

Managing Systemic Excellence of the Enterprise Under Conditions of Uncertainty

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THE WORLD IN WHICH WE LIVE AND OPERATE*

<u>VUCA - world</u>	<i><u>volatility</u>; <u>uncertainty</u>; <u>complexity</u>; <u>ambiguity</u>.</i>	mid 80s early 1990s	Warren Benis and Bert Nanus, US Army
<u>BANI - world</u>	<i><u>brittle</u>; <u>anxious</u>; <u>nonlinear</u>; <u>incomprehensible</u>.</i>	2020	futurologist Jami Cassio

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Jamais Cascio. Facing the Age of Chaos: <https://medium.com/@cascio/facing-the-age-of-chaos-b00687b1f51d>

Watkins Michael. 6 skills of strategic thinking. How to direct your organization into the future / trans. from English, Kateryna Shchepkovska. - K.: Nash Format, 2024. - 160 p.



<i>High</i>			
<i>Medium</i>			
<i>Low</i>			
Risk Level / Strategic Potential	<i>High</i>	<i>Medium</i>	<i>Low</i>

Fig. 1. The dilemma of making managerial decisions under uncertainty*

* - proposed by authors.



TYPES OF UNCERTAINTY*

№	The type of uncertainty	Nature of origin
1	Aleatoric	Stochastic nature of the world. Instability and variability of the physical environment.
2	Epistemic	Secondary to physical uncertainty. Manifested in lack of knowledge or misunderstanding of events and phenomena.
3	Semantic	Associated with vague interpretations and misunderstanding of specific concepts and ideas. Uncertainty in the interpretation of words.

* Савчук В. Стратегування в умовах невизначеності / В. Савчук, Д. Ковальов: доповн. і переробл. вид. - К. : Лабораторія, 2024. - 304 с.



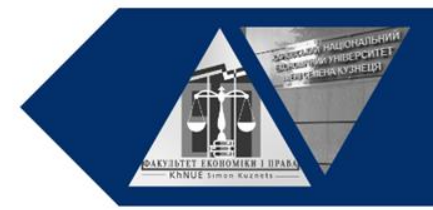


Identification of fragility objects within the framework of diagnostics of the systemic excellence of an enterprise as a function of its systemic state and further actions to build resilience and antifragility*

№	Components of the enterprise's systemic excellence as a function of its systemic state at the first level of decomposition	What is fragile?	What changes need to be implemented to build/strengthen resilience?	What changes need to be implemented to build/strengthen antifragility?
1.	State of interaction with the external environment			
2.	State of strategic orientation			
3.	State of functional converter			

*proposed by authors.





THANK YOU FOR YOUR ATTENTION

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