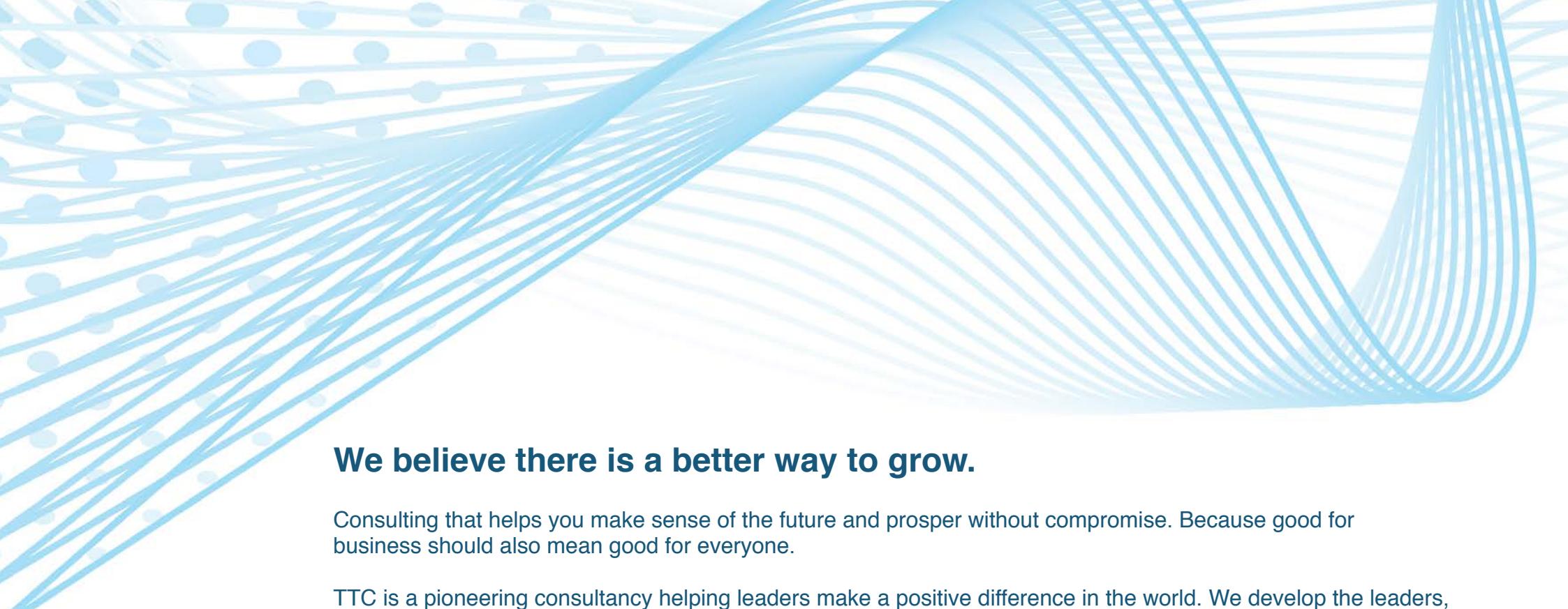


The Post Pandemic Lockdown Handbook

*A GUIDE TO NAVIGATING AND THRIVING IN
THE NEXT NORMAL*

tomorrowtoday
consulting

Building Business as a Force for Good



We believe there is a better way to grow.

Consulting that helps you make sense of the future and prosper without compromise. Because good for business should also mean good for everyone.

TTC is a pioneering consultancy helping leaders make a positive difference in the world. We develop the leaders, purposes, roadmaps, strategies and the cultures of innovation and exploration that deliver growth and prosperity for all stakeholders. At the heart of everything we do is the optimisation of both social and business impact.

We excel in the business of releasing human potential; this is where true strategic and competitive advantage exists. Our customised approach combines deep insights into the dynamics of disruptive forces and megatrends transforming the world, with close collaboration at all levels of the client organisation.

TTC is part of TomorrowToday Global. Founded in 2001, we help leaders to take advantage of a changing world.

Discover more: info@tomorrowtoday.consulting

The Perfect Storm

The Perfect Storm is a film starring George Clooney and Mark Wahlberg. It tells the story of the *Andrea Gail*, a commercial fishing vessel caught in the Perfect Storm of 1991, a confluence between several powerful weather fronts and a hurricane.

After ignoring repeated warnings, the crew, driven by overconfidence and a desire to profit from their catch, carry on as normal. They are never seen again.

Business leaders too face a confluence of seven powerful forces colliding with a hurricane-amplifying pandemic.

Like the crew of the *Andrea Gail*, most competitors will try to ride the storm. They'll make a few adjustments and carry on as normal, comforted by the knowledge that what got them here has served them well in the past. They may never be seen again.

The enlightened leader, however, with an eye tuned towards change, will strike out to create the future.

This handbook is a guide for all leaders looking for how to adapt to post-lockdown world. It is designed to encourage you to ask questions and offer up answers. It explores the next normal as the world adjusts to the storm and aftershocks of living with the coronavirus.

Use this handbook to think about what the future might look like, how employees and customers will change, how you can satisfy new needs and what your company must do today to build competitive advantage in tomorrow's world.

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They may never be seen again

From the new to the next normal

The coronavirus crisis created the *new normal* – a world of physical distancing, self-isolation and working from home. This normal is rapidly receding and being replaced by the *next normal* — remerging to live with the virus and contend with seven other forces of disruptive change.

The next normal is far more than a pandemic crisis; it's also an imminent restructure of global social and economic order.

What we know about living with the virus

Scientists are beginning to piece together the following parts of the coronavirus puzzle. Here is just some of what we know so far:

- Four coronaviruses already circulate in human beings. They cause common cold symptoms and we don't have vaccines for any of them.
- According to the World Health Organisation, the virus may never go away
- Immunity to covid-19 may not last, with researchers at MIT saying people could catch coronaviruses twice in the same year.
- We need to consider the impact of coronavirus returning every year like the common cold
- Most experts think a vaccine is likely to become available by mid-2021. This is about 12-18 months after the new virus, known officially as Sars-CoV-2, first emerged.
- It is believed that 60-70% of people need to be immune to the virus in order to stop it spreading easily (known as herd immunity). However, that would be billions of people around the world, if the vaccine worked perfectly.
- “What is unique is we have to go so fast and so huge,” says Paul Stoffels, Chief Scientific Officer at Johnson & Johnson. “When Ebola was a problem in Central Africa, with a few hundred thousand vaccines you could get it under control. Here you need billions of vaccines.”
- A vaccine would need to reach all corners of the world in order to effectively tackle the virus. Distribution is going to be a huge challenge, particularly when it comes to the last mile.
- The pandemic's economic impact will be stark. Half the world's workers, 1.9 billion people, may see their livelihoods destroyed.

It is clear that businesses need to develop strategies considering the long term impact of coronavirus.

The coronavirus created the *new normal*
– a world of physical distancing, self-isolation
and working from home

The *next normal* will involve remerging to
live with the virus



It is clear that businesses need to develop strategies considering the long term impact of coronavirus

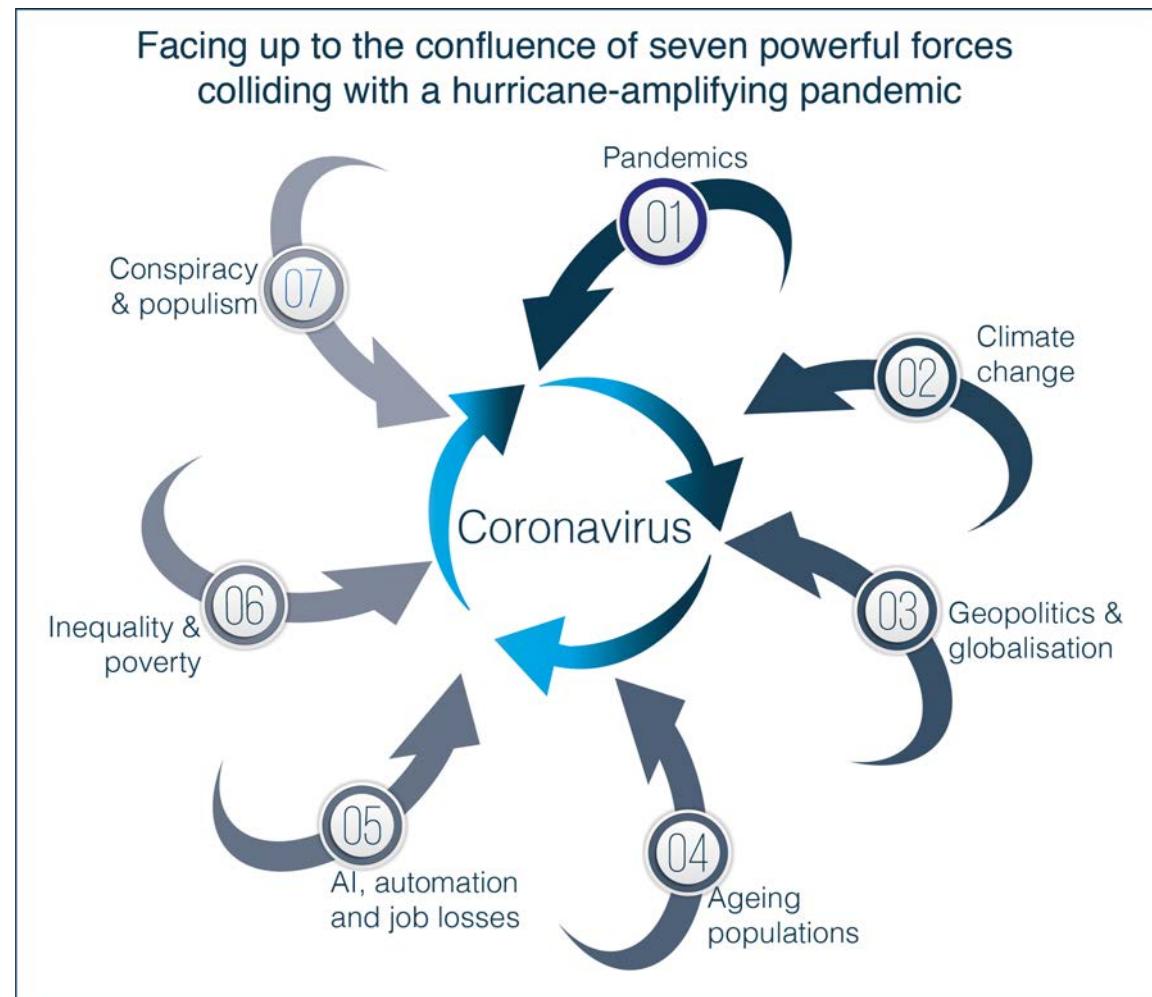
Coronavirus is the metaphorical hurricane in this perfect storm

As the pandemic collides with seven other disruptive forces, it will speed up and amplify the change organisations face in the 2020s.

Think about AI and robotics. Already an emerging trend, this force is being sped up as companies explore ways to use automation and overcome constraints of humans having to social distance.

We can view this as a once in a lifetime crisis; or as a revolutionary period between two ages — A rare and opportune moment in history where leaders who are tuned towards change seize opportunity to create the future. The choice is ours to make.

Individually, each of these forces promises significant disruption. Combined, they will transform the world forcing companies to rethink how they operate in virtually every area from channel delivery, to pricing and procurement to supply chains, sales, marketing and cybersecurity.



Seven forces of change businesses will need to adapt to post-lockdown

Force one — Pandemics: A second spike is a large concern, although this time it is unlikely to result in large scale lockdown. There is also the threat of novel viruses.

Coronavirus is the result of two mega trends:

- a. **Species destruction:** It is believed the virus may have spread from bats and pangolins to people. Pangolins are critically endangered, but illegal trafficking is widespread as there is a high demand for their scales which are used in traditional Chinese medicine.
- b. **Urban migration:** It may have taken 10,000 years of civilisation, but by 2007, 50% of humanity or roughly 3 billion people had moved into cities. Amazingly, between 2007-2050 that figure will more than double again. By 2050, close to 70% or 6.5 billion people will live in cities. So, what took humanity 10,000 years, will be done again within 43 years.

This degree of migration on steroids combined with species destruction means that the probability of future pandemic disruption is extremely high. We need to be better prepared.

Coronavirus is the first shot across the bow; there will be others.
Pandemics are predictable and can and will come from anywhere.

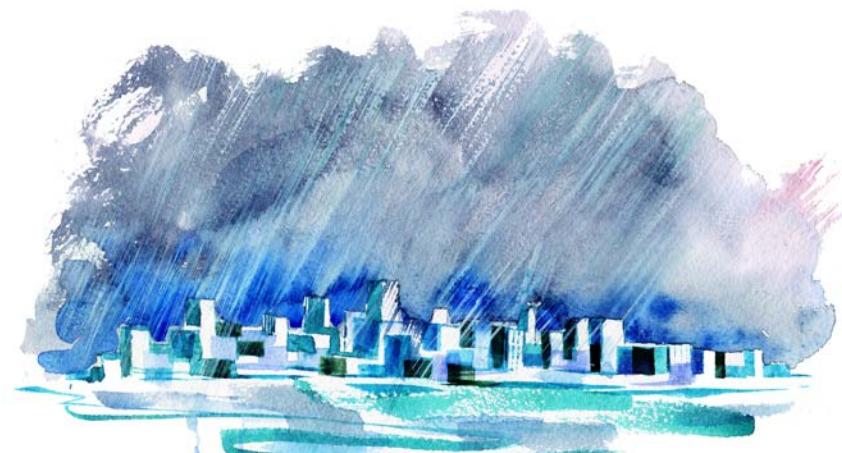
Businesses should work with government to develop better responses to future pandemic driven disruptions.

Force two — Climate change: The climate emergency has taken a back seat as policy-makers focus on containing the pandemic. But the problem isn't going away – 2019 was the second-hottest year on record.

While some argue the reduction in pollution and greenhouse gas emissions due to lockdowns serves as an illustration of what can be achieved, others say concrete plans to take action are being shelved. In New York, carbon monoxide levels shrank to half their usual March levels and in China, the initial lockdown saw pollution levels fall 25%.

The coronavirus has shown us how hard it will be to fight the climate crisis, but it also has created a once-in-a-lifetime opportunity to flatten the climate curve.

Force three — Geopolitics and globalisation: As economies reopen and people nervously return to the new world, don't expect a quick turnaround to a carefree world of unfettered movement and free trade.



Coronavirus is the metaphorical hurricane in
the perfect economic and social storm.

As it collides with several other
disruptive forces, it will speed up and
amplify the change organisations
face in the 2020s

Governments around the world have pumped trillions into their economies hoping to soften the blow. With many businesses accepting public money, there will be demands that the taxpayers' money be used for the benefit of society at large, resulting in increased government intervention and greater scrutiny of business by stakeholder groups. The result, coronavirus is unravelling globalisation as we know it.

The pandemic is further politicising travel, immigration and entrenching a bias towards nationalism and self-reliance. In the coming weeks we will discover just how dramatically the pandemic is reshaping world power. As the US remains absent without leave, China is using the crisis as an opportunity to start setting new rules and gain new allies.

After early oversights, China is working hard to turn Covid-19 into a success story; we are seeing a face-off between the ideologies of authoritarianism and democracy. By offering assistance to Italy and other badly affected countries, China is further reinforcing its credentials as the go-to global leader. Many express concern that the virus will be the tipping point for China to overtake its superpower rival, the US.

None of the western powers want to live in a world where China controls 90 per cent of the active ingredients for our antibiotics and dominates medical equipment. Companies will begin to pull back, but building manufacturing and innovation capabilities long handed to the East will be difficult and costs will rise. Stagflation beckons and the era of easy money will come to an end.

Force four — Ageing populations: The world is ageing. Before coronavirus, it was predicted that the median age in China would reach 50 by 2060. Europe and America would hit this milestone in the 2050's. This global demographic mega-trend is on a collision course with Covid-19. The implications for society and business will be severe as older people bear the brunt of the virus and the younger contend with the burden.

Force five — AI, automation and the loss of jobs: According to analysis firm Oxford Economics, up to 20 million jobs around the world could be replaced by robots by 2030. Mckinsey's more alarming study predicts that 800 million jobs will be disrupted over the same timeframe. Regardless, Coronavirus is speeding up the trend towards automation.

41% of bosses surveyed globally are investing in accelerating automation as they prepare for a post-coronavirus world. The challenge for society is how to encourage the innovation and economic growth that the robots promise while making sure they don't cause new divides in society. The lag between technology adoption and new job creation will be highly disruptive. The impact for business is not only how automation changes the way people work, but also their ability to afford what's being sold. Robots, after all, do not buy stuff, and angry people may choose to boycott companies that place automation before people.

Force six — Inequality and extreme poverty: Half of frontline care workers are paid less than living wage, and studies show that low-paid workers are more likely to die from Covid-19 than higher earners: “Who cares about the workers’ health, while the rich run away,” says Domenico Marra who works at a factory in Milan. “But then poor people, who need to bring bread home, go out and take risks.” Coronavirus is entrenching a devastating wave of economic inequality, one of the gravest forces of our era.

The global economy will contract 3% in 2020, according to the International Monetary Fund, a deeper downturn than that seen in the 2008–09 financial crisis. That’s likely to push unemployment up across the board with the World Bank predicting coronavirus is forcing 40-60 million people into extreme poverty. The pandemic will cause the first increase in global poverty since 1998.

Experts warn that rising coronavirus driven economic inequality and poverty could have consequences for years to come.



Force seven — Recession, conspiracy, populism and The Angry People: Force seven is the merging of these four powerful sub-forces. From the “plandemic video” to conspiracy theories about 5G links to coronavirus — nearly a third of people polled in recent survey believe that the virus was manufactured on purpose — to the real threat of a deep recession; with 20% of the UK economy lost in the month of April. The charts make the Great Recession of 2008-09 look like a blip.

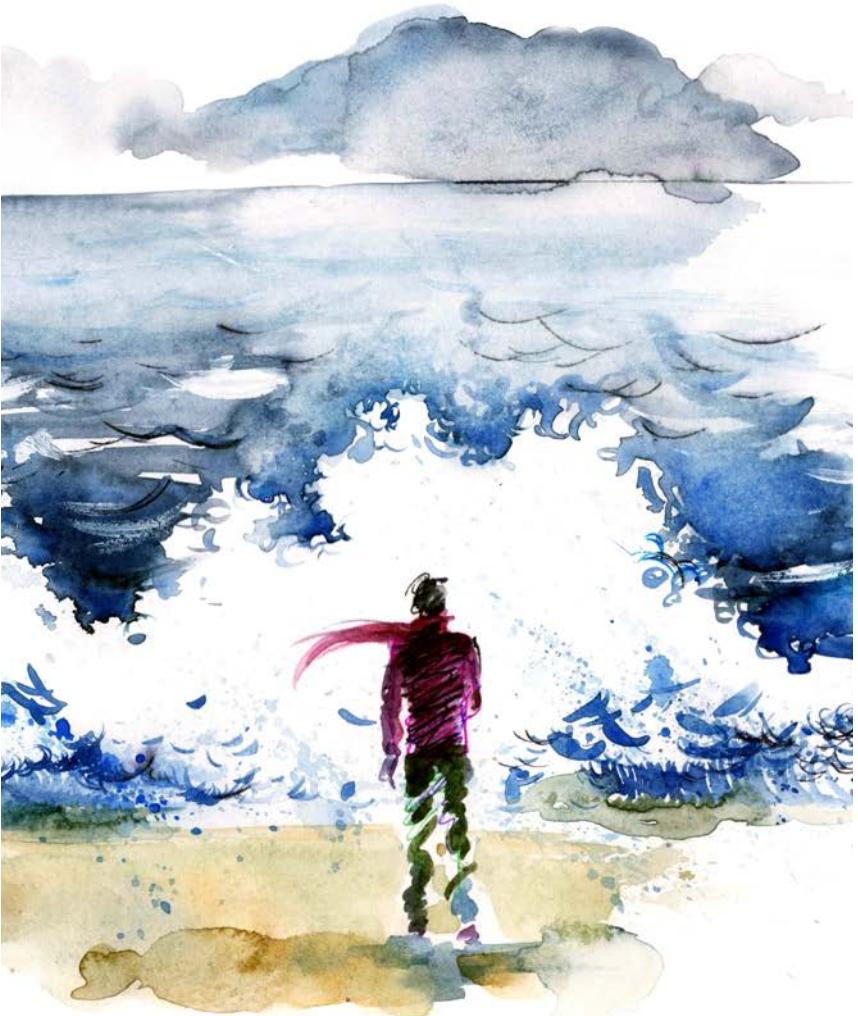
Right-wing activists using sophisticated production capabilities, are trying to stoke the populist fire by stirring up hatred against politicians and the democratic system. Pandemic populism is on the rise across the world, a new study warns.

With violent riots flaring up in the US and globally, this force’s impact is visible. George Floyd’s tragic death at the hands of American police who pinned him to the ground with a knee in the back of his neck for over eight minutes, is a catalyst for the rage lying dormant within the angry people. This has become more than a tragic death, it’s the unravelling of the social contract.

The politics of the pandemic and economic turmoil are now more variable than the virus. In the long run, populism and the angry people could also be a far more dangerous disruptive force than coronavirus itself. On the flip side this could also propel the kind of new thinking required for a radically redesign of the global economic system.

The politics of the pandemic and economic turmoil are now more variable than the virus.

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Begin by reimagining how business should be in the next normal

Even before coronavirus, people could see that we are living in revolutionary times. Ubiquitous, mobile supercomputing. Intelligent robots. Artificial Intelligence. Nano-technologies. Self-driving cars. Genetic editing. All these new developments offer evidence of transformative change happening at exponential speed.

The World Economic Forum calls this new revolution the Fourth Industrial Revolution.

We think they could have been more creative in their naming of a new revolution. This revolution will be a new Age of Exploration. Not since the Age of Discovery have so many new frontiers opened in the areas of science, health, education, engineering, communications, energy, finance and even space travel.

Business leaders shouldn't comfort themselves by thinking that coronavirus was a black swan — a black swan describes an unlikely event that has a major impact. Rather coronavirus was a highly visible but ignored black elephant — a black elephant is a large visible problem, yet no one wants to address it.

These seven disruptive forces are the black elephants in the room. A lesson we should learn from coronavirus is that disruption can and does come from anywhere at fast and overwhelming speeds. The advantage of planning how to react now is to be forearmed when your competitors are not.

Leading through the next normal

Capitalising is the process of leveraging existing processes and focuses on the now. It is familiar; it's what leaders are trained to do. Teams execute plans using entrenched processes. They're led by detailed roadmaps with clear goals, supported by business cases, with clear projections about expected outcomes. This is still relevant in the post-lockdown world, but leaders must recognise that they cannot lead exploration in the same way that they manage their current business.



During prolonged disruption, the job of leadership is to protect your most vulnerable and important assets. Your employees' efforts and customers' loyalty will see your organisation through these extraordinary times. Do what's needed to strengthen trust and loyalty with your customers and employees.

Exploration is the process of discovery. It requires a new mindset and behavioural approach. Teams venturing into the unknown discover there are no roadmaps or clear steps to follow. They must be agile, resilient and adaptable to a changing, ambiguous environment. Thriving in the post lockdown world will require exploration and testing, as well as learning, unlearning and relearning. A spirit of adventure will build sustainable growth, and this is what sets apart explorer organisations from their peers.

Take care of your people

During prolonged disruption, the job of leadership is to protect your most vulnerable and important assets. Your employees' efforts and customers' loyalty will see your organisation through these remarkable times.

Naturally, any leadership team must consider the impact of disruption on revenue and costs. However, our direction goes back to people; they're the ultimate source of revenue and competitive advantage.

AS Watson – the world's largest health and beauty retailer, with over 130,000 employees and 14,000 stores across Asia and Europe – wants to create a future where people feel loved and at the centre of all they do. When coronavirus hit China, the executive team recognised the massive impact the virus would have on its people. They tuned towards disruptive change and placed people — customers and employees — at the centre of their covid-19 strategy. By the time the pandemic reached Europe, AS Watson was ahead of the curve and acted quickly. The day Italy went into lockdown, a video briefing with business leaders from all European operations was held. A shared operational toolkit, including employees' work arrangements, protective measures, communications, ecommerce and supply chain adjustment, was rolled out.

Do what's needed to strengthen trust and loyalty with your customers and employees. Take good care – people will remember who fought for them, and that loyalty will survive long after the disruption is over. Remember, there will be an after.



Explore the new & capitalise on the old

As we exit lockdown, leaders need to accept that the old ways are gone. However, it is not yet clear what the next normal will be. We're seeing that this ambiguity results in attempts to retrofit current business into the post-lockdown world. This is folly – what got you here will not get you there. Rather, **the leaders are exploring the new ways while capitalising from the old.** The ability to operate simultaneously in the two worlds of *explore* and *capitalise* will be a true test of leadership in this transitional age.

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Some leaders will set up their equivalent to X – Google’s Moonshot factory, dedicated to creating radical new solutions for some of the world’s hardest problems.

Most companies are not Google and will develop the explore capability in-house. This could be an advantage. Explorations benefit from being close to operations, shifting consumer needs, and quickly tuning to problems that need solving. That is, if a culture of exploration has been coded into the organisation’s DNA.

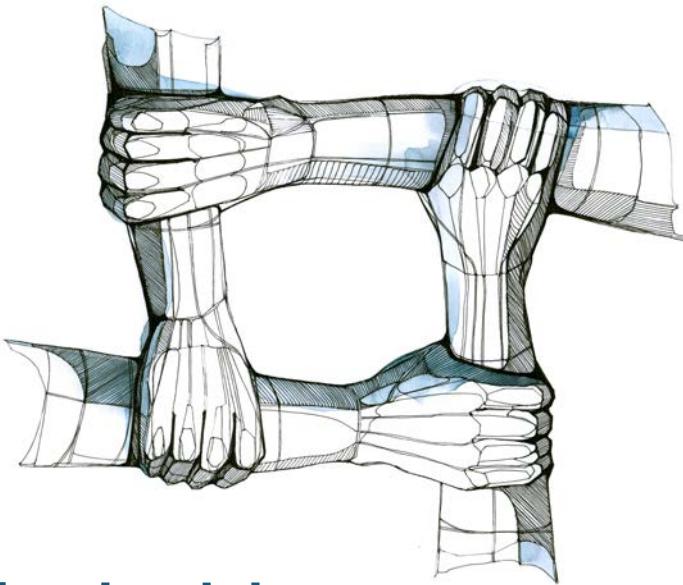
The danger of in-house exploration is that the existing business mindset may hinder initiatives in favour of retaining the old normal. During the transition from one normal to the next, the old way of doing things must run alongside the new. Over time, this method forges an optimum model.

The leaders ensure that explore and capitalise exist in an environment that embraces ambiguity and healthy conflict. They do this by coding the *explorer gene* into the organisation’s DNA, focusing across three elements: what they do; how they do it; and, what they are capable of achieving.

Becoming an explorer organisation is not something that needs to evolve slowly. We’ve helped organisations to code the explorer’s gene in their DNA. This is advantageous because the sooner you start exploring the opportunities of this new age, the quicker you will thrive in the post-lockdown world.

Coding the explorer’s gene in your leadership and organisational DNA is advantageous.

The sooner you start exploring the opportunities of this new age, the quicker you will thrive in the post-lockdown world



Building back better

The coronavirus has brought financial, economic, and human turmoil, and it has also highlighted the importance of resilience amid uncertainty.

The [UN Global Compact](#) developed “build back better” as a disaster-recovery programme that gained currency in the wake of the 2004 Indian Ocean tsunami. The idea: when disruption strikes, use the opportunity to create a safer, better everything.

The notion of using disruption to build back better predates 2004. An iconic example is William Beveridge’s plan for a National Health Service, made during World War Two. Franklin D. Roosevelt’s New Deal is another excellent example of where building back better out of crisis has resulted in sustainable growth and societal benefits.

As we leave lockdown, we have an opportunity to use the pandemic to build a more equitable and fair society for everyone. But it’s not only for social reasons. Build back better is also gaining results in business.

At the end of last year, CEOs from 181 mega-corporations, employing 15 million people, and more than \$7 trillion in revenue – including the likes of Amazon’s Jeff Bezos, Doug McMillon, the CEO of Walmart, and Virginia Rometty, the chairperson of IBM – aligned their commitment to the Business Roundtable’s revised [statement of purpose](#): to promote ‘an economy that serves all stakeholders’.

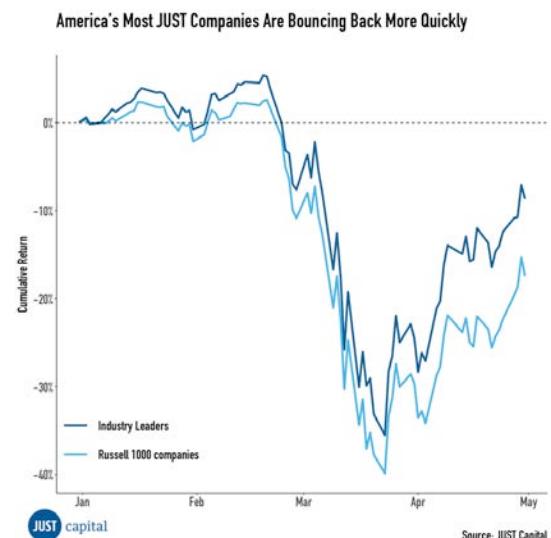
In 2018 Brian Chesky, the CEO of Airbnb, [publicly declared](#) their strategy to be among the “first of the true 21st-century companies, one that benefits all stakeholders.” The true test to this commitment has come quickly. As Covid-19 cratered its revenues, Mr Chesky has been forced to let go of 1,900 jobs. His dilemma was how to remain true to stakeholder-driven values and save the business. He chose a compassionate and responsible response. Airbnb gave those laid off 14 weeks of pay, an Airbnb laptop, equity stakes, job advice and healthcare insurance for a year. “It was important that we had a clear set of principles, guided by our core values, for how we would approach reductions in our workforce,” Chesky explained in a letter to staff.

Building back better is also good for business

There is growing investor support. According to BlackRock, the world’s largest asset manager, with \$7.4 trillion in assets under management, “we are seeing that regardless of industry, [strong](#)

sustainability characteristics have been essential to helping companies weather crisis."

Studies by [Just Capital](#), show the companies that prioritised social issues during the coronavirus crisis have significantly outperformed their peers.



Opportunities abound for businesses to join the movement and build back better. Peter Drucker said, "the biggest problems in the world are also the biggest business opportunities." Why wouldn't you focus on them? Building back better in the post-lockdown world will not be easy. However, with empathy, caring and good judgement, business leaders can find a better way forward.

Actions to take post-lockdown

1. Place Planet, People, Prosperity at the centre of strategy

2. Listen to your people

3. Conduct exploratory workshops

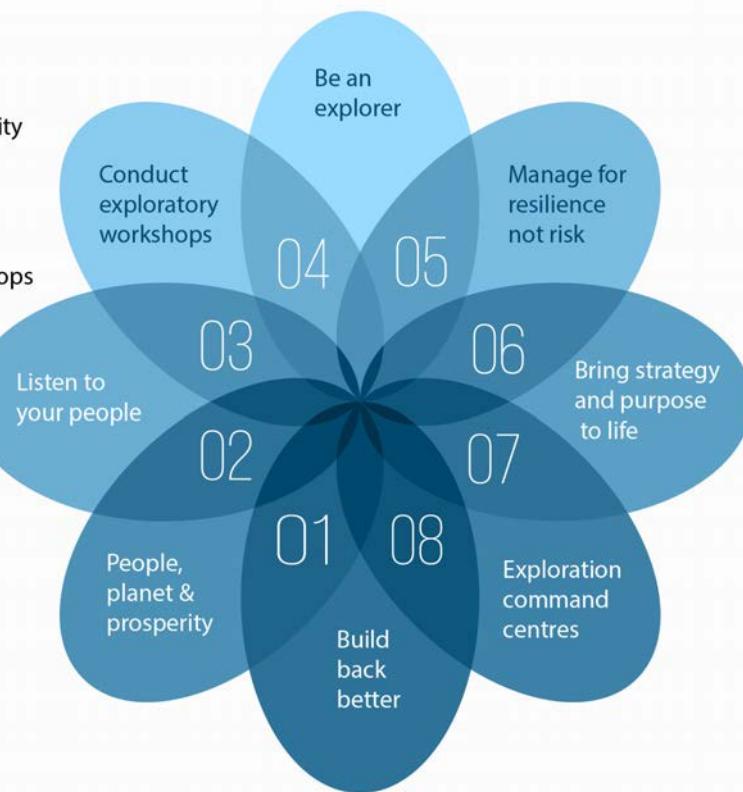
4. Be an explorer

5. Manage for resilience

6. Bring strategy to life

7. Establish exploration hubs

8. Build back better



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Actions to take post-lockdown

O1

Put people, planet and prosperity at the centre of your strategy:

If you haven't already, it's not too late to put these 3Ps at the centre of your strategy. There has been growing support from investors, employees and customers that the purpose of business is **to contribute an economy that benefits all stakeholders**. Coronavirus will entrench governments' and peoples' demands for a more holistic way of doing business. Those businesses who don't, will be wrong footed and left to answer why.

O2

Listen to your people:

What are your people thinking and seeing? What are their fears and optimisms? How does this compare with leaders in the organisation? Where is their divergent thinking? Are there disconnects between strategy and market shifts? etc. This exploration can be done via a series of confidential telephone, face-to-face interviews and questionnaires. Feeding back findings makes people feel heard, helps to understand the perceptions of others and fosters further conversation. Giving your people a voice during turbulent times is a powerful investment. It provides great insights and pays dividends when momentum and buy-in is required.

O3

Conduct workshops with your senior team:

Determine the magnitude of the disruptive impact from each force. Share insights on mega-trends to give your senior team a wake-up call. Run ideation and exploration sessions. Establish frameworks for action.

O4

Manage for resilience not risk:

Expect the unexpected, but rather than managing for risk, build for resilience. The annual risk profile for a pandemic (pre-coronavirus) would have been close to zero - Impact, high; probability very low = no attention. This is what happened with coronavirus. Most of what we term black elephants, highly visible, high impact problems are being ignored because they do not fit risk management profiles. Rather leaders must build resilience into their system: From the people they hire, products they create, the supply chains and the distribution systems they rely on should be built for resilience and not managed for risk.

05

**Become an explorer
leader and organisation:**

There are no roadmaps in the post-lockdown world. What got you here will not get you there. Leaders are explorers tuned towards change and seizing opportunity. Coding your organisational DNA with the explorer gene is a crucial requirement for success in this new age of exploration.

06

**Bring strategy and
purpose to life:**

Exploration necessitates venturing into the unknown. Most leaders hold back and avoid risk: it's safer to be a follower. But the greatest risk during times of crisis is not turbulence – it's thinking and acting with yesterday's logic. Studies also show that companies which navigate the downturns deftly while venturing out to discover new growth opportunities reap greater rewards.

The great explorer companies like Tesla/SpaceX embark on quests to bring strategy to life. They do this by inspiring people with reaching the quest's meaningful destination. For SpaceX, the quest is to go to Mars. When Tesla began, it was to create an electric sports car that would beat a Ferrari. Today, their quest is to develop a car battery that can run for 1 million miles. Teams need to be energised, empowered and aligned. Quests are powerful leadership tools for achieving this. As a CEO recently said: "There would be people from different units and functions, all defending their turf. We'd spend hours in meetings and nothing was agreed. Now, all that's disappeared —and things didn't fall apart. It was a revelation—and a common one. Instead, the company pulled together to deal with the quest of overcoming COVID-19-related problems.

Operating to achieve a quest led to a sense of urgency. People set aside issues and moved quickly to solve problems, relying on expertise rather than rank. The quest in this case – surviving the coronavirus crisis – was a clear unifying destination to be reached

07

Set up exploration command centres and hubs:

To manage explorations and stay alert to changes establish exploration centres. These small, dedicated and empowered teams help with leading through the explore and capitalise worlds. These teams report directly to the CEO and senior team on disruption developments and exploration ventures. Hubs are centres of critical excellence such as: supply chains, people and talent development, new products and customer relationships. The important task is developing and illuminating potential future scenarios by asking questions such as: Which customer and employee attitudes and behaviours are shifting? How do we put our people first? Where are revenues most vulnerable to declines? How do we prepare now for the next crisis? Where do we play the offensive and what areas do we defend? What new ventures are worth exploring? The focus is on identify signals and new patterns ahead of the curve, enabling the leadership team to develop appropriate offensive and defensive strategies.

08

Build back better:

This translates into how leaders use their business's core capabilities to build back better. At the heart of purpose, values and strategy is the unwavering commitment to use business as a force for good. Start by exploring the big problems in the world where you can have a meaningful impact. Align mission, strategy and products to address these problems. Recognise that the most successful companies are not the best at being innovative; rather, they are better at finding meaningful problems to solve.

How can TTC help?

Businesses around the world have rapidly responded and adapted to coronavirus. The journey has only just begun. The 2020's will be decade of disruption but with the right mindset it can be turned into a decade of action.

Leaders who are hoping and waiting for things to go back to normal, are in for a big shock. We are living in a period between two ages. The Ancient Greeks called these periods kairos. During kairos it is the leaders who are tuned to change that seize opportunity to shape and create the future. The enlightened leaders will accept that the future isn't what it used to be and that what got them here, will not get them there.

Confidence has taken a hammering, but people and business are showing themselves to be resilient. The organisations that put their people first; embark on bold meaningful quests exploring the new world will deftly deal with disruption and build back better.

There's a better way to grow. We offer solutions that help you make sense of the future and prosper without compromise. Because good for business should also mean good for everyone.

Future trends and scenario planning  Inspiring workshops and ideation sessions to help make sense of the changing world and develop strategies that seize advantage.

- Illuminate future trends
- Enrich thinking
- Gain alignment
- Identify opportunities
- Create roadmaps for action

Bring purpose and strategies to life  Develop inspirational and meaningful destinations that mobilise your people and deliver growth

- Discover meaningful problems
- Identify quests and moonshots
- Link to strategy and purpose
- Develop detailed action plans, milestones and trigger points
- Enhance for impact

Build a culture of exploration  Future proof your business by building a culture that is adaptable, agile and resilient.

- Sustainable innovation
- Exponential results
- Capable leaders
- Mindset for success
- Tools to measure progress

Build high performing teams  Maximise your team and leadership capabilities for the new brave world

- Become bionic
- Augment people power with AI
- Maximise matrix and virtual teams
- Diversity and inclusion

Be a force for good  Align with the latest and most powerful business trend in the 21st century and realise the full potential of business in doing well, by doing good.

- Optimise for social and business impact
- Delivering value to customers
- Investing in employees
- Dealing fairly and ethically with suppliers
- Supporting communities
- Generating long-term value for shareholders
- Attract more investors
- Outperform peers

Start a conversation >

SPECIAL BONUS FEATURE

The post lockdown world

The Industrial Revolution, The Renaissance and The Age of Discovery all started with a period of social and technological transition that disrupted the landscape transmuting a new age

Have we entered a new period between one age and the next?

Kairos, a once in a lifetime opportunity

Even before coronavirus, people looked around and could see we are living in revolutionary times. Ubiquitous, mobile supercomputing. Intelligent robots. Artificial Intelligence. Nano-technologies. Self-driving cars. Genetic editing. All these new developments offer evidence of transformative change happening at exponential speed.

Every hundred and fifty to two hundred years, there are moments when forces of progress collide and afterwards a brave new world emerges. The Industrial Revolution, The Renaissance and The Age of Discovery all started with social and technological upheaval that disrupted the landscape transmuting a new age.

The Ancient Greeks gave these transitional periods a name: Kairos — opportune moments, pockets of exceptional time, rare instants or seasons when the leaders who are tuned towards change seize opportunity to shape the future.

Kairos differs from the other Greek word for time: chronos. Whereas chronos denotes a linear and progressive sense of time, kairos stands in opposition as a rare singularity moment of exponential change.

Our research suggests that the 2020s will be a period of kairos: a new season of disruption and opportunity. Out of it, a new different world will emerge. What this world will look like, no one can tell.

However, by analysing disruptive forces, your organisation can develop scenarios on how to respond.

Why is kairos important for my future?

- History shows that moments of kairos offer exceptional and rare opportunities to shape the future.
- Companies who are first to act during disruption gain the disproportionate returns and market share gains.
- Great leaders during these times have the mindset of an explorer.
- During kairos, there are no roadmaps — What got you here will not get you there.
- This decade of disruption has started, but will not end with Coronavirus.
- There will be other disruptions shaping this decade. AI, automation, shifting geopolitics, ageing populations, inequality are just a few examples of disruptions heading our way.
- Coronavirus offers an excellent platform to discover, learn and unlearn the skills needed to be an explorer organisation.

Organisations stand at the crossroad of a pivotal moment in history that will be very different from the past. Most competitors will try to carry on as normal. The enlightened with a keen eye on the future will strike out and find new ground.

Winning the decade of disruption will be a marathon, not a sprint. Understanding the context of kairos, will help create the explorer gene; into your leadership and corporate culture; so necessary to tackle the transformative change ahead.

Kairos is a military term used by Greek archers

The origins of kairos came from the military. The word denotes a penetrable opening, an aperture of opportunity towards which archers aimed. Imagine an army of enemy foot soldiers advancing in perfect unison, protected behind tightly overlapping shields. Greek archers were revered for their ability to anticipate and seize kairos — that fleetingly but opportune moment when gaps would open between moving shields, allowing an arrow to pass and penetrate its target.

This takes tremendous skill. Many things must come together in perfect synchronicity:

1. A **predictive and perceptive** mind, able to sense change ahead of time
2. A sharp eye tuned to **adapting** with a changing environment
3. The **resilience** to keep trying and through failure, and focus to eventually strike and succeed.

Your first step on this journey

Recognise that we are living in a decade of disruption, a period of kairos leading towards a new age. A world with coronavirus and even after-coronavirus, will not look like the one we've left behind.

Coronavirus is only the start of a decade which will set the course for a revolutionary age not seen since the Age of Discovery. The road ahead will be challenging, but our research shows that companies who are first to act gain the greatest advantage during disruption.

The coronavirus crisis offers an opportunity to learn, unlearn and relearn the skills needed to be an explorer organisation.

This is not the time to focus only on business as usual or to hunker down and weather the storm.

This is the time to boldly surf the waves of change, scanning the horizon and courageously going against conventional wisdom.

Now is right to strike out and find new ground that will appeal to customers with new sets of values, demands and expectations that will inevitably emerge from this period of immense change.

and use this fleeting but opportune moment of kairos to turn a decade of disruption into a decade of action and opportunity. Organisations owe this opportunity to themselves and all their stakeholder, it must not be missed.

Contact TTC and discover how to be an explorer organisation.

**Winning the decade of disruption will be a marathon,
not a sprint. Understanding the context of kairos
will help create the shared understanding needed to tackle
the transformative change ahead of you**