

# Your FLIGBY<sup>®</sup> Profile

VUCA Report



This Report was prepared for

## Chris Sample

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Using "Flow is Good Business" Gaming Analytics  
Developed by Dale Canning and ALEAS Simulations, California

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# Welcome

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## Foreword by Dale Canning



**Volatility, uncertainty, complexity, and ambiguity (VUCA) is our new reality, and it creates a strong headwind for our organizations. In a VUCA world, we still crave stability, but the effects of VUCA challenge our best instincts and defeat our learned decision-making capabilities by bringing on rapid tectonic shifts. The pace at which we need to make decisions has increased dramatically, and the stakes in choosing the correct path have never been higher.**

As entrepreneurs who often do precision guesswork, we are always looking for the next opportunity to embrace in the hope of a higher return. Even the biggest risks can be mitigated by relevant and timely information, but VUCA presents manic volatility, puzzling uncertainty, intractable complexity, and disorienting ambiguity that thwarts sound value judgments. Our survival depends on building cultures where a higher percentage of good choices are made, even in the presence of VUCA.

Resilient and agile organizations, good at solving seemingly intractable problems, have cultures of inclusion where collaboration is the norm, and people feel valued, creative, and part of something bigger. They have a shared vision and a clear mission. Their teams are more likely to achieve Flow, thrive on change, and find optimal solutions to the problems presented by VUCA.

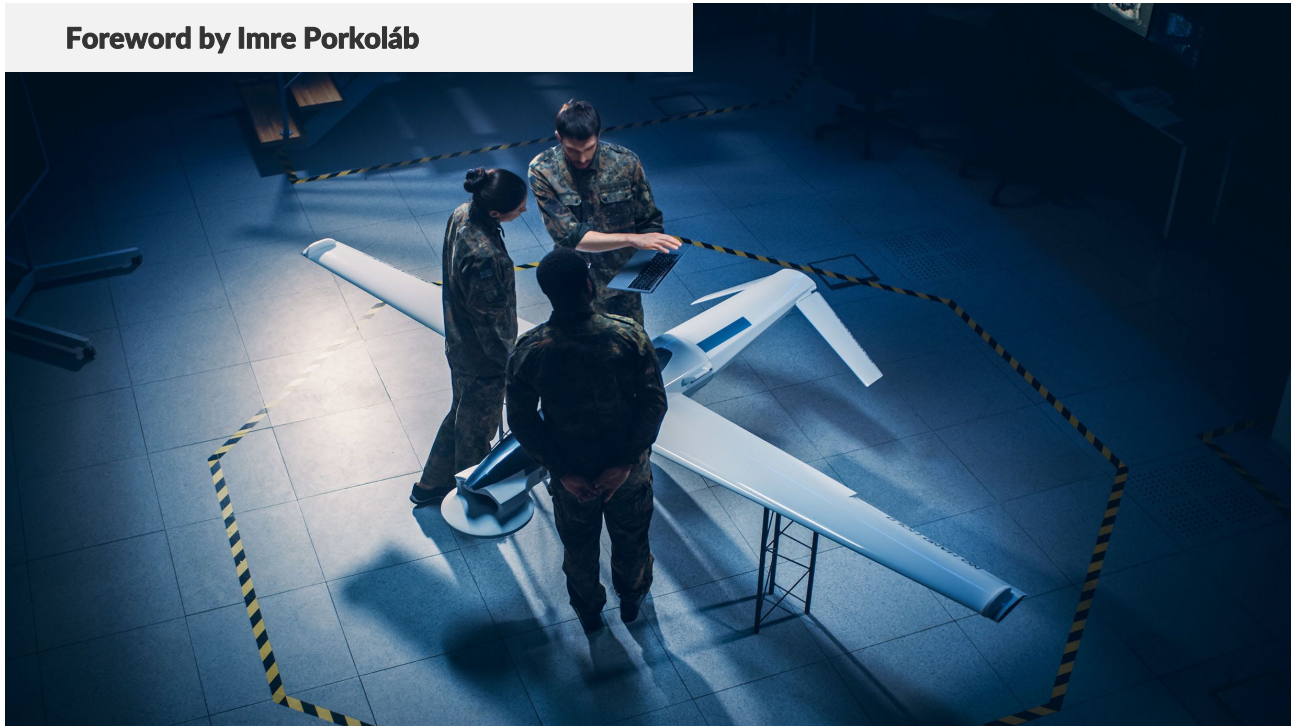
There are many assessments available for quantifying and qualifying the elements of a leader's personality, but they only suggest how a person might act in a crisis. A simulation is the most effective way of assessing a leader's ability to make decisions under pressure. The FLIGBY game presents a series of decision points that test how a leader acts in a moment when presented with a crisis. It's a unique and engaging way for a leader to test her own capacity to lead in a VUCA world and have her team members understand where they are on their leadership journey.

## Dale Canning introduction



*Dale Canning has enjoyed a career as an executive in Learning and Development and business communications that has spanned over 30 years. After serving in the US Navy as a senior enlisted instructor and specialist in anti-submarine warfare, Dale chose Learning and Development as a career. A serial entrepreneur, he co-founded and became CEO of Premier Technical Services, a communications company that provided custom e-Learning and business communications services for a host of organizations in the US and abroad.*

*Dale also served as President/CEO of Raland Technologies and was an investor and board member for Efferent Labs, a medical device startup. Since 2016, Dale has been a Training and Organizational Development Consultant providing leadership and team building training and consulting services. He is a 1988 Bachelor of Business Administration, Summa Cum Laude graduate of the San Diego campus of Sanford National University and various technical and leadership courses for the US Navy.*

**Foreword by Imre Porkoláb**

It has never been so much complexity in our world. Leading digital transformations in organizations is proving increasingly difficult due to the ambiguity and volatility they must survive and operate on an everyday basis. Unpredictability and complexity appear to be an everyday challenge, making it more difficult for organizations to thrive sustainably.

VUCA – Volatility, Uncertainty, Complexity, Ambiguity – is a term originally coined by the military, and as a military professional, I have faced VUCA situations many times in operations and in peacetime as well. Recently VUCA has been adopted in the business world, and it has quickly become a widespread expression used by millions of people since the worldwide pandemic. It refers to challenges which traditional leadership models find difficult to address. There is an ever-growing awareness that the methods and mindsets that have worked well in the past do not work in our “complex and uncertain” environment, but we do not know how to map out the skills that enable people to handle a complex VUCA environment.

The widespread belief is that 'wicked problems' require different skills, structures, modus operandi, mindsets, and organizational principles from those currently taught in management literature. It is also true, that our traditional education and business communities struggle with novel and unpredictable challenges. Certain leadership approaches are harmful in a VUCA situation, and working with uncertainty and complexity requires a special leadership toolkit.

In trying to gain control of complexities, in trying to get a grip, our management methods are actually making things worse.

The truth is that uncertainty and complexity are not new! The portfolio of skills required to thrive in these situations might be unique, but they can be identified and developed. My experience in the Special Forces community taught me that selecting leaders based on these attributes, and training their VUCA specific leadership skills has a direct correlation with mission success. Moreover, a decade-long experience in building national and international innovation ecosystems has proved that the very same attributes are the bedrock of maintaining a lasting comparative business advantage as well.

The opposite is true. Ignoring VUCA, and applying the wrong management practices to complexity only exacerbates the challenges we face. It is like continuously trying to put out a fire with oil instead of water.

It is just about time that we take VUCA seriously, use serious games to map out our leadership skillset, and use the data to change our methods and mindset. We should stop blaming complexity, and use unpredictability to fuel individual and team peak performance instead. The very first step on this journey is understanding, thus mapping out our leadership skills, and discovering our personal attributes. Having a better understanding of where we are, and what are our strengths is a prerequisite to embarking on an arduous journey of self-development.

Thus, leaders of elite military units, start-ups, and Fortune 500 companies alike can benefit from playing FLIGBY. But playing the game once is just a start, I recommend playing it again, and try playing it in teams later on, where we receive instantaneous feedback from others as well. The real benefit is taking regular “snapshots” of our leadership abilities, and adjusting our plan to develop certain skills accordingly.

I wish You all to have fun with the game, and I also recommend taking it seriously, after all, it is about Your own life and the success story You are playing with!

## Imre Porkoláb introduction



*Imre Porkoláb, PhD is currently the Director of the Academy for Leading Change in Hungary. He has over 30 years active duty military experience, has done operational tours in Iraq and Afghanistan, and was the commander of Hungary's Special Forces unit. In 2014 he was selected to be Supreme Allied Commander Transformations' representative to the Pentagon where he was aligning NATO's capability building and transformation efforts with the US MoD, Joint Staff, and the Think Tank community. He was also serving as the Deputy National Armament Director for Research-Development and Innovation at the Prime Minister's Cabinet office in Hungary. His stellar academic record includes multiple universities, including Harvard and Stanford. His research interests are the human side of digital transformation, unconventional leadership in VUCA context, and optimizing human performance. He is a recognized international speaker with multiple TEDx speeches, and has written two bestsellers.*

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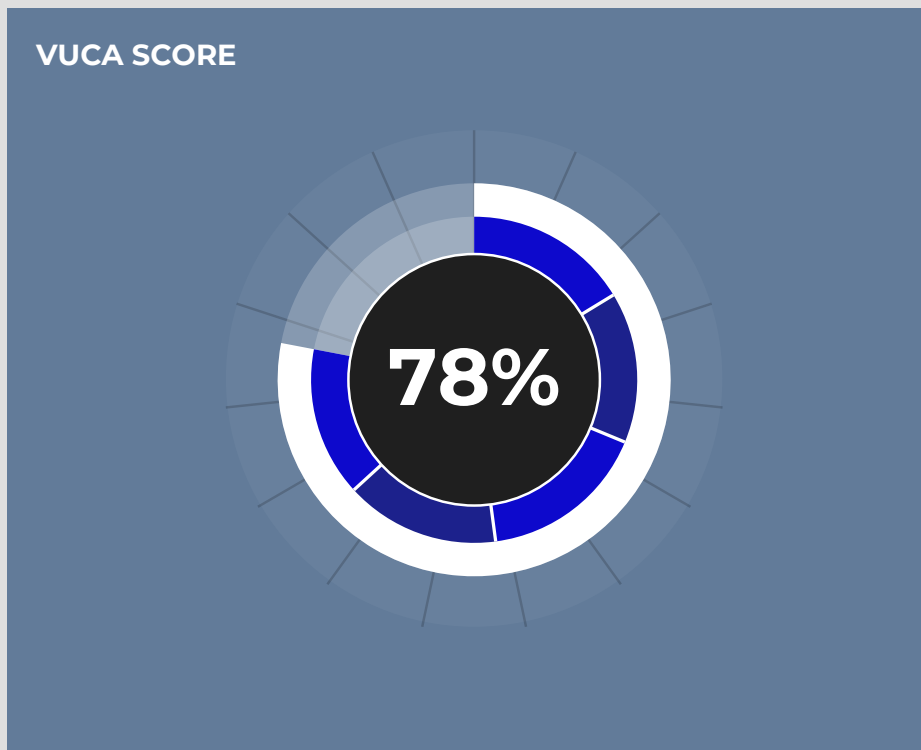


# 1. Your Scorecard



VUCA Competencies	
Embracing Risk	81%
Experimenting	74%
Self-Awareness	83%
Learning Fast	76%
Ruthlessly Prioritizing	74%

FLIGBY Skillset	
Entrepreneurship (Risk-taking)	93.3%
Time-pressured decision making	75%
Teamwork management	50%
Analytical skill	75%
Organizing	75%
Information gathering	70%
Emotional intelligence	83.9%
Recognizing personal strengths	85%
Motivation	77.3%
Business oriented thinking	83.3%
Strategic thinking	76.5%
Intuitive thinking	68.2%
Prioritizing	72.2%
Empowerment	66.7%
Emotional intelligence	83.3%





## 2. Your VUCA Readiness

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### 2.1 Your VUCA score

Your VUCA Score: 78%

Your VUCA Score refers to your ability to manage your work, project or team under VUCA circumstances. A higher score indicates that your leadership style is more compatible with the challenges of the VUCA world, while lower score represents indecision in your managerial role.

#### What is VUCA?

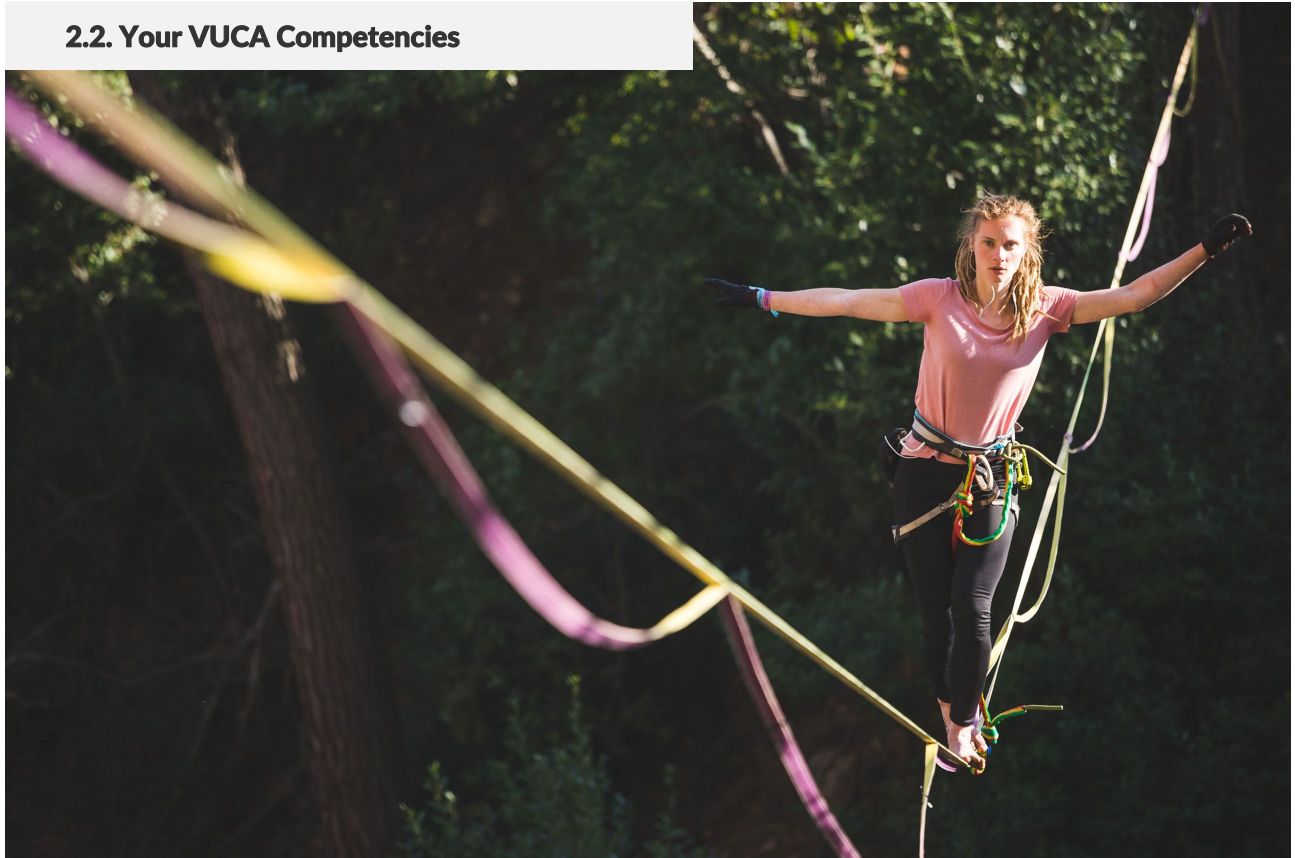
VUCA is an acronym that refers to situational conditions that are Volatile, Uncertain, Complex and Ambiguous.

- Volatile – Subject to rapid, frequent and significant change.
- Uncertain - Situations where events and their outcomes are unpredictable and for which it is difficult to prepare.
- Complex - Situations where problems cannot be solved without compromising the interests of one or more stakeholders.
- Ambiguous - When events and the messaging about them can be interpreted and understood in more than one way, rendering decisions difficult.

You have demonstrated the skills of someone who has been in positions of management, or senior management. Perhaps you have had some formal leadership training, or perhaps gained your valuable skills on-the-job, throughout your career.

Leadership is a journey, and you have traveled far. Your significant investment in becoming an effective leader and manager has required patience, dedication and a willingness to learn. In a VUCA world, each day brings a new challenge that will stress the boundaries of your growing skillset. While you are well on way in your leadership journey, you should continue to seek self-improvement through training and on-the-job experiences.

## 2.2. Your VUCA Competencies



Your VUCA Score provides insight into five Competencies that are critical to your ability to successfully manage in Volatile, Uncertain, Complex and Ambiguous situations. They are:

**Embracing risk**

**Experimenting**

**Demonstrating self-awareness**

**Learning fast**

**Ruthlessly prioritizing**

Your VUCA Score refers to your ability to manage your work, project or team under VUCA circumstances. A higher score indicates that your leadership style is more compatible with the challenges of the VUCA world, while lower score represents indecision in your managerial role.

## 2.2.1. Embracing Risk

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In a VUCA world, risk is unavoidable. Pursuing the organization’s vision and mission will involve significant risk and an effective leader will embrace it with intelligence, optimism and mitigation strategies.

The key to embracing risk is keen situational awareness, instant assessment of options, solid decision making, and deliberate action.

### Your “Embracing Risk” score

**81%**

*Your activities in the FLIGBY game indicate that strong leadership is a priority for you, and you possess a willingness to embrace risk, demonstrate entrepreneurship, and perform well in time-pressured decision making and teamwork management.*

*You have demonstrated mastery of many of the leadership skills that make you an effective and successful leader, but the stakes are high in a VUCA world. We recommend you continue to challenge yourself to be the best leader you can be as you set a course for success with your team.*

<b>Score of Supporting Sub-competencies</b>	
<b>Entrepreneurship (Risk Taking)</b> <b>93.3%</b>	<p><i>Entrepreneurship is a capacity and willingness to undertake conception, organization, and management of a productive venture with all related risks, while seeking profit as a reward. It is characterized by innovation and risk-taking and is essential for success in a VUCA world.</i></p>
<b>Time-pressured Decision Making</b> <b>75%</b>	<p><i>Time-pressured decision-making is a competency that enables effective decisions when limited time and inadequate information is available. This skill enables you to choose the best course of action quickly and authoritatively.</i></p>
<b>Teamwork Management</b> <b>50%</b>	<p><i>Teamwork management enables you to form teams and facilitate and monitor teamwork. In a VUCA world, managing teamwork is critical to applying the talents of the entire team to problems that arise to ensure the most efficient and creative solutions.</i></p>

## 2.2.2. Experimenting

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In a VUCA world, insistence on experimentation to support fact-based decisions is essential. The ability to quickly determine the experiments to be conducted for meaningful, actionable output is equally important.

### Your “Experimenting” score

**74%**

*Your activities in the FLIGBY game indicate that you have been in positions where you have had to experiment to support your decision making, and that you possess analytical, organizational and information gathering skills.*

*While you are better at these skills than most players, you would still benefit from more learning and practice in this area.*

<b>Score of Supporting Sub-competencies</b>	
<b>Analytical Skill</b> <b>75%</b>	<p><i>Analytical skill enables you to visualize, articulate, and sensibly solve complex problems based on the available information. Related skills include applying logic to gathering and analyzing information, designing and testing solutions, and formulating plans.</i></p>
<b>Organizational Skills</b> <b>75%</b>	<p><i>Organizational Skills include the ability to initiate, arrange and manage several elements into a purposeful structure and create a network of people throughout the organization who can help solve for obstacles to implementation as they occur. Good managers implement a particular strategy by customizing their network to include individuals who can anticipate and solve problems in the execution of.</i></p>
<b>Information Gathering Skills</b> <b>70%</b>	<p><i>Information gathering skills are the ability to collect adequate information to make decisions or perform experiments. Managers must know what information to gather, where to find it, how to collect it, and ultimately how to process it.</i></p>



### 2.2.3. Demonstrating Self-Awareness

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Self-awareness is the ability to recognize one's own emotions and know how they affect their interactions with the team and their decisions in a VUCA world.

To develop a high-functioning team, a leader must use empathy and emotional self-control to establish trust and create an atmosphere where team members feel engaged, empowered, and focused on the team's mission and vision.

#### Your "Demonstrating Self-Awareness" score

**83%**

*Your activities in the FLIGBY game indicate that strong leadership is a priority for you, and you possess significant skills in self-awareness, emotional intelligence, recognizing personal strengths and motivating others.*

*The stakes are high in a VUCA world, and it is crucial to build dedicated, resilient teams. We recommend you continue to challenge yourself to be the best leader you can be.*

<b>Score of Supporting Sub-competencies</b>	
<b>Emotional Intelligence</b> <b>83.9%</b>	<i>Emotional intelligence is the capacity to understand, express and regulate emotions in oneself and to anticipate and manage emotional responses in others.</i>
<b>Recognizing Personal Strengths</b> <b>85%</b>	<i>Recognizing personal strengths is the ability to discover personal strengths of others that are not immediately obvious, and to put them to good use. It is the realization that those strengths can potentially induce Flow states in others and thus benefit the organization.</i>
<b>Motivational Skills</b> <b>77.3%</b>	<i>Motivational skills help you to understand what causes a person to become motivated and stay that way. This leads to increased and sustained productivity.</i>

## 2.2.4. Learning Fast

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An open and growth-oriented mindset is essential to being able to learn quickly and capitalize on successes and failures.

People who learn fast leave themselves open to new ideas and quickly synthesize new ideas from information they've gathered.

Fast learners also know that they can adopt ideas from any team member and will engage everyone to provide input that might be useful.

### Your "Learning Fast" score

**76%**

*You have demonstrated the skills of someone who has been in positions where you have had to practice self-awareness, apply emotional intelligence, recognize personal strengths and motivate others.*

*Your activities in the FLIGBY game indicate that you are better at these skills than most players, but that you have some room for improvement.*

*Please continue to learn and practice the elements of self-awareness as you continue your leadership journey.*

## Score of Supporting Sub-competencies

Business-oriented  
Thinking  
**83.3%**

*Business-oriented thinking is the ability to manage situations and solve problems to create value for the organization and shareholders/stakeholders. To be successful in growing a business you need to quickly assess opportunities and threats, and recognize organizational strengths to be maximized and weaknesses to be minimized or eliminated.*

Strategic Thinking  
**76.5%**

*Strategic thinking defines the high-level actions necessary to execute the vision of the organization and provides a cognitive framework in which all tactics that support the strategy and fulfill the vision are generated. All tactics support the mission, all missions support the strategy, and all strategies support the vision.*

Intuitive Thinking  
**68.2%**

*Intuition comes from years of knowledge and experience and enables you to anticipate an outcome in advance of an event occurring. Intuitive thinking does not rely solely on rational processes such as facts and data, but rather is a nonlinear, emotional hunch. Intuitive thinkers can evaluate many things at once, view the big picture and apply their wisdom and perspective. They quickly connect past situations with current scenarios to produce a rapid, positive result.*

## 2.2.5. Ruthlessly Prioritizing

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Ruthless prioritization of activities places them unapologetically in order of importance optimized toward the best outcome. It is necessary in a VUCA world because the conditions that created one set of priorities may change suddenly and without warning.

To achieve a goal, a leader must ruthlessly set priorities through a careful analysis of the facts at hand and constant adjustments to the critical path forward. The priorities are set regardless of political implications, previous investment, personal preference, or short-term gain or loss.

### Your “Ruthlessly Prioritizing” score

**74%**

*You have demonstrated the skills of prioritization, empowering people and directly involving yourself in the activities of your team.*

*Your activities in the FLIGBY game indicate that you are better at these skills than most players, but that you have some room for improvement.*

*Please continue to learn and practice the elements of self-awareness as you continue your leadership journey.*

<b>Score of Supporting Sub-competencies</b>	
<p><b>Prioritizing</b> <b>72.2%</b></p>	<p><i>Prioritization is the readiness to evaluate a group of items and rank them in their order of importance or urgency.</i></p>
<p><b>Empowerment</b> <b>83.3%</b></p>	<p><i>Leaders who empower their team members encourage and enable them to take the initiative to manage efforts and solve problems on their own. This allows their people to feel a sense of ownership and accomplishment and seeks additional responsibilities and growth opportunities. By satisfying their need for autonomy, leaders enable their people to achieve their goals without direct intervention.</i></p>
<p><b>Involvement</b> <b>66.7%</b></p>	<p><i>Involvement is the readiness to participate in the activities of formal or informal teams/groups from concept through execution.</i></p> <p><i>To be most effective, involvement requires at least general knowledge of each team member's job and what resources they need to accomplish it.</i></p>

### 3. VUCA at Turul: Analyzing Your Gameplay

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This section analyzes five of your decisions from your FLIGBY gameplay. Each leadership dilemma refers to a VUCA competency illustrating the difficulties of managerial work. Try to find parallels between Turul's challenges and your own organizational/social reality and see how consistent your choices are with the simulation-design team's preferences.

#### 3.1. Decision point #1 - "Embracing risk"

**What's the situation is about:** You are at the Harvest Party, talking to Jen who pulled the event together. How do you decide about her future? Promote her immediately in the presence of the neighbor's representative, or decide later?

**How it relates to VUCA:** You can find all four elements of VUCA within this situation. **VOLATILITY:** you are still understaffed, who is going to deal with Jen's tasks if you promote her? Will she resign if you don't? **UNCERTAINTY:** The harvest party is her first organized event. Are events really her talent or was it only one time success? How long can she keep up her good spirit? **COMPLEXITY:** The event happens in front of Jen's friend. The decision has long-term consequences financially and from HR point of view. **AMBIGUITY:** It is not obvious what Jen expects from you at the event: just a promise of promoting her soon, or an immediate promotion?

**Which VUCA competence to use:** To solve this dilemma, you will have to **EMBRACE RISK**. You have to be ready to take risks, and work like an entrepreneur who is always ready to make optimal decisions under time pressure.



## Do you promote Jen to Tasting Room Manager at the Harvest Party?

What do you say to Jen?

Scan the QR code to see a short replay of the scenario.



OPTION "A"

*Praise Jen and promise her to ease her overload.*

OPTION "B"

*Praise Jen and promote her immediately.*

*You chose "Option B", which reflects embracing risk. You are ready to take a risk and trust your intuition about Jen's real strength. Promoting her at the Harvest Party in front of the neighbor's representative might not be ideal, but it's still the optimal decision.*

*This is a good example of **matching skill and motivation with a challenge**. Therefore, the transfer/promotion decision is a good one. With respect to "Dilemma 2", doing it now (not a standard way to manage confidential personnel issues) is justified by Jen's relationship to Catherine, and by the power of the message it conveys ("the community is important").*

### 3.2 Decision Point #2 – “Experimenting”

**What's the situation is about:** : Larry was asking you to consider introducing a night harvest when Chris, his superior, appeared. How do you decide, considering that you also have to avoid overstepping Chris’s authority?

**How it relates to VUCA:** The situation is quite **COMPLEX**. To make a decision, there are numerous perspectives to be taken into consideration: HR related issues, profitability, wine quality, and possible complaints from neighbors about noise and light pollution. It would be the first night harvest at Turul Winery, so its probable outcome is **UNCERTAIN**. **VOLATILITY** is embedded into almost every aspect of this decision: How is it going to influence your market share? What kind of employees are you going to attract? Will you be able to adapt to the new technology? How does it affect environmental sustainability?

**Which VUCA competence to use:** To solve this dilemma, you will have to have the **Ability to Experiment**. You have to be ready to take risks, and use your entrepreneurial mindset to make optimal decisions under time pressure.

## What do you think of Larry’s night harvest idea?

What is your reaction to Larry’s night harvest proposal?

Scan the QR code to see a short replay of the scenario.



OPTION "A"

*You are rather skeptical.*

OPTION "B"

*You definitely like the idea and give green light for working out the details.*

OPTION "C"

*You don’t have sufficient information and Chris needs to be involved.*

*Your decision ("Option B") was different from the optimal set by FLIGBY's expert team.*


*Option "B" is not preferred because it is a major decision in an area controlled by one of your managers. To make a good decision, you also need to consult Chris for his technical and process expertise.*

### 3.3. Decision point #3 – “Demonstrating self-awareness”

**What's the situation is about:** Your strategic planning meeting seems to involve more organizational issues than expected. Joe is late, and you have to decide how to handle him ignoring the meeting and its importance.

**How it relates to VUCA:** This situation is **UNCERTAIN**. Joe is arriving late, which undermines your intention to involve everyone in discussing the strategy. But what if there are valid reasons for his delay this time? It's also a **COMPLEX** situation that tests your ability to shape social norms. What does your team expect from you? Public reprimand or forgiving understanding? It's also an **AMBIGUOUS** scenario that doesn't seem to have a good solution.

**Which VUCA competence to use:** To manage this conflict, you have to demonstrate **SELF-AWARENESS**. This is the ability to control your own emotions and recognize how they affect your interactions with the team.

<h2>How do you react to Joe’s late arrival at the meeting?</h2>	
<p><b>How do you react?</b></p> <p>Scan the QR code to see a short replay of the scenario.</p> <div style="text-align: center;">  </div>	<div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px;">             OPTION "A"         </div> <p><i>Reprimand him lightly.</i></p>
	<div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px; background-color: #e0f0ff;">             OPTION "B"         </div> <p><i>Acknowledge his arrival and welcome him.</i></p>
	<div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; text-align: center;">             OPTION "C"         </div> <p><i>Tell him that he is not needed at this stage for the rest of the meeting.</i></p>

*You chose "Option B". It's never acceptable to shame a co-worker in public. It's unethical and would not be effective as a feedback method. Of course, you would bring up this issue with Joe face-to-face after the meeting.*

*Your choice reflects self-awareness. Joe's behavior certainly has different drivers. His role (as PR and Events Manager) in the value creation requires taking "late shift" several times during a week. However, he uses being late to neglect things he does not like.*

### 3.4. Decision point #4 – “Learning Fast”

**What's the situation is about:** There is an offer from YumYumGood Family Restaurants for the 2000 cases of lower quality “Zinfandel” wine in stock. Do you sell it to them or stick to what’s been decided together at the strategic planning meeting?

**How it relates to VUCA:** This situation is very **COMPLEX** as you have to take into consideration past decisions, current possibilities, and also what might be the best strategy for the winery’s future. The team decided that lower quality wines will be discontinued, and the focus will be completely on ultra and premium quality wines. Selling the wine with the Turul label negatively affects the winery’s reputation and quality strategy, however disposing of the existing stock is literally throwing away money. You have to balance between the interests of two very strong characters as well, without hurting their reputations. The agreement between Rebecca and YumYumGood is **AMBIGUOUS**, and you have to make an optimal decision based on the ambiguous information. Either decision you make in this situation will cause **VOLATILITY** within the Winery in the long run: whether you adhere to the previously agreed-to strategy, or remain business and profit oriented like your predecessor was.

**Which VUCA competence to use:** To solve this dilemma, you will need **LEARNING FAST**, which is a combination of business-oriented, strategic and intuitive thinking. You have to simultaneously focus on strategy and keep business in mind, while you also use your intuition in decision making.

## What should the company do about the jug wine (Turulicious) on the stock?

What do you think the company should do about this deal?

Scan the QR code to see a short replay of the scenario.



OPTION "A"

*Stick to what's been decided together at the strategic planning meeting, regardless of the new information.*

OPTION "B"

*Be flexible, and seek a possible compromise between quality goals and selling the existing stocks.*

OPTION "C"

*You need to think more about the long-term effects and implications of either choice.*

*You chose "Option B", which reflects **Fast Learning**. You have decided to adhere to the new strategy, while taking into consideration the current financial and business needs of the winery. VUCA requires prompt actions for the best long-term outcomes.*

*It is essential for a manager to defend the business interests of winery in view of business realities.*

*To do this, make a distinction between selling the existing stock, versus entering a long-term contract to continue producing it. Discarding 2,000 cases of Zinfandel would be a huge loss, which could not be justified. On the other hand, discontinuing future production would be consistent with the winery's long-term strategy. Choosing Option "B" would be a workable compromise that should satisfy both Rebecca and Alex.*



### 3.5. Decision point #5 – “Ruthlessly Prioritizing”

**What's the situation is about:** The hydraulic pump has broken down again. Do you let Chris and Larry leave the strategic planning meeting?

**How it relates to VUCA:** This situation has a very **AMBIGUOUS** character since Chris's reaction can be interpreted in more than one way. He was against the strategic meeting from the beginning, and this unexpected technical problem on the vineyard seems to be the ideal excuse for him to leave. It's not easy to take the proper position here for you as a newly appointed leader. If you let Chris go, you suffer a defeat in front of your team, showing that there are more important issues than your agenda.

If you don't let him go, you create a personal conflict: your authority contrasts with his expertise and responsibility. What makes this situation more VUCA is its **UNCERTAIN** characteristic. What if the pump malfunction is severe?

**Which VUCA competence to use:** To solve this dilemma, you will need **RUTHLESS PRIORITIZATION**. You have to set your priorities regardless of political implications, previous investment, personal preference, or short-term gain or loss.

## Do you let Chris and Larry leave the meeting to solve an urgent problem?

Do you let Chris and Larry go?

Scan the QR code to see a short replay of the scenario.



OPTION "A"

Let Chris and Larry leave; ask them to return as soon as possible; suggest a break.

OPTION "B"

Express gratitude towards Chris. Praise Larry – and let them go without taking a break.

OPTION "C"

Since the strategic meeting is vital, don't let them go.

*You chose "Option C" because letting Chris and Larry go would send a negative message to the team. It would diminish the importance of the strategic planning meeting. The way you handled this decision will set a precedent that this kind of meeting has high priority.*

*Your choice reflects ruthless prioritization. However, it's confrontational; you have given your meeting priority over Chris's prompt action. It's a clear sign to your team that you take events like the strategic planning meeting seriously. You also opened up a conflict with one of the managers, and it could escalate, but sometimes conflict is part of the job.*

## 4. Welcome to VUCA

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### 4.1. What kind of world is this?

**Volatility is rapid, frequent and significant change.** It is often exemplified by dramatic swings in the stock market or geopolitical changes that reduce once stable governments to squabbling factions, and maybe even violence. In either example, the economy of a nation, the fortunes of a company, and the personal wealth of individuals can rise to dizzying heights or crash to devastating lows.

People seek long-term stability in their personal lives, their organizations, and their governments. Volatility increases anxiety about each of these and feeds on itself to increase its own amplitude and frequency.

#### **To counter the effects of Volatility:**

- Cultivate clarity of vision. Volatile situations change quickly and require good short-term thinking, but any short-term activity should support your long-term vision.
- Test your own resolve. Decide if, and how long, you will carry on in a highly volatile situation.
- Always condition your decision making on available facts, but be willing to adapt your thinking to sudden changes.
- Reduce confusion in your organization and with your stakeholders by communicating clearly and unambiguously.

**Uncertainty is any situation where events and their outcomes are unpredictable and are therefore hard to prepare for.** A company in a country that just experienced a coup d'état may be faced with dramatic uncertainty about their ownership, markets, and access to raw materials. Similarly, a business leader who fails to anticipate the impact of innovative technology and ignores the advances of more agile competitors faces market uncertainty, and these feelings of uncertainty ripple through their shareholders, lenders, suppliers and employees.

**To counter the effects of Uncertainty:**

- Cultivate flexibility and resiliency in your organization.
- Build consensus and seek new perspectives by asking all levels of the organization to supply answers to key questions.
- Embrace risk and develop strategies to mitigate it.

**Complexity exists in situations where problems become intractable because they cannot be solved without compromising the interests of one or more stakeholders.** This “Gordian Knot” becomes more complex as the number of stakeholders increases, their unique interests multiply, and the more stringent they become in defending them. This kind of situation is common in negotiations between large corporations and their labor unions, where the organization’s methods for achieving business profitability are often in conflict with the objectives of the union. It also exists in situations where environmental concerns occupy the same level of priority as corporate or governmental initiatives.

**To counter the effects of Complexity:**

- Understand the links between cause and effect and evaluate your actions critically.
- Seek the common ground and work to ensure all stakeholders stay on it.
- Act with honesty and empathy. When you are wrong, apologize and make amends.
- Standardize your processes and procedures and record them. Insist that all levels of the organization abide by them.
- Encourage new ideas by asking all stakeholders to develop strategies and tactics for harmony.
- Avoid “Groupthink.” Untangling a complex situation requires a willingness to think beyond the party line.

**Ambiguity occurs when events and the messaging about them can be understood in more than one way, so value judgments that lead to good decisions are difficult to make.** A lack of clarifying knowledge or situational awareness makes it a decision point where there is no obviously right or wrong answer.

A leader constantly interprets input from multiple sources, and for each, a judgment is made to determine the relevance to the objective. One of the characteristics of ambiguity is inexactness. A lack of clear and consistent messaging, or reports that lack exact detail can degrade the interpretation of an event to the extent that poor decisions are made. This is especially true in time-pressured scenarios, or situations where multiple links in the chain of communication significantly change the original message. In these situations, more precise information can make the better choice more obvious.

**To counter the effects of Ambiguity:**

- Get “boots on the ground” if possible, and technical alternatives if you can’t.
- Maybe it’s clearer for someone else. Involve your team in your decision making process.
- Transmit clearly and insist on clear incoming messages. Actively listen and ask questions.
- Don’t shoot the messenger. The next one will only tell you what you want to hear.
- Develop tactical patience. Never believe the first report.
- Eliminate multiple points of interpretation for any message.
- Learn from past mistakes in interpretation.

## 4.2. Flow in a VUCA world

Flow is a state of mind that virtually everyone has experienced, but that was undefined until Dr. Mihaly Csikszentmihalyi (Me-High Chick-Sent-Me-High-ee) studied its source and the conditions that bring it about.

Dr. Csikszentmihalyi defined Flow as “a state in which people are so involved in an activity that nothing else seems to matter; the experience is so enjoyable that people will continue to do it even at great cost, for the sheer sake of doing it.”

Examples of Flow include fully engrossing activities like mountain climbing, playing the violin, or reading a good book, but it can also include engagement in work activities at the right level of complexity and purpose. Flow at work comes from activities that have clear goals, provide frequent feedback, where one’s skills are matched to challenges at hand, and where the environment supports focus and collaboration. In fact, in times when Flow is induced, influences from the outside world do not concern us because our attention is fully engaged in the activity. If Flow occurs in a work activity, we are stretched to the top of our abilities and perform at our best which leads to increased productivity and greater value for our customer.

Consider the few dozen people who have climbed El Capitan in Yosemite National Park without the benefit of safety ropes. To achieve this, they required absolute concentration and near zero defects in their thinking and physical efforts. To be successful, these few dozen climbers have achieved a sustained state of Flow that enabled them to make thousands of individual moves up the 3,000-foot granite edifice, without a fatal mistake. Not only did their state of Flow allow them to survive the climb, but they did so in about a day when the average climber with safety ropes requires 3 or 4 days.



In most workplaces, the risks to life and limb are dramatically less than in this example, but the state of Flow available to each of us is similar to that of these intrepid climbers. The climbers have simply placed themselves in an environment and under circumstances where Flow is necessary to survive.

The VUCA world in which we live provides multiple challenges to our basic needs by undermining the stability of our personal and societal well-being. Volatility, uncertainty, complexity, and ambiguity each increase challenges to Flow, and often, all four occur at the same time. One only needs to watch the evening news to see situations in which the stability of individuals, families, companies and countries can be threatened, resulting in a dramatic increase in unrest. In this way, VUCA reality calls us to rise to the occasion and harness Flow to thrive on chaos.

Dr. Mihaly Csikszentmihalyi would remind us that generating Flow in your team, organization or company does not guarantee happiness, because happiness does not depend on outside events, but instead emerges from how each person prepares for and cultivates the mental state of true absorption.

Environments where work can be Flow are those enterprises where employees experience deep engagement and develop toward greater complexity. The level of engagement, involvement or degree to which employees are positively stretched, contributes to the experience of wellbeing at work and increases the opportunities for happiness to occur. In these unique environments, employees are provided the opportunity to do what they do best and their organizations reap the benefits of higher productivity and lower turnover, as well as greater profit, customer satisfaction, and workplace safety.

The FLIGBY game was developed to determine a player's aptitude with 29 skills that define the characteristics of leadership necessary to create Flow in an organization. Increasing your potentials in these 29 areas will increase the productivity of your team by establishing an environment where they feel safe, valued, engaged and well-matched to the tasks they perform.

The FLIGBY game can be applied in multiple contexts by measuring different combinations of these skills, and 15 of them have particular relevance to VUCA. These 15 skills support five characteristics that are vital for Flow in a VUCA context (see Chapter 2.2. of this report).

While the interactions in the FLIGBY game are interpersonal simulations, your activities in the game provide insight into your current mindset relative to creating Flow. This mindset can be applied to interactions at higher scales - across teams, divisions, and corporations. Scoring high on the skills defined in the game demonstrates capabilities to provide strong leadership for your team in a VUCA world.

## 5. About this report

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### 5.1. How to use this report

This document is meant to be used as a report on your activities in the FLIGBY game, but also as a reference for the elements in the game that relate specifically to VUCA, and how your activities supported or failed to support them.

We've provided your score up front, but have also provided a wealth of additional insights to help you understand the characteristics of the VUCA world and the critical skills you need to lead a team through the turbulent times VUCA often creates.

### 5.2. About FLIGBY's game-based profiling

**The mission of FLIGBY is to identify, measure, and help develop leadership skills by using sophisticated game-based profiling.**

To determine the FLIGBY scoring criteria, two independent expert groups analyzed and determined what would be the “best” decisions. In a few cases only, they also scored positively the still acceptable “second best” decision. In the game, decision points are designed to require anywhere from one to six of the 29 leadership skills. In each instance, when a player selects the “most preferred” he or she earns a point for the decision.

It is important to note that FLIGBY is a simulation and all real-world situations are unique and present their own challenges. For this reason, the “ideal” or “best” choice should not be interpreted as universally correct.

For each particular skill, the maximum number of points that can be earned is standardized at 100%. This makes it possible to determine the percentage score of each player on each skill.

### 5.3. FLIGBY values

Leadership starts with you – who you are, what you care about, and what you want to see happen. We've created FLIGBY based on the following values:

1. **We believe in the Power of Flow** – A Flow-based organization promotes employee engagement and positive attitudes in the workplace. Done well, it helps to reduce costs and increase employee satisfaction, and fulfills the need people have to feel part of a positive, capable group. Flow has the ability to improve the quality of life.
2. **Visioning beyond the Self** – The most important distinguishing trait of visionary leaders is that they believe in a goal that benefits not only themselves, but others as well. We have the conviction that our existence contributes to human growth and well-being, serves a useful purpose, and has value. This enables people to work for a cause, not just for a living.
3. **You are the Key to Success** – Contrary to what most of us believe, happiness does not simply happen to us. It's something that we make happen, and it results from our doing our best. To experience Flow you must keep cultivating interest and curiosity, respond to a wide range of opportunities, and develop as many skills as possible.
4. **Leadership is a Function of Questions** – Management has a lot to do with answers. But leadership is a function of questions. In other words, problem finding is more crucial to creativity than problem solving. And the first question for a leader always is: "Who do we intend to be?" and not "What are we going to do?"
5. **Let people grow** – The main task of a manager is to get people to work together efficiently for a common cause. The best way to accomplish this is to create an environment where employees actually enjoy their work and grow in the progress of doing it.