



NEW SKILLS FOR A VUCA WORLD

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2020 Virtual CRHNet Symposium & DRR Roundtable

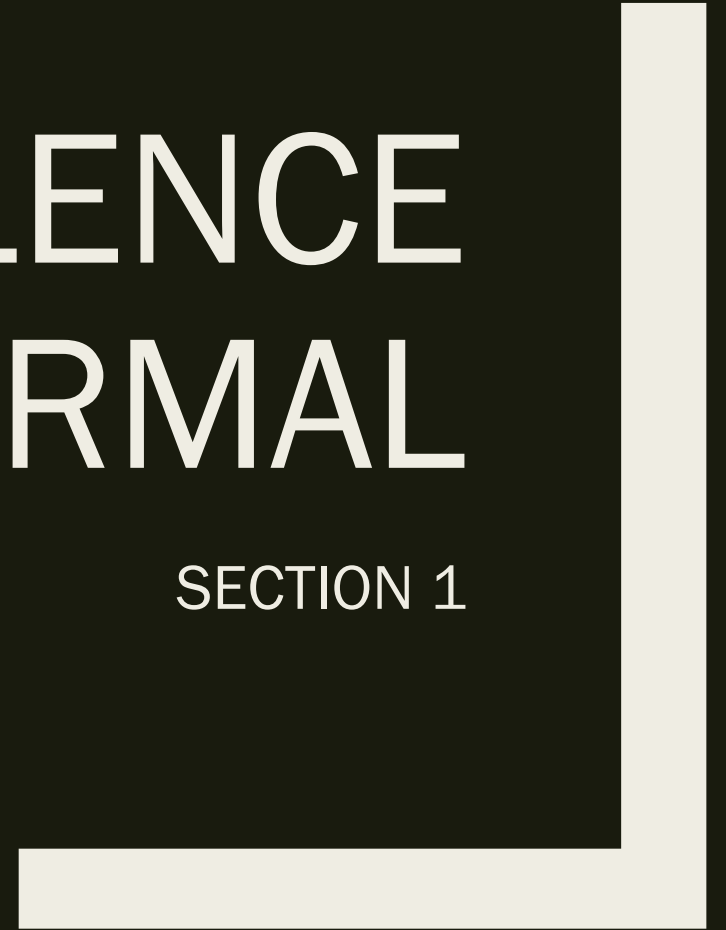
November 12, 2020

AGENDA

- Turbulence the New Normal
- New Skills for VUCA World
- Anticipatory Governance

TURBULENCE THE NEW NORMAL

SECTION 1



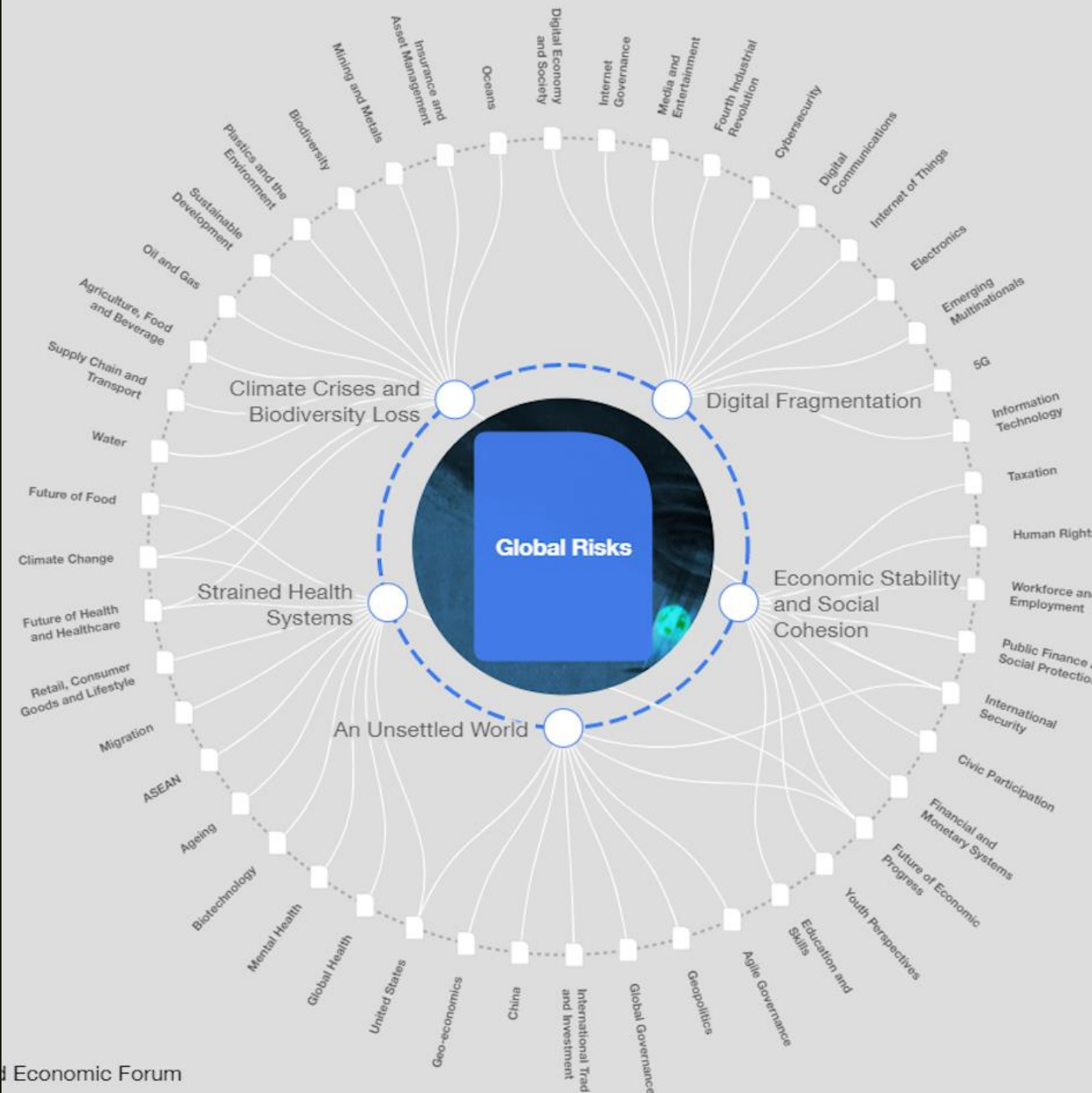
DRIVERS OF CHANGE

Rapid and unpredictable

Complexity - speed, interconnectedness, uncertainty

Disruptive emerging issues

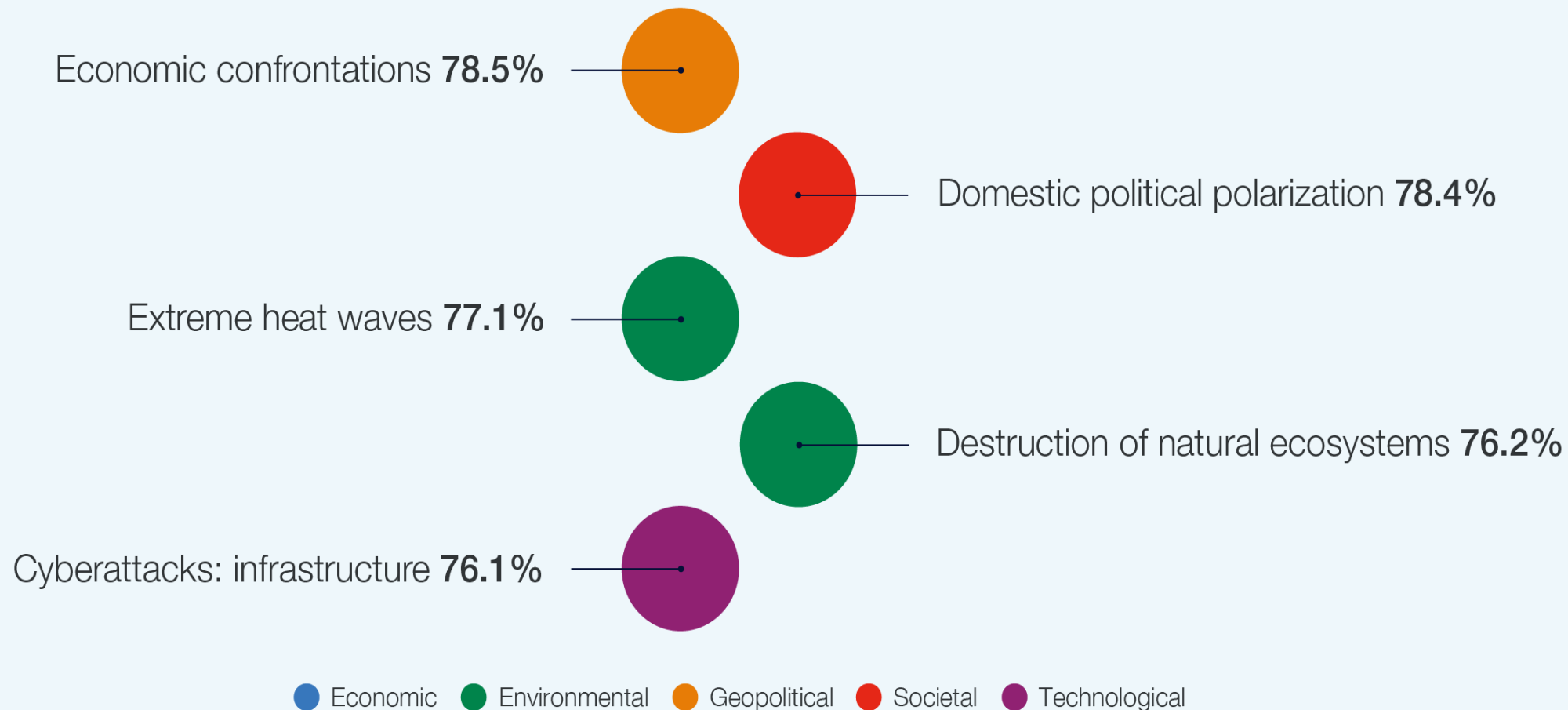
Need to prepare for both risks/threats and opportunities



Short-Term Risk Outlook

Percentage of respondents expecting risks to increase in 2020

Multistakeholders

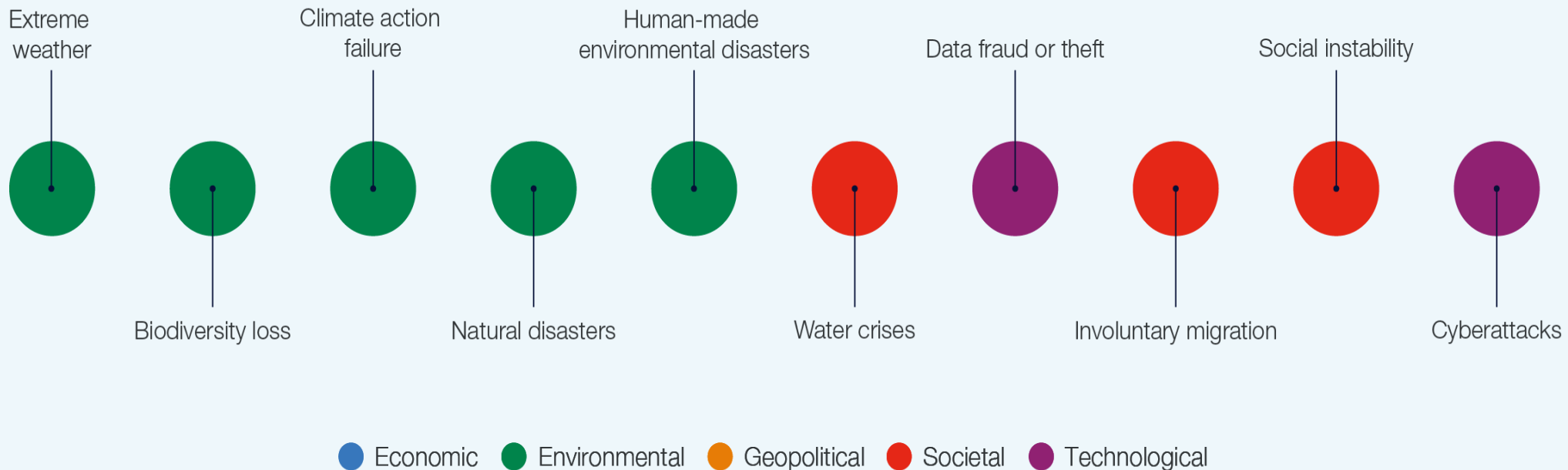


TOP 10 RISKS OVER THE NEXT 10 YEARS



Long-Term Risk Outlook: Likelihood

Global Shapers



22 October 2020

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UNDRR Report Calls for Improved Governance to Address “Systemic Risk”



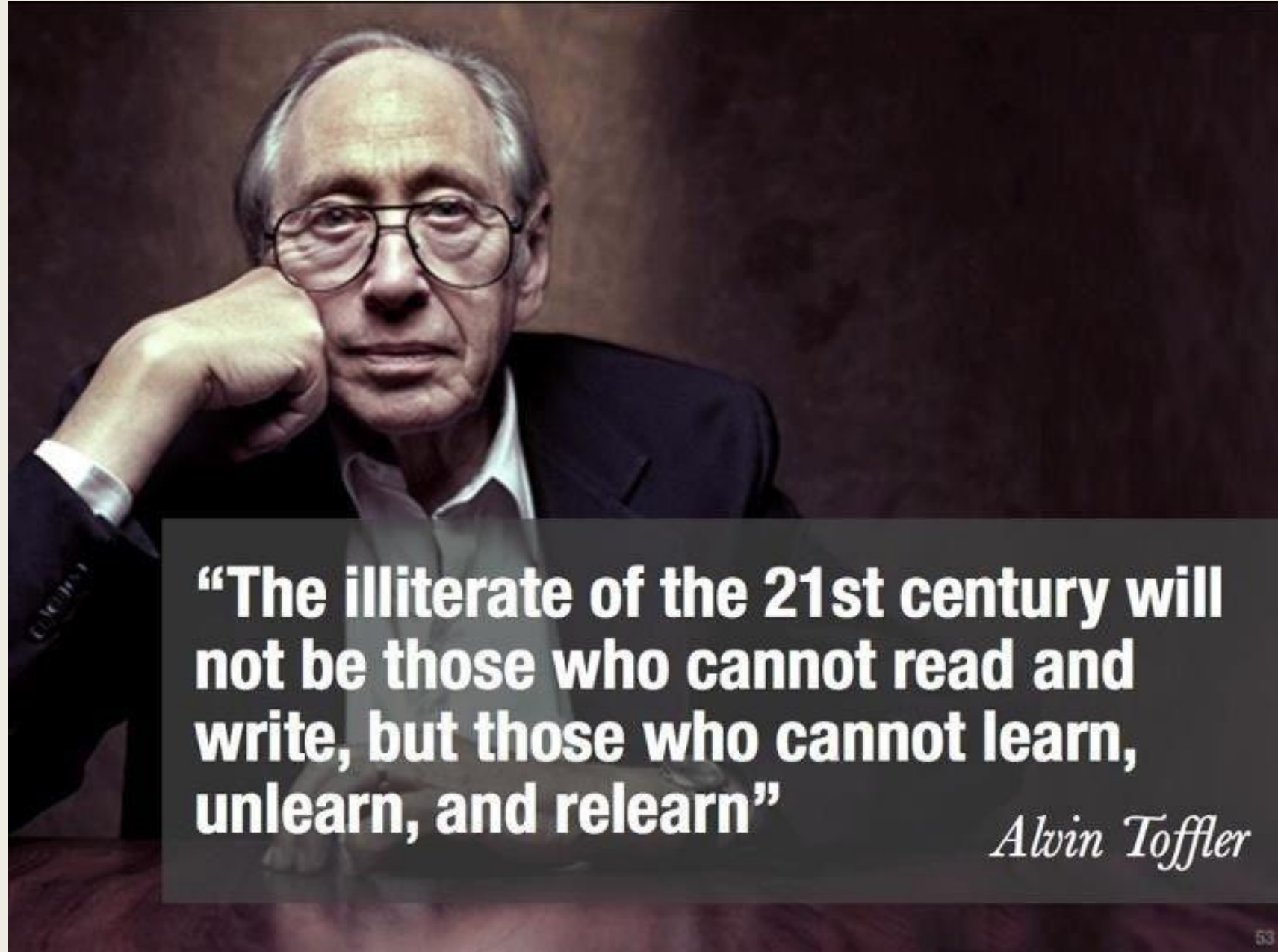
Coherence between climate change adaptation and disaster risk reduction is a defining issue for disaster risk governance in the 21st century.

ANTICIPATOR Y & ADAPTIVE

Moving towards a preferred future while able to surf the “tsunamis of change”

- *Jim Dator, Futurist*





“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn”

Alvin Toffler

LEADING THROUGH CHANGE

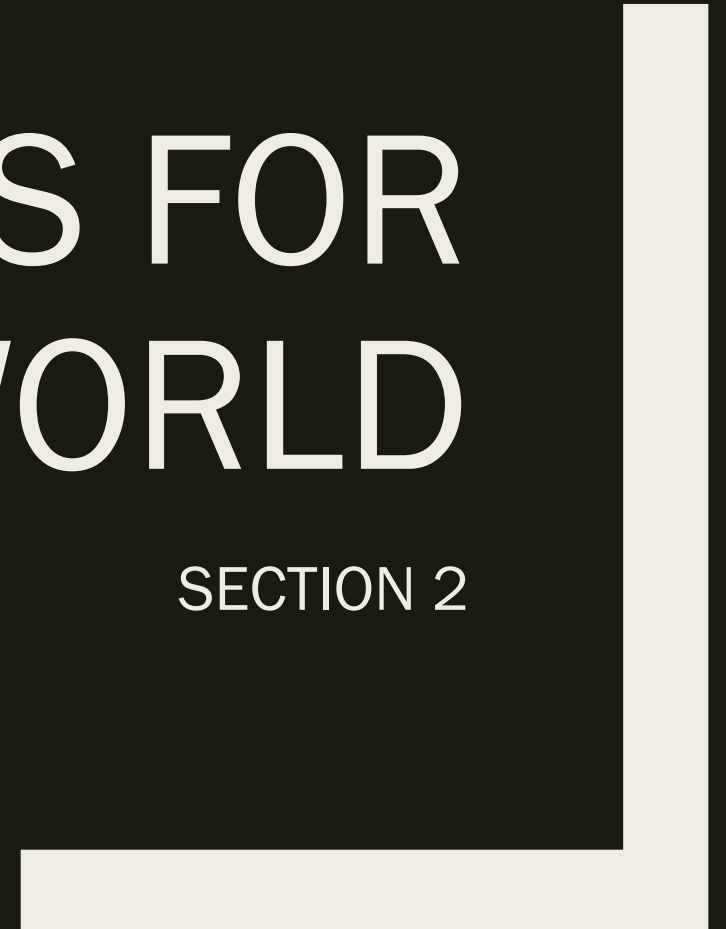
Linear Mindset to Holistic Mindset:

- Systems thinking
- Strategic thinking
- Anticipatory thinking
- Creative thinking
- Vision



NEW SKILLS FOR THE VUCA WORLD

SECTION 2



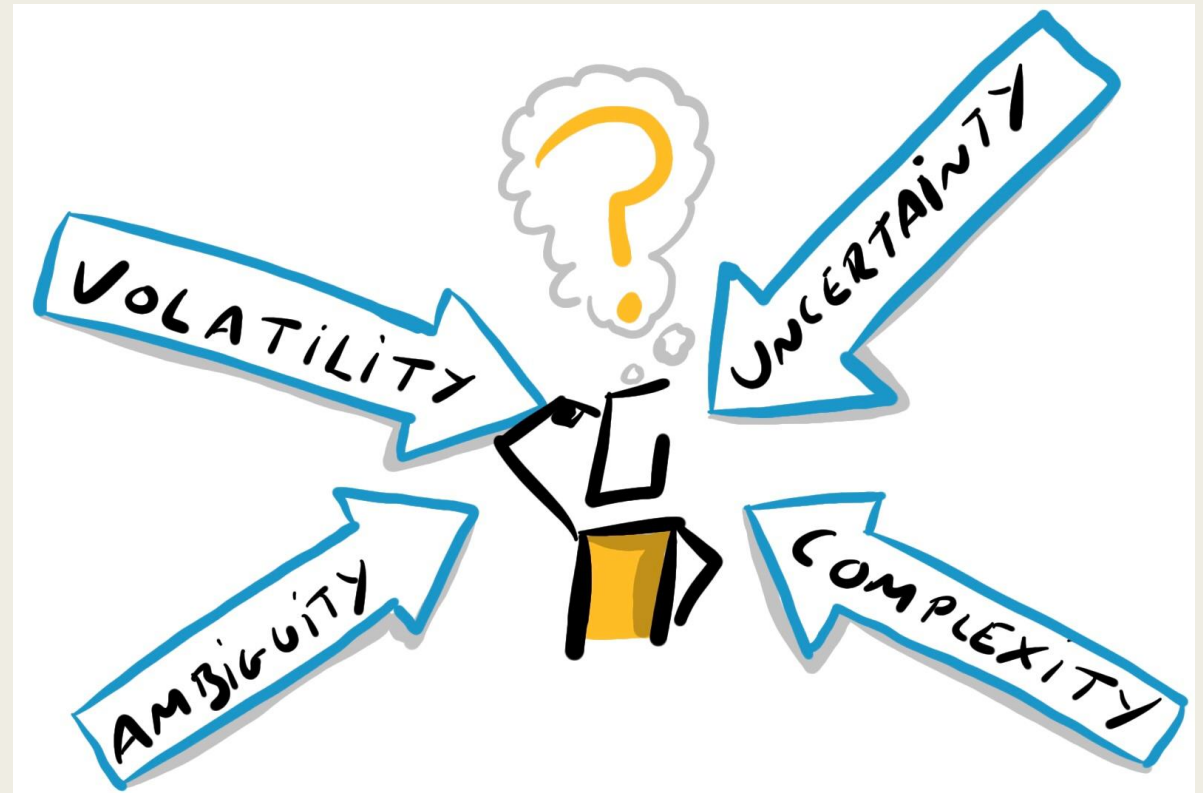
LEADERSHIP SKILLS

Multi-method Approach (non-linear thinking)

- Futures Literacy
- Strategic foresight
- Design

Different system characteristics

Navigating short and long-time horizons



FUTURES LITERACY

Closed vs. Open Anticipatory Systems

Ontology - Emergence & Novelty (AfE)

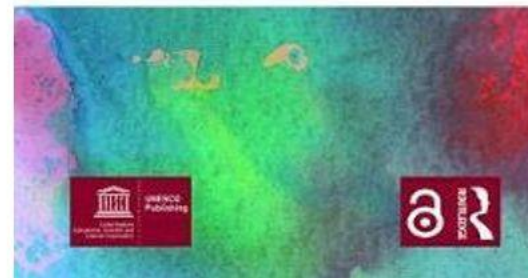
Types of Epistemology:

- Forecasting (AfF)
- “Destiny” predetermined outcomes (AfF)
- Creative reform (AfF)
- Self Improvement (AfF)
- Strategic Thinking (AfE)
- Wisdom (AfE)



TRANSFORMING THE FUTURE

ANTICIPATION IN THE 21ST CENTURY



Discipline of Anticipation (DoA) (Anticipatory Systems (AS))			Epistemological (Knowledge Creation Processes (KCP))		
			General- Scalable (GS) <small>(statistics, common denominators, universals, repetition)</small>	Specific – Unique (SU) <small>(novelty, ephemerality, spontaneity, improvisation, difference)</small>	
	System	Purpose	Type		
O n t o l o g i c a l	Conscious Closed	Anticipation for-the-Future (AfF)	AS 1 Preparation & AS 2 Planning ↑ ↓	AA1	AA2
				AA3	AA4
	Conscious semi- closed/ open	Anticipation for-the-Future (AfF)	AS 3 Novelty (Not-doing)	AA5	AA6
Non-Conscious Anticipation			Anticipatory Assumptions in biology, physics, mathematics, sociology, etc.		

Figure 1.1 A framework for describing and researching Futures Literacy

VOLATILITY

Unexpected occurrence and duration

System disruption, converging/cascading issues

APPROACHES:

- Preparedness, recovery/contingency planning
- Resilience: bouncing back to adaptive robust strategy
- Anticipation for Emergence: horizon scanning – trends, emerging issues, weak signals of change and disruptors

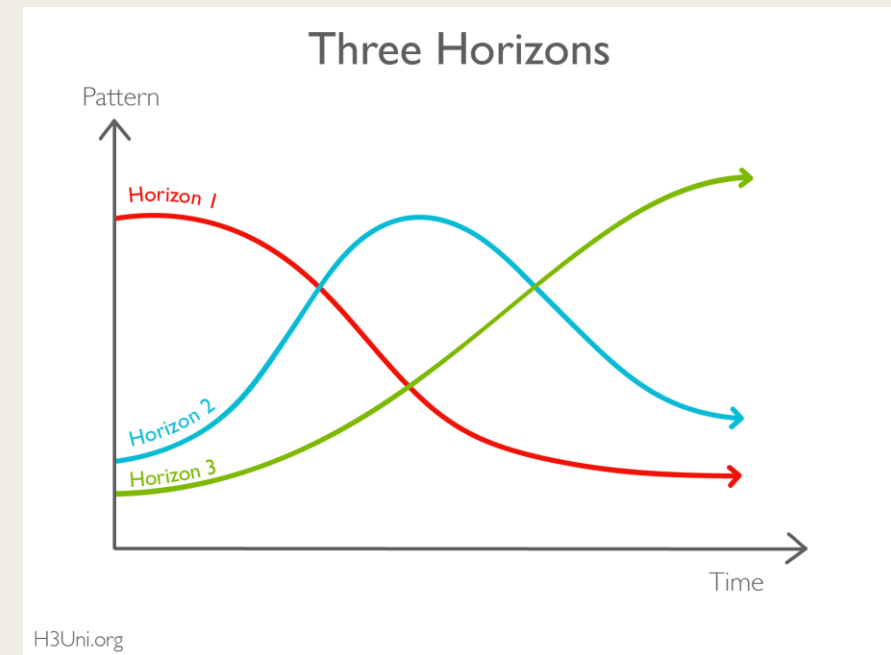


Image Source: The Art of Productions Inc.

UNCERTAINTY

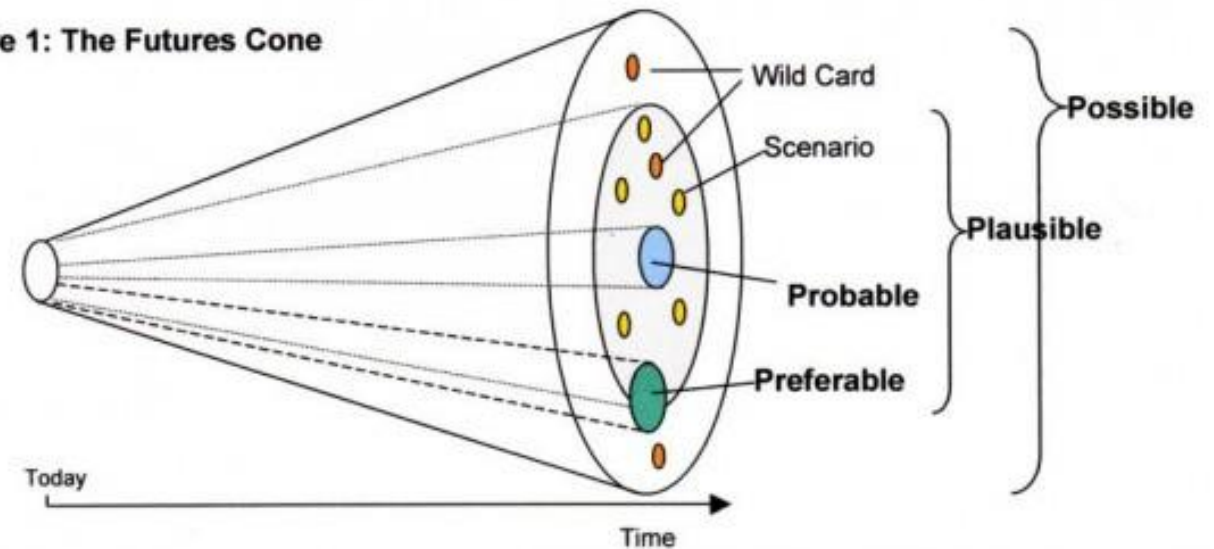
Events with unclear short-term and medium-term consequences

APPROACHES:

Anticipation for Emergence:

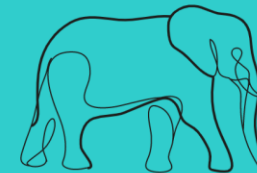
- Strategic foresight, Visioning
- Future scenario (plausible/possible futures)
- Critical uncertainties, levels of uncertainty
- Deep uncertainty - adaptive robust strategy (resilience building)
- Develop solutions with a “strategic fit” to the changing and future environment

Figure 1: The Futures Cone



BLACK JELLYFISH

Black Jellyfish represent events and phenomenon that have the potential of going postnormal by escalating rapidly – even instantaneously.



BLACK ELEPHANT

Black Elephants are extremely likely and widely predicted events that are usually ignored either by many or a society as a whole.



BLACK SWAN

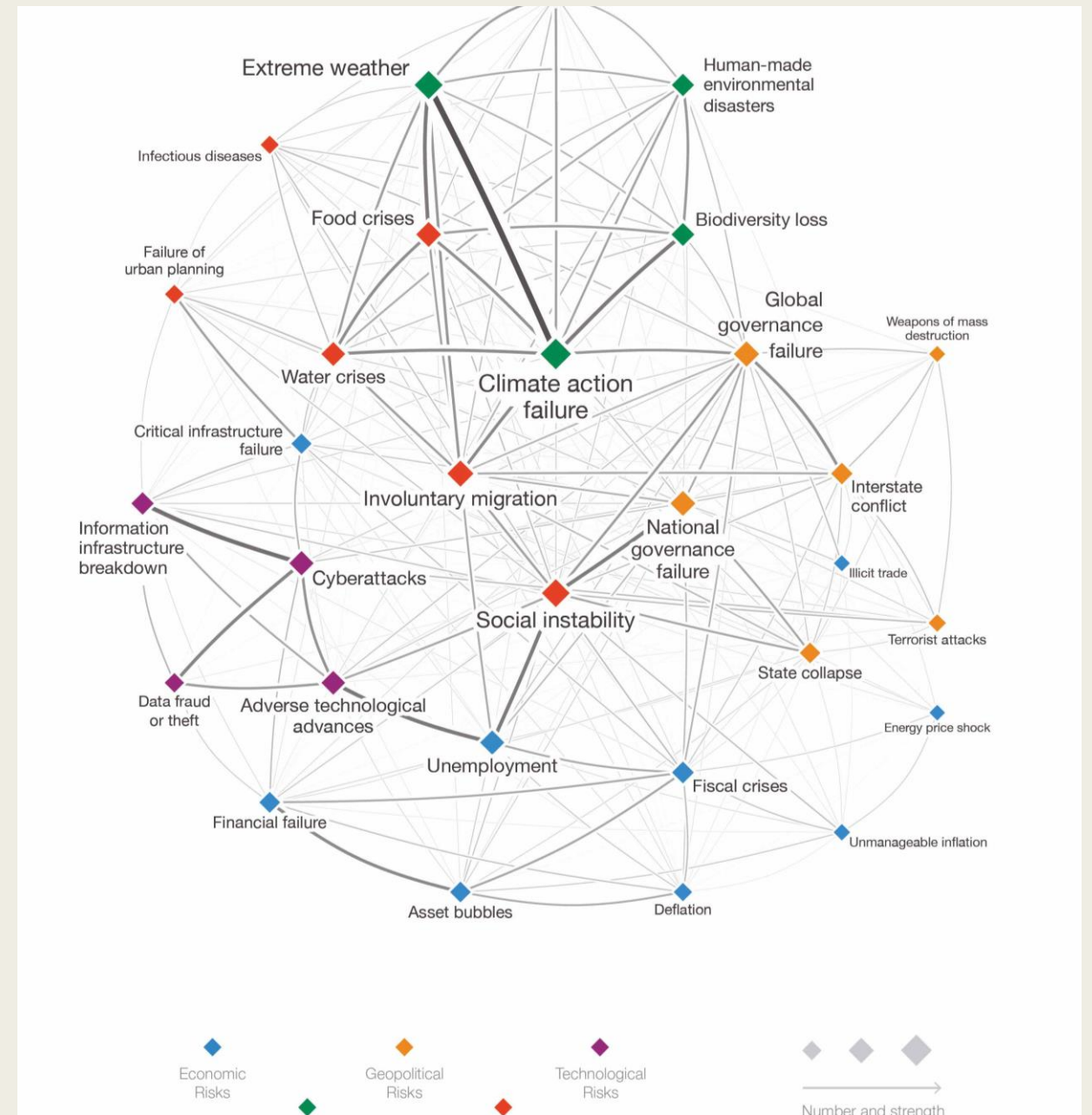
Black Swans are ‘outliers’, things totally outside and way beyond our observations. Nasim Nicholas Taleb’s popular notion of the ‘Black Swan’ captures the essence of ...

COMPLEXITY

Events and issues with features and interrelations that are hard to understand (non-linear, wicked problems)

APPROACHES:

- Systemic inquiry and understanding
- Understanding dynamic patterns of behaviour of complex adaptive systems
- Leverage points for change/influence
- Systemic design, restructure
- Capacity to adapt, evolve



Source: WEF 2020. Interconnections Map

AMBIGUITY

Events and issues marked by contested, hidden, and inconsistent information

APPROACHES:

- Design experiments
- Creative confidence
- Optimistic outlook and possibility
- Develop solutions with a “strategic fit” to the changing and future environment
- Prototype, test, learn, iterate
- Scale for impact

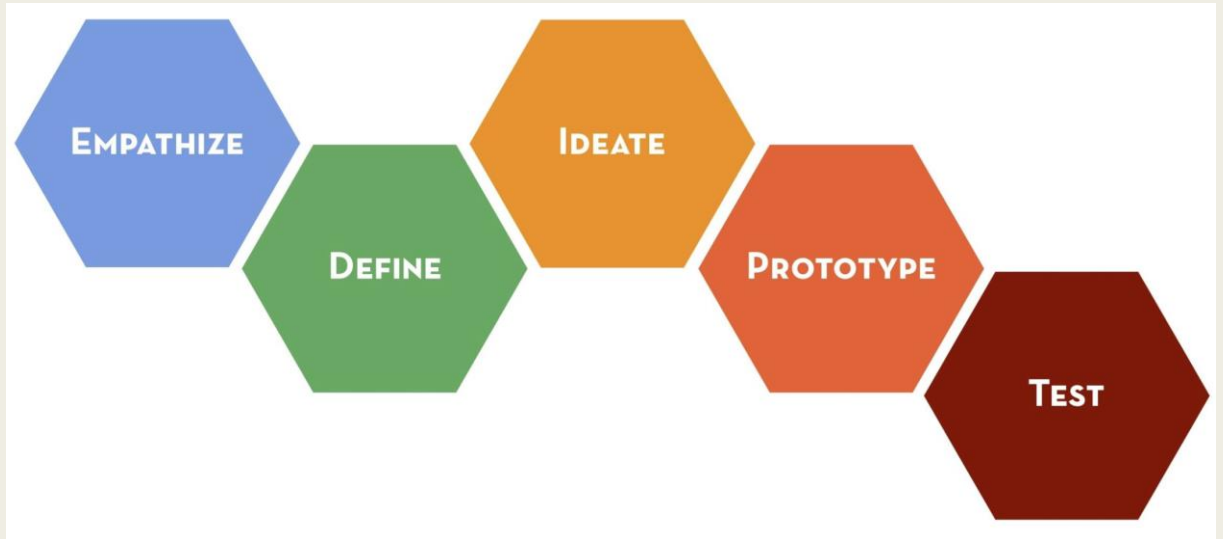


Image Source: Stanford d.school



Image Source: IDEO

EXERCISE PEGASUS 2020
 VIRTUAL DESIGN MODULE, CANADIAN FORCES COLLEGE
 COLLABORATIVE DESIGN TEAMS IN THE CLOUD

DESIGN CHALLENGE STATEMENT GOES HERE



PREPARATION

SELECT A SYSTEMS THINKING PRACTICE DURING DESIGN CHALLENGE



ANTICIPATION STRATEGIC THINKING

ANTICIPATE CHANGE
 COLLECT INSIGHTS



PEGASUS PRINCIPLES



IDEATE PROTOTYPE & PITCH

BRAINSTORM
 PROPOSE SOLUTIONS

RESEARCH



Placemat



VIRTUAL GALLERY

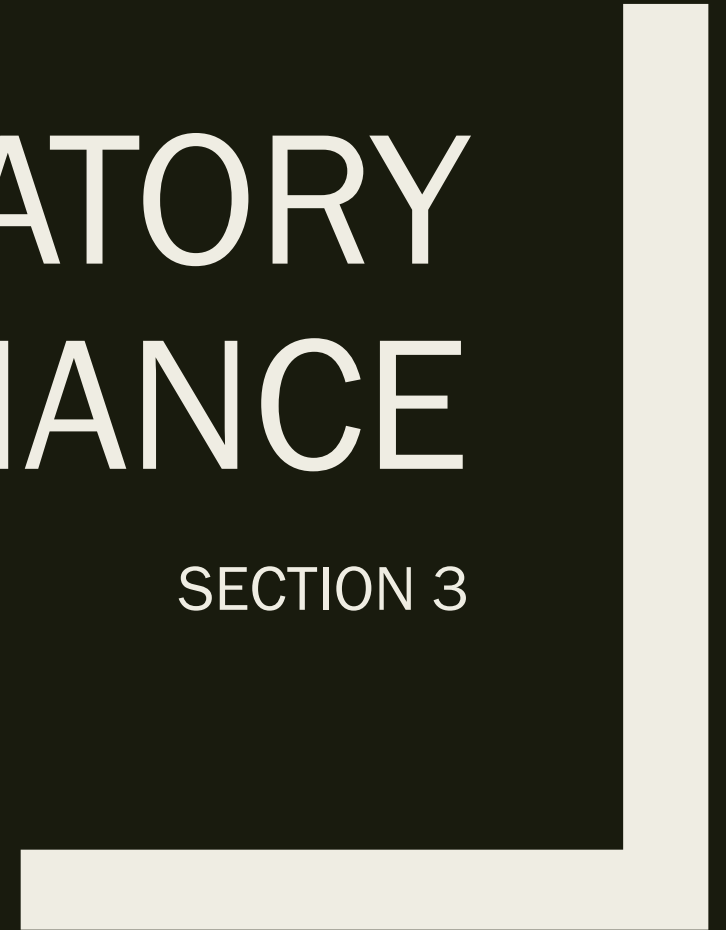
ANTICIPATION FORESIGHT SYSTEMS THINKING DISRUPTION OPPORTUNITIES SOURCES OF CHANGE

TRENDS & EMERGING ISSUE



ANTICIPATORY GOVERNANCE

SECTION 3

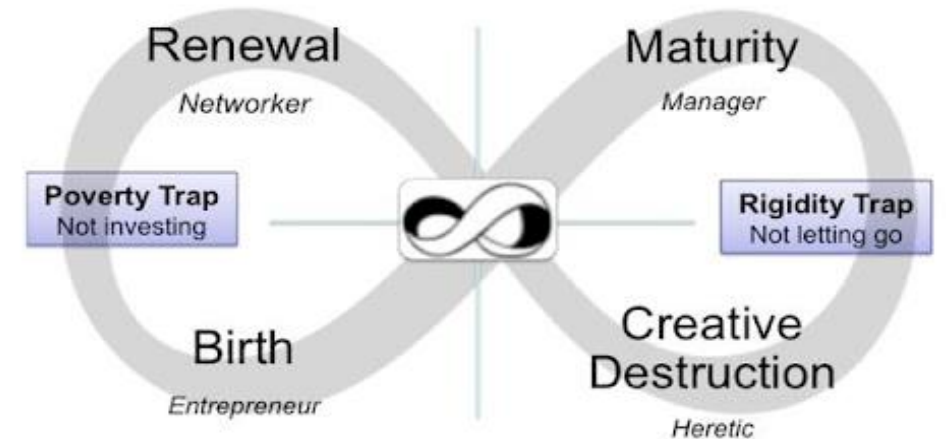


ANTICIPATORY GOVERNANCE

- ANTICIPATORY LENS – EMERGENCE
- AGILE LEARNING & COLLABORATIVE ACTION
- ADAPTIVE CAPACITY & SHAPING THE FUTURE



Ecocycle Planning



THANK YOU! QUESTIONS?

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