

# Organizational Resilience in an Uncertain World

Chris Diehl  
November 12, 2014

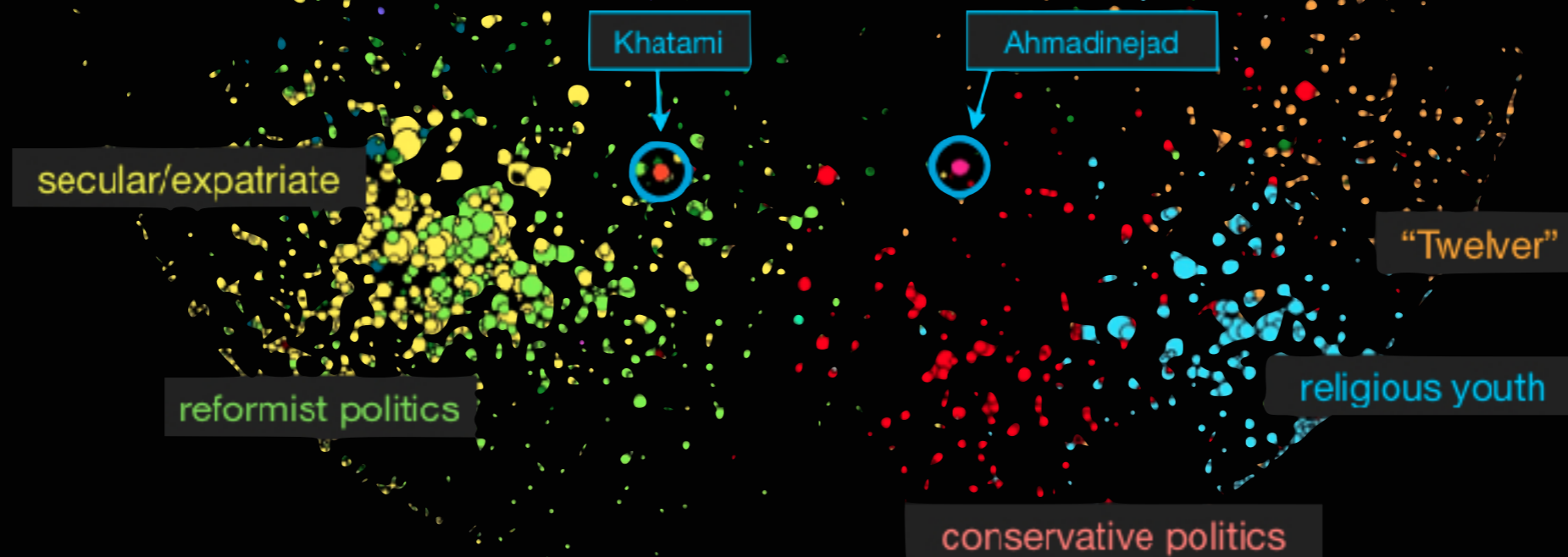






Persian poetry

mixed networks





Expect the Unexpected



The  
Economist

SEPTEMBER 22ND - 26TH 2008

WWW.ECONOMIST.COM

WHO KILLED NEW LABOURS

The war in Pakistan's tribal areas

America's unending culture wars

How to save fish

The last typewriter-repair man

# What next?



# I WANT YOU



*for* **STOPPING THE  
FINANCIAL CRISIS**





# The Limits of Prediction

*Cascading Uncertainty*  
*Limited Observability*  
*Cognitive Bias*





Beware

Understand the Now



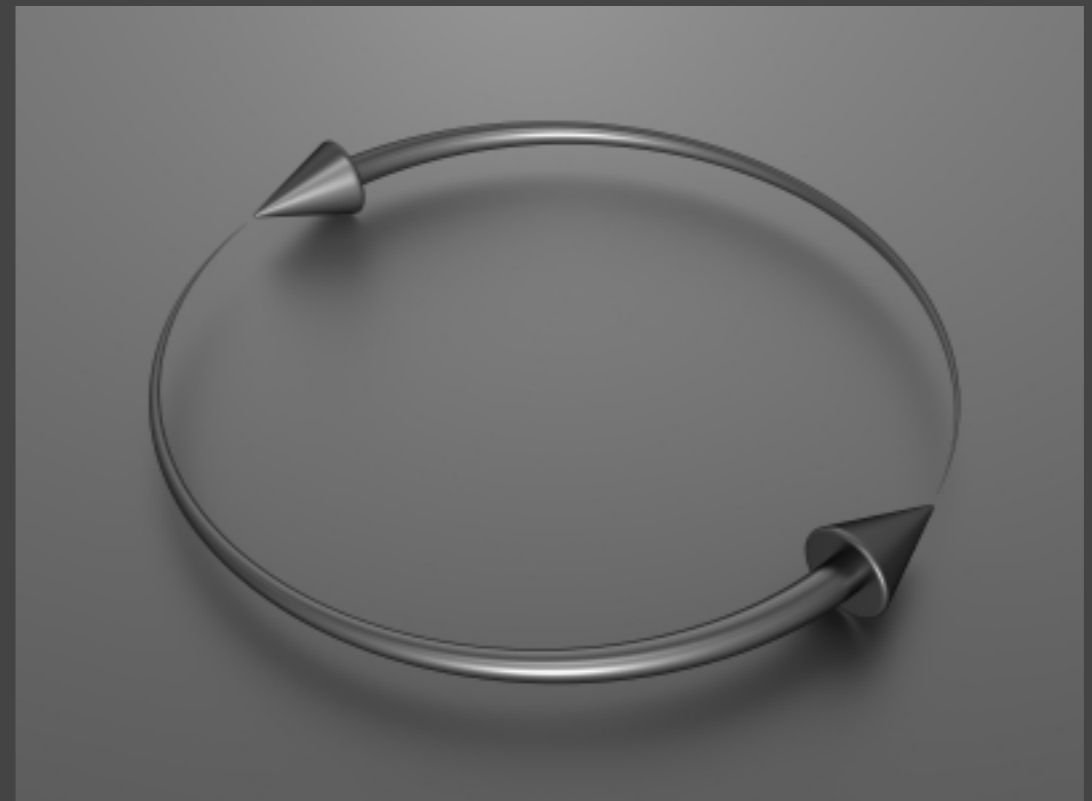
F-16

RESCUE

WARNING: THIS AIRCRAFT CANNOT BE  
FLYING WITHOUT THE  
ENGINE RUNNING

WARNING: THIS AIRCRAFT CANNOT BE  
FLYING WITHOUT THE  
ENGINE RUNNING

Observe  
Orient  
Decide  
Act





facebook

December 2010



ZARA

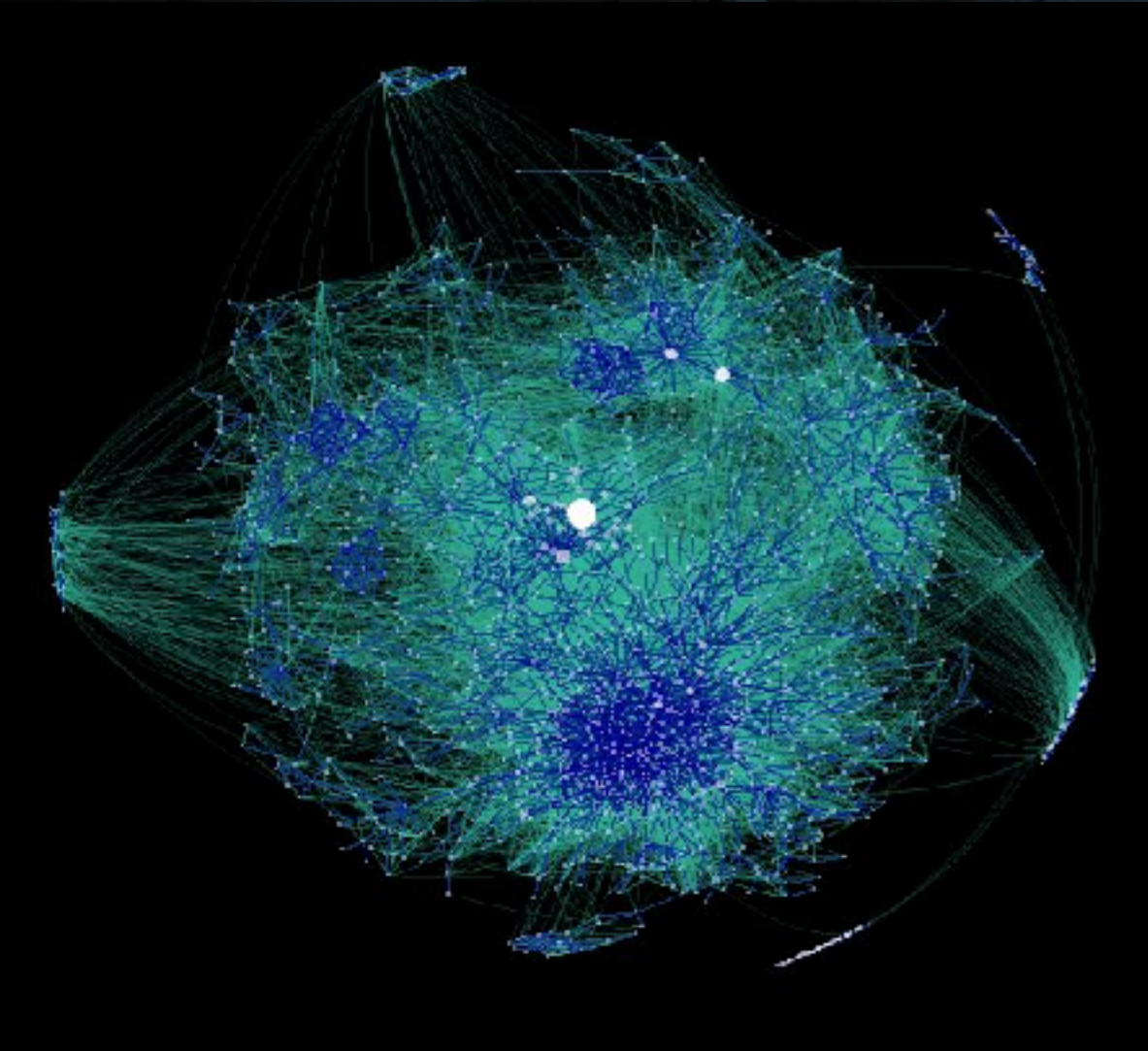


# The Old Way: Planning as Prediction

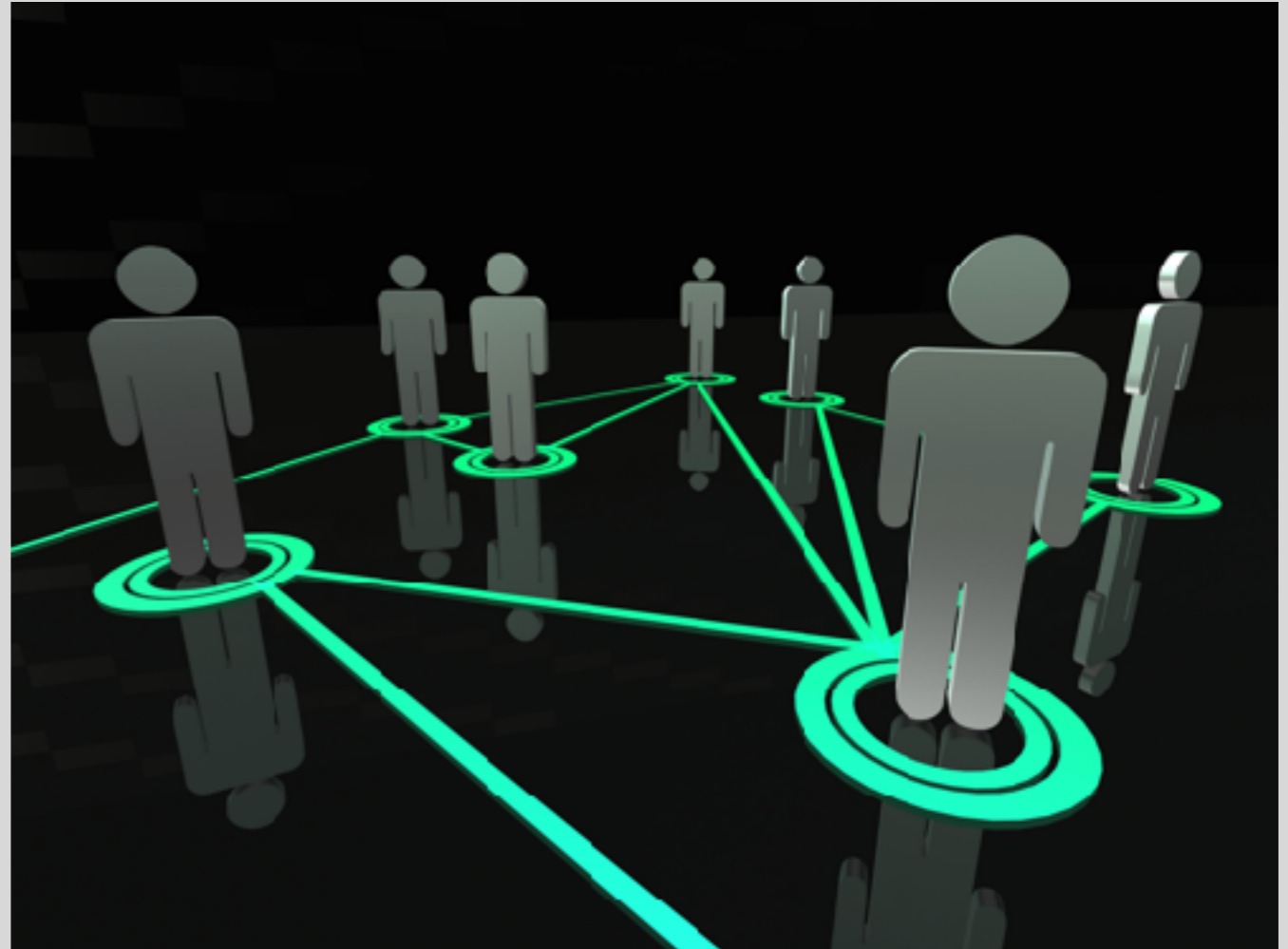
# The New Way: Planning as Knowledge Aggregation

# Support Collective Orientation & Action





# The Present: Social Query



# The Future: Machine- Assisted Discovery and Routing

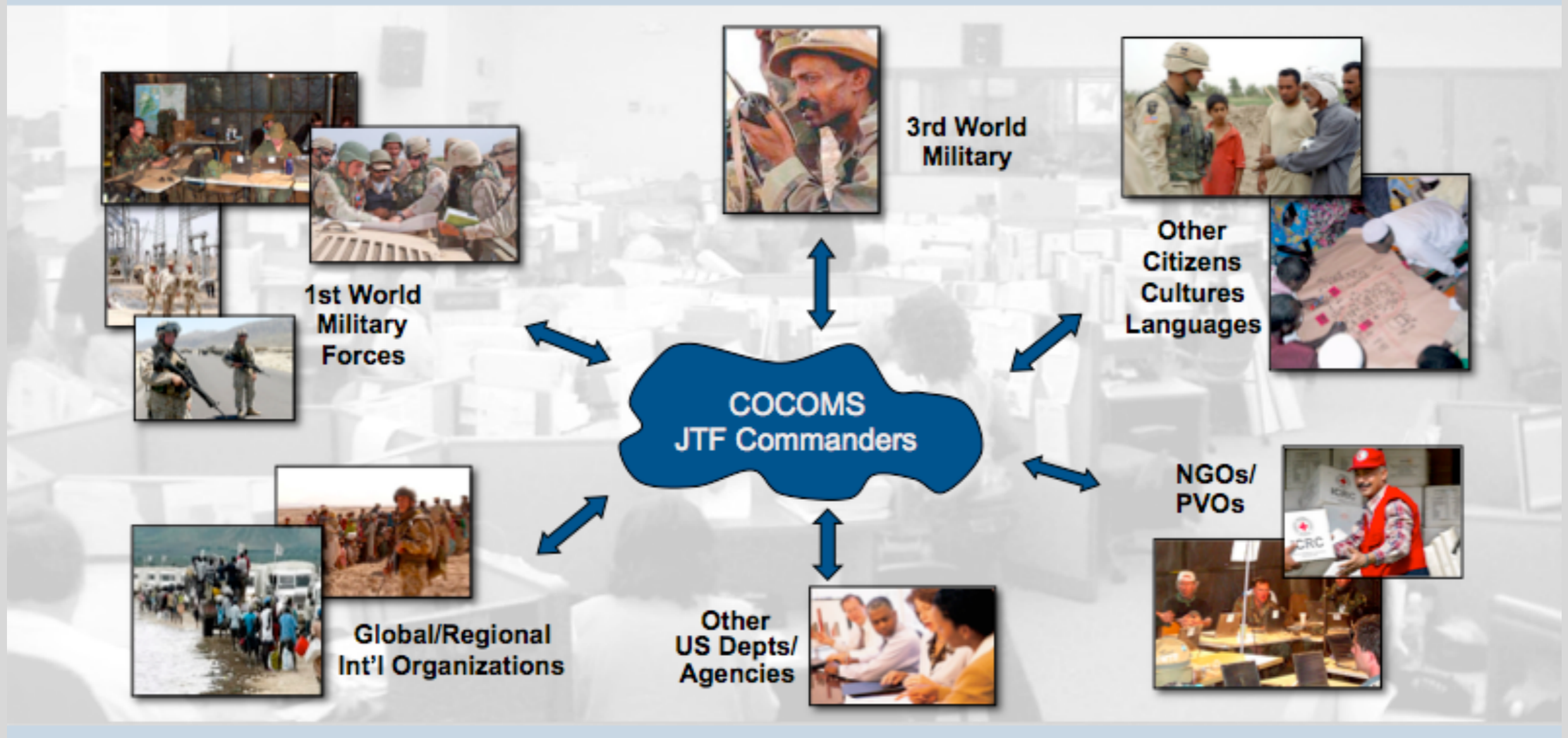




100s of diverse organizations

1,000s of participants

Non-English, Non-Western



# Strategic Collaboration “Wicked Problems”

 In Haiti? Text **4636** (International: **447624802524** ) on Digicel with your **location and need**. Report emergencies and missing persons.

# Haiti

## The 2010 Earthquake in Haiti

**Search Reports Here:**

[DOWNLOAD REPORTS \(1332\)](#)[REPORTS RSS](#)[+ SUBMIT AN INCIDENT](#)[HOME](#)

## REPORTS

[SUBMIT AN INCIDENT](#)

**GET ALERTS**

## CONTACT US

## HOW TO HELP

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NEWS

## PICTURES

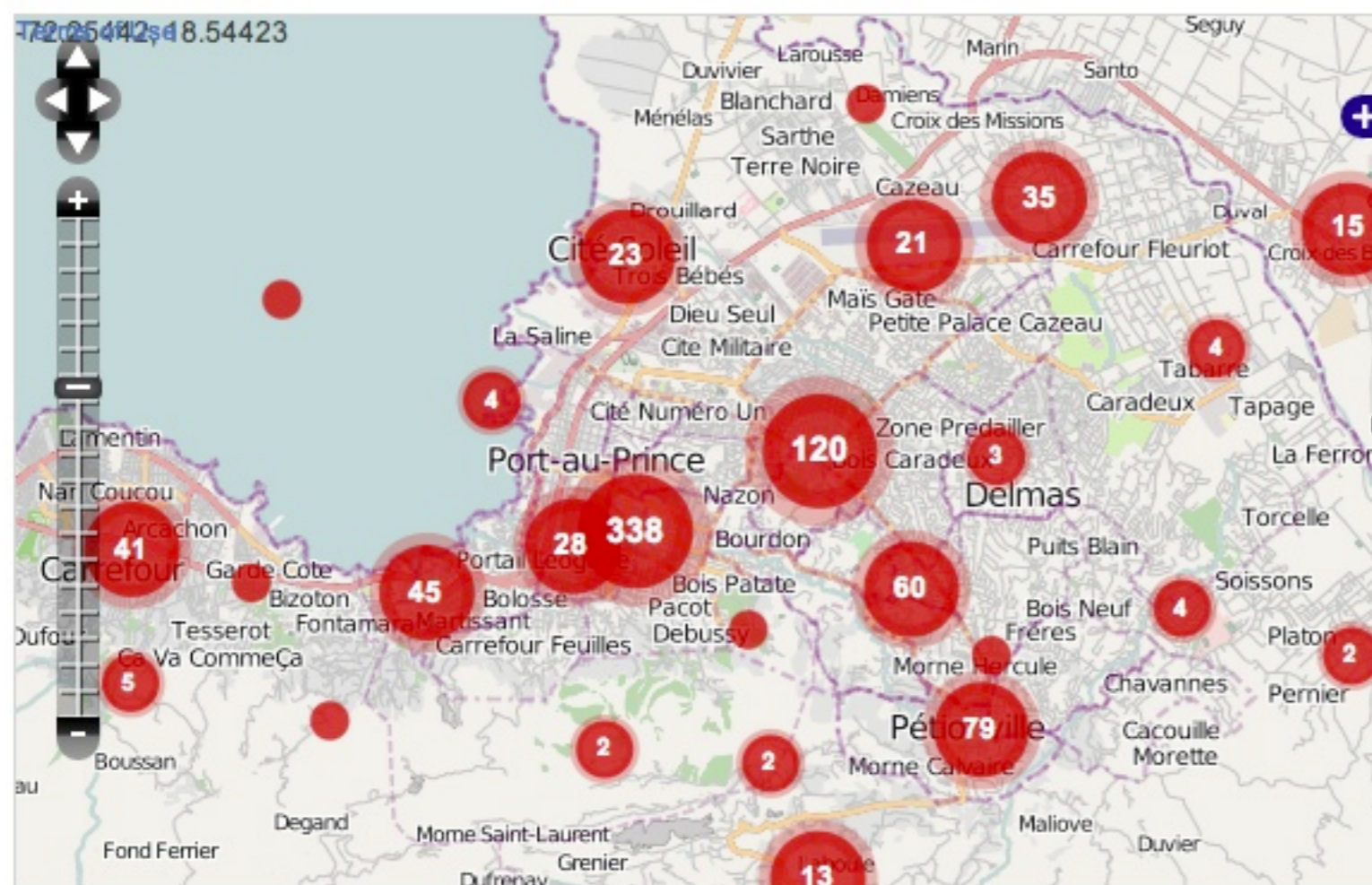
## VIDEO

TODO

VIEWS →

## CLUSTERS

↓ CATEGORY FILTER



From: Jan 12 2010

Jan 22 2010

PLAY

ALL CATEGORIES

## 1. URGENCES | EMERGENCY

## 2. MENACES | THREATS

### 3. URGENCES LOGISTIQUES | VITAL LINES

#### 4. SECOURS | RESPONSE

5. AUTRE | OTHER

## 6. NOUVELLES DE PERSONNES | PERSONS NEWS



“if you need help localizing a specific place I can help”

*Apo, 20 Jan 2010, 20:52:12 (chat-log:3166)*

“I need Thomassin Apo please”

*Dalila, 20 Jan 2010, 20:52:55 (chat-log:3171)*

“wait”

*Apo, 20 Jan 2010, 20:53:02 (chat-log:3172)*

“Kenscoff Route: Lat: 18.495746829274168, Long:-72.31849193572998”

*Apo, 20 Jan 2010, 20:54:53 (chat-log:3174)*

“This Area after Petion-Ville and Pelerin 5 is not on Google Map. We have no streets name”

*Apo, 20 Jan 2010, 20:57:25 (chat-log:3175)*

“@Apo I thank you for ur help”

*Dalila, 20 Jan 2010, 20:58:05 (chat-log:3176)*

“you are welcome. I know this place like my pocket”

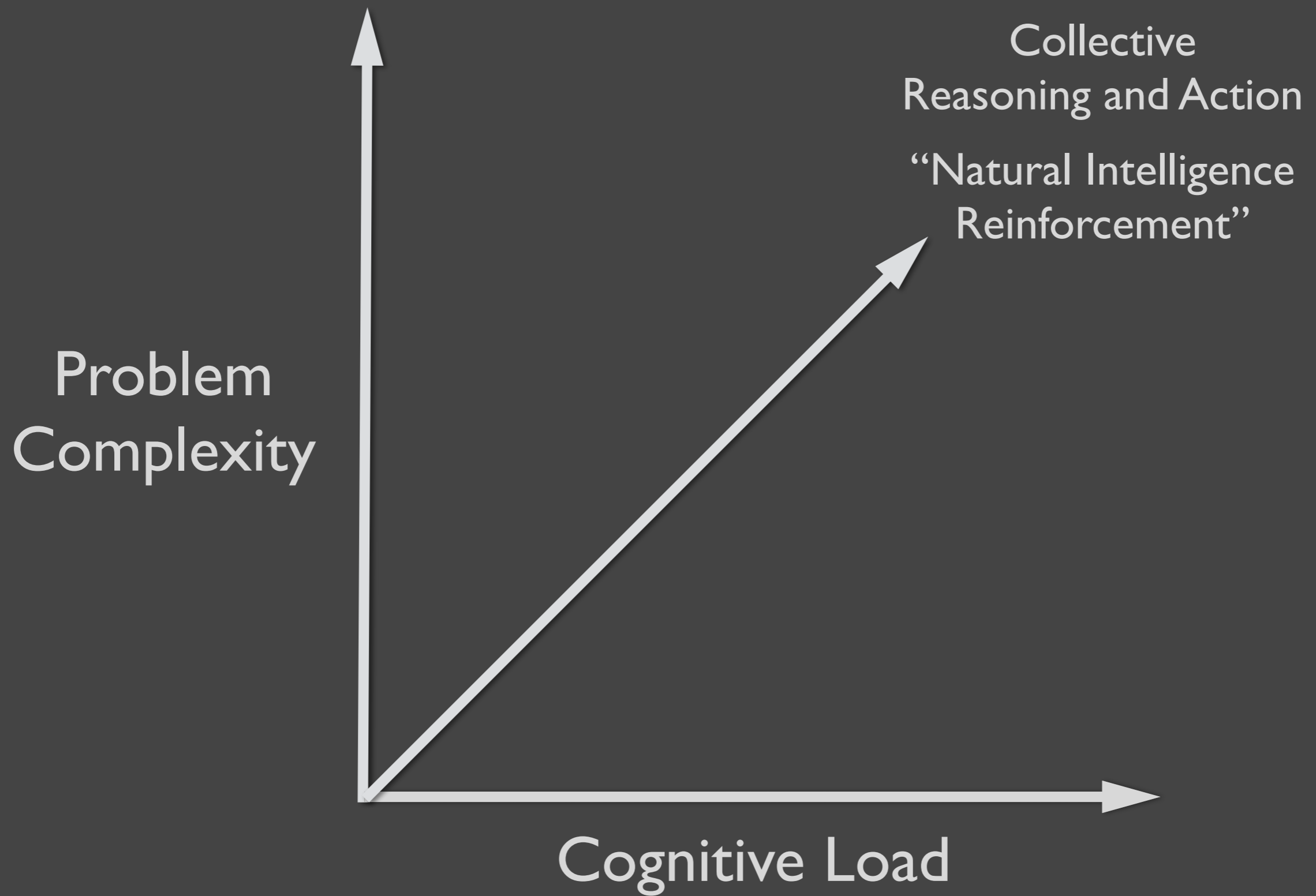
*Apo, 20 Jan 2010, 20:58:24-53 (chat-log:3178-9)*

“:)”

*Dalila, 20 Jan 2010, 20:59:08 (chat-log:3180)*

“thank God u was here”

*Dalila, 20 Jan 2010, 20:59:14 (chat-log:3181)*



*Thank you!*

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