



## AT A GLANCE:

# M DEALING WITH AMBIGUITY



### WHAT'S THIS THEME ABOUT?

As life speeds up, ambiguity seems to grow, and there isn't always the time to gather the full facts in order to make an informed decision.

Whether we're dealing with a crisis, or just operating in a fast world, today's managers are taking more risks, moving at pace, and relying on their instinct and experience. If you prefer detail (having all the facts in order to make a decision) and get your kicks out of seeing a job through to the finish... you'll be finding ambiguity hard to swallow.

### WHY IS THIS IMPORTANT?

“Take advantage of the ambiguity in the world. Look at something and think what else it might be”

- Roger Von Oech, Author, Founder and President of Creative Think

In today's world, most problems managers face are unclear or ambiguous. Let's face it, the pace of change is never going to slow, and when people are involved, things often don't go to plan! The ability to observe, make decisions and adapt to an ever-changing environment where we don't have all the answers, is rapidly becoming a key leadership skill.

This Management Matters theme develops the key skills of 'emergent' leadership - the ability to act in the moment, sense how things are going, and respond positively when dealing with ambiguity.

### IDEAL OUTCOMES

'Dealing with Ambiguity' is about our managers knowing:

- that ambiguity is here to stay
- that we have to work with the information we've got, even when it's not enough
- the importance of making a decision, and being comfortable with the consequences.

'Dealing with Ambiguity' is about our managers being able to:

- effectively cope with change
- make decisions and act without having the total picture
- cope when things are 'up in the air'
- manage risk and uncertainty.

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