

ALGARVE, PORTUGAL · 4.5 DAYS · SPRING OR AUTUMN 2027

Think Wrong About Surf.

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

Algarve, Portugal

CAPACITY

Capped at 20

INCLUDED

Next Lab Professional · 1 Year

FORMAT

4.5 Days Immersive

WATER TIME

Every afternoon

CREDENTIAL

Certified Serious Capital Activator™

VALUE-BUILDING OPPORTUNITIES THE CATEGORY CANNOT YET SEE.

The surf 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 the surf industry in forms that are unusually visceral. The shapers, coaches, and operators 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 the Algarve is not surf 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 surf industry spent a decade believing that growth was confirmation. It wasn't—it was assumption inflation. Every industry you have worked in has the same dynamic. This week, you develop the practice of seeing it before it becomes expensive.

Think Wrong is most powerful when the opportunity is genuinely emergent—not yet legible to the category, still obscured by inertia. The future of surf 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: participants in conversation with a shaper at Sagres, Cabo de São Vicente lighthouse behind. 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. The discipline: build to learn what you do not know, not to persuade an audience that you do. 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.

THE PROGRAM

HALF CLASSROOM. HALF OCEAN.

Five days in the Algarve. Half the time in sessions, half the time in the field—in the water, on the coast, in shaping bays and competition venues, working on a real industry challenge with the people living it. The surf industry is the case. No surf experience required. The practice you develop is what goes home. By Friday you will have tools you can use the following week—for making better investment decisions, generating stronger ideas, finding the right problem before your team commits to solving the wrong one, and building the kind of buy-in that actually moves things forward.

The Innovators Intensive is a Think Wrong Blitz—the immersive, multi-day format the methodology was designed for—extended to four and a half days, taken into the field, and built around a live industry at a visible Deflection Point.

4.5

Days of immersive learning and live application

50%

Of time in the field—water, coast, shaping bays

6

Think Wrong drills applied to a live challenge

20

Maximum participants—capped for 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

ORIENTATION

Arrival, briefing, and first encounter with the challenge.

ARRIVAL

Sunday afternoon. Participants arrive at the Algarve base, meet the faculty and cohort, and receive the week's brief: a live challenge from the surf industry at a visible Deflection Point. Beach briefing on conditions and ocean safety. Late afternoon group paddle session at a beginner-friendly break. The programme opens with a working dinner that introduces the Think Wrong frame and sets the expectation that the field is the laboratory.

01

BE BOLD / DEFLECTION POINT

Framing the right problem—before solutions take hold.

MONDAY

Morning classroom: Introduction to the Be Bold practice and the Deflection Point tool. Teams draft a current-frame vs. better-frame statement for the industry challenge. Afternoon: structured surf coaching with a local professional, debriefed using the Think Wrong vocabulary—what was your hypothesis about the wave? What did the conditions tell you? Evening: framing debrief with a surf school operator about the assumptions that built their business and the assumptions that are now breaking it.

BE BOLD

DEFLECTION POINT

COACHED SURF SESSION

02

LET GO / GET OUT & GET

Surfacing assumptions and outsmarting inherited frames.

TUESDAY

Morning: Let Go practice—structured discipline for releasing the obvious answer. Classroom work with the Certainty Map introduces PAK classification (Presumptions, Assumptions, Knowledge). Afternoon fieldwork at a surf competition, retail shop, and shaping bay. Past-behaviour anchored consumer interviews with surfers and non-surfers—what do people who quit surfing remember about why?

LET GO

GET OUT & GET

CERTAINTY MAP

SHAPING BAY

03

MAKE STUFF / PAK + SUPER VITAL ASSUMPTIONS

Identifying the assumptions that change capital decisions.

WEDNESDAY

Morning: PAK + Super Vital Assumptions drill. Teams work their Certainty Maps through the consequence-and-testability filter to identify Tackle-First beliefs. Afternoon: advanced surf session with immediate physical debrief—your hypothesis about the wave versus what the ocean told you. The most direct possible physical experience of the most-important-to-test discipline.

PAK

SVA

ADVANCED SESSION

04

MAKE STUFF / BET SMALL

Building small bets—and learning before consuming capital.

THURSDAY

Morning: Teams prototype their highest-confidence hypotheses. Not presentations—tangible, testable artefacts that can be put in front of a real stakeholder the same day. Afternoon: Teams present their small bets to a panel of surf industry stakeholders—a world-level coach, a surf travel operator, an environmental organisation, a brand representative, and a young surfer who represents the next generation. Real feedback. Facilitated debrief using the Think Wrong review protocol.

Evening close—the escalation question: after the debrief, each participant is asked one question about their own organisation: “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

LIVE FEEDBACK

ESCALATION QUESTION

4½

MOVE FAST / TRANSFER

From the surf industry to your own—the transfer session.

FRIDAY

Half-day. Each participant maps the Think Wrong practices used across the week to a challenge they own in their own organisation. The surf industry was the laboratory. The practice is what you leave with. Closing session: what do you do in the first 14 days back? Facilitated by the European partner team. Departure from midday.

TRANSFER WORKSHOP

14-DAY PLAN

CLOSING SESSION

30-DAY FOLLOW-UP

THE OCEAN IS THE CLASSROOM.

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 surf industry is the curriculum. The Algarve is the campus.

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



Daily surf sessions

Be Bold made physical—every session facilitated by professional coaches. Beginners, intermediates, and experienced surfers in parallel tracks. The water is the most direct possible environment for committing under uncertainty and learning from the result.



Board shaping bay

Make Stuff inside a shaper's workshop. A working practitioner demonstrates the discipline of making something concrete enough to test—while participants ask the questions that reveal the shaper's own theory of the next generation of surfers.



Competition observation

Certainty Map and Deflection Point applied at a live surf event. Separating what the industry narrates about competitive surfing from what the evidence in front of you actually supports.



Environmental fieldwork

Super Vital Assumption work with the organisations monitoring what the surf industry depends on and rarely measures—ocean health, swell patterns, coastal access, regulatory risk. The discipline of identifying the assumption your own organisation has stopped checking.



Surf camp and school visits

Bet Small applied to two contrasting business models built on different assumptions about what a surf customer values—a high-volume beginner school and a premium adult retreat. The practice of comparing assumption sets across competing models.



Stakeholder panel

Small bets presented to surf industry stakeholders for structured feedback—Make Stuff and Bet Small in practice, with a coach, a brand, a travel operator, an environmentalist, and the next generation of surfers at the table.

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 learned 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 artefacts—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.

EIGHT YEARS OF THINK WRONG IN EUROPEAN ENTERPRISE.

The Think Wrong Innovators Intensive is co-designed and co-delivered with European partners who have applied the methodology inside some of the world's most demanding organisations—working with senior leaders across aerospace, enterprise, and executive leadership development in France and across Europe.

AIRBUS / A-CUBED

AEROSPACE INNOVATION — TOULOUSE

Eight years of Think Wrong application inside one of the world's most complex engineering and innovation organisations. The European partners bring direct experience applying the methodology to problems where the stakes of a wrong assumption are measured in years and hundreds of millions of euros.

EUROPEAN LEADERSHIP PARTNERS

EXECUTIVE LEADERSHIP DEVELOPMENT — PARIS & EUROPE

Think Wrong applied at the most senior layer—with the executives responsible for strategy, not just the teams executing it. Our European partners have worked with senior leaders across France and across the continent, bringing deep understanding of how the methodology translates into the boardroom and the C-suite.

EUROPEAN SURF PARTNERS

COACHES, OPERATORS, SHAPERS — ALGARVE

The fieldwork network—professional coaches, surf school operators, board shapers, environmental organisations, and competition organisers who host the fieldwork sessions and participate in the Day 4 stakeholder panel. Real industry partners, not simulated case studies.

SOLVE NEXT

CATEGORY CREATOR — THINK WRONG METHODOLOGY

The original architects of the Think Wrong methodology bring the full curriculum, the facilitation framework, and the connection to the broader Capital Symmetry Governance architecture that positions Think Wrong as the cognitive ignition layer inside enterprise innovation systems.

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.



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. Romain is a certified Integral Master Coach 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 engineering transformation at Airbus Defence & Space. She brings direct experience of what it costs when large-scale change is built on assumptions that were never tested.

WHO HAS THOUGHT WRONG

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.

WHO SHOULD ATTEND

FOR THE LEADER WHO CAN SEE WHAT THE CATEGORY CANNOT SEE ABOUT ITSELF.

You are someone who has sat in meetings where the same answers get better execution—and felt the specific frustration of knowing the question is wrong. Not the execution. The question. The surf industry is not the point. It is the mirror. You came because you need the practice of seeing that clearly in your own organisation before the next capital commitment locks the wrong frame in place.

YOU SHOULD ATTEND IF

- You cannot accept the predictable path—and you want a structured discipline that makes the alternative survivable inside an organisation that rewards confidence
- You lead or own a growth initiative where the assumptions underneath it have never been tested against the possibility of being wrong
- You are ready to work on a genuinely uncertain challenge with real stakeholders—not a case study or simulation
- You want to develop the capability to run assumption-surfacing practice inside your own organisation, not just attend a programme
- You are drawn to a methodology that becomes physical—because the field, not the framework, is where the practice consolidates

YOU SHOULD CONSIDER WAITING IF

- You are looking for a surf holiday with workshop content attached—the fieldwork is structured assumption-testing, not a recreational tour
- You have no current responsibility for innovation, transformation, or growth investment decisions—the methodology compounds when connected to real capital bets
- You need a structured curriculum with predetermined right answers—this programme produces tested hypotheses, sharper questions, and transferable capability
- You are not prepared to be in the field—in the water, on the coast, in live conversation with practitioners—for half of each day

WHAT YOU NEED TO KNOW.

LOCATION

Algarve, Portugal

Peniche or Sagres—exact venue TBC based on seasonal swell and partner availability.

FORMAT

4.5-day immersive intensive

Arrival Sunday afternoon. Departure Friday midday.

DATES

Spring or Autumn 2027

Exact dates TBC—timed for consistent Atlantic swell and optimal Algarve conditions.

DAILY STRUCTURE

8:30am–5:30pm daily

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

GROUP SIZE

Maximum 20 participants

Intentionally limited for water safety, coaching quality, and fieldwork access.

SURF REQUIREMENT

No experience required

All water sessions facilitated by professional coaches for all levels. Beginner, intermediate, and experienced surfers in parallel tracks where appropriate.

PROGRAMME FEE

€4,250 per participant—all-in

Includes programme, facilitation, fieldwork access, and meals. Accommodation & transit: participant's own arrangement. Group rate available for 3+ from the same organisation.

REGISTRATION

First-come, first-served

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

OTHER FORMATS

Activator Intensive—three days in Paris. Your own live challenge as the laboratory. €4,250 per seat.

Private Cohort—commissioned for a single organisation. €51,000 base for up to 15 participants.

WHAT PARTICIPANTS RECEIVE

Certified Serious Capital Activator™

credential. A Capital-Building Opportunity Portfolio, Super Vital Assumption Map, designed small bets, and updated Conversation Canvas. Facilitation capability to design, run, and report on a Think Wrong Blitz inside your own organisation. **Next Lab Professional membership**—1-year access (€999 value).

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 the Algarve 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 Surf?

Twenty seats. One industry. Four and a half days in the Algarve. 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.™