

# Leadership & Transformation in Virtual Environments

SCALING IN THE FACE OF UNCERTAINTY

LEADERSHIP CIRCLE®  
**LEADTECH**™

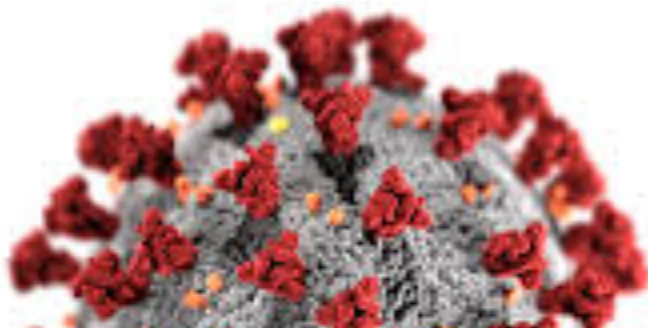
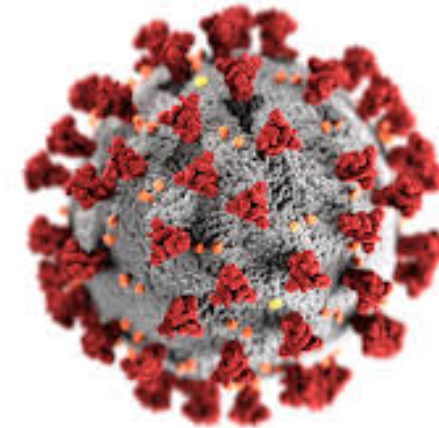
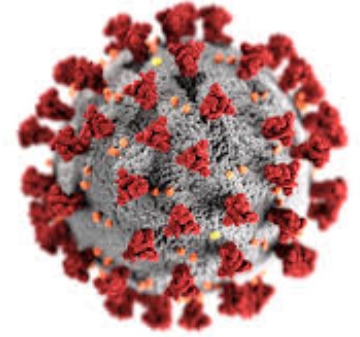
# VUCA

**Volatility** - challenges can appear overnight and be of unknown duration and intensity

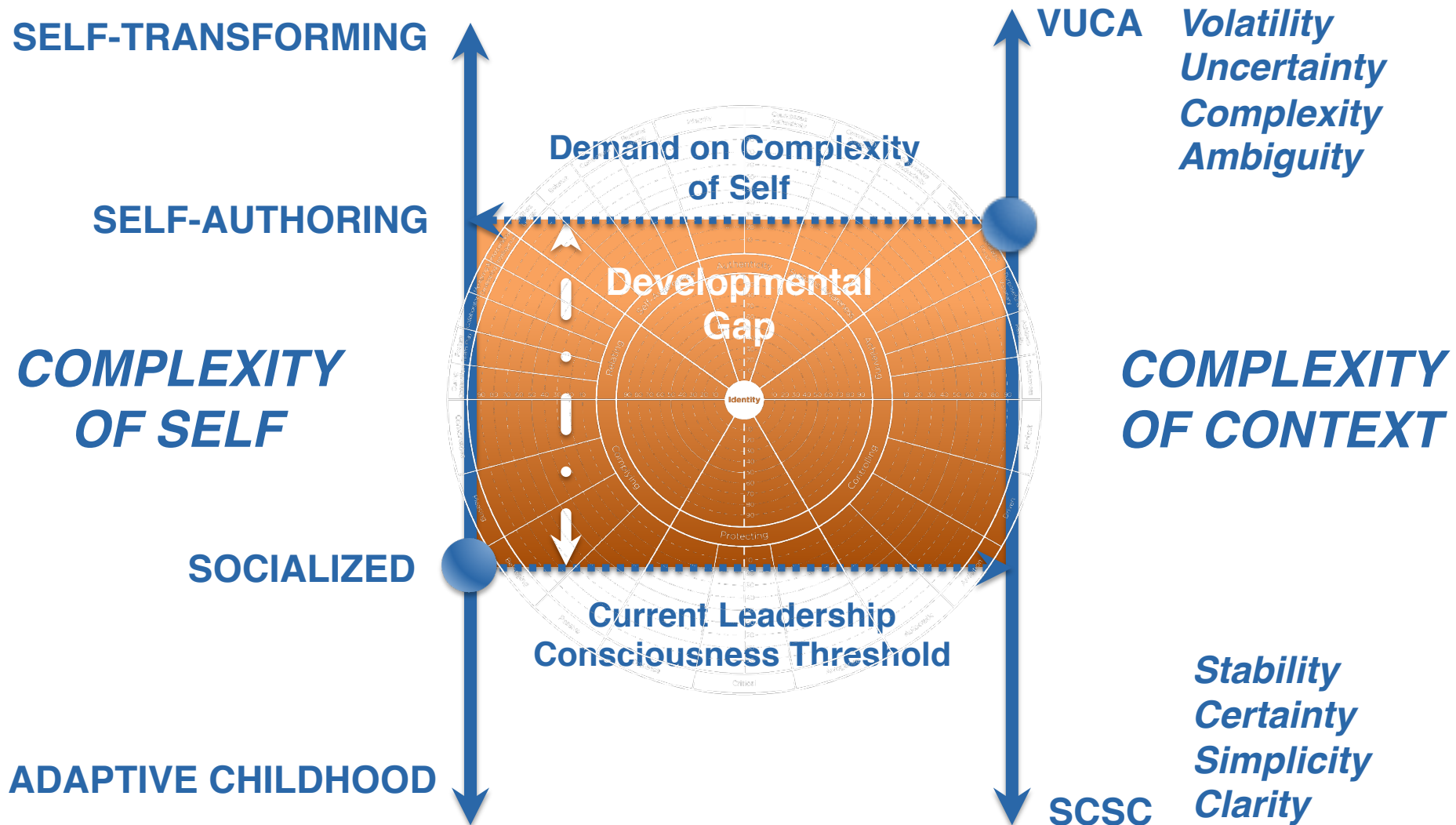
**Uncertainty** – forced to operate with incomplete information in unpredictable environments

**Complexity** - challenges are highly interdependent, difficult to map, there are unknown unknowns

**Ambiguity** – multiple meanings in circulation, decision confidence compromised



# VUCA and the Developmental Gap





# Coronavirus COVID-19 Global Cases by the Center for Systems Science and Engineering (CSSE) ...



Total Confirmed

121,564

Confirmed Cases by  
Country/Region

80,969 China

10,149 Italy

9,000 Iran (Islamic  
Republic of)

7,755 Republic of  
Korea

2,174 Spain

1,784 France

1,629 Germany

1,050 US

696 Others

613 Switzerland



Total Deaths

4,373

3,046 deaths  
Hubei China

631 deaths  
Italy

354 deaths  
Iran (Islamic Republic  
of)

54 deaths  
Republic of Korea

49 deaths  
Spain

33 deaths  
France

23 deaths  
Washington US

Total Recovered

66,239

49,134 recovered  
Hubei China

2,959 recovered  
Iran (Islamic  
Republic of)

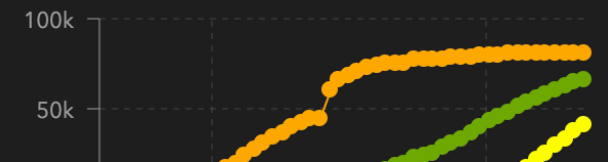
1,282 recovered  
Guangdong China

1,249 recovered  
Henan China

1,195 recovered  
Zhejiang China

995 recovered  
Hunan China

984 recovered  
Anhui China



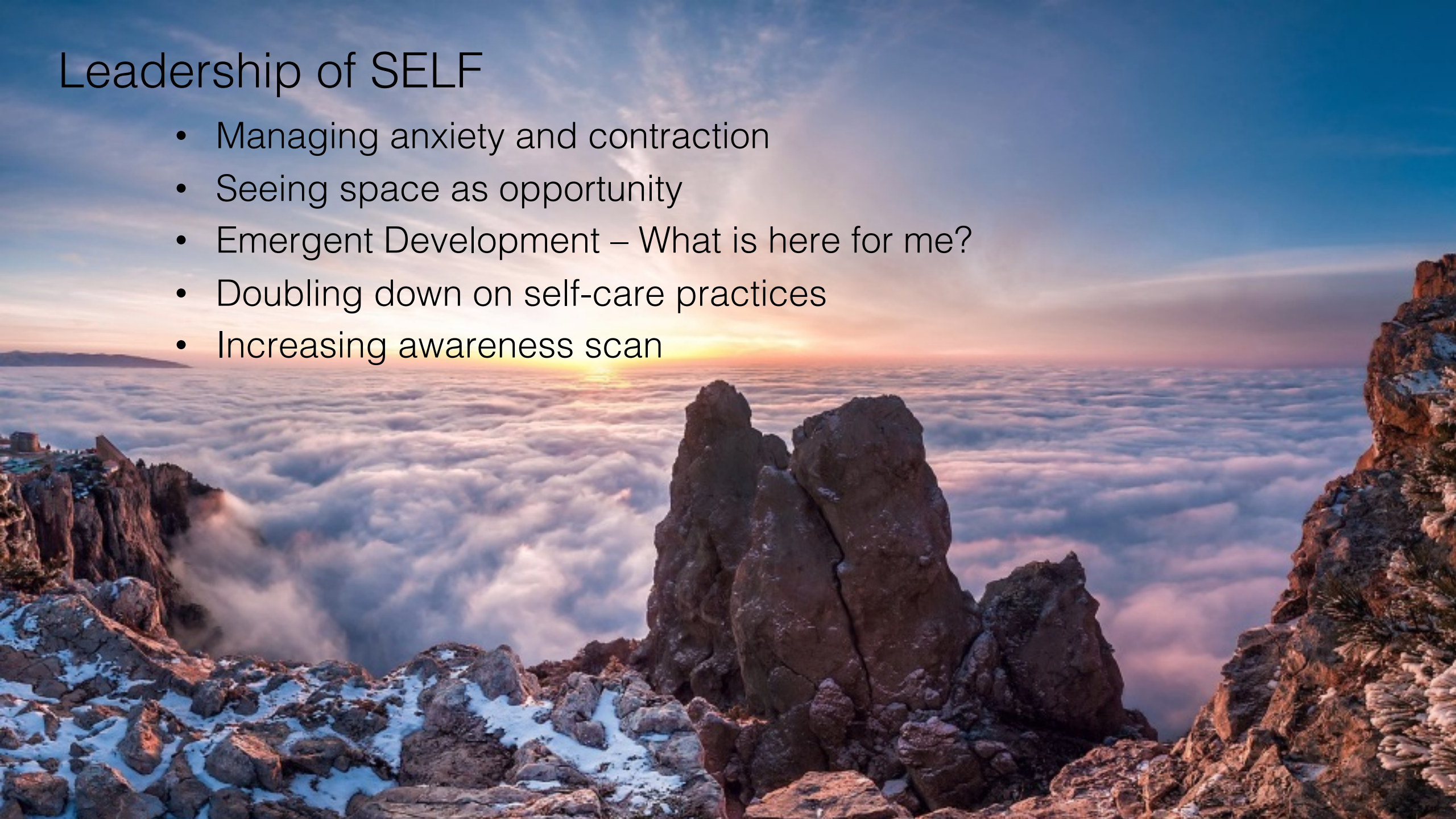


# Scaling In the Face of Uncertainty

- How do we move more consciously from a Reactive state of anxiety to a Creative stance of creating outcomes that matter?
- How do we build durable leadership competencies that increase and propagate effectiveness in a VUCA world?
- What Creative dimensions help us effectively lead in VUCA conditions?

# Leadership of SELF

- Managing anxiety and contraction
- Seeing space as opportunity
- Emergent Development – What is here for me?
- Doubling down on self-care practices
- Increasing awareness scan





# Leadership of OTHERS

- Centering on Purpose and Outcome
- Embracing the Flexible How
- Increasing Emotional Proximity
- Mobilizing Networks in Service of Others
- Build Sustaining Team Practices





# CREATIVE Competencies

A photograph of a cave interior. The cave walls are made of layered, brownish-orange rock. A bright opening at the top center allows sunlight to stream in, creating visible rays. A small green plant is growing on the rocky floor in the foreground, illuminated by the light from above.

Caring Connection  
Personal Learner  
Collaborator (Co-creation)

Community Concern  
Purposeful & Visionary



Here are a few of the learnings we are seeing today  
working virtually with our coaches and clients  
throughout the world.



# PHARMACEUTICAL COMPANY GLOBAL TEAM REDESIGN



# Pharmaceutical Global Team Redesign

- Changed 1.5-day program of a global top team into a virtual experience. Sixteen participants using Google Hangout
- Defined their aspiration as a team, their focus business areas and their team structure using agile sprint methodology
- Learnings:
  - Make sure the technology works, test it and have a tutorial before the virtual meeting. Have different devices (1 for plenary, breakout and open communication channel)
  - Mix the work formats: plenary sessions, breakouts (in groups of 3-4), longer breaks
  - Virtual meeting is less flexible, needs more upfront preparation, a strong design, more structure, strict timeboxing
  - Needs strong awareness of energy level, energizers and playfulness to keep concentration and focus
- Good teams are built on emotional connection and relationship – you can work on this in virtual meetings – you just need to be more aware of it



# AUTOMOBILE MANUFACTURING

## LEADERSHIP DEVELOPMENT VIRTUAL COHORTS

# Automobile Manufacture Virtual Cohort

- Virtual Cohorts designed to meet over a year period
- Design built around current relevant business strategy and issues
- Learnings:
  - Make sure all decks, video, handouts, etc. work on your virtual platform.
  - Determine client's IT capability & needs based on their networks and firewalls prior to meeting.
  - Content is great, connection is key. Take the appropriate time to connect with each member of the cohort in every meeting. This is especially important when meeting virtually.
  - Patience. It may take a bit for both you and your client to adjust to the virtual format, that's ok. It will happen, give it time.
  - Have a co-pilot—a teammate to answer technical questions and track needs that arise.
  - Virtual and in-person meetings play well together. We've found the mix is helpful to keep people engaged and flexible during year long + engagements.
- Leadership is about connection and relationship. Don't let the meeting “architecture” slow you down.



# FOOD PROCESSING & DISTRIBUTION FRONTLINE LEADERSHIP DEVELOPMENT

# Frontline Leadership Development – Food Processing & Export

- Digital development + Face to face, “dumbbell” blended for local cohorts
- Digital development + Virtual, “dumbbell” blended for global cohorts
- Virtual delivery beating Face to Face on impact and satisfaction
- Design & delivery highlights:
  - ‘Flip’ the session – asynchronous is just as important as synchronous delivery
  - ‘Purpose built’ - digital leadership development platform
  - ‘Wisdom of the crowd’ – independent thought
  - ‘Visibility’ – it’s harder to hide (and fun)
  - ‘Extend’ – use of time and space
- Key learning – magnification – for better or worse



Questions?

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