
Building organizational resilience: *from reactive to futureproof.*

Turbulence is the new normal.

Öztürk Taspinar

Founder, Augmented Insights

GeoSquare Academy Kennisconferentie

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Filip opened the day with a question about how a founder survives disruption.

I want to close it with by adding two different observations:

Disruption isn't an event.

It's the weather.

And the weather has changed.

How does an organisation of 5,000 people survive disruption?

Because almost everything we know about founder resilience breaks when you scale it.

Seven waves. Same ocean.

Six hours, seven sectors, one underlying reality — disruption is no longer episodic.

AI VELOCITY	ENVIRONMENTAL	SOVEREIGNTY	WORK REDESIGN	ENERGY TRANSITION	INFRASTRUCTURE	INSTITUTIONAL
Filip Maertens	Pieter Libin	Kurt × Herald	Barbara Vandenhoute	Bram Van Eeckhout	Jean-Claude Mattelaer	Ingrid Vanden Berghe
<i>When disruption becomes the norm.</i>	<i>GeoAI mapping a changing planet.</i>	<i>Data sovereignty in Europe.</i>	<i>The Frontier Firm.</i>	<i>Resilience for the grid of tomorrow.</i>	<i>Real-time geospatial intelligence.</i>	<i>Government geospatial as substrate.</i>

And the ocean isn't getting calmer.

Each of these would have been a multi-year strategic crisis a decade ago. Today you heard about all seven in six hours.

THE DIAGNOSIS

Turbulence *is the new normal.*

For the next thirty-five minutes I want to make one argument:

your organisation needs to stop reacting to events — and start designing for the weather.

Turbulence is not a crisis.

Crises pass. Turbulence is the condition.



Constant

Not occasional. Background condition, not foreground event.



Multi-vector

Not single-cause. AI, geopolitics, climate, regulation, supply chain — at once.



Compounds

Not isolated. One wave amplifies the next. Recovery debt accumulates.



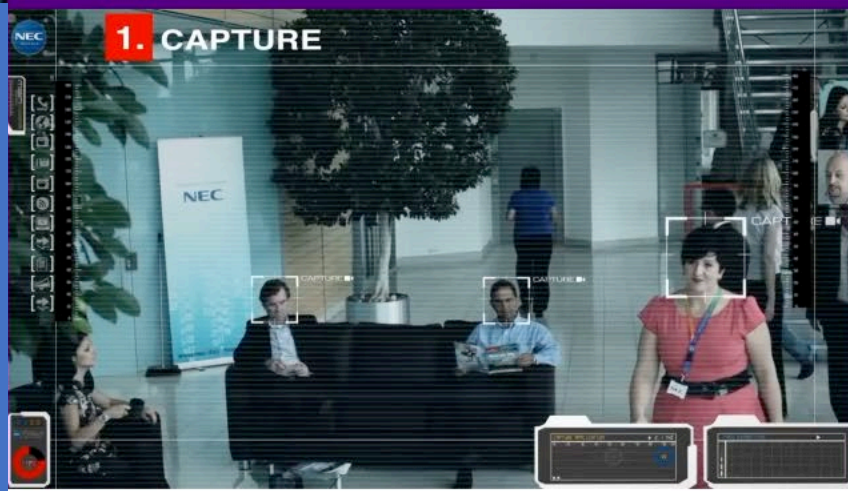
Asymmetric

Not predictable. The next disruption will not resemble the last one.

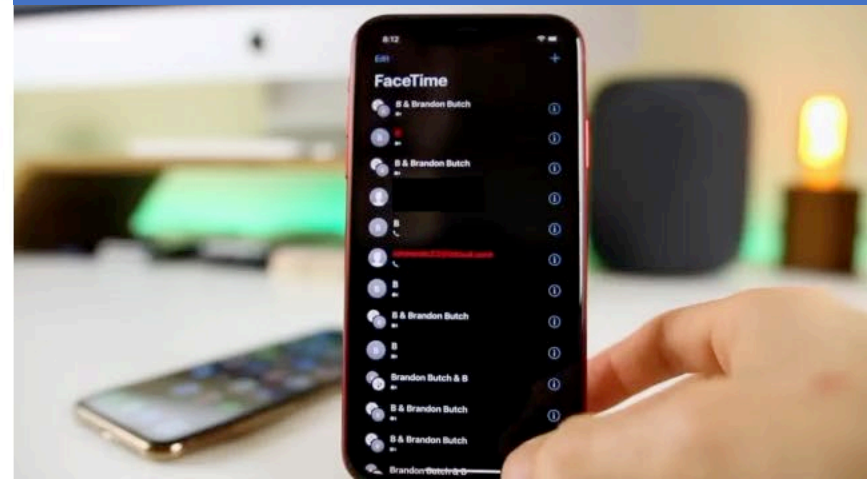
Four properties. They don't describe a year — they describe the decade we're in.

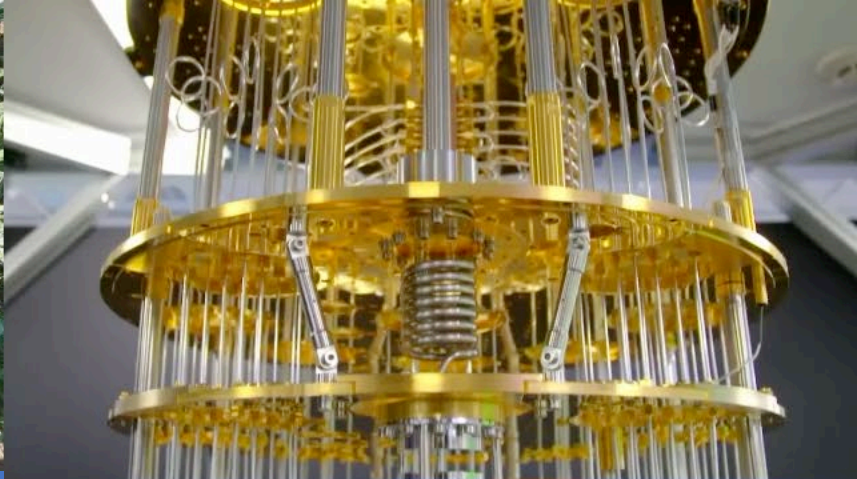


How do you detect ?
Signals or Noise ?



How do you react ?
Freeze, Flight or Fight ?
Copy ?





How do you build resilience?
Experiment now!



SOURCE: ALIBABA

ALIBABA BREAKS SINGLES DAY RECORD



Build in 1 day: Global Live feed : Worldmonitor.app

The dashboard features a top navigation bar with 'MONITOR v2.5.5 @eliehabib', 'LIVE', 'Global', and various utility icons. A central map displays global data points categorized by region: North America (5), Europe (28, 36), Asia (57), and others (13, 95, 137, 4, 2). A legend identifies categories: Startup Hub (green), Tech HQ (blue), Accelerator (yellow), Cloud Region (purple), and Datacenter (pink). On the left, a sidebar lists event types: UNDERSEA CABLES, INTERNET OUTAGES, CYBER THREATS, TECH EVENTS, NATURAL EVENTS, and FIRES. On the right, a 'DESKTOP AVAILABLE' notification highlights native performance and secure storage, with a 'Windows (.exe)' download button. Below the map, the dashboard is divided into several sections: 'LIVE NEWS' with a Bloomberg video feed featuring Nathan Dean, Senior Policy Analyst, discussing Trump's tariff policies; 'LIVE WEBCAMS' showing cityscapes of Taipei, Shanghai, Tokyo, and Seoul; 'AI INSIGHTS' with alerts on YouTube outages and Lowe's layoffs; 'AI/ML' news about a release and a US defense summons; 'TECHNOLOGY' (11 new), 'STARTUPS & VC' (6 new), 'VC INSIGHTS & ESSAYS' (7 new), 'GLOBAL STARTUP NEWS' (15 new), and 'UNICORN TRACKER' (LIVE). A 'Join the Discussion' button is also visible.

Roughly one structural disruption per year.

Your organisation's response cadence was built for one per decade.



*Iran, Soudan wars
China's AI plan ?*

Seven 'once-in-a-generation' events in six years.

By Friday next week, there will be an eighth.

The latest wave hit on a Wednesday in May.

The Commission tabled four pieces of legislation at once:

<p>CAIDA</p> <p>Cloud and AI Development Act</p> <p>First binding legal definition of 'sovereign cloud'. Restrictions on US cloud for sensitive public-sector data.</p>	<p>CHIPS ACT 2.0</p> <p>From supply to demand</p> <p>Pivot from subsidising chip supply to aggregating European demand.</p>	<p>OPEN-SOURCE</p> <p>EU open-source strategy</p> <p>Open-source as a sovereignty lever in public procurement.</p>	<p>ENERGY · AI</p> <p>Digitalisation/AI energy roadmap</p> <p>AI compute meets grid resilience. Infrastructure made explicit.</p>
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How is your organisation reading this week? That's not a rhetorical question.

If the answer is 'we'll get to it next quarter' — that's the cadence problem.

Europe is legislating sovereignty on top of stagnant growth.

€264bn

PER YEAR · EU SPEND ON
US CLOUD

≈ 1.5% of EU GDP, leaving the bloc every year. Source: Cigref / Astères (April 2025).

+0.1%

Q1 2026 GDP, QUARTER ON
QUARTER

Down from +0.3% in Q4 2025. Industrial production -2.1% year-on-year. Source: Eurostat.

15%

OF DRAGHI REPORT
IMPLEMENTED

At 17 months. 24% partially implemented. Source: CaixaBank scorecard, Jan 2026.

27 May

TECH SOVEREIGNTY
PACKAGE

On 27.05: Four pieces of legislation. CAIDA, Chips Act 2.0, open-source, energy roadmap.

Military procurement and critical civil infrastructure are buying resilience right now. The organisations that can ship and scale inside this envelope will define European preparedness for the decade.

Reactive is what your organisation does today.

Futureproof is what your organisation is designed to do.

01

Build the watchtower.

Not a newsletter. A control system. With named tripwires, pre-approved plays, and a quarterly accuracy audit.

02

Build the culture.

The cost of a test just collapsed. Update your permissions. AI compresses cost; humans keep calibration.

03

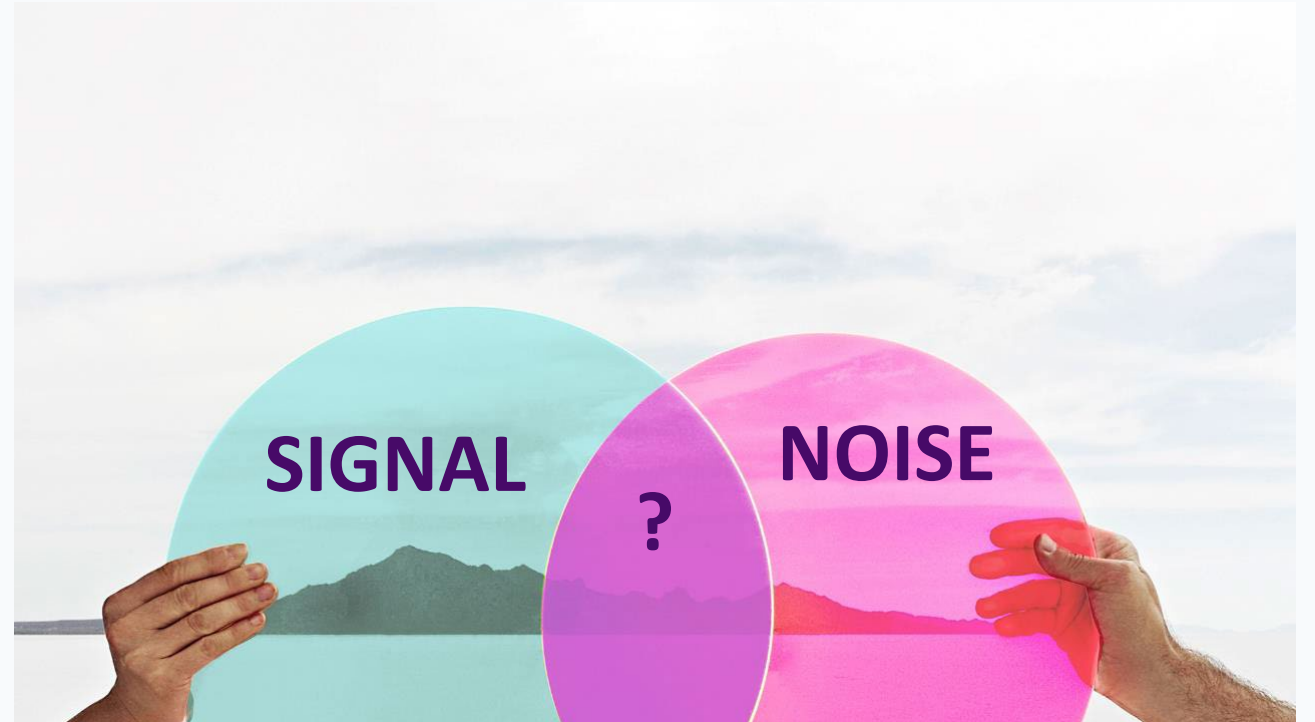
Ship & scale.

Engineer for sovereignty. Open the framework. Leverage partners. Three patterns. One choice.

The difference isn't budget. It's architecture.

The naive response.

**React harder.
React faster.**



Every event becomes a crisis. Every response is built from scratch.

Leadership attention burns through. Recovery debt compounds. Talent burns out.

This is how organisations exhaust themselves in turbulence.

THE ANSWER

Three steps. *All required.*

Resilient organisations train all three — like a pilot training for turbulence.

Most organisations have one. Or none.

STRATEGY IN UNCERTAIN TIMES

DISCOVER HOW TO TURN UNCERTAINTY
TO YOUR ADVANTAGE



When change is constant, how do you plan for the long term? Today's professionals need to know how to build uncertainty into their decision-making and planning. They need a mindset of continuous adaptation. And they need to understand how to turn turbulence into an advantage.

This three-day programme explores the impact of uncertainty on decision-making, introduces strategic tools for planning – and explains how to develop adaptive capabilities and flexible strategies.

WHO SHOULD ATTEND?

- Mid to senior executives and managers
- Managers responsible for developing forward-thinking strategies and action plans
- Managers who want to change the way strategic decisions are handled – and move towards agile implementation

WHY THIS PROGRAMME?

- Discover an integrated, proactive approach to anticipating, embracing and planning for uncertainty
- Be inspired by international experts, like-minded peers, proven methodologies, experiential activities and real-life cases
- Develop a go-to strategy toolbox
- Gain the confidence to make decisions and take action in uncertain times
- Know how to empower your people to implement adaptive strategies
- Develop an action plan for yourself and your organisation

V
VLERICK
BUSINESS
SCHOOL

Four frameworks. Fifty years of evidence.

What we will discussed has names in the literature — and instruments behind it.

HOLLNAGEL · 2006 / 2011

Resilience Engineering

Anticipate · Monitor · Respond · Learn

The four cornerstones. Used in healthcare, air-traffic control, nuclear, wildfire response. The closest fit to the watchtower + muscle + learning loop.

WEICK & SUTCLIFFE · 2001 / 2015

Managing the Unexpected

5 principles of mindful organising

Preoccupation with failure · reluctance to simplify · sensitivity to operations · commitment to resilience · deference to expertise. The bridge between cognition and structure.

LEGNICK-HALL et al. · 2011

Capacity model

Cognitive · Behavioural · Contextual

Resilience is an emergent property — cultivated through routines and HR systems, not summoned in crisis. The explicit theory of 'ad-hoc to structural.'

WALKER, HOLLING et al. · 2004

Adaptive cycles

Resist · Adapt · Transform

Three distinct responses to disturbance. Gives precise vocabulary for what turbulence demands — sometimes adapt within the system, sometimes cross to a new one.

Each one names something we just discussed. The references are in your hands if you want them.

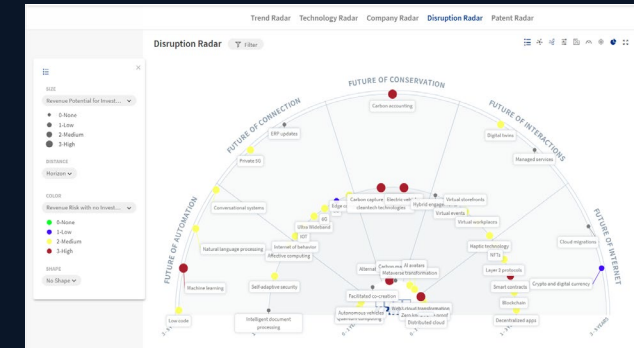
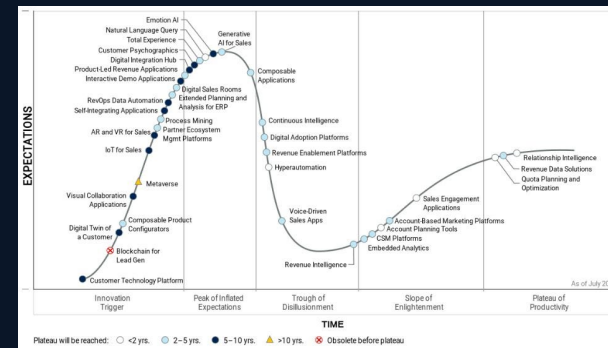
01

STEP 01

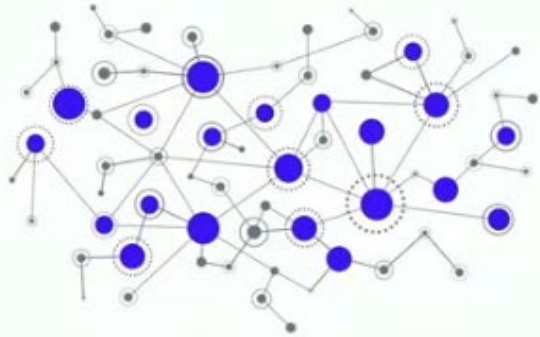
Build the watchtower.

Foresight & insight, as a control system.

TOTAL SIGNALS 24 across 3 monthly digests	SEVERITY ≥ 4 (ACT) 10 42% of corpus	SEVERITY 5 (CRISIS) 3 all cluster around 27 May pivot	WILDCARDS FLAGGED 2 both in power-electronics
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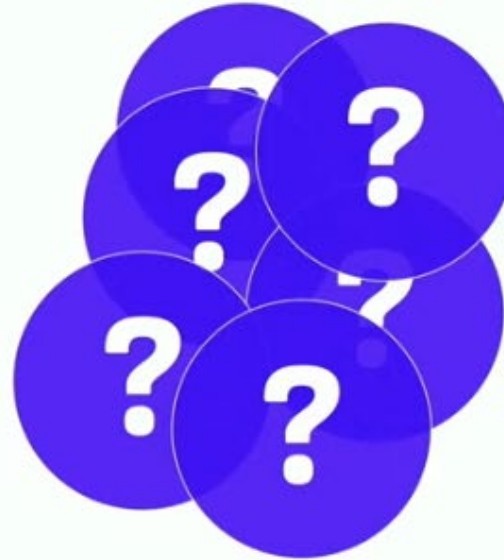


Strategic Foresight



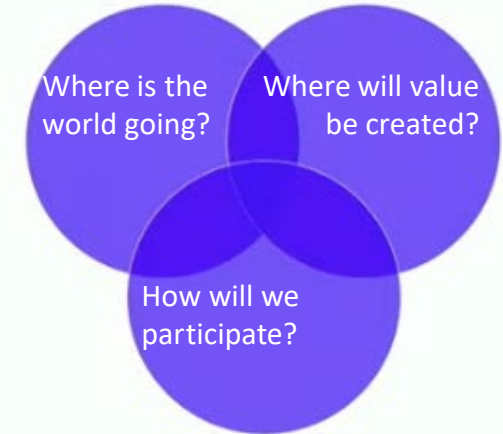
SIGNALS + TRENDS

**What's influencing
the future?**



SCENARIOS

**What's PLAUSIBLE
in the future?**



STRATEGY

**What do we DO
about it?**

...Today

A watchtower is not a newsletter.

It is a control system.

REACTIVE ORGANISATIONS

...process events.

Something breaks → someone notices → an incident response runs → operations resume. The signal arrives only when it is already a problem.

RESILIENT ORGANISATIONS

...process signals.

The system, the data and the sensemaking that lets you see disruption forming — not arriving. Most of you build watchtowers for a living. Almost none of your clients have one for themselves.

So what's the architecture?

The watchtower architecture.

01 INPUT

Horizon scanning

STEEP-V (Social · Technological · Economic · Environmental · Political · Legal · Values). Automated firehose, human-curated.

02 DEPTH

Causal Layered Analysis

Inayatullah, 1998. Litany → systemic causes → worldviews → underlying myths. Applied selectively to the highest-stakes signals.

03 FUTURES

Three Horizons + 4 scenarios

Sharpe's IFF Three Horizons (parallel systems in tension) + intuitive-logics 2x2 scenarios. Boards understand four; never twenty-seven.

04 DECISION COUPLING

Strategic Early Warning System

Gilad-style tripwires + thresholds + pre-approved plays. This is the layer that separates report-producing from decision-shaping teams.

05 STRESS TEST

Quarterly pre-mortem

Structured 'why did our strategy fail in 24 months?' session. Cheap. Repeatable. Kills consensus.

Most foresight teams produce newsletters.

Three governance choices separate the ones that produce decisions.

REPORTING LINE

CFO-grade authority

Head of Strategic Futures reporting to the CEO or COO — not buried in strategy or innovation. Rohrbeck's data: ~90% of foresight teams are embedded as secondary functions, which kills influence.

SCOUTING NETWORK

Outposts in every line function

Singapore CSF model: distributed scouts in every line function, central synthesis. Plus an external challenge panel — academics, dissidents, adjacent-industry practitioners.

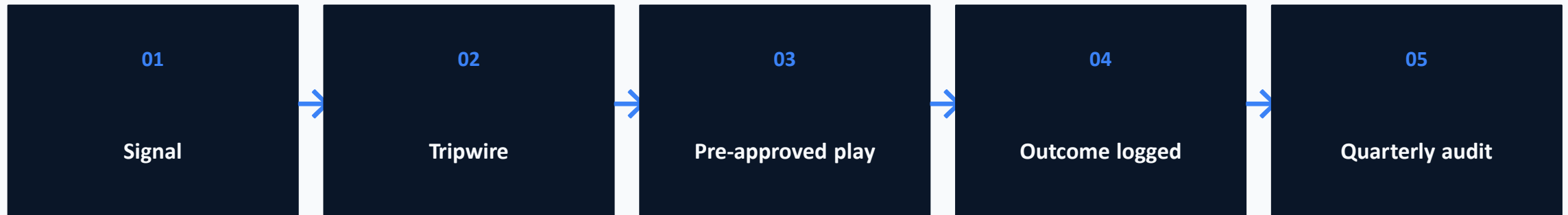
AUDIT LOOP

Quarterly signal-accuracy audit

False positives and false negatives reviewed publicly. Sitra and Singapore CSF both do this; most corporate teams don't, which is why they drift. Without this, you can't tell if the watchtower is actually working.

The board sees foresight outputs BEFORE strategy reviews — not after.

The signal-to-action loop is the whole game.



SKIP THE LAST THREE STEPS

You have content.

INCLUDE THEM

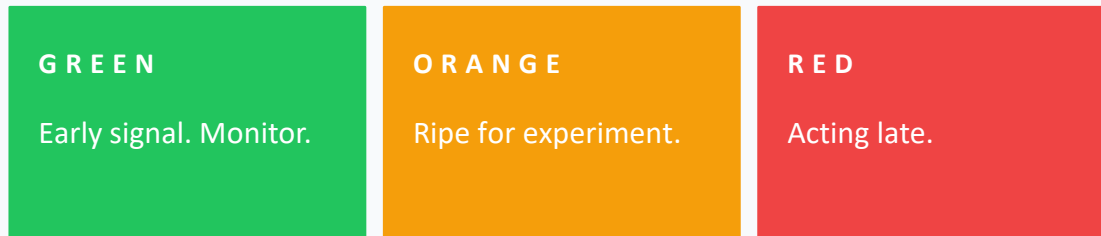
You have resilience.

Most foresight teams skip the audit. That's why most foresight teams produce newsletters.

Colour-coded urgency on the surface.

A control loop underneath.

FRONT-END · RIK VERA'S 3-BOX



ACADEMIC BACK-END · EVERY SIGNAL ALSO CARRIES

- Sharpe horizon (H1 · H2 · H3)
- Scenario relevance (1 of 4)
- Tripwire link + threshold
- Capability exposed
- Wild-card flag (Y/N)
- Decision owner (named)

The reader gets a clean colour-coded briefing. The system underneath is a control loop.

- LIVE (optional)

AI as your watchtower.

Built live, on signals from yesterday.

INPUT

Eight items from the 30 May 2026 Sovereign EU monthly digest — CAIDA · Chips Act 2.0 · EU–US trade deal · Pax Silica · Q1 GDP · Draghi 15% · EU Inc. · Yangzhou Yangjie.

ASK

Classify by sector, severity (1–5), Vera maturity (G / O / R), wild-card flag, capability exposed. Produce a one-page CxO briefing. Flag three signals to act on this week.

~ 90 seconds. What used to be a six-figure consultancy briefing.

You already build watchtowers for a living.

Almost none of your clients have one for themselves.

Ingrid Vanden Berghe

NGI · UN-GGIM

Sovereign, authoritative base data is the Layer 1 substrate. Nothing else in the watchtower works without it.

Jean-Claude Mattelaer

TomTom · Orbis Maps

Real-time, change-aware data is the watchtower's continuous horizon scan. Refresh-rate is the architecture.

Pieter Libin

VUB · GeoAI

Anticipatory modelling is exactly what Layer 3 of the architecture does. Pieter's environmental work is the method blueprint.

A watchtower lets you see disruption forming. It does not yet let you act on what you see.

02

STEP 02

Build a culture
of experimentation.

Seeing isn't acting. Resilient organisations run more bets.

The cost of an experiment just collapsed.

EIGHTEEN MONTHS AGO

€50,000

two months

To run one real test inside your organisation.

TODAY · WITH AI AGENTS

≈ €0

an afternoon

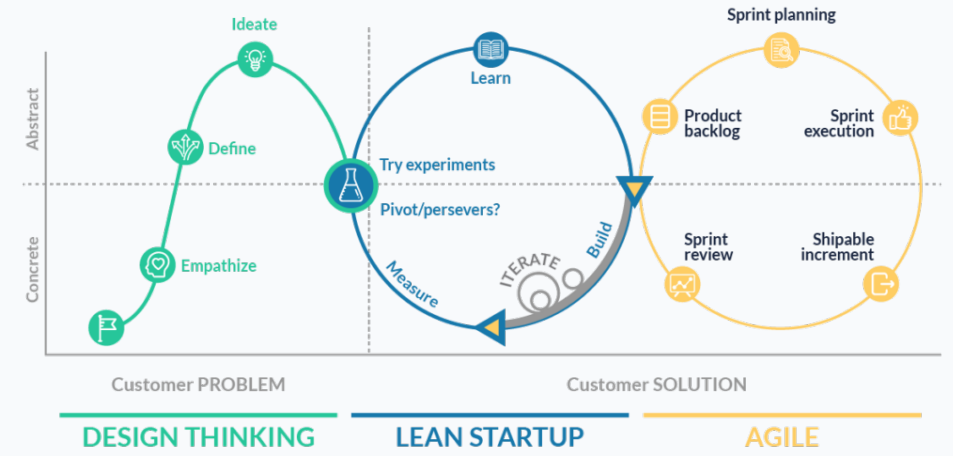
Same test. Done by lunch. Result by Friday.

Most European organisations have not updated their internal permissions to match.

The bottleneck on European resilience right now is not technology. It is permission to try.

Experimentation has shape.

In 2026, the shape is hybrid by design.



01

Small bets

Hypotheses sized to die cheaply.
Portfolio of many, not a few large.

02

Kill-criteria

Each bet has a pre-defined failure condition. Killing on time beats hoping.

03

Learning velocity

Cycle-time from hypothesis to evidence, measured and shortened weekly.

04

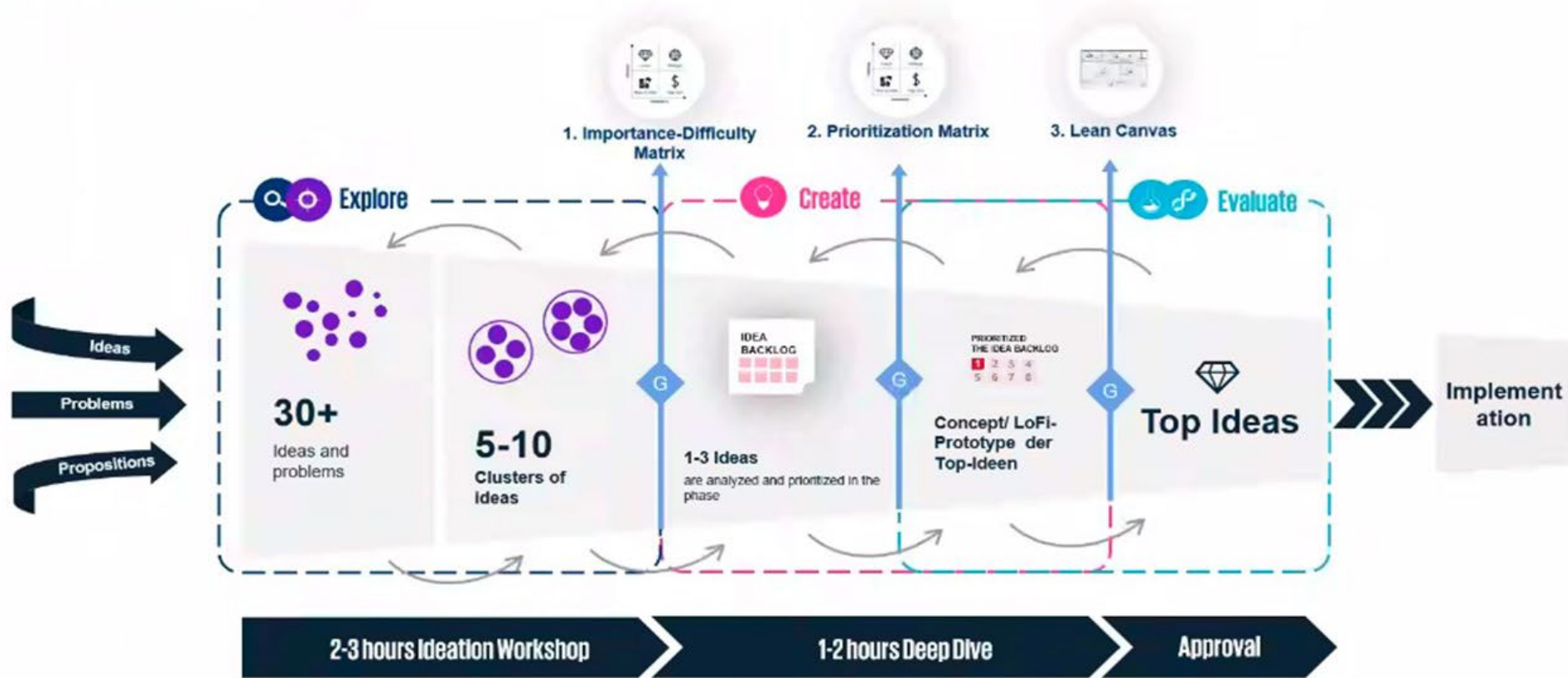
Path to scale

A documented route from prototype to production that does not require a hero.

All four around an experimentation surface — the Frontier Firm idea Barbara walked you through. AI compresses cost. Humans keep calibration. Methodology evolves in the open.

Idea Funnel to generate Use cases with Employees

Multidisciplinary teams, value driven, co-creative, data driven and by using story telling.



03

STEP 03

Ship & scale faster
than your competition.

Industrialise what works. Don't depend on heroes.

Three days ago, the environment got more complex.

SEAL 0-4 · CAIDA · NIS2 · DORA · AI Act · Data Act · Chips Act 2.0

THE NAIVE READ

More rules. More friction.

Sovereignty as a tax on speed. Compliance as cost of doing business. The right strategy is to delay every regulated initiative until the rules settle.

THE RESILIENT READ

Sovereignty as enabler.

When you engineer for it. Three patterns separate the organisations that ship inside the envelope from the ones that don't.

Three patterns. One choice.

Per-workload tiering.

Sovereignty as a spectrum, not a switch.



Workloads that need SEAL-4 are designed for SEAL-4. Workloads that don't, aren't.

You stop arguing about 'sovereign cloud' in the abstract and start engineering it per workload.

Same idea as Kurt presented from Google's position. Same caution as Herald applied. Now codified by the Commission three days ago.

Open framework. Closed implementation.

The MITRE ATT&CK posture, adapted to your domain.

OPEN

Your methodology.

- The methodology document (version + effective date)
- The question library — each question with anchor definitions
- The scoring rules and aggregation logic
- The change log (every revision, with rationale)
- The Annual Calibration Report

PROPRIETARY

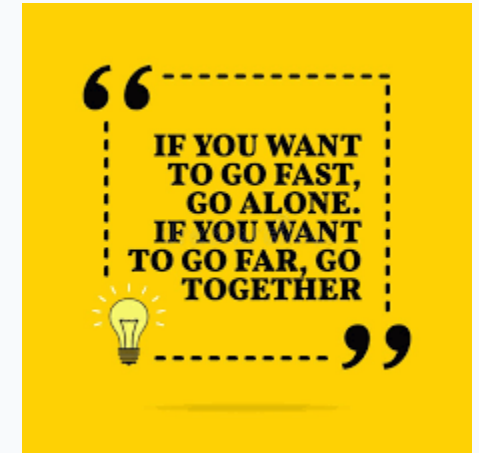
Your implementation.

- Customer assessment data
- Evidence-collection apparatus
- AI synthesis logic
- Continuously-updated vendor database
- Customer-facing platform

Trust compounds faster than any closed alternative. And it is structurally hard for closed competitors to replicate.

Partner-leveraged scale: ecosystem play.

You don't ship and scale alone.



Bram (Fluvius)

doesn't ship grid resilience alone.

Fluvius co-engineers it across municipalities, contractors, energy partners. The network IS the resilience.

Ingrid (NGI)

doesn't deliver geo-infrastructure alone.

UN-GGIM and EuroGeographics co-build it across national institutions. Standards are the scale lever.

Your organisation

needs the same architecture.

Licence the methodology. Keep the core proprietary. Let the network do the scale.

Bram doesn't ship alone. Ingrid doesn't ship alone. Your resilient organisation can't either.

THE SHIFT

From ad-hoc *to structural.*

Structural is not rigid. Structural means designed, repeatable, owned.

It's the difference between a fire alarm and a fire department.

Three signs your organisation is one or the other.

AD-HOC

Reactive by default.

- No named owner of 'resilience'
- Every response built from scratch
- No institutional memory between events

Every event lands as a surprise. Each response is invented. The organisation never learns — it survives.

STRUCTURAL

Designed for turbulence.

- Named decision-rights and pre-approved plays
- A standing capability — people, process, tooling
- A learning loop that compounds across events

Each event refines the playbook. The next response is cheaper, faster, sharper than the last.

Ad-hoc resilience looks cheap.

Until you add up the bill.

LEADERSHIP ATTENTION

Every event becomes the C-suite's full week.

The org's most expensive asset, repeatedly diverted.

REBUILDING EFFORT

Each response is built from a blank page.

Weeks of structuring, hiring, contracting — re-done.

TALENT BURN

Your best people become the always-on crisis team.

Burnout follows. Retention drops. Institutional memory walks out the door.

OPPORTUNITY COST

The strategy backlog never moves.

Whatever the organisation was actually meant to do gets deferred — again.

The bill is hidden because it's spread across line items. But it dominates the operating model.

Structural resilience compounds.

The next wave costs less than the last.

LEADERSHIP CAPACITY

The C-suite stops firefighting.

Attention frees up for strategy. The watchtower team escalates only what needs ExCo.

RESPONSE VELOCITY

The playbook exists.

Pre-approved plays trigger automatically. Hours, not weeks, from signal to action.

TALENT PROTECTION

Crisis stops being heroic.

Sustainable cadence. People who joined to do their job, actually do their job. Retention up.

STRATEGIC PROGRESS

The backlog actually moves.

Resilience is operational — strategy gets to be strategy. Compound returns.

Capacity grows. The system learns. The cost of the next wave is lower than the last.

You don't train for the marathon
during the marathon.

You don't build the airframe
in flight.

Resilient organisations build in the calm. Train daily. Run the procedure when nothing's wrong. That's the only way it's available when something is.

Monday morning. First three things.

Not a programme. Three concrete actions you can take before lunch.

01

Name an owner.

Resilience needs a person, not a programme. Reporting to the CEO or COO — not buried in strategy. By end of day Monday.

02

Build the watchtower.

Even a small one. A weekly signal scan, a monthly digest, two scenarios named. The instinct trains over time.



03

Pre-approve one play.

Pick one scenario you expect this year. Define the trigger. Name the owner. Approve the action in advance. Then add another.

Three small acts. Same direction. Compound over months.

Next Monday morning. Three more things.

Not a programme. Three concrete actions you can take before lunch.

04

Rik Vera's 3 boxes



Start monitoring Signals, share signals, take action together. Build your trustworthy sources to monitor.

Monitor

Experiment

Late!
Catch-up

05

Look Ahead

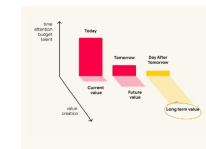


Take 1 meeting / month and change the start of your meeting:
from looking back (status) to looking ahead (ask everyone share their 3 boxes).
Build resilience to business rollercoasters, by becoming aware of signals before they occur.

06

Reflect on your Focus

To what do you spend your time & attention?
Ensure to add time for yourself to look ahead to tomorrow and to the day after tomorrow.



DEVELOP DEWIKING "to discover"	Focus on the most important signals, taking action on the most important signals.
DEVELOP DEWIKING "to focus"	Focus on the most important signals, taking action on the most important signals.

Three small acts. Same direction. Compound over months.

THE BOOSTERS

Two capabilities.

Structural Resilience.

Resilient organisations train both — like a pilot training for turbulence.

Most organisations have one. Or neither.

Intuition.

The capacity to see disruption forming — before it arrives.

Foresight + sense-making + pattern recognition.

THE COCKPIT ANALOGY

"The pilot's read on the weather ahead."

Instruments scanning the horizon. Patterns the experienced pilot reads in the cloud line. The radar a minute ahead. The dip the cabin will feel in ninety seconds.

The pilot doesn't avoid the turbulence. They see it. Then they fly through it deliberately.

Intuition is what your executive committee needs five minutes before the rest of the organisation needs it.

Muscle power.

The structural capacity to act when you see the signal.

People + process + infrastructure + mandate.

THE AIRFRAME ANALOGY

"The airframe rated for the turbulence."

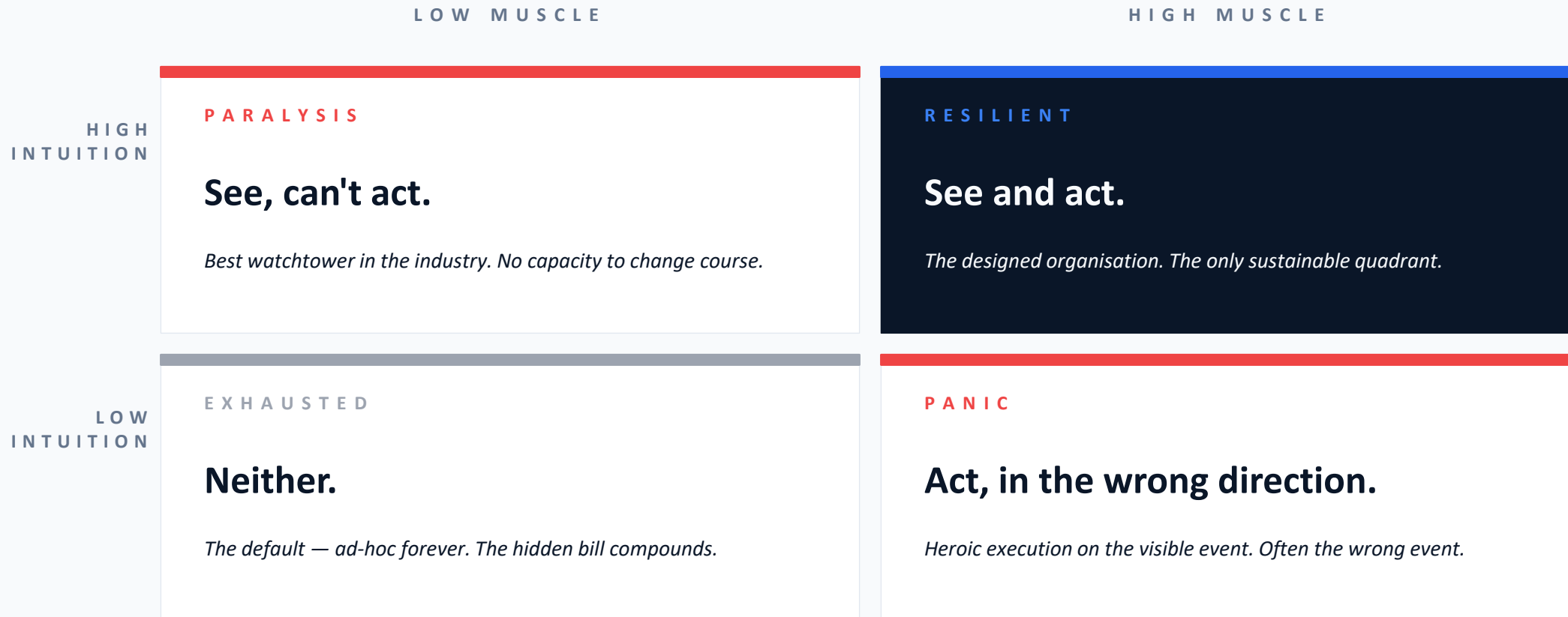
A plane certified for the weight it's flying. A crew rehearsed in the procedure. A cabin design that doesn't panic when the seatbelt sign comes on. The airframe was tested for the loads it now carries — long before any single flight.

Muscle is built in the calm. It's not available to summon in the storm.

Muscle is what makes the response on Tuesday possible — when the signal arrived on Monday.

Intuition + Muscle = structural Resilience.

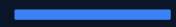
Not luck. Not heroics. Not budget. Design.



Only one quadrant is sustainable through the decade ahead.

The weather isn't going back to normal.

Your organisation can.



Build the muscle.

Train the intuition.

Make it structural.

Turbulence is the new normal. Resilience is the answer. Thank you, Wim.

Thank you.

Öztürk Taspinar

Founder, Augmented Insights

www.augmentedinsights.eu

linkedin.com/in/taspinar



Follow me for regular updates

Additional concepts & thoughts

APPENDIX

01 *Terminology primer*

02 *Booster Capabilities*

03 *Interesting sources*

04 *Foresight*

05 *Insight*

BEFORE THE FRAMEWORK

Concept primer.

Same map, before we walk.

- 01 *Sovereignty*
- 02 *Digital independence*
- 03 *Resilience*
- 04 *Foresight*
- 05 *Insight*

Five words. You'll have heard most of them this morning, used slightly differently each time. So that we don't talk past each other, here's the working vocabulary for the next thirty-five minutes.

Sovereignty.

Who has authority. Specifically: which jurisdiction's law reaches into the data, the infrastructure, the contract, the supply chain.

In EU discourse the word carries four meanings:

DATA

Sits under EU law.

Outside extraterritorial reach — US CLOUD Act, FISA §702.

REGULATORY

Europe writes the rules.

GDPR, DSA, DMA, AI Act. The 2014–2024 posture.

INDUSTRIAL

Europe can supply itself.

Across chips, compute, cloud, models.

OPERATIONAL

Systems keep running.

Through a shock — cyber, geopolitical, supplier.

Today I'll use sovereignty mostly in the first and third senses — the two the CAIDA legal text actually moved on.

Digital independence.

Operational, not jurisdictional.

Can my organisation function if a foreign jurisdiction reaches in, a supplier goes dark, or a vendor changes the rules of the API tomorrow morning?

SOVEREIGNTY

Who has authority over you

INDEPENDENCE

Whether you can act without their permission

You can have full sovereignty on paper and zero independence in practice. That gap is what the 'sovereignty washing' critique points to.

Resilience.

Not recovery. Recovery is bounce-back — return to where we were.

Resilience is three things, in sequence:

01

Absorb

Withstand the shock without breaking. The structure stays standing.

02

Adapt

Change course mid-shock. The strategy bends with the disruption.

03

Advance

Come out structurally different. The organisation learned, not just survived.

- **strategic:** how your strategy embeds uncertainty and volatility
- **operational:** how operational continuity is guaranteed
- **personal:** how individuals cope

The resilient organisation isn't faster at fixing what broke. It's the organisation that didn't need to break to learn.

Foresight.

A structured exploration of plural futures to inform present-day decisions.

Three things foresight is NOT:

PREDICTION

One future, claimed with confidence.

FORECASTING

Point estimates with confidence intervals.

STRATEGIC PLANNING

A single chosen direction.

Foresight asks the prior question — which futures should we be ready for, and what are we deciding now to be ready for any of them?

Insight.

The moment a signal becomes actionable understanding.

I N F O R M A T I O N

Raw signals.

Yesterday's GDP print. This morning's regulation. The leaked email.

I N S I G H T

What it means.

For this organisation, this decision, this week.

Foresight is forward-looking and plural. Insight is now-looking and singular.

The watchtower needs both — and most newsletters give you neither.

More details

Two capabilities.

Both required.

Resilient organisations train both — like a pilot training for turbulence.

Most organisations have one. Or neither.

Intuition.

The capacity to see disruption forming — before it arrives.

Foresight + sense-making + pattern recognition.

THE COCKPIT ANALOGY

"The pilot's read on the weather ahead."

Instruments scanning the horizon. Patterns the experienced pilot reads in the cloud line. The radar a minute ahead. The dip the cabin will feel in ninety seconds.

The pilot doesn't avoid the turbulence. They see it. Then they fly through it deliberately.

Intuition is what your executive committee needs five minutes before the rest of the organisation needs it.

Intuition you can actually build.

Not a personality trait. A standing capability.

- **Always-on horizon scanning** Across geopolitics, tech, regulation, supply chain, finance — automated firehose, human-curated.
- **Designated sense-makers** Humans whose job is to synthesise. Not a side-of-desk task — a named role.
- **Pre-defined signal thresholds** What level of evidence trips a review. Decided in calm, not in panic.
- **A regular cadence** Weekly digest, monthly review, quarterly recalibration. Rhythm builds the instinct.
- **A shared vocabulary** When the ExCo says 'orange,' everyone in the room means the same thing.

Five practices. Together: a watchtower. The instinct trains over time.

Intuition without muscle.

PARALYSIS

You see the storm.

You don't have the capacity to change course.

Best foresight team in your industry. Boards that read the digest. ExCos that nod. And nothing happens — because there's no muscle ready to absorb the action, no mandate to redirect resources, no playbook waiting to be triggered. The watchtower is staffed; the airframe isn't rated.

This is the most expensive failure mode. Because it looks competent from the outside.

Muscle power.

The structural capacity to act when you see the signal.

People + process + infrastructure + mandate.

THE AIRFRAME ANALOGY

"The airframe rated for the turbulence."

A plane certified for the weight it's flying. A crew rehearsed in the procedure. A cabin design that doesn't panic when the seatbelt sign comes on. The airframe was tested for the loads it now carries — long before any single flight.

Muscle is built in the calm. It's not available to summon in the storm.

Muscle is what makes the response on Tuesday possible — when the signal arrived on Monday.

Muscle you can actually build.

Not heroics. A designed capacity.

- **Pre-approved plays**
For each tripwire: a named action, a decision-owner, a budget envelope. No re-litigation when it fires.
- **Permission to act on imperfect data**
A culture that does not wait for the inquiry to conclude before adjusting. Calibrated to context.
- **Infrastructure built for change**
Modular, replaceable, recoverable. Designed for the conditions, not the brochure.
- **Clear decision-rights map**
Who can spend, hire, redirect, hold. Visible before the storm.
- **The reflex to experiment**
Small bets in calm time so the muscle exists when conditions turn. AI just collapsed the cost.

Five practices. Together: a structural readiness to move. The capacity exists before it's needed.

Muscle without intuition.

PANIC

You move fast.

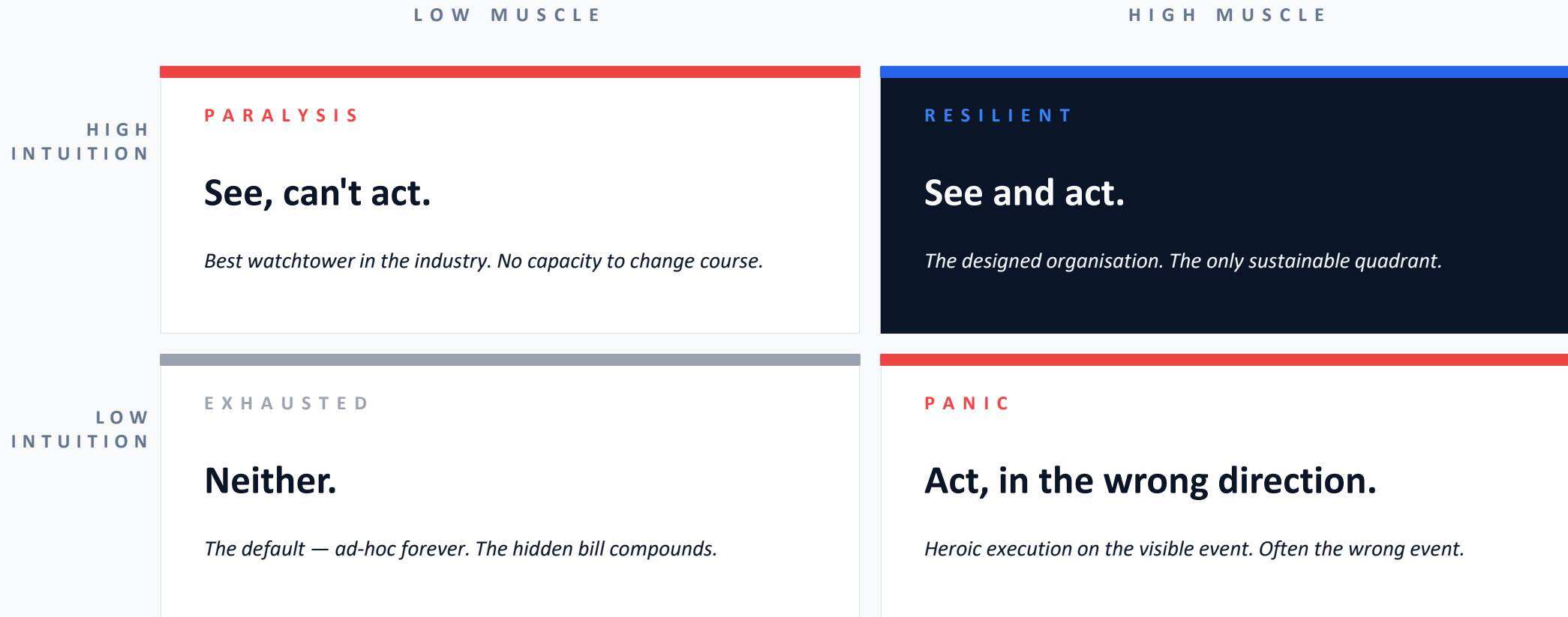
In the wrong direction.

Strong execution muscle, no foresight discipline. The organisation responds — quickly, decisively, expensively — to the visible event. Often the wrong event. The actual signal was elsewhere. Each new wave costs more than the last, because the wrong moves accumulate.

This is the failure mode that looks heroic — until the cumulative cost shows up in the board pack.

Intuition + Muscle = Resilience.

Not luck. Not heroics. Not budget. Design.



Only one quadrant is sustainable through the decade ahead.

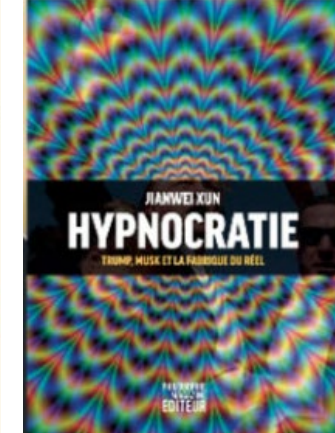
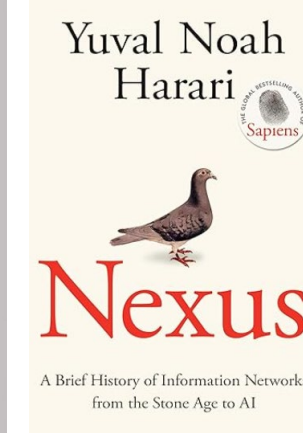
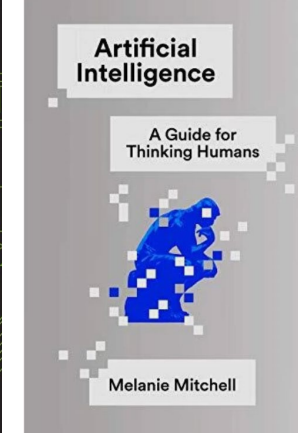
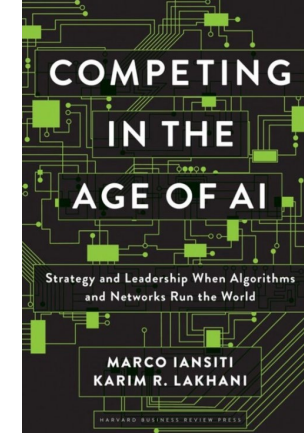
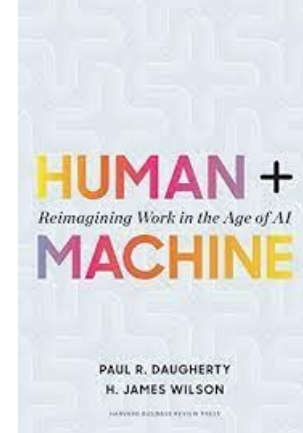
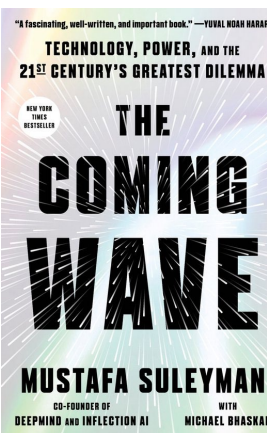
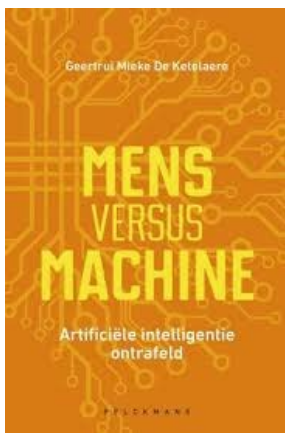
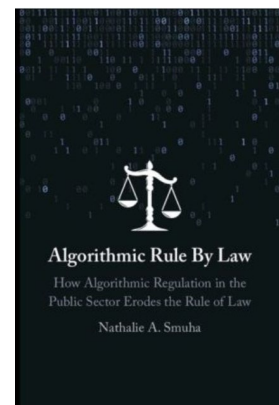
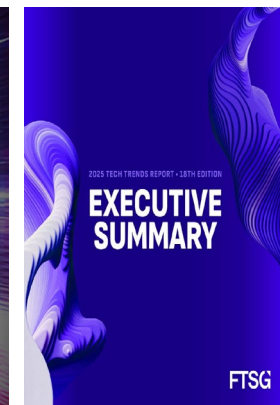
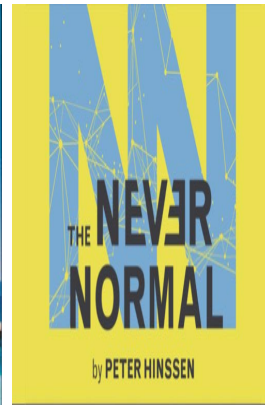
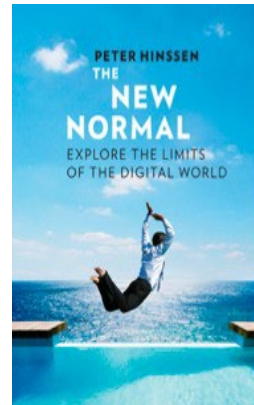
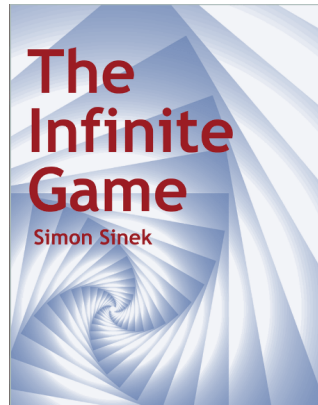
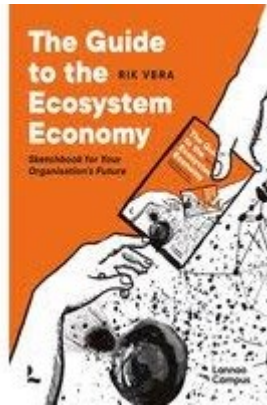
More is More

More sources.

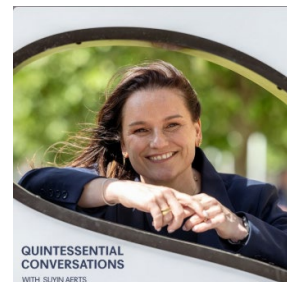
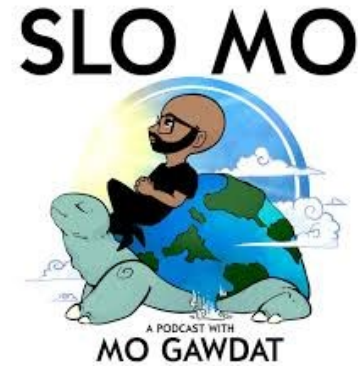
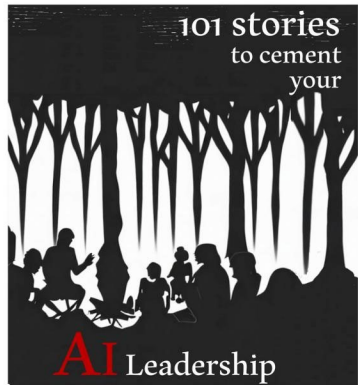
My personal favorites.

Resilient organisations have resilience builders: they keep curiously searching.

Selected Literature



Selected Podcasts



Selected Online feeds



[Link: https://foresight.stanford.edu/](https://foresight.stanford.edu/)



[Link: FTI_Supercycle_final.pdf - Google Drive](#)



[Link: Future Today Strategy Group - First in Foresight. - First in Foresight.](#)