



# The Sensemaker:

Leadership for the Age of Machine Intelligence

June 2026

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# Preamble

This paper is for leaders who can feel the organisation moving, but are no longer sure it is moving in a direction people still share.

The signs are rarely dramatic at first. Meetings still fill the calendar, dashboards update on cue, decisions are made, and everyone remains intensely busy. Yet, beneath this surface of active productivity, something essential begins to thin. Purpose becomes harder to grasp, and while technology expands the sheer volume of data, it often dilutes its relevance. As choices become more difficult to explain, teams continue to execute, but the shared meaning that once anchored their actions begins to drift. Compounding this, a new generation of talent is arriving with a different expectation, looking for a more personal relationship with work that offers identity, agency, and belonging, rather than just employment.

In the age of machine intelligence, this drift matters. AI can accelerate work, generate options and surface answers at extraordinary speed. But it cannot tell an organisation who it is, what it stands for, how its people should behave, or which answer matters most when values, context and consequence collide.

That is the work of sensemaking.

This paper extends our exploration of the human capabilities that become more valuable as AI expands. Where the [Language Alchemist](#) creates meaning, the [Creative Dreamwright](#) imagines possibility, and the [Wisdom Weaver](#) protects judgement and consequence, the Sensemaker brings these together. Their work is to sustain coherence when structure, strategy and information are no longer enough.

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# 1. Introduction: The Emerging Fracture

The issue is not a lack of access to artificial intelligence (AI), data, or decision-makers. It is the growing inability to align them.

Across organisations, coherence is weakening. The sense of a shared future erodes as activity accelerates, decision points multiply, and intelligent systems outpace leaders' ability to align meaning, sustain judgment, and apply capability with intent.

As this pressure builds, a subtle fracture begins to appear.

Teams move with pace, but not always in the same direction. Systems optimise, but not always toward a shared outcome. People perform, yet not always with a common understanding of what their performance is shaping. New modes of work are emerging, while collective purpose begins to splinter.

The problem is not that organisations have stopped working. They are often working harder than ever. Meetings happen, dashboards update, projects move, systems optimise and people stay busy. But busyness can hide the deeper problem. The organisation may still be moving, while the meaning that holds the momentum together is starting to thin.

Beneath this sits a deeper shift, often misread as a problem of execution.

Meaning is no longer consistently anchored to a shared sense of purpose or identity.

Culture is spoken of, but unevenly understood. Values are declared, yet rarely made tangible in everyday work. Behaviours are measured, but seldom recognised as the lived expression of culture and capability. Organisations continue to function, but the internal logic that once held them together begins to loosen.

What appears to be a challenge of aligning action to strategy is more often a breakdown in collaborative purpose.

Meaning shapes a shared cultural identity. Identity is expressed through behaviour and habits. Behaviour and habits inform mindsets that combine with skills to activate capability. Capability, applied with intent, creates value. When this chain weakens, coherence cannot hold.

Coherence is not alignment of systems alone. It is the workforce having a consistent sense of meaning and identity, expressed through behaviour, skills and capability in pursuit of a shared future.

Capability itself is often misunderstood. It is not a single construct. It emerges from the integration of competence and identity in action. Competency encompasses the skills and knowledge that define what people can do. Behaviour and habits determine why and how they act.

Capability only exists when these are aligned and applied under real conditions. When they are not, coherence breaks, and value does not follow.

This is not caused by technology. AI amplifies this condition and exposes fractures. Where coherence is weak, fragmentation accelerates. Where meaning is thin, noise increases. Where capability is misapplied, inefficiency scales with greater speed and confidence.



The work of the leader is therefore shifting in ways that are not yet fully recognised.

It is no longer sufficient to define strategy, allocate resources, or optimise performance within stable structures. The emerging task is to continually interpret what matters, to shape shared meaning, and to ensure that capability remains aligned as systems become more fluid, more distributed, and increasingly influenced by intelligent technologies.

This is the work of the Sensemaker.

## 2. The Sensemaker: The Integrative Leadership Capability

The Sensemaker is not another leadership style to add to the already overloaded shelf. It is not a new badge for people who lead well. It names a deeper shift in what leadership is now being asked to do.

When the world was slower, leaders could rely more heavily on structure, role clarity and strategy. These gave people enough shared context to act together. But as work becomes more fluid, intelligence becomes more distributed, and AI accelerates the production of options, those old anchors no longer hold by themselves.

Something has to keep meaning intact while everything else is moving. That is the work of the Sensemaker.

Sensemaking is the capability to interpret what matters, create shared meaning, and align capability to purpose as conditions change. Leaders with sensemaking capability are not defined by authority or speed, but by their capacity to interpret what matters and give it form. They connect decisions back to identity, and identity back to action, ensuring that what is done reflects what is intended, even as conditions shift and signals become harder to read.

Where others see data, they discern pattern. Where activity intensifies, they sense drift or alignment beneath the surface. Outputs are not taken at face value, but understood in terms of what they are shaping over time, and whether that shaping remains true to the organisation's shared future.

Their work is not to control the system, but to hold it together aligned to a common purpose.

This requires attention to what is often unseen: the relationship between meaning and identity, between behaviour and capability, and between what people are able to do and what they consistently choose to do when conditions are uncertain or under pressure. In this way, the Sensemaker shapes how competence and identity are brought into alignment, ensuring that capability is not only developed, but applied with consequence.

This role is emerging because the anchors that once stabilised organisations are weakening. Jobs no longer define contribution in the way they once did, and structures that once provided clarity now fragment as often as they align. Decisions are distributed across people, platforms, and machines, while intelligence itself is no longer scarce and therefore no longer sufficient as a source of advantage. As data, models, and AI capabilities become increasingly accessible, sustainable advantage shifts away from information itself and towards the ability to align purpose, culture, and capability in ways that competitors cannot easily replicate.

Sensemaking only gets more valuable as AI gets better, not less. Machines work from what has already been created, said, recorded, packaged as data, and averaged into patterns. Sensemaking works on what has not been figured out yet, the messy, contradictory, in-the-moment stuff that only adds up inside your purpose and your identity. Once everyone holds the same powerful models, the models stop being an edge what you can generate, your competitor can generate too. But meaning cannot be downloaded. It cannot be copied from the outside, because it only exists on the inside. That is why coherence holds its value when information does not. The better machines get at handing us answers, the more it is worth being the one who can say which answer actually matters right here, for this, right now.

This is why the Sensemaker becomes more important, not less. As AI makes answers cheaper, judgement becomes more valuable. As options multiply and truth or relevance become harder to discern, purpose matters more. As speed increases, the cost of moving in the wrong direction increases. What increases, just beyond line of sight, is fragmentation.

The Sensemaker does not respond by tightening control or accelerating further. Instead, they remain attentive to a different set of questions, holding the organisation in a continuous process of interpretation and alignment.

What matters in this moment, and what only appears to matter? What must remain constant, and what can adapt without loss of identity? What defines the organisation when its structures no longer do, and where is capability being applied with consequence rather than dissipating into activity?

They interpret, align, reinforce, and sustain, not from above the system, but from within it, working through relationships, signals, and shared understanding rather than relying on position alone.

They do not create the future directly. They ensure it can be shared.

It is easy to cast sensemaking as damage control, the glue that stops things falling apart. But that is only part of what it does. In genuinely new territory, with no map and no one who has been there before, making sense of it is not how you stay safe. It is how you find the opportunity at all. Machines can now hand us a thousand options in a heartbeat. What they cannot tell us is which one matters. Spotting the possibility that is real before anyone can prove it that is sensemaking, and it is where new value is born. So the Sensemaker is not only the one keeping it honest to its purpose, they are its compass, pointing it toward what is worth chasing before it even has a name. Coherence is not just defensive. It is generative. It is what allows one organisation to see the opportunity others miss while they are still chasing efficiency.



Figure 1 The Sensemaker

### 3. The Integrator of Meaning, Possibility, and Judgement

The Sensemaker ensures that identity is not abstract, but lived through everyday behaviour and habits, and supported by the skills that deliver the competence to act effectively.

The earlier archetypes remain essential to understanding human capability in the age of AI. Each archetype gives us part of the human answer to machine intelligence.



Together these archetypes represent complementary expressions of human capability that become more valuable as artificial intelligence expands.

The earlier archetypes remain essential for defining specific human capabilities in an AI-driven environment. The Language Alchemist focuses on clarity and shared meaning, the Dreamwright maps alternative futures, and the Wisdom Weaver handles judgment and risk assessment. In daily operations, however, these functions cannot operate in silos. Strategic meaning without forward-looking possibility creates stagnation; exploration without structured judgment creates operational distraction; and judgment completely detached from meaning results in risk aversion disguised as caution.

The Sensemaker integrates these three capabilities. They are the integrator linking cultural values with strategic intent.



Figure 2 Capability makes visible what we do and who we are

Meaning must reinforce the shared purpose of the organisation. Imagination must extend it without fragmenting it. Judgement must protect it under pressure.

Coherence is dynamic and situated. It involves the continuity of culture and values expressed through behaviour, sustained through capability, and translated into strategic purpose that creates value over time.

## 4. The Core Attributes of the Sensemaker

The Sensemaker is not identified by a job title. They are recognised by the way they hold the system in view when others focus on the parts. They notice what is drifting, what is connecting, what is being amplified, and what is being quietly lost.

Five capabilities make this visible.

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### Systems Thinking



The capacity to see the whole system, not just the signal that is loudest today. This involves extending critical thinking to tackle complexity, recognising patterns across fragmented inputs, understanding how local problems and decisions shape broader outcomes, and anticipating consequences that are not immediately visible.

The Sensemaker ensures leadership attention remains focused on the system, not just the component. This is not analysis alone. It is situational awareness and big picture thinking at system scale.

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### Integrative Intelligence



The ability to hold contradiction without collapsing into simplification. This includes balancing speed with coherence, integrating human judgment with machine-generated outputs, learning from setbacks, and working across domains without reducing complexity prematurely.

The Sensemaker ensures leaders can hold contradiction, learn from experience, and navigate complexity across the strategic environment, not just within the firm.

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### Adaptive Orchestration



The ability to bring people, systems, and technologies together while actively moving forward. Instead of strictly controlling, the focus is on fostering coordination, ensuring actions reflect core values, keeping objectives clear, and building dynamic structures that adjust as situations change.

The Sensemaker can prioritise and align capability to adaptive challenges in motion. This is leadership as orchestration and accountability, not command and control.

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### Capability & Culture Stewardship



A disciplined focus on ensuring that identity is lived through behaviour. Values are translated into observable actions, and capability is developed and applied in ways that reinforce what the organisation stands for.

The Sensemaker ensures identity is lived through behaviour and capability becomes visible through what people actually do.

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### Value Translation



The ability to connect behaviour through capability to outcomes that matter. This includes making intangible contributions visible and rethinking how value is understood, measured, and sustained.

The Sensemaker ensures capability growth is translated into measurable impact. This is the bridge between human capability as an asset and the economic logic relating to how future firms report bottom-line value.

## 5. The Five Questions Leaders Must Now Answer

These are not operational questions. They are adaptive challenges. Each requires a shift in how organisations think, act, and measure value. Each sits at the intersection of human and machine intelligence.

### 1. How do we move AI from hype to measurable value and ROI?

As machines perform tasks with increasing efficiency, organisations risk optimising activity while overlooking what actually shapes outcomes.

The issue is not AI adoption, but how value is measured.

Traditional ROI captures what is visible, stable, and repeatable. It rewards throughput, cost reduction, and execution. In doing so, it systematically undervalues the conditions that determine whether outcomes improve or degrade over time.

AI exposes this limitation.

AI can make the numbers look better while the organisation quietly gets weaker. It can reduce time, increase output and remove friction, yet still leave people less able to judge, adapt, challenge or connect decisions to consequence. That is the trap. A faster system is not automatically a better one.

Value no longer sits in task completion alone, but in how human capability shapes the trajectory of decisions and capacity to adapt in conditions of ambiguity and uncertainty. This includes judgement, integration across boundaries, and the ability to interpret context where data alone is insufficient.

The Sensemaker shifts focus from activity to consequence, asking where capability changes what happens next, not just what has been done. This approach reflects the shift to a different measurement logic.

Return must be assessed through the flows of intelligence that shape system performance over time. This includes leadership quality, learning velocity, social or ecological impact, and adaptive capacity, rather than traditional industrial-era metrics such as speed, volume, or efficiency.

Making this shift practical requires capability to be evidenced, recognised, and made economically legible across systems. Without this, organisations will continue to report productivity gains while quietly eroding the human capability that sustains them.

In this frame, AI delivers value only when it amplifies human intelligence and improves leadership decisions, relationships, and performance outcomes, rather than replacing them.

### 2. How do we sustain organisational coherence when human and machine intelligence must work together under persistent volatility?

The challenge is not simply how humans and machines work together. It is how they keep making sense together when conditions keep changing.

The same data can lead to very different actions when teams, functions or AI systems are working from different assumptions. One group optimises for speed. Another for risk. Another for customer experience. Another for cost. Each decision may be locally rational, yet together they can pull the organisation apart.

#### **A. Rediscover the power of culture as a pre-condition of competitiveness**

As intelligence becomes distributed across people, platforms, and AI systems, coherence can no longer be assumed as a by-product of structure, hierarchy, or job design. It must be deliberately designed, embedded in shared values, expressed through behaviours, and continuously reinforced.

#### **B. Recognise the strategic AI challenge is not adoption but adaptation under volatility**

While AI becomes core infrastructure for most organisations' future competitiveness, the challenge is not primarily technical. It is interpretive and adaptive. The same data can generate multiple actions when

different teams, functions, or machines apply different assumptions, values, and ethical thresholds. Under persistent volatility, this creates dissonance where locally rational decisions destroy system viability.

### **C. Anchor interpretation in purpose, values, and capability**

Coherence therefore depends on more than data quality or process integration. It depends on a shared purpose, common values, and the human capabilities (integrating skills and behaviours) required to interpret situated requirements with critical thinking and judgement. Organisations must actively strengthen the conditions that hold the whole together: leadership capacity to guide adaptive responses, absorptive capacity to recognise and integrate new signals, and learning capacity to adjust behaviour without losing collective identity.

### **D. Institutionalise the Sensemaker as a system-level role model**

In this context, the Sensemaker is not simply a communicator. It becomes the organisational conscience that monitors interpretive coherence across human and machine intelligence. It ensures that signals are read in context, that local decisions remain connected to enterprise purpose, and that AI supports judgement rather than displacing it. This requires making explicit what must be standardised, what can be adapted locally, and where human oversight is non-negotiable because trust, ethics, culture, or long-term value are at stake.

### **E. Design for augmentation, not compliance**

Sustaining coherence requires deliberate design choices. AI systems must be built to augment human capability, not simply enforce guardrails and compliance. Decision rights must be clear. Human-in-the-loop design must be explicit, ensuring escalation pathways must be active when machine outputs conflict with lived context. Leaders must cultivate the capabilities that enable coherent adaptation, particularly critical thinking, adaptive mindset, collaboration, empathy, and direction through shared purpose.

### **F. Measure coherence as a property of leadership and system behaviour**

Measurement must also shift. Efficiency still matters, but it is no longer sufficient. Coherence should be assessed through the quality of leadership and decision-making across the system: whether decisions align with purpose, whether teams adapt without drifting apart, whether people appropriately trust and challenge AI, whether local actions reinforce collective identity, and whether the organisation becomes more resilient over time rather than merely faster or more efficient in the short term.

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*“In volatile environments, coherence is not sameness. It is the disciplined capacity to adapt in different ways while remaining oriented to a meaningful and shared purpose.”*

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### **G. Reframe coherence itself**

In volatile environments, coherence is not sameness. It is the disciplined capacity to adapt in different ways while remaining oriented to a meaningful and shared purpose. That is the work of sensemaking. It is also where human and machine intelligence either become mutually reinforcing, or quietly pull the organisation apart.

## **3. What does it mean to invest in capability that cannot be owned?**

Capability is strange because organisations depend on it, but they do not own it.

They can own physical systems, processes, data, platforms and intellectual property. They can employ people, contract labour and buy tools. But capability only appears when people apply what they know, how they think, and how they interact under real conditions. It lives in action. It shows up in judgement, behaviour, relationships and consequence.

For this reason, capability cannot be owned in the way labour, capital, or intellectual property can be owned. However, its effects can be observed, evidenced, accumulated, and inform future readiness, creating a form of value that behaves increasingly like an asset over time.

This reflects a broader economic shift. In a capability-based economy, value is created less through ownership of assets alone and more through the ability to develop, mobilise, and apply capability across changing contexts.

As AI systems increasingly observe and participate in work, capability becomes more visible. It is no longer inferred through proxies such as qualifications, experience, or job titles, but revealed through behaviour, decisions, and outcomes over time.

This requires a shift beyond viewing people as cost and training as expenditure, towards recognising capability as a form of value that can be built, deployed, and compounded over time. Capability is not acquired once and stored. It is developed through use, strengthened through recognition, and sustained through repeated application across changing conditions.

At its core, capability emerges from the integration of competence and identity. Skills and knowledge define what a person can do. Behaviour and habits reflect who they are and how they act.

Only when these are aligned and applied does capability become visible, measurable, and economically relevant.

The Sensemaker therefore does not invest in training people to perform tasks or fill roles. They invest in the conditions and systems that allow capability to be evidenced, recognised, and strengthened over time. This includes trust, clarity of intent, and opportunity for meaningful application, but also the ability to capture, interpret, and utilise capability signals as they emerge in real work. In doing so, capability shifts from an invisible input to a visible, accumulating source of value.

To follow this imperative, measurement shifts. From participation in learning to continuous evidence of capability expressed in action over time. From short-term productivity to sustained adaptability, quality of judgment (coupled with reduced risk), and consistency of behaviour under pressure.

In this frame, investing in capability is not an investment in people as resources. It is an investment in the system conditions that allow human capability to be expressed, validated and compounded as a source of long-term economic value.

#### 4. How do we ensure that human judgment deepens as AI capability expands?

As AI systems become more capable, there is a risk that human judgment becomes less exercised. Over time, this can create over-reliance on outputs and a pattern of cognitive offloading that weakens critical thinking. The shift is subtle but compounding. Decisions continue to be made, often faster and with greater apparent precision, yet the underlying capacity to interpret context, challenge assumptions, and take responsibility for consequences begins to weaken. What appears as progress in capability can mask a quiet erosion of it.

This is where the prevailing reskilling response falls short.

Reskilling assumes that human value can be sustained by updating skills to match changing tasks. It treats contribution as something that can be accumulated, refreshed, and redeployed. Yet as AI absorbs an increasing share of task-based work, the marginal value of skills declines, and the focus on skill acquisition risks accelerating dependency rather than strengthening capability.

Capability operates differently. It is expressed through judgement under uncertainty, ethical reasoning under consequence, and the ability to integrate signals where no single answer is sufficient. It is revealed through decisions, trade-offs, and outcomes over time, not through task execution alone.

If these conditions are not deliberately sustained, capability does not remain dormant. It diminishes.

Judgement is like a muscle in this sense. It is strengthened by use, by friction, by being stretched when the answer is not obvious. If AI removes too much of that work, people may still be involved in decisions, but less practised in making them.

This creates a structural paradox. As AI increases the availability of answers, the need to generate them appears to reduce. Yet it is precisely in the act of forming and testing judgement that human capability is strengthened. When that act is removed, the organisation becomes progressively less able to detect error, misalignment, or unintended consequence.

The Sensemaker addresses this not by limiting AI, but by redesigning the conditions in which it is used. Responsibility is not displaced. Human judgement remains essential, visible, and exercised. Questioning is expected, assumptions are tested, and decisions are owned.

Measurement must also shift. It is no longer sufficient to assess speed or accuracy of outcome. Organisations must attend to the quality of reasoning, the integrity of judgement, and the extent to which decisions remain connected to purpose, values, and consequence.

The challenge is not preserving human involvement. It is preserving human agency, ensuring people remain capable of interpreting, questioning, and taking responsibility for decisions made with AI rather than simply accepting them.

In this frame, AI delivers value only when it deepens human judgement rather than displacing it, strengthening the organisation's capacity to think, decide, and act with coherence under conditions it cannot fully predict.

## 5. What holds the organisation together when strategy and structure no longer does?

As work becomes more fluid, the role of structure begins to change.

Skills shift, job roles move beyond occupational boundaries, teams reconfigure, and workflows increasingly flow across people, systems, and intelligent agents. Structure does not disappear, but it no longer guarantees strategic alignment.

The risk is not loss of productivity. It is loss of coherence.

For much of the industrial era, organisations behaved like containers of capability. They hired it, placed it in roles, arranged it in structures, and directed it through strategy.

That model is weakening.

Organisations can continue to operate, even perform better, while quietly fragmenting. Decisions drift from purpose, local optimisation outweighs system value, and accountability diffuses across blurred organisational and technological boundaries.

As AI expands and work becomes more distributed, organisations move from containers of capability to coordinators of capability. What once held through hierarchy and role clarity must now be sustained increasingly through shared meaning, lived identity, and capability expressed consistently through behaviour and action.

The Sensemaker works within this space. Rather than relying on structure alone, they ensure meaning is reinforced, identity is embedded in behaviour, and capability is applied in ways that sustain alignment under changing conditions.

Measurement must follow this shift. It moves beyond role performance to consider how capability is mobilised across boundaries, how decisions remain connected to purpose, and whether coherence is strengthening or eroding over time.

In this frame, what holds the organisation together is not structure, but the consistency with which people behave and act in relation to a shared purpose.

The capabilities most critical to future success are increasingly those that machines struggle to replicate. The ability to create meaning, imagine possibility, exercise judgement, adapt, and sustain coherence across human and machine intelligence becomes more valuable as intelligence itself becomes abundant.

Where this holds, organisations adapt without fragmenting. Where it does not, identity and purpose are gradually overwhelmed by mechanistic structures, machine intelligence, and short-term ambition.

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*“...organisations move from containers of capability to coordinators of capability.”*

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## 6. The Work of the Sensemaker

The Sensemaker is rarely visible in a single decision. Their impact is cumulative, revealed over time in how the organisation holds together under pressure, how decisions are made, and how effort is directed day to day.

It can be seen in small but consistent shifts.

It is there when a leader pauses before accepting the dashboard answer and asks what the number is not showing. It is there when a team slows down for ten minutes to align on purpose and saves ten weeks of rework. It is there when dissent is treated as useful information rather than poor attitude. It is there when someone asks, “Are we still improving customer experience in the way we said we wanted to?”

Teams do not move faster on AI-enhanced processes in isolation. They align before acting, reducing the need for correction later. Assumptions about accountability are surfaced early, rather than discovered after execution. Leaders reinforce behaviours where AI outputs are not simply accepted, but interpreted in context and challenged where needed.

Over time, these practices change how the organisation performs.

Work flows with less rework. Priorities stabilise. Fewer downstream problems are created because decision-makers remain accountable for consequences that affect others. Capacity is released from managing misalignment and redirected toward forward momentum. Adaptation and creativity are not repeatedly managed and reinterpreted across layers, but embedded in how people think, act, and behave throughout the system.

This is how a shared sense of purpose and meaning becomes visible.

Signals such as hesitation, disagreement, loss of trust, or disengagement are not noise to be managed. They are early indicators of misalignment, weak assumptions, or decisions that will not hold under pressure.

The Sensemaker treats dissent as a vital contribution, not defiance, reinforcing the psychological safety required for people to test assumptions before commitment, rather than after consequences emerge.

The Sensemaker engages early, shaping meaning through what they pay attention to and what they consciously role model. They ask questions where decisions are drifting from purpose. They call out behaviours that override core values. They ensure that critical decisions are owned, not absorbed into process or delegated to systems without accountability. They create space for curiosity, creativity, and challenge before commitment, particularly where choices default to familiar patterns.

None of this slows the organisation. It prevents the pursuit of efficiency from becoming waste.

In doing so, the Sensemaker does not manage every action. They shape the conditions in which actions remain aligned, accountable, and connected to a shared future.

What emerges is not tighter control, but greater clarity, and with it an organisation that stays on course without constant intervention.

## 7. Conclusion: The Shift in Leadership Work

In earlier eras, advantage came from scale, then from access to information. In the period now unfolding, advantage will come from the ability to sustain coherence as systems become more intelligent, more distributed, and less defined by structure.

This is not achieved through tighter control or more advanced tools. It is achieved through the deliberate alignment of meaning, identity, behaviour, and capability under conditions that cannot be fully predicted.

The organisations that thrive will not be those that adopt technology fastest, but those that retain the capacity to interpret, decide, and act with coherence as the ground beneath them continues to shift.

This is the work of the Sensemaker.

The future will not belong simply to organisations with the best models, fastest systems or largest stores of data. Those advantages will spread. The harder advantage will be coherence: the ability to know what matters, why it matters, and how to keep acting together when the ground keeps shifting.

Leadership is increasingly less about directing activity towards a vision and more about sustaining coherence. As machine intelligence expands, the scarce resource becomes the human capacity to create meaning, imagine possibility, exercise judgement, and align action to purpose. The Sensemaker emerges from this reality.

That is why the Sensemaker matters.

Not because they have all the answers, but because they keep the organisation capable of knowing which answers are worth following.

The Sensemaker forms part of series exploring human capability in the age of artificial intelligence, including:

- The Language Alchemist
- The Creative Dreamwright
- The Wisdom Weaver
- Return on Intelligence (ROI<sup>2</sup>)
- The Human Renaissance
- The Capability-Based Economy

Additional publications, research papers and resources are available through the The Institute for Working Futures library: <https://www.workingfutures.com.au/publications>.