

“  
A magician cannot produce a rabbit  
unless it is already in (or very near to)  
his hat. In the same way, surprises in  
the business environment almost  
never emerge without a **warning**.  
”

*Wack, 1985*



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“  
A signal is ‘weak’  
because of the lack of consistency  
between the ‘event’ and the  
observing system’s cognitive map.  
”

David W. Versailles



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“  
The signals are there. You  
have to listen to them, and  
you have to communicate  
about them.  
”



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“No one saw the pandemic or the flooding coming, but some executives interviewed during the project said: *“We were not per se prepared, but we could cope with it”*.”



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“  
A wide range of EWS management tools and processes exist. Entrepreneurs in family businesses usually rely on “gut feeling” while some large companies refer to formal processes (LMS, IS or AI).  
”



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“  
Building macro-economic  
scenarios seems more difficult  
for companies than dealing with  
changes linked to competitors or  
technology.”



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“  
Individual recognition of EWS  
is worthless without the ability to  
gain management attention.  
”



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“  
Some companies either do not see  
the need to adapt to early warning  
signals or do not know how to take  
action and handle the subsequent  
**change management.**  
”



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“  
Paying attention to EWS and dealing with the lessons learnt from them is easier to translate inside organisations if they already cope with safety or security regulations.  
”



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“

When dealing with EWS,  
the first prerequisite is the  
willingness to learn.

”



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