

BLACK SWAN HUNTING KILL OR BE KILLED!



***Dr David Hillson
The Risk Doctor***



*“Prediction is
always difficult,
especially about
the future”*

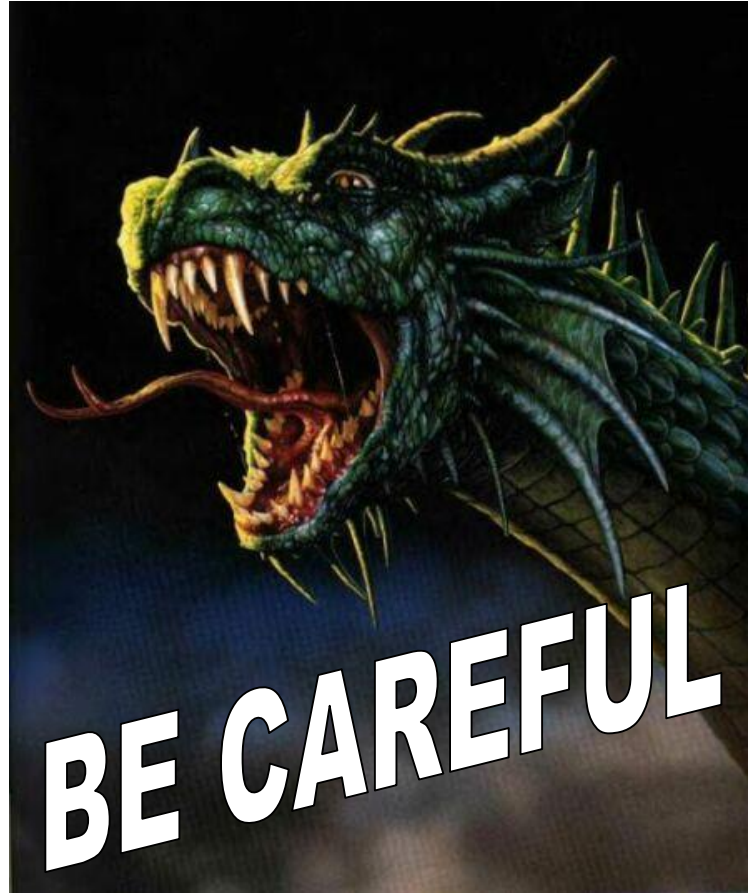
Niels Bohr





The future is uncertain

How do you feel ?



Uncertain = Dangerous

The future is uncertain

How do you feel ?



Uncertain = Challenging



Beware future DANGER



The future is:

Dynamic

Ambiguous

Non-linear

Glocal (global/local)

Emergent

Relational





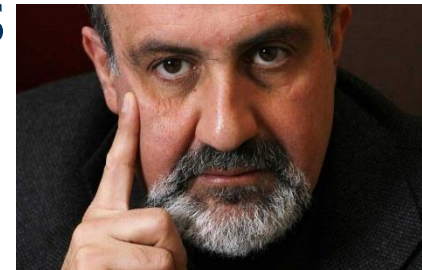
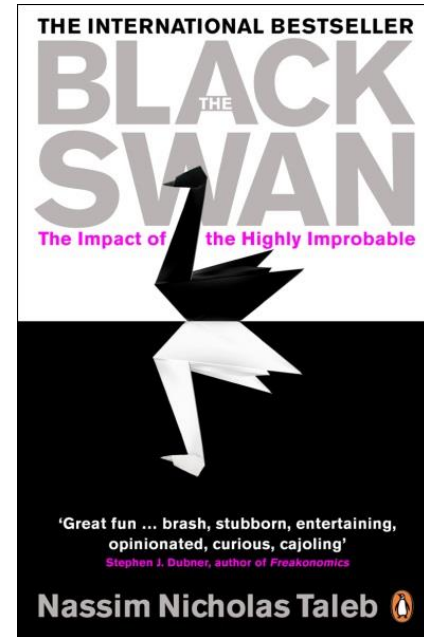
Emergent risks

➤ Also known as:

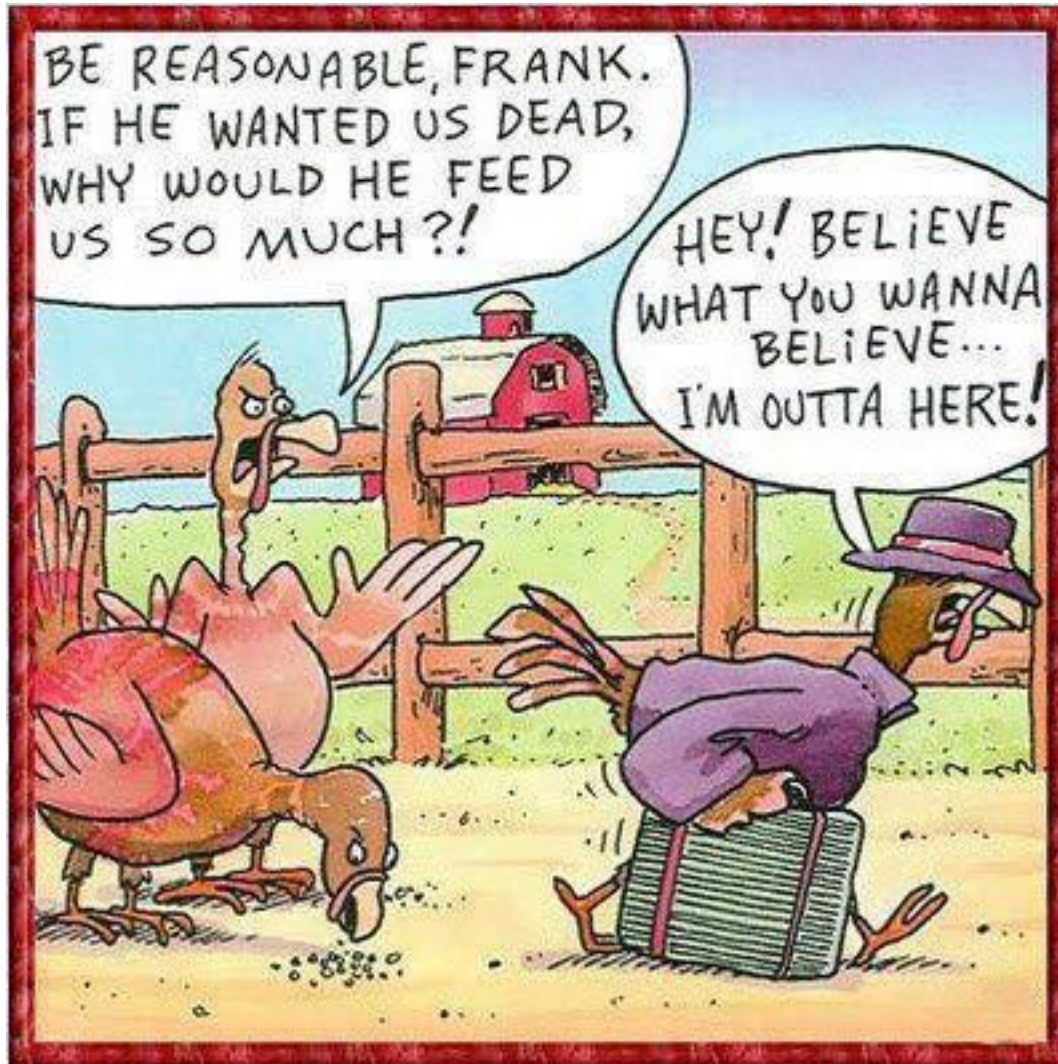
- Unknowable-unknowns
- Ontological uncertainty
- **Black Swans**

➤ Taleb's Three Tests:

1. Unexpected & unpredictable outliers
2. Extreme impacts
3. Appear obvious after occurrence



Example Taleb's Turkey





BEWARE !
Black Swan = BS



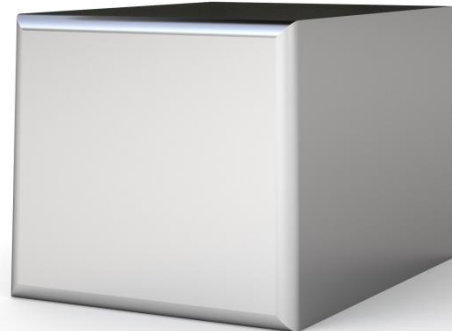


More examples



WHO

KNOWS



Expect the unexpected



Hunting Black Swans



Unknowable-Unknowns = Unmanageable?





Understanding global causes



1. Scientific unknowns
2. Reduced cycle-time
3. Vicious cycles
4. Varying vulnerabilities
5. Conflicting interests
6. Social dynamics
7. Technological advances
8. Time-based issues
9. Inadequate comms
10. Unbalanced information
11. Unhelpful motivators
12. Malicious behaviour

IRGC Report "The Emergence of Risks: Contributing Factors"



Handling local effects “XXX continuity management”



- ▲ Identify key **vulnerabilities**
- ▲ **Scan environment** to spot emergent risks
- ▲ Monitor **early-warning indicators** and **triggers**
- ▲ Build **resilience** at all levels:
 - ▲ Personal
 - ▲ Project
 - ▲ Business
 - ▲ Society



The KOKO Strategy

[aka RESILIENCE]



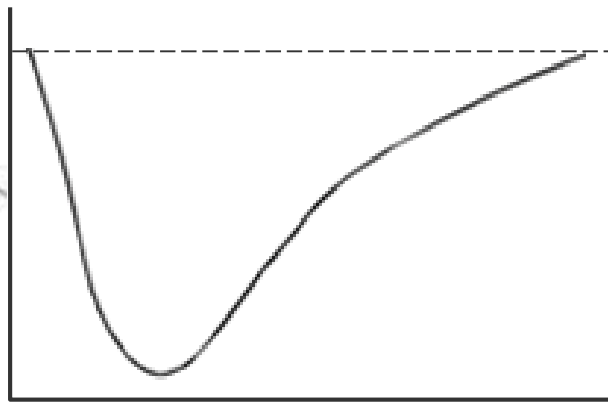
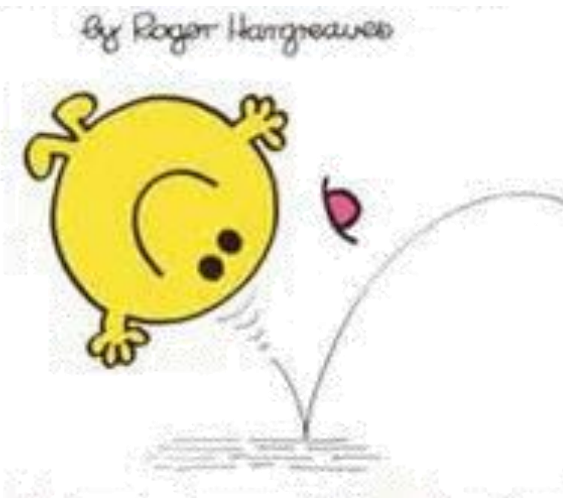
Resilience



- ▶ Capability to **regain original shape** after deformation
- ▶ Capacity to **maintain core purpose & integrity** in face of dramatically changed circumstances

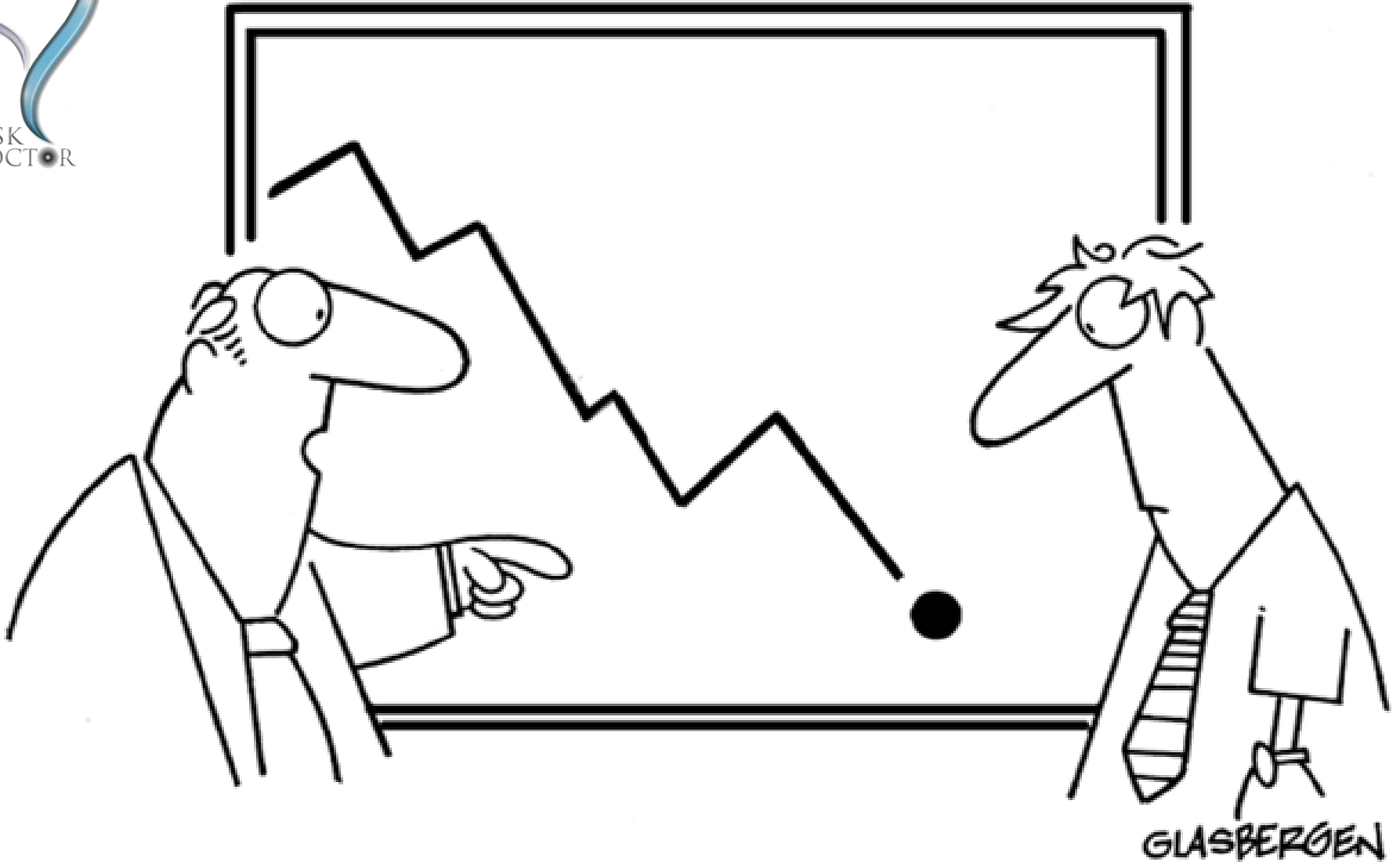
“Bounce-back-ability”

MR. BOUNCE



MR. WOBBLY





"I put a little ball at the end, so it looks like it will bounce back"



*If we can't control the volatile
tides of change, we can learn to
build better boats*





Building resilience



▲ Personal

- ▲ Inherent character
- ▲ Practised emotional literacy
- ▲ Exercise of will

▲ Project

- ▲ Clear objectives
- ▲ Appropriate contingency
- ▲ Flexible processes
- ▲ Strong change management
- ▲ Frequent reviews
- ▲ Empowered team

▲ Business

- ▲ Shared corporate culture
- ▲ Robust processes
- ▲ Grounded values

▲ Society

- ▲ Strong identity
- ▲ Shared values
- ▲ Internal coherence across all levels



Why does this matter?

Black Swans are out there

What you don't know WILL hurt you

If you don't get them, they'll get you!



H

G!



HUNT BLACK SWANS WITH THE EXPERTS!



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