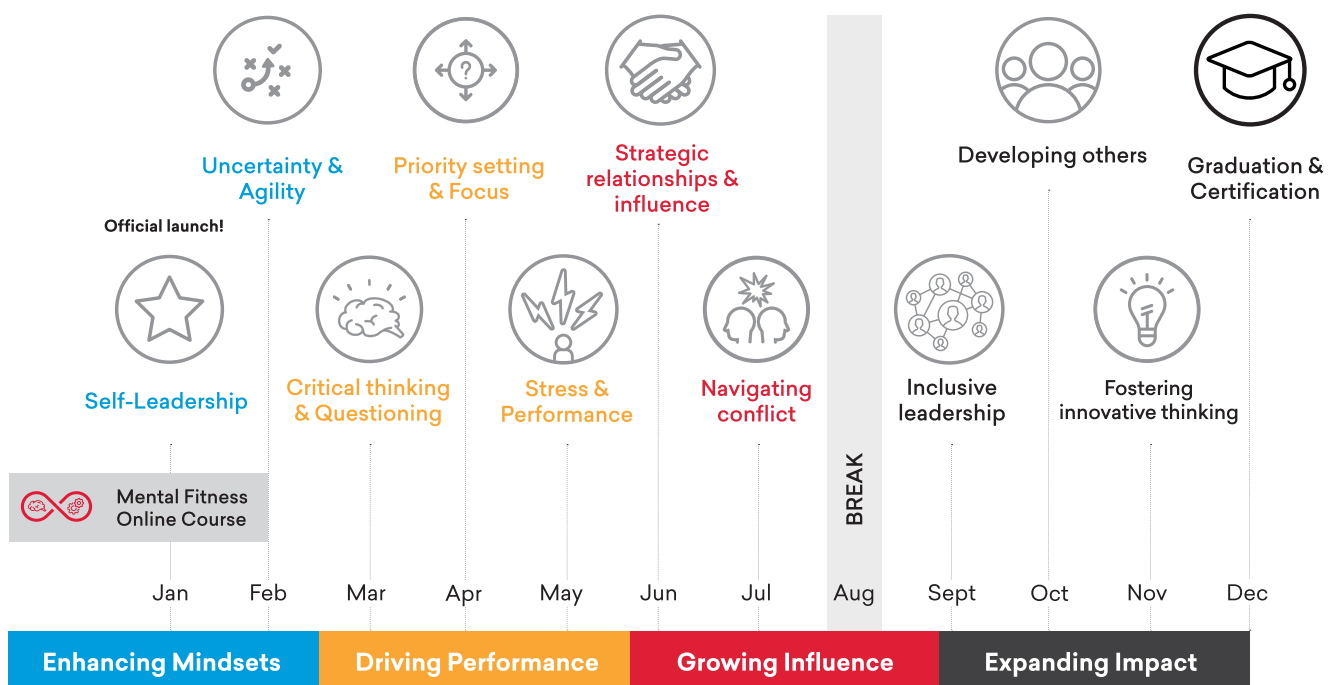


The **EDGE**

Welcome to The EDGE recap for zone 1

Enhancing Mindsets

Session 2: Uncertainty & Agility



This module covers how we learn the skills and methods to regulate our emotions and responses for better working relationships and more effective outcomes.

Ready to get stuck in? Read on, and prepare to have your mindset enhanced!

Enhancing mindsets



Enhancing mindsets

Self Leadership

Optimize your mental fitness to navigate challenge, change, and setbacks

Uncertainty and Agility

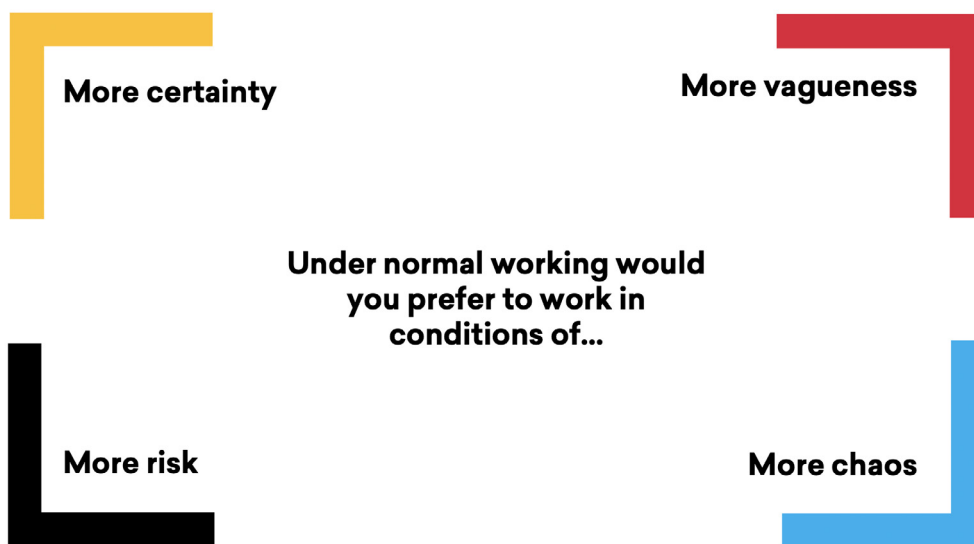
Learn to thrive through change and develop an agile mindset

Session 2: Uncertainty & agility

Date: 10th February 2022

Trainer: Dr David Wilkinson

We kicked off this session with a fascinating exercise: we asked you which of the 4 quadrants shown below you're most comfortable in under **normal working conditions**:

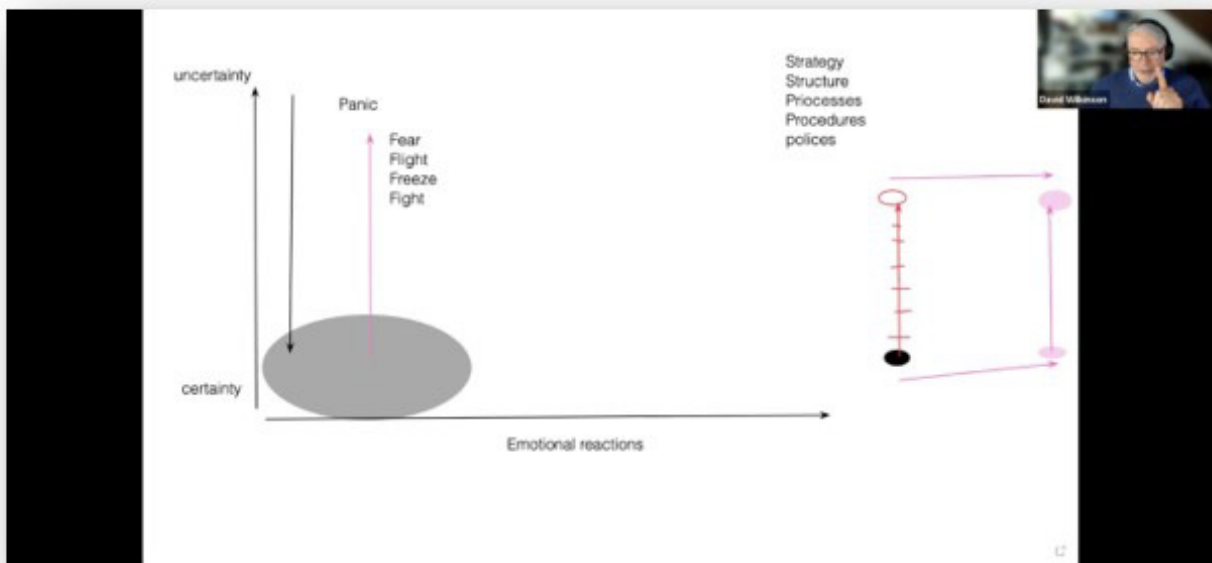


What does this knowledge mean for us, as well as for our teams, leaders, organisations, and managers about **our orientation towards uncertainty**?

It relates to our **cognitive flexibility**. There is a preference for leaders who are more keyed into certainty.

Should we push people in organisations to be more change-adaptive?

To answer this question, Dr Wilkinson mapped out the **range of emotional reactions** we experience:



By their nature, organisations want to organise! Specifically, they strive to create predictability of output. This encompasses three things: people, processes and ideally, profit.

They have five means at their disposal to do this: strategies, structures, processes, procedures and prices.

How does the shuffling of these factors manifest itself for the people who work in the organisations? It takes the form of change and uncertainty.

We respond to change emotionally through **fear, flight, freeze**, or **flight** ...or in extreme cases, though **panic**, which is the most unpredictable response.

Now, in today's corporate world of **constant change and uncertainty** and restructuring, you might think that people who like **risk more than certainty** would be the most suitable.

Not true. It turns out that the people who produce the most stability—and are the least flexible— are extremely important to **maintaining the necessary order** for organisations to thrive. They form the backbone.

And most importantly, it's the **mix that matters**. Because actually, organisations need **all types of people**.

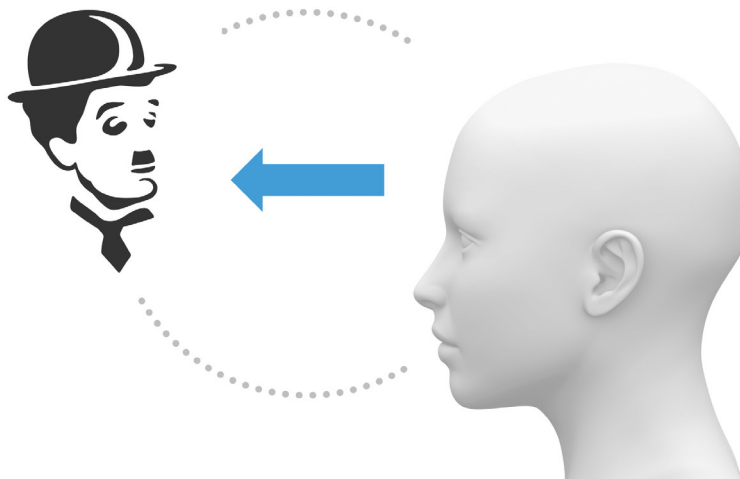
Diversity of response to change is their **secret sauce**

Organisational ambidexterity

This is the ability of a firm to efficiently **manage and adapt** to changes.

The Hollow mask illusion

This is the ability of a firm to efficiently manage and adapt to changes.

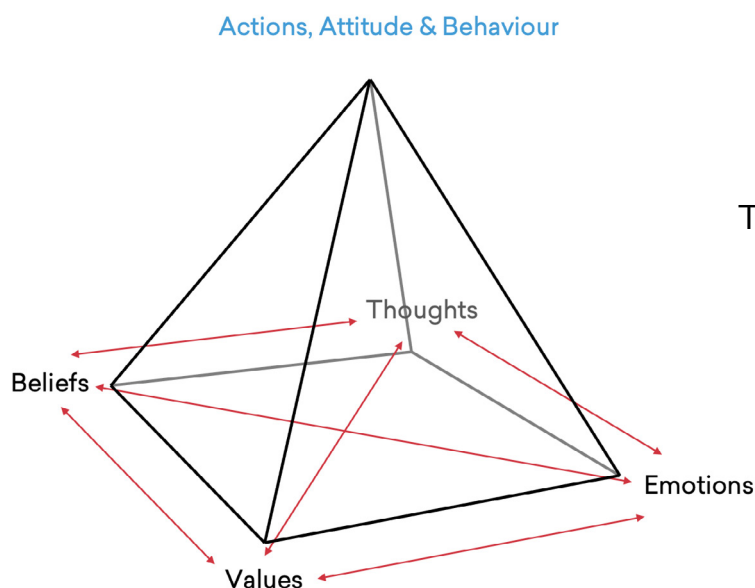


Our brain completes the information to show us what it wants to be true—based on what it **thinks should be true**.

This is very different from 'reality'.

Beliefs, emotions and values

This is the ability of a firm to efficiently manage and adapt to changes.



They are **inextricably linked**.

A game of chess?



Checkmate! This part of the session was polarising. Some got more out of the learning than others—a reminder that our **emotions and judgement** can hinder our ability to learn.

We also learned some things too, that the same lessons can be learned in a shorter chess game. See, we're **learning right alongside you!**

The moral of the story: even if we have feelings about something (*This is too long, I don't play chess so I've been 'excluded', This is all a bit pointless*) be careful that those emotions and judgement don't get in the way of your **ability to learn**.

The moral of the story: don't **throw the baby out with the bath water!** If you felt the game went on too long, that feeling is a lesson in itself.

The biggest takeaway from this experiment: we all have different **emotional responses to change**, especially when it comes unannounced. Some of us disengage and think 'I've no role here', others get frustrated and point fingers, and still others **lean in and get curious**.

Depending on the circumstances, we can be any of those people. As we found out, the **'experts' aren't always what we need**. Sometimes we need the 'novice', or at least to think like a novice, to let go of the 'old rules' and experiment to work out **what is the new world order**. That takes patience, play and an open mind.

One of the most overlooked factors in learning is **willingness to learn**. You need the **right mindset** to see the learnings even when you don't like the method.

Notes from The EDGE

- When you're caught playing an uncertain game that's unfamiliar to you, do you check out mentally, or do you stay involved and try to make sense of it?
- Do you play by the rules, or invent new rules? There's no manual for change.
- Through our values and beliefs, we react emotionally to change. This drives our thinking and our ability to perform amid change.

Resources

- When your **career hits turbulence**, do you push harder against the headwinds or **chart a new course**? (Adam Grant podcast)
- How to **lead in an era of constant change**? By making change **empowering and energising** for all. (Jim Hemerling TED Talk)
- How do C-suite leaders of global companies, adventurers, world record holders, and entrepreneurs **navigate uncertainty**? Learn from their **real-life stories**. (The Hidden Edge of Teams podcast)
- The **secret to leading** in an **era of exponential change**? Sapience. (Harvard Business Review)