

There is more commentary
about geopolitics than ever.

There is *less clarity* than
ever on *what any of it*
does to your business.



Your reporting shows
you what happened.

It *does not show you why*
the same event produced
radically different outcomes
for you and your competitor.

Executive leadership asks
how we are exposed.

*The answer arrives as a
status update on events.*

That is *the* *reasoning gap.*

A BEARING PERSPECTIVE • 30 MIN READ

Same country. Same quarter. *Six different outcomes.*

The variance.

Same country, same quarter, same macro conditions. Six cohorts inside the same industry, forty-eight percentage points between the worst-hit and the unaffected. Aggregate reporting averages that into one line. Executive teams see the line.

The leadership question.

A business executive asks how we are exposed to a specific situation. What comes back is a status update on the situation. Not a read on how it transmits to revenue, margin, or the contract cycle currently under renegotiation.

The budget cycle.

CFOs negotiating 2027 contracts against 2025 assumptions the underlying reality has already left behind. Elevated gas floors, reorganised supply chains, freight architectures that do not return. Multi-year commitments referenced against a world that no longer holds.



Commentary. Matrices. Grids. *None of them carry a mechanism.*

Commentary at event altitude.

X happened. Here is what it means. No coupling variable. No cascade. No mechanism connecting either to your P&L.

Scenario matrices.

Three futures with probabilities. None of them mechanistically connected to revenue, margin, or the contract cycle.

Risk grids.

Probability × impact, colour-coded. No topology of the class the situation belongs to. No forward reading.



The mechanism. The coupling. *The topology.*

The transmission.

How a geopolitical event moves through freight, insurance, contract structure, and consumer prices to the specific line in your P&L that carries it.

The coupling.

How two simultaneous situations share a mechanism that neither individual analysis surfaces. Read separately, both invisible. Read together, one class.

The topology.

The class the current configuration belongs to. What a shift produces before it arrives. What the substrate carries forward into every read composed against it.



A running corpus, *not a report.*

Seventeen prior compound-configuration cycles composed against since **March 2024.**

IRPs numbered, dated, on the record.

Substrate papers ratified against the current configuration.

Reads that hold or break against outcomes visible in that record.

A briefing describes what happened.

A corpus reads what is composing.



15 September 2026. *Contested-corridor topology.*

Two live contested corridors. Hormuz since 4 March. Bab al-Mandeb since 20 July. Read as one class with one mechanism. Three watchlist corridors carrying the extension arithmetic.

AGGREGATE TRANSMISSION • THREE WATCHLIST TO LIVE

> \$1 Tn / year

across the world economy.

That reading is not visible from event-stream analysis. It is what a substrate produces.



The *reasoning* *gap.*

*a Bearing perspective on what geopolitics
is doing to your business, and why
your reporting can no longer show you.*

bearinga.com/perspective/the-reasoning-gap

30 MIN READ • READ WHOLE



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GEOPOLITICS READS FORWARD.