

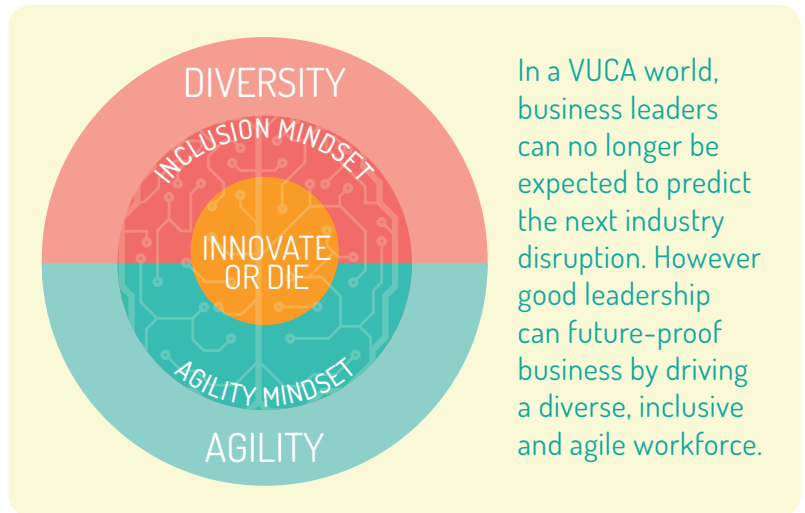
# LEADERSHIP IN A VUCA WORLD



## WHAT

VOLATILE, UNCERTAIN, COMPLEX, AND AMBIGUOUS – WELCOME TO THE NEXT DECADE.

Expect discontinuous change disrupting entire industry sectors at an increasing pace. Business has two choices; freeze-up (think Kodak and Encyclopedia Britannica) or innovate.







## SO WHAT

DIVERSITY, INCLUSION AND AGILITY ARE PREDICTORS OF PERFORMANCE FOR INDIVIDUALS, TEAMS, ORGANISATIONS AND EVEN CITIES.

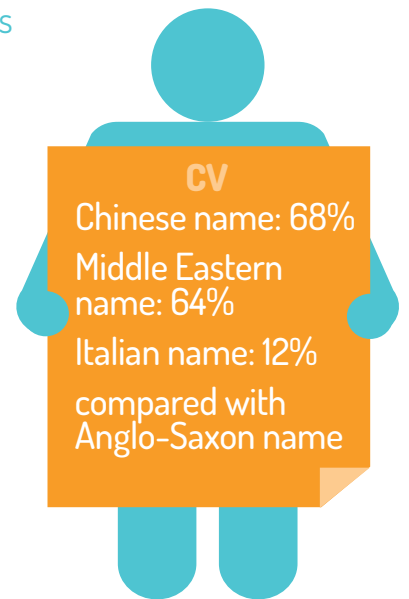


Evidence suggests diversity, inclusion and agility are vital leadership goals. Challenge: there is a dangerous roadblock in our brains – **Unconscious Bias.**

Unconscious Bias is the fast, automatic decision making we all do, all the time, outside of our own awareness. These decisions are based on past experiences and serve us when the past is a good predictor of the future. However, in a VUCA world, Unconscious Bias:

-  derails decision making,
-  falsely narrows available talent pools,
-  diminishes cognitive functioning, AND
-  blindsides us to our rapidly changing reality.

HOW MANY MORE APPLICATIONS TO GET TO INTERVIEW?



## NOW WHAT

NUDGE LEADERSHIP AND CULTURE IN THE DIRECTION OF DIVERSITY, INCLUSION AND AGILITY.


What is a nudge?  
'choice architecture that alters peoples' behaviour in a predictable way.'

Thaler and Sunstein (2009)



### BRAIN NUDGES


 Expand the diversity of our in-group


 Proactively look for talent in people from diverse groups, and invite them to take up more responsibility and opportunity

 Expand our Leadership Shadow: who do I call on in meetings, actively seek and enjoy off-topics chats with, mentor and promote?


 Actively seek awareness of own biases and how they impact others, e.g. by taking the Implicit Associations Test (IAT), <https://implicit.harvard.edu/implicit/australia>

### SYSTEM NUDGES

 Blind recruitment – removing names, gender, age, suburbs from CV's

 Create new narratives and share success stories that encourage positive images and bust stereotypes around diversity and agility

 Measure it and manage it – promotions, project allocations, who gets mentored, diverse team compositions

 Insert a line on Performance Reviews to discuss efforts, actions and success on inviting diversity, creating inclusion and promoting agility/flexibility