

Activity – VUCA

Who is this for?

1. Any leader (people leader, project leader, etc.) who wants a tool to help their team navigate constant and/or unpredictable change OR
2. Any individual who is seeking a tool to help navigate current changes.

How is this used?

This can be used as a “self-service” tool in team meetings, offsites, project meetings, etc.

For Leaders-Tool Box:

- Suggested Agenda (for team meetings)
- 2- page handout
- Talking points for leader (in “notes” of handout)

Sample 30-Minute Agenda

:00- :10 - Watch **this video** as a group.

Then, use the VUCA and VUCA prime explanations (Handout Page 1) to discuss working and reacting to a VUCA environment.

Video: Link above or search “*VUCA Challenges & Approach* by Akshay Khanna” on YouTube

:11 – :18 - As individuals, complete a “VUCA Scan” (Handout Page 2). Then, select a focus area to strengthen over

the next 30 days by using VUCA prime.

Note: Depending on the needs of your team/business unit you can ask all employees to focus on the same change (i.e. office relocation) or individuals can select a change to focus on for purposes of the individual scan.

:19- 30 – As a team, focus on one change the team is collectively navigating and complete a “VUCA Scan” from the

overall team perspective. Then, select a focus area to strengthen over the next 30 days.

Note: Scan can be done on whiteboard/ large post-it note/ etc.

If appropriate, set up an accountability plan that answers “How will we know we were successful in countering X” for the 30 day plan.

Options

To expand agenda to 60 minutes, allow for 5-10 minutes during discussion and/or 15-30 minutes for team scan.

Prepare

- Print (1) copy of handout “with notes” to use as talking points
- Print double sided handout (enough for team)
- Optional: print an additional “scan” for team activity

VUCA was first used by the U.S. Army War College and then adopted by business leaders to describe the rapidly changing business environment.

<p><u>VOLATILITY</u></p> <p>Dynamics and nature of change. Rate and speed of change</p>	<p><u>UNCERTAINTY</u></p> <p>Lack of predictability and possibility of surprise</p>	<p><u>COMPLEXITY</u></p> <p>Multiple problems and issues, causing chaos and confusion</p>	<p><u>AMBIGUITY</u></p> <p>Mixed messages, intangible goals, lack of meaning</p>
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VUCA PRIME is a set of skills and abilities one can develop to help make sense of operating in a VUCA world.

<p><u>VISION</u></p> <ul style="list-style-type: none"> • Manage attention • Build ability to predict signs • Understand where and how things impact you • Have a long term view 	<p><u>UNDERSTANDING</u></p> <ul style="list-style-type: none"> • Manage your risks • Look for a range of outcomes • Know your biases • Be positive • Ask questions • Include others
<p><u>CLARITY</u></p> <ul style="list-style-type: none"> • Break things down into manageable parts • Get good at solving problems • Know what is important • Trust others 	<p><u>AGILITY</u></p> <ul style="list-style-type: none"> • See it as an adventure • Think, communicate, & decide quickly • Make sense using data, insight, exp. • Combine perspectives

As an individual: For the change you are discussing today, rate how effective you are for each of the statements below. Then, select ONE focus area to improve upon in the next 30 days. Use VUCA Prime to help consider how to improve your focus area.

As a team: Repeat the steps above from a team perspective. “How effective are we as a TEAM at...” and “As a team, we will focus on...”

[1-very ineffective, 3-acceptable, 5-very effective]

VOLATILITY

Manage my attention	
Build my ability to predict signs	
Understand where and how things impact me	
Have a long term view	

UNCERTAINTY

Manage my risks	
Look for a range of outcomes	
Know my biases	
Be positive	
Ask Questions	
Include others	

COMPLEXITY

Break things down to manageable parts	
Good at solving problems	
Know what’s important	
Know the arena I’m in	
Trust others	

AMBIGUITY

See it as an adventure	
Think, communicate and decide quickly	
Make sense using data, insight & experience	
Combine different & diverse perspectives	
Understand that my view creates ambiguity	

My Primary Focus For Next 30 Days...
