

Let's face it – it sure feels that there is greater uncertainty in our day-to-day life now, more so than ever before. But despite the uncertainty that Covid has introduced, the truth is that life is no more uncertain today than it was in pre Covid times.

This is relevant when thinking about investing, which can be thought of as the sum of all capital allocation decisions, made under conditions of uncertainty.

Because investing involves the future, and by definition the future is unknowable, there is ALWAYS an inherent degree of risk when investing.

The typical investor will attempt to use past return series, statistics, and data fitting into normal distribution bell curves, assuming that there is some equilibrium point. But because risk cannot be so neatly quantified, this is not only easier said than done, but actually of very limited value.

When successful investors figure what Carl Richards was quoted as saying, "*Risk is what's left when you think you've thought of everything*", they tend to focus less on trying to measure the impossible and more on constructing processes to deal with the inevitable uncertainty.

Some of the methods used may include:

- Probability analysis
- Matrix of mental models
- Thinking in terms of resilience and optionality
- Diversification

Successful investors learn to think and make decisions not in binary terms, but in **probabilities**. Decision making using probabilities is trying to estimate, using maths and logic, a range of possible outcomes ahead of time. This process "*forces*" an investor to think less about the desired outcome (i.e. in linear terms), and more about the range of possible outcomes and their consequences.

Charlie Munger, closest partner and right-hand man to Warren Buffett, uses the concept of **mental models** to understand the world, simplify complexity, and in so doing improve learning and decision making. Typically, investors benefit when they can move away from too focused or specialist a viewpoint and approach problems using a more multi-disciplinary mindset.

Uncertainty calls for constructing a portfolio with the concepts of **resilience and optionality** in mind as espoused by NZS Capital and others. Because there is no consistent way to anticipate the extreme outlier events (i.e. **risks to both the downside and upside**), which come with a greater degree of regularity than a normal distribution would suggest, successful investors consider constructing a portfolio that has elements that are extremely resilient, combined with elements that have optionality.

Resilience, Optionality and Diversification

Resilience can be viewed in a number of ways, but encapsulates the idea of robustness (i.e. ability to withstand shock and optimise for downside protection). In a portfolio context it also "*buys you budget for optionality*".

Optionality on the other hand is at the other extreme – seeking out an asymmetric payoff profile (i.e. a large payoff from a relatively small investment), such that if it does not produce the upside, the downside will be limited. When understanding that risk or uncertainty also includes missing out on the upside, including elements of optionality into a portfolio becomes very valuable.

Diversification is a principle that we have discussed on many occasions and one that is generally well understood. As a basic portfolio risk management tool, it lowers portfolio risk and correlates with some of the principles discussed above. But simplistic overdiversification can have a detrimental impact to the overall portfolio by reducing performance to the market return but at higher cost. The big idea with diversification is to blend assets with low or negative correlations.

Conclusion

Successful investors tend to have an expectation that risk is always prevalent, even though they may not be able to predict the timing, nature, or origin of that risk. To mitigate against downside risk, they tend to build in redundancy. For risk of losing out on the upside it would be important to not only imagine what might occur, but to also incorporate this optionality into a diversified portfolio.

Kind regards,



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