

will also flow out of those spaces stuck behind inertia barriers, not exactly where you want to be. Or is it?

At this point, we need to think about our purpose. My goals as a “*retiring*” CEO might be very different from the “*upstart warrior*” CEO. Let us assume I’m more Queen Boudica than Victor Meldrew and I want to fight for a bold future for my “*people*” rather than just giving up on the battle and exploiting where we are for my comfortable “*retirement*”. My cultural heritage is therefore more inclined to investing in the new space rather than just exploiting the legacy. This assumes I have a choice in the matter and fortunately in 2017, I’m not yet in a position where I’m forced to exploit the legacy as the change is only just starting in earnest. I’m a little late but not that late. Whoot!

But, hang on, aren’t I deciding here? I haven’t gone through doctrine yet and I’m already talking about how to play the game and where to attack. The strategy cycle is a cycle which you will loop around many times in coming to your decision. Each time you loop around, new information and biases form that will change your purpose, your view of the landscape and ultimately your choice. This is all normal. It’s not a rigid linear path. It’s a guide. At this point, let us peek at those financial models.

## **Getting messy with numbers**

The first thing to note is that numbers are not reality. Just because it’s written in a spreadsheet doesn’t mean it is going to happen any more than a Gantt chart tells you what the future really holds. In this case,