

CHAOS

is a GIFT?

Leading Oneself
in Uncertain and Complex
Environments

EDITED BY
Ebben van Zyl
Andrew Campbell
Liesel Lues

29 June 2020

To whom it may concern

Confirmation of Dr Andrew Campbell's contribution to – *CHAOS IS A GIFT? Leading Oneself in Uncertain and Complex Environments* edited by Prof Ebben van Zyl and Dr Andrew Campbell

Please note that the above work is due to be published in September 2020 and are therefore in a prepublication format.

The abovementioned collected work consists of 17 Chapters. Written by experts in the field. The purpose of the book is to give deeper insight into the concept of "leading oneself within different VUCA environments". The book will provide practical realities and specific recommendations on how to lead oneself in the private and public sectors, the academic world and conflict/post-conflict environments. Guidelines of how to lead oneself will be proposed.

The book is aimed primarily at leaders in different environments, including the business, private, academic, and public sectors, and conflict/post-conflict environments. The secondary market could be anyone interested in how to lead oneself in VUCA environments.

Dr Andrew Campbell contributed **CHAPTER 1:** Perspectives of leading in uncertain and complex environments, **CHAPTER 13:** Conflict resolution for peacebuilding: leading oneself in an uncertain and complex environment and **CHAPTER 16:** Looking ahead: Strategic leading oneself skills in VUCA environments.

ISBN: 978-1-86922-860-6 (Printed)

ISBN: 978-1-86922-861-3 (PDF eBook – Digital)

ISBN: 978-1-86922-862-0 (Epub)

ISBN: 978-1-86922-863-7 (Mobi)

Publication date: September 2020

I trust that you will find the above in order and should you require any further information please do not hesitate to contact me.

Yours sincerely



Cia Joubert

Head: KR Publishing

CHAOS IS A GIFT?

Leading Oneself in Uncertain and Complex Environments

Edited by Ebben van Zyl, Andrew Campbell & Liezel Lues

Copyright © KR Publishing and Ebben van Zyl, Andrew Campbell & Liezel Lues

All reasonable steps have been taken to ensure that the contents of this book do not, directly or indirectly, infringe any existing copyright of any third person and, further, that all quotations or extracts taken from any other publication or work have been appropriately acknowledged and referenced. The publisher, editors and printers take no responsibility for any copyright infringement committed by an author of this work.

Copyright subsists in this work. No part of this work may be reproduced in any form or by any means without the written consent of the publisher or the author.

While the publisher, editors and printers have taken all reasonable steps to ensure the accuracy of the contents of this work, they take no responsibility for any loss or damage suffered by any person as a result of that person relying on the information contained in this work.

First published in 2020.

ISBN: 978-1-86922-860-6 (Printed)
eISBN: 978-1-86922-861-3 (PDF ebook)
eISBN: 978-1-86922-862-0 (ePub)
eISBN: 978-1-86922-863-7 (Mobi)

Published by KR Publishing
P O Box 3954
Randburg
2125

Republic of South Africa

Tel: (011) 706-6009
Fax: (011) 706-1127
E-mail: orders@knowres.co.za
Website: www.kr.co.za

Printed and bound: HartWood Digital Printing, 243 Alexandra Avenue, Halfway House, Midrand
Typesetting, layout and design: Cia Joubert, cia@knowres.co.za
Cover design: Marlene De Lorme, marlene@knowres.co.za
Editing and Proofreading: ???
Project management: Cia Joubert, cia@knowres.co.za

TABLE OF CONTENTS

About the editors

About the contributors

Introduction

Purpose of the book and target readership

Structure of the book

Part one: Introduction

Chapter 1: Perspectives of leading in uncertain and complex environments by *Andrew Campbell*

Chapter 2: Perspectives of leading oneself in volatile, uncertain, complex and ambiguous environments by *Ebben van Zyl*

Part two: Implementation of leading oneself in private sector environments

Chapter 3: Conflict wisdom: the ability to change the frame by *Barney Jordaan*

Chapter 4: Leadership by socrates: self-care in difficult and unpredictable times by *Barbara Schellhammer*

Chapter 5: Humanness in the business and private sectors by *Erich P: Schellhammer*

Chapter 6: Perspectives on stillness for a VUCA world by *Adrienne Castellon*

Part three: Implementation of leading oneself in academic environments

Chapter 7: Resilience and agility in Zimbabwe higher education by *Martha Harunavamwe*

Chapter 8: Optimism and adaptability in the south African higher education sector by *Daphne Pillay*

Chapter 9: Basic psychological need satisfaction at the University of NAMIBIA (UNAM) by *Wesley Pieters*

Part four: Implementation of leading oneself in public sector environments

Chapter 10: South Africa's surviving VUCA environments by *Liesel Lues*

Chapter 11: Leading self in South Africa's VUCA local government environment by *Maréve Biljohn*

Chapter 12: A model of leading self in VUCA environments by *Ajay K Jain*

Part five: Implementation of leading oneself in conflict and post-conflict environments

Chapter 13: Conflict resolution and peacebuilding: leading oneself in uncertain and complex environments by *Andrew Campbell*

Chapter 14: Liminal leadership in a VUCA world by *Randal Joy Thompson*

Chapter 15: Leading oneself in a VUCA world: lessons from the field of religious leadership by *Jack Barentsen*

Part six: Looking ahead, outcomes, conclusions and recommendations

Chapter 16: Looking ahead: Strategic leading oneself skills in VUCA environments by *Andrew Campbell*

Chapter 17: Most prominent outcomes of the book, challenges and key conclusions/recommendations by *Ebben van Zyl*

Foreword by Richard Wiss: Chairman of the Board, Senatus Consultum, “Conscriptus Electus”, Utrecht, The Netherlands)

In times of chaos, I met Dr. Andrew Campbell, whose knowledge and friendship I highly respect and therefore genuinely see as a gift.

“If you want the rainbow, you have to deal with the rain,” Augustus said... All great leaders in history faced challenges. There is no victory without a battle.

What is leadership? And who is a great leader? There are classic leadership books that have stood the test of time and are essential reading for anyone wanting to develop their leadership skills. But, even if you read them all, it does not make you a great leader. Some things never change when it comes to great leadership, they are universal, but modern times ask for modern leadership skills.

“CEOs must master three essential attributes, realistic optimism, subservience to purpose, and finding order in chaos. One’s capacity in each determines their ability to cope with today’s business environment.” -Justin Menkes-

This era of groundbreaking technology, digitization, climate change, fake news, and geopolitical shifts are perpetuating human core values. The leading theories about Leadership and Chaos and all the academic studies may no longer be effective.

In today’s volatile, uncertain, complex, and ambiguous (VUCA) environment, one of the global leadership challenges is to make correct and just decisions that are beneficial to the majority of people by managing the political, economic, technological, cultural and educational context

“ But to practice leadership, you need to accept that you are in the business of generating chaos, confusion, and conflict.” -Ronald A. Heifetz-

How does a leader deal with the turbulent issues of a fast-changing environment? How do you apply your unique leadership composition to the crisis of the day? How do you lead oneself in complex situations like peace development activities or how do you manage the uncertain and ambiguous economic and academic environment? These are subjects addressed in this book. It will guide us in (our own) turbulent times.

“All great changes are preceded by chaos” -Deepak Chopra-

The foreword is written by HE Richard Wiss, Chairman of the Board SENATUS CONSULTUM “Conscriptus Electus”, Utrecht, the Netherlands

INTRODUCTION

Welcome to the first edition of *Chaos is a gift? Leading oneself in uncertain and complex environments*. Human nature has not changed since the beginning of time. One of the current global challenges is managing and adapting to the complexity and uncertainty of change and new demands (Van Zyl and Campbell, 2019). For instance, the coronavirus pandemic has led to a lockdown of countries all over the world. Many industries and factories were forced to shut down, having an adverse impact on global markets and economies. Levels of stress are soaring among employees due to rising employment uncertainty. Domestic violence has increased, due to people being confined at home. Mental health problems such as depression and anxiety are escalating due to loneliness and isolation. Having no sense of control over circumstances causes fear of dying, fear of relatives who might die, fear of not knowing how long isolation and physical distancing would be maintained. Besides causing high levels of stress, the current situation has led to posttraumatic stress disorder in some people.

Companies are desperately trying to be proactive by re-imagining the future world and continuously developing new products and services. The decline in economic activity globally has forced private sector companies to do more with less employees, which contributes to the uncertainty in organizations. In the public sector, ineffective political leadership and the constant changing of lockdown legislation create a complex environment in which employees have to function.

In the academic sector, the uncertain impact of the global pandemic on educational delivery systems has moved academic institutions from being instructor-led to functioning as remote instructional delivery systems. Online training and evaluation methods have been introduced, all of which are contributing to a volatile and ambiguous educational environment. Apart from the volatile, uncertain, complex and ambiguous (VUCA) business, academic and public sectors, the global environment is characterized by regional instability and ambiguity, failed states, increased weapons proliferation, and global terrorism, all of which require greater global leadership (Campbell, 2018).

The important question is how leaders and non leaders can lead themselves in order to deal with the changing world and demanding VUCA environments. Currently, some empirical, theoretical and application leadership models are available in the business, academic and public sectors. However, there is no empirical, theoretical leadership model aimed at the “leading oneself” role in VUCA environments. The proposed book will play a critical role in expanding leadership skills within the changing global environment we are functioning in.

PURPOSE OF BOOK AND TARGET POPULATION

The purpose of the book is to give deeper insight into the concept of “leading oneself within different VUCA environments”. The book will provide practical realities and specific recommendations on how to lead oneself in the private and public sectors, the academic world and conflict/post-conflict environments. Guidelines of how to lead oneself will be proposed.

The book is aimed primarily at leaders in different environments, including the business, private, academic, and public sectors, and conflict/post-conflict environments. The secondary market could be anyone interested in how to lead oneself in VUCA environments.

STRUCTURE OF THE BOOK

The book is presented in four parts:

Part one: Introduction: Leading oneself in VUCA environments

This section provides introductory discussions on perspectives of leading in complex and uncertain environments, followed by perspectives of leading oneself in VUCA environments.

Part two: Leading oneself in the private sector

Skills of conflict wisdom, self-care, humanness, and stillness are discussed in part two.

Part three: Leading oneself in the academic sector

In this part, some of the significant concepts to be discussed are resilience, agility, optimism, adaptability, and servant leadership.

Part four: Leading oneself in the public sector

In part four, transformational, relational, and participative leadership will be scrutinized.

Part five: Leading oneself in conflict and post-conflict environments

This part will focus on conflict resolution, liminal leadership and religious leadership.

Part six: Looking ahead, outcomes, recommendations, and final thoughts

First, future possibilities will be discussed with regard to a strategic leading oneself model in VUCA environments. The outcomes of the book (leading oneself skills in general and in different environments) will then be set out. Recommendations will be discussed and concluding thoughts will be given (explaining why chaos may indeed be considered as a gift).

A more comprehensive structure and description of the book are as follows:

Part one: Introduction

Chapter 1: Perspectives of leading in uncertain and complex environments (Andrew Campbell, International Peace Leadership Institute [IPLI], USA)

Chapter 2: Perspectives of leading oneself in volatile, uncertain, complex, and ambiguous environments (Ebben van Zyl, University of the Free State [UFS], South Africa)

Part two: Leading oneself in the private sector

Chapter 3: Conflict wisdom: The ability to change the frame (Barney Jordaan, Vlerick Business School, Ghent, Belgium)

Chapter 4: Leadership by Socrates: Self-care in difficult and unpredictable times (Barbara Schellhammer, Munich School of Philosophy, Germany)

Chapter 5: Humanness in the business and private sectors (Erich Schellhammer, Royal Roads University, Canada)

Chapter 6: Perspectives on stillness for a VUCA world (Adrienne Castellon, Trinity Western University, Canada)

Part three: Leading oneself in the academic sector

Chapter 7: Resilience and agility in Zimbabwean higher education (Martha Harunavamwe, UFS, South Africa)

Chapter 8: Optimism and adaptability within the South African higher education sector (Daphne Pillay, University of Pretoria, South Africa)

Chapter 9: Basic psychological need satisfaction at the University of Namibia (Wesley Pieters, University of Namibia, Namibia)

Part four: Leading oneself in the public sector

Chapter 10: South Africa's surviving VUCA environments (Liesel Lues, UFS, South Africa)

Chapter 11: Leading self in South Africa's VUCA local government environments (Mareve Biljohn, UFS, South Africa)

Chapter 12: A model of leading self in VUCA environments (Ajay K. Jain, Ghaziabad School of Business, India)

Part five: Leading oneself in conflict and post-conflict environments

Chapter 13: Conflict resolution and peace building: Leading oneself in an uncertain and complex environment (Andrew Campbell, IPLI, USA)

Chapter 14: Liminal leadership in a VUCA world (Randall Thompson, Dream Connect Global, Silver Spring, USA)

Chapter 15: Leading oneself in a VUCA world: Lessons from the field of religious leadership (Jack Barentsen, ETF Open University, Leuven, Belgium)

Part six: Looking ahead, outcomes, recommendations, and conclusions

Chapter 16: Looking ahead: Strategic leading oneself skills in VUCA environments (Andrew Campbell, IPLI, USA)

Chapter 17: Leading oneself in uncertain and complex environments: Outcomes, recommendations and concluding thoughts (Ebben van Zyl, UFS, South Africa)

CHAPTER 1

PERSPECTIVES OF LEADING IN UNCERTAIN AND COMPLEX ENVIRONMENTS

Andrew Campbell

Abstract

We live in a world of rapid geopolitical and socio-economic change spawned by technological innovation and driven by economic inequality and ideological discourse. Rapid change within the global political context and marketplace produces complex and uncertain outcomes which impact the operational environment among transnational corporations. This chapter aims to introduce a conceptual volatile, uncertain, complex, and ambiguous (VUCA) understanding and a brief comparative discussion of traditional to strategic approaches. Secondly, the chapter will present the role of existing theoretical leadership models in understanding the foundational tenet of leadership in a VUCA environment. Finally, a brief discussion of different perspectives of leadership challenges in a VUCA academic, business, economic, and peace development setting is offered.

INTRODUCTION

The global transition from agrarian to industrial advancements throughout the 20th and 21st century carried socio-political, educational, economic, ideological, and security challenges that shaped domestic and international relations. Numerous studies suggest a positive association between economic and education inequality and socio-political tension on the security of nation-states. Shifting from colonialism to state sovereignty created a complex mixture of economic, socio-political, legal, and cultural challenges within the transnational, national, and subnational systems. History shows that within the international system these challenges carried economic disparities between states, both in bipolar and multipolar political and security challenges causing chaos, volatility, and uncertainty within the international system.

After World War I and II, the international community formally created international institutions and treaties between states. The institution of non-intervention and treaties of collective security agreements provide the space for significant technological developments that have altered the international economic system, as well as the world order. As a result, the integration of economic and technological innovation span across territorial boundaries, impacting not only the principal sectors of society, but also the peace and security apparatus. In fact, the interconnectedness of globalization and technological innovation has changed the organizational and operational environment. The biggest leadership challenge is how to not only lead in an unpredictable environment but also navigate an organization when experiencing unanticipated events. The world has become more volatile, uncertain, complex, and ambiguous (VUCA) within the political, educational, and economic environment.

We live in a world of rapid geopolitical and socio-economic change spawned by technological innovation, driven by economic inequality, and ideological discourse. Rapid change within the global political context and marketplace produces complex and uncertain outcomes that impact the operational environment among transnational corporations. Literature shows the issues of one domain, like volatility, impacts other domains such as complexity, uncertainty, and ambiguity amid chaotic events (uncertainty may for instance also include volatility and complexity may also include ambiguity). This chapter aims to introduce a conceptual volatile, uncertain, complex, and ambiguous (VUCA) understanding and a brief comparative discussion of traditional to strategic approaches. The subsequent chapters, however, focus on the complexity and uncertainty within a chaotic context. Second, the chapter will present the existing role of theoretical leadership models in understanding the foundational tenet

of leadership in a VUCA environment. Finally, a brief discussion of different perspectives of leadership challenges in a VUCA academic, business, economic, and peace development setting is offered.

CONCEPTUAL UNDERSTANDING

During the 1990's, researchers at the United States of America Army War College recognized the fall of the Soviet Union created a security vacuum comprised of wicked challenges for military strategic planners. Given the rise of global terrorism, the rapidly changing socio-ethno-economic and political environment not only make stabilization and reconstruction activities unpredictable but also nation-building uncertain. In the same vein, transnational corporations recognize that challenges the military experience from internal and external forces are resident within an organizational business context. As a result, national and business leaders were in uncharted waters, and traditional leadership approaches needed to change and adapt in this new environment (Veldsman and Johnson, 2016).

The contextual descriptors of volatility, uncertainty, complexity and ambiguity (VUCA) are characterized below.

Volatility

Kok and van den Heuvel (2019) suggest the speed of technological innovation, the magnitude of political discourse, and the scale of unstable socio-economic events bring not only instability but also volatility within a constantly shifting global business ecosystem. As actions unfold, rapid change and managing unexpected events generate chaos within the operational environment. More importantly, the unpredictable context in the environment brings a cause and effect that is frequently out of the organizational leader's span of control. According to Landberg (2016), "leaders are not afforded the luxury of stability and predictability" (p. 268). To illustrate, the introduction of Bitcoin cryptocurrency and blockchain technologies designed to transfer money seamlessly is not only bringing volatility but also generating rapid global market fluctuation and instability across the financial ecosystem.

Uncertainty

Globalization and technological innovation have changed the geopolitical and transnational corporate landscape (Veldsman and Johnson, 2016). Additionally, the increased levels of globalized technological innovation, economic integration, multicultural and social interdependence, and transnational corporate operations frequently brings both an institutional and organizational crisis. A crisis event frequently brings a resulting continual change in the political, socio-economic, and security environment. To put it simply, the acceleration of change often brings a lack of clarity in information sharing, a lack of strategic planning capability in managing the unexpected, and strategic foresight for leaders to foresee the outcomes of major changes (Kok and Van den Heuvel, 2019). The uncertainty of governmental policies in economic sanctions, trade embargoes, import and export restrictions, currency manipulations, and increased tariffs on goods and services are uncontrollable events that impact not only the relations of glocalized and transnational business leaders, but also consumers.

Complexity

Global conditions of managing the political, diplomatic, economic integration, collective security agreements, and socio-ethnic stability have become more complex than ever. Veldsman and Johnson (2016:485) state that “complexity involves navigating situations resulting from the confluence of the many different business, economic, government, and political players.” More importantly, the rapid speed of integrating technological innovations, such as robotics and artificial intelligence, into our daily lives and day-to-day operations of organizations are changing the societal landscape. No longer are agrarian and post-industrial societal challenges single-layered with limited second or third order of effects. Simply stated, the global ecosystem is dynamic with multiple interrelated moving parts. In fact, the global demand to both integrate the economic resources and leverage the interconnective technologies carries multilayered challenges for leaders. Weick and Sutcliffe (2015: 92) suggest that “interactive complex systems possess a more elaborate set of interconnections and nonlinear feedback loops, some of which are hidden or impossible to anticipate.” That said, disentangling the interconnective relationship contained within multiple layers makes it impossible for organizational leaders to create and decide on a singular path for a particular action. In other words, navigating the unpredictability

and uncertain demands from multiple directions increases the interactive complexity in decision making. Organizational leaders are frequently faced with the possibility of both multiple decision pathways and multiple consequences. The outcome of organizational chaos is only as complex as the leader's decision-making process.

Ambiguity

Leaders are accustomed to solving organizational crisis with predictable and certain outcomes. Amid organizational chaos, the leader's decision is only as good as the information presented. The political uncertainty and socio-economic volatility within the global environmental impacts not only government operations and transnational corporations but also the regional and communal entities (Kok and Van den Heuvel, 2019). In fact, global demands are frequently fragmented, unclear, and unpredictable, therefore disentangling the global demands frequently generates confusion and a lack of clarity where interconnecting relationships are unknown and undefined. Scholar-practitioners believe the lack of information, predictability, and clarity causes organizational uncertainty and ambiguity (Weick and Sutcliffe, 2015). In fact, "ambiguity triggers dependency needs and consequently, higher levels of anxiety" (Veldsman and Johnson, 2016: 772). Given this type of operational environment, the leader's dependency on predictable and certain outcomes are no longer valid.

The challenge for organizational leaders is to examine the global commons, disentangle and make sense of the chaotic interconnective pathways, and develop strategic planning assumptions into a singular direction when the environment is fluid and unpredictable. To illustrate, the negotiated multilateral Pacific Trade Agreement by the Obama administration, later rescinded by the Trump Administration caused much confusion and uncertainty in trade policy and business development. This impacted international trade, economic stability, and the entire supply chain among nations. To be sure, the unknowns of changing trade policy produced not only chaos and ambiguity within the markets, but also brought forth unpredictability and missed business trade opportunities.

THEORETICAL EXPLANATION

In the following discussion, the literature revealed limited empirical or conceptual studies that links leadership theories with conceptual leadership approaches within a VUCA context. Therefore, a brief theoretical discussion is warranted to illustrate possible interconnected relationships in multiple turbulent contexts. Below, three leadership theoretical constructs are presented that may undergird and provide guideposts as glocalized leaders strategically navigate within a VUCA environment and develop the leadership acumen to lead with a clear vision, situational understanding, clarity of purpose, and adaptability to cope with unpredictability.

Chaos Theory

The chaos theory framework suggests that in an unpredictable and uncertain environment the leader makes sense of patterns and brings order by directing change to fix an organizational problem or to achieve a goal (Lichtenstein and Plowman, 2009). According to Galacgac and Singh (2016:517) “chaos theory states that the behavior of complex systems are highly sensitive to the slightest changes in conditions, which results in small changes to giving rise to more unpredictable, prominent effects on the system.” This is visible when leaders in a VUCA environment transform the chaos from uncertainty and ambiguity into a clarity of direction and purposeful conditions that bring organizational change. The challenge for an organizational leader is disentangling not only the connection among multiple variables, but also understanding the cause-and-effect relationship within the decision-making process. Essentially, the idea behind chaos theory is shifting the leader’s mindset to accept and strategically navigate through uncertainty and unpredictability as an emergent ingredient in a rapidly changing technological, political, socio-economic environment.

Change Leadership Theory

The literature on change leadership addresses how leaders manage complexity, uncertainty, and turbulence to shape organizational change within the global political, socio-economic, security, and academic context. Veldsman and Johnson (2016:537) state “change

leadership is the ability to influence and arouse enthusiasm in others through personal advocacy, vision, and drive, and to access resources to build a solid platform of change.” Literature reveals that applying change leadership constructs is a model for leading organizational change by influencing the context in which change is being implemented. To design and implement, change leaders contextualize fragmented systems by deconflicting and connecting multiple variables in the chaos, anticipating with clarity and purpose, in driving change to solve wicked problems. Moreover, multiple key variables within a complex and uncertain environment rest with changing the organizational culture through altering one’s behavior in a different organizational context that empowers new communication practices, attitudes, goals, and practices (Kotter, 2012). Veldsman and Johnson (2016:542) postulates “a lack of clarity of purpose by the leader has the potential to make the change process unnecessarily unstable and fearsome for people.” In other words, change leadership theory advocates that strategic leaders must lead with clarity of purpose and vision in a VUCA environment. Change leadership theory provides a structural framework to examine, prepare, and garner transformational change at the core level within an organization.

Complexity Leadership Theory

Researchers note that leadership is a complex interaction with multiple interactive behavior patterns impacting organizational outcomes. “Complexity leadership theory is a framework for leadership that enables the learning, creative, adaptive capacity of complex adaptive systems in knowledge-producing organizations or organizational units” (Uhl-Bien, Marion, and McKelvey, 2008: 200). While much of the literature points out that complex leadership theory is about organizational leaders’ adaptive capacity to deal with complex and uncertain challenges. Scholar-practitioners believe the construct provides a framework to understand not only how to manage and coordinate activities from the emergent complex and uncertain events amid chaos but also how a leader rapidly responds to organizational chaos (Uhl-Bein, et al., 2008). Hence, applying the complex leadership concepts offers a framework that any strategic leader can rely on to deconstruct the multiple pathways, and leverage networks to gain new information and agility, creating a singular action that aligns with the strategic vision (Codreanu, 2016). The theoretical implication is an understanding of how strategic leaders lead and create tangible solutions in a dynamic VUCA context.

Adaptive Leadership Theory

There is general agreement among researchers that adaptive leadership is radically different than traditional leadership practices. Traditional leadership frameworks within a complex and uncertain environment are proven to be ineffective when responding to the chaos associated with an organizational crisis (Cordeau, 2016; Heifetz, Grashow, and Linsky, 2009). Nonetheless, adaptive leadership theory is, “the activity of mobilizing people to tackle challenges and thrive” (Heifetz and Linsky, 2011: 1). An adaptive leadership framework challenges leader to think differently about wicked organizational problems amid uncertainty and chaos. Strategic leaders adapt to a set of circumstances with little information, but also rapidly respond by creating innovative solutions to organizational problems in a fluid operational context (Glover, Jones, and Friedman, 2002). Moreover, the adaptive leadership framework posits that for organizations to thrive in a fluid environment, strategic leaders must create learning organizations and communities with deep critical thinking ability toward analyzing problems, taking calculated risks, and making decisions. That said, the lens of strategic leaders needs to have the courage, even while taking the heat along the way, to embrace failure. In other words, adaptive leadership frameworks promote the leader’s strategic agility to not only deepen the organizational dynamic capabilities and build high-performance teams, but to also drive rapid results by leading an organization into the unknown future (Heifetz et al., 2009).

PERSPECTIVE

There is a plethora of literature that argues for an emerging paradigm shift with new ways of thinking about leadership approaches amid the organizational challenges in a VUCA context. It is important to note that uncertain, complex, and volatile events frequently disrupt the status quo and require transformational change. This disruption is particularly true where leaders lack information to make sound decisions and rely on internal and external networks to disentangle the chaos and find a way forward. In fact, the absence of leadership during uncertain, complex, and unpredictable times drives chaos, instability, and volatility in the environment. That said, Ikenberry (2001:387) argues that, "if there is one complaint in politics around the world today, it

is about the absence of 'leadership' –local, national, global ... no country or national leader seems to be articulating visions of the global leader.” The reason is that global and national leaders are unable to disentangle and strategically navigate through the increasingly interconnected, as well as the frequently turbulent, political, and economic environment. Thus, the amount of adult leadership requires new knowledge, skills, and competencies to operate in a VUCA world. In the article, *We Need More Mature Leaders*, Davis (2011:3) argues that,

the past few months we've seen [childish attitudes] reflected in the halls of government and corporate boardrooms across the country. Arrogance, pouting, tantrums, personal attacks, and betrayal of trust seem to be the order of the day...[in the international environment]demonstrate the kind of sandbox leadership that is all to prevalent right now. The timing could not be worse. The nation's current problems, vast and overwhelming as they are, appear secondary to the whims of spoiled children, unwilling to play well together. At a time when we need solid, grounded leadership more than ever we seem to be in short supply of adults who act like, well ...adults.

Leaders must give up the illusion of command and control, as well as accepting the comfort of being uncomfortable in this chaotic environment. The illusion of predictability in a global context is unattainable within a fluid and complex institutional and organizational environment. In real terms, the pervasiveness of Machiavellian leaders in the present environment has produced a global deficit of adult leadership (Rayment and Smith, 2011).

As traditional leadership models focus on individual leaders' characteristics and the leader/follower relationship, they lack the attention to navigate within an unpredictable, ambiguous, and complex environment. Traditional leadership models with predictive decision-making outcomes, such as transactional, transformational, contingency theory, and others do not adequately address the leadership challenges in an unpredictable VUCA environment. Scholars suggest "with the increasingly global environment, leaders are exposed to many complex challenges and what we know about leadership theory and development may no longer be effective in this global context" (Van Zyl and Campbell, 2019: 375). Therefore, traditional leadership models such as transactional, transformational, leader-member exchange, and situational and contingency leadership (where strategic and organizational leaders use command and control measures to leverage follower commitment through positional, personal or coercive

power) are no longer effective within a VUCA context. For example, the emergence of applying artificial intelligence into socio-economic, security, financial, and other professions is creating organizational chaos, uncertainty, and turbulence within transnational institutions and organizations. Christopher D. Kolenda (2001: 4) believes that, "while the technologies have changed, the very human dimension of leadership has remained constant." Rayment and Smith (2011: 149) state, "with globalization and related developments such as information technology, the complexity, speed, and expectations placed on the leadership role have multiplied to such an extent that it may now be becoming almost impossible for humans to perform a leadership role." Traditional leadership application models are no longer sufficient to address the fluidity and unpredictability of an organizational crisis.

Researchers argue that, "our world is changing so rapidly that the models for interaction that we've developed over thousands of years of civilization are no longer helpful they cloud our perception of what is needed now" (Steeff, Trevenna. and Rappaport, 2019: 185). Today's global challenges are dynamic and often unclear, contradictory, and duplicative. Many researchers hold the view that thought leadership will require breaking old leadership paradigms and adopting new leadership constructs, skills, and mental models. First, scholar-practitioners note that future Leadership and Learning Development (LLD) initiatives must develop a leader ability to strategically think outside the box, embrace innovative fresh ideas and accept a new way of performing routine tasks, lead through collaboration and influence, and possess the emotional intelligence to think with clarity in times of chaos/crisis/turbulence (Kok and Van den Heuvel, 2019). Second, strategic and organizational leaders will require additive competencies such as the strategic foresight to detect the emergence of conflicting patterns, navigate through organizational chaos, and having the agility and adaptability to influence the direction of outcomes from uncertain events. Third, strategic leaders need the ability to manage the unexpected, navigate through the complex competing demands among internal and external stakeholders, and resign command and control over events. Finally, organizational strategic planning documents are composed of defined operations, actions, and activities enabling tactical, organizational, and strategic leaders to guide structural actions toward accomplishing pre-defined outcomes. From transnational institutions to corporate organizations, strategic leaders must understand that by the time strategic planning development is completed in a rapidly changing and fluid environment, the strategic document is obsolete. Thus, new ways and means of strategic planning and leading are needed. These examples support that new transformational

leadership approaches are required in an unpredictable, volatile, uncertain, complex and ambiguous (VUCA) environment (Cashman, 2014).

In a fluid environment, transformational change within an organization remains the strategic leader's responsibility. To put it another way, the organizational leader's responsibility is to explain how transformational change will develop and resolve organizational issues during the midst of uncertainty and chaos. Above all, transformational change is a complex and ambiguous process. The reason is that organizations do not change, but rather that people change. Therefore, leading transformational change needs leaders with the emotional intelligence to lead oneself amid organizational chaos and the agility to adapt within an ambiguous environment. Leadership is an activity and not a person, and that leadership can be exercised by anyone, whatever their role internal or external of the organization. That said, strategic and organizational leaders must give up the illusion of dictating change from the top-down and accept transformational change is derived from the bottom up. Nonetheless, strategic and organizational leaders must understand the VUCA environment allows for little error as past success does not guarantee future success. Pearse's (2018) article, *5 Reasons Why Leadership Is In Crisis*, and Smith's (2012) article, *Why Leadership Sucks*, offer the following reasons that challenge leaders to make a transformative organizational change in a fluid, uncertain, chaotic, and unpredictable context:

- ***Outcomes Focused, rather than Cause Focused:*** Failure to invest focus on internal factors of an enterprise will come at a detriment to the outcome. Among complex VUCA systems, leaders can only control predictability within a range of parameters. With still endless opportunity for uncertainty, a leader will fail if he/she attempts to predict outcomes given tremendous variability.
- ***Leaders Treat Organizations like Machines to Which They are Not:*** It is a mythical belief to attempt to do so, especially among the current VUCA environment. Because the current industrial climate is that of all things antithesis of order and predictability, leaders cannot lead linearly and expect to succeed in a complex system. Rather they must foster a non-linear and non-deterministic dimension to their organizations.
- ***Failure of Leaders to see beyond Ego, Vanity, and Arrogance:*** This translates reciprocally to exuding a lack of empathy and compassion. This commonly occurs as a result of having leaders considered "experts." Therefore, when anyone generates

challenge crises or threat responses often kick in and existentially the response is portrayed as arrogant due to the leader's feeling of threat.

- ***Lack of Self-Awareness:*** This pitfall entails being unaware and not present in the moment or to a leader's own personal beliefs, attitudes, feelings, and emotions that command responses. It is suggested that daily meditation helps keep all individuals, leaders included, present and promoting intelligent decision-making vice conditioned reactions.
- ***Meaningless Achievement:*** This speaks to a lack of a work-life balance. Perhaps, the adoption of a paradigm is needed to change the old adages that more work equals success, and more time at work equals increased productivity. Conversely, achieving and maintaining a balanced work/life situation has been studied and associated with a more meaningful and fulfilling life; thus, becoming an addition to physical and mental wellbeing.

For present and future leaders to succeed in a VUCA environment, strategic and organizational leaders must have the ability to impact the operational environment through personal influence, emotional intelligence, and adaptability. Some researchers believe the style of leadership by strategic and organizational leaders influence not only the organizational culture in a VUCA context, but also the ability to effectively manage the unexpected. Additionally, leaders with the balance of hard skills and soft skills within a VUCA environment are transformational change agents (Mendenhall et al., 2018). The recognition of the importance for current and emerging leaders in a VUCA environment to critically think, through the organizational chaos by acknowledging assumptions, evaluating arguments and drawing conclusions, will require leaders to strategically and creatively think through organizational chaos with clarity. This will require leaders to develop mental flexibility, intellectual curiosity, and intuition for sensemaking in navigating through the complexities of an organizational chaos. Therefore, the challenge of an individual leading in a VUCA setting will require new ways of applying leadership approaches, briefly identified below, as well as through use of the additive competencies presented and discussed in succeeding chapters:

□ ***Accountability and Trust***

- Takes ownership and pride in his/her work and supports others when they make tough choices that are consistent with the organization's objective
- Highly effective at successfully delivering key outcomes in a matrixed environment.

□ ***Analytical and Inquisitive***

- Challenges conventional thinking and practical constraints when developing ideas that translate into business results
- Integrates facts and data to support decisions from a variety of data sources (internal, external, benchmarking, and best practices)
- Applies strategic thinking and good judgement when looking for opportunities to innovate.

□ ***Transparency, Candor, and Openness***

- Shares information and ideas across the organization (upward, downward, and laterally) encouraging learning and shared success
- Communicates both internally and externally to keep others informed, sharing as much information as possible with those affected.

□ ***Collaborative and Team Player***

- Models active listening and cooperative behavior,
- Empowers a high-performing work team by building partnerships and embracing constructive tension to ensure the best ideas surface
- Encourages integrations and cross-functional problem solving to breakdown silos,
- Viewed as a team player.

□ ***Develops Self-awareness***

- Sets high standards for themselves and others to drive results and foster growth
- Models and encourages others' agility to pivot on key organizational or strategy shifts
- Demonstrates initiative to solve problems and launch new projects.

The prevalence of volatile, uncertain, complex, and ambiguous environments produces an organizational chaos that is a gift to current and emerging leaders. These are challenging times with rapidly changing socio-political and economic conditions for strategic and organizational leaders to achieve organizational success. Some leadership scholar-practitioners view that the true test of an effective leader rests within how a leader handles an organizational crisis. There is an element of the leader's deepest character that is revealed during a highly charged event. In a VUCA context, an organizational crisis can quickly expose a leader's hidden strengths and core weaknesses. It can show the world if the leader has what it takes to function effectively when the heat is on. Will the leader address the crisis head-on, take those actions needed to fix it, and, if appropriate, take responsibility for the crisis? Will the leader freeze, or worse, claim to be a victim and pass off the responsibility to others? What can and should a leader do to find out what went wrong and to ensure it does not happen again? The gift of organizational chaos provides opportunities for the leader not only to develop a broad set of new competencies to think critically, but to also create and test innovative solutions to complex problems and act strategically in a VUCA environment. Essentially, as organizational leaders prepare for new crisis produced within a VUCA setting, we need leaders that can learn from their own and others experiences, adapt to an unstable environment, and strategically forecast future challenge instead of operating in a reactive mode.

CONCLUSION

The world that transnational institutions and business organizations operate in is swiftly changing due to global competition, technological innovation, and socio-political disruption. As a result, the challenge for strategic and operational leaders is how to lead in an ever-changing and fluid environment. Leading change in an environment of chaos and disruption is one of the most difficult leadership challenges, if not the most difficult at the strategic and organizational levels. This chapter presented a conceptual analysis that explores the challenges leaders experience in a volatile, uncertain, complex, and ambiguous environment. Second, a brief theoretical analysis discussed chaos theory, change leadership theory, complex leadership theory, and adaptive leadership theory as proposed frameworks for leading within a VUCA context. Finally, a leadership paradigm shift where past leadership models do not equate to future leadership effectiveness in a VUCA context was expressed. The exploration of traditional

command and control leadership models to providing different perspectives on new and different capabilities for strategic and organizational leaders were addressed.

In chapter 2, a discussion addresses the solutions to volatility with vision, uncertainty with understanding, complexity with clarity, ambiguity with adaptability (Codreanu, 2016). The succeeding chapters will not only address ongoing leadership challenges but will also explore new ways of leading strategically and organizationally in an uncertain and complex environment.

References list

- Cashman, G. 2014. *What Causes War and Introduction to Theories of International Conflict?* Lanham MD: Rowman & Littlefield Publishers.
- Codreau, A. 2016. A VUCA action framework for a VUCA environment: Leadership challenges and solutions. Available from: <http://researchgate.net/publication/316967836> (Accessed 24 April 2020).
- Davis, R. 2011. We need more mature leaders. Available from: <https://hbr.org/2011/10/we-need-more-mature-leaders> (Accessed 24 April 2020).
- Galacgac, J. and Singh, A. 2016. Implications of chaos theory in management science. Available from: http://www.cmsim.org/images/1Proceedings_CHAOS2015_G-H-249-336.pdf (Accessed 24 April 2020).
- Glover, J., Jones, G. and Freidman, H. 2002. Adaptive leadership: When change is not good enough (Part one). Available from: <https://www.questia.com/library/journal/1P3-122974061/adaptive-leadership-when-change-is-not-enough-part> (Accessed 24 April 2020).
- Heifetz, R., Grashow, A., and Linsky, M. 2009. Leadership in a (permanent) crisis. Available from: <http://heller.brandeis.edu/executive-education/massmed-2014/january-2014/Jon/605FLeadership-in-Permanent-Crisis.pdf> (Accessed 24 April 2020).
- Heifetz, R & Linsky, M. (2011). Becoming an adaptive leader, p 26. Available from: <https://thecrg.org/resources/becoming-an-adaptive-leader-based-on-the-work-of-ronald-heifetz-and-marty-linsky> (Accessed 24 April 2020).
- Ikenberry, G.J. 1996. The future of international leadership. *Political Science Quarterly*, 111(3): 396.
- Ikenberry, J. G. (2001). The future of international leadership. *Political Science Quarterly*, 111(3), pp. 387.
- Kok, J. and ven den Heuvel, S.C. 2019. *Leading in a VUCA World: Integrating leadership, discernment and spirituality*. Cham, Switzerland: Springer.
- Kolenda, C.D. 2001. What is leadership? Some classical ideas. In C.D. Kolenda. 2001. *Leadership: The Warrior's Art*. Carlisle, PA: Army War College Foundation Press, p3.
- Kotter, J. 2012. *Leading change*. Cambridge, MA: Harvard Business Review Press.
- leadership*. Carol Stream, IL: Tyndal House Publishers.

- Landsberg, M. (2016). *Mastering coaching: Practical insights for developing high performance*. London, EN: Penguin Random House, p 236.
- Lichtenstein, B.B., and Plowman, D. A. 2009. The leadership of emergence: A complex systems leadership theory of emergence at successive organizational levels. *The Leadership Quarterly*, 20(4): 617-630.
- Mendenhall, M. E., Osland, J. S., Bird, A., Oddou, G. R., Maznevski, M. L., Stevens, M. J., and Stahl, G. K. 2018. *Global leadership: Research, practice, and development*. New York: Routledge.
- Obolensky, N. 2010. *Complex adaptive leadership: Embracing paradox and uncertainty*. Burlington, VA: Gower Publishing.
- Pearse, C. 2018. "5 Reasons Why Leadership Is in Crisis." Available from: <https://www.forbes.com/sites/chrispearse/2018/11/07/5-reasons-why-leadership-is-in-crisis/#6c2a5773aca4> (Accessed 24 April 2020).
- Raymont, J., & Smith, J. (2011). *MisLeadership: Prevalence, causes, and consequences*. Burlington, VT: Ashgate Publishing.
- Smith, M.A. 2012. *Why leadership sucks: The fundamentals of level 5 leadership and servant*
- Spero, J. E., and Hart, J. A. 2003. *The politics of international economic relations*. Belmont, CA: Thomson and Wadsworth.
- Steffen, S., Trevenna, S. and Rappaport, S. *Evolving Leadership for Collective Wellbeing: Lessons implementing the United Nations Sustainable Development Goals*. Bringley, UK: Emerald Group Publishing.
- Uhl-Bien, M., Marion, R, McKleavy, J. 2008. *Complexity leadership: Part I conceptual foundations*. Charlotte, NC: Information Age Publishing.
- Van Zyl, E. & Campbell, A. 2019. *Peace leadership: Self-transformation to peace*. Bryanston: KR Publishing.
- Veldsman, T. H. and Johnson, A. J. 2016. *Leadership: Perspectives from the front line*. Bryanston: KR Publishing.
- Weick, K.E. and Sutcliffe, K. M 2015. *Managing the unexpected: Sustained performance in a complex world*. Hoboken, NJ: John Wiley and Sons.

CHAPTER 13

**CONFLICT RESOLUTION FOR PEACEBUILDING: LEADING ONESELF IN AN
UNCERTAIN AND COMPLEX ENVIRONMENT**

Andrew Campbell

Abstract

As the emergence of technology interconnects political, economic, human security, legal, and financial institutions, the resulting challenge is how to strategically lead events that are unpredictable and uncontrollable with unexpected consequences. In a rapidly changing volatile, complex, and uncertain global environment, leaders are exposed to many complex challenges in a technological environment, and what we know about leadership theory and development may no longer be effective (Campbell, 2019). Additionally, the effect of technology on relations among state and nonstate actors have influenced geopolitical decisions surrounding conflict and peace, and they have outpaced the ability of peace organizations to contain spoilers in the aftermath of state discord. This chapter introduces a brief explanation of leadership challenges, a theoretical leadership framework, and the practical realities for leading oneself within a fluid, uncertain, and complex environment.

INTRODUCTION

In today's global environment, national leaders have the responsibility to protect and defend national instruments of power from internal and external threats. These internal and external threats of political and economic intimidation, structural and armed conflict, and other forms of systematic forms of violence impact international peace and stability. With the expansion in the number and variety of ongoing conflicts, the need for examining the peaceful ways of resolving conflicts has become more urgent now than ever. In order to understand the conduction of conflict among nations, conflict management practitioners and theoreticians are now studying the field and disseminating results to aid the peace development practice. Globalization and technological innovation are producing a significant global international relations challenge. For example, the actions of a young man in Tanzania initiated the Arab Spring using a Facebook account. This action changed the political and socioeconomic landscape across the geopolitical spectrum impacting regional peace and security.

This event highlighted political power brokers to how the employment of social media and other technological innovations can drive social change beyond the domestic and international leaders' control. A significant challenge for peace development practitioners is posed in the following question: how does a nation-state leader influence the actions of another state leader or non-state actor to destabilize its institutions when they have no authority? Arguably, it is the actions by state and non-state leaders that will stop conflict or promulgate peace. As a result, the leaders within the international community are struggling to identify effective means to bring peace and stability in an ever-changing fluid, complex, and uncertain environment.

As the emergence of technology interconnects political, economic, human security, legal, and financial institutions, the challenge is how to strategically lead events that are unpredictable and uncontrollable with unexpected consequences. In a rapidly changing volatile, complex, and uncertain global environment, leaders are exposed to many complex challenges in a technological environment, and what we know about leadership theory and development may no longer be effective (Campbell, 2019). More importantly, leadership researchers argue there is a global, national, communal, and tribal leadership deficit impacting international relations as well as peace and security among nations. Widening the aperture of traditional leadership

frameworks by integrating the complexity of nation-building will necessitate a leadership paradigm shift. Particularly when mitigating and responding to socio-political, economic, ideological and religious discord in preventing the return to conflict.

As long as intrastate conflict, human rights violations, and economic deprivation persist, the need for capacity building mechanisms will require critical leadership from international, regional, and sub-regional actors to de-escalate the conflict. Non-state and state leaders are responsible for not only the initiation of conflict and its victim impact, but also conflict cessation. However, the effect of technology on relations among states and nonstate actors have influenced geopolitical decisions surrounding conflict and peace, and they have outpaced the ability of peace organizations to contain spoilers in the aftermath of state discord (Brand-Jacobsen, Curran, Demarest, Annan, Wolter, Tanase, Tunney, and Shiroka, 2018). Hence, leaders need the absorptive capacity to navigate the complex, uncertain, and ambiguous challenges of diplomacy, defense, and development of confidence-building activities in a geopolitical context (Campbell, 2019).

This chapter proceeds as follows: the first section introduces a brief explanation of leadership challenges within an uncertain and complex environment. Additionally, this section illustrates the challenges of leading oneself which President Nelson Mandela encountered, including his successes and failures within a complex and uncertain setting that changed a nation. The second section introduces a theoretical leadership framework that conceptually underpins leading within a fluid, uncertain, and complex context. The third section presents the practical realities of leading oneself in an unpredictable environment. Finally, a brief discussion of applicational recommendations for leading in a complex and uncertain environment.

VUCA ENVIRONMENT

Conflict management scholar-practitioners note that there is a myriad of complex challenges for intercommunal, local, and national leaders, as well as IGO's, NGO's, and CSO's that are faced in the aftermath of conflict. Literature reveals that the challenge that domestic leaders have is in establishing the priority and sequence of events in the aftermath of conflict. For example, it is the importance of stability and reconstruction on holding perpetrators accountable for human rights violations, providing human security, or developing macro-

economic packages for access to basic services and employment. Hence, as domestic leaders balance the competing internal and external demands of nation-building, the struggle of how to lead a united effort with key stakeholders toward stabilizing the country requires unique leadership attributes. There is a strong case to be made that domestic leaders must create the climate for intercommunal leaders to facilitate conflict resolution activities, while simultaneously persuading and deterring spoilers from threatening human security protection measures and economic and infrastructure development. In the end, the complexity of peace development activities is fraught with uncertainty in the hypersensitive political, ideological, and socio-ethnic environment.

The barriers of effective nation-building consist of a mixture where political, diplomatic, economic, ethnocultural, and ideological tensions that are unpredictable. Nevertheless, the root cause of conflict is situational dependent, requiring different planning factors and solution sets for stabilization and reconstruction actions. The turbulence of leading a nation through change in a post-conflict environment is not only complex, but also fraught with uncertain risks and outcomes. To illustrate, the risk to post-conflict reconstruction efforts commonly stem from the volatility from spoilers initiating the resurgence of inter-ethnic and cultural tension. The economic obstacle frequently entails the proliferation of illicit weapons, exploitation of natural resources, corruption, and prohibited funding activities of ex-combatants frequently disrupt the delivery of basic humanitarian service and local infrastructure projects. Finally, the clash of cultures between ideological religious and ethnic groups brings a human dimension to peace development that is complex and frequently uncertain. These hurdles to reconstitute a nation's instruments of power in the aftermath of conflict will require leaders with the political will, courage, and personal strength to go against the grain, and shield its constituency from the underlying reasons for violence. The elevation of distrust between the elite and elected officials are extremely high. According to Fukuyama (2008: 49), "public servants are no different from any other economic agent in seeking to maximize their interests. The behavior of public officials can be influenced by bribes, campaign contributions, the payoff to family members, or promises of future employment." In the end, stabilization and reconstruction measures require elite and elected officials that do what is in the best interest of the country instead of engaging in power politics and self-interests.

Much of the literature points out that while domestic leaders shape the strategic environment in a post-conflict context, most practitioners believe intercommunal leaders facilitate the reintegration of ex-combatants back into the community, as well as reconcile socio-ethnic tensions (Campbell, 2019). Cohen and Insko (2008: 89) “suggest that groups entrenched in conflict may be made to cooperate if they are induced to think about the long-term consequences of their actions.” That said, leading transformation change from state conflict to nonviolence brings a state of turbulence and chaos where leaders need the capability to strategically navigate the unpredictable and rapid changes as situations unfold.

Leading the political, economic, security, and legal polarities from violence to nonviolence requires unique tribal, communal, regional, and national leadership attributes to lead a nation toward transformational change. Research on political leadership in chaotic environments shows that many leaders are not only ill-equipped to deal with the complexity and unpredictability associated with disruptive situations, but they also do not have the necessary leadership skills to navigate the challenging terrain of nation-building. The capability of leaders to navigate complex and uncertain environments requires unique individual leadership attributes, such as a self-awareness of one strength and weaknesses in responding to complex and uncertain environments, the emotional agility to make sound decisions in a tense political context, and the compassion to serve others (Campbell, 2019). Stein and Brooks (2011) suggest that emotional intelligence components such as self-awareness, emotional self-regulation, empathy, motivation, and social skills can be developed through introspection and self-reflection. Leadership scholars argue the emotional intelligence components develop individual leadership attributes to manage and control the emotional regulation of one's behavior and thoughts during rapid changing, unpredictable, and complex, settings (Campbell, 2019; Stein and Brooks, 2011). As a result, leaders influence more through who they are than what they do. In the end, leaders cannot rise above the level of leading themselves.

For several decades, the South African government enacted a political and economic strategy that segregated the white minority and non-white Indian and black majority constituents. The governance strategy called ‘apartheid’ created a massive racial disparity in education, basic services, and wealth. This resulted in socio-ethnic discord that weakened the state's institutional instruments of power, formed intercommunal antagonists, and limited political and socio-economic freedom. As human rights violations by the white majority reached a pitched fever,

the unrestrained anger and unrest by non-whites made South Africa ungovernable (Mandela and Langa, 2017). Response to the large death toll of civilians and violent incidents by government forces became an inflection point in the struggle against apartheid. Hence, it is useful to briefly address the political interests between power elites and the relationships of nonstate actors to prevent or resolve state conflict.

The African National Congress (ANC), one of the leading civil society organizations, led by Nelson Mandela, advocated for systematic governance reform against apartheid. The ANC, with over six hundred anti-apartheid civil society organizations, coalesced under the United Democratic Front (UDF) banner. Mandela (1994) points out that while the white minority government employed militant threats, intimidation, and acts of violence to suppress the Apartheid agenda, the non-white majority became a political force of civil resistance for transformational societal change. Additionally, the international community applied enormous political pressure through economic sanctions and other mechanisms on the white minority government, aiming to address anti-apartheid issues and institute permanent reforms (Mandela, 1994). Over time, Mandela (1994) pursued the replacement of armed resistance with non-violence and civil resistance to meet the apartheid strategic end state objective. This takes us to contextualizing the leadership attributes of Nelson Mandela's capacity to unify people and organizations around transforming a nation from socio-ethnic violence to peace. A brief understanding of Mandela's leadership journey provides a glimpse into the challenges of leading oneself in uncertain political and complex chaotic situations.

APPLICATION

The literature on leadership indicates that developing the skills to leading oneself is a prerequisite ingredient in leading others within organizations. In the same vein, leadership research indicates that a tool of effective individual leadership development is established through solitude and reflection. To illustrate the virtues of solitude for effective self-leadership, Mandela leveraged the time in solitary confinement to explore the emotional contemplation associated with both resolving complex problems and managing the unexpected during times of rapid change (Mandela, 2010). Personal reflection enables leaders to develop the clarity and conviction of purpose and moral courage to sustain it through adversity. Essentially, the key to

leading oneself through complex barriers in a crisis necessitates an emotional awareness to control one's trigger points and the ripple effects from unpredictable events (Kethledge and Erwin, 2017).

Nelson Mandela and Mandla Langa, in *Dare to Linger-The Presidential Years* (2017), clearly notes that the personal leadership journey of Mandela came from not only the time spent in incarceration but also the solitary confinement. Mandela and Langa (2017) argue that Mandela credits the time in solitary confinement as a means of introspection, reflection, and reframing the perspective of life circumstances to lead with a mindset of clarity in vision, character development, and courage. Mandela and Langa (2017) reiterated that the daily time Mandela spent in solitude enabled him to reflect on the emotional agility toward embracing change, respond with clarity in times of confusion, and develop the empathy to understand other's perspectives. In fact, developing emotional agility takes inner courage in dealing with resentment, the discipline of processing painful thoughts and feelings, and resolving emotions and thoughts. One could argue the time in confinement forced Mandela to examine his fears, anger, and insecurities, shifting painful emotions toward confidence, trust, and forgiveness. In other words, the byproduct of a personal leadership journey produces leaders with self-compassion and emotional agility to navigate the complexity of unexpected situations.

In *Leading Yourself First: Inspiring Leadership Through Solitude*, Kethledge and Erwin (2017: 4) suggest it is the internal process of honest self-reflection in isolation that brings "an insight, or even a broader vision, that brings mind and soul together in clear-eyed, inspired conviction and that kind of conviction is the foundation of leadership." The literature shows that during times of crisis self-awareness, self-regulation, and courage are foundational ingredients of leading oneself through periods of political chaos and uncertainty. Figure 1 shows two components within the emotional intelligence construct that undergirds the principles of leading oneself. Campbell (2019) notes the foundational ingredients of leading oneself are self-awareness and self-regulation. Scholars argue that self-awareness leaders are those that know their strengths, limitations, and possess a deep understanding of the impact one's emotions and feelings have on others (Goleman, Kaplan, David, and Eurich, 2019). Additionally, scholars note that leaders with self-regulation can manage and control one's emotional impulses (Goleman, Boyatzis, McKee, and Finkestein, 2015). An individual with self-awareness and self-

regulation is best able to constructively navigate through the personal frustration accompanied by chaos in a complex environment and uncertain environment.



SOURCE: Campbell, 2019

Figure 13.1 Leading Self, Others, and Community

“Leaders with high self-awareness know their capabilities and emotional trigger points when constructively responding to wicked problems succumbing toward political pressure in resolving key issues” (Campbell, 2019). Goleman et al. (2019) suggest that one of the best ways to increase one’s self-awareness is through daily reflection, writing in a personal journal one’s thoughts, emotions, and feelings of personal challenges. Another strategy is by understanding and identifying one’s emotional trigger points through a process called introspection (Campbell, 2019; Goleman et al., 2019). Regulating one’s emotional state is particularly important under stressful, chaotic, complex, and uncontrollable events. Campbell (2019: 61) argues that, “the key to knowing others' emotional terrain is an intimate familiarity with your own. Personal transformation is at the heart of self-leadership.” That said, leading oneself requires continuous intentional self-reflection and self-introspection to bridge the gap between who you are as a leader with who you want to be. All in all, developing the two foundational components of leading oneself fosters a climate of authentic leadership and empathy that facilitates conflict resolution between parties, listening for common ground, and collaboration to reach a shared objective.

Much of the literature points out that while Mandela spent time strategically arranging ANC activities and covertly negotiating with government officials, most of his time was used to develop the components to leading oneself in a complex and unpredictable environment. In

Prison Letters of Nelson Mandela, Mandela and Venter (2018) show that it was through the painful circumstances of incarceration, in which Mandela discovered his strengths and limitations, identified and accepted his failures and successes, and recognized the importance of being true to oneself no matter the cost (Mandela, 2010). In *Conversations with Myself*, Mandela (2010) states, “the cell is an ideal place to learn to know yourself, to search realistically and regularly the process of your mind and feelings” (p. vii). In fact, Mandela revealed that it was during periods of confinement where he learned the importance of understanding and controlling one’s emotions. Writings by Mandela and Langa (2017: 287) show that

prison, a place of punishment, instead became a place where he was able to find himself. A place where he could think, indulging in the one thing that gave him a sense of self. And it was, of course, in prison that his vision for rebuilding South Africa into a new democratic nation was born.

Instead of ruminating as a victim filled with resentment from his circumstances, Mandela used the time to find positive aspects of imprisonment by internally reflecting on what kind of leader he wanted to be to effectively lead change in a politically complex and unpredictable environment.

The writings of Mandela are rich with examples that demonstrate the process of developing the qualities of leading oneself. Comparing several letters at the beginning, middle, and end of his incarceration, one will discover that Mandela read political and biographical books of leaders he admired, wrote letters to family and friends knowing the correspondence frequently did not reach the intended receiver, and journaled about personal struggles with prison treatment and feelings of confinement (Mandela and Venter, 2018). In a review of leadership research, scholars revealed that consistent personal reflection and journaling transforms the plasticity of the mind to think differently, builds emotional awareness, and develops humility and openness to build the skills of self-leadership (Cseh, Davis, and Khilji, 2013). Reflective journaling creates “a set of behaviors and enacted in the leader’s communication, building supporting networks, negotiation, and implementing change” (Cseh et al., 2013: 493). Thus, it is important to note that his letters expressed a sense of frustration with the difficulty to cease government policies of threats and repression against poor and marginalized non-white groups. Notably, several letters revealed that Mandela expressed the political complexity and uncertainty of his leadership ability to bring meaningful change and transform the intercommunal social

injustices (Mandela and Venter, 2018; Mandela, 2010). In fact, the personal letters of Nelson Mandela reveal that the introspective time journaling in prison provided an outlet to express and control his emotion during the heat of the moment with government officials when negotiating the complex issues of ending apartheid. Mandela credits the consistent introspection, reflection, reading and journaling in not only developing the self-awareness, resilience, and emotional agility, but also the personal intelligence skills to lead with humility, grace, compassion, and forgiveness instead of retributive forms of leadership for intrapersonal transgressions (Mandela and Langa, 2017; Mandela, 2010).

Mandela applied the principals of leading oneself during periods of driving change within South Africa. The drive for transformational change requires a mindset from resentment and retribution against perpetrators for human rights violations to rebuilding national institutions, confidence-building measures, and reconciliation. However, Mandela found it difficult to get past his frustration and anger and forgive himself for mistakes when working out complex problems with ANC and government officials. Several Mandela letters credit reflecting, letter writing, and journaling with the time and space to internally resolve his anger against government officials and forgive himself for the mistakes he made (Mandela, 2010; Mandela and Venter, 2018). Mandela recognized that resolving one's own demons through internal forgiveness and reconciliation is a key issue for any leader. For example, he demonstrated self-leadership during tense negotiations in displaying a conciliatory tone, despite broken promises of retaliation and betrayals by ANC and government officials (Mandela and Langa, 2017). Moreover, post-apartheid, there was a demand by non-whites for retribution against perpetrators who committed human rights violations. In the process of internally addressing his resentment and emotional triggers through both journaling and personal introspection, Mandela was able to forgive the wrongs done against him (Campbell, 2019). Mandela and Venter (2018: 287) revealed that

one of the first acts of the representatives of the past involved the generals and leaders of the security services; one of them handed Mandela a file, which he said contained the names of highly placed people in the ANC who had been agents of the apartheid regime. Mandela scanned the file but handed it back to the source. His vision of a new society would not be hobbled by the past. He had told himself that this project would involve all

people, friend and foe alike. There was neither time nor resources to waste on witch-hunts.

In essence, Mandela demonstrated leadership characteristics of humility, resilience, accountability, and spirituality that enabled Mandela to lead South Africa in developing a national policy of forgiveness and reconciliation as a means to heal societal injustice (Ferch, 2012; Tutu, 2000; Worthington, 2013).

After twenty-seven years of prison, Mandela provided leadership by coalescing differing political parties and ideologies, shared leadership among socio-ethnic lines, bestow values of resilience, and through forgiveness and reconciliation united a country for future generations (Tutu, 2000). That said, Mandela recognized leadership fundamentally started with himself. Over time, he understood the need to accept his internal trigger points and develop a better way of controlling and managing one's emotions in dealing with unpredictable situations. Second, he learned that a key indicator of leading oneself is the ability to recognize that a leader is only responsible for those situations under one's control. Third, through journaling and introspection, he was able to resolve his demons and be the kind of empathetic and servant leader he wanted to be to lead South Africa toward healing and restoration from apartheid. Overall, Mandela credits the discipline of daily journaling, reflection, and introspection as a critical ingredient in leading oneself through the chaos in political complex situations with little known predictable outcomes (Mandela, 2010).

THEORETICAL DISCUSSION

This section presents a complexity leadership theoretical perspective of leading oneself in a complex and uncertain environment. Rimita (2019:38-39), in *Leader Readiness in a Volatile, Uncertain, Complex and Ambiguous (VUCA) Business Environment*, posits that,

uncertainty is being unable to predict events and lacking clarity on what is happening in the business environment. The speed of change is the multitude of players with often conflicting interests complicates the level of uncertainty experienced by leaders.

Complexity refers to the many moving parts, their iterations, and the multiplicity of actors in any given situation causing chaos, confusion, and a lack of mastering the intricacies to formulate cohesive responses.

As revealed by scholars, the argument is that the theoretical underpinning of leading oneself in a chaotic, complex, and unpredictable context resides within the complex leadership theory (Cambel, 1993; Mack, Khare, Kramer and Burgartz, 2016). Bakshi (2017), in *Forward-Looking Manager in a VUCA World*, suggests complex leadership theory is a process through which leaders within organizational and societal entities emerge from an interconnective network across situational chaos and unpredictable events. Given rapid glocalized change, interconnective networks with signs of uncertainty and complexity are pervasive. The underlying driving forces within the political, economic, social, and security structures entail dynamic networks where governance relationships are hard to predict. Thus, complex leadership theory provides strategic and operational leaders with the theoretical blueprint to construct solutions when there is a lack of clarity, certainty, and instability. Uncertainty is a consequence of complex large and decentralized organizations where explicit deterministic solutions are multifaceted and dynamic (Baltaci and Balci, 2017).

The review of the complexity leadership literature reveals a framework that examines three separate but integrated leadership functions: enabling leadership, adaptive leadership, and administrative leadership (Baltaci and Balci, 2017; Rimita, 2019; Uhl-Bien and Arena, 2017). Enabling leadership theoretically functions in three ways. First, the function works to manage the disentanglement of complex organizational conditions and uncertainty from an unpredictable environment. Second, the enabling leadership function is frequently self-organized, as well as socially organized. Moreover, these functions fosters opportunities among local and grassroots actors to build powerful networks that not only create innovative strategies to address and effectively respond to an emerging concern but also cultivate the conditions for interacting and adaptive agents to co-evolve (Rimita, 2019; Siemans, Dawson, and Eshleman, 2018). Finally, the function examines the emergence of a cause and effect to predict events in an unpredictable environment that rests within the domain of complexity leadership. Enabling leadership posits that amid organizational disruption, the process of disentanglement encompasses a cause and effect relationship with uncertain outcomes that influence the emergent dynamic interaction among key stakeholders (Rimita, 2019). With the changing political and social landscape, the complexity of social networks exposes the uncertainty of enabled structural elasticity and reveals that the nonlinear pattern-based leadership creates the conditions for exploring societal change

(Baltaci and Balci, 2017; Uhl-Bien and Arena, 2017). Enabling leadership balances adaptive leadership and administrative leadership functions.

The adaptive leadership function works within an emerging asymmetrical interaction and nonlinear collaborative exchange among actors to create societal change (Uhl-Bien and Arena, 2018). Baltaci and Balci (2017:44) posit that, “adaptive leadership evolved from the necessity for managing overlapping needs, ideas and preferences of individual organizational members and groups, and aims to reach resonance in individual organizational members and groups.”

Adaptive leadership is about leaders creating innovative strategies toward innovation, experimentation, and exploitation in efforts to build an organization's adaptive capacity for significant systematic change. Tenets of adaptive leadership guide the understanding for organizational leaders to transition from the known or predictable to the unknown and unpredictable. Here, as knowledge creation fuels ideas for societal change, emerging complex and uncertain environments leaders adapt by mobilizing agents toward addressing and resolving organizational challenges to thrive (Heifetz, Grashow, and Linsky, 2009). Adaptive leaders create a sense of purpose using the soft skills to influence and push tactical decisions at lower levels within the organization. Just as different complex situations and uncertain events deliver organizational chaos, leaders adapt to situational disruptions by not only working across organizational boundaries and taking risks that challenge the status quo, but also applying innovative ideas that resolve issues while mobilizing organizational change with unpredictable outcomes. Effective leaders will adapt to the unknown and become comfortable with unpredictable outcomes amid political, socio-ethnic, and security environments.

Lastly, the role of administrative leadership practices within the complex leadership theoretical context is to build a tailorable organizational vision that manages the chaos, uncertainty, and unpredictability from wicked problems. Administrative leadership functions mitigate the frequent misperceptions and confusion by not only articulating a clear tangible vision down to the lowest organizational level, but also through exploiting formal and informal managerial roles that implement management processes, policies, and procedures (Baltaci and Balci, 2017; Mack et al., 2016). The theoretical complex leadership framework shows a key function of administrative leadership is the focus on organizational alignment. This is seen where the vision, mission, organizational goals, and objectives line up with efficiency and effectiveness metrics in a fiscally constrained environment to accomplish organizational

outcomes (Baltici and Balci, 2017). Thus, as strategic leaders create an organizational vision and engage in strategic planning, with the lack of agile structure tasks the greater the uncertainty and complexity. Individual organizational leader actions and activities need an in-depth understanding of not only organizational dynamic capabilities to navigate through the chaos (Uhl-Bein and Arena, 2017). Thus, no matter what level within the organization countering an uncertain and unpredictable environment, the need to understand the critical role of creating strategic connective networks at every level across organizational is a function of administrative leadership. In essence, the implication of current perspectives underpinning complexity leadership theoretical constructs is that organizational leaders must be action-centered guides during the unpredictable events from wicked challenges. In chaotic settings, organizational leaders must disentangle operational structures and navigate through an unpredictable ecosystem to move the organization forward in a rapidly changing complex and uncertain environment.

PRACTICAL REALITY

In today's interconnected network and rapidly changing atmosphere, what are local impacts and shapes of enabling adaptive leadership and administrative leaderships on the global environment? To illustrate, local intercommunal tension made up of differing ideologies, long-held perceptions, religious and political movements shapes interstate, intrastate, and nonstate relations. As such, the power politics of political elites and ethnocultural groups frequently 'draw lines in the sand,' thereby creating conflict. As a result, conflict in developing countries has heavy human, economic, and social costs, and are a major cause of poverty and underdevelopment. While the conflict remains unaddressed or even intensified, wars, poverty, and even genocide become natural consequences which have a large toll on humanity. However, to solve major problems — such as economic depression, diminishing resources, or violence between groups — the interplay among political leaders is to disentangle and mitigate the complex political, socio-economic inequalities, cultural and religious ideological tension to reduce private incentives to fight and bring people together toward understanding and reconciliation. Also, perhaps the biggest challenge is disentangling the complex interdependent relationships of intrastate conflict, sequencing priorities without knowing their outcome, and managing the interconnective and cooperative relationships across the full spectrum of the peace

development approach. The *Joint Guidance Note on Integrated Recovery Planning* (2007) noted that,

post-conflict environments are characterized by high volatility. Needs may change (new population displacements, for example); priorities may change (a subsequent realization that a marginalized region or population segment poses a risk for peacebuilding if their needs are not addressed); national counterparts may change, with implications for their views on recovery priorities; reforms or capacity building may prove to be more difficult than originally envisaged, necessitating changes in timing; the composition of the donor or international support group may change; costs for reconstructing may change, due to security conditions or changes in possible sources of supply of material or services.

Nonetheless, during the last fifty years, the urgency for conflict resolution practices has increased as intercommunal actors, national, and international players seek stability and peace at all levels of society. In a post-conflict context, the practice of conflict resolution is a complex leadership challenge as key stakeholders within the national and international community seek a peaceful solution to political, socio-economic, and ideological discord. Hence, the goal of leaders to bring about peace is to reconcile and spread the spirit of reconciliation across an entire people group. A couple of famous peace leaders throughout history that transformed conflict-state to stability were Nelson Mandela, Gandhi, and Martin Luther King.

The primary responsibility of a state leader is to protect its citizenry from emerging internal and external threats by non-state actors and violent extremist organizations. Within this context, leaders and policymakers need to strengthen the political and economic institutions of failed states, to prevent spoiler activities from destabilizing the state and regional players, and to employ confidence-building tasks for long term sustainable peace. Leaders like Mandela found it challenging to lead in an adaptive and dynamic environment (Mandela and Langa, 2018). The reason is that as ANC leaders and their outliers responded to rapid political changes, the coordination of tasks with key stakeholders, and centralized controls leaders found it difficult to respond and adapt in an increasingly dynamic environment. In fact, during chaotic situations, a leader's world view that sees events not 'as they are' but 'as they should be' distorts the responsive activities in a fluid and unknown environment. To illustrate, in an unpredictable operational environment the strategic and operational leader must approach existing operational context from a different set of lenses, based on the current context rather than shaping an

environment past experience. In other words, leaders must accept the lack of control when managing chaos and outcomes based on past experience frequently do not turn out as expected.

In an unpredictable domain, the fluidity of information rapidly changes from moment to moment. Therefore, leaders need to assess and make strategic decisions based on the snapshot of available information at the time to protect their citizenry. As several practitioners and academics have noted, a key leadership challenge within an unpredictable context is that key stakeholders across the ecosystem demand attention and implementation of special interests during chaotic complex situations. As a result, the mandate to implement outlier interests frequently derails the decision-makers' ability, not only in clearly disentangling the critical operational nodes, but also balancing the structural rules with the flexibility to adapt and reflect on the variables in determining the best course of action. During chaos, what is most important for a leader is the ability to navigate and feel comfortable with the unknown, as well as making sense of what is going on before deciding. According to Campbell (2019), leaders are only effective when letting go of the command and control, and accepting accountability, risk-taking, and failure is part of leading amid a fluid changing environment with unknown outcomes. Campbell (2019) posits leaders that understand and accept there is no way a decision can be absolutely 100% certain in a chaotic and unpredictable environment are gifts to organizations that seek to thrive in today's environment.

Within a post-apartheid context, Mandela, whose yearning for inclusion whereby individuals are enabled to live in liberty to their fullest potential as well as free from the oppression of powers who seek to wield dominance, found a complex system of chaotic interconnective parts where outcomes were unpredictable and fluid (Mandela, 2010). The conceptual tenets of conflict resolution are not only complex, but also rely on the leader's ability to integrate national instruments of power to holistically transform the autocratic practices of the predecessor regime into a new democratic regime. The various analyses point out that conflict management literature has evolved arguing that pursuing a full agenda of governance reforms requires multi-tiered leadership across the full institutional architecture of the state. Interstate and intrastate conflict cripple a country's national instruments of power leading to a humanitarian crisis, human rights violations, and fundamental economic instability. Consequently, post-conflict states necessitate a catalyst leader with the strategic foresight to dissect the complexity of interconnective parts and anticipate the unknown with clarity, but also the agility of co-

creating the transformation of intractable conflicts into recovering state stability (Joiner and Josephs, 2007).

Figure 2 depicts an overarching framework illustrating the interconnective convergence of political, economic, security, legal, and governance dimensions governing leaders must address to restore national instrument of power in a post-conflict environment. *The Guiding Principles for Stabilization and Reconstruction* (2009) provide a stabilization and reconstruction comprehensive roadmap with five domains that intertwine interdependently, overlapping in creating formal governance architecture and processes. The sequence of competing domains cuts across multiple disciplines as stabilization and reconstruction “missions are messy and complex endeavors involving thousands, if not millions, of moving parts” (Cole, 2009: 3-13). Mandela (2010) noted societal expectation management of transforming violent actions from Apartheid to peaceful means being involved in a public dialogue of the political will to not only hold perpetrators accountable for human rights violations, but to also address the root drivers of conflict in a secure environment. The Mandela and Venter (2018) letters revealed the actionable decisions made in one sector domain directly or indirectly impacted other domains. *The Guiding Principles for Stabilization and Reconstruction* (2009:5-30) address the domain interdependence where “security requires the rule of law, essential services require governance, the rule of law is dependent on security, sustainable economies are dependent on the rule of law, ownership requires capacity, and meeting basic human needs require all of the above.” Against this background, Mandela and Venter (2018) described the delicate balance of delivering humanitarian assistance and the creation of employment opportunities hinged on the strategic actions within the disarmament, demobilization, and reintegration coupled with security sector reform within the safety and security domain. As a result, amid chaos, the leadership challenge within post-conflict environments is that leaders’ actions frequently influence the outcomes in ways that cannot fully be forecasted. Quite noteworthy, nothing tests a leader’s ability to lead more than navigating through the chaos with unpredictable and unknown outcomes.

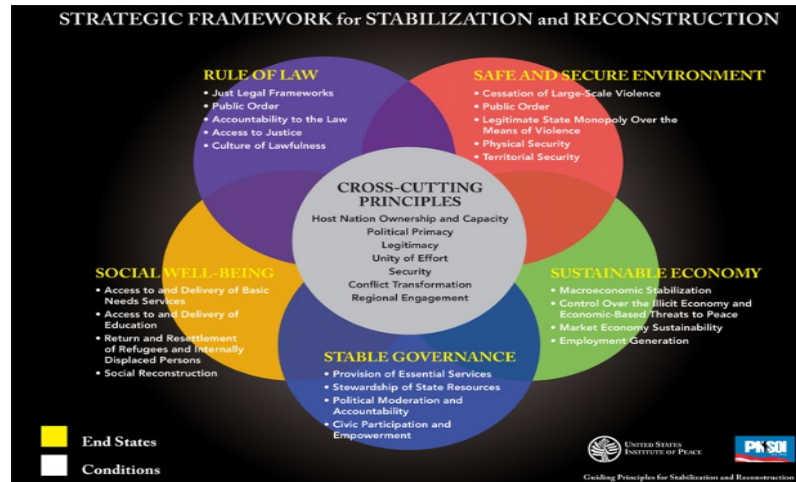


Figure 13.2 Stabilization and Reconstruction Framework

In practical reality, leadership challenges in a complex and uncertain environment go beyond the individual leader’s capability. The true test of leadership is not illustrated during steady-state activities, but rather in times of organizational crisis and chaos. The argument in this chapter is that navigating organizational chaos requires a new kind of leader and leadership competencies. More importantly, complex organizational challenges required innovative leadership solutions. For that reason, leadership researchers are exploring innovative for organizational and strategic leaders’ methodologies and competencies in a rapidly changing complex, uncertain and ambiguous environment. Initially, the traditional leadership model where operational and strategic leaders function around direct reports, command and control structures, and developing competency-based skill. Now, an innovative leadership methodology is emerging from traditional leadership frameworks to a leadership framework focused on mission-driven agility with cognitive readiness, and cross-functional collaboration across organizational lines. Consequently, it is imperative to note that in a fluid, complex, and uncertain context effective operational leaders develop a culture of flexibility, adaptation, and discretion while remaining action-oriented. In essence, the leadership approach executing stabilization and reconstruction activities requires strategic decisions that are flexible, adaptable, and agile within a post-conflict environment.

Leadership researchers point out that with the emergence of uncertainty and complexity, most leadership practitioners suggest new competencies are needed to succeed. Embedded within the complexity leadership and uncertain reduction theory literature are two components

that prepare leaders to understand the landscape in which one leads. (Redmond, 2015; Veldsman and Johnson, 2016). The first component is strategic intelligence. To lead effectively in a complex and uncertain environment, there are two key competencies of strategic intelligence. The first key competency is strategic thinking which synthesizes complex challenges and questions the status quo, identifies, defines, and develops planning actions for decision-makers (Betz, 2016). The second key competency leverages the strategic thinking process, and develops the strategic planning which takes developmental action plans from the strategic thinking process and operationalizing, in addition to implementing the directive action into achievable outcomes made by decision-makers (Betz, 2016). It is a reality that by the time strategic plans are produced and ready for execution the operational situation and variables frequently change so quickly that strategic plans are obsolete. For this reason, leaders that have the strategic mindset set to see the big picture, rapidly sift out the nonessential and essential information with clarity, relinquish the need for control and predictability, and empower decision-makers at the tactical level are a valuable organizational asset during times of chaos. The reason is that organizations need leaders with the ability to disentangle the multiple threads and connect the dots when managing the unknown. Nevertheless, leaders who are unable to strategically think through the disentanglement of complex issues and execute goals and objectives set forth within the strategic planning process are ineffective as organizational leaders in complex and uncertain environments (Mendenhall, Osland, Bird, Oddou, Stevens, Maznevski and Stahl, 2018). It is important to note that the domain of strategic intelligence that provides a leader with the capability to identify emerging trends and patterns with clarity and accuracy has changed. Once reserved for senior leaders, strategic thinking, strategic planning, and decision making are now being pushed to the tactical level where situational awareness of unexpected events is realized. In essence, strategic intelligence provides a conceptual framework of leading oneself during times of ambiguity and uncertainty.

The second component of strategic leadership is the ‘people strategy’ with the mental, emotional and interpersonal readiness to lead in a complex, fluid, and uncertain environment. There is a great deal of research confirming that one of the most important components of managing in a complex and uncertain environment centers on building a people strategy with the vital skillsets to lead oneself with self-awareness and self-control in complex and unpredictable environments (van Zyl and Campbell, 2019; Kethledge and Erwin, 2017). In practical terms,

leaders are presiding over organizations that are complex, rapidly changing, ambiguous and unpredictable from globalized political and socio-economic disruption. Hence, organizations that create an enduring people strategy with the capacity to cope with complexity and unpredictability builds an individual leadership scheme based on character-based leadership development (Kethledge and Erwin, 2017). In the complex domain, leaders with the character strength will lead from one's point of view by being self-aware and being transparent, setting high standards of moral and ethical conduct, and acting without impulse or hidden agenda. Character-based leadership means doing the right thing, despite the pressure of compromising one's principles. For example, Mandela exhibited character-based leadership by not being hooked by internal thoughts and feelings of retribution against his perpetrators, but instead by demonstrating forgiveness and reconciliation he led others toward national healing and reconciliation. An argument can be made that developing character-based leadership coupled with emotional and social intelligence is a unique combination of mental characteristics and behavior needed to lead oneself during times of chaos. In other words, leading oneself through the practice of introspection, mindfulness, journaling, and self-solitude creates a character-based leadership schema that is essential for effective leadership and one of the most important assets one can have as a leader.

RECOMMENDATIONS

Leaders do not respond to uncertainty in the same way, however, leaders that learn to manage the unexpected disruptions amidst organizational chaos is an asset. While every organizational disruption may produce various complex and uncertain situational events, leaders must consistently display the following attributes to lead oneself in times of unpredictability and unknown factors: self-awareness, emotional self-control, decisiveness, integrity, strategic intelligence, and character-based leadership. The true test of leadership is found through the unforgiving pressure felt during times of organizational disruption, complexity, and uncertainty, making leaders feel like the weight of an entire organization is on the executive leader's shoulder. It must be clear that that is what executive leaders signed up for when they take on leadership roles. For that reason, there are two proposed recommendations to build a leader's self-leadership capacity in times of organizational chaos.

- Design, develop, and execute a realistic notional organizational simulation and/or tabletop exercise that prepares current and emerging leaders to lead in volatile, complex, uncertain, and ambiguous events.

- In these simulations, the organizational leaders can practice navigating rapidly changing informational pathways in an uncertain operational environment, strategic intelligence, character-based leadership skills, and test decision-making skills under pressure. The aim is to develop the senior leadership skills required for managing complex multidimensional organizational challenges, such as crisis management, emotional intelligence, communication, collaborative decision making, problem-solving, and team development. The ultimate objective of the simulation exercise is to identify not only the individual capability gaps of leading oneself, but to also develop the knowledge, skills, and attributes needed to prepare leader effectiveness in a complex and uncertain environment.

- Design and develop a talent management and leadership development strategic roadmap for leading oneself with character. Literature shows that leaders draw on a personal source of energy and cornerstone of strength to guide their choices and actions in meeting the challenges in a complex and uncertain environment (Kethledge and Erwin, 2017). The qualities of leading oneself with character, beliefs, and habits of thinking ground leaders in striving to achieve organizational outcomes with a sense of purpose. The roadmap might include areas such as emotional and social intelligence, strategic intelligence, sensemaking, authenticity, psychological and social capital, shared leadership, and resilience. The aim of a talent management and leadership development strategic roadmap is to create a pipeline of effective leadership capability while simultaneously building an organizational leadership capability, that is crucial to any organization.

CONCLUSION

This chapter addressed the challenge of leading oneself within an uncertain and complex environment as illustrated by the success and failures of President Nelson Mandela. Moreover, an emotional intelligence model offers practical ways to develop self-awareness and self-regulation components. Second, a brief discussion on complexity leadership with its enabling, administrative, and adaptive leadership frameworks provided a theoretical backdrop to leading oneself within a fluid, uncertain, and complex context. Third, a discussion presented the

practical realities of uncertainty and complexity in leading oneself during the stabilization and reconstruction from a post-conflict environment through people's strategy and character-based leadership. Finally, the design and development of a simulation exercise and talent development and leadership development strategy was presented as two applicational recommendations to identify gaps and build individual leadership capacity in a complex and uncertain environment.

LIST OF REFERENCES

- Bakshi V. (2017). *The forward-looking manager in a VUCA world*. New Delhi, IN: Sage Publications.
- Baltici, A, and Balci, A. (2017). Complexity leadership: A theoretical perspective. *International Journal of Educational Leadership and Management*, 5(1), 30-58.
- Betz, F. (2016). *Strategic thinking: A comprehensive guide*. London, United Kingdom: Emerald Group.
- Brand-Jacobsen, K., Curran, D., Demarest, L., Annan, N., Wolter, S., Tanase, A., Tunney, E. and Shiroka, S. (2018). *The peace training handbook*. Retrieved from www.peace.edu.
- Cambel, A.B. (1993). *Applied chaos theory: A paradigm for complexity*. Boston, MA: Academic Press.
- Cohen, T. and Insko, C. (2008). War and peace: Possible approaches to reducing intergroup conflict. *Perspectives on Psychological Science*, 3(87)
- Cole, B. (2009). *Guidelines principals for stabilization and reconstitution*. United States Institute of Peace. Washington DC: United States Institute of Peace Press.
- Cseh, M., Davis, E. and Khilji, S. (2013). Developing a global mindset: Learning of global leaders. *European Journal of Training and Development*, Vol. 37. No. 5. 489-499.
- Ferch, S.R. (2012). *Forgiveness and power in the age of atrocity*. Plymouth, United Kingdom: Lexington Books.
- Fukuyama, F. (2006). *The end of history and the last man*. New York, NY: Simon and Schuster.
- Goleman, D., Kaplan, R. S., David, S., and Eurich, T. (2019). *Self-awareness: HBR Emotional intelligence series*, Boston, MA: Harvard Business Review.
- Goleman, D., Boyatzis, R.E., McKee, A., Finkelstein, S. (2015). *HBR's 10 Must Reads on Emotional Intelligence (with featured article ""What Makes a Leader?"" by Daniel Goleman) (HBR's 10 Must Reads)*. Boston: Harvard Business Review Press.
- Heifetz, R. A., Grashow, M. and Lindsey, A. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Boston, MA: Harvard Press.
- Joiner, B. and Josephs, S. (2007). *Leadership agility: Five levels of mastery for anticipating and initiating change*. New York, NY: Jossey Bass.

- Kethledge, R. M. and Erwin, M. S. (2017). *Leading yourself first: Inspiring leadership through solitude*. London, EN: Bloomsbury Publishing.
- Mack, O., Khare, A., Kramer, A., and Burgartz, T. (2016). *Managing in a VUCA world*. AG Switzerland: Springer Publishing.
- Mandela, N. and Venter, S. (2018). *Prison letters of Nelson Mandela*. New York, NY: Liveright Publishing.
- Mandela, N. and Langa, M. (2017). *Dare to linger-The presidential years*. New York, NY: Liveright Publishing.
- Mandela, N. (2010). *Conversations with myself*. New York, NY: Liveright Publishing.
- Mandela, N. (1994). *Long walk to freedom: The autobiography of Nelson Mandela*. New York, NY: Liveright Publishing.
- Mendenhall, M E., Osland, J. S., Bird, A., Oddou, G. R., Maznevski, M. L., Stevens, M. J. and Stahl, G. K. (2013). *Global leadership: Research, practice, and development* (2nd ed.). New York, NY: Routledge.
- Redmond, M. V. (2015). Uncertainty reduction theory. English Technical Reports and White Papers, 3, Retrieved from: http://lib.dr.iastate.edu/engl_reports/3.
- Rimita, K. (2019). Leader Readiness in a volatile, uncertain, complex, and ambiguous (VUCA) business environment. <https://scholarworks.waldenu.edu/dissertations/7727/>
- Sieman, G., Dawson, S., and Eshleman, K. (November/December 2018). Complexity: A leader's framework for understanding and managing change in higher education. Educause review. Retrieved on <https://er.educause.edu/articles/2018/10/complexity-a-leaders-framework-for-understanding-and-managing-change-in-higher-education>
- Stein, S. and Brooks, H. (2011). *The EQ Edge: Emotional Intelligence and your success*. 3rd Ed. Mississauga, ON: Jossey-Boss.
- Tutu, D. (2000). *No future without forgiveness*. New York, NY: Random House Press.
- Uhl-Bien, M., and Arena, M. (2018). Leadership for organizational adaptability: A theoretical synthesis and integrative framework. *The Leadership Quarterly*, 29(1), 89–104.
- Uhl-Bein, M. and Arena, M. (2017). Complexity leadership: Enabling people and organizations for adaptability, *Organizational Dynamics*, 46, 9-20.
- Veldsman, T. H., and Johnson, A. J. (2016). *Leadership: Perspectives from the front line*, Randburg, South Africa: Kr Publishing.

van Zyl, E. and Campbell, A. (2019). Peace leadership: Self-transformation to peace. Randberg, South Africa: Kr Publishing.

Worthington, E. L. (2013). Forgiveness and justice. *The power of forgiveness*, 1-3. Retrieved from <http://www.thepowerofforgiveness.com/pdf/Worthington.pdf>

CHAPTER 16

LOOKING AHEAD: STRATEGIC LEADING ONESELF SKILLS IN VUCA ENVIRONMENTS

Andrew Campbell

Abstract

As the international environment increasingly becomes interconnected, the disruption from local, intercommunal, national, and international event frequently drives instability and turbulence within the global operational environment. This turbulence impacts the full spectrum of daily life. In a world that is no longer predictable and stable, existing leadership frameworks and competencies need expanded with the capability to navigate chaos under stressful conditions. This chapter presents two sections: First, examine the three layers of strategic leadership as leaders engage in the demands within a VUCA context. Moreover, a proposed innovative self-leadership framework with competencies and capabilities is presented to assist leaders in this new reality of leading under chaotic and stressful environment.

INTRODUCTION

The time of this writing spread of COVID 19 from Wuhan China has caused political instability and economic disruption that tests the leader's capability to solve complex wicked problems. The COVID 19 crisis is an unprecedented multidisciplinary global and organizational leadership challenge that is not only hard to understand but also chaotic. In fact, COVID 19 revealed that leading wicked problems that are multidimensional where actions in one domain drives consequences within another domain with unpredictable outcomes is creating innovative ways of leading under stressful conditions.

The global pandemic showed traditional leadership tools and frameworks that rely on predictable and certainty based on data analysis for strategic decisions are ineffective in a fluid and highly disruptive. For example, President Trump enacted targeted international travel restrictions and announced COVID 19 will have limited health and economic impact on United States. This action and strategic messaging were based on predictive data analysis. Shortly, national health reached dangerous levels requiring personal quarantine and economic devastation. National leaders struggle to balance public health needs with economic stability, corporate operational and organizational challenges of remote working, and academic institutional challenge of transforming instructional learning systems is reshaping how to organizationally lead in this new terrain. Overall, leaders were unprepared and lack the complex problem-solving leadership capacity to strategically navigate within a volatile, uncertain, complex, and ambiguous operational environment.

As the international environment increasingly becomes interconnected, the disruption from local, intercommunal, national, and international event frequently drives instability and turbulence within the global operational environment. This turbulence impacts the full spectrum of daily life. In a world that is no longer predictable and stable, existing leadership frameworks and competencies need expanded with the capability to navigate chaos under stressful conditions. This chapter presents two sections: First, examine the three layers of strategic leadership as leaders engage in the demands within a VUCA context. Moreover, a proposed innovative self-leadership framework with skills is presented to assist leaders in this new reality of leading under chaotic and stressful environments.

STRATEGIC LEADERSHIP

Much of the literature points out that while leading change in a crisis is complex and uncertain, most scholar-practitioners believe that strategic leadership principles provide the underpinning of leading within a VUCA context (Fuchs, Messner & Sok, 2018). According to Tiefenbacher (2019), “there is a great deal of research confirming that one of the most important components of managing VUCA is the strategy and strategic management” (par. 12). Strategic leadership “focuses on the executives who have overall responsibility for an organization—their characteristic, what they do, how they do it, and particularly how they affect organizational outcomes” (Hambert & Cannella, 2009: 5). These scholars identified there are three layers of strategic leadership in a VUCA world.

The first critical layer for strategic leadership in managing chaos and uncertainty is the leader’s strategic foresight capacity to scan the ecosystem for emerging issues and anticipate organizational disruptive events that may detract from desired outcomes. The challenge for strategic leaders is the strategic foresight to anticipate internal and/or external forces on the organization, calmly assess the situation with limited information, and connect the dots in preventing unintended consequences (Cheah, 2020). That said, strategic foresight is an important leadership attribute in a VUCA context because without the ability to anticipate organizational threats and assess unpredictable incidents leaders will blindly present actions and make ill-informed decisions. “Most organizations and leaders are poor at detecting ambiguous threats and opportunities on the periphery of their business” (Shoemaker, Krupp & Holwand, 2019: 10). Theorists suggest strategic foresight “enable leaders and managers to broaden their perceptions of what and how the future possibilities may unfold, as to identify and evaluate the strategic options for decision making and resource mobilization to achieve the medium to long term vision” (Cheah, 2020: 3).

The second critical layer is the leader’s capacity to strategically think about complex problems and envision what can be accomplished within an evolving public or private setting (HRB, 2019). The nature of strategic thinking is complex and multidimensional. Harvard Business Review Guide to Thinking Strategically (2019), points out “strategic thinking is about analyzing opportunities and problems from a broad perspective and understanding the potential impact your actions might have on the future of your organization, your team, or your bottom

line” (10). Strategic thinking is defined as the glue that integrates operational systems and organizational initiatives together in one company (Tavakoli and Lawton, 2005). According to Dufour and Steane (2014), strategic thinking answers three fundamental questions: where are we now, where do we want to be and how will we get there? As leaders assess the environment beyond the operational patterns and reconceptualize organizational threats, strategic thinkers not only explore out-of-the-box approaches but also exploit future opportunities to solve wick problems. Therefore, strategic thinkers must proactively anticipate unpredictable scenarios as well as determine what actions impact organizational goals and objectives by understanding the complexity and interconnectivity within an ecosystem. More importantly, strategic thinking sets the stage for strategic foresight and strategic planning to navigate in complex and unpredictable setting (Chevallier, 2016).

While strategically navigating across rapidly changing environments, leaders need not only the strategic foresight and strategic thinking capability to rise above the daily managerial processes and think long term but also the strategic planning to operationalize the strategies created through the strategic thinking process. Maleka (2014) suggest that strategic planning is “used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization’s direction in response to a changing environment” (15). In times of complexity and uncertainty, leaders must convey a sense of purpose, priorities, and direction with clarity across organizational vertical and horizontal layers to mitigate chaos within a complex and uncertain environment. The purpose of strategic planning is to provide an organizational blueprint by aligning the vision, mission, goals and objectives, and short- and long-term measures of effectiveness and measure of performance as strategic and organizational leaders make decisions toward transforming organizational actions.

The question facing strategic leaders is how to proactively create and implement strategic plans in an increasingly complex and rapidly changing technological environment. To illustrate, strategic planning in the private sector needs an adaptive and flexible organizational structure and process to quickly respond to unexpected disruptive events. In the public sector, strategic planning is rigid and inhibits an organization’s ability to create innovative ideas or other alternatives as senior leaders develop strategic plans to move the organization forward. Thus, the authority and responsibility rests with strategic leaders to formulate the strategic plan should not

be delegated to organizational leaders. Important to note that strategic planning is the most important function of senior leaders within a business, academic, and peace development organization.

Amidst chaos, strategic leaders are frequently bombarded with rapidly changing and conflicting information. The more uncertain and unpredictable events are, the harder it is for policy makers to predict the outcomes. Therefore, leaders must have the cognitive complexity and flexibility to adapt to the unknown in midst of not only chaos but also crisis environments (Chevallier, 2016). That said, the COVID 19 pandemic caused socio-ethno-economic and political national and international chaos. The lethality of CORONA 19 virus surprised global political, business, and academic leaders. Given the unpreparedness of responding to the health and economic crisis, leaders rely on predictive data modeling in determining response actions and forecasting outcomes. As time progressed, the spread of COVID 19 challenged the use of predictive modeling as a decision tool and created confusion as the dynamics of COVID 19 changed from one day to the next. In chaos, prioritization, impulse control, and trusting relationships are not only critical but essential. Nevertheless, the rapidly changing and unpredictable indicators requires leaders with the courage to make good decisions even if they are unpopular and divisive and own its outcome. To illustrate, against the predictive modeling and advice of leading experts, President Trump had the strategic foresight to close air travel from China and limited travel restrictions from Europe. Leaders are only as effective as the decisions made during the amidst of chaos. During the midst of chaos, leaders must balance decisions that minimize the risks with social, financial, political, economic and environmental considerations to provide sustainable outcomes. In short, leaders must shift from being reactionary to proactive when responding during times of organizational and operational chaos.

STRATEGIC LEADERSHIP FRAMEWORK IN A VUCA WORLD

Today, our world is routinely in crisis mode. The chaos of COVID 19 presents a new disaster every week, plunging leaders considered top-notch performers under normal operations into a world of chaos and uncertainty. When it comes to leading under stressful conditions, leading oneself is quite different in a crisis than leading oneself in a time of normal conditions. Hence, as leaders seek certainty in an unpredictable context, the reliance on traditional strategic

approaches frequently does not work. According to Kok and van den Heuvel (2019: v) leaders have come “to realize that our old cognitive models do not fit this new world and what the new landscape demands of us.” Up to this point, leaders are attempting to make strategic decisions in an unpredictable and complex environment using conventional leadership practices and decision-making processes. For that reason, to thrive in a VUCA context organizational and strategic leaders need to unlearn long established patterns of leadership behaviors and engage with new emerging strategic leadership and management tools (Shoemaker et al., 2019; Tiefenbacher, 2019).

Figure 16-1 shows a cadre of basic leadership skills required to lead oneself in times of non-crisis. The list of basic skills reflects the belief that a set of competencies can be identified and necessary to lead oneself. Therefore, Figure 16-1 presents a construct where leading oneself in a volatile, uncertain, complex, and ambiguous environment leverages not only includes conventional basic leadership skills such as trust building, decision making, and problem



Figure 16.1 Strategic Leadership skills in VUCA Environments

solving. In addition, a core of additive critical capabilities such as sensemaking, authenticity, and mindset are needed to lead oneself during in times of chaos. In VUCA situations, leaders are frequently unequipped to handle and prone to make well-meaning yet disastrous decisions in the heat of the moment. In situations as fluid as the coronavirus outbreak, many leaders are naturally drawn to a more protective leadership mindset and behaviors. This can include defensiveness, denial, blaming others, and intransience in the face of changing facts on the ground. However, the basic and critical skills such as critical thinking, collaboration, shared leadership, and

authenticity are necessary as leaders navigate the unknown in countering volatility with visioning, uncertainty with understanding, complexity with clarity, and ambiguity with adaptability in the heat of the moment.

The success or failure of self-leadership directly correlates to the development and depth of leading self with character. The basic skill of leading oneself rests on the personal source of energy and individual strength to guide one's choices and actions in meeting wicked challenges associated in chaos situations. Leading oneself, integrity is an internalized values and beliefs to a high set of ethical standards. Additionally, it demonstrates a willingness to accept the personal consequences of difficult decisions as well as establishes trust and credibility. More importantly, the leader's level of integrity lays the foundation to not only influence key individuals in gaining cooperation from others but also negotiating and persuading others in finding solutions to wicked problems during chaotic situations. The internal value of integrity in leading oneself fosters a climate where leaders influence and negotiate with others across conventional boundaries but also collaborate in constructive ways by addressing shared concerns and adapting to the turmoil of uncertainty. In other words, the basic leadership skills of problem solving, influence and negotiation, integrity, and flexibility undergirds leading oneself in times of adaptability, understanding the nuances of stressful conditions on decision making, and the drive for clarity in the midst of confusion in the heat of the moment.

During a crisis, the basic leadership skills undergird the critical skills though emotional intelligence, authenticity, and sensemaking in leading oneself. Emotional intelligence is important in leading oneself because understands the internal and external dialogue that a leader discusses within oneself and others. Bass & Bass (2008) stated that emotional intelligence "is a state of mind" (p. 1070). The development of emotional intelligence components such as self-awareness, impulse control, and empathy will enhance the leadership-follower relationship through trust, projection of self-confidence in one's decision making process, and authenticity all necessary skills for leading oneself in the heat of chaos situations. Conversely, the lack of awareness for one's emotional trigger such as frustration with rapid changing information, fear of making the wrong decision, and loss of control of one's actions can frequently derail the effectiveness of one's leadership capability under stressful conditions. Thus, an awareness and management of one's emotional triggers provide the relational capacity to calmly lead others in

highly charged events. Basically, the additive capability of emotionally intelligent leadership and authenticity sets the conditions for leaders to strategically navigate through the chaos.

In a crisis, much more than normal operations, mature leaders with basic and critical leadership skills lays the foundation for strategic leaders to anticipate, manage, and transform chaos into stable conclusion. As a strategic leader develops the relational capacity to authentically lead from their personal core and convictions, leaders can calmly communicate complex ideas with clarity and adapt in a highly charged environment (Bawany, 2016).

Mannherz (2017) argue that strategic leaders “in a VUCA world seems to be an open-minded visionary with great communication skills, the ability to continuously scan his environments for potential opportunities and threats, and an empathic developer of teams and its individual team members” (13). That said, strategic leaders who can think and act strategically understand the importance of identifying emerging trends and patterns, listening to and empowering others to think outside of the box, driving high levels of collaboration and accountability, and decentralized decision-making in navigating and adapting in midst of chaos. In other words, the gift of leading oneself is having the inner strength of developing the emotional intelligence to lead authentically with conviction and character-based leadership during times of chaos.

CONCLUSION

In conclusion, this chapter addressed the challenges of leading oneself in an unpredictable and rapid changing environment. The geo-political and socio-economic disruption of COVID 19 briefly illustrated the strategic leadership challenge of leading oneself and others through a VUCA environment. Hence, organizations that face VUCA situations like COVCID 19 experience disruption and chaos in the personal and operational environment. Therefore, as organizations navigate through wicked challenges, the tents of strategic foresight, strategic thinking and strategic planning provides the underpinning of strategic leadership within a VUCA context. A strategic leadership framework identifies the basic and critical leadership skills such as strategic thinking, critical thinking, mindful focus, collaboration, empathy, problem solving, emotional intelligence, and authenticity are the critical benchmarks for all strategic lea eds during a crisis. The gift is leading oneself in stressful and uncertain conditions with the inner resource of character-based leadership and authenticity in navigating through complex, uncertain, and ambiguous environment.

List of references

- Bass, B. M., & Bass, R. (2008). *The handbook of leadership: Theory, research, and managerial applications* (4th ed.). New York, NY: Free Press.
- Bawany, S. (2016), "NextGen Leaders for a VUCA World: Transforming Future Leaders for Success". *Leadership Excellence Essentials*, Issue 08.
- Cheah, S. L. (2020) *Strategic Foresight: Accelerating Technological Change HBR Guide to thinking strategically*. Boston MA: Harvard Press Publishing.
- Chevallier, A. (2016). *Strategic Thinking in Complex Problem Solving*. New York, NY: Oxford Press.
- Dufour, Y., & Steane, P. (2014). Creative strategic thinking and sustainable leadership: Lessons from Picasso. *Journal of Global Responsibility*, 5(2), 219-225. DOI:10.1108/jgr-05-2014-0018.
- Fuchs, M., Messner, J & Sok, R. (2018). *Leadership in a VUCA World: The Jedi path to agile mastery*. Freiburg, GE: Haufe-Lexware Publishing.
- Harvard Business Review. (2019). *Guide to Thinking Strategically*. Boston, MA: Harvard Business Review Press.
- Hambert, D., Finkelstein, S., & Cannella, A. (2009). *Strategic leadership: Theory and research on executives, top management teams, and boards*. New York, NY: Oxford Press.
- Kok, J. & van den Heuvel, S. (2019). *Leading in a VUCA world: Integrating leadership discernment and spirituality*. Cham, Switzerland: Springer Publisher.
- Maleka, S. (2014). Strategic Management and Strategic Planning Process. Available from: https://www.researchgate.net/profile/Stevens_Maleka/publication/273757341_Strategic_Management_and_Strategic_Planning_Process/links/550a8c7f0cf26198a63b0fb1/Strategic-Management-and-Strategic-Planning-Process.pdf (Accessed 24 April 2020).
- Mannhez, T. (2017). *New leadership models for a VUCA world. Five leadership approaches to cope with uncertainty*. Norderstedt, Germany: Open Publishing.
- Shoemaker, P., Krupp, S., & Holwand, S. (2019). Strategic leadership: The essential skills. *HBR Guide to Thinking Strategically*, Boston, MA: Harvard Business Review Press.
- Tavakoli I. and Lawton J. (2005), Strategic thinking and knowledge management, *Handbook of Business Strategy*, 6 (1),155-160.
- Tiefenbacher, W. (2019). Strategic management: how and why to redefine organizational strategy in today's VUCA world. Available from: <https://www.ckju.net/en/blog/strategic-management-how-and-why-redefine-organizational-strategy-todays-vuca-world/58699> (Accessed 24 April 2020).