UNCERTAINTY QUADRANT

- UMM
- UNKNOWN
- UNCERTAIN
- UNSURE

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COMPLEXITY CONUNDRUM

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The AMBIGUITY MATRIX

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Leadership keeps changing

<table>
<thead>
<tr>
<th>THEN 1.0</th>
<th>NOW 2.0</th>
<th>NEXT 3.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directive</td>
<td>Consultative</td>
<td>Facilitative</td>
</tr>
<tr>
<td>Tell</td>
<td>Share</td>
<td>Elicit</td>
</tr>
<tr>
<td>Information</td>
<td>Knowledge</td>
<td>Meaning</td>
</tr>
<tr>
<td>History</td>
<td>Data</td>
<td>Sense</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Collaboration</td>
<td>Co-creation</td>
</tr>
<tr>
<td>Collate</td>
<td>Create</td>
<td>Curate</td>
</tr>
<tr>
<td>Play</td>
<td>Game</td>
<td>Improvise</td>
</tr>
</tbody>
</table>

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In the year 2020, the SKILLS Institute for the Future focuses on:

- Social intelligence
- Transdisciplinary
- Cognitive load coping
- Cross cultural competency
- Design mindset
- Virtual collaboration
- Sensemaking
- New media literacy
- Novel thinking
- Computational thinking

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# Top 10 skills

<table>
<thead>
<tr>
<th>in 2020</th>
<th>in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Complex Problem Solving</td>
<td>1. Complex Problem Solving</td>
</tr>
<tr>
<td>2. Critical Thinking</td>
<td>2. Coordinating with Others</td>
</tr>
<tr>
<td>3. Creativity</td>
<td>3. People Management</td>
</tr>
<tr>
<td>4. People Management</td>
<td>4. Critical Thinking</td>
</tr>
<tr>
<td>5. Coordinating with Others</td>
<td>5. Negotiation</td>
</tr>
<tr>
<td>6. Emotional Intelligence</td>
<td>6. Quality Control</td>
</tr>
<tr>
<td>7. Judgment and Decision Making</td>
<td>7. Service Orientation</td>
</tr>
</tbody>
</table>

Source: Future of Jobs Report, World Economic Forum

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Top 10 skills in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

World Economic Forum
Sensemaking:
Our ability to determine the deeper meaning or significance of what is being expressed
COMPETITIVE in MARKET

ALIGN

CLARITY of THOUGHT

FOCUS

COMMIT

COURSE of ACTION

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BULLET POINTS ARE BULLSH*T

- Interesting point
- Less interesting point
- Ho hum point
- Somethin’
- Whatevs
- Yup
- zzzzzzzz
`Any old map will do` - Karl E Weick
Map

Location

Direction

Integration

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② Model

Lines

Shapes

Words

ACTION - STUFF
What shape is the idea?
IN Scope

OUTTA Scope

Debatable

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3 MOJO

it's about them

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All the great leaders and organisations communicate the same way...

It's the world's simplest idea: the Golden Circle.

Your Purpose (not profit)
Your Cause
Your Belief

Why should anyone care?

START WITH WHY
Simon Sinek
www.startwithwhy.com

Few people or organisations know why they do what they do.

We know how we do it
We know what we do...

Few inspired leaders and organisations communicate from the inside out.

I believe
Martin Luther King

People don't buy WHAT you do, they buy WHY you do it.

Do business with people who believe what you believe.

It links directly to how our brain works.

Law of Diffusion of Innovation
Crossing the Chasm

1.25 135 34 34 16

by www.lynnecazaly.com
On a Mission to unleash Potential in every Team

ARE you the BARRIER to DISRUPTION?

Dominic Price
Atlassian
@ PMIAC 2016

Values
Atlassian

Structure: built to disrupt
Patterns: evolve not mandated
Practice: to enable teams

Demo Trust
Borrowed from Creativity Inc.
(Pixar)

Ern "Best Place to Work"
2 years in a row

Teams evolve and learn in a Trusted environment

Why?
What's the end outcome?

Individual contributors: no power

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7 Levels of Delegation

1. Tell
2. Sell
3. Consult
4. Agree
5. Advise
6. Inquire
7. Delegate

Hello! Happy Workers Do More

Aspire for mental closeness if you’re not in the same location

Personal Maps

Accelerate learning

Offer products with meaning

There are no silver bullets

But here are 7!

There are No Silver Bullets

Urggh!

‘Management’ derives from Italian meaning ‘handling horses’

Run experiments

Innovate management

Nurture happiness

Change is easier when people share food

Embrace playfulness

Bad Management leads to Bad Performance

So

Ring the bell

Manage the system for happiness

12 steps to happiness

Thank

Give

Help

Eat well

Exercise

Rest

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SMILE

Socialize

Meditate

Hike

Experience

Aim

Hire

Mentor

Nurture happiness
Empowering the world to design.

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THEN

NOW

YOU ARE HERE

NEXT

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What's your PERSPECTIVE?

35,000 ft

15,000 ft

on the GROUND

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Cognitive Clarity

- Get context quick!
- Get something down... anything!
- What's good and done?
- What is this all about?
- More thoughts...
- Thoughts...

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Sensemaking...

- Get to clarity quicker
- Make decisions sooner
- Get people on the same page
- Get to collective sense
- Get into action quicker
- ...oh, oops a list of bullsh*t bulletpoints

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Lightning Talk
50 icons in 5 minutes
Wednesday 10.45am
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always be connecting dots

- Richard Branson

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Get my FREE Agile Sensemaking Pack

• Mini book on Making Sense

• Whitepaper Report: “24 ways to use sensemaking on your project”

• 32 Questions for Facilitating, Coaching & Sensemaking

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