

TALLINN, ESTONIA · SPRING OR AUTUMN 2027 · 4.5 DAYS

Think Wrong About Drone Warfare.

Think Wrong is the discipline for discovering and developing value-building opportunities. You will learn to outsmart the biological and cultural inertia that can erode human, intellectual, political, reputational, social, and financial capital—through four specific capabilities that transfer directly to the AI deployments, growth bets, market entries, and transformation initiatives you are navigating when you return.

LOCATION

Tallinn, Estonia

CAPACITY

Capped at 20

INCLUDED

NATO CCDCOE & Defence Tech Access

FORMAT

4.5 Days Immersive

LANGUAGE

English

CREDENTIAL

Certified Serious Capital Activator™

Value-building opportunities the category cannot yet see.

The drone warfare industry is not the point. It is the laboratory. The point is this: the same four decisions where value-building opportunities most often hide—AI deployments, growth bets, market entries, and transformation initiatives—appear in infrastructure security, supply chain resilience, and operational continuity in forms the Ukraine conflict has made undeniable. The technologists, analysts, and operators at NATO CCDCOE and across the Estonian defence ecosystem who agreed to meet this group are navigating exactly this structure: biological and cultural inertia concealing the opportunity the category has not yet seen. The capability built in Tallinn is not drone expertise. It is the practised discipline for surfacing those opportunities and developing the ones that build value rather than erode it.

The decisions where value-building opportunities most often hide are specific: an AI deployment where adoption and use case carry the promise of a new operating model. A growth bet where demand is genuinely emergent, not yet legible in the category. A market entry where competitive dynamics reward a different frame. A transformation initiative where the organisation has diagnosed a problem but not yet discovered the opportunity underneath it. These four decision types share a structure: biological and cultural inertia conceals the opportunity until capital has committed to something less. The cost of discovering the real opportunity after commitment is 10–100× the cost of surfacing it before.

The status quo is not a management problem. It is a neuroscience problem. The brain's efficiency—the synaptic shortcuts that allow you to drive to work without thinking—produces the same answers to every new problem. Biology and culture conspire together: the predictable path always feels like the rational one. Growth confirms the old frame until it stops. Governance instruments measure outcomes but were never designed to surface the opportunities hidden inside the inertia that produces them. The result is that organisations commit capital to protect what they already have while the value-building opportunity drifts past—not because leaders are careless, but because the system was never built to outsmart the inertia that hides what is emergent from what is familiar.

The drone warfare category's most visible opportunity is not in defending the perimeter as the security industry has always defined it—it is in discovering what defence means when the category itself is being remade. Every industry you have worked in has the same dynamic. This week, you develop the practice of seeing it before the next capital commitment locks the wrong frame in place.

Think Wrong is most powerful when the opportunity is genuinely emergent—not yet legible to the category, still obscured by inertia. The future of defence is not a case study; it is a live industry challenge with real stakeholders, real constraints, and no obvious right answer. Participants work on it in the place where it is most viscerally felt.



Day 1 fieldwork: a drone in flight over Tallinn at dusk — the operational reality the programme examines in the field. The industry is the laboratory; the practice is what goes home.

Four capabilities. One week.

The industry is the laboratory. The capabilities are what leave with you—directly transferable to the AI deployments, growth bets, market entries, and transformation initiatives you are navigating when you return.

01

Frame the right challenge before solutions take hold.

Most consequential decisions fail not because the team executed poorly, but because they were solving the wrong version of the problem. The Deflection Point practice produces a structured from-to shift: the current frame of the challenge and a better-founded alternative. Applied to the industry on Day 1. Applied to your own live challenge on Friday. The most important question before any capital commits is not "what should we build?"—it is "are we solving the actual problem?"

02

Distinguish what your organisation knows from what it believes.

Every significant growth initiative contains beliefs masquerading as facts. The Certainty Map and PAK classification—Presumptions, Assumptions, Knowledge—give you a rigorous instrument for mapping every significant belief underlying a decision as either untested assumption, testable hypothesis, or validated knowledge. No AI deployment, market entry, or transformation initiative should advance based on Presumptions alone. Participants leave able to run this classification for any challenge, with any team, in any governance context.

03

Identify which assumptions, if wrong, change a decision only your CFO can authorise.

Not all assumptions carry equal capital consequence. The Super Vital Assumption discipline identifies which beliefs are Tackle First—the ones that, if false, would change a capital allocation decision that only the CFO or CEO can authorise. Participants develop the diagnostic capability to identify SVAs quickly, prioritise them by consequence and testability, and sequence evidence-gathering to resolve the highest-risk unknowns before capital commits at scale.

04

Design the smallest credible test that converts belief into evidence before capital commits.

The smallest credible evidence-generating action bounded by affordable loss. Participants design concrete, testable actions—prototypes, interview guides, demand tests, structured conversations—that put the Super Vital Assumption in front of real people the same day they are made. Evidence before investment. Learning before scale. The week ends with a small bet designed for the participant's own live challenge—executable within thirty days of returning.

Half classroom. Half operational reality.

Five days in Tallinn. Half the time in sessions, half the time in the field—at NATO's premier hybrid threat institution, with Estonian defence technology companies, with critical infrastructure operators who have already updated their operating frame. The drone warfare challenge is the case. The practice you develop is what goes home. By Friday you'll have tools you can use the following week—for surfacing better questions, testing the assumptions beneath your most important operational bets, and building the buy-in that moves things forward.

There is a specific reason the programme is located in Tallinn. Get Out—the Think Wrong practice of leaving the environments where familiar assumptions feel like common sense—is most powerful when the destination is a country that has already lived through the threat your own sector is only beginning to recognise. Estonia was the target of the world's first state-level cyber attack in 2007. It has spent the intervening years building national resilience into the architecture of the state itself in ways no other NATO country has matched.

4.5

Days of immersive learning and live application

50%

Of time in the field—CCDCOE, defence tech, infrastructure operators

6

Think Wrong drills applied to a live challenge

20

Maximum participants—capped for institutional access quality

1

Year of Next Lab Professional access included

1

Credential: Certified Serious Capital Activator™

The 4.5-day arc.

Each day is structured around a core Think Wrong practice, applied first in the classroom and then immediately in the field. The fieldwork is not illustration—it is the primary learning surface.

1/2
ARRIVAL

ORIENTATION

Estonia's assumption-resistant national architecture.

Sunday evening. Participants arrive in Tallinn, meet the faculty and cohort, and receive the week's brief. Opening dinner with programme partners includes a structured briefing on how Estonia has built national resilience into the architecture of the state—digital infrastructure, defence doctrine, civil preparedness—in the years since the 2007 cyber attack. The challenge is introduced before any methodology.

- GET OUT**
- ORIENTATION BRIEFING**
- COHORT DINNER**

01
MONDAY

BE BOLD / DEFLECTION POINT

What kind of opportunity is drone proliferation—and which sector is it remaking next?

Morning classroom: Deflection Point applied to the drone landscape. Participants map the from/to shifts that drone proliferation requires across different sectors—and challenge whether those shifts are being framed as technology problems when they are really opportunity-discovery problems. Afternoon fieldwork: NATO CCDCOE. Structured access and interviews with analysts using the Deflection Point frame.

- BE BOLD**
- DEFLECTION POINT**
- CCDCOE FIELDWORK**

02
TUESDAY

GET OUT & GET / CERTAINTY MAP

What does the evidence actually support—versus what the planning assumptions say?

Morning classroom: Certainty Map applied to the drone landscape. Which assumptions about infrastructure security are evidence-based? Which are bets the sector is treating as facts? Afternoon fieldwork: Estonian defence technology companies—the country that invented Skype and built the first digital state is also building next-generation counter-drone and autonomous systems.

- GET OUT & GET**
- CERTAINTY MAP**
- DEFENCE TECH VISITS**

03

WEDNESDAY

LET GO / PAK + SUPER VITAL ASSUMPTIONS

Infrastructure, supply chain, urban operations: which assumptions are most important to test?

Morning classroom: PAK framework and Super Vital Assumptions applied to the infrastructure security landscape. Participants classify their own sector's beliefs by evidence quality. Afternoon fieldwork: critical infrastructure operators in Estonia—energy, telecommunications, and logistics operators who have already integrated hybrid-threat assumptions into their operations planning.

LET GO

PAK

SVA

INFRASTRUCTURE VISITS

04

THURSDAY

MAKE STUFF / BET SMALL

Small bets on assumption-resistant operations—built and tested same day.

Morning: teams build prototypes of assumption-resistant operational plans for their own sectors. Afternoon: stakeholder panel—a defence technologist, an infrastructure operator, an insurer, a logistics director, and a representative of a sector that has not yet updated its assumptions. Evening close—the escalation question: *"Of the assumptions we surfaced this week—which ones, if they turned out to be wrong, would change a capital allocation decision that only your CFO or CEO can authorise?"* Responses are documented. This is not a social exercise—it is the designed mechanism for identifying participants whose organisations have a governance gap that warrants a follow-up conversation.

MAKE STUFF

BET SMALL

STAKEHOLDER PANEL

ESCALATION QUESTION

4.5

FRIDAY

MOVE FAST / TRANSFER

From the Baltic to your own organisation—the transfer session.

Half-day. Each participant maps the Think Wrong practices used across the week to a live challenge they own in their own organisation—an infrastructure security decision, a resilience plan, a supply chain assumption, an AI deployment bet. The drone warfare challenge was the laboratory. The practice is what you leave with. Closing session: what do you do in the first 14 days back? Departure from midday.

MOVE FAST

TRANSFER WORKSHOP

14-DAY PLAN

30-DAY FOLLOW-UP

Tallinn is the campus.

Each fieldwork excursion is a structured learning session with specific Think Wrong frameworks to apply, specific questions to bring, and specific outputs to produce. The drone warfare challenge is the curriculum. Tallinn—the world's most assumption-resistant capital, home to NATO's premier cyber defence institution—is the campus.

You didn't come to Tallinn to learn about drone warfare. You came because this is the city where you can finally see the pattern clearly. Get Out is the first Think Wrong practice. This is what it looks like at scale.



NATO CCDCOE — analyst access

Deflection Point applied inside NATO's premier hybrid threat institution. Structured access and interviews with analysts mapping the threat landscape for Allied infrastructure planners. The reframe practice you develop here is what you use with your own team before the next budget commits.



Estonian Defence Tech

Past-behaviour anchoring applied with the engineers building counter-drone and autonomous systems—the same digital ecosystem that produced Skype, TransferWise, and the world's first digital state. The structured interview technique surfaces real assumptions inside your own organisation the week you return.



Energy & grid operators

Certainty Map sessions with critical infrastructure operators who have already integrated hybrid-threat assumptions into their planning. Separating what the sector knows from what it assumes about its own operating environment.



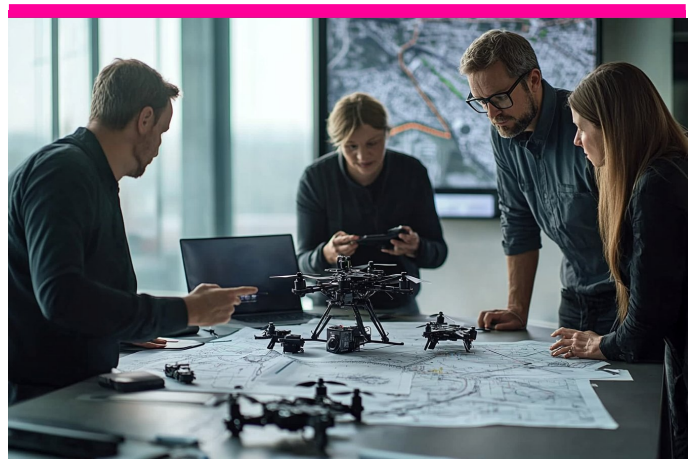
Telecom & port logistics

Let Go in practice—a structured encounter with operators who have abandoned the category's central assumptions about supply chain continuity, and built on what they found instead. The discipline of taking a genuinely different starting assumption seriously is what changes how you approach your next operational bet.



Counter-drone demonstration

Live demonstrations run as Certainty Map and PAK sessions—classifying what is evidenced from what is believed, using the operational picture as the research instrument. The knowledge-versus-assumption distinction you build here is the foundation of every Super Vital Assumption conversation you run next.



Stakeholder panel

Small bets presented to a panel of defence, infrastructure, insurance, and logistics stakeholders for structured feedback—the Make Stuff and Bet Small disciplines practised in front of people with real stakes in the outcome. The panel format is the one you take home and run with your own stakeholders the following week.

The Think Wrong methodology—applied.

Every tool is introduced in the classroom and immediately applied in the field. By Day 4, participants are facilitating their peers through the tools they encountered on Day 1.

1

Deflection Point — framing the right problem.

A structured discipline for identifying when your organisation has framed its own challenge incorrectly and committed resources to the wrong version of the problem. Participants practise the from-to reframe on the industry first and on their own live challenge on Friday.

2

Certainty Map — mapping what is known, unknown, and learnable.

The instrument for distinguishing evidenced belief from inherited belief. Every significant decision point gets mapped onto Presumptions, Assumptions, and Knowledge. No capital advances on Presumptions alone.

3

PAK + Super Vital Assumptions — testing what matters most.

Not all assumptions carry equal consequence. Participants identify the subset of assumptions that, if false, would change a capital allocation decision—and sequence evidence-gathering to resolve them before commitment.

4

Make Stuff + Bet Small — evidence before investment.

The smallest credible action that converts belief into evidence. Participants design concrete, testable artifacts—prototypes, interview guides, demand tests—that put the Super Vital Assumption in front of real people the same day they are made.

NEXT LAB PROFESSIONAL — INCLUDED IN EVERY PROGRAMME

Every participant receives one year of Next Lab Professional access (€999 value)—the platform used during the week to access Think Wrong drills, design sessions and sprints, and track assumptions, learnings, and value-building opportunities through the leader's view. The Next Lab is where the methodology lives after the week ends. Existing subscribers receive a one-year renewal at no additional charge.

Built with the institutions living the challenge.

The programme is designed and delivered with partners who have direct access to the hybrid threat landscape—from NATO's premier research institution to the infrastructure operators who have already updated their assumptions in response to it.

NATO CCDCOE

INSTITUTIONAL ACCESS — TALLINN, ESTONIA

The Cooperative Cyber Defence Centre of Excellence is NATO's premier institution for hybrid threat research and the intellectual anchor of the programme's fieldwork. The CCDCOE provides structured access and analytical depth that no other institution in Europe can match.

ESTONIAN DEFENCE & TECHNOLOGY PARTNERS

DEFENCE TECHNOLOGY — TALLINN

Estonia's defence technology ecosystem—built on the same digital foundations that produced Skype, TransferWise, and the world's first digital government—provides the commercial and operational dimension of the fieldwork programme.

DUAL INDUSTRY ANCHOR

DEFENCE TECHNOLOGY + RISK INTELLIGENCE (TBC)

The programme is anchored by a defence technology partner with specific expertise in counter-drone systems and a risk intelligence partner with direct experience repricing infrastructure exposure. Confirmations in progress.

SOLVE NEXT

CATEGORY CREATOR — THINK WRONG METHODOLOGY

The architects of Think Wrong bring the full curriculum, the facilitation framework, and eight years of European enterprise application. The methodology has been applied inside Airbus, Genentech, JP Morgan, and across NATO partner institutions.

The people in the room with you.

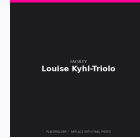
The Innovators Intensives are designed and facilitated by a team with direct experience applying the methodology inside some of Europe's most complex organisations—at Airbus, Heidrick & Struggles, and across senior leadership development.



Greg Galle

METHODOLOGY ARCHITECT · CEO, SOLVE NEXT

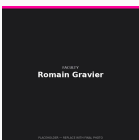
Greg Galle has spent more than thirty years watching the same pattern accumulate inside organisations: visible metrics that look healthy while something underneath remains fragile. He co-founded Solve Next and co-authored *Think Wrong* with John Bielenberg and Mike Burn—building the structured discipline that gives leaders a rigorous practice for surfacing and testing that fragility before it becomes expensive. As the architect of the Think Wrong methodology, Greg brings both the intellectual framework and the facilitation depth that makes Friday's transfer session the most consequential session of the week.



Louise Kyhl-Triolo

EUROPEAN PROGRAMME LEAD · SENIOR FACILITATOR

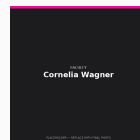
Louise Kyhl-Triolo brings more than twenty-five years of international leadership experience—across L'Oréal, Airbus, VMware, and Heidrick & Struggles—to the design and delivery of the Think Wrong Innovators Intensives across Europe. She works at the intersection of strategy, creativity, and leadership: coaching senior leaders, designing group experiences that shift how organisations actually work, and facilitating transformation that requires both directional clarity and genuine human change. Louise is the European programme lead—the person who knows how Think Wrong translates across cultures, sectors, and the gap between a week in the field and a Monday morning back in the office.



Romain Gravier

SENIOR FACILITATOR · INTEGRAL MASTER COACH

Romain Gravier spent more than twenty years inside Airbus as a coach, facilitator, and leadership trainer embedded in some of the organisation's most complex innovation and culture transformation programmes—including FCAS and Smart Collab at Airbus Defence and Space. He has been surfacing and working with assumptions inside a large, complex engineering organisation from the inside for two decades, which means he understands the forces that make organisational change genuinely difficult rather than theoretically challenging. Romain is a certified Integral Master Coach (Integral Coaching Canada) and a Certified Wrong Thinker credentialed by Solve Next.



Cornelia Wagner

FACILITATOR · TRANSFORMATION ARCHITECT

Cornelia Wagner spent sixteen years inside Airbus in a sequence of roles that gave her an unusually complete picture of how large organisations learn, change, and resist change—from learning systems implementation and HR transformation to culture change management and, most recently, engineering transformation at Airbus Defence & Space. She founded Connecting Waypoints to bring transformational coaching and innovation facilitation to leaders navigating complexity. She brings to the Intensives something very few facilitators can: direct experience of what it costs when large-scale change is built on assumptions that were never tested—and the practical knowledge of what it actually takes to make a new discipline stick inside a complex organisation.

The methodology at work.

Think Wrong has been applied across some of the world's most demanding organisations—in aerospace, financial services, technology, life sciences, defence, and education. The participants who attend the Innovators Intensives leave with the same methodology that produced these results.

"Simple changes made it clear that you're not just a cog in the wheel of this great grinding process—you're an integral part of one of the largest experiments in curing a fatal disease. You're a part of history."

Kathryn Woody

Operations Programme Manager, Genentech

Following a Think Wrong Blitz that redesigned Genentech's global clinical trial investigator meetings—producing the highest-rated meetings doctors and nurses had ever attended.

"We were determined to leave the tragically unproductive 'us vs. them' structure behind, solving gnarly problems more efficiently because we work together."

Lorna Randlett

Commissioner, White House Initiative for Asian Americans & Pacific Islanders

Following a Think Wrong session at the White House that convened 100 community leaders and produced an independent Leaders Forum and two bipartisan PACs within a single day.

SELECTED CLIENTS

AIRBUS · GOOGLE · JP MORGAN · GENENTECH · NATO · DELOITTE · STARBUCKS

SELECTED UNIVERSITIES AND EXECUTIVE PROGRAMMES

COLUMBIA BUSINESS SCHOOL · STANFORD · USC · MICA · CALIFORNIA COLLEGE OF THE ARTS

Think Wrong has also been delivered as intensive training and Blitzes at Columbia Business School's Executive Leadership Program, Stanford, USC, Maryland Institute College of Art, California College of the Arts, University of Kansas School of Architecture, Boise State, Loyola Maryland, and San Jose State. *Think Wrong: How to Conquer the Status Quo and Do Work That Matters*—third printing, 2025. Published in English, Spanish, and Arabic.

For the leader who can see what the category cannot see about itself.

You are someone who knows the threat landscape has changed and suspects the planning assumptions have not kept pace. This is not an intelligence failure. It is the predictable result of assumptions that stability and growth have never forced anyone to update. Tallinn is where we develop the structured practice of classifying which assumptions are still sound and which have quietly become wrong—before the next capital commitment depends on them.

YOU SHOULD ATTEND IF

- You are responsible for security, resilience, infrastructure, logistics, or operational continuity decisions—and you want to systematically classify which planning assumptions remain valid
- You can see the gap between your organisation's threat intelligence and its operational planning assumptions—and you want the practice for closing it before an event forces the issue
- You are ready to work in live fieldwork conditions with defence technologists and institutional analysts at NATO's premier hybrid threat institution
- You want to develop the facilitation capability to run assumption-surfacing sessions inside your own organisation, not just attend a programme
- You are drawn to Tallinn because it has built national resilience into architecture in ways that make the practice visible and learnable

YOU SHOULD CONSIDER WAITING IF

- You are a defence specialist looking for a programme within the defence community—this programme is for the sectors that have not yet updated their assumptions
- You are looking for a threat briefing or intelligence assessment—the fieldwork is structured assumption-testing, not a security briefing
- You need predetermined answers about how to respond to the new threat environment
- You are not prepared for physical fieldwork and live interviews with practitioners for half of each day

What you need to know.

LOCATION

Tallinn, Estonia

Base venue in central Tallinn. Fieldwork at NATO CCDCOE, Estonian defence technology companies, and critical infrastructure operators.

DATES

Spring or Autumn 2027

Exact dates TBC—timed for maximum NATO CCDCOE and defence technology access.

GROUP SIZE

Maximum 20 participants

Intentionally limited to preserve learning quality and NATO institutional access.

PROGRAMME FEE

€4,250 per participant—all-in

Includes programme, facilitation, fieldwork access, and meals. Accommodation & transit: participant's own arrangement. Group rate: €4,000 per person for 3 or more.

OTHER FORMATS

Activator Intensive — Paris

Three days. Your own live challenge as the laboratory. €4,250 per seat. Private cohorts also available—commissioned for a single organisation.

FORMAT

4.5-day immersive intensive

Arrival Sunday evening. Departure Friday midday.

DAILY STRUCTURE

8:30am–5:30pm daily

~50% classroom, ~50% fieldwork. Evening sessions Days 1–3.

LANGUAGE

English

Instruction and fieldwork in English. Estonia's working language for international institutions.

REGISTRATION

First-come, first-served

Deposit required to hold place. Full payment 30 days before programme.

WHAT PARTICIPANTS RECEIVE

Certified Serious Capital Activator™ credential

Capital-Building Opportunity Portfolio · Super Vital Assumption Map · designed small bets · Conversation Canvas · Next Lab Professional (1-year, €999 value) · *Think Wrong: How to Conquer the Status Quo*—third printing, 2025.

The escalation question—and the ladder beyond it.

THE ESCALATION QUESTION

"Of the assumptions we surfaced this week—which ones, if they turned out to be wrong, would change a capital allocation decision that only your CFO or CEO can authorise?"

This is the question asked in Tallinn on Thursday evening. It is also the diagnostic question that connects the week's work to the organisational capital governance conversation that should follow. For those who can answer it with a specific decision and a specific executive, the next conversation is about whether that assumption warrants a more structured look. That is what the diagnostic is for.

- 1 Claim the Serious Capital Activator designation.**
Self-designated through the free Solve Next assessment, or earned through the Activator Intensive. The designation names the capability: an operator trained to surface untested assumptions and design the evidence-generating actions that resolve them before capital commits.
- 2 Take the Growth Gap Diagnostic to your organisation.**
The organisational diagnostic instrument. Produces the full exposure map and the specific governance actions your CFO and CEO can authorise within 90 days. \$125K–\$200K depending on scale.
- 3 Attend the Serious Capital Architect Intensive (Level 2).**
Five days. \$12,500. Designs the governance system that holds the discipline in place. The Architect Intensive is where the methodology becomes institutional infrastructure.

Resources for the internal conversation.

Most people who want to attend this Intensive have to make the case to someone—a manager, a CFO, a board. These are the materials designed to carry that conversation.

01

Programme Brief

The full programme description in a single PDF—dates, fee, curriculum, faculty, logistics. The canonical reference document. Share it with anyone who needs the complete picture.

[DOWNLOAD PDF →](#)

02

One-Pager

Short-form summary. What the Intensive is, who it's for, what participants leave with, and when it runs—on a single page. For the moment when you have thirty seconds to explain it to someone.

[DOWNLOAD PDF →](#)

03

Internal Selling Kit

For the individual who wants to attend and needs to make the case to their manager or whoever holds decision-making authority. Frames the capability you'll develop, the ROI you'll take back, and the questions your sponsor is likely to ask.

[VIEW →](#) [DOWNLOAD →](#)

04

Organisational Selling Kit

For the internal champion making the case for a private cohort—your organisation hosting its own Intensive, designed around your own capital-building opportunity. Frames the business case, the logistics, and the outcomes a leadership team can expect.

[VIEW →](#) [DOWNLOAD →](#)

Ready to Think Wrong about Drone Warfare?

Twenty seats. One industry. Four and a half days in Tallinn. The methodology is Think Wrong. The laboratory is alive. *If this is the way you already think about your work—you are already a Wrong Thinker. The Intensive develops the practice.*

Enquiries: hello@solvenext.com · +1 415 209 5065 · solvenext.com

Grow what endures.™

SOLVE/NEXT