

The role of mentoring in a VUCA world

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COP Rules of Engagement

Confidentiality is key – keep to themes rather than specifics when drawing on mentoring experiences. Mentee details to remain anonymous.

All insights valued - mentors of all experience level are welcomed in an environment of mutual respect, sharing and support.

Support and encourage – the intention behind interactions in the Community is to boost confidence, share suggestions useful to other mentors and build practical knowledge for members.

Suggestions welcomed – the group is as active and as energised as its members. Suggestions for improving or evolving the group are welcomed.

Session outline

- Mentoring check in
- Feedback
- Intro to VUCA
 - Presentation
 - Practical exercise
- Feedback
- Topic for next session



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Mentoring check in

Reflecting on:

- How is mentoring going for you?
- What has been positive and/or surprising?
- What, if anything, have you been unsure about?
- Are there any questions that you have around your experience so far?

VUCA

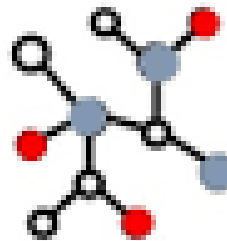
VUCA



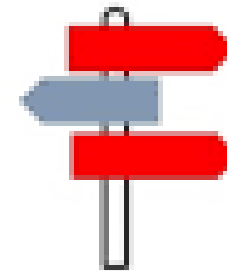
VOLATILITY



UNCERTAINTY



COMPLEXITY



AMBIGUITY

What does VUCA actually mean?

Volatility- the speed of change

Uncertainty- the extent to which we can confidently predict the future.

Complexity- the number of factors that we need to take into account, their variety and the relationships between them.

Ambiguity- lack of clarity about how to interpret something.

Supporting a mentee through uncertainty

Certainty – what we are reasonably or very sure about and can therefore plan for

Partial certainty – high probabilities, but with some risk factors to any prediction, for which we can plan with contingencies and multiple scenarios

Uncertainty – what we have limited control over and need rapid reaction plans for

Chaos – what we can't predict or plan for, and so for which we need to have very strong radar

Supporting your mentee

A mentor can help mentees think through asking these questions:

- What lies in each category?
- How appropriate their current response is?
- How they can improve their responses?



Process and mindset

Process and mindset changes are typically both required in a robust approach to manage uncertainty.

Process- How you gather and validate information, but also how you use that information to make decisions.

Mindset- How we perceive uncertainty in the first place. View change as an opportunity rather than a threat

Useful questions

Process	Mindset
How can you make better, <i>faster</i> decisions, even when you have less certain data?	What opportunities can you see in the uncertainties you are aware of?
How can you persuade others to do so?	What positive outcomes can you envisage from <i>creating</i> uncertainty?
When is it right to decide not to decide?	How can you increase your change resilience?

From fear of change to curiosity

- What are your greatest hopes for the outcomes of this current uncertainty?
- What can you do, alone or with others, to make those hopes more likely outcomes?
- How do you want to be seen in relation to the changes happening? (A blocker, a supporter, or “the calming voice of reason”?)
- How much more effective would you be, if you chose not to worry about what might happen?

Practical exercise



Community of Practice for Mentors

The next Community of Practice date will be announced via email

As a member of the community, you're very much invited to put forward your ideas and get involved. If you have any thoughts for how you would like the CoP to be different, give me a call or email me!

Equally, any questions or concerns about your mentoring experience, please say.

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Thank You



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