



realising TRUE potential

# Leading in a VUCA Environment

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# Agenda



My resilience story



Managing in a VUCA environment



What makes people successful?



What is resilience?

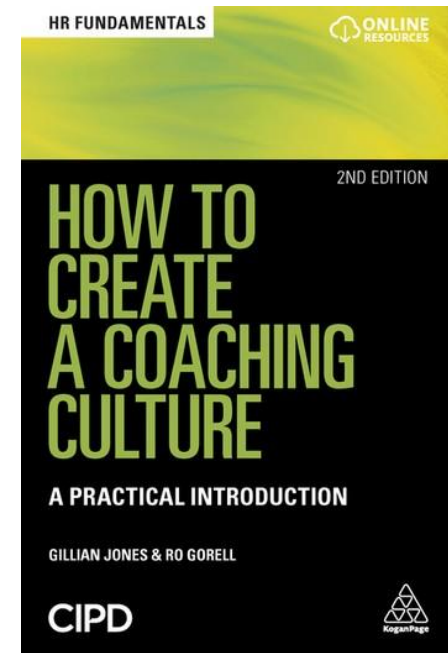
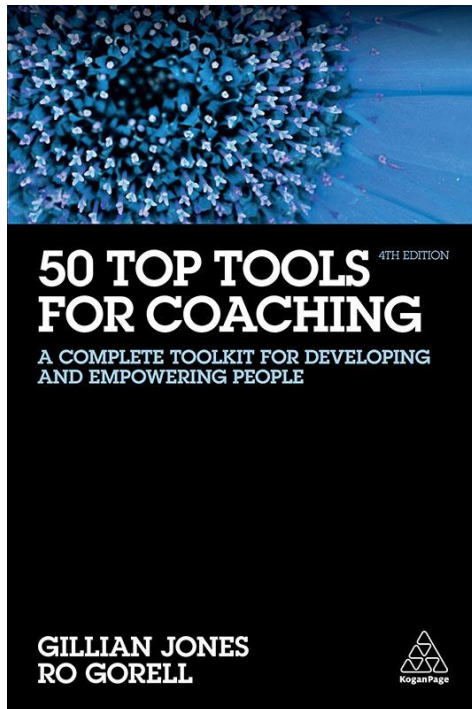


Techniques for maintaining resilience



Summary – some tips!

# But first..... How did I get here?



**How V.U.C.A. is your landscape?**





Who  
knows  
what VUCA  
means?



<b>V</b>	<b>Volatility</b>
<b>U</b>	<b>Uncertainty</b>
<b>C</b>	<b>Complexity</b>
<b>A</b>	<b>Ambiguity</b>

Yeah but  
really ...  
who knows  
what VUCA  
actually  
means?

**V**

**Volatility**

The challenge is unexpected or unstable and may be of unknown duration, but not necessarily hard to understand

**U**

**Uncertainty**

Despite a lack of other information, the event's basic cause and effect are known. Change may happen ... but it is not a given

**C**

**Complexity**

The situation has many interconnected parts and variables. Some information is available or can be predicted but the volume or nature can be overwhelming

**A**

**Ambiguity**

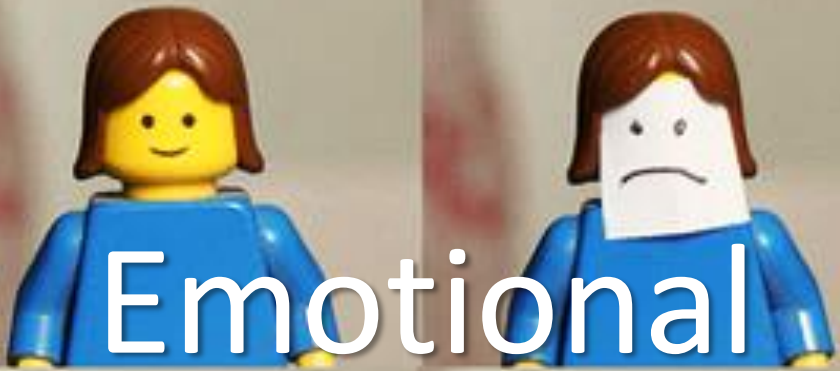
Causal relationships are completely unclear. No precedents exist; you face "unknown unknowns"

# Biggest Mistakes in a VUCA World

1. Abandoning the vision
2. Not communicating until there is something to communicate
3. Not learning through failure
4. Ignoring psychological safety
5. Lack of agility or failure to adapt
6. Neglecting stakeholders
7. Cancelling development projects
8. Allowing the grapevine to grow!
9. Becoming overwhelmed, depressed or immobilised
10. Being an Ostrich!





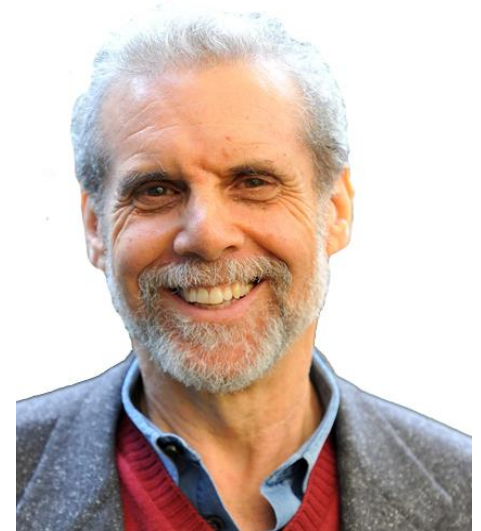


# Emotional Intelligence



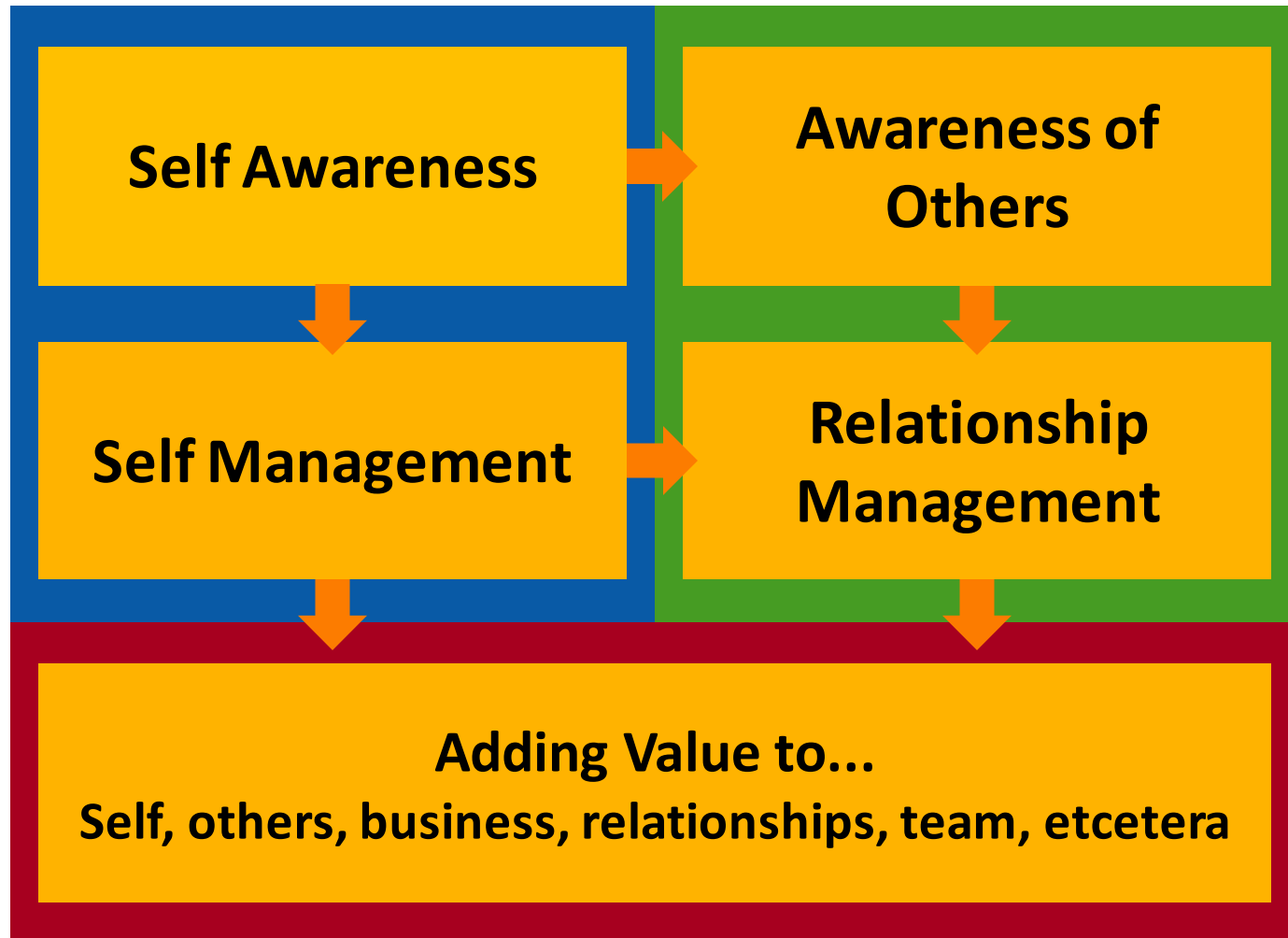
# What is Emotional Intelligence (EI)?

- Knowing what you are feeling and being able to handle those feelings without having them swamp you
- Being able to motivate yourself to get jobs done, be creative and perform at your peak
- Sensing what others are feeling, and handling relationships effectively

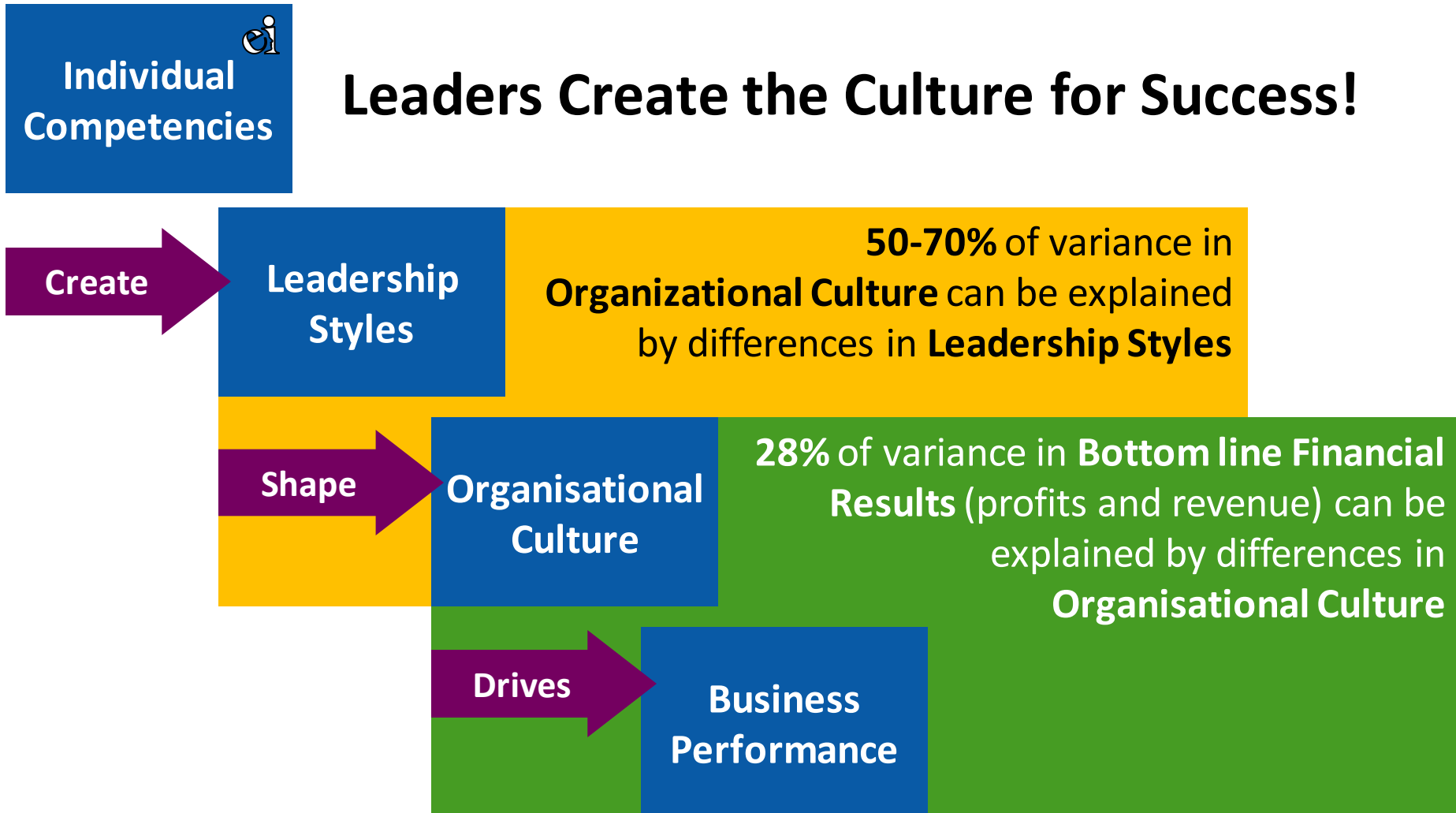


Daniel Goleman

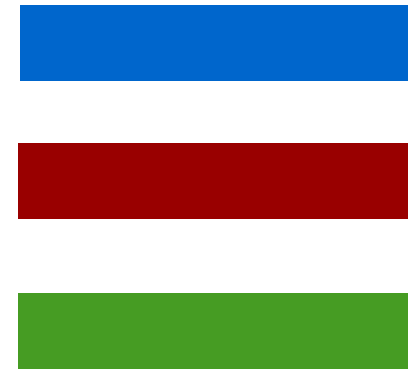
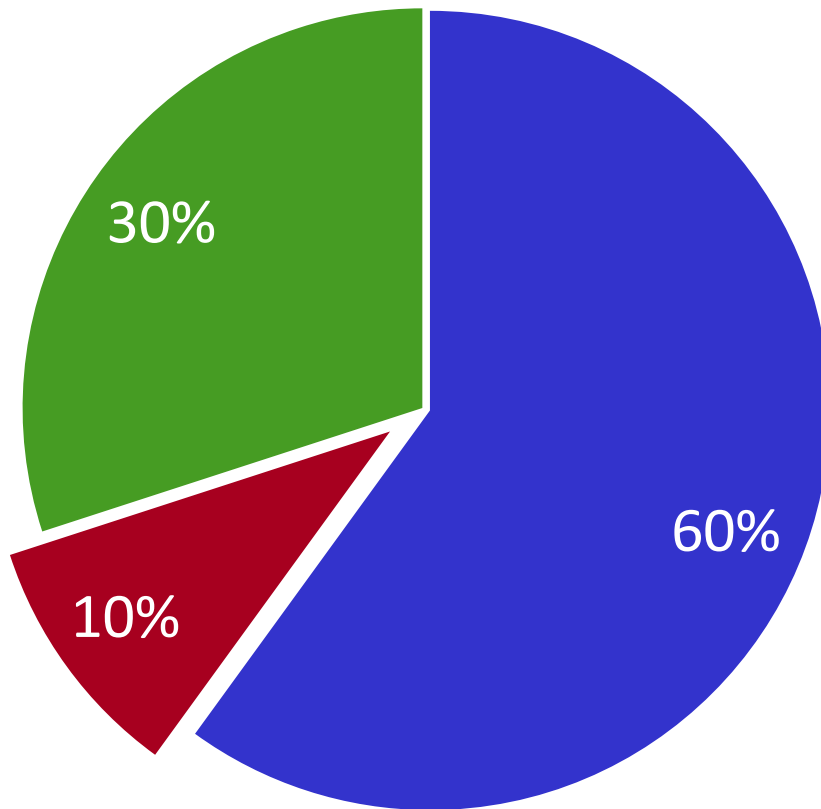
# Emotional Intelligence



# The Power of Leaders



# Promotion/Success



Research by Harvey Coleman (ex-IBM) across a number of large organisations identified three factors that determine whether someone is promoted or not



A close-up photograph of a person wearing a dark grey or black pinstriped suit jacket. Their hands are clasped together behind their back, a gesture often associated with confidence or authority. The person is wearing a light blue dress shirt. The background is plain white.

Authentic Leadership

# What is Authentic Leadership?

- Self Aware and Genuine
- Mission Driven and Focused on Results
- Lead with their Heart
- Focus on the Long Term



# Becoming Authentic

## Discover your life story

- Be open if you expect people to be open

WHAT'S  
YOUR  
STORY

The image shows the words 'WHAT'S YOUR STORY' written on a green chalkboard. 'WHAT'S' and 'YOUR' are in white, 3D block letters. 'STORY' is in larger, colorful 3D block letters: 'S' is red, 'T' is blue, 'O' is yellow, 'R' is red, and 'Y' is blue. The letters are arranged in a slightly curved path across the board.



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- Learn from your setback and mistakes



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## Hone your leadership effectiveness

- Learn, develop, grow

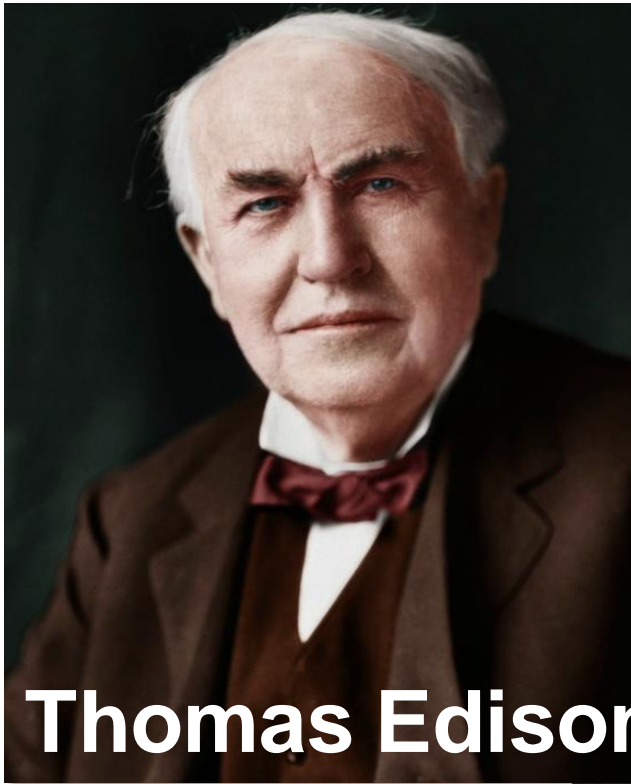


# Resilience



This too will pass

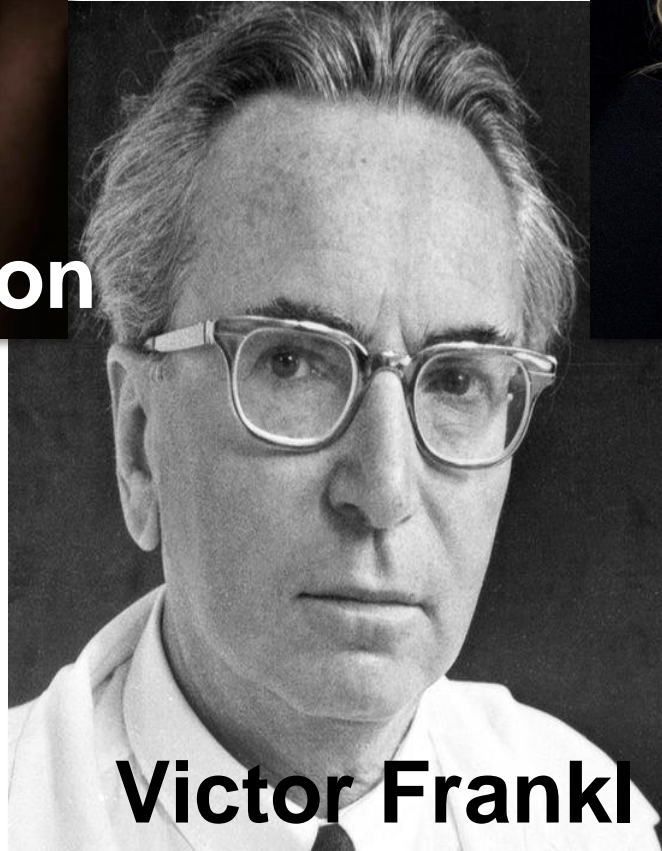




**Thomas Edison**



**J K Rowling**



**Victor Frankl**

# What Is Resilience

- The ability to recover and bounce back from adversity, trauma, threats or significant sources of stress

Our ***Bounce*** capacity

There is a big difference between stress and tension!

**Stress** is the subjective feelings associated with external events and stimuli which often feel detrimental to health.

**Pressure** (i.e. to perform) can be a positive state, if managed correctly





# Where Does Resilience Come From?

- Inherent
- Adapted
- Learnt

Resilience is about having a  
Growth Mindset



# How Lack of Resilience Can Impact

- Personalisation
- Permanence
- Pervasiveness

Martin Seligman (Psychologist)



# 5 Pillars Of Resilience

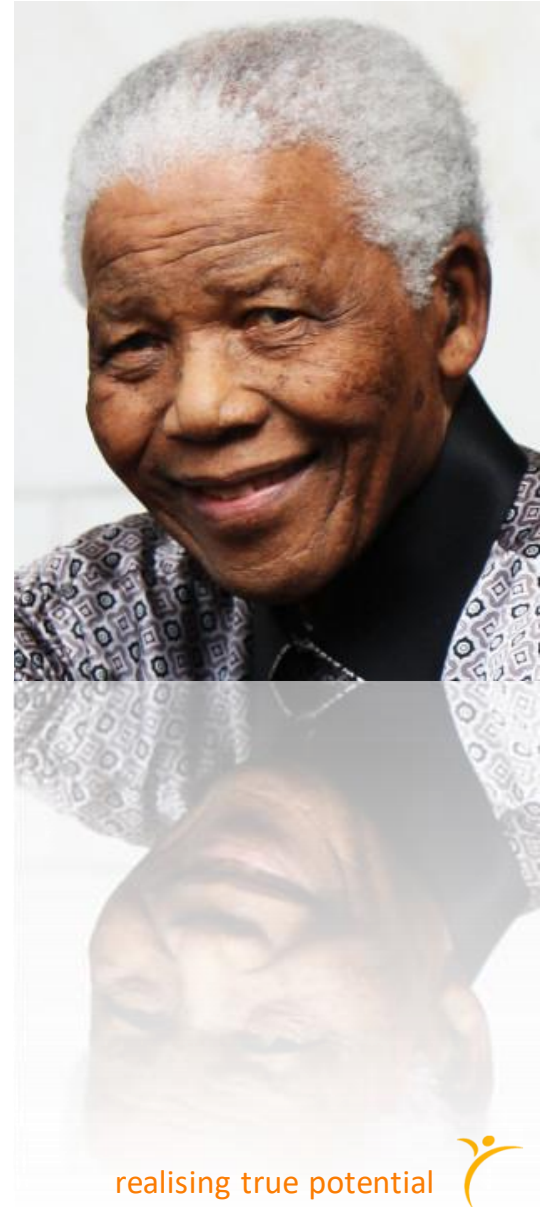
- Energy
- Future Focus
- Inner Drive
- Flexible Thinking
- Strong Relationships

*These can be individual or team focused*



# Characteristics Of Resilient People

- Agility - the capacity to make realistic plans
- Capacity to generate high energy
- Consistently performing at their highest level
- Mental agility and problem solving skills
- Support networks
- Strong beliefs
- The ability to manage strong feelings and impulses
- Communication
- Conflict management skills

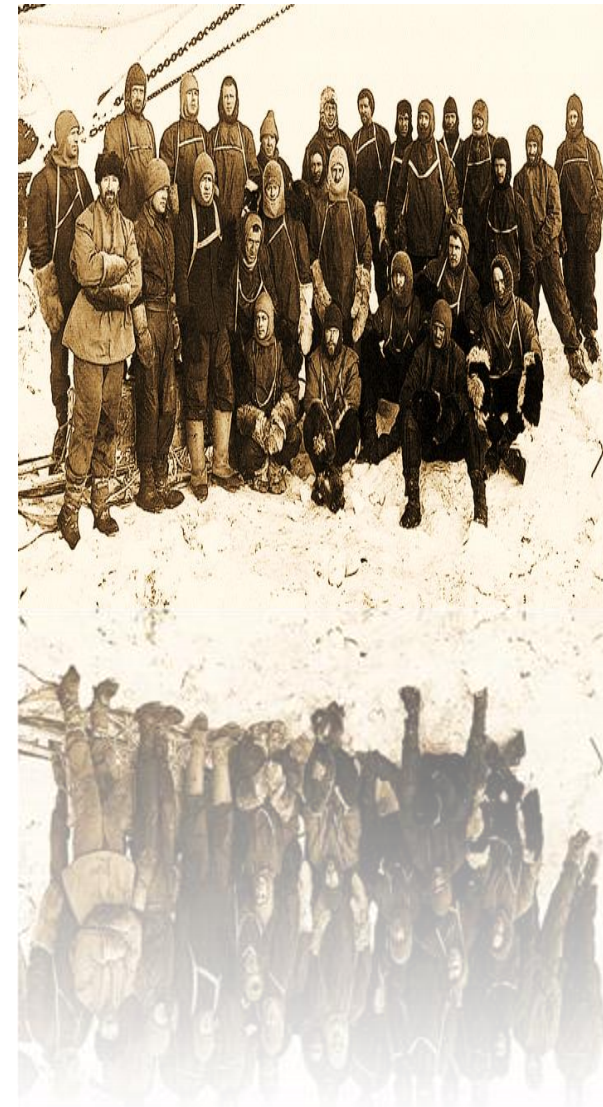




# Collective Resilience

A team is only as strong as the collective resilience of its members

- Identifying shared areas of strength
- Building awareness of potential areas of weakness
- Learning and sharing lessons verbally
- Manager is key – Radiators or Drains?
- Noticing resilience in others and being supportive
- Taking time to “sharpen the saw”
- Commitment

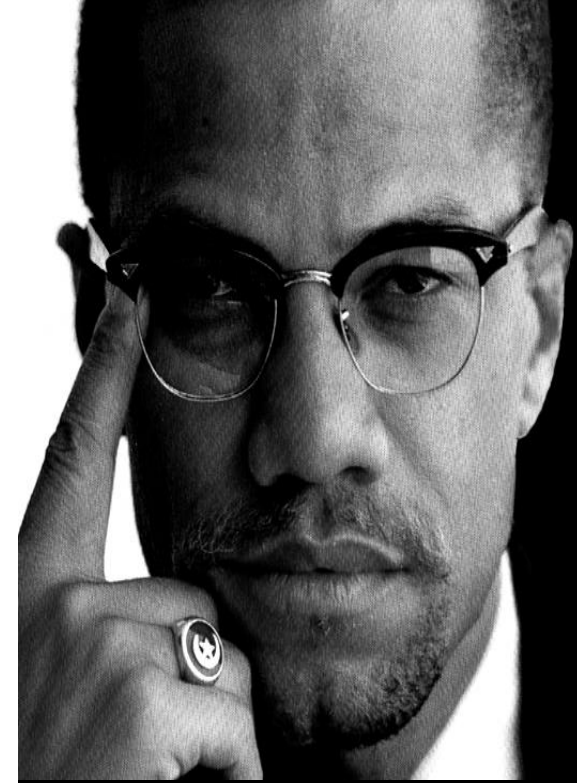




# Approach To Resilience

- The issue or challenge won't change but your approach can
- Highly resilient people are adept at seeing things from another person's point of view

## How Do You Think About Adversity?



**There is no better than adversity. Every defeat, every heartbreak, every loss, contains its own seed, its own lesson on how to improve your performance the next time.**

# Ashby's Law of Requisite Variety

“The part of the system with the greatest flexibility will exert the most influence on the outcome”



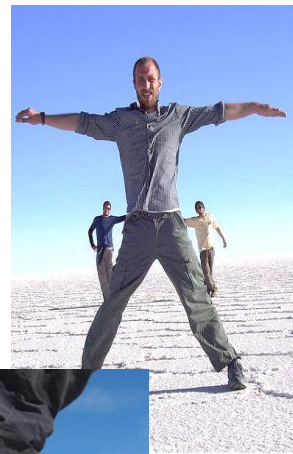
# Tips For Managing Resilience

1. Stay flexible – get some control
2. Learn lessons – life is just a test!
3. Manage ‘concern or influence’
4. Stay connected – maintain relationships
5. Have a sense of purpose
6. Believe in yourself
7. Release tension
8. Learn healthy habits
9. Hang on to your humour
10. Be optimistic



# Getting Perspective

- Avoid catastrophising
- Consider – will it matter in 5 years?
- Accept change is part of life today
- Look for opportunities for self discovery
- Consider, if ..... happens, will you still have your family, your health, your house





# Questions

