

- Volatile** : liable to change rapidly and unexpectedly
- Uncertain** : unpredictable; not known or definite
- Complex** : consisting of many different and interconnected parts
- Ambiguous** : incomplete information; open to more than one interpretation

Notes

# What are the drivers and effects of VUCA?

	<b>Volatility</b>	<b>Uncertainty</b>	<b>Complexity</b>	<b>Ambiguity</b>
<b>Drivers</b>	<ul style="list-style-type: none"><li>• Nature of change</li><li>• Change dynamics</li><li>• Rate and speed of change</li></ul>	<ul style="list-style-type: none"><li>• Unpredictability</li><li>• Potential surprises</li><li>• Unknown outcomes</li></ul>	<ul style="list-style-type: none"><li>• Interdependencies</li><li>• Multifaceted or cascading effects</li><li>• Multiple influencers</li></ul>	<ul style="list-style-type: none"><li>• Ideal vs. reality</li><li>• Misinterpretation</li><li>• Incomplete information</li></ul>
<b>Effects</b>	<ul style="list-style-type: none"><li>• Hypervigilance</li><li>• Instability</li><li>• Flux</li></ul>	<ul style="list-style-type: none"><li>• Directional paralysis</li><li>• Data overload</li></ul>	<ul style="list-style-type: none"><li>• Unproductive churn</li><li>• Ineffective decision making processes</li></ul>	<ul style="list-style-type: none"><li>• Doubt and distrust</li><li>• Shuts down innovation</li></ul>
	Situational	Experiential	Situational	Experiential

## Notes

# VUCA Antidotes

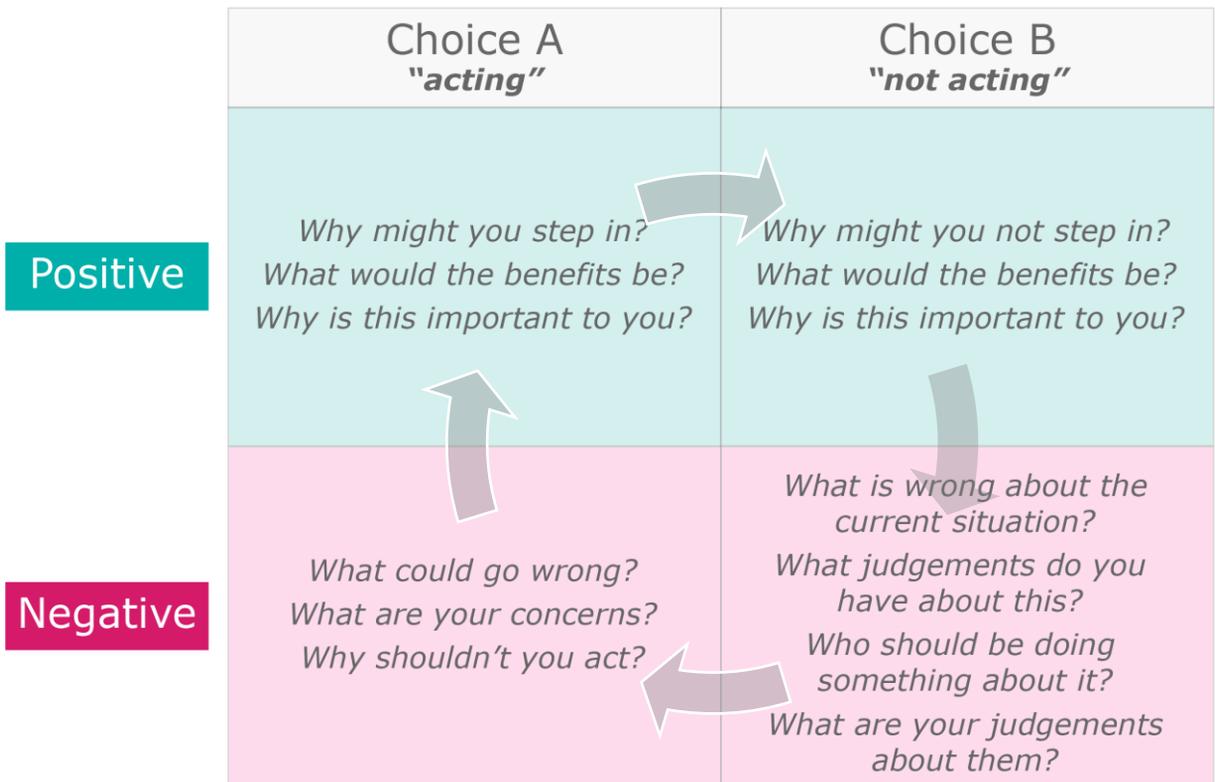
<b><u>V</u>olatility</b>	➤	<b>V</b> _____	Reconnect to <b><u>V</u>ISION</b> <ul style="list-style-type: none"><li>• Have a bias for action</li><li>• Examine change</li></ul>
<b><u>U</u>ncertainty</b>	➤	<b>U</b> _____	Drive <b><u>U</u>NDERSTANDING</b> <ul style="list-style-type: none"><li>• Define what you know</li><li>• Define unknowns</li></ul>
<b><u>C</u>omplexity</b>	➤	<b>C</b> _____	Simplify for <b><u>C</u>LARITY</b> <ul style="list-style-type: none"><li>• Align on priorities</li><li>• Remain flexible</li></ul>
<b><u>A</u>mbiguity</b>	➤	<b>A</b> _____	Facilitate <b><u>A</u>GILITY</b> <ul style="list-style-type: none"><li>• Focus on decision making</li><li>• Draw on resourcefulness</li></ul>

## Notes

# Uncertainty Cycle

	<b>Choice A ("acting")</b>	<b>Choice B ("not acting")</b>
<b>Positive</b>	What are the positive consequences of choice A? (why you should act)	What are the positive consequences of choice B?
<b>Negative</b>	What are negative consequences of choice A? (Why you shouldn't act)	What are the negative consequences of choice B? (Your complaints)

# Uncertainty Cycle: Coaching Questions



What values did you uncover behind Choice A and behind Choice B?

What polarity (either-or choice) have you set up in your mind?

How could you bridge this polarity and find a way forward that honours the values behind Choice A and Choice B?