

The Dual-Lens Decision-Making Guide

Avoid the Mistake of Letting "Savings" Destroy Profitability

BEFORE YOU CUT COSTS, ASK THESE 5 QUESTIONS

- CFO – What's the immediate cost?
- COO – What's the total cost over 3–5 years?
- COO – What breaks if we don't invest?
- CFO – What's the cost of the break/failure?
- BOTH – Does this reduce cost and improve ops?

YOU'RE MAKING CFO-ONLY DECISIONS IF...

- Cost cuts are celebrated without asking what breaks.
- Spending decisions are made on financial data only.
- "Savings" are measured but compound costs are not.
- Ops investments are rejected based on upfront cost alone.
- Profitability isn't improving despite "savings".

THE TWO MINDSETS

CFO MINDSET

Asks: "What's the immediate cost?"

Focus: Immediate Cash, Budget Targets

Strength: Financial Discipline, Clear Metrics

Weakness: Overlooks Cascade Effects and Resulting Costs

COO MINDSET

Asks: "What's the cost when it breaks?"

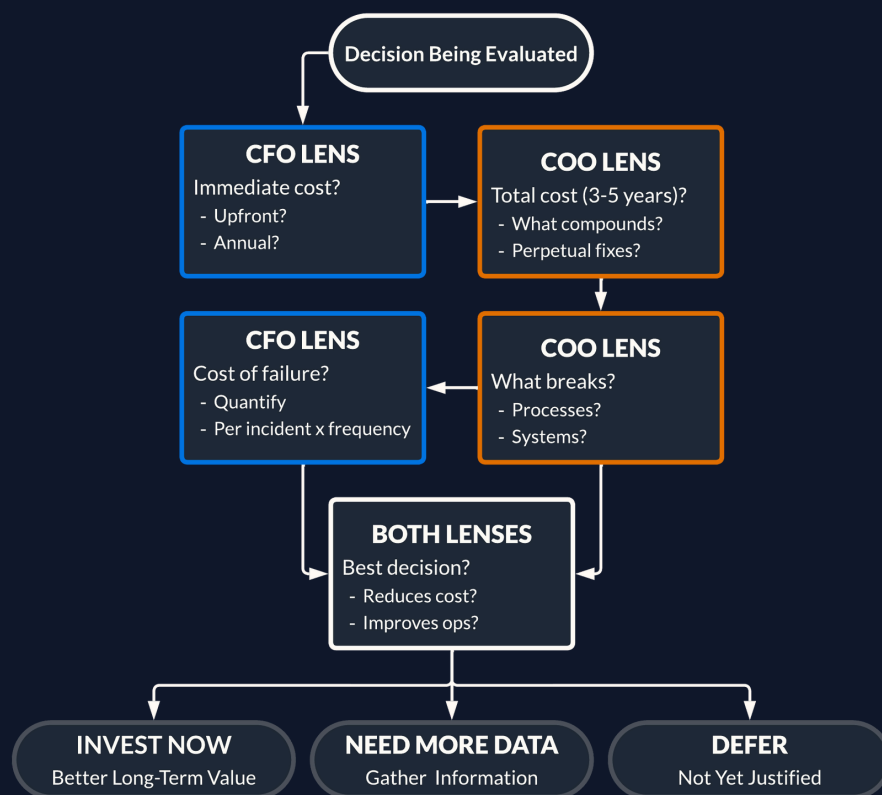
Focus: Total Cost, System Effects

Strength: Sees Full Operational Picture

Weakness: Harder to Quantify, Timing Uncertainty

WHEN "SAVINGS" DESTROY PROFITS: 3 REAL EXAMPLES

- 1. QUALITY CONTROL CHAOS**
Cut: Small Process Cost
Broke: Quality Control System
Real Cost: Hidden Fallout Exceeds Savings
- 2. TURNOVER TAX**
Saved: \$10k on Training System
Broke: Onboarding Effectiveness
Real Cost: \$150k+ Revolving Door
- 3. MAINTENANCE MIRAGE**
Deferred: \$200K System Replacement
Broke: Perpetual Repair Cycle
Real Cost: \$500K in Bandages, Still Broken



REMEMBER

Most adjacency moves fail. CFO thinking wins in budget meetings because it's simpler to communicate – but COO thinking sees what *breaks*. You need to look at every decision through BOTH lenses to make the right call.

SEEING THIS FOR THE FIRST TIME?

Read the [complete article](#) with real examples and case studies.



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