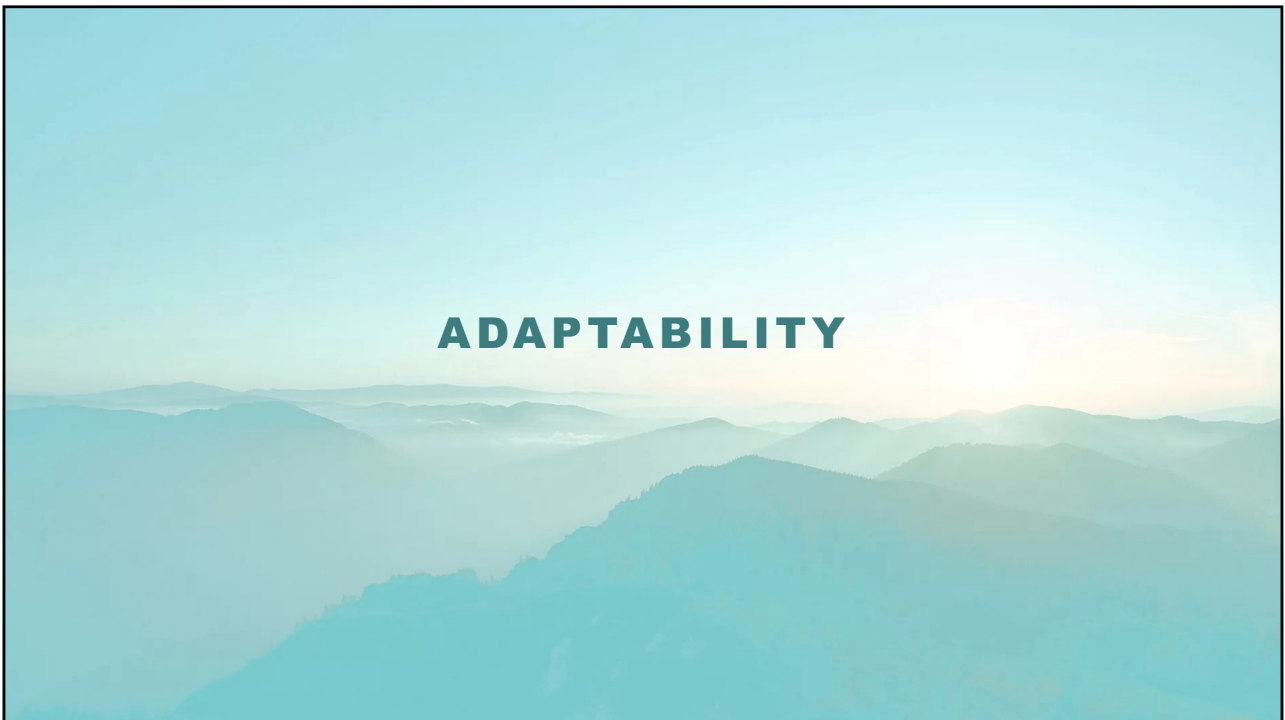






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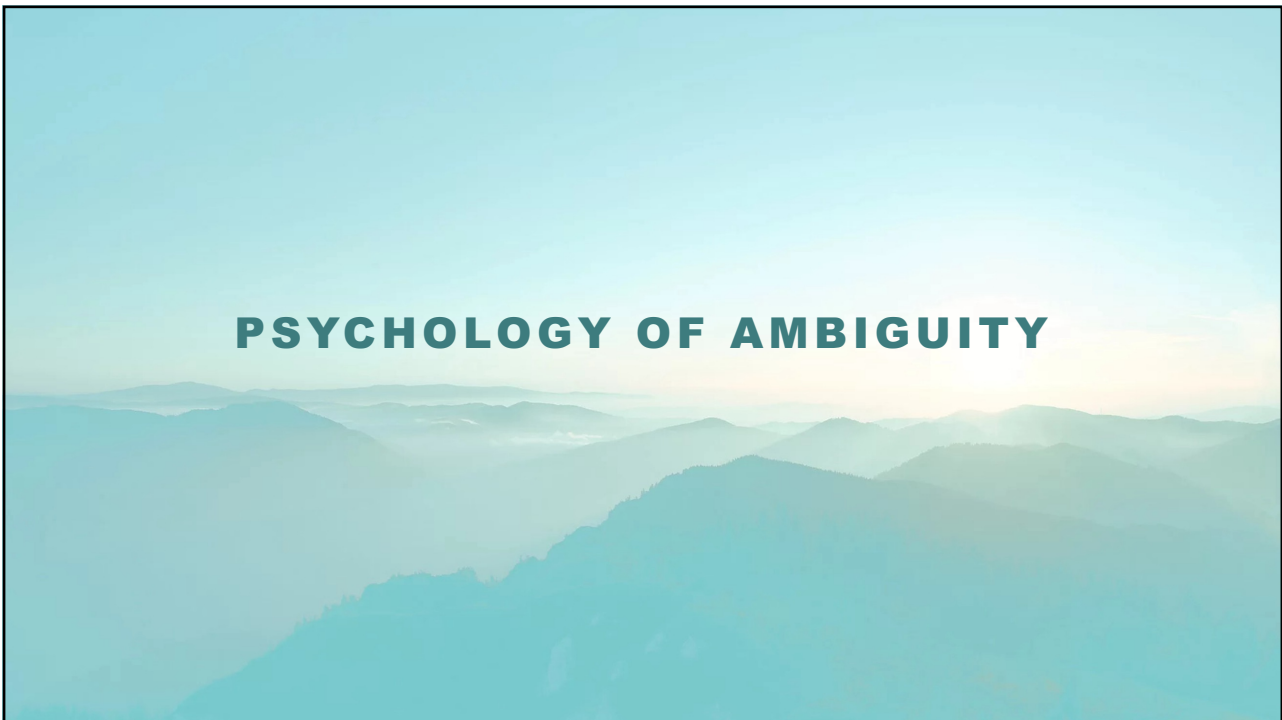
**OVERVIEW**

- **Understand the psychology of ambiguity**
  - (Comfortable with Ambiguity)
- **Complex Agility – The new normal**
  - (Flexes Behaviour or working patterns to meet the demands of others or the business)
- **Growth Mindset – Above and Below the Line**
  - (Responds positively to setbacks)
- **Polarity Mapping**
  - (Adjusts well to shifting priorities)
- **The Homeostatic Organisation**
  - (Suggests changes in the interests of improved performance)




[www.garybuxton.co.uk/adaptability](http://www.garybuxton.co.uk/adaptability)

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## AMBIGUITY



- 95% of our daily decisions are made without the conscious mind, 70% of our thoughts are the same as the day before, 40% of our behaviour is repeated every day.
  - Wood et al (2019) and (2002) Journal of Personality and Social Psychology
- Our brains are essentially prediction machines
  - Feldman-Barret (2020) Seven and a Half Lessons about the Brain
- Uncertainty registers (in a part of the brain called the anterior cingulate cortex) as an error, gap, or tension: something that must be corrected before one can feel comfortable again
- David Rock's SCARF model of Psychological Safety included 'Certainty' as a core component
  - (Status, Certainty, Autonomy, Relatedness, Fairness)

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## AMBIGUITY




Just Enough Ambiguity

Too Much Ambiguity

Curiosity

Burn out


Interest

Panic

Bad Decisions / Performance

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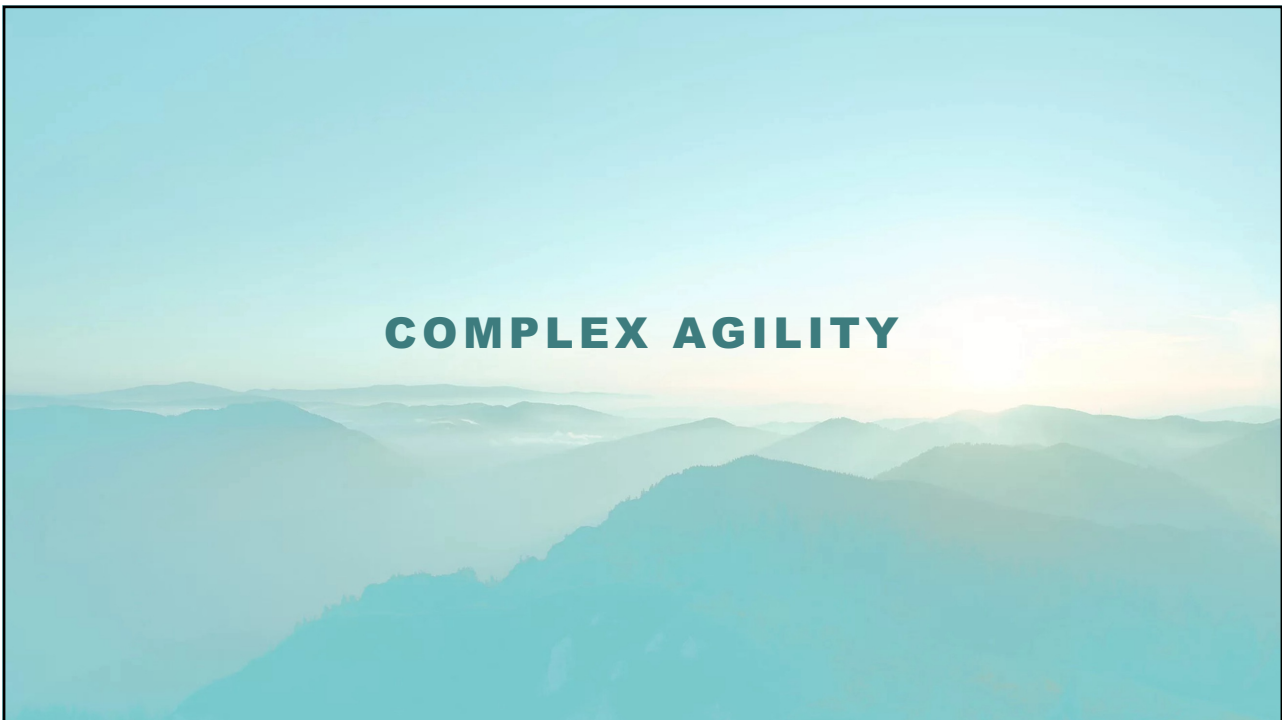
## AMBIGUOUS SITUATIONS



- In small groups – identify some typical work situations where there is high levels of ambiguity
- Decide on which strategy might reduce ambiguity (not an exhaustive list)

Communications	Structured Decision-Making Processes	Role clarity or definition	Information sharing	Increase inclusion or accessibility
Support or Training	Feedback Mechanisms	Iterative / Continuous Improvement	Scenario Planning	Re-resourcing

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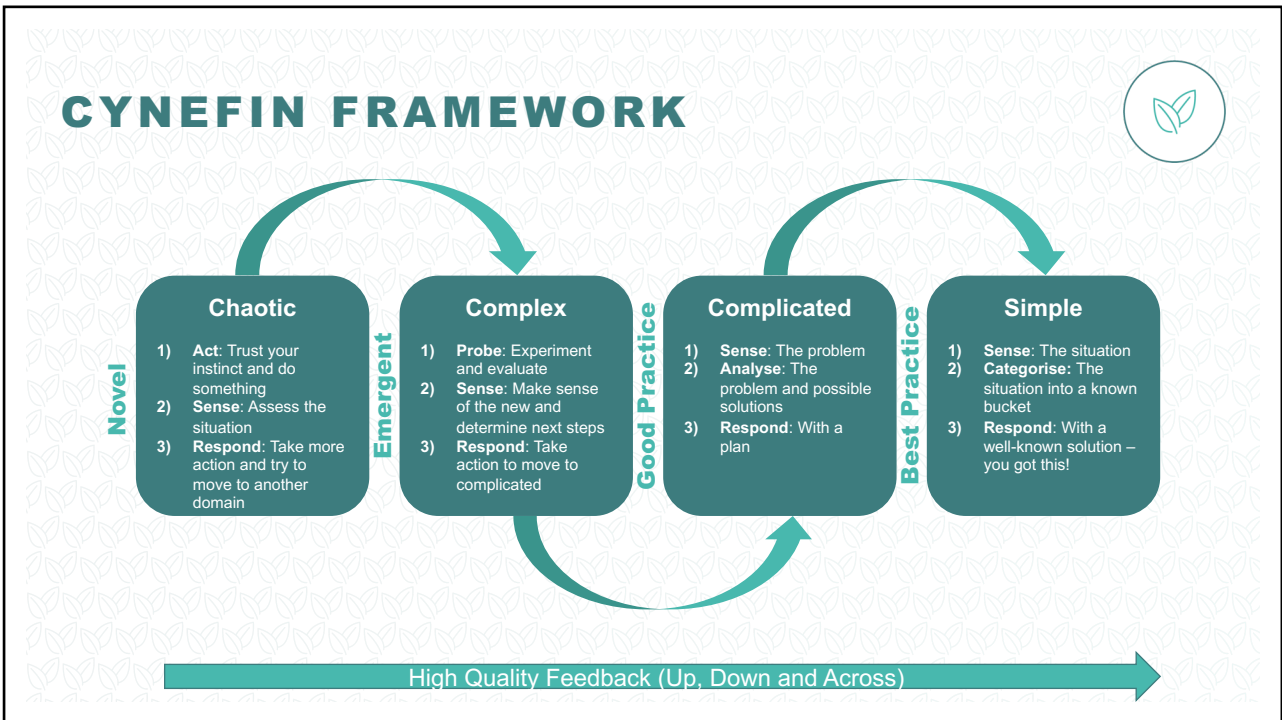
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## VUCA

- Humans are increasingly working in a Volatile, Uncertain, Complex and Ambiguous world
- Increased seniority will often put you in increasingly ambiguous situations
- Increasing appetite/tolerance for VUCA situations will make you a more effective manager and leader
- Clarity can be increased by conscious action:

Skill	Description
Sense	Assess the facts of the situation
Categorise	Organise the facts
Respond	Formulate a response based on established practice
Analyse	Investigate options available
Probe	Explore Options
Act	Take Action

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**FLEXIBILITY / AGILITY**

Things that can decrease flexibility / agility

Things that can increase flexibility / agility

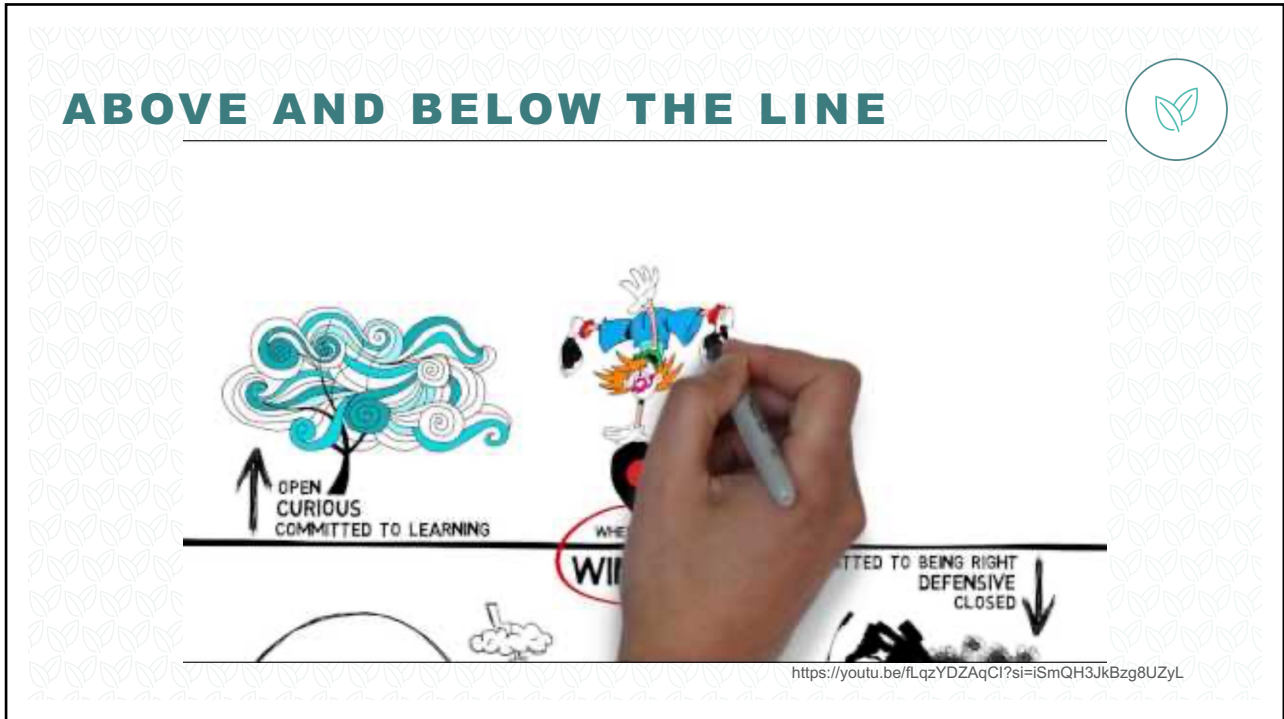
Your ideas

Your ideas

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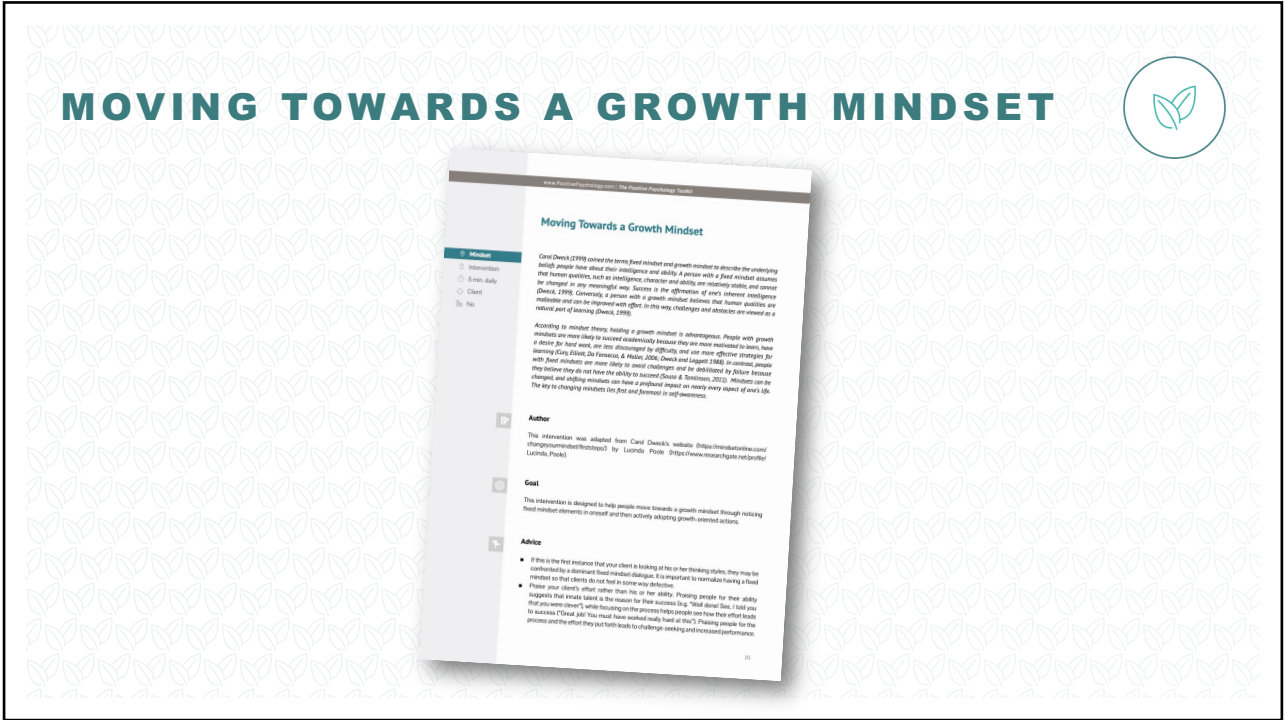
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Statements	Behaviours	Beliefs
What can I learn from this? How is the opposite as true? How is this familiar? I appreciate you for.... I take responsibility for... I agree to... I choose to... I created... How is this for me? What hear you saying... My body sensations are... I feel...(sad, angry, scared, joyful, creative)	Breathe Significantly change my posture Take responsibility Question my beliefs Feel emotions Listen consciously Speak unarguably Make impeccable agreements Appreciate Create win for all solutions Play	I am the creator of my well-being There are more than two possibilities It is valuable to question my thoughts and beliefs My feelings are intelligent Approval, control and security are something I already have All people and circumstances are my allies Revealing creates connection and vitality Play and rest are key to peak performance
"By Me" Responsive / Curious / Growth and Learning		Acceptance and Trust
"To Me" Reactive / Defensive / Drama		Resistance and Threat
I/You/They should I/You/ They can't I'm right/They're wrong It's hard It's not my fault The "truth" is I have to You made me I'm sorry (with an excuse) Always/Never It's no use/I give up My way or the highway They don't get it	Hold your breath Fight/Flee/Freeze/Faint See others as needing help Find fault/Blame Cling to an opinion/argue Rationalise/Justify Gossip Enrol others to affirm my beliefs Avoid all disconfirming data Be sloppy with your agreements Avoid conflict Be judgmental (right/wrong, good/bad)	Being right is the most important thing There is a threat to me occurring out there There is not "enough" I need another's approval Safety and security come from outside myself I need to be in "control" (of things I can't control) There are only two options I am better than/less than There is a right/wrong way There IS no choice My story about the situation is true

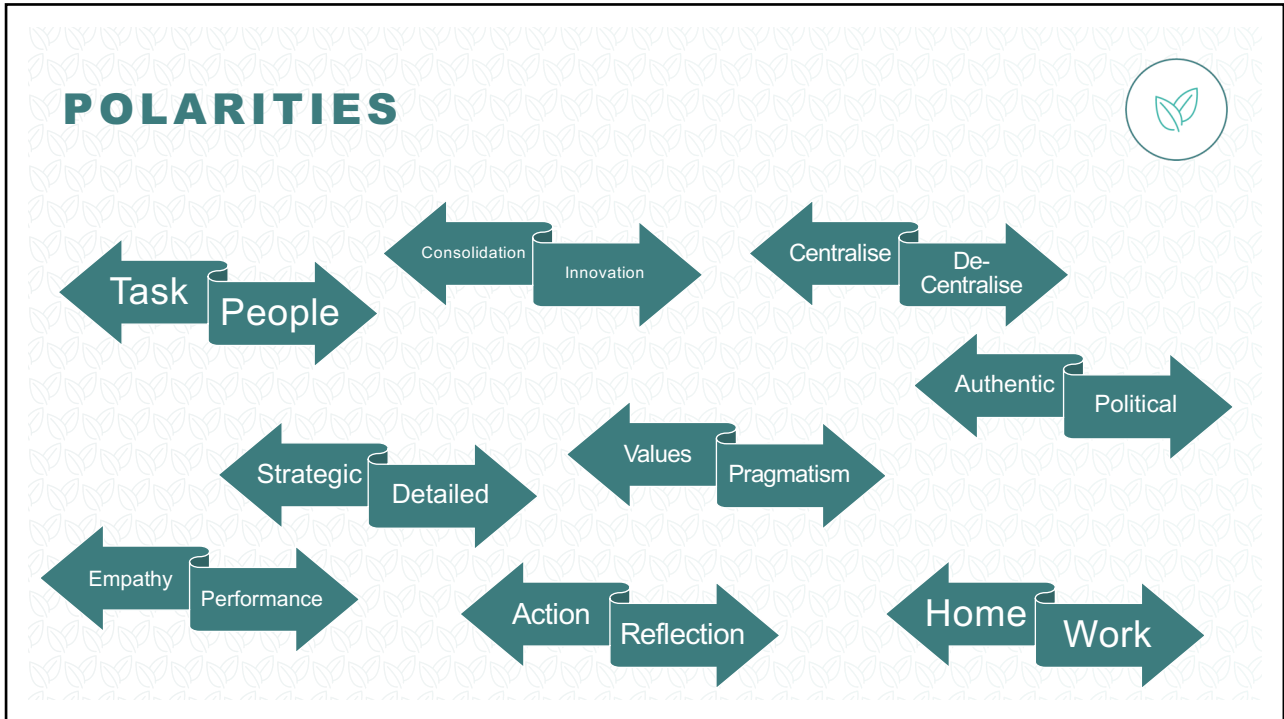
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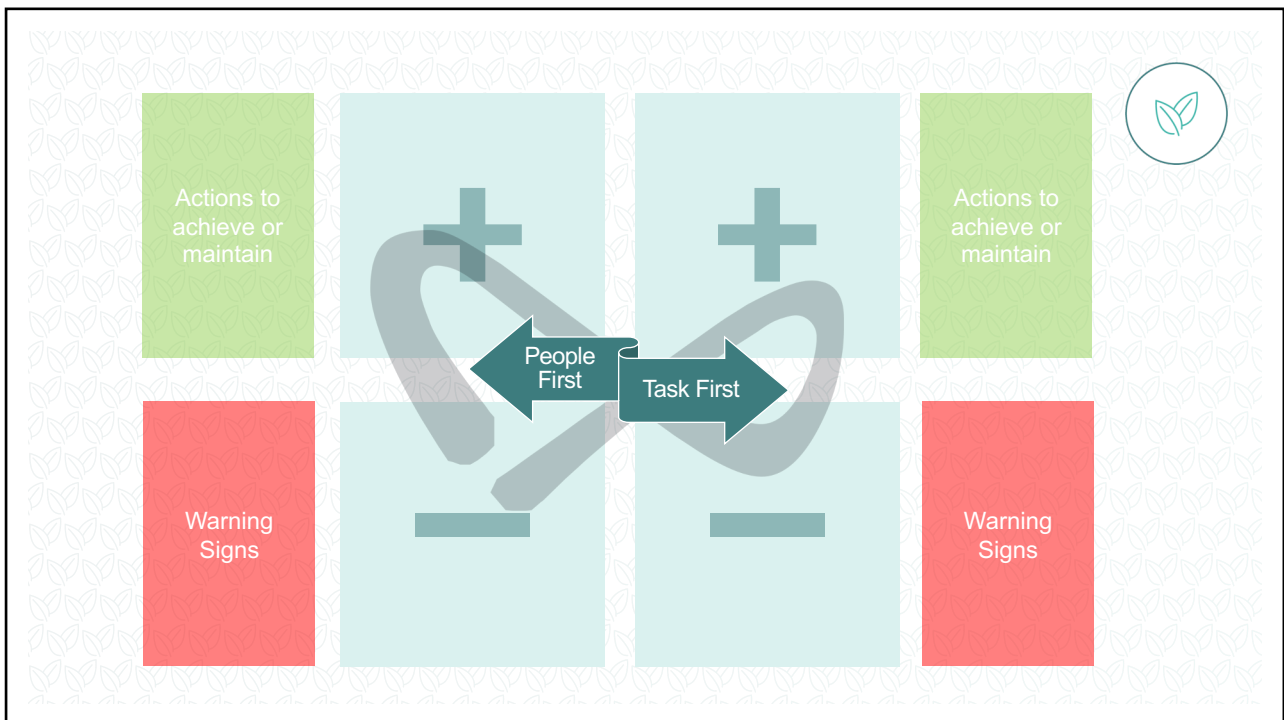
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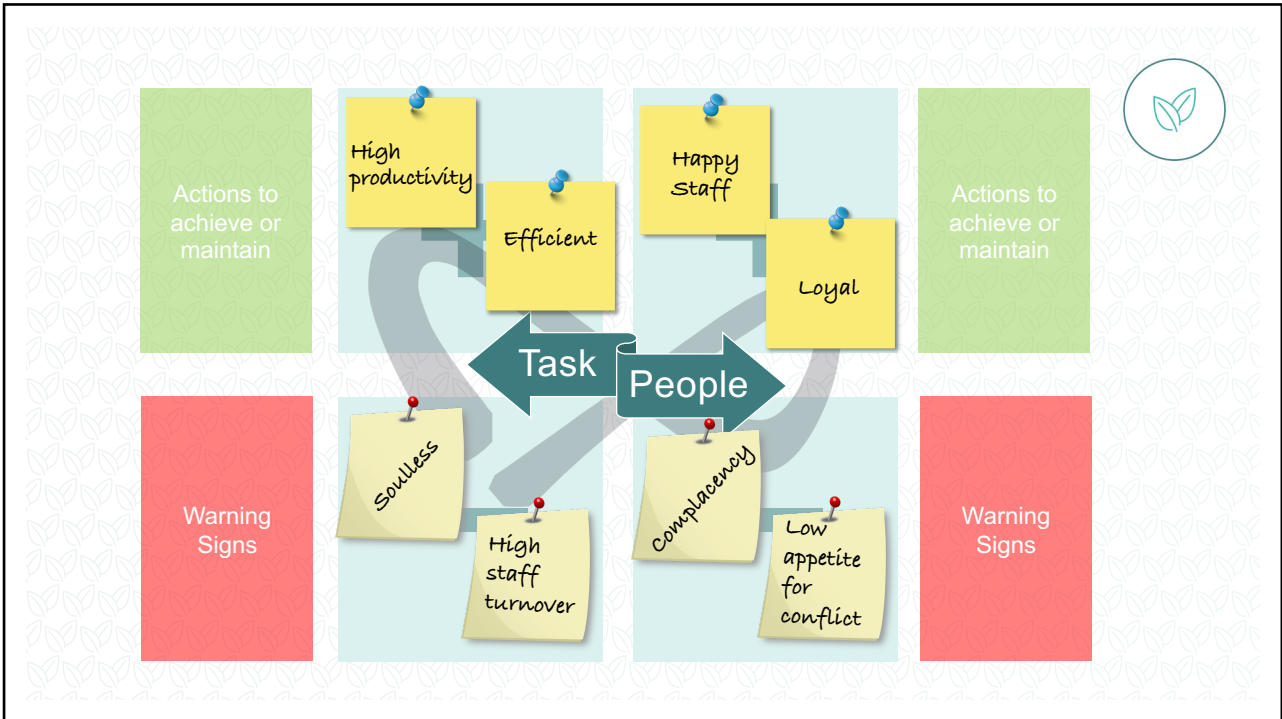
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## HOMEOSTASIS



- Organisms do their best to self-regulate to maintain constant internal conditions despite external fluctuations – organisations are quite similar!
- Humans can adapt, but will often prefer predictability as change requires energy
- Not changing however has unintended consequences as evolution keenly demonstrates.
- Proximity to the problem can often help with clarity and speedy resolution
- Leaders and managers must therefore create a ‘self-healing’ system that embraces a diligent, high quality feedback culture
- Customer / user feedback further enhances insight and innovation

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## FEEDBACK



STOP doing	Do LESS of	KEEP doing	Do MORE of	START doing
Insight	Insight	Insight	Insight	Insight
Insight	Insight	Insight	Insight	Insight
Insight	Insight	Insight	Insight	Insight

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The graphic features a teal background with a repeating leaf pattern. It contains four large circular icons: a leaf, a compass, a brain, and three people. Below these icons is contact information: a globe icon for the website [www.garybuxton.co.uk](http://www.garybuxton.co.uk), a mobile phone icon for the number 07815 138 084, and a Twitter icon for the handle @GaryBuxtonMBE. A small leaf icon is also present in the top right corner of the graphic.

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