Leading in a VUCA World
practical advice for the modern municipal leader
Demands of a VUCA world

| Volatility | sudden change requires a rapid response; well-honed skills are easier to deploy | Speed |
| Uncertainty | inability to know for sure what is going on requires patience and a contingency plan | Flexibility |
| Complexity | many distinct but interconnected variables requires a broad range of response options | Breadth |
| Ambiguity | circumstances with multiple causes and meanings require objectivity, without projecting biases | Self-awareness |

Kaiser & Sørensen (2017) VUCA-verden - er du rustet til at lede i nutidens disruptive vilkår. Børser Ledelse


Kaiser & Sørensen (2017) At lede sig selv i en VUCA-verden. Børsen Ledelse
HALF OF DECISIONS FAIL

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Adapted from the Cynefin model
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Kommunalpolitisk Topmøde 2018
AALBORG DENMARK

Technical
functional know-how about governance, finances, policy, etc.

Leadership
influence and persuasion skills to motivate individuals and build teams

Relationship
social skills and ability to get along and cooperate with many different types of people

Self-management
self-awareness and self-control to regulate your own behavior

Lower categories are harder to develop

Higher categories depend upon skills in lower categories

Kaiser & Sørensen (2017) At lede sig selv i en VUCA-verden. Børsen Ledelse

HOGAN & KAISER (2005)
WHAT WE KNOW ABOUT LEADERSHIP

Review of General Psychology

Kaiser & Sørensen (2017)
At lede sig selv i en VUCA-verden. Børsen Ledelse

Developing versatile leadership. Sloan Management Review


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IT HAS TO WORK FOR BOTH

GIVE
TAKE

Grant (2013) Give and Take (Viking)
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Kaiser & Sørensen (2017) At lade sig selv i en VUCA-verden. Børsen Ledelse
PERSONALITY

The bright side

The dark side

at your best
at your worst
typical, day-to-day extreme, under pressure filtered behavior unfiltered behavior

Hogan (2007) Personality and the Fate of Organizations (Erlbaum)
Kaiser & Sørensen (2017) At lede sig selv i en VUCA-verden. Børser Ledelse
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## REFLECTION | 4 DIRECTIONS

<table>
<thead>
<tr>
<th>Look inward</th>
<th>Look outward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who do I want to be?</td>
<td>What does it take to be successful?</td>
</tr>
<tr>
<td>What am I trying to accomplish?</td>
<td>What matters to others?</td>
</tr>
<tr>
<td>What values matter most to me?</td>
<td>How do others see me?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Look backward</th>
<th>Look forward</th>
</tr>
</thead>
<tbody>
<tr>
<td>What new things have I tried?</td>
<td>What will I do differently?</td>
</tr>
<tr>
<td>What worked? What didn’t work?</td>
<td>What do I need to do to keep learning?</td>
</tr>
<tr>
<td>What have I learned so far?</td>
<td>How will I periodically disrupt myself?</td>
</tr>
</tbody>
</table>