

N A R X O Z U N I V E R S I T Y
EXECUTIVE
EDUCATION

Better Decision Making in Chaotic Times

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NOT WHAT
FUTURISTS
REALLY DO



Empowered lives.
Resilient nations.



برنامج قيادات حكومة الإمارات
UAE GOVERNMENT LEADERS PROGRAMME



United Nations
Educational, Scientific and
Cultural Organization



PUBLIC SERVICE
DEVELOPMENT AGENCY



“I’m no prophet. My job is to make windows where there were once walls.”

- Michel Foucault



The virus itself is just one of the crises that we're all facing.

What makes a good decision?

A desired outcome?

Ok, sure. But...

In chaotic times, “good”
decisions can, and often do,
have unintended, and
negative, consequences.

SORRY!!

MASK,N95 SOLD OUT

หน้ากาก

ธรรมดา,N95 **หมดค่ะ**

ฟลัก

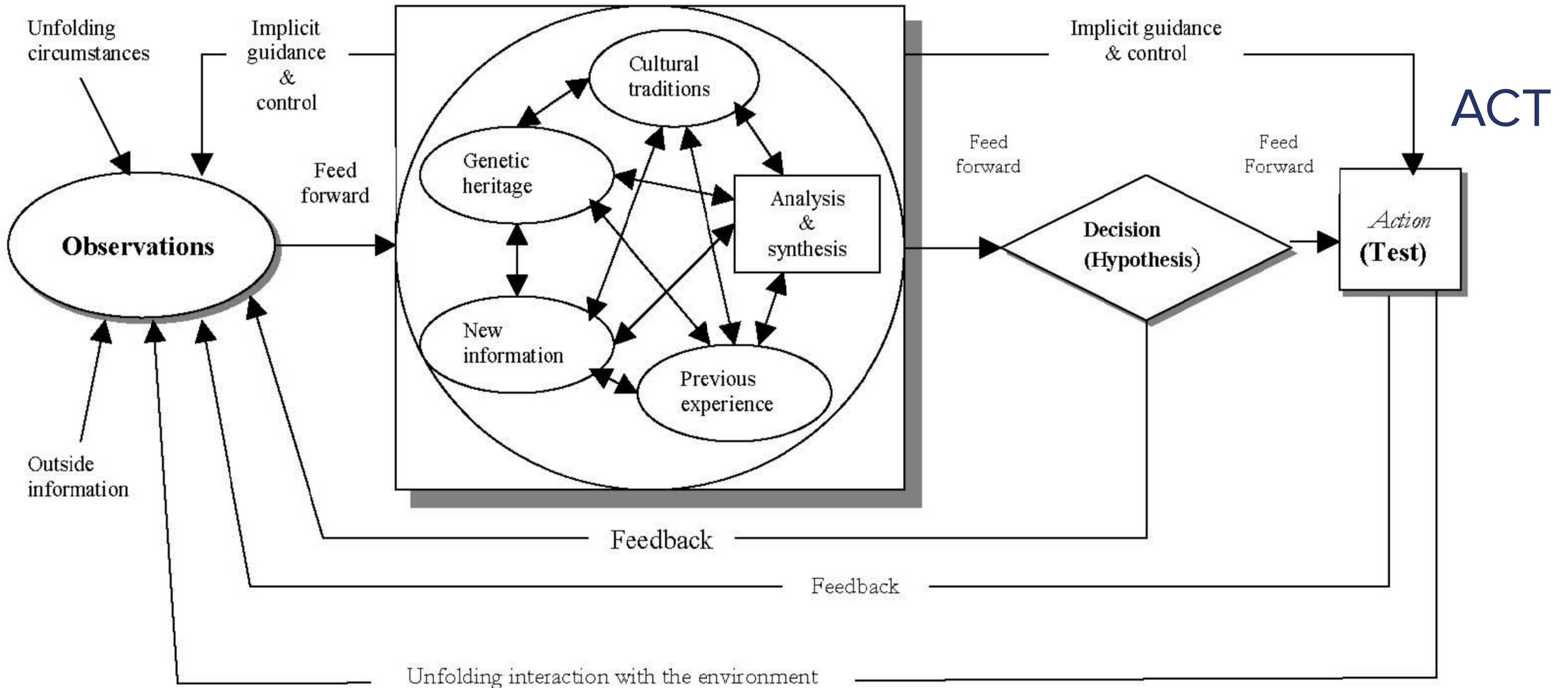


Boyd's OODA Loop

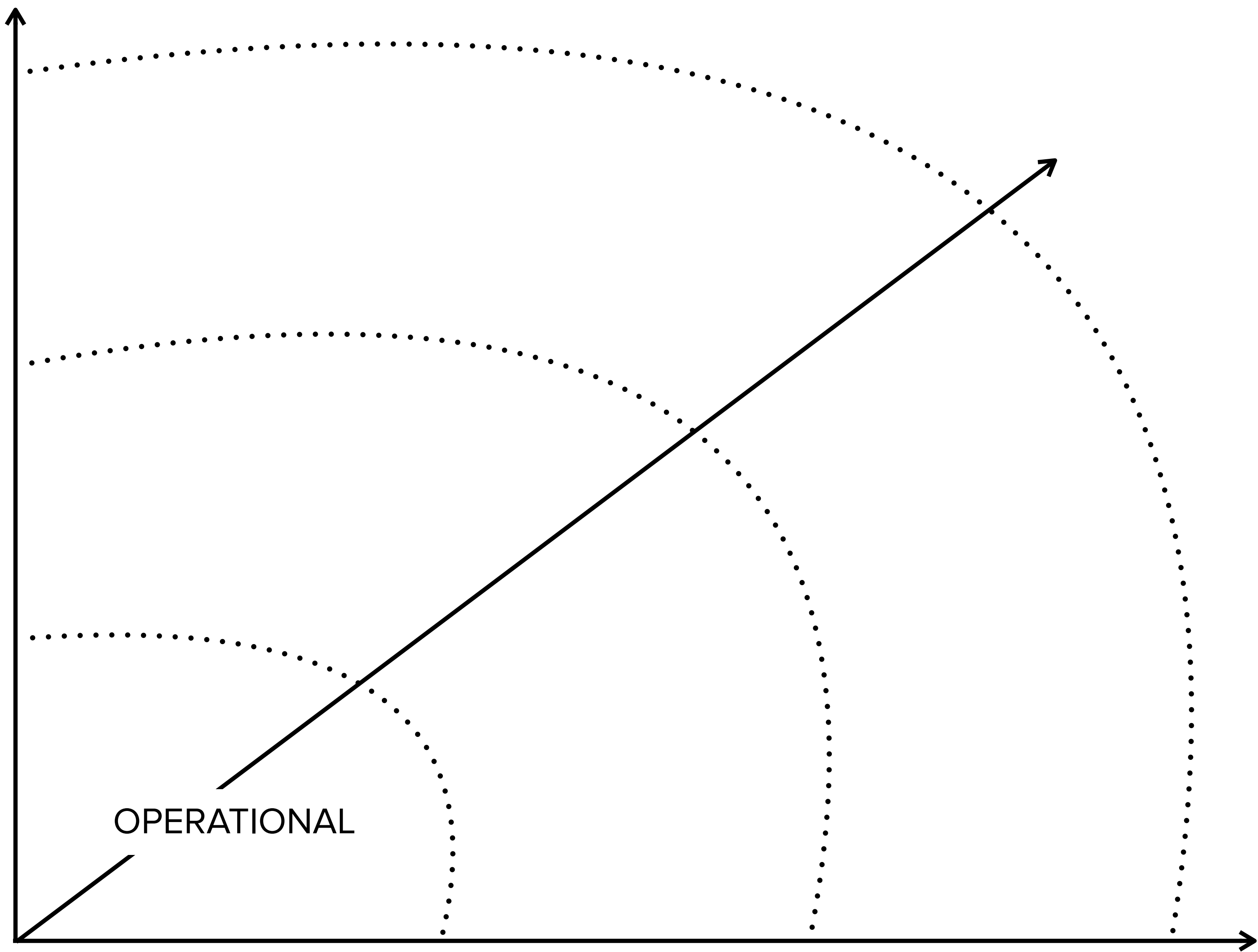
OBSERVE

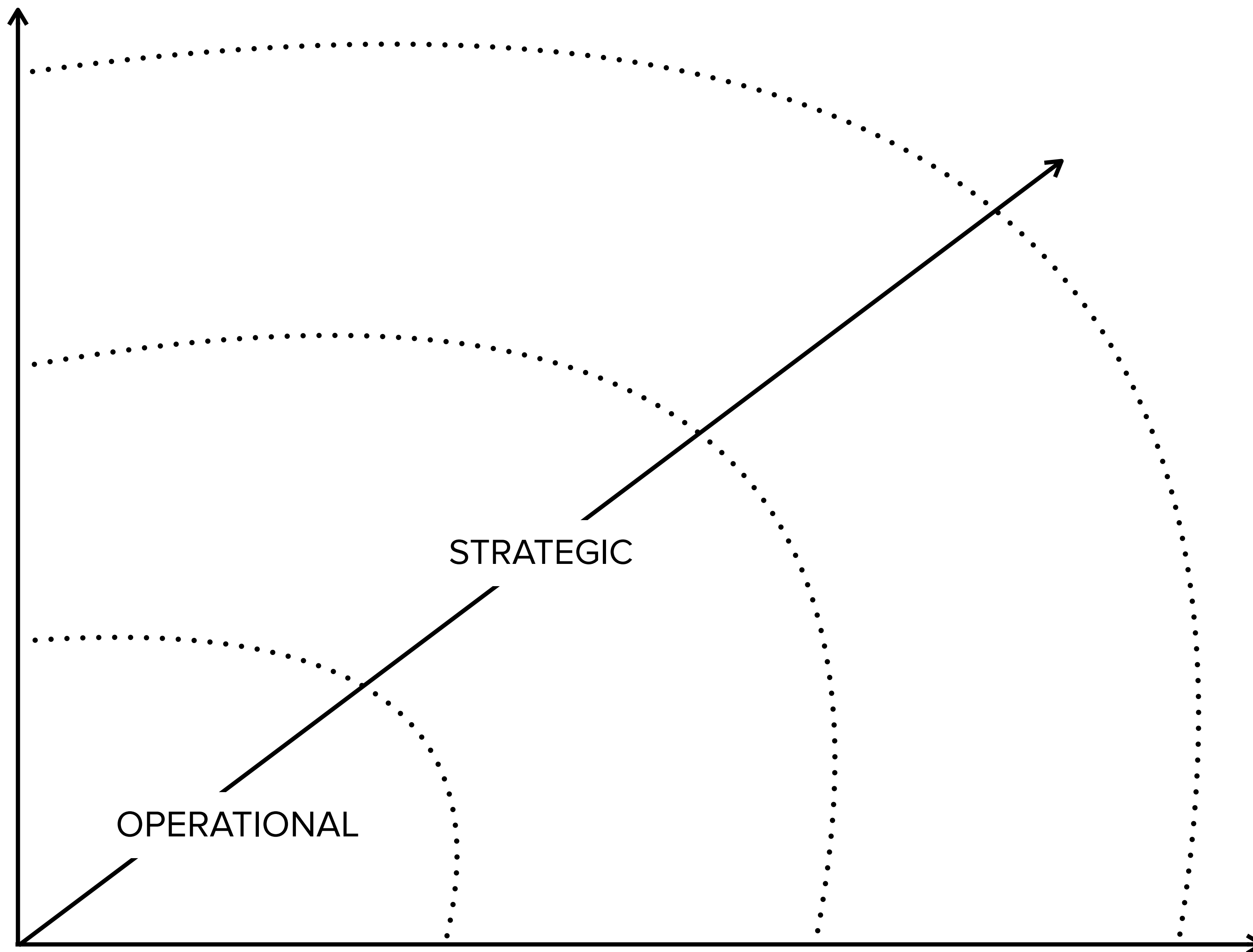
ORIENT

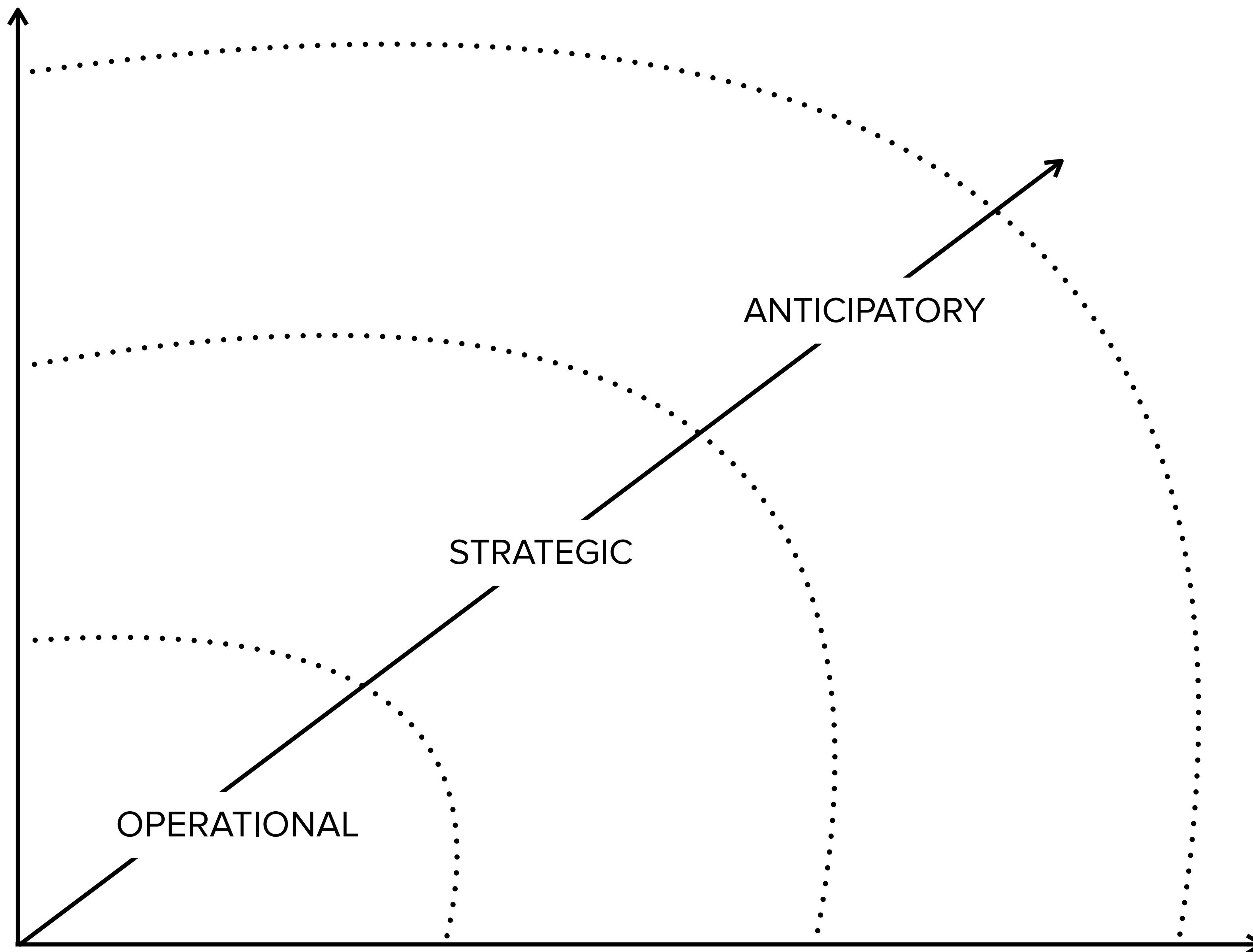
DECIDE

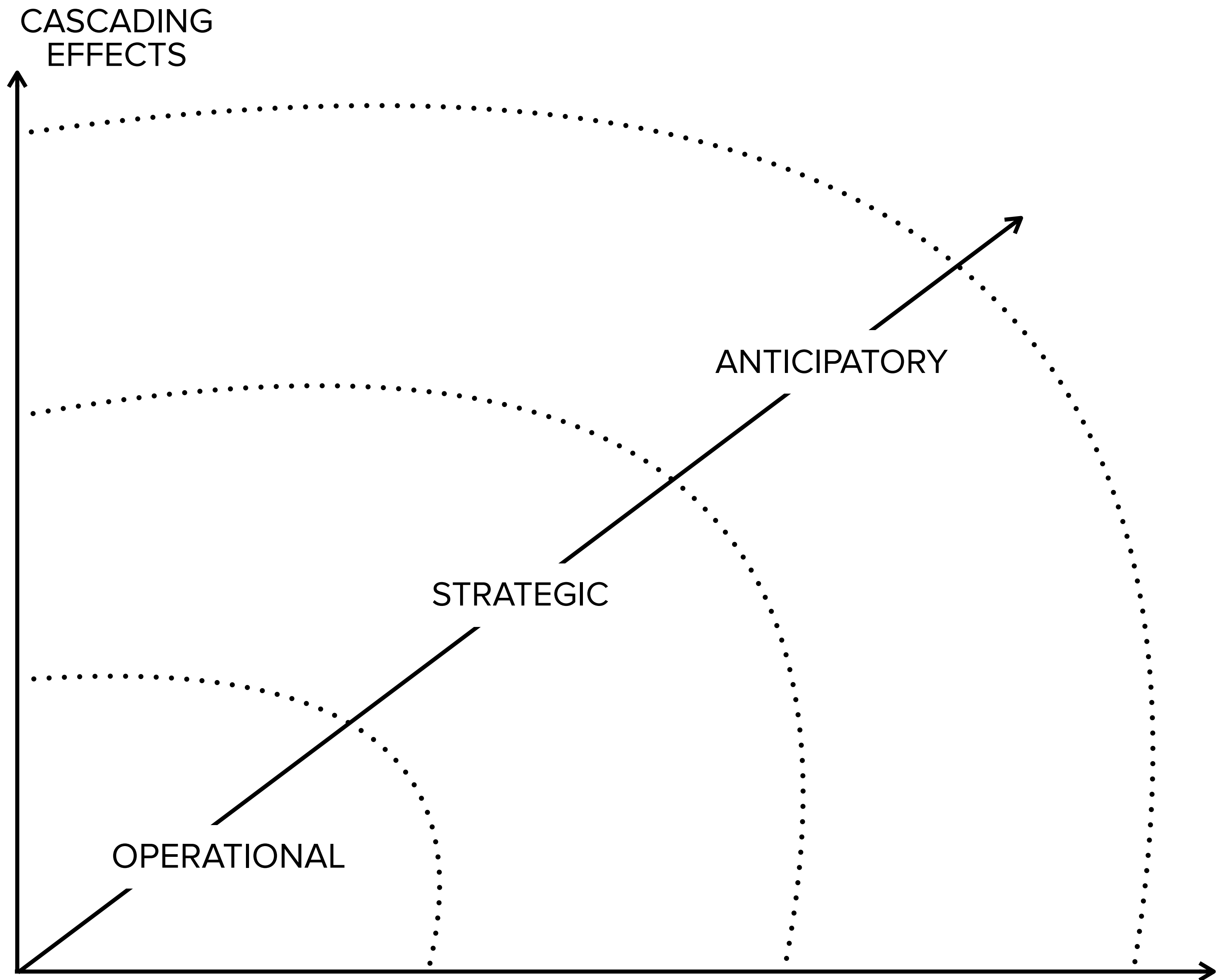


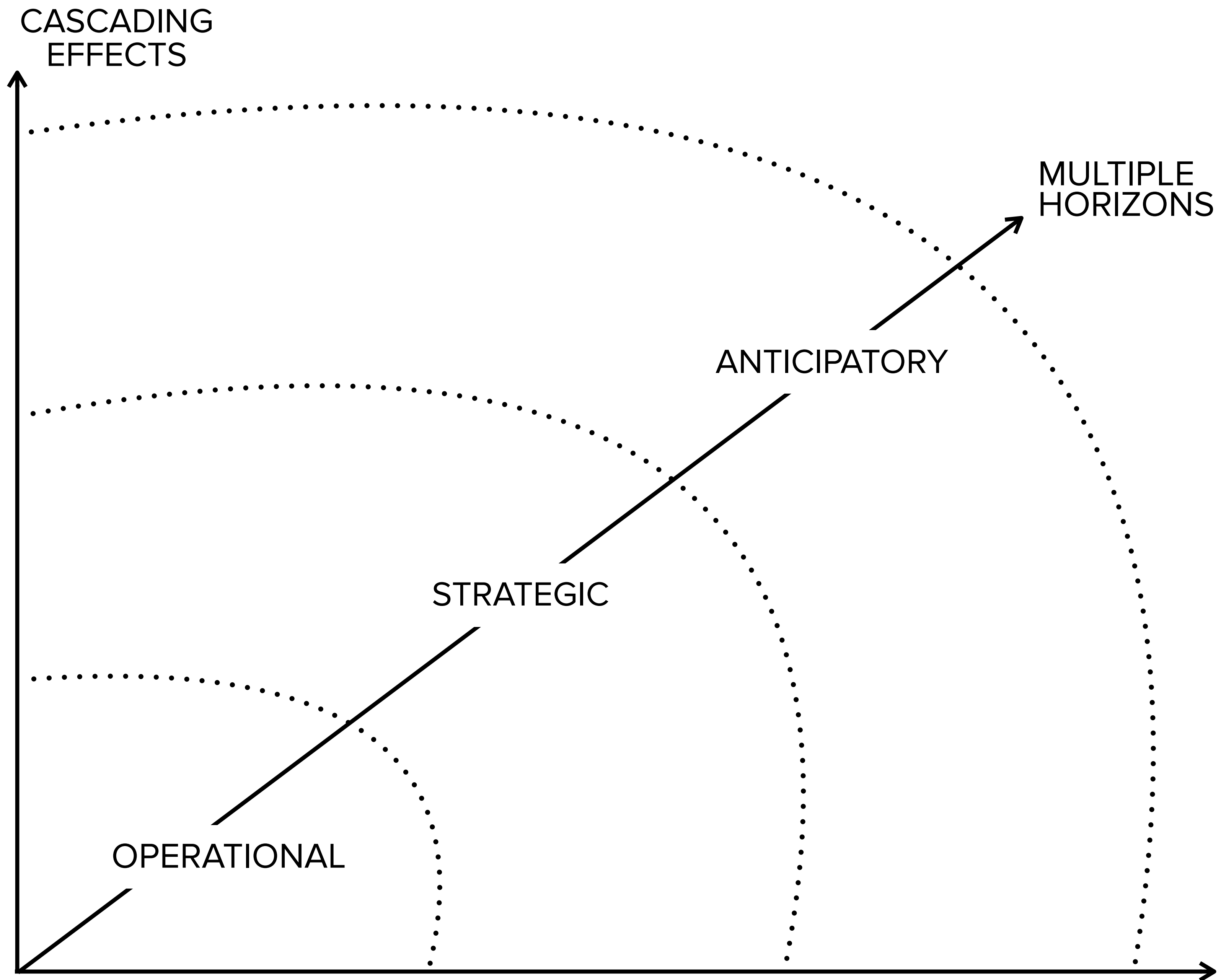
All decisions are based on assumptions, and now, more than ever, it is essential to challenge, enhance, and strengthen our thinking

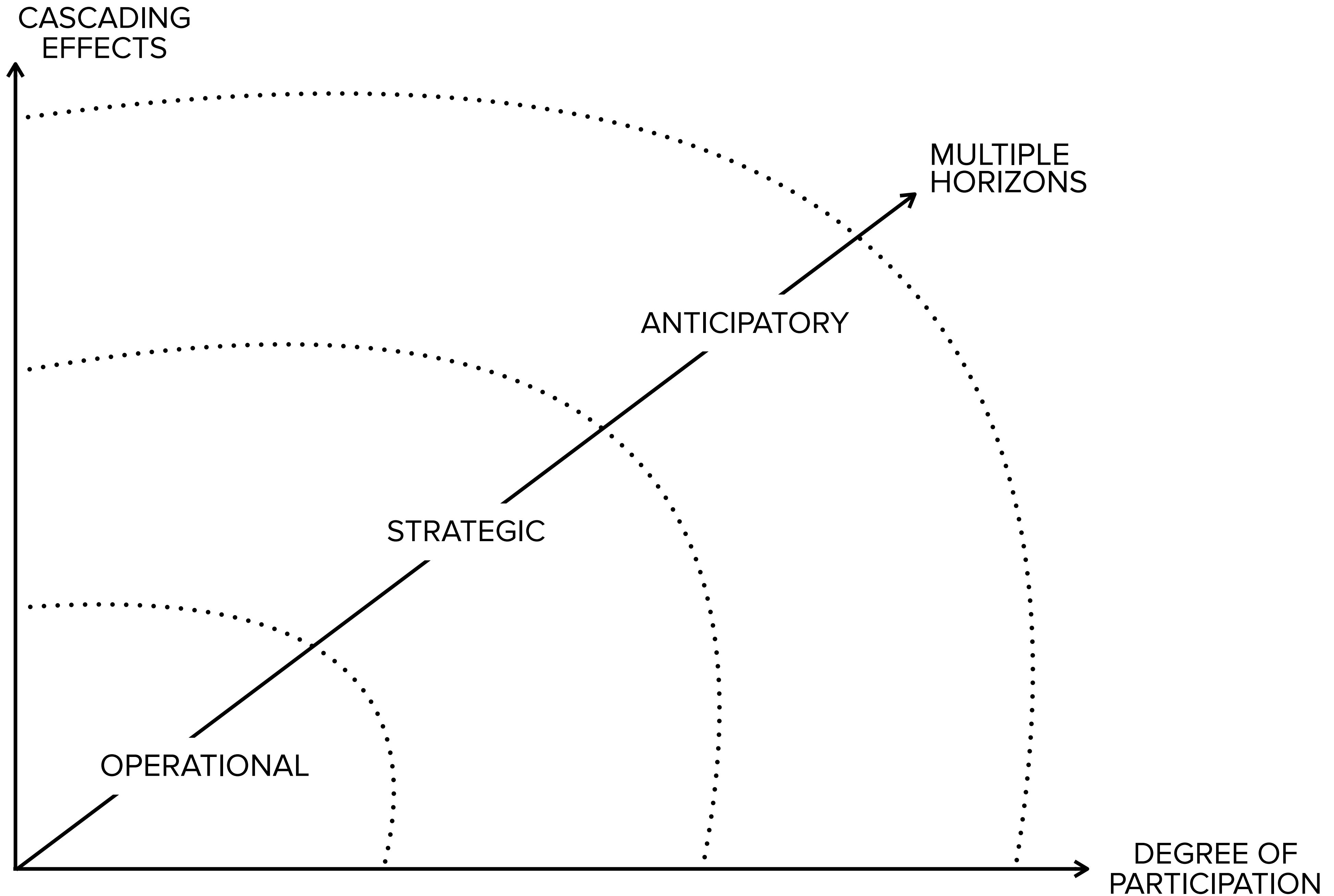






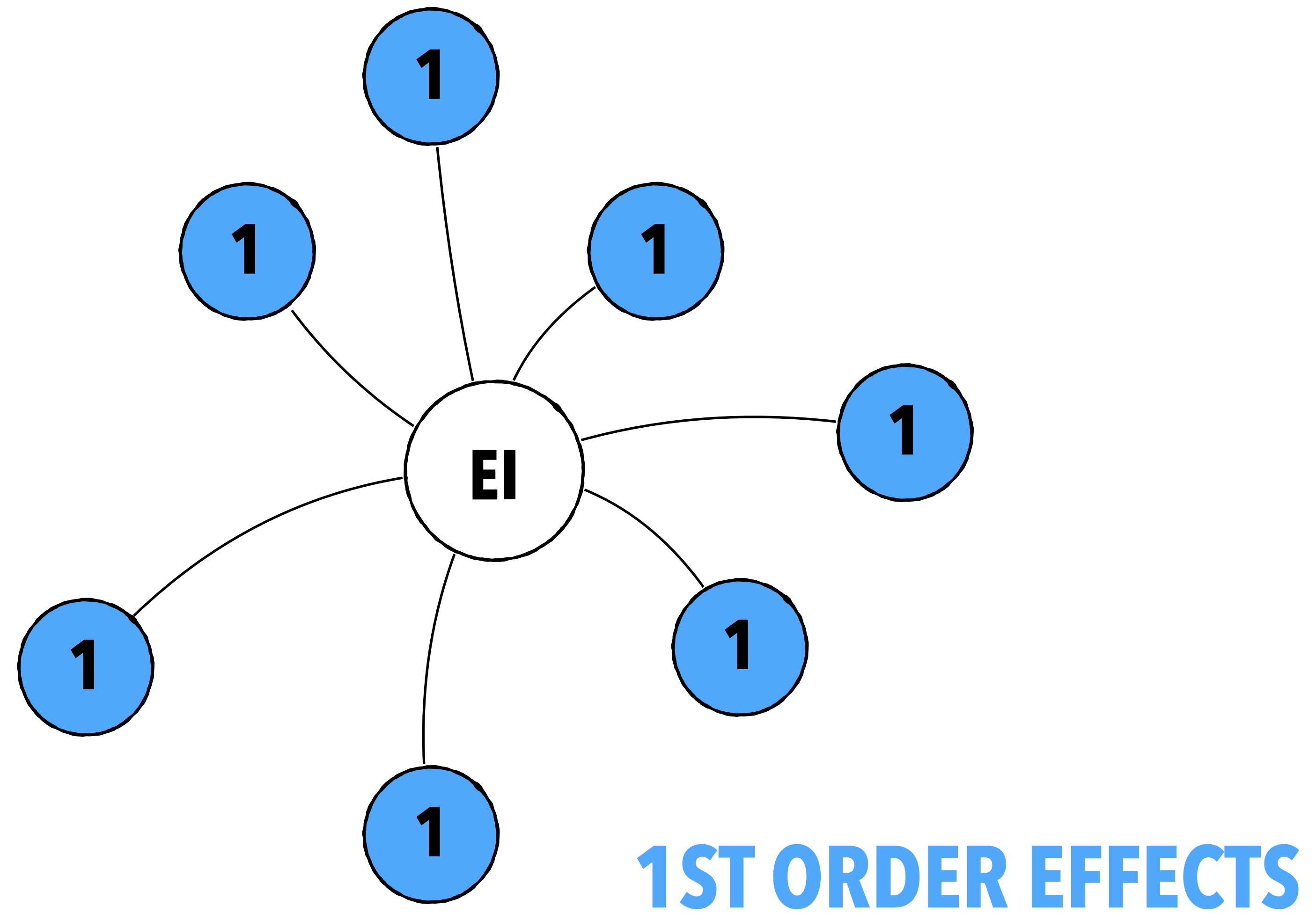




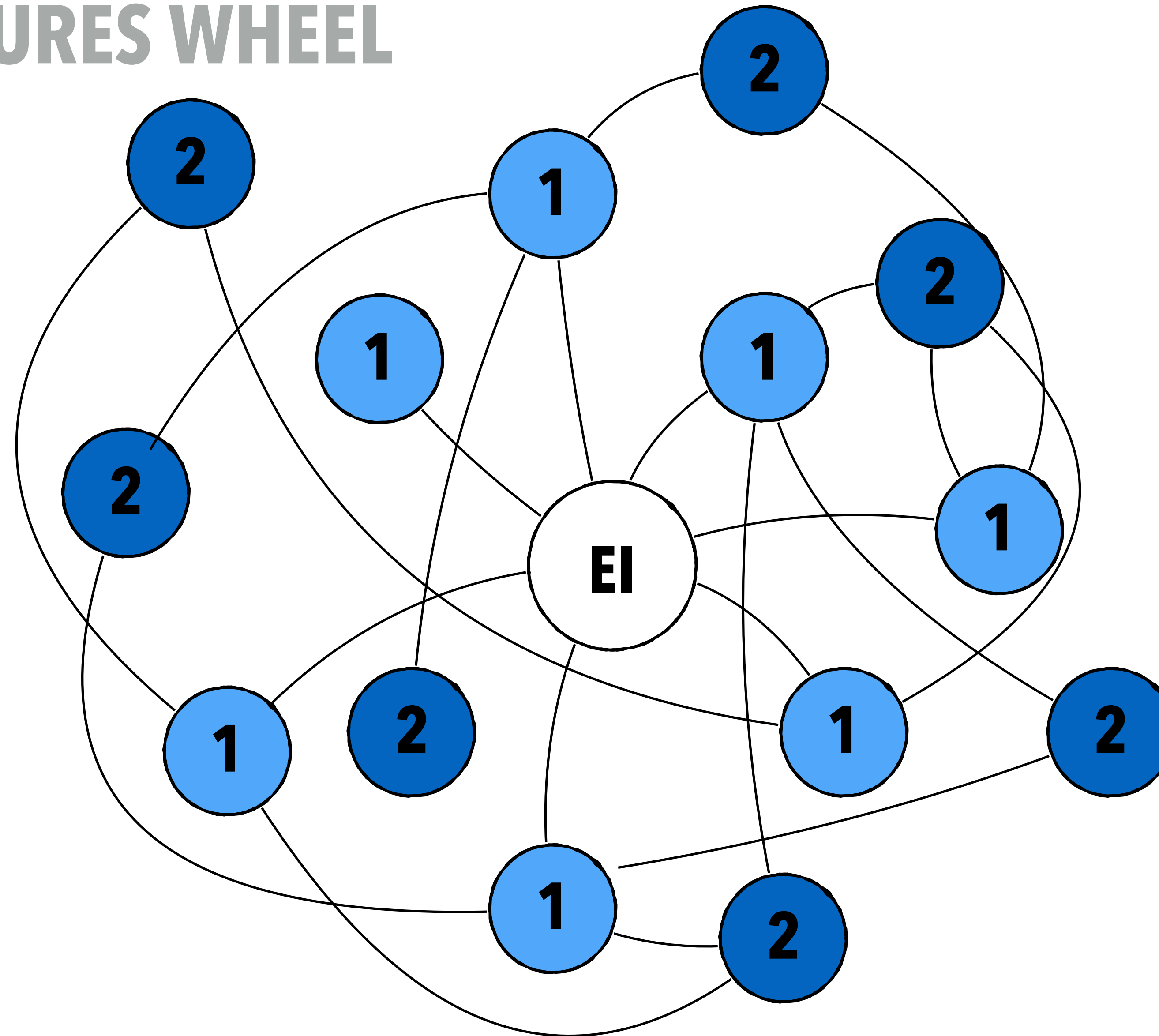


CASCADING EFFECTS

FUTURES WHEEL

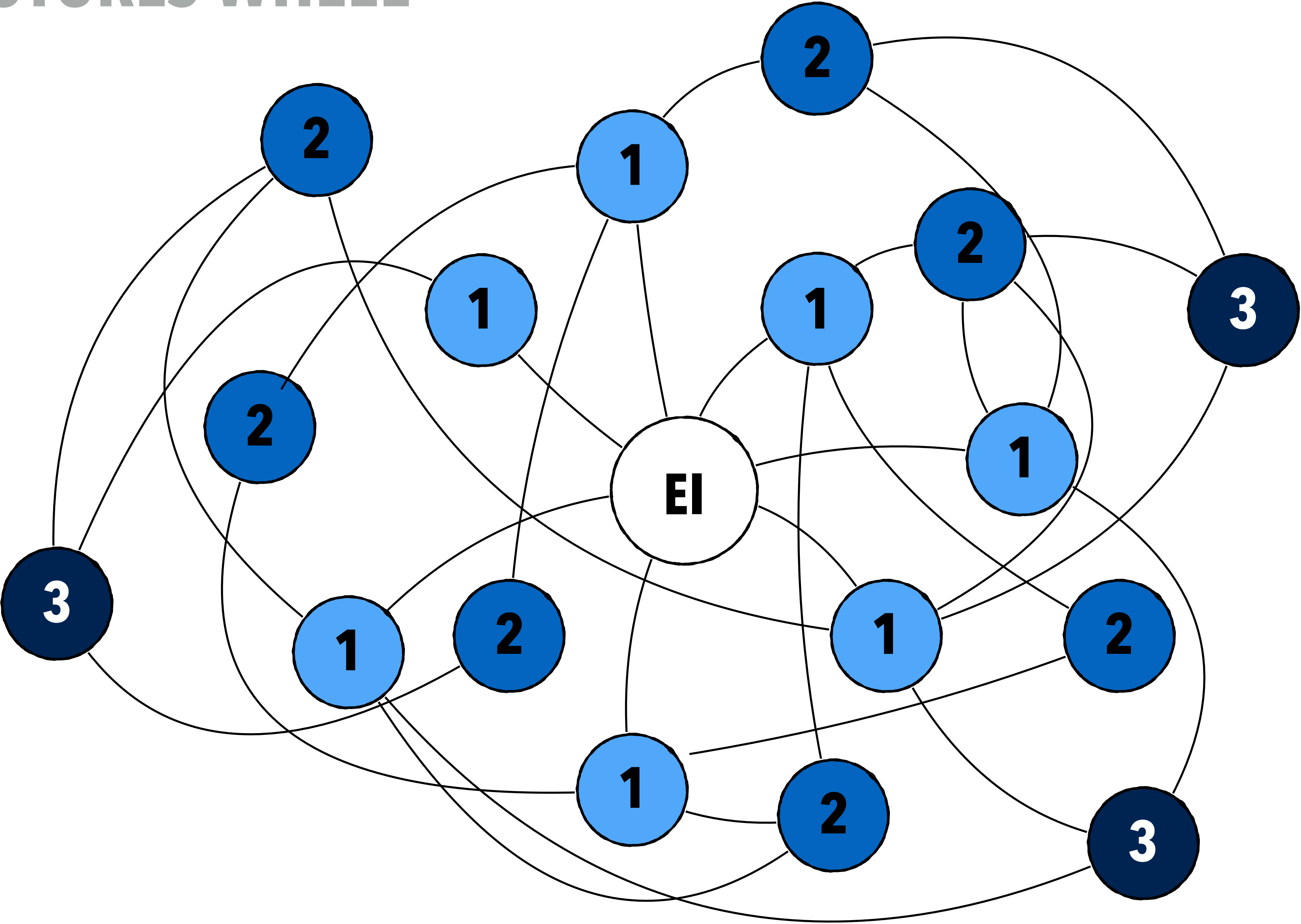


FUTURES WHEEL



2ND ORDER EFFECTS

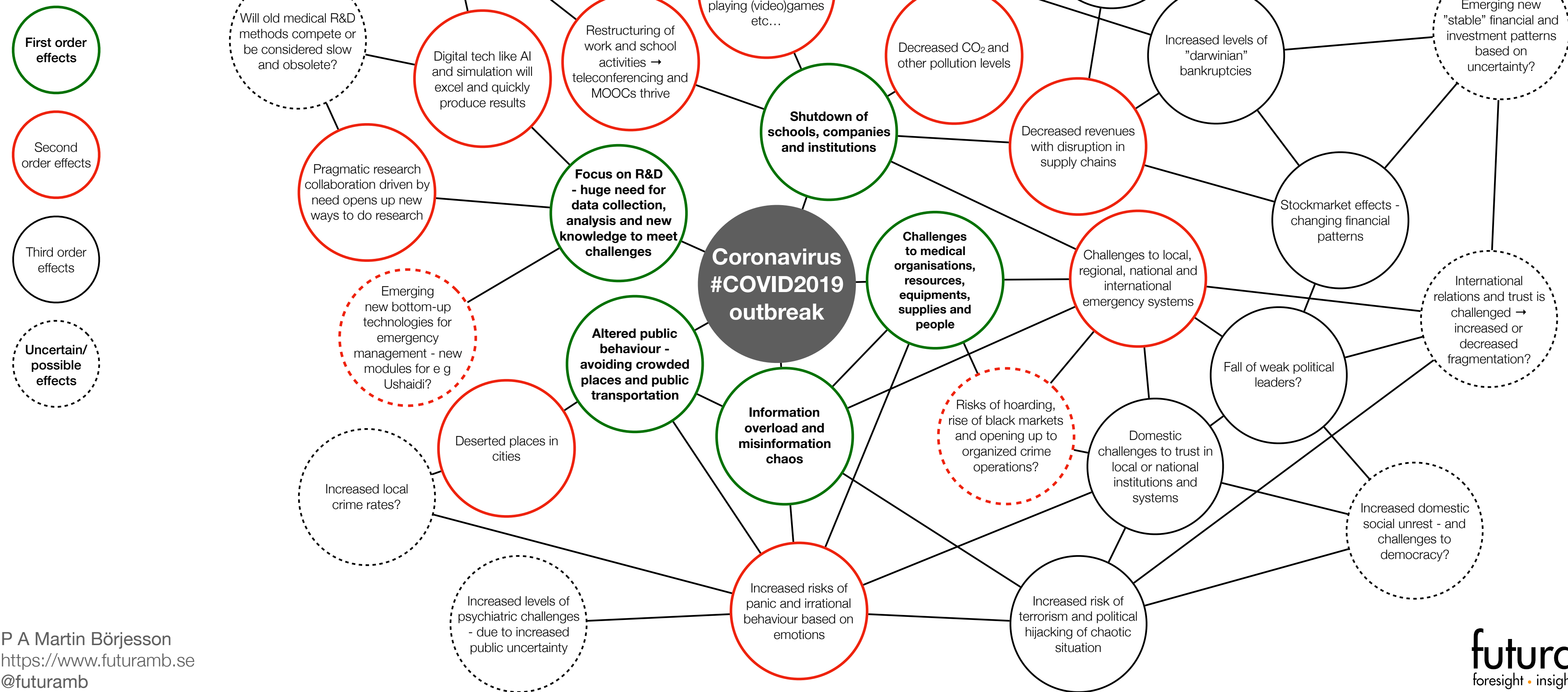
FUTURES WHEEL



3RD ORDER EFFECTS

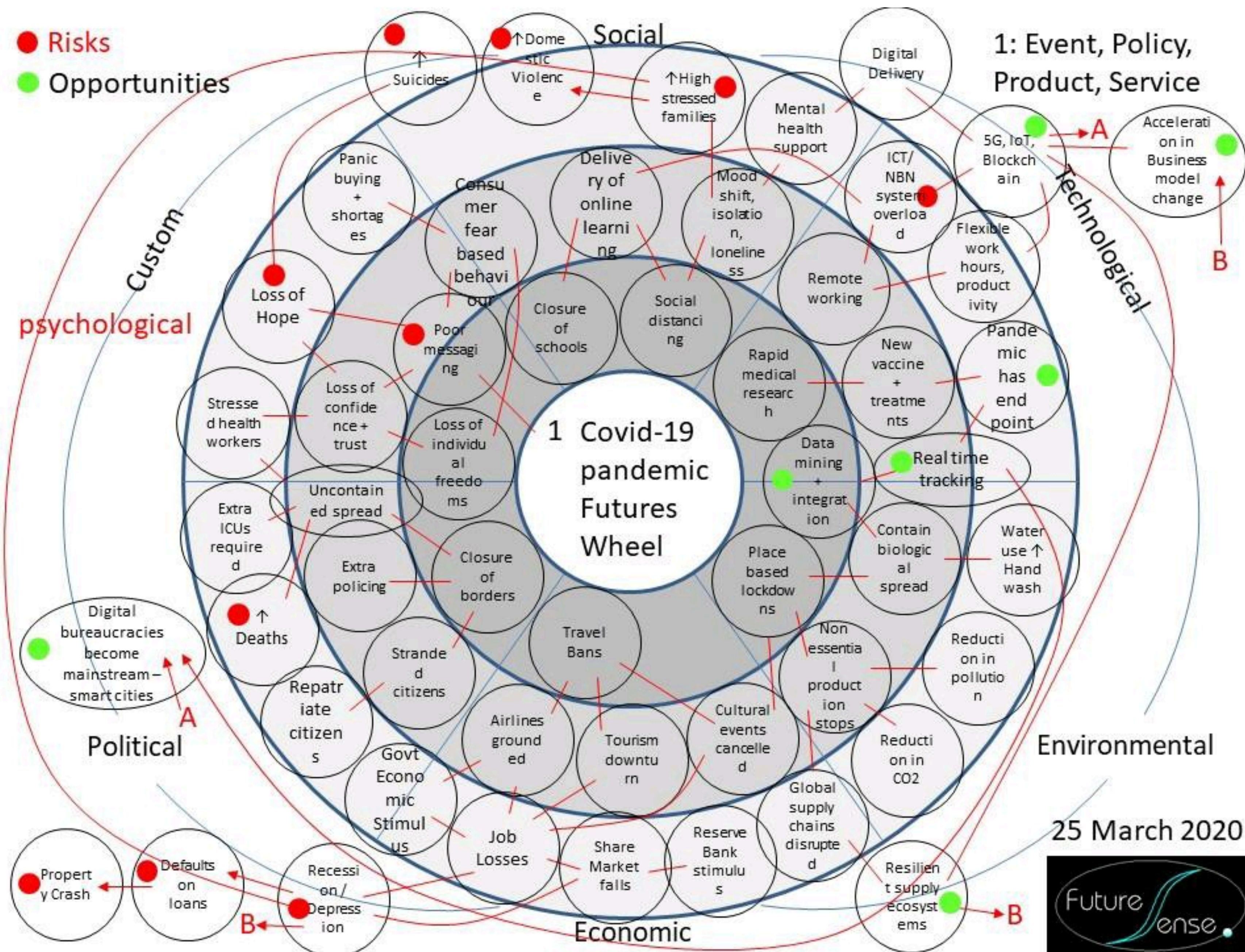
Futures wheel on Coronavirus epidemics longer term consequences

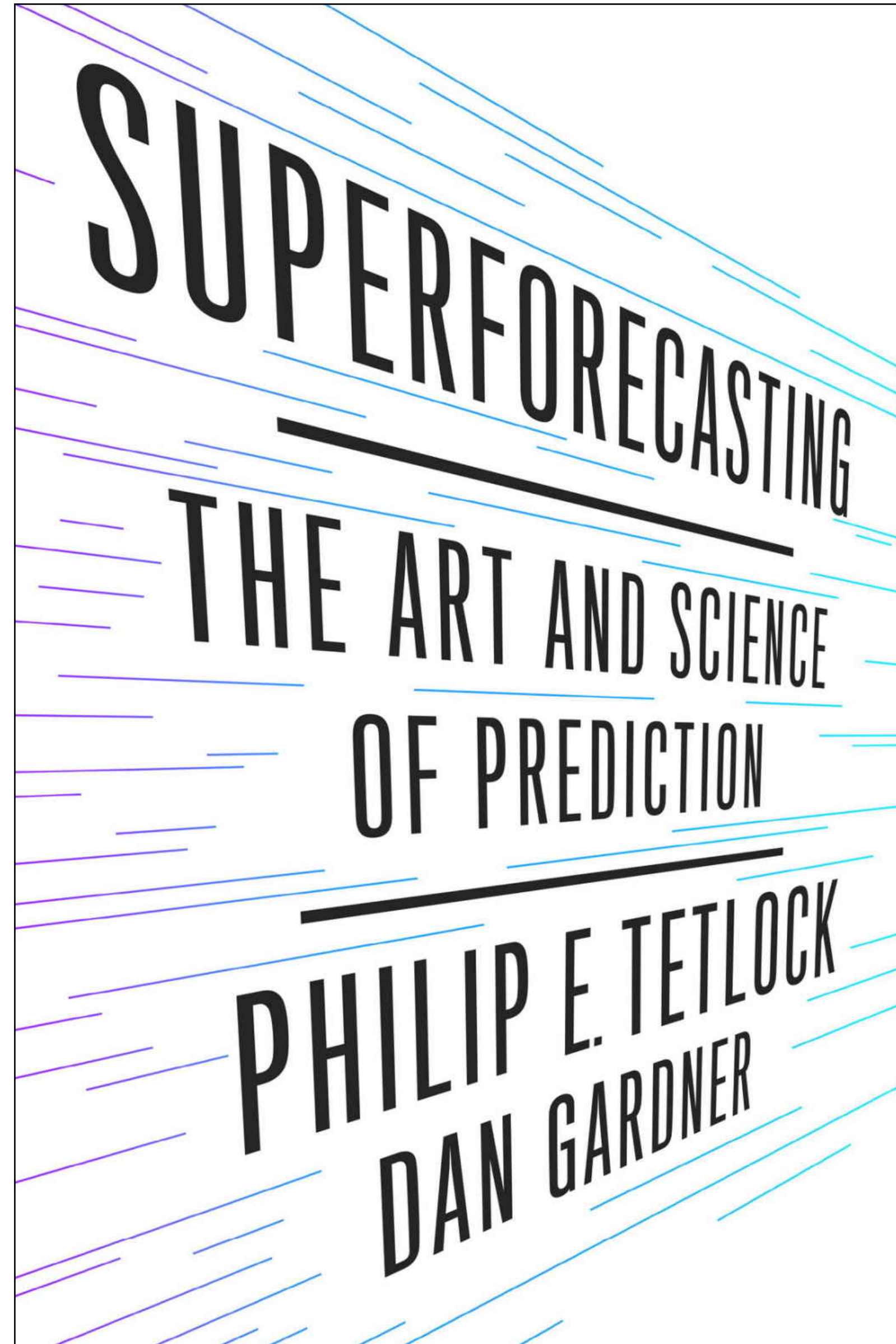
(work i progress v 0,1 -
please add and refine!)



P A Martin Börjesson
<https://www.futuramb.se>
 @futuramb

futuramb
 foresight • insight • strategy

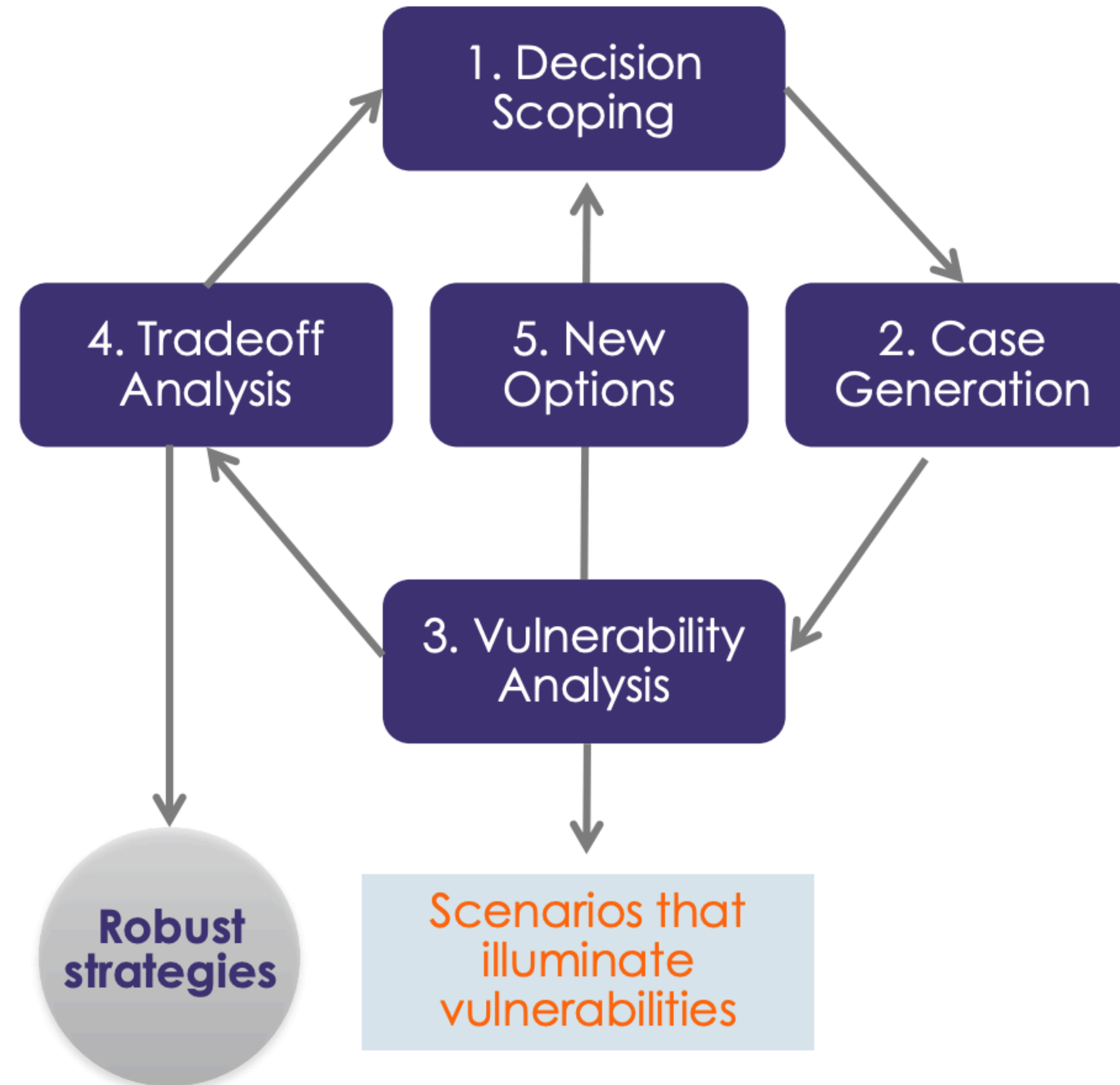




**“A probabilistic thinker
will be less distracted
with ‘why’ questions
and focus on ‘how.’”**

MULTIPLE HORIZONS

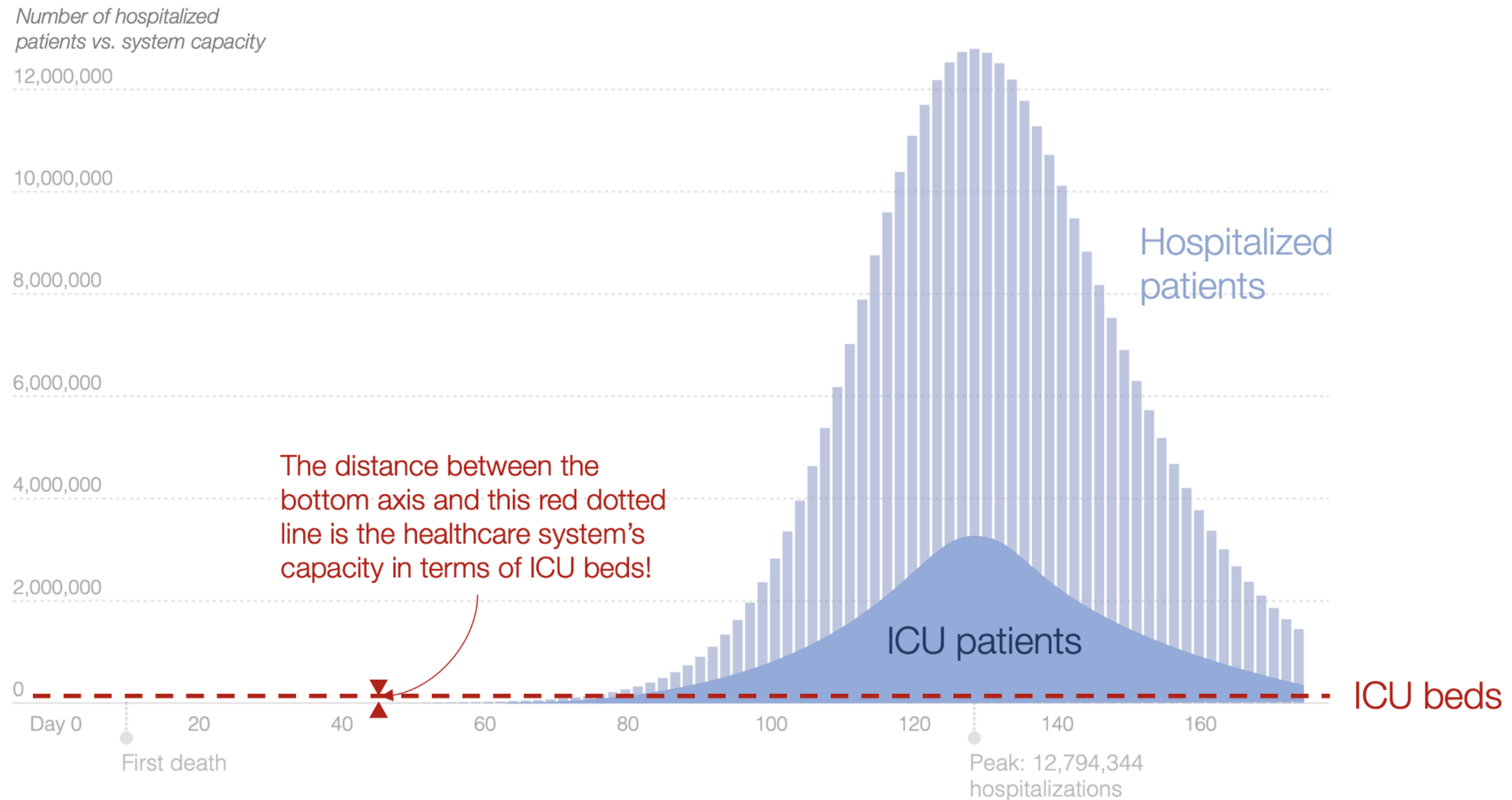
RAND Corp - Robust Decision Making (RDM) Framework



POSTNORMAL TIMES

- Extended Present - extrapolating trends / data / 5+
- Familiar Future(s) - plausible / probable / “used” / 10+
- Unthought Future(s) - possible / ridiculous / 30+

Chart 4: Hospitalized Coronavirus Patients vs. System Capacity



Source: Tomas Pueyo analysis

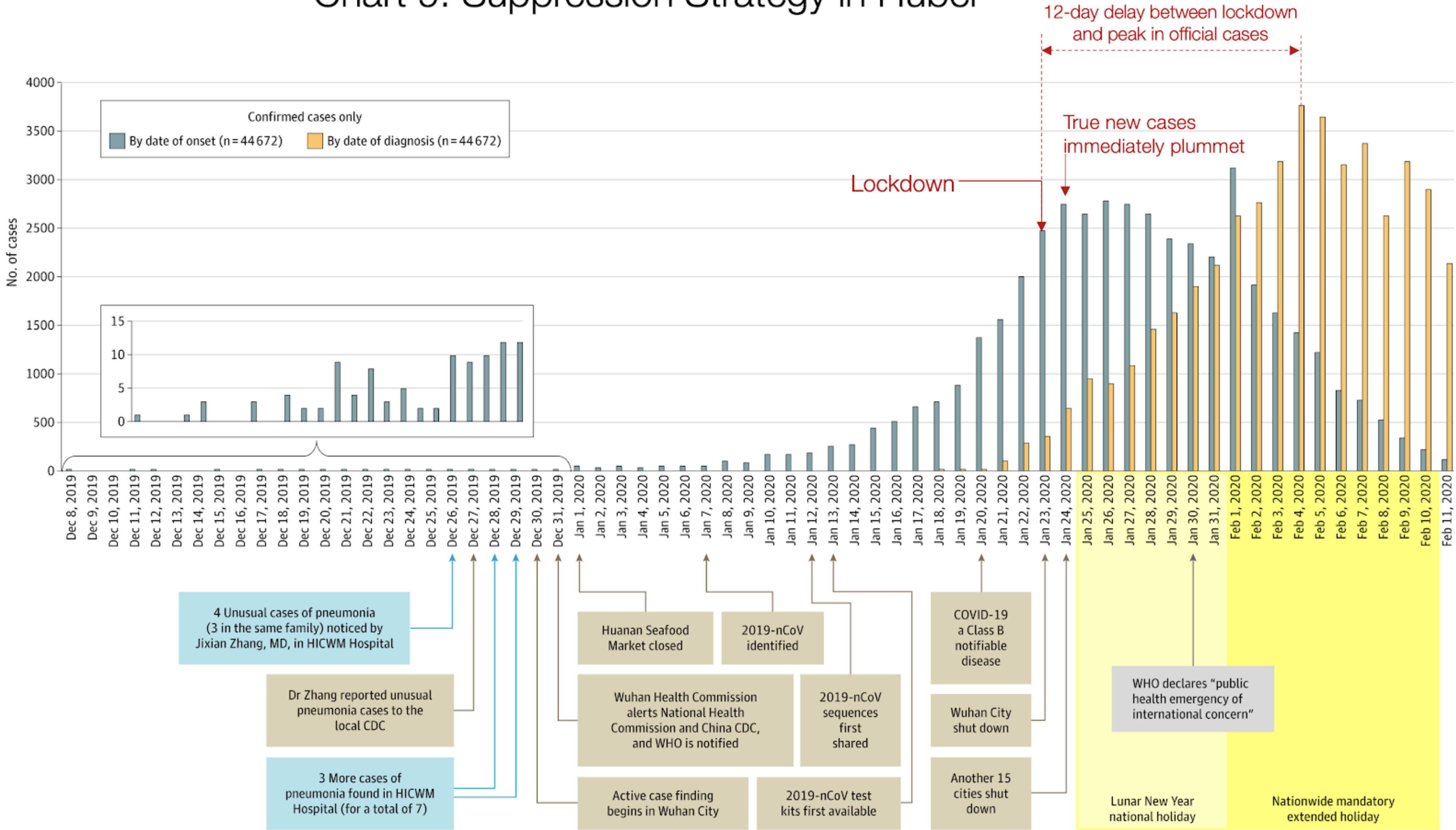
Epidemic Calculator, Gabriel Goh, <http://gabgoh.github.io/COVID/index.html> for Hospitalized patients

ICU patients using ~25% of hospitalizations that require ICU support, from China CDC

Number of current + repurposed ICU beds = ~100,000 (Johns Hopkins, <http://www.centerforhealthsecurity.org/cbn/2020/cbnreport-02272020.html>)

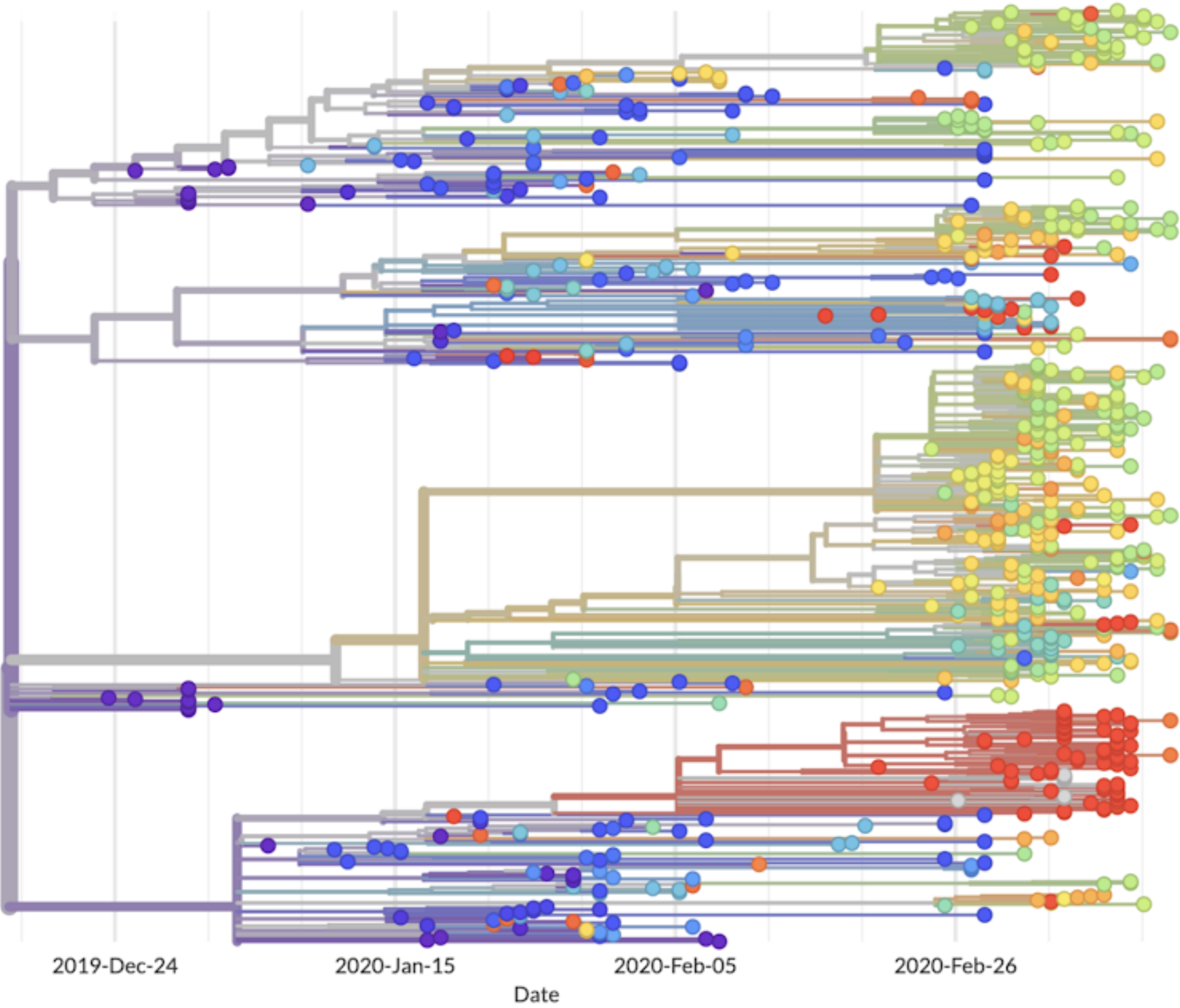
- Extended Present - extrapolating trends / data / 5+
- **Familiar Future(s) - plausible / probable / “used” / 10+**
- Unthought Future(s) - possible / ridiculous / 30+

Chart 9: Suppression Strategy in Hubei

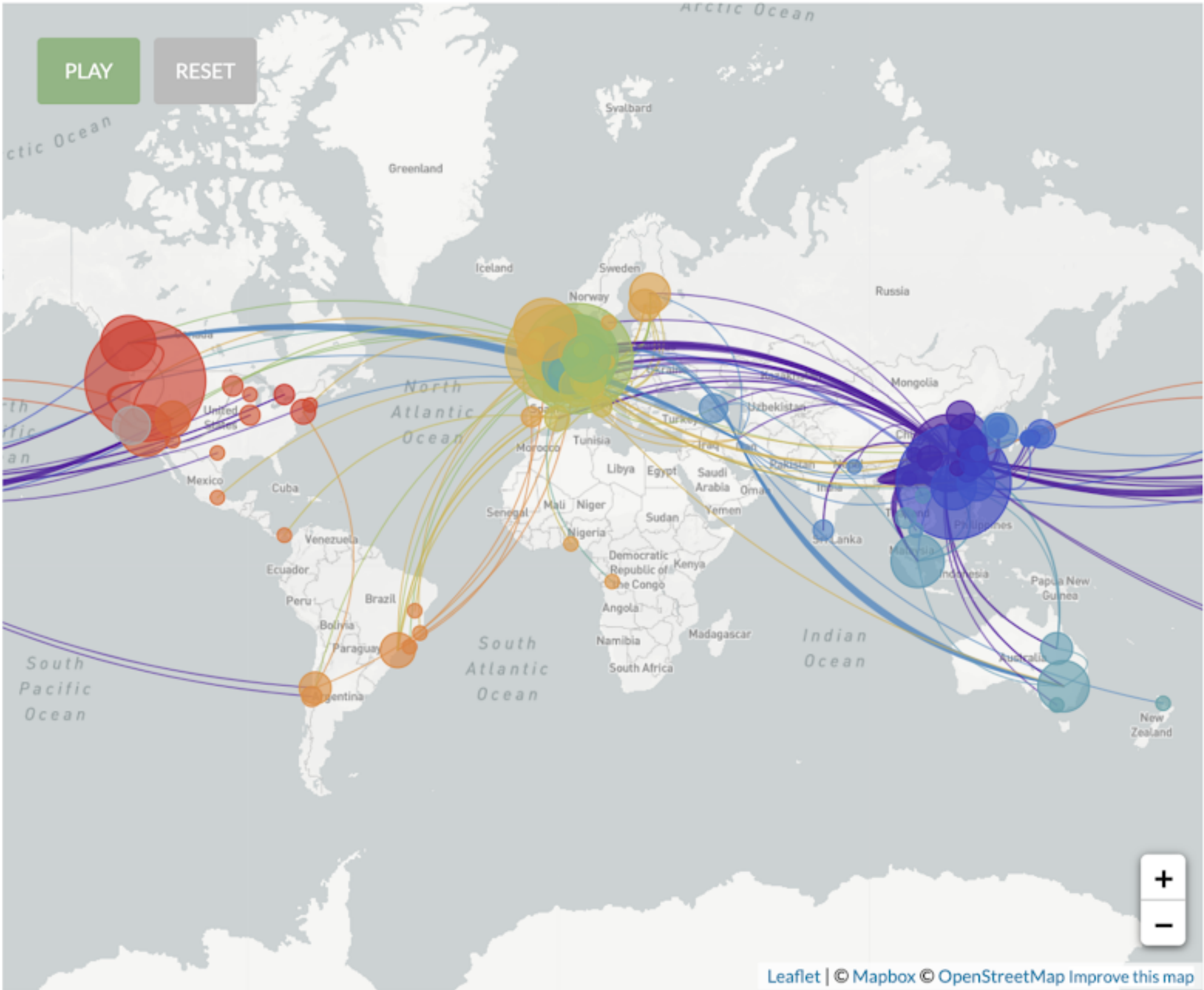


- Extended Present - extrapolating trends / data / 5+
- Familiar Future(s) - plausible / probable / “used” / 10+
- Unthought Future(s) - possible / ridiculous / 30+

Chart 6: Mutations in the Coronavirus

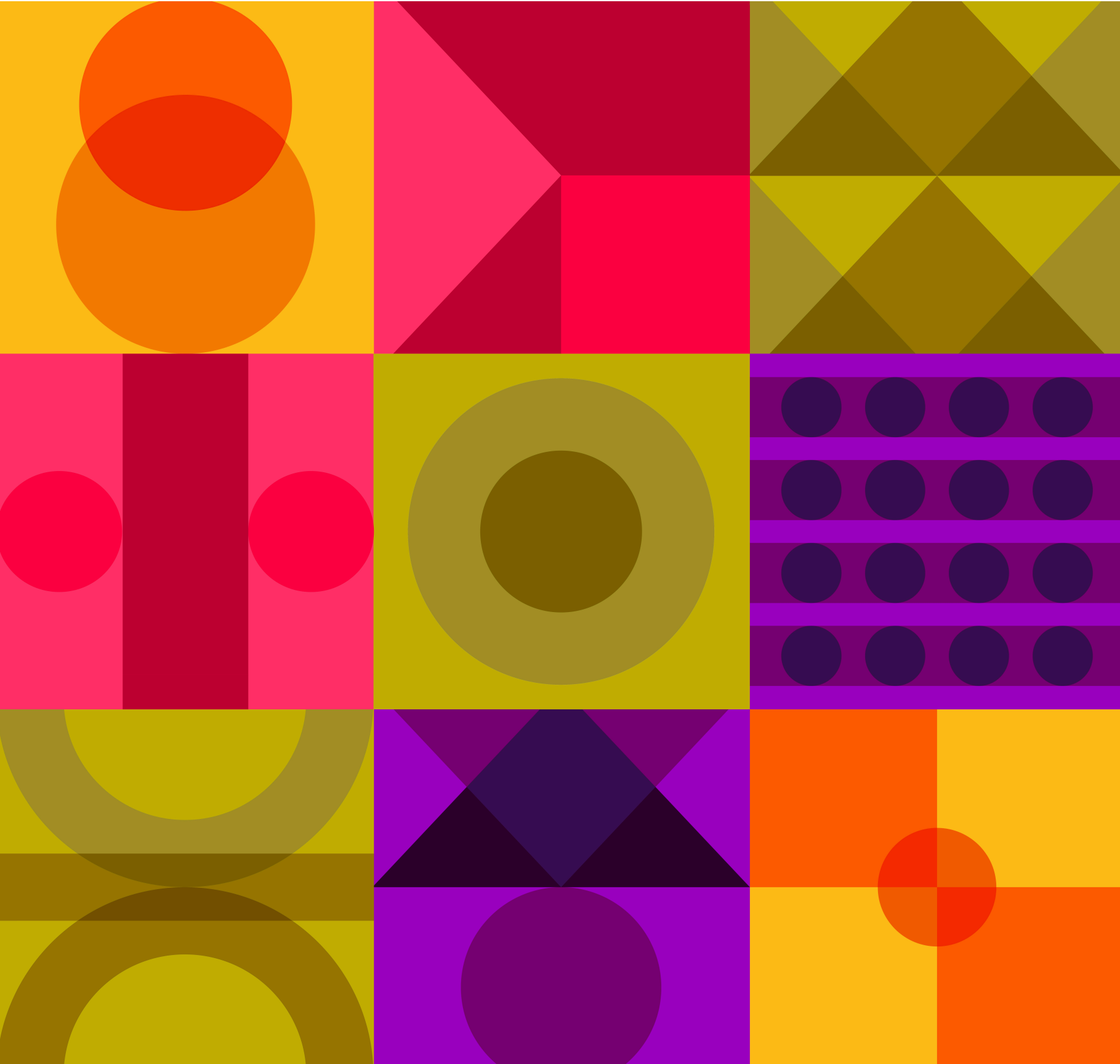


Source: Nextstrain, based on open source information gathered through GISAID



- Extended Present - extrapolating trends / data / 5+
- Familiar Future(s) - plausible / probable / “used” / 10+
- Unthought Future(s) - possible / ridiculous / 30+

DEGREE OF PARTICIPATION



“Without more serious use of participatory [foresight] methods, too many of our most powerful institutions risk being trapped in an eternal present, unable to describe, let alone act on, the challenges that matter most.”

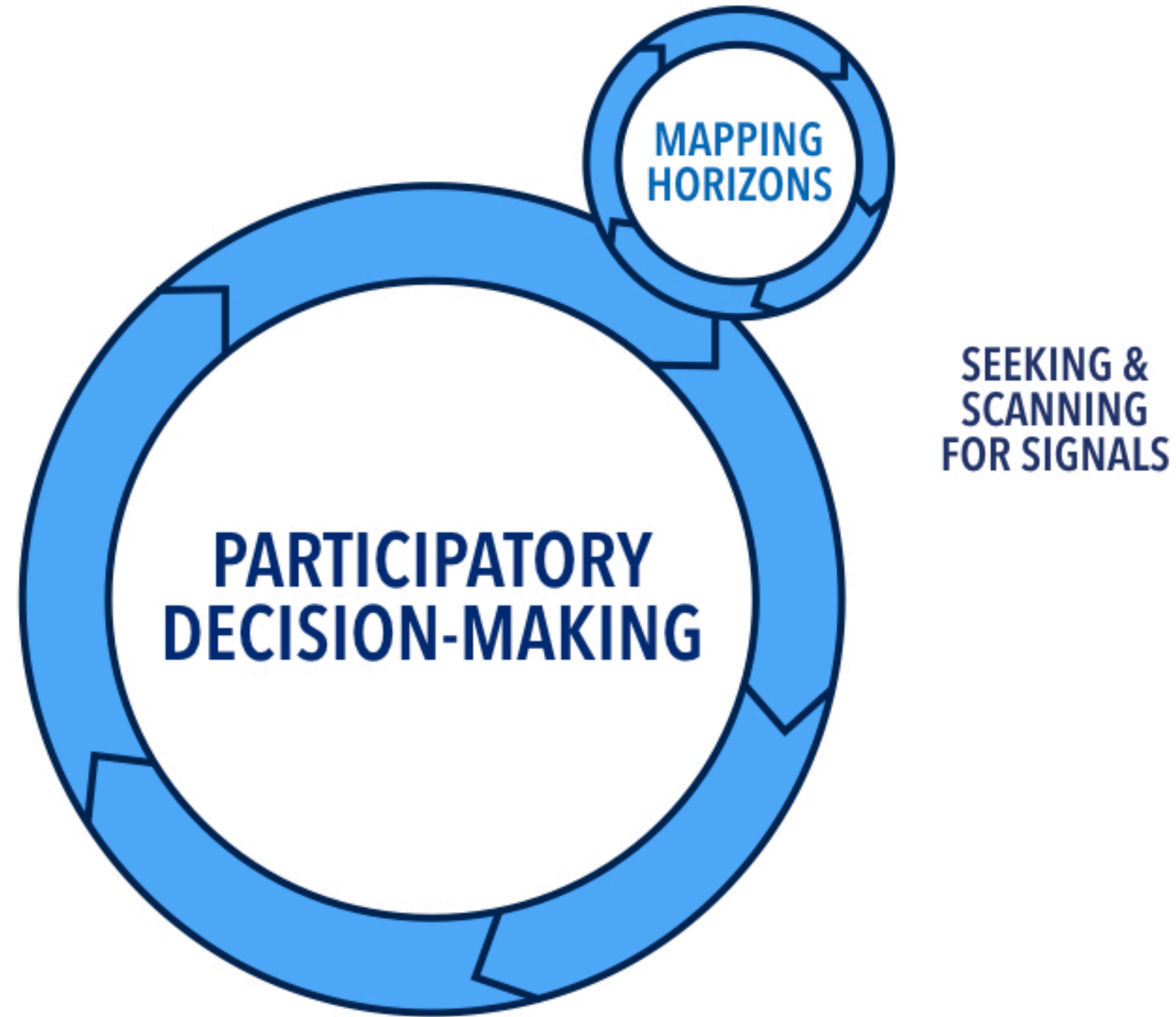
– Geoff Mulgan

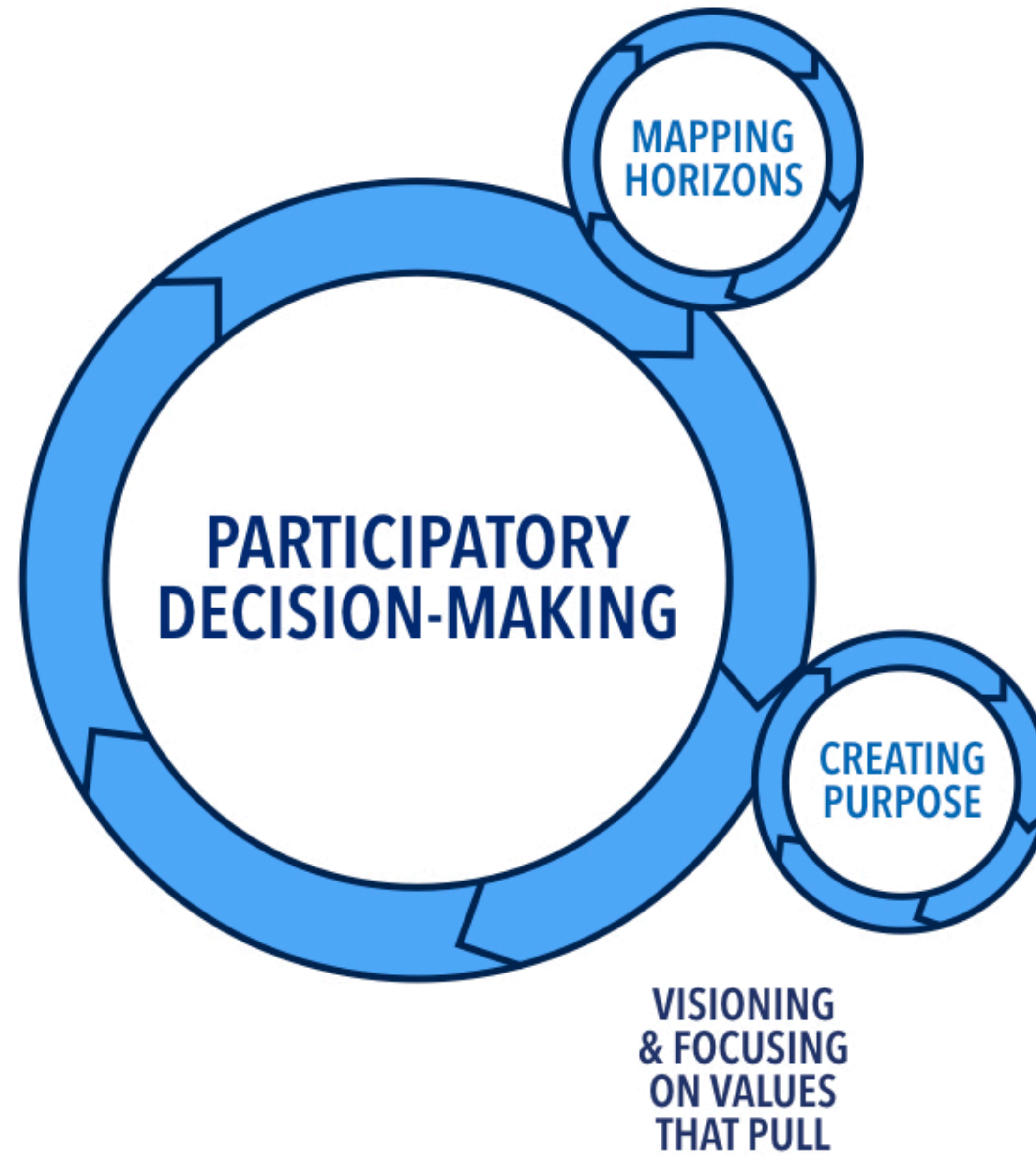
nesta

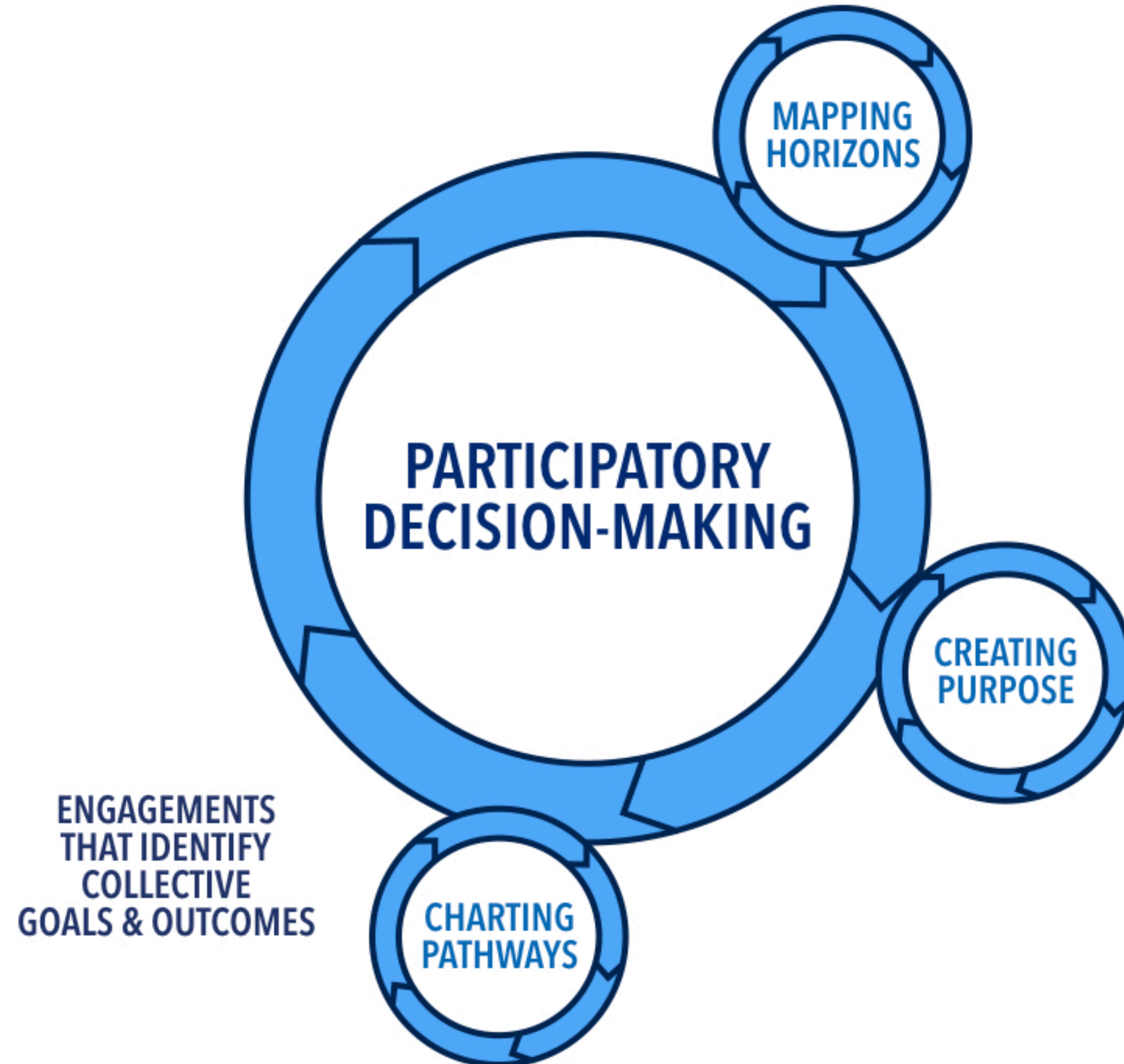
**Our futures:
by the people,
for the people**

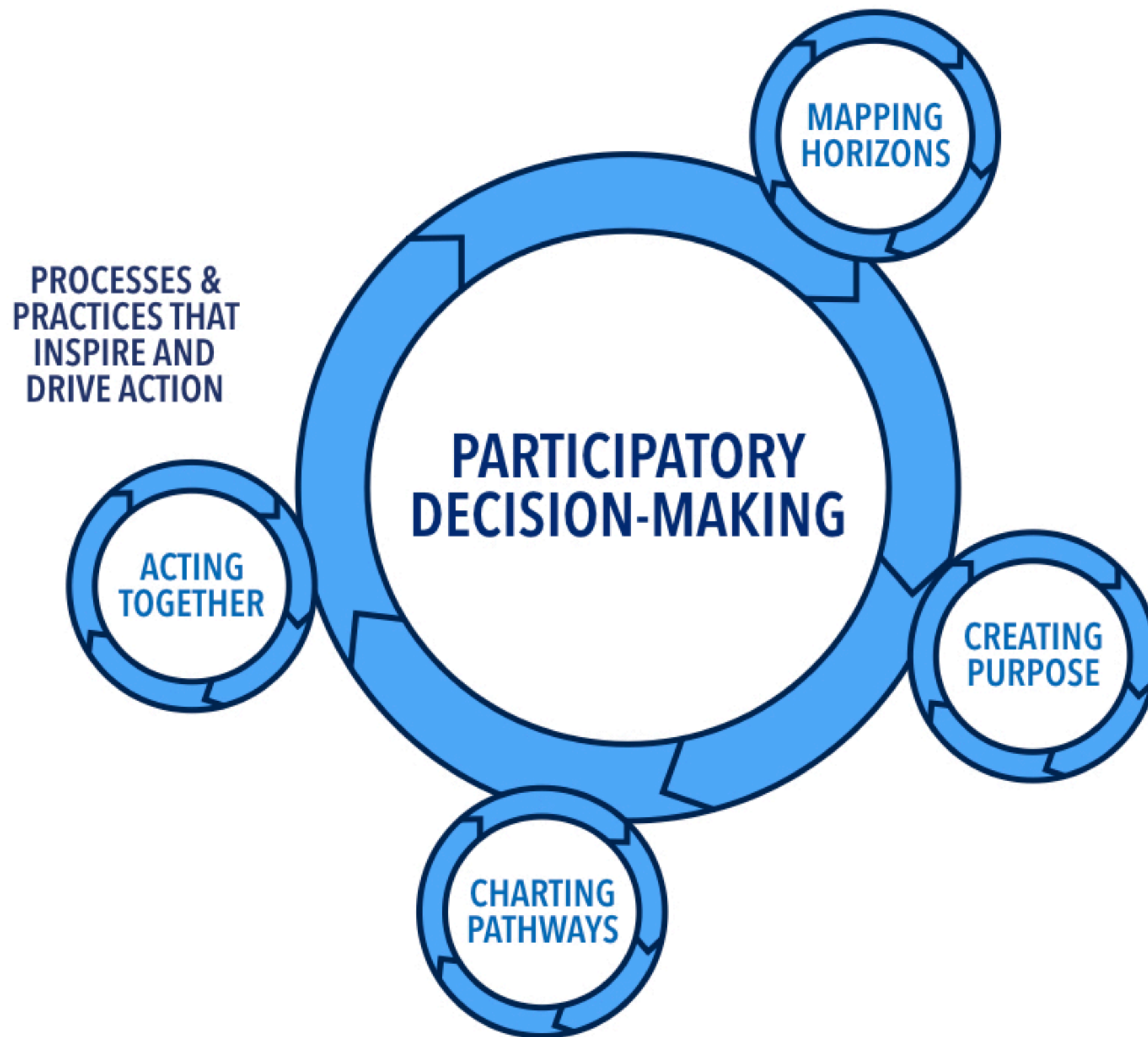
How mass involvement in
shaping the future can solve
complex problems

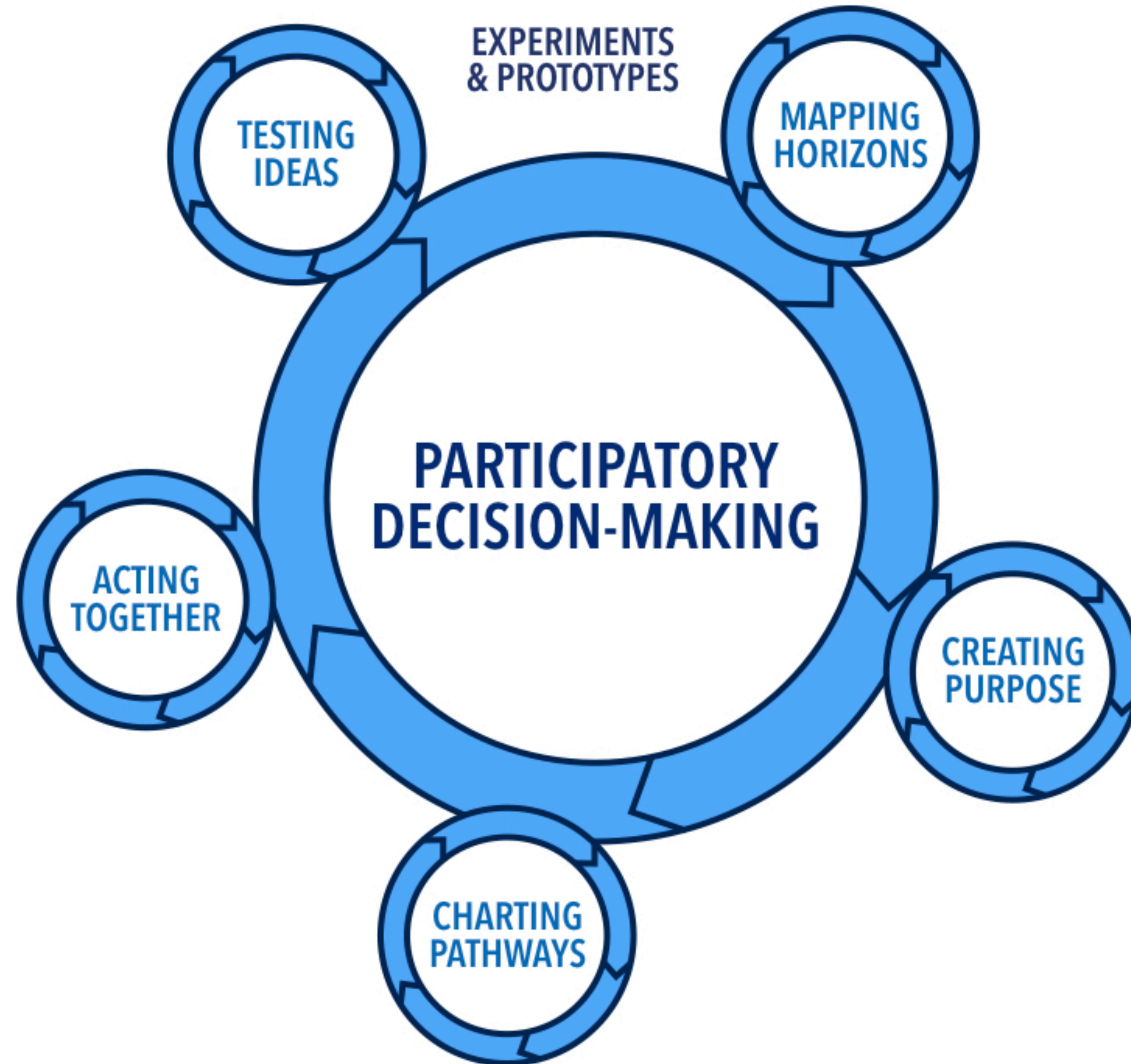
AUTHORS
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John A Sweeney,
Kathy Peach and
Laurie Smith

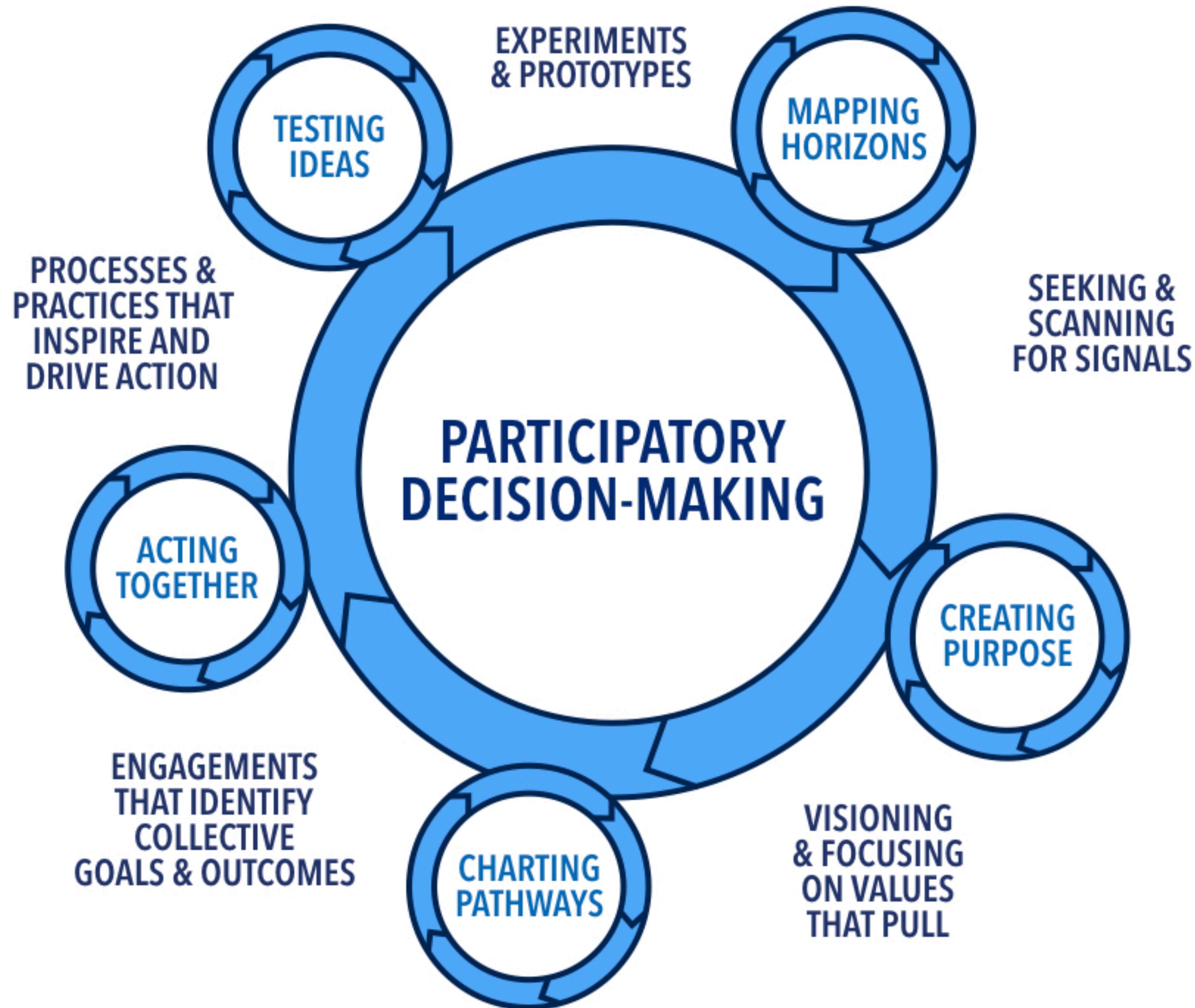












In chaotic times, it is absolutely
essential to have an
organizational strategy for
learning (& unlearning)

In chaotic times, decision making can be made better or worse by communication



“It took 93 years to achieve the first plastic squeeze bottle and a further 19 years to turn it upside down.”



NOT JUST
WHAT WE SAY
BUT HOW WE
SAY IT

White House

5:46 PM ET

THE WHITE HOUSE
WASHINGTON



CORONAVIRUS PANDEMIC

GLOBALY

TOTAL CASES

1,192,028

DEATHS

64,316

IN THE UNITED STATES

TOTAL CASES

301,902

DEATHS

8,175

SOURCE: JOHNS HOPKINS UNIVERSITY

BREAKING NEWS

TRUMP: "THERE'S GOING TO BE A LOT OF DEATH" IN COMING WEEKS

MIC IS BLAMED FOR 700K+ LOST JOBS IN GOVT.'S MARCH JOBS REPORT; IT C NEWSROOM

LIVE

CNN

5:46 PM ET



- Direction-giving - clear messages that outline goals
- Meaning-making - metaphors and stories to connect
- Empathy - sharing experiences and responsive language

AND, ONE
LAST THING

BAIKONUR



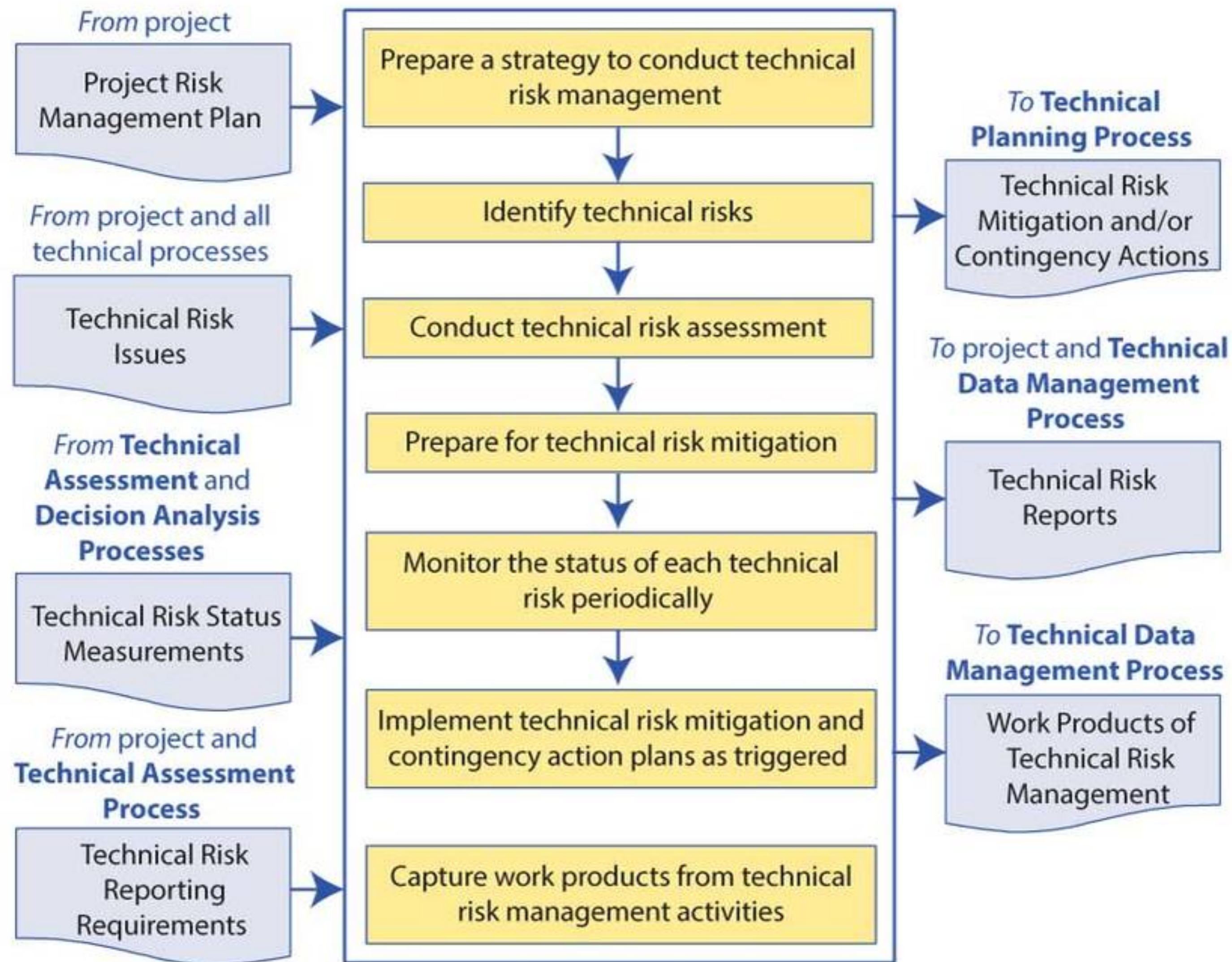
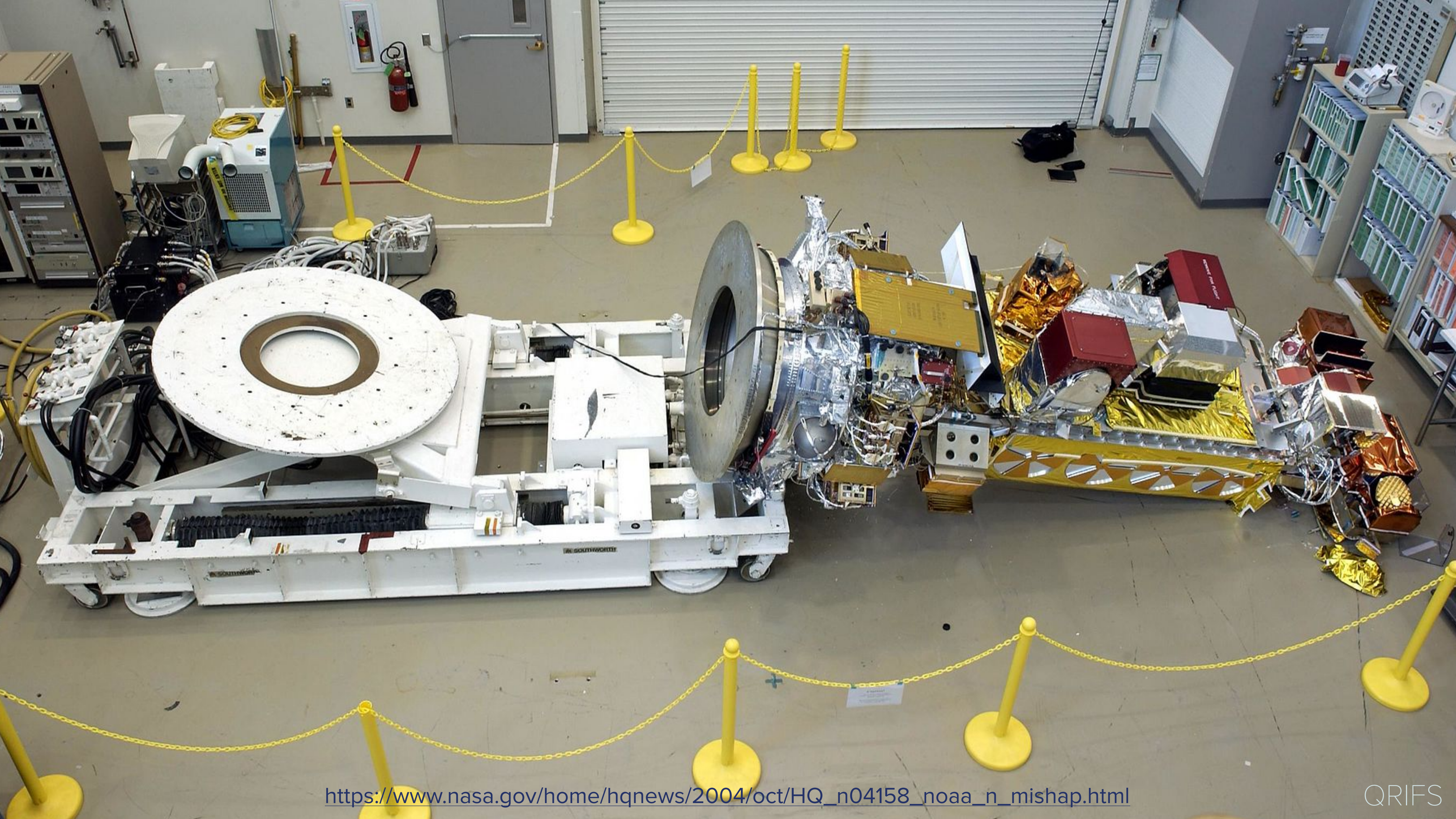


FIGURE 6.4-3 Risk Management Process





THE HUMAN FACTOR

“In preparing for battle, I have
always found that plans are
useless but planning is
indispensable.”

- Dwight D. Eisenhower

спасибо
рақмет
Thank you

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