Surviving and Thriving in a VUCA World

In Consideration of Education in the Exponential Age

David Culberhouse
Disruption is a mindset...

“We are getting kids ready for jobs that do not yet exist” has become this modern day mantra, almost like a white flag of surrender that we’ve chosen to wave furtively in the face of the volatility, uncertainty, complexity, and ambiguity that we are currently facing in today’s world. A mantra that insulates us from the sheer speed, pace and velocity of change that has been unleashed upon our organizations and society as a whole.

A mantra that has been bandied about the educational ecosystem on more occasions and more often than we care to reminisce. A mantra that I believe to not only be wrong focused, but an inhibitor of change for...

(1) its predictive element relieves the system of real responsibility, necessity and urgency for any type of deep, exponential shift(s); and
(2) the unknowing element of the statement allows the space for us to insulate ourselves and the system from a deeper awareness of the changes that are currently and continually occurring across society that necessitate new mindshifts across our educational frontier.
When the future becomes a guessing game, when we focus on the unpredictability that we currently face, we have this tendency to recoil back to the known, back to the familiar, both as individuals and as organizations. We allow the fear of this vast unknown to entrench us in the status quo of the past and present, rather than pioneering forward toward a better design for the future.

*What we have to begin to realize and to wrap our heads around, is that we are not getting kids ready for jobs that are yet to exist...*

*We are preparing them to be agile and adaptable in the face of profound shifts.*

*We are preparing our students for a very different future.*

Which will eventually require some very deep shifts in our systems, our structures, our processes, our focus, and even our beliefs and behaviors. We can no longer just remain content-focused in a skills-based world. Change will be necessary in a societal landscape that is being driven relentlessly forward by the exponential pace of the ongoing technology transformation and digital disruption that is often moving faster than we can control.

As Kevin Kelly shares in *The Inevitable*, “*We are morphing so fast that our ability to invent new things outpaces the rate we can civilize them.*”

For which Bruce Nussbaum from his work *Creative Intelligence* adds, “*Sometimes, the frequency and volatility of change happen at an unusual rate – that’s where we find ourselves today. While it can be scary, VUCA landscapes also present unusual opportunities to do things differently. It will take not only new strategies, but a new way of thinking, communicating, and creating.*”

What has driven education in the past, is no longer sufficient or necessarily relevant for what we will face in the future.

The advent of an exponential, entrepreneurial economy, the growing influence of automation and artificial intelligence, and the disruptive nature of today’s organizational landscape has shown us that our world has become a much more volatile, shifting and evolving environment than we may have realized.

Unfortunately, we are struggling to effectively prepare our leaders and organizations to handle the chaos and complexity that accompany the rate and intensity of today’s dynamic change forces. As Ertel and Solomon share in their work *Moments of Impact*, “*we still hire and reward people mainly for their ability to exploit known ideas.*”

We are ineffectively trying to slow and contain the confusion that these shifts are causing by applying outdated and outmoded practices and strategies that are not matched to the task that
towers before and ahead of us. We are still focused on applying technical answers to adaptive challenges and then find ourselves perplexed by the dysfunction, frustration and lack of progress we fail to create as leaders or organizations.

We continue to force our leaders and organizations to deal only in the known, while our evolving VUCA world is determined to serve up more and more unknowns.

Until we shift our thinking and our mindsets as leaders and organizations, until we can learn to truly define the problems we are facing, and until we can learn to move past the application of outdated and outmoded practices to new and evolving problems, we will fail to be as effective or impactful in pushing through the change forces that we continue to face now and in the future.

As Chris Ertel and Lisa Kay Solomon share in Moments of Impact, “In the age of VUCA World, the number one job of leaders must be to help organizations and society resolve adaptive challenges.”

The types of problems and challenges that we are now and will face in the future are no longer fixed and simply identified. They are much more intricate and complex and require different thinking, deeper understandings and new skill-sets for our leaders. What they’ve shown us is that we’ve moved from a world of more static technical problems to one that is evolving and tilting towards more and more adaptive challenges.

Which changes how we react as leaders and organizations, as Gary Klein shares in Streetlights and Shadows, “Our decision making takes on different forms when we are facing ambiguous, complex, and unpredictable situations.”

Meaning that what has worked for leading our organizations previously, what has been effective for a more traditional and well-ordered world, will not necessarily be as effective or viable in a VUCA World.

Recognizing this shift, initiates the realization that we’re going to need to prepare our leaders for a very different future. Today’s leaders will have to begin to push past traditional approaches and concentrate on learning how to be adaptable in the face of situations and challenges that are much more volatile, unpredictable, complex, and ambiguous. Meaning that many of the rules, procedures and checklists that have served us well previously, may have begun to show their limitations and ability to be effective in this new world. Or as Gary Klein adds from Streetlights and Shadows, “We can’t rely on procedures to make decisions in complex situations.”

It is this idea of adaptability and agility that will be vital for preparing our leaders and modern day organizations to push forward more effectively into the future.

As times change, so do the abilities and skillsets that once defined us as individuals and organizations. We are finding more and more that what was relevant today, is often irrelevant tomorrow. The increasing pace of change is teaching us that learning and unlearning will become a much more natural part of who we are and what we do if we are to avoid what many see as a world being defined by what Nick Horney and Tom O’Shea refer to in Focused, Fast & Flexible as “accelerated obsolescence.”
Which means we will also have to become much more agile and adaptive in our learning and unlearning ability. Of understanding when a linear approach suffices...

And when a pivot is necessary and needed to avoid stifling and pushing our systems, organizations and those within into disorder and dysfunctional structures and processes.

Inability to have awareness beyond our current circumstances will limit the depth and breadth of the dots that will be necessary and needed to connect our way forward proactively through this volatility, uncertainty, complexity, and ambiguity that permeates a world defined by “accelerated obsolescence.”

Creating this environment of constant learning and adaptability will not only require new dots to be connected, it will be a defining ability and skillset of effective leaders of the future.

Drawing from a depth and breadth of models and drivers will not only allow us to connect this widening array of dots more relevantly, but embolden us to proactively face the turbulence and uncertainty brought on by the pace of change in a much more dynamic and positive manner, both as individuals and organizations.

Seeing beyond our current circumstances, engaging ideas and concepts that provide new dots and bright spots in often unknown spaces, allows us the ability to not only make our organizational environments for our individuals more creative and innovative, but provides the impetus to remain more relevant in the face of the unrelenting pace and speed of change that has been thrust upon us.

In being open and receptive to new possibilities, we find that we can learn to outpace a world that has recently found itself dominated by “accelerated obsolescence” in what Peter Drucker has termed the “Age of Discontinuity.”

So, if history has taught us anything, it has taught us that no one and no organization is immune or safe from this emerging VUCA World and the speed of change.

When we continue to pace everything we do in linear, incremental, and sequential ways of thinking and create our processes and build our structures to operate in this manner while the world around us shifts to a much more non-linear, exponential manner of thinking and doing...something has to give.

Somewhere along the way the incoherence and misalignments become so incongruent with the vision that recovery is often questionable as irrelevance has already set in or completely taken over and the only question left to answer is how long the organization can or will hang on...operating in outdated and outmoded irrelevance.

Or as the Salim Ismail, Michael Malone and Yuri van Geest share in *Exponential Organizations,* “One of the key issues in an exponential world - whatever understanding you have today is going to rapidly become obsolete, and so you have to continue to refresh your education about the technologies and about the organizational capabilities. That’s going to be very challenging. Rapid or disruptive change is something that large, matrixed organizations find extremely difficult. Indeed, those who have attempted it have found that the organization’s “immune system” is liable to respond to the perceived threat with an attack.”
The problem is that the biggest threat to most organizations is not the external forces knocking at the gate, but our own inability to disrupt ourselves internally. To build the internal ability and capacity to learn new, learn faster, become more agile and adaptive, to know when to continue the journey and when a pivot and shift is in order...

Or in other words, to be able to disrupt ourselves before the disruption is done to us.

The one thing that we cannot do anymore is to allow ourselves to be caught unaware or choose to further insulate ourselves from these tremendous and overwhelming shifts that are now changing the very face of our societal systems, especially in light of how Kurzweil’s Law of Accelerating Returns and the digital transformation has shown us that, if anything, this new pace of change is doing more to accelerate and speed up than to slow down anytime in the near future.

So as you consider your leadership, as well as your organizational response, because a response is and will be necessary and needed if you are to avoid future irrelevance, consider these words from Salim Ismail, Michael Malone, and Yuri van Geest from their work Exponential Organizations, “History and common sense make clear that you cannot radically transform every part of an organization - and accelerate the underlying clock of that enterprise to hyper-speed - without fundamentally changing the nature of that organization.”

So as we begin to consider our individual (leadership) and collective (organizational) response to today’s VUCA World, here are just a few considerations of that abilities and skill-sets that will allow us to lead more relevantly and effectively into this constantly evolving and unknown future...
Leader as Disruptor...

One of the things that most leaders strive for is a strong sense of equilibrium and cohesion within our organizations (which is too often equated with coherence and clarity). Our ongoing efforts are often heavily focused on creating greater levels of structure and stability across our systems. In fact, we often spend inordinate amounts of our time trying to find and incorporate strategies to release tension and levy serenity and calmness across the entirety of our organizational landscapes.

But maybe, just maybe, we are placing our energy in the wrong place, in the wrong direction?

Maybe instead of trying to relieve tension, we should be looking for ways to instigate a bit more of it? Is it possible that today’s leaders need to spend less time focused on organizational tranquility and a bit more time engaged in exploring and grappling with the turbulence and tension that exists in the chasm between chaos and order? In learning how to ride the tension which exists and resides in that space between those two forces? Especially in a time where greater individual and organizational creativity and innovation are necessary and needed.

Remember, moving past your lid is uncomfortable, but necessary, especially in today’s rapidly changing and shifting world.

Which is why they call it leadership, and not management.

As Robert Pascale shares in Surfing the Edge of Chaos, the difficult part is “getting the tension right.” It is finding the sweet spot between order and chaos. It is in finding a place of comfort in uncomfortableness. Which requires a bit of turbulence and chaos to exist and allow our organization’s to be knocked off balance a bit and pushed out of its insulated equilibrium.

As Richard Pascale shares in his book Surfing the Edge of Chaos, “Nothing novel can emerge from systems with high degrees of order and stability. On the other hand, complete chaotic systems, are too formless to coalesce. Generative complexity takes place in the boundary between rigidity and randomness.”

For which Pascale adds in Surfing the Edge of Chaos, “For any system to survive, it must cultivate variety in its internal controls. If it fails to do so internally: it will fail to cope with variety successfully when it comes from an external source.”

Which is paramount to the survival of any of today’s organizations or systems. For what was once insulated, is insulated no longer. Today’s organizations and systems are being pelted relentlessly from a variety of sources, both internally and externally. Inability to cope with this relentless onslaught and shift and pivot when necessary, ultimately leads to individual and organizational ineffectiveness, and ultimately irrelevance and or obsolescence.

So as we consider the futures of our organizations and systems in today’s VUCA (volatile, uncertain, complex, ambiguous) world, consider these thoughts from Richard Pascale in Surfing the Edge of Chaos, “Species are inherently drawn toward the seeming oasis of stability and equilibrium – and the further they drift toward this destination, the less likely they are to adapt successfully when change is necessary.”
In much the same way, today’s leaders need to use both the internal controls and external sources to create their own tension that un-entrenches their leadership from the constant lure and safety of status quo thinking and doing.

Today’s leaders need to be disruptors of their own mental models. For disruption is no longer just for products and markets, as much as it is for mindsets. It is only when this internal and external disruption is realized, that we find possibility, where impossibility used to exist.
Leader as Designer...

Today's leaders must be designers.

Not of products or things per se, but of visions, systems, structures, frameworks, processes, opportunities, and environments that lead our organizations and individuals to a greater sense and level of creativity and innovation.

Which for many, changes our current understanding and idea of design and design thinking.

Consider what Jamshid Gharajedaghi puts forth in his work *Systems Thinking: Managing Chaos and Complexity*, “Idealized design is a process for operationalizing the most exciting vision of the future that the designers are capable of producing. It is the design of the next generation of their system to replace the existing order.”

Which becomes the work of today’s leaders in a VUCA world...

Not only determining “the most exciting vision of the future” but, seeing how to determine and engage the “design of the next generation for their system to replace the existing order.”

It is that level of design and design thinking that pushes our organizations and leadership to ideate beyond basic ideas of reform, to a much more transformational mindset and way of thinking. Which requires an ongoing engagement in both divergent AND convergent processes towards creating and recreating the organization towards a better future.

In many ways, it is seeing design as a way to reimagine our way forward.

Creating new capacities by designing intentional and focused idea flows will support ongoing individual and organizational renewal and growth. Designing environments where we can grapple with big ideas and big questions will push us beyond current boundaries that constrain the creative capacity of our systems and thinking. Designing collective and collaborative opportunities will allow us to push past parts to see wholes. Designing transparency into our processes allows us to engage 30,000 foot views of where to place our organizational next steps, as well as determining the mental models that impede those steps toward a greater vision of the future.

As Jamshid Gharajedaghi puts forth in *Systems Thinking: Managing Chaos and Complexity*, “In an unpredictable, turbulent environment, the viability of any design will depend on its capability to explore and exploit emerging opportunities all along the value chain.”

Which means that is not enough to only design better systems, structures, and processes into and within our organizations, we also have to the ability and the foresight to engage our people, our organizations, and our leadership in ‘around the corner’ thinking...
Leader as Pioneer...

One of the most difficult things we face in the current role of leadership in a VUCA World, will be to effectively evolve ourselves and our organizations into the future. It will require us to untie ourselves from many of the mental models of the past that keep us mired and secured in status quo ways of doing and operating.

This idea that what has always been will always be...

In a world that is changing at an exponential rate, irrelevance from ‘what has always been’ thinking erupts and expands its scope in a much broader and more encompassing manner. The turbulence of change can not only be paralyzing to action and change, it can cause us to recoil to past practices and mental models that provide a calming reassurance and feeling of comfort and safety. And at the same time, unfortunately shield us from the organizational dysfunction and irrelevance they are manifesting in their cradling cocoon.

We have to be able to move past those practices, processes, structures and even models that inhibit growth and experimental, discovery learning. To rethink, reframe, reimagine, and redesign how we will move into this new and often very uncomfortable future that is evolving and unfolding itself in real time.

This shift from the age of the expert to the world of the learner requires us to move beyond the research to more experimental, discovery learning if we are to even begin to consider paralleling pacing the staggering speed that change has set for society.

It will require us to not only rethink and reimagine our systems and processes, but our organizations and how those within them learn. This will require deep learning to create the type of transformation needed to better prepare our children and adults for a very different world and future.

The volatility, uncertainty, complexity and ambiguity that this bell is summoning is overwhelming in its scope. The sheer audacity and disruption required in attempting to redesign and reimagine our systems and the leadership required to heave this lift is tremendous even in its consideration.

However, it did not stop those facing many of these same obstacles and challenges as our organizations and leaders rolled into the first industrial revolution.

The first industrial revolution required a disruptive overhaul of many of our systems, organizations and leadership...the same disruptive shifts will eventually be required of our current systems, organizations and leadership as we move into the fourth industrial revolution.

What was designed for the linear and predictable won’t automatically shift to becoming creative and innovative.

We need leaders in today’s world who can begin to prepare our organizations for the exponential shifts that are exploding across the entirety of our societal landscapes. Much of the leadership abilities and skill-sets that were both effective and efficient in the industrial model
we are finding to be neither effective nor efficient to the changes that we are experiencing. Leading today’s modern organizations will require us to not only do different, but we must also learn to think different.

And yet, what we often find is that we are ill-equipped for the future-casting necessary to better prepare ourselves for a world that has learned to accelerate the pace of our societal shifts. In most cases, we find that we are not hard-wired for the non-linear, ‘around the corner’ thinking required to deal with the explosive shifts we are witnessing across society’s digital landscape. In fact, we are hard-wired for a much more incremental, linear and predictable approach to change.

When our mindsets are linearly and incrementally-focused, when our mental models are entrenched in the past and we find ourselves unable to see the possibilities of the future, we struggle to comprehend and enable a mindset that allows us to move past current limitations that inhibit us from dealing more effectively with the sheer pace and explosive magnitude of exponential growth.

Today’s educators must be much more aware of these exponential shifts and how they are disrupting the future of work and how that disruption has deep implications for the focus of education if we are to prepare more effectively for the future of our students.

However, it is not just individuals who are hard-wired to progress in more incremental, predictable and linear ways, it is also entrenched and ingrained in our leadership, organizations and systems. Which is leading to a disconnect between the digital and technological transformation taking place across the societal landscape and the speed at which our organizations are innovating and evolving into this unpredictable future.

So while this digital and technological transformation is shuttling forward at an often incomprehensible rate, many of our organizations remain buried in the stasis and status quo of linear reform efforts.

Which is not to say that our organizations should or must move at the same turbulent pace of this transformational pace of change, however that is not to say that change isn’t necessary or needed. In fact, the current pace at which we are pioneering and innovating our organizations forward is leading many of our current organizations into future irrelevance.

In many ways, we need leaders and organizations that can begin to incorporate a very different way of thinking and doing. We need leaders and organizations that can begin to take on a pioneering mindset. A mindset that allows our leaders to not only move beyond linear ways of thinking and reacting, but allows them to connect dots that move them forward in a much more innovative, agile, adaptive, and relevant manner, especially as the disruptive pace and manner of change in today’s world levies itself down upon our organizational structures, processes and systems.

Be clear, this is not about change for change’s sake. This is not about engaging in constant organizational disruption. Rather, it is about engaging a mindset (pioneer) that allows our individuals, our leadership and our organizations to comprehend and reflect upon the linear nature that holds us back from engaging greater visions and seeing the plethora of new possibilities and opportunities that lay before us.
Leader as Challenger...

The cycle of change is no longer a slow, deliberate and sluggish wheel slowly rolling us into the future. It is revved up and erratic, spinning at a frenzied relentlessness pace. Thrusting change forward in an often chaotic and turbulent manner. This is neither a positive nor negative, as it just is. The positive or negative rests in our ability to comprehend and recognize how these forces are affecting our people, our organizations and our society.

As Jeff Dyar and Nathan Furr share in *The Innovators Method*, “It’s a cliché to say that the world is more uncertain than ever before, but few people realize the extent of the increase in uncertainty over the past thirty years. More important, they don’t understand that greater uncertainty has created the need to change the way most organizations are managed.”

Sometimes what we have to understand is that the more we try to provide assurances and ensure certainty in the midst of this change storm, the deeper we push our organizations into the rut of irrelevance we are trying so desperately to avoid. Too many organizations try to be an anchor in this storm by employing command and control processes and hierarchical structures. Processes and structures that end up being the anchor that slowly drags them down into the abyss of no return. Instead, today’s organizations need to cut loose from many of these anchors and begin to learn to ride this storm forward into the future.

Past and even current leadership strategies have a clear focus on linear paths and processes, not understanding that this leadership mindset severely limits not only the creative and innovative forces in an organization, but the means and practices that lead to more rapid and agile functioning at all levels of the organization.

*As we move forward, we have to recognize that in times of great change and uncertainty, many of our tried and true leadership strategies are often no longer effective or even viable.*

Today’s effective organizations will need to be more agile-minded and pivot-enabled. The days of plan, plan, plan, then launch, followed by monitor, monitor, monitor and push, push, push for fidelity are becoming a distant memory as a viable strategy to deal with the frenetic pace of change we face in today’s world. This command and control hierarchical structure only tends to invite pushback and disengagement in our modern organizations. It does little to build up the capacity of the organization through autonomy and intrinsic motivation.

*Today’s leaders will have to challenge the sustaining of ‘past’ practices, when moving into ‘next’ practices is what’s necessary and needed.*

We live in a much more demanding world. A world where the preferences of the user and the provider must be taken into account on a much deeper level. Which requires better understanding (empathy) of those we serve and the experience (design thinking) that we aim to provide through the service. This requires new and broader conversations at all levels of the organization, as well as requiring new understandings and strategies from leaders and leadership that cascade down across the entirety of the organizational landscape. Inability to engage in this manner will lead to disengagement beyond what already exists in the majority of our organizations (over 70% according to Gallup), as well as the inability to provide services that are in the best interest and needs of those we serve.
There is no certainty in this work. It requires deeper conversations, discovery learning, more experimentation, better feedback, and ongoing iterations, and even then, we may not hit the mark. But unwillingness to engage in this heavy lifting will leave us even farther off the mark.

**Believing that you can provide certainty in any environment in this day and age is both misguided and futile.**

Which is why experimentation, risk-taking, exploring, discovery learning, feedback, open channels of communication will be vital to the success of today’s modern organizations. It requires one foot in the present and one foot moving forward into the future. It requires ‘around the corner’ thinking from leaders and a willingness to engage new learning and ideas from all levels of the organization, which is often impeded by severity of our hierarchical structures.

We can’t read the tea leaves and forecast the future, we can’t always be right on what is going to happen next, or even know what changes will and can pull the rug out from under us next, but we can work to challenge and engage the thinking and ideas that may possibly put us out in front of the plethora of unknowns and uncertainty accompanying these change forces we face.

Just realize that there will be no straight shot forward. It will require shifts and tweaks and shuffles. It will often be one step forward and two steps back, or one step forward and two steps to the left. It will require fast and slow, patient and urgent. There will be detours and rabbit holes, it is just a part of the process of change and pushing forward.

Leadership in times of unknowns, ambiguity and uncertainty requires more time with people. More time creating connections and relationships, as opposed to more time strategizing and planning. Which is a challenge in and of itself. The learning and the way forward often morphs itself out of these conversations and connections. It is through this organic process that deeper understandings and learnings arise. It is where collaborative flows lead to a stronger ecosystem that feeds the organization forward through an open and ongoing pipeline of renewal.

And it will require a more responsive and empathetic form of leadership. One that is more aware of the needs, the preferences and the changes that are stirring at all levels of an organization.

*Which requires leaders to remember this challenge; it doesn’t matter how fast you are to the finish line, if you’re continually providing answers to the wrong questions.*
In Conclusion...

How we approach the future is going to be very important...

Even in today’s exponentially changing and shifting world, we still have this ingrained tendency to approach the very ‘idea’ of the future as this static and preordained process that we accept as an inevitable consequence of our past and present. We tend to remain unable or unwilling to look at the future as an ongoing, evolving, active, and emergent process that we have actual influence over. Instead, we take a more reactive than proactive approach to the emergent future.

Too often we view the future with a ‘noun’ lens, rather than with a ‘verb’ view...

And when we do take a more proactive approach towards influencing the emerging future, we struggle to do it without dragging in preconceived models of the past. Models that keep us entrenched and blinded from seeing its emergence without being anchored to the safety of our models of the past and present that impede and encroach on its progress, often hindering its ability to unfold freely and fully.

Imagine trying to blow up an air raft while it is still in the box it came in...

The future is in a constant, active state of emerging and realizing itself. Yet, as individuals, organizations and systems, we do little to engage ourselves in the shaping of its emergence. The future is not something that we must accept, rather it is something we must learn to engage. In many ways, it serves as our greatest design challenge.

Which is the reality that we are being currently thrust into...

The past no longer suffices as a guide or support to take us effectively into this exponentially evolving future that we are facing as individuals and organizations. In many ways, the past entrenches us in a reactive stance that ingrains present patterns, behaviors, processes, and models that keep the us from emerging more fully and proactively into the opportunities that the future may afford us.

To do this work, to be more effective as leaders, we are going to have to create the space to be much more self-reflective and future-reflective.

Or as Peter Senge, C. Otto Scharmer, Joseph Jaworski and Betty Sue Flowers share in Presence, “Slow down. Observe. Then act fast and with a natural flow that comes from the inner knowing. You have to slow down long enough to really see what’s needed. With a freshness of vision, you have the possibility of a freshness of action, and the overall response on a collective level can be much quicker than trying to implement hasty decisions that aren’t compelling to people.”

Which must be part of a leaders reflective process. Awareness. Awareness of the busyness and urgency that creeps in and takes over. It is difficult to engage in forging a future mindset if we are constantly consumed by the busyness that surrounds and infiltrates our lives and our organizations. We find ourselves consumed by the efficient and urgent, rather than the effective and important. In many ways, it goes back to finding time to be slow, to go fast.
The future will be very different, we have the choice to fight and recoil from it, or we can determine to proactively see and influence its emergence...

This is the new world and the future we face.

And we have a choice.

We can choose to positively influence it or ultimately recoil from its emergence.

And remember, a caterpillar can only inch along in an incremental manner; it is only in its willingness to transform itself into a butterfly that freedom and flight into the future are achieved.

“In a time of exploding change – with personal lives being torn apart, the existing social order crumbling, and a fantastic new way of life emerging on the horizon – asking the very largest of questions about our future is not merely a matter of intellectual curiosity. It is a matter of survival.” - Alvin Toffler
References and quotes:


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