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Xenophon on Risks

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Abstract

Xenophon's model of order had to face realities. The pressing military, political, social, and economic questions of the 4th century BC, a period of various transformations, brought about many uncertainties, risks, and dangers. Indeed, Xenophon's oeuvre abounds with vocabulary related to fear and danger as well as with the respective antonyms from the word field of security & safety. Based on the discussion of modern heuristic distinctions between uncertainty, risk, and danger I argue that to some degree Xenophon was very aware of the differences between human-based calculation of risks and external, incalculable dangers that both became integrated into his model of comprehensive leadership.

Keywords: Xenophon, risk management, danger, uncertainty, management, leadership.