

Foresight tools plus a strategic action orientation:

Randall Lawton reviews [*Rogue Waves* by Jonathan Brill](#)

Brill's book and methods are built on many of the strategic Foresight foundations familiar to us, but he removes the academic & bureaucratic processes and replaces them with practical and accessible methods that most organizations can use and afford. These are built around the strategic position of the organization, but with an orientation toward transforming to *survive*—a handbook for surviving and profiting from radical change.

In the past five years businesses have had to deal with a pandemic crisis, a European war, and now “tariffmania.” It is Brill's contention that your organization's future will continue offering up opportunities and challenges like these.

Brill was trained in the high technology world of HP and he gained understanding of disruption and need for preparation and resilience when these Rogue Wave disruptors bear down on your organization. He has established tools that:

- Design systems that profit from disruption
- Evaluate short- to mid-term (1–10 years), with crisis-response capabilities
- Action-oriented model for designing resilient, profitable strategies
- Prepare for and capitalize on systemic disruption

Rogue Waves is built around conscious readiness for action. Foresight informs a leadership team which future is unfolding and leaves the preparation and decisions about action steps to the leadership team. Both focus on recognizing disruptions and opportunities as essential to being future ready.

Brill is prescriptive in how an organization takes its research, i.e. horizon scanning, analyzing the intersection of seemingly unrelated but clustered trends, and seeking external input for unbiased foresight and has created and lays out specific tools that have been optimized to deal with change.

The book's focus is on the for-profit sector, but these techniques are equally relevant for not-for-profits through:

- Applying trend analysis to mission and goals
- Adopting agile planning methods
- Doing experimentation on a budget
- Collaborating for resilience

While *Rogue Waves* does not address long-term (10-30 years) strategy as well as Foresight, it utilizes the core value-added components while offering prescriptive tools for crisis preparedness, innovation structuring, resilience, and cultural alignment that can help organizations deal with serious disruptions and take advantage of opportunities creating success from the future that unfolds.

