

Exclusive Breakfast Briefing

July 2026

National Liberal Club

**BREAKFAST
BRIEFING
SUMMARY**

ISRM



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ISRM & The OSINT Group

July 2026

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Intelligence Influence Resilience

The Breakfast Briefing, held at the National Liberal Club on 9 July 2026, brought together senior leaders from business, government, defence and critical sectors to examine the strategic relationship between intelligence, influence and resilience. Hosted by the Institute of Strategic Risk Management (ISRM) and the Defence and Security Circle, in partnership with The OSINT Group, the event provided a forum for executive dialogue on the leadership capabilities required to navigate an increasingly complex and interconnected risk landscape.

Through keynote presentations and facilitated roundtable discussions, participants explored how organisations can better anticipate emerging risks, transform intelligence into informed decision-making, influence action before disruption occurs and strengthen resilience as a strategic organisational capability..



EXECUTIVE SUMMARY

One message resonated throughout the morning: organisations do not fail because uncertainty exists. They struggle when intelligence fails to influence decisions, when leadership waits for certainty before acting and when resilience is viewed as a compliance exercise rather than a strategic capability.

Across every discussion, participants recognised that today's operating environment demands a different approach to leadership. Success increasingly depends on an organisation's ability to identify emerging risks, influence action before disruption occurs and continually adapt as circumstances evolve.

While technologies, geopolitical dynamics and societal expectations continue to evolve, the conversations reinforced that resilience remains fundamentally a leadership challenge requiring foresight, collaboration and informed decision-making.

ISRM   **NATIONAL LIBERAL CLUB**

**EXCLUSIVE
BREAKFAST
BRIEFING**

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 **9 JULY 2026**
08:30-11:30 BST

 **NATIONAL LIBERAL CLUB**
1 Whitehall Place, London SW1A 2HE

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THE ORGANISATIONS THAT MAKE BETTER DECISIONS ARE NOT THOSE WITH THE MOST INFORMATION, BUT THOSE THAT ASK BETTER QUESTIONS AND RECOGNISE EMERGING SIGNALS EARLIER THAN OTHERS.

Executive discussions explored two fundamental questions:

- What emerging risk do you believe your organisation is least prepared for over the next 24 months, and why?
- What piece of intelligence would most improve decision-making in your organisation today?

Rather than identifying individual risks, participants reflected on the broader challenge of anticipating interconnected threats before they become organisational crises. Discussions highlighted the increasing complexity created by geopolitical instability, artificial intelligence, cyber threats, misinformation, supply chain dependencies and accelerating global uncertainty.

There was broad agreement that organisations rarely lack information. Instead, they often struggle to distinguish meaningful signals from background noise, making it difficult to prioritise action before disruption occurs.

A recurring theme was the need to strengthen strategic horizon scanning, improve information sharing across organisational boundaries and develop intelligence that provides context rather than simply additional data.

TURNING INTELLIGENCE INTO ACTION

Roundtable discussions considered two leadership questions:

- Intelligence only creates value if it changes decisions. How do we influence leaders to act before disruption happens?
- Think about someone who has influenced the way you lead. What made them so effective?

Participants agreed that intelligence only creates value when it informs action. Technical expertise alone is rarely sufficient to influence executive decision-making. Effective leaders communicate risk in ways that align with organisational priorities, build trust through credibility and create the confidence required to make decisions despite uncertainty.

The discussion also explored the qualities of influential leaders. Across sectors, participants consistently identified humility, authenticity, clarity, curiosity and the ability to empower others as defining characteristics of leaders who inspire confidence during periods of uncertainty.

Influence is achieved when intelligence becomes relevant, trusted and actionable for decision-makers.



MOVING BEYOND COMPLIANCE

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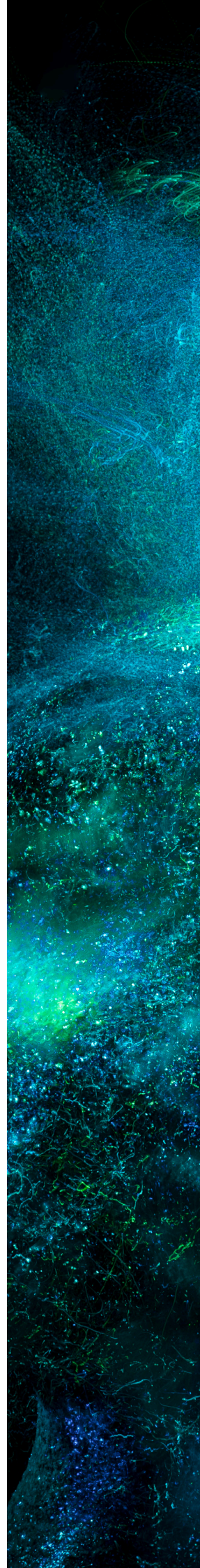
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Compliance demonstrates that requirements have been met. Resilience demonstrates an organisation's ability to adapt, respond and thrive when circumstances change.



WHAT EVERY LEADER SHOULD HEAR

Each roundtable was invited to share one insight that every leader in the room should hear. While perspectives differed, several common themes emerged:

- Intelligence only creates value when it influences decisions.
- Organisations must become better at identifying weak signals before they become strategic risks.
- Trust remains one of the most important enablers of leadership influence.
- Resilience cannot be delegated to a single function; it must be embedded across leadership, culture and decision-making.
- The pace of change requires organisations to become more adaptive rather than simply more compliant.
- Collaboration across organisations, sectors and disciplines is becoming an increasingly important source of resilience.

LEADERSHIP REFLECTIONS

The discussions concluded by reinforcing several important questions for executive leaders to consider within their own organisations:

- Are we collecting intelligence or generating insight?
- Does our intelligence influence executive decisions before disruption occurs?
- Where are we relying on compliance when we should be strengthening resilience?
- Are we developing leaders who can make confident decisions in conditions of uncertainty?
- What capabilities must we strengthen today to remain resilient over the next five years?



OPENING & WELCOME



Noel Hadjimichael

Chair, Defence & Security Circle



Richard Brooks

Emcee & Vice-Chair
ISRM UK Hub | London Chapter

GUEST SPEAKERS



Scott Wiener

Global Director Security & Resilience
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Danni Brooke

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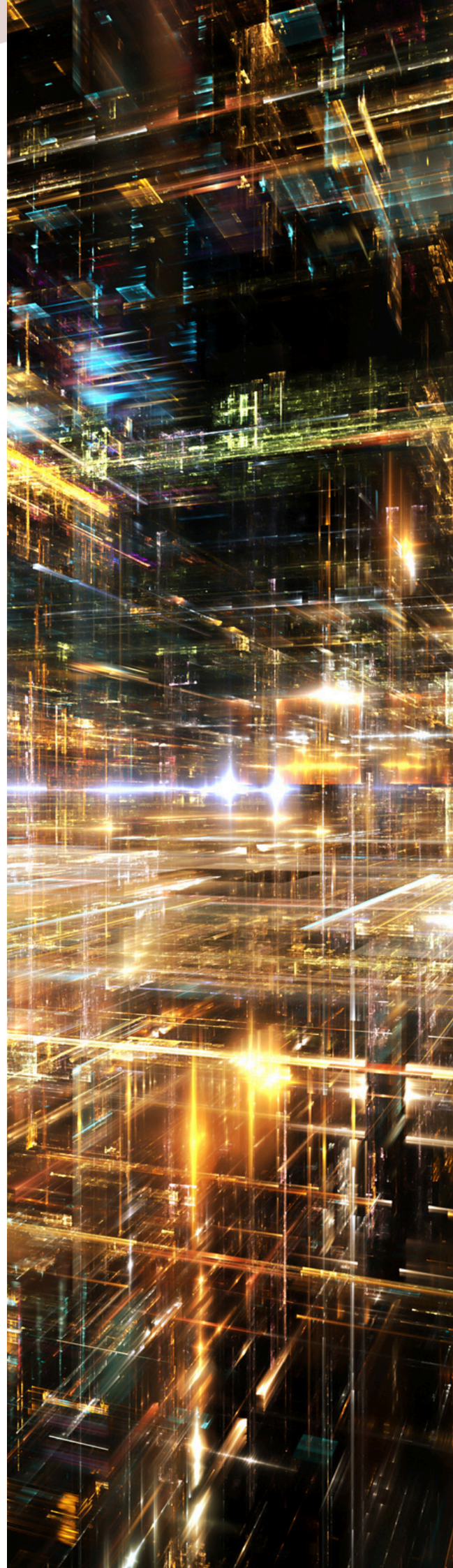


Ben Owen

Co-Founder
The OSINT Group

The discussions reinforced that resilience extends beyond individual organisations. As risks become increasingly interconnected, strengthening leadership, intelligence and collaboration contributes not only to organisational performance but also to the resilience and security of the UK's critical institutions, economy and national interests.

The continued partnership between the Institute of Strategic Risk Management, the Defence and Security Circle and organisations such as The OSINT Group reflects a shared commitment to building these capabilities through trusted dialogue, knowledge exchange and executive leadership.





The discussions demonstrated that intelligence, influence and resilience are no longer separate disciplines but mutually reinforcing leadership capabilities. Organisations that can anticipate change, translate intelligence into informed decisions and adapt with confidence will be better positioned to navigate the uncertainty ahead.

The Breakfast Briefing reaffirmed the value of bringing together diverse perspectives from across sectors to challenge assumptions, exchange practical experience and collectively strengthen the leadership capabilities required for an increasingly complex world.





ISRM

The Institute of Strategic Risk Management (ISRM) is the leading global centre for strategic risk and crisis management. Bringing together practitioners, academics, and policymakers from around the world, we foster collaboration, share knowledge and drive innovation in the understanding and application of strategic risk. Through our global network, we support the development of professional capabilities, strengthen resilience and shape the future of risk management.

The Institute of Strategic Risk Management (ISRM)
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The OSINT Group combines world-class expertise with cutting-edge technology to defend against digital threats. As global leaders in open-source intelligence and cyber risk mitigation, TOG trains, advises and protects organisations worldwide, transforming information into strategic advantage.

Built on precision, discretion and results, The OSINT Group is trusted by governments, enterprises and security professionals who demand clarity in an increasingly complex world.

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