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# HOW TO NAVIGATE THE CHAOS OF TODAY'S MARKETS

*A comprehensive guide*



# Foreword

In today's fast-paced and ever-evolving business landscape, navigating uncertainty, detecting hidden market patterns, and constantly adapting to fast, complex, and cumulative change is not just an advantage—it's imperative.

This practical guide is crafted to equip managers and executives with the tools and insights needed to thrive in environments characterized by turbulence and ambiguity.

I emphasize the importance of a growth mindset and integrating strategy development with execution. It challenges traditional paradigms by advocating for a dynamic approach where strategy making is not a static plan but a living, breathing process. By leveraging real-time insights and fostering a culture of continuous learning and experimentation, organizations can respond in parallel to rapid market shifts with confidence and agility.

Moreover, this book underscores the critical role of resilience at the individual and organizational levels. It provides a roadmap for building resilience through innovative frameworks and processes that encourage growth and development despite adversity. By weaving together sense-making, rapid strategic evolution synchronized to the market, and resilience-building, this guide offers a holistic approach to leadership in uncertain times.

As you delve into the following pages, you will discover a wealth of knowledge designed to empower you and your organization to survive and thrive amid the complexities of today's business world. Embrace the journey of ongoing transformation, and let this guide be your companion in clearly navigating the unknown.

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# Chapter One

## How Leaders Can Ride The Waves Of Ambiguity & Uncertainty

The global business environment is making an abrupt turn after a few decades of relative stability. COVID was only a practice run compared to what is coming down the chute. We are now entering an era of macro-instability encompassing geopolitics, economics, finance, trade, the potential for acute inflation, and an unprecedented technology leap, such as the rapid adoption of AI and automation. The risk/opportunity profile is entirely different from the last several decades. There is plenty of evidence now that business leaders have to amp up resilience, foresight, adaptability and learning agility for the foreseeable future.

Leaders experience ambiguity and uncertainty when the external environment throws unexpected curves. Both stem from volatility caused by the accelerating pace of change and the resulting disruptions. Complexity is also part of the puzzle because there are many interconnected pieces due to the level of interdependence technology has made possible. As a result, old business patterns lose relevance, and the new ones are difficult to discern

When changes pile up on each other, familiar patterns are no longer recognizable, and new ones are difficult to distinguish. People accustomed to understanding the market's undercurrents lose the ability to read what is happening. They develop different theories and put forward contradictory ideas. They are at a loss for how to react, and often, inertia sets in: they give up because they cannot figure it all out.

Business leaders are used to scanning the horizon for new competitors, reviewing their operations to uncover inefficiencies, and seeking ways to improve organizational

performance. However, the emerging level of turbulence in the business environment is unfamiliar territory. Climate shocks increasingly impact business, and geopolitical conflicts spring out of control. In the last year, a record number of national elections in the Western world and Asia saw most incumbents replaced with more radical actors. AI and other novel technologies engender another significant layer of uncertainty. We are not going away from chaos; we are going towards it.

This chapter will demonstrate how leaders can foster the trust they need with their team members to help them stay focused, motivated, and resilient through unprecedented turbulence. It is about interpreting an unpredictable business environment and shaping responses that create new value-creation pathways. It requires climbing above the chaos and sharpening the acuity to find sufficient clarity to take purposeful action. It maps out how to articulate and test new assumptions to base new strategic initiatives, thereby reinforcing the trust and confidence of your team.

Leaders must find ways to immunize their organizations against the overreactions or inertia that defeat efforts to navigate a new order of volatility. In this context, learning agility, the ability to learn quickly and apply that learning to perform effectively in new and challenging situations, becomes a key asset. Fixed mindsets shaped by experience prevent exploring new options or seeing new market patterns. A 'tabula rasa' approach is needed to define the new assumptions that will lead to shaping a winning strategy.

Ambiguity isn't just a buzzword; it's a pressing issue that can undermine even the most strategic organizations. As you read this article, you'll come across practical strategies to help you and your teams cope with these challenges and thrive in the face of them. You'll learn how to identify when ambiguity is impacting your business, how to identify and communicate necessary changes effectively, and how to foster a culture

that embraces new ways of thinking. By equipping yourself with these tools, you can transform uncertainty from a source of anxiety into an opportunity for growth and innovation.

## **What are the signs of increasing ambiguity and uncertainty?**

The market has become increasingly volatile. Discontinuity makes it challenging to see established patterns and recognize new ones. A generally accelerated pace of change becomes the norm. Everything seems to be changing at once. The rules of games that have worked in the past no longer apply. The challenges are increasingly complex and interdependent. Unexpected crises and failures to meet targets become the norm for organizations. Conflicting perspectives emerge because points of reference have disappeared. It doesn't feel normal: the fundamentals on which the business has been based have become irrelevant. For many, it feels stressful and exhausting. In these circumstances, tensions are typically high. Decision-makers sense the need to act but are at a loss to agree on what to do.

When faced with uncertainty or frequently shifting priorities, people often feel stuck and have little to show for their efforts. After a while, a sense of helplessness sets in and eventually turns into apathy and disengagement.

Still, leaders must act in the face of ambiguity. They must orchestrate the search for answers, but bringing a sense of order in chaos requires a thoughtful approach. They must implement a process where people work together to pierce through the ambiguity they are experiencing and make meaning from what they detect is happening. This proactive role of leaders is crucial in maintaining a sense of control and direction in the face of uncertainty.

Giving up on well-anchored beliefs is difficult when no clear alternative exists. Leaders involved in the process must be finely tuned to know when to assert themselves on choices or let things ride until the different perspectives are forged into a consensus.

## How do leaders rise above ambiguity to find new ways?

When rapid, fundamental changes occur in the business environment, the complexity of the resulting pile-up is such that most people have trouble taking stock of what is happening. They struggle to assess the potential implications of emerging risks and opportunities. When people cannot make sense of what is happening and are unsure of which way to turn, they experience confusion, frustration, anxiety and even fear. They become more cautious and self-protective, which is not a state of mind to take an objective view of the situation and work collaboratively to find creative ways to deal with complex challenges.

The inability to overcome obstacles and find quick answers can lead to 'entrenchment' in existing beliefs and habits, leading to team polarization fuelled by different perspectives on the challenges encountered. The difficulty finding answers and returning to better performance leads to people getting stuck. Inertia sets in: people give up finding ways to succeed because they can't see how to proceed. Subgroup entrenchment can also develop where people cluster around different opinions on what is happening. Some might blame the organization for an inadequate market/product fit, while others attribute the strains to flighty customers making unrealistic demands. This environment is not conducive to working together to decipher what is happening and figuring out creative ways to reset.

This is when leaders must help team members overcome the propensity to entrench by getting them to recognize the prevalent ambiguity and then embrace the associated challenges instead of denying them. At that point, it is helpful to distinguish between "ambiguity" and "uncertainty." While ambiguity refers to the velocity with which multiple changes in the market render it opaque and difficult to interpret, uncertainty is the mental state of those experiencing frustration with those changes. Although the ambiguity challenge is to pierce through the fog created by new patterns, uncertainty is best tackled by taking a constructive

approach to dealing with these challenges. This attitude can be readily cultivated by the leaders involved.

## **What is the key challenge leaders must address?**

Leaders must openly admit that the organization has lost track of what is happening in the market. They must clarify that the organization has to break free from inertia to take purposeful action, including setting up a series of experiments based on hypotheses emerging in discussions. To free people from self-imposed restraints, they point out the importance of seeking opportunities in places they might never have thought to consider in the past.

Leaders describe the difficult challenge of creating customer value in a fast-transforming market. Maintaining clear communication is crucial to this work, as it helps align the team and manage expectations even when the path forward is uncertain. Finally, leaders commit to making informed decisions by gathering as much relevant data as possible and leveraging the expertise of their team members to evaluate potential outcomes and risks.

The best way to understand market dynamics is to connect with customers and discover what is happening in their context. The status quo may no longer be relevant. As they become more familiar with the extent to which the market is reconfiguring, teams realize that a fundamental remake of how the company creates value for its existing or potential new customers may be in order.

Most importantly, leaders emphasize that they expect themselves and everyone else involved to espouse learning agility as a key principle moving forward. This includes adopting flexible mindsets, being open to change, and being willing to pivot as new information becomes available. Everyone must accept that new thinking is to be brought to bear. As it sinks in, this realization causes employees to respond to uncertainty by becoming more creative and proactive instead of overstressing and paralyzing. The lack of reliable information makes interpreting market changes and predicting outcomes



challenging. This creates a loss of confidence that soon translates into the collective fear of making wrong choices. Not unlike the proverbial deer in the headlights, a state of paralysis envelops the organization. At this point, trust in the leadership may start to be questioned.

This is when leaders must intervene with an approach to bring greater clarity. When they experience uncertainty, team members crave stability, which starts with trust. Leaders who build and sustain trust in the face of disruption create a steady environment where their teams feel seen, supported, and ready to tackle challenges together. In this kind of tumultuous environment, leaders need everyone around them committed to forging the right way forward. Leaders who build and sustain trust in the face of disruption create a steady environment where their teams feel seen, supported, and ready to tackle challenges together.

### **What should leaders avoid?**

When leaders are under pressure and sense the need to provide clear direction to their teams, they can either push harder with the market approach they have been pursuing or launch an exercise to understand the new market dynamics and gradually shape a new approach to reaching customers more effectively. More action-oriented leaders often opt for 'staying the course' because they cannot justify spending time trying to identify new market dynamics and the required solutions. The pressure to provide clear direction and perform makes them narrow their focus to make things work. All they see is that time is of the essence when there is a pressing need to turn things around. Their idea of sitting around in meetings to discuss what has happened in the market is not their idea of time well spent.

At this point, common mistakes leaders make under pressure include making hasty decisions without sufficient understanding of the situation, which leads to adverse outcomes and further erosion of trust in the leadership. Leaders may also fall into the trap of micromanaging their teams, stemming from a lack of confidence or fear of losing control,

which can hinder teams and further erode trust. They may not give sufficient attention to team members' stress levels, leading to burnout and impaired judgment. Another mistake is failing to communicate effectively; under stress, leaders might withdraw or convey mixed messages, resulting in confusion and anxiety among team members. Lastly, leaders might ignore feedback or advice from others, relying solely on their judgment instead of leveraging team insights. The 'push harder' approach leads nowhere when dealing with ambiguity.

## **How can team members embed market 'inquiry' in their work?**

The alternative to the "push harder" option is to engage everyone who actively interacts with the market to gather evidence on what could shed light on relevant market dynamics or patterns. It isn't easy to succeed in a highly ambiguous context that conceals the entry points to reach customers. The idea is to gather evidence leading to insights on meeting customers' needs in the context of abruptly changing market conditions.

When team members experience high uncertainty, they question whether they can succeed under these challenging conditions. They can start seeing themselves as victims of the difficult market conditions. Leaders are key in helping them recover the agency they need to succeed. Team members must be confident that their best days are ahead of them, not behind them. Collaborating with others to break through with customers will help them regain their confidence and enthusiasm.

Leaders must reassure team members that everyone is valued and that they play an essential role in overcoming the difficulties being experienced. Empathy enhances leaders' effectiveness in fostering stronger team connections and high morale. While showing a sense of urgency, it is essential that leaders remain calm and composed to maintain an environment of open communication and collaboration. In the end, the people on the front lines will best be able to detect market changes. The collaboration required is only possible when a high level of trust permeates the organization through significant change.

When the definition of the issues encountered is unclear, the focus must be on figuring out the obstacles they encounter. The challenge is identifying newly emerging market conditions despite the changes' complexity. Leaders in this situation must walk a narrow line between taking the time to craft new strategies and taking action before a competitor finds new ways to penetrate the market.

The main task is to identify possible future outcomes resulting from the changes. Even though, at face value, all ambiguity first appears to be the same, the intensity of the changes it masks differs considerably. Low-ambiguity environments are easier to manage. One can readily discern two or three possible pathways forward in some markets. In more opaque contexts, the complexity of the change makes it difficult to predict potential outcomes. The denser the ambiguity, the more difficult it is to define possible pathways forward and the greater the uncertainty experienced. For instance, the possibility that a competitor could open a new manufacturing facility close by would be an example of a low-ambiguity development. At the mid-point of the spectrum from low- to high-ambiguity, the two or three outcomes can be readily identified and are best dealt with through scenario planning encompassing each outcome.

A complex environment with high levels of volatility points to a wide range of possibilities. Scenarios describing how to deal with alternative future outcomes must be identified. In this case, the analysis should focus on the trigger events indicating that the market is moving toward one of the possible outcomes identified. Attention must be paid to the likely paths the market might take to reach the alternative futures to determine which possible trigger points to monitor closely. Unlike in more stable times, leaders must keep assessing market developments. The ongoing testing of possible scenarios allows leaders to determine the robustness of alternative strategies and evaluate the risk of pursuing status quo strategies.

The following steps for leaders are to create a plan for communicating with employees and executing it moving forward.

Even though a plan is identified, curiosity and flexibility must remain at the forefront as markets continue to evolve. Leaders must always be prepared to question the current understanding of market dynamics—not to be uncertain about what is being done but not to be so confident that how things are now planned is the way of the future.

## **Tools and processes that serve to read through ambiguity**

The key challenge with an ambiguous business environment is that it entails venturing beyond what can readily be grasped. Leaders must learn to navigate through the fog of an ambiguous business environment with no available statistics or clear answers. They must interpret inferences to flesh out emerging patterns they can observe. Without understanding the patterns and cause-effect chains in a business environment, it is hard to formulate a strategy grounded in the reality of the market. Although it is difficult to interpret the perceptible signals through the fog, the following tools and processes can help judge and surmise how to take advantage of signs revealing the underlying forces shaping markets.

### **Leadership expectations:**

- Leaders can foster a culture of agility and responsiveness by implementing several key practices. Learning agility becomes imperative: First, they should encourage continuous team learning and experimentation, allowing employees to take calculated risks and learn from failures. This can be supported by providing access to training and development resources. Second, leaders should streamline decision-making processes to enable faster responses, empowering team members with the autonomy to make decisions within their areas of expertise. Third, maintaining open and transparent communication channels ensures everyone is aligned and informed about changes and priorities. Finally, recognizing and rewarding adaptability and innovative thinking can reinforce these values and motivate the team to embrace learning agility.

## Opening Mindsets

- Mindsets are formed based on experiencing patterns that the mind turns into formulas that spare us from rethinking something repeatedly. Our mindsets tell us how to react with ready-made interpretations of what we see and need to manage. They can be helpful when looking at past learnings, but they become blinders that severely limit our field of vision when looking at a new phenomenon. Looking to simplify things for us, our minds often force us to make a new pattern fit into an old mindset, essentially blinding us to what is new. Mindsets are barriers to our ability to identify emerging new patterns in the market. We must be attuned to our mindsets in this context and aware of their potential limitations.
- Leaders and their team members can transcend current mindsets to face new patterns in the business environment by adopting several strategies. First, they must cultivate an attitude of openness and curiosity, encouraging themselves and their teams to question mindsets that have become obsolete and explore new perspectives. This can be achieved through fostering a culture of continuous learning and development. Second, leaders should embrace diversity, as bringing together different viewpoints and experiences can lead to more innovative solutions. Third, they can engage in scenario planning and strategic foresight exercises to anticipate and prepare for potential futures. Finally, leaders should focus on building agility within their organizations, ensuring that processes and structures are flexible enough to adapt to change swiftly.

## Team Discussions

- Leaders must first listen to people with empathy, welcome different opinions, and instill the confidence that new ways can be found to succeed in the marketplace. They help people regain confidence by engaging them in discussions that give them the confidence that answers can be found. Instead of reacting, they help people embrace ambiguity and believe it is possible to make sense of what is happening.

Leaders then spend time in conversations with larger groups. They form teams to explore what is happening in the market from multiple perspectives. They create project teams to assess some ideas more in-depth. They act as bridge builders to compare notes and identify ways to break the impasse.

- Leaders must create a safe space for open dialogue by fostering an inclusive and respectful environment. First, they should lead by example, listen actively, and value diverse opinions. This sets the tone for the team to feel comfortable expressing their thoughts without fear of judgment. They can openly explore questions on people's minds, such as: Are the business patterns that once guaranteed success still effective? How do we navigate a landscape where the game's rules seem to change overnight?
- These team discussions can establish clear communication guidelines, such as encouraging constructive feedback and discouraging interruptions, and help maintain a respectful atmosphere. They can also provide a venue for recognizing and rewarding contributions, especially those that challenge the status quo, and reinforce the value of open dialogue. Lastly, they offer regular opportunities for team members to share their insights and concerns through structured meetings.

## **Sensemaking sessions**

- Sensemaking is a helpful method for tapping into the perspectives of people familiar with the business environment. Leaders act as facilitators and create sensemaking teams where participants share what they know, consider how it all comes together, and make meaning from their collective perspectives. They agree upfront to a set of ground rules that guide how the discussion unfolds: they build on one another's perceptions, complement their thinking, and sharpen their collective understanding.
- A key benefit of these discussions is that the people understand the importance of making judicious decisions when the information is unavailable to make clear-cut decisions.

## **Tracking signals**

- In an era of greater volatility, monitoring potential disruptions and opportunities as they manifest is crucial.
- A primary source of signals comes from interactions with customers, where they experience firsthand the dilemmas their customers face in an ambiguous business environment. Are they expressing a lack of confidence in making buying decisions? Are they making choices with which your company can't compete? Do they fear that the company is lagging as competitors are providing solutions more akin to meeting the needs of their customers?

- Understanding how competitors are making headway in the market is also essential. Have competitors found ways to create value for customers not available from your company? Where are the chinks in the armour that can be exploited when approaching customers?
- It is key to ask whether the company is ignoring an emerging avenue for potential growth that aligns with its strengths.
- The main question is whether there is clear evidence that the current strategies are no longer effective in the changing landscape of the markets where it operates.
- It is essential to ask everyone involved whether there are signs that can help find answers to the questions being asked. The signs should be collected and reported to a central point where they can be placed on a large canvas to extract pointers that can reveal patterns and potential answers to these questions.

## **Mapping Exposure**

- When facing messy and poorly defined problems, it is critical to turn to mapping the interconnected set of information and understanding that gradually comes out of systematic inquiry from different sources.

These maps can often help determine what is essential and what is not. It is important to distinguish between a map of how things used to be and a map of what is currently emerging without confusing the two. Giving up on well-anchored beliefs is difficult when no clear alternative exists. Leaders involved in the process must bring finesse to know when to assert themselves on choices or when to let things ride through the puts and takes being encountered.



- As they share perceptions and build on one another, they reconcile their views and form a common understanding. As groups, they can test and develop maps that give them an overview that would not be accessible to them as individuals. The collaborative conversation allows them to create a synthesis with a level of cognitive complexity no individual could master on their own. The resulting maps can help guide further inquiry and experiments. They can provide the confidence to move ahead and find out more about promising ideas.

## **Renewing assumptions**

- Assumptions are close cousins to mindsets: while mindsets reside in the individual, assumptions are collectively adhered to as part of the company's strategic approach to the market. It is possible for people who have been in an organization for a time when company-driven assumptions merge with their mindsets. The best way to question existing assumptions is by listing current assumptions currently in practice in the company. The second step is to question the adequacy of these assumptions based on what is currently perceived in the evolving marketplace.
- It is critical to question assumptions no longer relevant to the business context. As the organization becomes clearer on the new market dynamics and introduces significant changes with a new growth strategy, explicitly outlining the new assumptions in concrete terms is the best way to debunk the old beliefs. The articulation and understanding of these new assumptions will serve as important guideposts in executing the new strategy.

## **Develop scenarios**

- Scenario planning is used when severe market disruptions make it difficult to predict the changes taking place in the market with reasonable confidence. Based on plausible outcomes projected to emerge in the market possibly, it describes a few plausible alternative futures to explore and evaluate in terms of strategic choices.
- Scenario planning becomes a key tool when ambiguity is high. Although there is a felt need to reset business strategy and strategic plans, there is a lack of clarity on the choices that need to be made, given the level of disruption being experienced. Discussing alternative scenarios can open new possibilities that are not foreseen at the outset. These discussions increase the awareness of the dilemmas involved and give participants a view of the rationale for the new assumptions and the choices ultimately made.

Traditional analytical tools are no longer helpful when dealing with high levels of ambiguity. Leaders must abandon more conventional ways of understanding the market and turn to alternate ways of interpreting the patterns that can be observed. They must experiment with strategic initiatives to assess the validity of new hypotheses formulated through more qualitative and judgement-based means.

## **Conclusion**

Organizations must learn to navigate the business environment they will likely encounter over the next few years. Just as the complexity and velocity of markets give them a more emergent profile, strategy must now be developed in a more emergent way. How do businesses navigate a landscape where the game's rules seem to change overnight? What is clear is that a traditional deterministic approach to strategy will not work in this environment. The new approach must be flexible enough to change constantly and adapt to new conditions.

Of course, it is even more critical for leaders to pressure-test their chosen strategies in this context.

Business organizations must prepare to adapt to a fluid environment while vigilantly monitoring signals and developing strategic plans that can be adapted as conditions change. Dynamic strategy-making has to be adopted to deal with ambiguity. The same factors that create ambiguity, confusion, and complexity will open up new possibilities for innovative business approaches. Attentive monitoring and learning agility will be key to success.

As ambiguity becomes increasingly prevalent, it is essential to put in place mechanisms that will monitor the situation and lead to activities that experiment and test various possible interventions to alter the current approach to the market. Sense-making is one tool that can be particularly helpful in formulating emergent strategies. The advantage of a tool such as sense-making is that it taps into the collective wisdom of people closely involved in the changing dynamics of the marketplace.

Learning agility is fast becoming a key strategic advantage for business organizations. The capability to keep tabs on fast-moving markets and adapt strategies quickly to dynamic conditions will be the most crucial demarcating factor to compete and perform.

# Chapter 2

## A Guide to Sense Making and its link to Emergent Strategy

Sense-making is the best process for deciphering market dynamics masked by turbulence, disruption, and the cumulative complexity that ensues. Sense-making can act as a hinge between understanding the main patterns and formulating hypotheses about how to take action as part of an emergent strategy to penetrate these markets successfully.

### **The Crucial Role of Sense-Making in Understanding Ambiguous Environments**

Sense-making is a dynamic and iterative process that empowers teams to discover patterns and interpret complex and ambiguous situations. It involves gathering information, identifying patterns, and constructing coherent narratives that are otherwise difficult to discern in ambiguous environments. Sense-making taps into a team's collective knowledge and wisdom, giving them a clearer picture through otherwise nebulous and opaque conditions. This empowerment instills a sense of confidence and capability in the team, enabling them to navigate even the most ambiguous market environments.

Repeated sense-making sessions provide points of reference that help identify relevant market dynamics and high-level directions that can help identify alternative pathways for piercing through the fog. As new information becomes available, sense-making allows for continuously updating and revising a team's understanding of rapidly changing markets. This ability to gradually identify market dynamics where conditions change quickly is essential to identifying key reference points to infer the underlying cause-effect map. Once greater clarity has been achieved, hypotheses can be formulated on how to operate successfully in the market.

Sense-making is a highly participative process that brings together people with different perspectives on these markets. The process unfolds in a way that cultivates a strong sense of unity and a shared purpose to collaborate and reach a shared understanding. It involves gathering information, identifying patterns, and constructing narratives that help make sense of the situation. This shared purpose and drive to succeed serve as the foundation for working through what will often appear as conflicting opinions. The dynamic nature of this work over time helps debunk existing mindsets and conditions team members to greater adaptability, which is crucial in ambiguous environments. By identifying patterns and connections through the give-and-take of these discussions, they can identify alternative pathways that were not obvious before, fostering a sense of connection and alignment within the team.

Once these hypotheses can be tested with key market stakeholders such as clients, suppliers, and others who deal with this market. These discussions will lead to further refinements in the outcomes of the sense-making process. For individual team members, sense-making allows them to navigate uncertainty by connecting new information with their existing knowledge and experiences. The constant 'epuration' brought by working through different perspectives involved in reaching a consensus on effectively seeing through these markets with innovative strategies and solutions that competitors cannot easily imitate because they will not be aware of the supporting logic resulting from hours of committed exchanges. They cannot replicate the strength of conviction essential to the coordinated actions that flow from a highly disciplined sense-making exercise.

The demanding process of forging different points into a strong collective commitment to undertake strategy formulation and execution will create a definite advantage in the market. As they interact, working through complex and challenging exchanges, team members develop the trust required to learn from one another. The cohesiveness they generate in sense-making discussions will stand them in good stead when shifting

from developing a coherent view of the market to orchestrating the formulation and execution of new strategies. This is when the learning and coherence achieved together will pay off when they outpace competitors.

## **Targeted Outcomes of Sense-Making Discussions**

A team-based sense-making exercise dealing with an ambiguous market environment aims to help a team not only develop a deep understanding of the complexities of the market but also provide the basis for developing a cohesive action plan. The targeted outcomes of such an exercise include the following:

- 1. Enhanced understanding of ambiguous and complex situations:** One of the primary outcomes is a deeper collective understanding of the external environment. The sense-making team aims to clarify ambiguity by identifying trends and understanding the implications of various factors affecting the organization's market performance.
- 2. Assessment of the market dynamics:** Sensemaking discussions identify the key conditions contributing to market ambiguity and generate hypotheses about the market's evolving state. By sharing insights and interpretations, the sense-making team can provide the organization with the information required to operate more effectively in the market and respond faster to changing conditions.
- 3. Improved communication and collaboration:** These discussions facilitate consensus-building around the key factors affecting the organization's market performance. They also foster better communication and collaboration among leadership team members. By sharing diverse perspectives and coming to a coherent view, these teams can break down silos and enhance teamwork across the organization.

4. **Identification of growth possibilities:** The sense-making team analyzes the market's current trajectories to map out future developments. As a result, the team develops a shared understanding of the market's dynamics and potential opportunities. Leaders can leverage the insights gained in sense-making to identify new avenues for growth and mitigate risks.
5. **Better decision-making framework:** Sense-making discussions help develop a more transparent decision-making framework. By establishing criteria based on the insights gained, teams can make more informed and timely decisions.
6. **Informed risk management:** These discussions can help leaders better understand the risks associated with different responses to what they project could take place in the market. By identifying uncertainties and avoiding potential pitfalls in contingency plans, teams can develop more robust risk management measures.
7. **Promotion of a learning culture:** A key by-product of sense-making discussions is cultivating a culture of learning and adaptability within the organization. They foster collaboration and communication across teams, enhancing an organization's innovation capacity by encouraging reflection, critical thinking, and open dialogue.
8. **Initial basis for formulating emergent strategies:** Another targeted outcome is to provide the basis for developing actionable plans based on the insights gathered. The discussions should lead to specific next steps to ensure the organization can respond effectively to the changing landscape.

## Guidelines for sense-making meetings

Sense-making takes on a different tenor than other discussion teams usually have. It is geared to help a team collectively interpret and understand complex or ambiguous situations where no individual alone can discern patterns or solutions through the turbulence, chaos and disruptions that characterize them.

In a sense-making dialogue, teams discover new patterns or pathways by complementing one another's points of view to interpret collectively what is happening in these

in these environments. This process provides a team with a “wider lens” by building on another’s knowledge and perceptions to gather information, identify emergent patterns, and construct a coherent narrative that can pierce through the fog to see enough for testing and designing new approaches to these markets. This explains why sense-making discussions must take on a different character than the everyday team meeting. The 10-point guidelines below will support successful sense-making discussions.

## **A. The facilitation of productive sense-making discussions**

It is often best for a senior team leader to act as a facilitator of sense-making teams. Sense-making discussions can be challenging for participants. The sense-making process requires that participants share what they know, consider how it intersects with other points, and find commonalities to craft unified meaning from their collective perspectives. They agree upfront to a set of ground rules that guide how the discussion unfolds: they build on one another perceptions, complement their thinking, and sharpen their collective understanding.

**1. Create a Safe Space for Open Dialogue:** Create a team environment where everyone feels comfortable sharing their thoughts, doubts, and concerns without fear of judgment or criticism. Exploring all points of view is necessary to uncover valuable insights and arrive at a collectively owned direction. Building trust encourages the expression of diverse perspectives, fosters open dialogue, and generates strong consensus with creativity and commitment.

**2. Embrace Diverse Perspectives:** Encourage input from all team members, recognizing that diverse viewpoints can enrich the sense-making process. Be aware of the engagement of members, invite quieter members to share their perspectives, and ensure that all voices are heard. Build on one another’s points to find ways to reconcile contradictory views. Use differences of opinion as an opportunity to generate new insights.



Incorporating diverse perspectives is essential for a robust sense-making process. Assembling teams with varied backgrounds and expertise will contribute to challenging assumptions and uncovering blind spots.

3. **Encourage Reflection and Inquiry:** Promote an attitude of curiosity, where team members are encouraged to ask questions and reflect on the assumptions of others and their own. Questions drive the dialogue forward. Balance inquiry with advocacy and advocate with inquiry. This is the best way to create deeper insights and innovative solutions. When asking questions replaces advocacy as the prevalent mode of participation, it deepens understanding and promotes collaborative problem-solving.

4. **Practice Active Listening:** Actively listen to each other and welcome differing opinions as more fodder for generating new insights. Do not interrupt, acknowledge others' contributions, and build on one another's points to enhance understanding and collaboration.

5. **Use Evidence wherever possible:** Present real-world observations rather than assumptions or anecdotal experiences. Leave out experiences no longer relevant to the current environment other than for comparison purposes. Be ready to provide insights to help interpret inferences and ground them into a practical context. No data or individual data source is privileged.

6. **Framing the Situation:** Build on the initial discussions to assess the progress made in identifying the key characteristics of the context and understanding how they relate to each other. It's about creating a narrative or a mental model that makes sense of the perceptions and evidence from earlier discussions. The key questions, the patterns detected, the insights, and the hypotheses emerging from the discussions are inherent to this framing. As the sense-making discussions evolve and new understandings emerge,

it is essential to keep updating the framing. The level of coherence inherent to the framing is an indication of the progress the team is making in understanding markets.

7. **Focus on Actionable Insights:** Ensure discussions lead to concrete outcomes: the team must carry through its thinking to identify actionable insights. It is essential to keep the discussion centred on the specific questions or issues at hand and avoid digressions that dilute the discussion and disengage other team members. Be guided by the need to generate collective insights that advance the discussion and bring it to a higher level by encompassing different perspectives. When the team reaches an impasse in its discussion, it is essential for facilitating leaders to intervene to take another tack on discussing alternate points of view.

8. **Leadership Support and Facilitation:** Strong leadership support and facilitation can significantly enhance the effectiveness of sense-making discussions. Leaders should model the desired behaviours, such as open-mindedness and curiosity, and actively guide the discussions to keep them focused and productive.

9. **Allocate Sufficient Time:** Ensure ample discussion time to explore ideas and insights thoroughly and articulate solid findings. Rushed conversations may lead to superficial understanding; scheduling regular sessions dedicated to sense-making can facilitate deeper engagement and a more substantial commitment to follow through on the results.

The team leader must ensure that all participants commit to these ground rules and hold them responsible for their enforcement.

## B. The documentation of the outcomes of sense-making discussions

Documenting discussion outcomes helps track the evolution of the team's thinking over time. Documentation is key to avoid losing ground between meetings and repeating discussions that have already been settled.

1. **Designate a Note-Taker:** Assign a specific person to take notes during the discussion. This individual should be responsible for capturing unresolved issues, key insights, decisions, and action items in real time, helping to ensure that no essential points are missed. The ability to show the evolution of the discussion with maps on a large whiteboard or digital screen is necessary for team members to follow the evolving logic of the debate and avoid getting lost in the different considerations. Utilizing digital collaboration tools such as mind maps allow for real-time document editing and can contribute to the documentation while the discussion is happening, enhancing engagement and accuracy.

2. **Record the key insights and conclusions drawn during discussions:** Map out the new hypotheses/assumptions that emerge and register the areas of agreement formed through the exchange. Recording the insights and conclusions reached during discussions is essential for maintaining the continuity of the discussion without losing key findings—list unresolved issues for further discussion.

3. **Build maps of highlighted connections and cause-effect relationships:** Note unresolved differences to share with team members so that they can self-reflect and prepare to resolve them in future meetings.

4. **Review key insights regularly:** Kick off meetings with a review of key insights identified in previous discussions to validate them, reinforce learnings, and ensure the team remains aligned.

At the end of the debate, take a few minutes to review the documented insights with the team. This validation step ensures everyone agrees on the captured insights and allows for any necessary corrections.

## Limitations of sense-making in leadership teams for emergent strategy

Although sense-making is a powerful tool in our current market environment, the 'human condition' and organizational dynamics can interfere. This list of potential drawbacks must be considered and mitigated as a note of caution.

1. **Overemphasis on Consensus:** While alignment is essential, striving for consensus can sometimes stifle dissenting opinions crucial to shaping valid interventions in the marketplace.

Encouraging diverse viewpoints is necessary, but if the team focuses excessively on achieving agreement, it may overlook critical insights.

2. **Cognitive Biases:** Confirmation or groupthink cognitive biases may influence participants in sense-making discussions if not guided by skillful facilitation. These biases can lead to a narrow or biased interpretation of information, where team members may favour insights that align with their pre-existing beliefs or mindsets while disregarding contradictory evidence.

The quality of the discussions depends on understanding the assumptions and attitudes held by individuals or collectively by team members and debunking them when they surface. Forging new mindsets comes naturally through learning how to overcome our challenges together. Rooting out self-serving considerations is also essential because all participants will potentially have an "axe to grind" in one way or another.

3. **Lack of Diversity in Perspectives:** If the leadership team lacks diversity, whether in terms of backgrounds, experiences, or viewpoints, the sense-making process may be limited or incomplete.

Homogeneous teams may overlook critical insights from a broader range of perspectives, ultimately stifling innovation and adaptability. The facilitator must go out of their way to ensure quick-thinking, articulate participants are added to the mix to bring a broader lens to the discussions.

4. **Resistance to Change:** Sense-making discussions can sometimes imply the need for changes in strategy or operations that may be met with resistance from team members. This reluctance can hinder the effectiveness of the discussions and prevent the emergence of necessary strategies. The facilitator has to be alert to this propensity and intervene to ensure a high-integrity discussion; otherwise, the discussion will gradually lose focus and meander into mediocrity.

5. **Information Overload:** The complexity of the business environment can result in an overwhelming amount of information. During discussions, leadership teams may struggle to sift through data and insights effectively, leading to confusion and indecision rather than clarity and actionable strategies. The documentation process must be geared toward simplifying the findings without losing substance.

6. **Time Constraints:** Leadership teams often operate under significant time pressure, limiting the depth and thoroughness of sense-making discussions. Rushed conversations may not allow for a comprehensive exploration of insights, resulting in superficial or missed opportunities and conclusions that have not been adequately stress-tested. It is key for the facilitating team leader to ensure that the right amount of time is allocated to these discussions to avoid misleading information being adopted downstream.

**7. Getting lost in ambiguity and complexity:** Sense-making and emergent strategies are geared to deal with uncertainty and complexity. When faced with ambiguous situations, leadership teams may find reaching consensus or actionable outcomes challenging, leading to frustration and indecision.

When the facilitator sees that the discussion has exhausted itself, it is best to move to another topic and come up later with a better articulation and positioning.

**8. Incomplete or vague findings:** Even if sense-making discussions yield valuable insights, a gap may slip between what is discussed and market reality. The insights gathered may be too vague and generalized to translate into practical strategies. These problems will likely be addressed when defining emergent strategies or testing them in the market through execution. Still, detecting these gaps before moving to that stage would be necessary.

## **The intersection of sense-making and emergent strategy**

In fast-changing, complex environments, organizations must be offensively and defensively agile. The intersection of sense-making and emergent strategy can contribute to adjusting effectively to disruptive market changes (defensive adaptability) and rapidly seizing new opportunities (offensive agility). As competitors pointlessly try to navigate indecipherable markets, organizations enhance their resilience and agility by adopting an emergent strategy framework and leveraging team-based sense-making work to pivot quickly in response to changes in the external landscape.

The emergent strategy approach emphasizes a more organic, less structured development of strategic directions based on real-time feedback from execution-driven learnings. When they become part of emergent strategy work, sense-making discussions make meaning by engaging in dialogues to frame problems, set directions, agree on how to realize them and learn from their execution. These exchanges create coherence and commitment around what team members want to achieve. Making meaning together is the most effective way to deepen collective commitments.

Cognitively driven, rigidly structured strategic planning frameworks have become obsolete due to the emergence of ambiguity. The emergent strategy approach best deals with emergent market conditions, where strategic directions evolve through experimentation and agile adaptation. This explains why strategy formulation and execution are integrated in an emergent strategy approach. Emergent strategy development emphasizes the need for organizations to remain responsive to changing conditions and to continuously assess their strategies based on the experience and learning gained with dynamic execution.

Sense-making becomes a precursor to emergent strategy by clarifying chaotic environments and helping leaders and teams interpret complex scenarios. By embracing these concepts, organizations can enhance their agility and responsiveness. Collecting data, perceptions, experiences and inferences from observed patterns to craft a clearer picture of their external environment allows them to identify emerging opportunities or threats and adjust their strategies accordingly. This approach arises from recognizing that organizations can no longer afford to plan over several months a year ahead; instead, emergent strategies are best developed organically based on real-time feedback and learning. This 'real-time' based approach allows organizations to pivot quickly.

While many remain stuck in structured year-long planning, separated from the realities of execution, some organizations are adopting more agile ways of dealing with high-velocity markets. For instance, by actively engaging with customers and analyzing feedback, Starbucks was able to pivot to a digital-first approach, enhancing its delivery and mobile ordering capabilities. The case for combining team-based sense-making and an emergent strategy approach becomes compelling.

## **Conclusion**

Sense-making helps demystify complex, fast-moving situations, allowing leadership teams to see opportunities and threats more clearly. This clarity is essential for formulating strategies that align with the current context. Sense-making discussions are designed to cut through the “ambiguity fog” and give the senior leadership team the confidence to take quick, purposeful action in the marketplace.

The interplay between sense-making and emergent strategy is critical for navigating complexity in today’s business environment. By leveraging sense-making and emergent strategy processes, organizations can stay agile and responsive to change with innovative strategies.

My next blog will detail a readily implementable approach to emergent strategy making.



# Chapter 3

## A Strategic Framework for Times of Ambiguity

By engaging in sense-making, organizations can navigate ambiguity, identify patterns, and create narratives. This process transforms chaos into comprehensible information, renews assumptions, instills confidence for moving forward, and supports the formulation of effective strategic responses. This enlightening approach to strategy development can significantly benefit your organization.

### The Intersection of Sense-Making and Emergent Strategy

While sense-making interprets a turbulent, fast-changing environment with a cohesive narrative, Emergent Strategy is an iterative way of giving shape to adaptive strategic directions. Flexibility and responsiveness are at the core of the Emergent Strategy Framework. The clarity sense-making brings to chaotic environments provides the starting point for an effective emergent strategy process. The Emergent Strategy framework emphasizes the organic development of strategic directions based on real-time feedback and learning from execution rather than rigidly structured planning proceeding in locked steps. It recognizes that strategies must evolve through experimentation and adaptation to navigate turbulent markets effectively.

### Giving Shape to Emergent Strategy

It is challenging to determine effective strategic responses in highly ambiguous environments, which hide inscrutable complexity while prone to rapid, cumulative changes. Prediction is difficult at the best of times.

It becomes impossible in times of ambiguity, high turbulence, and disruption. Dealing with complexity requires an emergent approach where knowledge and valid assumptions come from the learning generated through execution in the marketplace. Although it is difficult to determine the possible outcomes of highly chaotic change, leaders can gain a strategic perspective by seeking out variables that provide a profile of the changes involved by identifying early directional patterns and indicators.

Strategy is what you do to be successful in the marketplace. 'Emergent' means that the strategy takes shape by gradually deciphering changes while markets evolve at unprecedented speed. It is not a cognitive process of abstraction but works based on observing and interpreting actual market dynamics. Mindsets and collectively adopted paradigms mask what is happening and limit adaptability. Gradually, several hypotheses can be developed and tested against the evidence gathered. It may eventually become possible to gather enough insights to take action and respond to the market while it remains an enigma to competitors.

Even though it might be premature to make significant capital investments, plans offering different options can be developed and assessed to enable the execution of the one closest to the target, as market dynamics can be decoded more clearly. Identifying and monitoring key trigger points can help articulate new strategic initiatives, specifying when, what, and how. In the end, early movers will have the opportunity to shape the market. It is through experimentation that businesses best select strategies that can easily be modified to adjust their risk exposure over time. They can shape the market and leave competitors behind when they achieve this.

Leaders often fail to pressure test the strategies and business models they adopt. In ambiguous environments, they must look for vulnerabilities and be aware of strategies that are more susceptible to sudden shifts.

There is a tendency to resist changing directions after making difficult choices that show early signs of success. It is not easy to walk the line between being alert to what is happening and not triggering additional sources of stress. Still, ambiguous market conditions do not forgive those who freeze their choices too early. Keeping a list of strategic exposures can help identify the potential for disruption, for instance, by choosing strategies potentially less exposed to sudden shocks. Team members must remain confident amid all the questions asked to track marketplace changes. The key challenge is that, by its very nature, it is impossible to have a high degree of certainty in an emergent market characterized by complexity and disruptions. Just as sense-making has to be the product of collectively generated insights, emergent strategy work has to be performed by a diverse team with a strong acumen for recognizing market dynamics that only yield a few reference points with the rest of the dots to be figured out, this explains why the key feature of emergent strategy is the integration of strategy formulation and execution. It is now obsolete to think that the organization can be segregated into those that plan and others that execute. Without more complete and solid knowledge, new assumptions must be tested and validated through an iterative execution process with concrete interventions.

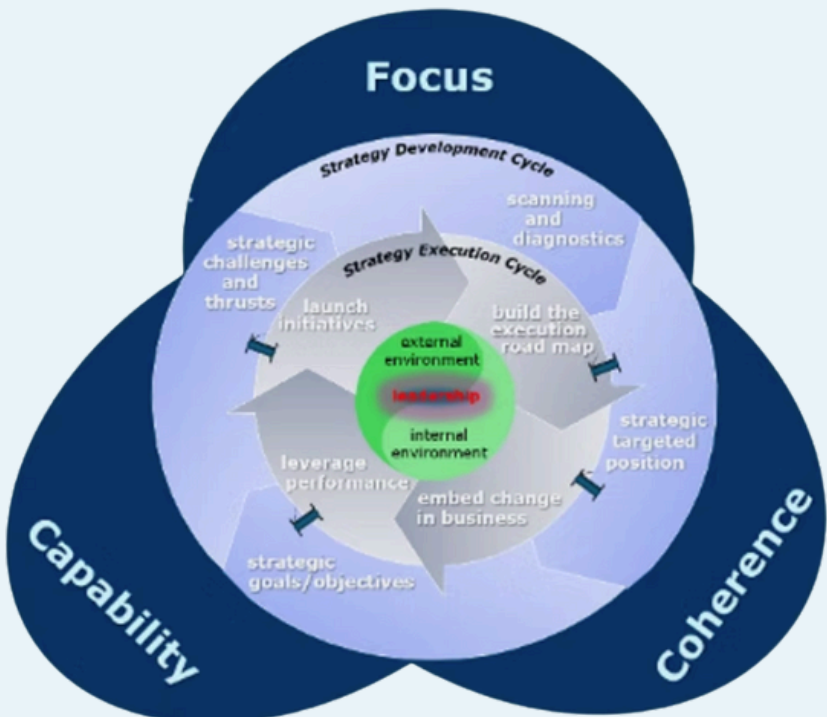
### **An emergent strategy framework.**

#### A. Description of the phases in each cycle

This diagram illustrates the dynamic components of an emergent strategy framework. The two key components are the Strategy Development (SD) and Strategy Execution (SE) cycles. The SD cycle includes the 'scanning and diagnostic' phase, most effectively generated by a sense-making exercise in environments characterized by high ambiguity. The 'strategic targeted position' phase outlines the outcomes the strategy aims to achieve.

The 'strategic goals/objectives' phase describes how these outcomes will be achieved. The 'strategic challenges and thrusts' phase defines the obstacles that must be overcome to realize the outcomes.

The SE cycle delineates the execution road map, listing the sequence of activities. The 'embed change in business' phase lists the organizational changes that need to be implemented for the execution to be successful. The 'leverage performance' phase specifies what needs to be in place to keep enhancing performance as the strategy's execution unfolds. The 'launch initiatives' phase describes the mandates of the supporting projects and the teams responsible for managing them. Throughout these phases, rigorous attention must be given to what is to be accomplished and to find effective ways to get it done. When it comes to execution, leaders must be clear on how to carry out activities in the marketplace. Execution is not about what is planned as much as what is done. However, when working within an emergent framework, execution generates learnings that sharpen strategy.



## B.Bridges

The bridges are blue connectors crossing the line between the SD and SE circles at each phase, ensuring that strategy development and execution are fully integrated. The emergent strategy mode verifies the validity of the plans made in SD through execution activity in SE. In contexts of high ambiguity, this is how the assumptions identified in SD are tested and adjusted to fit the reality of the market. The bridges provide the basis for learning and seeing through the fog of an ambiguous market. The bridges become key generators of the organizational learning required for both cycles. It is key for the teams working in different phases to make it a point to share their perceptions and generate a deeper understanding of the market dynamics at play as they refine and implement the strategy. The generation of learning, knowledge and capabilities are at the heart of the iterative adaptability inherent to Emergent Strategy.

## C.Pillars

Focus, Capability and Coherence are fundamental to the execution of a strategy.

1. **Focus** consists of ensuring clarity about the strategy's targeted outcomes, which relate mainly to market positioning and performance in the marketplace. This is achieved by constantly sharpening the focus based on the results obtained through experimentation.

2. **Capabilities** are essential to successful execution. Strategic capabilities encompass the combined skills, knowledge, processes, systems, and structure that enable an organization to execute new strategies. (I have written about strategic capabilities at Human Resources as the Custodian of Strategic Capabilities ).

Internally, the tendency is to downplay the need to develop new organizational capabilities to meet the challenges of a new strategy. Execution plans must include assessing the current capabilities and comparing those to the new strategy's requirements. Organization and strategy must be viewed as interdependent: both must be intimately tied and constantly adjusted to ensure successful execution. As new strategic orientations and goals are adopted, the organization may have to change to integrate new 'strategic capabilities.'

3. **Coherence** is the Achille's heel of strategy execution. It is key to ensure everyone involved is heading in the same direction. It happens all too often that different groups or teams working on strategy execution have different points of view on what the strategy should be and end up working at counter-purpose. The stakes are different when discussing plans and implementing them. Often, execution goes through internal pulls and tugs that send other messages to teams and their clients, causing confusion and erosion of focus. Coherence is a must for successful execution.

## **Leading the ongoing adjustments to Emergent Strategy and Capabilities**

As depicted at the center of the diagram, the Emergent Strategy model requires the ongoing attention of the leadership to ensure the optimal fit of the internal environment with the external environments where it operates. The leadership must orchestrate the dynamics between these two dimensions by continuously assessing what is happening in the marketplace and ensuring the organization is constantly learning and dynamically aligned.

It is key that leadership pay attention to applying the Emergent Strategy framework and oversee the alignment between SD and SE toward a winning strategy. Sense-making discussions should occur as often as required by the pace of change to ensure current market readings. The strategic changes required should be validated through the Emergent Strategy framework. When new market developments are detected, assumptions and interpretations must be pressure-tested.

Leaders must relentlessly subject current strategies, processes and business models to the rigours of the experimentation inherent to the Emergent Strategy framework, allowing purposeful actions to occur quickly.

Leaders set the tone by ensuring the organization's operation fits the marketplace's evolution. Inexorably, an organization does what it is organized to do. Combining capability development with execution as part of the Emergence Strategy framework is crucial: capability adjustments and development must be an inherent part of the learning stemming from disciplined execution.

The strategy direction and goals adopted as a key result of the approach shown in the diagram determine the capabilities required of the organization. These capabilities include organizational structure, culture, processes/systems, strategy making, and the collective strength of the leadership, which orchestrates how it all comes together as a coherent whole to realize new strategic intentions. For instance, changing the organizational structure and the responsibility maps might become essential. Building organizational muscles aligned with your strategic goals will allow you to adapt successfully to emerging market dynamics, capitalize on the relevant capabilities already developed, and achieve the desired results. To avoid falling behind, leaders must ensure that change has to be as dynamic as the market.

## Conclusion

Emergent markets are propelled by turbulence and disruptions that defy predictability. The ambiguity of these markets means that business leaders must work with what is beyond what they know. The Emergent Strategy framework provides an approach to explore and pierce through the fog surrounding these markets.

This entails combining well-guided sense-making with a highly iterative and adaptive execution process. As they experiment with the execution of different options, they can confidently arrive at new strategies that demonstrate a strong potential for outdistancing competitors and gaining ground in the market despite the lack of clarity. The pace and strength of the strategic response and organizational capability development depend on the speed and depth of the learning from execution.

Unlike strategic planning, which is episodic, the Emerging Strategy framework helps leaders foster an organizational culture where people constantly take the initiative to refine how the organization deals with the marketplace's emergent nature. Judiciously using this framework helps a business ensure ongoing coherence with the turbulent evolution of these markets. Then, the organization will no longer be disabled by ambiguity.



# Chapter 4

## Learning from Strategy Execution

The initial chapter of this book reviewed the sources of ambiguity and their impact on the business environment. It also pointed out that long-term strategic planning often falls short in times of ambiguity. A different toolkit is required to navigate rapidly shifting market dynamics; this is where the Emergent Strategy framework comes into play.

The second and third chapters outlined the unique approach of the Emergent Strategy framework, which is supported by identifying market dynamics with sense-making and resulting narratives. This approach elucidates market dynamics and points to the outlines of emergent strategies. However, the results of these efforts are often too incomplete to form a solid base for strategy execution. In highly ambiguous environments, the assumptions initially generated from the sense-making process must be more thoroughly tested when executing changes under these assumptions. This explains why the Emergent Strategy framework rejects the myth of the “perfect plan.” Instead, it treats strategy and execution as interdependent processes, where real-world action generates insights that reshape the first outlines of strategy.

Organizations cannot afford to separate ‘planning’ from ‘doing’ in a fast-moving, volatile world. For example, companies like Spotify and Amazon thrive by treating strategy as a hypothesis to test, not a blueprint to follow. This approach acknowledges that uncertainty is inevitable—but by learning from execution, organizations turn unpredictability into a source of innovation. The key lies in creating strategies that capture feedback, adapt quickly, and align teams around shared learning goals.

This fourth chapter explores how learning during execution catalyzes strategic evolution, fostering resilience and innovation in unpredictable environments.

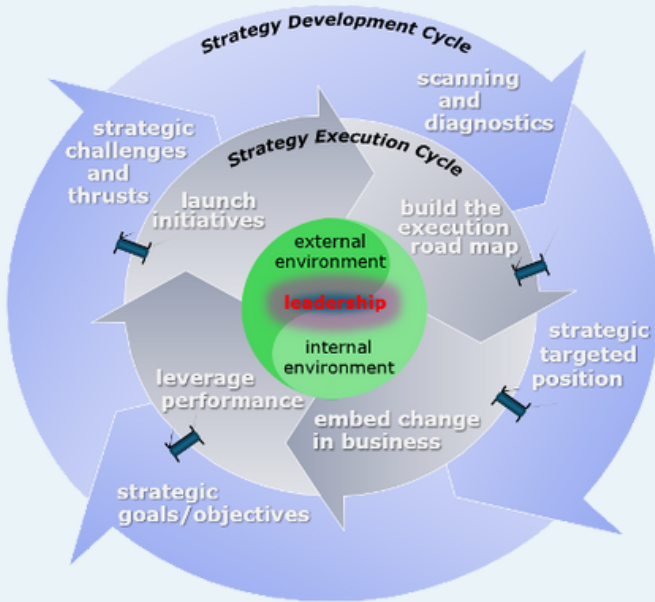
Emergent Strategy challenges the traditional top-down approach by integrating strategy development with execution, treating them as a continuous, adaptive loop.

It focuses on how to leverage real-time learnings from the execution phase to refine and sharpen overall direction continuously. It shows how the Emergent Strategy framework treats strategy development with execution as a continuous loop, focusing on short planning cycles, rapid experimentation, learning, and constant adaptation.

## **I. The Dynamic Relationship Between Strategy and Execution**

The Emergent Strategy diagram below illustrates how the Strategy Development and Strategy Execution cycles evolve in tandem, continuously informing each other, unlike in the traditional 'strategic planning' model, where planning is completed before moving to execution work. This implies that the strategy development cycle takes on a certain plasticity to allow changes engendered by the learning achieved in the execution cycle. When this learning is shared across people, teams and functions, it becomes the organizational learning that underpins the breadth and complexity of the collective focus and depth of understanding required for effective strategy-making. When applying emergent strategy principles, organizations learn from real-time execution to refine their strategy and its implementation rather than rigidly adhering to a predefined plan. As teams act on strategic initiatives, they encounter unforeseen challenges, opportunities, and stakeholder feedback. Reflection on these experiences transforms raw data into actionable knowledge. For example, an underperforming marketing campaign might reveal shifting customer preferences and result in a strategic pivot.

This principle is the basis for the above diagram, which shows bridges (in dark blue) connecting



learnings from the four stages of the 'strategic execution cycle' to the corresponding stages of the 'strategy development cycle.' The learning that emerges in each Strategy Execution stage feeds directly back to each Strategy Development stage. The interactive forward and backward linkages between the two cycles are designed to enable learning and generate agile responses. By institutionalizing reflective practices like after-action reviews, organizations turn execution into a learning laboratory. It is no longer possible to separate planning from executing. Although it is always valid, this principle is even more pertinent in times of ambiguity. Given the speed and complexity of change, learning is essential in a turbulent market environment to connect strategy development and execution. This learning produces a more profound knowledge of market dynamics based on the realities encountered. A validated, well-grounded strategy emanates from this knowledge. Learning also leads to enhancing the strategy with new ideas. An innovative approach will out-distance the competition to win in the marketplace.

Typically, the Strategy Execution stages often receive less prominence in current practice, but in times of ambiguity, they provide critical feedback to refine the strategy. These stages include launching initiatives, executing a road map, embedding the necessary organizational changes, and interpreting and leveraging the outputs and results. In the “Launch Initiatives” stage, the execution work is divided into project teams responsible for laying the foundations for implementing the new strategy and testing the validity of different aspects. The second stage involves introducing changes to prepare the organization for execution, and the third one consists of interpreting and leveraging the initial outcomes. Learning is key to all three stages.

Organizational learning generates the capabilities to compete effectively in the marketplace. It drives the ability to adapt quickly to dynamic conditions and changing demands in the business context. It produces strategies to innovate, breakthrough, and outdistance the competition. A key source of this learning is the dynamic feedback at the interface between the strategic development and execution cycles. The inability to learn blindfolds an organization and engenders a downward spiral. Organizations require emergent structures, just as they require emergent strategies: when possible, start marginally, tentatively, and let experience take it from there. In other words, it allows structures, like strategies, to be learned before being planned. Even though rapid changes in the market are not readily recognizable, staying abreast of meeting customer needs means adapting capabilities such as structures, processes, and systems must take place with the shortest possible delays.

## **II Building Execution Teams with an Iterative Learning Orientation**

A learning-oriented culture is essential for bridging execution and strategy refinement. This requires psychological safety, where teams feel empowered to share failures and experiment without fear of blame.

Leaders must prioritize curiosity over compliance, encouraging questions like, “What did we learn?” rather than “Who is at fault?” Tools such as agile methodologies or adaptive frameworks embed learning into daily workflows, ensuring insights from execution inform real-time strategic decisions.

## **1. High-Order Learning**

### **a. Assumptions**

One key area for learning is to discover through strategic initiatives what key assumptions have proven right through their early work on execution in the market interacting with stakeholders and which ones were found to be off base. The first task is to identify the assumptions underlying the strategic orientations and goals identified in the preliminary work in the strategy development cycle. Having tested the market from an execution perspective, Strategic Initiatives teams must identify and assess the assumptions in the initial strategic thinking produced in the Strategy Development Cycle. These are questions that must be addressed:

1. What assumptions were made during the initial strategy work?
2. What assumptions were validated in interactions with stakeholders?
3. Which assumptions have proven invalid or need to be recalibrated?
4. What were the surprising findings in this inquiry?
5. What new assumptions need to be researched and tested through the execution process?
6. How did stakeholders (customers, employees, partners) react to the new strategic orientation?
7. What are the most valuable suggestions made by stakeholders?
8. What are the initial signs of marketplace changes that could eventually represent a threat?

The initial strategic thinking might be viable if the assumptions are on the mark or only require minor adjustments. However, if a whole new set of assumptions is necessary to underpin a potential strategy, it might be beyond the 'elasticity' of the organization's collective thinking. At that point, a more profound organizational approach to learning must be architected to take place over a longer timeline.

## **b. Capabilities**

Another key area of inquiry for the Strategic Initiatives teams is to determine what capabilities will be required to execute the different elements of the new strategy, either in the market-facing space or in the internal workings of the organizations, such as new processes and supporting systems. In my experience, organizations tend to assume their current capabilities can support a new strategy when this is nowhere close to the mark. For instance, if the strategy requires an advanced level of customer centricity but the culture is not conducive, it might take too long to get there. These are the questions that should guide this inquiry:

1. What are the dimensions of the new strategic orientation where the organization's capabilities represent a market advantage?
2. What capabilities are currently missing?
3. What capabilities could be acquired or developed within the required time window?
4. How accurate are the leadership assessments of the current organizational capabilities on how they can support newly emerging strategies?
5. If new capabilities are required, how can they best be developed or acquired?

If the required capabilities are outside the organization's potential to be brought to bear, adjustments would have to be made to the strategic aspirations, or potential partnerships or alliances could be explored. However, many organizations cannot partner effectively to make this work. Depending on the importance of this capability for the organization's success, supporting work might be required before launching new strategies.

### **c. Culture and Mindsets**

Organizations that have been successful for many years develop strong views on how to run their business. The drive is to preserve the management principles that have contributed to its success. However, these principles often become mindsets integral to the culture. Over time, they can hinder the changes required by new marketplace realities.

Individual mindsets and collectively held assumptions are the main obstacles to generating new insights, considering the need to deal effectively with internal and external dynamics. Both mindsets and resulting assumptions were acquired through experience and were, at one point, well-suited to the business context. The problem is that they are rendered obsolete and counter-productive with accelerated change: the responses they trigger by route are no longer effective. The challenge is that once acquired, they are difficult to renew to fit a new context. For instance, if the findings of the Strategic Initiatives Teams point to the need for a strategy that strongly emphasizes customer-centricity, there might be some resistance at the outset by leaders who see this as a step too far. Their mindsets may initially keep them seeing the organizational culture as incapable of supporting the customer-centricity initiatives necessary to bring the desired strategy direction to fruition. For instance, they might see this initiative as adding costs the market cannot support. Renewed mindsets and assumptions give team members new lenses for assessing market dynamics and possible responses.

Adopting new collectively held mindsets and assumptions makes it possible to see the possibility of adopting and implementing new strategy choices.

The questions that need to be answered in such a case are ...

1. What collective mindsets stand in the way of adopting a proposed strategy?
2. Does the organization's leadership have the foresight and the courage to tackle this significant culture change? How do you make the business case to justify this chance?
3. What is the most effective way to facilitate this change?
4. How do we ensure the leadership's full commitment to the strategy and the culture change that will ensure its success?

This is where organizational learning plays a pivotal role. Experience has taught us that the best way of realigning mindsets and assumptions to a new reality is to create a high-trust container where people who respect one another constructively share their different points of view. The best way to engender the learning required is to arrange a well-facilitated, trust-based conversation that allows participants to set aside the objections generated by their mindsets. The purpose of these discussions is to transition from defensive to productive reasoning.

The learning mechanism is straightforward: if colleagues whom I respect see strong potential in the proposed market strategy and believe it will allow us to capture new market growth, I will gradually come to terms with the need to start questioning my established beliefs and consider supporting customer-centricity as a vital new element of the culture.

These deliberations will occur in the 'Embedding the Change' stage of the Strategy Execution cycle. With more discussions over time, leaders realize the potential of this strategy and commit to the changes needed to win in the market.



This significant cultural change will remove the most critical constraint on moving the new strategy forward and pave the way for a successful new intervention in the marketplace.

## **2. Foundational Learning**

To harness the power of execution-driven learning, it is essential to start small: pilot reflective practices in one team, redefine metrics to include learning outcomes, and celebrate adaptive wins. Strategy is no longer a static document—it's a journey shaped by every step taken.

### **a. Conduct after-action reviews (AARs) after key milestones:**

The After-Action Review is a structured debriefing method following a market intervention to test the potential impact of a strategy. This is a collaborative process that Strategic Initiative Teams can use to identify where there is a strategy fit and where changes are required. It involves gathering participants to evaluate a strategy's potential impact by comparing the intent versus potential outcomes, analyzing how the strategy would be received in the market and identifying the steps required to enhance the strategy. These are the key questions addressed by this process:

1. What were the targeted outcomes of the trials?
2. What actually happened?
3. Why were the gaps identified?
4. What will need to be retained or changed?
5. What did we learn?

### **b. Feedback Loops:**

Strategic Initiatives Teams establish robust feedback loops to gather insights from the execution phase. This involves collecting data and observations from various stakeholders, including team members, customers, and partners.

Regular check-ins, surveys, and feedback sessions help capture real-time information about what's working and what isn't. This feedback is crucial for validating or reshaping the strategy as it provides direct input from those involved in or affected by the execution.

### **c. Iterative Processes:**

Adopting an iterative approach allows teams to continuously test, learn, and adapt. By breaking down the execution into smaller, manageable phases or sprints, teams can experiment with different tactics and assess their effectiveness. This iterative cycle of planning, executing, reviewing, and adjusting helps refine both the strategy and the execution approach based on real-world outcomes and learnings.

### **d. Cross-functional collaboration:**

Encouraging collaboration across different functions and departments can lead to a more comprehensive understanding of the execution process. When teams from diverse backgrounds and expertise come together, they can share unique perspectives and insights. This collaborative environment fosters a culture of learning and innovation, enabling the strategic initiatives team to identify areas for improvement and potential opportunities.

### **e. Data-Driven Decision Making:**

Leveraging data analytics is vital for harvesting learnings from execution. By analyzing performance metrics, customer feedback, and market trends, teams can make informed decisions about the strategy and its execution. Data-driven insights help identify patterns, understand customer behaviour, and predict future trends, which are invaluable for strategy validation and adaptation

### **3. Adaptive leadership as a condition for enacting execution learnings**

Most strategies promulgated by senior leadership are not executed successfully. The rigidities of the strategic planning approach are primarily responsible for separating strategy and execution. The Emerging Strategy requires “strategic plasticity” —bending without breaking. Strategy teams closest to execution often spot trends first. Empowering them to suggest strategic pivots accelerates adaptation but is impossible without adaptive leadership

Adaptive leadership and a learning-oriented culture are essential for bridging execution and strategy refinement. This requires psychological safety, where teams feel empowered to share failures and experiment without fear of blame. Leaders must prioritize curiosity over compliance, encouraging questions like, “What did we learn?” rather than “Who is at fault?” By listening to the feedback generated through these learning tools, leaders can identify misalignments between the strategy and customer needs, leading to fine-tuning their customer interactions, audience targeting and products.

Leaders play a crucial role in fostering an environment where learning from execution is prioritized. Adaptive leaders encourage experimentation, support risk-taking, and are open to changing course based on new insights. By modelling a learning-oriented mindset, leaders involved in both the Strategy Development Cycle and Strategy Execution Cycle inspire their teams to seek ways to enhance strategy and execution continuously.

By utilizing these learning tools, Strategic Initiatives Teams and their colleagues involved in other stages of the Strategy Execution Cycle can effectively harvest the learnings needed to validate or reshape their strategy and execution approach,

ensuring they remain agile and responsive in ambiguous and turbulent environments.

## **Conclusion**

Execution is not merely the implementation of a strategy—it is a source of critical insights. As teams implement strategic initiatives, they encounter unforeseen challenges, opportunities, and stakeholder feedback. Reflection on these experiences transforms raw data into actionable knowledge. For example, an underperforming marketing campaign might reveal shifting customer preferences, prompting a strategic pivot. By institutionalizing reflective practices like after-action reviews or agile retrospectives, organizations turn execution into a learning laboratory.

In Emerging Strategy mode, execution is not the end of planning but the beginning of learning. Organizations cultivate agility, responsiveness, and creativity by treating strategy as a living process. Integrating learning into execution ensures strategies remain relevant amid complexity, turning ambiguity into a strategic advantage. Ultimately, organizations that listen, learn and adapt can thrive and grow—not despite challenges but because of them.

# Chapter 5

## Resilience Means Anticipating Chaos, Not Just Surviving It!

### **Introduction: Defining resilience as a dynamic capability.**

Economic shifts, technological disruption, and geopolitical instability characterize today's volatile world. Resilience is the capacity to withstand, adapt, and recover from disruptions, personal stress, or organizational upheaval. It is not a static trait but a dynamic capability, shaping an ongoing adaptive process that enables individuals and organizations to anticipate, respond to, and recover from disruptions in changing environments. Unlike most other static capabilities, dynamic capabilities support adaptation.

This article explores resilience across two dimensions: individual and organizational. For individuals, it entails emotional stamina, adaptability, and proactive problem-solving. It involves structural flexibility, a strong culture, and strategic foresight for organizations. These two dimensions are interwoven and reinforce one another.

Today, resilience is less about rigid structures and more about fluid adaptability. For individuals, resilience is adapting well to adversity, trauma, tragedy, threats, or significant sources of tension, such as family or personal relationship problems, serious health problems or situations, and job or financial stressors. In this case, resilience means "rebounding" from a challenging experience: coming out well and in better shape. The traditional view of individual resilience was bouncing back from crises, while the modern perspective goes beyond grit to include emotional agility, cognitive flexibility, and purpose-driven drive.

Organizational resilience has traditionally been seen as the capacity of organizations to absorb changes and disruptions, both internal and external, without affecting profitability. All organizations face crises and adverse events, and each responds in a particular way to the environment. A more contemporary view is to develop adaptive capabilities, such as agility in decision-making, flexibility in resource allocation, and the ability to pivot quickly in response to changing market conditions. These capabilities allow organizations to anticipate, pivot, and strategize to grow through volatility. Organizations can reap extra benefits from unforeseen and adverse circumstances by developing rapid adaptation processes. Some consider resilient organizations to be getting more vigorous because they see a crisis as an opportunity to survive, while others, less resilient, are fading.

## **The New Normal of Cumulative Complexity**

Understanding the concept of cumulative complexity empowers us to navigate the compounding, self-reinforcing effects of market changes over time. What initially emerges as incremental advancements—particularly in technology, supply chains, or global networks—interact and amplify one another over time. These changes build on prior developments to create cascading impacts across interconnected systems. For example, breakthroughs in AI, cloud computing and IoT advance individually and converge to accelerate automation, data sharing, and cross-sector dependencies. Minor disruptions in one domain ripple outward to magnify systemic complexity and unpredictability. With the emergence of more powerful technology, our business environments rapidly become more interdependent and increasingly complex.

In the broader external environment, waves of abrupt changes build on one another because of the intrinsic levels of interdependence propelled by volatility stemming from interconnected issues amplifying disruptions and ambiguity in the social, political and business environments.

Socio-political polarization and climate-related disasters add to this picture. Taken by storm, organizations apply siloed responses to multifaceted problems only to worsen the situation. The adaption challenges continue to become demanding, highlighting the need for proactive resilience. Businesses and societies face a dynamic where the adaptation required is no longer linear but exponential. This places unprecedented pressure on the resilience and strength of organizations. Here's a scenario illustrating the cumulative impact of disruptions on organizations operating in a complex environment:

New tariffs are being applied to exports to the US from a Canadian manufacturing company. It is unclear what customers' reactions will be to increased costs. Clients are cancelling long-planned projects because of cost increases or market unpredictability. The unstable order stream severely affects the global supply chain and interferes with the operations of several global plants and their on-time delivery. Overlapping disruptions with cumulative complexity amplify the stress and uncertainty experienced by employees. As their resilience is put to the test, several teams turn inwards and operate in siloes which in turn further degrades company performance.

Resilience-aware leaders would recognize that this downward spiral needs to be addressed by:

- a) Bringing the team together to assess the situation and build shared resolve to realize what they would aspire to achieve working together ideally;
- b) Building trust and team coherence to achieve the turn around;
- c) Supporting the well-being of individual team members as required;

- d) Helping team members to shift from passively feeling victimized and to rekindle commitment;
- e) Prioritizing activities and allocating work accordingly;
- f) Partnering more closely with other functions in the country and globally to address challenges as they encounter them;
- g) Changing the team's tone from negative to positive by celebrating every win, however small.

As our business environments become more complex, the only way to protect businesses from the inevitability of cascading disruption is to urgently and proactively embed practices that build long-term resilience in their organizations. Proactive resilience is not just a suggestion; it's necessary in today's rapidly changing and interconnected world.

### **The essential enablers for building and preserving resilience.**

Several key principles in recent years have emerged from the significant body of work on what ensures greater resilience.

a. A strong sense of purpose: A sense of purpose beyond oneself motivates one to persist through adversity. When individuals connect their efforts to a larger personal or organizational mission, they are inspired to navigate setbacks with clarity and commitment. This sense of purpose is not just a nice-to-have; it's a crucial element in building and preserving resilience.

- A sense of purpose provides a strong foundation for resilience. When individuals connect their efforts to a larger mission, whether personal or organizational, they gain the motivation to persist through adversity. Finding meaning in hardship helps people "bounce forward" rather than merely recover. For organizations, aligning teams with a shared purpose fosters collective grit, enabling them to navigate setbacks with clarity and commitment.



b. Confidence: When people feel confident taking risks and expressing ideas, they aren't afraid to fail and can better adapt to rapid, cumulative change.

- Psychological safety contributes significantly to resilience. Resilience thrives in psychologically safe environments where people can take risks, voice concerns, and admit mistakes. This openness reduces the fear of failure, encouraging experimentation and learning.

c. Cognitive flexibility: Flexible thinking and being open to re-evaluating one's beliefs fosters adaptability and allows individuals and organizations to pivot when faced with challenges.

- Individuals and teams need the ability to rethink and revise assumptions as events unfold constantly and more is discovered about previously hidden patterns. It is essential to cultivate a "rethinking muscle," where individuals and teams regularly question strategies and adapt.
- The ability to reframe challenges, such as seeing a loss as a pivot point rather than a dead end. This mindset turns despair into opportunity. Resilient organizations prioritize agility over rigid plans, treating uncertainty as a catalyst for innovation.

d. Adaptive Leadership and Culture: A resilient culture is one in which adaptability, learning, and innovation are embedded in the organizational DNA.

- Such a culture encourages employees to embrace change and view challenges as opportunities for growth. They are confident they will be supported even though their valiant efforts might not succeed.
- Adaptive leaders with strong convictions can pause to examine evidence shedding light on new market patterns and pointing in a different direction than the one they were previously committed to pursuing.

- They can suspend disbelief long enough to listen to other points of view, reflect on them, and explore different pathways to their ultimate goals. They can hold onto both drive and exploration at once.

e. Strong social connections: A strong sense of community and support is key to overcoming perceived adversity.

- Collaborative networks contribute to enhancing adaptability. Both individuals and organizations need strong relationships to bounce back from stressful experiences or dead-ended pursuits and re-engage without hesitation because they feel unconditionally strong support from those around them. Because of these experiences, resilient individuals seek and offer help freely, creating reciprocal relationships that buffer stress. For organizations, fostering collaboration builds trust and shared responsibility, ensuring no one faces crises alone

### **Intentionally putting in place proactive resilience mechanisms.**

Proactive resilience builds adaptive capacity by preparing to handle challenges before they emerge using planned approaches and processes rather than just reacting. This approach to resilience is underutilized but critical in today's volatile world. An example of a proactive resilience strategy was NASA's Asteroid Redirect Mission, which anticipated planetary defense by studying how to deflect asteroids. Even if it was ultimately canceled, it exemplifies strategic foresight.

Here are examples of these practices:

**a. Implementing anticipatory practices:** Institutionalizing foresight tools such as scenario planning and horizon scanning to identify future risks and opportunities. For instance, Shell has used scenario planning to predict societal patterns and energy transitions.

The Singapore government uses foresight teams to prepare for geopolitical risks and economic shifts.

Although human judgment remains critical, AI and data analytics have shown that they can identify patterns before humans notice them.

**b. Adopting highly effective change management practices:**

Creating an environment that enables flexibility by maintaining high resilience through any change implementation. People learn to trust that change initiatives will be managed in a manner that enhances their confidence and effectiveness. For instance, employees trust that they will be consulted about the change process and that their input will be considered.

**c. Being ready to manage disruptions as they emerge:**

Proactively preparing and communicating the effective governance, roles/responsibilities and ways of formulating contingency plans to meet adversity and disruptions before they arise. Google's Project Aristotle estimated that teams that discuss potential risks are more likely to avoid crises.

**d. Recognizing and rewarding adaptive behaviours:**

Organization members should exercise self-initiative when they need to acknowledge a client's points of view and, if appropriate, consider it.

**e. Leadership modelling:** Leadership plays a crucial role in quickly modelling adaptability and setting the tone for the rest of the organization when encountering adverse conditions. Mental models play a key role: curiosity, openness to feedback, comfort with finding meaning in undefined situations, vague pattern signs, and ambiguity. McKinsey's research on decision-making biases warns that overconfident leaders often dismiss risks, while humble leaders are more likely to consider 'black swan scenarios.'

It also stands to reason that humble leaders are more likely to seek diverse perspectives and question their assumptions: both attributes are critical for spotting weak signals of disruption.

Leaders who admit they "don't know everything" create cultures where early warnings are surfaced, not suppressed. Interestingly, McKinsey surveys also indicate that teams led by humble leaders are 30% more likely to allocate resources to long-term resilience.

**f. Building stakeholder coalitions:** It is helpful to develop proactive stakeholder coalitions that include suppliers, clients, and industry advisors to share intelligence on market trends and potential market developments. Taking advantage of the interdependence between those involved may open entirely new but relevant vistas in the future.

## **The possible outcomes of building resilience**

It is crucial to distinguish between reactive resilience (coping after encountering adversity) and proactive resilience (preparing for challenges), where teams anticipate potential failures and devise contingency plans. Resilient organizations that confidently face the future are better equipped to take on challenges in times of ambiguity.

### **Strategic Foresight:**

Resilience makes strategic foresight possible by providing the foundational strength that enables proactive adaptation. It's less about prediction and more about preparedness. It creates the mental space needed when disruptions and ambiguity put organizations under severe pressure.

a. Experienced leaders who sense that the organization supports them will take a systemic and disciplined approach to anticipating, exploring, and preparing for multiple possible futures.

They will identify and analyze weak signals of change using trend analysis and scenario planning tools.

b. Teams that foresee where things can go wrong will be more alert to recognize what is happening and ready to apply effective recourse.

For instance, 'premortem' exercises can be helpful in this regard.

c. Leaders in these organizations will be better able to assess different future developments and ensure that the strategies they are considering are robust across various scenarios.

### **Emergent strategies and structures:**

The organization transforms itself with the environment, developing new techniques, structures, and capabilities to parallel the evolution of the fast-changing marketplace.

a. Beyond catching up, it adopts new perspectives, assumptions, structures, and processes that will allow it to keep pace with the market leaders. Sense-making and real-time learning from execution generate the insights that make this possible. Staying on top of market developments will avoid the loss of confidence that comes with not knowing what is happening in the market.

b. Renewed capabilities allow the organization to develop and execute strategies at the forefront of the new directions emerging in the market. These organizations then have the potential to transform themselves by adopting new perspectives and building new approaches to the market. A resilient organization can not only learn from its experience in the market but can ultimately shape it. As a result, this organization can disrupt its competitors and outpace them. When this happens, resilience becomes a strategic business asset.

## Conclusions

Resilience is often seen as something to reach for when experiencing difficulty, whether as individuals or organizations. The point of this article is to show how vital resilience is to the health and success of individuals and organizations.

It is not a passive trait but a dynamic capability that helps to anticipate, withstand, adapt to, and recover from disruptions. Resilience is the foundation of true strength, allowing individuals and organizations to face challenges and emerge stronger.

The interplay between individual and organizational resilience is crucial in turbulent times. The strength of an organization's resilience depends on the vitality of both these dimensions. With the organization's support, individuals must learn to remain resilient through reversals to gain the insights and the strength to overcome challenges.

For individuals and organizations, resilience makes the difference between collapsing under pressure and emerging stronger. As a dynamic capability, resilience allows bending under pressure but prevents breaking. Learning to be resilient is fundamental and best seen as existential.



## About Hubert Saint-Onge

Hubert Saint-Onge is the founder and Principal of SaintOnge Alliance. He has held senior leadership positions for over 25 years in leading oil and financial services companies. Since leaving the corporate sector, he has consulted and written extensively on how leadership and organizational development can optimize an organization's performance.

Hubert's expertise encompasses elevating organizational performance and formulating and executing business strategies. He has focused on developing strategic organizational capabilities, aligning values, leadership team development, succession planning, and leadership development. He has done extensive work on values alignment for senior leaders and teams. He was a Visiting Scholar on organization learning at Harvard's Learning Innovations Lab in 2004/2005. Hubert launched SaintOnge Alliance to pursue his vision of achieving breakthrough performance improvements for organizations. The coaching of senior executives is an integral part of this practice.



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This ebook will give you concrete steps to uncover the market patterns hidden by waves of cumulative change. It will also guide your leadership in building the strategies and resilience your organization needs to thrive in these unprecedented conditions.



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