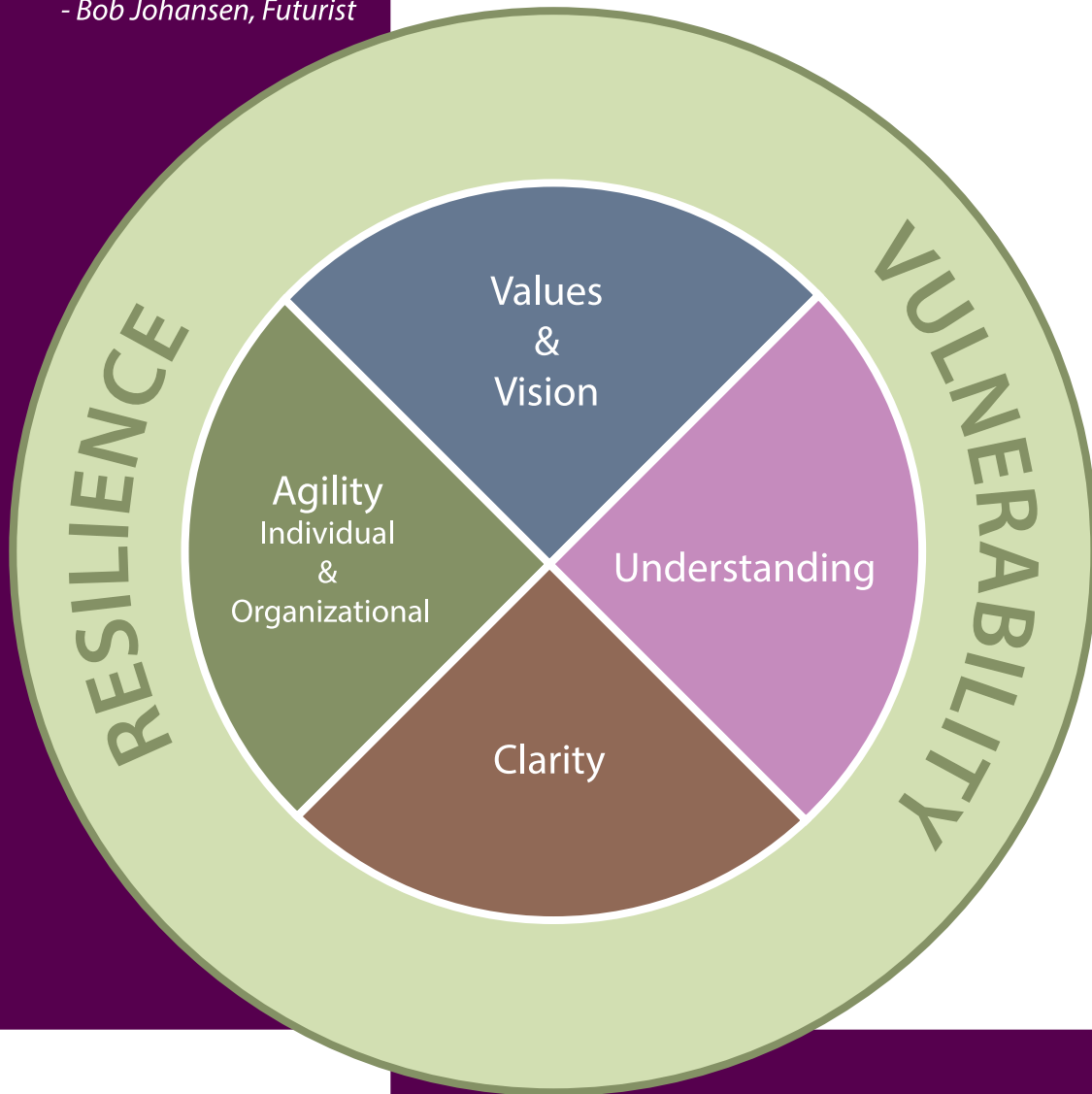# LEADING *through* uncertainty

"Volatility, uncertainty, complexity, and ambiguity yield to Values, Understanding, Clarity, and Agility."

- Bob Johansen, Futurist

RESILIENCE

VULNERABILITY

Values & Vision

Understanding

Agility
Individual & Organizational

Clarity

"Vulnerability and resilience are the emotional underpinnings to the skills and capabilities required of leaders in a VUCA world."

- Ally Solutions Group

Values & Vision

When volatility hits, anchor to corporate values and vision.
You and your team must ask:
- Is what we are doing in direct service of our vision?
- Are we behaving in ways that are aligned to our corporate values?
- When the answer is "yes", how are we celebrating and reinforcing that behavior?
- When the answer is "no", what do we do about it? Are we willing to own our roles in the situation, accept what we still have to learn, and share that with others to grow?

Understanding

There is a direct, positive correlation between degree of situational uncertainty and the value of deep understanding—of each other, employees, and even customers. Fight the urge to solve a problem when you or the problem is uncertain, by asking:
- Do I fully understand the situation?
- Do I clearly, and without judgment, understand others' points of view, or am I projecting my feelings and thoughts onto them?
- Am I assuming that I know what others need right now, or have I truly understood their frames of mind?

Clarity

When complexity overwhelms, gain clarity by Keeping-It-Super-Simple (K-I-S-S). Ask:
- What are my goals/the organization's goals in this situation?
- What are the 2 - 3 most important/salient points to reach those goals?

Agility

Remaining agile—as individuals and as an organization—in the face of ambiguity allows teams and companies to "pivot" more readily *AND respond* vs. react to events:
- As an organization, what do we need to STOP/START/CONTINUE doing to be able to respond swiftly and thoughtfully next time?
- How can we, as an enterprise, quickly learn about barriers to agility on an ongoing basis, so we can enable our people to do what they do best—succeed?
- As an individual, have I allowed myself the room to *learn* this new situation, and how is my answer impacting my team?
- Am I stuck in the past or am I applying a resilience framework to this situation? **Accept, Anchor** (in Values) and **Focus Forward.**