



Hide in Plain Sight: The Strategic Challenge of 'Gray Swans' (World Politics Review Features)

Michael J. Mazarr, World Politics Review

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Conventional wisdom holds that the biggest threats to strategy come from sudden and unexpected events, or “black swans.” But too little attention has been paid to a more common problem: “gray swans,” risks that are anticipated but that remain fundamentally improbable, and for that reason are disregarded.

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