

Dear All

Donald Rumsfeld passed away last week.

He was famous for a big quote when asked about weapons of mass destruction in February 2002.

He said “ there are known knowns” when pushed for evidence of WMD.

Many people repeated this quote and there was even a movie on Rumsfeld with the same quote.

Here is the full dope on Rumsfeld and the quote:

1. Rumsfeld was an accomplished politician. He was the youngest Secretary of Defense in 1975, he was also the oldest Secretary of Defense when he did the job again in 2001. He was elected to the US House in 1962 when he was just 29.
2. He ran unsuccessfully for President in 1988.
3. Rumsfeld was an accomplished manager, he was the Chairman and CEO of GD Searle, a pharma company.
4. Here is the grid which people referred to when Rumsfeld made the famous quote.

Known	Things we are aware of and understand E.g. Facts and Figures	Things we are aware of but don't understand E.g. cancelled flights or delayed flights, impact of rain on business
Unknown	Things we understand but are not aware of, many times refuse to acknowledge E.g. workplace harassment	We are neither aware nor understand them E.g. Covid
	Known	Unknown

5. This grid was originally created in USA by Joseph Luft and Harrington Ingham in 1955 to explain and understand an individual's relationship with himself/herself and relationship with others. This was the Johari window. NASA used this model for the space shuttle missions.
6. This framework has been used to assess risks in an organization or situation.
7. The same grid has been used to describe conscious and unconscious competence and incompetence.
8. This model depends on information and uncertainty. Uncertainty is about variability and degree of ambiguity.
9. The known and unknown have to be treated in very different ways. If you are working with your unknowns, then you need to use exploratory techniques- how might we prepare for any untoward incidents in the future?
10. If you work in the known zone, you have to work in an inductive way, how can we test hypothesis etc.?

Feedback welcome on how u are using a similar approach

Wr
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