

Your Strategy Was Built for a World That Ended in 2016.

1991–2016 was a geopolitical anomaly, not the baseline. Strategies built on those assumptions are now material operational risk, not conservative defaults.

SWIPE →

Five shifts, starting now.

- 01 Integrate risk into decision-making
- 02 Cultivate organisational agility
- 03 Diversify dependencies
- 04 Adopt deep scepticism
- 05 Govern AI as critical infrastructure

\$4.44M

Global average cost of a data breach in 2025.

In the US, the average tops \$10 million. Healthcare has led every breach-cost category for fourteen consecutive years, at \$7.42 million. Offense consistently outpaces defense.

8.5M

Windows systems failed from one vendor's software update.

July 2024: a single flawed update from one endpoint-security vendor took down airlines, hospitals, banks, and governments worldwide, simultaneously. The lesson isn't about that vendor — it's about any single point of failure.

60+

Countries now enforce some form of data-localisation requirement. Absolute sovereignty over data and infrastructure remains unachievable — the practical response is eliminating single points of failure: vendor, cloud region, jurisdiction, cable route.



Sovereignty over data and infrastructure should be treated as a matter of degree and jurisdiction, not an absolute condition.

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AI is both the accelerant and the attack surface.

AI AS DEFENCE

-80 days average breach lifecycle

~\$1.9M saved per incident

Tier-1 detection at machine speed

AI AS ATTACK SURFACE

1 in 6 breaches involve attacker AI

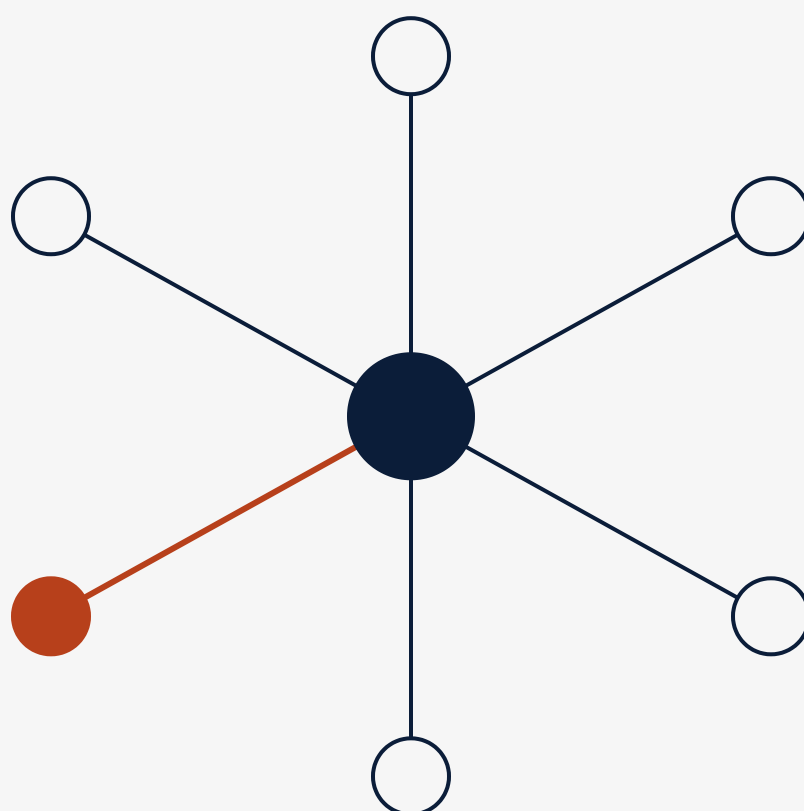
Shadow AI factor in 1 in 5 breaches

+\$670K added cost per shadow-AI breach

1991–2016 was the **anomaly**.

U.S. unipolarity after 1991 was a brief deviation enabled by the absence of peer competitors, not a stable equilibrium. International relations have reverted to their historical pattern of great-power competition — evidenced structurally in semiconductor export controls, fragmented AI and data regulation, and attacks on undersea cable infrastructure. Organisations that built procurement and infrastructure strategy around one integrated global market are now operating on outdated premises.

Eliminate the single point of failure.



One vendor, one region, one route — each a single point of failure. The full framework: terencekok.com/blog/building-resilience-why-your-strategic-assumptions-dangerous

Plan to be caught off guard. Build for it as standard practice.

The organisations that prove most resilient by 2030 will be those that, in 2026, left no assumption unquestioned.



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