

Operation Storm provides a high pressure, exciting and stimulating experiential learning event, giving a realistic insight into the work of investigators, exposing delegates to multiple leadership challenges whilst addressing the key objective of making critical decisions in conditions of volatility, uncertainty, complexity and ambiguity ([VUCA](#)).

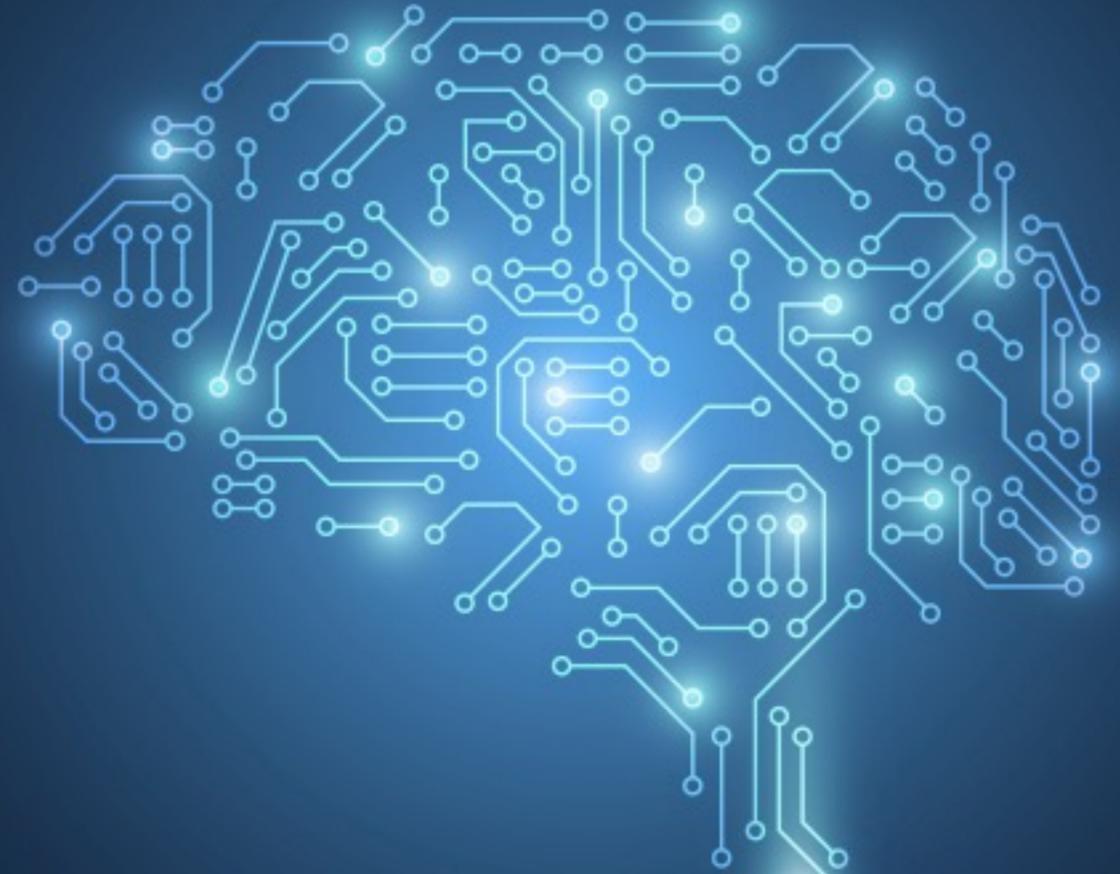
Curiosity, collaboration and trust are at the core of the exercise, as delegates experience a day in the life of Scotland Yard detectives.

Participants are immersed in an unfolding investigation with leadership roles as commanders and specialist detectives that include interviews with suspects and witnesses, crime scene investigation, communications data, negotiation and surveillance. Former Scotland Yard detectives, with decades of experience, facilitate the exercise.

OPERATION STORM

The title 'OPERATION STORM' is displayed in a bold, sans-serif font. 'OPERATION' is in white, and 'STORM' is in yellow. The letter 'O' in 'STORM' is replaced by a glowing blue padlock icon. The background features a futuristic digital aesthetic with blue lines, a globe, and various data-like elements.

Leading in a VUCA World - Some learning outcomes



Commander's Intent

Each participant and team will need to make a series of decisions as they move through the various commands and decision-making environments.

Learning points centre around:

Commander's Intent is the description and definition of what a successful mission will look like and describes how the Commander (read: CEO) envisions the battlefield at the conclusion of the mission.

The concept of commander's intent provides a metaphor for purpose, encouraging leaders to create and communicate a crisp, clear message to help everyone understand the objective; it encourages initiative, improvisation and adaptive leadership.

When faced with dilemmas, ambiguity and changing priorities, the commander's intent can help to connect the dots and provide clarity for those facing the need to make decisions in conditions of uncertainty.

Agile collaboration

Learning points centre around:

1. Everyone gets a partial view from a different perspective in the investigation, and like a mosaic, we can create enough of the picture to decide the next steps.
2. We succeed and fail as a team (shared accountability). We don't compete with each other or between teams. We work as a team of teams, all contributing to success.
3. We seek progress over perfection. We use professional judgment, make decisions and course correct along the way.
4. We are learning and modeling new ways of thinking and acting, so it should feel messy
5. Where we start will be different than where we end - 'Agile' is both a philosophy and a method for staying flexible, responding to the needs of the situation, and managing uncertainty

Leadership as a mindset

Learning points centre around:

1. Self leadership - How do you motivate yourself when ambiguity and uncertainty challenge your energy?
2. Did you transfer information or add value by making sense and meaning from the data, connecting the dots and looking for patterns?
3. Group input, not group decision making is the essence of a matrix organisation - we need to consult rather than aim to achieve consensus.
4. When our curiosity is triggered, we think more deeply and rationally about decisions and come up with more-creative solutions.

Decision Making

Learnings on decision making will occur throughout the investigation.

Each participant and team will need to make a series of decisions as they move through the various commands that occur in different decision-making environments.

Learning points centre around:

1. All teams understanding of the commander's intent
2. Knowing that the solution relies on a matrix of good decisions that everyone must contribute to (not collective decision making)
3. This requires trust and clear decision rights (single journey owner)
4. Structuring of decision processes within teams including constructive challenge
5. Distributed leadership - trusting team members and other teams closest to the data to create actionable intelligence
6. Moving from sense making to problem solving to hypothesising without full information and at speed through satisficing

Leadership Reflections

A final breakout session in their teams will allow for group reflection and initial personal introspection to prepare a journal entry.

Questions posed

Self awareness

1. How did I react to being plunged into a VUCA environment? How did this influence my behaviour?
2. Did I use my strengths in overcoming the group and personal challenges? What did I do when I felt lost or frustrated?
3. Did I show up as a leader? Even if just to lead myself?

Self reflection

4. What did I enjoy most about the experience and did that teach me anything about myself?
5. What behaviours did I see in others that I can learn from?
6. How did I prioritise data and decisions? What worked well and what didn't?

Self development

7. Did I notice the different decision-making styles and ways of working within my team. Can I continue to invite diverse opinions and ways of working?
8. What is the commander's intent of my team?
9. How can I continue foster curiosity and divergent thinking in myself and others?

We are a leadership development and advisory practice based in London and working globally. Using innovation, creativity and experience we develop people, teams and leadership capability in organisations.

To accomplish this goal, we are able to draw upon a substantial faculty of trainers and consultants, with task-relevant qualifications, proven leadership and operational experience, drawn primarily from law enforcement agencies, military, legal and academic institutions.

The valuable experience, skills, knowledge and capability they bring to our business have enabled us to become a trusted consultant to an increasingly diverse and international client base.

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