

VUCA

NAVIGATING A COMPLEX WORLD

VOLATILITY • UNCERTAINTY • COMPLEXITY • AMBIGUITY



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Not all difficult situations are the same

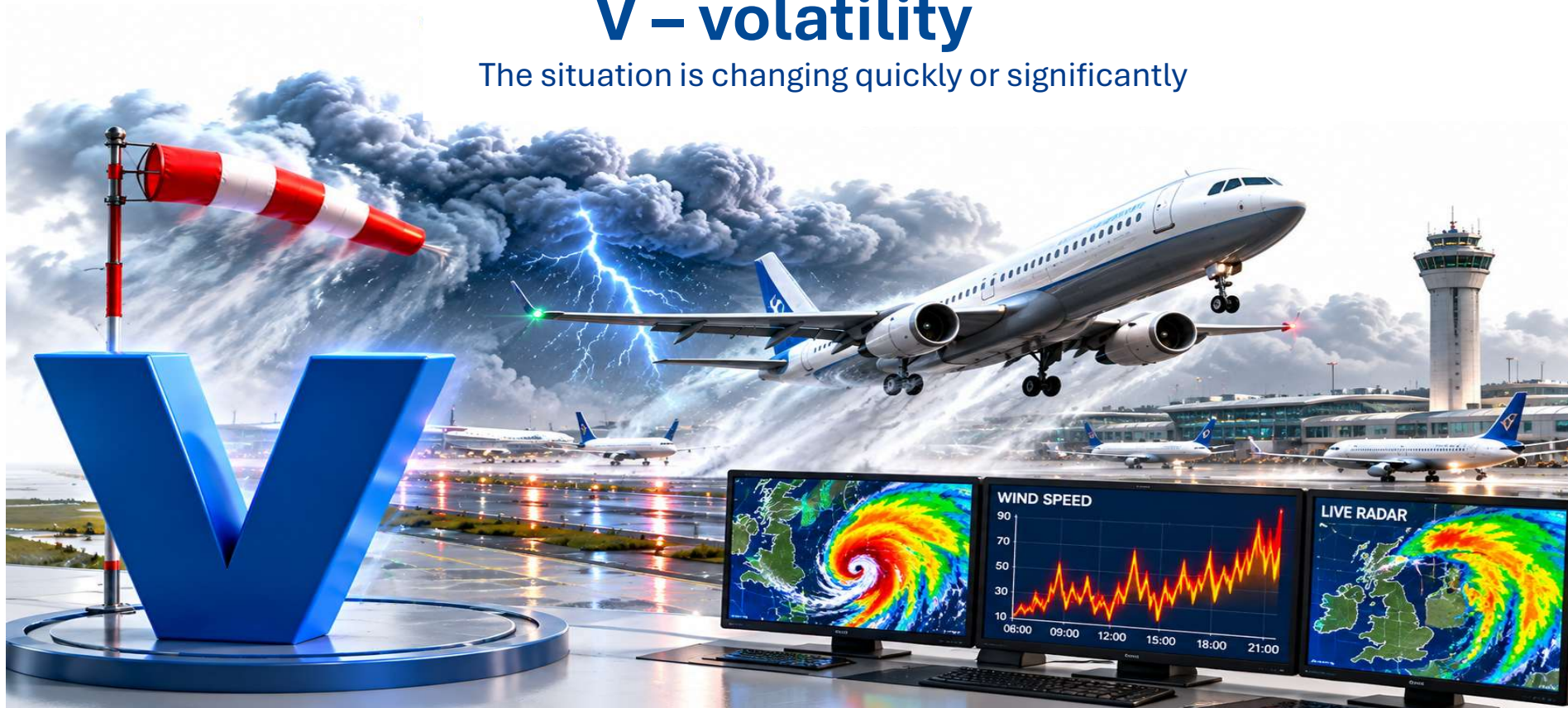
VUCA separates four different characteristics of a challenging environment





V – volatility

The situation is changing quickly or significantly





U – uncertainty

Important information or future outcomes are difficult to predict





C – complexity

Multiple interconnected factors make cause and effect difficult to separate





A – ambiguity

The situation can support more than one plausible interpretation





The VUCA framework

Four characteristics that can be present at the same time in complex and dynamic environments





One event, four different challenges

A single situation can contain all four VUCA characteristics at the same time





VUCA is not a risk matrix

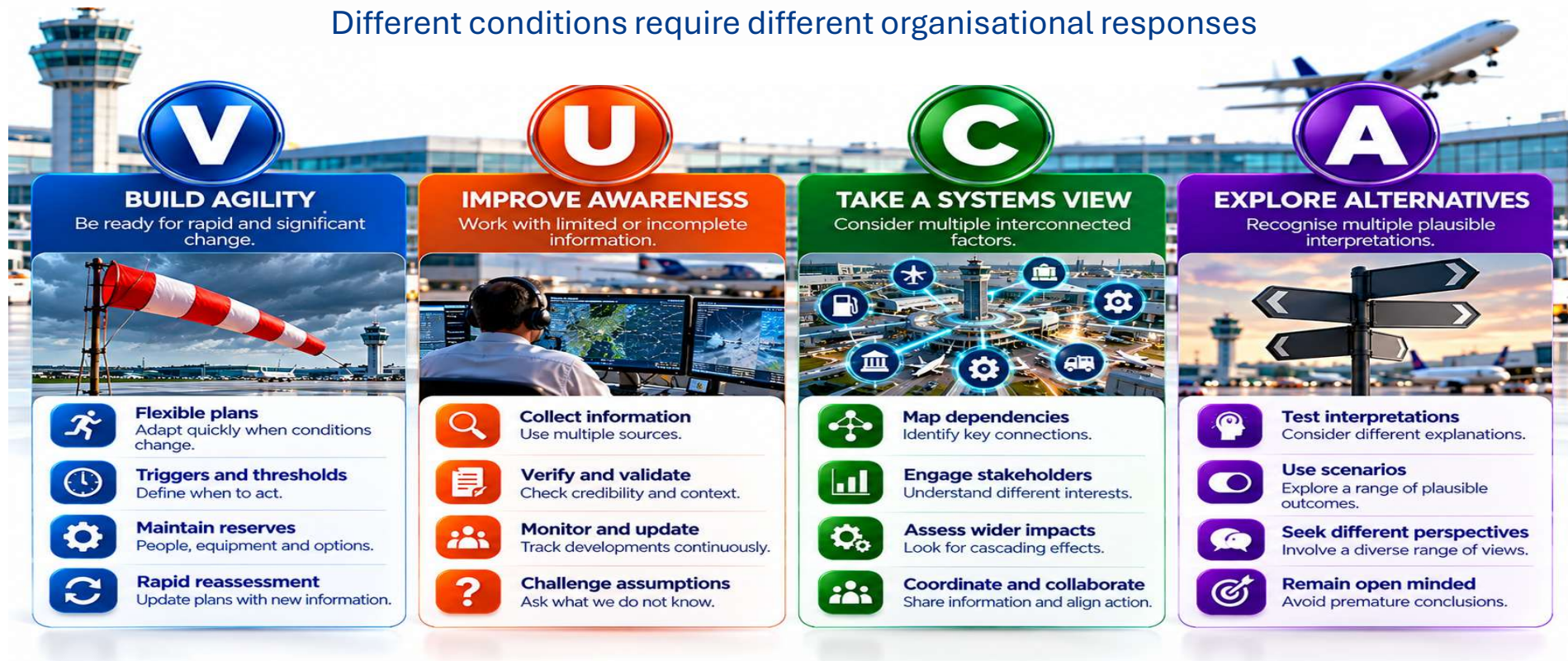
VUCA helps you understand the environment, not calculate specific risks





Turning VUCA into action

Different conditions require different organisational responses





More data does not always mean more certainty

More information can help, but it does not remove VUCA.





From VUCA to better questions

Use VUCA to ask the right questions and explore the bigger picture





The VUCA compass

Four simple questions to guide your thinking and response





Try the VUCA test

Apply VUCA to a real-world aviation situation



SCENARIO

A major international airport experiences a sudden IT outage that affects check-in, baggage handling, security screening and flight information displays.

Flights are delayed, passengers are building up, media are asking questions and there is limited information about how long the disruption will last.



VOLATILITY

What could change quickly and how significant could the impact be?



UNCERTAINTY

What do we not know and how reliable is the information we have?



COMPLEXITY

What are the key connections and interdependencies we need to consider?



AMBIGUITY

What other interpretations are possible and what are the real implications?



YOUR TASK

Use the four VUCA questions to analyse this situation.

What does each element look like in this scenario and how might it influence your response?



SYSTEM OUTAGE

CHECK-IN	DELAYED
BAGGAGE	DELAYED
SECURITY	DELAYED
DEPARTURES	DELAYED