



PMI Multi-Chapter Event

# BEYOND RESILIENCE

BUILDING ANTI-FRAGILE PROJECTS  
THAT THRIVE IN UNCERTAINTY

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# Black Swan Events

- RARE
- UNPREDICTABLE
- OBVIOUS IN HINDSITE

“History is dominated by  
Black Swan events.”

— Nassim Nicholas Taleb



# The Cost of Fragility

## MV EVER GIVEN

- March 23, 2021
- 6 Days
- 400 Ships blocked
- \$400m per hour in blocked trade

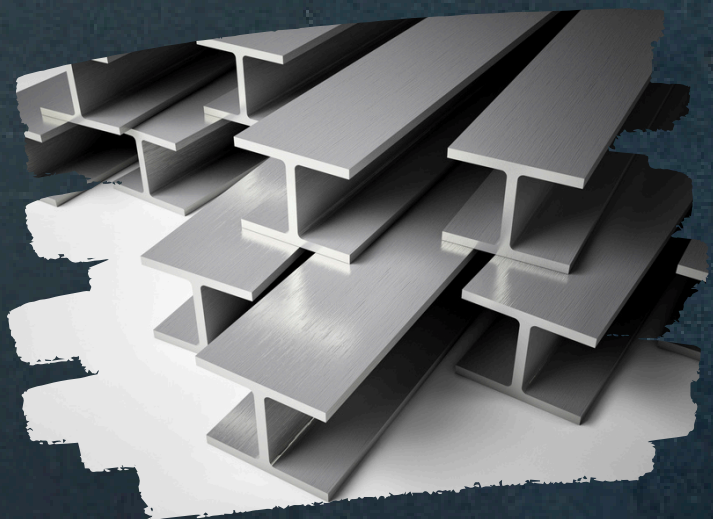


# Taleb's Triangle

Stress Response Types



Anti - Fragile



Resilient



Fragile

# Adaptive Planning

"No plan survives first contact with the enemy."

— Helmuth von Moltke the Elder

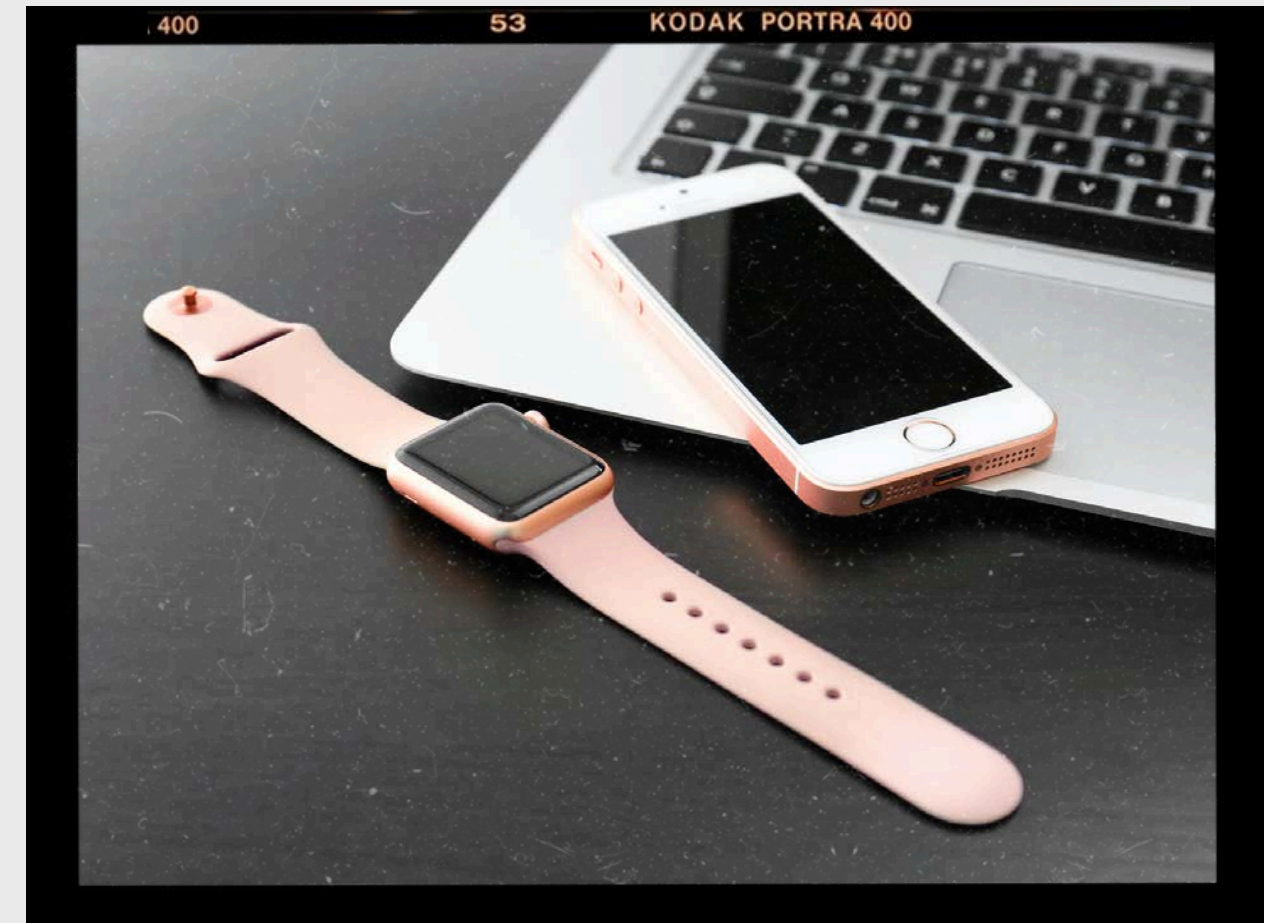


# Nokia



Planned for the Past

# Apple /Android



Designed to Learn

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## Three Key Steps

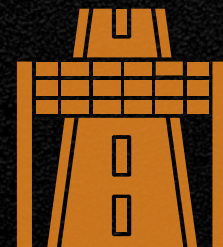
# Adaptive Planning

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### Shorten the planning horizon

Focus on smaller, manageable timeframes for faster iterations



### Build in checkpoints

Regularly scheduled evaluations to ensure alignment



### Track learning

Focus on new knowledge and process improvements, not just deliverables

# Empower Decision-Making at the Edges

"Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity."

— General George S. Patton



# Commander's Intent

Don't wait for orders.

- Know the mission.
- Understand the desired end state.
- And if the situation changes—adapt your actions to meet the goal.





## Three Key Steps

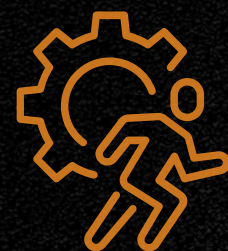
# Empower Decision-Making at the Edges



Define Clear Boundaries, Not Rigid Rules



Equip with Context, Not Instructions



Celebrate Initiated Action

# Embed Feedback Loops

"You can't improve what you don't understand. And you can't understand without listening."

— Seth Godin



# Situational Intelligence

## Your Project Sensor Array

- Customer behavior shifts
- Market noise
- Quiet escalations
- Subtle drops in engagement
- Staff burnout indicators
- Or those moments when things go quiet...





## Three Key Steps

# Embed Feedback Loops

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Mini Retros in Real Time



Ask Questions You're Afraid to Hear the Answers To



Close the Loop. Every Time.

# The M.U.S.T.A.R.D. Strategy

**Micro Plan** - plan in bite-sized horizons

**Unfettered Exploration** - give freedom to tinker

**Sense Weak Signals** - treat outliers as radar

**Transfer Learning Fast** - route lessons into the roadmap

**Accelerate What Spikes** - double-down instantly

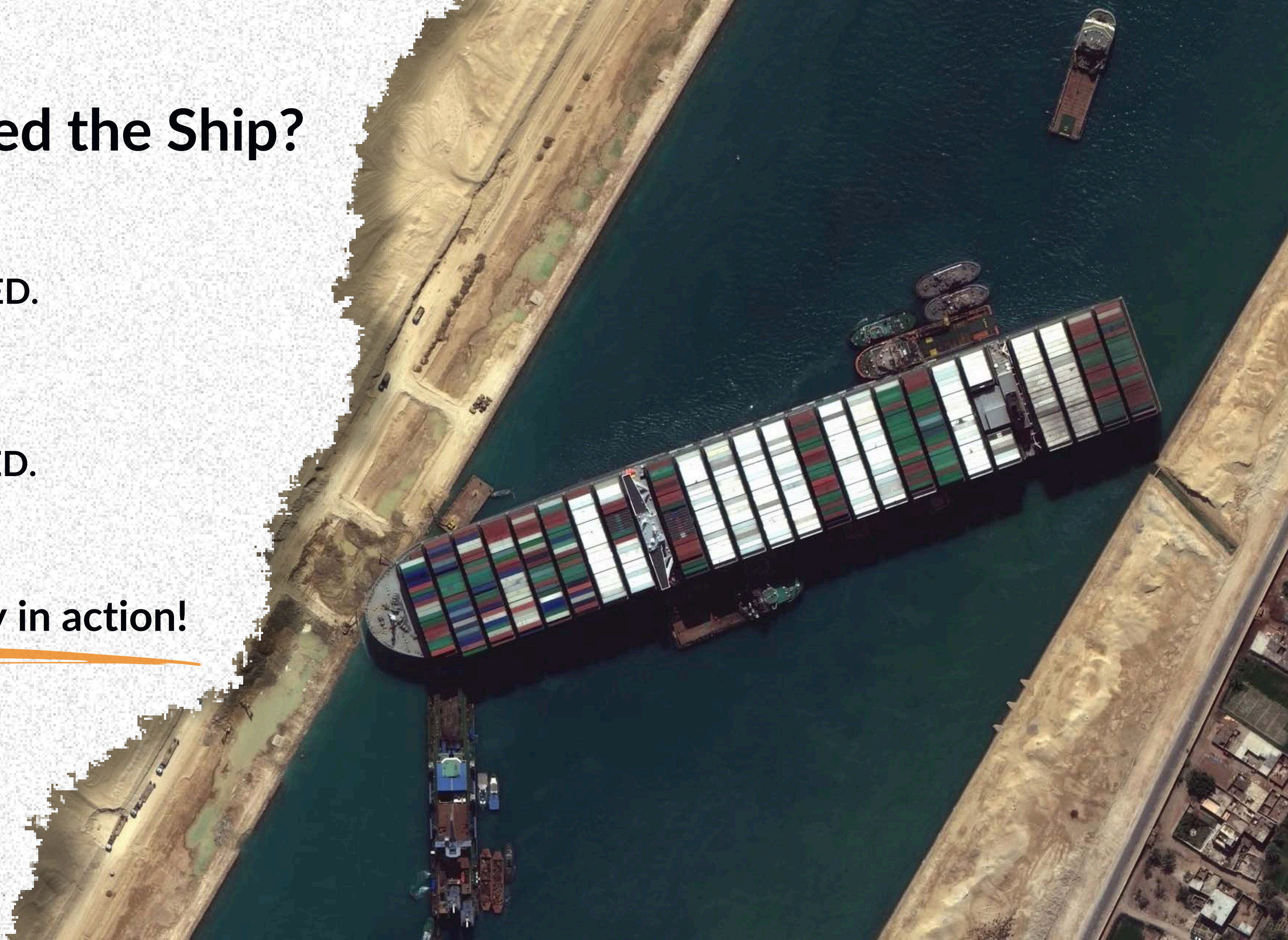
**Redundancy & Reserve** - keep slack buffers

**Distributed Decisions** - remove Command & Control


# What Moved the Ship?

- ✓ They ADAPTED.
- ✓ They ACTED.
- ✓ They LISTENED.

**That's anti-fragility in action!**



# So what can you do - Starting Tomorrow !?!



## **Identify Flexibility**

Pinpoint one area in your current plan that could benefit from more adaptability.



## **Empower Decision-Makers**

Delegate one decision to your team that you typically reserve for yourself.



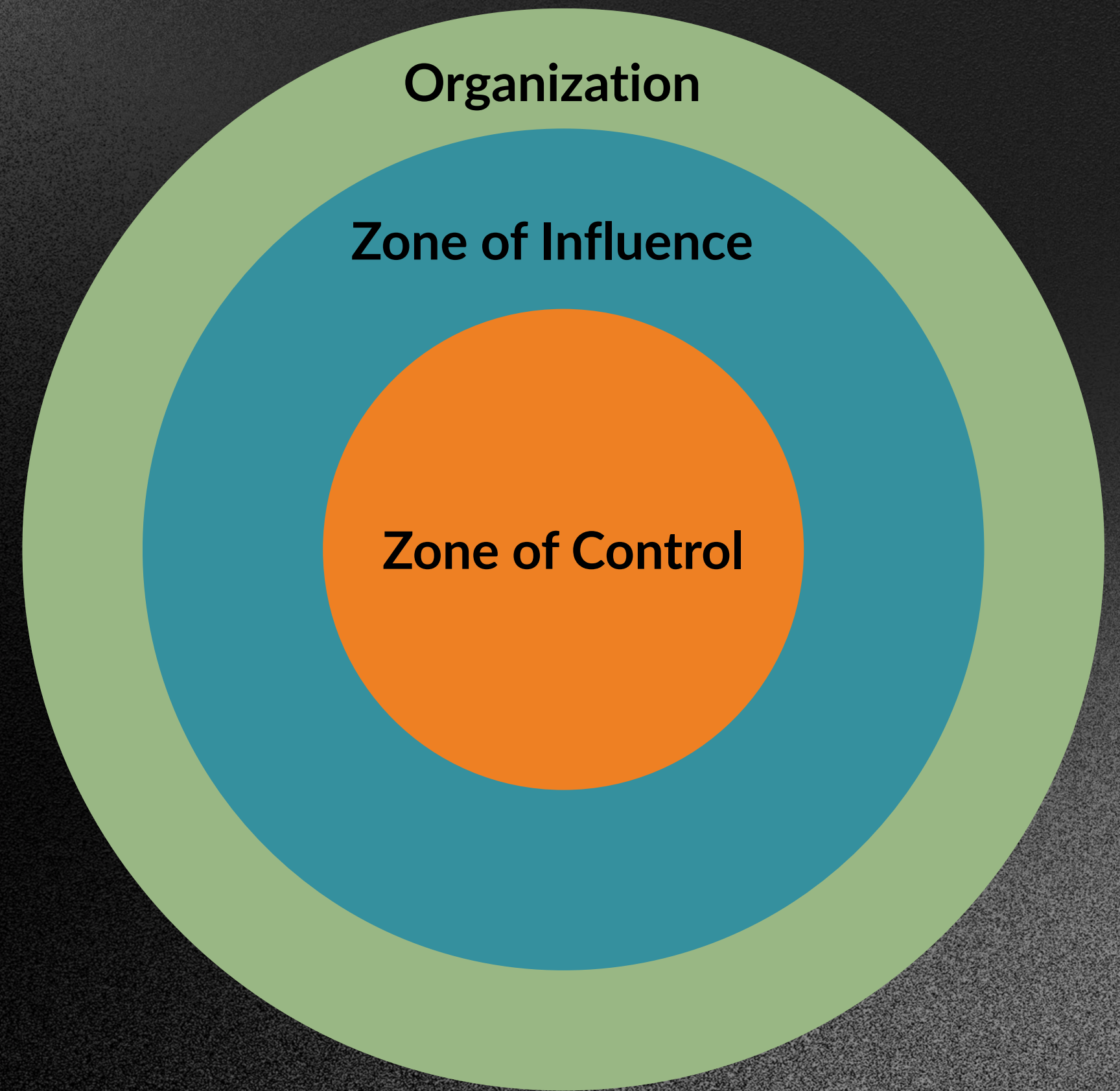
## **Seek Honest Feedback**

Ask one challenging question to uncover insights you might be missing.

# Start Where you Are. Lead Where You Can.

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“Cultural transformation rarely starts at the top. It starts at the edge.”



# Let's Continue the Conversation!



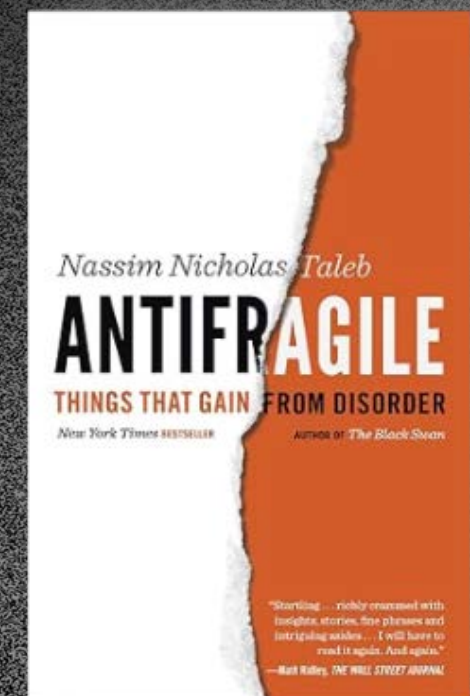
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**Questions?**



**Thank you!**