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**Dealing with Uncertainty:
Comparing Public and Private Sector Organisations in Singapore**

**Neo Boon Siong
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In his presentation, Professor Neo Boon Siong shared his views on the approaches that public and private sector organisations in Singapore should take in dealing with uncertainty. The following is a summary of the major points:

- Common responses to uncertainty include ignoring, denying, doing more of the same, and overreacting out of fear.
- Possible reasons why an organisation may not be able to respond appropriately to uncertainties are:
 - (i) Established structures hamper the ability to respond in a strategic manner.
 - (ii) Assets have become liabilities, such as fixed assets, legacy IT systems, current expertise and established eco-system.
 - (iii) Limiting assumptions such as industry understanding and regulations.
 - (iv) Past successes create strategic blind-spots, such as corporate dogma and operational efficiency.
- Singapore's success built on an efficient rule-based system has the unintended consequence of diminishing its capacity to deal with an uncertain, disruptive environment.
- Difference in responses between private and public sector are related to their different perspectives on time frames, execution and challenges.
- To build capacity for managing uncertainty, organisations should focus on exploratory innovations, strategic agility and dynamic capabilities.