

Navigating systems, markets, ideas, and expressions

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Much of our work today sits at the intersection of multiple worlds.

We are not just doing one thing.

We are constantly interpreting, adapting, and responding across different domains—often without fully realising it.

To navigate well, we must learn to see these domains clearly.

1. Navigating systems (Policy)

This is the world of structures, rules, institutions, and governance.

It requires understanding:

- How decisions are made
- Where power sits
- What constraints shape outcomes

To navigate systems is to read the **architecture beneath the surface**—to know not just what is happening, but *why it is allowed to happen*.

2. Navigating markets (Business)

This is the world of incentives, trade-offs, and value exchange.

It requires understanding:

- What drives behaviour
- How value is created and captured
- Where opportunities and risks lie

To navigate markets is to read the **signals of demand and supply**—often before they become obvious.

3. Navigating ideas (Research)

This is the world of knowledge, evidence, and evolving understanding.

It requires:

- Curiosity
- Critical thinking
- The ability to question assumptions

To navigate ideas is to engage with the **frontiers of what we know and what we don't yet know**.

4. Navigating expressions (Creative practice)

This is the world of meaning, narrative, culture, and human connection.

It requires:

- Sensitivity to context
- The ability to communicate with depth and clarity
- An understanding of how ideas are felt, not just understood

To navigate expressions is to shape how ideas are **experienced and shared**.

But here is the challenge:

Most of us are trained in one of these domains.

Yet we are expected to operate across all four.

A policy decision affects markets.

A market shift influences research priorities.

An idea only matters if it is expressed well.

And expression can reshape entire systems.

This is where navigation becomes essential.

Not mastering everything.

But learning how to **see across domains**.

To pause and ask:

- What system is shaping this?
- What market forces are at play?
- What ideas are driving it?
- How is it being expressed—and perceived?

The Navigator's Pivot calls these the **Four Periscopes**—

a way of lifting your view above the immediate and seeing the wider landscape.

Because in complex environments, clarity does not come from looking harder in one direction.

It comes from learning to look from multiple vantage points.

When you can navigate systems, markets, ideas, and expressions...

you are no longer reacting to complexity.

You are moving through it with awareness.

Navigate well. Pivot well.

Dr. Danura Miriyagalla is the author of *The Navigator's Pivot*, a reflective guide to work-life transitions