Half-day leadership workshop



VUCA Survival

Digital resilience and adaptive leadership

A practical workshop for managers who have to lead before the picture is clear, and keep their teams steady when it changes again.

Designed for
Mid-level managers and team leads

Format
Half day, 08:30 to 13:30

Facilitated by
Shareef Jaffar

Leading when the playbook stops working

A core system crashes on month-end close. A post goes viral for the wrong reasons. A competitor launches something nobody saw coming. For most managers these are no longer rare events. They are part of the job.

This workshop gives managers a practical toolkit for those moments: ways to diagnose what kind of disruption they are facing, choose a response that fits, keep their people steady and communicate with clarity. Participants then put the toolkit to work in a timed crisis simulation.

What you will be able to do

Diagnose the disruption	Use the VUCA and BANI frameworks to identify which forces are at play and name the specific nature of the disruption your team faces.
Match your response to the situation	Apply the Cynefin framework to classify a problem as clear, complicated, complex or chaotic, and lead with the approach that fits.
Build digital resilience	Use technology levers and the UN Sustainable Development Goals as anchors that help your team absorb, adapt to and recover from disruption.
Lead through a crisis	Communicate with the CLEAR protocol, empower decentralised execution and make ethical decisions when time and information are short.

Who should attend

Mid-level managers and team leads who make decisions before all the facts are in.

- Team leads and supervisors running day-to-day operations
- Department and functional managers accountable for service continuity
- Managers leading teams through digital change, such as new platforms or AI adoption
- Project and programme managers working to shifting priorities
- Organisations that want a shared crisis-leadership language across middle management

No prior knowledge of the frameworks is needed.



What will be covered

Four modules, each building on the last: name the terrain, choose how to navigate it, strengthen the systems that keep you moving, then test it all under pressure.

08:30	09:00	10:15	11:15	11:30	12:15	13:00	13:30
Welcome	Module 1	Module 2	Break	Module 3	Module 4	Debrief and close	

Module 1 — 75 minutes

Decoding VUCA and BANI

Name the terrain before you try to navigate it.

- Where VUCA (1987) and BANI (2020) come from, and why leaders need both lenses
- The four VUCA forces and the distinct leadership response each one demands
- Brittle, anxious, non-linear, incomprehensible: how disruption affects your people and systems
- A reality check that scores your own team against a real event from the past 30 days
- Five leadership competencies for the era, from cognitive flexibility to ethical anchoring

Module 2 — 60 minutes

Decision-making in complexity

Apply the right approach to the right context.

- The Cynefin framework: clear, complicated, complex and chaotic domains, and the risk of not knowing which one you are in
- When to analyse, when to experiment and when to act first
- Case study: why a carefully planned AI rollout stalled
- A domain-mapping exercise using scenarios from your own industry
- The 3-Filter Test for ethical decisions under time pressure

Module 3 — 45 minutes

Digital resilience and SDG anchors

Build the capacity to recover before you need it.

- Operational, informational and cultural resilience
- Five technology levers, from real-time situational awareness to post-incident learning, with a self-rated gap analysis
- The resilience paradox: why efficient systems break, and three warning signs of brittleness
- Using SDGs 8, 9, 13, 16 and 17 as decision filters under pressure
- A five-layer resilience architecture: anticipate, absorb, adapt, recover, learn

Module 4 — 45 minutes

Crisis leadership simulation

Put the toolkit to work while the clock runs.

- Psychological safety as the foundation of crisis performance
- The CLEAR protocol: confirm the facts, lead with empathy, explain the response, assign accountability, repeat and update
- Decentralised execution through shared intent, pre-authorised decision rights and rapid feedback
- Exploratory Mode: four questions that stop teams settling on an answer too early
- Operation Flashpoint, a live tabletop exercise (see page 4)

30 minutes

Debrief and action planning

Teams review the simulation together, then each participant turns the day's frameworks into a personal 30-day action plan with an accountability partner.

How you'll learn

This is a working session, not a lecture. Each framework is introduced briefly and then used straight away on real problems. If time runs tight, the talk is trimmed. The activities are not.

Tailored to your context

A five-minute pre-workshop survey lets the trainer build scenarios and examples from participants' own industry and recent experience.

Diagnose your own reality

Self-assessments and gap analyses have participants score their actual team and organisation, so every insight is specific to them.

Small-group sense-making

Groups work through scenario cards, including deliberately ambiguous cases where the disagreement becomes the lesson.

Ethics role-play

Pairs apply the 3-Filter Test to a morally grey scenario and see whether it changes their first instinct.

Blame-free debriefs

Plus/Delta reviews focus on what worked and what to change, mapping each decision back to the frameworks.

Workshop to workplace

Participants leave with a written action plan and an accountability partner, with a follow-up from the trainer 30 days later.

Operation Flashpoint

A tabletop crisis simulation

> *It's 9:47 on a Monday morning and your customer data platform goes offline. Within 20 minutes a journalist tweets that customer data may have been compromised. Your CEO is on a flight with no Wi-Fi. Your IT Director is on medical leave. Engagement on the tweet is doubling every eight minutes.*

Teams of four to five take on defined roles: **Crisis Lead, Communications Lead, Operations Lead, Stakeholder Lead** and **Devil's Advocate**.

1 The first 30 minutes

Agree your top three actions, decide who decides, and communicate using CLEAR.

2 The story breaks

A journalist publishes, a major client threatens to walk, and a colleague suggests an off-record denial.

3 Breach confirmed

12,000 records exposed and systems back online. Re-diagnose the domain and set your 24-hour priorities.

Each round runs on a visible eight-minute clock, with sealed updates delivered verbally and in writing at the same time, just as information arrives in a real incident.

What you'll leave with

- A diagnosis of your team's primary VUCA/BANI challenge
- A self-rated gap analysis of your team's resilience
- A CLEAR protocol reference card for crisis communication
- A personal 30-day action plan and accountability partner

Your trainer

Shareef Jaffar

International management and training consultant

Shareef brings more than 35 years of experience in management, training design and leadership. His command experience in the Singapore Police Force and his board leadership in governance give real-world grounding to this workshop's themes of crisis leadership, decentralised execution and ethical decision-making.



Command and public service

- Superintendent of Police during National Service with the Singapore Police Force, serving as NS Commander, Central Police Division
- Led his division to the top spot in the Best Police National Service Land Division Awards many times
- Awarded the Pingat Bakti Setia (Polis) in 2008 for 25 years of meritorious service, and several Commissioner of Police Commendations

Board and governance leadership

- Chairman, Singapore Quality Centre, and Vice-President, Service Quality Centre (Indonesia)
- Secretary-General of the MDIS Governing Council; Chairman of MDIS (Malaysia) and MDIS International College (Malaysia)
- 2nd Deputy Chairman, National Cooperative Federation, Singapore; Chairman, TCC Credit Cooperative Society
- Accredited Senior Director, Singapore Institute of Directors

Training design and delivery

- Runs an international training and development consultancy specialising in training design, following senior general management roles in hospitality and HR development
- Has delivered programmes in 16 countries and territories across Asia, the Middle East, East Africa and Australia
- Has trained trainers and academics in seven countries, and designed programmes for the Singapore Police Force, SCDF and PUB

Qualifications

- MSc Strategic Planning, Edinburgh Business School
- MA Education (Merit), University of Nottingham
- Master's in Law, Corporate Governance (Commendation), The University of Law, UK
- Advanced Certificate in Learning and Performance (ACLP), Singapore WSQ; Certificate in Effective E-Learning Design, University of Oxford
- Fellow of CGI UK & Ireland, CIM, IAM and MDIS

Selected clients

Port of Singapore Authority, Singapore Police Force, Singapore Civil Defence Force, PUB, Singapore General Hospital, Merrill Lynch, Shell (Brunei), Nokia, Motorola, Western Digital, Prudential Assurance and Neptune Orient Lines.

At a glance

Format	Half-day facilitated workshop with tabletop simulation
Schedule	08:30 to 13:30, including a short break
Audience	Mid-level managers and team leads
Delivery	In person, in small groups at round tables

Bring it to your team

Available as an in-house programme, tailored to your industry. Contact us to discuss dates and group size.

Contact	[Name]
Email	[email address]
Phone	[phone number]