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## A plan that nobody really intends to follow doesn't just fail its purpose. It teaches an entire organization not to trust the next one either.

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We will sit in a room and nod along to a three-year roadmap full of assumptions nobody can verify. But hand someone a plan for this week, and the first instinct is often: "let's not stick to this too rigidly, you know how it goes." We treat long-term plans as vision and short-term plans as paperwork. I think we have that backwards.

A lot of people are secretly afraid of planning – afraid of committing to something that reality will probably break anyway. I understand the instinct. But I've met people who do this well, and it changed how I think about what's actually possible. **A plan built with care** isn't a guess dressed up as a document. It's built on real knowledge: how this team **capacity and expertise** can be leveraged, where things usually go wrong, what it actually takes to **get the most out of a working day**. That kind of plan doesn't get followed because someone insists on it. It gets followed because the people executing it can feel that **it was built to help them**.

Here is something, we never have time to discuss: a good short-term plan isn't just about hitting Tuesday's deadline. It is what lets someone show up today without seeing the whole five-year picture, and still believe **their work is building toward** something – something consistent, **something thought through**. That belief is what turns a group of individuals managing their own daily chaos into a team that's actually pulling together.

Short-term planning treated as disposable doesn't just cost a few days of schedule. It costs that belief entirely. Not partially – entirely. And once it's gone, the work stops feeling like it's going anywhere.

**Plans** don't create rigidity. The good ones **create trust**. **And trust is what turns a group of people into a team**.