



RISK AWARENESS WEEK 2021

Join The Global Initiative To Promote Risk Based Decision Making

RED IS THE NEW GREEN

How thinking different helps risk management to adapt to tomorrow's challenges.

**A WORKSHOP BY ANDRE DAUS
RED TEAM LEADER, RED TEAM THINKING**

About this workshop

In traditional risk management, you make decisions based on knowledge from the past. Presently, you process and react by looking into the future. You might call your approach logical if it aligns with your goals. But rational thinking is only part of the story; it never tells you how to get to your destination. You need to look at the big picture to get better results and have more fun doing what you love. You need to think differently.

We associate the term "risk management" with concerns about financial problems in retirement. But advances in technology now allow us to manage risk on a much larger scale. It's no longer just a matter of planning - managing potential disasters in advance. It's also about responding quickly and effectively in an emergency, whether a pandemic outbreak or torrential rains.

Today, there are more ways than ever to make good decisions. Yet people are making bad decisions more and more often. That is usually due to either flawed thinking or a lack of information. The old mantra "know your business" no longer applies. We live in a world with so many choices today. It's overwhelming even for seasoned decision-makers. The good news is that this new awareness gives us the tools to make better decisions. We can learn to think differently about our environment and the risks associated with it.

To protect the environment in a way that will benefit future generations, it is time we adopt a different mindset.

Climate change can seem like the biggest and most crucial problem of our time. Yet little has changed in the way we manage risk. We have not reduced our consumption of fossil fuels or our dependence on the laws of nature. Yet, the dangers of climate change have grown immeasurably. It is time to think differently about how we adapt to changes in weather and climate. And also how we can measure and manage them to effectively reduce the risk of irreversible damage to our ecosystem and civilization.

So how is it that we know what to pay attention to but fail to do so? More and more, the human factor is missing.

The last five years have taught us that the environment is more critical than ever. The rhetoric of "climate change" has entered our political discourse. While its science is not fully understood, pressing issues like climate change need bold and concrete action.

If we want to evolve as a species, we need to think differently. Put yourself in the shoes of a 10-year-old child. How would you know which color is best in terms of play technology? Or which toy is most likely to help you get a good grade in school? Do you think the same way adults do? Do you rely on the opinions of experts?

In this presentation, we will address this very discrepancy and introduce new approaches.

FOOD FOR THOUGHT

“ONE THING A PERSON CANNOT DO, NO MATTER HOW RIGOROUS HIS ANALYSIS OR HEROIC HIS IMAGINATION, IS TO DRAW UP A LIST OF THINGS THAT WOULD NEVER OCCUR TO HIM.

THOMAS SCHELLING

Nobel Prize-winning economist



Schelling explains why, when thinking about questions of strategy, it is helpful to play through games that represent actual scenarios. Because in playing such games and then talking about them afterward, you discover issues that you would not previously have considered - like the reasons why another player might either trust or mistrust statements you made.

In other words, it is better to work on strategies in a group of people instead of doing it alone.

WHY DO WE NEED DIFFERENT THINKING?

**“IT IS HARD FOR US, WITHOUT
BEING FLIPPANT, TO EVEN SEE A
SCENARIO WITHIN ANY KIND OF
REALM OF REASON THAT WOULD
SEE US LOSING ONE DOLLAR IN
ANY OF THOSE TRANSACTIONS.**

JOSEPH CASSANO
AIG Executive, 2007



Obviously, banks could not see the whole picture to verify the downside of those products because they did not examine the Product/Problem from all possible perspectives.

That is what we call today a black swan. These are events so improbable that they are hardly thought possible.

In our VUCA world, we need different thinking more than ever.

THINKING OUTSIDE THE BOX?

“YOU CANNOT CREATE SOMETHING NEW WHEN DOING THE SAME THINGS OVER AND OVER AGAIN. THEY WILL BRING YOU PRECISELY THE SAME RESULTS AS IN THE PAST.”

ANDRÉ DAUS
Red Team Leader



Thinking outside the box is not sufficient. If you want to understand the problems you are facing, you need to examine the box itself.

The best way to do so is to slow down first to speed up. Thinking about a problem or situation is the most challenging part and takes most of your efforts. After that is cleared, the solution is almost apparent.

Just to "know your business" is not enough. You need to keep up with the challenges you face. So you better be prepared.

HOW TO GET PREPARED

**“IF EVERYONE IS THINKING ALIKE,
THEN SOMEBODY ISN'T
THINKING AT ALL.”**

GEORGE S. PATTON
General, US Army



The best way to get prepared for the challenges ahead is to think. Beware of all your teammates thinking in the same way.

You want to enable a diversity of thought by having as many different views as people in your meeting. To ensure that not the most liked but the best idea wins, you need critical thinking as a unique capability.

Red Team Thinking allows leaders to make better decisions faster by enabling applied critical thinking as a core capability.

TOOLS FOR YOUR NEXT MEETING

Nobody speaks twice until everybody speaks once

That is an easy liberating structure tool. It ensures that everyone in a meeting has a voice and gets heard. It helps to give introverted people the same opportunities as extroverts.

Second, it helps to prevent people from sharing all of their thoughts at once while others still think about if they should come up with their idea at all.

Make this the first rule in your next meeting and moderate accordingly. It will engage the unusual suspects, and the results will be immediate.

TOOLS FOR YOUR NEXT MEETING

Think. Write. Share.

The technique works like this: Start by asking the participants to think about a problem or topic, then write down their thoughts and share them with the group.

Lined five by eight index cards work well for this.

This sequence is important because too often, people working together in groups are in a rush to share their ideas to show their expertise.

You are looking for the fully considered ideas, not the quickest.

It works best if you give people a short amount of time for silent reflection at the beginning to consider their responses before sharing them with the group.

Writing down the ideas helps people to own their answers when sharing them, too.

In addition, you can also do this as an anonymous exercise.

IF YOU WANT TO GO EVEN DEEPER

Red Team Thinking also offers different pieces of training for critical thinking and better decision-making.

Foundation Training

The RTT Boot Camp™ provides our foundation training and can be supplied as a self-directed online module or a live interactive session. Both options take around 3 hours to complete.

Core Training

Our follow-on live core training program provides the tools required to provide the full capability required, which gains formal RTT Certification™. Each tool is delivered in a 3-hour session, except Devil's Troika, which is a double session. These can be delivered as individual sessions, consecutively or over an agreed period.

Advanced Training

Our advanced training provides additional tools and techniques along with how to conduct formal red teaming analysis, how to structure formal red teaming exercises, how to share the results with senior leaders, and how to incorporate Red Team Thinking into your organization's broader strategic planning process.

IF YOU WANT TO GO EVEN DEEPER

Core Training Details

Assumptions Challenge™

All plans are based on assumptions, and they have to be. But an assumption is a fact not yet proven, assumed to be true. When we assess the assumptions in most plans, and there are many, we often discover they are often nothing more than wishful thinking, which, left unchallenged, can cause failure to downrange. This tool helps you identify the stated and unstated assumptions in your plans and provide recommendations to prevent them from becoming problems.

Influencer Engineering™

Understand who all the players are and how to win them over to your side. This is a valuable tool for identifying the different internal and external stakeholders who can contribute to the success or failure of a plan. By plotting their level of support or opposition against their level of influence, you can identify which ones to target to increase their support or blunt their opposition to ensure your strategy has the greatest chance of success.

Four Ways of Seeing

A simple but remarkably revealing tool that can yield valuable insights into how competitors, customers, and other vital influencers view your company, your industry, and one another. Best used in conjunction with *Influencer Engineering™*. Planners can also use it to formulate strategies that address the challenges and opportunities presented by these key influencers. Finally, *Four Ways of Seeing* can be used after a plan has been formulated to ensure it considers all stakeholders' sensitivities and expectations.

IF YOU WANT TO GO EVEN DEEPER

Core Training Details

Swan Dive™

This tool helps you understand the threats and opportunities that lie ahead. A powerful tool designed to explore the consequences of events that might not occur but that would have a significant impact on your strategy or plan if they did. It is a structured brainstorming technique designed to expose both the threats and opportunities that could be created by such disruptions and opportunities that your organization might have to steer events in the desired direction. At the same time, Swan Dive™ is designed to identify signs to watch for that suggest that the event is likely to occur so that you and your team can respond proactively and deliberately disrupt yourselves rather than risk being disrupted.

PreMortem Analysis

Learn how to uncover the pathways that lead to failure so that you can avoid them. This powerful tool is designed to help you understand how your plans can fail to ensure that they don't. Originally developed by our colleague Dr. Gary Klein, we've expanded on his original method to help identify the individual steps that can lead a strategy to fail to create specific mitigating actions to prevent those failures from occurring. At the same time, the RTT method highlights signposts of change to watch for that would indicate your plan is not headed in the desired direction so that you can correct your course – before it's too late.

IF YOU WANT TO GO EVEN DEEPER

Core Training Details

Alternative Futures Analysis

This is a valuable technique designed to reveal the different ways a strategy could unfold, allowing your organization to plan for the worst even as it prepares for the best. It is also designed to help planners identify and understand the levers their organization can pull to increase the odds that their strategy will succeed. This method is beneficial in situations that are highly complex or shrouded by a high degree of uncertainty.

Devil's Troika™

You have ever wondered how to play the devil's advocate? This tool will show you how to make contrarian thinking part of your planning process, taking your plan through 3 rounds of scrutiny to make it even more robust and resilient and increase its chances of success. Given the complexity of this tool, this is a double session.

Advanced Training Details

Tailored to meet your requirements, but specific tools and techniques include:

- **Lies We Tell Ourselves™**
- **The Enemy Within™**
- **Five Whys**
- **Being Your Own Worst Enemy**
- **Formal Outbriefing.**

ABOUT RED TEAM THINKING

Our world has changed. It has become more volatile, more uncertain, more complex, and more ambiguous. Every day brings new challenges and new opportunities. If you are going to succeed in this brave new world, you're going to have to think your way through it – you and your team, together. Never has true diversity and inclusion is so critical – Red Team Thinking can help. Through intensive workshops, training and facilitation, we can equip you with the tools and techniques you need to navigate this complexity, create a culture of contrarian thinking, enable psychological safety, and source the wisdom of your people, to develop plans with optionality so that you can move faster while remaining adaptive and resilient against changing circumstances. This simple yet powerful and effective capability was designed for this sort of ambiguity and uncertainty. The red team was created by the military and intelligence agencies to stress-test their strategies, challenge their assumptions, identify unseen threats and highlight missed opportunities. It is based on the latest research into cognitive psychology and the human decision-making process. We are not a consulting firm. We don't provide the answers. Instead, we arm you with the tools you need to find them yourself. So, don't outsource thinking. Use Red Team Thinking to confront comforting lies, embrace hard truths, and make better decisions faster in today's complex world.

UNLEASH THE CRITICAL THINKER WITHIN

Get in touch



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