

VUCA OR TUNA?

TWO LENSES. DIFFERENT EMPHASIS.
WHICH ONE HELPS YOU UNDERSTAND THE ENVIRONMENT?



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Two lenses. Different emphasis

Both help us diagnose challenging operating environments



Neither is automatically better. Use the lens that reveals what matters

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The VUCA lens

Four features that can make the environment difficult to understand



VUCA helps identify what is making the situation hard to navigate

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The TUNA lens

Four features that can make the environment difficult to understand

T T TURBULENCE
INTERACTING
DISRUPTIONS AND
INSTABILITY



U U UNCERTAINTY
INSUFFICIENT
KNOWLEDGE ABOUT
WHAT MAY HAPPEN



N N NOVELTY
UNFAMILIAR SITUATIONS
WITH LITTLE PRECEDENT



A A AMBIGUITY
CIRCUMSTANCES OPEN
TO DIFFERENT
INTERPRETATIONS



TUNA helps identify when disruption and novelty limit the value of precedent

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Volatility vs Turbulence

Both describe instability but they focus on different features



The variables change quickly

Several forces disrepute the system

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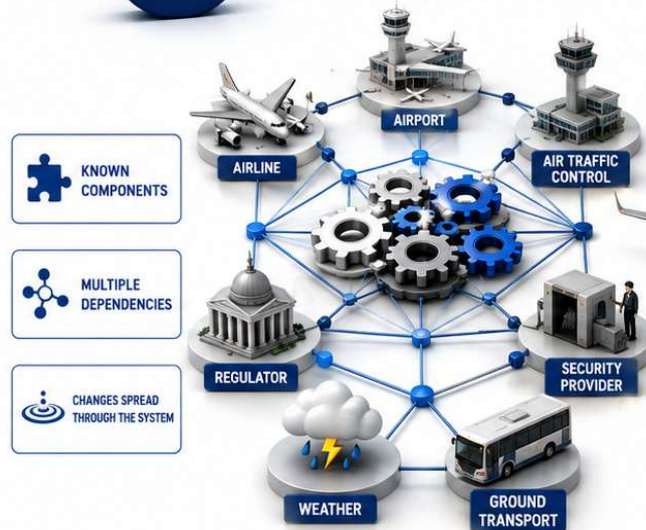
Complexity vs Novelty

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A crowded system is not the same as an unfamiliar situation

COMPLEXITY

MANY INTERCONNECTED FACTORS



The parts may be familiar.
Their interactions are difficult



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NOVELTY

AN UNFAMILIAR SITUATION
WITH LITTLE PRECEDENT

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Complexity asks:
How do they parts
interact?

Novelty asks:
What if this is new?



The situation may require new
assumptions or methods

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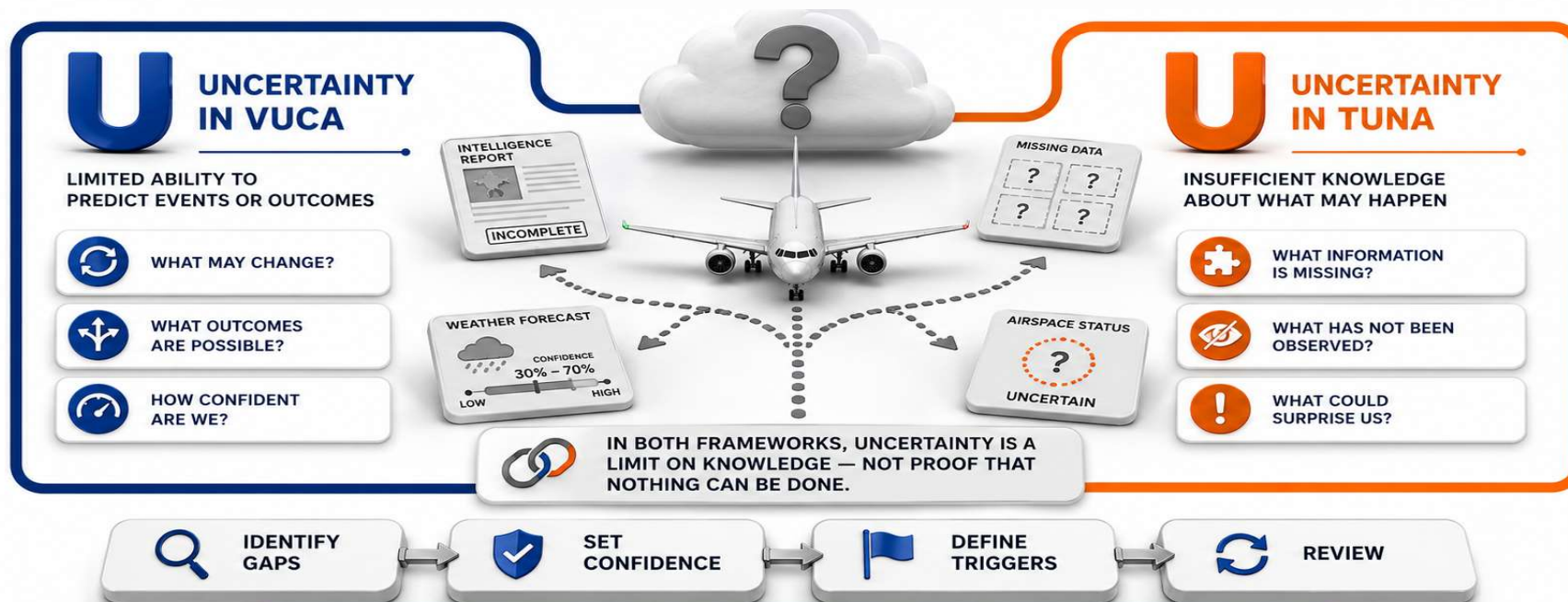


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What they share: Uncertainty

The future cannot be known with complete confidence



Uncertainty should shape the decision, not prevent it

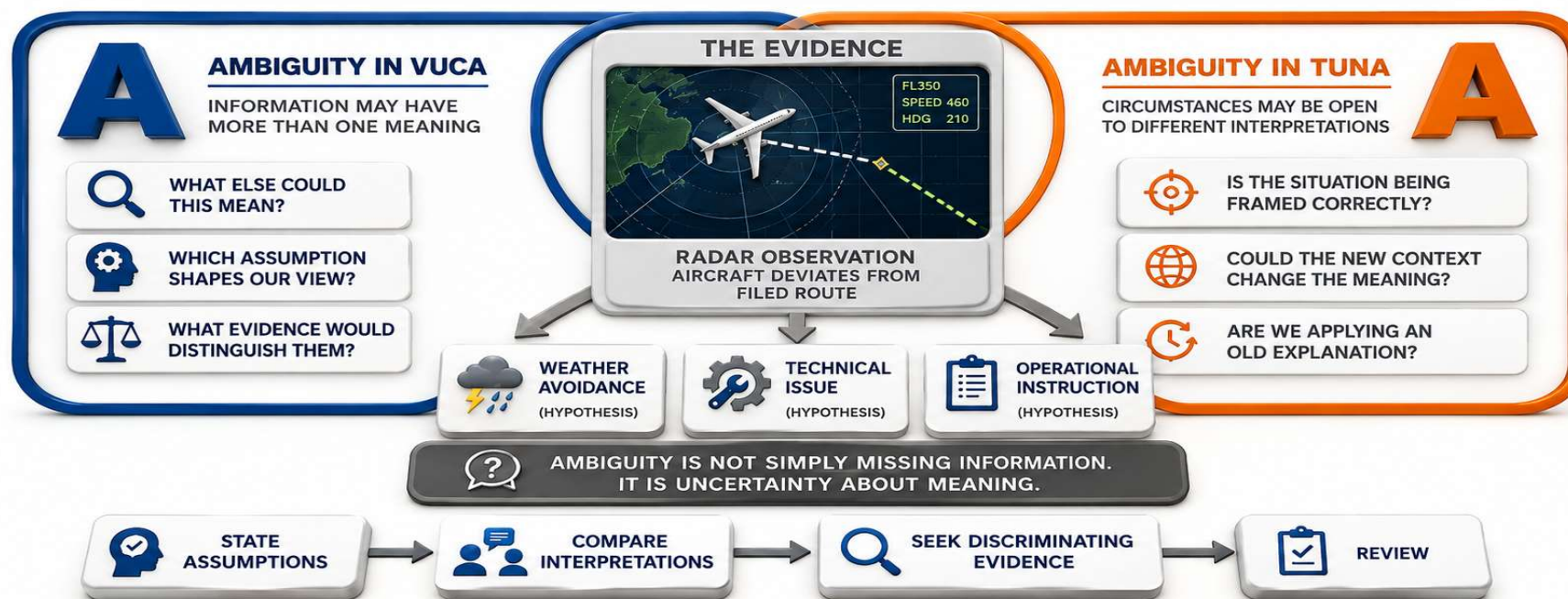
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What they share: Ambiguity

The same information can support different interpretations



Do not confuse the first plausible explanation with the only explanation

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One scenario. Two lenses

Unauthorised drone activities near an airport



REPEATED
SIGHTING REPORTS



FLIGHT OPERATIONS
DISRUPTED



WEATHER REDUCES
VISIBILITY



MULTIPLE STAKEHOLDERS
INVOLVED



WHAT WE KNOW
REPORTS HAVE BEEN RECEIVED.
OPERATIONS ARE AFFECTED.



WHAT WE DO NOT KNOW
OPERATOR • INTENT •
CAPABILITY • DURATION



DRONE CAPABILITY
AND INTENT UNKNOWN



HOW DOES EACH LENS
CHANGE WHAT WE NOTICE?



The scenario is the same. The diagnostic emphasis will change

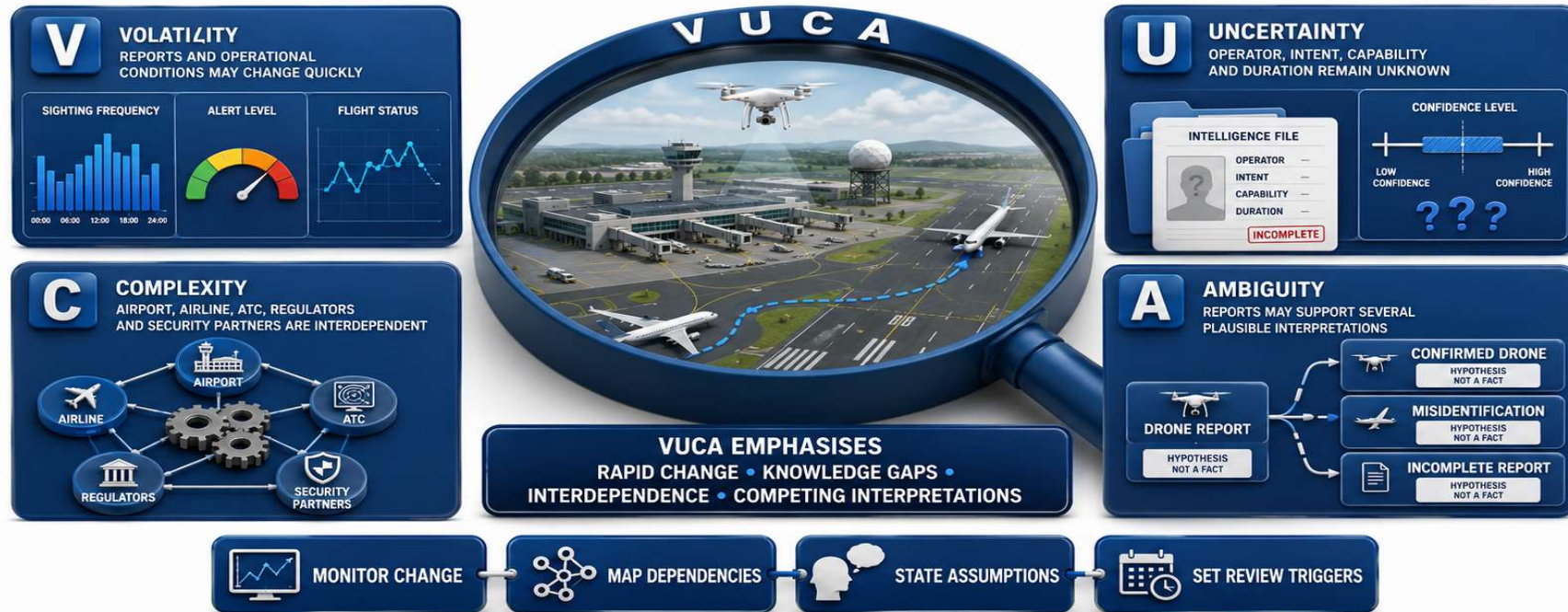
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Looking through VUCA

What does this lens make us notice?



The **VUCA** lens reveals how change and interconnection complicate the decision

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Looking through TUNA

What does this lens make us notice?



The TUNA lens reveals when disruption and novelty limit familiar responses

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Which lens should you use

Start with the features of the situation, Not the name of the framework



Choose the lens that improves understanding. Then change it if the situation changes

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Use both when necessary

A second lens can reveal what the first one misses



The aim is not to use more frameworks. It is to understand the situation better

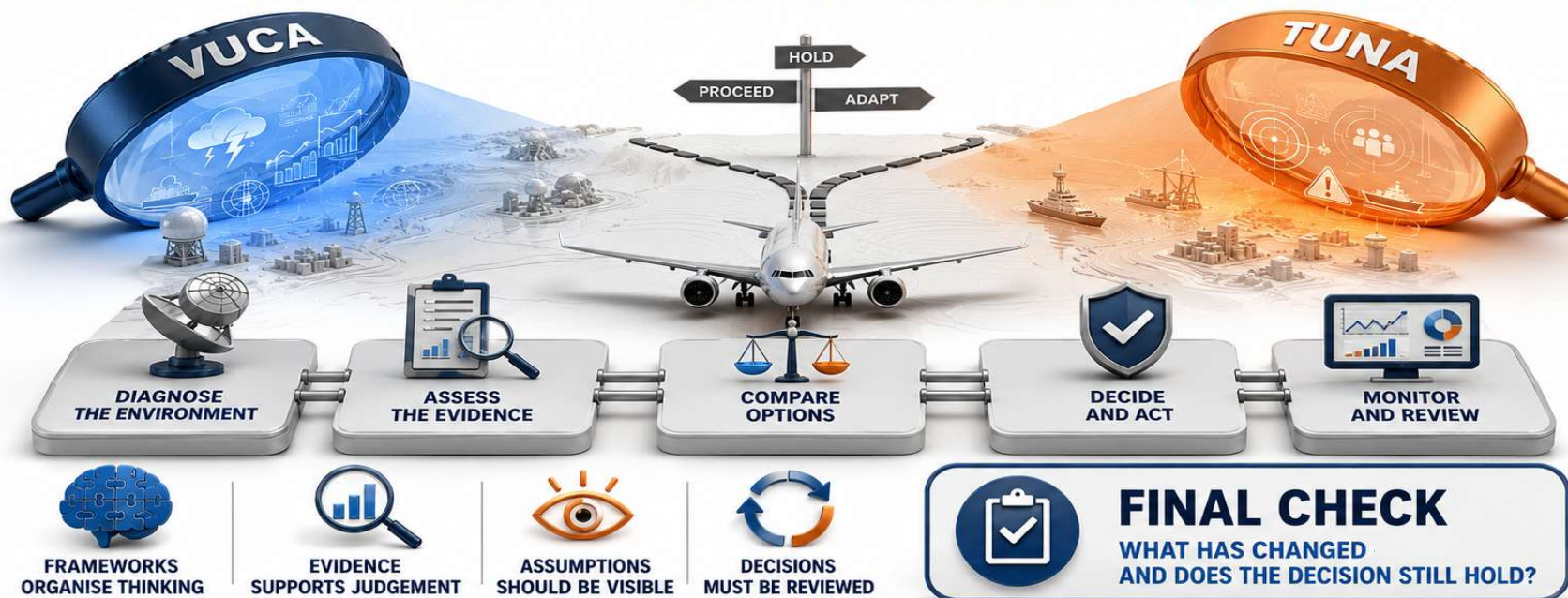
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The framework is a lens, not the decision

VUCA and TUNA help you see. Judgement determines what you do



Use the lens. Test the interpretation. Make the decision. Review the results.
Better diagnosis supports better security decisions.

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