



CERAVISION

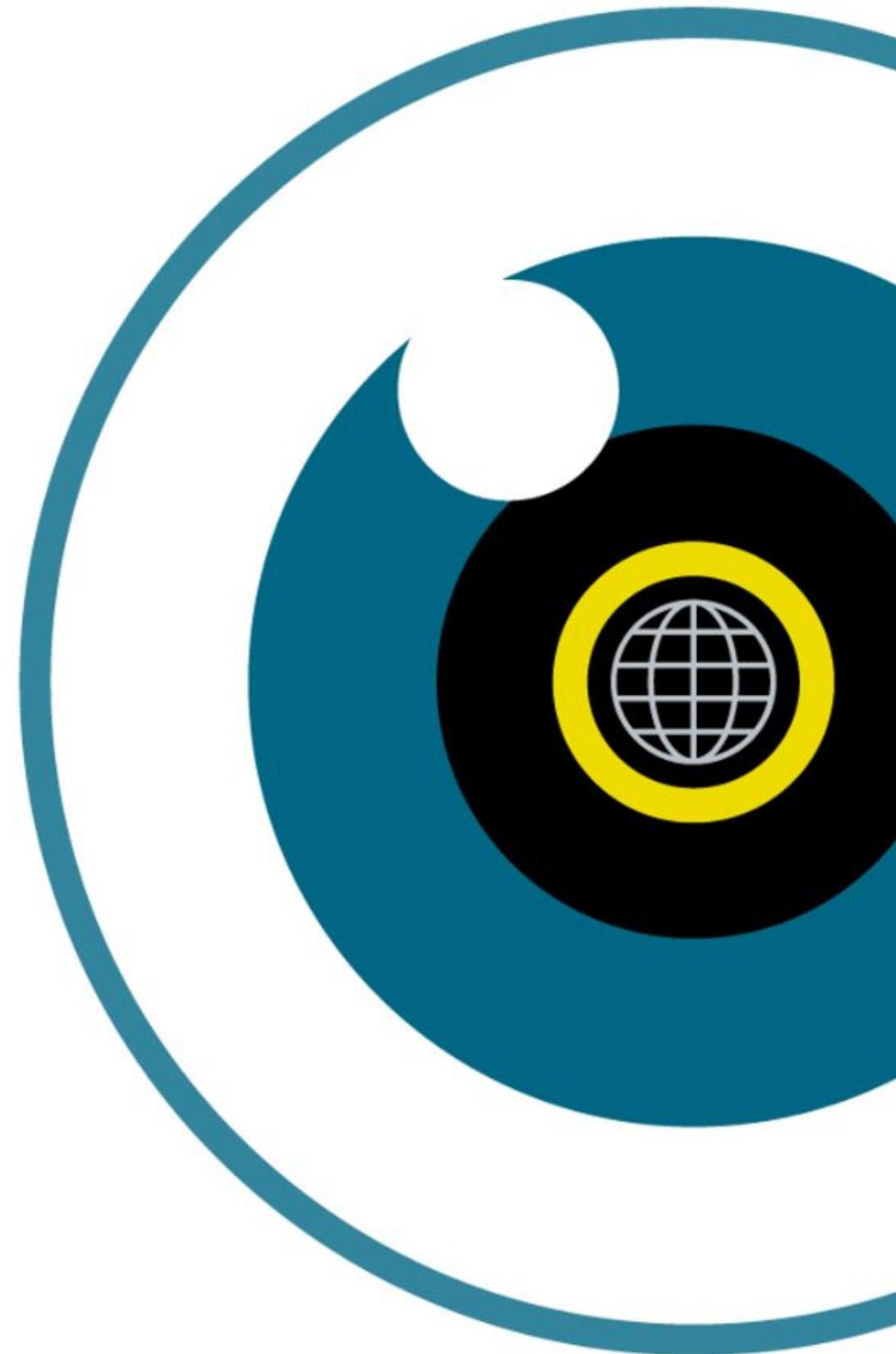
where foresight

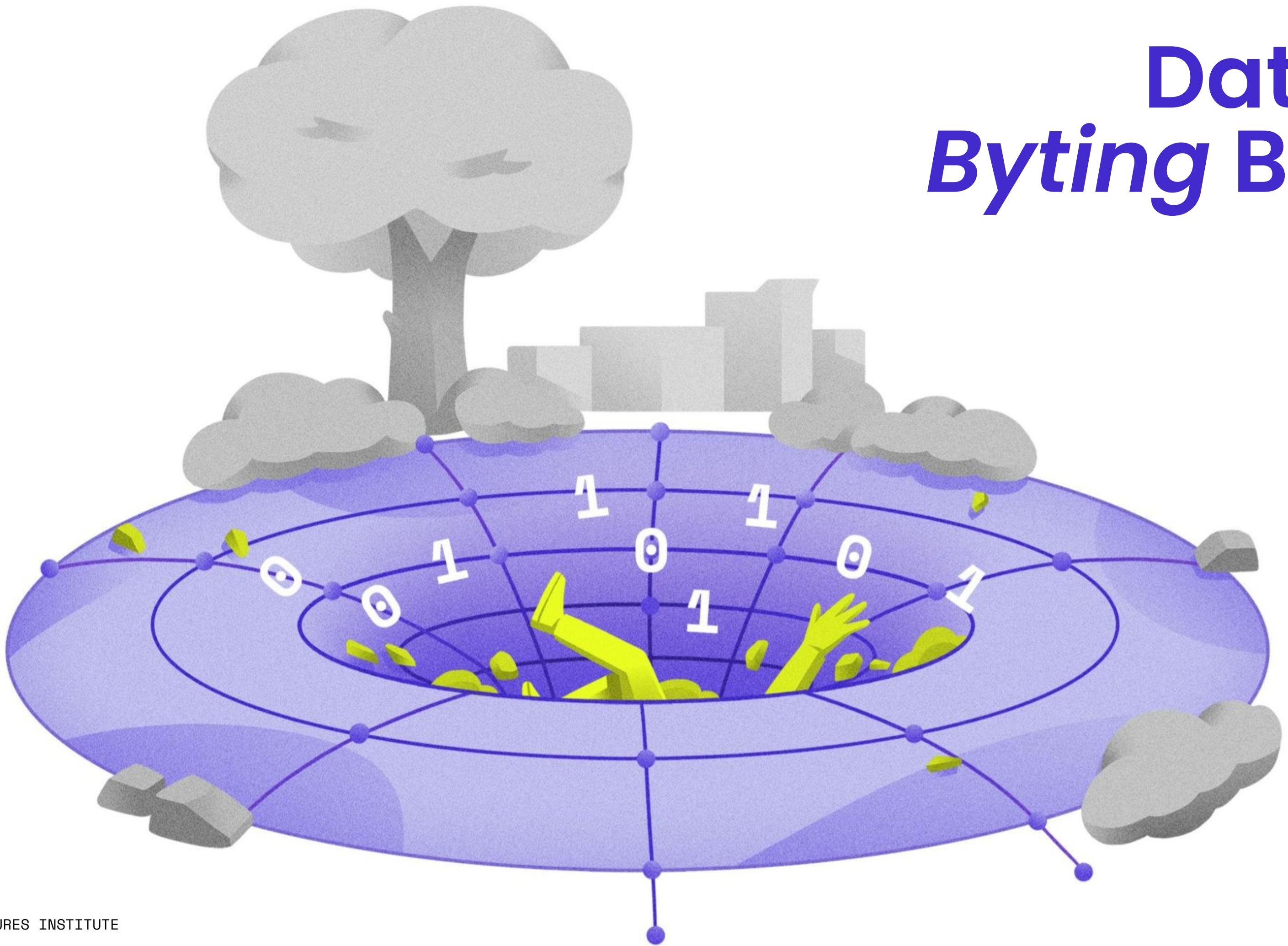
meets insight



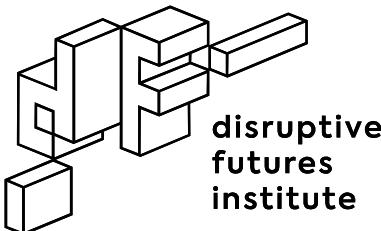
**Unpredictability & Adaptive Risk Management
for our Deeply Uncertain World**

Roger Spitz, Founding Chair Disruptive Futures Institute





Data is *Byting* Back

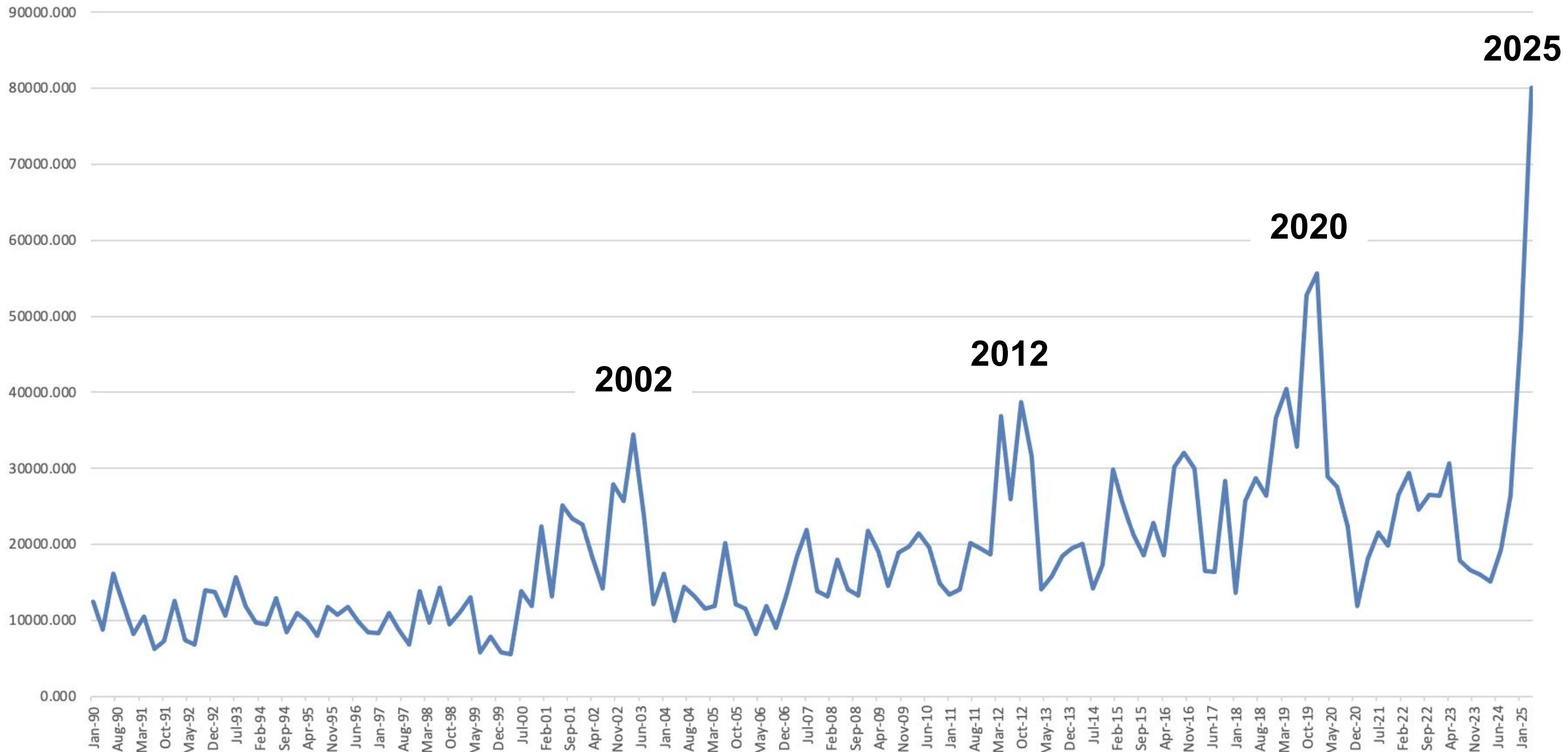


disruptive
futures
institute

World Uncertainty Index

World Uncertainty Index (WUI): Global

Index. GDP weighted average. January 1990 to April 2025.





IMF



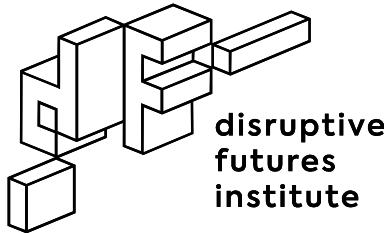
Credit: IMF Photo/Paige Taylor White

The Global Economy Enters a New Era

Pierre-Olivier Gourinchas

April 22, 2025

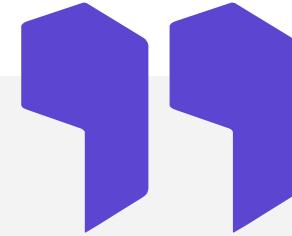
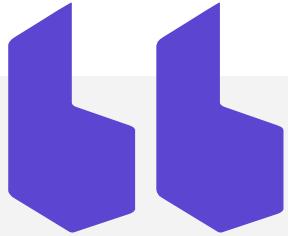
The International Monetary Fund explicitly warns that **uncertainty is now exceeding pandemic levels**, driven largely by unpredictable trade policies and geopolitical fragmentation.



JPMorganChase

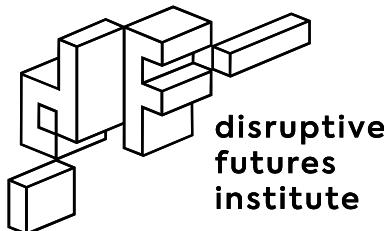
JPMorganChase Launches Center for Geopolitics to Help Clients Navigate Global Business Landscape

Washington, DC | May 21, 2025



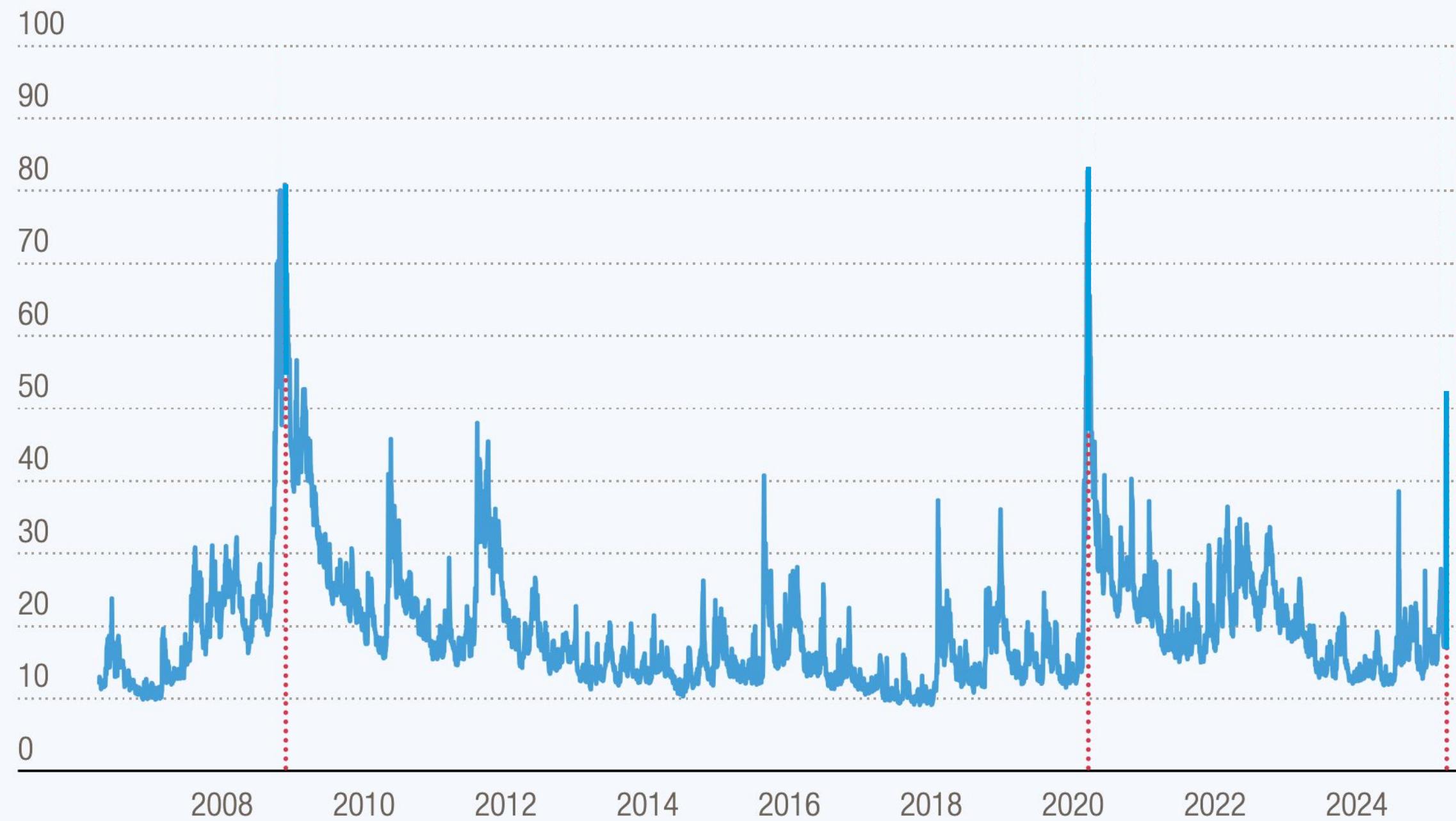
...the **tectonic shifts** reshaping our world...

...unprecedented interconnectedness, disruptive technological forces, **persistent economic uncertainty**, and proliferating geopolitical crises...



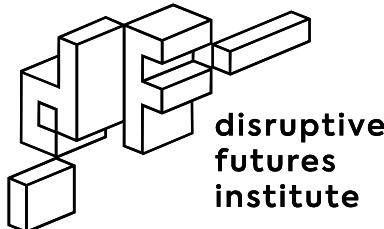
‘Fear index’ signals rising unease among investors

Investors’ concerns over global uncertainty, VIX Index, 10 April 2006 – 9 April 2025



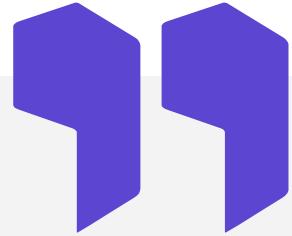
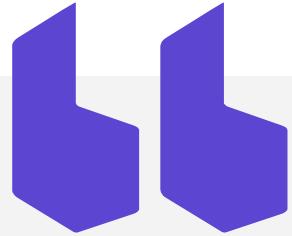
Source: UN Trade and Development (UNCTAD) based on Chicago Board Options Exchange data.

© DISRUPTIVE FUTURES INSTITUTE

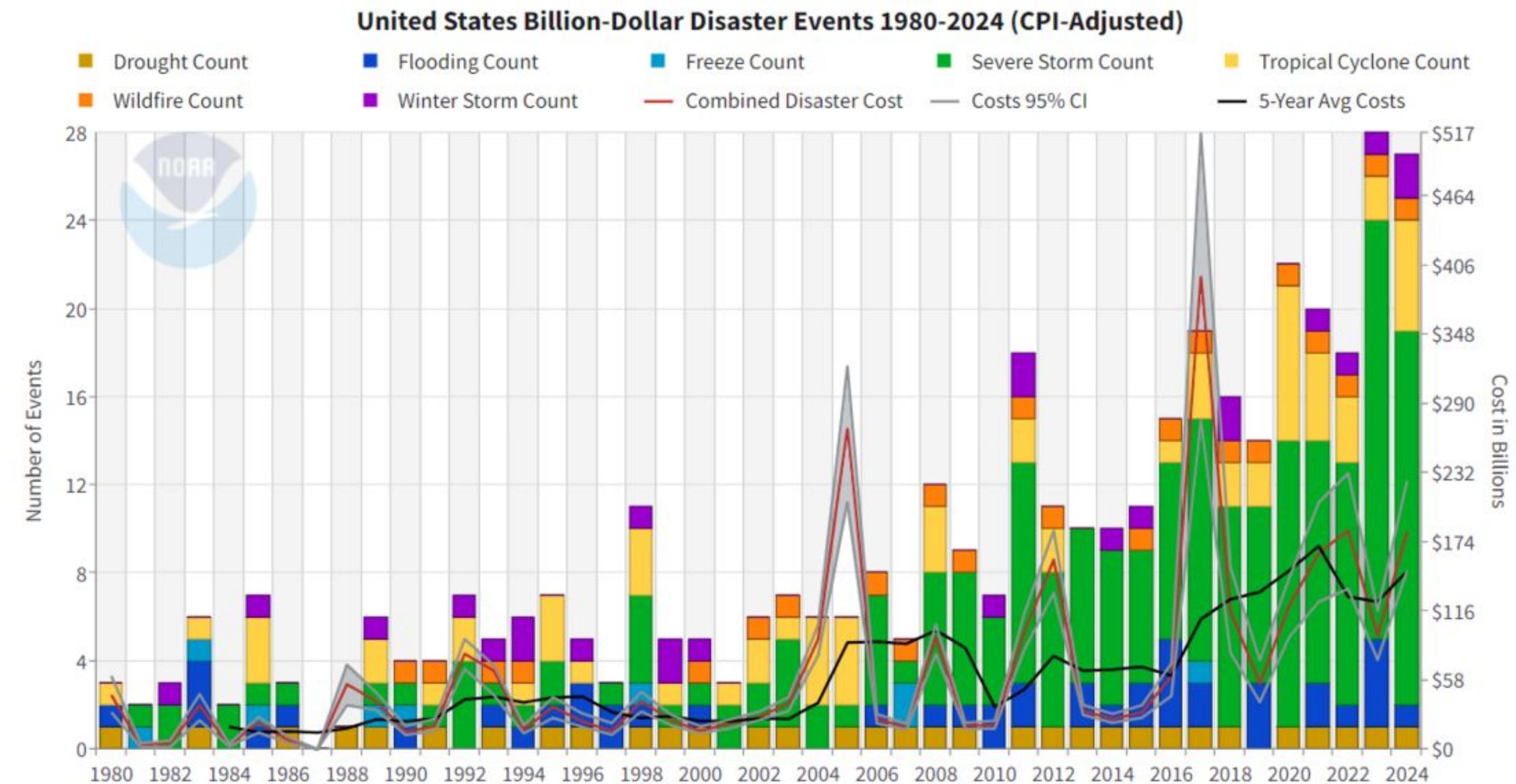


IPCC Sixth Assessment Report

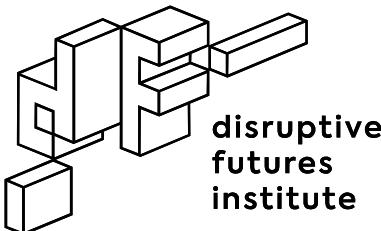
Impacts, Adaptation and Vulnerability



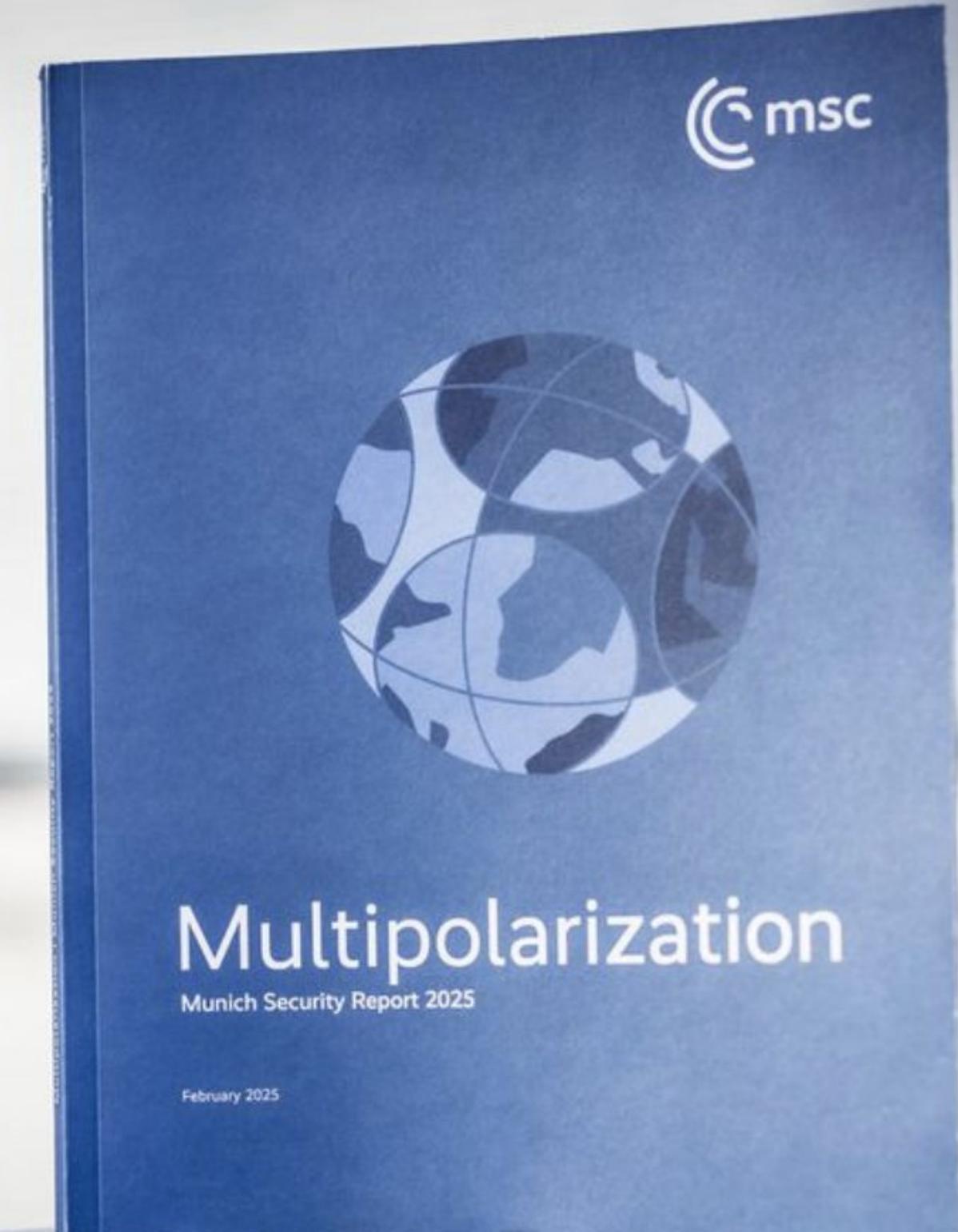
...The rise in weather and climate extremes has led to some **irreversible impacts as natural and human systems are pushed beyond their ability to adapt...**



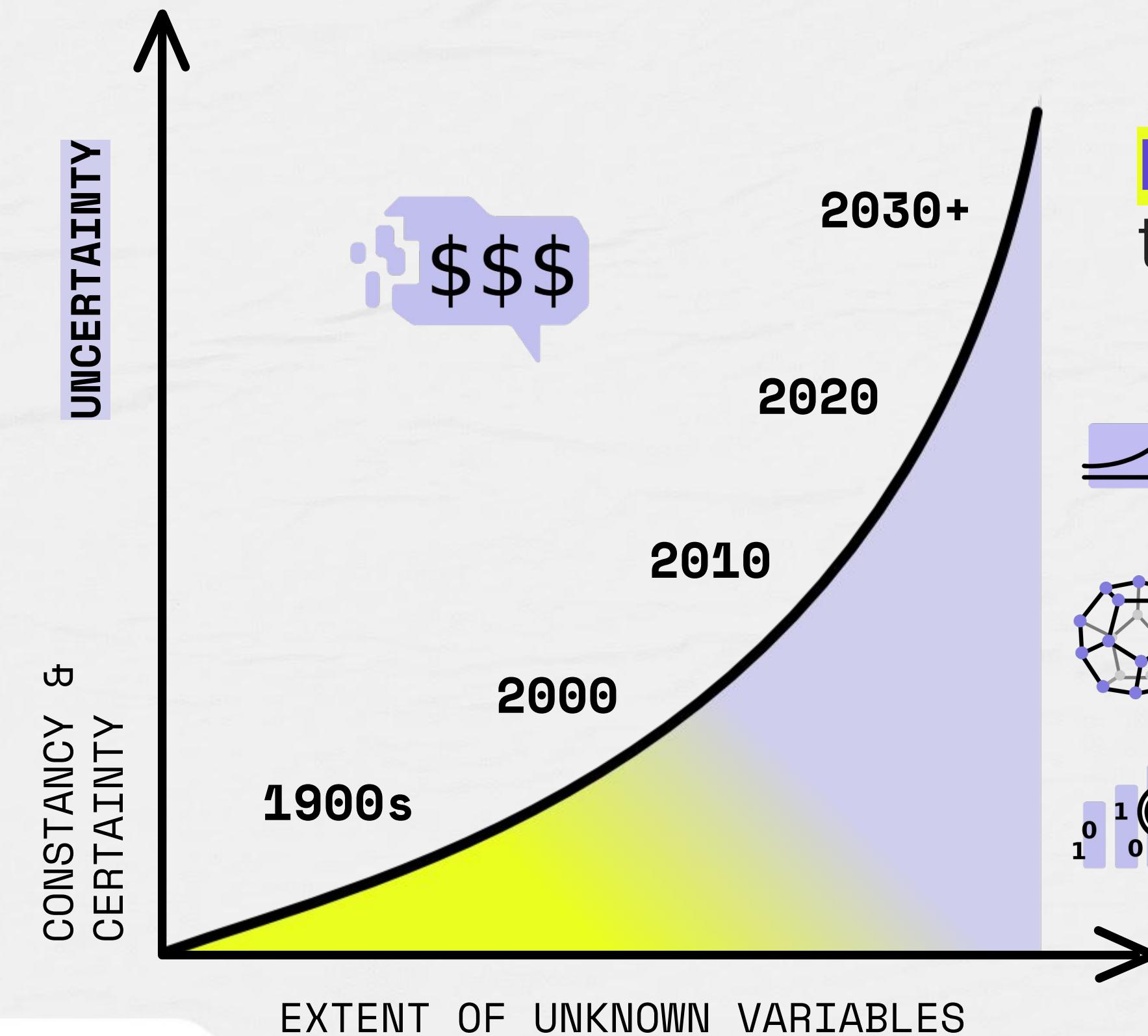
U.S. Billion-dollar Weather and Climate Disasters, 1980 - present
(NCEI Accession 0209268)



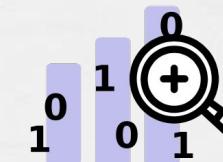
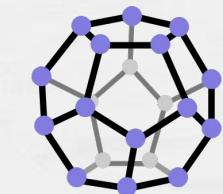
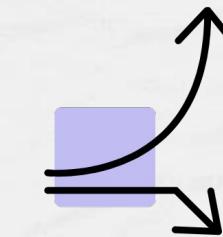
Munich Security Report 2025



The Increasing Cost of Business as Usual



Rising cost of assuming that the world is predictable.

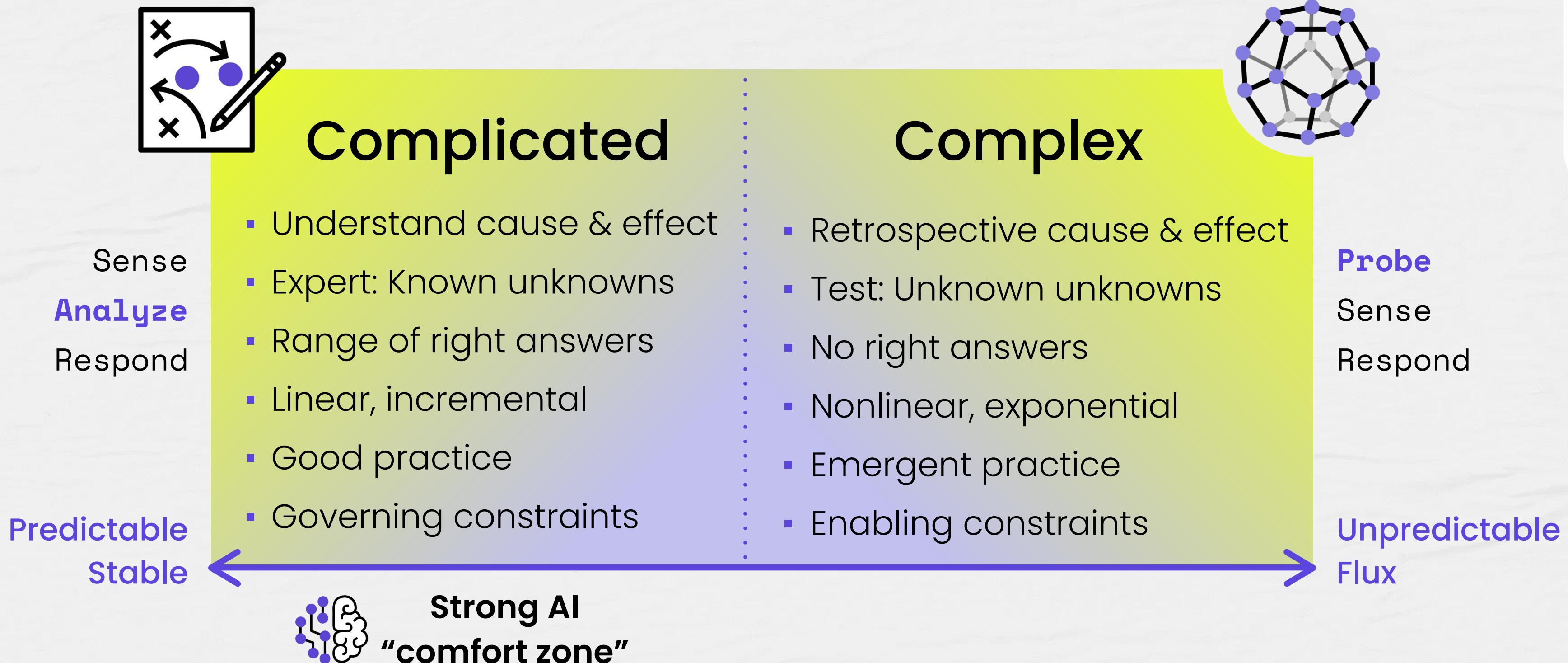


Inverse relationship between predictability and uncertainty.

Not predictable if: **Unknown variables**.

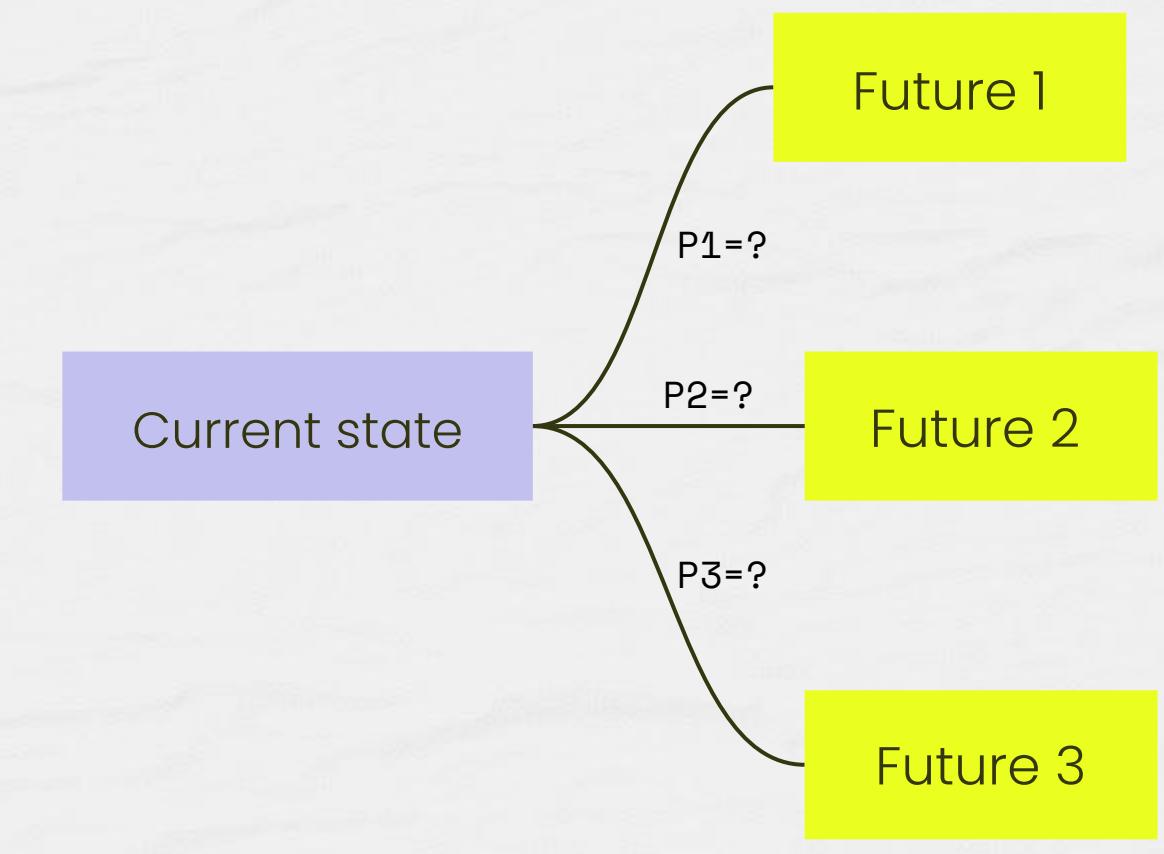
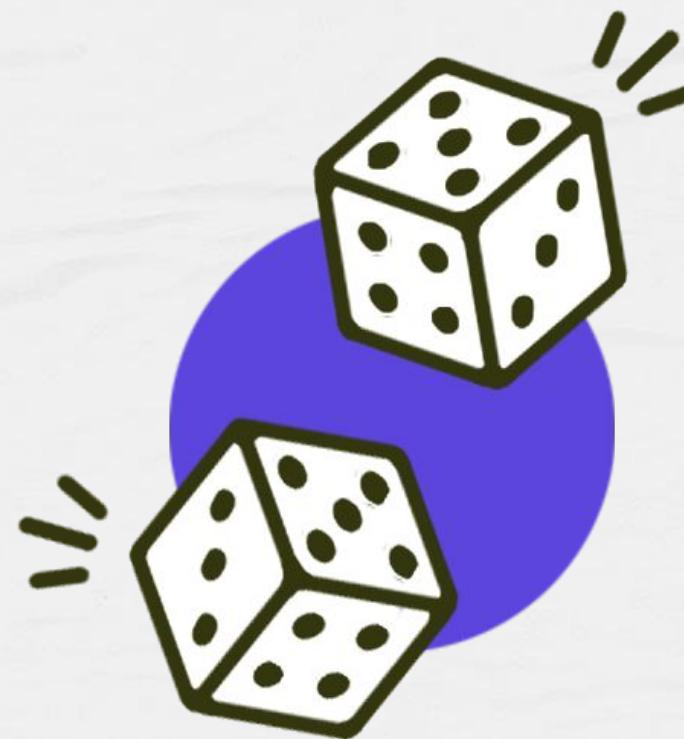
Predictable if: **Known & stable parameters**.

It's Beyond Complicated



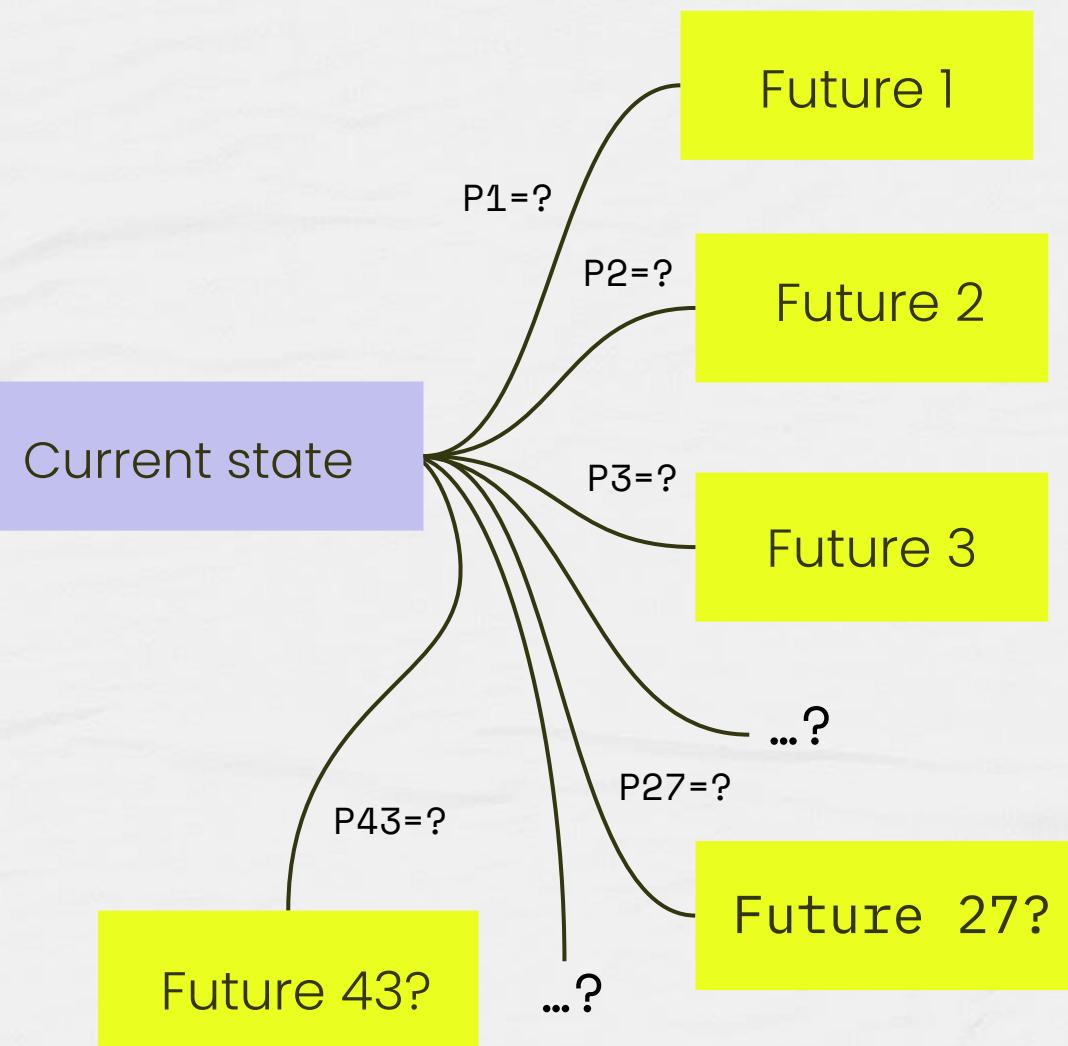
Adapted from The Cynefin Framework, Dave Snowden

Risk Uncertainty



P=Probability

Deep Uncertainty



Metamorphosis of Disruption



METATRENDS

Known, Prediction

Determinate, Assumptions

Data, Analysis

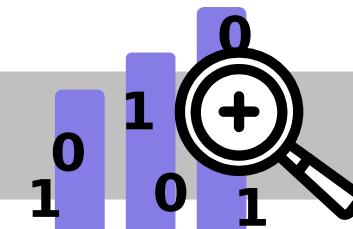
Expected

Continuous, First-order consequences

Extrapolation, Fixed

Isolated, Combine

PAST



PRESENT

METARUPTIONS

Unknowns, Foresight

Indeterminate, Uncertainties

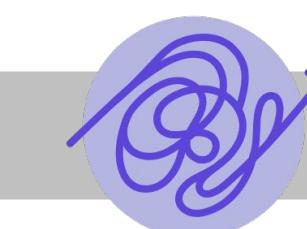
Novel, Synthesis

Surprise

Discontinuous, Next-order impacts

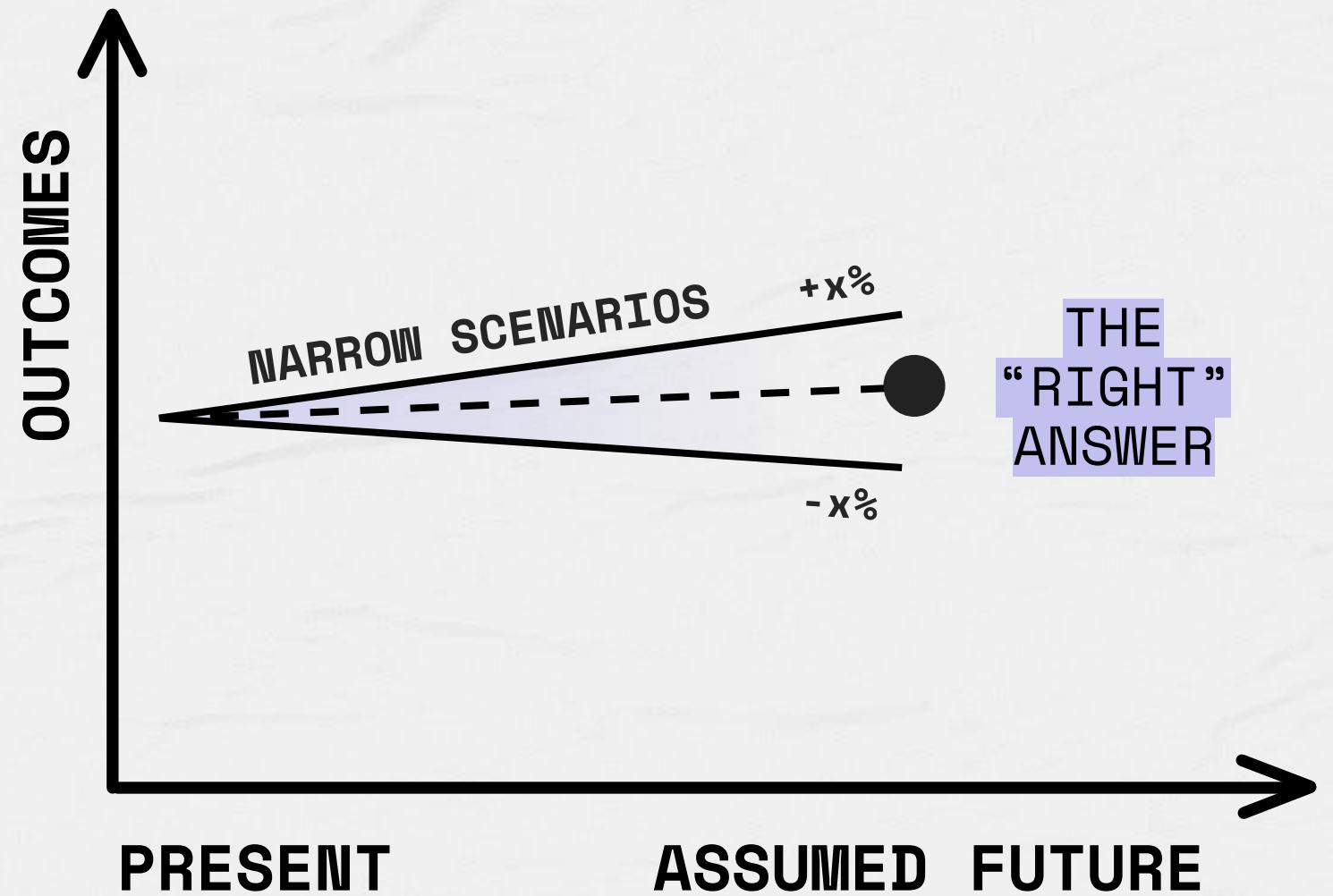
Imagination, Emergent

Systemic, Collide



FUTURE

Prediction

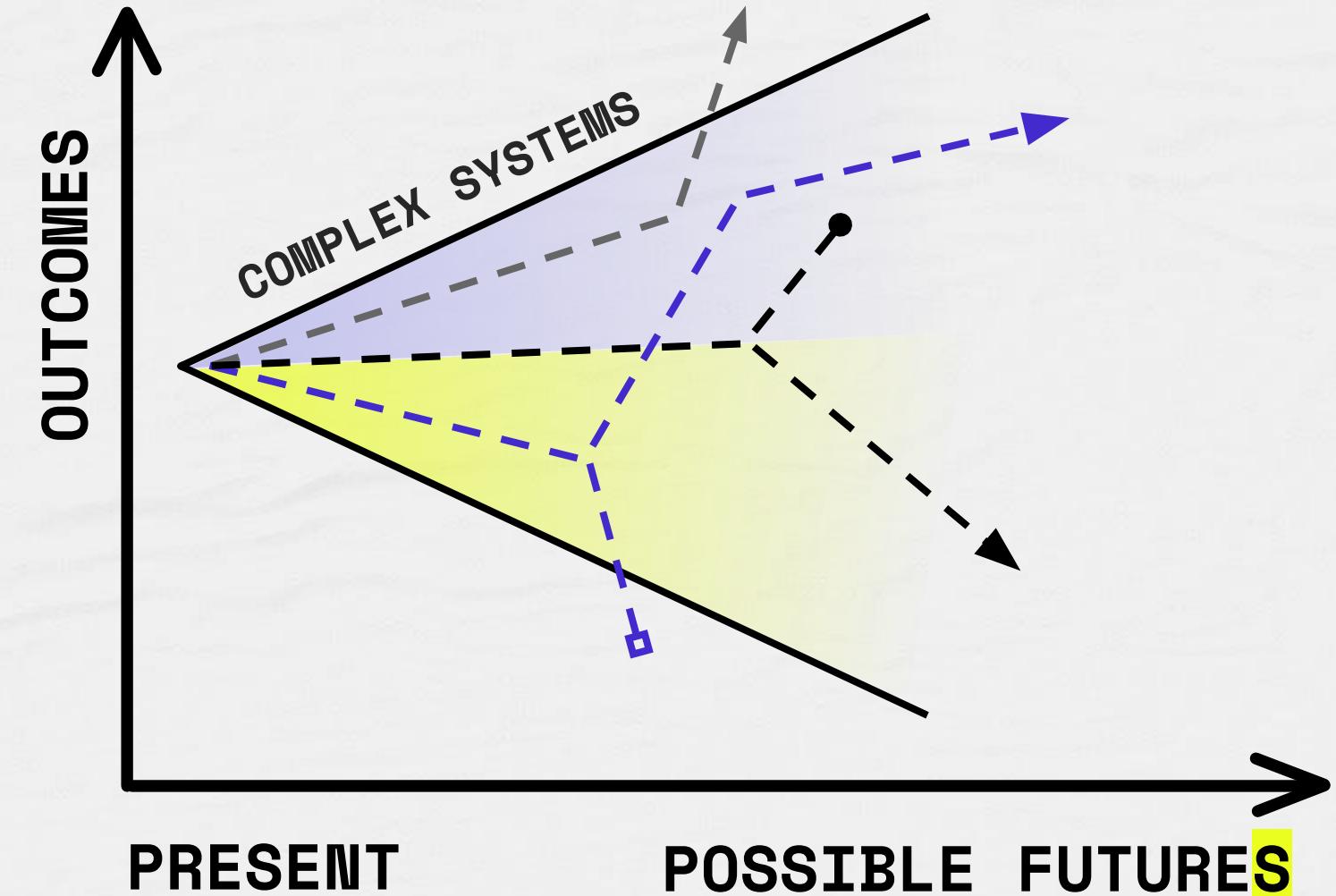


Features Allowing Prediction

- All parameters known
- Specific question
- Prediction is a right answer

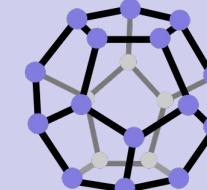


Foresight



Uncertainties Prevent Prediction

- Multiple unknowns
- Broad possibilities
- No right answer





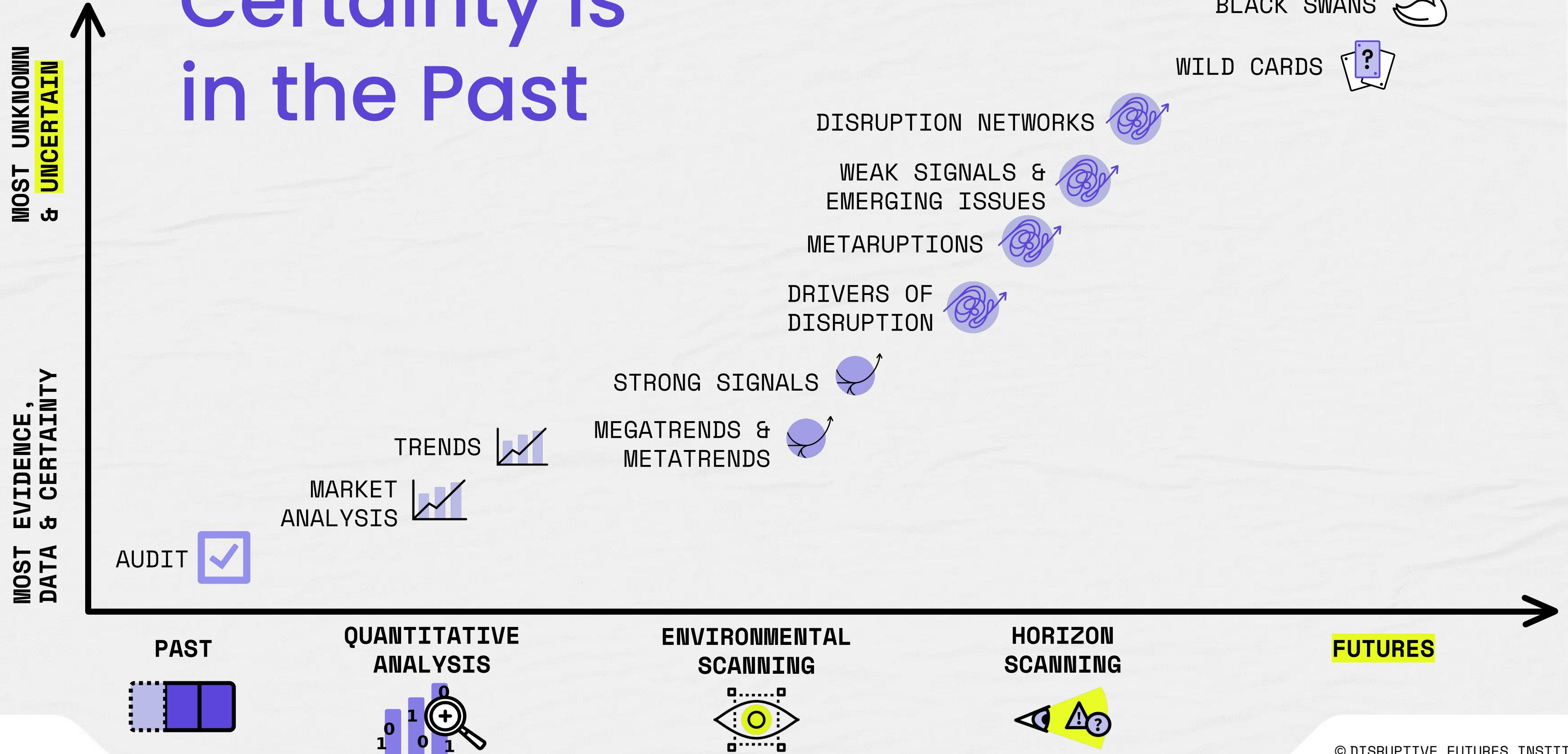
BLACK SWANS



WILD CARDS



Certainty is in the Past



Black Swans & Wild Cards



Unexpected
Outliers
Unpredictable

Low-probability
High impact



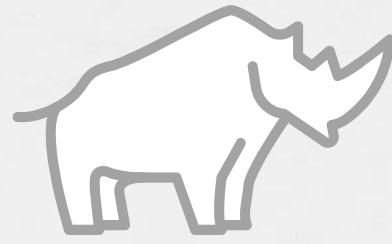
Happen often
Perceived as unlikely
Could be spotted

The Complex Five

KNOWN

UNKNOWN

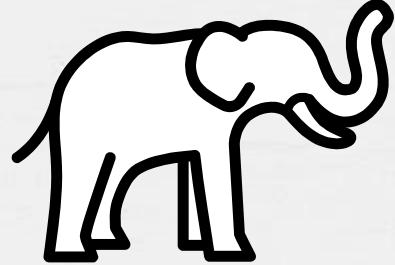
KNOWN



Gray Rhino

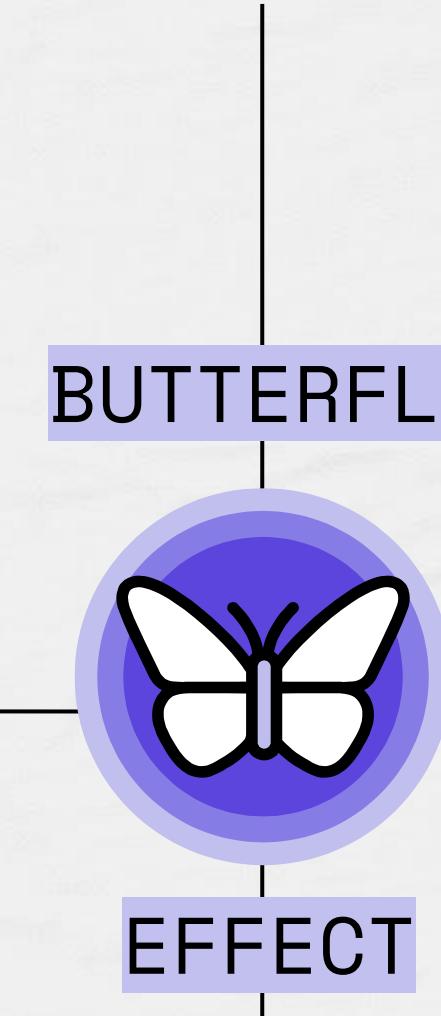
- Known Known
- Word: Charging
- Probability: Extremely High
- Impact: High
- Speed: Swift
- Evidence: Highest

UNKNOWN



Black Elephant

- Known Unknown
- Word: Standing
- Probability: Very High
- Impact: High
- Speed: Often swift
- Evidence: High



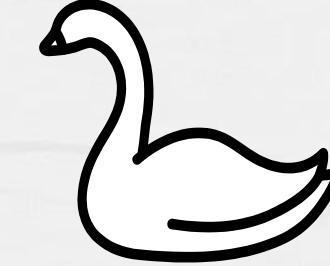
Black Jellyfish

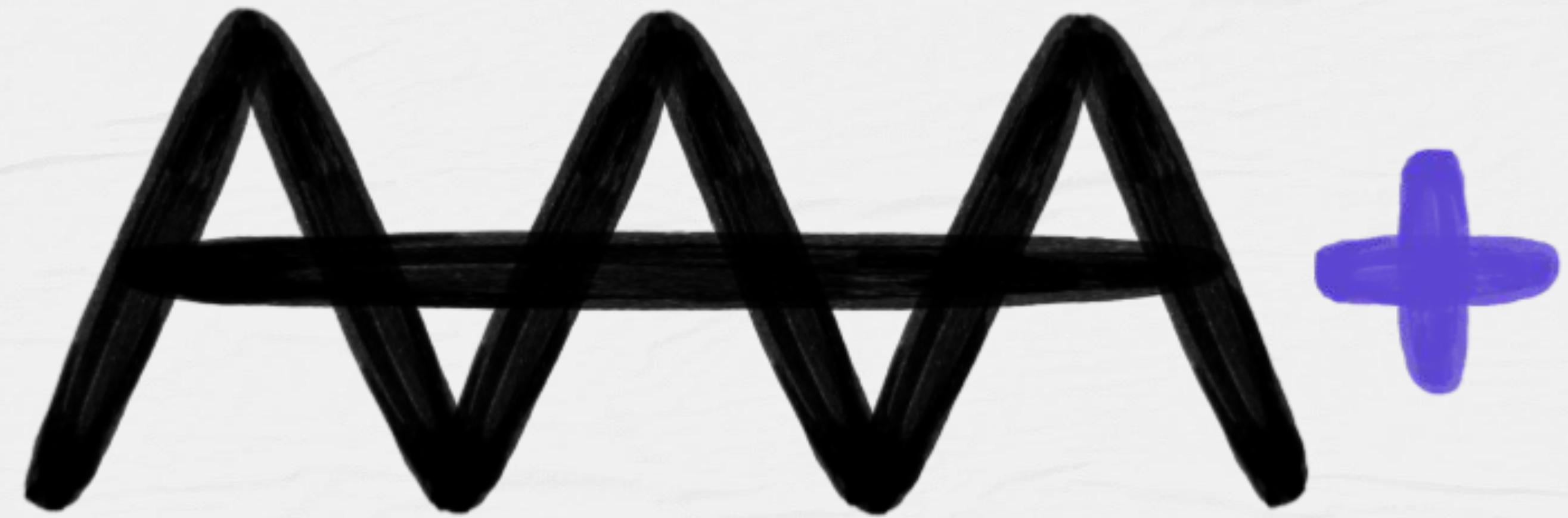
- Unknown Known
- Word: Emerging
- Probability: Low to Medium
- Impact: High
- Speed: Long tail, could be delayed or swift
- Evidence: Low



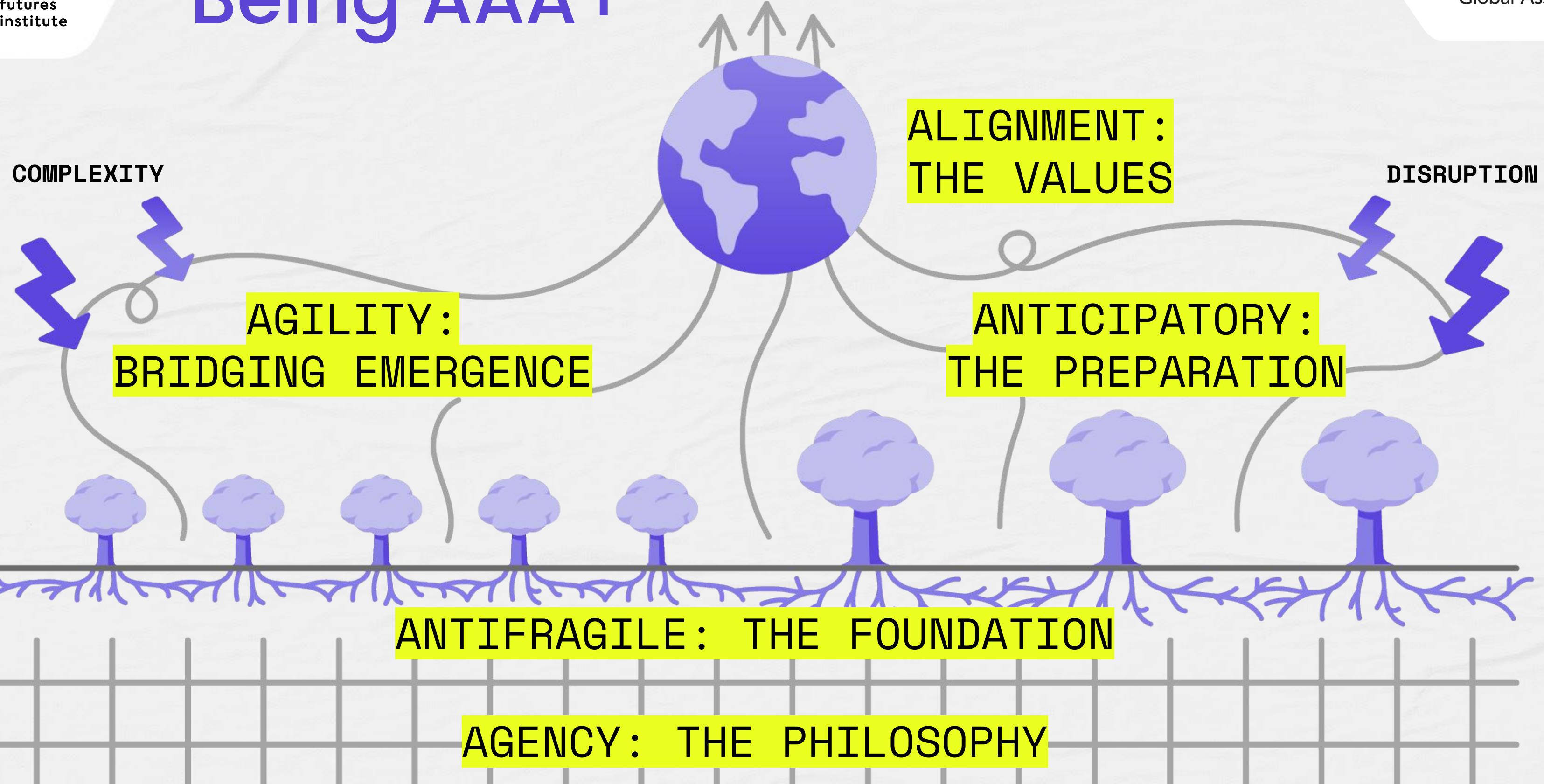
Black Swan

- Unknown Unknown
- Word: Crashing
- Probability: Low
- Impact: High
- Speed: Can be immediate
- Evidence: Low





Being AAA+

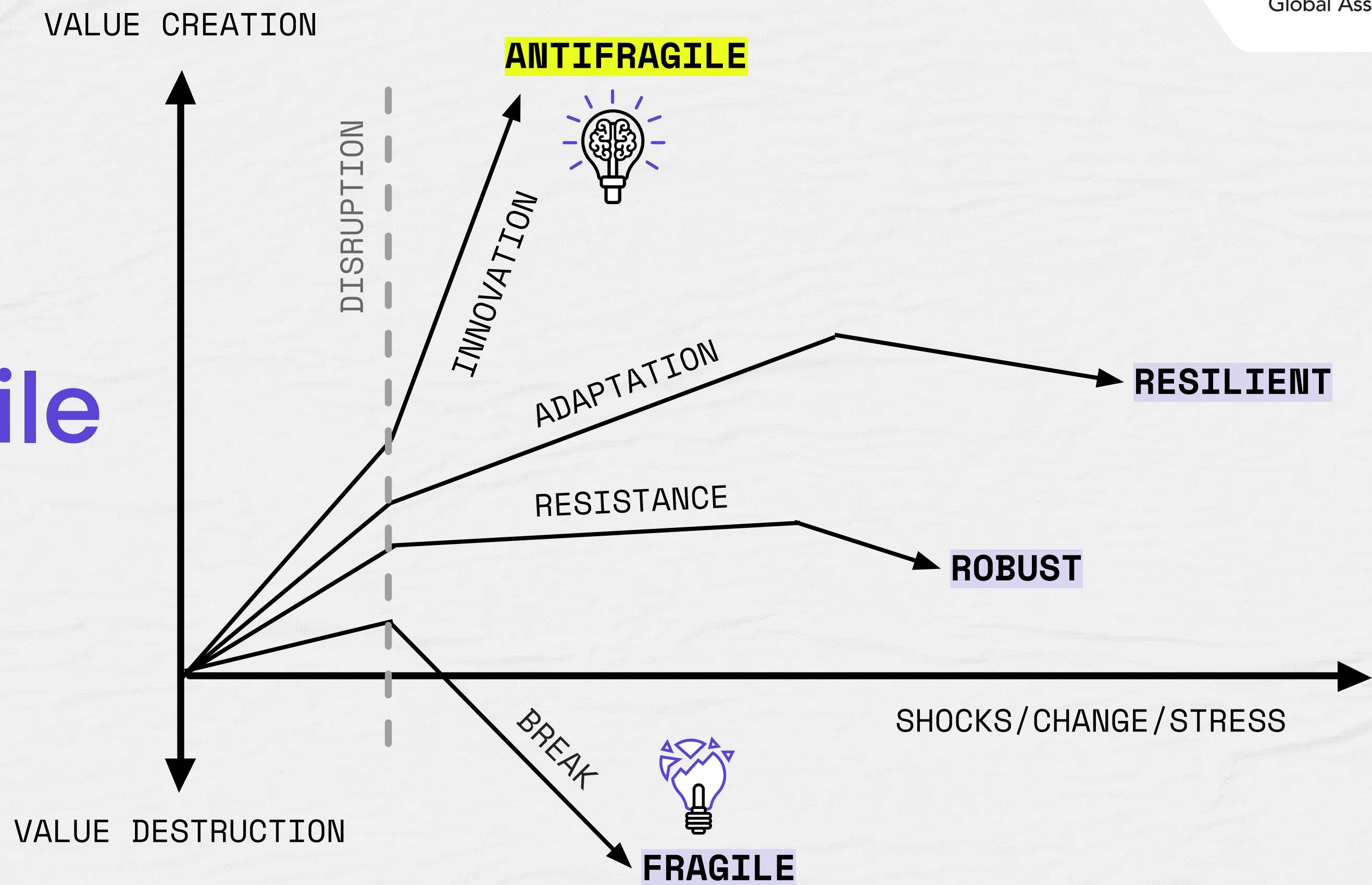


what if...?

Anticipatory

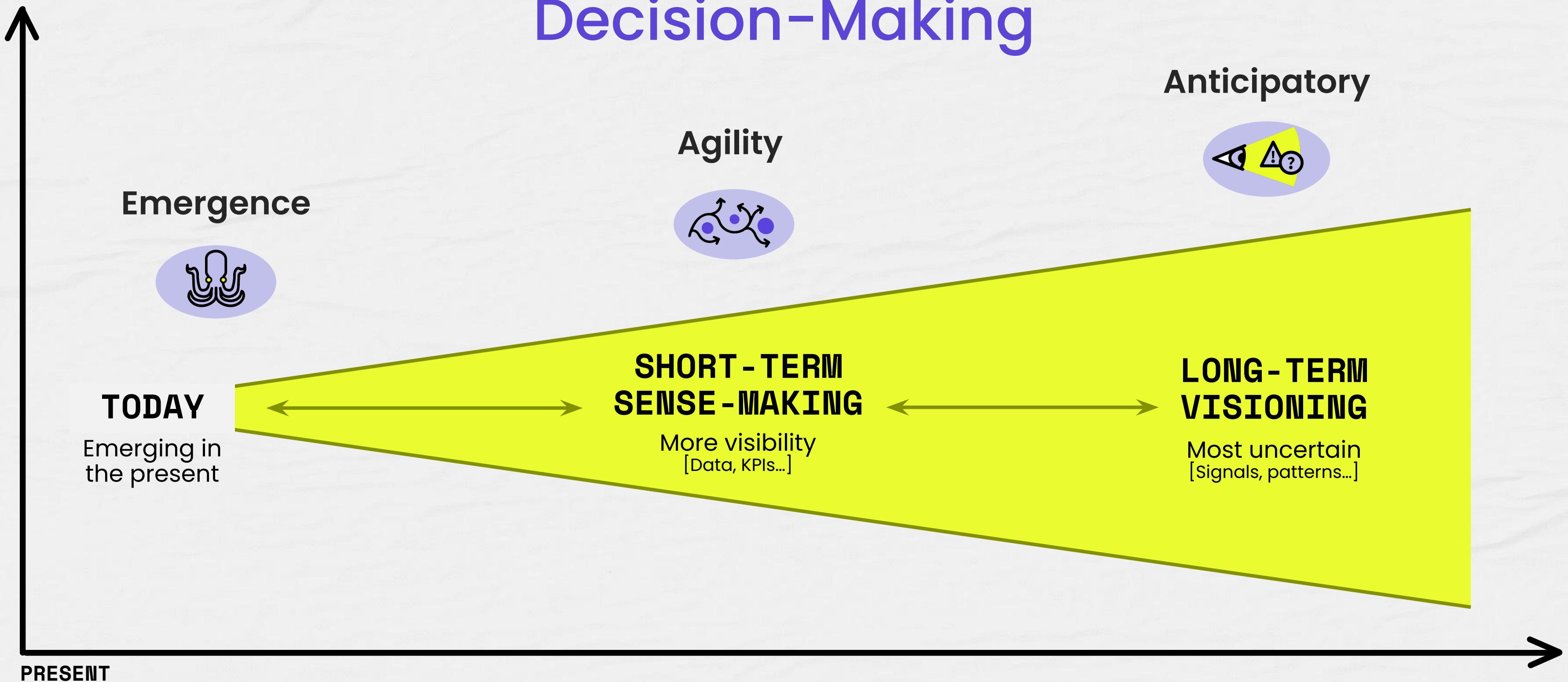
AAA
FRAMEWORK

Antifragile



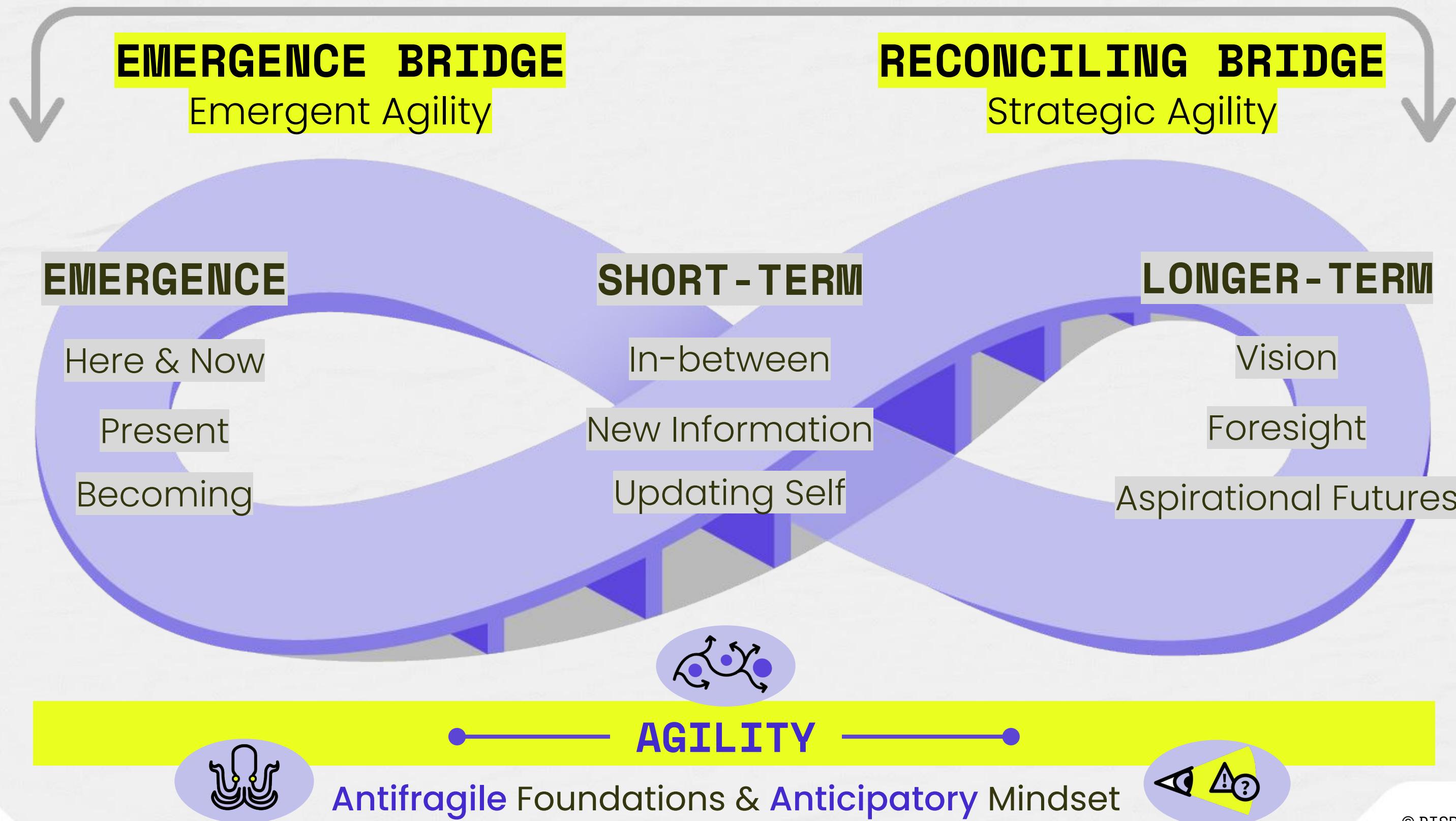
Adapted from Nassim Nicholas Taleb: *Antifragile: Things That Gain From Disorder*

Bridging Short-Term and Long-Term Decision-Making



Emergent & Strategic Agility

Infinite Loop Bridges



AAA Framework

DNA

FEATURES

KEYWORDS



ANTIFRAGILE: LAYING THE FOUNDATIONS

Strengthen even with shocks

Build a strong foundation:

Enables optionality

Thrives in randomness

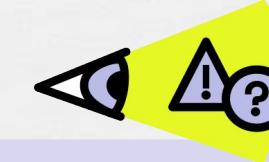
More upside from shocks

Likes errors, embraces risk

Complex systems

Many interdependencies

Innovate, Tinker, Heuristic, Friction



ANTICIPATORY: PREPARING THE FUTURE

Capacity to prepare for change

Prepare possible futures:

Decipher signals

Interpret future impacts

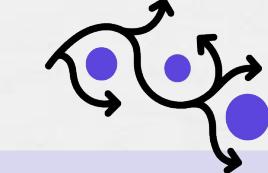
Avoid surprise

Detect opportunities

Degrees of uncertainty

Complex Five

Foresight, Scan, Signals, Impacts



AGILITY: EMERGING IN THE PRESENT

Bridge short-term & long-term

Bridge the present:

Here & now: Sense-making

Experiment: Amplify, dampen

Emergence in complexity

Infinity loop bridges

Emergent & Strategic agility

Cognitive agility

Emergent, Complex, Sense-making

Endorsed by 4 Prestigious Awards

INTERNATIONAL BESTSELLER



SYSTEMS & PLANNING

BRAZIL, FRANCE & GERMANY



AI EXPERT SYSTEMS

INDIA, USA & UK



BUSINESS DEVELOPMENT

BRAZIL, INDIA & USA



INTERNET & SOFTWARE

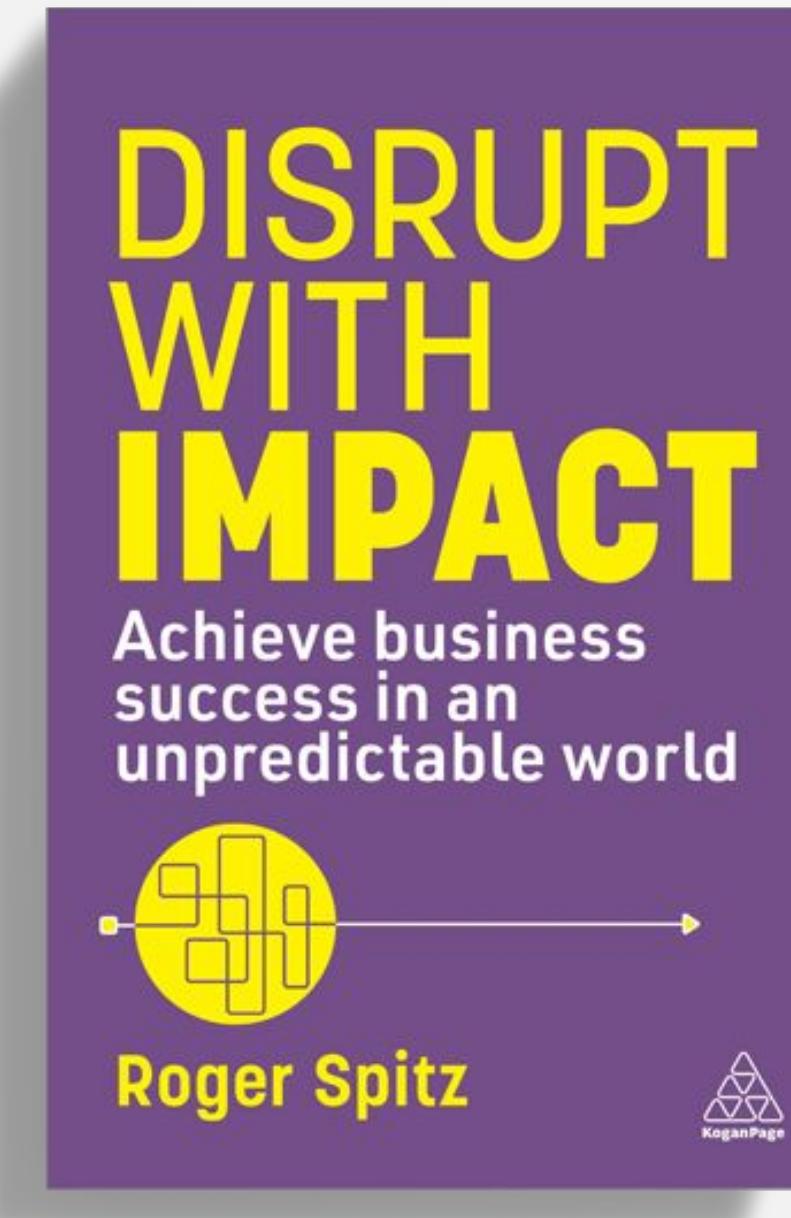
BRAZIL, FRANCE, GERMANY & USA



ENTREPRENEURSHIP

BRAZIL & FRANCE

Source: Amazon Bestseller
(Kindle & Print, August 2024 - March 2025)



MULTI-AWARD WINNING

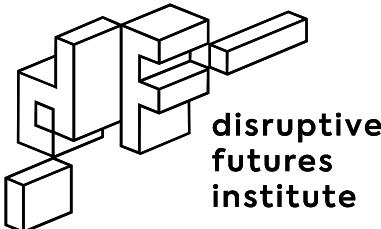


“Pure gold!” – BookTrib

“A well-illustrated and wide-ranging new approach...” – Kirkus Reviews

CRITICALLY ACCLAIMED

- ★★★★★ READERS’ FAVORITE
- ★★★★★ SAN FRANCISCO BOOK REVIEW
- ★★★★ MANHATTAN BOOK REVIEW



disruptive
futures
institute

SOCIAL REACH: 100,000+ followers across platforms

Follow the **Disruptive Futures Institute**...



INSTAGRAM
@disrupt_futures



LINKEDIN
Disruptive
Futures Institute



YOUTUBE
DFI Channel



SUBSTACK

Thriving on Disruption



MEDIUM

Disruptive Futures
Institute



FACEBOOK

DFI Facebook Page

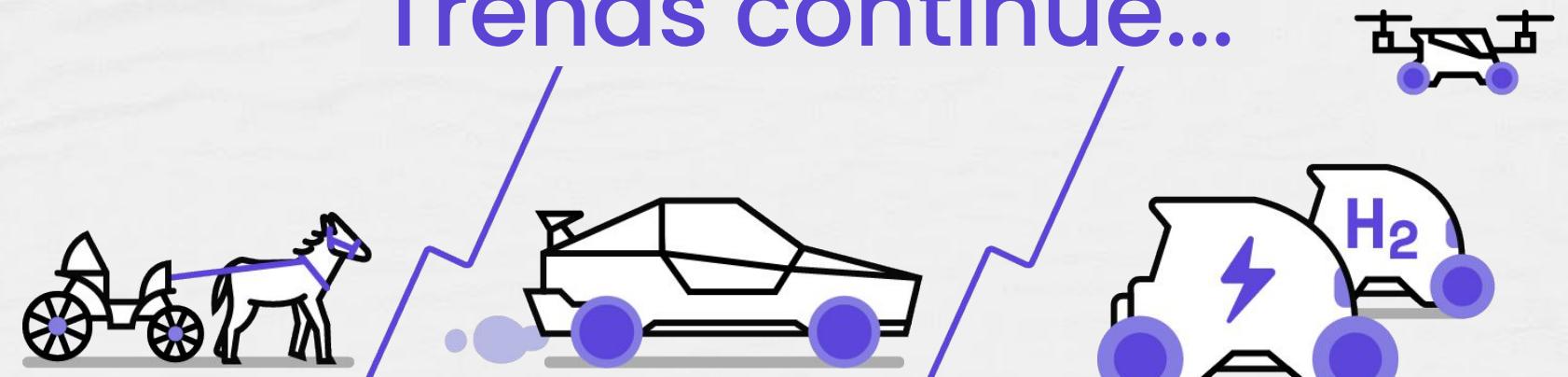


X

@disrupt_futures

You can also find **Roger Spitz** &
Techisential (our foresight advisory
practice) across social media platforms.

Trends continue...



...until they don't.

Disclaimer

This document is produced by professionals at Techistential™ and/or Disruptive Futures Institute™ as general guidance. It contains general information only and is not intended to provide specific advice on your circumstances. This document makes descriptive reference to trademarks that may be owned by others. The use of such trademarks herein is not an assertion of ownership of such trademarks by Techistential and/or Disruptive Futures Institute, and is not intended to represent or imply the existence of an association between Techistential, Disruptive Futures Institute and the lawful owners of such trademarks.

All commentary provided by Techistential and/or Disruptive Futures Institute, or any of their employees is commentary intended for general information use only and is not investment advice. Neither Techistential nor Disruptive Futures Institute make recommendations on any specific or general investments, investment types, asset classes, non-regulated markets, specific equities, bonds, or other investment vehicles. Neither Techistential nor Disruptive Futures Institute guarantee the completeness or accuracy of analyses and statements, nor does Techistential and/or Disruptive Futures Institute assume any liability for any losses that may result from the reliance by any person or entity on this information. Opinions, forecasts, and information are subject to change without notice. Commentary or information do not represent a solicitation or offer of financial or advisory services or products and are market commentary intended and written for general information use only.

This document is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your finances or your business. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

THANK YOU

