

# Decision making and leadership in the global economic crisis

**Surviving and thriving through the recession**

**Workshops and presentations**



## Introduction to the research

The global economic crisis is impacting on almost every organisation in one form or other. From a decision making perspective, there are two broad ways in which we are impacted

We are being forced to make certain decisions **because** of the crisis. For instance:

- Do we investigate new markets to make up for our falls in revenue from traditional sources; or increase our focus on our existing markets?
- How can we discover, and capitalise on, the opportunities that are hidden within this environment?

Our normal decision making process is also impacted through the need for more frequent strategic decisions and greater uncertainty when making them. For instance:

- The decision to make a capital investment in new capacity is made more complex through the difficulty in forecasting future demand.

In the latter half of 2011, a small global group of experts formed part of a digital workshop to consider these types of challenges that individuals and organisations face when taking strategic decisions in the economic crisis that the world is facing.

**The objective was to provide some actionable advice for people who are looking for ways to lead their organisation through the challenge and to grasp the new opportunities that always abound in such environments.**

## The “elevator speech” summary of the research

The **major impact** of the economic crisis has been one of leaving individuals, organisations and governments facing massive uncertainty – with the majority of people insufficiently prepared or sufficiently experienced to handle this.

The **result** of this has been a business “myopia” - shortening of time-frames and increased conservatism.



Within this context, both rational and intuitive styles of decision have **shortcomings** caused by the levels of unpredictability and invalidity of past experience.

***The experts suggest the following ...***

# The “elevator speech” summary of the research

## On decision making

- ❖ Ensure a **robust strategic decision-making process**
- ❖ Take care to **frame** the decision correctly
- ❖ Hold a **systems view** of the context and issues
- ❖ Understand what is **known and unknown**
- ❖ Get **external** inputs
- ❖ Use the available **tools and technologies**



## On strategy:

- ❖ Develop **flexible strategies** that are opportunity-seeking.
- ❖ Challenge **assumptions and status quo**
- ❖ **Innovate and disrupt**

## On leadership:

- ❖ Promote a **positive vision**
- ❖ Demonstrate **personal commitment to values** and ethics
- ❖ **Communicate widely** in both directions



# Workshops and presentations

***A number of presentations and workshops have been designed to assist organisations use the findings and best practices discussed in this research to help them **survive, and thrive**, in the global economic crisis.***

The concepts have been modularised to allow for organisations to select what is the best fit for their set of circumstances.

Some examples of the modules:

- ❖ The economic crisis – what does it mean to us?
- ❖ What has fundamentally changed in our environment?
- ❖ Are we focused on surviving or thriving?
- ❖ Is our strategic decision process all it could be?
- ❖ Future scenarios – what might happen?
- ❖ Where are the opportunities?
- ❖ Do we need a refined (or different) business model?
- ❖ A new vision – what does the other end of the tunnel look like?
- ❖ Designing a road-map to the new destination.

***Call or mail Simon Gifford to discuss the design of your workshop.***

## **Benefits** of the workshop

**Survive**

**Motivate**

**Communicate**

**Show leadership**

**Increase range of inputs**

**Take back control of your destination**

**Find the new opportunities**

**Obtain commitment**

**Look externally**

**Risk test**

**Thrive**

# Genesis Management Consulting

For further information, contact:

## **Simon Gifford**

email:

[sgifford@genesis-esp.com](mailto:sgifford@genesis-esp.com)

web:

[www.genesis-esp.com](http://www.genesis-esp.com)

blog:

[www.genesismc.co.uk/blog](http://www.genesismc.co.uk/blog)

**Madrid Office: Calle Concepción Jerónima, 22  
Madrid 28012  
Madrid  
Spain**

**Telephone +34 607950562**

**London Office: Falcor House  
68 Crockford Park Road  
Addlestone, Surrey, KT15 2LU  
United Kingdom**

**Telephone +44 7914622467**