Actionable Takeaways

• Static annual budgets block agility. Move beyond them to continuous planning.

• Don’t wait for perfect plans. Get directional correct and start making changes.

• Simplify forecasting by use logic diagrams to build driver based models that use physical measures for automatic.

• Separate performance-based compensation from annual plan/budget.

• Focus on key drivers. Don’t let noise distract you.

• Work to support decision making to drive results.