Victorian Public Sector Commission & the Australia and New Zealand School of Government present:

Volatility, Uncertainty, Complexity and Ambiguity: managing in a VUCA world

Speaker
Associate Professor Zeger van der Wal
Assistant Dean (Research)
Lee Kuan Yew School of Public Policy

Moderator
A/Professor Catherine Althaus
Deputy Dean
ANZSOG

Penelope McKay
Special Advisor, Policy
Dpt. of Treasury and Finance

Do you have a question for today’s speakers?
Send this through to:
0447 523 995*
to be answered at the end of the presentation

*standard international mobile phone carrier and data usage charges may apply.
ANNUAL PARTICIPANT SURVEY

Your feedback counts!

A link to the 2016 survey will be sent to you with today’s evaluation. If you haven’t done so already, please fill it in. It won’t take more than 5 minutes.

Your feedback is greatly appreciated. Results will be sent to you and put on the ANZSOG website.

Enquiries
Applied Learning
T +61 3 8344 1900
appliedlearning@anzsog.edu.au

Details online at anzsog.edu.au
Upcoming Applied Learning Seminar

General Dana Born – Harvard Kennedy School
Melbourne
10 March 2017

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Details online at anzsog.edu.au
MANAGING IN A VUCA WORLD

TRENDS, DEMANDS, COMPETENCIES

Zeger Van Der Wal, PhD
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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)
Events of unexpected occurrence and duration that disrupt systems and norms
“It is very hard for them to attack me on looks, because I am so good looking.”

Donald Trump
August 7, 2015
UNCERTAINTY

~Events with unclear short term and medium term consequences
COMPLEXITY

~Events and issues whose features and interrelations are hard to understand~
Events and issues marked by contested, hidden, and inconsistent information
What Happens in an Internet Minute?

1,572,877 GB of global IP data transferred

- 10 Million ads displayed
- 347,222 Tweets
- 3.3 Million pieces of content shared
- 6.9 Million messages sent
- Netflix + Youtube = more than ½ of all traffic

- $400 Million during Alibaba peak day sales
- 438,801 Wiki page views
- 10 Million WeChat messages at its peak
- 34.7 Million instant messages (MIM) sent
- $133,436 in sales
- 38,194 photos uploaded
- 4.1 Million searches
- 194,064 app downloads
- 31,773 hours of music played
- 57,870 page views
- 100 hours of video uploaded
- 138,889 hours of video watched
- 23,148 hours of video watched

And Future Growth is Staggering

By 2017, mobile traffic will have grown 13X in just 5 years
In 2017, there will be 3X more connected devices than people on Earth
All digital data created reached 4 zettabytes in 2013

1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18
“GREED IS GOOD.”
— Gordon Gekko

“LUNCH IS FOR WIMPS”
— Gordon Gekko
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
7. Managing cross-sector collaboration
SO, 21ST CENTURY PUBLIC MANAGERS NEED...

*Trainable* skills and competencies:
- Political astuteness
- Counselling
- Diplomacy
- Bargaining
- Domain expertise

*New and increasingly necessary*
- Networking
- (Reverse) mentoring
- Stakeholder communication
- IT-savviness (social media literacy, big data analysis, video editing)
- Design thinking
- Story telling
- Navigating

*Innate* values:
- Judgement
- Prudence
- Selflessness
- Humaneness
- Neutrality

- Empathy
- Responsiveness
- Agility
- Ingenuity
- Courage
- Entrepreneurialism

*Can be acquired through training and development*
*Can be selected on (potential) and nurtured*
21st Century Roles

Source: Dickinson 2012.
THANK YOU!

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# Upcoming Executive Education Workshops

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