



# Addressing Challenges in a V.U.C.A. World

CCI LIVE

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# What will we do in today's session?



- Interact
  - Reflect
  - Learn
  - Explore
- 
- Stay curious, dig deep, have fun!





# Write down 2 to 3 challenges you are currently facing.

It can be a personal situation, a project that is not completed, anything that comes to mind.

Describe the impact this situation is having on you, your project, or organization

# ••• Leadership in a V.U.C.A. World



- First developed at the U.S. Army College in 1990's as analysis of the world post-Cold War
- VUCA acronym came into use after the 9/11 attacks
- Concept extended to other contexts after the 2008 financial crisis



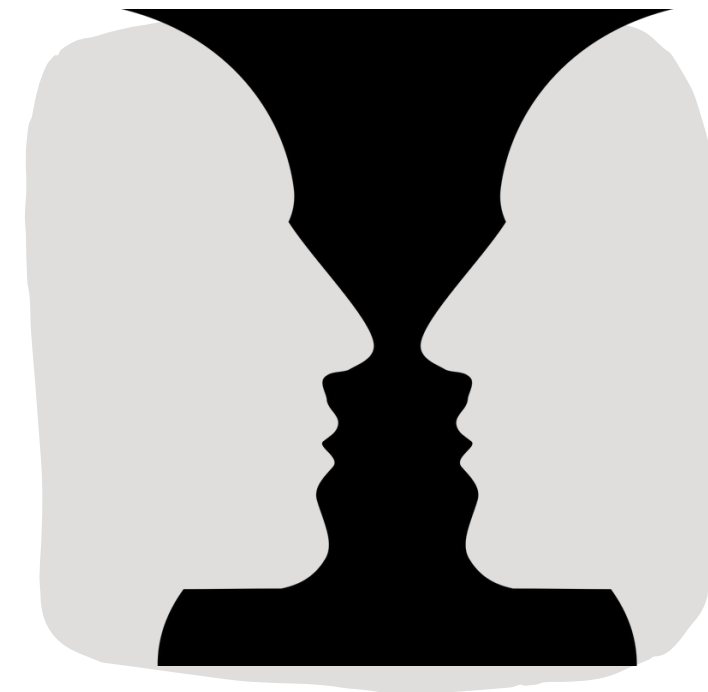
Volatility



Uncertainty



Complexity



Ambiguity



# Volatility

- The nature, speed, volume, magnitude, and dynamics of change
- UNEXPECTED
- UNSTABLE



# Uncertainty

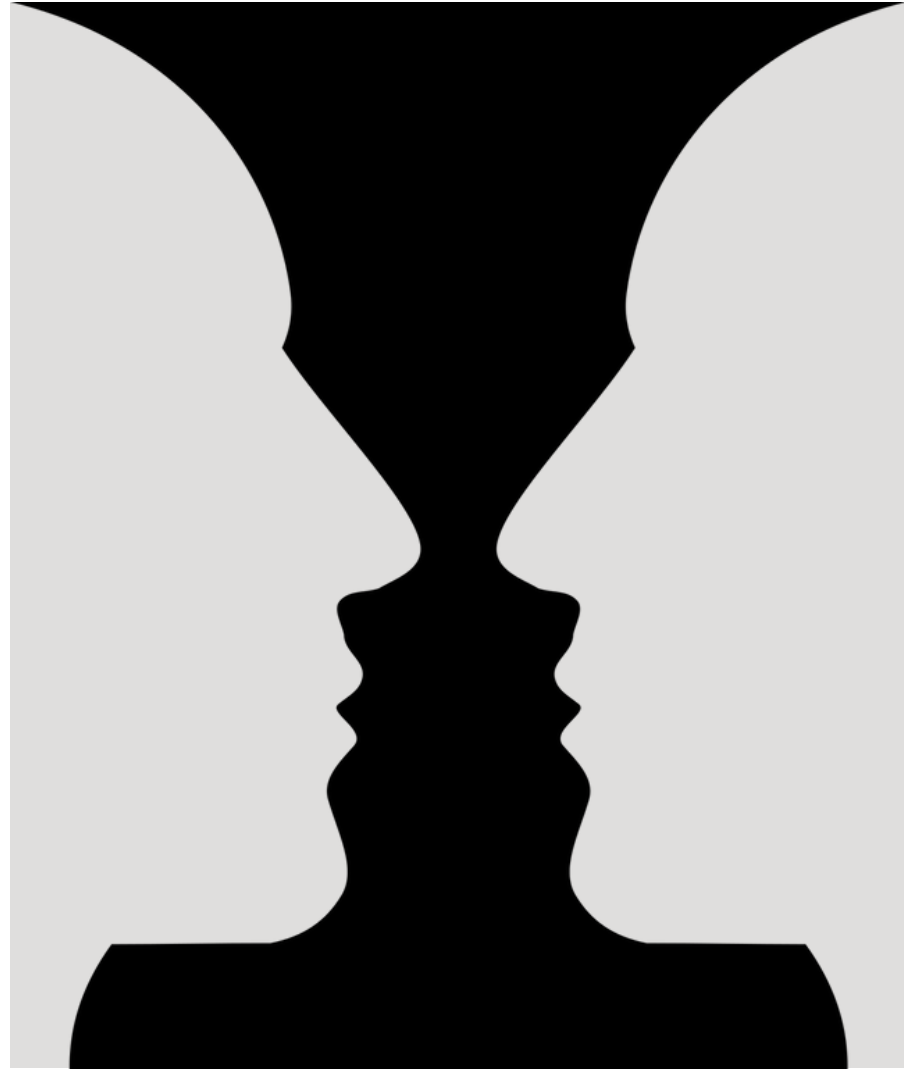
- The lack of predictability of issues, events, or outcomes.
- INFORMATION GAP



# Complexity

- The confounding of issues and the chaos that surrounds any organization
- INTERCONNECTED
- OVERWHELMING





# Ambiguity

- The haziness of reality and mixed meaning of conditions
- NO PRECEDENT
- “UNKNOWN UNKNOWNNS”

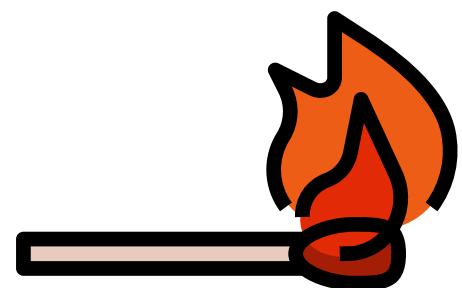


Select one of the Challenges to work on for the rest of the session

My project to mentor and tutor teenagers got interrupted because of the COVID-19 pandemic



Look at the challenge you identified at the start of the session.  
How does each V.U.C.A ELEMENT show up in your selected challenge?



Volatility

- lost most of my volunteers
- Can't do in-person education
- we had to close everything quickly



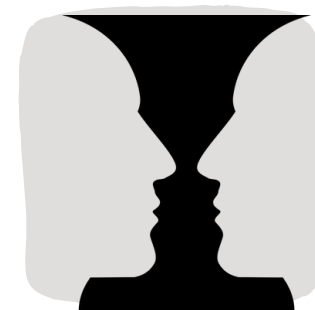
Uncertainty

- How are teenagers dealing with school work?
- What issues matter more to them now with COVID?



Complexity

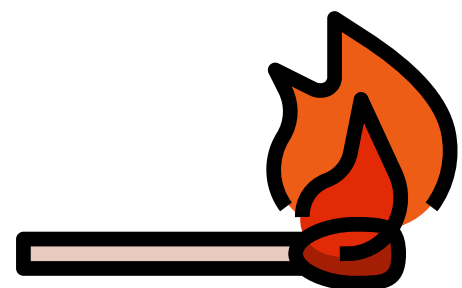
- Wifi access for video calls is hard
- Technology challenges
- Parent's facing challenges



Ambiguity

- How long will COVID last?
- Funding is hard to find now, is it?
- should I continue the project?

Look at the challenge you identified at the start of the session.  
How does each V.U.C.A ELEMENT show up in your selected challenge?



Volatility

- the speed of change
- drastic changes
- unexpected change



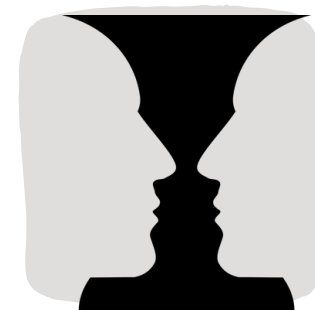
Uncertainty

- information gap on the situation
- lack of predictability



Complexity

- the many factors part of the problem
- how interconnected the issues can be



Ambiguity

- the "unknown unknowns"
- lack of precedent on how to deal with this
- lack of clarity



# Breakout: Share your Challenge

1. WHAT CHALLENGE DID YOU SELECT?
- 2- HOW HAS V.U.C.A. SHOWN UP IN THIS CHALLENGE?

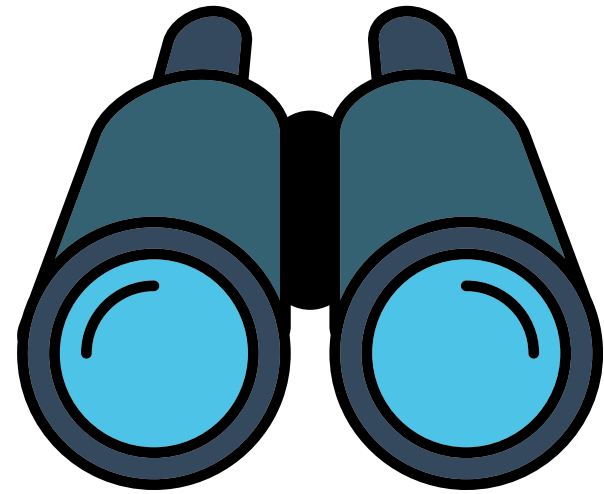




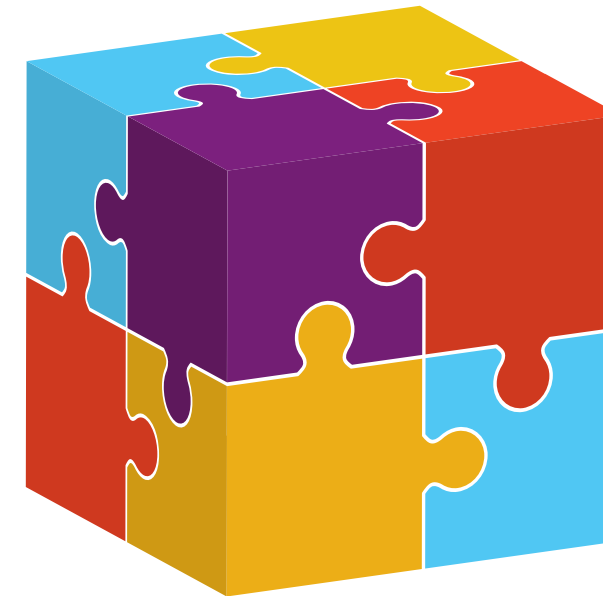
# V.U.C.A. PRIME

- A strategy to address the impact of the V.U.C.A. world developed by Kinsinger and Walch, 2012





Vision



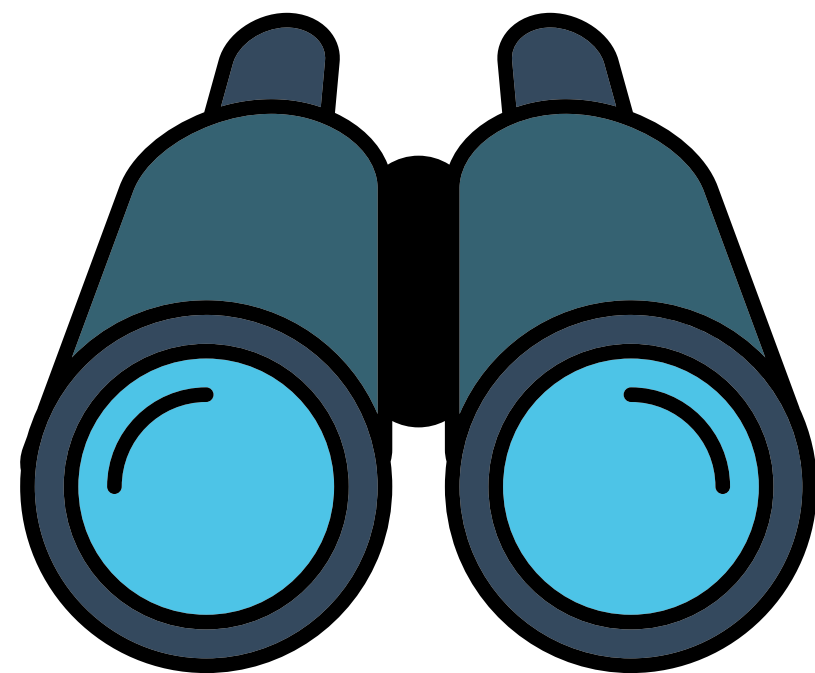
Understanding



Clarity



Agility/Adaptability



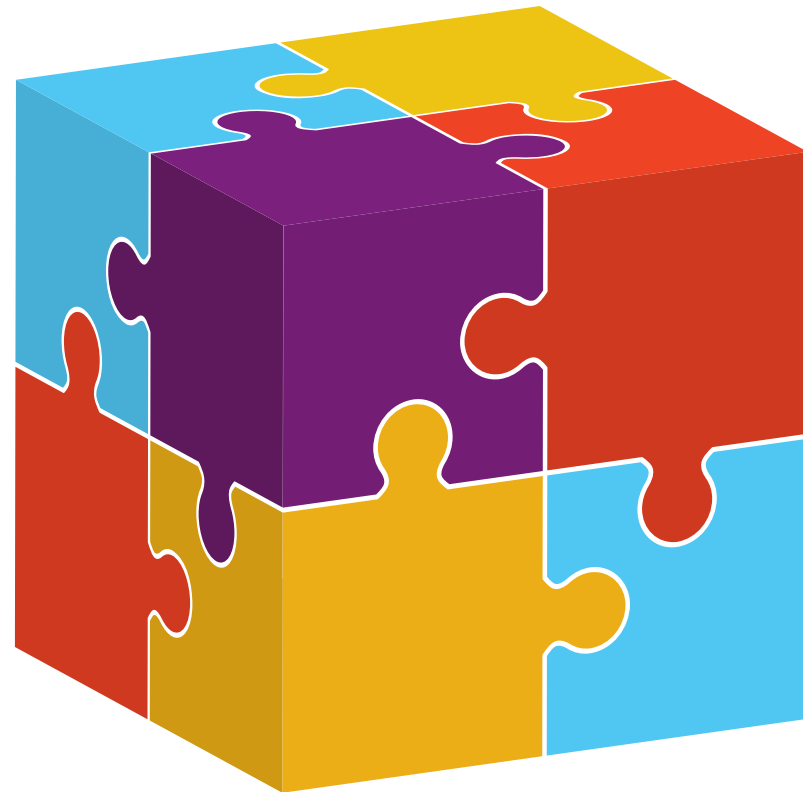
# Vision



Why is this problem important for you?  
What do you want to accomplish with it?

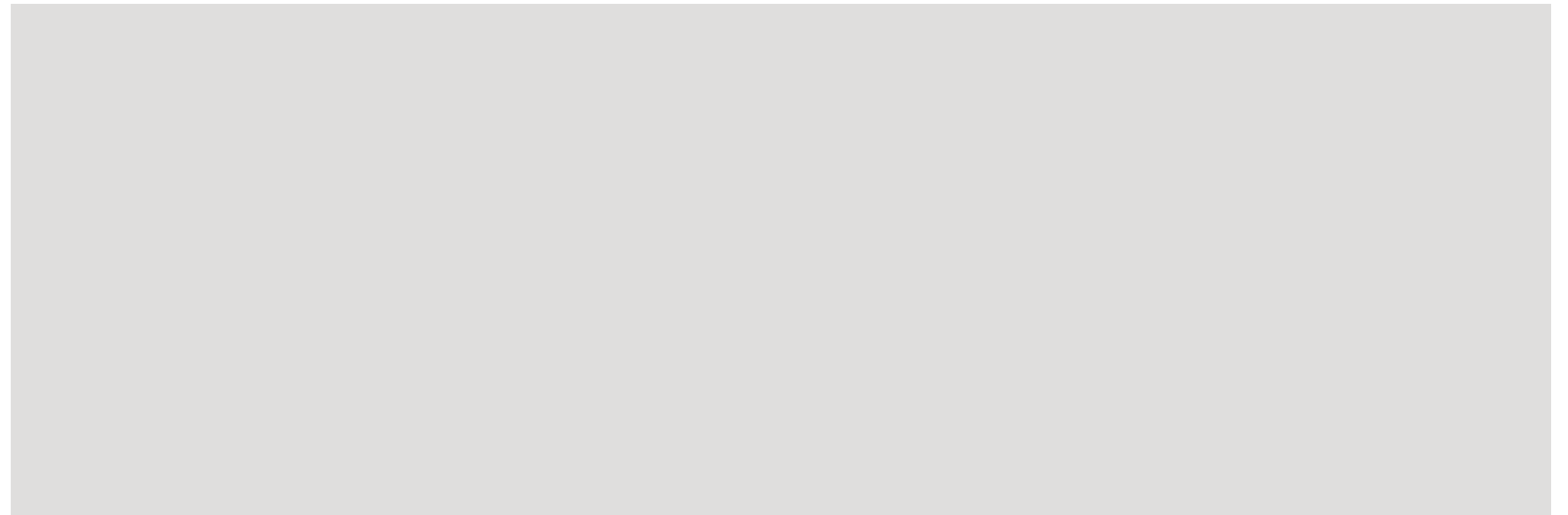
A large, empty rectangular box with a light gray background, intended for a user to write their response to the questions above.





# Understanding

- What else do I need to learn about this problem?
- Who else has done something similar in magnitude?
- Who can I collaborate with?

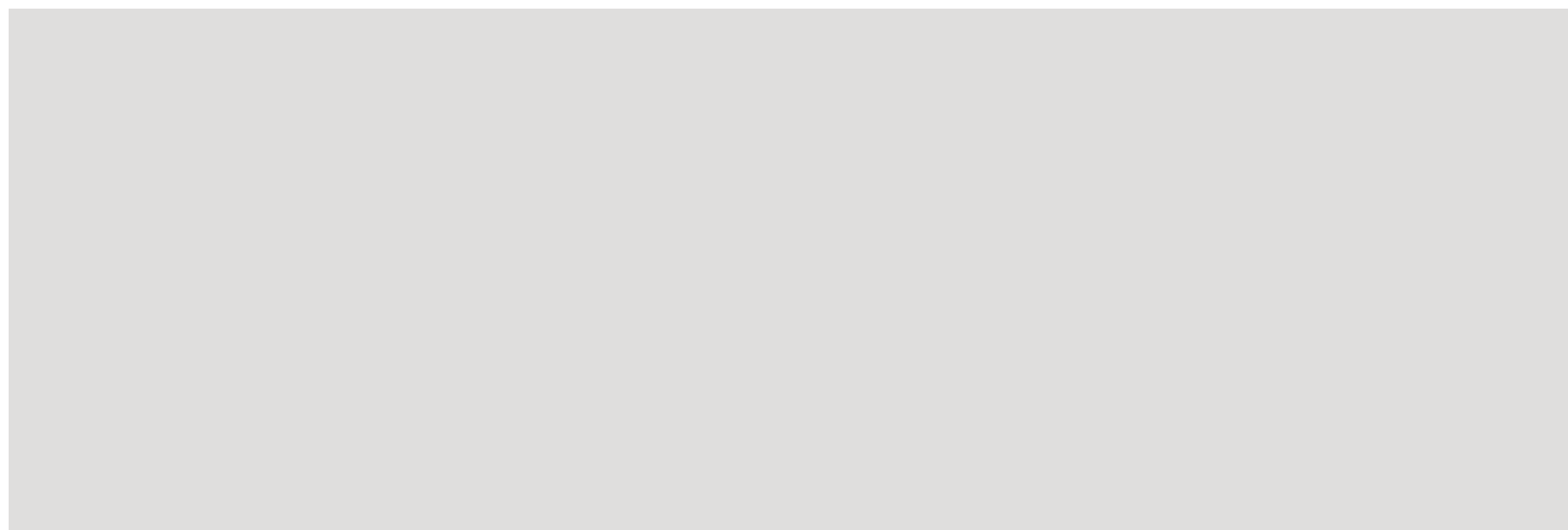


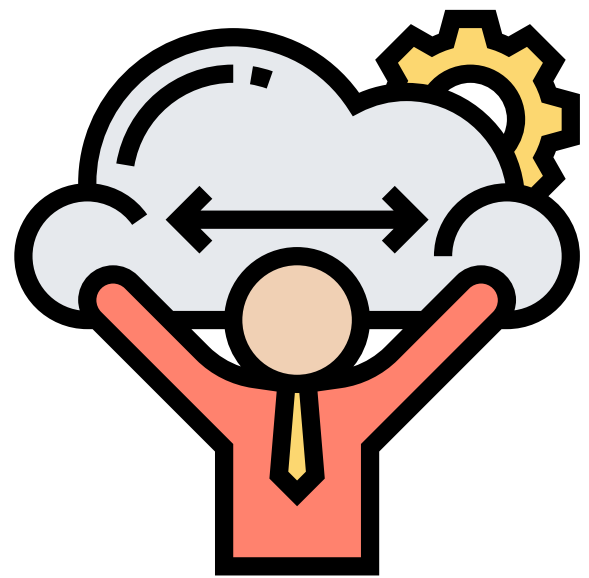


# Clarity



- What value will you (or your community) gain from solving this problem?
- Is there an area of the problem that presents an opportunity?





# Agility/Adaptability



Reframing your Challenge

How might I \_\_\_\_\_  
[problem to solve-verb]

in a way that \_\_\_\_\_  
[value to gain]

so that \_\_\_\_\_?  
[vision too achieve]



# Agility/Adaptability

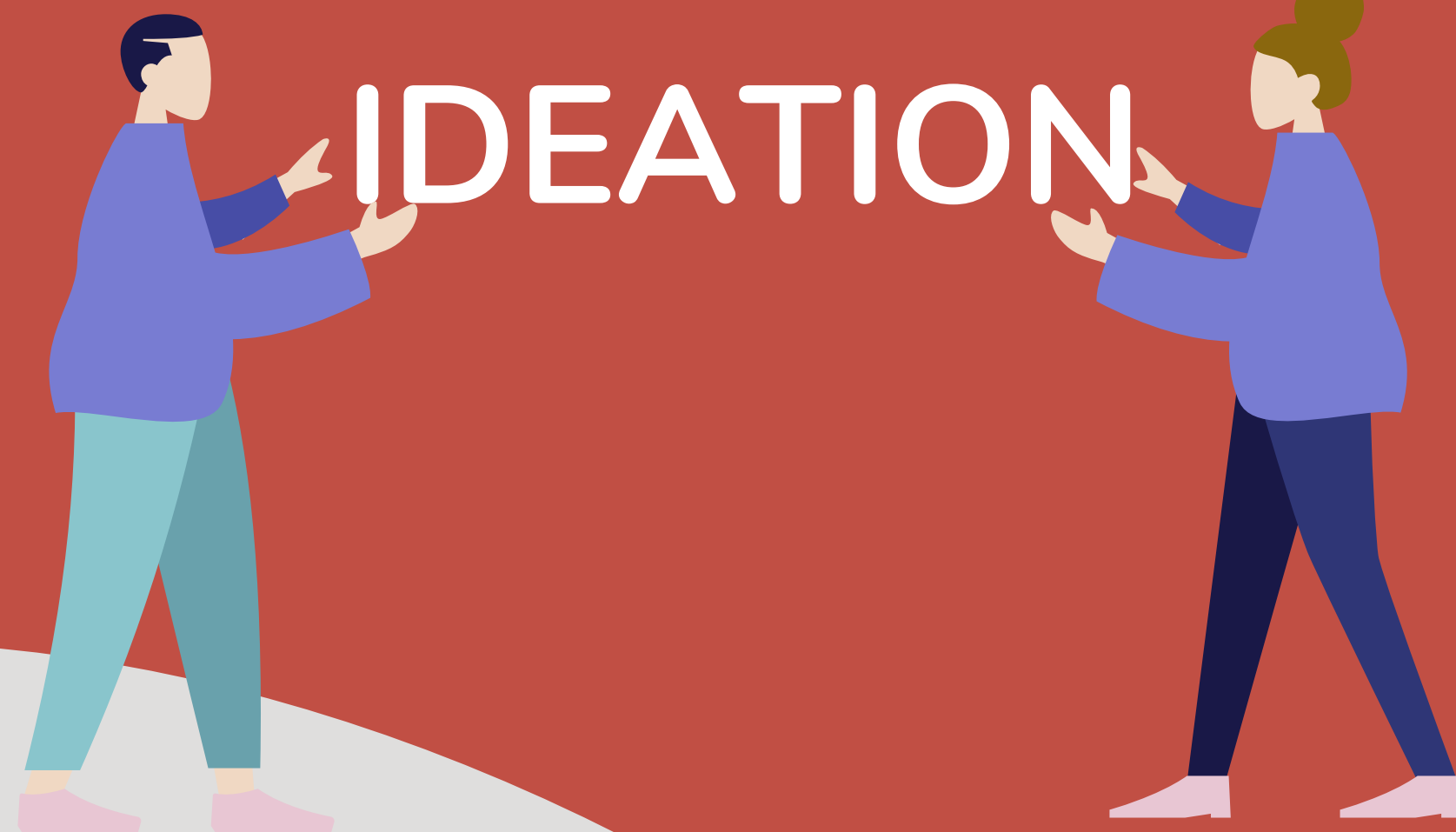


Reframing your Challenge

How might I help teenagers in my program access tutoring lessons  
[problem to solve-verb]

in a way that wifi access is not an obstacle  
[value to gain]

so that they continue to learn, grow and connect with one another?  
[vision too achieve]



# ••• IDEATION

**DEFER JUDGEMENT**

**GO FOR VOLUME**

**ONE CONVERSATION at a time**

**BE VISUAL**

**HEADLINE**

**Build on the Ideas of Others**

**Stay on TOPIC**

**Encourage WILD IDEAS**

# ••• IDEATION

2 min: Brainstorm as many possible answers to the question as you can

# IDEATION

Write down your Reframed Challenge

help teenagers access tutoring in a way that wifi access is not an obstacle so that they continue to learn, grow and connect with one another?

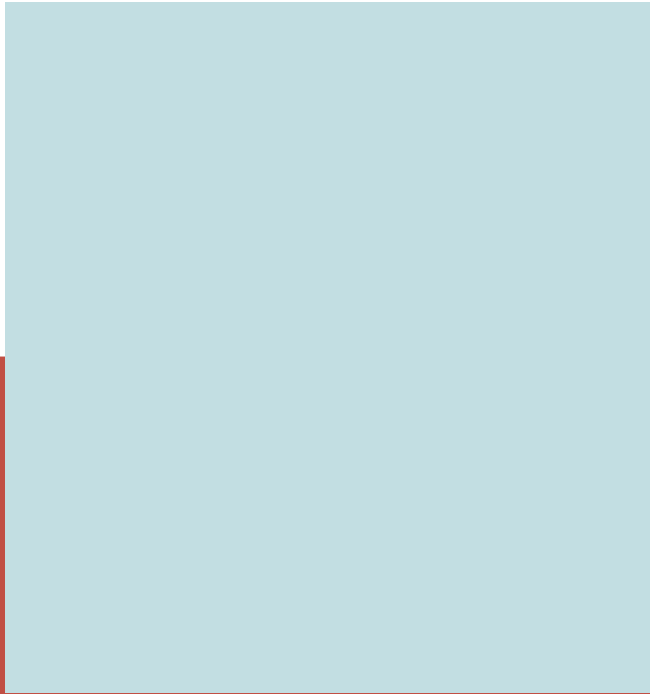
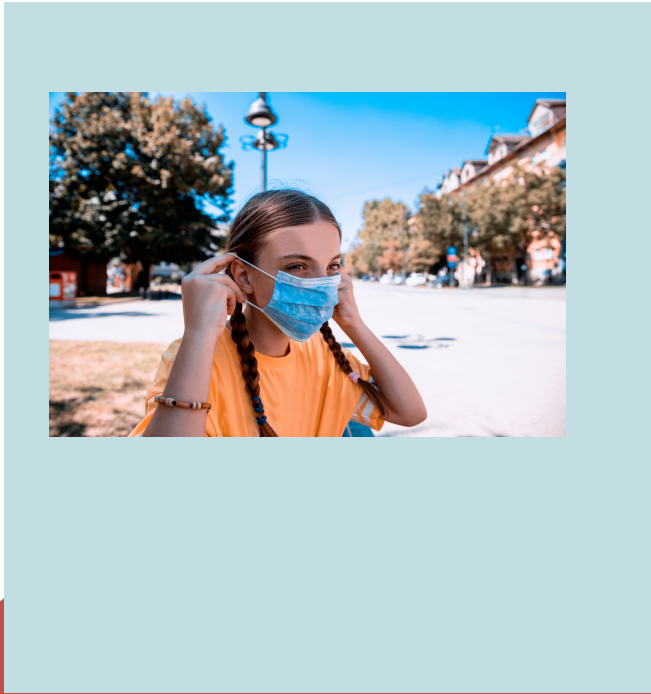
Write your ideas in these squares!

do a text chain

send weekly lessons via mail



meet at a park once a week



teach the parents not the kids







# Accountability buddies

**IN THE NEXT BREAKOUT:**

**PLEASE EXCHANGE EMAILS!**  
YOU WILL CHECK IN ON EACH  
OTHER AT A LATER DATE ON THE  
STATUS OF YOUR PROJECT





# Breakout Ideate together!

2 MINUTE TO SHARE YOUR REFRAMED  
CHALLENGES

3 MINUTES TO COME UP WITH IDEAS  
FOR YOUR PARTNER

2 MINUTES EACH TO SHARE YOU IDEAS



# IDEA SELECTION

Creative, bad and underdeveloped ideas

evaluate for  
**FEASIBILITY**

**Familiar in incremental results**



# IDEA SELECTION

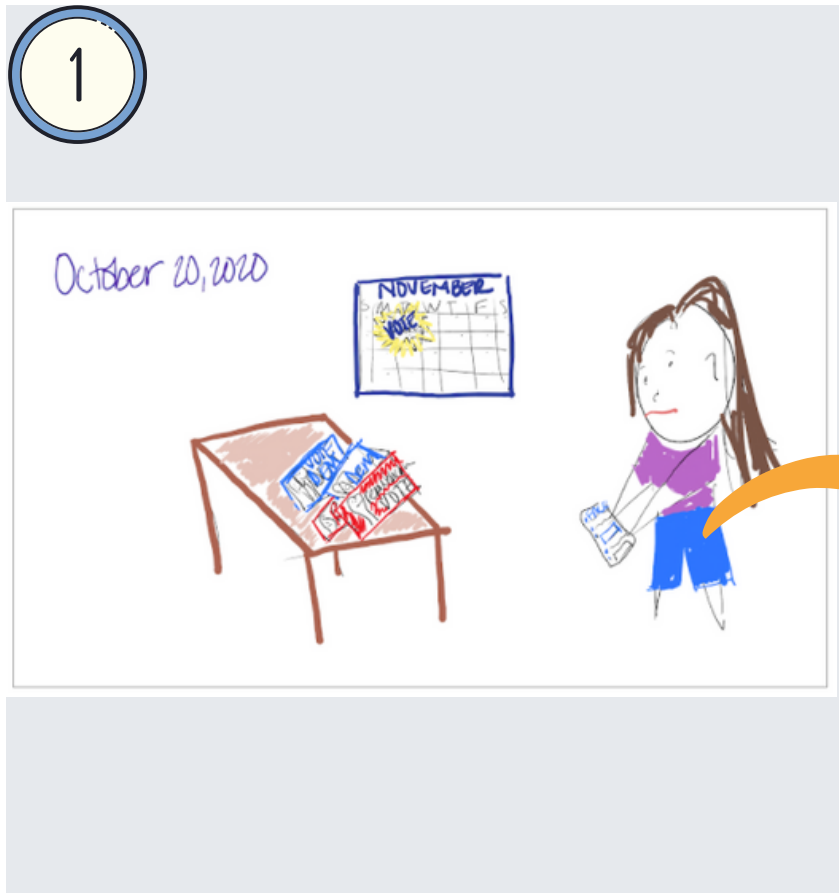
Creative, bad and underdeveloped ideas

evaluate for  
**POTENTIAL**

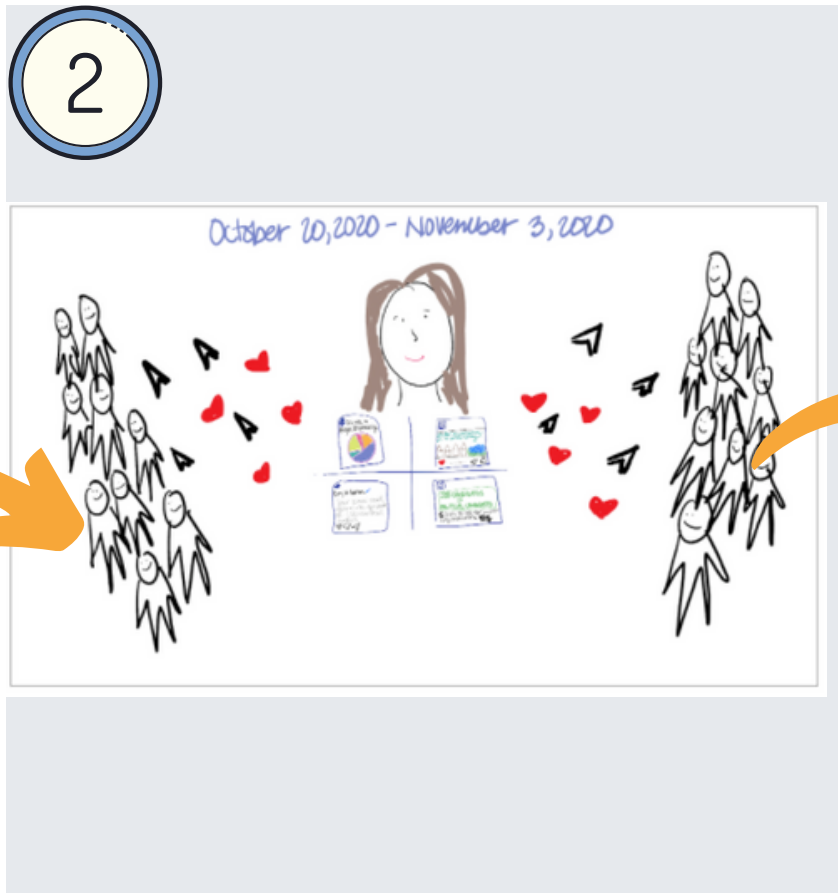
**CAN BE  
DEVELOPED  
FOR  
FEASIBILITY**



# PROTOTYPE YOUR IDEA WITH A STORY BOARD!



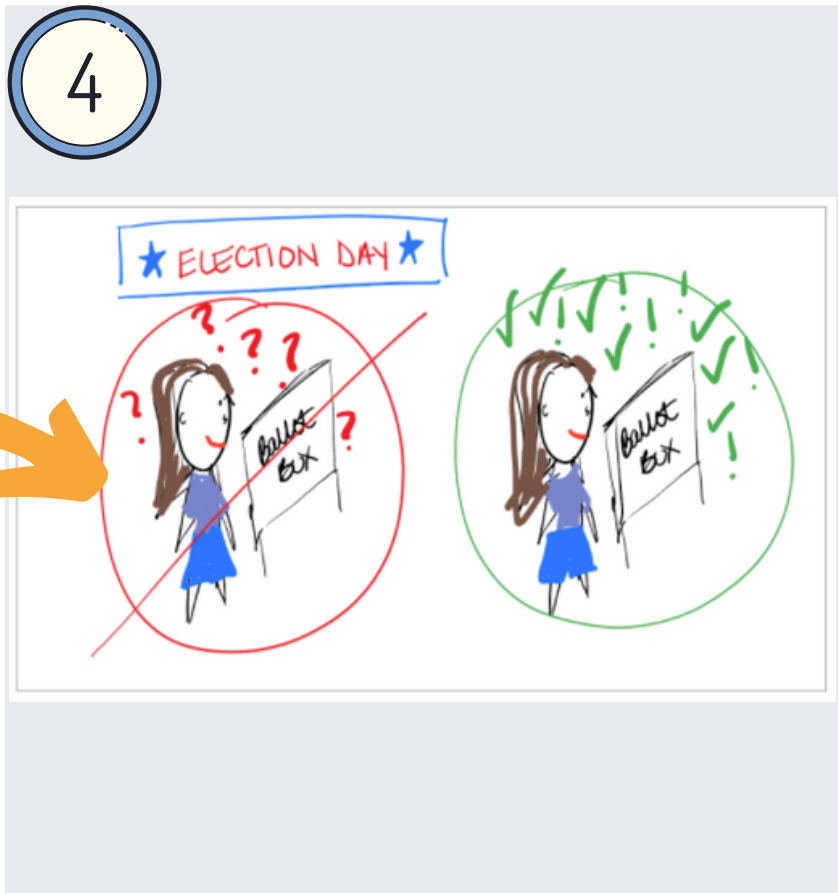
Frame 1: The problem / Your user in their natural state



Frame 2: Your user's first interaction with your solution



Frame 3: Your solution creating value for your user



Frame 4: Your user in their new state (problem solved!)

# CONCEPT POSTER

What is the big idea?

How does it work?

1

Frame 1: The problem / Your user in their natural state

2

Frame 2: Your user’s first interaction with your solution

3

Frame 3: Your solution creating value for your user

4

Frame 4: Your user in their new state (problem solved!)

How will you measure success?

What skills and abilities do I bring to this?

# My [tentative] plan

What do I want to achieve?  
what is my vision?

in the next month I want to...

in the next week I will try...

From this I hope to learn...



...

# Accountability buddies

**PLEASE EXCHANGE EMAILS OR NUMBERS!  
CHECK IN WITH EACH OTHER IN ONE MONTH!**

- Send an email or Whatsapp message by January 15, 2021

- How are you?
- How is the idea going?
- What is going well?
- What has been challenging?
- what have you learned?





# Share with us your project, your ideas and progress




Send us a couple of screenshots  
from your workbook  
(link in chat)

We will follow up with a  
reminder in a few weeks.



# What is one takeaway from today's session?

Write your answer in the chat box



Change is inevitable.  
Working out how to  
embrace change will help  
us to grow and develop.

Thank you!

Stay in touch  
[jcrivas@sandiego.edu](mailto:jcrivas@sandiego.edu)