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Citation: Kernan, M.A., Rich, M.G., Brown, A. & Holtham, C. (2017). Educating innovative leaders for the unordered world of VUCA. Paper presented at the IFKAD 12, 7-9 Jun 2017, St Petersburg, Russia.

This is the published version of the paper.

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**Educating innovative
leaders for the unordered
world of VUCA**

***Clive Holtham, Ann Brown,
Mary Ann Kernan, Martin Rich
Cass Business School
City, University of London***

Structure

- Systemic leadership failures
- Over-belief in “ordered” solutions in a world of increasing “unorder” (VUCA)
- Key leadership qualities for unorder
- 3 learning methods to develop those qualities

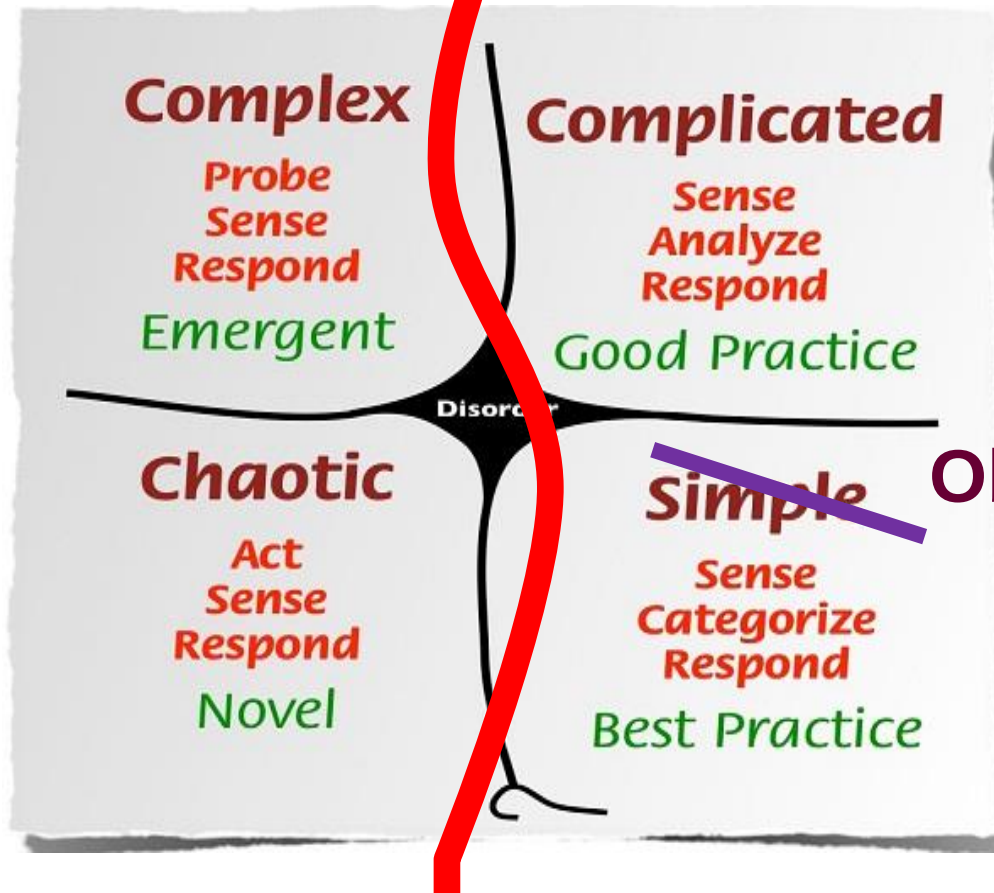
Contrasting Elements		Bennett and Lemoine Definitions
Stability S	Volatility V	The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand. Knowledge about it is often available
Certainty C	Uncertainty U	Despite a lack of other information, the event's cause and effect are known. Change is possible but not a given.
Simplicity S	Complexity C	The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.
Clarity C	Ambiguity A	Causal relationships are completely unclear. No precedents exist; you face "unknown unknowns."

N. Bennett and G.J. Lemoine, "What VUCA Really Means for You," Harvard Business Review, 92/1,2 (2014): 27

David Snowden (Cynefin) 2013

Un-order

Order

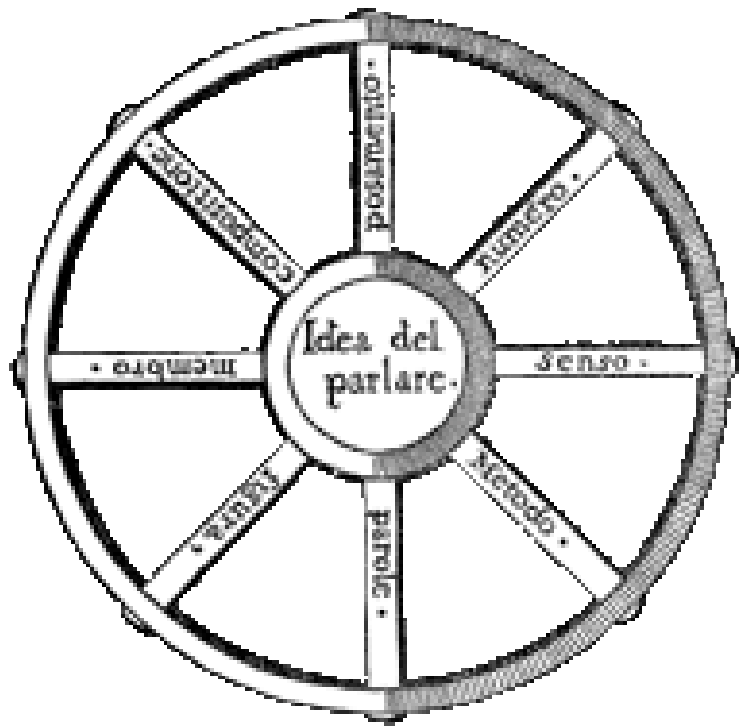


Obvious

Top
Executives

Junior
Managers

Medieval Rhetorical tools which shape modern accounting

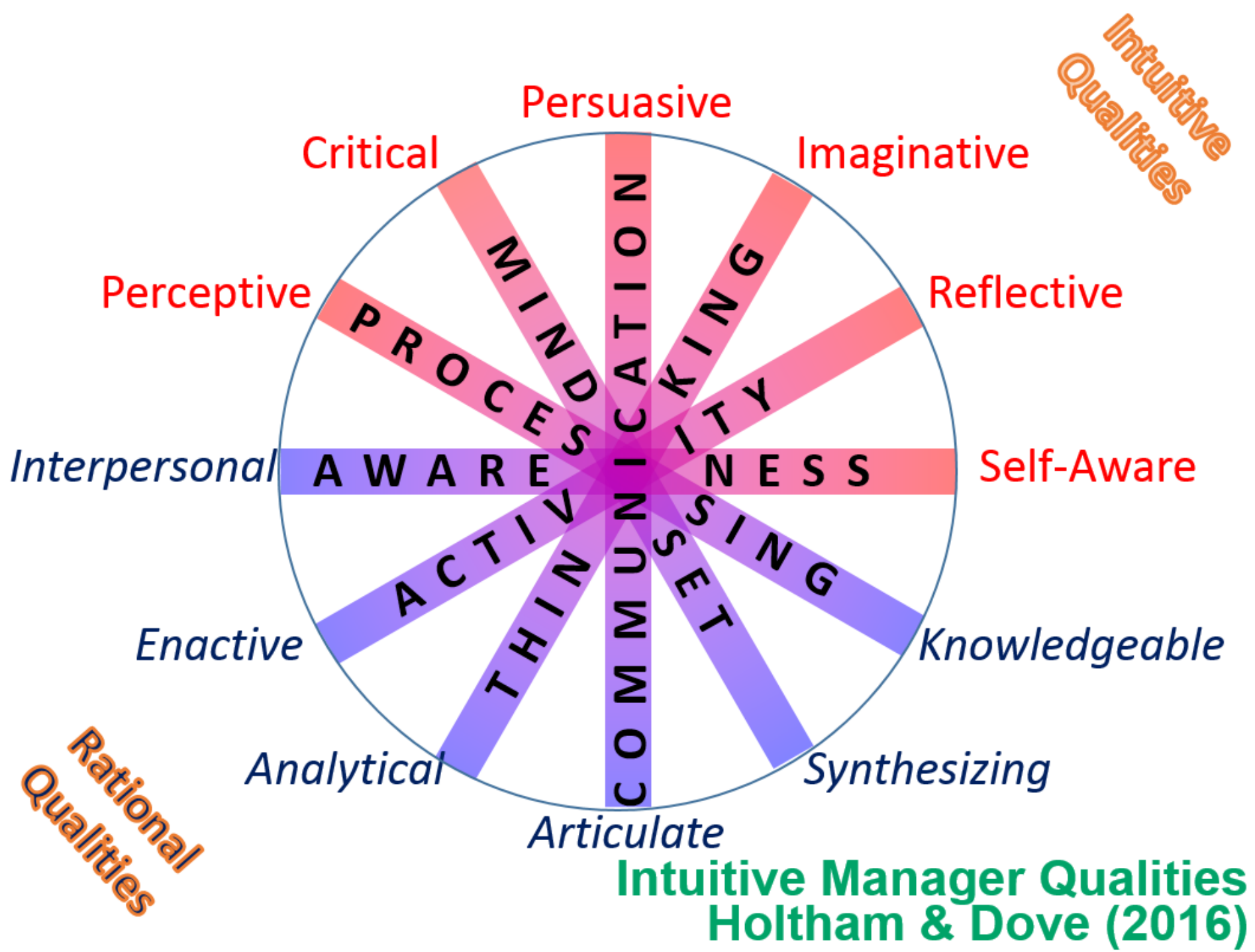


PRO					HEMIO.
NAR					RATIONE.
DIVI					SIONE.
CON					FERMATIONE
RIPRO					VAMENTO.
CON					CLVSIONE.
	INVENTIONE.	DISPOSITIONE.	PARLATIVA.	MEMORIA.	PREFERENZA

Fig. 1. A rhetorical grid.
(Source: [Bolzoni, 2001; p. 44](#)).

In Search of the “Perfect One”: How accounting as a maieutic machine sustains inventions through generative ‘in-tensions’

Cristiano Busco^{a,b,*}, Paolo Quattrone^c



DIMENSION	INTUITIVE QUALITY	WHAT NEEDS TO BE LEARNT TO COPE WITH AMBIGUITY
Awareness	Self-aware	Awareness of self-doubt and lack of personal certainty is a forerunner to applying the same thinking in a corporate context
Processing	Perceptive	Heightening awareness of the unacknowledged ubiquity ambiguity during perception lies at the very heart of the “problem” of ambiguity
Thinking	Imaginative	Ability to develop alternative and unusual perceptions
Mindset	Critical	Not accepting the obvious perception Consciously seeking out extreme worst cases
Activity	Reflective	Understanding how to slow down especially in crisis. How to make time for deep reflection.
Communication	Persuasive	Classical Rhetoric explicitly incorporates tools of tension and ambiguity

Learning Method	Location	Approach
Dérive	Street, Classroom	Learning By Wandering Around; Story; Presentation
Intensive Reflection	Studio, External Visit	Individual Journal; Artefact; Group Exhibition
Roleplay Simulation	Online	Teamwork, assessed individually; 9 half weekly rounds

Dérive: four explicit skills

- To enhance close “**noticing**” of the ambiguous physical world
- To simulate “**management by wandering around**”
- To address **uncertainty and chance** in an unfamiliar setting
- To develop **conversational skills** outside conventional meeting settings

Not high school

Dérive: challenge

Be Curious

Be Imaginative

Tell a persuasive
story

Education
Adult Nursing



Reflective Practitioner Elective

WEEK 5

HOW CAN I QUICKLY MAKE SENSE OF AN UNFAMILIAR BUSINESS?

- This session took place at The London Metropolitan Archive, London's foremost Historical Business Archive.



"Note taking is one of my favourite pastimes. I can't tell you where I'd be if I hadn't had a pen on hand to write down my ideas (or more importantly, other people's) as soon as they came to me. Some of Virgin's most successful companies have been born from random moments – if we hadn't opened our notebooks, they would never have happened."

Richard Branson



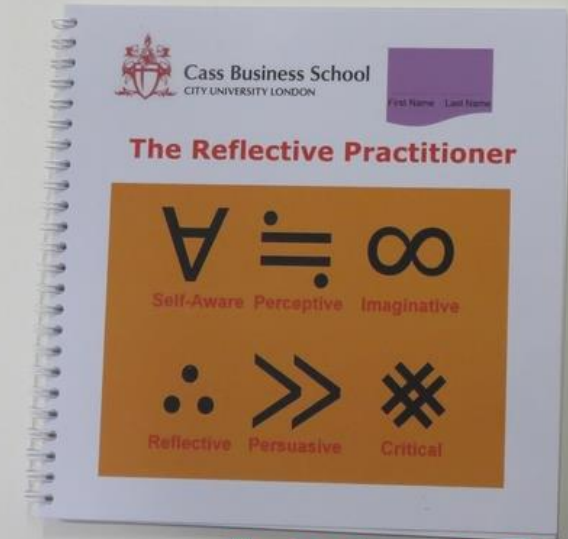
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Week 1

Reflection, Employability, Success

"Intuition becomes increasingly valuable in the new information society precisely because there is so much data."
John Naisbett,
Futurist

Reflective Journal



Journal 21x21

Online roleplay simulation

Nursing + Business + Ed.Devt

Workshop to Prototype

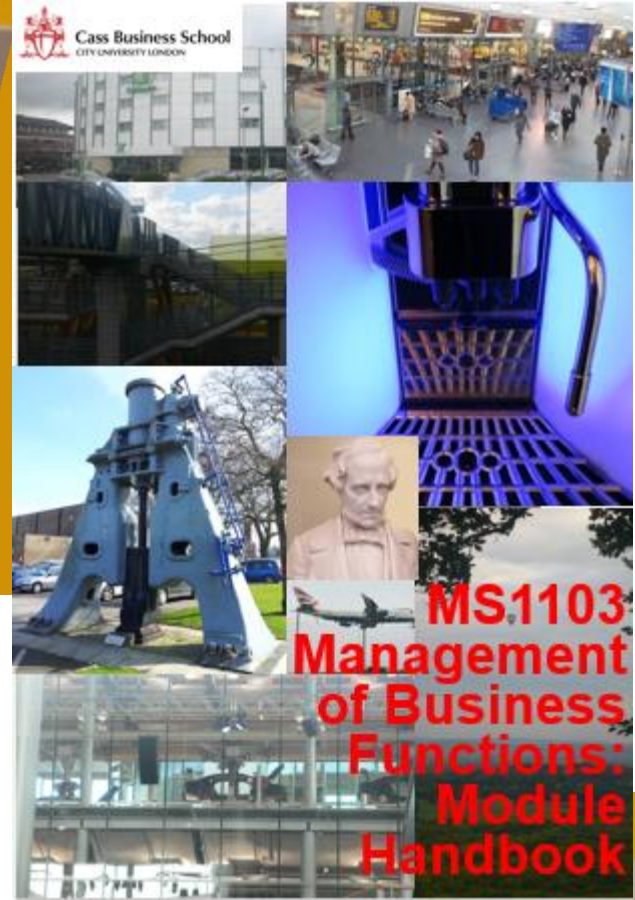


Key decision: to hire a novelist to write the challenges



Dr Douglas Board

1. Brexit
2. I, Robot
3. Turf War
4. Turf War 2
5. Privacy
6. Design
7. Bird's Eye View
8. Cash in Hand
9. Trump Card



Millcaster Global Industries

Function Leader

- o Accounting & Control
- o Design & Innovation
- o Human Resources
- o Internal Communication
- o Procurement & Supply Chain
- o Corporate Social Responsibility
- o Coordination & Legal
- o Info Systems & Project Mgt
- o Marketing & Sales
- o Production & Quality

Democratic Constructive

Global

Everything
is recorded

Responsible Determined



VUCA Themes arising from each learning activity

Learning Method	Intuitive qualities in priority	Key exposures to un-order or ambiguity	VUCA Themes
Dérive	Noticing	Going to a “familiar” place (urban landscape) and asked to uncover a hidden story	Complexity
	Imaginative		Ambiguity
	Persuasive	Unable to use any conventional research tools; entirely	
	Critical	dependent on direct experience	
	Reflective		
Intensive Reflection	Reflective	Need to develop a public identity, which is then persuasively	Volatility
	Noticing	presented through a 3D artefact	Uncertainty
	Self-aware	Making sense of unfamiliar weekly learning experiences and	Complexity
	Imaginative	reflecting on those artfully	Ambiguity
	Critical	Expanding repertoire of persuasive communication beyond	
	Persuasive	conventional business formats	
Roleplay Simulation	Critical	Confronted with challenges that do not necessarily have a	Uncertainty
	Noticing	single clear solution	Ambiguity
	Persuasive	Faced with disjointed, incomplete and conflicting advice from	
	Imaginative	different departments	

Challenges

1. Why will business schools continue to struggle to accept “unorder”?
2. What are other methods for preparing leaders for a world of “unorder”?
3. What happens to business schools that fail to take on board “unorder”?