

CALL FOR ADAPTIVE AND RESILIENT LEADERSHIP AND CHANGE MANAGEMENT IN A VUCA WORKPLACE

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VUCA is not a new phenomenon, since the global financial crisis it has been increasingly used to describe the management world. VUCA is the volatile, uncertain, complex and ambiguous environment that a lot of managers and leaders and organizations find they are operating in.

Traditional roles of a leader are to identify opportunities, evaluate risks against those opportunities, develop strategy, motivate and lead people, make efficient decisions – and to guard their people from uncertainty and ambiguity.

The VUCA world involves a higher standard of leadership. One that needs a people-first leadership: tough-minded yet tender-hearted. Leaders have to learn to be resilient and adaptive in a world of VUCA and need to know how to strengthen and nurture their people.

In a VUCA environment, leaders struggle with lack of predictability across health, political, economic, financial and technological structures. Traditional management methods do not seem adequate to address the level and speed of change and increased pressure can mean leaders are unable to respond quickly or appropriately enough. Leaders may jump quickly to a mistaken conclusion and take their organization within the wrong direction, or they may respond by doing more of what they have always done rather than adapting to new circumstances.

Leaders must create a culture of continuous lifelong learning in their organizations so that they have the knowledge and capabilities they need to manage in a VUCA

environment. Leaders must be aware of ever-changing and escalating patterns of interaction. Excellent communication skills are essential to enhance the VUCA-leader's ability to interact with stakeholders and send a clear and transparent message on the mission, goals, values and expectations to groups worldwide.

VUCA leaders never stop learning and developing; they require a replacement leadership mindset and should be ready to work continuously to develop their skills. Professional Learning Communities (PLCs), training and training can play a major part in leadership development programs in any organization working in a VUCA environment.

Dealing with a volatile, uncertain, complex, and ambiguous environment results in an important consideration for leaders: guiding the team through this new norm. to deal with and respond to the VUCA effects, a pacesetter has to build an organization which moves quickly, analyses things in the VUCA world and responds with the best possible solution every time. a pacesetter has to be on his/her toe and respond to the continuously evolving changes and challenges.

crave certainty and that's why constant change within the environment sends us on the edge. As a pacesetter, our task is to reassure the team through stability and transparency of process. We have to be clear about decision-making criteria and signal acceptable tolerance for learning-based mistakes that are inevitable in a fast-changing environment. We also have to consider failures as a resource and identify the learning out of them. Such leadership creates faith amongst the people and that they can perform in a better manner. VUCA involves a leadership response – Vision, Understanding, Courage, Adaptability and Diversity.

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