

Critical Thinking in a BANI World



LEADERSHIP
DEVELOPMENT
PROGRAM



CLARB

December 11, 2025
3 pm-4:30 pm EST

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Webinar Tech Tips and Reminders

-  Please mute your microphone unless presenting.
-  Chat function on bottom of screen is available – and presenters will see questions posted.
-  This event is being recorded. Recordings will be emailed out within a week of the event.
-  Closed captioning is available. To enable this feature on a computer, click “Show captions.” For users on a phone or tablet, captioning will be enabled automatically.

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Presenter



Jeff De Cagna AIMP DAIG FRSA FASAE FNI.Dir
Executive Advisor, Foresight First LLC

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Critical Thinking in a BANI World

CLARB LDP Presentation | December 11, 2025 | 3 pm-4:30 pm EST

T20s DAY 2171

**My attestation: *I did not use* ChatGPT or other
generative AI in the creation of this presentation.**



Jeff De Cagna AIMP DAIG FRSA FASAE
Executive Advisor, Foresight First LLC

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please do not
use AI during
our webinar

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today is *Day 2,171*
of The Turbulent
Twenties (T20s)

6

intentional learning
is *a non-negotiable
requirement* in The
Turbulent Twenties

7

why are you
here today?

8

have a *six-minute breakout room conversation* during which each participant will share *why they chose* to attend today's webinar and their *reaction to the poll results*

9

welcome
back!

10

**what did you
discuss in your
breakout room?**

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QUESTION #1

**why is living in a
BANI world creating
cognitive challenges
for all human beings?**

12

**what will
our successors
*say about us?***

13

VUCA → BANI

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Brittle
Anxious
Non-linear
Incomprehensible

15

operating in a BANI world

anxiety has been *building throughout this decade*
and there is *trauma embedded* in our human systems

generative AI (LLMs) has become
an *accelerant for BANI conditions*

relentless cognitive impact of BANI conditions
is pushing people into survival mode

building our capacity for critical thinking
can help us *move beyond coping*

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QUESTION AND RESPONSE #1

how are you *navigating*
the cognitive challenges
of a BANI world?

17

QUESTION #2

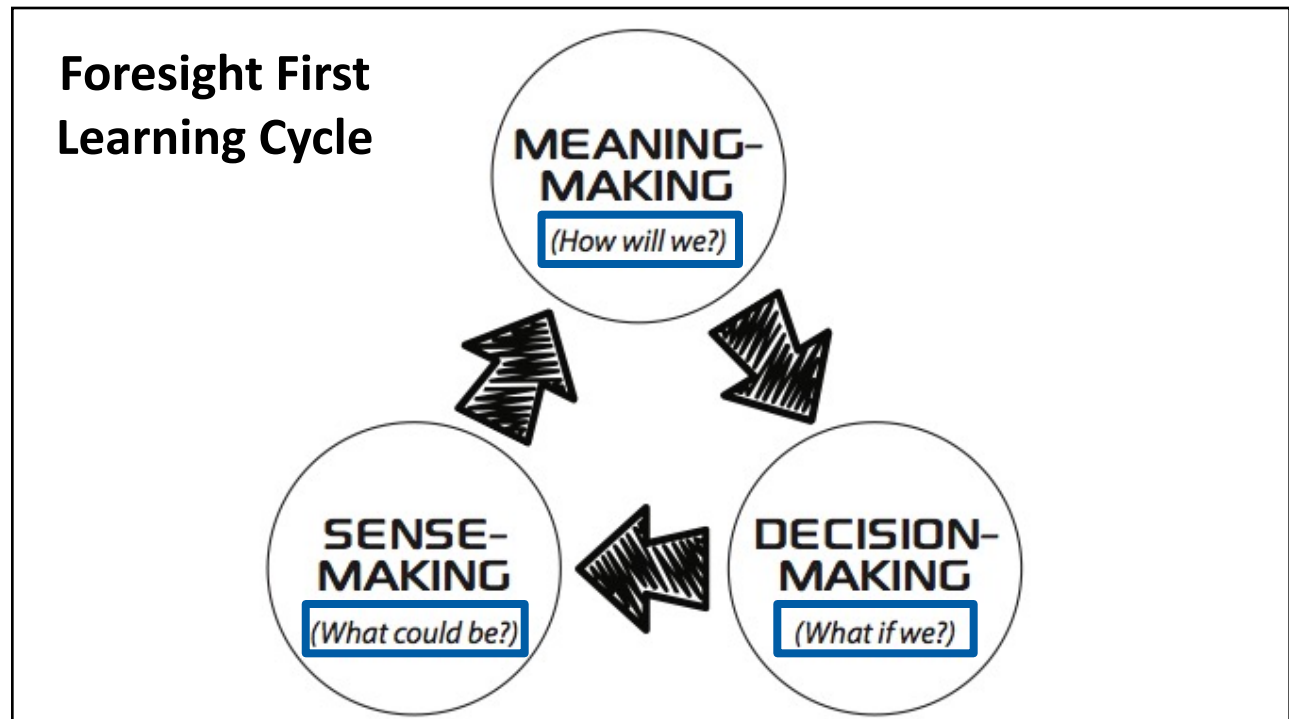
what does critical
thinking require of us?

18

to become *future adaptive*,
we must build *enduring
human skills and networks*

please add your LinkedIn information to the chat!

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what critical thinking requires of us: part I

accepting the *need for friction*
in working through the cycle

focusing attention on each phase of
intentional learning/critical thinking

bringing *humility, curiosity, and
reflection* to the process of inquiry

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what critical thinking requires of us: part II

evaluating ideas, information, and sources for accuracy,
trustworthiness, and real-world implications

examining underlying beliefs,
including orthodox beliefs

adapting critical thinking to new
information and shifting context

22

QUESTION AND RESPONSE #2

how can you adapt
your *sense-making and
meaning-making* to
strengthen critical thinking?

23

QUESTION #3

how can we use critical
thinking to become
better decision-makers?

24

critical thinking is *essential*
to human judgment

25

“what if we...”

26

instead of “*human in the loop,*” what if we put “*humanity at the core*” of our decision-making?

27

what if we address decision-making as part of a *continuous flow of human responsibility* instead of a series of algorithmic outputs?

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critical thinking and decision-making

sense-making requires us to ground
decision-making in a supportable understanding

meaning-making requires us to address
decision-making using a holistic perspective

decision-making requires us to bring wisdom
to shaping futures for ourselves and others

29

closing remarks

30

there are *fewer than*
1,500 days remaining
in this decade

*how will you use critical
thinking to make them better?*

31

what will
our successors
say about us?

32

**what do
our successors
*expect of us?***

33

**we *owe it to our successors
and ourselves* to become
more capable critical thinkers**

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**“For all of its
uncertainty,
we cannot flee
the future.”**

--Barbara Jordan

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**thank you for
participating in
today's session!**

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Please share your thoughts!

Responses are requested by December 31.




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Early Career Advice Panel



LEADERSHIP
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PROGRAM



February 25, 2025
3:00 p.m.

Learn more at
www.clarb.org/leadershipdevelopment

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