Ep 31 - Escaping the Short-Term Trap

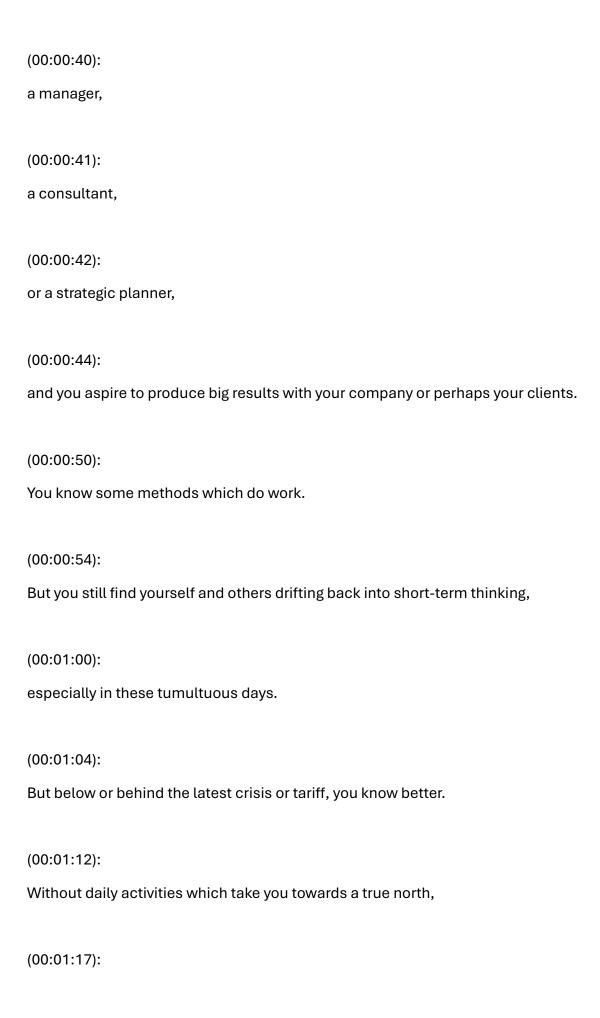


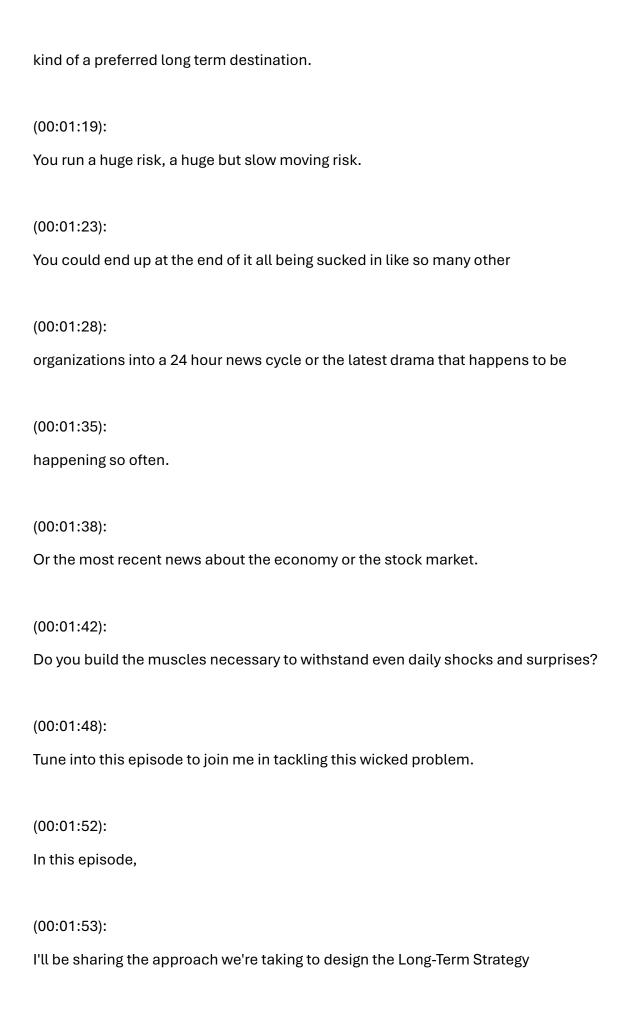
(00:00:00):
Develop momentum.
(00:00:01):
You need to get people to buy into the idea that big results need years.
(00:00:07):
They need time.
(00:00:08):
Long time frame, big results, they go together.

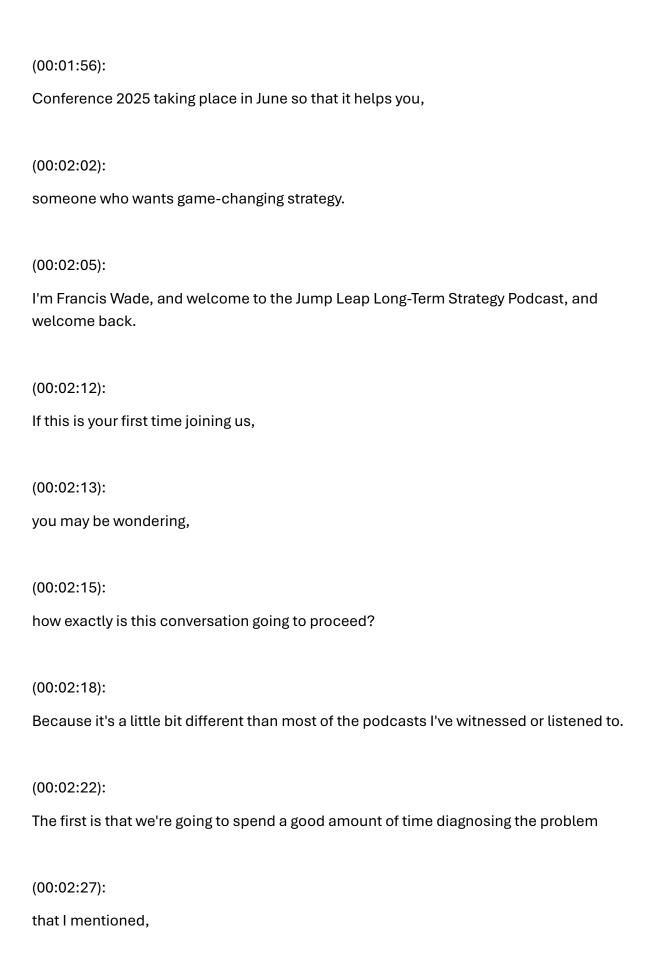
(00:00:10):

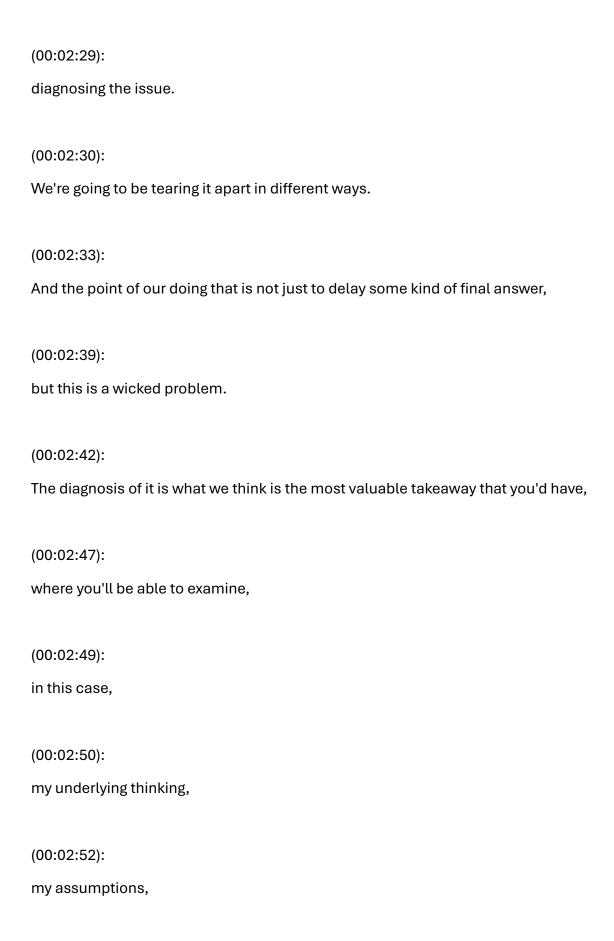
The Japanese reduction in BMI shows,

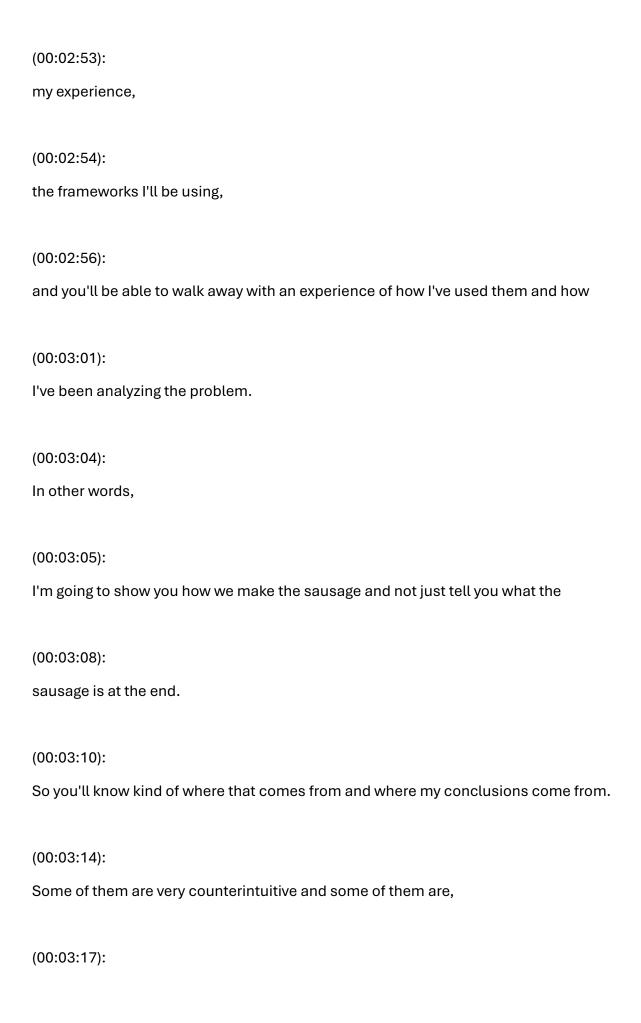


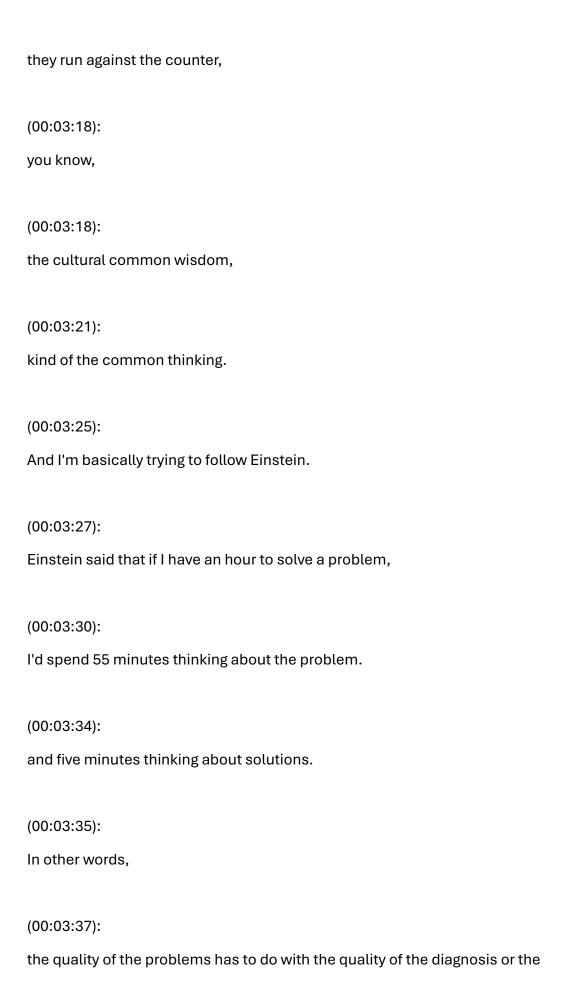












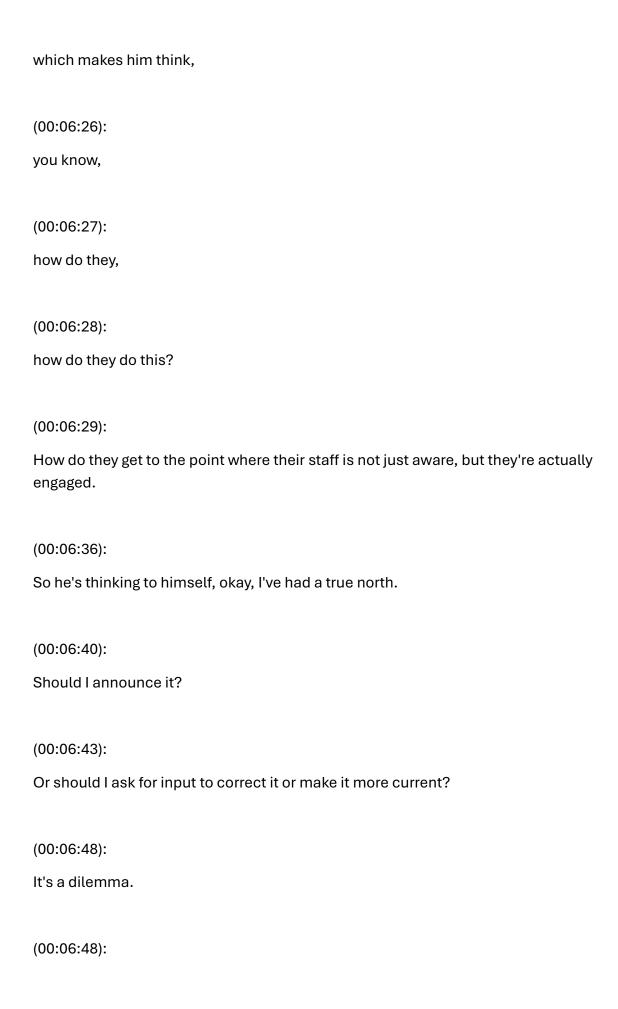






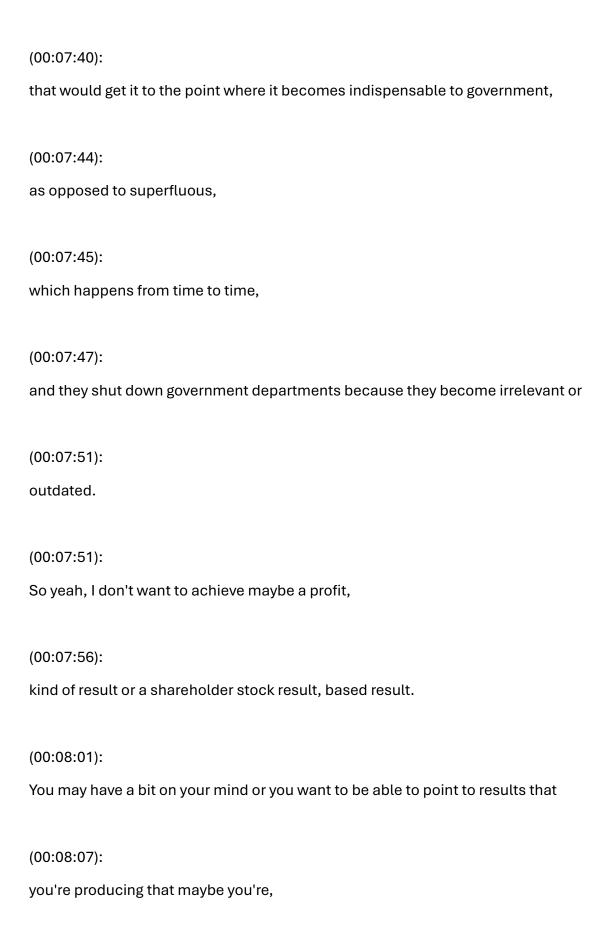
(00:05:14):
where he wants the company to go.
(00:05:17):
He's always infused with a picture of where things should be headed.
(00:05:23):
But he really hasn't shared any of those details.
(00:05:26):
No one else has the map that he has.
(00:05:29):
They have some vague idea, a little bit that he's shared with them now and again.
(00:05:33):
The fact is, they haven't really seemed all that interested and they haven't asked him.
(00:05:37):
So he's been kind of like, well, you know, let me keep them focused kind of on short
term stuff.
(00:05:42):
And let me think about the long term on my own.
(00:05:46):
Now,

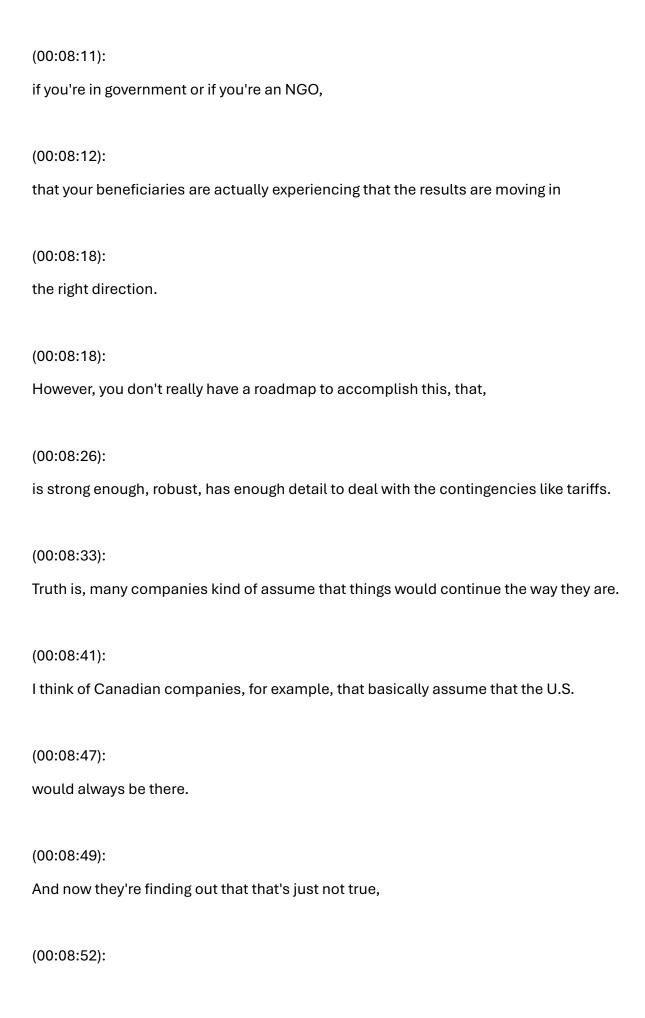
(00:05:48):
He's having a rethink because he believes that his team needs a complete
(00:05:53):
reorientation and it needs to be pretty dramatic because nothing else is going to
(00:05:58):
disrupt the thinking and the rut that he sees them falling into.
(00:06:05):
All of a sudden, there's this new daily habit.
(00:06:09):
of focusing on kind of what happened this morning or in the last 24 hours.
(00:06:14):
And he knows that he has,
(00:06:15):
you know,
(00:06:16):
he has some Asian competitors and they're all very long term oriented and they have
(00:06:21):
detailed plans and their staff knows about these plans,
(00:06:25):



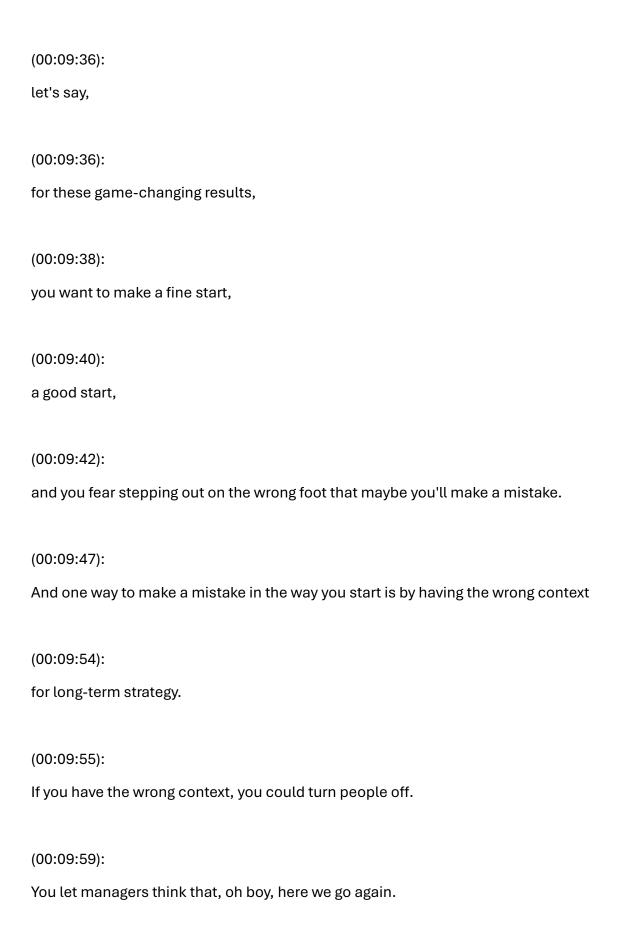
What should he do?
(00:06:49):
So perhaps you're like me and you can actually relate to this particular challenge
(00:06:54):
that Tomas is going through.
(00:06:57):
That, you know, you're someone who is, you know, you know, you're way around the head of a
(00:07:02):
head of a company,
(00:07:02):
you know,
(00:07:03):
you've been around the C-suite either as a member of the C-suite or you're someone
(00:07:07):
who has,
(00:07:08):
you know,
(00:07:09):

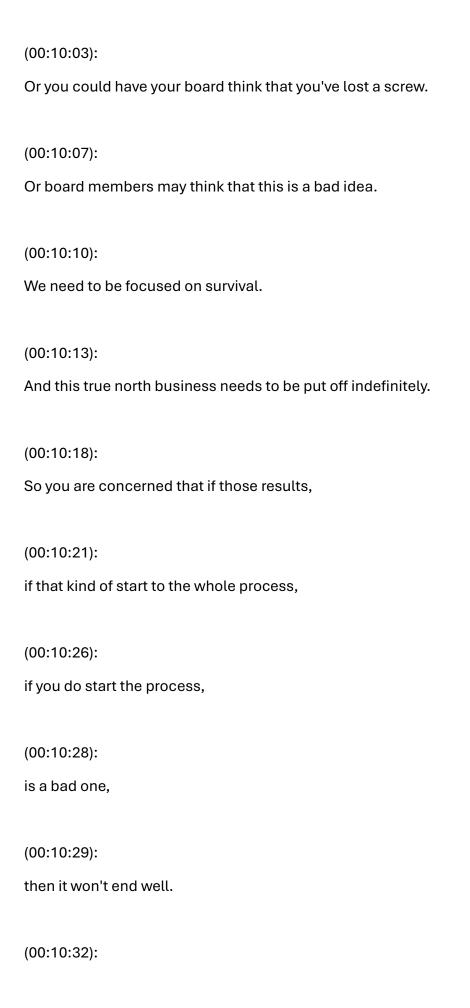


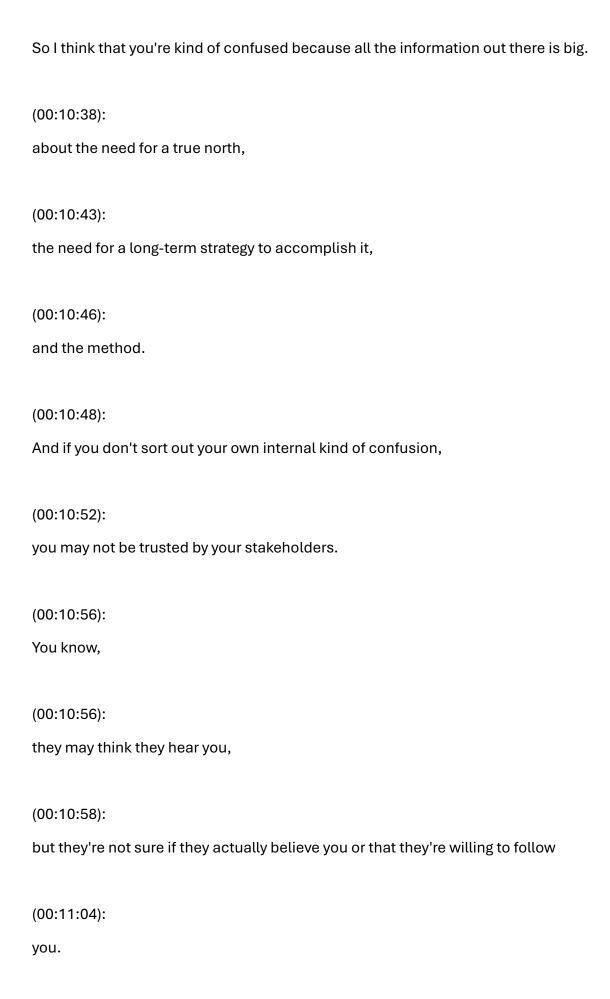


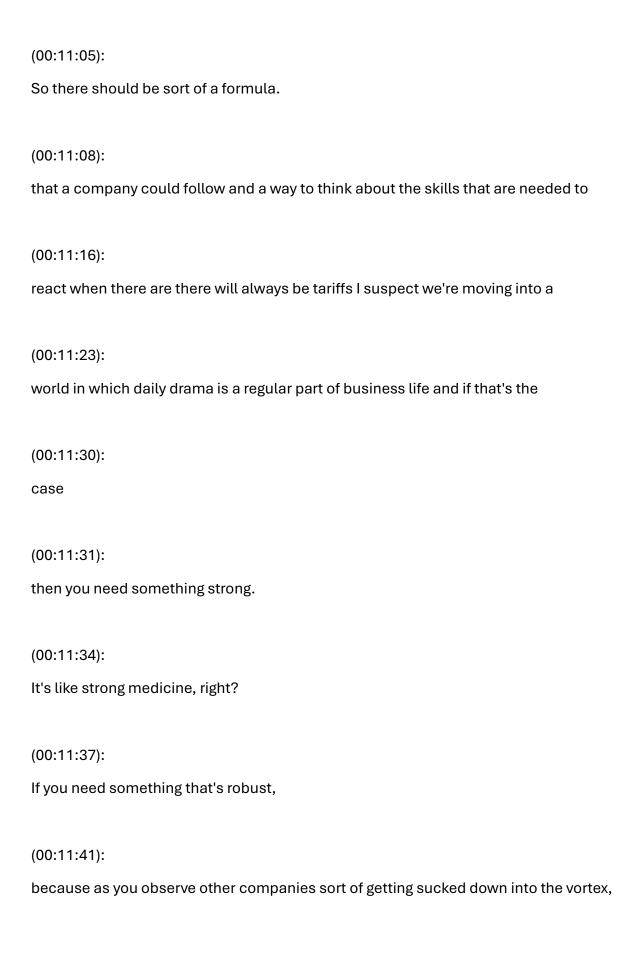


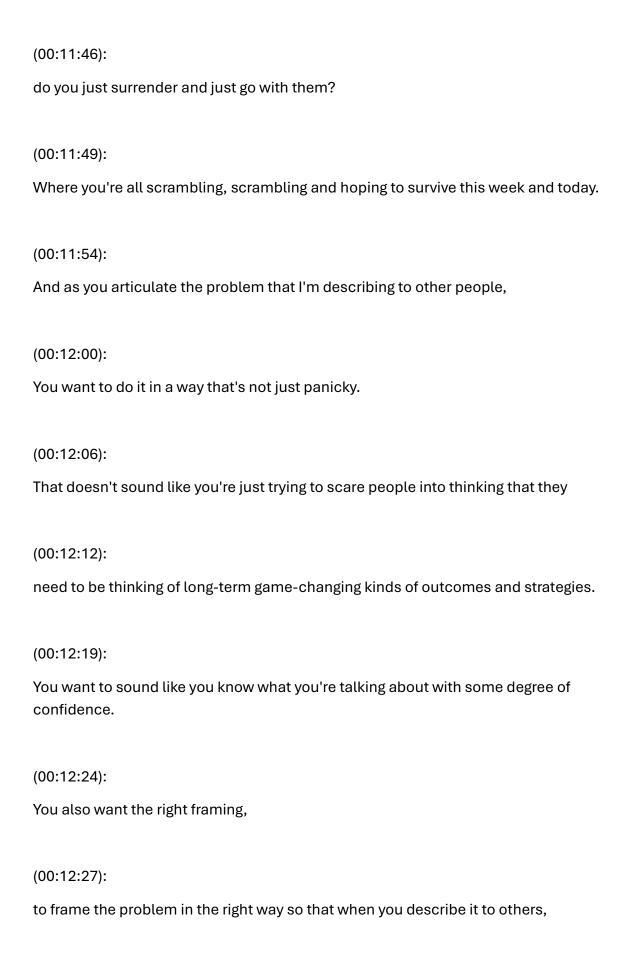


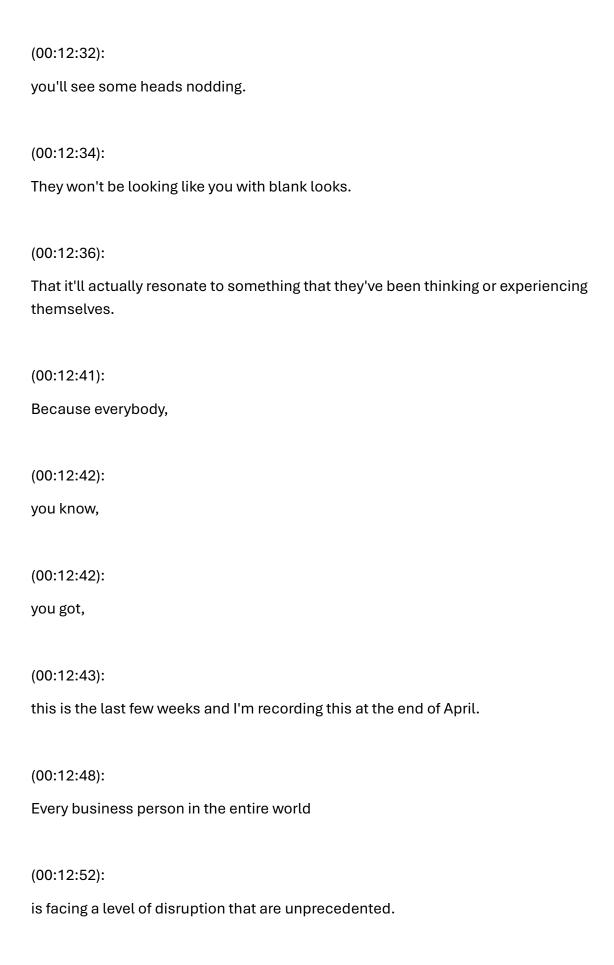


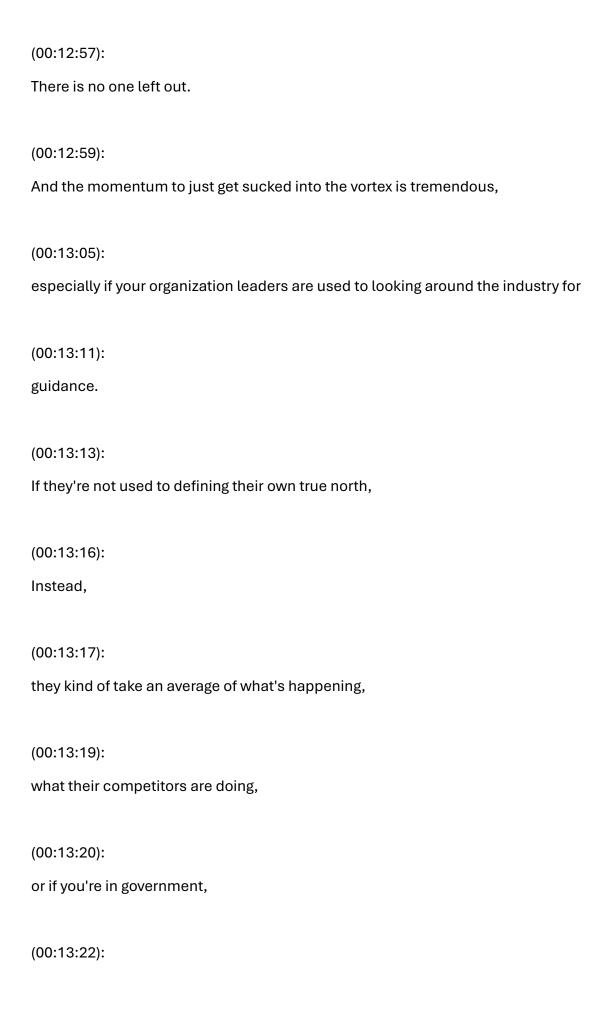


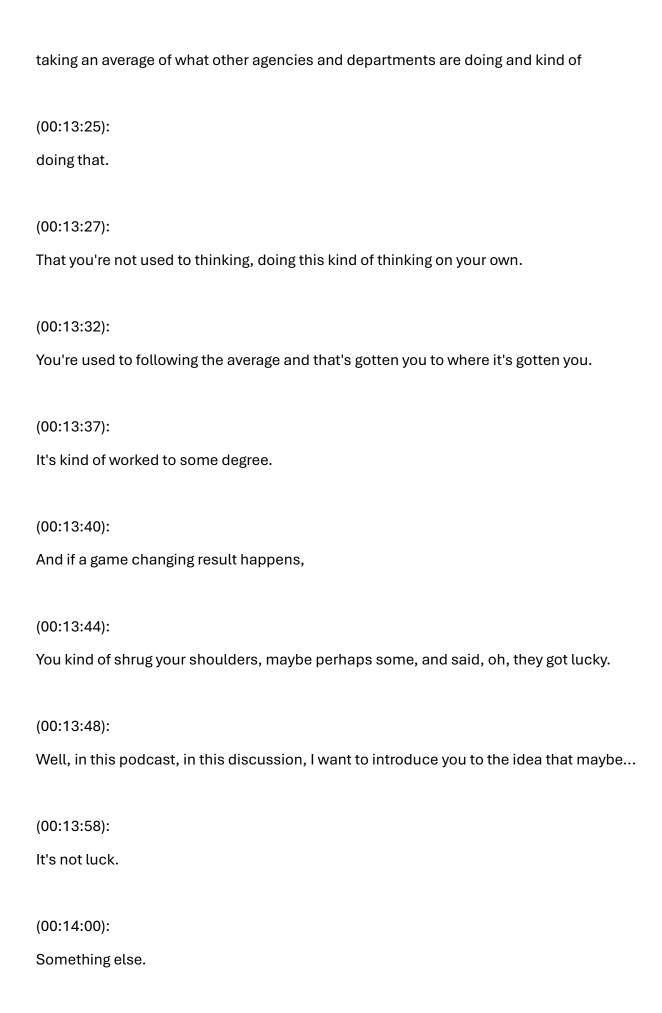


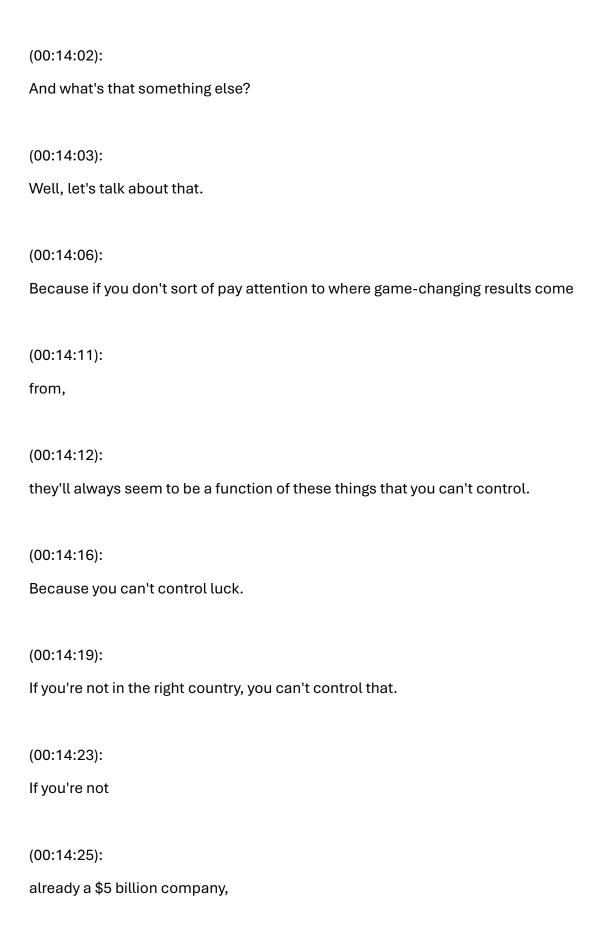


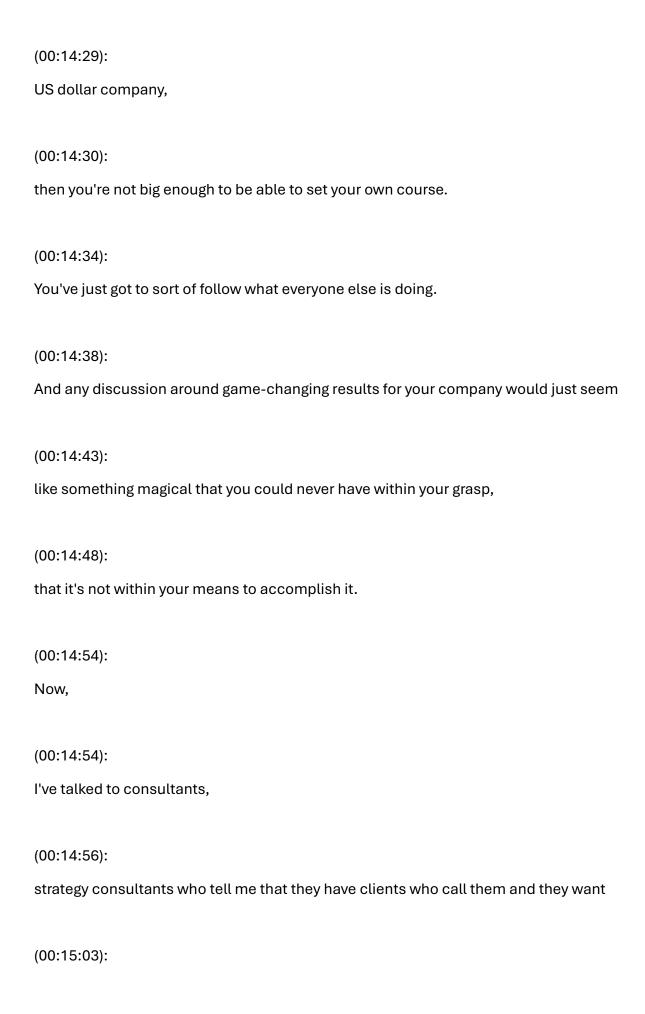


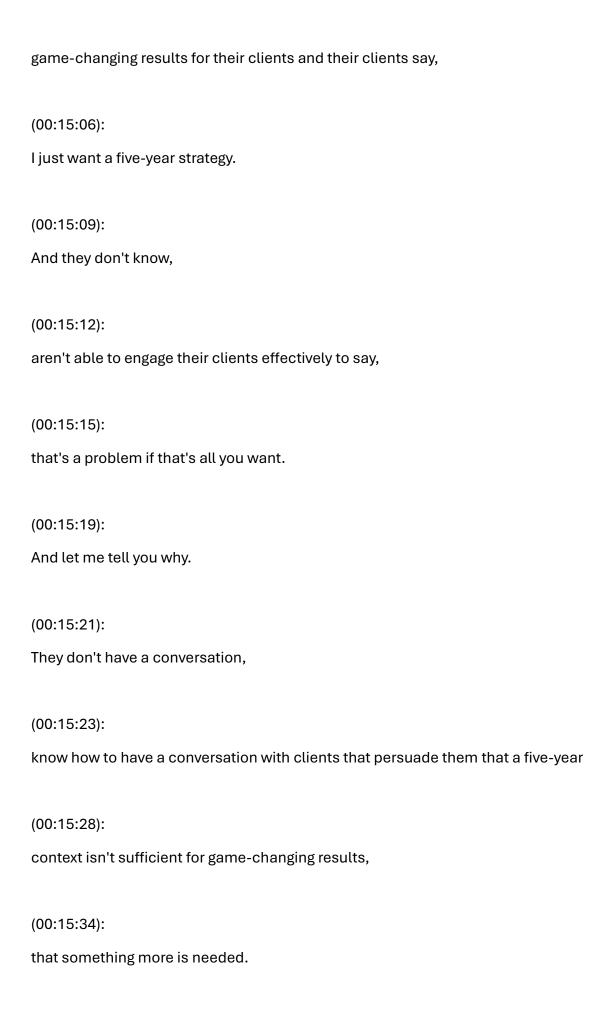


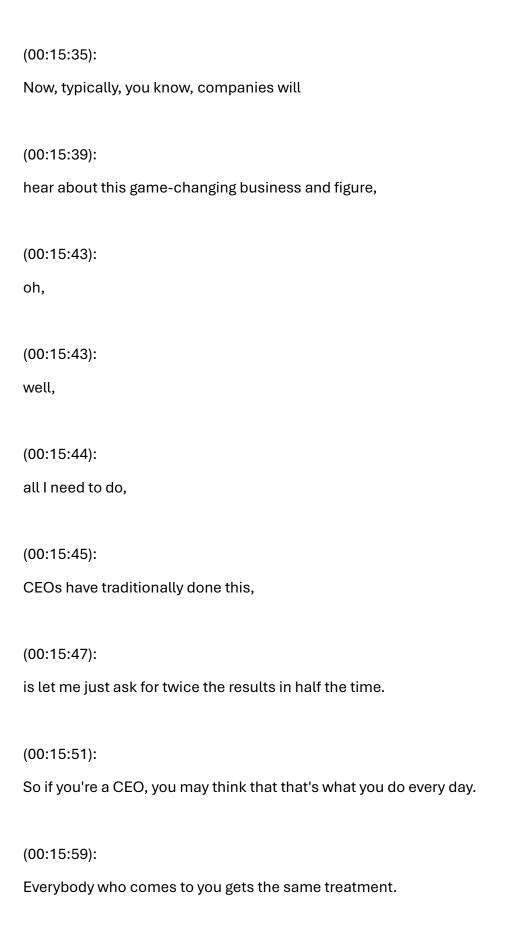


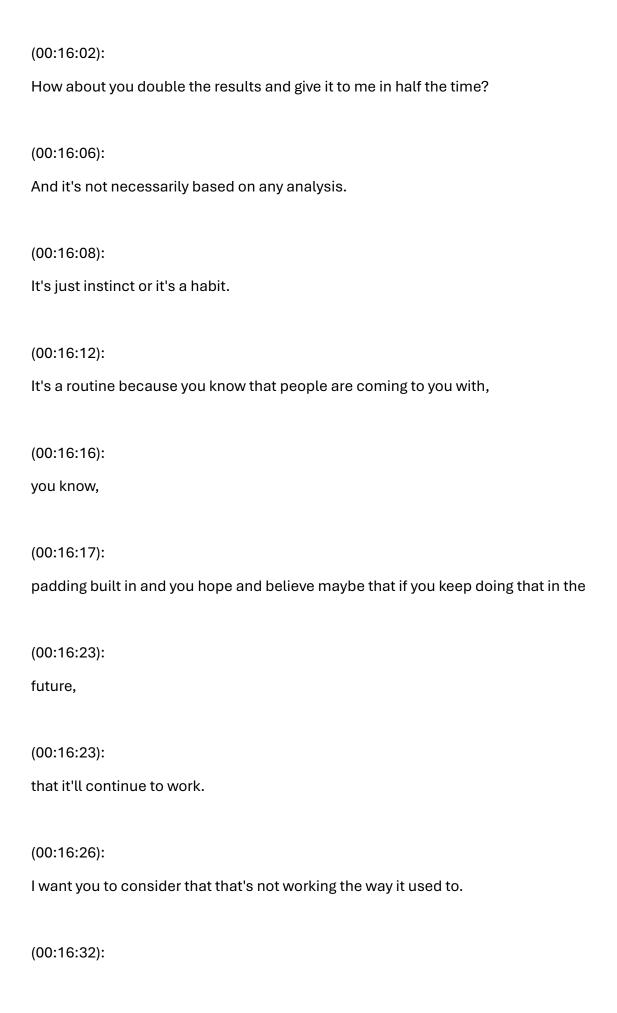


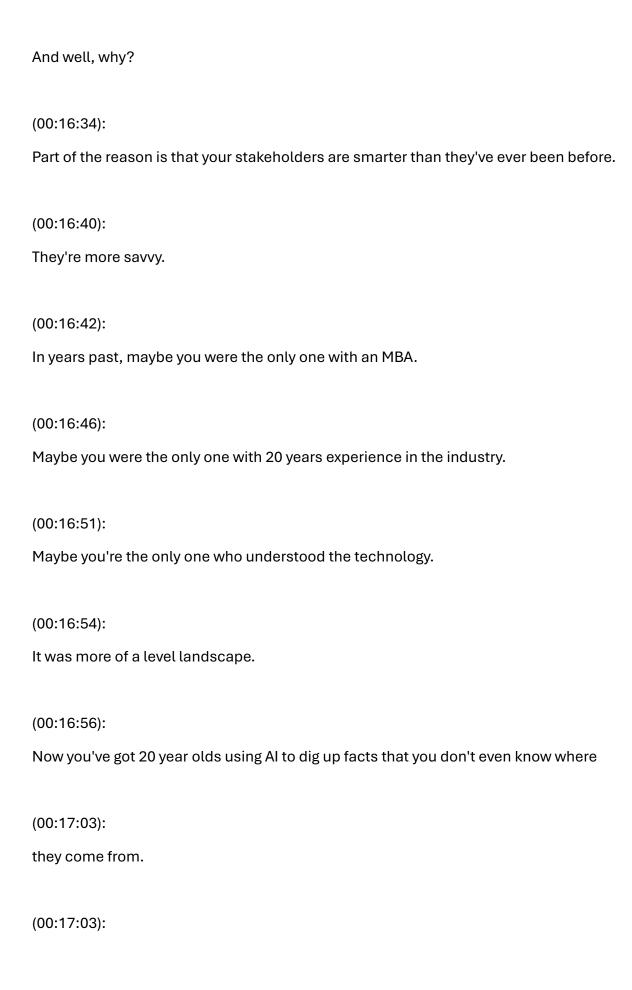


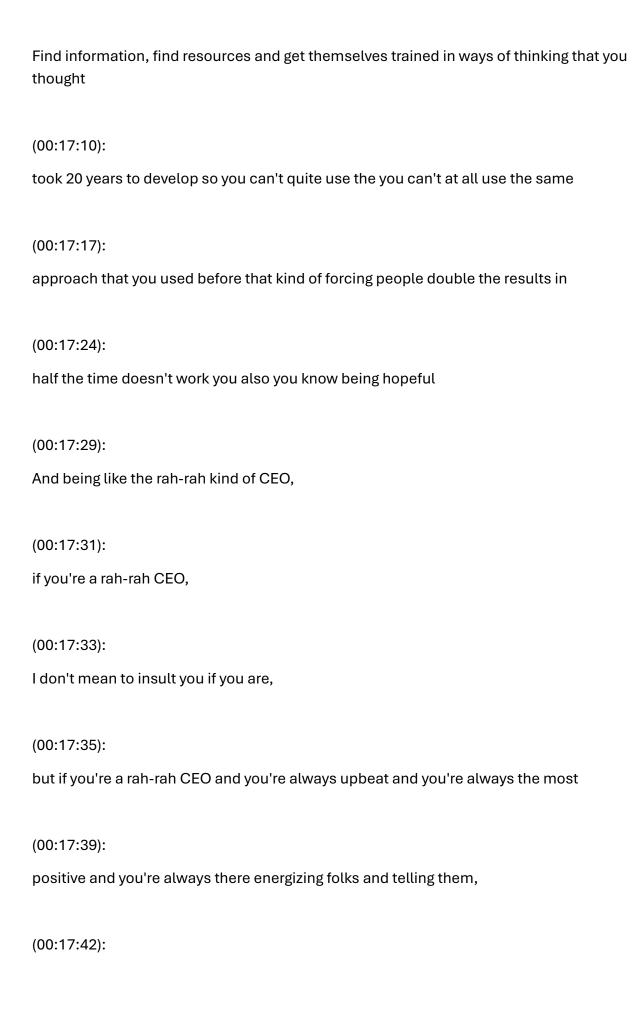


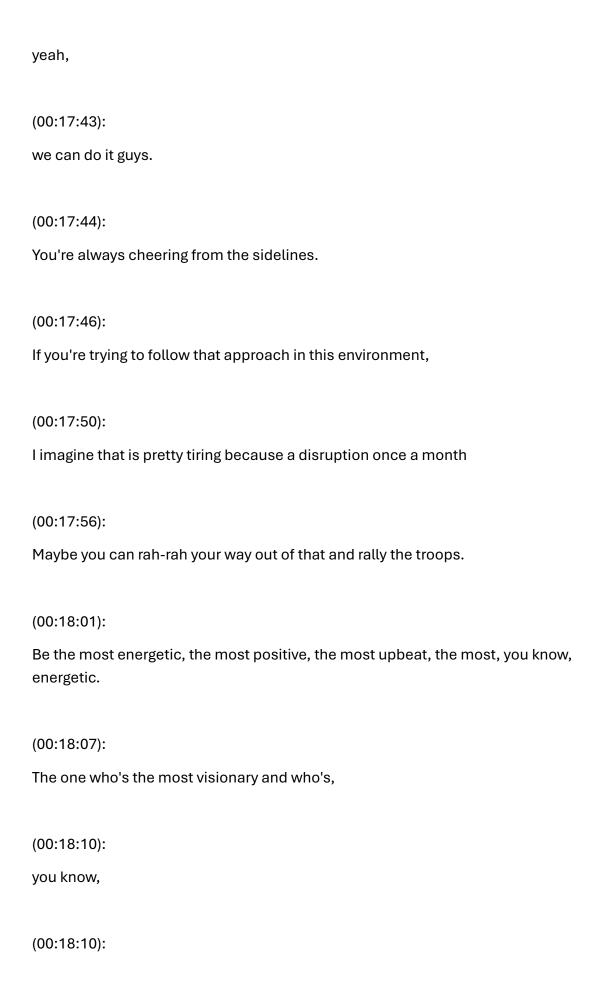


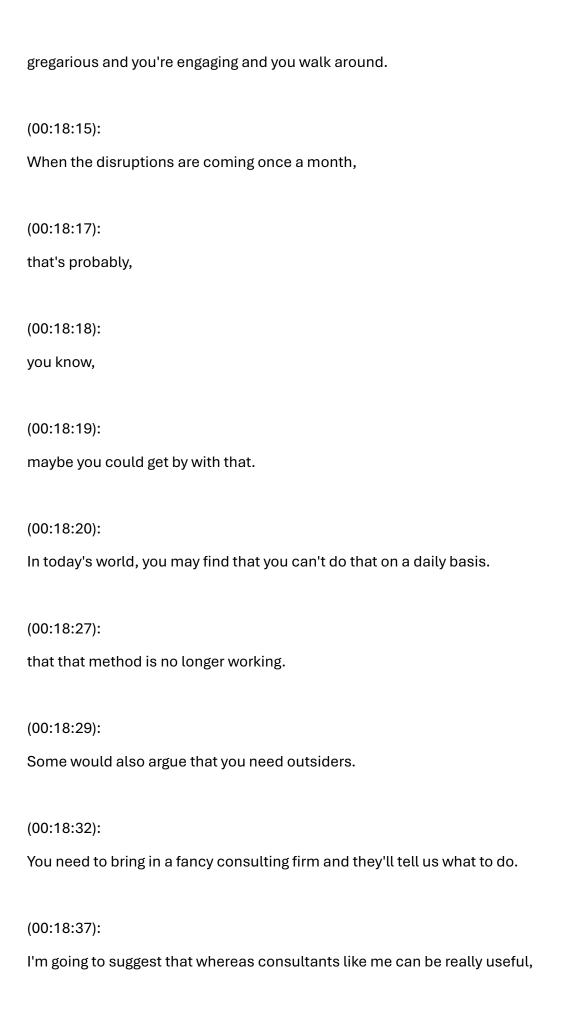


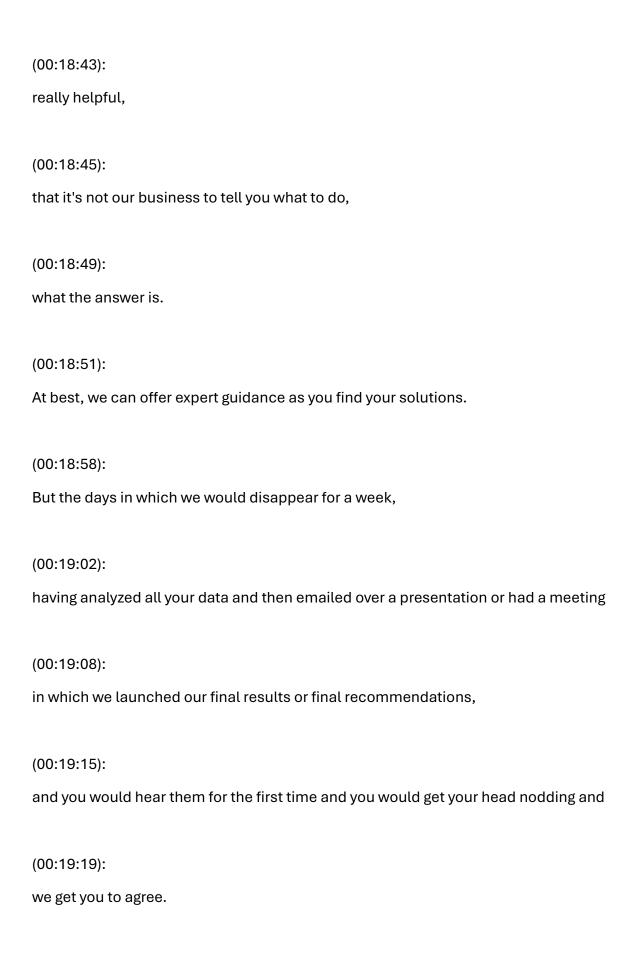


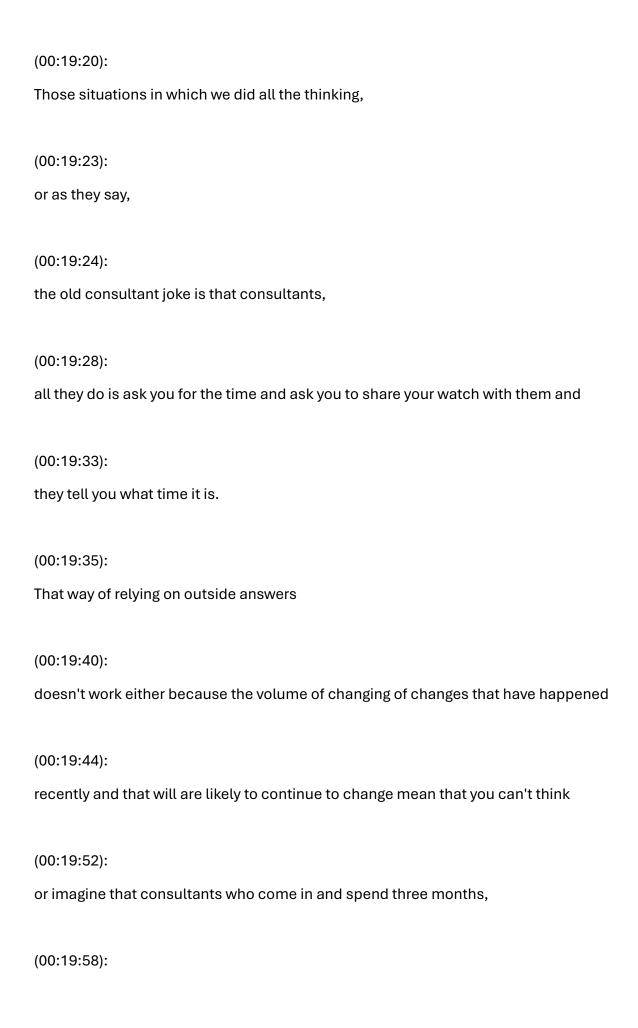


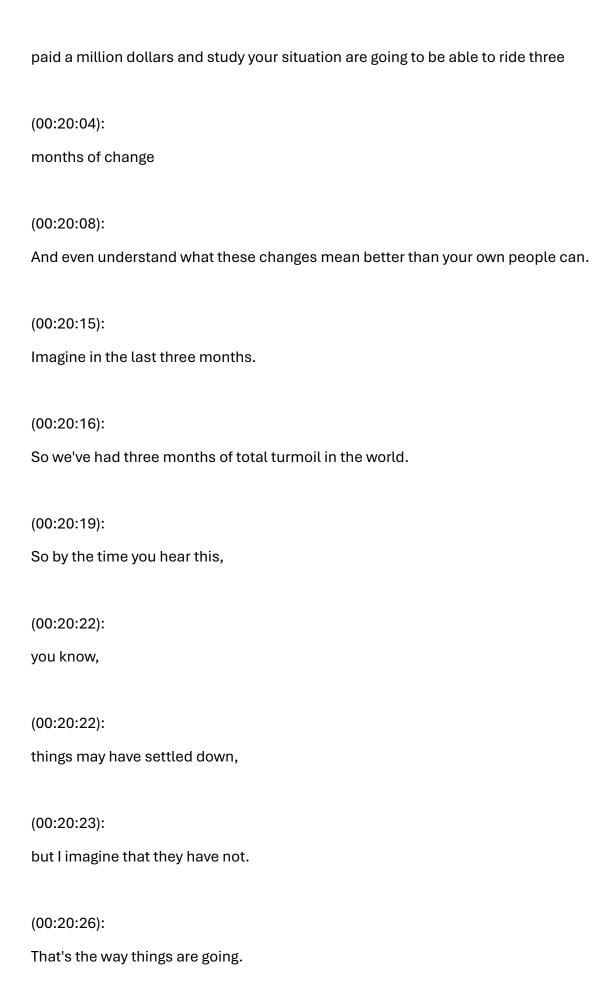


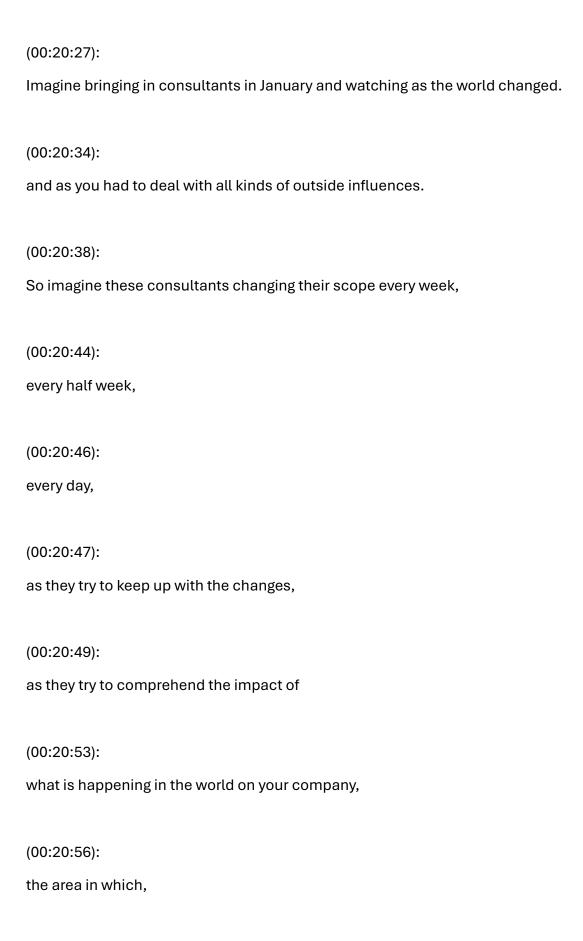


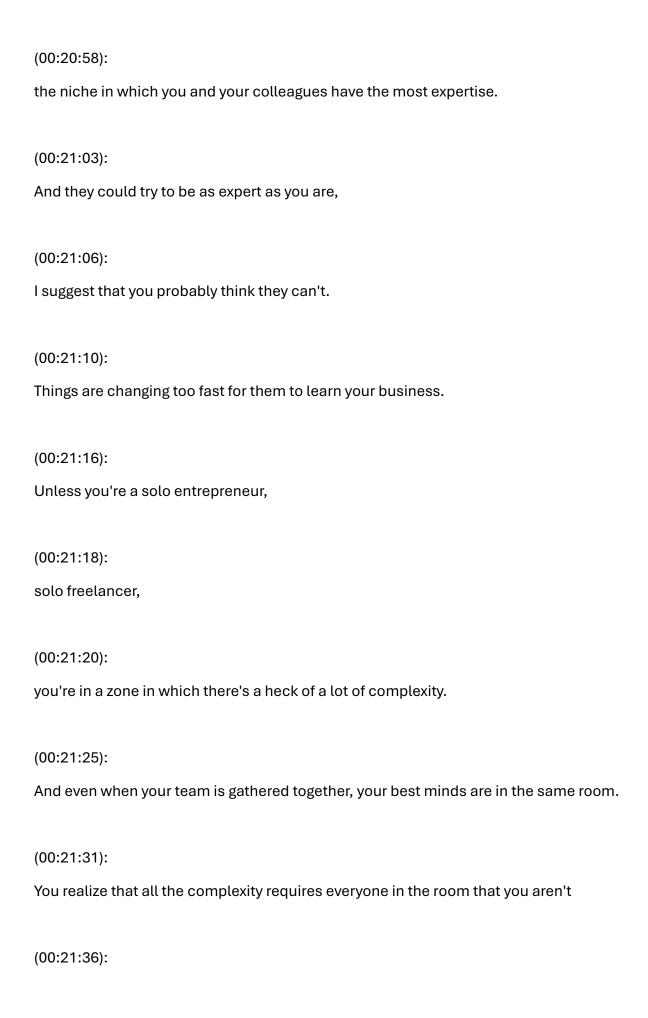


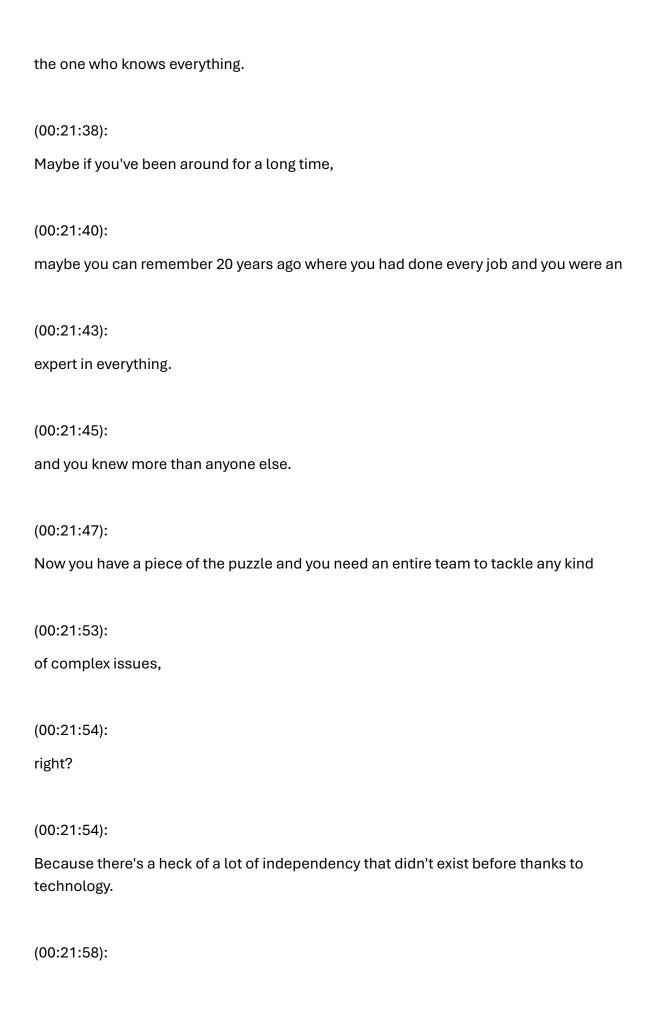


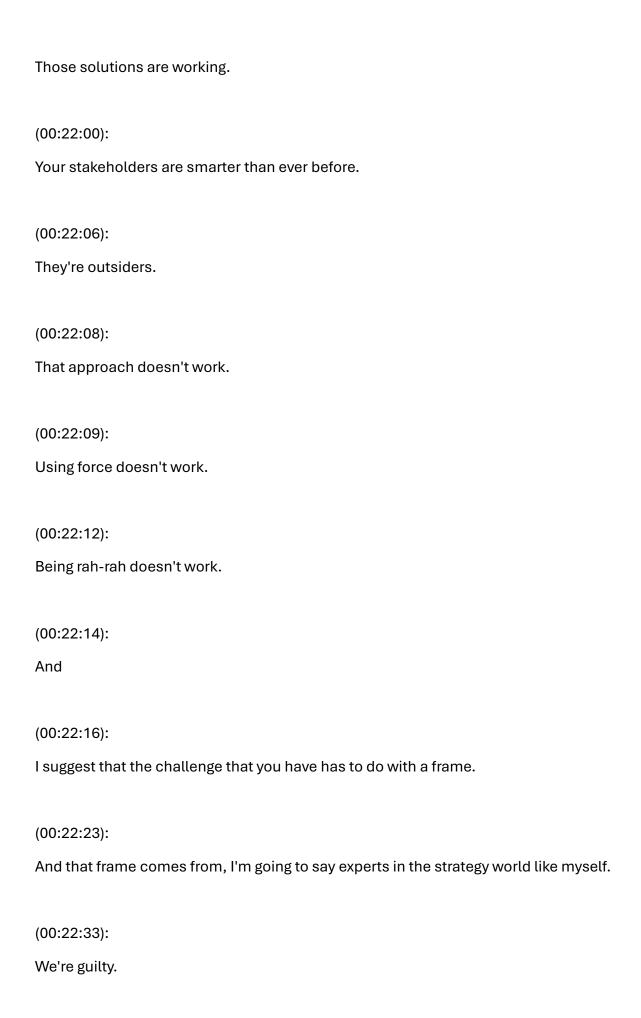


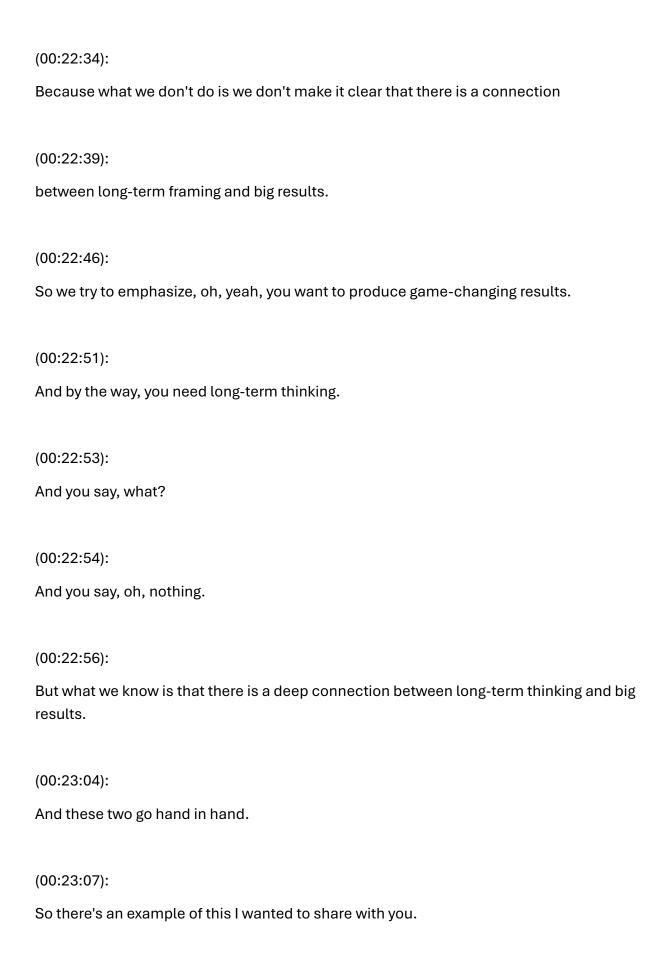


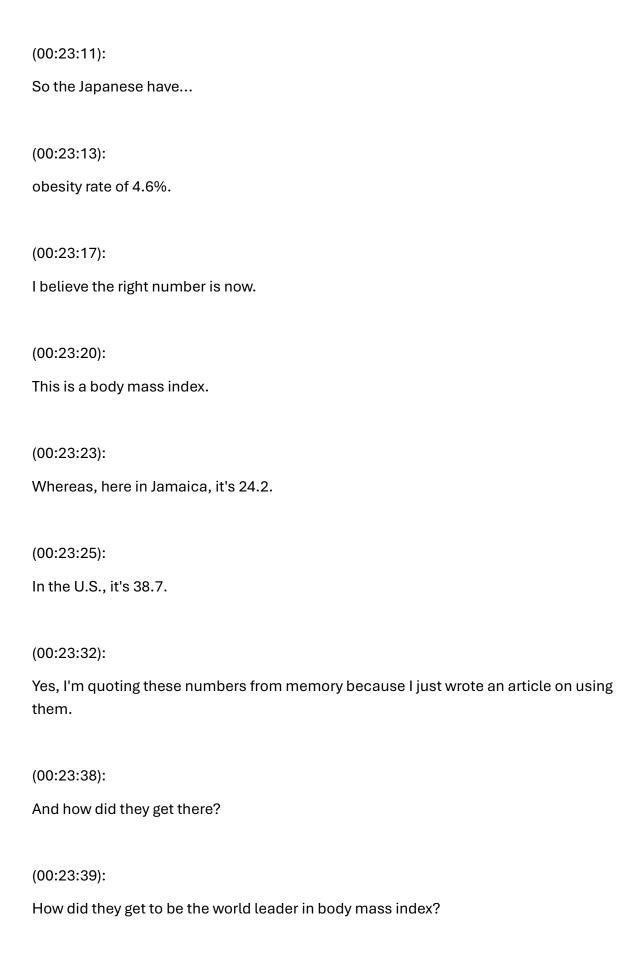


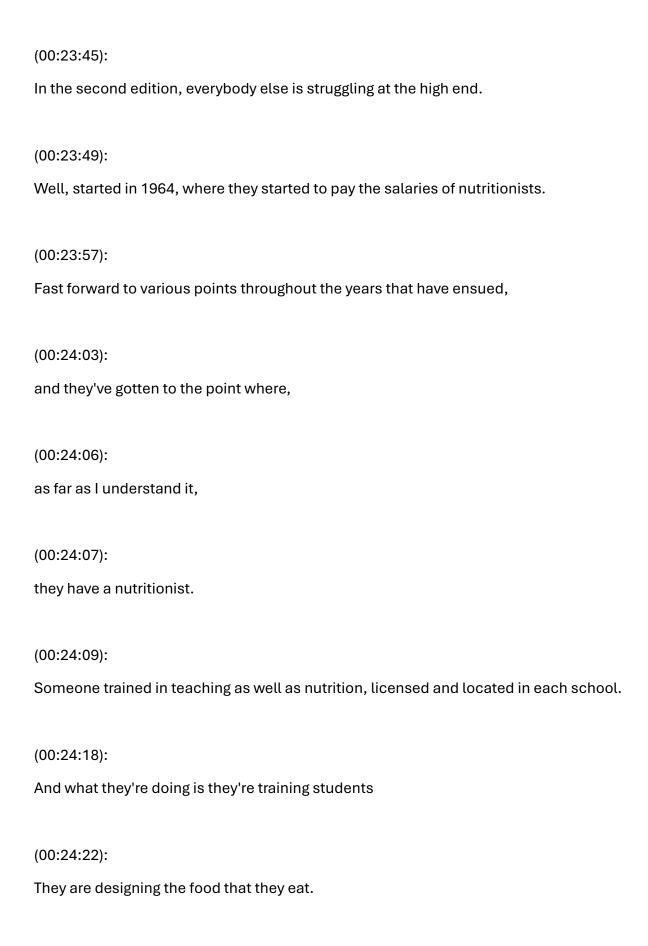


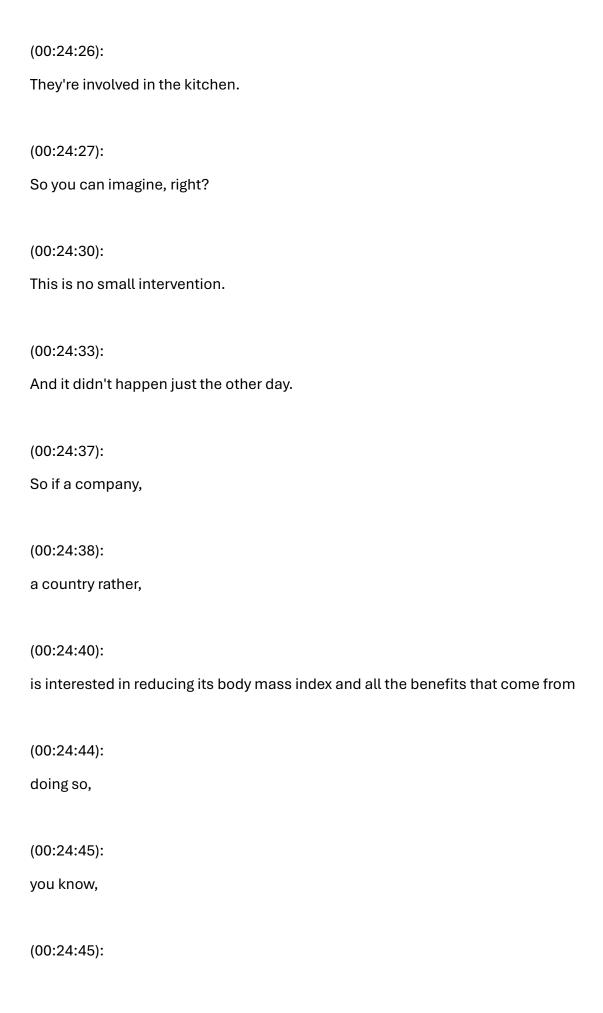


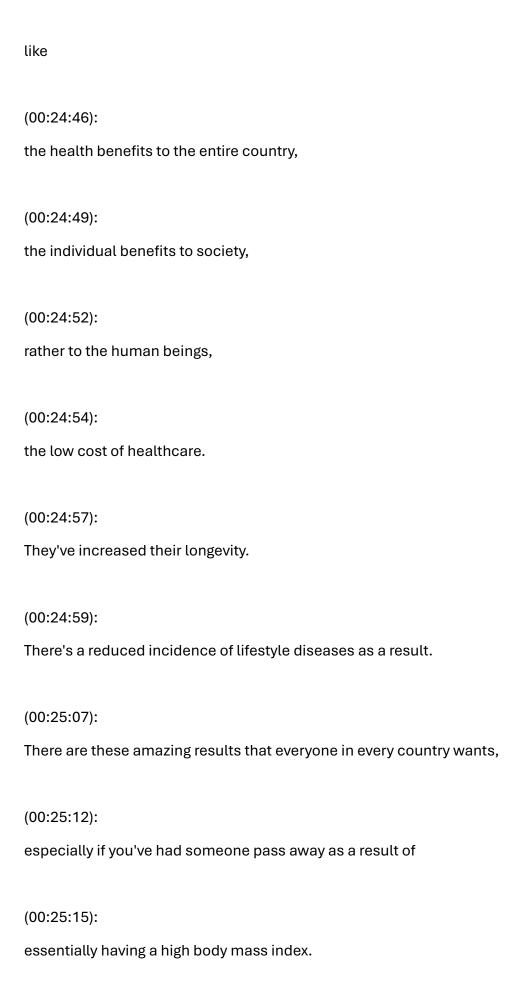




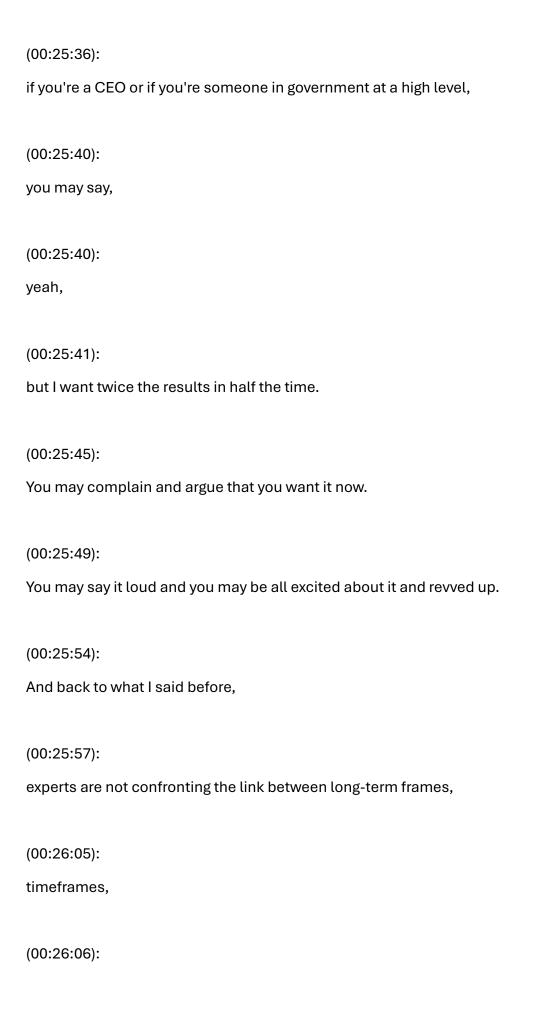


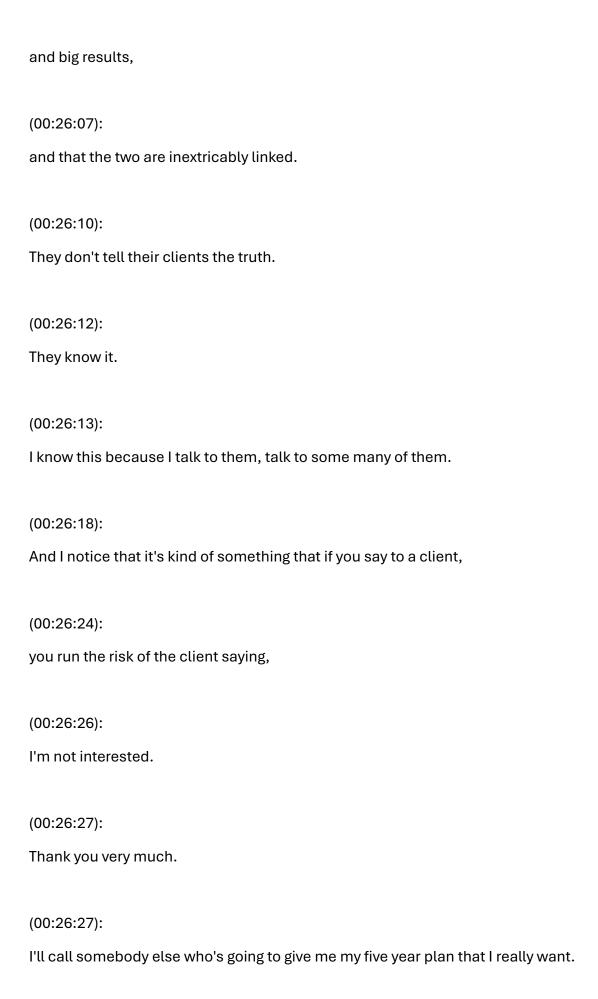


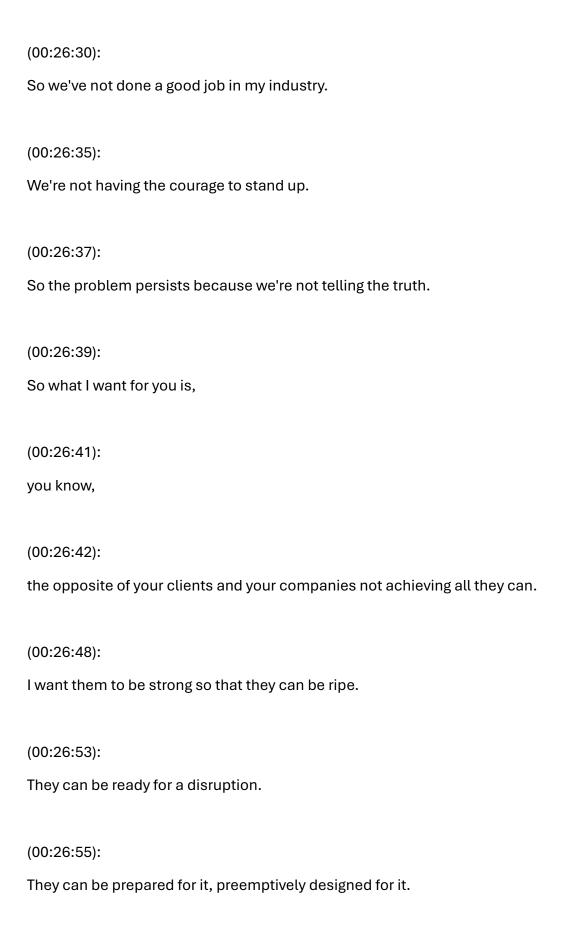


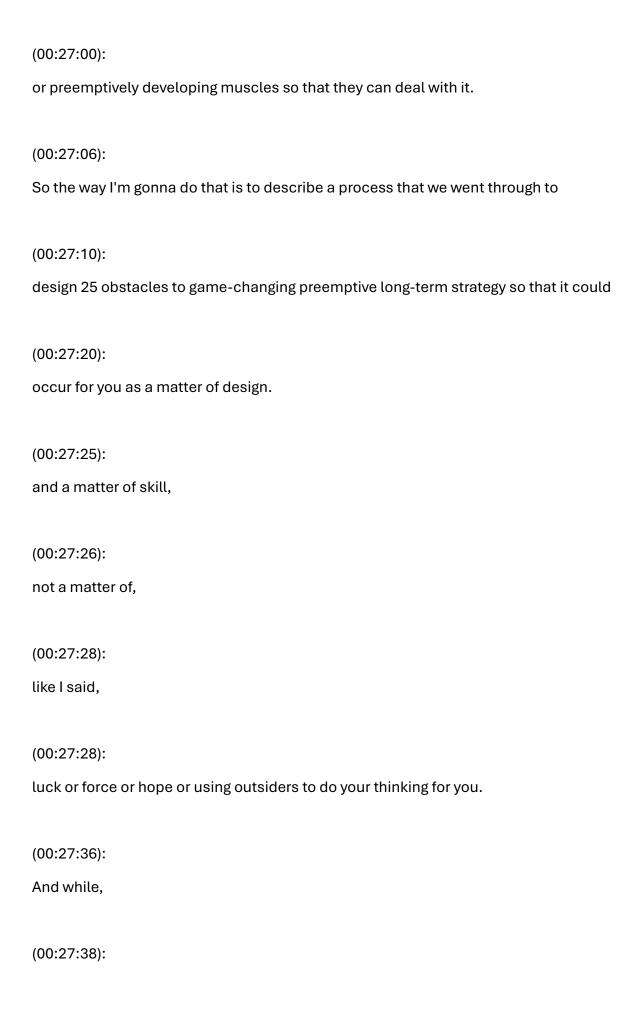


(00:25:17):
Everyone wants these results.
(00:25:19):
However,
(00:25:19):
given the time frame it took for them to produce it,
(00.05.00)
(00:25:22):
what do you think a two-year plan or a four-year plan looks like when put down on
(00:25:28):
paper?
(00:25:28):
I think the Japanese would maybe shake their heads and say, you don't get it.
(00:25:33):
They may tell you their story.
(00:25:36):
And,
(00:25:36):
you know,

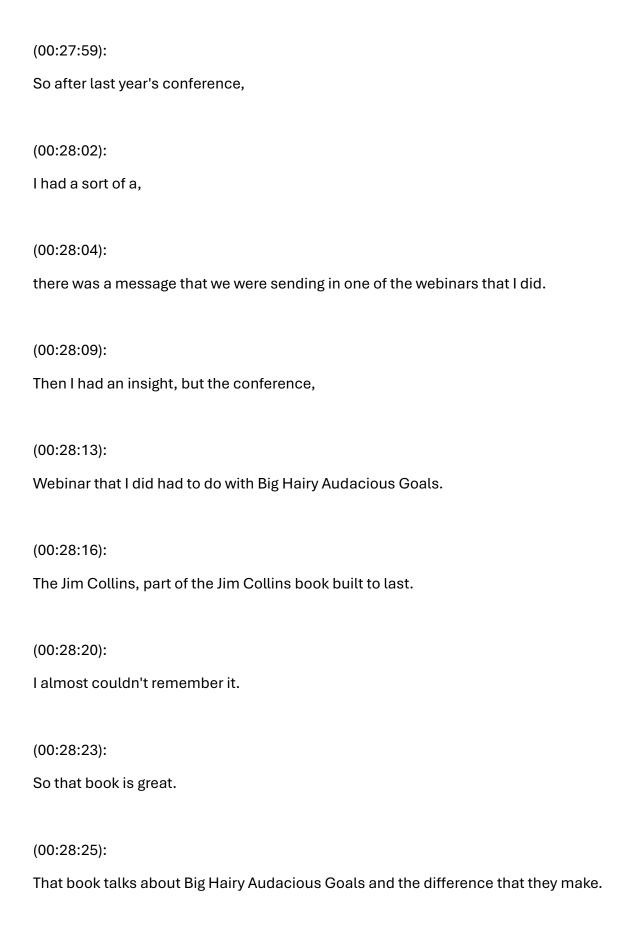


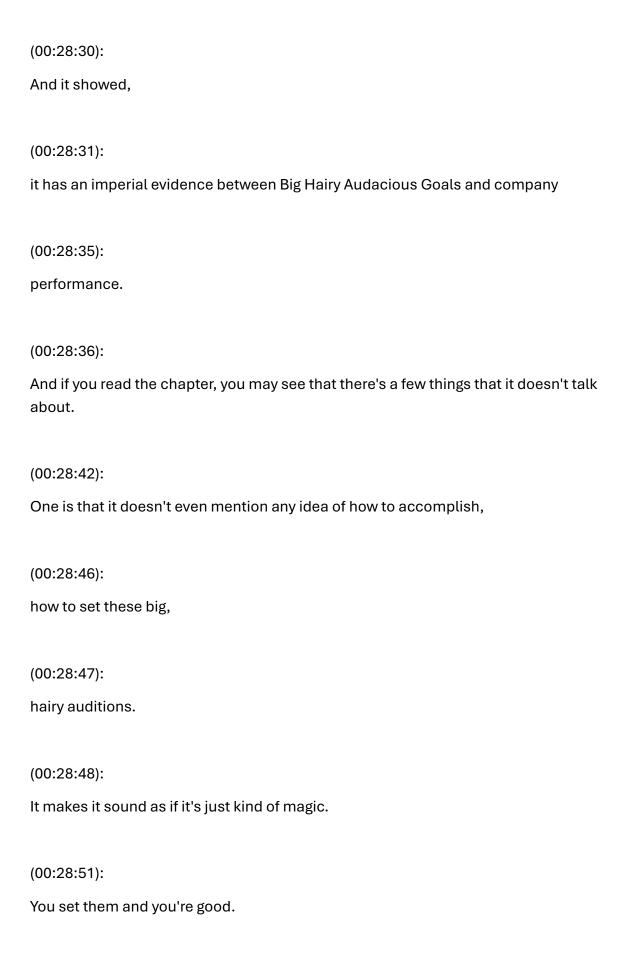


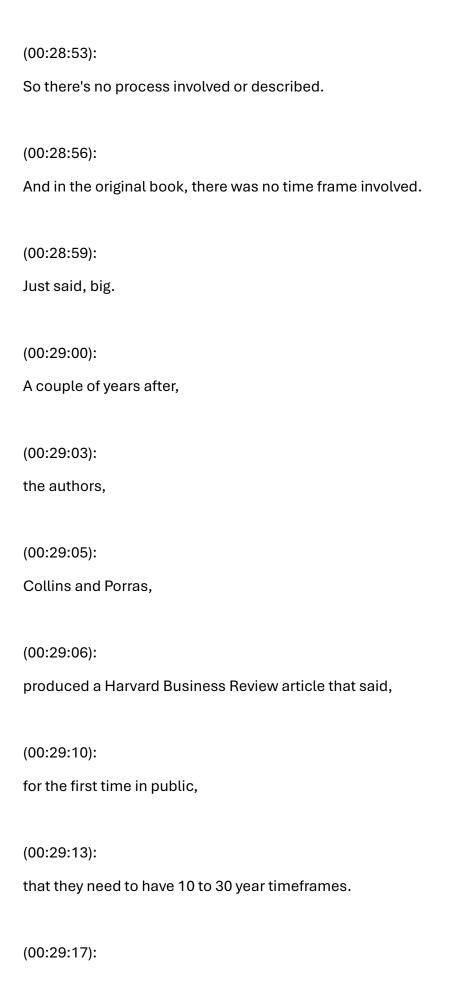


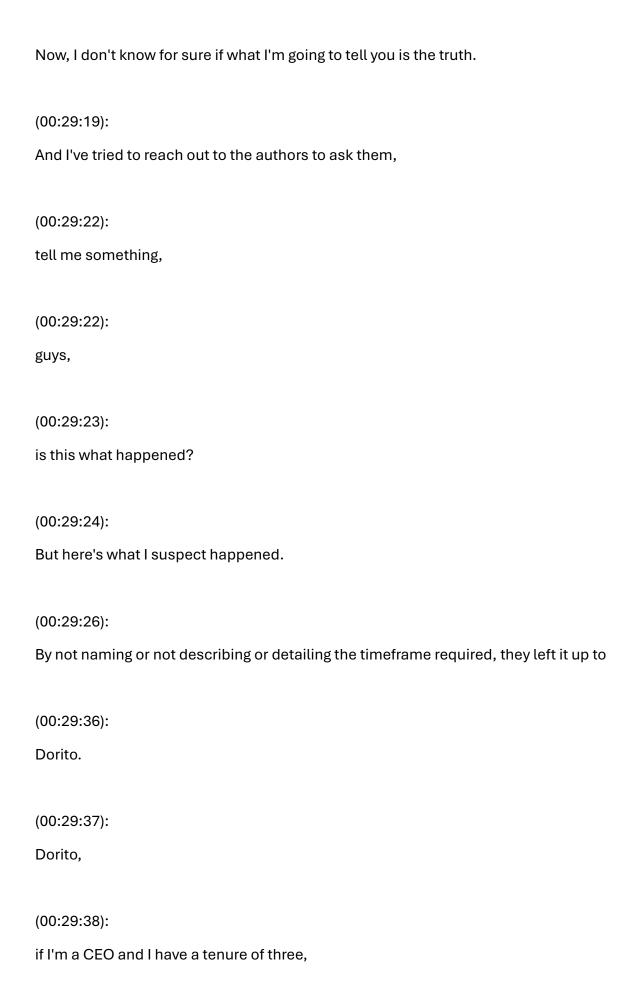


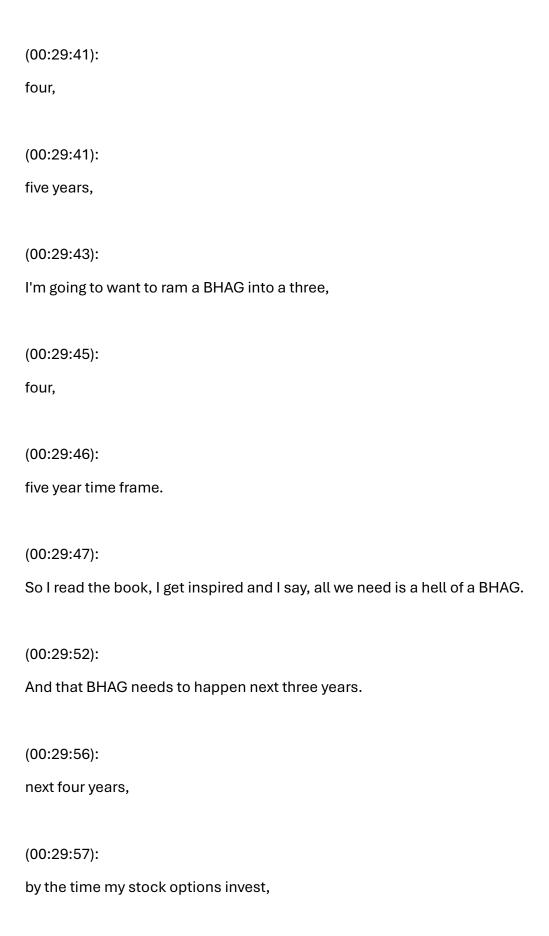


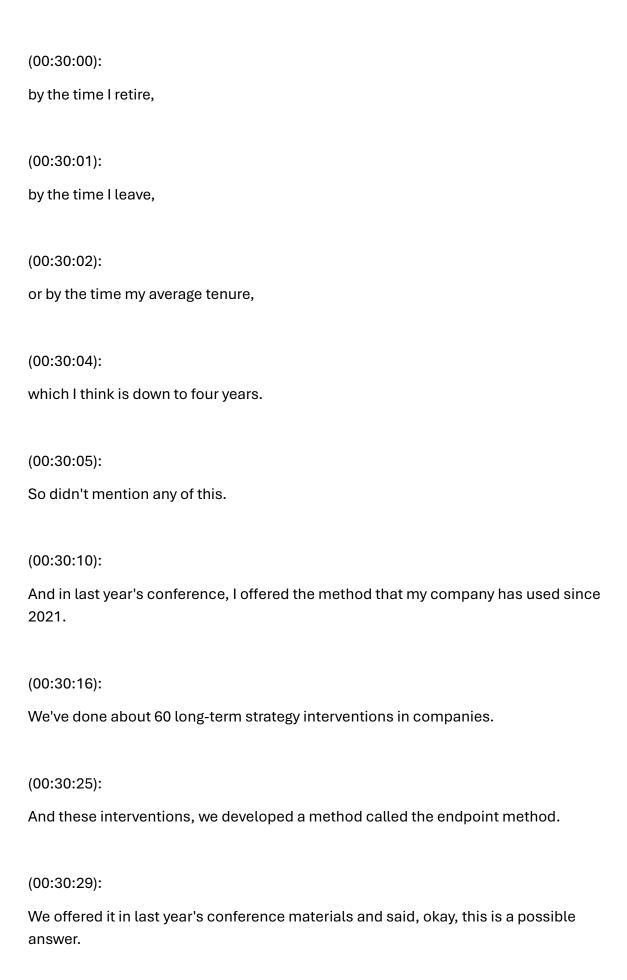


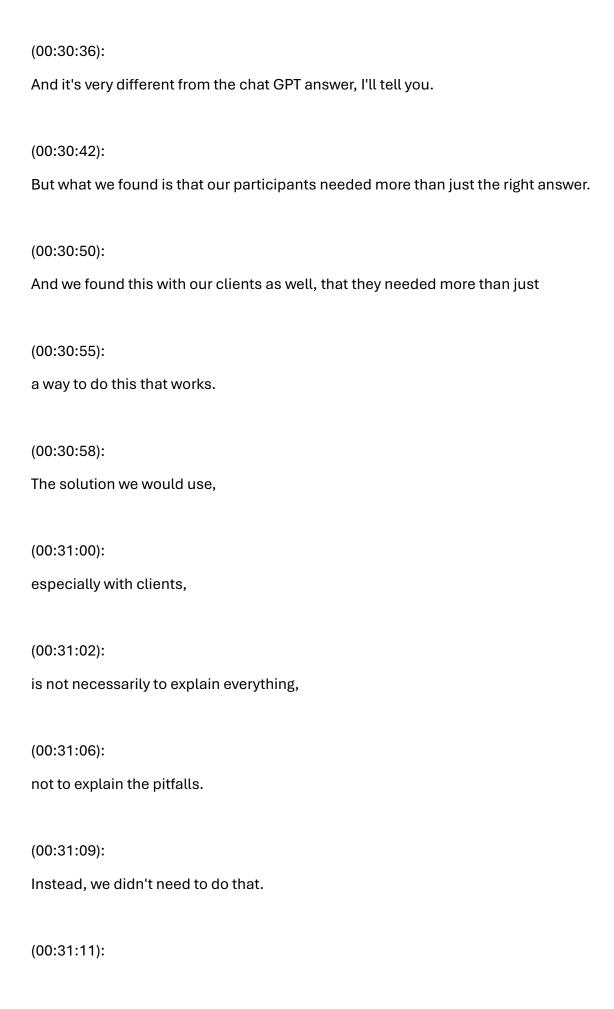


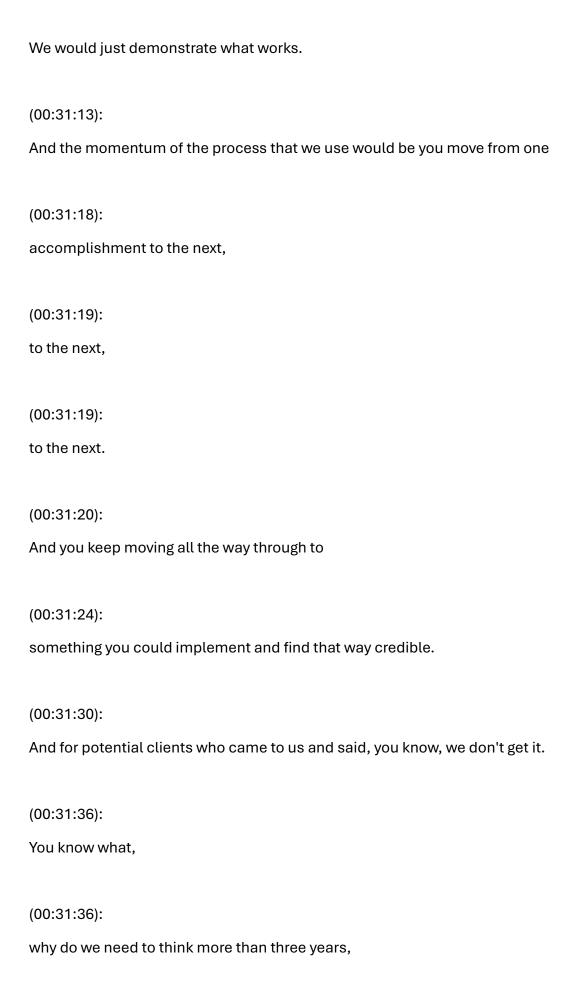




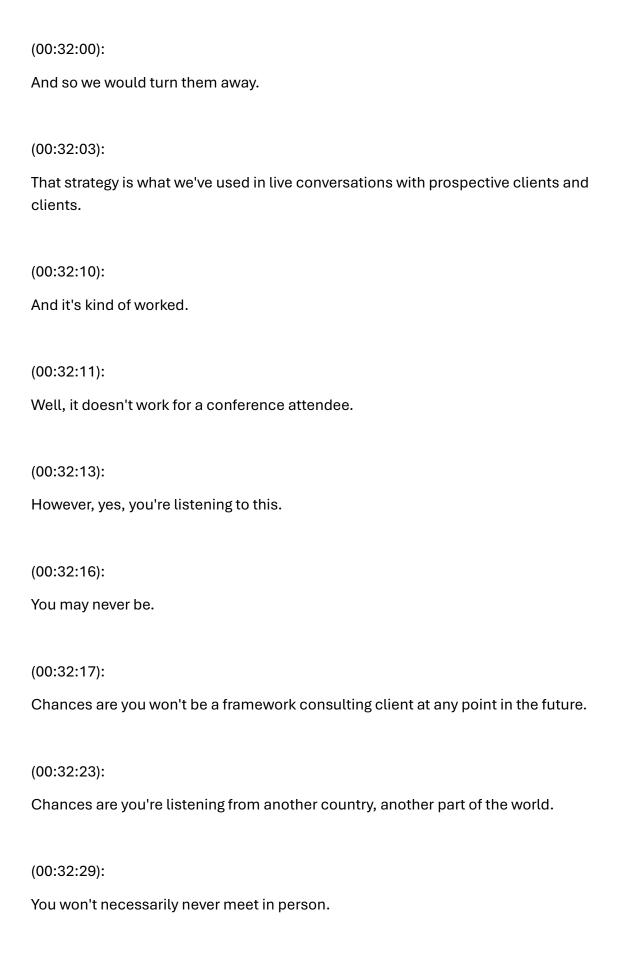


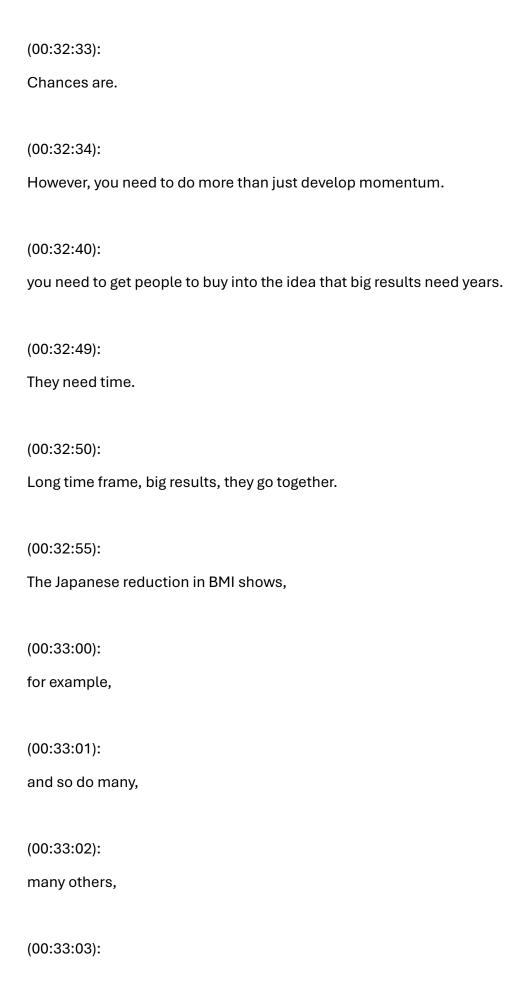


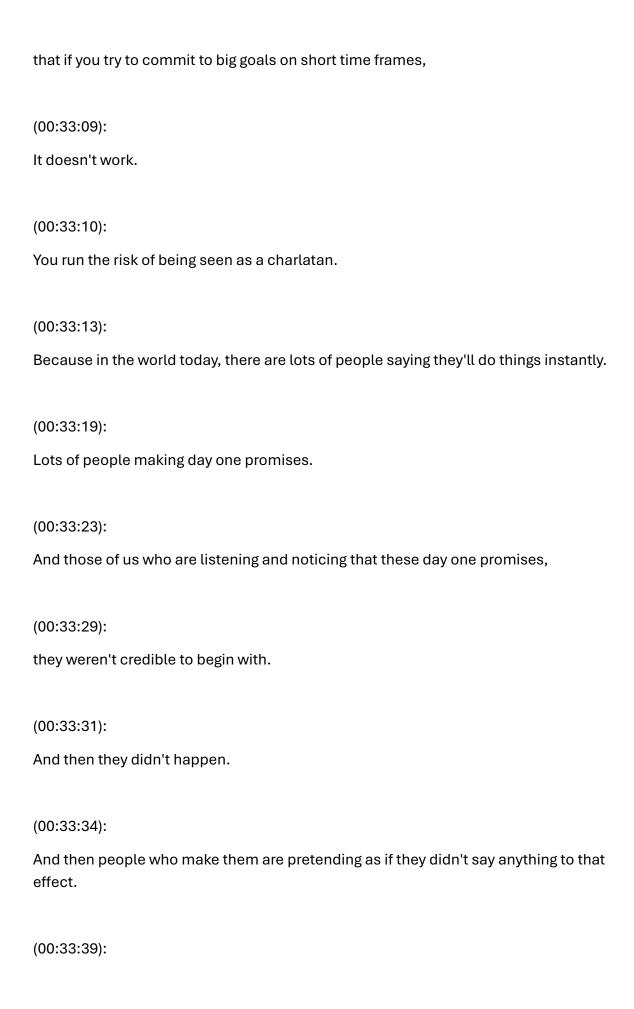


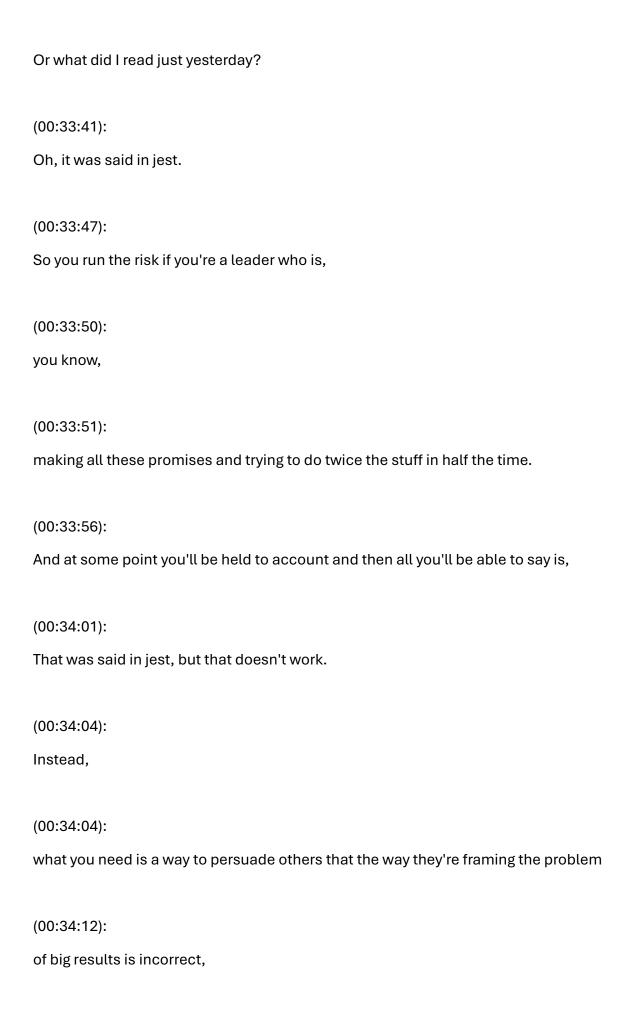


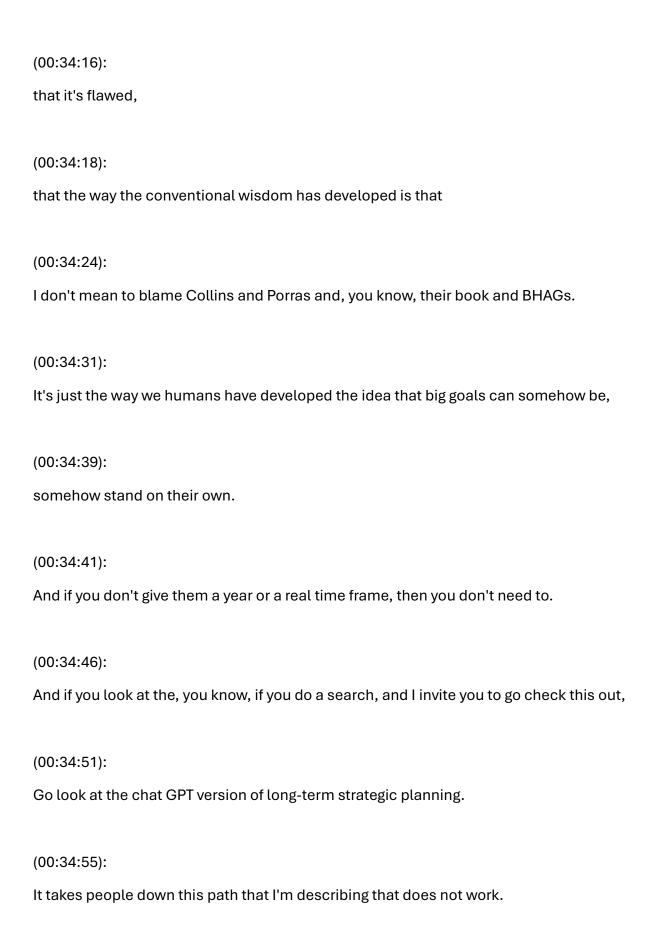


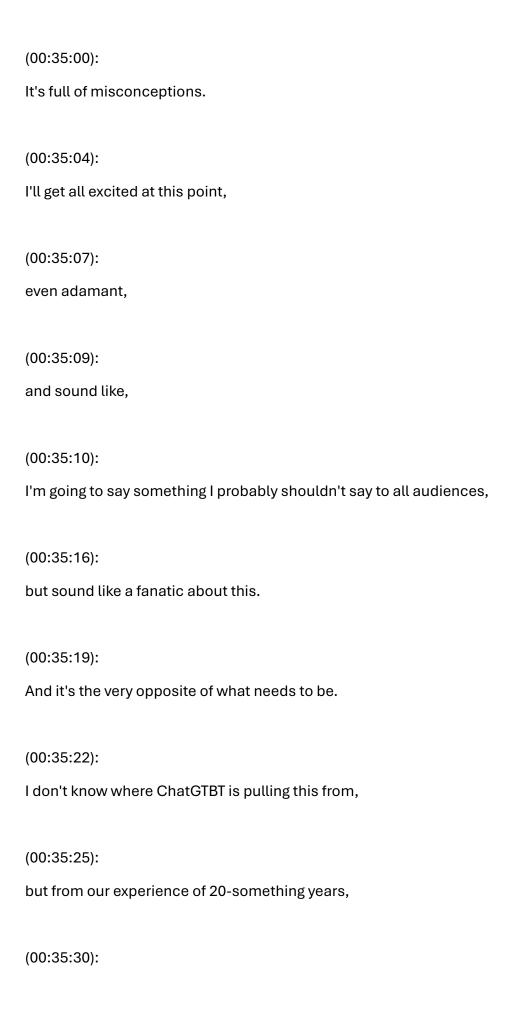


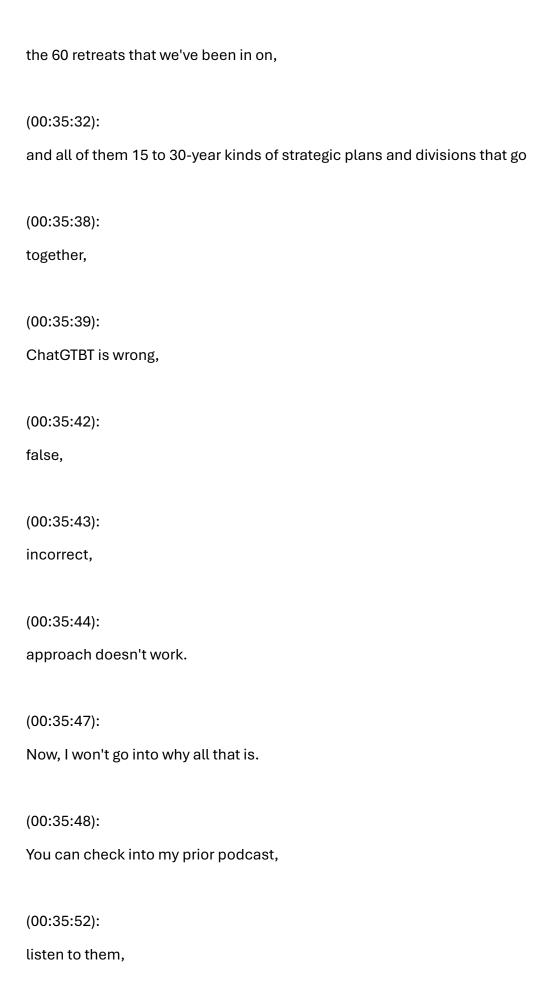


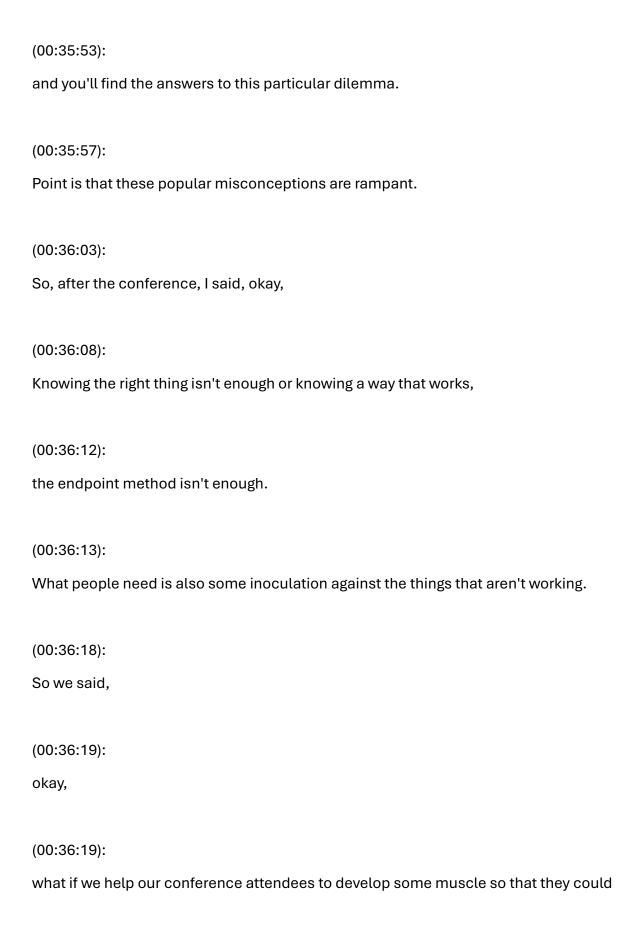


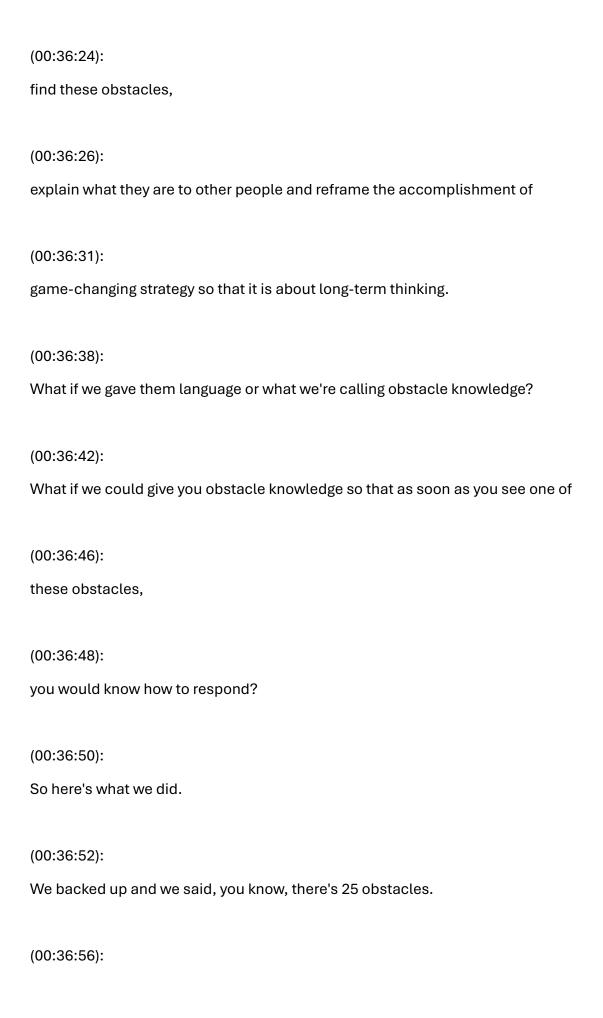


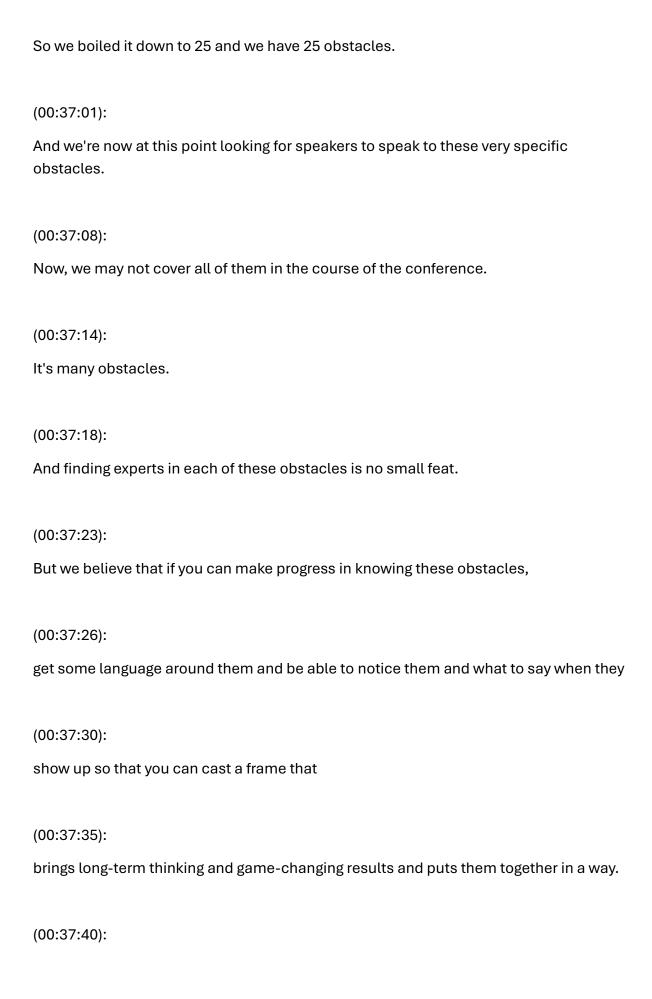


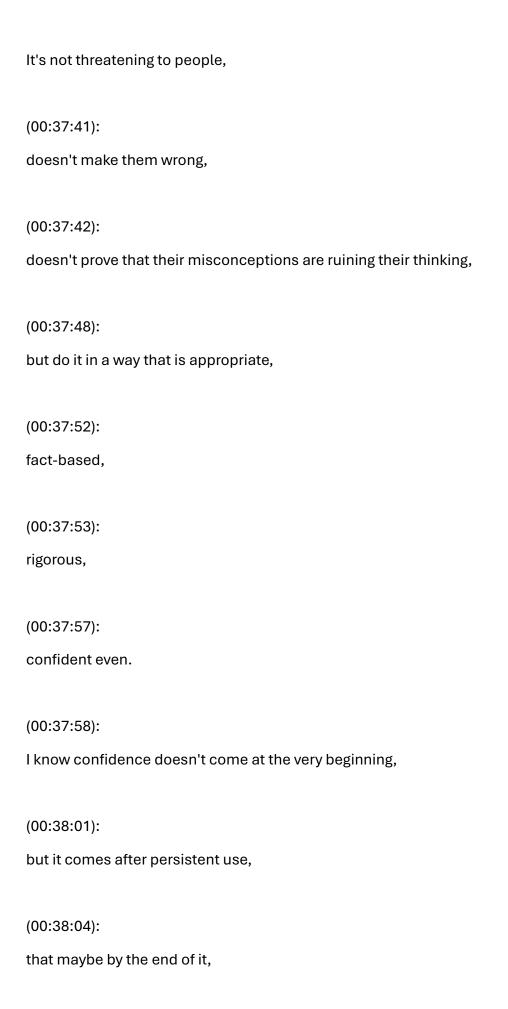


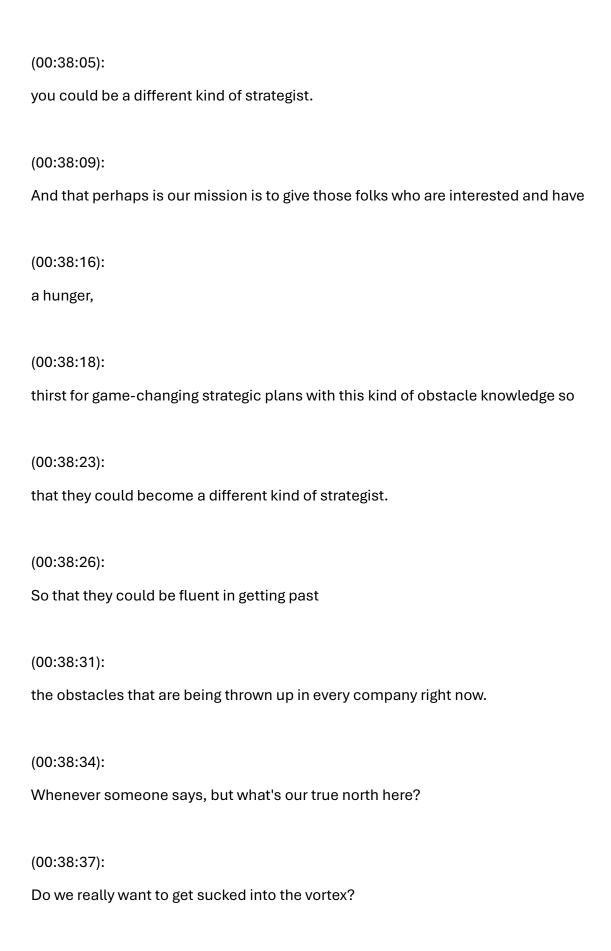


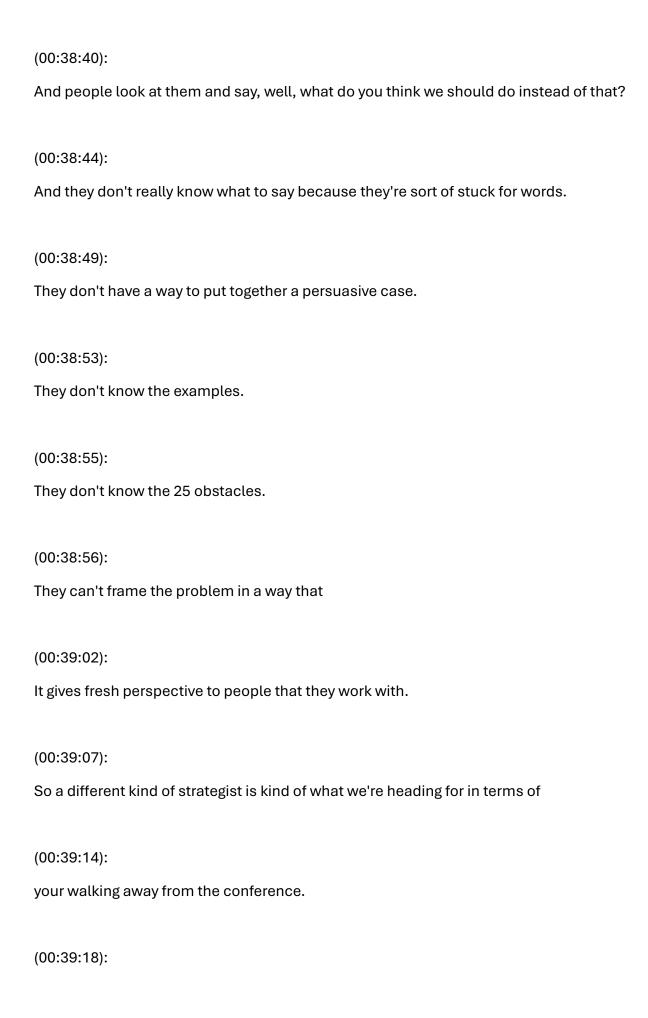


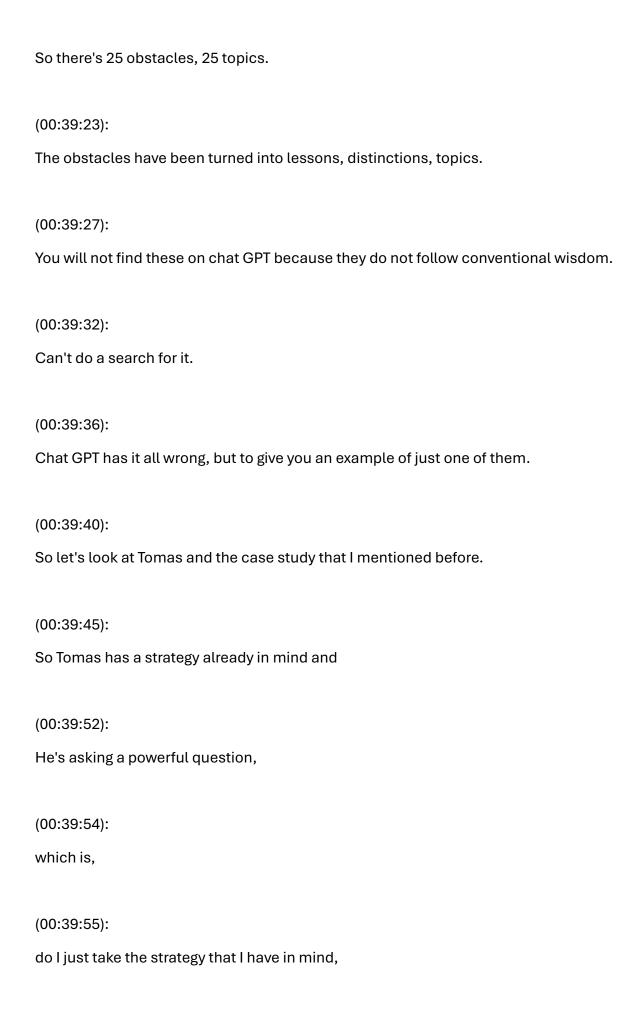


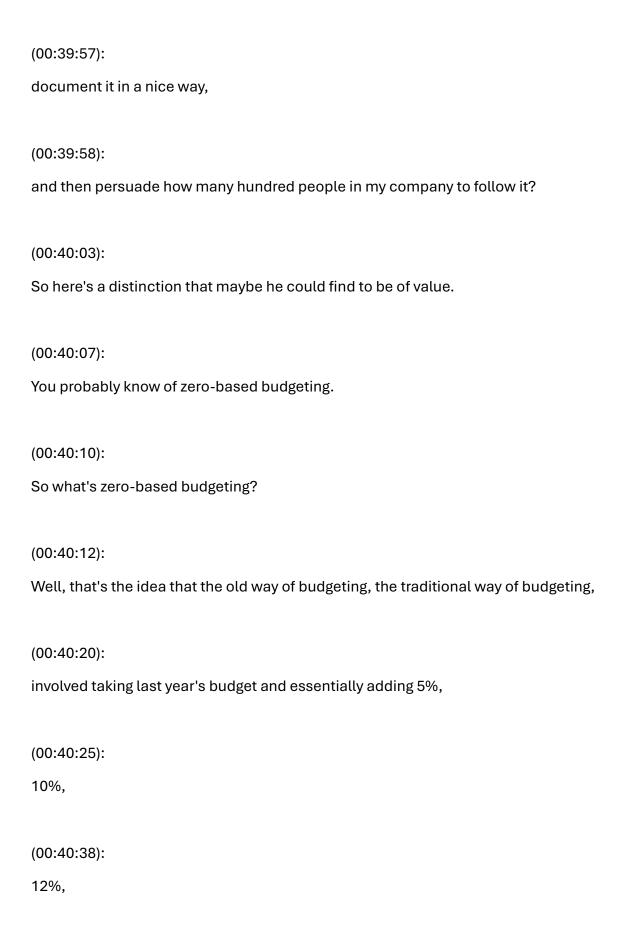


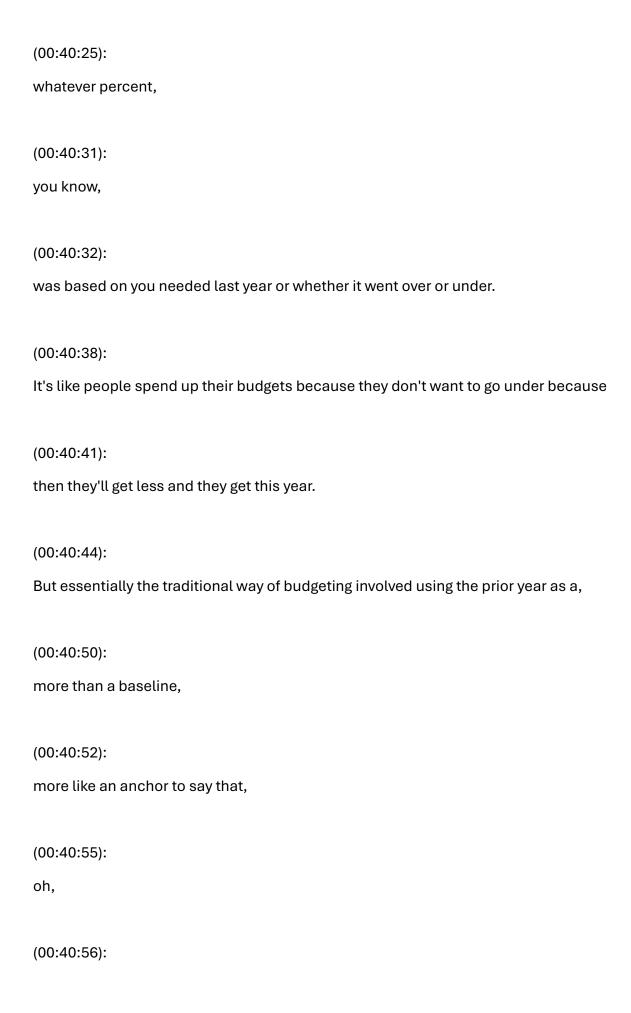


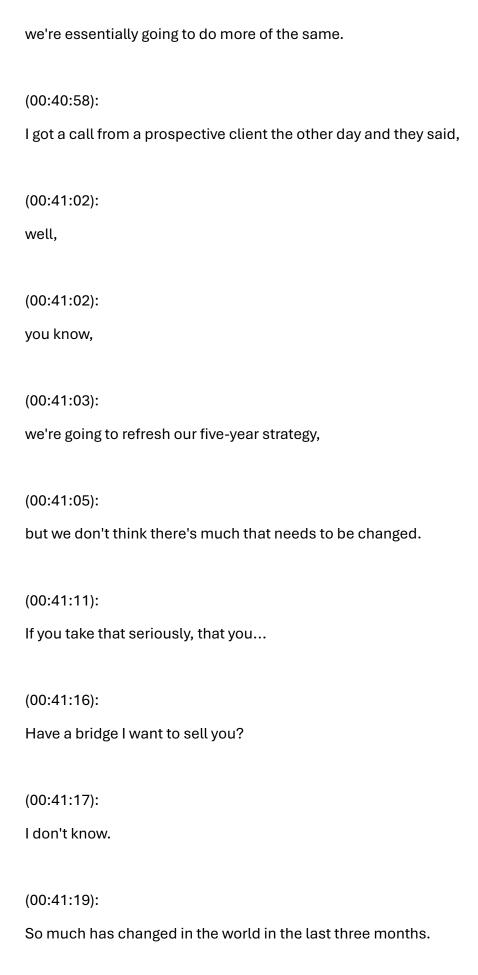


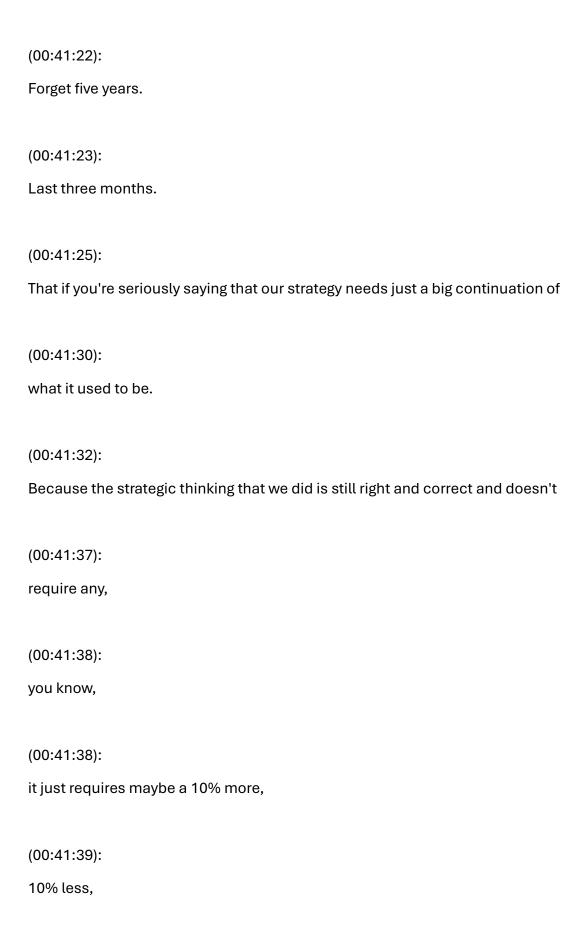


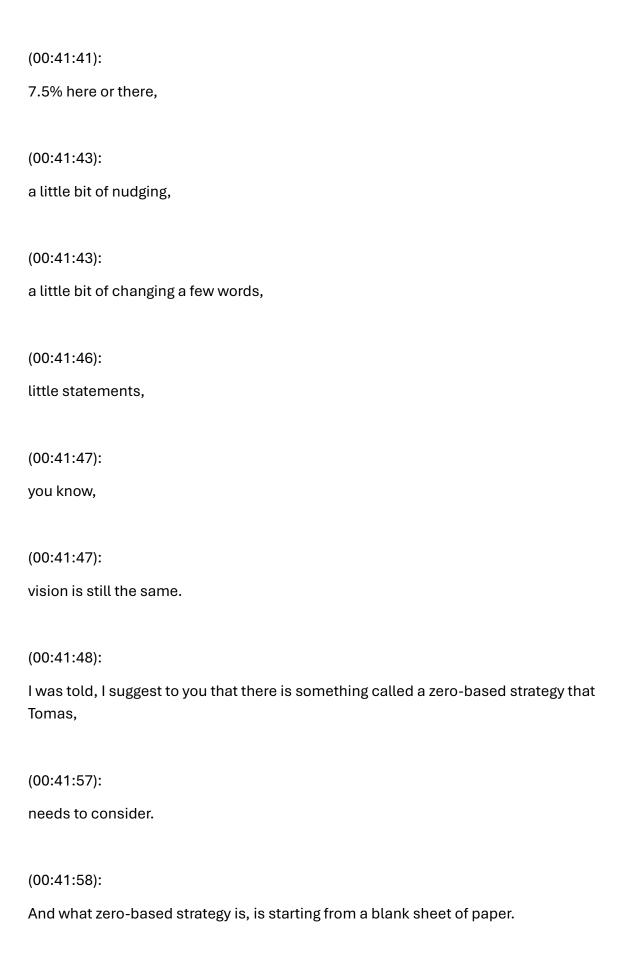


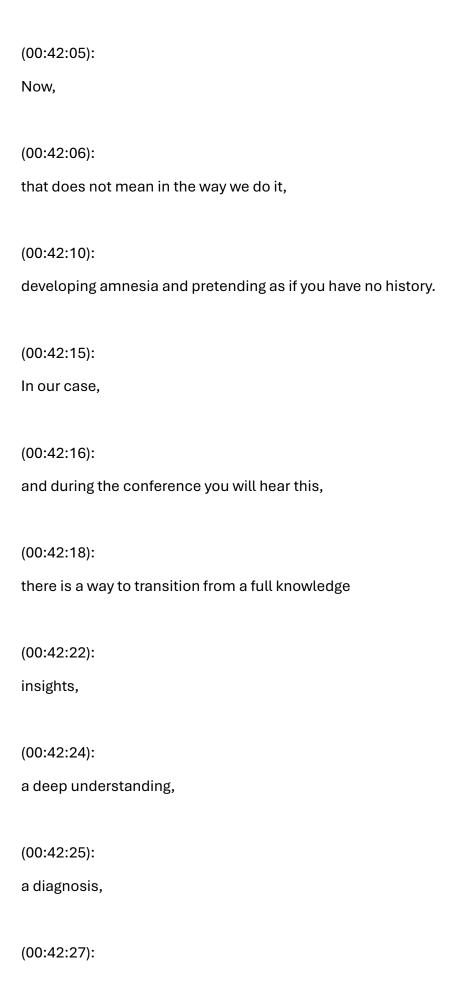


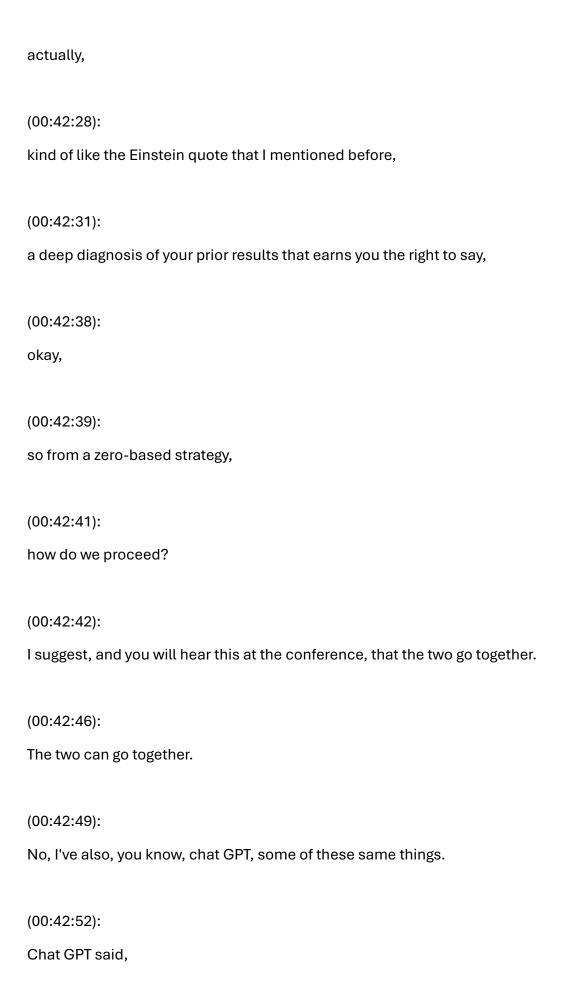


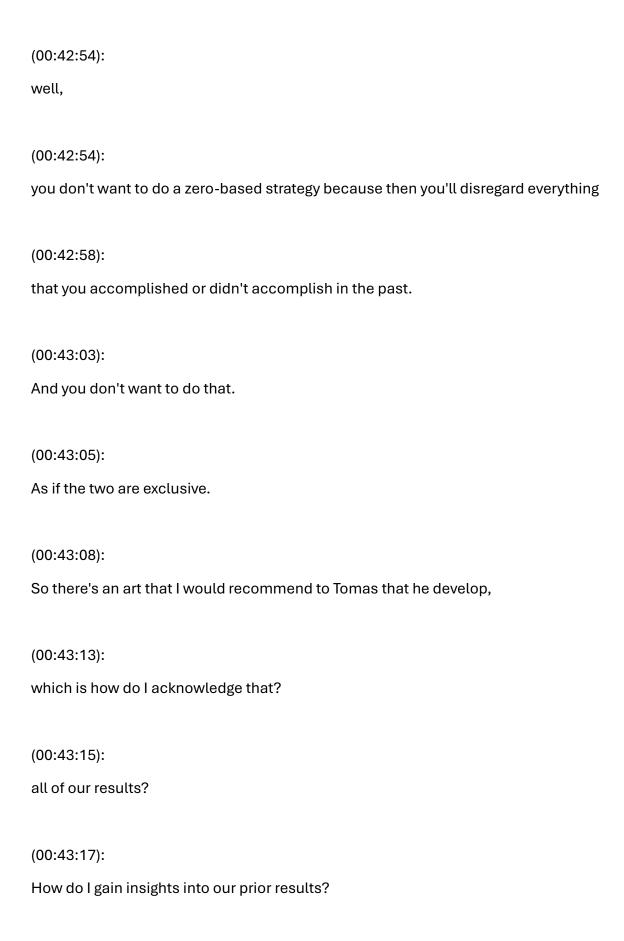


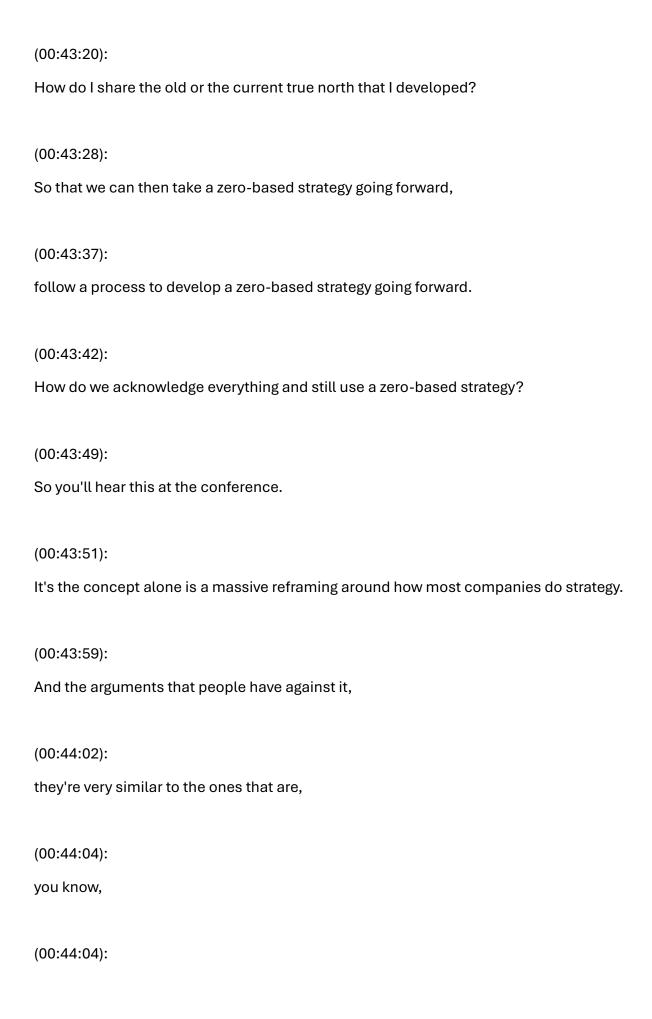


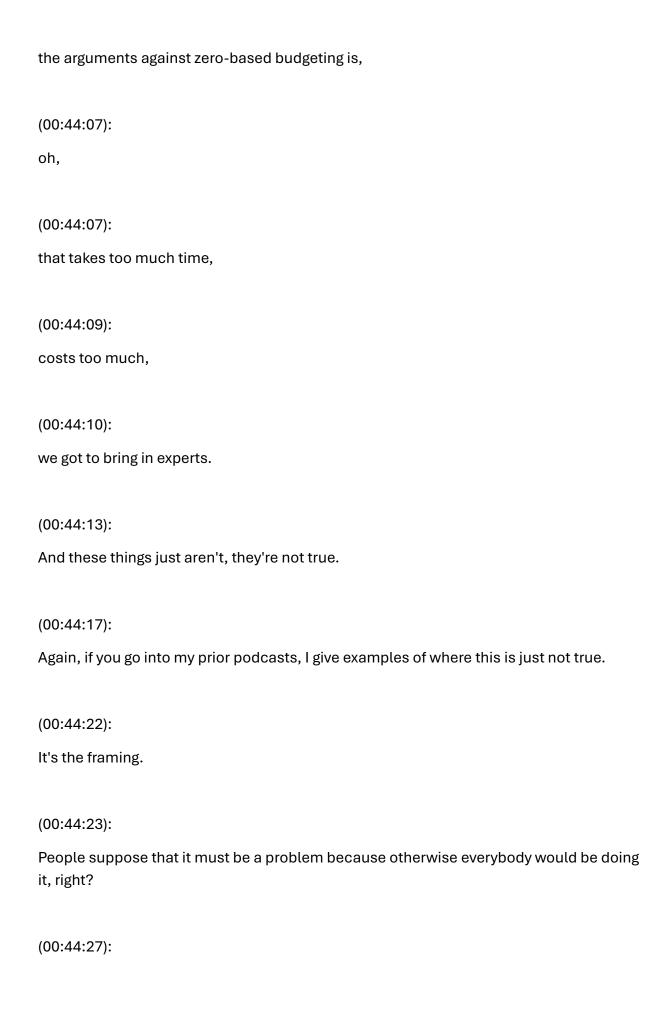




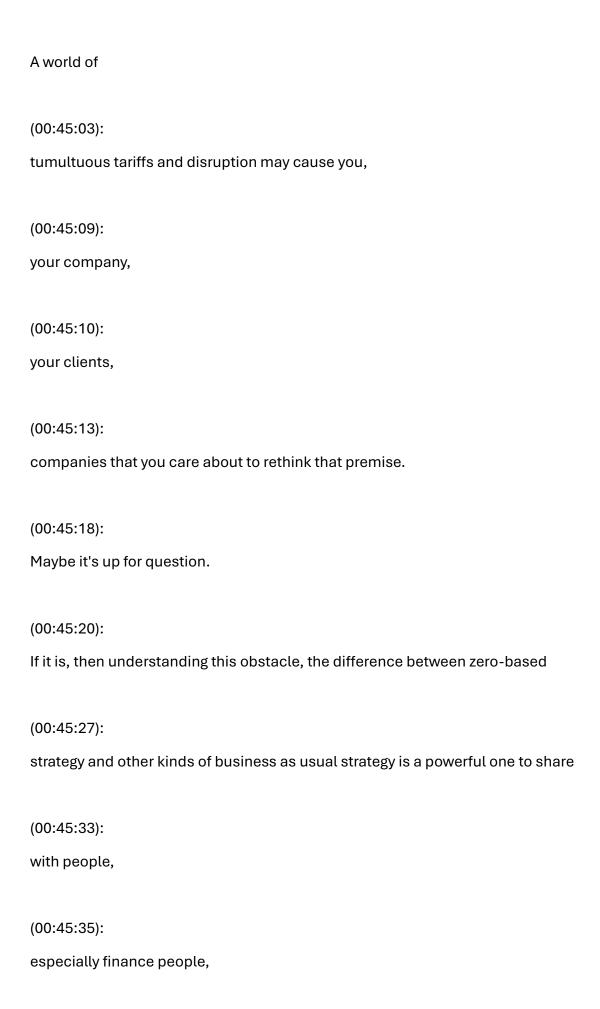


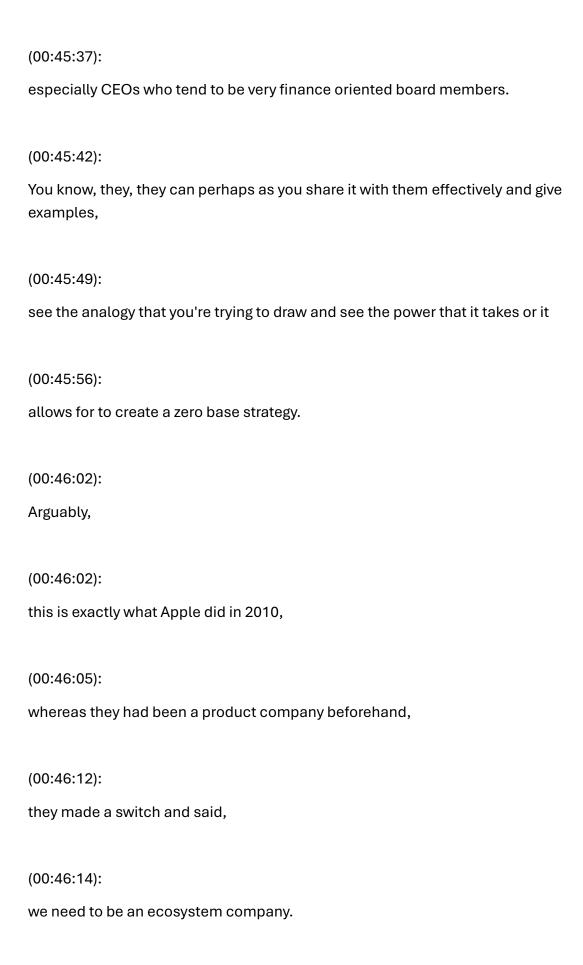


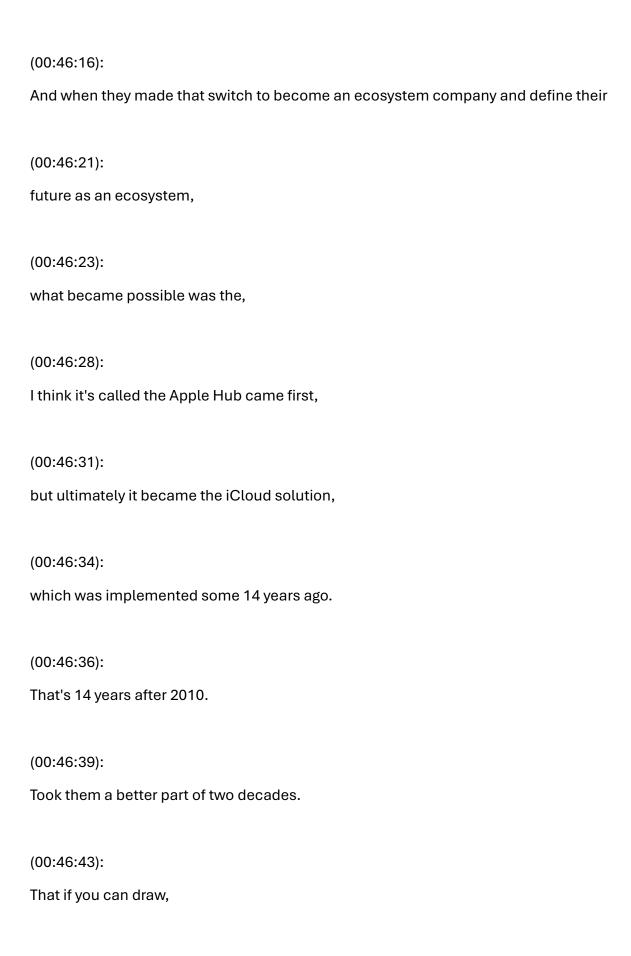


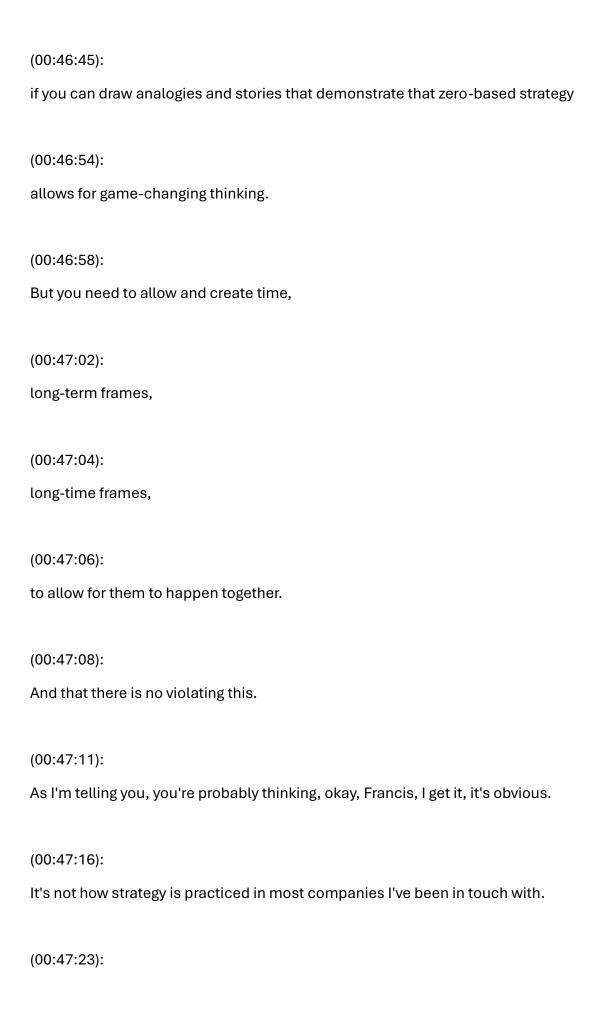


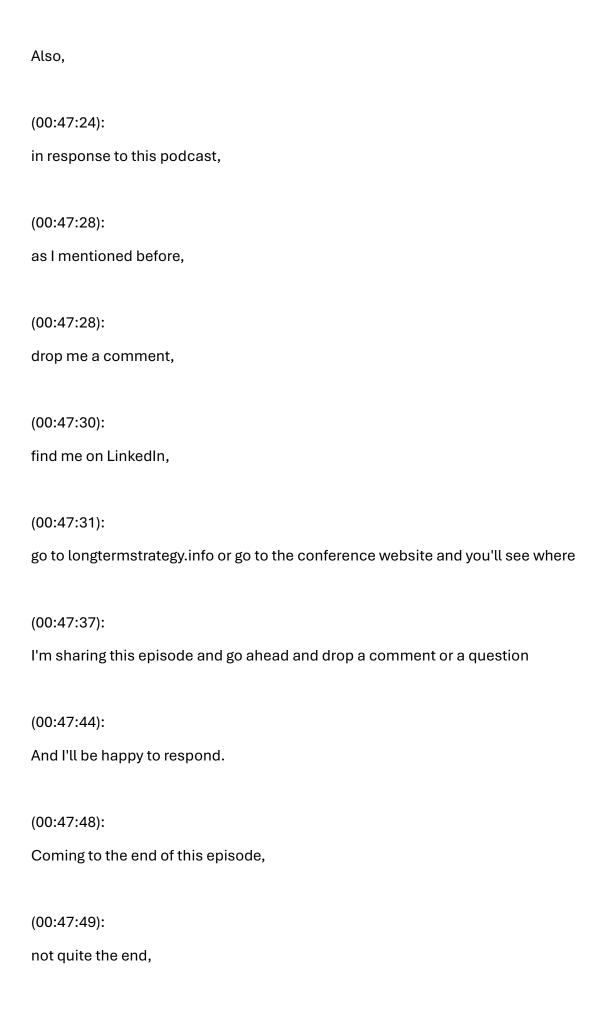
No.
(00:44:28):
If you frame it the right way, these complaints are not very hard to deal with.
(00:44:35):
But if you do a search for zero-based strategy, there's not many people talking about
that.
(00:44:41):
It's not easy.
(00.44.40)
(00:44:42):
It's not a regular way, a normal way, an everyday way of thinking about strategy.
(00:44:48):
And when a company calls and says they want a five-year strategy,
(00:44:52):
usually what they're meaning is that we don't want to do no zero base,
(00.44.50)
(00:44:56):
nothing.
(00:44:57):
We just want to continue what we've always done.
(00:45:00):

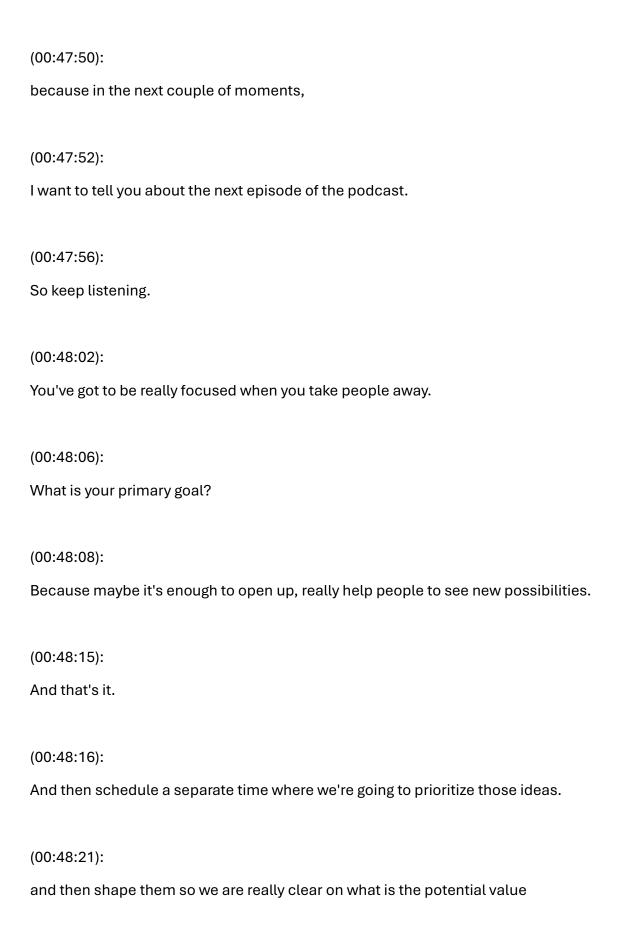












(00:48:27):
proposition from each of these ideas so that we can make more informed decisions
(00:48:34):
and choices.

Show Notes

The link to the 25 Obstacles is here -

https://strategyconf.fwconsulting.com/conference-topics-2025/ and here https://strategyconf.fwconsulting.com/wp-content/uploads/sites/12/2025/09/25ObstaclesTranscriptsCombined.pdf