

WEBINAR

Jumping Hurdles

How Leaders Who Think Big
Overcome Challenges to Crafting
Long-Term Strategic Plans

Host
Francis Wade



Thursday April 25th, 2024
11:30am GMT -5 / Central

REGISTER NOW!

<https://strategyconf.fwconsulting.com/hurdleswebinar>



CEOs

“I know that I should be doing game-changing, long-term strategic planning but...”

How can you help **leaders** get past the

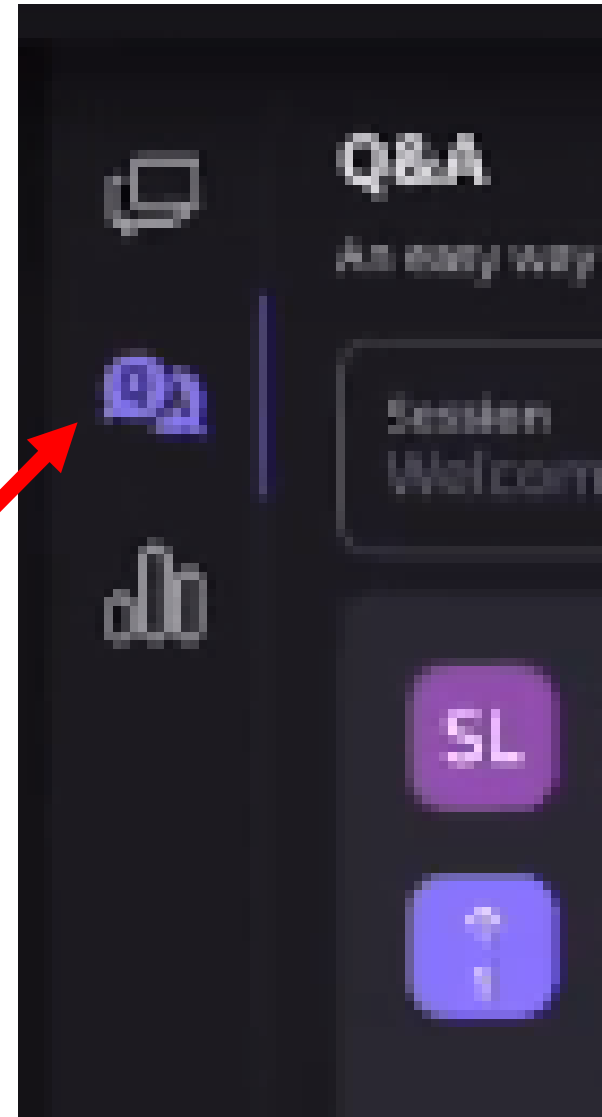
“but”?

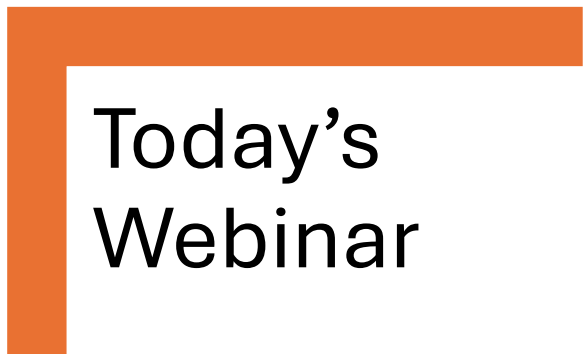
Poll From the CEOs you have met, how do most of them explain the lack of a long-term strategy

- Too busy
- We don't know what to do to get started
- My board would never go for it
- Shareholders want immediate returns
- Executives are paid on short-term results
- We might fail
- Other – drop it in the chat

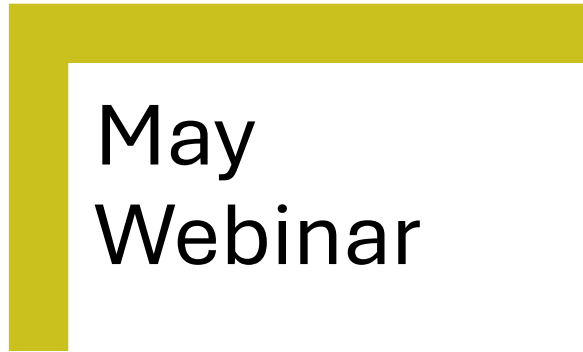
Agenda

- Interactive Presentation
- Giveaway at the end
- After- presentation chat/text
- Post-event recording at this link
- Note – Put questions in the Q&A





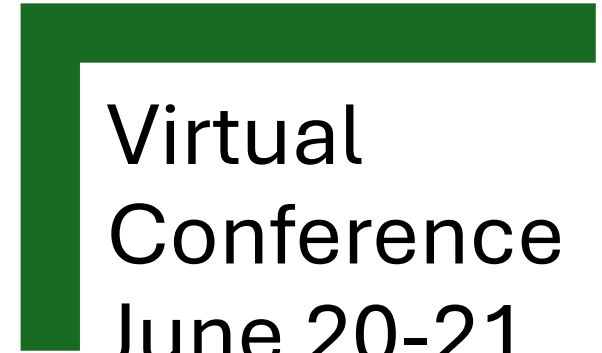
Today's
Webinar



May
Webinar



June
Webinar



Virtual
Conference
June 20-21

In the Right Place?

- For-Profit – “Long-Term Problem”
- Non-Profit / NGO / Government -
“Strategy Problem”
- Leader / Change Agent/ Advocate /
Consultant / Author / Content Creator

Imagine Being Persuasive at the C-Suite

- Able to help leaders fill gaps
- Help companies commit to realistic BHAGs
- Help nonprofits achieve their big visions – SDGs, NetZero 2050
- What would that be like?

I hope that you...

- Start to see where obstacles come from
- Go beyond your concerns about being stopped
- Deal with naysayers
- “Confirm suspicions”
- Be encouraged to pursue your aspirations

BHAG Poll

- Don't believe in BHAGs
- Believe in BHAGs but not LTSP
- Believe in BHAGs and LTSPs
- Never heard of a BHAG

BHAG Problem

What happens when
people don't make big
commitments?

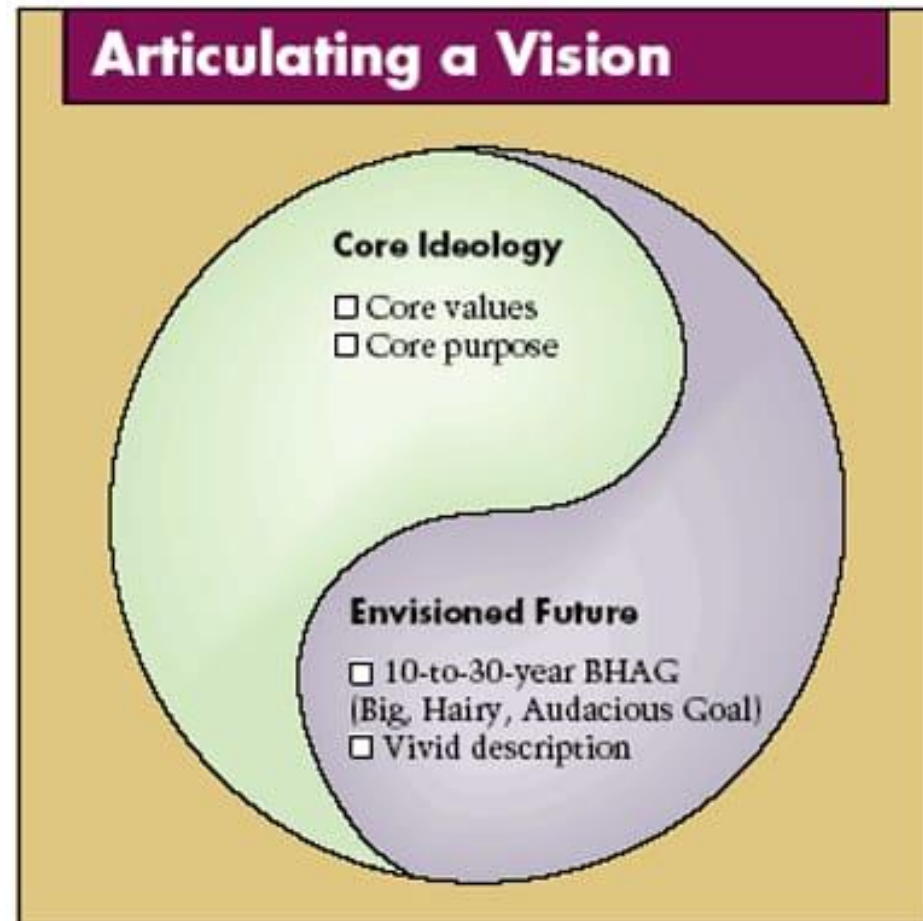
Most CEOs Believe in BHAGs / Game-Changing Results

- Public Sector – UN Sustainable Development Goals
- Private Sector – Facebook, NetFlix, Apple iPhone
- Why?
- Chasing Fame / Legacy / Cash Bonuses / Inner Fulfillment / Making a Difference

CEO:

How? With my short tenure?

This puts long-term strategists at the heart of some of the biggest aspirations people have. Why?



BHAGs.
Take.
Time.

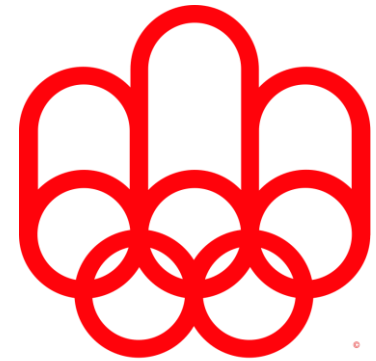
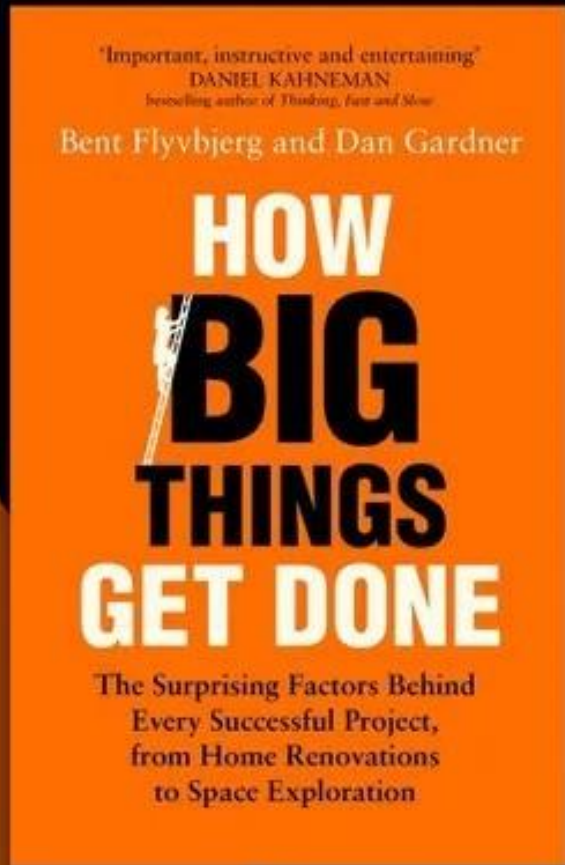
But we're not very good at this. We don't understand long-term strategic planning

Launching a special edition of the Sustainable Development Goals (SDGs) progress report, Guterres warned that their collective promise made in 2015 of a more green, just and equitable global future, is in peril.

*“Unless we act now, the 2030 Agenda will become **an epitaph for a world that might have been.**”*

Secretary General Antonio Guterres

Less than 1% - budget, time, features



Montréal 1976



Frustration leading to resignation



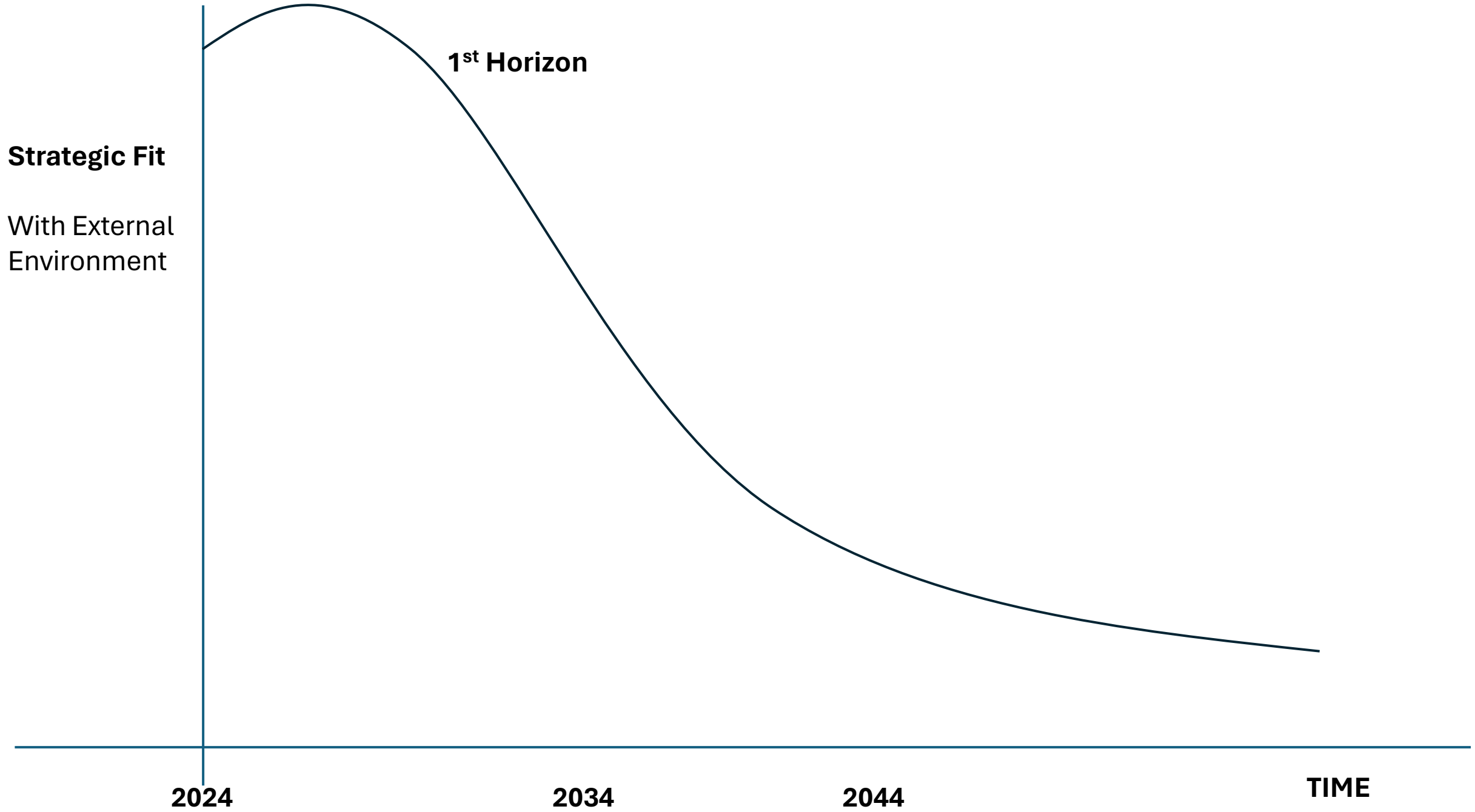
The world needs this problem to be solved



Seeing in Multiple Horizons: Connecting Futures to Strategy

Andrew Curry
Henley Centre HeadlightVision
United Kingdom

Anthony Hodgson
Decision Integrity
United Kingdom



Strategic Fit
With External
Environment

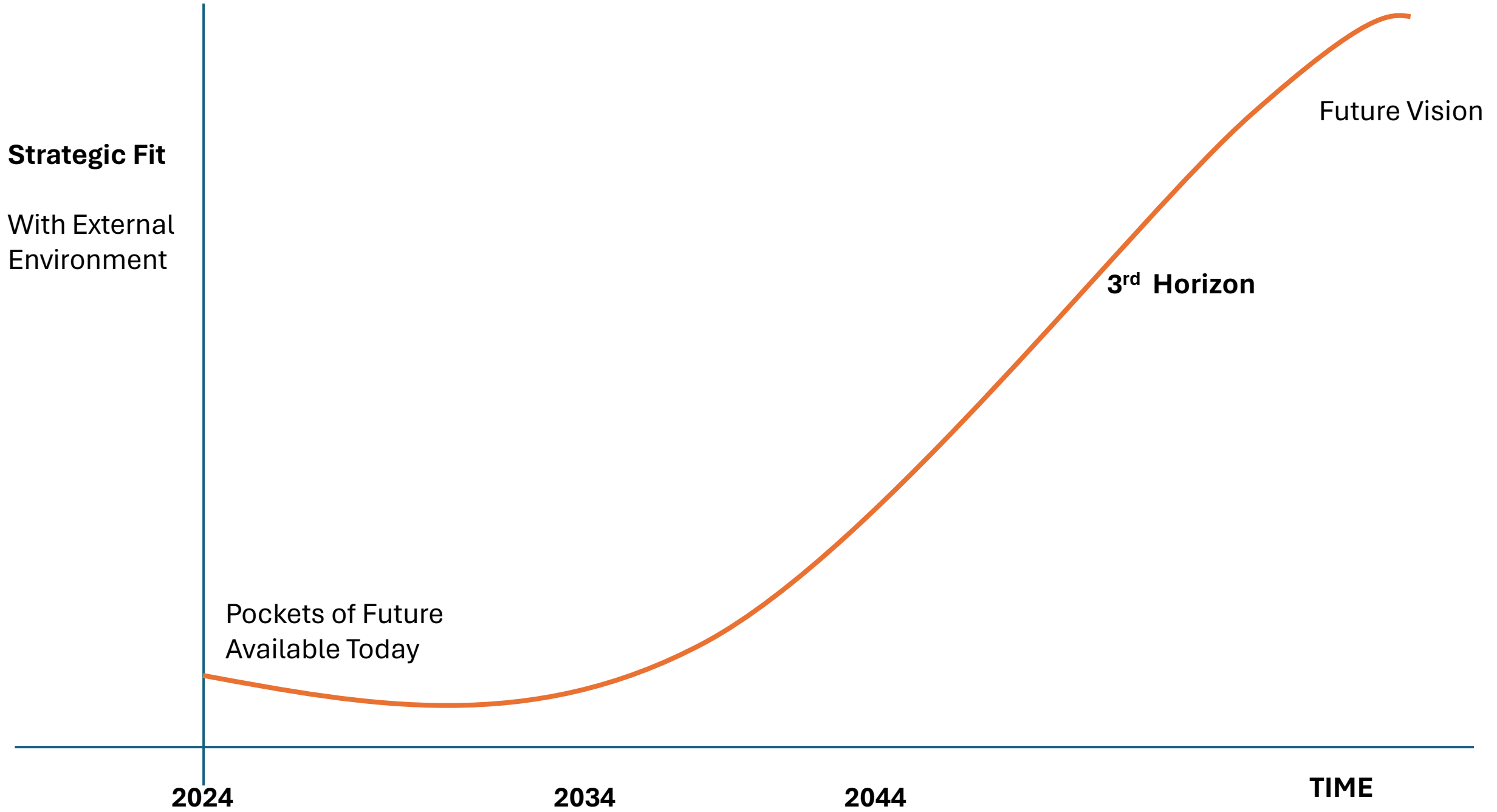
1st Horizon

2024

2034

2044

TIME



Strategic Fit
With External
Environment

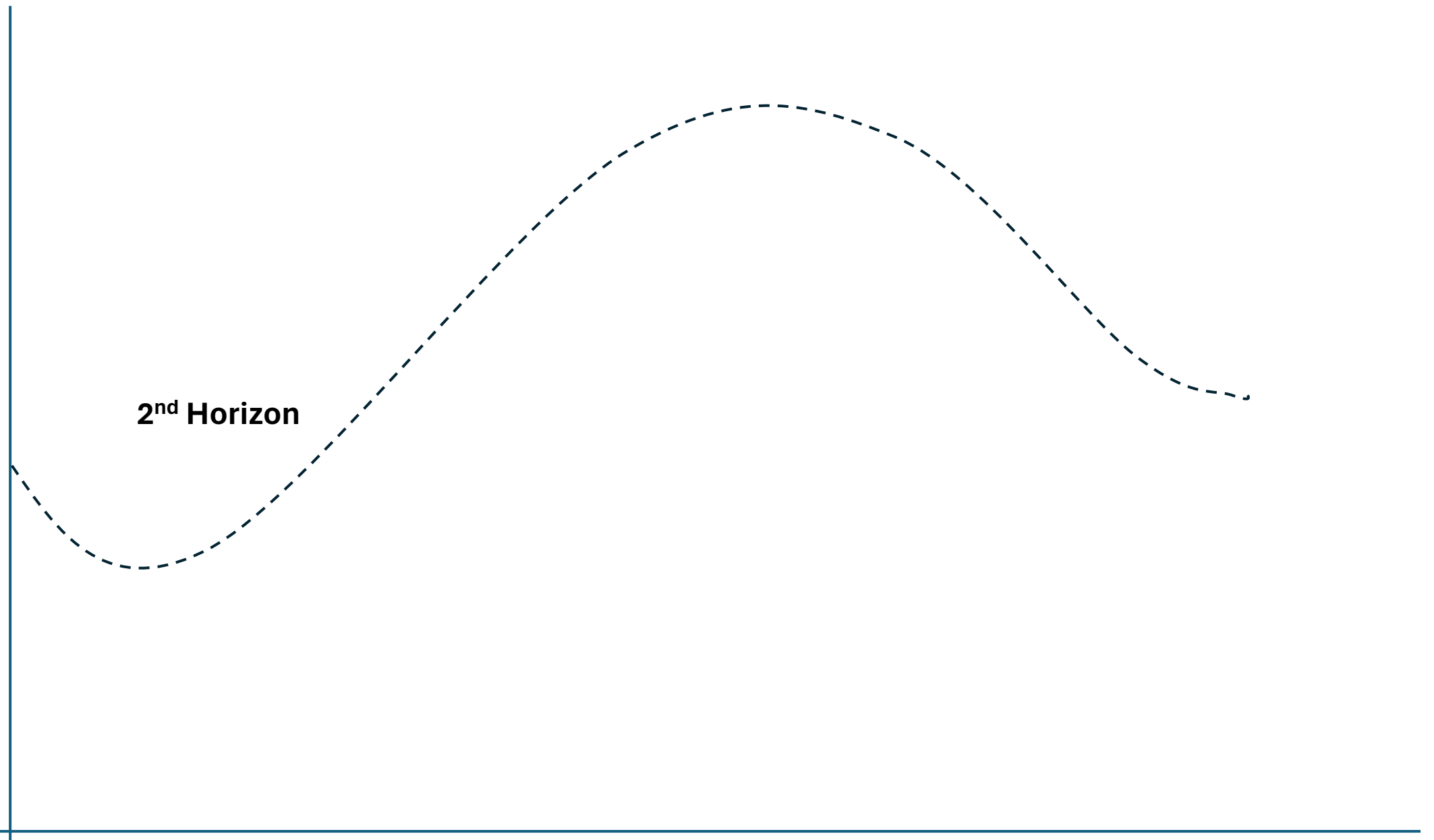
2nd Horizon

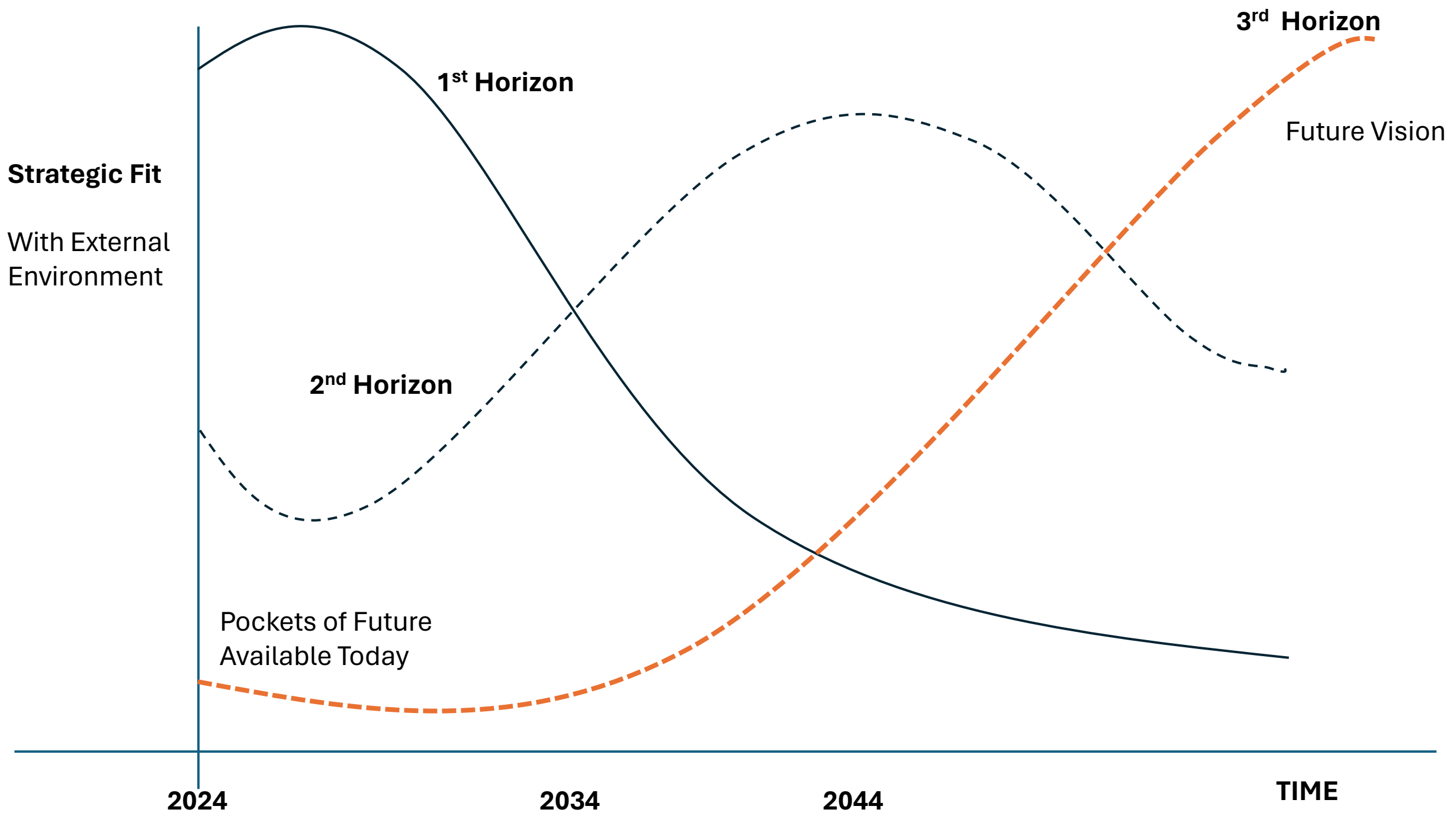
2024

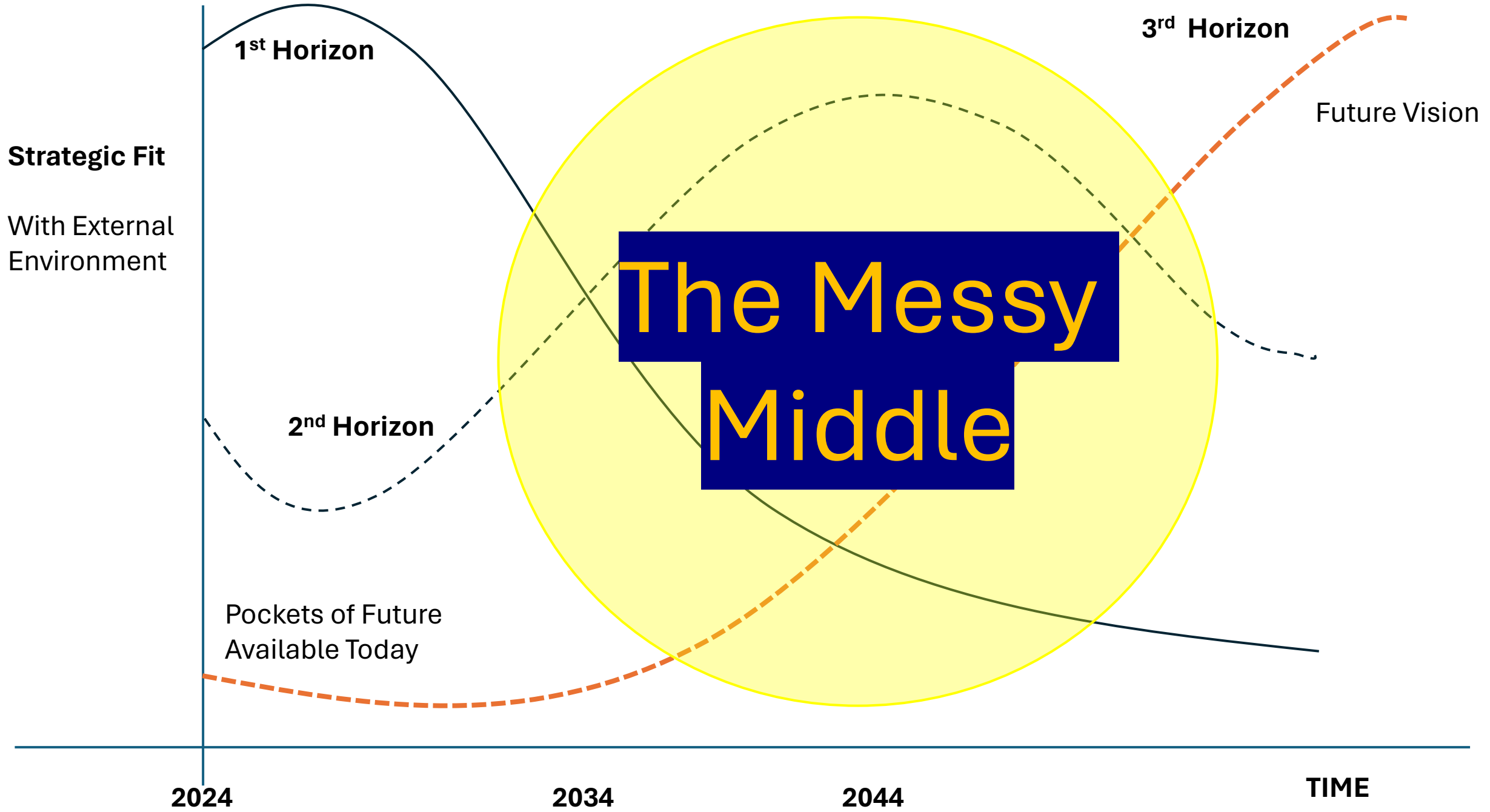
2034

2044

TIME

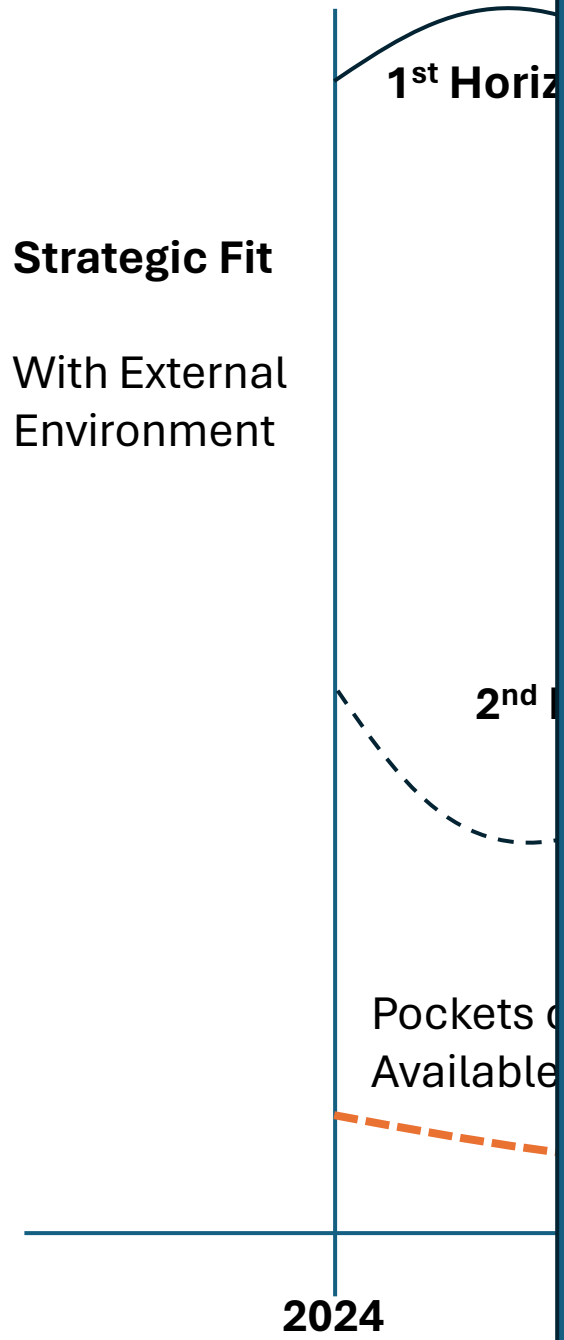




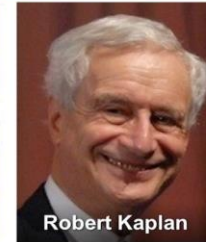
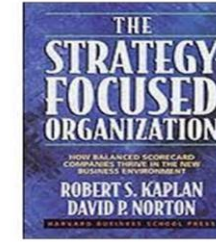


The Short-Term School of Thought

(Tempting...but why?)



My Discovery Story



- Love personal transformation But...
- Inspired employees were let loose to...what?
- And decided that companies needed direction for their staff
- Needed the inspiration of Strategy Mapping - 2000

Secrets

- Secret 1 – How to Multiply Your Learning without Spending More Time in the Books
- Secret 2 – How to Become Persuasive without Leaving the World of Planning
- Secret 3 – How to Help CEOs Think Differently without Pressuring Them Into Becoming Defensive

+
○

Secret #1 – How to Multiply Your Impact

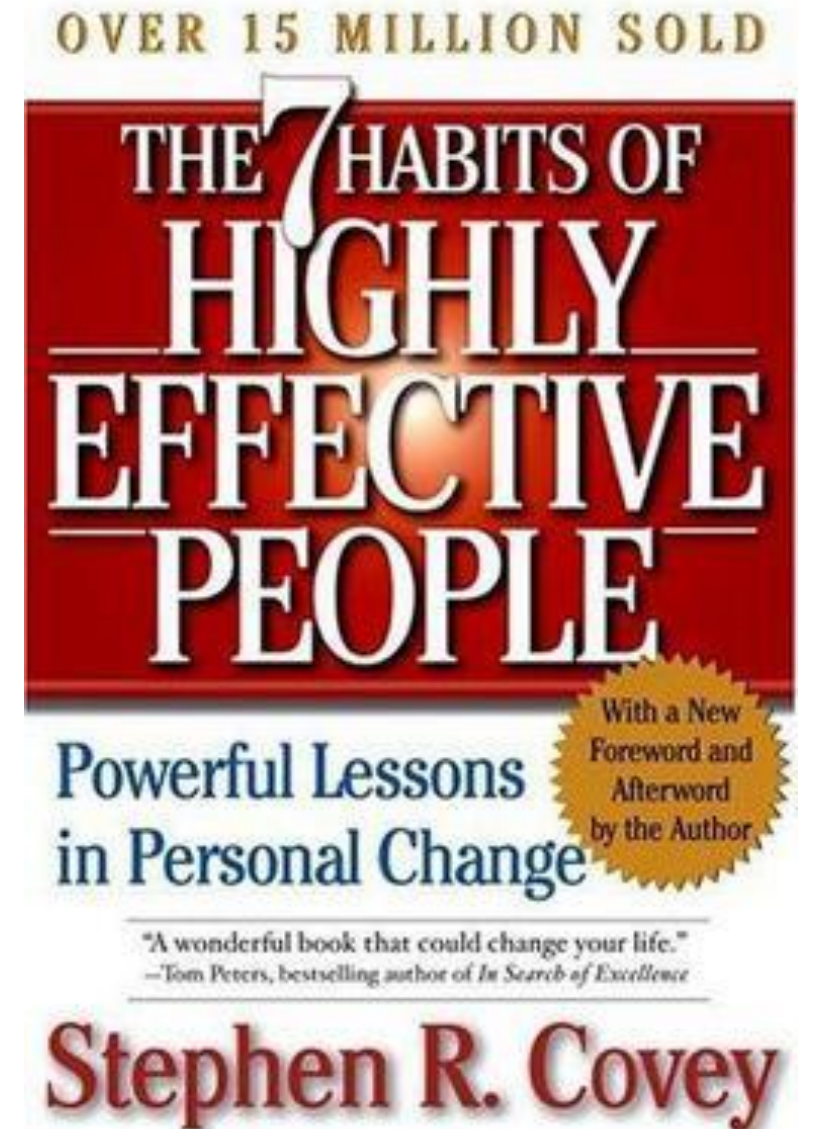
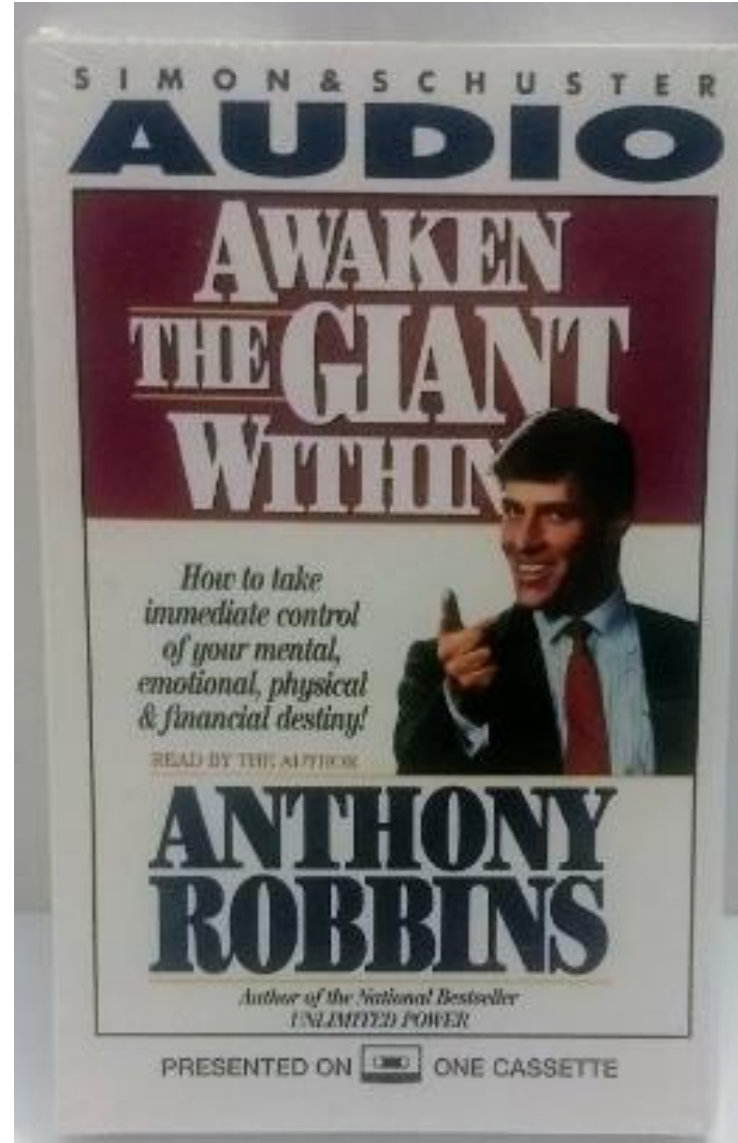
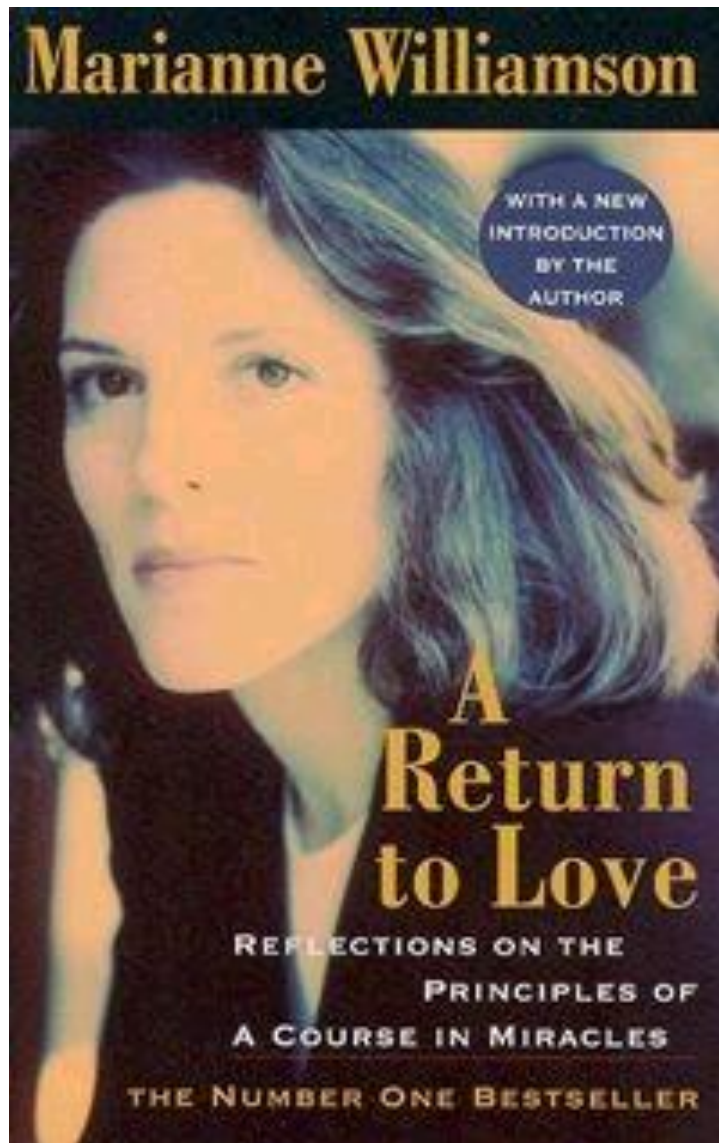
...without Spending More Time in Books



Conference Learning Model

- Experience
- Extract
- Test
- Apply
- Routinize

How My Personal Development Scaled



Transformation in a Group - Landmark

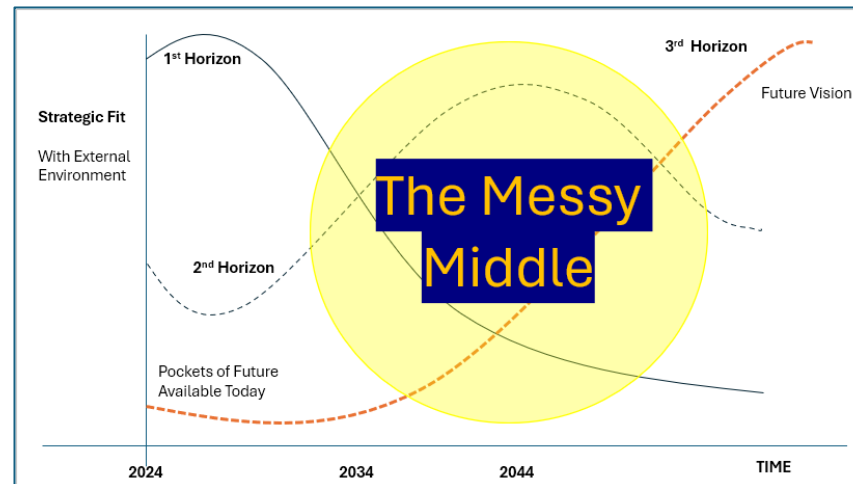


An Immersive Experience

- Online community
- 24-hour content
- Live panels and interviews



- Unique insights not available in a book or MBA



The Old Method

- Vision Statement
- Today (state)
- Brainstorm Projects
- Delegate

The EndPoint Method

- Empty, Zero-Based Canvas
- The Snapshot
- Target Year in the Sweet Spot
- Alternative Choosing
- Detailing a Single Alternative
- Endpoint Backcasting
- Short-Term Strategy Mapping

The Old Method

- Vision Statement
- Today (state)
- Brainstorm Projects
- Delegate

Conference Learning Model

- Experience(s)
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JMMB Group Posts Highest Ever Profit of J\$12B for 2021/22 Financial Year

5 June 2022





Secret #2 – How to Become Persuasive

...without Leaving the World of Planning



Storytelling Frameworks

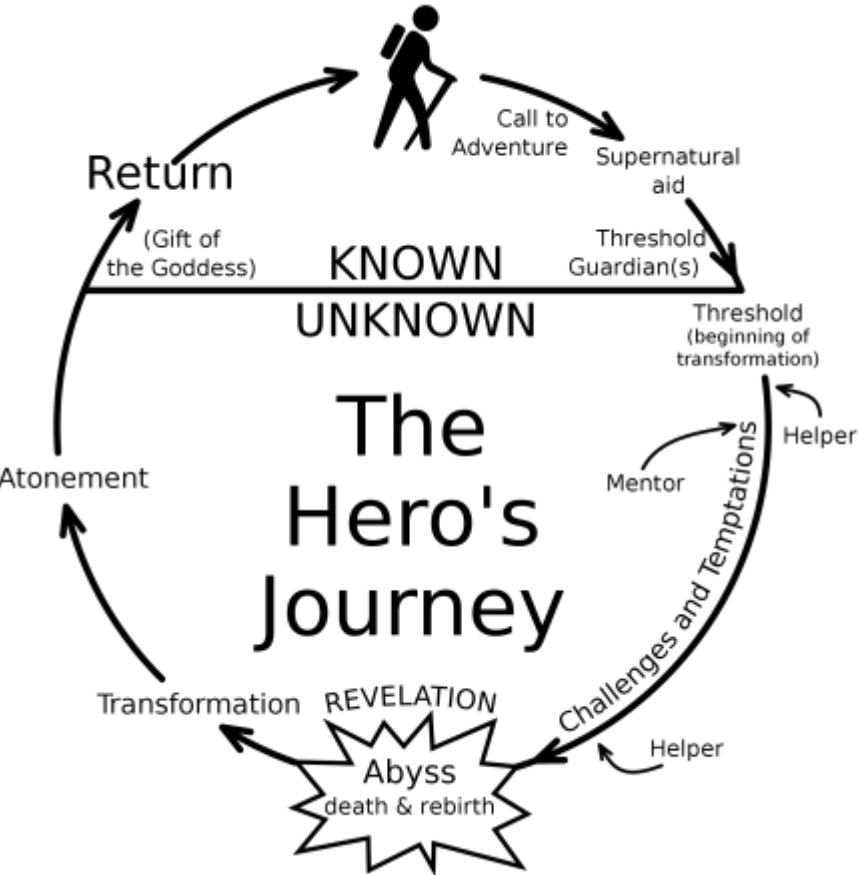
- Your protagonist wants...
- But he/she is fighting against a villain...
- And therefore has a bunch of problems (emotional, functional, social)
- They'll need a guide!

Learning Storytelling... the Hard Way



My Path - 2013

Joseph Campbell



TECHNIQUES OF THE
SELLING
WRITER
DWIGHT V. SWAIN

Created by Randy Ingermanson - "the Snowflake Guy"
America's Mad Professor of Fiction Writing

RECOMMENDED SPEAKING ABOUT CONTACT

HOME BLOG E-ZINE ART

advancedfictionwriting

Successful Fiction Writing :

Organizing Your Writing Cre

The "Snowflake Method" Article: Free Writ

My "Snowflake Method" Book: My "

Inexpensive Writ

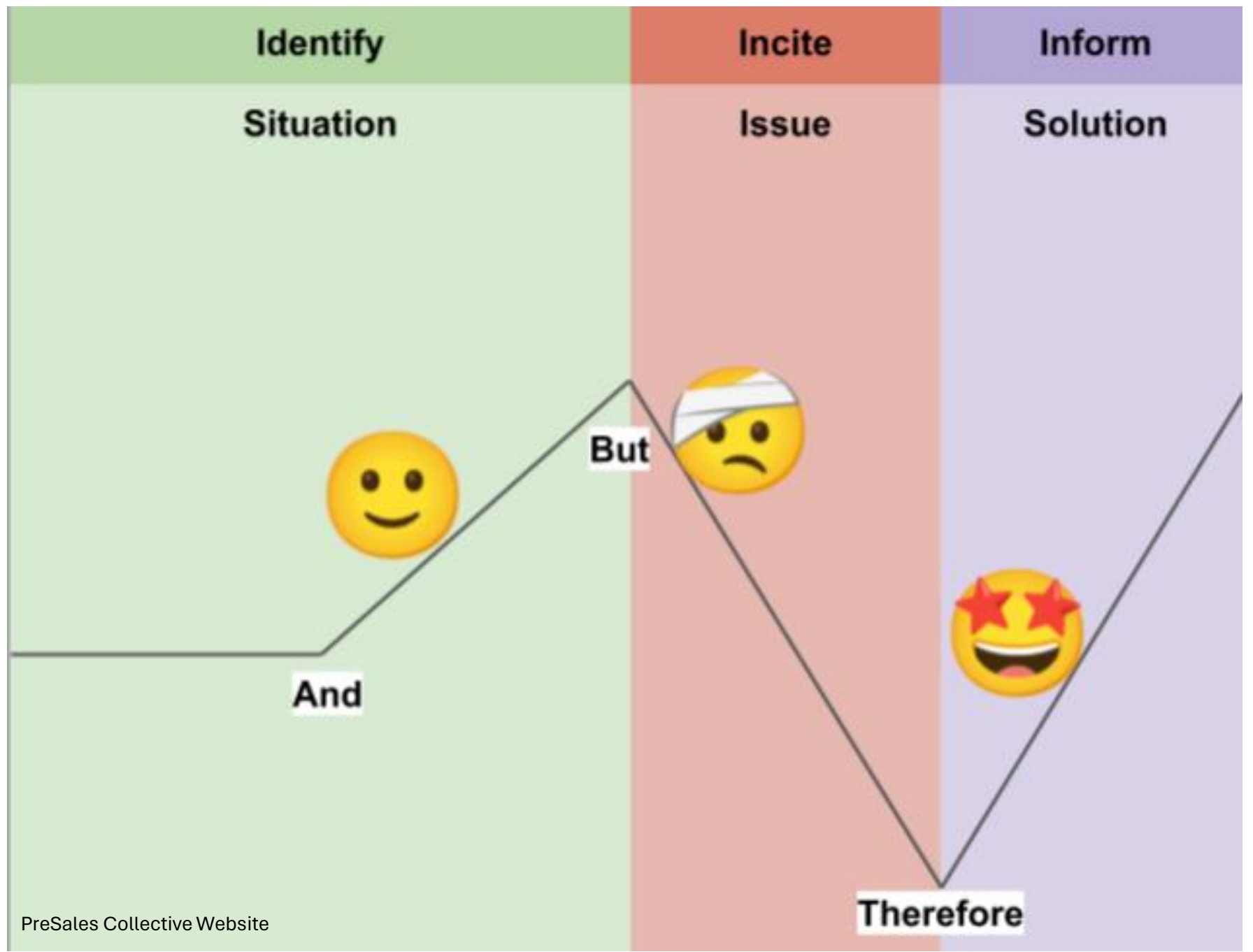
New "Platr" Software: Recommended Adv

And...
But...
Therefore...

Randy Olson

StoryBrand

Donald Miller



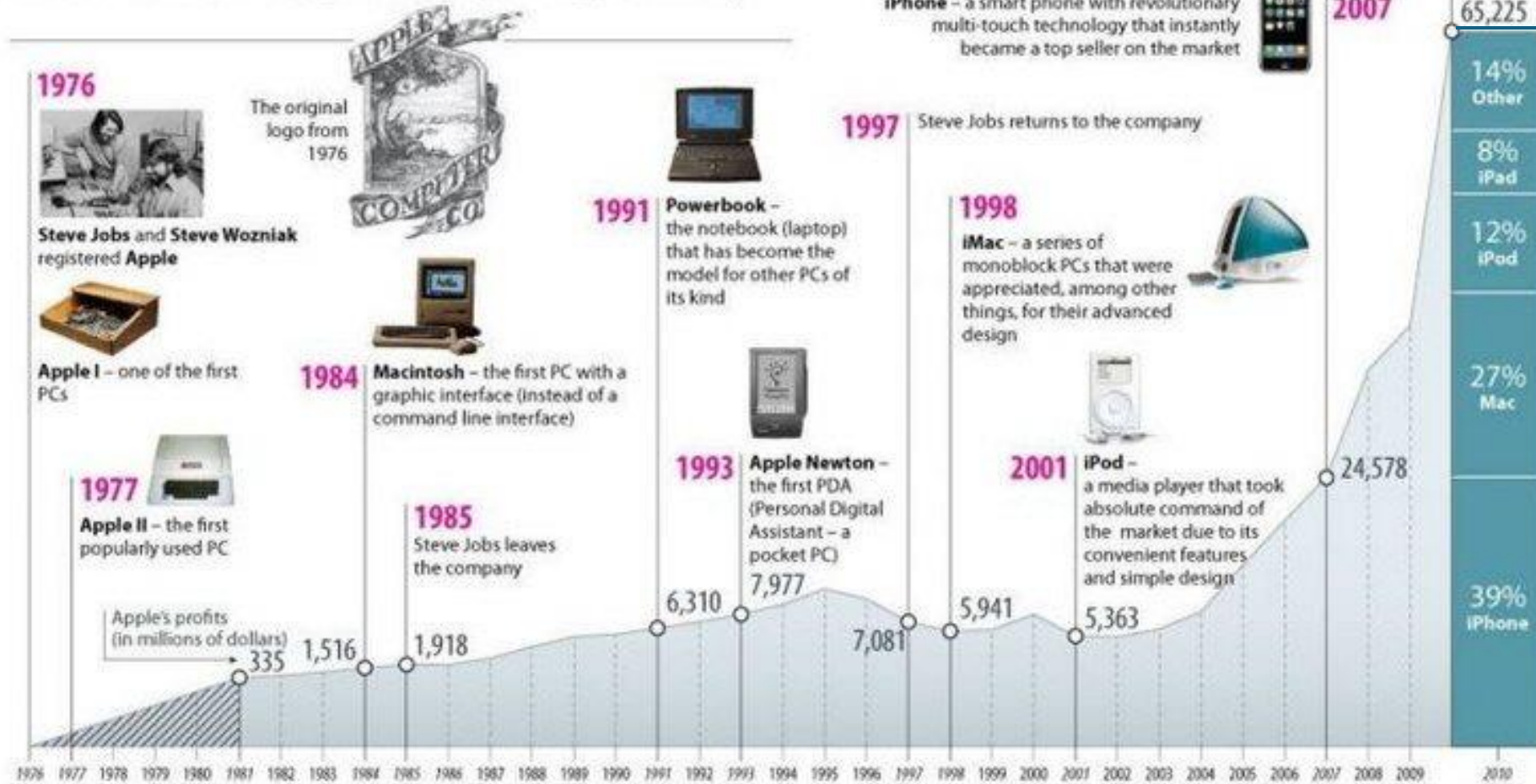
Game-Changing, Long-Term Narratives

vs.

Problem-Solving Episodes

35 years of Apple history

Apple, one of the pioneers on the personal computer market, has retained its technological and designer edge to this day

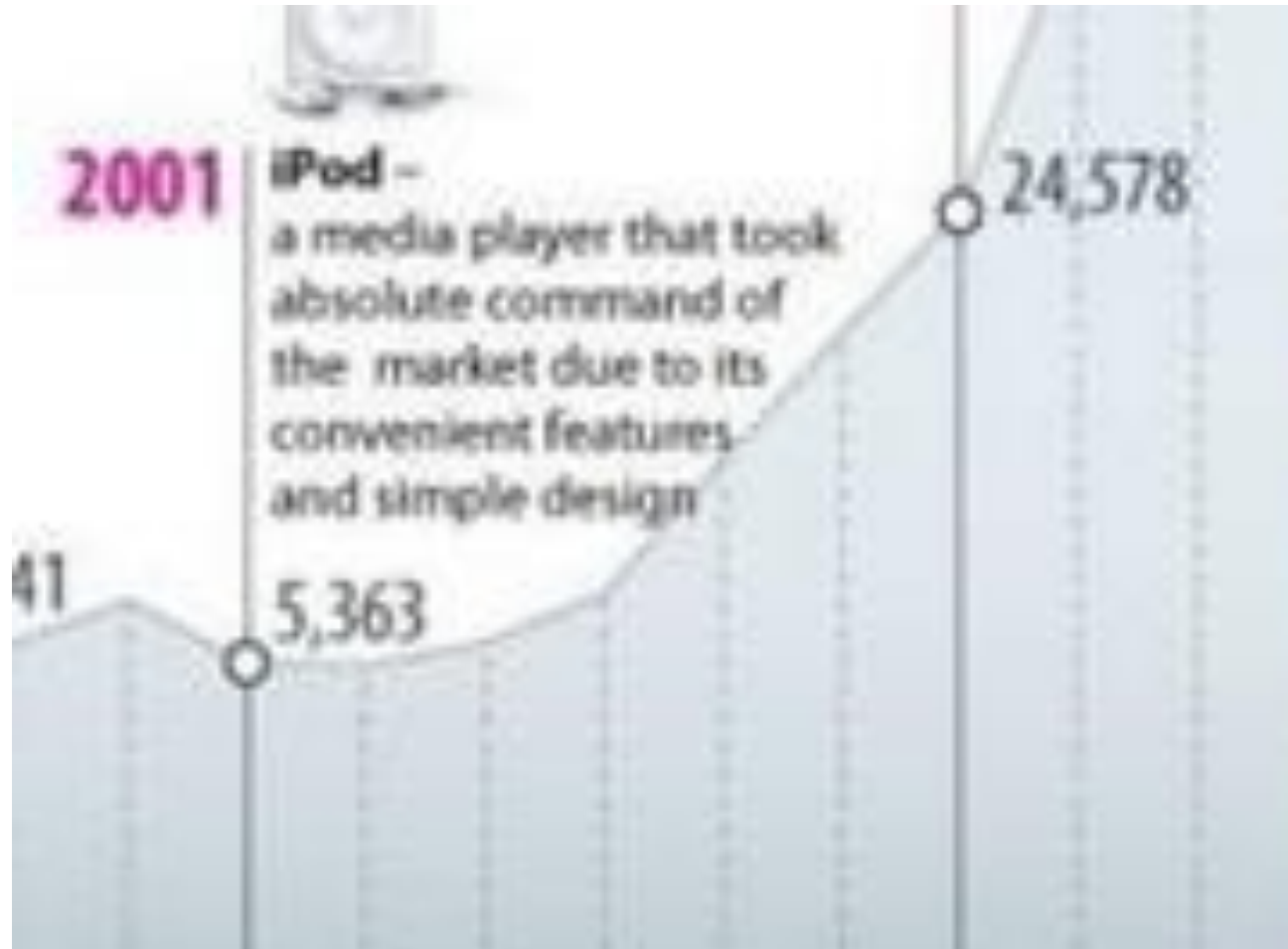


A Plan for a Decade – 2001-2010

Lead from the Future,

Johnson & Suskewicz

2010



**Apple
Ecosystem**

Problem Solving

3-5-years

Present
Forward

Regular /
Weekly

Logic-
Only

Long-Term Narrative

10-30-
years

Future
Back

Rare /
Multi-Year

Emotions-
Based

Storytelling Frameworks

- Your protagonist wants...
- But he/she is fighting against a villain...
- And therefore has a bunch of problems (emotional, functional, social)
- They'll need a guide!

Application – “The Snapshot”



Application II – “The Snapshot”



- +
-

Secret #3 – How to Help CEOs Think Differently

...without pressuring them into becoming defensive?



Engaging Boards Outline



board

Engaging Boards Outline

Learn boards, use JTBD,
find cases, seek allies,
build consensus

McKinsey has demonstrated companies that outperform have boards which spend almost **twice** as much time on strategy related work as their average peers.

“Toward a value-creating board.” McKinsey & Co.

A recent McKinsey survey: A mere 34% of directors believe that the boards they serve on fully comprehend their companies' strategies.

Harvard Business Review, 2015, Where Boards Fall Short

Case #1 - “We Want More”



Case #2 - “Bring in the Chairman!”

*25-year
strategic
plan*

A modern living room with a whiteboard on a tripod stand. The whiteboard displays the text "25-year strategic plan" in a black cursive font. The room features a light-colored sofa, a bookshelf, and a potted plant.

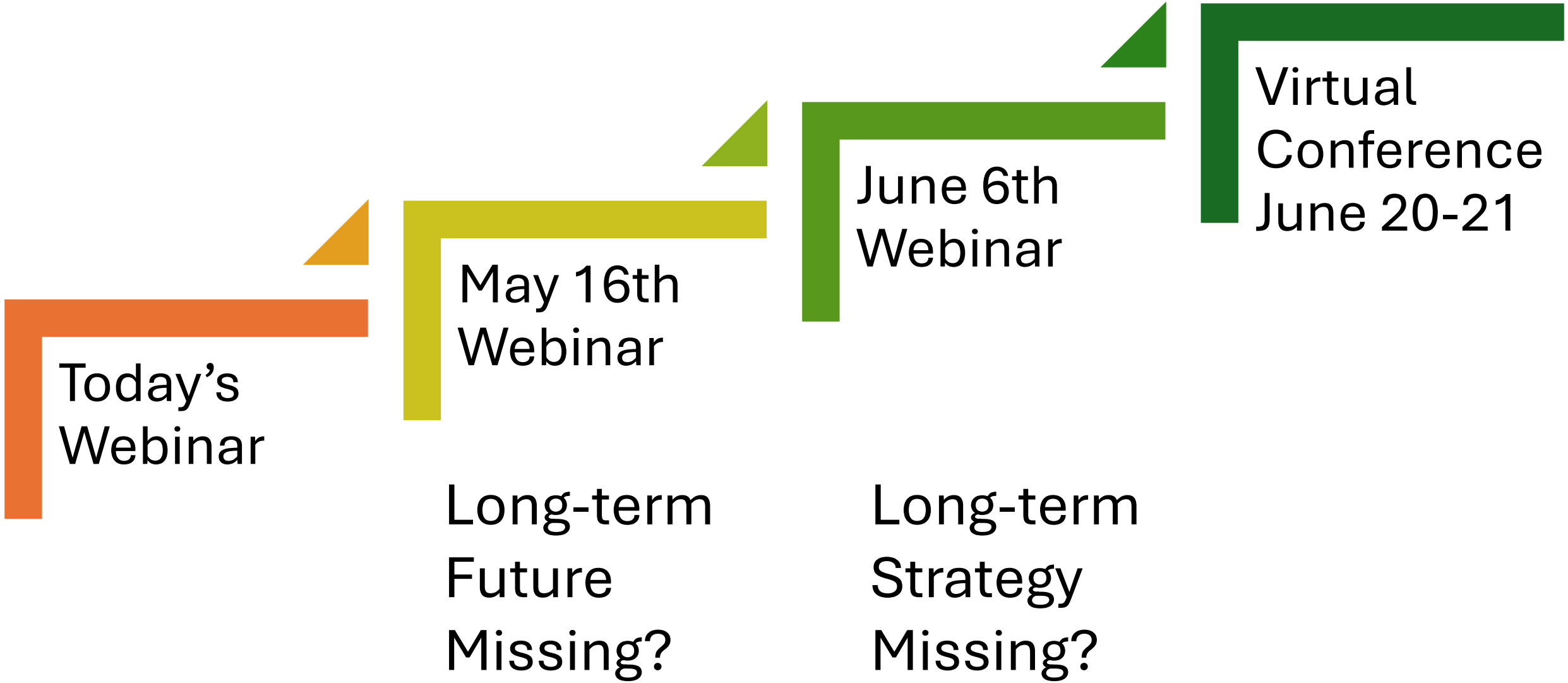
JTBD – Jobs to Be Done

Every Board Member
joins a board to get a
“job” done...

What are some case studies of boards which failed to provide strategic direction?

“We should be doing more game-changing, long-term strategic planning but...”

**Are you ready to hear the
best way to learn more?**



<https://strategyconf.fwconsulting.com>

- Focus on long-term strategic planning

Long-Term Strategy Conference 2024

Long-Term Strategic Planning Conference | Jun 20-21, 2024

Virtual <https://strategyconf.fwconsulting.com> Free Passes + Full Tickets

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- Full Tickets to all Video Replays - \$179

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[Early Registration B645JTQ Code](#)



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<https://strategyconf.fwconsulting.com>

Free Giveaway!

**One Full Ticket worth
\$179**

Question...

What are the names of
2 books I have
mentioned today?

Next Webinars

Thur May 16th

What if you don't have a long-term vision?

Thur June 6th

What if you have a game-changing BHAG but no long-term strategic plan?

<https://strategyconf.fwconsulting.com> to Register