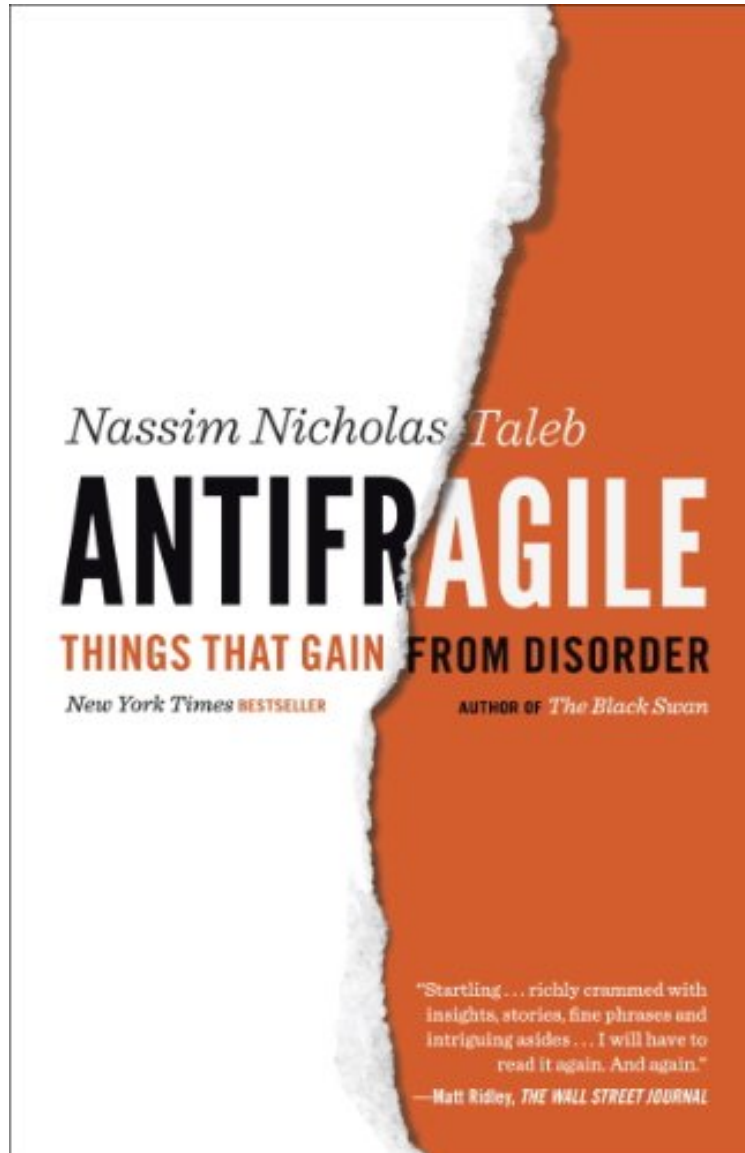


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## Antifragile: Things That Gain from Disorder (Incerto)

*Nassim Nicholas Taleb*  
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**Nassim Nicholas Taleb : Antifragile: Things That Gain from Disorder (Incerto)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Antifragile: Things That Gain from Disorder (Incerto):

909 of 964 people found the following review helpful. As always, an imperfect, infuriating but intriguing book  
By Alfred LEUNG1 Summary-----1.1 Introduction===== Taleb conveniently quotes one of his friend's summary of this book: "Everything gains or loses from volatility. Fragility is what loses from volatility and uncertainty. I think the point is better expressed by rephrasing: "Antifragility is what gains from volatility and uncertainty, up to a point. And being antifragile is a good thing." Well, that's pretty much summarizes this 500-pages-

long book. The rest is an accumulation of more or less relevant topics, delivered in Taleb's trademarked seering, holier-than-thou, hero-or-moron style. Why, even in "Dynamic hedging", his first, \$100-book on trading exotic options, he was already both immensely entertaining and almost unbearably infuriating.

1.2 A few of the more interesting points:=====

1.2.1 Every phenomenon in the world belongs to one of the following categories:  
Fragile: vulnerable to unforeseen shocks  
Robust: indifferent to shocks  
Antifragile: thrive on shocks, up to a point.  
That's what Taleb calls the Triad.

1.2.2 Most modern structures are inherently fragile  
Salaried employment: while it looks safe on the surface (predictable salary every month) it is subject to the catastrophic risk of losing one's job.  
Debt-fueled economies: debt has no flexibility, so these economies can't stand even a slowdown without risking implosion (cf current situation)  
Modern societies: efficiency demands are pushing the structures to the maximum, so a little sand in the cogs make the whole edifice totter.  
Touristification: turning adventures (kids growing up, people visiting foreign countries) from exciting, dangerous activities into bland, Disneyfied and safe ones.

1.2.3 Ways to be antifragile include:  
Stressors: it is healthy to be subject to some punctual stresses to awake the organism from complacency (e.g. irregular meal times, violent exercise or ingesting small amounts of poison)  
Barbell strategy: put 90% of your eggs into something super-safe and be very risk-seeking with the other 10% (swing for the fences).  
Optionality: get into situations where downside is limited but upside is unlimited (non-linearity)  
Redundancy: have more than one way to have things done.  
Less is more: don't add unnecessary things.  
Tinkering: empiricism is better than top-down academic research  
Small is beautiful: large organizations are inherently fragile, but small structures are well adapted to be nimble and profit from unexpected opportunities.

1.2.4 For small troubles, better trust nature and do nothing than bring untested methods that can have tragic unforeseen consequence  
Beware of neomania: don't embrace novelty for the sake of it  
Stick to time-tested methods: what has stood the test of time has proved to be robust  
Don't sweat the small stuff if it can lead to tragedy: radiation used to cure acne leading to leukemia, thalidomide prescribed to reduce morning sickness leading to malformed babies.

1.2.5 An antidote to the lack of accountability seen in the powerful who rule us (government officials, corporate honchos, bankers)  
Have them have skin in the game, i.e. to share in the downside of their decisions. Taleb quotes the 3000-year-old+ Hammurabi code, "eye for an eye, teeth for a teeth."

2 Review-----  
So, what's the score? As with his other books, I found myself reading every page the first 40-50 pages, then turning the pages faster and faster as the neat, amusing prose turns into Fidel Castro-style interminable ramblings, hyperboles and inaccuracies, annoying personal anecdotes, and worst of all, the silly little tales with his imaginary heroes Nero Tulip and Fat Tony (Tulip seems to be some kind of idealized version of Taleb himself). One or two hours for the first third, 40 minutes for the second and 15 minutes for the last. And I'll spare (or maybe not) the "very technical" appendix 2 with its silly little formula he seems to be so proud of. Thanks for teaching us high-school math about convexity (Jensen inequality as if it were rocket science? Come on!)

The basic point is sound however: we sure all need a bit more antifragility in our lives. If we only ditched what is unnecessary (going to the doctor for trivial stuff, seeking novelty for the sake of it, buying stuff we don't need), we'd have gone a long way toward being more robust. But going beyond that is more problematic: Taleb waxed lyrical about the upside of antifragility, but he says nothing about its cost. And seeing how he came to his idea from the world of options trading, it looks dishonest. In options trading, when you buy an option and get all the good stuff associated with it (unlimited upside, limited downside), the flipside is that it costs money everyday (time decay). Spending all your time buying options is quite a good way to the poorhouse. As in the financial world, so in the real world, unless you're talking about "free optionality" (the people who don't have skin in the game that Taleb reviles). Maybe being a free agent beats being an office drone because one doesn't need to fear getting fired, but what about the daily stress of needing to go out and find work without any certainty to get it? That's a cost that's a bit too high for probably most people.

In conclusion, this is an imperfect, overlong and often eye-roll-inducing book (as is usual for Taleb), but it presents an intriguing and original argument for the reader to chew on.

0 of 0 people found the following review helpful. More from one of the geniuses we are fortunate to have in our lives.

By George F. Greenwald  
An extremely interesting book, giving more insight into Nassim Taleb's remarkable understanding of what we should expect of how all events occur in the universe. I would strongly encourage prospective readers to first read his earlier two books: Black Swan Fooled By Randomness. Without reading his earlier books, Antifragile might be difficult to understand fully.

0 of 0 people found the following review helpful. Astoundingly Insightful and Well Presented - but now what?

By Harvey Cody  
The five stars are for the novelty and aptness of the insights in the book and the clarity with which they were presented. It truly culminates Taleb's three prior (fantastic) books, showing the ineluctable consequences of the truths of each and adding new perspectives. The historical references in support of his thesis are fascinating. His critique of members of intelligentsia is blistering and accurate. It's not only that they have no clothes, it's that they are doing harm, and most are ethically blind. He mentions many of them by name. Taleb's blistering will be hard for some to stomach. All should admit, however, that if anyone has the right to be blistering, it is Taleb. No one came close to his prediction of the last financial crisis (well before it came) and the reasons it was coming. And the scathing he took from lesser lights (including highly respected dim bulbs), was as wrong as it was merciless. The blisterings are well deserved (and Taleb makes a good case that not calling out people for serious fraud is unethical). However, be warned: They are harsh and vitriolic. My concern about what would happen if the policy implications of Taleb's insights (e.g.,

consultants, professors of most social scientists - especially economists - are misguided charlatans, and large corporation and limited liability companies are bad) were to be implemented, the economy would crash deeper and longer than it did last time. As accurate and insightful as it is, ultimately, the policy implications of the message that the current way economies operate (the far removed relative of the free market system Adam Smith had in mind - and fundamentally unethical and terrible) which has brought humans to an unparalleled level of prosperity should be ditched is a bad answer. [Taleb did not say it should be ditched, but if his criticisms were acted upon, not much of the current way of doing business would not survive.] There is no question a system based on Taleb's principles would be much more rational and less evil. Ultimately, however, Taleb offers little to persuade that such a system would lead to better outcomes. So now what?

Antifragile is a standalone book in Nassim Nicholas Taleb's landmark *Incerto* series, an investigation of opacity, luck, uncertainty, probability, human error, risk, and decision-making in a world we don't understand. The other books in the series are *Fooled by Randomness*, *The Black Swan*, and *The Bed of Procrustes*. Nassim Nicholas Taleb, the bestselling author of *The Black Swan* and one of the foremost thinkers of our time, reveals how to thrive in an uncertain world. Just as human bones get stronger when subjected to stress and tension, and rumors or riots intensify when someone tries to repress them, many things in life benefit from stress, disorder, volatility, and turmoil. What Taleb has identified and calls "antifragile" is that category of things that not only gain from chaos but need it in order to survive and flourish. In *The Black Swan*, Taleb showed us that highly improbable and unpredictable events underlie almost everything about our world. In *Antifragile*, Taleb stands uncertainty on its head, making it desirable, even necessary, and proposes that things be built in an antifragile manner. The antifragile is beyond the resilient or robust. The resilient resists shocks and stays the same; the antifragile gets better and better. Furthermore, the antifragile is immune to prediction errors and protected from adverse events. Why is the city-state better than the nation-state, why is debt bad for you, and why is what we call "efficient" not efficient at all? Why do government responses and social policies protect the strong and hurt the weak? Why should you write your resignation letter before even starting on the job? How did the sinking of the Titanic save lives? The book spans innovation by trial and error, life decisions, politics, urban planning, war, personal finance, economic systems, and medicine. And throughout, in addition to the street wisdom of Fat Tony of Brooklyn, the voices and recipes of ancient wisdom, from Roman, Greek, Semitic, and medieval sources, are loud and clear. *Antifragile* is a blueprint for living in a Black Swan world. Erudite, witty, and iconoclastic, Taleb's message is revolutionary: The antifragile, and only the antifragile, will make it. Praise for *Antifragile* "Ambitious and thought-provoking . . . highly entertaining." —*The Economist* "A bold book explaining how and why we should embrace uncertainty, randomness, and error . . . It may just change our lives." —*Newsweek* "Revelatory . . . [Taleb] pulls the reader along with the logic of a Socrates." —*Chicago Tribune* "Startling . . . richly crammed with insights, stories, fine phrases and intriguing asides . . . I will have to read it again. And again." —*Matt Ridley, The Wall Street Journal* "Trenchant and persuasive . . . Taleb's insatiable polymathic curiosity knows no bounds. . . . You finish the book feeling braver and uplifted." —*New Statesman* "Antifragility isn't just sound economic and political doctrine. It's also the key to a good life." —*Fortune* "At once thought-provoking and brilliant." —*Los Angeles Times* From the Hardcover edition.

.com Best Books of the Month, December 2012: Fragile things break under stress. But, according to Nassim Nicholas Taleb, there's an entire class of other things that don't simply resist stress but actually grow, strengthen, or otherwise gain from unforeseen and otherwise unwelcome stimuli. Taleb sees degrees of antifragility everywhere, from fasting, mythology, and urban planning to economic, technological, cultural, and biological systems. The wealth of radical thinking in this book astounds; the glossary alone offered more thought-provoking ideas than any other nonfiction book I read this year. That said, *Antifragile* is far from flawless. As comical as Taleb's rough handling of his favorite targets can be—academics, economists, and tourists, to name a few—his argumentative style boasts gaping holes, non sequiturs aplenty, and at times an almost willfully repugnant tone. Some readers will find Taleb's brashness off-putting; others will embrace it as a charismatic component of the ideas themselves. Either way, no one will finish this book unchanged. —*Jason Kirk* From *Booklist* Judging by his anecdotes, Taleb interacts with the economic masters of the universe as he jets from New York to London or attends business-politics confabs in Davos, Switzerland. Anything but awed by them, Taleb regards them as charlatans, not as credible experts. Such skepticism toward elites, which imbued Taleb's *The Black Swan: The Impact of the Highly Improbable* (2007), continues in this work, which grapples with a concept Taleb coins as "antifragile." Not readily reducible to a definition (Taleb takes the whole book to develop the idea), suffice to say here that antifragile's opposites—economic, political, or medical systems that are vulnerable to sudden collapse—tend to be managed by highly educated people who think they know how systems work. But they don't, avers Taleb. Their confidence in control is illusory; their actions harm rather than help. In contrast, Taleb views decentralized systems—the entrepreneurial business rather than

the bureaucratized corporation, the local rather than the central government—;as more adaptable to systemic stresses. Emphatic in his style and convictions, Taleb grabs readers given to musing how the world works. --Gilbert Taylor *“Ambitious and thought-provoking . . . highly entertaining.”*—;The Economist *“A bold book explaining how and why we should embrace uncertainty, randomness, and error . . . It may just change our lives.”*—;Newsweek *“Revelatory . . . [Taleb] pulls the reader along with the logic of a Socrates.”*—;Chicago Tribune *“Startling . . . richly crammed with insights, stories, fine phrases and intriguing asides . . . I will have to read it again. And again.”*—;Matt Ridley, The Wall Street Journal *“Trenchant and persuasive . . . Taleb’s insatiable polymathic curiosity knows no bounds. . . . You finish the book feeling braver and uplifted.”*—;New Statesman *“Antifragility isn’t just sound economic and political doctrine. It’s also the key to a good life.”*—;Fortune *“At once thought-provoking and brilliant.”*—;Los Angeles Times *“[Taleb] writes as if he were the illegitimate spawn of David Hume and Rev. Bayes, with some DNA mixed in from Norbert Weiner and Laurence Sterne. . . . Taleb is writing original stuff—not only within the management space but for readers of any literature—and . . . you will learn more about more things from this book and be challenged in more ways than by any other book you have read this year. Trust me on this.”*—;Harvard Business *“By far my favorite book among several good ones published in 2012. In addition to being an enjoyable and interesting read, Taleb’s new book advances general understanding of how different systems operate, the great variation in how they respond to unthinkables, and how to make them more adaptable and agile. His systemic insights extend very well to company-specific operational issues—from ensuring that mistakes provide a learning process to the importance of ensuring sufficient transparency to the myriad of specific risk issues.”*—;Mohamed El-Erian, CEO of PIMCO, Bloomberg  
From the Hardcover edition.