

The background features a light gray gradient with several realistic water droplets of various sizes scattered across the surface. A faint, circular, textured pattern is visible in the upper center of the image.

LEAD WITH YOUR VALUES (TIM COOK)

(SCHOOL) LEADERSHIP TODAY

Aniko Kovacs

16, November 2023

DISTURBANCE IN THE “FORCE”

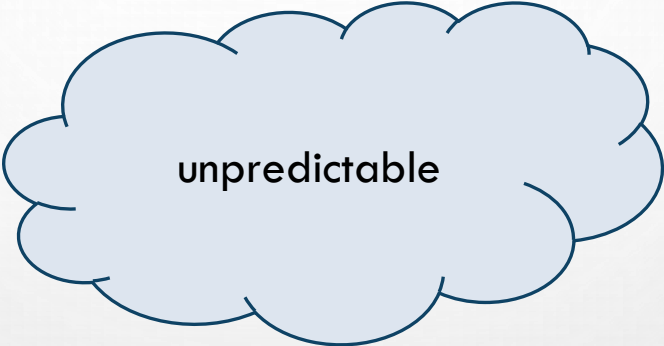
2023. 11. 19.



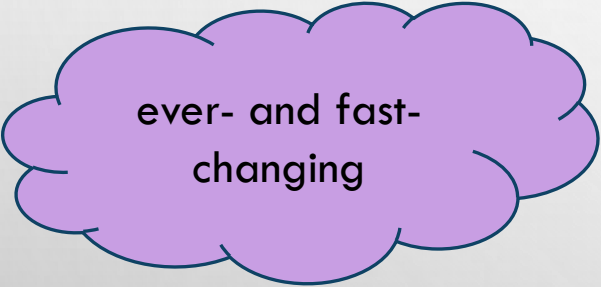
unstable



unexpected



unpredictable



ever- and fast-
changing



??????



uncertain

Did you know that HR has just hired a Blockchain Engineer? She's making \$150K a year, just as much as the AI Scientist. By the way, what's a Blockchain Engineer?



I'm not sure, but I do know that blockheads like us better find out soon if we want to stay employed.



85% of jobs that will exist in 2030 haven't been invented yet

WHAT WILL THE WORLD BE LIKE IN 2030

- ACCORDING TO DELL, [85% OF US](#) WHO ARE IN WORK WILL BE DOING JOBS THAT DON'T EXIST YET.
- IN A WEF VIDEO, DANISH POLITICIAN IDA AUKEN [PREDICTED](#) WE WOULD "OWN NOTHING AND BE HAPPY" AS EVERYTHING IS PROVIDED AS-A-SERVICE.
- WILL WE BE DEALING WITH THE DEVASTATING IMPACT OF CLIMATE CHANGE? OR, AS OTHERS - [MORE OPTIMISTICALLY](#) - ARE PREDICTING, WILL INCREASED SPENDING AND GROWING AWARENESS MEAN THE WORLD OF 2030 WILL BE GREENER AND CLEANER THAN IT IS TODAY?

STAY COMPETITIVE AND HELP YOUR PUPILS TO BECOME COMPETITIVE

Augmented working
(concentrate on the more complex or human-centric side)

Emotional intelligence
(a skill set that can be honed and developed)

Virtual collaborative working platforms
(working in virtual reality or in the metaverse?)

Critical thinking and analysis
(information: what is valuable/what is just noise)

Sustainable working (act in a cleaner and greener way)

Leadership skills
(guide others along the path towards a common goal)

Data skills
(understand how data affects our roles and responsibilities)

Creative thinking
(coming up with new ways of doing things)

LLL
(consistent learning and keeping up-to-date)

A PROPHECY...(?)

- “I BELIEVE THAT THE WORLD WILL BE INCREASINGLY TURBULENT THE NEXT DECADE DUE TO DISRUPTIONS THAT WILL CREATE BREAKS IN THE PATTERNS OF CHANGE, ON A TWISTING PATH TOWARD DISTRIBUTED EVERYTHING. DISTRIBUTED EVERYTHING WILL MEAN DISRUPTED EVERYTHING” (P. 142).

BOB JOHANSEN: THE NEW LEADERSHIP LITERACIES (2017)



A pothole-filled path (B Johansen) 2023. 11. 19.

BANI: Brittle – Anxious – Non-linear – Incomprehensible
(2020, Institute for the Future, Palo Alto)

TUNA: Turbulent-Uncertain-Novel-Ambiguous
(2016, Oxford University)

RUPT: Rapid, Unpredictable, Paradoxical, Tangle
(2019, Center for Creative Leadership, USA)

VUCA – Volatile-Uncertain-Complex-Ambiguous
(1987, leadership theory, Warren Bennis and Burt Nanus)

Positive translation for **RUPT:** Reality, Understanding, Possibility, Transparency

VUCA POSITIVE: VISION-UNDERSTANDING-CLARITY-ADAPTABILITY

VUCA and...

VUCA

Volatile

The environment demands you react quickly to ongoing changes that are unpredictable and out of your control

Uncertain

The environment requires you to take action without certainty

Complex

The environment is dynamic, with many interdependencies

Ambiguous

The environment is unfamiliar, outside of your expertise

VUCA

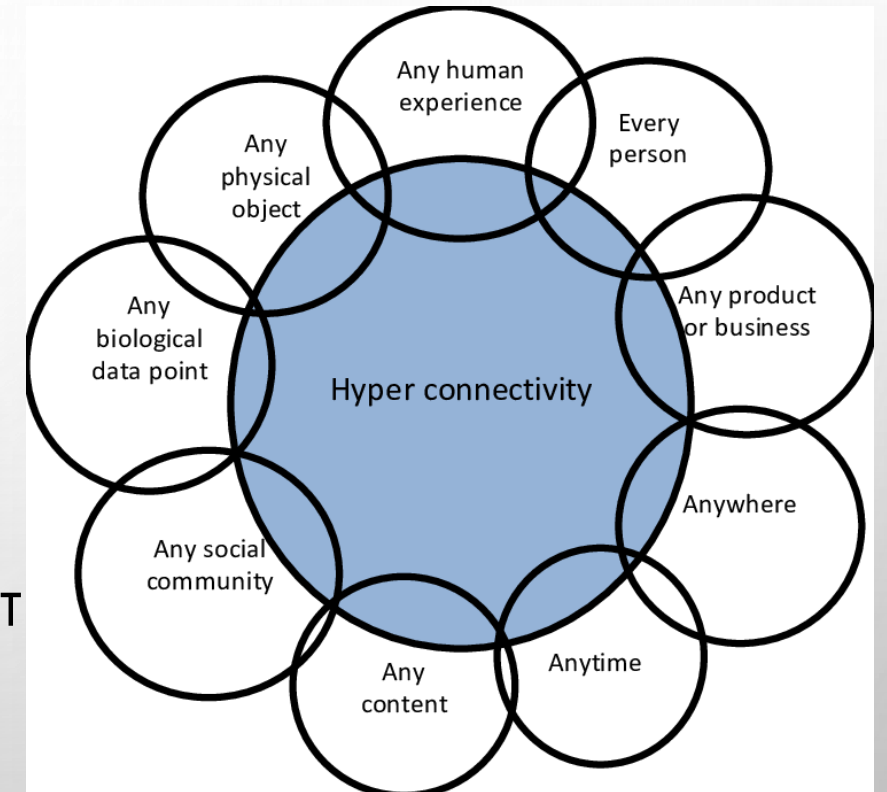
- PICKED UP BY THE U.S. MILITARY ACADEMY IN THE EARLY 1990S
- DESCRIPTION OF A MULTILATERAL WORLD AFTER THE END OF THE COLD WAR
- SPREAD TO OTHER AREAS OF STRATEGIC LEADERSHIP, FROM EDUCATION TO BUSINESS
- A TERM TO DESCRIBE THE INDESCRIBABLE AND TO CAPTURE THE INTANGIBLE
- AN ANSWER TO THE CIRCUMSTANCE THAT COALITIONS OF INTERESTS ARE BECOMING MORE AND MORE COMPLEX AND MOTIVATIONS ARE CONSTANTLY CHANGING
- AN APPROACH TO INDICATE CHANGED CONDITIONS FOR DECISION-MAKING WHILE INFORMATION IS LOSING ITS PREDICTIVE POWER

+ HYPERCONNECTIVITY

SPEED

NEEDED:

- COMPLEX ADAPTIVE SYSTEMS
- WE HAVE TO ACT DIFFERENTLY AND HAVE TO APPLY DIFFERENT THINKING



VUCA AND LEADERSHIP BY AI

- LEADERS AND ORGANIZATIONS THAT **RECOGNIZE AND UNDERSTAND** THE IMPLICATIONS OF VUCA CAN **BETTER PREPARE AND ADAPT** TO THE CHALLENGES THEY FACE. STRATEGIES FOR DEALING WITH VUCA ENVIRONMENTS OFTEN INVOLVE **FOSTERING ADAPTABILITY, AGILITY, AND INNOVATION** WITHIN THE ORGANIZATION, AS WELL AS **DEVELOPING LEADERS** WHO CAN NAVIGATE UNCERTAINTY AND MAKE INFORMED DECISIONS IN RAPIDLY CHANGING CIRCUMSTANCES. (<https://chat.openai.com/c/e657be6a-1af4-46fd-9953-2bf240b98c35>

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IN THE VUCA WORLD

LEADERS CAN/MUST BE:

- A COMPASS
- AN ANCHOR

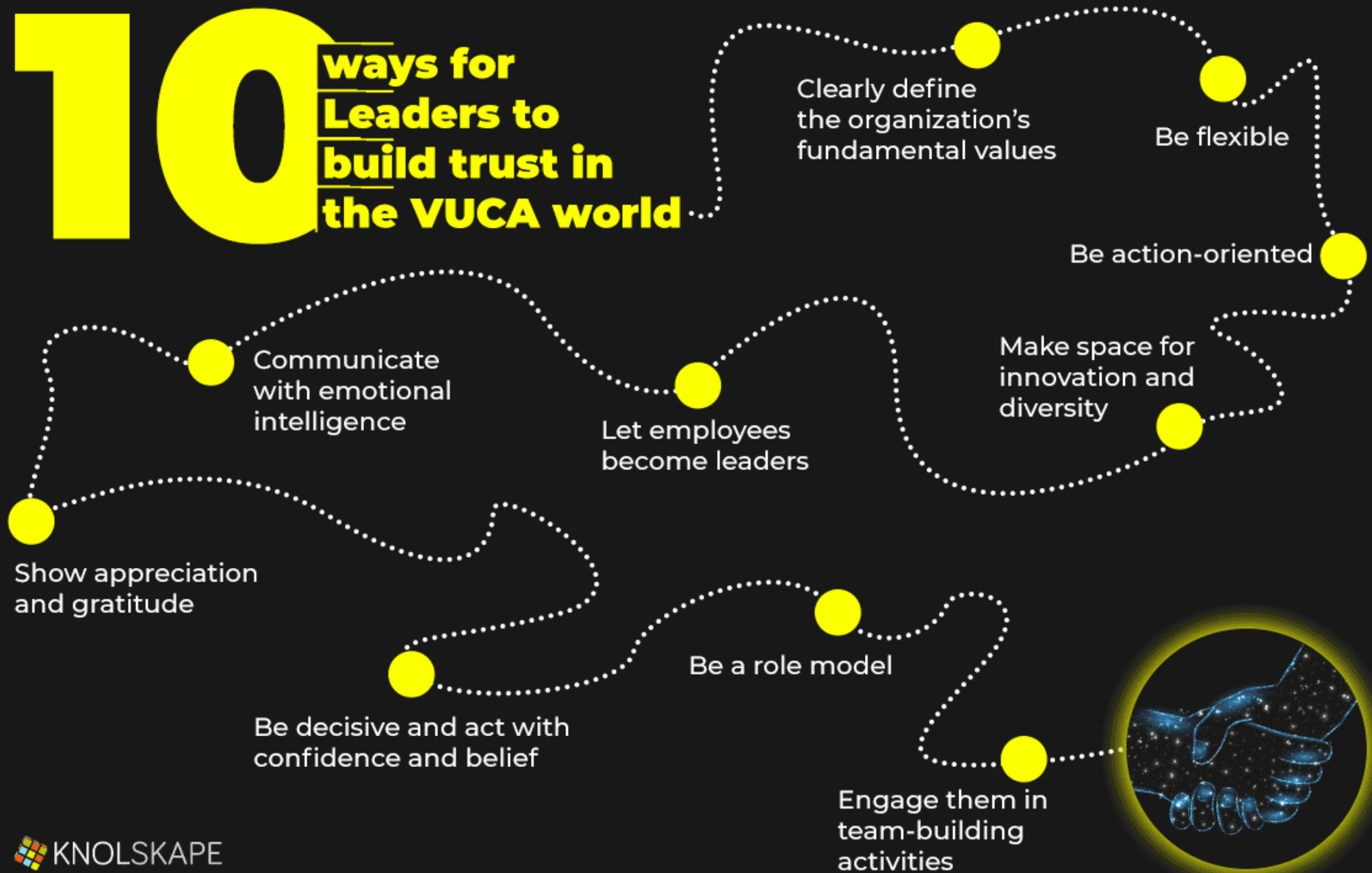
IN THE WORLD OF UNCERTAINTY WHEN THE MAPS WE HAVE BEEN USING TO GUIDE OUR LIVES ARE NO LONGER EFFECTIVE

WELCOME TO THE NEW NORMAL

- **“THE ROLE OF LEADERSHIP TODAY IS TO BRING CLARITY IN UNCERTAIN TIMES. THE MORE UNCERTAIN THINGS ARE, THE MORE LEADERSHIP IS REQUIRED. THERE IS NO JOB DESCRIPTION FOR WHAT YOU ARE FACING, NO RULE BOOK...TODAY’S LEADERS NEED TO THRIVE IN THE FACE OF THIS UNCERTAINTY.”**

SATYA NADELLA, CEO OF MICROSOFT

10 ways for Leaders to build trust in the VUCA world



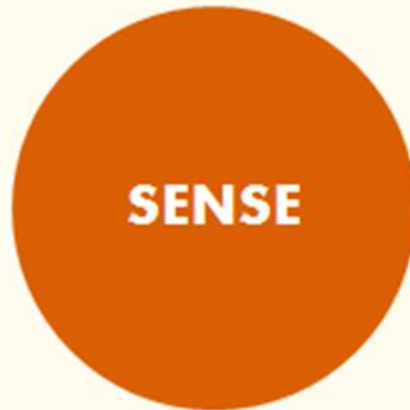
LEADERS MUST BE MORE INTENTIONAL IN THEIR BEHAVIOR

1. LEADERS MUST SIMPLIFY AND FOCUS ORGANIZATIONAL EFFORTS AGAINST **A SHARED PURPOSE AND VISION BASED ON CORE VALUES**. LEADERS MUST BE CLEAR ON THEIR INTENT OF THE WORK THAT MUST BE DONE AND ENSURE THAT WORK IS DONE COHERENTLY, BASED ON **COOPERATION AND COLLABORATION**.
2. LEADERS **MUST FOCUS ON RELATIONSHIPS WITH OTHERS**, DEMONSTRATING **CARE, CONCERN, AND UNDERSTANDING** OF EMERGING CONDITIONS' EFFECTS. THEY NEED TO **BUILD THE TRUST AND GOODWILL** REQUIRED TO SUSTAIN OPERATIONS. LEADERS MUST BE DEEPLY COMPASSIONATE ABOUT THE CONDITIONS THAT OTHERS ARE EXPERIENCING. LEADERS MUST WORK HARD TO ENSURE THAT ALL ORGANIZATIONAL MEMBERS HAVE THE SUPPORT THEY NEED TO BE EFFECTIVE IN A VERY DISRUPTED WORLD.
3. LEADERS MUST **CLARIFY THE PATH** TO A BETTER, MORE STABLE FUTURE STATE BY **PROVIDING OPTIMISM AND HOPE** FOR ORGANIZATIONAL MEMBERS. THEY MUST BE **INSPIRATIONAL AND SUPPORTIVE** IN THEIR BEHAVIOR TO MOTIVATE INITIATIVE AND HIGH ASPIRATION BEHAVIOR.
4. LEADERS MUST DEMONSTRATE **AGILITY, RESILIENCE, AND GRIT** IN THE FACE OF THIS ADVERSITY, HELPING TO BUILD THE SAME BEHAVIOR IN ORGANIZATIONAL MEMBERS. **THEY MUST RECOGNIZE THAT THEY ARE NOT IN A SPRINT BUT ENGAGED IN A MARATHON**.

VUCA (and BANI and RUPT...) NEED(S) AGILITY

Mistakes!!!
Vulnerability

WHAT IS AGILITY?



- Sensing the environment
- Listening to trends
- Understanding the impact



- First reactions
- Initial response
- Prototyping and testing concepts



- Changes for the long term
- Reinforcements and Continuous Improvement



learning
agility?

Learning agility is the **ability** and **willingness** to **learn from experience**, and subsequently **apply** that learning to perform successfully under **new** or first-time conditions.

MR ARPAD RAB, FUTURIST

- UNDERSTAND THE PRESENT: WHAT IS HAPPENING; WHAT ARE THE MOST IMPORTANT CHANGES AROUND
- BASED ON THE DATA AVAILABLE IN THE PRESENT, OUTLINE POSSIBLE FUTURE SCENARIOS (IF WE DO THIS, THIS AND THAT WILL HAPPEN...ETC.)
- EMBRACE A HIGHLY COMPLEX NETWORK OF THINGS AND EVENTS
- COME BACK TO THE PRESENT AND SHAPE THE FUTURE
- WE MUST BE SMART AND BEHAVE IN A SMART WAY TO SAVE OUR ENVIRONMENT

IS CHANGE ENOUGH?

CHANGE

- CHANGE MAKES THE SYSTEM BETTER, FASTER, CHEAPER ...
- PAST IS THE REFERENCE POINT: REACTIVE ADAPTATION TO WHAT HAS HAPPENED.
- FUTURE IS A REVISED OR IMPROVED VERSION OF THE PAST.
- OLD OR IMPROVED RULES OF THE SYSTEM.

TRANSFORMATION

- TRANSFORMATION CREATES NEW SYSTEMS.
- FUTURE IS THE REFERENCE POINT: ACTIVE CREATION OF WHAT WILL BE.
- THE FUTURE IS REALIZED AND FREE FROM THE CONSTRAINTS OF THE PAST. “THINKING WITH NO BOX”.
- NEW RULES OF THE SYSTEM.

CHANGE FIXES THE PAST TRANSFORMATION CREATES THE FUTURE

A



IS NOT A BETTER



2023. 11. 19.

resilience collaboration
understanding understanding
collaboration understanding understanding core values



core values
collaboration
collaboration
collaboration
collaboration
resilience
collaboration
resilience
collaboration
focus
collaboration
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core values
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trust
core values
core values

understanding understanding understanding
resilience collaboration
collaboration understanding core values
understanding

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