MOVING TO PRESILIENCE IN A VUCA WORLD

THE NEW NORM NEEDS A NEW WAY

MOVING TO PRESILIENCE IN A VUCA WORLD – THE NEW NORM NEEDS A NEW WAY

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INTRODUCTION AND OVERVIEW

This paper proposes a new approach to business, strategy and risk management, referred to as 'Presilience[1]'.

There is no doubt that the world is, now more than ever and perhaps irrevocably, Volatile, Uncertain, Complex and Ambiguous (VUCA)[2] (USAHEC, 2019). Recent, unprecedented events such as the global spread of COVID-19, bushfires in Australia, the increased frequency and scale of climate related incidents (floods, storms, etc.), as well as economic instability, make it evident that major, disruptive change can happen suddenly and without warning (Worley & Jules, 2020). The global stock market meltdown, which was a symptom of the spread of COVID-19, reinforces the view that we need to fundamentally change how we respond to the unprecedented events that seem to be occurring with increasing frequency. Precedence has been set from major events and crises, such as black swan events or environmental jolts, and when such events/crises occur, we may have an idea of what the most likely set of outcomes will be (Bennett & Lemoine, 2014). VUCA style events, however, do not enjoy this same luxury. At best, the recovery paths to 'new normal' laid out by past events, such as the Global Financial Crisis in 2008 can be followed (Ahlstrom, et al., 2020; Schneider & McGuirk, 2020). Regardless of the success or failure of these, a reactive resilience style approach appears to be the best option available.

This paper sets the scene for the new Presilience approach, drawing attention to the changing global landscape and the volatility of the 'new normal'. The authors then reflect on why current business approaches as well as strategy, risk management and response systems are often over engineered, and in many ways, unsuitable to be agile or flexible enough to meet existing and future challenges. The Presilience approach is not intended to replace the existing body of work developed around risk and resilience, but rather seeks to expand upon it and provide a conceptual process for maturity to expand upon and evolve. Just as the digital world and globalisation is forcing us to think, act and manage differently, so too must the focus of risk and resilience evolve.

[1] Presilience is a registered trademark and patent of the Risk 2 Solution group and used here full permission.
[2] For more information on the origins of the term VUCA, please see https://usawc.libanswers.com/faq/84869

THE PRESILIENCE APPROACH

The new Presilience approach shifts focus away from an emphasis on managerialism and compliance centric 'tick the box' approaches, to planning, procedures, systems and recovery processes - which are essentially established to avoid the mistakes of the past (Schneider & McGuirk, 2020), and towards a focus on the people who are managing and responding to risk (both threat and opportunity). Presilience is about enhancing our leaders' and workers' inherent skills and capabilities to be adaptable, flexible and agile both in a business as usual (BAU) context as well as in response to adverse events/crises, and then building the technology enabled[3] systems to support them. As opposed to many compliance-centric approaches designed to make people fit into the system, the Presilience approach primarily centres on the idea of Network Enablement[4] from a systemic perspective spanning people, technology and process, to be able to deal with disruption more easily and capitalise on opportunity wherever possible.

Whilst evolutionary, the exploration of the new Presilience approach is based on the development of a new maturity model highlighting three stages of organisational maturity, namely; Compliance, Resilience and Presilience. The model will be explored in more detail in this paper, however, it is worth noting that a major difference between a traditional Resilience-based business model and a Presilience model is that the outcome of a Resilience model is based on 'recovery' – in other words, a restoration of the situation to its state prior to the event (or as close to it as possible) – it is based on assumed toughness or perseverance of a person or a system to push through hardship (Cramer, 2020). Traditionally, it also has not put much emphasis on the proactive prevention and preparation, rather focusing on the process and system distinctly separate from the people required to perform within the system (Schneider & McGuirk, 2020).

Presilience on the other hand, is not solely concerned with simply recovering well or quickly from a negative event. Presilience is also more than just a mechanism for high-reliability and robust business continuity capability through adversity. Rather, it is concerned with high performance, enhanced decision making, engineering desired outcomes through adverse events/crises and BAU, constant learning and adaption to seize opportunity, and truly 'bouncing back better' (Presilience, 2021;

[3] Leveraging current, new and emerging technology, where it exists and is beneficial, is a hallmark Presilience characteristic.

[4] The whole idea behind managing complexity is network enablement - whether social or digital, the more pieces out there that are aligned, the more network is enabled.

Schneider & McGuirk, 2020; Sofianos, 2020). The fact that terms such as 'bounce back better' are being liberally used by businesses, government and recovery agencies, despite the lack of any formalised approach or methodology, reveals the growing global appetite for a new way of approaching these ever-increasing VUCA-style events and crises (OECD, 2020; CSIRO Futures, 2020). The fundamental reality is that we best prepare for disruption during BAU and, as such, the modern approach needs to be integrative and convergent as opposed to siloed and hyper-specialised.

In essence, the Presilience approach tackles three important organisational imperatives, namely **Leadership**, **High Performance** and **Enhanced Decision Making**[5] (each of which will be further explored later in this paper).

The Presilience approach focuses on building an aligned structure of human capability, empowered by fit-for-purpose technology that enables systems to focus on the prevention and preparation aspects in order to best seize opportunities, as they prevent and manage downside threats. Emphasis is placed on building robust risk intelligence at an individual, team or group/organisational level, and is focused on the shift from being reactive in nature to being predominantly proactive.

Presilience challenges current conventional wisdom and thinking. But in seeking to prompt a debate, the authors are not criticising the leadership of the current systems - they were simply built for an era which has now been disrupted (Schneider, 2017; Christensen, Raynor, & McDonald, 2015). In fact, when looking at the Presilience Maturity Model, the approach actually builds on the previous methodologies of Compliance and Resilience. Whilst the leaders and systems of the past have served us well for many years, the environment in which they operate is changing (George & George, 2020). Organisations are quite rightly intent on responding to community needs and the challenges of today whilst factoring in those of tomorrow; It is no longer enough to simply look at what has happened before and to plan and prepare for that (Agrawal, 2021; Singh & Misra, 2021).

This paper provides an opportunity for reflection away from the 'firefighting' and challenges associated with the illusion of control (Langer, 1975); and an opportunity to consider what the approach for the future should be to deal with the impacts of technology adaption and information overload, along with additional influencing factors such as climate and societal change. It is suggested that a Presilience approach, with its focus on people, skills and creation of a post incident/crisis new normal, may be a natural evolution to the way we lead, perform and manage risk.

[5] The authors believe that enhanced decision making is the outcome of great risk management and in many cases will be used interchangeably with the concept of risk management in this paper

THE SHIFTING GLOBAL LANDSCAPE

The world of business, risk management and leadership is changing, and shows no sign of slowing down in terms of the rate of change. The shift in the global business environment, due to massive advancements in internet, smartphone technology, increased globalisation (and increased global dependency), along with elements such as artificial intelligence (AI), has changed our societal landscape irrevocably (KPMG, 2018; Christensen, 2020). In fact, we are now heading into an era referred to as the 5th industrial revolution (5IR) which is embodied by the need to balance human performance with technology (LIC, 2020). Whereas the previous industrial revolutions have focused on efficiency and lean ideals, which have arguably not been too concerned with human enablement unless it led to better production outcomes, the need to find the balance between human capability and systems reliability is now quite clear if we are to thrive in a VUCA environment. 5IR is the next evolution, and never before have we had to rethink the way we take risks and make decisions (Placeholder32). The primary focus needs to be on thriving, not simply surviving.

Human fear is both born and bred; We are born 'risk aware' with a fear (risk awareness), of loud noises and falling (Poulton & Menzies, 2002). We proceed through life managing risk in a very personal and individual way, as every human being on the planet makes daily risk-based decisions about life, which is often referred to as the rational choice theory (Shapiro, 2017). From an anthropological perspective, since prehistoric man, humans have come together as tribes, and in fact "humans evolved to prioritize tribalism over truth seeking" (Tong & Hippel, 2020). Within this tribal structure and hierarchy, risk is managed at a more strategic level, through rules and conventions about the management of major risks (such as fire, transport, security threats and property protection), and tribal rules are imposed through decree, systems, procedures and laws (Ayala, 2010). The 20th and 21st centuries have seen a dominance of tribal-style risk management through an increasingly greater emphasis on a 'one size fits all' approach (Schneider & McGuirk, 2020). This has resulted in reducing the role of personal initiative and decision making about risk, imposing rigid and inflexible systems, and subsequently, creating a reliance on compliance-based systems and procedures (ACU, 2017). These rules and conventions have become part of the DNA of our society until more recent times, when a number of factors – including COVID-19 – have majorly impacted the way we live. Whilst the illusion of control associated with a reliance on compliance-based systems has historically proven useful in terms of mental well-being and fostering optimism (Novovic, Kovac, Djuric, & Biro, 2012), the occurrence of a major VUCA-style event, such as COVID-19, has proven reliance on this alone is not sufficient and any

attempt at denial of such, fallacious. In short, the well-worn and established personal and collective risk management models are facing significant disruption (Schneider, 2017; MacGregor, 2018).

The disruptive environment requires us to embrace the rapid changes within the environment by looking deeper into the effect that psychology has in this disruptive landscape, and developing new models of risk and leadership in the changing world (Christensen, 2020; Schneider & McGuirk, 2020). In the old world, making sense of probabilities and frequencies in a quantitative way was a key part of risk assessment, yet in recent years the frequency of so called 'once in a lifetime 'events has evidently accelerated, and the impact of both the events and the increased frequency is challenging society (Mack, Khare, Kramer, & Burgartz, 2015).

Taleb's (2007) Black Swan Theory is a metaphor for describing an event that comes as a surprise, has a major effect, and is often inappropriately rationalised after the fact with the benefit of hindsight. The term is based on an age-old saying which presumed black swans did not exist but was rewritten after black swans were discovered in the wild. The theory seeks to explain:

- The disproportionate role of high-profile, hard-to-predict, and rare events that are beyond the realm of normal expectations;
- The non-computability of the probability of the consequential rare events using scientific methods (owing to the very nature of small probabilities), and;
- The psychological biases that blind people, both individually and collectively, to uncertainty and to a rare event's massive role in historical affairs.

This theory reinforces a need to reflect on the risk models of the past and consider how these may need to change to keep pace with this changing world (Schneider, 2017). The spotlight on performance – quality over quantity – is now more concentrated than ever before (Oncioiu, Staciu, Boteanu, & Bilcan, 2017; Ramdhani, Ramdhani, & Ainisyifa, 2017). Where traditional Keynesian approaches tend to focus on the idea of rational thinking, the work of modern-day researchers such as Kahneman, Ariely and many others who are exploring social impact, bias and behavioural economics, have shown us how flawed and irrational we as humans are when it comes to decision making (Ariely, 2012; Kahneman, 2011).

IT'S A VUCA WORLD NOW

The world we live in today is undeniably VUCA, so much so that even the average person on the street would likely agree. A VUCA world requires an organisation's leadership and strategies to come under scrutiny. Organisations can no longer rely on finding the one perfect management style or tool: standards must give way to individuality and problem solving (Christensen, 2020). On one level, this is a new way to approach risk, but in reality, we are simply rebalancing the risk management roles from a tribal dominant role (roles, systems, procedures) to a more personalised and individual risk management approach (i.e. leveraging agility) (Schneider, 2017).

In order to explore this in more detail, each aspect of VUCA has been examined to properly ascertain what they practically refer to:

- **Volatility** – probability for unpredictability and rapid change, especially for the worse
- **Uncertainty** – the state of being uncertain
- **Complexity** – the state or quality of being intricate or complicated.
- **Ambiguity** – limited precedence and the state of having more than one possible meaning (Bennett & Lemoine, 2014)

When integrating the above, VUCA clearly appears to be the default setting for modern life and business. Why then, are our organisational risk management, performance and leadership practices not able to thrive in this ever-increasing VUCA environment?

There are a few key realities that have been observed as key points of failure again and again in the VUCA world. These include:

- **Rigidity:** The inability to change fast enough when required.
- **Resistance to change:** The natural drive to maintain homeostasis, even if a better opportunity presents.
- **Balancing Managerialism and leadership:** The VUCA world requires both skills sets. However, as a legacy of the past, we tend to find a skew towards management over leadership in larger, more established bureaucratic organisations, and vice versa in entrepreneurial start-ups.
- **An over-emphasis on aspects such as perceived authenticity and political correctness:** Instead of sound and rational decision making.
- **Lack of mindfulness for broader contextual issues/aspects/factors:** A narrow focus on the event/crisis with a disregard for broader contextual issues.

- **Hyperconnectivity:** Hyper connectivity is the default setting since the advent of the internet, and will continue to remain a dual opportunity and threat.
- **Information overload:** Mattes et. al., (2020) highlight the stickiness and focus of social media services as but one example of how we are overloaded with information in the modern era which can create and fuel uncertainty and ambiguity.
- **Globalisation**: Global supply chain interdependencies – whether we like it or not we are now in a place in human evolution, where for the most part global business and access is the norm, not the exception.
- **Illusion of Control:** In many cases we do things to make us feel in control or that risks have been effectively managed, even if they are potentially not effective in practice (Schneider, 2017).

Accepting that we live in a VUCA world is the critical first step towards updating the limitations of existing operating systems, as well as how we view the conditions under which we make decisions, plan forward, manage risk, foster change and solve problems in the business world today. The approach is a balance of developing and building on past focuses on managerialism, but empowering systems with situational leadership and risk intelligence during both BAU and disruption. This reality is being well documented with many experts trying to forecast what the previous 4IR[6] and now the 5IR means for organisations and leadership (IED, 2019). It appears that the current and emerging landscapes include (but are certainly not limited to), some of the aspects below:

- AI and automation (shifting focus of the skills of the workforce is required)
- Climate change (forget the cause, we know it's here)
- Social networked age (service focused)
- Complex mixed workforces (Boomers, Gen X, Y and Z all in the workforce)
- Holocracy (loosely coupled and flexible business models)
- Instant gratification (the internet and 24-hour access has led to the expectation of instant service and gratification)
- Globalised security threats (including cybercrime and terrorism)

The systems that were developed for a pre-VUCA world led to ofttimes cumbersome and overengineered practices; In fact, the findings of an ACU white paper (Schneider, Beckmann, Down, & McCaughey, 2017), which involved consultation with representatives from over 200 organisations,

[6] For a good summary on the stages of industrial revolution I recommend visiting the IED's website: https://ied.eu/project-updates/the-4-industrial-revolutions/

found that the line between old and new risk management approaches was the line between VUCA and non-VUCA operating environments. With VUCA arguably established as the norm, focus and energy need to be shifted to become more agile and risk intelligent in order to get better outcomes. The over engineering of processes (the concept of designing a process to have more features than necessary), are the norm – especially in first world countries – and is often done to increase safety and reduce risk (Cappelli, 2020). However, in terms of trying to respond to crises and emergencies, over engineering often leads to inaction, risk aversion, decision avoidance and worse still, risk theatre (Schneider, Beckmann, Down, & McCaughey, 2017; Schneider & McGuirk, 2020). In fact, at best it creates the illusion of control - and when this illusion is shattered, it only makes the crisis worse (Novovic, Kovac, Djuric, & Biro, 2012; Schneider, 2017). As a design philosophy, it is in fact, the opposite of the lean systems approach adopted by many successful businesses, and it decreases the productivity of risk response because of the need to build and maintain more features than most risk responses need (Cappelli, 2020; Schneider, Beckmann, Down, & McCaughey, 2017).

Bearing all of this in mind, it begs the question**:**

> **Is VUCA the end of strategy and leadership as we know it?**

The short answer is no. However, whilst strategy and leadership are probably even more important in a VUCA world, the traditional approach of goal setting, to planning and then to execution, is simply not sufficient any longer (Mancesti, 2015). Whilst not using the phraseology, Mancesti (2015), suggests a Presilience approach, where stakefactors – those factors that impact execution – along with a focus on embracing a 'context-mindful' framework, should be at the centre of our strategic planning. Far from being redundant, strategy and leadership become critical imperatives in a VUCA world.

The real question to ask, is not whether strategy and leadership are still relevant, but rather, how a Presilience approach differs from resilience to enable the achievement of goals and objectives in a world where VUCA is the new normal.

APPLICATION OVER PROCESS

Where resilience relies heavily on process, Presilience is more concerned with the ongoing application of the skills needed to more effectively prevent, prepare and respond to risk, whether opportunity, crises, incidents or emergencies. It is a crucial attribute for BAU as well as disruption. For Presilience to manifest, it requires robust development of several critical skills and attributes, namely:

- **Situational Awareness**, vigilance and mindfulness;
- **Critical thinking** and reasoning skills;

- **Decision making** skills and Risk Intelligence, and
- **Directive and effective communication** skills.
- **Effective action (or inaction)**
- **A constant learning and feedback loop** approach

These are the skills that have, time and time again, been shown to be the key to not only effectively perform in complex environments but absolutely critical to effectively manage major incidents and emergencies (Schneider, 2017; Schneider & McGuirk, 2020).

A key shift in the way we transition and manifest a Presilience-based approach is, rather than trying to focus attention on more and more plans and processes, we should be focusing on the skills of deployment supported and enhanced by technology enablement. Robust organisational performance does not and cannot solely rely on pre-existing/set tactics and effective management to implement. Rather, in a VUCA world, they come from flexible and agile tactics along with consistent high-performance, based on the alignment of personal and organisational outcomes. These attributes could be considered the "glue and oil" required to achieve the best of those standards that are applied by many organisations (such as ISO or COSO).

BALANCING NEEDS

Presilience is not simply about the organisation. It about balancing and aligning stakeholders needs with the organisation's purpose and vice versa. In hyper-compliant, managerialism centric organisations, there is little doubt that a fixation on overly excessive planning leads to confusion and very slow outputs (Germov, 2005). Requiring a plan for any and every foreseeable event deceives us into thinking that all variables and outcomes are foreseeable – as recent events (not least of all COVID-19), has shown us, this is simply not realistic. In fact, according to Gibson (2020), traditional risk mitigation strategies like these are becoming less effective in meeting the demands of a VUCA world.

What makes an event into a crisis or emergency is generally the lack of foreseeability and over confidence in rigid systems, and yet we direct so much effort into planning and rehearsing response to the foreseeable alone. Although the existence of these mega plans do give us some comfort and reassurance, all the evidence shows that they are of little value in reality (Gibson, 2020). That is, unless they are comprehensively tested and practiced (and relevant to the incident, issue or opportunity we are dealing with). Realistically however, they often actually waste precious resources, slow us down or in some cases lead us into a preventable negative outcome.

The Illusion of Control is frequently associated with compliance for compliance' sake – which is as much a hindrance to organisations as good compliance is a help (Cremer & Lemmich, 2015; Langer, 1975). Baker (2016) implores organisations and their teams not to 'turn off' critical thinking when it comes to compliance, as an overly heavy reliance on compliance creates the illusion of control – which ironically is dangerous grounds for potential disaster and risk management failure. The concept of the illusion of control – especially in highly compliance-driven organisations – further degrades the effectiveness of subjective decision making when assessing and managing risk, as it offers a potentially false sense of security in systems and procedures, without taking into consideration the myriad of variables, extenuating circumstances and unknowns (Atkinson, 2017; Sofianos, 2020).

Of course, it all comes down to balance. Whilst this paper suggests a general over-reliance on compliance and resilience-based thinking and critical decision making, both are vital to the Presilience Maturity journey, as will be explored later in this paper.

PRESILIENCE FUNDAMENTALS

The Presilience approach focuses on building an aligned structure of human capability, empowered by fit-for-purpose technology that enables systems to focus on the prevention and preparation aspects in order to seize opportunities, as they prevent and manage downside threats, but simultaneously enable innovation and opportunity centrism. Emphasis is placed on building robust risk intelligence at an individual, team or group/organisational level, and focused on the shift from being reactive in nature to being predominantly proactive. It is important to note and reiterate that Presilience is a mindset that develops at the individual level, before advancing to the group level, organisational level, and finally to the societal level.

INDIVIDUAL PRESILIENCE

Individual Presilience is not about process - it's about the ongoing application of the skills needed to more effectively prevent, prepare and respond to risk, whether opportunity, crises, incidents or emergencies. For Presilience to manifest, it requires robust development of several critical skills and attributes, previously described in this paper.

We are all born with these skills, and regardless of the role or position that we occupy, we use them every day. Indeed, these skills have proven to be key in our ability to perform in complex and fluent environments.

TEAM BASED PRESILIENCE

Whilst relevant at any time, building a Presilience-based mindset into our teams and broader organisational culture is more important now that it ever has been, if we wish to thrive in a VUCA environment and move towards becoming genuinely resistant to failure. Building on from individual Presilience, the idea behind team Presilience is around aligning with Tribal Leadership Theory and encouraging a stage 4, or team-minded way of thinking (Logan, King, & Fischer-Wright, 2008). According to the theory, individuals who are team-minded, with a focus on team goals, gain around 20% in productivity, compared to high-performing individuals on their own. When considering these gains in productivity, and adding a Presilience-based team culture, not only should productivity increase, but also performance, overall decision making and job satisfaction. As the focus of Presilience is in shifting focus towards the human element, great emphasis is placed on achieving the latter.

ORGANISATIONAL PRESILIENCE

Organisational Presilience is not solely about the organisation. It is about balancing and aligning stakeholder needs with the organisation's purpose and vice versa. In hyper-compliant, managerialism centric organisations, there is little doubt that a fixation onover excessive planning leads to confusion and very slow outputs (Germov, 2005). Requiring a plan for any and every foreseeable event deceives us into thinking that all variables and outcomes are foreseeable – as recent events (not least of all COVID-19), has shown us, this is simply not realistic. In this sense, organisations can no longer depend on a singular management tool or style, but rather must enable an increased degree of individuality and agile decision making.

SOCIETAL PRESILIENCE

Once a Presilience-based approach is implemented at the individual, team and organisational level, the ability to manifest societal outcomes is the logical next step. However, we tend to operate the other way around, where Governments create policies at a societal level without looking at the linking of, and impacts on, various levels.

In order to create Societal Presilience, we need to ask questions such as :

> Is it good for me? Is it good for you? Is it good for our organisation?
> Is it good for the greater good?

Simply asking these questions would drive a far more mature societal Presilience approach, however this seems to be lacking. There is also the reality that very few policies will tick all four of the above questions, which is where the strength of risk management really applies – that is, making the best possible decision, in the most appropriate time frame based on intelligence (fit for purpose and vetted information). This is vastly different from the one-dimensional biased decision making that seems to dominate the modern-day policy making arena.

KEY PRESILIENCE FACTORS

RESILIENCE VS PRESILIENCE IN A VUCA WORLD

The word 'resilience' has been used to describe the traditional, highly engineered process and system of risk management as it relates to business performance and decision making. Today, especially following the COVID-19 outbreak, the word is bandied about and used liberally by just about everyone (Robinson, 2020). Whilst resilience is, and will continue to be vital, this paper suggests that the current thinking around it is too traditional, too focused on process and insufficiently focused on broader context, and on the skills of the teams and leaders who need to respond quickly and decisively to manage risk and crisis, and the associated systems they need to support them. Ironically, despite the rapidly growing popularity and adoption of the word into the modern-day organisational vernacular in recent years, it is also a term that is highly siloed with different experts claiming 'ownership'; i.e., emergency management agencies claim to own a version of resilience, as do behavioural scientists, HR experts and psychologists (Schneider & McGuirk, 2020; Robinson, 2020). The real approach should not be Resilience vs Presilience but rather Resilience + Presilience to achieve outcomes and objectives in a VUCA world.

Presilience is proposed as a new descriptor to 'brand' a new approach to **managing risk**, **high-performance** and **leadership**, that is contextualised and designed to thrive in the VUCA world, as opposed to continuously playing catch up and managing disruption.

COMPLIANCE VS RESILIENCE VS PRESILIENCE

For many organisations, managing risk has become more about compliance and "box checking", than a tool for identifying opportunities and mitigating true threats (Schneider, et al., 2017; Kaplan & Mikes, 2012). Whilst compliance is important, relying solely on rules and regulations, can not only create a pathway for missed opportunities and stifled innovation, but also presents downside risks of its own (Kaplan & Mikes, 2016; Schneider, et al., 2017). Further, rules and regulations have a tendency to create a false sense of security (Schneider & McGuirk, 2020). When the focus is on compliance alone, rather than in tandem with creatively and adaptively assessing and managing potential risk, hidden threats which could be avoided may be missed, notwithstanding any missed opportunities based on the same reasoning (Kaplan & Mikes, 2012).

Organisational resilience provides something of a safety net here, allowing for multiple threats, shocks, stresses, and the subsequent impact they may have to be effectively managed timeously and efficiently (Mitchell & Harris, 2012). According to Mitchell and Harris (2012), programming organisational resilience means "supporting interventions to increase diversity, connectivity, learning, reflexivity, redundancy, equity, inclusion and cohesion, while brokering the blending of knowledge", (p. 2). In addition, organisational resilience also emphasises the necessity to create flexible/adaptable systems which are able to manage change, view it as a part of any system, and create a culture where we expect the unexpected (Folke, 2006). This concept of change is especially important, as it is, ironically, a constant for organisations in a VUCA world (Schneider, 2017). Resilience, however, can only go so far in managing the downsides of risk. A more proactive approach is becoming increasingly important, as continuously putting out fires (managing threats, shocks and stresses), create their own stresses, threats and shocks, and so the cycle perpetuates (Schneider & McGuirk, 2020). Schneider and McGuirk (2020), suggest that the stresses related to resilience in practice, cause over-engineering of resilience response plans. Where this becomes an issue, is when these over-engineered responses ultimately lead to inaction, risk aversion and decision avoidance (Schneider & McGuirk, 2020).

Presilience provides a powerful solution to this problem. Where compliance focuses on following rules, and resilience is preoccupied with managing negative consequences and recovery, Presilience focuses on the preparation phase and has proven to greatly minimise the adverse mental effects that a significant event or crisis can have on an organisation and on individuals (R2S Security, 2020; Schneider & McGuirk, 2020).

The question is therefore: **How do we build organisational Presilience**?

The answer is a building blocks-based approach, as detailed below:

Compliance + Resilience + Presilience = High Performance and outcomes achievement

Presilience is essentially about applying effective risk management skills to respond to both the positive and negative aspects of risk (Schneider & McGuirk, 2020). However, this whole process is people-led and driven. Instead of focussing on processes and procedures, Presilience focuses on an organisation's people being able to apply high level critical reasoning to risk and implementing an effective course of action (Schneider & McGuirk, 2020). To put simply, Presilience is about action and execution, being flexible, adaptable, and efficient in response to the current and future risks (Schneider & McGuirk, 2020).

However, making the shift from a compliance model, to a resilience model, and finally to a model of organisational Presilience, will not happen without careful consideration of an organisation's risk culture and overall risk intelligence.

This brings us to the journey organisations must take from Compliance, to Resilience and ultimately Presilience, a journey which the authors have dubbed the Presilience Maturity Model.

PRESILIENCE MATURITY MODEL

Presilience is about achieving an approach to planning that is proportionate and relevant, ensuring there is an equilibrium between measured risk taking to make decisions and execute actions, and avoiding excessive risk exposure resulting from decisions.

The Presilience Organisational Maturity Model proposes three main stages of organisational Presilience maturity: **Compliance**, **Resilience** and **Presilience** (Risk 2 Solution, 2020).

Compliance: At the first and most immature level sits compliance – a reliance on rules, systems, policies and procedures, with very little (if any), deviation, robust critical decision making or new risk management (Schneider & McGuirk, 2020) – the outcome is clear and unambiguous, i.e. everyone must do it.

Resilience: This is followed by resilience, which focuses on recovery and attempting to "bounce back" and return to the point of origin, or as close to it as possible. The outcome is that everyone must do it, but there is an ever-present acknowledgement that things may go wrong.

Presilience: At the third and fully mature level, sits Presilience, which uses compliance and resilience as tools and stepping stones to navigate through adversity, and plot a path to a stronger, more robust organisation that ends up better off than before and able to capitalise on opportunities that risk and adversity bring (Risk 2 Solution, 2020; Schneider & McGuirk, 2020). A broad scale outcome is established but the confidence of knowing exactly what we may face and how it manifests is set to one clear aspect, and as such, an adaptive and innovative skill set, which enables the outcome to be achieved, is developed.

COMPLIANCE

At an individual level, whilst compliance may in many cases be oversimplified, the resilience model often forces too much information into our brains without thinking about the capacity of our brain to absorb and use the information (Misra, Roberts, & Rhodes, 2020; Schneider, 2017). Based on long term anecdotal industry observations and feedback, the authors are of the opinion that one of the primary reasons for this over-planning and hyper-documented approach is linked to the increase in litigation and the resultant perceived need for the double negative approach of 'not getting it wrong'. However, it has also been repeatedly observed anecdotally, that in some cases, over-planning actually creates more risk, as people are judged after the fact for not implementing a plan that in reality was not applicable to the incident they were facing. The false senses of security developed by the illusion of control does provide a level of comfort in the short term (Novovic, Kovac, Djuric, & Biro, 2012).

Compliance Culture in Developed Nations

Whilst developed nations, such as the UK, US and Australia, generally have a culture of compliance where the majority of the population is generally law abiding and willing to follow regulation, according to a recent study, the same developed, wealthier countries were generally more risk averse than their less well developed counter-parts (Vieider, Martinsson, Nam, & Truong, 2019). Interestingly, this culture is both praised and criticized by experts and commentators. On one hand, commentators like The Financial Times' Smyth (2020), lauds this compliance culture, claiming it to be the main reason for Australia's dramatic success in managing COVID-19, when compared to other developed nations. On the other hand, commentators such as the Sydney Morning Herald's Ellinghausen (2019), criticise the country's compliance culture, claiming that Australia is falling into

complacency, which is driving risk aversion up. This increasingly consistent trend has spilt over into organisations, where we see risk and innovation sacrificed for the sake of compliance. Two converging factors can be blamed for leading us to this point – tougher oversight of organisational practices, and 'shoutier' public debate, which have made difficult decisions even tougher to make (Bagshaw, 2019). According to Ellinghaus (2019), the one thing that will stimulate innovation is an increase in risk intelligence, which is unfortunately frequently stifled by overly regulated compliance obligations.

Of course, compliance is not, and should never be seen as a bad thing in and of itself. Rather, as the Philip Lowe stated, "It is appropriate occasionally to ask whether we have got the balance right" (Bagshaw, 2019).

RESILIENCE

Resilience traditionally centres around 20th century thinking and process, resulting in complicated bureaucracies that are often too slow to effectively meet the challenges and risks presented, or to seize opportunities as they evolve (Gibson, 2020). Resilience is typically about a system of not making the mistakes of the past, which is highly valuable for easily predictable events (Schneider, 2017). In essence, resilience is therefore about a constant focus on plans, processes and procedures to avoid the mistakes of the past. In fact, one of the standout defining attributes of a high reliability organisations (HRO), is a preoccupation with failure, which ultimately allows the ability to anticipate potential failures, and apply risk management practices, in order to return to a state of homeostasis (Hambleton, 2019; Weick & Sutcliffe, 2015). Hambleton (2019), asserts that this can only be effectively achieved through robust compliance programs, which, amongst other things rigorously examine failures. In fact, HRO's actively seek out signals and evidence of failure, as this better enables them to detect and deal with problems at their infancy, which ultimately helps them to avoid catastrophic events and to become more resilient (Weick & Sutcliffe, 2015; Nash & Hayden, 2016).

The HRO model and principles illustrate why so many failures have occurred, and continue to occur, as organisations, including government, fail to incorporate HRO attributes. Rather, they adopt the practice of ignoring issues until they become unavoidable, and mistaking compliance with operational reality (Nash & Hayden, 2016). The latter is potentially of greatest concern, due to the existing leaning towards compliance in developed nations.

Whilst the HRO model is robust, and clearly delivers results, it focuses on reaction and resilience, as opposed to proactivity and Presilience. Although relevant at any time, building a Presilience-based mindset into our teams and corporate culture is more important now that it ever has been, if we wish

to truly bounce back better than before and move towards becoming genuinely resistant to failure. Understanding how compliance and resilience fits within this way of thinking (as opposed to the sum total of the way we think), and how it can be used as part of a solution, as opposed to the entire solution, is vital as we advance on our journey to becoming Presilience-based organisations.

In order to create an organisation that is truly resistant to failure, it would appear that combining the principles and attributes of an HRO with the concept of Presilience is the logical first step. However, Presilience starts at the individual level, and for an organisation to properly incorporate Presilience practices, the right organisational team culture needs to be built.

Presilience is focused on the people and problems of the 21st century - complex, intuitive and flexible. As a comparative example, it is much like the landlines of the last century versus the smartphones of the 21st century. Presilience focuses on leaders and teams applying high level critical reasoning skills to the problem/risk in front of them, quickly developing a plan, making effective decisions within a simple framework and executing effective action through clear, effective and directive communication. Presilience encourages flexibility in responding to the risks of the future, and given the scale and pace of major VUCA style events over recent months – driven by climate change and an increased global movement of people – we need to get better at responding to what is unfolding in front of us i.e., **insight**, and not just concentrating on avoiding the mistakes of the past i.e., **hindsight**.

A resilience approach has served us well in the past, but to thrive in a VUCA world we should not solely rely onprescriptive plans, processes and systems which can fetter option development and decision making.

> The shift to Presilience prompts us to ask a key question: **Could our new approaches to manage VUCA be more focused on enabling people (through building on our natural human skills of managing risk), and developing effective leaders and teams with high level command and control skills, and only then building the smart and enabled systems to support them?**

Taking the best of the compliance and resilience, and being brave enough to implement new models that adopt a Presilience approach, focused on balancing Managerialism with Adaptive Leadership, is crucial for success in the modern business world.

While some foundational principles remain mostly unchanged, our innovative ancestors could not have seen the need to empower employees, based on 24/7 connectivity and the ability to work from anywhere, as being crucial inputs for successfully establishing a lineal manufacturing model.

Whilst relevant at any time, building a Presilience-based mindset into our teams and corporate culture is more important now that it ever has been, if we wish to truly bounce back better and move towards becoming genuinely resistant to failure. Understanding how compliance fits within this way of thinking and how it can be used as part of a solution, as opposed to the entire solution, is vital.

In summary, a model based on one dimension is flawed in a VUCA world. This has been well recognised in conventional Governance, Risk and Compliance (GRC) approaches such as the 3-lines of defence model, but we need to move past this and focus on taking the best out of Compliance, Resilience and Presilience to achieve outcomes.

The Maturity Journey from Compliance to Presilience

COMPLIANCE	RESILIENCE	PRESILIENCE
Don't do anything unless regulated or legislated and enforced	Focus on over engineering and unnecessary detail. Plans are too detailed, too bulky and written as a defence to future scrutiny rather than a response to threat or opportunity.	Focus on simplicity and applicability as well as commitment to apply risk intelligence.
Expected to be business as usual when built into processes	Requires extensive training and is the limited to the field of experts.	Part of our DNA and needs to be continually developed and enhanced. Uses skills to develop plans that can be executed, not purely ceremonial.
Focuses only on silos and areas where regulation applies	Focuses primarily on the sheepdogs and the systems that manage them.	Focuses on turning sheep into sheepdogs and making our sheepdogs better.
Focuses only on compliance as the only key outcome or variable	Focus on building the system often at the expense of the people and focuses only on task or work-related skill set development to run the system. Elaborate systems of competence description	Focus on building the people aligned to the following simple skill sets: ⊙ Critical thinking ⊙ Enhanced decision making ⊙ Effective and directive communication
Often administratively heavy and may not integrate technology at all	Forces people to fit in with out of date and cumbersome technology – mainframe approach	Utilizes technology and systems to speed up and empower great decision making – smartphone approach
Should be business as usual	Reactive	Proactive

Focuses on audit and assurance and often assumes people will be non-compliant as a default	Focuses on the responsibility being only with the experts or designated authority	Focuses on shared responsibility between State, business and individuals
Is built on audit and assurance modelling	Is built on waiting for something to happen	Is built on ongoing situational awareness
Does not factor in recovery	Recovery is focused on returning to the position before an incident	In terms of recovery the focus is on recovering to a new normal - a better state than before where improvement is beneficial in the long Term
Siloed based approaches	Separate domains i.e. we have different systems to manage risk in personal life vs what we do at work or online	Looks at the whole of person model (work life, personal life and virtual life)
Focuses on silos and separation	Focuses on silos and separation	Focuses on convergence and integration
Is built on process above people	Is built on process above people	Is built on human and process alignment
Focuses on only what is required to be done to comply	Focuses on the obvious tier and often ignores the secondary, and tertiary impacts	Focuses on multiple tier effects
Often Ignores processes and people and focuses only on what is required to comply	The focus on process which slows down learning and live time decision making	Focuses on developing risk intelligence as a perseverance skill and applied attribute
Only changes when regulation or legislation changes	Is designed for overall stability at the expense of adaption and learning	Is designed with agility and continuous learning as crucial underpinning factors

Table 1 Presilience Maturity Model

ORGANISATIONAL PRESILIENCE OUTCOMES

As mentioned previously in this paper, the three main areas of the organisation that Presilience concerns itself with are Leadership, High Performance and Enhanced Decision Making. Let's examine the interaction of these aspects in more detail:

LEADERSHIP

Looking at the various management-based approaches, we have been able to identify a few different approaches to culture, risk and decision making, namely:

- Principles based
- Rules based
- Risk Based
- Outcomes based

Let's discuss each of these:

Principles based – while there are various definitions of what "principle" is, there are few generic aspects that applie to almost all definitions. Namely, a principle is a fundamental, primary doctrine, rule or law. As such, a principles-based approach tends to ensure that all relevant parties understand the principles and accept them, but does not delve very deeply into the interpretation, application and myriad of rules and sub-rules that could be derived from the application of a principle. Rather, a principles-based approach strives to ensure that there is alignment of purpose and approach, trusting that the various parties will interpret and apply the principle effectively.

Rules based – a rules based approach assumes that people will not interpret the principles correctly and as such seeks to define, explain and provide a default heuristic for every aspect of business or personal performance.

Risk based – a risk based approach acknowledges that certain decisions cannot only be made by principles and rules, but that the 'effect of uncertainty on objectives '(ISO31000:2018) requires an analytical process to cultivate upside and downside when making decisions. Risk based approaches acknowledge that a 'one size fits all approach' does not ensure effective allocation of limited resources.

Outcomes based – an outcomes-based approach is centred on achieving the desired outcome, and is not so focused on the underlying processes. Results are rewarded above all.

When looking at these four approaches it is clear that one approach above another is not necessarily always advantageous, neither is only choosing one in isolation. Rather, it is the leader's job to find the balance (the dynamic risk equilibrium that we will discuss later in this paper) between the above four approaches to mould the individuals, teams and, ultimately, the organisation's approach to high performance.

Dynamic Risk Equilibrium (DRE) is thus the output of a strategic and tactical balance between the approach, the people and process that is constantly evolving – a critical requirement for the application of Presilience and Adaptive leadership!

So, what is adaptive Leadership, and why is it so hard to develop?

Our research has shown us that there are four key points underpinning leadership maturity[7]:

1. Understanding the nature of motivation and why people do what they do.
2. Leaders need to understand that human fallibility creates a 'wicked problem'.
3. If leadership is to be mature in risk, it must understand how goals compete and how risk creates meaning.
4. The acceptance of DRE and how the need to constantly change, adapt and balance people, process, opportunities and threats is an ongoing living reality.

LEADERSHIP VS MANAGERIALISM

One of the biggest challenges currently, is that there is an entire generation of leaders trained to lead and manage based on the established defaults of simple and complicated operating systems. Indeed, many have been promoted to their current position because:

- They were good at the job they did – technical experts who moved up the organisation's hierarchy. In the industrial age, organisations trained technical experts as great managers to manage the process. In a networked age (defined as the 4IR), in other words a Presilience age, managing the process is less important than leading the people who must manage the

[7] ACU white paper 2017

process. Leadership and managerialism require different skill sets, but both need to be cultivated.

- They were good at management and following the rules - Has modern business and academia looked at how we grow leaders? It has been recognised that good leadership is not just about administering a business and reading a balance sheet. Our leaders must have skills in the areas of listening, empathy, emotional intelligence, situational awareness, and decision-making capability. While leaders must know how to read a balance sheet, set KPIs, set strategic vision, etc., the basis for businesses that succeed is to know when to grab onto emergent strategy and not be limited to fixed strategy[8].

Modern business research shows that almost 90 per cent of successful organisations focus on emergent strategy as opposed to staying set on fixed strategy[9]. 25 years ago, and still today, leaders were taught to plan, organise, lead and control, to set up a chain of command with a span of control and implement structures and systems that create output. They were not taught the subtle nuances and capabilities of knowing when to drop a product and switch to another, nor when to swap to the emergent opportunity that is coming out of something unexpected but is now something that is there. These are attributes that today's leaders must learn – and unfortunately, it is challenging, because in order to learn, often mistakes need to be made. Lastly, to own the world we live in, one must accept that we are currently in one of the most interesting evolutionary stages of the global economy. Change is happening at a rate never seen before. This is the generation leading the transition from the industrial age to the information/networked age. The challenges faced are diverse and will continue to evolve.

Further, traditional approaches focus primarily on resilience, process and paper-heavy plans, which all occur in vertical or horizontal silos, and have several key challenges in a world where the general mantra 'do more with less'. Some of these challenges are:

- **They are expensive and inefficient, and continue to dominate the way we tackle problems and challenges.** We are caught in a cycle where big business, state and government agencies keep asking for more and more plans. This is despite many, many inquiries and Royal Commissions providing very little evidence that this fascination with written plans makes any real difference to improved outcomes. This is a clear legacy of outdated thinking. That is not to say that one should not plan.However, in states of complexity and chaos the plan itself

[8] Drawn from notes out of Harvard HBS' Disruptive Strategy Course which is highly recommended
[9] Drawn from research cited in Harvard HBS' Disruptive Strategy Course .

does not guarantee any results unless what happens is exactly aligned to our plan – as practitioners know, this rarely ever happens.

- **They are over engineered** - Over engineering is the concept of designing a process to have more features than necessary and is often done to increase safety and reduce risk. However, in terms of trying to respond to opportunities, crises and emergencies (that are unexpected and manifest out of the states of complexity and chaos) over engineering leads to inaction, risk aversion and decision avoidance. The idea of agencies requiring more and more plans and processes flies in the face of all post-disaster inquiries which point to the need for flexible and decisive response. The current thinking around resilience is too traditional, too focused on process and insufficiently focused on the skills of the individuals (usually the real first responders), teams and leaders who need to respond quickly and decisively. Presilience is not about process in isolation, but rather about prevention, preparation and if necessary, response to incidents and emergencies.
- **Excessive planning leads to confusion** -Requiring a plan for any and every foreseeable event deceives us into thinking that all incidents and emergencies are foreseeable – which is not the case in the states of complexity and chaos. What turns an incident or event into a crisis or emergency is the lack of foreseeability, and yet we direct so much effort into planning and rehearsing response to the foreseeable. Although the existence of these mega plans gives us some comfort and reassurance, all the evidence is that, in reality, they are of little real value, unless they are comprehensively tested and practised, and directly relevant to the incident we are dealing with. The sheer scale of many of these plans and procedures is mind boggling. In a busy world, they tend to become overwhelming for anyone but the author or expert due to the volume of information they produce, as they are created without thinking about the capacity of our brain to absorb and use the information. Most of what we remember is via direct retrieval, which means that items of information are linked directly to our memory. Under pressure, such as during an incident, what is not instinctive, or reflexive, is not recalled at all.
- **Not agile or future facing** - Resilience is about a constant focus on plans, processes and procedures to respond to past incidents. Resilience is about a system of not making the mistakes of the past. While we believe learning from the past is important, all the research about probability and future prediction shows us that in *only* looking backwards we tend to limit our ability for adaptability and innovation. The purpose of a resilience plan, and the associated training, is usually designed to create recognition and recall - but it requires frequent updates, continuous study of the plan and frequent practice of implementation of a

plan - supported by extreme discipline and procedures. We believe the best decisions are made in an interactive and continuous process, leveraging the ability to look back and learn (hindsight), the ability to look around, make sense and interpret what is happening now (insight), and lastly, the ability to predict as accurately as possible (with available information) what may happen (foresight).

- **The curse of wicked problems** – in a modern hyper-connected world many problems do not conform to a management approach or a set plan. A wicked problem is often explained as a problem that has a 'damned if you do and damned if you don't' outcome. To thrive in VUCA we need to overcome the illusion of control and accept the challenge of complexity and the reality that wicked problems are a reality for all of us, especially these in leadership and positions of influence.

As a starting point, to change to a default state of Presilience we have to develop an understanding of DRE. As a foundation to DRE let's first explore a few more ideas, starting with the focus on enhanced decision making.

ENHANCED DECISION MAKING

One of the major challenges of a resilience approach is the fact that it is designed to be an 'after the fact response'. Presilience on the other hand is designed to encourage an organisation's people to make the best possible decisions *before* facing a crisis or serious incident, to minimise its negative impact, or to enable innovation and adaption. In other words, it becomes part of the BAU activities, not simply an aspect that we use when confronted by threat or disruption. Among many, the challenge faced here is information overload and the perception that more information means a better decision. The challenge of information overload is significant, and as such, information tends to be sorted based on two criteria:

- **Urgency**
- **Importance**

As a critical thinking and decision-making aid, we like to use the quadrants below to help sort the priority of a given challenge, as it needs to be evaluated at four levels to be most effective:

- Personal (Me)
- Others (you)
- Us (Team or Group)
- Society (Everyone)

The challenge with both of these is that, based on our perceptions (which in the case of humans is flawed), we often misinterpret urgency and importance, and spend a lot of time and energy into the wrong things, i.e., things that are neither urgent nor important for any of the four dimensions. This is where a clear articulation of purpose is essential, and as per the title of Simon Sinek's (2009) excellent book '*Start With Why'*, one of the challenges for leaders is to ensure they are focusing their attention on the purpose, or the 'why'. When this view is clearly articulated, energy can be assigned to solving those issues that are both urgent and important first, and then focusing the remaining energy on the important. Without this approach flowing systemically throughout the organisation, a lot of time is spent – and dare we say wasted – on things like excessive planning and over-engineering, which are unlikely to bring us closer to our key purpose. Fundamentally, Presilience-based enhanced decision-making focuses on aligning actions with the desired results, and focusing risk intelligent decision making and efforts in the most effective way possible to achieve desired outcomes.

Generally speaking, all established risk management processes have at least three primary actions namely, **identification**, **assessment** and **action/inaction**. However, in a VUCA world things change quickly and risk appetite or tolerance for a certain risk may change too quickly for our cumbersome management systems to keep up, as such we need to learn to embrace Dynamic Risk Equilibrium: Assessment and Management (DREAM).

Dynamic Risk Equilibrium: Assessment and Management (DREAM)

DREAM is a process of a continuing assessment and management of risk in a rapidly changing environment, and is a key aspect that leaders of the future must manage in order to thrive. The DREAM concept is a three-tiered approach, including looking around/observing and gathering data (**insight**), building on lessons learned (**hindsight**) and being able to quickly and with agility, forecast likely outcomes of various decision pathways (**foresight**). Essentially, it is Presilience enabled continuous improvement in practice.

Equilibrium is found in balancing risk against an appropriate response by considering the benefit and risk. This assessment should determine the reasonably practicable measures which should be taken to manage the risk: ***Are the benefits of the outcomes proportional to the risks for those involved?*** This is a different approach to the traditional plan-based response to risk. This will be explored in greater detail ahead.

Today's workforce is faced with increasingly complex environments as well as psychological and physical demands that stem from a fast-paced and volatile economy. The scale of documentation

required to respond to this myriad of risks is mind boggling, to such a degree that in many cases the workforce simply switches off or disengages (Phillips-Wren & Adya, 2020; Schneider, Beckmann, Down, & McCaughey, 2017). Phillips-Wren and Adya (2020), suggest that information overload, combined with time pressures, complexity and uncertainty are four of the major decision stressors affecting our decision-making quality, and likely contribute to disengagement.

This disengagement has significant implications for organisations. A paper from Harvard Business School on *Building a Resilient Workplace Culture* highlights the high toll workplace stress and workforce disengagement has on our mental health (Everly, 2011). In fact, a 2012 Towers Watson study found that in most organisations, only 35 percent of employees said they were engaged. In other words, 65 percent of employees are not engaged with their work, causing productivity, innovation, and creativity to plummet (Towers Watson , 2012). The study also found that 38 percent of employees felt stress and anxiety about the future, and that less than half of the employees surveyed agreed that senior leaders had a sincere interest in their well-being (Towers Watson , 2012).

DREAM puts people at the heart of business activities, as opposed to putting plans at the heart of the same. This approach aligns with neuroscience, which recognises that the brain is organised to minimise threat and maximise reward, not to read, absorb and execute over-engineered plans, procedures and processes (Rock, 2008). It is accepted that it is the mindset of an individual that determines their high levels of productivity, profitability, engagement, innovation and quality of life (Kabat-Zinn, 1993). Therefore, a Presilience approach that focuses on the *person* rather than the *plan* is more likely to secure the engagement of the people in an organisation.

The three aspects underpinning DREAM are **risk attitude**, **risk tolerance** and **risk appetite**. The manifestation of these three aspects can be demonstrated by the opposing extreme attitudes, namely **risk aversion** and **risk seeking**. Their pros and cons will be discussed in detail later in this paper, but knowing when to adopt which attitude, and how to apply a balanced approach that achieves risk equilibrium, is the inevitable challenge faced in today's complex and uncertain world.

This concept is explored by leading researchers in the field, who ask us to remember our fallibility and irrationality when making decisions (Ariely, 2012). Applying a balanced approach that achieves risk equilibrium then, is not only an inevitable challenge in terms of our own behaviours, but also in trying to lead and manage others in a way that empowers them to make good decisions (Sinek, 2009).

Table 2: Risk Adversity vs Risk Seeking

	RISK ADVERSITY	RISK SEEKING
PROS	Perceived safety, Perceived dependability, Potential stability	Innovation, Adaptability Agility
CONS	Inertia – stuck! An inability to adapt	Potential harm and loss

The key risks of not getting this DREAM right, is that either opportunities are missed out on because of risk aversions, or that one may be forced to manage the consequences of extreme risk/s manifesting in a very negative outcome as a result of an attitude that is too risk seeking (Schneider & Down, 2016).

So how do we get this right?

There is no simple answer, especially when we factor in the reality that our own heuristic and cognitive biases actually mean that most of the time, we are not even aware of the significant impacting factors that influence our behaviours and decisions (Kahneman, 2011). To answer this question, we need to 'unpack' the attribute of Risk Intelligence, at both a micro and macro management level. By doing this we can define the skills, capabilities and knowledge that a Risk Intelligent leader should develop and enhance. In addition, we must have the perseverance to build great habits. This has been well explained by researchers such as Professor Angela Duckworth (2016) and highlighted in her work around the benefits of "Grit".

Risk Intelligence

Consistent disruption and control methods, like heavy-handed compliance, can often do more harm than good, leaving management and executives blind or, at best, myopic to risks and opportunities (Vitters, 2019). In fact, many high-level managers and executives are growing increasingly, and rightly, frustrated around growing compliance obligations and escalating direct and indirect costs associated with such obligations. However, they are unwilling to stop investing in these areas due to a fear of liability exposure, for both themselves and their organisations (Chen & Soltes, 2018). This perpetuates the cycle of compliance for compliance's sake, and moves away fromfrom its original intention to shield organisations from worst-case scenarios, as part of a wholistic corporate strategy (Chen & Soltes, 2018; Ellinghaus, 2019).

The concept of Risk Intelligence promotes an integrated approach to managing risks and opportunities, and goes beyond a reliance on stand-alone measures like compliance (Schneider, 2017; Vitters, 2019). In fact, according to Deloitte and the Wall Street Journal (2019), "The risk intelligent enterprise pursues the opportunities that risk presents while protecting existing assets. It creates strategic flexibility while maintaining operational discipline".

What is of extreme interest here is the concept of integration that risk intelligence espouses. Where compliance, risk, leadership and management are ofttimes viewed as stand-alone measures or business practices, the concept of Risk Intelligence incorporates them into larger risk management strategy and framework, where each is but one tool out of a set (Schneider, 2017).

At this stage, it becomes important to differentiate between situational awareness and risk intelligence. The word *situation* is defined as the set of things that are happening and the conditions that exist at a particular time and place (Cambridge Dictionary, 2021d). The word *awareness* can be defined as knowledge that something exists or understanding of a situation or subject at the present time, based on information or experience (Cambridge Dictionary, 2021e). Situational Awareness, as a concept, is therefore too flat and one dimensional to be the core concept at the heart of a Presilience approach to managing incidents and emergencies with agility and flexibility. To support, inform and execute effective decisions and actions, intelligence is required. *Intelligence* is defined as the ability to learn, understand, and make judgments or have opinions that are based on reason (Cambridge Dictionary, 2021f).

In a Presilience model, situational awareness becomes part of risk intelligence, because the point of Presilience is to recognise the possibility (or probability), of something negative happening, and having leaders and teams able to learn, understand and make judgements, based on reason, about what action to take and how to execute and implement those actions.

Risk intelligence also enables better decision making, allowing us to proactively embrace opportunity and manage negative outcomes. It also incorporates agility and resilience, since in a VUCA world, being able to pivot and bounce back is critical (Merrill, 2020). Complexity, uncertainty and ambiguity constantly create the need for change. Even with the most thorough planning, things don't always work as planned. The ability to bounce back or keep going when things go wrong is of vital importance, along with the adoption of a '**fail forward'** mentality – i.e., failure is seen as an opportunity to learn about what does not work, and adapt accordingly to move closer to achieving objectives,which is simple in theory, but difficult in practice.

Importantly, risk intelligence minimises the risk of indeliberate inaction. Avoiding making a decision by not making a timely decision, is still a decision and as such, even the decision to not act or pause still requires developed Risk Intelligence (Davenport, 2019).

It is important to understand that risk intelligence is part everyday human decision making. Medina's (2014) research in the field of brain science has shown the human brain is designed to:

1) solve problems,
2) relating to survival,
3) in an unstable environment and,
4) to do so in almost constant motion.

While our brains are designed to cope with a VUCA world, our organisations are frequently not designed in that way. Since Michael Porter's (1980), ground-breaking work in the 1980's, we have become, for the most part, adept at developing strategy, but unfortunately as most experienced leaders will testify, we're not nearly as adept at executing it. Business leaders and strategy professionals who used to be fixated with the 'critical' need for the '3-5 year and longer strategic plan' (factoring all variables and striving to minimise uncertainty so that results can be guaranteed), now face frustration due to a VUCA reality (James, 2019).

It has been well documented that organisations spend huge amounts of time and energy mapping out who should do what and with what resources, however it is impossible to anticipate every event (Sull, Homkes, & Sull, 2015). Issues such as digital disruption, technological integration, globalisation and numerous other variables continuously prove that our long term, unbending plans serve as a great starting point, but if they are not structured with in-built flexibility, they usually don't work (Gerdeman, 2016; Webb, 2019).

The application of RI starts with risk appetite and risk attitude – the two extremes of the risk attitude coin being risk aversion and risk seeking. Both have their pros and cons, but the ability to know when to adopt which posture and how to apply a balanced approach that achieves risk equilibrium, is the inevitable challenge we all face in our own behaviours – this, in addition to trying to lead and mange others in a way that empowers them to make decisions (Risk 2 Solution, 2018). Knowing when to follow and when to lead is also a crucial aspect in the evolution of applied Risk Intelligence (Riggio, Chaleff, & Lipman-Bluman, 2008).

All of these aspects integrate to achieve Presilience. However, it is the journey to Presilience Maturity that that enables systemic transformation and cultural change to stick. To summarise, risk intelligence

is impossible to achieve unless it is already underpinned by agility and resilience. This however is not enough; we need to also move from a mindset of resilience to that of Presilience.

HIGH PERFORMANCE

Understanding a VUCA world, and the various elements it is made up of is key to achieving high performance, according to Bennett and Lemoine (2014). As with leadership, it is in understanding the combination of, and weight of, each VUCA component as it relates to a specific circumstance that will ultimately lead to high-performance and organisational competitive advantage. In terms of high performance (at the individual, team and organisational level), the proper combination of process, adaptability and culture is critical.

Adaptive and Tactical Performance

One of the overarching factors driving high performance in the Presilience approach is in encouraging the development of **tactical performance** as well as **adaptive performance**. Tactical performance refers to focus and consistency in behaviour to address defined strategic actions, while adaptive performance refers to flexibility and agility in behaviour to address new demands, or changes to demands, arising as a result of shifting goal posts and high-speed change in a VUCA environment (Potsangbam, 2017). Put more simply, if tactical performance concerns itself with process and adherence to strategy, adaptive performance looks at agility and divergence from strategy (Rosen, et al., 2011; McGregor & Doshi, 2017). In order to achieve high performance, both approaches are vital and neither should be given precedence above the other. An over-reliance on tactical performance hinders adaptability, stifles innovation and can give rise to the illusion of control, where being unnecessarily adaptive can cause tactical performance failure, inconsistency and potentially loss of control at the organisational level (McGregor & Doshi, 2017). It is critically important that leaders and decision makers become comfortable with applying risk intelligence through the lens of multi-impact decision making, and at the very least this should be realised on two levels but ideally as many as are useful. The two levels we refer to with regards to decision making are those of strategic and tactical, which are then blended to be referred to as “stactical”, the latter of which is the basis for Risk intelligence to transform into high performance.

High Performance and the Importance of a Risk Intelligence Culture

While tactical performance looks at process and adaptive performance looks at adaptability, risk intelligence fosters the culture in which high performance thrives. Organisational culture is immensely important and is the unseen driver of corporate performance. A risk intelligent individual, operating in a risk intelligent team, forming part of a risk intelligent organisation should be able to discern the

best pathway, or combination of pathways between process and adaptability. Practically however, this individual level of risk intelligent thinking can only be fostered in an environment where the corporate culture is at least 'Presilience-like' in its approach. Leaders adopting a Presilience-based approach will recognise that they need to evolve past the traditional 'hero-on-a-pedestal' leadership trope, and towards being 'on-the-ground' with the intent of fostering self-leadership in their people and teams, in order to encourage and achieve organisational high performance (Steege, 2017). In fact, a recent study shows that the active promotion of self-leadership enhances not only adaptive performance, but also increased job satisfaction – especially during VUCA style events and crises (Marques-Quinteiro, Vargas, Eifler, & Curral, 2019).

Creating a DREAM Organisation

Creating and maintaining a DREAM based organisation, due to its very nature, will look different for each organisation, both in terms of its inception as well as in terms of its ongoing facilitation. The core elements in principle, however, will remain the same. The following are a brief overview of these principles, which will be further detailed at a later point in this paper:

- Establish a link between people and process (by establishing the Presilience concept, supported by high performance culture, underpinned by risk intelligence, and aligned with strong organisational vision and mission; and developing leaders and influencers with ability to align to, and actively manifest, your vision and mission)
- Build your people at an individual, team and organisational level (ensuring they are able to effectively communicate and lead)
- Establish strong leadership and governance (to drive the implementation of processes, achieve scale and maintain compliance, doing so in balance)
- Establish the ability and capacity to make effective decisions (with skills such as critical thinking skills, decision making skills, directive/effective communication skills)

ADDITIONAL FACTORS AFFECTING ORGANISATIONAL PRESILIENCE

There are a few key concepts that need to be highlighted if we are to understand why we need to modify our approaches.

COMPLEXITY AND CHAOS

The first aspect to explore is looking at the application of Complex Adaptive Systems Theory (CAS) and linking it to management theory development. CAS theory, often referred to as complexity science, focuses on the way complex systems evolve, adapt, learn and grow (Miller, 2006).

Globalisation has led to a range of operating systems being in place. The theories of Complexity and Chaos inform us that there are really four systems of operation:

- **Simple systems** / simple state of operation
- **Complicated systems** / complicated state of operation
- **Complex Systems** / complex state of operation
- **Chaos** / crisis

SIMPLE SYSTEMS

Simple systems are linear in nature with a clear start and end point, an easily understandable approach to how all the aspects, stages and activities of the system connect and the impact of each aspect is well understood. The following key identifiers apply:

- Clear start
- Clear end
- Resilience and redundancy are easy to plan for and implement
- Easy to manage once the system has been explained and documented
- Easy to understand when explained
- Clear understanding of the consequences and impact if something goes wrong
- The system is way more important than its human interface i.e. in essence people are simply cogs in the system and don't require problem solving or a high level of skill.
- Simple operating instructions

COMPLICATED SYSTEMS

Complicated systems are a series of linear simple systems, with a clear start and end point. These systems, by definition, can be so complicated that the need for experts (such as engineers), is required to design and translate how all the aspects, stages and activities of the system connect and the impact of each aspect, which would be very difficult for non-experts to understand (Snowden & Boone, 2007). The following key identifiers apply:

- Clear start
- Clear end
- Difficult to understand even when explained but can be managed effectively by conventional management systems such hierarchy of control, span of command, etc.
- Only experts have a clear understanding of the consequences and impact if something goes wrong
- Resilience and redundancy are possible but is costly and requires extensive effort to plan for and implement
- The system is way more important than its human interface i.e. in essence people are simply cogs in the system and don't require problem solving or a high level of skill. This is with the exception of the experts who need to be available if something goes wrong to translate the issue into actionable steps to resolve it.
- Complicated instructions that are often too detailed to be useful for non-experts

COMPLEX SYSTEMS

Complex systems are an integration of complicated systems which still has a clear start and end point. Complex systems are very difficult for non-experts to understand simply because even experts can't, with a high degree of certainty, forecast all likely issues and impacts (Snowden & Boone, 2007). The following key identifiers apply:

- Clear start
- Clear end
- Difficult to understand and the experts tend to ignore or dismiss the aspects that they can't explain or forecast.
- Difficult to manage as the system itself and the impacts can't be defined – requires managers to have much higher leadership capability than complicated or simple systems

- No one has a clear understanding of all of the consequences and impact, if something goes wrong, as such true resilience and redundancy are hard to achieve
- Most complex systems are simply dumbed down to be classed as simple or complicated which creates the illusion of control
- Multi-tiered, complicated instructions that are often way too detailed to be useful for non-experts and usually are not useful when something goes wrong. This is primarily based on the inability to forecast with certainty the impact and consequence of an unforeseen incident occurring. People and the system are both critically important in this state. Neither has more priority than the other.

CHAOTIC SYSTEM

By definition, a state of chaos has an extremely high level of uncertainty and as such has no clearly defined start point nor end point. This is often attributed to the random and unforeseen impact and consequences that an incident occurring in the state of Complexity manifests. The state of chaos is often linked to a state of crisis in an organisation where actions are not clear as the incident and its magnitude could not have easily been foreseen (Snowden & Boone, 2007). It is important to note that chaotic systems cannot function over an extended period of time - as such it is more a short-term state that individuals, teams and organisations will have to operate in (Snowden & Boone, 2007). The role of the human in the interface of a chaotic environment is to create a start point and define an end point – thereby bringing chaos back to complexity. The following key identifiers apply:

- No clear start point to resolve the situation (needs to be developed / discovered)
- No clear end point to resolve the situation (needs to be developed / discovered)
- Difficult to understand and the experts tend to ignore or dismiss the aspects that they can't explain or forecast.
- Difficult to manage as the system itself and the impacts can't be easily identified or even defined – requires managers to have much higher leadership capability than complicated or simple systems
- No one has a clear understanding of all of the consequences and the potential impact of what is happening
- If chaotic states and crises are not identified and/or actioned effectively and quickly which means that often the negative consequences are magnified
- Complicated instructions, plans and manuals that are often way too detailed to be useful for non-experts under pressure are ignored in chaos or crisis. Strong leadership at all levels and

from all people involved as well as the system's ability to provide accurate and timely data are both critically important in this state. In most cases effective leadership, accurate information and great communication are the keys to Chaos and Crisis management[10].

APPLICATION

The relevance of these theories is that for the new operating norm to thrive in our VUCA world we should build and operate simpler systems wherever possible, but we acknowledge and own the fact, that for the most part we are now in the default setting of complexity, with chaos being a frequent, if unwanted, visitor. Whilst technology, in the forms of automation, AI and real time enabled location and data sharing, are becoming critically valuable – across all the states/systems, the need for Presilience in our approach to leadership and managerialism has never been more important.

In fact, most of our leaders in the workplace today were not selected for leadership traits nor taught how to lead. Rather, they were selected for management traits that were the benchmark of the previous Industrial Revolutions and the key high-performance aspects for simple and complicated operating systems. Complexity and chaos theory show us that we need a different approach - that of developing and harnessing individual and group leadership skills.

So, what makes some organisations able to not only survive but also thrive in the face of adversity?

This is the challenge we seek to solve through research supporting DRE, that highly functional organisations are those who operate not as a transactional network but as an evolved social network. Failed organisations tend to ignore the people dimension, treating their human resource as simply cogs in the machine which inevitably results in the loss of those resources.

The leaders of industry in today's operating environment are those who view their human assets as exactly that: an asset to be maximised, a potential to be utilised, and an investment for return. The higher valued, higher trained, higher engaged your workforce, the greater return on your investment.

INFORMATION OVERLOAD

The term 'information overload' was coined by Bertram Gross, the Professor of Political Science at Hunter College, in his 1964 work '*The Managing of Organizations'*, and made popular by Alvin Toffler, in his book "Future Shock" in 1970. Gross defined information overload as follows:

[10] Please note that this aspect is far more detailed than simply a one line summary of three key skill sets

> *"Information overload occurs when the amount of input to a system exceeds its processing capacity. Decision makers have fairly limited cognitive processing capacity. Consequently, when information overload occurs, it is likely that a reduction in decision quality will occur."*

The concept of information overload has been around for longer than the phrase, and even in ancient times, with the author of the book of Ecclesiastes complaining that "of making books there is no end" (English Standard Version, 2001). Throughout history there have been complaints about information overload, but the dawn of the information age and the VUCA age, and access to powerful and low-cost data collection on automated basis has brought us more information than at any other point in history (Marr, 2018).

The common causes of information overload can be attributed to:

- Huge volumes of new information being constantly created.
- Pressure to create and compete in information provision, leading to quantity over quality in many industries.
- The simplicity and ease of risk transfer by creating, duplicating and sharing of information online.
- The exponential increase in channels to receive information by; radio, television, print media, websites, e-mail, mobile telephony, RSS feeds, etc.
- The increasing weight of historical data available.
- High volumes of conflicting, contradictory and at times blatantly inaccurate information
- No simple methodologies for quickly processing, comparing and evaluating information sources.
- A lack of clear structure in groups of information and poor clues as to the relationships between those groups.

Avoiding information overload through a Presilience approach

The question then becomes;

> **How does Presilience help users avoid information overload and what can we as designers do to try and alleviate the burden of information?**

The answer is to adopt a Presilience approach that looks at both the design of an information system, and the skills of the people using the system. The principles of a Presilience information system design are:

- **Keep things simple.** The less information you present – the easier it is to understand.
- **Keep it relevant.** Information that actually meets the user's needs is less likely to overwhelm.
- **Keep it clear**. Simplicity and relevance are good but information needs clarity to be effective.
- **Provide supporting information**. If a user needs more information, make sure it's easily accessible for them.
- **Provide balanced information.** You should present both sides of the coin rather than just one.
- **Make it clear what is to be done with the information.** What action should the user take? Why should they take it?
- **Make it easy for the user to take action.** If they need to complete a task there and then make it accessible and make it obvious.

In addition to designing simpler systems, we also need to encourage individual skills and tactics such as:

- **Feel free to ignore information.** individuals and organisations recognise it is simply impossible to consume every drop of information out there.
- **Encourage and support action without every single one of the facts.** If the consequences of taking action are not significant, then one should act.
- **Create an information queue and tackle it on a regular basis.** Don't feel pressured to deal with information as it arrives; put it to one side and tackle it in a quieter time of the day.
- **Filter information ruthlessly.** Create filters on your e-mail box and ensure that only priority material catches your eye. Only deal with what is relevant and/or important.
- **Delegate information responsibilities.** If you are part of a team – don't take responsibility for knowing everything; encourage people to specialize and then rely on their understanding.
- **Learn to skim.** Most information only contains a key point or two – grab those points and move on.

Adapting to a Presilience-based approach involves a conscious move from complexity to simplicity, from risk avoidance to DREAM, and it is about recognising the very real issue that our human brains have a finite capacity to absorb, retain and use information.. As such, we need to look at decision making aligned to urgency and importance.

A BUILDING BLOCKS APPROACH TO RISK INTELLIGENCE & PRESILIENCE FROM THE ORGANISATION'S PERSPECTIVE

In expanding on the shift from resilience to Presilience, we need to look at the way large organisations structure their risk and resilience approaches. The challenge of conventional models of governance, risk and strategy in the VUCA world are multifaceted. Some of the core challenges we have found are listed below[11]:

- Its slow to always drive things from the top.
- People at the top are busy and do not always have time to truly understand what is happening internally and externally in their organisations.
- Older board governance models stressed the strategic separation of the board from the business, whilst this certainly has advantages, it also means that often the board is not truly briefed nor understands the situation on the ground, in some cases they are simply not informed of the realities of a situation or state of play.
- Lineal hierarchy and chain of command means that promotion opportunities are directly and adversely affected by sharing bad news as such often information is often 'sanitised' before it gets to boards and executives.
- Strategy set at the top is often not well communicated down which can create confusion
- Strategy often does not align with corporate vision, purpose or culture and as such is often not likely to not be embraced by the broader workforce who have to manifest and implement it.
- The best innovation comes from those who stand to benefit the most from improving processes, systems and technology. These are usually the people working with it every day. If

[11] This is by no means a comprehensive list, merely anecdotal trends and issues we have observed in the last few years.

they are not empowered or incentivised to innovate and are limited to 'play by the rules' innovation and adaption are very difficult to achieve.

- Response to fast paced change (either opportunity or threat based) can only be capitalised on by agile and adaptive people and teams, the more bureaucratic and complex a governance system is the harder this is to achieve.

As such we need to look at a different model or models, that do not eliminate past best practice, but are also not constrained by the perceptions of what has worked historically and relying on its continuing to work when faced with significant evidence that the world has changed.

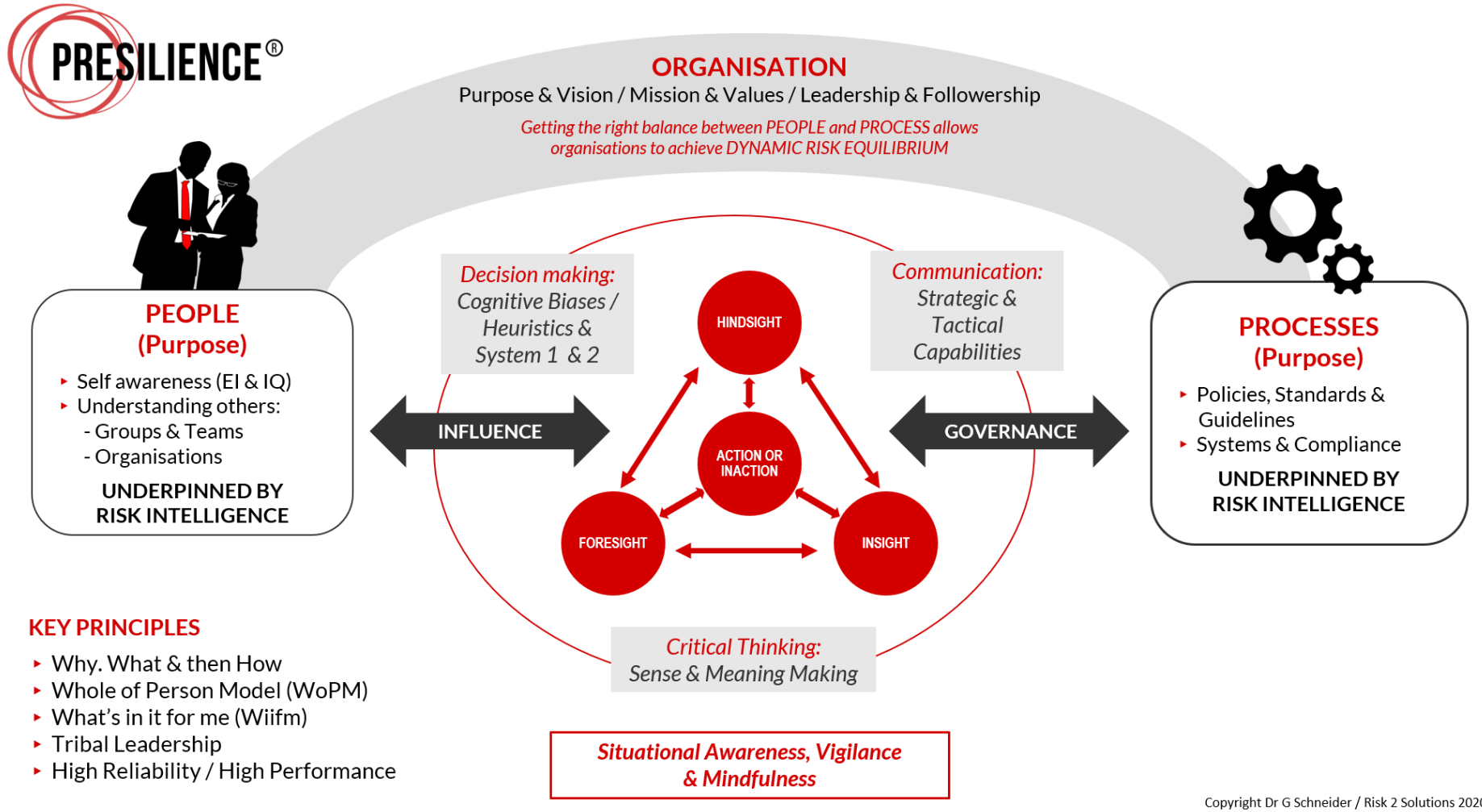
Historically, models relating to Governance, Risk and Compliance (GRC) have been used predominantly by organisations to guide management practices. However, in this VUCA era, we need to be looking at a more integrated model that incorporates Governance, Risk and Compliance with Strategy, each aspect of which has been summarised on the following page:

Term	Definition	Commentary about action and application	Implementation notes
Risk	The effect of uncertainty on objectives (Standards Australia, 2018).	The mention of uncertainty makes this aspect often intangible but the linkages to objectives clearly shows how strategy and risk are actually inseparable	Risk is part of everything we do and is related to every choice we make and action or inaction we apply. It's not a tick the box process.
Governance	The way that organizations or countries are managed at the highest level, and the systems for doing this (Cambridge Dictionary, 2021a).	There are many definitions of governance, but the reality is it is about high level guidance, contribution and leadership to set and manifest a strategy and monitor its success. It is inseparable from risk, strategy and compliance and as such is often the overarching glue to the other aspects	Governance in its modern from is exceptionally complex and as such good governance is not just about compliance but now implicitly requires great leadership.
Compliance	The act of obeying an order, rule, or request (Cambridge Dictionary, 2021b).	Compliance is arguably the simplest aspect since it is either something you have to legally or ethically adhere to its simpler than strategy or risk. Compliance is often deemed the output and enforcement of a Governance systems.	Compliance is closely linked to the concept of enforcement and as such it can be challenging to implement a compliance centric approach and try to innovate at the same time
Strategy	A detailed plan for achieving success in situations such as war, politics, business, industry, or sport, or the skill of planning for such situations (Cambridge Dictionary, 2021c).	Strategy is always based on forecasting future outcomes and as such is inseparable to risk but also needs to be aligned to Compliance. Governance should provide the framework to ensure the strategy is implement effectively but, in many cases, simply becomes bureaucracy which may or may not add value.	In the VUCA world fixed strategy is not nearly as important as emerging strategy. Whist there is no doubt long term forecasting and accurate prediction are vitally important so is situational awareness and quick decision making, namely the application of risk intelligence to strategy and tactics

PUTTING IT ALL TOGETHER: A MODEL FOR PRESILIENCE

One of the goals of Presilience is to be able to put a plan on a page that explains its dynamics. Indeed, although a Presilience-based plan (by its very nature) needs provision for allowance, flexibility and adaptability (sometimes to extreme degrees), Presilience is not the enemy of planning and strategy – rather they are two of the stings in the same Presilience bow. As such, we have developed the Presilience infographic and summarised model below. It should be noted however, that no model can ever be fully complete, and that each aspect is a detailed subject in their own right:

Figure 1: Presilience Planning Model



KEY PRINCIPLES

- Why. What & then How
- Whole of Person Model (WoPM)
- What's in it for me (Wiifm)
- Tribal Leadership
- High Reliability / High Performance

The above model requires:

- **A bridge between process and people:** This bridge is achieved by establishing the Presilient Person concept, aligned with strong organisational vision and mission. Hindsight, insight and foresight need to be developed as interrelated skill sets in this person. A critical part of this aspect is developing our leaders and influencers to be able to align to and manifest the mission. A critical focus is to articulate purpose clearly to enable the focus to be effective and avoid information overload.
- **Building all of your people at an individual, team and organisational level** and ensuring that they have the skill set of influence to be able to effectively communicate and apply situational leadership / not just manage Ideally there should be a leveraging of natural and hierarchal influencers.
- **Strong leadership and governance to drive the implementation of processes and achieve scale and (where applicable) maintain compliance.** It should be noted that people are not more important than the process and governance. Rather process and governance need to be applied in balance via the leveraging of DREAM.
- **At the centre of all of this is a decision resulting in Action or purposeful Inaction.** Usually any decision comes down to two things; to do it, or not to do it – and then consider all the trade-offs, and consequences. It is important to note that not doing anything is still a decision.
- **Fundamentally the skills of situational awareness, mindfulness and vigilance must be developed at all levels but need to be underpinned by stactical capability**
- **This is underpinned by developing three key skill sets**:
    1. **Critical Thinking** skills. Primarily based on developing sense and meaning making i.e., the process of understanding what is happening around us and attributing the correct meaning to it.
    2. **Decision making** skills and lean decision-making systems. Primarily based on developing enhanced understanding of cognitive biases, heuristics.
    3. **Directive/effective communication** skills. Primarily based on building tactical and strategic capabilities.

Key notes:

- The Presilience model is not linear in nature - rather it is an integrated web of skills, process and people which combine to create Presilience.
- To scale the model, a fundamental shared purpose is required.
- To ensure that the scale works, a fundamental understanding of social dynamics and tribal interaction is important.
- We cannot forget the basics of human interaction and it is important for all role players to ensure that when requesting engagement and influence a very clear WIIFM (what's in it for me) is effectively communicated for stakeholder engagement.
- In essence the outcome of Presilience is a High-Performance model that drives outcomes and results through adaptive leadership and systemic enhanced decision making. This cannot be achieved unless we learn and apply the key aspects of High Reliability Organisational performance (HROs).

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Dr Gav is an acknowledged leader in the field of human based risk management and the psychology of risk. He is the creator of the concept of Presilience. He is a highly experienced, security, safety, emergency and risk specialist with decades of experience. He has conducted business in over 17 countries and provided a wide range of services for a very diverse client base ranging from heads of state to school teachers. He is a leading academic in his field and heads up the Post Graduate Psychology of Risk program at the Australian Catholic University (ACU). He is a much sought after international speaker and Author. Dr Gav is the CEO of the Risk 2 Solution group of companies which are a group of 4 companies that focus on delivering innovative and cutting-edge solutions in the Risk, Intelligence, Safety, Security, Medical and Emergency response sectors - see www.risk2solution.com for more information. Dr Gav is also the author of the highly acclaimed 'Can I See your Hands: A Guide to Situational Awareness, Personal Risk Management, Resilience and Security' available for purchase from http://www.universal-publishers.com/book.php?book=1627341846. Dr Gav has been recognised for his work and was the RMIA Risk Consultant of the Year for 2019 and one of the top twenty global thought leaders in fire and security (IFSEC 2019)