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KEYNOTE

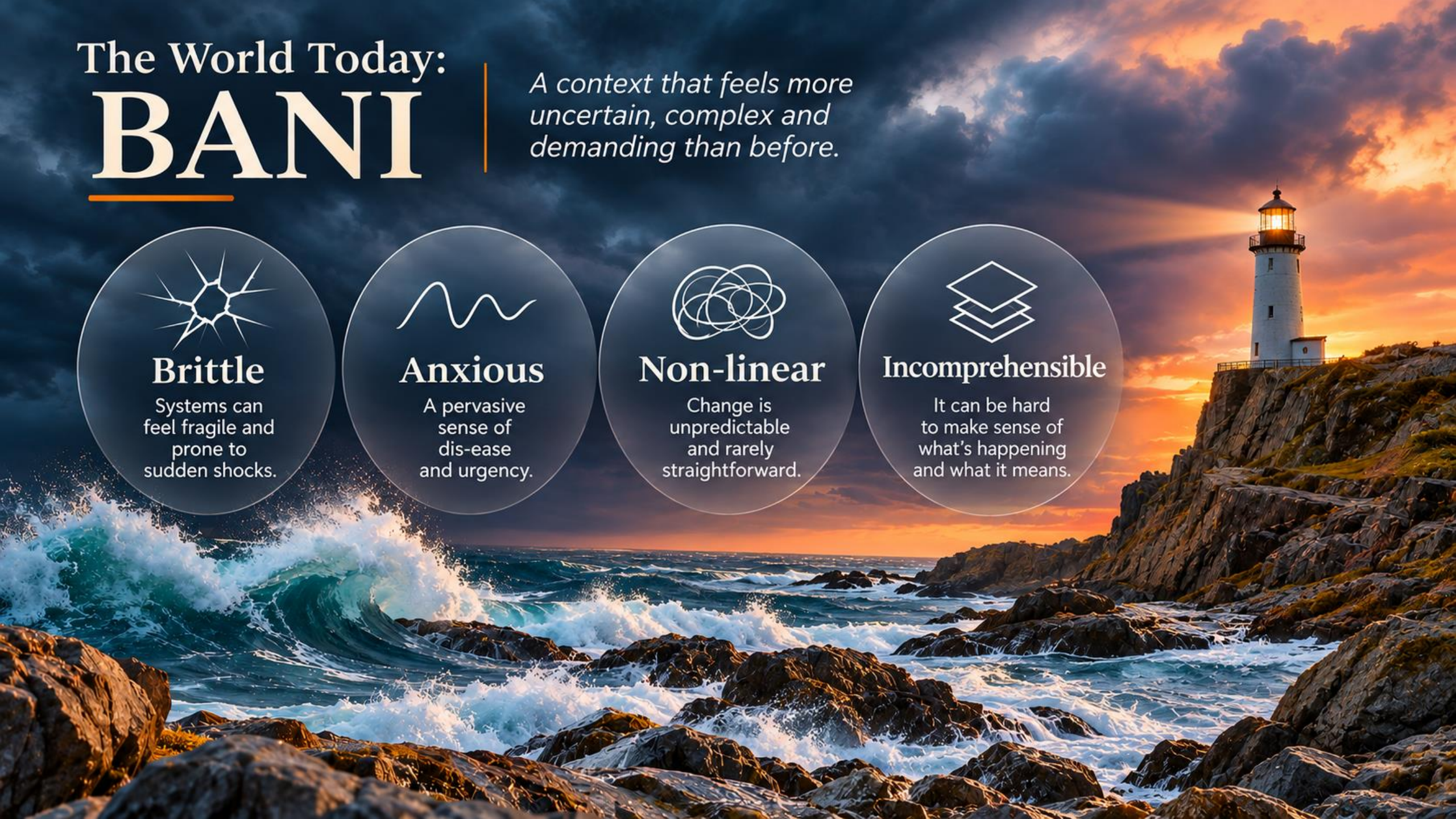
Leading Change When You Don’t (and Can’t) Have All the Answers

Helping leaders build the inner capacity to lead themselves and their business through uncertainty

Caroline Duffy · Aube Coaching

The World Today: BANI

A context that feels more uncertain, complex and demanding than before.



Brittle

Systems can feel fragile and prone to sudden shocks.

Anxious

A pervasive sense of dis-ease and urgency.

Non-linear

Change is unpredictable and rarely straightforward.

Incomprehensible

It can be hard to make sense of what's happening and what it means.

What Uncertainty Does to Us

UNDER THREAT

Survival Brain

(Limbic/Reptilian)

- Narrow focus
- Rush to fix
- Control or withdraw



WITH CAPACITY

Thinking Brain

(Prefrontal Cortex)

- Wider view
- Curious questions
- Better choices

Under pressure, which one is you?

Pick the one you do most, not the one you'd like to admit to

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A

Take control

I decide, fast.

B

Rescue

I fix it so they don't worry.

C

Withdraw

I go quiet and work it out alone.

D

Push harder

More hours, faster pace.

Your pattern shapes the culture

What your team learns from how you respond

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When I narrow and…	My team learns to…
Take control	Wait to be told what to do
Rescue	Bring me problems instead of solving them
Withdraw	Guess what I am thinking
Push harder	Run hot, then run out

.

Holding Complexity




See more systemically
(the whole and the interconnections)
Hold more
(multiple truths, complexity, emotion, and uncertainty)
Expand our range
(more perspectives, possibilities, and responses)
Resilience
Bouncing back.
Withstanding stress.
Returning to what was.
Capacity
Holding more.
Seeing more systemically.
Growing our ability to meet life's complexity with openness, connection, and creativity.
EXPANDING CAPACITY
isn't about being tougher, but about becoming more spacious, interconnected, and alive to the wider system we're part of.

Torbert's Action Logics

Capacity, not just competence

A DEVELOPMENTAL MODEL OF LEADERSHIP

The stages through which leaders make meaning, handle complexity and lead change.



Opportunist

Sees rules as for others; wins any way possible; short-term and self-focused.



Diplomat

Avoids overt conflict; seeks approval and belonging; follows group norms.



Expert

Leads through expertise and logic; values being right; can dismiss other views.



Achiever

Goal- and results-driven; delivers effectively within existing structures and systems.



Individualist

Sees conflicting theories and viewpoints; questions own assumptions; comfortable with ambiguity.



Strategist

Works with paradox and contradiction; holds multiple viewpoints; leads systemic, long-term change.



Alchemist

Rare; leads transformation at a societal level; integrates material, personal and collective concerns.

CONVENTIONAL → POST-CONVENTIONAL

Resilience helps you recover. Capacity changes what you can hold.

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BOTH ARE TRUE

Grow your capacity

The inner work

- Hold not-knowing without grabbing for control
- Ask before you tell
- Notice your pattern under pressure – what triggers you?

AND

Stop being a ‘hero’ leader

The system around you

- Decisions that all route through you
- Workload no one else can pick up
- A team that has learned to wait

Stimulus & Response
Pause. Name. Choose.

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Three moves for the middle of the moment

1

Pause

Breathe out longer than you breathe in.

2

Name

Say what is happening: “I’m feeling the pressure.”

3

Choose

Ask: what does this moment need from me?

Ask more, tell less

Curiosity hands the thinking back to the people closest to the problem

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Instead of…	Try…
“Here’s what we’ll do.”	**“What do you think we should do?”**
“Let me sort it.”	**“What have you tried so far?”**
“Why hasn’t this been done?”	**“What’s getting in the way?”**
“Don’t worry, I’ve got it.”	**“What would you need from me?”**

Your turn

A pair exercise

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01

Turn to someone near you

Pair up with whoever is closest.

02

Choose one decision

Think of a trigger for you that potentially narrows your capacity. What is your pattern in this moment?

03

Ask each other

What other response could you build for this trigger?

4

MINUTES

2 each

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Questions and conversation

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