

Background:

This template is for use by executive teams to re-imagine how their organizations engage with customers after those customers have been destabilized by an external or internal crisis. It is called the Kairos Crisis Redemption Model because it offers an opportunity to repair what is broken (the very definition of “redemption”) as a result of a destabilizing event. Senior leaders can use it to frame a discussion that challenges long-held assumptions and maps out new horizons for those they lead.

As your customers’ situations change, you may find there is further crisis or destabilization [phase 3 (Launching) leads to phase 1 (Disorientation)]. In those instances, this can become an iterative or cyclical process, requiring another round of thinking and strategy.

Why It Works:

This is a *customer-centric* approach. Our organizations exist to serve. Indeed there are other important stakeholders— employees, vendors, owners, e.g.— but keeping the focus on the customer pulls us forward in our thinking based on mission. It is very centering. The model recognizes the dynamic nature of customers’ journeys; during any crisis, some customers’ businesses grow quickly, and those customers’ challenges are different from those whose business are reeling.

It is a *transformational* model. The template’s final column (Our Needed Capability and Capacity) is about who we will **be** for our customers. To become, we must change. And that change starts with a conscious decision to posture ourselves differently (the penultimate column).

This is not a detailed planning tool or SWOT analysis, but rather a *provocative strategic prompt*. It is designed to shape your thinking and generate insights that help you focus on the journey ahead for your customers, and for your own organization.

Kairos Crisis Redemption Model (template)				
Customer Phase	Duration	Customer Signposts	Our Appropriate Posture	Our Needed Capability and Capacity
<i>Phases our customers will experience</i>	<i>How long is each phase?</i>	<i>What indicators signal that customers are in this phase?</i>	<i>What attitude, mindset, or way of being can we embody that will best serve a customer in this phase?</i>	<i>What (often new) skills, approaches, offerings, competencies, or initiatives will we need, in order to operationalize that posture? [Consider trade-offs here. Nothing is free.]</i>
1. Disorientation	~10-40 days	<ul style="list-style-type: none"> ● Confusion ● Uncertainty ● Cash hoarding OR Spending haphazardly ● Shorter time horizons ● ... 	●	●
2. Reorientation	~20-60 days	<ul style="list-style-type: none"> ● More deliberate & thoughtful planning ● Optimism, new awareness of opportunities ● New strategies and tactics ● Stabilizing what has worked well and will continue to work well ● ... 	●	●
3. Launching	...	<ul style="list-style-type: none"> ● Spending on critical investments to implement strategy ● Selecting partners for the new journey ● ... 	●	●

Instructions:

1. Have the executives of the senior team (including the chief executive) each take a stab at filling it out alone:
 - a. The template has some Customer Signposts pre-populated, but not all of these may be appropriate for your customers. Feel free to delete the signposts that don't fit, and feel free to add your own.
 - b. The last two columns ("Our Appropriate Posture" and "Our Needed Capability and Capacity") can be filled out by brainstorming answers to the prompt questions, for each of the three phases.
2. Converge for a team session. We recommend spending the most time on the "Posture" column, since clarity in that area is likely to stimulate better thinking about needed capability and capacity. In many situations, having an internal or external facilitator will free the participants to focus on content instead of process.
3. You may need a second (or third) template, if your customers are differentiated sharply (expanding businesses vs. contracting businesses, e.g.) and consequently require from your organization a different posture, capability, and capacity.
4. After completing the template (or templates), there are additional steps required to operationalize the strategic insights. At minimum, there needs to be action planning with deadlines and accountability. A system such as OKRs (our preference) or an EOS can provide leverage here.

Support:

Feel free to reach out if you have questions or want help facilitating the process. We also welcome comments and suggestions for improving the model.

Here is our first stab at a Kairos Crisis Redemption Model for ourselves at Kairos, considering the COVID-19 crisis:

Kairos Crisis Redemption Model (completed example)				
Customer Phase	Duration	Customer Signposts	Our Appropriate Posture	Our Needed Capability and Capacity
<i>Phases our customers will experience</i>	<i>How long is each phase?</i>	<i>What indicators signal that customers are in this phase?</i>	<i>What attitude, mindset, or way of being can we embody that will best serve a customer in this phase?</i>	<i>What (often new) skills, approaches, offerings, competencies, or initiatives will we need, in order to operationalize that posture?</i>
1. Disorientation	~10-40 days	<ul style="list-style-type: none"> ● Confusion ● Uncertainty ● Cash hoarding ● Shorter time horizons ● ... 	<ul style="list-style-type: none"> ● Humanization ● Elevating and elongating perspective ● Deepening conversations ● Generosity 	<ul style="list-style-type: none"> ● Monitor own anxiety and compulsions
2. Reorientation	~20-60 days	<ul style="list-style-type: none"> ● More deliberate & thoughtful planning ● Optimism ● New strategies and tactics ● Stabilizing what has worked well and will continue to work well ● ... 	<ul style="list-style-type: none"> ● Investment mindset: plant seeds for how Kairos can help ● Visionary: cast vision for ROI-based Kairos partnership in existing relationships ● Expansive: build new relationships in extended networks ● Market-Sensitive: offer “small plate” options where appropriate 	<ul style="list-style-type: none"> ● New small plate options ● Agile experimentation in the market ● ROI-focused offers ● Discover new networks
3. Launching	...	<ul style="list-style-type: none"> ● Spending on critical investments to implement strategy ● Selecting partners for the new journey ● ... 	<ul style="list-style-type: none"> ● Humility: leverage learning from Phase 2 to sell small and large offerings with compelling value 	<ul style="list-style-type: none"> ● ROI-focused selling and delivery (tied to urgent and important CEO pain)