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CHAPTER TWO

Critical Success Factors for Strategic Thinking That Works

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CHAPTER GOALS

By working though this chapter, you will be able to answer the following questions:

- ❑ What is strategic thinking?
- ❑ What is strategic planning?
- ❑ What are the six critical success factors?
- ❑ Why is strategic thinking not more of the same?
- ❑ Why distinguish between ends and means?
- ❑ How can the impossible be designed?
- ❑ Should organizations contribute value to society now and in the future?
- ❑ Why are needs not wants?
- ❑ What are the critical success factors?
- ❑ What are the consequences of ignoring the critical success factors?

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SIX CRITICAL SUCCESS FACTORS FOR STRATEGIC THINKING AND PLANNING

Table 2.1 shows the six critical success factors for strategic thinking and planning.

Introduction to Strategic Thinking

"Compared to what we ought to be we are only half awake."
—William James

Strategic thinking is the way in which people in an organization think about, assess, view, and create the future for themselves and their associates. It is more than responding to both day-to-day as well as long-term problems, opportunities,

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Table 2.1. Six Critical Success Factors.

Critical Success Factor 1
Move out of your comfort zone—today's paradigms—and use new and wider boundaries for thinking, planning, doing, evaluating, and continuous improvement.
Critical Success Factor 2
Differentiate between ends (what) and means (how).
Critical Success Factor 3
Use all three levels of planning and results (Mega/Outcomes; Macro/Outputs; Micro/Products).
Critical Success Factor 4
Prepare all objectives—including the Ideal Vision and mission—to include precise statements of both where you are headed, as well as the criteria for measuring when you have arrived. Develop "Smarter" Objectives.
Critical Success Factor 5
Use an Ideal Vision (what kind of world, in measurable performance terms, we want for tomorrow's child) as the underlying basis for planning and continuous improvement.
Critical Success Factor 6
Defining "need" as a gap in results (not as insufficient levels of resources, means, or methods).

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and new realities; it is creating tomorrow. It is not reactive, but proactive. Strategic thinking focuses on how to create a better future by being proactive and adding value to society—through the accomplishment of high payoff results. It is concerned with taking control of the future by developing practical dreams of the results you want to create for tomorrow's child and your clients and partners. Fortunately, it can also be applied any day at any time and is responsive to the new realities and the accelerated rate of change of today and tomorrow's world.

Strategic thinking always involves change, and often, profound personal change. It often requires your present paradigms and your ways of thinking, relating, and performing. It is imagining the results you want to achieve in the future, it is *practical dreaming* . . . creating an ideal future by defining and achieving results that add value.

Strategic Planning

Strategic planning is the formal process of defining the requirements for delivering high payoff results; for identifying what and how to get from our current realities to future ones that add value to society at the Mega level. It is not rigid or lock-step, but rather a self-correcting set of defining requirements and relationships for stating *What Is* in terms of results, and moving ever closer to *What Should Be* results and payoffs.

Strategic planning involves formally asking and answering:

1. What profound shifts are or will influence our future?
2. What is our direction and response to these shifts?
3. What are the elements of Mega that we must address? And why?
4. How will we describe our desired *results* in measurable terms?
5. What are the best ways and means to get there?
6. How will we measure progress?
7. How will we measure success?
8. How will we revise as required?

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Strategic planning is the formal process for producing plans documenting the results identified by our strategic thinking. Strategic planning develops, creates, and records at minimum the following results to be accomplished:

1. An Ideal (Mega) Vision for the kind of world we want to help create for tomorrow's child.
2. An organizational (Macro) mission or purpose.
3. Strategic objectives for achieving high payoff results at the Mega level.

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4. Tactical objectives for delivering results at the Macro level.
5. Operational objectives for delivering results at the Micro level.
6. Needs Assessment based priorities for the Mega, Macro, and Micro levels. (These define the gaps in results and the costs to meet the needs, as compared to the costs to ignore the gaps.)
7. Tactics/solutions (methods and means) for delivering internal and external (high payoff) results.

Strategic planning formally documents the results and contributions of strategic thinking, namely the results you, your organization, its customers, suppliers, co-workers, and society want to achieve in the long term (five, ten, twenty, fifty, or more years).

Strategic Planning Definition
Strategic planning, properly defined and accomplished, provides the basic directions and rationale for determining where an a organization should head and provides the specifications against which any organization may best decide what to do and how to do it. It is a process for creating and describing a better future in measurable terms and the selection of the best means to achieve the results desired.

IS CHANGE STRATEGIC?

Table 2.2 is designed to help you assess whether the change being considered is strategic or tactical/operational. Check (✓) the relevant column. A "yes" answer is evidence of a strategic issue. Do take the time to complete this exercise; we will use it as a foundation for future activities.[1]

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Table 2.2. Checklist for Assessing Strategic Change.

Code	*Question*	*Unsure*	*No*	*Yes*
1	Is the change concerned with linking and relating results at the three levels of planning (Mega, Macro, and Micro)?			
2	Will the change require the planners to shift their paradigms for planning, thinking, and operating?			
3	Will the change be a response to a set of new realities agreed to by the planners (rather than just more of the same)?			

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Table 2.2. (*Continued*)

Code	*Question*	*Unsure*	*No*	*Yes*
4	Will the change require you to unlearn some things that made you successful yesterday?			
5	Does the change involve contributions to your client's survival, health, and well-being?			
6	Does the change contribute to the quality of life of clients and citizens in the communities you work with?			
7	Does the change require you to set different objectives from the past?			
8	Will the change require changes in your major processes (capabilities)?			
9	Will the change require you to design and select different methods and means to achieve desired results?			
10	Will the change require you to develop new skills and competencies for key roles?			
11	Will failing to respond to the new realities produce unacceptable consequences and increase your risk levels?			
12	Will the change require the whole system to change?			
13	Will change in any one unit, process, or system have implications for other parts?			
14	Is the cost of keeping on doing the same things unacceptable?			
15	Is the change concerned with your balanced score card and does it impact external clients or society?			
16	Is the change concerned with the sustainability of the organization in the long term?			
17	Is the change one of opportunities that will have negative consequences if ignored (for example, fall behind your competitors, go broke)?			

(*Continued*)

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Table 2.2. Checklist for Assessing Strategic Change. (*Continued*)

Code	*Question*	*Unsure*	*No*	*Yes*
18	If you don't change, will you be able to recover in the worst instance?			
19	Will the change have implications for a wide range of people?			
20	Will the change elicit a degree of pain for some?			
21	Will the change elicit high degrees of resistance from some?			
22	Will the change require the previous planners and sponsors to learn new paradigms?			
23	Does the change require shifts in patterns of behavior that define your present culture?			
24	Will the change yield high impact results to help to create a better world for tomorrow's children?			

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THE STRATEGIC THINKING AND PLANNING PROCESS

Figure 2.1 is a model of the major steps in the new paradigm for effective strategic thinking and planning, for defining, justifying, and delivering high payoff results. This model will be expanded on in later chapters.

Critical Success Factors for Strategic Thinking, Planning, and Doing

The process of strategic planning integrates all the parts of effective strategic thinking into a results oriented plan. The six critical success factors described below distinguish this model from all others.

1. *Paradigm Shift.* Shift your paradigm about organizations to one that is the largest and most inclusive by beginning with societal good in mind. Move out of your comfort zone and consider two bottom lines:
   - Positive impact on society through improved quality of life.
   - Profit over long term.
2. *Results vs. Methods and Means.* Distinguish between ends and means. Define and plan results at the Mega, Macro, and Micro levels you desire before choosing how to achieve them.

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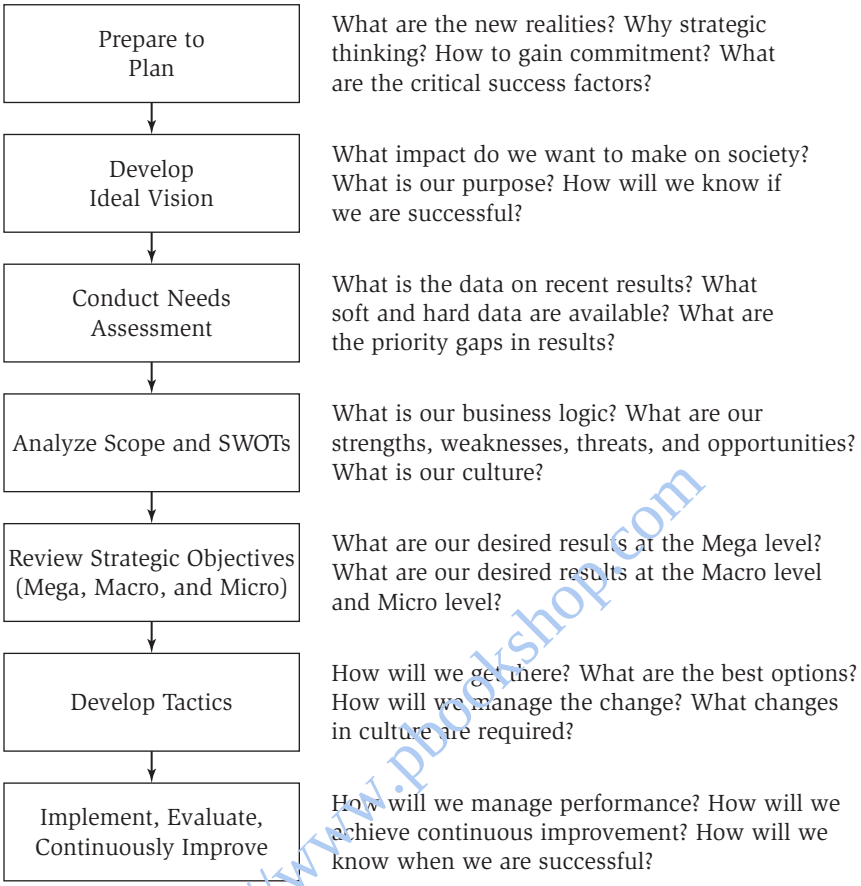

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Figure 2.1. The New Paradigm.

3. *Link Mega, Macro, and Micro.* Use all three levels of planning and results, Mega, Macro, and Micro.
4. *Measurable Objectives.* Develop measurable objectives at the Mega, Macro, and Micro levels of results that are linked *systemically* as a *value added chain*. Don't include methods and means in objectives.
5. *Ideal Vision.* Use an Ideal Vision as the foundation for strategic thinking and planning. Don't be limited to your immediate organization or current paradigms.
6. *Needs Are Gaps in Results.* Define "needs" as a gaps in results, not as insufficient resources, means, or methods.

These critical success factors are now explained in more detail.

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Shifting Paradigms

"New paradigms put everyone practicing the old paradigm at great risk. The higher one's position the greater the risk. The better you are at your paradigm, the more you have invested in it, the more you have to lose by changing paradigms."

—Barker, 1989

Critical Success Factor One. Paradigms, like mental models, are the ways in which we perceive and filter reality. When the demands and pressures for change within the organization intensify beyond just incremental changes, then it's one indicator that a paradigm shift is imminent. We can and should shift paradigms, even when previous paradigms are not yet failing us. Thinking about the future is not about "*more of the same.*" After all, the ways of thinking that led to success yesterday can become a major barrier to creating future success. The new realities require managers and leaders at all levels to change how they think about how the following can or should contribute to results that add value:

1. The elements of organizational performance.
2. The role of the organization in society—there are two bottom lines (and these are high payoff results).
3. The role of leaders (that is, the leader as a steward, not authoritarian or "parent").
4. The process for strategic thinking and planning.
5. The factors that influence human performance.
6. The way problems are defined and the decision process (for example, level of participation).
7. The methods for creating and managing profound change successfully.

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Effective strategic thinking and planning require everyone to shift their paradigms and agree on common destinations. This means that many people at all levels in an organization must usually unlearn previous ways of thinking and performing.[2] They then must learn better ways to achieve desired/required performance.

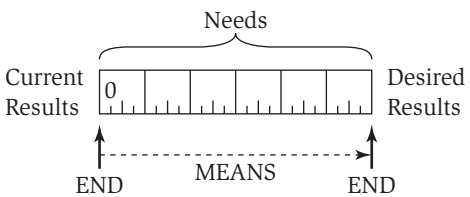

Figure 2.2. Current Results to Desired Results.

Source: From Kaufman, 1992, 1998, 2000.

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Distinguish Between Ends and Means

Critical Success Factor Two. Distinguishing between ends and means is another characteristic of a strategic thinker. Results are ends that define in measurable terms the future we want to create. Means are the methods and tactics we choose to achieve the results. It is also good sense, good logic, and good economics to define the future desired state before selecting how you will get there. When methods, means, resources, and tactics are chosen before the problem, opportunity, and result are defined, then we are likely to end up somewhere other than where we desire.

There are many examples of major organizational interventions that failed because a poorly defined problem led to the selection of the wrong solution (just refer back to Table 1.3). Confusing ends and means has profound implications for performance improvement or lack of it. Many times, organizational fads are chosen before the desired results are agreed and defined in measurable terms.

Link Mega, Macro, and Micro

Critical Success Factor Three. Use and link all three levels of planning and results. Each level of results focuses on a different, but related, client category. The chart below shows this relationship. High payoff results are those organizational ends achieved at the Micro or Macro level that yield positive societal contributions at the Mega level, as shown in Table 2.3.

The starting point for strategic planning—unless you aren't concerned with the health, safety, and well-being of your clients and community—is to define the desired results at the Mega level. Planning then proceeds down the chain of results to the Macro and Micro levels. In this way the three levels of results make up a *value added chain* of high payoff results. After all, we want to plan for useful results before selecting any methods or means for accomplishing those results.

Mega level results must be part of all planning if high payoff performance is to be realized at the Macro and Micro levels as well. See Figure 2.3 for this concept.

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Table 2.3. Ends Achieved at the Mega, Micro, and Macro Levels.

Planning Level	*Client Category*
MEGA Results These results are called OUTCOMES	The client is society now and in the future.
MACRO Results These results are called OUTPUTS	These are results delivered to direct clients outside of the organization.
MICRO Results These results are called PRODUCTS	These are results delivered to internal clients—teams or individuals—who add value.

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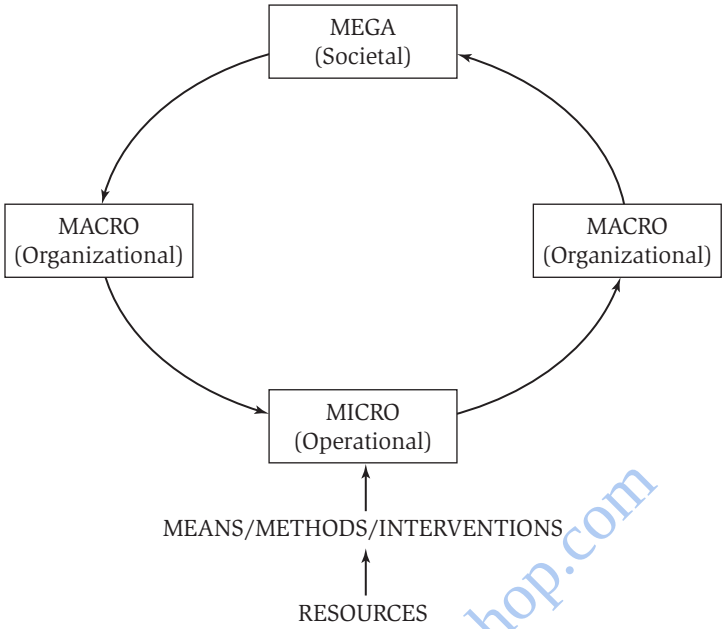

Figure 2.3. The Chain of Results.
Source: From Kaufman, 1992, 1998, 2000.

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This model proposes that ethically and professionally we should plan to make useful contributions to society. Lowering toxic pollution levels, eliminating the tragic effects and consequences of war and diseases, and developing self-sufficient citizens (and customers) are all examples of results that can be planned and achieved if we start planning at the Mega level. If we start at the Mega level, the other levels of results will always be linked to a higher order, longer term need. This can give you a competitive edge, help "grow the future," and assure sustainability. This is the new wisdom.

Measurable (and Audacious) Objectives

Smarter Objectives
S = Specific
M = Measurable
A = Audacious
R = Results Focused
T = Time Bound
E = Encompassing
R = Reviewed

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Critical Success Factor Four. We create the future twice. We achieve it the first time in our mind through imagining and dreaming, and then again through our external accomplishments.

For any useful results to be accomplished in tangible, measurable forms, first someone has to dream them. Since there are three levels of planning and associated results (Mega/Outcomes, Macro/Outputs, Micro/Products), strategic thinkers develop linked objectives for each of these in measurable terms. To ensure we move out of our present paradigms and break the status quo, we must be bold and audacious when we set and commit to our objectives. These objectives are called *Smarter* objectives. These are objectives that are not based on past processes; they specify the desired future in terms of results that ought to be accomplished, irrespective of the hindrances of today. They invent in the mind's eye and commit to action results that have not yet been achieved (nor perhaps even conceived). As such, they don't include methods and means—the methods and means describe the options for achieving the results, not the results themselves.

Smarter objectives can be used to achieve the seemingly impossible. What you say is possible determines what is possible. That is how we put some men on the moon. And got them back safely. Chapter Seven, Developing Smarter Objectives, covers this critical success factor in more detail.

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Ideal Vision

Critical Success Factor Five. It is critical that strategic thinking and planning begin by stepping outside the limits of your organization. This step involves representative stakeholders in answering some fundamental questions about the sort of world you would like to create for tomorrow's child.

The Ideal Vision expresses in measurable terms what we wish to accomplish and commit to design and create.[3] It describes ends and not means, processes, procedures, resources, or methods. In Chapter Four, Preparing to Plan, the Ideal Vision as the starting place for strategic thinking is described in greater detail.

Needs Are Gaps in Results

"Too many organizations are reacting to the future with the mantras (means) of the past, approaching the task with a frenzy of activity (means)."

—Noer, 1993

Critical Success Factor Six. Define "needs" as a gap between present results and desired results, not as perceived gaps in inputs and/or processes (which are really wants). By defining *needs* as gaps in results, we are thinking strategically, because we are designing the long-term future to be accomplished before deciding what methods and means might create it. Terminology should

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be precise when describing the world to which we will expect to commit many resources. For example, a *training needs assessment* is not strategic because training is a solution, not a result (see Triner, Greenberry, & Watkins, 1996; Stolovich, 2000). Starting with training as the solution risks being wrong 80 to 90 percent of the time—very, very bad odds but very conventional thinking.

Need is not a verb if you intended to deliver high payoff results. Need is defined as *"the gap between current results and desired results—not gaps in resources, methods, procedures, or means"* (Kaufman, 1992, 2000). This is a critical definition because it helps planners to focus first on what matters—ends and not means. When you use need to mean *"I have to have . . ."* or *"I have decided the solution is . . . ,"* we limit our thinking, planning, and doing to methods and means: we risk selecting solutions that do not go with our problems and opportunities. Alternately, strategic planning and thinking is a proactive process concerned with defining results before selecting among the alternatives to achieve them. It is the role of the leader to maintain a focus on organizational accomplishments through high payoff results, while it is commonly the role of the manager to assist in defining adequate and sufficient means for the accomplishment of required results at the Micro, Macro, and Mega levels. Chapter Five covers this Critical Success Factor in more detail.

The next exercise gives you the opportunity to assess whether the strategic thinkers in your organization have agreed on the critical success factors for effective strategic thinking and planning.

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EXERCISE—CRITICAL SUCCESS FACTORS SELF-ASSESSMENT

Use Table 2.4 to assess your present organization to the degree that its strategic planners agree to the six critical success factors and apply them.

Table 2.4. Self-Assessment.

Code	*Question*	*Don't Know*	*No*	*Yes*
1	Strategic thinkers all agree that strategic planning involves profound change and paradigm shifts from one bottom line to two: societal impact and long-term profit.*			
2	Strategic thinkers all agree that strategic planning must start with describing *results* before selecting means and methods.			

*Or continued funding if you are a governmental or nonprofit agency.

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Table 2.4. (*Continued*)

Code	*Question*	*Don't Know*	*No*	*Yes*
3	Strategic thinkers all agree to develop audacious (or outrageous, extraordinary) objectives that define desired results in measurable terms (that is, Smarter objectives).			
4	Strategic thinkers all agree to include and link three levels of results in their strategic planning (Mega, Macro, Micro).			
5	Strategic thinkers all agree to start their planning by developing and agreeing on a shared Ideal Vision (the world we want to create for tomorrow's child).			
6	Strategic thinkers all agree to define needs as gaps in results at the three results levels—Mega, Macro, Micro.			
7	Strategic thinkers all agree on the negative consequences of ignoring any of the six critical success factors.			
8	Strategic thinkers agree that results at the Mega level of planning are Outcomes, those at the Macro level are Outputs, and those at the Micro level are Products.			

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The following exercise will help you identify the consequences of ignoring any one of the factors. Share your results with a colleague.

THE CONSEQUENCES OF IGNORING THE CRITICAL SUCCESS FACTORS

The six critical success factors for strategic thinking and planning are all related. If we ignore one, there are implications and consequences for all others. Here are some example implications of ignoring them.

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Paradigm Shifts

"Each age is a dream that is dying. And one that is coming to birth."
—W. B. Yeats

1. If we ignore paradigm shifts, then . . .
   - 1.1 We get more of the same.
   - 1.2 We boil slowly to death like the frog in a gradually warming pot of water.[4]
   - 1.3 Clients miss out on new opportunities.
   - 1.4 We fall well behind our competitors.
   - 1.5 We lose control of the future and become its victims.
   - 1.6 People don't learn to change and adjust.
   - 1.7 Performance deteriorates at all levels—among individuals, teams, and units.
   - 1.8 We manage by crisis and become reactive rather than proactive.
   - 1.9 We become atrophied by the past.

Results Versus Means

"If you don't know what you are building, no tool will help."
—Nirenberg, 1997

2. If we confuse methods and means (processes, activities, interventions, resources) with results, then . . .
   - 2.1 We waste resources on fads that fail to solve the problem.
   - 2.2 We spin our wheels without getting anywhere.
   - 2.3 We encourage managerial incompetence.
   - 2.4 We lose profits.
   - 2.5 We lose the trust of clients.
   - 2.6 We turn off our brains.
   - 2.7 We work toward solving the wrong problems and don't improve performance.
   - 2.8 We produce negative results.
   - 2.9 We waste time debating methods and confusing means with results.
   - 2.10 We increase the risk of failure.

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Develop Audacious Objectives

"Like it or not: the degree to which you speak in abstractions (fuzzies) is the degree to which you abdicate to someone else the power to say what you mean."
—Mager, 1997

3. If we develop fuzzy objectives, then . . .
   - 3.1 We allow for misinterpretation of the desired results.
   - 3.2 We create barriers to shared meaning, and thus to shared and useful results.
   - 3.3 We make it difficult to assess progress and determine success.

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3.4 We make it easy to choose costly but ineffective means and methods.
3.5 We create misunderstandings about what results are intended.
3.6 We make it difficult to assess needs.
3.7 We are likely to shift our paradigms too late to respond effectively to the new realities.
3.8 We avoid taking responsibility for measurable results.

Link Mega, Macro, and Micro

"The greatest danger in times of turbulence is not the turbulence. It is to act with yesterday's logic."
—Drucker, 1993

4. If we fail to link Mega, Macro, and Micro planning, then . . .
   4.1 We ignore societal responsibility as an ethic and a source of continuing success.
   4.2 We exclude the next generation from our planning efforts.
   4.3 We compromise long-term results and sustainability.
   4.4 We ignore society as a client.
   4.5 We limit our vision to the short term.
   4.6 We ignore the benefits of system and systemic thinking.
   4.7 We invite failure.
   4.8 We leave high payoff results to chance.

Develop Ideal Vision

"The great excitement of the future is that we can shape it."
—Handy, 1997

5. If we proceed without an Ideal Vision, then . . .
   5.1 We become victims of short-term planning and mortgage the future.
   5.2 We leave the impact in the long term to luck.
   5.3 We display lack of caring for the next generation of citizens.
   5.4 We ignore the relationships among the three levels of results.
   5.5 We increase the risk of failure in the medium long term as well as the long term.
   5.6 We limit ourselves to the results within the present paradigm. We ignore the opportunity to start creating "the impossible" for the next generation.
   5.7 We choose familiarity over better and more useful paradigms.
   5.8 We become reactive to crises in society instead of being proactive.

Needs Are Gaps in Results

6. If we fail to define needs as gaps in results, then . . .
   6.1 We increase the risk of "fadaholism"—racing for new means and methods before agreeing on the results to be achieved.

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6.2 We waste valuable resources without achieving measurable performance improvement.
6.3 We confuse wants (quasi-needs) with true needs.
6.4 We make it difficult to set and justify priorities for dealing with the real needs.
6.5 We define the wrong problems and waste scarce resources fixing them.
6.6 We waste time debating and discussing quasi-needs . . . we focus on means not ends and consequences.
6.7 We make it difficult to evaluate the worth of our efforts to improve performance and payoffs based on useful results.
6.8 We choose means before defining ends—a triumph of process over consequences.

Think about your own organization and refer to the implications of ignoring each critical success factor. Note those implications or consequences you consider most relevant in the right-hand column on Table 2.5.

Compare your answers with a colleague; then read through the decision chart (Table 2.6) that follows.

Table 2.5. Determining the Implications for Your Organization.

Code	*Critical Success Factor*	*Implications of Ignoring*
1	Creating paradigm shift.	
2	Distinguishing means and methods from desired results and Differentiating among the three levels of results and consequences: Outcomes, Outputs, and Products.	
3	Linking results at the Mega, Macro, Micro levels.	
4	Working with *Smarter* objectives rather than vague (fuzzy) objective.	
5	Developing a shared Ideal Vision as the foundation for strategic thinking and planning.	
6	Defining needs as gaps in results at the Mega, Macro, and Micro levels.	

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Table 2.6. Decision Chart.

Code	*Critical Success Factors*	*Comments and Guidance*
1	Shift your paradigm—move out of your comfort zone and use new, wider boundaries for thinking, planning, doing, and continuous improvement and evaluation.	1. Challenge current wisdom. 2. Challenge assumptions. 3. Search for hard evidence. 4. Identify the new realities and adjust. 5. Reflect on your mental models.
2	Distinguish between ends and means.	1. Define and plan the results before selecting the means and methods. 2. Challenge fads and methods posing as ends. 3. Identify the consequences of rushing to the wrong means.
3	Use all three levels of planning and results—Mega, Macro, Micro.	1. Identify the consequences of results at one level to results at other levels. 2. Learn to think systemically, systemically, and holistically—think in wholes and link results. 3. Identify relationships between parts.
4	Link *Smarter* objectives at Mega, Macro, and Micro levels. *Smarter* objectives are measurable. They should create new paradigms. Don't include methods in the statement of objectives.	1. Challenge vague "fuzzy" objectives. 2. Challenge objectives that maintain the current wisdom and status quo. 3. Contemplate the impossible and make it measurable. 4. Imagine a better future in measurable terms. Use ratio and interval measures.
5	Use an Ideal Vision as the foundation for strategic thinking, planning, and doing—including continuous improvement.	1. Define the world you would like to create for your grandchildren. 2. Think bigger than before—think global and then act locally. 3. Define an Ideal Vision in measurable terms, not vague "nice sounding" platitudes.

(*Continued*)

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Table 2.6. Decision Chart. (*Continued*)

Code	*Critical Success Factors*	*Comments and Guidance*
		4. Think wider than just the organization's impact on immediate clients—think about the impact on the whole planet. 5. Plan to move closer to the Ideal Vision.
6	Define need as a gap in results. Needs are not gaps in methods, means, strategies, tactics, or resources.	1. Challenge fads posing as needs. 2. Challenge solutions unsupported by needs assessment evidence. 3. Ask for needs assessment data to support problem solving. 4. Spend sensible time formulating and defining the right problems.

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Notes

1. Kaufman (2000) makes the point that not all planning is actually strategic, even if it is called "strategic." Many so-called strategic plans are really tactical or operational, and tend to be continuations of the status quo. Strategic planning should start with the development of an Ideal Vision (Mega level objectives) that is future-focused and concerned with societal impact in the long term (one hundred years). From this should flow the tactical and operational plans.
2. Our thinking on the leadership role in change is influenced by writers including Greenleaf (1977) and Block (1993). Greenleaf (1977) originated the idea of the "servant leader." Block (1993) developed the idea of "stewardship" in his book of the same name.
3. Kaufman (2000) proposes that the Ideal Vision is the best starting place for effective strategic planning. This Ideal Vision should be the foundation for all public and private planning evaluation and continuous improvement.
4. The boiled frog story refers to an experiment in adaptability and data feedback. If one drops a frog into a hot bowl of water it will leap out and survive. However, if the frog is placed in a shallow pan of room temperature water and the pan is heated gradually, the frog adapts to the new temperature. Unfortunately regardless of how hot the water becomes the frog never becomes uncomfortable enough to jump out of the pan. In fact, the frog stays there and boils to death. Some organizations are like the frog—they should leap out of the water and move in a new direction, shift to a new paradigm. Instead, they make adjustments to the status quo when they should be responding to the new realities.