Workbook

DIGITAL TRANSFORMATION: PEOPLE, CULTURE, WORKPLACE

world
VU
CA

Foreword

This workbook is intended to serve you as a companion along your navigation through a VUCA world. The main approach is based on the VUCA Positive Prime (by Bob Johansen 2007) that substitutes the origin phenomena Volatility, Uncertainty, Complexity and Ambiguity by Vision, Understanding, Clarity, Agility and Adaptability.

We want to give you tools as approaches, theories and models to deal confidently with the effects of VUCA in your particular context. Our impulses aim to strengthen your and your organization´s resilience and self-efficacy.

You will find central topics to each phenomenom with space for your own thoughts and reflection. Additionally you will see on some pages QR codes with videos about the models and approaches suggested.

We wish you a lot of fun and that you will also say:
"Luckily it is only VUCA!"

VUCA Transformation
Simon Sagmeister / Reza Razavi
2:50 Min

5 steps to understand and substitute VUCA

Content

1

VUCA

The world is volatile, uncertain, complex and ambiguous - we have been reading and experiencing this for decades. What exactly is hidden behind the acronym VUCA is at the same time very individual and more than ever context-dependent. We take a closer look at the VUCA phenomena, classify them in a practicable way and, above all, offer you a first space for a personal classification.

Which VUCA phenomena do I experience in my private and/or work environment?

Volatility

high speed, rapidly changing, instable, fluctuating

Uncertainty

difficult to predict, uncertain course

Complexity

multiple parts, high interconnectivity, difficult to delineate

Ambiguity

divergent perspectives, difficult to assess, unclear, ambiguous

The Grow Model

Goal	Current Reality

Options	Will / Way Forward

Template for the structured recording and processing of a practice case.

Sir John Whitmore
on GROW Model coaching
1:12 Min

The SCARF-Model
by David Rock. Brain at work

Interpersonal problems could be reduced if we developed a better understanding of some of the most basic needs of the human brain. In addition to the needs for food, water, shelter and a sense of safety and security, there are "social needs" which, if we fail to meet them, can create a sense of threat, which in turn creates conflict.

Our brain needs social contacts and a feeling of security and safety. The feeling of fairness is a driving force for many behaviours. Social status is also a need and a requested feeling that should not be underestimated.

Research in the field of Positive Psychology concluded that there is only one experience in life that increases an individual's sense of happiness over a long period of time: the quality and quantity of their social relationships.

Conclusions of the Theory behind the SCARF Model

So social issues are extremely important for the brain. Scientists even assume that social needs belong in the category of primary rewards and primary threats and are therefore of utmost importance for our survival. The brain automatically classifies any situation as a possible reward or possible threat.

Our social environment is extremely important for our everyday life. Research shows that four out of five processes that take place in the background, while our brain is actually at rest, concern thoughts about others and ourselves. It is therefore not surprising that we react very sensitively to signals from our environment and interpret them. This in turn often leads to misunderstandings. If these signals are missing, the frequent reaction to them is mistrust, because an important need is not served, which in turn can lead to uncertainty.

The SCARF-Model

The meaning of the SCARF elements

Status

Our brain unconsciously works constantly to maintain our status. A high sense of status can help us process more information, including complicated ideas, with less effort than a low sense of status. The desire to increase one's status drives people to great achievements and leads to tremendous endurance and tolerance. As with all other primary needs, the threat response sets in much faster and more intensively than the feeling of reward. To be socially excluded, to be classified as "less" is very painful. Feeling „not OK" is perceived as a loss of status. Many conflicts in working life ground in the status issue.

Certainty

The brain longs for certainty. The feeling of facing an uncertain future or having no control over events triggers a strong reaction of the limbic system (= important part of the brain for feelings, memories and motivation).

Autonomy

Autonomy is very similar to security, both are closely interwoven. Loss of control is often perceived as "loss of impact", i.e. the inability to actively influence results.

Autonomy is an important driver of reward or threat. The perceived choice or control is also crucial. For example, stress that appears to be controllable has less of an effect on the organism than that to which one feels powerless. The feeling of self-determination is an important driving force for action. Those who can choose feel less threatened by loss of autonomy and insecurity and can reassess the situation by changing their perspective.

Relatedness

The sense of belonging is the brain's primary reward, while lack of belonging is perceived as a primary threat. The feeling of belonging, of positive connectedness with others, is a basic human need, similar to eating and drinking. The brain automatically classifies any situation as a possible reward or threat. It does the same with people and unconsciously decides whether a person is friend or foe.

Fairness

Fairness is a primary need for the brain. A feeling of fairness and justice can evoke a strong reward reaction, and the feeling of injustice accordingly triggers a threatening reaction (which can last for days!). The tendency to favour equality and resist unfair outcomes is deeply rooted in most people. A confident approach to the issue of fairness makes it easier and more effortless to achieve goals. Fairness research sees the feeling of fair treatment as an important aspect of intrinsic motivation.

The SCARF-Model

| Element	Prevention of the threat	Support of the reward / appreciation
Status **The relative importance compared to others**	Introduction of feedback processes, no negative feedback, instead expressing wishes for behavioural change, reducing and prioritising tasks in times of overload	Focus on positive feedback, giving great attention, jointly identifying learning fields and accompanying learning processes. Acceptance in so-called status groups and creating solidarity, e.g. participation in certain meetings of the TOP management, presentation in board meetings.
Certainty **Being able to foresee the future**	Provide clarity about the job/role and future prospects, what is expected of the individual and what can be expected of him/her	Proactive and open communication on the current situation, communicate plans of next steps with an end date.
Autonomy **How much control do I have over the events**	Giving freedom and promoting teamwork, avoiding micromanagement and driving according to objectives. Giving choices, e.g. in case of job loss.	Involving employees in the change process and letting them help develop the future. Delegate responsibility.
Relatedness **The relationship with others - Friend or foe?**	Stay close to the employees and do not delegate responsibility, such as performance reviews and team meetings, to strangers (HR, consultants).	Team events, taking time for the team and listening. Have individual conversations or work in small groups, which creates a sense of solidarity.
Fairness **The perception of a fair Exchange**	Communicate and practice roles and responsibilities clearly.	Living transparent processes and defining clear rules that everyone can follow. Communicate rules and reward positive behaviour.

Element	Action or behaviour	Reward	or	Threat
Status **The relative importance compared to others**		●————————————●		
Certainty **Being able to foresee the future**		●————————————●		
Autonomy **How much control do I have over the events**		●————————————●		
Relatedness **The relationship with others - Friend or foe?**		●————————————●		
Fairness **The perception of a fair Exchange**		●————————————●		

David Rock on the SCARF Model
2:46 Min.

The SCARF-Model

- Pick an individual

- Use the SCARF lens to scan for potential threats or rewards for this individual based on your current understanding of them and their work context

Threat

Fight, Flight, Freeze, Flock

Reward

Status
Certainty
Autonomy
Relatedness
Fairness
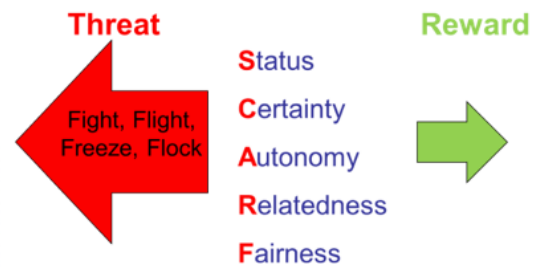
Element	Threats/Rewards?	Actions
Status *The relative importance compared to others*		
Certainty *Concerns being able to predict the future*		
Autonomy *How much control we have over events*		
Relatedness *The relationships with others – friend or foe?*		
Fairness *The perception of a fair exchange*		

VUCA GAP Analysis

(adapted from "creative commons, vuca-tools.com")

Whether a situation is experienced as overwhelming or not is not only related to the characteristics of the situation, but of course also to one's own skills. The following overview makes it possible to evaluate the requirements of the situation (0-5) and the corresponding skills needed (0-5; 1 = low; 5 = high; 0 = not applicable). From this, the differences (gaps) can be read and corresponding priorities derived.

Explanation	VUCA situation	Examples (please fill in)	Rating
	Volatility & Dynamics • The situation in your organization includes many dynamic aspects. • The changes can fluctuate strongly. • Large jumps and falls of the variable values are possible.		0 1 2 3 4 5
	Uncertainty • Future development is difficult to predict. • Numerous different scenarios are conceivable as to how the situation will develop. • It is unclear what effect one's own actions will have on the situation.		0 1 2 3 4 5
	(Structural) Complexity • The situation has countless aspects, elements and levels. • The elements are highly interconnected. • The subject is difficult to delineate internally and externally.		0 1 2 3 4 5
	Ambiguity • The situation is ambiguous. • Different observers describe it clearly differently. • It is difficult to evaluate the situation.		0 1 2 3 4 5

The following overview makes it possible to rate the skills required accordingly

Explanation	VUCA - related skills	Examples (please fill in)	Rating
	Volatility Skills • We can cope well with many and violent changes and fluctuations. • We are sufficiently fast and nimble to react to changes.		0 1 2 3 4 5
	Uncertainty Skills • We are good at dealing with situations that are difficult to predict and plan for. • We are flexible and can deal well with surprises. • We learn quickly and can correct mistakes quickly.		0 1 2 3 4 5
	Complexity Skills • We can handle high detail complexity well. • We maintain an overview even with a large number of elements and contexts.		0 1 2 3 4 5
	Ambiguity Skills • We can deal with situations that are difficult to describe and defy clear description. • We can deal with different points of view and interpretations.		0 1 2 3 4 5

(0-5; 1 = low; 5 = high; 0 = not relevant)

2

What is volatile, i.e. mobile and dynamic on one hand, requires clear ideas and visions for the personal handling of it on the other hand.

VOLATILITY

The Taylor Tub
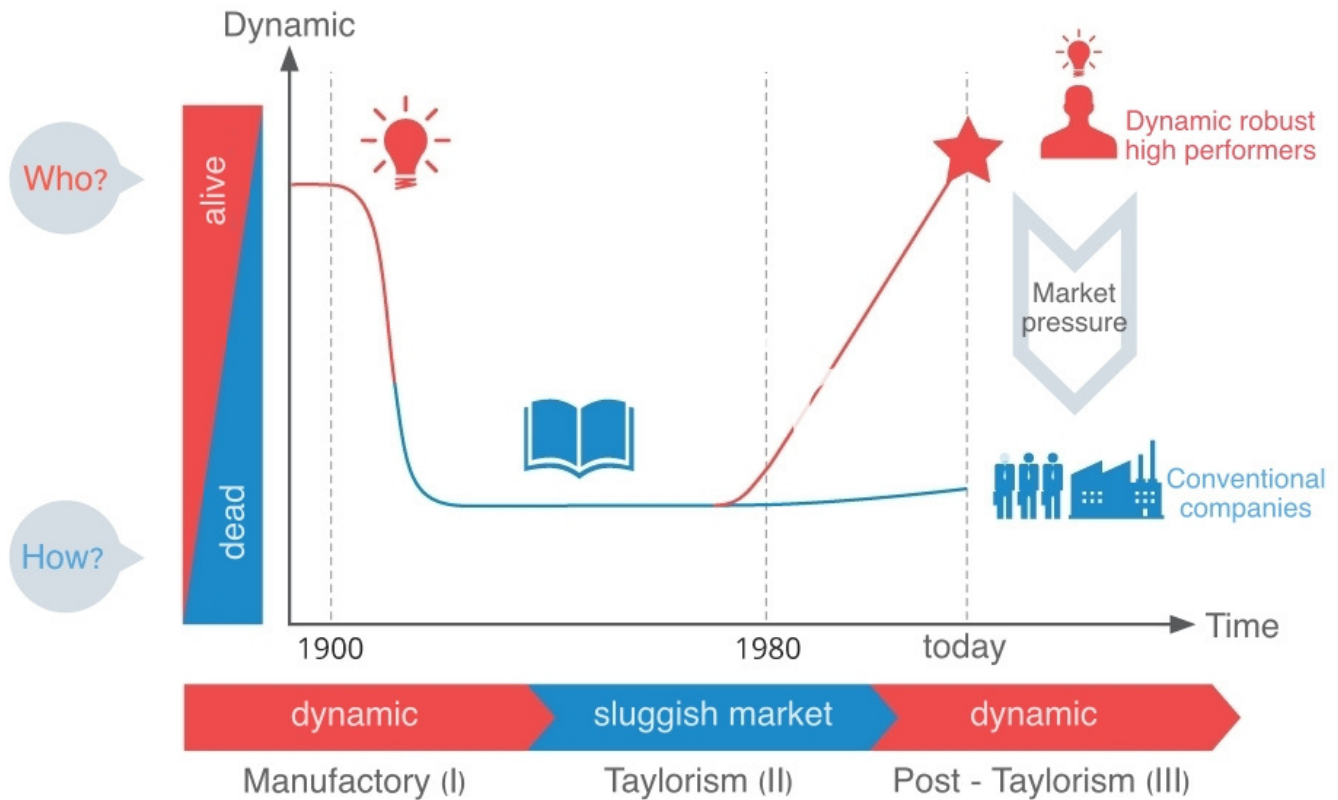
Representation according to Gerhard Wohland

Taylorism explained
1:13 Min

THE ORGANIZATIONAL COMPASS

according to Birgitt Williams, Genuine Contact (TM)

Meaning:	What does our organization stand for?
Leadership:	Which values do lead our way? What do we take responsibility for?
Vision/Strategy/Goals:	What is our vision for the future of the organization? What path will lead us there? What are our short-, medium- and long-term goals?
Community:	What groups of people support us in fulfilling our tasks?
Management:	What structures and processes help us, to fulfill our tasks? What resources do we need?
Relationships:	How do we maintain relationships with the groups of people who are important for our tasks?

Check with help of theOrganizational Compass:

- Is the meaning / purpose shared by all?
  (Identity, mission)

- Does leadership exemplify what it demands?
  (Value culture, role model, appreciation, credibility)

- Is there a common vision / strategy / objective?
  (Guiding principles, strategic goals)

- Is there an overarching community understanding?
  (People/groups, relationships, view inside/internal and outside/external)

- Are the structures / processes / procedures helpful & clear to all?
  (Structures, processes, functions, physical means, operational goals)

- How open is the internal handling of information?

- How is the relationship management with all important environments and stakeholders?

Start with WHY!
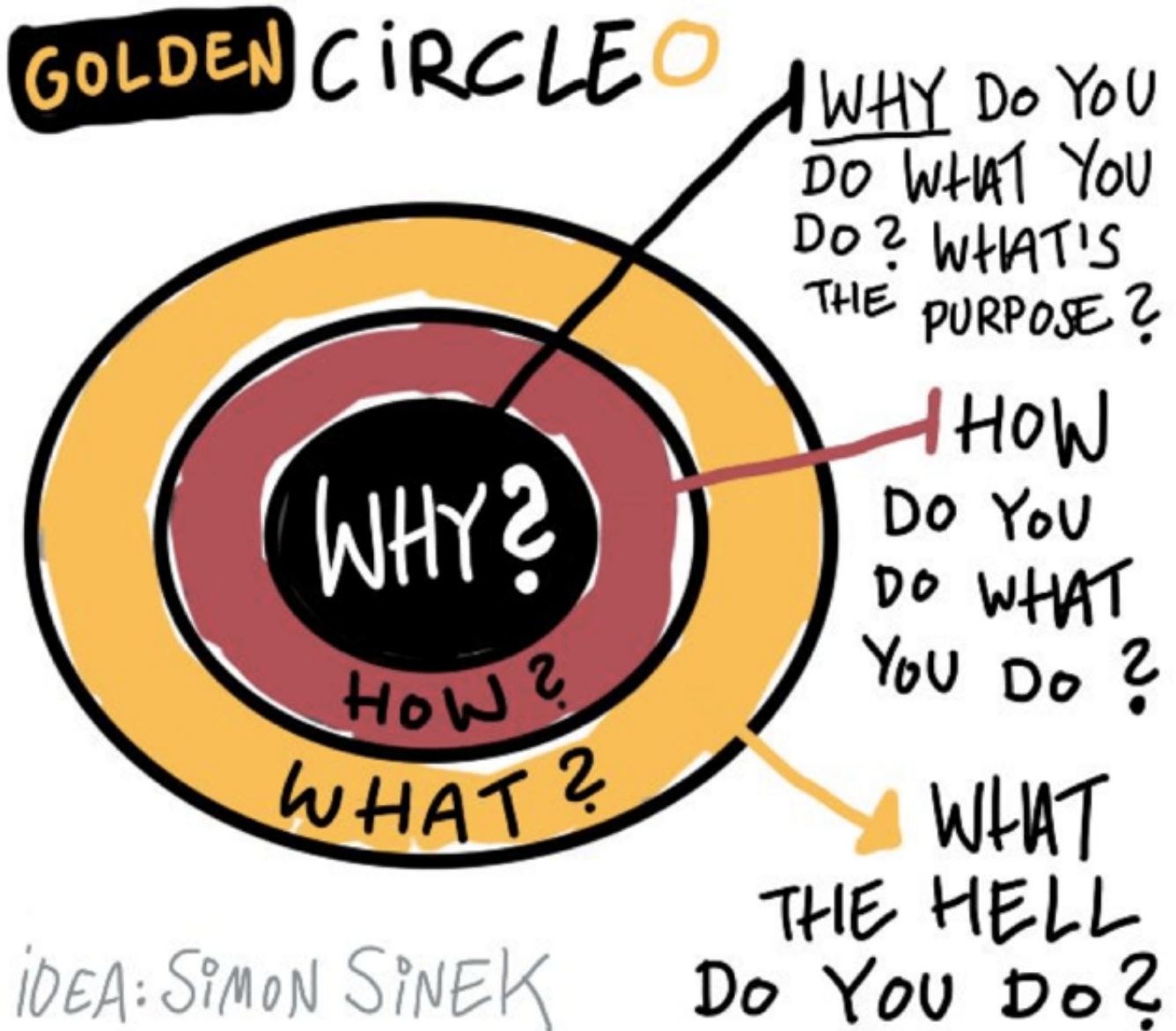
IDEA: SIMON SINEK

How I Discovered the Golden Circle
Simon Sinek
2:27 Min

Effects from the depth
of the organization

according to Birgitt Williams

Behavior

Structures

Assumptions

Spirit

Values

Story
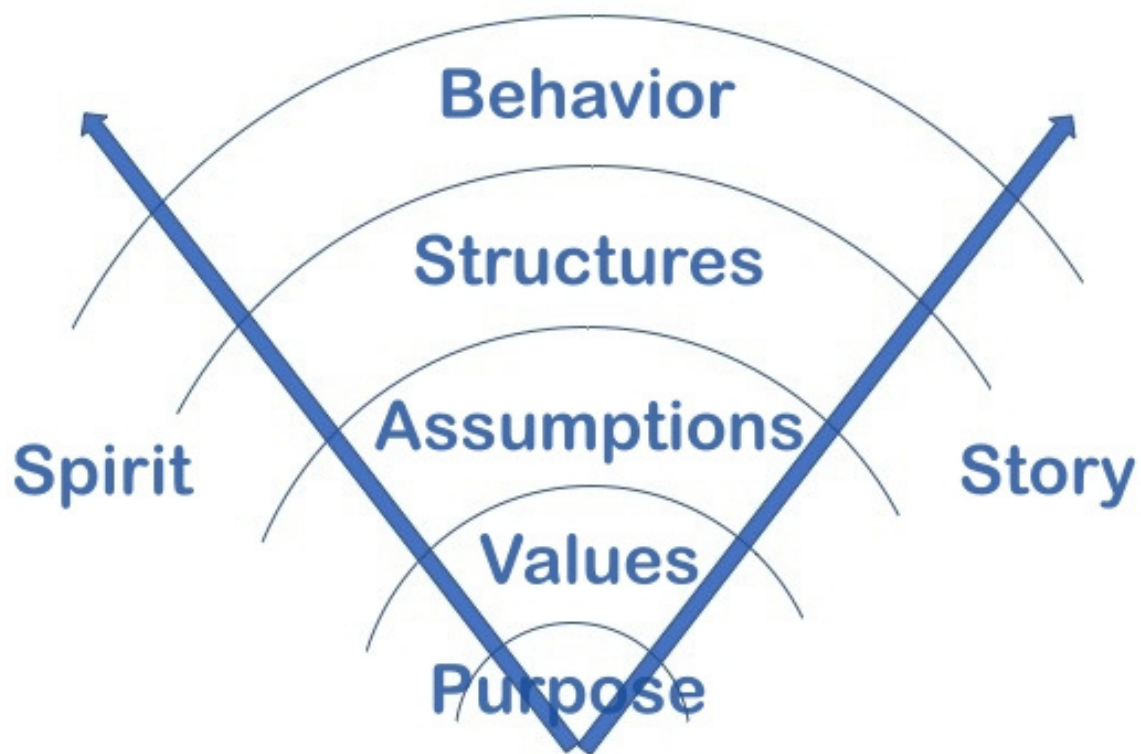
Purpose

The Coherence Model

according to Aaron Antonovsky

Purpose
- What is it worthwhile for?
- What is it meaningful for?
- What is meaningful for?
- Why should I get involved?
- What´s in for me (you)?
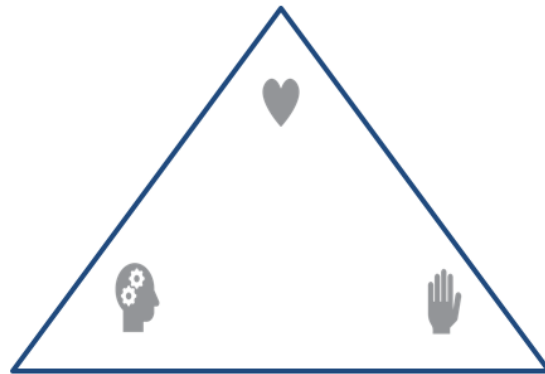
Comprehensibility
- Do I understand what is happening?
- Do I understand the context?

Manageability
- Am I able to solve this?
- Do I have ways to overcome the challenges?

3

It is about dealing with uncertainty and the classification of information from a dynamic environment. After all, it is the thoughts that are decisive for how we deal with external influences. Turning the "U" into an understanding is the first active step towards conscious self-control.

Understanding

Holistic approach

by Birgitt Williams

We are still influenced by a "mechanistic view" from times of industrialization, which fragments work steps, separates craft work from mental work or even body and mind. This attitude causes simple, causal explanations and a rather rigid thinking in black-and-white/right-wrong patterns.

An "either-or" principle prevails here, which provides under-complex and unsatisfactory answers for the complex challenges of our time and even more so under the conditions of VUCA.

In contrast, there is a holistic view that understands people and organizations as a whole and includes the "observer" as an influencing factor. By this networked thinking can emerge, which offers a systemic-holistic approach for sustainable solutions.
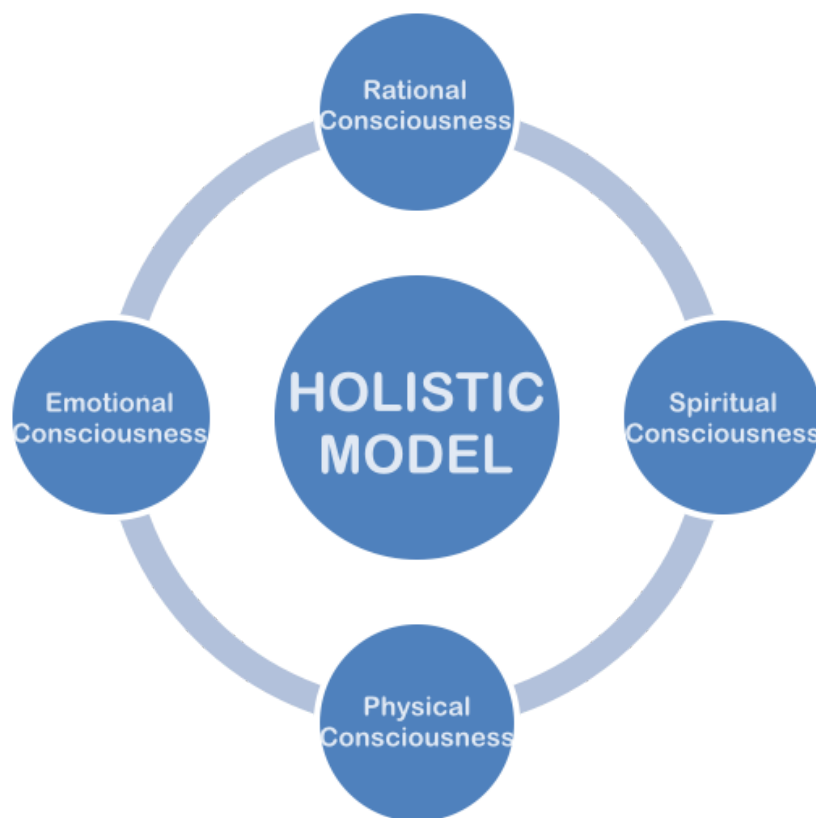
Holistic facilitation according to Birgitt Williams allows to look at the human being in her wholeness. The real, authentic contact to oneself and to others succeeds when all four levels of consciousness are considered and nourished.

A little reflection: How alive and present do you experience the individual levels of consciousness in yourself at the moment? Which level is particularly well cared for? Which level is rather neglected? Where could you still grow?

The four levels of listening according to Theory U

Source: Presencing Institute & Otto Scharmer

LISTENING 1: Downloading
from habits   habits of judgment   ·····························▸ reconfirming old opinions & judgments

LISTENING 2: Factual
from outside   listening   ········· *Open Mind* ····················▸ disconfirming [new] data
noticing differences

LISTENING 3: Empathic
from within   listening   ········· *Open Heart* ···············▸ seeing through another person's eyes emotional connection

LISTENING 4: Generative
from Source   listening   ········· *Open Will* ···············▸ connecting to an emerging future whole; shift in identity and self
(from the future wanting to emerge)

PRESENCING INSTITUTE

Otto Scharmer
on the four levels of listening
8:25 Min

Psychological safety

Psychological safety is a concept according to Amy Emondson (2004). It describes necessary conditions in e.g. a team, under which individuals feel safe from the consequences of interpersonal risks at work. It is the confidence that no one will be exposed, rejected, or punished by the team for speaking out. Psychological safety is closely linked to the issues of trust, respect and mutual appreciation.

This diagram measures the relationships between motivation/accountability and psychological safety, and how it effects the efficiency of the team:

Accountability for Meeting Demanding Goals

		LOW	HIGH
P s y c h o l o g i c a l S a f e t y	**H I G H**	**Comfort zone** Employees really enjoy working with one another but don't feel particularly challenged. Nor do they work very hard. Some family businesses and small consultancies fall into this quadrant.	**Learning zone** Here the focus is on collaboration and learning in the service of high-performance outcomes. The hospitals described in this article fall into this quadrant.
	L O W	**Apathy zone** Employees tend to be apathic and spend their time jockeying for position. Typical organizations in this quadrant are large, top-heavy bureaucracies, where people fulfill their functions but the preferred modus operandi is to curry favor rather than to share ideas.	**Anxiety zone** Such firms are breeding grounds for anxiety. People fear to offer tentative ideas, try new things, or ask colleagues for help, even though they know great work requires all three. Some investment banks and high-powered consultancies fall into this quadrant.

From "the fearless organization – Creating Psychological Safety in the Workplace for Learning, Innovation and Growth " - Amy Edmondson

How do you rate psychological safety in your work context?

Here are a few relevant questions to check and determine the level of psychological safety in your own context/team/organization:

	agree	disagree
If you make a mistake in a team, you are usually not held against you.		
Members of this team are able to address problems and difficult issues.		
People on this team never reject others because they are different.		
It's safe to take a risk on this team.		
It is easy to ask other members of this team for help.		
No one on this team would intentionally act in a way that undermines my efforts.		
Working with members of this team, my unique skills and talents are valued and utilized.		

The importance of psychological safety
by Amy Edmondson
3:10 Min
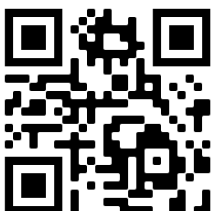
Creating Psychological Safety at Work
in a Knowledge Economy
by Amy Edmondson
3:13 Min

CULTURE DESIGN CANVAS

Design a workplace culture that propels you into the future.

Team name: _____   Date: _____

DECISION-MAKING
How is authority distributed?
What methods do we use to make decisions?

PRIORITIES
Select the top three cultural priorites using even over statements

RITUALS
How do we celebrate our people,
culture, and work?

PURPOSE
Why do we exist?

VALUES
What do we believe in?

MEETINGS
How do we convene and collaborate?

FEEDBACK
How do we help each other learn and grow?

NORMS & RULES
How do we clarify expected behaviors
without hindering autonomy?

BEHAVIORS
What behaviors do we punish?   What behaviors do we reward?

PSYCHOLOGICAL SAFETY
How do we encourage everyone to speak up?
How do we promote participation and candor?

Designed by Gustavo Razzetti
FearlessCulture

www.fearlessculture.design

Fearless Culture

Original-Download
"Culture Design Canvas"
https://liberationist-change-leadership.ck.page/b82be2c3e3

4

For years, "complexity" has been one of the most searched and studied words in the business context. But what exactly is behind this big word and how should we confront complexity in order to achieve solutions, progress and, above all, clarity? We believe, through agile tools and effective frameworks for an agile mindset!

Complexity

The CYNEFIN Framework

according to Dave Snowden

Cynefin is the Welsh word for "place". What is meant is a place of multiple affiliations. This framework is used to describe systems and problems. It makes it clear that the successful problem-solving strategies of one type of system are less helpful for another type of system.

complex

try - recognize - react

Emergent Practice

complicated

recognize - analyze - react

Good Practice

Disorder

chaotic

act - recognize - react

Novel Practice

simple

recognize - categorize - react

Best Practice
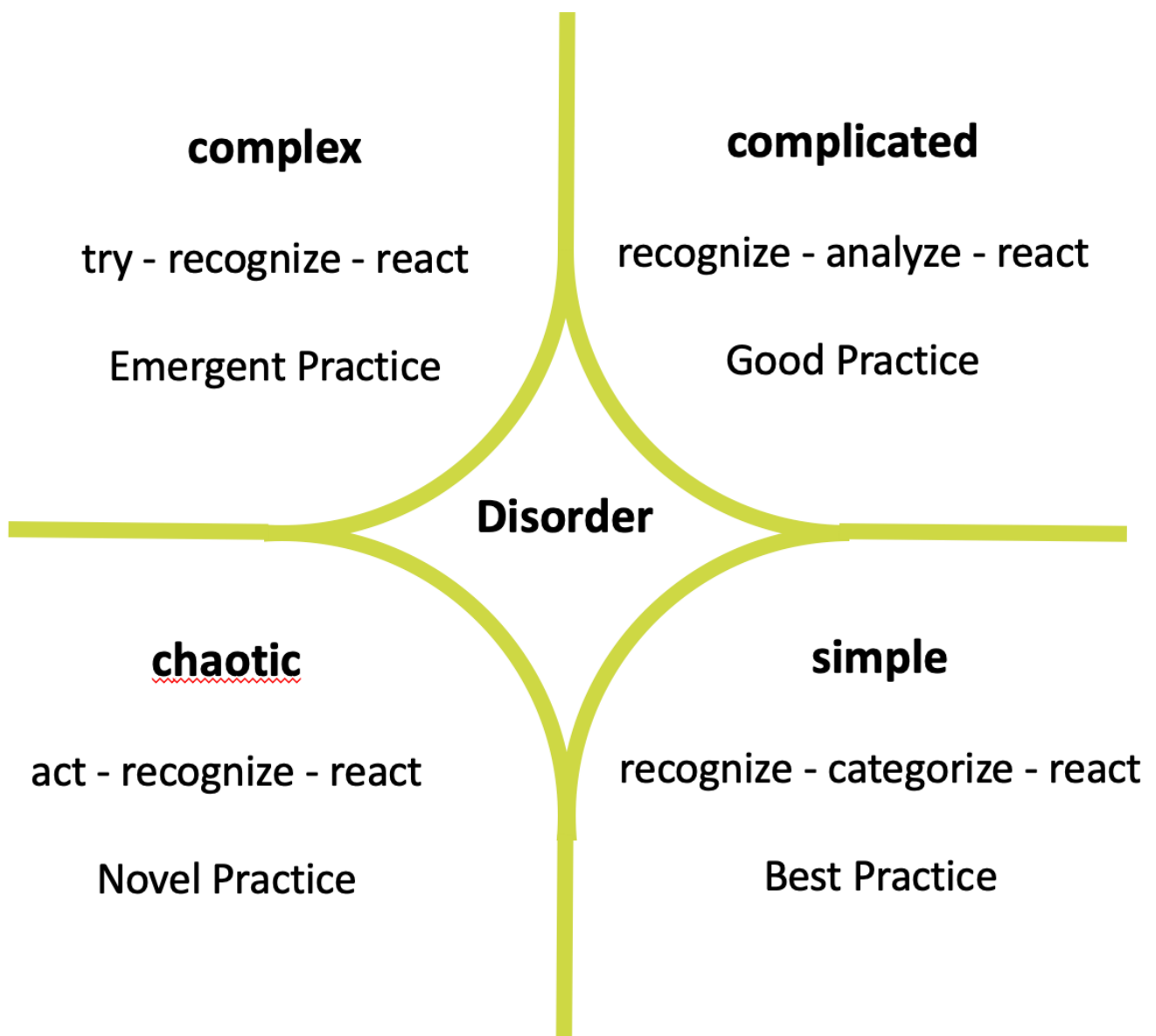
The Cynefin Framework
By Dave Snowden
8:37 Min

The systemic loop as a navigation aid
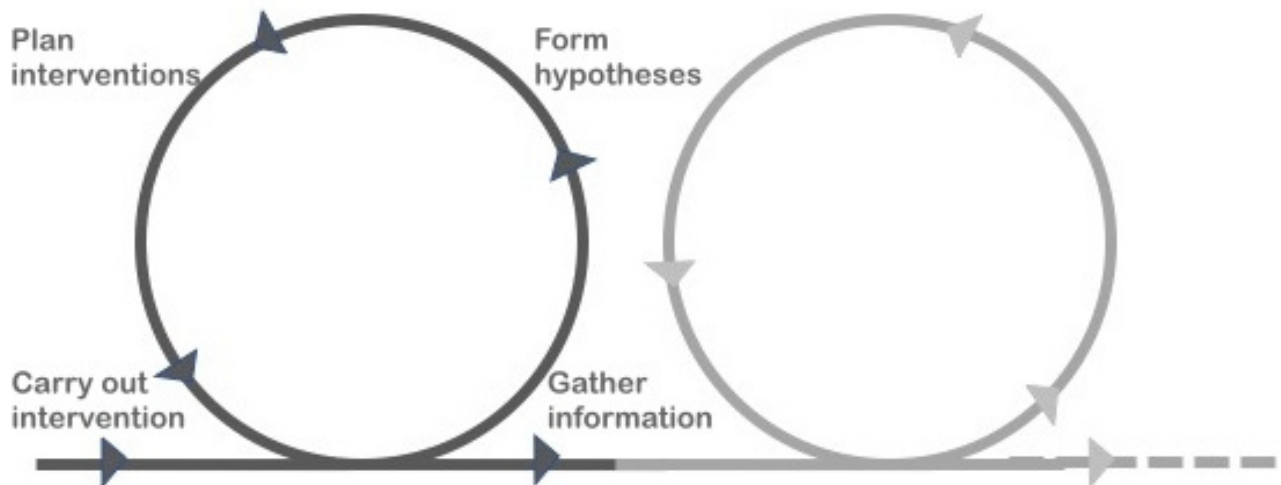
EiQuelle: Königswieser u. Exner: Systemische Intervention: Architekturen und Designs für Berater und Veränderungsmanager. Klett-Cotta, 1994. S. 24
1998, S. 24

Each loop consists of four separate steps: Observe, gather information, gather hypotheses.
The loop mataphor makes it clear that the systemic consulting process is not very linear. Instead, the systemic approach attempts to regularly adjust circumstances and situations of a system under observation. Loops are continuously made and thus the path to the goal can take different turns, stopping points, directions, or even turns.
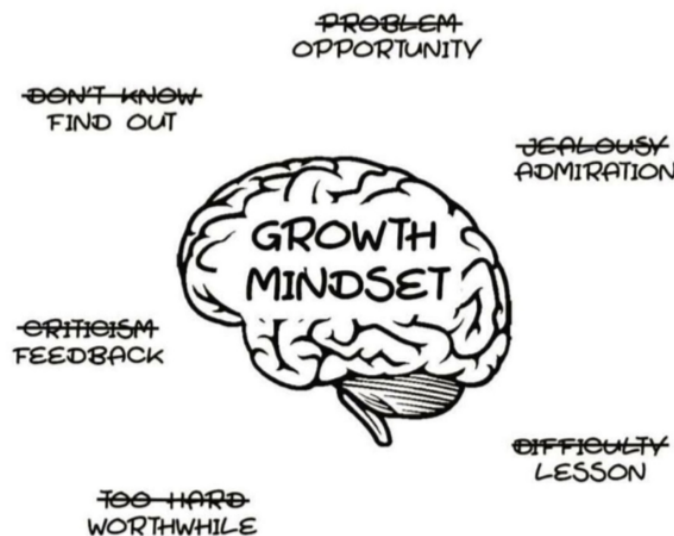
The process consists of four steps:

1. gather information (by observing the behavior, the communication triggered by any intervention).
2. form hypotheses (based on what is observed and responses)
3. plan interventions (derived from the hypotheses)
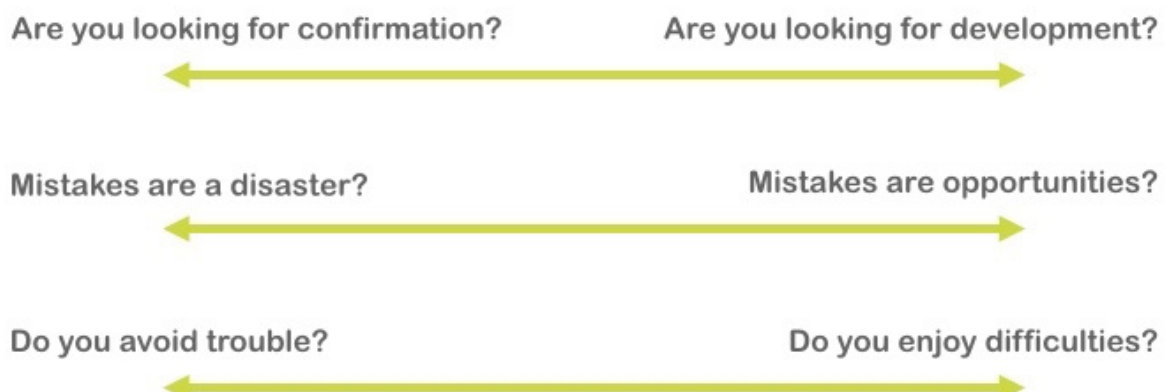4. implement intervention and move on to the next loop.

Growth Mindset
according to Carol Dweck

Our mindset - meaning our individual attitude, mindset or way of thinking - acts as a kind of filter through which everything we perceive in our environment is interpreted. It is the result of our previous experiences and determines our thoughts, feelings and actions. Carol Dweck distinguishes between a Growth and a Fixed Mindset. Basically, there is the possibility, e.g. through training, to come into an open and learning attitude in the sense of a Growth Mindset.

~~PROBLEM~~
OPPORTUNITY

~~DON'T KNOW~~
FIND OUT

~~JEALOUSY~~
ADMIRATION

GROWTH MINDSET

~~CRITICISM~~
FEEDBACK

~~DIFFICULTY~~
LESSON

~~TOO HARD~~
WORTHWHILE

With a growth mindset, you are convinced that you can develop and improve in any area if you put in enough effort. You have a dynamic self-image and are open to further development. You are agile and flexible and see mistakes as opportunities to learn. You experience less stress on the job and more success in any situation than someone with a Fixed Mindset. Such people believe that whether you can do something or not depends on talent and have less confidence in their resources and potential. They are more likely to experience mistakes as threats or personal failures. A small assessment aid:

Are you looking for confirmation?   Are you looking for development?

Mistakes are a disaster?   Mistakes are opportunities?

Do you avoid trouble?   Do you enjoy difficulties?

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Teaching a Growth Mindset
Carol Dweck
14:29 Min

The concept of role organization

In the system of role organization, three aspects contribute significantly to the success of the company:

1. the attitude of all acting persons is characterized by a high degree of self-responsibility and the willingness to assume responsibility.
2. there is a consistent focus on the customer and on the best possible perception of performance from the customer's point of view - both internally and externally.
3. employees are best suited to their respective roles and the associated tasks through their competence and the use and development of their potential.

This results in an optimal interaction of requirements and fit on the basis of concrete role descriptions. This in turn leads to higher performance and improved willingness to perform for the individuals in an organization. It brings about the connection of a person's potentials, abilities, motives and values. This approach links the organization of people with psychology.

The role organization is based on the premise that role clarity is the basis for higher professionalism. Control within the role organization is based on the core principle of assuming clarified responsibility. It pursues the goal of overcoming interfaces in the course of the process, defining clear tasks and competencies, and as a result leads to less wrangling over competencies and conflict potential.

Characteristics of role organization are a high degree of orientation, transparency, clarity and meaningfulness. It achieves its effect through clear communication, standardization, discipline, time savings, measurability and high motivation.

Other instruments can be helpful in identifying all relevant roles, such as the stakeholder analysis and expectations matrix.

Role Description Template

Designation of the role:	
Basic understanding of the role:	
Responsibility:	**Main Tasks:**
Competencies:	
Interfaces:	
Core competencies:	
Affiliation:	
Staffing:	

Perspective & questions for creating a role description (RD)

The basic perspective for formulating a RD is the perspective of the customer or stakeholder. The aim is to know and meet their expectations as well as possible and to do everything possible to achieve a concrete result in accordance with the responsibility assumed. The ideal approach is to think from the desired/expected result in order to derive answers from it. Outcome includes both qualitative and quantitative aspects.

In order to be able to fulfill the assumed responsibility as role owner, the framework conditions must be ensured on two levels. Firstly, on the organizational (processes, structures, interfaces, authority), secondly on the personal (core competencies, experience, potential). RD can be dynamic. For this reason, it is always necessary to look at how the necessary framework conditions can be adapted.

These questions will help when creating a RD:

Aspect	Questions
Basic understanding of the role	- What is this role about? - What specifically does this role do and for whom is it significant? - How and through what does this role contribute to a particular outcome?
Responsibility/Accountability	- What do I stand for? - Who rely on what? - What do I get accountable for?
Main tasks	- What are the main tasks to be completed in order to fulfill the role and the responsibility assumed?
Authorizations	- Where do I need influence on? - What permissions/authorizations/decision-making power do I need? - What do I have to be allowed to?
Interfaces (interconnection points)	- Who do I work with? - To whom do I report? - Who and what need to be taken into account when collaborating with the respective parties involved (stakeholders)?
Core competencies	- What qualifies me for this role? - Which competencies are crucial for success in this role? - What do I need to be particularly good at for this role?
Affiliation	- To whom do I report? - Where does disciplinary responsibility lie?

Example of a role description "Project Manager"

Name of the role, e.g. "Project Manager"

Basic understanding of the role
Brief description of what the content of the role is, e.g., "The project manager manages projects with overall responsibility to achieve project goals."

Responsibility (example)
- Ensuring that a project is not started without a clarified mission
- Adherence to project standards
- Achieving the project goals
- Clarifying conflicts within the project team

Main tasks (example):
- Clarification of mission
- Project planning and resource management
- project control
- project closure
- project review

Authorizations (example):
- Use of approved resources (employees, budget, work equipment, time)
- Hierarchy-independent integration of participants

Interfaces
Naming of the most important internal and external other roles, customers, etc., with whom the role holder works and interconnects.

Core competencies (example)
- Distinct goal and result orientation
- Structured thinking and acting
- Motivation of others without disciplinary authority (Lateral Leadership)
- Assertiveness and perseverance
- Ability to distinguish between the essential and the unessential

Affiliation
Indication of the role or body to which the role holder reports, e.g. "steering committee" in the case of the project manager.

Cast Name(s) of person(s) who is/ who are role holder(s).

Participant Analysis / Stakeholder Analysis

Stakeholder analysis is an instrument that can be used to examine and evaluate the interests, interactions and influence of key players on a specific process (e.g., a change process). It is also frequently applied to (change) projects.

In a first step, the key actors (stakeholders) are identified. Stakeholders are actively involved actors as well as secondary stakeholders who may be affected by a process/project. This makes it possible to include aspects that may have been neglected at the time of project planning and that are important for the success of the work.

Together, some important criteria are now defined, according to which these stakeholders are analyzed in a second step. This should be visualized - e.g. in the form of a table or matrix. The following criteria have proven particularly useful:

- specific interest of the actor in the process / project
- expected contributions of this actor
- expected resistance of this actor
- relative power and influence of this actor

When developing the matrix, the reproduction of stereotypes should be avoided. The larger and more heterogeneous the group applying the tool, the more different views about the actors and their role may emerge.

The last step analyzes and evaluates how this actor can influence the success of the process / project and how he/she should be involved.

specific interest of the actor in the process / project	
Inputs to be expected from this actor	
expected resistance of this actor	
relative power and influence of this actor	
other important aspects for the common success	

Expectations Matrix

The expectations matrix is an instrument for analyzing and improving cooperative relationships. It focuses strongly on content aspects and captures the various expectations that different organizations or organizational units have towards each other. Either in terms of the tasks to be performed (i.e., what they think the others each do or should do) or in terms of their respective roles.

The expectations matrix can also be used for replanning collaborations, for example in the context of decentralization, where, for example, newly formed local authorities have to agree with other actors on who should take on which tasks in the future.

Other contexts of use include team development or the use of the matrix individually for oneself in the context of personal mission clarification with superiors, client systems, program partners, etc.

An example of application:

The group discusses with each other and then enters in the corresponding cell what, from their point of view, are their own tasks and those of the others, so that the matrix shown is created. The evaluation is done diagonally and horizontally.

Diagonally: Are there duplicates, i.e. do two or more cooperation partners perform the same tasks? Is this intentional? Does it make sense?

Horizontal: Is what cooperation partner A does congruent with what the others expect? Do we all know what is expected from us or is something new to us? Can we accept expectations that we do not currently fulfill and imagine taking on these tasks in the future?

This is followed by a joint evaluation.

Analysis of Current Expectations

according to Sulzer / Zimmermann

	What does the organization (department, person) expect ...				
from ...	**A**	**B**	**C**	**D**	**E**
A					
B					
C					
D					
E					

Retrospective

This agile evaluation method is used to retrospect a common task such as sprints. It starts with the emotions, because humans can best remember events in connection with feelings. Using sticky notes and put them into the columns. As an example:

How do you rate this module on Complexity?

MAD

- That frustrated me
- That did not work out so well
- That annoyed me
- That was a waste of time

GLAD

- That went well
- What I have learned ...
- Great idea!
- I would like to thank someone

SAD

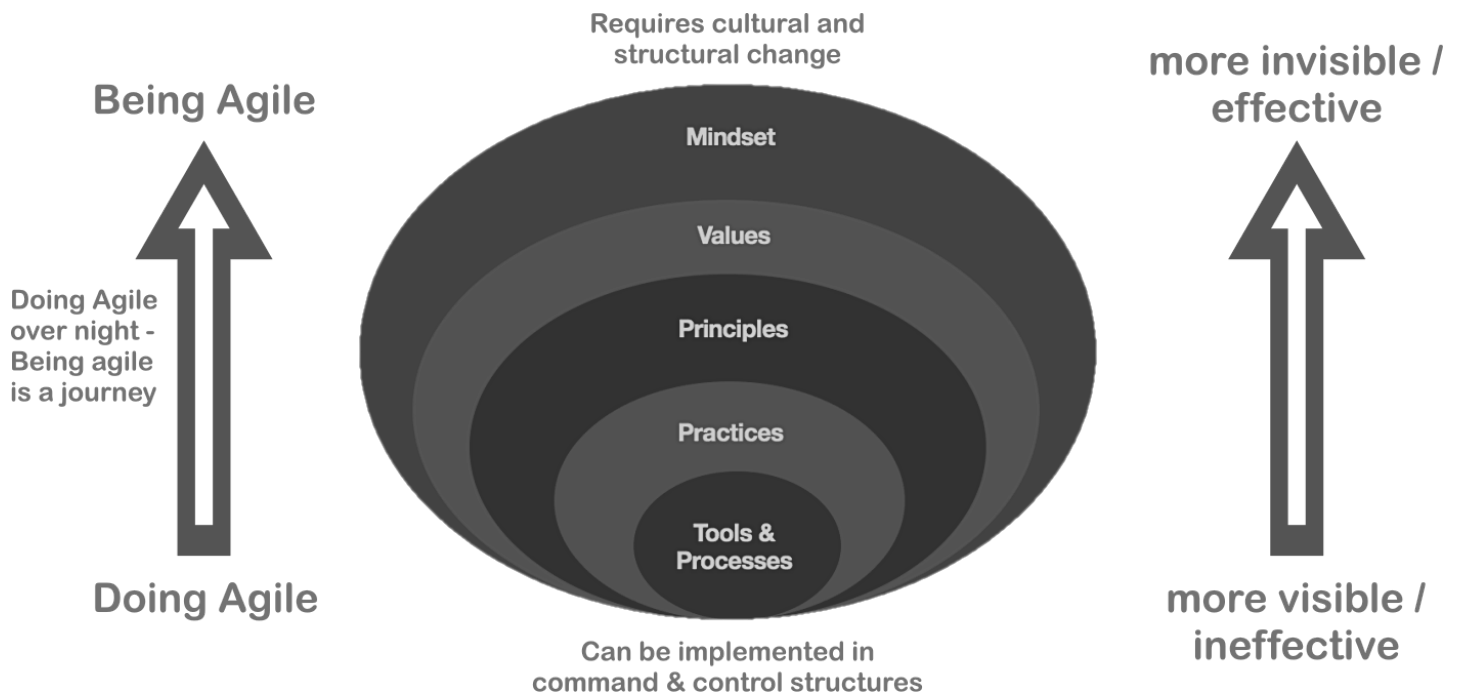- That disappointed me
- That we can improve

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The "A" in VUCA stands for ambiguity. It is about the ability to put one-dimensional thinking strategies to rest and replace them with explorative approaches. We are convinced that more than ever it is time to replace "either-or" thinking with "both/and" solutions.

Ambiguity

The Agile Onion

Agile work requires more than tools or a specific framework. The so-called "agile onion" shows how multi-layered agile working is and what it requires.

Being Agile

Doing Agile over night - Being agile is a journey

Doing Agile

Requires cultural and structural change

Mindset

Values

Principles

Practices

Tools & Processes

Can be implemented in command & control structures

more invisible / effective

more visible / ineffective

Start with the outer onion layer - the mindset - and work your way to the core, the tools and processes.

Consider:
What is your mindset, the mindset of your team and your organization?
  How does it shape what we do?
What are the values of you, your team and your organization?
  What do we orient ourselves by?
Which working principles guide you and your team?
  Which implicit and explicit rules guide our actions?
What practices do you and your team use?
  What team rules have we agreed upon?
What tools do we use?
  What do our decision-making and communication processes look like?

Exercise: YES ... AND ...

Objective:

- Practice openness/open mind.

- Generate as many creative ideas as possible, draw from the full.

- Letting go of ingrained patterns, playfully developing new options.

Rules of the game:

The 10% rule applies in this process, which states that each person is at least 10% right with their statement. This means that even if the suggestion seems unrealistic, pointless or irritating to you, focus on the 10% that is ok in it. **The focus is on what is right**. That's what drives the innovation cycle.

Sequence of events:

Get together in small groups. Decide who wants to bring in a case and who will start (all others are "consultants").

Step 1:

The casebringer briefly describes what the case is about, what the specific challenge is, and **formulates a clear question**. Example:

- How can I promote agility/adaptability in my team?

Step 2:

Generate as many ideas as possible together, with one idea leading to the next. The casebringer starts with one idea, then the "consultants" take their turn, then the casebringer reacts again, etc. Every idea is welcome and will not be evaluated or judged.

It goes like this:

YES, what I like about this idea is ... (describe the at least 10% you like about the idea)

AND ... (add another idea that is triggered by what you liked).

Step 3:

The casebringer evaluates all the ideas and considers which ones are worth pursuing or could already be implemented.

The Art of Ambidexterity

Ability to use the right and left hand equally well

Organizations always find themselves in areas of tension between exploiting existing business models or products (exploitation) and searching for and implementing new solutions and innovations (exploration). In the area of tension between tradition and innovation, tensions arise that can be resolved with ambidexterity using the principle of both.

Organizational Ambidexterity
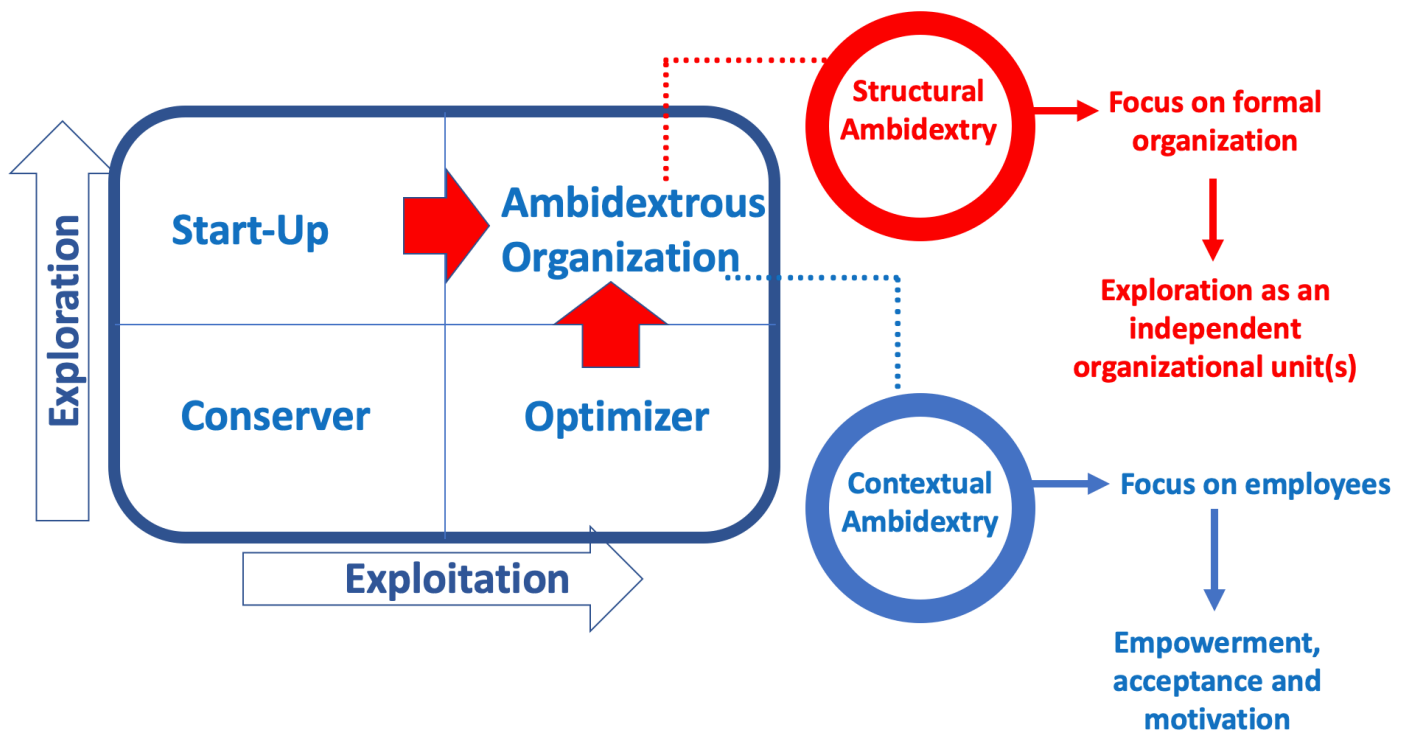
Idea: strategie-spektren.de

What does VUCA mean for me?

My belief and experience is that people are able to find direction and suitable solutions under the most difficult conditions. Sometimes they grow beyond themselves.
 It is therefore more surprising that these skills and potentials seem to be stuck somewhere at a company gate – at least if you listen to the complaints of some managers.
 I am firmly convinced that people are able to do a great job and dedicate their interest and motivation to common goals if they can rely on collaborative frameworks and on trust that allows them to take responsibility.
These are essential success factors in order to maintain orientation and to navigate successfully in a VUCA world.
 The VUCA world platform wants to support organizations and their stakeholders to develop and deploy self-organizational capabilities and strengthen the required skills and resources especially in these dynamic times influenced by volatility, uncertainty, complexity and ambiguity to increase individual VUCA fitness.

VUCA Facilitator
Comic
0:25 Min

Luckily it´s only VUCA!
vuca-world.org

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