

# INEVITABLE SURPRISES

A SURVIVAL GUIDE FOR THE 21ST CENTURY

PETER SCHWARTZ



# Inevitable Surprises Thinking Ahead In A Time Of Turbulence

**Sumit Ganguly, Andrew Scobell, Joseph  
Chinyong Liow**



## **Inevitable Surprises Thinking Ahead In A Time Of Turbulence:**

*Inevitable Surprises* Peter Schwartz, 2003      **Inevitable Surprises** Peter Schwartz, 2004-05-24 The world we live in today is more volatile than ever The security of free nations is threatened by rogue states the global economy is in flux and the rapid advance of technology forces constant reevaluation of our society With so many powerful forces at work and seemingly unpredictable events occurring to many the future seems dark and its possibilities frightening Peter Schwartz disagrees A world renowned visionary in the field of scenario planning Schwartz's startling and accurate predictions have been employed by government agencies and major corporations for more than twenty five years He argues that the future is foreseeable and that by examining the dynamics at work today we can predict the inevitable surprises of tomorrow Timely and thought provoking *Inevitable Surprises* is a book that no one with an interest in business or the future of our society can afford to miss      **Inevitable Surprises**, 2010      *Inevitable Surprises* Peter Schwartz, 2003      *Uncertainty and Risk* Gabriele Bammer, Michael Smithson, 2012-05-04 This is a major and deeply thoughtful contribution to understanding uncertainty and risk Our world and its unprecedented challenges need such ways of thinking Much more than a set of contributions from different disciplines this book leads you to explore your own way of perceiving your own area of work An outstanding contribution that will stay on my shelves for many years Dr Neil T M Hamilton Director WWF International Arctic Programme This collection of essays provides a unique and fascinating overview of perspectives on uncertainty and risk across a wide variety of disciplines It is a valuable and accessible sourcebook for specialists and laypeople alike Professor Renate Schubert Head of the Institute for Environmental Decisions and Chair of Economics at the Swiss Federal Institute of Technology This comprehensive collection of disciplinary perspectives on uncertainty is a definitive guide to contemporary insights into this Achilles heel of modernity and the endemic hubris of institutional science in its role as public authority It gives firm foundations to the fundamental historic shift now underway in the world towards normalizing acceptance of the immanent condition of ignorance and of its practical corollaries contingency uncontrol and respect for difference Brian Wynne Professor of Science Studies Lancaster University Bammer and Smithson have assembled a fascinating important collection of papers on uncertainty and its management The integrative nature of *Uncertainty and Risk* makes it a landmark in the intellectual history of this vital cross disciplinary concept George Cvetkovich Director Center for Cross Cultural Research Western Washington University *Uncertainty* governs our lives From the unknowns of living with the risks of terrorism to developing policies on genetically modified foods or disaster planning for catastrophic climate change how we conceptualize evaluate and cope with uncertainty drives our actions and deployment of resources decisions and priorities In this thorough and wide ranging volume theoretical perspectives are drawn from art history complexity science economics futures history law philosophy physics psychology statistics and theology On a practical level uncertainty is examined in emergency management intelligence law enforcement music policy and politics Key problems that are a subject

of focus are environmental management communicable diseases and illicit drugs Opening and closing sections of the book provide major conceptual strands in uncertainty thinking and develop an integrated view of the nature of uncertainty uncertainty as a motivating or de motivating force and strategies for coping and managing under uncertainty     **Navigating Uncertainty Using Foresight Intelligence** Bruce Garvey,Adam D. M. Svendsen,2024-10-25 This book brings together a diverse range of findings on current and emerging business concerns when the authors were developing a series of 12 working Analytic Research Consortium ARC White Papers It presents several differently configured scenarios drawing on cyber as an example the use and further optimization of estimative probabilistic language communicating analytical insights and other findings concerning un certainty to decision maker end users and mitigating risk It also evaluates in detail today s rapidly evolving Gen AI systems and technologies e g those underlying OpenAI s ChatGPT and Google s Bard Gemini This includes their respective value concerning scenario development and other business relevant methods tools and techniques e g Red Teaming The topics discussed are assessed using the multi methodologies of firstly Intelligence Engineering IE and secondly Strategic Options Analysis SOA The latter half of the book introduces an alternative scenario planning process including use of new computer software and AI tools In addition to Gen AI we identify that the emerging discipline of Causal AI may work better for foresight and scenario activities The book is a valuable read for a diverse readership from the public and private sectors spanning government the military law enforcement education industry commerce retail and enterprises of all sizes Also students at business schools and high level decision makers including politicians military commanders and C Suite leaders in various fields will benefit from it     Uncertainty Deconstructed Bruce Garvey,Dowshan Humzah,Storm Le Roux,2022-08-26 This book argues that uncertainty is not really uncertainty at all but just demonstrates a lack of vision and willingness to think about the unthinkable good and bad The task of accepting that uncertainty is about exploring the possible rather than the impossible has to be taken on board by strategists policy developers and political leaders if we are to meet the challenges that an ever changing world is throwing at us The term unknown unknowns is ubiquitous albeit the vast majority of future uncertain events do not fall into this category However it has been used to absolve decision makers from criticism post event whereas poor foresight is the prime culprit and that most future uncertainties are known unknowns or inevitable surprises This re positioning of uncertainties can help mitigate the impact of such risks through better foresight aware contingency planning The enemy is not uncertainty itself but our lack of imagination when trying to visualize the future we need to transform our behaviour To better understand uncertainty we have to deconstruct it and get to grips with its component parts Three main questions are posed and practical approaches presented What are the main structural components that make up the conditions under which uncertainty operates What scenario lenses can be used when exploring uncertainty What behavioural factors do we need to consider when analysing the human responses to uncertainty Practitioners having to deal with making better decisions under uncertainty will find the book a useful guide Endorsements

for the book With this book Bruce Garvey performs a great service for consultants planners and indeed anyone whose job involves a degree of speculation about what will happen in the future Through a comprehensive survey of methods tools and techniques he provides a practical guide to unpacking the uncertainty that besets all human endeavour This is no dry academic treatise it deals with highly contemporary topics such as fake news part of a fascinating dissection of dark data and how our biases and preconceptions shape our views The book finishes with three case studies dealing with the Covid 19 pandemic social mobility and inequality and achieving net zero all topics that are sorely in need of the critical thinking and analysis skills described previously No one can completely eliminate 20 20 hindsight from all business decisions but readers applying the lessons of this book may find themselves saying if only we d known less frequently Nick Bush Director CMCE Centre for Management Consulting Excellence Academic literature and practical guides to uncertainty management are disparate this exciting edition brings it all together Principal author Bruce Garvey recognises the erroneous attribution of many recent events to unforeseeable uncertainty unknown unknowns calling these out as inevitable surprises or unknown knowns a category of uncertainty that is typically overlooked Garvey describes critical dimensions of uncertainty before examining scenarios and behavioural aspects the latter being a hidden influencer which is too often neglected The guidebook contains a variety of methods tools and techniques including several that deserve more use and contains a detailed glossary and reference list Practical advice covers topics such as identifying weak signals for use in scenario development and overcoming cognitive dissonance This well structured and engagingly written guide should serve as a standard text for students academics and practitioners across policy making business and industry Dr Geoff Darch Water Resources Strategy Manager Anglian Water Co Founder Analysis under Uncertainty for Decision Makers AU4DM Network This is a valuable companion volume to John Kay and Mervyn King s Radical Uncertainty and it is a necessary corrective to the physics envy of disciplines such as economics which achieve a false sense of certainty by creating highly plausible but unreliable simplifications of things through over generalisation leading to simplistic proposals for interventions which can only rightly be judged through a lens of complexity and probability I would like to be more optimistic about the ultimate effects of books of this kind and in some fields perhaps in military decision making and defence I am quite optimistic In such fields people tend to approach decision making through the assumption that things will go wrong and that the effects of any mistakes will be very keenly perhaps fatally experienced In business and softer social policy making I fear the battle will be much harder In such fields as politics and business it is often better for the reputation as Keynes remarked to fail conventionally than to succeed unconventionally In such fields it is more important to make defensible decisions than to make good decisions so an artificial sense of logical certainty will perhaps always hold an unhealthy appeal But here s hoping anyway Rory Sutherland Vice Chairman Ogilvy Group Here is a most insightful book which holistically examines the world of uncertainty particularly as it impacts sense to decision making processes for many different stakeholders Both scholars and practitioners strategists

to operators soon gain from reading Journeying from theory to practice we embark on a comprehensive definition of uncertainty to subsequently become better equipped for its greater contemporary navigation when going forward all elucidated by several well structured scenarios and case study examples How uncertainty relates to risk both qualitative and quantitative is systematically charted articulating their close interactivity Forming a successful guide this book has much enduring reference value and is therefore deserving of being readily retrievable as events and developments benefit from their improved understanding Uncertainty can demonstrably be negotiated much more effectively Alternative situations and conditions of denial lamented as we should have fore seen that no longer stand as acceptable when it comes to anticipating futures ahead With this book further help is now at hand Adam D M Svendsen PhD International Intelligence Defence Strategist Researcher Analyst Educator Consultant

**Challenging Future Practice Possibilities** Joy Higgs, Steven Cork, Debbie Horsfall, 2019-03-25 What might the futures of practice be like is far from a straightforward question Emphasising the before the word future implies one future But futures thinkers have identified a range of futures that people think about In this book we reflect on possible probable and preferable futures in relation to practice and work Readers are invited to consider how their own engagement in shaping possible futures will support ways of working that they deem preferable even those they can hardly imagine Challenging Future Practice Possibilities also examines influences that are maintaining the status quo and others that are pushing interest driven change Authors consider the major challenges that practice and practitioners face today such as wicked problems fears for the future and complex demands and opportunities posed by the digital revolution A number of examples of future oriented work directions such as protean careers and artificial intelligence enhancing or even replacing human workforces are considered along with concerns like the vulnerability of many work situations and workers In some cases workers and employers alike are unprepared for these challenges while others see adapting to these situations as yet another pathway of practice futures evolution

*Shaping Wise Futures*, 2021-10-25 We are poised at a crossroads between a past that is outgrown and a future we must choose This book examines the multiple ways that wisdom grounded in life experience science and theoretical knowledge can contribute to positive and sustainable local and global futures The authors in this book have brought their thinking to various aspects of this existential challenge using the lenses of Wisdom and Wise Practice in an effort to explore ideas by which society might make choices in planning and acting for a wiser future Wisdom practices have developed over millennia to assist people in approaching and managing life experiences and difficulties While such practices were originally considered the purview of academic and religious scholars at this important time in history it must become everyone s responsibility to wisely look ahead if we are to achieve a sustainable future for society The authors of this book comprise international future oriented leaders scholars practitioners community members and commentators with a commitment to social justice human service and development The book explores the place of wisdom and wise living practices alongside other ways of knowing and acting for shaping

positive futures for people and the world we inhabit The chapters examine major challenges across political physical and social life worlds aiming to promote a quantum shift in discourse and decision making to address current and future challenges The four parts of the book follow forward thinking ideas of wise professional practice Facing future challenges Exploring practice pathways Examining options and Future possibilities      **Innovation to the Core** Peter Skarzynski, Rowan Gibson, 2008-03-18 If you're like most business leaders innovation now tops your corporate agenda But despite all the talk and excitement about the importance of innovation managers have so far found scant help for innovating in a systematic way that fuels consistent growth and sustained success In *Innovation to the Core* Strategos CEO Peter Skarzynski and business strategist Rowan Gibson change all that They share the accumulated wisdom from Strategos the consulting firm Skarzynski co founded with Gary Hamel that helps clients instill innovation into their very core Drawing on a wealth of stories and examples the book shows how companies of every stripe have overcome the barriers to successful profitable innovation You'll find parts devoted to crucial topics such as how to organize the discovery process generate strategic insights enlarge your innovation pipeline and maximize your return on innovation Frequent hands-on tools frameworks checklists probing questions help you put the book's ideas into action Crafted in close coordination with Gary Hamel the man who *Fortune* magazine has called the world's leading expert on business strategy *Innovation to the Core* is the definitive fieldbook for making innovation a core competence in your organization      *Get There Early* Bob Johansen a Institute for the Future, 2011 *Sensing the Future to Compete in the Present* Offers a proven approach for making sense out of future challenges and devising positive responses using methods developed by the respected Institute for the Future Features examples of how organizations like Procter Gamble Disney Reuters UPS and the Centers for Disease Control have put the approach into practice Includes the institute's ten year forecast of trends challenges and opportunities These days every leader struggles with a paradox you can't predict the future but you have to be able to make sense of it to thrive In the age of the Internet everyone knows what's new but to succeed you have to be able to sort out what's important devise strategies based on your own point of view and get there ahead of the crowd Bob Johansen shares techniques the Institute for the Future has been refining for nearly forty years to help leaders navigate what borrowing a term from the Army War College he calls the VUCA world a world characterized by volatility uncertainty complexity and ambiguity As the institute's ten year forecast makes clear leaders now face fewer problems with neat solutions and more dilemmas recurring complex messy and puzzling situations *Get There Early* lays out the institute's three step Foresight to Insight to Action Cycle that will allow readers to sense make sense of and win with dilemmas Johansen offers specific techniques ranging from storytelling to simulation gaming as well as real world examples to help readers turn the VUCA world on its head through creative use of vision understanding clarity and agility This book offers hope for leaders facing the constant tension a dilemma in itself between judging too soon and deciding too late      The Routledge Handbook of Asian Security Studies Sumit

Ganguly, Andrew Scobell, Joseph Chinyong Liow, 2009-12-04 The Handbook of Asian Security Studies provides a detailed exploration of security dynamics in the three distinct subregions that comprise Asia and also bridges the study of these regions by exploring the geopolitical links between each of them This Handbook is divided geographically into four main parts Part I Northeast Asia Part II South Asia Part III Southeast Asia Part IV Cross Regional Issues Despite the richness and complexity of security issues in Asia and the theoretical and conceptual debates these have spawned there is no single volume that scholars can turn to for succinct cogent and dispassionate analysis of these issues The Handbook of Asian Security Studies fills this important gap in the literature dealing with all major security issues in the area which range from unresolved territorial disputes maritime and inland irredentist claims and intra state conflicts to transnational terrorist movements and nuclear rivalries This volume contains essays by many leading scholars in the field and will be essential reading for all students of Asian security Asian politics and International Relations in general Sumit Ganguly is a professor of Political Science and holds the Rabindranath Tagore Chair in Indian Cultures and Civilizations at Indiana University Bloomington He is the author co author editor or co editor of some 15 books on South Asian politics He is also the founding editor of the only refereed social science journal devoted to the study of contemporary India The India Review and a founding editor of Asian Security Andrew Scobell is Associate Professor of International Affairs and Director of the China Certificate Program at the Bush School of Government and Public Affairs at Texas A M University located in College Station Texas He is co editor of the journal Asian Security and has edited or co edited 12 books on Asian security topics Joseph Chinyong Liow is Associate Professor and Head of Research at the Rajaratnam School of International Studies Nanyang Technical University Singapore He is co editor of Order and Security in Southeast Asia Routledge 2005 and author of The Politics of Indonesia Malaysia Relations One Kin Two Nations Routledge 2005 *Handbook of Asian Security Studies* Sumit Ganguly, Andrew Scobell, Joseph Liow, 2009 *The Literature of Possibility* Tom Butler-Bowdon, 2013-08-06 For centuries individuals have strived for the good life the ability to provide for oneself and one's family make meaningful contributions to society and enjoy culture and nature among other happy pursuits The wisdom to achieve this great life is contained in The Literature of Possibility a digital collection featuring a new introduction that brings Tom Butler-Bowdon's 50 Classics series **Clinical Reasoning in the Health Professions E-Book** Joy Higgs, Gail M. Jensen, Stephen Loftus, Franziska V. Trede, Sandra Grace, 2024-08-30 Clinical reasoning is the complex thinking and decision making used to come to a diagnosis and management plan It's a core competency of clinical practice but because it involves many elements and unconscious processes it's both difficult to learn and teach Clinical Reasoning in the Health Professions Fifth Edition provides the concepts and frameworks healthcare professionals need to be able to reason effectively make sound and defensible clinical decisions and learn from experience as they develop from student to practitioner Edited by leading experts in the field from Australia and the US this fifth edition presents the latest understandings and evidence around clinical reasoning in clinical



practice and how can it be taught and assessed It s ideal for both undergraduate and post graduate health students as well as academic and clinical health educators Presents a new understanding of clinical reasoning in the circumstances confronting healthcare systems today Covers the future of healthcare and social justice Provides the latest theories on teaching learning and assessing clinical reasoning ideal for educators and researchers Easy to read with figures tables and chapter summaries Case studies integrate theory with practice Examines clinical reasoning as a core competency Includes team based care teaming and the role of shared decision making New themes New ways of teaching and assessment New practical approaches to application of theory and developing a curriculum

*The Two Headed Coin* James L. Darroch,David Wm. Finnie,2021-04-30 Discover the interplay between strategy and risk in this insightful new resource from two experts in the financial industry who have applied their knowledge to multiple industries In *The Two Headed Coin* accomplished authors James L Darroch and David Wm Finnie deliver an insightful exploration of the interplay between strategy and risk that underlies the operational framework of successful organizations You ll learn which risks are fundamental to the strategic positioning and goals of your organization and which are not You ll also discover the importance of an independent risk function e g the CRO and its invaluable role as part of the strategic process You ll also find A thorough discussion of the notion of competitive advantage and how it relates to risk An exploration of consumer perception and reputation as an asset to be managed How to use scenario planning and real options to provide a framework for managing uncertainty How a focus on culture and ethics can minimize the risk of large losses due to adverse behaviors Perfect for risk management and strategy professionals *The Two Headed Coin* will also earn a place in the libraries of executives and managers who wish to improve their ability to integrate strategic and risk thinking to create competitive advantage

*Infrastructure to 2030 (Vol.2) Mapping Policy for Electricity, Water and Transport* OECD,2007-08-17 This book assesses the long term future viability of current business models in electricity water rail and urban public transport and presents policy recommendations

**Radical Evolution** Joel Garreau,2006-05-09 Taking us behind the scenes with today s foremost researchers and pioneers bestselling author Joel Garreau shows that we are at a turning point in history At this moment we are engineering the next stage of human evolution Through advances in genetic robotic information and nanotechnologies we are altering our minds our memories our metabolisms our personalities our progeny and perhaps our very souls *Radical Evolution* reveals that the powers of our comic book superheroes already exist or are in development in hospitals labs and research facilities around the country from the revved up reflexes and speed of Spider Man and Superman to the enhanced mental acuity and memory capabilities of an advanced species Over the next fifteen years Garreau makes clear in this New York Times Book Club premiere selection these enhancements will become part of our everyday lives Where will they lead us To heaven where technology s promise to make us smarter vanquish illness and extend our lives is the answer to our prayers Or as some argue to hell where unrestrained technology brings about the ultimate destruction of our species

**More Than You Know**

Michael J. Mauboussin, 2013-06-11 Since its first publication Michael J Mauboussin's popular guide to wise investing has been translated into eight languages and has been named best business book by BusinessWeek and best economics book by Strategy Business Now updated to reflect current research and expanded to include new chapters on investment philosophy psychology and strategy and science as they pertain to money management this volume is more than ever the best chance to know more than the average investor Offering invaluable tools to better understand the concepts of choice and risk More Than You Know is a unique blend of practical advice and sound theory sampling from a wide variety of sources and disciplines Mauboussin builds on the ideas of visionaries including Warren Buffett and E O Wilson but also finds wisdom in a broad and deep range of fields such as casino gambling horse racing psychology and evolutionary biology He analyzes the strategies of poker experts David Sklansky and Puggy Pearson and pinpoints parallels between mate selection in guppies and stock market booms For this edition Mauboussin includes fresh thoughts on human cognition management assessment game theory the role of intuition and the mechanisms driving the market's mood swings and explains what these topics tell us about smart investing More Than You Know is written with the professional investor in mind but extends far beyond the world of economics and finance Mauboussin groups his essays into four parts Investment Philosophy Psychology of Investing Innovation and Competitive Strategy and Science and Complexity Theory and he includes substantial references for further reading A true eye opener More Than You Know shows how a multidisciplinary approach that pays close attention to process and the psychology of decision making offers the best chance for long term financial results

### **The Future of Schooling**

Laura Lefkowitz, Carolyn Woempner, 2011-11-01 The actions you take now will help your school or district succeed in the future McREL experts show you how to use scenario planning to prepare for the future world of education By analyzing the content and discussing the implications of these scenarios you can identify action steps today that will maximize your chance for success tomorrow

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