

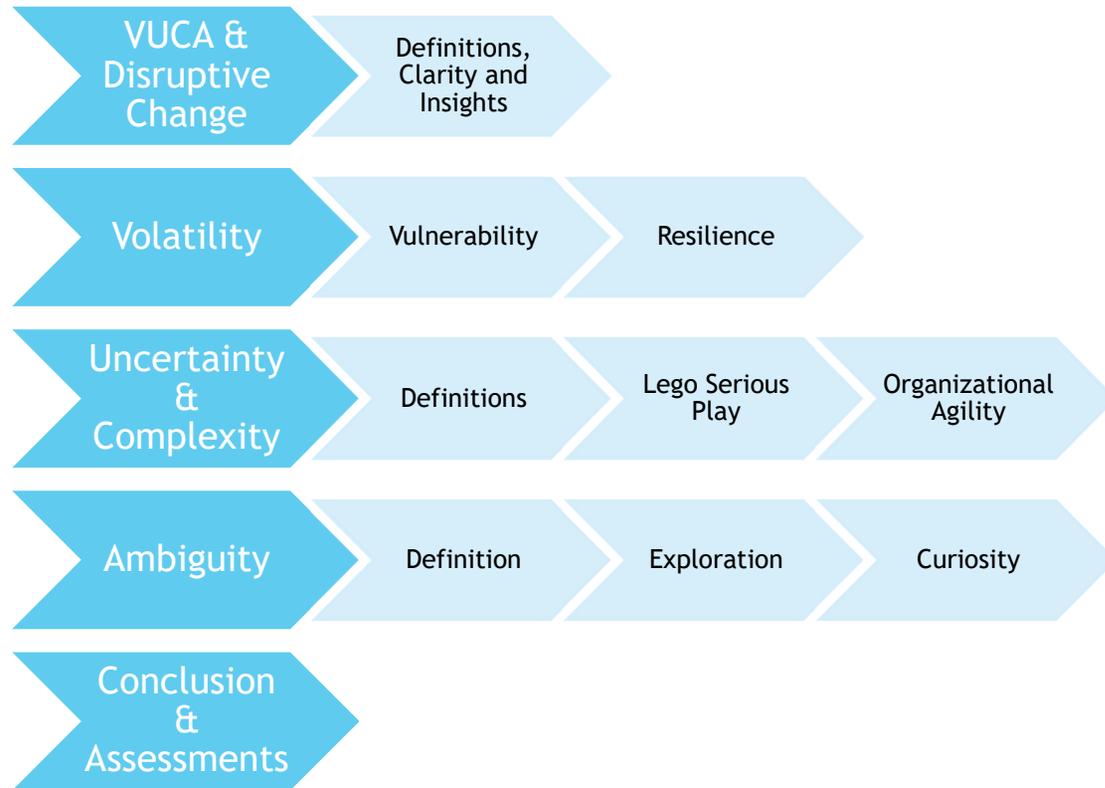
Tools to Navigate a VUCA World of Disruptive Change

Rich Batchelor

CAP|LLARY
learning

Change Thinking

Overview



VUCA



VUCA & Disruptive Change

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Change Thinking

VUCA & Disruptive Change

VUCA is ...

- ▶ Volatility
- ▶ Uncertainty
- ▶ Complexity
- ▶ Ambiguity

1987

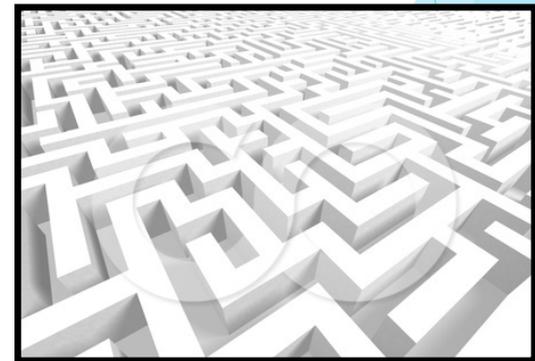
2002

Today



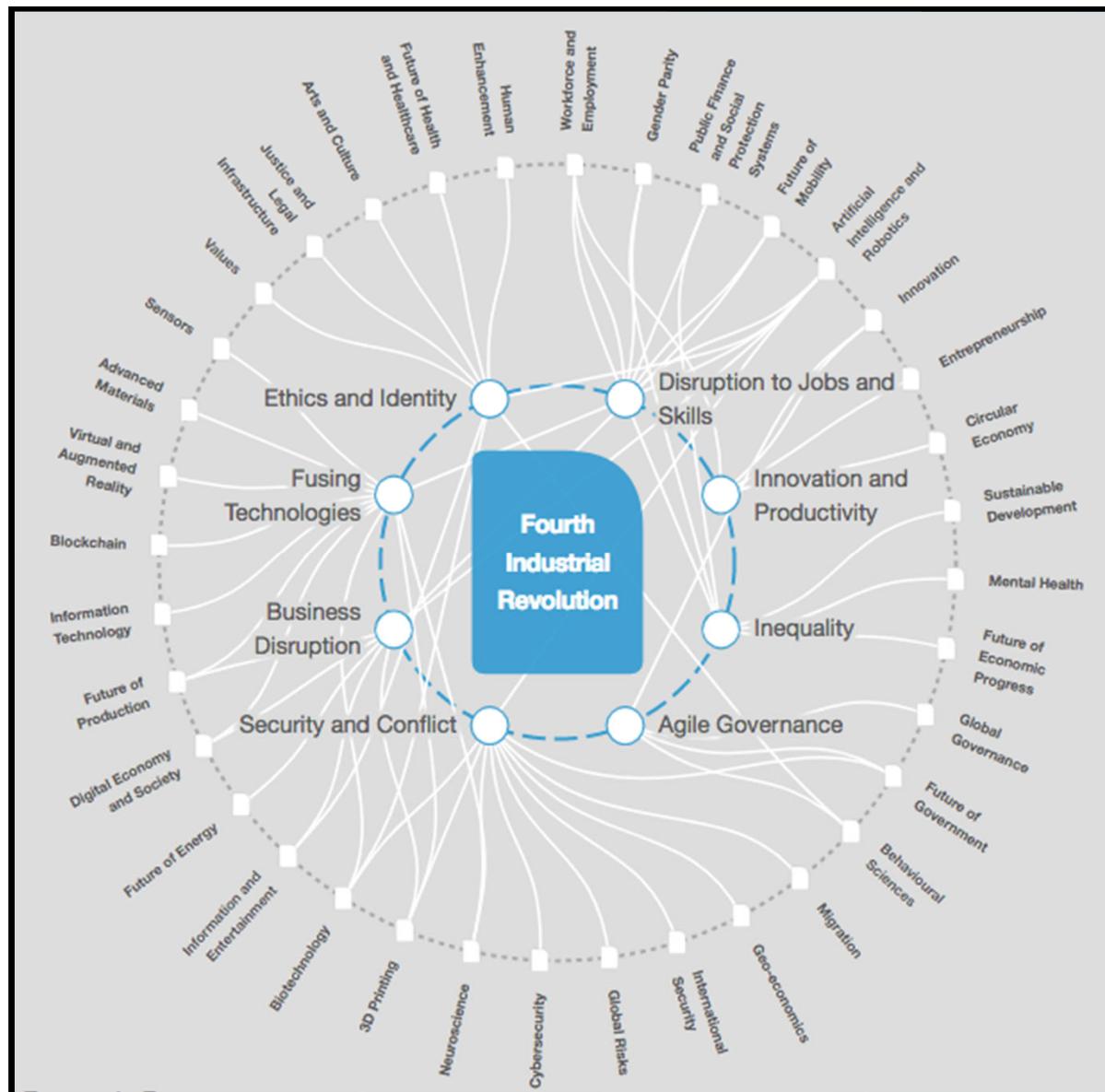
VUCA & Disruptive Change

Disruptive Change is ...



INDUSTRIAL REVOLUTION 4.0

- Robotics
- Big Data
- Artificial Intelligence
- New Forms of Currency
- Virtual Reality
- Genomics
- Stem Cells
- Biotechnology
- Nanotechnology
- 3-D printing



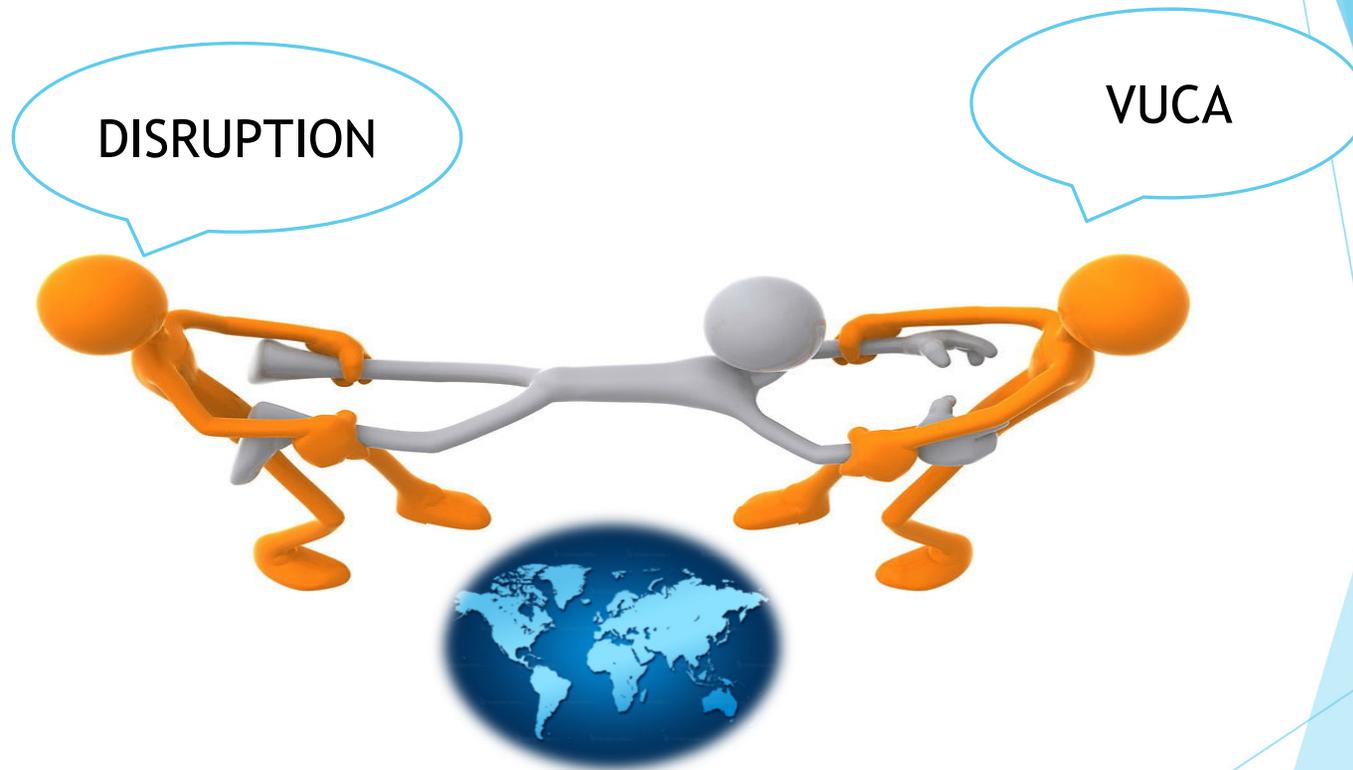
VUCA & Disruptive Change

Discussion:

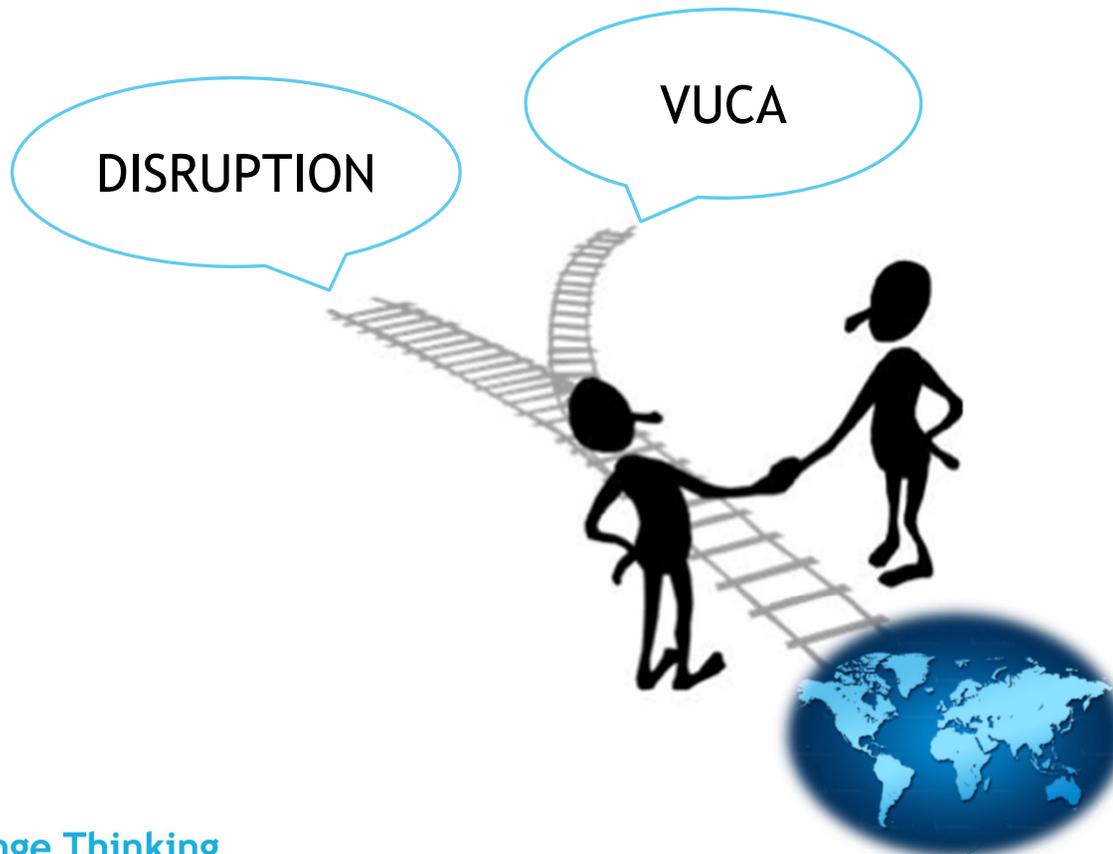
- ▶ How do you feel about the 4th industrial revolution?
- ▶ How is it impacting your life, work and the world around you?
- ▶ How do you see it developing?



VUCA & Disruptive Change



VUCA & Disruptive Change



Volatility

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Volatility

WHAT IS HAPPENING
WHEN SOMEONE OR
SOMETHING IS
VOLATILE?

Volatility

Discussion:

- What was the last volatile situation you experienced?
- How did you handle it?
- What was the outcome?



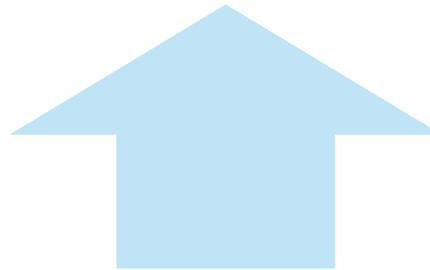
Volatility



Vulnerability



Volatility



Volatility & Vulnerability

*Brené Brown -
Embracing Vulnerability*



Volatility & Vulnerability

- ▶ Being at peace with vulnerability requires:
 - ▶ Bravery
 - ▶ Stress management
 - ▶ Resourcefulness
 - ▶ Emotional Plasticity

RESILIENCE

*Oxford English Dictionary Defines Resilience:
The capacity to recover quickly from difficulties; toughness
The ability of a substance or object to spring back into
shape; elasticity*

How Resilient Are You?

- Just how resilient are you? An exercise in self awareness.



Uncertainty and Complexity

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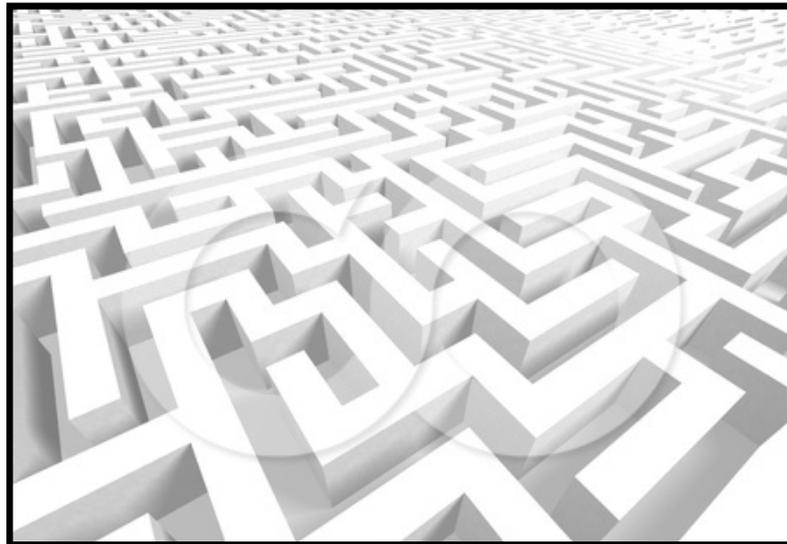
Uncertainty

- ▶ What is uncertain for you, today, tomorrow, always?



Complexity

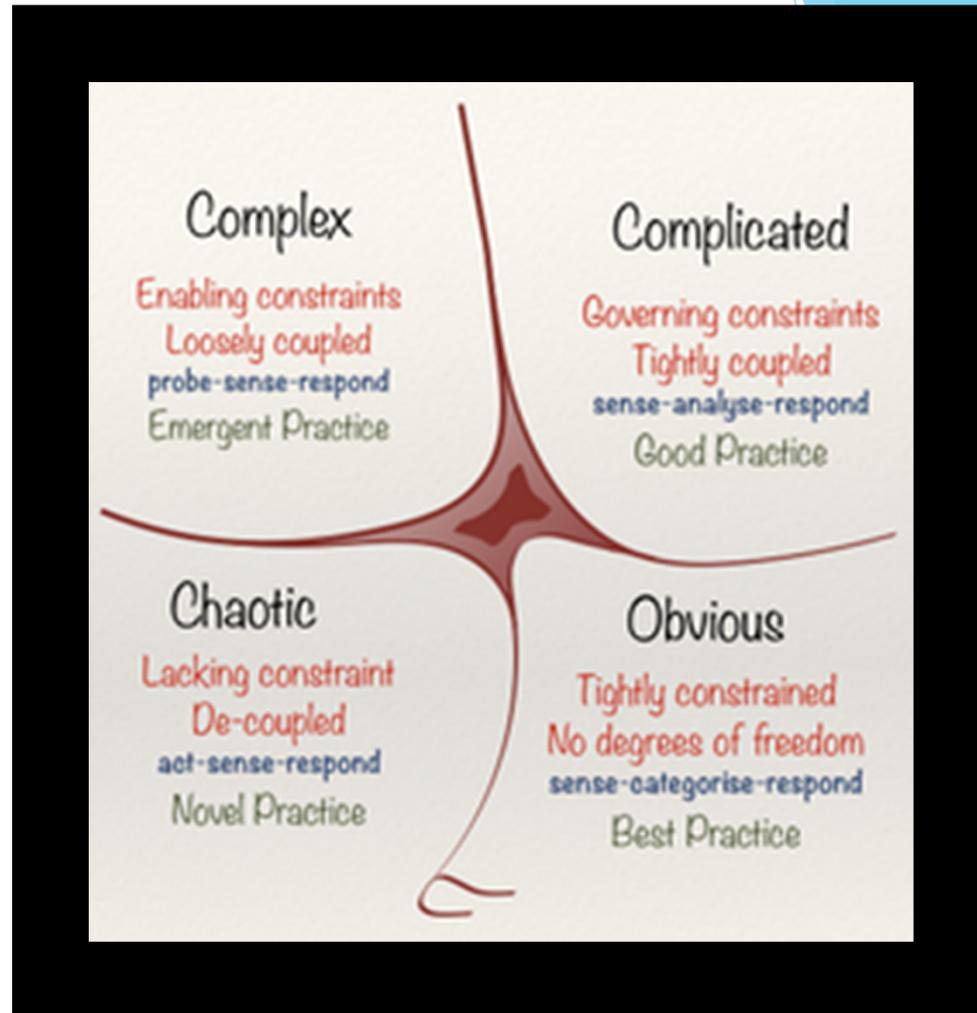
- ▶ What is complex to you?



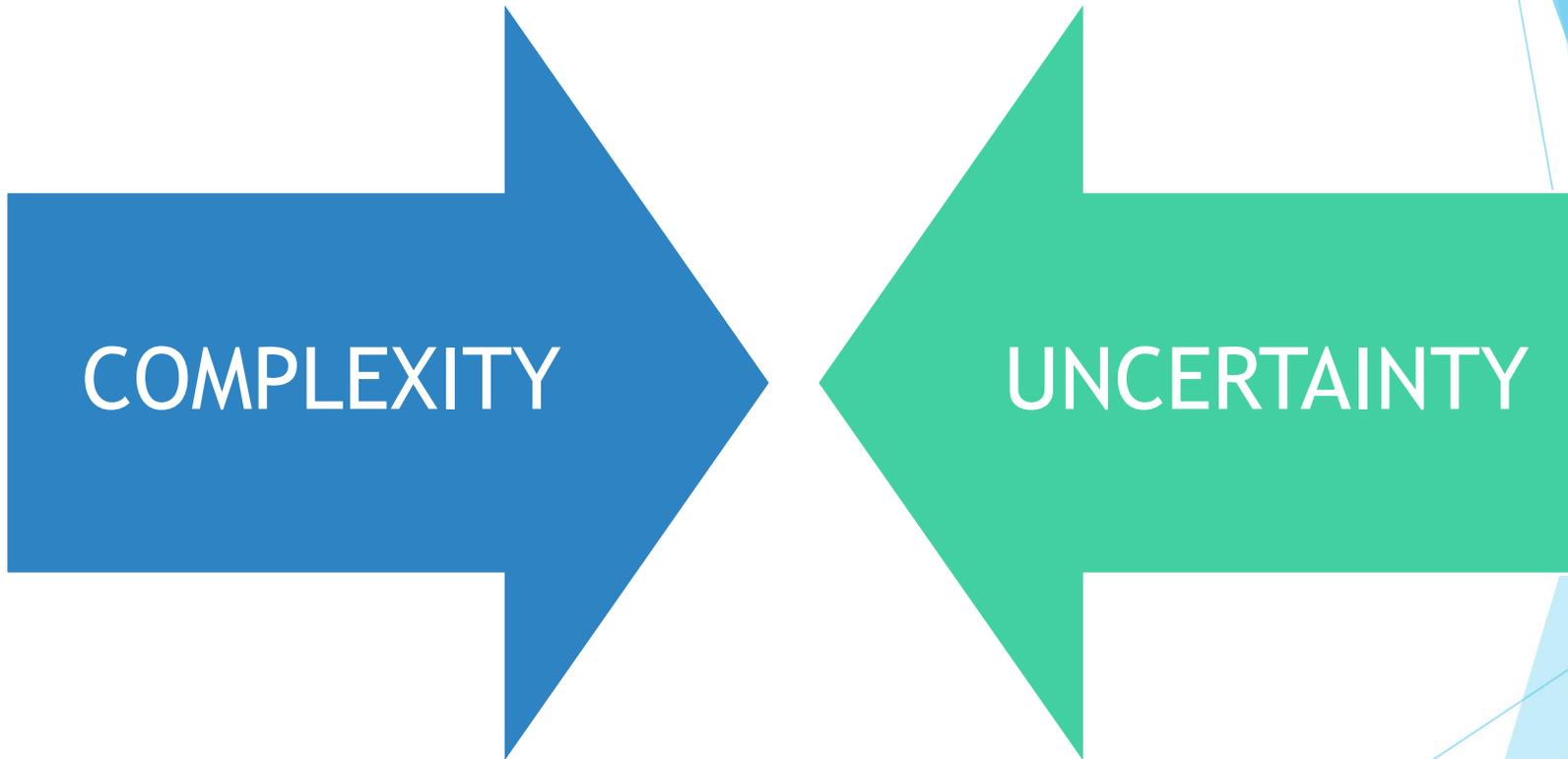
Complexity & the Cynefin Framework

- What is the difference between complex and complicated?
- Can you think of examples that explain the difference between each
- The Cynefin framework is a conceptual framework used to aid decision-making. Created in 1999 by Dave Snowden when he worked for IBM Global Services, it has been described as a "sense-making device."

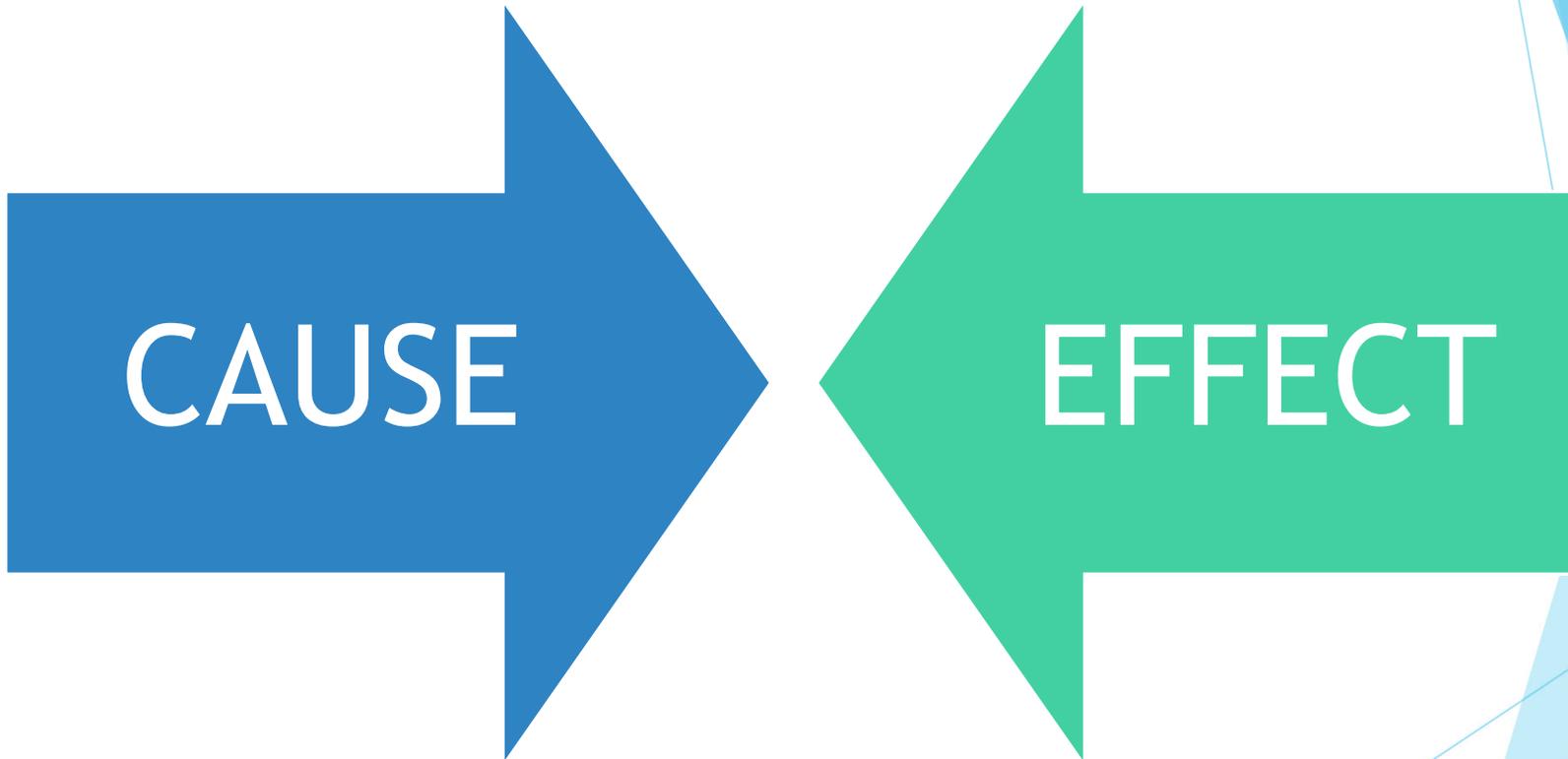
Cynefin is a Welsh word for habitat.



Complexity & Uncertainty

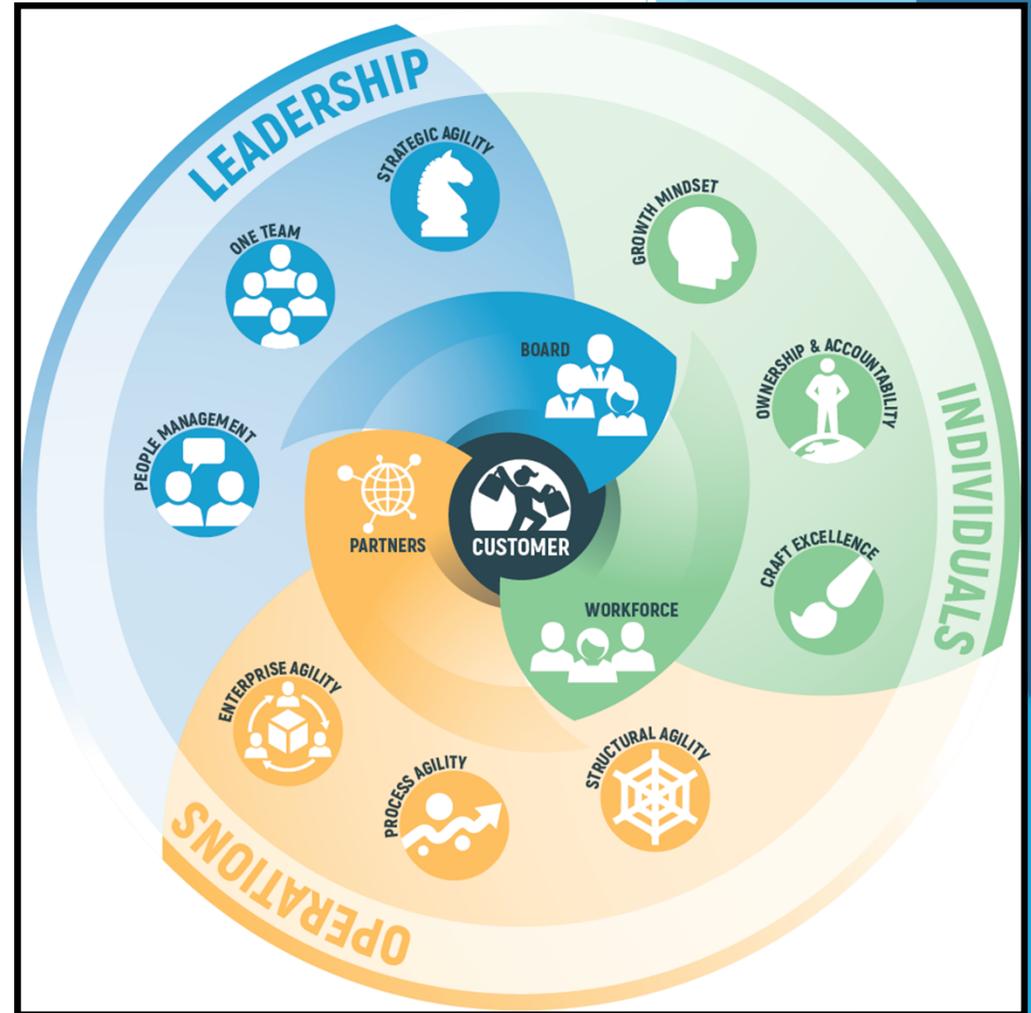


Complexity & Uncertainty



Complexity
& Uncertainty

Business Agility



Complexity & Uncertainty



- ▶ Let's explore Complexity and Uncertainty and the benefits of business and organizational agility.

Ambiguity

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Ambiguity

- ▶ What does ambiguity mean to you?
- ▶ What are your thoughts when you hear that a situation is ambiguous?
- ▶ What do you think?
- ▶ What do you feel?

Ambiguity

Words associated with ambiguity:

Doubtful

Dubious

Unclear

Indefinite

Unsure

Open to interpretation

Multiple interpretations



Ambiguity & Curiosity

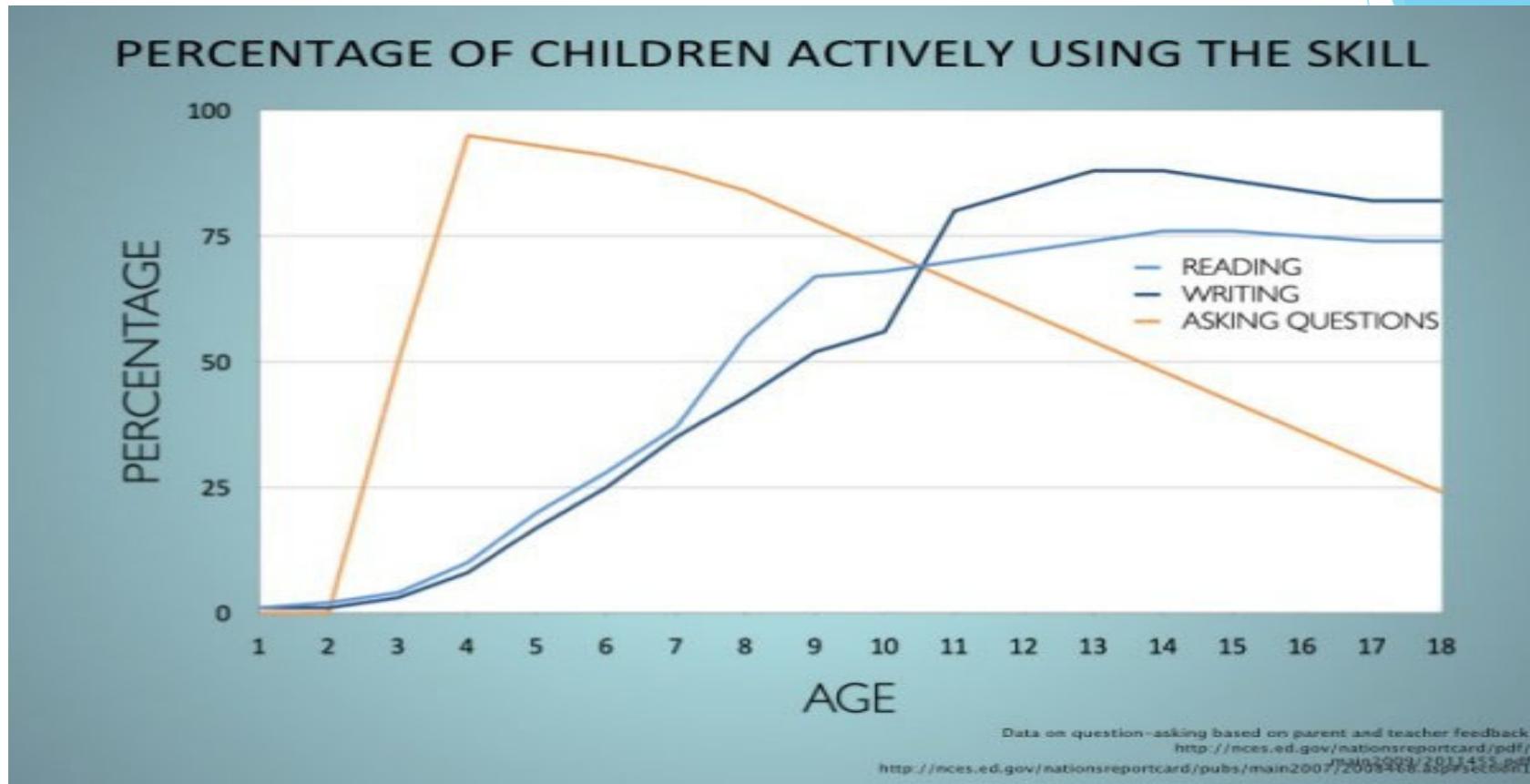
- ▶ Navigating Ambiguous situations with Curiosity ...

*"Curiosity... is insubordination in it's purest form."
- Vladamir Nabakov -*

Childhood Curiosity



The Collapse of Curiosity



Curiosity is Following Quest-ions

“The important thing
is not to stop
questioning...
Never lose
a holy curiosity.”

Albert Einstein



Curiosity

- ▶ How Curious are you?
- ▶ Where is your Curiosity Focus?



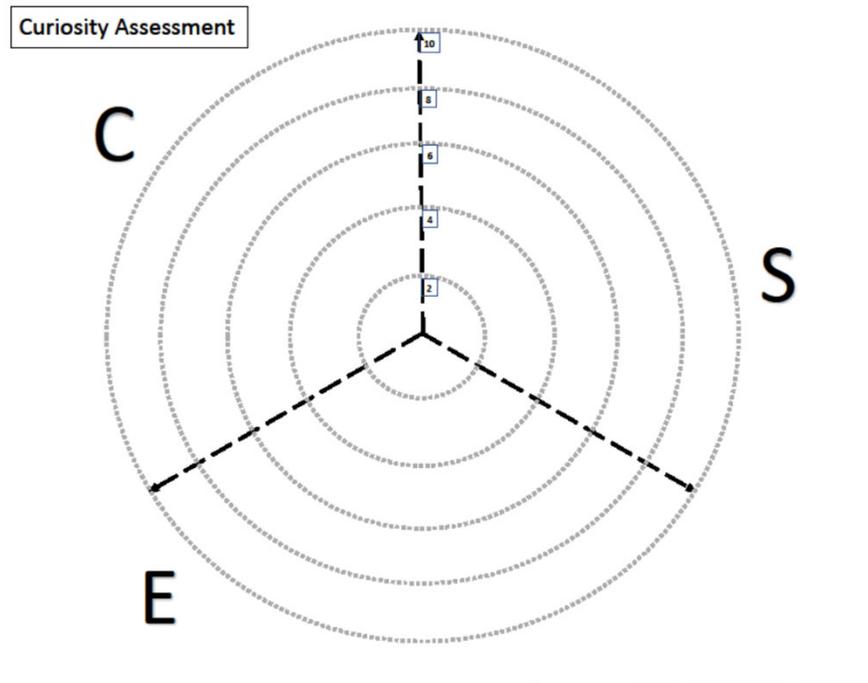
**Activity
Time**

Curiosity

What's your preference?

- ▶ Challenger
- ▶ Sage
- ▶ Explorer

Where a score is below 5 there is a developmental opportunity and activities should be developed to strengthen this segment.



Curiosity - Your Preference



SEGMENT C is the CHALLENGER role in curiosity.

The **Challenger** questions a situation, or a person within a situation, to discover cause, effect and opportunities.

Someone with this strength is often able to get to the root cause of a challenging situation, or discover a fresh and new approach, through a small number of focused questions. In extreme situations this person is never accepting anything, but challenging everything, with continuous questioning. The constant question “why?” is reflective of this person’s style and strength.

When looking to develop this segment, individuals need to improve communication skills, develop open questioning techniques and learn to reflect on a situation in the form of questions.

Curiosity - Your Preference



SEGMENT S is the **SAGE**, anchored in knowledge and understanding of the power of curiosity.

The **Sage** uses their strength to analyze a situation and draw out the key factors of a challenge to achieve a successful outcome. They readily see problems as challenges to overcome.

Someone with this strength will illuminate a situation and facilitate others to achieve a desired outcome. They have an ability to analyze complex situations and find the core of the challenge to focus on, by themselves or with others. Their curiosity is not always obvious and in the extreme it can be perceived as introversion or aloofness.

Developing this segment is achieved through education and experience. A willingness to be exposed to new and different situations, to learn from the diversity of the community or stakeholders they engage with, will develop the greater understanding and wisdom of the Sage.

Curiosity - Your Preference



SEGMENT E, the EXPLORER- is constantly seeking new adventures in curiosity.

The explorer is always searching for opportunities to apply curiosity, discovering new spaces and finding new groups of people. They thrive in disruption, change and the VUCA world.

Someone with this strength is never afraid to jump into the new, find out what is possible and see ways to embrace something different. They can see multiple pathways where others see just one, with a balance of logic and emotional drive to focus on their end goals. In the extreme, Explorers may seem impulsive, jumping in with an apparent lack of consideration for the consequences, running before they walk, or encouraging disruption for the sake of it, rather than the betterment of a situation.

Developing this area, requires change acceptance, building confidence, strength and resilience, as well as learning how to explore the unknown.

Conclusion

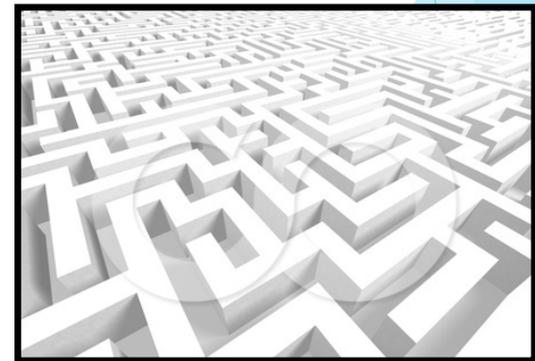
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Conclusion

Disruptive Change is ...



Conclusion

Disruptive Change is ...

VUCA

Conclusion

VUCA

- Volatility
- Uncertainty
- Complexity
- Ambiguity

Tools

- Resilience
- Curiosity
- Agility
- Lego Serious Play®