

# Leadership in times of VUCA

Introduction about future Leadership

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# Founded in 1847 on a passion for beer, science and art



**1847** JC Jacobsen founds the Carlsberg Brewery on a hill outside of Copenhagen



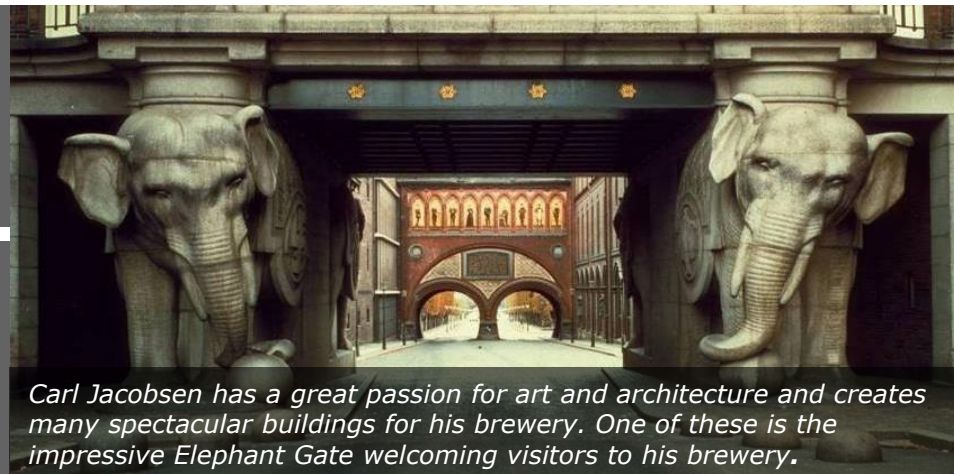
*JC Jacobsen has great ambitions for his brewery and to make sure his beer is brewed to the highest scientific standards he establishes the Carlsberg Laboratory.*



**1868** Carlsberg has international ambitions from the beginning and Exports it's first barrel of beer to Scotland in 1868



**1882** JC's son Carl Jacobsen builds his own brewery next to his father's and calls it "New Carlsberg".



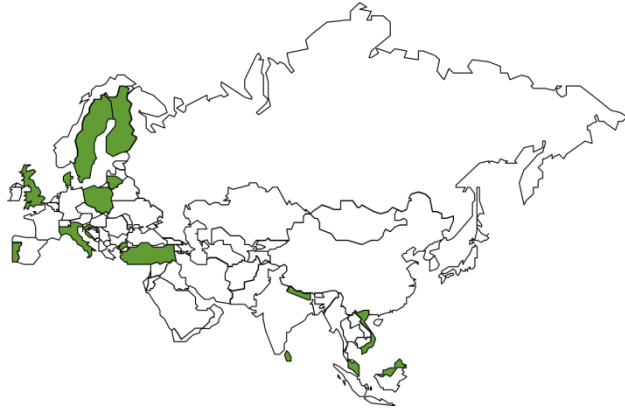
*Carl Jacobsen has a great passion for art and architecture and creates many spectacular buildings for his brewery. One of these is the impressive Elephant Gate welcoming visitors to his brewery.*



**1904** The famous Carlsberg logo is designed by architect Thorvald Binesbøll. This logo is still used today.

# From small export-company to the world's 3rd largest brewer

## 1990 - 2015



### CARLSBERG GROUP TODAY

**No. 1**

in Northern & Eastern Europe and third largest brewer in the world

**500**

different beer brands

**46,000**

employees on three continents

**37,000,000,000**

bottles of beer sold in 2015

## Industrial age;



- **Shareholder value**
- **Hierarchies**
- **Develop in house**
- **Control**
- **Efficiency**
- **Commands**
- **Pay check**

## From Industrial age to Network age;

### Industrial age

- Shareholder value
- Hierarchies
- Develop in house
- Control
- Efficiency
- Commands
- Pay check

### Network age;

- Customer value
- Networks
- Co-create
- Trust
- Learning
- Conversations
- Autonomy & Purpose

Network age



# We are living in a VUCA world

<b>V</b> olatility	The nature, speed, volume, magnitude, and dynamics of change.
<b>U</b> ncertainty	The lack of predictability of issues and events.
<b>C</b> omplexity	The confounding of issues and the chaos that surrounds any organization.
<b>A</b> mbiguity	The haziness of reality and the mixed meanings of conditions.

**This is how our leaders are feeling**



**VUCA world**



# How can we avoid VUCA, use VUCA !

<b>V</b> olatility	The nature, speed, volume, magnitude, and dynamics of change.	<b>V</b> ision	Intent that seeks to create a future
<b>U</b> ncertainty	The lack of predictability of issues and events.	<b>U</b> nderstanding	The ability to stop, look and listen (reflect)
<b>C</b> omplexity	The confounding of issues and the chaos that surrounds any organization.	<b>C</b> onnected	The ability to make sense of the chaos
<b>A</b> mbiguity	The haziness of reality and the mixed meanings of conditions.	<b>A</b> gility	Learn, addapt and innovate in changing context

## Learning Leaders

We need **Learning Leaders** <sup>(1)</sup> they have the ability to stay flexible, grow from mistakes, and handle a diverse range of challenges



# Learning Leaders within Carlsberg-group

## Reflective Leader

Develop the ability to lead yourself, by being self-aware and harmonizing your purpose, values and vision, for your personal, private and professional life.

## Connected Leader <sup>(1)</sup>

Learn how to build relationships, seek information, make sense of observations and share ideas through an intelligent use of new technologies.

## Understand

**Learning Leader <sup>(2)</sup>** has the ability to stay flexible, grow from mistakes, and handle a diverse range of challenges.

## Vision

## Agile

## Clarity

## Agile Leader

Develop the ability to adapt to constantly changing conditions, whilst holding true to your purpose, values and vision.

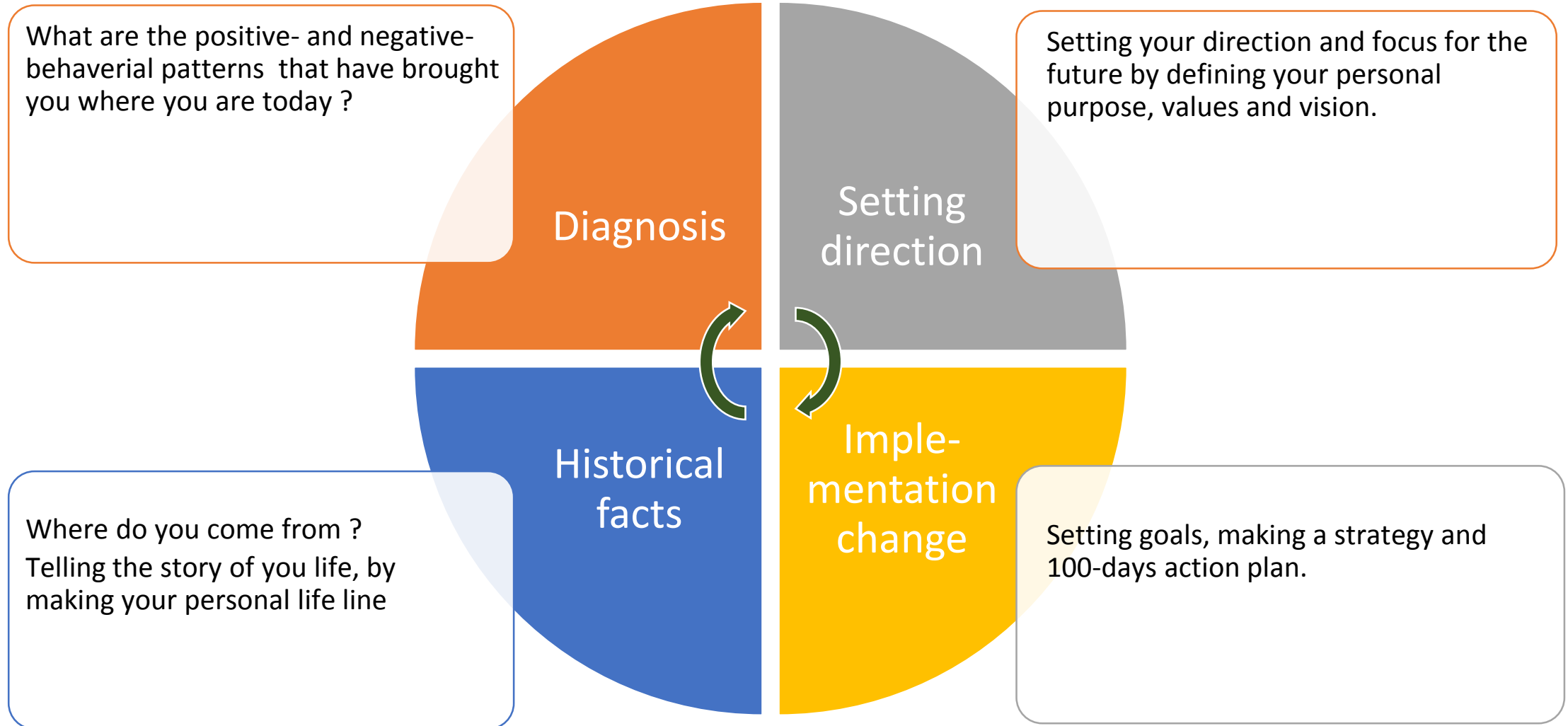
## Visionary Leader

Know how to lead others with a vision, based on your company's purpose and values, in an authentic and inspirational manner.

(1) Harald business review; The best leaders are constant learners

(2) Richard Young; What is agile leadership

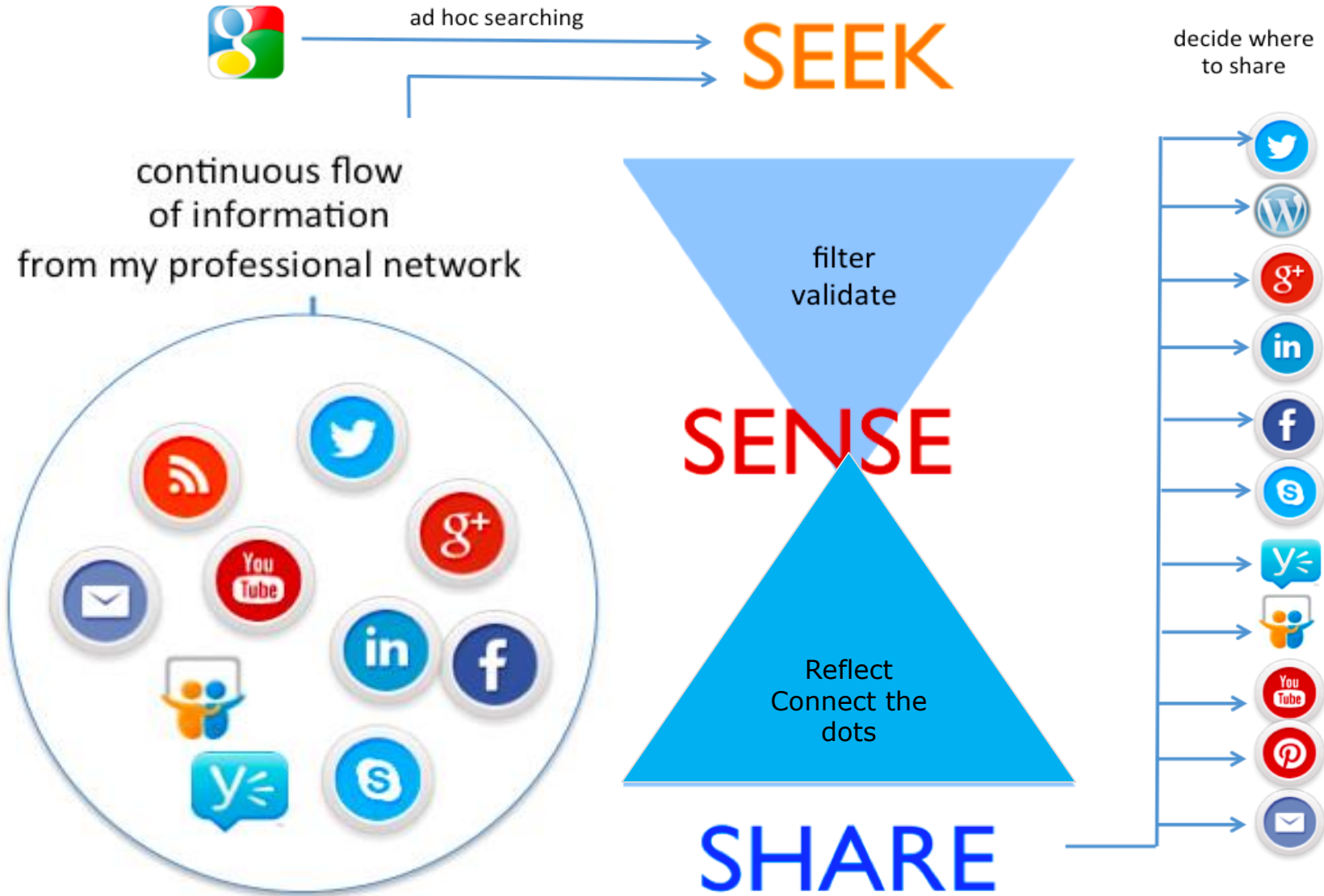
# Reflective leader; the Refl-action model



## Connected Leader



# Connected leaders, master Personal Knowledge Management



Connected Leader

# 3 perspectives of Agility

**Learning agility<sup>(1)</sup>**  
 is the ability to rapidly develop new effective behavior, based on new experiences.

**Relational Web**  
 is the personal and system-wide network for mutual support, coordination, resource and idea sharing. While it includes your social network, it also includes your relationship and access to relevant knowledge and resources.

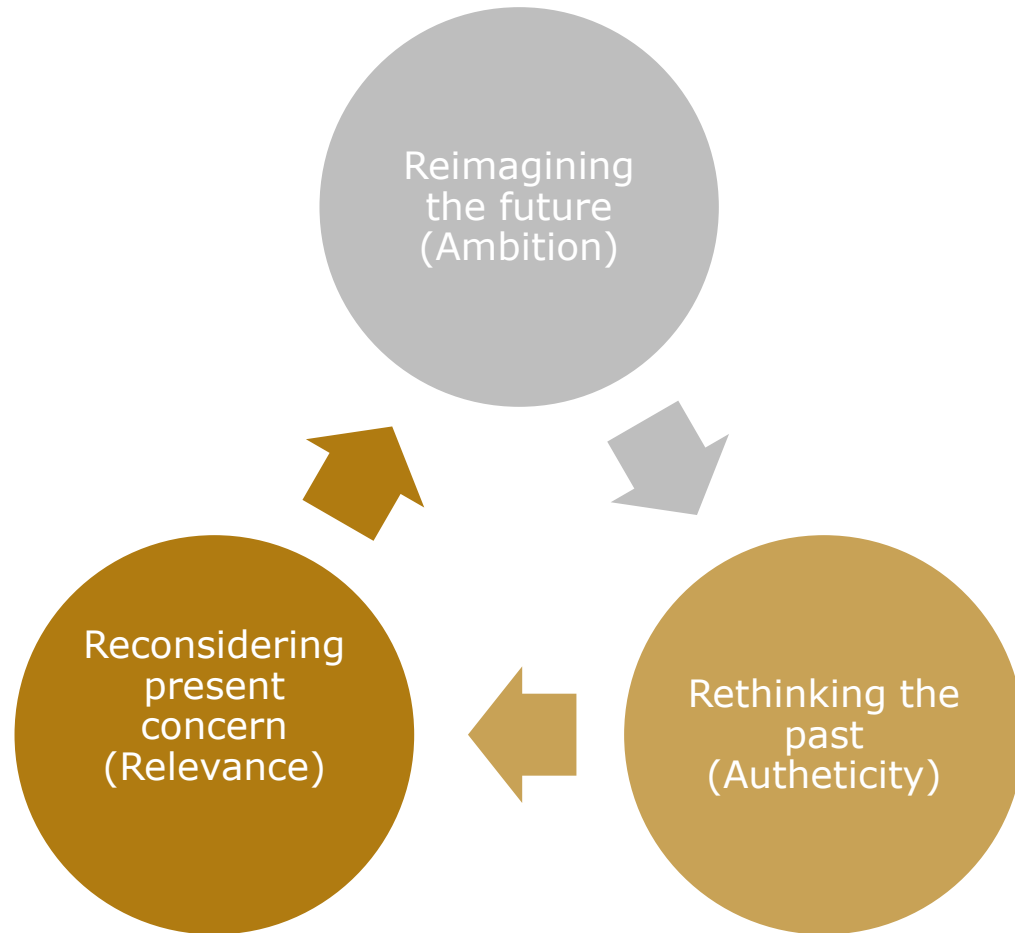


**Agile Leadership**  
 is inclusive, democratic, and exhibit a greater openness to ideas and innovations. With a passion for learning, a focus on developing people, and a strong ability to define and communicate a desired vision.  
 Center For Agile Leadership

**Strategic agility**  
 Is the ability of an organization to sense and respond to opportunities or obstacles through planning, swift execution and effectively without losing momentum or alignment.

(1) Agility Shift from Pamela Meyer

## Elements of the vision



## Criteria for a good vision:

- Creates coherence between past, present and future
- Is plausible in relation to environment, distinctiveness and competencies
- Is meaningful and acceptable among employees and resonates with the key stakeholders



Any questions?