VUCA

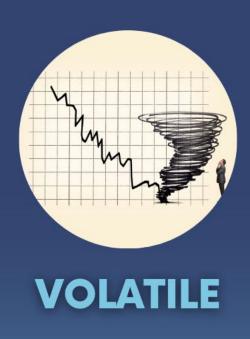**VOLATILE** **UNCERTAIN** **COMPLEX** **AMBIGUOUS**

VUCA:
Impact on Our Work

ACJI

- Multiple, sometimes conflicting, initiatives
- Projects start and disappear
- Focus on crisis management

- Staff burnout and retention
- Organizational culture challenges
- Siloed or fractured departments

4 CLASSIC ADAPTIVE CHALLENGES

- Gap between desired values and actual behavior

- Competing commitments

- Speaking the unspeakable

- Work avoidance

THE GAP IN PRACTICE...

- Prioritizing behavior change strategies with the clients we serve in word only

- Creating mission, vision, and value statements that don't translate to practice

- Implementing major changes in siloes

WE OFTEN CONFUSE A LACK OF TIME

WITH A LACK OF FOCUS

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COMPETING COMMITMENTS IN PRACTICE...

- Extensive lists of policies and procedures

- 'Rules' that get in the way of change efforts

- Multiple, simultaneous change efforts happening at once

THE UNSPEAKABLE IN PRACTICE...

- Not providing honest feedback on performance to maintain a positive relationship

- Choosing the same people for work opportunities and projects

- Committing to unrealistic deadlines or outcomes to please others

- Presenting only positive aspects of a project or situation while omitting challenges

- Pretending to be knowledgeable about a subject when not

EARLY FEEDBACK IS BETTER

THAN LATE CRITICISM

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WORK AVOIDANCE IN PRACTICE...

- Deliberately delaying projects or tasks

- Avoiding taking on new responsibilities or initiatives

- Becoming increasingly isolated from colleagues, avoiding team meetings

- Attending meetings but not actively participating or contributing

- Consistently producing lower-quality work or failing to meet deadlines

WE DO NOT RISE TO THE LEVEL OF OUR GOALS...

RATHER...

WE FALL TO THE LEVELS OF OUR SYSTEMS, HABITS, CULTURE, AND MINDSET

SOME THINGS ABOUT CHANGE...

HISTORICAL FOCUS

- error elimination
- consistency

BIGGEST RISK

- thinking freshly
- innovation
- agility

THE POWER OF DILEMMAS

D1

D 2

D 3

PERFORMANCE IS CONTAGIOUS

COLLEGE STUDY

Team performance is not predicted by the top performers...
Rather by the bottom ones...