

Resilience as a Complex Answer to Security Challenges

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**Me prepared for the
next Black Swan**



The next Black Swan?

CxO Priorities Study 2022:

Managing **Overlapping Crises**

BROOKINGS

Companies are facing greater challenges to manage multiple overlapping crises simultaneously, including conflict, lack of raw materials, inflation, and the need to rebuild themselves resiliently for the future.



Home Topics

FUTURE DEVELOPMENT

Overlapping crises in the Western Balkans

Richard Record, Sanja Madzarevic-Sujster, and Tihomir Stucka - Monday, May 23, 2022

Overlapping crises push millions into 'extreme levels of acute i



Group Responds to **Overlapping Crises** with M in Financing in Fiscal Year 2022

Not a Drop to Drink: **Overlapping Crises** Affect Agriculture and Drinking Water Distribution

GENEVA SOLUTIONS WHAT HAPPENS - WHAT WORKS

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PEACE & HUMANITARIAN #Development NEWS Published on September 08, 2022 08:00. Updated on September 12, 2022 19:47.

Overlapping crises set back global development in 9 out of 10 countries, UN says



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FOOD

CYBER ATTACKS &
DISRUPTIVE TECHNOLOGIES

ECONOMICS

TERRORISM

PANDEMICS

NATURAL DISASTERS

RISE OF EXTREMISM
(POLITICS)

LOGISTICS

ENERGY

CLIMATE CHANGE

MIGRATION

WAR

'Perfect storm' of crises is widening global inequality, says UN chief

7 Stocks to Sell Before the Next **Black Swan** Event

Exclusive: António Guterres says growing divide is 'morally unacceptable' and dan

Bloomberg

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'Evolving **black swan** events' are making 'the industry incredibly nervous' – Accenture

By Katie Scott

INVESTING > MARKETS

Thirteen **'Perfect Storms'** That Are Sweeping the World Right Now

English Edition | Today's Paper

Black Swan in the Stock Market: What Is It, With

'Covid has intensified existing **Gray Rhinos**

van, ET Bureau • Last Updated: Sep 07, 2021

The Economist

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Weekly edition

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'Perfect storm' wipes nearly \$400bn off value of large US media groups this year

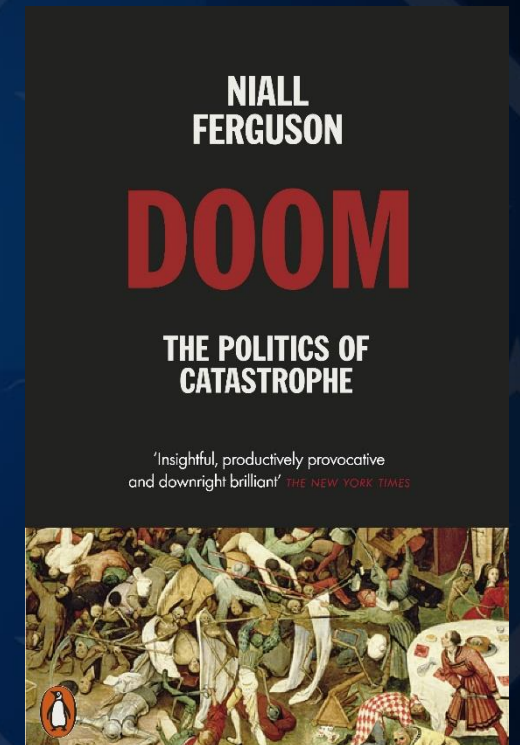
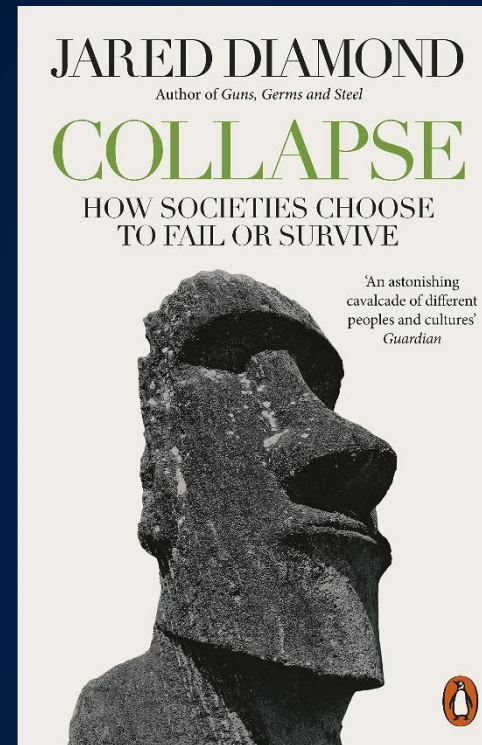
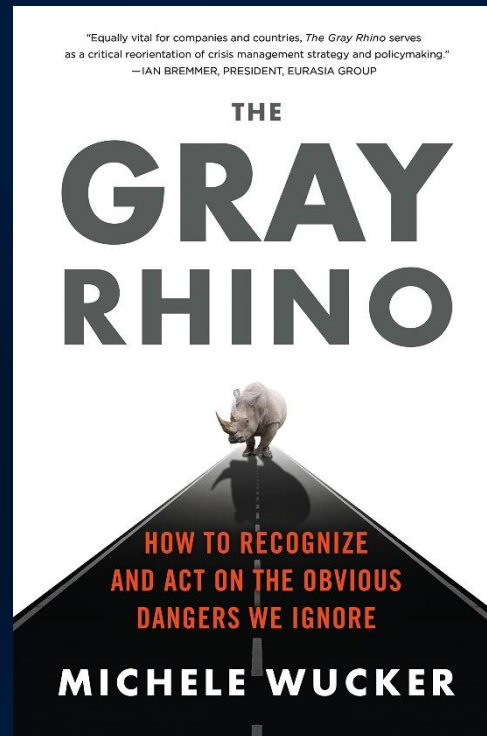
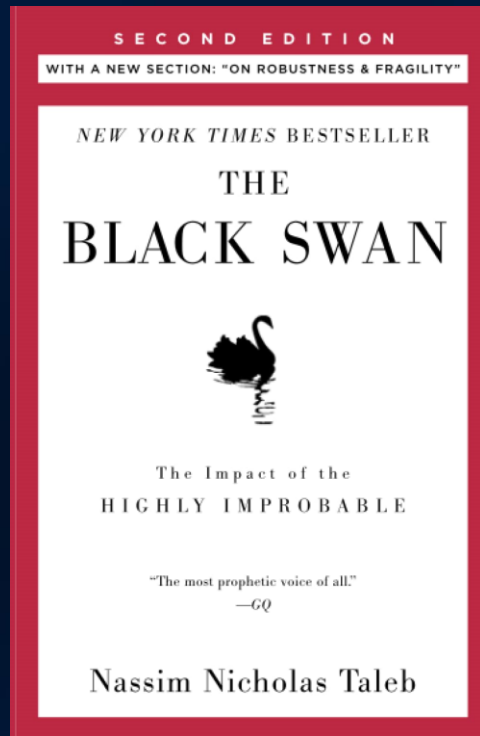
The World Ahead | The World in 2021

Was the pandemic a **grey rhino** or a black swan?



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Has it always been like this? What has changed?

The pace of history?
The number of crises
and threats?

OR

The way we relate to
history?
Our sense of history?



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536 - The worst year to be alive, according to Michael McCormick

Overlapping crises: Icelandic volcano erupts, climate change, food crisis, Justinian's bubonic plague (35%–55% of the population died)



1755 Lisbon earthquake

Overlapping crises: Earthquake, fires, tsunami, economic collapse



**Overlapping crises are, in fact, easy to identify in history.
What changes is rather our **perception** of history:**

The Greek and Roman World

History is cyclical

Christianity

The End of History and Beginning of a Perfect World

Leibniz

The existing world is the best world that God could have created

Hegel

The Spirit has developed dialectically throughout history.

The beginning of scientific revolution

The universe is a perfect watch, the watchmaker is God.

Totalitarianism

Destroy the enemy to achieve a perfect utopian future.

Ronald Reagan

"A future of growth, opportunity, and security".

F. Fukuyama

The „bright” end of History

2022

Overlapping crises & the perfect storm



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9/11

The rise of ISIS and
hostile Russia

Covid-19

activated our natural

NEGATIVITY BIAS

„People tend to focus more
on the negative as they try to
make sense of the world.”

We tend to:

Pay more attention to
negative events than
positive ones



Learn more from negative
outcomes and experiences.



Make decisions based on
negative information more
than positive data.



Historically, we are dealing with a new relationship between
the state and dangers/threats/negative scenarios

The Premodern/Hobbesian State

Protection from Internal and External Violence.
The other threats were fought by the church.

The totalitarian/authoritarian state

Propaganda does not allow for "negativism" and self-doubt.

The Contemporary Liberal Democratic State

**The Resilient State
in Alliance with the
Resilient Society**



The Age of Security ++

++ Defense against hybrid aggressions: propaganda and disinformation, cyber attacks, weaponisation of energy or food.

+ New types of threats that are assumed in the security concept: biological threats, cyber threats, natural disasters, food crises, energy crises.

"Old style" defense



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“The Weaponisation of Everything”

We have to be able to defend everything

This is the Age of **Resilience**



CYBER

The perfect weapon

Asymmetric (also accessible to secondary actors; suitable for guerillas)

Hard to formally attribute.

It may initially target the private sector or local authorities (with insufficient cyber defense budgets).

Can target:

critical infrastructure

minds and souls

tools to deliver disruptive threats



The Cyber Domain =

the critical
domain for
building
resilience in the
next decade.

**Cyber remains, statistically, the field with
the greatest potential to spawn a black
swan in the near future.**

A faint, light blue diamond-shaped logo is centered in the background. It features a central plant with a stem and leaves, surrounded by a circular arrangement of small stars.

Thank you!