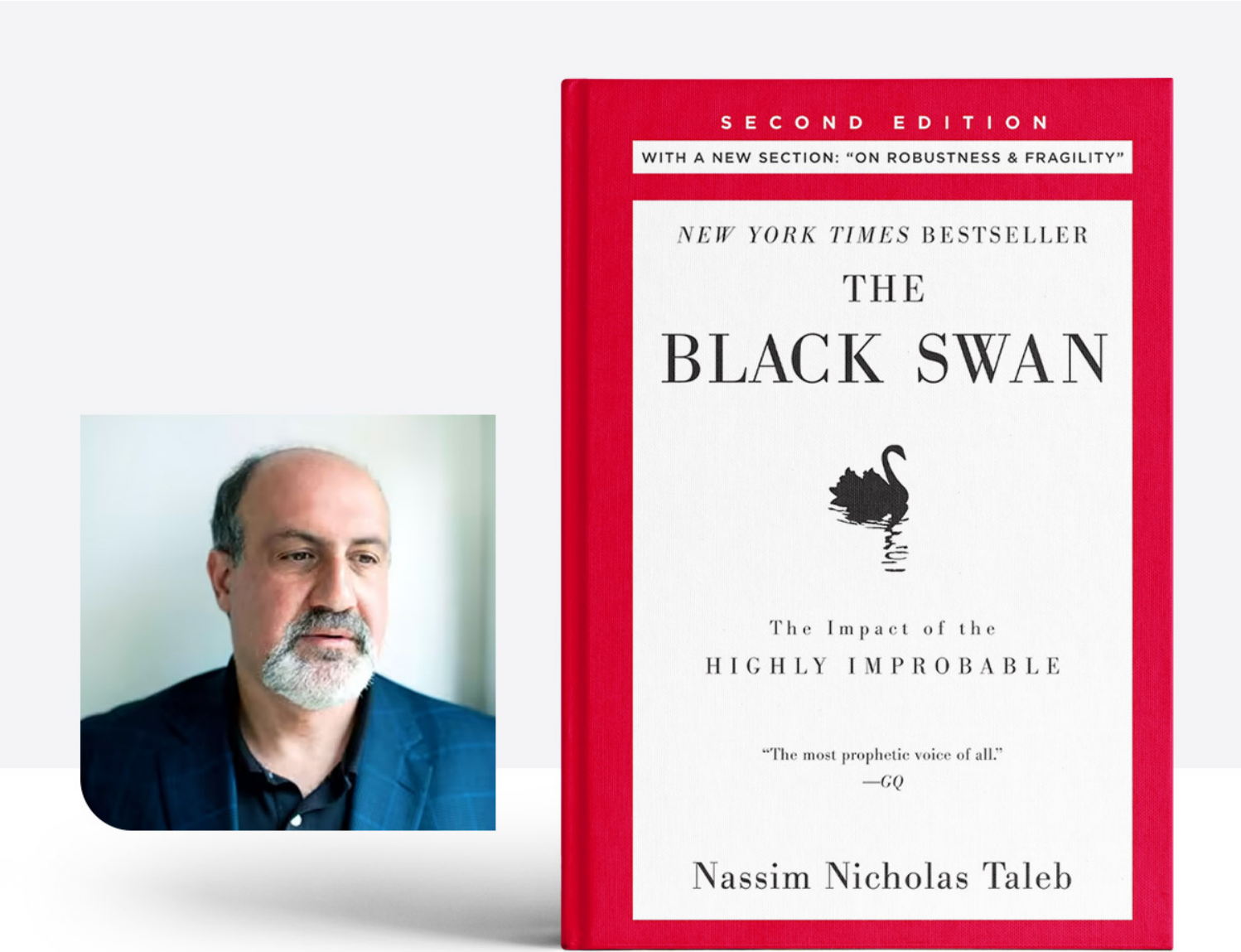


Recommended by Miriam Cross | Ogilvy Consulting, Denver, USA



Read & edited by Miriam Cross | Ogilvy Consulting, Denver, USA

The Black Swan

The Impact of the Highly Improbable

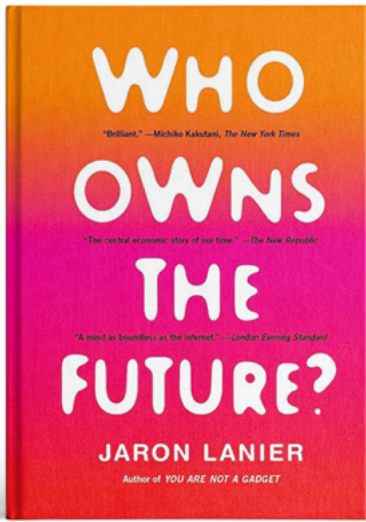
‘Black Swans’ are events we have not been able to predict. 9/11 was such a rare event, completely unpredictable and not expected, with extreme impact and consequences.

What can we learn from the characteristics of ‘Black Swans’ when making our own predictions and plans? And why are our predictions and plans so often failing? The cause of failing is what the author calls: *Knowledge arrogance*. *We overestimate what we know and underestimate uncertainty*. We must realize that our plans can be highly influenced by what we do *not* know and ignore. We can learn from the book*The Black Swan* how to become better plan makers, by strengthening our knowledge about predicting.

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