



Architecting the Future:

Turning Systemic Risks into Shared Opportunities

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What We'll Talk About

A polycrisis inflection point

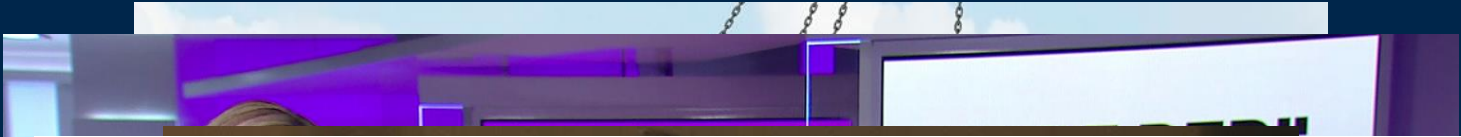
Wicked problems

The prescription for shared value creation

The skills you need



A time of great transition



A.I. 'COULD WIPE OUT HUMANITY'

Threat 'as bad as nuclear war' MUST be tackled, say tech bosses



energy shipments through the Strait of Hormuz after President Donald Trump vowed more aggressive strikes on Iran, pushing oil prices back up to damaging levels.

COVID 19

Polycrisis



Poll Question:

Where are you seeing the biggest changes in your life and work right now?

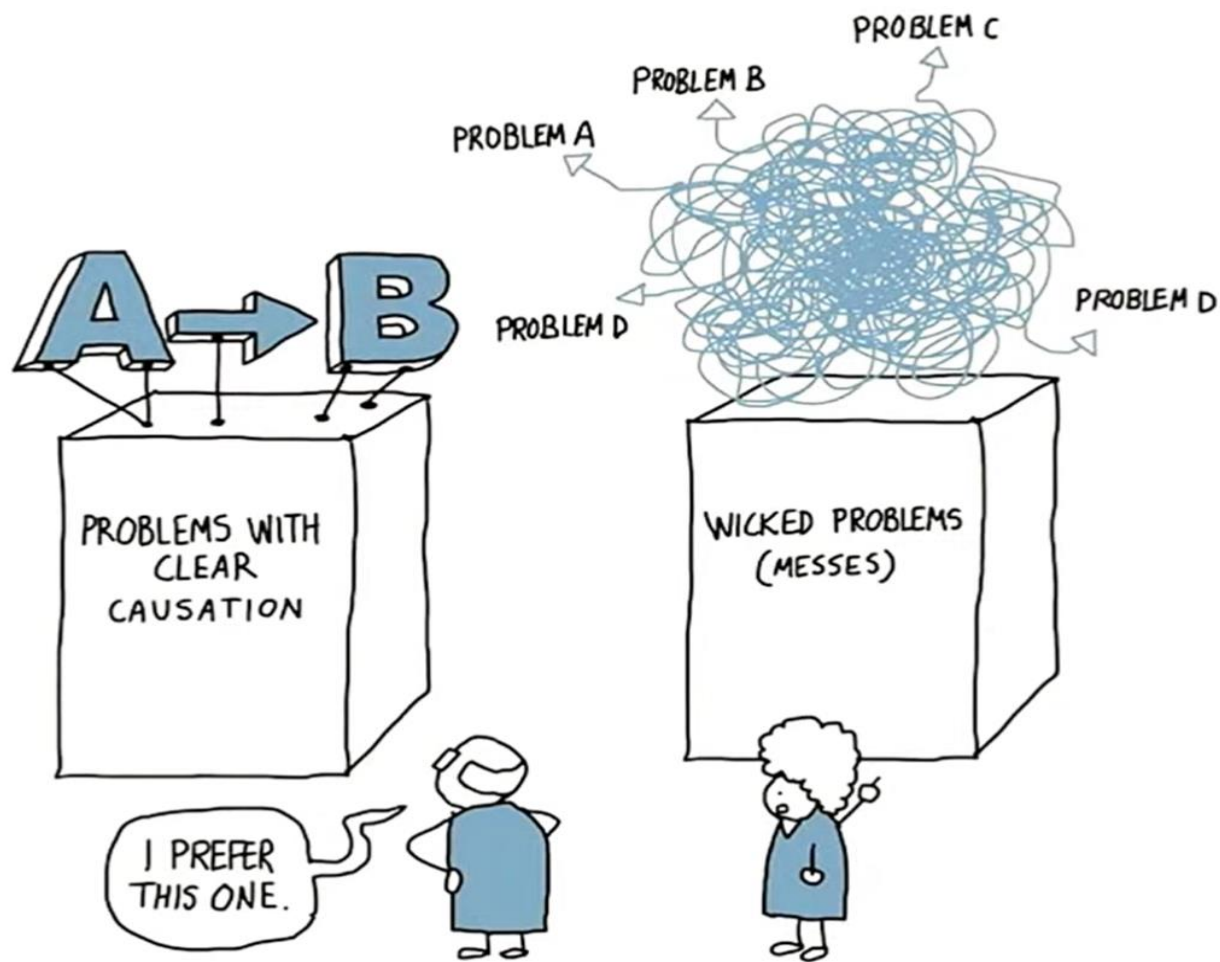
Pollev.com/czietsma861

Send czietsma861 and your message to 37607





Business as usual
is **no longer**
a viable option



Wicked Problems

Volatility



Complexity



Uncertainty



Values
Diversity



Wicked Problems

We may not know:

- What's causing the problem
- What will lead to a good solution
- What the possible solutions *are*
- Who will be affected by any change



We are so interdependent that moving alone is almost sure to fail, yet innovating together is exceedingly challenging

Complexity



Tesla



Clement Canopy, Singapore

Wicked Problems

We can't predict the odds of various outcomes.

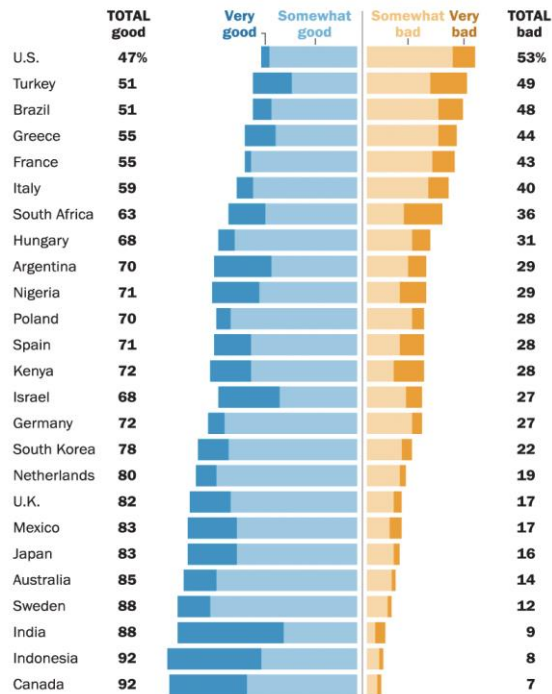


We must use judgment.

Wicked Problems

In many countries, people see their fellow citizens as morally good

% who rate the morality and ethics of people in their country as ...



Note: Those who did not answer are not shown.

Source: Spring 2025 Global Attitudes Survey.

"In 25-Country Survey, Americans Especially Likely To View Fellow Citizens as Morally Bad"

PEW RESEARCH CENTER

We disagree on actions and objectives because we value different things and find trust difficult.

In 25-country survey,
Americans especially
likely to view fellow
citizens as morally bad

Pew Research Center,
March 3, 2026



Wicked Problems



Everything and everyone is in motion.

Today's truth may not hold tomorrow.

Tipping points take us into new territory.

Solutions are temporary.

How can we act on wicked problems?

Volatility



Complexity



Uncertainty



Values
Diversity



If you can't predict the future,

why not ^{CO-}_^ create it?

Tragedy of the Commons

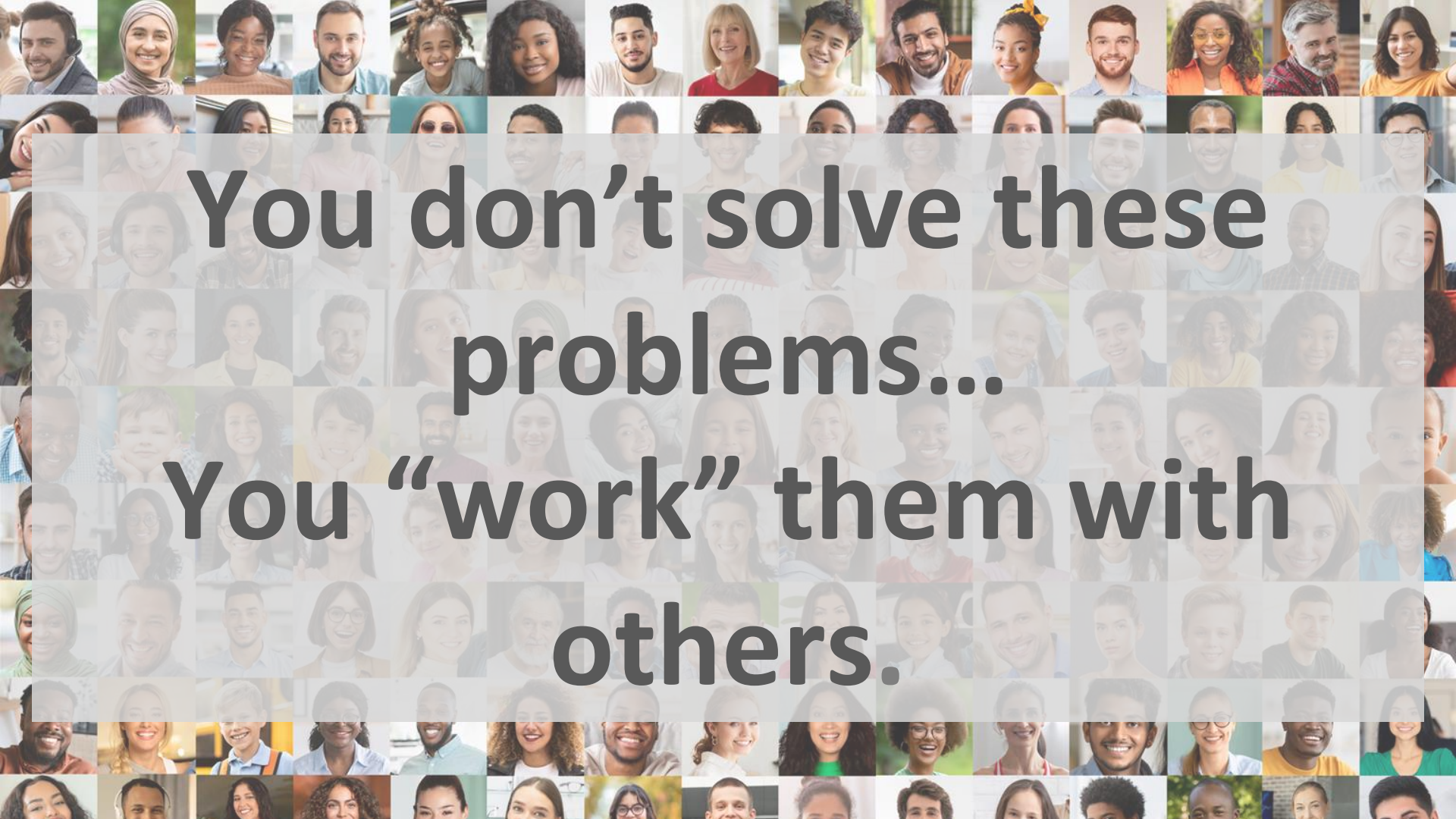


YouTube.com: One Minute Economics

Polycentric Governance



Source: Evonomics.com



**You don't solve these
problems...
You “work” them with
others.**

The Prescription



The Prescription

1. Map the System

Avoid linear thinking

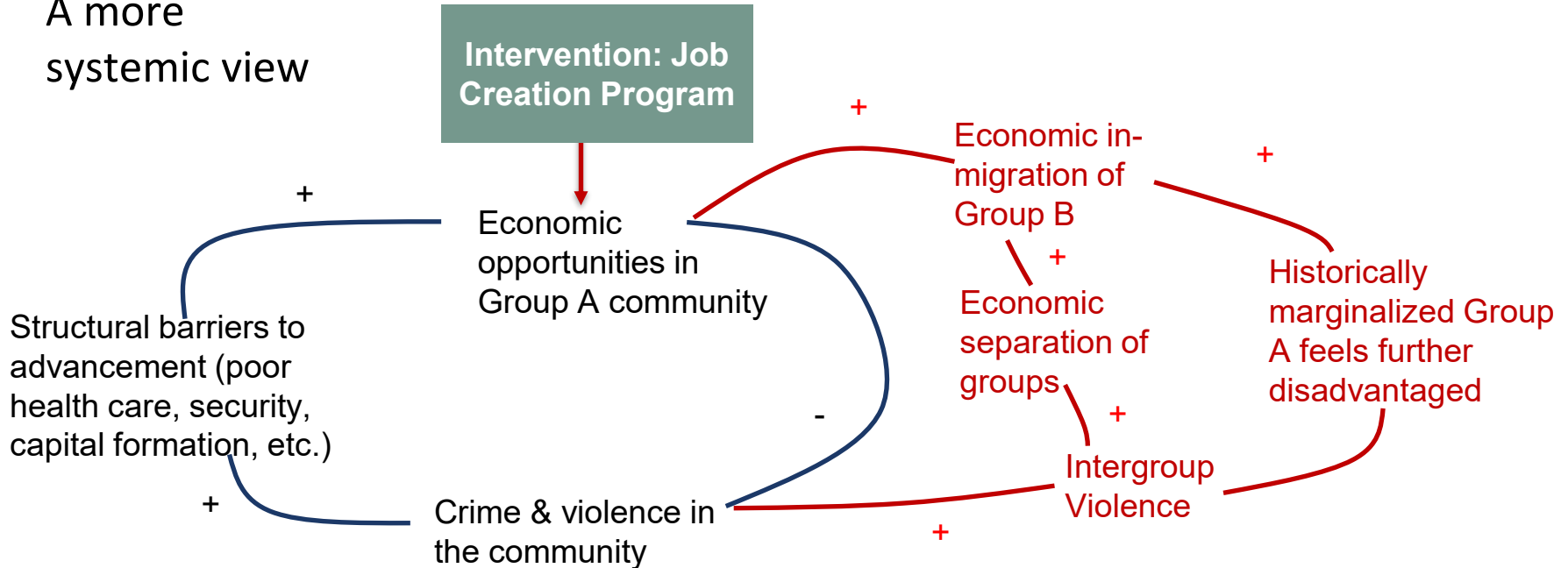


What could potentially go wrong?

The Prescription

1. Map the System

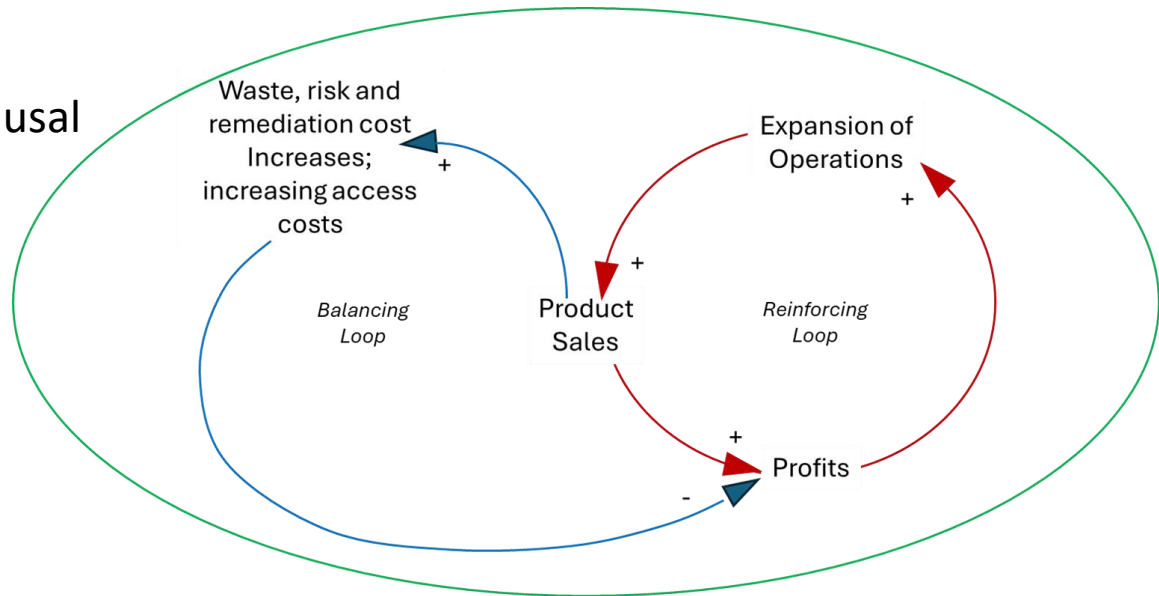
A more
systemic view



The Prescription

1. Map the System

- Research the system and the players to understand the present, informed by the past
- Determine a preliminary causal loop diagram



The Prescription

2. Catalyze the Players

- Bring people together
- Listen empathetically to remap the system
- Build relationships



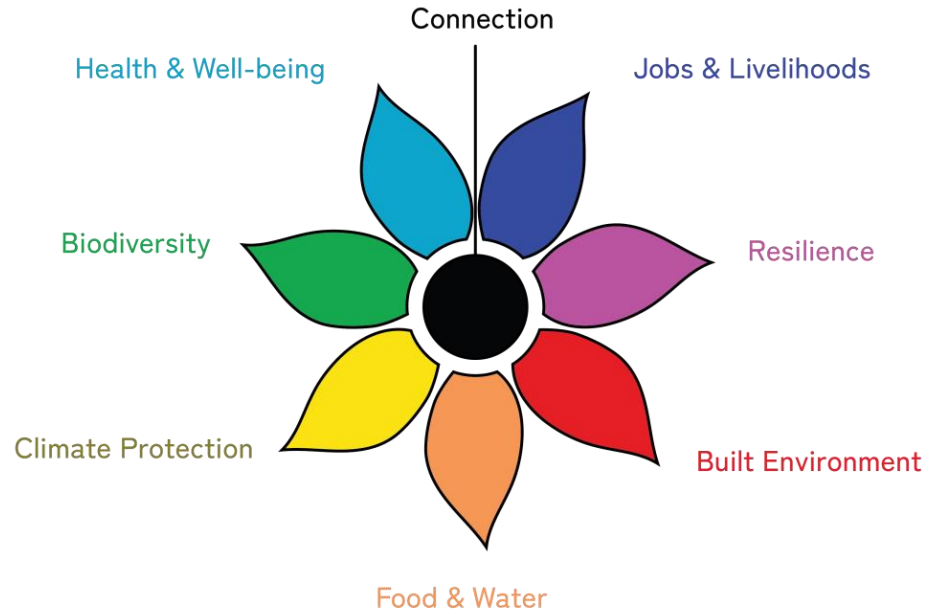
The Prescription

3. Imagine Desirable Futures

Multisolving

“Multisolving is a strategic approach to **finding solutions to the interconnected problems** facing the climate and human society – producing multiple benefits in health, justice, equity, resilience and well-being.”

-Sawin, et all

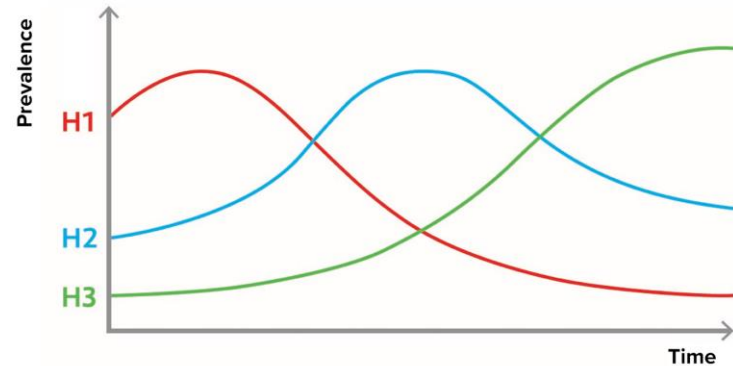


The Prescription

3. Imagine Desirable Futures

How do you see and value different futures?

- Analogy
- Three horizons
- Future imaginaries and visioning
- Backcasting
- Real options theory vs. NPV



The Prescription

4. Research & Experiment

Together:

- Identify leverage points from the systems map
- Co-create experiments and research projects

Trust is built through the process

External audiences trust what is agreed upon by inclusive groups



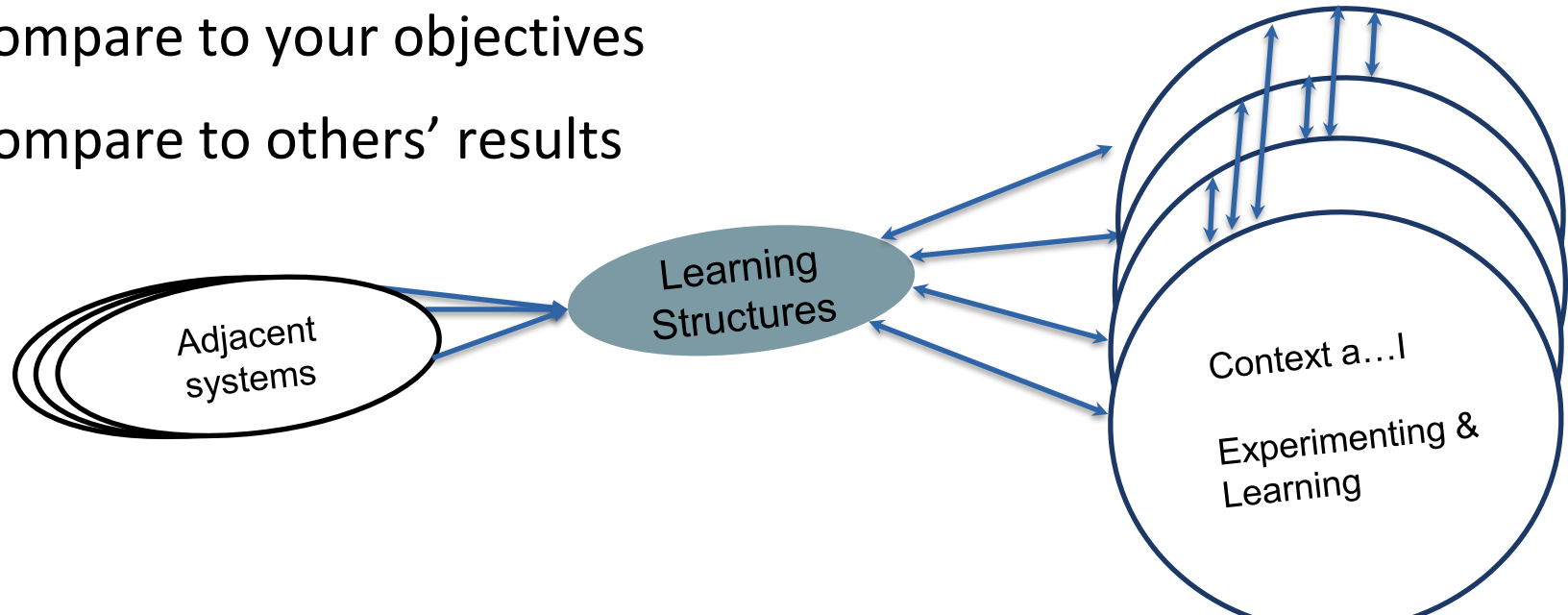
The Prescription

5. Share & Compare

Share your results within your ecosystem and outside it

Compare to your objectives

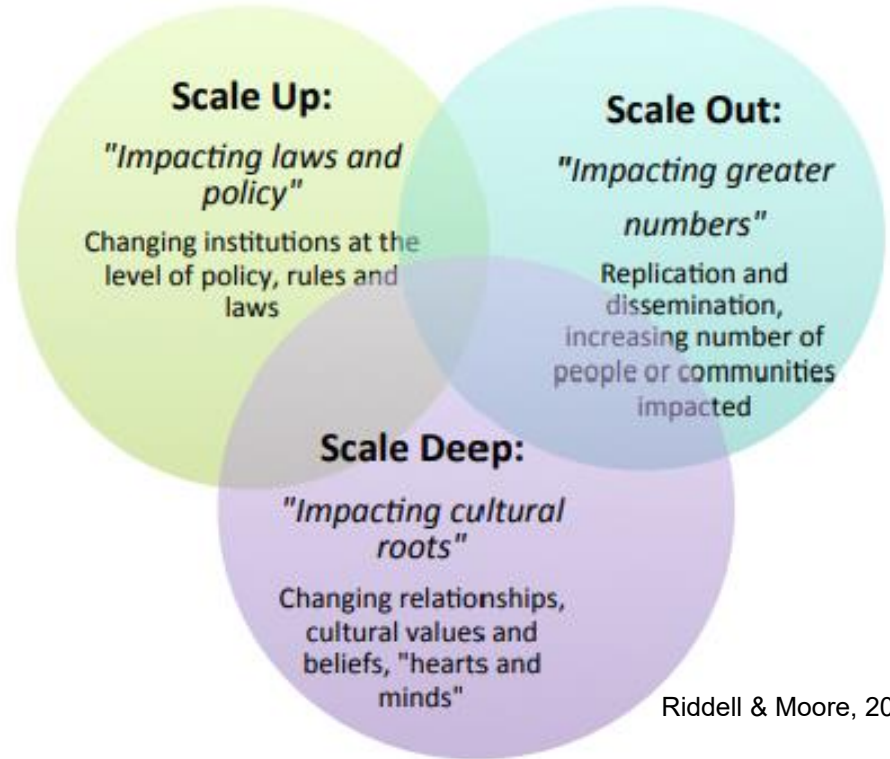
Compare to others' results



The Prescription

6. Scale & Iterate

Transforming the present
to co-create the future



Riddell & Moore, 2015

The Prescription



Port of Singapore

Net Zero by 2050

Key Pillars:

- Future fuels
- Harbour craft electrification
- R & D
- Green finance, carbon acctg

Port of Singapore

The Power of Collaboration



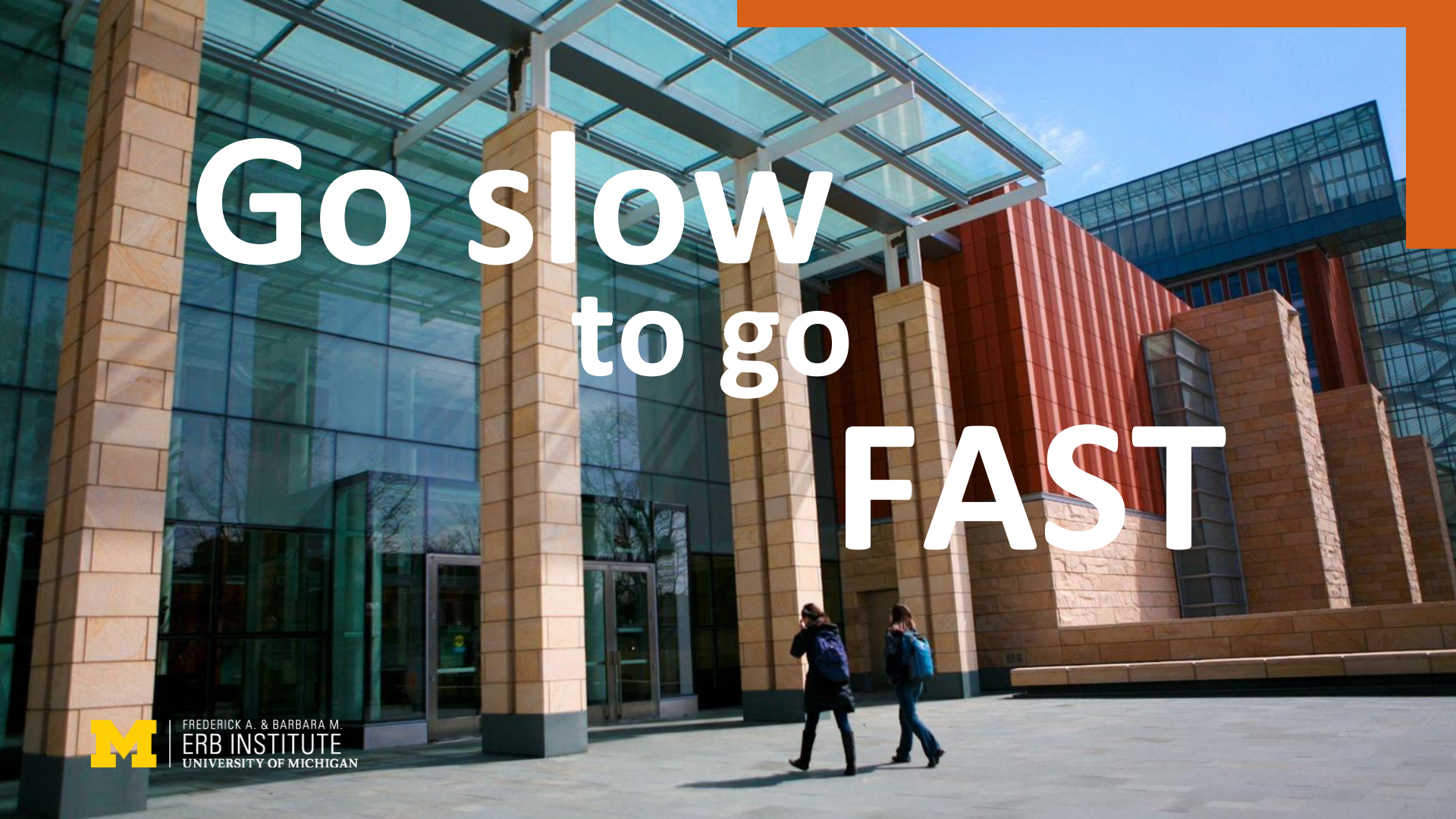
Australia-Singapore Initiative on Low-Emissions Technologies (ASLET) for Maritime and Port Operations

We act as a centre of gravity, catalysing and facilitating connections among experts within the maritime ecosystem, fostering global connections between stakeholders across the value chain, and promoting the dissemination of maritime decarbonisation information and tools.



**“You can’t be a successful company
in a failed world.”**

~Chris Coulter, Globescan



Go slow
to go
FAST



FREDERICK A. & BARBARA M.
ERB INSTITUTE
UNIVERSITY OF MICHIGAN

Grand Challenge Changemaker's Toolkit



COLLABORATION



Listening,
relationship
building



SYSTEMS THINKING



Holistic,
multi-level,
complex and
interconnected



ANALOGICAL THINKING



Learning from
other contexts,
out-of-the-box



GROWTH MINDSET



Focus on
learning, not
failure



OPTIONALITY



Flexibility
as a strategy

Prime Minister Lawrence Wong, [April 2, YouTube](#)

We must stand together. Our strength lies in our unity... to look out for one another, to act responsibly and pull together as one society. National resilience depends not only on the government. It depends on all of us....

Whatever comes, we will face it as one people and one nation. We will get through this together.



A vibrant sunset scene with a bright sun low on the horizon, casting long, golden rays of light across a sky transitioning from deep orange near the horizon to a clear blue at the top. Scattered, dark clouds are visible in the lower right portion of the frame.

**The cost of inaction is now far higher
than the cost of transformation.**

Opportunities abound.



**What future would you
like
to co-create?**



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