



Dear HELIBLICK community,

As May unfolds, something important is becoming clear: the work we have been building at HELIBLICK is finding its moment. The EMEA Recruitment webinar on 29 April – Decision-Making in the Full Mess of Business – was a milestone. Our first large-scale public presentation of the decision-making framework, with Danielle IJkema and an excellent panel of professionals.

The response confirmed what we believe: leaders across supply chain, finance, and operations are ready for a different conversation. One that moves beyond control and firefighting – toward awareness, sense-making, and shared responsibility.

That is exactly what the HELIBLICK Leadership Program is designed for. We are building something small, deliberate, and real. September in Zug is coming together – and I am looking forward to welcoming the first cohort.

Helmut Leitner

---

## LEADERSHIP PROGRAM – SEPTEMBER 2026 DECISION-MAKING IN THE FULL MESS OF BUSINESS





---

31 Aug – 1 Sep  
28 – 29 Sep  
in Zug (CH)

### Is this for you?

You are a senior leader in supply chain, finance, commercial, or operations. You carry real accountability – across functions, geographies, and competing priorities. You have managed teams, led transformations, navigated crises. And still – something is not working the way it should. Decisions slow down. Firefighting has become the rhythm. Working harder is not the answer.

What it is The HELIBLICK Leadership Program is a 4-day immersive experience – not a training, not a course. From Day 1, you are in it. Experiencing decision-making across different contexts. Living the complexity. Building awareness, ownership, and shared direction – together with a small group of peers who face the same challenges you do.

We work through four elements:  Helicopter View – self-awareness and system awareness ·  Intrapreneurship – responsibility and accountability ·  Partnership – co-vision and co-creation ·  Mentorship – essentialism and evolution

What makes it different The program runs like the governance processes you use in your own organisation – surfacing what is working, what is not, and what needs to change. Nothing is fixed. Everything adapts. Because that is what real leadership looks like.

September 2026 | Zug, Switzerland Mon, 31st Aug to Tue, 1st Sep 2026 and Mon, 28th Sep to Tue, 29th Sep 2026  
Maximum 14 participants · CHF 4,900 per participant

A limited number of seats are still available. Ready to join – or want to speak with Helmut or Danielle first? Visit [www.heliblick.com](http://www.heliblick.com)

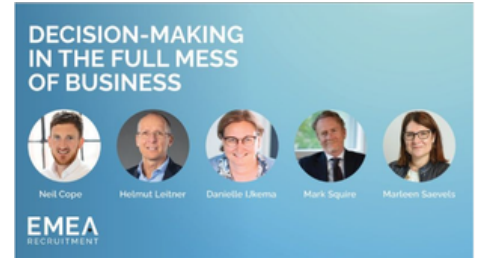


## FOUR CONTEXTS. ONE FRAMEWORK. A HUNDRED LEADERS.



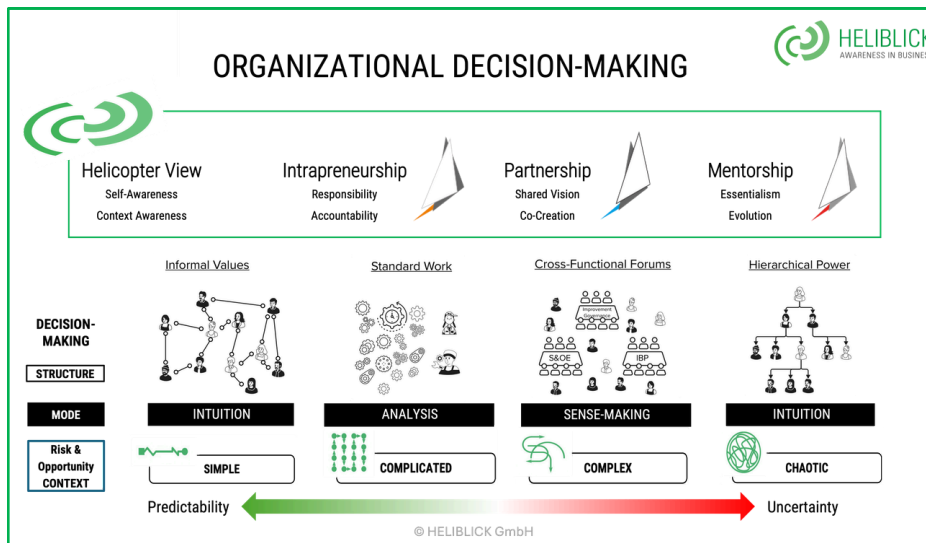
On 29 April, Helmut and I had the privilege of presenting the HELIBLICK decision-making framework to over 100 supply chain and business leaders, hosted by Neil Cope and the EMEA Recruitment team, who made the whole thing possible.

We started with a simple question: why do organisations that are good at execution still struggle to make decisions when everything is connected, everything is urgent, and everyone has a different agenda? That is what I call the full mess of business. And it turns out – a lot of people recognise it.



**Decision-making is a choice between risk and opportunity.** Every decision is a weighing act – the risk that things get worse if you do nothing, against the opportunity that things improve if you act. What makes it hard is not the decision itself. It is the context you are in.

We walked through four types of situations: simple, complicated, complex, and chaotic. Each calls for a different approach – from common sense and shared norms, to structured analysis, to cross-functional sense-making, to clear command. When leaders consciously match their decision-making structure to the context they are in, decisions become faster, ownership increases, and energy gets lost to friction and escalation.



The framework does not stop at structure. How people show up matters just as much. The Helicopter View – self-awareness and system awareness – is what allows leaders to respond with intention rather than react. The three ships – Intrapreneurship, Partnership, and Mentorship – are what turn that awareness into ownership, collaboration, and lasting culture. Together, they are patterns I have seen in the strongest teams I have worked with.

Marleen Saevels (VP Global Supply Chain, Mundipharma) and Mark Squire (Former SVP Global Commercial Operations, Zimmer Biomet) brought exactly the grounded, honest experience that turned theory into practice. Over 100 people joined. The Q&A confirmed it – this is a topic people have been thinking about.

In September, we go deeper. The Leadership Program in Zug is where the real work begins.

👉 You can watch the full webinar recording [here](#)



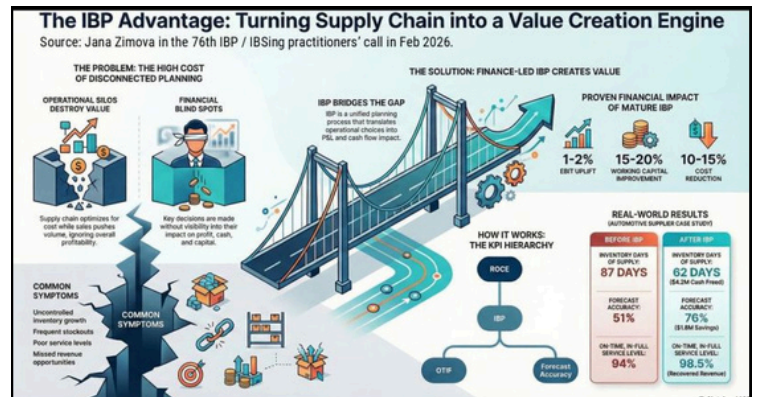
## INSIGHTS | IBSing PRACTITIONERS CALLS



Call with Jana Zimova,  
Strategic CFO for mid-market CEOs

### Turning Supply Chain into a Value Creation Engine

Jana highlighted IBP's potential to connect silos and evolve into the key enterprise-wide decision-making process. Key insight: KPI prioritisation depends on the economic model and strategic focus – there is no universal ranking. Beware of linear thinking: improving one metric in isolation can create silo-optimised behaviour that actually reduces enterprise performance.



Call with Danielle IJkema,  
Partner and Mentor at HELIBLICK

### Which decisions should be made in IBP?

Danielle explored the three layers of IBP decision-making: S&OE (running the business short-term), Tactical IBP (balancing the business mid-term), and Strategic IBP (shaping the business long-term). Surprising insight: organisations are taking more strategic decisions than ever – but often only because disruptions force them. Resilience requires making these decisions proactively, not only in crisis.

|   |   | PREDICTABILITY ←   |                      | → UNCERTAINTY   |         |
|---|---|--|----------------------|---|---------|
| How   |   | INTUITION  | ANALYSIS             | SENSE-MAKING  | COMMAND |
| Layer   |   | Simple   | Complex              | Complex   | Dynamic |
| Context   |   | Simple   | Complex              | Complex   | Dynamic |
| Decisions to Structure the Organization for the long term | Decide to use a standard warehouse layout used across all company warehouses. | Decide to design the optimal global supply chain network using cost and demand analysis.           | <b>Strategic IBP</b> | Decide to temporarily reorganize the supply chain structure after a natural disaster disrupts global logistics. |         |
| Decisions to Balance Resources for the mid term           | Decide to reorder inventory when stock drops below a fixed threshold.         | Decide how to allocate production across factories based on demand forecasts and capacity models.  | <b>Tactical IBP</b>  | Decide to redirect inventory to the regions with the most urgent shortages during a crisis.                     |         |
| Decisions to Run the Operations on the short term         | Decide to follow the standard procedure for processing a customer order.      | Decide how to adjust production schedules to handle a machine maintenance plan and demand changes. | <b>S&amp;OE</b>      | Decide to stop production immediately after a major safety incident and evacuate the factory.                   |         |



Call with Debbie Evans, Integrated Business Planning Professional and Author of "Beyond the Forecast: Leadership's Role in Making IBP Work"

Debbie's key message: **IBP is not a process upgrade – it is a leadership and organisational transformation.** Three themes resonated: the shift from coordination to decision-making; the need for true leadership ownership and clear accountability; and the reality that IBP exposes weak foundations rather than fixing them. The real challenge is not designing IBP. It is changing how leaders work together, make trade-offs, and take ownership.





## UPCOMING EVENTS

### Upcoming IBP / IBSing Practitioners Calls – May to September 2026

Join our growing community of IBP / S&OP practitioners. Every month, a guest speaker shares real-world experience, followed by breakout discussions with peers from across industries.



#79 – Tuesday (!) 26 May 2026

Michael Ranft (IBP Global Director, Ansell)

**Shock-proofing your Supply Chain: Embedding resilience into IBP for real-world disruption**



#80 – Mon 22 June 2026

Nick Marton (Group Sales & Operations Manager, Evergreen Garden Care)

**AI Agent Bill: How to start AI adoption as a company, using students**



#81 – Mon 27 July 2026

Roberto Crippa (Group Sustainability & Digital Transformation Director Tecniplast Group)

**Action Guidance: Adapting the Mission Command doctrine to a business environment**



#82 – Mon 24 Aug 2026

Freek Aertsen (Empowering companies to improve supply chain forecasting and planning performance with cutting-edge solutions. Esteemed expert, lecturer and speaker, TIAS Business School)

**Stop IBP!**



#83 – Mon 21 Sep 2026

Oguzhan İrengün (Istanbul University, Research Assistant)

**The influence of a shared vision on strategic decision-making**

All calls: Mon 17:00–18:00 CET | Free to join

As always, these are peer exchanges – open, practical, and grounded in real IBP contexts.

Scan the QR code to register for upcoming calls.

Register via QR code or visit:  
[IBSing Practitioners network](#)





## ONE MORE THING BEFORE YOU GO

Leadership in complex organisations comes with a simple realisation:  
**You Can't Control It All.**

Earlier this year, I gave a presentation on Decision-Making in the Full Mess of Business at the World Class Business Leaders Supply Risk conference in Frankfurt. Then something unexpected happened – AI turned it into a podcast.

I must admit: mixed feelings at first. The AI hosts framed the whole talk around “machines vs gardens” – a side note in my presentation, but a fair interpretation. They sounded enthusiastic, with a flair for drama. My own style is more analytical and calm. I found it quite refreshing.

«Supply Chains Are Gardens Not Machines»

HELIBLICK

Helicopter View  
Self-Awareness  
System Awareness

Intrapreneurship  
Responsibility  
Accountability

Partnership  
Co-Vision  
Co-Creation

Mentorship  
Essentialism  
Evolution

World Class Business Leaders Insights

LISTEN ON Spotify | LISTEN ON Apple Podcasts

A 15 min podcast about «Giving Up Control»

And then the Starbucks hallucination. I did tell a Starbucks story – but AI invented a conclusion about unpredictability, based on a misspelled “Helmut” coffee cup. Even that hallucination contained some truth. Confirming once again: You Can't Control It All.

Supply chains are gardens, not machines. You don't control them. You create conditions for them to grow.

Which, actually, is a pretty good description of what we are building at HELIBLICK.

Worth 15 minutes. Listen while the garden grows. Or while fixing something.



→ [Click here to listen to the podcast](#)

