

FROM A VUCA TO A BANI WORLD

In an increasingly chaotic world, the level of economic and social uncertainty is on the rise. The VUCA model, which describes our world today, has had its day. It is being replaced by a new model: BANI. In a world of constant change, it helps to describe the current state of things. These two terms were designed to explain the chaos of their time, from a post-cold war world to the coronavirus pandemic.

The VUCA framework is a leadership model that was developed in response to the globalization and digitalization of the business world. This leadership framework emphasizes the importance of having a clear vision, understanding the ever-changing landscape, being adaptable and responsive to change, engaging in thoughtful deliberation, and effectively communicating with stakeholders. The term was first coined by the U.S. Army War College to describe the challenges of operating in a post-Cold War world.

The acronym stands for:

Volatile: Many areas, such as markets, stock prices, business models, and customer requests, are governed by extreme fluctuations. Companies need to react to these volatile circumstances with ever-growing speed.

Uncertain: Long-term forecasts that enable predictability have become difficult in the VUCA world, leading to instability and uncertainty in both organizations and people.

Complex: The VUCA world is getting more complex because globalization and digitalization create more connections between completely different players in the market. It's no longer about simple cause-and-effect mechanisms; everything is somehow tied together and is becoming increasingly non-transparent.

Ambiguous: In a complex world, it's never simply black or white, or clearly yes or no. Anything can be viewed and interpreted in countless ways. It has become impossible to detect causes or estimate effects clearly.

The VUCA model can be used as a tool for companies and organizations to master the challenges of the modern world. It can also help leaders develop strategies for dealing with uncertainty, complexity, and ambiguity.

However, the covid-19 pandemic created a scenario that made even VUCA seem like an insufficient descriptor. The author and futurist Jamais Cascio proposes a new model in his recent article "Facing the Age of Chaos", named BANI in order to describe complex changes. The BANI model describes a new world in which the old values and rules no longer apply.

The acronym is composed of the following:

Brittle: Brittleness is not just about volatility anymore, it is about a sudden and unforeseen shock to or even the destruction of a seemingly stable system, which may lead to a global ripple effect.

Anxious: With increasing brittleness, the world is also becoming more terrifying. This can lead to feelings of power- and helplessness, turning people rigid with fear. Anxiety can also be triggered by misinformation and fake news spread online.

Non-linear: In a non-linear world there is no more law of cause and effect – these things are either completely uncoupled or disproportionate. The most minor issues may have immeasurable and complex consequences – that might not be detected until much later. Thus, it becomes difficult to deduce causes.

Incomprehensible: The human mind is no longer able to understand the complexity of information and occurrences in their entirety. Everything influences everything else on various levels.

The BANI model can be used as a tool for effective leadership within the challenges of the modern world, which is characterized by global warming, the pandemic, the consequences of war, and ambiguity.

Both terms describe the challenges of operating in a rapidly changing world, but there are some important differences between them.

The VUCA concept has long been used to describe the volatility that has become the norm in the business world. However, the BANI model goes a step further and helps companies consider the chaotic and completely unpredictable impacts that can have a major impact on their operations [1].

How can companies prepare for a BANI world?

In this context of fragility, a great way to adapt and grow is by strengthening your teams. Seeking a culture of collaboration, adopting well-distributed structures, and investing in training are tools that can help make your organization more resilient. Stress is necessary for the survival and development of the system. Managers need to provoke stressful situations in controlled conditions. Coping with crises, the organization becomes stronger [2].

Implementing a collaboration culture can increase the communication and transparency between individuals, teams, departments, and branches.

Dealing with anxiety requires more company empathy. Training employees in soft skills, which will become increasingly essential in times to come, can also help.

In a non-linear world, rigid plans tend to be a burden on business. Long-term planning can be ineffective since forecasts are rarely confirmed. In a fragile world, you need to plan less and analyze more what exactly might not work. Companies that don't innovate and rely only on "proven" methods of doing things often find themselves behind the competition and can't adapt quickly enough to changes in their environment.

On the other hand, misunderstanding can be addressed simply through the use of technologies like Artificial Intelligence, Big Data, and Data Science [3].

This is exactly why categorizing uncertainties with the concepts like VUCA and BANI is so essential. As such, it provides a valuable tool for managing in a chaotic world. With this new understanding of main global challenges, we can better prepare ourselves for what lies ahead.

REFERENCES:

1. WU Executive Academy [Electronic resource] : BANI vs. VUCA: How Leadership Works in the World of Tomorrow. – Mode of access: <https://executiveacademy.at/en/news/detail/bani-vs-vuca-how-leadership-works-in-the-world-of-tomorrow>. – Date of access: 13.03.2023.

2. MJV [Electronic resource] : From a VUCA world to a BANI one: how uncertainty has changed and how your company can prepare. – Mode of access: <https://www.mjvinnovation.com/blog/from-a-vuca-world-to-a-bani-one/>.– Date of access: 13.03.2023.

3. Деловая среда [Электронный ресурс] : Новый BANI-мир: что это и как бизнесу в нем существовать. – Режим доступа: <https://dasreda.ru/learn/blog/article/1622>. – Дата доступа: 13.03.2023.

Darya Branovitskaya, Arina Khinevich

Science tutor *I. Kuzminova*

BSEU (Minsk)

ARTIFICIAL INTELLIGENCE – A STEP INTO PROGRESS OR A POTENTIAL THREAT?

With the recent strides made in the field of artificial intelligence (AI), it appears that significant transformations may be on the horizon for both the global and national labor markets. The integration of the ChatGPT tool, which occurred in late November of 2022, has brought particular attention to the notion of AI. In the contemporary discourse, opinions remain divided as to whether AI will have a positive or negative impact on the world of labor. Against this backdrop, our research aims to investigate the potential ramifications of AI's continued development in the near future.

Artificial intelligence is a rapidly growing field that involves computer systems designed to perform tasks that typically require human-level intelligence, such as language translation, image recognition, and complex data analysis. The demand for AI has been increasing as it has the potential to assist people in various tasks. To investigate the performance of specific AI-based tools we conducted a survey examining society's perception of these tools, including DeepL, ChatGPT, and MidJourney. These tools are designed to provide assistance with tasks like language translation, promotional advertisement writing, and artistic creation accordingly.

We have conducted a survey to evaluate specific AI-based tools and their potential impact on various professions. To accomplish this we have assigned experts from diverse fields to complete multiple assignments, while the same tasks were also assigned to AI tools. After completing the tasks, the interlocutors were asked to compare the results and give their assessment. They also had to guess which version was performed by a specialist and which one using AI tools. By comparing the performance of AI tools to human specialists we can better understand the potential impact of AI on various professions in the near future. Furthermore, we asked the participants to provide their opinion on which professions are likely to be replaced by artificial intelligence. The survey had 46 participants, with the majority being Belarusian university students (75.45%). A smaller