



NZ State Services Commission & the Australia and New Zealand School of Government present:



Do you have a question  
for today's speakers?

Send this through to:

**021 0268 5305**

to be answered at the end of  
the presentation

Slides from today's  
presentation will be available  
on the ANZSOG website

# Volatility, uncertainty, complexity, ambiguity: Managing in a VUCA world

Speaker

**Associate Prof. Zeger van der Wal**

Assistant Dean (Research)

Lee Kuan Yew School of Public Policy

Moderator

**Gael Surgenor**

Director

Community and Social Innovation,  
The Southern Initiative  
Auckland Council



# MANAGING IN A VUCA WORLD



**Zeger Van Der Wal, PhD**

Associate Professor

Lee Kuan Yew School of Public Policy

National University of Singapore

[sppzvdw@nus.edu.sg](mailto:sppzvdw@nus.edu.sg)

[www.zegervanderwal.com](http://www.zegervanderwal.com)



Amsterdam RAIL







म.म.ख.

१. १. १९९०





# BUREAUCRACY

The mortal fear that someone, somewhere, is working efficiently  
and without your permission



# What Happens in an Internet Minute?

1,572,877 GB of global IP data transferred<sup>1</sup>

10 Million  
ads displayed<sup>2</sup>

347,222  
Tweets<sup>3</sup>

3.3 Million  
pieces of  
content shared<sup>4</sup>

6.9 Million  
messages sent<sup>4</sup>

Netflix + Youtube =  
more than 1/2 of  
all traffic<sup>5</sup>

**\$400 Million**  
during Alibaba  
peak day sales<sup>6</sup>

438,801  
Wiki page views<sup>7</sup>

10 Million  
WeChat messages at its peak<sup>9</sup>

34.7 Million  
instant messages  
(MIM) sent<sup>8</sup>

194,064  
app downloads<sup>10</sup>

\$133,436  
in sales<sup>11</sup>

31,773  
hours of  
music played<sup>12</sup>

38,194  
photos  
uploaded<sup>13</sup>

57,870  
page views<sup>14</sup>

4.1 Million  
searches<sup>15</sup>

100  
hours of video  
uploaded<sup>16</sup>

138,889  
hours of video  
watched<sup>16</sup>

23,148  
hours of video  
watched<sup>17</sup>

## And Future Growth is Staggering



By 2017, mobile  
traffic will have grown  
**13X** in just  
5 years<sup>1</sup>



In 2017, there will be  
**3X** more connected devices  
than people on Earth<sup>1</sup>

All digital data created reached  
**4 zettabytes** in 2013<sup>18</sup>









# GLOBAL MEGATRENDS

## **“All is Networked”**

Enabling technology, social media, and big data

## **“Forever Young”**

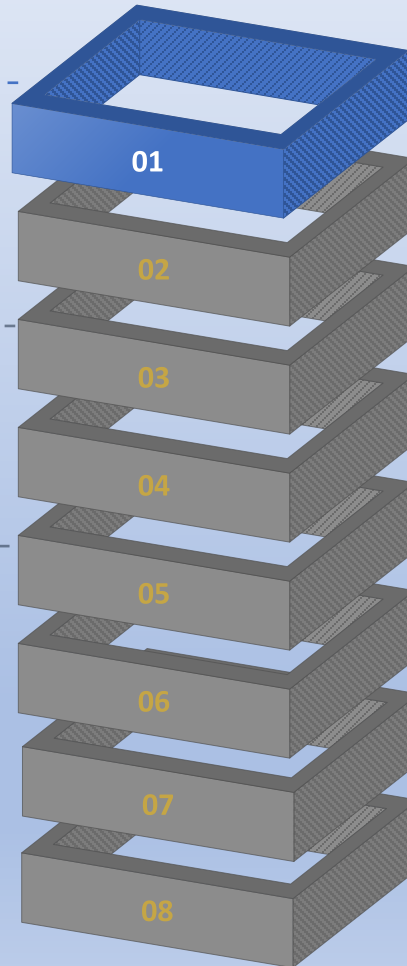
Demographics, fertility, and ageing

## **“More with Less”**

Public debt and fiscal pressures

## **“Ultra-Urbanization”**

Megacities as nodes of growth and governance



## **“Great Expectations”**

Individualism and demands for unlimited transparency

## **“Economic Interconnectedness”**

Convergence, contagion, regulation

## **“Global power shifts”**

The ‘Asian century’ and the multi-polar world

## **“More from less”**

Resource stress, depletion, and climate change



# MICRO TRENDS





# THE BUTTERFLY EFFECT

---

A TINY BUTTERFLY FLAPPING ITS WINGS TODAY MAY LEAD  
TO A DEVASTATING HURRICANE WEEKS FROM NOW



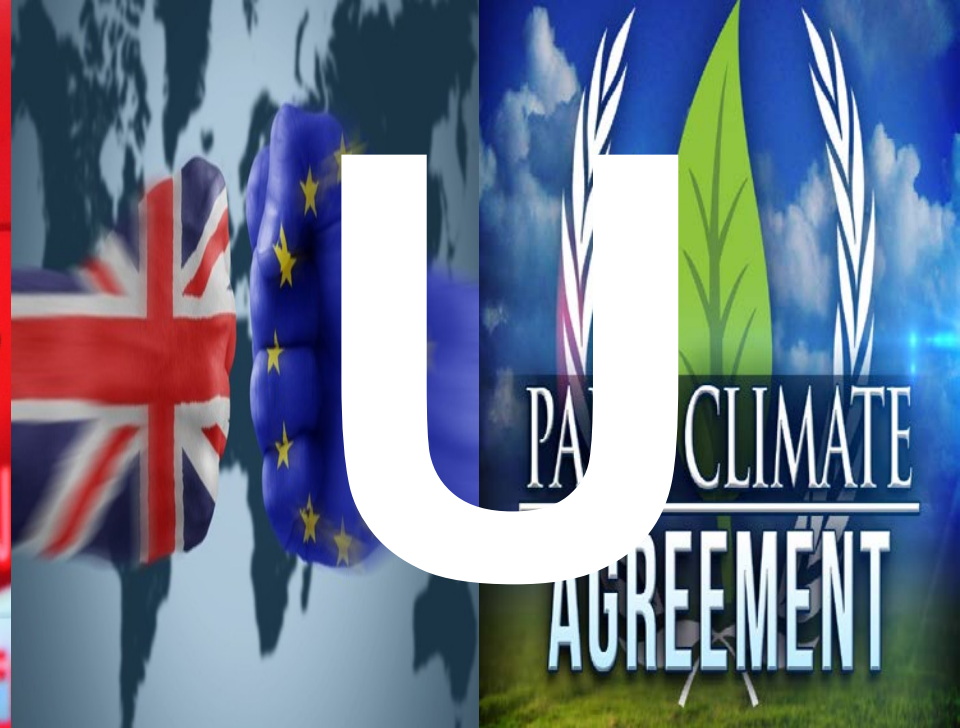




There are known knowns. These are things we know that we know. There are known unknowns. That is to say, there are things that we know we don't know. But there are also unknown unknowns. There are things we don't know we don't know.

(Donald Rumsfeld)









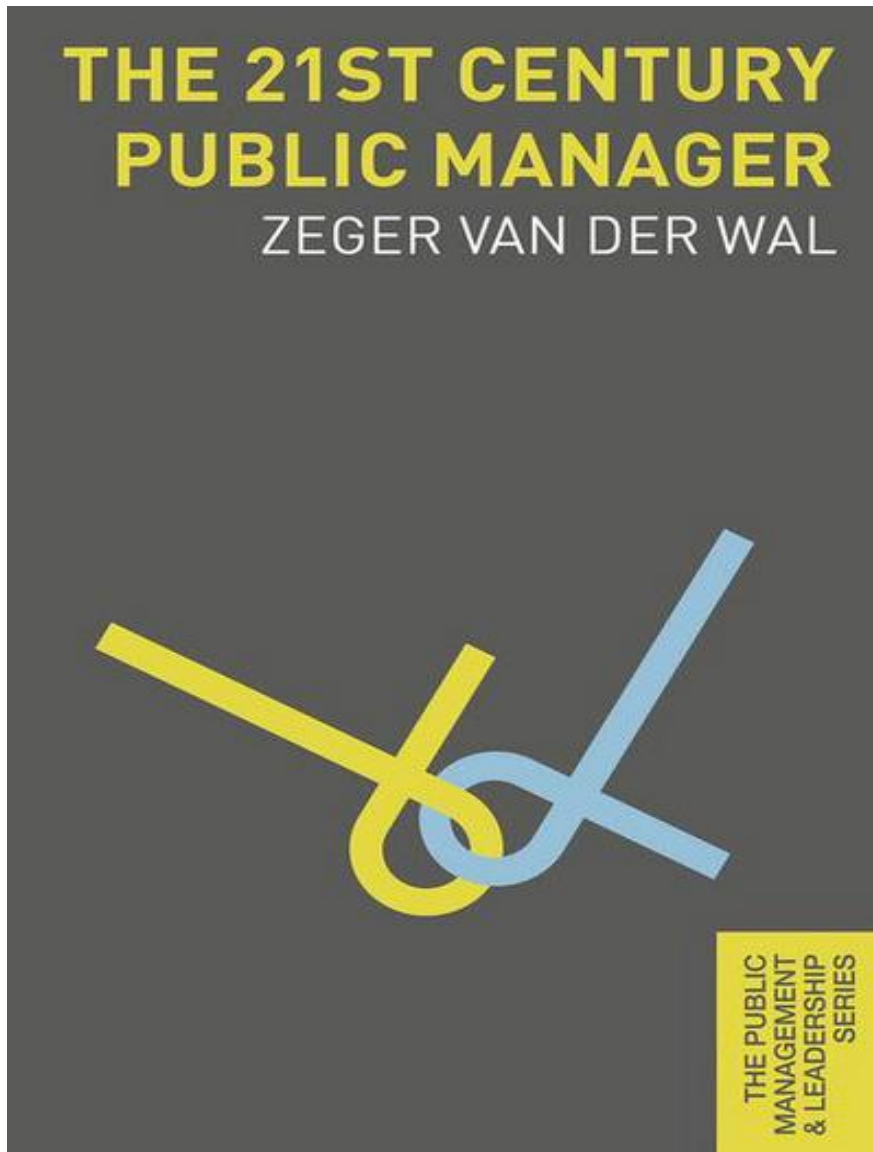
**THERE IS ALWAYS...**

**HOPE**

A black and white photograph of a pair of hands, palms up, holding a small white rectangular sign. The sign has the word 'HOPE' written on it in bold, black, sans-serif capital letters. The hands are positioned centrally, with fingers slightly spread. The background is dark and out of focus.



# Commercial: *The 21<sup>st</sup> Century Public Manager*



OVER 15 MILLION SOLD

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

Powerful Lessons  
in Personal Change

With a New  
Foreword and  
Afterword  
by the Author

"A wonderful book that could change your life."  
—Tom Peters, bestselling author of *In Search of Excellence*

Stephen R. Covey

# 7 STEPS TO MAPPING OUT YOUR SUCCESS

A GUIDE TO PERSONAL GROWTH  
AND EXECUTING SPECIFIC ACTION  
PLAN TO SUCCEED ONLINE

ALEXANDRA PIERRE

FREE DOWNLOAD (PDF)

eGuide

## 7 Steps to Creating Your Best Nonprofit Marketing Plan Ever

Network for Good.

WWW.NETWORKFORGOOD.COM/NPO

## SEVEN FACTORS OF ENLIGHTENMENT

1. Mindfulness
2. Investigation
3. Energy
4. Rapture
5. Tranquility
6. Concentration
7. Equanimity

## REBOOT SUCCESS IN 7 STEPS

mini-course for your

MIND, BODY &  
SOUL.

NICKEY RAUTENBERG  
PERSONAL & PROFESSIONAL  
DEVELOPMENT COACH

## 7 STEPS FOR SUCCESS

HIGH SCHOOL TO COLLEGE TRANSITION  
STRATEGIES FOR STUDENTS WITH DISABILITIES



ELIZABETH C. HAMBLET



1. UPLOAD  
2. REQ  
3. RELEASE  
4. RECEIVE  
5. COMPARE  
6. PARTS MADE  
7. RATE

**7 ELEMENTS FOR MASTERING ONLINE MANUFACTURING**

A SOURCING NINJA ALWAYS GETS MULTIPLE QUOTES

MFG.COM

**The 7 Steps TO CREATING YOUR MASTERPIECE DAY**

A How-to, Step by Step guide for Young Professionals looking to Re-Invent their days to achieve Great Success

by Peter Yobo



# 7 MANAGERIAL DEMANDS



1

**Managing  
stakeholder  
multiplicity**



2

**Managing  
authority  
turbulence**



3

**Managing  
the new  
work (force)**



4

**Managing  
innovation  
forces**



5

**Managing  
ethical  
complexities**



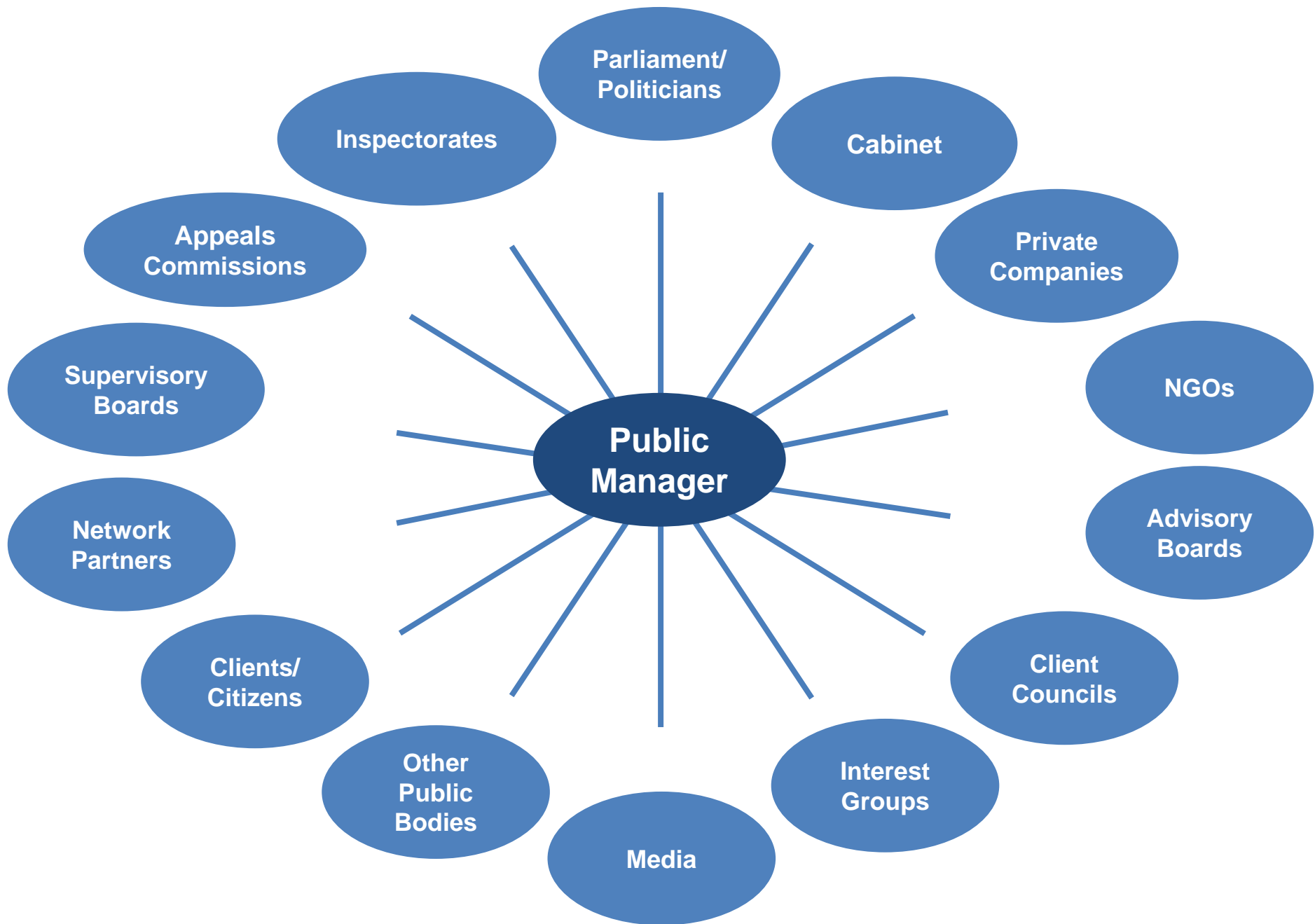
6

**Managing  
short versus  
long time  
horizons**



7

**Managing  
cross-sector  
collaboration**





The  
**END**  
of  
LEADERSHIP

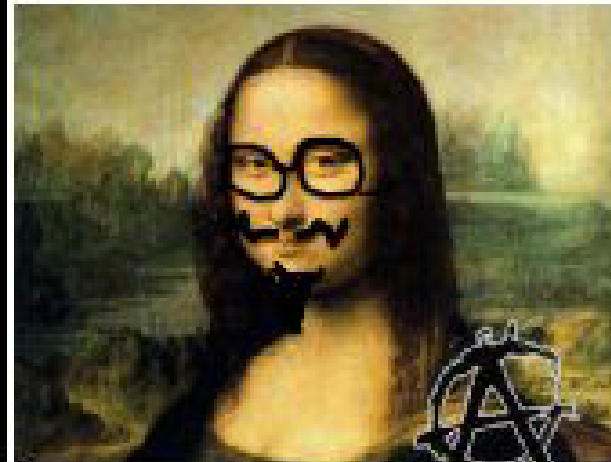
BARBARA KELLERMAN

HarperCollins Publishers Copyrighted Material



# THE DEATH OF DEFERENCE

The Challenges of  
**Leadership & Change**  
in a Post-Deferential Age





**FLUSH THAT  
RETIREMENT  
AT 65 IDEA**



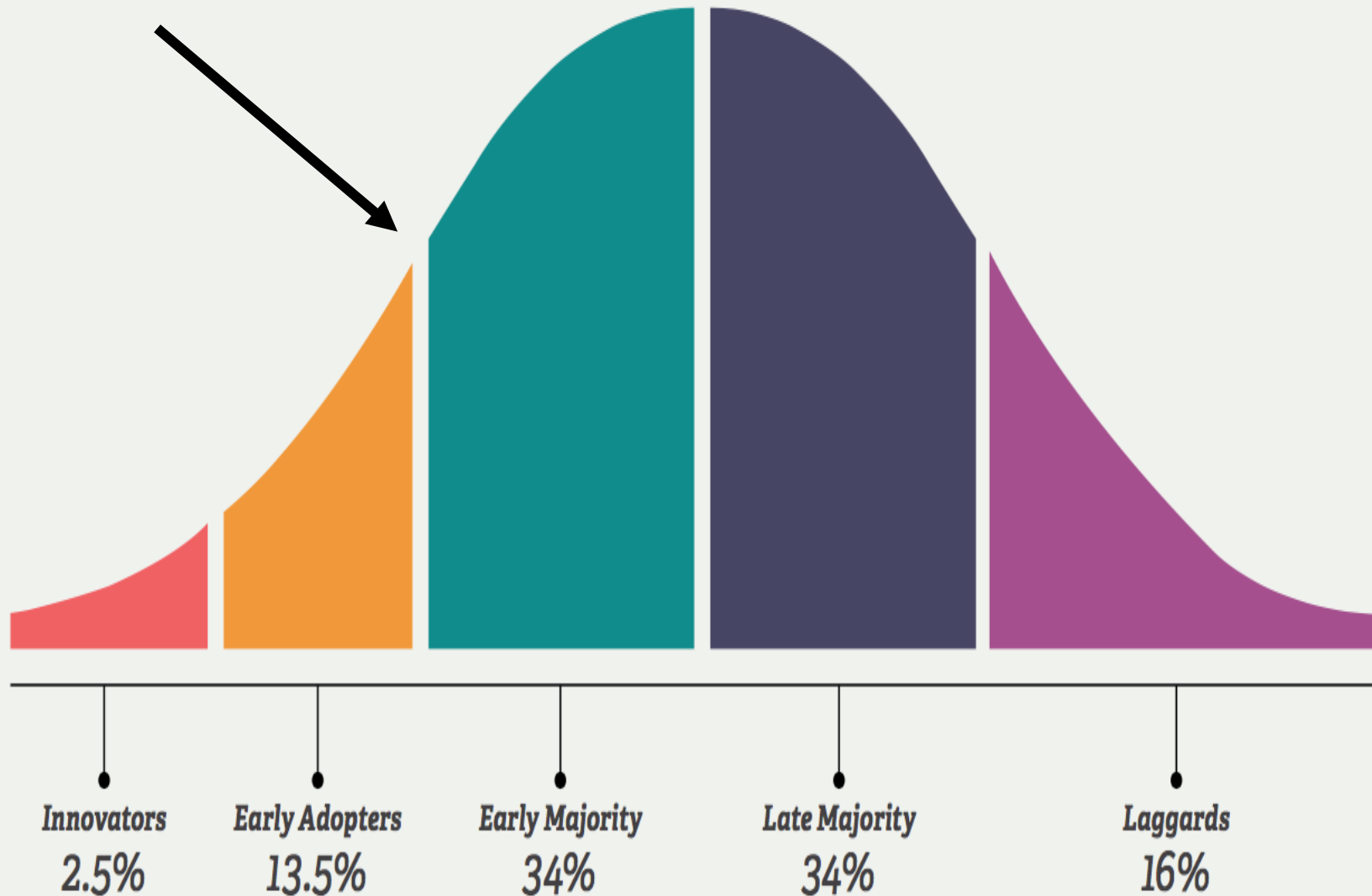




**IT JUST DOES NOT  
MAKE SENSE TO  
WASTE TAXPAYERS'  
MONEY IN THIS WAY.**



# 'Crossing the chasm' on the innovation curve?

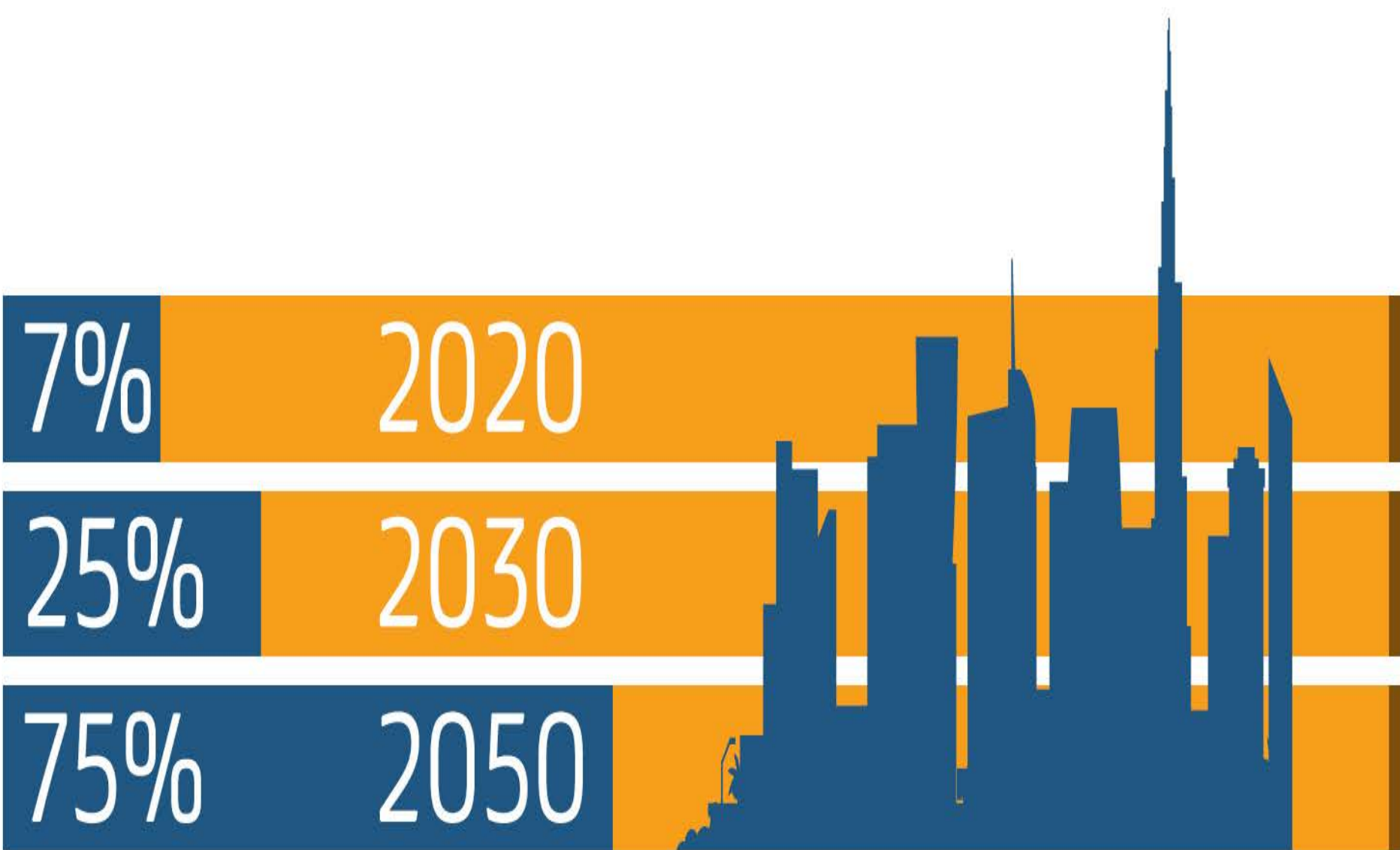






# Tyranny of the Present





## CLEAN ENERGY SOURCES IN DUBAI





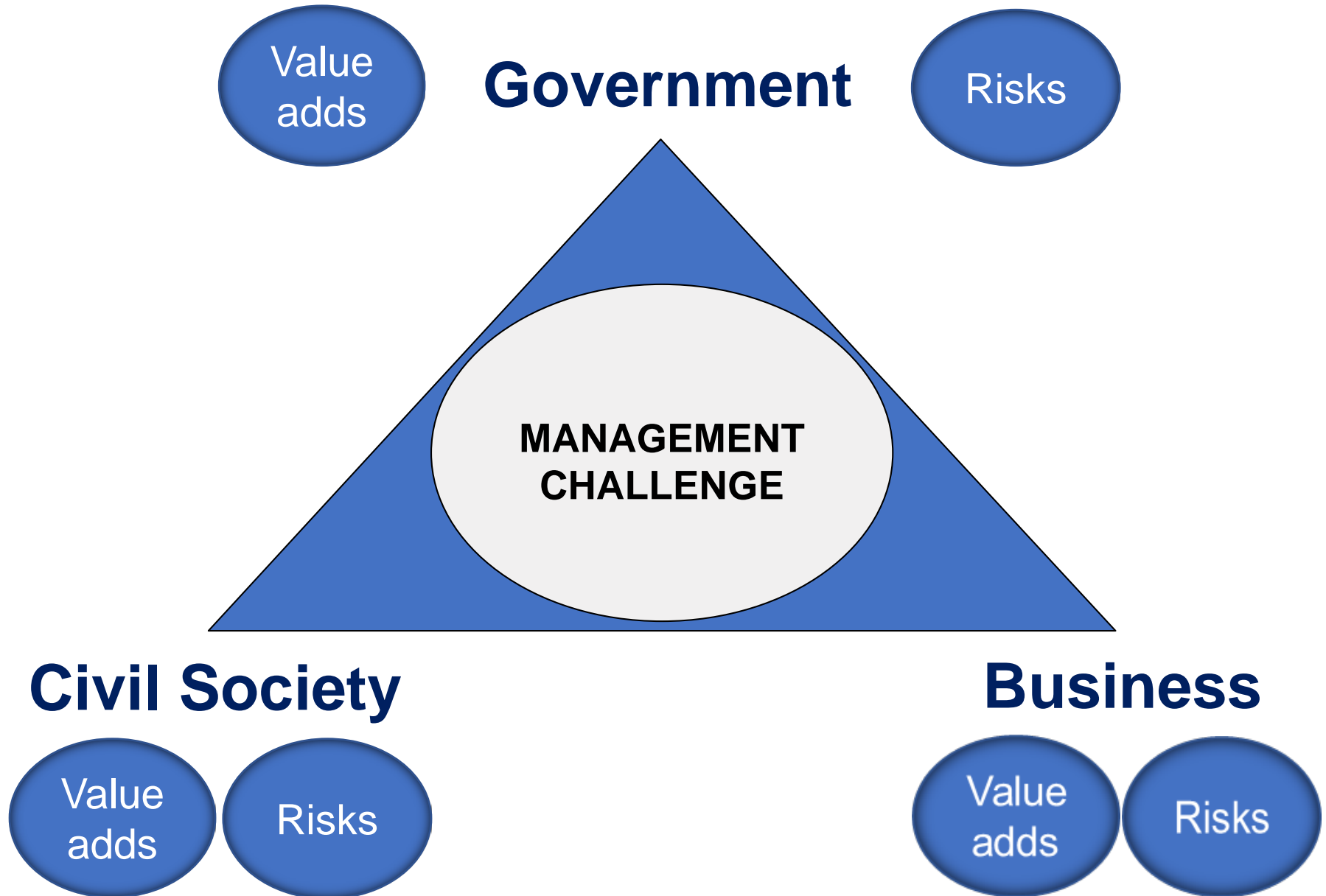
# Immediate

- Media-driven *sensationalist* logic
- Politician-driven *scoring* logic
- Crisis-driven *emergency* logic
- Innovation-driven *disruptive* logic

# Long-term

- Policy-driven *analytical* logic
- Bureaucracy-driven *cautionary* logic
- Sector-driven *expert* logic
- Strategy-driven *planning* logic

# Cross Sector Collaboration



# 21<sup>ST</sup> CENTURY PUBLIC MANAGERS NEED...



## 'Traditional' but still necessary

## 'New' and increasingly necessary

### *Trainable* skills and competencies

- Political astuteness
- Diplomacy
- Bargaining
- Domain expertise

- Networking
- (Reverse) mentoring
- Stakeholder analysis
- IT-savviness
- Design thinking
- Story telling

### *Innate* values

- Judgement
- Selflessness
- Empathy
- Neutrality

- Responsiveness
- Agility
- Courage
- Entrepreneurialism



# Questions?

**Zeger Van Der Wal, PhD**

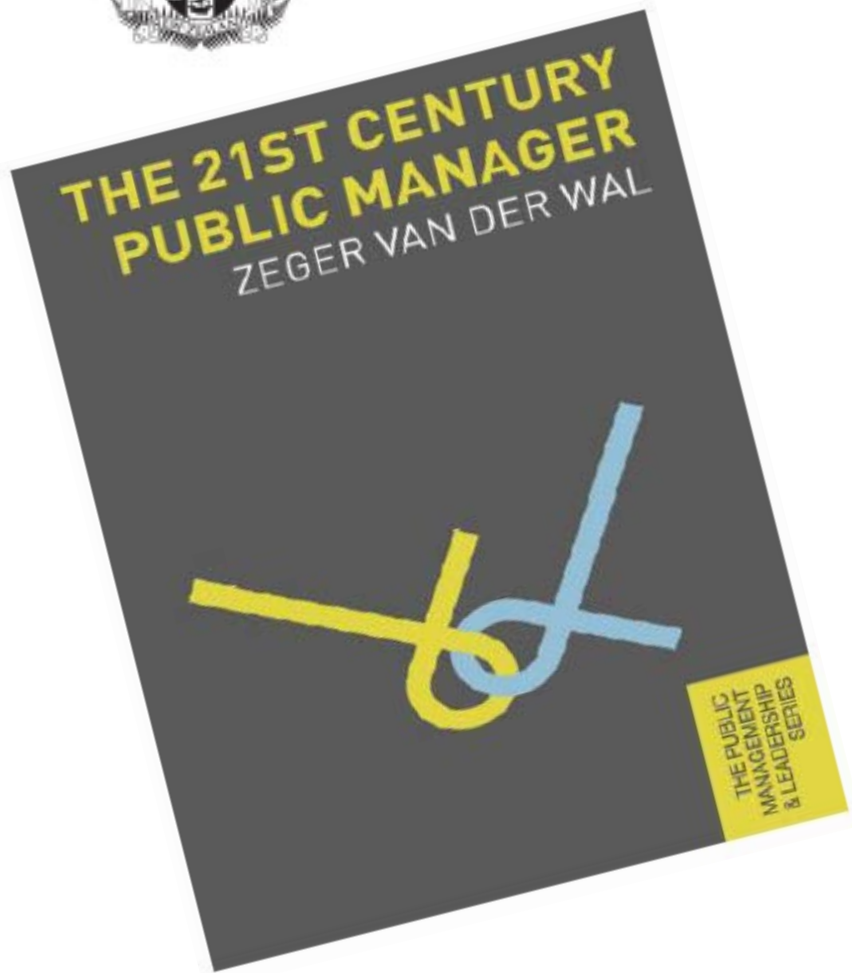
Associate Professor  
Lee Kuan Yew School of  
Public Policy  
National University of  
Singapore

[sppzvdw@nus.edu.sg](mailto:sppzvdw@nus.edu.sg)  
[www.zegervanderwal.com](http://www.zegervanderwal.com)  
[@Prof\\_Zeger](#)



**ResearchGate**  
SCIENTIFIC NETWORK





Truly global in scope and ambition, the *21st Century Public Manager* addresses key trends, challenges, and opportunities facing public managers across contexts and regimes. This accessible textbook aims to inspire public managers in rethinking their roles, skills, and values as they enter a VUCA world—one characterized by volatility, uncertainty, complexity, and ambiguity. It is written for aspiring and current public managers in graduate schools and executive education programs.



NZ State Services Commission & the Australia and New Zealand School of Government present:



Do you have a question  
for today's speakers?

Send this through to:

**021 0268 5305**

to be answered at the end of  
the presentation

Slides from today's  
presentation will be available  
on the ANZSOG website

# Volatility, uncertainty, complexity, ambiguity: Managing in a VUCA world

Speaker

**Associate Prof. Zeger van der Wal**

Assistant Dean (Research)

Lee Kuan Yew School of Public Policy

Moderator

**Gael Surgenor**

Director

Community and Social Innovation,  
The Southern Initiative  
Auckland Council





The  
ANZSOG  
Experience

#### Our Impact

The Australia and New Zealand School of Government (ANZSOG) is a global leader in education and government-focused research relevant to the public sector. We support the development of better educated, informed and motivated public sector leaders and the work to ensure the development of better ideas, evidence and networks. All this delivers public value through better government and better outcomes for citizens.

#### News & Media



#### ANZSOG alum Darren Foster to become WA's top public servant

Published Date: 27 July 2017

WA's public service will be headed by a ANZSOG alum after the state Governor officially confirmed the appointment of Darren Foster last week. Mr Fo...

[Read more >](#)

#### News & Media



#### How New Zealand got government agencies working together to deliver real results

Published Date: 26 July 2017

A recent experiment in New Zealand has shown how clearly defined outcomes, targets and an approach that calls for government agencies to take collecti...

[Read more >](#)

#### Education & Events

[Search now](#)

#### Workshop



#### Lean Thinking in Government

Event Date : 17 August 2017  
Location : Canberra