

Managing Change under Uncertainty

Esther Celosse

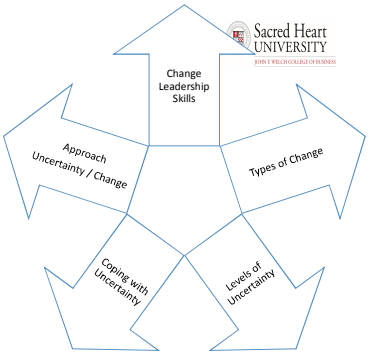




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- International Corporate Lawyer
- 25 years Financial Industry:
 - People & Business Development,
 - Mergers & Acquisitions
 - Strategy
- Different continents & countries
- 8 years Independent Consultant & Adjunct professor Sacred Heart University

Through introductions to...



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...we will arrive at the conclusion that.....

..the higher the degree of Change & Uncertainty,

↓

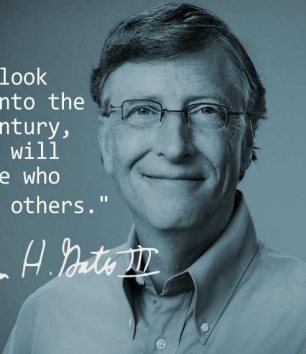
....the higher the need for AGILE LEADERSHIP SKILLS

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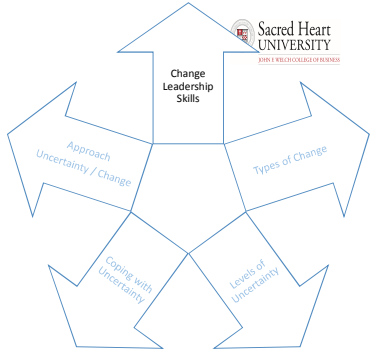
"As we look ahead into the next century, leaders will be those who empower others."

William H. Gates II

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Let's start.....



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Leadership requires two things:

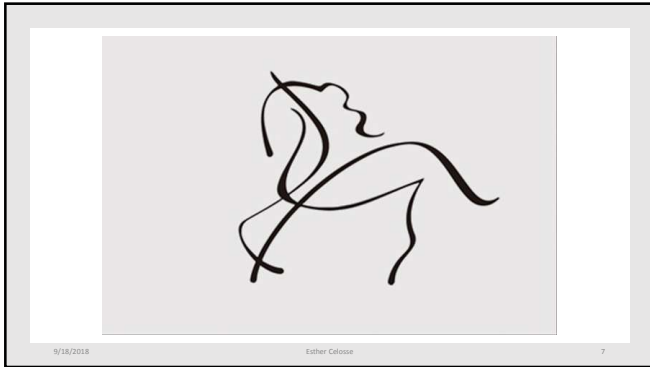
A vision of the world that does not yet exist

↳ the ability to communicate it.

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Quote Simon Sinek



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Which three skills did you use ?

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[Tuesday, January 13, 2015 The Illusion Of Leadership](#)

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How could it make you feel?

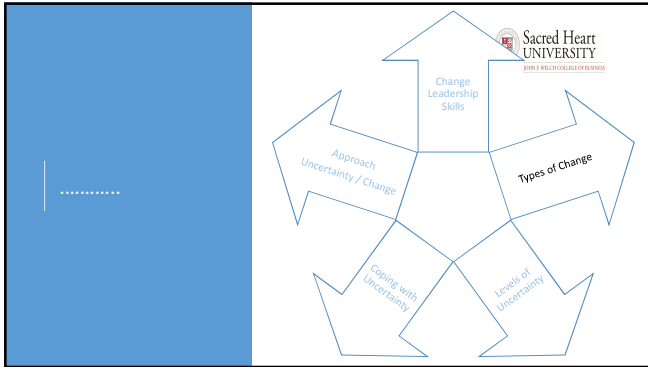
.....from the perspective of the teams, this is how it feels to have to follow instructions (implementation of change) if you have no view of the full picture.....(uncertainty & change)

.....from the perspective of the leader, this is how it feels if you think you have the full picture (vision/strategy), but your teams seem to have a limited understanding of what you try to explain them (feeling uncertainty.).....

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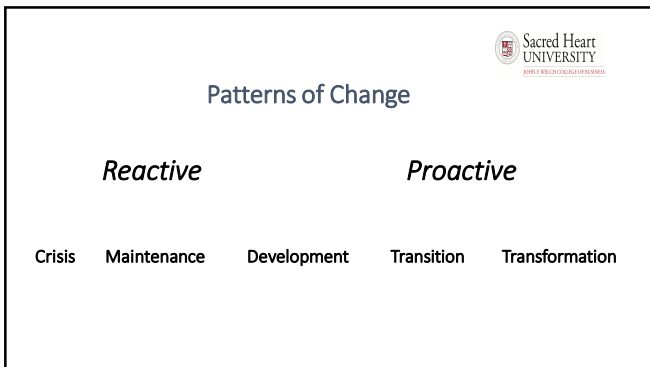


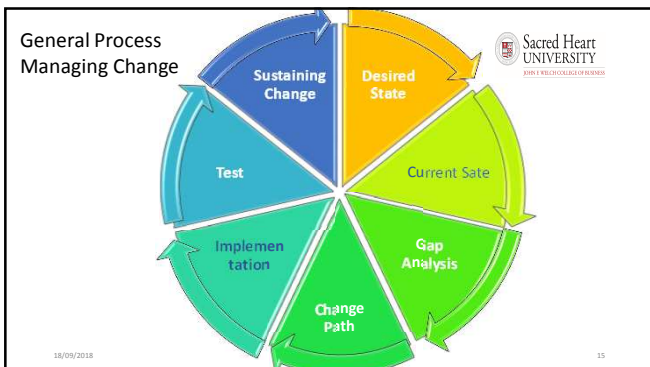
Developmental Change		<ul style="list-style-type: none"> Improvement of what is New state is a prescribed enhancement of the old state
Transitional Change		<ul style="list-style-type: none"> Design and implementation of a desired new state Requires management of the transition process to dismantle the old state while putting in the new state Managed timetable
Transformational Change		<ul style="list-style-type: none"> New state is largely unknown – emerges from visioning, trial and error discovery, and learnings Requires a fundamental shift in mindset, behavior, and culture to support new business direction Critical mass of organization must operate from a new mindset and behavior for initiative to be sustained

Two high level reasons for Change

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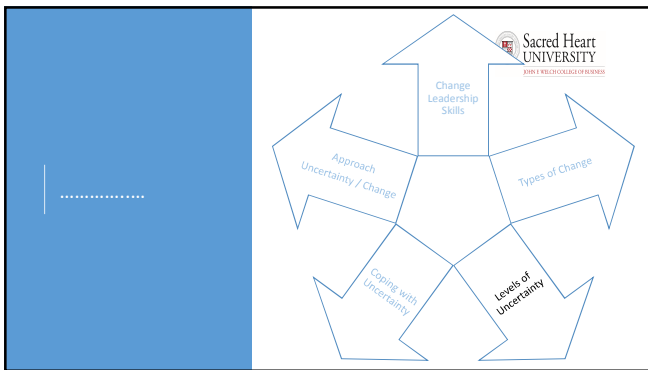


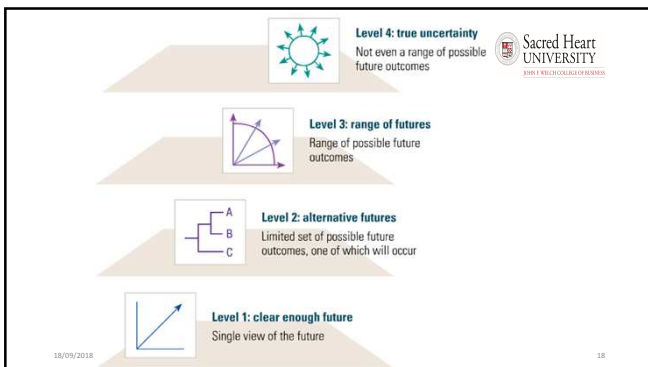


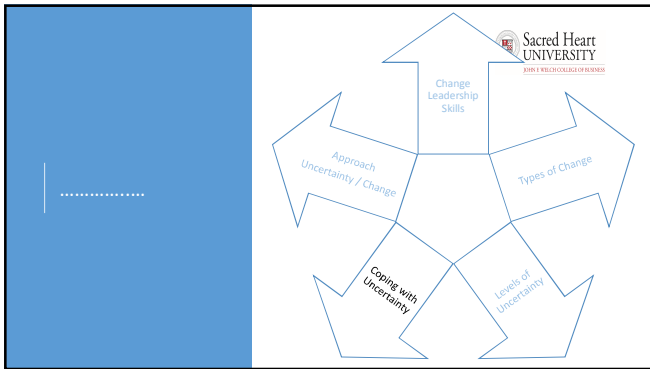
Uncertainty is a permanent part of the leadership landscape. It never goes away.

Andy Stanley

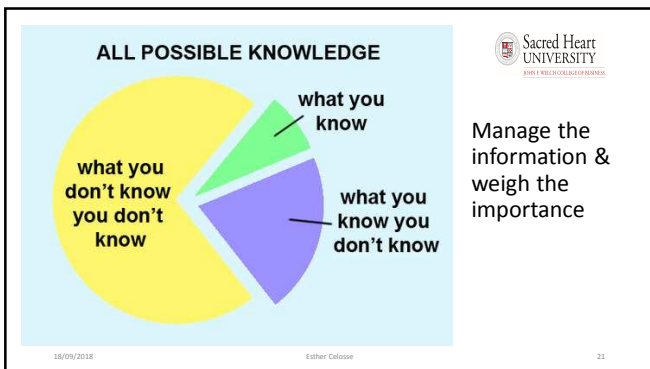
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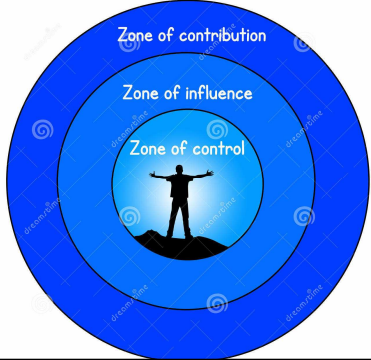








Embrace what you cannot control and focus on what can be done .



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UNCERTAINTY IS AN UNCOMFORTABLE POSITION. BUT CERTAINTY IS AN ABSURD ONE

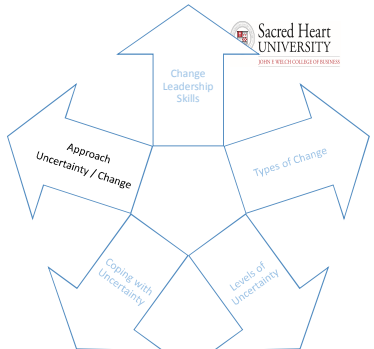
VOLTAIRE

TheSilverPen.com

IN LIFE, CHANGE IS INEVITABLE. IN BUSINESS, CHANGE IS VITAL.

WARREN G. BENNIS

PICTURE QUOTES .com



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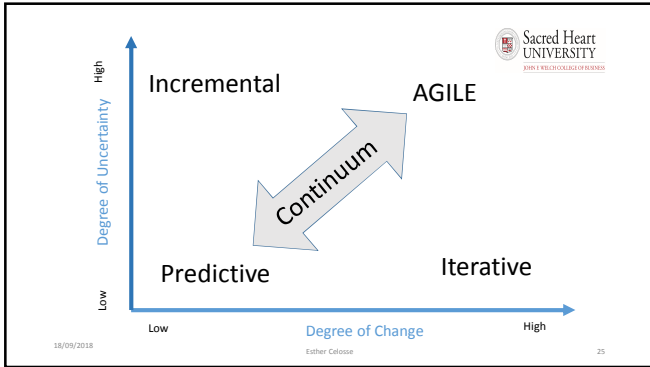
Change Leadership Skills

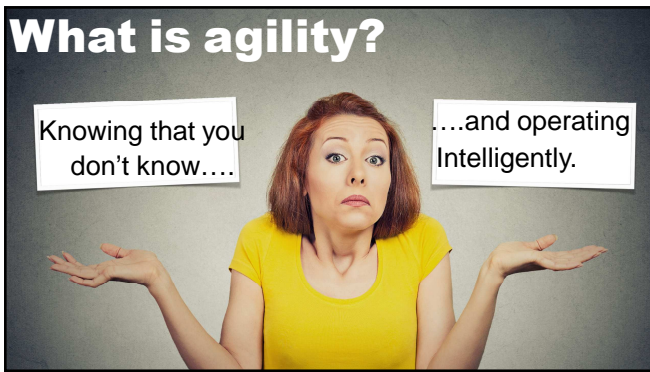
Types of Change

Levels of Uncertainty

Coping with Uncertainty

Approach Uncertainty / Change








People - The Key to Change Management



*"The hard stuff is the easy stuff.
The soft stuff is the hard stuff.
Change is 90 % a People deal!"*
Tom Malone
President Milliken Mills

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The higher the level of Uncertainty and the grade of Change

the more need for AGILE Approach and therefore for Agile Leadership Skills

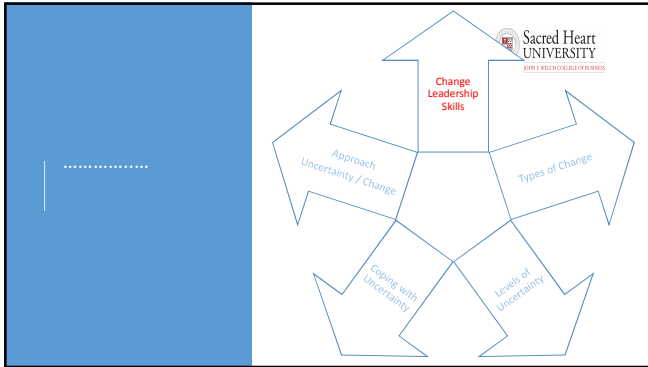
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Cornerstones for AGILE Leadership



- Knowledge**
 - Agile
 - Business
 - Technical
- Mindset**
 - Abundance
 - Growth
 - Shu Ha Ri
- Skill**
 - Facilitation
 - Communication
 - Interpersonal
- Character**
 - Integrity
 - Tenacity
 - Humility

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How to better cope with Managing Change under Uncertainty?

Further develop your internal agility skills and become an Agile Leader!

- Active Listening skills
- Clear Story-telling skills
- Extensive Feedback skills

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Communication in a VUCA World

Clear intent and direction


Listening, empathy and sensing

Options and recommendations

Try hard, fail fast, learn [JFD]

Either Carlson 32

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?	<p>complexity</p> <p>Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.</p> <p>Example: You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.</p> <p>Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.</p>	<p>volatility</p> <p>Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.</p> <p>Example: Prices fluctuate after a natural disaster takes a supplier off-line.</p> <p>Approach: Build in slack and devote resources to preparedness—for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.</p>
	<p>ambiguity</p> <p>Characteristics: Causal relationships are completely unclear. No precedents exist; you face "unknown unknowns."</p> <p>Example: You decide to move into immature or emerging markets or to launch products outside your core competencies.</p> <p>Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.</p>	<p>uncertainty</p> <p>Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.</p> <p>Example: A competitor's pending product launch muddies the future of the business and the market.</p> <p>Approach: Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.</p>
	HOW MUCH DO YOU KNOW ABOUT THE SITUATION?	
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ANY QUESTIONS?

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Wrap-Up Time to this Course



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Literature & articles of interest

- McKinsey & Company, Chris Bradley, Martin Hirt, and Sven Smit: *How to confront uncertainty in your strategy.*
- Agile Alliance & PMI : *Agile Practice Guide to PMBOK Guide sixth edition*
- *Principles behind the Agile Manifesto:* <http://agilemanifesto.org>
- Simon Sinek, Penguin Random House 2011: *Start with WHY: How great leaders inspire everyone to take action.*
- Jason Little, Happy Melly Express 2014: *Lean Change Management: Innovative practices for managing organisational change*
- John Hayes, Palgrave McMillan 2014: *The theory and practice of Change Management*
- Sattar Bawany, EDA 2016 : *Leading in a VUCA World:* <https://www.executivedevelopment.com/leading-vuca-world/>

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