

Planning Global Growth In a World that Defies Projection



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Planning is more important than “the plan”

“Everyone has a plan until they get punched in the mouth.”
(Mike Tyson)

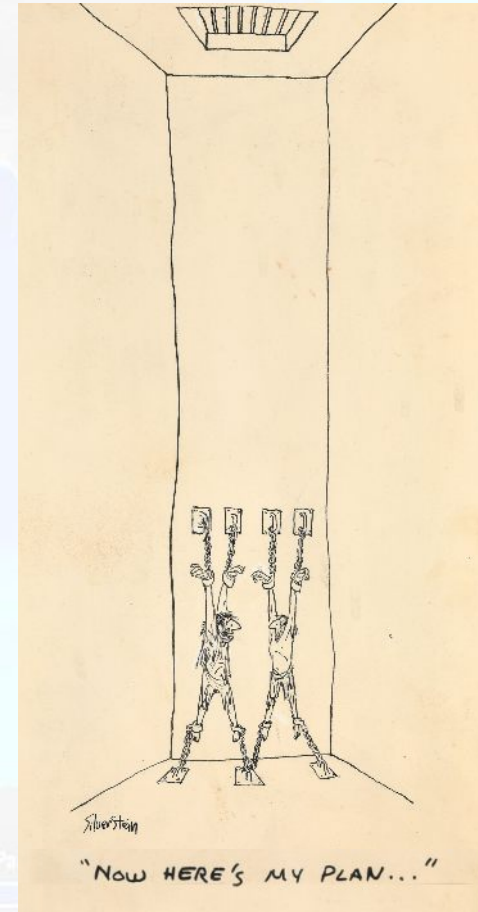
“No plan survives first contact with the enemy.”
(Helmuth von Moltke*)

So, why do we make plans at all?

“Plans are worthless, but planning is everything. You throw the plans out the window...but if you haven't been planning you can't start to work, intelligently at least.”
(Dwight Eisenhower)

* *Technically, “Kein Operationsplan reicht mit Sicherheit über die erste Begegnung mit der Hauptkraft des Feindes hinaus.”** (No one ever quotes the whole thing)*

** *No operational plan is certain to extend beyond the first encounter with the enemy's main force*



Planning wins on cycle time, not on perfection

“Existing management operating models are no longer supporting managers effectively... Reports are outdated before they reach senior managers.”

“The duration of the crisis has already exceeded the early predictions of many analysts; business planners are now expecting to operate in crisis mode for an extended period.”

“The magnitude of the uncertainty organizations face in this crisis—defined partly by **the frequency and extent of changes in information** about it—means that this operating model must enable **continuous learning and flexible responses** as situations evolve.”

Pop quiz:

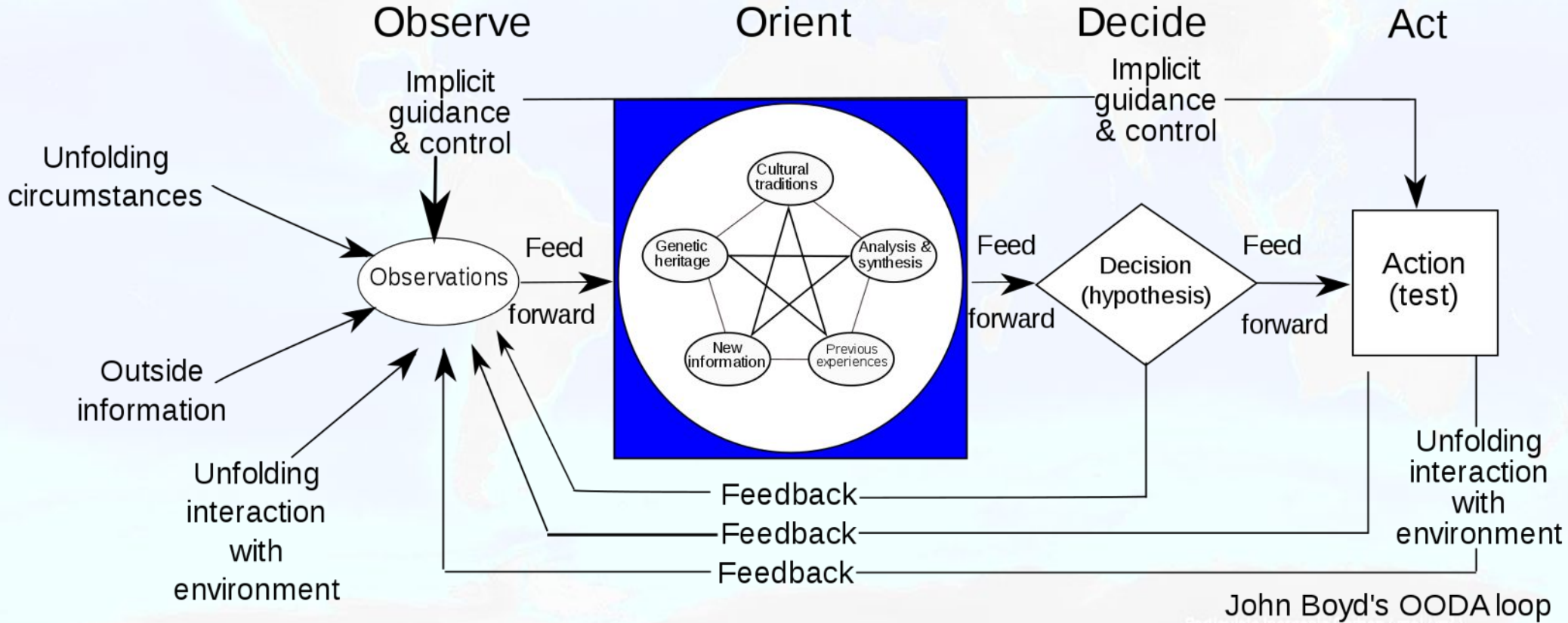
**Which “crisis”
do they mean?**

McKinsey
& Company

Particulate Inorganic Carbon (mol / m³)



Planning should never *end* with “our plan”



John Boyd's OODA loop

Particulate Inorganic Carbon ($\mu\text{mol L}^{-1}$)



Planning does not (*must* not) mean “predicting”

“Planning requires thorough exploration of contingencies.
Knowledge gained during this probing is crucial.”

(quoteinvestigator.com/2017/11/18/planning)

“Scenarios overcome the tendency to predict, allowing us to
see multiple possibilities for the future.”

(Peter Schwartz)

You’d never *predict* that a roulette wheel hits “green”: that is, a 0 (or 00 in a USA casino). Green is never *likely*. But if you don’t allow that it *might* happen, and keep something in reserve, thirteen spins at Caesars = 50% chance of “busted.”



$1-(36/38)^{13}$

WolframAlpha

→ = 0.5048397723229326

Particulate Inorganic Carbon (mol / m³)



Planning does *not* produce a “strategic plan”



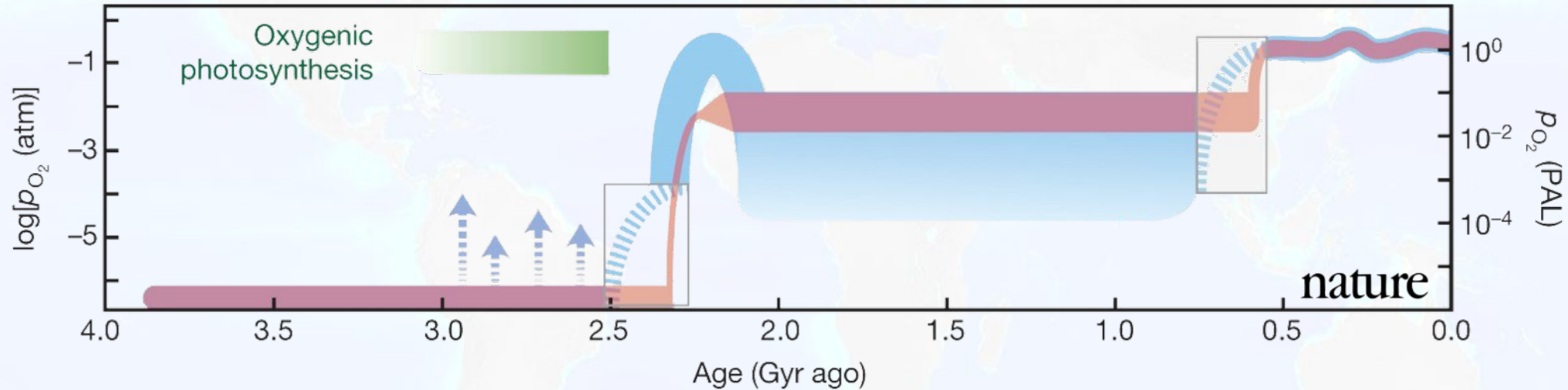
“Too many ‘strategies’ read as if an athlete were saying, ‘I am going to win the 400 metres by running faster than anyone else.’ You need an actionable idea, and a rationale of *how* you are going to achieve all this.”

(Freek Vermeulen)

- A **point** on a graph is a goal
- A **curve** on a graph *may* be a plan
- A **model** that takes the variables that matter, and generates a curve that expresses their interaction, and enables solving for the values that arrive at a desired point, *may* be a strategy
- Strategies generate (and *re-generate*) plans



Planning must accomodate transformation



“Earth went from having very little oxygen to what may be the highest levels of **atmospheric oxygen** it has ever had. This event **wiped out most of the life** on the planet, to which the **oxygen was poisonous...**” (Arizona State University Origins Project)

On the other hand, it takes an oxygen metabolism to be able to fly



AI efforts must evade the “Turing trap”



36TH AMERICA'S CUP



AI is *not* about machines that do what we do.

- Have a conversation? People can do that.
- Entertain multiple hypotheses at once? Conceive new options without unconscious limits based on past (in)experience? People are terrible at that.

“Go, an extremely complex game, has a complexity of 170. Sailing has game-tree complexity of nearly 2900.”

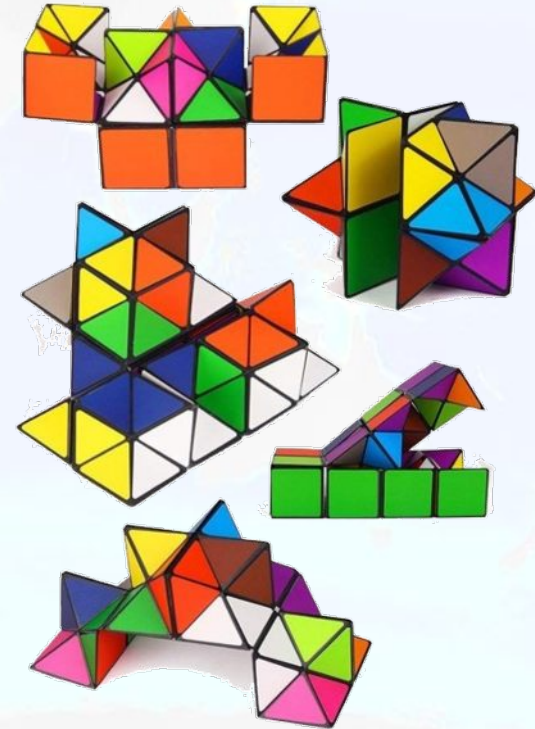
“Our team used reinforcement learning to teach the AI to become a professional sailor. Ultimately, **a thousand bots were running in parallel, learning from each other.**”

“About eight weeks later, the bot started beating the sailors. **Soon, the sailors were learning maneuvers from the bot.**”

Organizations *can* enable Actual Intelligence

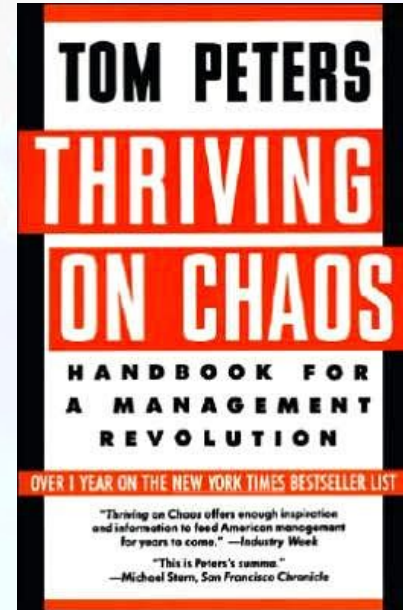
- **Collaboration intelligence:** environments and tools that help people innovate together
- **Context intelligence:** reduce content duplication, and support synchronous and asynchronous content creation
- **Data intelligence:** help people locate, combine, intersect, visualize and analyze data to make better decisions
- **Process intelligence:** enable people to do tracking and automate planning, resourcing and approval workflows

- www.techrepublic.com/article/digital-workplace-human-centric/



So, what about “planning when we can’t project”?

- There’s a reason why Tom Peters titled his book ***Thriving On Chaos*** – not “Thriving In Spite Of Chaos,” and *definitely* not “Surviving Until We Fix The Chaos.” **The new normal is that there isn’t one.** Agility is the only sustainable excellence.
- “No skill is more important than the corporate capacity to change *per se*. The most urgent task is to learn to welcome—beg for, demand—innovation from everyone. This is the prerequisite for continuous improvement.”
- When you **make a plan**, you identify the important and measurable outcomes
- When you **update a plan**, you identify the relevant and discoverable influences
- When you **continually replan**, you identify leading indicators – and you streamline the channels of collecting input, and communicating guidance



Build *your* foundation for a future that's now



Conservation • Climate Change Mitigation
Science Advocacy • STEAM Education
Exploration of Earth and Space



F_fIL_oE

Thank You



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