

Responding to Crises The Fundamental Role of Research and Innovation

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We live in an increasingly uncertain world

Repeated crises

Difficult to forecast the future

Complexity breeds fear

How can we detect future crises?

Listen out for small signals

Adopt a modest outlook

End of insurance and providential government handouts

Factor uncertainty into organizations

Teach adaptation and flexibility

Factor in uncertainty

Diversify risk

Reconcile short-term effectiveness with long-term anticipation

Build robustness

Always stay one step ahead

Dedicated unit and scalable organization

Fundamental role of research and innovation

Foresight

Judgment

Response

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Thank You!