

Bring yourself into the VUCA-World

Jutta Kreyenberg

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**How much do you know about
VUCA?**

What does VUCA mean for you?

**How much abilities
(privately/professionally) do
you have to deal with VUCA?**

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Think about

- How satisfied am I with my live generally?
- How much anxiety/helplessness do I experience?
 - Personally
 - In my professional life
- How autonomous do I feel (as a shaper/designer of my life)?

Connect your thoughts whats happening generally in the VUCA world

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We live in a VUCA world

(on the basis of HD Wilms)

Complexity



Interconnected variables, overwhelming information

Volatility



Unexpected challenge, but knowledge available

Ambiguity



Unclear causal relationships, no precedents

Uncertainty



Basic cause and effect are known, solution not

+ HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS? -	<h3>complexity</h3> <p>Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.</p> <p>Example: You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.</p> <p>Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.</p>	<h3>volatility</h3> <p>Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.</p> <p>Example: Prices fluctuate after a natural disaster takes a supplier off-line.</p> <p>Approach: Build in slack and devote resources to preparedness—for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.</p>
	<h3>ambiguity</h3> <p>Characteristics: Causal relationships are completely unclear. No precedents exist; you face “unknown unknowns.”</p> <p>Example: You decide to move into immature or emerging markets or to launch products outside your core competencies.</p> <p>Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.</p>	<h3>uncertainty</h3> <p>Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.</p> <p>Example: A competitor's pending product launch muddies the future of the business and the market.</p> <p>Approach: Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.</p>
	- HOW MUCH DO YOU KNOW ABOUT THE SITUATION? +	

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Challenges for leaders in a VUCA world

- the old ways are not working any longer
- Employees have new expectations towards leadership 4.0
- Conclusion: congruent and agile personalities (flexible, in flow)

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Leadership research in a nutshell

Research in the last ten years shows that good people management (leadership) involves giving people 3 things (**Terry Wright 2013**):

- **Freedom to act** (to have choices and behave autonomously)
- **Recognition** and incentives (financial, social, appreciation) to deliver
- **Talent** to perform (skills, experience and knowledge for the job)

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Leadership research in a nutshell

To be able to lead in this way, leaders need to be able for “**level 5**” leadership:

- **humility +**
- **will**

They need to build up **congruent, agile and functionally fluent** personalities and organisations.

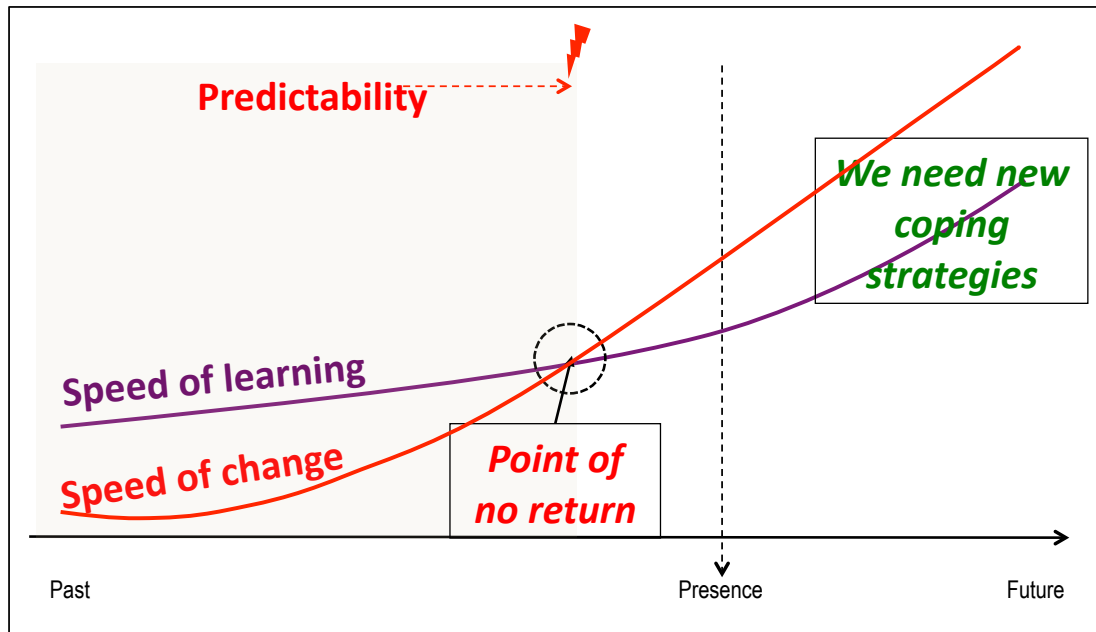
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Speed of change versus speed of learning ability

(on the basis of a graphic of HD Wilms)



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Why human beings are not per se prepared to cope with VUCA situations

1. We have a limited capacity to process information



Why human beings are not per se prepared to cope with VUCA situations

2. We tend to solve only immediate problems



**“As soon as we solve one problem, another one appears.
So let’s keep this problem going for as long as we can!”**

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Why human beings are not per se prepared to cope with VUCA situations

3. We tend to stabilise our frame of reference



**Duck
or
Bunny?**

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Why human beings are not per se prepared to cope with VUCA situations

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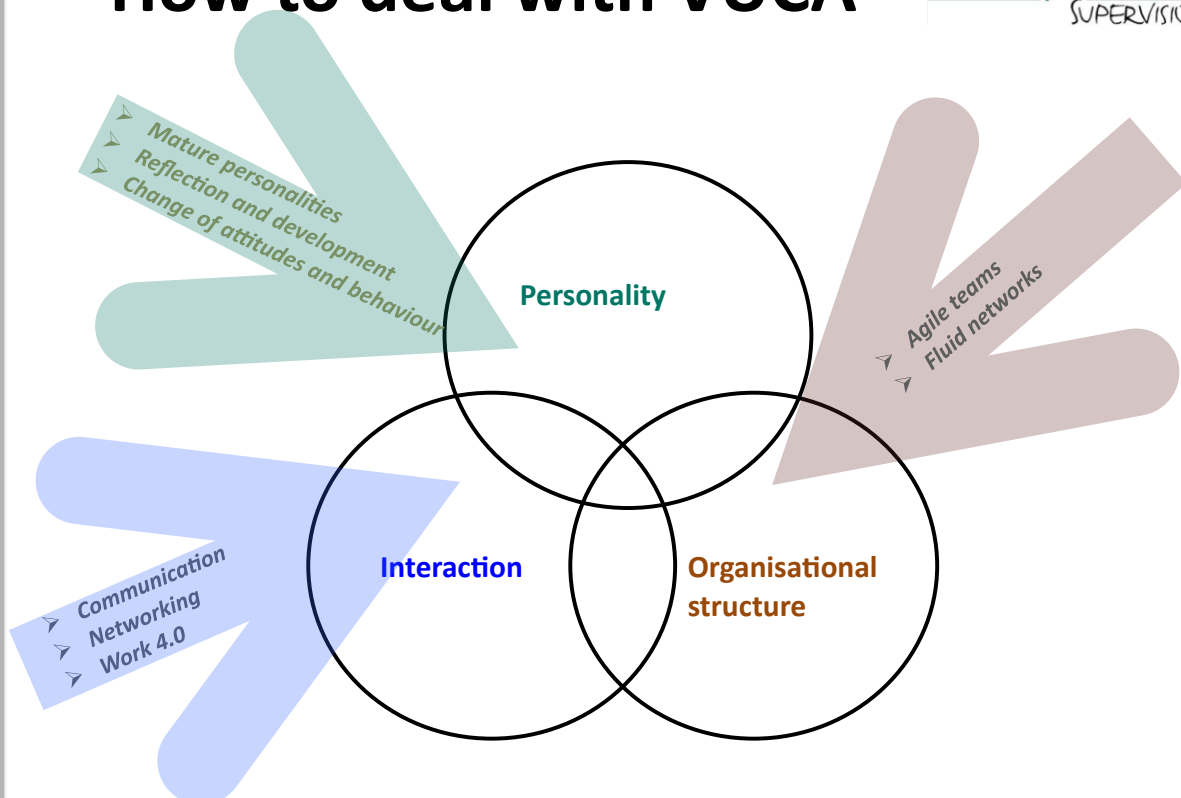
2. We tend to solve only immediate problems

3. We tend to stabilise our frame of reference



How does transactional analysis help with VUCA?

How to deal with VUCA



How to deal with VUCA

– criteria for success

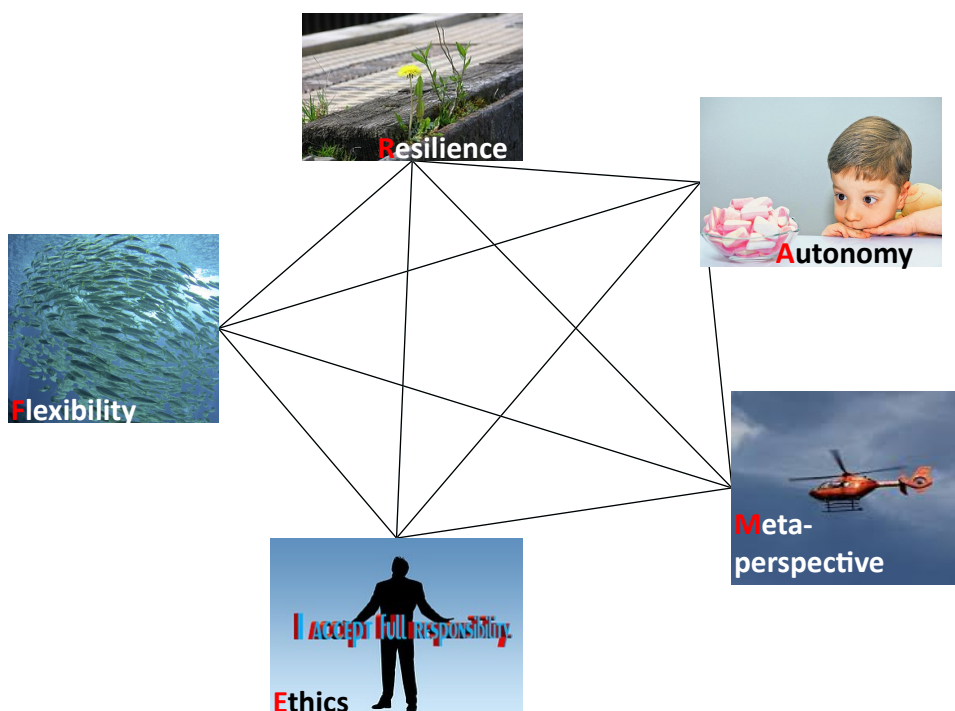
- **Organisational learning: time and agility for cultural learning - overcoming cultural scripts**
- **Personal development for leaders and employees**
- **Clear contracts, e.G. the communication structure of self organised teams**
- **Evolutionary process: re-decisions, healing the scripts, learning from mistakes**
- **Development of conflict resolution skills and negotiation skills**

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From SURVIVING to THRIVING VUKA needs a new **FRAME**



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Why personality matters

VUKA needs a new **FRAME**

Flexibility

- To learn from mistakes
- question previous successes
- Surprise competency

- Deal with the script
- Options
- Re-decision

Resilience

- Deal with adverse events, with failures
- Finding an energetic balance

- Okay-mindset
- Functional fluent energy

Autonomy

- Being aware of own re- (in) actions, traps
- Alternative thinking, assertiveness and connectivity

- Drivers, injunctions,
- Awareness, spontaneity, intimacy

Meta-perspective

- Multi-perspective
- Helicopter view

- Frame of reference
- Marsian view

Ethical mindset

- Orientation through shared values
- Responsibility, cultural development

- EATA ethical code
- People can think

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Reflection about own VUCA coping capacities

- How easily am I able to deal with difficult, uncertain, ambiguous situations? 1-2-3-4-5-6-7-8-9-10
- How fast do I recover from failures and throwbacks? 1-2-3-4-5-6-7-8-9-10
- How much fun is it for me to deal with open processes? 1-2-3-4-5-6-7-8-9-10
- How stable are my relationships 1-2-3-4-5-6-7-8-9-10
- How much do I trust my intuition? 1-2-3-4-5-6-7-8-9-10
- How do I get into and out of my stress zone? 1-2-3-4-5-6-7-8-9-10
- What drains me from and what gives me energy? 1-2-3-4-5-6-7-8-9-10

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Conclusion

**What is your next step on
my learning journey in the
VUCA world?**

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TWO HELPFUL MODELS for dealing with VUCA

Functional fluency

- ❖ A way of building effective relationships
- ❖ Learning to re-pond more and re-act less

Introvision

- ❖ A new way of dissolving scripts on a psychological and neurological level

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