



From a pandemic to a post-pandemic world:

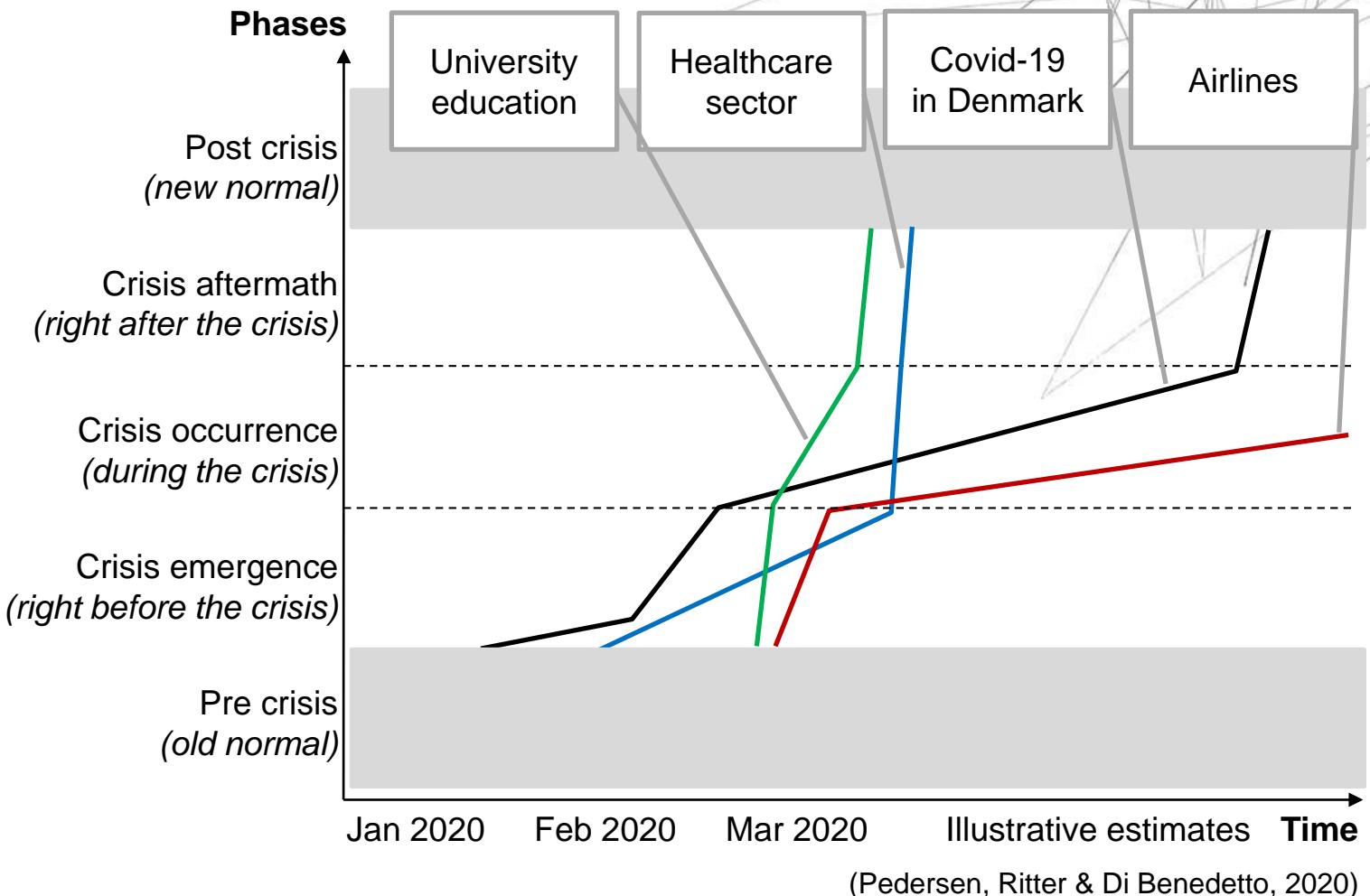
Strategy and innovation for being here and for getting there

Thomas Ritter

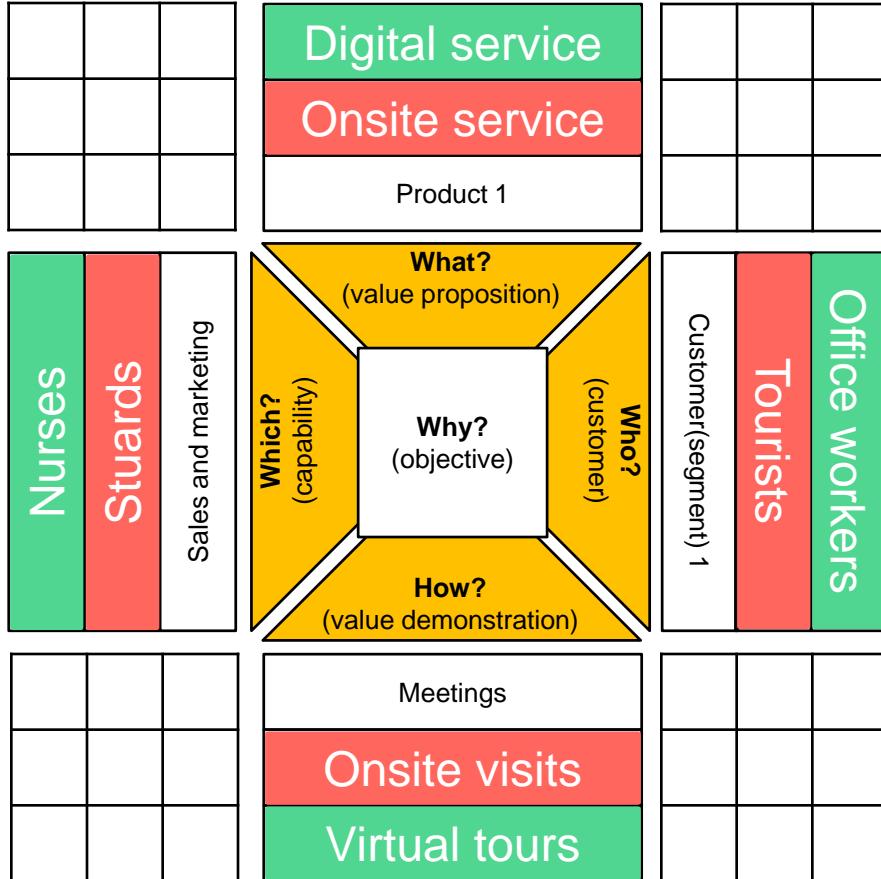
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DIVIDE AND CONQUER: There are many crises – demanding different solutions



DIVIDE AND CONQUER: There are many crises – demanding different solutions



(Ritter & Pedersen, 2020; Ritter, 2014)

(Pedersen & Ritter, 2020)

LIBERATE STRATEGY & INNOVATION: Infuse leadership into autonomy

TAKEN AUTONOMY
Employees' willingness to act autonomously

+	GROUND WATER "Autonomy runs below the surface"	OASIS "Autonom thriving."
—	DESERT "No autonomy in sight"	MIRAGE "Autonom illusion"

HOW MUCH ATTENTION HAS BEEN PAID TO IT?

LESS ATTENTION	HOW Nonmanagers decide how to do the work	WHEN Nonmanagers decide when to do the work
MUCH ATTENTION	WHAT Nonmanagers decide what work to do	WHERE Nonmanagers decide where to do the work

ON TASK

ON CIRCUMSTANCES

WHERE IS THE FOCUS OF THE AUTONOMY?

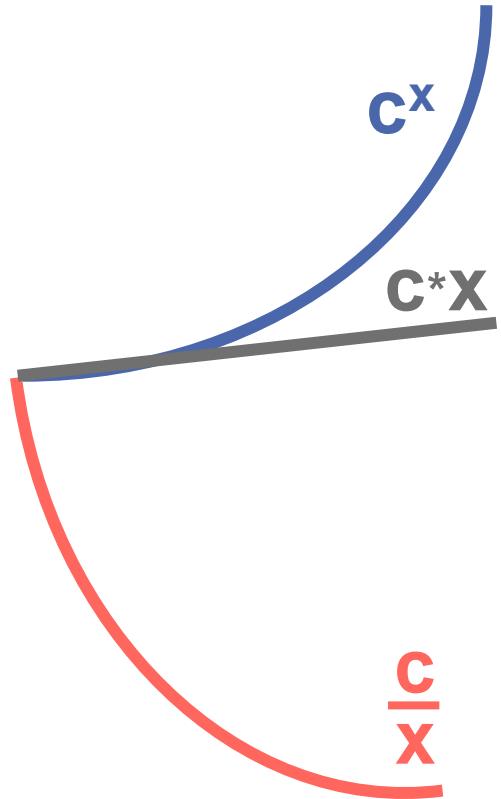
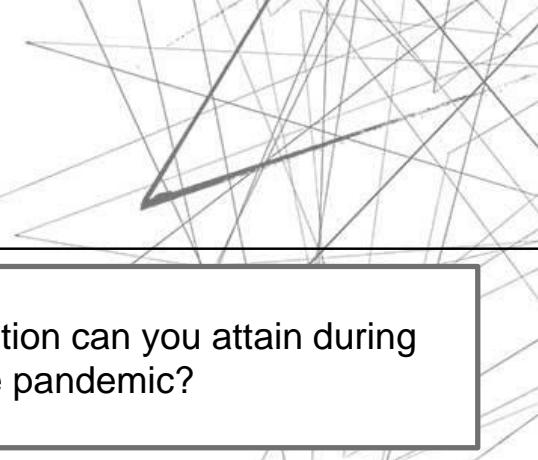
GIVEN AUTONOMY

Management's willingness to offer autonomy

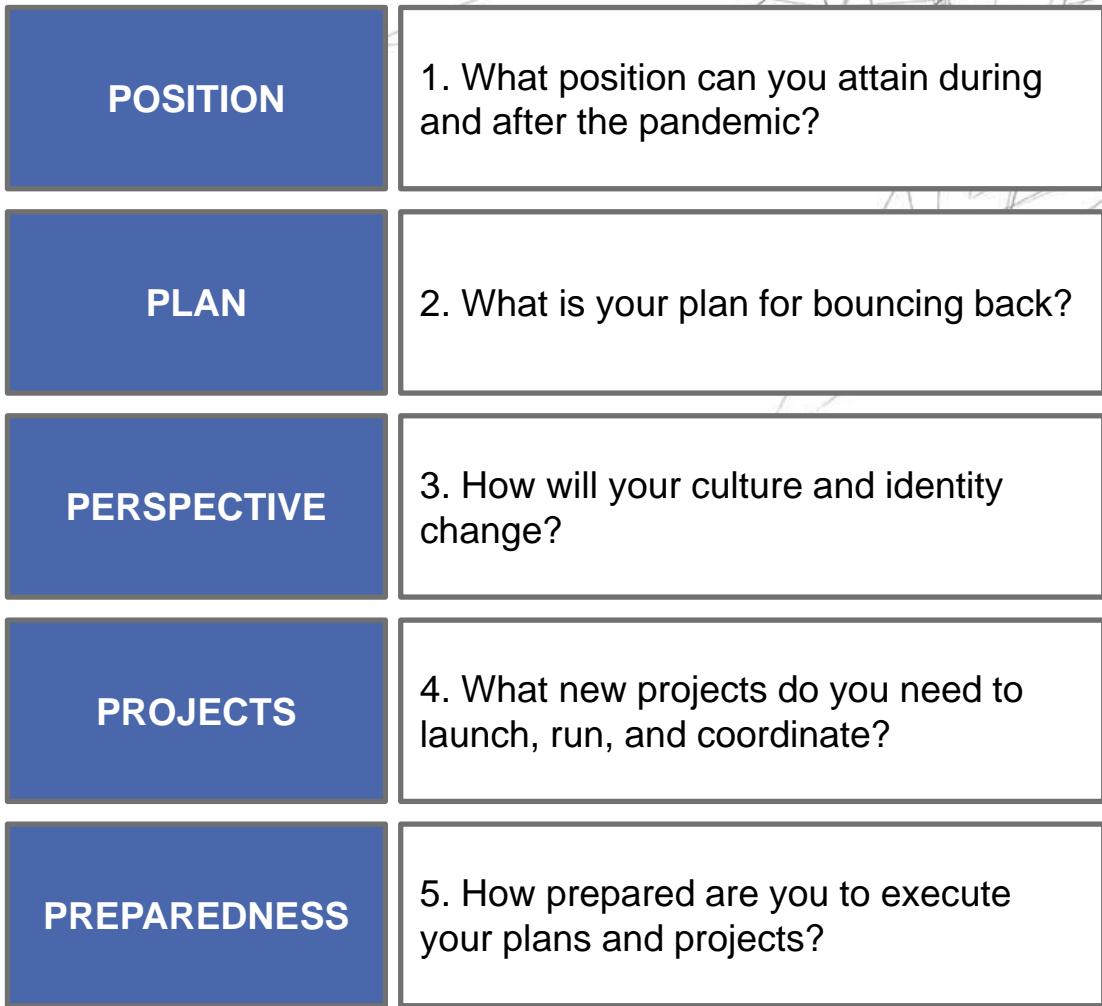
(Ritter, Pedersen & Sørensen, 2017)

(Pedersen & Ritter, 2021)

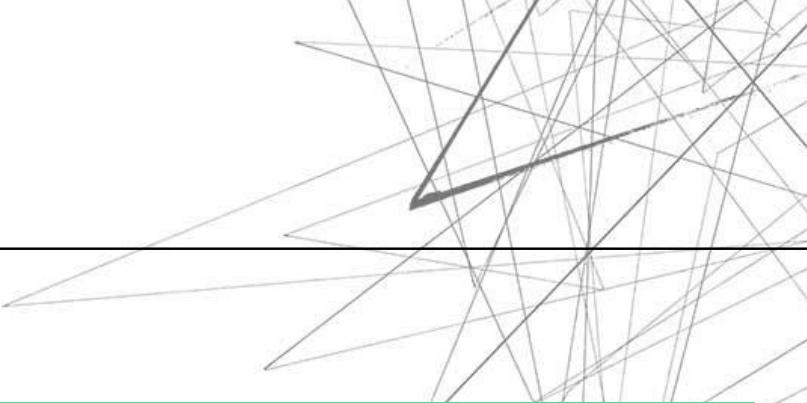
EXPERIMENT & PREPARE: Project your strategy towards the future



(Pedersen & Ritter, 2020)



NEW – REINFORCED – ILLUSTRATED: We need to move forward

A large, abstract graphic in the top right corner consists of numerous thin, light gray lines forming a complex, overlapping geometric pattern, resembling a star or a network of stars.

DIVIDE AND CONQUER:

There are many crises – demanding different solutions

LIBERATE STRATEGY & INNOVATION:

Infuse leadership into autonomy

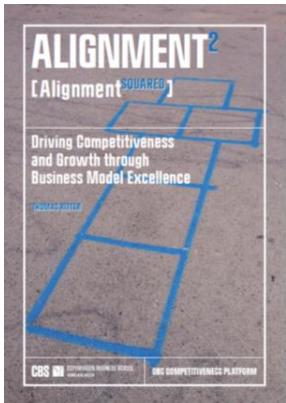
EXPERIMENT & PREPARE:

Project your strategy towards the future

All the best for your strategy and innovation initiatives

The screenshot shows the California Management website. At the top, there are navigation links: ABOUT, RESOURCES, BROWSE, CASES, and SUBSCRIBE. Below this, a section titled 'LEADERSHIP' features the article 'Preparing for a New Era of Work'. The article is by Carsten Lund Pedersen and Thomas Ritter, dated April 10, 2020. The image for the article shows two people in business attire looking at a large whiteboard or screen. To the right, there is a thumbnail for 'California Management' Volume 43, Issue 2, Winter 2021.

The screenshot shows the Harvard Business Review website. The article is titled 'Preparing Your Business for a Post-Pandemic World' by Carsten Lund Pedersen and Thomas Ritter, dated April 10, 2020. The image for the article shows a butterfly flying over a glass jar on a blue background. The HBR logo is visible on the left.



The screenshot shows the Harvard Business Review website. The article is titled 'The Future of B2B Customer Solutions in a Post-COVID-19 Economy: Managerial Issues and an Agenda for Academic Inquiry' by Edward U. Bond III, Ad de Jong, Andreas Eggert, Mark B. Houston, Michael Kleinaltenkamp, Ajay K. Kohli, Thomas Ritter, and Wolfgang Ulaga. The image for the article shows a wireframe structure with flowers inside.

The screenshot shows the Industrial Marketing Management journal homepage. The article is titled 'Managing through a crisis: Managerial implications for business-to-business firms' by Thomas Ritter and Carsten Lund Pedersen, dated April 15, 2020. The image for the article shows a tree with the Elsevier logo.

The screenshot shows the Industrial Marketing Management journal homepage. The article is titled 'Assessing Coronavirus's Impact on Your Business Model' by Thomas Ritter and Carsten Lund Pedersen, dated April 15, 2020. The image for the article shows a wireframe structure with flowers inside. The Elsevier logo is present.

LINKS

Preparing Your Business for a Post-Pandemic World (HBR.org): <https://hbr.org/2020/04/preparing-your-business-for-a-post-pandemic-world>
Assessing Coronavirus's Impact on Your Business Model (HBR.org): <https://hbr.org/2020/04/assessing-coronavirus-impact-on-your-business-model?ab=hero-subleft-2>
Workbook: <https://research.cbs.dk/en/publications/the-impact-of-the-corona-crisis-on-your-business-model-workbook>
Video: <https://cbs.cloud.panopto.eu/Panopto/Pages/Viewer.aspx?id=5ac06562-7228-40d9-95eb-ab8e00b5960d>
Coronavirus: A Catalyst for Entrepreneurship: https://theconversation.com/the-coronavirus-crisis-a-catalyst-for-entrepreneurship-135005?utm_medium=amplinkedin&utm_source=linkedin
Managing through a crisis: Managerial implications for business-to-business firms (IMM): <https://www.sciencedirect.com/science/article/pii/S0019850120305514>
Analyzing the impact of the coronavirus crisis on business models (IMM): <https://www.sciencedirect.com/science/article/pii/S0019850120303084>
Preparing For A New Area of Work (CMR): <https://cmr.berkeley.edu/2021/01/prepare-for-a-new-era-of-work/>
Alignment Squared (book): <https://research.cbs.dk/en/publications/alignment-alignment-squared-driving-competitiveness-and-growth-th>