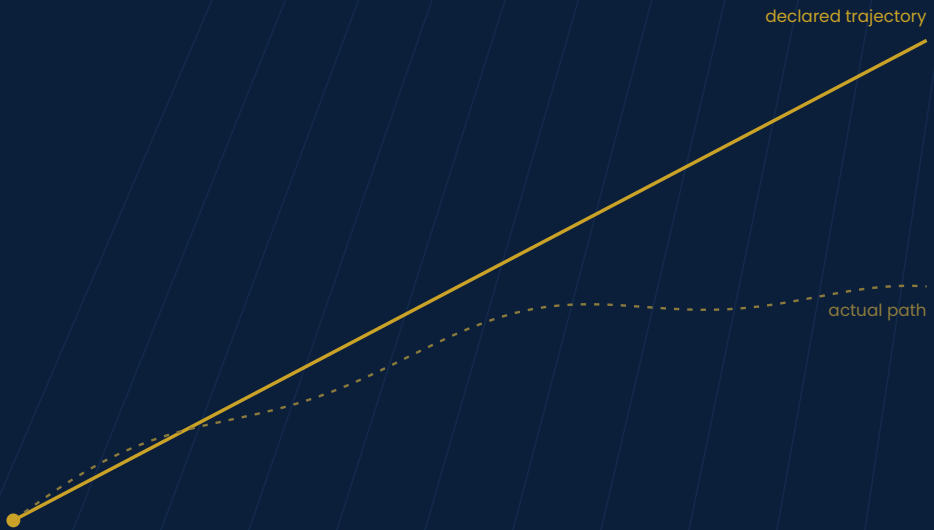


THE DRIFT DIAGNOSTIC

A 10-minute structural self-audit for people whose decisions compound.

Nothing is broken. But something is narrowing.



Why intelligent people drift

A senior executive reviews her risk dashboards late one evening. Every metric, taken alone, looks manageable. Growth is on plan. Nothing is flashing red. Yet read together, the numbers point in one direction: her room to manoeuvre is shrinking.

She closes the laptop with an uncomfortable thought. *Nothing is broken. But something is narrowing.*

That is what drift feels like from the inside. It rarely looks reckless. It looks incremental, rational, even encouraged. It is not caused by one catastrophic mistake — it is caused by **many plausible moves that were never checked for alignment.**

And intelligence does not protect you. It makes you better at justifying almost anything. Drift usually enters through three doors:

01 Narrative adhesion

You adopt a story about the world, then choose actions that protect the story. The story becomes a constraint; the constraint becomes fragility.

02 Local efficiency bias

You optimise for the immediate — convenience, short-term metrics, career optics. Not irrational. Just quietly anti-trajectory.

03 Unpriced optionality loss

You accept irreversible commitments without charging yourself for the flexibility you lose. The bill arrives later, as a forced correction.

Stop asking “Is this a good decision?” Start asking: **is it aligned with my trajectory, robust across plausible regimes, and priced for its exposures?**

The Entropy Scan

Drift is a gradient, not an alarm. No single signal proves fragility — but when several appear together, the system is drifting. Read each one and tick the box **only if you would say yes out loud**, to someone who knows your situation.

☐ **Reaction has replaced anticipation**

Over the past quarter, were your biggest decisions started by your own review — or triggered by external events?

☐ **You defend the thesis more than you test it**

When did you last seriously consider abandoning or rewriting your core strategy?

☐ **Complexity is growing faster than clarity**

Can you explain, in one sentence each, why every major commitment you hold exists?

☐ **Your optionality is quietly eroding**

If you had to exit your largest position or change course within 90 days, how much friction would you hit?

☐ **Challenges feel like attacks**

When someone questions your logic, is your first reaction curiosity — or irritation?

READING YOUR SCORE

0 – 1

Coherent

Keep your review cadence. Drift is cheapest to catch now.

2

Early drift

Schedule a deliberate review this month — before pain schedules it for you.

3+

Clustering

Signals are reinforcing each other. Calibration is overdue.

The Minimal Vector Audit

A decision is not a moment. It is a **force** — it pushes your system in a direction, with a certain weight, for a certain time. Pick one significant decision you are weighing right now: an investment, a hire, a contract, a public commitment. Answer the five questions below in writing.

1 DIRECTION

What does this decision make me more exposed to?

2 MAGNITUDE

What does it consume — capital, time, attention, reputation?

3 DURATION

For how long will it be costly to undo?

4 OPTIONALITY

Which future options become harder — or disappear?

5 EXPOSURE

Which risks am I under-pricing? Correlation, policy, a single counterparty, second-order effects.

This audit does not tell you what to do. It tells you what you are doing — structurally. If your honest answers to questions 4 and 5 made you pause, you have just seen the part of the decision that usually goes unpriced.

You now know whether you are drifting.

Not yet **what to do about it.**

The two exercises you just completed are the first minutes of a complete method. *Strategic Calibration Mode* builds the rest — the architecture that turns a warning into a correction:

- **The Trajectory Definition Layer**

How to name your gravitational center in one sentence — and the boundaries you refuse to cross.

- **The Vector Integrity Assessment**

How to test a move for hidden fragility *before* you commit, not after.

- **Micro-calibration vs macro-correction**

Why small, scheduled adjustments beat rare, expensive resets.

- **The Optionality Preservation Principle**

When giving up flexibility is justified — and how to price it.

- **Regime awareness**

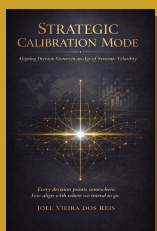
How to recognise a structural shift while it is still forming.

- **Flagship case studies**

Apple, Norway's sovereign fund, the UAE, India, WeWork, the Titanic — read through one lens.

In one of the book's opening stories, a board member asks a simple question: “*If volatility returns, how quickly can we reposition?*” No one answers. The book is written so that you can.

Free to share. If this made you pause, forward it to one person whose decisions compound.



Strategic Calibration Mode

Aligning Decision Vectors in an Age of Systemic Volatility

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