



OPM's Leadership Webinar Series

How to Work with Uncertainty

Presented by Enrique Martinez

Faculty, Center for Leadership Development

Center for Leadership Development

Developing Visionary Leaders to Transform Government

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Strategic Alignment



President's Management Agenda Key Driver of Transformation

People – Workforce for the 21st Century



OPM Strategic Plan Initiatives

- Improve integration and communication of OPM services to Federal agencies
- Optimize Agency Performance





Norms

- Have access to chat box and be ready to type.
- Avoid possible disruptions for others by refraining from taking other calls or participating in other work activities.
- Participate actively with full presence.
- Ask for what you need (on chat).



About Enrique Martinez



- CLD Faculty since 2016
- Over 25 years in strategic consulting, academia, and advisory
- Strategic leadership and people-centered design
- VUCA leadership and agile organizations

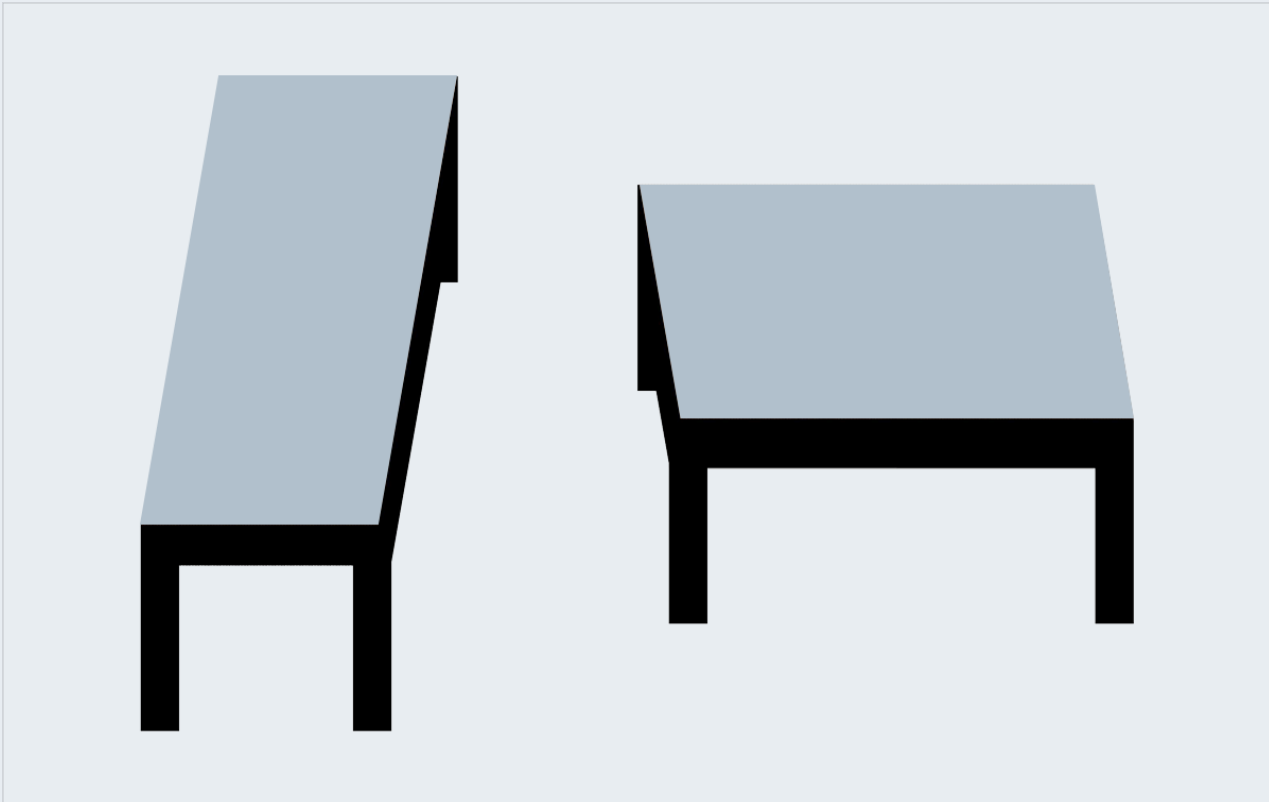
How to work with uncertainty

An aerial photograph of a vast agricultural field, likely a cornfield, showing distinct rows of crops. A yellow rectangular box is superimposed over the center of the image, containing the text "Our world is (mostly) certain." in black font. The field is divided into several vertical sections by narrow paths or roads.

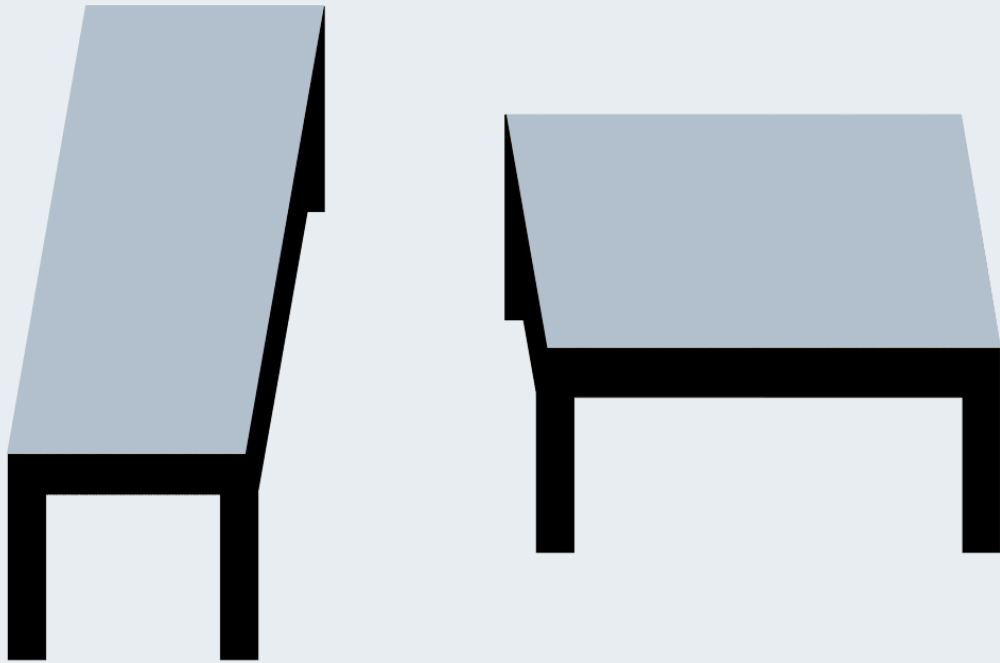
Our world is (mostly) certain.

An aerial photograph of a vast agricultural field, likely a cornfield, showing distinct rows of crops. A yellow rectangular box is superimposed over the center of the image, containing the text "Our world is (mostly) **uncertain**." The word "uncertain" is in a bold, black font, while the rest of the text is in a standard black font. The background shows the repetitive patterns of the agricultural rows, with some variations in crop density and color, suggesting different stages of growth or different crop types.

Our world is (mostly) **uncertain**.

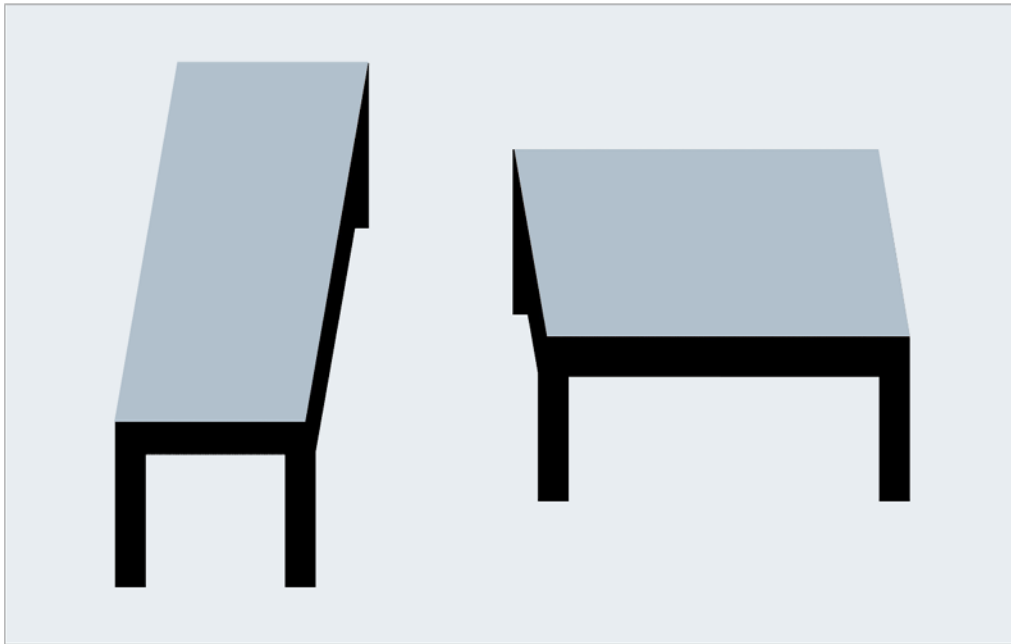


Turning the Tables, by Roger Shepard (1990)



Turning the Tables, by Roger Shepard (1990)





The Illusion of certainty

At the unconscious level, we automatically transform uncertainty into certainty.

Turning the Tables, by Roger Shepard (1990)



In this world
nothing can be
said to be
certain, except
death and
taxes.

Benjamin Franklin, in a letter to Jean-Baptiste Le Roy (1789)

Disruptor

Effect on leaders

Volatility



Shock

Uncertainty



Hesitation

Complexity



Confusion

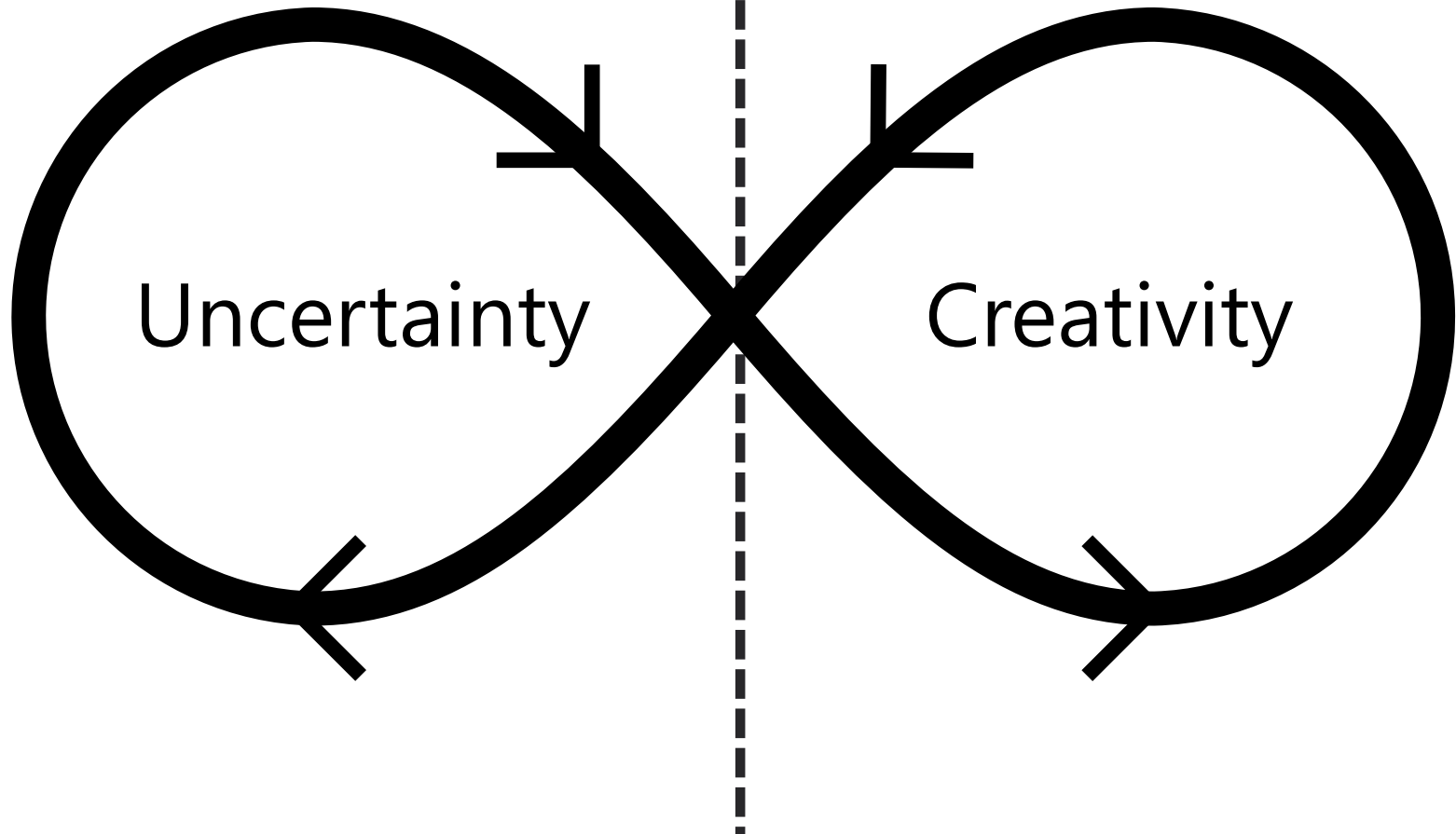
Ambiguity



Frustration

Disruptor

Catalyst



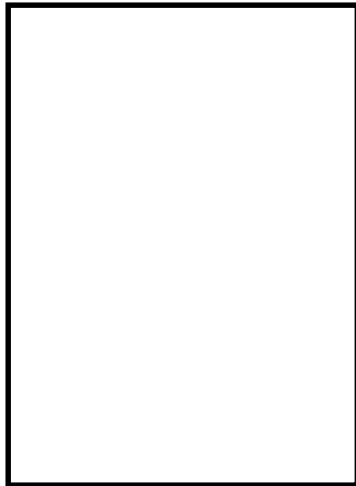


1. Work in multiples
2. Stay in the Flow Zone
3. Shift your perception

1. Work in multiples

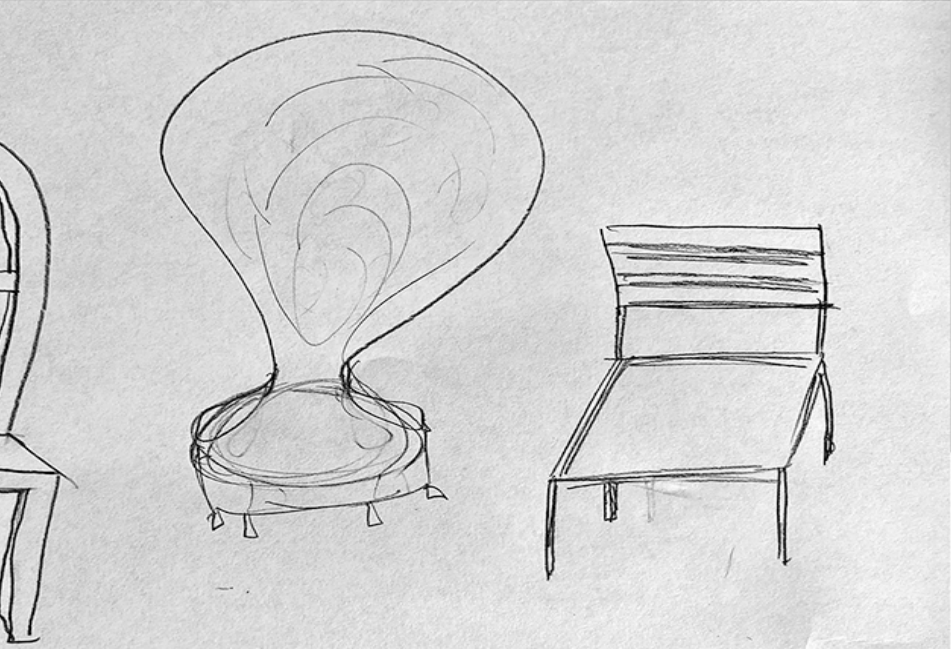
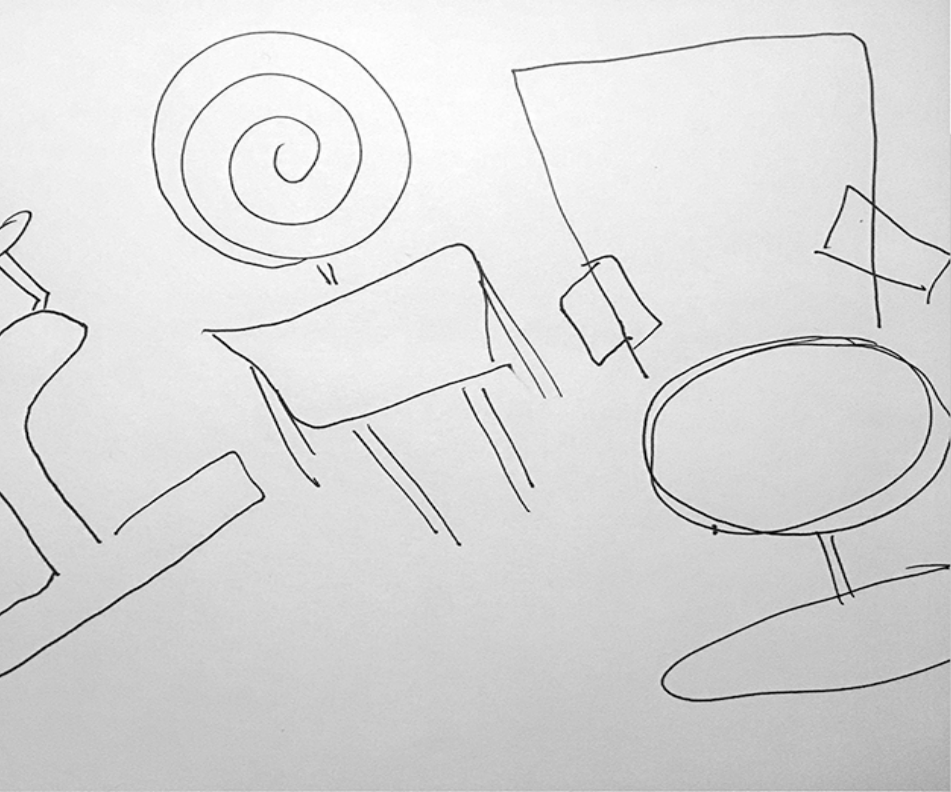


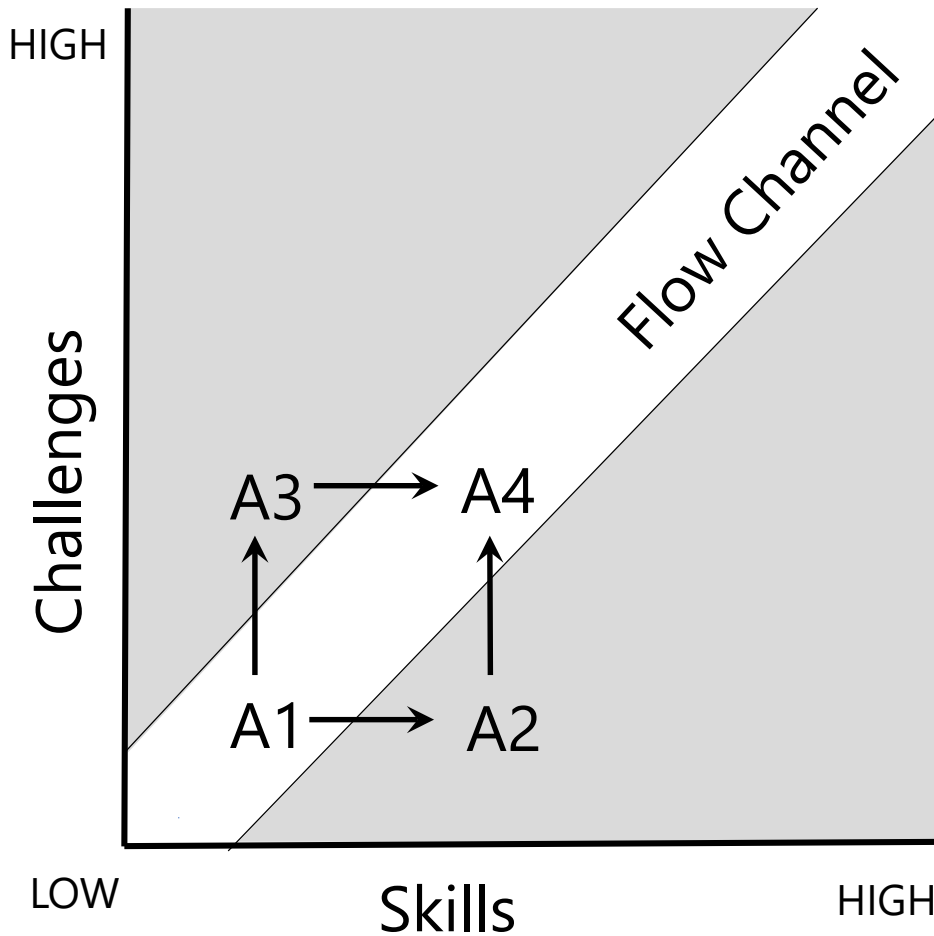
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x

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2. Stay in the Flow Zone

Match
your skills
to the difficulty
of your challenge



3. Shift your perception

Ecosystems



Strategy



Design



Visualization



Questions?



Designing for Uncertainty

October 27 – November 5

The Uncertainty Studio

Coming in 2021



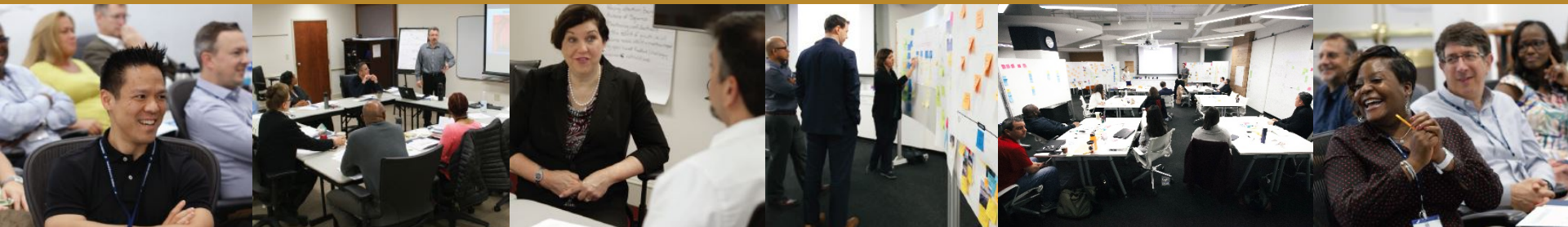
Feedback

What is one thing you can take away from today's webinar?



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Center for Leadership Development



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to support the human capital lifecycle throughout government



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Thank you for your participation and service to our nation!

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