

cost cutting talk about their need for talent (often as “*the war for talent*”) in order to create a future and how they want to transform e.g. “*be more like Netflix*”. The irony is, if they actually asked Netflix where they got their talent from, they will often point back at the very same companies with the line “*we got it from you*”.

I have sat in that room listening to an executive talking about building a future team like this or that “*Silicon Valley*” group whilst knowing that the very same team that the executive proclaims as the future was made redundant by the company eighteen months previously. In the worst cases, the very team that was carelessly disposed of cannot now be literally afforded. In one case, I was even asked how much it would cost to rebuild Fotango. With the original team? Today, given that many are millionaires and some run Unicorns? An eye watering sum.

So let us assume, that as a canny CEO that you’re not only playing the game to buy time but you’re being careful not to invoke the spiral of death by reinforcing your own inertia and removing the radicals that might save you. What are you playing for? *The lucky break*.

Phew, that was close

The “*sweating*” game buys you one thing — time — but don’t waste it. As much as investment companies might want you to return capital, you need to resist this to some extent. A bit of experimentation added with time can sometimes find you the radical route into a brave new world often in an unrelated area. Take IBM today, after 19 consecutive quarters of declining revenue and no let up to the woe then you’d