



JANUARY 2026



Dear HELIBLICK community,

As the year unfolds, one theme keeps returning in my conversations with leaders, teams, and peers: uncertainty is no longer the exception – it is the context. What changes is not only **what** we decide, but **how** we decide together.

Over the past weeks – at the CParity Event in Amsterdam, within our IBSing practitioner community, and while shaping our Leadership Program – I have experienced this again and again. Better decision-making in complexity is less about control, and more about awareness, sense-making, and human connection.

In this newsletter, we share some reflections and learnings from these experiences – and invite you to continue the conversation with us.

NAVIGATING UNCERTAINTY - THE TOP LEADERSHIP SKILL OF 2026

At the CParity Event “From S&OP to Integrated Business Planning” in Amsterdam last month we invited participants to explore a simple but challenging shift in leadership thinking.

Before we can lead well in complexity, we often need to unlearn some deeply embedded assumptions.

Unlearn:

- ✗ One optimal solution exists
- ✗ Leaders must control everything
- ✗ Problems have one root cause
- ✗ No issue without a solution
- ✗ Someone must be to blame

Learn:

- ✓ Complex problems have multiple good solutions
- ✓ Leaders create conditions for success
- ✓ Focus on systemic patterns and enablers
- ✓ Sense-make first, then decide
- ✓ Protect shared vision and values



What We Experienced

In a cross-functional simulation with real-world constraints and trade-offs, teams first applied a traditional decision approach – marked by strong positions and pressure to decide.

When we shifted to system-level sense-making, the dynamic changed immediately. People listened, built on each other’s thinking, and engaged in real dialogue. The room calmed down.

Participants experienced the traditional approach as stressful, and the sense-making approach as more relaxed, engaging, and far more productive.

This ability to stay oriented, create clarity, and decide together under uncertainty is emerging as one of the most critical leadership skills for 2026 – and it sits at the heart of our Leadership Program, “Decision-Making in the Full Mess of Business.”





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LEADERSHIP PROGRAM

DECISION-MAKING IN THE FULL MESS OF BUSINESS



“ Leadership, I’ve learned, is less about eliminating uncertainty—and more about creating the conditions where something meaningful can emerge”

For a long time, I thought I was comfortable with uncertainty. Looking back, I realise I was comfortable with change—but much less with *not knowing*. When direction was still forming, my instinct was to resolve things quickly. Decide. Move on. I treated uncertainty as something to eliminate, when much of it simply isn’t.

Some uncertainty is *reducible*, and planning helps. But much of what leaders face is *irreducible*. It comes from people, relationships, and complex systems: introducing new ways of working without knowing how they will truly land; bringing together teams with different cultures and histories; setting direction when success depends on trust, meaning, and ownership—not just execution.

In those situations, over-planning often becomes a way of managing our own discomfort. Control rarely delivers what it promises. What helps instead is judgment, space for different perspectives, and the willingness to learn as things unfold.





I still plan—but ***I plan for emergence***. That shift has made leadership feel lighter, more human, and more effective.

Working with uncertainty in this way isn’t something most of us were ever taught. It takes practice, shared language, and the space to slow down enough to notice how we decide, relate, and act when things are unclear. That realisation is what led us to design the **HELIBLICK Leadership Program**—and why it feels good to see the first enrolments already coming in.

The program will take place in September 2026 in Zug, Switzerland. Interest continues to grow, and we’re looking forward to a small, thoughtful pilot cohort. A limited number of seats are still available.

The program runs as 2 × 2 days and is designed for leaders who want to strengthen how decisions are made in complex, uncertain environments – not by adding more tools, but by creating better conditions for thinking, dialogue, and shared responsibility.

In the program, we explore four key organisational enablers that strongly influence enterprise decision-making:

-  **Awareness** – understanding yourself, your behaviours, and the wider system
-  **Intrapreneurship** – acting responsibly and taking ownership within uncertainty
-  **Partnership** – building trust and real collaboration across boundaries
-  **Mentorship** – developing teams and systems to evolve decision quality over time

This program offers a reflective and experiential learning journey – practical, human, and with real-life leadership challenges.

👉 Learn more about the program: [HERE](#)



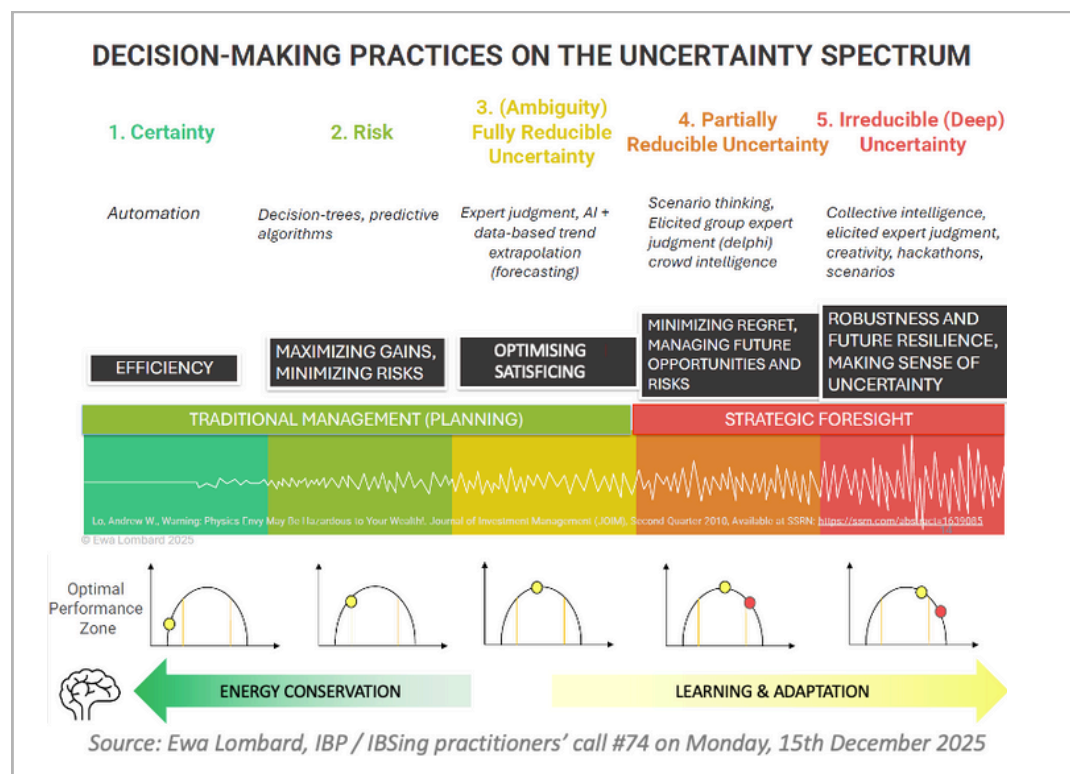
HELIBLICK INSIGHTS

Insights from the IBSing Practitioners Call:

“Our brains are not built to optimise – they are built to regulate uncertainty.”

This powerful reframing set the tone for the 74th IBP / IBSing Practitioners Call, where we explored how humans make decisions under different levels of unpredictability – from clarity and risk to deep uncertainty.

Our guest speaker, **Ewa Lombard**, PhD, Senior Researcher at the University of Geneva’s Laboratory for the Study of Uncertainty, Collective Intelligence and Decision-Making, reminded us that humans decide with limited information, under emotional load, continuously predicting, comparing, and learning from error.



Decision-making, therefore, is not about finding the perfect answer, but about **reducing uncertainty enough to act**.

A key insight was that not all uncertainty is the same – and that many organisational tensions arise when we apply the wrong decision logic to the wrong level of uncertainty. Deep uncertainty, in particular, calls for a shift: from optimisation to robustness, from prediction to sense-making, and from individual expertise to collective intelligence.

With almost record participation of 25+ IBP / IBSing practitioners, the session gave participants a shared language for everyday IBP challenges – and a powerful reminder that strong decision-making means matching our practices to the uncertainty we are actually facing. A big thank you to Ewa for a thoughtful, inspiring session that gave many of us a clearer language for navigating decisions in the full mess of business.

UPCOMING EVENTS

January 2026 - World-Class Supply Chain Risk Management Event - Frankfurt

Learning from experts...



I'm really looking forward to returning as chairperson and speaker at the 2nd International Annual Conference – World Class Supply Chain Risk Management 2026, on 27–28 January in Frankfurt.

I joined the first edition last year and was struck by the openness of the conversations around risk, uncertainty, and leadership. I'm grateful to Magdalena Vadersen and the World Class Business Leaders team for inviting me back.

...to navigate uncertainty in 2026

I'll be sharing HELIBLICK's perspective on Decision-Making in the Full Mess of Business—and would love to continue the conversation there. [🔗](#) If you are able to join, you can find the **Registration Link** here: [World Class Business Leader Event](#)
👉 You may use the **Promotional Code** HELLM2VIP for a 50% rebate.

January 2026 - IBSing call


We're inviting IBP / S&OP practitioners to join the 75th IBP / IBSing Practitioners Call, where we'll explore why adaptability has become so important in today's planning reality.


We are looking forward to the conversation with **Luis Carvajal**, Senior Plant Manager at **Resideo**, who will share hands-on reflections from the shop floor and across the value chain. We'll then break into small groups to reflect together on what actually helps when plans meet reality.

As always, this is a peer exchange—open, practical, and grounded in real IBP contexts.

When: Mon, 26 Jan 2026 | 17:00–18:00 CET

Why Adaptability is Crucial for IBP




Guest Speaker:
Luis Carvajal
Senior Plant Manager at
 Resideo

WHAT: 75th IBP/IBSing practitioners call

WHEN: Mon 26th Jan 2026
17:00-18:00 CET

WHO: IBP / S&OP practitioners from the industry



"A building's resistance to earthquakes requires a careful balance between **stiffness** (fixedness) to resist minor tremors and **ductility** (flexibility) to absorb and dissipate energy during major seismic events."

Join our IBP Peer Network - Learn, Network and Develop!

Are you a practitioner interested in participating? Scan the QR code to let us know.

