

# Learn and Earn Leadership Experience - Year One to Executive

April 8, 2024

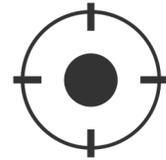
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# Our Agenda Today



What is VUCA? Why does the Way You Lead Matter in a VUCA World?



Leading in a VUCA World



Navigating the VUCA Environment as a Leader



Learning Leadership Skills from Any Situation

# With You Today



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# What is VUCA?

- ▶ Developed from the leadership theories of Warren Bennis and Burt Nanus and further used by the US Army War College to describe a post-cold war world that was rapidly becoming more complex and interconnected.
- ▶ For our purposes, VUCA is a framework that organizations use to emphasize the importance of strategic foresight, insight and the behavior of entities within organizations.

# What is VUCA?

**VUCA**

**VOLATILITY**

Change is rapid and frequent

**UNCERTAINTY**

The future is unpredictable, and new and unlooked for events and issues can arise at any time

**COMPLEXITY**

Complex environments have many interconnected and varied factors that influence outcomes

**AMBIGUITY**

Incomplete, contradictory, or inaccurate information can lead to an unclear picture of reality

# What is Leadership?

## Army Approach

“Leadership is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.”

--Army Manual 6-22, Army Leadership

...To succeed today, [Leaders] needed to be men and women with the vision to see opportunities in challenges, the courage to act with conviction in the face of uncertainty and risk, and the character to do the right thing in difficult times and to bounce back when things didn't go as expected.

# DO HARD THINGS!

Casey, G. W. (2017, February). Leading in a VUCA world. Cornell Johnson Graduate School of Management. <https://www.johnson.cornell.edu/wp-content/uploads/sites/3/2019/04/Cornell-Executive-Education-VUCA-Leadership-February-2017.pdf>



# Leading in a VUCA World

- VUCA describes a world in which leaders were leading in environments that were fundamentally different than those they were prepared for, not unlike the post- covid world we are in today.
- To succeed, leaders must adapt to the world as it is now and prepare for a future that may be as different from today as today is from the world pre-covid.



# What Can Change?

- Ownership and Organization Structure
- Markets
- Customers and Suppliers
- Competitors
- Technology
- Laws and Regulations
- Environmental
- Social
- Governance
- Geopolitical
- People and their thinking



# Army Approach to Leadership

## Attributes: What we want leaders to BE

- Character
  - Empathy
  - Values
  - Discipline
  - Humility
- Presence
  - Confidence
  - Fitness
  - Resilience
- Intellect
  - Expertise
  - Mental Agility
  - Innovation
  - Tact

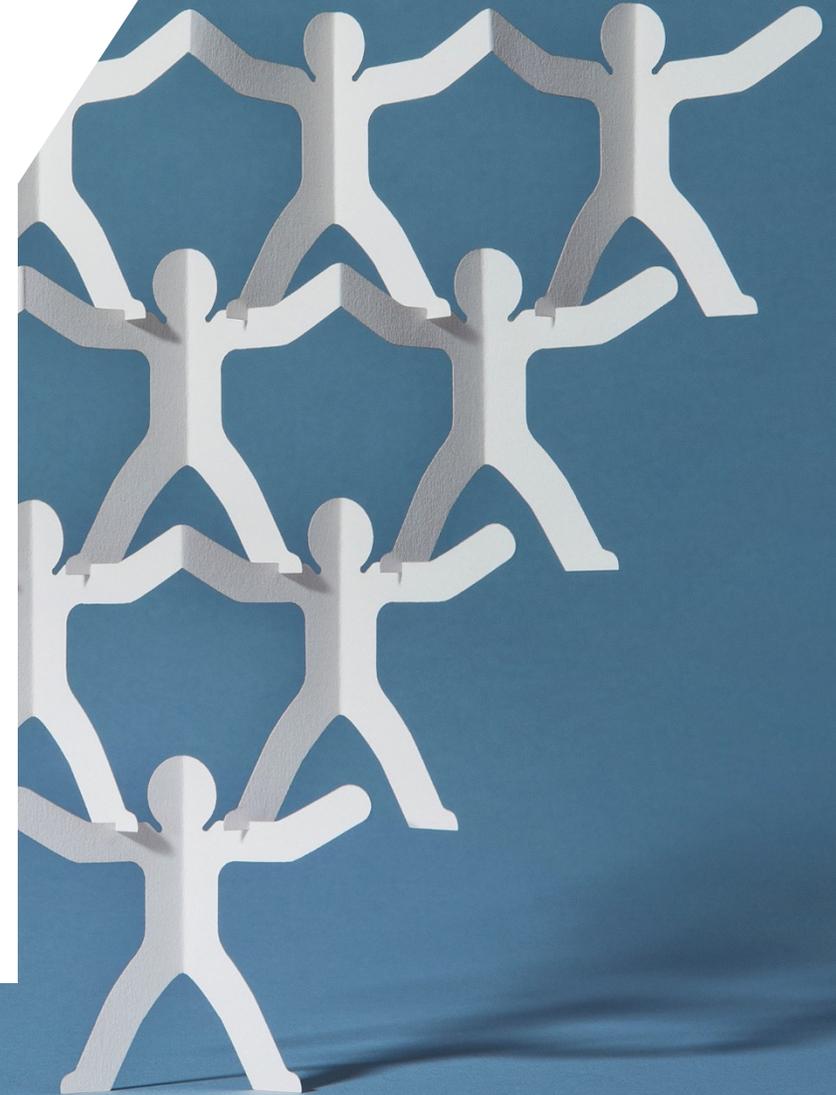
## Competencies: What we want leaders to DO

- Lead
  - By Example
  - Builds Trust
  - Communicates
  - Extends Influence
- Develop
  - Positive Environment
  - Others
  - Self
- Achieve
  - Gets Results
  - Anticipates/Integrates
  - Improves
  - Adapts

## Leading at All Levels

- Staff
- Manager
- Director / Vice President / Partner

Take a few minutes and write down 3 items from attributes and competencies where you want to grow your leadership.



# Trust and Sphere of Influence



## Trust and Sphere of Influence

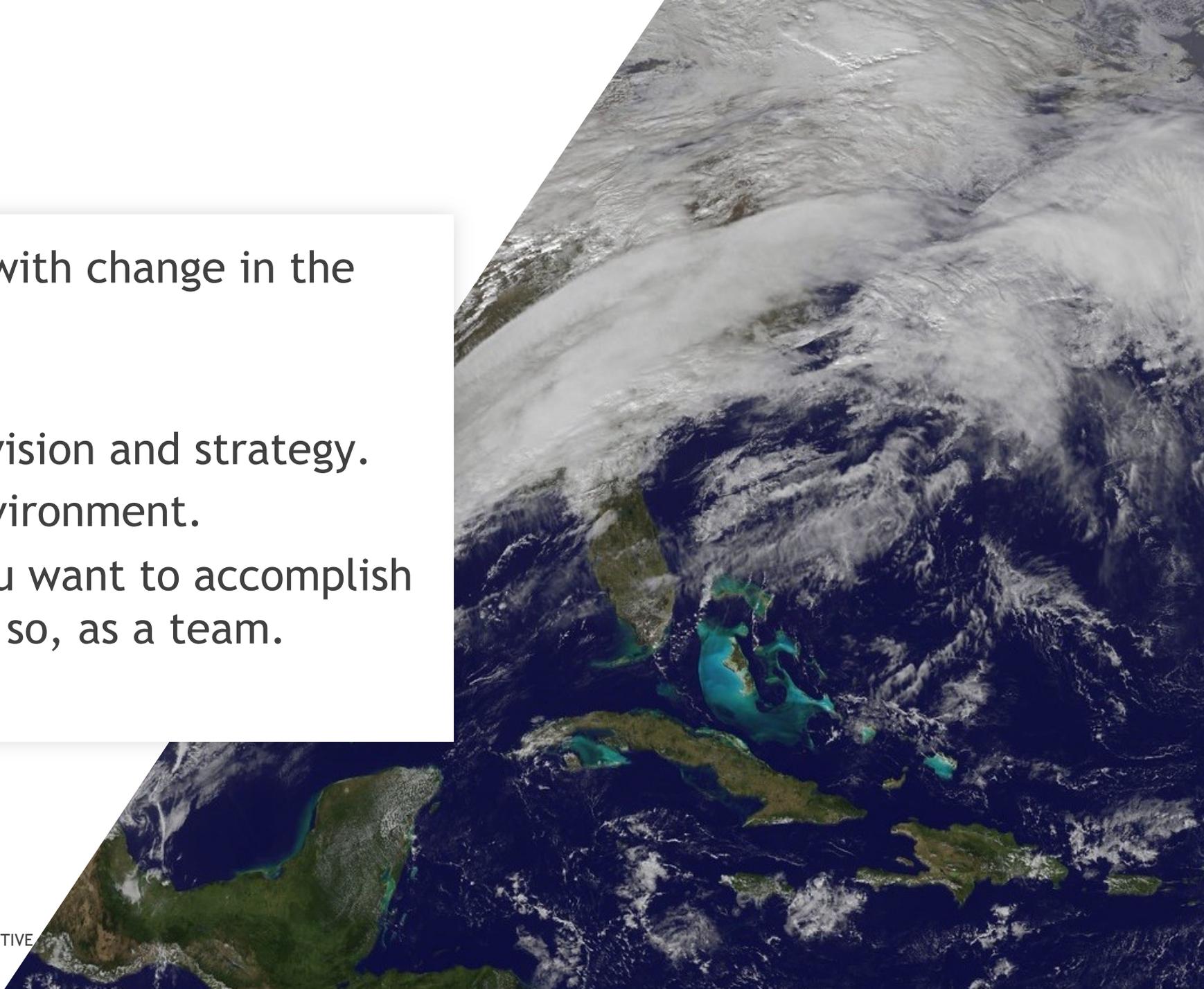
Take 3 minutes and build out your sphere of influence and start to think about what needs to happen for you to strengthen your influence.

# Navigating Volatility:

Change is rapid and frequent

- ▶ What helps you deal with change in the workplace?
- ▶ Key Points:
  - Invest time in your vision and strategy.
  - Understand your environment.
  - Be clear on what you want to accomplish and how you will do so, as a team.

["Satellite Sees a Sharp Line in Weather Today"](#) by NASA Goddard Photo and Video is licensed under CC BY 2.0.



# Navigating Uncertainty:

The future is unpredictable, and new and unlooked for events and issues can arise at any time.

- ▶ What are the current uncertainties impacting your business?
- ▶ Key Points:
  - Build teams that can succeed in your environment.
  - Center your team around your common goal.
  - Commit to excellence, together.
  - Invest in the team's success.
  - Be inclusive.



# Navigating Complexity:

Complex environments have many interconnected and varied factors that influence outcomes.

- ▶ What are the questions you've learned to ask or the things you've learned to consider as the result of unintended consequences at work?
- ▶ Key Points:
  - Build consensus and commitment to your vision and strategy across your organization as well as outside it.
  - Understand how others see you, your team, and your organization, and work to create a professional brand for both that plays to your strengths.

# Navigating Ambiguity:

Incomplete, contradictory, or inaccurate information can lead to an unclear picture of reality.

- ▶ What is ambiguous in your work world? How do you work to clarify this for yourself? for others?
- ▶ Key Points:
  - Prepare for a future that doesn't look like your present.
  - Take care of yourself and model that self-care for your team.



“Leaders don’t create followers...they create more leaders.” Tom Peters

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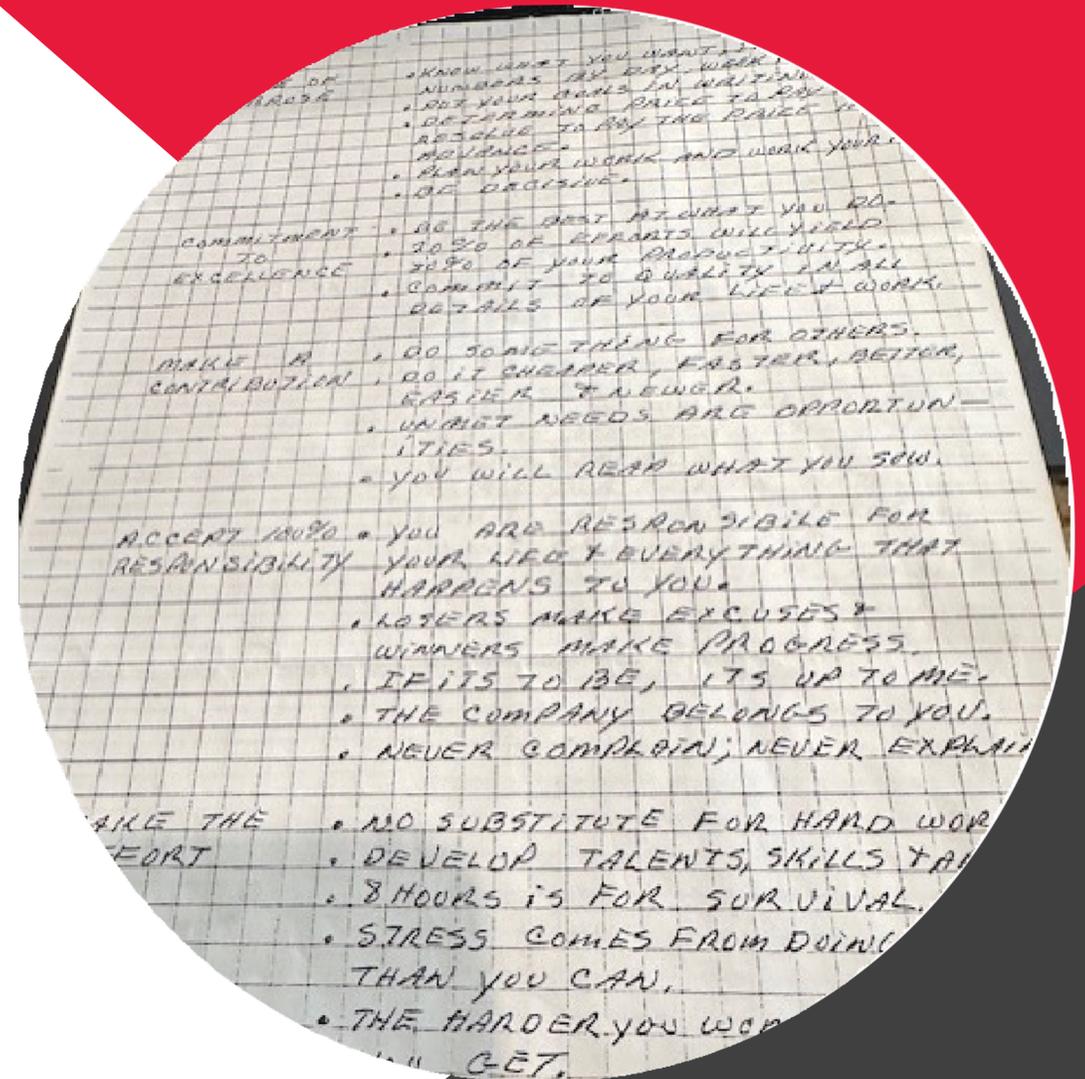


# Notes from the Past, To develop your Future.

## How do you want to be remembered?

- ▶ Sense of Purpose
- ▶ Commitment to Excellence
- ▶ Make a Contribution
- ▶ Accept 100% Responsibility
- ▶ Make the Effort

Take a few minutes and write down how you want to be remembered, and 2-3 things you can work on to embody that principle.



# Tools and Resources

## Books

- *The 80/20 Principle; Unreasonable Success and How to Achieve It*; Richard Koch
- *Atomic Habits*; James Clear
- *Crushing It*; Gary Vaynerchuk
- *The Essays of Warren Buffett*; Warren Buffett and Lawrence A. Cunningham
- *Good to Great, Built To Last, Great By Choice*; Jim Collins
- *How to Win Friends and Influence People*; Dale Carnegie
- *In Search of Excellence*; Thomas J. Peters and Robert H. Waterman, Jr.
- *Influence*; Robert B. Cialdini
- *The McKinsey Way*; Ethan Rasiel
- *My Heels Got Stuck in the Career Ladder*; Carla Mashinski
- *Playing To Win - How Strategy Really Works*; A.G. Lafley and Roger L. Martin
- *Poor Charlie's Almanac*; Charlie Munger
- *The Power of Habit, Why We Do What We Do in Life and Business*; Charles Duhigg
- *Purple Cow*; Seth Godin
- Tony Robbins

## Podcast

- The Mel Robbins Podcast
- <https://www.pfisterstrategy.com/exceptionalboarddirector>
- The Tim Ferriss Show



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