

THRIVING IN **UNCERTAIN
TIMES**



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**WHAT WILL
YOU DO THIS
EVENING?**

**WHAT WILL
YOU DO THIS
CHRISTMAS?**





- **WHAT WILL YOUR JOB LOOK LIKE IN 2 YEARS?**
- **WHAT WILL BE THE DOMINANT CONSUMER TECHNOLOGY IN 2045?**
- **WHAT IS THE MOST SPOKEN LANGUAGE IN BRUSSELS IN 2045?**
- **WHAT IS THE FAVOURITE MODE OF TRANSPORTATION IN 2045?**
- **WHAT IS EUROPE'S LEADING ECONOMY IN 2045?**
- ...

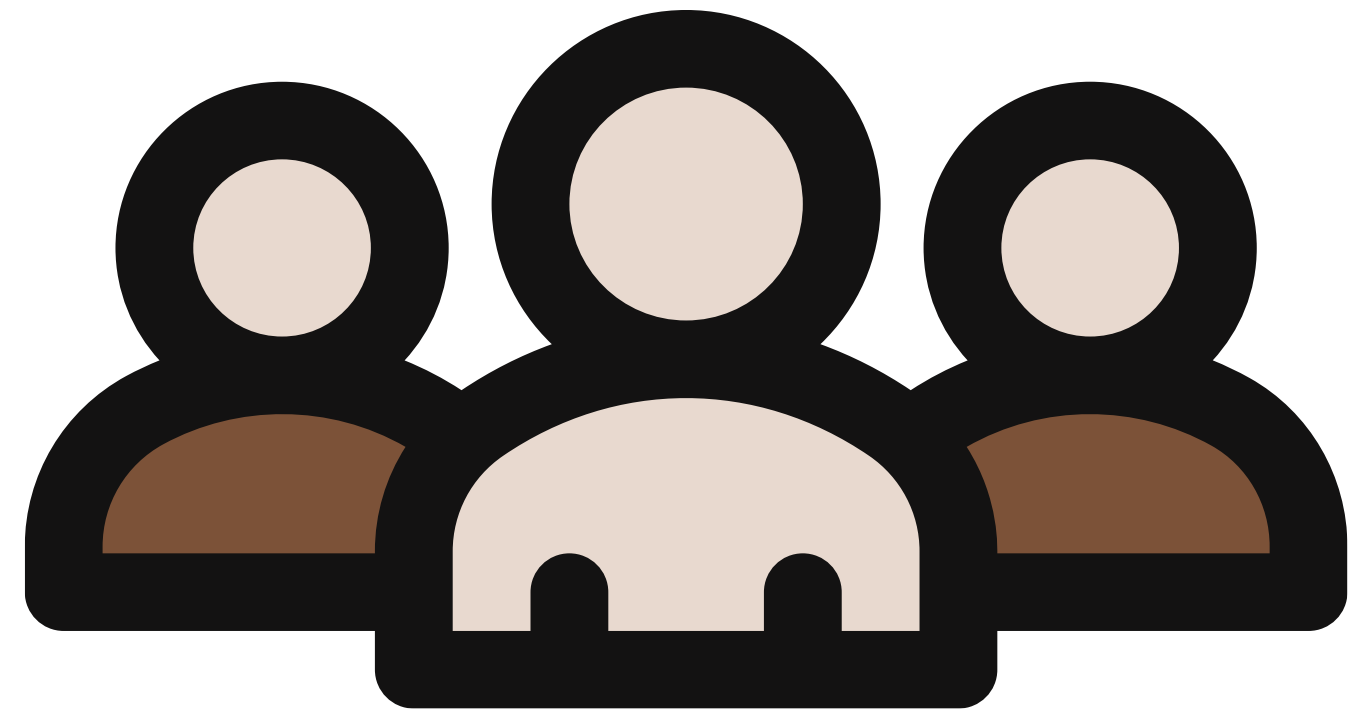
A person wearing a blue jumpsuit stands in a dark, industrial environment. The background is filled with large, black, corrugated pipes. The floor is a dark, textured concrete. The overall mood is somber and mysterious.

**ERA OF
UNCERTAINTY**

**A (NORMAL)
FEELING**



**A SOCIETAL
TREND**



**Noodkreet van
gevangenisdirecteurs: 'De crisis is
ongezien'**

Binnenland Politiek

**Slecht nieuws voor regering-De Wever:
begrotingstekort dreigt op te lopen tot 39 miljard
in 2029**

Is there any hope for Europe?

German chancellor Merz on Ukraine: No hope left for a diplomatic solution to the conflict

German Chancellor Friedrich Merz touched on the largest strike on Ukraine in Wednesday's general debate in the German Parliament, promising renewed aid for Kyiv. He also said that he has no hope left for a diplomatic solution to the conflict.

ENERGY FEATURED

Abandon All Hope: Dire Times for Europe

**Bitcoin en goud
domineren markten
in tijden van crisis**



**Positiever in het leven staan?
Psycholoog en filosoof geven
tips. “Hoopvol zijn betekent
wél iets ondernemen”**

**Coping with crisis: How much
“resilience” is on display?**

Financial resilience in an age of
climate change

A banner with the text "National Resilience" in white, bold, sans-serif font. The background is dark with a blue and yellow abstract pattern, possibly representing a globe or a network.

National Resilience

Ingeborg en 100-tal mensen
mediteren samen in Gent om 'Week
van de Veerkracht'af te trappen

Coping with the crisis



NEW PROBLEMS



NEW PROBLEMS



NEW PROBLEMS



**LESS
SOLUTIONS?**

A large fire is burning on a hillside, with a dense forest in the foreground. The fire is bright orange and yellow, and the forest is dark green. The text "THE FEELING OF CRISIS" is overlaid on the image in white, bold, sans-serif font.

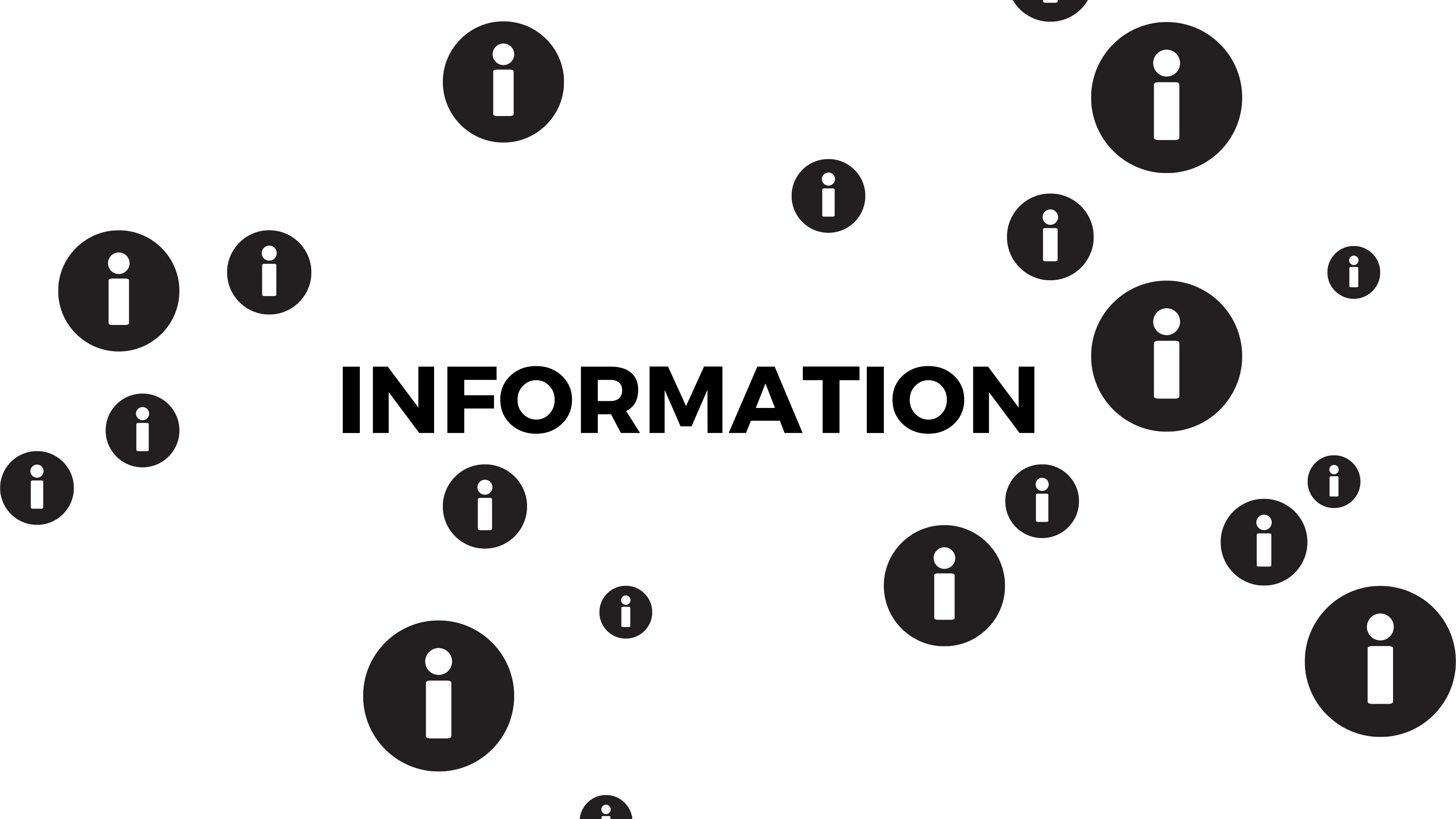
THE FEELING OF CRISIS



**WHAT IF I WERE
BORN IN 1930?**



INFORMATION





MORE CRITICISM



WHAT WE CRAVE FROM THE COMPANY?





**THEY CRAVE
STRATEGY**



BUT... WHERE IS IT?

Most CEOs Say Their Organizations Are Not Prepared To Deal With A Major Crisis: New Survey

40%

In industry, nearly **40%** of CEOs do not think their companies will be economically viable a decade from now if they continue on their current path and do not transform.

75%

Research also shows that **75%** of organizations are not prepared for the pace of change in and around their industry



**‘CEOS ARE
SIGNIFICANTLY
MORE
PESSIMISTIC’**

Recession (36%)

High inflation (31%)

Surge in energy prices (31%)

Supply chain disruption (28%)

Expansion of war in Ukraine (17%)

Extreme climate events (16%)

Water shortages (15%)

Food shortages (14%)

Civil unrest (13%)

Terrorism (12%)



KU LEUVEN



INSILENCIO



Johnson & Johnson



and many more...





**CRISIS
AHEAD**

ACIENT TIMES

strategy = survival



**“TACTICS
WITHOUT
STRATEGY IS THE
NOISE BEFORE
DEFEAT”**





MACHIAVELLIAN ERA

strategy = conservation

INDUSTRIAL ERA

strategy = positioning



An aerial photograph of a river flowing through a canyon. The river is a vibrant blue-green color and is surrounded by rugged, rocky terrain on the left and a more vegetated, greenish-brown bank on the right. A small boat is visible in the center of the river, leaving a white wake behind it. The overall scene is bright and clear, suggesting a sunny day.

NOW

strategy = transformation
and fluidity

WHERE IT WORKED



WHERE THEY FORGOT

we forgot them eventually



A dramatic sky filled with dark, stormy clouds. A bright red lightning bolt strikes down from the upper right towards the lower left, illuminating the surrounding clouds. The overall mood is intense and urgent.

CRISIS

**SENSE OF
URGENCY**

**WHICH PROFESSIONALS AND
COMPANIES SURVIVE IN THESE
RAPID CHANGING TIMES?**

RESILIENCE
X
INNOVATION



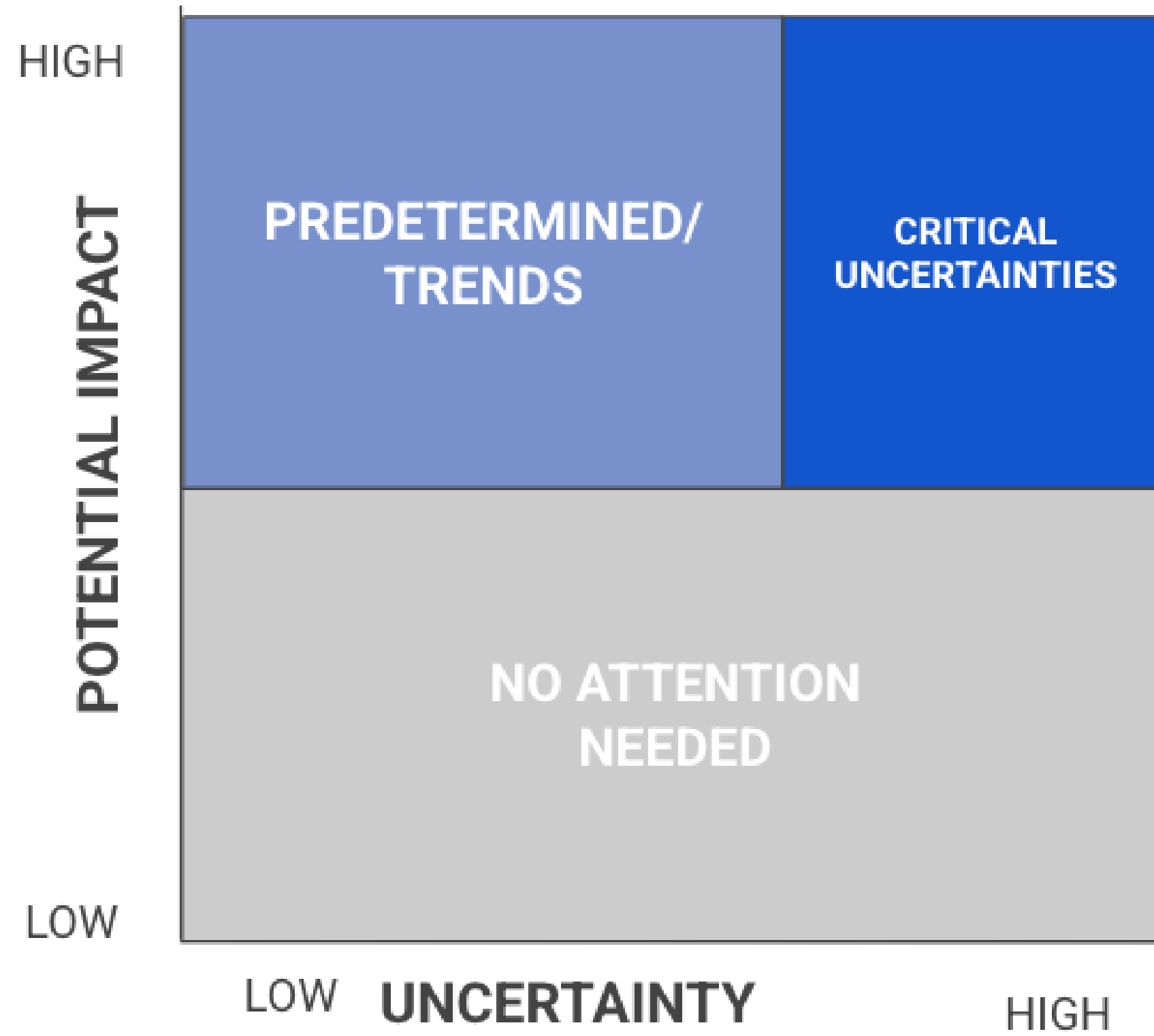
SELF TALK

A close-up photograph of a person's feet hanging just above a blue trampoline mat. The background is a black safety net, and the overall scene is outdoors with green foliage visible through the net. The text is overlaid on the lower half of the image.

**PERSONAL
RESILIENCE
THROUGH
HARDSHIP**

FORESIGHT

V
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N



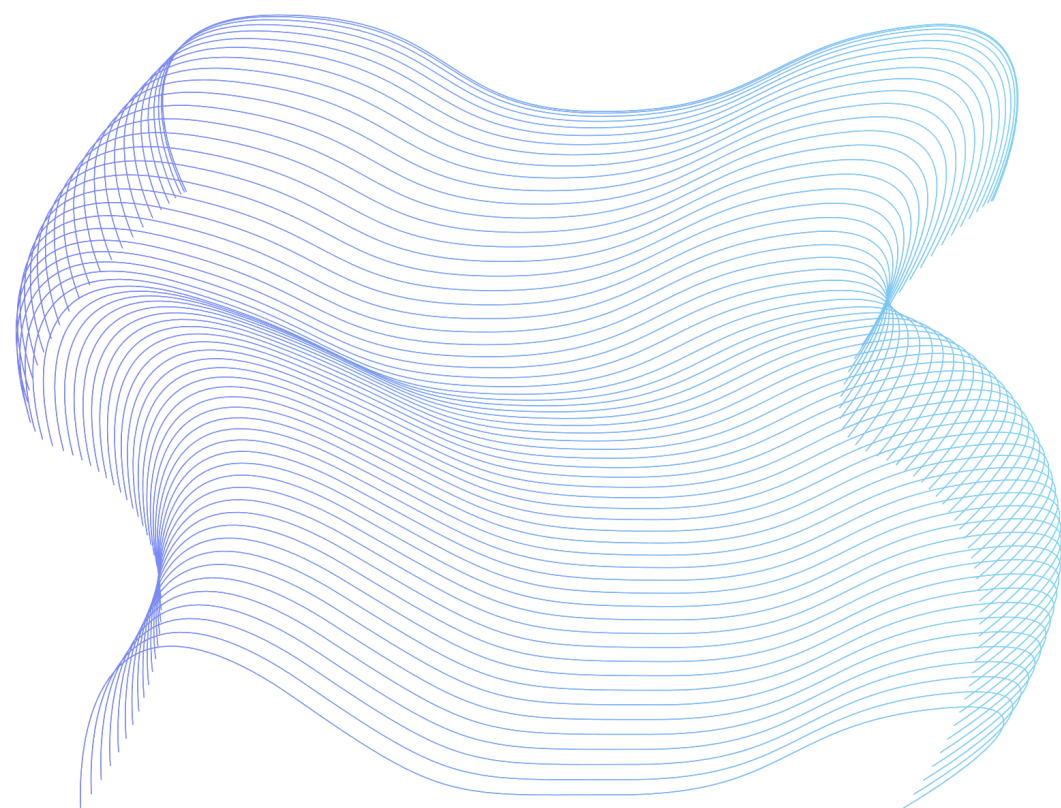
COMMUNITY



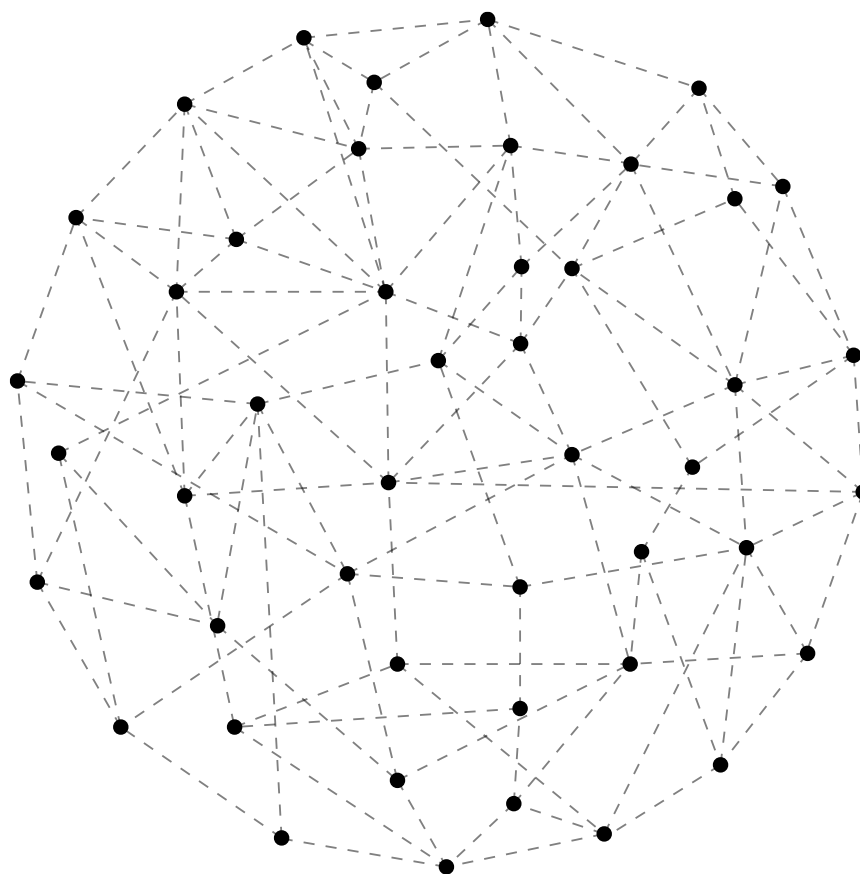
The background features a complex, abstract pattern of thin, light blue lines. These lines are arranged in a way that creates a sense of depth and movement, resembling a grid that has been warped or bent into a series of flowing, undulating shapes. The overall effect is reminiscent of a topographical map or a stylized representation of a brain's neural pathways.

**EMBED NEW WAYS OF
THINKING**

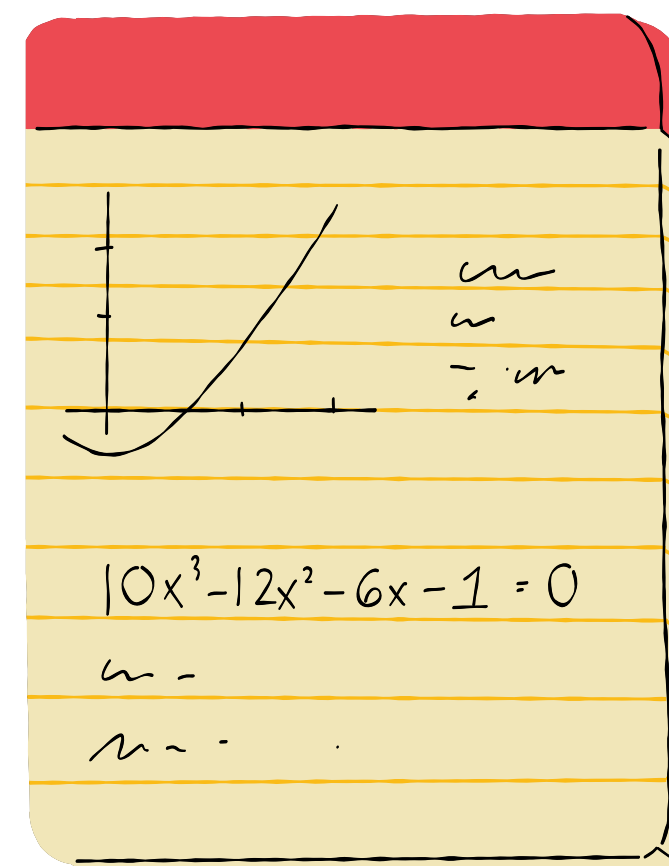
FUTURE THINKING



SYSTEMS THINKING



EXPONENTIAL THINKING





**CHOOSE WHAT NOT
TO DO**

A large, dense pile of multi-colored LEGO bricks in various shapes and sizes, including red, blue, yellow, green, and grey. The bricks are scattered across the entire frame. Overlaid in the center is the year "2003" in a large, white, sans-serif font. Some of the bricks have small, handwritten names or numbers on them, such as "John", "Amanda J.", "MARIA-KIA", "KATRINA", "JOANNA", and "RICK".

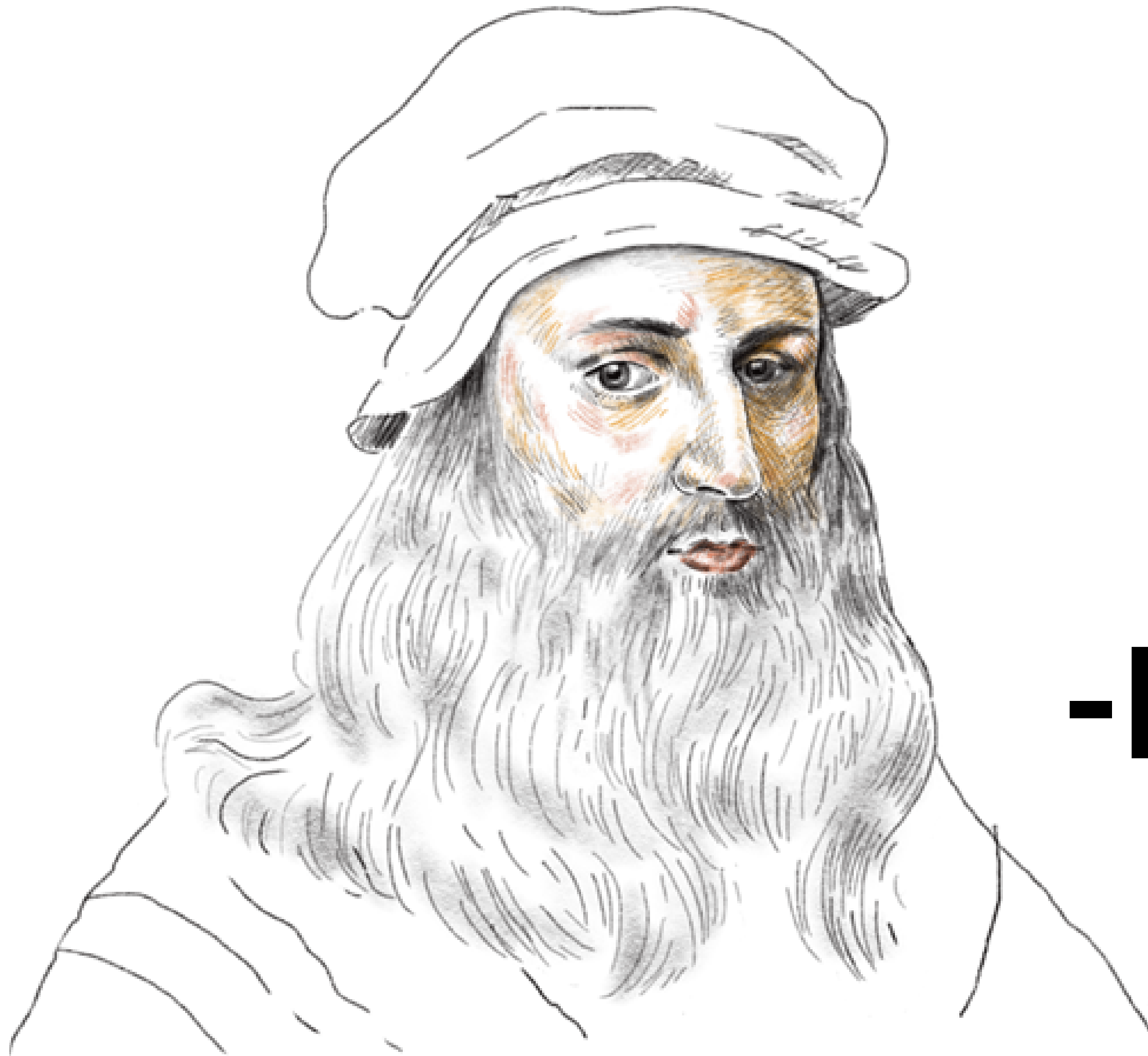
2003



**LOOK
BEYOND
KPI'S AND
INNOVATE**

**PEOPLE
IDEAS
CAPITAL**





**INVEST IN
INTER
-DISCIPLINAR**





NEWTON AND BOREDOM

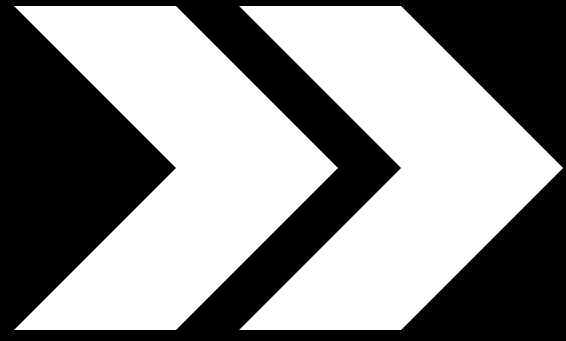


**INVEST IN
IMPLEMENTATION
(= CULTURE)**



PERSPECTIVE





**WHEN DO PEOPLE AND
COMPANIES THRIVE?**



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