

VUCA, TUNA, BANI or RUPT?

Four lenses. Different emphasis.





Four lenses. Different emphasis

Each framework helps us examine a challenging environment from a different perspective





The VUCA lens

Explore volatility, uncertainty, complexity and ambiguity

A lens for examining the conditions surrounding change and complexity.



Volatility

Conditions can change quickly and without warning.



Uncertainty

It can be difficult to predict what will happen next.



Complexity

Many interdependent factors can influence outcomes.



Ambiguity

Information can be unclear, incomplete or open to multiple interpretations.



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The TUNA lens

Explore turbulence, uncertainty, novelty and ambiguity

A lens for examining the nature of the environment and what may be unfamiliar.



T

Turbulence

Conditions can be unstable and subject to sudden change.



U

Uncertainty

It can be difficult to predict what will happen next.



N

Novelty

New, unfamiliar or unexpected events can emerge.



A

Ambiguity

Information may be unclear, incomplete or open to multiple interpretations.



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The BANI lens

Explore brittleness, anxiety, nonlinearity and incomprehensibility

A lens for examining fragility, human response and difficult-to-understand systems.



B

Brittleness

Systems can be fragile and vulnerable to unexpected shocks.



A

Anxiety

Uncertainty and constant change can increase pressure and stress on people.



N

Nonlinearity

Small changes can lead to disproportionate and unexpected consequences.



I

Incomprehensibility

The environment can be difficult to understand, with incomplete or confusing information.





The RUPT lens

Explore rapid, unpredictable, paradoxical and tangled conditions

A lens for examining disruption, competing demands and interconnected change.



R

Rapid

Events can develop quickly, leaving limited time to respond.



U

Unpredictable

Events may not follow expected patterns and can be difficult to anticipate.



P

Paradoxical

Conflicting demands or opposing pressures can exist at the same time.



T

Tangled

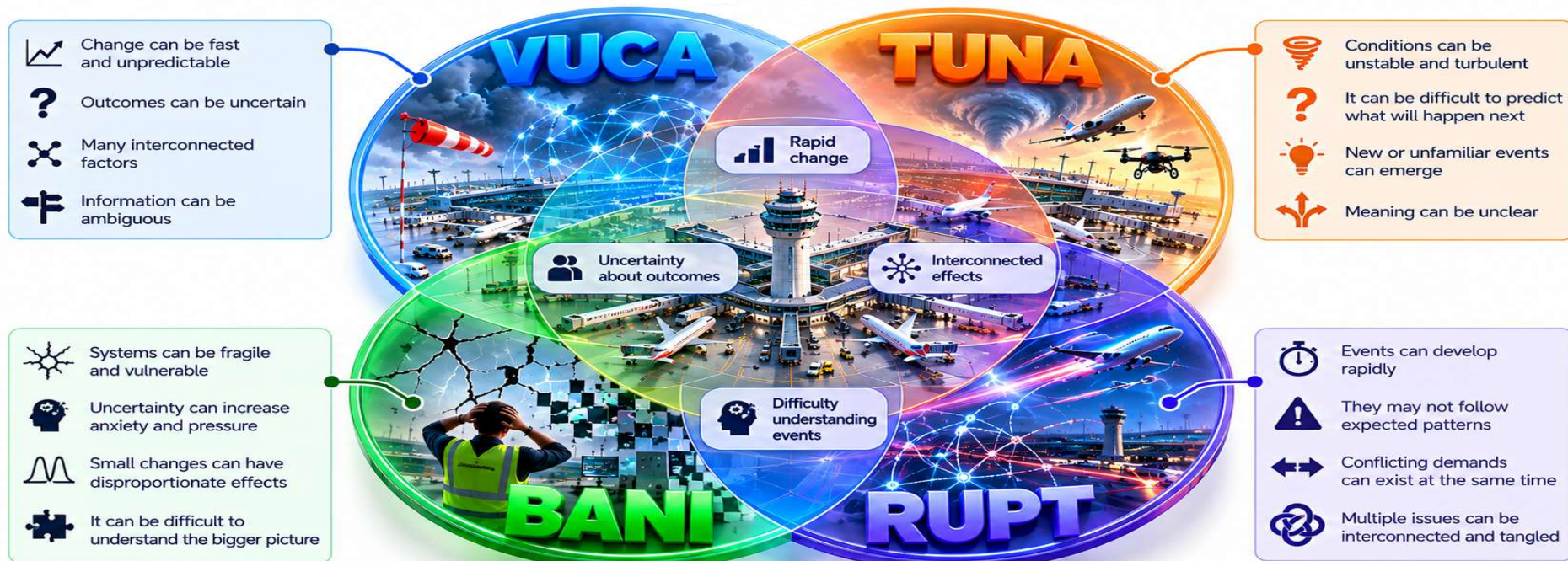
Multiple issues can be interconnected, with ripple effects across systems, people and organisations.





Where the lenses overlap

Different terminology can point towards related characteristics



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Similar does not mean identical

Related concepts can direct attention towards different questions



Focus	The nature of change and complexity	The character of the environment	The fragility of systems and human response	The dynamics of disruption and interconnection
Key characteristics	Volatility, uncertainty, complexity, ambiguity	Turbulence, uncertainty, novelty, ambiguity	Brittleness, anxiety, nonlinearity, incomprehensibility	Rapid, unpredictable, paradoxical, tangled
Typical questions	What might happen and what does it mean?	What is changing and what is unfamiliar?	How might this affect people and systems, and what could the wider impacts be?	How quickly might it develop and how are different factors connected?
Example in aviation	Rapid changes to routes, regulations and threats	New drone activity, unusual threats, rapidly changing weather	Disruption to key systems, workforce stress, cascading impacts	Simultaneous cyber, operational and geopolitical events
Useful for	Understanding the overall operating environment	Exploring emerging and unfamiliar conditions	Assessing vulnerability and potential wider consequences	Preparing for fast moving, complex and interconnected disruptions

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One scenario. Four lenses

The same situation can reveal different characteristics through each lens



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Applying the lenses in practice

Examples of how each lens can help you analyse real situations

 VUCA Complex and changing environments 	 TUNA Unstable and unfamiliar conditions 	 BANI Fragile and difficult to understand 	 RUPT Rapid, paradoxical and tangled conditions 
 Example use Rapid airspace changes due to conflict or new regulations affecting routes.	 Example use Severe weather develops rapidly around offshore operations.	 Example use A major IT outage disrupts check-in, baggage systems and communications.	 Example use A geopolitical event leads to airspace closures, cyber threats and supply chain disruption.
 Key questions • What might happen? • How quickly could it change? • What information is uncertain or incomplete?	 Key questions • How stable is the situation? • What is new or unfamiliar? • What could make it more turbulent or unpredictable?	 Key questions • Which systems are most fragile? • Why is this difficult to understand? • What are the wider impacts on people and operations?	 Key questions • What competing demands exist? • How are different issues connected? • What could happen at the same time?

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Bringing the lenses together

Using multiple lenses can provide a broader understanding of the situation

VUCA

Helps identify complexity and change.



TUNA

Highlights turbulence and uncertainty.



BANI

Focuses on fragility and system impacts.



RUPT

Explores speed, paradox and interconnection.



Broader perspective

Combines different characteristics to see the bigger picture.



Better analysis

Identifies more risks, opportunities and interdependencies.



Improved decisions

Supports more informed and resilient decision-making.



Greater preparedness

Helps anticipate, adapt and plan for a range of possible outcomes.





Benefits of combining the lenses

Using different lenses can provide a more complete and practical view



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A simple four-lens analysis process

A step-by-step approach to bring the lenses together in a real situation



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Key takeaways and next steps

Different lenses can broaden understanding, support decisions and strengthen preparedness

VUCA

TUNA

BANI

RUPT

Key points to remember

- Different perspectives**
Each lens highlights different aspects of uncertainty and change.
- More complete understanding**
Using all four lenses together provides a clearer and more practical view.
- Better decisions**
Helps identify a wider range of risks, opportunities and interdependencies.
- Greater preparedness**
Supports more informed, adaptable and resilient strategies and responses.

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