

THE TIDES ARE RECEDING

What we fail to notice before
everything changes

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Introduction

We have entered a phase of **continuous disruption** where change is no longer episodic. It comes in overlapping waves: economic, technological, social, ecological, and political, and there is no clear end in sight. As a result, societies, organisations, and individuals are learning to live with a **permanent sense of uncertainty**.

This uncertainty is no longer an occasional source of stress but a background condition of modern life, shaping behaviour in subtle ways.

People are anxious, reactive, defensive, and exhausted. Organisations optimise for speed and efficiency, but quietly lose trust, coherence, and emotional capacity along the way. And leaders push harder, not because they are blind to what is happening, but because they don't know what else to do.

If we want long-term stability in an unstable world, we cannot keep reacting to every wave as it comes. We need **resilient, grounded, and human-centred organisations**, led by leaders who can hold perspective, responsibility, and vision simultaneously.

Organisations matter more than we often like to admit. Even as people criticise work, hierarchy, and corporations, their lives still revolve around them. Work structures time, identity, income, dignity, and belonging. In many ways, organisations have now become the **de facto social institutions** of our age.

This book does not exist to predict the next crisis. It exists to help leaders **see the full picture of where we are**,

understand why unease has become the norm, and then build **transformative organisations** that can absorb change without breaking people.

Because the future doesn't need speed. It needs fewer detours and thus,

must not be built by reactive systems, but by organisations that can feel, adapt, and regenerate, and by leaders who understand that resilience is not a tactic, but a responsibility.

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Preface

There are moments in life when you sense something shifting long before you have the courage to name it.

A quiet unease.

A faint tug beneath the surface.

A pattern in the world that feels familiar and unfamiliar at the same time.

Nothing dramatic happens when this begins. There is no single incident you can point to. Work continues, calendars stay full, people show up, meetings are held, and decisions are made. From the outside, life still looks functional.

And yet, beneath all that motion, something feels different.

If you are holding this book, you might already recognise that feeling. Not as panic. Not as fear. More like a persistent restlessness you cannot quite explain away. The sense that the old rhythm no longer fits the world you are moving through, even though everything around you insist that it should.

You are right. At first glance, this might look like another preachy book written by someone with a couple of decades of “experience,” enough grey hair, and that particular confidence that makes people feel entitled to offer advice. And if that is your first reaction, I don’t blame you. We live in a world overflowing with experts who sound certain about what everyone else should do.

I have never been comfortable with that certainty.

So let me say this upfront. I did not write this book because I have answers. I wrote it because, for a long time, I have carried questions that refused to stay quiet.

This book did not come from a single turning point nor did it arrive during a crisis or in the middle of some dramatic failure. It came together slowly, through dozens of small moments that felt insignificant on their own but unsettling when taken together.

It first showed up as discomfort at work —a strange sense that effort was no longer producing the clarity it once did. I told myself it was fatigue, a busy phase, the cost of responsibility. Like most people, I tried to push through it.

But over time, I started noticing patterns.

People looked tired on ordinary days, not just during deadlines. Plans lost momentum halfway through execution. Conversations felt more calculated when they used to be candid. Everyone was busy, yet fewer things felt truly aligned. Everything seemed connected to everything else, but understanding never quite followed.

What troubled me most was that this feeling was not confined to one company or one role. I heard it from founders, managers, professionals, and friends across industries. Different lives, different pressures, but the same underlying tension.

A shared sense that something fundamental had shifted.

I did not want to write a textbook about organisational failure or leadership theory. What I wanted instead was to understand a deeply felt human experience that seemed to be spreading quietly: the sense that we were all running, but no longer sure what we were running towards; that systems were still working, but people were not and that competence and effort were no longer enough to restore a sense of stability.

But as I began to pay attention, it became clear that this was not about one thing. It was not about work alone. Or technology. Or culture. Or economics in isolation. It was about several undercurrents moving at the same time. Shifts that individually made sense, but collectively made life feel heavier, faster, and more fragile in ways we do not always have language for.

These are the tides this book explores. Not to diagnose you, or to frighten you, but to help you identify what you may already be carrying.

As I sit here and reflect on all of the above, somehow, I began to think of the book we all read in school many moons ago. “*Who Moved My Cheese?*” came out in the nineties, and the message in this book was clear. When you get caught in the maze and the maze changes, you move. And if you lose the cheese, you don’t stand there arguing with the wall.

For its time, that message was exactly right.

But somewhere between then and now, the maze stopped behaving like a maze. It no longer provided a clear path with promised rewards at the end of it. Instead of the cheese moving, it began to feel like the ground itself was shifting beneath our feet.

That was when I realised this book could not be another take on change.

Because what we are living through now is not change as an event to manage. It is change as a condition we are learning to live inside.

The phrase *Tides Are Receding* captured that feeling better than anything else I could find. Tides pull back long before a wave forms. It's something that happens with no fanfare, no warning. They recede quietly, almost politely, revealing ground we are not used to seeing. If you are not paying attention, you mistake

that exposed ground for normalcy. You keep walking, assuming the landscape has not changed.

But it has.

And one day, you realise you are standing in a place you no longer recognise.

This book is about that moment. The moment we stop explaining away the unease. The moment we admit that the water has moved, even if we do not yet know what that means for us.

So, if you are a founder, a leader, or someone responsible for other people, and you have ever found yourself thinking, “I do not know what is happening, but something has changed,” then these pages are for you.

You are not imagining the pressure.

You are not exaggerating the instability.

You are not weak for feeling tired in ways rest does not fix.

As someone who has ignored intuitions, pushed through misalignment, burned out, and rebuilt from fatigue, I learned something the hard way. Awareness arrives long before clarity. Long before strategy. Long before solutions.

This book is my attempt to gather those undercurrents into one place. To understand why organisations struggle to respond even when they are filled with capable people and good intentions. And to remind you that resilience does not begin with systems or frameworks.

It begins with noticing.

With the ability to pause.

To pay attention.

To sense what has shifted.

To name what no longer fits.

We don't rebuild by returning. We rebuild by remembering what mattered. Hence, I have written these pages as someone who has lived through the same confusion and contradictions. But I have also written them with hope. Hope that clarity is still possible. Hope that organisations can rebuild from the inside. Hope that leaders can choose a different rhythm. And hope that the tide, though receding, is also revealing what must be confronted and what can still be saved.

The big wave will come in its own time.

But this book is not about that wave.

It is about the silence before it.

The part most people overlook.

The part that quietly decides who endures and who is swept away.

What drains us most is pretending we are fine. And perhaps, like me, you are ready to stop pretending that the water is where it used to be.

So let us begin.

Turn the page.

The tide is already moving.

Chapter One

Before the Tsunami

Most businesses that end up in decline do not get there because someone sabotaged them. They don't fail because people stopped caring or because leaders suddenly became incompetent. In my experience, it usually happens for a far more uncomfortable reason; people are too busy to notice what's changing.

I've seen this up close, across industries of various sizes. Managers stretched thin, moving from one meeting to another, just trying to keep things running. Senior leaders who are buffered by layers of process, dashboards, and polite updates. Everyone in motion. Everyone sincere. And yet, something quietly slips through the gaps.

The strange thing is that, on the surface, everything still looks fine.

You will find that targets are discussed, plans are made, slides are shared, and calendars stay full, all of it creating an impression of momentum—a vague feeling that the organisation is alive and moving. Yet, beneath all of this activity, something else is happening that no one seems to notice. The pause never comes, and without it, no one really stops long enough to notice what has shifted outside the organisation, or what has been quietly changing inside it.

And this pause is more important than most people realise.

Because when change accelerates, it rarely announces itself loudly. It becomes harder to see, not easier. Signals blur. Patterns overlap. What once felt obvious now feels ambiguous.

And so, leaders keep doing what has always worked, trusting that clarity will arrive later.

Sometimes it does. Often, it doesn't.

If you are leading a business today and you carry a vague, persistent sense of discomfort that something is off, pay attention to that feeling. Not because it is mystical or dramatic. But because, you are not leading roles. You are leading nervous systems. The body and the gut often register misalignment before language catches up.

This discomfort manifests in subtle ways. In conversations that suddenly feel careful when they used to be candid. In decisions that take longer, not because people disagree, but because no one wants to be the one to call attention to the tension. In teams that deliver, but without the conviction they once had.

I've noticed it most clearly with regard to how work happens.

Plans stop executing.

Not because the ideas are bad. And definitely not because people lack capability. But because nothing seems to move with the same rhythm anymore. Things tend to gradually come to a halt without any apparent reason. There are lots of dependencies building up. There's less energy in the system. There's also less alignment. Things are moving ahead, but the results are falling behind.

It's difficult to point to a single cause. That's what makes it so unsettling. Everything looks reasonable in isolation. Taken together, it feels strangely inert.

For a long time, organisations learned to confuse motion with progress. Activity with alignment. So long as people were keeping busy, it felt safe to assume things were under control.

However, busyness is a poor indicator of health. It has nothing to do with coherence, trust, or shared direction.

Let me explain this differently.

Imagine you run a well-known fine-dining restaurant. The kind people plan weeks in advance. Business is booming. Reviews are excellent. Reservations are full. On paper, everything appears to be going perfectly.

One morning, the streets outside feel quieter than usual. A few staff members arrive late. They speak about transport issues. You dismiss it, thinking it is normal for people to be late sometimes. You push the team harder. It is a full house scheduled for tonight.

Throughout the day, small things feel off. Suppliers are late. It takes longer to return calls. There is a tension you can't quite place. However, the kitchen is busy. Orders are coming in. The dining room will soon be full.

Your managers sense pieces of what's happening. Not the whole picture, just fragments. But they're busy trying to execute your instructions. They don't want to worry you. They don't want to appear unprepared. So the signals never quite reach you in time.

What you don't know yet is that a riot has broken out in a nearby part of the city. Roads are blocked. Transport is thinning out. The atmosphere outside is changing.

By the time the doors close, not metaphorically but literally, it's too late to adjust.

Nothing here was malicious. No one acted with bad intent. No one was careless on purpose. It was simply a failure of awareness.

This is how most organisational crises begin. Not with drama, but with silence. People going through the motions of what they do, without seeing the undercurrent that is brewing below them.

If you are still reading, there is a good chance you recognise some version of this in your own work. The unspoken gaps that exist between different departments. The quiet distance that exists between different generations. The sense that strategies look solid on paper, but no longer hit their mark in quite the same way as before.

Outside your organisation, the world keeps moving. Markets go through fluctuations. Technology finds a way into systems faster than conversations can keep up. And expectations shift before a permission slip is even sought.

In other words, the bigger the size of your target organization inside, the slower you will turn, and beyond that, nothing much matters because people are no longer moving in the same direction for the same reasons.

What is particularly perilous about this moment is that it feels manageable. Nothing is obviously broken yet. Revenue still comes in. Customers haven't left. Teams still show up. That illusion of normalcy is powerful.

Most leaders are not ignoring the reality that is staring them right in the face. In fact, they are filtering that reality through the lenses of the good old days. They are waiting for clearer signs. Louder signals. Something unmistakable.

But by the time those arrive, choice has already narrowed.

At this point, many books would stop and offer answers, frameworks, tools, action points, and most importantly, a sense of control.

But that is not what I want to do here.

Because if you feel this unease, the problem is not that you lack information. It's that you have not yet sat with what you already know.

This book is not about predicting disasters. It is about recognising the moment before them. The moment when things still look normal, but no longer feel right.

Most people only look for the wave.

Very few notice when the water begins to pull back.

And by the time the wave is visible, the direction you are facing matters more than how fast you can run.

Chapter Two

The Tsunami Analogy

A tsunami doesn't begin with chaos, and that's the part most people get wrong.

There's no thunder, no sirens, no dramatic build-up. If you're standing on the shore when it begins, things feel almost peaceful. The sky is clear. The air is still.

And then something strange happens. The water starts pulling back, slowly and quietly, almost politely.

To someone seeing it for the first time, it doesn't seem threatening. It looks interesting. The shoreline stretches out, the seabed becomes visible, shells lie where water once was. People walk closer. Children run ahead. Phones come out.

No one panics, because nothing looks wrong yet.

That moment has always stayed with me.

In nature, the most dangerous phase isn't the wave itself. It's the retreat that looks harmless, even beautiful, until you realise what it's making room for.

I've thought about this often while watching organisations struggle.

Most leaders are trained to respond to storms: a bad quarter, a public crisis, a competitor's move. Something loud enough to demand attention. That kind of disruption is familiar.

But what happens when there is no noise?

Sales are still coming in, customers haven't left, systems are running, and calendars are full. And yet, something feels

thinner. Conversations feel guarded. Energy doesn't travel the way it used to. Confidence is still present, but conviction is not.

That's when the analogy begins to matter.

Because collapse, in organisations as much as in nature, rarely begins with a crash, it starts with a withdrawal —a slow retreat of trust, of energy, of belief.

People stop pushing back. Teams stop escalating what feels uncomfortable. Managers smooth over friction instead of naming it. Leaders keep hearing updates that fit the plan.

On paper, everything still looks alive, but something essential has already stepped back. I've heard leaders say, "*Nothing is broken yet.*" And they're right. Nothing obvious is broken, but the water has moved.

The real danger isn't ignorance. It's a misinterpretation.

When the shoreline changes, people assume it's temporary. Seasonal. Normal. They tell themselves stories. This is just fatigue. Just market noise. Just a rough patch. Things will come back. Sometimes they do, and sometimes they don't.

By the time the wave forms, the conditions that made it inevitable are already in place. That's why so many intelligent, well-run organisations fail during fundamental transitions. Not because they lacked data or lacked effort.

They were waiting for the wrong signal.

They were looking for the wave.

They overlooked the retreat.

One day, a young colleague walked into my cabin.. He wanted my help winning a client project. Not a small one, but something that will make a mark. A project that would showcase end-to-end work, from strategy to execution.

I agreed after much hesitation, as I didn't want the undue pressure. But eventually gave in to his pestering.

The strategy team worked closely with him. We built the pitch carefully, thinking through the narrative, the structure, and the execution plan. Everything looked solid.

We won the project.

By the time Diwali arrived, all the preparatory work seemed complete. There was no tension in the system, no alarms. The project moved into execution and flowed into the respective divisions, just as planned.

From the outside, it looked calm.

The young colleague, riding the high of the win, moved on to the next opportunity. The leaders responsible for execution were seasoned and confident. Junior teams stayed busy.

There was no reason to worry—or so I thought.

The night before the launch, I received a call from the client. They wanted to know why my team wasn't responding. I remember feeling genuinely confused. The plan was clear. Roles were assigned. The leaders involved had done this many times before.

What could possibly have gone wrong? Almost everything.

When we finally looked closely, we realised that nearly eighty per cent of the work hadn't been completed. One of the client's subordinates had kept our team occupied with a single aspect of the project, reworking it again and again. Meanwhile, the larger execution simply didn't move.

No one escalated.

No one challenged the distraction.

No one checked the whole.

The young colleague assumed the leaders were on it. The leaders assumed the system was running. I assumed alignment.

That night was brutal.

There was shouting. Frustration. Anger. People talking over one another, trying to locate blame while time slipped away.

I was caught in the firefight, charting a new course of action as we scrambled to meet the deadline. We worked through the night. Somehow, we delivered the project. Not perfectly. Two flaws remained. But it went live.

On the surface, it looked like we had survived. The real damage, however, showed up later.

Quietly.

The client pulled away another project I had been working on for two years. There was no confrontation, no drama whatsoever. Just a subtle withdrawal of trust. Inside the organisation, explanations followed. Rationalisations. Blame moving sideways.

What stayed with me wasn't the lost project. It was how easily we all believed things were fine.

No one acted with evil intent. No one was careless on purpose. But the system had learned to confuse motion with progress, and activity with alignment.

The night before the launch wasn't the failure. It was the moment the silence broke. Everything that followed had already been set in motion much earlier, when we stopped seeing the whole and started trusting the structure to hold itself.

That's how these things usually happen. Not with a collapse. With confidence.

Chapter Three

The Water Was Always Receding

What we are reacting to today is not the problem.

It is the result.

Most of the friction we feel in organisations, in society, and even in our personal lives did not originate here. It was shaped long ago by decisions that made sense at the time. Decisions that were taken under pressure, fear, urgency, and necessity. The mistake was not in building those systems. The mistake was in never letting them go.

The water did not disappear suddenly.

It kept receding quietly, while the world learned how to live with less without admitting what had changed.

If we want to understand why today feels so unstable, we have to look at what we inherited. Not with blame, but with honesty.

A lot of what we use today was invented to address real issues. They proved effective. That is why they have been able to last this long. However, being effective in one era is no guarantee against being restrictive in the next if change happens to the structure rather than to what it supports.

Hierarchy is a good place to start.

Hierarchy did not come from ego or a hunger for power. It came from survival. In battle, clarity and speed mattered. You followed orders because hesitation could cost lives. When the wars ended, those command structures moved into factories and offices. They worked there too. Scale required order.

Complexity required control.

But organisations are no longer war machines. They are thinking systems. They depend on judgement, creativity, and truth moving freely. Yet hierarchy remains. So today, people protect position instead of clarity. Silence replaces dissent. Information struggles to travel upward. Leaders become the last to know, not because others are dishonest, but because the system quietly teaches people what is safe to say.

Control followed a similar path.

In early industrial environments, control meant safety. Standardisation reduced accidents. Supervision prevented chaos. Control was care. But modern work is not physical. It is cognitive and emotional. You cannot supervise thinking into existence. Still, organisations cling to dashboards, monitoring, and constant oversight. We call it efficiency. But underneath it often sits fear. Fear inherited from a time when deviation was dangerous.

Productivity carries another inheritance.

It was born on the assembly line. Systems were designed for output, speed, and repetition. Humans were treated as components, and the system worked astonishingly well. The problem is that productivity was never redesigned when work stopped being mechanical. Today, we ask for creativity, judgement, and empathy, while measuring people with tools meant for volume. Burnout is not a personal weakness. It is the predictable outcome of asking humans to live inside designs meant for machines.

Growth, too, was not born from greed.

After the Second World War, growth meant recovery. Economies needed rebuilding. Jobs needed creating. Expansion brought stability. Over time, necessity hardened into doctrine. Growth became the goal, not the outcome. Organisations learned to accelerate even when systems were already strained. Leaders felt pressure to scale, not because it was right, but because standing still felt like failure. Somewhere along the way, speed replaced reflection.

Profit followed a similar narrowing.

When the idea took hold that the sole responsibility of an organisation was to maximise shareholder value, something subtle shifted. Businesses stopped seeing themselves as social institutions and began seeing themselves as financial instruments. The concept of responsibility contracted. Human cost was pushed to the margins. Work became transactional. When people today feel disconnected from their organisations, they are responding to a system that was taught to care less, not more.

Technology then accelerated everything.

Speed became power. Faster decisions won markets. Faster responses created an advantage. But speed was never paired with reflection. So, organisations learned to pivot quickly, react constantly, and exhaust themselves in the process. Decisions were made fast, corrected later, and forgotten soon after. Speed without memory does not lead forward. It simply accelerates confusion.

Human systems never caught up.

Policy-driven HR did not emerge from indifference. It emerged from fear. Fear of exploitation. Fear of harm. Fear of litigation. So, organisations wrapped themselves in rules and procedures to protect themselves. Over time, presence was replaced by process. Judgement was replaced by documentation. Today, when something deeply human happens, leaders hide behind policy. The system may feel safe but the people feel unseen.

Gender tension at work carries its own unfinished history.

It did not begin in offices. It began in wartime economies, when women entered workplaces out of necessity and were later asked to step back. Rights were addressed. Wounds were not healed. Workplaces became the grounds upon which unresolved social history continued to play out. That is why conversations of inclusion feel emotional rather than procedural. They are not workplace debates. They are generational conversations that never found closure.

Meritocracy corrected something real.

It replaced nepotism with performance. Capability mattered more than lineage. It worked. However, competition without cooperation weakens systems. Eventually, people were optimised, but teams deteriorated. Collaboration became transactional. Everyone learned to win but nobody learned how to work together.

Specialisation followed progress.

Depth created breakthroughs. Disciplines advanced knowledge. But fragmentation removed perspective. Organisations broke into functions, silos, and verticals. Everyone became responsible

for a part. No one remained responsible for the whole. Decisions today are informed, but often incoherent. Correct, but not wise.

Resilience was never designed into modern systems because stability was assumed.

For decades, disruption was rare. Planning worked. Forecasts held. Success felt permanent. So, resilience became an afterthought. Now change is constant, and systems built for stability crack under pressure.

Across all of this, one pattern repeats.

We love new things.

New technologies.

New systems.

New ideas about the future.

But we keep using them the old way.

Old hierarchies inside new tools.

Old extraction logic inside modern economies.

Old fears embedded inside contemporary organisations.

The future arrived, but we carried the past with us.

That is why today feels unstable.

We are not facing entirely new problems. We are facing old designs colliding with a world they were never built for. The water was not suddenly removed. It receded gradually, decade by decade, decision by decision, compromise by compromise.

People adapted. Organisations adjusted. Life went on.

Until one day, the ground felt exposed.

This is not a story of villains or mistakes. It is a story of success that lasted too long without being questioned. Of systems that worked so well they outlived their usefulness. Of structures that were never redesigned because nothing forced them to be.

And now, the retreat is faster.

What was once slow and manageable is now layered and simultaneous. The water is pulling back from many directions at once. That is why the present moment feels heavier. We are trying to navigate a complex world with tools designed for a simpler one.

Once you recognise this, the confusion becomes easier to hold. Not easier to solve, but easier to understand. You stop blaming yourself for feeling overwhelmed. You stop assuming the problem is personal failure.

You begin to see the logic beneath the surface.

And that understanding is necessary, because what comes next is not about history. It is about the present. About the cracks that are already visible. About the fault lines that are shifting under our feet right now.

The water was always receding.

We just learned how to live without noticing it.

Chapter Four

The Fault Lines Today

You don't need instruments to know the ground is shifting.

You need to notice the cracks.

What we are living through is not one disruption layered on top of another. It is something more fragile than that. Multiple systems weakening at the same time, each one amplifying the stress in the others. One crisis on its own is survivable. Even two can be managed. But when many fault lines begin to move together, stability becomes an illusion.

That is where we are now.

The first fracture runs through the economy.

On paper, the numbers still grow. GDP ticks upward. Markets recover and fall again. Headlines alternate between optimism and alarm. But lived reality feels different. The distance between effort and security has widened. People are doing what they have always done to build stability, yet the feeling of moving forward has weakened.

Housing has become the clearest signal. Not just as a financial issue, but as an emotional one. When shelter stops feeling attainable, permanence dissolves. People delay decisions. Families hesitate. Roots feel temporary. Even success carries anxiety underneath it. This is not a collapse. It is a slow rearrangement of what stability means, and it shapes behaviour long before it shows up in data.

Economic pressure today is ambient.

And ambient pressure changes how people think, trust, and commit.

The second fracture runs through technology.

For a long time, technology promised progress through mastery. You learned a skill, practised it, refined it, and built a future around it. There was a quiet contract between effort and relevance.

That contract is fraying.

Artificial intelligence now writes, plans, predicts, and designs at speeds humans cannot match. Some days it feels empowering. Other days it feels destabilising. The question is no longer how good you are at something, but how long that goodness will remain useful.

Young people sense this deeply. We keep telling the young to be resilient. But we rarely ask what they are being asked to carry. Their questions are rarely about ambition. They are about durability. What skills will last long enough to build a life on. Organisations feel it too. Some use technology to extend human capacity. Others use it to replace it. The tool does not decide the outcome. Intention does.

When innovation creates uncertainty faster than opportunity, it stops feeling like progress.

The third fracture sits inside organisations themselves.

Most organisations no longer function as coherent systems. They operate as collections of silos, stitched together by meetings, dashboards, and escalation paths. Responsibility diffuses. Blame travels faster than truth. Decisions slow not

because people disagree, but because no one feels safe enough to own the whole.

Underneath this fragmentation sits a generational disconnect. Older leaders grew up in a world where loyalty was rewarded with stability. Younger employees entered a world shaped by volatility, debt, and constant reinvention. Both are responding rationally to the realities that formed them. But without empathy, organisations become places of compliance without commitment.

Values hang on walls.

Disengagement sits in chairs.

The fourth fracture runs through our relationship with truth.

We like to believe we are living in an age of information. In reality, we are living in an age of filtered reality. Algorithms decide what rises, what repeats, and what disappears. Attention is rewarded more than accuracy. Outrage travels faster than nuance.

Two people can witness the same event and walk away with entirely different interpretations, each reinforced by their digital environment. Over time, shared reality thins out. We stop debating ideas and start defending identities. When truth becomes negotiable, trust erodes. And without trust, no system holds.

We are more connected than ever.

And yet, we understand each other less than we need to.

The fifth fracture is environmental, and it does not negotiate.

For decades, climate change was framed as a future problem. Something to debate, delay, and dilute. Nature never agreed to that framing. It responds in real time. Fires, floods, droughts, and collapsing ecosystems are no longer warnings. There are consequences.

What makes this moment dangerous is not ignorance, but accommodation. We accommodate the damage rather than change course. We engineer comfort to survive heat rather than asking why the heat keeps rising. This is neither volatility nor change. It is remapping. And the longer we pretend otherwise, the narrower our choices become.

The sixth fracture runs through our bodies.

We survived the pandemic, but many of us did not recover from it. What is emerging now is quieter and more chronic. Stress is no longer episodic. It is constant. Bodies remain inflamed. Minds restless. Sleep shallow.

People scroll late into the night not out of curiosity, but exhaustion.

Autoimmune conditions are on the rise. Burnout is normalised. Even younger bodies show signs of strain earlier than expected. This is not a failure of self-care; rather, it is a mismatch between human biology and the systems we are asking it to endure. Healthcare has become transactional, and wellness has become cosmetic.

The body is not malfunctioning.

It is responding.

The final fracture is geopolitical.

History shows that empires rarely fall because they are attacked. They erode from within when power replaces stewardship. Dominance structures evolve, but the psychology behind them repeats. Leaders centre themselves in national stories. Narratives replace nuance. Loyalty is demanded where trust should be earned.

Citizens are not chasing power. They want dignity, predictability, and a future that does not keep shifting without warning. Yet they carry the cost of leaders addicted to legacy and certainty. Today's conflicts are not random. They are unresolved histories resurfacing in a multipolar world.

These fault lines do not exist in isolation.

Economic stress amplifies political anger.

Technological anxiety erodes identity.

Environmental instability deepens social fear.

Biological exhaustion weakens collective resilience.

This is not dystopia.

It is what happens when a civilisation grows faster than its capacity to reflect.

The most important thing to understand is this.

The tsunami does not announce itself with noise.

It announces itself with absence.

With energy that no longer circulates.

With trust that quietly retreats.

With systems that keep running while the meaning drains out.

People keep walking forward because nothing looks broken yet. And those who endure are not the loudest or the fastest. They are the ones who noticed what disappeared.

This chapter is not about prediction.

It is about recognition.

Because when everything starts shifting at once, leadership is no longer about speed or control.

It is about steadiness.

And that is where we go next.

Interlude

The Space Between Waves

There is a moment that comes after recognition and before response.

It is uncomfortable enough that most people rush past it.

Once you start seeing the fault lines, once you notice how many things are shifting at the same time, the instinct is to act. To do something. To regain control. To move quickly, before the unease settles too deeply.

That instinct is understandable, but it is also dangerous.

Because not every moment calls for speed.

Some moments call for stillness, even when everything around you feels like it is accelerating. The space between waves is one such moment. Nothing has collapsed yet, but nothing feels secure either. The old explanations no longer hold. The new ones have not arrived.

This is where many leaders feel most alone.

You cannot talk about it freely, because you do not yet have the language. You cannot name it clearly, because it is still forming. You carry it quietly, sensing that something important is happening, while the world continues as if it is not.

Outwardly, life goes on. Meetings are scheduled. Decisions are expected. Confidence is assumed. But internally, there is a tension between what you are seeing and what you are expected to project.

Most organisations are not built to hold this space.

They reward decisiveness over doubt. Action over reflection. Certainty over sensing. This means that leaders learn how to compress this moment, to skip past it, how to turn intuition into plans before thought has had a chance to, well, think.

That is often where mistakes occur.

Not because the response is wrong, but because it is premature.

When systems are shifting simultaneously, the cost of acting on partial understanding increases. Quick fixes soothe anxiety, but they also lock in assumptions. Strategy becomes reaction. Movement replaces meaning.

During such emotional and situational instability, you won't find peace by fixing everything.

You'll find it when you stop needing to.

The space between waves is not empty. It is dense with information, if you are willing to stay with it.

It is where you begin to notice what drains energy instead of generating it. Where you see which conversations never quite happen. Which decisions feel heavier than they should. Which people are holding more than their roles require, and which roles no longer make sense.

It is also where grief appears.

Grief for ways of working that once felt reliable.
Grief for identities built on stability that no longer exists.
Grief for a version of the future you quietly assumed would arrive.

This grief is rarely acknowledged in leadership conversations. It is mistaken for weakness or resistance. But it is neither. It is the emotional cost of realising that continuity is no longer guaranteed.

If you skip this moment, the grief does not disappear. It leaks out sideways. Into defensiveness. Into impatience. Into exhaustion. Into decisions that feel urgent but lack depth.

Staying in this space requires restraint.

It requires resisting the urge to declare certainty too early. It requires listening for what is missing, not just what is loud. It requires allowing discomfort to exist without immediately converting it into action.

This is not passivity.

It is orientation.

In nature, the pause before a wave is not inactivity. It is accumulation. Energy is gathering. Conditions are aligning. What follows is shaped by what happens in this quiet interval.

The same is true in organisations and in leadership.

The leaders who endure are not the ones who react fastest. They are the ones who learn to hold complexity without rushing to simplify it. Who allows clarity to form before forcing movement. Who understands that not knowing yet is different from not knowing at all.

The space between waves does not last forever.

Eventually, action becomes unavoidable. Decisions must be made. Directions must be chosen. But what you do next depends on how honestly you occupied this pause.

Whether you listened.

Whether you noticed.

Whether you allowed yourself to see what no longer fits.

The chapters that follow are not about urgency. They are about why so many organisations struggle to respond even when the signals are clear.

Because what fails first is not intelligence.

It is the ability to remain present for moments such as this.

Present enough to notice the drift sheerly because we rarely fall apart.

We drift.

Chapter Five

The Perfect Tsunami Is Already Here

When I began this book in April 2025, I assumed the shifts around us were still forming. There was enough space then to observe them slowly and understand where they were leading. But over these past few months, something has changed in how the world feels, and what once seemed distant now sits much closer than I expected. You sense it in the small ways first, and then in the decisions people make almost instinctively, as if the ground has already moved under them.

And as I continued writing, it became clear that we were no longer preparing for a moment ahead of us. We were standing inside it. So, this chapter begins with that simple acknowledgement, and with the intention to meet this moment with a little more honesty and a little less certainty. Because what's happening now isn't sudden, it's accumulated, and the only sensible place to start is by naming that shift quietly.

When you look closely at the last few months, you can begin to see how these shifts have settled into everyday life. None of them feels extraordinary by itself, yet together they create a kind of pressure that is hard to name. A heatwave that arrives early and overstays. A geopolitical ripple that alters trade routes. A change in investor mood that tightens cash flow. A new AI roll-out that rewrites job descriptions faster than culture can stabilise. They appear separately at first, then slowly begin folding into each other, and that's when you realise the ground underneath isn't as steady as it used to be.

Climate has been the first and loudest reminder. Temperatures rose sooner than expected, and they stayed high long after the

season should have turned. People adjusted their routines quietly. Farmers travelled with worry instead of confidence. Cities saw familiar infrastructure struggle in unfamiliar ways. And as the weeks passed, unusual rain patterns and sudden cloudbursts shaped supply chains in ways most organisations had not planned for. These are not abstract disruptions anymore. They show up in the timelines of work and the rhythms of daily life.

Alongside this came the geopolitical movements that often begin far away but reach you eventually. A shift in a policy. A tension at a border. A realignment between nations. These feel distant until they begin influencing prices, delivery schedules, and strategic decisions made in rooms that were calm just a year ago. What once felt like isolated events now feels connected, and you sense how interdependent the world has quietly become.

The economic and technological layer adds its own weight. Markets have become more cautious, and companies that once raced ahead now pause and rethink. AI has moved from conversation to implementation, shaping work in ways that feel both exciting and unsettling. Job roles stretch and compress. Teams adjust in real time. And somewhere in that transition, the human side struggles to keep pace. You can almost feel the gap between how fast technology moves and how slowly people adapt emotionally.

All these layers are happening at once, and that is the fundamental shift. Not the intensity of any single wave but the way they overlap. A minor disruption in one place now influences three or four other areas, and leaders find themselves making decisions that feel heavier than they used to. Planning becomes harder. Priorities shift more often. And people carry a little more uncertainty into each day.

You can see this in how organisations respond. Many still operate with the habits of the past decade, where stability was taken for granted, and efficiency was the safest strategy. So, they push ahead with old routines and hope they hold. But when the environment changes this quickly, old routines have a shorter lifespan. Meetings multiply. Decision-making becomes more reactive. Everyone gets busy, yet no one feels ahead of anything. It is not a failure, though. It is simply the price one pays for trying to control a world that no longer moves in straight lines.

And still, some organisations adapt with more steadiness. They sense changes earlier because they listen a little deeper. They build small buffers even when margins are tight. They cross-train teams so no single point of failure becomes overwhelming. They make room for reflection in fast weeks. They let people closer to the work participate in decisions. These aren't dramatic strategies. They are small, patient acts of resilience, and they tend to hold when the pressure rises.

If you want an example at scale, Intel offers a relevant snapshot. Over the years, it has lived through cycles of dominance, competition, reinvention, and public scrutiny. In 2025, its story became a clear reflection of how global forces converge. Technology shifted. Competitors moved faster. Governments stepped into markets more directly. Partnerships became strategic necessities rather than simple alliances. And through it all, Intel had to rebuild its rhythm while being watched closely by both industry and state. What they are experiencing is not failure. It is a public version of what many organisations face quietly. When the environment changes, even giants have to relearn how to move.

***“Some bridges don’t need rebuilding.
They need to stay burnt.”***

The reason this matter is simple. No one is insulated anymore. Not the most prominent companies. Not the smallest. Not the most experienced. Not the most innovative. The waves are different for each of us, but the convergence is shared.

So, the question becomes: how do leaders respond when the world feels this intertwined and this fast? The next decade will require three shifts that shape how we survive and grow.

The first shift is a move towards resilience before expansion. Growth still matters, but it cannot come at the cost of the buffers that keep an organisation steady when the unexpected arrives. Liquidity, redundancy, multiple options for supply, and the patience to build reserves are not signs of caution. They are signs of maturity. They buy time, and time is often the difference between reacting poorly and responding well.

The second shift is a move towards deeper sensing. Organisations that can hear earlier adjust earlier. This means shortening the distance between the front line and the decision maker. It means replacing complicated reports with honest conversations. It means allowing teams to say what feels different, even when the data has not caught up. Sensing is not a process. It is a habit, and it becomes a source of stability when the environment is unpredictable.

The third shift is widening the horizon through which risk is viewed. Instead of focusing only on products, markets, or quarters, leaders need to understand how geopolitical, technological, environmental, and social factors overlap. It has nothing to do with predicting disasters. It is an exercise in carefully planning for the future. It involves building more than one path to a goal. It is an acknowledgement that optionality, not just planning, is an important part of strategy.

These shifts are not complex, yet they require a steady mind because they don't offer quick wins. They ask for patience. They

ask for honesty. And they ask leaders to stay present to the world as it is, not as they wish it still were.

Before I close this chapter, I want to bring this back to you. You've already seen some signs in your own environment. A delay that shouldn't have happened. A conversation that felt heavier than expected. A rising tension inside a team. Write a few of them down. Make them visible. Small signals carry meaning when you're willing to look.

Choose a straightforward practice this week that strengthens your ability to notice. Keep it small enough that it happens without effort. A brief check-in with a frontline colleague. A short conversation with a supplier. A moment of reflection before a decision.

And speak to someone you trust about what you're observing. Clarity grows when it is shared.

This book has always been an attempt to give language to the unease many of us were feeling long before we admitted it out loud. If your organisation is already building resilience, sensing deeply, and preparing thoughtfully, then consider this chapter a recognition of your direction. If you are only beginning, let it be a starting point.

The tide recedes without drawing attention to itself. By the time you realise the shoreline looks different, the change has already settled in. And once you notice it, the old map doesn't quite hold. It is here that one realises the hardest part of change is not where it ends. It is saying goodbye to the person we were when the story started.

So, the question is, what has the tide revealed for you?

Chapter Six

Why Organisations Are Failing to Respond

It is not that the signs are not visible, but that most organisations are not wired to see them. They are built to deliver, not to notice. To manage outputs, not undercurrents. To measure performance, not disconnection. That works well in stable conditions. It becomes dangerous when the world starts shifting quietly and then all at once.

When that happens, the first thing that breaks are not the markets.

It is the organisation's ability to feel.

Most leaders didn't miss what was coming because they were arrogant or careless. They missed it because their systems are designed to filter out discomfort. Middle managers are stretched too thin to escalate what feels wrong. Teams are told to stay in their lane. Departments are evaluated on targets, not truth. Culture surveys are run once a year, and everyone knows how to answer them safely.

Nothing feels wrong enough to stop. Until one day it does.

And by the time the founder hears something is off, the silence has already hardened into separation.

Today, most companies are obsessed with efficiency, speed, consistency, and growth. And there is nothing inherently wrong with those goals. They are measurable. They are familiar. They are the markers organisations have always trusted. What they underestimate is the cost of misalignment.

Psychological safety erodes quietly. Multigenerational teams struggle to understand each other. AI accelerates everything while emotional bandwidth shrinks. Gridlock shows up not because people disagree, but because they no longer feel safe disagreeing.

Organisations confuse being busy with being right.

They confuse market share with relevance.

And worst of all, they learn to ignore the gut-level discomfort that something isn't working anymore.

Systems can ignore the truth for a while.

They cannot ignore it forever.

Eventually, the cracks surface. Good people leave for reasons that never quite get named. Execution slows, but no one owns the delay. Younger employees disengage quietly or disrupt loudly. Blame replaces trust, and trust was the only thing holding the system together. Belief fades long before performance.

This is not sabotage.

It is misalignment made visible.

Right now, many organisations are distracted by a surface-level debate. Should we adopt AI quickly, or should we be cautious. The debate sounds strategic, but it misses the real question.

Do we actually know how our people feel?

Do we understand what kind of culture we're scaling?

Because the danger is not that AI will make your organisation irrelevant. The danger is that you will use AI to accelerate a culture that is already broken.

As we scale with technology, human capacity often shrinks. We outsource memory, judgement, and patience to systems designed for speed. It's efficient until something breaks. Much like we no longer remember phone numbers because they live in our phones, we slowly lose abilities we don't practise anymore.

A tsunami isn't about ordinary days. It's about unprecedented ones. And most organisational systems are designed for ideal conditions, not for convergence.

Here's the bitter truth.

Systems do not pivot. Humans do.

If your people are emotionally exhausted, no strategic offsite will fix it. No rebrand will restore it. No new CEO will magically reinvent it. When emotional bandwidth collapses, resilience collapses with it.

This is the quiet reason so many organisations fail to respond in moments of change. Not because they lack data, but because they lack the energy to care, the safety to speak, and the space to imagine.

That's where resilience actually dies.

In 2011, Japan experienced one of the most sobering reminders of this reality. A massive earthquake struck, followed by a devastating tsunami. The water didn't just flood towns and homes. It breached the defences of the Fukushima Daiichi nuclear power plant.

This was a facility engineered by some of the best minds in the world. Built with precision. Backed by redundant systems. Protected, on paper, against almost every known failure.

And yet, it failed.

Not because the science was wrong.

Not because the systems were weak.

But because the convergence wasn't imagined.

The engineers had planned for earthquakes. They had planned for tsunamis. They had backup power. They had protocols. What they hadn't prepared for was all of it happening at once.

When the water flooded the generators, power failed. Backup systems went down, communication broke, decisions slowed, small assumptions collapsed simultaneously, and the result was catastrophic.

Fukushima wasn't just a technical failure.

It was an organisational one.

They were prepared for known scenarios. They were not prepared for compounded uncertainty. Most organisations today are in the same position. They plan for AI adoption, but not for AI backlash. They track KPIs meticulously, while cultural fractures deepen unnoticed. They build resilience into infrastructure, but not into human systems.

What followed at Fukushima revealed something even more important.

When the systems failed, it wasn't automation that stepped in. It wasn't protocol. It wasn't technology.

It was people.

In those final hours, when radiation levels were rising and information was incomplete, a quiet generational truth surfaced. Many younger engineers were pulled back for safety. Older staff, in their fifties and sixties, stayed behind.

Not because they had nothing to lose.

But because they chose to protect the future.

They entered radioactive zones to stabilise what machines could no longer manage. They made decisions that weren't written in manuals. They accepted risk with clarity and purpose.

That was not system resilience.

That was human resilience.

Now look around. We are doing something eerily familiar. We are glorifying speed, automating everything, and quietly removing the very people who would hold the line when systems fail. We lay off experience without transferring wisdom. We sideline judgment and call it efficiency. We downsize resilience and celebrate the stock price.

It may look good on quarterly reports and sound rational in boardrooms. But inside these decisions is a silence we do not want to name.

Silence is not neutral.

It is a ticking time bomb.

Not because technology is wrong, but because we are stripping human depth out of our organisations. And when the lights flicker, when the AI model glitches, when geopolitics shifts, or when collective exhaustion peaks, the real question won't be about tools.

Exhaustion changes how we see everything.

It will be about people.

Who will stay?

Who will step forward?

Who will know what to do when the system doesn't?

If we don't rebuild organisations with humans at the centre, not as resources but as guardians of resilience, we will repeat Fukushima. Not with radiation, but with a collapse of trust, cohesion, and capability.

No automation will hold the line then.

We are not in danger because technology is moving too fast.
We are in danger because human capacity is being quietly downsized.

Chapter Seven

What Founders Can Still Do When the World Doesn't Make Sense

When the winds change, the trees that survive are not the tallest. They are not the most impressive either.

They are the ones with roots.

They bend. They sense the direction of the wind before anyone else. They react rather than resist. And in the world we are living in now, founders stand directly on the fault lines. Not because they are weak, but because they are exposed. Everything passes through them. Markets. People. Fear. Hope.

This chapter is not a manual. Manuals assume the world is stable enough for instructions to hold. This is a compass. And if you are still reading, it is likely because something in your body already knows what the headlines have not fully admitted yet.

We are not prepared.

And yet, you are not powerless.

The silence you fear is often the space where the next version of you is waiting to speak.

There is still a window. Small. Narrowing. But present. A window to respond instead of react. To realign instead of retreat. To build something that can endure, not just survive.

The question is simple to ask and hard to live.

How do you lead when the world outside no longer makes sense, and the world inside is quietly fraying?

The first shift is internal, and it comes before strategy.

When a tsunami forms, it is preceded by silence. The water pulls back before it crashes forward. Most organisations respond to that silence by staying busy. Meetings multiply. Targets are reviewed. Dashboards glow reassuringly.

Busyness feels safe.

But survival does not come from activity. It comes from clarity. The kind of clarity that answers a simple question in the fog: *why do we exist?*

I once spoke to a founder who said, “We’re in trouble, but at least everyone is busy.”

I had to tell him that was the problem. Busy doing what, and for whom.

When purpose is absent, every wave feels existential. When the purpose is clear, turbulence loses its power to disorient. And this is not about slogans or mission statements framed on walls. It is about purpose as an operating system. The thing that tells your people, on their worst days, why they still belong here and be a living example of how belonging is deeper than romance.

If your organisation exists only to beat competitors or maximise shareholder value, disruption will always win. But if it exists to solve a real human problem, then moments like these do not erase relevance. They sharpen it.

Here is the part many founders miss.

We love new things, and then we use them in the old way. You cannot apply a new strategy if your team has emotionally burnt out. And it is emotional readiness rather than strategic readiness that gets the better of you. You can teach skills. But you cannot rush a fried nervous system into safety. That is why

planning meetings often fail at precisely the moment they are most needed.

Sometimes the bravest move is to pause the dashboards and start a dialogue. To ask what is not working, not just operationally, but emotionally. Because you are not leading roles. You are leading nervous systems. And nervous systems do not scale on spreadsheets.

The second shift is about cleaning the inside.

Most organisations do not collapse because of what happens outside. They collapse because of what they stop listening to inside.

History has shown us this repeatedly. Before Pearl Harbour, intelligence signals were spotted and explained away. Radar picked up incoming aircraft, but the interpretation was softened because it did not fit expectation. The signs were there but they were rationalised away.

That is how companies fail.

Cultural inertia sets in. Old ways persist because they are familiar. Bureaucracy grows layer by layer until speed suffocates. Information becomes power, so it is hoarded. Truth gets filtered as it travels upward. Juniors withhold their input. Seniors hear what they expect.

The damage does not appear in reports. It appears in whispers. In ideas that never surface. In projects that stall without explanation. I have sat in meetings where everyone nods, and nothing moves—rooms with full calendars and empty eyes, where silence is not neutral but expensive.

The Challenger disaster remains one of the clearest reminders of this. Engineers knew the O-rings were not designed for freezing temperatures. They expressed themselves, showed

evidence, and even made threats of danger, but as the word passed along up through the hierarchy, it was nuanced—to schedules, to commitments, and to a point where dissents became inconvenient.

Seventy-three seconds after launch, Challenger broke apart.

As a founder, your job is not to add more rules. It is to make more honesty possible. To notice where dissent is punished without intention. To ask whether your organisation is designed for control or for clarity.

Cleaning the inside is not glamorous. It does not earn applause. But it is survival work. Because the only system you truly control is the one within your walls.

The third shift is structural, but not in the way most founders expect.

When the world outside becomes complex, the inside must become simple. Complexity is not an indication of strength. Coherence is.

Most organisations today are fragmented—they have too many departments, too many handoffs, too many overlapped purposes. It is manageable in quiet times, but in volatile times, it is immobilising.

I often ask founders to stop adding layers and start consolidating. Not as an efficiency exercise, but as a coherence one. At its core, every organisation needs to do four things well. Care for its people. Serve its customers. Execute reliably. And make sense of the future.

When employee experience, customer experience, operational excellence, and strategic sense-making are aligned, the organisation moves like one body. It bends without breaking. It absorbs shocks without losing direction. This alignment is not

about org charts. It is about responsibility. About knowing where truth lives, where decisions are made, and where meaning is protected. Some truths only arrive when life slows us down

The final shift is the hardest, because it asks founders to let go of a myth.

For a long time, businesses celebrated the heroic leader. The lone visionary. The saviour who sees what no one else can and carries the company through force of will.

That model once worked, in slower, more predictable environments, one person could hold enough context to steer the ship. However, that world is gone.

Today, complexity has outgrown the hero. No one person can see enough, feel enough, or decide fast enough anymore. When organisations cling to the saviour myth, leaders burn out and teams disengage. Problems go unspoken until they explode.

The new role of the founder is not hero.

It is conductor.

You do not play every instrument. You listen for harmony. You create conditions where intelligence emerges from many places. You intervene when rhythm breaks. And you replace charisma with clarity.

Apollo 13 was not saved by a single genius. It was saved by collective intelligence. Hundreds of people working different parts of the problem, coordinated by trust and purpose.

That is the leadership this moment demands.

Collective intelligence is not chaos. It is coherence built from contribution. It asks for humility. It rewards dissent. It trusts

younger instincts and older memory. It allows exploration without ridicule and experience without defensiveness.

This is not soft leadership.

It is survival leadership.

The era of heroes gave us speed.

The era of collectives gives us resilience.

And resilience is the only currency that endures when the waves keep coming.

You do not need to build the perfect organisation.

You need to build the first honest one.

One that can listen.

One that can bend.

One that can feel.

That is what founders can still do. Not someday. Not in theory. But starting now. Because the wave will not wait. But it might pause long enough for those who are willing to notice it.

What comes next is bigger than any single storm. It is convergence. And for that, survival will not be enough.

We will need a new way of building.

Chapter Eight

The Guardrails that Hold

When a tsunami hits, it does not ask what you believe in. It does not care about your plans, your confidence, or your track record. It tests only one thing: what holds when everything else moves.

That is why guardrails matter.

Not as ideals.

Not as values painted on walls.

But as lines you refuse to cross when fear is loud, and pressure is immense.

Because, nothing slows change more than the comfort of familiar mistakes.

Collapse rarely arrives in one moment. It arrives through small permissions. The permission to cut corners. To soften truth. To treat people as expendable. To justify behaviour, we would have rejected in calmer times.

You cannot control the sea. You can choose what you anchor to, and thus, guardrails exist to stop that slide

Guardrail 1: Dignity is non-negotiable.

Under stress, systems sacrifice people first. Roles become numbers. Harm is explained as a necessity. You may not be able to save every outcome, but you can protect how people are treated. People will forget your strategy. They will not forget how you treated them when the ground gave way.

Guardrail 2: Truth must outrank comfort.

Most failures do not begin with lies. They begin with softened truths. Warnings diluted. Reality postponed. Truth spoken early is uncomfortable, but it creates time and choice. Truth spoken late becomes panic. Comfort buys silence. Truth buys resilience.

Guardrail 3: Power must remain accountable.

Unchecked power does not stabilise systems. It makes them brittle. When authority stops being questioned, it starts serving itself. Systems that serve themselves do not survive stress.

Guardrail 4: Integrity must be liveable.

A society where integrity requires martyrdom does not produce courage. It produces quiet compromise. When doing the right thing consistently destroys livelihoods or dignity, people do not become immoral. They become smaller. Integrity must be possible to live with, not heroic to the point of collapse.

Guardrail 5: Humanity must remain at the centre.

Systems exist to serve people, not the other way around. When efficiency erase empathy and optimisation ignore consequence, something essential is lost slowly, then suddenly. You are not managing resources. You are holding lives, time, attention, and trust.

Guardrail 6: Technology must stay bounded by responsibility.

Technology will keep accelerating. That is not the danger. The danger is when responsibility disappears behind tools. Assistance is acceptable. Abdication is not. The moment

someone says, “the system decided,” accountability has already leaked away.

Guardrail 7: Emotional bandwidth must be protected.

Exhausted people do not think clearly. Burned-out leaders do not choose wisely. Cultures running on fear cannot adapt. Emotional capacity is not softness. It is infrastructure. No civilisation collapses at its peak of intelligence. It collapses when its people are too tired to care.

Guardrail 8: Memory must be preserved.

Progress without memory repeats mistakes faster. Experience is not resistance to change. It is pattern recognition paid for in cost. When wisdom is discarded in the name of speed, the bill always arrives later.

Guardrail 9: Civility must hold under pressure.

Disagreement is inevitable. Dehumanisation is not. A civilised society is not one without conflict, but one where restraint survives stress. Cruelty masquerading as confidence is always a sign of decline.

Guardrail 10: Success must be measured beyond money.

Money is a tool, not a compass. What we measure shapes what we build. A future that rewards only financial outcomes will optimise extraction until there is nothing left to extract. Impact, dignity, consequence, and sustainability must matter, not as slogans, but as constraints.

These guardrails will not prevent every failure. Nothing will. But they increase the odds that when the wave passes, something human is still standing.

And there is one final truth we must face.

We cannot build a different future while unconsciously obeying the past.

Much of what governs our behaviour today was born in a world that no longer exists. Hierarchies shaped by war. Control shaped by factories. Growth models shaped by scarcity. Profit doctrines shaped by separation between business and society.

These structures solved real problems once. That does not mean they deserve to keep deciding for us. You can't rebuild until you release. And sometimes, release isn't loss. It's space being made for what's next.

Our job is not to oppose history, but to learn from it, appreciate it, and move ahead unencumbered by it. That is the point at which the importance of guardrails becomes apparent, and only then does the future bloom full of promise.

This book began with silence. With noticing what most people miss. The water pulling back. The unease before language. It ends here, not with answers, but with orientation.

You cannot control the sea but you can choose what you anchor to. And when the tsunami hits, it will not test your intelligence or ambition. It will test what you refused to trade away when things were calm.

That is what holds.

That is how we endure.

That is how we move forward.

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For the book: 'The Tides Are Receding' by Tridiv Daas

Note to Readers

This reference list supports the ideas, historical examples, and analytical arguments presented throughout *The Tides Are Receding*.

The book draws from multiple domains including organisational behaviour, economics, geopolitics, technology, public health, climate science, leadership studies, psychology, and history.

Any interdisciplinary work of this nature carries an inherent risk. Knowledge within each field continues to evolve, and no amount of diligence can guarantee complete mastery or perfect accuracy across every discipline addressed here.

The interpretations offered in this book therefore represent the author's good-faith synthesis of a wide and constantly changing body of research, institutional reports, historical documentation, and intellectual traditions.

The intention of the book is not to provide an exhaustive academic treatment of each subject but to help readers recognise patterns, pressures, and leadership choices shaping the present moment.

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About The Author

Tridiv Daas

Founder, Stratacom Technologies

I'm passionate about my work and about helping people rediscover what it means to be human. I dream of a world where people are not pitted against machines or, worse, treating others like one!

With 25 years of experience in business communication and consulting, I've observed the shift and continue to learn along the way. I've founded many ventures, of which some clicked, some didn't. Each one sharpened my understanding of what works and what doesn't. But beyond the practical lessons, they exposed a pattern you don't notice while you're in motion; only when you pause long enough to see the whole.

My biggest discovery is that today's urgent is forgotten in history, and yet, as humans, we have seen how leaders have made a lasting impression on people, society, and our planet. If we step off the gas pedal, we can see something that was always present, but we were too busy to notice it.

My work has allowed me to blend creativity with strategy, from developing innovative products to designing brands. I've worn many hats over the years, from working the frontlines to managing the back office. I've had deep conversations with night watchmen and world-class business leaders alike. All these plain, simple conversations have shaped my world.

When I'm not busy working on new projects or products, I enjoy mentoring new directors and helping them find their footing.

My leadership style is about giving employees meaning in that work, enabling them to become self-regulated entrepreneurs while creating a supportive environment.

I'm passionate about building workplaces that inspire and drive change because transforming how we work can transform the world. After all, most of our lives revolve around our workplaces, and improving them can have a profound impact, starting with you.

Ready for a transformation? Let's get started.

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