

VUCA 2.0

Vision • Understanding • Courage • Adaptability

A leadership lens for responding to volatile, uncertain, complex and ambiguous conditions



A LEADERSHIP LENS

Not a risk-assessment or
decision-making methodology.

Use alongside appropriate security, intelligence, risk,
governance and decision-making processes.



RISK



INTELLIGENCE



GOVERNANCE



DECISION-MAKING

From VUCA to VUCA 2.0

From describing the environment to framing the leadership response



For professional discussion and reflection • VUCA 2.0 is a leadership lens, not a risk-assessment or decision-making methodology • Apply alongside appropriate organisational security, intelligence, risk and governance processes

Why VUCA 2.0?

Understanding the environment is only the beginning



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V = Vision

Create direction despite uncertainty



	Set direction Provide a clear sense of purpose and priorities.		Focus on what matters Identify and protect core security objectives.		Provide alignment Give a common direction across people, teams and stakeholders.		Keep long-term in view Balance immediate pressures with strategic goals.
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Vision in practice

Key questions to create and maintain a clear security direction



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U = Understanding

Build understanding before acting



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Understanding in practice

Ask the right questions, challenge assumptions and use multiple perspectives



What do we know?

Current, verified and reliable information.



What don't we know?

Gaps in information and areas of uncertainty.



What assumptions are we making?

Challenge, test and validate assumptions.



What has changed?

New information, developments or emerging trends.



What do others see?

Consider different stakeholder perspectives and potential biases.



What does the evidence tell us?

Use intelligence, data, operational information and frontline observations.



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C = Courage

Make difficult decisions with incomplete information

**Take responsible action**
Decide and act despite uncertainty.

**Speak up**
Challenge assumptions and escalate concerns.

**Do what is right**
Prioritise safety, security and organisational values.

**Accept difficult trade-offs**
Balance risk, operational pressure and wider impacts.

**Judgement**
Use sound judgement and professional integrity.

**Leadership**
Be prepared to make difficult and unpopular decisions.

**Accountability**
Take ownership of decisions and their consequences.

**Resilience**
Stay calm and keep focused under pressure.

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A = Adaptability

Adjust, learn and respond as conditions change



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Putting it into practice

Adapting to a rapidly changing aviation security situation



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VUCA 2.0 key takeaways

Using VUCA 2.0 to strengthen vision, understanding, courage and adaptability.”



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Applying it in aviation security

From understanding to action in a real-world context



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Building a more resilient future

Use the VUCA 2.0 mindset to strengthen aviation security and organisational resilience



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Your next steps

Think differently, act wisely and strengthen aviation security



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