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# **LEADERSHIP DEVELOPMENT IN VOLATILE TIMES**

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MBA Welcome Weekend  
April 24, 2020

**FOSTER**  
SCHOOL OF BUSINESS

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# Leading in a VUCA world



## **VOLATILE**

Changing environments and constraints mean that plans frequently become obsolete.



## **UNCERTAIN**

Underlying causes and constraints are unclear and unpredictable



## **COMPLEX**

Situational characteristics are multifaceted and interdependent.



## **AMBIGUOUS**

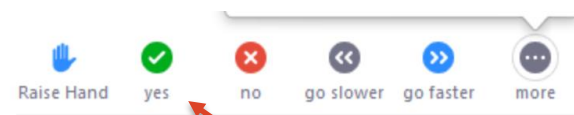
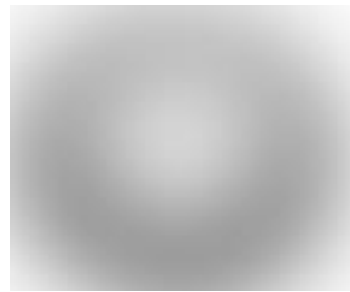
Difficult to determine cause and effect

# Why talk about this?

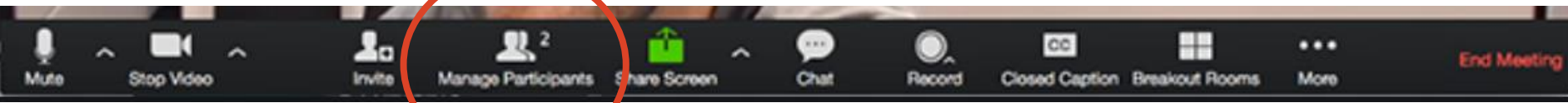
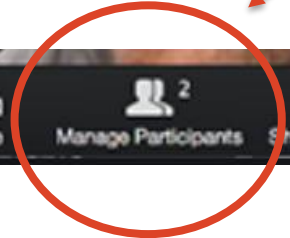


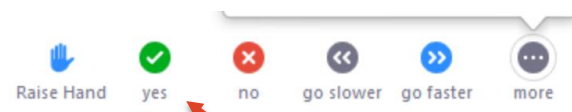
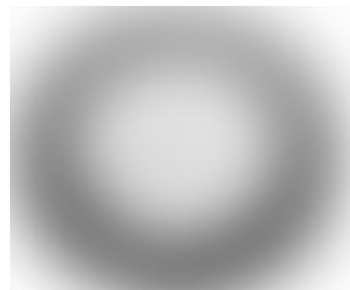
Tolerance for ambiguity is a trait associated with effective leadership.

**It isn't going away.**

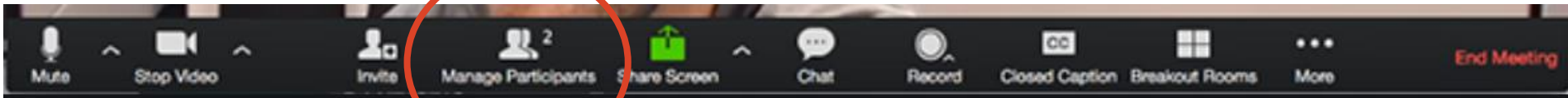
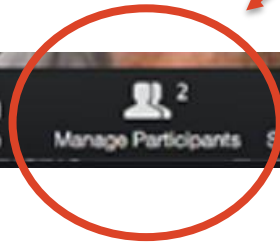


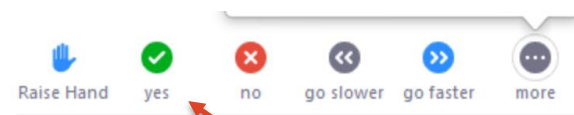
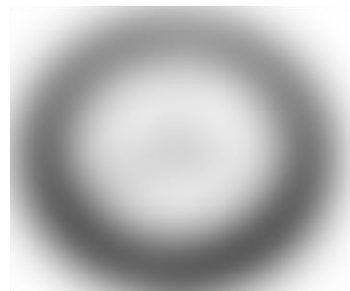
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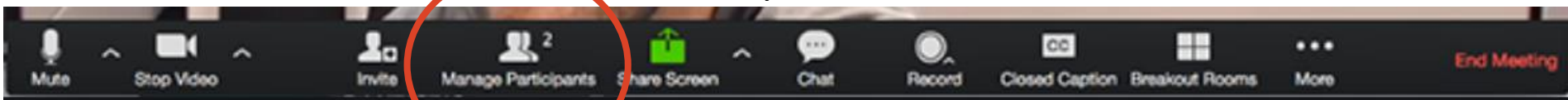


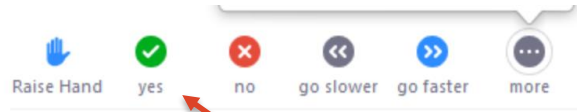
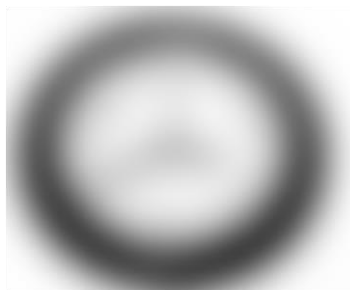
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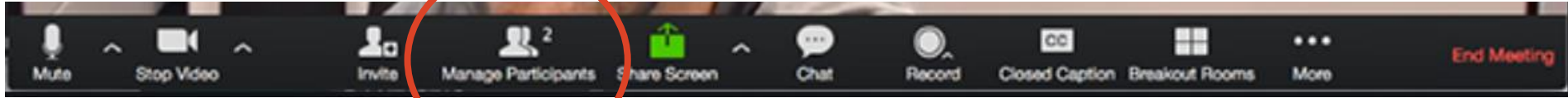
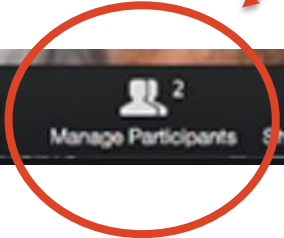


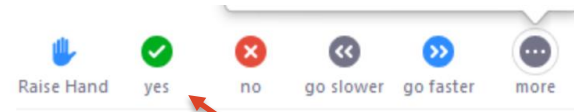
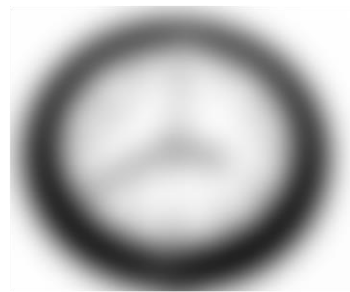
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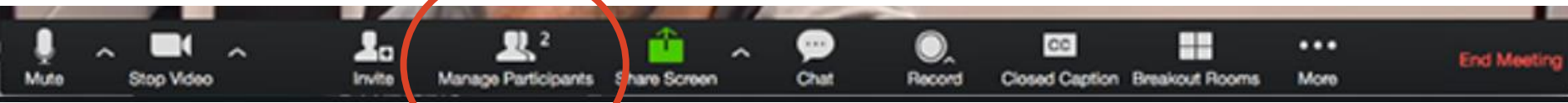
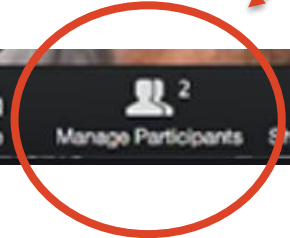


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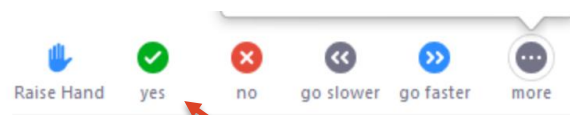




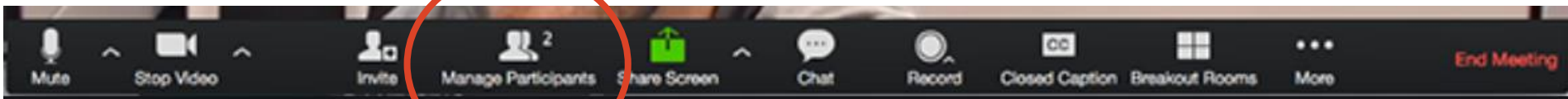
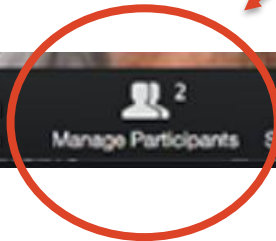
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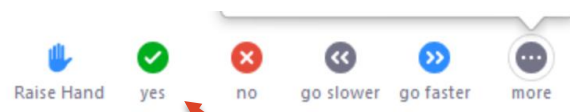




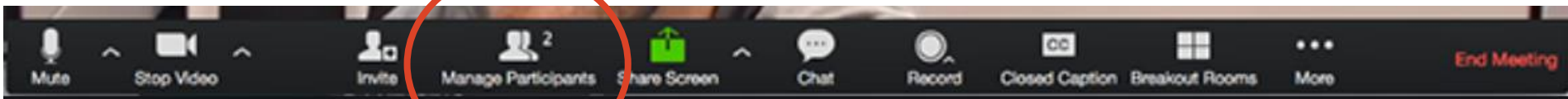
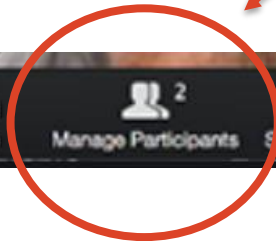


Click here to press “yes” when you know what this is...





Click here to press “yes” when you know what this is...



# Developing Leadership in a VUCA world



**VOLATILITY** LEADS  
TO *VISION*.



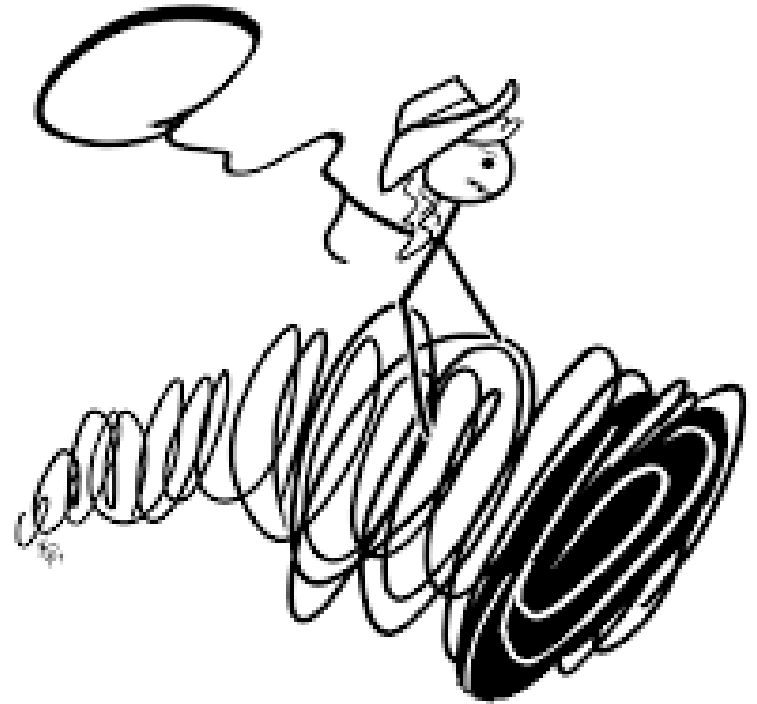
**UNCERTAINTY** YIELDS  
TO *UNDERSTANDING*.



**COMPLEXITY** YIELDS  
TO *CLARITY*.



**AMBIGUITY** YIELDS  
TO *AGILITY*.



# What resources do you have?



## Financial Capital

- Liquidity, Solvency, Slack Resources



## Human and Social Capital

- Expertise & Knowhow
- Strong Networks



## Psychological Capital

- Hope, Efficacy, Resiliency, Optimism



# PsyCap

H

- **HOPE**
- *Positive approach to goals, determination to goal fulfillment*

E

- **EFFICACY**
- *Confidence to take on and put in necessary effort to succeed at challenging tasks.*

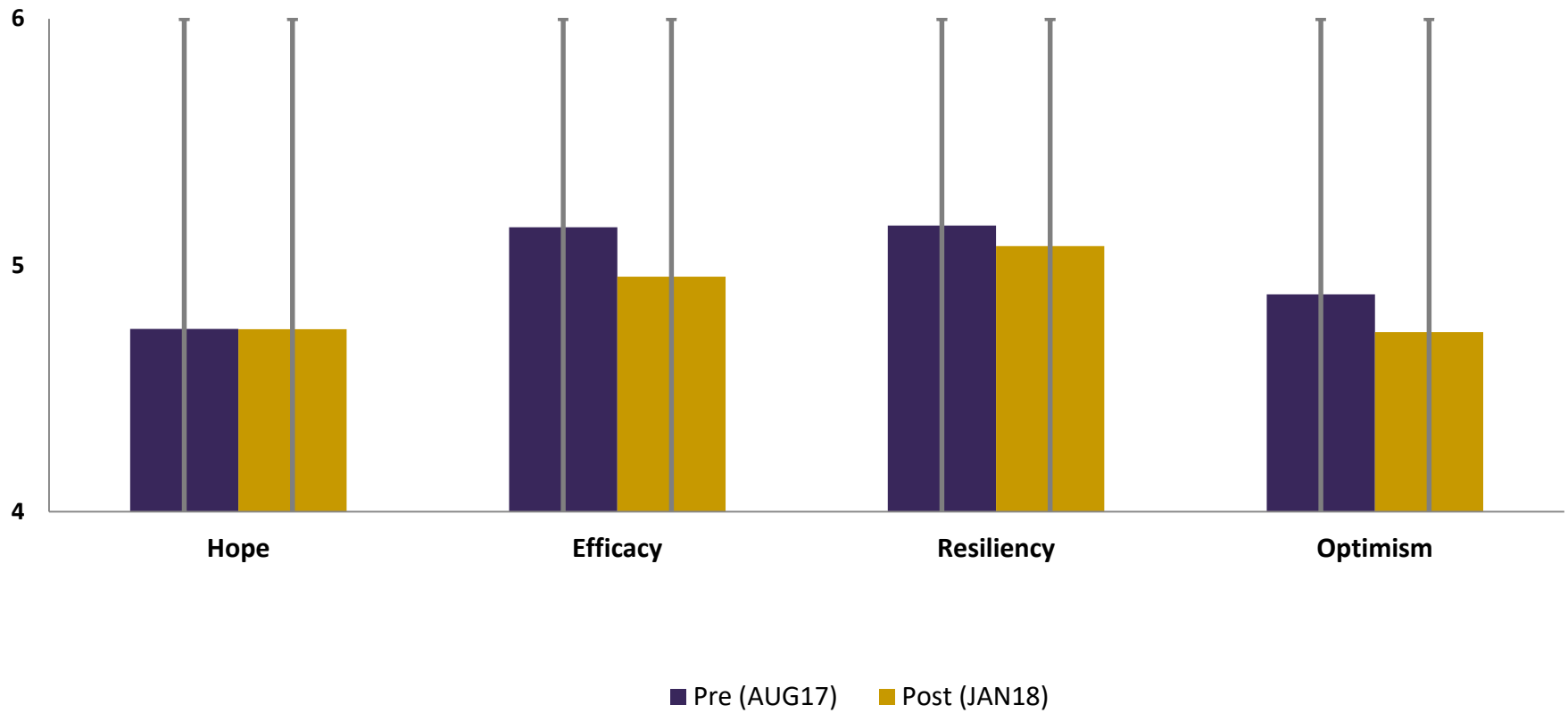
R

- **RESILIENCY**
- *Bouncing back and beyond to attain success when beset by problems and adversity*

O

- **OPTIMISM**
- *Making positive attributions about succeeding now and in the future*

## LEAD Psychological Capital Results

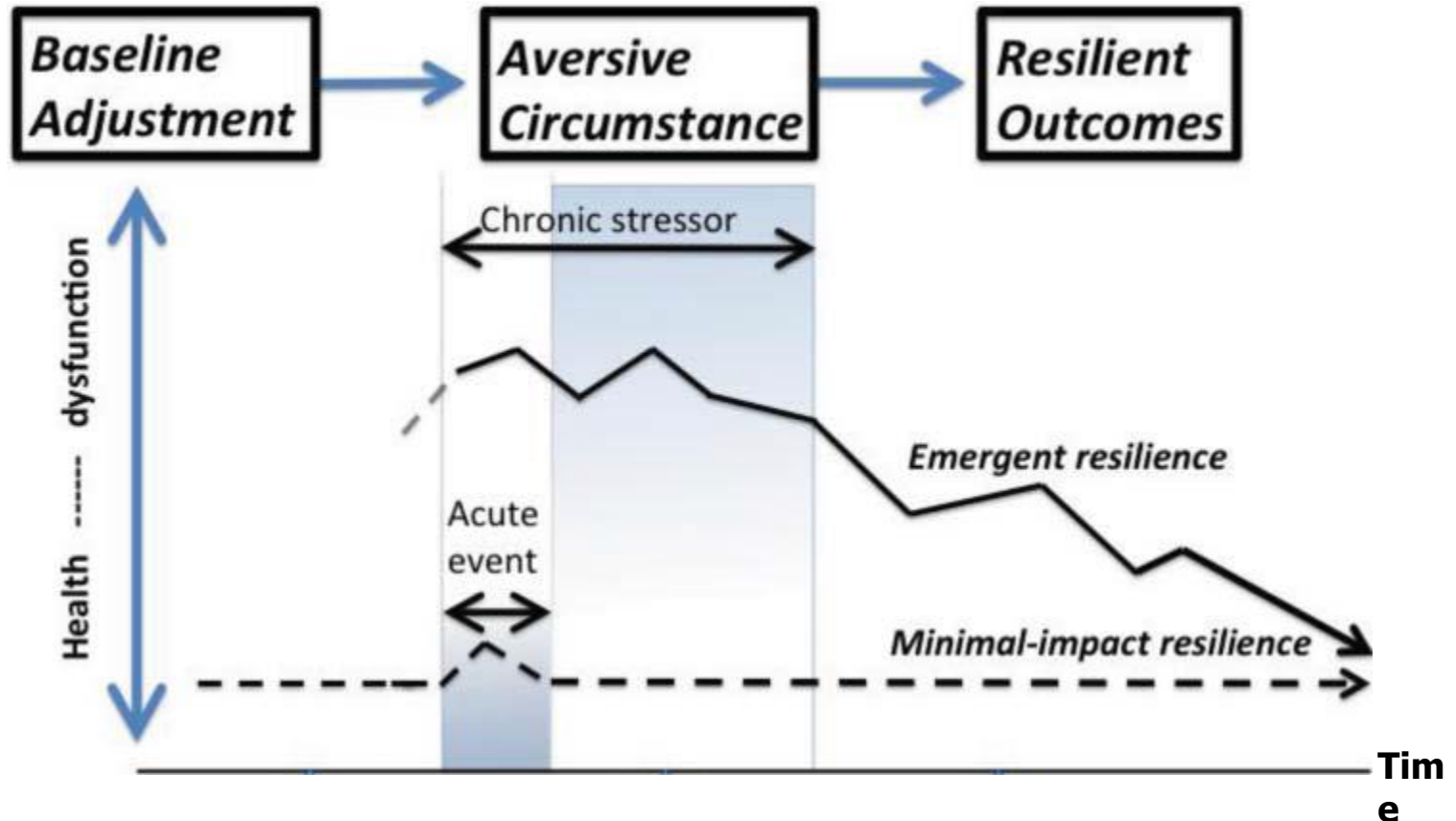


Scale: (1) Strongly Disagree to (6) Strongly Agree



**Resilience** refers to adaptation in response to *significant adversity*, where adaptation (1) *minimally* means continued, or rapid recovery to, baseline functioning and (2) *ideally* means growth or positive change.

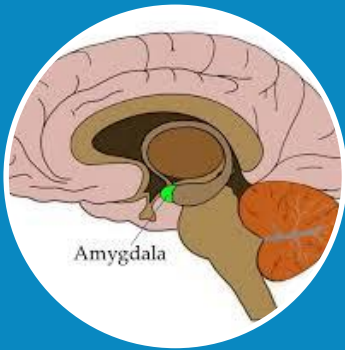
# Temporal Elements of Psychological Resilience\*



\* From Bonanno et al. 2015, "The Temporal Elements of Psychological Resilience: An Integrative Framework for the Study of Individuals, Families, and Communities" in *Psychological Inquiry*

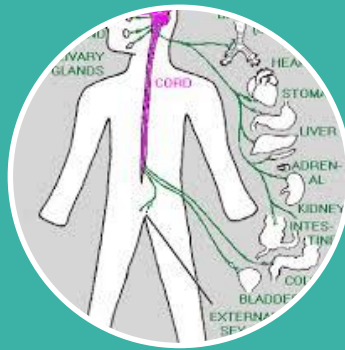


# The Science of Resilience



## Hormonal Response

- “Amygdala Hijacking” results in a flood of cortisol and adrenaline.



## Physiological Response

- Increased pain (e.g., muscular, digestive tract), heightened fatigue



## Behavioral Response

- Fight (lash out, self-criticize)
- Flight (escape, isolate) or
- Freeze (“go blank,” ruminate)



## Cognitive Response

- Narrowed, self centered focus
- **Personalization:** I’m what is wrong here.
- **Pervasiveness:** Everything is wrong
- **Permanent:** This will always be wrong

# How do we respond?

## Neuroplasticity

- Resilience is learnable:
- What we **choose** to attend to, think, feel, and do can change the structure and function on our brains and so our responses to adversity.

# Building Resilience



Foster Growth Mindset



Stress Reappraisal



Revisit Purpose



Mindfulness



Self Compassion



Routines and Rituals



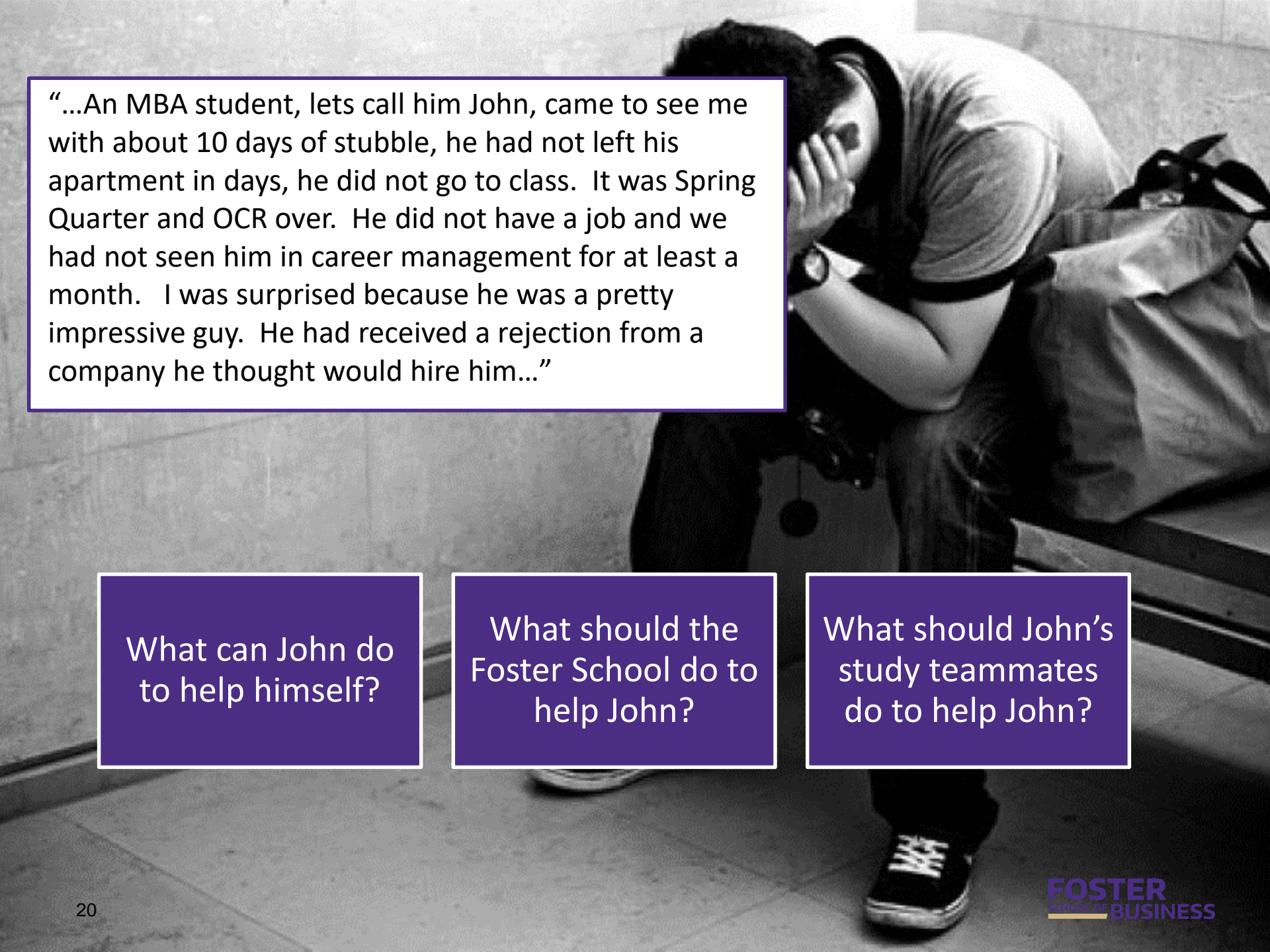
Seek Social Support



Generosity



Improvisation



“...An MBA student, lets call him John, came to see me with about 10 days of stubble, he had not left his apartment in days, he did not go to class. It was Spring Quarter and OCR over. He did not have a job and we had not seen him in career management for at least a month. I was surprised because he was a pretty impressive guy. He had received a rejection from a company he thought would hire him...”

What can John do to help himself?

What should the Foster School do to help John?

What should John's study teammates do to help John?

# Breakout Rooms

1. You'll be randomly assigned to a room (click to Join—it might take a moment)
2. Copy and paste the URL from the Chat Box to open a google doc where you can record what your team discussed.

URL:

<https://docs.google.com/document/d/11fC3EGqtMLVPWXm24d1bbQc6uDuyQempJMwxbgFg05w/edit?usp=sharing>

3. You'll receive a broadcast message from me when you have 60 seconds to wrap up.

# Takeaways

Adversity is necessary for leadership and team growth.

- Obstacles and failure are not only unavoidable, but desirable and necessary ingredients for leadership development and team performance.

Resilience is learnable.

- Invest in building the cognitive habits, behavioral patterns, relationships, and community that will increase your resilience over time.

Build your resilience resources.

- Accept the common humanity of adversity
- Practice positive cognitive appraisal patterns
- Practice self compassion

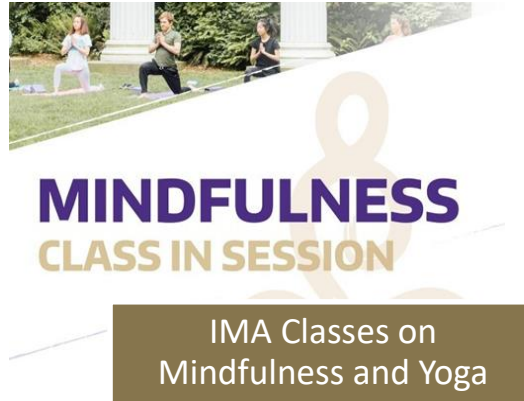
Teams should invest in building resilience.

- Use process, structure and cultures that promote productive responses to adversity.

# Resilience in our community



UW Resilience lab (events, research, classes)



IMA Classes on Mindfulness and Yoga



MGMT 579: Mindful Decision Making  
*(first 5 Wednesdays in Spring)*



MBAA: Foster F-Ups



Career Management Office

# THANK YOU

Hope to see you again soon....  
Questions or comments, feel free to  
reach out anytime!

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