

Excerpt

WORKBOOK

VUKA FACILITATOR®

As the founder of the VUKA Facilitator® Program (trademark registered in Germany) my intention with this Workbook is to share my expertise about navigating the impacts of a VUCA World. The Workbook supplies a selection of scientifically based and proven approaches, methods and solutions for dealing with the effects of VUCA.

It supports you with impulses and input to understand, think and act VUCA.

Wiltraud Glaeser



CONTENT

- ☐ VUCA in General
- ☐ VOLATILITY / VISION
- ☐ UNCERTAINTY / UNDERSTANDING
- ☐ COMPLEXITY / CLARITY
- ☐ AMBIGUITY / AGILITY





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Invoice

Workbook 10 modules

€ 79,00

total

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Please transfer the invoice amount, at the following link: [Credit card or PayPal](#)

Important: please provide
your name and your tax identification number.

After receipt of the invoice amount, you will get the link for downloading the complete workbook.

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Learning with the workbook

The workbook is structured in such a way that a deep understanding of VUCA can be built up step by step. The modules contain various elements:

- **Videos:** These provide an initial overview, arouse curiosity, and introduce the topic.
- **Texts:** These go into more detail and explore the core topics in greater depth.
- **Further articles and videos:** Materials from other authors provide additional perspectives and broaden understanding.

The tools and models presented have been deliberately selected as examples. The aim is to promote VUCA thinking and action through their application. It is worthwhile to explore particularly exciting tools or models on your own—for example, through additional research with search engines or exchanges with artificial intelligence.

If you have any questions during your learning journey, you can contact us by email at facilitator@vuca-welt.de or by a [Zoom videocall](#)

At the end, you will have the opportunity to download a certificate.





Your videos for the learning journey „Start“

All videos are available for viewing and downloading on the VIMEO platform.
Please note VIMEO's privacy policy: <https://vimeo.com/privacy>

Link for Video „VUCA Introduction“

<https://vimeo.com/1116071720/baf9bd0274?share=copy>

Who is Waltraud Glaeser

<https://vimeo.com/734797891/164945409d?share=copy>

What is behind VUCA?

In 1987, the term VUCA appeared, originally in connection with leadership development and leadership theories (going back to Warren Bennis* and Burt Nanus**). In the early 1990s, it was adopted by the U.S. military to describe the post-Cold War world.

* Warren Gamaliel Bennis (b. March 8, 1925 in New York; † July 31, 2014 in Santa Monica, California) was a U.S. economist and one of the leading authorities on organizational development, leadership theory, and change management, founder of the Leadership Institute, chairman of the board of directors at Harvard University Kennedy School of Government's Center for Public Leadership, and taught at the MIT Sloan School of Management and Boston University. Source: Wikipedia

**Burton B. "Burt" Nanus (b. 1936 in New York) is a U.S. academic, professor emeritus at the University of Southern California, noted expert on leadership and author of numerous books, professor emeritus of management at the University of Southern California, and was also research director of the Leadership Institute. (Source: <https://management-vordenker.de/klassiker/>)

In her 1997 book "Leaders. The Strategies for Taking Charge," they reveal the four key principles every manager should know: Attention through Vision, Meaning through Communication, Confidence through Positioning, and Unleashing the Self.

The acronym VUCA aims to make the intangible tangible. It is about the changed framework conditions under which decisions have to be made today. VUCA describes a world that feels like it is spinning faster and faster, that leaves hardly any room to breathe, in whose environment information is becoming more and more opaque due to permanent, globalized changes and is thus losing its prognostic significance, in which there are increasingly complex coalitions of interests and motivations are constantly changing. The consequences of the phenomena described are volatility, uncertainty, complexity and ambiguity.

Understanding these phenomena is relevant in order to be able to relate them to one's own corporate context and to be able to shape how one deals with their effects.

VUCA is an acronym and stands for:

Volatility

Volatility describes the nature, speed and magnitude of change. Less and less remains stable. Small or serious changes cannot be foreseen. At the same time, changes occur more and more drastically. Events are completely unexpected and non-linear. The triggers of volatility are not necessarily identifiable. It requires managers to be able to think "volatile" and to already build alternatives into their strategies.

Uncertainty/uncertainty

Predictability and predictability are rapidly decreasing. Information about the past and present is less and less able to meaningfully anticipate the future. Planning as a basis for growth and investment fails. Forecasts lose their meaningfulness. It is less and less clear where the journey is heading. Managers must understand "uncertainty" as a solution concept that raises questions and makes innovation possible in the first place.

Complexity

Causes, problems and challenges are becoming increasingly diverse and difficult to understand. Undetectable interconnectedness triggers unforeseeable effects and consequences. Cause and effect can no longer be separated. Different levels intermingle. Decisions become a web of reaction and counter-reaction that can no longer be controlled. The ability to think in complex

Which VUCA phenomena do I experience in my private and/or work environment?

Volatility

high speed, rapidly changing, instable,
fluctuating

Uncertainty

difficult to predict, uncertain course

Complexity

multiple parts, high interconnectivity,
difficult to delineate

Ambiguity

divergent perspectives, difficult to assess,
unclear, ambiguous



Related articles

Munich Business School – What is VUCA

<https://www.munich-business-school.de/en/l/business-studies-dictionary/vuca>

Wikipedia - VUCA

<https://en.wikipedia.org/wiki/VUCA>

Related YouTube videos

Please observe [YouTube's terms of use!](#)

VUCA – Reza Razavi + Simon Sagmeister

https://youtu.be/9jd4tq_mwlM?si=O6Eqa38M8M2Nbmc7

What is VUCA? - Systems Innovation Network

https://youtu.be/MqQh9t-VLIY?si=xefjWPPhLwjKQmj_m



VUCA positive

For Volatility - Vision

- Develop a vision
- Create meaning, “Start with Why,”
- Orientation toward value hierarchy,
- Motivation of the possible

For Uncertainty - Understanding

- Think and plan meta-strategically
- Establish an understanding of context
- Think and deduce from the result
- “Backcasting” as an approach and method
- Competence comparison

For Complexity - Clarity

- Understanding and clarifying relationships
- Enabling transparent processes
- Clarifying roles
- Taking responsibility

For Ambiguity - Agility

- Intuitive networks
- Dealing with contradictions in a comprehensible manner
- Promoting a culture of decision-making, error, and learning
- Agile & “ambidextrous” working methods

VUCA Positive

VUCA Positive Prime, coined by Bob Johansen in 2007, describes precisely these requirements when dealing with the effects of volatility, uncertainty, complexity and ambiguity.

It requires vision, understanding, clarity and adaptability or agility.

This understanding is more important today and will be even more so in the future. VUCA management and VUCA leadership are in demand, as is an awareness of the solutions that lie within them. The analysis of how individuals are affected by the VUCA phenomena must and can be followed by responses in the form of approaches, solutions and concrete measures. This also makes VUCA a method.



AI symbiosis: A strategy for success in a VUCA world

von Dennis Formann

VUCA stands for volatility, uncertainty, complexity, and ambiguity. The term, which originated at the US Army War College in the 1980s, accurately describes the world in which today's leaders must operate. Rapid technological developments, global crises, and unexpected market changes make it difficult to keep pace with traditional management methods. Often, complete information is lacking and it is difficult to grasp the bigger picture.

The crucial question is therefore: How can we better stay on course in these turbulent times?

This is where the concept of AI symbiosis comes into play – the close collaboration between humans and artificial intelligence as a new, potentially decisive strategy for success.

Humans and machines as a team: from chess centaurs to AI symbiosis

The power that an alliance between humans and machines can unleash was already evident in chess.

After IBM's Deep Blue supercomputer defeated world champion Garry Kasparov in 1997, the so-called Centaur teams emerged. In “Freestyle Chess” tournaments, these mixed teams were highly effective for a long time, beating both the best grandmasters and the strongest pure chess programs of their time.

Even though pure neural engines have been significantly stronger than Centaur teams again since around 2020, the principle established a fundamental insight: human intuition paired with machine analysis can lead to better results than either side alone.

This principle can be applied to many areas of business. AI should not be thought of as a replacement, but as a co-pilot that complements our abilities. The term AI- symbiosis serves as a metaphor for this partnership-based intertwining. Those who use a generative AI system such as ChatGPT not simply as an answer generator, but integrate it into their own thought process as a sparring partner, benefit twice over: the machine provides data and patterns; humans retain control, check, steer with creativity, and make the final decision.

Added value and risks of symbiotic AI use

The potential is backed up by scientific findings. An MIT study (Noy & Zhang 2023) found that professionals using ChatGPT completed writing tasks almost 40% faster while achieving 18% higher quality. A groundbreaking study by Harvard Business School (Mollick et al. 2023) also showed significant productivity gains among knowledge workers. At the same time, however, the study also revealed the risks of blind dependence: when it came to tasks at the limits of AI capabilities, the “Jagged Frontier,” AI-supported teams actually performed worse.

But the benefits do not come without new challenges. In addition to technical risks such as factual errors (“hallucinations”), organizational and psychological aspects must also be taken into account. According to practical observations and initial studies (e.g., Tarafdar & Oka 2022), these include technostress caused by constant learning requirements or fears about the future within the team. According to a scenario model by McKinsey 2023, generative AI solutions could unlock annual value creation potential of \$2.6 to \$4.4 trillion worldwide. This figure makes it clear that smart AI integration can provide a decisive competitive advantage.

Symbiotic thinking: Human competence remains the key

The quality of the partnership ultimately depends on people. Initial evidence from research suggests that unreflective use of AI can weaken critical thinking skills through “cognitive offloading.” The solution, therefore, cannot be to use AI instead of thinking, but rather to use AI while thinking. This requires a new meta- competence that could be described as “AI literacy”: the ability to use AI systems in a technically proficient, critically questioning, and ethically responsible manner; a core competence that is also becoming increasingly central in the context of regulations such as the EU AI Act. Only in this way can humans remain the ones who set the direction, while AI provides powerful support.

Ultimately, AI symbiosis is less a technology than an attitude. It must be embedded as a powerful building block in a comprehensive strategy of agile leadership, resilient culture, and human foresight. In the face of radically new events (“black swans”), it too reaches its limits. We humans have always used tools to expand our capabilities. AI is the tool that can amplify us intellectually like never before – but only if we use it consciously and competently. Then there is no threat of loss of control, but rather a real gain in decision-making and insight quality.

“Your solution is the death of my problem”

Why change is sometimes difficult

What digitalization does to us humans

Last week, I spoke to my neighbor. He works in the office of a government agency. Annoyed, he told me:

“Our office has now been digitalized. But instead of being simpler, everything is much more complicated. The new program doesn't work properly – and everyone in the office agrees.”

Digitalization sounds good – but is often difficult. Digitalization is supposed to make processes easier and faster.

In theory, it sounds good: A new computer process replaces old ways of doing things. Everything becomes clearer, faster, and better.

In reality, it's often quite different: A new digital system may solve a technical problem – but for employees, it brings new difficulties. Old ways of working that people have become accustomed to disappear. They lose influence and have to learn many new things.

The phrase “Your solution is the death of my problem” describes this well:

What is an improvement for some can be a real disadvantage for others. It is not enough to simply introduce new technology.

You also have to get people on board.

- Participation: Involve employees early on – not just when everything is ready.
- Transparency: Explain openly why something is changing – and what will remain the same.
- Appreciation: New technology is important – but the existing knowledge of employees still counts.

If you want to build trust, you have to listen:

What real problems are solved by digitalization – and what new ones does it create?

Computer programs can usually be planned and implemented well. But people often struggle with some changes. Digitalization doesn't just mean new technology – it also means new roles, new rules, and new uncertainties.

Many employees do not feel comfortable with digitalization. For example, because they

- ... feel less competent (they are not familiar with the new technology).
- ... are afraid of control (everything is suddenly measurable and visible).
- ... are losing their role (they used to be important, now the system does their work).

These concerns are understandable. It is not resistance out of defiance – but often a protective reflex.

Why problems are sometimes useful

Not every problem is equally bad for everyone.

An example:

A paper-based approval process may take a long time. But it also allows for “casual” conversations, small exceptions, and personal decisions.

When this process is replaced by a digital system, the paperwork disappears – but so does the personal leeway.

Such problems therefore also have a “benefit” for some people. This is called “problem utility”:

An apparent problem sometimes brings advantages – even if it is officially inefficient.

Back to my neighbor:

During our conversation, it quickly became clear that he had two main problems with the new software:

1. He was afraid that he would not understand the new technology – and make mistakes.
2. He felt ill-prepared – there was hardly any training or support.

Neither of these are technical hurdles, but human ones. And that's exactly why good digitalization is more than just technology. It requires communication, training, patience – and a genuine interest in the people who are supposed to work with it.

How coaching or sparring can help

This is exactly where coaching or sparring comes in: it provides a space to openly address one's own concerns, insecurities, and resistance – without immediately ending up in the “solution machine.”

A coach or sparring partner helps to recognize the benefits of a problem, to consciously let go of it, and to develop new perspectives.

Because often, behind the statement “Your solution is the death of my problem” lies not a desire to block change, but a fear of losing something valuable. Coaching helps to take these fears seriously, create clarity, and find individual ways to not only introduce new technology, but also to accept it and use it meaningfully.

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Your videos for the learning journey „The End“

All videos are available for viewing and downloading on the VIMEO platform. Please note

VIMEO's privacy policy: <https://vimeo.com/privacy>

Link for Video „Talk with It's VUCA USA“

<https://vimeo.com/735483504/f6ec6269d3?share=copy>

Link for Video „The End“

<https://vimeo.com/1115535767/c35e496612?share=copy>

