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Exercise in leadership

- Please find a partner
- One person leads the blindfolded one through the room
- Change when told



Trust and Leadership

■ When you were a leader:

- *What worked well?*
- *What was difficult?*
- *What was necessary to successfully lead?*



■ When you were led:

- *What was helpful?*
- *What was disruptive?*
- *What were the consequences of the leader's behavior?*



Leading in a



Volatility, uncertainty, complexity and ambiguity

World

Volatile



Uncertain



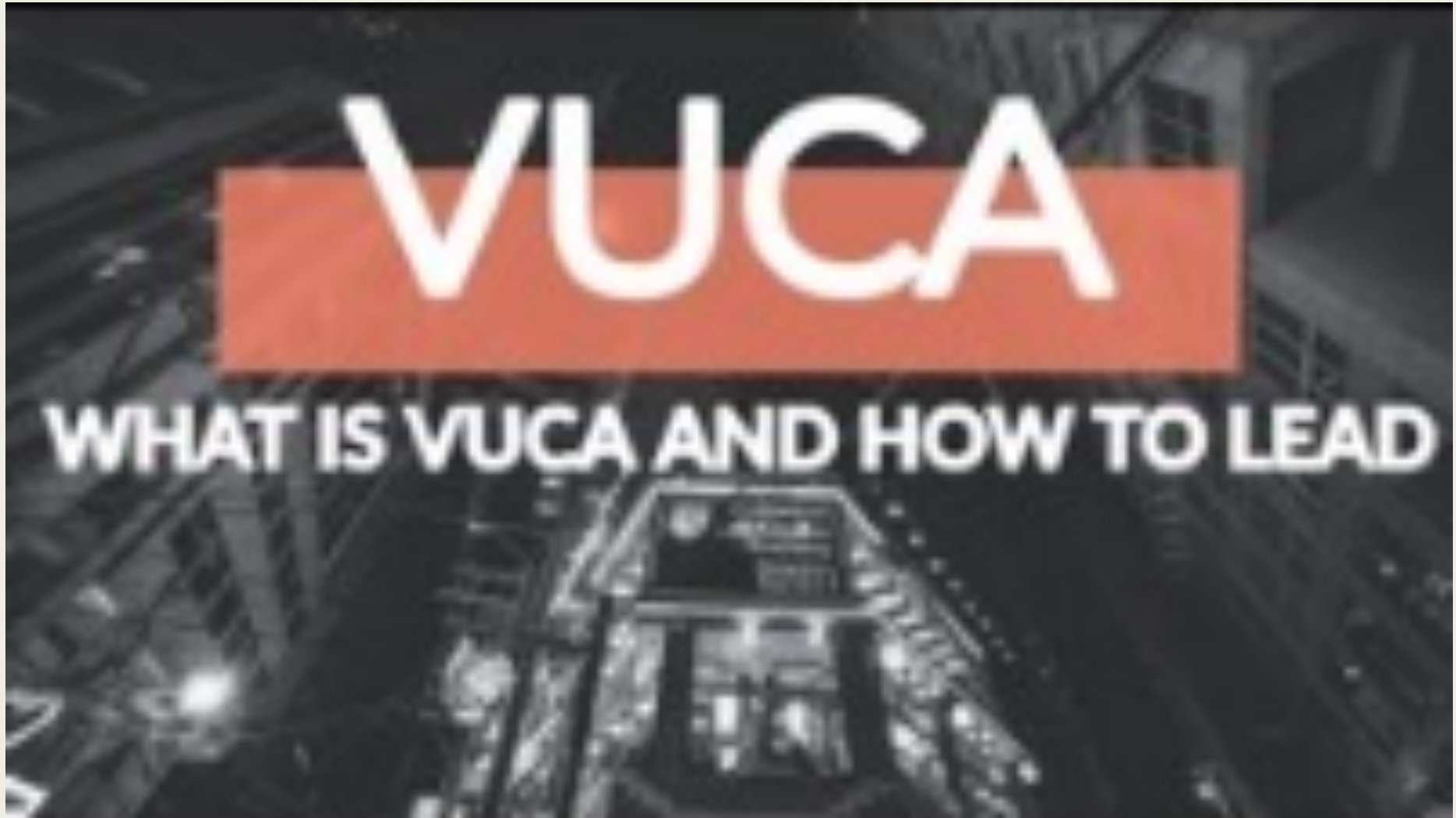
Complex



Ambiguous



Leading in the new normal of VUCA world



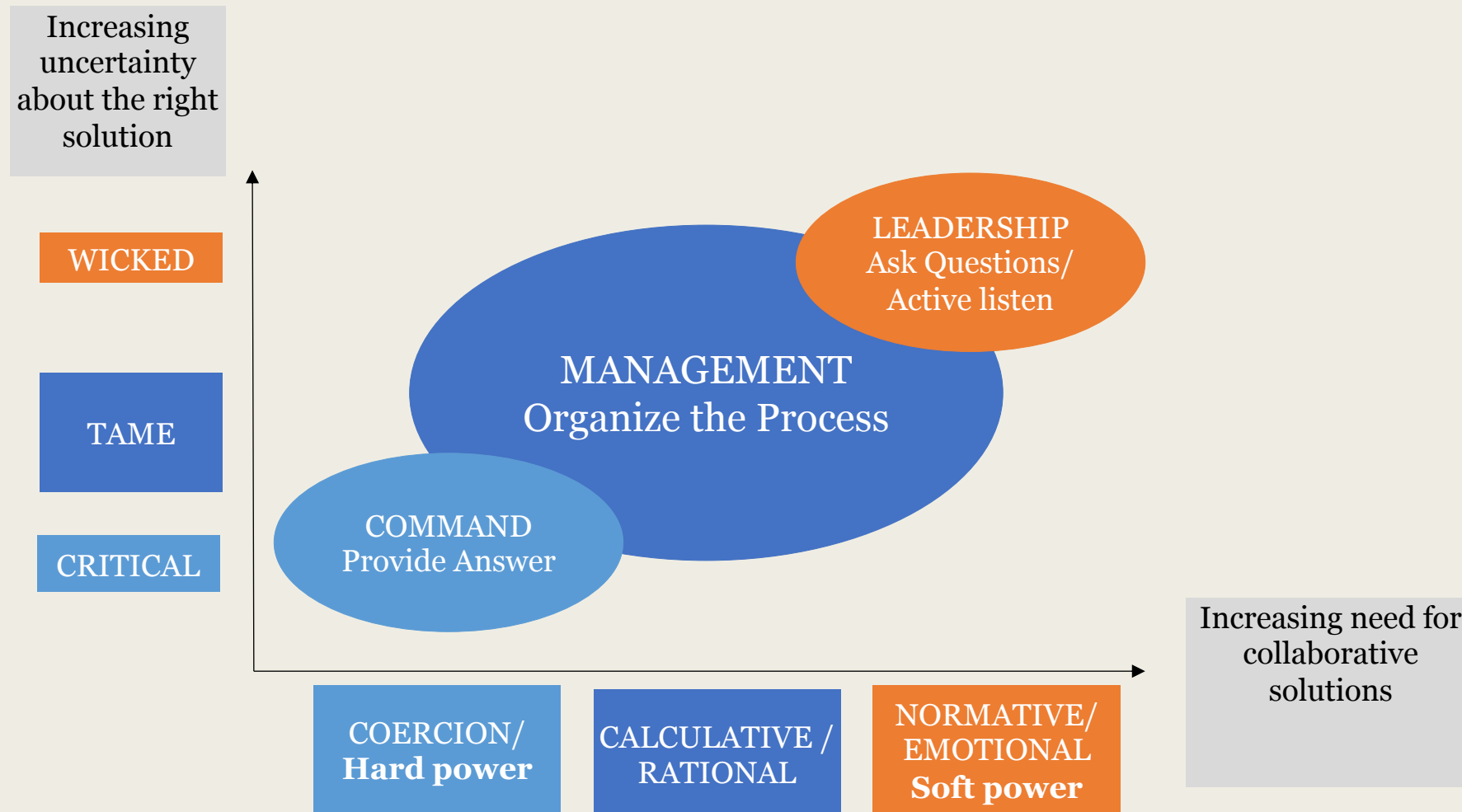
Leading in the new normal of VUCA world

- <https://www.youtube.com/watch?v=qwRGfP1EYSY>
- 3,5 min

The image features two large, thick, black L-shaped brackets. One is positioned in the top-left corner, and the other is in the bottom-right corner. They are oriented towards each other, framing the central text.

IN A VUCA WORLD
LEADER FACE WICKED PROBLEMS

Complex problems are wicked



... the leader's wish for a magic wand ...



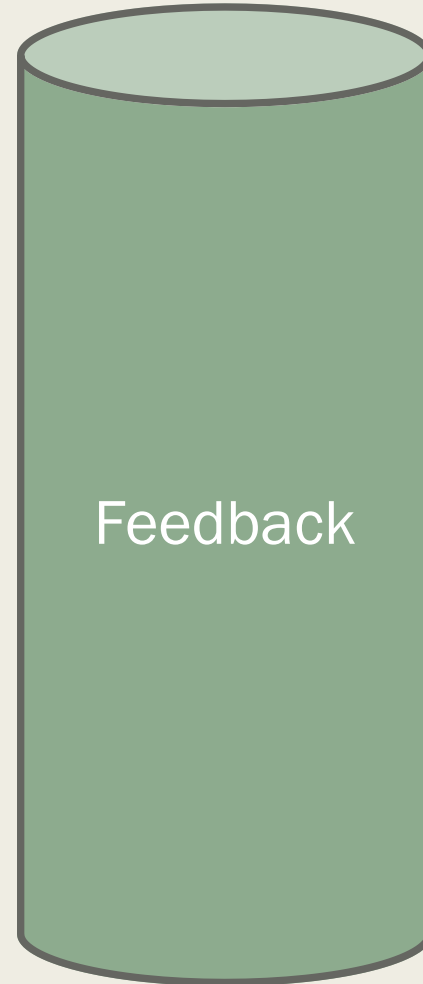
Good communication is hard work but



Active
listening



Questioning



Feedback

The three pillars of good Communication

Active listening – a key leadership skill

Door-openers

- ... *I see! Oh! Mm-hmmm ...*

Paraphrasing

- Summing up your understanding of what your “client” has said and **repeating it back in your own** words

Active listening

- understanding what the sender is feeling
- *repeating the main message* **using the sender’s words**
- feeding it back for the sender’s verification



The obstacles to listening

- Prejudice / bias
- Making assumptions
- Already formed opinion
- Over enthusiastic
- Impatient
- Distracted (tired, lack of interest, bored)
- Ego / own need for validation (needing to be seen or heard)
- ...
- ...



Building rapport, building trust

Finding own strengths –
Exercise in groups of 2

Person 1

***Describe a recent work
experience where you felt
excited, happy,
empowered, in a flow***

Person 2

***Actively listen to the full
story – play back the
strengths you heard***



3 mins to tell story

1 mins to play back and discuss strengths

Switch roles

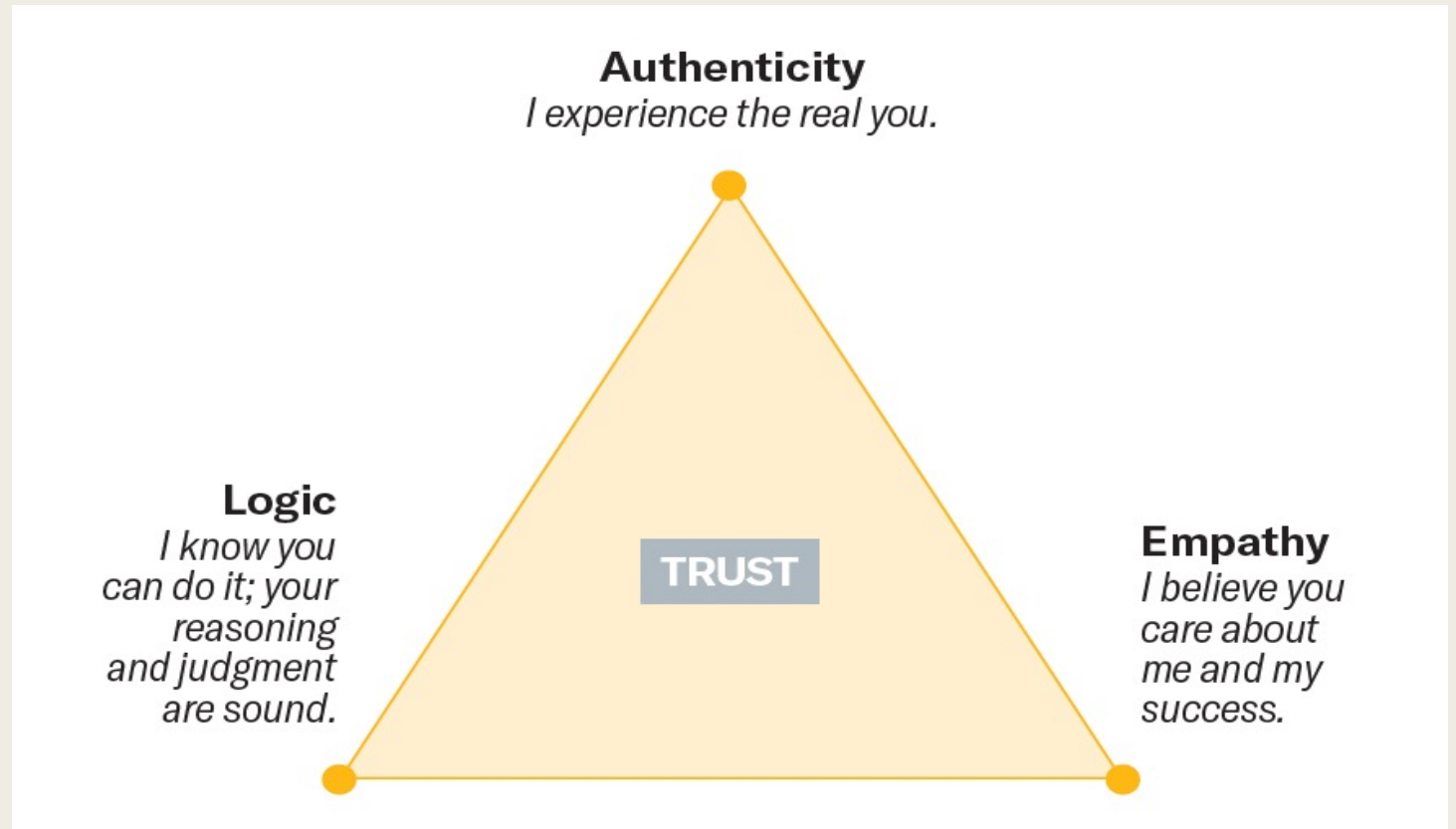
*Good communication leads to trust
But don't overdo it!*

- <https://www.youtube.com/watch?v=-4EDhdAHrOg>

there is a nail in the head

The Trust Triangle

Good communication
leads to trust



Source: Frei, F.X. and Morriss, A., 2020. Begin with trust. *Harvard Business Review*, 98(3), pp.112-121.

Feedback

Turn around to your neighbor and give feedback:

..... If I worked for you I would appreciate about you ...

Feedback

Turn around to your neighbour and give feedback:

- If I worked for you I would appreciate about you ...

Q&A



THANK YOU !!

Back-up

- Focus on the positive
- Forward looking
- Creating energy
- Creating the future

+

complexity

Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

Example: You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.

Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?

volatility

Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.

Example: Prices fluctuate after a natural disaster takes a supplier off-line.

Approach: Build in slack and devote resources to preparedness—for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.

ambiguity

Characteristics: Causal relationships are completely unclear. No precedents exist; you face “unknown unknowns.”

Example: You decide to move into immature or emerging markets or to launch products outside your core competencies.

Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.

uncertainty

Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.

Example: A competitor's pending product launch muddies the future of the business and the market.

Approach: Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.

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HOW MUCH DO YOU KNOW ABOUT THE SITUATION?

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