

The background is a solid dark red color. It features several overlapping geometric shapes, primarily semi-circles and quarter-circles, in various shades of red. Some are a bright, vibrant red, while others are a darker, more muted red. These shapes are arranged in a way that creates a sense of depth and movement, with some appearing to be in front of others. The overall effect is a modern, minimalist, and abstract design.

delaware

Becoming Anti-Fragile: How to Thrive in Times of Uncertainty.

Webinar 3: Becoming Anti-Fragile: Learning to thrive in Disruptive Times

Sean Culey (SCOR-P, FCILT)

- Visiting Fellow (Supply Chain) – Cranfield School of Management
- Head of Value Chain – The MTC
- Author: *'Transition Point: From Steam to the Singularity'*



Webinar 1:

Living Through The Transition Point:
Understanding Disruption &
Exponential Technological Change

Why is everything so disruptive right now?

Tuesday 16th April: 11:00 – 11:45am



Webinar 2:

The Age of Fragility:
Why Companies Struggle with
Exponential Technological Change

Why are companies struggling to adapt to this disruption?

Thursday 23rd May: 11:00 – 11:45am

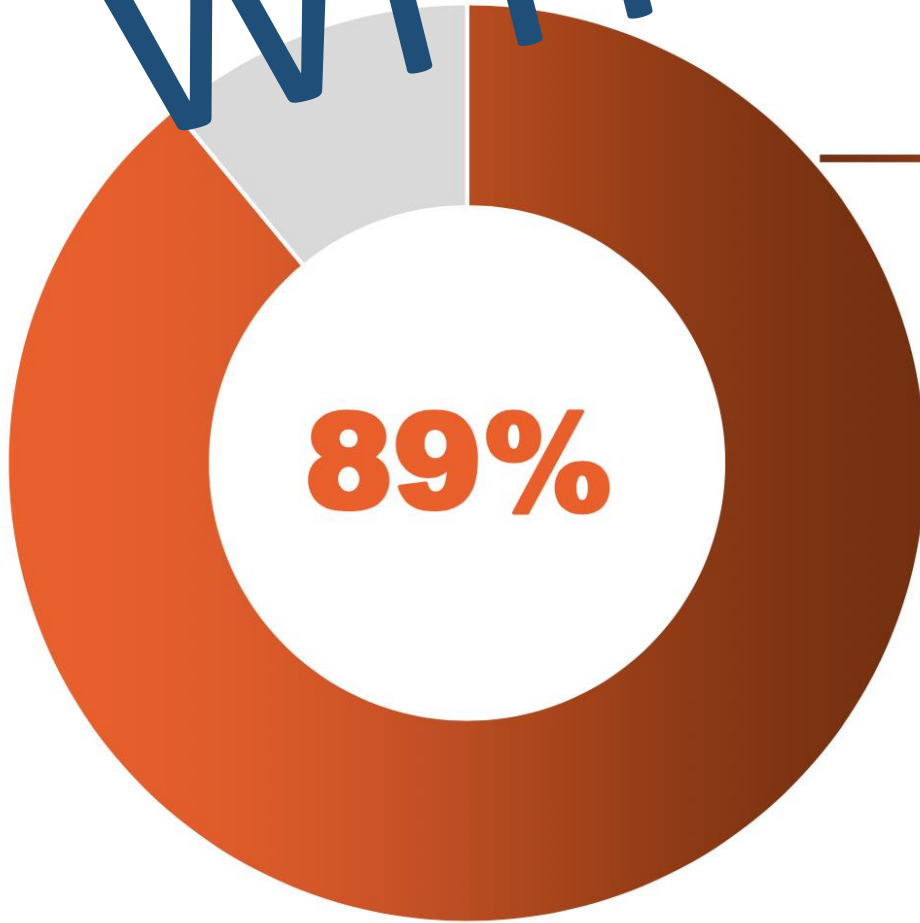
Webinar 3:

Becoming Anti-Fragile:
Learning to thrive in Disruptive Times

What can companies do to not just survive, but thrive?

Thursday 27th June: 11:00 – 11:45am

WHY?



89% of CSCOs* believe we are in a prolonged VUCA environment.**

=

More Change

=

More Uncertainty

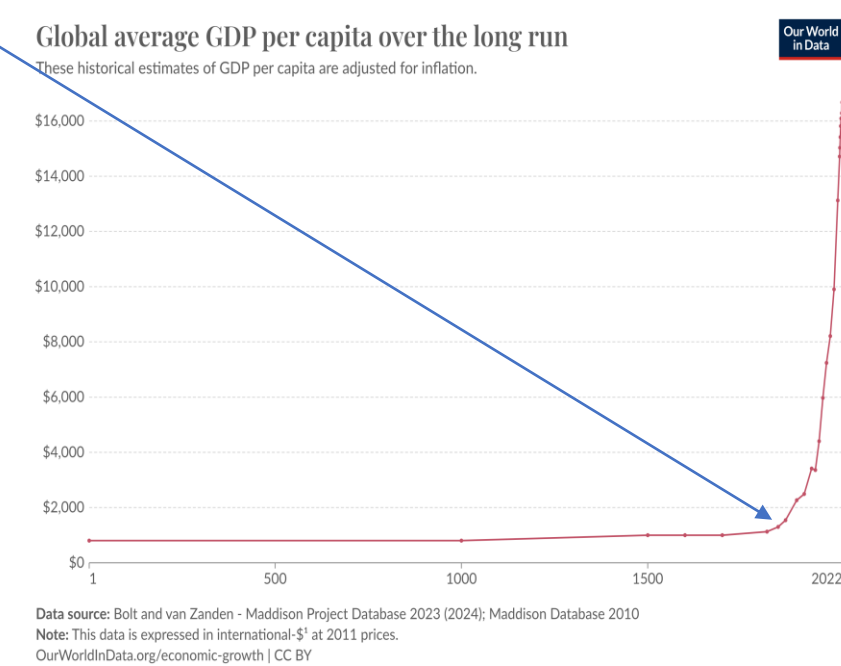
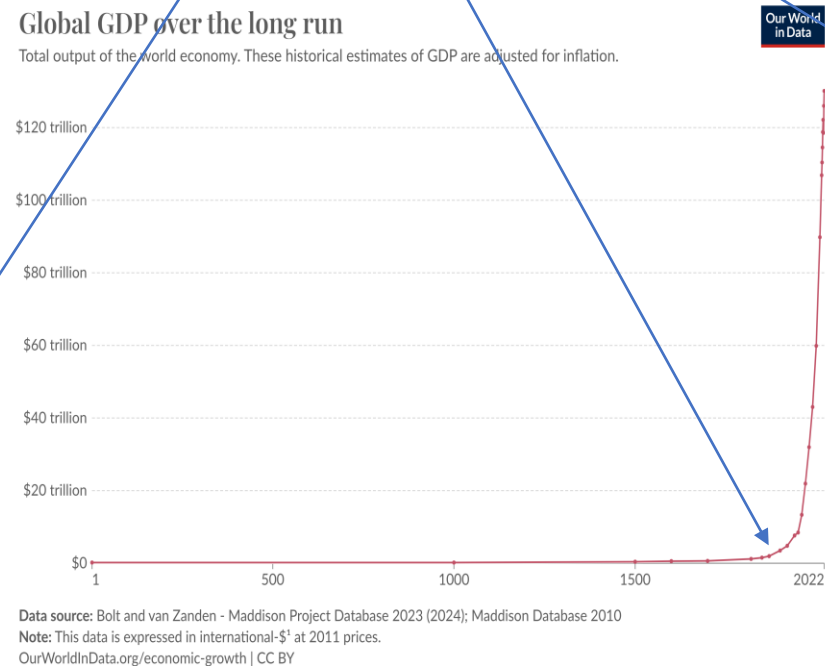
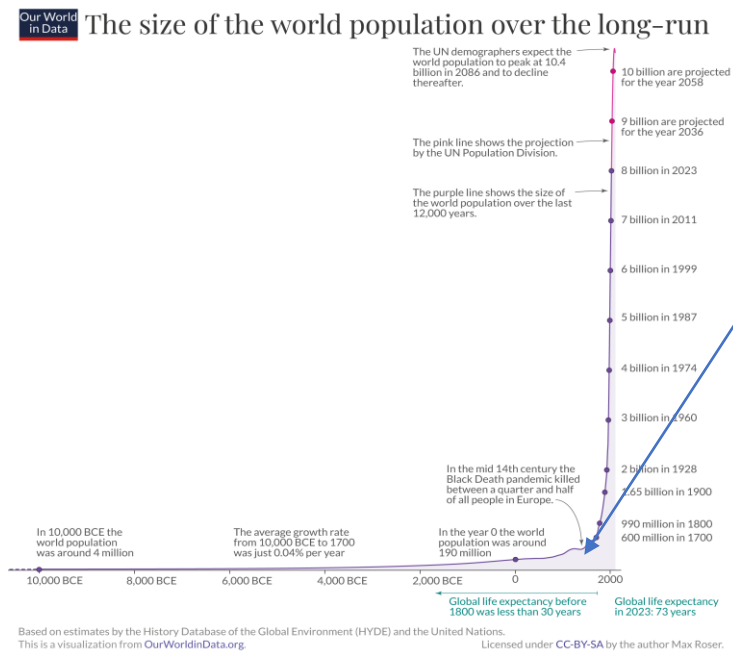
(* Poll of 28 CSCOs and Senior SC Professionals 12th July 2023)
(** VUCA = Volatility, Uncertainty, Complexity and Ambiguity)

Source: Gartner, July 2023

Been VUCA for the last 250 years...

It took 200,000 years for the human population to reach 1 billion, but only 200 years to reach 7 billion.

What happened here?



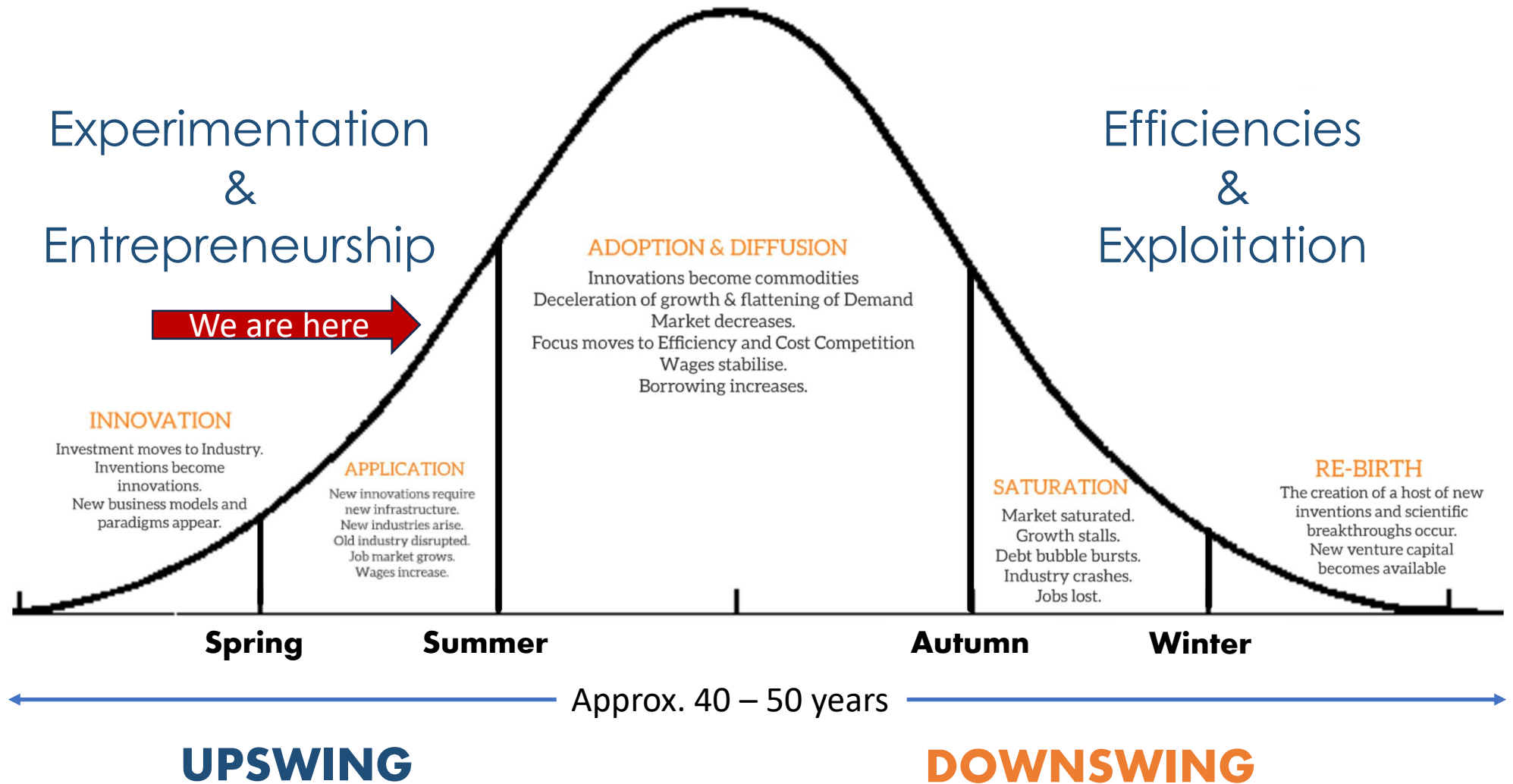
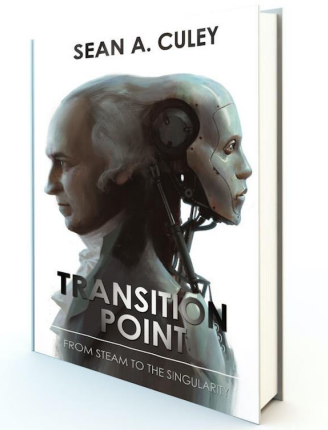
Exponential growth in the number of people...

Exponential growth in wealth...

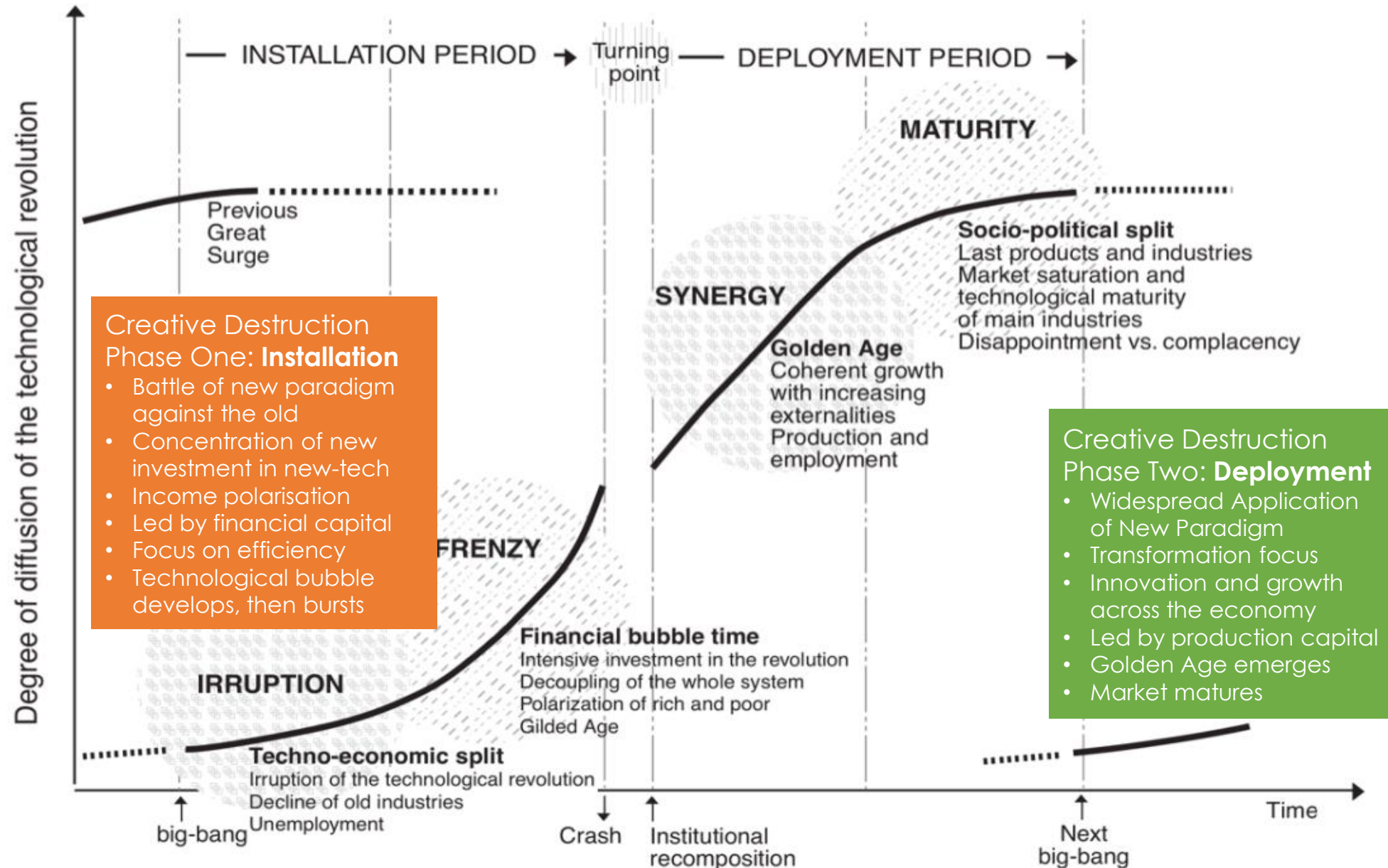
Exponential growth in wealth per person...

Waves of Creative Destruction

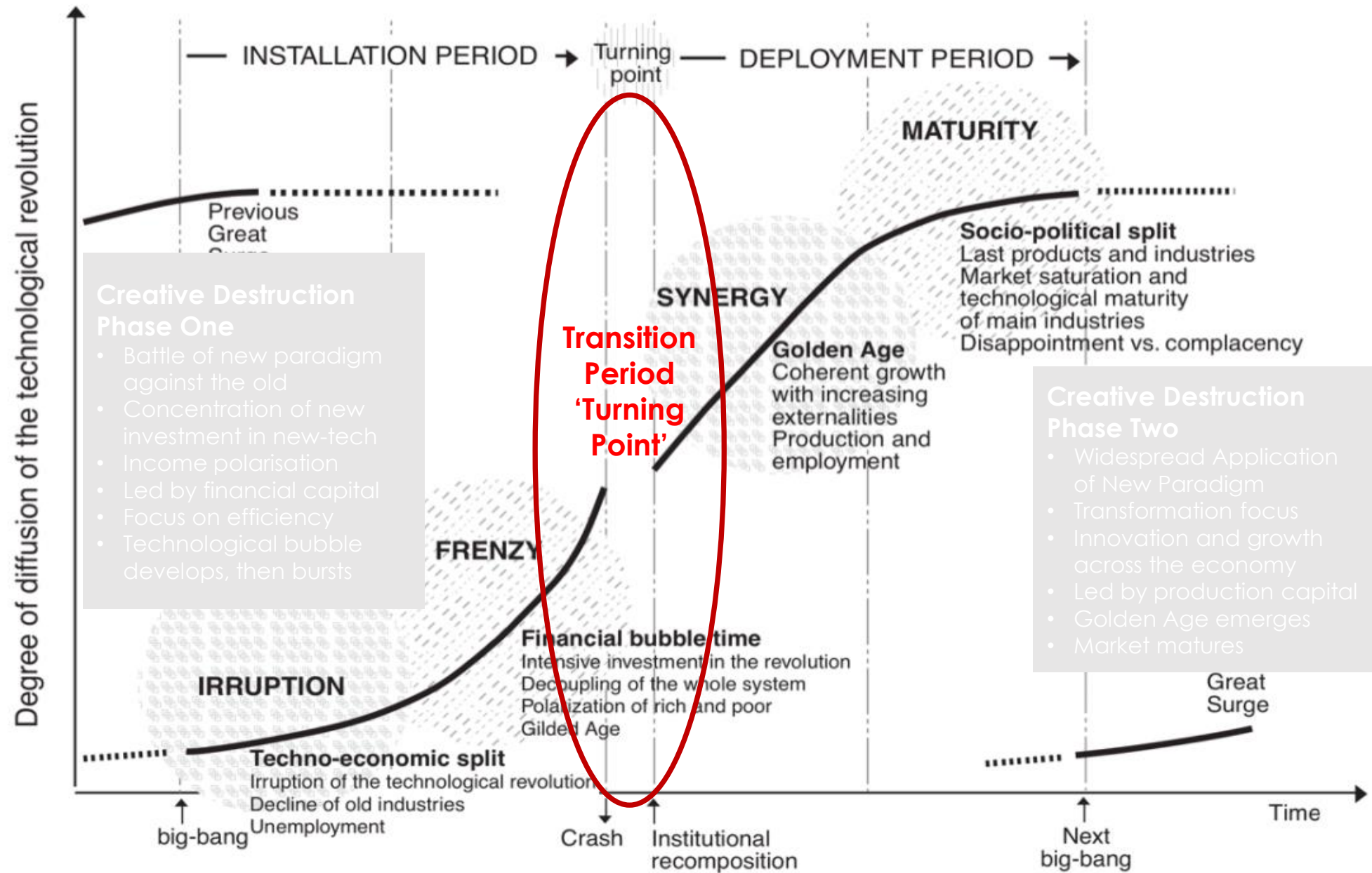
Understand the cause, not just the effect.



Two Phases in the Upswing: Installation & Deployment



We are currently in the disruptive **Transition Period** or 'Turning Point'...



Carlota Perez:
Technological
Surge Cycle

We are
currently living
through the
Sixth Wave's
Transition
Period.

It is a time of
great fragility.

Our personal finances are **fragile**.

Our supply chains are **fragile**.

Our energy and food supplies are **fragile**.

Our economies are **fragile**.

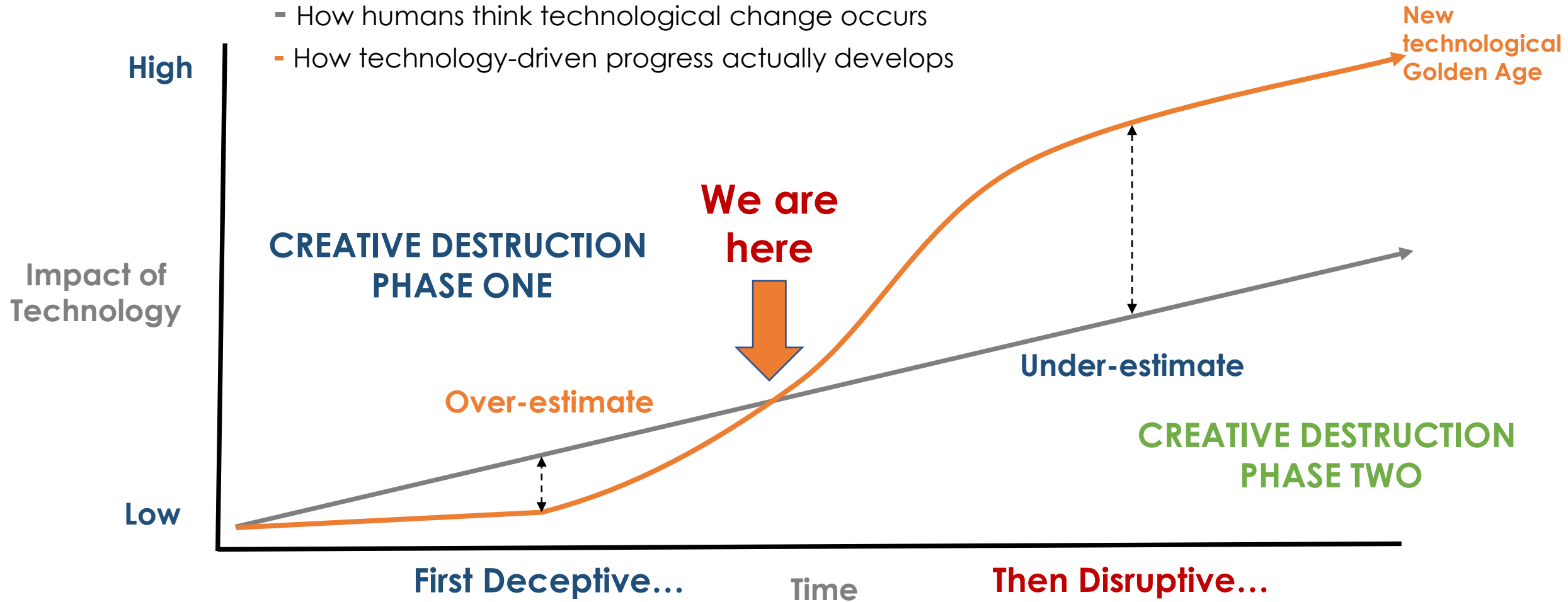
Our peace is **fragile**.

Our democracies are **fragile**.

Our ecosystem is **fragile**.

Amara's Law:

"We tend to over-estimate the impact of technology in the short-term, and under-estimate it in the long-term."



Think things are disruptive now? **You haven't seen anything yet...**

Phase One: Improve

New technological innovation **appears**

'Hype of Over-inflated Expectations' – experimentation frenzy

Innovation fails to appear and enters the 'Trough of Disillusionment'.

Uber's Otto hauls Budweiser across Colorado in self-driving truck

Plus.ai's autonomous lorry 'crosses US in three days'

© 11 December 2019

Ford takes \$2.7 billion hit as it drops efforts to develop full self-driving cars

Transition Period

Turbulence and disorder emerges

Demand for old model / technology / skills increases to handle disruption

Demand outstrips supply, driving up costs

How the pandemic e-commerce surge spiked demand for truckers

Truckers are getting big pay hikes, but there's still a shortage of drivers

Wanted: 80,000 truck drivers to help fix the supply chain

UPS drivers to make \$170,000 in pay and benefits following union win

Phase Two: Transform

Increased wages changes cost / benefit, creating additional incentive to innovate

Investment in new technological advancement increases

Focus on **scaling** the innovation, causing a paradigm shift and creative destruction.

Wayve and Microsoft partner to scale autonomous vehicles

Autonomous trucks lead the way

Many companies are shifting focus from R&D to making driverless models work at scale

Sponsored
Modular breakthroughs in commercial-ready autonomous truck technology

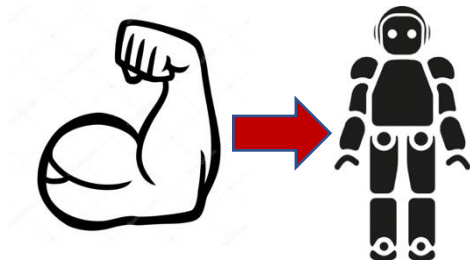
Continental, Aurora enter 'pivotal year' in autonomous trucking

Phase Two: A new Industrial Revolution: The Automation Triple Whammy...

Whammy 1:

Horizontal Convergence

Muscle to Machine

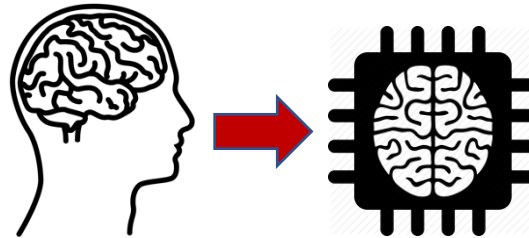


The Automation of
Physical Tasks

Whammy 2:

Vertical Convergence

Mind to Machine

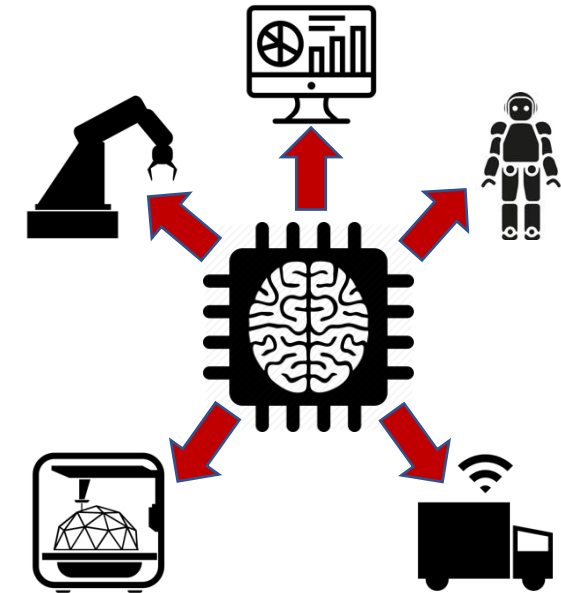


The Automation of
Knowledge Based Tasks

Whammy 3:

Technological Convergence

Machine to Machine



The Automation of the
End-to-End Supply Chain

Phase Two Supply Chain innovations are going to be transformative
– **but only for those able to create value from them.**

Phase Two: The PAL Supply Chain



Personalised
products, services &
experiences

IoT & AI create a world of personal preferences and pricing
Mass production replaced by customization and configuration
- batch size of 1



Automated
manufacturing, delivery
& planning

AI machine learning & cognitive computing
3D printing to products on demand
Robotic production to autonomous delivery
Transactions processed by the blockchain, RPA & chatbots



Local
production,
logistics and retail

Production reshored near the consumer
Development of autonomous, micro logistics network to support 1-hour delivery
- urban logistics repurposing car parks etc.

=



**Shorter, stronger,
more agile and
more sustainable
supply chain.**

Webinar 1:

Living Through The Transition Point:
Understanding Disruption &
Exponential Technological Change

Tuesday 16th April: 11:00 – 11:45am

Why is everything so disruptive right now?



Webinar 2:

The Age of Fragility:
Why Companies Struggle with
Exponential Technological Change

Thursday 23rd May: 11:00 – 11:45am

Why are companies struggling to adapt to this disruption?

Webinar 3:

Becoming Anti-Fragile:
Learning to thrive in Disruptive Times

Thursday 27th June: 11:00 – 11:45am

What can companies do to not just survive, but thrive?

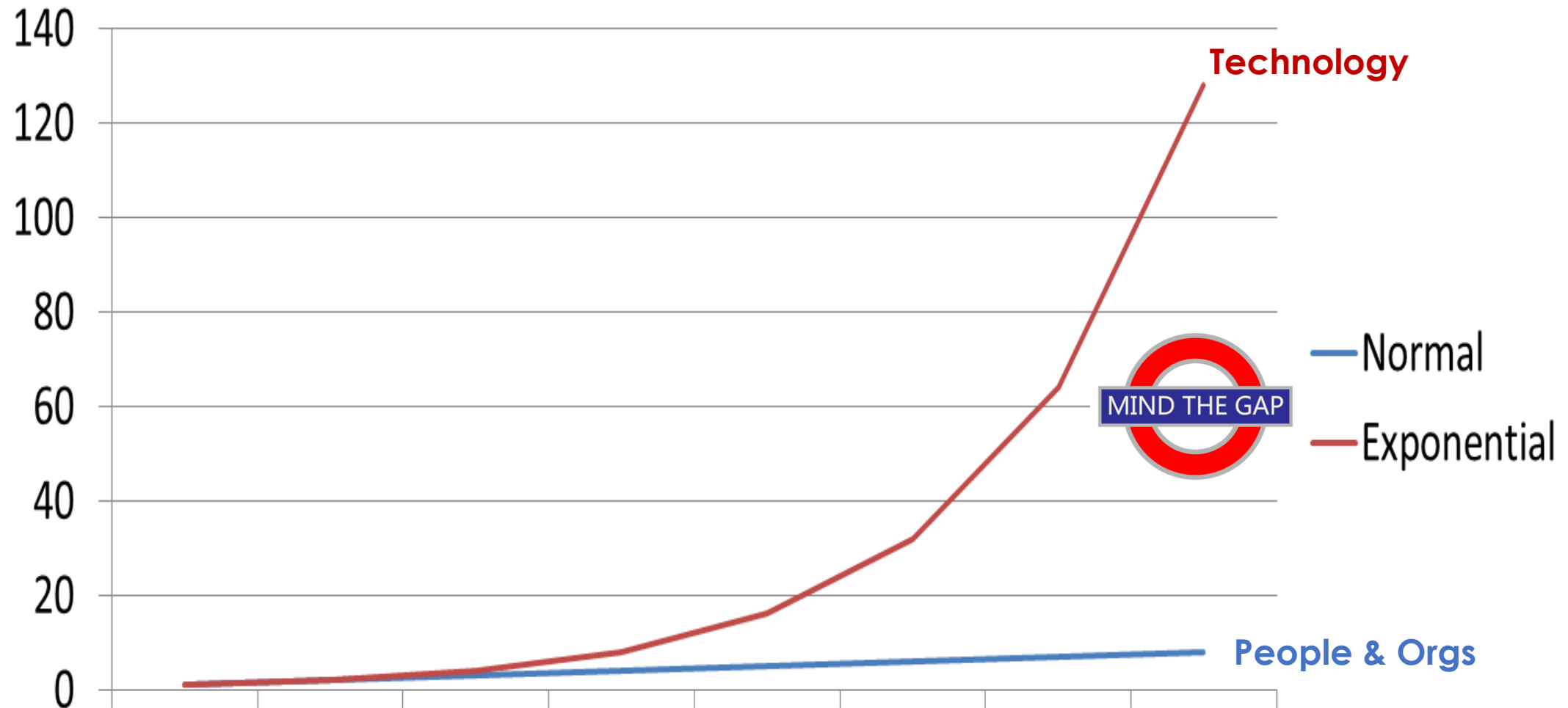


The future looks nothing like the past...

Things will never again be as slow as they are right now...

Beware the Cultural Lag!

Technology changes at an **EXPONENTIAL** rate, but people & organisations change **LINEARLY**



The Reality for Most Organisations...

Analog Mindsets in a Digital World

Most organisations are fragile:

Functional and industrial age mindsets, methods and management styles leave businesses exposed in the face of this oncoming wave of disruption.

“Right now, your company has 21st-century Internet-enabled business processes, mid-20th-century management processes, all built atop 19th-century management principles.”

- Gary Hamel 'What Matters Now'

The Problem:

Most companies are still operating with an analog mindset in this digital age.

They are focusing on digitising existing processes and ways of working, rather than actually transforming the way the business operates.

To maximise the potential of all this new wave hardware and software, **new wave thoughtware** is required.

**Are you digitally
transforming your
business?**

**Or just digitizing
the old one?**



Webinar 1:

Living Through The Transition Point:
Understanding Disruption &
Exponential Technological Change

Tuesday 16th April: 11:00 – 11:45am

Why is everything so disruptive right now?

Webinar 2:

The Age of Fragility:
Why Companies Struggle with
Exponential Technological Change

Thursday 23rd May: 11:00 – 11:45am

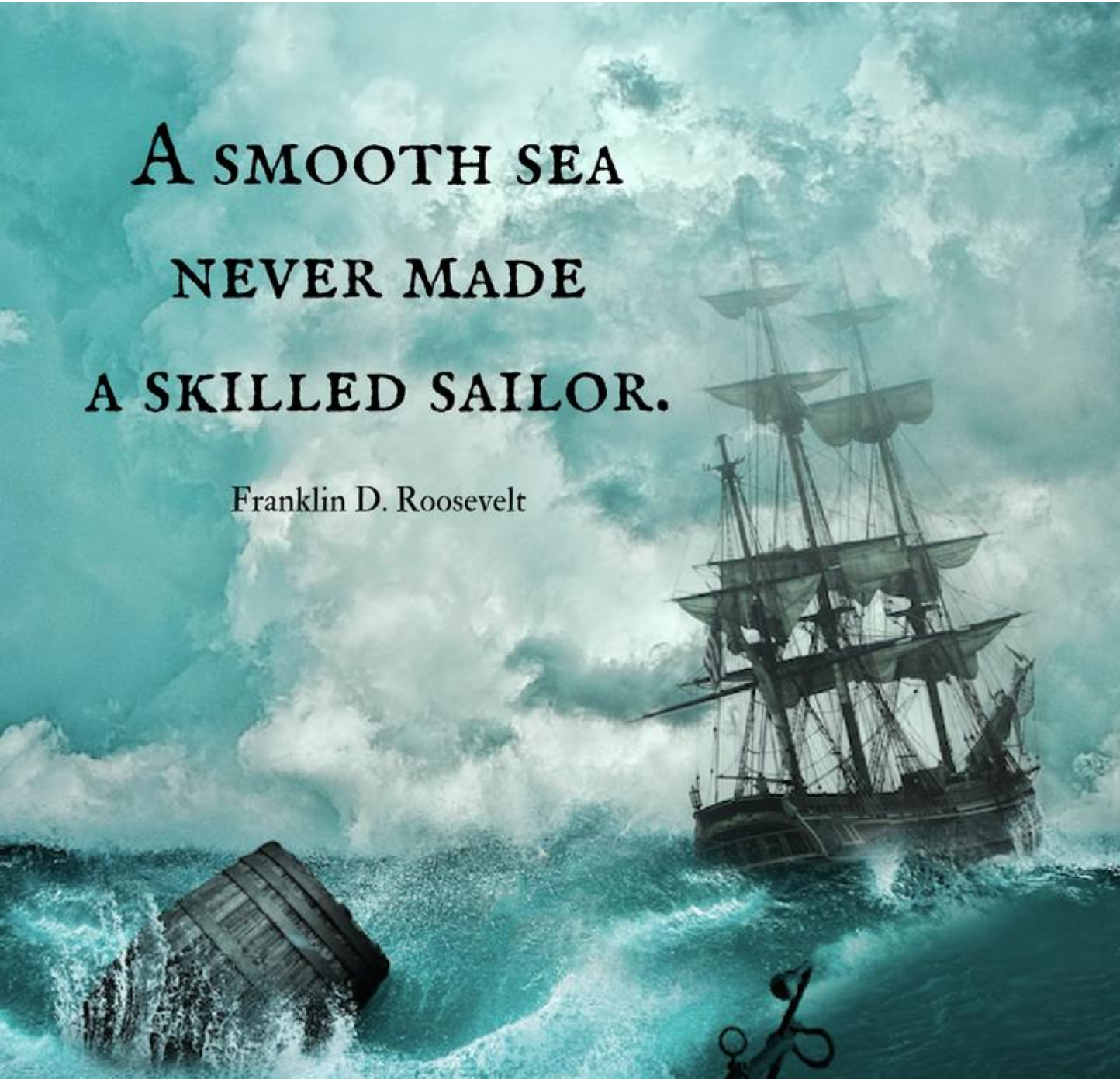
Why are companies struggling to adapt to this disruption?

Webinar 3:

Becoming Anti-Fragile:
Learning to thrive in Disruptive Times

Thursday 27th June: 11:00 – 11:45am

What can companies do to not just survive, but thrive?



**A SMOOTH SEA
NEVER MADE
A SKILLED SAILOR.**

Franklin D. Roosevelt

Is the rate of change going to
slow down?

No.

Are things going to get easier?

No.

Are industrial-age company's
going to make it?

Probably not.

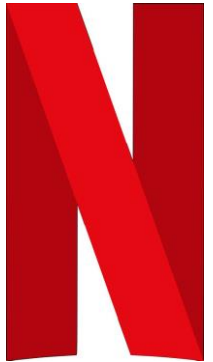
Is there any way we can learn
to not just survive, but thrive?

Yes.

Become Antifragile.

Resilience is not enough...

- **No amount of resilience in Blockbuster's physical supply chain** would have stopped it from going bankrupt and being replaced from Netflix.
- A focus on resilience wouldn't have provided Blockbuster's CEO with the foresight to see that a £50m investment in Netflix would have **made their future more anti-fragile**.
- It won't have enabled him to realise that acquiring Netflix would protect Blockbuster against future technological shifts, while also thinking of ways to diversify their offerings.
- Had it remembered that its aim was to **provide entertainment at home**, and not provide physical DVDs and games, then it would have viewed technology very differently.



- Likewise, **a more resilient film processing supply chain** wouldn't have saved Kodak from its destruction due to the onset of digital photography.
- Had it remembered that its aim was to **capture and share memories**, and not sell film, then it would have viewed digital technology very differently.

What got us here won't get us there...

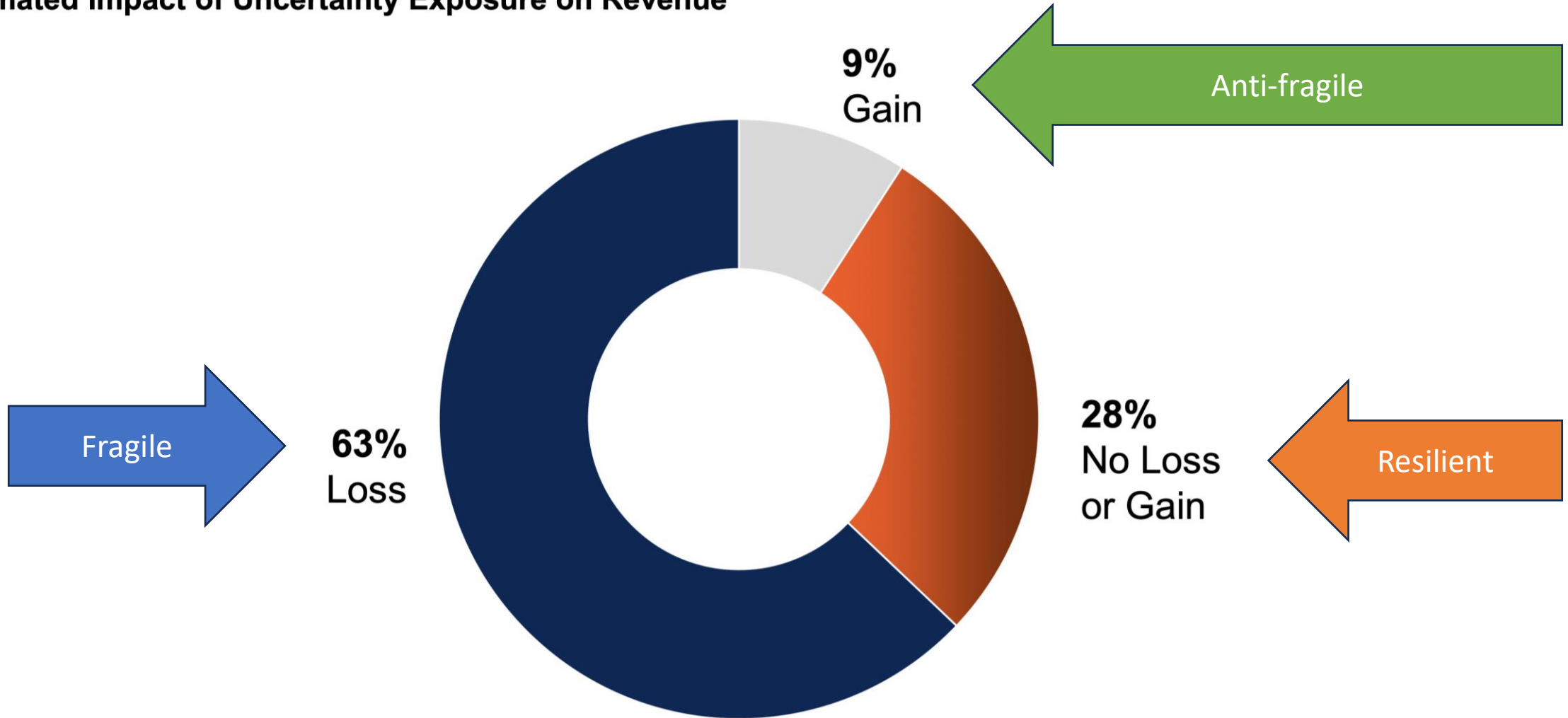
We need to go beyond trying to be resilient.

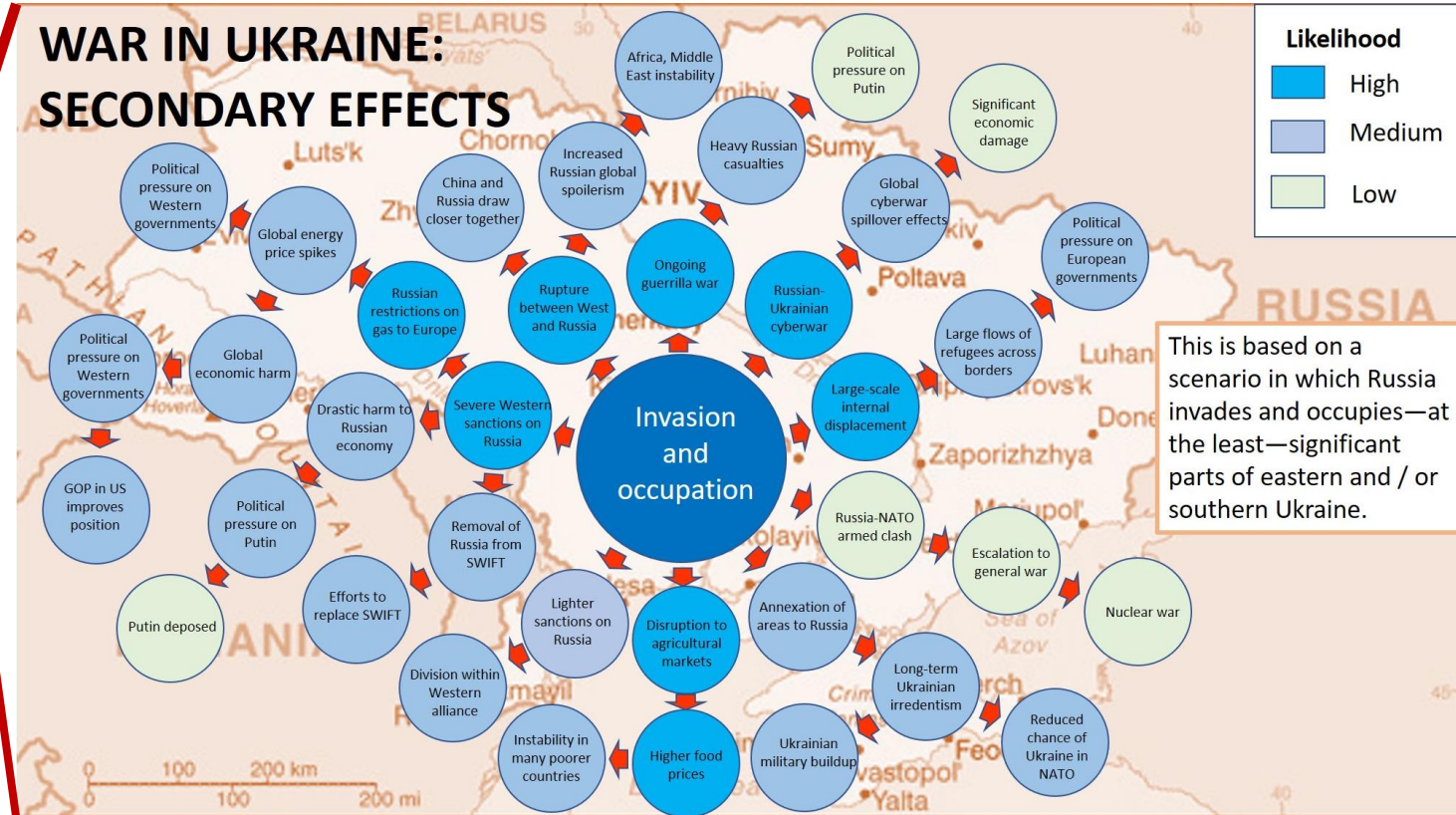
Resilience is the ability to withstand shocks and to return to the previous state relatively undamaged...

...but a return to a previous state is insufficient during exponential change.

How well do supply chains deal with uncertainty?

Estimated Impact of Uncertainty Exposure on Revenue





Go Beyond Resilience: Become Anti-Fragile

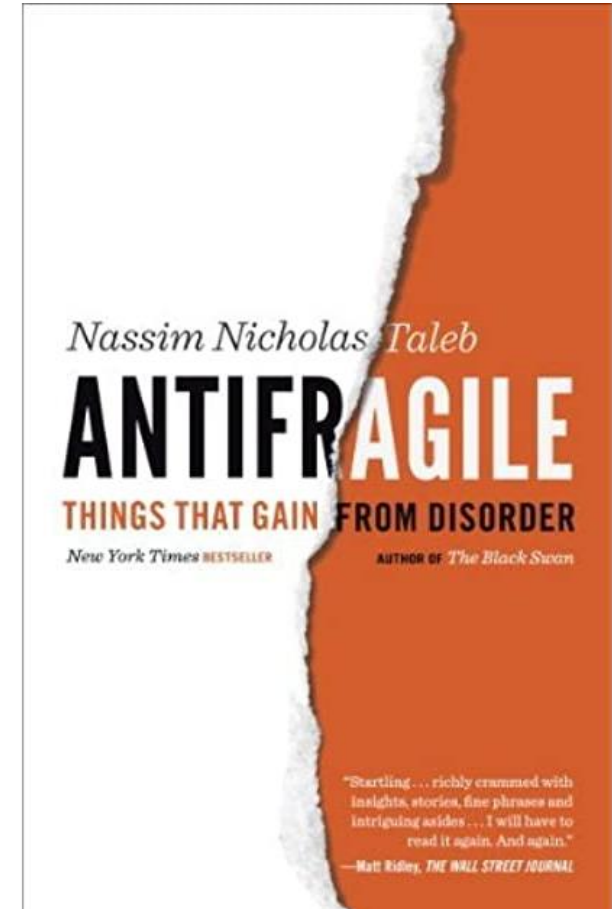
“Some things benefit from shocks; they thrive and grow when exposed to volatility, randomness, disorder, and stressors and love adventure, risk, and uncertainty.

Yet, in spite of the ubiquity of the phenomenon, there is no word for the exact opposite of fragile.

Let us call it **antifragile**.

Antifragility is beyond resilience or robustness.

The resilient resists shocks and stays the same;
the antifragile gets better"



From Fragile to Anti-Fragile

Every organisation is perfectly designed to get the result it gets...

Fragile

'I' shaped people
in 'I' shaped
functions

Primary focus:
Increasing operational
efficiency

Hates uncertainty:
Causes internal disruption
and Post-Traumatic Stress

Struggle

Resilient

'T' shaped people in
'T' shaped supply chain
teams

Primary focus:
Maximising effectiveness &
flow across the chain

Manages uncertainty:
Creates an effective
response to disruption

Survive

Anti-Fragile

'X' Shaped people in
'X' shaped value
networks

Primary focus:
Creating more value for
customers & stakeholders

Loves uncertainty:
Results in learning and
Post-Traumatic Growth

Thrive

From Fragile to Anti-Fragile

Every organisation is perfectly designed to get the result it gets...

Fragile

'I' shaped people
in 'I' shaped
functions

Primary focus:
Increasing operational
efficiency

Component Thinkers

Mindset: Narrow
Span of Control: Function
Focus: Current Efficiency

Resilient

'T' shaped people in
'T' shaped supply chain
teams

Primary focus:
Maximising effectiveness &
flow across the chain

Linear Thinkers

Mindset: End-to-end
Span of Control: Supply Chain
Focus: Current Effectiveness

Anti-Fragile

'X' Shaped people in
'X' shaped value
networks

Primary focus:
Creating more value for
customers & stakeholders

Exponential Thinkers

Mindset: Exponential
Span of Control: Business Model
Focus: Future Expansion

Fragile companies operate like Non-Newtonian fluids

- They operate as expected under normal conditions
- However, when facing external pressure, they lose their shape, things stop flowing and they become stiff and inflexible.



Resilient companies operate like da Vinci bridges

- When placed under pressure, their components work together to strengthen the organisation.
- They retain their shape and provide support to resist the external forces placed upon it.



Anti-fragile companies operate like muscular systems

- The body works together to handle the force placed upon it, strengthened by the experience and stronger as a result.
- They adapt and learn from the experience, requiring greater stress in future to have a similar impact.



Challenge

Analog industrial mindsets struggling to adapt to a digital world

Understand how technology changes the customer's job to be done and how you service it

Open your mind and **think differently** about how you could deliver value

Increasingly complex supply chain networks

Understand the goals of the systems and how the nodes connect, relate & integrate.

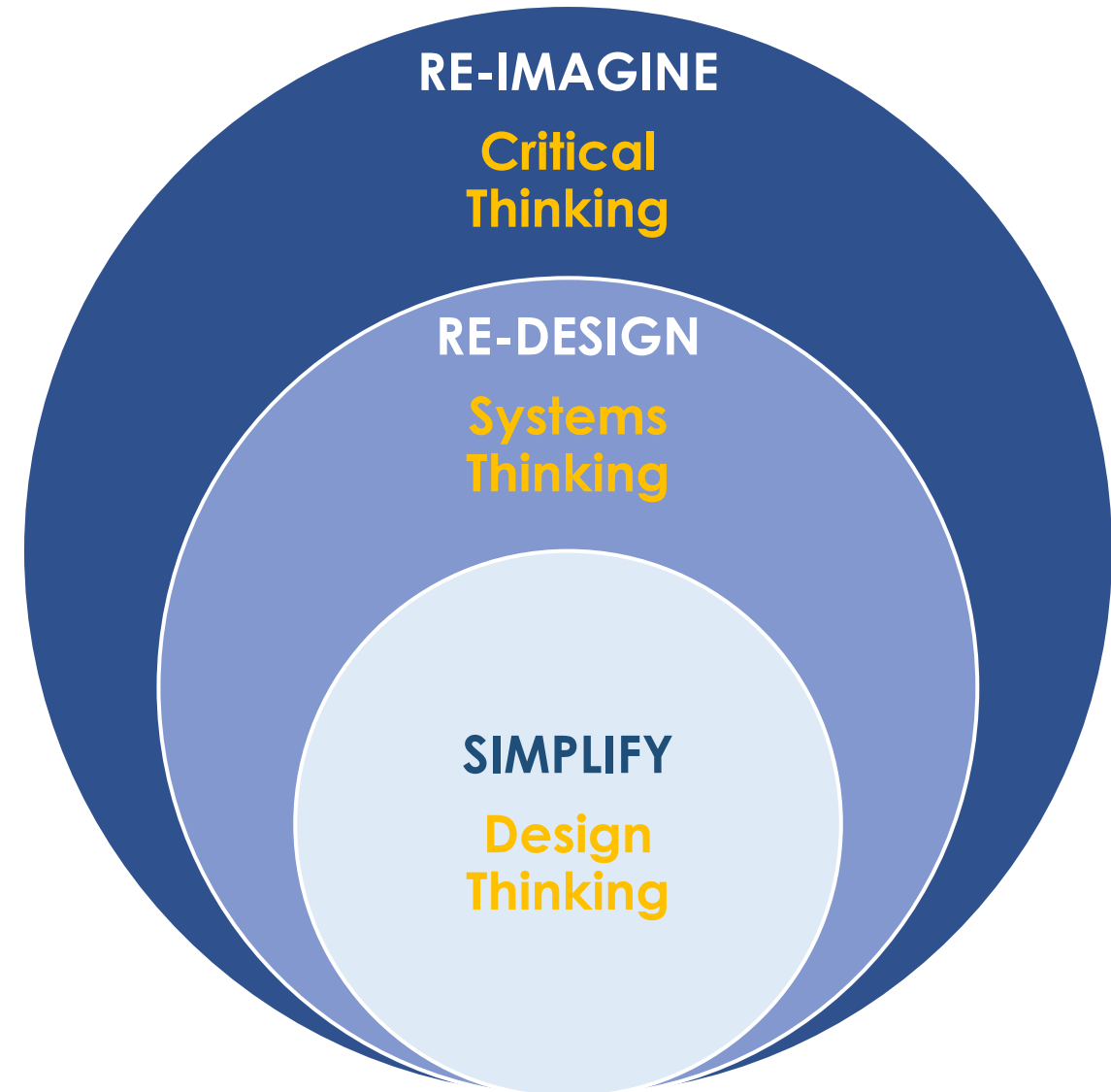
Redesign the system using technology to increase effective delivery of strategic goals

Exponentially increasing technological and process complexity

Seek out the inherent **simplicity** at the heart of the system

Use technology to **remove barriers** to value and make jobs simpler and more convenient.

Response



New Anti-Fragile Thoughtware:

Becoming anti-fragile requires the synergistic integration of three approaches:



Critical Thinking

Reimagine:

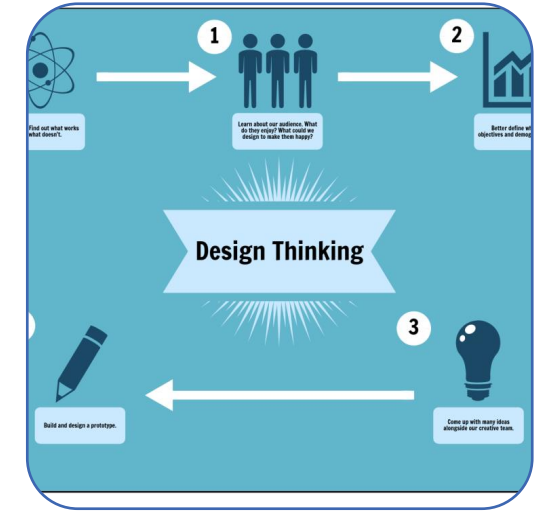
Open your mindset to new ways of working, new decisions and new value propositions



Systems Thinking

Redesign:

Understand the end-to-end network, its inter-relationships & inter-dependencies to redesign how it could deliver these value propositions



Design Thinking

Simplify:

Engineer the system for customer / user simplicity and convenience, removing friction, non-value adding elements & barriers to value

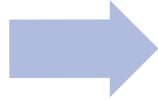
Becoming Anti-Fragile: New Skills, New Mindset

Becoming anti-fragile requires the synergistic integration of three approaches:



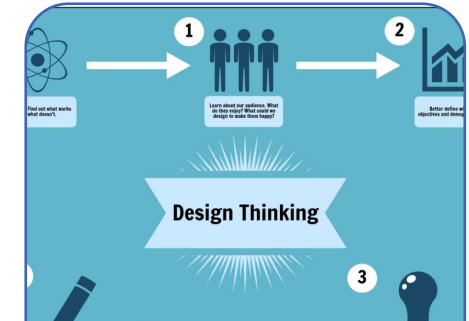
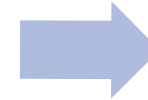
Critical Thinking: Reimagine

- Go back to first principles
- Who are your desired customers and what is their job to be done?
- Understand the customer's 'job-to-be-done' and the problems involved
- What are their pain points? Visibility? Sustainability reporting? CO2 reduction? Risk mitigation?
- Does technology change their job or your offering?
- Reject 'one size fits all'- think business models and segment on value
- Consider radically different ways to solve these problems



Systems Thinking: Redesign

- Understand the end-to-end system and its complexity
- Understand process inter-relationships (such as the supply-chain) and their inter-connections.
- Understand data feedback loops and strategic trade-offs
- Understand decision second order effects & unintended consequences
- Analyse problems critically from a data and decision-based perspective – use objectivity and evidence to address systems issues



Design thinking: Simplify

- Focus on solving customer problems and helping them succeed, not selling them products
- Redesign and simplify the system around the delivery of desired customer outcomes - Reshore? Nearshore? Outsource? Consolidate? Vertically integrate?
- Design the system and its solutions for simplicity, flow and usability – remove barriers to value

1. Critical Thinking: Reimagine

Return to First Principles: Solve customer problems, don't sell products.



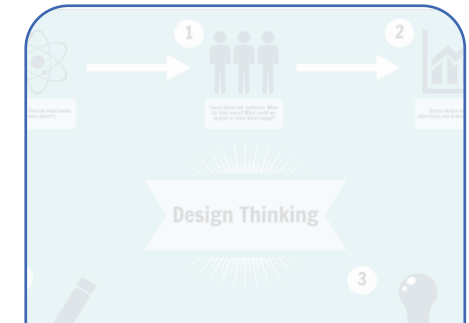
Critical Thinking: Reimagine

- Go back to first principles
- Who are your desired customers and what is their job to be done?
- Understand the customer's 'job-to-be-done' and the problems involved
- What are their pain points? Visibility? Sustainability reporting? CO2 reduction? Risk mitigation?
- Does technology change their job or your offering?
- Reject 'one size fits all'- think business models and segment on value
- Consider radically different ways to solve these problems



Systems Thinking: Redesign

- Understand the end-to-end system and its complexity
- Understand process inter-relationships (such as the supply-chain) and their inter-connections.
- Understand data feedback loops and strategic trade-offs
- Understand decision second order effects & unintended consequences
- Analyse problems critically from a data and decision-based perspective – use objectivity and evidence to address systems issues



Design thinking: Simplify

- Focus on solving customer problems and helping them succeed, not selling them products
- Design the system and its solutions for simplicity, flow and usability – remove barriers to value
- Redesign and simplify the system around the delivery of desired customer outcomes - Reshore? Nearshore? Outsource? Consolidate? Vertically integrate?



Critical Thinking: Digital Mindsets for a Digital Age...

- Successful digital transformation is not actually about tools and technology. It is about transforming the mindset, culture and strategy of the organisation.
- The problem with transformation is never a lack of ideas; **it's a lack of a change in thinking and behaviour.**
- New start-ups are winning because they are not weighed down by **traditional thinking or existing infrastructure**, and **do not expect an immediate ROI on their ventures.**
- 'Digital' is not a project. **It is a journey, not a destination.** It offers the chance to make a paradigm shift in the organization's mindset - an opportunity to redefine **what it stands for, how it operates, and what it rewards.**

New Thoughtware:

Critical thinking, design thinking & problem solving most needed skills to use AI well...



Constellation Research
@constellationr



Critical and creative thinking, problem solving, and design are the top skills employers are banking on as [#generativeAI](#) is widely adopted through 2028, according to an [@amazon](#) survey. bit.ly/40JCZ8B [@ldignan](#) pic.twitter.com/2NH7KlSaiv

22/11/2023, 00:00

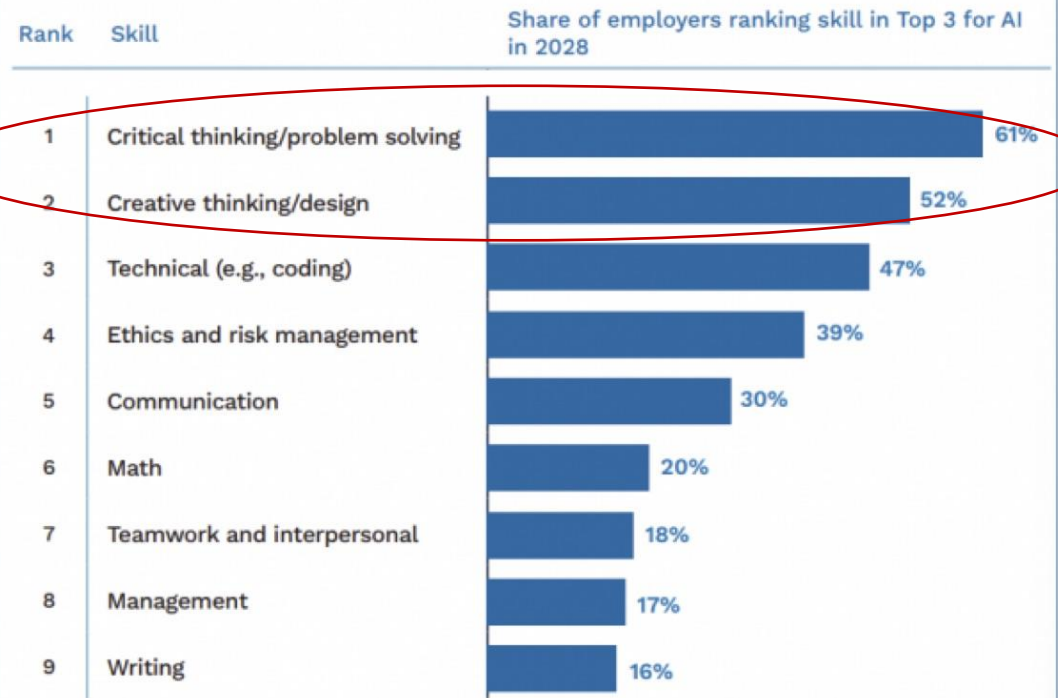
It ain't what you don't know
that gets you into trouble. It's
what you know for sure that
just ain't so.

Mark Twain

EXHIBIT 11

CRITICAL AI SKILLS

Top skills needed in 2028 to use AI well¹



SOURCE: Survey of 1,340 employers and 3,297 employees in the US

¹ Employers that responded to this survey were offered 9 skills to rank in order of importance to develop AI skills today and in 2028.

Anti-fragile companies are willing to reject long-held beliefs in order to perform effectively in the digital age...



"Every dollar we spent on agility has probably got a 10x return on every dollar spent on forecasting or scenario planning."

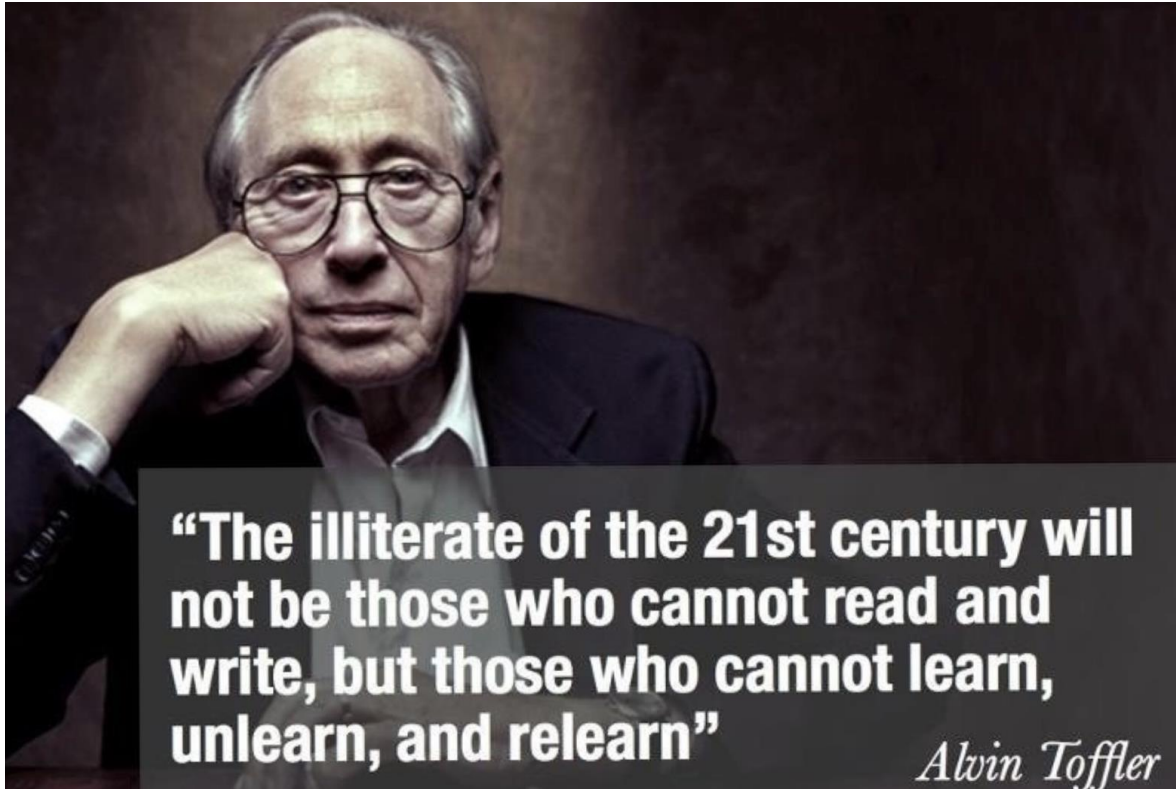


"Agility trumps accuracy. Agility gives you resilience."

Unilever has moved from monthly planning based on process, to planning every 3 days based on need.

Anti-fragile companies are willing to challenge long-standing paradigms...

“



“We went from knowing it all, to learning it all, and that’s now one of our mantras.

We really needed to open our minds to what's possible and what's out there.”



Wendy Herrick
Head of Digital Supply Chain
Unilever

Don't be afraid to challenge the status quo.

Perceived wisdoms, business rules and cultural norms are often based around a world that no longer exists, facts that are no longer true, or beliefs that are false.



**“We cannot solve our
problems with the same
thinking we used when
we created them.”**

– Albert Einstein

Fragile thinking

Companies, brands and
products
compete...

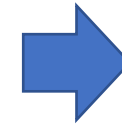
on features & price



Resilient thinking

Supply chains
compete...

on internal
effectiveness

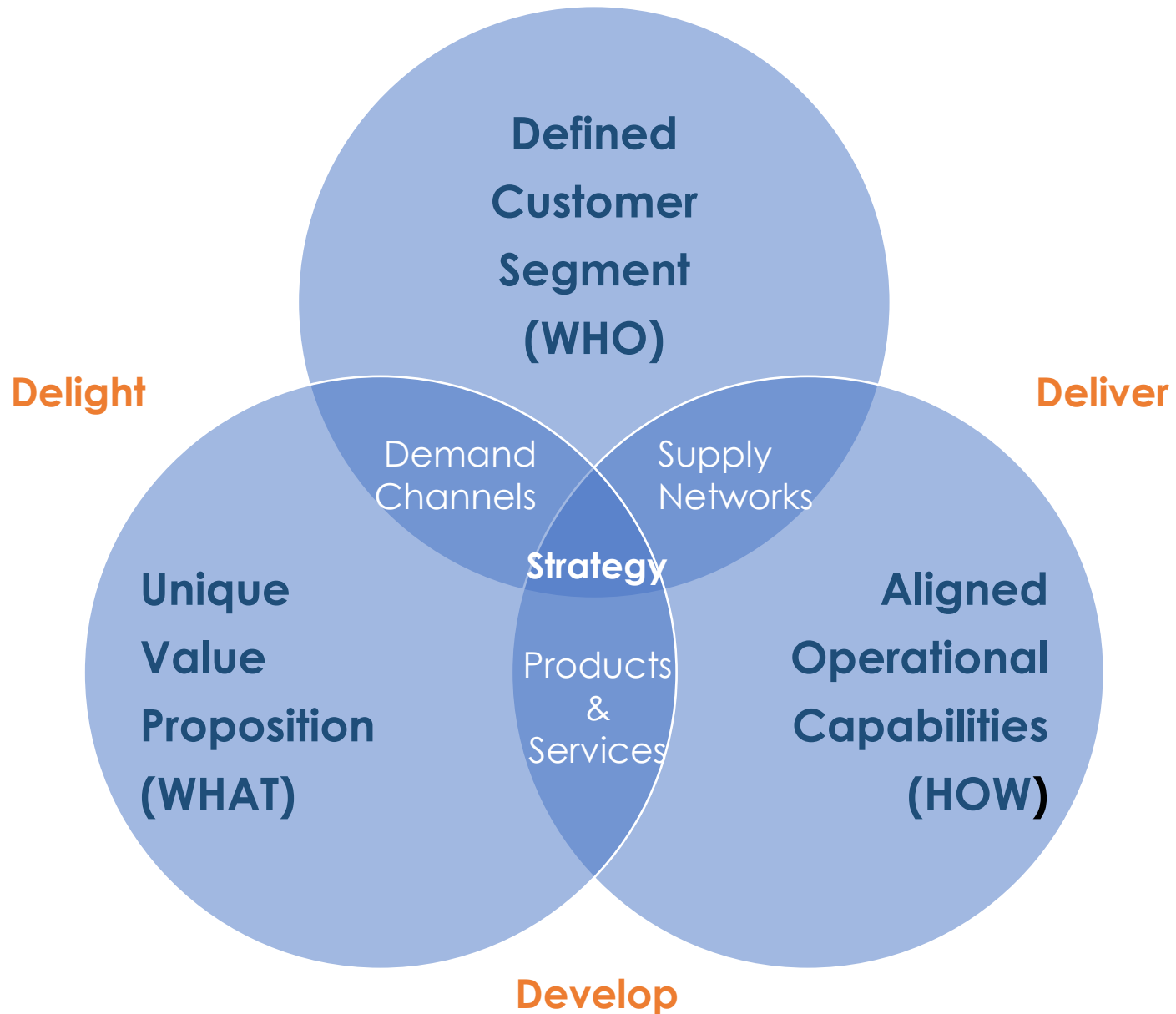


Anti-fragile thinking

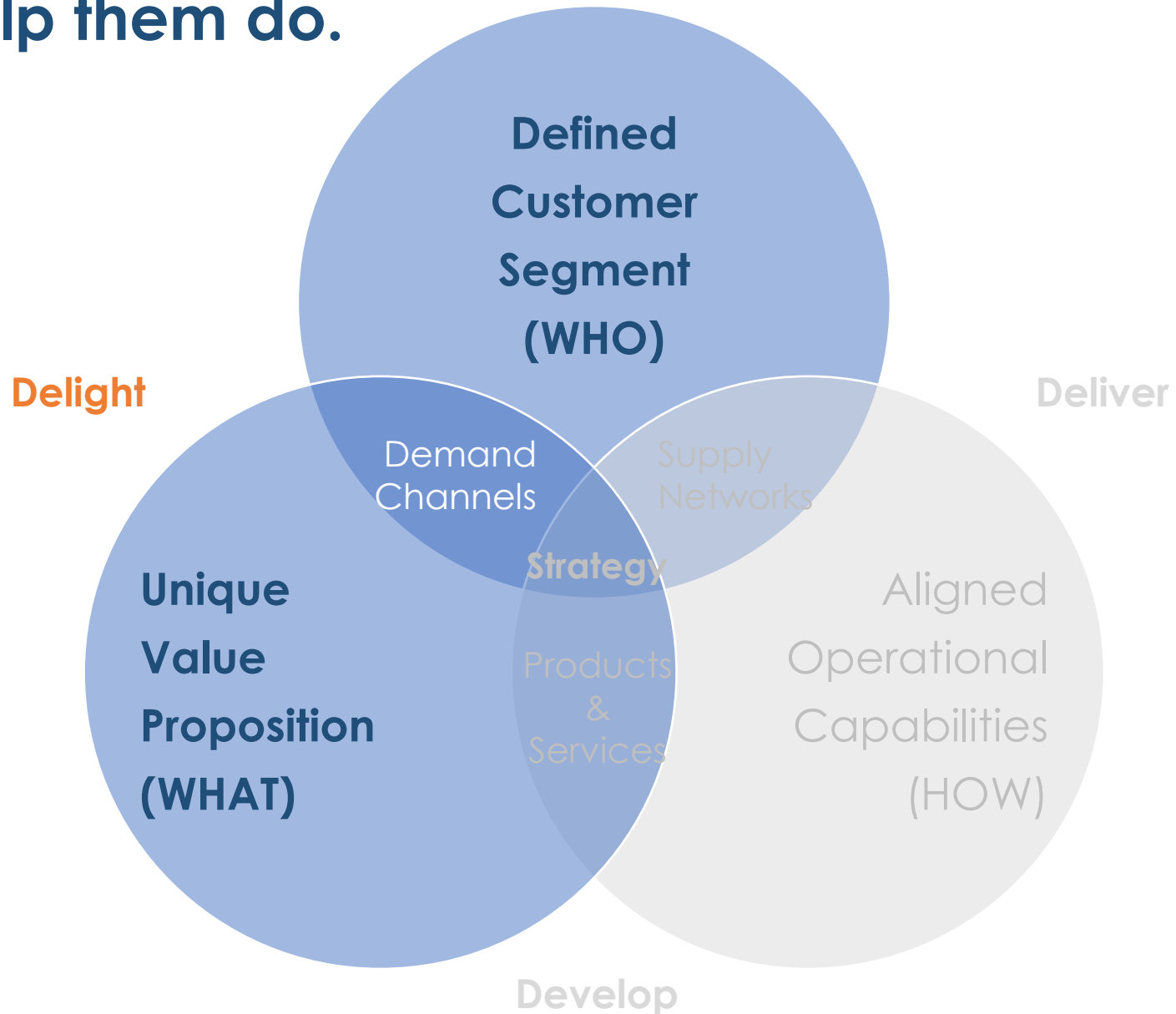
Business models
compete...

on customer value

Business model thinking – focus on value and its delivery

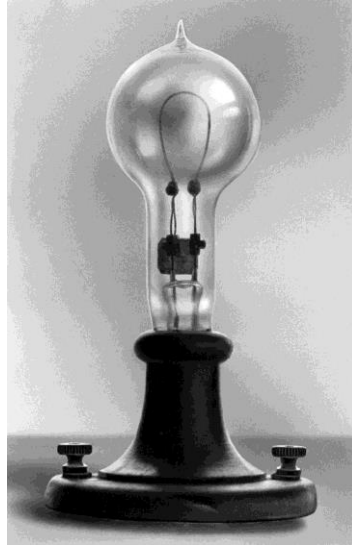


Think critically about the desired customer and what job they hire you to help them do.



Disruptive times requires disruptive thinking...

Need a paradigm shift in our thinking not just our tools



The lightbulb wasn't a result of continuous improvements to the candle.



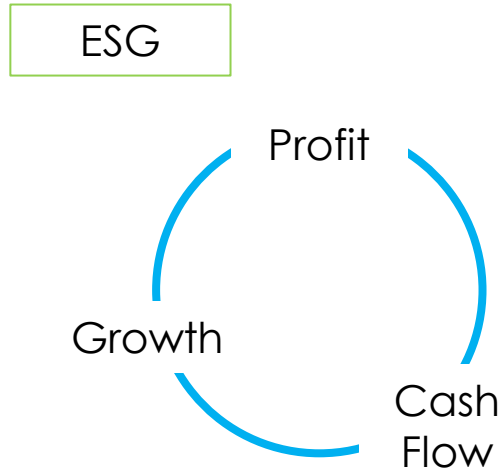
The motorcar didn't emerge as a result of continuous tweaks to the horse.



HANSOM CAB photographed in London in 1895. (Smithsonian photo.)

Different Approaches to the ESG challenge

Fragile

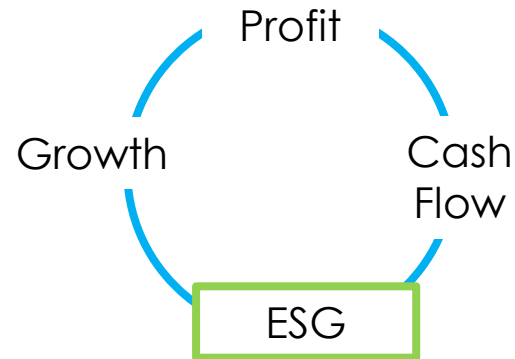


Report & Recycle

Monitor and manage ESG by function / process (i.e. supplier, transport)

Functional Understanding

Resilient

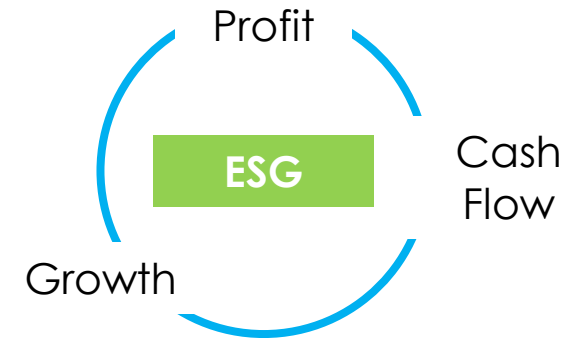


Reduce, Repair, Reuse

Improve ESG across end-to-end supply chain

End-to-end Control

Anti-fragile



Reimagine

Identify ways to use sustainability and circularity as a driver for new value propositions and business models.

Circular Improvements and Innovations

Go back to First Principles: Outcomes not Activities.

What companies
sell...



Fragile:

Look at new technologies as
a way to make more
profitable drills...

What people
actually want...



Resilient:

Look at servitisation as a way
to rent out the drill to multiple
people, making more money
per drill.

The real job to be
done.



Anti-fragile:

Experiment with new ways to solve
the problem in a sustainable way
that makes putting holes in walls
redundant.

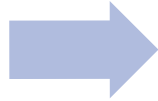
2. Systems Thinking:

You cannot hope to control that which you do not understand...



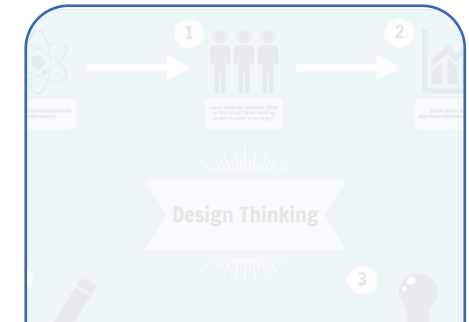
Critical Thinking: Reimagine

- Go back to first principles
- Who are your desired customers and what is their job to be done?
- Understand the customer's 'job-to-be-done' and the problems involved
- What are their pain points? Visibility? Sustainability reporting? CO2 reduction? Risk mitigation?
- Does technology change their job or your offering?
- Reject 'one size fits all'- think business models and segment on value
- Consider radically different ways to solve these problems



Systems Thinking: Redesign

- Understand the end-to-end system and its complexity
- Understand process inter-relationships (such as the supply-chain) and their inter-connections.
- Understand data feedback loops and strategic trade-offs
- Understand decision second order effects & unintended consequences
- Analyse problems critically from a data and decision-based perspective – use objectivity and evidence to address systems issues



Design thinking: Simplify

- Focus on solving customer problems and helping them succeed, not selling them products
- Redesign and simplify the system around the delivery of desired customer outcomes - Reshore? Nearshore? Outsource? Consolidate? Vertically integrate?
- Design the system and its solutions for simplicity, flow and usability – remove barriers to value

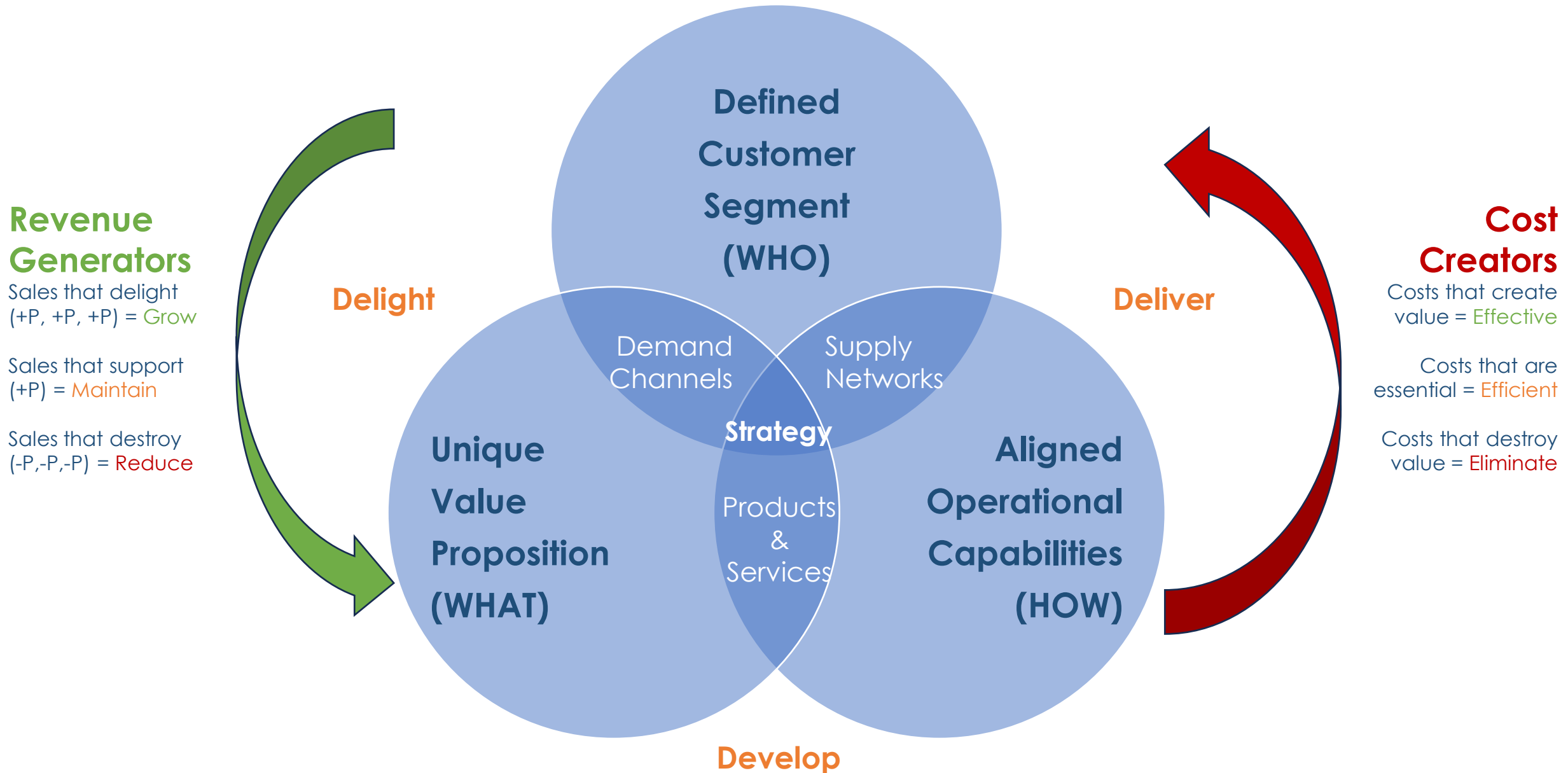
A chessboard with several pieces, including a king and a queen, with a bright light source in the background.

**“You do not rise to the
level of your goals.**

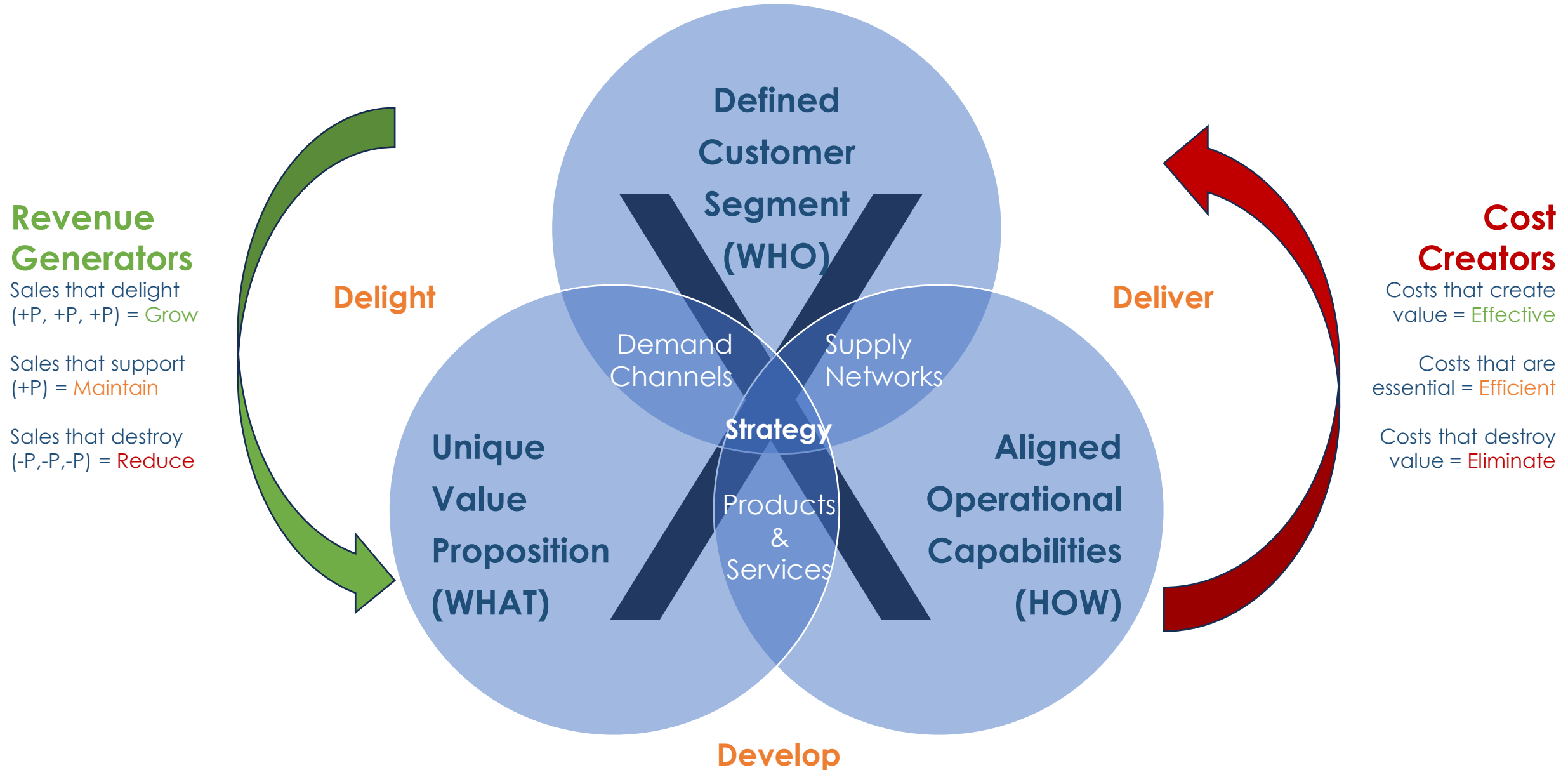
**You fall to the level of
your systems.”**

- James Clear

Understand the system of value and its costs and consequences



X-shaped, multi-disciplined, strategically aligned teams...

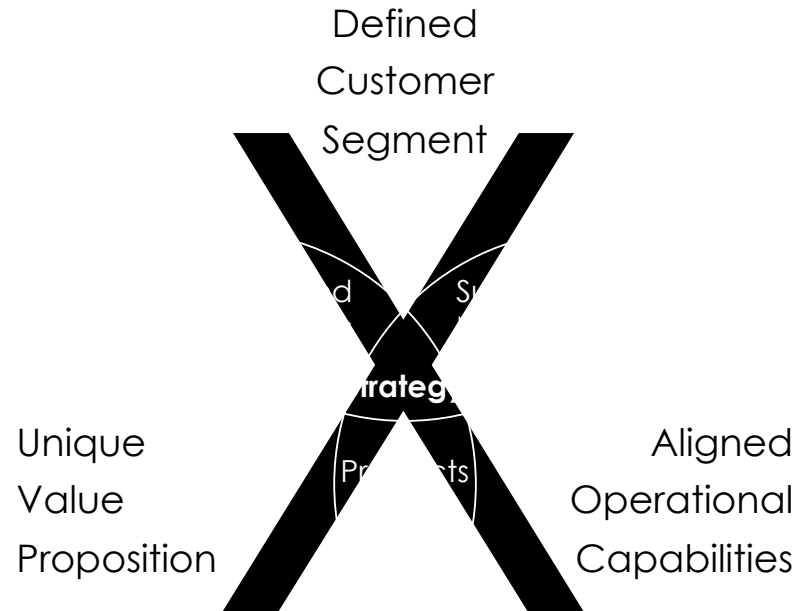
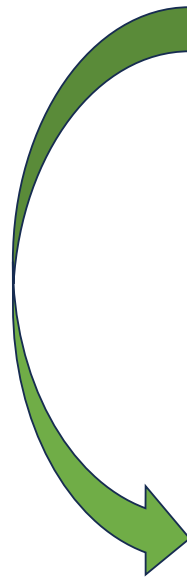


Define & align the commercial and supply chain strategies & metrics

Focus on defining and understanding the customers that drive profitability and establish how to delight them from both a product and service perspective.

Define the commercial strategy for this model

- Price?
- Innovation?
- Quality?
- User experience?
- Sustainability?



Define the supply chain strategy for this model

- Reliability?
- Responsiveness?
- Agility?
- Cost, Cash or Capital?
- Carbon?



Demand side of the team work to accentuate the differentiating factors and align activities, metrics & behaviours behind these strategic **commercial** objectives.

Supply side of the team work together across the value chain to align activities, metrics and behaviours behind these strategic **supply chain** objectives

**Align your technological investments to
your supply chain and commercial
strategies**

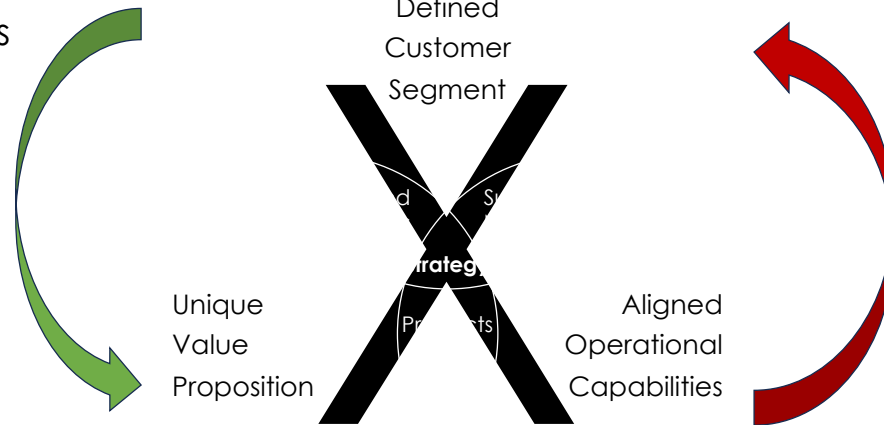
Your business model team should collaborate on how AI & other new technology could help them become Anti-fragile...

EXPLORATION

- Create a New Future for the business
- Develop new business models
- Use next-gen tools to redefine value propositions
- Out-innovate the competition in areas that matter

EFFECTIVENESS

- Increase ROI on good costs
- Align activities across the e2e supply chain
- Spot trends and market changes quicker
- Make better decisions faster – sense and respond
- Make decisions at a granularity and frequency previously impossible – automate the long tail etc.
- Make decisions previously impossible



EFFICIENCY

- Minimise inter-departmental friction
- Minimise the cost of executing value-enabling activities (Essential costs)
- Increase the quality of data through automation
- Increase the number of 'right-first-time' results
- Operate 24/7 instead of 9-5

ELIMINATION

- Remove waste – bad costs that add no value to the business or customer
- Use technology to provide insights without additional effort and meetings
- Eliminate the need for Excel 'shadow IT' solutions everywhere – single version of the truth
- Remove the need for constant meetings to find out 'what is actually going on'

Determine whether these new technologies could help each value chain achieve its strategic objectives...

Could tools like RPA, chatbots and digital assistants remove non-value adding clerical and administrative activities, improving data timeliness and accuracy?

Could robotics and 3D printing produce things faster, minimizing the time from design to delivery and drastically reducing the inventory of spare parts and components?

Could smart, automated warehouse systems be used to dramatically improve the speed of picking and putaway?

Could autonomous vehicles move goods rather than humans, especially in remote or dangerous areas?

Can you use new forms of logistics in order to remove your carbon footprint and deliver things quicker?

Can you take advantage of Servitisation capabilities and rent rather than buy?

Could the IoT and digital twins could be used to simulate the supply chain, tracking energy utilization and asset performance in the field, predictively solving potential issues?

Could machine learning / AI decision intelligence be used to increase the accuracy of planning and create sense-and-respond capabilities?

Can you incorporate circular principles and design standardisation to enable greater reuse and recycling?

Could modular 'factory-in-a-box' systems help to rapidly set-up automated production facilities in remote locations, that can be monitored and controlled from afar.

Could facial or palm recognition and 'just-walk-out' technology could be used to control the access to equipment and automatically record who removed items and when.

Can you incorporate circular principles and design standardisation to enable greater reuse and recycling?

3. Design Thinking

People pay a premium for simplicity and convenience.



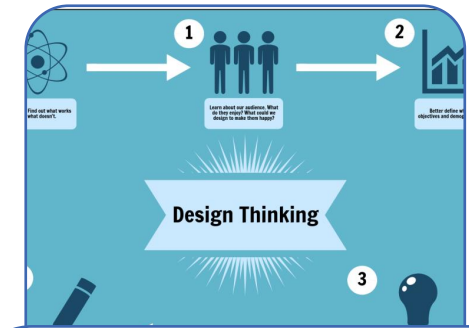
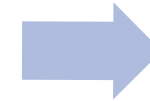
Critical Thinking: Reimagine

- Go back to first principles
- Who are your desired customers and what is their job to be done?
- Understand the customer's 'job-to-be-done' and the problems involved
- What are their pain points? Visibility? Sustainability reporting? CO2 reduction? Risk mitigation?
- Does technology change their job or your offering?
- Reject 'one size fits all'- think business models and segment on value
- Consider radically different ways to solve these problems



Systems Thinking: Redesign

- Understand the end-to-end system and its complexity
- Understand process inter-relationships (such as the supply-chain) and their inter-connections.
- Understand data feedback loops and strategic trade-offs
- Understand decision second order effects & unintended consequences
- Analyse problems critically from a data and decision-based perspective – use objectivity and evidence to address systems issues



Design thinking: Simplify


- Focus on solving customer problems and helping them succeed, not selling them products
- Redesign and simplify the system around the delivery of desired customer outcomes - Reshore? Nearshore? Outsource? Consolidate? Vertically integrate?
- Design the system and its solutions for simplicity, usability and flow – **remove barriers to value**

Once you understand the system, you can focus on simplifying it.

Design your supply chain and your offerings for simplicity, not complexity...

Resist the temptation to believe that **complex** external issues require **complicated** internal solutions.

To thrive in an exponentially more complex world, you need to **simplify**, not complicate.



**“Simplicity
is the
ultimate
sophistication,”**

-Leonardo Da Vinci-

The Problem?

Complexity grows **naturally**, while simplicity needs to be **consciously designed**.

The prime opportunity of this age is to simplify processes, procedures and products behind the delivery of desired customer outcomes.

It's not easy, which is why most don't do it.

Most companies prefer the passive security of independently reacting to events, which allows **complexity to spread**, rather the hard '**whole system**' approach of understanding the end-to-end supply chain, defining strategies, unintended consequences and trade-offs.

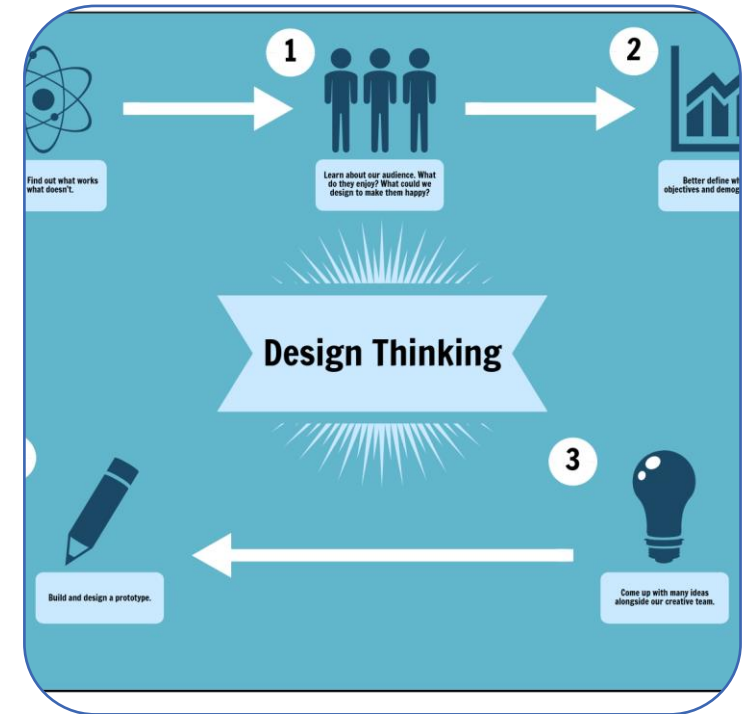
Becoming Anti-fragile - Design Thinking

Return to First Principles: Seek out the inherent simplicity at the heart of the business.

Work back from desired Customer Outcomes:

- How does the current system make things difficult for your customers?
- Could your services be redesigned to reduce the complexity?
- Could you design solutions that eliminate or minimise the frustrations and issues your customers face? What about your team?
- Could you use technology to reduce non-value adding steps or eliminate barriers to value?
- Can you use technology to help your customers succeed?

Design your solutions and the system of delivery for simplicity, usability, circularity & flow.



Organizations can't rely on technology alone.

They must overcome cultural barriers and define a framework and series of behaviours that enable its people to operate with speed, agility and resilience.

Anti-fragile Goals, Org structures, Mindset and Culture

	Fragile (Post Traumatic Stress)	Anti-Fragile (Post Traumatic Growth)
GOAL	<ul style="list-style-type: none">• Maximize value for shareholders• Protect your slice of the market• Firm-centric• Products and short-term profits• Sustainability as a reporting requirement	<ul style="list-style-type: none">• Maximize value for stakeholders• Grow the pie / bake new pies• Consumer / customer-centric• Business models and long-term value• Circularity as a business imperative
STRUCTURE	<ul style="list-style-type: none">• Instruction from above• Command-and-control• Efficient functions• Designed around activities & responsibilities	<ul style="list-style-type: none">• Ideas from everywhere• Empower-and-enable• Agile, aligned, x-process value teams• Designed for flow and outcomes
MINDSET	<ul style="list-style-type: none">• Fixed mindset – protect what you know• Product selling• Cost and budget control• Hate uncertainty• Activity and task-focused	<ul style="list-style-type: none">• Growth mindset – embrace uncertainty• Problem solving• Value creation and abundance• Embrace uncertainty• Decision and outcome-focused.
CULTURE	<ul style="list-style-type: none">• Adherence to rules• Knowledge & experience (must have answers)• Avoid risks / blame culture• Play not to lose	<ul style="list-style-type: none">• Freedom to challenge• Inquiry & creativity (right questions)• Constant experimentation / learning culture• Play to win

Remember that we still live in a human-centric world.

X-shaped people and teams are needed to leverage the value of all this automation.

Machines can make and move products...

...but they cannot imagine what products to make.

Machines can create images from text and write books...

...but cannot determine what images to create or books to write.

Machines can help make decisions...

...but they cannot decide what decisions are important or what outcomes are good.

Machines can find trends in large amounts of data...

...but don't know what to do with that information.

Machines can help us find answers to questions...

...but they don't know what questions to ask.

Machines are a what, sometimes a how, but never a why.

That's where human creativity, imagination and entrepreneurship comes in.



Nothing we do can change
the past, but everything we
do changes the future.

Ashleigh Brilliant

The sixth wave's second phase presents an opportunity to redefine what your organisation **stands for**, how it **operates**, and what it **rewards**...

Take it. **Go beyond resilience. Become anti-fragile.**

Is your company ready for the Sixth Wave's second phase?
Human + Machine reality awaits – but only for those able to adapt.

Change your mindset. Change your future.



delaware

Thank you!
sean@seanculey.com



Questions



we commit. we deliver.