

RUPT

NAVIGATING A DISRUPTED ENVIRONMENT

RAPID • UNPREDICTABLE • PARADOXICAL • TANGLED



RAPID

CHANGE CAN HAPPEN QUICKLY



UNPREDICTABLE
OUTCOMES ARE UNCERTAIN



PARADOXICAL

CONTRADICTIONARY DEMANDS CAN EXIST



TANGLED

MANY INTERCONNECTED FACTORS

Not all disruption looks the same

RUPT helps us understand four characteristics that can be present at the same time



R – Rapid

Change can arrive quickly and multiple changes can overlap



U – Unpredictable

Unexpected developments can challenge assumptions and forecasts



P – Paradoxical

Apparently contradictory demands can exist at the same time



T – Tangled

Events, systems and consequences are interconnected and can have wider effects



One event, four different challenges

The same situation can involve rapid, unpredictable, paradoxical and tangled characteristics.



The paradox problem

Some decisions involve competing demands, where there is no single right answer

Safety vs operations

Increased safety measures can cause delays and disruption.



Speed vs accuracy

Fast decisions are needed, but incomplete information can lead to mistakes.



Security vs openness

Greater security can reduce convenience and the flow of people and goods.



Short term vs long term

Immediate solutions can create future risks or unintended consequences.



Cascading consequences

An initial incident can quickly lead to wider and longer-lasting impacts



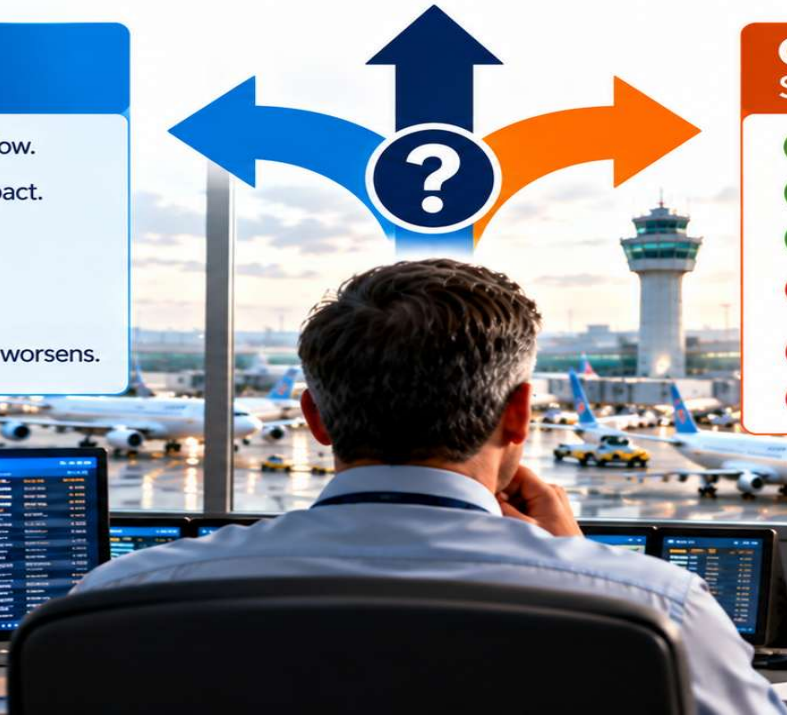
Making difficult decisions

There are often trade-offs, with benefits and risks in each option

Option A

Keep operations running

- ✓ Maintains passenger and cargo flow.
- ✓ Reduces immediate financial impact.
- ! Higher safety and security risk.
- ! Potential for greater long term consequences.
- ! May be criticised if the situation worsens.



Option B

Suspend or restrict operations

- ✓ Reduces immediate risk to people.
- ✓ Allows more time to gather information.
- ✓ Demonstrates a precautionary approach.
- ! Significant disruption to passengers and cargo.
- ! Financial and reputational impact.
- ! May affect wider network and partners.

Using RUPT in decision-making

Considering all four elements helps develop more complete and resilient decisions



A practical checklist for better decisions

Use RUPT as a quick guide to test your thinking before making a decision



R - RAPID
Do I need to make a decision quickly?



U - UNPREDICTABLE
What could change and how might it affect my decision?



P - PARADOXICAL
What are the competing demands and trade-offs?



T - TANGLED
What wider connections and dependencies might this decision create or affect?

DECISION CHECKLIST

- ☒ Have I considered the need for speed?
- ☒ Have I considered what could be unpredictable?
- ☒ Have I identified and balanced any competing demands?
- ☒ Have I considered the wider connections and consequences?
- ☒ Do I have enough good quality information to decide?
- ☒ Have I reviewed and challenged my assumptions?
- ☒ Is the decision proportionate, practical and resilient?

From understanding to action

RUPT helps you see the bigger picture, so you can make more informed and resilient decisions



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

Key takeaways and next steps

RUPT provides a simple way to explore disruption, complexity and decision-making



- Recognise complexity**
Use RUPT to look beyond the obvious.
 - Challenge assumptions**
Consider what might change or be missing.
 - Balance competing demands**
Look for trade-offs and wider impacts.
 - Explore connections**
Think about the wider system and dependencies.
 - Make more resilient decisions**
Use RUPT as a practical guide.
- Think RUPT.**
Ask better questions.