Uncertainty ...

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Why talk about uncertainty?

- Uncertainty is an issue for this group
- This crisis is inherently uncertain
  - An existential threat
  - Our responses vary depending on our culture and experience
  - But it also provides opportunities for change
- There is the opportunity to act globally, locally and individually
Uncertainty Experience

Emerging patterns

Inherently ambiguous

Only clear with hindsight

Hard to plan ahead

Risks are inevitable

Can lead to anxiety
The world has become more uncertain
**Uncertainty and Systems Complexity**

**Simple systems** show a straightforward relationship between cause and effect. *This is a world of procedures*

**Complicated systems** have a relationship between cause and effect, but it is not always simple to understand. *This is a world of experts*

**Complex systems** do show some relationship between cause and effect, but this may be apparent only in retrospect. *This is a world of dialogue and debate*

**Chaotic systems** show no relationship between cause and effect. What happens is due to chance. *This is a world of acceptance – or autocracy*
Uncertainty means hard choices

Action or Patience?
Planning or Improvisation?
Past, Present or Future?
Intuition or Logic?
Persistence or Changing Course?
My Canadian adventures
Richmor Model for Uncertainty

Level of Uncertainty

- Random
  - Unexpected
  - Chance
- Uncertain
  - Complex
  - Volatile
  - Ambiguous
- Straightforward
  - Quite Predictable
  - Stable

Richmor Range

21st Century

20th Century

Plains
Psychological Strategies in Uncertainty

Defensive – *Keep doing the same thing*
We continue to act in familiar ways and deny there is a need to change our approach.

Disrupting – *Time to change the goalposts*
We see the need for change and challenge the status quo.

Accepting – *Cross each bridge when you come to it*
We acknowledge that things are changing and realise that most of it is outside our control for now.

Exploring – *Take a rational scientific approach*
We work to develop a clearer understanding to enable us to make some decisions about next steps.

Imposing – *Get it sorted*
We take control of the situation by putting in place our own view of what the future should be.
Navigating through Uncertain Times

The Richmor™ Model

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- Random
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(PDCA) Cycle
- Plains
- 20th Century

Richmor Cycle
- Richmor Range
- 21st Century

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Decision Making in Uncertainty

Take time to think... check purpose and options ... test and try out ... act decisively

The Richmor Cycle

- Reflect
- Strategise
- Act
- Explore
- Proactive Mindset

Step 1 Reflect
Carve out time to reflect
Take time to think

Step 2 Strategise
Meaning & Purpose
Scenarios and options
Narratives and stories

Step 3 Explore and Experiment
Research and best practice
Trial and success

Step 4 Act Boldly and Decisively
Rapid deployment
Implementation and dissemination
Competencies in Uncertainty

Thinking: seeing the big picture; critical thinking; systems thinking; innovation; ‘sustainable’ mindset

Relationships: Teamwork; collaboration; networking; influencing and persuasion; emotional intelligence; empathy; communication

Self-management: Taking personal responsibility; managing emotions; self-awareness; courage; resilience, humour; managing own well-being; keeping up to date

Core: Our character and purpose
3 Principles for dealing with Uncertainty

▪ Take personal responsibility

▪ Control the controllable; influence what can be influenced; let go the uncontrollable

▪ Have a sense of purpose and strong core values

Don’t underestimate the power of enduring relationships with people you trust
Thank You!

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