



STRATEGY & PERFORMANCE

(Re)Frame: Volatility Requires Agility

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LEVERAGE THE ACCELERATOR LOOP IN VOLATILITY

Our current global situation is one of extreme volatility, uncertainty, complexity, and ambiguity. There is no simple, straightforward strategic playbook. For leaders to successfully navigate through this volatility, they must be prepared to rapidly reframe their current business strategies. Reframing and executing effective strategy in periods of extreme volatility and uncertainty requires treating the effort as an ongoing, agile process. We call this process strategic change agility, and it can be generated by leveraging the Accelerator Loop.

VOLATILITY REQUIRES AGILITY

Strategic adaptation is the ultimate purpose of the Accelerator Loop and is applicable across business and market cycles. It must be (re)visited regularly in periods of volatility. Organizations must consider the costs of not (re)examining current strategies and (re)framing current priorities. Whether it is a pending recession, geopolitical tension, or potential pandemic, leveraging strategic change agility can provide leaders with clarity and flexibility to execute against the odds.



PRIORITIZE



Observe and assess relevant, accurate information to select critical strategies.

DECIDE



Translate raw data into contextual insights and make the right decisions in an agile manner.

ALIGN



High volatility requires constant alignment and realignment.

PLAN



Strategic change agility requires aligned stakeholders addressing a set of potential scenarios, defining viable plans.

ALLOCATE



Do not hesitate to reallocate resources to meet rapidly changing events.

VOLATILITY REQUIRES AGILITY

ADAPT IN THE MIDST OF VOLATILITY

Strategic adaptation is the ultimate purpose of the Accelerator Loop, providing leaders with the framework necessary to reframe and drive strategic prioritization, planning, decision-making, alignment, and resource allocation. Leaders move from prioritizing and reprioritizing to decision making, subsequently aligning and building their teams to drive effective execution. It is your responsibility to set the pace of change, model urgency, and provide the necessary clarity to your team to rapidly move through the key components of the Accelerator Loop.

No organization wants to 're-do', although in the midst of volatility, it is critical that leaders constantly 're' to adapt to changing business landscape and develop and execute novel, innovative strategies. The Accelerator Loop encourages business to constantly reframe in order to rebound with agility:



(RE)PRIORITIZE: In periods of high uncertainty, leaders must observe and assess relevant, accurate information, consider how their organization *could* respond, and then reprioritize on the key initiatives that will truly move the needle. This also requires rationalizing current efforts against more pressing needs. This will often require *deprioritizing* formerly critical efforts to effectively drive focused execution on newly prioritized efforts.



(RE)DECIDE: Leaders must keep in mind that strategy requires trade-offs, where valuable resources and effort are taken from strategies that may once have worked to the newly prioritized portfolio. Strategic change agility requires flexible, ongoing, quality decision-making at the C-suite level and beyond. This requires access to accurate information, translating raw data into contextual insights. Leverage available technology to analyze, synthesize, and communicate relevant information across stakeholders to drive informed, agile decision-making.



(RE)ALIGN: Executing strategy can only occur when all parties involved in the execution effort are onboard with the plan and can be relied upon to get the work done. Therein lies a problem: disengaged C-suite sponsors, reluctant peers, and confused or cynical employees will sink strategic initiatives before they even begin. When we partner with leaders struggling to drive organization-wide alignment, we start by laying the groundwork for what generates effective initial buy-in and ongoing alignment. Leaders generate alignment by connecting their initiative to the overarching purpose of the business (the "why"), the key strategy they are supporting (the "what"), and the connection this strategy has to those doing the work (the "why me").¹ This is especially critical in periods of high volatility.



(RE)PLAN: Strategic change agility requires aligned stakeholders addressing a set of potential scenarios and defining the relevant plans necessary to drive their organizations through potential future volatility. Consider leveraging a framework such as futurist Amy Webb's approach, considering highly probable events and responding tactically, while examining future systemic evolution and corresponding strategy.²



(RE)ALLOCATE: One of the most common barriers to successful strategy execution arises as soon as leaders begin to assemble their teams. Only forty-one percent of executives say their organizations provide appropriately skilled personnel to execute high priority strategies. In fact, nine out of ten managers expect their major strategic initiatives to fail because they lack the right individuals or teams.³ When your organization's future is on the line, you cannot afford to ignore this issue. Do not hesitate to reallocate resources to meet rapidly changing events.



HOW WE CAN HELP

Our clients are relying on us to help navigate these uncertain times. Here are a few ways we are helping our clients:

- **(Re)Prioritize:** Facilitate leadership team teams to define prioritization criteria, align on business priorities (short and long term), and establish effective governance.
- **(Re)Decide:** Leverage various tools and techniques to drive expedited and efficient decision making.
- **(Re)Align:** Develop cadence and structure to continuously align leaders and cascade that alignment throughout the organization.
- **(Re)Plan:** Lead virtual planning workshops to develop detailed, cross-functional program, change, and communication plans.
- **(Re)Allocate:** Act as interim leaders and program/project managers to drive and accelerate the execution of strategic initiatives.

We are stepping in to assist leadership in various ways to enable organizations to focus on business operations and employee health and well-being, while also progressing with broader strategic plans.

CONTACT THE AUTHOR



BETH R. CHASE
Business Group Leader
Strategy & Performance

Beth.Chase@ankura.com
+1. 615.300.8612

ABOUT US

<http://ankura.com/s-p>

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