COVID-19 Coronavirus Pandemic

Adaptation and Planning via Neuroscience for Quality Professionals

Quality Digest
July 14, 2020

DisasterAvoidanceExperts.com

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Elon Musk



Elon Musk

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Elon Musk

@elonmusk

The coronavirus panic is dumb

3:42 PM · 06 Mar 20 · Twitter for iPhone

344K Retweets **1.7M** Likes

Elon Musk



Elon Musk
@elonmusk

The coronavirus panic is dumb

3:42 PM · 06 Mar 20 · Twitter for iPhone

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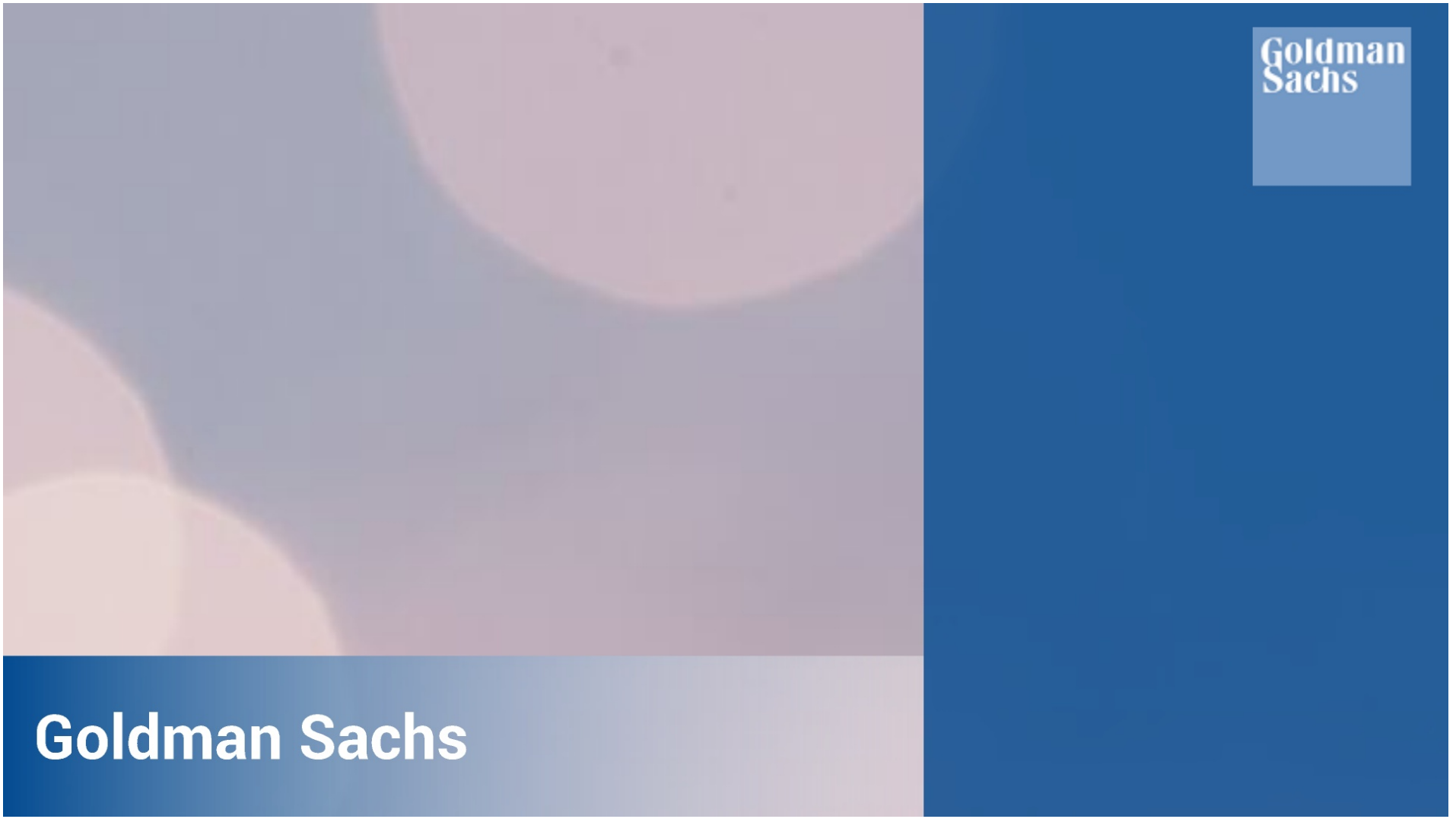
Replying to @elonmusk and @PPathole

Based on current trends, probably close to zero new cases in US too by end of April

5:38 PM · 19 Mar 20 · Twitter for iPhone

352 Retweets **3,345** Likes

Goldman Sachs


Goldman Sachs
Goldman Sachs

Goldman Sachs

Estimates of US GDP growth in 2nd quarter

Goldman Sachs

Goldman Sachs

Estimates of US GDP growth in 2nd quarter

February 24

Goldman Sachs

Goldman Sachs

Estimates of US GDP growth in 2nd quarter

February 24
2.7% growth

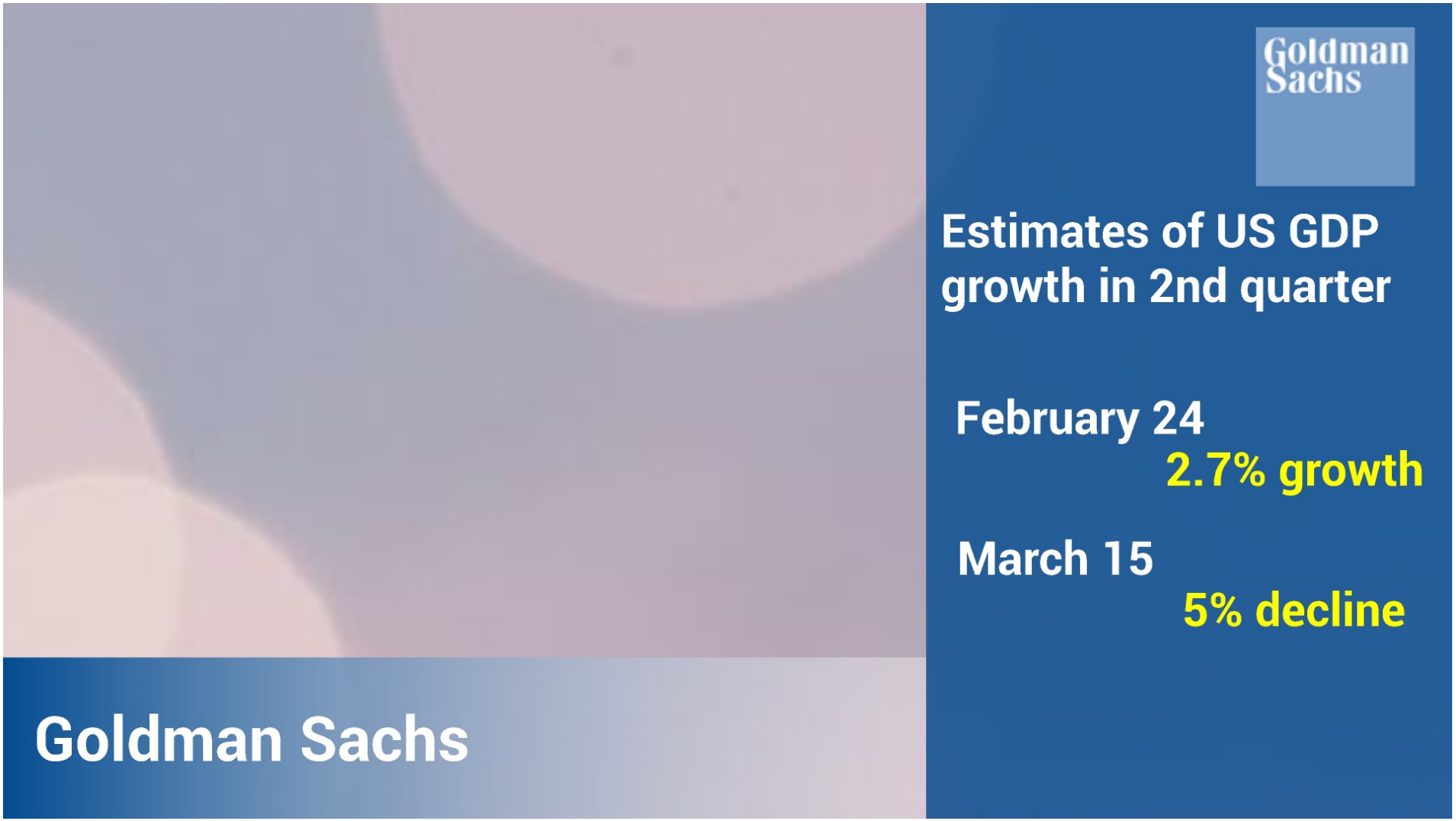
Goldman Sachs

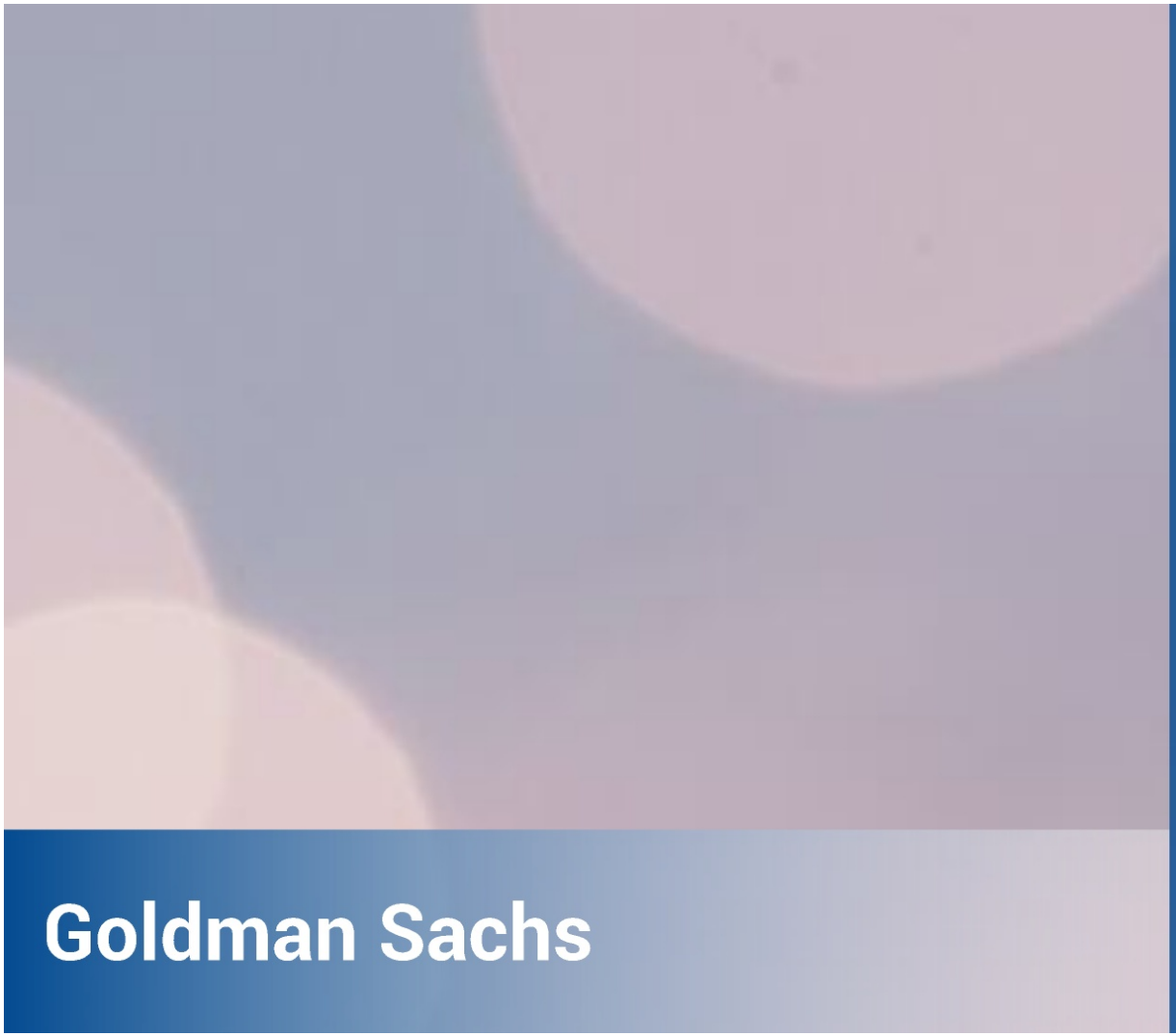
Goldman Sachs

Estimates of US GDP growth in 2nd quarter

February 24
2.7% growth

March 15


Goldman Sachs
Estimates of US GDP growth in 2nd quarter
February 24
2.7% growth
March 15
5% decline
Goldman Sachs



Goldman Sachs

Estimates of US GDP growth in 2nd quarter

February 24
2.7% growth

March 15
5% decline

March 20


Goldman Sachs
Estimates of US GDP growth in 2nd quarter
February 24
2.7% growth
March 15
5% decline
March 20
24% decline
Goldman Sachs

Most were unprepared

Many leaders and companies underestimated the threat

Most were unprepared

Many leaders and companies underestimated the threat

Were caught unprepared by the pandemic

Most were unprepared

Most were unprepared

Many leaders and companies underestimated the threat

Were caught unprepared by the pandemic

Turned to emergency business continuity plans

Most were unprepared

Many leaders and companies underestimated the threat

Were caught unprepared by the pandemic

Turned to emergency business continuity plans

Despite these plans being a bad fit for this situation

What's wrong with business continuity plans?



What's wrong with business continuity plans?

Business continuity plans are great for emergencies



What's wrong with business continuity plans?

Business continuity plans are great for emergencies

COVID-19 is not an emergency



What's wrong with business continuity plans?

Business continuity plans are great for emergencies

COVID-19 is not an emergency

It's a major disruptor

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Business continuity plans are great for emergencies

COVID-19 is not an emergency

It's a major disruptor

Slow-moving
High-impact
Long-term



What's wrong with business continuity plans?

Business continuity plans are great for emergencies

COVID-19 is not an emergency

It's a major disruptor

Slow-moving
High-impact
Long-term

A marathon, not a sprint



What's wrong with business continuity plans?

Business continuity plans are great for emergencies

COVID-19 is not an emergency

It's a major disruptor

Slow-moving
High-impact
Long-term

A marathon, not a sprint

Relying on BCPs leads to serious problems

Vaccine



Vaccine

Vaccine is the only effective solution



Vaccine

Vaccine is the only effective solution

Human trials



Vaccine is the only effective solution

Human trials

to test safety and effectiveness

Vaccine

Vaccine is the only effective solution

Human trials

to test safety and effectiveness

estimated to take at least 1 year



Vaccine

Vaccine is the only effective solution

Human trials

to test safety and effectiveness

estimated to take at least 1 year

(as opposed to the usual 4-5 years)



Vaccine



Vaccine

Most vaccines don't make it through human trials



Vaccine

Most vaccines don't make it through human trials

So it's likely that the first trials will not be successful



Vaccine

Most vaccines don't make it through human trials

So it's likely that the first trials will not be successful

After vaccine is ready, government would need to coordinate



Vaccine

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Production



Vaccine

Most vaccines don't make it through human trials

So it's likely that the first trials will not be successful

After vaccine is ready, government would need to coordinate

Production

Distribution



Vaccine

Most vaccines don't make it through human trials

So it's likely that the first trials will not be successful

After vaccine is ready, government would need to coordinate

- Production
- Distribution
- Vaccination

Vaccine:
Possible Timelines

Optimistic

Vaccine:
Possible Timelines

Vaccine:
Possible Timelines

Optimistic

Moderate

Vaccine:
Possible Timelines

Optimistic

Moderate

Pessimistic

Optimistic Timeline


Approved for
mass production
Optimistic
Timeline

Optimistic Timeline

Approved for mass production

by Summer 2021

Optimistic Timeline

Approved for mass production

by Summer 2021

Production
Distribution
Vaccination

Optimistic Timeline

Approved for mass production

by Summer 2021

Production
Distribution
Vaccination

6 months

Optimistic Timeline

Approved for mass production

by Summer 2021

Production
Distribution
Vaccination

6 months

Most people vaccinated

Optimistic Timeline

Approved for mass production

by Summer 2021

Production
Distribution
Vaccination

6 months

Most people vaccinated

by early 2022

Optimistic Timeline

Approved for mass production

by Summer 2021

Production
Distribution
Vaccination

6 months

Most people vaccinated

by early 2022

This is very optimistic (probability = 25%)

Vaccine:
Possible Timelines

Optimistic

Moderate

Pessimistic

Vaccine:
Possible Timelines

Optimistic

Moderate

Pessimistic

Vaccine:
Possible Timelines

Optimistic

Moderate

Pessimistic

Moderate Timeline


Approved for mass production
Moderate Timeline


Approved for mass production
by 2023
Moderate Timeline



Moderate Timeline

Approved for mass production

by 2023

Production
Distribution
Vaccination

Moderate Timeline

Approved for mass production

by 2023

Production
Distribution
Vaccination

1 year

Moderate Timeline

Approved for mass production

by 2023

Production
Distribution
Vaccination

1 year

Most people vaccinated

Moderate Timeline

Approved for mass production

by 2023

Production
Distribution
Vaccination

1 year

Most people vaccinated

by 2024



Approved for mass production

by 2023

Production
Distribution
Vaccination

1 year

Most people vaccinated

by 2024

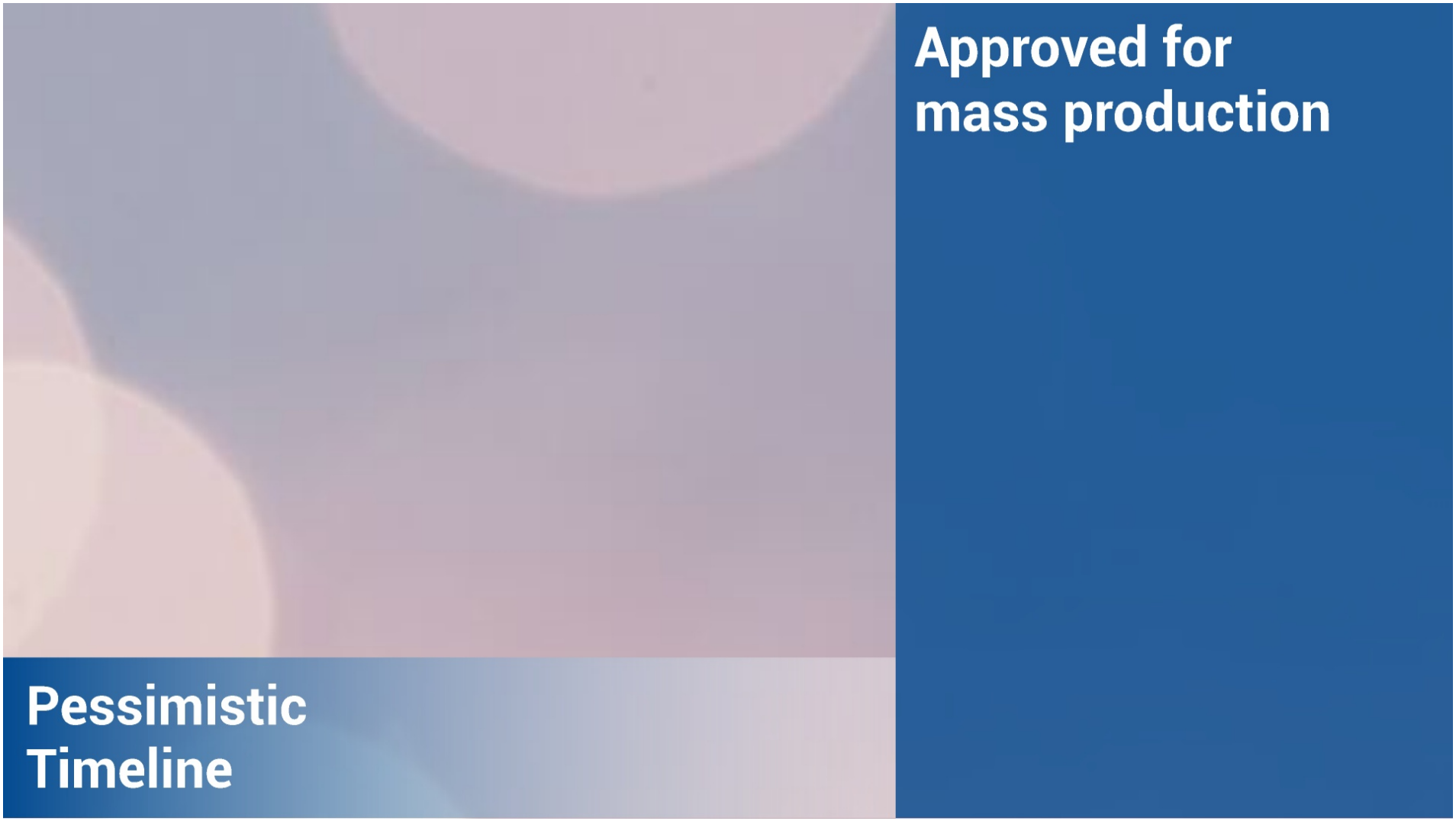
Vaccine:
Possible Timelines

Optimistic

Moderate

Pessimistic

Pessimistic Timeline


Approved for mass production
Pessimistic Timeline


Approved for
mass production
by 2026
Pessimistic
Timeline



Pessimistic Timeline

Approved for mass production

by 2026

Production
Distribution
Vaccination

Pessimistic Timeline

Approved for mass production

by 2026

Production
Distribution
Vaccination

1 year



Pessimistic Timeline

Approved for mass production

by 2026

Production
Distribution
Vaccination

1 year

Most people vaccinated



Pessimistic Timeline

Approved for mass production

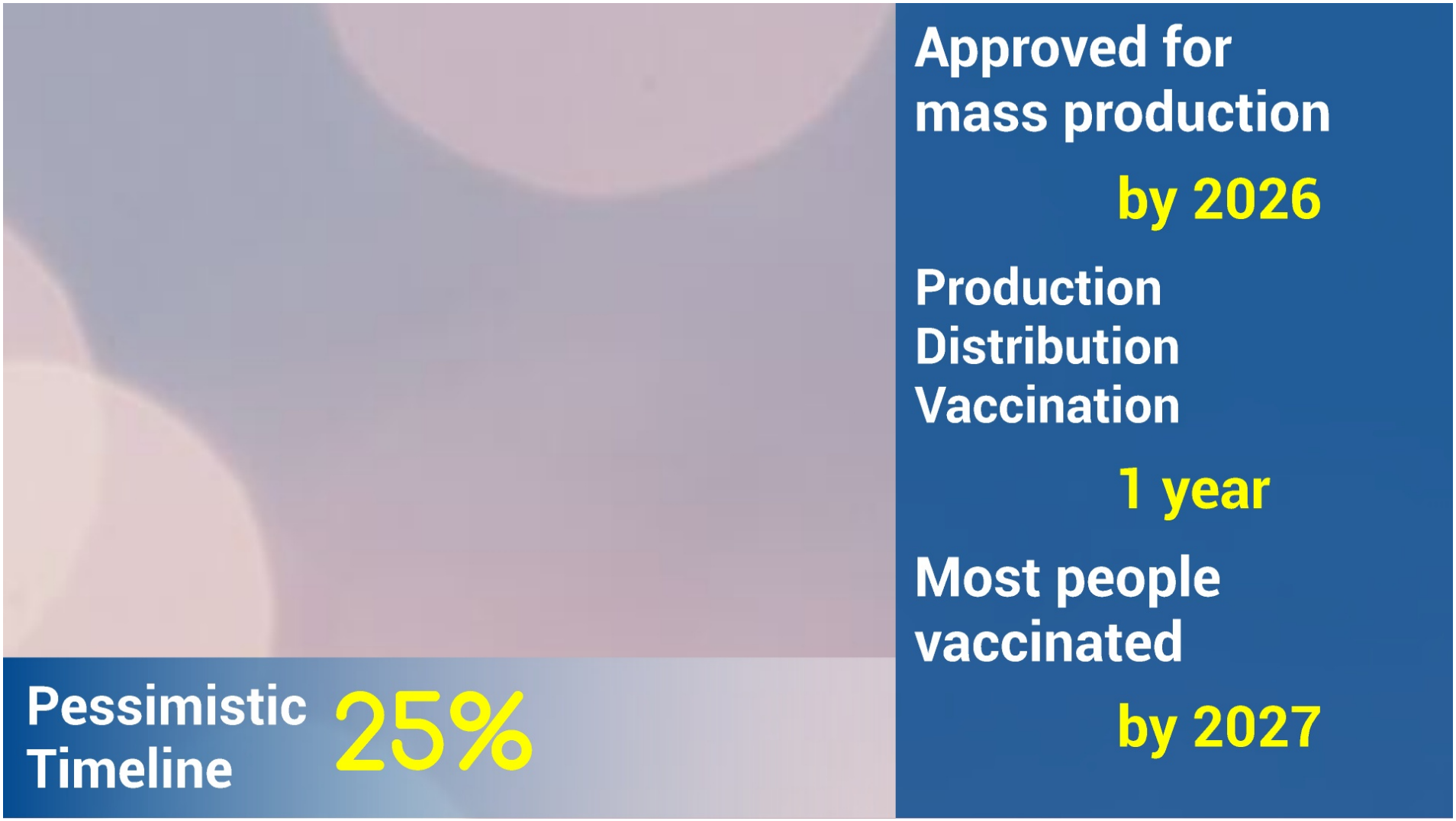
by 2026

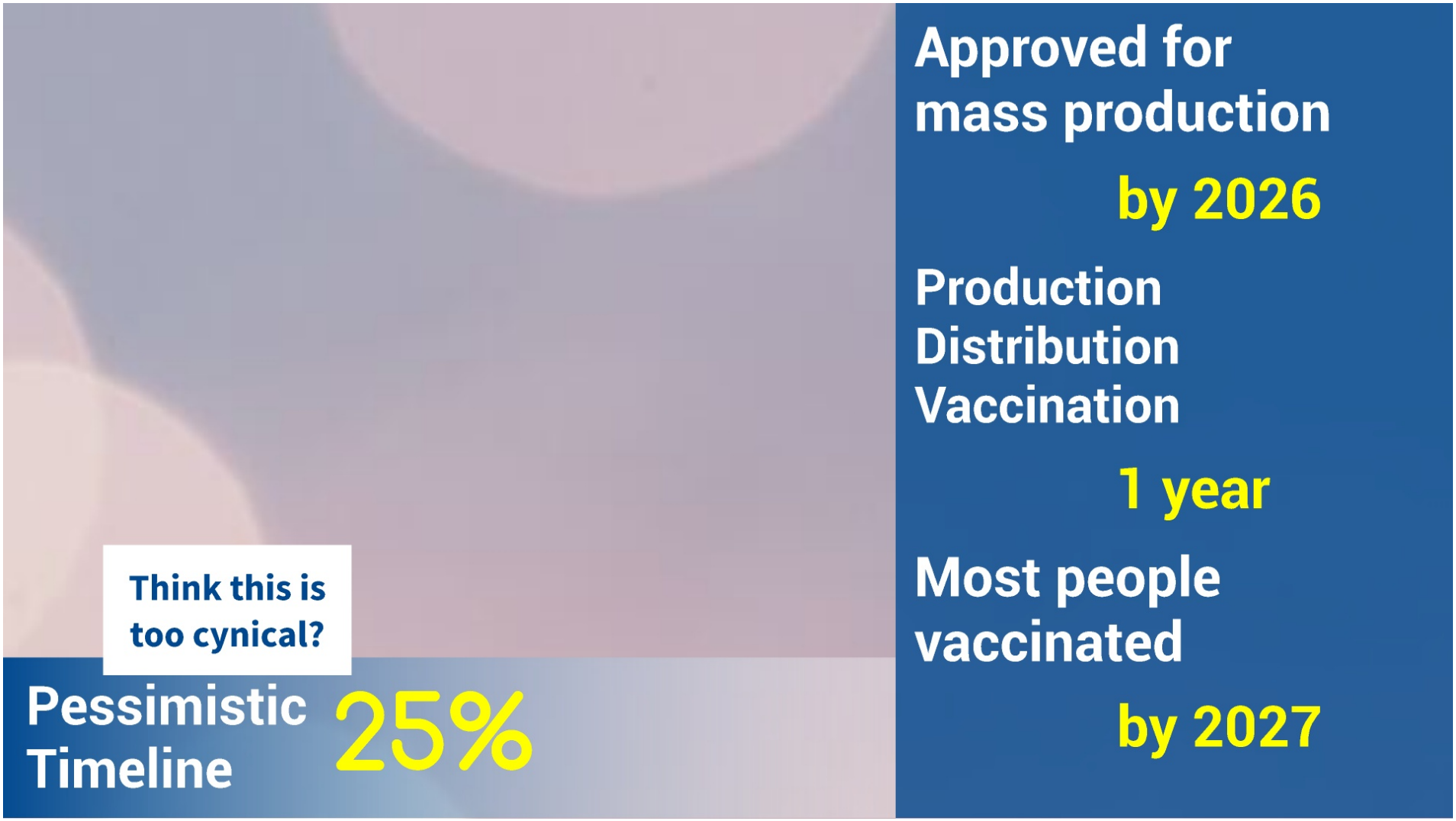
Production
Distribution
Vaccination

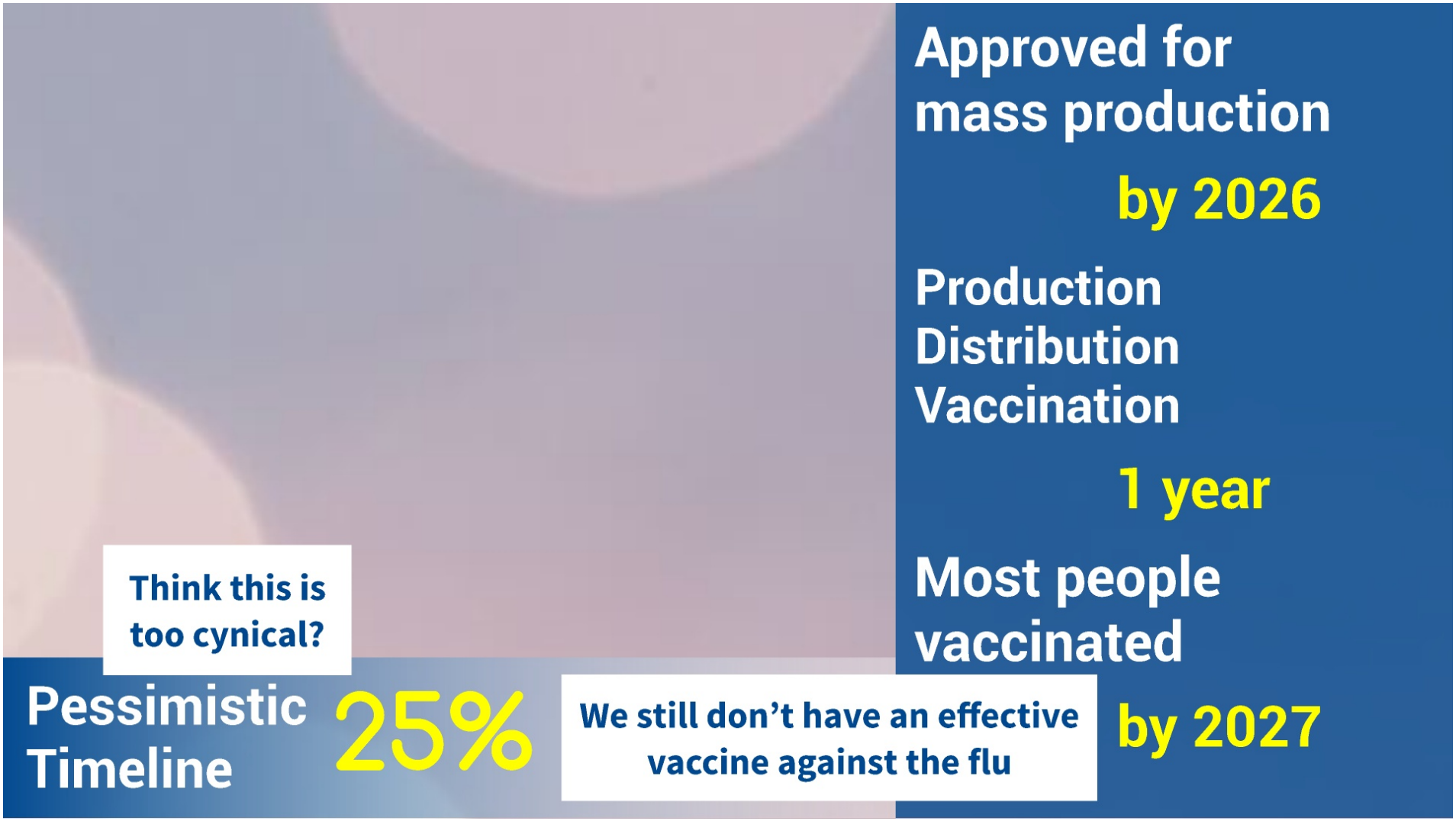
1 year

Most people vaccinated

by 2027


Approved for mass production
by 2026
Production
Distribution
Vaccination
1 year
Most people vaccinated
by 2027
Pessimistic Timeline
25%


Approved for mass production
by 2026
Production
Distribution
Vaccination
1 year
Most people vaccinated
by 2027
Think this is too cynical?
Pessimistic Timeline
25%

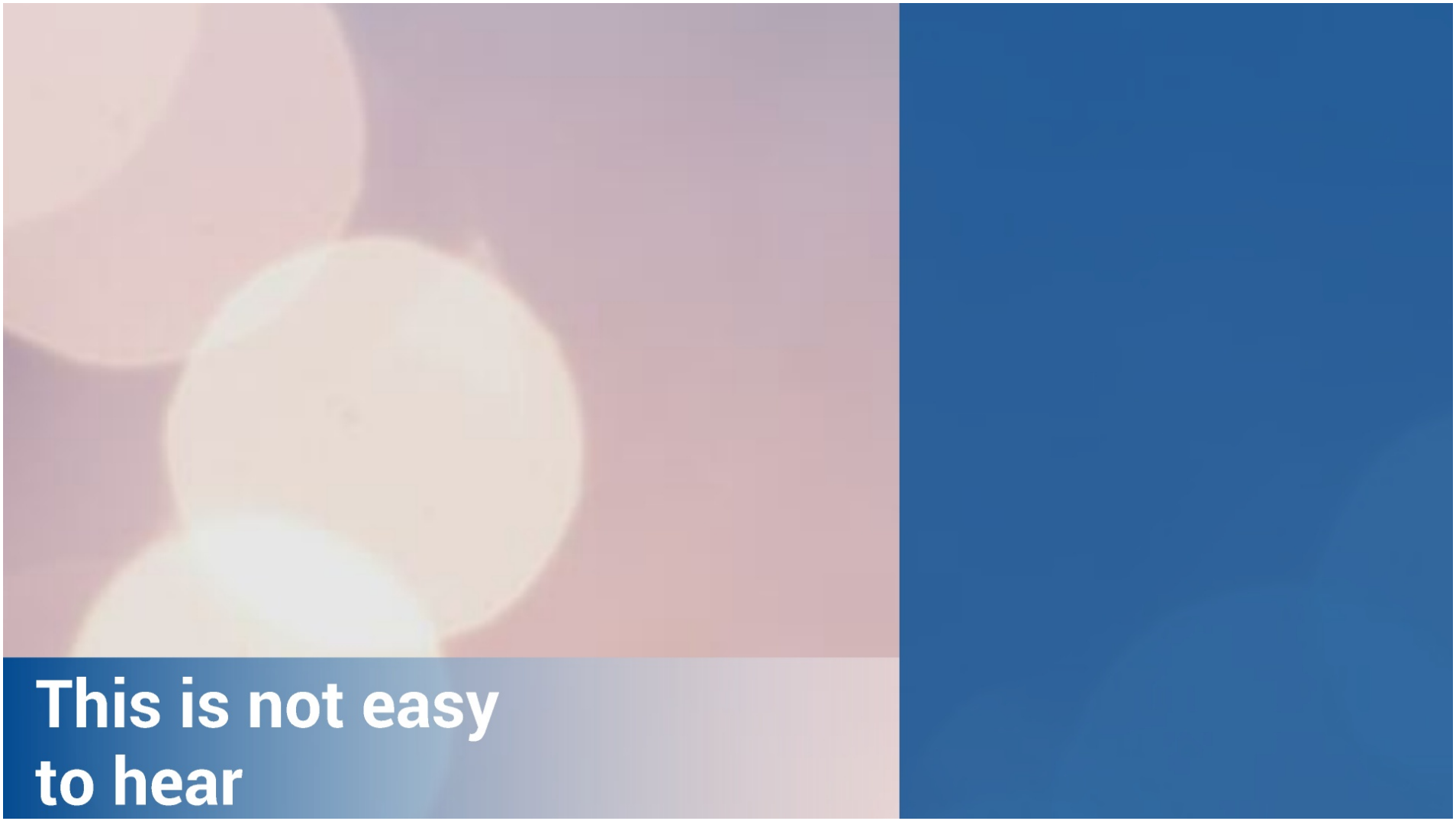

Approved for mass production
by 2026
Production
Distribution
Vaccination
1 year
Most people vaccinated
by 2027
Think this is too cynical?
Pessimistic Timeline
25%
We still don't have an effective vaccine against the flu

Vaccine: Possible Timelines

Optimistic

Moderate

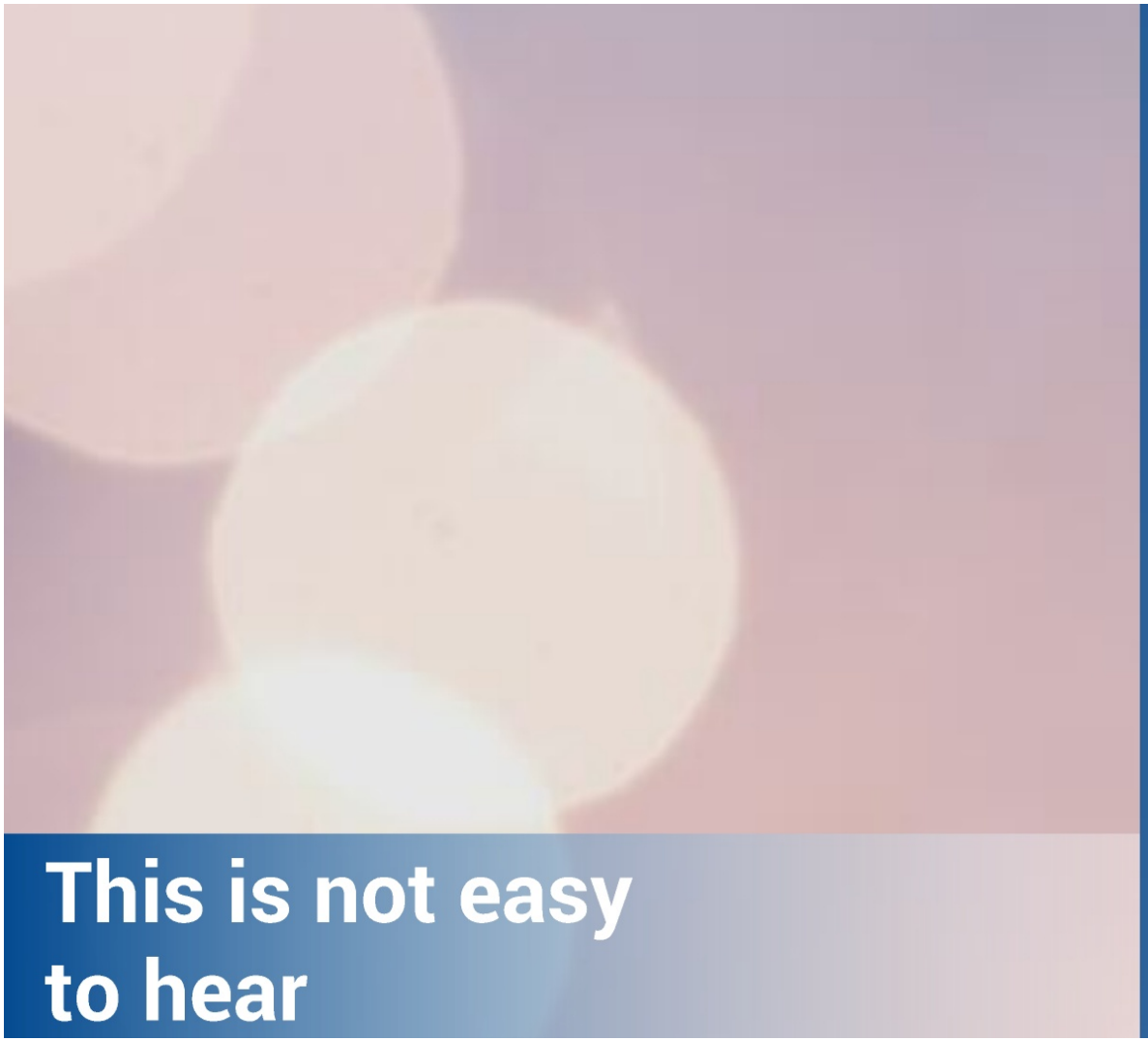
Pessimistic


This is not easy
to hear



This is not easy to hear

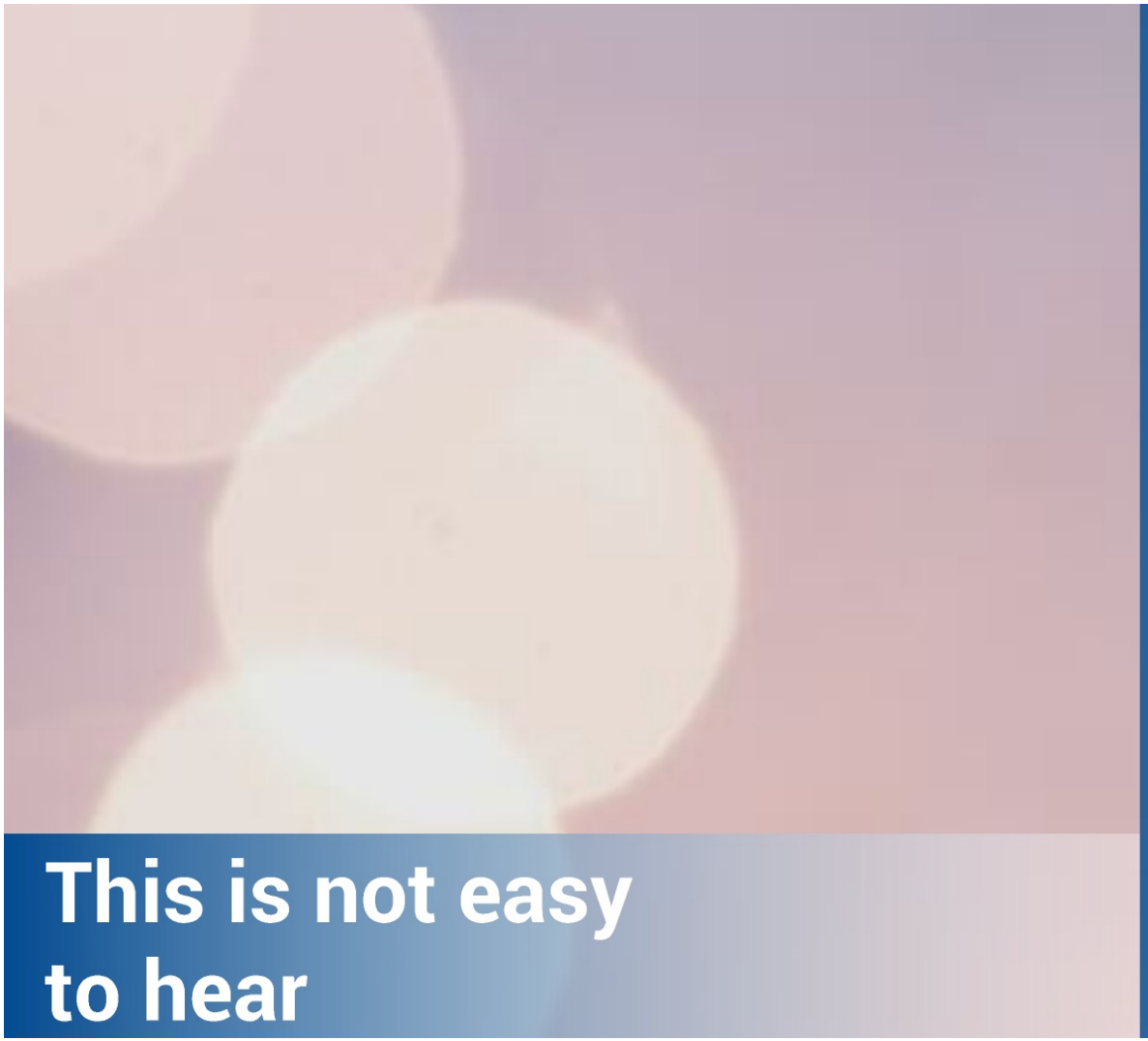
I struggle with this painful information



This is not easy to hear

I struggle with this painful information

My clients also find it difficult to accept

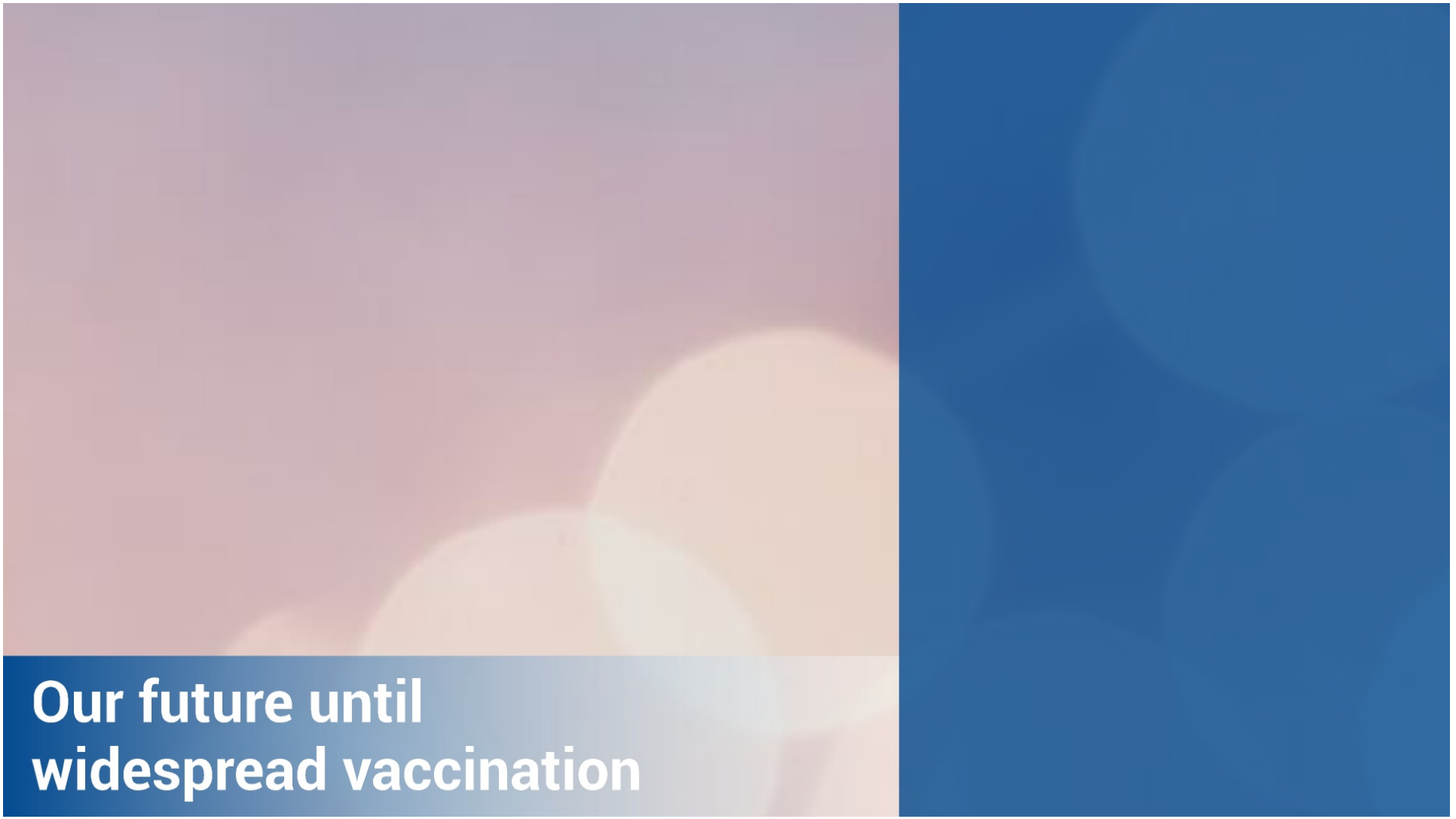


This is not easy to hear

I struggle with this painful information

My clients also find it difficult to accept

It will be more painful in the long term if we don't accept and adapt to this major disruption



Our future until widespread vaccination


Looser
Restrictions
Our future until
widespread vaccination


Looser Restrictions
Increase in Cases
Our future until widespread vaccination


Looser Restrictions
Increase in Cases
Tighter Restrictions
Our future until widespread vaccination



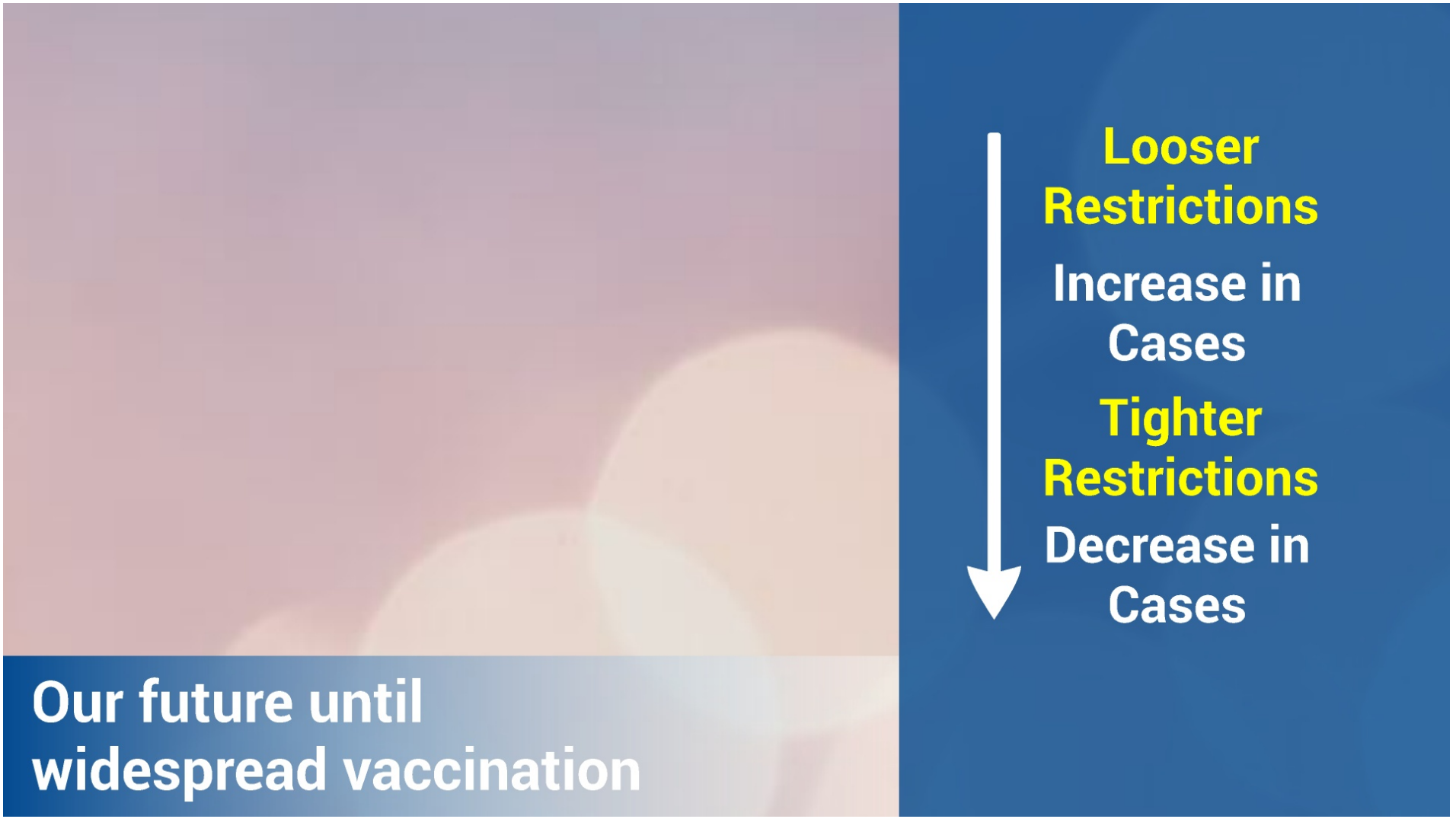
Our future until widespread vaccination

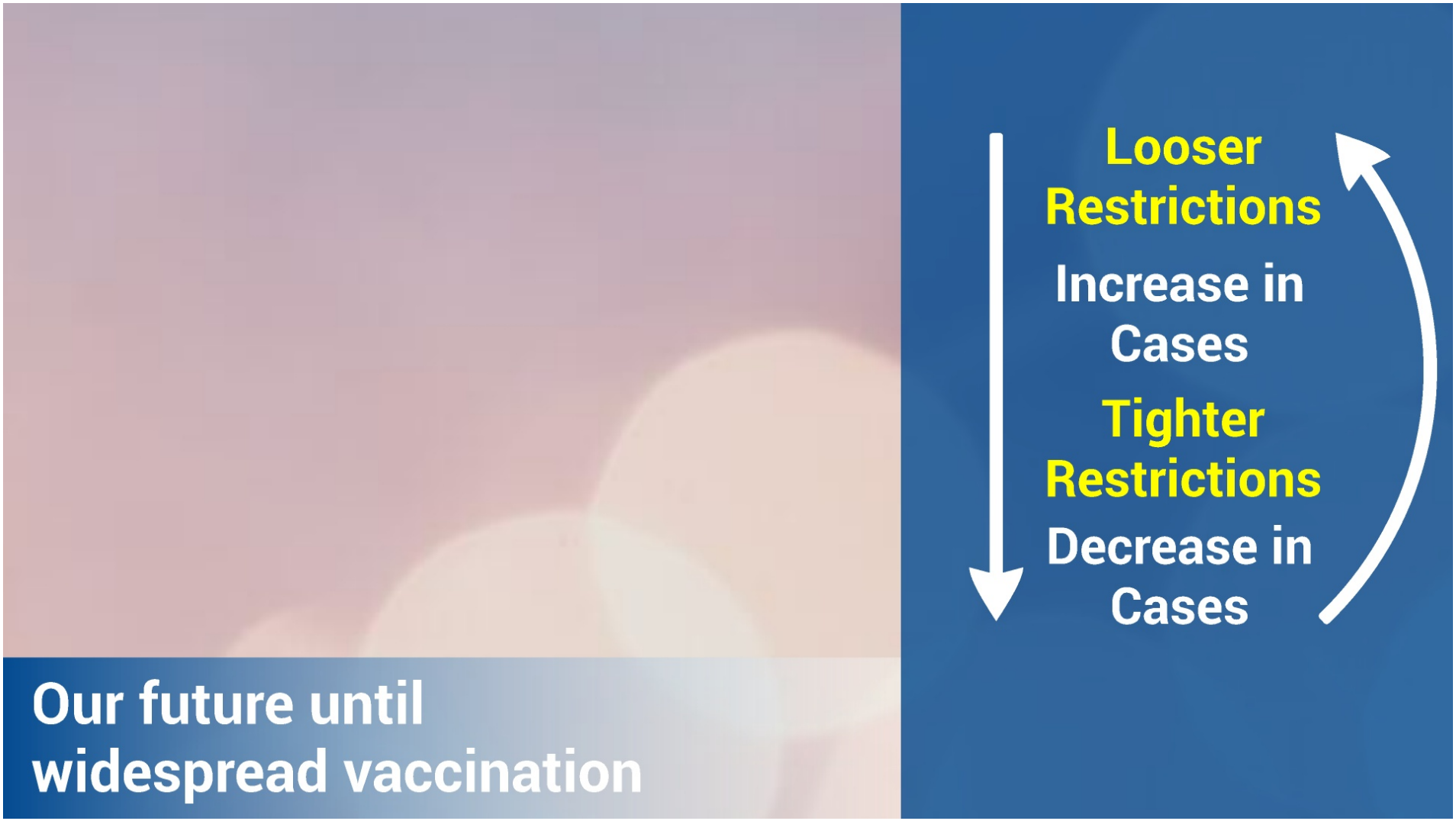
Looser Restrictions

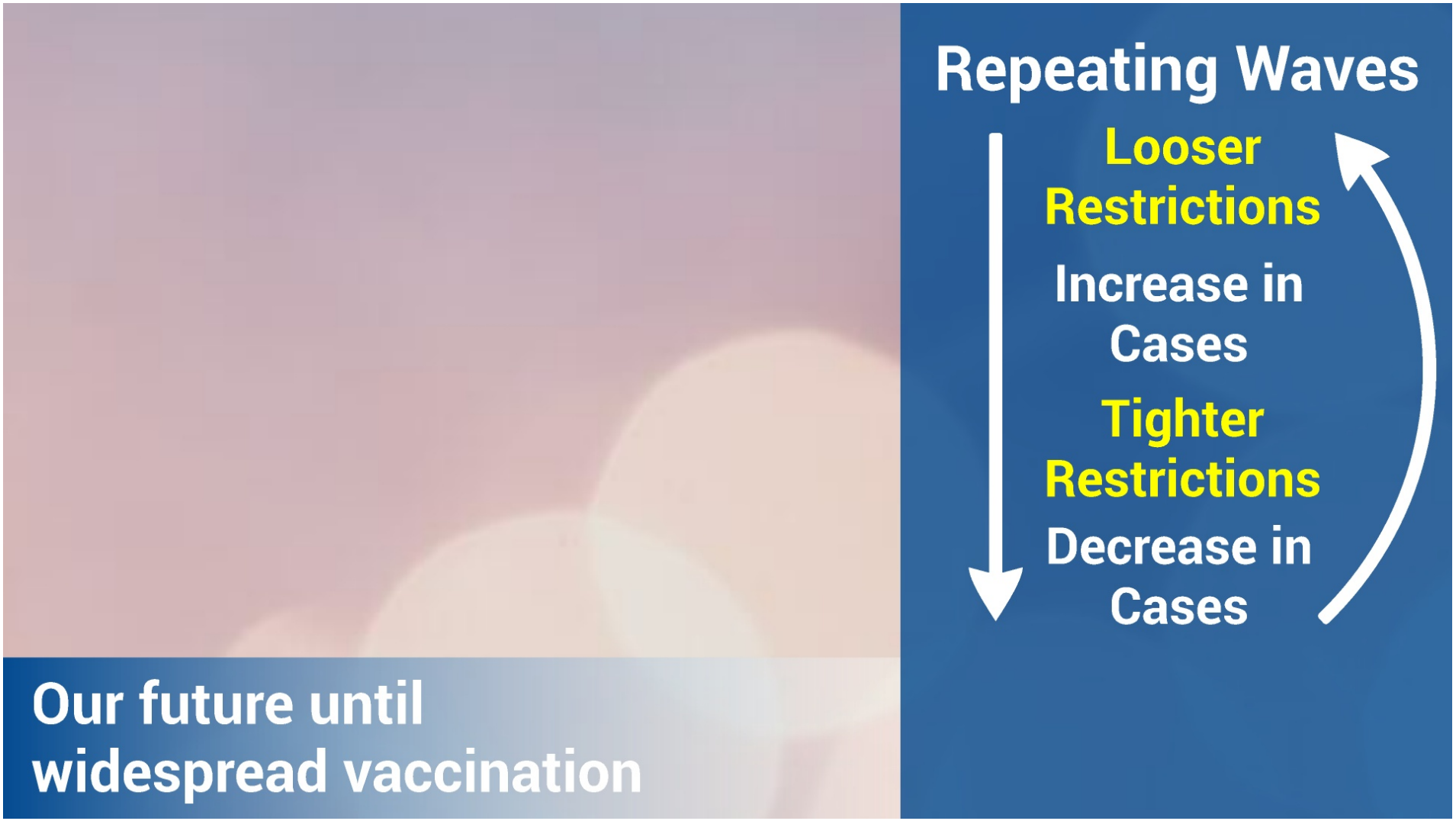
Increase in Cases

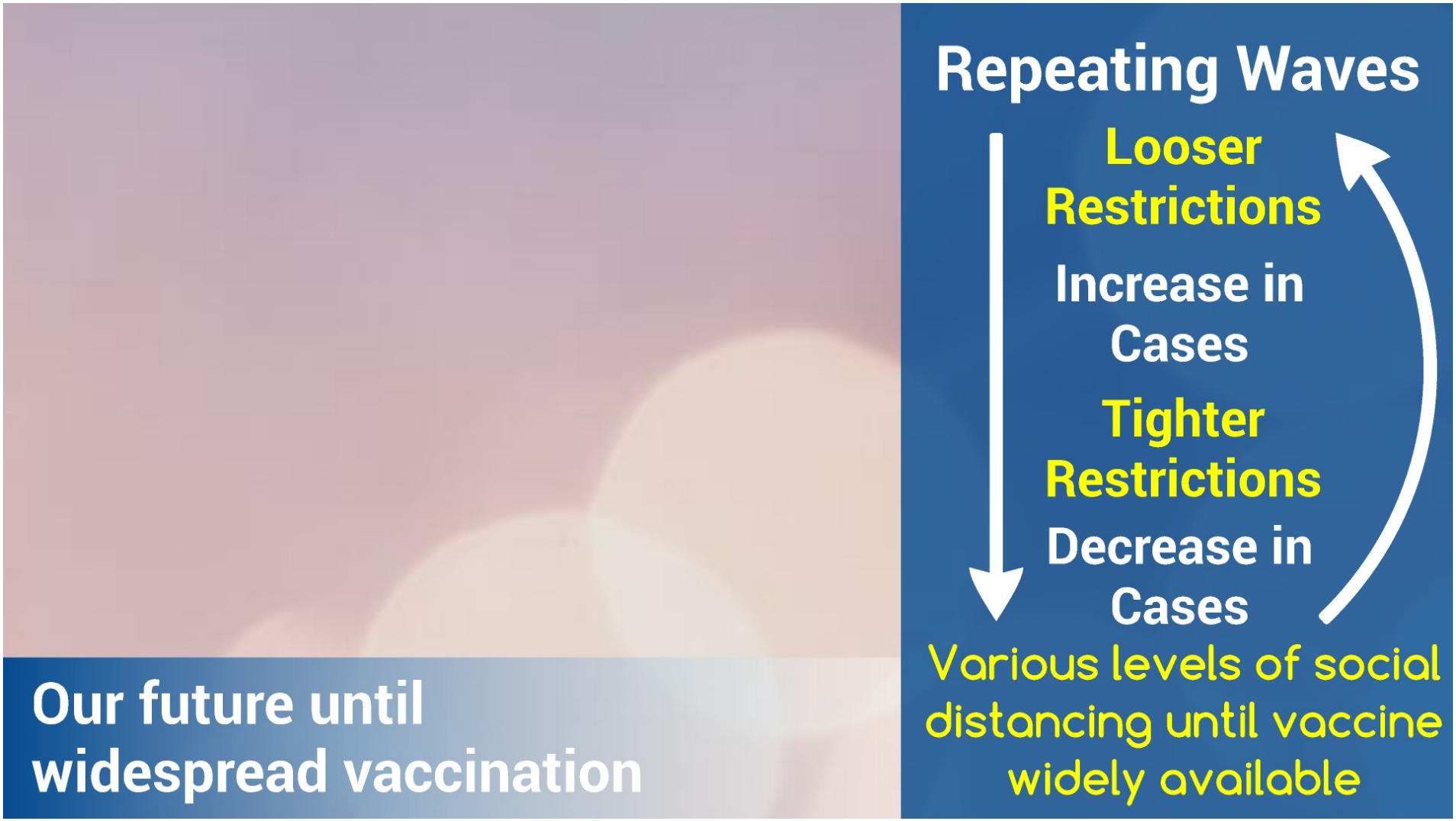
Tighter Restrictions

Decrease in Cases


Looser Restrictions
Increase in Cases
Tighter Restrictions
Decrease in Cases
Our future until widespread vaccination


Looser Restrictions
Increase in Cases
Tighter Restrictions
Decrease in Cases
Our future until widespread vaccination


Repeating Waves
Looser Restrictions
Increase in Cases
Tighter Restrictions
Decrease in Cases
Our future until widespread vaccination


Repeating Waves
Looser Restrictions
Increase in Cases
Tighter Restrictions
Decrease in Cases
Our future until widespread vaccination
Various levels of social distancing until vaccine widely available

Not a short-term emergency


This is a
Major Disruption
Not a short-term
emergency



This is a Major Disruption

NOT a Short-Term Emergency



This is a Major Disruption

NOT a Short-Term Emergency

Even in the most optimistic scenario



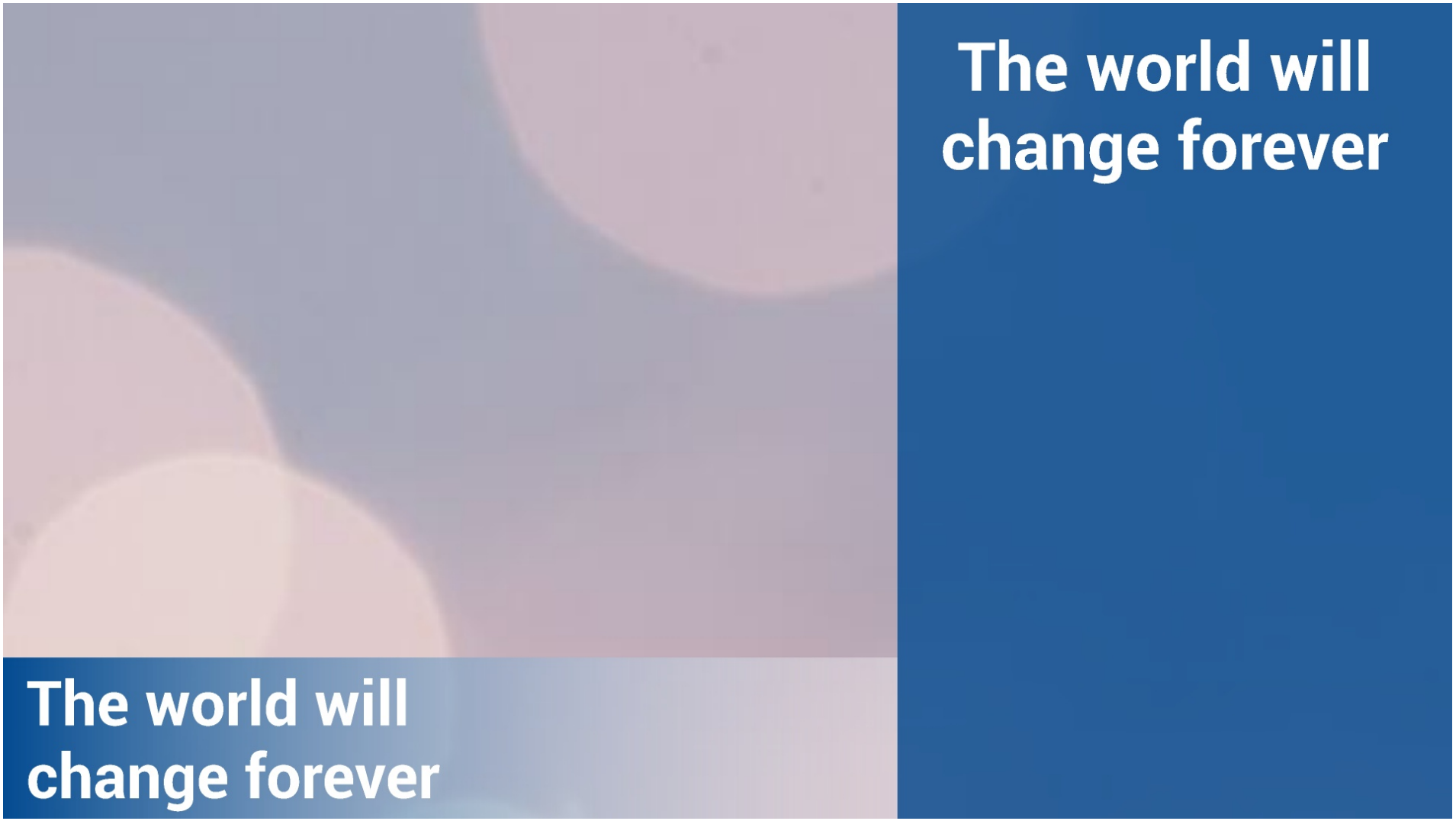
This is a Major Disruption

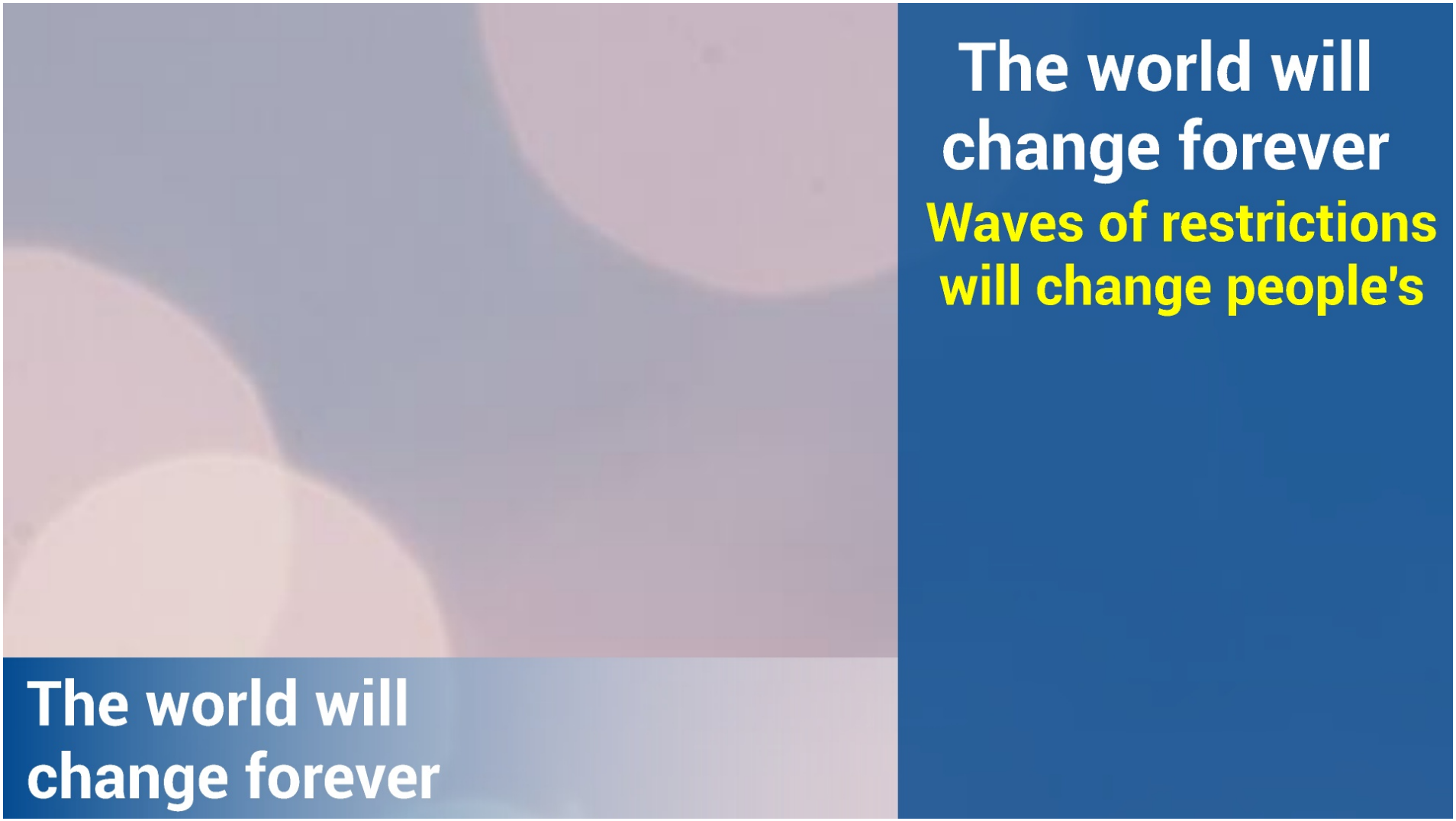
NOT a Short-Term Emergency

Even in the most optimistic scenario

Vaccine not widely available until 2022


The world will
change forever


The world will change forever
The world will change forever


The world will change forever
Waves of restrictions will change people's
The world will change forever



The world will change forever

Waves of restrictions will change people's

Habits

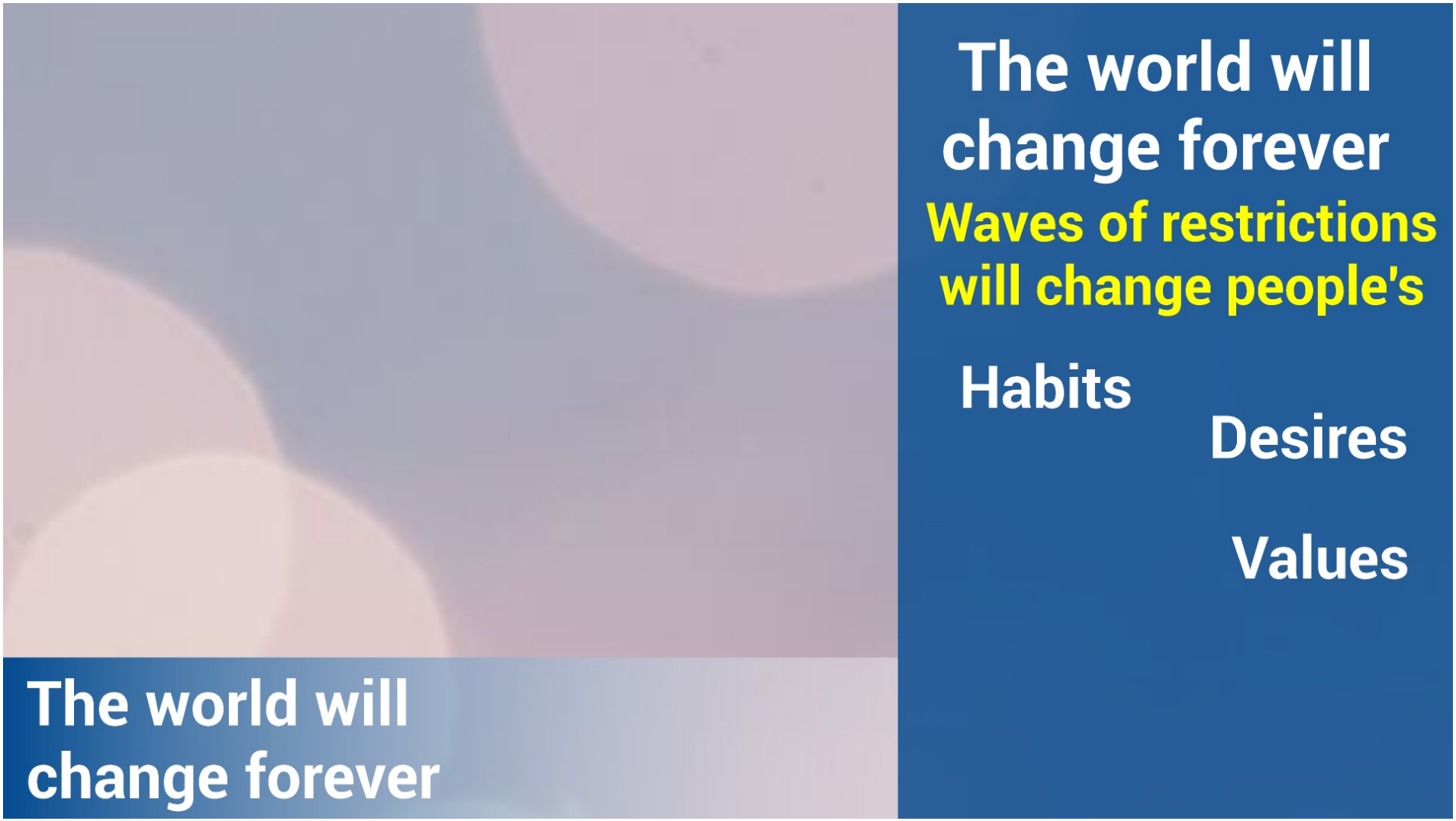


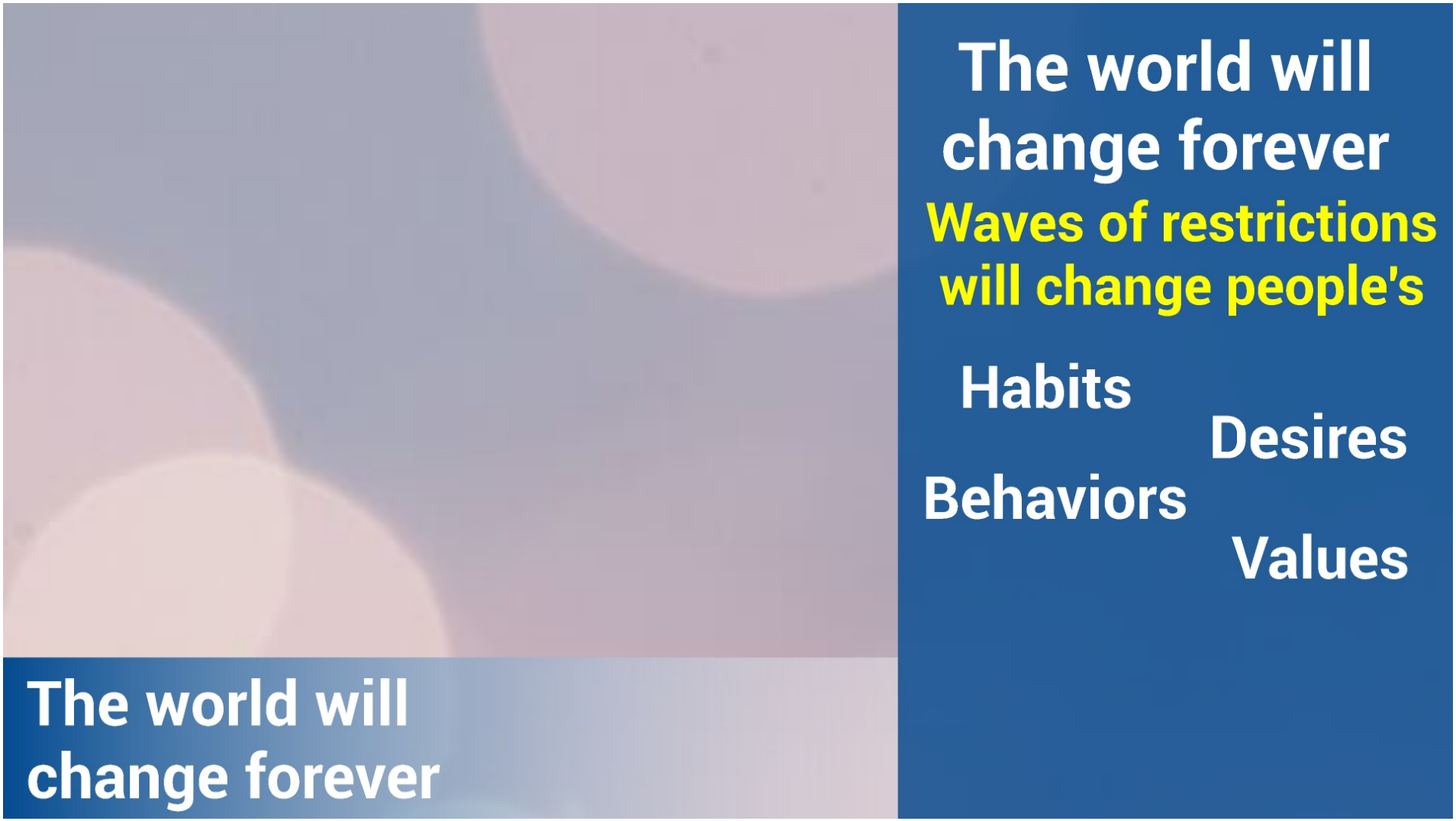
The world will change forever

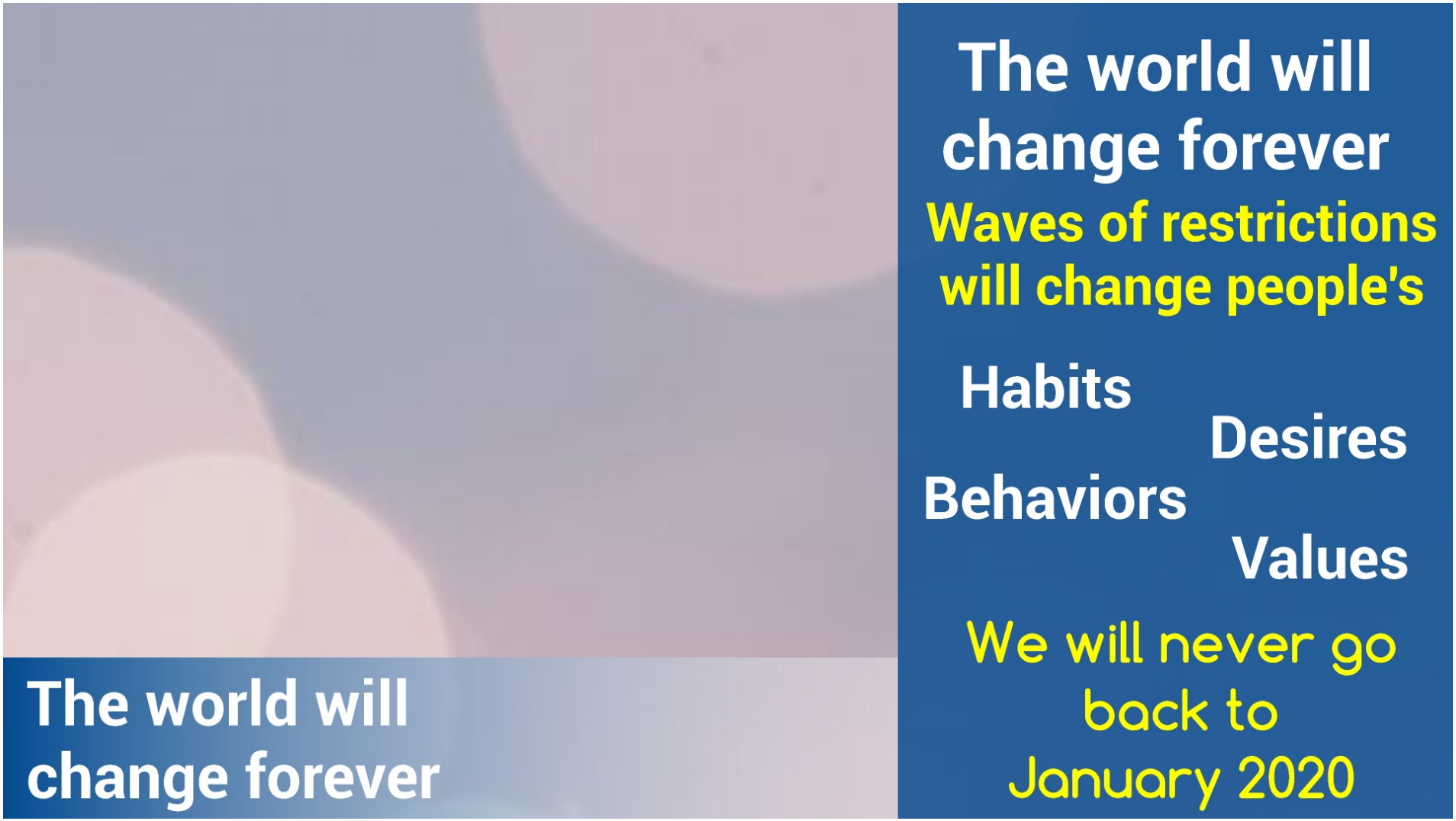
Waves of restrictions will change people's

Habits

Values


The world will change forever
Waves of restrictions will change people's
Habits
Desires
Values
The world will change forever


The world will change forever
Waves of restrictions will change people's
Habits
Desires
Behaviors
Values
The world will change forever


The world will change forever
Waves of restrictions will change people's
Habits
Desires
Behaviors
Values
We will never go back to January 2020
The world will change forever

Your role as a trusted adviser

Your role as a trusted adviser

Empower leaders to realize extent of major disruption

Your role as a trusted adviser

Empower leaders to realize extent of major disruption

Most are way too optimistic

Your role as a trusted adviser

Empower leaders to realize extent of major disruption

Most are way too optimistic

Help them prepare for uncomfortable reality

Your role as a trusted adviser

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Help them prepare for uncomfortable reality

You will help them

Your role as a trusted adviser

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Help them prepare for uncomfortable reality

You will help them

Accomplish their leadership goals

Your role as a trusted adviser

Empower leaders to realize extent of major disruption

Most are way too optimistic

Help them prepare for uncomfortable reality

You will help them

- Accomplish their leadership goals
- Build trust in you as their trusted adviser



Do not plan for Optimistic Scenario



Do not plan for Optimistic Scenario

Too many companies



Do not plan for Optimistic Scenario

Too many companies act as though the problem will blow over soon



Do not plan for Optimistic Scenario

Too many companies act as though the problem will blow over soon

"Hope is not a strategy"



Do not plan for Optimistic Scenario

Too many companies act as though the problem will blow over soon

"Hope is not a strategy"

– Vince Lombardi



Do not plan for Optimistic Scenario

Too many companies act as though the problem will blow over soon

"Hope is not a strategy"

– Vince Lombardi

Prepare for moderate or pessimistic scenario

Pandemic is a slow-moving threat

Pandemic is
a slow-moving threat

Humans make very bad
decisions about threats

Pandemic is
a slow-moving threat

Humans make very bad decisions about threats

that are unusual or slow-moving

Pandemic is
a slow-moving threat

Humans make very bad decisions about threats

that are unusual or slow-moving

Due to how our brain is wired



Pandemic is a slow-moving threat

Humans make very bad decisions about threats

that are unusual or slow-moving

Due to how our brain is wired

Our gut reaction is to underestimate such threats



Pandemic is a slow-moving threat

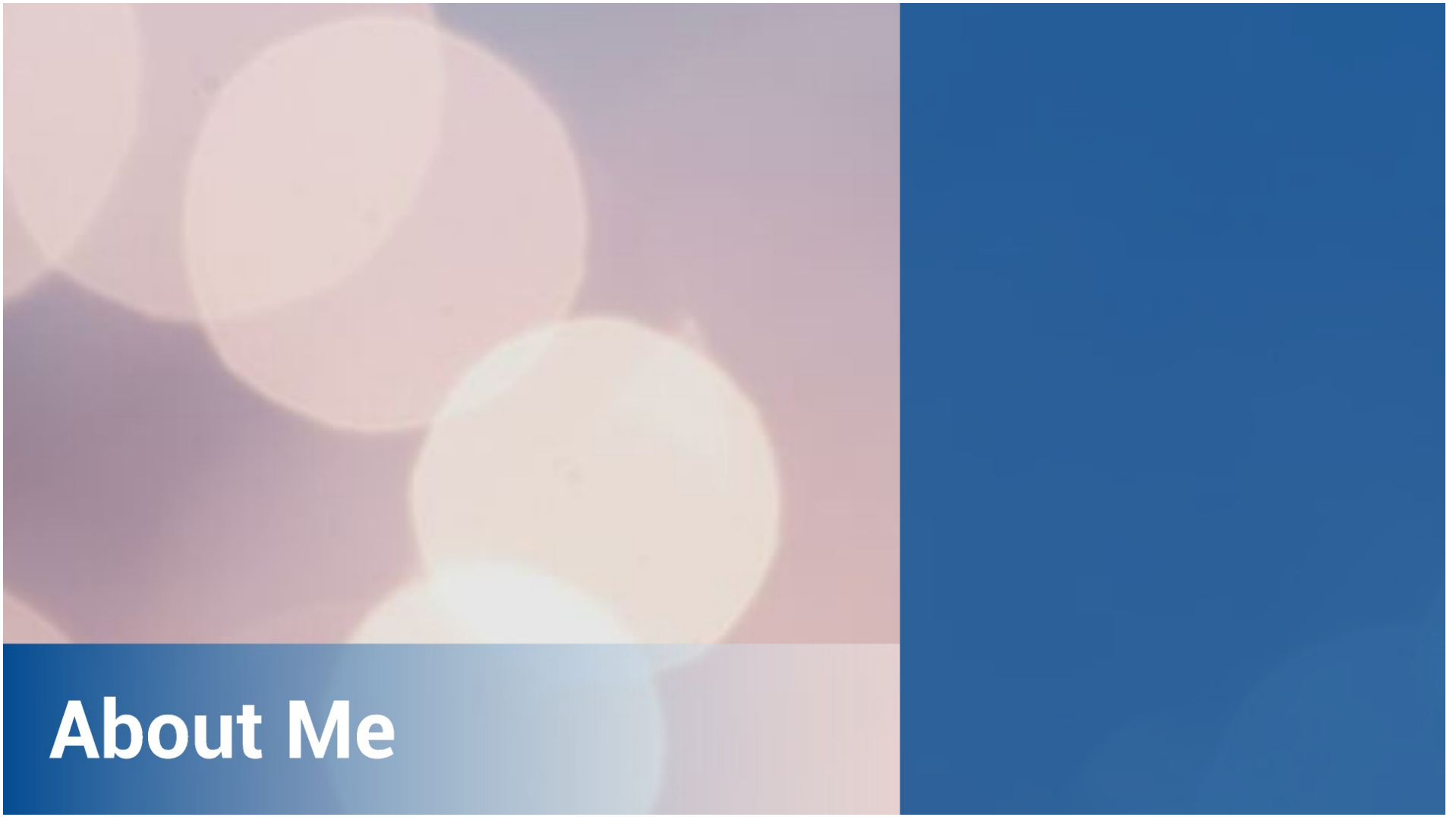
Humans make very bad decisions about threats

that are unusual or slow-moving

Due to how our brain is wired

Our gut reaction is to underestimate such threats

This leads to decisions that endanger our businesses



About Me



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Experience

CEO of
Disaster Avoidance Experts



Experience

CEO of
Disaster Avoidance Experts

Boutique consulting, coaching, and training company



Experience

CEO of
Disaster Avoidance Experts

Boutique consulting, coaching, and training company

20 Years of Helping Clients



Experience

CEO of
Disaster Avoidance Experts

- Boutique consulting, coaching, and training company

20 Years of Helping Clients

- Disaster Avoidance
- Risk Management
- Decision Making
- Strategic Planning



Experience

CEO of
Disaster Avoidance Experts

- Boutique consulting, coaching, and training company

20 Years of Helping Clients

- Disaster Avoidance
- Risk Management
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- Strategic Planning

15 Years in Academia



Experience

CEO of
Disaster Avoidance Experts

- Boutique consulting, coaching, and training company

20 Years of Helping Clients

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15 Years in Academia

Published in



Experience

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Published in

- Behavior and Social Issues
- Journal of Social and Political Psychology



Experience

Clients

Media

Books


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Clients

From innovative start-ups to Fortune 500 companies

from Aflac



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From innovative start-ups to Fortune 500 companies

from Aflac



to Xerox





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npr
CBS NEWS
Newsweek



Experience

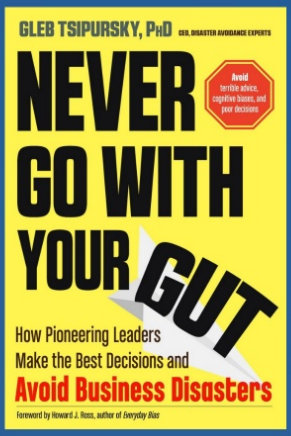
Clients

Media

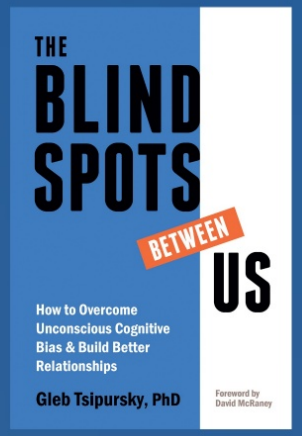
Books

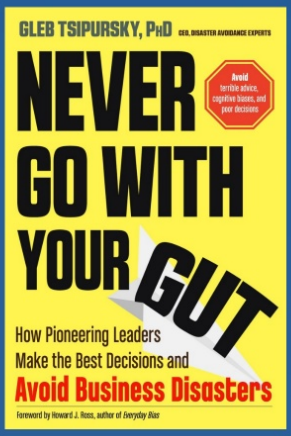

Books

Books

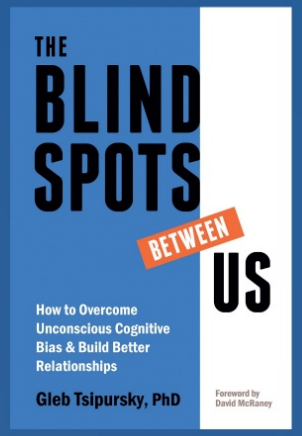

GLEB TSIPURSKY, PhD
CEO, DISASTER AVOIDANCE EXPERTS
NEVER GO WITH YOUR GUT
Avoid terrible advice, cognitive biases, and poor decisions
How Pioneering Leaders Make the Best Decisions and
Avoid Business Disasters
Foreword by Howard J. Ross, author of Everyday Bias

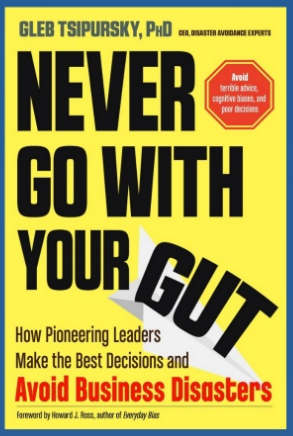
Books

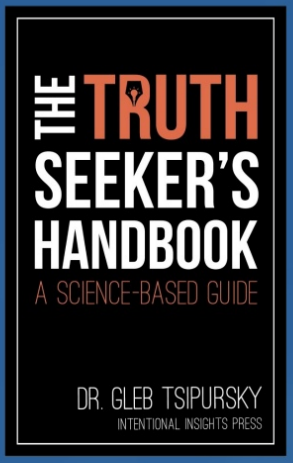

THE
BLIND
SPOTS
BETWEEN
US
How to Overcome
Unconscious Cognitive
Bias & Build Better
Relationships
Gleb Tsipursky, PhD
Foreword by
David McRaney


GLEB TSIPURSKY, PhD
NEVER
GO WITH
YOUR GUT
How Pioneering Leaders
Make the Best Decisions and
Avoid Business Disasters

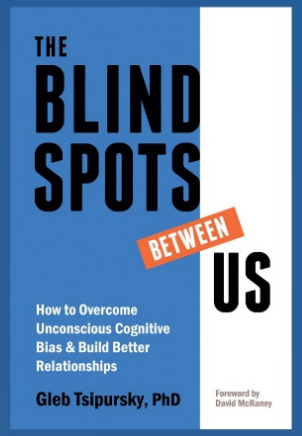
Books

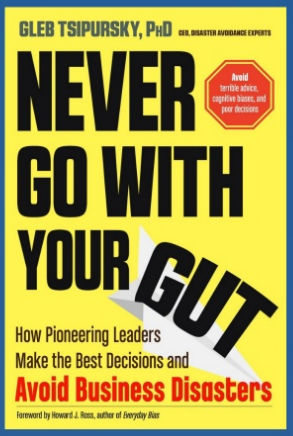

THE
BLIND
SPOTS
BETWEEN
US
How to Overcome
Unconscious Cognitive
Bias & Build Better
Relationships
Gleb Tsipursky, PhD
Foreword by
David McRaney

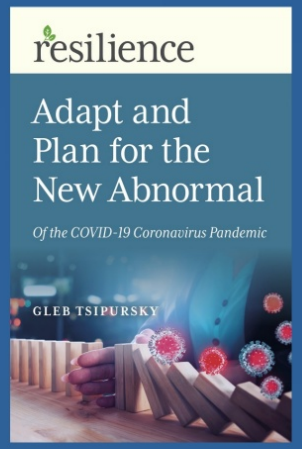

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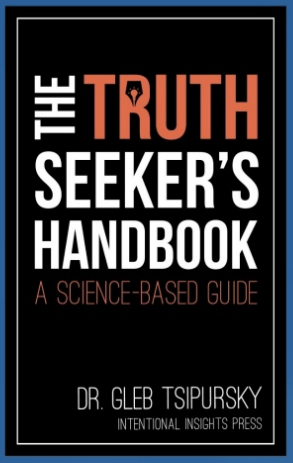

THE TRUTH
SEEKER'S
HANDBOOK
A SCIENCE-BASED GUIDE
DR. GLEB TSIPURSKY
INTENTIONAL INSIGHTS PRESS

Books


THE
BLIND
SPOTS
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resilience
Adapt and
Plan for the
New Abnormal
Of the COVID-19 Coronavirus Pandemic
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Experience

Clients

Media

Books

Why is bad advice common?

Dangerous Judgment Errors

Why is bad advice common?

Dangerous Judgment Errors

(Cognitive Biases)

Why is bad advice common?

Why is bad advice common?

Dangerous Judgment Errors

(Cognitive Biases)

due to

Why is bad advice common?

Dangerous Judgment Errors

(Cognitive Biases)

due to

Our evolutionary background

Why is bad advice common?

Dangerous Judgment Errors

(Cognitive Biases)

due to

Our evolutionary background

How our brains are wired



Fight-or-flight response to threats



Fight-or-flight response to threats

Life-saving for hunter-gatherers



Fight-or-flight response to threats

Life-saving for hunter-gatherers

Risks were:



Fight-or-flight response to threats

Life-saving for hunter-gatherers

Risks were:

immediate

intense

Fight-or-flight response to threats

Life-saving for hunter-gatherers



Risks were:

- immediate
- intense

Fight-or-flight response to threats

Life-saving for hunter-gatherers



Risks were:

immediate

intense

Dangerous in today's world

Fight-or-flight response to threats

Life-saving for hunter-gatherers



Risks were:

immediate

intense

Dangerous in today's world

Risks are:

Fight-or-flight response to threats

Life-saving for hunter-gatherers



Risks were:

immediate

intense

Dangerous in today's world

Risks are:

long-term

uncertain

Fight-or-flight response to threats

Life-saving for hunter-gatherers



Risks were:

immediate

intense

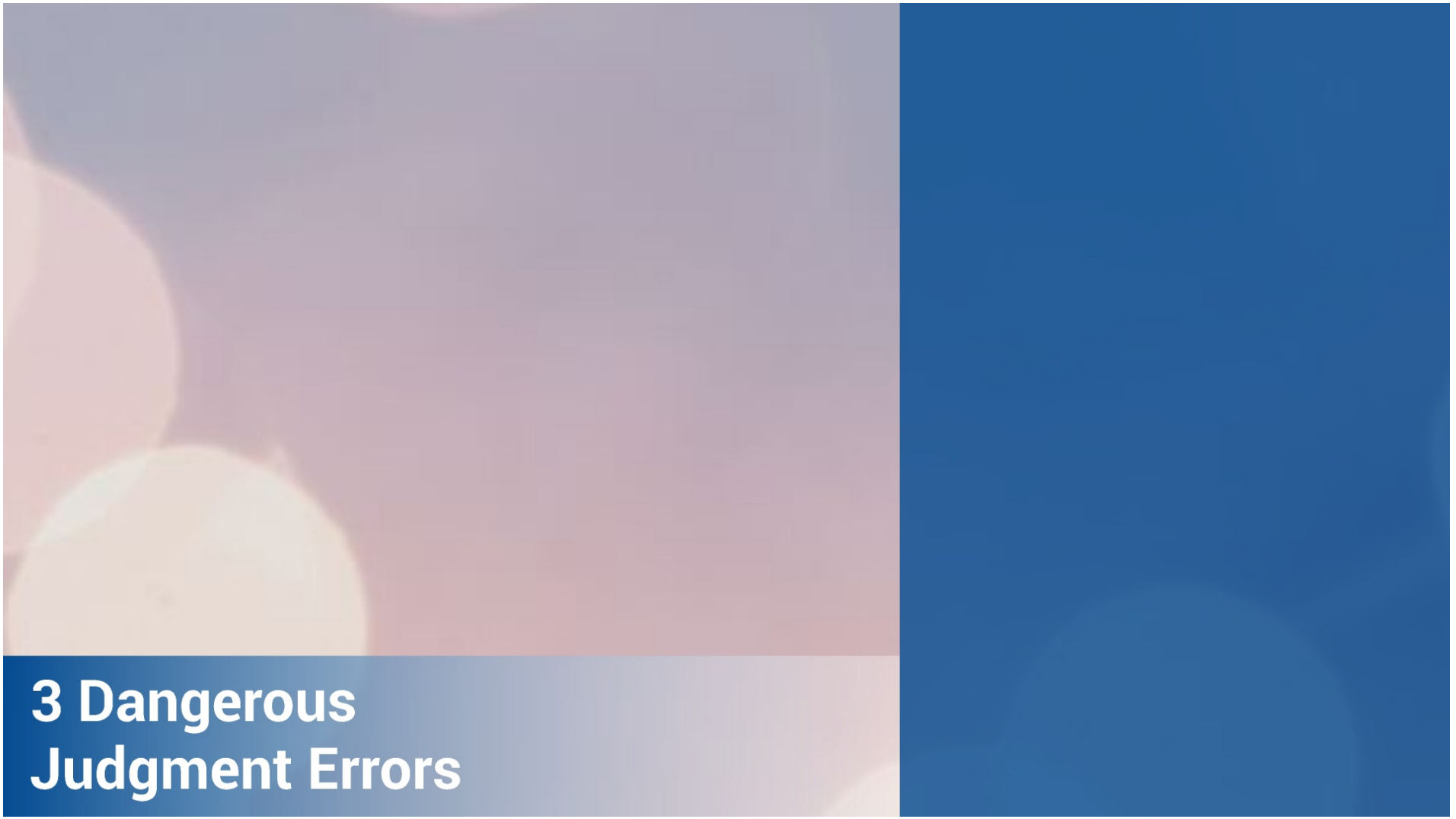
Dangerous in today's world



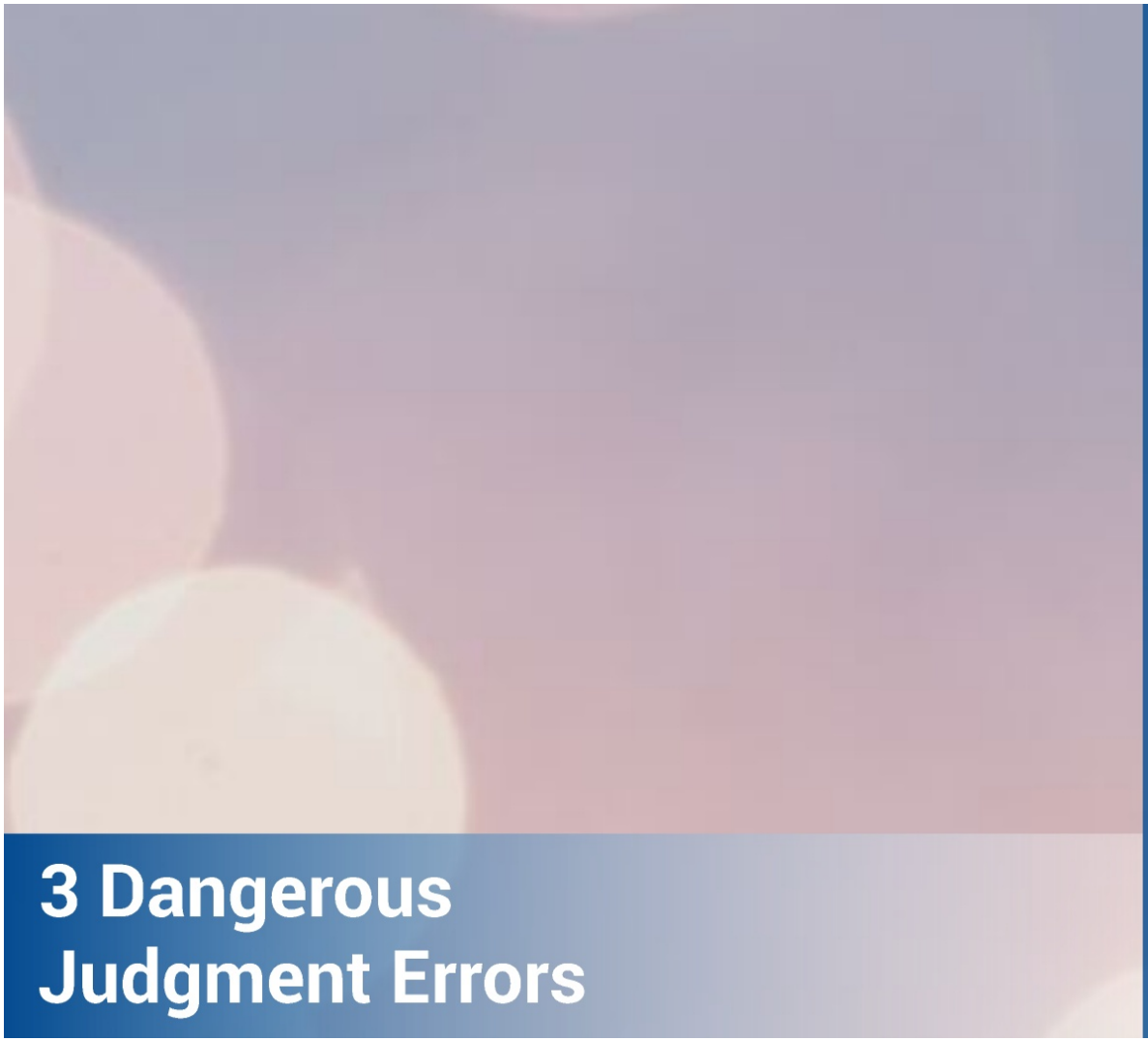
Risks are:

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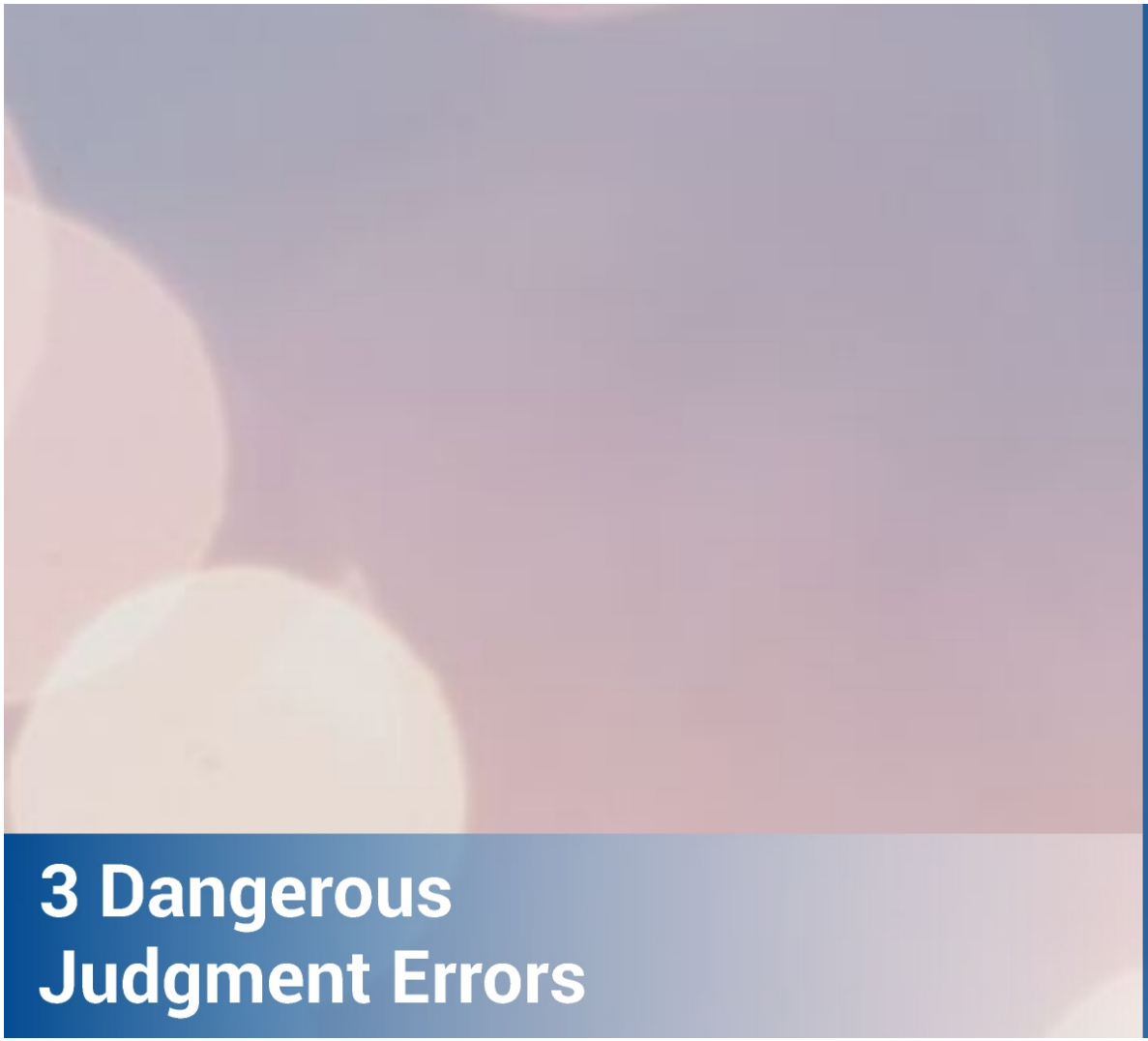


3 Dangerous Judgment Errors



Normalcy Bias

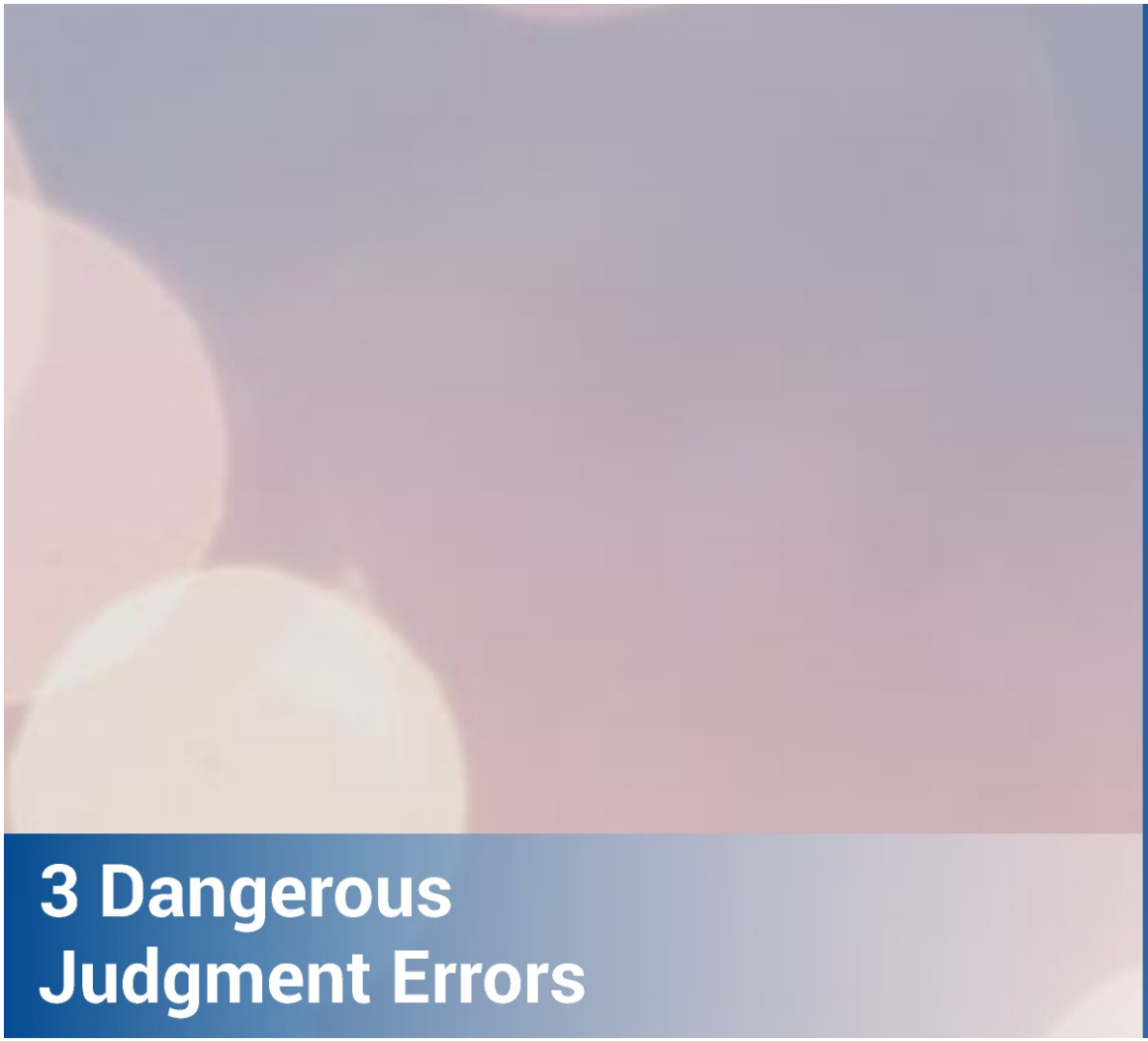
3 Dangerous Judgment Errors



3 Dangerous Judgment Errors

Normalcy Bias

Planning Fallacy



3 Dangerous Judgment Errors

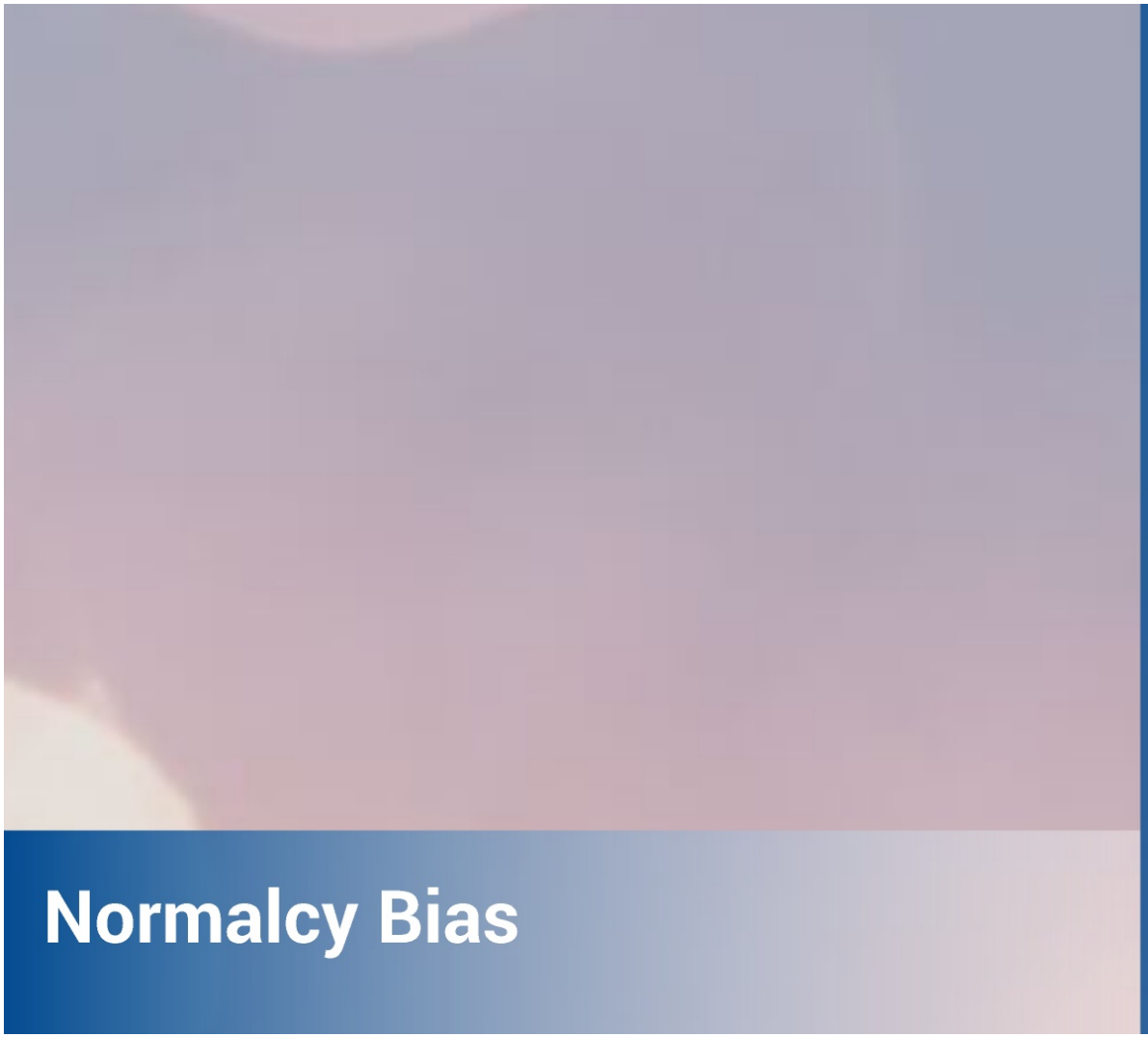
Normalcy Bias

Planning Fallacy

Hyperbolic Discounting

Normalcy Bias

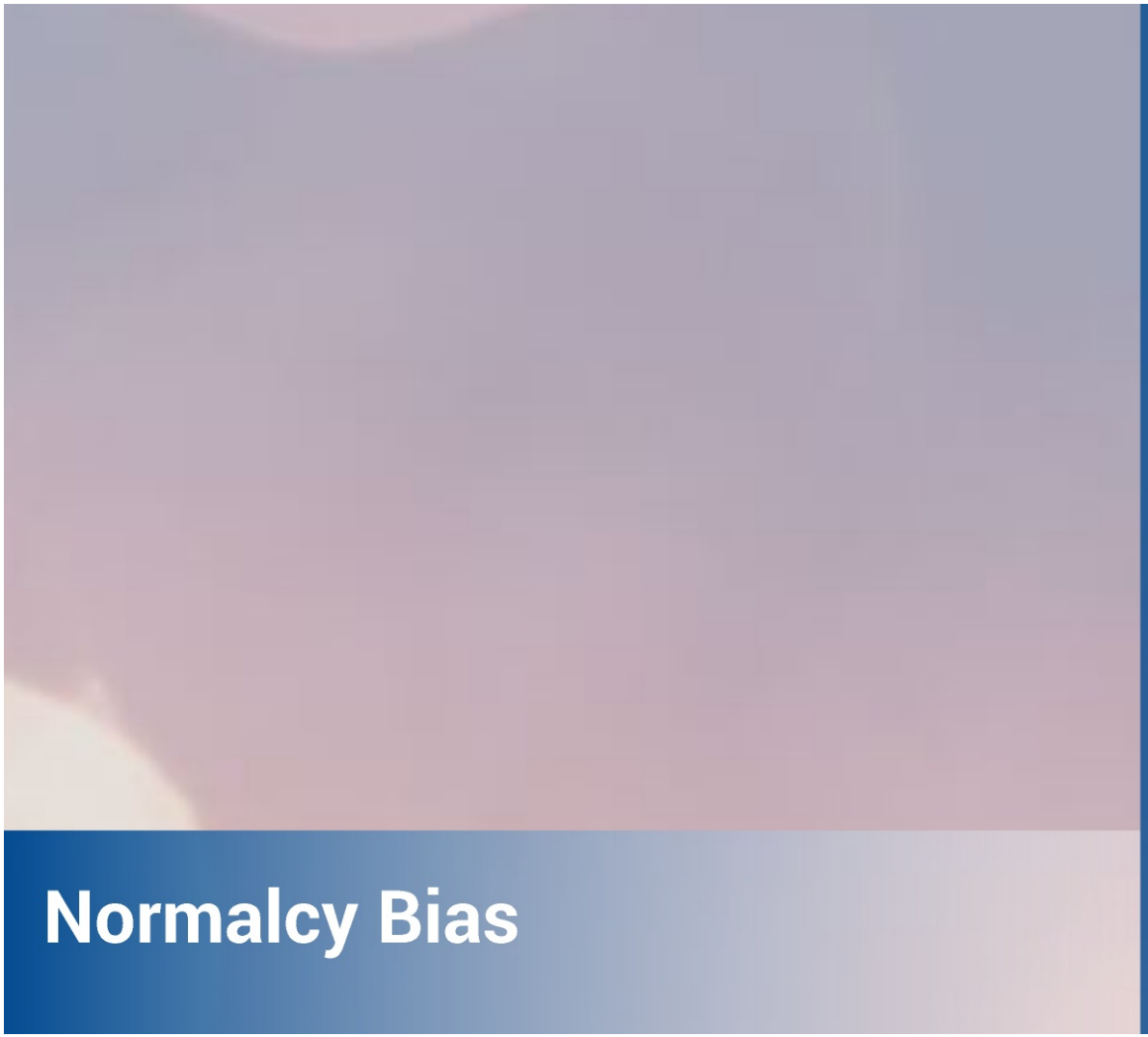

Assuming that everything will keep going normally
Normalcy Bias



Normalcy Bias

Assuming that everything will keep going normally

Leads us to

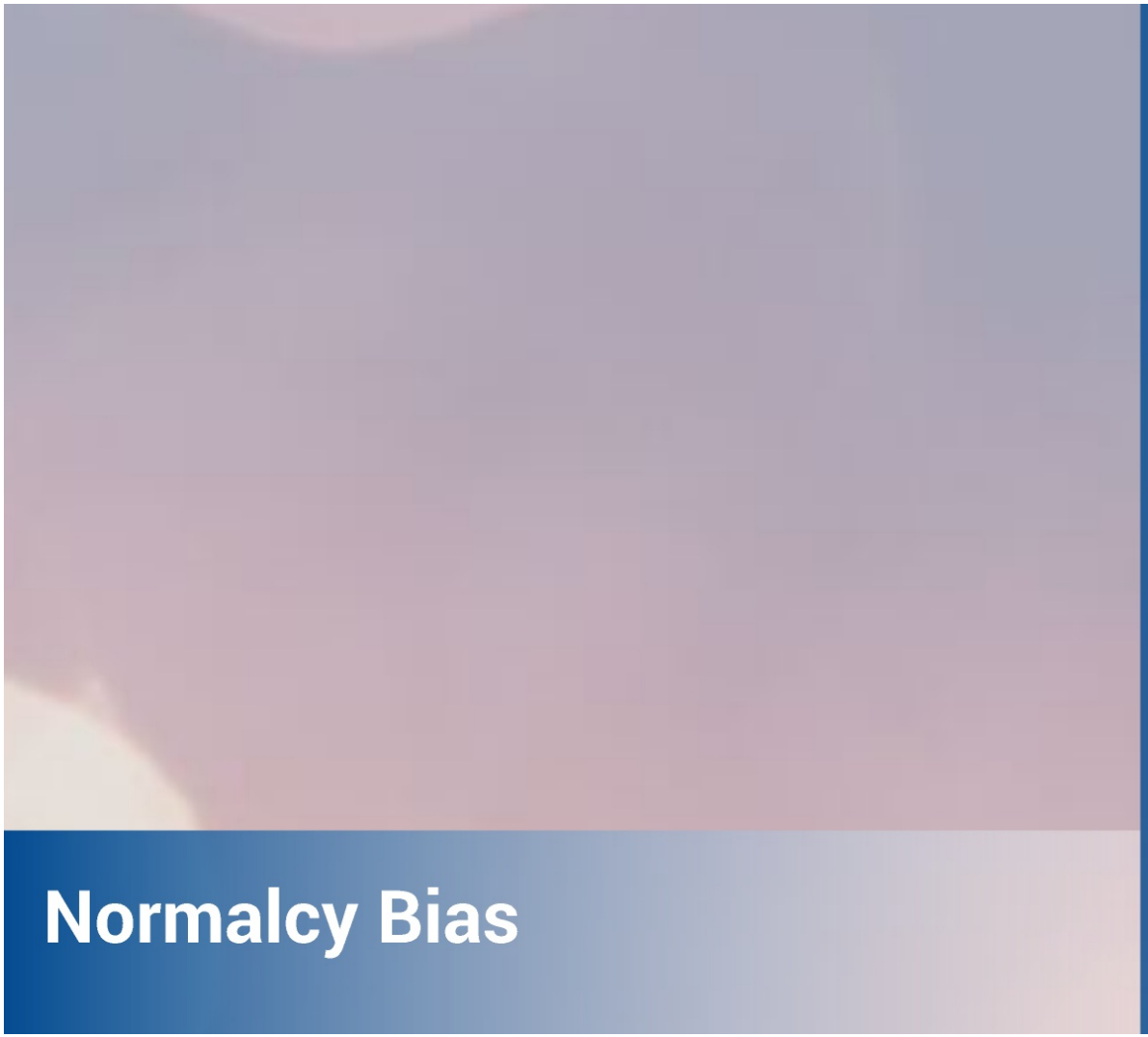


Normalcy Bias

Assuming that everything will keep going normally

Leads us to

Forecast short-term future based on short-term past



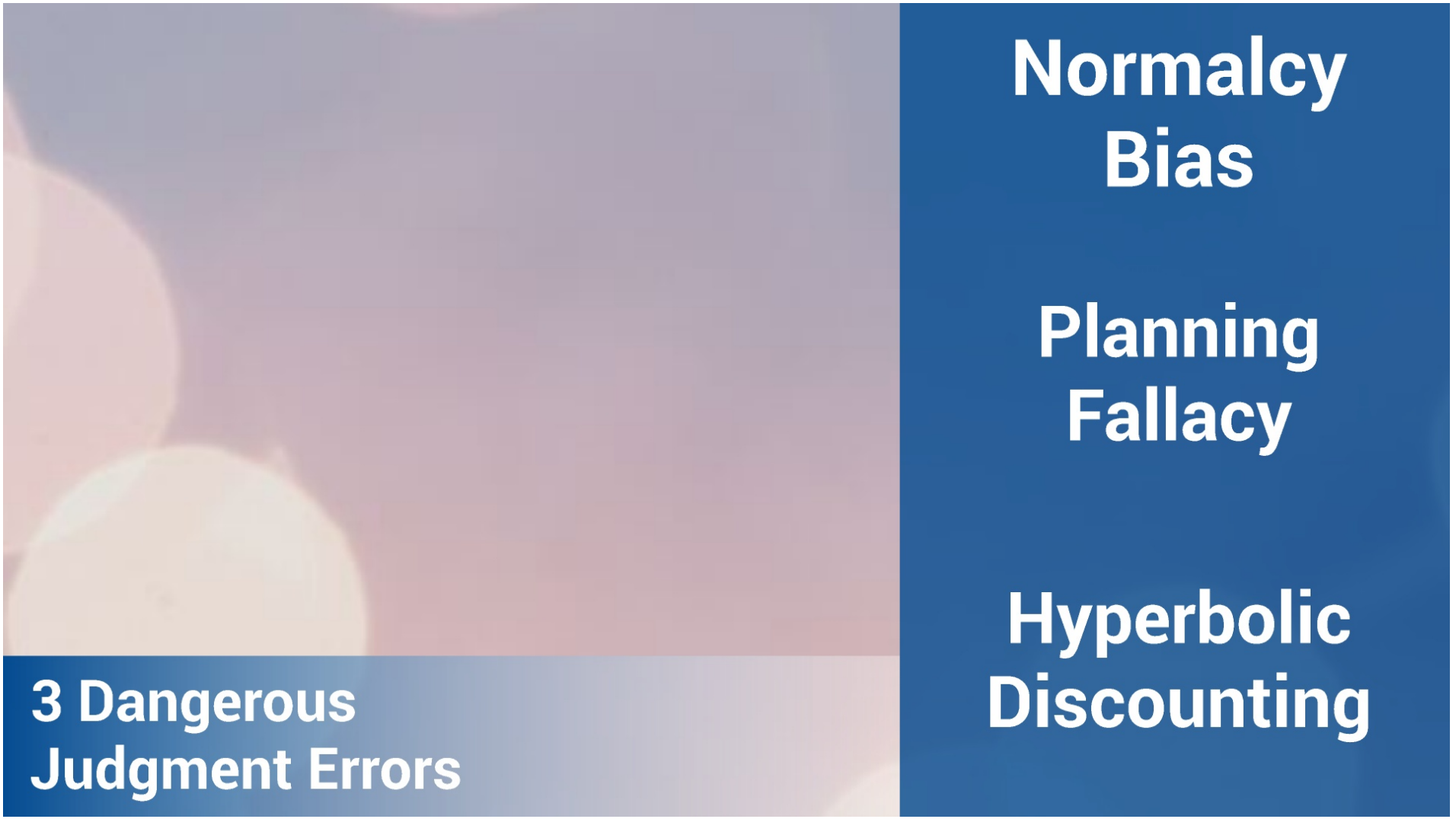
Normalcy Bias

Assuming that everything will keep going normally

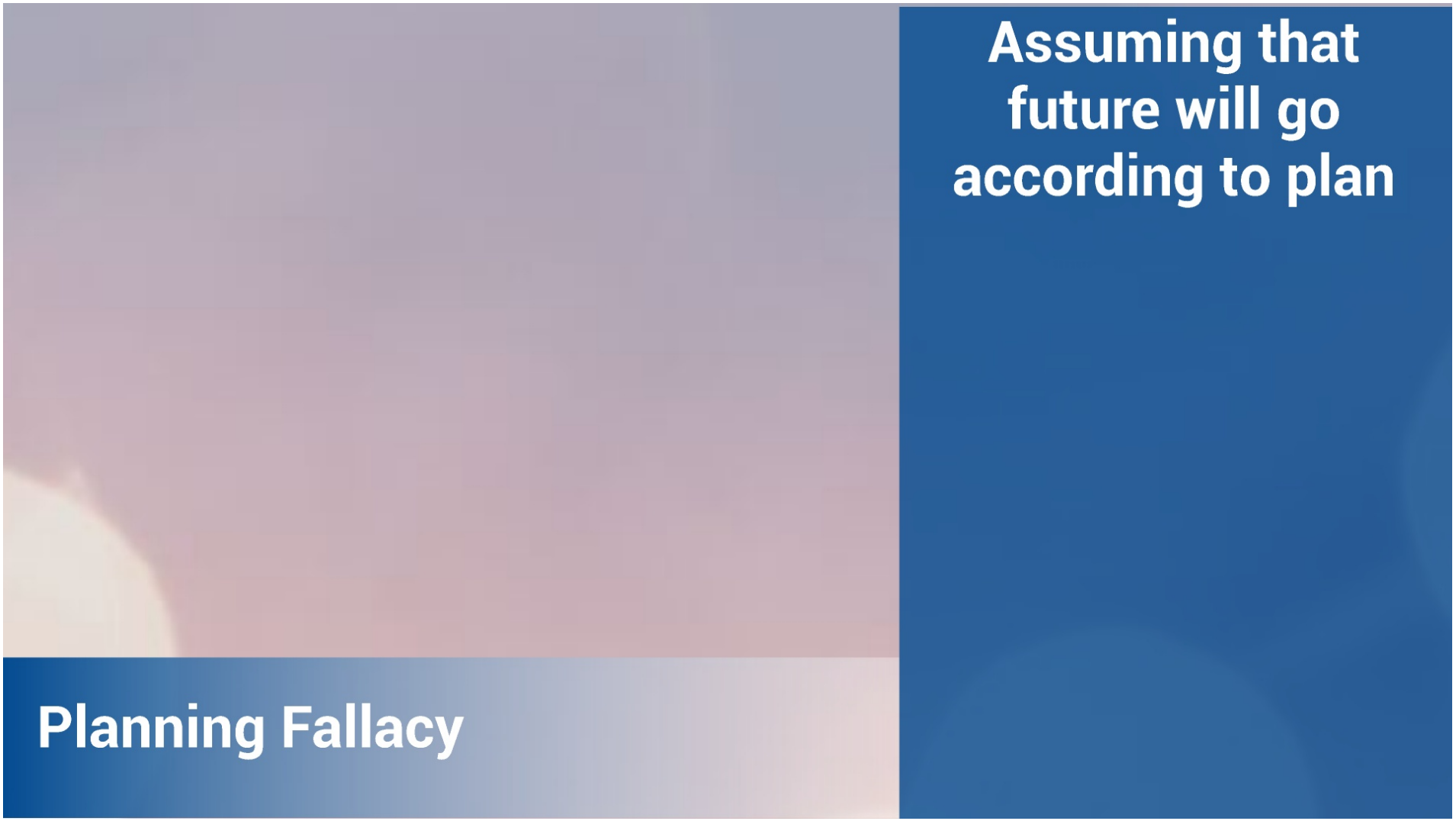
Leads us to

Forecast short-term future based on short-term past

Underestimate likelihood and impact of major disruption


3 Dangerous
Judgment Errors
Normalcy
Bias
Planning
Fallacy
Hyperbolic
Discounting

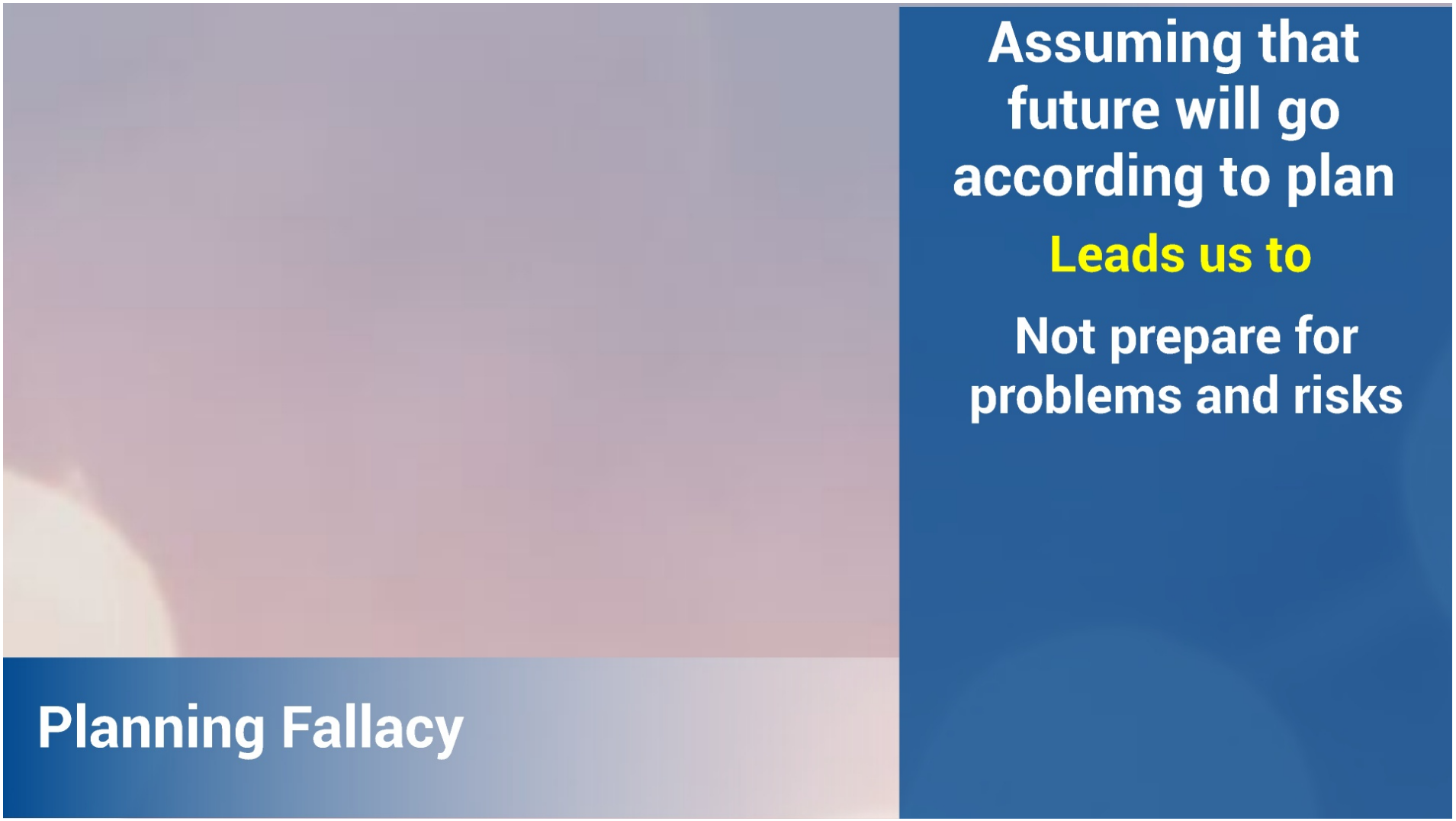
Planning Fallacy


Assuming that future will go according to plan
Planning Fallacy

Planning Fallacy

Assuming that future will go according to plan

Leads us to


Assuming that future will go according to plan
Leads us to
Not prepare for problems and risks
Planning Fallacy



Planning Fallacy

Assuming that future will go according to plan

Leads us to

Not prepare for problems and risks

Underestimate needed resources

Planning Fallacy

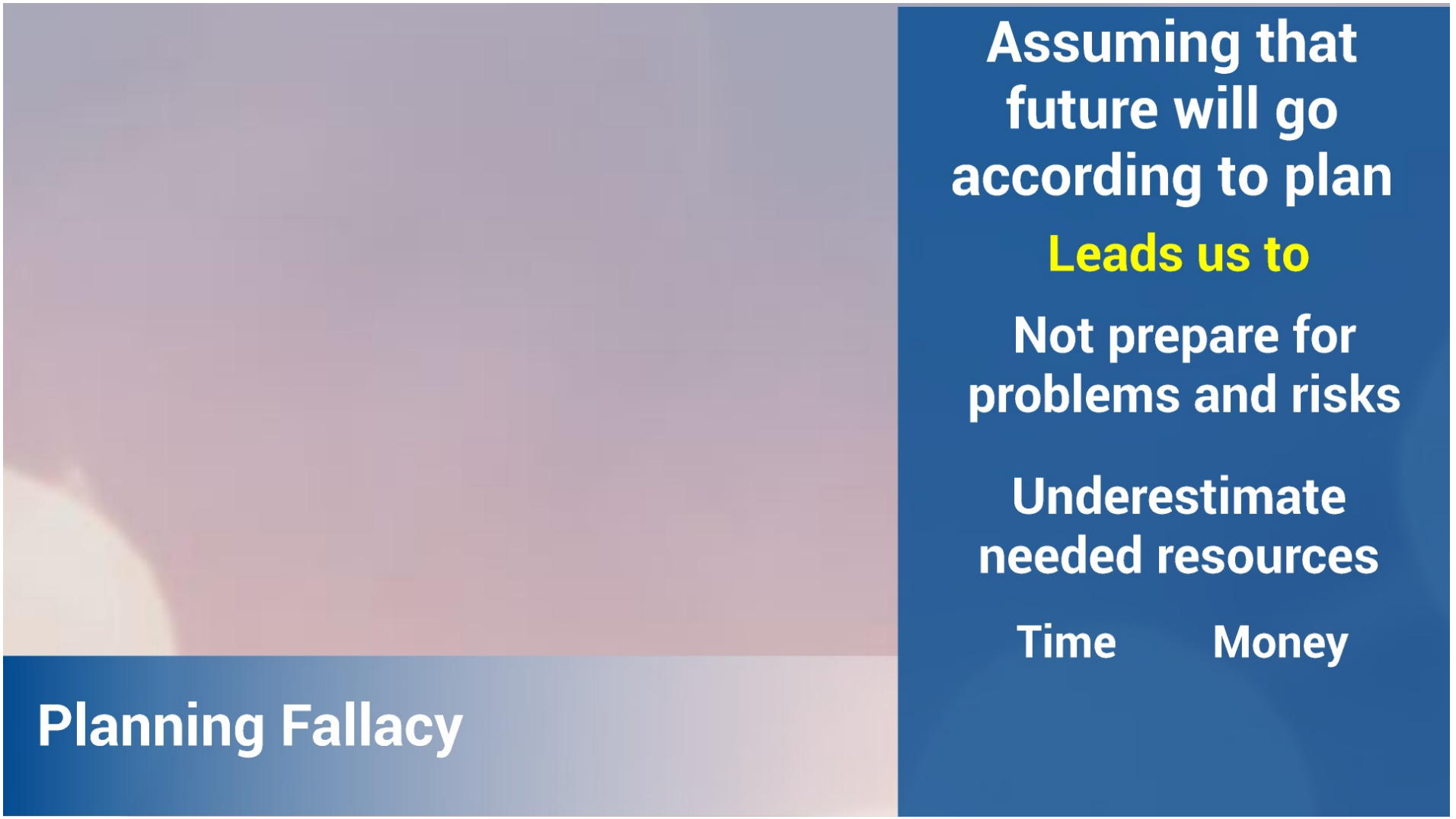
Assuming that future will go according to plan

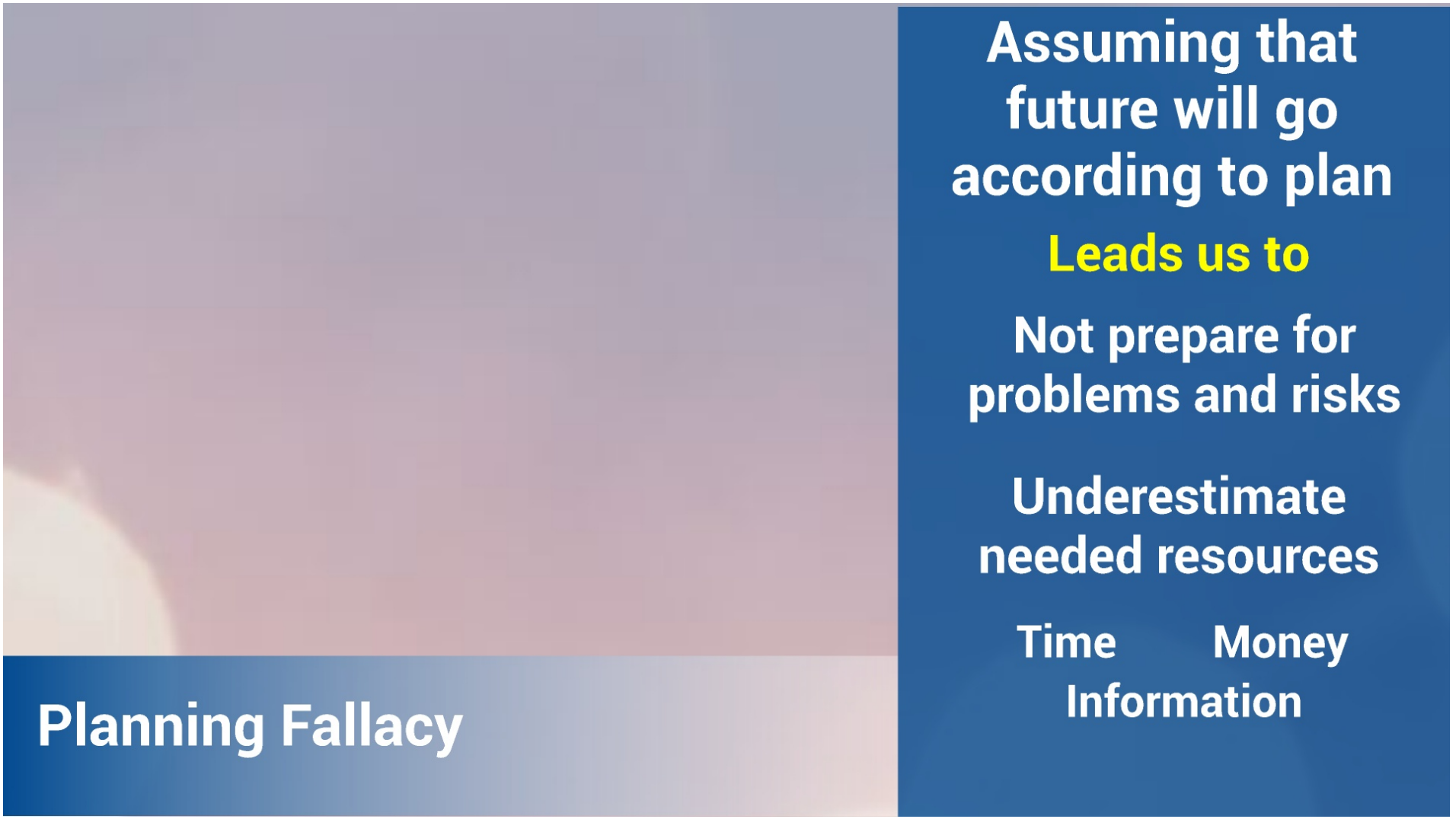
Leads us to

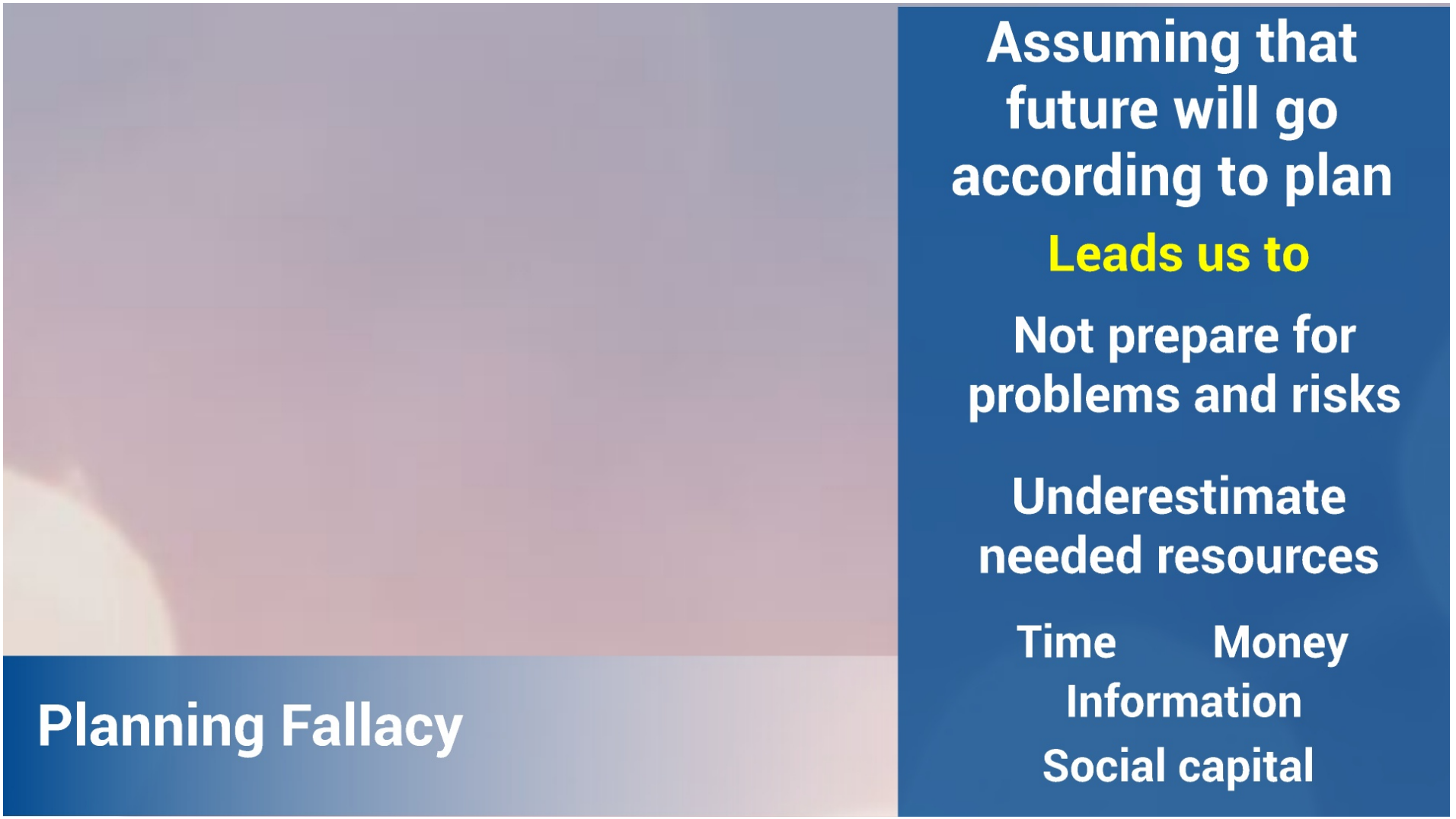
Not prepare for problems and risks

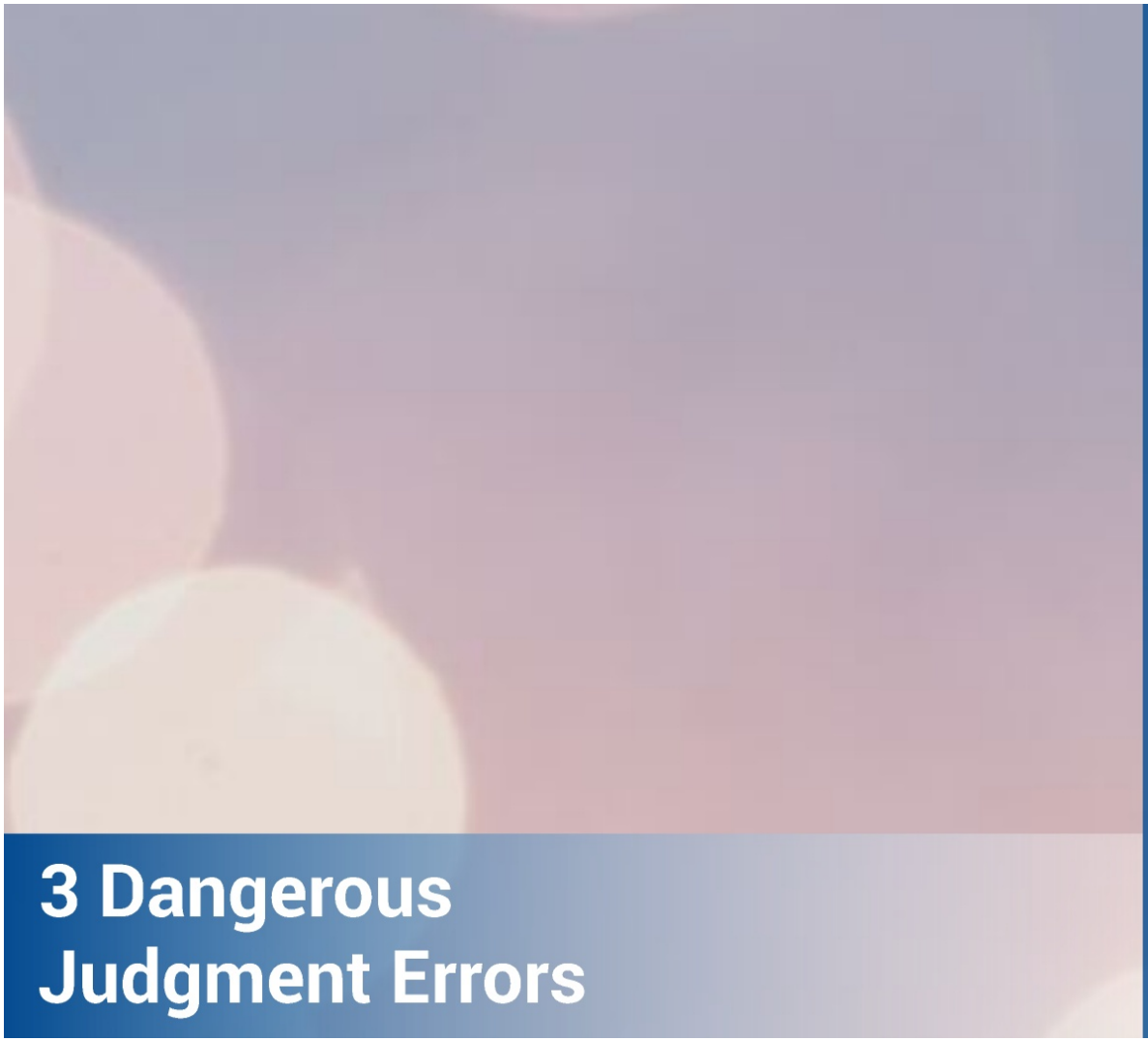
Underestimate needed resources

Time


Planning Fallacy
Assuming that future will go according to plan
Leads us to
Not prepare for problems and risks
Underestimate needed resources
Time
Money


Assuming that future will go according to plan
Leads us to
Not prepare for problems and risks
Underestimate needed resources
Time
Money
Information
Planning Fallacy


Planning Fallacy
Assuming that future will go according to plan
Leads us to
Not prepare for problems and risks
Underestimate needed resources
Time
Money
Information
Social capital



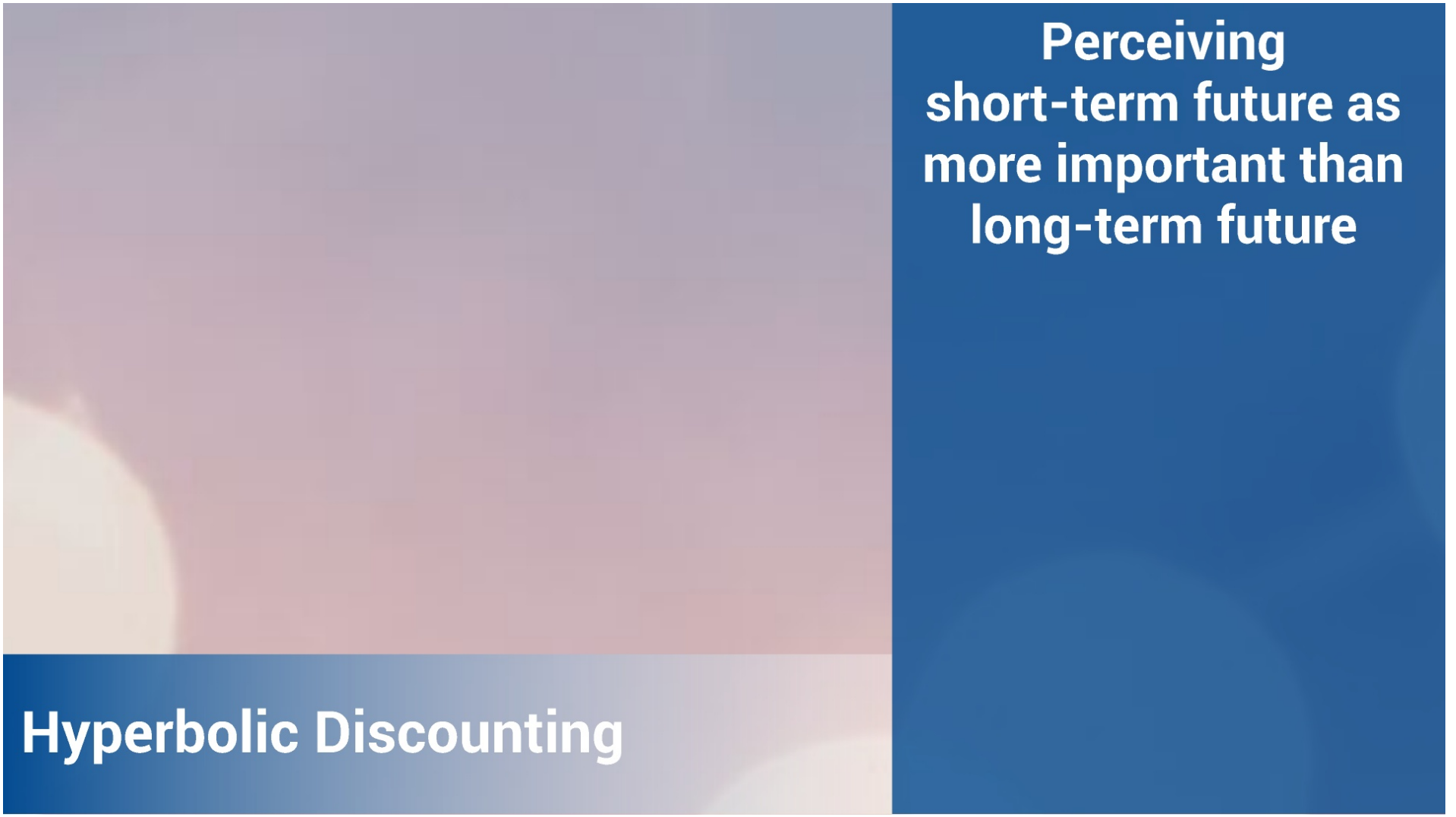
3 Dangerous Judgment Errors

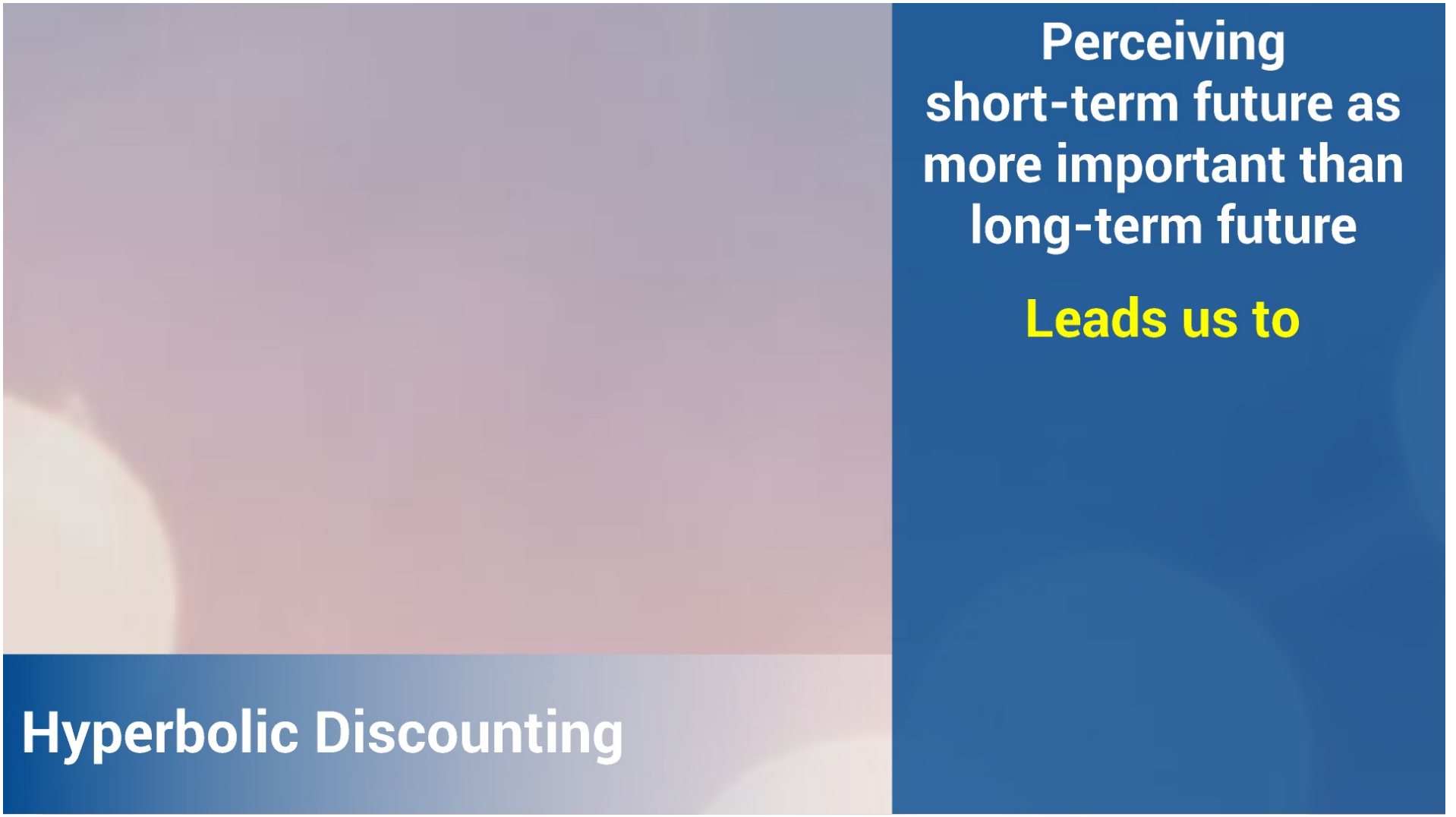
Normalcy Bias

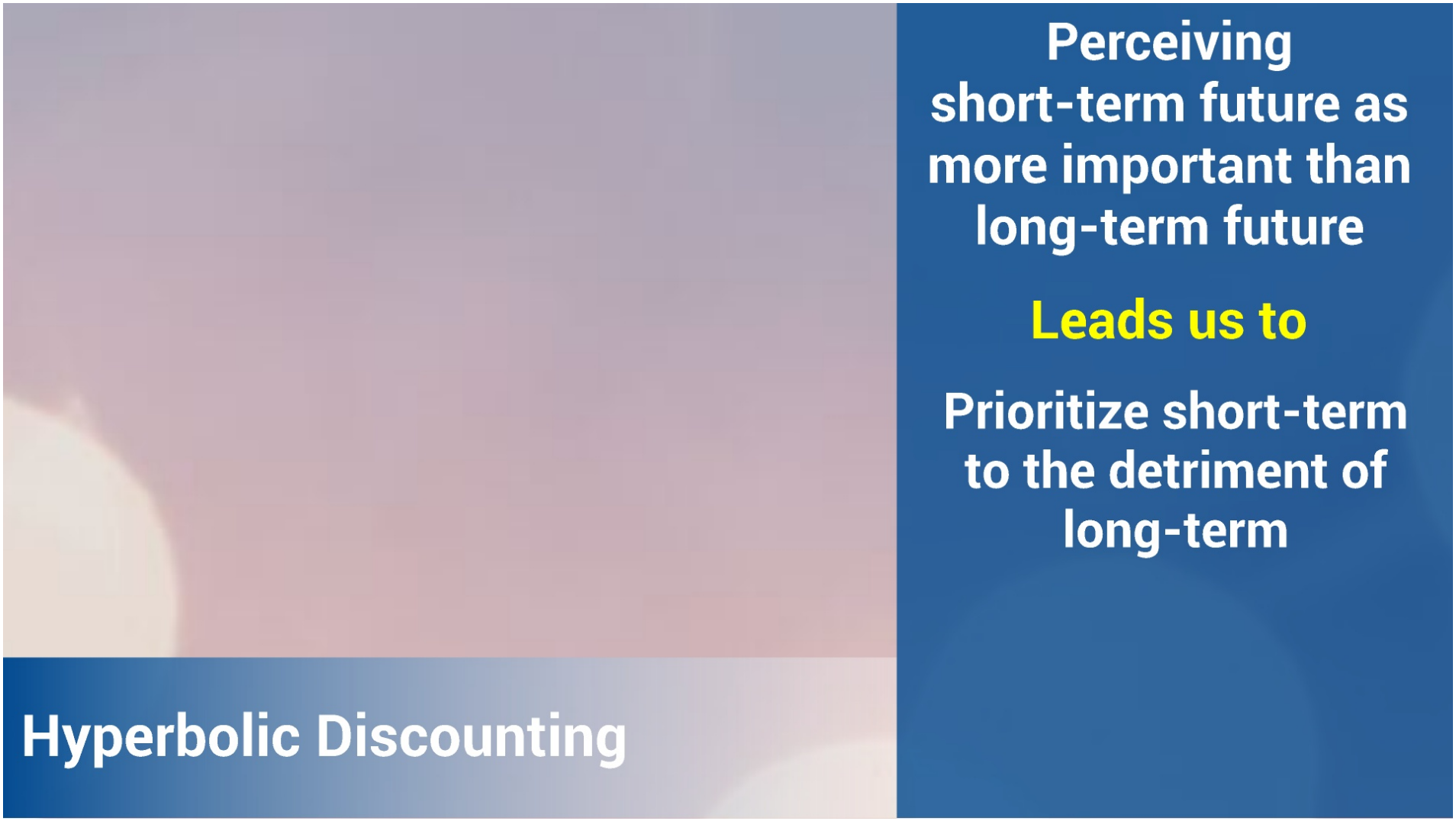
Planning Fallacy

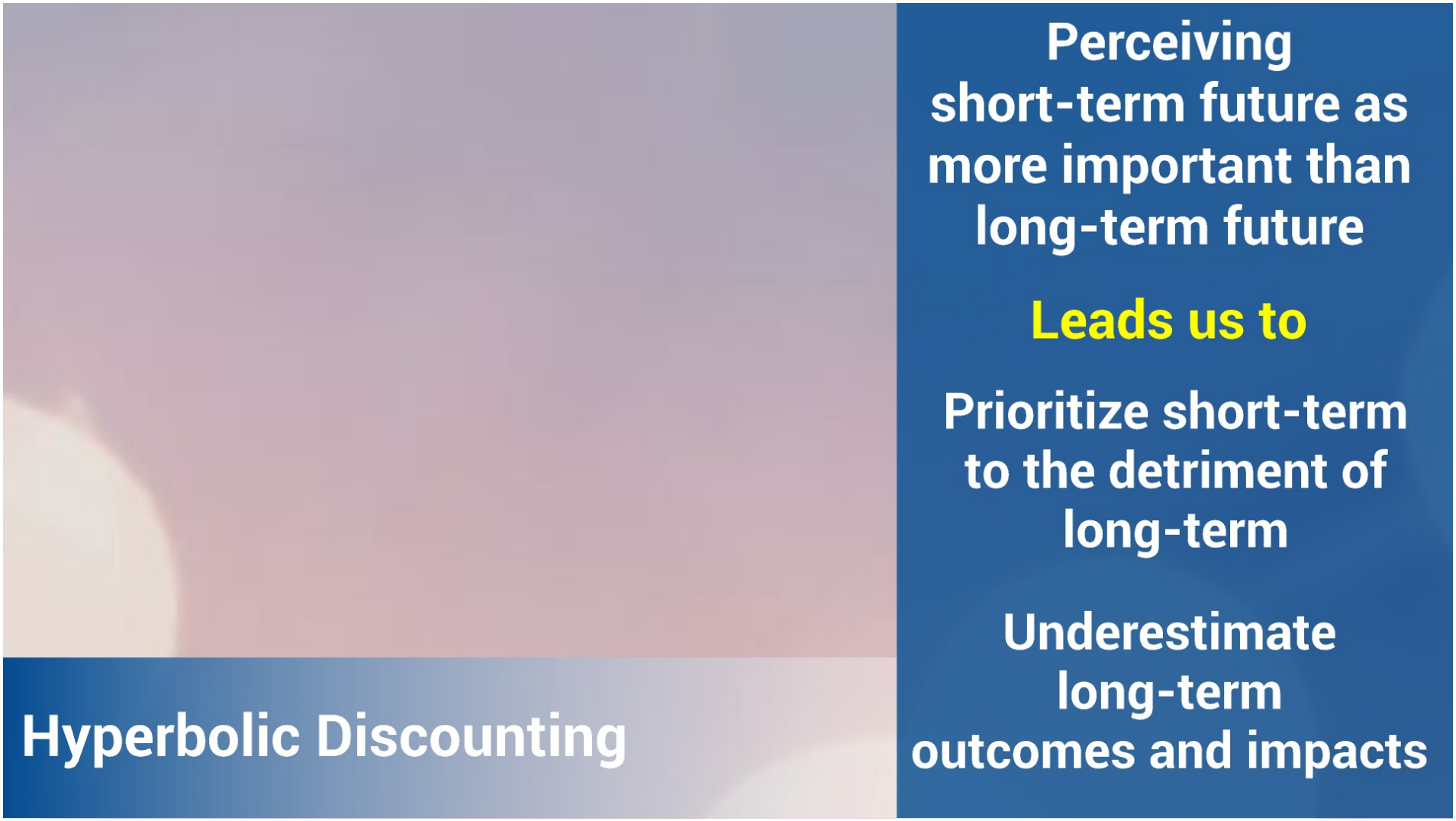
Hyperbolic Discounting

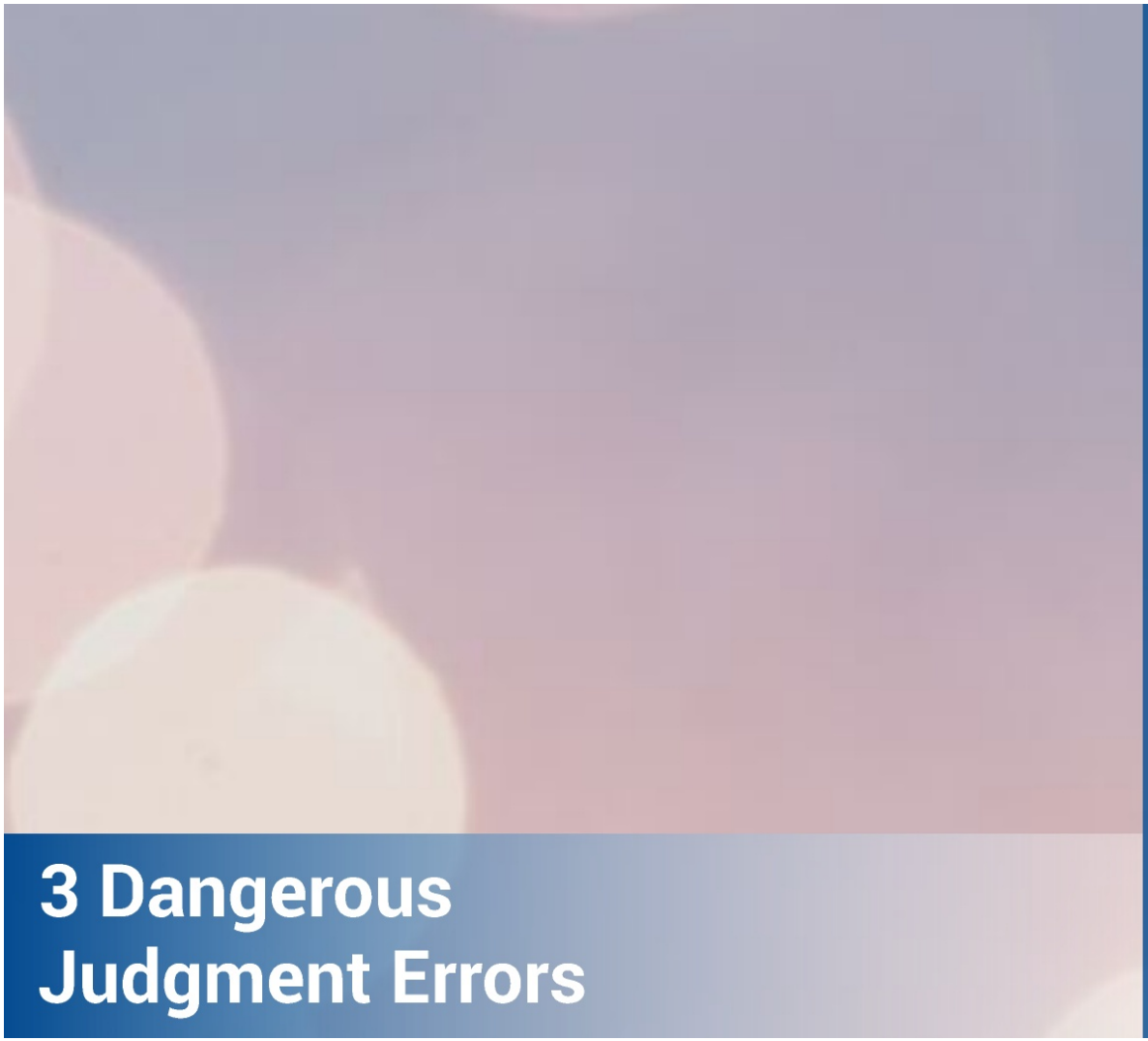
Hyperbolic Discounting


Perceiving short-term future as more important than long-term future
Hyperbolic Discounting


Perceiving short-term future as more important than long-term future
Leads us to
Hyperbolic Discounting


Perceiving short-term future as more important than long-term future
Leads us to
Prioritize short-term to the detriment of long-term
Hyperbolic Discounting


Perceiving short-term future as more important than long-term future
Leads us to
Prioritize short-term to the detriment of long-term
Underestimate long-term outcomes and impacts
Hyperbolic Discounting



3 Dangerous Judgment Errors

Normalcy Bias

Planning Fallacy

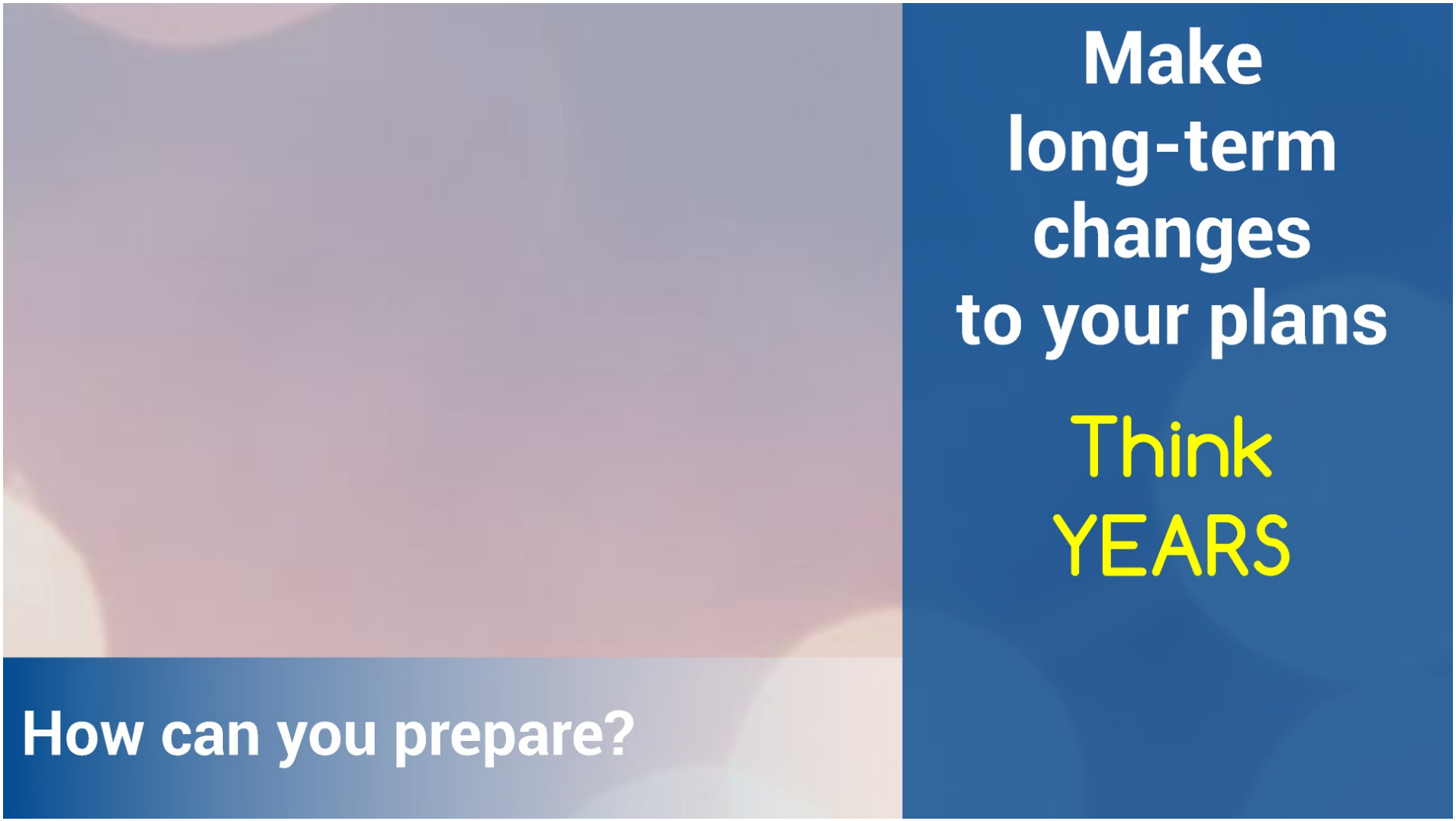
Hyperbolic Discounting

How can you prepare?



How can you prepare?

Make long-term changes to your plans


Make
long-term
changes
to your plans
Think
YEARS
How can you prepare?



Make long-term changes to your plans

Think YEARS Not WEEKS

How can businesses prepare?

Fundamental changes to business model

How can businesses prepare?


Fundamental changes to business model
For a future focused on virtual interactions
How can businesses prepare?



How can businesses prepare?

Fundamental changes to business model

For a future focused on virtual interactions

Make a commitment to virtual teams and offerings

How can businesses prepare?

Fundamental changes to business model
For a future focused on virtual interactions

Make a commitment to virtual teams and offerings

Consider ending office space lease

Internal Business Model

Internal Business Model

Internal Controls

Internal Controls

Motivation & Engagement

Internal Business Model


Internal Controls
Motivation & Engagement
Effective Communication
Internal Business Model


Internal Business Model
Internal Controls
Motivation & Engagement
Effective Communication
Resolving Conflicts


Internal Business Model
Internal Controls
Motivation & Engagement
Effective Communication
Resolving Conflicts
Cultivating Trust


Internal Business Model
Internal Controls
Motivation & Engagement
Effective Communication
Resolving Conflicts
Cultivating Trust
Accountability

Internal Controls

Ensure financial security

Internal Controls

Internal Controls

Ensure financial security

Prevent cybersecurity vulnerabilities

Internal Controls

Ensure financial security

Prevent cybersecurity vulnerabilities

Adapt existing compliance practices

Internal Controls

Ensure financial security

Prevent cybersecurity vulnerabilities

Adapt existing compliance practices

Pursue compliance with CDC guidelines

Internal Controls

Ensure financial security

Prevent cybersecurity vulnerabilities

Adapt existing compliance practices

Pursue compliance with CDC guidelines

Revise internal measurements


Internal Business Model
Internal Controls
Motivation & Engagement
Effective Communication
Resolving Conflicts
Cultivating Trust
Accountability

Motivation & Engagement

Motivation & Engagement

Before pandemic, ___% of all employees fully engaged

Motivation & Engagement

Before pandemic, 34% of all employees fully engaged

Motivation & Engagement

Before pandemic, 34% of all employees fully engaged

Working from home

Motivation & Engagement

Before pandemic, 34% of all employees fully engaged

Working from home

Lack of motivation from being near other employees

Motivation & Engagement

Before pandemic, 34% of all employees fully engaged

Working from home

Lack of motivation from being near other employees

Stress of adjusting personal life & household to pandemic

Motivation & Engagement

Before pandemic, 34% of all employees fully engaged

Working from home

Lack of motivation from being near other employees

Stress of adjusting personal life & household to pandemic

Provide support and guidance to employees


Internal Business Model
Internal Controls
Motivation & Engagement
Effective Communication
Resolving Conflicts
Cultivating Trust
Accountability

Effective Communication

Effective Communication

Virtual communication is especially difficult for those used to in-person communication

Effective Communication

Virtual communication is especially difficult for those used to in-person communication

Written communication can easily cause misunderstandings

Effective Communication

Virtual communication is especially difficult for those used to in-person communication

Written communication can easily cause misunderstandings

Essential to train employees

Effective Communication

Virtual communication is especially difficult for those used to in-person communication

Written communication can easily cause misunderstandings

Essential to train employees

On how to communicate effectively in virtual teams


Internal Business Model
Internal Controls
Motivation & Engagement
Effective Communication
Resolving Conflicts
Cultivating Trust
Accountability

Resolving Conflicts

Face-to-face interactions

Resolving Conflicts

Face-to-face interactions

Allow us to notice and resolve problems

Resolving Conflicts

Resolving Conflicts

Face-to-face interactions

Allow us to notice and resolve problems

In a virtual team

Resolving Conflicts

Face-to-face interactions

Allow us to notice and resolve problems

In a virtual team

It's easier for problems to go unnoticed

Resolving Conflicts

Face-to-face interactions

Allow us to notice and resolve problems

In a virtual team

It's easier for problems to go unnoticed

Critically important to offer training in this area


Internal Business Model
Internal Controls
Motivation & Engagement
Effective Communication
Resolving Conflicts
Cultivating Trust
Accountability

Cultivating Trust

In office settings

Cultivating Trust

Cultivating Trust

In office settings

It's easy to build relationships and trust by getting to know each other

Cultivating Trust

In office settings

It's easy to build relationships and trust by getting to know each other

In virtual settings

Cultivating Trust

In office settings

It's easy to build relationships and trust by getting to know each other

In virtual settings

This doesn't happen naturally

Cultivating Trust

In office settings

It's easy to build relationships and trust by getting to know each other

In virtual settings

This doesn't happen naturally

Not a matter of training

Cultivating Trust

In office settings

It's easy to build relationships and trust by getting to know each other

In virtual settings

This doesn't happen naturally

Not a matter of training

A virtual venue needs to be created for this


Internal Business Model
Internal Controls
Motivation & Engagement
Effective Communication
Resolving Conflicts
Cultivating Trust
Accountability

Accountability

Accountability

Office environments allow natural ways to hold employees accountable

Accountability

Office environments allow natural ways to hold employees accountable

New structure must be created to enable accountability

Accountability

Office environments allow natural ways to hold employees accountable

New structure must be created to enable accountability

Accountability up the chain of command

Accountability

Office environments allow natural ways to hold employees accountable

New structure must be created to enable accountability

Accountability up the chain of command

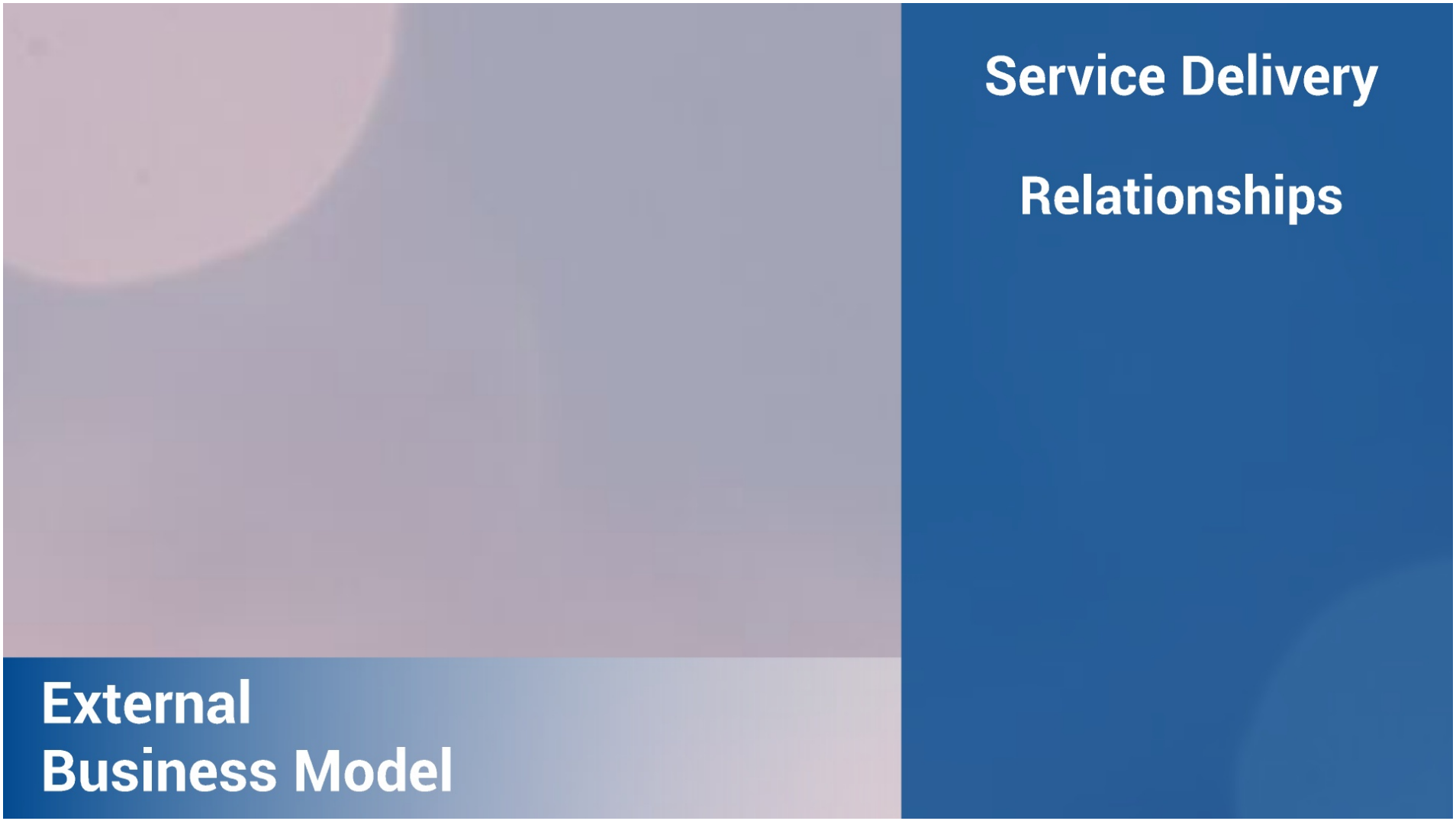
Peer-to-peer accountability

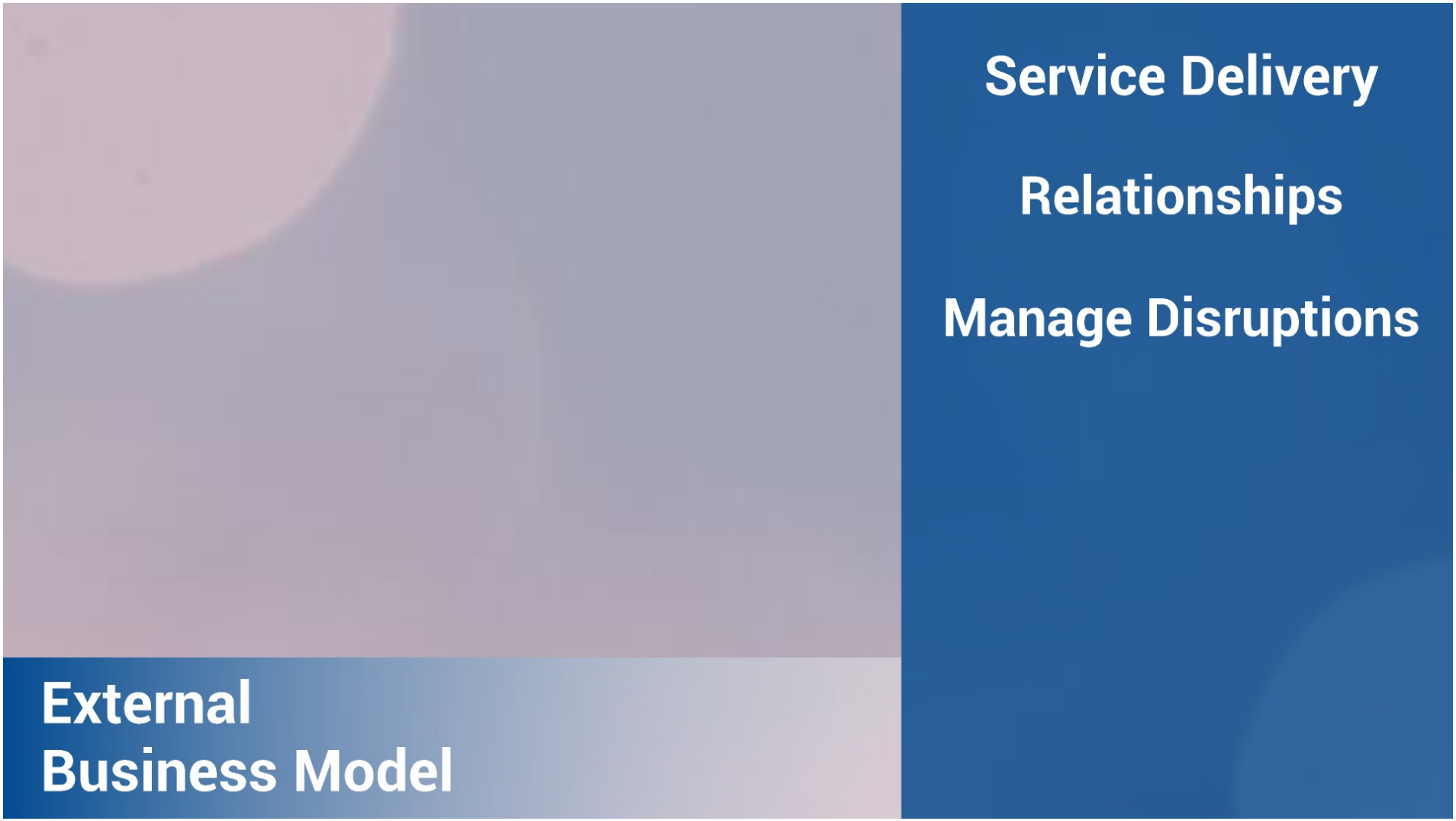

Internal Business Model
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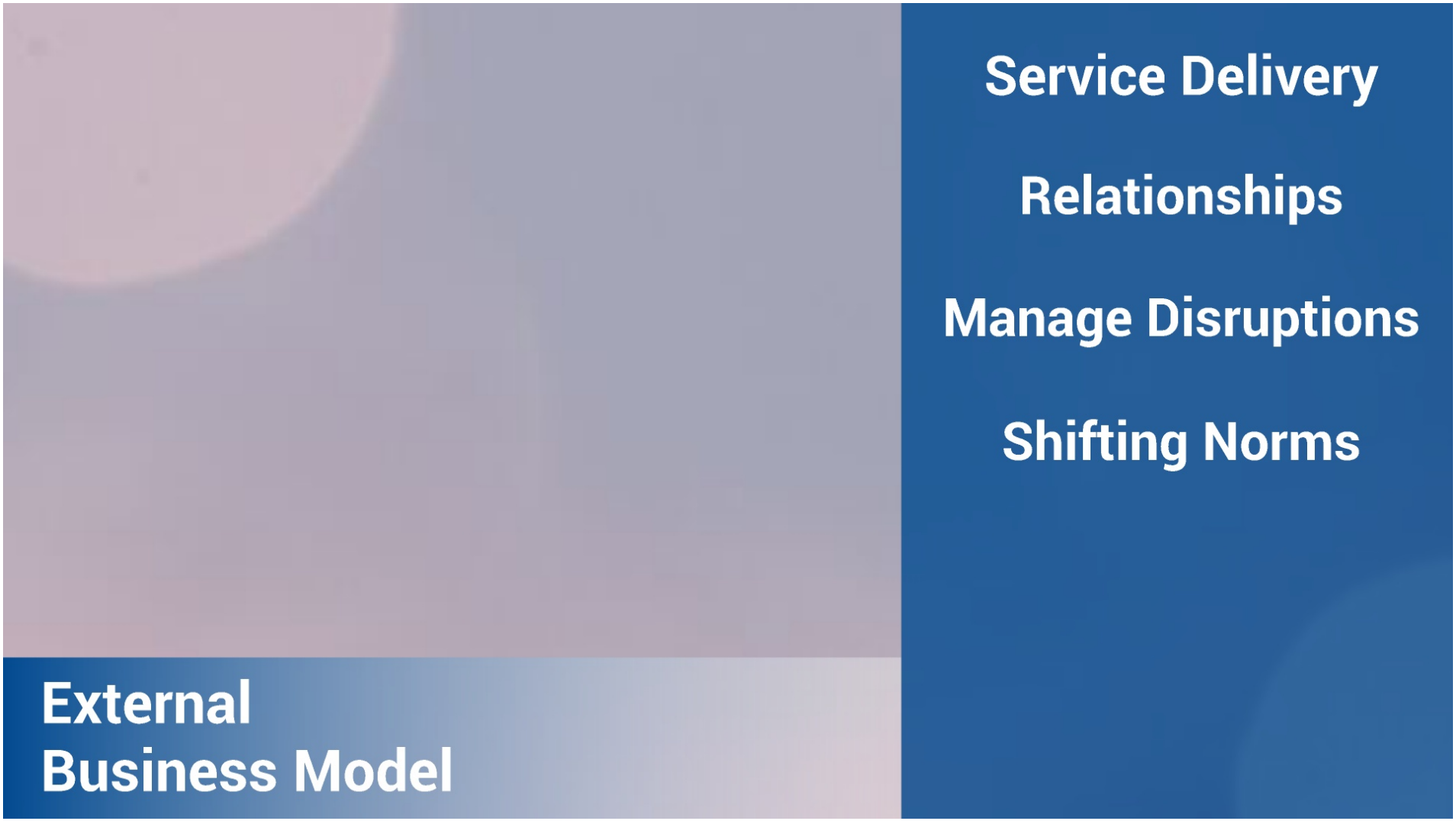
External Business Model

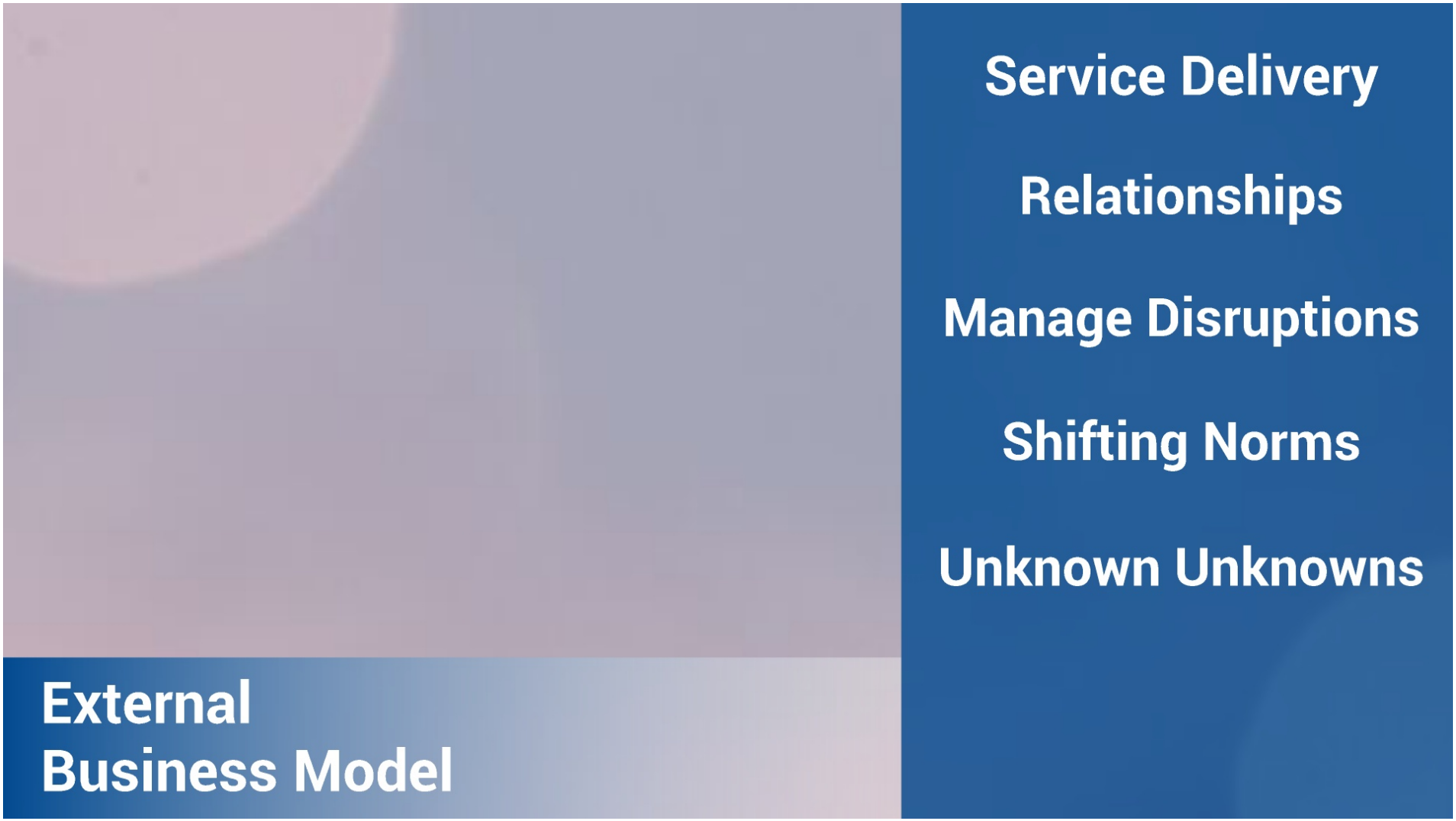
External Business Model

Service Delivery


Service Delivery
Relationships
External
Business Model


Service Delivery
Relationships
Manage Disruptions
External
Business Model


Service Delivery
Relationships
Manage Disruptions
Shifting Norms
External
Business Model


External
Business Model
Service Delivery
Relationships
Manage Disruptions
Shifting Norms
Unknown Unknowns


External
Business Model
Service Delivery
Relationships
Manage Disruptions
Shifting Norms
Unknown Unknowns
Outcompete Your
Competition

Service Delivery

Service Delivery

Transition offerings to virtual (or socially distanced) delivery

Service Delivery

Transition offerings to virtual (or socially distanced) delivery

Some will find it easier than others

Service Delivery

Transition offerings to virtual (or socially distanced) delivery

Some will find it easier than others

Be creative!

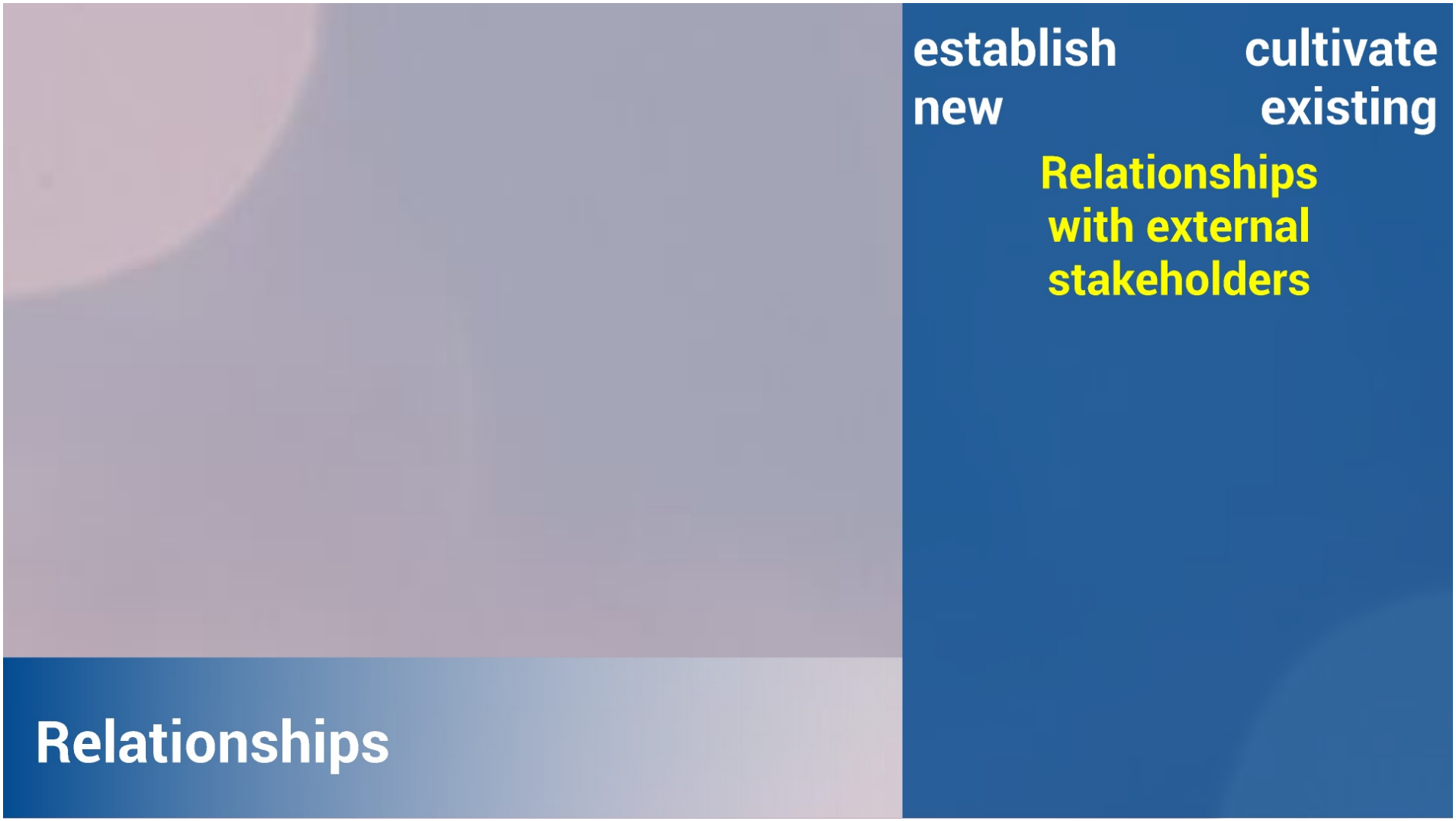

Service Delivery
Transition offerings to virtual (or socially distanced) delivery
Some will find it easier than others
Be creative!
For some businesses, the best choice may be to close

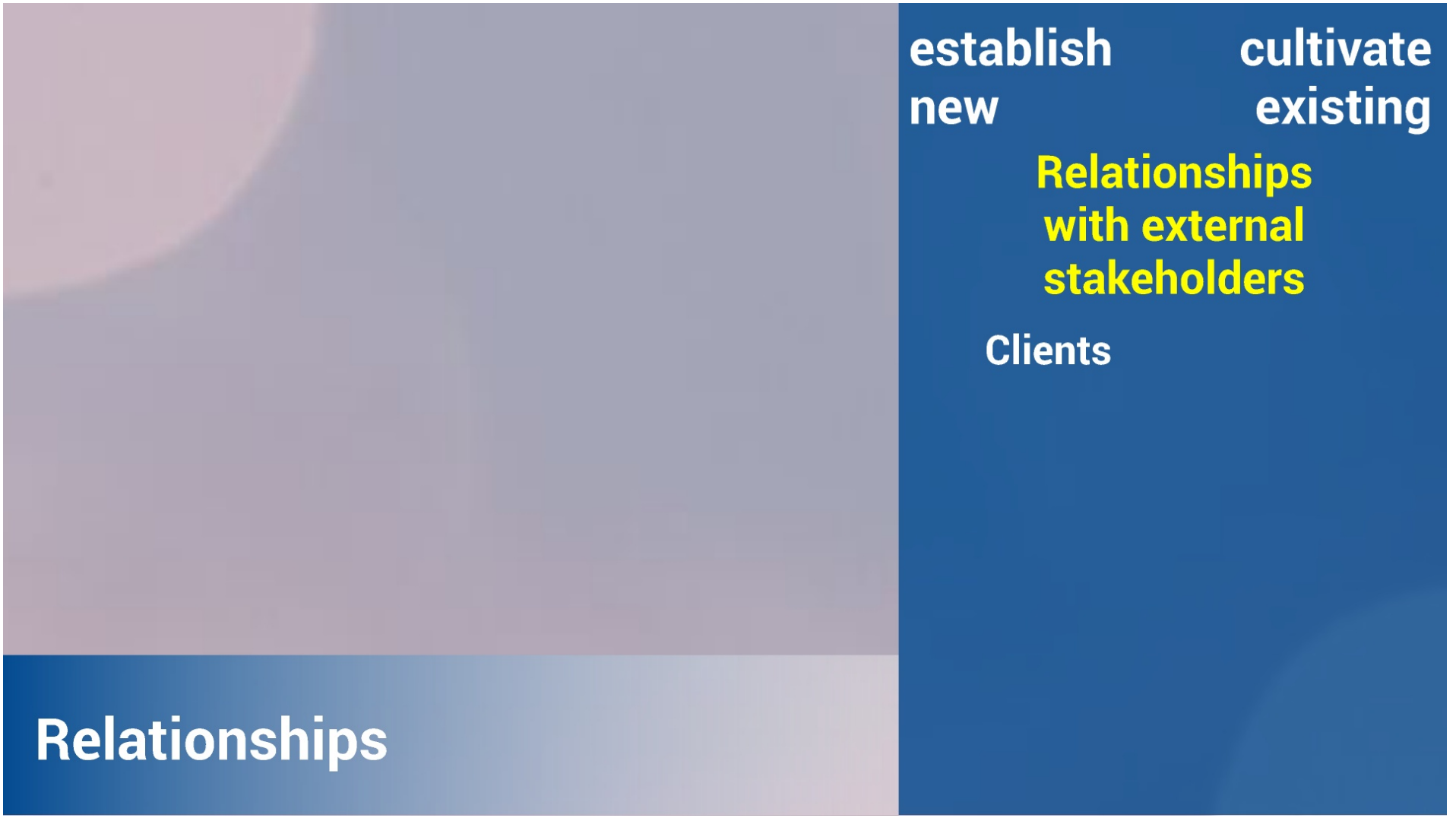

External
Business Model
Service Delivery
Relationships
Manage Disruptions
Shifting Norms
Unknown Unknowns
Outcompete Your
Competition

Relationships


establish
new
Relationships


establish
new
cultivate
existing
Relationships


establish new
cultivate existing
Relationships with external stakeholders
Relationships


establish new
cultivate existing
Relationships with external stakeholders
Clients
Relationships

Relationships

establish new

cultivate existing

Relationships with external stakeholders

Clients

Service providers

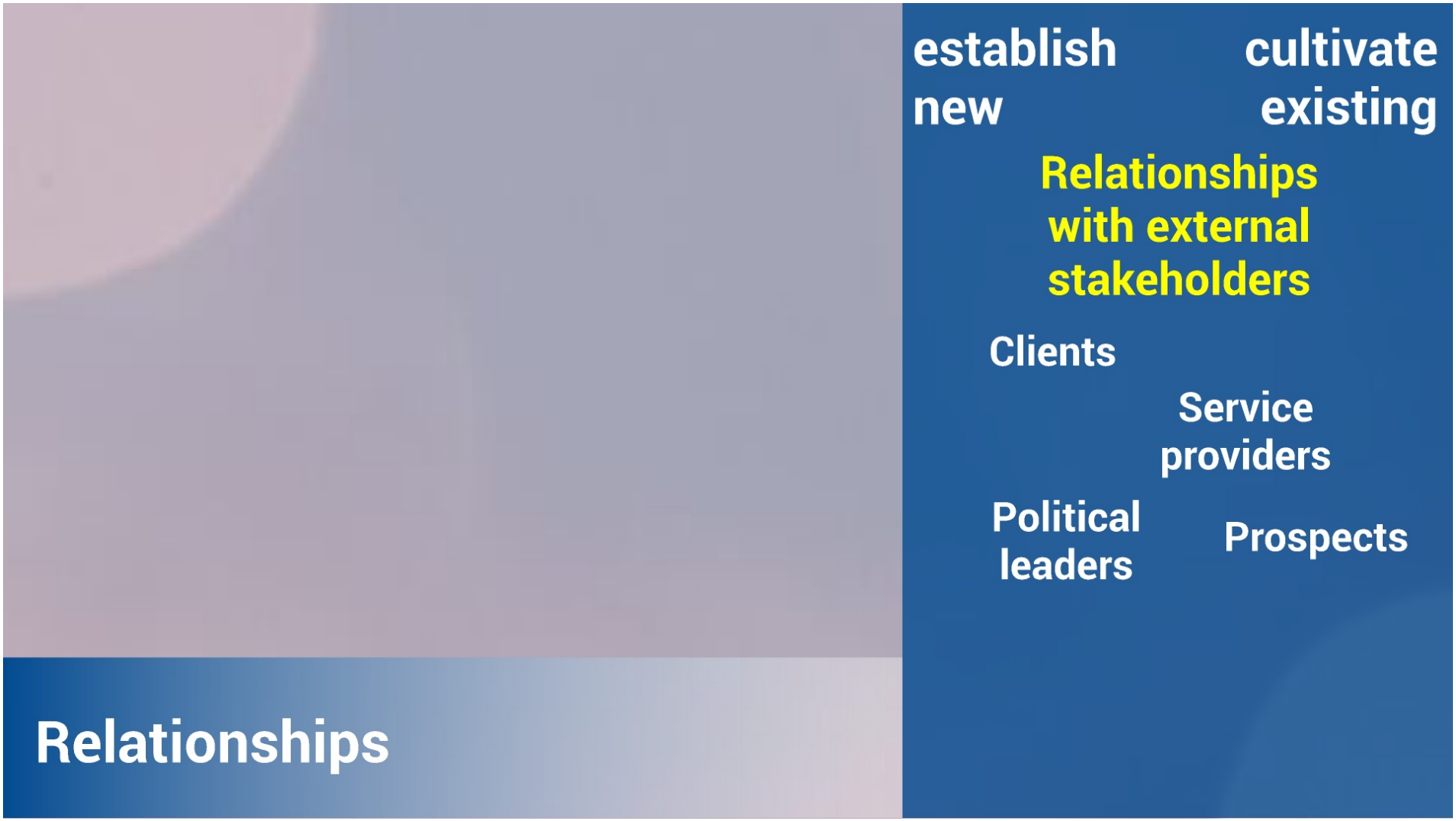
Relationships

establish new

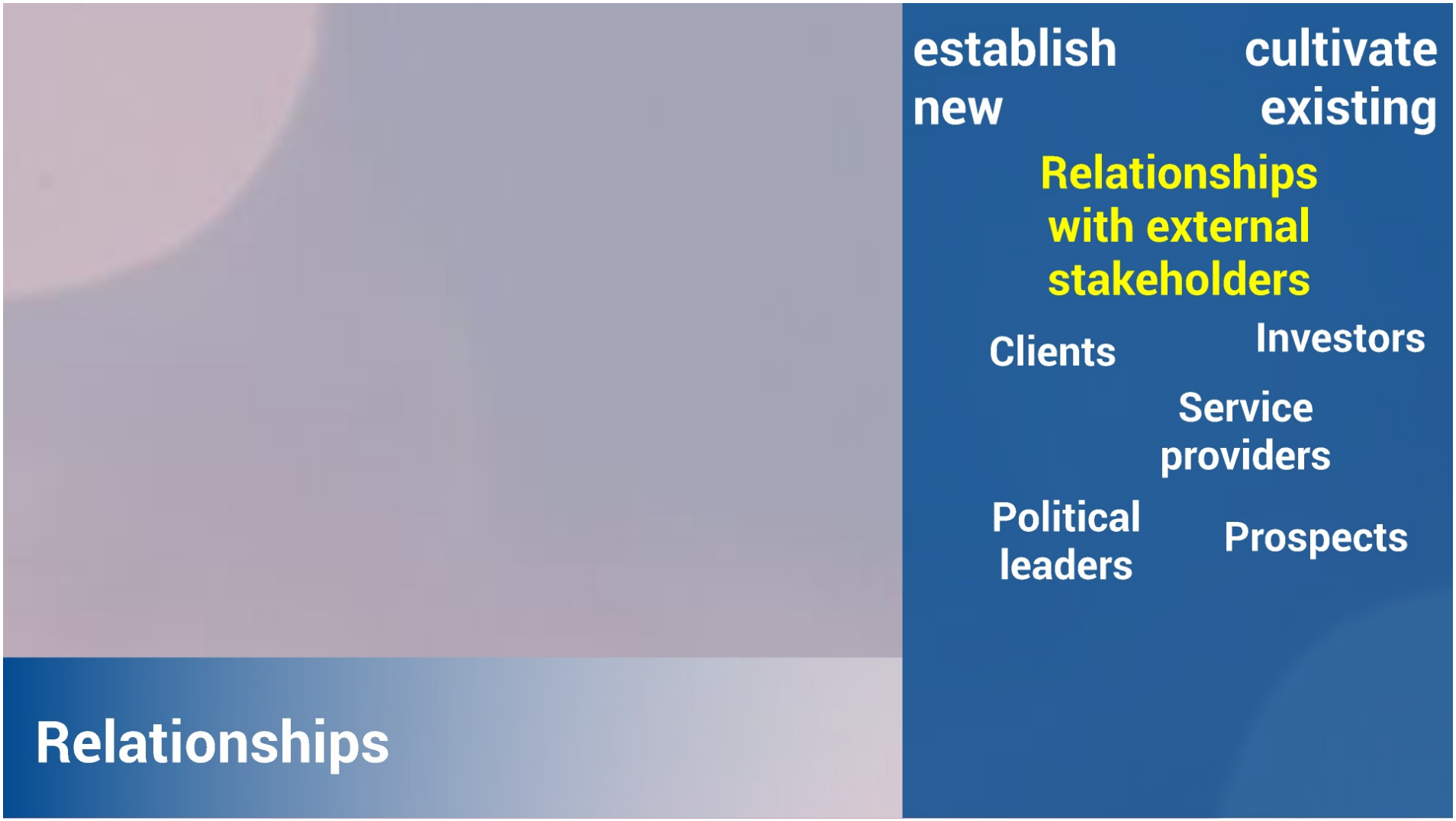
cultivate existing

Relationships with external stakeholders

- Clients
- Service providers
- Political leaders


establish new
cultivate existing
Relationships with external stakeholders
Clients
Service providers
Political leaders
Prospects
Relationships

Relationships



Relationships




establish new
cultivate existing
Relationships with external stakeholders
Clients
Investors
Suppliers
Service providers
Political leaders
Prospects
Invest in professional development
Relationships


External
Business Model
Service Delivery
Relationships
Manage Disruptions
Shifting Norms
Unknown Unknowns
Outcompete Your
Competition

Manage Disruptions

External Stakeholders

Manage Disruptions

External Stakeholders

Most will not plan for long-term disruption of pandemic

Manage Disruptions

Manage Disruptions

External Stakeholders

Most will not plan for long-term disruption of pandemic

Make plans to protect from their failures


External
Business Model
Service Delivery
Relationships
Manage Disruptions
Shifting Norms
Unknown Unknowns
Outcompete Your
Competition

Shifting Norms

Shifting Norms

After several years of restrictions and loosenings

Shifting Norms

After several years of restrictions and loosenings

People will have different norms, wants, desires, expectations, and habits

Shifting Norms

After several years of restrictions and loosenings

People will have different norms, wants, desires, expectations, and habits

Anticipate and get ahead of these shifts


External
Business Model
Service Delivery
Relationships
Manage Disruptions
Shifting Norms
Unknown Unknowns
Outcompete Your
Competition

Unknown Unknowns

The pandemic was a predictable disaster

Unknown Unknowns

Unknown Unknowns

The pandemic was a predictable disaster

Scan environment for potential major disasters

Unknown Unknowns

The pandemic was a predictable disaster

Scan environment for potential major disasters

Protect against them

Unknown Unknowns

The pandemic was a predictable disaster

Scan environment for potential major disasters

Protect against them

Not everything can be predicted

Unknown Unknowns

The pandemic was a predictable disaster

Scan environment for potential major disasters

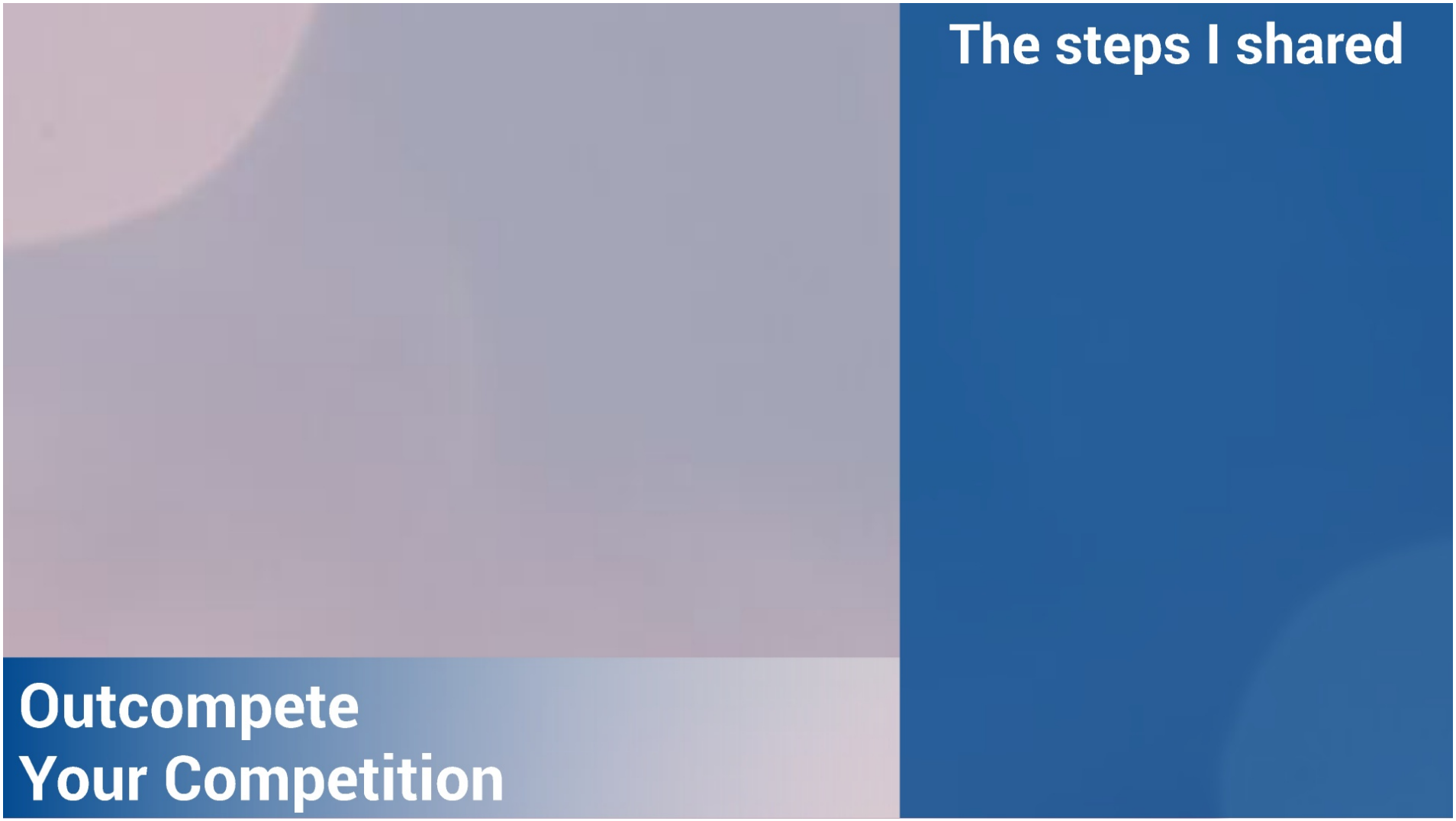
Protect against them

Not everything can be predicted

Maintain cash cushion for protection


External
Business Model
Service Delivery
Relationships
Manage Disruptions
Shifting Norms
Unknown Unknowns
Outcompete Your
Competition

Outcompete Your Competition


The steps I shared
Outcompete
Your Competition

Outcompete Your Competition

The steps I shared

Will help gain a major competitive advantage

Outcompete Your Competition

The steps I shared

Will help gain a major competitive advantage

At a time when many will fail to adapt to pandemic


The steps I shared
Will help gain a major competitive advantage
At a time when many will fail to adapt to pandemic
Opportunity to get ahead of stumbling competitors
Outcompete
Your Competition


Outcompete
Your Competition
The steps I shared
Will help gain a major competitive advantage
At a time when many will fail to adapt to pandemic
Opportunity to get ahead of stumbling competitors
Seize market share



Outcompete Your Competition

The steps I shared

Will help gain a major competitive advantage

At a time when many will fail to adapt to pandemic

Opportunity to get ahead of stumbling competitors

Seize market share

Hire away good employees


External
Business Model
Service Delivery
Relationships
Manage Disruptions
Shifting Norms
Unknown Unknowns
Outcompete Your
Competition

Plan for Long-Term Impact of Pandemic

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

[3] Problems

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

[3] Problems

[4] Opportunities

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

[3] Problems

[4] Opportunities

[5] Resources

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

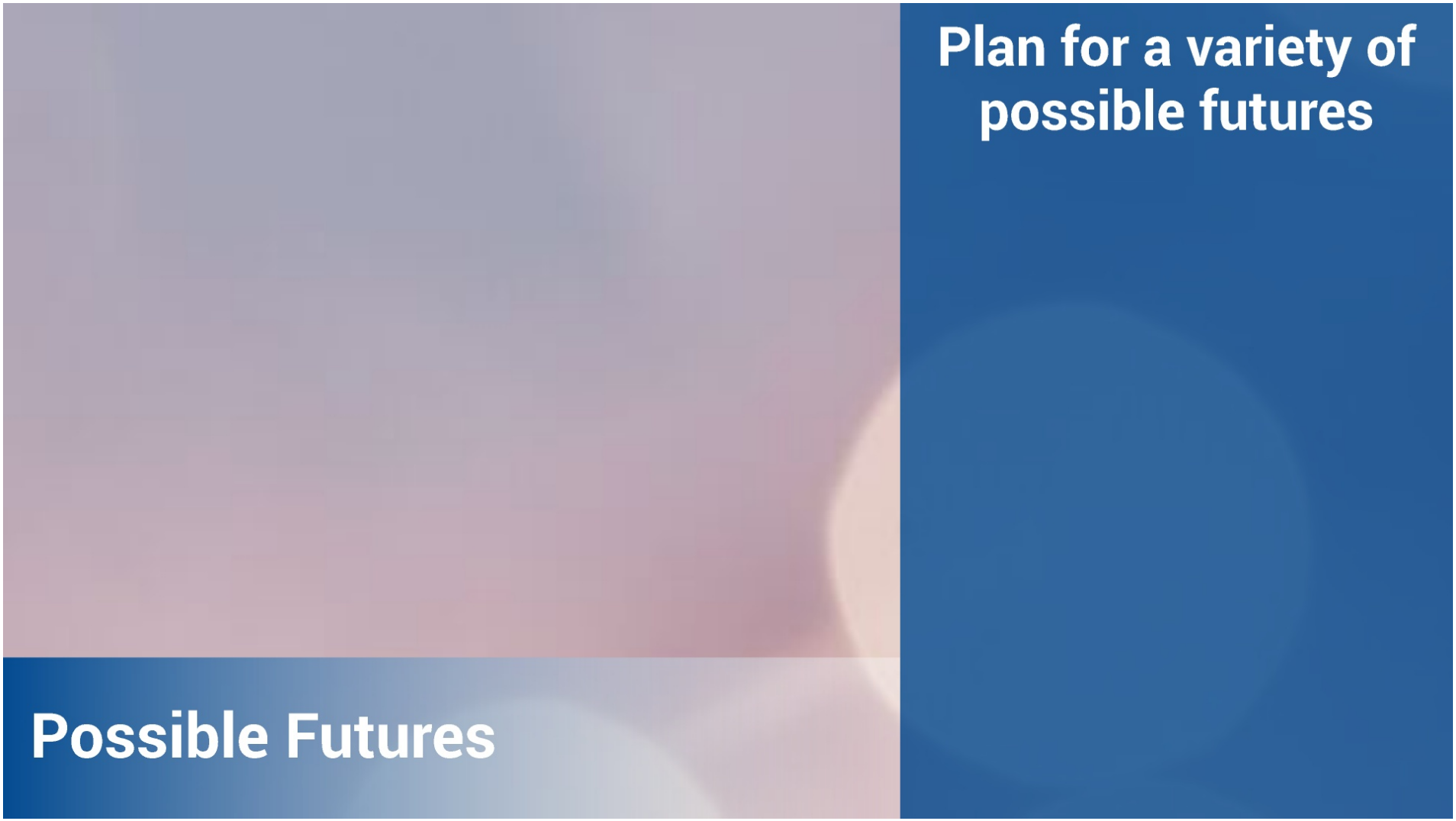
[3] Problems

[4] Opportunities

[5] Resources

[6] Information

Possible Futures


Plan for a variety of possible futures
Possible Futures

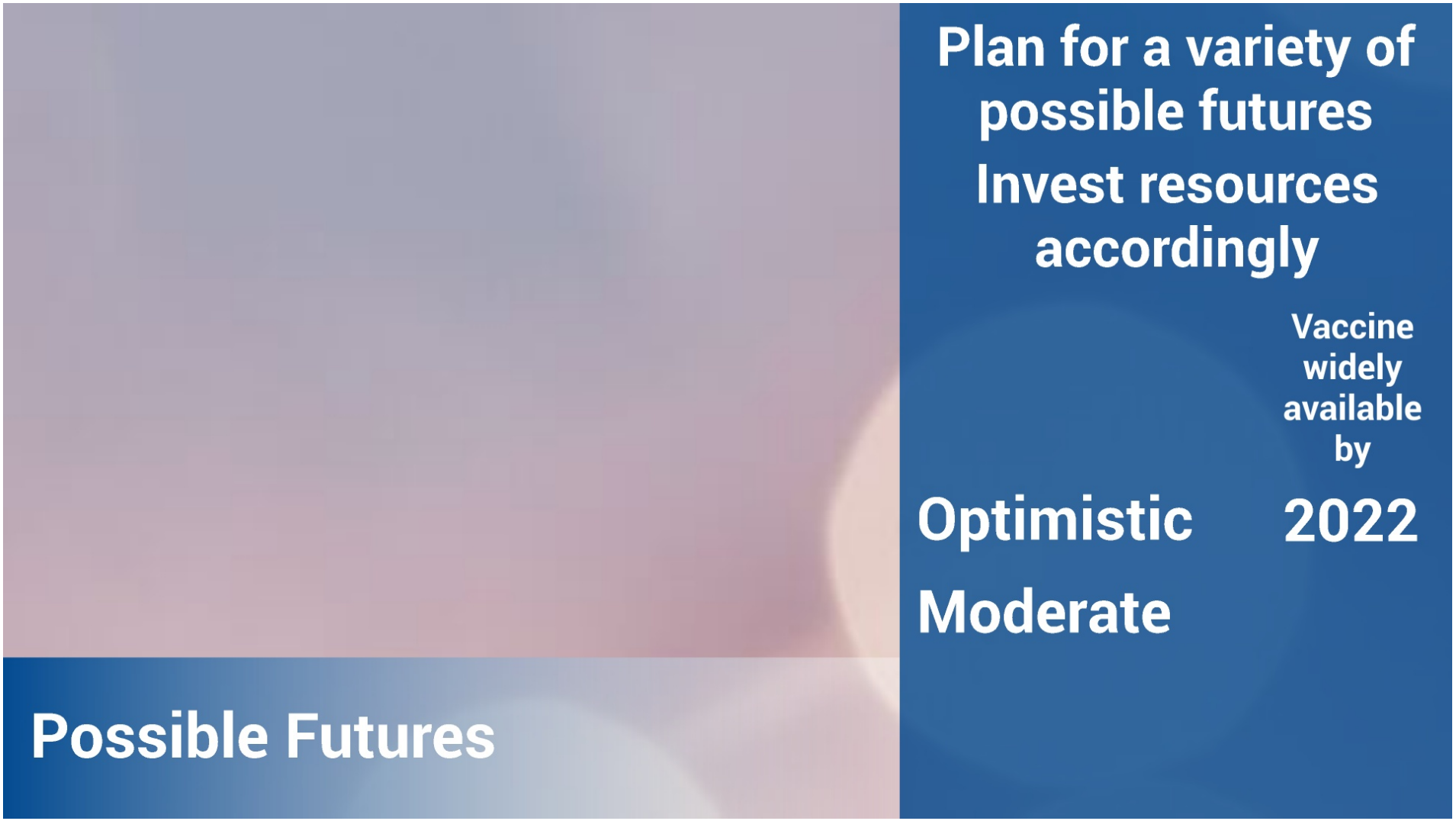
Possible Futures

Plan for a variety of possible futures

Invest resources accordingly


Plan for a variety of possible futures
Invest resources accordingly
Optimistic
Possible Futures


Plan for a variety of possible futures
Invest resources accordingly
Vaccine widely available by
Optimistic
2022
Possible Futures


Plan for a variety of possible futures
Invest resources accordingly
Vaccine widely available by
Optimistic
2022
Moderate
Possible Futures

Possible Futures

Plan for a variety of possible futures

Invest resources accordingly

	Vaccine widely available by
Optimistic	2022
Moderate	2024


Plan for a variety of possible futures
Invest resources accordingly
Vaccine widely available by
Optimistic 2022
Moderate 2024
Pessimistic
Possible Futures

Possible Futures

Plan for a variety of possible futures

Invest resources accordingly

	Vaccine widely available by
Optimistic	2022
Moderate	2024
Pessimistic	2027

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

[3] Problems

[4] Opportunities

[5] Resources

[6] Information

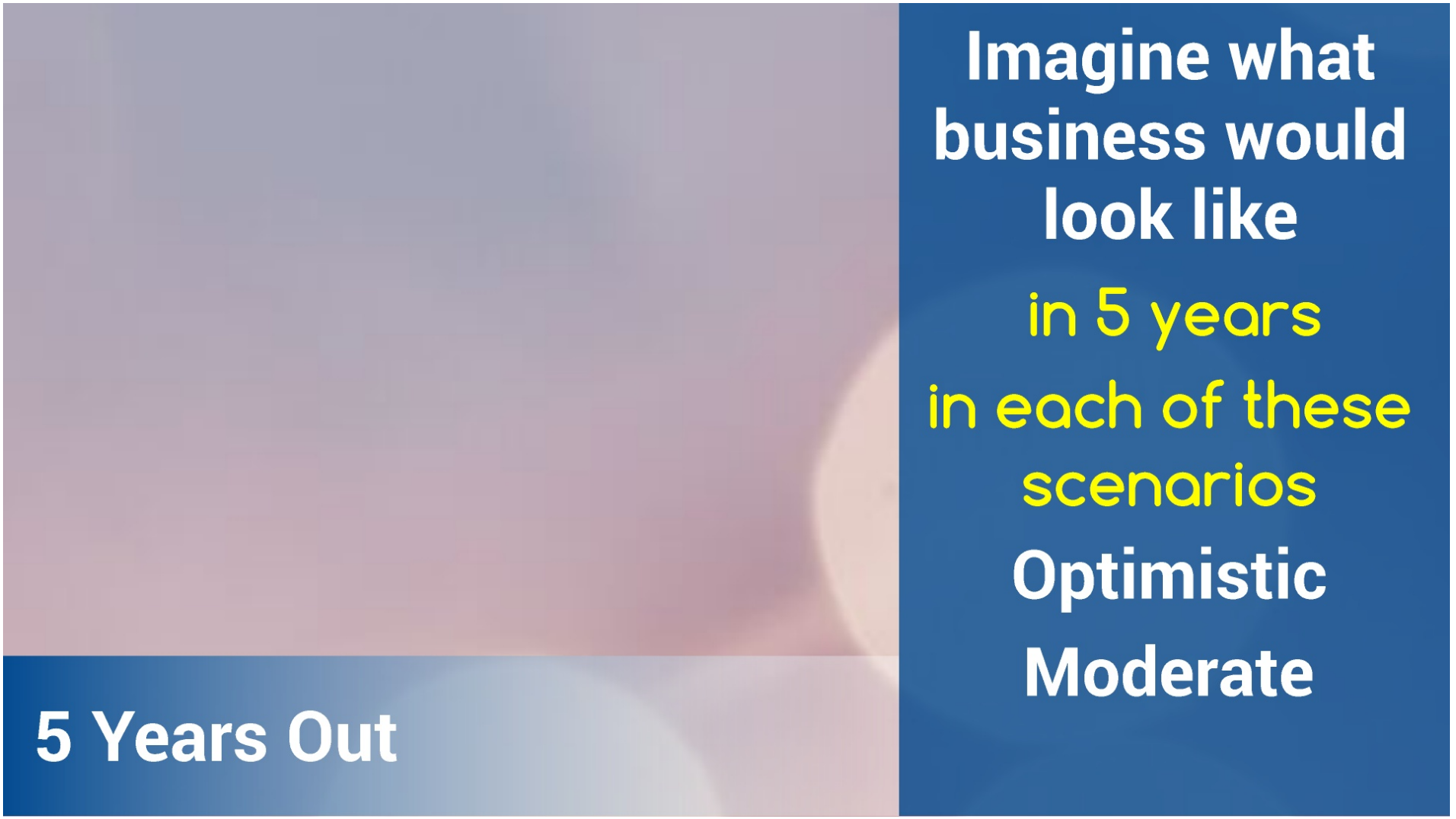
5 Years Out

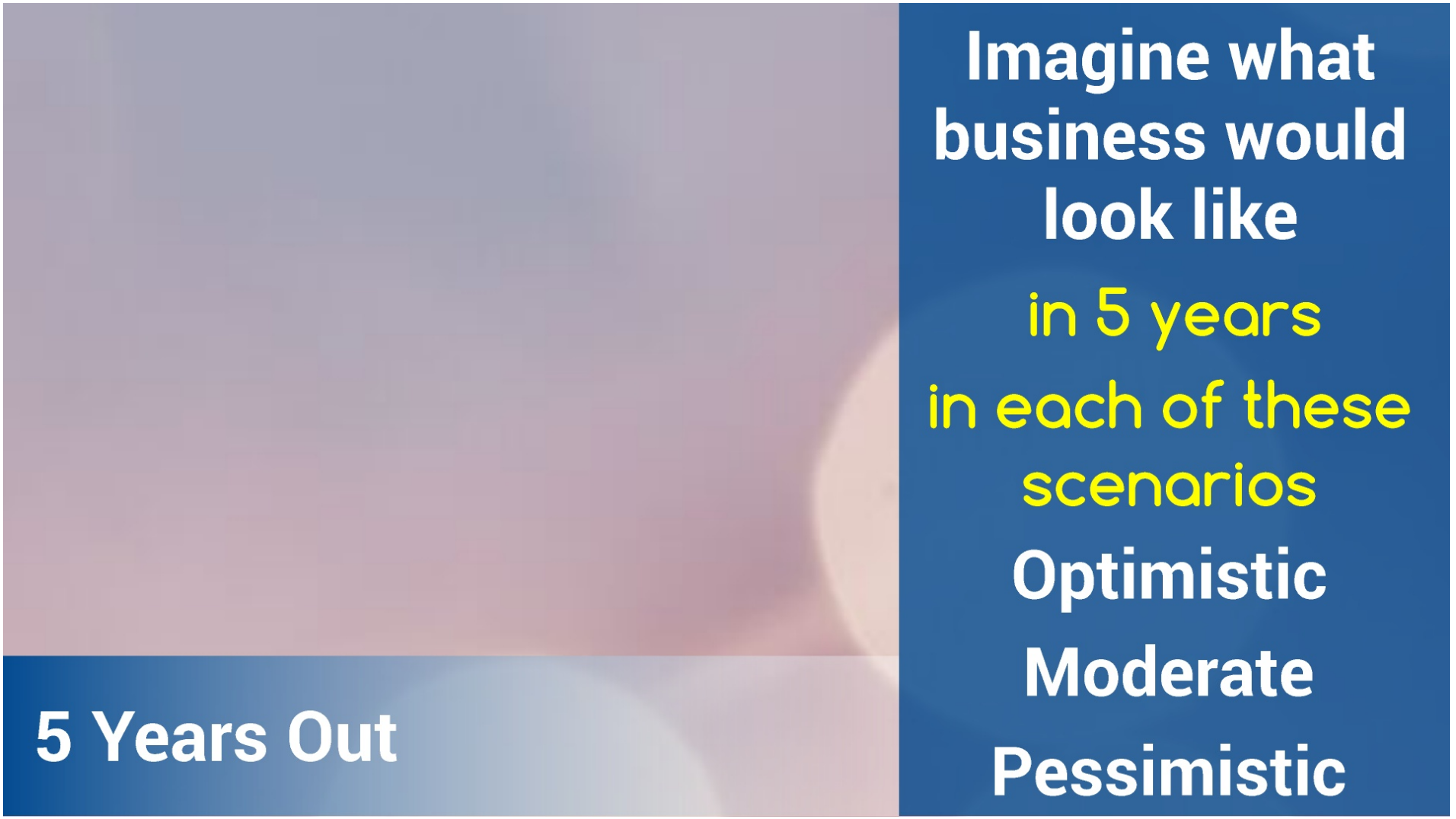

Imagine what business would look like
5 Years Out


Imagine what business would look like
in 5 years
5 Years Out


Imagine what business would look like
in 5 years
in each of these scenarios
5 Years Out


Imagine what business would look like
in 5 years
in each of these scenarios
Optimistic
5 Years Out


Imagine what business would look like
in 5 years
in each of these scenarios
Optimistic
Moderate
5 Years Out


5 Years Out
Imagine what business would look like
in 5 years
in each of these scenarios
Optimistic
Moderate
Pessimistic

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

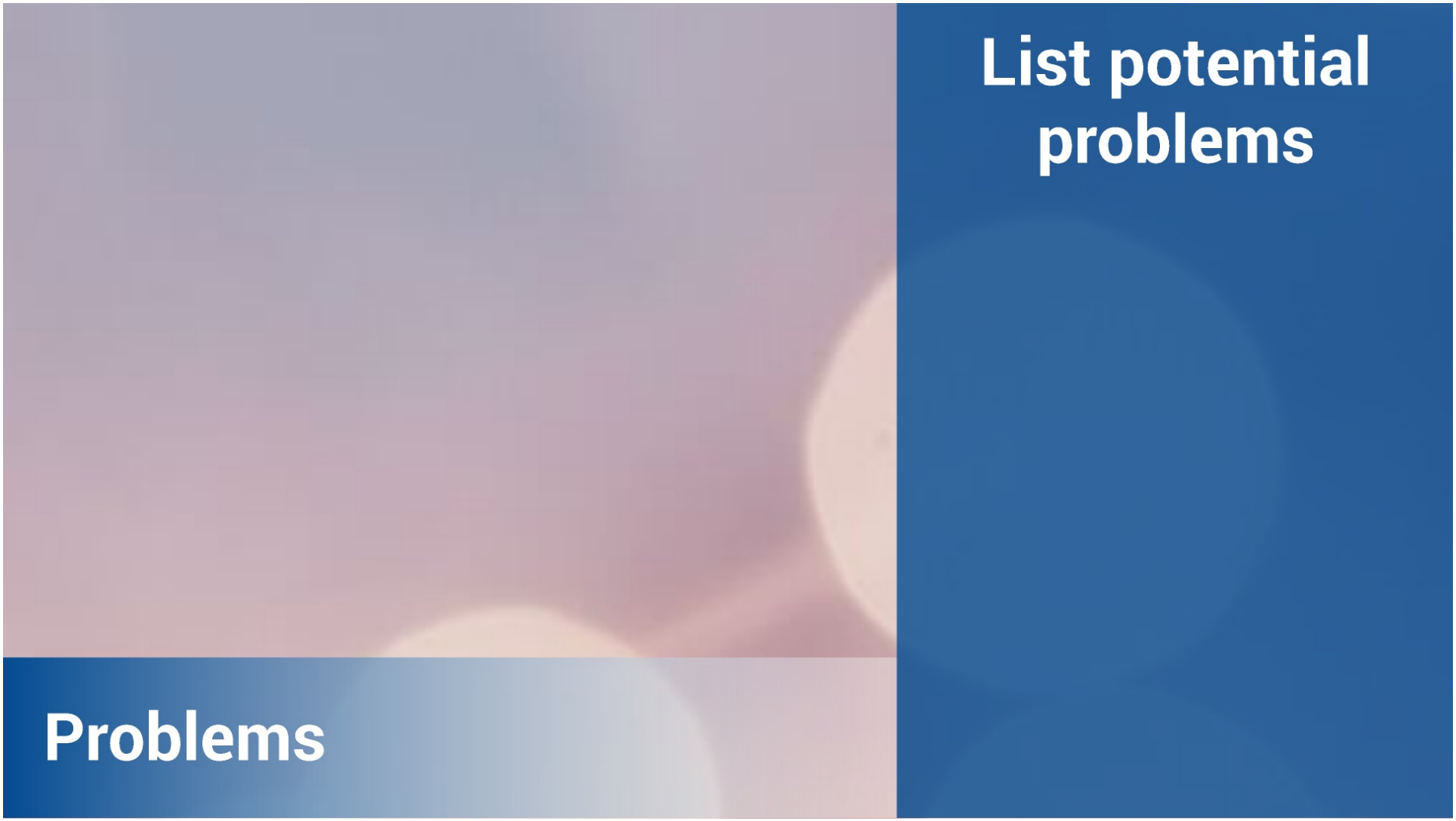
[3] Problems

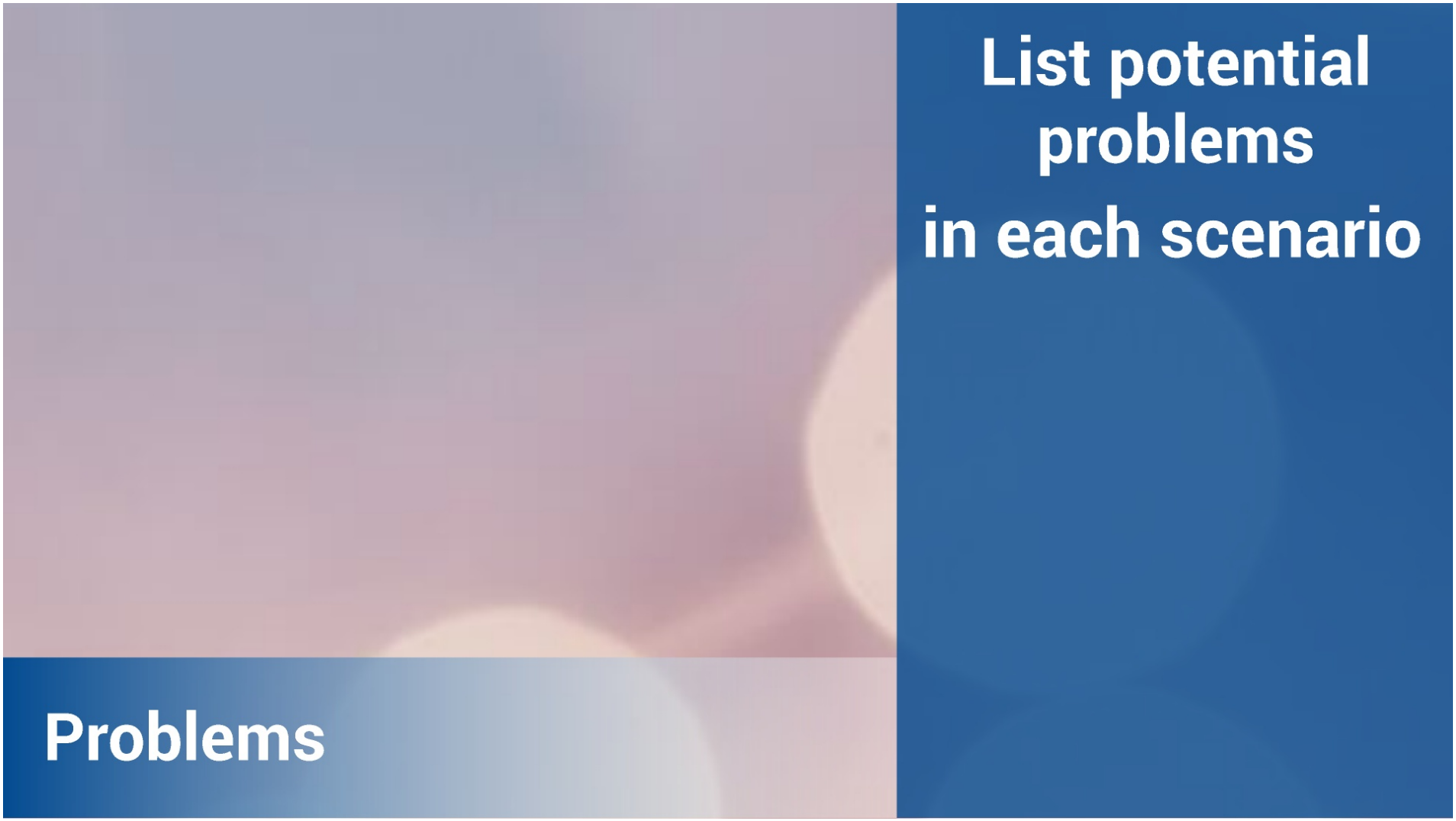
[4] Opportunities

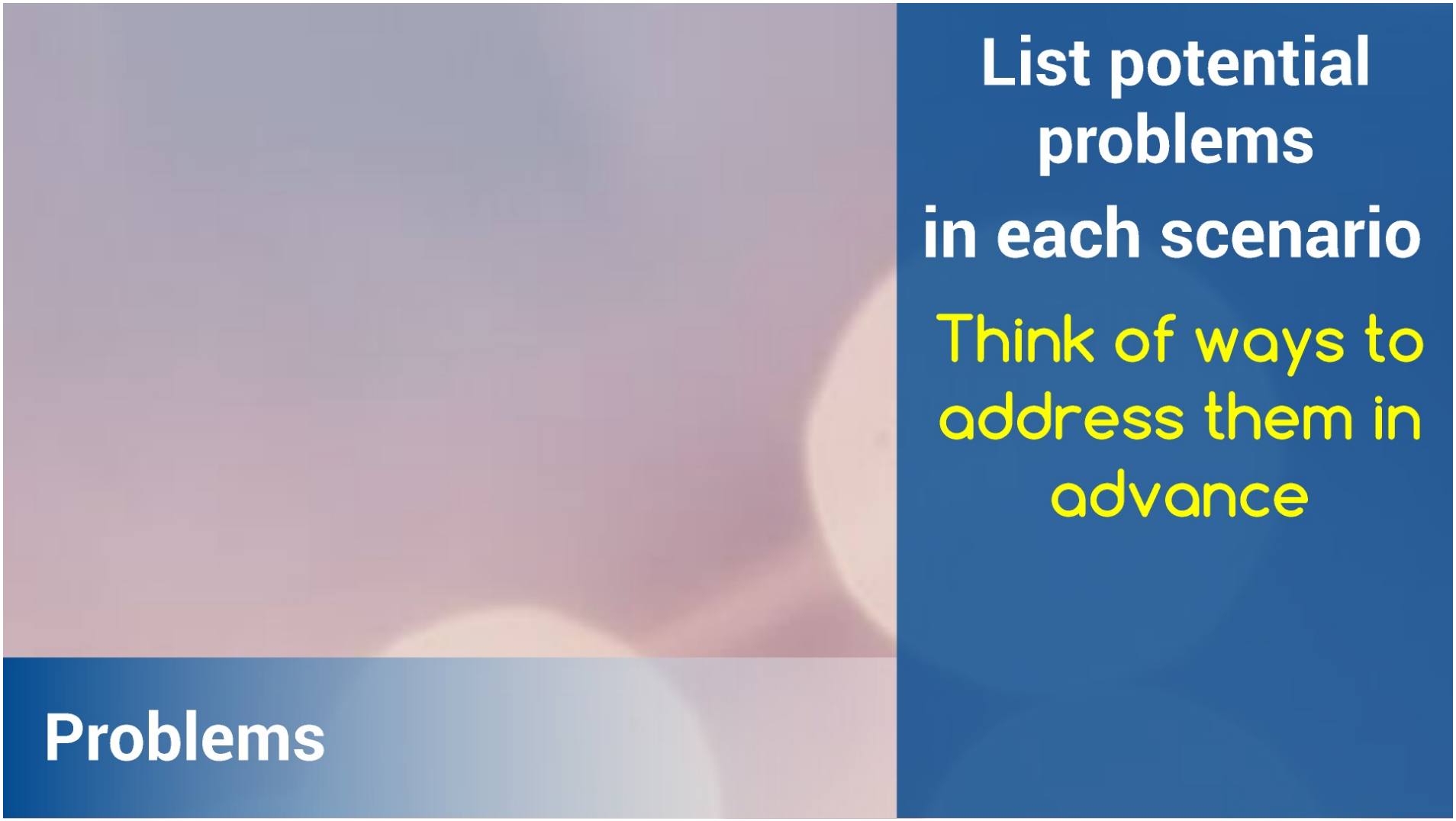
[5] Resources

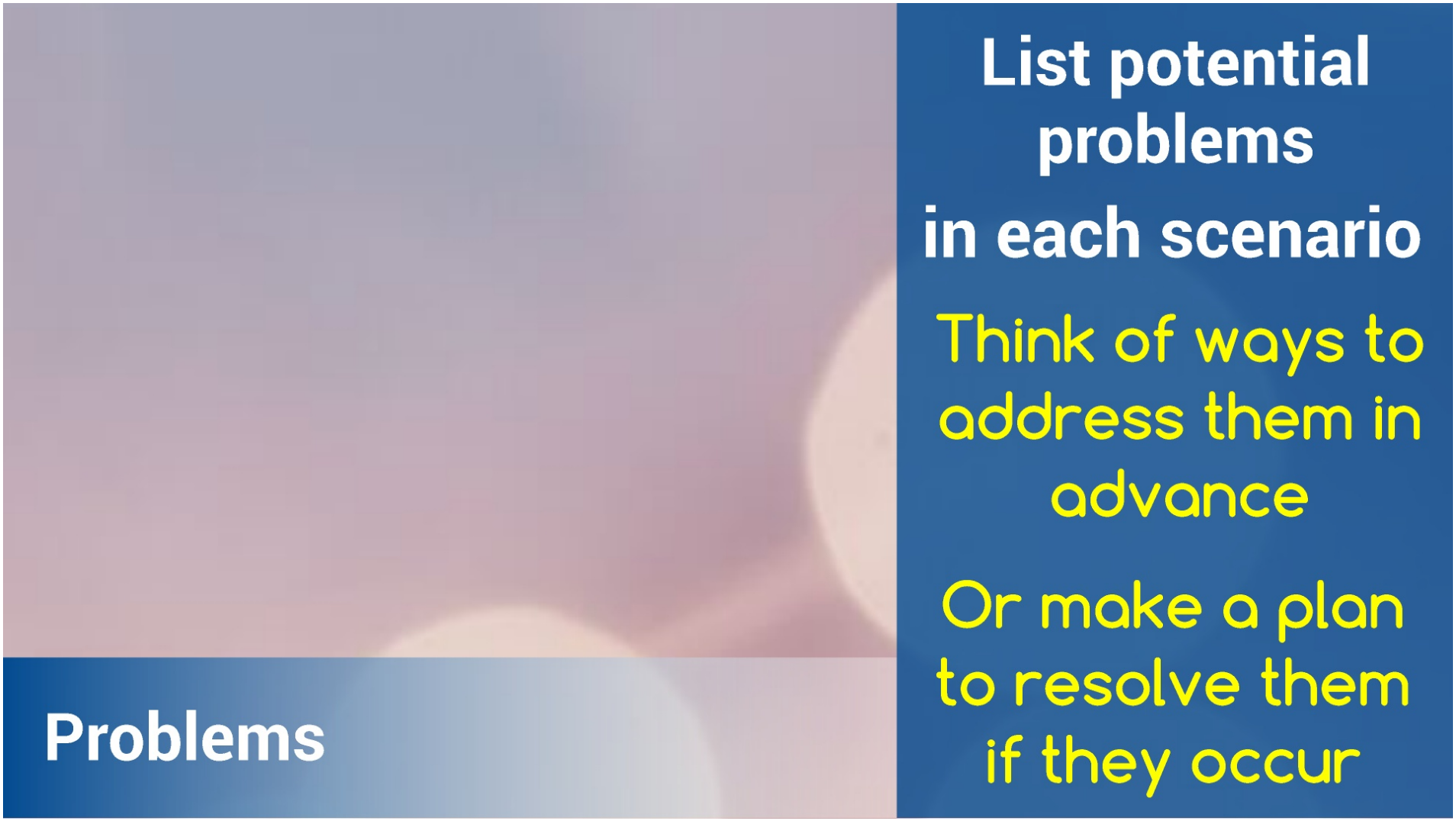
[6] Information

Problems


List potential problems
Problems


List potential problems in each scenario
Problems


List potential problems
in each scenario
Think of ways to address them in advance
Problems


Problems
List potential problems in each scenario
Think of ways to address them in advance
Or make a plan to resolve them if they occur

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

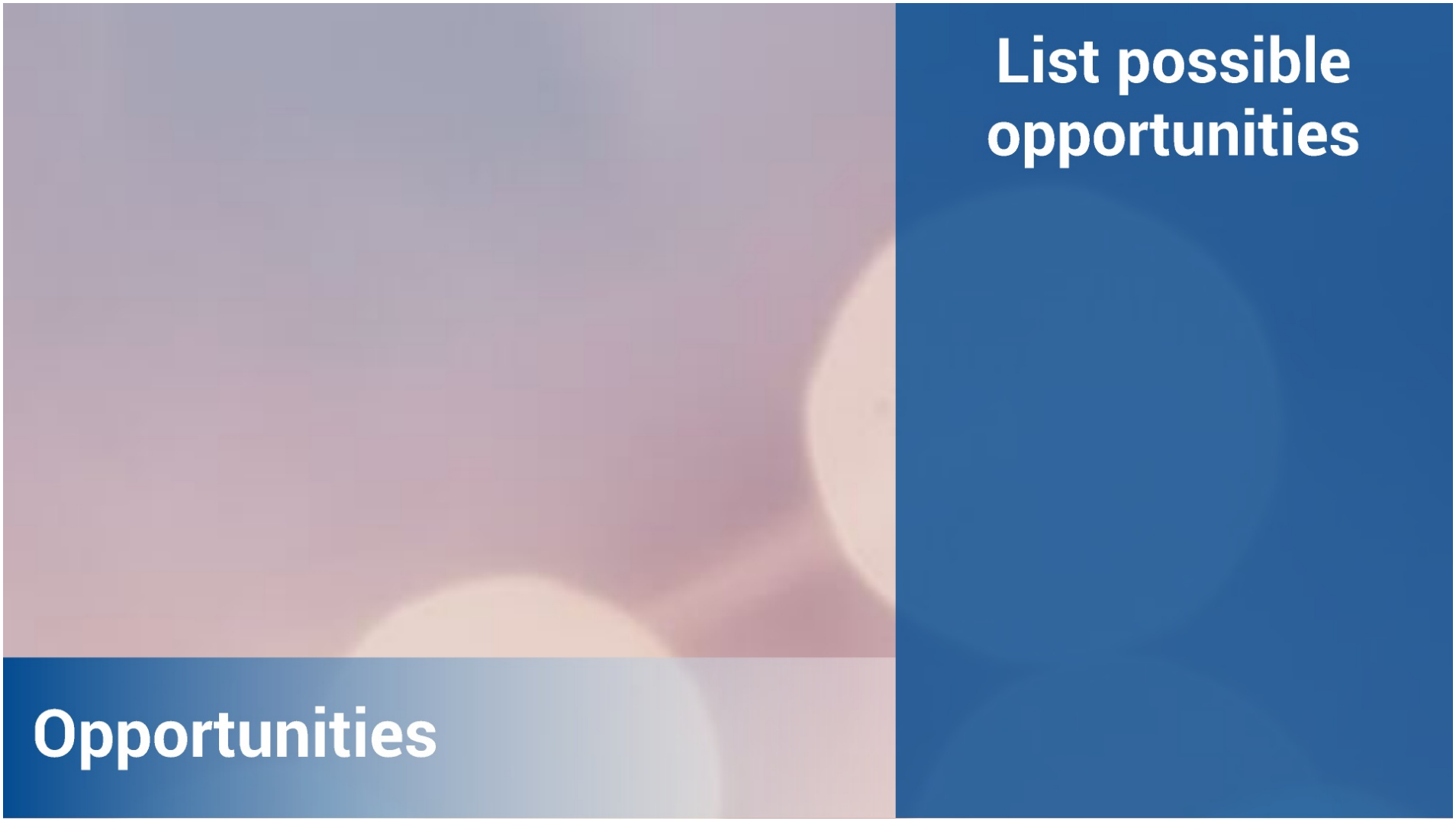
[3] Problems

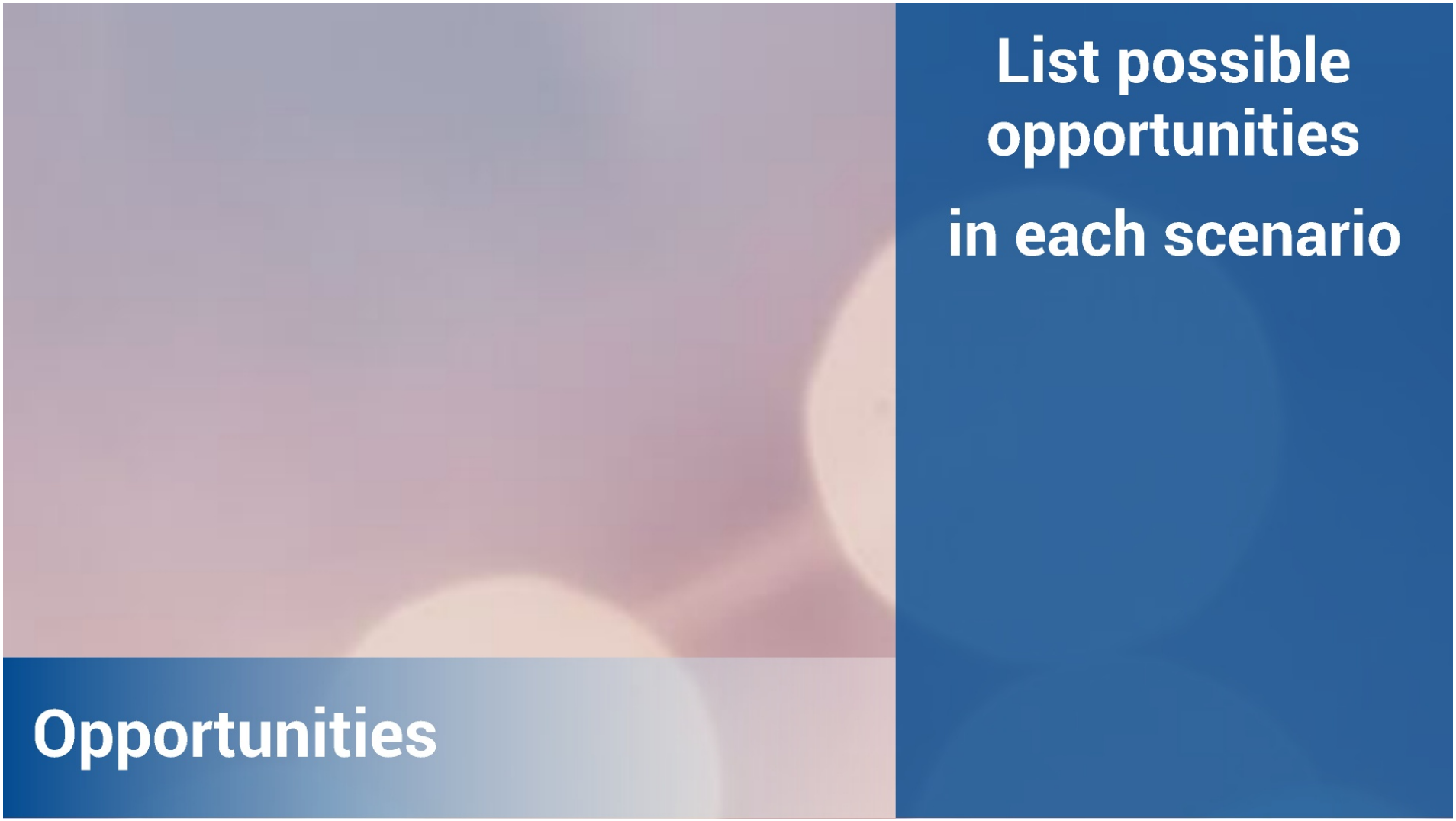
[4] Opportunities

[5] Resources

[6] Information

Opportunities


List possible opportunities
Opportunities


List possible opportunities
in each scenario
Opportunities

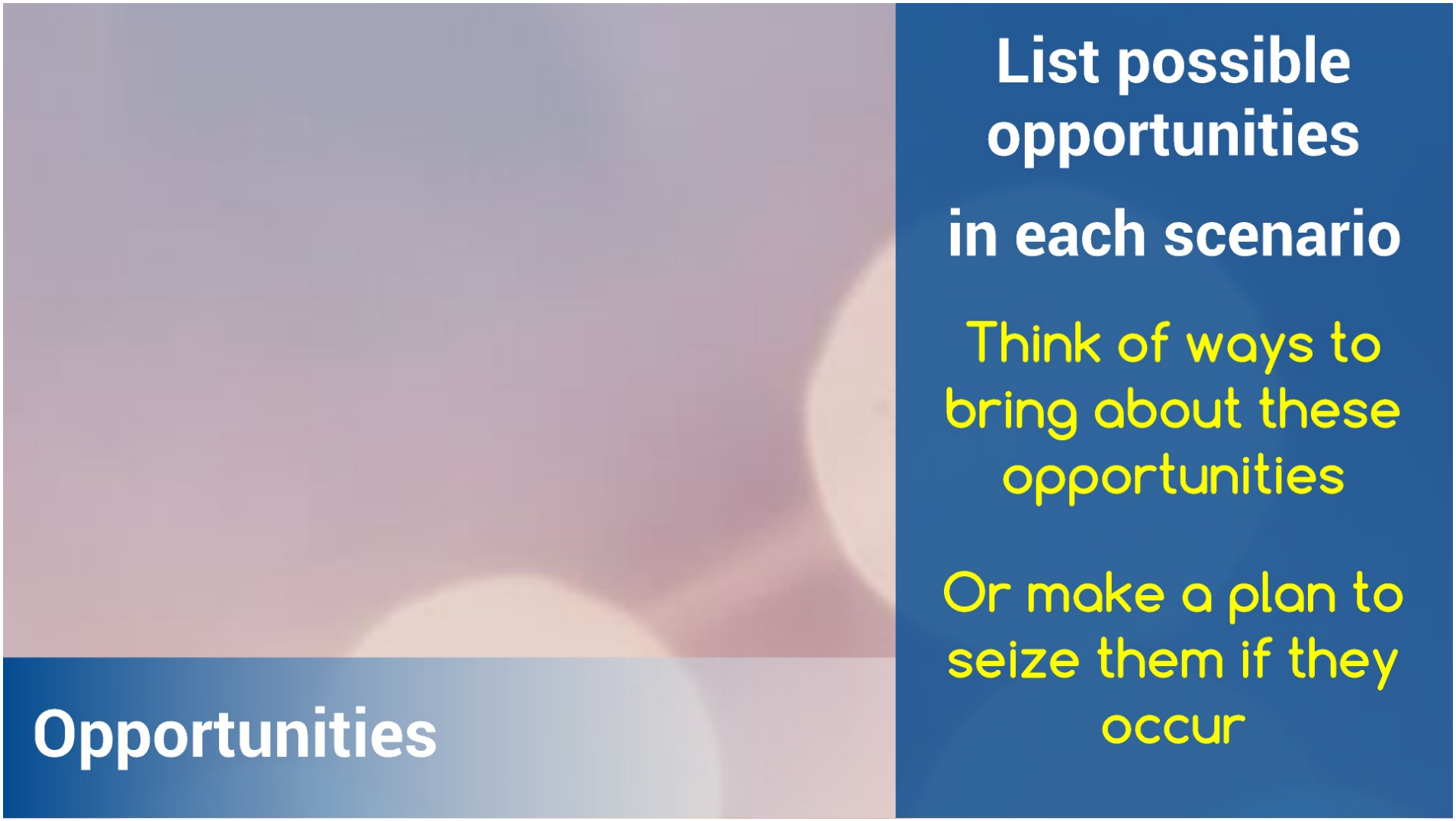


Opportunities

List possible opportunities

in each scenario

Think of ways to bring about these opportunities


Opportunities
List possible opportunities
in each scenario
Think of ways to bring about these opportunities
Or make a plan to seize them if they occur

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

[3] Problems

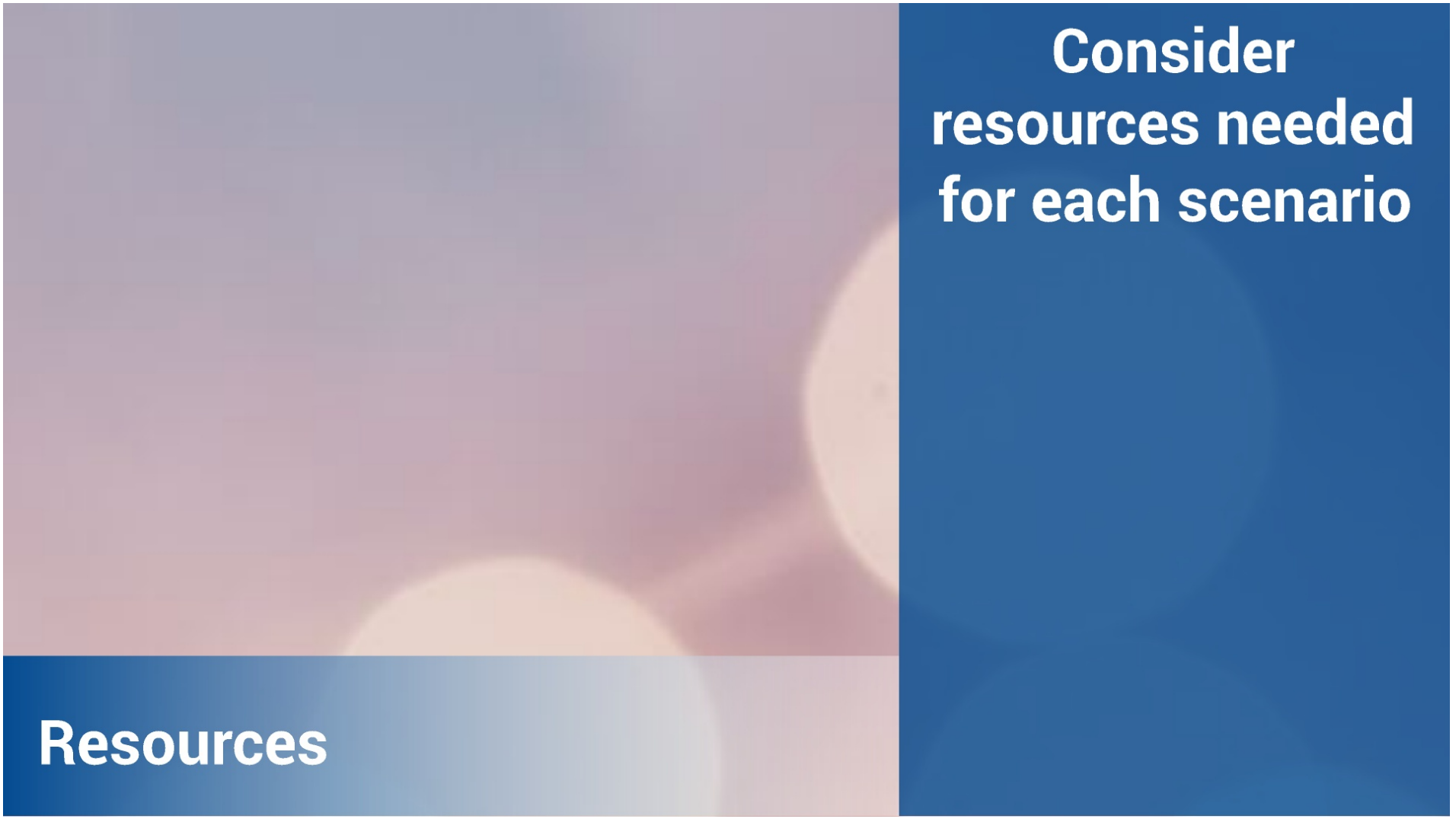
[4] Opportunities

[5] Resources

[6] Information

Resources


Consider resources needed
Resources


Consider resources needed for each scenario
Resources



Consider resources needed for each scenario

Money, time, information, social capital, strategic planning, etc.



Resources

Consider resources needed for each scenario

Money, time, information, social capital, strategic planning, etc.

Make a plan to reserve sufficient resources for the pessimistic scenario



Resources

Consider resources needed for each scenario

Money, time, information, social capital, strategic planning, etc.

Make a plan to reserve sufficient resources for the pessimistic scenario

Do not plan for the optimistic scenario!

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

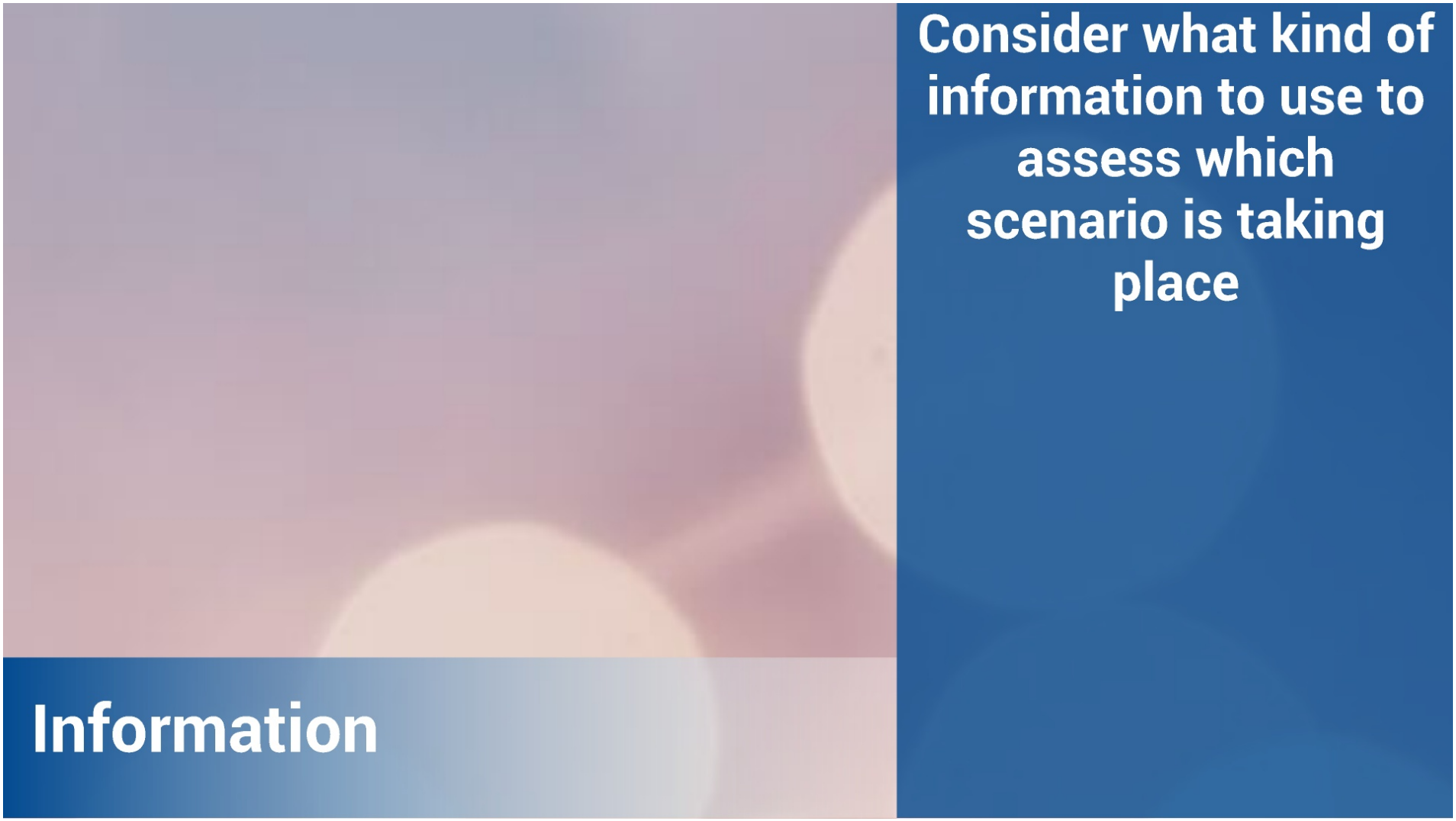
[3] Problems

[4] Opportunities

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[6] Information

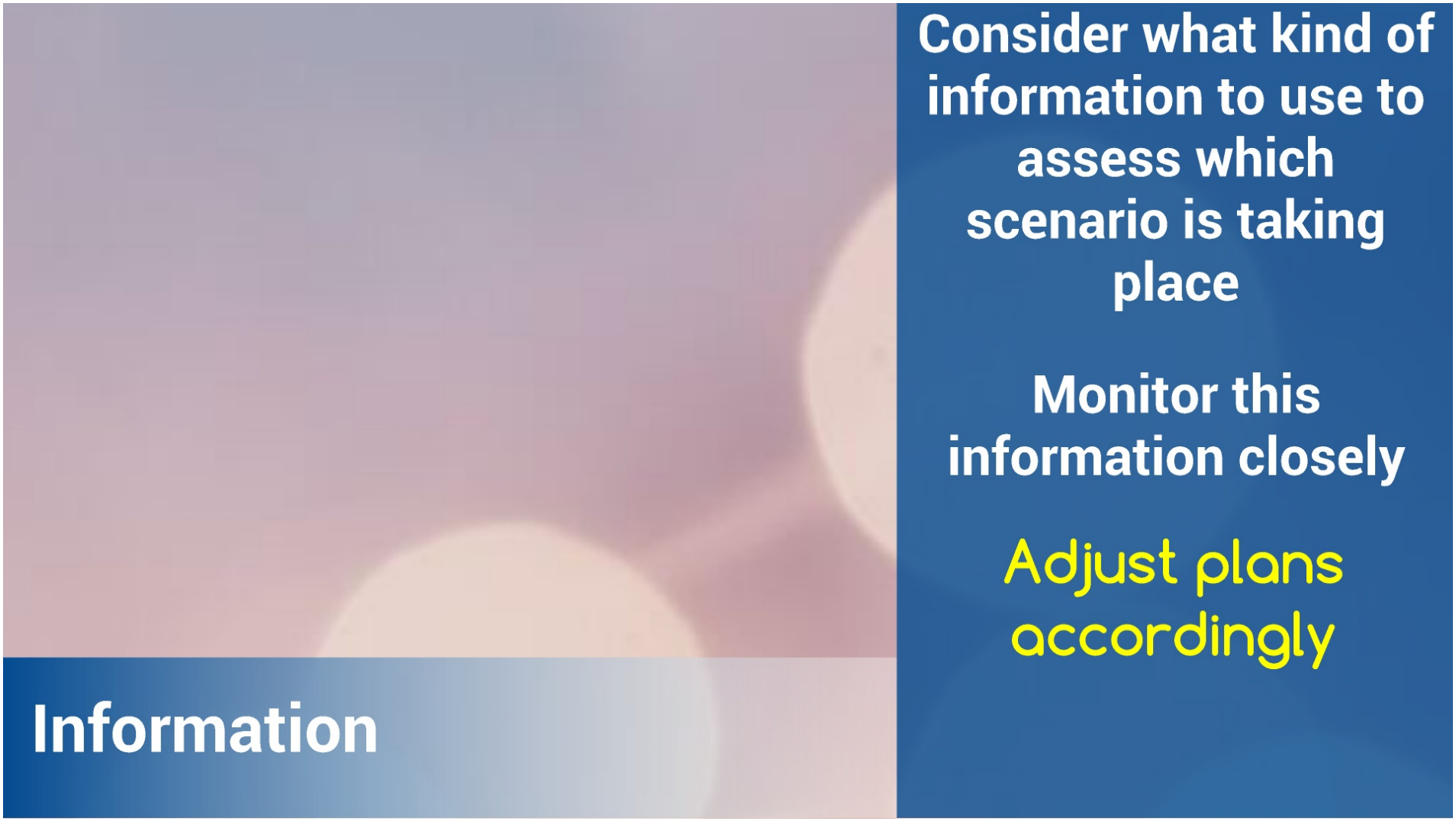
Information

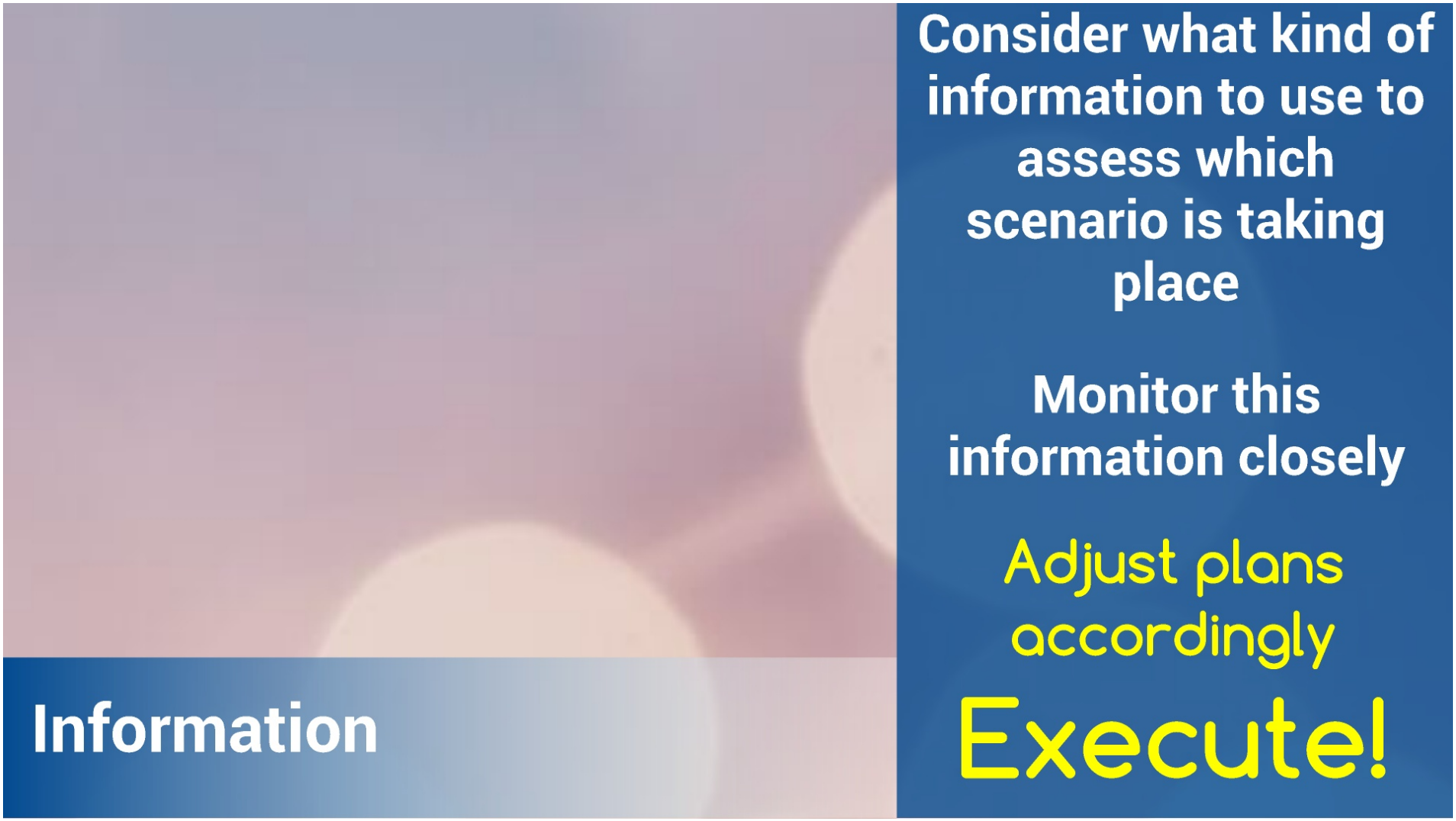

Information
Consider what kind of information to use to assess which scenario is taking place

Information

Consider what kind of information to use to assess which scenario is taking place

Monitor this information closely


Information
Consider what kind of information to use to assess which scenario is taking place
Monitor this information closely
Adjust plans accordingly


Consider what kind of information to use to assess which scenario is taking place
Monitor this information closely
Adjust plans accordingly
Execute!
Information

Plan for Long-Term Impact of Pandemic

[1] Possible Futures

[2] 5 Years Out

[3] Problems

[4] Opportunities

[5] Resources

[6] Information



Additional Resources


Additional Resources
tinyurl.com/dae-event



Manual on effective strategic planning

Additional Resources

tinyurl.com/dae-event



Manual on effective strategic planning

Two chapters from my new book

Additional Resources

tinyurl.com/dae-event



Additional Resources

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Manual on effective strategic planning

Two chapters from my new book

Resilience: Adapt and Plan for the New Abnormal of the COVID-19 Coronavirus Pandemic


COVID-19
Coronavirus
Pandemic
Adaptation and
Planning via
Neuroscience
for
Quality Professionals
Quality Digest
July 14, 2020
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