



In the eye of the crisis – and now what? Ten guidelines for navigating through uncertain times

Wolfgang Lassl, Pure Management Group

... and after the crisis? (Part 3)

Once the current storm has subsided, use the crisis to **refocus, clarify, and streamline your organization**. Crises help us **to question** more openly **the obsolete and the unnecessary** in our organizations, **to reorganize or abandon it** altogether, especially in view of the **digitalization**. The courage and willingness to change are greater than they are during ordinary times, and the improvement potential in every organization is significant – you can bet on it. **Avoid falling back to old patterns** of behavior.

Furthermore, readjust your **market strategy**: the crisis might open new opportunities. Get ready to pursue these prospects and **start planning your post-crisis strategy** before the crisis ends. If you wait until it is over, you might have already missed your shot.

What conclusions can we draw for how we need to control our companies in the future general? This crisis will not be the last one. Even if many have discarded the possibility of revenues falling by more than 30%, such crises will return. Seven years of abundance, so the Bible's wisdom goes, are followed by seven years of famine. This means: taking good care and making provisions. Financial leveraging and profit maximization have been highly accepted in past years. This crisis shows us that this kind of "strategy" doesn't prepare us for a non-linear future. Always include a crisis scenario in your planning. **Conservative planning and the building up of redundancy, i.e., buffers and reserves**, have become more critical than ever in a non-linear, complex, and systemic world. At the very least, our responsibility towards our companies, our employees, and our society demand this of us.

Finally: Don't forget to **thank your employees** for their efforts beyond the normal to save your company. During this crisis, something very valuable will have developed in your organization: **a community that goes through thick and thin with you**. This community is perhaps the **most precious asset** in your balance sheet because it has no price and yet is the basis for the performance and future achievements of your company. After the crisis, do everything to protect and nurture this community.

Questions or comments are highly welcome at wolfgang.lassl@puremanagementgroup.com