A shift to adaptation:

Building a resilient enterprise model

Adaptation and Resilience Advisory Services Toolkit

At Leidar, we assist organizations with turning disruption into resilience, and resilience into strategic trust. We offer senior advisory for companies facing systemic disruption, helping leadership teams answer:

- *What are the external forces impacting our ability to operate?*
- *Where are we exposed across areas such as climate, nature and biodiversity, energy, water, AI, data, geopolitics, social shifts and increasing regulation?*
- *Who are the stakeholders? Are they different from before? Where do we collaborate with partners? What do we need to control?*
- *How do we turn resilience from risk management into a strategic advantage?*
- *What narrative can align investors, employees, policymakers, clients and partners?*
- *How does company culture need to evolve to make adaptation real?*

When these questions are addressed strategically and openly, organizations typically discover that the path forward is clearer than expected. In this environment, leadership is about developing a clear narrative and creating the conditions in which better decisions become possible.

- Geography.
- Products and services.
- Supply chains.
- Define objectives.

- SWOT analysis.
- Materiality analysis.
- Acute risks and chronic risks.
- Define the risks.

- Severity.
- Horizon.
- Financial impact.
- Stakeholders.
- Define targets.

- Strategy setting.
- Narrative development.
- Stakeholder mapping and outreach.
- Define action plan and roadmap.

Phase I – adaptation and resilience analysis

As a first step, our team of senior advisors will work with clients to complete an extensive adaptation readiness check.

Combining our unique and deep expertise across several fields, we will be able to guide a client through a set of exercises that will provide a 360-degree view of the adaptation challenges and risks, as well as the strategic opportunities.

The first phase will address:

SCOPE THE RESILIENCE FOCUS:

- Undertake a **boundary scoping exercise** to confirm which disruptive factors, locations, geographies, and products and services will be within scope.
- Will the supply chain be in scope, and if so to what extent (first tier, second tier)? Conduct a **supply chain analysis** to decide on the risks in the supply chain.

IDENTIFY THE ISSUES AND THE RISKS:

- Conduct a **double materiality analysis** to identify the major material issues, looking at the issues from several different angles (climate and nature, geopolitics, defence and intelligence, technology and AI).
- Using the material issues as the basis, undertake a **SWOT review** to put more detail and weight around the material issues.
- Complete a **risk deep dive**, are they acute or chronic.

PRIORITIZE THE RISK AND OPPORTUNITIES:

- Prioritize the main **risks and opportunities** as part of the strategy development process.

Phase II – action plan and roadmap development

Following the analysis phase, we will then turn the analysis of the issues, the risks and the opportunities into a series of deliverables that can be actioned immediately.

The second phase will offer:

STAKEHOLDER MAPPING:

Undertake a stakeholder mapping exercise to identify the (new) target audiences.

NARRATIVE DEVELOPMENT:

Support the narrative development to provide the organization with a clear story to tell around resilience and adaptation.

Develop the north star and messaging hierarchy, including mission and vision.

FORESIGHT:

Develop strategic scenarios, signposts and trigger dashboards.

DEVELOPMENT OF AN IMPLEMENTATION AND ENGAGEMENT ROADMAP:

Design an initial agenda to test, measure and scale immediate actions.

Identify key external enablers.

Define joined-up action agenda pathways.

ADVOCACY AND STAKEHOLDER OUTREACH:

Develop a stakeholder outreach and advocacy program and confirm which coalitions and partnerships to build. Identify the most effective advocacy channels.

IMPLEMENTATION SUPPORT:

Design market roll-out packs, investor and media briefs, campaign calendars and crisis protocols.

CAPABILITIES:

Develop organization's capacity required to manage adaptation.

REPORTING:

Develop a reporting strategy, confirming the most material risks and opportunities, helping to define the reporting indicators, and creating the narrative and design routes.

LEADERSHIP NAVIGATION

Leidar Resilience Dashboard™

The Leidar Resilience Dashboard™ provides actionable insights that offer organizations decision support and coherent competitiveness-control under pressure. The Resilience Dashboard™ is divided into 5 sections.

Acting as strategic resilience partners, Leidar helps leadership teams navigate what is increasingly described as an era of permanent disruption. We support companies retain market access, decision speed and stakeholder trust when the operating environment changes.

Section 1.

EXPOSURE:

Top 10 risks.

Exposure heatmap.

Section 2.

INSTITUTIONAL PREPAREDNESS:

Adaptation maturity score.

Section 3.

FUTURE ADAPTATION:

Scenario resilience score.

Section 4.

STAKEHOLDER CAPITAL:

Trust and influence map.

Section 5.

STRATEGIC RESPONSE:

Priority actions.

Quick wins.

Strategic bets.

Capability gaps.

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About Leidar

Headquartered in Geneva with offices in London, Brussels, Oslo, Dubai, Singapore, Washington, DC and New York, we mainly work with businesses and organisations that operate on a global scale. We understand how to develop and deliver their messages to a wide internal and external stakeholder audience and how to leverage business opportunities in a rapidly changing political landscapes.

Our clients include companies, both publicly listed and private, industry groups as well as international organisations and NGOs, across all sectors.