**Planning in Times of Uncertainty**

Knowing God to be sovereign over all things, Christian leaders have good reason to be able to navigate seasons of uncertainty with ultimate confidence. Yet there are still complex decisions to be taken when leading an organisation. This session explores how planning and leading may need to adapt when things are massively uncertain, some concepts and tools to help in that, and what difference the heart and posture of a leader makes in all this.

**Jen Charteris**, originally from South Africa, is Executive Director of Crosslands Training, which provides in-context theological training up to Masters’ level across the UK, Europe and the 10:40 window.  Previously she spent over 25 years working in strategic change, organisational consulting, board and leadership development.  She has been a senior advisor on major change programmes in government, defence, infrastructure and financial services, taught on various MBA programmes and at the UK Military’s Defence Academy, worked internationally with the leaders of Christian ministry organisations, and has many years of board experience.  She is married to Hugo, a church pastor and planter in the north of England, and they have two adult children.

1. **The dynamics of uncertainty *(It’s not all bad)***

Certainty and Agreement

The difference between Complicated, Crisis, Complexity and Chaos

How do we plan and lead when conditions are truly complex?

1. **Ladder of Abstraction *(It’s not all uncertain)***

Worldview

Enduring, biblically shaped

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Values

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Revisited, Reassessed, Re-formed, Restated

Principles and Goals

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Policies and decisions

Disrupted and Unpredictable

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Practice

1. **Magnets and Salad Bowls (*Important tensions and valuable containers)***

Polarities: Important tensions which seem to be opposite but which are both necessary for the health of the system. E.g.

Activity and Rest

Safety and Risk

Fast and Slow

Unity and Diversity

Learn to notice the polarities

Active maintenance of balance and interplay

Valuable Containers – those events, places, and structures which bring and hold diverse people and perspectives together, allowing understanding to grow and new patterns to form

1. **Some Simple Frameworks**
2. **Posture of a leader in times of uncertainty**

Knowing AND Not Knowing

Confidence AND Humility

Learner AND Teacher

Energy AND Rest

For God, who said, “Let light shine out of darkness,” made his light shine in our hearts to give us the light of the knowledge of God’s glory displayed in the face of Christ. But we have this treasure in jars of clay to show that this all-surpassing power is from God and not from us.  
(2 Cor 4)