Teen killed when men broke into tattoo shop, witness tells police

The teenager killed early Tuesday at a North Monroe tattoo shop was shot during a robbery attempt, witnesses told police.

Cesar Medina, 17, suffered gunshot wounds to his neck and chest, according to the Spokane County Medical Examiner’s Office. He died before he could be taken to the hospital.

Mom of son allegedly killed by released inmate to sue state

Computer Glitch Allows 3,000 Inmates Early Release In Washington State
Officials say damage to sewage plant is catastrophic

Damage to West Point treatment plant could top $25 million

BREAKING:
Emergency alert issued to Hawaii phones: "Ballistic Missile threat inbound to Hawaii. Seek immediate shelter. This is not a drill."

Emergency Alert
BALLISTIC MISSILE THREAT INBOUND TO HAWAII. SEEK IMMEDIATE SHELTER. THIS IS NOT A DRILL.

Water pours out of Nimbus Dam
small missteps, big failures

Knight Shows How to Lose $440 Million in 30 Minutes

Unplugged Power Cord Causes Canceled Flights for 75,000 People on British Airways

![Image of volcano eruption]

small missteps, big failures

![Image of volcano eruption]

Complexity + Tight Coupling = Danger Zone
1. USE THE COMPLEXITY + TIGHT COUPLING MATRIX

- Number and value of buildings
- Number of students (special needs?)
- Number of law enforcement officers
- Jail or correctional facility?
- Aquatic center? Skateboard park?
- And a lot more...
“Byzantine software, complicated, linked databases”
On-site operators

Remote control room

Often at maximum capacity

Rarely at maximum capacity
A CAVEAT ABOUT SAFETY SYSTEMS

Safety features of connected vehicles
- Real-time alerts (road hazards, unsafe routes, weather)
- Vehicle-to-Vehicle (V2V) communications
- Vehicle-to-Infrastructure (V2I) communications
MORE TRANSPARENCY?
MORE CONNECTIONS?
2. USE STRUCTURED DECISION TOOLS

How many soldiers?
Imagine it’s 2022. Your pool has just come to the conclusion that its reserves and surplus are very likely insufficient to pay its outstanding claims. **You do not have enough money to meet your obligations to your members.**

Spend a couple of minutes in quiet thought, and answer the question “why?” **Why did the pool fail?**
Take a few minutes and think about the factors that pose the greatest threat to the school in the next two years—and write down everything that comes to mind.

Imagine that it’s two years from now and the school is struggling. You constantly hear very bad news, and the situation is grim. Write down the factors that led to this outcome.
Traditional Method

- Classes aren’t practical enough
- Too few companies recruiting
- Too few mock interviews
- Other schools do more

Premortem

- All of the above and...
- Academic cheating scandal
- AI replacing accounting jobs
- Applied economics program
- Online programs
- Natural disaster damages buildings
- Visa regulations
3. LEVERAGE DIVERSITY (THE SPEEDBUMP EFFECT)

<table>
<thead>
<tr>
<th>Student A</th>
<th>Student B</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPA (out of 4.0)</td>
<td>3.94</td>
</tr>
<tr>
<td>SAT score (max: 1,600)</td>
<td>1,480</td>
</tr>
</tbody>
</table>

Activities
- Environmental Club
- Writing Tutor
- National Honor Society
- Drama Club
- Ballroom Dancing
- Students Against Drunk Driving

Actual Subject
- Student B
DIVERSITY MAKES EVERYONE SKEPTICAL

Across domains & types of diversity

Majority of directors = bankers

Systems
Decisions
Diversity

IMPLICATIONS FOR POOLS AND POOL MEMBERS

It’s not rocket science, but...
MELTDOWN
Why Our Systems Fail and
What We Can Do About It

ANDRÁS TILCSIK