



From VUCA to BANI

Opening Brunch & Learn

June 19th, 2025

Christian De BOECK

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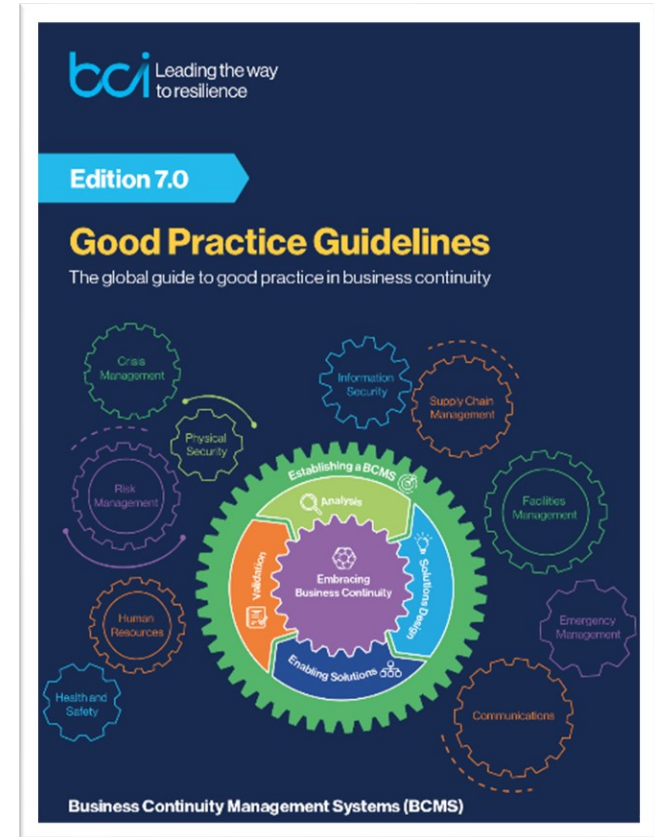
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BCI:

- Professional community of Continuity and Resilience professionals.
- Membership open to anyone.
- BCI Education month, BC Awareness Week, Webinars.
- BCI World Hybrid, Physical (London – UK) and Virtual.
- Int'l events (e.g. BE/NL).
- Local events and meetings (knowledge sharing, products presentation, networking,)
- GPG (Good Practice Guide) 7.0
- CBCI 7.0 certification course (3-5 day's or online)
- CBCI refreshment course (1 of 2 day's)
- Specific 1day deep dive courses (BIA, BCP, exercises...)
- Dozens of knowledge, researches, reports, webinar available, ...
on www.thebci.org (some are reserved / free for affiliated).



VUCA

WU
EXECUTIVE
ACADEMY



Volatility



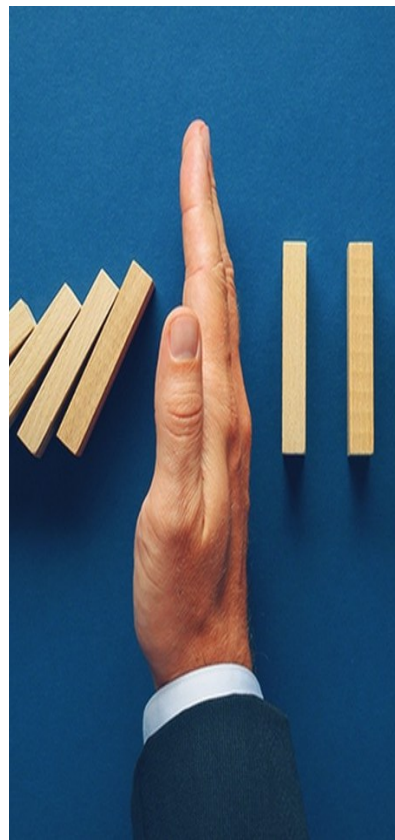
Uncertainty



Complexity



Ambiguity



B



Brittle

U



Uncertainty

C



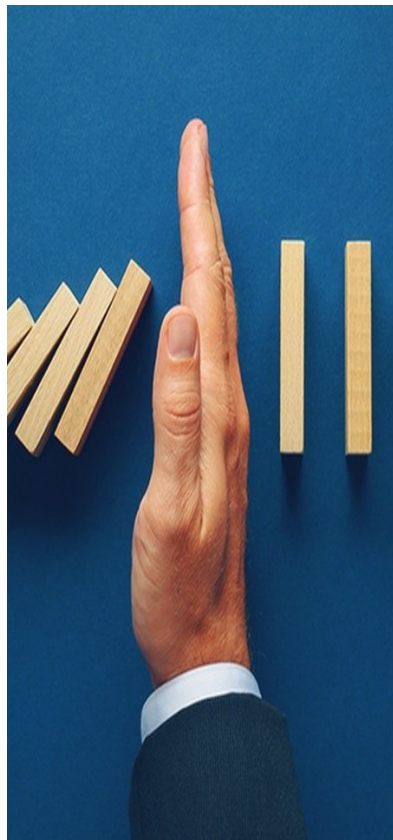
Complexity

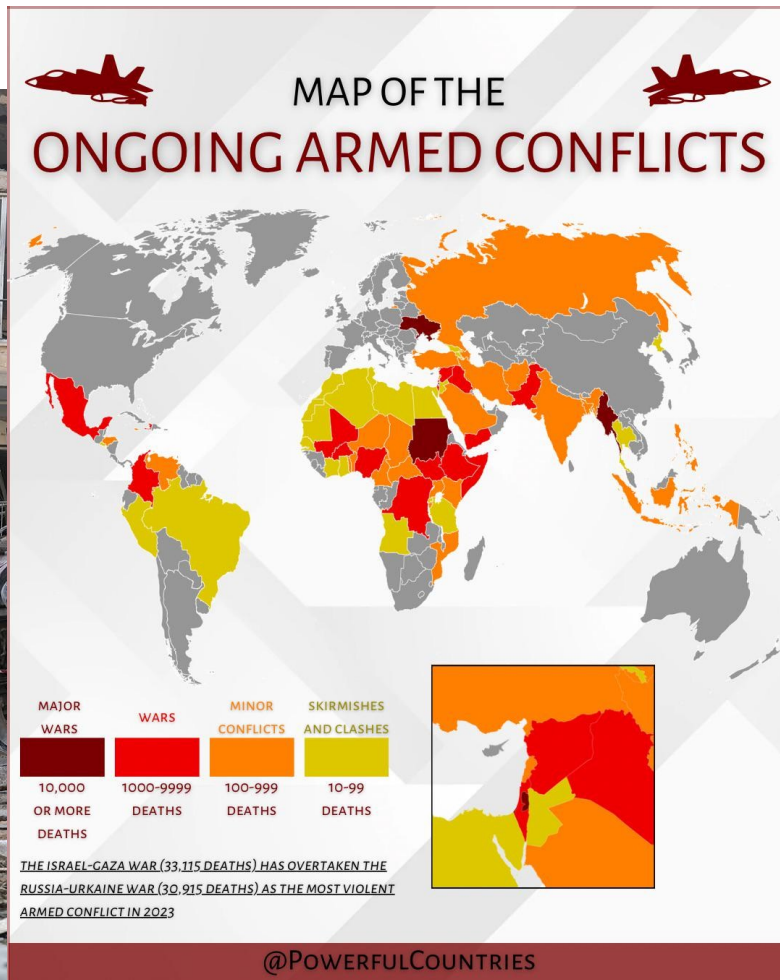
A



Ambiguity

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Belgium investigates alleged Russian interference in EU elections



B



Brittle

U



Uncertainty

C



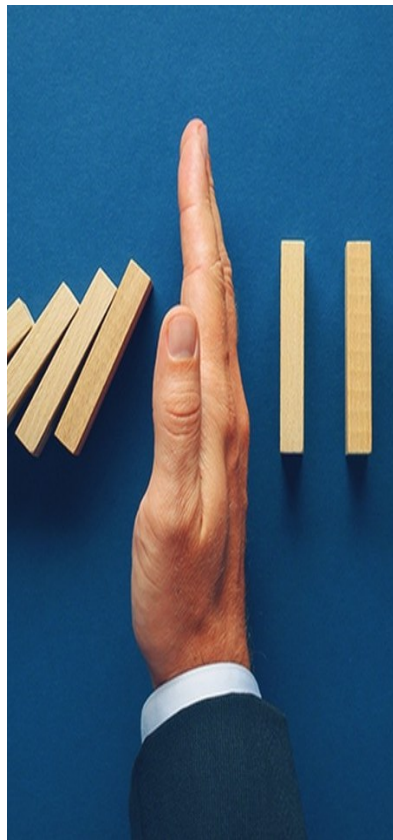
Complexity

A



Ambiguity

WU
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B A



Brittle



Anxious

C A

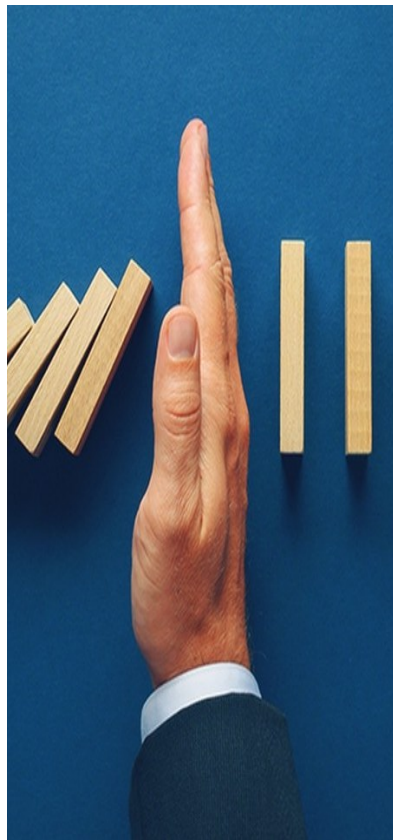
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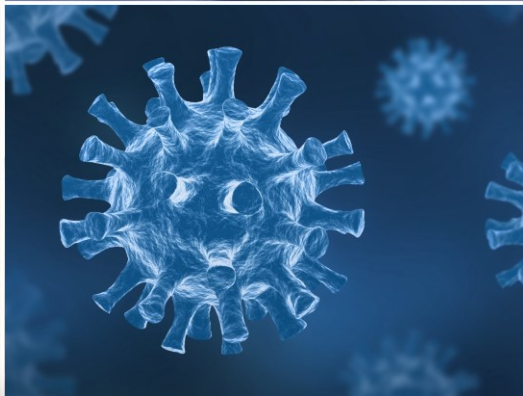
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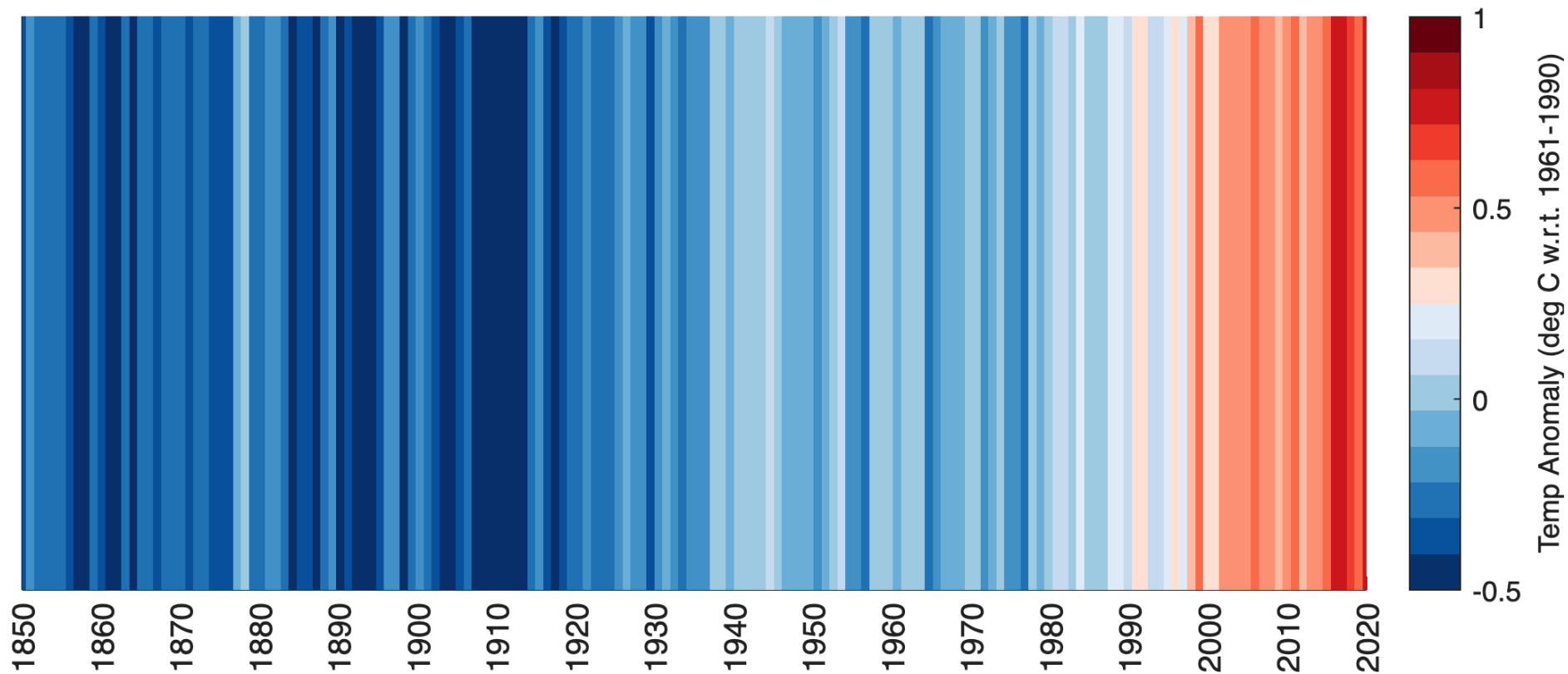


Ambiguity









B A



Brittle



Anxious

C A

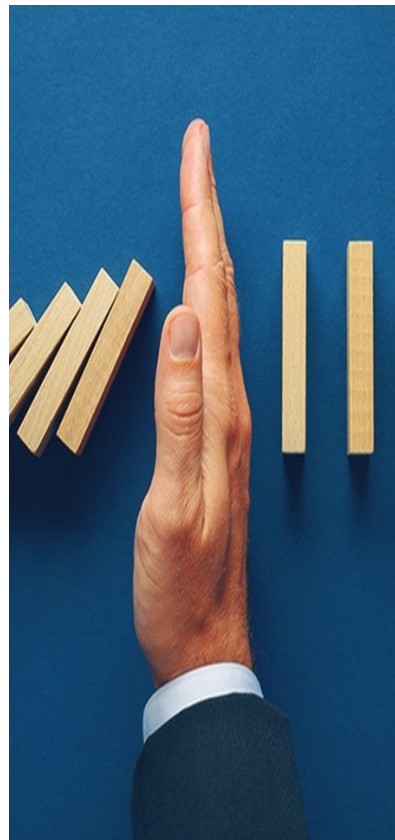
WU
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Complexity



Ambiguity



BANA

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Brittle



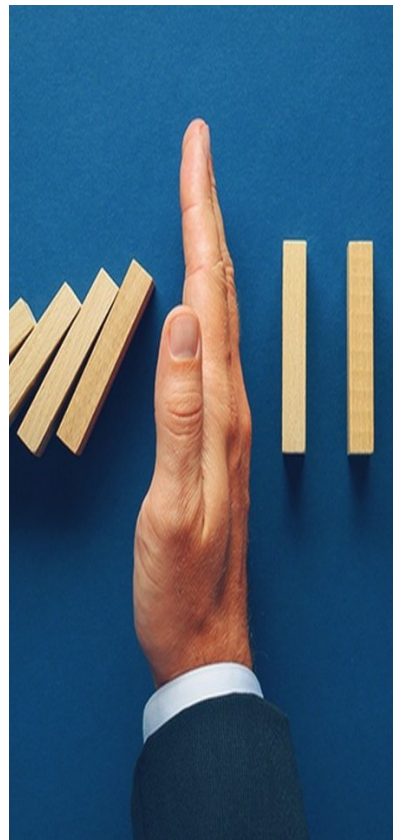
Anxious



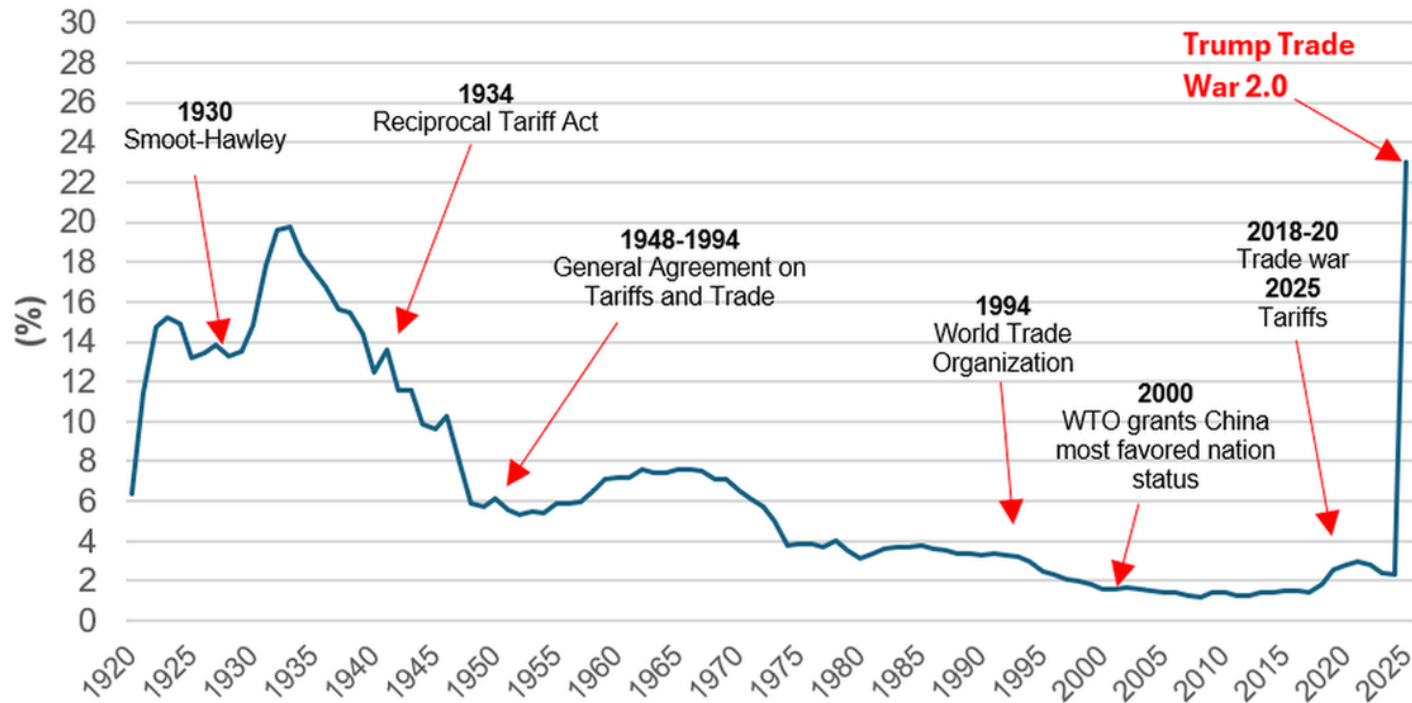
Nonlinear



Ambiguity



U.S. effective tariff rates



Source: Bloomberg; RSM US LLP

B A N A

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Brittle



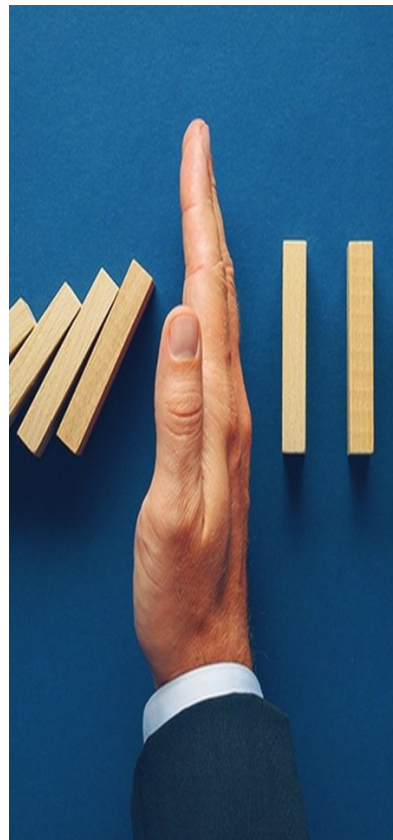
Anxious



Nonlinear



Ambiguity



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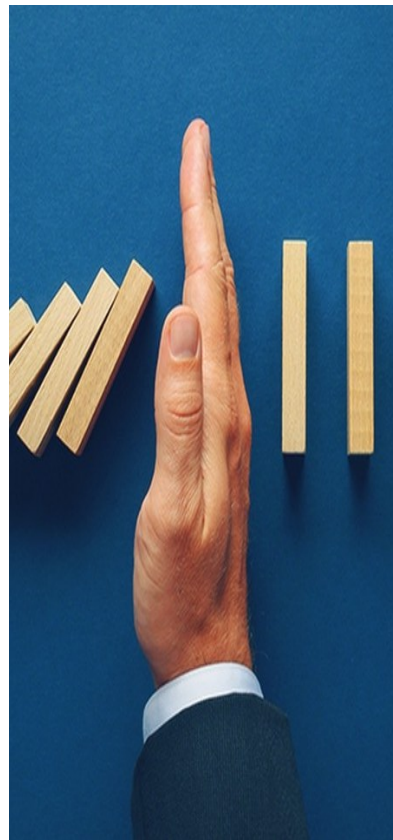
Anxious

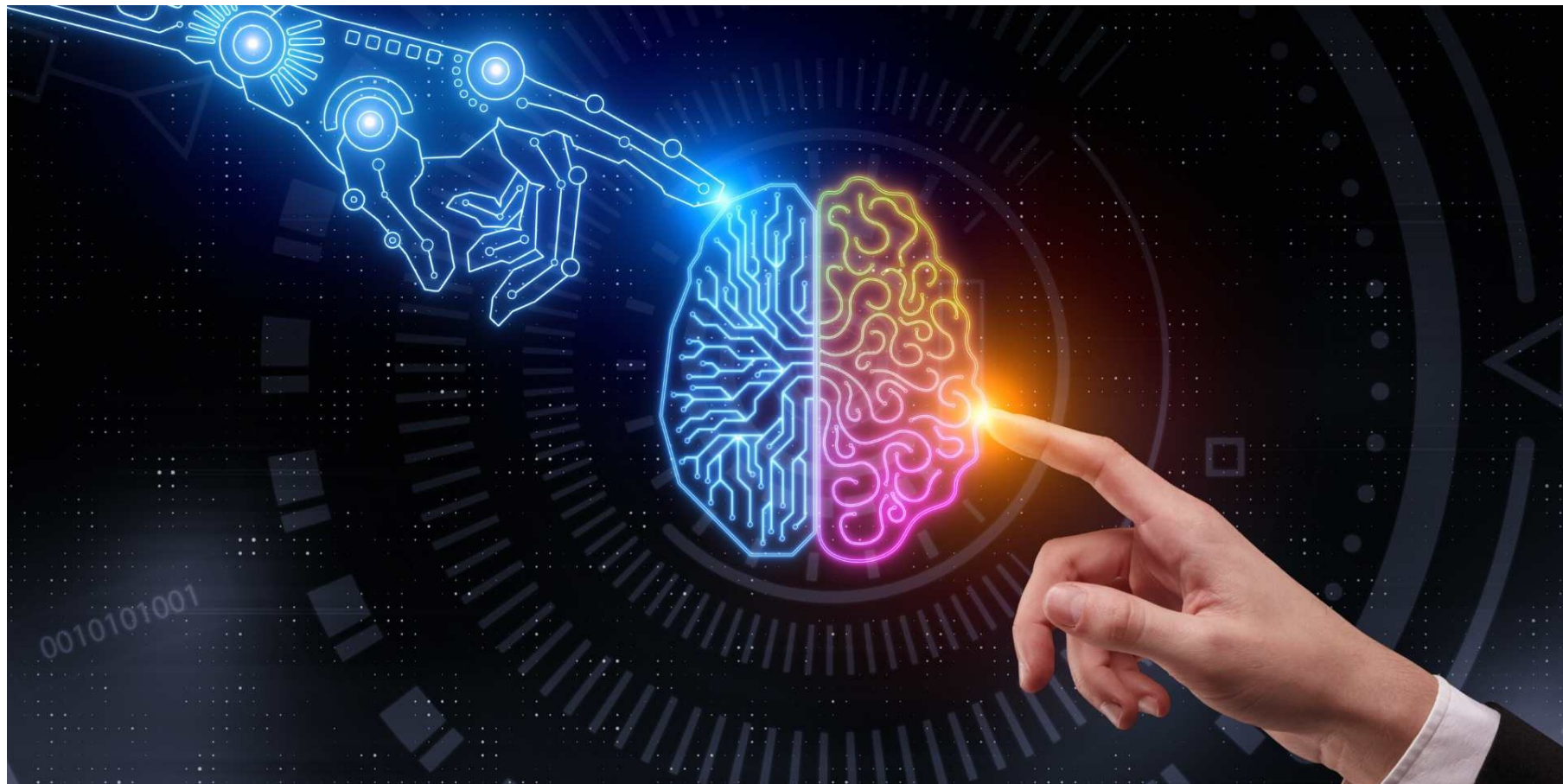


Nonlinear



Incomprehensible







Diversity



Dynamics





**Operational
Resilience,
the phoenix of
Business
Continuity?**

Continuity? Resilience?

Business Continuity means recovering what already exists (same tools, methods, etc.).

Operational resilience can involve bouncing back using different tools, processes and objectives. What about organisational resilience?



Retrospective, Perspective, Prospective



Retrospective, Perspective, Prospective

Black Swans



**Unpredictable,
high impact, and
rare events.**

Grey Swans



**Known
unknowns that
are somewhat
predictable.**

White Swans

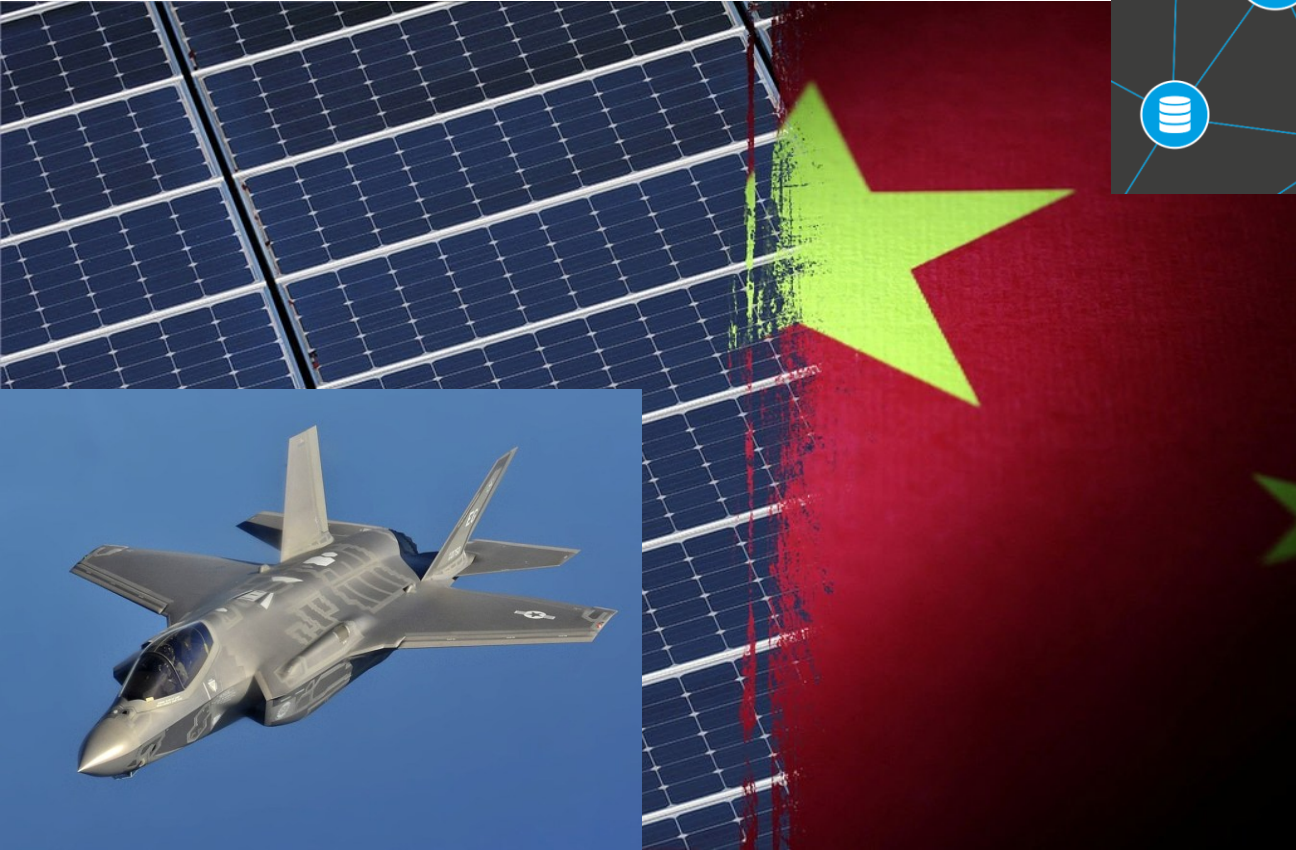


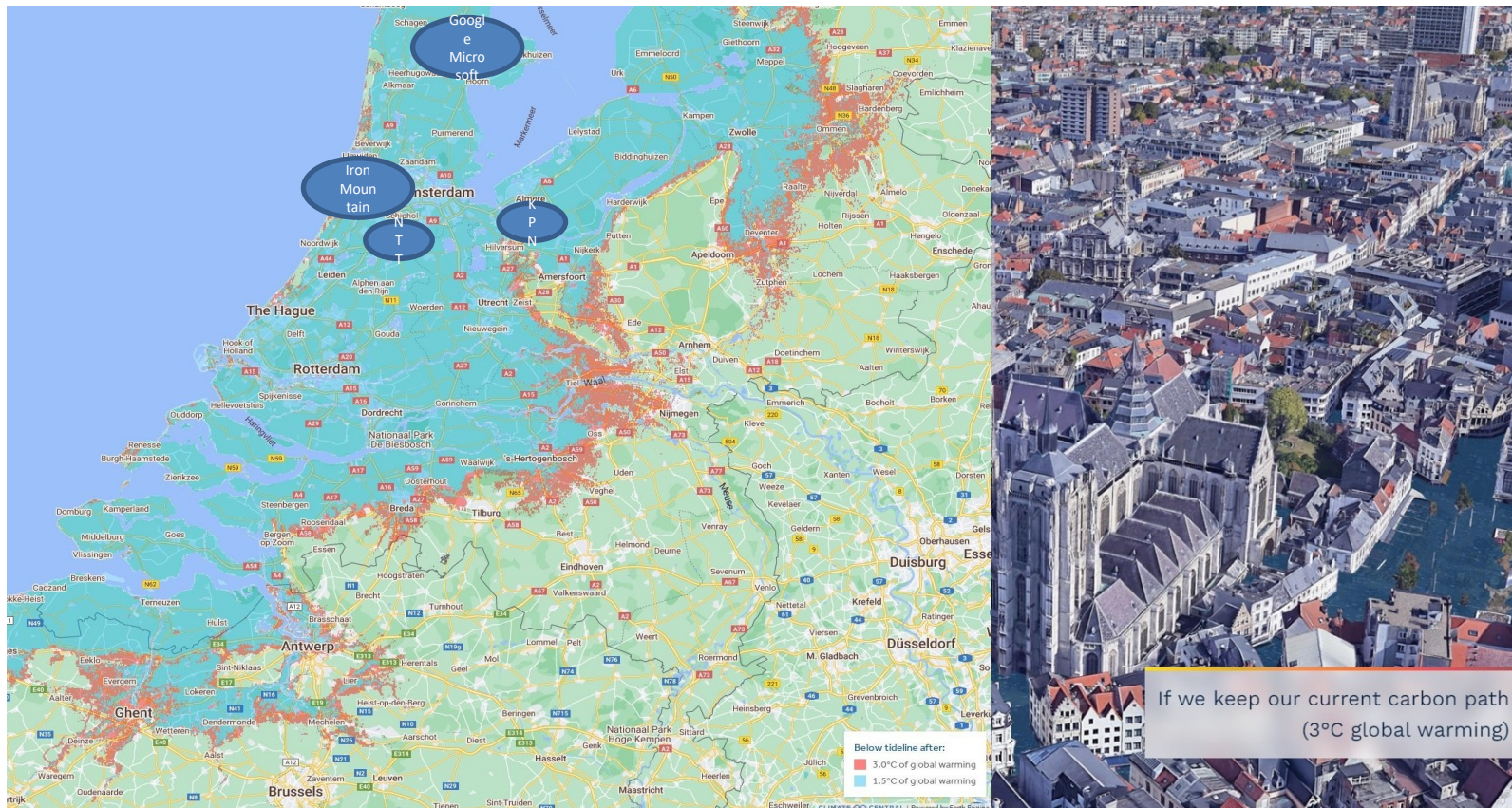
**Routine events
with predictable
outcomes.**

Retrospective, Perspective, Prospective



Sovereignty





Retrospective, Perspective, Prospective





Regulations & certifications ?

- Digital Operational Resilience Act (DORA)
- Network and Information Systems – 2 (NIS-2)
- Critical Enterprise Resilience (CER)
- Cyber-Resilience Act (CRA)
- AI Act

- CLOUD Act

- Corporate Sustainability (CSRD, CS3D, Omnibus, ...)

- ISO-xxxxx, ...

- LEZ, Green deal, NATO, ...



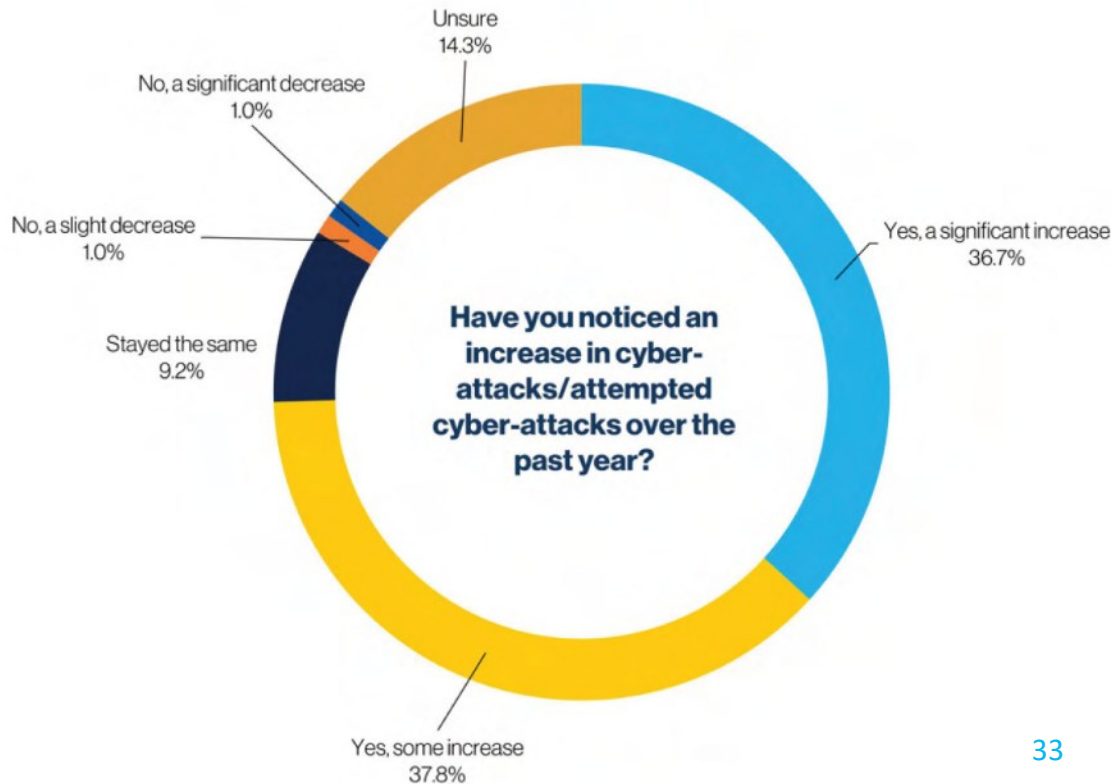
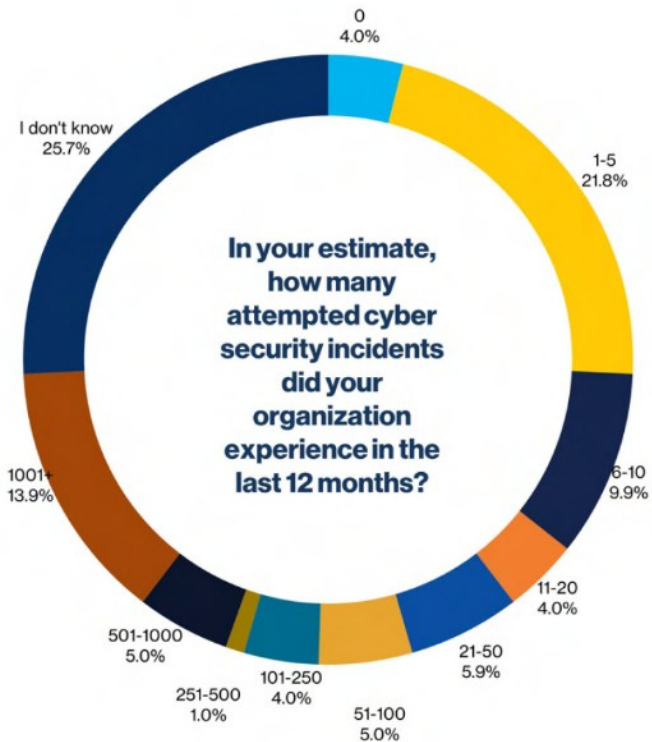


SUSTAINABLE DEVELOPMENT GOALS



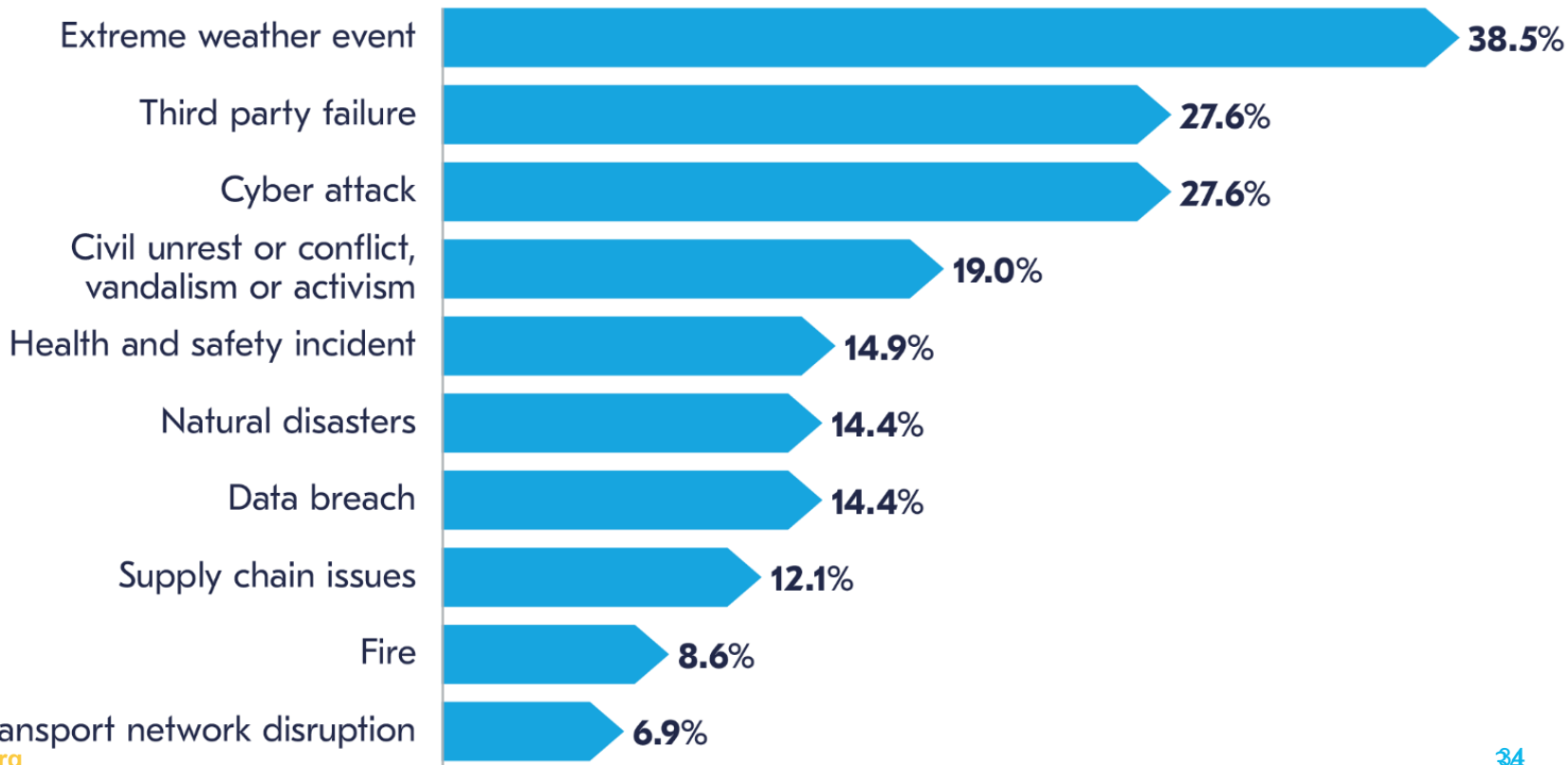
Continuous learning

BCI Cyber-resilience report 2024



Continuous learning

BCI Crisis Management Report 2024





Survivor Bias

https://en.wikipedia.org/wiki/Survivorship_bias

