**Strategic Pivot Meeting**  
Preparation Worksheet

## You’re Invited

The most important thing we can do in our business right now is to explore where and how we fit into the emerging economy. In this meeting, we’ll discuss what we believe the new economy means for us and what we want to do about it.

To get the best results, we need options! We need your expertise and your unique perspective to find those options. You can bring experience and knowledge that none of the rest of us have, and help us all see possibilities that we wouldn’t think to consider without you.

Use this worksheet to think through these options in advance, so we can spend our time together figuring out which ones we want to pursue. This will take some time, because we want to all come prepared after having completed our own independent research and thinking.

You’ll find instructions and examples in this worksheet to help you answer these questions:

1. What indicators, or clues, have you seen that might help us predict our future?
2. Revenue: How can we keep money coming in?
3. Expenses: How and where can we save money?
4. Resilience: How can we keep our operations running?
5. Priorities: Which ideas should the group consider first?

Right now, think about as many options as you can. Don’t worry about deciding which ones to pursue; we’ll do that together during the meeting.

And remember: Don’t stop with just one linear way of thinking. We want OPTIONS. We want to be versatile. We want to follow the best opportunities we can find.

## Thank you for your time and your effort.

## 1. Select one future indicator and add it to the agenda.

Find ***one outside indication*** that provides a possible clue ***about how the future economy might be different*** as result of the current crisis.

You might select an excerpt from an article, a quote from a person you spoke with, a statistic you read, a historical event that parallels current events. or something else. Come prepared to discuss the indicator you selected and what you believe it might mean for your organization’s future.

#### Add your indicator to the agenda before the meeting using this format.

***Indicator:*** Add your indicator here, including the source.

***I believe this indicates*** …..

##### Examples

***Indicator:***   
“Warren Buffett sold his roughly 10% stakes in American, Delta, United, and Southwest in April.(…) Buffett questioned whether passenger numbers would rebound and pointed to the carriers' government bailout deals, adding that "the world has changed for airlines.”

Source: Market’s Insider Article, May 4, 2020  
<https://markets.businessinsider.com/news/stocks/big-4-airline-stocks-plunge-warren-buffett-berkshire-hathaway-sell-2020-5-1029160193>

***I believe this indicates*** that travel spending will continue to be very low for the next year or more, including business travel. This will be due both to concerns about the virus but also due to a significant global recession. We should anticipate very little travel and customers with tight budgets.

***Indicator:***"The report calls ice cream "recession-proof," because it's an "inexpensive indulgence." Sales have stayed steady through this recession and past downturns.”

Source: Fresno Bee, January 18, 2010   
<https://www.mcclatchydc.com/news/nation-world/national/article24570760.html>

***I believe this indicates*** that there will be a good market for low-priced luxury items people can use at home. We could add more “minor indulgence” products to our store.

## 2. Brainstorm options for each of these questions.

Write down ALL the strategies your organization might use to navigate a successful path forward. You can type in the table below, write in a notebook, or use a mind mapping tool; whatever works best for you.

During the meeting, you and the rest of the group will each share your favorite ideas for each question. Then, you’ll decide together which ideas to put into action first.

### Revenue: How can we keep money coming in?

|  |  |
| --- | --- |
|  | *Think of ways that you might:*   * Retain existing customers * Gain new customers * Increase prices * Increase the frequency with which customers buy * Introduce new products or services (up-sells, cross-sells, new economy-priced options) * Incentivize pre-payment or annual contracts * Accelerate projects planned for later in the year * Obtain new lines of credit, loans, grants, or investments * Sell assets such as stocks, buildings, divisions, geographic regions, equipment, etc. |

### Expenses: How and where can we save money?

|  |  |
| --- | --- |
|  | *Think of ways that you might:*   * Pause or eliminate non-essential purchases * Reduce operating hours * Renegotiate the length of contracts for better payment terms (or negotiate a better price) * Find more efficient ways of working * Consolidate operations * Close locations, temporarily or permanently * Hire remote or part-time workers at lower rates * Swap a high-priced vendor or service provider for a more cost-effective provider * Reduce headcount, either temporarily or longer-term |

### Resilience: How can we keep our operations running?

|  |  |
| --- | --- |
|  | *Think of ways that you might:*   * Enable virtual work * Ensure quality control is maintained * Ensure continued compliance with regulations and laws * Ensure IT / cyber security * Re-configure physical work locations for safe distancing and acquire supplies necessary to protect employees and customers * Secure alternate suppliers and vendors to minimize risks to your supply chain, whether from disruptions or vendors going out of business * Cross-train employees to ensure business continuity * Ensure working capital is available * Make sure our workforce is willing to work and has the mental and physical capacity to perform * Address crisis communication issues–both internally or externally–that could significantly disrupt operations |

## 3. Highlight your favorite options for each question.

Now, look back at all the options you listed and highlight the ones you feel might work best.

During the meeting, you’ll be asked to share three options for each question. It’s possible that other people will have the same ideas you do, so come prepared with more than three ideas you’d like to share in case your favorite option has already been suggested.

***Credits***: Lucid Meetings would like to thank Angelique Rewers at The Corporate Agent. Angelique inspired this template by posting the three “*How can we*” questions and examples for her private Velocity community, then graciously granted us permission to share these questions and examples with you. Thank you, Corporate Agent!

You can find more excellent resources from The Corporate Agent on their website:  
[www.TheCorporateAgent.com/influence](http://www.thecorporateagent.com/influence)