



# How to measure anything & why risk management doesn't work and how to fix it

Douglas W. Hubbard

## *How to Measure Anything: Principles of Applied Information Economics*

Which decision-making methods work best? How does measuring “intangibles” relate to answering this question? Douglas Hubbard, the author of *How to Measure Anything Finding the Value of Intangibles in Business*, will describe how to use the Applied Information Economics (AIE) method to measure any intangible, think of risk like an actuary, and look at risky decisions in a quantitative way that is proven to improve decision-making performance. Doug will explain the research behind why some decision-making methods outperform others, how the best methods depend on measurements, and how anything – literally anything – can be measured if it matters at all to a real decision. We'll introduce the audience to the following topics:

- Some decision-making methods measurably outperform others.
- There are only three reasons why anything is ever believed to be immeasurable – and they are all illusions.
- You have more data than you think, you need less data than you think, and you probably need different data than you think.
- Estimating probabilities is a skill that can be measured and measurably improved.
- Simple Monte Carlo simulations and quantified risk tolerance improve decisions under uncertainty.
- All these ideas are combined into a coherent, practical, and empirically tested methodology called Applied Information Economics (AIE).
- Get started in applying appropriate methods to specific issues in your firm.

## *Who should attend?*

- Management
- Anyone involved with Decision Making
- Anyone involved with forecasting or estimation
- Project Managers
- Budget Managers

## *The Failure of Risk Management and How to Fix It*

The biggest risk to an organization is a failed risk management system. Douglas Hubbard, author of *The Failure of Risk Management*, will cover how risk management is failing today, including taking a look at the critical - and dangerous - flaws of existing methods and how they expose organizations to even greater risk. The audience will learn what they can do to improve their risk management systems by using proven, quantitative methods to reduce uncertainty and make better decisions. We'll address the following topics:

- Critical problems with the most popular risk assessment methods
- Simple spreadsheet-based quantitative methods that can immediately improve your process
- How proper statistical analysis can be done even when data seems scarce
- A quick overview of more advance methods that the participants can aspire to

The goal is that the audience will be informed about the dangerous state of risk management today and can view their organization's own risk management strategies with a critical eye toward fixing flaws and getting better results.

## *Who should attend?*

- Management
- Anyone involved with Enterprise Risk Management
- Anyone involved with Risk Management in General
- Project Managers
- Auditors

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## Price

€ 300  
€ 200 (members  
IIA Greece)



## Venue

virtual seminar via  
tele-conference

CPE's: 

## Curriculum vitae

**Mr. Hubbard** is the inventor of the powerful Applied Information Economics (AIE) method. His management consulting career started 35 years ago with Coopers & Lybrand, focusing on the application of quantitative methods. The last 25 years he has completed over 200 projects for the application of AIE to solve current business issues in many areas including IT benefits and risks including cybersecurity, engineering risks, market forecasts for pharma and medical devices, environmental policy, mergers & acquisitions, Silicon Valley startups, the likelihood of success of new movies, and military logistics to name a few. His AIE methodology has received critical praise from Gartner, Forrester, and others.



He is the author of the following books (all published by Wiley, between 2007 and 2023):

- *How to Measure Anything: Finding the Value of Intangibles in Business* (one of the all-time, best-selling books in business math)
- *The Failure of Risk Management: Why It's Broken and How to Fix It*
- *Pulse: The New Science of Harnessing Internet Buzz to Track Threats and Opportunities*
- *How to Measure Anything in Cybersecurity Risk* (co-authored with Richard Seiersen)

His books have sold over 180,000 copies in eight languages and are used as textbooks in dozens of university courses including the graduate level. *How To Measure Anything* has been on the required reading list for the Society of Actuaries exam prep. In addition to his books, Mr. Hubbard is published in the prestigious science journal *Nature* as well as publications as varied as *The American Statistician*, *CIO Magazine*, *IBM Journal of Research & Development*, *Information Week*, *Architecture Boston*, *OR/MS Today* and *Analytics Magazine*.



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