

TUNA OR RUPT?

TWO LENSES. DIFFERENT EMPHASIS.



Two lenses. Different emphasis

Our intuition about numbers is not always reliable



The TUNA lens

Four characteristics that help us explore the wider environment

T

TURBULENCE

The environment is changing and can be unstable and unpredictable.



N

NOVELTY

We may be facing something genuinely new or unfamiliar with limited precedent.



U

UNCERTAINTY

We have limited knowledge about what will happen next or what the outcomes may be.



A

AMBIGUITY

Information or events can have more than one interpretation.



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

The RUPT lens

Four characteristics that help us explore disruption and change



RAPID

Focuses on the pace of change and how quickly things can develop or escalate.



PARADOXICAL

Highlights competing or contradictory demands that can exist at the same time.



UNPREDICTABLE

Draws attention to events that may happen unexpectedly or depart from expectations.



TANGLED

Focuses on multiple systems, actors and consequences that are interconnected.



Turbulence vs rapid

Both can involve change, but they are not the same

TUNA

T TURBULENCE

The environment is changing and can be unstable, fluctuating or unsettled.

-  Can be caused by multiple factors.
-  May be ongoing and uneven.
-  Can affect different parts of the aviation environment.

 **Turbulence** is about instability in the environment.



RUPT

R RAPID

Focuses on the pace of change and how quickly things can develop or escalate.

-  Emphasises speed and rate of change.
-  Can develop suddenly and in a short time.
-  May require fast responses and decision-making.

 **Rapid** is about the speed of development.

Uncertainty vs unpredictable

Both involve limited knowledge, but they are not the same

TUNA

UNCERTAINTY

We have limited knowledge about what will happen next or what the outcomes may be.

- Incomplete or conflicting information.
- A range of possible outcomes.
- We cannot be sure which outcome is most likely.

Uncertainty is about limited knowledge of what may happen.

VS

RUPT

UNPREDICTABLE

Events may happen in ways we do not expect, or may depart from what we think is likely.

- Can involve unexpected developments.
- May be sudden and surprising.
- Events can change direction and do not follow expected patterns.

Unpredictable is about events that may happen in unexpected ways.

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Novelty vs paradoxical

Both can involve the unfamiliar, but they are not the same

TUNA

N **NOVELTY**

We may be facing something genuinely new or unfamiliar with limited precedent.

 New technology or tactic.

 No or limited previous experience.

 Existing guidance may not fully apply.

 **Novelty** is about something genuinely new or unfamiliar.



VS

RUPT

P **PARADOXICAL**

Highlights competing or contradictory demands that can exist at the same time.

 Conflicting priorities.

 Two opposing demands can both be valid.

 Requires careful judgement and trade-offs.

 **Paradoxical** is about competing or contradictory demands.



Ambiguity vs tangled

Both can make situations difficult to understand, but in different ways



One scenario. Two lenses

The same situation can reveal different characteristics

TUNA

Using the TUNA lens, we might ask:

- Turbulence**
What is changing in the environment?
- Uncertainty**
What don't we know about what will happen?
- Novelty**
What is new or unfamiliar in this situation?
- Ambiguity**
What information could be interpreted in different ways?

RUPT

Using the RUPT lens, we might ask:

- Rapid**
How quickly is the situation developing?
- Unpredictable**
What might happen that we do not expect?
- Paradoxical**
What competing demands or trade-offs are present?
- Tangled**
What systems, actors and consequences are interconnected?

The same scenario.
An unidentified drone is reported near the airport, causing operational disruption and multi-agency involvement.

SAME EVENT

Different questions.
TUNA and RUPT highlight different characteristics to help us understand the situation.

Looking through TUNA

Explore the wider environment and the questions it raises

TUNA

TUNA helps us ask questions such as:



What is changing in the environment?



What don't we know and what are the gaps in our information?



What is new or unfamiliar in this situation?



How could the same information be interpreted in different ways?



TUNA encourages us to look at the wider environment, uncertainty and what may be emerging.



RUPT

RUPT helps us ask questions such as:



How quickly is the situation developing?



What unexpected events could occur?



What competing demands or trade-offs are we facing?



How are systems, actors and consequences interconnected?



Used together
they provide a more complete view of the situation.



RUPT encourages us to focus on the speed, dynamics, complexity and interconnections as events unfold.

Looking through RUPT

Explore how disruption is developing and interacting



Which lens should you use?

Start with the situation and the questions you need to answer



Use both when necessary

Different lenses can reveal different aspects of the same situation



The framework is a lens, not the decision

Use frameworks to support thinking, not replace judgement

