

TABLE 24-1		
SOLUTIONS FOR VUCA		
	POTENTIAL HAZARDS	POTENTIAL SOLUTIONS
VOLATILITY	High need for self-preservation	Articulate a clear and actionable vision for the future, and help people realize how they can contribute toward that future.
UNCERTAINTY	Threatens the usefulness of people’s experience. Threatens people’s sense of structure and security	Identify and articulate the usefulness of people’s ideas. Encourage the use of ideas from outside work-related experiences.
COMPLEXITY	High degree of presumption and reactionary behavior	Encourage people to explore non-traditional interactions or alternative explanations.
AMBIGUITY	Failure to accurately differentiate between alternatives	Evaluate and encourage agility and resiliency.

patterns prematurely, by assuming the past will repeat itself, or worse, not wait for any pattern at all. This causes people to respond one of 2 ways: 1) acting impulsively or being reactionary; or 2) making false assumptions about what is really happening.

Finally, *ambiguity* is the absence of distinctiveness. When something is ambiguous, it is hard to distinguish or differentiate from something else. Ambiguity in our workplaces results in misreading what has happened, or the failure to interpret the multiple meanings of a single event.

The reason a VUCA reality can be so destructive is our human tendency to blame people for these inconsistencies and not the environment that we helped to created.



Discussion Questions

1. How has the VUCA environment impacted your workspace?
2. Can you identify anything that your organization has done to address the problems of the VUCA environment?
3. Which element of the VUCA environment (volatility, uncertainty, complexity, or ambiguity) is most difficult for you to handle?
4. Which element of the VUCA environment (volatility, uncertainty, complexity, or ambiguity) is the easiest for you to handle?
5. Which element of the VUCA environment (volatility, uncertainty, complexity, or ambiguity) is most difficult for your organization to address?