

Coaching leaders in a VUCA world – an inner and outer inquiry

GPS workshop

Aubyn Howard and Anne Welsh

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Coaching leaders in a VUCA world – an inner and outer inquiry

Context

- Psychology of being for a time of crisis – our VUCA world and the psychological needs arising for leaders
- Evoking collective intelligence – what is emergent in our collective consciousness?

First breakout

- Outer
 - What psychological or psychospiritual challenges and crises are leaders showing up with in coaching? How is it changing (e.g. over the last 10 years)?
- Inner
 - What is being called for from you as a coach? What are your own psychological edges or challenges?

Second breakout

- Outer
 - What ways of working, approaches, tools and techniques can you draw upon in response to your coachees needs?
- Inner
 - What ways of being, psychological skills and capacities do we need to draw upon or develop as a coach?

Context – why a psychology of being for a time of crisis?

VUCA world - volatility, uncertainty, complexity, ambiguity

Individual inner crises of purpose, meaning and identity, outer crises of stress, anxiety and isolation

Collective crises of polarisation and sensemaking, issues of power, identity and diversity in society

Call for purpose and wholeness in organisations, people wanting more engagement and authenticity

Growing crisis of leadership in society in its ability to respond to all of the above

Coaches called to work at greater depth, on inner development as well as outer goals



The psychosynthesis disidentification meditation





VUCA world - definition

- **Volatility:** change is happening on a large scale. Although the 'white water' of change has been recognised for twenty years, change is speeding up and driven by simultaneous factors, i.e. turbulent world economies, unprecedented social and political events, demographic trends and climate change.
- **Uncertainty:** because of volatility, predicting the future based on past events is no longer possible. Old planning, forecasting and decision-making systems are increasingly irrelevant.
- **Complexity:** outcomes are unpredictable because there are few single cases of 'cause and effect', and no one has the ability to see all contributing factors.
- **Ambiguity:** data is incomplete, confusing, and quickly out of date, which can speedily invalidate decisions and choices.

- Turnbull, S (2017) Leading NGOs in the VUCA World: UK : Caplor Horizons

Psychological needs created by VUCA

Aspect	Psychological need
Volatility	Secure self-attachment , strong enough ego, a secure and stable base from which to relate to others and the the world
Uncertainty	Tolerance of uncertainty , awareness of anxiety and stress patterns, neurotic vs existential anxiety, self- and co-regulation
Complexity	Capacity to see the whole and to hold an independent sense of self with agency in the system, growing systemic intelligence
Ambiguity	Ability to understand relative meaning, to hold paradox, being able to work with the tension of polarity and synthesis

Adapted from: Silvester, K. and Wignall, H. (2018). *Adaptive Leadership in a VUCA World*. Unpublished paper for the 2018 Psychosynthesis Coaching Symposium

Breakout 1

Outer

- What psychological or psychospiritual challenges and crises are leaders showing up with in coaching?
- How is it changing (e.g. over the last 10 years)?

Inner

- What is being called for from you as a coach?
- What are your own psychological edges or challenges?

Breakout 2

Outer

- What can we do – what ways of working, approaches, tools and techniques can you draw upon in response to your coachees needs?

Inner

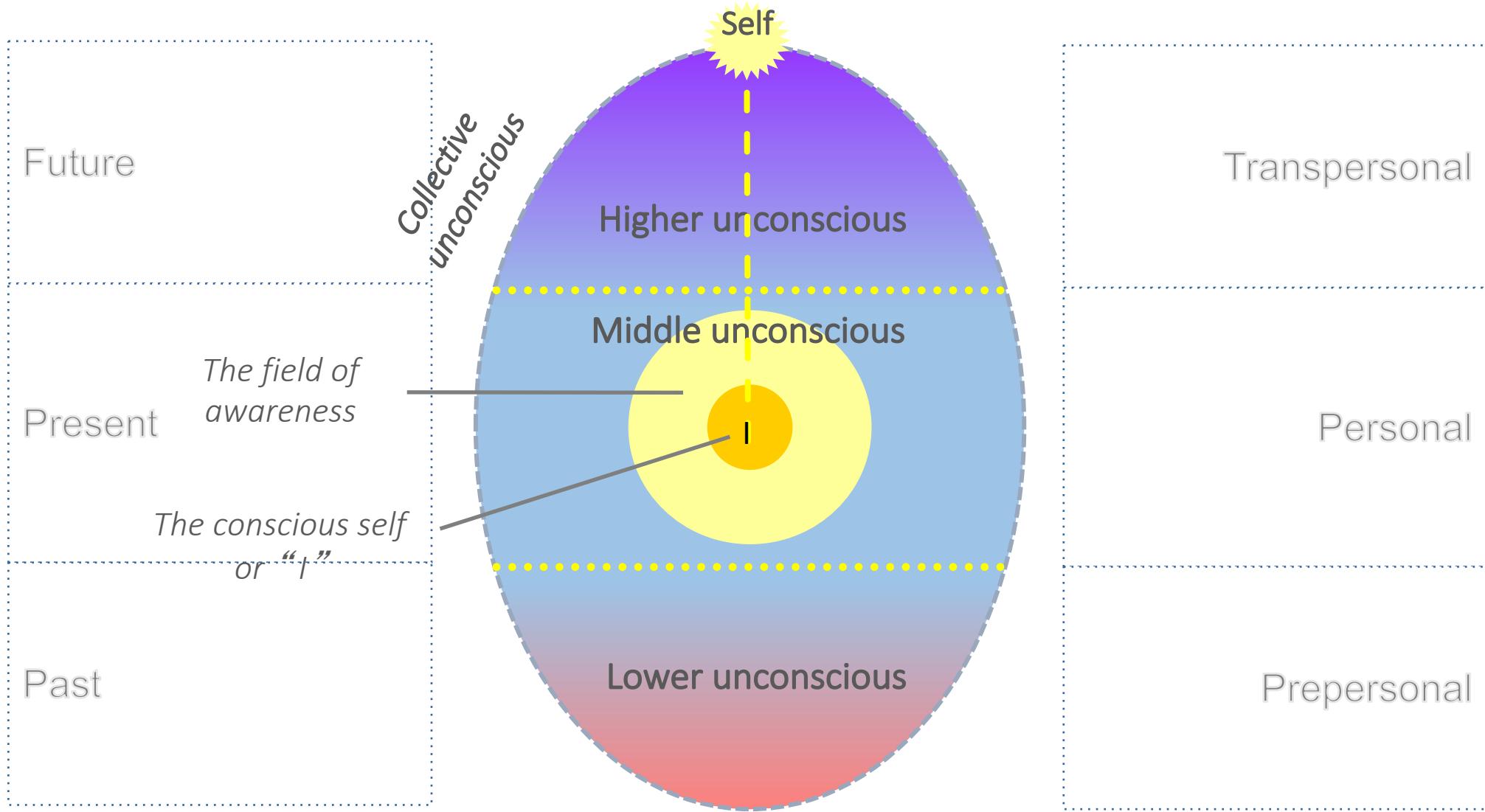
- How can we be – what ways of being, psychological skills and capacities do we need to draw out or develop as a coach?

Additional material

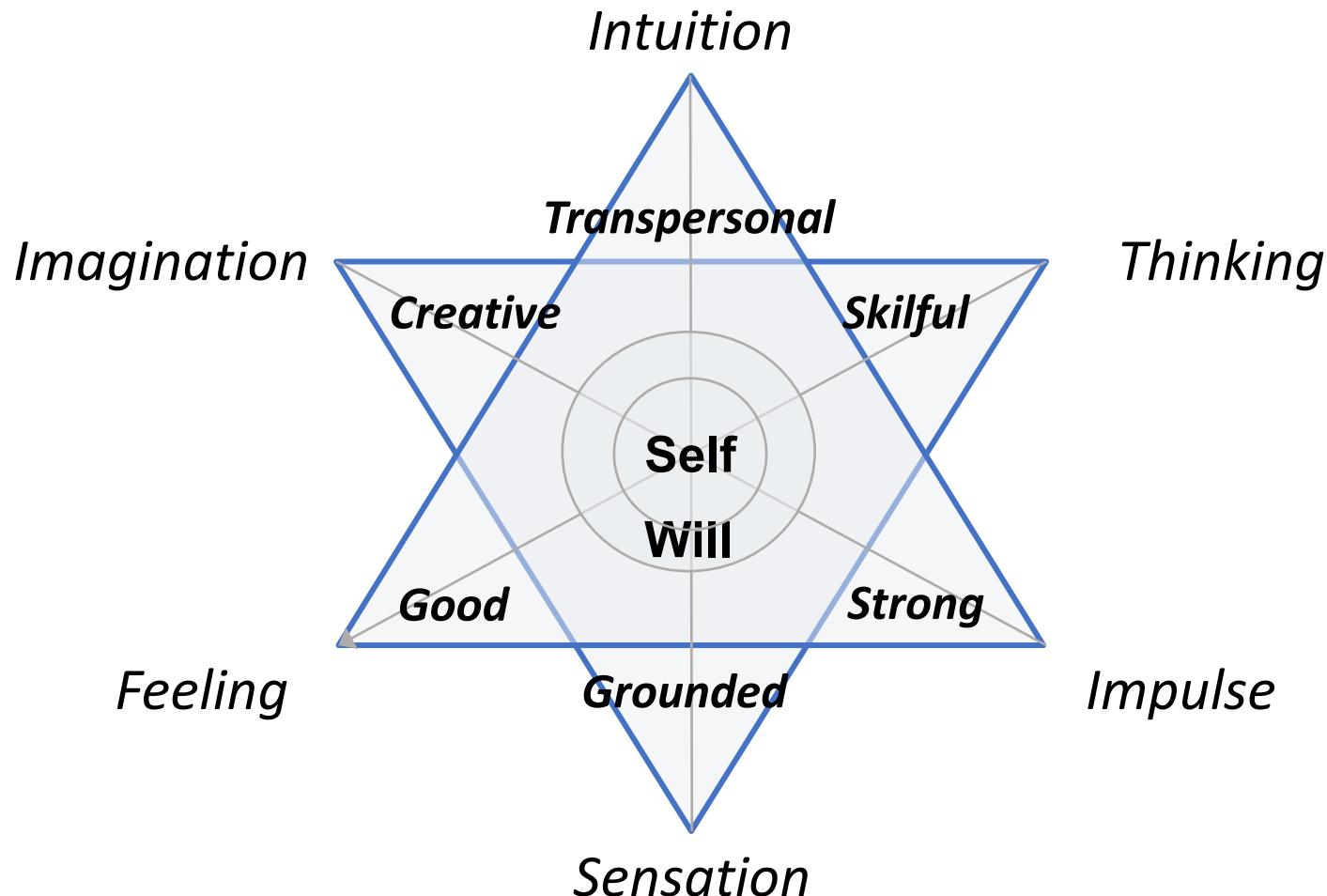
Psychological needs created by VUCA

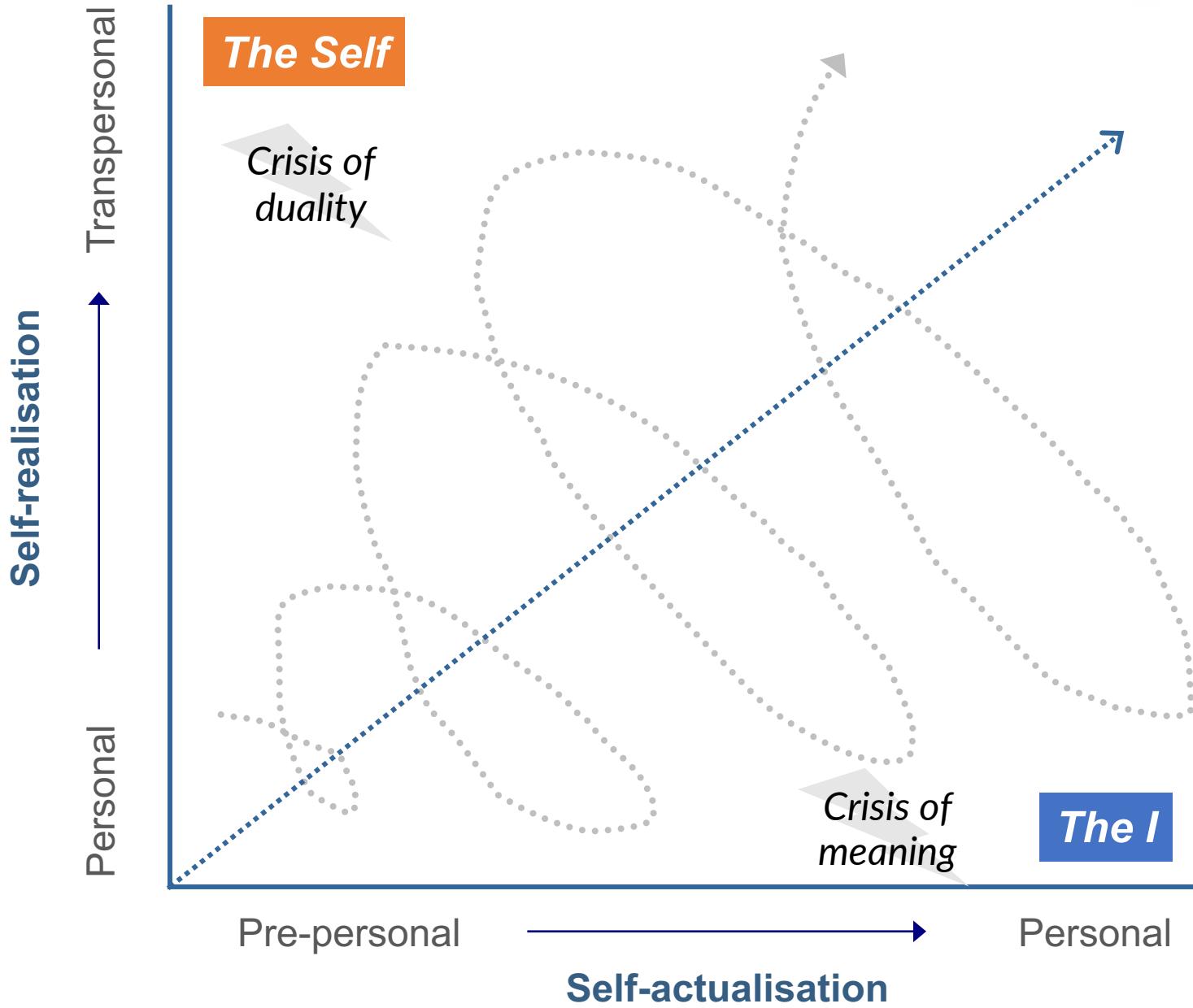
Aspect	Psychological need	Developmental focus	Continuing personal development
Volatility	Secure self-attachment	Identification and disidentification	Self and co-regulation Personality edges
Uncertainty	Uncertainty tolerance	Neurotic vs existential anxiety	Parts and mindsets Shadow work
Complexity	Systemic intelligence	Abstract, intuitive, holistic mind	I-Self connection Awareness and Will
Ambiguity	Polarity tension	Synthetic and paradoxical thinking	Emergence and crisis

Model of the psyche – the Egg



Will and the psychological functions – the Star





Polarity and synthesis

- the principle of evolution

Collective

Belonging

Integration

Inner

Love

Heart

Yin

Feminine

Dichotomous tension

Individual

Freedom

Expression

Outer

Will

Mind

Yang

Masculine

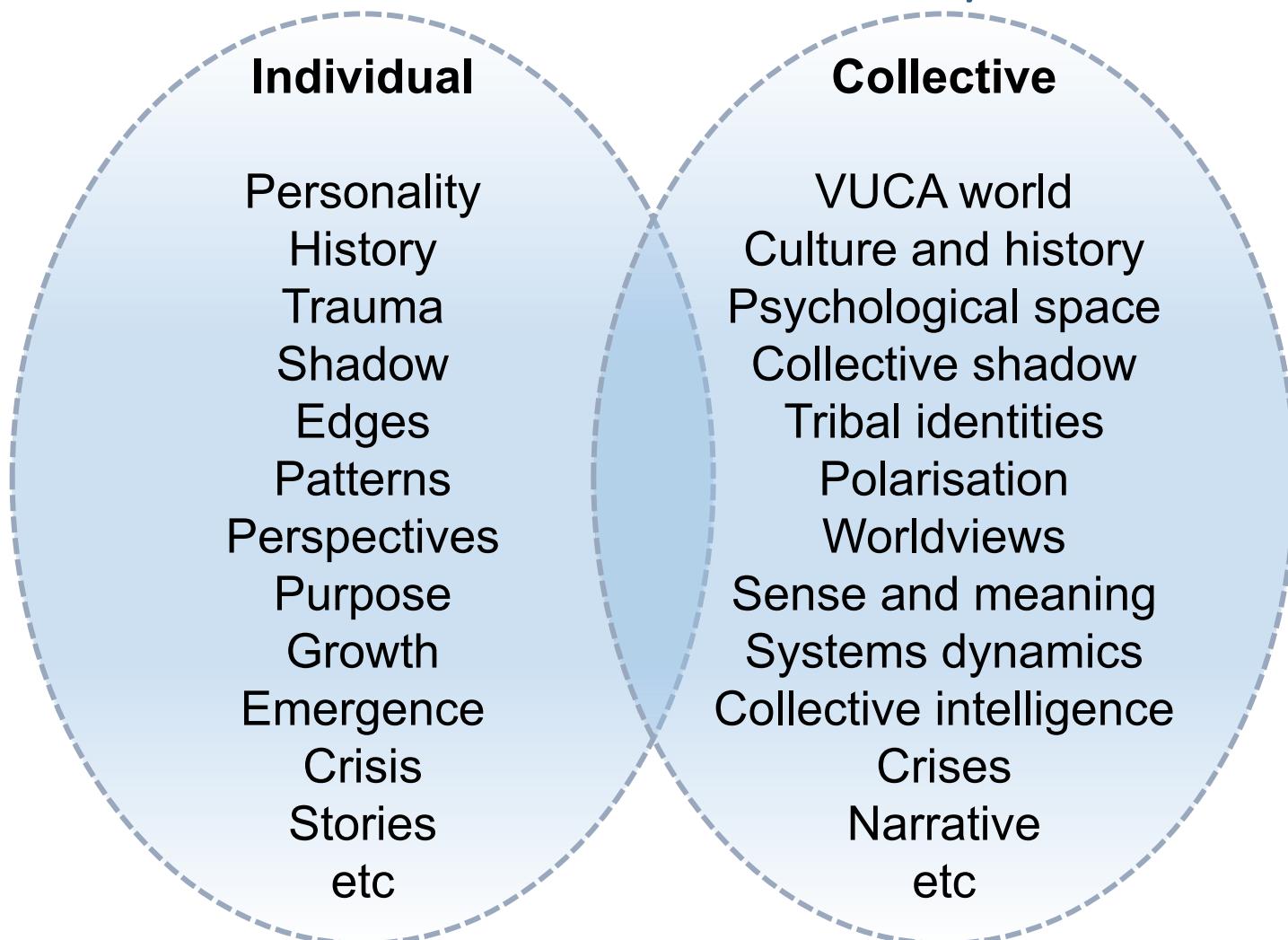


Assagioli's four stages of spiritual awakening

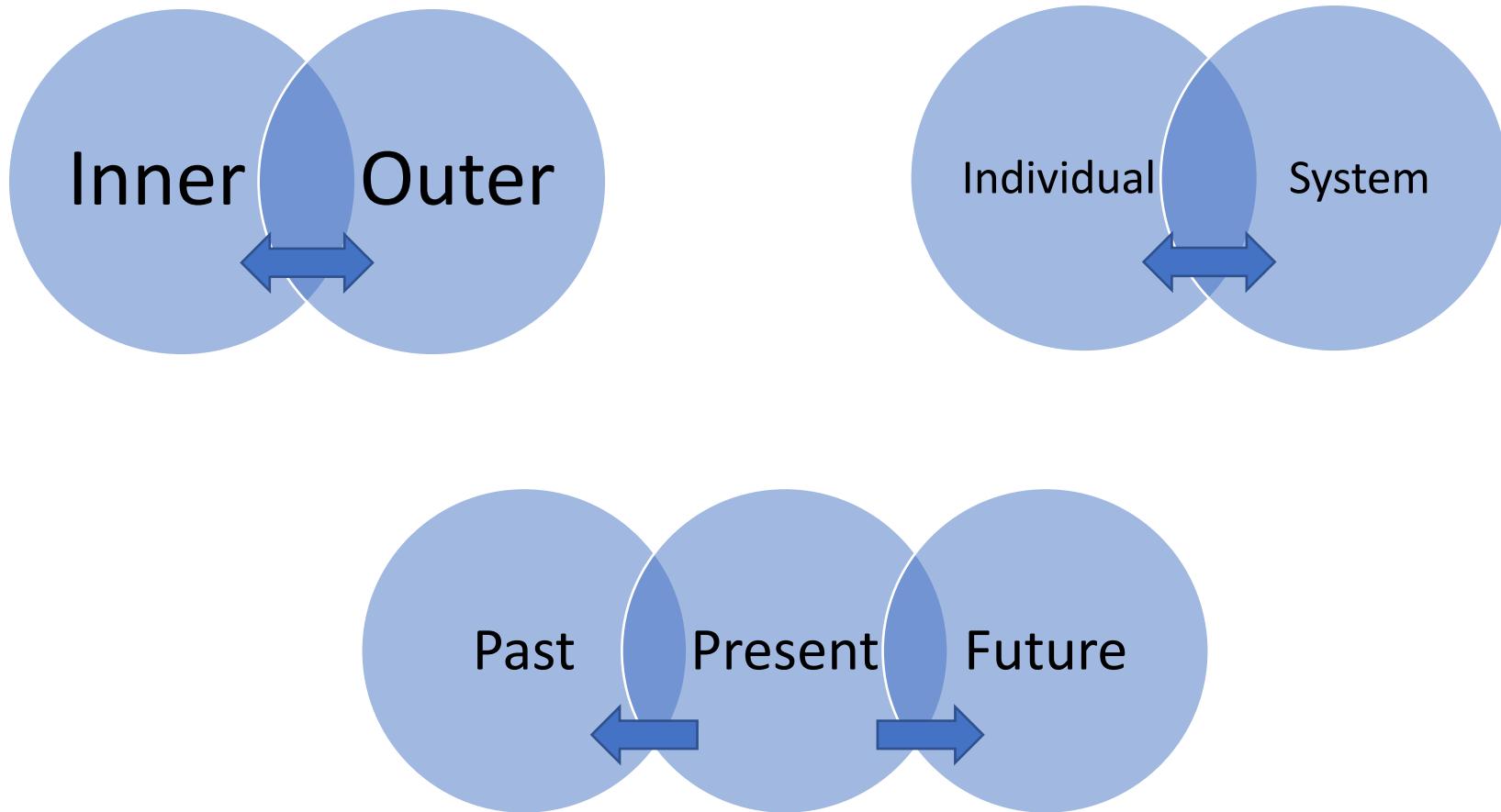
1. **Crisis preceding awakening** (life lacks meaning)
2. **Crisis of awakening** (things may never be the same again, you can't hold things in the same way)
3. **Reactions to awakening** (e.g. inflation and mystic flight or denial and suppression)
4. **Integration** (grounding, bringing energies down into the personal from the transpersonal)

The territory we are working in

– Individual meets Collective Psyche



Agendas in leadership coaching



Completion Networking discussion

