



COMPLEXITY FITNESS: META-SKILLS FOR NAVIGATING UNCERTAINTY



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OBJECTIVES OF THE PROGRAMME

This programme represents the initial development of a range of programmes focusing on Future Fit Management and Leadership development.

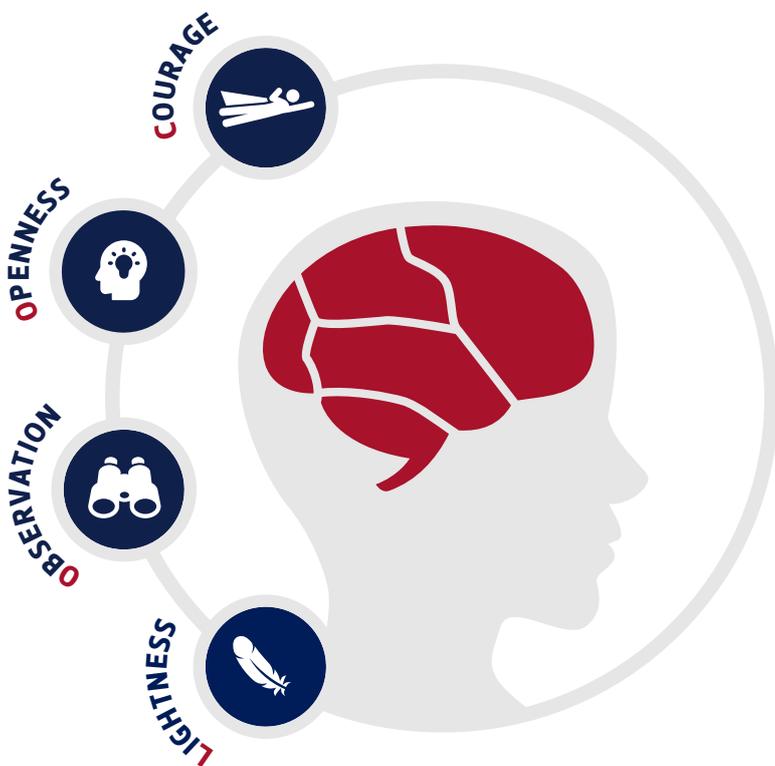
The context that senior decision-makers function in has become increasingly complex, uncertain and volatile in the last decade. In this volatile context, the ability to adapt and respond effectively in turbulent environments is critical. The mechanistic and deterministic paradigms that have shaped management best practice is no longer sufficient. In this entangled and complex world of exponential change and turbulence, senior decision-makers need to become complexity fit. They need to be able to manage their own emotional and somatic responses to the disruptive and often confusing context and learn to make sense of these contexts so that they can respond appropriately and not react in ways that produce unintended consequences.



META-SKILLS FOR COMPLEXITY FITNESS

The main purpose of the programme is to equip participants with the meta skills needed to be effective in uncertainty, as well as practical tools and methods that are appropriate for complex contexts. This means: the ability to recognise complexity and distinguish it from other kinds of systemic contexts; managing their psychological, emotional and somatic responses to the inherent uncertainty (be COOL – Courageous, Open Observant, Light) and understanding how to act effectively in complex context (Sense-making).

- **Courage:** To face the unknown requires courage. We need to feel the anxiety and move towards the unknown despite it.
- **Openness:** Complexity requires continuous learning and adaptation. We need to be open to unlearning and learning; we need to engage with curiosity, not rigidity, to diverse perspectives and difference.
- **Observation:** Complexity requires situational, self, and other awareness. It requires us to observe patterns in our context from multiple perspectives, to zoom into the micro and out to the macro. It also requires observing and noticing our own internal responses to this context, again with curiosity, not judgment.
- **Lightness:** Complexity, and emergence imply perpetual novelty. We can see this as an adventure and continuous discovery or as something that provokes anxiety. Being on the edge of not knowing means we will fail; it also means we need to reconnect to our childhood skills of imagination and playfulness. We need to hold our plans, our views, and our egos lightly.



*“When the playful me shows up,
I am ready to be a serious learner ...
a culture of playfulness I closely
related to the capacity to learn.”*

– Rosemary Sutcliff

PROGRAMME OUTLINE

This SLP comprises of the following six learning units:

LEARNING UNIT 1

Complex Adaptive Systems (CAS)

LEARNING UNIT 2

Mindfulness in the context of CAS

LEARNING UNIT 3

Cultivating a systems view

LEARNING UNIT 4

Catalysing innovation

LEARNING UNIT 5

Leaning into emergence

LEARNING UNIT 6

Navigating uncertainty

LEARNING OUTCOMES

On completion of the programme, participants will be able to:



Recognise and make sense of their external context (complex adaptive systems and how they are different from ordered systems)



Recognize the impact of complex systems on self and others (Mindfulness)



Illustrate an increased ability (fitness) to respond rather than react to complex situations



Apply the meta-skills learned to be effective in complexity

WHO SHOULD ATTEND?

Individuals earmarked for senior/executive roles in the organisation OR those currently in such roles, but with the need to broaden their skillset; entrepreneurs; OD practitioners.

Teaching methods:

6 x 2-hour contact sessions (virtual classroom). The programme starts with an online orientation programme of which the purpose is to introduce the participants to the methodology and approach of the LMS. A flipped classroom approach is utilised, through which participants are expected to perform preparatory self-study/research to optimise contact time.

Participants are coached through the use of virtual Reflection Sessions that ties into the Assessment Strategy.



Mode of delivery

Online



Duration

12 weeks online



Accreditation

After the successful completion of the programme, the student will receive a certificate issued and endorsed by the UFS.

All short learning programmes can be customised and offered on an in-house basis.

Academic level: 7



ENQUIRIES

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