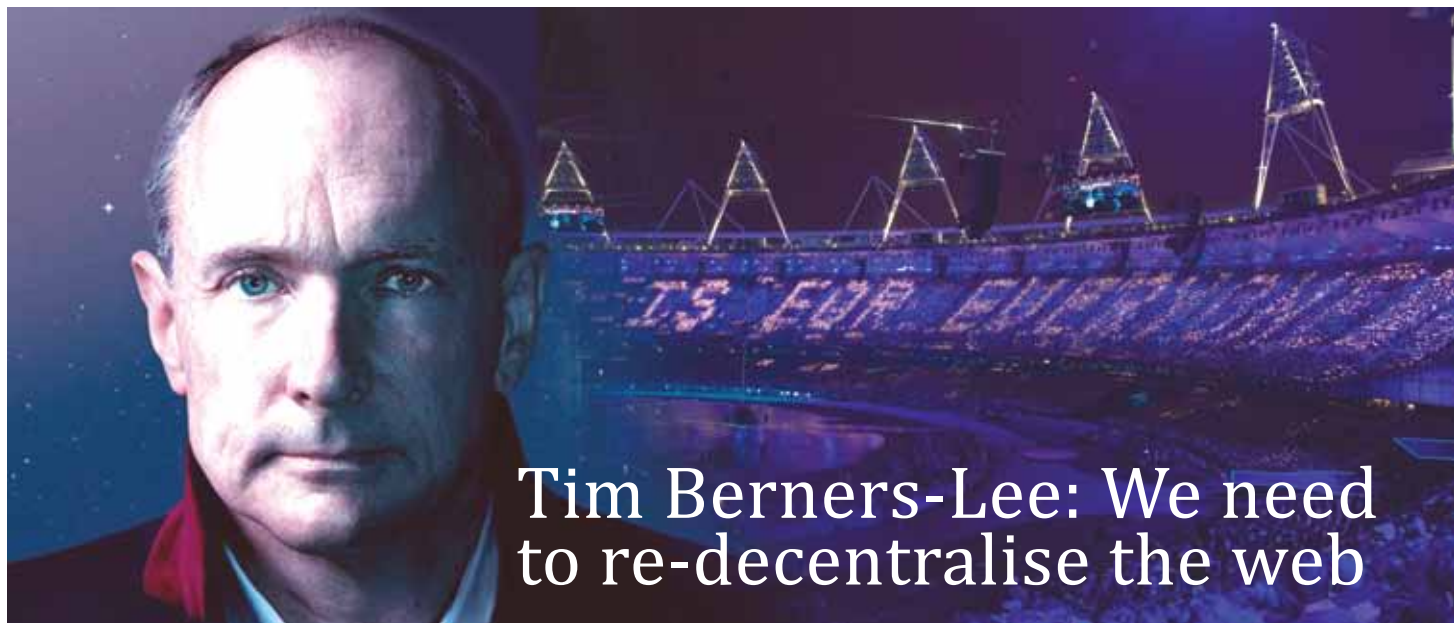


speaK ASIA

A Quarterly roundup of news and events by The London Speaker Bureau~SouthEast Asia & HongKong



Tim Berners-Lee: We need to re-decentralise the web

TWENTY-FIVE YEARS ON FROM THE WEB'S inception, its creator has urged the public to re-engage with its original design: a decentralised internet that at its very core, remains open to all.

"I want a web that's open, works internationally, works as well as possible and is not nation-based."

Speaking at an event for *Wired* magazine, Tim Berners-Lee said that although part of this is about keeping an eye on for-profit internet monopolies such as search engines and social networks, the greatest danger is the emergence of a balkanised web, fragmented and ineffectual.

"It's the role of governments, startups and journalists to keep that conversation at the fore," he added, "because the pace of change is not slowing – it's going faster than ever before."

For his part Berners-Lee drives the issue through his work at the Open Data Institute, World Wide Web Consortium and World Wide Web Foundation, but also as an MIT professor whose students are "building new architectures for the web where it's decentralized."

On the issue of monopolies, Berners-Lee did say it's concerning to be "reliant on big companies, and one big server", something that stalls innovation, but that competition has historically resolved these

issues and will continue to do so.

The kind of "balkanised web" he spoke about is partially being driven by revelations of NSA and GCHQ mass surveillance. The distrust that it has brewed, from a political level right down to the threat of self-censorship among ordinary citizens, threatens an open web and is, said Berners-Lee, a greater threat than censorship. Knowing the NSA may be breaking commercial encryption services could result in the emergence of more networks like China's Great Firewall, to "protect" citizens. This is why we need a bit of anti-establishment push back.

"It's a really important culture, it's important to have the geek community as a whole think about its responsibility and what it can do. We need various alternative voices pushing back on conventional government sometimes."

In the midst of so much political and social disruption, the man who changed the course of communication, education, activism and so much more, and in so many ways, remains dedicated to fighting for a web founded in freedom and openness. But when asked what he would have done differently, the answer was easy. "I would have got rid of the slash slash after the colon. You don't really need it. It just seemed like a good idea at the time."



INSIDE

MASTERCLASSES & WORKSHOPS

The TLSB Masterclass is designed exclusively for our clients and led by proven leaders in their field; customised on each occasion specifically to match the needs of the group and the organisation.

NEW SPEAKERS

New names on the speaker circuit include Yves Rossy, the first jet-powered flying man in the history of aviation and Behavioural Economist Paul Craven, who believes we should challenge our hardwired beliefs and in-built biases to optimize our chances of reaching the right conclusions.

STEVE WOZNIAK IN ASIA

Computer Geek to Cult Icon: How I Invented the Personal Computer, Co-Founded Apple, and Had Fun Doing It.



FEATURED BOOKS

Employees First, Customers Second is an account of how HCL Technologies CEO Vineet Nayar defied the conventional wisdom that companies must put customers first, then turned the hierarchical pyramid upside down by making management accountable to the employees, and not the other way around.

LONDON SPEAKER BUREAU

The London Speaker Bureau is the world's leading speaker and advisory network.

We represent and work with some of the most influential people in the world, from politicians and economists to thought leaders and entrepreneurs. Between them, they cover a vast range of topics, from management and finance to technology, education, innovation and the environment.

We provide keynote speakers and advisors for all types of events, be it small or large, in-house or external. If you want some ideas on how we can assist in any of the areas listed here, please do contact us now.

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:: Government and Civil Service Briefings

:: Advertising and PR Campaigns

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:: Conference and Debate Facilitation

:: Webinars

The London Speaker Bureau in SouthEast Asia & HongKong is part of an international network of offices unique to the speaker industry; we have access to the most prominent and sought-after speakers in the world. Having developed a strong presence in Europe, we are building our international operations in Asia, Africa and South America in response to increasing demand for experts from these regions.

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A selection of our speakers recently in the region



Yashwant Sinha

Former Finance Minister
of India



Mark C Thompson

CEO and co-founder of Virgin
Unite Mentors, a network for
executive coaching and
entrepreneurial innovation.



Supachai Panitchpakdi

Former Deputy PM of
Thailand and former
Secretary-General of
UNCTAD



Sir Howard Davies

Former Director of the
London School of Economics
and former Chairman of the
UK Financial Services
Authority



Lorraine Hahn

TV Presenter and Journalist



Hamish Taylor

Renowned Expert on
Leadership, Innovation and
Branding



Dr. Anil Gupta

Leading expert on strategy
and globalization and
author of *Getting China and
India Right*



R. Gopalakrishnan

Renowned Indian business
leader and former Executive
Director, Tata



Dr. Marshall Goldsmith

The No. 1 leadership thinker
in the world



Philip Hesketh

Humorous, inspiring sales
motivational speaker

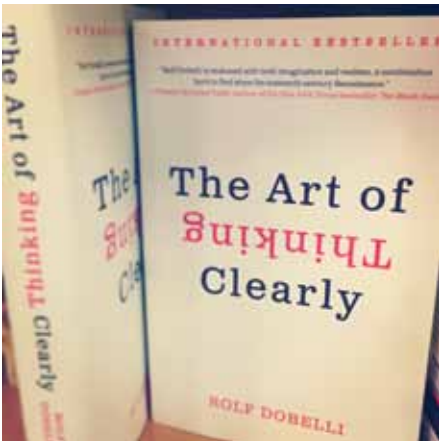
MASTERCLASSES & WORKSHOPS

In an ever more inter-connected and rapidly changing environment, organisations increasingly require outside experience to gain knowledge and insight.

The London Speaker Bureau has a uniquely international structure that enables us to offer our clients a distinctive resource of senior figures from business, politics, finance, education and society, from almost every part of the world, to deliver executive workshops and management masterclasses.

Rolf Dobelli The Secret to Becoming a Smarter Decision-maker

DOBELLI IS A WORLD-LEADING EXPERT ON explaining cognitive biases, the simple errors we all make in our day-to-day thinking. He started investigating cognitive processes and how they influenced his life ten years ago. He began writing checklists for his own decisions, which grew into a series of articles that initially he circulated among his friends, then became a newspaper column in Germany's *Die Zeit* and finally resulted in his highly acclaimed book *The Art Of Thinking Clearly*. Widely deemed essential reading for anyone with important decisions to make, the book sold in 20 countries, and was the bestselling non-fiction book in Germany and Switzerland in 2012.



Dobelli has learnt that, despite the best of intentions, humans are notoriously irrational when it comes to making decisions and assessing risks and trade-offs. These cognitive errors are systematic deviations from rationality, form optimized, logical, rational thinking and behaviour. We make these errors all the time, in all sorts of situations, for problems big and small: whether to choose the apple or the cupcake; whether to keep retirement funds in the stock market, or whether to take the advice of a friend over a stranger. Dobelli argues that by knowing what cognitive biases are and how to spot them, we can avoid them and make better choices – whether dealing with personal problem or a business negotiation; trying to save money or make money; or working out what we do or don't want in life. He recommends that if you have a big decision



to make, for example buying a house, you make yourself a checklist of the most prevalent errors:

1. **'Social proof'** – what are others doing? Are you doing it because everyone else is doing it?
2. **'Alternative purpose'** – What else could you use the cash for?
3. **'Confirmation bias'** – the media says prices are going up. Is there disconfirming evidence you are ignoring? 'Confirmation bias' is when we cling on to information we want to believe is true, even when there is evidence to the contrary.

Dobelli also believes that we should never judge a decision by outcome. Randomness and external factors may have played a bigger role than you had thought, and a bad result does not always indicate a bad decision and vice versa. He encourages us to rethink the common assumption that it will get worse before it gets better. If you find yourself thinking 'no pain, no gain' he recommends you examine the situation carefully. He also warns us against falling victim to 'story bias'. Which story is better? (a) The King died and the Queen died; or (b) The King died, and Queen died of grief. Your brain will prefer the second story because it has meaning, but it makes no difference to the facts.

Dobelli does not exaggerate how much we can really influence the clarity of our thinking. We can change how we think to a degree but we cannot eradicate those errors, because that is the way our brains have evolved in order to ensure survival, and we can't just override that by an act of will. None of us can think 100% clearly, but we can improve. This improvement matters: after all, if you are CEO, and you are in charge of a budget of \$1 million, an improvement of several percent is a good deal of money.

Nenad Pacek How to Dominate in Emerging Markets



NENAD PACEK CURRENTLY ADVISES GLOBAL and regional directors of almost 300 multinational corporations. He is founder and president of Global Success Advisors (global business and economic advisory) and co-founder of the CEEMEA Business Group corporate service (advisory for regional executives running Central Eastern Europe, Middle East and Africa). The advisory focus is on helping executives understand economic/business outlooks for virtually all countries and on helping companies build strategies for sustainable growth in emerging markets.

OVERVIEW

Many companies would like to be successful in emerging markets but often end up holding relatively mediocre market positions. Based on two decades of research into key success factors in emerging markets, it is possible to put corporate emerging-market strategies fully on track and in line with best practice. Also, our new proprietary research is showing how key success factors are changing and which strategies and operational approaches will bring success in the future. In addition to understanding and implementing best practices, companies must understand which markets will be winners and which losers in the short, medium and long term, and why. This is essential for proper allocation of resources. Also, for any company to be successful in emerging markets it must be able to anticipate changes, risks and opportunities in economic environments.

THE MASTERCLASS COVERS

- Understanding economics of the post-crisis era;
- How global-economic developments impact emerging markets;
- Overview of regions and key economies – picking winners for strategic planning and growth.

BENEFITS

- Best business practice in emerging markets and the very latest trends;
- Key success factors for the future;
- Understanding the future of international business;
- What to do during the crisis to be able to emerge stronger when the crisis is over.

HEADING TO ASIA



Steve Wozniak
Co-founder of Apple Computers

A SILICON VALLEY ICON AND PHILANTHROPIST for more than thirty years, Steve Wozniak has helped shape the computing industry with his design of Apple's first line of products and influenced the popular Macintosh. In 1976, Wozniak and Steve Jobs founded Apple Computer Inc. with Wozniak's Apple I personal computer. The following year, he introduced his Apple II personal computer, which was integral in launching the personal computer industry.

In 1981, he went back to UC Berkeley and finished his degree in electrical engineering/computer science.

For his achievements at Apple Computer, Steve was awarded the National Medal of Technology by the President of the United States in 1985, the highest honour bestowed on America's leading innovators.

In 2000, he was inducted into the Inventors Hall of Fame and was awarded

the prestigious Heinz Award for Technology, The Economy and Employment for single-handedly designing the first personal computer and for then redirecting his lifelong passion for mathematics and electronics toward lighting the fires of excitement for education in grade school students and their teachers.

Steve has always been involved in various business and philanthropic ventures, focusing primarily on computer capabilities in schools and stressing hands-on learning and encouraging creativity for students.

Steve currently serves as Chief Scientist for Fusion-IO and is a published author with the release of his New York Times best selling autobiography, *iWoz: From Computer Geek to Cult Icon*, in 2006.

He takes a very customised approach to each presentation he delivers and speaks directly with the event host to ensure a topical focus that is unique, conversational and an excellent tie-in with the overall event. The result is a highly personalised, unforgettable talk delivered by one of the most influential pioneers of the technology industry.

Sir Richard Branson

Founder of the Virgin Group

SIR RICHARD BRANSON WAS BORN IN 1950 and educated at Stowe School. It was here that he began to set up Student Magazine when he was just 16. By 17 he'd also set up Student Advisory Centre, which was a charity to help young people.

In 1970 he founded Virgin as a mail order record retailer, and not long after he opened a record shop in Oxford Street, London. The Virgin Group has now expanded into air travel, mobile, financial, retail, music, internet, drinks, rail, hotels and leisure, with around 400 companies worldwide.

Virgin Atlantic Airways, formed in 1984, is now the second largest British long haul international airline and has won many major awards, including Airline of the Year Award several times.

In 2002, the combined sales of the different Virgin holding companies exceeded £4billion. In addition to his own business activities, Richard is a trustee of several charities including the Virgin Healthcare Foundation, a leading healthcare charity which was responsible



for the launch of a health education campaign relating to AIDS in 1987.

The Foundation has also become involved in a lobbying campaign called Parents Against Tobacco, which aims to restrict tobacco advertising and sponsorship in sport.

His help in the initial funding of charity projects helped that organisation to raise over £100 million, through campaigns such

as Comic Relief and many other charities.

In July 2012 Branson announced plans to build an orbital space launch system, designated LauncherOne. Four commercial customers have already contracted for launches and two companies are developing standardised satellite buses optimised to the design of LauncherOne, in expectation of business opportunities created by the new smallsat launcher.

Joseph Stiglitz

Former Chairman of President Clinton's Council of Economic Advisors



JOSEPH E. STIGLITZ IS AN AMERICAN ECONOMIST, WINNER OF the Nobel Prize in economics in 2001 and named by Time as one of the 100 most influential people in the world in 2011. He is currently University Professor at Columbia University in New York and Co-Chair of Columbia University's Committee on Global Thought. He is also the co-founder and Co-President of the Initiative for Policy Dialogue at Columbia.

Joseph received his PhD from MIT in 1967, became a full professor at Yale in 1970, and in 1979 was awarded the John Bates Clark Award, given biennially by the American Economic Association to the economist under 40 who has made the most significant contribution to the field. He has taught at Princeton, Stanford, MIT and was the Drummond Professor and a fellow of All Souls College, Oxford.

In 2001, he was awarded the Nobel Prize in economics for his analyses of markets with asymmetric information, and he was a lead author of the 1995 Report of the Intergovernmental Panel on Climate Change, which shared the 2007 Nobel Peace Prize.

Joseph was a member of the Council of Economic Advisers from 1993-95, during the Clinton administration, and served as CEA chairman from 1995-97. He then became Chief Economist and Senior Vice-President of the World Bank from 1997-2000. In 2009 he was appointed by the President of the United Nations General Assembly as chair of the Commission of Experts on Reform of the International Financial and Monetary System, which also released its report in September 2009.

Joseph helped create a new branch of economics, "The Economics of Information", exploring the consequences of information asymmetries and pioneering such pivotal concepts as adverse selection and moral hazard, which have now become standard tools not only of theorists, but of policy analysts. He has made major contributions to macro-economics and monetary theory, to development economics and trade theory, to public and corporate finance, to the theories of industrial organization and rural organization, and to the theories of welfare economics and of income and wealth distribution. In the 1980s, he helped revive interest in the economics of R&D.

His work has helped explain the circumstances in which markets do not work well, and how selective government intervention can improve their performance.

Recognised around the world as a leading economic educator, he has written textbooks that have been translated into more than a dozen languages and founded one of the leading economics journals, *The Journal of Economic Perspectives*.

FEATURED KEYNOTE

Simon Anholt

Which country does the most good for the world?

Simon Anholt launched *Good Country* and the *The Good Country Index* to huge positive reaction recently, recording the fastest-growing viewing figures to date for TED. *Good Country* is estimated to have touched hundreds of millions of people already.



Simon is an independent policy advisor who works with the Heads of State, Heads of Government and administrations of nations, cities and regions worldwide to develop and implement strategies for enhanced economic, political and cultural engagement with other countries. He helps national, regional and city governments earn better reputations—not by launching advertising or PR campaigns, but by changing the way they behave. In his home country of the United Kingdom, he is a member of the Foreign Office Public Diplomacy Board and he frequently collaborates with multilateral institutions like the United Nations.

"The only remaining superpower is international public opinion," says Simon Anholt, an independent policy advisor who has helped more than 50 countries engage more productively with the rest of the world. He believes that public opinion cannot be shifted on the surface, but only moves when a government makes real changes in its values and behavior by rolling out enlightened policies, developing dynamic exchanges with other nations and committing to global betterment.

As a researcher, Anholt creates international surveys that inform policy. His latest project, *The Good Country Index*, is the first to measure exactly how much each country contributes to the planet and to humanity. He hopes this "national balance sheet" will inspire governments to operate less like independent islands and to think of themselves as highly interconnected, with ultimate responsibility to all the citizens of the world.

Simon devised the concept of nation brand in 1996 and today continues to lead the highly acclaimed Nation Branding Masterclass series, supported by BBC Worldwide, in London, Dubai, Singapore, Delhi and Accra. He is the founder and publisher of the annual *Anholt Nation Brands Index*, *Anholt City Brands Index* and *Anholt State Brands Index*, three major surveys which use a panel of over 20,000 people in 25 countries to monitor global perceptions of 50 countries, 50 cities and the 52 States of the Union.

The London Speaker Bureau Annual Summer Drinks party

this year was held on 2 July at The English-Speaking Union in London's elegant Mayfair neighbourhood.

Guests who enjoyed the opportunity to mingle in an informal environment, were a mix of clients and speakers from business, entertainment, finance, technology and politics like these two former Foreign Ministers, Jack Straw of the UK and Bernard Kouchner of France.



Sir Jonathan Evans: Former Director-General of MI5, combating financial crime for HSBC



IN 2013, BRITAIN'S FORMER TOP DOMESTIC SPY joined the board of HSBC, to help the bank combat financial crime. Sir Jonathan Evans resigned as the Director-General of MI5 last year after 33 years in the service, and 6 years at the helm. During his tenure his main focus was counter-terrorism, both international and domestic, including initiatives against cyber threats. He also has significant experience in counter-espionage, protection of classified information, and the security of critical national infrastructure.

Banks are increasingly being asked to take a leading role in the battle against financial crime, by spotting suspicious activity, and alerting the authorities when they see it. Those that fail to take that role seriously can expect to be heavily penalised. Other banks have made similarly high-profile hires as they seek to clean up their acts in the wake of a string of scandals. Barclays appointed Hector Sants, the former chief executive of the financial services authority, as its head of compliance and government relations, while Royal Bank of Scotland made Jon Pin, another former senior watchdog, its compliance chief.

World's Best Low-cost Airline

AIRASIA IS NAMED THE "WORLD'S BEST low-cost airline" at the 2014 World Airline Awards for both Asia and the world for the sixth consecutive year.



Three of our speakers, AirAsia Chair Tan Sri Rafidah Aziz (centre), flanked by AirAsia Group CEO Tony Fernandes and AirAsia X CEO Azran Osman-Rani at the 2014 World Airline Awards.

COMING SOON

The London Speaker Bureau Luxury Experiences



EXPERIENCE. EXPERTLY DESIGNED.

NEW NAMES ON THE SPEAKER CIRCUIT



Yves Rossy The first jet-powered flying man in the history of aviation

YVES ROSSY IS A SWISS PILOT, ADVENTURER and inventor. Also known as 'Jet Man' or 'Fusion Man', he is the first and only person to fly with a jet-propelled wing. Using his incredible invention, he has made dramatic flights over the Swiss Alps, the English Channel, the Grand Canyon, Rio de Janeiro and around Mount Fuji.

Rossy began his career in the air as a fighter pilot for the Swiss Air Force, then flew Boeing 747s for Swissair, and now pilots an Airbus A320 for Swiss International Airlines. In 1993 he started thinking of ways to fly without the benefit of an airplane. His dream was to try to design a system that would allow him to fly

in the most natural way possible. After many years of designing, building and testing his wings, he achieved sustained solo flight in 2004.

In 2008, he made his debut flight in Switzerland. Jumping from a plane at an altitude of 8,000 feet, and using wings powered by four jet engines, he jetted off for 5 minutes over the Swiss Alps. Later in the same year, he became the first man to fly across the English Channel from Calais to Dover, covering a distance of 22 miles in 13 minutes. Rossy then completed his first successful flight in the U.S., flying for 8 minutes, 200 feet above the rim of the Grand Canyon in 2011. A year later, he

made history again by flying around Corcovado Mountain and landing on Copacabana beach in Rio de Janeiro. Most recently, Rossy flew around Mount Fuji nine times in November 2013.

With a jet-powered wing attached to his body, Rossy expands the possibilities of human flight. He has developed and built a system comprising a back pack with semi-rigid airplane-type carbon-fibre wings, with a span of about 8 feet, powered by four Jet-Cat P200 jet engines, modified from large kerosene-fuelled model aircraft engines. He is able to propel himself through the sky at upwards of 190 mph, controlling his jet suit with a throttle in his hand, climbing over 13,000 feet and travelling as far as 10 miles. He is now developing a pyrotechnic parachute, which will enable him to fly at an altitude as low as 700 feet.

With boundless energy Yves Rossy inspires audiences towards achieving their goals, by applying the lessons he learned on his way to becoming 'Jetman.' In his presentations he talks about his unique journey and how with a "can-do" attitude anything can be achieved. Backing up his presentations with dramatic footage from his aerial endeavours, Rossy leaves audiences spell bound and awe-inspired.

Paul Craven Embracing Behavioural Economics provides a strong competitive advantage

PAUL CRAVEN IS A LONDON-BASED BEHAVIOURAL ECONOMICS Specialist who has worked in the investment management industry for over a quarter of a century. He retired at the end of 2013 from Goldman Sachs Asset Management (GSAM) after 6 years with the firm, where he was a Managing Director and latterly the Head of European Institutional Business.

In Craven's view, behavioural economics – the study of how human beings make decisions by often making mental short-cuts at expense of rational logic – provides a strong competitive advantage to those firms and individuals who embrace it, whether in investment, marketing or society at large. In his experience, an understanding of cognitive psychology offers valuable insights where traditional economic models fail, and can benefit anyone involved in decision-making.

In finance, behavioural economics explains why markets might be distorted or inefficient due to the influential biases of its participants. He argues that such biases can affect a range of variables, relating to judgment, conviction, implementation and investment styles. Failing to recognize these and others types of behavioural biases can result in misguided analysis. As a historian



he is particularly interested in booms, bubbles and busts in market cycles. Craven believes that these are often viewed simply in terms of fear and greed, but in reality they reflect many underlying behavioural patterns, such as the 'Herd Instinct.'

Human biases can also lead to sub-optimal decision-making around board tables and within committees, and Craven argues that recognizing and preferably avoiding these is an important defence against what is often referred to as 'Groupthink.' Conformity is another bias to be particularly wary of, he warns, and the importance of having a 'devil's advocate' in a decision making group cannot be underestimated, if only to challenge the consensus.

He believes that whether we work in the fields of investment or more general decision-making, we should challenge our hardwired beliefs and in-built biases to optimize our chances of reaching the right conclusions.

NEW NAMES ON THE SPEAKER CIRCUIT

Martin McCourt

The former CEO of Dyson and his journey to create a global brand

AS CEO OF DYSON FOR 15 YEARS, MARTIN MCCOURT LED THE business from niche vacuum cleaner manufacturer to global brand with extensive product line. During his tenure he devised and implemented a strategy that increased UK skilled jobs, grew profits tenfold and enabled James Dyson to keep on inventing. Even after the onset of recession, McCourt doubled turnover and trebled profits, and on his departure in 2012 Dyson turnover had exceeded £1bn and the business was a brand leader around the world.



McCourt successfully established Dyson subsidiaries in the USA, Japan, Switzerland, Austria and Germany. He changed Dyson from a company serving only the UK market to a company that now sells 80 percent of its stock outside the UK. In total he took Dyson into 52 markets, achieving market leadership in the majority, including the USA.

He transferred manufacturing to Asia. Shifting production overseas brought financial benefits for the UK economy, with Dyson's profits rising from £5m per annum to more than £250m during McCourt's 11 years at the helm.

Moving production abroad also helped Dyson to break into the lucrative Japanese market. "It's a bit of coals-to-Newcastle tale," says McCourt. "Why would the Japanese want to buy a British-designed vacuum cleaner when they have such a strong domestic electronics market? But now they do, and Dyson is the third highest-selling brand in Japan and that's thanks to us adapting the vacuum cleaner for their market, making it smaller and lighter."

After 35 years working at the heart of British-based manufacturing, design and marketing for quality brands – not only Dyson, but also Mars, Duracell, Toshiba and Pelikan – McCourt believes passionately that the UK must harness its inventiveness. "We need to encourage more young people to study engineering and science subjects at university," he argues. "China and India are churning out more and more graduates and we need to be able to keep up."

Since leaving Dyson, McCourt has been a Director advising the private equity business Montagu on the manufacturing sector. Montagu backs management buy-outs, typically in the range of €100m to €1b, and currently has about €4b of assets under management. Last year it raised a further €2.5b. McCourt is also the chairman of the CliniSys Group (the market-leading supplier in Europe of clinical laboratory information management systems), the Dutch Ophthalmic research Centre and CAP, the market-leading automotive intelligence company.

FEATURED BOOKS

Employees First, Customers Second by Vineet Nayar

Vineet Nayar is the author of the Harvard Business Press bestseller, *Employees First, Customers Second: Turning Conventional Management Upside Down* and is recognised globally as a breakthrough management voice. He has been

listed on Fortune magazine's 'Executive Dream Team' survey where he was chosen amongst only 9 global leaders who "could coalesce and dominate in any industry."

One small idea can ignite a revolution just as a single matchstick can start a fire. One such idea - putting employees first and customers second - sparked a revolution at HCL Technologies, the IT services giant. In this candid and personal account, Vineet Nayar - HCL's celebrated CEO -

recounts how he defied the conventional wisdom that companies must put customers first, then turned the hierarchical pyramid upside down by making management accountable to the employees, and not the other way around. By doing so, Nayar fired the imagination of both employees and customers and set HCLT on a journey of transformation that has made it one of the fastest-growing and profitable global IT services companies and, according to BusinessWeek, one of the twenty most influential companies in the world.

Antifragile by Nassim Nicholas Taleb

Antifragile is a standalone book in Nassim Nicholas Taleb's landmark *Incerto* series, an investigation of opacity, luck, uncertainty, probability, human error, risk, and decision-making in a world we don't understand. The other books in the series are *Fooled by Randomness*, *The Black Swan*, and *The Bed of Procrustes*.

Just as human bones get stronger when subjected to stress and tension, and rumors or riots intensify when someone tries to repress them, many things in life benefit from stress, disorder, volatility, and turmoil. What Taleb has identified and calls "antifragile" is that category of things that not only gain from chaos but need it in order to survive and flourish.

In *The Black Swan*, Taleb showed us that highly improbable and unpredictable events underlie almost everything about our world. In *Antifragile*, Taleb stands uncertainty on its head, making it desirable, even necessary, and proposes that things be built in an antifragile manner. The antifragile is beyond the resilient or robust. The resilient resists shocks and stays the same; the antifragile gets better and better.

Furthermore, the antifragile is immune to prediction errors and protected from adverse events.

Why is the city-state better than the nation-state, why is debt bad for you, and why is what we call "efficient" not efficient at all?

The book spans innovation by trial and error, life decisions, politics, urban planning, war, personal finance, economic systems, and medicine.

