PSOJ Mar 24

[00:00:00] Business. Today's the presentation will be known as, so George, introduce Mr. Speaker. But I just wanted to welcome you to the PSOJ. Thank you for being members of the PS OJ. This is part of our value proposition for you. We work with you in terms of growing your business, growing the knowledge.

Networking opportunities, and basically giving you all the opportunities to succeed as part of the Dominican led sector and contribute economically. So, welcome today. We have a few people who are running late, so we hope that you will join us shortly. But I will not detain you anymore. I think we will just step into the introduction of Francis.

And I wish you a very productive session this morning. Enjoy. Alright, good morning everyone. Good morning. Welcome. I need to for joining us. It's always a pleasure to see your presence. [00:01:00] And I'm happy to start our leadership session. Is one of yours? Yes. So, our speaker this morning, Francis Lee, He is a management consultant and author.

He is the founder of Framework Consulting, which has engaged in long term strategic planning for companies for over two decades. That's a very long time. Aye. Aye. And Francis produces a regular stream of content for carrier things engineers. Including a violent pick up call for the Sunday Judging Agreement.

So we want to thank Francis for doing this ever so early. And home to craft a game changing strategic plan. We all know the saying, if you fail to plan, you plan to fail. So, thank you very much for joining us today, Mr. Wade. In terms of the flow, we're just going to ask everyone to go around the table and do a brief introduction of themselves so that participants can pull out some [00:02:00] relevant, you know, 20 decades experience and inject it into our brains.

So, we'll start with the beautiful, beautiful young lady here. Good morning. My name is Tears of Mama Bear. I'm an Asian American. I've been in the automotive industry for 14 years now. My name is KJ and I'm a divergent technician. Nice to meet everyone. Welcome. Good morning everyone. My name is Nikesha Campbell and I'm a manufacturer.

I'm a company with financial involvement. What's your name Nikesha? The company? Yes. Financials. Financials, okay. Hi everyone. My name is Elie Karr. So I'm in the automotive industry. So And I'm here to learn some more strategic and also A, B, and C on a protocol for, for parties. So good evening everyone.

I'm Yolanda Gilzon. I'm a HR consultant with [00:03:00] Gilzon Insights. This month will be two years of business, so of course this is a great time to there are some more, but I think we just have to ensure that everything will be going on the right track. Hi, good morning ladies and gentlemen. So, I'll be introducing myself and my companion here.

He's a bit shy. I'm Abigail Crossman and this is doing Dami Watson. And we're from CCIS. I'm the business development officer at the company. I'm here really to get grass rooted on how we can really expand and grow our operations and expand more. I'm here to talk to people. Good morning, I'm Grace Henry from Digital Global Marketing and I am the Marketing Lead.

I have been in the advertising and marketing for over 15 years and I'm hoping to learn a lot and of course make [00:04:00] the most of all of you here today. Wonderful. Hi everyone. My name is Berg. I'm from incoming Jamaica Limited. I've been there 17 years in sales, so of course this is quite a topic.

Know I need that. So I'm here to learn a lot. Wonderful. Good morning, everybody. My name is Claudia Bermudez, for the Spanish speaking audience. Bermudez! I am the sales manager at Equinix Jamaica. I've been in Jamaica for 24 years. Equinix is four years old. 23. I'm Colombian from Bogota, settled in Jamaica.

I'm sure we can claim you as an honor in Jamaica, so I'm very happy to be here and I'm here to also learn, refresh, and share and network with you, get to know you, everybody. That is what the [00:05:00] world is about. Absolutely. Isolate me. Good day. My name is Damar, which is from Traveller Taxi. I'm the owner of Traveller Taxi.

And my aim is to take Traveller Taxi to the next level to the number one taxi service in the Caribbean.

Is it Damar? Damar. And is it Damay. Damar and Damay. Two dams. Okay. Damar and Damay. Yes, so we have members of our team here with us in the room. I guess we can go around and introduce as well. I'm Rolando Lee, Policy and Economic Research Analyst. Good morning, I'm Anita Jekielek, Separating Lands Manager.

I'm Erin Woodward, University Policy. I'm Sashana Dreyer, Labor Services Officer. Cheryl Vance, HR Manager. Yes. Brown. That's my CO[00:06:00]

when I'm gonna punish him for reading later. Maybe he has to tell us a one.

Okay, wonderful. Welcome to All Francis. Over to you. Morning and welcome everyone. Let's jump right in with a question. How do you create a game changer strategic plan? So, as I mention or ask the question, you probably have an idea of what game changing would look like. It would separate you from the other folks in your industry.

It would cause some kind of transformation. It would allow you to do things that others can't do. Allow you to beat the, beat them so that you win. Allow you to survive in some instances. Allow you to do things that are Game changing. So how do you do that? If you're here to answer that question, you're in the right place.

And I encourage you to stay to the end [00:07:00] because I am actually recording the presentation. If it comes out fine, you'll get a copy. And at the end, I'll also give you access to the details of how to conduct a retreat, a two day retreat, in which you actually accomplish your goal. Game changing, strategic thinking, commitments, and more from your staff.

So I encourage you to hang out all the way to the end. I know our lunch is going to be coming at around 12 and I know your stomach might start to, but stay around. Alright, so I'm going to say that maybe the example that we're most familiar with is that of digital versus cable and wireless. So all, yes, all of us were alive then.

There's nobody, nobody too young, right? But we remember when cable and wireless, to get a mobile phone, you had to apply It took two weeks, you had to leave the phone, it took a month, and when you came back after the month, the guy in [00:08:00] Ligonie told you, You're not ready yet. And you just came back later on.

It was this one guy at the desk who used to control all of the mobile phones. And it was very expensive. And Deucel came in, and according to someone who worked there at the time, he tried to warn Cable and Wireless Jamaica, Cable and Wireless in Miami, and Cable and Wireless in England, that something was coming that was game changing, and they refused to listen to him.

He was eventually fired, but he was right. Because what happened in that weekend in 2021 or two, some of us remember, who remembers what it was like when they came in? Sorry, sorry, two thousand and, there was lines around the block, they just said open down on Friday, they brought down the cable and wireless network, by the Sunday, over the weekend, because they generated so much new traffic, that it brought cable and wireless network down, because they were [00:09:00] using cable and wireless network in part.

And that's when a game changing strategy started to play out. They went from 0 percent market share to somewhere around 60 70 today. So it happened in our lifetime. But, take a look at that board. How many of you recognize some game changing examples of strategies that have revolutionize an industry just by looking at it.

That was last year anyway. Yeah, which other ones? Yep.

Remember when we all had blackberries? Yes. I still have mine. I'm on eBay. It's on comeback. I'm a born smart ass. I have a Yeah. How many of you know about Capriati versus the Williams family? [00:10:00] Nobody saw the So there's a video you have to see. How the patriarch of the William's family sat down and created a 25 year plan.

Before he had the two girls. Watch the movie. Richard Williams. It's a great movie. Anyway, the point is that there is a way to out think. your competitors, but there is a way to accomplish outstanding results, but you have to submit a certain kind of mentality, a certain way of thinking, and a certain process.

So I'm going to share from you, share with you, the details of how these things happen. And why the naysayers are not correct. Because there's a whole set of people out there arguing that game changing is not possible. And what they will tell you is that it needs luck. Or you need to be in foreign. Them thingy don't go on a Jamaica man.

You need a lot of [00:11:00] money. Or you need to get every single stakeholder on board. And boy with all staff we can't do that. Because our staff is not on board in the way that you need to, to produce game changing results. Or, boy, we kind of tried that, you know, but it didn't really work. So, you see, we here stay the same way.

So, there's an argument that the history will repeat itself. So, here's what people say when you bring up the idea of a game changing strategic plan. Sometimes you just run into cynicism, resignation, and despair.

And people who are unwilling to think outside the box or think in ways that are different.

Sometimes you need to transform them or just wait till they leave, but if you can't wait, whoop, hmm, what did that happen? Sorry, if you can't wait, then there's more that you can do. And what I'd like for you today is [00:12:00] walk away with at least one insight. With respect to how to conduct a game changing strategic planning activity.

At least one. So don't leave here empty handed. You can probably get more than one. Mr. CEO, you need to get more than one because your people want more. People want more than one. Good. So today we'll be taking questions along the way and I request that you close your lap. Close laptops, turn off phones, because this could be, you know, the one where the game changing strategy actually turns the corner on your company and gives you a future that you've been dying for.

So today I'll be speaking for, or two, if you fall into one of those buckets.

So let's talk about the sort of typical example that we see. So we've been doing this for only only two [00:13:00] decades. But this is sort of typical. A local CEO, he has a new board, and in the first meeting he said, they're kind of asking him, after they've done the usual reporting, they're kind of like, that's all?

Because all they're hearing is small delta stuff. Little bitty business as usual. Continuation of ideas that have been around forever. And they're not excited. And they're, they're, you know, they're falling asleep as boards tend to do during these presentations. And they kind of start to grumble and they say, We want to see some kind of breakthrough plan, you know.

Our investors don't just want kind of regular old returns. How can we get extraordinary returns? on our investment. Or we have a new investor who's interested in coming on board. And they're not coming on to come here with the same old something that you've been telling us for the last. We need more. We need new.

We [00:14:00] need fresh. Where's the, you guys are younger than, typically, boards are older. You guys are young. You're supposed to be coming up with the new thinking. Where is it coming from? And they kind of scratch their head and say, Well, we don't really well, we don't really And I didn't join this board just to keep things the same.

So there are board members who, and investors who don't want just a mere continuation of business as usual because that's a waste of my time to come to your board meeting and just sit down there and hear ditto, ditto, ditto. And not see the needle actually changing. So in response, Mike, Mike gets a little bit defensive.

Sorry. Talked about distractions. Apologies. He gets anxious because he's now on the hook. He maybe may join the naysayers and start to become one himself because he doesn't want to [00:15:00] be, doesn't want to create new expectations that he can't fulfill. Doesn't see that strategic planning is the answer to the problem that he has.

And he thinks the staff is not capable, but he still dreams, you know, in his heart of He didn't become a CEO of a mediocre result.

Oh, apologies, apologies, apologies. I should have followed my own instructions. Yeah. Let me turn off the, turn off the ringer, the sound. Alright, there we go.

So he dreams of producing these kinds of results, but they just don't come easily. And he didn't really learn to do this in his MBA program. So, if he never solves this problem, He could ultimately lose the work, right? [00:16:00] Why, why have Mike if all Mike is doing is keeping things the same? He could feel as if I'm going through the motions but I'm wasting my time and my life is just not producing what it should.

I have all this potential and I'm not seeing it. At the same time, it's very hard because, as I said, he wasn't trained to think in terms of game changing results. There was no MBA class in how do you make a breakthrough happen in your company. There's talk about, in the typical strategy course, you look at what happened in terms of case studies.

But, when you actually get the job and sit in and have to now lead the team, it's a different story. Two different stories. It's a whole different situation. So, these factors don't make it easy and the kind of things that he would try to do normally don't work. [00:17:00] So as someone who came through the ranks, Mike learned how to accomplish short term results.

It's So, if you know what the typical manager in a typical company is charged with, it's to hit their numbers, right? And their numbers are one, two, two years, maybe, they get a blight, and all of a sudden, Mike gets to the executive suite, and the board starts asking for all these things that he doesn't know how to provide.

If they gave him a little target for one year, yeah man, I can do that. But game changing doesn't happen in a year. So he has a problem. And the way he's been trained and his formula for success up until now is not going to work. Working harder won't help. So I'm going to be sharing with you some of our experience.

We've done some 53 short, long term strategic plans [00:18:00] of a game changing nature. I'll show you some of the cases. They all have 15 to 30 year horizons, all in organizations, and they span that time frame. And if you want to tap into some of the thinking that we're doing around long term strategy in particular, you can check out longtermstrategy.

info.

But here's what we do differently, that I want to share with you today. It's called the endpoint method. And it start, it basically chunks down into three steps. Current state, and endpoint. We do it in a very peculiar way, but vision where you want to be and strategy to fill in the gap. Let's start on basic, right?

You'd hear that everywhere. I'll show you more details in a minute. As I share three secrets.

So secret one is how do you provoke game changing thinking? Second is how do you inspire and be [00:19:00] inspiring? And the third is how do you actually persuade others and get them on board? And how do you persuade a board?

Okay. So some say, you know, people in my executive team aren't smart enough to think in game changing ways. They're kind of ordinary. They just got promoted because they stayed here long enough. I hope that's not true for your company, but it's true for some. That, you know, you can't look around the room in the executive suite and it looks like the marketing manager is now the VP of marketing, but it's the same guy.

He's not thinking any differently and he's not doing anything much different, he's just the same guy. So you kind of look around and wonder, well, where do I get the geniuses that are going to give me the game changing thinking? So I'm going to show you a, a shortcut for game changing thinking. So this is the endpoint [00:20:00] method that we use.

It's the same, follows the same outline I shared before, but here are the gruesome details on what we do in a, a two day activity. A very intense two days. But this is the steps that we take a team of 20 or 33 people through, and you can do it in your company. In this, for this first secret, I'm gonna talk about the spot.

Which comes after you create that initial snapshot of where you are today. Okay, so, the spot. So, which spot am I talking about? We'll, we'll see in a minute. I want to see if you can guess, but take a look at this guy.[00:21:00]

Alright, first of all, does anyone not know who this guy is? He's not in the PSOJ by the way, so just in case you were wondering that. What jumps out at you, based on what he's saying there? Somebody.

Say, say again, Claudia.

Dream bigger. Dream bigger, right. Right, larger than the short term goals. Right, right. Say again.

But? Right. But there's a but, right? [00:22:00] Stubborn on? Stubborn on division.

Planting seeds. Tell us some more about that. When companies invest in resources, and when any company's biggest resources will be their people, or investing in people that you have, or you developing them, or seeing them expand more in the position that they're going, in the position that they want to be, what is their desire for the long term?

And does that, Can we align what you want personally to what the company needs? Now most companies don't engage in what? What's your name again? Abigail. What Abigail just talked about, right? Most companies basically enter into an agreement with their staff that says, I'll pay you money and you do the work.[00:23:00]

Work, right? Not even work. But it's very transactional and basically what you do is what I tell you to do. And don't worry about it past anything that I'm telling you to do. And that's the prevailing, it's not just a Jamaican thing, but it is here in Jamaica like everywhere else. It is the prevailing management model.

At least a predictable kind of thinking, which is that, you know, Bezos is basically saying that all my competitors are all focused on short term, and they're all fighting up with each other for short term results, and that's all they're focused on. Now, every company has short term issues it must address, so this is not about either or.

This is an and. I want to underline that this is not either or it's an and so he's saying we're beating them in the short term and we are planting seeds that are allowing us to win in the long [00:24:00] term. No, anybody here remember when Amazon was big in the 1990s, first came, I'm like the only one. Claudia, help me out.

In the 90s, when Amazon started, everyone was laughing at Bezos. It was like a joke because he was losing so much money on his bookstore. So there was a time when Amazon only sold books. I see you have two heads nodding. Okay. Everybody else. So there was a time when Amazon only sold books. Only selling books.

Right. Right. But we're a very young crowd here. We're a very vibrant crowd. But we're all too busy doing other things. Point is, people thought he was crazy. And he wrote a letter. And this, this is, comes from the letter that he wrote to shareholders that said, If you don't want immediate returns, you take it yourself.

He said it in, you know, nicer terms than I am saying it, but it's essentially what he said. He [00:25:00] said we're planting seeds if you're not willing to stay around to see them grow, then get rid of the stock. Now nobody said it back then, and they're still not saying it now, because most CEOs are scared, scared bad, scared plenty.

They are petrified at the thought of losing out in the short term. And the embarrassment that comes from that, So they focus on immediate results, and immediate results only.

Let's talk about the spot. So the spot is the sweet spot. It's not any other spot, alright? Sweet spot. So what is your sweet spot? So we're going to do an exercise and I want you to, let's each person find a partner for this exercise. So turn to the person next to you. Even if you're in the PSOJ. [00:26:00] Everybody have a partner?

Mr. CEO, you have a partner? You have a partner?

You guys can have a three. It's fine to have a I can't say three. I can't say what I want to say, but you get the idea.

Okay, great. Thanks. Gracias a ti. But now that. Okay. So what's your sweet spot? I'm going to ask you some questions and I want you to answer them by writing down the answers. Don't just kind of throw words around. Write them down so that you have a little record of what we're doing. Because when I ask you to answer back.

You can have something to answer from. What is your sweet spot? So the sweet spot that we're going to consider is the Reggae Boys. So as you know, we made it to the World Cup in 1998. Eight. Eight. [00:27:00] 1998. Close. Close. In 1998. And we've not been back since. And we haven't come close since. And there's a lot of talk as to why, but let's imagine that you're in the strategic planning retreat for the reggae boys.

And, in that particular retreat, they're coming up with a three year plan. Which is typical of most companies. This is the average. You get what most people do. So what I tell you is write down some strategies that the reggae boys could engage in, so that they could get to the World Cup. In your three year plan.

You still have to do the exercise.

Three year plan. [00:28:00] You can do anything you want to do in three years. So take the current team if you, you're a football fan. Start off with the current team.

Okay, stop there. Let me get some answers.[00:29:00]

Hold on. Shh, shh, shh. Everybody's finished. Not, not finished. Sorry, I have to stop them. Stop where you are, folks. Okay, go ahead. So I would say to quarantine, you have to basically find out who is really on board to stay around for the three years to make it to the World Cup, because some persons are just here for a good time, not a long time.

Okay. I would say try to align as I said.

Okay. Align the current team.

Next work up is 2026. Right. So we have Just enough time. Barely enough time to get to the next workup. So weed out the ones who aren't committed to 2026. Keep the ones who are. Great. [00:30:00] Get progress updates on each individual's abilities and capacities. Excellent. I'm in it for the long haul, I think. They're not.

A couple months ago, they're like, Why is this too, for me? Right. Yeah, yeah, yeah. They're not going to change, they're not going to change it all the time. Yeah, yeah, yeah. They're not going to make an effort. Okay. More reading out. Yeah. Great. That's a start. Team over here. I didn't catch your name, by the way.

I'm sorry. Carlo. Hi, Carlo. Go ahead. One

Strength building rather than perks. The second thing would be Right. You were also saying that we need a greater team, increased team training where they're all together. Right. And often times we'll get to meet as a team on a frequent basis with all the players. Okay, [00:31:00] so get all the players in the squad to meet.

Yeah, and then the last, the last thing would be to build more, more of a A Patriot sense for the team, because look at the Super Bowl in America. People will skip work just to watch it. But over here, it's just a betting game. So if there were more incentives, or more of a sense of, Oh my gosh, they're really going to be able to, If we could build a connect that way.

Good. Good. So building some confidence in the people of Jamaica that they could actually, we could actually get there again. One more. Yeah. What were we were talking about? Take person from the high school level them to you

that that expertise back to Jamaica then. It could be very beneficial. That's right. One of the upper six. One of the upper six in the world, right? But that's a three year. If you [00:32:00] start from an earlier, then it wouldn't be beneficial. Like a seven year. See, that's a, that's a brilliant idea, right? Yeah. Yeah.

And we love it because we have a sense that. Yeah. So those are coming first out of the system, you know, the happy situation. However, let me give you a big but. However, when you're in that three year planning retreat, what happens is that an idea like that gets thrown out because no, no, no, no, no. We're only looking between 20, 26 and no, that went too long.

No bother with it. Same goes for problems. that we have in our football system or in your company that take more than three years to solve. What you're doing by establishing a short horizon is you're saying any problems that can't solve in that time frame, we leave them till later. You're punting them for some future team to deal with at some future point [00:33:00] when we have more profit and we're more stable and we're more happy and we're more the cows come home and whatever it is.

What kind of breakthrough does a seven year permanent work mean? What kind of need do you touch new with? Three years. What kind of experience does a seven year permanent work mean? Let me, let me, let me free you up right now and give you a longer horizon to work with. So here's what you are hoping for.

Alright, so no, do the exercise again, but you now have 30 years. As opposed to three. Go ahead. Thirty years. Thirty year plan, versus a three year plan.

We'll see.

Over here. You[00:34:00]

guys not meeting?[00:35:00]

You guys not doing the exercise or you finished already? Finished already man. I'll call on you first then. Hold on, hold on, hold on. Wait, wait, wait. Hold on, hold on. I'll call on you. Being briefed?

Hi, morning. There's a seat over in that corner.

It's Claudio's.[00:36:00]

All right, let's hear some ideas. We're looking at a 30 year strategic plan for the reggae boys. We just did three years, and now we're looking at 30.

And I'm recording this, so the slides and the recording should work out. Okay, shh, shh, shh. Let's hear from Different, different folks this time. So, team. Sure, sure. So come up, come up. Great work. I'm excited to have you in the main team. So you can instill the knowledge. Clearly, he has some work in winning the formula.

So you can instill the knowledge. Great results. How to call it? Do a party bound, kind of, strategic change and budgetary guidelines, but in government, which are actually irrespective of who's in the floor, to kind of allocate budget, so children and young people can actually have fun. [00:37:00] One, multi culturally and multi disciplinary talent programs.

So clearly the Jamaicans are more of a Jamaican's incentivize them properly, ensuring that one, they can go in front of two, resolve the national prestige, but also try to create a system where we build a community. The actual earning potential that you're making out of football, right? So, you know, for example, I was buying one of the local kids a lot of clubs.

And he wanted me to invest in a local football club. I'm like, where did you learn all about football? I don't know where to get my money. So, you know, creating that plan, that marketing plan. I came to a lot of clubs in the States. We have merch, we have this, we have that. We create a kind of culture, a synthesis a little bit.

To make it more, you know, popular and everything. Incentivize the playing of the players. But you have the whole plan laid out. That's excellent. That's exactly what I asked for. You can hear things happening on a scale. So the [00:38:00] volume of talent coming through. A strategy that he described would be tremendous, it would be, and it would be far reaching, because you're talking about players who aren't even born today.

Right, you're talking about, not even conceived yet. And that's who's going to be in the team 30 years from now. So by the way, Australia, Australia's Test Cricket Team. did something like this. In the early 90s, when they were getting beaten by West Indies, left, right and center, they sat down and said, our talent, which is not even born, needs to be born into a system.

And that system isn't going to pay off for another, it took them 10 years, to start to show results, but it took a long time. Meanwhile, well, I won't tell you what we were doing, but we weren't doing that, and that's why we're here today. All right, so here's the boomlick, okay?

Oh my, what is he doing? [00:39:00] Oh my, a hundred year plan. So allow your mind to go free and to think about a hundred years from now.

It's hard.

Guys, so do it with your partner first. I want, I want you to struggle through this because it is hard. It is hard. Go ahead and do that.

But you guys need each other.

Yeah, stupid a hundred years.[00:40:00]

Sir Francis Wade. Alex, nice to meet you. Oh, I should I put my name tag on?[00:41:00]

Okay. Let me hear one idea that has not been mentioned yet that would fit into a hundred year plan that could start to be implemented.

You need to implement. The coaches that are here are not, it's a long term program for coaches. Excellent. Excellent. Go ahead. What she just said, because what we were saying is we build up process driven plan versus a people driven plan. So when this is built and people change, the process here will remain the same.

[00:42:00] Alright, alright, alright. I just, I just have one. The problem I have with the reggae boys and the football system is that I went to UA. And a lot of the, a lot of like Jamaica people are not interested with. All of us are business people. Some person are not interested in this since they're interested in football.

So there's, there's no planning. For example, my friend that he for, he was on the U football team. He's a football. That's what he is really interested. He has, he has a master's degree or whatever. And what he really wants, is to play football, and I'm saying, there is no plan for these type of, they don't have a plan in general, that would be about a hundred year plan.

So there's a route for them to develop their interest. So, yeah, because that's where Craig Butler, what's his name? What's his name? Craig Butler. Craig Butler. But, but, but there's a place where he is now. Seeing that there is [00:43:00] a problem, because they use them, get to use them more to get rich. And he is driving them on, so Chelsea is one year.

Whichever English test, the next one year. So, there needs to be that type of plan for male students. They have no interest in business like us. They just want to play football, so. Excellent. Excellent. Again, it sounds very process driven to use what you guys said, as opposed to personality. Claudia, and then So, for the 100 year plan, you also need to know that who you involve in a sport is the sport that unites people the most in the world.

Yep. That is something you don't probably know scientific proof, but emotional proof shows it. Now, in 100 years, I agree with what everybody has said, but you also have to start adding elements. As it relates to the sustainability to include aspects as it relates to medicine, technology, so that this process driven plan.

will be on [00:44:00] par in a hundred years, because we don't know where humans will be in a hundred years, what they will be doing, so we have to really be so futuristic, that we need to have these elements of technology and health artificial intelligence for predictions of your, you know, your behavior into, into part of the process.

It's a new kind of society that would birth accomplishments like Reggae Boys in World Cup. Last one.

The plans can't get ahead without the financial support and support of the wider stakeholders. So I think we would need a continuous stakeholder engagement plan. And that would ensure that the companies, for example, Grace Kelly, like she mentioned, took over track and field and said, alright, even if the CEOs or whoever, the heads change, There is always some continuity in terms [00:45:00] of some words.

Excellent. So you, you, you're almost like you embed it. Yes. Again, process driven. You embed it in society in a way that makes it 100 years from now. Political proof. Yes. People proof. I'm going to move on just because of time. But, alright, so what I want you to observe is that different kinds of ideas come up.

Game changing ideas to implement today. Arise when you lengthen the time horizon. Even though it's uncomfortable and it's unfamiliar. And it feels impossible. Once you put your mind to it, in just a little five minutes that we spent on each one, you actually start to say things that the JFF should be saying.

I don't know if they are. But you can only say these things when you're convicted of A destination that forces you to think of what you need to do today that you wouldn't do if you didn't have a long horizon. So in other [00:46:00] words, a long horizon forces you to think in a different way about today. Alright, so this is just the beginning.

Now, this is, the reason I put no, is that educate children, no. Plant trees, no. Plant rice, no. These are all short term consequences of a long term commitment. And that's what makes them game changing. If you're willing to think long term, and have that thinking change what you do right away, now. Then you'll be doing things that other people aren't doing.

So Bezos is Amazon. com [00:47:00] is a perfect example of that. They did things that everybody said were a waste of time and they were laughed at. No, in retrospect, it's like, boy, they're brilliant because nobody thought, thought they would. But when you think longterm, you plant seeds that nobody else around you understands.

And you make investments that nobody else really contends on to. So if, people ask me, so I write for The Gleaner, as we shared before. People ask me, what does it take to write for The Gleaner? And I tell them two stories. First story I tell them is, I wrote a blog for about five years that nobody read. Do that.

Nobody don't want to do that. The second part of the story is, I said, well, I got the commitment to write for the Viglino in 1993 or 2. When I did a course on management consultants and how they need to market themselves by being in the press. And when I heard that, I said, okay, I want to do that. I was living in the U.

S. at the time. Did [00:48:00] this course in Manhattan. And I got committed to do it from then. So it took about 20 years to get that done. And I've been writing for Viglino for 12 years now. So it's the second part of the story that I tell them. They don't want to hear that one either. They want to hear it when they put out two TikToks and three Instagrams and the editor of the Gleaner blew up and they forced them to put them.

But it doesn't work that way often. Sometimes it does. Sometimes buck up. But most times it doesn't work that way. Instead, you've got the craft of future that gives you a way of being in the present, today. That looks strange to everyone else around you who doesn't understand what you're doing. But makes sense to you.

Because the future is what's giving you being now. I'm using strange language but you have to use this kind of language in order to bring out exactly what changes now. So we're not talking about a hundred years [00:49:00] changing a hundred years. You educate children now. So we're looking at now actions, ultimately, short term actions that bring about these futures.

And that's how you get game changing thinking. The first part is to think long. Pick a target year that's in your sweet spot, in your company's sweet spot. So, why we recommend 15 to 30 years as a possible bandwidth to think of. Some companies go longer, some go shorter. But the point is that for your company, there's a sweet spot.

For your company, that makes sense. Your competitors, your situation in Jamaica, whether you're privately held or you're publicly held, whatever it might be, pick a sweet spot and focus on, okay, our strategy is going to be 10, 20, 30, whatever it is, and start to create from there. Alright, I'm going to move on because time, time, [00:50:00] time, time, time.

So here's four steps to do right away. Yeah, I'm going to send it but you can take a picture of it if you want it immediately. It's going to take a while for, for it to go through. Pick a long horizon. Determine what game changing looks like for that year. So you stand over there in 2040 or whatever.

Alright. You create the future from there. You translate that future into a plan to get there. And, once the retreat is over, you focus on planting immediate seeds. Those are the actions. But there's more to the picture. And I, I mentioned before that there's a whole business of being inspired. So I, I used to do transformation programs.

Part of our business. And JMMB was one of our early clients. Anybody here from? No? So, back in 1990 something or the other, late 90s, we did work [00:51:00] right after Mrs. Duncan died and worked with Donna and Keith and Anyway, one day Donna called me up in the early 2000s and said, Yeah, I want to do a strategy kind of thing.

You know anything about that? And the answer was no. And I said, I don't know what I said. Maybe I said no, but I eventually did lead my first retreat with her. And, yesterday or the day before this week, I just heard that they're entering Barbados. And So what happened was, sitting down with her and chairman of her board, and Keith Duncan, who is now their CEO, she was the CEO before, they created a 25 year plan.

She's gone public, she's gone public and said that this is what they did, and today they're entering the DOMREP and going into Barbados as of here last week. But that began back in 2000. Two or so, when I sat down with them. So they thought that far out, when others didn't. [00:52:00] And many of their competitors have disappeared.

And if you want a more example, more details on the example, you can research them, but it was a 20 something year old strategy. J. S. Grace Kennedy also had a 2020 strategy back in 1995, 25 years long to transform themselves from being a food business to being a food business and a financial services business.

So, they got rid of a whole bunch of distractions, invested heavily, and today it might look like, yeah man, but no, if you talk to Douglas Sorin, which I fortunately have done, it was very risky, and there was a lot of opposition at all levels to the idea that this is what Grace Kennedy was going to become.

Alright, so, when you create a future that's that far out, it sometimes by itself it can be inspiring, but let me tell you some more about what it takes to inspire your [00:53:00] people. And this is hard for some CEOs, Mr. CEO, talking to you. This is hard for some CEOs to stomach, but this is what you have to do. So there's a grouped dynamic, development dynamic that I just mentioned on the prior page.

Grouped planning dynamic that I'm now going to suggest that you also use. And we'll put something in the box in a minute. So I'm a personal development kind of junkie. I mean, this was my introduction back in 1990, a little bit. These were the books that were popular then. And I read these, and I read a whole bunch of others as well.

Because personal development, as far as I knew, was something you got from a book. Which is kind of true, you know, if you're far away from, you kind of, you need a book. Then I did this program called the Landmark Forum. Anybody here done that program? [00:54:00] Yes? Yes. So, I did this course called the Landmark Program in Florida, in New New Jersey.

Yeah. I was part of the team that brought it to Jamaica for a while, but the big thing that happened in that program was that I saw things happen in three days That didn't happen in years in people's lives, in my own included. And how could this happen in a room of 150 people? Well, when you're in a lot of people, things can get done faster than if you get them done by yourself.

Sitting and reading a book. It accelerates the whole process. So guess what? The same thing happens in strategy. And this is the part that CEOs sometimes grumble with me about. Because some CEOs and managing directors, big man them, Figure out the strategy for themselves in their head.

They [00:55:00] go away for the weekend, maybe. Let's say they go to Sandals, Ocho Rios and they camp out and they think about the company. And it's kind of a bit like Moses going to the top of the mountain. They come back on Monday morning with the answer. Right? I have found it! And they bestow the answer on the people there.

Right? Because they have now arrived and they've figured it out. That's the popular model. Especially for smaller companies. That's a little bit like me reading those books. And relying on my own knowledge of the books. There's something available when you work in a group. We work with groups of up to 20.

But the thinking you could imagine if we locked up, if we locked the door and said, all right, we'll come up with a plan for reggae boys by five o'clock, you'll get, you get some good ideas, right? Because the people that [00:56:00] you have in the room are really smart from what I've seen. And yeah, a lot of ideas.

Put the ideas together and have them build on each other, and you have a dynamic. In which you can produce better results than you can as just being a CEO alone. His quotation, initially he said, You,

you have to have

One of his people wrote a book about how he led them.

Well, I'll take away that one line you said about have the same vision because when they come in they don't have a vision. But one gets created with them. Well, not persuasion like he had it and they didn't. What I'm suggesting here is that [00:57:00] you get everybody together and you go through the stages as a group, even if you're a solo, getting together with other people to go through these steps.

is way more impactful than doing it alone. No, it's more difficult in some ways to coordinate people and you don't really like what I want to say. And the one, they have a bad mind to you anyway. And you know, you have your dynamics that you need to overcome, but consistently we've seen the results at the end.

CEOs tell us that they are shocked and surprised at what happened and where it got them. Because they were working in a group. So we worked with that financial institution once, and we were in the middle of the retreat, and all of a sudden they couldn't go any further. They couldn't, they couldn't figure out a vision for their company.

And it was weird because I'd never seen this happen before. And I said, well, [00:58:00] what happened? Why? Why are you not able to go? And I'm saying, well, they get real quiet and it was like a dead spot, right? And I was like, why? Retreat mashup? Gotta go. Okay. Retreat mashup? No. So they said, can we close the doors? And I said, all right, let's close the doors.

I'm gonna close the doors. And they said, this can't leave the room, but we all know that the ownership is corrupt.

And I said, I'm thinking to myself, this is not the strategic planning retreat I signed up to. This is, I thought this was about market share and advertising and, this is not. Where is this coming from? Anyway, long story short, they had an official strategic plan and they had an unwritten strategic plan.

And the unwritten one said, find new owners. Now, when you say something like that in most companies, you are signing up for some bad [00:59:00] things to happen. And it did happen. So about half the team got fired, eventually. But during the course of their trying to find these new owners, they did find a new owner and the institution was sold.

Three years later, I'm in the country visiting a big headline because the corrupt owner company has fallen apart and He loses everything as a result. Everything was interlinked in ways it shouldn't have been, and it goes bankrupt. No, they were interlinked. Companies were independent. It was teething from one company to keep the other ones alive.

The whole group fell apart. So that wouldn't have happened, this conversation that they had, if I had talked to the CEO alone. No, he didn't mention to me, you know, he grumbled about the owner and said, boy, but there was no intent to make it happen as a team. You bring the team together. All of a sudden [01:00:00] this magical outcome existed.

Francis Institution is doing well today. Depositors, credit, everybody is intact because they're managed by a financial reputable institution. So, they saved the company. Now, they lost their jobs, some of them. CEO lost his job. But if you ask them today, was it worth it? Them say, No. No. They would say it was worth it.

It was. It was terrible what happened to me personally, but it was worth it in terms of the thousands of people and millions of dollars that were saved as a result of the decision that we made. So, so all that to say, you get people together, you'll get them committing to things that are bigger than they think they commit to, can commit to because the group dynamic that you just saw kind of starting as you started to [01:01:00] build on each other's ideas takes on a life of its own.

And produces non linear, game changing commitments because there's a game changing strategy. Even if it's not written, that's animating everything that happens in the foreground. Okay, let's move on to something very practical. How do you persuade others without over promising? So when I hear about you have these multiyear thing, them go foolishness because they've been in these retreats where they put up all kind of big thing on the wall, on the screen and say, yeah man, I be save.

And it has no basis. It's coming like a gas balloon. You know the LAR and gas where you let Grando fly off. And this guy that call me like the targets that were set, oh look, see Grande. Oh well. That not coming back? I know [01:02:00] I'm going

really fast, but I'm cognizant. It's 12. 04. I can hear stomachs growling. But there's something over here to eat, by the way. So, there's some reprieve at the end. So, before I put up the endpoint method, And I talked about the sweet spot. Now I'm going to talk about an actual technique that prevents you from creating balloons that fly off in the sky and float away.

In other words, prevents you from creating visionary ideas that really are just foolishness. Because they don't have any basis in reality. And that's the danger of doing long term thinking is that you can easily say, Yeah man, beggar boys are going to win every year between 20, 40, 70. It's all kind of stupidness.

with no basis in reality. So, how do you bring it down to earth so that you have some [01:03:00] reality? Sorry, I meant to go forward. You do what's called backcasting. Everybody familiar with backcasting? No? Okay. Alright, so what you do is, you start from the future, and you work back.

It's a, some project managers know it. But, this is the same idea, which came from the social sciences, by the way, applied to a long horizon. So when you create your vision, you're creating a vision of more than just the future. Vague words and vision statements. Everybody has a vision statement, right? Nice and vague.

You could go change it for somebody else's company and you wouldn't even know, right? Usually, thing out there somewhere. This is what I'm talking about is, for example, seeing Reggae Boys will make the World Cup in 2040 make it to the next round in 2044, make it to the next round in 2052. [01:04:00] And eventually be in a final by 2060.

For example. But for most cases, you guys aren't, you're not in the football business as far as I know. You're in the money making business. So let's talk about revenue. So you can talk about revenue in the future. But here's what you need to do. You need to backcast. And this is what. Makes it realistic. So, watch the steps as they unfold on the screen.

If I had a movie, I'd show it to you, but I don't. I have steps, where you start from the future and work back to the present. That's the first part. Second part is,

you add in other descriptors. Measurements, milestones, and you drive those numbers with projects, which are all aligned with the [01:05:00] results. So you start to see the beginnings of some reality, right? Because as you do this exercise. Foolishness start to walk out the window because, or walk out the door because you start to say, Well, that five billion in revenue you say you wanted, you can't have it.

There's no project in the world that's going to get you to five. However, project number two will get you to two.

And here's what the final result could look like.

It's an old chart, but So it's now telling a story, a story of how do you get from this year to a future year with solid [01:06:00] projects and realistic numbers. Now, I gotta tell you, doing something like this takes a team of a CEO and a CFO and whoever else have brains in the company. We lock them in a room, five people, six people, and we Tell them you have two hours, come up with the answer.

I'm dramatizing. But, it's hard. Because a roadmap like this is built on so many assumptions, deep understanding of the business, a deep understanding of cause and effect. But, here is your long term strategy. Now, why is this inspiring? Somebody tell me why. Why do I say this is inspiring? The end result.

To your To your dreams. That's what you said, right? Yeah. It gives you, [01:07:00] it gives you a roadmap to your dreams. It gives you a way to accomplish what people think is impossible. This is what the practical analysis of it, the financial model to really. How would you reach from level one to level two? Just in words.

There's a financial model behind it. But we don't actually do financial modeling in a retreat because you don't usually have enough time. That could come afterwards. So you just get This is a strategy. No. There in Well, in a way, yes. But in a way, no. Because they're connected to where you are today and you have the projects to drive them.

Okay. So you do your financial modeling, the kind of detail I think you're talking about, as a next step. But this gives you at least where you're headed and an idea of whether or not you can get there. But you may, you know, as you go through this, you may find that the model that you're running today, like the JMMB model that they examined when we did the snapshot in 2020, 2002, [01:08:00] was, we're a Jamaica based company.

When they created the future, they said we're a Caribbean company. And today they're a Caribbean company. They diversified their risk and their profit sources. And they're a whole different world than they were way back when. They were just a Jamaican money market company. So, another reason why this is inspiring, and this is going to sound weird, is that it's credible.

Because we've all been there and seen those balloons fly up in the air. Right? We've all seen where people make these big commitments. And we kind of go, hmm. Remember 5 in, 5 in 4? 5 and 4. We wanted 5 percent growth in 4 years. This was not long Everybody was alive then, right? So, 5 and 4, I suspect, didn't [01:09:00] have this behind it.

It was just an aspiration that was just kind of floating out there, but had no real I talked to some of the people who should have been doing the planning, and they were left out of the process, and Themself I mean, I'm not just about 5 in 4. It kind of flopped, and it kind of was just forgotten, and it's now been left behind as if But there's Vision 2030.

Right. Right. Vision 2030 is . We have conversations about that one . It's a, it's a, it's not, it's not thriving for Okay. Definitely not that. And there are things that I need to be, need to happening because we have six years left and they need to happen in this kind of formats. Its a.

I could give you my opinion, but I, I, I won't at the moment. But the point is, your company, put this up in front of your [01:10:00] staff, and they'll go, what? Of course, at first, because I've never seen anything like this. But as you talk about the destination, somebody's going to say, but that, we can't get there.

And then you say, well, let me tell you how we'll get there. And they start to go. Oh, hold on a minute, because it's actually making some sense. And if you let them into the fact that there are parts of this vision, like the 5 billion, that we discarded because it's not feasible. We'd love to have 5 billion, we'd love to have reggae boys win the World Cup in four years time.

Not credible, not feasible. But here we're talking feasibility, and that's why it can be inspiring. Because it looks as if it's achievable. You know, getting a medical degree by the time you're 16. Is for most people, not credible. Getting it by the time you're 30, puts it in the zone of possibility. Where you can now commit yourself, [01:11:00] to accomplishing it.

Because ultimately that's what makes things inspire. You know something that's inspiring? Is when you're a member of staff. Without your telling him to do something, does something that makes this happen. But they have to believe. And in today's world, just floating balloons isn't enough to get people to believe.

They want to see analysis, and they want to see numbers, and they want to see that smart people have dug into it and are just rabbit, you know, parroting off some vision statement that doesn't really inspire us any longer. So it's a hard way to go. I'm not telling you this is easy. This is very, very hard work.

This exercise is the hardest of the retreats that we lead. But it produces the biggest results. So back to your mission. To create a game changing strategic plan.

I give the example of Vision 2030. So I spoke to, I spoke to Wesley Hughes recently. He was the person who [01:12:00] was behind Vision 2030. Up to the point where he was He was exactly following the model that we're talking, which is about the early 2000 to 2010 11 12. So the way it was set up was right on point.

The moon shot that got the man walking on the moon. The Apollo mission. Also did the same. So, I'm going to take questions, comments now. If you want to contact me or tune in to some of the content that we produce, the Gleaner articles are usually reproduced in a form on my blog.

In, in terms of giving them a strategy, or? Well, we don't give you the strategy, but we take you through the process. Yeah. For you, so I mean, change the strategy. What would they go for? So you can contact me on LinkedIn. [01:13:00] And also, every single article has my email address at the end of it. What is the email address?

Francis at FWconsulting. com Of course, of course, of course. So I'm available. You know, we can consult. And I have a lot of resources that if you have questions about anything I've said. There's a lot more that I've not covered because the time, but it goes deeper. It's like a rabbit hole that you're just kind of entering into at this point.

So let's take some questions and comments and what you're taking away from our conversation today.

He just started talking because he's CEO type. One of the largest pitfalls based on experience that you've seen hinders a company's capacity to scale and grow to the dreams that they have. Implementation of strategy is probably number one. [01:14:00] So they don't, they don't rigorously use a tool like balanced scorecard to follow up on progress that people make.

They don't re examine their strategy because your strategy may be wrong. You know, the thing that you think will make the difference so the reggae boys may fail. for some reason. So you need to re examine your initial thinking and then go back and change it. I think the third is, and this is a Jamaican thing, all right?

We're too far off fashion or companies crime and copy each other. They watch what the other competitors are doing and I'm saying, never do that. So there's all sorts of reasons why that approach is It's ineffective and you need to do your own thinking because your own thinking will take you to far more creative places than, boy, if them a do it, then we should do it too.

So that's one big pitfall.[01:15:00]

You think they have one, right? They probably don't have one. They're just. Reacting to what's in the moment, and if you follow them pee pee, clock clock, and say well we need to react the way they are reacting Then you're gonna end up where they do, which is someone like a digital comes along, and they just kind of whoosh And all of a sudden you have no company, and you don't know what happened And we did all, it's what Blackberry's CEO said, we did all the right things But we still failed Jolan, and then about another one, which is that big one, before we even get to implementation, which is communication of the strategy.

Because based on my observation, what I notice is that the CEOs will have the idea that the vision in their head, what's not communicated to other persons on the floor. So you are unable to bring people along. So when you look. The biggest challenge is communication, and if I can't communicate with the job, I can't even think about [01:16:00] implementation because I'm not bringing people along.

We're just going and moving where we're going to. Why am I even here? It's just a, it's just a work. I don't know what is the impact that I'm creating. Let me, let me address.

This is a part of it, but it's a, it's a special problem by itself. Let me, let me speak to it a little bit, give you an idea of. What you need to do when you're doing the planning. So the first thing, you need to engage your other staff so that they're, you're not doing this alone. So if you're the CEO and you're the only one who has the vision, you have a problem.

And you can't solve it by talking to everybody and telling them what they need to do. You need to engage people in the process of developing the strategy. Once it's developed from an HR point of view, there's communication. But then there's deeper communication like your performance will now be measured by, in part, by your contribution to this new strategy.

And in your performance review, there's three actions for you to take this [01:17:00] year that move the strategy forward. So now you're interested, not only in the three actions you need to take, but you need to know the overall strategy, because this has a context that you need to know, pay attention to. There are very few companies in the world, in Jamaica, that take it all the way into performance management.

But we've seen the most lasting results when it becomes embedded in that way. Now, it's not easy to do that. It's very challenging. But once you do it, people get interested all of a sudden. Because they don't realize that their pay is directly engaged and related to the contribution they make to this strategy in the next year.

So that's, that's a way to And it's not easy. Yes. You've covered it because, what I was gonna say today, the communication of the strategy has always been the hardest. We don't know, we're addicted to know, and [01:18:00] from my experience what we normally do is sit in their room. All the Senior Managers, the, all the managers.

General manager will come with a strategy, ask for game changing ideas, and then those, because it doesn't fit within an agenda, they get thrown out, and then he tries to communicate what he really wants to communicate. So there's not much buying. From senior management, let alone the lower staff. And they don't know where they fit in well.

So even if it's on let's say a performance management, they'll even fight it. They'll even fight it, right. They'll even fight it. So, you have to find a way, other than all of the compliance based approaches. Right, that's a good name for it. On the balance sheet. Right. And, not balance sheet the Balance scorecard.

Balance scorecard. Compliance. The performance appraisal, right? So this is your objective. Achieve it. They'll also write, and I think this doesn't come under my J [01:19:00] even the J is coming to play. Everything else, everything comes. So when it comes down to communicating, you have to find a way to inspire proper change management plan, right?

So a good change management plan and the way we happen to do our. Retreats. We spend about a month before asking for input from staff via surveys, focus groups, and interviews. So by the time the retreat starts, Some decent percentage of staff has already been engaged in the process. And they're expecting to hear the result.

Because they want to know what happened to their good ideas. Afterwards, once the retreat is over, they're now prepared. And they have a client right now. The staff is now knocking on their door. Retreat was a week ago. What? What to do? What's my idea included? What's my bright idea? And they want to know what the results are.

What [01:20:00] do I need to do now? Where are we going? Did y'all come up with something new? Or is it the same stale old thing? Should I stay? Or should I go back on LinkedIn and go find a next job? Because y'all not saying nothing. So, from a change management point of view, if you see it that way, there's a before, there's a after.

The middle is very short and there's a very long after. And you can engage staff if you're smart all the way throughout the process. And especially in the retreat, as I mentioned. Last question, I think, because I'm over time. Yes, I have a question for our commenter. You spoke about corporate objectives. I've been a marketing consultant in

the past. So before you can go over to anything else, you need to have the documented part of [01:21:00] your project. Where's the overall vision and where's the overall strategy? You don't need that much. Just go ahead and do your thing. They don't like to hear that. But, of course, it's the only way to go. If you get some of the changes that business was, when you start a business, you are an icon to it.

I'm not used to that. I'm just going to check your phone.

Versus if you start with capital, capital is, you know, kind of a more strategic. You've got to continue to grow. to expand the basis of the team and expand the leadership and become more leaders. And then, as it's well said, fully, fully comes on screen. When you waste your money. Because it is a theoretical plan.

Because you're not really drill down and supporting a specific set of initiatives. It doesn't have to be one thing. It can be ten things. You can be thinking ten different things. You and your taxi business. You might want to [01:22:00] increase costumers and increase your fees and whatnot. You might not be able to do all of that one time, but at least you have the objective ahead.

And then your marketing will improve.

There's actually always a framework. It's just that in a company of one person, it's only in one place, so you get the framework out of your head. The thing is, the minute you hire the next person, and it's the two of you, it's a That person needs to know that strategy in your head to some degree. And if you can communicate or better yet develop it with them, you can say, this is what I had before you came.

Know that you're here. Let's revisit and rethink because you're here if you're someone of that. If you're like an equal partner. Because the equal partner wants to have a say anyway. [01:23:00] So you've got to, as a CEO or founder, you've got to back off and say, alright, let's rethink. We're now at five people. I had my assumptions coming in.

Some are right, some are wrong, but our destination now needs to be a joint decision. change managed activity that we share. And document. And document, and put it to performance management, and then give us a basis for it. Very last question, third time. I'm here, I'm here all afternoon, you know, so don't, it's not me.

One more question. Who do you mind? Mind? They were CEO minds. Being able to information or get information. But sometimes communicating with a CEO is a tough job. Getting that information from over his head. Don't need to pay for and distribute [01:24:00] and process that. I would say grace. I mean, I, as I see you, I prioritize communication.

That's my top value. And I think my team can speak for it. I prioritize it. So, I don't, I don't think, well, I'm not sure. I must have a lot of different to say. My team has a lot of different to say. But I think I think In terms of this getting information over to the CEO, one of my team members is really, really well.

She manages up really well. So she tries to, one, enable a lot of predictive thinking. So try to learn your CEO over time. CEOs do communicate, but just not in the typical manner. So we communicate a lot. You know, in terms of what we, and weekly and daily in terms of what we like, what we don't like, and where the company direction, sometimes it might come up a bit stressful because you have to really listen and try to understand the individual as well as the company.

And clearly, you know, try to align your goals with where we're going because, you know, Managing ambitiously. You know, as much as people love Jeff Bezos, they love Steve Jobs, they love all these guys. They're monsters, or seemingly monsters, you know, [01:25:00] because they were just so driven. So it's understanding that, you know, passion doesn't really, the whole company doesn't really have enough to take on time to time, and to reconcile that with the fact that we're all on one team.

Right. And so, to his point then, means that the staff then needs to have some kind of emotional intelligence to understand. Oh, yeah. Like a baby. It's like a baby. Yeah. They, they are different animals, right? Yeah, they're different. How would that be? I think if you become a seer. It's not, it's not normal.

Yeah. seer, oh, it's also remindful that. It's not average. Different personalities. And a lot of people. So, it's come from both ways. So, if you read just, so we have about 25 people in my company and there's a lot of stress. Because everybody wants me. To give them, to talk to them. And, you know, this one's sick.

And if this one's sick, and I don't call it, I mean it. I don't care what's going on. Even though I've got a billion things on the HR call already. It's all these things that you have to know. Like, you know, like get rights and stuff. You know, so it's a lot. And I think a lot of people have to understand.

Try to be understandable to CEOs. I think the least thing that CEOs get is [01:26:00] understanding. If I could pay everybody. Nobody cares if my bill is late or not. Nobody cares if your bill is late. What if we don't get there on time? We still don't have a challenge. So you will not get paid on time? The thing is, to be honest, the thing is, it's true.

I think people do not understand the emotion of the CEO, the reality of the CEO. Now we have to report to the board, and we don't want to drape up an embarrassing board meeting. And, you know, there's just a lot more factors and, you know I think Brian Tracy says that, well, you know, typically what happens is if a team member loses their job, they can find another job where it's a little bit easier.

So the CEO loses it, he loses the house, the wife, happens, no, no, no, it's fucked. No, the princess, the princess, it's fucked. She's gone, right? And you have to borrow the loan so you can do it. Right? Like you have a call on the money tonight. Right? Then you're meant to be in flames, you know. I'm not confident anymore.

All the American companies are fine, and yours is not fine. And the yellow spreads. So [01:27:00] it's a lot. It's true. It's true. It's true. It's true. Helping CEOs in that way. Yeah, in a session, we're helping CEOs. Yeah, I just want to compliment Help with our team who's here. I don't really know saying that team means what.

Together, team, everyone achieve together. Together everyone achieves more. So there is no team without an I, and that was primarily there is I in team because. It is each one of us role and understanding of where we are playing the football field as rated boys. Not because I'm the goalkeeper, maybe I'm running the least mm-Hmm

But I am the one that people blame the most when I [01:28:00] make a mistake because the goalkeeper is supposed to have the advantage of using his hands and everything and move around in a smaller, you see? So there is I in team, I mean. Definitely, everybody needs accountability for the role that we play. And that emotional intelligence is one that drives us as persons.

Now, the aspect of the variety of, you know, the generational thinking, you know, Z and Gen X. And Gen F and g gonna have to start with Excel, gen Z, gen, aa, Excel, spreadsheet. But it's, it's that how you work with it, it's, I play a role in this company and I am to blame if many of the things don't work. Don't blame the.

Don't blame your manager. Don't blame your supervisor. Take [01:29:00] accountability. I am part of the trouble. For me, it's one of the challenges that we face in many of the companies nowadays. As we say, pay on time. But when you ask for going to work extra, No, I suck. I will not.

I just realized something. You said something about the Gen Z. They think different, you know. I can show you. And it's not that they think. They just, they learn way faster than us. So, I am a CEO right now. A couple of those started for financial reasons, so. I saw a young lady, she's probably about 21 or 22.

So I said, clearly I don't want to work at IBEX. But I just was approached, I said, Oh, you know, I don't want to work at IBEX, how do I go? What, how do I get a translator job at IBEX? I don't know. I haven't tried the internet. But, [01:30:00] she's rude. But at the same time, she answered the question. So it's like, you yourself, you can't be personal.

This is how they think. So you have to ask them because, Oh, now, some millennials. We think that's rude. But she's not rude. She answered the question. We have Alright, everybody. I'm going to hand back over to the PSOJ to cut us off and get something to eat and send us out the room because we're over time.

Yeah, definitely. We have to keep the conversation going. I would think Francis, based on the topic that I envisioned, that we might need a part two. I'm, I'm happy to, happy to. So, [01:31:00] so a part two wouldn't make it, but I definitely want to thank Francis for executing this wonderful mentorship session for us.

For me, I'm going to just list out some top takeaways. What you try to do normally might not work. Agreed? Agreed. Game change, game changing does not happen in a year. Agreed? Agreed. How to promote game changing. Thinking, how to inspire, how to persuade. Be stubborn on the vision and plant seeds. Have short term wins and long term goals.

Find a sweet spot, wherever that is. Get involved in backcasting, work on the future back, add measurements to ensure that you're accomplishing your goals, and use the information to tell a story. And to just build your strategic goals. So, for me, this was very inspirational and very knowledgeable. And I long [01:32:00] for the team to give Francis a big round of applause.

And all for coming to make this session possible. And we are having a forum on sustainability. I think you all should register and attend because it will speak about ESG and how it is an effective tool in terms of strategic plan and building sustainability within organizations. I heard something about that.

I hope they put an email up or something. Did it say who have been registered? Yeah. Yeah, so it's not going to send you an email, but it will