

Can you identify volatile, uncertain, complex, or ambiguous states in your project or plan for next year. Each state has its own causes, effects and possible resolution. Aim to work through one at a time on the next sheet.

Take action,
probe changes

Wider, different
perspective

Focus, flexible
creative

Decision making
innovation

VISION

V

VOLATILITY

UNDERSTANDING

U

UNCERTAINTY

CLARITY

C

COMPLEXITY

AGILITY

A

AMBIGUITY

Fast change without
a clear predicate
trend or pattern

Frequently disruptive
changes, unpredictability,
unknown outcomes

Multifaceted effects
interdependent causes

Misrepresentation, little
clarity about what is 'real'
and 'true'