



BANI



When the world feels fragile and hard to understand

BRITTLE • ANXIOUS • NONLINEAR • INCOMPREHENSIBLE



HOW DO WE UNDERSTAND, DECIDE AND ACT WHEN STABILITY ISN'T ASSURED?

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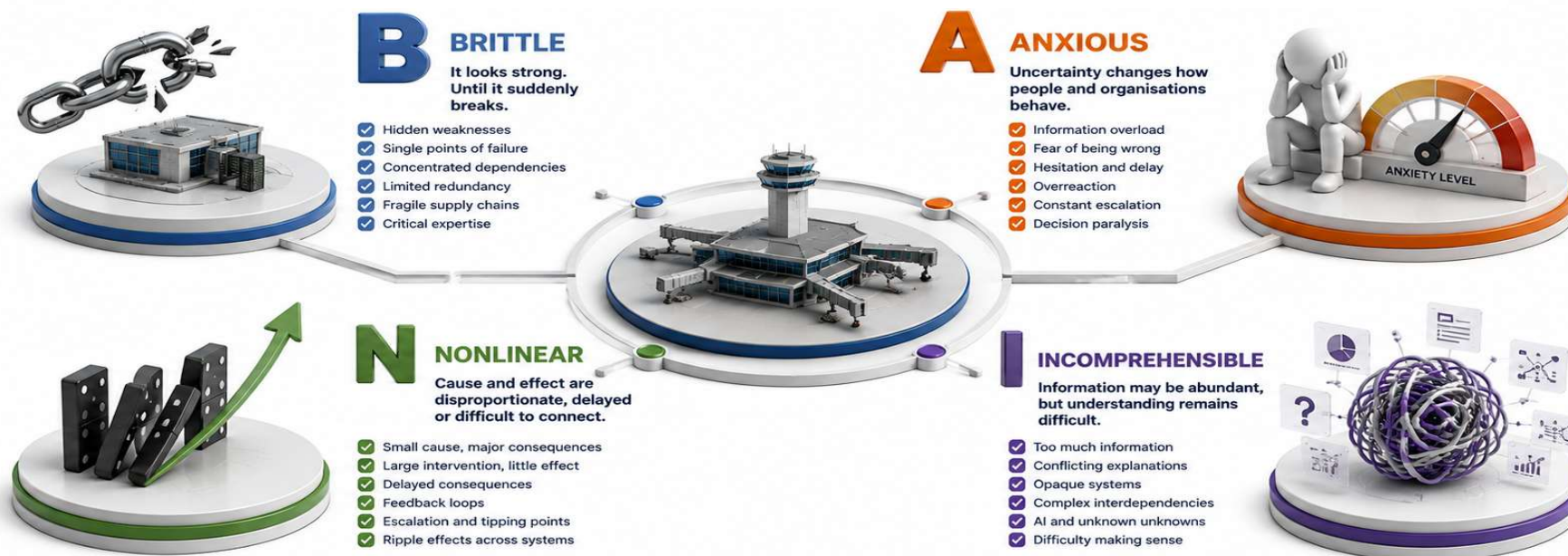


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Not all instability looks the same

Different conditions create different organisational and decision challenges



Understand the conditions helps use ask better questions

For professional discussion and reflection • Illustrative, not prescriptive • BANIM is a thinking framework and should be applied alongside appropriate organisational risk, resilience and decision-making processes.

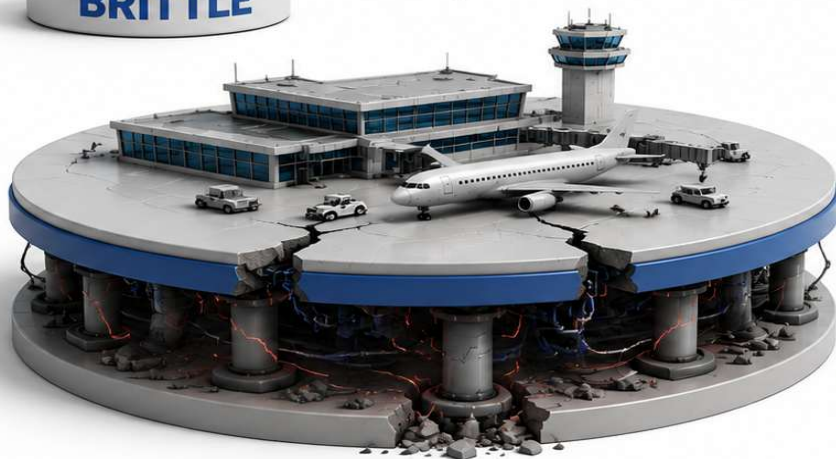
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B – BRITTLE

**It looks strong.
Until it suddenly breaks.**

Brittle systems and organisations can appear stable and robust, yet fail suddenly when stress, disruption or a single weakness occurs.



THE CHALLENGE

Where are you less resilient than you appear to be?

COMMON SIGNS OF BRITTLENESS



SINGLE POINTS OF FAILURE

One system, supplier, site or person whose failure stops everything.



CONCENTRATED DEPENDENCIES

Over-reliance on a few suppliers, routes, technologies or capabilities.



LIMITED REDUNDANCY

No meaningful failover, fallback or alternative when things go wrong.



FRAGILE SUPPLY CHAINS

Complex, extended and just-in-time supply chains with little resilience.



CRITICAL EXPERTISE

Key knowledge or skills held by too few people.



AGEING OR OUTDATED SYSTEMS

Legacy systems or infrastructure close to or beyond their safe limits.



THE RISK

A small trigger can expose hidden fragility and cause sudden, disproportionate failure.

EXAMPLES IN AVIATION & SECURITY



ONE RADAR OUTAGES



ONE SYSTEM FAILURE



ONE SUPPLIER DISRUPTION



ONE AIRPORT CLOSURE



ONE ROUTE UNAVAILABLE



ONE COMMS CHANNEL LOST

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A – ANXIOUS

Uncertainty changes how people and organisations behave.

When people feel uncertain or perceive a lack of control, anxiety influences judgement, behaviour and decisions.



THE CHALLENGE

Is uncertainty affecting the quality of your decisions?

HOW ANXIETY SHOWS UP



INFORMATION OVERLOAD

Too much information, not enough clarity.



FEAR OF BEING WRONG

Leads to risk aversion and hesitation.



HESITATION AND DELAY

Decisions are delayed while seeking more certainty.



OVERREACTION AND ESCALATION

Small issues escalate disproportionately.



CONSTANT ESCALATION

Everything becomes urgent.



DECISION PARALYSIS

No decision feels safe, so none get made.



THE IMPACT

Anxiety reduces agility, increases error, damages trust and weakens performance.

REDUCE ANXIETY, IMPROVE DECISIONS



COMMUNICATE OPENLY

Share what is known, unknown and being done.



CLARIFY PRIORITIES

Focus on what matters most right now.



PROVIDE DIRECTION

Set a clear course to reduce doubt and confusion.



BUILD CONFIDENCE IN DECISIONS

Use data, expertise and scenario thinking to support choices.



SUPPORT YOUR PEOPLE

A calm, informed team makes better decisions.



MONITOR AND ADAPT

Continuously review and adjust as the situation evolves.

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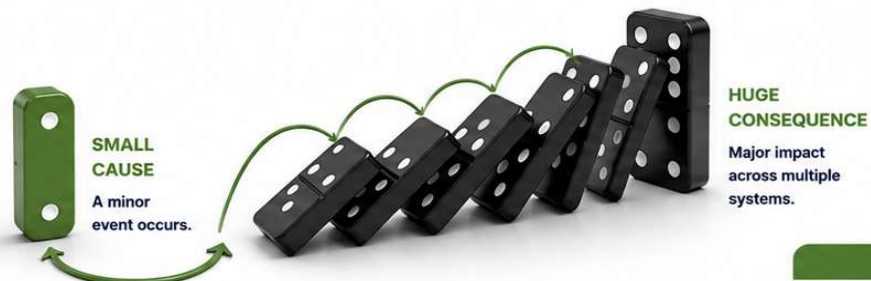
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N – NONLINEAR

Cause and effect are disproportionate, delayed or difficult to connect.

In a nonlinear world, patterns are harder to see and consequences are harder to predict. Small events can trigger big impacts. Big actions may have little effect.



THE CHALLENGE

Are you assuming cause and effect are proportional and immediate?

NONLINEAR PATTERNS WE OFTEN ENCOUNTER

SMALL CAUSE, HUGE CONSEQUENCE



A minor trigger produces disproportionate impact.

LARGE ACTION, LITTLE EFFECT



A major intervention produces minimal or unexpected results.

DELAYED EFFECTS, FUTURE CONSEQUENCES



Actions taken today may have consequences far in the future.



THE IMPACT

Standard assumptions fail. Predictions become unreliable. Systems behave in unexpected ways. Planning and response become more difficult.

EXAMPLES IN AVIATION & SECURITY



MINOR INCIDENT ESCALATES

A single security breach leads to major disruption, scrutiny and reputational damage.



DISPROPORTIONATE OPERATIONAL IMPACT

A small system failure causes widespread delays and cancellations.



RAPID AMPLIFICATION

Information spreads quickly on social media, amplifying impact beyond expectation.



COMPLEX INTERDEPENDENCIES

Disruption in one area creates cascading impacts across multiple systems.



LONG-TERM CONSEQUENCES

Decisions today may shape risk, cost and trust for years to come.

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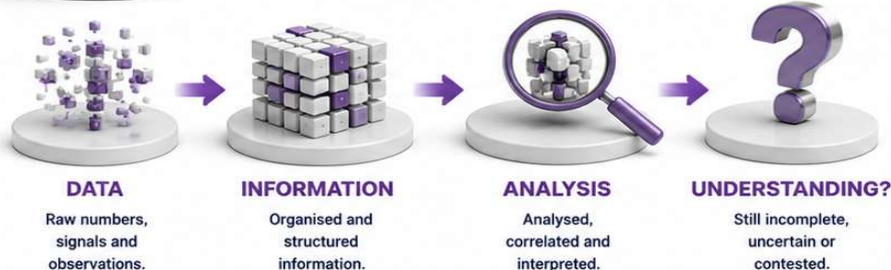
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I – INCOMPREHENSIBLE

Information may be abundant,
but understanding remains difficult.

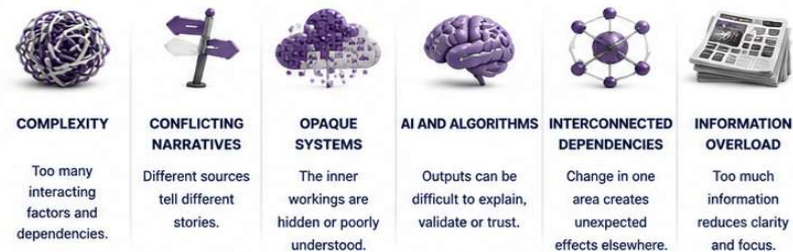
Despite more data, more reports and more intelligence,
the bigger picture stays unclear.
Systems are complex, interdependent and often opaque.



THE CHALLENGE

Do you understand the system,
or just have more information
about it?

WHY THINGS BECOME INCOMPREHENSIBLE



THE IMPACT

Poor understanding leads to flawed assumptions,
weak decisions and unanticipated consequences.
Confidence may be misplaced.

EXAMPLES IN AVIATION & SECURITY



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resilience and decision-making processes.

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One system, four different problems

The same scenario can challenge us in very different ways



SCENARIO: A CYBER INCIDENT DISRUPTS AN AIRPORT OPERATIONS SYSTEM



WHAT THIS MEANS



The event is the same.
The experience is not.



Different characteristics require
different perspectives and responses.



Recognising which BANI
characteristic is present helps
us act more effectively.



Resilience comes from understanding
how systems and people behave
when conditions become difficult.

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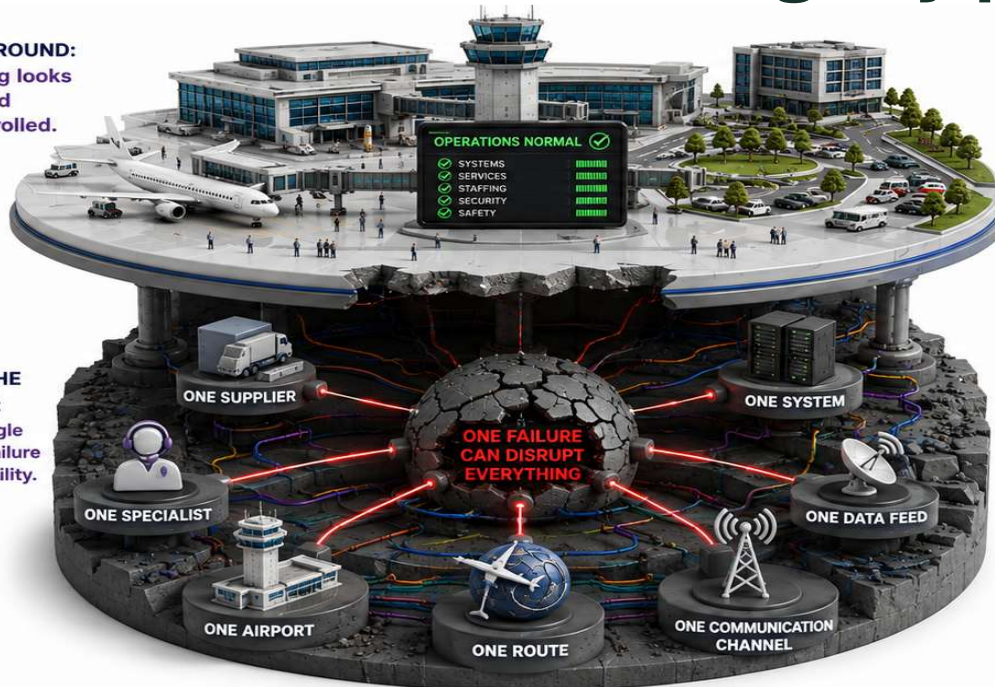


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The hidden fragility problem

ABOVE GROUND:
Everything looks
strong and
well controlled.



**BELOW THE
SURFACE:**
Hidden single
points of failure
create fragility.



**RESILIENCE ISN'T
WHAT WORKS
WHEN EVERYTHING
WORKS.**

It is what remains
when something
doesn't.

LOOK BENEATH THE SURFACE

- Map critical dependencies and single points of failure.
- Test how the system behaves under stress and disruption.
- Build redundancy, diversity and alternative options.
- Invest in people, skills, knowledge and succession.
- Continuously review changing risks and dependencies.

Fragility is hidden. Resilience is deliberate. Visibility is everything

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Building resilience in a BANI world

Capabilities that help organisations adapt,



RESPONDING TO BANI CHALLENGES

B
BRITTLE

- Build strong foundations
- Identify critical dependencies
- Create redundancy
- Stress test systems
- Prepare for failure

A
ANXIOUS

- Communicate clearly
- Provide reassurance
- Empower decisions
- Build confidence
- Support wellbeing

N
NONLINEAR

- Look for weak signals
- Understand interconnections
- Think in scenarios
- Consider second and third order effects
- Avoid assumptions

I
INCOMPREHENSIBLE

- Seek clarity and context
- Break down complexity
- Use multiple perspectives
- Accept limits of knowledge
- Focus on what you can control



KEY MESSAGE

Resilience is not about predicting the future.
It is about being ready for a range of futures.

Prepared people. Adaptive systems. Trusted partnerships.

PRACTICAL ACTIONS



IMPROVE VISIBILITY
Know what is happening,
what is changing and
what is emerging.



THINK AHEAD
Explore scenarios
and plan for
multiple outcomes.



STAY FLEXIBLE
Keep options open
and adapt quickly
as things change.



WORK TOGETHER
Share information,
coordinate actions
and build trust.



CHALLENGE ASSUMPTIONS
Question the obvious.
Test ideas and
seek diverse views.



INVEST AND DEVELOP
Build skills, capability
and future-ready
organisations.



LEARN AND IMPROVE
Review, reflect
and continuously
get better.

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The BANI resilience toolbox

Practical approaches for a complex unpredictable and interconnected world



TOOLS FOR EACH BANI CHALLENGE



The BANI resilience toolbox? Which tools are most need in your organisations?

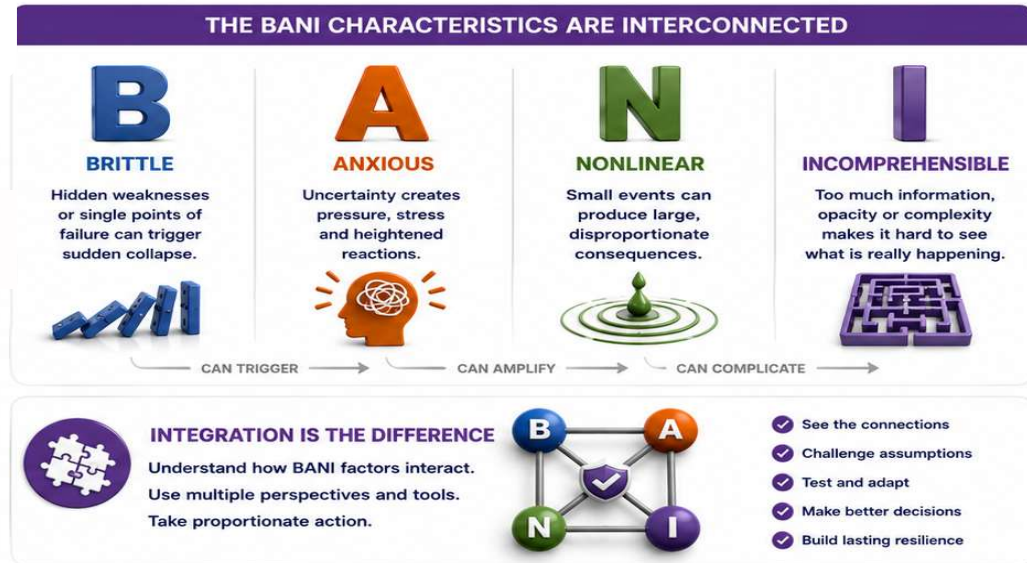
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Not all instability looks the same

Different character.
One integrated approach



Are you looking at the whole picture? Are your tools and teams connected?

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From understanding to action

Apply BANI insight to build resilient systems and make better decisions



How will you turn BANI understanding into action in your organisation?

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From data to decision

Turing information onto insight, action and learning



Turn data into trusted insight, aligned decisions and strong resilience

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Who governs the data

Effective governance ensures the right information to the right people, for the right purpose, at the right time



Are your data governance arrangement clear, consistent and effective across safety, quality and security

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