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How to build an antifragile culture of integrity: Lessons from Roman roads

By Nick Gallo and Giovanni Gallo

The ancient Romans constructed many impressive structures that have survived for millennia, including roads, aqueducts, and other architectural marvels. One of their most innovative building materials was Roman concrete.^[1] Unlike modern concrete, Roman concrete gains strength over time due to its unique composition. This “antifragile” trait provides insights for constructing organizational cultures able to thrive in turbulent conditions, and it’s an apt metaphor for building a resilient company culture of true integrity.

Author Nassim Taleb popularized the idea of antifragility; it describes systems that become stronger when exposed to volatility, disorder, and stressors. Antifragile entities benefit from shocks that would harm fragile environments. Think of your feet. They get “stronger” with callouses when you walk barefoot. When you subject your body to physical stress, your muscles get stronger.

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