

THE LONG GAME How to Be a Long-Term Thinker in a Short-Term World DORIE CLARK

DORIE CLARK has coached hundreds of top business executives and entrepreneurs. She teaches executive education at Duke University's School of Business, and at Columbia Business School. She also consults on strategy with clients like Google, Microsoft, Morgan Stanley, Fidelity, and the World Bank. Dorie Clark is a *Harvard Business Review* and *Fast Company* contributor, a former presidential campaign spokesperson, and the author of four books including *Stand Out* and *Reinventing You*. She is a graduate of Harvard Divinity School and Smith College.

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MAIN IDEA

Long-term thinking - eschewing immediate, short-term results in order to work towards worthwhile future goals - is pretty rare today. That's what makes it so valuable. It isn't easy. However, if vou can learn to play the long game, you stand a better chance of achieving meaningful and lasting success rather than scoring quick, easy and ultimately shallow trophies.



To win the long game and become a long-term thinker, you have to do three things well:



Long-term thinking gives you the ability to be nimble and flexible because it keeps you moving towards your most important goals. It undergirds worthwhile strategic pivots, and maximizes your chances of success. Sometimes it takes courage to be a long-term thinker, but the results are well worth it. Be a long-term thinker and prosper.

"Intellectually, we all know that lasting success takes persistence and effort. And yet, so much of our culture pushes us toward doing what's easy, what's guaranteed, and what looks glamorous in the moment. The Long Game is intended to be a clarion call on behalf of long-term thinking. It's a practical tool kit that shows you-in those darkest moments of doubt-how to keep prioritizing what matters most, doing small things over time to achieve your goals, and being willing to keep at them, even when they seem pointless, hard, or boring. So let's start playing the long game."

- Dorie Clark



1. Create white space	Pages 2 - 3
It's impossible to become a long-time thinker if you are too busy and frenzied to have any time to think and plan. To start playing the long game better, you have to clear the decks first, and create some white space where you can break out of a short-term mindset on a regular basis. Achieve that by understanding the real reasons why you're so busy now, and create room on your calendar by getting better at saying "No".	

USE THE RIGHT FRAMEWORK – for goals SET ASIDE TIME – for "experimentation" 3 LEARN HOW TO THINK IN "WAVES" GET SMART – about leveraging your time BUILD A STRONG NETWORK – future-based

"Keeping the faith" is probably the hardest part about playing the long game. Simply put, vou have to keep moving forward despite setbacks and challenges. The best way to do that is to be patient whenever you hit a plateau, and keep reminding yourself that as long as you're learning, you're never actually failing. Long-term thinkers know that failure and experimentation always go hand-in-hand, and use that advantageously.

This is the engine room of long-term thinking. To become an effective long-term thinker:

