

Mentoring

Workshop 5 for Mentors

Agenda

- VUCA – Clarification of terms
- Controlling the Controllables (Covey)
- Effectuation – Crazy Quilt, Lemonade Principle
- Fragen und Antworten



Opening Question

What is something in you that you can always rely on?



VUCA

VOLATILITY: The world becomes more unstable, constant change, changes are less predictable.

UNCERTAINTY: More uncertainty because the world is less predictable, past experience is becoming less important.

COMPLEXITY: Our world is more complex than ever, harder to understand, challenges and solutions are multi-layered. Decisions are often experienced as reactions.

AMBIGUITY: "One size fits all" or "best practice" was yesterday. Things are rarely clear and unambiguous. Demands on companies and management are contradictory and paradoxical. Value systems are challenged or even turned upside down.

Adopted from www.vuca-world.org



Effectuation Logic

„**Effectuation** [...] focuses on the **controllable aspects of an unpredictable future**. The logic for using Effectuation processes is: to the extent that we can control the future, we don't need to predict it.“

Saras Sarasvathy (2001)

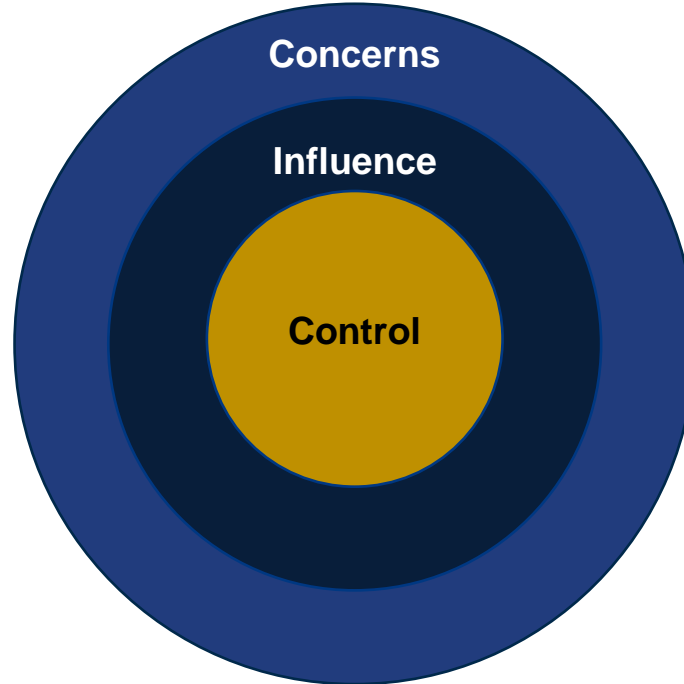


Circles of Influence

Concerns – represents everything that is on your mind

Influence – represents only those things you can influence

Control – represents only those things you can actually influence and control



Controlling the Controllables (Covey) – step-by-step

Step 1: Write down what is on your mind (bullet points). What is on your mind? What worries you?

Step 2: Sort the bullet points into 2 groups of things you can control and things you cannot control.

Step 3: Now sort the bullet points from the group of things you can control into: Things I can influence and Things I can control.

Step 4: Decide when and how you want to tackle the different things. Give top priority to the things you can control. Take care of the things that preoccupy or worry you later.



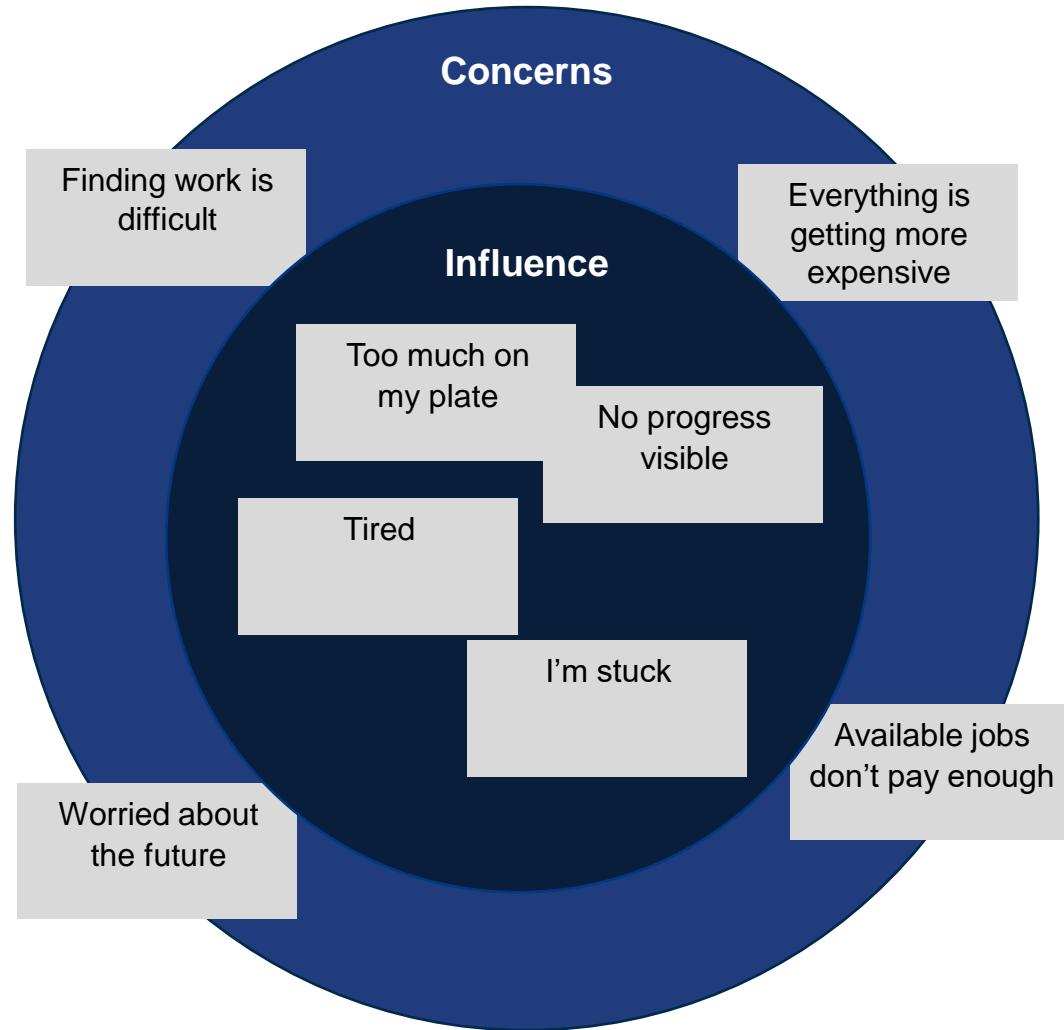
Example – Step 1

- Ask your coachee/ mentee to write down all their concerns, thoughts feeling.
- Use one text field for one concern
- Online: use PowerPoint, Mural, Miro etc.
- **Offline:** use post-its or use a piece of paper (draw a circle or create a list)
- Use different coloured markers (i.e. red=concern; blue=influence; black=control)



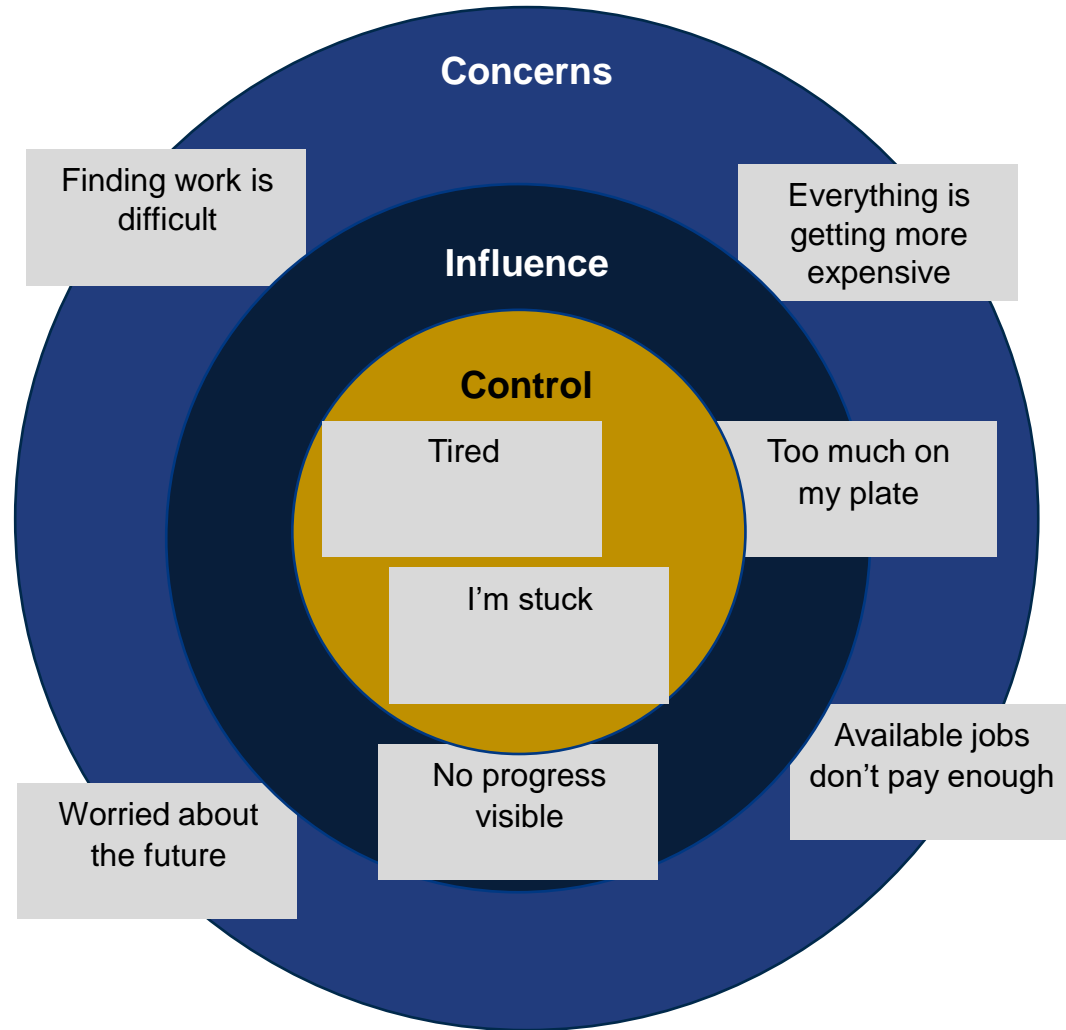
Example – Step 2

- Add a second circle
- Ask your coachee/ mentee to identify those things from the list they can influence.
- Ask your coachee/mentee to move the text-field towards the appropriate circle
- **Offline:** use post-its or use a piece of paper (draw a circle or create a list)
- Use different coloured markers (i.e. red=concern; blue=influence; black=control)
- Use one text field for one concern



Example – Step 3

- Add a third circle
- Ask your coachee/ mentee to identify those things from the list they can influence and control.
- Ask your coachee/mentee to move the text-field towards the appropriate circle
- **Offline:** use post-its or use a piece of paper (draw a circle or create a list)
- Use different coloured markers (i.e. red=concern; blue=influence; black=control)



Action Planning

- Focus on activities which your mentee control. Starting with one action can make a lot of sense
- Think of an action plan if useful
- Think of a mind-map if useful

- **Tip: let your mentee decide where to start and what to do next!**



Effectuation Principles

- **Crazy Quilt:** Building my own professional network. It's about new contacts and commitments from potential clients and business partners. Who might we be able to help? Who might be able to help us? Who might we be able to collaborate with?
- **Lemonade:** We know that something unexpected can happen, we better expect it. **What opportunity might presents itself from the unexpected and unknown?**



Crazy Quilt

Add to the list "Who do I know?" People who...

- can help develop a better understanding of markets and customer needs
- can help develop new ideas
- can tell who they need to know and who does what
- are able to pave the way and put you in touch with people who can help you
- give constructive feedback, challenge decisions and ways of thinking
- strengthen determination in difficult times and give you a sense of purpose



Breakout Session

What was helpful for YOU when you had to deal with uncertainty, complexity, ambiguity and/or volatility?

Instructions:

- Groups of 4-5
- Ensure everyone gets equal time
- Stick to the exercise brief
- Take notes and sum up the key learning points, be prepared to type your suggestions into the chat box!
- Report back in plenary
- Enjoy!

Time: 15'



Q&A

QUESTIONS, SUGGESTIONS, COMMENTS?



References and Suggested Reading

Covey, S. R. et al. (2020) *The 7 habits of highly effective people : powerful lessons in personal change*. Revised and updated. 30th anniversary edition. New York: Simon & Schuster.

Sarasvathy, S. D. (2008) *Effectuation : elements of entrepreneurial expertise*. Cheltenham, Glos, UK: Edward Elgar (New horizons in entrepreneurship).

Links:

<https://www.vuca-world.org>

<https://effectuation.org/the-five-principles-of-effectuation>



More information: YES! Thinking Space

<https://youngentrepreneursucceed.com/thinking-space/>

