

# Remergence:

## Preparing Your Organization for the Economic Recovery

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# Are You Ready?

- Worker productivity drops for first time in a year

AP Report – August 10, 2010

- Payroll cuts during recession initially resulted in a 3.5% productivity increase
- Can no longer squeeze more work out of a leaner staff
- May signal a need for new hiring if you want to grow
- Arizona Job Picture Brightens (AZ Republic – 9/17/10)



# Are You Ready?

- At end of 2009, **60% of workers said they intended to leave** their jobs when the market gets better (Right Management study)
  - Natural turnover has been delayed due to scarcity of jobs has created a backlog
  - Morale has dropped due to working harder for less pay or added workload

Wall Street Journal – May 26, 2010



# Are You Ready?

- Poll of 1500 CEOs identified **creativity** as the No. One “leadership competency” of the future (IBM study reported in Newsweek 7/19/10)
- 400 global CEOs reported that innovation, not cheap labor, determines success in manufacturing (Council on Competitiveness report, July 2010)
- Creativity scores in US had been rising steadily until 1999. Since then they have consistently inched downward. (Based on 300,000 Torrance Test scores)
- Arizona ranks last in science proficiency (NAEP/AIMS scores AZ Republic 9/17/10)



# Are You Ready?

- “Talent will be the oil of the 21<sup>st</sup> Century”  
(Deborah Wince-Smith, President, Council on Competitiveness)
- Keeping key workers is a major challenge
  - Is the grass greener elsewhere?
  - Do your employees feel valued?
  - Is management trusted to make the best decisions? (19% report “rarely” in Right Management Study)
  - Is creativity and innovation being fostered?



# Today's Expected Outcomes

- Understand the need for a **Remergence** strategy and plan
- “Get” that the **Value of the Person** concept is the critical first step
- Moving forward requires a focus on some **business “basics”** in light of emerging trends
- If creative talent is the “Oil of the 21<sup>st</sup> Century,” then it’s time to start developing a strategy for **innovation**



# What is Remergence?

- Remergence is the **conscious** preparation of the organization for the coming economic recovery
- Through:
  - Valuing the Person
  - Examination of certain business fundamentals – “the basics”
  - Developing an environment for creativity and innovation



# Value of the Person

- Reflective questions:
  - Think of a time when you felt really valued by an employer . . . What was that about?
  - If you listened to *your* hallway conversations, how would people rate their level of feeling valued on a scale of 1-10, low to high?
  - Discuss and report



# Value of the Person

- Why Now?
- This is Step One
- What creates “value?”
  - Progress
  - Collaboration
  - Work is important
  - Support – management, resources
  - Recognition

“What Really Motivates Workers” - Harvard Business Review



# What to do now –

- Create a value of the person strategy
  - For individuals
    - Peers
    - Customers
    - Suppliers
  - For management
    - Individuals
    - Teams
    - Customers/Suppliers



# Focus on Business Fundamentals

- Reflective Question
  - What is going on in the world today ( socially, culturally, politically) that could significantly change your business model or practice?
  - Discuss and report



# Business Fundamentals

- Why now? Be the “first out of the bunker”
- Based on the outside environment, focus on:
  - Core Mission and Vision
  - Customer needs and trends
  - Business processes and structure
- Invest in your employees – current and future
  - Keep the best
  - Get the best



# What to do now – “basics”

- Revisit your Mission and Vision
- Remerge together - Team Approach
  - Market scans – emerging trends, shifts
  - Opportunities for *growth*
  - New markets and customers
  - Strategic partnerships
  - New products and services
- Streamline your Operation
  - Process reengineering
  - Organizational structure



# What to do now – “basics”

- Invest in your employees
  - Remember the 60%?
    - Keep the best
      - Value of the Person – Step One
      - Who can't you afford to lose?
    - Get the best
      - Find the ones you need and want
    - Have a Plan



# Creativity & Innovation

- Reflective questions:
  - Think of a time when you felt really creative on your job? What was that about? What were the conditions?
  - Discuss and report



# Creativity & Innovation

- Creativity vs. Innovation – Difference?
- Why now? Lead the change, #1 competency
- Create the conditions for creativity –
  - Trust
  - Risk Taking
  - “Teach” creativity
  - Deliberate process – “idea time”



# Remergence Checklist

- When the economy turns, how many employees in your organization are planning to leave?
- Do the employees in your organization truly feel valued? How do you know?
- Do you have a “key talent” strategy?



# Remergence Checklist

- Do you have a strategy for examining your business “basics?”
- Can you effectively harness the creativity and innovation of individuals and teams in your organization?
- If “creative talent” is the oil of the 21<sup>st</sup> Century, is your organization well-lubed?

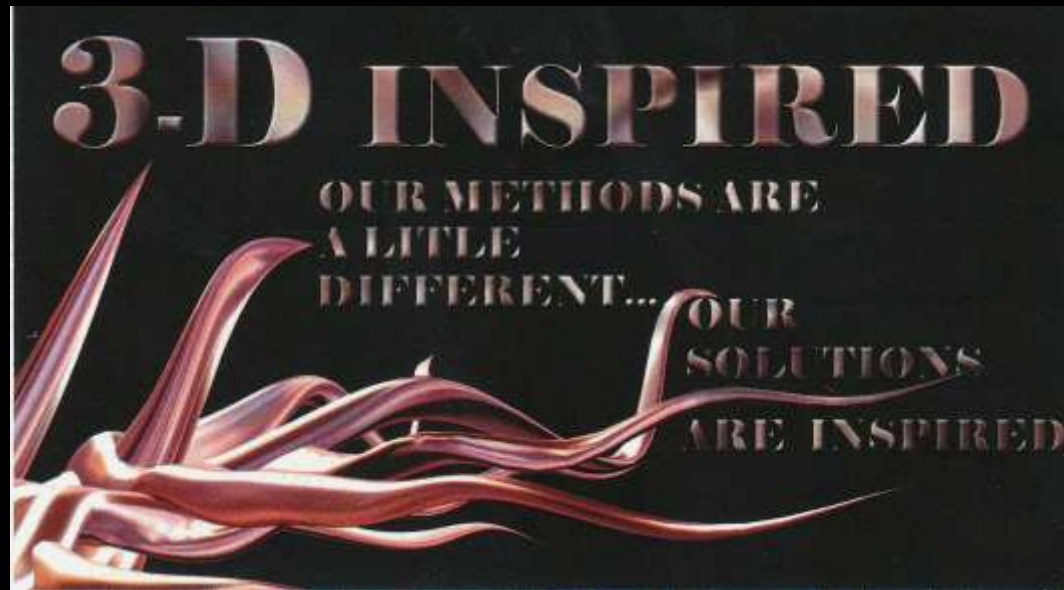


# Remergence Checklist

- Is your organization ready to “Remerge” in the coming recovery?
- Will you be one of the first?



# Thank You !



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