

March 2025



PollyLabs

# REBUILDING BETTER: Beyond the slogan

What does it really take to rebuild better after disaster?

# Foreword

Disasters are increasing in frequency and severity. Ideally, we would have learned how to prevent them, but until we do, we must learn how to navigate their aftermath.

In the wake of catastrophe, there is an understandable rush to rebuild and recover what was lost. Yet disasters create a rare and fleeting opportunity to build back differently, to strengthen what was weak and rethink what wasn't working. Too often, this opportunity is missed.

In many ways, Rebuilding Better is already happening. Startups and small nonprofits are innovating on the ground, responding to immediate needs, while a robust body of work exists around Rebuilding Better policies and system strategies (see box). But to truly seize this moment of fluidity and build stronger societal infrastructure, this thinking must extend into the day-to-day operations of organizations across all sectors.

Since our inception, we have explored how existing technologies and innovative models can transform post-disaster recovery. Through our research and work with portfolio organizations, we've seen building better in action—but not yet at the scale we had hoped for.

Over the past 17 months, we've had an uncomfortably close view of the devastation in Israel and its neighbors. As an organization with Israeli roots, deep regional understanding, and expertise in crisis recovery, we felt compelled to act. Our work has since expanded into Israel and beyond, engaging in research, grants, and partnerships with funders, innovators, and local organizations. We believe that investing in the recovery of this region is not only essential for its future but also a chance to develop critical lessons and recovery blueprints that can benefit the world.

We are sharing this report for those, like us, navigating a rebuilding moment — leaders in philanthropy, social enterprise, private investment, and beyond - who must make critical decisions in uncertain times. It offers a framework for identifying opportunities within disruption, drawing on technology, financial model innovation, and private-sector engagement, key drivers of resilience and transformation that are often overlooked in recovery efforts.

This report began as an internal effort to refine our intervention approach in Israel and the region. However, as we recognized its potential value to our broader ecosystem, we decided to share our findings.

As with all our work, we put this forward as a perspective, not a definitive answer. Use and adapt these insights as you see fit (with credit), and we welcome your feedback.

We are deeply grateful to the partners, founders, and funders who have made this work possible. Special thanks to Adam Dimanshteyn for supporting this project

PollyLabs Team  
March 2025

## Seizing the moment of fluidity

# The possibility to rebuild differently

The choices we make in the aftermath of a crisis define the trajectory of recovery for generations to come. We must resist the temptation to simply reconstruct what was lost. Instead, we must use this moment of disruption to build something stronger, more just, and more resilient.

Disasters thrust societies into three phases: first, immediate crisis; then, a recovery period; and finally, a new normal. The choices made during these transitions shape whether a society merely returns to the past—often in a more fragile state—or takes a leap forward. Yet many decision-makers are unaware that they even have a choice.

The instinct is to move between phases as quickly as possible, restoring what was lost. Recovery is not just about reconstruction—it is an opportunity to renegotiate and reimagine systems, making them stronger, fairer, and more resilient. At the same time, it must ensure immediate care for those who have suffered directly

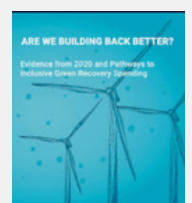
### Disaster & Response Phases



### Expanding the existing body of knowledge

Over the past two decades, Building Back Better (BBB) has been widely explored by global institutions like the UN, World Bank, and G20, shaping recovery efforts with policy guidance for governments.

This report builds on that foundation, offering a resource for those navigating real-time rebuilding beyond policy—philanthropists, investors, and social innovators.



# What is actually changing?

To understand the new window of possibilities, we must first recognize what has changed during and after the disaster. These shifts create the foundation for rebuilding efforts and define where new opportunities emerge.

### Four dimensions of change to observe:

01

#### Physical Infrastructure

Disasters inflict physical destruction, devastating essential infrastructure such as homes, schools, roads, and utilities. The damage disrupts daily life, displaces communities, and often exposes existing vulnerabilities and the outdated nature of these systems.

02

#### Organization

Crises reshape an organization's internal dynamics, shifting leadership roles, upending priorities, and forcing rapid decision-making. Hierarchies may flatten, informal networks gain influence, and longstanding inefficiencies come to the forefront.

03

#### Partnerships

Crises break down silos, forcing collaboration in new and urgent ways. Roles blur, barriers dissolve, and resource-sharing accelerates. The urgency fosters a shared sense of purpose, forging connections between groups that rarely interacted before.

04

#### Human Behaviours

Disasters shake people to their core, disrupting routines, beliefs, and social norms. Instinctive behaviors shift, resistance gives way, and deeply held assumptions are challenged. Individuals and families reevaluate their habits and traditions.

## Finding the balance between too soon and too late

# When can you start rebuilding better?

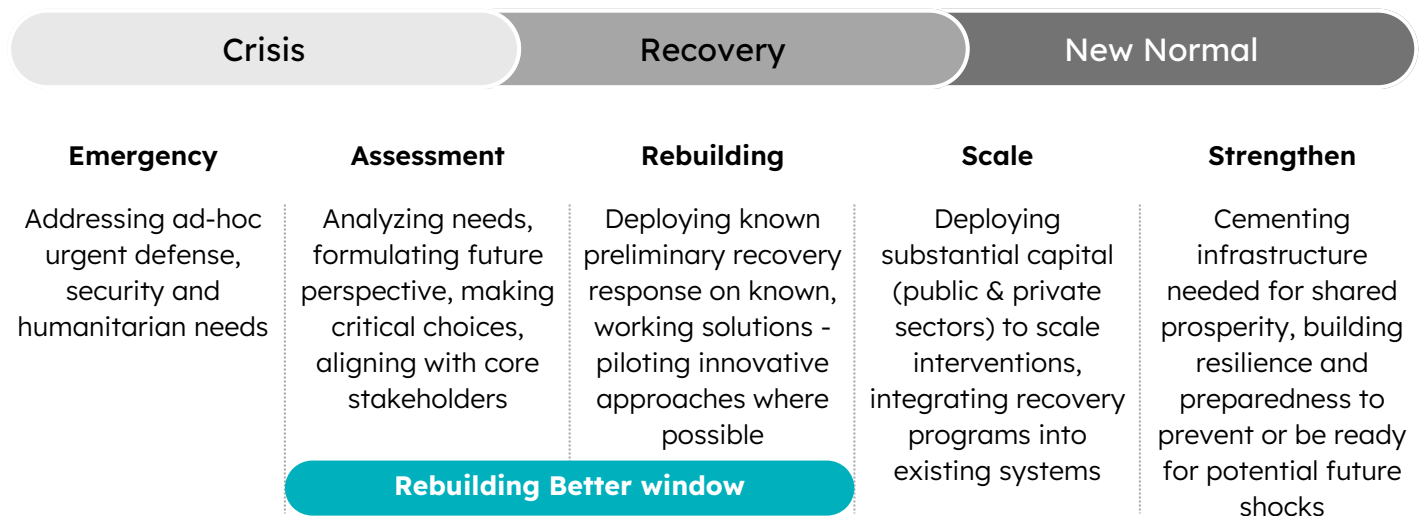
Rebuilding Better cannot happen in the immediate chaos of disaster response. In the crisis phase, survival, damage control, and urgent action take priority—disorder is sometimes unavoidable and even necessary. But waiting too long—until recovery is nearly complete—risks losing momentum as funding dries up, urgency fades, and old habits return.

Between crisis and full recovery, there is a critical window where Rebuilding Better becomes possible. This transition looks different for different people and organizations, even in similar circumstances. Even within the same organization, parts of the system move at different speeds. Core functions like finance

and HR may stabilize early, while frontline programs remain in active crisis.

It's critical to be realistic about which phase you are operating in now, be aligned with your core stakeholders and act accordingly. If you are still in crisis mode, consider what signpost indicators you need to watch to start the transition.

## Disaster & Response Phases



## The pull of the familiar

# Why is Rebuilding Better not the default?

Despite its potential, rebuilding better is far from easy—and unfortunately, not the path most organizations take. In times of stress, there is a natural pull toward what feels safe: the familiar. Change demands additional effort, resources, and long-term vision—all of which are in short supply after a crisis.

Beyond this inertia, there is also a human reality. Many leaders making strategic rebuilding decisions are themselves experiencing loss and trauma. The same applies to their teams, communities, and partners. These times are emotionally, physically, and financially exhausting, making change even harder.

There is often emotional resistance to innovation during crisis recovery. Even the idea of rebuilding—when so much pain remains and for some, the crisis is far from over—can feel insensitive, even opportunistic.

It is difficult to think in terms of possibilities when disaster is inherently tied to loss, suffering, and trauma. The very idea of finding a silver lining in the midst of devastation can feel counterintuitive - sometimes even insensitive.

**But building better is not about benefiting from disaster; it is about reducing future suffering and preventing even greater loss. Most importantly, it is about ensuring that the next crisis has less severe consequences or is less likely to occur in the first place.**

Reframing is key: building better is not about taking advantage of disaster—it is about seizing the opportunity to break harmful cycles and reduce future suffering.

Overcoming these challenges and allowing for the reframing to take place requires sensitivity, intentionality, and pragmatism. Just as important, it requires legitimizing the need to rebuild better, which is what we hope this report helps to do.

## Rebuilding with intention and a pragmatic approach

# How to rebuild better?

No one sets out to rebuild poorly, but it is extraordinarily difficult. It demands boldness, intentionality, and the discipline to make time for strategic thinking—even in the midst of crisis.

Rebuilding Better is not an inevitable outcome; it is a choice. It requires organizations to make high-stakes decisions, often under immense pressure, and to navigate complex trade-offs. If your organization is not yet ready to enter the rebuilding phase, that's okay. Be honest about where you are, acknowledge the constraints, and set a milestone for when you expect to transition. When you determine that it is time to rebuild, make space for Intentional reflection, strategic decision-making,

and stakeholder alignment. Communicate this shift clearly to leadership, your board, investors, and other key partners. The transition from survival mode to recovery is not about declaring that the crisis is over; it is about shifting from reaction to intention. Without this shift, rebuilding efforts risk becoming fragmented, reactive, and short-sighted—failing to produce transformative outcomes.

### Three steps to Rebuilding Better

01 Reflect on Rebuilding Better principles

02 Identify levers to accelerate innovation

03 Integrate Rebuilding Better insights into your strategy and operation

# Reflect on Rebuilding Better principles

Rebuilding Better will take different forms for each organization, shaped by its specific goals, perspectives, and the nature of the crisis. However, there are common pitfalls to avoid and often-overlooked opportunities that should be considered before moving forward with key decisions.

## Avoid restoring old vulnerabilities

Disasters amplify inequality—those with resources recover faster, while the most affected are left further behind. If recovery simply restores what was lost, it reinforces pre-existing inequities and future risks. A truly resilient recovery must balance broad-based revitalization with targeted interventions for the hardest-hit communities, ensuring that growth is both inclusive and sustainable.

## Plug into systems that will outlive your Enthusiasm

Recovery efforts often start strong but fade as urgency, funding, or leadership wanes. Without integration into lasting systems, even the best initiatives risk collapse. Identify existing organizations or networks that can sustain the effort. True impact comes from embedding recovery into structures that will endure.

## Know when to let go (or merge)

When things break, the instinct is to build something new. In the chaos of disaster, it's hard to assess what exists and validate the real need for a project or program. Sometimes, what seems essential is already being done elsewhere. True leadership requires the humility to adapt, merge, or

even shut down initiatives when better solutions exist. Rebuilding Better isn't about starting over—it's about evolving wisely.

## Don't be the savior - never about us without us

Externally imposed recovery efforts often fail, overlooking local needs and leading to disempowerment, misallocated resources, and unsustainable solutions. Communities must lead their own rebuilding. In the immediate aftermath of a crisis, rapid assistance—like shipping emergency goods—is often critical, and there is no time for deep engagement with local leadership. But as recovery begins, shifting from urgency-driven aid to locally led solutions is critical for lasting impact. Partner with and listen to local leaders, and avoid top-down approaches.

## Don't forget what the crisis taught You

Crises push individuals and organizations into a “war mode,” forcing new ways of working. As normalcy returns, take time to reflect—on weaknesses, strengths, and what the experience revealed about your organization and partners. Use this insight to keep what worked, rethink structures, and avoid slipping back into old habits.



# Identify levers to accelerate innovation

Disasters expose outdated ways of working, creating rare moments where bold experimentation isn't just possible—it's necessary. Organizations can rethink everything, from talent to operations. Three high-leverage areas where innovation can accelerate Rebuilding Better:



## Cross Sector Partnerships

In the immediate aftermath of a disaster, partnerships emerge with surprising ease. Bureaucratic hurdles shrink, sectors align around urgent needs, and collaboration flows naturally. But as the crisis stabilizes, old habits creep back—organizations retreat into their silos, competing priorities take over, and partnerships that once felt essential start to weaken. For partnerships to endure, organizations must align at their core, ensuring incentives remain compatible over time. Just as crucial, they must foster personal relationships, as trust and connection—not just formal agreements—sustain collaboration in the long run.

**Example: [Beyond the Battlefield \(page 12\)](#)**



## Technology

Crises create a liminal space for tech innovation. Urgency lowers resistance to adoption, allowing truly needed solutions to be embraced almost overnight (e.g., remote work during COVID). New challenges rally fresh talent and fuel creativity, accelerating solutions in weeks rather than years. This creates a rare window of opportunity for impact-driven tech to address both immediate and preexisting challenges. But as urgency fades, so does momentum—many breakthrough solutions fail to integrate into long-term systems, purpose-driven tech entrepreneurs find themselves back in a less-than-ideal innovation ecosystem, where capital and market access remain less attractive than in more affluent sectors.

**Example: [Lakoom Venture Lab \(page 13\)](#)**



## Financial Models

Disasters expose a harsh truth: there's never enough money to meet every need. Demand for funding soars, and while supply may temporarily spike, it remains constrained—making financial innovation a necessity, not a luxury. Catalytic capital, blended finance, and results-based funding can stretch resources by aligning incentives across sectors. In theory, these models benefit all stakeholders—philanthropists scale impact through private sector capital, founders gain stronger support and ecosystem access, and projects adopt financial discipline. But in reality, they remain heavily underutilized. To succeed, financial models must deeply align funder incentives, linking private sector returns with social impact while embedding solutions within local markets and governance structures.

**Example: [Jindas \(page 14\)](#)**

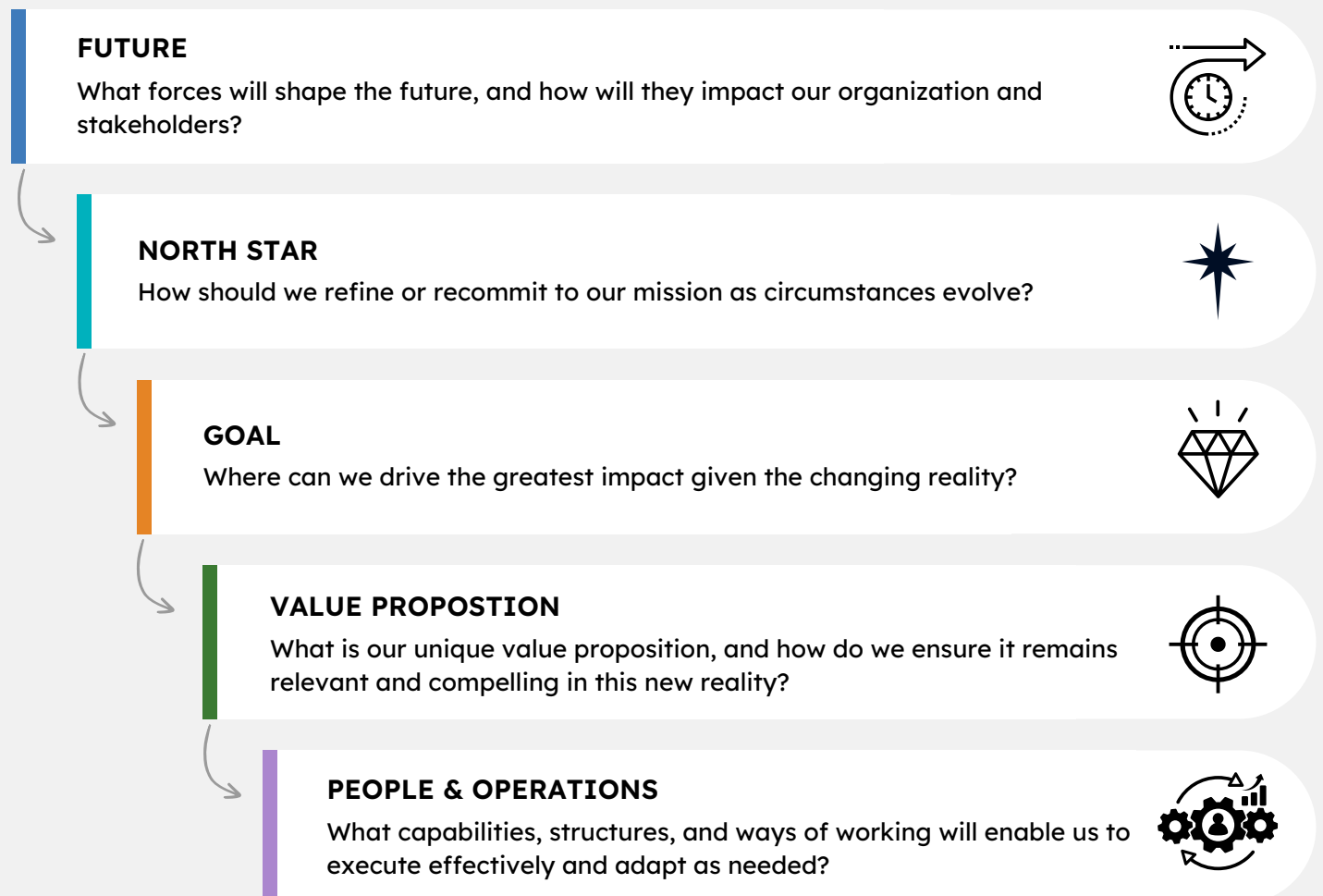
# Integrate Rebuilding Better insights into your strategy and operation

Commitment to Rebuilding Better must translate into intentional choices. Designing and implementing change is resource-intensive, requiring a clear understanding of priorities, trade-offs, and long-term vision.

## Decision-making & reflection framework

The questions below—along with the detailed deep dive in the appendix—offer a structured approach to help organizations think through how to integrate Rebuilding Better by reflecting on critical choices. This tool helps assess the future, define strategic direction, and align operations to serve more effectively in a transformed landscape.

It can support a full strategic review or serve as a quick reflection exercise to identify areas for improvement. It draws heavily from existing frameworks such as Play to Win, Future Scenarios, and others.





# REBUILDING BETTER IN ACTION

## Use cases

# BEYOND THE BATTLEFIELD

## STRENGTHENING THE MILITARY-CIVILIAN BRIDGE



### CHALLENGE

The war forced 300,000 reservists to deploy overnight - many still in service. The scale and duration of mobilization deepened and exposed the cracks in existing systems of support for reservists while their needs for mental health and wellbeing solutions, physical rehabilitation, and financial support keeps growing.

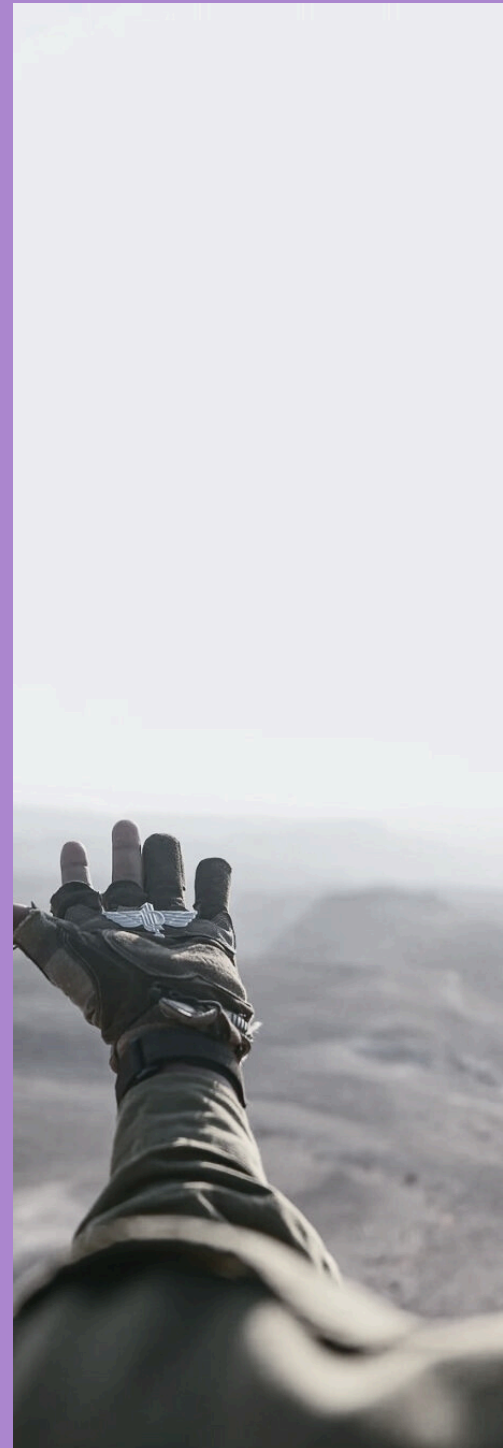
### WHAT HAS CHANGED

What was once an individual burden for a few reservists became a systemic failure that could no longer be ignored. Yet access to services remains limited by bureaucratic barriers, lack of awareness, and inefficiencies in delivery, with families struggling to navigate fragmented resources from siloed organizations. There is a rare chance to establish a lasting civilian-military partnership model.

### APPROACH

BTB is a new IDF-backed nonprofit. It transforms post-October civilian war rooms into permanent hubs uniting government, businesses, and nonprofits. These centers enable fellow soldiers to support their unit members through an ongoing resilience system. As an umbrella organization, BTB identifies needs and scouts for scalable solutions, including technologies for immediate implementation.

This pattern extends beyond reservists to other newly vulnerable populations who face unexpected crises. These groups face a paradoxical situation: while their worsened circumstances make them eligible for new assistance channels, they often lack the knowledge, experience and capacity to effectively navigate and access these unfamiliar support systems.



# LAKOOM VENTURE LAB

## LEVERAGING TECH. FOR PHYSICAL REHABILITATION



### CHALLENGE

For years, rehabilitation technology struggled to gain traction in Israel. Despite clear demand and grassroots initiatives, institutional buy-in was deprioritized, funding was fragmented, and the startup ecosystem remained focused on other health-tech sectors.

### WHAT HAS CHANGED

The war was a breaking point. A surge of newly injured patients overwhelmed the system, exposing critical gaps in rehabilitation capacity. The caregiver shortage has reached crisis levels, forcing healthcare providers to confront the limitations of traditional rehabilitation processes. What was once a long-term aspiration—scaling rehabilitative care and enhancing caregiver capacity through technology—became an immediate necessity. The situation created a shared interest among startups, funders, and hospitals to accelerate innovation, aligning incentives in an unprecedented way.

### APPROACH

Friends of the Loewenstein Medical Center, Israel's leading rehabilitation center, have partnered with multi-sectoral venture experts to launch Lakoom Ventures. Their mission is to fast-track patient and caregiver-led technologies into clinical care, enhancing rehabilitative outcomes at scale. Lakoom ensures local adaptation of solutions before scaling these innovations to meet growing global needs and establish a hub for rehabilitation technology investments.



# JINDAS

## CATALYTIC URBAN REGENERATION



### CHALLENGE

Low-income communities in Israel and beyond have long faced housing shortages, deteriorating public spaces, and systemic barriers to social mobility. Traditional real estate development bypasses these areas or drives gentrification - creating multigenerational poverty.

### WHAT HAS CHANGED

Before the war, securing capital for high-quality, affordable housing was challenging. The conflict became a turning point for southern and northern communities, whose homes suffered hundreds of direct hits, dramatically worsening their housing situation. Mass displacement and large-scale infrastructure damage created an undeniable need for reconstruction, forcing policymakers and funders to confront the urgency of rebuilding. Private contractors became increasingly risk-averse, while philanthropy acknowledged the enormous costs ahead. Under pressure, governments showed greater willingness to offer enhanced subsidies—creating a rare opportunity to introduce financial models that had previously met resistance.

### APPROACH

Jindas is seizing this moment by scaling its three-dimensional urban regeneration model, which integrates the construction of affordable housing, public infrastructure improvements, and social programming. Their catalytic capital model layers different sources of capital: By leveraging ~\$2M in philanthropy and impact investments, they de-risk \$205M in private capital (debt and equity), that are further topped by \$15M in governmental incentives.



# THANK YOU



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# About PollyLabs

PollyLabs is a non-profit (501c3) working to exponentially accelerate solutions to the world's most pressing needs by leveraging existing technologies. We are pioneering the concept of repurposing technology for humanity through exploratory research, new venture incubation, and the scaling of existing solutions.

The Future Resilience Initiative is PollyLabs' dedicated focus on Israel and the broader region, launched in response to the October 7th tragedy.

As the region faces a new reality, our initiative harnesses innovation and technology to drive recovery, strengthen resilience, and create long-term economic opportunities. By channeling Israel's world-class innovation toward pressing social and structural needs, we are not only shaping a stronger future for Israel and the region but also establishing a global blueprint for smart crisis recovery.

Founded by an Israeli team, we have decades of experience at the intersection of technology and impact - locally, regionally, and globally.





# DEEP DIVE

Integrate rebuilding  
better into strategy  
and operations

Decision-making & reflection framework



# What forces will shape the future, and how will they impact our organization and stakeholders?

One of the greatest challenges in crisis decision-making is navigating the uncertainty that follows. Disasters rarely unfold in isolation—they trigger economic, political, and social instability, making it difficult to plan with confidence. Yet leaders must act decisively, even without full clarity. Future-thinking helps lift the cloud a bit. It's less about predicting the future but more of establishing a baseline understanding that

guides strategy and prevents reactive decision-making.

By leveraging scenario planning and foresight tools, organizations can identify key risks and opportunities, track signals of change, and adapt as reality unfolds. This ensures they remain proactive, resilient, and capable of making informed choices in a shifting landscape.

## KEY QUESTIONS

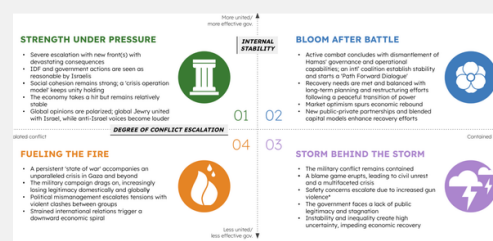
- 1 **Unknowns:** what are the greatest unresolved uncertainties shaping the future?
- 2 **Scenarios:** what are the most plausible future scenarios, and what key drivers influence them?
- 3 **Impact:** how do different scenarios affect our organization, stakeholders, and broader ecosystem?
- 4 **Consistent factors:** what underlying trends or forces remain constant across all possible futures?
- 5 **New possibilities:** What barriers, taboos, or structural limitations have changed, enabling new possibilities?

## Recommended methodology Scenario planning

**Scenario planning is a methodology designed to bring clarity in moments of extreme uncertainty.** Successfully used in both public and private sectors—as exemplified by the Mont Fleur scenarios in South Africa and Deloitte's COVID-19 forecasts—it helps create four plausible extreme scenarios that enable organizations to identify risks, opportunities, and universal truths.

Following October 7, PollyLabs published "Israel's Turning Point: Future Scenarios for Envisioning the Path to Recovery & Resilience," examining four short-term futures for Israel.

This resource was downloaded by thousands and leveraged by decision-makers across foundations, governments, and companies (to be found on our website).





## How should we refine or recommit to our core impact in a changing world?

If the world and our stakeholders have shifted, we must evolve as well. Once an organization has developed a perspective on the future—clarifying what has changed, what could change, and the implications for its work—the next step is to look inward. What do these shifts mean for us?

Rebuilding better demands reflection. It requires an assessment of core assumptions, values, and an honest question: Has our North Star changed? It's not an easy question to ask, but avoiding it risks not only falling behind but also unintentionally rebuilding the very vulnerabilities we aim to overcome.

### KEY QUESTIONS

- 1 **Identity: What are our fundamental values and assumptions, and have they shifted in response to new realities?**
- 2 **North Star: Is our core mission still as necessary and impactful as before, or does it need to evolve?**
- 3 **Measurement: Are our existing goals, KPIs, and assessment frameworks still the right ones, or do they need adjustment?**
- 4 **Shifts to watch: What external changes (policy, economy, public sentiment) should we track that could impact our North Star?"**

### Recommended methodology - Theory of Change & IMP

**Theory of Change establishes a roadmap for social impact while the IMP's metrics facilitate measurement and evaluation of transformation.**

By articulating the desired change an organization aims to achieve, ToC enables backward mapping from the ultimate vision through outcomes (KPIs of change), outputs (direct results), to activities (implementation efforts). This approach allows organizations to align around a guiding principle and ensure all components contribute to intended objectives.

Integrating this with the IMP framework's five dimensions (Who you serve, What you deliver, How Much you transform, your unique Contribution, and Risk factors) creates a comprehensive strategy for impact assessment.





## Where can we drive the greatest impact given the changing reality?

With clarity on the future and refined goals, the next step is focus. Whether it's a region, a challenge, or a stakeholder group, impact comes from choosing deliberately. Post-disaster, organizations often take on crisis-driven initiatives that, while necessary in the moment, may not align with long-term priorities. Now is the time to reassess: Where is our involvement most needed?

Which challenges require our leadership, and where might others be better positioned? Spreading resources too thin weakens impact—aligning focus with strengths ensures efforts matter where they're needed most.

### KEY QUESTIONS

- 1 **Priorities:** Given the evolving landscape, what are the most important areas where we can drive change?
- 2 **Needs:** How have the needs of those we serve changed, and where is our support most essential?
- 3 **Positioning:** What regions, sectors, or issue areas should we prioritize for maximum impact?
- 4 **Gaps:** What critical challenges remain unaddressed, and who else is working in these areas?
- 5 **Allocation:** Where do we need to invest more, and where should we pull back?

### Recommended methodology - Environmental Scanning

**Environmental scanning is a methodology for analyzing organizational context through multiple complementary frameworks.**

Porter's Five Forces examines sector dynamics, influence of resource providers, leverage of customers/beneficiaries, alternative services, and field entry barriers—revealing positioning opportunities within a sector. Building on this external assessment, SWOT analysis evaluates internal strengths and weaknesses against external opportunities and threats. Together, these frameworks illuminate organizational capacity within broader contextual realities, enabling leaders to develop distinctive advantages and navigate changing environments with strategic foresight.





## What is our unique value proposition, and how do we ensure it remains relevant and compelling in this new reality?

With renewed clarity on goals and focus areas, we can design—or reaffirm—our core value proposition. This requires deep insight into our focus areas, the problems we tackle, and the forces shaping the system. Our impact must go beyond direct outcomes—delivering tangible results while also acting as a force multiplier, unlocking leverage points that drive broader change.

A strong value proposition operates on two levels: at the micro level, creating direct impact for individuals and communities, and at the system level, shifting underlying structures for long-term, scalable change.

### KEY QUESTIONS

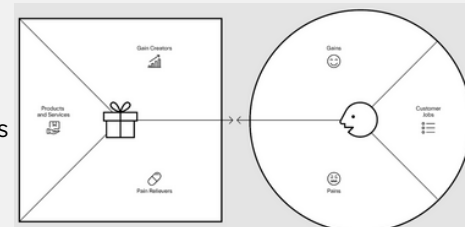
- 1 **Leverage Points:** What unique opportunities allow us to amplify impact beyond our direct efforts?
- 2 **Assets:** What resources, capabilities, or relationships can we leverage to maximize our effectiveness?
- 3 **Comparative Advantage:** what are we uniquely positioned to offer that others are not?
- 4 **Partnership:** who are the key players we should collaborate with to enhance our impact and strengthen the ecosystem?
- 5 **Story:** How do we articulate our impact in a way that resonates and compels others to engage?

### Recommended methodology - Value Proposition Canvas

**VPC is a methodology designed to align organizational offerings with genuine customer or beneficiary needs.**

This strategyzer framework maps how products, services, or programs create value by addressing specific customer jobs, pains, and gains. The canvas connects the organizations' solution to its audience priorities through two complementary sections: the customer profile (detailing functional tasks, emotional needs, and social aspirations) and the value map (outlining products/services, pain relievers, and gain creators). This visual approach identifies misalignments and opportunities for innovation.

Particularly valuable for program design, service development, and stakeholder engagement, it brings clarity to value creation and impact potential.





## What capabilities, structures, and ways of working will enable us to execute effectively and adapt as needed?

In times of recovery, organizations often take on crisis-driven roles, shift decision-making processes, and stretch beyond their original operating model. As conditions evolve, the challenge is to build long-term resilience while remaining adaptable. This requires identifying which capabilities need strengthening, which temporary crisis roles should be phased out, and what new roles or structures should become permanent. Agile decision-making and monitoring

systems must be in place to track emerging risks, adjust course as needed, and sustain effectiveness throughout recovery.

Clear, intentional communication is essential—both internally to align teams and externally to engage stakeholders. Organizations that refine their operations with adaptability at their core will be far better positioned to drive lasting impact.

### KEY QUESTIONS

- 1 **Capabilities:** what do we need to learn how to do or do better to be able to deliver on our plan?
- 2 **Agility:** How do we remain nimble yet grounded in our new normal?
- 3 **Transition:** Which temporary crisis roles or processes should be phased out, and which should become permanent?
- 4 **Alignment:** How do we effectively communicate our new strategy internally and externally?
- 5 **Learning:** What mechanisms are needed to continuously track changes and refine our approach?
- 6 **How should our structure and talent strategy evolve to support our strategy and reflect what we learned about our people during the crisis**

### Recommended methodology - Business Model Canvas

**The BMC framework helps organizations visualize, assess, and transform their operating model.** This Strategizer canvas breaks down an organization's operation into nine key building blocks: target markets, value propositions, customer relationships, channels, partners, activities, resources, cost structure, and revenue streams. By mapping these elements, organizations can identify which capabilities need strengthening, which crisis-driven activities to maintain or phase out, and how to realign resources for maximum effectiveness.

The canvas provides a holistic view that connects operational decisions with value creation to make coherent choices about strategy, processes, and talent.

