

WHAT HAPPENED, WHAT IT COST, WHAT WE
LEARNED

The Year

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Chief Executive • September 2, 2026

The year in one sentence

SUMMARY

| *Write the sentence first. If it takes a paragraph, the year had no shape and the deck will not give it one.*

What it added up to

2,856

people, at 247 institutions, in 56 countries. Numbers with a date on them, because a figure without one ages badly.

What we got wrong

The decision we would take back

LEARNING

| *One, described honestly, with what it cost. This is the slide that earns the rest of the deck its credibility.*

Next year, in three lines

AHEAD

Not a roadmap. Three commitments specific enough to be judged against at the next review.

In summary

What to take away

CLOSE

| *One sentence, the same one you opened with. A talk whose closing line differs from its opening claim has changed argument somewhere in the middle.*

Sources and further reading

APPENDIX

List where every number came from. A deck that cites nothing is asking to be trusted on presentation quality alone.