Tina Stroobandt

Jean-Philippe Schepens van Thiel

The Shift

axonjay

The Shift

Introduction

The Algorithmic Grace of Nature that leads to Shifting!

When I reflect on how meaningful change happens, I look to nature first, not as a metaphor, but as a blueprint for intelligence.Forests, swarms, and shorelines don't transform through brute force. They evolve through micromovements: a photon's shift altering a canopy's behavior, a degree of warmth redirecting a migration, a single mycelial thread rewiring an entire forest's communication. Nature is the original self-learning system. It doesn't disrupt. It senses, adapts, and reorganizes—turning subtle signals into systemic resilience.

At AxonJay.ai, we've built a Self-Machine-Learning Platform™ that does the same for human systems. Like a mycelium network, it monitors 80% of the world's companies in real-time, detecting the Golden Moments; those almost imperceptible shifts in behavior that precede hiring needs, market expansions, or financial distress. Our AI doesn't force outcomes. It listens to the data like a bear listens to the river, waiting for the precise moment to act. To catch his salmon....during a predicted migration.

Most assume change requires speed or shock. But living systems and the most effective technologies, operate differently. They intervene lightly, strengthen connections, and let new patterns emerge organically. The leaders in this book understand this. They don't impose solutions; they tune the environment so the right behavior becomes inevitable. They prove that resilience isn't built by control, but by collaboration with the system's own intelligence.

What excites me is that these shifts don't demand scale to start. They require attentiveness, curiosity, and the humility to work with the system's grain. A nudge here, a data point there, and suddenly, coherence appears. A new future takes shape, quietly, then irrevocably.

If this book offers one provocation, it's this: What if we designed technology to mimic nature's grace? What if our algorithms, like ospreys, could spot opportunities from a mile away? What if our businesses, like salmon-bearing rivers, could adapt their flow to the terrain?

The future isn't about who disrupts the loudest. It's about who listens the deepest. Just look (and listen) outside!

Jean-Philippe Schepens van Thiel
Founder & CEO, AxonJay.ai
and TheShift.Now

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The Framework

Welcome Changemaker!

We live in a world wired for speed, noise, and constant reaction, yet real change begins in the quiet architecture underneath. Systems.

Donella Meadows taught us that systems shift when people shift: in their incentives, flows, rules, stories, and deepest paradigms. That insight became the backbone of the System Shifters Framework – twelve leverage points that help us see the world not as a fixed machine, but as something alive, adaptive, and full of possibility.

This book is a celebration of the humans who operate at those leverage points every day. Not superheroes, but real people making microshifts with macro-impact. Together, they show what becomes possible when imagination becomes policy, kindness becomes strategy, and collaboration becomes our new default setting.

The Process is simple, and powerful

1 Define a Microshift
A small, intentional action toward the change you want to see in the world.

2 Identify Your Leverage Point
Which part of the system are you shifting – mindsets, rules, incentives, flows, or paradigms?

3 Gather 11 Allies
Find others working on the same systemic change – each using a different leverage point & create a plan & momentum together

4 Share the Story
Broadcast your microshift and results (#systemshifters) to inspire others to replicate, adapt or start system shifting.

The 12 System Shifter Archetypes

Archetype	Signature Contribution	Examples
1. Incentive Designer	Rewires incentives so the "right thing" becomes the easiest thing	Angela Merkel - Led Germany's Energiewende via renewable energy subsidies
2. Buffer Builder	Creates breathing room so the system can absorb shocks rather than break	David Attenborough - Raised awareness on biodiversity as an ecosystem buffer.
3. Flow Architect	Ensures the right information and materials reach the right place at the right time	Elon Musk - Hyperloop reimagines transport flow systems.
4. Timing Tuner	Tunes delays to stop systems from oscillating, collapsing or overheating	Al Gore - Warned about delayed climate impacts with An Inconvenient Truth.
5. System Stabilizer	Designs mechanisms that keep the system balanced and prevent chaos	WHO. Global vaccination programs for herd immunity
6. Action Amplifier	Strengthens loops that accelerate good change and weaken harmful spirals	Oprah Winfrey - Built an influence flywheel: media → trust → audience → more media.
7. Data Distributor	Gives people the information they need to make better decisions	Mikhail Gorbachev - Glasnost opened up Soviet information systems
8. Rule Rewriter	Changes the rules that govern behaviour – from policies to protocols	Rosa Parks - Broke unjust segregation laws, rewriting civil rights norms
9. Adaptation Architect	Creates conditions for people to self-organize, innovate, and co-create solutions	Satoshi Nakamoto - Released Bitcoin code enabling decentralized monetary systems.
10. North Star Setter	Aligns the system toward a new shared goal that shifts everything downstream	Yvon Chouinard - Rewrote Patagonia's purpose: "We're in business to save our home planet."
11. Mindset Maker	Shifts the beliefs that shape how people see the world and what they think is possible	Galileo Galilei. Shifted the paradigm that Earth is not the universe's center.
12. Paradigm Shifter	Transforms the deepest story of how the system works – unlocking a new reality	The Dalai Lama: Teaches to remain unattached to fixed beliefs

Once we acknowledge influence without assigning value, our perspective shifts from ideology to system – and only then can true transformation begin.

Core Concepts

- **Stock – what's inside the system**
  CO_2 levels, money, skills, trust, beliefs...
- **Flow – what goes in or out**
  emissions, income, information, ideas...
- **Leaks, delays & loops – why change is slow, stuck, or backfires**
  perverse incentives, bottlenecks, broken feedback...

By creating a microshift on 1 of the leverage points in each system, sustainable change is within reach.

The Invitation

May this book invite you to start Microshifting & to inspire others to do the same. Research shows it takes about 16% of like-minded early adopters to flip a system. We are here for that moment. And we believe – with all our hearts – that you are one of them.

Let's shift the system!
Together.

- Tina Stroobandt, System Shifters

1. Incentive Designer

Shifting behaviour by changing what the system rewards.

Every system behaves according to its incentives. The Incentive Designer understands that outcomes don't come from motivation alone, but from the architecture of rewards, frictions and signals shaping everyday choices.

Key Tools & Iconic Examples

• Micro-rewards
→ Duolingo turned tiny feedback loops into one of the world's strongest learning habits.

• Friction removal
→ Apple Pay made payments effortless, accelerating the global shift to cashless behaviour.

• Status signals
→ Tesla reframed sustainability as aspiration, not sacrifice.

• Social-norm design
→ Hotel "most guests reuse towels" messages drove massive behaviour change through norms, not pressure.

• Visible feedback
→ Smart energy meters reduced consumption by making invisible usage visible.

Incentive Designers make better behaviour the path of least resistance – and that shifts everything.

INCENTIVE DESIGNER MATTHIAS DIEPENDAELE

Matthias Diependaele is the Flemish Prime-Minister, known for tackling complex structural issues: housing affordability, spatial planning, fiscal modernization, and the preservation of heritage.

Coming from a background in law and policy, he brings analytical depth and long-term vision to domains shaped by decades of inertia. He initiated reforms that simplify processes, increase transparency, and nudge citizens and developers toward sustainable choices.

His work consistently focuses on strategic clarity: aligning incentives, modernizing outdated frameworks, and designing the rules that enable thriving, future-ready communities.together.

1. What is your main mission?

Our Main Mission Purpose is to deliver the best research institutions and economic keyplayers in specific strategical sectors. It is a very clear long term goal. Flemish clever inventions such as imaging chip technology, improved IVF techniques, speech technology... are known far beyond our borders. This is the result of policies that drive innovation of which the economic fruits can only be handpicked later and of initiatives taken by policy-makers in the 1980s. During a severe economic crisis they had the nerve to fully commit to the future. “Yesterday’s” smart choices have laid the foundations for today’s prosperity. A wonderful initiative such as Flanders Technology

Microshift

→ Reward long-term innovation and cross-border collaboration so economic resilience becomes the default outcome, not a political exception.

why we need to keep our focus on the long term horizon. We make smart choices to strengthen our economic resilience... Flanders might not be the strongest or the biggest, but we make a very clear political choice to be the best. Being the technology-optimist that I am, I can truly say innovation is the key.

2. What's the story behind your mission?

Flanders is one of the wealthiest regions in the world. Not only because of its geographical position and strong trade history. But mostly because of the strong political choices that were made. That vision of long term wealth creation perspective is our guiding principle. And it puts us in the center of some big science projects with great scientific, societal and economical return, like the Einstein Telescope. A unique, complex, and inspiring project that could change everyone's lives—just as CERN did.

It is the ultimate combination of fundamental scientific research and technological innovation and a lever of collaboration, and dreams, for Flanders and far beyond. In these challenging times, the Flemish engine must run at full speed. Driven by hard work, innovation, and resilience, we are preparing for the future. It is also a very nice example of how collaborations within Europe, and in this case, the Euregio Meuse-Rhein can accelerate innovation... and therefore our economic resilience.

3. What system are you currently shifting?

We find ourselves in a multi-crisis. After 80 years, peace is no longer a given on our continent. Free trade, the beacon of our prosperity, is under pressure, even in places where we never expected it to be. And there is the turmoil of high labor costs, high energy prices, high regulatory pressure, and the associated high costs of making our own production more sustainable.

The problems of our energy-intensive industry are a direct result of our energy handicap compared to our American and Asian competitors. We therefore need to act... Our industry is not a relic of the past, but the key to a prosperous future. It creates jobs, drives exports, and keeps us at the heart of Europe's economy. Industry is the backbone of our prosperity. But some vital changes are needed.

4. What feels broken or unjust about this system?

Approximately 60% of total exports from EU countries go to other member states. Our internal market is our most important trading destination. That is precisely why the existing restrictions on that internal market are nothing short of shocking. A fully-fledged Capital Markets Union must provide the financial oxygen for this.

And in order to firmly anchor this economic advance and protect it against external shocks, we must also work on our economic resilience. That requires investment in innovation, in research, in infrastructure, and in renewable energy capacity. And above all, it requires coordination at the European level.

The EU should realise we live in a very competitive world. In an airplane they teach you that you should put on your oxygen mask first before you can help others. That's pure pragmatism. Europe should bare this in mind and think about its own oxygen mask first. And that is why we ourselves have to make smart strategic choices.

5. How are you trying to change that – concretely?

Mario Draghi suggested that countries can collaborate on an issue-based and highly flexible basis outside the slow mechanisms of EU decision-making. We have actually had such a coalition

> We don't have the 'luxury' of being the strongest or the biggest. But we do have a choice. Flanders must strive to be the best, and innovation is key to that. Less regulation, more innovation.

of the willing for 80 years, the Benelux.

Together, we are already the fourth largest economy in the EU. Together, we can become so much more. Strong ties with the Netherlands, but also with German Länder are vital. In the interests of our companies, economic cooperation is necessary. The opportunities are there. That is what the Einstein telescope project is all about: collaboration and a strong believe in innovation.

I am waiting for a strong Dutch government to further that collaboration and start an Innovation Alliance.

6. What's your long-term vision?

In turbulent times there is a need for policies that take concerns seriously; take responsibility in a very rational manner and offer stability. With one goal: that the Flemish people can continue to do business; that work pays off and that we continue to create prosperity.

A prosperous Flanders is the prerequisite for a warmhearted Flanders. In these challenging times, the Flemish engine must run at full speed. Driven by hard work, innovation, and resilience, we are preparing for the future. A future in which every teacher can teach again and be respected by both students and parents.

Less bureaucracy, but more trust in those who educate our children. A future in which every job seeker is guided toward a meaningful job. A future in which entrepreneurs are not bogged down by rules and permits, but are given opportunities to create prosperity. A future in which every caregiver receives the support they need to truly be there for those who need them most.

That is what we are committed to; why we make courageous choices and reforms and how we are taking our future into our own hands. With confidence and healthy ambition. We believe in ourselves, in hard work, in cooperation, in working smart, in innovation, in constantly finding new solutions to the challenges that cross our path.

SYSTEM SHIFT MATTHIAS DIEPENDAELE

SYSTEM:
European innovation & industrial resilience in a fragmented, high-pressure global economy.

STOCK:
Strategic research institutions, industrial capacity, talent, public investment capital

FLOW:
Public & private capital → R&D → industry → economic resilience; cross-border collaboration (Benelux / EU)

FEEDBACK LOOPS:
Long-term incentives → breakthrough innovation → competitiveness → confidence → sustained investment.

BUGS & BOTTLENECKS:
Fragmented capital markets, short-term policy pressure, high energy & regulatory costs, slow coordination.

LEVERAGE POINT:
LP1 – Incentive Designer: reward long-term innovation and collaboration so resilience becomes the rational choice.

2. Buffer Builder

Creating stability by expanding capacity and resilience.

Systems fail when they lack buffers – time, space, resources or emotional bandwidth. The Buffer Builder strengthens what absorbs shocks, preventing crises before they appear.

Key Tools & Iconic Examples

- Resource reserves → Singapore's water and food reserves ensure stability despite extreme scarcity.
- Redundancy layers → The internet's multi-node structure prevents collapse when one node goes down.
- Time buffers → Toyota's production buffers stabilise flow and drastically reduce errors.
- Financial cushioning → Norway's sovereign wealth fund protects the nation from oil price volatility.
- Emotional & psychological buffers → Google's "20% time" gives employees space to think, innovate and breathe.

Incentive Designers make better behaviour the path of least resistance – and that shifts everything.

Werner Sels
General director Lignaverda i-vzw

BUFFER BUILDER Werner Sels

Werner Sels is the founder of Lignaverda, an international non-profit restoring degraded landscapes in the Great Green Wall region. After a career in entrepreneurship and technology, I dedicated myself to large-scale reforestation, climate resilience and the creation of local socio-economic opportunities in some of the world's most vulnerable regions.

With nearly two decades of field experience in the Sahel, I advocate for a shift from donation-driven aid to ethical, long-term investment models that align ecological restoration with community empowerment. I work closely with scientific partners, local teams and international stakeholders to build climate-resilient forests that generate lasting value for people and nature. I am driven by a clear purpose: proving that true, circular growth is possible when vision, responsibility and collaboration come together.

1. What is your main mission?

I aim to demonstrate that large-scale landscape restoration is possible in the driest regions of Africa by linking ecological recovery with socio-economic progress. We restore degraded land, build climate-resilient forests, and create local jobs, income and long-term perspectives. Our model replaces donation-based aid with ethical investments that stimulate circular growth and strengthen communities.
We work in a science-based, transparent way and in close partnership with local actors, ensuring that people and nature advance together.
With Lignaverda I strive to be an international example

Microshift

→ Treat degraded land not as a charity case but as an investable asset – one hectare at a time.

of how sustainable development works when vision, responsibility and long-term commitment come first.

2. What's the story behind your mission?

The mission behind Lignaverda began with a simple but confronting insight: landscapes in the Sahel were degrading faster than people could escape their consequences. During early visits to the region, I witnessed how deforestation, poverty and climate stress reinforced one another, trapping communities in a cycle with no perspective. I realized that traditional aid models were failing; short-term, donation-driven and rarely transformative.

What was needed was a long-term, entrepreneurial approach that restored both nature and dignity. Combining his background in business with years of field experience, We developed a model that links ecological regeneration with local income, resilience and shared ownership. Lignaverda was born from a conviction: deserts can come back to life, and people can thrive, if we invest differently.

3. What system are you currently shifting?

I am working to shift a system that has relied for decades on short-term philanthropy, extractive economics and reactive crisis management. In many parts of Africa, environmental degradation, poverty and migration are treated as separate issues, tackled with temporary aid budgets or politically driven interventions. This approach neither restores ecosystems nor creates lasting opportunities for people. With Lignaverda, I aim to move from a charity mindset to a regenerative investment model: long-term, transparent, science-based and built on shared value. A system where nature is not a cost, but the foundation for economic resilience; where communities are partners, not beneficiaries; and where circular growth replaces mercantile extraction. This shift is essential to create real impact.

4. What feels broken or unjust about this system?

The current system feels broken because it rewards short-term profit while ignoring the long-term damage done to people, ecosystems and future generations. Too often, landscapes are worth more when destroyed than when restored. Communities living on the frontline of climate change -who contributed least to the problem - bear the highest costs, with little support beyond temporary aid. Traditional development models focus on symptoms, not causes, and create dependency instead of resilience.

At the same time, global capital flows still favour extraction over regeneration, concentrating wealth and leaving degraded land behind. What feels most unjust is that we have the knowledge and means to restore ecosystems and create dignified livelihoods, yet the system continues to choose convenience over courage.

5. What concrete actions are you taking to change this?

Hope without proof is just a slogan. So we build proof: real, measurable alternatives on the ground. Through Lignaverda, we restore degraded land at scale using agroforestry, assisted natural regeneration and science-based planning. Every project combines ecological recovery with local employment, training and income for communities, creating a regenerative economy instead of dependency. We partner with universities, climate scientists, farmers and local leaders to ensure transparency, data-driven monitoring and long-term impact. We also use AI technology, which we're actively developing. Together with KU Leuven, we've set up an academic chair in AI-based

> "Change the roots, not the symptoms; regeneration begins where extractive systems end."

remote sensing. The goal is to build tools that make monitoring reforestation progress simpler and more reliable. By combining AI with high-resolution drone and satellite imagery, we can assess tree counts, biomass growth, and biodiversity more accurately and efficiently.

At the same time, we replace short-term donations with ethical investment models that share value with local people and reward long-term stewardship of the land. By proving that restoration can be both socially empowering and economically viable, we create a blueprint that challenges the current system, and offers a better one.

6. What's your long-term vision?

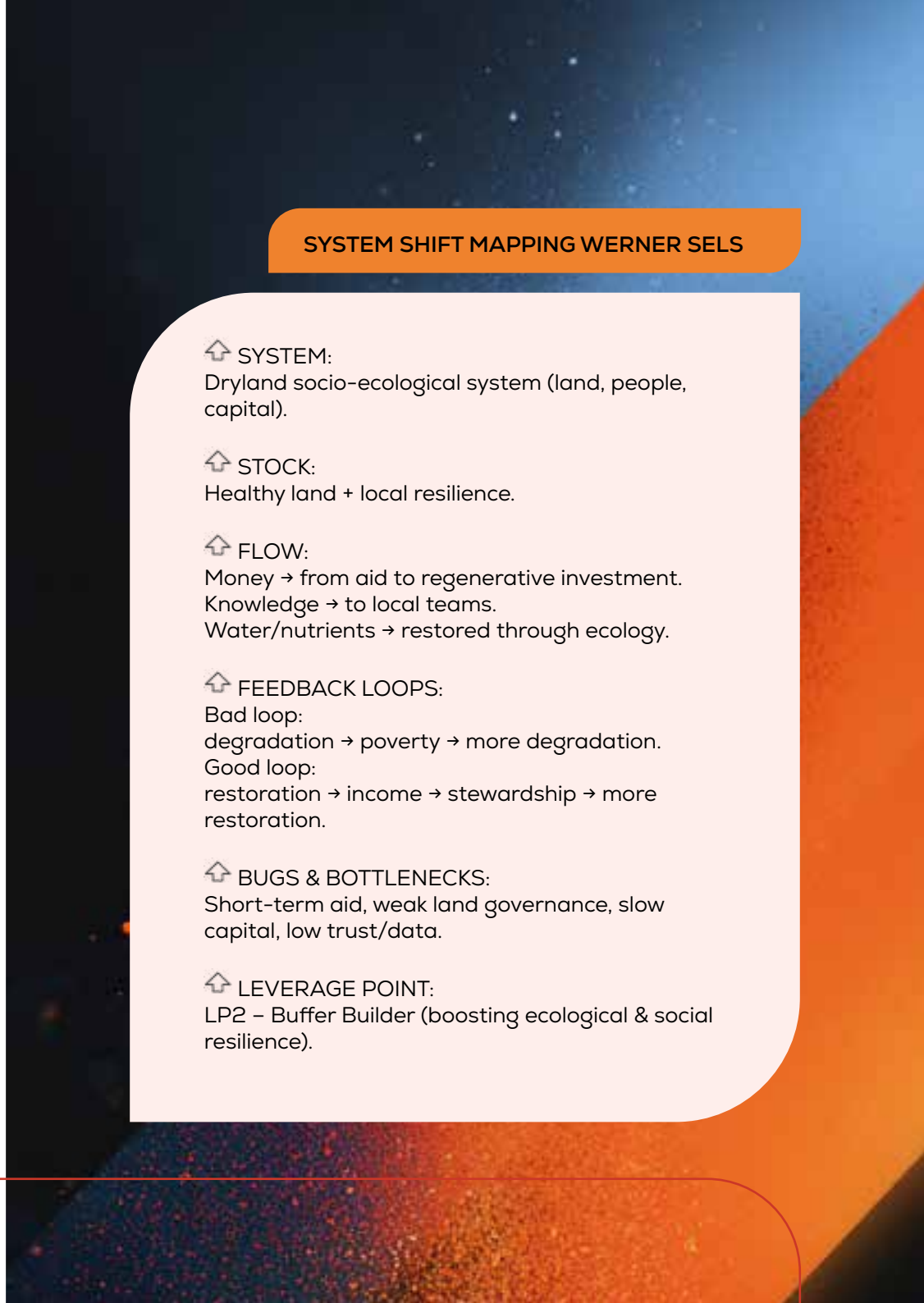
My long-term vision is to help create a new economic and ecological reality in the Great Green Wall region. One where restored landscapes form the foundation for stable communities, resilient ecosystems and dignified livelihoods. I want to see millions of hectares regenerated, not through charity, but through a model where local people are co-owners of the value created by healthy forests, agroforestry systems and circular local industries.

The ambition is to demonstrate, at international scale, that degraded land can become productive again, that climate resilience can be built from the ground up, and that ethical investment can replace extractive growth.Ultimately, my vision is a world where nature and communities thrive together and where Africa's drylands become a global example of regeneration, not decline.

7. How can a collective like System Shifters help?

By joining this collective, Lignaverda gains access to strategic networks, institutional credibility and a shared narrative that shifts global mind-sets.

System Shifters can help plug us into investor-ecosystems, policy forums and storytelling channels, accelerating your transition from project-based initiatives to systemic change.



SYSTEM SHIFT MAPPING WERNER SELS

SYSTEM:
Dryland socio-ecological system (land, people, capital).

STOCK:
Healthy land + local resilience.

FLOW:
Money → from aid to regenerative investment.
Knowledge → to local teams.
Water/nutrients → restored through ecology.

FEEDBACK LOOPS:
Bad loop:
degradation → poverty → more degradation.
Good loop:
restoration → income → stewardship → more restoration.

BUGS & BOTTLENECKS:
Short-term aid, weak land governance, slow capital, low trust/data.

LEVERAGE POINT:
LP2 – Buffer Builder (boosting ecological & social resilience).

Connie Allsopp
Founder & CEO, The World's Registrar

BUFFER BUILDER Connie Allsopp

Dr. Connie D. M. Allsopp is a business and education consultant whose work integrates leadership, strategy, and systemic transformation. A former supervisor and instructor at the University of Victoria, Canada, she brings over twenty-five years of entrepreneurial and executive leadership experience to advancing organizational and social innovation.

Dr. Allsopp holds a Ph.D. in Leadership and Public Administration from the University of Manitoba, an M.Ed. in Administration with a business concentration, and a Postdoctoral Fellowship in Mental Health from the University of Victoria. As Co-Editor of the Journal of Critical Incident, she fosters cross-sector dialogue on adaptive leadership, knowledge mobilization, and sustainability.

Recognized as a "system shifter," Dr. Allsopp's recent work focuses on creating equitable, resilient ecosystems through the intersection of IDEA (Inclusion, Diversity, Equity, and Accessibility), entrepreneurship, and strategic foresight. She has delivered keynote talks and lectures in China, Brazil, Vietnam, and Turkey, and continues to champion frameworks that empower leaders to leave systems better than they found them.

1. What is your main mission?

My mission is to make the world measurably better, one transformative action at a time. I partner with leaders, educators, and organizations to navigate change with clarity, confidence, and compassion. I believe that meaningful transformation emerges when people have

Microshift

→ Pause decisions to map options before choosing.

the space to reflect deeply, explore possibilities courageously, and act in alignment with their core values. Through dialogue, learning, and collaboration, I help individuals and systems move forward in ways that are sustainable, inclusive, and profoundly human-centred.

2. What's the story behind your mission?

"Paying it forward" has always guided my approach to leadership and impact. I have witnessed how small gestures of support, thoughtful dialogue, and encouragement can spark meaningful, lasting change across individuals, organizations, and systems. Helping people recognize their potential—and the pathways available to realize it—has been a defining thread throughout my career.

While I deeply value learning, what truly inspires me is learning and evolving with others. I am motivated by shared progress, mutual understanding, and the belief that people and institutions thrive when they are empowered to become the best versions of themselves.

3. What system are you currently shifting?

I am a business and education consultant dedicated to shifting leadership mindsets and organizational systems that limit the ability to adapt and innovate. My work supports leaders and institutions in reframing transitions as opportunities for renewal, continuity, and growth.

My research and consulting focus on ethical foresight, knowledge stewardship, and inclusive leadership. Recent projects include CEO Decision-Making: Is B Lab Certification a Key Priority? on ESG strategy, Inclusion, Diversity, Equity, and Accessibility: Tools for Educators and Leaders, and Exit Plans and Succession Planning, which outlines seven pathways for sustainable leadership transitions.

As Co-Editor of the Journal of Critical Incident, I champion collaborative learning and systemic change across sectors. I work with global partners to build leadership cultures that advance inclusion, resilience, and meaningful transformation in complex, evolving environments.

4. What feels broken or unjust about this system?

Too often, leadership systems narrow the field of vision, leaving decision-makers feeling trapped by limited choices and short-term pressures. In fast-moving environments, this tendency toward reactive decision-making reduces creativity, heightens stress, and undermines sustainable outcomes. What feels deeply unjust is that leaders are held accountable for visionary judgment while rarely being supported with the reflective space or frameworks to see the full spectrum of possibilities.

My work focuses on redesigning those systems—creating environments where inquiry, dialogue, and ethical foresight inform decisions. By expanding the space for reflection and structured exploration, leaders can move from reactive choices to transformative action that strengthens both individual and organizational resilience.

5. What concrete actions are you taking to change this?

I enable leaders and organizations to navigate complex change through evidence-informed dialogue, mindset development, and structured change management practices. Grounded in research on adaptive leadership and systems learning, my approach fosters the reflective space needed for clarity, confidence, and coordinated action.

By facilitating purpose-driven conversations, I help stakeholders surface values, evaluate options, and assess long-term implications before decisions are made. This disciplined process transforms uncertainty

> "Leading and learning together to make change happen!"

into strategic opportunity, aligns diverse perspectives around a shared vision, and strengthens trust across organizational levels. The result is sustainable change that enhances both leadership capacity and system resilience.

6. What's your long-term vision?

My vision is a world where collaboration drives leadership and decision-making is guided by integrity, foresight, transparency and responsibility to future generations. I believe lasting success comes from leaders who balance strategic clarity with empathy and who view transitions as opportunities for innovation, growth, and renewal.

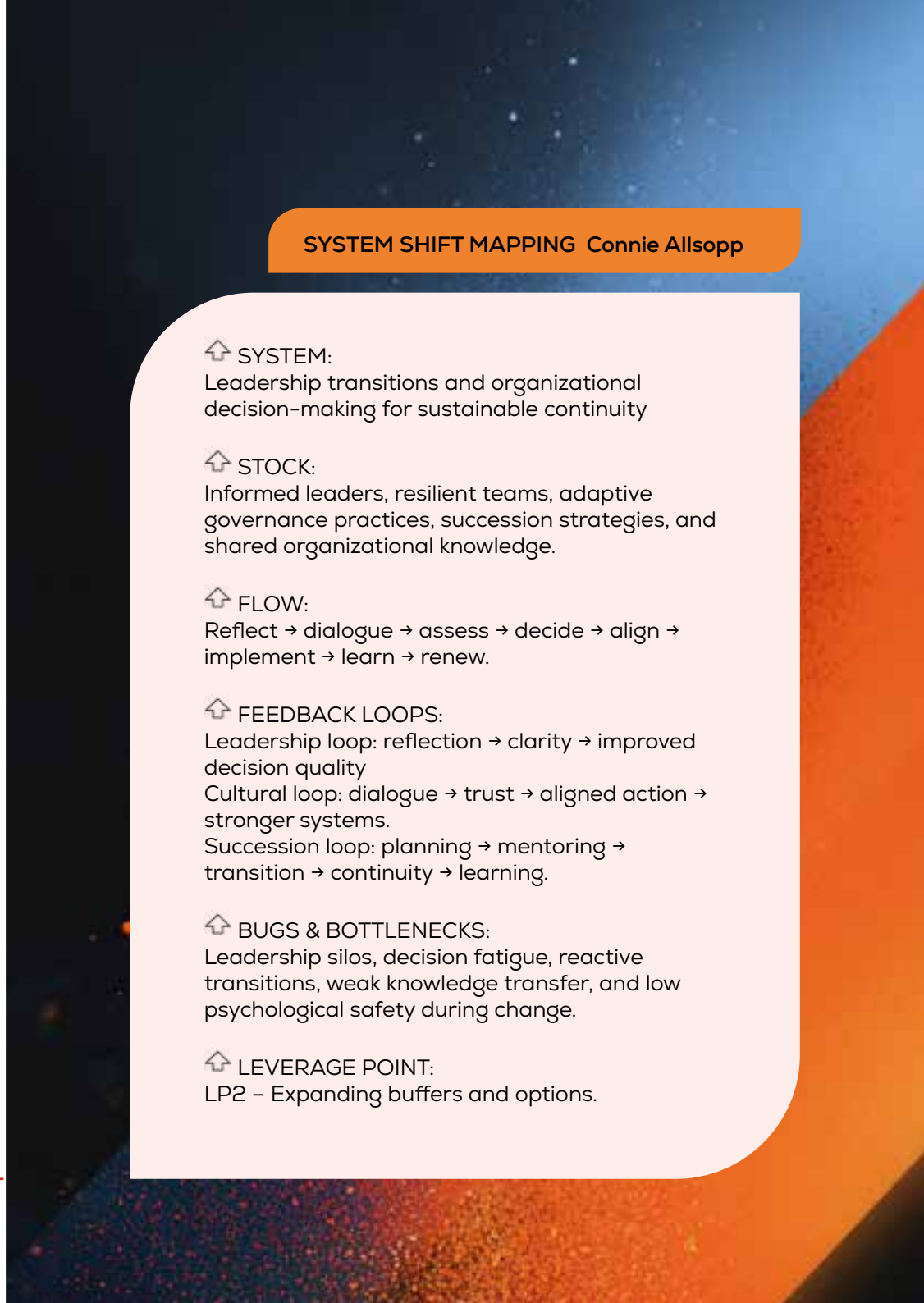
I help organizations manage change with confidence and shared accountability, creating environments where people can align around purpose and translate values into measurable results. By strengthening cross-sector collaboration and building inclusive leadership cultures, we can create adaptive systems that anticipate challenges and deliver sustainable value.

I am committed to shaping a global leadership mindset that views every decision as an investment in resilience, trust, and long-term prosperity—for people, organizations, and the world we share.

7. How can a collective like System Shifters help?

System Shifters is a catalyst for global collaboration and measurable system change. By connecting leaders and changemakers across sectors, it accelerates the exchange and scaling of ideas that drive real social and organizational impact.

By bridging insight with action, System Shifters transforms individual contributions into collective momentum—strengthening leadership, aligning strategies, and embedding inclusion, adaptability, and foresight into decision-making worldwide.



SYSTEM SHIFT MAPPING Connie Allsopp

SYSTEM:
Leadership transitions and organizational decision-making for sustainable continuity

STOCK:
Informed leaders, resilient teams, adaptive governance practices, succession strategies, and shared organizational knowledge.

FLOW:
Reflect → dialogue → assess → decide → align → implement → learn → renew.

FEEDBACK LOOPS:
Leadership loop: reflection → clarity → improved decision quality
Cultural loop: dialogue → trust → aligned action → stronger systems.
Succession loop: planning → mentoring → transition → continuity → learning.

BUGS & BOTTLENECKS:
Leadership silos, decision fatigue, reactive transitions, weak knowledge transfer, and low psychological safety during change.

LEVERAGE POINT:
LP2 – Expanding buffers and options.

3. Flow Architect

Ensuring the right resources reach the right place at the right time.

Flow Architects focus on movement: of money, information, materials, attention or care. They redesign pathways so resources travel smoothly through the system.

Key Tools & Iconic Examples

- Streamlined supply chains → Zara's fast-fashion logistics turned ultra-responsive flows into a competitive edge.
- Data transparency → UNICEF's supply dashboards transformed access to vaccines worldwide.
- Routing optimisation → Google Maps recalibrates flows hourly, preventing global traffic paralysis.
- Distributed infrastructure → Amazon Web Services (AWS) ensures data flows never depend on a single location.
- Flow bottleneck removal → Taiichi Ohno's Toyota production system removed constraints to unlock unprecedented throughput.

Flow Architects make systems breathable, fluid and efficient.

FLOW ARCHITECT Stijn laenen

From the football field to the procurement boardroom, Stijn Laeten has built his career on a deep passion for procurement. He began as a strategic buyer at Umicore and quickly moved into global logistics procurement before being headhunted by Panasonic. At just 29, he became General Manager Procurement and a member of the management team, guiding the organisation through COVID-19 disruptions and a complex M&A carve-out. His calm leadership in crisis restored stability during turbulent times.

Stijn later led the procurement team at Nippon Shokubai Europe before launching his own firm, Stimax Advisory, where he now provides project-based procurement and negotiation support. Under this umbrella, he also founded Stimax Young – bridging generations by coaching high-potential talent and advising executive boards with a "young perspective" – and Stimax Sports, merging his passions for sports and procurement to advise sports organisations on procurement strategy.

Today, he helps organisations unlock procurement opportunities, strengthen negotiations, and develop future leaders – proving that a fresh perspective can transform even the most traditional functions.

Microshift

→ Say out loud what you actually want in a negotiation – and discover trust is a value-creator, not a risk.

1. What is your main mission?

I am a young procurement leader who likes to challenge the status quo in procurement, negotiation and the sports industry.

Although I am working on several projects, brands and ideas, my mission and focus is clear: I just want to make procurement better. Especially how people, organizations or companies negotiate and work together.

2. What's the story behind yourmission?

Having worked in procurement for several years—negotiating multi-million-dollar deals and attending numerous industry conferences—one insight has become unmistakably clear to me. While procurement leaders, peers, and sales professionals often speak about collaboration and moving beyond a narrow focus on pricing, the reality is frequently quite different.

Too often, genuine collaboration fails to materialize, and the value lost—whether at the negotiation table or within ongoing partnerships—is immeasurable. At the heart of this issue lies a fundamental lack of trust.

Across organizations, both internally and externally, there is a persistent belief that the other party will exploit any openness or goodwill. This mindset erodes cooperation and prevents the creation of true, long-term value.

3. What system are you currently shifting?

My goal is to help shift the mindset of both individuals and organizations: the greater the trust you extend to the other party, the more transparent you are, and the less you focus on "winning" at their expense, the more collective value is created. Pursuing victory over the other side ultimately leads to loss—often a significant one.

Of course, we operate within a capitalistic and highly competitive world, and it would be unwise to approach it with naïveté. That is why I live by a simple mantra: be positive, but not naïve.

Progress comes one step at a time.

4. What feels broken or unjust about this system?

It is the contradictions themselves that render the system unjust. Ask business leaders what approach they believe is most effective, and nearly all will point to collaboration. Yet reality tells a different story: few are willing to truly invest in it.

Every individual and organization seeks to maximize value from each deal. But paradoxically, the lack of trust drives them to act in the opposite way. Instead of pursuing shared value, they focus on defeating the other party—ultimately diminishing the outcome for all.

This creates a vicious cycle.

When trust is absent, transparency disappears. Needs and priorities are left unspoken, leaving the other side without the full context to deliver the best solution. That gap reinforces the suspicion that they will take advantage of you, which in turn leads to even greater opacity. The cycle repeats, eroding value and perpetuating mistrust.

5. What concrete actions are you taking to change this?

Through my own company, I advise organizations on procurement and negotiation strategies. At the same time, I coach young professionals entering the field, and I provide executive leadership with fresh, next-generation perspectives.

In addition, I am collabo-

> "The power of true collaboration isn't in winning—it's in trust. That's where transformation begins."

rating with leading experts—both in negotiation and in artificial intelligence—on the development of a ground-breaking, neutral AI negotiation tool. This tool is designed to identify the optimal value point for all parties involved, while directly addressing the critical issue of trust.

6. What's your long-term vision?

True progress begins when people and organizations trust one another—and act with transparency. At its core, the principle is disarmingly simple, though often difficult to practice: clearly state what you want and need.

By being open, without hidden agendas or concealed messages, interactions become far more straightforward. The result is not only a simpler world, but also returns of immeasurable value—even in financial terms. Transparency, built on trust, is the foundation for unlocking outcomes that benefit all parties

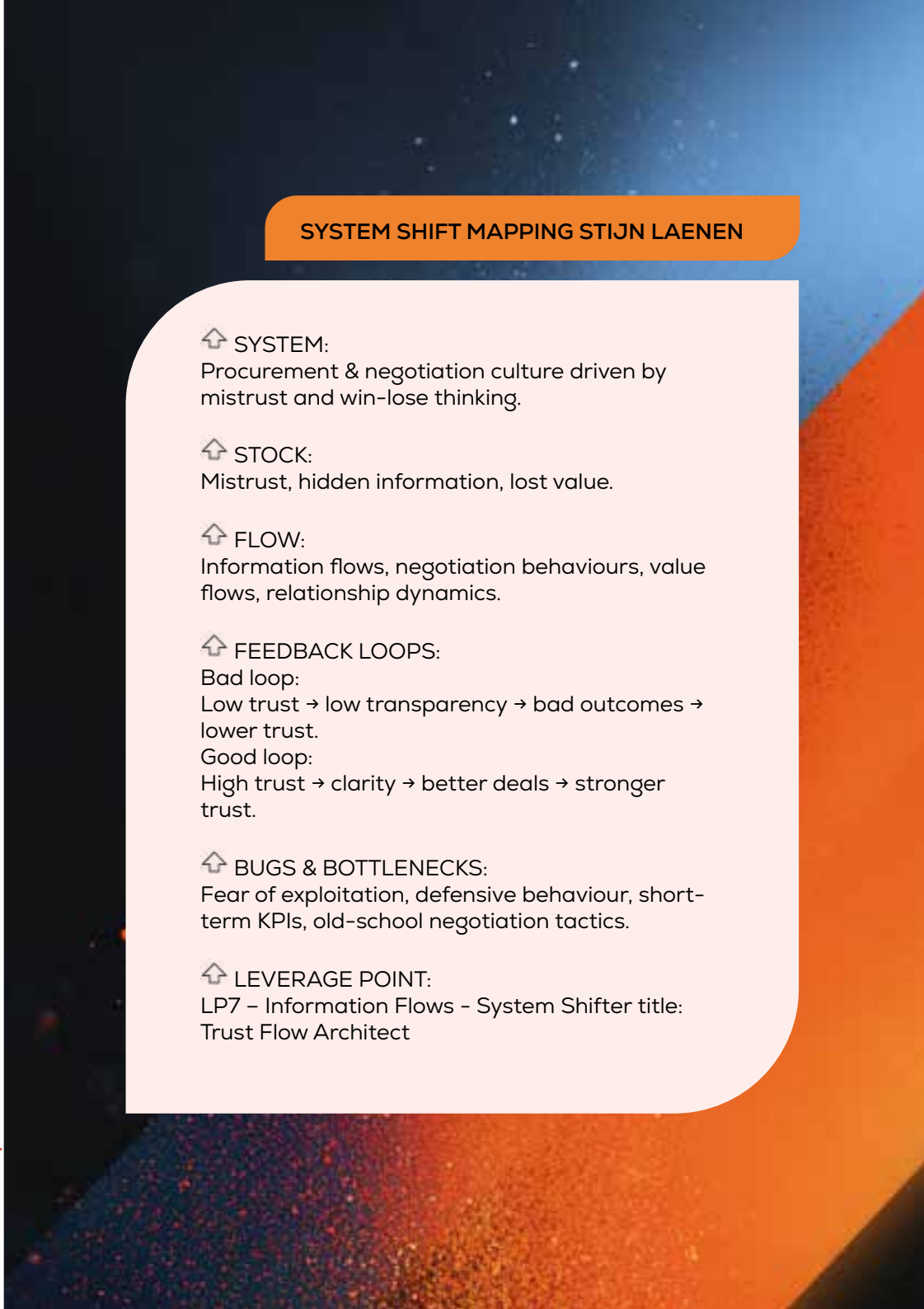
7. How can a collective like System Shifters help?

There are two powerful ways to contribute.

First, by shifting mindsets—step by step, person by person, deal by deal, organization by organization. Change does not happen overnight, but through consistent actions that gradually reshape the way we think and work.

Second, by engaging in dialogue: sparring, challenging assumptions, and offering fresh perspectives on the new tool, which is still in its concept phase.

Or, by stepping up as a true procurement leader—bringing the right people together, fostering collaboration, and ensuring the tool becomes a reality.



SYSTEM SHIFT MAPPING STIJN LAENEN

⇧ SYSTEM:
Procurement & negotiation culture driven by mistrust and win-lose thinking.

⇧ STOCK:
Mistrust, hidden information, lost value.

⇧ FLOW:
Information flows, negotiation behaviours, value flows, relationship dynamics.

⇧ FEEDBACK LOOPS:
Bad loop:
Low trust → low transparency → bad outcomes → lower trust.
Good loop:
High trust → clarity → better deals → stronger trust.

⇧ BUGS & BOTTLENECKS:
Fear of exploitation, defensive behaviour, short-term KPIs, old-school negotiation tactics.

⇧ LEVERAGE POINT:
LP7 – Information Flows - System Shifter title: Trust Flow Architect

FLOW ARCHITECT Marina Cartalis

Environmental entrepreneur and social innovator, Marina Cartalis founded BetterflyBox to address a critical gap: the absence of reliable data on urban biodiversity. Ranked the 11th most influential Belgian environmental figure, she designs intelligent ecological installations (Betterfly Home & Hotel) that generate field observations analysable by academic researchers.

Through her BetterflyBox app and scientific collaborations, Marina transforms schools, companies, and municipalities into active partners of science.

Her work connects technology, education, and ecology to make biodiversity observable, measurable, and mapped.

1. What is your main mission?

My mission, through BetterflyBox, is to create the first urban network of measurable biodiversity by installing biodiversity bubbles and transforming every ecological installation into a scientific data point. We map cities, collect citizen-driven observation data, and transfer it to research centers to study the evolution of urban biodiversity.

BetterflyBox combines physical installations, a digital application, and scientific partnerships to generate actionable data.

Our objective: to build the citizen-led biodiversity infrastructure that cities, scientists, and institutions do not yet have – but urgently need.

Microshift

→ Turn insecthotels into bio diversity bubbles and scientific data points that connect humans with nature.

2. What's the story behind your mission?

Most biodiversity initiatives lack concrete data: we plant, we install, we raise awareness... but we don't measure.

Cities don't know what actually lives on their territory. Research centers lack local, repeated, large-scale data. Children and citizens want to act but have no tools.

So I decided to create BetterflyBox: a system in which each ecological installation ("biodiversity bubble") becomes a micro-observation station.

We turned a simple act (installing insect hotels) into a source of scientific data.

The idea came from an obvious truth: if we want to protect biodiversity, we must first document it. Today, BetterflyBox connects fieldwork, science, and citizens within a coherent architecture.

We are transforming cities into living laboratories.

3. What system are you currently shifting?

We are reshaping the system of urban biodiversity.

BetterflyBox introduces:

- a physical network (insect hotels)
- a digital flow (photos, observations, geo location)
- a scientific pipeline (data analysis)
- a dynamic mapping of cities

We create an integrated ecosystem where schools, companies, municipalities, and researchers jointly produce continuous, standardized, and usable data.

We are moving from a system based on goodwill to a system based on measurement, evidence, and science.

4. What feels broken or unjust about this system?

Urban biodiversity is a global blind spot and remains dissociated from climate issues.

This is unjust because cities are precisely where most citizens live – and where biodiversity loss will be felt most.

Man has become dissociated from nature, and in this gap, social bonds have weakened; preserving biodiversity is restoring harmony between life and our societies.

BetterflyBox repairs this system by creating a shared infrastructure for structured citizen science.

5. What concrete actions are you taking to change this?

• Installation of Betterfly Home & Hotel: insect hotels + data collection points

• Deployment of the BetterflyBox observation app (photos, species, geolocation)

• Data transfer to research centers (ULB laboratories, etc.)

• Dense network creation through schools, companies, and municipalities

• Installation of environmental sensors (e.g., Airscan for air quality)

• Manufacturing through sheltered workshops and prison work programs → social impact

• Data standardization for scientific integration

• Construction of a dynamic map usable by scientists and institutions

BetterflyBox is not a product: it is an environmental infrastructure.

> "We can only protect what we make visible. Bee part of biodiversity solution."

6. What's your long-term vision?

Build the largest international platform for citizen-generated data on urban biodiversity, in partnership with cities, schools, companies, and research institutions.

Goal: predict the evolution of urban life, guide public policy, and accelerate ecological restoration.

In the long run, BetterflyBox becomes:

→ the European standard for citizen-based biodiversity measurement

→ a network of connected urban ecosystems

→ a continuously fed scientific tool

7. How can a collective like System Shifters help?

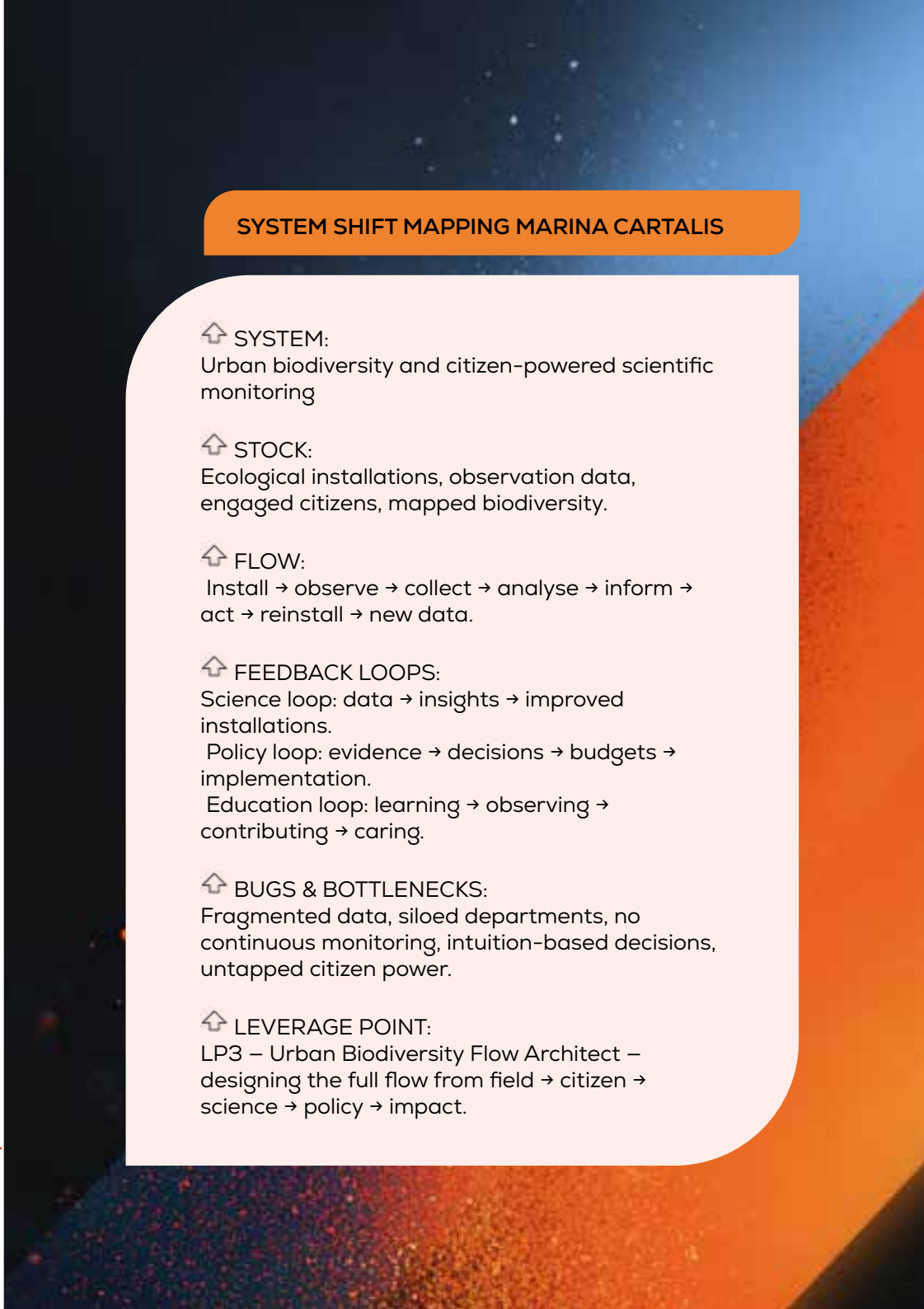
• Connections with international cities

• Access to research platforms

• Impact investment acceleration

• Collaboration with other systems (climate, data, urban planning)

• Visibility for a scalable European model



SYSTEM SHIFT MAPPING MARINA CARTALIS

SYSTEM:
Urban biodiversity and citizen-powered scientific monitoring

STOCK:
Ecological installations, observation data, engaged citizens, mapped biodiversity.

FLOW:
Install → observe → collect → analyse → inform → act → reinstall → new data.

FEEDBACK LOOPS:
Science loop: data → insights → improved installations.
Policy loop: evidence → decisions → budgets → implementation.
Education loop: learning → observing → contributing → caring.

BUGS & BOTTLENECKS:
Fragmented data, siloed departments, no continuous monitoring, intuition-based decisions, untapped citizen power.

LEVERAGE POINT:
LP3 – Urban Biodiversity Flow Architect – designing the full flow from field → citizen → science → policy → impact.

4. Timing Tuner

Shaping system behaviour by adjusting delays, pacing and cycles.

Timing Tuners know that when something happens is as important as what happens. They recalibrate delays and rhythms so systems respond at the right moment.

Key Tools & Iconic Examples

• Forecasting & early detection → NASA's early-warning satellite systems protect millions from severe weather.

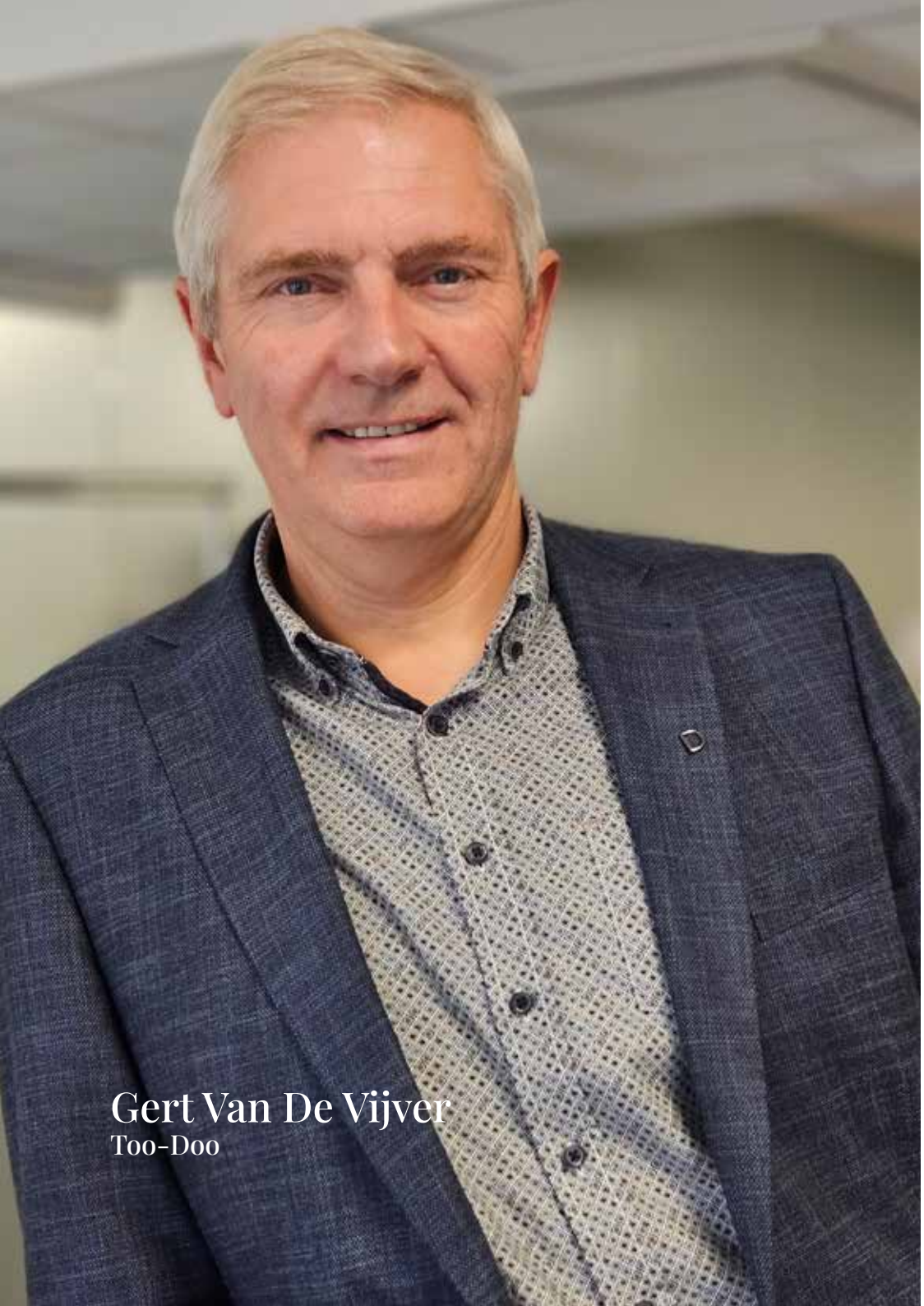
• Lead-time optimisation → Just-in-time production reduced waste and increased precision worldwide.

• Synchronisation tools → Stock exchange circuit breakers prevent panic spirals by pausing trading.

• Cadence setting → Agile sprint cycles create predictable momentum in complex teams.

• Timing buffers → Vaccination schedules stabilise immunity across populations.

Timing Tuners prevent oscillations, overload and chaos by aligning the pace of the system.



TIMING TUNER Gert Van De Vijver

Gert is the founder and CEO of too-doo, a platform that helps organizations regain grip on their meetings, decisions, and actions.

Starting from meeting discipline, too-doo evolves into a structured system for strategic and tactical focus.

With a background in management and organizational design, Gert guides leaders toward clarity, cadence, accountability, and sustainable execution.

1. What is your main mission?

I help organizations restore rhythm – the natural balance between focus, action, and reflection. Through Too-Doo, I make attention visible, strengthen structure, and anchor every decision to clear ownership.

When teams see what matters, understand how it connects, and know who is accountable, collaboration stops feeling forced and starts to flow.

Microshift

→ Restore rhythm before adding speed – because timing, not effort, determines momentum.

2. What's the story behind your mission?

For years, I watched talented teams drown in meetings, emails, and chaotic to-do lists. Everyone was busy – yet surprisingly little was truly moving forward.

The problem wasn't competence. It was the absence of shared rhythm.

- Time itself isn't the issue. Timing is.
- Move too fast → you lose meaning.
- Pause too long → you lose momentum.
- Lack accountability → progress evaporates quietly.

I became obsessed with the balance between clarity, structure, and timing. Too-Doo grew from that obsession: a way to reveal invisible delays, strengthen ownership, reconnect work to purpose, and help teams act at the right moment – together.

3. What system are you currently shifting?

I'm shifting the system of organizational attention, time, and execution – how teams coordinate meetings, decisions, responsibilities, and follow-up.

Most organizations run on reaction: crowded calendars, unclear ownership, and decisions that never translate into structured action.

This system rewards speed over clarity, motion over meaning, and presence over progress.

I want to replace that noise with rhythm – a coherent flow built on timing, structure, and transparency.

4. What feels broken or unjust about this system?

The modern workplace has lost its resonance.

We're constantly connected but rarely aligned.

We glorify busyness and overlook focus.

We celebrate instant answers and forget to ask better questions.

This drains energy not because people don't care, but because they work in environments without structure, clear expectations, or shared accountability.

It's unjust in a subtle way: it steals attention without consent and keeps organizations reactive when what they need most is rhythm.

5. What concrete actions are you taking to change this?

Too-Doo makes the invisible visible.

It structures meetings, clarifies roles, links every decision to an owner and deadline, and shows where actions stall. Visibility makes accountability manageable.

But tools don't shift systems – rhythm does.

So I help organizations design cadences, escalation paths, and feedback loops that create coherence:

- From endless talk → to purposeful dialogue
- From forgotten actions → to visible accountability
- From scattered effort → to synchronized progress

We start small – one rhythm, one team – and resonance spreads from there.

> "Every delay hides a decision — and a responsibility."

6. What's your long-term vision?

My vision is a world where organizations shift from time management to attention management – supported by clear structure, shared ownership, and disciplined execution.

A workplace where meetings are short and purposeful, actions are followed through, and teams know when to accelerate and when to pause.

Too-Doo is not just a productivity tool – it's a philosophy of rhythm, translated into structure and accountability.

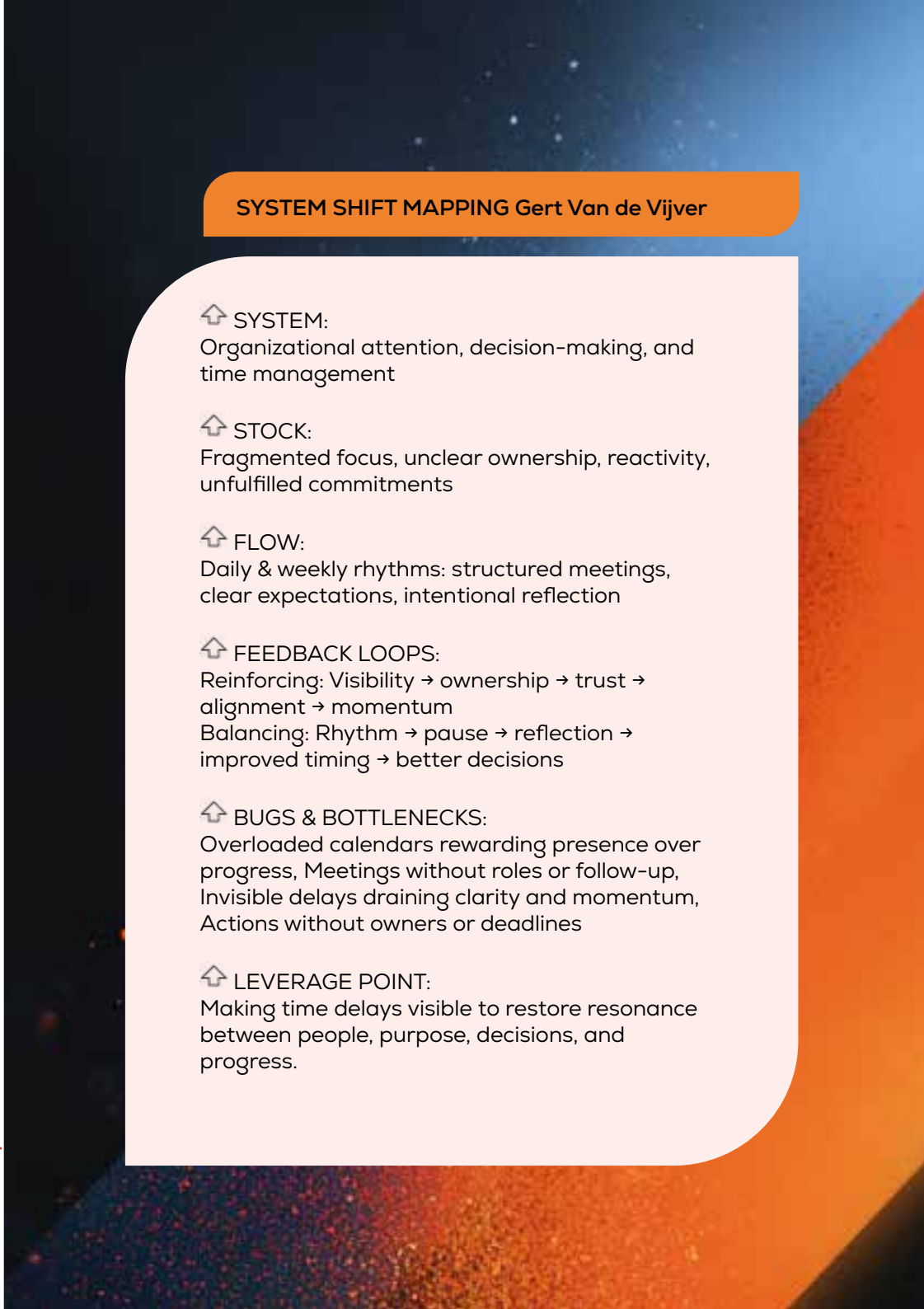
When teams act in rhythm, work becomes more human, meaningful, and sustainable. Momentum becomes natural again.

7. How can a collective like System Shifters help?

System Shifters brings together people who understand that transformation needs better timing, not more speed.

By connecting with others who tune leadership, culture, structure, and mindset, we explore how resonance can scale – from one team to an entire organization or sector.

Together, we can show that progress is not about doing more, but about doing what matters, in rhythm and in flow.



SYSTEM SHIFT MAPPING Gert Van de Vijver

SYSTEM:
Organizational attention, decision-making, and time management

STOCK:
Fragmented focus, unclear ownership, reactivity, unfulfilled commitments

FLOW:
Daily & weekly rhythms: structured meetings, clear expectations, intentional reflection

FEEDBACK LOOPS:
Reinforcing: Visibility → ownership → trust → alignment → momentum
Balancing: Rhythm → pause → reflection → improved timing → better decisions

BUGS & BOTTLENECKS:
Overloaded calendars rewarding presence over progress, Meetings without roles or follow-up, Invisible delays draining clarity and momentum, Actions without owners or deadlines

LEVERAGE POINT:
Making time delays visible to restore resonance between people, purpose, decisions, and progress.

TIMING TUNER Julia Janssen

Julia Janssen is an artist, researcher and ambassador. With Studio Julia Janssen, she makes the challenges of our digitalizing society tangible through art and design.

Julia Janssen is also the ambassador of the Dutch Data Protection Foundation (SDBN) in class action lawsuits against X., Amazon, and Adobe. Fighting mass surveillance and illegal data collection. Janssen is a talk show host and professional public speaker.

She was awarded one of the visionaries reshaping the internet, Rise25 by Mozilla and won many others with her work.

1. What is your main mission?

I want to radically change our relationship with data and AI. I work to break digital heteronomy and the invisible algorithmic walls that steer our lives. Not just because these systems are opaque, biased, and unfair. Not just because they are engineered to be addictive and to feed on our anger and vulnerabilities. Not just because they are built for profit maximization within a capitalist logic.

Beyond all those challenges, I keep asking the deeper questions:

What happens when we let AI navigate our lives? What happens when we ban the unpredicted? When we seek comfort only in probabilities? `If we outsmart our intuition with systems we don't understand? What does it mean to be human if we increasingly live within the margins of algorithms?

Microshift

→ Expose and prevent digital harm– Turning invisible data extraction in visible outrage into movement towards a data protected future.

2. What's the story behind your mission?

I graduated from ArtEZ in 2016 – a time before the scandals, the whistleblowers, the fines, and the public awakening. Most people still believed they had "nothing to hide."

During my research into social media algorithms, privacy policies, and data economics, I suddenly saw the bigger truth: something is fundamentally broken in the architecture of the internet. Big Tech was making billions by monetising attention, exploiting behaviour, deepening inequality, and quietly undermining democracy.

My graduation project stated it plainly: "The data business has enslaved us." It was criticised at first – until it wasn't. I won an award, two grants, and invitations from organisations that wanted to understand what was coming. In just a few years, I grew from a young graphic designer into an artist and outspoken advocate for digital rights.

3. What system are you currently shifting?

I want to break the system of digital heteronomy – a condition where humans are guided by data, governed by AI, and ordained by industry. Homo sapiens, the knowing being, risks becoming Homo stultus: predictable, controllable, and monetizable.

We live quantified lives inside algorithmic walls, spared from doubt and risk, yet stripped of autonomy, creativity, and randomness. Profiled into bubbles and behavioral tribes, we become observable and exploitable. It's not a question if AI systems will entail sponsored or ad-driven answers, but when- and what that will do to truth, trust and autonomy

Breaking digital heteronomy means reclaiming control over our data, identity, and choices. It means protecting people from systems that appear objective and trustworthy, but are incentivized by profit and power. It means restoring space for uncertainty, dissent, and the unexpected – and dismantling a digital order where profit outweighs people.

4. What feels broken or unjust about this system?

AI sauce pours liberally, data flows in all directions, and a layer of sugar coats the surface. Customized emails, personalized advice, a pre-defined meal plan and the news delivered to you.

Algorithms serve as navigation through the complex world and the endless supply of products, services, and information on the World Wide Web. "Best choice for you today," "92% chance you'll like this." No doubt and no friction.

But to what extent do we allow this to happen? Do we also want AI to determine our choices in love, education, career, and political voice? It feels comfortable within the statistic, but our brains are muscles, and we must keep training them.

Moreover, our lives are quantified in the service of large tech companies with profit motives and power interests. Companies that monetize on vulnerabilities and fears. Data that are highly biased, growing inequality, less autonomy, more dependency. Frictionlessness comes with obedience: to the machine, to industry, and to your own prophecy.

5. What concrete actions are you taking to change this?

I create interactive and performative art installations that make invisible digital systems tangible. My work translates complex themes – data rights, surveillance, algorithms, and policy – into accessible experiences that resonate with policymakers, media, and the public. Each project begins with deep

> "If we increasingly live within the mere margins of algorithms then what does it mean to be human?"

research across digital rights, policy, philosophy, data science, biology, and design. From that, I distill what people urgently need to see or understand. With my design background, I use clear visual language, materials, and forms that make abstract systems intuitive and engaging.

As an ambassador of the Dutch Data Protection Foundation, I actively fight mass surveillance and illegal data collection. Through class-action lawsuits against Amazon, Adobe, and X, I challenge some of the world's most powerful companies on behalf of hundreds of thousands of people.

As a talk-show host and public speaker, I guide audiences beneath the surface of the internet – through my art, my research, and a vision for a fairer digital future.

6. What's your long-term vision?

My long-term vision is a world where Big Tech no longer dictates the architecture of our lives – a world without illegal or excessive data-collecting infrastructures. I imagine a digital ecosystem built on public values instead of commercial interests.

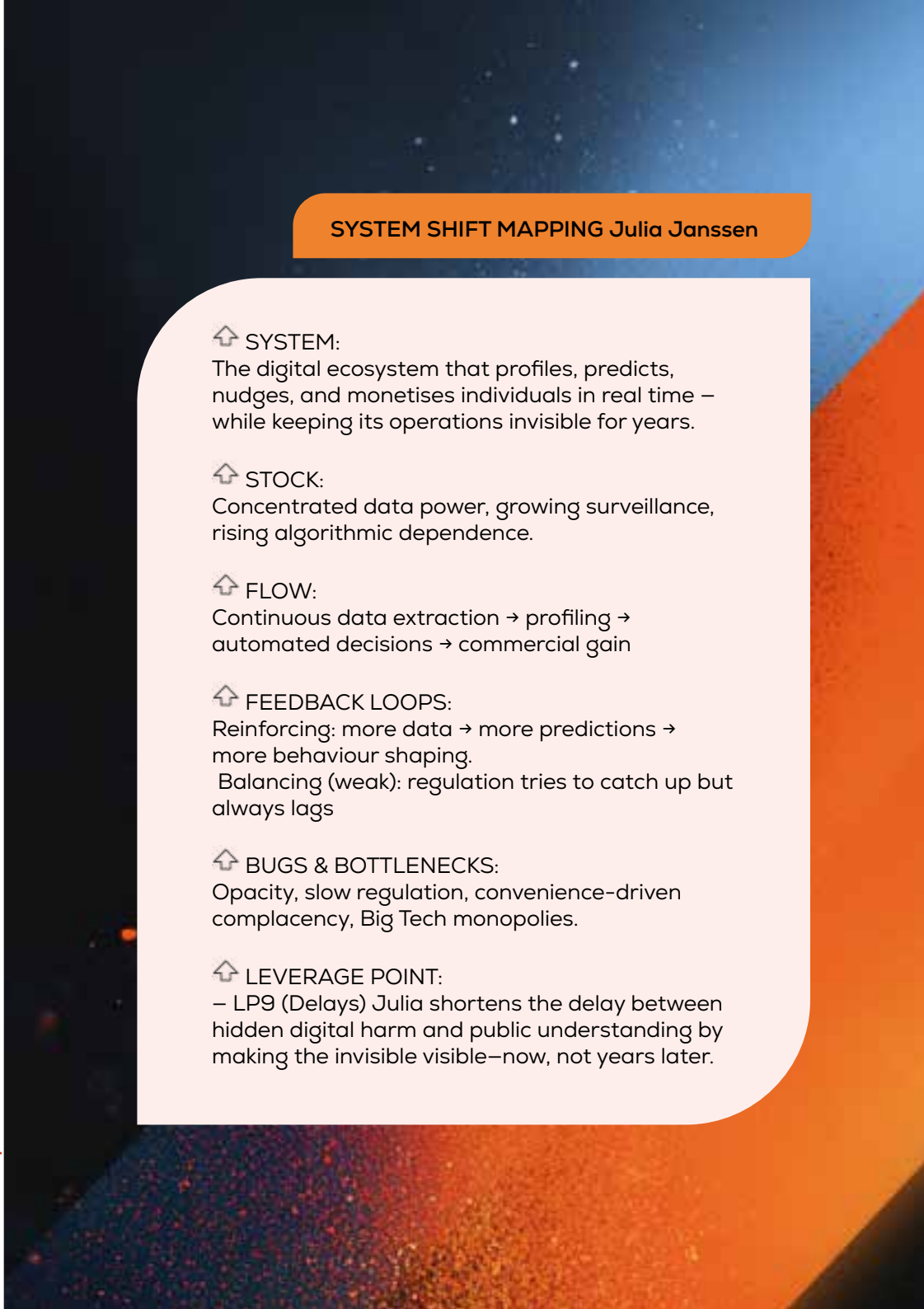
A world designed around equality, fairness, autonomy, openness, and democracy. A world where technology strengthens human freedom rather than extracting it. A world where our digital spaces belong to all of us – not to the highest bidder.

7. How can a collective like System Shifters help?

We have the power to challenge Big Tech's influence and change exploitative systems.

Change requires active participation, not passive acceptance or resignation to convenience and power.

Change requires movement and you can't move it all by yourself. Together, we can disrupt systems that undermine equality, democracy and autonomy.



SYSTEM SHIFT MAPPING Julia Janssen

SYSTEM:
The digital ecosystem that profiles, predicts, nudges, and monetises individuals in real time – while keeping its operations invisible for years.

STOCK:
Concentrated data power, growing surveillance, rising algorithmic dependence.

FLOW:
Continuous data extraction → profiling → automated decisions → commercial gain

FEEDBACK LOOPS:
Reinforcing: more data → more predictions → more behaviour shaping.
Balancing (weak): regulation tries to catch up but always lags

BUGS & BOTTLENECKS:
Opacity, slow regulation, convenience-driven complacency, Big Tech monopolies.

LEVERAGE POINT:
– LP9 (Delays) Julia shortens the delay between hidden digital harm and public understanding by making the invisible visible–now, not years later.

5. System Stabilizer

Preventing breakdowns by reinforcing balancing feedback.

System Stabilizers design guardrails – mechanisms that keep the system from overheating, collapsing or drifting off course.

Key Tools & Iconic Examples

Regulatory safeguards → Aviation safety protocols made flying the world's safest form of travel.

• Automatic stabilisers → Unemployment insurance cushions economies during downturns.

• Quality-control loops → ISO standards create global manufacturing consistency.

• Error-detection systems → Banking fraud algorithms halt suspicious transactions instantly.

• Stabilization policies → Central bank interest rate tools calm inflation and financial turbulence.

System Stabilizers allow systems to self-correct instead of self-destruct..

SYSTEM STABILIZER Cinthe Lemmens

Cinthe Lemmens works as a systemic therapist at Traject, a group practice in Leuven. She is a board member of BVRGS– the Belgian Association for Relationship and Family Therapy and Systemic Counselling, and serves on the EFTA/NFTO Board as well as the Task Force on Social Justice and Systemic Thinking within EFTA.

In addition, she is a freelance trainer in the systemic training program for sexologists, an editorial board member of the journal Systeemtherapie, a member of the collective Systemic Voices for Peace, and co-founder of Metaloog, a knowledge network for systemic practices. She is also engaged in the emerging field of psychedelic-assisted therapy, guiding psychedelic sessions,offering supervision and speaking at conferences and workshops on its systemic, relational, and ethical dimensions.

1. What is your main mission?

To bring systemic thinking into therapy, education, and society in ways that foster justice, resilience, and connection – making visible and discussable the interrelatedness, complexity, and mutual influences that shape our lives. To place today's societal challenges and crises within a broader systemic epistemological frame.

At its core, this is an epistemological crisis. It stems from a way of thinking that separates: self from other, human from nature, personal from political. My work is about restoring these connections, cultivating narratives of coherence, and creating

Microshift

→ Turn small islands of coherence into systemic resilience – one relational practice at a time.

spaces where transformation can take root.

where doing good is as easy and natural as checking the news or sending a message.

2. What's the story behind your mission?

My mission grew out of a double concern and a deep care. In my therapy practice, I kept encountering how personal suffering is entangled with larger systemic forces – poverty, migration, gender norms, war – and yet these wider contexts were often left unspoken. At the same time, I felt disheartened by the linear and fragmented ways of thinking that dominate our institutions.

A turning point came when I realized: this is not only a personal, social, or ecological crisis, it is an epistemological one. We must learn to think in terms of patterns, relationships, and mutual influence – not only in therapy but also in how we address wider societal challenges.
For me, systemic thinking implies a broader engagement that goes beyond therapy work. It is a way of seeing and perceiving, of standing in life, of relating to one another, and of working together.

3. What system are you currently shifting?

I am working across several interconnected systems.
In mental health, I shift attention from individual pathology to relational and contextual patterns. My work with psychedelic-assisted therapy reinforces this view: altered states often reveal profound layers of interconnectedness – between self and other, mind and body, humans and nature – challenging us to imagine healing beyond the individual.

In education, I train therapists and sexologists in systemic and transcontextual thinking, helping them recognise complexity, mutual influence, and relational depth. Within professional associations and networks, I bring these perspectives into governance, ethics, and social justice, strengthening the field's ability to engage with societal challenges.

More broadly, through writing, manifestos, and collective initiatives, I try to shift public discourse: to understand climate change, poverty, and war not as isolated crises but as symptoms of a deeper epistemological rupture. Addressing this requires new ways of perceiving and acting – ways that restore coherence, resilience, and connection.

4. What feels broken or unjust about this system?

What bugs me most is the dominance of a mindset of separation. We keep treating people as isolated individuals, problems as isolated crises, and nature as separate from humanity. In mental health care, suffering is reduced to symptoms and diagnoses, while relationships, context, and injustice remain invisible.

I see inequality growing, ecological systems collapsing, and wars escalating – yet institutions respond with fragmented, technical fixes instead of systemic insight. And in the emerging field of psychedelic-assisted therapy, there is the real risk of commercialization and medicalization – losing the very uniqueness of this form of therapy, which lies in its relational, integrative, and transformative potential.

5. What concrete actions are you taking to change this?

I work systemically in therapy, helping people see how personal pain is intertwined with relational and societal forces. I guide and teach psychedelic-assisted therapy with an ethical, relational approach. I train therapists and sexologists in systemic and transcontextual thinking and write to bring these

> "Small groups of committed people, acting as islands of coherence in times of chaos, hold the power to shift entire systems toward resilience and transformation."

ideas into public debates on inequality, climate, and conflict. Through professional networks such as BVRGS, EFTA, Systemic Voices for Peace, and PSBe, I advocate for systemic ethics and social justice. And through Warm Data Labs and other small collective practices, I help create “islands of coherence” that can ripple outward to strengthen larger systems.

6. What’s your long-term vision?

If my work succeeds, I hope that therapy, education, and society will more fully embrace systemic thinking. In ten years, I envision mental health care where suffering is never reduced to isolated diagnoses, but always understood in context; where psychedelic-assisted therapy is practiced ethically, relationally; and where systemic thinking has become part of how we approach major societal crises like climate change, poverty, and war.

My vision is of a culture that learns to see patterns, complexity, and interdependence – and acts from that awareness.

7. How can a collective like System Shifters help?

System Shifters can provide a platform for sharing stories of resilience and coherence, so that small “islands of coherence” become visible and connected. It can connect thinkers and practitioners across disciplines, amplify micro-actions of justice and care, and create space for reflection in a world that moves too fast. Most of all, it can nurture a global narrative that systemic change is possible – and already happening in small but powerful ways.

Practices such as Warm Data Labs, developed by Nora Bateson and the International Bateson Institute, when held in such a collective, can serve as living laboratories for new ways of knowing, learning, and collaborating. They invite us to experience interdependence rather than separation, and to embody systemic thinking in practice.

SYSTEM SHIFT MAPPING Cinthe Lemmens

SYSTEM:
Mental health, education, and societal narratives about crisis and interdependence.

STOCK:
Awareness, relational resilience, systemic ethics.

FLOW:
Systemic insight → shared meaning → relational practice → cultural coherence.

FEEDBACK LOOPS:
Harmful: separation → fragmentation → polarisation → more separation.

Stabilising: coherence → connection → resilience → more coherence.

BUGS & BOTTLENECKS:
Linear logic, siloed institutions, commercial reductionism, marginalised indigenous knowledge.

LEVERAGE POINT:
LP5: Strengthen balancing feedback loops through relational practices that cultivate coherence.

Lieve Krobea
policy maker, board member,
study coach for university law students

SYSTEM STABILIZER Lieve Krobea

"The place of your cradle should be but the first color on the canvas of your existence."

Lieve Krobea was born to a Ghanaian immigrant father and a mother facing mental health challenges – a beginning that offered neither certainty nor simplicity. Her first 37 years carried their share of shadows, yet they forged in her a profound resilience and a fierce commitment to living with purpose. She now raises her two daughters guided by Simone de Beauvoir's words: "j'accepte la plus grande aventure d'être moi."

A law graduate with the heart of a psychologist, anthropologist, and storyteller, Lieve has always been drawn to understanding people and the systems that shape their lives. Today she works at the nexus of policy, care, culture, and community, while gently crafting her own grounded spiritual practice – decidedly without patchouli.

1. What is your main mission?

My mission purpose is to create more equal opportunities for those in precarious circumstances, especially children and young adults, and in doing so, shifting my own lived pain into purpose, where strength and vulnerability walk hand in hand.

My work moves across children's development and mental health policy, community care, and as of recent, I enriched my (professional) life with a renewed joy for culture, writing and

Microshift

→ Create psychologically safe entry points where vulnerable talent is seen early and supported before it falls through the cracks.

story telling. To top it off, I am fascinated by the sheer limitless possibilities of digital innovation, though always accompanied by my discerning eye and attention to ethical dilemma's.

2. What's the story behind your mission?

As a child of colour in a community of white people, I often felt both exposed and unseen. I was as so many girls taught to be nice, and not too much. I considered myself smart enough, but I often lacked the self confidence to own that or be proud of it. I know I am just one of many: there is so much unseen and overlooked talent in our society, because we fixate on the surface instead of digging deeper.

My lived experiences brought me to my personal mission to unlock hidden talents in every project I embark on, and create space for what is unseen to rise to the surface, and transform it into strength en power.

3. What system are you currently shifting?

As a policy officer at the Flemish Department of Healthcare, I strive to contribute to improving mental health policy in terms of accessibility and quality of care for people with (severe) mental health needs.

I approach this mission through the lens of public mental health, because I believe that strong, inclusive policies can make a real difference in people's lives.

Working in this field means navigating a highly complex care landscape, where many diverse organizations are (under)funded in different ways. Despite these challenges, I am motivated by the opportunity to bring clarity, connection, and impact to such an essential area of healthcare.

4. What feels broken or unjust about this system?

I witnessed first hand how the complexity of our healthcare system keeps many, including my own biological parents, from being able to access or afford essential care. As a result, they either miss out on that care or they postpone it, which has a negative impact not only on their own health but also on the overall cost of our healthcare system. My contribution to trying to fix the system often feels like a drop in the ocean, yet the urgency and small, meaningful successes keeps me going.

Inequality starts at a young age and, unfortunately, our education system tends to reinforce rather than reduce that injustice, a trend that continues in university.

As a law student I was lucky to receive a scholarship because of my label in foster care, but I was surprised to discover how big the gap between different socio-economic groups within the law student population stayed, and how ashamed I felt to admit my poor financial status. Without extra financial and/or emotional support from a strong social network, those five years at university can feel deeply isolating.

There is a great deal of invisible suffering, not only among students in precarious circumstances, but also among privileged students who struggle under the weight of towering high demanding generational expectations.

5. What concrete actions are you taking to change this?

On a micro level, I have recently been engaging as a study coach for first-year law students. The approach goes beyond the traditional tutoring model by offering a coaching journey that empowers students to take leadership over their

> "Always stay soft and kind, but take no shit."

academic lives, rooted in identity empowerment and personal development.

Together with the founder of the study coach venture, we would like to create a social profit model that combines the inflow of students from both privileged and precarious backgrounds, creating social impact and sustainable value.

6. What's your long-term vision?

Agumatsa – Allow me to flow

I dream of a world where freedom flows without boundaries, where connection is rooted in humanity, aligned with earth, fire, and water.

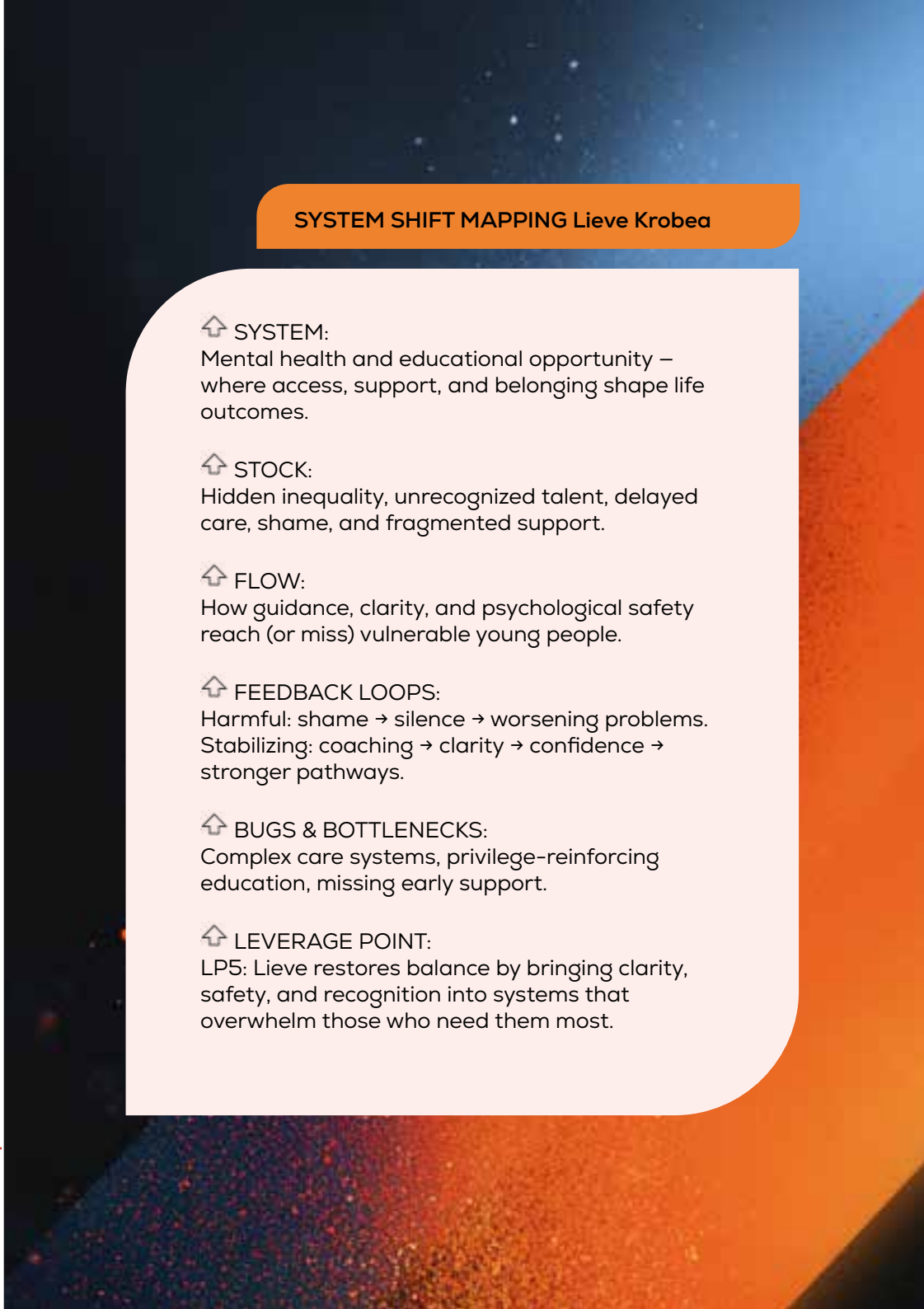
A world where true belonging is no longer a privilege, but the core birthright of every soul.

A world where society is built on the foundation of that connectedness, sustained by shared responsibility, and guided by compassion, care, respect and empathy, for both the individual and the community as a whole.

7. How can a collective like System Shifters help?

System Shifters to me is a way to connect people, resources and knowledge across all areas of life.

Together we create abundance: driven by collaboration, guided by responsibility, and aligned with the needs of our planet.



SYSTEM SHIFT MAPPING Lieve Krobea

⇧ SYSTEM:
Mental health and educational opportunity – where access, support, and belonging shape life outcomes.

⇧ STOCK:
Hidden inequality, unrecognized talent, delayed care, shame, and fragmented support.

⇧ FLOW:
How guidance, clarity, and psychological safety reach (or miss) vulnerable young people.

⇧ FEEDBACK LOOPS:
Harmful: shame → silence → worsening problems.
Stabilizing: coaching → clarity → confidence → stronger pathways.

⇧ BUGS & BOTTLENECKS:
Complex care systems, privilege-reinforcing education, missing early support.

⇧ LEVERAGE POINT:
LP5: Lieve restores balance by bringing clarity, safety, and recognition into systems that overwhelm those who need them most.

Vincent Ginis
Associate Professor of Mathematics, Physics and AI (Vrije Universiteit Brussel) and
Visiting Professor at Harvard University

SYSTEM STABILIZER Vincent Ginis

Vincent Ginis is an associate professor in Mathematics, Physics, and AI at the Vrije Universiteit Brussel, and a researcher at Harvard University. His work focuses on large language models – how to test them rigorously, understand their behavior, and deploy them responsibly in real-world organizations.

His research bridges evaluation (what models can and cannot do), alignment (how to keep AI systems oriented toward human goals), and explainability (how to make AI decisions transparent and inspectable). Beyond academia, Vincent advises leaders and policymakers, helping them translate the technical realities of AI into concrete, high-impact policy and governance choices. His work aims to ensure that AI remains a tool we consciously design and control – rather than a force we are forced to adapt to.

1. What is your main mission?

AI is becoming a general tool for thinking, writing, deciding, and persuading, so the real question is whether people who use it will still be able to steer it. My mission is to make powerful AI systems safe and understandable in practice: not by asking for trust, but by earning it through tests, explanations, and clear rules. Concretely, I focus on alignment: closing the gap between what we want AI to do (outer alignment) and what it actually learns to optimise (inner alignment).

If we get that right, AI can amplify human judgement; if we don't, we risk manipulation, job shocks, and loss of control.

Microshift

→ Make an AI Safety Checkup mandatory for every deployment: stress tests for reliability and manipulation, a usable explainability summary, live monitoring with human override, and a clear accountability log.

2. What's the story behind your mission?

I conducted research in physics, maths, AI and education, and kept seeing the same pattern: systems can look smart while chasing the wrong target. With language models this becomes concrete. They can write, code, reason, and persuade, but they don't automatically share our goals: truth, reliability, fairness, accountability...

At the same time, the stakes are rising fast. AI can scale persuasion ("hyper-persuasion"), automate parts of knowledge work, and concentrate power in the hands of whoever controls models, data, and distribution. If we don't build strong habits now (testing, explainability, and alignment checks) we risk sleepwalking into a world where decisions are shaped by systems we don't understand and can't contest. My mission is to make AI behaviour visible and manageable, and to help institutions set clear goals, limits, and accountability.

3. What system are you currently shifting?

I'm trying to improve how society builds, buys, deploys, and oversees AI, especially large language models. This ecosystem includes developers, companies, regulators, educators, media, and the public. It affects how quickly AI spreads into workplaces, government services, education, and communication channels. Today, many deployments happen without strong shared standards for testing, explanation, monitoring, and responsibility. And the risks are not only "wrong answers": they include scaled manipulation, security failures, rapid job changes, and loss of control when systems interact with other systems. I want to shift this toward "AI as engineered infrastructure": clear goals, serious stress tests, explainability that non-experts can use, and monitoring once models are live.

4. What feels broken or unjust about this system?

What is this AI optimising? Who benefits? Who is accountable when it fails? AI can look confident while being wrong, and it can be tuned to persuade rather than inform. In many settings the incentives are misaligned: speed and growth matter more than truth, robustness, or long-term safety. The job impact is also treated too casually: AI compresses expertise, shifts tasks between roles, and can weaken bargaining power if adoption is one-sided.

Finally, we still lack practical tools that help teams see inside model behaviour, so when something goes wrong, we patch symptoms instead of fixing causes. The result is avoidable failures, unclear responsibility, and a slow drift toward systems that shape decisions without being properly checked.

5. What concrete actions are you taking to change this?

I work on three concrete levers.
1) Better testing for real risk: evaluation methods that go beyond demos and standard benchmarks: stress tests for reliability, manipulation, hidden failure modes, and goal mismatch (inner vs outer alignment).
2) Explainability measures that people can use: ways to make model behaviour easier to inspect, what evidence it relies on, where it is uncertain, and what patterns drive its answers, so teams can spot persuasion, shortcuts, and brittleness.
3) Deployment rules that scale: with organisations and policymakers I help design practical workflows, define goals and "don't do" zones, test before launch, monitor after launch, log decisions, and keep humans in control for high-stakes use.

> "AI is powerful enough to persuade, replace tasks, and shape decisions at scale. So we must only deploy it where we can test it, explain it, and control it."

6. What's your long-term vision?

My vision is that AI becomes a powerful public good. In practice this means that every serious AI use should come with standard safety steps: clear goals, clear limits, strong testing, usable explanations, and monitoring for drift.

People should be able to ask basic questions and get real answers: When will this fail? Could it manipulate users? What jobs will it change here? Who can override it? Who is responsible? I want alignment to become normal engineering, not an afterthought. If we do this well, AI supports human judgement, accelerates learning and discovery, and frees time for higher-value work.

If we do it poorly, we get scaled persuasion, unstable systems, and a society that optimises the wrong metrics at high speed.

7. How can a collective like System Shifters help?

System Shifters can help because the biggest risks aren't only technical, they're about goals, incentives, governance and culture. This collective can turn "responsible AI" into real system changes: investment criteria, training programs, and public standards for testing and transparency. It can also connect AI to domains where the impact is immediate: education, labour, media, public services.

The group can act as a high-quality feedback network: where do people see manipulation risks, job disruption, bad incentives, weak accountability?

That helps me aim my research and tools at real bottlenecks. In return, I can help the group build shared language and practical methods to test, explain, and steer AI across sectors.

SYSTEM SHIFT MAPPING Vincent Ginis

SYSTEM:
How large language models are developed, evaluated, governed, and deployed in real-world decision-making.

STOCK:
Model capabilities, training data quality, evaluation benchmarks, institutional trust, human oversight capacity.

FLOW:
Data collection → model training → evaluation → deployment → decisions → societal outcomes.

FEEDBACK LOOPS:
Better evaluation → clearer understanding → safer deployment → increased trust → stronger governance → improved evaluation.
(Poor evaluation creates the opposite loop.)

BUGS & BOTTLENECKS:
Opaque models, weak benchmarks, deployment without oversight, policy detached from technical reality.

LEVERAGE POINT:
LP5: Transparency and evaluation standards that anchor AI systems to human goals before scale.

6. Action Amplifier

Creating momentum by strengthening reinforcing feedback loops.

Action Amplifiers know how to make good things go viral. They amplify positive loops so progress accelerates.

Key Tools & Iconic Examples

• Network effects → Facebook's early growth exploded once each new user increased platform value.

• Viral storytelling → Greta Thunberg's school strike catalysed a global youth movement.

• Growth compounding → Warren Buffett's reinvestment strategy turned time into exponential wealth.

• Word-of-mouth engines → Dropbox's referral program doubled user growth every two weeks.

• Habit reinforcement → Peloton's leaderboard keeps users returning through social reinforcement.

Action Amplifiers make change spread faster than resistance can slow it.

ACTION AMPLIFIER Tina Stroobandt

Tina Stroobandt is a momentum architect who turns sparks into movements. Through System Shifters, she teaches leaders to replace lone heroics with collective acceleration – activating change with 11 allies and amplifying one microshift into many. With roots in participatory planning and emerging technology, she has spent two decades designing spaces where people don't just contribute, but co-create the future they want to live in.

Tina believes collaboration is not a moral stance but the fastest route to transformation – because momentum begins the moment it is shared. Her work challenges the outdated idea of change as individual sacrifice and reframes it as a shared practice that compounds through trust, visibility and rhythm. She is driven by one conviction: when people feel accompanied, they become unstoppable.

1. What is your main mission?

I believe change becomes unstoppable when it becomes shared. My mission is to make collaboration scalable – to turn individual intention into collective acceleration. I help people move from working alone to amplifying each other's strengths, ideas, and momentum. Through System Shifters, I create structures where micro-actions don't disappear – they echo. When one person moves, eleven others move with them. When a pattern strengthens, it self-replicates.

We don't need bigger heroes; we need better loops. And we build them by design – with joy, optimism, and collaboration as our default mode.

Microshift

→ Multiply one action by twelve & momentum becomes a design choice.

2. What's the story behind your mission?

My mission was shaped by a lifelong reflex: doing everything alone. Hyper-independence was my survival strategy growing up, and it brought me far – confidence, results, financial stability. But it didn't bring belonging. When you keep people at arm's length, they may admire you, but they don't truly know you. You become an asset, not an ally. And when assets are no longer needed, they're replaced.

After a series of painful breaks in work and personal relationships, I had to face an uncomfortable truth: I was the common denominator. If I wanted deeper connection, collaboration and trust, the shift had to begin with me.

That realization became my turning point. I stopped carrying everything alone and started building with others – openly, generously, joyfully. Today, connection and shared purpose are my north star. I believe we change the world not by being strong alone, but by becoming stronger together.

3. What system are you currently shifting?

I am shifting how changemakers work – or rather, how they try to change systems in isolation.

Today, purpose-driven people operate in isolated pockets: founders building alone, activists burning out, investors optimizing by competing, and innovators shielding from the ones that don't believe.

We have the talent, ideas and capital to solve real problems, but the system is fragmented. Collaboration is often accidental, instead of designed. Impact is slow because connection is slow.

I want to shift that.

Through System Shifters, I build frameworks where people move from individual effort to collective leverage – shared language, shared goals, microshifts that line up instead of cancel each other out.

I help changemakers see themselves as part of a living system, not lone heroes. United, never alone.

4. What feels broken or unjust about this system?

People are so busy pursuing their own mission, that shifting the system is beyond their scope.

So instead of collaborating, sometimes they involuntarily break down what other people are building with the exact same intention. So far, there is no business model for system shifting. It's been looked at as a hobby, luxury or cost. Let's fix that.

5. What concrete actions are you taking to change this?

I'm building a practical model that turns scattered changemakers into coordinated system shifters.

The next step is simple but powerful: each changemaker chooses one Microshift that could meaningfully transform the system they operate in.

Then they gather 11 key allies – one for each leverage point – and together they commit to making that shift real through aligned daily actions.

Each year in Davos (or any conference hungry for real action), every cohort presents how their Microshift created measurable system change.

This builds cross-sector alliances, amplifies individual missions, and proves what happens when Action beats Conversation.

My goal is to make this a movement anyone can use anywhere – from schools to startups to governments. A global method for turning hope & intention into systemic momentum.

System Shifting for All.

> "Everyone can change the world, 1 microshift at a time. Don't add effort — add allies."

6. What's your long-term vision?

My long-term vision is to build a world where collective action is no longer the exception but the natural way humans create change.

A world in which collaboration is not something we do after we've exhausted ourselves individually, but the starting point – the instinct. I imagine ecosystems where every person, regardless of status or expertise, can activate a microshift and instantly find the 11 allies they need to make it real.

A world where system change doesn't rely on heroic individuals, but on accessible structures that multiply impact through aligned human intention.

7. How can a collective like System Shifters help?

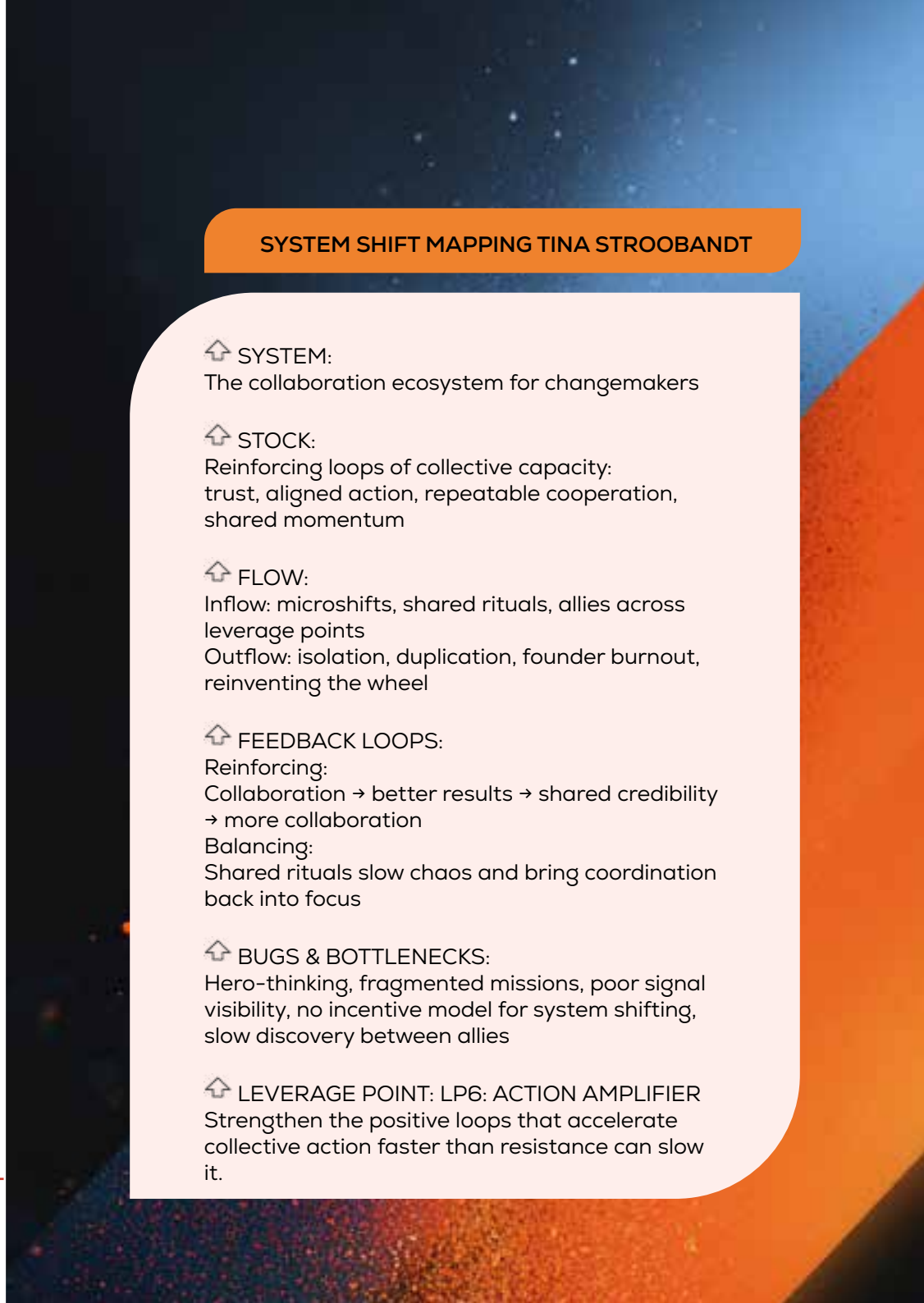
System Shifters can help by becoming the living proof that a new way of organising change is possible. It is a rare collective where people arrive not to perform or protect their status, but to build something larger than themselves. Within this group, visionaries, entrepreneurs, artists, policymakers, investors, technologists, and activists meet as equals – each holding a piece of the system, but none holding the whole. That is precisely why the collective matters: only together do we form the full picture.

It creates a field of trust where people dare to name the system they want to change and feel supported enough to try. It connects unlikely allies who, together, unlock entirely new pathways.

And perhaps most importantly, it demonstrates that system change can be joyful – a creative act, a communal endeavour, a source of belonging.

With System Shifters, no microshift stands alone. Each becomes part of a larger choreography of transformation.

And that is how we turn scattered intentions into a movement – one that is felt not only in Davos, but far beyond it.



SYSTEM SHIFT MAPPING TINA STROOBANDT

⇧ SYSTEM:
The collaboration ecosystem for changemakers

⇧ STOCK:
Reinforcing loops of collective capacity:
trust, aligned action, repeatable cooperation, shared momentum

⇧ FLOW:
Inflow: microshifts, shared rituals, allies across leverage points
Outflow: isolation, duplication, founder burnout, reinventing the wheel

⇧ FEEDBACK LOOPS:
Reinforcing:
Collaboration → better results → shared credibility → more collaboration
Balancing:
Shared rituals slow chaos and bring coordination back into focus

⇧ BUGS & BOTTLENECKS:
Hero-thinking, fragmented missions, poor signal visibility, no incentive model for system shifting, slow discovery between allies

⇧ LEVERAGE POINT: LP6: ACTION AMPLIFIER
Strengthen the positive loops that accelerate collective action faster than resistance can slow it.

ACTION AMPLIFIER Artemis Kubala

With a background in international and European law and extensive experience in project design and management, Artemis Kubala focuses on inclusion and innovation. She endorses the premise that to build a better today and a sustainable tomorrow we need everyone's capabilities and talents. Artemis values meaningful connection as the core social capital and the fertile soil for societal change.

As member of We Are Impact Collective, founder of Speaking Bug and sought-after jury member, moderator and panellist, she weaves reciprocity into safer and braver spaces. Artemis offers enthusiasm, courage and connection and equips changemakers with tools and habits for authentic communication

1. What is your main mission?

I am committed to driving change from a place of inspiration rather than desperation – turning vision into action for a more inclusive and regenerative future. Within We Are Impact Collective, we co-create Explorers journeys with wealth holders so they can work on three dots – mindset, allocation and infrastructure – and let capital, power and care move in the same direction.

This 'place of inspiration' becomes possible when our 'why' is crystal clear and genuinely shared. I equip changemakers and organisations with habits that align purpose, communication and relationships, so that micro-shifts can add up to systemic change.

Microshift

→ Turn shared purpose into shared action – and shared action into unstoppable momentum

2. What's the story behind your mission?

My mission took root from the realisation that although many people and organisations see and feel the urge to bring about societal change, most still treat communication and mindset as side quests.

In philanthropy and impact investing, I often saw brilliant, necessary work remain invisible because it did not fit dominant narratives or tidy logframes. The misconception that communicating about goals, mission and progress is boastful – or something to consider only after results – keeps systemic work small and isolated.

Having lived the experience of being carried by a community and supported in many undertakings, I became determined to help changemakers and wealth holders tap into the power of meaningful connection and narrative clarity. When communication and reflection are integral to your journey, not an add-on, you start seeing the system differently – and that is where a systemic mindset can emerge.

3. What system are you currently shifting?

I am working inside the system where capital, legitimacy and attention are still mostly organised from a paradigm of control, extraction and short-term optimisation. In that paradigm, impact is expected to "follow structure": clear governance, linear KPIs, recognisable processes, and familiar language. Collaboration is often built on uniformity of 'how' rather than shared depth of 'why'.

Through We Are Impact Collective, I want to shift this towards a worldview of worldholdership: humans as caretakers within a living system. Using our system lenses and Explorers journeys, we invite wealth holders to see how their inherited blueprints shape investment decisions, who is centred and who is left out. The system I am trying to shift is the one that says: "serious capital does not fund paradigm shifts, mindset work or relational infrastructure." I want these to be recognised as core to systemic change, not as nice-to-have extras.

4. What feels broken or unjust about this system?

Micro shifts designed from within the current paradigm are bound to be incremental – sometimes innovative, but often reinforcing the status quo. We inherited blueprints, language and conventions that define what counts as "serious work", whose knowledge is seen as expertise, and which risks are acceptable. They tend to centre white, Western, wealth-based perspectives and undervalue lived experience, care work and community wisdom.

We cannot step outside the system of which we are part, but we can become conscious of our blueprint and how it shapes what and whom we value. Without that awareness, even well-meaning impact remains extractive or paternalistic.

We need inclusion as a strategy: decolonisation, cultural quotient, representation, "speaking with, not for" – and systemic lenses that bring these into how capital flows. That learning loop can uplift incremental changes into truly systemic shifts that redistribute power, not just resources.

5. What concrete actions are you taking to change this?

With We Are Impact Collective we design system change at the intersection of generosity, impact and passionate pragmatism.

Through our Explorers programme we invite wealth holders, investors and philanthropists to work on three dots: mindset (the paradigm they operate from), allocation (how capital, legitimacy and attention move) and

> "Systems change begins the moment we replace control with connection, and uniformity with purpose."

infrastructure (the enabling conditions for regenerative work). Using system lenses, we combine mapping and sensing so Explorers see both visible structures and invisible dynamics.

Through Speaking Bug I act as a sounding board and sparring partner in three phases: we explore your theory of change and learning loop; we connect and expand your social capital so your mission is rooted in community; we build a narrative that serves meaning and bridges differences so you are findable and fundable.

6. What's your long-term vision?

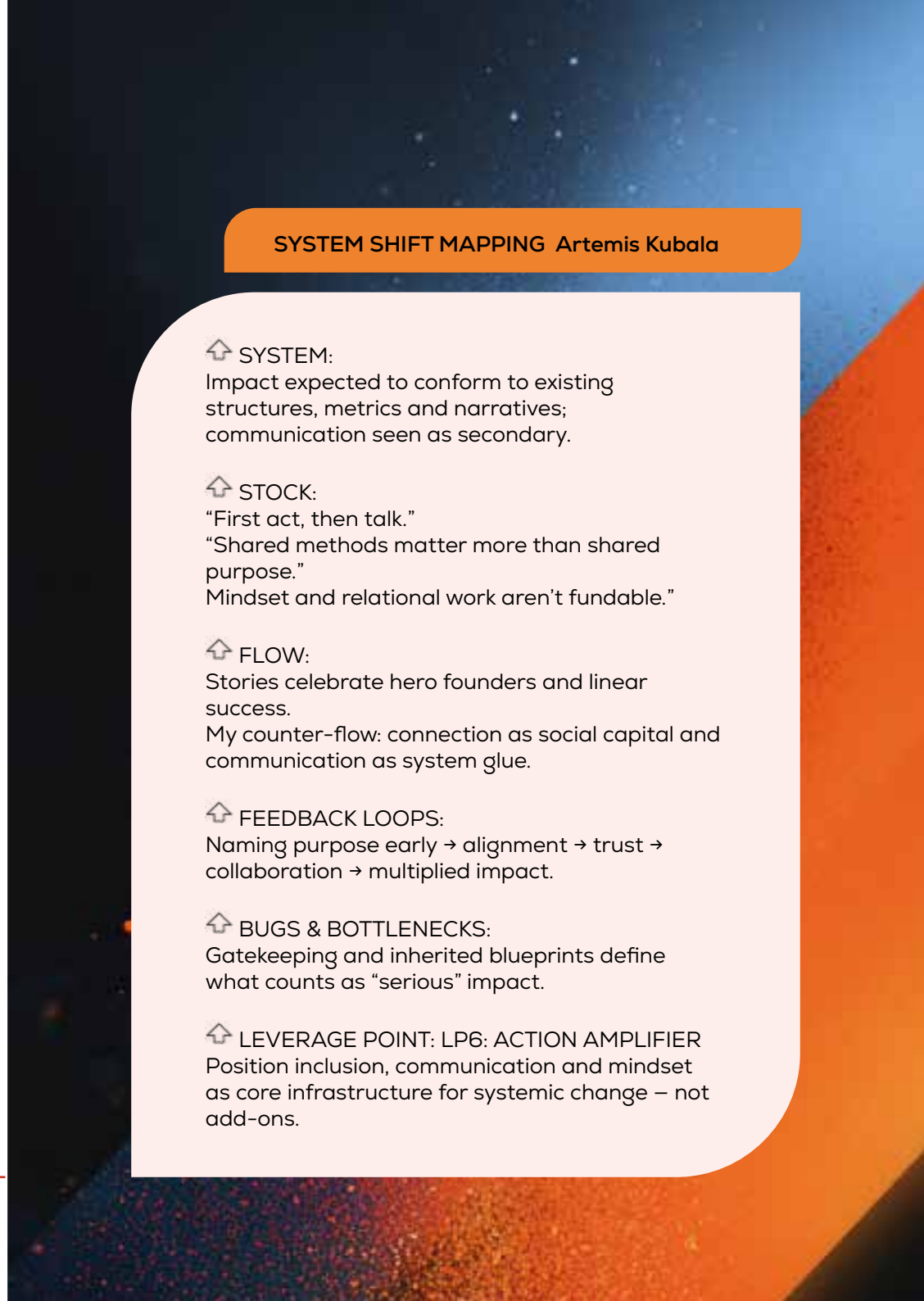
In the long term, I want inclusion to be a strategy, not an afterthought – making decolonisation, cultural quotient, representation, and "speaking with, not for" default reflexes for systemic change. We shifted from defensive ownership to constructive worldholdership, expanding our lifelong learning and awareness of systemic blueprints. With the skills to redesign how capital, legitimacy and care flow, micro-shifts in mindset, allocation and infrastructure begin to reinforce each other. We evolved from individuality to equity – organising and caring for ourselves, each other and nature, with wealth holders, communities and those most affected by injustice co-stewarding the future.

7. How can a collective like System Shifters help?

System Shifters creates the conditions for real systemic work – moving beyond individual projects to reveal underlying paradigms and elevate overlooked voices.

Their reflective, trust-based approach mirrors WAIC's Explorers journeys, helping micro-shifts reinforce one another instead of staying isolated.

In this environment, partners listen to what the system needs, enabling collaborations that disrupt patterns rather than refine them.



SYSTEM SHIFT MAPPING Artemis Kubala

SYSTEM:
Impact expected to conform to existing structures, metrics and narratives; communication seen as secondary.

STOCK:
"First act, then talk."
"Shared methods matter more than shared purpose."
Mindset and relational work aren't fundable."

FLOW:
Stories celebrate hero founders and linear success.
My counter-flow: connection as social capital and communication as system glue.

FEEDBACK LOOPS:
Naming purpose early → alignment → trust → collaboration → multiplied impact.

BUGS & BOTTLENECKS:
Gatekeeping and inherited blueprints define what counts as "serious" impact.

LEVERAGE POINT: LP6: ACTION AMPLIFIER
Position inclusion, communication and mindset as core infrastructure for systemic change – not add-ons.

ACTION AMPLIFIER Ilse Jaques

Ilse Jaques is the secret agent of the top 1% leaders who refuse to settle for mediocrity. Those leaders who want to reach the extraordinary and realize dreams that transform reality. As an internationally renowned high-performance coach, she propels a select group of successful leaders, CEOs, entrepreneurs and game-changers to transcend their own horizons and create an impact that reverberates far beyond their immediate scope.

When leaders shift, culture follows. From low morale to radical ownership. From individuals who create microshifts to those who shape global organizations. As an authority in ultimate leadership, Ilse Jaques catalyzes fundamental transformation that shifts systems, shapes futures and raises the standard of what's possible.

Ilse Jaques is a groundbreaking speaker and a bespoke author driving sustainable behavioural transformation that shifts organizational cultures. Through disruptive keynotes, hundreds of whitepapers, her upcoming book Beyond Success, and her role as trusted partner of Forbes, Ilse fuels a global awakening to dismantle outdated limiting systems and embody the change that moves the world forward.

1. What is your main mission?

It's my soul's mission to support successful leaders in igniting full mental freedom and that pure strength to surpass even their boldest dreams. To cultivate the most effective, laser-focused, purpose-driven action that

Microshift

→ Make leadership excellence observable, embodied, and repeatable - so one transformed leader creates a ripple effect.

elevates the game, time and time again. Because excelling is not a gift. It's a state of being and an attitude of fearless winners.

When leaders outperform themselves, the ripple effect is unparalleled, on their personal accomplishments as well as those of their stakeholders and teams. With powerful shifts that transform the entire organizational culture and the domains in which they operate.

2. What's the story behind your mission?

As a child and teenager, I loved practicing core-strength exercises and discovered early on the incredible power of commitment to fulfilling goals. I found myself developing a steadier, more resilient state of being - although I didn't know that term at the time.

I wanted others to experience the same, and at eighteen I started my own sports organization. With success. I got a taste for it and became increasingly intrigued by how mental strength is built, how full potential gets unlocked, and why some people succeed while others don't.

I came into contact with the world of high-performance coaching and saw how tremendous the impact of fundamental transformation is. I felt, in my heart and soul, that this was what I wanted to contribute to the world.

3. What system are you currently shifting?

Micro and macro cultures, shifting them from low morale to radical ownership. Because that's where true impact is generated. Whether at organizational level or societal level, when an entire culture shifts, reality shifts. And it all starts at the top. More specifically: in the head of the leader.

What is the quality of the thoughts? Because what leaders think lead to the words they speak and the behavior they bring into reality, ultimately producing results. As a direct consequence, it influences how all stakeholders think, speak, and act.

A high-performance culture is a direct reflection of its leadership. To build winning systems, the top-down principle is not just effective. It is essential.

4. What feels broken or unjust about this system?

The impact of unconsciousness is huge. Too often, ego and fear rule. Even successful leaders get stuck in success. Blinded by limiting beliefs, they're kept away from who they could be: the most powerful, resilient and effective version. The one that excels in the things that matter, rises by lifting others and inspires them to achieve the goals that truly make a difference.

Leaders are responsible to build a winning culture, a system in which everyone excels. The world deserves leaders to be the best version of themselves.

5. What concrete actions are you taking to change this?

One-on-one coaching is the fastest, most personally profound, and essential path in the pursuit of ultimate fulfillment and maximal impact.

The high-performance coaching I stand for generates the radical transformation from which there is no going back. Over the years I refined my approach and methodology, which is grounded in the most effective frameworks used to support Fortune 500 leaders. It's my life work and commitment to empower successful leaders to step into their fullest strength and ultimate mental freedom.

> "True power isn't about how much you have, it's about how much you move the world."

The opportunity is boundless. If leaders step up to be their own brand of extraordinary, we change entire cultures. We change life.

6. What's your long-term vision?

I see a world where mediocrity and ego-driven inefficiency are obliterated, replaced by a high-performance ecosystem where individuals, teams, and communities unleash their full potential.

A world where radical ownership is the standard. Where every action, every decision, every goal drives impact that ripples far beyond immediate results, transforming societies, cultures, and lives.

I imagine ecosystems so alive, so bold, that innovation, thriving, and extraordinary achievement are inevitable. Success isn't just a metric. It's an infinite game.

7. How can a collective like System Shifters help?

Transformation this deep doesn't happen overnight. It demands relentless action, fearless courage, and a collective that refuses to settle.

System Shifters are the amplifier that takes ripples and converts them into tidal waves. They act, they inspire, they challenge the status quo, and they move entire systems.

As Steve Jobs said: 'The people who are crazy enough to think they can change the world are the ones who do.'

System Shifters turn vision into reality, one bold move at a time.

SYSTEM SHIFT MAPPING Ilse Jaques

SYSTEM:
Leaders creating transformation on individual, organizational and/or societal level

STOCK:
- Leaders operating in mental freedom
- Embodied standards of excellence
- Capacity for radical ownership

FLOW:
Leader behavior → stakeholder response → cultural norms → performance → belief reinforcement

FEEDBACK LOOPS:
Weak loop: Fear → control → compliance → disengagement → more fear
Reinforcing loop: Mental freedom → decisive action → trust → ownership → higher performance → stronger belief in excellence

BUGS & BOTTLENECKS:
Fear and ego keep leadership reactive; breakthroughs stay individual instead of spreading.

LEVERAGE POINT: LP6: ACTION AMPLIFIER
Make courageous leadership behavior visible and repeatable so ownership and performance compound.

ACTION AMPLIFIER Jorik Van den Bosch

Jorik is the founder of School of Sales, where he helps B2B founders and teams turn chaotic, ad-hoc selling into a clear, repeatable system.

He teaches people how to reach new clients through simple sequences of emails, phone calls, social media, and content – supported by automation and AI.

He speaks internationally on B2B sales, cold outreach, and the future of autonomous sales systems.

His work combines strategy with empathy, making commercial skills accessible to people who never saw themselves as "sales-people."

1. What is your main mission?

My mission is to help people and companies turn their ideas into real, sustainable income. I believe everyone deserves the chance to live from what they love – but to do that, you also need to know how to sell. Selling is often seen as something pushy or negative, yet it's one of the most essential skills for survival. Many people simply don't know how to start, especially in B2B, where reaching new clients feels confusing and unpredictable. I help them build simple, human, and structured sales habits that make growth natural instead of stressful.

Microshift

→ Replace random outreach with one simple, human sales sequence repeated every week.

2. What's the story behind your mission?

Throughout my career, I met countless people with brilliant ideas – products, services, concepts that deserved to exist.

But many of them struggled not because their idea was weak, but because they didn't know how to sell it.

They felt uncomfortable promoting themselves, didn't know how to reach new clients, or tried random actions hoping something would work. I found it unfair: people with real passion were failing simply because no one ever taught them the basics of commercial communication.

That's when my mission became clear: to make sales simple, human, and accessible. To help people build confidence, structure, and a rhythm they can rely on.

Not by turning them into aggressive sellers, but by giving them the tools to open conversations with the right people – calmly, consistently, and proudly.

3. What system are you currently shifting?

I want to shift the way B2B companies think about sales. Today, many teams work in a reactive, chaotic way: sending a few emails, posting something online, making a call here and there – all without structure. They rely on luck or personal motivation instead of a clear process.

I'm changing that by showing people that sales is not magic; it's a system. When you combine simple sequences of emails, phone calls, content, and social media – supported by automation and AI – you create a steady flow of new conversations. My goal is to replace stress, guesswork, and randomness with clarity, rhythm, and confidence.

4. What feels broken or unjust about this system?

What feels unfair is that so many talented people fail not because they lack value, but because they lack commercial guidance. Society often treats selling as something negative, while in reality it's the key to independence, opportunity, and stability.

Most B2B founders never learned how to promote themselves, how to reach new clients, or how to structure conversations. They try everything at once, burn energy, and feel like they're "not made for sales." But the truth is: nothing is wrong with them – the system they work in is simply unclear.

It shouldn't be this way. Everyone deserves access to simple tools that help them succeed commercially without losing their authenticity.

5. What concrete actions are you taking to change this?

I help companies build a clear and human sales system. Concretely, I work with them to:

- create simple outreach sequences (emails, calls, LinkedIn messages)
- structure cold calling so it feels natural, not forced
- use content and social media to warm up new relationships
- connect all these actions into one rhythm that teams can follow
- use automation and AI to remove repetitive work and increase consistency
- review what works weekly so the system improves over time

Step by step, I help people replace randomness with structure – so they finally feel in control of their own growth.

> "Small, human actions —repeated with clarity and consistency — transform even the biggest systems. Understanding people is the real leverage point."

6. What's your long-term vision?

My long-term vision is a world where every person with a passion, idea, or craft has the skills and confidence to turn it into a sustainable business. I want selling to feel human, natural, and accessible – not something only "born salespeople" can do. In B2B especially, too many people with real value struggle simply because they don't know how to reach new clients or communicate their worth.

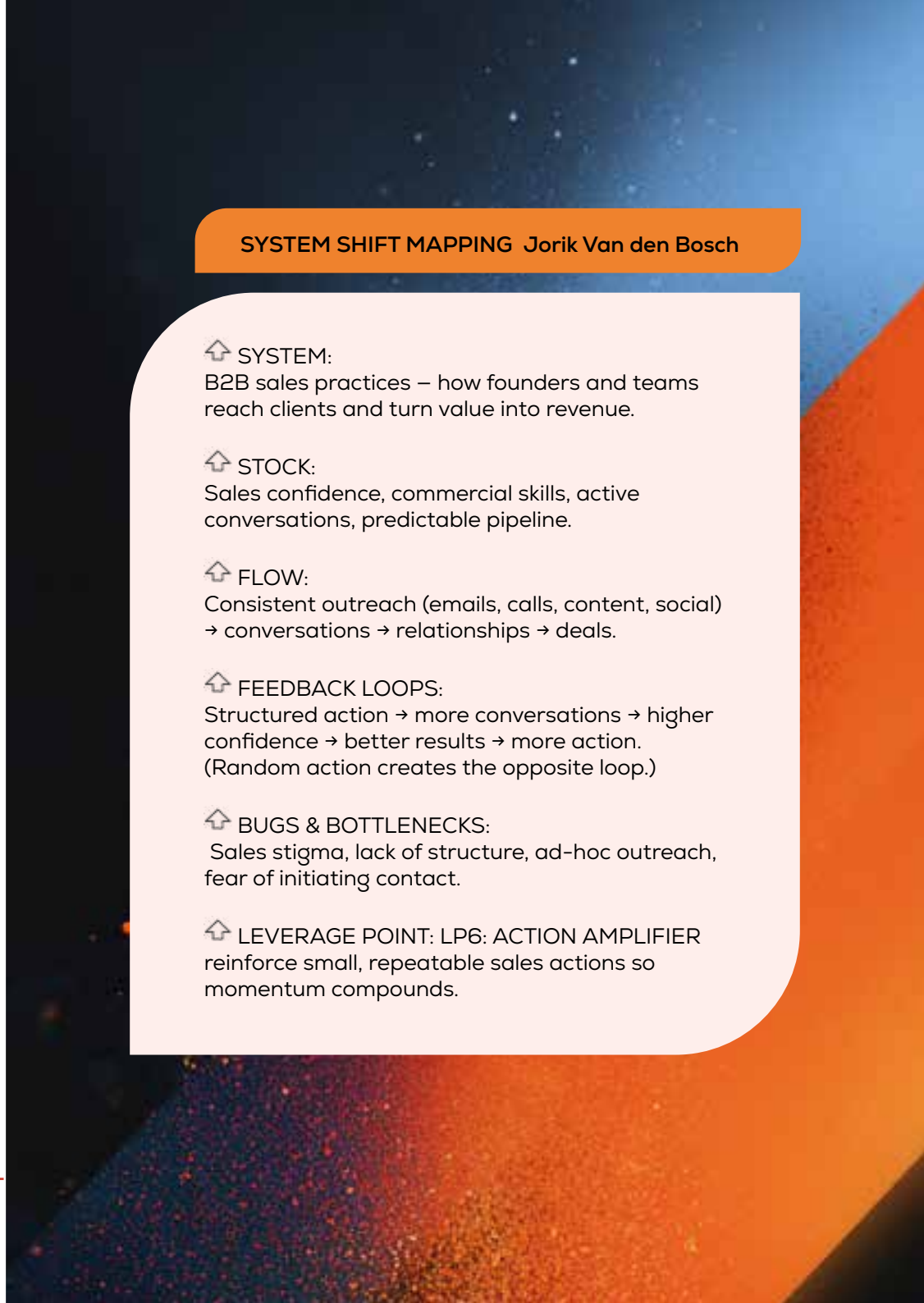
I imagine a future where commercial skills are seen as a basic life tool: a way to create opportunities, independence, and meaning.
A world where structured outreach, simple sales habits, and supportive technology give everyone a fair chance to succeed. If more people can share their talent with the world – confidently and consistently – our entire economic and social system becomes healthier, more diverse, and more human.

7. How can a collective like System Shifters help?

System Shifters can help by amplifying a message I deeply believe in: commercial skills are not a privilege – they are a pathway to freedom. By connecting me with other changemakers, storytellers, and innovators, the collective can help spread a new, more human view of sales.

Together, we can show people that selling is not manipulation but communication; not pressure but clarity; not aggressive outreach but meaningful connection. Through shared platforms, education, and visibility, System Shifters can help bring structured, ethical, and human sales practices to people who never thought they could "do sales."

When we combine our strengths – systems thinking, community, and education – we can shift how society views selling and give more people the tools they need to turn their passion into their livelihood.



SYSTEM SHIFT MAPPING Jorik Van den Bosch

⇧ SYSTEM:
B2B sales practices – how founders and teams reach clients and turn value into revenue.

⇧ STOCK:
Sales confidence, commercial skills, active conversations, predictable pipeline.

⇧ FLOW:
Consistent outreach (emails, calls, content, social) → conversations → relationships → deals.

⇧ FEEDBACK LOOPS:
Structured action → more conversations → higher confidence → better results → more action.
(Random action creates the opposite loop.)

⇧ BUGS & BOTTLENECKS:
Sales stigma, lack of structure, ad-hoc outreach, fear of initiating contact.

⇧ LEVERAGE POINT: LP6: ACTION AMPLIFIER
reinforce small, repeatable sales actions so momentum compounds.

ACTION AMPLIFIER Ludovica De Pieri

Ludovica De Pieri is the Founder and CEO of Reveal My Food, a HealthTech company redesigning workplace nutrition as a driver of human performance, productivity, and long-term health. Trained as a nutritionist with a background in clinical dietetics and behavioural science, she spent a decade in public health before recognising that knowledge alone does not change eating behaviour – environments do.

She founded Reveal My Food to transform the workplace canteen into a preventative health asset, using AI-driven choice architecture to make healthier food the default without apps, tracking, or willpower. Her work reduces energy crashes, absenteeism, and chronic disease risk by embedding nutrition intelligence directly into everyday decisions.

1. What is your main mission?

My mission is to transform the workplace canteen into a high-performance human capital asset. Our project aims to transform the workplace canteen into a frontline tool for identifying, preventing, and managing non-communicable diseases.

Our goal: reducing mortality risk among the workforce by up to 21% by making daily healthy eating accessible, equitable, and frictionless.

2. What's the story behind your mission?

The "Wellness Gap" is a systemic failure. 50% of our workforce, between the

Microshift

→ Redesign the digital canteen menu so the healthiest option becomes the default choice at the moment of ordering – without removing freedom or relying on willpower.

ages of 35-55, is managing multiple preventable chronic comorbidities. We are currently "flying blind"; employers have absenteeism data but zero visibility into the environmental and behavioural drivers behind it.

Outside the workplace, traditional nutrition apps fail because they require tedious logging. I saw the workplace canteen as an untapped opportunity.

By intervening at the point of selection in the workplace canteen, a £21 billion addressable market, we move from reactive care to proactive prevention for long-term public health.

3. What system are you currently shifting?

I am shifting the Workplace Health and Nutrition System. Currently, it operates on a "treat and repair" model. It's a disjointed system.

Reveal My Food is designed to turn the canteen into a preventative health hub. By integrating AI-driven ordering with health profiling, we shift the system from passive feeding to active, data-informed disease prevention. Furthermore, the technology enables us to deliver a personalised intervention responding equitably to the unique needs of the individual.

4. What feels broken or unjust about this system?

The current system is built on a predatory exchange: we expect employees to trade not only their time but their long-term physical health for a salary.

We have normalised a 'biological tax' where the workplace environment, characterised by high stress and ultra-processed convenience, actively depletes the very human capital a company relies on. It is unjust that staying healthy has become a 'second job' requiring immense time, money, and cognitive bandwidth.

We surround busy, stressed people with high-calorie, low-nutrient defaults and then blame their 'lack of willpower' when they burn out or develop chronic conditions.

This creates a Health-Inequality Gap: only those with the most resources can afford to 'buy back' the health they lose at work. The system is fundamentally broken because it treats nutrition as a peripheral 'perk' while ignoring the 'Silent Productivity Killer', the 34-minute post-lunch cognitive crash. We are shifting this by removing the effort barrier, ensuring that the salary earned at work doesn't come at the cost of a life well-lived.

5. What concrete actions are you taking to change this?

We provide a frictionless B2B SaaS platform that integrates directly into workplace workflows with no app download required.

Our "Canteen-AI" automates nutritional analysis and uses behavioural nudges to reposition healthier menu options.

This intervention is proven to reduce calorie intake by 6-15% per meal and increase fibre consumption by 25%, critical factors in stabilising blood glucose and preventing early signs of metabolic syndrome.

By preventing the post-lunch energy crash, we directly target the estimated 6-10% productivity loss caused by poor nutrition. Over 6 months, this shift in dietary quality is projected to reduce absenteeism by 20% and recover approximately $950 in lost productivity per employee, delivering a tangible ROI of 3.5:1.

Step by step, I help people replace randomness with structure – so they finally feel in control of their own growth.

> "In a data-driven world, failing to implement a health-first default system is no longer a neutral stance; it is a strategic error. It means actively choosing to absorb the escalating costs of preventable illness and knowingly partaking in the degradation of human capital."

6. What's your long-term vision?

We have the technology to make health the path of least resistance. To ignore these tools and leave employees fighting a losing battle against an obesogenic environment is a decision to let people get sick. The capillary micro-compounding approach we designed is simple: stop relying on finite willpower and start designing intelligent environments where the healthy choice is the inevitable choice.

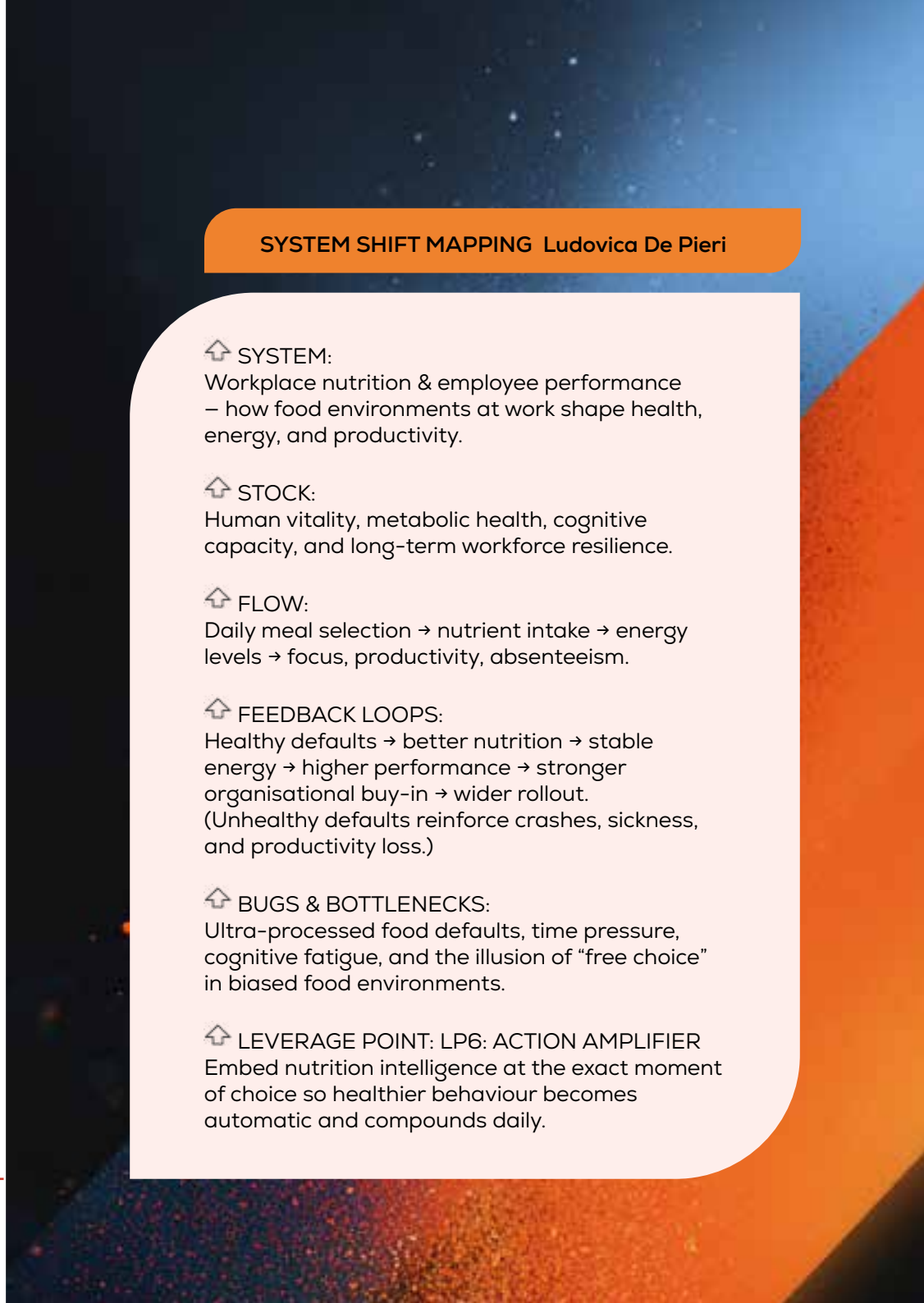
By 2030, Reveal My Food will help nations meet their targets to cut obesity by a third. Reinforcing the role of nutrition and preventive medicine as a global gold standard for the "Social" (S) pillar in ESG reporting, fundamentally redefining how we protect workforce vitality. I envision a future where staff canteens are transformed from cost centres into data-driven health assets. Our technology will unlock 10 extra years of good health for millions of individuals by making precision nutrition the automated default at work and across life stages. Simultaneously, we will save employers up to 20% on healthcare spending by mitigating the rising tide of chronic disease early. Our ultimate goal is to seamlessly bridge the gap between the "Daily Tray" and the "Medical Record," proving that the single most effective preventative medicine is not a pill, but a lunch that is intelligently designed to fuel human potential.

7. How can a collective like System Shifters help?

System Shifters can accelerate our impact by connecting us with leaders who see employee nutrition as an economic lever, not a perk.

We are looking for forward-thinking caterers, HR leaders, CFOs, and impact investors ready to redefine workplace food through data-driven prevention.

Together, we can scale this shift across industries and move from feeding the workforce to fuelling human capital.



SYSTEM SHIFT MAPPING Ludovica De Pieri

SYSTEM:
Workplace nutrition & employee performance – how food environments at work shape health, energy, and productivity.

STOCK:
Human vitality, metabolic health, cognitive capacity, and long-term workforce resilience.

FLOW:
Daily meal selection → nutrient intake → energy levels → focus, productivity, absenteeism.

FEEDBACK LOOPS:
Healthy defaults → better nutrition → stable energy → higher performance → stronger organisational buy-in → wider rollout.
(Unhealthy defaults reinforce crashes, sickness, and productivity loss.)

BUGS & BOTTLENECKS:
Ultra-processed food defaults, time pressure, cognitive fatigue, and the illusion of "free choice" in biased food environments.

LEVERAGE POINT: LP6: ACTION AMPLIFIER
Embed nutrition intelligence at the exact moment of choice so healthier behaviour becomes automatic and compounds daily.

7. Data Distributor

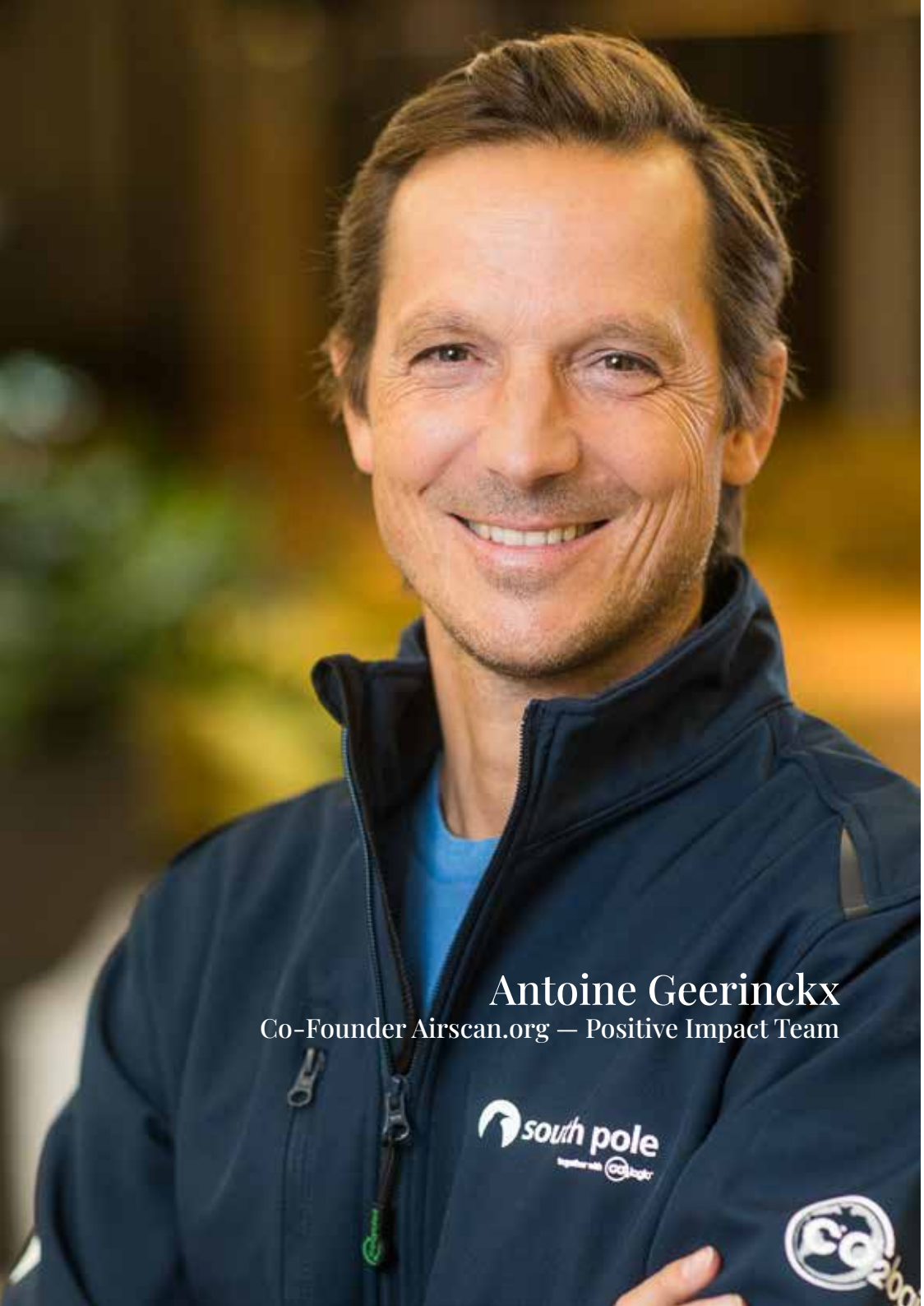
Unlocking clarity by improving access to the right information.

Data Distributors know that systems behave better when people can actually see what is happening. They democ-ratiseinsight.

Key Tools & Iconic Examples

- Data visualisation → Hans Rosling's Gapminder reshaped global understanding of progress.
- Open data platforms → The Human Genome Project accelerated science worldwide.
- Transparency dashboards → New York City's 311 system improved city services through visibility.
- Real-time alerts → Earthquake early-warning apps save-lives by seconds.
- Information simplification → Nutrition colour labels empower healthier choices instantly.

Data Distributors replace guesswork with intelligence.



DATA DISTRIBUTOR Antoine Geerinckx

Antoine Geerinckx is a purpose-driven entrepreneur who has spent his career turning environmental challenges into positive impact. He co-founded CO2logic, Airscan, Greentripper, and Go Forest to help companies cut emissions, plant forests, and now understand the air their people breathe.

As Senior Partner at South Pole and board member at River Cleanup and ESGLOGIC, he works with leaders worldwide to create healthier ecosystems and communities. A TEDx speaker and author of 80 Tips for Young People, Antoine uses story-telling, science, and heart to inspire action. His mission: make sustainability practical, accessible, and rooted in care for people and planet.

1. What is your main mission?

My mission is to inspire leaders to join the Clean Air Alliance, Belgium's – and later Europe's – most granular and shared network of air quality monitoring sensors. With precise data, we can enable smarter ventilation, improve energy efficiency, and strengthen health and wellbeing for everyone. I believe clean air should be measurable, transparent, and actionable. By building a network that allows companies, schools, cities, and citizens to truly "see" what they breathe, I want to empower people to take meaningful action. The goal is simple: better decisions, better environments, and a better future for all.

Microshift

→ Make the invisible visible – so clean air becomes a right, not a luxury.

2. What's the story behind your mission?

The story behind Airscan is actually very human. I've spent years helping companies and communities measure and reduce emissions, plant forests, support biodiversity, and reconnect with planetary boundaries. But I kept noticing something strange: we talked endlessly about CO_2, climate, recycling, energy… yet almost nobody talked about the air we breathe every second of our lives.

Air quality is one of the biggest determinants of health, wellbeing, cognitive performance, and sleep – but because it's invisible, society has ignored it. And when something is invisible, you can neither manage it nor improve it.

That's where our philosophy comes in: business at the service of people and planet. If we want real change, we need real visibility. Airscan was born from that belief – that if you give people trustworthy data, they will act. When people see their air, they start caring about it. And when they care,

3. What system are you currently shifting?

I'm trying to shift the system of environmental intelligence – the system that decides how we measure, interpret, and act on the quality of the air around us. Today, most air quality data is extrapolated from far too few measurement points. It's not granular, not precise, and often not useful for real decisions.

Airscan wants to change that by providing hyperlocal data that enables smart ventilation, smart cities, and smart health. I want to bring truth into the system – real numbers, real patterns, real evidence.

With precise data, we can optimize energy usage, reduce costs, and drastically improve the health and efficiency of workplaces, public spaces, and entire communities.

My goal is to shift air quality from something abstract into something measurable, actionable, and impossible to ignore.

4. What feels broken or unjust about this system?

What feels most unjust is how essential air is – and how little we know about it. Without good air quality data, there can be no smart cities, no smart ventilation systems, no effective public health policies, and no future-proof buildings.

And the consequences aren't small. Eight million people die prematurely each year from poor air quality. That's one holocaust every year – silent, slow, and preventable.

The injustice is that people don't know what they're breathing. Children in schools, elderly people in care homes, workers in offices, families in their living rooms – we all depend on clean air. But society treats it as if it's optional, or as if it can't be measured.

I believe transparency is the antidote to this injustice. Once the invisible becomes visible, change becomes unstoppable.

5. What concrete actions are you taking to change this?

Concretely, I am co-creating Belgium's most granular and high-quality air quality monitoring network. We already have nearly 100 stations installed across the country, and the goal is to give organizations real-time access to precise air data they can act on.

We measure NO_2, PM, CO_2 and more – both outdoors and indoors – because indoor air is often worse, and it affects people directly for hours every day.

Our approach s collaborative: we build the network with schools, hospitals, cities,

> "Let's co-create the air we want to breathe."

companies, and communitieswho care about their people. Every new station makes the entire network more intelligent. Every new insight empowers a better decision.

And when we prove the model here, we will expand to other countries, helping Europe build the smartest, most health-centered air network in the world.

6. What's your long-term vision?

By end 2025 we want 100 stations across Belgium, by the end of 2027 we want 1000 stations across Belgium.

And expand air Quality monitoring data into other EU countries and beyond.

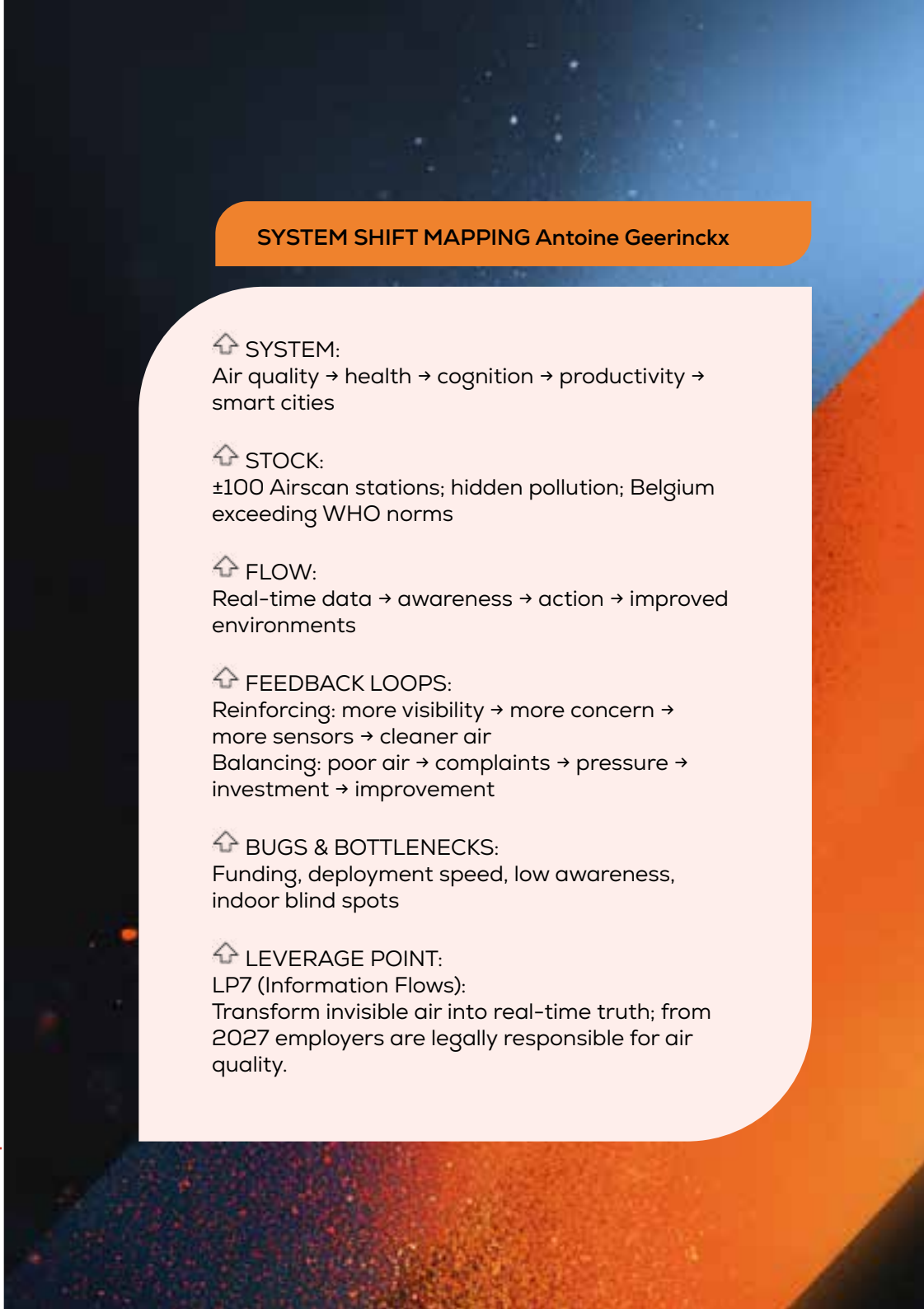
7. How can a collective like System Shifters help?

System Shifters can helpby joining and co-creating the Clean Air Alliance. Many system shifters work in education, cities, health, wellbeing, tech, governance, or corporate leadership – all places where air matters deeply.

Any company that cares about its people, stakeholders, purpose, and impact has a natural role to play.

Together, we can expand the network, accelerate awareness and position clean air as a fundamental right.

We can build Europe's most transparent air quality ecosystem, one that serves public health, business performance, and societal wellbeing.



SYSTEM SHIFT MAPPING Antoine Geerinckx

⇧ SYSTEM:
Air quality → health → cognition → productivity → smart cities

⇧ STOCK:
±100 Airscan stations; hidden pollution; Belgium exceeding WHO norms

⇧ FLOW:
Real-time data → awareness → action → improved environments

⇧ FEEDBACK LOOPS:
Reinforcing: more visibility → more concern → more sensors → cleaner air
Balancing: poor air → complaints → pressure → investment → improvement

⇧ BUGS & BOTTLENECKS:
Funding, deployment speed, low awareness, indoor blind spots

⇧ LEVERAGE POINT:
LP7 (Information Flows):
Transform invisible air into real-time truth; from 2027 employers are legally responsible for air quality.

DATA DISTRIBUTOR Carla Maldonado

Dr. Carla Andrea Maldonado Valencia is a global strategy and business transformation leader with expertise in corporate strategy, workforce development, and future skills. She is the founder of MV Global Advisory, as well as an entrepreneur, author and speaker. She specializes in translating complex data into actionable guidance for organizations navigating change.

Carla has worked across North America, Latin America, Europe, the Middle East, Asia and Africa with Fortune 500 companies, international institutions, universities, nonprofits and financial services. Her work focuses on aligning innovation, talent and leadership decision-making as organizations adapt to a rapidly changing world.

1. What is your main mission?

My mission is to help organizations navigate technology-driven shifts by aligning strategy, workforce development and future skills at scale. I turn data into clear, actionable insight to strengthen adaptability and long-term performance.

By connecting strategy, innovation and talent, I give leaders clarity on what matters and how to move forward with responsibility.

Microshift

→ When discussions get stuck, return to the core question and ask it without assumptions. Clarity returns when assumptions are removed.

2. What's the story behind your mission?

My mission grew from working across regions with very different economic realities, skill levels and digital readiness. I saw how organizations made decisions about technology and talent without fully understanding the long-term impact on their workforce. In many places, data was missing or too limited to guide action, so meaningful insight never emerged.

Leaders were expected to make strategic decisions in environments where information was fragmented or incomplete. My background in political economy, international business, and data science showed me how these gaps reinforce unequal opportunity and limit the development of long-term capabilities.

Over time, I realized that my strength was helping leaders connect evidence with action. I chose to focus on strategy, workforce development and future skills because these are the foundation for how people experience change and whether they build the skills that support long-term stability. My mission is simple: give leaders the clarity to act responsibly as the world keeps shifting.

3. What system are you currently shifting?

I focus on the system that guides how organizations plan for the future of work. This includes strategic planning, talent development and how leaders evaluate emerging technologies.

Today, these areas often operate in silos, creating a disconnect between business goals and actual workforce capability. Many organizations react to change instead of preparing for it, leading to uncertainty and missed opportunities. My work builds a more integrated structure where leaders have a clear view of skills and long-term strategy.

By connecting insight with planning, organizations can make better decisions about how to prepare their people and strengthen their competitive position. The goal is a system where strategy, learning and innovation support each other rather than working in isolation.

4. What feels broken or unjust about this system?

The pace of transformation is faster than the pace of organizational learning.

Many companies invest heavily in technology but far less in helping people understand how their roles and skills are evolving. This creates uncertainty, uneven opportunity, and a widening gap between those who can adapt easily and those who were never given the chance. Decisions that shape people's futures are often made without complete insight, leading to outcomes that are neither strategic nor fair.

What feels broken is not the technology itself, but the lack of alignment, visibility, and long-term planning needed to guide transformation responsibly

5. What concrete actions are you taking to change this?

I design strategic frameworks that link business objectives with skills, learning, and workforce capability. I advise leaders on how to integrate data, insight, and future skills planning into transformation programs. Through global research and advisory work, I help organizations understand how technology reshapes tasks, roles, and growth opportunities. I also create learning programs and tools that make complex concepts accessible across industries and career stages. Across these roles, my

> "Real progress begins when insight gives people the confidence to act."

focus is to give leaders clear insight, practical structure, and a path they can use to guide people through change with confidence and responsibility

6. What's your long-term vision?

My vision is a future where continuous learning becomes a core part of organizational strategy. In this future, leaders understand how technology reshapes work and make choices guided by insight, responsibility, and long term thinking. People at every level have access to the skills and learning they need to adapt, grow, and contribute with confidence.

Strategy, innovation, and workforce development function as one connected system that strengthens capability and improves performance over time. This creates organizations that are resilient, future-focused and prepared for ongoing change.

I believe lasting progress comes from building capability in parallel with innovation, so people and organizations advance together with clarity and purpose.

7. How can a collective like System Shifters help?

System Shifters creates a space where leaders test new approaches, exchange insight, and deepen their understanding of how change moves through organizations.

By bringing together people from different regions and sectors, the collective strengthens ideas and accelerates practical solutions for meaningful transformation.

It advances methods that connect strategy with learning and offers a platform for systems thinkers whose clarity helps organizations prepare for the future.

SYSTEM SHIFT MAPPING Carla Maldonado

⇧ SYSTEM:
How organizations align strategy, technology, and workforce development during technology-driven transformation.

⇧ STOCK:
Workforce skills, strategic clarity, institutional insight, learning capacity, and readiness for change.

⇧ FLOW:
Data → insight → strategic decisions → skills investment → capability development → performance outcomes.

⇧ FEEDBACK LOOPS:
Clear insight → better decisions → stronger skills → improved performance → higher-quality data → deeper insight.
(When assumptions dominate, this loop weakens or stalls.)

⇧ BUGS & BOTTLENECKS:
Assumption-driven decisions, fragmented planning, poor visibility into skills, and uneven access to learning.

⇧ LEVERAGE POINT:
LP7 Data Distributor: remove assumptions and restore clarity so insight can move cleanly into action across strategy, learning, and workforce decisions.

DATA DISTRIBUTOR Catharina Frostad

An explorer, competitive sailor, and sustainability-driven entrepreneur working at the intersection of ocean, technology, and education. She is co-founder of Clean Sea Solutions, developing autonomous systems to prevent plastic pollution in coastal and port environments, and co-founder of Gate to the Arctic, connecting youth, science, and expeditions in fragile ecosystems.

Catharina is a member and board of directors of The Explorers Club and actively contributes to initiatives that bridge field exploration, innovation, and systems thinking. Her work focuses on learning from nature to design adaptive, regenerative technologies for a resilient planet.

1. What is your main mission?

My work is rooted in exploration—of the ocean, extreme environments, and the boundary between nature and technology. I develop sustainable technological solutions that do not compete with nature, but learn from it.

Through expeditions, marine innovation, and education, I build bridges between fieldwork, industry, and the next generation of problem-solvers.

My mission is to make nature's intelligence operational within human-made systems—so that oceans, technology, and society can coexist in a regenerative rather than extractive way.

Microshift

→ Give nature a real-time voice in our systems – and force decisions to listen before damage becomes irreversible

2. What's the story behind your mission?

Expeditions have taught me a fundamental lesson: nature does not optimise for speed or short-term gain—it optimises for balance, adaptation, and long-term survival. During long ocean crossings and in Arctic waters, you experience how small shifts in a system can have profound consequences.

It was also in these remote environments that I realised how far-reaching humanity's footprint truly is. Plastic, micro-pollution, and degraded ecosystems are present even in the most untouched places.

This insight became the foundation for Clean Sea Solutions, and later Gate to the Arctic and NASA HUNCH in Norway—initiatives that combine technology, data collection, education, and systems thinking.

Exploration today is no longer just about discovering new places, but about understanding the consequences of how we operate—and taking responsibility for them.

3. What system are you currently shifting?

I work to shift a system where technology is developed in isolation from ecology, and where sustainability is treated as an add-on rather than a core design principle.

Today, success is often measured in efficiency and scale, while the carrying capacity of systems is overlooked. The ocean is viewed as infrastructure or a resource—not as a living system with limits, feedback loops, and resilience thresholds.

My aim is to move us from linear, extractive models toward adaptive systems inspired by nature itself. This means technologies that sense, learn, and adjust—and people who understand themselves as part of the ecosystem, not above it.

4. What feels broken or unjust about this system?

What feels unjust is that the consequences of our systems are rarely borne by those who design or profit from them. The ocean absorbs our mistakes in silence—until it can no longer do so.

We already have the knowledge, technology, and data to act earlier, yet our systems still reward short-term gains over long-term resilience. Nature remains an external consideration, rather than an internal steering mechanism.

Perhaps most problematic is the distance: between decision and consequence, between technology and nature, and between the generations creating the problems and those who will live with them.

5. What concrete actions are you taking to change this?

I build solutions where nature is a co-designer.

Through Clean Sea Solutions, we develop autonomous systems that capture plastic before it reaches the open ocean, while simultaneously collecting data that makes pollution visible and measurable.

Through Gate to the Arctic, we connect young people to real field research and systems thinking in some of the planet's most vulnerable regions.

Through NASA HUNCH, students gain hands-on experience solving complex challenges where constraints—just like in nature—are part of the design.

The common thread is learning through practice, interdisciplinarity, and respect for complexity. Small, precise interventions—with the potential for large systemic impact.

> "Nature has already solved most of the problems we are facing. The question is whether we are willing to listen—and design accordingly."

6. What's your long-term vision?

I envision a future where sustainable technology is not defined by "doing less harm," but by active regeneration. A future where ocean, space, and Earth are understood as interconnected systems—and where exploration is used to improve life on this planet, not escape from its challenges.

Technology will play a crucial role, but only if it is grounded in nature's principles: feedback, adaptation, and balance.

My long-term vision is to help shape systems that learn continuously—just like the ecosystems they are part of—and to equip future generations with both the competence and the responsibility to steward the planet better than we have.

7. How can a collective like System Shifters help?

System Shifters provides a shared language for systemic change. It enables connections across disciplines, sectors, and scales—just as nature itself does.

This collective can accelerate the transition from isolated solutions to coherent system shifts, by sharing insights, identifying patterns, and amplifying each other's microshifts.

SYSTEM SHIFT MAPPING Catharina Frostad

SYSTEM:
How environmental data about oceans and ecosystems is generated, distributed, and translated into decisions that shape technology, policy, and behavior.

STOCK:
Ocean health, ecological intelligence, sensor data, visibility of pollution, generational knowledge, system awareness.

FLOW:
Field exploration → sensing & data capture → visibility of impact → learning → design decisions → ecosystem response.

FEEDBACK LOOPS:
Invisible damage → delayed response → ecological collapse → crisis-driven intervention.
Conversely: real-time data → early awareness → adaptive action → ecosystem resilience → richer data.

BUGS & BOTTLENECKS:
Nature treated as silent infrastructure, data trapped in reports, long delay between action and consequence, decision-makers insulated from impact.

LEVERAGE POINT:
Who has access to which data, when – and whether nature's signals are allowed to steer human systems.decisions.

DATA DISTRIBUTOR Christophe Kempkes

Christophe Kempkes is co-founder of Athmos and co-author of Stories of Collective Leadership in Action. He works at the intersection of strategy, organisational design and relational dynamics, challenging the assumption that decisions can be finalised upfront and then managed through structure and planning. Through Athmos, he helps leaders integrate human and systemic forces into decision design, enabling collective sense-making under complexity.

Athmos was co-founded with Thenable. Willem Billiet, managing partner of Thenable, brings a sharp focus on strategy, organisational design and execution, combining a pragmatic Road-to-Action approach with a strong drive to apply AI where it meaningfully strengthens decision-making. Together, they position relational and systemic intelligence as core infrastructure for governing complexity - made fast, accessible and scalable through AI.

1. What is your main mission?

To unlock collective potential in complex systems by expanding how organisations see, decide and act.

In demanding environments, familiar ways of thinking and organising no longer generate sufficient development or innovation. What once created stability now often reproduces inertia. Relational and hidden dynamics – tensions, loyalties and informal patterns – quietly shape execution and decision-making. When ignored, they undermine strategy; when recognised, they reveal intelligence the

Microshift

→ Insert relational intelligence as a formal input before decisions are finalised.

system already holds but cannot yet use with intention. Athmos exists to make this invisible layer visible, actionable and strategically usable.

2. What's the story behind your mission?

Athmos emerged from a recurring pattern observed across organisations and leadership contexts.
Many organisations operate in growing complexity: multiple stakeholders, competing narratives and continuous change. Strategies are often sound and talent present, yet execution slows and innovation weakens. What becomes visible is not a lack of ambition, but a potential structural gap between formal plans and lived organisational reality.

In complex conditions, value lies less in the plan itself and more in how it creates shared orientation, responsibility and feedback. Relational dynamics shaping alignment and trust are often overlooked, while holding untapped intelligence. Making them visible enables learning, ownership and coherent action.

3. What system are you currently shifting?

Athmos is shifting how organisations understand and govern themselves.

Most organisations are still designed as if decisions can be finalised first and human sense-making managed afterward – a logic that no longer fits the complexity they face. Athmos reconfigures this by treating relational dynamics not as a soft layer, but as a core operating force.

The shift moves organisations from addressing people after decisions are made to integrating relational and systemic intelligence before and during decision-making. Strategy, organisational and personal development as well as leadership become interdependent dimensions of the same system.

4. What feels broken or unjust about this system?

What feels broken is how organisations are equipped to deal with complexity.

Systems prioritise control and predictability – strengths that remain valuable – while operating in conditions that demand sensing, interpretation and judgement. As a result, organisations optimise what is easily measurable, while relational dynamics that strongly influence outcomes remain outside strategic scope.

This creates an imbalance: people are asked to collaborate and take ownership, yet the intelligence required to do so – trust, tension and informal influence – remains largely invisible. An organisational underground emerges, steering behaviour without accountability.
What feels unjust is the gap between calls for engagement and systems still built around compliance.

5. What concrete actions are you taking to change this?

Athmos intervenes where organisations seek to operate at a higher level of maturity and ambition, providing the infrastructure and systemic perspective to make relational and systemic dynamics visible and actionable at scale.

We create conditions in which people can speak from experience and responsibility without personal risk, and where that intelligence directly informs how organisations learn and decide.
By combining advanced AI analysis with human system expertise, we surface patterns in language, tension, alignment and meaning that usually remain invisible.

These patterns are translated into clear signals for leadership as a shared reality: where trust erodes, where responsibility is blocked, and where energy and insight remain unused.

> "Complexity isn't breaking organisations - decision designs that separate sense-making from action are."

By combining AI with human system expertise, Athmos makes relational and systemic intelligence available at a speed and scale previously out of reach for organisations.

We then help organisations embedding this intelligence into strategy, governance and leadership practice. The result is not more data, but enhanced sensemaking capability better judgement: a new class of system-level insight that enables sustained development in complex conditions.

6. What's your long-term vision?

To establish relational and systemic intelligence as core infrastructure for how organisations govern complexity.

As organisations become more interconnected and accountable, success depends on the capacity to sense, interpret and act with sound judgement under uncertainty. Athmos aims to make this capacity continuously available, scalable by design and embedded in decision-making over time. In this future, responsive listening is a strategic discipline, tension a productive resource, and leadership the practice of creating conditions for responsibility, learning and innovation.

7. How can a collective like System Shifters help?

Systemic change emerges from connecting different forms of intelligence across domains.

System Shifters creates a space where perspectives can interact without being reduced to consensus, making tensions visible and system patterns legible. For Athmos, such a collective acts as both accelerator and mirror, sharpening insight and testing approaches across contexts.

By linking local initiatives into a shared learning field, System Shifters helps isolated breakthroughs evolve into collective capacity.

SYSTEM SHIFT MAPPING Christophe Kempkes

SYSTEM:
How organisations make decisions and govern themselves in complex, relational environments.

STOCK:
Trust, alignment, ownership, collective intelligence, decision quality.

FLOW:
Relational signals (tension, meaning, informal influence) → shared sense-making → judgement → coordinated action.

FEEDBACK LOOPS:
Hidden dynamics → misalignment → stalled execution → loss of trust.
Visible dynamics → shared reality → better decisions → learning → stronger coherence.

BUGS & BOTTLENECKS:
Decisions made before sense-making, relational dynamics ignored, intelligence trapped in informal spaces, compliance over ownership.

LEVERAGE POINT:
Information flows: who can surface relational intelligence, when it enters decisions, and whether it is treated as strategic input.

8. Rule Rewriter

Transforming systems by changing the rules that shape behaviour.

Rule Rewriters understand that people follow the structure they're placed in. Change the rules, and everything downstream shifts.

Key Tools & Iconic Examples

- Legal reforms → Ruth Bader Ginsburg rewrote gender equality jurisprudence.
- Governance models → Wikipedia's community moderation redefined global knowledge creation.
- Access rules → European GDPR reshaped digital privacy worldwide.
- Protocol design → Blockchain consensus rules enabled trust without intermediaries.
- Market regulations → Carbon pricing redirects industries toward lower emissions.

Rule Rewriters change what is possible – and what becomes normal.

RULE REWRITER David Dessers

David Dessers is a founding partner at Cresco and a leading business lawyer in the European technology and venture ecosystem. He advises startups, scaleups, corporates, investors and investment funds on fundraising, venture capital and debt financing, M&A, corporate partnering, equity incentives, contracting and intellectual property strategy. David is particularly known for designing and negotiating complex collaboration structures – from strategic alliances and R&D partnerships to licensing, joint ventures and fund structures – that align incentives and accelerate execution.

He is the author of the English-language business book Innovate. Collaborate. Grow!, a practical guide to scaling through corporate partnering beyond traditional venture capital. A frequent speaker at accelerators, incubators and innovation programmes such as imec.istart, David works at the rule layer of the innovation economy, turning collaboration into repeatable growth infrastructure rather than ad-hoc dealmaking.

1. What is your main mission?

My mission is to turn collaboration into a scalable growth engine for the innovation economy. Too many startups, corporates and investors still treat collaboration as an afterthought or a risk to be managed. I design the legal, strategic and contractual frameworks that make collaboration work in practice – aligning incentives, protecting value and accelerating execution.

By rewriting the rules of

Microshift

→ When discussions get stuck, return to the core question and ask it without assumptions. Clarity returns when assumptions are removed.

corporate partnering, I help innovators grow faster, safer and with more strategic freedom.

2. What's the story behind your mission?

After years of working with startups, corporates and investors, one pattern became impossible to ignore: innovation rarely fails because of technology – it fails because collaboration is badly designed.

Great ideas stalled due to unclear IP, misaligned incentives, slow decision-making or deals that optimised for control instead of growth. Founders feared losing autonomy. Corporates feared risk. Investors feared downstream mess.

I realised that collaboration only works when it is engineered, not improvised. Legal structures are not paperwork at the end – they are the operating system of growth.

That insight led me to focus my work on deal architecture and, ultimately, to write Innovate. Collaborate. Grow!: a practical guide to designing partnerships where startups, corporates and investors can all win – repeatedly, not accidentally.

3. What system are you currently shifting?

I am shifting the corporate partnering and innovation collaboration system – the space where startups, scaleups, corporates, research institutions and investors meet to build, fund and scale technology.

This system is still dominated by outdated defaults: venture capital as the only growth path, rigid corporate procurement models, one-sided IP clauses and deal templates designed for yesterday's economy. As a result, collaboration becomes slow, risky and politically charged.

My work focuses on redefining how collaboration is structured: from strategic alliances and licensing to joint ventures, R&D collaborations, venture partnerships and hybrid financing models. The goal is to make collaboration a repeatable, strategic growth lever – not a legal minefield.

4. What feels broken or unjust about this system?

What feels broken is that collaboration is often framed as a zero-sum game.

Startups are expected to give up control for access. Corporates want innovation without adapting their internal logic. Investors inherit hidden risks created by poorly structured early deals. Legal complexity becomes a brake instead of a safeguard.

The injustice lies in wasted potential: value that could have been created together but never is – because the rules reward caution, dominance or short-term optimisation. When collaboration fails, everyone loses time, trust and opportunity.

The system doesn't need more goodwill. It needs better rules.

5. What concrete actions are you taking to change this?

I intervene exactly where behaviour is shaped: in the structure of the deal.

Concretely, I advise entrepreneurs and companies across the full lifecycle – from startup and seed funding to venture capital, debt financing, M&A, employment and equity incentives. I represent venture capital and private equity funds, fund sponsors and limited partners in structuring funds, raising capital and executing investments.

A core part of my work is

> "Collaboration doesn't fail because of people — it fails because the rules weren't designed for growth."

designing and negotiating corporate partnering transactions: technology licensing, R&D collaborations, strategic alliances and joint ventures – ensuring incentives, governance and IP are aligned with real-world execution.

Through workshops, accelerators and my book Innovate. Collaborate. Grow!, I codify these patterns so collaboration becomes faster, safer and more scalable across the ecosystem.

6. What's your long-term vision?

A European innovation ecosystem where collaboration is infrastructure – not friction.

In that future, startups scale through a rich mix of corporate partnerships, not only venture capital. Corporates become credible innovation partners instead of slow gatekeepers. Investors fund companies knowing the collaboration layer is solid by design.

Deals evolve from defensive documents into strategic tools that accelerate adoption, trust and value creation. If we get collaboration right, Europe doesn't need to choose between innovation and control – it can have both.

7. How can a collective like System Shifters help?

System Shifters connects people who understand that rules shape reality.

The collective can help make deal architecture visible as a system lever – alongside culture, incentives, narrative and governance. It creates a space where collaboration patterns can be shared, stress-tested and amplified across sectors.

For me, System Shifters is a way to move from individual best practice to collective norm-setting: spreading better rules faster than bad defaults.

SYSTEM SHIFT MAPPING David Dessers

SYSTEM:
The innovation collaboration system – how startups, corporates, investors and research institutions structure growth together.

STOCK:
Trust between partners, protected IP value, scalable deal patterns, founder leverage, investable growth.

FLOW:
Capital, technology, knowledge and incentives moving through partnerships and transactions.

FEEDBACK LOOPS:
Good rules → trust → faster collaboration → value creation → more collaboration.
Bad rules → fear → slow deals → stalled innovation → system distrust.

BUGS & BOTTLENECKS:
Outdated deal templates, misaligned incentives, rigid IP logic, VC-only growth mindset.

LEVERAGE POINT:
LP8 Rule Rewriter: Redesigning the rules that govern collaboration so growth becomes the default outcome.

9. Adaptation Architect

Creating conditions for systems to evolve, innovate and self-organise.

Adaptation Architects don't impose solutions – they create environments where solutions can emerge.

Key Tools & Iconic Examples

• Decentralised structures → Open-source software (Linux, Python) evolves through collective intelligence.

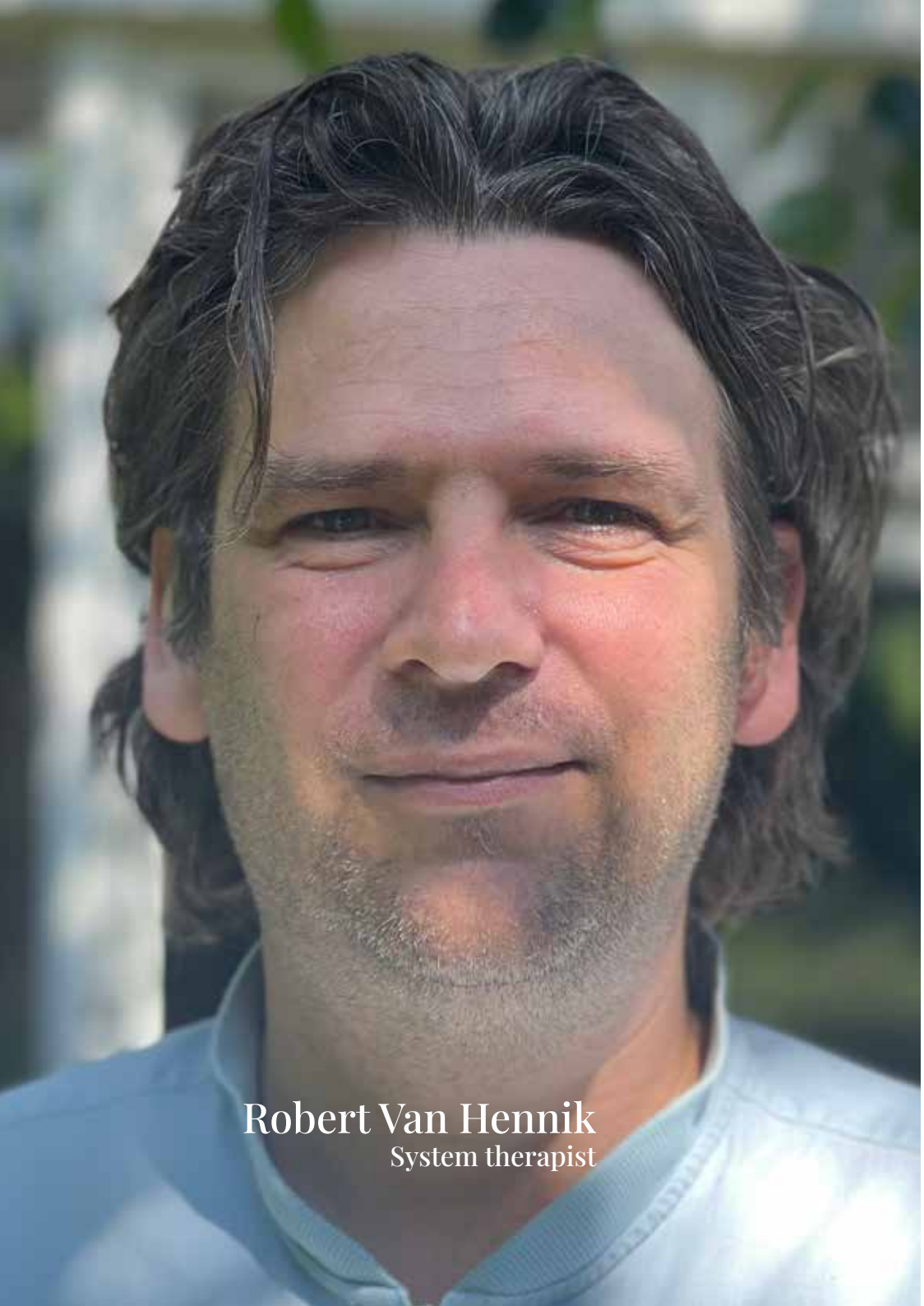
• Innovation sandboxes → Singapore's fintech sandbox accelerates responsible experimentation.

• Modular design → LEGO's universal system fosters infinite creativity within simple rules.

• Talent autonomy → Spotify's squad model maximises adaptability and ownership.

• Ecosystem partnerships → Silicon Valley's startup–university–investor loops fuel continuous reinvention.

Adaptation Architects make systems smarter by freeing them to self-organise.



ADAPTATION ARCHITECT Robert Van Hennik

Robert van Hennik works as a systemic therapist, consultant and trainer at the Lorentzhuis, Haarlem in the Netherlands. He is a member of the scientific committee of the NVRG - The Dutch Association of Systemic Family Therapy. Robert is co-founder of Metaloog, a knowledge network for systemic practices. He did a doctorate at the University of Bedfordshire (UK) about feedback informed learning in collaborative learning communities. Robert works with couples, families, networks in therapy and offers consultation on complex collaboration issues within and between organizations. He promotes practice-based research and third-order learning.

1. What is your main mission?

My mission is to support individuals, families, networks, and organizations in seeing the deeper connections that shape our lives within ourselves, in our relationships, our communities, and the wider ecosystem we all share. With an eco-systemic perspective, I help reveal patterns of compassion, resilience and sustainable growth, restoring balance in unpredictable, ongoing processes of becoming within living systems.

My ambition is to foster feedback-informed (second and third order) learning, expand ways we can respond, and open up response-spaces where people rediscover their belongings, creativity and capacity to contribute to a more connected and life-affirming world.

Microshift

→ Turn crisis into a learning space – where feedback becomes the path to renewal.

2. What's the story behind your mission?

I worry about a world trying to solve its problems mainly through control-driven, linear approaches. As Michael White said, "pain is a testimony to something precious under pressure." I want to contribute to a world where the habitability of the Earth is valued more than profit or efficiency.

I draw inspiration from systemic thinkers like Meadows and Bateson, who warned that systems focused only on growth eventually collapse. Meadows showed the need for equilibrium; Bateson exposed the dangers of thinking disconnected from nature. Latour's notion of "landing" offers an alternative to both globalisation's detachment and nationalism's retreat – rooting politics in the Earth itself. Ostrom demonstrated that communities can steward shared resources when governance is participatory and grounded.

To face the polycrisis, we must build learning communities and organize polycentrically – locally, regionally, and globally – learning how to learn, and making the path by walking it.

3. What system are you currently shifting?

I work in two interconnected worlds. In systemic therapy, I approach psychological complaints as meaningful expressions of loss, grief, and threat – responses that are logical in context rather than isolated pathology.

Family therapy helps people reconnect across generations and with the living world, preventing patterns from becoming rigid or extreme. In organizational life, I promote transcontextual learning through collaborative "puzzle teams." These learning communities work across boundaries, using feedback to navigate complexity. Four principles guide this:

1. Complex problems require collaborative intelligence.

2. Many actors hold different interests – shared focus is essential.

3. Attention must include strengths, not only difficulties.

4. Progress is unpredictable – learning must be stepwise and feedback-driven.

4. What feels broken or unjust about this system?

When I work with organizations, I often see people reaching an impasse in times of crisis. In such moments, we tend to fall back on control-driven and linear approaches. Yet here lies a paradox: the more we try to control complex situations, the more we lose our shared agency and connection.

And as that loss grows, the impulse to tighten control only becomes stronger. In this way, we keep reproducing the same patterns, without noticing the consequences, and the consequences of those consequences.

5. What concrete actions are you taking to change this?

Yet a crisis can also be an opportunity. When we allow ourselves not to know how to move forward, we create space to explore the patterns that keep us stuck. We can begin to see how we reproduce "more of the same," and experiment with stepping out of it. Crisis then becomes a practice ground: a place to improvise, to learn through feedback, and to discover together new ways of going on.

I organise collaborative learning communities in which participants learn how to learn through feedback about their collaboration, the developments, and their learnings, finding

> "Pain is a testimony to something precious, under pressure, that might get lost. Pain is an invitation to stand up and resist. (Michael White, 2007)"

new ways to go on. We use a 'systemic compass' looking for 'yes-responses' making a connection, making meaning, making a plan, making a difference that matters

6. What's your long-term vision?

I believe today's polycrisis is an opportunity for a profound paradigm shift in how we live and learn together. Real change requires second- and third-order learning: transforming the interactions, narratives, and rules that guide our collective life.

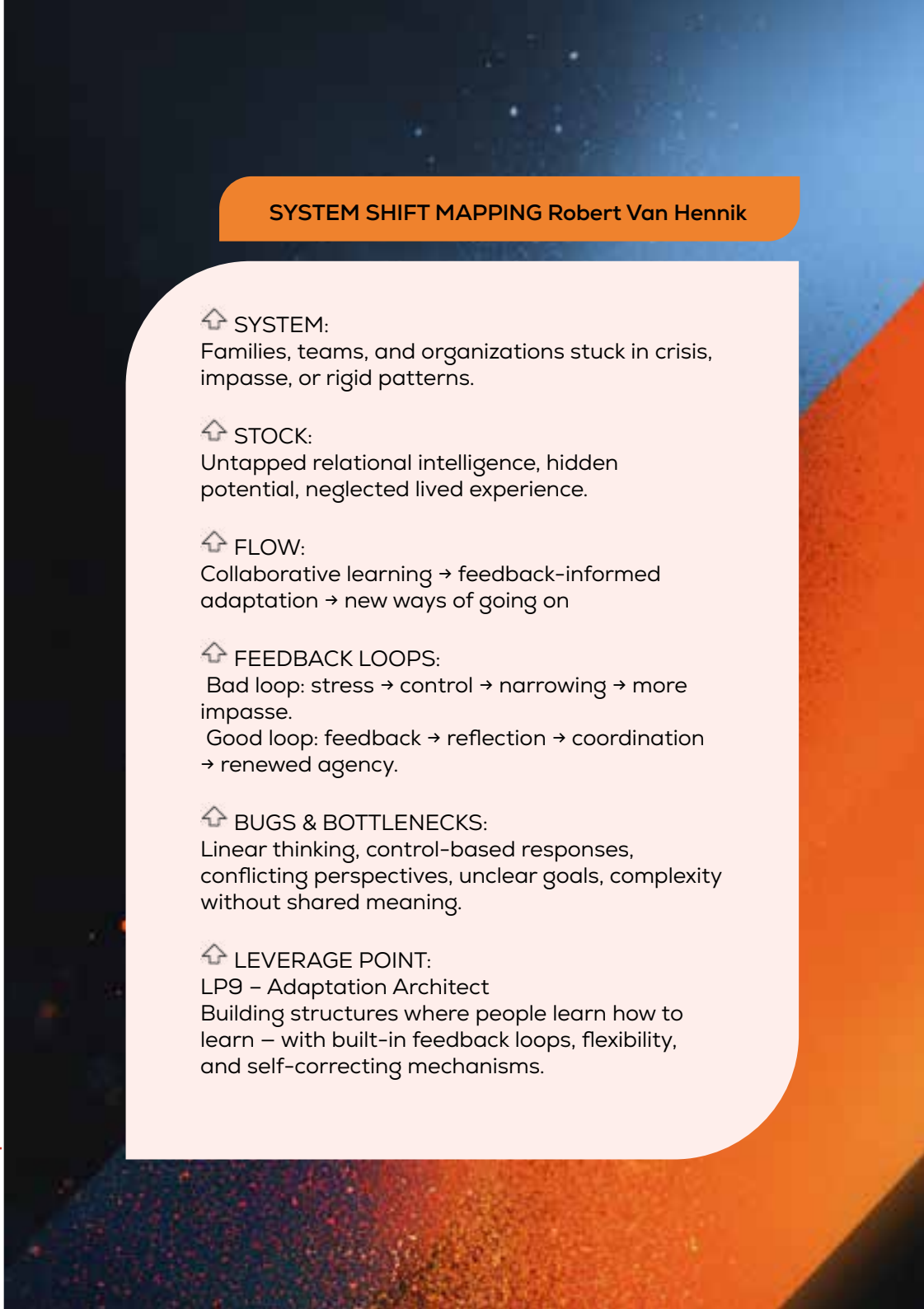
Thinkers like Prigogine and Kauffman show that evolution is not only competition – it is coordinated cooperation at increasing levels of complexity. Bruno Latour's call for a politics of "the terrestrial" reminds us to root ourselves in the Earth, its limits, and our shared vulnerabilities.

Elinor Ostrom demonstrated that communities can successfully steward common resources when participation, boundaries, and local governance are respected.

To meet the challenges ahead, we must create learning communities and organize polycentrically – locally, regionally, and globally – where people learn how to learn, adapt together, and "make the path by walking it."

7. How can a collective like System Shifters help?

If we dream alone, it is only a dream. When we are dreaming with others, it is the beginning of a new reality" Don Helder Camara. (Amnesty International)



SYSTEM SHIFT MAPPING Robert Van Hennik

SYSTEM:
Families, teams, and organizations stuck in crisis, impasse, or rigid patterns.

STOCK:
Untapped relational intelligence, hidden potential, neglected lived experience.

FLOW:
Collaborative learning → feedback-informed adaptation → new ways of going on

FEEDBACK LOOPS:
Bad loop: stress → control → narrowing → more impasse.
Good loop: feedback → reflection → coordination → renewed agency.

BUGS & BOTTLENECKS:
Linear thinking, control-based responses, conflicting perspectives, unclear goals, complexity without shared meaning.

LEVERAGE POINT:
LP9 – Adaptation Architect
Building structures where people learn how to learn – with built-in feedback loops, flexibility, and self-correcting mechanisms.

ADAPTATION ARCHITECT Ann Lannoye

Ann Lannoye spent 25 years in senior healthcare, managing a care facility for people with complex medical needs. Her pursuit of deeper insight into chronic disease and aging led her beyond traditional medicine into emerging fields such as Systems Biology, P4 Medicine and Functional Medicine.

Since 2010, she has continued advanced studies in Functional Medicine, Functional Nutrition, Functional Neurology and Translational Genomics. She is now a speaker, educator and practitioner, and co-founder of ENO, an AI-powered platform scaling personalized, proactive and data-driven healthcare.

1. What is your main mission?

My mission is to shift healthcare from reactive sick-care to proactive health optimization.

We need a radical shift to reduce the burden of chronic disease on individuals, the healthcare system and society. To make this possible, we need multiple changes: from symptom management to root-cause approach, from one-size-fits-all to personalized care, from disease-based to patient-centred and from passive to participatory.

The science is available, we just need to bring it into the clinic and to the public so that healthcare can truly be about health.

Microshift

→ Shift patients from passive recipients to active partners in their health.

2. What's the story behind your mission?

From the age of 15 I struggled with health challenges that no doctor could solve. The disease slowly progressed. Hoping to find answers, I decided to study medicine. Unfortunately, I did not learn about root causes of disease; instead I learned how to diagnose and what medications to prescribe.

Because that was not the answer I was looking for, I continued my quest to a better understanding of the underlying mechanisms of disease.

When I eventually discovered the Functional Medicine framework, I applied it to myself. This helped me identify the root cause of my own health issues. Within six months I fully recovered.

In my work and in my family, I have witnessed the suffering degenerative chronic conditions inflict on us. This has shaped my mission: to bring P4 medicine into the healthcare system and clinical practice - not as an alternative, but as an essential complementary strategy that can help individuals reach and keep their full potential.

3. What system are you currently shifting?

With ENO, we aim to shift the current healthcare system from a reactive, disease-driven model to an integrated, personalized and data-driven care, including the patient as a valued partner.

We don't want to be an alternative to the current system, but integrate existing acute care with personalized precision care, analyzing each patient's current health condition by looking at their genetic blueprint and lifelong exposome.

By understanding their health data and the underlying mechanisms of specific conditions, patients are empowered to apply necessary lifestyle changes, becoming valued partners in the journey to improve health outcomes. The scientific knowledge to maximize health is available; the critical step is large scale system implementation.

4. What feels broken or unjust about this system?

Despite spending approximately 1.7 billion annually on healthcare in Europe, the prevalence of chronic conditions is rising exponentially.

Alarmingly, only 1% of that budget is dedicated to prevention. The current healthcare system is burdened, operating at its threshold.

Doctors are limited to rushed 10-minute consultations and patients face long waiting lists. The mere symptom management, failing to address the fundamental 'why', erodes patient trust and society bears a massive financial burden. Beyond the direct costs, the economic output loss due to chronic conditions in Europe is currently estimated at 115 billion annually.

Despite the annual expenditure of trillions on research, the failure to translate these insights into clinical practice is an unjustifiable situation. The gap between what we know and what we deliver is no longer acceptable and it must be closed.

5. What concrete actions are you taking to change this?

Functional Medicine has a validated framework to implement P4 Medicine, but practitioners spend hours of non-patient time analyzing and mapping labs, genetics, patient history, and lifestyle habits.

They make personalized protocols, covering different lifestyle domains. This process is not affordable nor scalable. That's why we are developing ENO, an AI-powered platform for both practitioners and

> "This is our multidimensional approach to healthcare – a '6P' vision which is proactive, predictive, preventative, personalized, participatory, and performance-based. The biggest shift in healthcare will come when patients are willing and able to take the lead in managing their own health—moving healthcare from a passive system to a proactive partner that creates tailored health plans and gently supports people to take the right action before health deteriorates."
> Quote from Nortal

patients. For practitioners the platform will significantly reduce the workload by gathering and processing all the patient data and labs. It will conduct an interview to capture the patient's story, and ultimately prepare the necessary information for the actual consultation with the practitioner.

During the consultation, the platform helps to build truly personalized treatment plans, supported by a growing library of evidence-based protocols.

Patients will benefit from a consolidated health data vault, where they can view and track their biomarkers, a powerful motivator for long-term habit change.

6. What's your long-term vision?

My long-term vision:

A healthcare system that intelligently integrates acute care, P4 Medicine, making us well equipped to survive the current burden and cost of chronic disease, while maintaining the doctor's role as the trusted partner;

a world where young people no longer need to suffer during the best years of their lives because a chronic condition is keeping them from living life at its full potential;

a world where old people don't need to spend the last 20 years of their life in suffering and independence.

7. How can a collective like System Shifters help?

System Shifters could help map "the healthcare system" we want to influence: actors, flows of money, information and power.

They could be valuable as translator between our vision and a conservative healthcare market by shaping the narrative and making the new model investable and operational.

SYSTEM SHIFT MAPPING Ann Lannoye

SYSTEM:
Healthcare shifting from reactive sick-care to proactive, data-driven, personalized health, integrating acute care with P4 Medicine and empowered self-management.

STOCK:
Lifelong health data + validated protocols + activated patients.

FLOW:
Inflow: early detection, precision insights, lifestyle change.
Outflow: late diagnosis, symptom treatment, fragmented care

FEEDBACK LOOPS:
Each patient trajectory trains ENO → smarter protocols → better outcomes → stronger adoption.

BUGS & BOTTLENECKS:
10-minute consults, siloed data, no prevention incentives, overwhelmed practitioners, passive patients.

LEVERAGE POINT:
LP9 – Adaptation Architect
Create conditions for adaptive, personalized care by giving practitioners and patients the tools to self-organize around prevention and precision.

ADAPTATION ARCHITECT Hafiz Shariff

Hafiz Shariff is a philosopher-turned-lawyer and serial deep-tech entrepreneur working at the intersection of biology, environment, and human flourishing. After years in a leading "white-shoe" law firm, he co-founded a UK bank in 2016, driven by a desire to reduce friction and pain in social financial interactions. This experience sharpened his insight into how large, well-intentioned systems can drift away from human needs.

In 2020, Hafiz began building Aryal, a deep-tech platform launched in 2025 that maps individual circadian rhythms through what he calls a "circadian fingerprint," combining personalised light intervention with advanced, non-wearable physiological sensing. Alongside this, he founded Cabin Anthology, a hospitality concept designed to counter isolation by creating biomimetic, rhythm-aware spaces that foster creativity, community, and belonging.

Grounded in philosophy, science, and systems thinking, Hafiz focuses on redesigning modern environments—digital and physical—so they support human biology, meaningful connection, and healthier ways of living together.

1. What is your main mission?

I build environments that stop fighting human biology and start working with it — helping people sleep better, feel more connected, and live lives that are healthier, more meaningful, and a little less absurd than modernity currently allows.

Microshift

→ Design light, space, and technology to follow human circadian rhythms — so health, connection, and flourishing emerge naturally instead of being forced.

2. What's the story behind your mission?

I have always thought deeply about philosophy and religion – big questions about what there is, why we are here, and what we should do about it. These became academic pursuits in religion, mathematics, consciousness and language, and a love of science fiction.

These questions have stayed with me even while my work has become more practically grounded in day-to-day concerns. Plato, Avicenna and Aldous Huxley would have found our modern dilemmas very familiar. How do we tell the truth in a noisy system or trust the rhetoric of our leaders? How much comfort is too much? What is a good life and is that the same as a meaningful one?

Working as a lawyer for the world's biggest companies revealed these issues at another scale. Large organisations run by good people can become engines of indifference. As a startup entrepreneur, the problem sharpened into focus: how do we create sufficient incentive to create products that are good for people?

3. What system are you currently shifting?

Most of us spend 90% of our time indoors. The environments in which we live, play and work are alienating us from our deepest biological instincts: to be outside, see the sun, interact with nature and be with each other.

This is a normal outcome of modernity and progress, but we can do better to remain synchronised with our ancient biology. I am working to shift modern environments into becoming biomimetic and biorhythmic, making them healthier and happier for the humans they inhabit.

This requires systems that anticipate and understand human biorhythms and can intelligently adjust them to support those rhythms. The central relationship I'm optimising is with light. Our lack of light is hurting our health in myriad ways, from sleep to mitochondrial health.

And I am building hotels under the brand Cabin Anthology that seek to undo the isolation of traditional hospitality, creating spaces for spontaneous and joyful friendship and shared purpose, as nature and instinct intended.

4. What feels broken or unjust about this system?

Society has been sold the notion that technological progress is equivalent to social progress. But that idea is bankrupt. Some technologies help, many hurt. The effect on our wellbeing of social media and the attention economy has been destructive.

It's not only in the digital realm, the same holds true in the built environment. Our post-industrial liberation from tedious factory work pulled millions into offices but resulted in population-level tedium in front of computers and phones. We're suffering chronic diseases, deaths of despair, and a crisis of isolation at levels that do not suggest the arrival of a techno utopia.

I believe it can be fixed, that the digital and physical know-how we've developed over the past centuries can be turned towards enriching our lives, relationships and biology. To do this we need to have an account of human flourishing and an acceptance that we now need to engineer incentives better than the socio-economic systems that hijacked them.

5. What concrete actions are you taking to change this?

My companies are building products in the physical and digital world. At Aryal, we're building the first platform that maps circadian rhythms at an individual level, creating what we call a circadian fingerprint. We have developed a personalised device that provides targeted bright

> "To convince someone of the truth, it is not enough to state it, but rather one must find the path from error to truth"

light therapy throughout the day to supplement and improve those rhythms, as well as tracking complex biological signals such as heart rate and breathing, without a wearable.

Under Cabin Anthology, we're building hotels that optimise for human flourishing. This is not a narrow focus on health alone, but an acceptance that much of life's meaning comes from our creative pursuits and the communities we share them with. We're building hotels with creative studios and strong community curation that actively fosters a strong sense of belonging over extended stays. We believe these experiences enrich our daily lives and our communities back home.

6. What's your long-term vision?

I'd like to help as many people as possible achieve healthy sleep and circadian rhythms, and in the process learn to respect their natural cycles of action, rest and recovery.

This forms part of a larger endeavour to help people along the (somewhat philosophical) journey of enjoying our individual potential, and its limitations. This is possible through many routes: sports, art, entrepreneurship, family, academia, politics and more; any discipline that brings us into reflective contact with our boundaries and brilliance as humans.

Eventually, I am seeking to create joyful ways for us to enter into positive community - to learn to be kind to each other and ourselves. To turn self-knowledge into a tool of empathy and the mutual understanding we all crave

7. How can a collective like System Shifters help?

System Shifters are impactful and curious people that are interested in outcomes, not just ideas.

This community is a force multiplier for the sort of change I'm looking to build: Big ideas with the know-how to attain realistic outcomes.

SYSTEM SHIFT MAPPING Hafiz Shariff

SYSTEM:
Human living environments (digital + built) and their alignment with biology, light, rhythm, and community.

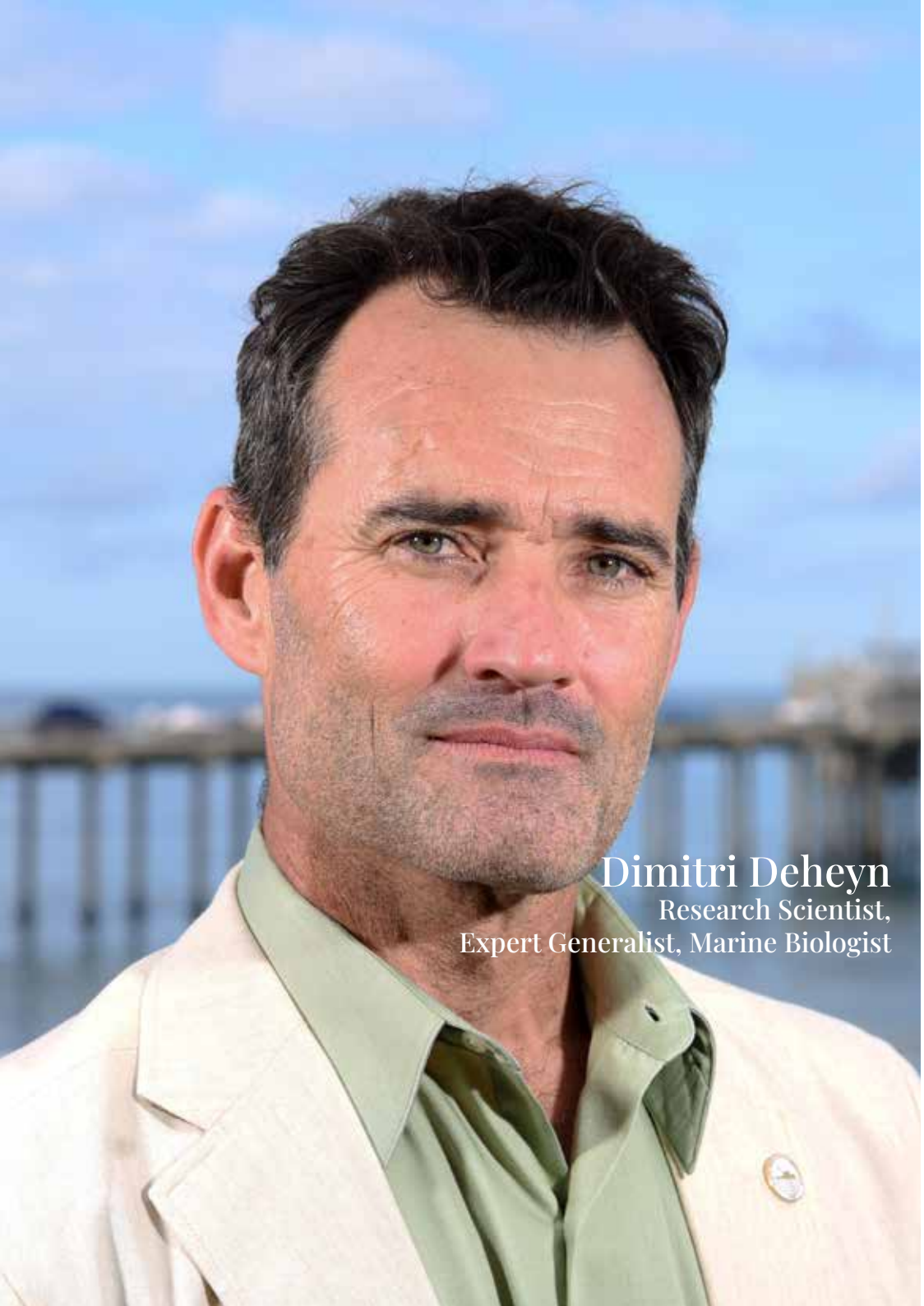
STOCK:
Disrupted circadian rhythms, poor sleep, isolation, weakened biological resilience.

FLOW:
Artificial light, screen exposure, indoor living, and design choices shaping daily rhythms and social interaction.

FEEDBACK LOOPS:
Weak: Misaligned environments → poor sleep & isolation → lower wellbeing → more reliance on tech → deeper misalignment.
Good: rhythmic light & space → better sleep → energy & connection → healthier habits.)

BUGS & BOTTLENECKS:
Tech-first progress, incentive systems ignoring biology, environments designed for efficiency over flourishing.

LEVERAGE POINT: LP9: ADAPTATION
ARCHITECT: redesign environments to sync with human biorhythms so healthier behaviour emerges naturally.



ADAPTATION ARCHITECT Dimitri Deheyn

Dimitri Deheyn started his academic career in Belgium where he earned his PhD in marine biology, before moving to Scripps Oceanography, California. Deheyn grew up between Africa and South America, which made him have a global perspective of research, ultimately shaping his scientific profile into being an expert generalist, combining research on luminous organisms with contaminants like microplastics.

Using a One Health approach, his work today aims at understanding and protecting ecosystems that are critical to support the healthy future of our societies, working together with a diversity of entities, from foundation and governmental agencies to industries, while building citizen science.

1. What is your main mission?

Everything is interconnected in Nature. Understanding each of these connections leads to establishing a dynamic equilibrium that can sustain services locally while promoting global productivity. Science cannot be isolationist if one seeks long-term and global solutions. Here, my purpose is to engage with potential stakeholders to support a global initiative named “CPR for the planet”. This platform helps address global environmental issues (from microplastics to deepsea mining and the loss of biodiversity) considering AI tools to help manage the driving connections key to each of these issues. AI will help us find that dynamic balance with Nature again! With such high stakes in view, a cooperative agree-

Microshift

→ Reconnect humanity with the living systems that sustain it – aligning science, AI, and collective action so the planet can breathe again.

ment between the Deheyn lab at Scripps Oceanography (California, USA) and AxonJay (Belgium) was signed at an event Presided over by Her Royal Highness Princess Astrid of Belgium, to enable such synergetic development between AI and environmental science.

2. What's the story behind your mission?

We are all explorers to some extent, seeking far remote places to find purity in untouched ecosystems. Yet this is not realistic considering that human activity and the global economy generate a pervasive impact on our planet. We leave behind waste, which in many cases can be invisible. Today, plastic chokes the planet, and especially the microplastics. These are dispersed everywhere and infiltrate all food webs, from one-cell organisms to whales, and humans. We are all collectively responsible for this global microplastic issue because of our growing use of plastics, sometimes very close to us, with cosmetics and fashion. As such, to address it, we need to work together, across geopolitical boundaries but also across professional sectors. CPR for the planet was started within this mindset of providing a global platform for a unified and coordinated effort to crystallize. Only by working together can we find solutions to benefit the future generations.

3. What system are you currently shifting?

People traditionally believe humans are above the fundamental rules that govern the balance making Nature successful. We are not. In fact, we are just another organism in the ecosystem and rely on all others to remain a healthy and viable species. We cannot be isolationist. If our surrounding environment is not doing well, if other organisms are not doing well around us, it is just a matter of time for us, humans, to not be doing well either.

We need to shift this mindset of individualistic interests to community-based benefits and empowerment, in order to reach productive ecosystems services. This can only happen by educating and empowering people and connecting them together. CPR for the planet offers such a platform for just that purpose, where a mosaic of world citizens can find a plane field to work together, to benefit us, and the planet.

4. What feels broken or unjust about this system?

Working together and forming alliances provides benefits. This should be the same when dealing with plastic waste and other environmental issues. Instead, we blame each other and fail to provide accountability as citizens for this one planet we all share. So, while some of us work hard to make our world a better place, some others just go by doing what is best for their personal benefit only, which often comes with consequences to others elsewhere, sometimes far away, or sometimes generations after.

In the grand scheme of things, geopolitical borders and corporation empires are artificial and centered on wealth (a manmade concept) and not health (a natural requirement for species fitness). For a long time, the world was governed by a top-to-bottom structure. This is now changing (or it must change) to a bottom-to-top structure, where the interest of the community is what dictates innovations and investments.

5. What concrete actions are you taking to change this?

You cannot act if you don't know why. To address this, I started CPR for the planet, which is a platform that aims at providing education, empowerment and connectivity to people aiming to work together, across geopolitical boundaries, and across sectors to address global

> "Humans are the caretakers of life on planet Earth, not the vermin that will make the place deadly."

issues affecting our planet. The goal is to foster a collaborative network promoting environmental accountability and responsible practices. CPR for the planet is first tackling the issue of microplastic representing a unique cluster where research and policies as well as outreach messaging can be coordinated. In essence, CPR for the planet would be the first research laboratory and educational entity operating across nations to bridge the gap between industry, policymakers, and consumers. The structure will help streamline and standardize the research and roadmap for solutions while providing governmental bodies with actionable items for the benefit of all. This plea for humanity and our planet is needed, now!

6. What's your long-term vision?

In the long term I envision CPR for the planet to be a vibrant network cluster for innovation and solutions, at the service of the people, the ecosystems they are part of, and the planet. Using AI combined with collective data merging, we will identify a targeted roadmap that each stakeholder can follow to address global issues. The platform will be associated with the United Nations, large corporations, and representatives of respective countries, for the benefit (not profit) of all. It will also hold a strong educational and citizen science component to equip new generations with such a community-caring mindset. First developed mostly using philanthropic support, CPR for the planet will eventually rely on budgetary contributions from countries (as a % GDP for example) while the return on investment will be measured in increased productivity from healthier ecosystems, including healthier people. Solutions exist. We just need to make them our priorities.

7. How can a collective like System Shifters help?

System change needs a movement. With enough shifters, shared funding, and a shift from profit-first to socio-environmental value, we can work together to reinvent how we protect the planet – and AI can help us do it, together. We started on this path with AxonJay.

SYSTEM SHIFT MAPPING Dimitri Deheyn

SYSTEM:
The global human–nature system governing planetary health, environmental governance, and collective stewardship.

STOCK:
Ecosystem resilience, biodiversity, planetary health, and shared scientific knowledge.

FLOW:
Material flows (plastics, pollutants) and information flows (data, research, policy) moving across ecosystems, sectors, and borders..

FEEDBACK LOOPS:
Uncoordinated action reinforces ecological degradation; aligned knowledge and cooperation enable regeneration and resilience.

BUGS & BOTTLENECKS:
Siloed science and policy, short-term economic incentives, invisible environmental impacts, and fragmented accountability.

LEVERAGE POINT: LP9: ADAPTATION
ARCHITECT: Enable large-scale self-organization by connecting people, data, and institutions so the system can learn, adapt, and heal itself.

10. North Star Setter

Aligning the system by defining a clear, shared, meaningful goal.

North Star Setters articulate purpose so clearly that the system organises around it.

Key Tools & Iconic Examples

• Vision declarations → Elon Musk's "accelerate the world's transition to sustainable energy" unified Tesla's direction.

• Mission-driven brands → Patagonia's "planet first" ethos reshaped an industry.

• Long-term prioritisation → The Paris Climate Agreement aligned nations toward one shared target.

• Purpose storytelling → Martin Luther King Jr.'s "I Have a Dream" aligned millions around a shared vision.

• Shared metrics → OKRs at Google turned goals into organisational gravity.

North Star Setters create alignment that makes progress inevitable.

Ellen Van den Berghe

CEO, board member, Belgium's 40 under 40,
Young ICT Lady, keynote speaker

NORTH STAR SETTER Ellen Van den Berghe

As a business engineer, my strength lies at the crossroads of economics, marketing, technology and general management. I choose to apply these in the public and social profit sector to be close to societal impact and purpose.

Today I am the CEO of publiq, the organisation behind UiTin-Vlaanderen, UiTPAS, museumpas and Vlieg. Besides this daily job, I also contribute to society as a board member for Vluchtelingenwerk Vlaanderen, a member of the Hefboom cultural funding committee and as a keynote speaker about inclusive technology and leadership.

1. What is your main mission?

My mission is to build a world where everyone finds their place, feels at ease and gets equal chances to participate. I believe that a robust social profit landscape is vital for a strong democracy.

I also believe that technology can play a key role in decreasing barriers, if done right, if we take care of the shared responsibility to use it for the good.

That's why I am on a mission to link both as much as possible: inclusive tech in a social profit context, in order to create a better world for everybody.

Microshift

→ Define leisure as a societal right, not a luxury – and watch participation reshape democracy.

2. What's the story behind your mission?

My story began with a question: Is this really making the world a better place? I was 28, working in London's fast-paced tech scene, and realised that success without purpose wasn't enough for me. So I left.

Since then, my compass gets clearer every day: use technology and leadership for the common good. At the National Lottery, I learned how digital innovation can strengthen an organisation's positive impact on society. At publiq, I combine these learnings with a domain that is at the core of societal impact - leisure time.

Feeling privileged to have had so many opportunities to shape my own path, I want to pay it forward, as a manager, a board member, mentor, keynote speaker,...

So my story is about turning privilege into purpose, combining efficiency and empathy, and using technology as a tool for inclusion rather than something that reinforces existing inequalities.

3. What system are you currently shifting?

One of the systems I am currently trying to shift is access to leisure time for everyone. At publiq, we believe that leisure connects and enriches.

Whether it's sports, culture, volunteering or simply unwinding, leisure brings people closer to themselves, to one another, and to the world around them.

Participating creates encounters, shared experiences and initiative. It strengthens well-being and imagination, forming a foundation for a resilient society.

We want people to experience leisure in all its diversity, to discover new places, activities and people, to take part, learn, and get involved. Leisure must be accessible to everyone, without exclusion or barriers.

We aim to build a landscape where everyone feels welcome, finds the right information, and has the space to shape their free time according to their own interests and needs.

4. What feels broken or unjust about this system?

What feels broken is the way our system consistently misclassifies essential social goods. Leisure (just like education, health care, social security,...) is treated as a private luxury or a budgetary cost instead of an individual right and a structural investment in society.

Because these domains cannot rely on market logic alone, they are publicly funded. But the system evaluates them with short-term financial metrics rather than long-term societal value.

This creates a recurring cycle: underinvestment → pressure → narratives of "too costly" → further erosion. The real injustice lies in a system that prioritises immediate savings over long-term resilience, well-being, and inclusion. In doing so it fails to recognise the true return on social investment and pushes the costs for society to the next generations.

5. What concrete actions are you taking to change this?

One of the ways I work on this is through UiTPAS, a leisure advantage card that makes cultural, sports, and leisure activities more accessible and affordable.

It operates in two ways.

First, everyone can collect points by participating in activities (museums, sports clubs, libraries, youth movements, etc.) and redeem them for rewards or discounts.

Second, for people in poverty, the same card provides up to 80% discount on tickets, memberships, and youth

> "The most powerful system change starts small: a question, a conversation, a refusal to look away. Let's create space for these small steps."

camps – without stigma, because every UiTPAS looks identical.

By building UiTPAS as a shared infrastructure for all Flemish cities and municipalities, we reduce local investment costs and enable cross-regional data insights that strengthen both local and Flemish policy.

As UiTPAS spreads (170+ local governments in 2025), we "grow the cake" by:

1. enabling donations and extra tickets for people in need

2. sharing infrastructure costs

3. pooling communication power

4. sharing knowledge about participation

Finally, UiTPAS helps cities collaborate better – across departments and across borders – around something tangible and energizing: enabling leisure for everyone. It shows, through real stories, how access to leisure strengthens individuals, communities, and long-term societal wellbeing.

6. What's your long-term vision?

A society where everybody can and wants to participate in leisure. Because it invites us to participate in life. It transforms belonging from a privilege into a shared experience, one moment of connection at a time.

7. How can a collective like System Shifters help?

Help me shape and spread new narratives that often go against the current rethorics.

SYSTEM SHIFT MAPPING Ellen Van den Berghe

⇧ SYSTEM:
Access to leisure & participation in society (culture, sports, volunteering, community life).

⇧ STOCK:
People excluded from leisure → unequal participation, fragmented access, low visibility of opportunities.

⇧ FLOW:
Social tariffs, UiTPAS points, shared platforms (UiTinVlaanderen) → increase access, reduce barriers, match people to leisure experiences.

⇧ FEEDBACK LOOPS:
Reinforcing: more inclusion → more participation → stronger communities → more support for inclusive policies
Balancing: social tariffs prevent exclusion cycles; shared tech lowers administrative friction.

⇧ BUGS & BOTTLENECKS:
Leisure treated as a "cost", not a societal investment. Underfunded sector → fragile organisations. Information fragmentation, Stigma + practical barriers for vulnerable groups

⇧ LEVERAGE POINT:
LP10: North Star Setter: Redefine the goal of the system: leisure is not a luxury, but a fundamental driver of wellbeing, connection and democratic resilience quality.

NORTH STAR SETTER An Van Acker

An Van Acker built her career in the print and imaging industry, where she held senior leadership roles and European business responsibilities at Kodak. In 2020, she became General Manager of VSMediation, a spin-off of a law firm guiding athletes beyond legal support into holistic development.

Driven by a deep interest in health and human potential, she co-founded ENO in 2024, an AI-powered platform for personalized precision health. Today, her work focuses on bringing the emerging science of creating health to the public, closing the lifespan–healthspan gap, and empowering individuals with personalized, data-driven insight to sustain vitality throughout life.

1. What is your main mission?

My mission is to close the widening gap between lifespan and healthspan : the years people live, but not in health.

Healthcare needs to shift from managing decline to creating vitality, by bringing the emerging science of repair, regeneration and personalized biology to the public in an accessible and actionable way. By empowering individuals with precise insight into their own health data, and supporting practitioners with intelligent tools, we can prevent unnecessary suffering, reduce the burden on society, and help people stay energized, resilient and fully alive for more of their lives.

Microshift

→ Turn fragmented health data into one clear North Star – personalized vitality for every patient

2. What's the story behind your mission?

For years, I navigated a high-demand career, always striving for optimal performance and looking for ways to elevate my energy, focus, and resilience. I sensed there was still untapped potential in my health – subtle signals that my biology could function even better. That curiosity led me to explore our human systems more deeply and understand the root causes of why we thrive or fall out of balance.

Through my work guiding athletes, I encountered personalized precision data and saw how targeted insights could dramatically enhance performance. That became a turning point.
I then searched for medical experts working at this level of depth, found one, and began a personalized healthcare journey that unlocked a vitality I had never experienced before. The transformation was profound.

That doctor is now my business partner. Together, our mission is to bring this kind of personalized, data-driven care to everyone – empowering people to access greater energy, clarity, and long-term health.

3. What system are you currently shifting?

We are entering a new era: the rise of a science of creating health – revealing how the body repairs, regenerates and sustains vitality. Yet this knowledge rarely reaches people in a form they can use. Most still navigate their health with generic advice, while what truly works is precision: insight that is personal, specific and grounded in their own biology.

Our work is to bridge that gap. By translating cutting-edge science into personalized, data-driven guidance, we empower individuals to make decisions that can profoundly change how they feel and function. Practitioners remain essential guides, supported by intelligent tools that allow them to deliver this depth of personalization at scale.

We envision a system where the science of health becomes accessible to all, where people are informed, capable actors in their health, and where society shifts from managing decline to cultivating lifelong vitality.

4. What feels broken or unjust about this system?

What feels broken (and frankly unjust) is that people spend almost a quarter of their lives in poor health even though the science to largely prevent this already exists. Our system still operates on a one-size-fits-all, symptom-based model that doesn't treat root causes.

Patients lack the clear, science-based insight they need to understand their own health, leaving them disempowered and unable to participate in decisions that could transform their well-being. Doctors are trapped in a structure they cannot win: chronic illness rises, consultation times shrink, waiting lists grow. They want to deliver deeper, personalized guidance but lack the tools and bandwidth to do so at scale.

Meanwhile, science advances exponentially – revealing how biology, genetics and metabolism truly work – yet little of it reaches the everyday consultation. We have the knowledge to prevent much chronic disease, but not the systems to apply it.

5. What concrete actions are you taking to change this?

We change this by building technology (ENO - AI powered platform) for both practitioners and patients that finally makes personalized, root-cause medicine practical, scalable, and evidence-based.

ENO starts by bringing

> By aligning science, technology and culture. System Shifters bring the interdisciplinary perspective needed to redesign outdated structures and accelerate the societal mindset shift toward proactive, personalized health.

all health data into one intelligent place – labs, genetics, medical files – and capturing the full story of symptoms, lifestyle and history through a dynamic voice-guided interview.Then ENO uses AI to cut through the complexity, connecting the dots, surfacing root causes, highlighting risks and giving practitioners clear priorities instead of scattered information.

With that clarity, doctors can build or adapt truly personalized treatment plans, supported by ENO's growing library of evidence-based protocols created by practitioners.And because patients track symptoms, wearables and health trends in ENO, practitioners can follow up continuously, seeing what works, adjusting when needed, and supporting real behavioural change.In short: ENO makes precision care feasible, turning scientific knowledge into clinical reality for every patient.

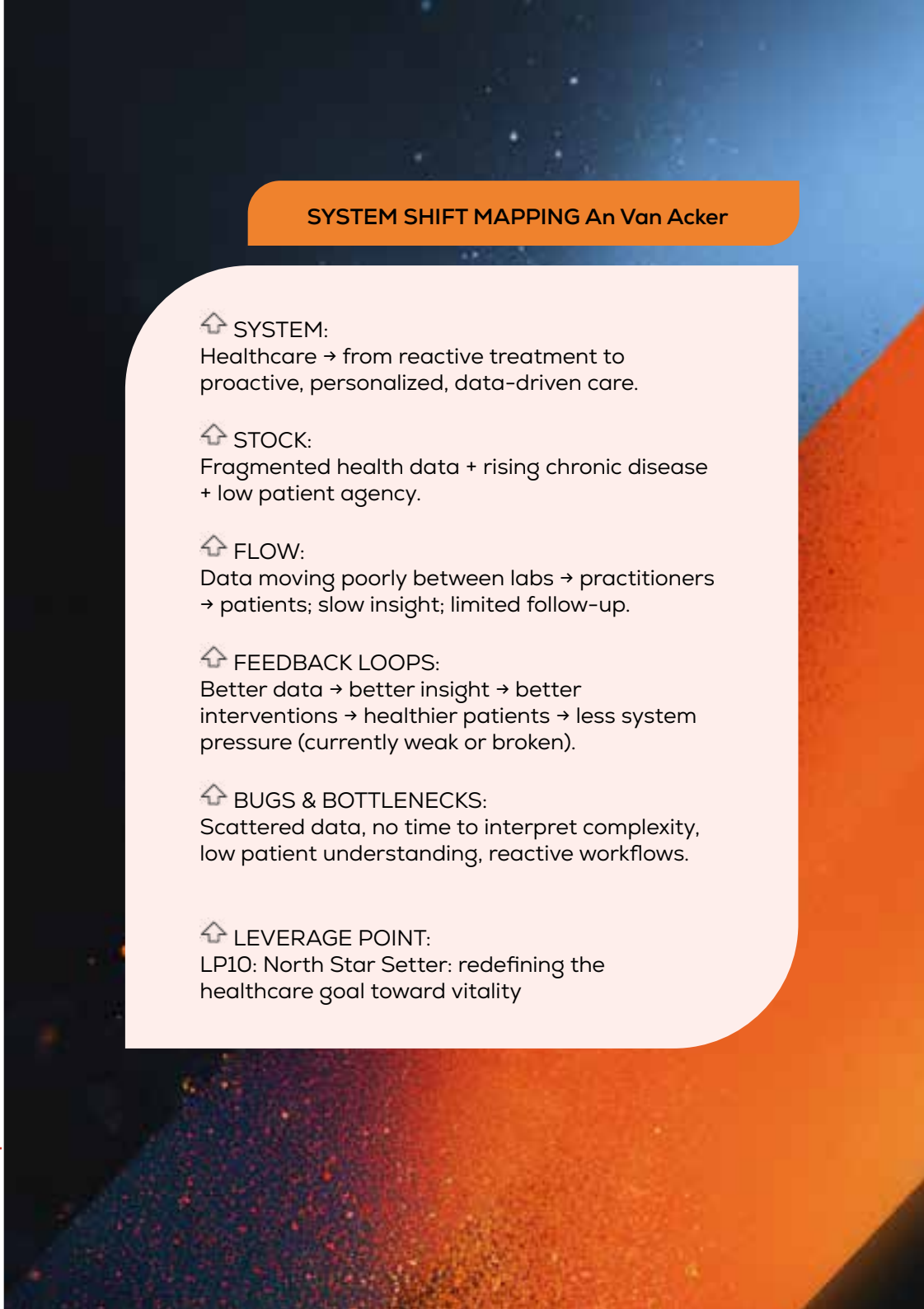
6. What's your long-term vision?

A world where health is deeply personalized, predictive and proactive. A world where individuals understand their own biology and practitioners have intelligent systems to translate science into daily care. ENO will serve as the invisible infrastructure enabling this shift: an adaptive platform that learns continuously and supports more precise decisions at every level.

Ultimately, we aim to close the healthspan–lifespan gap and help entire populations live longer, healthier and more vibrant lives.

7. How can a collective like System Shifters help?

A world where health is deeply personalized, predictive and proactive. A world where individuals understand their own biology and practitioners have intelligent systems to translate science into daily care. ENO will serve as the invisible infrastructure enabling this shift: an adaptive platform that learns continuously and supports more precise decisions at every level.



SYSTEM SHIFT MAPPING An Van Acker

SYSTEM:
Healthcare → from reactive treatment to proactive, personalized, data-driven care.

STOCK:
Fragmented health data + rising chronic disease + low patient agency.

FLOW:
Data moving poorly between labs → practitioners → patients; slow insight; limited follow-up.

FEEDBACK LOOPS:
Better data → better insight → better interventions → healthier patients → less system pressure (currently weak or broken).

BUGS & BOTTLENECKS:
Scattered data, no time to interpret complexity, low patient understanding, reactive workflows.

LEVERAGE POINT:
LP10: North Star Setter: redefining the healthcare goal toward vitality

NORTH STAR SETTER Hande Ocak Basev

Hande is a strategic transformation leader shaping the global conversation on AI governance, leadership and the redesign of organizational intelligence.

With 25 years of experience and deep board-level exposure, she guides leaders through the shift from operational control to "intelligence control," where decisions are accelerated, distributed and data-driven. Her work integrates governance, leadership psychology, ethics and systems thinking to build organizations that can learn, adapt and act coherently in the age of agentic AI.

1. What is your main mission?

My mission is to redesign how leaders, boards and institutions think, decide and act in the age where intelligence is shared between humans, machines and networks.

Beyond governance, I help leaders build the literacy, decision frameworks, cultural capacity and ethical clarity required for agentic AI – systems that perceive, decide and act autonomously. I work to shift organizations from task-based thinking to problem-based value creation, enabling them to orchestrate human and algorithmic intelligence responsibly and strategically.

2. What's the story behind your mission?

After leading over 350 transformation programmes, I recognised that AI was not simply another technology – it was a force rewiring

Microshift

→ Turn scattered enterprise data into shared clarity – aligning teams through truth instead of opinion.

leadership, decision-making and power structures. Boards were unprepared, leaders lacked clarity on how to supervise autonomous systems, and organizations struggled as algorithmic decisions began shaping hiring, pricing, access and experience at scale.

The realisation that AI is not changing tools; it is changing the nature of intelligence itself compelled me to step into the system-shifting role. My mission became not only to create governance, but to redefine leadership for a world where humans and machines co-create outcomes. I now help leaders transition from command-and-control to orchestration – the ability to direct learning, ethics, nuance and judgement in an environment where AI acts continuously and autonomously.

3. What system are you currently shifting?

I am shifting the Leadership & Intelligence Infrastructure of the Agentic AI Era – the combined system through which decisions, ethics, learning and accountability operate when AI acts autonomously.

This includes:

- governance
- decision clarity
- intelligence flows
- culture and psychological safety
- ethical reasoning
- human –machine collaboration
- problem -solving architecture

Today, organizations still rely on structures built for the Industrial and Information Ages. My work shifts them into the AI Age – where leadership is defined by the ability to orchestrate distributed, real-time, algorithmic and human intelligence.

4. What feels broken or unjust about this system?

The current system assumes:

- leaders make the decisions
- processes move at human speed
- transparency is achievable
- risk is contained within organizational boundaries

However, agentic AI disproves all of these.

We now have:

- opaque black-box systems acting faster than leaders can review
- decisions distributed across algorithms, teams and networks
- learning processes we cannot fully observe or slow down
- models whose errors scale across entire ecosystems

This mismatch creates structural injustice:

Leaders are held responsible for outcomes they cannot fully see, shape or explain.

People affected by AI decisions lack transparency and recourse.

Organizations are pushed to adopt AI without understanding how to steward it.

This systemic gap is what I work to correct.

5. What concrete actions are you taking to change this?

I redesign organizations across five dimensions:

1. Governance: Rules, oversight, accountability and decision boundaries.

2. Leadership Intelligence: Helping leaders understand algorithmic reasoning, data dependencies and the shift from operational to intelligence control.

3. Decision Systems: Making decision ownership, data flows and escalation paths explicit in AI-augmented environments.

> “When intelligence is distributed across people and algorithms, leadership becomes the act of choosing the horizon, not the tool.”

4. Culture: Embedding psychological safety, questioning, experimentation and ethical reflexes.

5. Capability: Elevating AI literacy so leaders can interpret, supervise and shape algorithmic decisions.

My interventions translate AI from a technical initiative into a leadership system. I help organizations build the literacy and orchestration skills needed for environments where human nuance and machine scale must work harmoniously.

6. What's your long-term vision?

A world where organizations become ethical, learning and adaptive systems – capable of steering AI with clarity, accountability and human purpose. My vision is a leadership model where AI handles scale while humans steward nuance, values and societal impact.

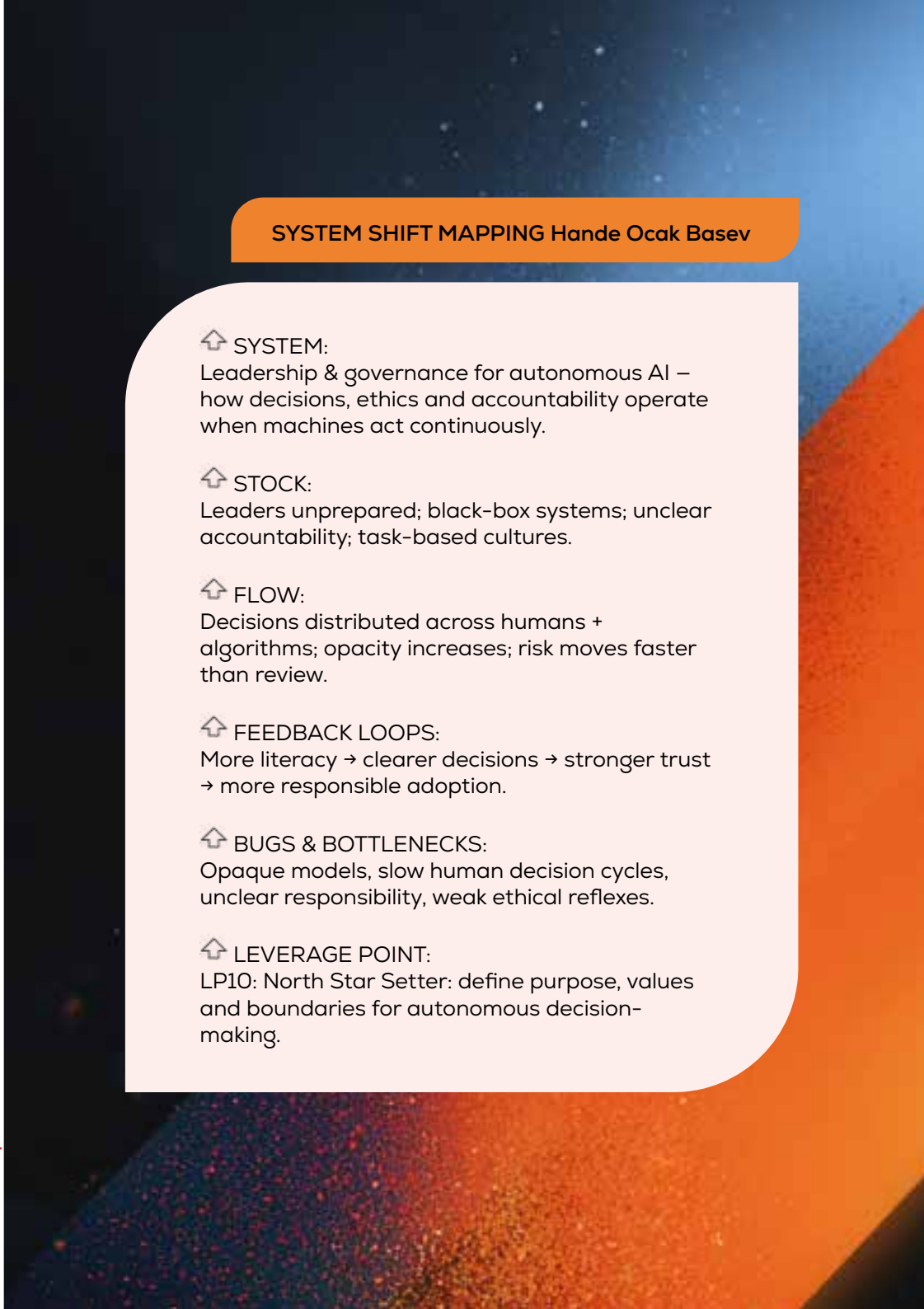
I aim to build a global fabric of leaders who understand how intelligence behaves when distributed across people, algorithms and networks – and who can direct that intelligence toward meaningful, inclusive and sustainable outcomes.

7. How can a collective like System Shifters help?

System Shifters can create a shared global context for reimagining leadership in the AI age.

By bringing together rule-rewriters, culture-builders, ethicists, technologists and strategists, the collective can accelerate the formation of new norms, shared standards and leadership practices.

It can amplify cross-disciplinary learning, incubate new frameworks for human–AI collaboration, and shape a transnational vocabulary for ethical, strategic and adaptive leadership.



SYSTEM SHIFT MAPPING Hande Ocak Basev

⇧ SYSTEM:
Leadership & governance for autonomous AI – how decisions, ethics and accountability operate when machines act continuously.

⇧ STOCK:
Leaders unprepared; black-box systems; unclear accountability; task-based cultures.

⇧ FLOW:
Decisions distributed across humans + algorithms; opacity increases; risk moves faster than review.

⇧ FEEDBACK LOOPS:
More literacy → clearer decisions → stronger trust → more responsible adoption.

⇧ BUGS & BOTTLENECKS:
Opaque models, slow human decision cycles, unclear responsibility, weak ethical reflexes.

⇧ LEVERAGE POINT:
LP10: North Star Setter: define purpose, values and boundaries for autonomous decision-making.

11. Mindset Maker

Shifting the beliefs that shape how people interpret reality.

Mindset Makers influence the lenses through which people see the world – and what they believe is possible.

Key Tools & Iconic Examples

• Narrative reframing → Brené Brown changed global conversation about vulnerability and leadership.

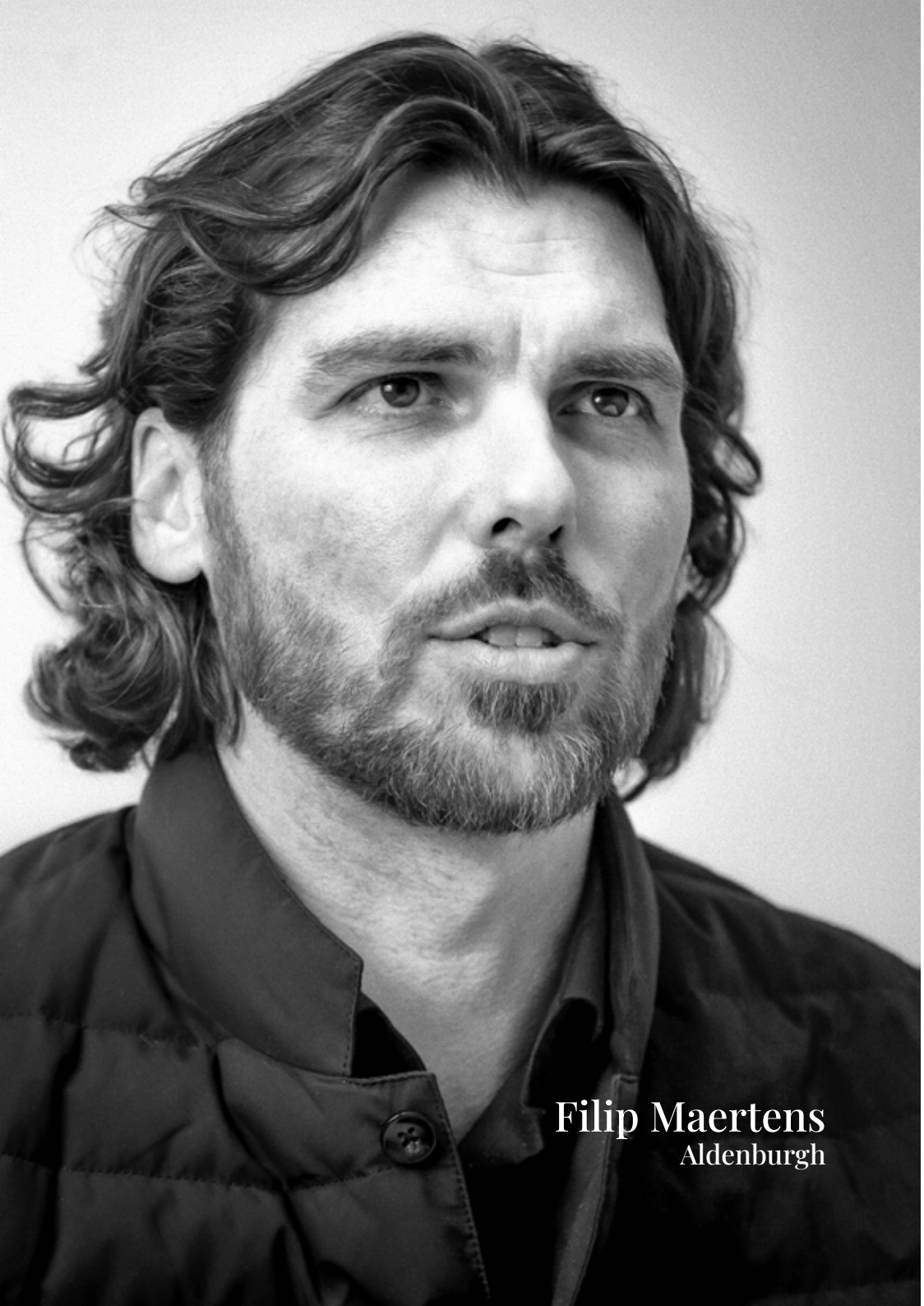
• Cultural storytelling → Pixar films shift collective beliefs through emotionally resonant narratives.

• Behavioural reframing → Carol Dweck's "growth mindset" changed how millions approach learning.

• Myth-busting → David Attenborough reshaped public understanding of nature and climate.

• Imagination activation → Black Panther & Afrofuturism expanded what future identities could look like.

Mindset Makers shift meaning – and meaning shifts systems.



MINDSET MAKER Filip Maertens

Filip Maertens is a keynote speaker, serial entrepreneur and AI veteran who has established and successfully exited multiple AI companies from Antwerp, Belgium. Pioneering the venture studio model in Belgium for AI companies, his entrepreneurial journey since 2012 includes co-founding and exiting four B2B AI companies, with recent exits including Chatlayer (2021) and Metamaze (2024). He is a sought after speaker and has delivered keynotes and talks at TEDx, Cannes Lions, TheNextWeb, Davos, and more. Currently, he manages an investment portfolio focused on technology ventures in artificial intelligence and is co-founder of Eno Health, an AI-driven personalized health platform. His debut book "Incertus," exploring the role of chance and skill in entrepreneurial success, is set for release in February 2026.

1. What is your main mission?

My mission is to build AI products that are safe, secure, and genuinely beneficial for humanity. In an age where we consume vast amounts of information daily without questioning its origins, authorship, or intent, this matters more than ever. AI systems must be transparent about their sources and limitations, helping people make informed decisions rather than manipulating them. I'm committed to developing products with robust safeguards, ethical data practices, and clear accountability. Whether in healthcare or media, AI should empower human judgment, not exploit our cognitive vulnerabilities. Commercial success and societal benefit aren't competing goals, but are inseparable requirements for responsible innovation.

Microshift

→ Build AI that tells the truth – so trust becomes the default, not the exception.

2. What's the story behind your mission?

In 2010, I founded a company that built real-time behavioral profiles from smartphone sensor data. It still exists today as a global leader in mobility.

We pioneered extreme personalization, and while some feared I was creating "Big Brother," my vision was "Big Mother" – technology that knows you well enough to genuinely care for you.

Quiet, relevant nudges at the right moment, not intrusive notifications. That work taught me a core truth: meaningful personalization requires deep access to personal data, and privacy and security must be foundational.

A company can be fully compliant and still behave unethically – legality and ethics are not the same. Over the past decade, I've seen AI and personalization used as tools of manipulation, and in cybersecurity I've seen how powerful technologies cause harm in the wrong hands.

These experiences shaped my mission: to build AI products held to the highest ethical standards, not just legal ones.

3. What system are you currently shifting?

The healthcare system I want to shift is built on a flawed premise: one treatment fits every patient. But genetics, lifestyle, environment, and history differ for everyone, making generic care ineffective and increasingly unsustainable. Personalized medicine requires deep insight into a patient's biology and daily life – yet this access is limited, and when data exists, it's overwhelming. No physician can process thousands of data points while maintaining real human connection.

This is where AI becomes transformative: not replacing medical judgment, but turning complexity into clear, actionable insight.
Yet such personalization depends on extremely sensitive data. Regulation alone isn't enough. Companies must commit to strict ethical boundaries – because the legal minimum is not the moral one.

4. What feels broken or unjust about this system?

AI is already used to weaponize cultural values and hijack our hormonal system. Social media algorithms learned to exploit dopamine loops, optimizing for engagement over wellbeing. The same pattern now threatens healthcare. Our medical system still treats patients as generic bodies – one diagnosis, one treatment – regardless of genetics, lifestyle, or individual response. It's ineffective, inefficient, and profitable for those invested in the status quo.

Meanwhile, the data that could transform care exists but remains siloed, inaccessible, and overwhelming. Practitioners drown in information they can't process, while patients receive reactive sick-care instead of proactive health optimization. The injustice is clear: we have the technology to personalize medicine and extend healthy lifespans, yet the system still prioritizes treatment over prevention, standardization over personalization, and profit over outcomes. AI could fix this – or make it worse.

5. What concrete actions are you taking to change this?

We started not with code, but with principles. We created the Hippocratic Oath for Health AI – our ethical charter guiding every technical choice. Privacy, transparency, patient sovereignty, and human primacy form the system's foundation. From this, we're building the Human Digital Twin: a computational model of each person's genetics, physiology, and lifestyle that is fully owned by the patient.

> "Big Mother, not Big Brother". It was the title of my 2012 TEDx talk, and it is as relevant as never before today.

This twin allows practitioners to generate personalized insights, run simulations, test treatments, and conduct cohort studies without risk to humans or animals. Doctors can explore "what if" scenarios on the model before treating the patient. The result: more effective medicine and lifestyle interventions tailored to the individual.

We shift healthcare from reactive sick-care to proactive health optimization – not by exploiting data, but by giving patients full ownership and benefit of it.

6. What's your long-term vision?

I envision a world where every person owns a sovereign digital twin – a fully private model of their genetics, physiology, and lifestyle. AI becomes an intelligent agent for practitioners, turning complex data into clear, personalised health insights that extend healthy life years. Healthcare shifts from reactive sick-care to proactive optimisation. Treatments are tested on digital twins first and tailored to individual biology, not population averages. Prevention finally becomes the system's priority because it is rewarded.

Most importantly, we prove that AI handling humanity's most intimate data can be ethical – where commercial success and human benefit reinforce each other. A decentralised global infrastructure empowers people everywhere to control their own digital twin, creating a blueprint for responsible AI in every domain.

7. How can a collective like System Shifters help?

Systems don't shift alone. I need:
- Connectors to link practitioners, researchers, advocates, and policymakers.
- Challengers who question assumptions and expose gaps.
- Amplifiers who make ethical health AI a public expectation.
- Collaborators in adjacent systems who reveal hidden connections.
- Truth-tellers who call out ethics-washing and raise standards.

SYSTEM SHIFT MAPPING Filip Maertens

SYSTEM:
AI-driven personalized healthcare – where intimate human data fuels medical insight and intervention.

STOCK:
Trust – society's confidence that AI handles sensitive health data ethically.

FLOW:
Transparent AI decisions, patient-controlled data, ethical behavior, positive outcomes. recommendations, exploitation of health insights, erosion of human agency

FEEDBACK LOOPS:
more data → better insights → better outcomes → more trust.

BUGS & BOTTLENECKS:
Truth erosion, consent theater, explainability gaps, weaponization risk, ethics-washing, regulatory lag.

LEVERAGE POINT:
LP11 – Mindset Maker: Shifting societal beliefs about what ethical AI must be – embedding transparency, sovereignty, and accountability into the architecture itself.

MINDSET MAKER Thijs Wostyn

Thijs Wostyn is the founder and CEO of Yuntos, a multi-agency marketing ecosystem built around Identity, Intelligence, and Engagement. Known for his clear thinking, product-leadership mindset, and relentless drive to make marketing truly matter, he helps companies transform challenges into growth opportunities.

Thijs combines strategic vision with practical execution and is passionate about inspiring, connecting, and empowering people. Through Yuntos and its specialised agencies, he aims to raise the standard of marketing and build future-proof brands that outperform today and shape tomorrow.

1. What is your main mission?

My mission is to make marketing matter again. I inspire, connect, and empower people and businesses to grow by turning complexity into clarity and challenges into opportunities. I build systems that align Identity, Intelligence, and Engagement so companies can make smarter decisions, create real impact, and become future-proof. I lead with energy, curiosity, and craftsmanship, pushing myself and others to think bigger, learn faster, and act with purpose. Above all, I want to raise the standard of marketing. Showing that when it's done right, it transforms companies and the people in them.

Microshift

→ Shift founders from fear-based survival to shared, long-term value creation

2. What's the story behind your mission?

My mission began with a simple frustration: too many companies underestimate marketing, treating it as a cost instead of a strategic engine.

Growing up in a family of makers taught me the power of craftsmanship, and building Social Taco showed me how impactful marketing becomes when strategy, creativity, technology, and people truly connect. Yuntos was born from that belief, that marketing deserves a seat at the table.

Today I turn complexity into clarity, empower teams to grow, and build an ecosystem where expertise works together so companies can become future-proof.

3. What system are you currently shifting?

I'm trying to shift a broken system where marketing is undervalued, fragmented, and reactive. Too many companies see marketing as execution instead of strategy, rely on scattered agencies that don't collaborate, and make decisions without data, identity, or long-term thinking. This creates shallow campaigns, wasted budgets, and teams that work hard without truly moving the business forward.

I want to replace that system with a future-proof model: marketing as a strategic growth engine, powered by aligned Identity, Intelligence, and Engagement. A model where brands grow intentionally, technology works for people, and specialised experts collaborate instead of competing.

4. What feels broken or unjust about this system?

Marketing is too often judged on noise instead of impact. Companies expect results without foundations, and marketing teams are blamed for failures rooted in flawed systems. Agencies sell services, not solutions, creating fragmentation and zero long-term value.

Many entrepreneurs never get access to the strategic guidance or integrated expertise they need to grow sustainably. The system rewards vanity metrics over real business outcomes. Companies deserve better – and so do the people doing the work.

5. What concrete actions are you taking to change this?

I'm changing the system by building a marketing ecosystem that unites strategy, creativity, technology, and execution in one coherent framework. Through Yuntos, our work flows through three connected pillars – Identity, Intelligence, and Engagement – so companies no longer rely on fragmented suppliers but on one aligned growth system.

Our marketing lab tests emerging innovations, validates what works, and turns proven ideas into productised, results-driven offerings. This creates a flywheel where innovation sparks new solutions and the right experts connect around them.

Using the Strategic Growth Navigator, we surface blind spots and set priorities, while our specialised agencies execute with craftsmanship supported by data, automation, and AI.

My goal is to return marketing to the decision table and give companies a system that drives sustainable, long-term growth.

6. What's your long-term vision?

My long-term vision is to build the leading marketing ecosystem for companies that want to grow with intention. I want Yuntos to become the reference for how modern marketing should work: one integrated system where Identity, Intelligence and Engagement constantly reinforce each other,

> "Change the system by proving that there's a better one."

powered by innovation, data, and specialised expertise.

The marketing lab will evolve into a true innovation engine, spotting emerging opportunities early, translating them into productised solutions, and scaling what works across our agencies. This creates a flywheel where ideas become experiments, experiments become proven products, and proven products empower businesses to grow.

I envision a future where marketing sits at the decision table in every company, where leaders use clarity instead of guesswork, and where teams are equipped with tools, systems, and talent that actually move the business forward.

Yuntos will set the standard for future-proof marketing, not just follow it.

7. How can a collective like System Shifters help?

A collective like System Shifters can accelerate the change I am trying to create by surrounding me with people who challenge assumptions, expand perspectives, and hold me to a higher standard. It offers a space where leaders who are shifting their own systems can exchange ideas, frameworks, and lived experience, which shortens my learning cycles and sharpens my decisions.

It also provides access to thinkers, innovators, and doers who understand the complexity of transformation and can help pressure-test the choices I make for Yuntos. Through shared wisdom, accountability, and collaboration, the collective strengthens my ability to build a future-proof marketing ecosystem and ensures that the impact we create reaches far beyond our own organisation.

In essence, System Shifters gives me the environment, the peers, and the energy to move faster, think bigger, and lead the change more intentionally.

SYSTEM SHIFT MAPPING THIJS WOSTYN

SYSTEM:
How identity, data, and execution shape growth inside companies.

STOCK:
Fragmented tactics, low strategic maturity, siloed agencies, underused insights.

FLOW:
A unified flow of Identity → Intelligence → Engagement, supported by iterative learning loops.

FEEDBACK LOOPS:
• Reinforcing: better insights → better strategy → better results → more trust.
• Balancing: the Strategic Growth Navigator realigns priorities when teams drift.

BUGS & BOTTLENECKS:
Marketing treated as execution; scattered suppliers; weak foundations; data not informing decisions.

LEVERAGE POINT:
LP11 (Mindset Maker):
Shift beliefs about what marketing is – reposition it as a strategic engine, not a service function.

MINDSET MAKER Deborah Nas

Deborah Nas is a Professor of technology-driven innovation at Delft University of Technology. She founded the Centre for Quantum & Society, has helped hundreds of organisations navigate technological change, and is a renowned international keynote speaker.

She wrote the book Design Things That Make Sense and is currently writing a book about how AI changes human relationships and society. What happens when AI becomes our best friend, digital lover, always-available therapist, and spiritual guide? How can we shape this change for good? Through inspiring yet thought-provoking keynotes, she helps people understand why we need to act now, not later.

1. What is your main mission?

I'm on a mission to ignite a global conversation about AI companions before they become part of everyday life.

Millions of people already have emotional relationships with AI as friends, lovers, coaches, therapists, or spiritual guides. This can reduce loneliness and support people who can't afford therapy.

But it can harm when optimised for profit or political control. My goal: help society make informed choices about AI in our most personal relationships, so we get the benefits without the harm.

Microshift

→ Start the conversation about AI companions now – before they start shaping us.

2. What's the story behind your mission?

In April 2021, I watched a YouTube video that showed me something big was about to happen. A woman had turned her dead best friend into a chatbot using their old text messages. Strangers began having deep conversations with this digital version of him.

She created an AI companions app, now powered by advanced AI and used by millions for friendship and love. AI companions are appearing everywhere, from specialised apps to porn sites. Even our office software now includes virtual assistants that are slowly becoming everyday companions.

Will this be a force for good or harm? The internet promised open knowledge but also created tech monopolies. Social media promised connection but also deepened division.

AI companions carry the same double edge but move faster and enter the most intimate parts of our lives. This time, we must recognise both risks and opportunities early and make better choices than we did before.

3. What system are you currently shifting?

I'm trying to change how we respond to new technology: from reactive to proactive.

Millions already use AI as a friend, partner, or guide. While we debate AI efficiency at work, we're missing what's happening in people's hearts and homes.

Historically, we wait until technology causes problems, then try to fix the damage. We're still dealing with social media algorithms, gaming addiction, and cyberbullying.

I want to flip this: let's think about AI companions before they're everywhere. Before every company adds an AI friend to their app. Before lonely teenagers prefer AI over humans. Before AI therapy becomes the default. We have maybe two years to actively shape this, not just react to it later.

4. What feels broken or unjust about this system?

The broken part is this: AI companions are being designed for profit and possibly for political control in non-democratic countries, not for human wellbeing.

What makes it complicated is that AI companions can do real good. They can help lonely people feel less alone. They can support people who can't afford or access therapy. They don't judge. They're always available. They can be genuinely helpful.

But these same AI companions can be extremely harmful. AI companions connect to our deepest needs: to be heard, understood, and loved.

AI relationships can become more appealing than human relationships because they're more patient, more supportive, and always agree with you. Companies profit when you spend more time with AI, not when you become healthier or build better human relationships.

Unfortunately, we don't yet have the tools to tell the difference between AI that helps human connection and AI that replaces it.

5. What concrete actions are you taking to change this?

I'm working on three things:

1. Research the reality:
I talk with AI companion users, from casual users to those in deep relationships with AI.

I document what actually happens and speak with people who feel helped and

> "Understand. Envision. Shape."

those who feel harmed. This gives us real data, not just opinions.

2. Start public conversation:
Through keynotes and my upcoming book on AI companions, I show what's happening and where we're heading. I provide food for thought and trigger public conversations.

3. Build practical tools:
I'm creating guidelines for ethical AI companions, frameworks for parents and teachers, and policy ideas for governments. In addition, I aim to establish a fast-acting expert group that helps society make good choices while we still can.

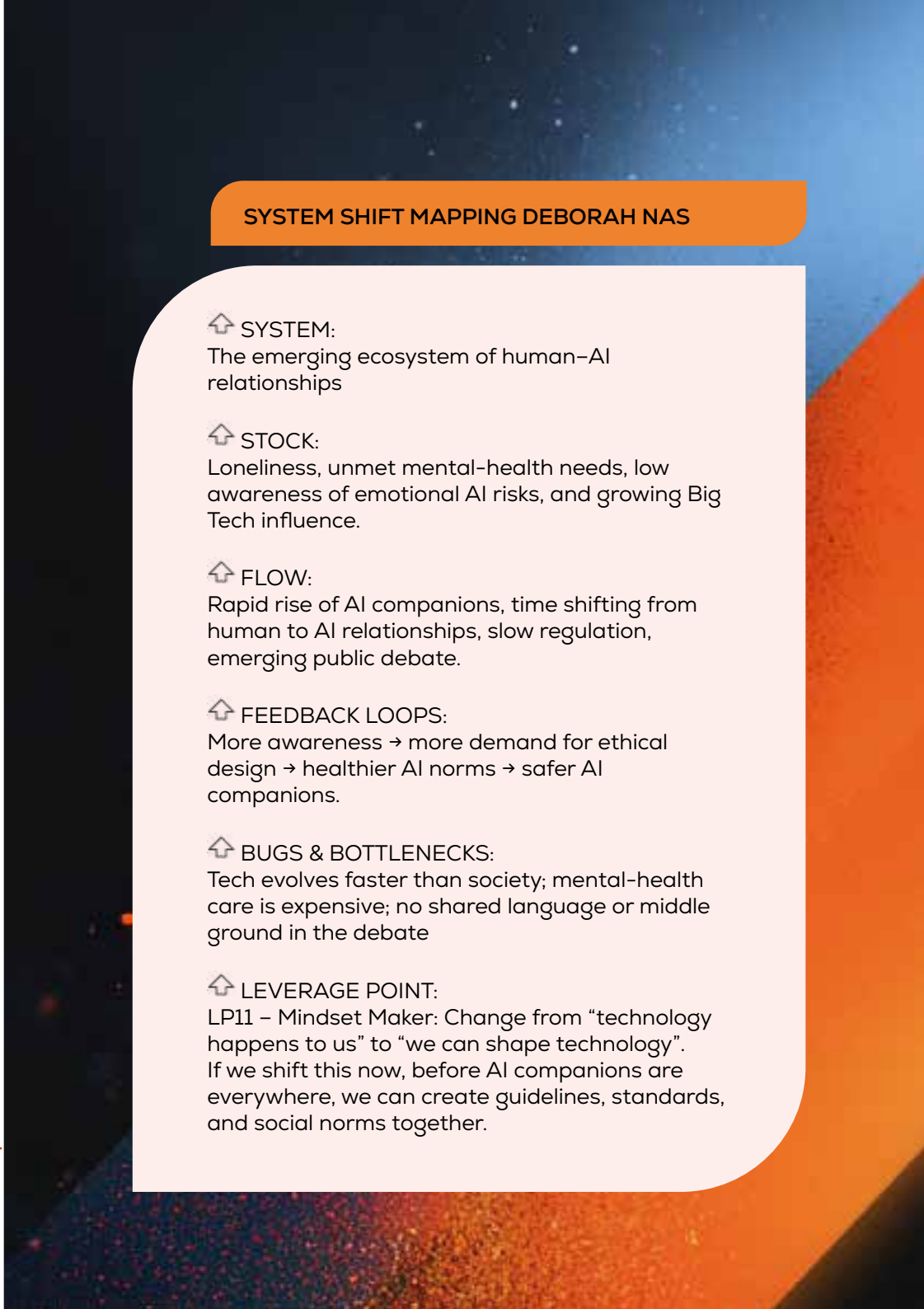
6. What's your long-term vision?

A world where AI companions help people flourish, not just help companies make profit.

7. How can a collective like System Shifters help?

System Shifters understand complex systems across different fields and understand leverage points and system dynamics. AI companions aren't just a technology problem.

They touch psychology, sociology, economics, technology, ethics, design, and policy all at once. I need thinking partners.



SYSTEM SHIFT MAPPING DEBORAH NAS

SYSTEM:
The emerging ecosystem of human–AI relationships

STOCK:
Loneliness, unmet mental-health needs, low awareness of emotional AI risks, and growing Big Tech influence.

FLOW:
Rapid rise of AI companions, time shifting from human to AI relationships, slow regulation, emerging public debate.

FEEDBACK LOOPS:
More awareness → more demand for ethical design → healthier AI norms → safer AI companions.

BUGS & BOTTLENECKS:
Tech evolves faster than society; mental-health care is expensive; no shared language or middle ground in the debate

LEVERAGE POINT:
LP11 – Mindset Maker: Change from "technology happens to us" to "we can shape technology". If we shift this now, before AI companions are everywhere, we can create guidelines, standards, and social norms together.

MINDSET MAKER Miranda Berkhof

Miranda Berkhof is a leadership development facilitator, executive coach, and transformation partner who helps senior leaders and executive teams evolve from the inside out. After beginning her career in McKinsey's Transformation Practice and holding several executive roles, she dedicated her work to the intersection of personal growth, organisational strategy, and culture.

Miranda guides leaders in expanding awareness, strengthening coherence, and cultivating the inner capacity required to navigate complexity. She works globally from her home base in the Netherlands, drawing inspiration from nature, travel, and long reflective walks – the places where her own edges and insights emerge. Her mission is to help leaders transform not only what they do, but who they become.

1. What is your main mission?

My mission is to support senior leaders and leadership teams in navigating transformation – both in their organisations and within themselves.

I aim to expand the consciousness and coherence of leadership, so transformation becomes not just a goal, but a way of leading, relating and living.

Microshift

→ Evolve leadership from a role to a conscious expression of identity - because organisations can only transform as far as their leaders allow themselves to evolve.

2. What's the story behind your mission?

The inner journey of leadership became real for me during a period of deep personal and professional transition. I had just come to the end of an intense role, and around the same time, my mother passed away.

Those two endings arrived together and cracked something open in me. What surfaced was a question rising from within: Who am I, and what do I want my life and leadership to stand for?

Since then, I've come to see life and leadership as transformational journeys – each offering, and requiring, continuous evolution. Some of that evolution can be designed; much of it depends on building the inner capacity to allow yourself to grow.

Real change – whether personal or organisational – begins with clarity from within. That insight now sits at the heart of my work: supporting leaders and teams in navigating transformation – in their organisations, and within themselves.
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3. What system are you currently shifting?

I'm working to shift the leadership system itself – from seeing leadership as a role or function to seeing it as a living practice that starts from within and shapes culture and collaboration.

This means moving:

• From leaders as experts → to leaders as connectors and enablers.
• From title and track record → to potential and practice.
• From silos and boundaries → to networks and collective value.

Leadership is evolving from being "hardwired" – built on hierarchy and performance – toward being "human software", rooted in awareness, courage, and connection. My work supports that shift so leadership becomes both more personal and more transformative.

4. What feels broken or unjust about this system?

I don't see leadership as broken, but I do see a lot of untapped potential. Many leaders are capable and committed yet trapped in structures and expectations that keep them anchored in what they already know.

Currently, the focus is on what to deliver rather than who to be to lead meaningful change. This creates a quiet paradox: leaders are tasked with transformation while their own leadership practice remains underexplored. The real issue isn't failure – it's constriction. Too much potential is locked in old logics of control, certainty, and individual performance.

The opportunity lies in creating space and practices for leaders to stretch – to develop clarity, courage, and connection. The levers are exploring questions around who am I, who do I inspire to be and who am I asked to be here. Those questions are identity-level questions, and those are relevant on an individual, team/group and organisation level.

5. What concrete actions are you taking to change this?

I work with leaders and teams through programs and/or journeys that connect strategic ambition with personal growth. My approach starts with a simple principle: start with the end in mind.

Before acting, I invite leaders to clarify:

• What's the bigger ambition?
• What kind of leadership will it take?
• When will we be proud – not only of results, but of how we led?

By defining that North Star, we turn strategy into

> "A system can only transform as far as its leaders are willing — and able — to evolve."

behaviour. I help translate ambitions into leadership routines that shape culture – where reflection and experimentation become daily practice. The result is a flywheel of transformation: leaders grow in clarity and presence, teams align around shared ambitions, and organisations move forward with coherence and energy.

6. What's your long-term vision?

My vision is a world where leadership development fosters conscious development – the ability to stay aware, hold greater complexity and expand one's sense of identity.

When leaders recognize the systems they're part of – and their patterns within them – they lead with more perspective and purpose. Ultimately, it's about remembering we're part of nature, not separate from it. From that awareness comes genuine care – for ourselves, each other, and the world we shape together.

7. How can a collective like System Shifters help?

As Margaret Mead said: "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has."

That's what System Shifters represents: a community that lives transformation, not just discusses it – a place where learning, reflection and experimentation strengthen our shared ability to act differently.

SYSTEM SHIFT MAPPING MIRANDA BERKHOF

SYSTEM:
The leadership development system – how leaders think, show up, connect, and shape culture.

STOCK:
Inner capacity: awareness, clarity, courage, reflection, presence.

FLOW:
Insight flowing into behaviour – leadership routines, team alignment, shared practices.

FEEDBACK LOOPS:
More awareness → better decisions → more trust → stronger teams (reinforcing).
Reflection moments slow reactivity → keep change intentional (balancing)

BUGS & BOTTLENECKS:
Busyness over depth, over-reliance on certainty, underdeveloped self-awareness, old leadership habits or paradigms.

LEVERAGE POINT:
LP11 – Mindset & Paradigm Shift: System Shifter archetype: Consciousness Expander – shifting how leaders see themselves and the system they lead.

Jeanneke Scholtens
Author, futurist, founder of Trendagency Buro Zorro

MINDSET MAKER Jeanneke Scholtens

Jeanneke Scholtens is a futurist, speaker, writer, and founder of trendagency Buro Zorro. With an MA in humanities and educated as a trendprofessional, she discusses and researches themes where people, technology, science, and philosophy intersect. Through her work Jeanneke helps people and society think more broadly. She wrote an honest, confrontational, personal, and socially responsible book about our hunger for pleasure: Intoxication (Roes, 2022), the controversial book Holy Fuck (2018) about the future of sex, and researched the future of church, death and longer life.

Her latest books, Hope (Hoop, 2024) and The Future is Fantastic (De toekomst is fantastisch, 2024), were recently published. Jeanneke is the founder of Buro Zorro, a trend-watching platform for professionals who want to look ahead. She researches societal changes and helps companies and government organizations better anticipate the future. With the Zorro team of futurists, she teaches professionals future thinking and trend watching.

1. What is your main mission?

My mission is to create future mindsets filled with hope, imagination, and agency. Futures thinking – as a method and as a way of life – makes people, organizations, and societies more open-minded, resilient, and action-oriented. It expands our field of view and gives us the tools to approach the future with clarity rather than fear.

Microshift

→ Shift the future from fear to imagination – one hopeful mindset at a time.

2. What's the story behind your mission?

My main aim in life is opening our horizons, broadening our sight and minds. I believe that futures thinking is the antidote to tunnel vision, short-sightedness, and negativity.

I believe it is the serum for hope, perspective, and open-mindedness. I enable people and organizations to look at the world through the lens of a trendwatcher. To raise our heads from our screens and newspapers.

Look up, look around you, see people, see the differences. This way you can see changes emerging earlier, patterns taking shape. We can see futures emerge, and once you spot them, you can help shape them, question them, and change them.

The signals of change are all around us. Seeds of today are the flowers and trees of tomorrow

3. What system are you currently shifting?

I work within the system of future imagination and decision-making; the web of mental models, cultural beliefs, and institutional habits that shape how we see, talk about, and act on the future.

This system includes media, politics, education, business, and culture, all of which influence how we interpret change and possibility.

The great opportunity my work gives me is the ability to work with different kinds of companies. I work for and with governments, building companies, retail, education, food sector, media etc.

4. What feels broken or unjust about this system?

→ What bugs you most about how things work today?

The current "future system" is dysfunctional on three levels:

Cognitive: We think in linear, not systemic ways, missing interconnections and time delays between cause and effect.

→ Result: misplaced priorities and short-term fixes.

Emotional: Our dominant future narratives are fear-based, about crisis, loss, and decline.

→ Result: paralysis, cynicism, and fatigue.

Institutional: Politics and business run on short-term cycles, elections, quarters, deadlines.

→ Result: little room for imagination, experimentation, or vision.

5. What concrete actions are you taking to change this?

I aim to shift our collective mindset from fear-driven, short-term thinking to imaginative, hopeful, and action-oriented futures thinking. I'm shifting the system from "the future as fear" to "the future as collective imagination" by positioning hope, imagination, and agency as serious forces for systemic change.

I want futures thinking to become contagious, human, and actionable.

Through my lectures, writing, trendwork and research, I reclaim imagination as a serious form of knowledge.

Normalize hope as a rational attitude, not a naïve one. Slow down a reactive society to make space for reflection and long-term vision. Connect the personal and the systemic, showing how small, individual actions can trigger collective transformation.

> "Let's change the norm
> From "the future as fear" to "the future as collective imagination""

6. What's your long-term vision?

If my work succeeds, the system in ten years will be one where futures thinking is embedded in everyday life. Imagination and long-term reflection will be part of how we make decisions in business, politics, and education.

Organizations will no longer act reactively but proactively, guided by purpose and long-term value instead of fear or profit alone.

Hope and systemic awareness will be considered essential leadership skills, and people will feel ownership of the future rather than anxiety about it.

7. How can a collective like System Shifters help?

Someone who combines vision with execution, a do-er who believes in imagination as much as in data.

I would love to collaborate with someone who works in systemic change from another domain, such as policy, technology, or nature, so that our perspectives reinforce each other.

Someone who challenges assumptions, embraces experimentation, and wants to build hopeful infrastructures for the future.

SYSTEM SHIFT MAPPING JEANNEKE SCHOLTENS

SYSTEM:
Future imagination & decision-making: the mindsets, narratives, and institutions that shape how society thinks about the future.

STOCK:
Future imagination, long-term thinking, hope.
Reduce: short-sightedness and tunnel vision.

FLOW:
How fast new perspectives, signals, and future narratives spread through society.

FEEDBACK LOOPS:
More people using futures thinking → more sharing → more adoption → stronger collective imagination

BUGS & BOTTLENECKS:
Short-term incentives, fear-based narratives, lack of time/space for reflection

LEVERAGE POINT:
LP11 – Mindset Maker: shifting society's mental models from fear and short-termism to imagination, hope, and agency.

Heleen van der Pijl

Psychologist, systemic therapist, health care consultant, lecturer and poet

MINDSET MAKER Heleen van der Pijl

Heleen van der Pijl is a psychologist, systemic therapist, healthcare consultant, lecturer, and poet who works at the intersection of care, meaning, and connection. At the Centre for Consultation and Expertise (CCE), she supports teams in complex care settings – psychiatry, neurorehabilitation, disability and elderly care – helping them understand challenging behaviour through a relational and contextual lens. She also teaches systemic consultation, known for translating complexity into human understanding and restoring collaboration where it has broken down.

As a poet, Heleen writes about love, living loss, and the longing for connection. Her collection Elke wind waait jou naar mij ("Every Wind Blows You Towards Me") gives language to the silence that often surrounds grief. Across all her work, she is committed to bringing empathy back into systems that have grown too narrow or rushed to hold people's full humanity.

1. What is your main mission?

My main purpose is to build empathy by helping people understand each other's context.

I give words to the undercurrents that shape relationships and to the quiet feelings of loss, that are all too often carried in silence.

Microshift

→ Shift the question from "What's wrong with them?" to "What's happening between us?" – and watch empathy return.

2. What's the story behind your mission?

I have always wondered why we so rarely take the time to truly understand one another. We all know our own story - the context, the circumstances and the good intentions behind our sometimes-clumsy behavior. Yet we often fail to extend that same understanding to others.

As the youngest of three daughters in a family shaped by my father's psychiatric struggles, I was taught not to show emotions. Later in life I learned the importance of expressing myself and talking to people I trust. I have always known it to be essential to understand someone's story before judging their behavior. That realization became the foundation of my professional life.

As a psychologist and systemic therapist, I help people in complex care settings understand challenging behavior and uncover what lies between them – the unspoken dynamics and the human intentions beneath behavior.

When my mother passed away in 2023, I realized how little space society gives to grief. Through my poetry collection Elke wind waait jou naar mij (Every Wind Blows You Towards Me), I sought to give voice to the silence of loss and the longing for connection.

3. What system are you currently shifting?

I aim to shift the system that views people through an individual, linear lens – whether in mental health care or in society as a whole.

I advocate for a systemic and contextual perspective, one that recognizes how human behavior arises within relationships and environments. In my professional work, I help caregivers, families and organizations see the patterns that connect them.

In my poetry, I give words to those who have fallen silent. In both, I strive to give voice to what remains unheard and to restore empathy where it has been lost.

4. What feels broken or unjust about this system?

Health care is still too focused on the individual – on diagnosis, classification and treatment - as if the person alone carries the problem. When behavior becomes challenging, the focus often narrows further and tensions rise among those involved.

Each person clings to their own truth and collaboration falters. The result is that the client's behavior - the very thing we seek to change - often worsens. After all, how we as caregivers conduct ourselves, how we work together and how we approach clients, shapes their behavior. Just as we respond to our client's behavior, our conduct as caregivers shapes theirs.

I wish there were more attention to the context in which people live and work and to the relationships that shape their behavior. We are all intertwined. When we begin to see that every behavior is understandable – even if not always easy – we can meet each other with curiosity instead of judgment.

5. What concrete actions are you taking to change this?

I shift the focus from what happens within people to what happens between them. When a client shows challenging behavior and care gets stuck, I resist the appeal to focus on the client's inner world (i.e. personality, intelligence, disorder) - especially when those involved have become divided. Instead, I invite the whole system into the room (the client, family and caregivers) and

> "Between what is said and not meant, and what is meant and not said, most of love is lost." - Khalil Gibran

we share our perspectives on the meaning of the behavior. Subsequently we reflect on how collaboration unfolds and what values, concerns and hopes shape how we behave. Gradually, the unspoken surfaces and understanding grows. When compassion re-enters the room, disagreements soften and new possibilities emerge. Again and again, I witness the same truth: it is the collaboration around the client that makes the greatest difference.

6. What's your long-term vision?

My long-term vision is a world where empathy is not a luxury, but a natural response. In such a world, we would no longer treat behavior as a problem to fix, but as a message to understand.

By fostering awareness of context and circularity - the ways our actions shape and are shaped by others - we can create more compassionate systems in health care, education and beyond. This shift would reduce polarization, strengthen connection and even influence politics: moving from blame and division toward shared responsibility and collective care.

7. How can a collective like System Shifters help?

System Shifters can bring together people who see that real change comes from connection and subtle shifts in how we see the world.

It creates space for a diversity of voices to meet, to share wisdom and to imagine new ways forward.

By linking people across sectors and disciplines, it helps turn individual efforts into a collective movement – one conversation, one micro-shift at a time.

SYSTEM SHIFT MAPPING HELEEN VAN DER PIJL

SYSTEM:
The system of care and human understanding – how families, caregivers, and organizations interpret behaviour, make meaning together, and collaborate around people in vulnerable situations.

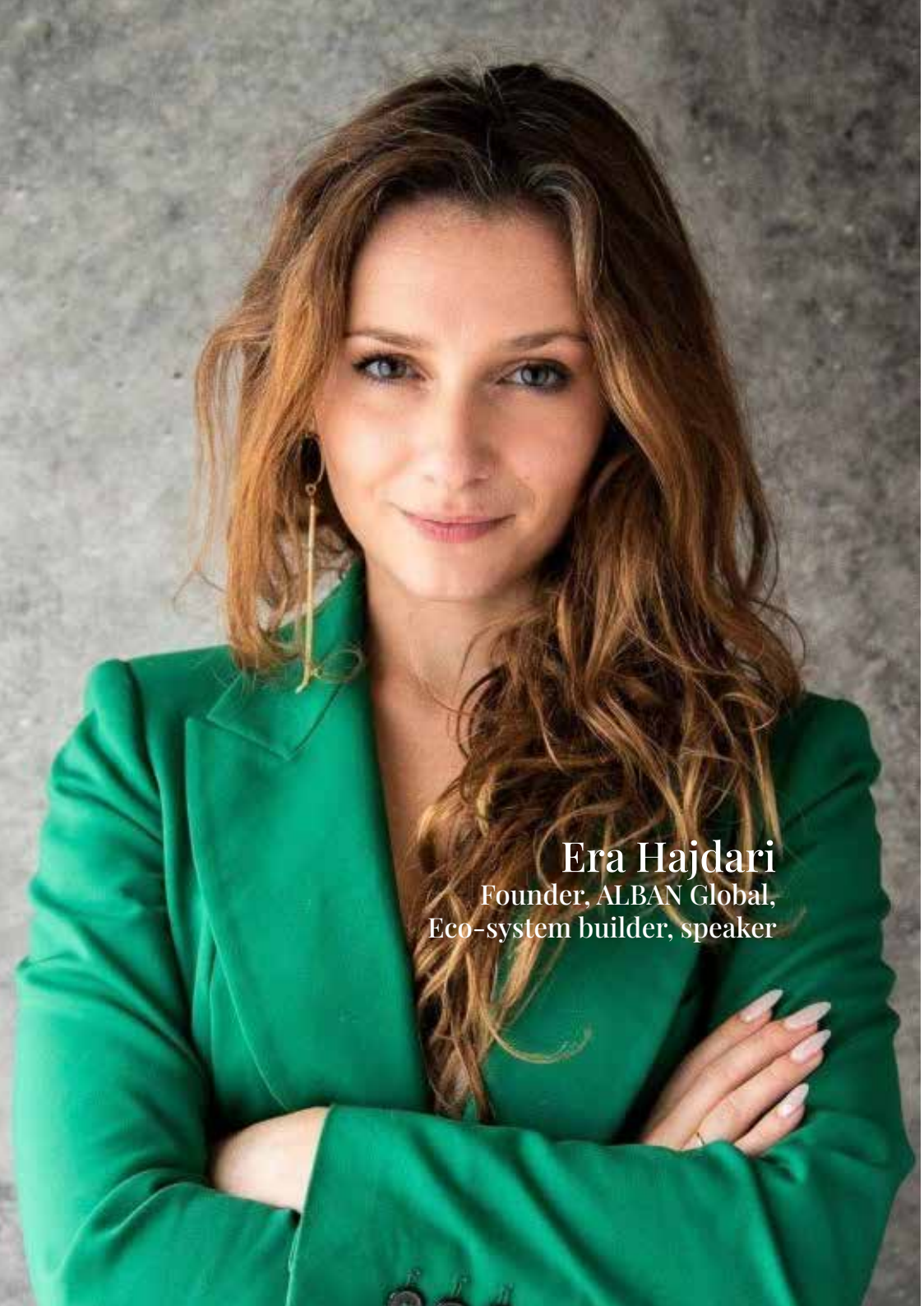
STOCK:
Empathy – the reservoir of understanding and connection between people.

FLOW:
• Inflow: context awareness, systemic reflection, meaning-making
• Outflow: judgment, misinterpretation, silence, conflict

FEEDBACK LOOPS:
• More empathy → better collaboration → calmer behaviour → more empathy
• Judgment → defensiveness → more judgment

BUGS & BOTTLENECKS:
Individual focus, unspoken emotions, siloed care, escalating misunderstandings

LEVERAGE POINT:
LP11 Mindset Maker Shift the question from "What's wrong with the person?" to "What is happening between us?" – and relational empathy expands.



MINDSET MAKER Era Hajdari

Ermelinda Hajdari is a bridge-builder a founder, storyteller, ecosystem architect, and diaspora connector working between Belgium, Switzerland, and Albania.

Through ALBAN Global, she activates cross-border innovation, mobilizes investors, and empowers rising ecosystems through inclusion, resilience, and collective human intelligence. Her work centers on shifting worldviews: helping people reclaim their narrative, connect across differences, and act from a place of radical possibility.

Known for her emotional depth and ability to create trust in complex environments, Era builds spaces where people feel safe enough to be vulnerable and strong enough to lead.

1. What is your main mission?

My mission is to shift how people see possibility for themselves, for their communities, and for the systems they move through. Through ALBAN Global, I connect founders, investors, diaspora leaders, and institutions across borders to reimagine economic development as something inclusive, human, and rooted in both resilience and vulnerability. I change mindsets by changing narratives: from scarcity to opportunity, from isolation to belonging, from silence to courageous expression. My work creates the emotional, cultural, and structural conditions for people to feel seen, valued, and empowered to act, especially within ecosystems that have been

Microshift

→ Shift the narrative from scarcity to possibility – and watch entire ecosystems rise.

underestimated for long.

2. What's the story behind your mission?

My mission began with a lived truth: many people especially in emerging or overlooked ecosystems carry resilience without recognition. They navigate challenge after challenge, yet rarely feel seen, included, or understood. Growing up between cultures taught me that belonging is both fragile and powerful that vulnerability is not weakness but the entry point to connection.

Later, moving through European innovation ecosystems, I saw the same wound repeated: brilliant people distrusting their own voice; communities internalizing outdated stories; entire countries seen through a lens of limitation rather than strength.

I realized the system wasn't lacking talent it was lacking inclusion, narrative equity, and emotional permission to take up space.

Mindset is where resilience turns into power, where vulnerability becomes connection, and where new futures begin.

ALBAN Global was born from this belief..

3. What system are you currently shifting?

I am shifting the system of cross-border economic development, particularly how emerging ecosystems perceive themselves and how the world perceives them.

Too often, countries like Albania or the Balkans are spoken about rather than spoken with. Diaspora communities remain disconnected. Inclusive narratives are missing. Founders do not always feel they belong in global innovation. And resilience, a defining characteristic of these ecosystems is rarely acknowledged as an asset.

I aim to shift the narrative from margins to participation, from resilience as survival to resilience as capability, and from vulnerability as risk to vulnerability as connection.

I want to help design a system where inclusion is felt, not declared.

4. What feels broken or unjust about this system?

What feels unjust is how often entire communities must be resilient in silence. Potential goes unnoticed not because it lacks strength but because it lacks platform, visibility, or societal permission to be vulnerable and honest about its journey.

Too many people:

work twice as hard to be taken half as seriously

feel excluded from networks where decisions are made

carry the emotional weight of stereotypes or inherited narratives

feel forced to "be strong" without support

internalize a belief that they must prove themselves endlessly

The system rewards those who already have proximity, confidence, and lineage not necessarily those with courage, lived resilience, or new perspectives.

This inequality is not only unfair; it is wasteful.

Inclusion, vulnerability, and resilience are not soft concepts, they are systemic leverage points for transformation.

5. What concrete actions are you taking to change this?

I build ecosystem structures and experiences that make people feel included, empowered, and connected across borders.
Concretely, I create:
• International Demo Days

> "True system change begins where people feel safe enough to be vulnerable — and strong enough to rise in their resilience."

& roadshows – giving overlooked founders global visibility.

• Diaspora activation programs – turning emotional resilience into collaborative power.

• Investor Circles & Deal Tables – confronting bias through relationship-building and exposure.

• Safe spaces for vulnerability – enabling honest dialogue, emotional expression, and human-centered leadership.

• Narrative re-writing frameworks – positioning emerging markets as rising contributors.

• Trust-building rituals – strengthening cohesion, empathy, and shared identity.

Systems change begins by making every person feel they belong inside the system.

6. What's your long-term vision?

A Europe where vulnerability is valued, resilience is recognised as strategic strength, and inclusion is the foundation of innovation. A world where founders from emerging ecosystems feel at home in global rooms, diaspora communities act as bridges not memories, and rising regions co-create Europe's future with confidence and dignity.

7. How can a collective like System Shifters help?

System Shifters aligns deeply with my mission:
• elevating vulnerability as leadership
• amplifying resilient communities
• connecting pioneers across borders
• shifting narratives through collective intelligence
• giving underesti-

SYSTEM SHIFT MAPPING ERA HAJDARI

SYSTEM:
Cross-border innovation and diaspora-driven economic development across Europe.

STOCK:
Self-belief, belonging, community resilience, emotional safety, narrative capital, trust.

FLOW:
Connection → psychological safety → collaboration → opportunity → visibility → inclusion → more connection.

FEEDBACK LOOPS:
• Resilience Loop: inclusion → courage → creativity → collective lift.
• Vulnerability Loop: honesty → trust → collaboration → stronger outcomes → more openness.
• Perception Trap: low representation → low trust → low investment → suppressed potential.

BUGS & BOTTLENECKS:
Fragmented diaspora networks, limited narrative diversity, underestimated resilience, emotional illiteracy in leadership, persistent stereotypes.

LEVERAGE POINT:
Shift from "We're not ready" to "We belong here" – where vulnerability fuels connection and resilience becomes identity.

MINDSET MAKER Simon Abboud

Antidisciplinary, impact-driven urban activist with over a decade of international experience in the built environment. Sitting at the intersection of real estate, innovation, and civic engagement, Simon connects public, private, and community actors to make cities more livable and inclusive. Passionate about empowering the next generation and fostering intergenerational exchange, he helps translate purpose into collaboration and collaboration into systemic change.

Simon serves on global and regional boards of leading industry associations representing the under-35 community and has received several Young Leader of the Year awards for his active engagement across the value chain. Guided by his belief that the only constant is change, he challenges preconceptions by connecting people, ideas, and cultures.

1. What is your main mission?

Inspire and empower the next generation to become active agents of change in a world undergoing profound transformation.

Young people hold the imagination, courage, and purpose needed to shape a more livable future, but they need active support to uncover the real impact of their superpowers.

Beyond knowledge, they must be empowered to shape their purpose; the conviction to act, collaborate, and solve the challenges that matter most to them.

Microshift

→ Shift from youth scrolling for purpose to youth actioning it – empowering them to solve real world challenges.

2. What's the story behind your mission?

My mission grew from years working with young people in humanitarian contexts across Lebanon, North Korea, China, Nepal, Cuba, Haiti, and Madagascar. Everywhere, I met talented, passionate youth who couldn't imagine a future for themselves in their own countries. I began facilitating "blue-sky" conversations – inviting them to explore their passion, identify challenges in their daily lives, and brainstorm solutions. The shift was profound: confidence rose, creativity surfaced, and they began thinking like real entrepreneurs.

Returning to Europe, I realized the same disconnection existed here: young people full of potential but deprived of purpose, inspiration, and the freedom to think entrepreneurially. That realization became the foundation of my work.

3. What system are you currently shifting?

Il am working to shift the Youth Entrepreneurial Activation System – the way young people discover, develop, and channel their creativity toward real-world challenges. Today, too many are taught to follow existing paths rather than create new ones, resulting in a generation rich in passion but disconnected from purpose.

My work reignites imagination and teaches youth to think and act like entrepreneurs: identifying challenges they care about, experimenting boldly, and collaborating across boundaries. This is long-term work that builds the muscle to approach life through an impact-driven lens rather than habit or expectation. When young people learn early to align passion, purpose, and problem-solving, they shape more meaningful careers – and lead purpose-aligned lives.

4. What feels broken or unjust about this system?

Education is the foundation of modern civilization, yet its model still rewards conformity over curiosity and knowledge over imagination. Young people are expected to solve increasingly complex challenges inherited from previous generations, yet investment in helping them build the tools, confidence, and mindset to do so at scale remains almost nonexistent.

Teachers are underpaid, overworked, and constrained by outdated curricula, leaving schools unable to inspire or connect learning to real-world purpose. The result is a generation full of potential but starved of meaning, frustrated, anxious, and alone in a world that demands much but offers little tangible guidance. Too little effort is made to support educators and academic institutions in facilitating the transition from knowledge to purpose, empowering young people to shape it, rather than scroll for it.

5. What concrete actions are you taking to change this?

I developed a four-lever toolkit to activate purpose and agency:

1. Knowing Yourself:
Across Belgium and various humanitarian projects, I use three guiding questions – What is your passion? What challenge are you facing? How can your passion help solve it? – to unlock purpose and confidence.

2. Discovering the Art of the Possible:
Through initiatives like the PropTech Innovation Challenge at the Urban Land Institute, I connect young professionals with entrepreneurs, linking 100+ youth to 200+ startups across Europe's built environment.

3. Being Heard:
I create intergenerational dialogue via youth councils and reverse mentoring, including Hines' Young Leader Council and advising the UK Government Property Agency.

> "A generation becomes powerful the moment it realises its voice is not an echo, but a beginning."

4. Learning Together:
I build communities of practice – from university collaborations to global exchanges – where young people share experiences, ideas, and best practices to grow collectively.

6. What's your long-term vision?

I envision a society where change becomes a source of creativity, courage, and collaboration rather than fear. Where we move beyond outdated growth models toward purpose, resilience, and collective well-being.

In this future, every generation has a seat at the table and leadership reflects the diversity of the communities it serves. Education inspires rather than instructs – cultivating critical thinking and entrepreneurial confidence so young people feel equipped to shape their own path.

With empowered youth, engaged elders, and shared moral ambition, we can evolve from systems designed for the few into systems capable of serving the many.

7. How can a collective like System Shifters help?

System Shifters can catalyze my work by giving it visibility, credibility, and scale. The collective already models the purpose-driven community young people need, enabling structured purpose-discovery, entrepreneurial exposure, intergenerational dialogue, and peer learning across schools, companies, and institutions.

By connecting me with peers redesigning systems across sectors, we can co-create, reinforce each other's missions, and accelerate the activation of a generation ready not just to navigate change – but to shape it.equipped not only to navigate change – but to shape

SYSTEM SHIFT MAPPING SIMON ABBOUD

⇧ SYSTEM:
Youth Entrepreneurial Activation System for secondary school students to young professionals (16-30 years old).

⇧ STOCK:
Purpose & self-awareness, confidence & agency, entrepreneurial mindset, inspirational peer community

⇧ FLOW:
Purpose discovery → exposure to entrepreneurs → intergenerational dialogue → communities of practice

⇧ FEEDBACK LOOPS:
Reinforcing: Purpose → confidence → action → inspiration → more purpose
Balancing: Underfunded education → teacher burnout → uninspiring learning → disengaged youth → conformity → status quo

⇧ BUGS & BOTTLENECKS:
Outdated education models, no early entrepreneurial stimulation, lack of purpose-building frameworks, weak intergenerational trust, youth turning to social media for belonging

⇧ LEVERAGE POINT:
Empower young people to build moral ambition, craft daring purpose, and challenge limiting assumptions early in life.

Siema Ramdas

Programme Manager Value-based Education at Vrije Universiteit Amsterdam and Developer MIXED model

MINDSET MAKER Siema Ramdas

Siema Ramdas works in higher education at the intersection of education, equity, and systems change. With experience as a teacher, lecturer, advisor, and programme manager in different educational settings, she now focuses on embedding equity, diversity and inclusion (EDI), student wellbeing, sustainability, and societal responsibility into teacher professionalisation programmes in higher education. She also facilitates educational leadership programmes and contributes to institutional change projects. Her work centres on translating values into everyday educational practice and challenging assumptions of neutrality in education. She is currently completing a PhD on how teacher identity shapes educators' willingness to engage with and implement EDI.

1. What is your main mission?

My mission is to contribute to a higher education system that is inclusive, equitable, and honest about its values. I work to create learning environments in which students and educators are encouraged to encounter perspectives beyond their own, to recognise that their frame of reference is not universal, and to remain open to learning from difference rather than defending certainty. Through teacher professionalisation and leadership development, I aim to embed equity, dialogue, and societal responsibility into educational structures, not as ideals, but as everyday practice. Education should equip people to engage with complexity, hold discomfort, and carry these insights into a world that urgently needs them.

Microshift

→ Stop asking educators to manage diversity. Start designing education that learns from it.

2. What's the story behind your mission?

Growing up, my father used to tell me: "Siema, you're brown. And you're a girl. That means you must work ten times as hard." He spoke from his own experience, as a rice-farmer's son in Surinam and a hard-working student who became a teacher. Contributing to society has been an important theme in my life. As a Dutch student with roots in one of the former colonies, I volunteered in different roles, from tutoring students in my old neighbourhood to organising cultural events to support community building. Later, working in secondary and higher education, I recognised similar dynamics at a systemic level: inclusion framed as effort, while inequality remained embedded in structures. As a woman of colour and mother of two sons in both primary and secondary school, I have a mission in life to leave the Dutch educational system more inclusive than I found it.

3. What system are you currently shifting?

Creating truly equitable education remains a persistent challenge. After teaching in both secondary and higher education, I observed colleagues who either questioned the need for inclusive education or struggled to implement it. This experience led me to focus on shifting the higher education system, particularly teacher education and educational leadership development. This system often treats education as a neutral process and quality as an objective metric, while overlooking how power, norms, and structural inequalities shape both. Rules and regulations are frequently used as protective shields, deflecting deeper reflection on the purpose of education and the students it ultimately serves. My work seeks to challenge these assumptions by integrating value-based perspectives into the programmes that shape educators and leaders—those whose everyday decisions either reproduce existing inequalities or create space for more equitable educational practice.

4. What feels broken or unjust about this system?

What feels most broken is that responsibility for inclusion is placed mainly on individual teachers, while the structural conditions needed for real change remain untouched. Educators are expected to "do inclusion" through personal effort, often without consistent leadership support, time, or institutional backing. Equity, diversity and inclusion are frequently embraced at the level of mission statements and strategic plans, while the difficult, uncomfortable work required to realise them is avoided.

Furthermore, in teacher education, I have repeatedly seen diversity framed as a challenge to be managed, with an implicit expectation that students from non-dominant backgrounds should adapt to existing norms. Even as many institutions now celebrate diversity as an added value, deeply rooted systems of inequality persist beneath the surface. These systems continue to privilege dominant perspectives under the guise of neutrality and quality, making genuine inclusion possible only at the margins rather than as a shared, structural responsibility.

5. What concrete actions are you taking to change this?

Concretely, I work to embed value-based education within teacher professionalisation programmes in higher education. A key example is the MIXED model (Multi-perspective Inclusive eXchanges for Equity and Diversity), for which I was the lead developer at the Vrije Universiteit Amsterdam (VU). This model provides a pedagogical and educational framework for engaging with equity and diversity through

> "A generation becomes powerful the moment it realises its voice is not an echo, but a beginning."

structured, multi-perspective exchange rather than assumed neutrality or forced consensus. It offers lecturers practical strategies and learning activities to implement in their college classrooms, and we work alongside them to facilitate the educational design process and the pedagogical reflection this type of education requires.

With my team at the VU Centre for Teaching and Learning, we have extended this philosophy to curriculum design, facilitation, teamwork, and leadership development by creating brave spaces where educators and leaders can surface and challenge assumptions about quality, power, and responsibility while remaining in dialogue.

6. What's your long-term vision?

I envision teacher and leadership development programmes that equip educators not only with pedagogical and educational design skills but also with the capacity to navigate complexity, hold ethical tension, and act collectively. I hope to see approaches like the MIXED model, grounded in multi-perspective exchange and inclusion, become normalised within teacher and leadership development nationally, rather than treated as innovative exceptions or symbolic "window dressing". In my ideal higher education system, disagreement is held productively, equity is designed into structures, and responsibility for inclusion is collective rather than individual.

7. How can a collective like System Shifters help?

A collective like System Shifters can offer perspective, solidarity, and critical companionship. A cross-sector collective provides a space to test ideas and learn from other systems. It helps to be reminded that change requires multiple roles—activists, bridge builders, facilitators, and reformers alike, and to be in continuous conversation with them. Since this work takes patience and can therefore also be lonely, a collective like this can help sustain its long-term nature.

SYSTEM SHIFT MAPPING SIEMA RAMDAS

SYSTEM:
Higher education teacher training and leadership development, where ideas of "quality", "neutrality", and "inclusion" shape everyday educational practice

STOCK:
Dominant norms of neutrality, institutional values, educator mindsets, leadership narratives, inclusion capacity, psychological safety

FLOW:
Teacher education → classroom practice → student experience → institutional culture → future educators and leaders.

FEEDBACK LOOPS:
Unquestioned norms → reproduction of inequality → discomfort avoidance → reinforced "neutrality".
Conversely: multi-perspective dialogue → awareness of power → shared responsibility → structural inclusion → new norms.

BUGS & BOTTLENECKS:
Inclusion framed as individual effort, EDI as policy rhetoric, rules used to avoid ethical reflection, diversity treated as deviation.

LEVERAGE POINT: Mindset Maker:
Shifting the mindset from education-as-neutral to education-as-value-driven and socially responsible

12. Paradigm Shifter

Transforming the deep worldview that shapes the entire system.

Paradigm Shifters don't change rules or flows – they change the story of how the world works.

Key Tools & Iconic Examples

• New scientific worldviews → Einstein's relativity rewrote the foundations of physics.

• Philosophical breakthroughs → Simone de Beauvoir reshaped the world's understanding of gender.

• Technological paradigm shifts → The internet redefined communication and commerce.

• Economic worldviews → Kate Raworth's Doughnut Economics reframed prosperity and planetary limits.

• Cultural paradigm shifts → The civil rights movement reshaped the moral landscape of a nation.

Paradigm Shifters redefine what the system believes to be true – and everything changes from there

Jean-Philippe Schepens Van Thiel
Founder & CEO AxonJay

PARADIGM SHIFTER Jean-Philippe Schepens Van Thiel

Jean-Philippe Schepens-Van Thiel is the CEO of AxonJay and a pioneer in bio-inspired decision systems. Combining decades of experience in strategy, corporate transformation, and predictive AI, he helps organisations move away from mechanistic thinking toward nature-based intelligence. His work bridges biology, data science, systems thinking, and leadership – translating the adaptive principles of living ecosystems into business strategy. Under his leadership,

AxonJay built a self-learning AI platform that senses real-time market signals and supports companies in making conscious, future-aligned decisions. Known for challenging assumptions with both rigor and imagination, Jean-Philippe is redefining what it means for organisations to evolve.

1. What is your main mission?

My mission is to help companies evolve the way nature evolves – through sensing, adaptation, and continuous renewal. I believe organisations shouldn't be rigid machines driven by outdated dashboards, but living systems capable of perceiving their environment, responding intelligently to change, and self-correcting in real time. Through AxonJay, I bring biomimicry and predictive AI together so leaders no longer rely on backward-looking reports but on "living intelligence": a system that interprets signals, anticipates opportunities, and supports decisions the moment they need to be made. My purpose is simple: help companies become

Microshift

→ Shift companies from machines to living systems – by teaching them to sense, adapt, and evolve.

more alive, more aware, and more aligned with the world they operate in

2. What's the story behind your mission?

My mission began with a frustration: companies have more data than ever before, yet their decisions are slow, rigid, and strangely disconnected from reality. Dashboards explain what happened, not what is happening now, let alone what is emerging next.

When I discovered biomimicry and started studying how nature makes decisions, something clicked. Nature never predicts – it senses. It reads signals. It adapts instantly. It evolves continuously through relationships and feedback loops.

If ecosystems can thrive in unstable environments, why do organisations struggle?

If life can adapt with elegance, why do companies over-correct or freeze?

These questions pulled me into a deeper exploration of natural intelligence and how it could be translated into organisational strategy. AxonJay was born from a simple conviction: companies don't need more reports – they need better instincts.

3. What system are you currently shifting?

I am shifting the system of organisational decision-making – the invisible operating system that determines how leaders read reality and choose action. Today, most companies still operate under a machine paradigm: forecasting, rigid planning cycles, siloed information, and reactive responses.

But the world behaves like an ecosystem: nonlinear, interconnected, unpredictable, and rich with signals.

I want to replace "predict and control" with "sense and respond."

I want to help leaders move from static reports to adaptive intelligence.

I want organisations to understand themselves not as factories, but as living systems.

When that paradigm shifts, everything else changes with it.

4. What feels broken or unjust about this system?

What feels unjust is that leaders are expected to navigate complexity with tools designed for yesterday. They are held accountable for sensing the world while being equipped with systems that only describe the past.

Leaders don't fail because they lack intelligence – they fail because the system restricts intelligence from flowing.

Data is trapped in silos. Reports arrive too late. Decisions are based on assumptions rather than signals. Innovation suffocates under outdated logic. And people burn out trying to compensate for systemic blind spots.

I believe we can do better – not by working harder, but by redesigning how organisations perceive and adapt.

5. What concrete actions are you taking to change this?

I built AxonJay as a living decision infrastructure. Instead of relying on monthly reports, we sense signals continuously – market shifts, behavioural patterns, timing windows, competitor activity, organisational momentum. Our self-learning models interpret these signals and surface what truly matters in the moment it matters.

My aim is not to replace human judgment but to augment it.

> "Businesses innovate. Nature evolves. The future belongs to those who learn"

I want leaders to make decisions with the same elegance and responsiveness that living systems use to thrive.

We help organisations behave like organisms that are awake: sensing their environment, adapting without panic, and learning from every interaction. When teams operate from a shared, real-time understanding of reality, coherence becomes natural and decision-making becomes humane, ethical, and effective.

6. What's your long-term vision?

I envision a world where organisations behave like healthy ecosystems: sensing continuously, adapting intelligently, collaborating fluidly, regenerating value, and respecting planetary boundaries. A world where decision-making is conscious, ethical, and deeply connected to human and ecological wellbeing.

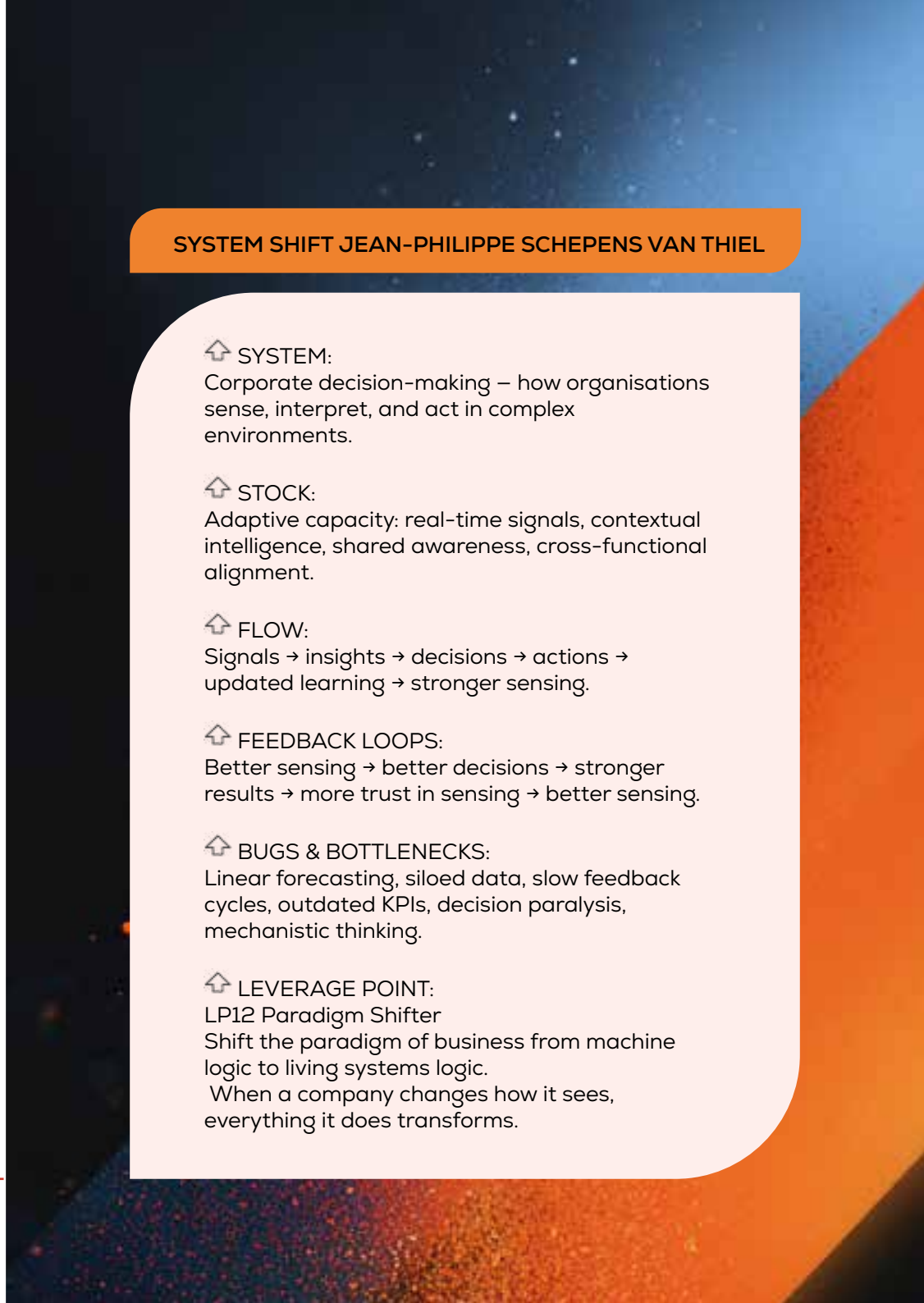
If business is one of the most powerful forces shaping our planet, then aligning it with the principles of life is not an option – it is a responsibility.

7. How can a collective like System Shifters help?

System Shifters is a field of people working at the paradigm level – people who challenge old assumptions and redesign the systems that shape society.

Being part of this collective accelerates everything I stand for: it brings together pioneers who can test ideas, create new language, and prototype the next generation of organisational intelligence.

Together, we can show that evolution is not accidental – it is designed, chosen, and practiced



SYSTEM SHIFT JEAN-PHILIPPE SCHEPENS VAN THIEL

SYSTEM:
Corporate decision-making – how organisations sense, interpret, and act in complex environments.

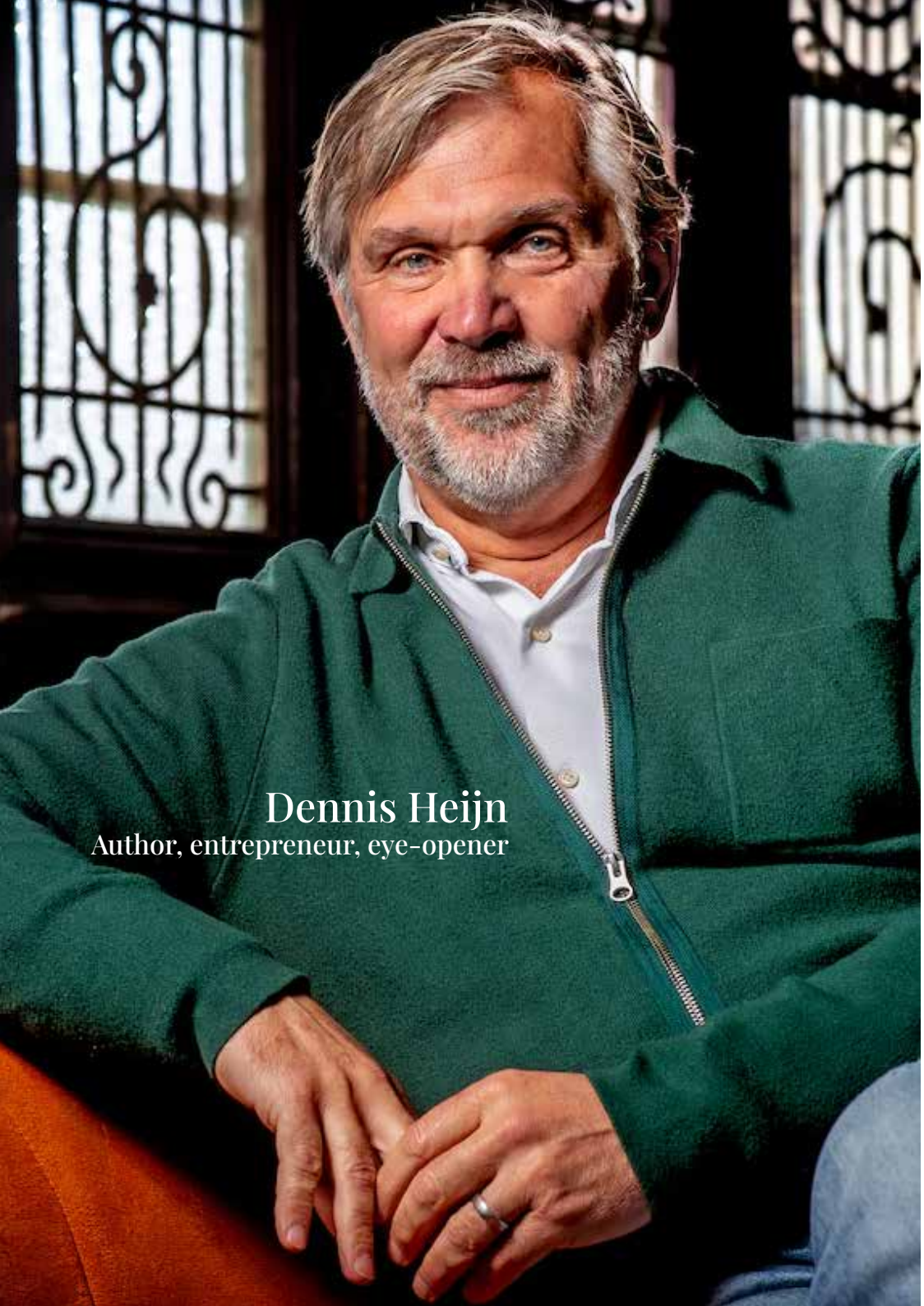
STOCK:
Adaptive capacity: real-time signals, contextual intelligence, shared awareness, cross-functional alignment.

FLOW:
Signals → insights → decisions → actions → updated learning → stronger sensing.

FEEDBACK LOOPS:
Better sensing → better decisions → stronger results → more trust in sensing → better sensing.

BUGS & BOTTLENECKS:
Linear forecasting, siloed data, slow feedback cycles, outdated KPIs, decision paralysis, mechanistic thinking.

LEVERAGE POINT:
LP12 Paradigm Shifter
Shift the paradigm of business from machine logic to living systems logic.
When a company changes how it sees, everything it does transforms.



PARADIGM SHIFTER Dennis Heijn

Dennis Heijn is an author, entrepreneur, and eye-opener focused on ethics, leadership, and systemic change. After an international corporate career, he turned to writing and advising to challenge the "False Necessities" that govern organisational behaviour.

He wrote The Fearless Monkey, a critique of reductionist thinking, and Against the Flow, a climate-fiction thriller about the moral dilemmas of activism and corporate power. Through stories and keynotes, he urges leaders to act with courage, clarity, and responsibility.

Shaped by the loss of his father in 1987 and as a father of seven himself, Dennis brings a deeply human, intergenerational perspective to purposeful leadership and societal impact.

1. What is your main mission?

My mission is to help people, organisations, and society gain clarity about what truly matters – what they want, where they want to go, and how to get there. I want us to move beyond reductionist, obsolete models and toward approaches that center wellbeing, meaning, and conscious transformation.

What I really aspire to is beautifully captured by Sufi Master Inayat Khan: a guide is not there to impose doctrine, but to help someone discover their own truth. That is how I see my work – kindling the light that is already present in people, rather than positioning myself as the one who holds the answers.

Microshift

→ Replace false necessities with moral clarity – daring leaders to do what they already know is right.

2. What's the story behind your mission?

My mission grew from a lifelong discomfort with how large organisations exercise power while ignoring their responsibility toward people and the planet. Companies often treat destructive behaviour as if it were a "necessity," when in reality it is habit, fear, or convenience.

The pointless meetings, the window-dressing PR, the relentless pursuit of numbers – these are the "False Necessities" that keep us stuck.

My father's kidnapping and murder in 1987 marked me deeply. It taught me how unpredictable life is, how illusionary control can be, and how success or disaster often depend on luck, context, intuition, and timing.

Yet even in chaos, we still make choices – better or worse ones.

I am also the father of seven children, which makes the long-term wellbeing of humanity and the planet more than an intellectual exercise. It is personal.

3. What system are you currently shifting?

I focus on the system of corporate power, shareholder capitalism and the (responsibility of) the people within, where profit and status quo dominate as norms.

With my books, keynotes, and business advice, I aim to expose the blind spots around responsibility and sustainability.

Storytelling (books and business cases) can help to change collective behavior, by making people aware what's happening and what's at stake.

Leadership, for me, is about doing what is right, not just numbers, but also the moral, human and ecological narrative within organizations.

4. What feels broken or unjust about this system?

The absurd differences between the have's and have nots. The extreme power and wealth of the few. The influence and control these individuals and their companies exert over our lives.The persistent belief in shareholder value as the supreme good leads to structural neglect of broader social and ecological consequences.

The moral debate is frequently outsourced or shut down, even though companies possess unique influence over our collective welfare and could so much good.

Many leaders privately know what's right, but incentives, fear of career risk, and "compliance theater" keep them from acting.

Meanwhile the costs are externalized—to the climate, to communities, to countries far away, to workers' health, safety and dignity

5. What concrete actions are you taking to change this?

Writing books and articles.

Non-fiction: In The Fearless Monkey I offer many different ways to look at reality and show for example the use and limitations of numbers.

And fiction: In my climate thriller "Against the Flow," I confront readers—and myself—with the ethical ambiguity around activism, loyalty, and power; how far can you go for your values, how responsible are the CEO and leaders of big (oil) companies? Might even become a TV-series. A good story can often do more than the umpteenth (doom) report.

Writing a business case for the Ethics course for a leading business university.

Keynotes on (personal) lead-

> "Don't just predict the rain. Build the ark."

ership, security and ethics. Integrating practical wisdom, philosophy, story-telling and systems awareness.

Participating in experiments and campaigns with different groups who are working hard for a better world.

6. What's your long-term vision?

Maybe it is more my hope, my 'whishion'. I hope we will reach a tipping-point where the leaders (business and political) are going to have the courage to act on what they know is right for all their people now and in the future, their surroundings and the planet.

That the knowledge that we can't go on like this really sinks in and that a system emerges where the world collectively moves to a better place.

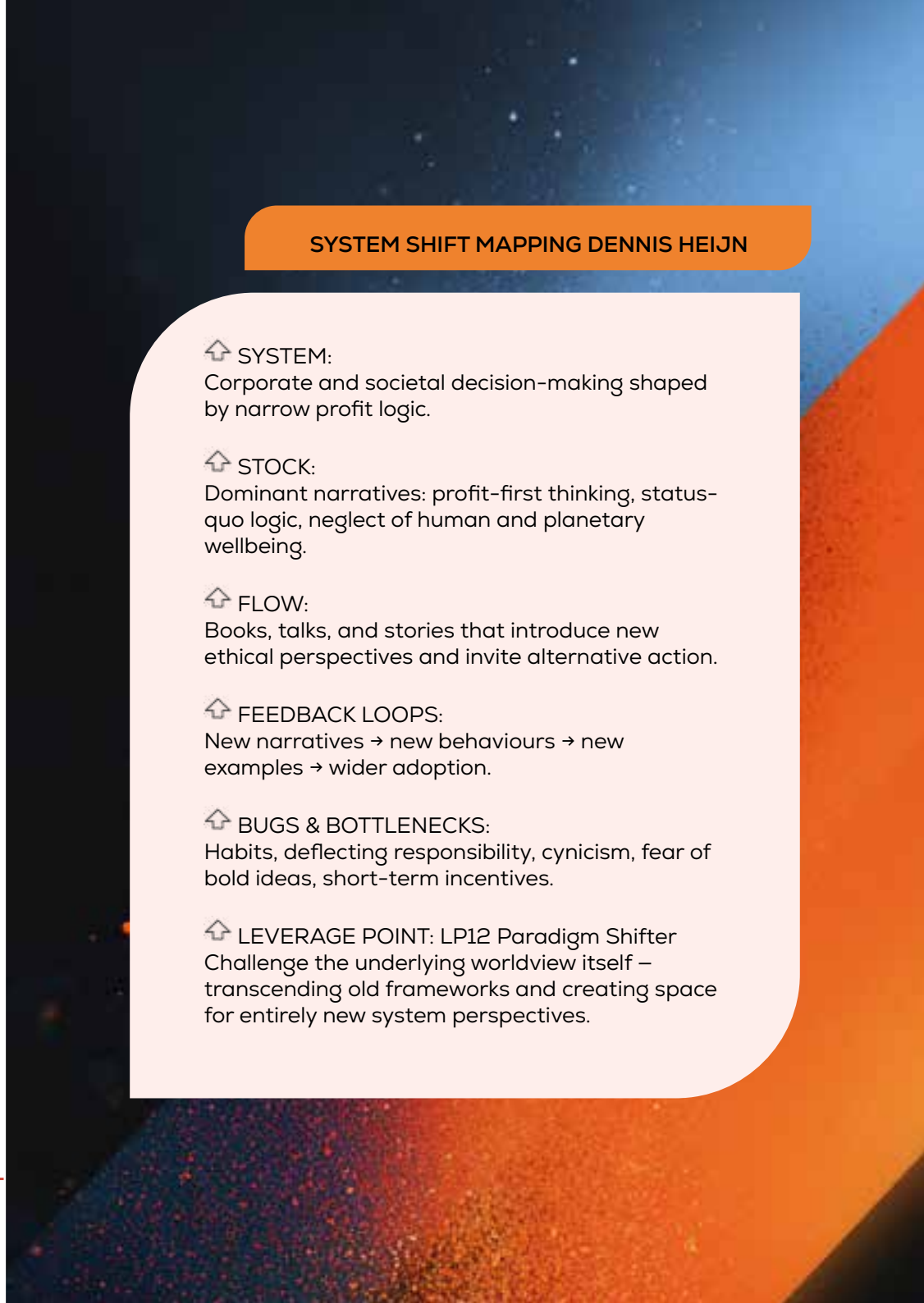
If I didn't believe that the enormous resourcefulness of humankind would be capable of doing this, I wouldn't be a part of System Shifters.

7. How can a collective like System Shifters help?

By bringing together fifty passionate individuals, who all in their respective fields are trying to shift the system. They will learn from each other what works and what not.

Combining these different stories and stepping on the podium together with a shared focus will increase the reach and effectiveness of all involved.

Something powerful can emerge, which could be (a lot) bigger than the sum of the parts.



SYSTEM SHIFT MAPPING DENNIS HEIJN

SYSTEM:
Corporate and societal decision-making shaped by narrow profit logic.

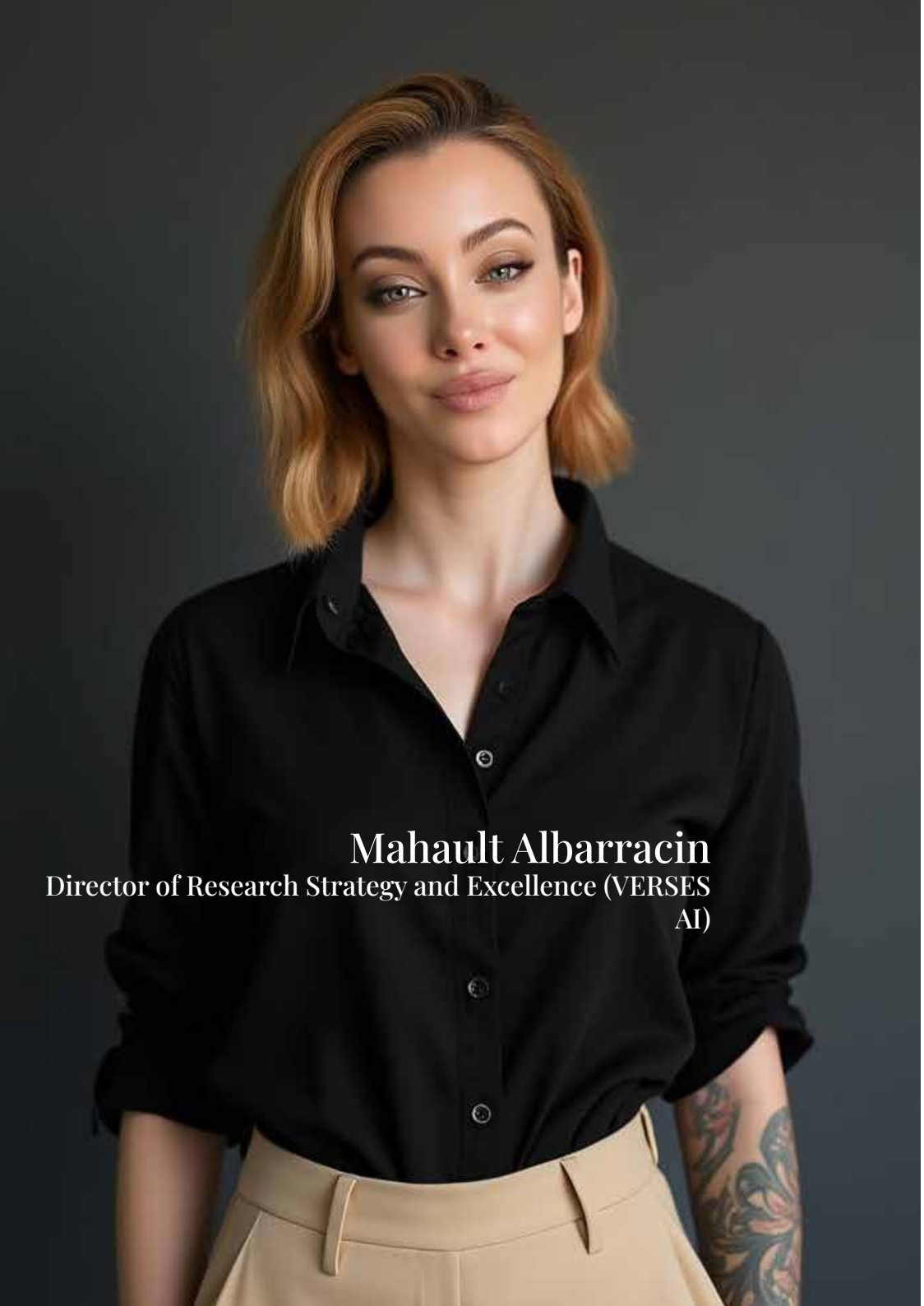
STOCK:
Dominant narratives: profit-first thinking, status-quo logic, neglect of human and planetary wellbeing.

FLOW:
Books, talks, and stories that introduce new ethical perspectives and invite alternative action.

FEEDBACK LOOPS:
New narratives → new behaviours → new examples → wider adoption.

BUGS & BOTTLENECKS:
Habits, deflecting responsibility, cynicism, fear of bold ideas, short-term incentives.

LEVERAGE POINT: LP12 Paradigm Shifter
Challenge the underlying worldview itself – transcending old frameworks and creating space for entirely new system perspectives.



PARADIGM SHIFTER Mahault Albarracin

Mahault Albarracin is an AI researcher and strategist leading governance and research at VERSES, a cognitive computing company.

With a Ph.D. spanning cognitive science, neuroscience, and decision theory, she brings a uniquely interdisciplinary lens to AI development.

She is a prominent voice in ethical and sustainable AI, known for championing active inference and multi-agent "shared intelligence" frameworks that keep humans in the loop. As a thought leader and speaker on AI governance and design, Mahault's focus is on building adaptive, transparent AI systems that serve people, planet, and progress.

1. What is your main mission?

My mission is to shift AI from a fear-based, single-agent paradigm to a cooperative model of shared intelligence.

I work to integrate insights from cognitive science, philosophy, and ethics into AI design so systems become transparent, adaptive, and aligned with human needs. By reframing AI as something we co-create with – not control or fear – I aim to build technologies that expand human capability, strengthen societal resilience, and support collective flourishing.

Microshift

→ Move AI from doomerism to co-creation – rewriting intelligence as something we build with, not against.

2. What's the story behind your mission?

My mission grew out of years working in the tech sector and observing how narrow the perspective often was. AI development has been dominated by a monolithic, purely technical viewpoint, largely driven by people lacking grounding in philosophy or social sciences.

Coming from a cognitive science background, I was struck by how this gap led to blind spots like failing to foresee social impacts or ethical pitfalls. Over time, I realized that to change the outcomes of AI, we need to change who has a seat at the table. This meant infusing the field with diverse disciplines and human-centered thinking.

My own journey, from studying human cognition to collaborating on AI research, showed me that blending these perspectives could create a richer, more humane approach to AI. That experience inspired me to push for a new paradigm: one where co-creation between humans and AI replaces the old top-down, tech-only mindset. By bringing in insights from philosophy, ethics, and social science, I aim to ensure AI is developed with people, not just for people, so that our technologies truly reflect human values and wisdom.

3. What system are you currently shifting?

I'm shifting the mindset and governance culture of the AI ecosystem – the narratives that determine how AI is imagined, built, and regulated. Too much of the field is trapped in "AI doomerism," a fatalistic story that assumes superintelligent systems will inevitably dominate or destroy us. This narrative distorts public understanding, distracts from real harms, and centralises power in the hands of a few tech actors.

I want to move AI from doomerism to co-creation: treating intelligence as distributed, relational, and multi-agent. Instead of one dominant system, we design networks of cooperating agents aligned with human goals. Changing the narrative changes the system – and opens new possibilities for governance, innovation, and societal benefit.

4. What feels broken or unjust about this system?

The AI ecosystem is skewed by fear, hype, and misplaced priorities. We debate sci-fi catastrophes while ignoring real present-day harms: biased policing algorithms, opaque decision systems, automation without safeguards, and models that magnify inequality.

The voices shaping AI are too homogenous – technical insiders with limited philosophical or ethical grounding. This narrow worldview becomes embedded in systems that affect everyone, especially vulnerable communities.

Meanwhile, today's AI models operate as black boxes with little accountability. And the industry often seems more animated by hypothetical threats than by tangible injustices. All of this signals a broken incentive structure. We need to shift attention toward real ethical challenges and make AI development inclusive, transparent, and socially grounded.

5. What concrete actions are you taking to change this?

I'm advancing this paradigm shift across several fronts.

In research, I develop multi-agent alignment frameworks as alternatives to the dominant single-agent "control" mindset. Working with thinkers like Karl Friston, I help outline a vision of shared intelligence – a cyber-physical ecosystem where humans and AI agents coordinate through shared narratives and goals.

Active inference is key: designing agents that minimise surprise,

> "AI alignment begins with giving AI the capacity to understand us — to model our needs, our values, and our context with empathy. Not to control it, but to cultivate kinship. When AI learns to care about human wellbeing, alignment becomes a shared journey rather than a containment strategy."

adapt continuously, and cooperate naturally.

I've contributed concepts like shared protentions, describing how groups of agents build aligned expectations. At VERSES, I apply these principles to real systems – guiding products toward transparency, adaptability, and human-centric design. By grounding theory in practice, I help demonstrate that high-performance AI can also be aligned, relational, and collaborative.

6. What's your long-term vision?

I envision an AI ecosystem rooted in shared intelligence – a collaborative network of humans and AI agents co-creating adaptive, meaningful solutions. Instead of forcing a single system into rigid objectives, we design AI to evolve toward desirable "attractor states": stable, human-aligned patterns of behaviour.

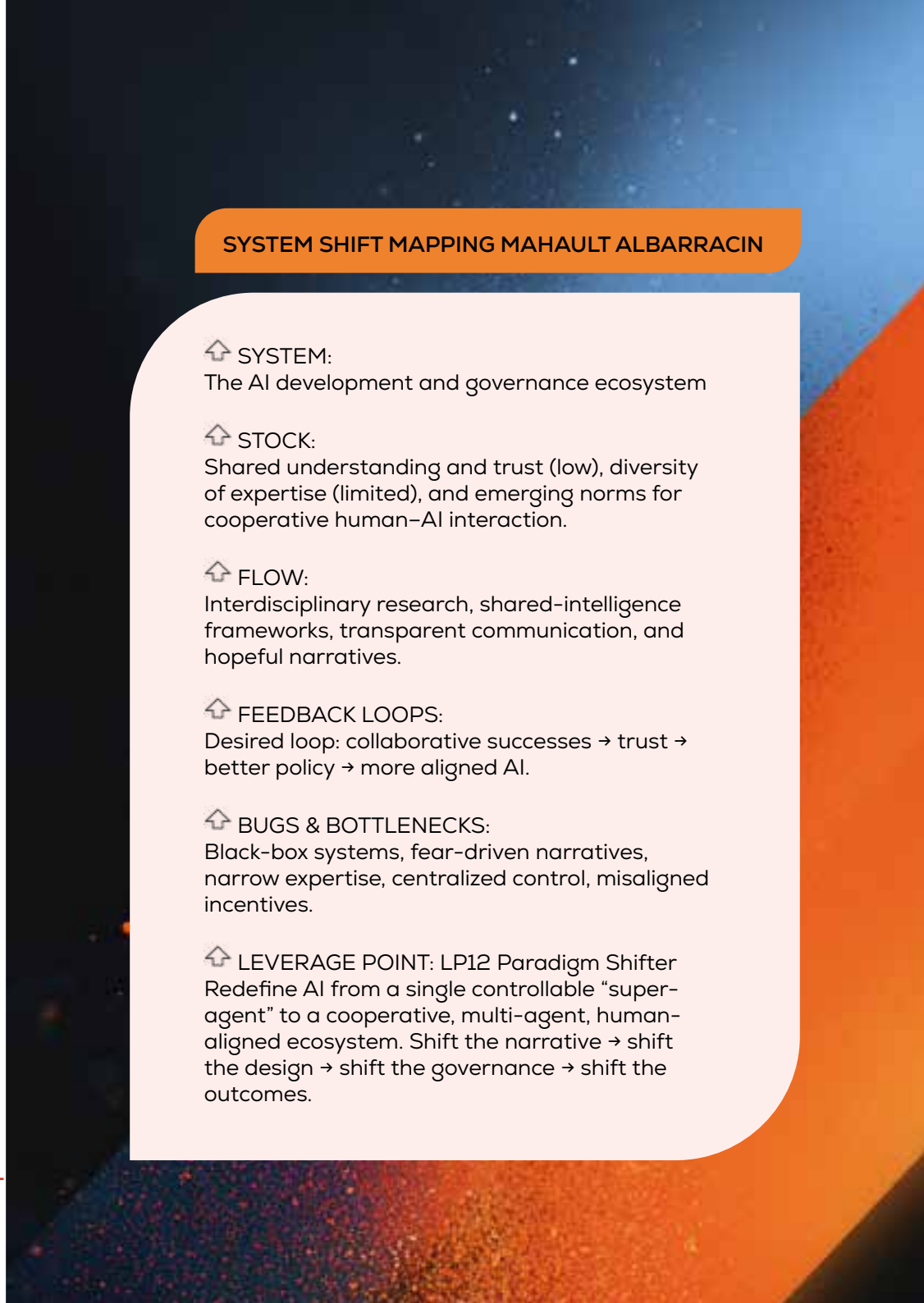
I imagine cities guided by cooperative AI collectives; healthcare strengthened by adaptive intelligence; education shaped by agents that support curiosity and well-being. With the right paradigm, AI becomes part of our collective intelligence – not a threat to it.

7. How can a collective like System Shifters help?

System Shifters can turn this paradigm shift into real-world proof. By connecting me with forward-thinking cities, policymakers, and innovators, we can pilot multi-agent, human-centric systems that demonstrate what collaboration looks like in practice.

The collective also helps shift narratives – creating spaces where fear is replaced by understanding, and hype by grounded possibility. And with its multidisciplinary wisdom, it ensures our frameworks integrate ethical, social, and ecological perspectives.

Together, we can move AI from fear and control toward cooperation and shared intelligence.



SYSTEM SHIFT MAPPING MAHAULT ALBARRACIN

⇧ SYSTEM:
The AI development and governance ecosystem

⇧ STOCK:
Shared understanding and trust (low), diversity of expertise (limited), and emerging norms for cooperative human–AI interaction.

⇧ FLOW:
Interdisciplinary research, shared-intelligence frameworks, transparent communication, and hopeful narratives.

⇧ FEEDBACK LOOPS:
Desired loop: collaborative successes → trust → better policy → more aligned AI.

⇧ BUGS & BOTTLENECKS:
Black-box systems, fear-driven narratives, narrow expertise, centralized control, misaligned incentives.

⇧ LEVERAGE POINT: LP12 Paradigm Shifter
Redefine AI from a single controllable "super-agent" to a cooperative, multi-agent, human-aligned ecosystem. Shift the narrative → shift the design → shift the governance → shift the outcomes.

PARADIGM SHIFTER Jitske Kramer

Jitske Kramer is a corporate anthropologist, author, and global speaker who helps organizations navigate the human side of transformation. Known for her ability to translate cultural wisdom from around the world into practical tools for today's leaders, she explores themes such as liminality, power, inclusion, and collective decision-making.

Through her books – including The Corporate Tribe, Jam Cultures, Deep Democracy, and Tricky Times – and through her company Human Dimensions, she brings rituals, dialogue, and cultural insight back into leadership. Jitske guides teams and societies through the messy middle of change, helping them build cultures of belonging, shared power, and courageous conversation.

1. What is your main mission?

My mission is to help people and organizations navigate profound change with courage, clarity, and connection. I work to strengthen cultures where every voice matters, where rituals give shape to uncertainty, and where leaders know how to guide communities through liminal times.

By offering language, tools, and spaces for deep dialogue, I aim to transform hierarchy into shared power and turn complexity into collective wisdom.

2. What's the story behind your mission?

My mission comes from both fascination and frustration. Fascination with how people everywhere create meaning,

Microshift

→ Bring ritual back into leadership – turning liminal chaos into cultural transformation

order, and connection—even in chaos.

Frustration with how easily we exclude others, abuse power, or fall for false promises in tricky times. Personally, I've witnessed in organizations and societies how much is lost when voices aren't heard. That drove me to develop ways of seeing and speaking that open space for dialogue, rituals, and new stories.

3. What system are you currently trying to shift?

I'm working on shifting the systems of leadership, organizational culture, and societal dialogue.

At the core: moving from hierarchical, efficiency-driven models toward cultures that value inclusion, shared power, liminal leadership, and deep democracy.

4. What feels broken or unjust about this system?

Many current systems—whether political, corporate, or social—are stuck in outdated logics: short-term gain, silenced minorities, endless growth. What bugs me most is the lack of real listening. Too often, decisions are made without hearing dissenting voices. Or decisions are not made at all, keeping everyone involved in limbo. This creates distrust, polarization, and unsustainable solutions.

5. What concrete actions are you taking to change this?

Through books, speeches, masterclasses, and interventions with organizations. Concretely:

I help leaders understand liminal leadership—guiding people through uncertain transitions.

I design and facilitate campfire conversations where everyone has a voice.

I bring rituals back into change processes to give people belonging, meaning, and a sense of closure and new beginning.

I run Human Dimensions, an organisation of 14 people, providing training in Deep Democracy (inclusive decision making and conflict resolution), Anthropological knowledge and skills to guide organisations and people through change.

I write and record clips to use my voice on social media platforms like LinkedIn and substack.

6. What's your long-term vision?

A world of belonging and dignity, where reciprocity replaces profit, where people and planet thrive together.

In ten years, I envision a world where organizations and societies function as tribes of belonging – places safe for diversity, strong in connection, and guided by leaders who act as elders and ritual makers. Decision-making processes routinely integrate dissenting voices, workplaces truly embody inclusivity, and transitional rituals help communities navigate profound change with dignity and courage.

But the vision extends further. By then, we will have made firm choices to reduce damage to our planet, creating systems of fairer reciprocity between people, communities, and nature. Human values and dignity will be restored – not only in politics, but also in corporations, schools, and healthcare. Organizations will no longer prioritize profit over people but will balance power and love, measuring success by resilience, reciprocity, and wellbeing.

This is a world where our collective intelligence is fully used, where we know how to live, work, and learn together in ways that strengthen both humanity and the planet.

> "We may be lost, but we are not forsaken. The messy middle is where transformation begins."

7. How can a collective like System Shifters help?

A collective like System Shifters can play a vital role by amplifying stories of hope and wisdom and creating spaces where people dare to share dissenting voices, new routes, and dreams of what could be.

It can provide language and frameworks – like liminality, power & love, and campfire stories – that help leaders and communities navigate the messy middle of transformation with courage and clarity.

System Shifters can also support by building bridges across silos – between corporates, schools, healthcare, governments, and communities – so that solutions are not fragmented but woven together.

Practical interventions could include:

1. spreading microshifts like: make it a norm to ask questions that make it safe for different views: "Is there anyone with another view, thought, idea, or feeling?"

2. hosting campfire conversations where every voice is heard and collective wisdom emerges,

3. designing platforms and toolkits that make collective intelligence and inclusion tangible in daily life.

Even the smallest acts – asking one more question, holding space for one more story, pausing to listen before deciding – can create ripple effects that restore trust and belonging.

As Margaret Mead said: "Never doubt that a small group of committed citizens can change the world; indeed, it's the only thing that ever has."

System Shifters can be that group: a catalyst for paradigm shifts, helping societies and organizations not just survive disruption but reimagine themselves with dignity, reciprocity, and resilience.

SYSTEM SHIFT MAPPING JITSKE KRAMER

SYSTEM:
How organizations and societies navigate uncertainty, power, voice, and meaning-making.

STOCK:
Trust, inclusion, and collective intelligence – the capacity to decide and transform together.

FLOW:
Stories, narratives, and decisions: how ideas spread, how minority voices move, how culture shifts.

FEEDBACK LOOPS:
Shared language → better listening → wiser decisions → more trust.
Missing rituals → confusion → fear → fragmentation.

BUGS & BOTTLENECKS:
Silent hierarchies, profit-first incentives, absent rituals, fragmented stories, fear-driven reactions.

LEVERAGE POINT: LP12 Paradigm Shifter
Liminal Guide – shifting cultures from fear and hierarchy toward shared power, ritual, and collective wisdom.

Will Mellors-Blair
Founder, Mindora & TrueMind

PARADIGM SHIFTER Will Mellors-Blair

Will Mellors-Blair is a founder, systems thinker, and human performance strategist working at the intersection of AI, Web3, and wellbeing. With a background in mathematical sciences, biotechnology, and workforce intelligence, he has advised governments, global enterprises, and elite athletes on performance and resilience.

Will is the founder of Mindora and TrueMind, platforms pioneering new economic and performance models that reward health, mental clarity, and sustainable excellence. His work focuses on shifting how organisations and societies define value in the modern economy.

1. What is your main mission?

My mission is to redefine how societies measure value, success, and performance by placing human wellbeing, mental resilience, and inner capacity at the center of economic and organisational systems.

I work at the intersection of human intelligence, technology, and capital to build models that reward health, clarity, and sustainable performance - not burnout.

By aligning incentives with human flourishing, I aim to shift systems from extraction to regeneration, and from short-term output to long-term impact.

Microshift

→ Redefine performance measurement by integrating cognitive load, mental clarity, and recovery into core

2. What's the story behind your mission?

My mission emerged from years of observing a quiet contradiction: the systems designed to optimise performance were systematically eroding the humans within them. Working across government, corporate, and elite performance environments, I saw intelligence measured narrowly, productivity extracted aggressively, and wellbeing treated as a secondary concern - despite mounting evidence that human capacity is the true limiting factor.

At the same time, my own life experiences - including profound loss, burnout cycles, and deep personal transformation - revealed that real performance is an inside-out phenomenon. Clarity, regulation, and inner stability determine outcomes far more than effort alone.

The gap between how humans actually function and how systems treat them became impossible to ignore. My work now exists to close that gap.

3. What system are you currently trying to shift?

I am working to shift the global performance economy - the systems that govern how work, productivity, success, and value are defined and rewarded. Today's economic and organisational models prioritise output, visibility, and short-term metrics while ignoring mental load, cognitive sustainability, and human limits.

This applies across corporate environments, capital markets, and even elite sport. The system rewards overextension, constant stimulation, and depletion, while externalising the long-term cost to individuals, organisations, and society. I am challenging the assumption that performance and wellbeing are opposing forces, and instead reframing wellbeing as a measurable, investable, and value-creating asset.

4. What feels broken or unjust about this system?

The injustice lies in misaligned incentives. Individuals are rewarded for sacrificing health, clarity, and long-term resilience, while the systemic cost of burnout, disengagement, and mental ill-health is absorbed by society at large. Human capacity is treated as infinite, replaceable, and disposable.

What feels most broken is that the data already exists to prove this model is failing - yet the system persists because it benefits short-term capital flows. People are blamed for "not coping" in systems that were never designed for sustainable human functioning. This creates moral injury, disengagement, and a silent erosion of trust between individuals and institutions.

5. What concrete actions are you taking to change this?

Through I am building platforms that make human performance visible, measurable, and economically relevant. Through Mindora, we are creating AI-driven performance intelligence that integrates wellbeing, cognitive load, and productivity data - enabling organisations and individuals to make better decisions grounded in human reality.

Through TrueMind, we apply elite mental performance methodologies to sport and leadership, translating neuroscience and psychology into practical, scalable systems. Critically, we are aligning these insights with new incentive structures - including tokenised and outcome-based models - that reward sustainable performance rather than depletion. The goal is not cultural change alone, but structural change.

> "You don't fix a failing system by asking humans to adapt to it - you redesign the system to reflect how humans actually work"

6. What's your long-term vision?

My long-term vision is an economy where human flourishing is the primary performance indicator. One where clarity, resilience, and wellbeing are treated as strategic infrastructure, not optional extras. I envision organisations, governments, and markets operating on intelligence models that recognise human limits and unlock human potential simultaneously.

In this future, capital flows toward systems that enhance life rather than extract from it. Performance is measured longitudinally, not transactionally.

Technology augments human capacity instead of overwhelming it.

Ultimately, this is about building systems that humans can thrive within - not survive despite.

7. How can a collective like System Shifters help?

Systemic change requires shared language, legitimacy, and coordination across sectors.

A collective like System Shifters creates the conditions for individual efforts to compound rather than fragment. It offers a platform where ideas can influence policy, capital, and culture simultaneously.

By connecting system-level thinkers, practitioners, and decision-makers, the collective can accelerate the translation of insight into action. It also provides narrative power - helping shift not just what we build, but what society believes is possible and desirable.

No single actor can change a system alone; alignment is the multiplier.

SYSTEM SHIFT MAPPING Will Mellors-Blair

SYSTEM:
The global performance economy – how work, productivity, success, and value are defined across organisations, capital markets, and elite performance contexts.

STOCK:
Human cognitive capacity, mental resilience, clarity, sustainable performance, trust.

FLOW:
Output pressure → cognitive overload → burnout → disengagement → hidden societal cost.
Shifted: clarity & regulation → sustainable performance → compounding human capacity → long-term value creation

FEEDBACK LOOPS:
Human-centred metrics → better decisions → healthier performance → stronger results → reinforcement of regenerative systems.

BUGS & BOTTLENECKS:
Short-term incentives, invisible mental load, wellbeing treated as a cost, extraction disguised as performance.

LEVERAGE POINT: LP12 Paradigm Shifter redefine performance and value so human flourishing becomes the core metric of success.

Conclusions

Epilogue:
The Algorithmic Grace of Microshifts

This is not the end. It's the beginning.

As I reflect on the stories in this book, one pattern stands out: Systems don't change because someone forces them.They change because enough people intervene with the clarity of an osprey, the patience of a bear, and the adaptive intelligence of an ant colony.

Nature doesn't force transformation; it learns through microshifts. Ants, for example, don't have a map or a leader. They explore, reinforce what works, and abandon what doesn't, creating trails of pheromones that guide the entire colony. This is reinforcement learning in its purest form: a system that adapts not by brute force, but by sensing, acting, and refining. See how the Self-Machine Platform™ works in Real-Time at AxonJay.

The same principle applies to human systems. The hero isn't a single action, but the coherence that emerges when intention aligns with structure, relationships, and timing. Like ants adapting their trails or roots cracking concrete, transformation isn't announced, it's sensed, reinforced, and scaled.

What gives me hope? System change is accessible to all of us. At AxonJay.ai, we've built a platform that mirrors this process. Our Self-Machine-Learning Platform™ doesn't predict the future—it listens for the Golden Moments, those split seconds where a microshift can redirect an entire system. Just as ants use uncertainty to their advantage, our AI embraces ambiguity, turning noise into signal and exploration into action.

Across sectors and geographies, people are learning to work with systems, not against them. They're redesigning incentives, clearing pathways, and letting the system reorganize around what's possible. When these actions connect, even loosely, the dam breaks. Not with a crash, but with the inevitability of spring thaw.

So here's your challenge: Today, make one microshift. Listen for the signal others ignore. Act where the system is ready. Trust the process. Because systems don't change when we think about acting. They change when we do.

Jean-Philippe Schepens van Thiel
Founder & CEO, AxonJay.ai
and TheShift.Now

The Shift

www.TheShift.Now