

# Is your Organization's Journey into the Unknown on the Right Way?

## *Initial Situation*

In today's VUCA world, your organization has to cope with an **overwhelming bundle of challenges** like (examples):

- Diverse global crises (climate change, Covid-19 pandemic, political uncertainties etc)
- Significant societal (values, diversity) and technical changes (digitalization, automation)
- Increasing hybridity of organizations (classical and agile in parallel)
- New working forms and styles in parallel with classical ones
- Intensification of (global) competition on all levels with new disruptive business models
- Significant lack of capabilities and capacities to run the needed transformations fast enough

The list of challenges which demand actions is long and the inherent cumulation of potential risks from wrong answers worrying: **your organization really is on a journey into the unknown.**

## *A Striking Analogy: Learning from Historical Journeys*

Maybe it makes sense to go for some key insides from the expeditions to explore the -- mostly unknown -- Africa in the 19th century as examples for journeys into unknown and dangerous areas, very different to safe movements in the simple, certain, and easily predictable world before VUCA and before the new realities with which we are confronted today. The heartland of Africa to traverse e.g., on the search of the source of a river, was unknown, a real terra incognita, with only a very limited level of detail and with some few information available from Arabian traders some hundred years previously, some maps that were more based on fantasy and anecdotal reports.

The level of knowledge on such a journey – similar to journeys in our days in the VUCA world – can be summarized on an abstracted level like this (and might sound very familiar and highly topical):

- Knowing where to start from – in the African case normally from a place at the coast
- Knowing the destination, but only high-level (it exists) – e.g., the source of a river
- Knowing a little about the overall direction for the journey, the first miles
- Knowing that there will be significant threats, but not which ones or where and when
- Not knowing where the destination will exactly be, how it can be reached and how long the journey will take
- Not knowing at all what one would meet on the journey
- Not knowing whether one would be able to come back in general, with or without success

Going on a similar journey in the current VUCA world with its additional global crises means **to also leave the comfort zone and cope with the threatening unknown.** People starting such a journey need a very strong conviction and a yearning to follow the special purpose (e.g., to find an attractive 'New Normal' after the crises), an entrepreneurial, flexible, curious, resilient and focused mindset together with the belief to achieve together with the team even very demanding tasks, and the capability to connect in an appropriate way with the encountered preconditions during the journey.

But how to be sure that the **direction**, the **roadmap**, the **travelling teams**, the **resources and skills** are **right and sufficient**? It is normal to have some doubts and a need for occasional reconfirmation.

## ***The Idea How to Best Proceed***

The settings for the **organizations' journeys in the VUCA world** are different, which means there is no "one size fits all standard recipe", but a specific concept for the **individual journey of your organization** needed. Even though normally **organizations already have more or less all the capabilities needed for the journey** (maybe hidden), a need for supportive tailor-made, timely limited, scalable **impulses**, offering a neutral external view, might exist. Such a service might best be delivered by a **trusted advisor, more coach and mentor than typical consultant**, with a broad and long-term global practical experience and who is part of a vivid international expert community..

In this context it is helpful to structure the impulses by using an easily understandable and applicable meta-level **thought and analysis model**, specialized on journeys into the unknown, like the **Three-Pillar Model or abbreviated 3-P** (details s. next page), developed and published by a community of so far more than **50 international professionals** from **5 continents** and more than **15 countries**, with knowledge of **more than 15 large global and 25 national organizations** (containing enterprises in different industries<sup>1</sup> and public sector organizations<sup>2</sup>), with more than **35 documented 3-P use cases**.

**Peter Wollmann** is leading the global **3-P Community** and acts as the **lead editor of the Three-Pillar Series at Springer Nature**. With his access to the knowledge and resources of the 3-P Community, his broad experiences in applying 3-P and his more than 30 years in different executive roles, he now frequently acts as a **trusted advisor for organizations on a journey** in contexts as described above.

Peter's **impulses** could range **from** an intensive onetime '**setting-check and sparring conversation** with an exec manager' to evaluate potential needs for action **over** a '**focused deep-dive setting-check workshop** on a certain topic with a selected team of your organization' **and over** an '**intensive strategy and organization's journey workshop**' with the top team **up to** a **set of coaching and mentoring appointments** for people and teams in a critical phase. Whatever fits and works is fine. The first session to explore potential demand and fit (and to give a brief intro to the 3-P-Model) is for free.

**So, let's talk!**

Explore more: [www.peterwollmann.com](http://www.peterwollmann.com) Contact: [pw@peterwollmann.com](mailto:pw@peterwollmann.com)

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<sup>1</sup> Special focusses are in the Private Sector Financial Services, Payment Transactions, Pharmaceutical Industry, MedTech, Automotive Supply Industry, Chemistry, Agriculture, Angel Investing and Start-ups, Consultancy, Training & Development.

<sup>2</sup> In the Public Sector among others UN Agencies, Universities, GIZ, Urban Planning and Architecture, Policy and Science Communication, and local Social Services are covered.

## **Backup: The Three-Pillar Model in More Detail**

The model bases on the three pillars: **(1) Sustainable Purpose** – the raison d’être of an organization, bringing new orientation and certainty to the people for their joint endeavor and success, **(2) Travelling Organization** – the mindset of an organization in a permanent state of flux, interacting with the markets’ & customers’ journey, with rapid adaptivity, **(3) Connected Resources** - Interconnecting all needed resources inside and outside the silos, creating consistency between goals and concepts, strategies and processes, competencies and roles.

**The advantage of the Three-Pillar Model is its simplicity and self-evidence** – which makes it easy to understand on a meta-level in about 10 – 15 minutes and to apply exploiting more than 35 already globally evaluated and tested use cases. Concrete application settings show the richness of the model’s facets and its flexibility for individually tailored application.

Read more: <https://www.the3pillars.org>

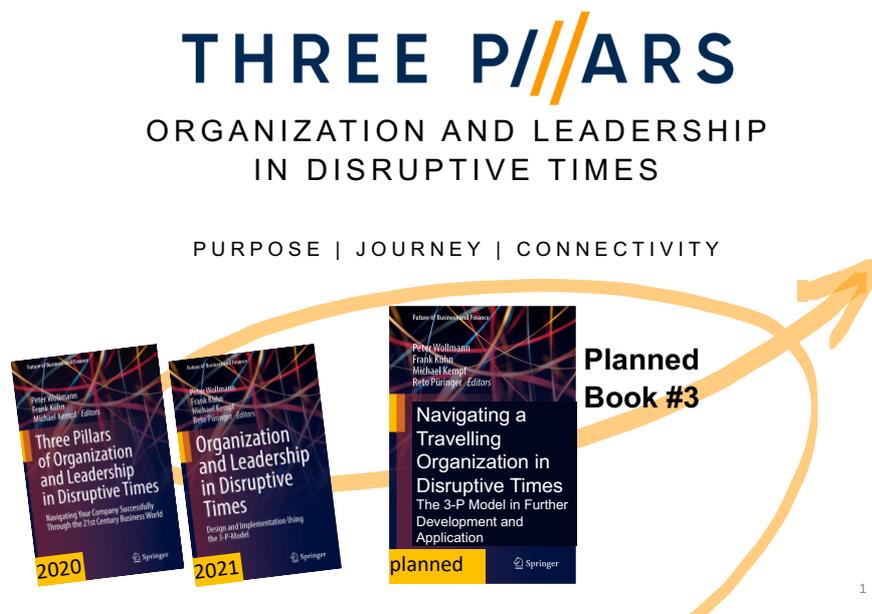
## **The Three-Pillar Books**

The books are published in the series “Future of Business and Finance” of Springer Nature.

Book 2: Wollmann, P.; Kühn, F.; Kempf, M.; Püringer, R. (Eds.): Organization and Leadership in Disruptive Times – Design and Implementation of the 3-P-Model. Cham: Springer Nature, © 2021

Book 1: Wollmann, P.; Kühn, F.; Kempf, M. (Eds.): Three Pillars of Organization and Leadership in Disruptive Times – Navigating Your Company Successfully through the 21<sup>st</sup> Century Business World. Cham: Springer Nature, © 2020

A third book with focus on Travelling Organization is work in progress, publication expected in 2022



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