

Hearing from you ...



Recall a moment of significant change in your life/career and consider how it shaped you as a Manager (or in your role if you do not yet have management responsibility).

Now in break out groups:

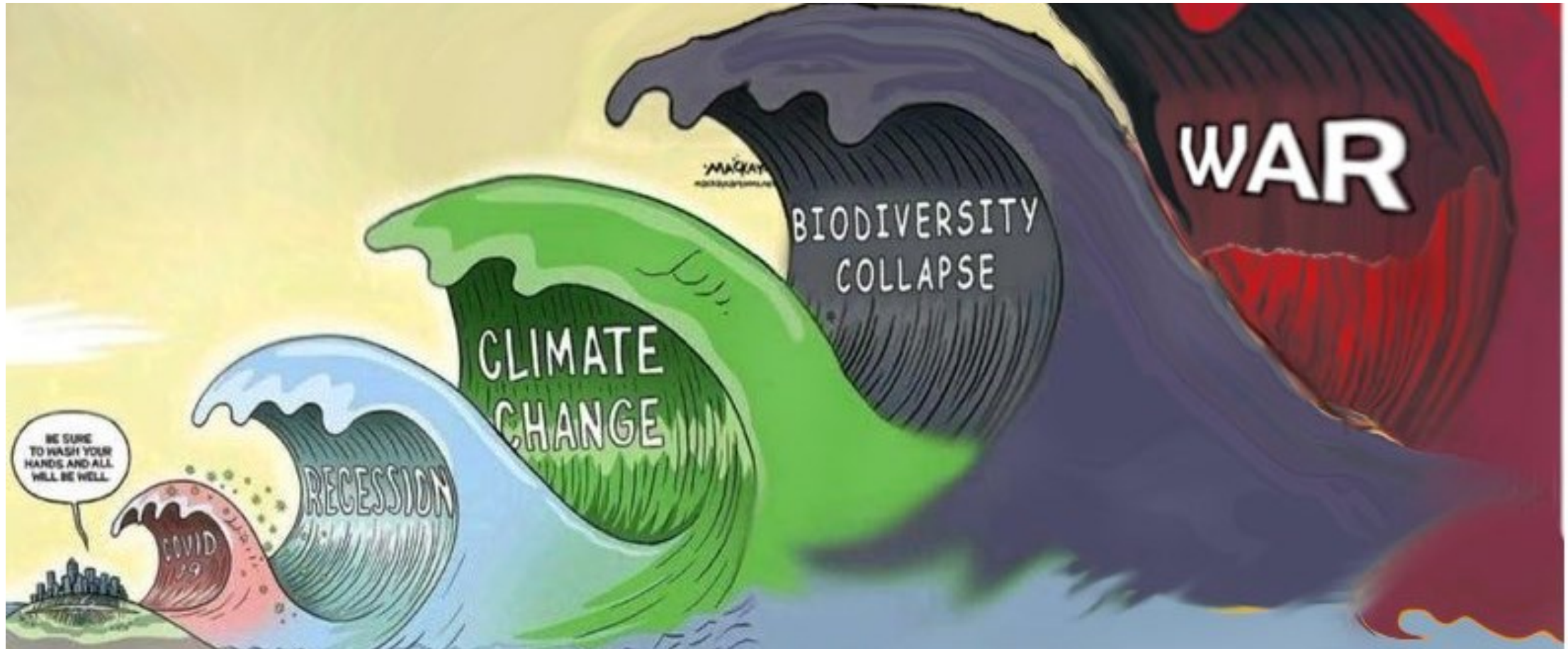
- 5 minutes for introductions
- Share your reflections with the group including how you felt and how it impacted you. Ensure you are clear and concise, as there will be 3 people to share within 15 minutes. Could someone manage the time?

Then for 10 minutes as a group capture on a flip chart:

- Are there any consistent themes across your moments of change?
- What are the connections between what you experienced in those moments of change and the resulting outcomes?

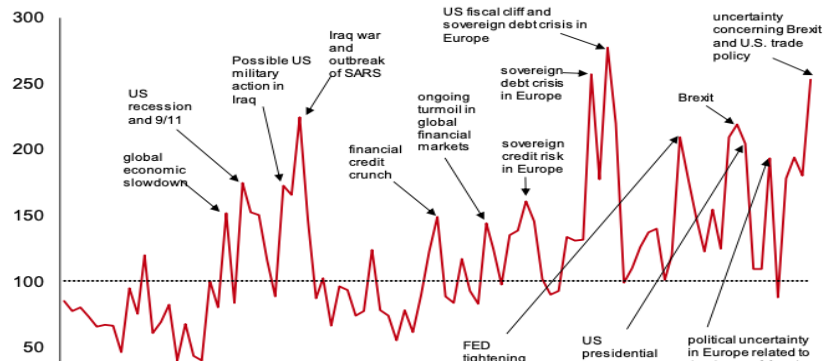
30 minutes total in breakout groups then back to share key themes in plenary.

A Changing, Turbulent, Challenging World



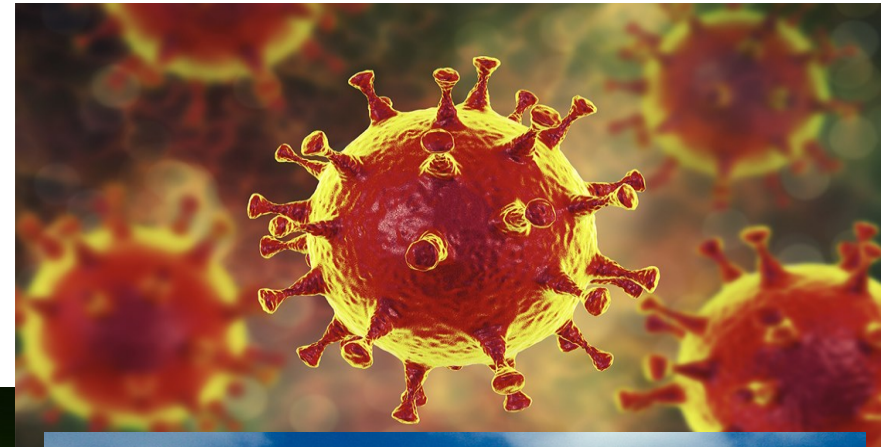
A VUCA world

Volatile



Complex

Uncertain



Ambiguous

VUCA

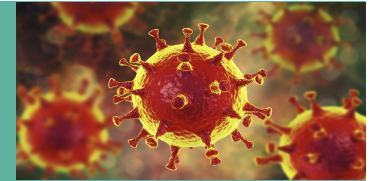
Volatile

Rate of change; liable to change rapidly and unpredictably, especially for the worse



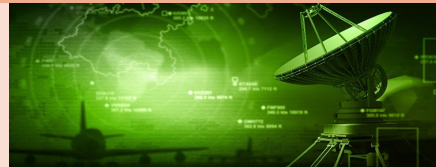
Uncertain

Future events; not able to be relied upon, not known or definite, not able to be compared to experience.



Complex

Intricate, massive, not easily understandable, components interacting in multiple ways.

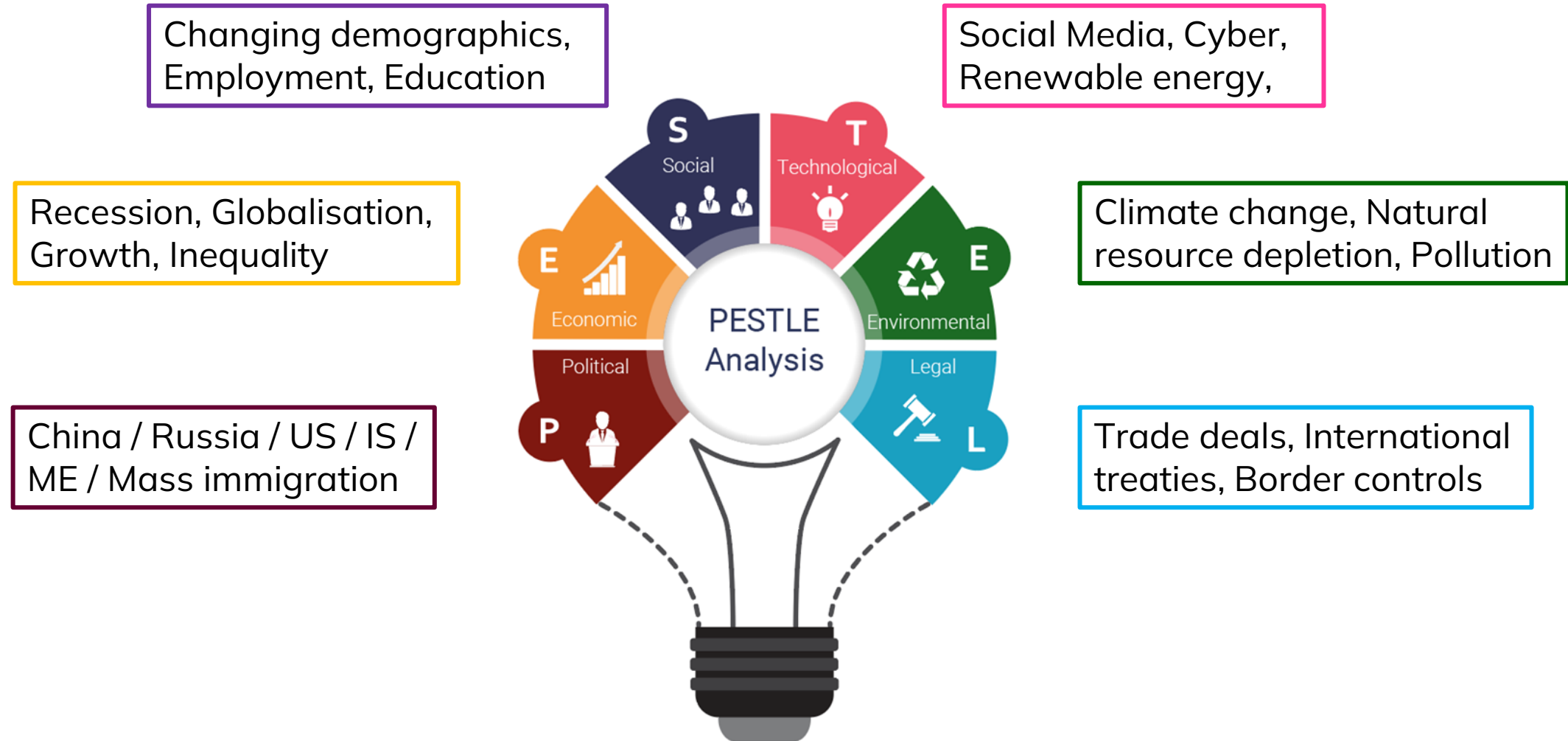


Ambiguous

Not precise, lack of clarity, multiple interpretations and open to misconstruction.



The world around us



LIFE SKILLS

ORGANISATION

LIFE SKILLS

LIFE SKILLS

LIFE SKILLS



Who does VUCA impact?



How does it affect you?



In groups... think of a recent change, either externally or within NATO, that has felt volatile, uncertain, complex or ambiguous – or all four!

Group 1: How has VUCA impacted the organisation?

Group 2: What impact has VUCA had on your team?

Group 3: How has VUCA impacted individuals / you?

10 minutes to discuss as a group, nominate a speaker and then feedback key themes.

Typical Organisational Impacts

Volatility

... deeper analysis, more detailed instructions

Uncertainty

... more (or less) risk taking, more detail, lack of investment

Complexity

... more data analysis, more experts, more collaboration

Ambiguity

... deeper analysis, more detailed instructions



Typical Team Impacts

Volatility

... fear of action, pushing decisions up, randomness

Uncertainty

... debate, arguments, competition

Complexity

...finger pointing, passing responsibility, lack of ownership

Ambiguity

... arguments, suspicion, loss of trust



Typical Individual Impacts

Volatility

... anger, frustration, rashness

Uncertainty

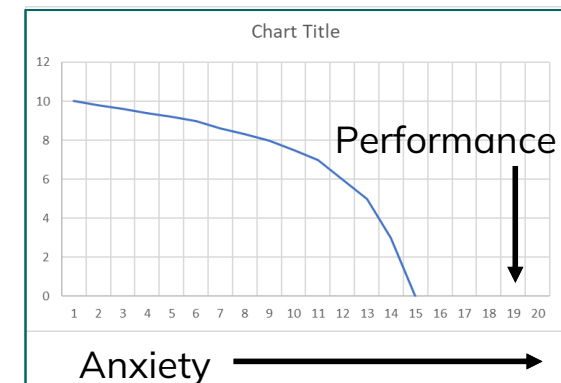
... wait and see, caution, indecision

Complexity

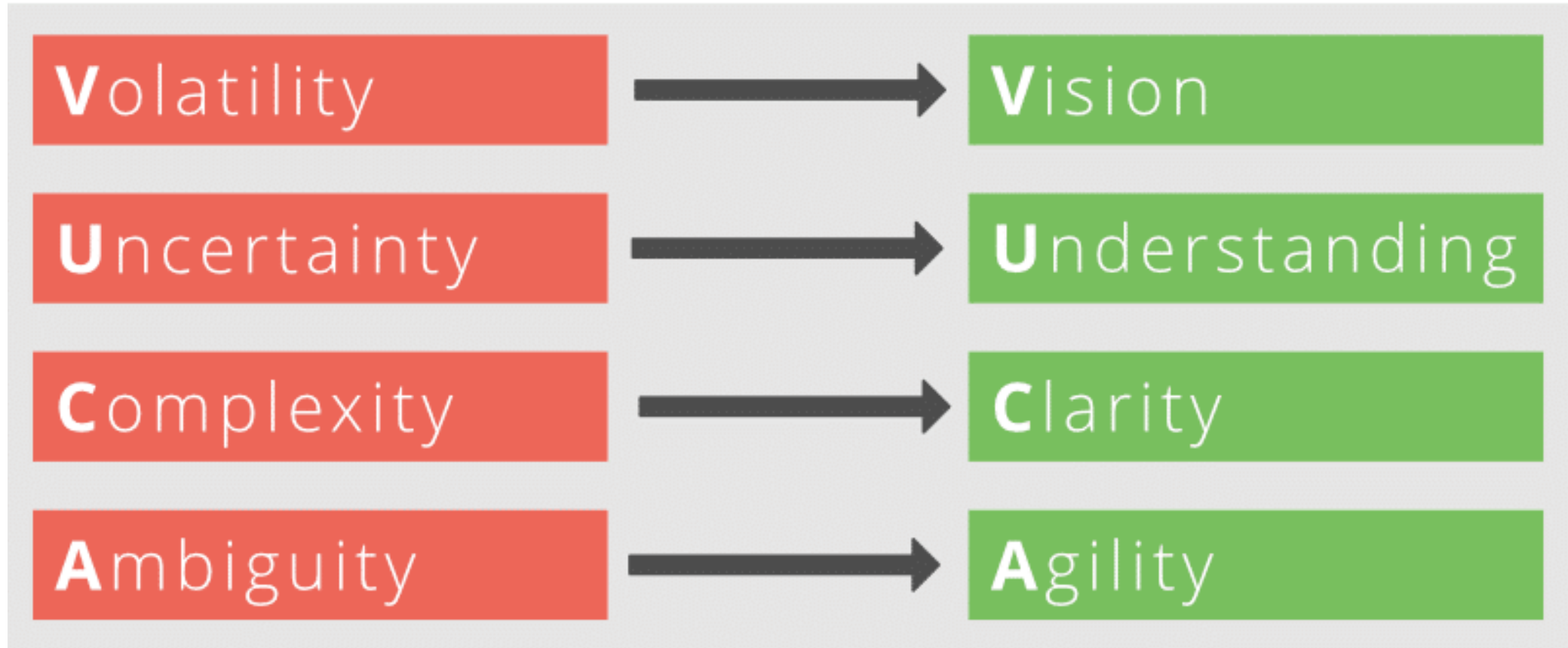
... inaction, wrong decisions, inaccuracy

Ambiguity

... misinterpretation, shock, duplicity



How can we counterbalance VUCA?



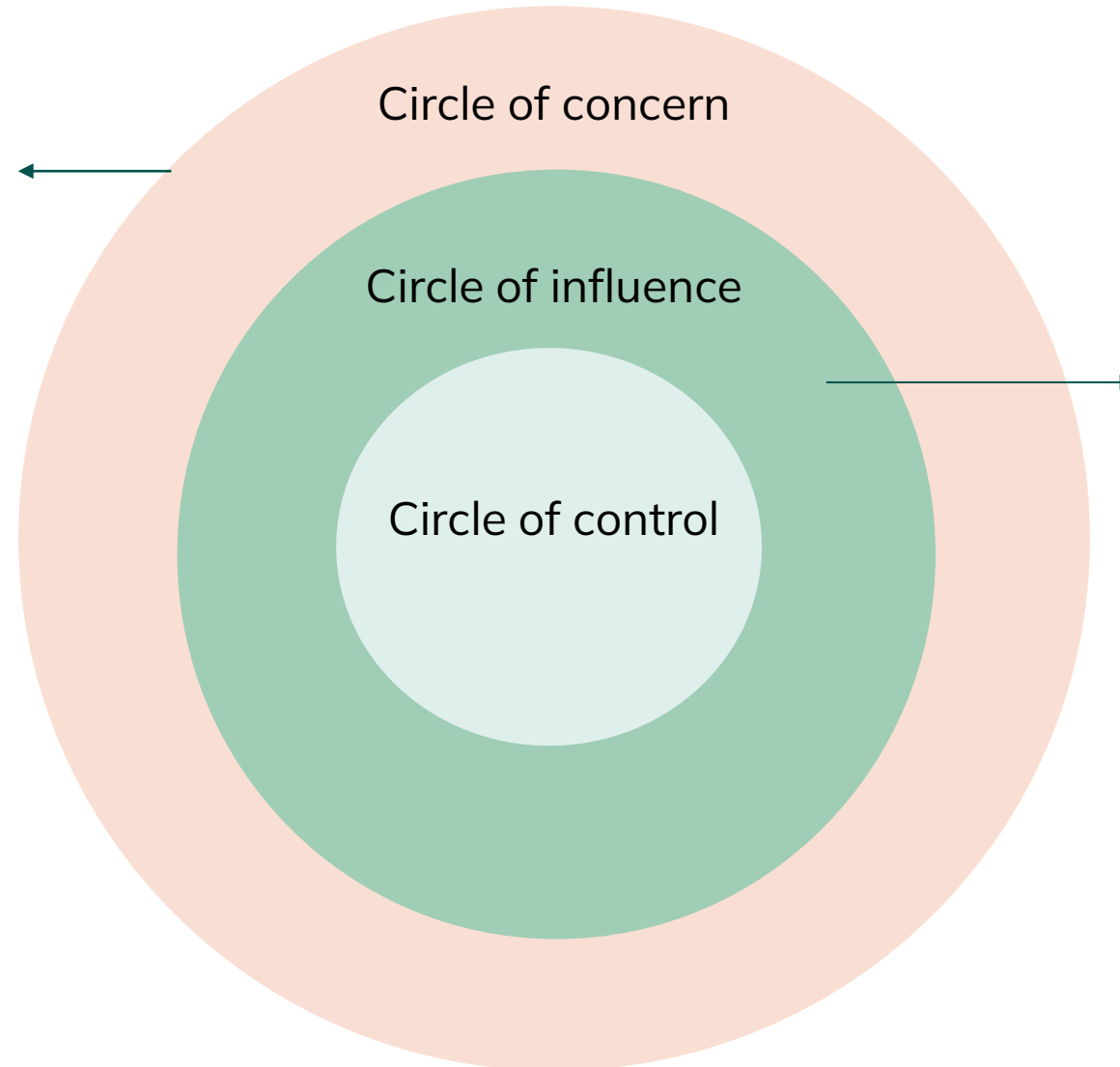
Our circle of influence

Things we care about & that impact us:

- Communities
- Political decisions
- Behaviour of others
- Weather

However, we have little or no control over them and our influence decreases

Reactive – “victim mindset”

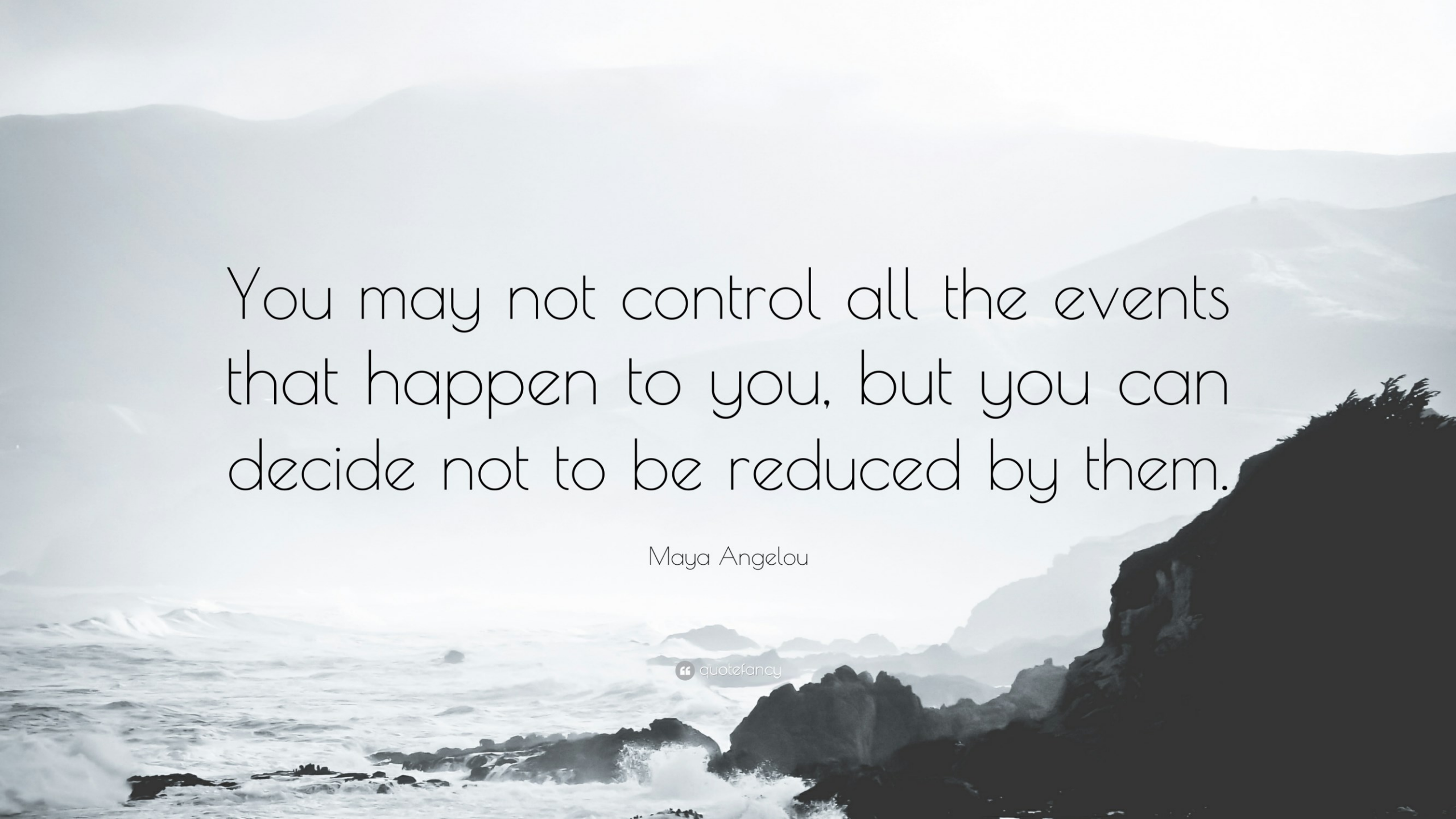


Focus on things within our control & extend our influence:

The more proactive energy spent here ... the bigger this gets

Focus your energy where it counts





You may not control all the events
that happen to you, but you can
decide not to be reduced by them.

Maya Angelou

“ quote fancy ”

The NATO Management Charter

What tasks & behaviours are expected of managers?

What is the role of managers through change?

Think about a manager you knew in the past or currently know - what kinds of behaviours stand out to you that were/are positive and how did that impact the organisation/team?



Time management

Poor Time Management can lead to:

- Missed deadlines
- Additional work
- Poor quality work
- Unfair pressure on others
- Stress
- No time for development / planning

Good Time Management can lead to:

- High quality work
- Deadlines met
- Time to deal with emergencies
- Reduced stress
- Reputation for reliability
- More focus on development / planning

The Golden Rule:

Focus on results not activities – being busy is not the same as being effective.



Time management

What are the things that waste our time? Focus on what you **actually** do – think about yesterday, what did you do?

Imposed on us:

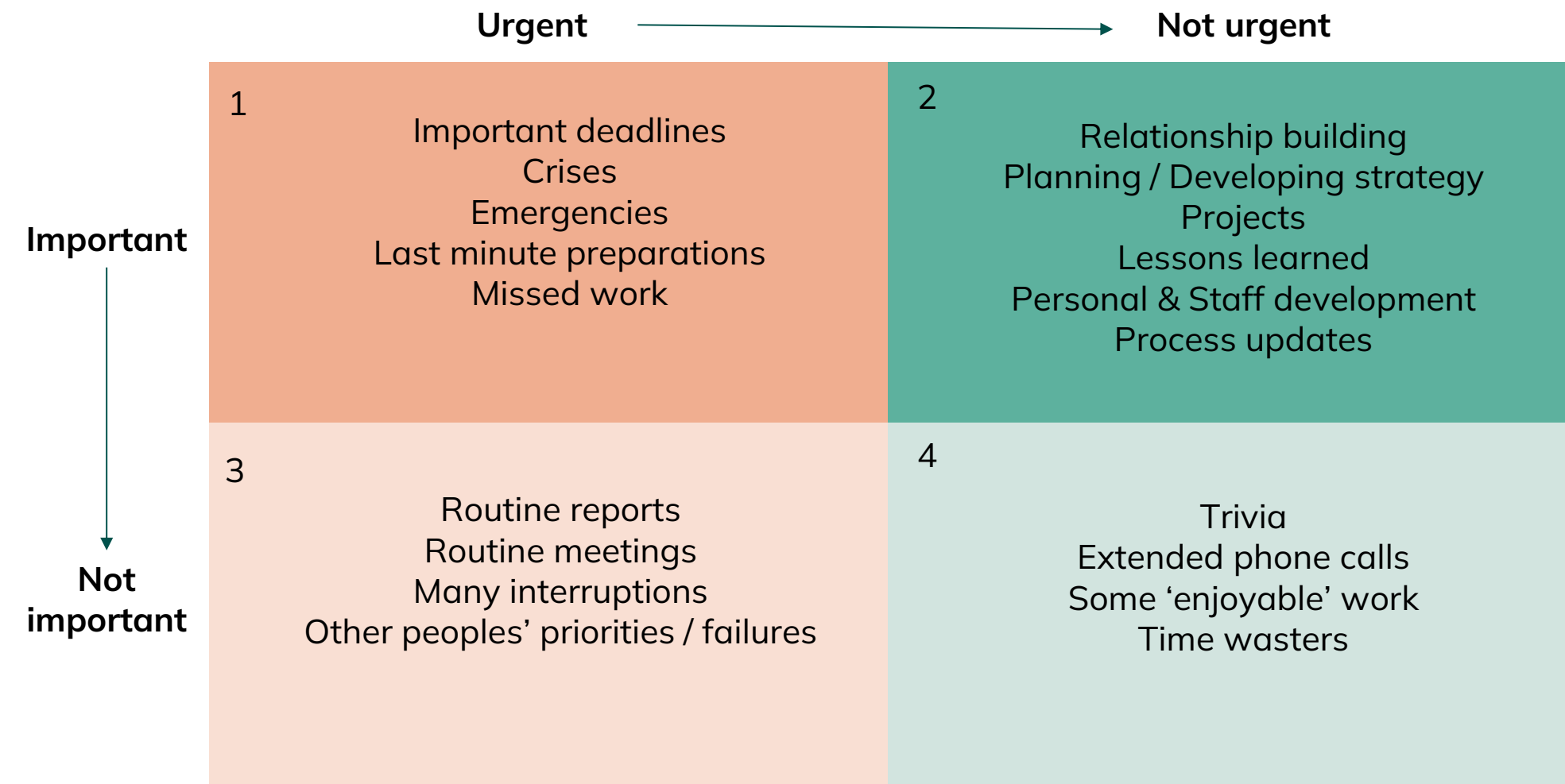
- Answering telephone calls
- People coming to your desk/office
- Responding to crises/escalations
- Being summoned to unscheduled meetings
- ...

Self-inflicted:

- Answering emails as they come in
- Replying to texts/WhatsApp/Messenger immediately
- Spending too much time on what you 'like' doing
- Getting things 'perfect' instead of 'good enough'
- ...



Eisenhower Matrix



Completing the matrix

If you don't already have a to-do list, write one out. Include on it things that you know you need to do, such as having that discussion with one of your team or planning a revised team strategy, but don't feel you have the time to do.

Then for each item review:

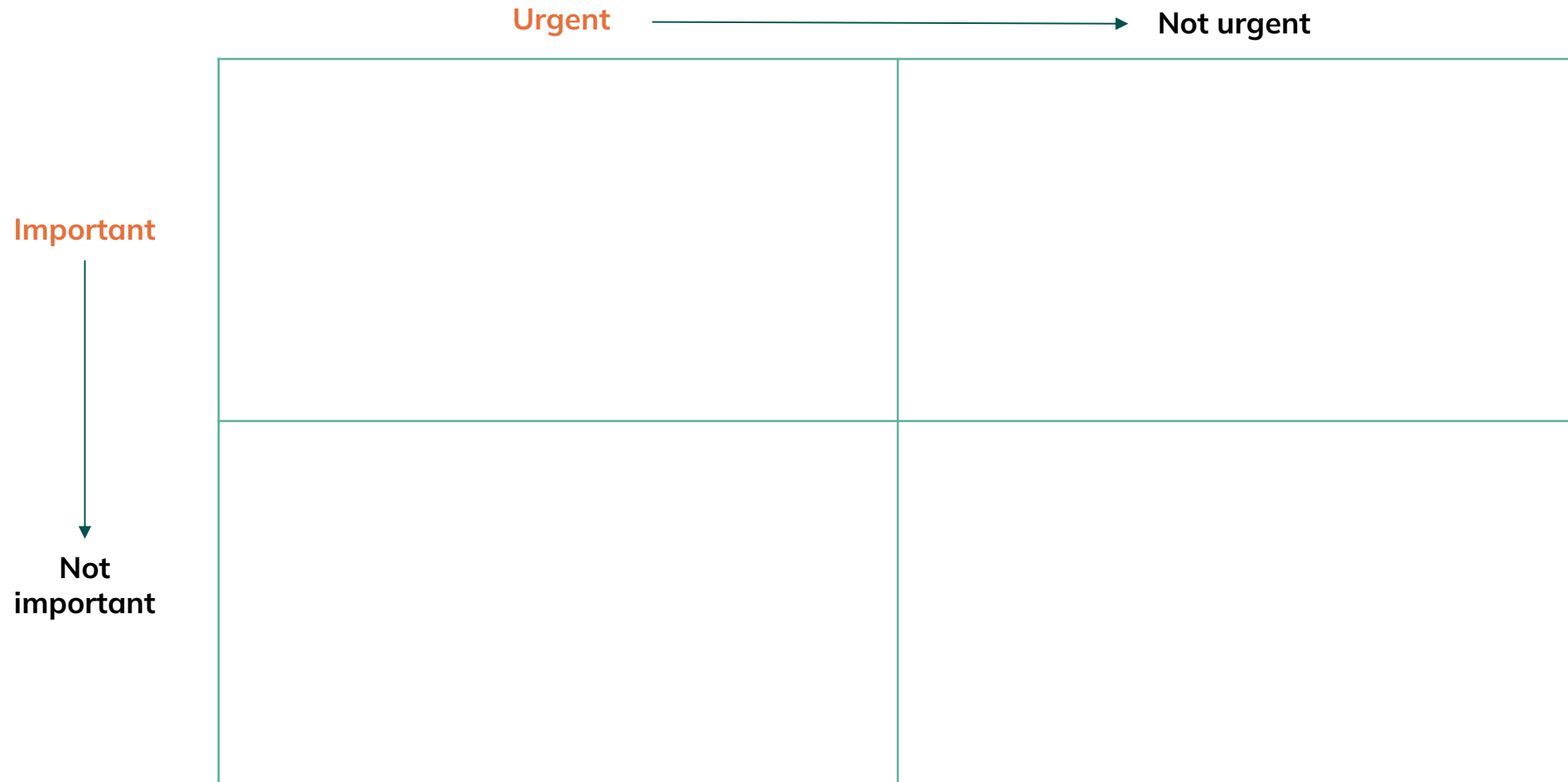
Is it urgent? Does it demand immediate attention / timescale? They are often the ones we concentrate on and they demand attention because the consequences of not dealing with them are immediate.

Is it important? Does it have an outcome that leads to you achieving your goals, whether these are professional or personal.

Plot them into the matrix and reflect on what your follow up actions need to be.



Time management



Six time-management tips when working with the Eisenhower Matrix

1. Creating a to-do list frees your mind.
2. Try limiting yourself to no more than eight tasks per quadrant. Before adding another one, complete the most important one first. It is not about collecting but finishing tasks.
3. Align with your manager – some tasks you think are important may not be.
4. Maintain only one list for both business and private tasks.
5. Do not get distracted. Plan the night before, then work on your stuff. Schedule time for checking emails and catching up. Do not let others define your priorities.
6. Finally, try not to procrastinate too much. Not even by over-managing your to-do list!





Management versus Leadership

Is there a
difference?

What are the
characteristics
of each?

Management vs Leadership

What are the defining characteristics of each?

Management

Skill/Task/Operational
Directs the tasks of others
A role you are given
Planning/organising
Performance management
“Get things done” – deliver organisational goals
Recruitment
Efficiency
Processes /procedures

Leadership

A set of behaviours / personal qualities
Compassionate & human-led
Earned not given
Provides direction
Communicates clearly
Inspires others
Gives effective & constructive feedback
Authentic
Motivates and engages others



The management / leadership conversation continued ...

What makes a good manager?

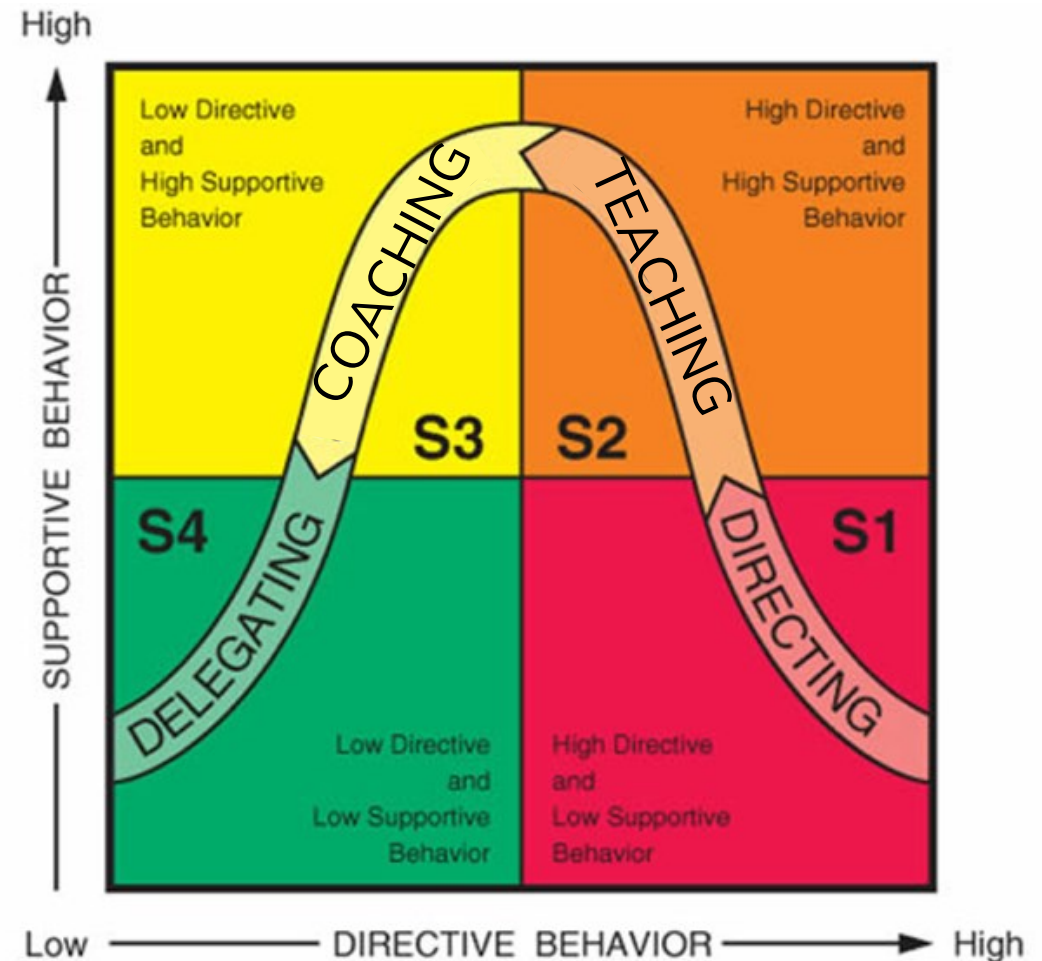
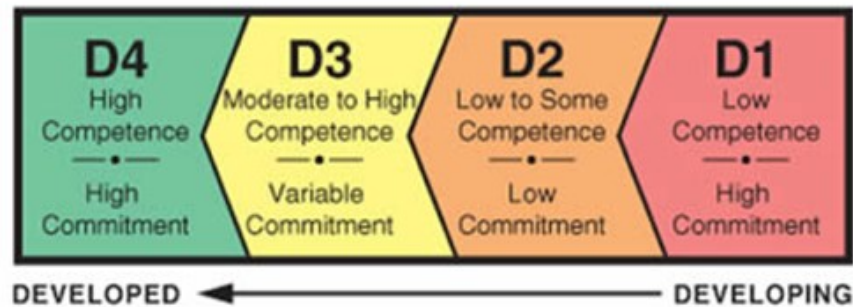
Are all managers leaders?

Can anyone be a leader?

Are you born a leader? Can you develop it as a capability?

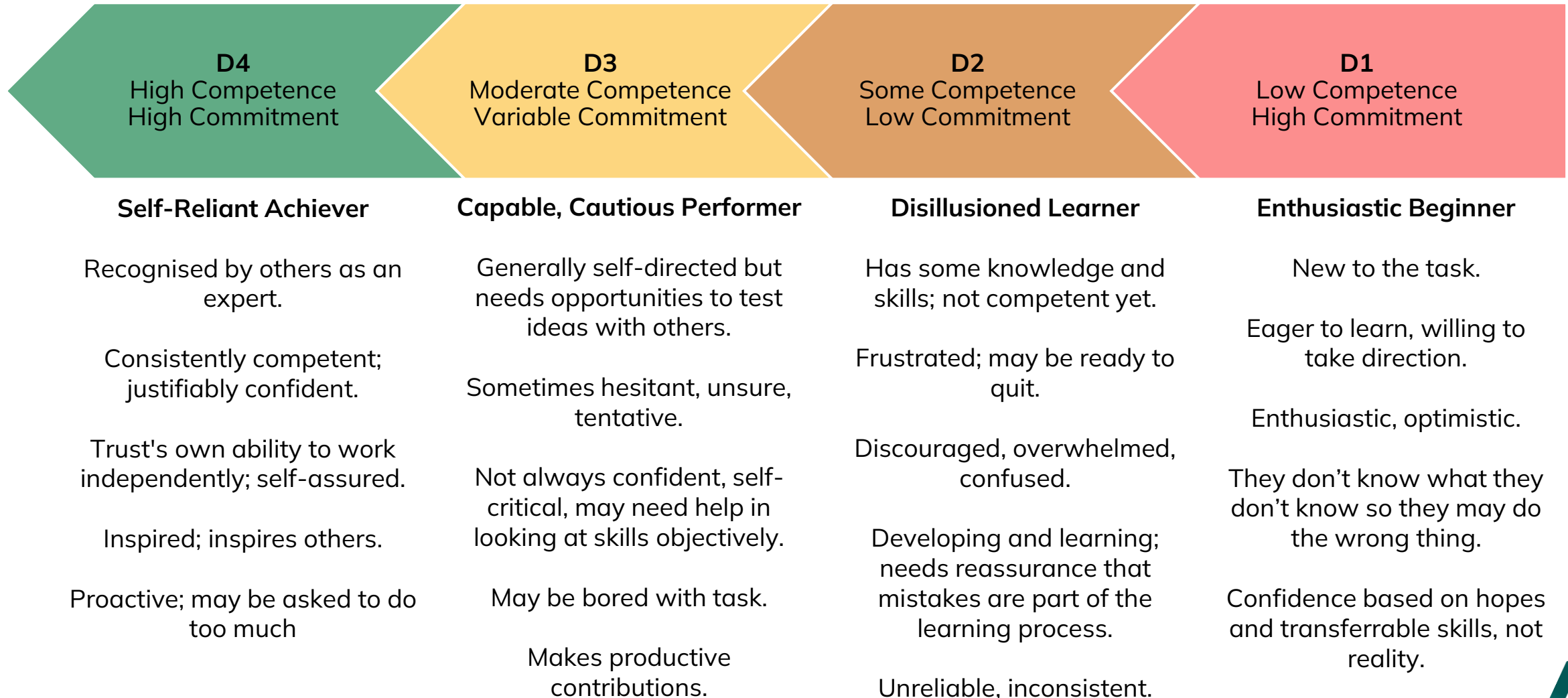


Leadership styles model

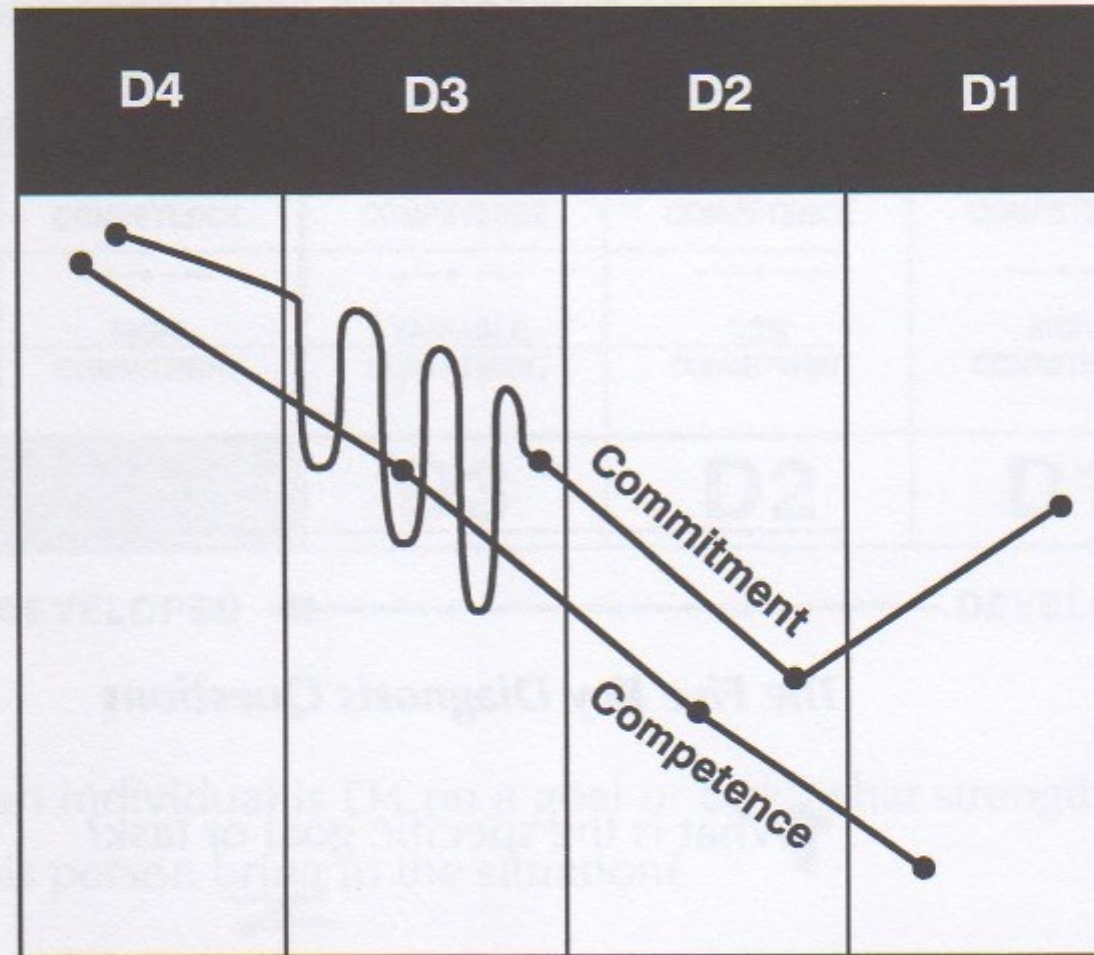


*Adapted version of the Situational Leadership Model - Paul Hersey and Ken Blanchard

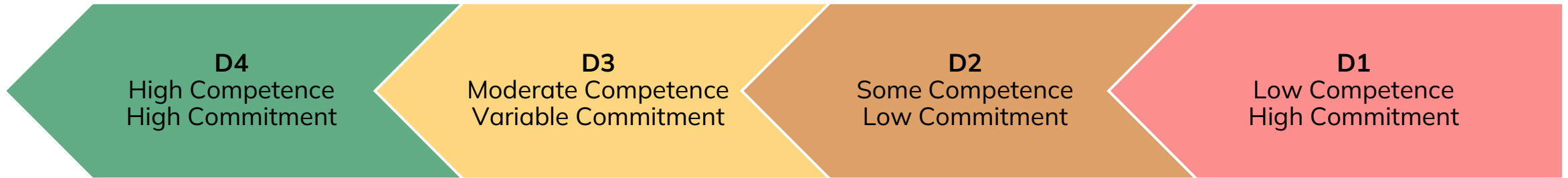
Development levels



Competence and Commitment at the Four Development Levels



Development levels

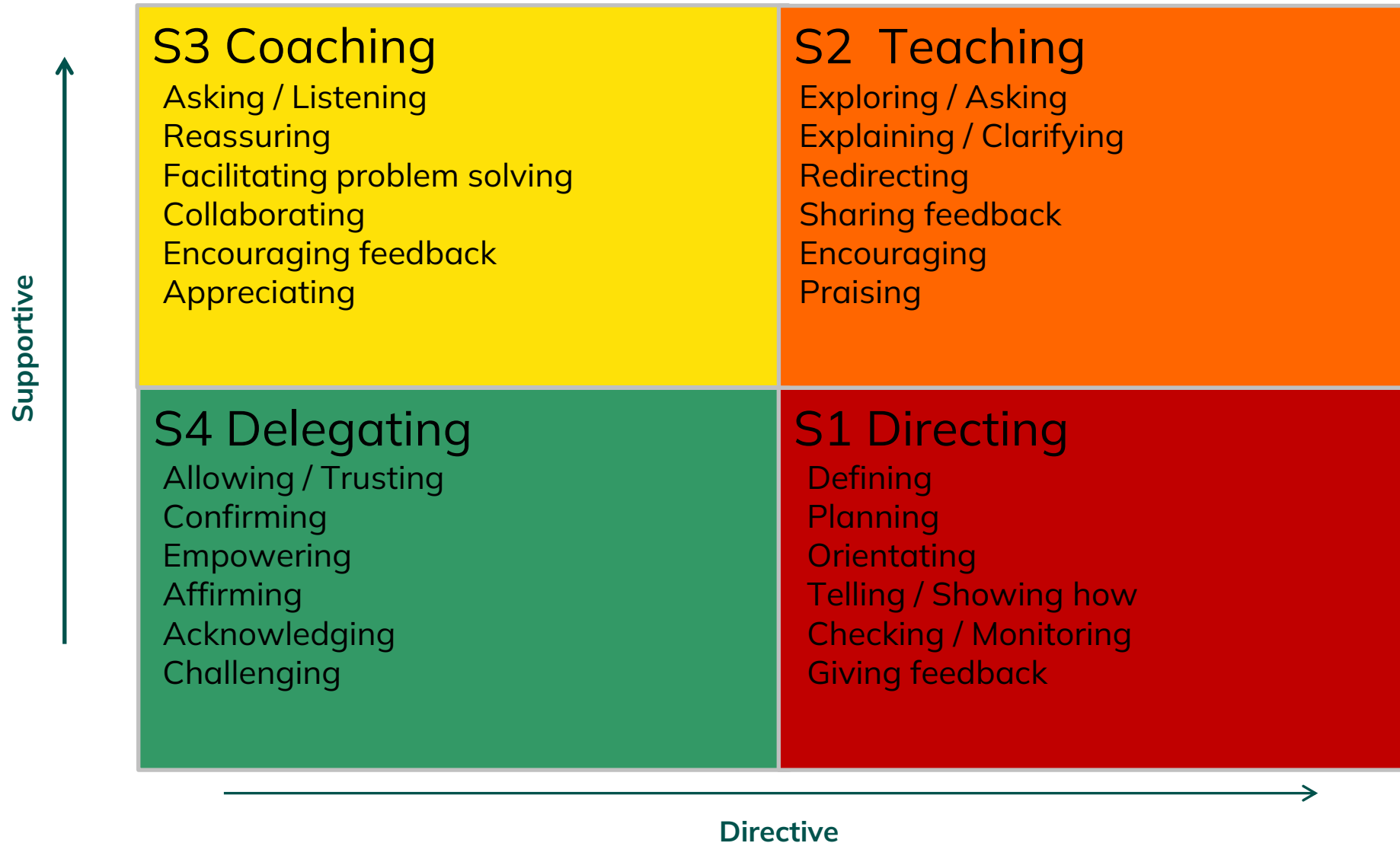


Diagnosis

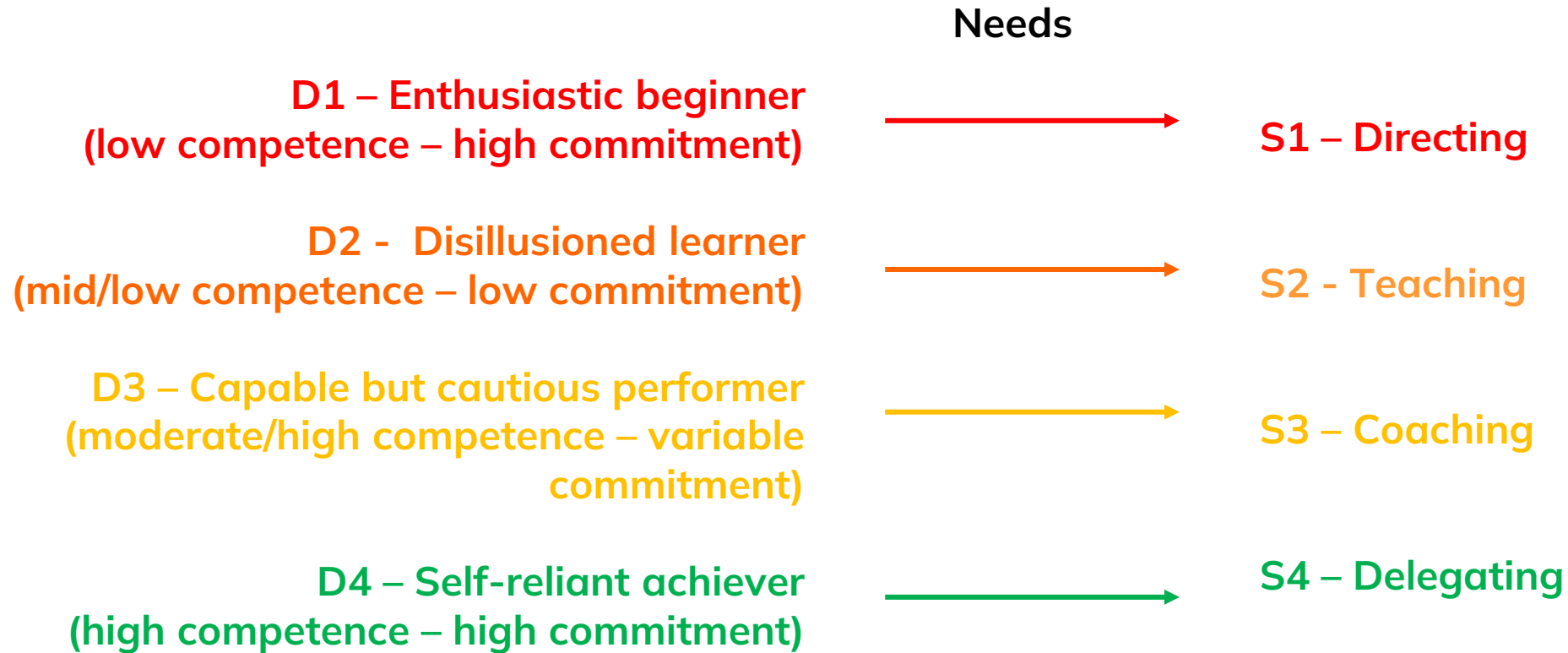
To ascertain where someone is in the development levels, you need to ask 5 basic questions:-

- 1) What is the specific task?
- 2) How good are the individual's knowledge and skills for the task?
- 3) How good are the individual's transferrable skills?
- 4) How motivated, interested or enthusiastic is the individual?
- 5) How confident or self-assured is the individual?

Leadership styles



Matching your style to the needs of the individual



Putting it into practice



As an intelligent, enthusiastic G14/B6 who has been in the organisation for 8 years, Clara has worked hard and given her best. She has good project planning and interpersonal skills, and she is known as a hard worker. People like Clara and she likes situations that require teamwork. She has a knack for getting people to cooperate – to pull together even though they may not want to. Clara is being asked to take on some new tasks to cover for a colleague who is on leave. She is happy to do this as she is looking to apply for her first leadership position and believes that this extra experience will be beneficial.

In groups ...

Evaluate the scenario and assess which development level she is at, the management style needed and what you would be doing to support Clara whilst using that style.

Group 1 & 2 complete scenario 1 & 2, Group 3 & 4 complete scenario 3 & 4.



Pairs discussions

What style/styles do you believe you use most frequently?

What style do you think you need to use more consciously? Pick a card for that style and write a commitment on the back of it for something you plan to practice and do more of.

You have 30 minutes to do this, 15 minutes for each person to explore their style whilst the other listens and supports their thinking.

Be ready to share what your natural style is, and which one is least used that you need to develop further.

