



***Antifragile Leadership:
How to thrive when
all bets are off***

***Tatyana Mamut, PhD
Linkedin: tmamut***

**AI.
SYNTHETIC BIOLOGY.
QUANTUM.**

**EVERYTHING IS
ABOUT TO CHANGE.**

"A fascinating, well-written, and important book." —YUVAL NOAH HARARI

TECHNOLOGY, POWER, AND THE
21ST CENTURY'S GREATEST DILEMMA

THE
COMING
WAVE

MUSTAFA SULEYMAN

CO-FOUNDER OF
DEEPMIND AND INFLECTION AI

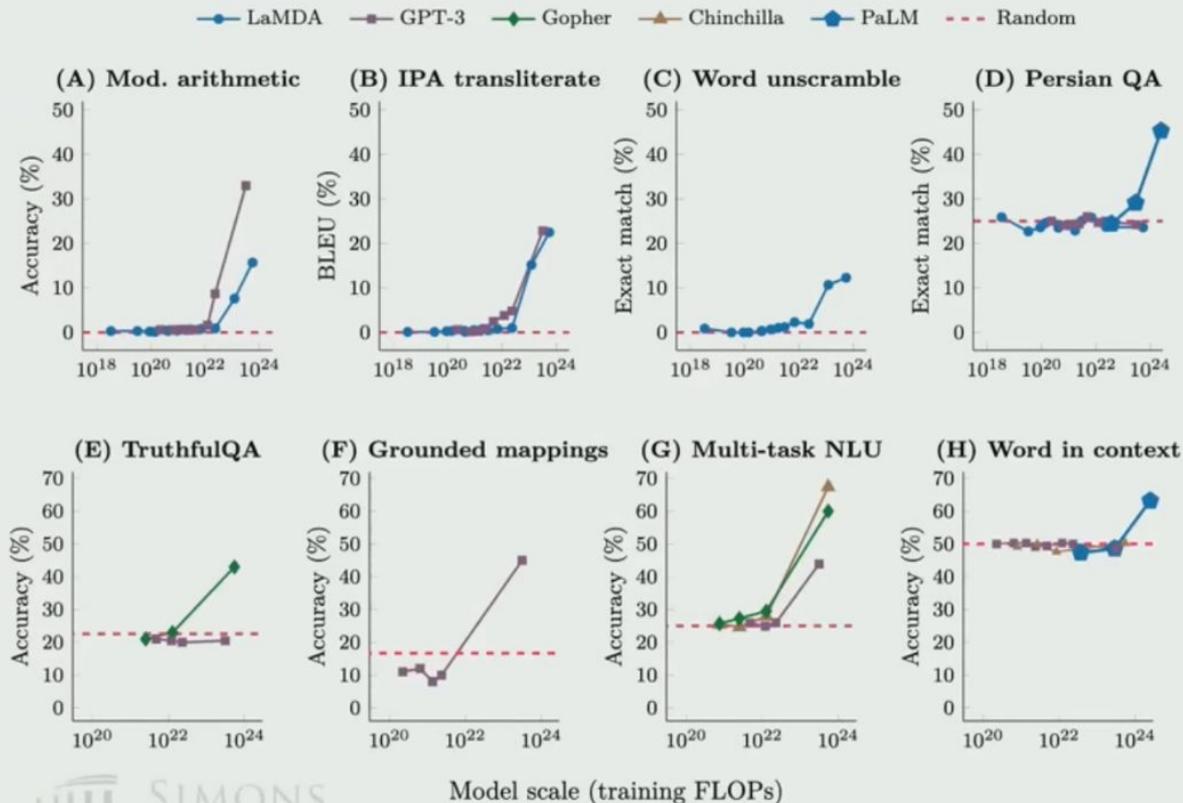
WITH
MICHAEL BHASKAR

EVERYTHING IS

ABOUT TO CHANGE

Emergence: Empirics

[Emergent Abilities of LLMs, Wei et al'22]

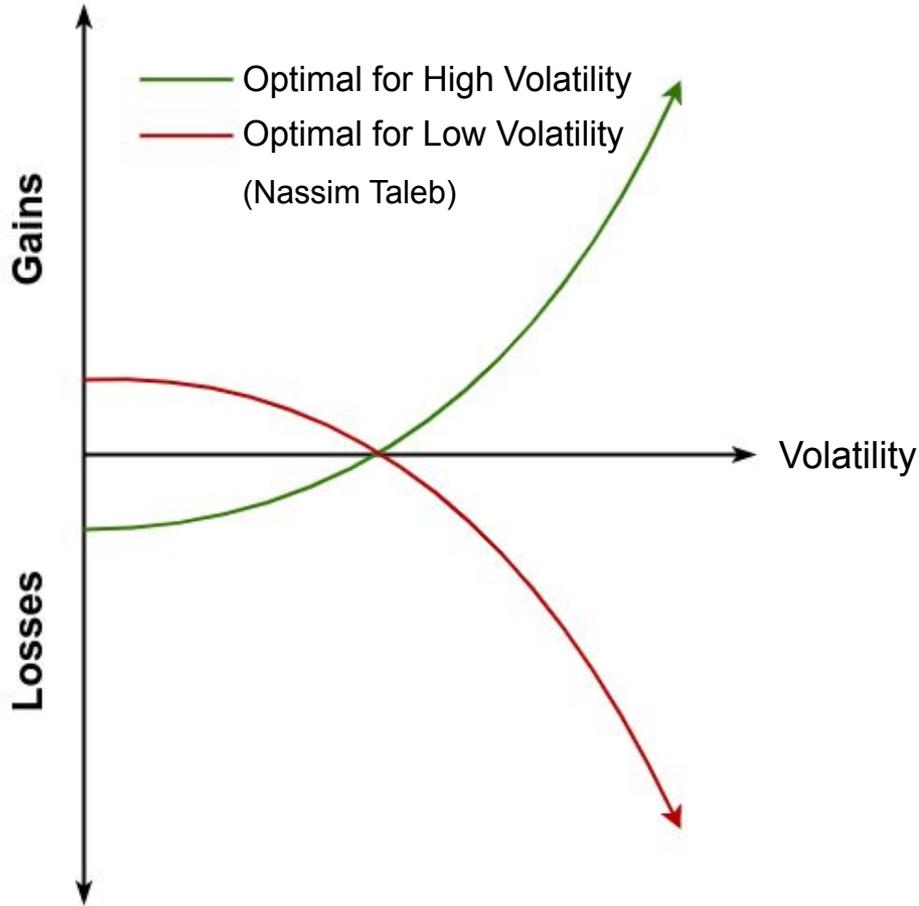


(i) Flops depend on model & dataset size
(ii) Tasks “emerge” at different scales but with similar trend.

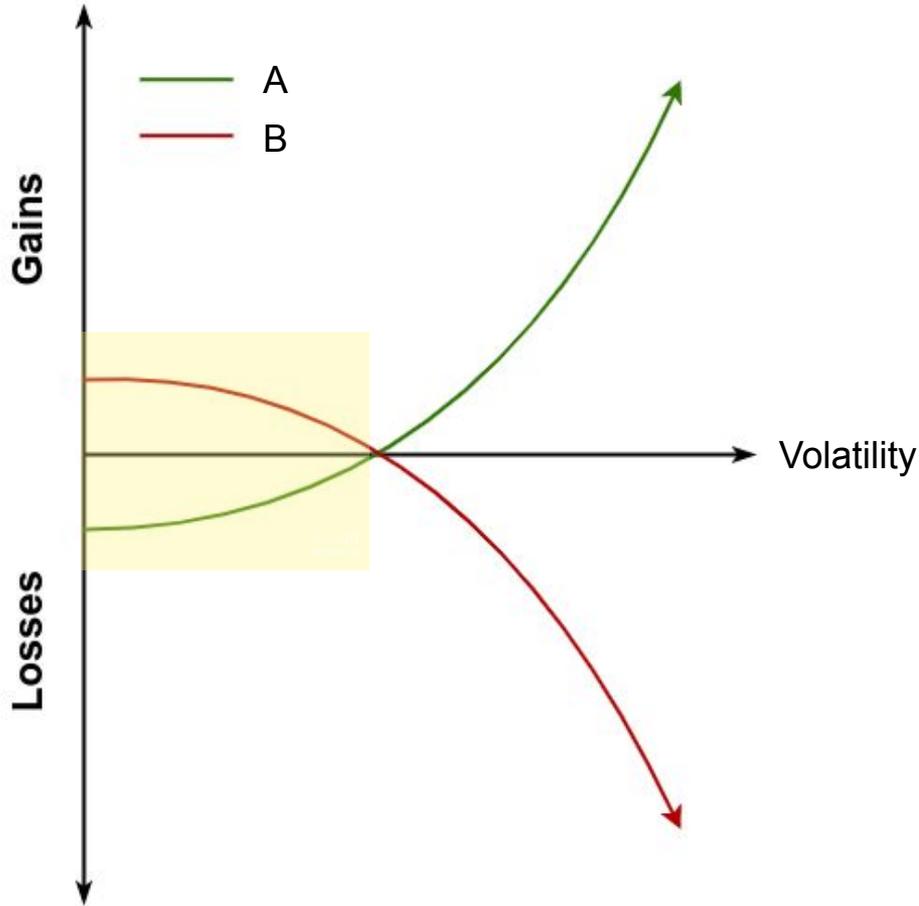
(iii) Noted in appendix:
“At the point of emergence as measured by error rate, we also see an “elbow” in performance improvement for c-e loss (on text from this task)”

“All bets are off”



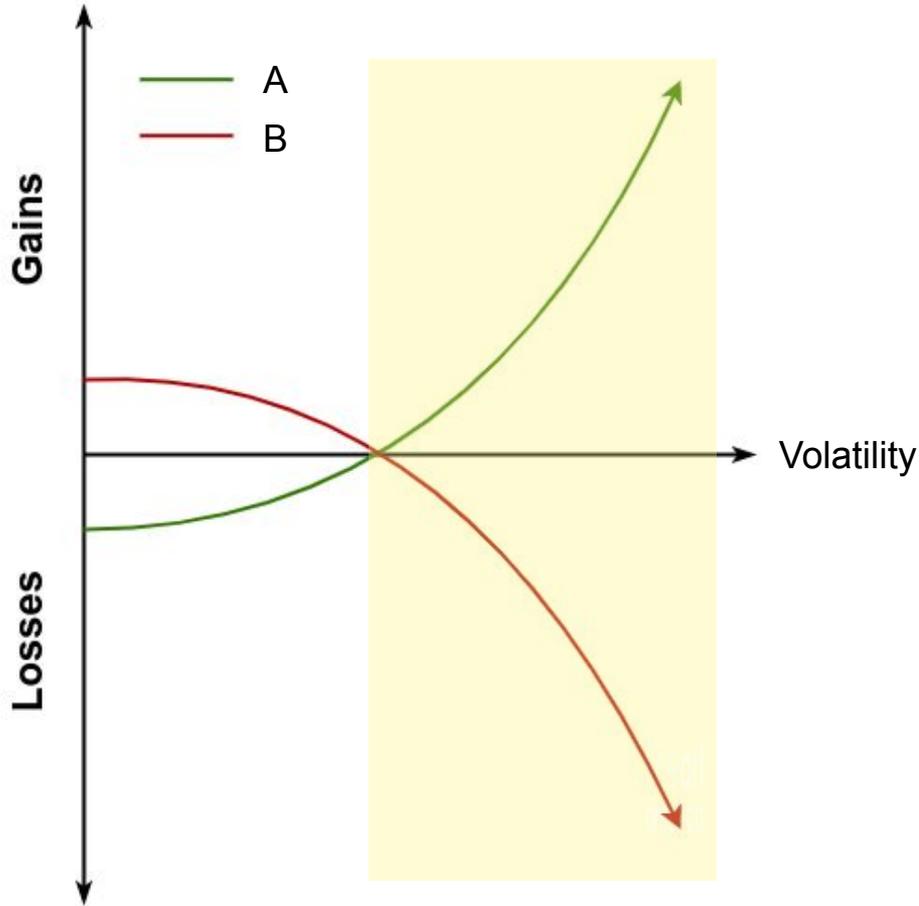


If we are transitioning into an era of high volatility and business as we know it will fundamentally change, do we have the right leadership skills to take on this new era?



Normal times:

- ***Low volatility zone***
- ***Create operating procedures and best practices***
- ***Analyze all the (historical) data & take time to make decisions***



Times of Epochal Transition:

- *High volatility zone*
- *Improvise processes to meet new challenges*
- *Make quick decisions through scenario planning*
- *Constantly seek out emergent data*

Low volatility leadership

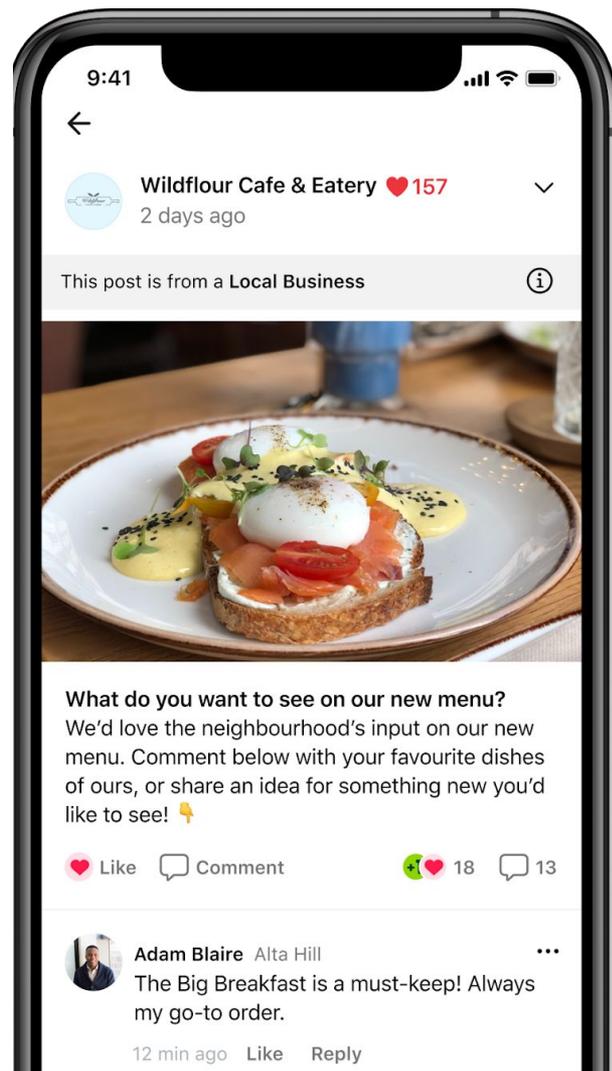
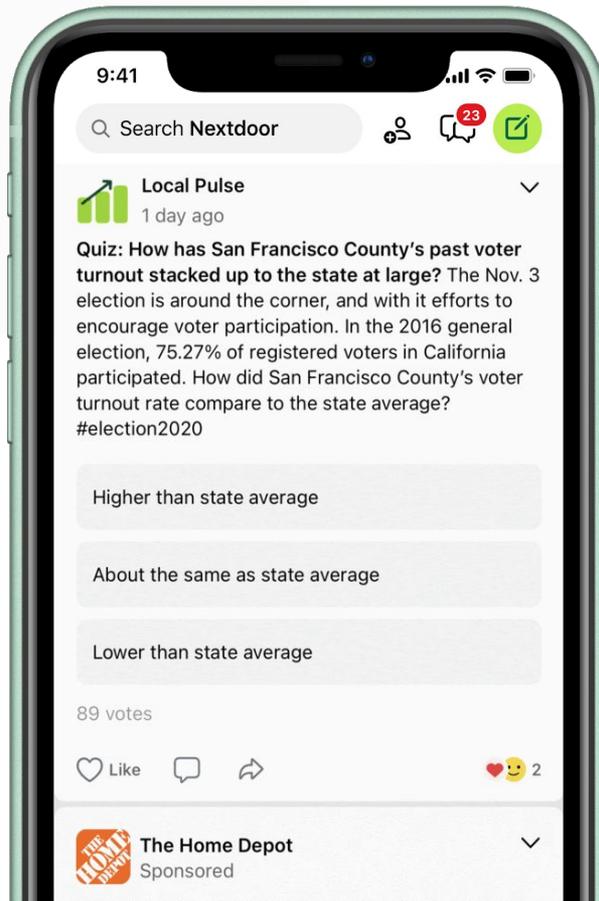
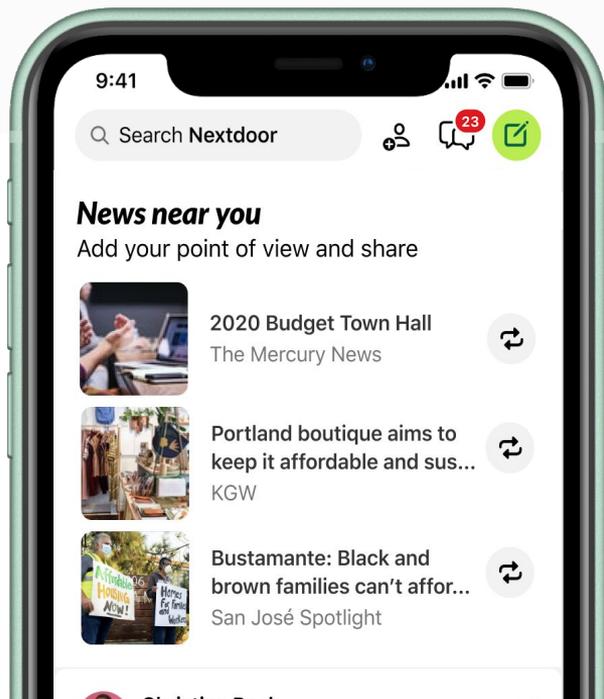
- ***Excel at process and politics***
- ***Risk averse in decision making***
- ***Demand analysis of all existing data***
- ***Specialize in one domain***

High volatility leadership

- ***Excel at decision making under uncertainty***
- ***Face problems with courage & scenario plan***
- ***Seek out conflicting and emergent perspectives***
- ***Seek out uncomfortable challenges***

The image features a dark blue background with a stylized world map in a lighter blue, grid-like pattern. The map is surrounded by numerous virus particles of various colors, including green, orange, and red. Some particles are spherical with spikes, while others are more complex, resembling coronaviruses. A large, white, sans-serif font displays the year '2020' in the center of the map.

2020







COVID



COVID
Black Lives Matter



COVID
Black Lives Matter
2020 Election

10-14-20

Inside Nextdoor's wild 2020, from essential service to a reckoning on racism

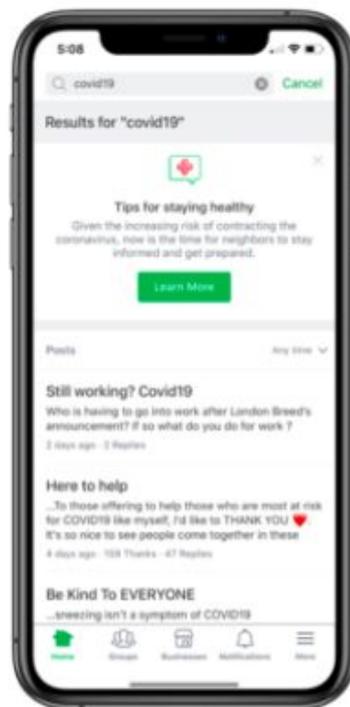
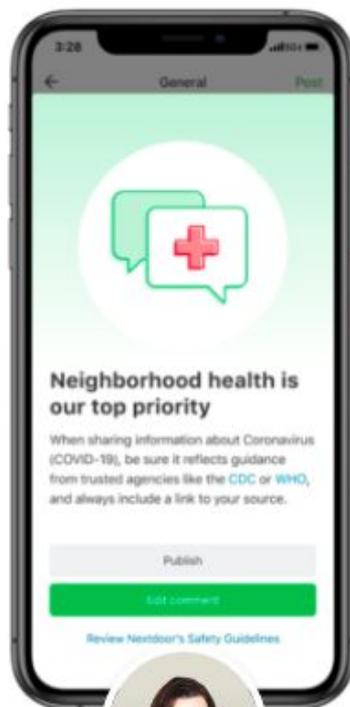
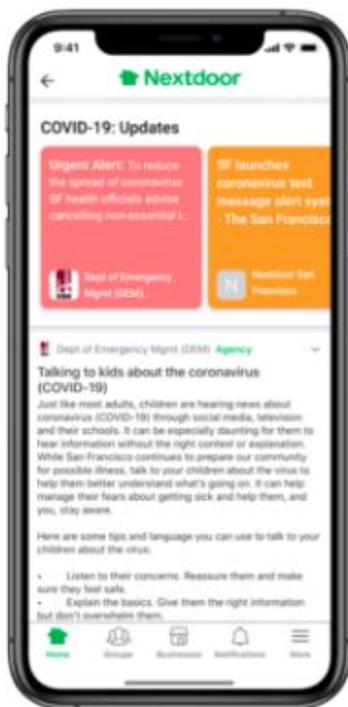
Through 2020, engagement increased 60% and the share price tripled...

One:

***Excel at making decisions
under uncertainty***

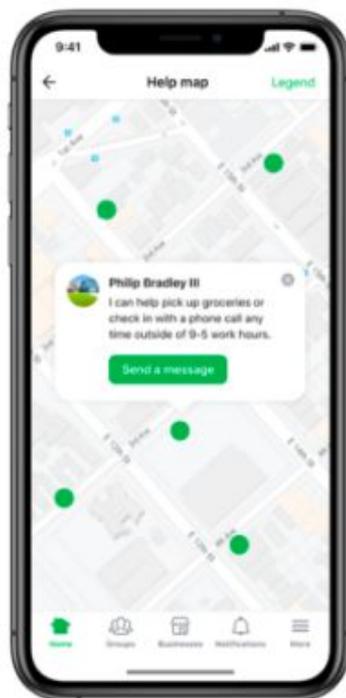
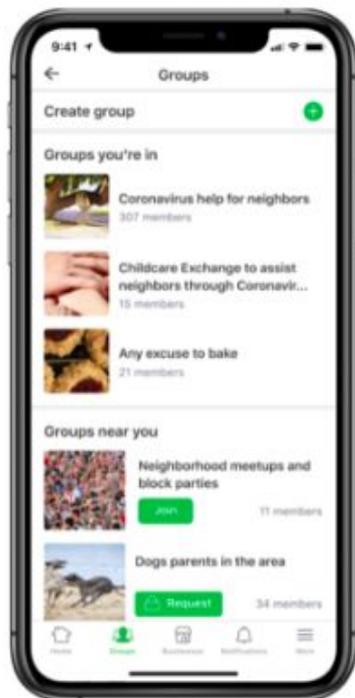
How Nextdoor Is Helping Neighbors Receive Accurate Information

March 19, 2020



Nextdoor Launches Help Map and Groups to Bring Neighbors Together

March 18, 2020



Two:

*Face Problems with
Courage & Scenario Plan*

JESSI HEMPEL

BACKCHANNEL 02.16.2017 12:00 AM

For Nextdoor, Eliminating Racism Is No Quick Fix

Social media has a racism problem because humans have a racism problem. Can one company solve it?



POLICY

INSIDE NEXTDOOR'S 'KAREN PROBLEM'

Can Nextdoor really be a social network for communities if black people don't feel safe on it?

By [Makena Kelly](#) | [@kellymakena](#) | Jun 8, 2020, 1:44pm EDT

Good neighbor pledge

Be helpful

Share this space in a constructive way. Be kind, not judgmental, in your conversations.

Be respectful

You're speaking to your real neighbors. Strong communities are built on strong relationships.

Do not discriminate

We do not tolerate racism, hateful language, or discrimination of any kind.

No harmful activity

We prohibit any activity that could hurt someone, from scams to physical harm.



I agree to treat everyone in the Nextdoor community with respect.

[Go to neighborhood](#)

[Read our community guidelines](#)



Hold on ...

The phrase "all lives matter" can be hurtful to people of color. Consider editing before you publish. [Learn more.](#)

[Edit](#)

[Publish](#)

Reported content

Welcome to the new moderation tool. [Learn what's new](#) >



[Previous](#)

3 of 54 conversations

[Next](#)

deep state.  each of them own their own group of news channels. As they do with all entertainment. Everything we think we know is false. There is no use debating any of this here.

1 report 

[1 Disrespectful >](#)

[Vote](#)

Nextdoor News

Nextdoor Removes 'Forward to Police' Feature

June 18, 2020

Three:

***Seek out emergent &
conflicting perspectives***

Neighborhood Vitality Advisory Board

Established in 2019, this group of diverse academics and experts, in the fields of social psychology, equality and civic engagement, advises on the necessary elements of thriving communities and building deeper connections between neighbors.



Jennifer Eberhardt

Stanford University

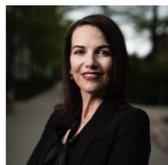
Jennifer Eberhardt has spent 22 years as a Professor of Psychology at Stanford University. Professor Eberhardt is the author of "Biased" and has studied the science of unconscious bias for more than two decades.



Kelli Harding

Columbia University Irving Medical Center

Kelli Harding is an Assistant Clinical Professor of Psychiatry at Columbia University Irving Medical Center. She is also the author of The Rabbit Effect and previously served on the board of the Association of American Medical Colleges.



Julianne Holt-Lunstad

Brigham Young University

Julianne Holt-Lunstad has spent 19 years as a Professor of Psychology and Neuroscience at Brigham Young University. She also serves as a scientific advisor for the Australian Coalition to End Loneliness, the Foundation for Art & Healing, and research advisory panel for AARP Services, Inc., United Healthcare, and Rural Aging.



Derrick Johnson

NAACP

Derrick Johnson is the President and CEO of the NAACP. He has spent his entire career as an activist fighting for equal rights and has worked at the NAACP since 2004 in state and national roles.

Client Advisory Board

Established in 2019, this group of marketing, branding and advertising experts advises on best practices, insight and guidance for our advertising initiatives, while ensuring value and differentiation, for both advertisers and media.



Kevin Burke

Formerly Square

Kevin Burke is the former Chief Marketing Officer and Head of Marketing, Sales, Partnerships & International of Square Inc. Prior to Square, Kevin was the Chief Marketing Officer at Visa Inc.



Rachel Chan

Verizon

Rachel is Director of Media Strategy at Verizon. Prior to Verizon, Rachel held global roles at HP, Inc. and Express. She is passionate about education, global consciousness and diversity.



Kim F. Grant

Bank of America

Kim F. Grant is the Strategic Communications Planning and Paid Media Executive for Bank of America, Merrill and Global Markets. A 23 year veteran of BofA, Kim leads a diverse and



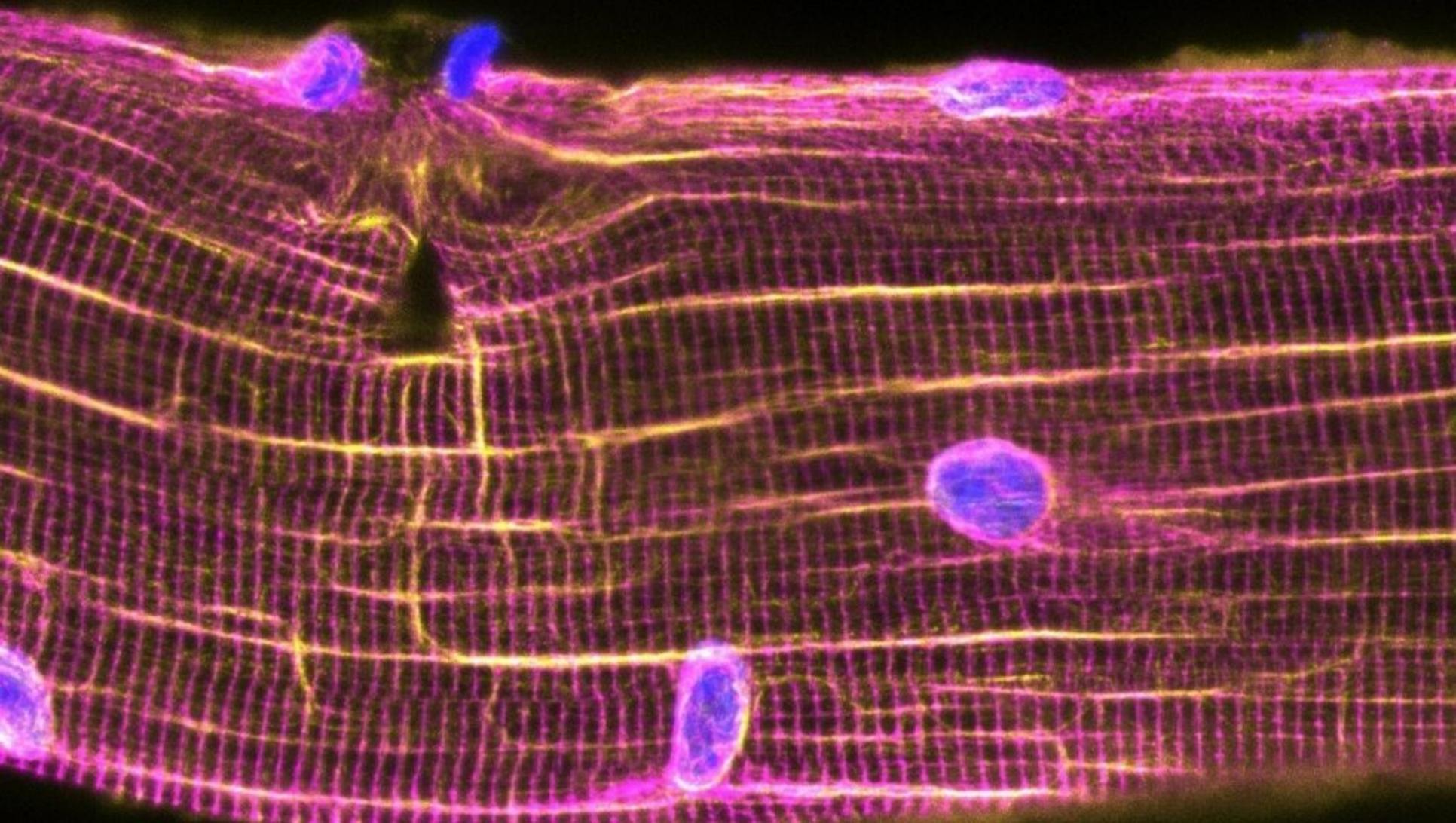
Melissa Grady

Cadillac

Melissa is the Chief Officer of US a manufacturer. In her role with Cadillac, she held leadership roles at Jackson Hewitt

Three:

***Seek out Uncomfortable
Challenges***







Thank you.

Linkedin: tmamut