

AMERICA 2026:

SCENARIOS FOR THE MIDTERM FUTURE

BREAKWATER
STRATEGY

BY STEVEN WEBER

No one can predict the future. That truth is more profoundly visible in times of **very high uncertainty** — like the present moment.

Scenario thinking is a strategic tool for **preparation, not prediction**. The objective is a model that makes sense of uncertainty, **to confidently plan and make decisions** against the landscape of what is possible.

The stronger your leadership role or aspiration, whether internal to an organization or externally in a market, **the more valuable this discipline becomes**.

WHY?

IT'S THE BEST WAY TO HELP PEOPLE MAKE SENSE OF THE MOMENT WE ARE IN

Scenario thinking was originally developed at Royal Dutch Shell in the wake of the 1973 oil shock, when a set of long-stable assumptions about the business environment for energy were dramatically undermined, and the level of strategic uncertainty skyrocketed.

The core discipline of scenario thinking is **to stop looking for false certainty** when the world won't actually provide it. It is to **organize perceptions and interpretations of uncertainty** in ways that make it manageable for decision makers and those who are in the business of sense-making for others (aka leaders).

By creating multiple models that focus attention on those variables that are **most uncertain and most important**; and then organizing incoming information within those models.



SCENARIO THINKING STARTS WITH A “FOCAL QUESTION”

The focal question is the pivot around which the model is constructed.

A powerful focal question balances “stretch” with “relevance.”

That means building a model that illustrates **surprising possibilities**, and at the same time is **clearly relevant** to strategy, positioning, and decisions.

OUR FOCAL QUESTION:

What Will Be the Shape of the US Political Economy in Fall 2026?

Why “Political Economy”?

- Political economy is where **power and money** come together, where media discourse gains traction, and — as a result — where the midterm elections will be fought.
- A useful model incorporates **legal, cultural, and other issues** which sit alongside and shape political economy.
- **Dispassionate analysis** is a critical discipline given the high emotional charge around many of today’s business debates and decisions.
 - Starting with political economy makes it a bit easier (not easy) to park those emotions for the purpose of analytic rigor.

Why Fall 2026?

- The 2026 midterm elections will be a **particularly salient moment** for politics and business.
 - It’s a moment where the most prominent cleavages in American politics, markets, and society will be **directly visible in electoral campaigns**.
- ~20 months from today is long enough for some expectations and patterns to stabilize, but not too long for organizations to plan and position against.
- It’s enough time for **countervailing forces** — on the domestic and international scenes — to congeal and reveal patterns.

TWO CRITICAL UNCERTAINTIES FRAME THE MODEL

1 THE TRUMP ECONOMY

How does the macroeconomy play out under the Trump administration's policy regime?

2 COUNTERVAILING FORCES

How do media and political influence institutions evolve to try to advance or oppose the MAGA agenda?

THE TRUMP ECONOMY

How does the macroeconomy play out under the Trump administration's policy regime?

STAGFLATION

ACCELERATING GROWTH

The most radical experiment in US economic policy since FDR's first term ***fails***:

- Tariff war reminiscent of Smoot-Hawley period undermines US and global GDP growth — flat to negative in US
- Federal cuts reduce employment directly and indirectly by more than 2 million jobs
- Consumer confidence continues its decline, to historically low levels
- Inflation escalates — rising input and labor costs along with unexpected dollar strength
- AI Capex and associated valuations burst, with negative wealth effects from equity market declines
- Policy uncertainty freezes corporate investment and hiring

The most radical experiment in US economic policy since FDR's first term is showing signs of ***success***:

- Deregulation unleashes a wave of corporate investment and “animal spirits”
- Tariffs are bargained backwards, and the looming threat succeeds in pulling FDI toward US-based manufacturing
- The strong national security/anti-China focus is productive for overall economic growth (mirroring the early days of the Cold War)
- AI-driven productivity increases appear on a broader basis, sooner than expected
- Geopolitical uncertainty stabilizes as conflicts are settled in Ukraine and Middle East

2 COUNTERVAILING FORCES

How do media and political influence institutions evolve to try to advance or oppose the MAGA agenda?

NEW POWER

TRADITIONAL ORGS

Storytelling, sense-making, and influence over politics, culture, political economy, public life increasingly lies with *personalities* using new media tools.

- Social media news and podcasts that are specialized and episodic; Reddit communities and Discord servers that emerge ad hoc
- “Influencers” that combine entertainment, news, and activation to a cause (40% of Americans under age 30 get their “news” from “influencers” on social media)
- AI-mediated and enabled affinity groups
- Organizations that coalesce and dissolve around fluid dimensions like gender and sexuality, neuro-divergence, blockchains and DAOs, “science” and religion. etc.
 - Critical difference: New Power self-identifies as an “**information army**” — the objective isn’t only to inform. It is to mobilize action on a movement’s cause.
- **The New Power equation:**
(Personalities + Entertainment)
x (Outrage + Factoids)
= Message + Mobilization

Traditional news *organizations* and interest groups are revitalized by sharp battle lines among elites and interest groups that see them as still the most effective way to fight political and cultural battles.

- Newspapers drafting off the outrage-industrial complex (NYTimes leads)
- Television (MSNBC vs. Fox News)
- Churches, schools, universities, unions
- Town and school boards
- Retail politics of a re-energized Democratic Party
- Governors in Blue states
- Companies that re-engage with social and political issues
 - These **organizations benefit from size and scale**, vs the fragmentation of the “New Power” ecosystem. They are costly to stand up, and tend to persist for a while once they do.
- **De Tocqueville’s intermediate institutions are still persistent and powerful, and they use technology to bolster their impact.**

A SCENARIO ROADMAP

SCENARIO
OVERVIEWS

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graph TD; A[SCENARIO OVERVIEWS] -.-> B[SCENARIO DEEPER DIVES]; B -.-> C[SEPARATE REALITIES]; B -.-> D[NEW DYNAMISM]; B -.-> E[1970s REDUX]; B -.-> F[HARDBOILED];
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SCENARIO
DEEPER DIVES

SEPARATE
REALITIES

NEW
DYNAMISM

1970s REDUX

HARDBOILED

SCENARIO OVERVIEWS

NEW POWER

Separate Realities

Two “silos” of society and economy emerges that are deeply confusing to each other and increasingly separate because they operate on distinct rules.

New Dynamism

The core of long-hoped-for third party logic happens, but it’s not a third party that owns it — it’s a techno-rationalist-libertarian alignment.

COUNTERVAILING FORCES

THE TRUMP ECONOMY

STAGFLATION

**ACCELERATING
GROWTH**

1970s Redux

It’s class conflict inside, cold war outside, with an American decline narrative layered on top and driving deeper polarization.

Hardboiled

MAGA claims victory, the opposition struggles to find a story to tell and doubles down on culture wars as the only place to fight.

**TRADITIONAL
ORGS**

SCENARIO DEEPER DIVES

NEW POWER

Separate Realities

Trump's attack on institutions doesn't undermine democracy so much as it undermines capitalism via reduced business confidence in rule of law impairing investment and planning. Nobody, other than older Dems, believes in revitalizing the old governing institutions. New, tech-driven institutions (AI-native, smart contracts, tokenized markets) rise to fill in for key enabling functions of capitalism. You are either living and working in the new economy or the old one, with cultural and social cleavages mapping onto that divide. Collective public goods at scale are faltering.

COUNTERVAILING FORCES

New Dynamism

A techno-libertarian-rationalist counterpoint to Trump's dark enlightenment nativism rises. The MAGA-tech coalition breaks up, but the Dem Party is also left behind as a tech-led "new rationalist growth" agenda takes hold through flexible organizations. Tolerance, managed immigration, and accountability is rational; hatred and nativism and anti-science is not. The center of political inspiration and ideas is moving from Washington to Silicon Valley.

STAGFLATION

THE TRUMP ECONOMY

ACCELERATING
GROWTH

1970s Redux

American decline at home and abroad replaces the narrative of American exceptionalism. The administration has to blame someone for economic malaise, social sickness, and lack of growth in the context of chaotic policy making and business uncertainty. The dark enlightenment movement blames new enemies — including tech, which "pretended to believe" but came in late as blatant opportunists. The Dems try (again) to bring back the DEI /Industrial policy coalition of 2024. Class conflict and climate desperation layer on top of a 2024 rematch, while China rises.

Hardboiled

MAGA claims victory: all it took was a new governing ideology to let America make itself great again. The Democratic Party goes back to the Trump 1 playbook and tries to call attention to what and who is being left behind, ultimately pivoting to an intensified culture war as their last best hope for relevance. Social temperature feels like "muddling through" with little bits of improvement on aggregate, but increasingly savage inequalities that are experienced throughout society.

TRADITIONAL
ORGS

SEPARATE REALITIES

New Power + Stagflation

The MAGA attack on institutions doesn't undermine **democracy** so much as it undermines **capitalism** (via reduced business confidence in rule of law that impairs investment and planning). Nobody, other than older Dems, believes in revitalizing old governing institutions. New tech-driven institutions (AI-native, smart contracts, tokenized markets) rise to fill in for key enabling functions of capitalism. You are either living and working in those "new institutions" with its connected economy, or in the faltering old one — with cultural and social cleavages mapping onto that divide. Collective public goods are corroding as a result.

INFLATION
~ 3.5 TO 4%

GDP GROWTH
~ 2%

S&P 500
VOLATILE BUT FLAT

10 YR TREASURY
~ 5%

UNEMPLOYMENT
> 5%

But these aggregate numbers conceal high variance and a great divide: the "new institutional economy" is doing much better and the "old institutional economy" much worse.

- Policy uncertainty + Engineered chaos from the administration leads to a rapid decline in the functioning of market-supporting institutions. Business confidence declines, Capex is delayed, growth slows, and consumer confidence collapses
- The Dem critique was half-right: Tump undermined American institutions, but it was the institutions of capitalism not democracy which suffered most.
 - Yet there's no way to go back in the short term. And no real constituency for doing so, except for a few aging Dems who wax nostalgic about the "good old days" of the SEC, FTC, FDIC, and Fed.
- The window of opportunity is open for new ways to provide market-stabilizing functions — and a new tech elite that is building them seizes the opportunity. Visible and relevant are DAOs, AI-native algorithmic regulation, capital markets governed by smart contracts that execute on blockchain, tokenized asset lending, P2P intellectual property and data exchanges.
- This will feel like two somewhat separate political economies with limited interoperability, like the early days of Mac v PC.
 - A modern economy governed by weakened traditional institutions, and a post-modern economy governed by technology. Firms and consumers can try to have a foot in each but it is expensive and awkward to move between them.
- In part because of the emerging ideological cleavage between them — which cuts across old ascriptive categories of R vs D, Race, Gender, and to some extent, economic class, the two systems operate with different business practices rooted in different rules, norms, cultures.
- Aggregate economic metrics combine these two economies into one measure, which becomes uninformative (the over-stuffed middle). Nobody seems to know if we are measuring post-modern transactions and assets accurately.
- Collective public goods at scale suffer. Environment, policing — it feels like Russia in the early 2000s, with a fragile and intermittent set of public services, and a market for private "overlay" services — if you can afford them (private firefighters, private neighborhood security forces, enabled by the new technological capabilities).

*Which economy
are you living in?*

NEW DYNAMISM

New Power + Accelerated Growth

A techno-libertarian-rationalist counterpoint to Trump's dark enlightenment rises. The MAGA-tech coalition — which was a short term marriage of convenience from the start - breaks up over MAGA's anti-immigrant and nativist tropes. Tolerance, managed immigration, and accountability are rational; hatred, nativism and anti-science are not. The MAGA Republicans hold the vestiges of conventional power but their influence on the real political economy slips. The Dem Party too is left behind as a tech-led "new rationalist growth" agenda takes hold through flexible organizations that use AI tools to route around traditional government institutions.

INFLATION
~ 2.3 → 3.1%

GDP GROWTH
> 3.5%

S+P 500
UP 30%

10 YR TREASURY
~ 4.5%

UNEMPLOYMENT
< 4%

- Early but robust signs of a convergent technology boom are visible at the intersection of AI, energy, materials science, and biomedicine. Trump tries to claim credit ("the MAGA deregulation agenda made this happen") but it is the tech companies that are the clear heroes. Tech leaders flip the script and now have Trump kissing their rings.
 - As engineers and founders become heroes, their inherent ideology of empirical rationalism overshadows both the MAGA mindset and Democratic Party nostalgia for old institutions
- Their new rationalist growth agenda focuses on investment, government with narrowly defined shared infrastructure goals, efficiency, a high-pressure competitive economy, open source, managed but robust immigration, inclusive education and research funding as public goods, a narrow but forceful US foreign policy, and a massive push in clean tech and carbon reduction as "good science."
- This agenda is promoted through new channels — podcasts, "flash coalitions" that emerge and dissolve as needed, Discord communities and new AI-powered tools of targeted persuasion and influence.
 - The tech community will never call itself a political party, but it is de facto creating a disruptive innovation alternative to conventional political parties.
- The dark enlightenment ideology at the core of MAGA turned out to be its Achilles' heel.
 - Technology doesn't ascribe to politics of anger and bitterness. Instead, it drives economic growth — and it is easier to be tolerant when money is plentiful and life simply works better. And when daily "user experience" in society is improving due to technical advancements, visible in mundane things like shorter wait times at airports, lesser traffic jams, cars that repair "over the air."
- Clean tech/clean energy are becoming massively profitable and driven by private investment not public subsidy. A carbon-reduction product is OAI's #2 best seller. Defense tech is taking over the reigns from traditional prime contractors and the US military is becoming more powerful at lower cost.
- Tolerance and accountability are promoted as rational economics. Fraud is not. There is pressure from the rationalist coalition to remove inefficient externalities across society (if you choose to smoke, insurance will not cover your lung cancer treatment)
- The Democrats just cannot see the opportunity they might have had to grab onto this new power and narrative — they are too stuck in the past and hold a grudge against tech for aligning with Trump in 2024.

The real competition to both Republicans and Democrats doesn't look like a political party at all.

1970s REDUX

Traditional Organizations + Stagflation

“American decline” supplants the narrative of “American exceptionalism.” The Trump administration, desperate to show progress, has to blame someone for economic malaise, social sickness, and lack of growth in the context of chaotic policy making and business uncertainty. The dark enlightenment movement finds new enemies — including tech, which pretended to believe but came in late as blatant opportunists. The Dems try (again) to bring back the DEI /Industrial policy coalition of 2024. Class conflict and climate desperation layer on top of the politics of a 2024 rematch, while China rises.



- A narrative of American decline has supplanted the late 2024 and early 25 narrative of American exceptionalism. Analogies are made to the end of the British empire, when imperial overreach and government paralysis combined to shatter British hegemony. Increasing evidence of dollar reserve currency status slipping.
- Social sickness inside US communities is visibly growing. Deaths of despair from alcoholism, fentanyl, city murder rates rising again; divorce rates rising; 4B and incel movements growing; teenage suicide and depression dominate the social media discourse.
- The administration is desperate to blame someone, as “he will deliver” becomes “what has he delivered?” Blame Dems, Blame liberals, Blame China... and blame big tech since they were never truly loyal to the cause
- Blaming big tech is easier because of the Mag 7 bust:
 - Scientific progress in AI is not matched by product progress, and the Capex bonanza goes bad. Anticipatory job losses are not replaced effectively by machine functionality, so day to day experience for customers (like the early days of phone tree support) visibly deteriorates.

- Religious fervor and conservatism is rising in support of MAGA: “Jesus lived through hard times, America has lost its mojo because we have lost our faith.”
- Democrats argue “I told you so”, turning back to the Biden agenda and narrative, asking “are you better off now?” and arguing that they are the ones who need to “take America back.” They aim to revitalize the DEI/Industrial Policy coalition but with mixed results due to exhaustion on the left.
- Daily life quality is deteriorating. Climate desperation is rising with extreme weather events, natural disasters, insurance-empty geographies
- Class conflict is intensifying — to be rich is to be vulnerable to verbal and increasingly physical attacks on the 1%. Plutocrats tone down their victory laps; multiple CEOs are targeted for assassination attempts.
- China (even with sluggish growth) is rising relative to US. The Chinese Navy continues to advance in the South China Sea and put pressure on Taiwan. Russia is stockpiling troops and armaments in Eastern Ukraine. An Israeli attack on Iranian nuclear facilities fails.

If Donald Trump is becoming this generation's Jimmy Carter, can anyone reprise Ronald Reagan and make it “morning in America” again?

HARDBOILED

Traditional Organizations + Accelerating Growth

MAGA claims victory: all it took was a new governing ideology to let America make itself great again. Dem Party goes back to the Trump 1 playbook and tries to call attention to what and who is being left behind, ultimately pivoting to an intensified culture war as their last best hope for relevance. Social temperature feels like “muddling through” with little bits of improvement on aggregate, but increasingly savage inequalities.

INFLATION
~ 3%

GDP GROWTH
> 3%

S+P 500
UP 20% +

10 YR TREASURY
5.5%-6%

UNEMPLOYMENT
< 5%

- The Administration’s deregulatory and tax agenda produces a measurable growth bump, not dependent on AI-induced productivity. Releasing Animal Spirits worked.
 - MAGA victory is a win for its ideology. All we had to do was to get rid of bad ideas and associated deadweight government practices, and America made itself great again. Tariffs and deportations caused some short term shocks, but growth overwhelmed both.
- Inequality measures rising in US, but early signs of trickle-down benefits for lower quintiles of income and wealth, are enough to keep MAGA support intact in those groups.
- The Democratic Party is reeling. Their arguments against Trumpenomics now look plain wrong. They try to call attention to what they say is being left behind or trampled: race and class divisions, fair competition, rule of law, environment, even the constitution and the enlightenment as a foundation for the social contract. That message fails to convince or mobilize any new constituencies against Trump. Dems are seen as re-fighting the 2016 and 2024 elections with new voices but saying much the same things.

- At some point, Dems pivot to double-down on culture wars because they don’t have an alternative economic plan to offer. “Economic growth is not enough, when it only benefits the few, when it undermines social values, when it is deployed as a tool of hate, and when it trounces on the environment, the enlightenment, and science.” It’s de facto a swing to the left, which narrows their appeal on aggregate.
- MAGA gains some older establishment moderate Dem respect by foreign policy wins — significant regime moderation in Iran, Saudi-Israeli normalization, China moderating aggressive behavior in South China Sea and making some concessions on IP; EU defense budgets are going up and digital trade barriers are going down.
- Social temperature in US feels like “muddling through +.” Republicans point to a little bit of progress in many areas such as physical and mental health, average educational outcomes, decline in divorce rates, decline in hate crimes. Social media “panic” about incivility, hate speech, and child safety is quieting down. All of these moderate declines in social stress come with very high variance around the mean – so there are lots of individual tragedies but the trend appears mildly positive
 - Dems appear skeptical of the statistics — are government agencies telling us the truth? That gets little traction and feels to many like sour grapes.... but the question is poignant.

MAGA Message 2026: Finish the Job

IMAGINE: SCENARIOS AS LIVED EXPERIENCES, NOT JUST ANALYTIC NARRATIVES

What's the movie plot for the big blockbuster film of 2026?

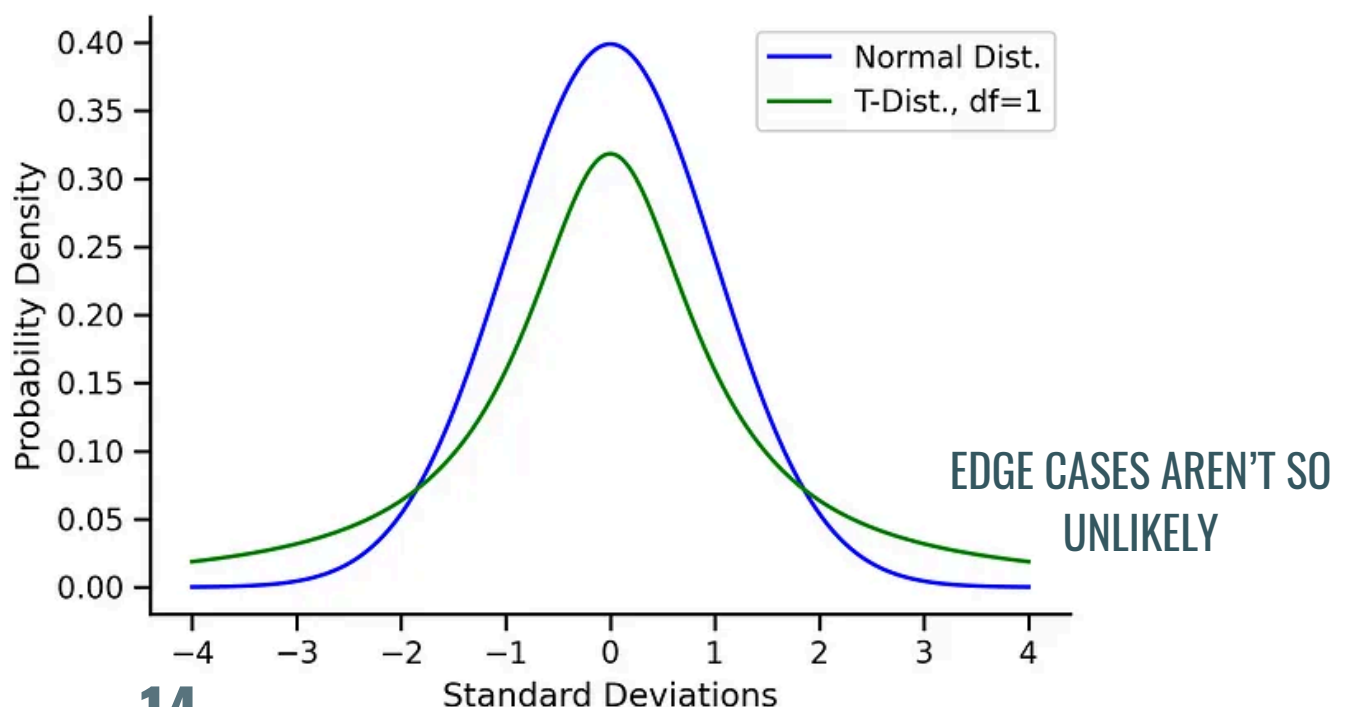


ROBUST INSIGHTS

Consider these high-level reflections across the four scenarios.

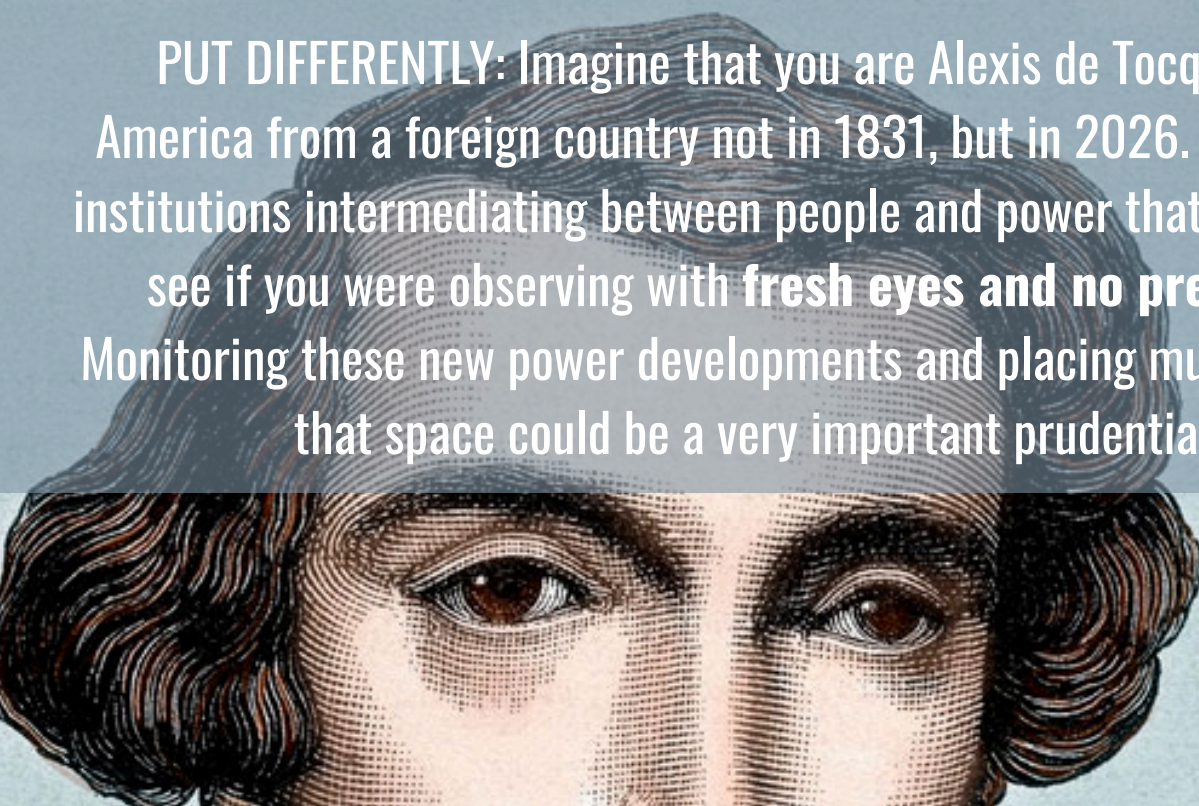
Insights and implications for specific business or economic sectors, products, technologies, and political organizations are best developed in a bespoke fashion with a more precise set of decisions in focus.

- What feels like a moment of profound disruption in American political economy could soften into a more moderate, evolutionary period of change. But across the four scenarios, it appears more likely that the present moment will **amplify** into what will accurately be seen from the not-so-distant future as a **revolutionary period** of change.
 - The direction of change is less certain than the **magnitude** of change, which is set to be higher than was the consensus expectation at the start of the year. The magnitude and scope of change could, in some scenarios, be **much** higher.
- Both the “**actors**” and the “**interests**” that define core stakeholders and shape debates within American political economy are **reformulating**, in some cases dramatically. A static view of stakeholder definitions such as ‘traditional’ Republican and Democratic parties, “big business”, labor, “elites”, and more is now outdated and quickly becoming a kind of nostalgia that decision makers can not afford to indulge.
- What might have seemed like **extreme endpoints** or “**edge cases**” only a few months ago, are now well **within the realm of plausibility**. For example, the US economy could grow 6 or more percent in 2026; it could also shrink by a comparable amount, which would exceed the drop during the Great Recession of 2008. The “tails” of probability distribution across political and economic outcomes are today “fatter” than they have been in most of our lifetimes.



- **Countervailing forces** to the Trump agenda — however it may evolve in practice — **will arise and congeal**. Newton's third law has not been repealed (even if it appears right now to be delayed); for every political action there will emerge a reaction. Though not necessarily an "equal and opposite reaction."
 - Those countervailing forces may come from familiar people, organizations, and places that are revitalized. They may also come from **new power** centers, which will be harder to recognize at first since they are by definition disruptive innovators.
 - If countervailing forces gain momentum and it appears likely that the Republican trifecta is at risk in the midterm elections, it is possible that this would lead to policy moderation. It is also possible that the Administration's response would be to double-down on the agenda, to consolidate as much impact as possible before some control is lost. **The appearance of countervailing forces by themselves don't ensure different outcomes.**

PUT DIFFERENTLY: Imagine that you are Alexis de Tocqueville, visiting America from a foreign country not in 1831, but in 2026. What then are the institutions intermediating between people and power that you would actually see if you were observing with **fresh eyes and no preconceptions**? Monitoring these new power developments and placing multiple small bets in that space could be a very important prudential action.



- Modern definitions of both American **democracy** and **capitalism** are now subject to big question marks, as is the relationship between them.
 - There is no law of nature which declares that the **two dimensions** of political economy must evolve in what we have thought of as “consistent” directions. Illiberal democracy, authoritarian capitalism, democratic plutocracies, and other “mismatch” configurations are well within the possibility space for the second half of the decade.
 - A smaller Federal Government and less Federal regulation, present in all four scenarios, will significantly change the conventional **lobbying model**. Over longer time periods, fewer rules from Washington may reduce the advantages to be gained by DC lobbying. In the shorter time frame these scenarios capture, a new set of winners and losers is being defined where access to executive branch leaders is even more important.
- **Disruptive developments** don’t have to “make sense” in traditional terms, in order to be “real” or “sustainable.” Disruptors positively benefit from **confusion** on the part of incumbents, just as they benefit from incumbents’ deep-seated preference for “stability.” Both present opportunities for strategic arbitrage.
 - Expect disruptors to **intentionally engineer** and **encourage** confusion and instability as a means of keeping incumbents off-balance and keeping those arbitrage opportunities live.
- Looming in the background of all four scenarios is **US sovereign debt** and the market for Treasuries. In some scenarios, treasuries and the dollar remain safe havens because both are the best of imperfect choices. In rapid growth scenarios, a pivot depends on the ability of government to credibly address the long term fiscal imbalance.
 - A **loss of faith in Treasury debt cannot be ruled out**, and particularly in a stagflationary environment, could be catastrophic for the US economy. Fiscal profligacy (tax cuts or stimulus to partially offset tariff-induced pain); a rising term premium; or simply higher inflation and interest rate expectations could trigger a significant sell-off.
 - **Wild-card shocks** — such as in newly expanded and opaque corners of private credit markets — would be a profound new ingredient in each scenario, cannot be ruled out of any scenario, and could appear at any time. Few people outside of Wall Street had heard of Collateralized Debt Obligations (CDOs) until the 2008 financial crisis was upon us.

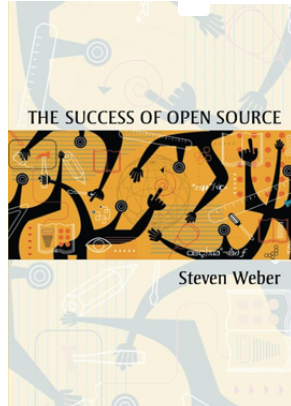
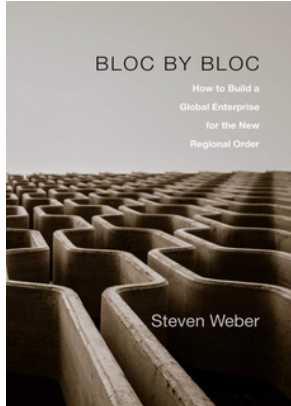
- Finally – It is very risky to underplay the importance of ideas, ideology, and philosophies at this moment. An (understandable) preference for “hard data” may leave decision-makers blind to the deeper forces of change right now
 - The cultural anthropologist Margaret Mead in the 1970s wrote “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.” Pay attention.
 - “It’s the economy stupid” was a convenient simplifying dictum that might have been useful in the past; it appears less dominant now. Economic performance is important, but just one of multiple drivers of change, allegiance, and political debate.
 - The “dark enlightenment” should be taken seriously as a real force, as would a newly bold assertion of social democracy that is being tested by some on the left. **The Overton Window – which is usually used to describe the range of the possible for *policy* – is now at least as wide for *ideologies*.** It’s the **opposite** of “The End of History.”

ABOUT THE AUTHOR



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He founded University of California Berkeley's Center for Long-Term Cybersecurity and previously directed the Institute of International Studies. Alongside a thirty-year academic career at Berkeley (where he has a joint appointment as Professor at the School of Information and in the Department of Political Science), Steve has advised global firms, government agencies, and non-profit organizations around the world on risk analysis, strategy, and communications, using a diverse set of qualitative and quantitative methods. Recognized as one of the world's most expert practitioners of scenario planning, Steve has worked with more than 50 companies and organizations to develop this discipline as a strategy planning tool in uncertain and turbulent business environments.



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To keep the conversation going, reach out to Steve.

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