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ARTICLE

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# Reimagining Business Resilience for the Agile Age

Most approaches to risk management attempt to reduce uncertainty—anticipating the unknown and managing surprise through scenario planning, often focusing on hypothetical extremes. What can't be defined or managed is shifted to a third-party insurer.

But this reductive approach has limitations. It assumes that the variables at play are fixed and that the scope of what's unknown is finite. No matter how sophisticated our statistical modeling techniques become, the universe of uncertainty continues to expand, at a pace at which no amount of information gathering can keep up.

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