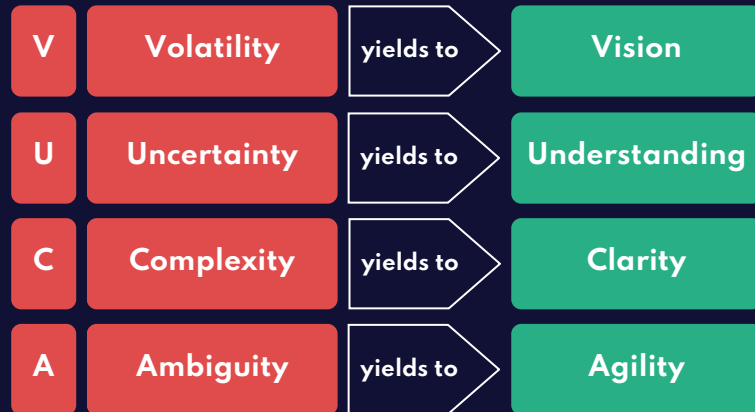


If it's going to be a radically Volatile, Uncertain, Complex and Ambiguous world, how do we flip that in to a positive is the question Bob Johansen asks and answers with his 'VUCA Prime' behavioural model.



Vision

What are we for? Many organisations fail to grasp (let alone articulate) their role in the world. Yet it is vision that paints a compelling picture of the future for people to rally around. It inspires and provides the guiding principles to realise it.

Patagonia is an example of a company envisioning and realising a better, more meaningful, future.

"We're in business to save our home planet. We're doing it by building the best product, causing no unnecessary harm, using business to protect nature, and not being bound by convention.

In 2023, 50 years after it was founded, Patagonia transferred 98% of its shares to a new environmental organisation (worth circa £78m a year). The remaining 2% goes to a 'Purpose Trust' to continue guiding the company's philanthropic principles.

Understanding

When things are uncertain seek to understand. Think like an artist. Seek like an explorer. Experiment like a scientist. Assess and reassess what's going on and why. David Omand's 'SEES' model, offers a robust framework for doing this.

Clarity

Clarity doesn't mean oversimplifying. You can be clear, concise and, confident without dumbing down complexity or offering (false) certainty to cut through it. Johansen warns, "many people are certain, few are clear".

Clarity is being clear on where you are going. It's being transparent about what you know, what you don't, and the work to be done. That also means being clear when things change, which leaders aren't typically good at.

Agility

Moonshots (so named for the vision to put a man on the moon), aren't achieved by following rigid plans. The vision remains steadfast, but getting there, requires agility.

Johansen says: "You want to be very flexible in how you get there". Why? Because in a fast-changing and ambiguous environment, what happens next can't be guaranteed. You don't want to wed yourself to historic thinking, strategies, behaviours, or hierarchies, you need a fluid approach in this VUCA world of multiple possible futures.