Living and Leading Through Uncertainty - Developing Leaders' Capability for Uncertainty

Description:
Living and Leading Through Uncertainty is intended for those who have an interest in:

- Understanding more about leaders' lived experience of uncertainty;
- What a capability for uncertainty is and the key components which constitute it;
- Guidelines for developing leaders' capability for uncertainty.

Likely target audiences for this book are leaders, sponsors of leadership development and leadership coaching in organisations, and executive or leadership coaches.

This book has three parts to it:

Part A The first chapter clarifies the meaning of experienced uncertainty as a precursor to exploring leaders' lived experience of uncertainty, that is, their personal uncertainty and challenges in their leadership role during organisational uncertainty. In the second chapter, the notion of a capability for uncertainty is explained, based on an understanding of what capability for uncertainty leaders develop through their lived experience of uncertainty.

Part B incorporates five chapters, with each one addressing a key component of a capability of uncertainty. These components are: (1) an acceptance of uncertainty, (2) effective sense-making, (3) learning agility, (4) a sense of positive identity, and (5) relevant leadership practices during organisational uncertainty. In each chapter I give a brief theoretical overview of the component. This is followed with guidelines for leaders who wish to develop that component, so they can become better able to enhance their own overall capability for uncertainty.

While these chapters have a self-development focus for leaders, the guidelines contained therein are potentially useful for sponsors of leadership development and leadership coaching in organisations - as well as for executive or leadership coaches interested in developing leaders' capability for uncertainty.

Part C addresses the implications for leadership development in organisations towards developing leaders' capability for uncertainty more intentionally and explicitly. In particular, the questions of where to target the development of leaders' capability for uncertainty in organisations, and how, are considered. There is also an emphasis on leadership coaching as one viable option for developing this capability in leaders.

Contents:

Foreword by Dr Salomè van Coller-Peter
Introduction
A typical scenario of uncertainty in organisations today...
The context of organisational uncertainty
Why leaders need to develop their capability for uncertainty
The need to understand leaders' experienced uncertainty
Outline of the Book

PART A: SETTING THE CONTEXT

Chapter One: Leaders' experienced uncertainty
- What is experienced uncertainty?
- Setting the scene: Real contexts of organisational uncertainty
- The flux of experienced uncertainty over time
- What personal uncertainty is experienced by leaders?
- What challenges are experienced in the leader role during organisational uncertainty?
- The inter-relationship between personal uncertainty and leadership challenges
- Key insights

Chapter Two: The notion of a capability for uncertainty in leaders
- What is a capability for uncertainty?
- How is capability developed?
- What capability for uncertainty do leaders develop through lived uncertainty?
- The components of a capability for uncertainty
- Chapter summary
- Self-reflection exercise for leaders

PART B: HOW LEADERS CAN DEVELOP THEIR CAPABILITY FOR UNCERTAINTY

Chapter Three: An acceptance of uncertainty
- Overview
- How to foster an orientation towards acceptance of uncertainty

Chapter Four: Learning agility
- Overview
- Developing your learning agility

Chapter Five: Effective sense-making
- Overview
- Engaging in effective sense-making during uncertainty

Chapter Six: A sense of positive leader identity
- Overview
- Developing a sense of positive leader identity

Chapter Seven: Relevant leadership practices during organisational uncertainty
- Overview
- Adopting relevant leadership practices

PART C: IMPLICATIONS FOR LEADERSHIP DEVELOPMENT

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- Intention and purposes
- The impact of organisational culture
- Where to target the development of leaders - and how
- Utilising leadership coaching

Appendix 1: Overview of research study
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