

Crisis to Clarity

Managing During Uncertain Times



Enda Larkin

Overview of Webinar

- Understanding uncertainty and its impact
- The VUCA Model
- Strategies for Managing Uncertainty - The Four Leadership Agilities
 - Growth Mindset
 - Transformational Leadership
 - Emotional Intelligence
 - Creative Problem Solving



Understanding Uncertainty and its impact



Enda Larkin

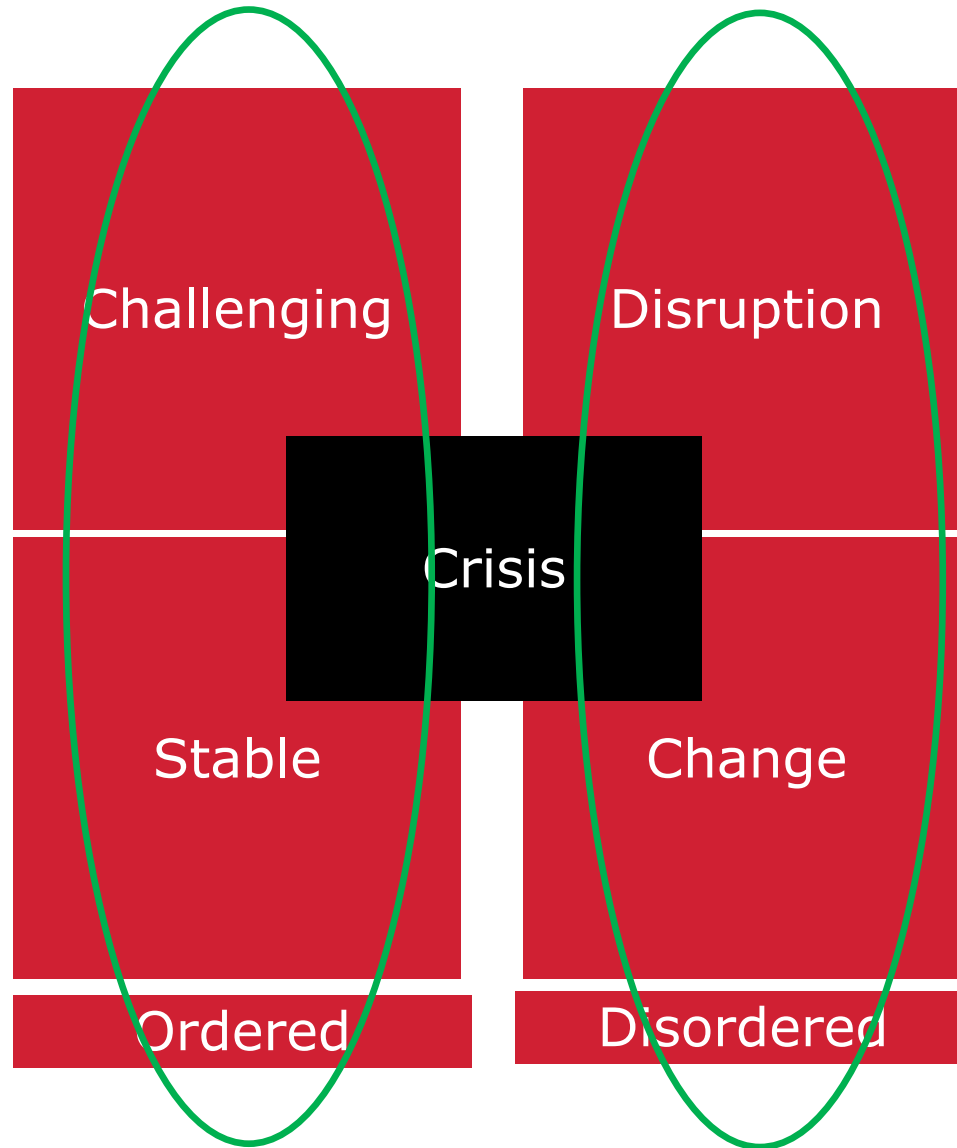
Change is everywhere and accelerating ...

“We won't experience 100 years of progress in the 21st century—it will be more like 20,000 years of progress (at today's rate).”

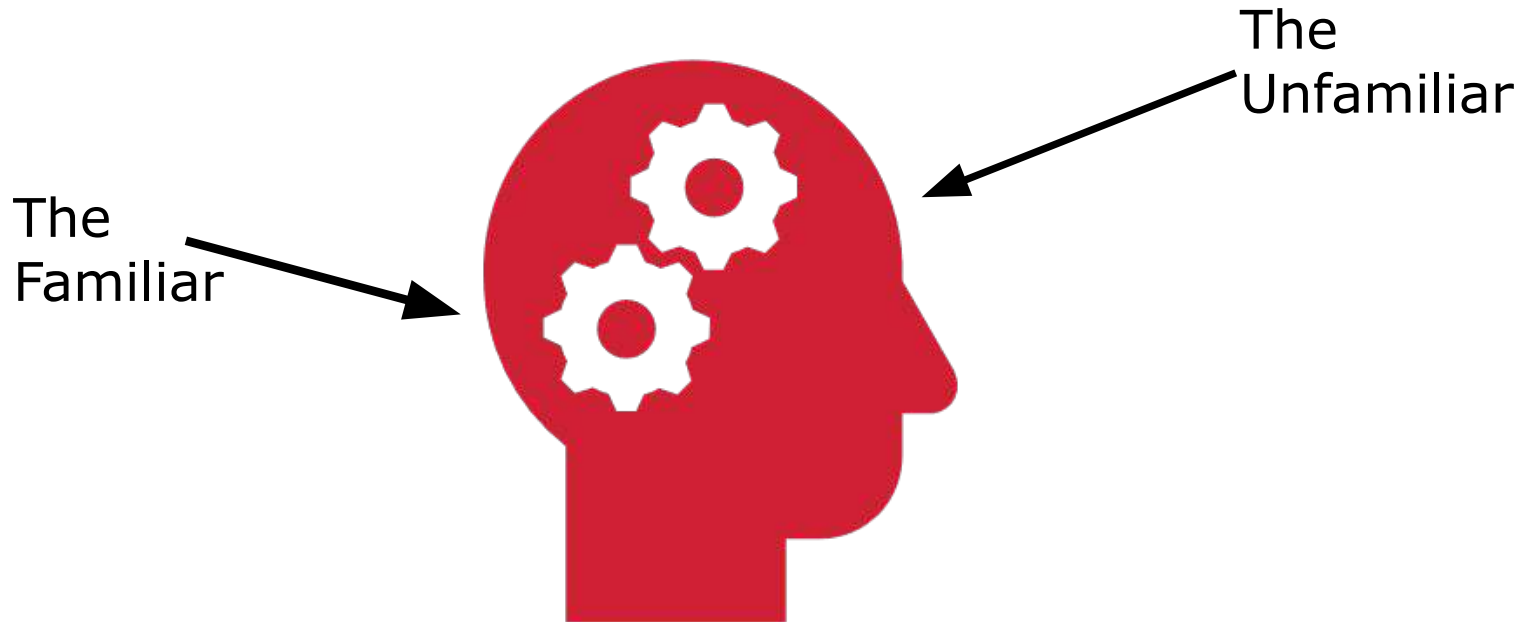
Ray Kurzweil
Best-selling author, pioneering inventor,
and futurist.



Five domains of life ...



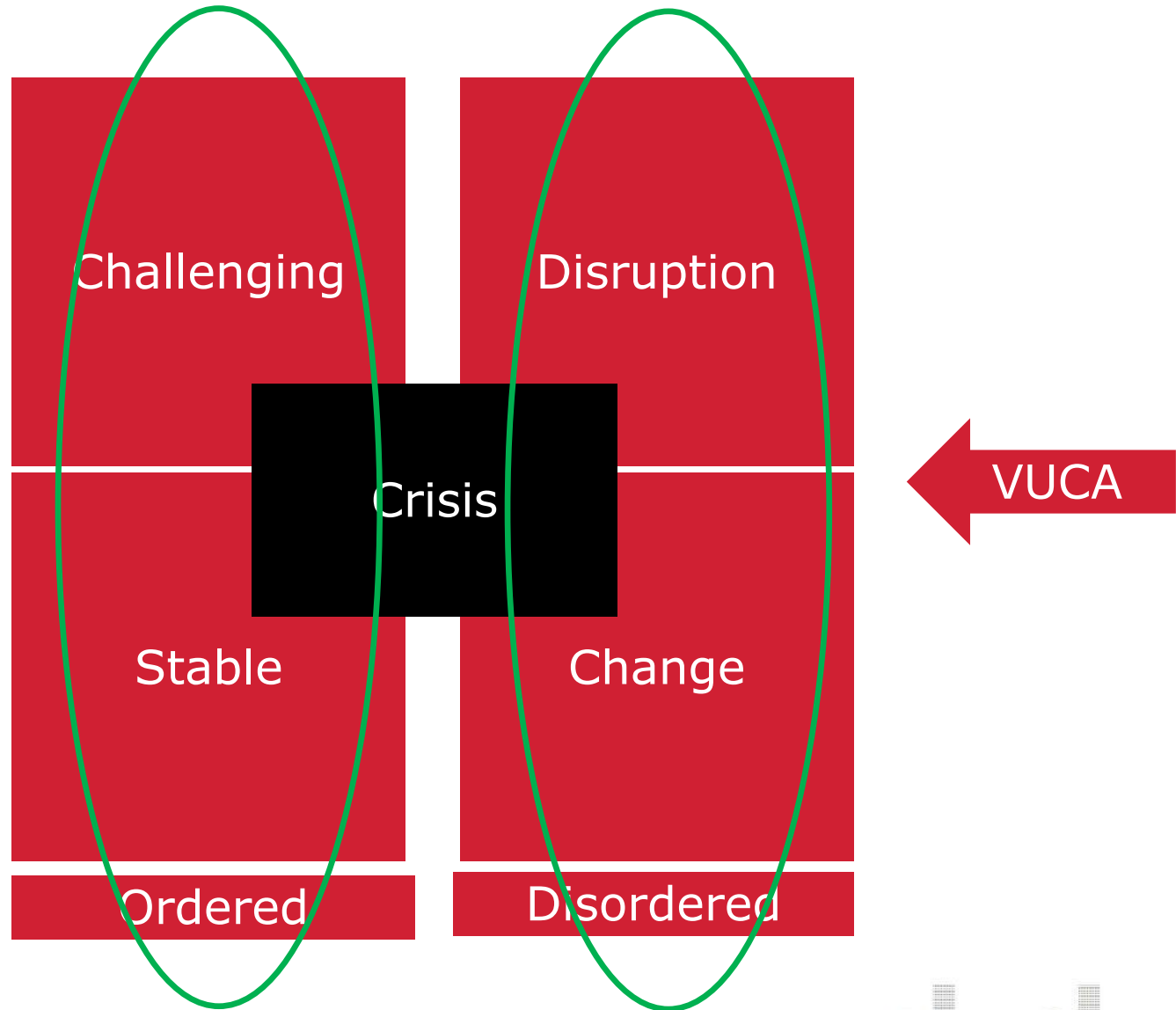
The impact of Uncertainty ...



When we are overwhelmed with too much uncertainty, our **cognitive load increases**



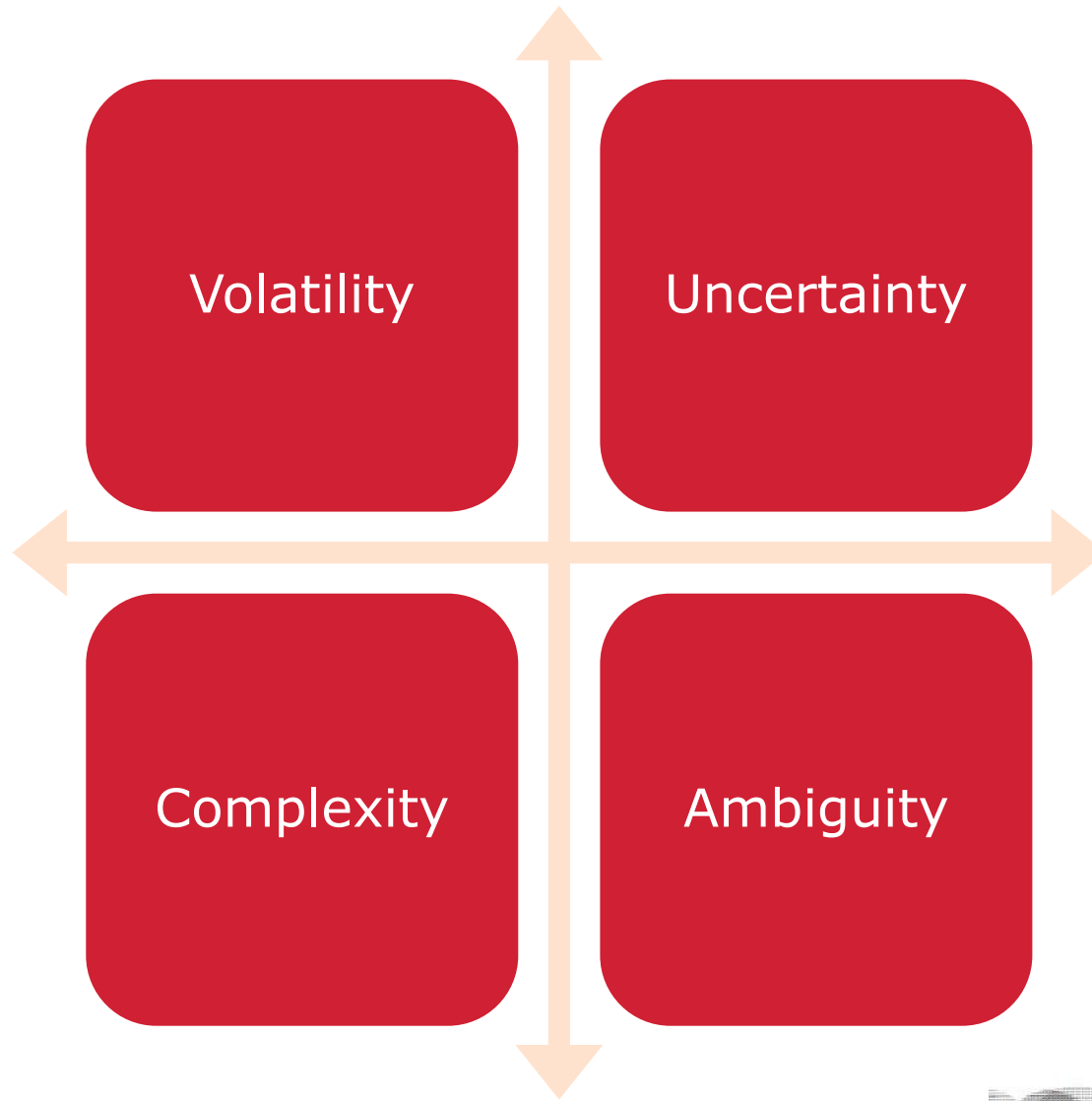
Five domains of life ...



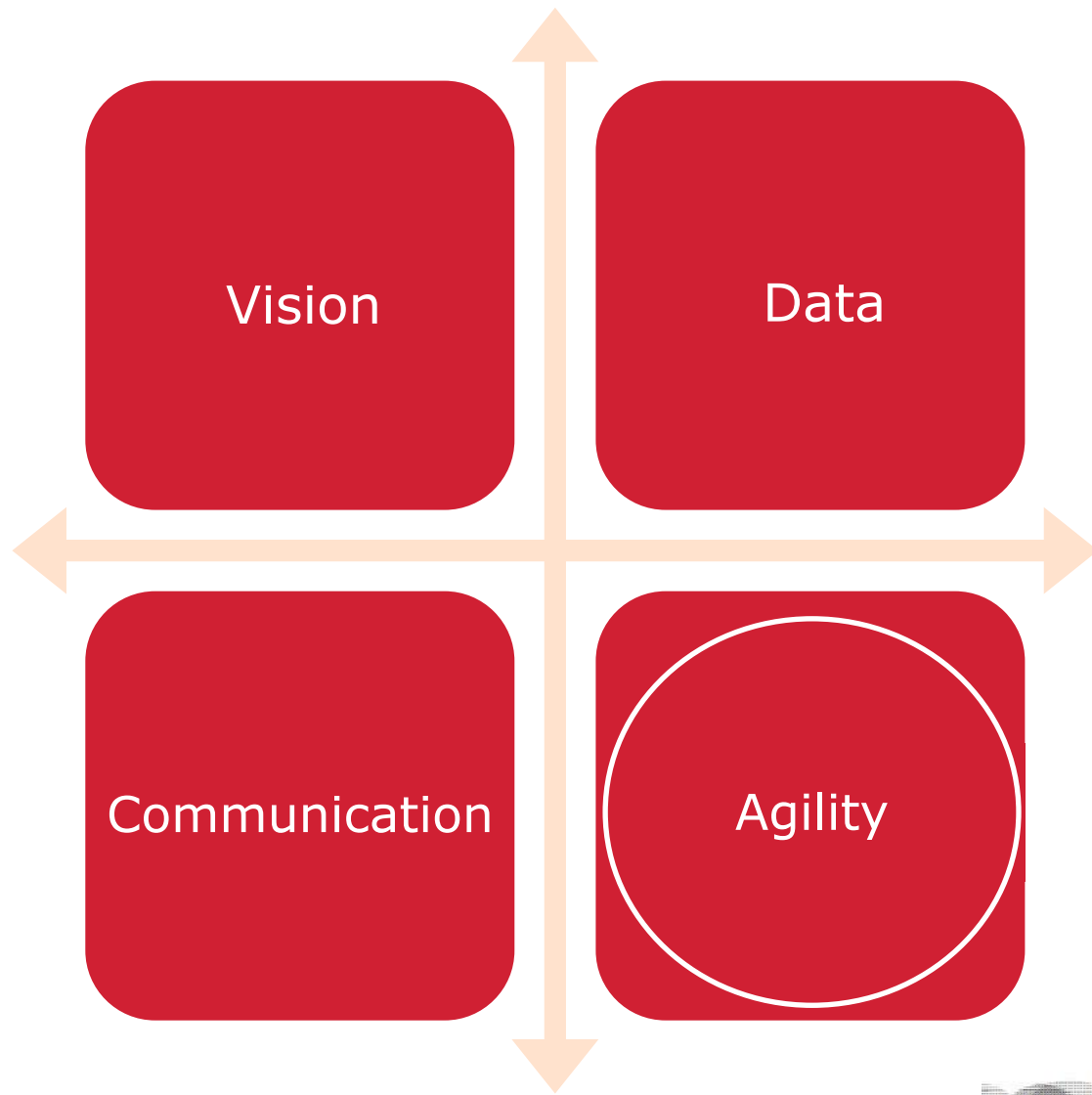
What is VUCA?



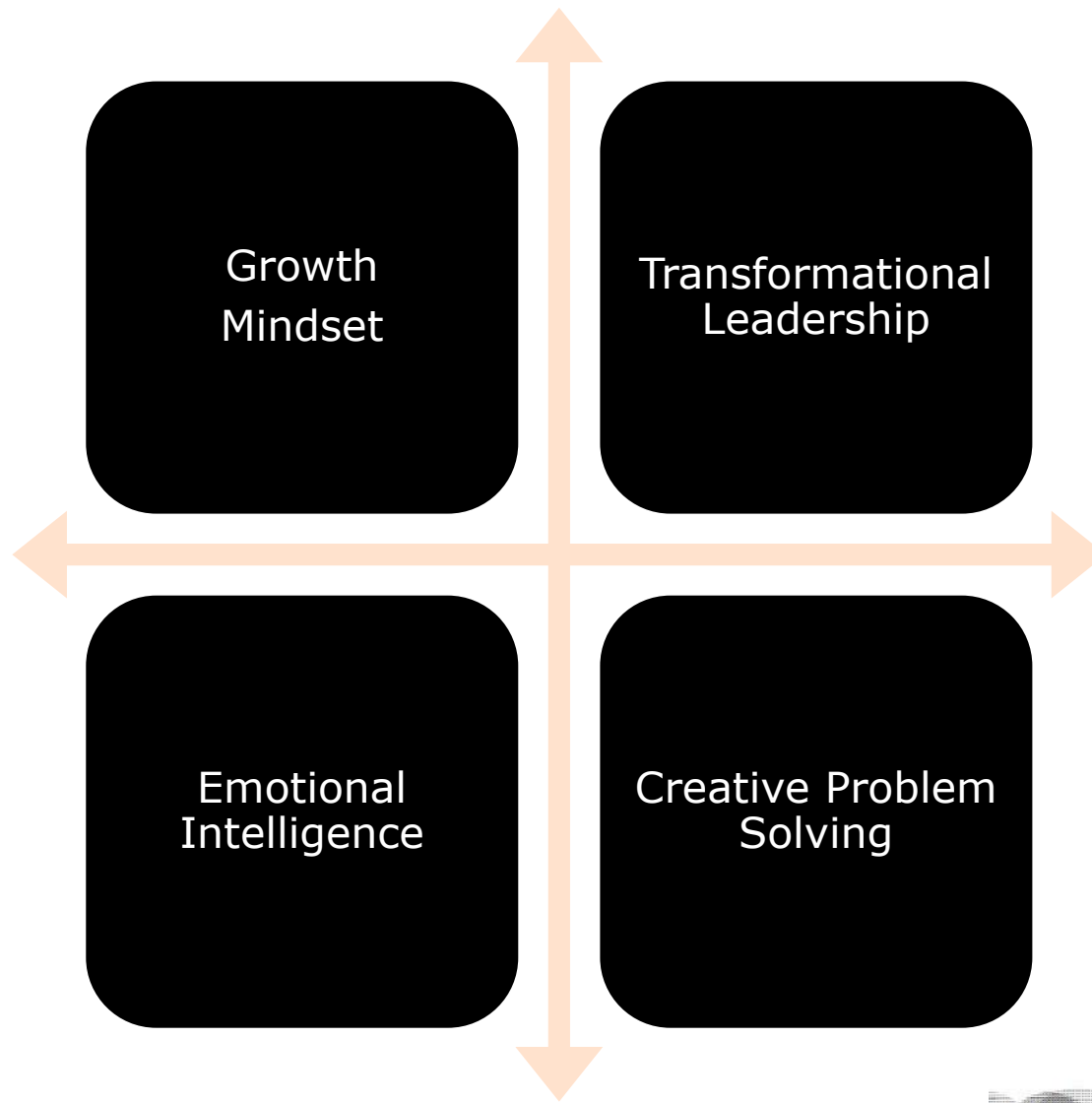
What is VUCA ...?



Leading through VUCA ...



Four Leadership Agilities...



Four Leadership Agilities...



Growth Mindset



What is Growth Mindset?

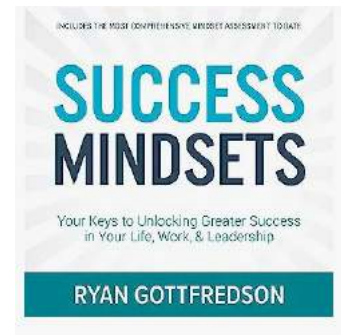


Fixed - - - - - **Growth**

Closed - - - - - **Open**

Prevention - - - - - **Promotion**

Inward - - - - - **Outward**



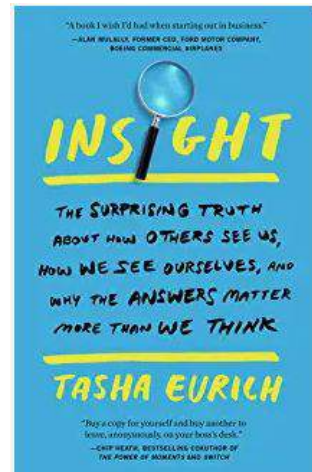
Self-Awareness underpins a growth mindset ...

The first layer of self-awareness is what Eurich calls "**internal self-awareness.**" This involves understanding our own thoughts, feelings, and behaviours, and how they impact our own well-being and performance.

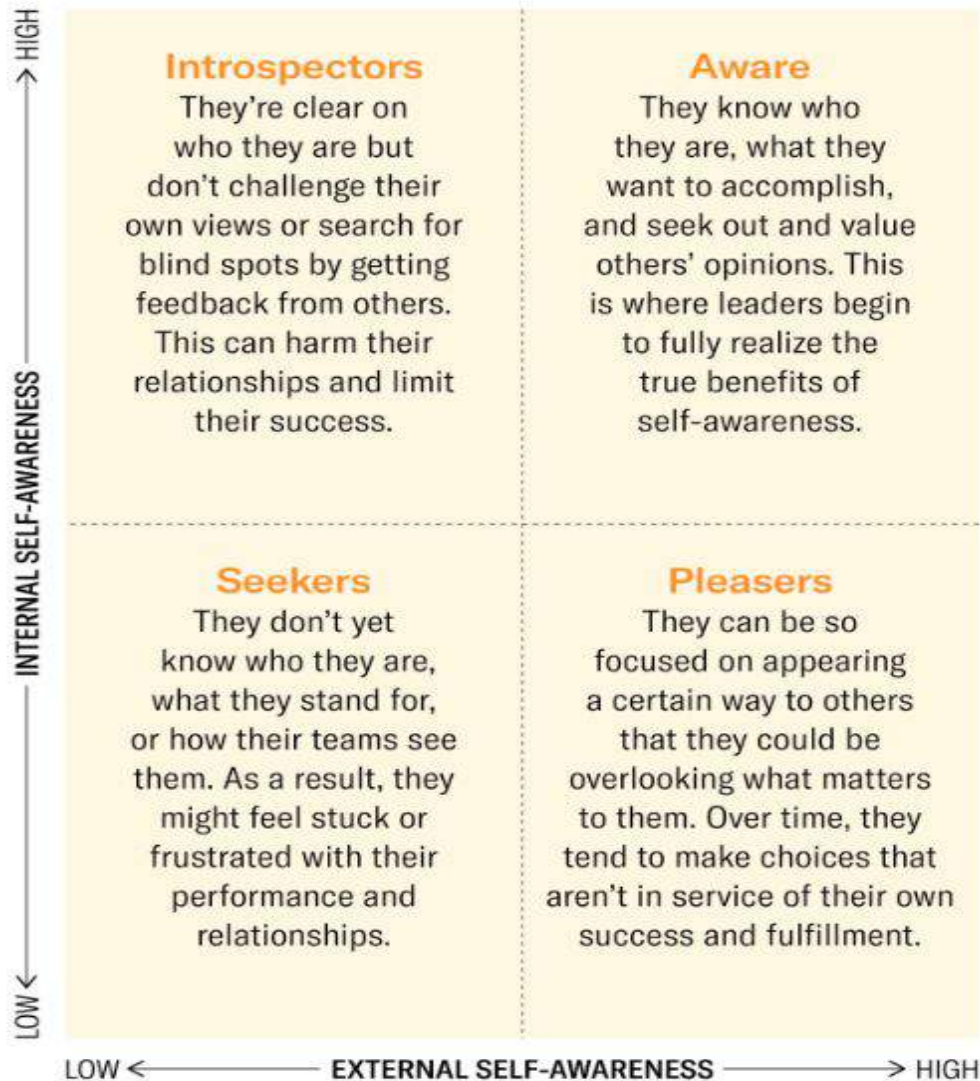
The second layer of self-awareness is "**external self-awareness.**" This involves understanding how others perceive us, and how our behaviour and communication impacts others.

The third layer of self-awareness is what Eurich calls the "**real self**" vs. "**ideal self**" gap. This involves understanding the gap between who we want to be and who we actually are.

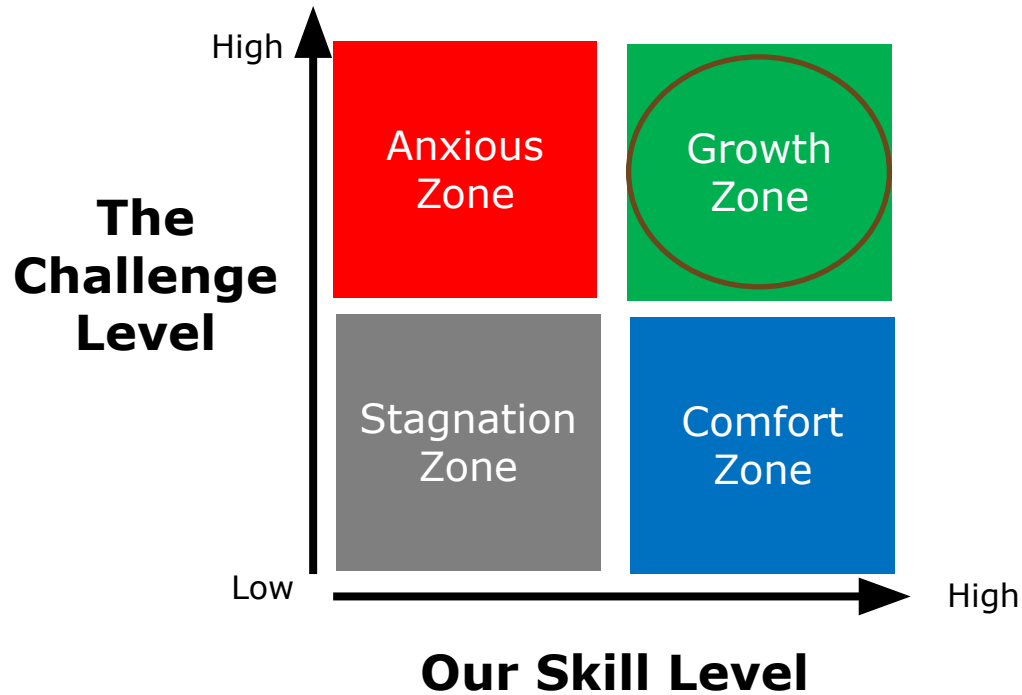
It includes aspects such as understanding our own biases and **blind spots**, recognising our own limitations, and being willing to learn and grow.



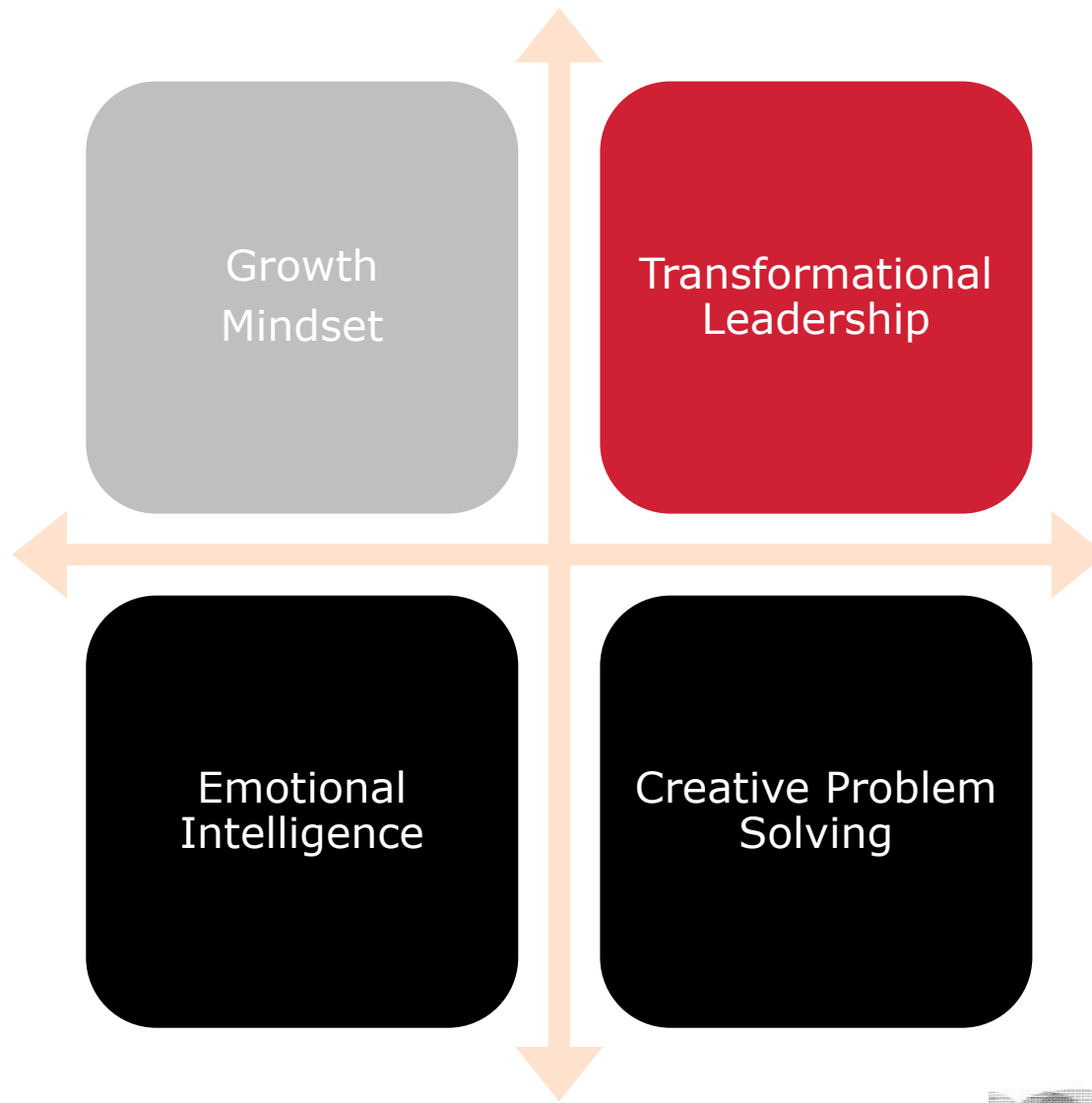
Four Types



Growth Mindset in action...



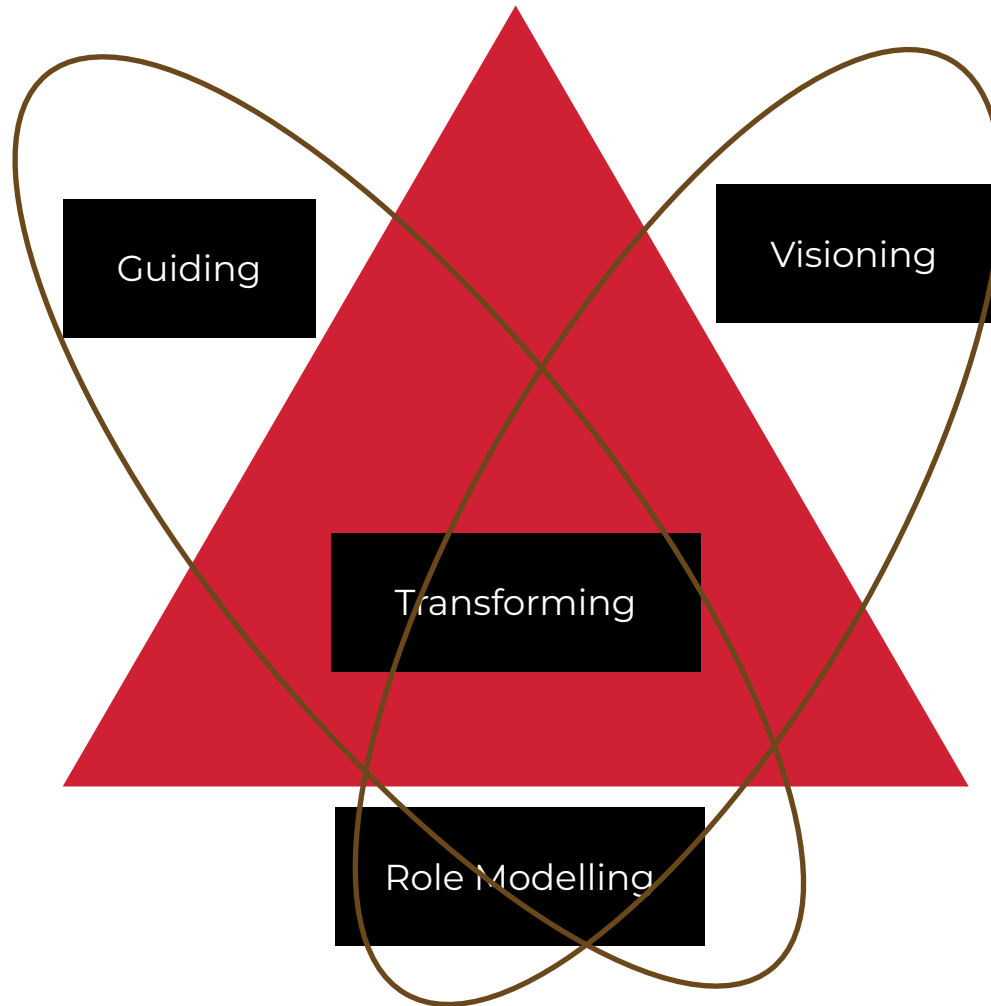
Four Leadership Agilities...



Transformational Leadership



Leadership impact in uncertain times...



Transformational Leadership – 6 P's

Purpose: They help answer the questions, "Why are we here and what do we stand for?"

Picture: They help answer the question, "Where do we want to be?"

Plan: They help answer the question, "How will we get there?"

People: They help their people understand, "Why should I care?"

Progress: They help answer the question, "How will we know we are getting there?"

Passion



The Five Practices of Great Leaders

1. Model the Way

Lead by example
Positive mindset.
Knowing yourself and others.

2. Inspire a shared Vision

Create a compelling vision
Connect with purpose and values
Communicate with passion.

3. Challenge the Process

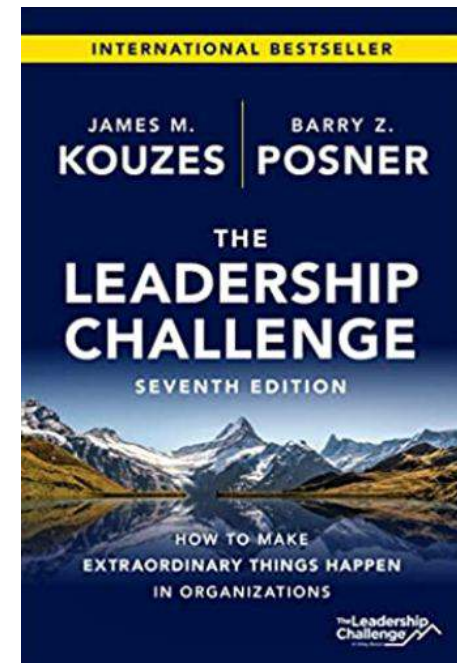
Encourage innovation
Embrace change
Foster a culture of continuous improvement.

4. Enable Others to Act

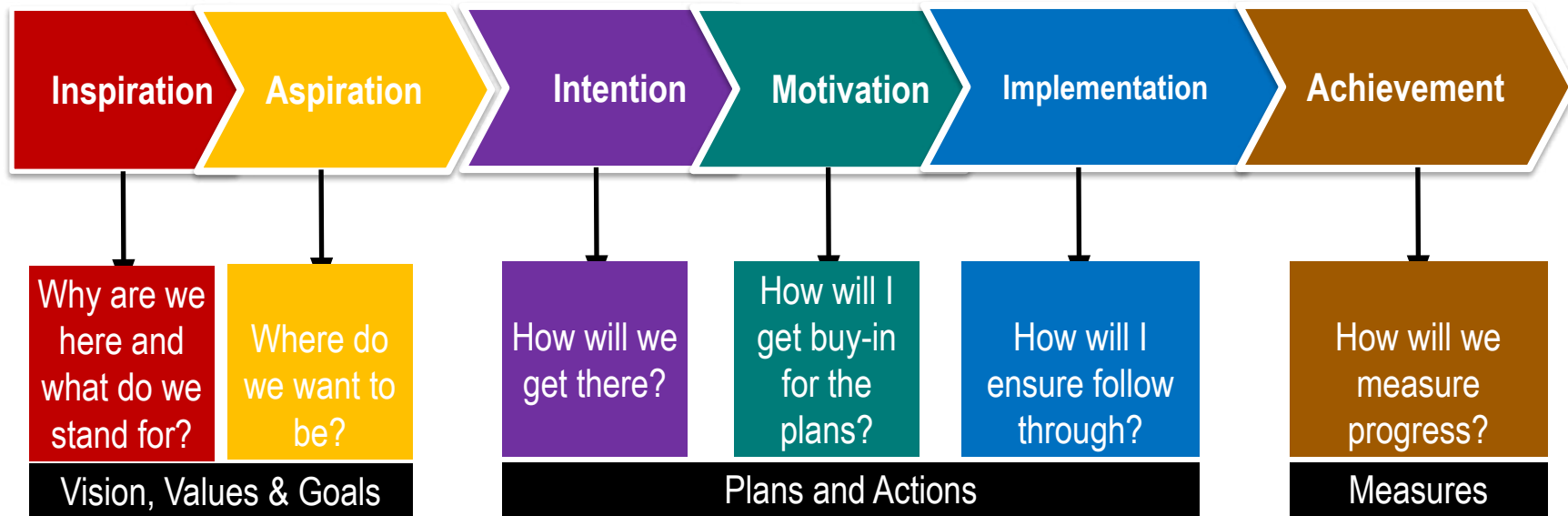
Empower and delegate authority
Encourage collaboration
Support individual growth and development.

5. Encourage the Heart

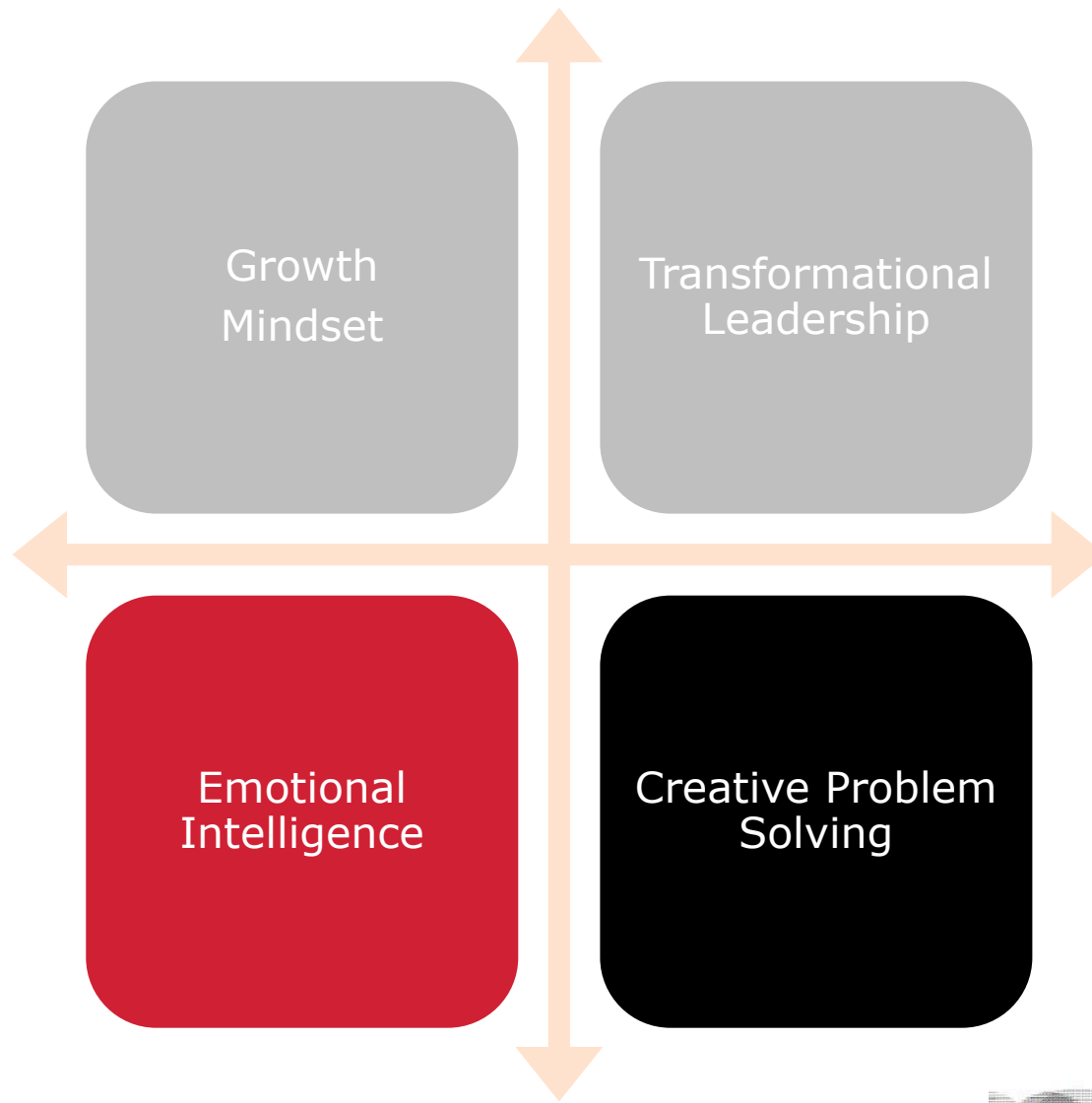
Recognise and appreciate contributions
Foster a positive work environment
Celebrate milestones and achievements.



Key questions for transformational leaders...



Four Leadership Agilities...

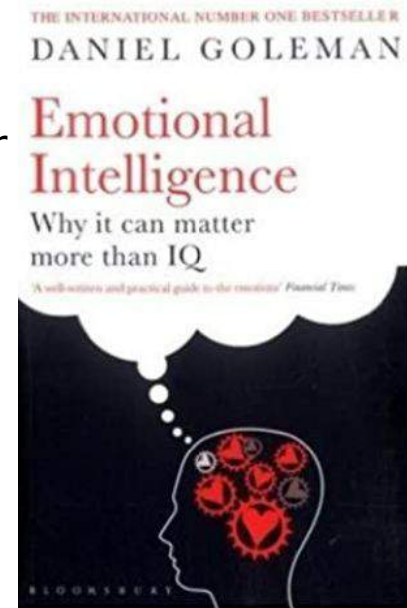


Emotional Intelligence



Goleman's five components of emotional intelligence ...

- 1. Self-Awareness:** Involves recognising and understanding your own emotions, strengths, weaknesses, values, and impact on others.
- 2. Self-Regulation:** Refers to the ability to manage and control your emotions, impulses, and reactions.
- 3. Self-Motivation:** Relates to having a drive and passion for achieving personal and professional goals.
- 4. Empathy:** Involves understanding and recognising the emotions, needs, and perspectives of others.
- 5. Social Skills:** Social skills refer to the ability to effectively navigate social interactions, communicate, and collaborate with others.



Building your Emotional Intelligence...

	Awareness	Regulation
Self	Self -Awareness Understanding yourself and your emotions and how they impact you (Moods)	Self-Management Managing your emotions Assertiveness Motivating yourself
Others	Social Awareness Understanding how you impact others Understanding others (Empathy)	Relationship Management Managing relationships Motivating others Teambuilding



The Chimp Paradox ...

Our brain is made up of 3 parts:

- **The Chimp Brain:** Represents emotions and instincts.
- **The Human Brain:** Represents logic and rational thinking.
- **The Computer Brain:** Stores beliefs and attitudes.

"How Your Inner Chimp Influences You"

1. Emotional Hijacking: The Chimp Brain can hijack your emotions and lead to impulsive actions or strong emotional reactions.

2. The Inner Conflict: There is an internal struggle between the Chimp Brain and the Human Brain.

You need to manage your Inner Chimp.

Prof Steve Peters

CREATOR OF THE **GROUNDBREAKING** MIND MODEL



The
MIND MANAGEMENT
Programme for Confidence, Success and Happiness

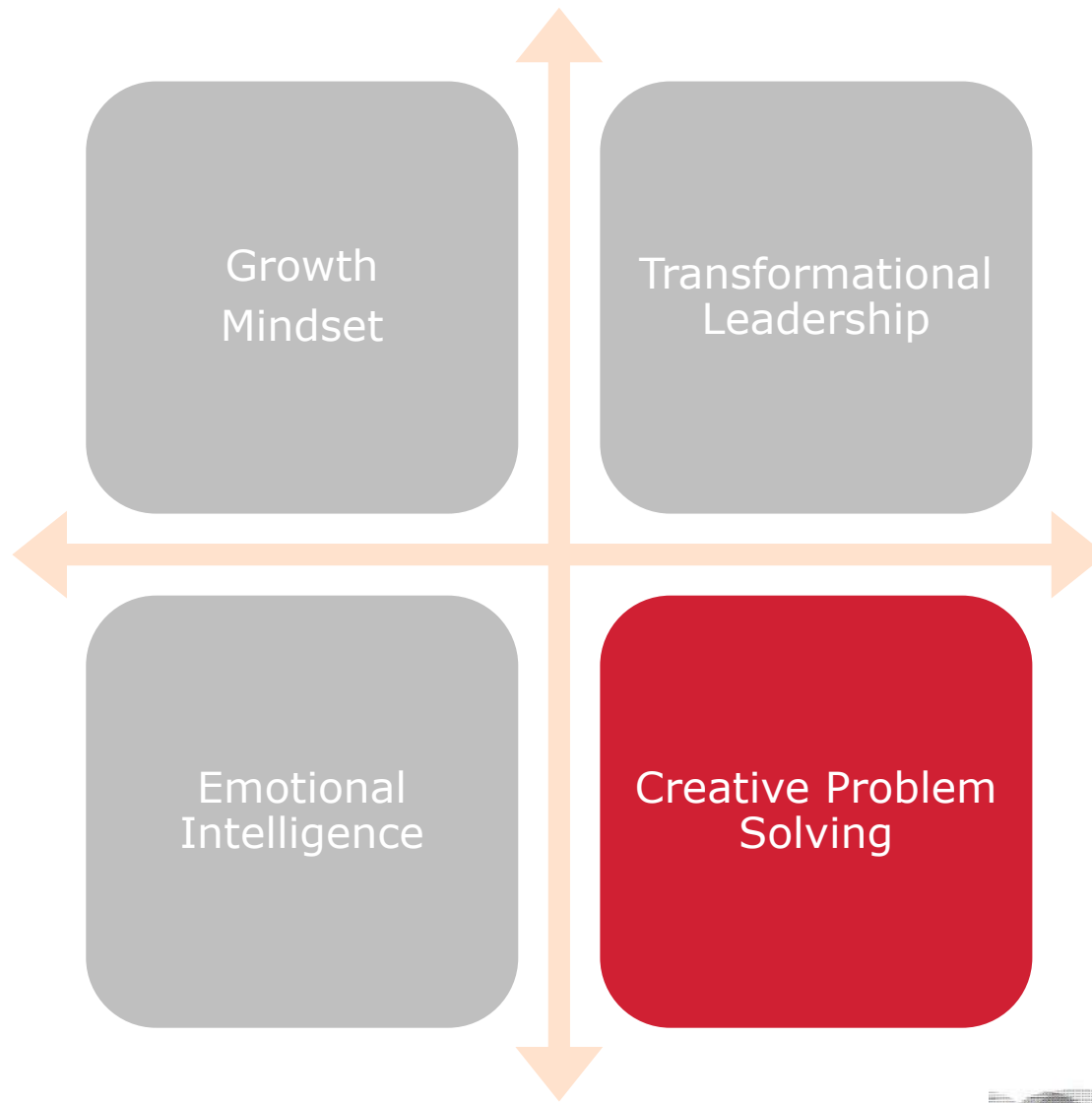


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Four Leadership Agilities...



Creative Problem Solving



Thinking styles and problem solving...

Analytical

Prefer logical, rational, and analytical communication. They appreciate facts, data, and evidence and prefer clear, concise explanations.

Prefer concrete, practical, and hands-on information. They like real-world examples, step-by-step instructions, and visual aids to understand concepts.

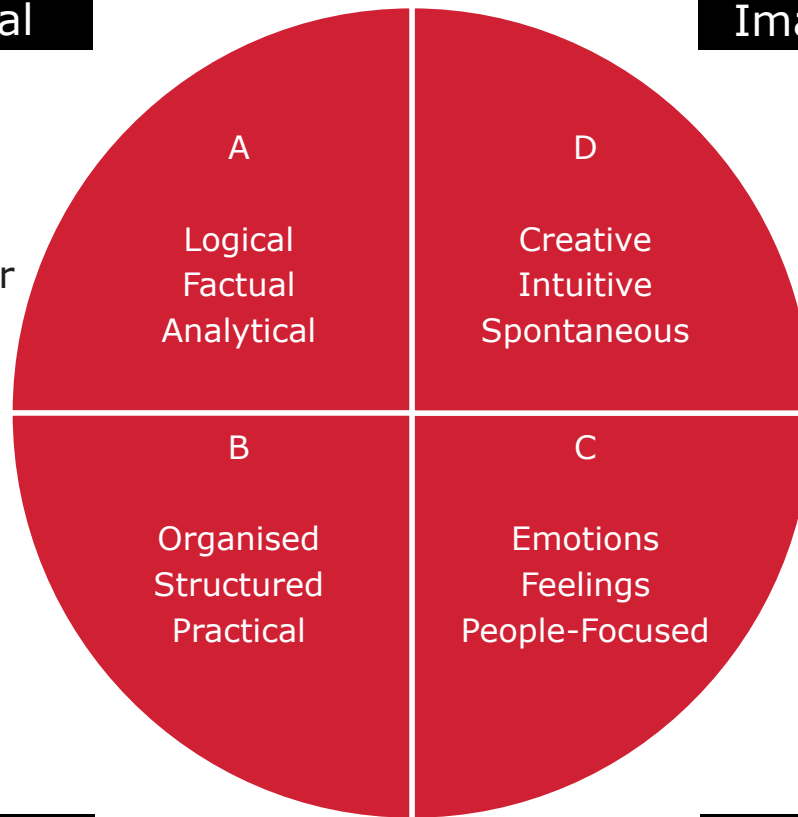
Practical

Imaginative

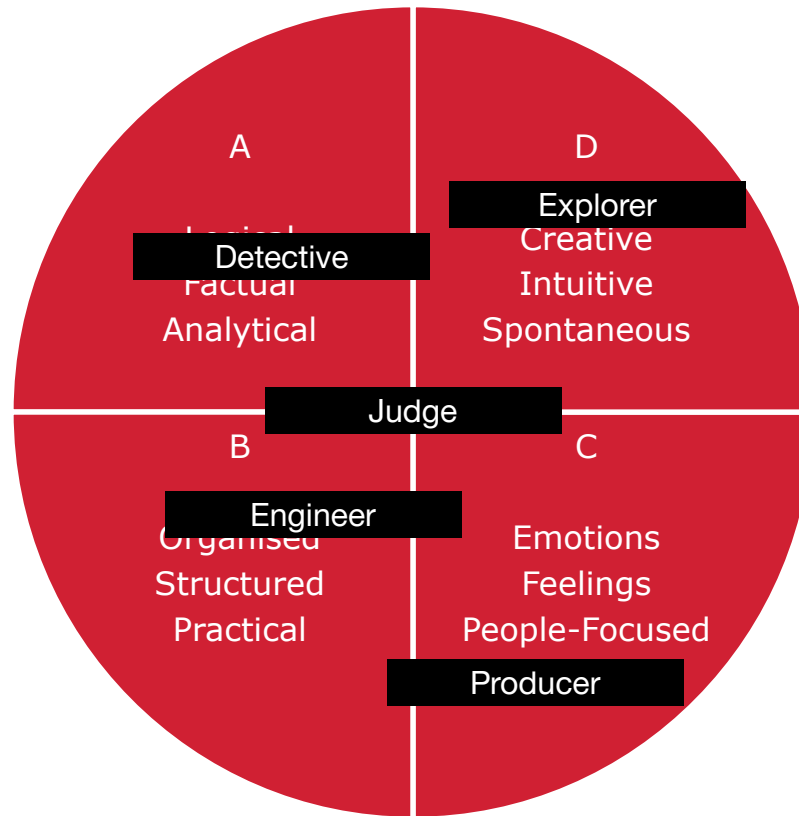
Prefer creative and big-picture thinking. They like informal, less structured communication that is ideas-based.

Prioritise emotions, empathy, and interpersonal connection. They value communication that is sensitive, tactful, and supportive.

Emotional



5 Problem-Solving Roles...



Creative Problem Solving ...

Phase 1 - Problem definition: The Detective

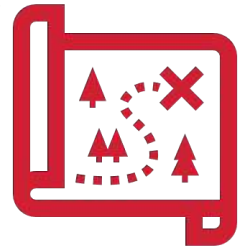
- Creative problem solving begins by asking: **What is the real problem?** Think of a detective looking for clues and asking many questions to identify the causes of a problem.
- The Detective phase represents the **analytical and logical thinking** required to gather information, analyse data, and identify the core problem.
- During this phase, you use your analytical skills to **investigate and understand** the problem at hand.



Creative Problem Solving ...

Phase 2 - Idea generation (many ideas) – The Explorer

- The Explorer phase emphasises **expansive and open-minded thinking** to generate a wide range of ideas and possibilities.
- In this phase, you explore various perspectives, challenge assumptions, and engage in **brainstorming and benchmarking**.
- You seek **new insights**, take risks, and embrace divergent thinking to generate innovative solutions.



Creative Problem Solving ...

Phase 3 - Idea Evaluation (best idea): Judge

- The Judge phase focuses on **evaluating and selecting** the most promising ideas or solutions.
- You use **logical reasoning, analysis, and practical judgment** to assess the potential outcomes and make informed decisions.
- You could use a **Pugh Matrix**.



Pugh Matrix...

Selection Criteria	Ideas						Weighting
	Idea A	Idea B	Idea C	Idea D	Idea E	Idea F	
Can be implemented quickly	+1	+1					1
Will solve problem fully	-5	+5					5
Won't negatively impact the customer	-3	+3					3
Impact on existing employees	+4	-4					4
Can be implemented within existing budget	+2	-2					2
Weighted sum of negatives	-8	-6					
Weighted sum of positives	+7	9					
Score	-1	+3					



Creative Problem Solving ...

Phase 4 - Idea synthesis (The plan): Engineer

- The Engineer phase represents the **practical and systematic thinking** required to develop a well-structured and actionable plan based on the selected solution.
- During this phase, you focus on organising the details, **creating a roadmap**, and defining the steps necessary to implement the chosen solution.
- You consider **resources, timelines, and potential obstacles** to ensure a feasible and efficient implementation process.



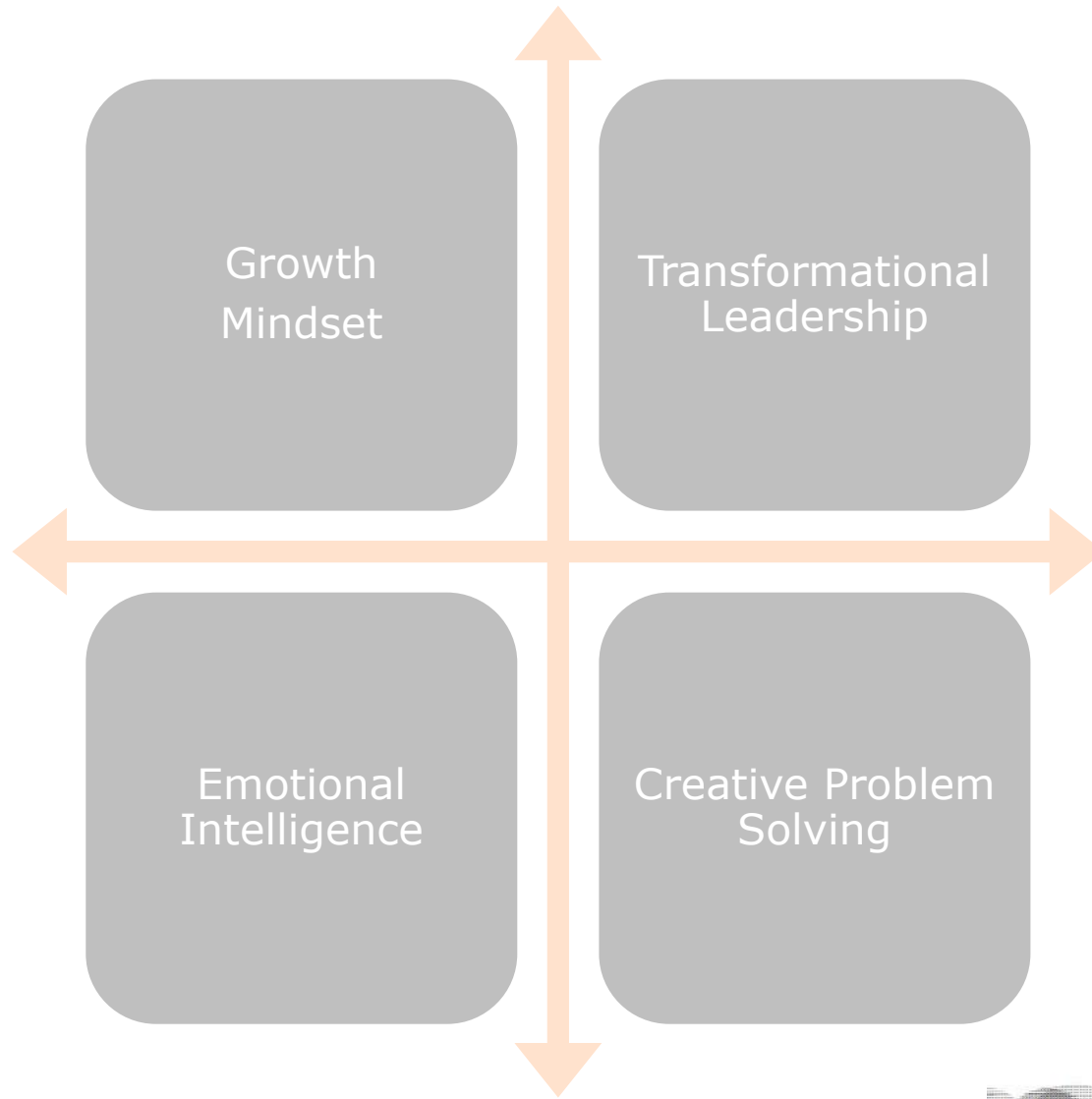
Creative Problem Solving ...

Phase 5 - Solution implementation (The Action): Producer

- The Producer phase involves the **execution and delivery** of the solution. You focus on getting people on-board with the plan.
- With the Producer mindset you **implement the plan**, coordinating resources, and ensuring effective execution.
- The Producer phase emphasises **accountability, project management**, and the ability to bring ideas into reality.



Four Leadership Agilities...





THANKS!

Any questions?
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