



GUILFORD COUNTY PUBLIC HEALTH

PROTECT. PROMOTE. PREPARE.



RACING FORWARD,
SWINGING BIG
UNITED FOR
PUBLIC HEALTH



Public Health
Prevent. Promote. Protect.

Louisville, Kentucky
July 14-17, 2026

SWINGING BIG

HOW PUBLIC HEALTH CAN LEAD REGIONAL
PREPAREDNESS THROUGH INNOVATIVE
CROSS-SECTOR EXERCISES



Preparedness leadership requires intentionally creating environments where systems are forced to coordinate under realistic pressure.



PEOPLE

Diverse Communities.
Stronger Together.



PARTNERSHIP

United Agencies.
Shared Purpose.



PREPAREDNESS

Ready Systems.
Resilient Future.



PROGRESS

Rooted in History.
Committed to Tomorrow.



Prepared today. | Protected tomorrow. | Stronger together.

ACT I – IDENTITY & MISSION

“WHY THIS MATTERS HERE”



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WELCOME TO

GUILFORD COUNTY, NORTH CAROLINA

Preparedness in Guilford County Means Coordinating Across Complex Systems

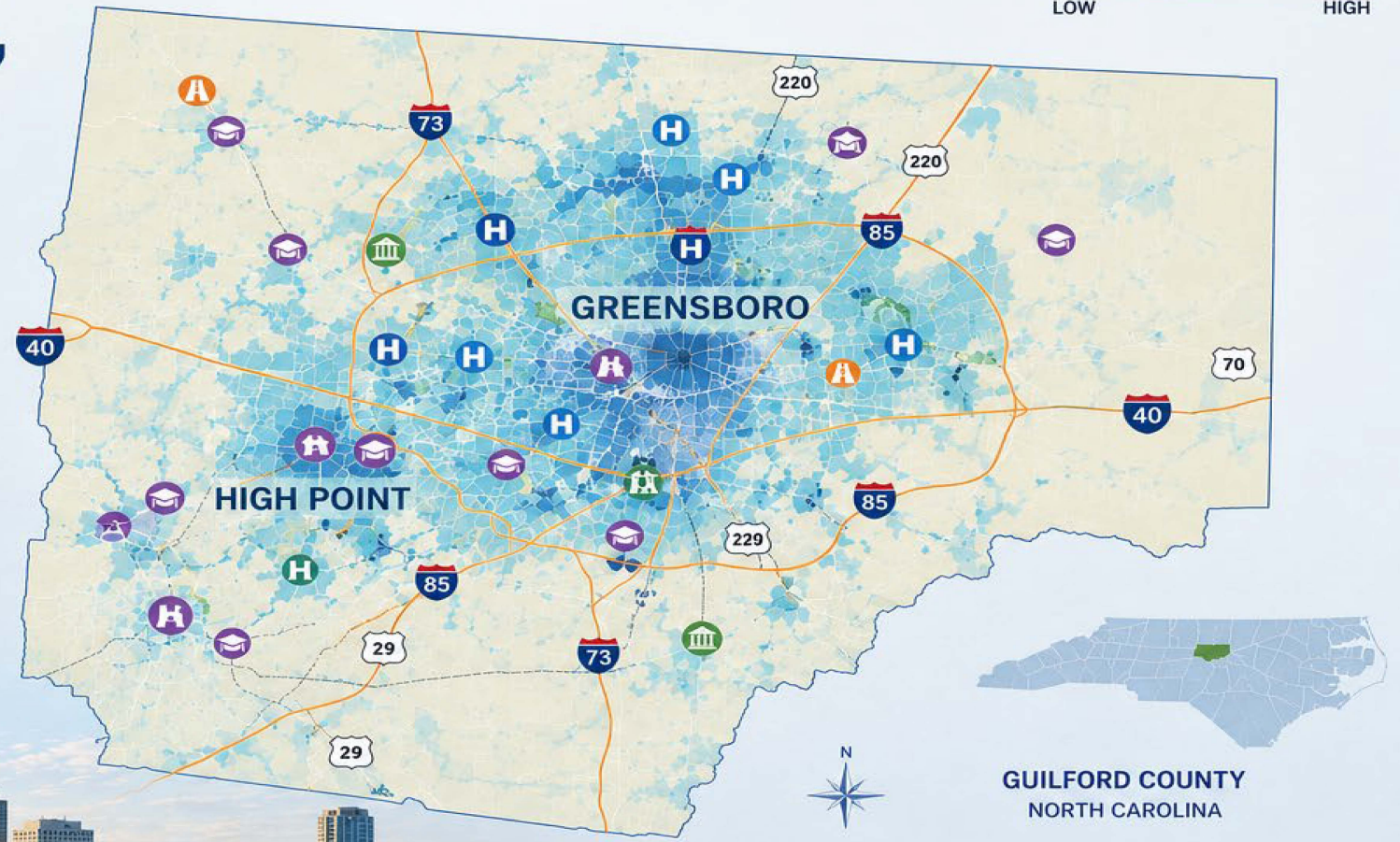
Preparedness in Guilford County requires regional coordination across diverse and interconnected systems.

-  Population: 541,000+
-  Third-largest county in North Carolina
-  Greensboro + High Point
-  Diverse urban/suburban/rural environments
-  Transportation corridors
-  Higher education institutions
-  Regional healthcare systems
-  Large school populations

 HOSPITALS
  SCHOOLS
  HIGHER ED
  TRANSPORTATION

POPULATION DENSITY

 LOW HIGH





A PUBLIC HEALTH LEGACY

OVER 100 YEARS STRONG

Leadership Is Part of the Department's Identity



Community Shield represents a continuation of Guilford County's longstanding public health leadership mission.



Established
MAY 1, 1911

First full-time health department in North Carolina.
Second in the United States.

A LEGACY THROUGH:



SMALLPOX



TYPHOID



HIV/AIDS



COVID-19



MEASLES RESURGENCE



WHAT'S NEXT?



GUILFORD COUNTY PUBLIC HEALTH

PROTECT. PROMOTE. PREPARE.

THE REGIONAL THREAT PICTURE

Preparedness Systems Are Operating Under Increasing Stress



Modern public health emergencies are operationally and socially interconnected.

REGIONAL RISK OVERVIEW

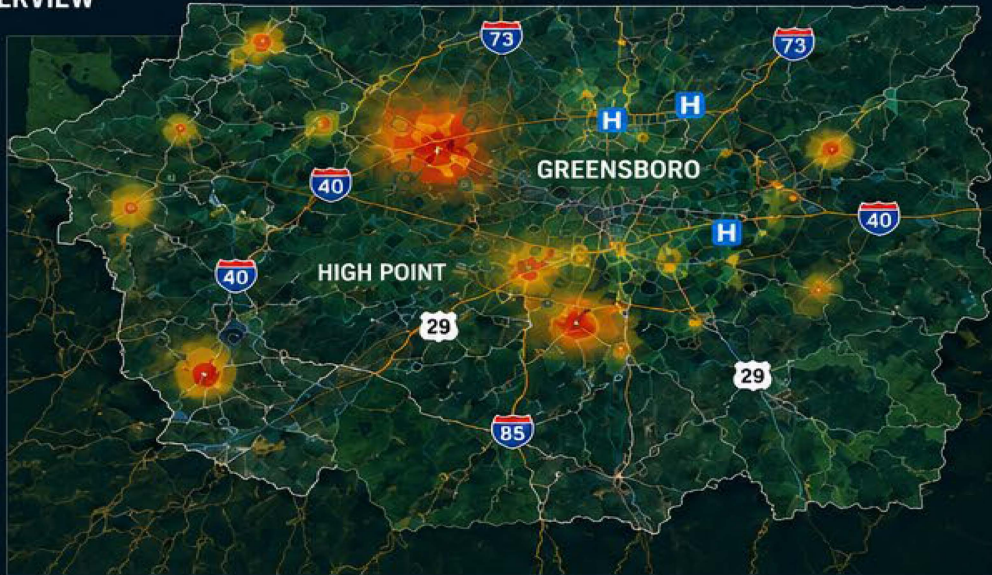
ACTIVE OUTBREAKS

8
Clusters
Increasing ↑

CASES (7-DAY CHANGE)

+32%
Compared to prior 7 days

- LOW
- MODERATE
- HIGH
- VERY HIGH



HEALTHCARE CAPACITY

ICU OCCUPANCY

87%
High

STAFF SHORTAGE

28%
Elevated

ED WAIT TIME

4.6 HOURS
High

WORKFORCE FATIGUE



of public health staff report high or extreme burnout

Source: Internal Survey

SCHOOL IMPACT

ABSENTEEISM (7-DAY AVG)

18.7%
High

SCHOOLS AFFECTED

24
Districts
Across the Region

INFORMATION ENVIRONMENT

Misinformation trending

HIGH RISK

f "Vaccines cause more harm" than good."
- 2.1K shares

X "They're hiding the truth" about this outbreak."
- 1.4K likes

ig "Don't let them mandate experimental vaccines."
- 3.7K likes

Total Engagement (24h)

56,842



PUBLIC TRUST

Trust in public health

Decreasing



TRANSPORTATION & MOBILITY

Major Corridors
High Volume



CROSS-JURISDICTION COORDINATION

12 Counties
27+ Municipalities
Multiple Health Departments
Varying Policies & Capacity



SYSTEM PRESSURE INDICATOR



OVERALL SYSTEM STRESS
HIGH
Increasing ↑



CONNECTED SYSTEMS



SHARED RISKS



COMPETING DEMANDS



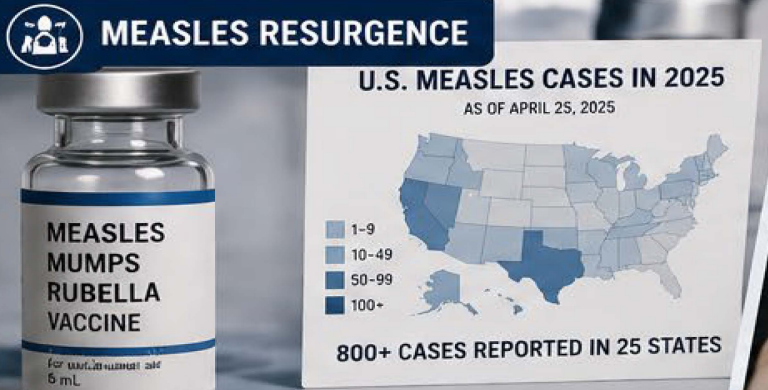
COMMUNITIES AT THE CENTER

WHY THIS CONVERSATION MATTERS RIGHT NOW

THE OPERATING ENVIRONMENT HAS FUNDAMENTALLY CHANGED

Preparedness systems are now facing both
OPERATIONAL COMPLEXITY and **SOCIAL COMPLEXITY**.

MEASLES RESURGENCE



U.S. MEASLES CASES IN 2025
AS OF APRIL 25, 2025


1-9
10-49
50-99
100+

800+ CASES REPORTED IN 25 STATES

MEASLES
MUMPS
RUBELLA
VACCINE

For use in children 12 months and older
6 mL

INFORMATION DISORDER



Trending Now

FALSE

Misinformation causes confusion

5G causes brain tumors

Miracle cure for cancer?

POLARIZATION



PROTECT PUBLIC HEALTH

MY CHOICE MY RIGHTS

FACTS MATTER

COMMUNITY DISTRUST



HEALTHCARE OVERLOAD



ER CAPACITY	
BEDS	95%
STAFF	HIGH
WAIT TIME	LONG

H5N1 CONCERNS



BIRD FLU
H5N1
DETECTED

INCREASING REGIONAL DEPENDENCE



SUPPLY CHAINS CROSS BORDERS

RESOURCES ARE SHARED

WE RISE (OR FALL) TOGETHER

OUR COMMUNITIES ARE CONNECTED. OUR RISKS ARE SHARED. OUR PREPAREDNESS MUST BE, TOO.

PUBLIC HEALTH EMERGENCIES TEST MORE THAN SYSTEMS

THEY TEST RELATIONSHIPS

Preparedness failures often emerge through fractured coordination—not lack of plans.

“
Public health emergencies test not only our systems, but also our relationships.”

-  TRUST
-  COORDINATION
-  COMMUNICATION
-  SHARED DECISION-MAKING



STRONG RELATIONSHIPS. > STRONGER SYSTEMS. > STRONGER COMMUNITIES.

ACT II – THE PREPAREDNESS GAP

“WHAT ARE WE ACTUALLY TESTING?”



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THE PREPAREDNESS GAP

TESTING PLANS vs TESTING SYSTEMS

Many exercises validate procedures without testing how systems function under real community conditions.

TRADITIONAL EXERCISES

-  VALIDATE PROCEDURES
-  PREDICTABLE DISCUSSION
-  AGENCY-CENTERED

“
MOST EXERCISES
VALIDATE PLANS.
FEW REVEAL SYSTEM
PERFORMANCE.”

SYSTEMS-BASED PREPAREDNESS

-  TESTS DEPENDENCIES
-  INTRODUCES FRICTION
-  REVEALS RELATIONSHIPS
-  INCORPORATES COMMUNITY REALITIES

VS.



FROM PLAN VALIDATION TO SYSTEMS UNDERSTANDING.

THAT IS THE GAP. THAT IS THE WORK.

THE QUESTION THAT CHANGED OUR DESIGN

What Are We Actually Stress-Testing?

Preparedness is revealed through **stress**.



What breaks first?



What fails before the plans do?



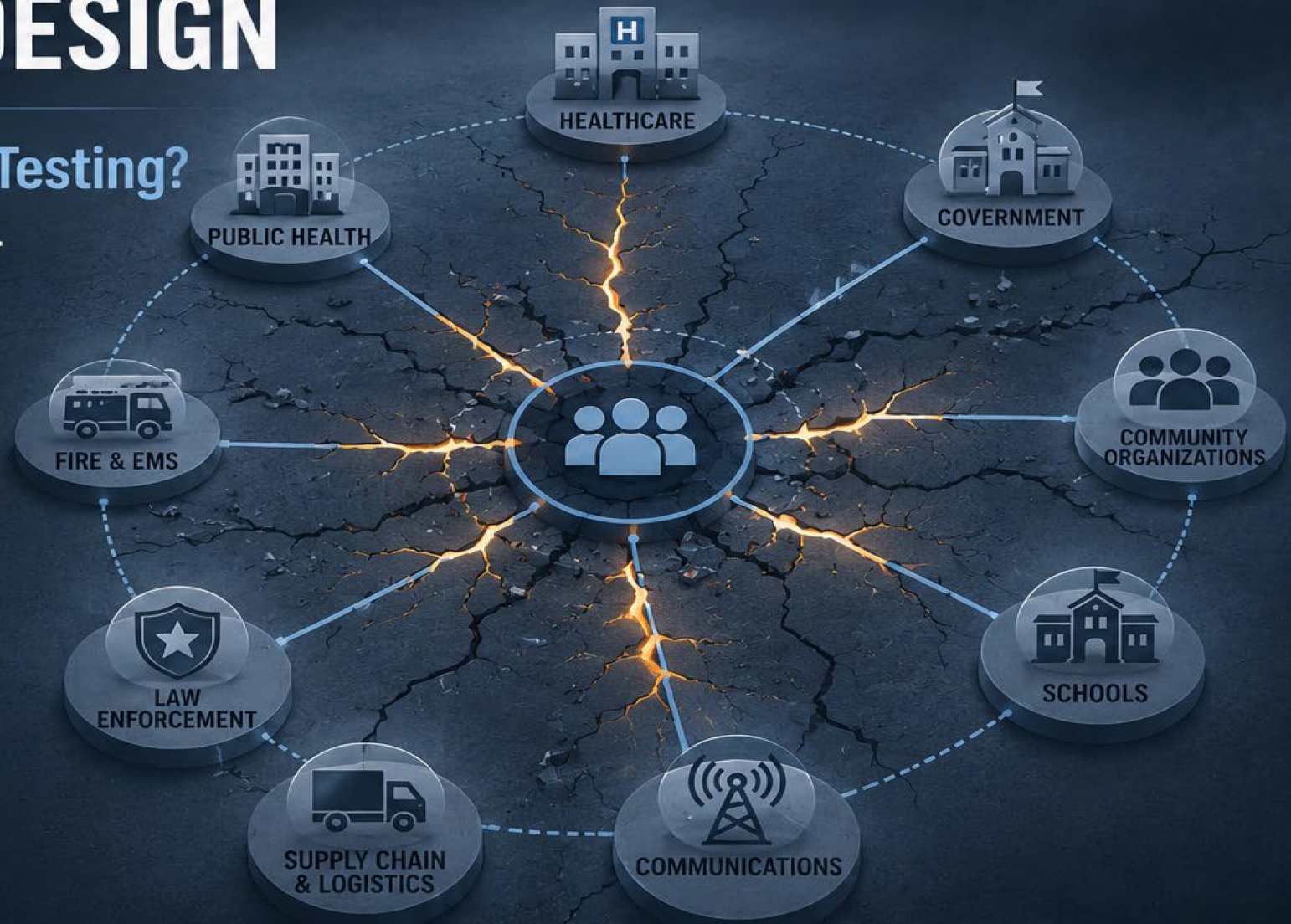
Who depends on whom?



How do community conditions alter outcomes?



Can systems coordinate under pressure?



COMMUNITY CONDITIONS ARE OPERATIONAL VARIABLES

THEY SHAPE OUTCOMES



Community conditions are not background variables—they **actively shape** operational outcomes.



UNDERSTAND THE COMMUNITY. **INTEGRATE** THE REALITY. **IMPROVE** THE OUTCOME.

ACT III – ENGINEERING COMMUNITY SHIELD

“DESIGNING OPERATIONAL STRESS”



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COMMUNITY SHIELD 2025 AT A GLANCE

A REGIONAL PREPAREDNESS INITIATIVE

This was not simply a tabletop exercise—
it was a regional preparedness environment.



90+
PARTICIPANTS



27
AGENCIES



12
COUNTIES



SIX
PROGRESSIVE MODULES



INTEGRATED
OPERATIONAL ACTIVITIES



HOTWASH AND
IMPROVEMENT PLANNING



MANY AGENCIES



ONE REGION



SHARED PURPOSE



STRONGER TOGETHER



BETTER PREPARED

THE EXERCISE ARCHITECTURE

ENGINEERING OPERATIONAL STRESS

The exercise intentionally escalated operational and behavioral pressure across interconnected systems.

PROGRESSION: ESCALATING COMPLEXITY



PRESSURE INCREASED AT EVERY STAGE

INTEGRATED PRESSURE: MULTIPLE STRESSORS APPLIED ACROSS SYSTEMS



TIME COMPRESSION

Less time to assess, decide, and act.



COMPETING PRIORITIES

Multiple urgent demands strain capacity.



INFORMATION FRICTION

Incomplete, conflicting, or delayed information complicates decisions.



BEHAVIORAL PRESSURE

Stress, uncertainty, and fatigue impact performance and interactions.



CASCADING DEPENDENCIES

Interconnected systems amplify small disruptions into larger impacts.



DESIGNED TO REVEAL HOW SYSTEMS, PEOPLE, AND COMMUNITIES PERFORM UNDER REALISTIC STRESS

PRESSURE REVEALS. INSIGHT IMPROVES.

WHY THE INTEGRATED ACTIVITIES MATTERED

DISCUSSION ALONE WAS NOT ENOUGH

Participants needed to operationalize decisions under pressure.



DASHBOARD ANALYSIS



SCHOOL EXCLUSION DECISIONS



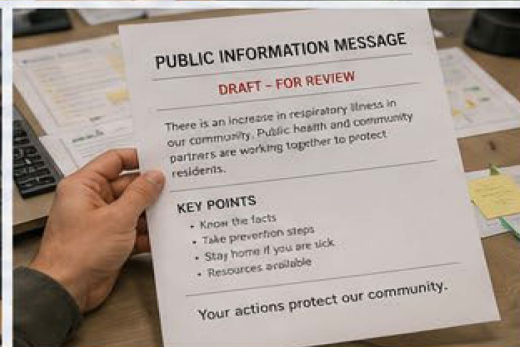
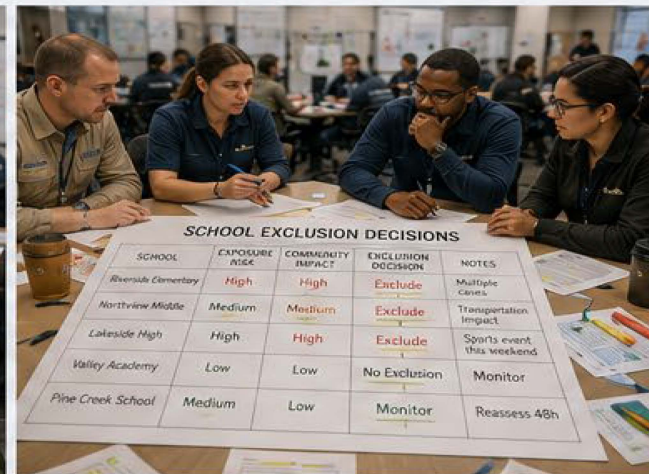
HEALTHCARE COORDINATION



COMMUNICATION CONFLICT



POLICY FRICTION



DECISIONS BECOME REAL WHEN THEY ARE ACTED OUT, CHALLENGED, AND COORDINATED.

THAT IS WHERE PREPAREDNESS IS REVEALED.

THE HIDDEN SYSTEMS WE ACTUALLY DISCOVERED

THE MOST IMPORTANT SYSTEMS WERE OFTEN INVISIBLE

Exercises reveal hidden operational systems beneath formal plans.

VISIBLE



PLANS



ICS



DASHBOARDS



PROCEDURES

HIDDEN



TRUST



FATIGUE



AMBIGUITY



RELATIONSHIPS



FEAR



MISINFORMATION

What lies beneath
the surface shapes
what happens above it.

ACT IV – YOU ARE NOW THE SYSTEM

“EXPERIENCING PREPAREDNESS UNDER PRESSURE”



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YOU ARE NOW THE SYSTEM

PREPAREDNESS IS INTERDEPENDENCY

Your decisions will affect other sectors.

YOUR ROLE



PUBLIC HEALTH



SCHOOLS



HEALTHCARE

ACTIVITY FLOW

1



ROUND 1
INITIAL ALERT



2



ROUND 2
ESCALATION



3



ROUND 3
RESISTANCE



DEBRIEF
REFLECTION & LESSONS

OPERATING CONDITIONS



LIMITED TIME
Decide fast.



INCOMPLETE INFORMATION
You won't have everything you need.



COMMUNITY PRESSURE
Community behavior changes the situation.



INTERDEPENDENT DECISIONS
Your choices impact other sectors.




LISTEN. COLLABORATE. ADAPT. TOGETHER, WE STRENGTHEN OUR COMMUNITY.

ROUND 1: INITIAL ALERT

INCOMPLETE INFORMATION DRIVES EARLY DECISIONS

You do not have all the facts. Act with what you have.

 TIME WINDOW: 60-90 SECONDS



DISCUSS FAST

Focus on what matters most right now.



SHARE BRIEFLY

We'll hear from a few tables—keep it short.



MOVE ON

You won't have time to solve everything.

SCENARIO UPDATE



POTENTIAL EXPOSURE IDENTIFIED

A pediatric urgent care reports a child with fever and rash.

Recent international travel.



POSSIBLE SCHOOL EXPOSURE

The child may have attended school while infectious.



COMMUNITY CONCERN RISING

Parents are calling and posting questions online.



NOT CONFIRMED

Diagnosis is not confirmed. More information is needed.



REMEMBER:

- ✓ Information is incomplete.
- ✓ Others need what you decide.
- ✓ This is just the beginning.



YOUR TASKS (60-90 SECONDS)



1. IMMEDIATE PRIORITY

What is your first priority right now?



2. BIGGEST UNKNOWN

What critical information do you need first?



POWER TIP

Focus on what you can do with what you know—right now. Perfection is not possible.

WE'LL HEAR FROM A FEW TABLES (20-30 SECONDS)



PUBLIC HEALTH

What is your immediate priority?



SCHOOLS/Education

What is your biggest concern?



HEALTHCARE

What information gap matters most?



COORDINATION

What is your first coordination challenge?

60



THE CLOCK IS TICKING.

Each decision you make now shapes what happens next.



YOU ARE CONNECTED.

Your actions impact other sectors and the entire community.



EARLY ACTIONS MATTER.

Lead with clarity. Communicate with care. Coordinate with purpose.

GET READY.
ROUND 2 IS COMING.





ROUND 2: ESCALATION

PRESSURE REVEALS DEPENDENCIES

Operational escalation exposes system interdependence.

SITUATION UPDATE

- Measles case confirmed in multiple counties.
- Absenteeism surging across schools.
- Vaccine demand exceeding capacity.
- Misinformation spreading rapidly online.
- Media inquiries increasing.

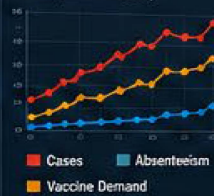
KEY INDICATORS

Confirmed Cases
342 +65%

Absenteeism Rate
37% +9%

Vaccine Demand
HIGH

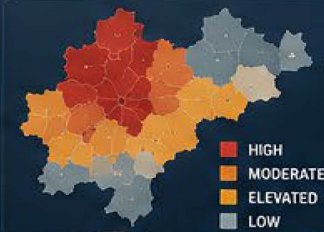
Trend (Last 48 Hours)



ESCALATION ALERT

- Cases spreading to additional counties
- Schools reporting staff shortages
- Vaccination appointments fully booked
- Misinformation trending on social media
- Media requests overwhelming PIO

REGIONAL IMPACT



YOUR GOAL (60 SECONDS)

- Identify your immediate operational pressure.
- Identify the dependency slowing your decisions.
- Identify the information gap that matters most now.

BEFORE YOU ANSWER

- Coordinate with another sector table. You depend on one another to respond.

60

ESCALATION INJECTS



CONFIRMED CASES
Outbreak expanding to multiple counties.



ABSENTEEISM SURGE
Staff and student absences increasing rapidly.



VACCINE DEMAND
Appointments fully booked. More requests coming in.



MISINFORMATION
False claims trending. Confusion spreading online.



MEDIA INQUIRIES
Pressures on PIO and leadership increasing.



What is your biggest operational pressure right now?



What dependency is slowing your decisions?



What information gap matters most at this moment?



TIME IS LIMITED.
Decide fast.



INFORMATION IS INCOMPLETE.
Work with what you have.



YOU ARE NOT ONE SYSTEM.
You depend on others.



COORDINATION IS CRITICAL.
Together, better outcomes.



ROUND 3: RESISTANCE

— COMMUNITY DYNAMICS SHAPE SYSTEM PERFORMANCE —



Community behavior **directly** affects operational outcomes.



SYSTEM STRESS DASHBOARD



ESCALATING CHALLENGES

- ⚠️ Exclusion backlash and legal challenges
- ⚠️ Conflicting guidance from multiple sources
- ⚠️ Community mistrust and frustration
- ⚠️ Political pressure and public scrutiny
- ⚠️ Provider fatigue and staff burnout



YOUR GOAL (60 SECONDS)



Identify what is beginning to fail operationally.



Identify which relationships matter most right now.



Identify the operational reality that is changing your decisions.

BEFORE YOU ANSWER



Coordinate with another sector table. You depend on one another to respond.

60

RESISTANCE INJECTS



EXCLUSION BACKLASH

Parents and community challenge school exclusions and policies.



CLINIC OVERLOAD

Long wait times, staff burnout, care delays.



COMMUNICATION CONFLICT

Conflicting messages increase confusion and frustration.



POLITICAL PRESSURE

Elected officials demand answers and immediate action.



PUBLIC TRUST DECLINING

Misinformation and experiences reduce confidence in all systems.



What is beginning to fail in your operations?



What relationship matters most right now?



What operational reality is changing your decisions?

RAPID SHARE (20 SECONDS PER SECTOR)



COMPLEXITY IS PEAKING.
Competing needs collide.



RELATIONSHIPS MATTER MOST.
Coordination is your advantage.



ADAPT TO THE REALITY.
The situation is still evolving.



STAY FOCUSED ON OUTCOMES.
Purpose over perfect.

DEBRIEF: WHAT FAILED BEFORE THE PLANS DID?

THE REAL GAPS EMERGED THROUGH RELATIONSHIPS

? WHAT FAILED BEFORE THE PLANS DID?



Preparedness gaps often emerge through assumptions, ambiguity, and fractured coordination.

WHAT ASSUMPTIONS FAILED?

- We assumed...
- We didn't consider...
- We expected...
- We overlooked...



WHAT SLOWED COORDINATION?

- Handoffs
- Approvals
- Competing priorities
- Unclear authority

LESSONS LEARNED

WHAT INFORMATION WAS MISSING?

- Timely data
- Context
- Community sentiment
- Operational status



INSIGHT DRIVES IMPROVEMENT.
REFLECTION BUILDS RESILIENCE.

WHAT COMMUNITY FACTOR CHANGED YOUR DECISIONS?

- Public sentiment
- Misinformation
- Equity concerns
- Trust levels



CHALLENGE ASSUMPTIONS.



STRENGTHEN RELATIONSHIPS.



BUILD A MORE RESILIENT SYSTEM.



**PREPAREDNESS
FAILURES
RARELY BEGIN
WITH THE INCIDENT.**

ACT V – THE BIGGER LESSON

“PREPAREDNESS MUST CHANGE.”



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KEY INSIGHTS

WHAT COMMUNITY SHIELD REVEALED



Preparedness is operational, relational, and community-dependent.



COORDINATION CANNOT BE IMPROVED

Relationships, clarity, and processes must be built before an incident.



SCHOOLS ARE FRONTLINE PARTNERS

Schools are critical to early detection, communication, and continuity.

PEOPLE AT THE CENTER



**STRONGER
TOGETHER.
SAFER TOGETHER.**



MESSAGING IS OPERATIONAL

Timely, accurate, and consistent communication shapes behavior and reduces harm.



TRUST AFFECTS OUTCOMES

Community trust influences compliance, cooperation, and resilience.



RECOVERY STARTS DURING RESPONSE

Early planning for recovery, resilience, and learning shortens the path forward.



SYSTEMS WORK.



RELATIONSHIPS MATTER.



COMMUNITIES ARE STRONGER TOGETHER.

GUILFORD COUNTY: FROM EXERCISE TO ACTION

Turning Community Shield Insights into Lasting Operational Impact

We didn't stop at the exercise.
We used what we learned to **strengthen our systems, our partnerships, and our community resilience.**



THREE AREAS. MEASURABLE IMPACT.

1 FRAMEWORKS

Building Stronger Foundations



CPIF

A structured toolkit that embeds real-world community conditions into every phase of the exercise lifecycle to improve realism, decision-making, and outcomes.



PHIOF

A continuous system that transforms community information into actionable intelligence to strengthen situational awareness, risk communication, and operational coordination.

2 OPERATIONAL CHANGES

Changing How We Work



WEEKLY EXECUTIVE MEETINGS

Enhanced decision-making, alignment, and accountability across leadership to drive timely, coordinated action.



STAKEHOLDER ENGAGEMENT

Intentional, continuous engagement with key partners to strengthen trust, coordination, and shared purpose.

3 STRATEGIC INVESTMENTS

Investing in Tools That Drive Results



VACCINATION DASHBOARD

Data-driven insights on vaccine rates to better inform strategy discussions and collaborative planning with school systems and communities.



CENTER FOR HOMELAND DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL

CHDS INTEGRATION

Integrated data strengthens information sharing, improves situational awareness, and supports coordinated action.



WE ARE REFRAMING PREPAREDNESS:
It's not just an exercise. It's how we get better.



STRONGER SYSTEMS



STRONGER PARTNERSHIPS



STRONGER RESILIENCE



STRONGER COMMUNITIES

WHY THIS MATTERS

PREPAREDNESS IS PERFORMANCE UNDER REAL CONDITIONS



Preparedness is the ability of systems to function together under **real community conditions**.



REAL PEOPLE

Communities rely on people—not plans—when it matters most.



REAL CONDITIONS

Uncertainty, pressure, and resource limits are the norm.



REAL COLLABORATION

Outcomes depend on how well systems work together.



REAL IMPACT

Decisions made today shape health, trust, and resilience.



REAL PREPAREDNESS

Performance under real conditions is what protects communities.

WHEN **SYSTEMS** WORK TOGETHER, COMMUNITIES ARE **STRONGER**.

ACT VI – TAKE IT HOME

“HOW YOU CAN LEAD FORWARD”



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HOW YOU CAN REPLICATE THIS

REGIONAL PREPAREDNESS TRANSFORMATION IS SCALABLE



Any jurisdiction can begin operationalizing systems-based preparedness.



**REPEAT.
REFINE.
GET STRONGER.**



Stronger systems lead to stronger communities.



Collaboration today prevents chaos tomorrow.



Every exercise moves you closer to real-world readiness.

START SMALL

- ✓ One relationship
- ✓ One community condition
- ✓ One exercise

PREPAREDNESS IS A JOURNEY. THIS FRAMEWORK IS YOUR PATH FORWARD.

TOOLS & RESOURCES FOR YOU

TAKE THE MODEL HOME




The framework is **adaptable and scalable**.

START HERE

ACCESS THE FULL TOOLKIT

Scan to download or bookmark the **Community Shield Toolkit**.



SCAN ME

Available anytime.
Built for **real-world impact**.

COMMUNITY SHIELD TOOLKIT

Practical tools. Proven processes. Stronger communities.

 OUTREACH TEMPLATES Ready-to-use materials to engage partners and communities.	 SITMAN EXAMPLES Sample Situation Manuals for different threat scenarios.	 EEG TEMPLATES Exercise Evaluation Guide templates to measure impact.
 ACTIVITY TEMPLATES Pre-built exercise activities and injects.	 FACILITATION GUIDES Step-by-step guides to plan, run, and debrief with impact.	 EVALUATION TOOLS Tools to assess performance and drive improvement.

HOME RESOURCES GUIDES TOOLS SUPPORT



PRACTICAL TEMPLATES

Save time and start strong.



REAL-WORLD EXAMPLES

Learn from other jurisdictions.



EASY TO ADAPT

Make it fit your community's unique needs.



BUILT FOR IMPACT

Strengthen preparedness and drive better outcomes.

**EVERY TOOL.
EVERY PARTNER.
EVERY COMMUNITY.**



Save time.
Avoid starting from scratch.



Improve quality.
Use proven approaches.



Build alignment.
Create common understanding.



Increase readiness.
Strengthen your community's shield.



YOUR RESOURCE HUB FOR **SYSTEMS-BASED PREPAREDNESS**.

ACCESS. ADAPT. ACT.

LET'S KEEP SWINGING BIG

PUBLIC HEALTH CAN LEAD REGIONAL PREPAREDNESS



Public health has both the ability and responsibility to lead regional preparedness transformation.



LEAD BOLDLY

Step forward with courage and clarity.



PARTNER DEEPLY

Build trust and strengthen relationships.



PREPARE TOGETHER

Stronger systems. Stronger communities.

OUR COMMUNITIES ARE COUNTING ON US.



REGIONAL PREPAREDNESS ISN'T A PROJECT. IT'S A PROMISE TO OUR COMMUNITIES.

If your systems were stressed tomorrow— **what would fail first?**

...



Preparedness is revealed through performance.

THANK YOU

LET'S KEEP SWINGING BIG

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Connect. Collaborate. Strengthen Preparedness.

NACCHO360 In-Person Presentation

INTEGRATED ACTIVITY

RACING FORWARD, SWINGING BIG
UNITED FOR PUBLIC HEALTH



Louisville, Kentucky
July 14-17, 2026

SWINGING BIG

— HOW PUBLIC HEALTH CAN LEAD REGIONAL
PREPAREDNESS THROUGH INNOVATIVE
CROSS-SECTOR EXERCISES —



Preparedness leadership requires intentionally creating environments where systems are forced to coordinate under realistic pressure.



**GUILFORD COUNTY
PUBLIC HEALTH**
PROTECT. PROMOTE. PREPARE.



Prepared by: Guilford County Division of Public Health Disaster Preparedness & Response

Version: 2.0

Document: Integrated Activity

Date: 7.15.2026 / 3:30 p.m. – 4:30 p.m.



SWINGING BIG: INTEGRATED ACTIVITY - RESPONSE CARD

TABLE ROLE:	<input type="checkbox"/> Public Health	<input type="checkbox"/> Schools/Education	<input type="checkbox"/> Healthcare
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Operating Conditions:

- **Limited Time (60 seconds)** → Decide fast
- **Incomplete Information** → You won't have everything you need
- **Interdependent Decisions** → Your choices impact other sectors
- **Community Pressure** → Community behavior changes the situation

Our Goal: NOT to solve the outbreak, but to reveal system strain, dependencies, ambiguity, and coordination challenges.

ROUND 1 – Initial Alert

What is your immediate priority:

What information do you need first (Biggest Unknown):

ROUND 2 – Escalation

KEY → Before answering, you **MUST** consult another sector table (different from your sector)

What is your biggest operational pressure right now?

What dependency is slowing your decisions?

What information gap matters most at this moment?

ROUND 3 - Resistance

What is beginning to break down?

What relationships matter most?

What operational reality is changing your decisions?

Version: 2.0

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Date: 7.15.2026 / 3:30 p.m. – 4:30 p.m.

