

Leadership in a changing world

National Chengchi University (NCCU)



Your experience this week

Saturday 2nd September

- Navigating a world of complexity, Dr Matthew Agarwala
- Leadership as strategy I: leadership in complexity, Richard Hill
- Management and leadership practices for impact, Colin Hunter
- Leadership as strategy II: leadership for impact, Richard Hill
- Welcome dinner

Sunday 3rd September

- Making decisions amidst uncertainty, Dr Kamila Jozwik
- Panel session on the global context
- Overcoming ambiguity and complexity as a team: Operation Code Crack
- Leadership as strategy III: the power of others, Richard Hill
- Punting on the river

Monday 4th September

- Mastering change and transformation, Thomas Lawton
- Group photo
- Leadership as a strategy IV: making deliberate choices, Richard Hill
- Certificate presentation
- Formal dinner at Westminster College

Tuesday 5th September

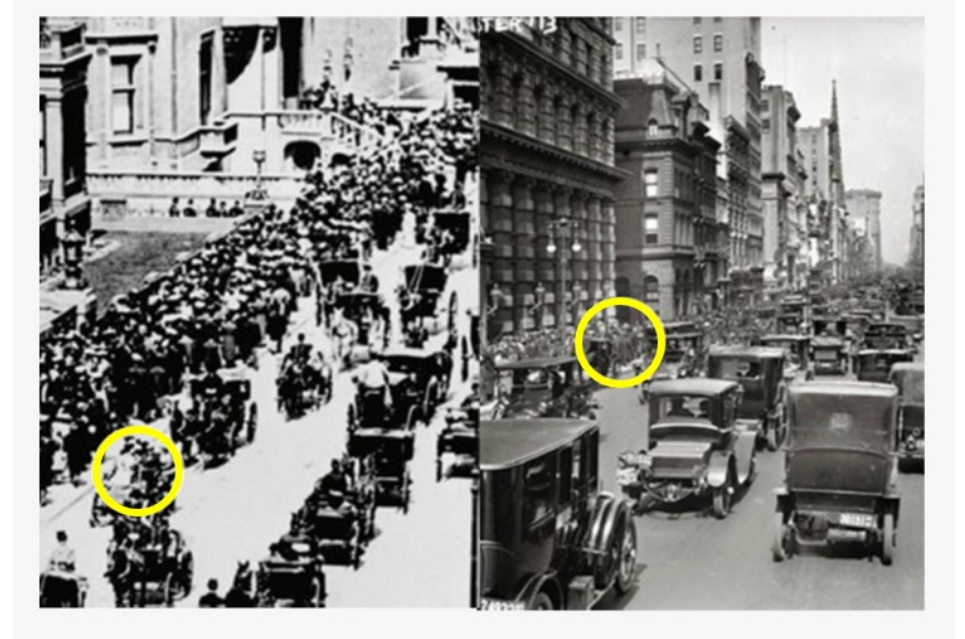
- Vertical Future, Jamie Burrows and Jen Bromley
- Offsite visit at Vertical Future
- Navigating the AI Frontier: Evolution, Workforce Dynamics and Ethics, Marcel Hedman

→ Post-experience learning

- ◆ Is context-based not time-based
- ◆ Is about developing the context
- ◆ Is about unlocking behaviour
- ◆ Is learning about yourself, not learning about things

New York 1900

New York 1913



Social Capital

- Reported trust

 Bennett Institute
for Public Policy
Cambridge



LEADERS CREATE STRUCTURE AND SHAPE

→ Purposeful Impact

How do we create impact?

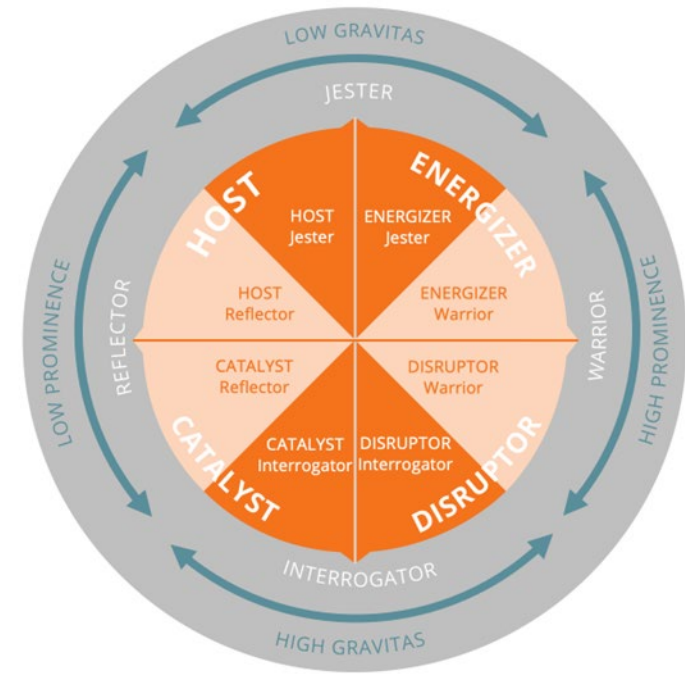
You act physically and vocally with confidence - being resilient and positive in the face of uncertainty and challenges.



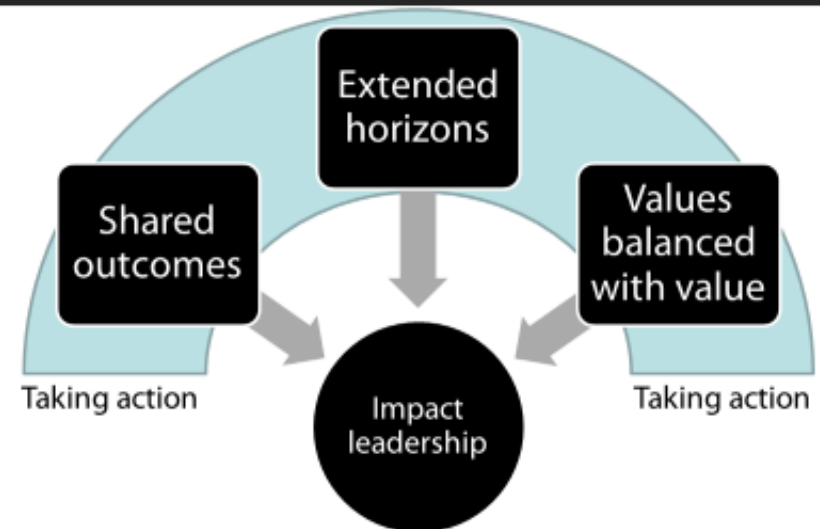
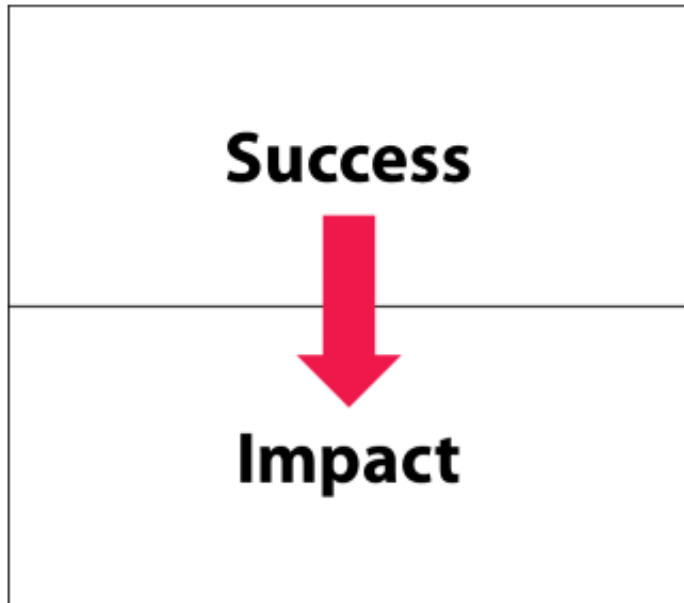
You use an underlying 'true self' version of your values, passions, infinite purpose and experiences to fuel your energy and focus.

You enable a wisdom-based connection with others - that allows you to dance to the music they bring, whilst dealing in the moment with the challenges of your changing mindset and moodset.

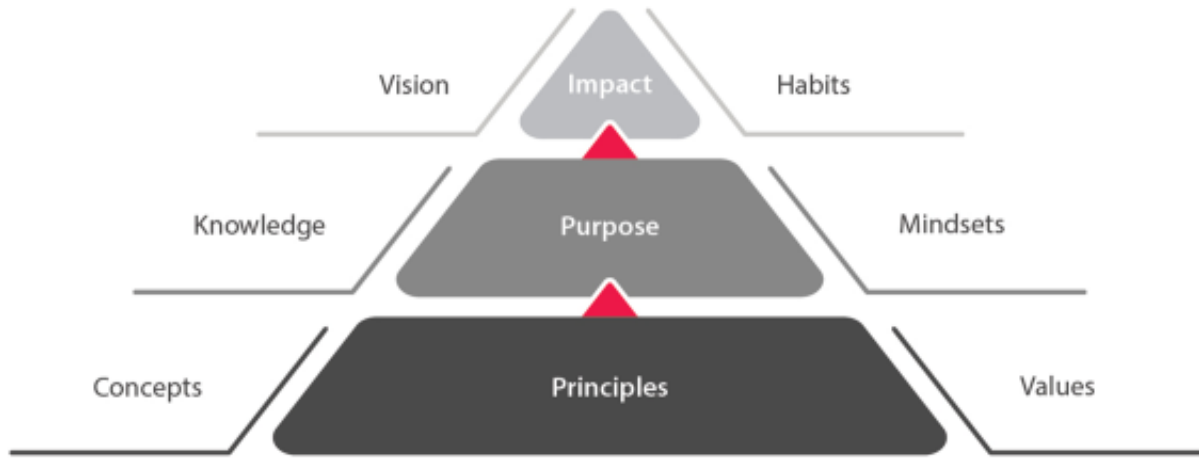
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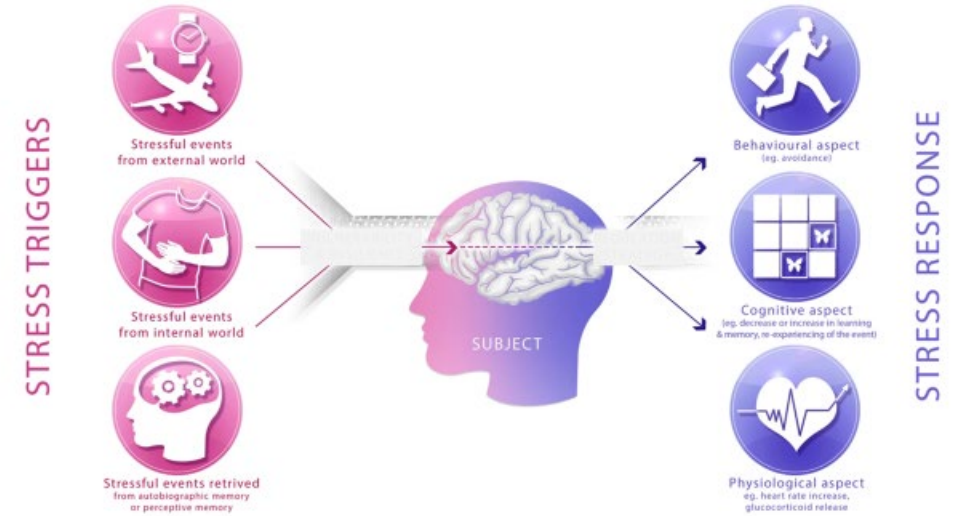
→ Impact Leadership



→ The pathway to leadership

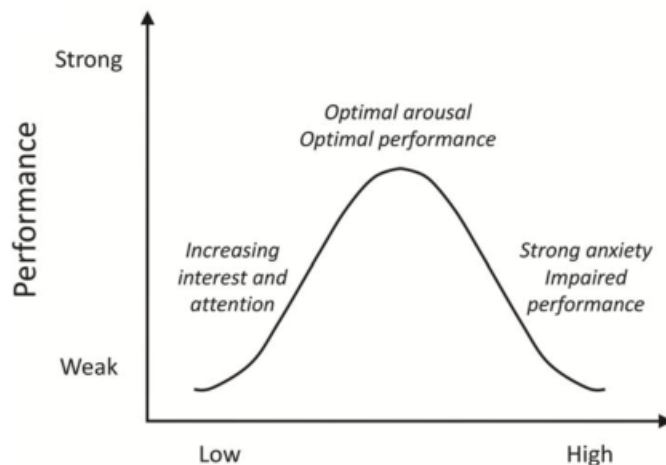


→ Stress



adapted from Surget et al., 2022

→ Stress and performance

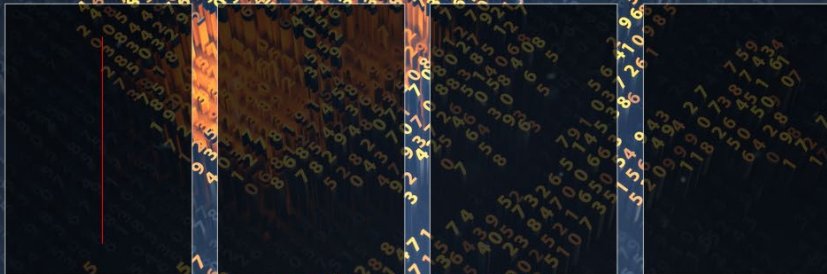


Whiting et al., 2021

Megatrends
in 2023
causing
increased
volatility

- Urbanisation
- Aging demographic
- Digitalisation
- Artificial Intelligence/Machine Learning
- Sustainability
- Supply chain reconfiguration
- Shareholder v stakeholder value
- Personalised solutions
- Diffusion of global influence
- Competition for resources eg water
- Growing government intervention in trade and investment

2100



Submit Key

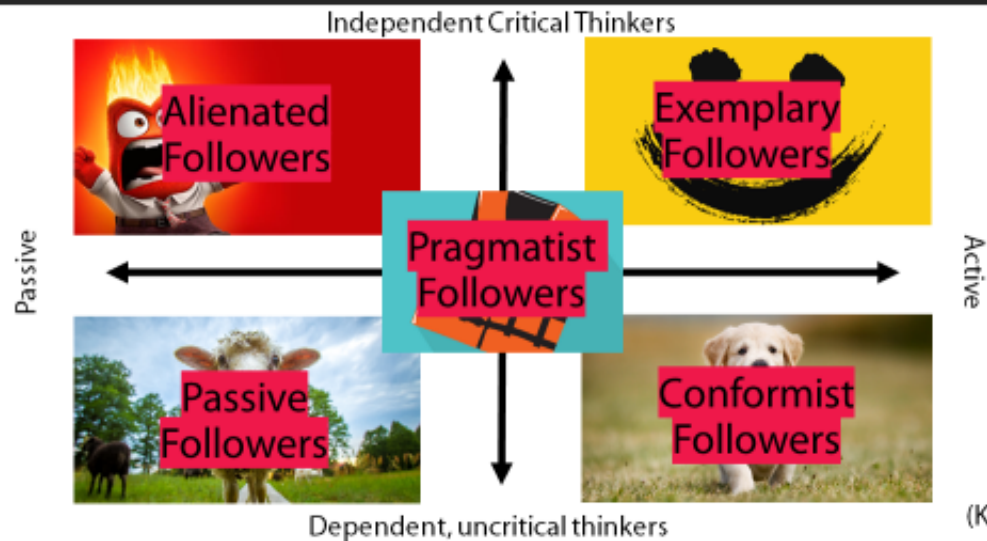
→ What creates high performance?



→ High performing effort

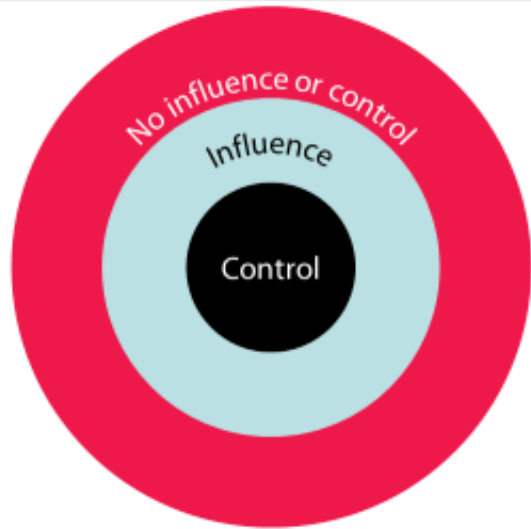


→ Alignment for performance

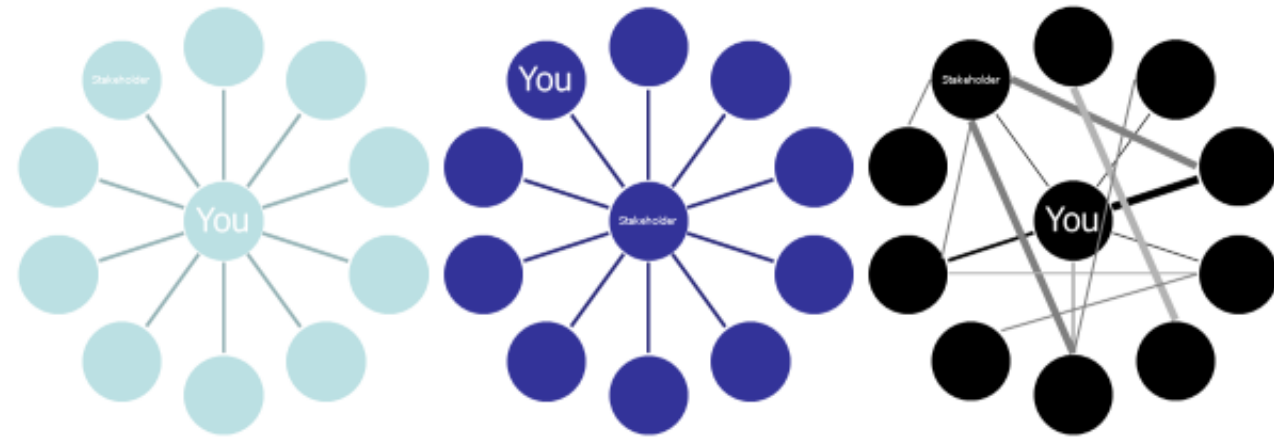


(Kelley 1988)

→ High performing environment



→ High performance environment



Source: S. Finkelstein, C. Harney, T. Lawton (2007). Breakout Strategy (McGraw-Hill, New York).

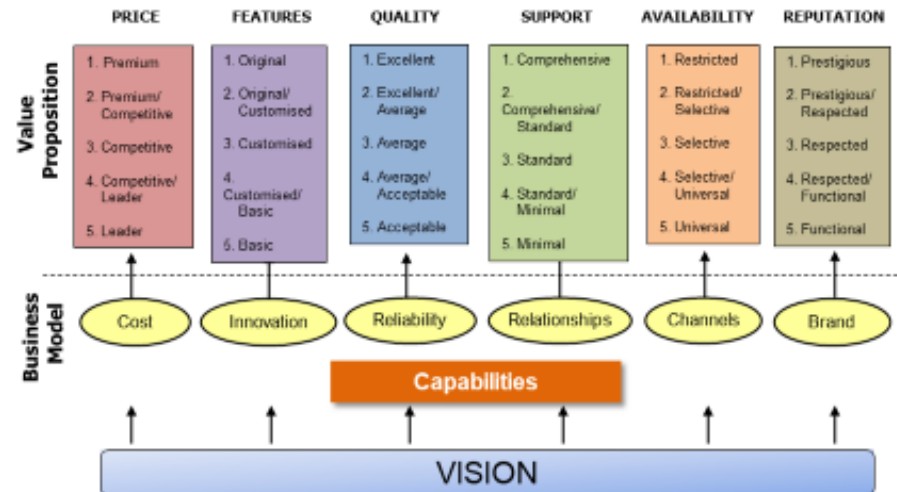
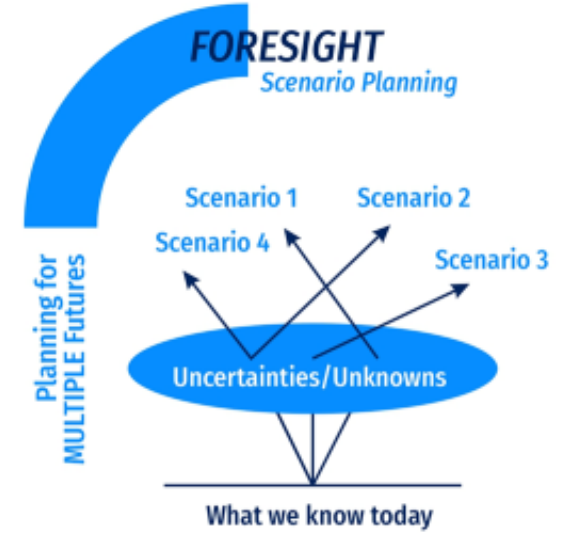
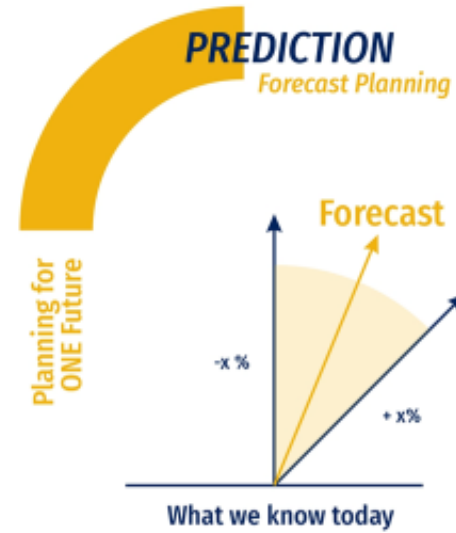


Source: Adapted Johari window (Luft & Ingham, 1955). Swiss Re Institute, June 2020 (http://iacpm.org/wp-content/uploads/2020/06/Bohn_ScenarioAnalysis_PerfectStorms_v2.0_202006.pdf)



Our Global Context

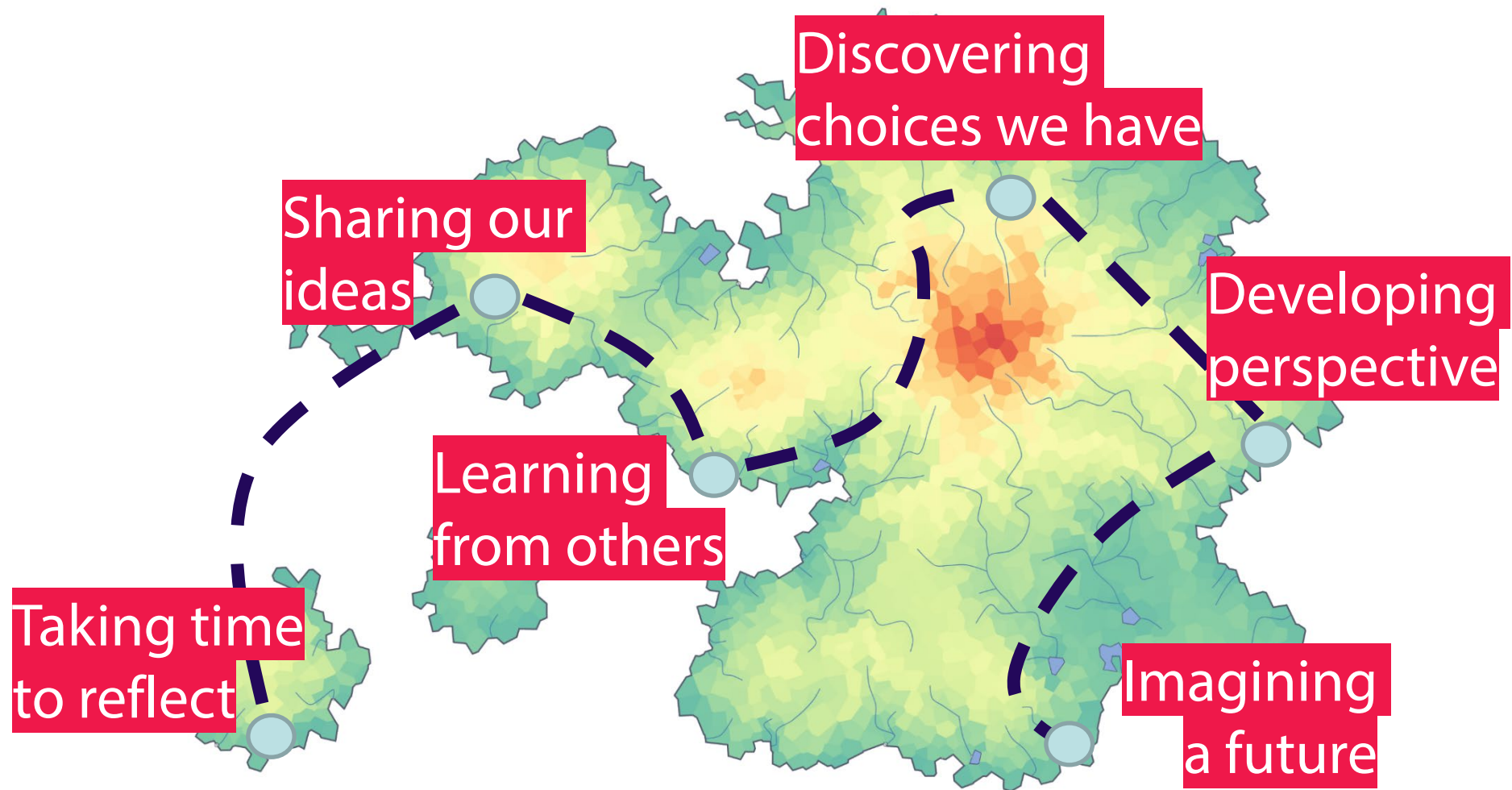
VUCA Prime - "Solution(s)"



© S. Finkelstein, C. Harvey, T. Lawton (2007), Breakout Strategy (McGraw-Hill, New York)

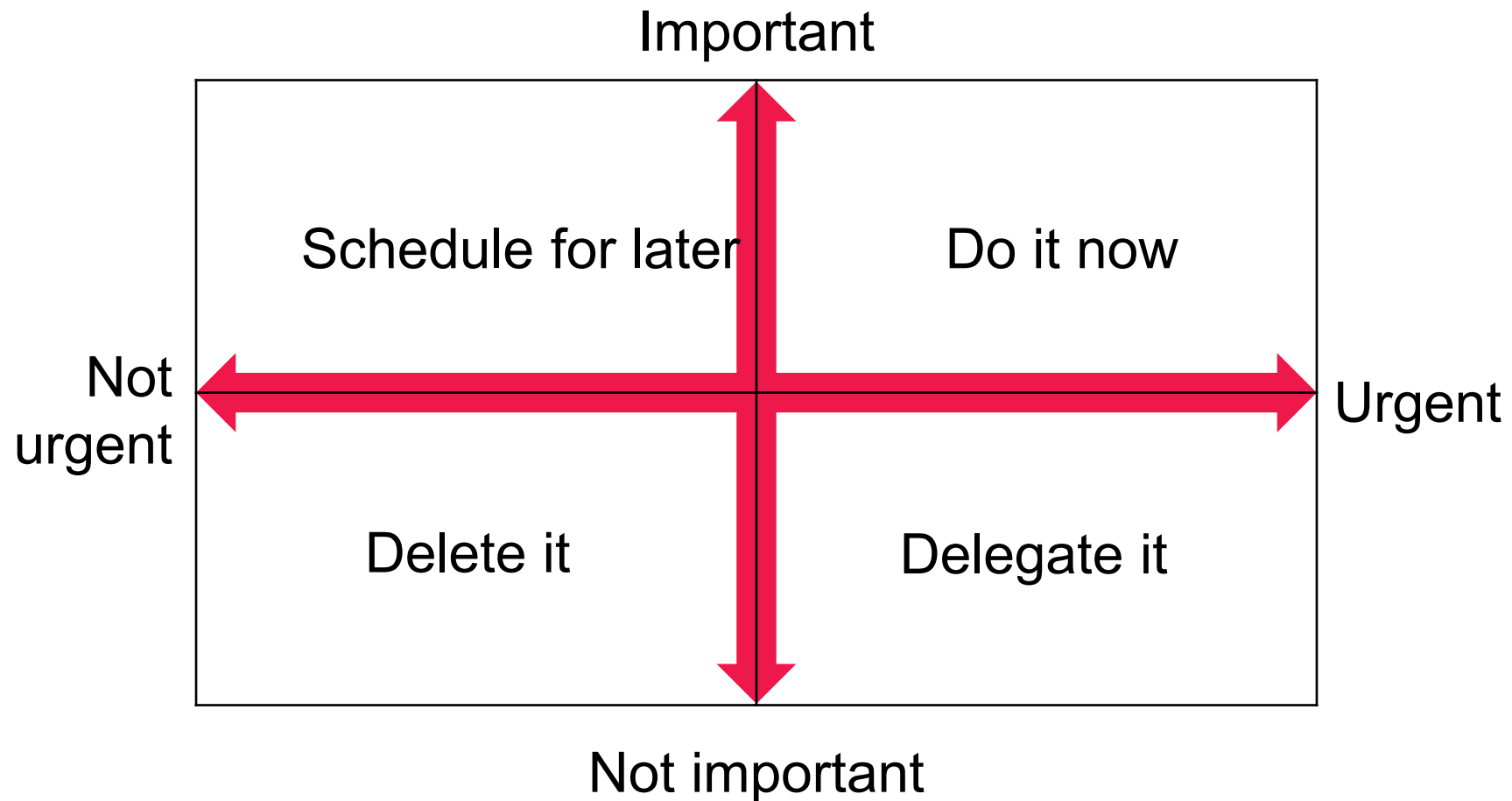


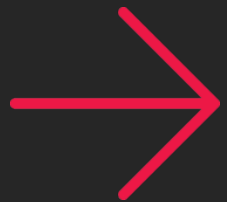
→ Our journey





The Eisenhower matrix





Choosing a decision style

Autocratic

I have full authority to make any choice

Delegation

You decide today (with limitations)

Democratic

The majority wins

Consent

Debate and align if it's safe to try

Avoidance

Put it on the back burner

Consultative

I need your input

Consensus

Everyone must agree



Conscious reflection for clarity

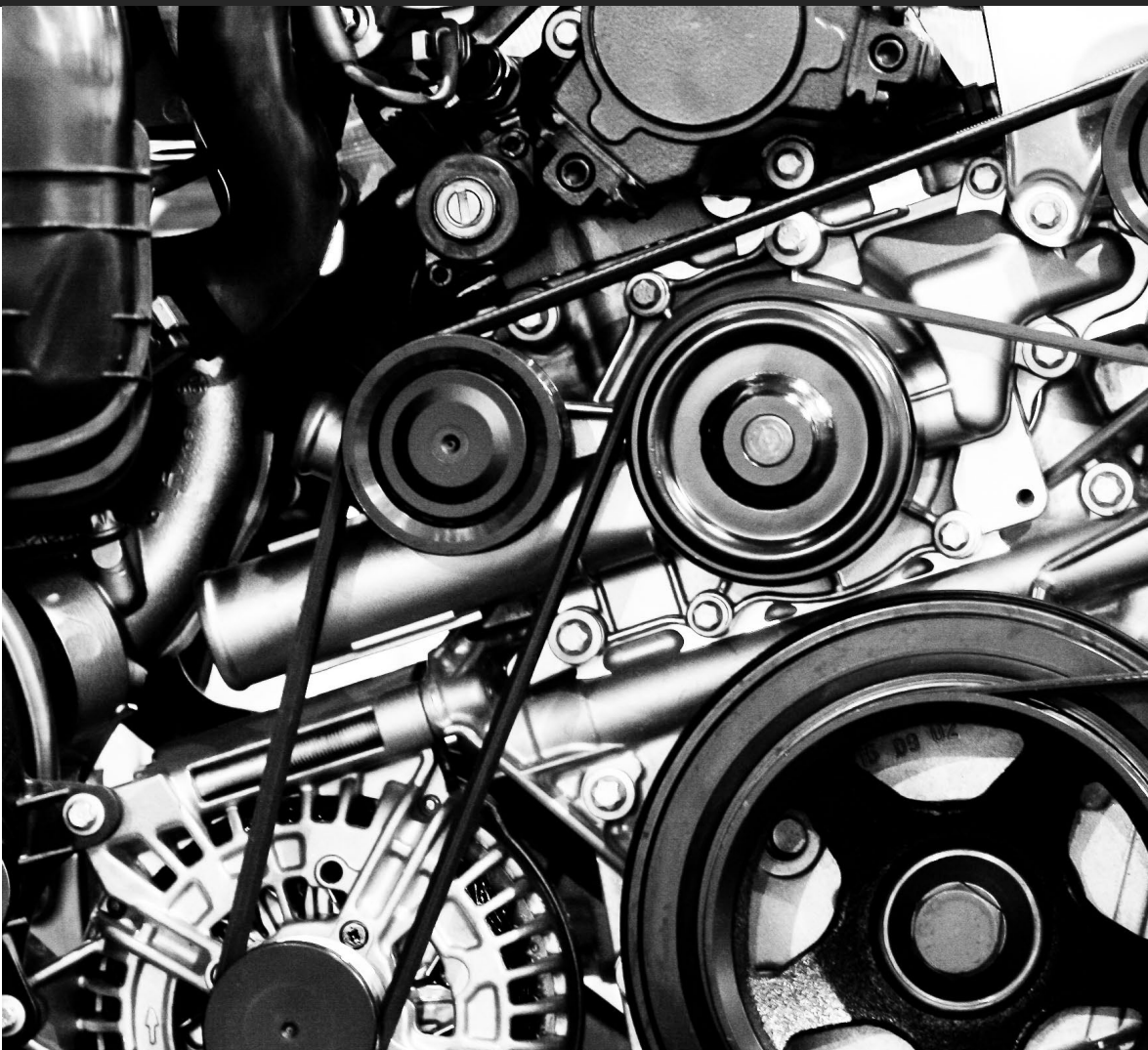
What is holding you?

What is pulling you?





→ Complicated v complex





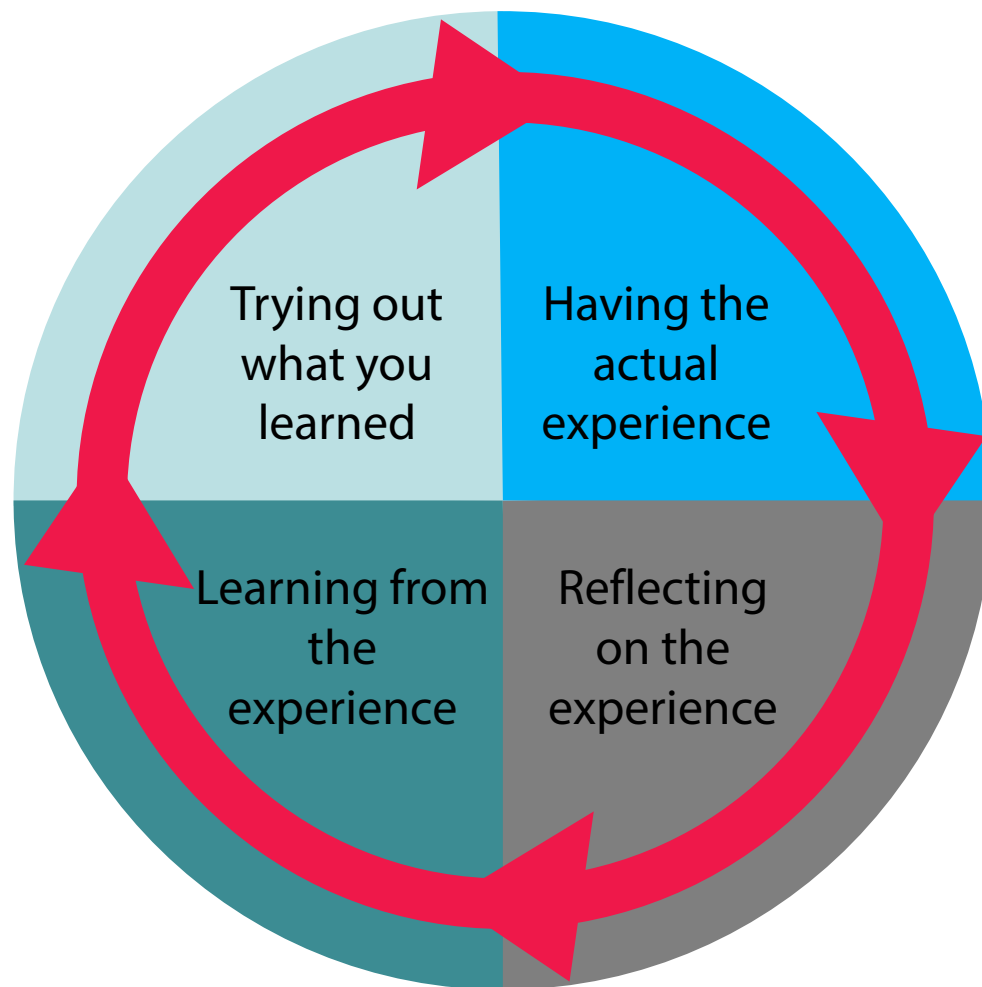
- ◆ Leadership is not about decision-making, it is about making choices. There is no right or wrong answer, only the choice you take which your subsequent actions turn into the right choice



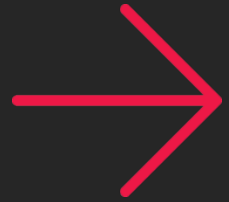
"Not hearing is not as good as hearing, hearing is not as good as seeing, seeing is not as good as knowing, knowing is not as good as acting; true learning continues until it is put into action."



→ The cycle of learning

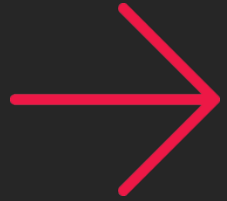


Kolb, 1984



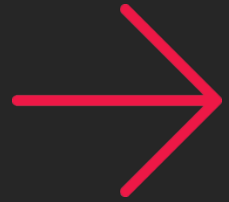
Structuring our reflections

- ◆ **L**earning
- ◆ **E**xcited
- ◆ **A**ppreciate
- ◆ **R**eset
- ◆ **N**urture



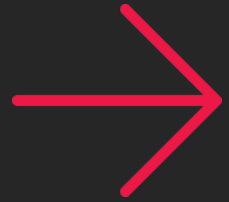
Learn

- ◆ What have you learned this week?
- ◆ Think of three key things you have learned this week
- ◆ Describe them to one other person



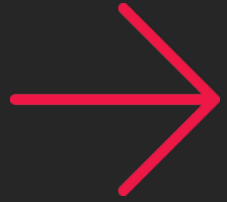
Excited

- ◆ What are you excited about doing next?
- ◆ Think of one thing which you are excited to explore doing when you return back to your organisation
- ◆ Describe it to a different person



Appreciate

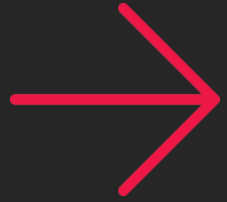
- ◆ What have you been grateful for during this week?
- ◆ Think of three things you have appreciated this week
- ◆ Describe them to another different person



Reset

- ◆ What are you going to do differently when you return to your organisation?
- ◆ Think of two things you are going to adjust when you return
- ◆ Describe them to a further different person





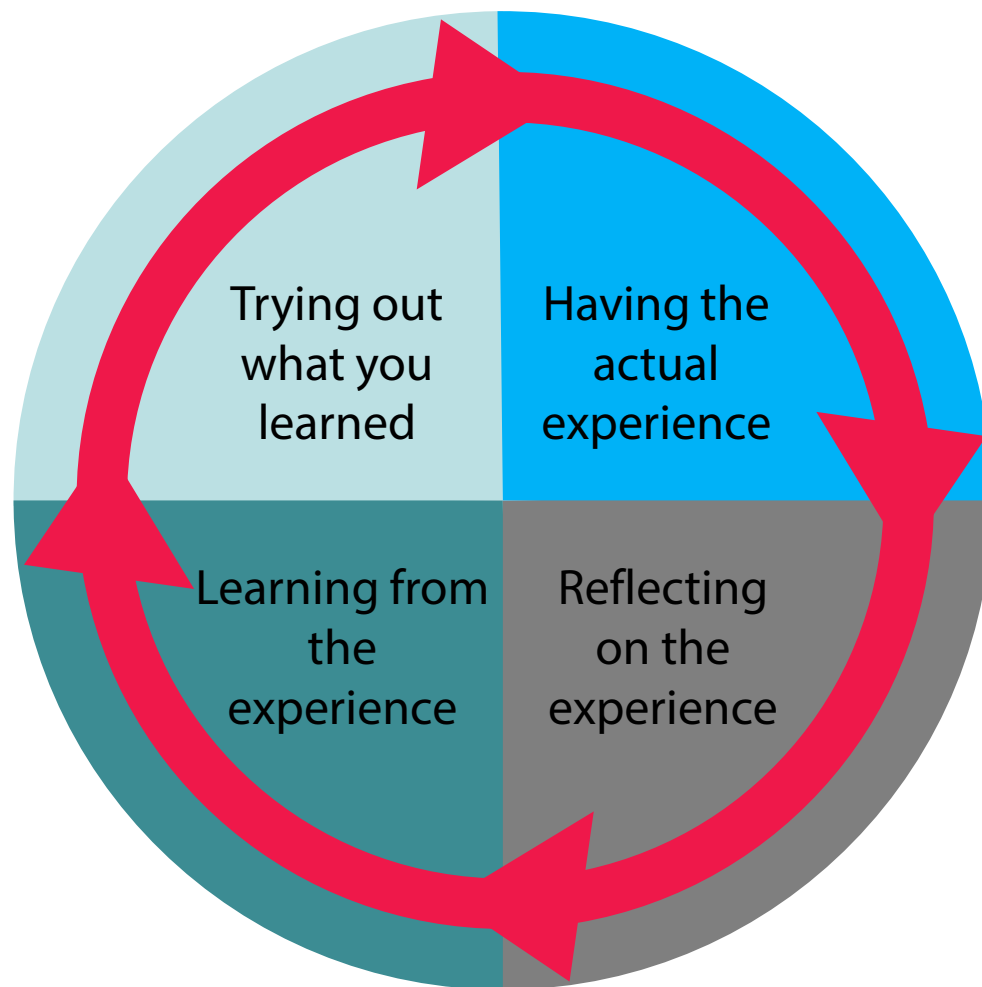
Nurture

- ◆ What are you going to put more focus into?
- ◆ Think of two things you are going to pay more attention to when you return
- ◆ Describe this to a final person

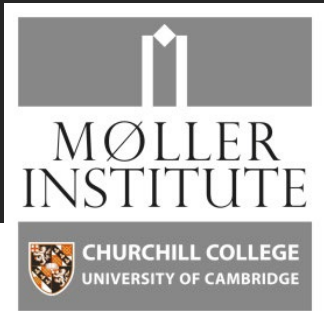




→ The cycle of learning



Kolb, 1984



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