



But hang on! If we know about the cycle, if we can use weak signals to anticipate it, if we understand the different forms of inertia then surely we can prepare and adapt when it occurs? Why on earth would any company be disadvantaged or eliminated by it? The problem is blindness and this leads to the next lie we tell ourselves.

Execution matters more than strategy

One thing I had become aware of in my journey around companies was that few seemed to have examples of maps. They had things they called maps but these diagrams lacked those essential characteristics e.g. visual, context specific, position relative to an anchor and movement. When I pointed this out, I'd often get a lot of pushback especially on the aspect of movement. This still happens today, so it's worth emphasising.