

## Black swan ready?

***“CAL practices used daily make it irrelevant if there is lock down or not.”***

Lukasz Wachulak, Nokia Productization Tribe Leader

The current Covid-19 crisis has caught a lot of leaders off balance. Many have seen the situation as a “Black Swan”, a major disruptive event which could not have been foreseen nor prepared for.



Frankly speaking, this recent “Black Swan” is just more evidence of us being in VUCA times.

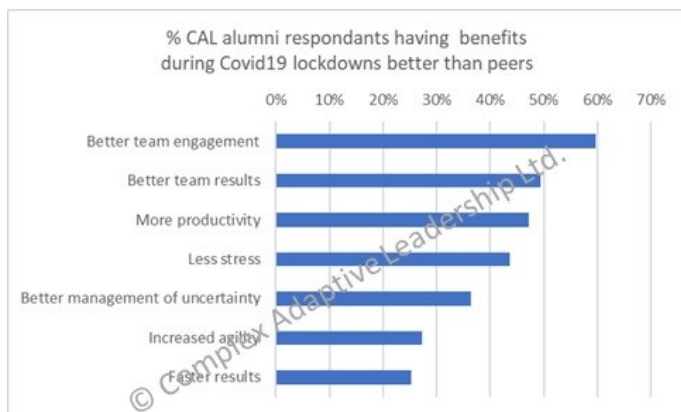
The term “VUCA” (Volatile, Uncertain, Complex, Ambiguous) has been around for a couple of decades. Until now this has largely been the concern of senior leaders navigating their organisations through difficult times. The Covid-19 crisis has suddenly made VUCA a lot more present for many more people around the world, all at the same time.

**This “Black Swan” will come and go, others no doubt will fly in.**

**How can organisations and leaders be better prepared?**

Research of the Complex Adaptive Leadership (CAL) alumni around the world has shown most were prepared and have managed well, certainly better than those around them dealing with the same VUCA context.

95% stated the CAL approach was extremely or very useful to help deal with the covid19 uncertainties. Over 70% reported that they have coped better or far better than those around them.



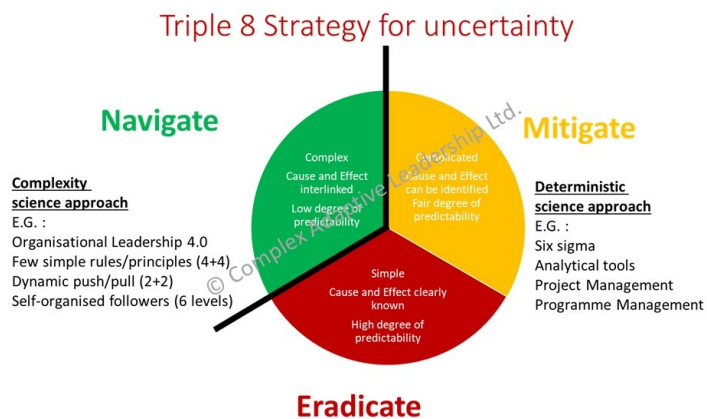
Our research not only highlighted how some leaders have coped better than others, but also why others have found things stressful.

The common trends amongst those who have not coped so well are:

- Constantly searching for certainty
- Needing to exert control
- Believing that leaders should be visibly in the “lead”, rather than enable self-organisation
- Striving to keep on top of everything

**How does The CALAgility System™ better prepare organisations and leaders for the current and next Black Swan?**

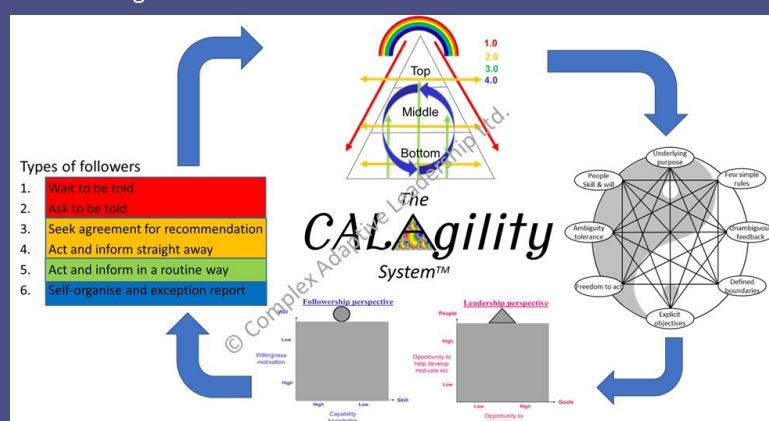
The CALAgility System™ is based on a unique mix of western complexity science and ancient Chinese wisdom. It shows that, when the situation is “Complex”, uncertainty needs to be **navigated**, rather than **eradicated** (when dealing with the “Simple”) or **mitigated** (when dealing with the “Complicated”).



If the only scientific approach a leader knows is deterministic, then a tendency to micro-manage and be stressed in a crisis will most likely follow. Those who understand the science of dealing with complexity will fare better, in a context of high uncertainty, than those who don't.

However, an understanding of the complexity science is just the starting point. It needs to be applied to organisational leadership. And here the key CAL “maps” of Organisational Leadership 4.0, 4+4 Organisational Principles, 2+2 Leadership Dynamic and 6 Followership Levels are proven to help navigate. Together they combine into forming the core of The CALAgility System™, a proven approach that gets real and measurable results.

- **Organisational Leadership 4.0.** This is a paradigm-breaking dynamic combination of Organisational Leadership 1.0 (traditional and downwards), 2.0 (sideways and outward) and 3.0 (upwards and strategic). It enables a high degree of self-organisation within a hierarchical structure. Our research shows that high performing leaders spend much less time on 1.0 than the average, allowing more time for cross-organisational collaboration and being strategic to seize opportunities. More about this can be read in our earlier articles "[We don't need another hero](#)" and "[Enabling fast 5G rollout](#)".
- **4+4 Organisational Principles.** 8 principles (4 hard, 4 soft) need to be in place of a team to be self-organising. Our research shows that many teams have a good 70% score overall, but the potential is not released due to leadership behaviours which are not fully enabling. More about these principles can be read in our earlier article "[Boosting virtual team performance](#)".
- **2+2 Leadership Dynamic** – this is when leaders need to push and when to pull, when to get a grip and when to let go. Our research shows that most leaders are far too involved in what is going on (trying to keep on top of things), with over 25% micromanaging and over 80% not stepping back enough. This results in, for the most part, leaders being more disabling than enabling.



- **6 Followership Levels.** There are 6 types of followers in an organisation. Our research shows that in average only 14% members of a team are self-organising and some 58% are a

drain on leadership resource. This drags leaders into Leadership 1.0, wasting up to 30% of their time in non-value-added work and being unnecessarily stressed. To build a highly effective team, leaders need to think about their leadership strategies and how to move all their team members to Level 6.

### How is The CALAgility System™ implemented to achieve maximum development impact on organisations and leaders?

Our research shows that the typical "sheep dip" approach of standalone workshops is far less effective than fully integrated 70-20-10 programmes, which focus on supporting leaders in their day leadership job regarding team and business. Only 10% is workshops (online or offline) with 20% supportive coaching and mentoring, and 70% supported application on the day job. The resultant benefits are not just short term but stick for many years.

*"After 30 years of management and a very successful career I experienced life changing leadership through this programme completed some years ago. It exemplifies a real-life train the trainer program. I've made a significant impact on my direct reports and their productivity reflects it. The 70-20-10 approach has influenced my teams on a daily basis and we have savings and cost reductions as a result. The IPAS system created a discipline reflection schedule and goal-oriented plan. I've never experienced a program that continues to impact my life years after the training. I would inspire anyone desiring to improve their leadership and make a direct impact on others' lives to take this course. The passion of the CAL approach is like no other program."* Mike McCormick, National Head, Nokia.

**The Covid-19 crisis will pass –**

**but another Black Swan will surely fly in, or leave its eggs to hatch.....**

**Are you and your organisation prepared?**



*Nick Obolensky*

**Nick Obolensky**  
Founder, Complex Adaptive Leadership

## WHO ARE COMPLEX ADAPTIVE LEADERSHIP?



CAL is an ISO certified global firm which combines modern Western Complexity Science with some ancient Chinese wisdom to enable leaders to get better results, faster for less resource/effort, resulting in enhanced organisational agility.

Our interventions extend mindsets from Leadership 1.0 (traditional, albeit redefined many times, with leadership done by leaders/managers, downwards) to cross-boundary organisational Leadership 2.0 (where leadership also has to go sideways and outwards without "formal power"), to Leadership 3.0 (where leadership needs to go upwards with leaders needing to enable and learn to follow the people they lead, and followers needing to learn to take the initiative and lead themselves), which all combine into Leadership 4.0 (where leadership becomes a dynamic not just a static role or attribute).

