

## Tactical Guidance

---

**Be the bar by which all other consultants are measured.** Customers often have poor perceptions of consultants--from what they have heard or experienced. Change that viewpoint. Show them through our actions--and our results--that we help them achieve their goals through counsel, support, courage, and capability. Make every customer an advocate for us.

**Maintain situational awareness constantly.** Situations change, often evolving on their own. This requires us to be aware of that change, predict it and get ahead of it when we can, and constantly ask ourselves if we need to adapt to it, or guide it to where we believe it should be. Understanding the SA improves our communications' context, as well as determining our alignment to the overall outcomes (and customer value).

**Communicate with context.** Don't leave interpretation to the reader. Give them clear concise communications that are meaningful. The analysis should provide context to why and what is being shared. Challenge ourselves to adjust our communications when they aren't working well. Our team likes to be in the "know"--this extra time will increase our capability while potentially reducing wasted time (fire drills, "noise").

**Find value for the customer.** Our job is to help our customer. Constantly seek opportunities to provide value to them. That may mean changing what or how we deliver the effort--use your judgment, reflect on the question, and adapt. If the initial contact or sponsor doesn't get the value you are providing, then get creative to get them there or find another key contact who does. The lanes of latitude are wide here--stay transparent and engaged with the customer and TPG leadership to ensure no surprises.

**Identify outcomes from the start.** Use our "what does success look like" phrase to determine what we are trying to achieve. This may be customer outcomes, team outcomes, or Persimmon outcomes. How you execute the effort (tactics) may change over the course of time, but the outcomes (strategic) should not. Remind ourselves constantly of these. Measure progress to them.

**Fill the gap.** We are a team of people driven to act and improve. When we see a need inside our customer or within our team that we can help fill, we do. If we have a question, we ask it. We use our SA to recognize when to ask for forgiveness rather permission. We step forward.

**No islands.** Get creative to keep contact and culture with our team members who aren't in the office. Seek opportunities for them to collaborate through technologies, scheduling, and fun. Team members who on "islands" should send out "signals" when they are feeling abandoned or lost.

## Strategic Guidance

---

**Everyone is an asset—determine the assets you need.** Persimmon has a wealth of capabilities. Aligning the right level of capabilities to the right need--expertise up front, development throughout, short burst vs. a long haul--will enable us to maximize our team's efficiency and effectiveness, while developing future capabilities.

**Establish capability goals for our team members for each of our projects.** The way to develop our team for scale is to determine where their capabilities are when we start a project and where we want them to be during or at the end of the project.

**Projects will have a clear "owner".** Because several projects require or can use several Persimmon leaders, we have to be careful not to step on each other's toes and/or confuse the team as to who is in charge. To do that, we need clear owners who are responsible for the execution of the effort. If we really disagree with the owner's direction, then let's discuss offline.

## Supplemental Guidance (ref: COVID-19)

---

**We want our team and our community to be safe.** Safety should come first in all decision making. Please consider how you can improve our team and community through this outbreak.

**Communicating remotely is not just about technology—it's about new patterns of interaction.** Directness, openness, trust, immediacy, innovation.

**Be our eyes and ears.** Share information, intelligence, and issues (escalation) as you get it for key insights, such as:

- What clients are doing (decisions they make, challenges they are facing, etc.) in response to COVID.
- Service Opportunities (ways we can be of service to the community or to our clients during this time)
- Business Risks
- Health updates (you, a family member, or someone you've been in contact with becomes ill)
- Personal needs (you or your family is in need—we are a team, and we will support each other!)

**Stay Awesome, Stay Weird.** It's still really important that we connect with each other on a human and FUN level during this time. Text each other, call each other, use video chat whenever possible, send each other ridiculous memes...our culture is strong, and it isn't constrained to a building.