Alas, we might still have a problem. There's potentially another source of inertia and it's a powerful one. The board. We know they have a concern but aren't going to raise an objection … yet. Now that can either be just a general question on the change or could be hiding something else. We need to explore that. It could be as simple as "*Data for past success counteracts*" i.e. they're used to us operating in one way and we've not been down this path. It could be concerns over *"Loss of existing financial or physical capital"* because we've invested in data centres. It could be a question of political capital or that one board member has looked at the model and wants to focus on short term expected return rather than building a future.

Whatever the cause, you need to find it and to fix it. That's one of your many jobs as the CEO. There are also many other forms of inertia and so for completeness, though not necessarily relevant in the LFP scenario, we will quickly run through the other types of inertia: -

- *"Threat to barriers to entry"*, the fear that a change will enable new competitors. Whilst that fear may be justified it is often an unavoidable change that is already happening in the market and outside of your control. You cannot ignore it.
- *"Cost of acquiring new skill-sets"* is one of the more bizarre sources of inertia because not only do you not have a choice but the cost of acquiring skills will often increase over time. This is a common consequence of a punctuated equilibrium where huge numbers of