

Behavioural Leadership. Humanised.

LEADING IN
A VUCA WORLD

The Keywords



WHAT is LEADING IN A VUCA WORLD?

No matter whether you live, work or manage a business there are many uncertainties involved. These could be the economy, natural disasters or political turmoil. It is indeed a VUCA world. VUCA is a term that was coined more than a decade ago by the US army. They described the environment as a VUCA world, meaning that it was Volatile, Uncertain, Complex and Ambiguous. This is certainly the least that anyone can say of such dangerous and rapidly changing environments where not all the facts or inter-relationships can possibly be known. Employees often need to operate without having all the facts or fully understanding the forces that may be influencing a situation. The army quickly realised that it took a certain kind of employee to embrace this ambiguity and work with structure and vision despite the chaos.

WHY is it important?

The VUCA world is not going to disappear. As technology develops faster and the world becomes a global marketplace there is no place to hide. Change is relentless and the landscape in which we work is constantly shifting. Leading in VUCA times becomes increasingly about creating moments of clarity and focus, whilst at the same time keeping an eye on what is shifting and being prepared to react to it. Reacting without having any vision, leaves people feeling confused and demotivated.

Rigidly adhering to a chosen strategy risks missing opportunities or failing to respond to market and environmental changes. Somehow employees need to walk a fine line between these two positions, in order to be flexible and yet sufficiently focused to keep people motivated. VUCA is complex and challenging, but it is also an environment that can allow true talents to emerge at all levels of the organisation. Indeed, one of the major lessons of the VUCA world is that employees need to engage at all levels to gain their trust and contribution in dealing with the great range of challenges that VUCA poses. Seen from this point of view VUCA becomes an opportunity for development and greater collaboration, rather than a risk to be mitigated.

Solution Description

HOW do we build a Workforce that can **LEAD IN A VUCA?**

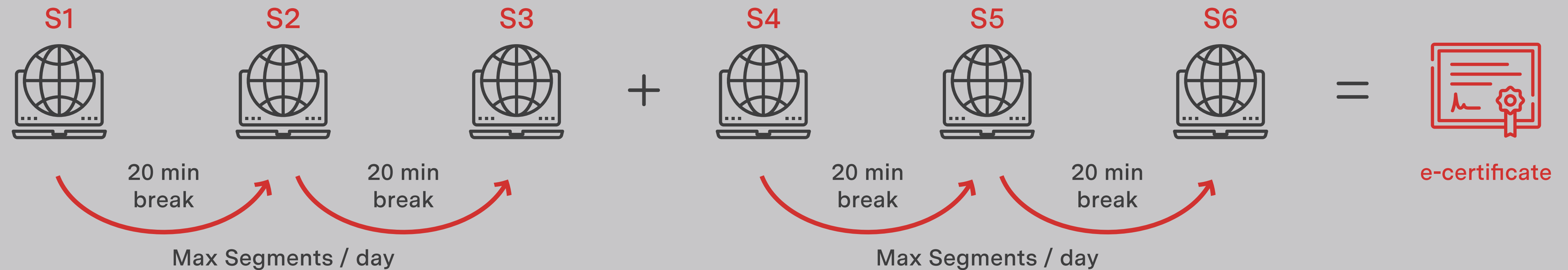
The workplace has changed. A phrase borrowed from military circles, VUCA is an accurate description of today's workplace and in many cases the world, it has become the "new normal" since the great recession. What is VUCA and how to lead in a VUCA world is more than a buzzword. Organisations and their leaders could begin by reframing VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) with a new lens so that VUCA could mean a world of Vision, Understanding, Clarity, and Agility.

In this new VUCA world order, it is up to the leaders to create the environment that leads to engagement and to make sure that VUCA now stands for:

- Making sure that all employees have the same laser focused vision for the future.
- Helping employees understand the role that they play in making this vision a reality.
- Providing the clarity necessary to ensure proper alignment and execution of that vision; and,
- Ensuring that employees have the learning, resilience and experiential agility that will enable them to execute at superior levels both now and in the future.

How We Do It?

Duration and Schedule - a total of 6-12 Interactive Digital Segments of 90 min each



Learning Process



Macro Learning Intervention Options

1:1 &/Or Group Coaching
Self Driven Intense Reading

Social Learning
(Digital Passports and Learning Partner Agreements)

Digital Practicum-
Assignments – ALP's



Micro Learning Intervention Options

LMS – Mobile App. Access to Micro Content

Videos – Audio Learning Shots

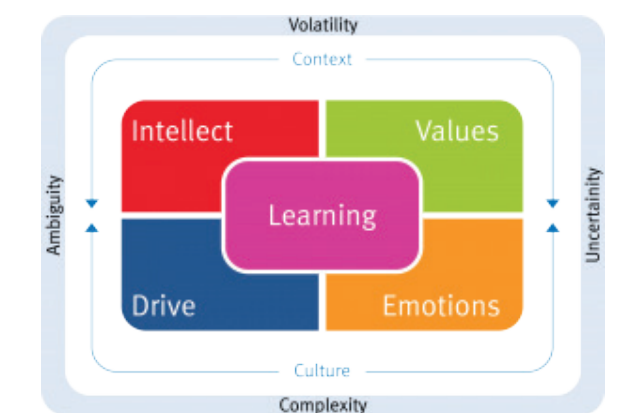
Gamification and A.I.
Based Learning

Articles, Tips, Do's / Don'ts
Digital Cards



Recommended Assessment

LIVED® Leadership
Assessment



Module 1: What is VUCA The key challenges of businesses today.

Why do we need to lead in VUCA?

VUCA! The new normal - VUCA impact on the business environment – the standard and digital.

Behavioural challenges you may face in fast turbulent times.

How do you respond to these challenges?

What are the approaches needed to navigate the VUCA world?

Module 2: Evolve with VUCA Prime

Be able to embrace & elevate the need for change.

How to evolve from the negative notion of VUCA to the positive one.

Beginning with yourself and then with your team & sphere of influence.

Focus on demonstrating behaviours of the positive in a VUCA world.

Practicing, acting then reflecting (at a group level and individually).

Transferring this into real life learning and practice.



For Delegates

This programme is designed for your employees / professional staff / supervisors who face challenges that are new because of market and environmental changes. Your organisation may be becoming more global or your business and people are dealing with more complexity. Regardless of the reason, there is an increasing demand to meet deadlines with a sense of urgency. Besides the world becoming more complex and turbulent, research in human potential is increasingly revealing practical ways for organisations to develop the mind-set and capabilities of their people to lead in it. This research shows that the keys to leading in a VUCA (Volatile, Uncertain, Complex & Ambiguous) world include possessing the right knowledge at the right time, becoming aware and mindful of changing situations. They will be practicing and building the skills to demonstrate these behaviours as follows:

- Understand the VUCA concept and the why do we need to live, work and lead in VUCA world.
- Identify how to evolve in VUCA times with VUCA prime.
- Demonstrate positive VUCA behaviours.
- Take initiatives and decisions in VUCA environments.
- Use an effective technique to influence your stakeholders / customers in a VUCA world.
- Make the best out of the business opportunities during change and demonstrate agility.

Module 3: Become Decisive, Driven & Able to Influence Your Stakeholders in VUCA Times

Be able to take initiatives and decisions in a VUCA environment.

Be able to focus on the outcomes not on the events.

Understand the decision-making process.

Identify and map your stakeholders and know how to cluster and deal with them appropriately.

Influence your stakeholders in a VUCA world via the push-build technique.

Apply the stakeholder mapping model on a real case.

Module 4: Become More Agile Driven

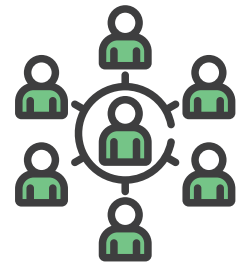
Know your change preferences.

Foreseeing the pros and cons of ambiguity.

Believe that you can make a difference.

Explain the importance of being agile in VUCA times.

Understand the agility model to adapt with VUCA changes.



For Managers

This programme is designed for managers in organisations who are encountering changes and turbulence, whether this is due to internal factors, external factors or both. Behaviours like decisiveness, influencing, resilience, flexibility, proactive thinking, dependable working and understanding will be demonstrated in this programme. By doing this the managers will be leveraging the antidote of VUCA which is VUCA Prime by providing VISION, UNDERSTANDING, CLARITY, AGILITY. Managers will be engaged in such a way that fosters their ability to respond to any challenge and make positive decisions, that sustain their identified change situation. They will also practice and build skills which demonstrate these behaviours as follows:

- Understand how to keep the business on track, especially when dealing with rapid changes and uncertainty.
- Be aware and appreciate the impact of change within themselves, their peers and their team members.
- Learn how to deal with and address team productivity when operating in an environment that is heavily charged by ambiguity.
- Build new skills and be able to influence various stakeholders to implement the difficult decisions and achieve the anticipated results.
- Remain focused on the objectives set and mobilise their teams to achieve results.

Module 1: What is VUCA and What are the Symptoms of a VUCA Environment?

The evolving business environment and the burning platform.
Understand the bigger picture and strategic purpose of your organisation.
What it takes to achieve results in a volatile and turbulent environment?
The qualities, resilience and behaviours required to lead in a VUCA context.

Module 2: Leadership Response to VUCA - Assess the Impact of Diversity on the Way People Act, Interact and Self-discovery and the Impact of Personal Preferences on the Way you Deal with VUCA.

Identify opportunities and the willingness to capture these in a complex setting.
Be creative in overcoming hurdles to act with great resilience.

Module 3: Lead with VUCA Prime

Be able to embrace & elevate the need for change.
Identify opportunities and the willingness to capture them in a complex setting.
Being creative in overcoming hurdles and act with great resilience.
Start with yourself and then with your team & sphere of Influence.
VUCA! The new normal - Practicing, acting then reflecting (at a group level and individually) and then transferring this into real life learning and practice.

Module 4: Leading with Agility & Resilience - Become Decisive and Driven

Role modeling agility and resilience.

Influence stakeholders to roll out the agreed decisions.

Be able to take initiatives and decisions in a VUCA environment.

Be able to focus on the outcomes not on the events.

Engage your people in the decision-making process.

Module 5: Influencing & Persuading - Helping Others Cope with VUCA

Identify and manage your stakeholders and know how to cluster and deal with them.

Influence your stakeholders in a VUCA world using the famous influence strategy Push / Build.

Apply the stakeholder mapping model on a real case.

Dealing with resistance in difficult people.

Coaching labs to help people change and move forward.

Module 1: Become a Role Model of Leading in a VUCA World

The key challenges facing executives in business today. Why do we need a role model of leading in VUCA time?

How do executive leaders respond to these challenges?

What are the skills and behaviours required to be a role model executive leader in VUCA times.

What are the approaches needed to navigate the VUCA world?

Understand the bigger picture of VUCA challenges in your own organisation.

Look at VUCA as an opportunity & act as a role model of leading in a complex time in a standard and digital enjoinment.

Module 2: Embracing the Leading In a VUCA World Concept

Be able to embrace & build the leading in VUCA concept. Be prepared for complexity with the VUCA Prime behaviours.

Be creative in overcoming VUCA challenges, capture growth opportunities willingly and with great resilience.

Build strategies to manage and reduce the stress and fear caused by the uncertainty of VUCA.

Module 3: Leading in a VUCA World. Be a Visionary

Behaviours needed to overcome Volatility in a team context.

Align your team with the organisation's vision by communicating it in various forms.

Focus on the strategic goals and outcomes, especially when faced with ambiguity and complexity.

Assign tasks to others while driving and availing support.

Create a climate where people can perform at their best and thrive.

Module 4: Developing a Culture Where Leaders Lead in a VUCA Environment

Create a "can do" culture within the team in order to grasp opportunities.

Develop your managers to be agile and resilient leaders in a VUCA business,

Help leaders to develop their agility, adaptability, innovation, collaboration, communication, openness to change, and higher-order critical thinking skills,

Develop your role as Coach and Mentor to your leaders to thrive in VUCA situations.



For Executives

This programme is designed for senior executives and leaders in organisations who are experiencing dynamic changes and turbulence, whether this is due to internal factors, external factors or both. There are many challenges facing us today and the business environment is extremely turbulent globally, fueled by major political, environmental and technological changes. The VUCA environment is here to stay! As leaders in this chaotic world, we need to increase our adaptability, our agility and resilience to ensure that the capabilities that we have, are fit for purpose to enable us to continue not only to survive but also to thrive in the VUCA environment. Leaders will have the opportunity to practice and build the skills to demonstrate these behaviours as follows:

- Understand the VUCA concept and its impact on your business & people.
- Spot opportunities and combat possible threats in a VUCA environment.
- Anticipate and react to the nature and speed of change.
- Act decisively without always having clear direction and certainty.
- Navigate through complexity, chaos, and confusion.
- Maintain effectiveness despite constant surprises and a lack of predictability.

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Leading in a VUCA

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