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# Introduction

Imagination is more important than knowledge.

Albert Einstein.

Imagine a mountain climber atop a steep sloping icy peak. The summit is within his view. The freezing air affronts his skin. He can barely sense his nose or ears. He turns his gaze away from the rock face, pausing to contemplate his progress. The sunlit snow-capped mountains and grassy plains way down below are reflected in his goggles. On turning back to the rock face to resume climbing he inadvertently steps on slippery ice. He loses his footing and slips over. He starts to slide and roll uncontrollably down a rocky slope towards a cliff and certain death. The slope gets steeper and steeper and he slides faster and faster. Desperately he grabs a climber's pick from his belt and jams it into the rocky slope to halt his motion. Again and again he tries. But he can't get it to catch on anything. The pick slides and scrapes across the rocky surface. The secure foothold he previously had no longer applies. His existing toolkit isn't working. He needs a new model to survive a radically new situation. He's in a moment of freefall.

In the history of nations, in the history of corporations and in the lives of individuals there are moments when the foundations of existence are vaporised. In a moment of freefall the fundamentals which guided our choices and actions no longer apply. Our knowledge base fails to provide obvious anchor points for reasoning and decision-making. To prevail, we must construct and implement a new conceptual model. For this we need foresight – the ability to think ahead. We need at least some idea that the moment of freefall, or something like it, is on its way. Fortunately that's always how these moments happen. Driving