marketplace and possibilities for success.

THIRD

The capacity to be *agile*

Great leaders practice the ability to shift focus, priorities, and resources to meet changing needs, to withstand strong external forces, quickly recover from setbacks, and stay in a position to benefit from new opportunities.

HOW YOU NAVIGATE THIS DEPENDS ON WHAT KIND OF LEADER YOU ARE

Some leaders are prevention-focused, concerned mainly with safety, security, and responsibility. They strive to avoid bad outcomes, experiencing relief if they succeed and pain if they fail.

Other leaders are driven by goals, such as achievement, advancement, and growth. They are motivated by ideals and aspirations that provide satisfaction if realized and disappointment if not.

What kind of leader are you?

HOW TO REFOCUS NOW

| WHAT YOU CAN DO IN THIS NEW WORLD

HOW TO REFOCUS NOW

REFLECT

Stop to take stock in who you are as a company. Identify the core elements of your culture, products, services, and objectively see them for what they mean, not what they are.



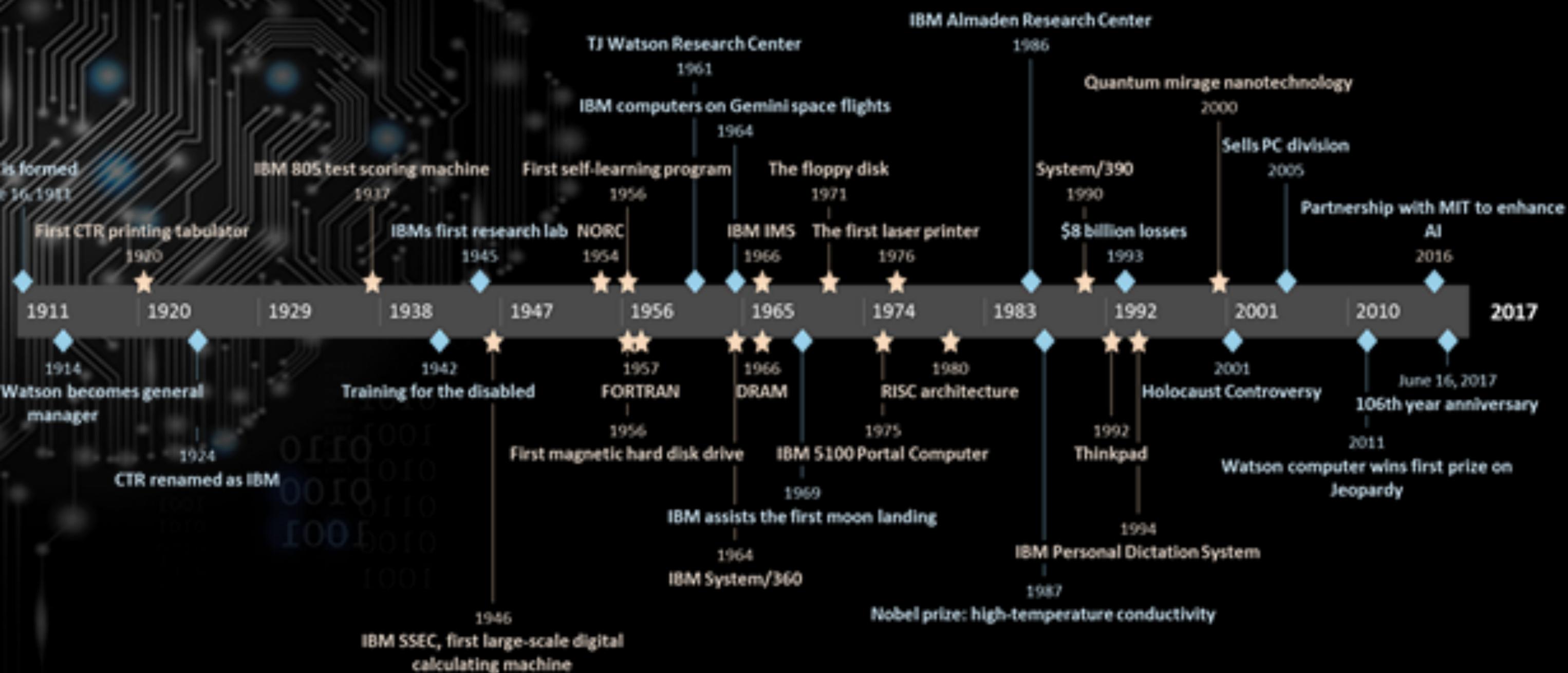
HOW TO REFOCUS NOW

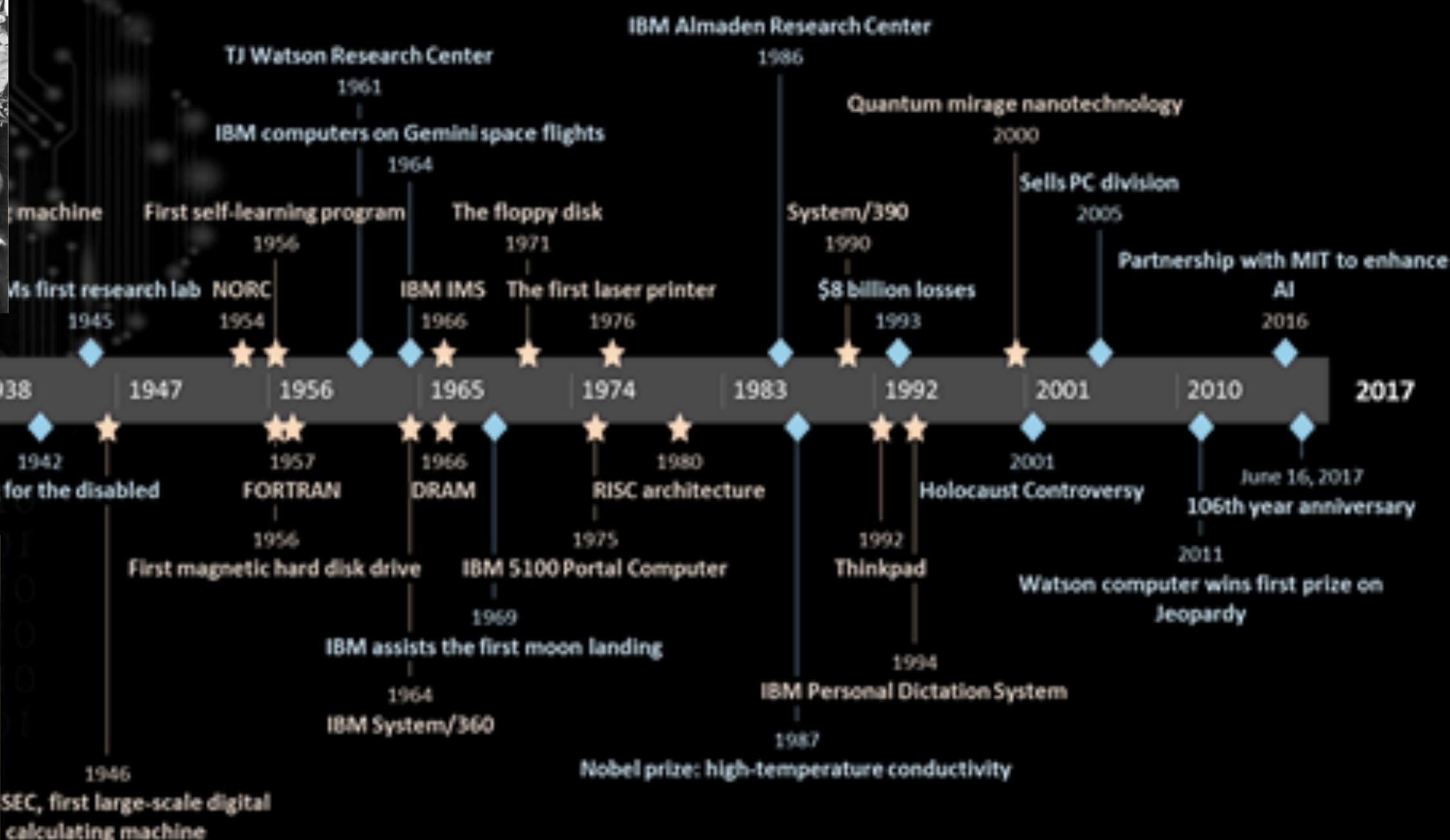
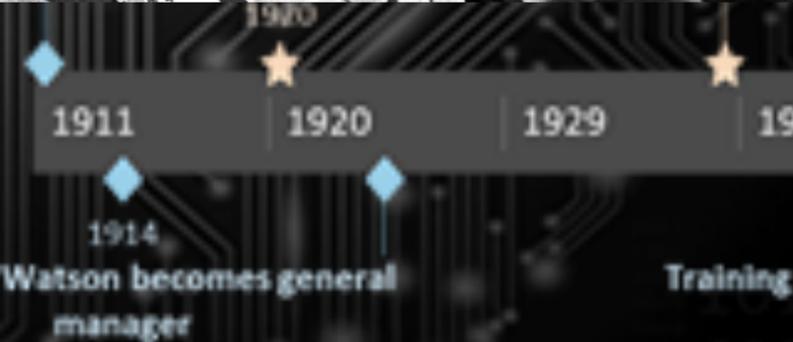
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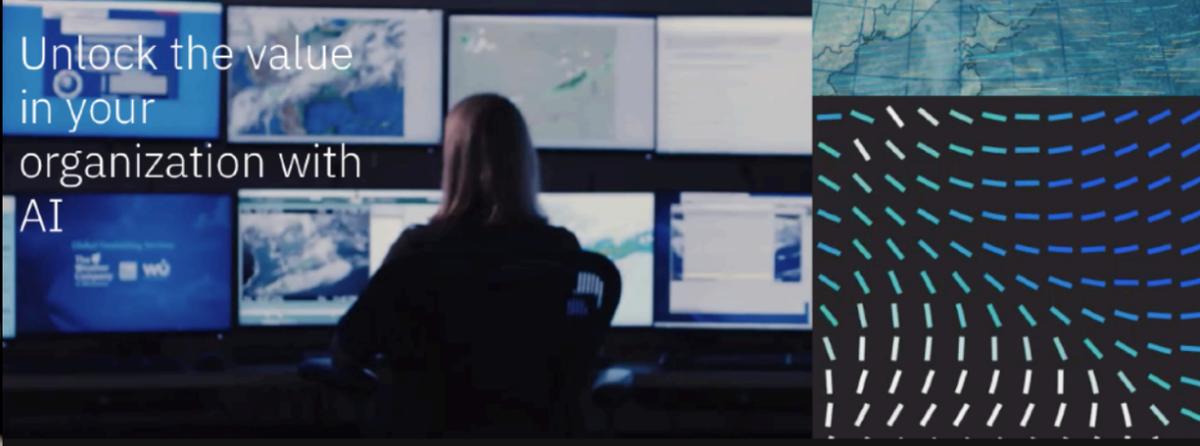
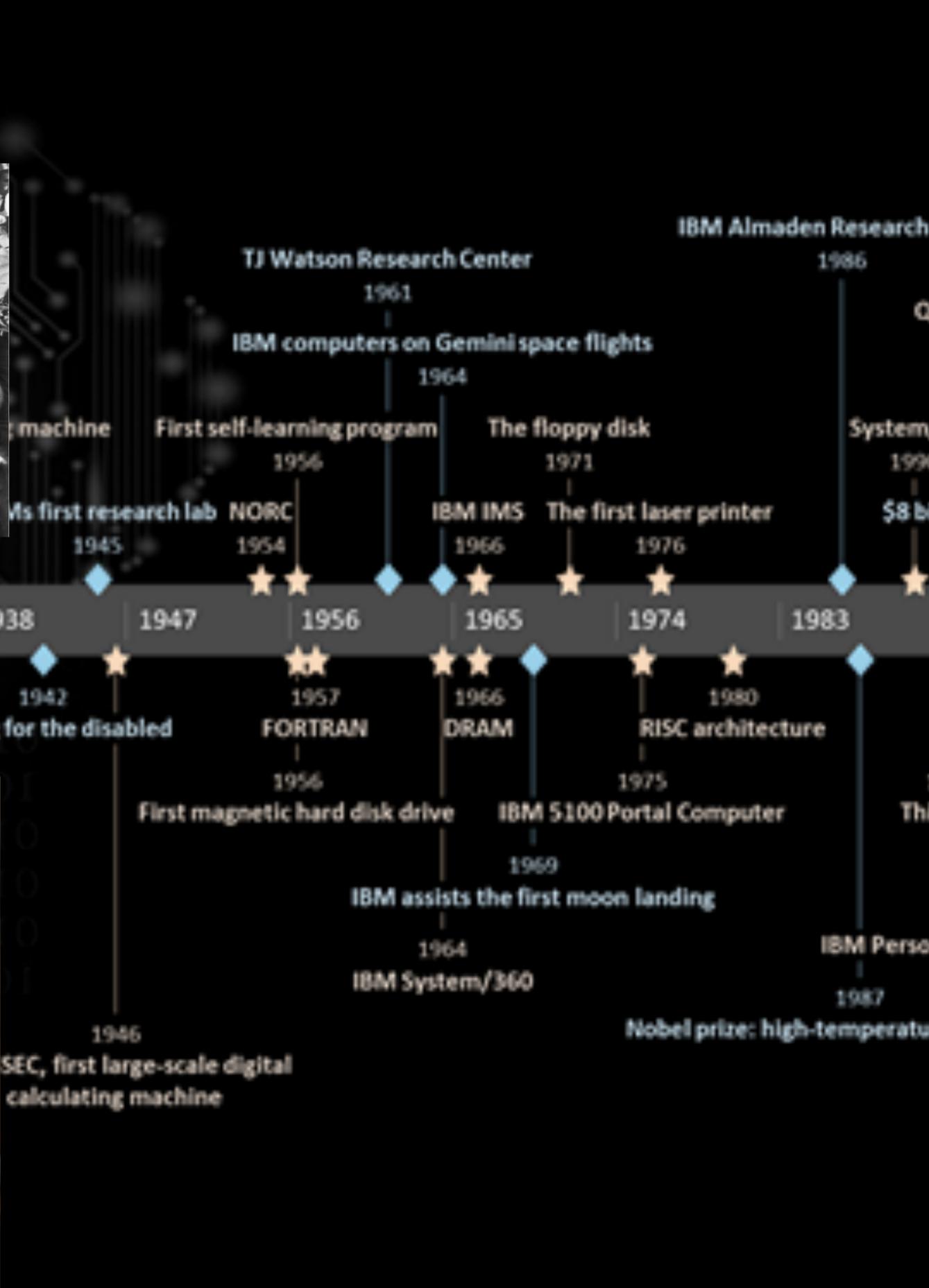
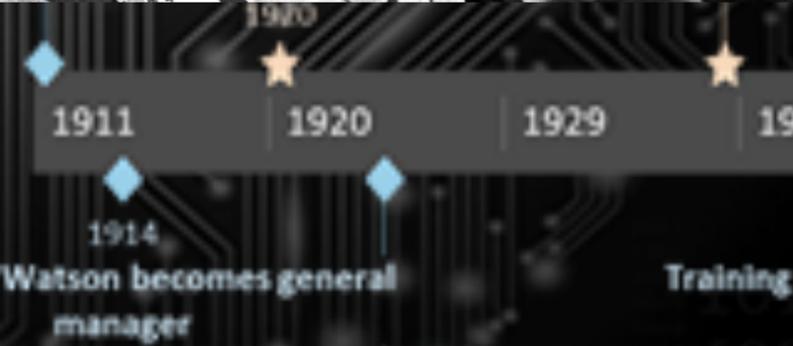
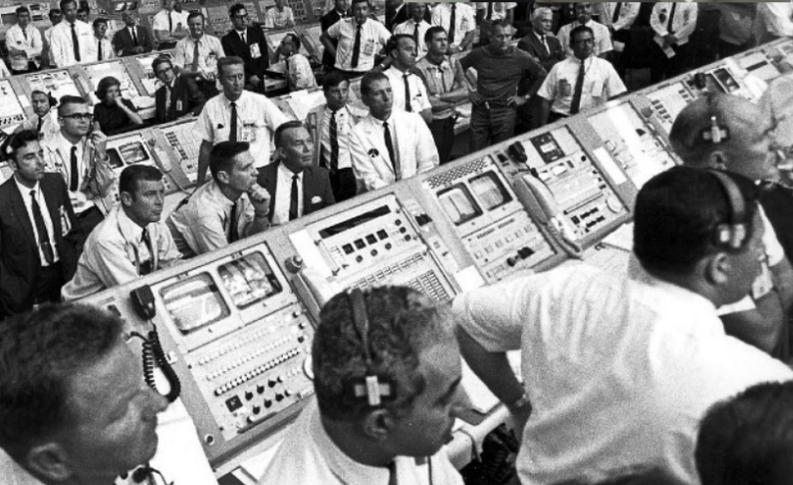
Identify the true value of what you provide to the marketplace beyond products or service, price or value. Find the context and meaning to the value you bring the marketplace.

Your company's collective experience and vision may be more valuable today than it was before the downturn.









News and resources

Watson is AI that is changing how people work, redefining the way businesses operate, and transforming entire industries.

That's Debatable

Watson AIOns

Let's talk



IBM Cloud Management and Operations Consulting

Collect

Make data simple and accessible.

Hybrid data

Organize

Organize data to create a business-ready analytics foundation.

Analyze

Build and run AI with trust and transparency.

HOW TO REFOCUS NOW

EXPLORE YOUR VERSATILITY

Be open to all the ways you can meet emerging market needs with your core strengths.





HOW TO REFOCUS NOW

UNDERSTAND CUSTOMER NEEDS

Understand how their priorities and needs are changing. Help them embrace doing more with less.



HOW TO REFOCUS NOW

CONNECT

Align your true strengths as an organization with the most pressing challenges, pressures and priorities your customers face. Align with the emerging challenges in the marketplace, not just executionally, but fundamentally.



HOW TO REFOCUS NOW

LOOK FOR OPPORTUNITIES

Change can create lots of opportunities as other businesses become anxious, indecisive and complacent. Make sure you are being creative, thinking outside of the box and looking for opportunities.



HOW TO REFOCUS NOW : SUMMARY



REFLECT



DEFINE



EXPLORE YOUR VERSATILITY



UNDERSTAND CUSTOMER NEEDS



CONNECT



FIND OPPORTUNITIES

YOUR TURN

| ASK YOURSELF

A few simple questions you need to ask yourself as you plan for the months and quarters ahead:

What are the emerging challenges and priorities of your customers and the marketplace?

A few simple questions you need to ask yourself as you plan for the months and quarters ahead:

Outside of your products and services, what are the true strengths of your organization and your people?

A few simple questions you need to ask yourself as you plan for the months and quarters ahead:

How do you realign your strengths to meet the changes in the market?

A few simple questions you need to ask yourself as you plan for the months and quarters ahead:

How do you re-focus your services and products to be more relevant?

SUMMARY

| REFLECTION AND KEY TAKEAWAYS

Key Takeaways:

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A shift this monumental can allow you to step ahead of bigger companies who are inherently hesitant to change.

Key Takeaways:

Business demands certainty and is highly reluctant to change.

That reluctance is a major business advantage for companies willing to step forward while others stand still.

When you stand still long enough, you almost always lose the race. It's that simple.

And only a shift this monumental can allow you to step ahead of bigger companies who are inherently hesitant to change.

The brass ring is there, if you want to grab it.

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THANK YOU!