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**Uncertainty as opportunity**

The usual approach to uncertainty is to reduce it to risk. Uncertainty is perceived as a negative factor that should and can be eliminated. An alternative approach recognizes that radical uncertainty is irreducible. It addresses situations where “we just don’t know”. In such cases, uncertainty should not be reduced to risk. Yet, the conflation of risk and uncertainty is widespread due to a pervasive fear of the unknown and a strongly held belief that sophisticated methods can transform all uncertainty to risk. Attempts to quantify uncertainty and isolate their antecedents using a variety of causal inference methods ignores cases where neither outcomes nor their causes are known (unknown unknowns). To address such cases this paper proposes a Hirschmanian “subversion” or inversion of the “uncertainty aversion” syndrome and identifies a positive dimension of uncertainty that can be marshalled through evaluation.