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

Speaker

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Do you have a question for today’s speakers?

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021 0268 5305
to be answered at the end of the presentation

Slides from today’s presentation will be available on the ANZSOG website
MANAGING IN A VUCA WORLD
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\(^1\)

- 10 Million ads displayed\(^2\)
- 347,222 Tweets\(^3\)
- 3.3 Million pieces of content shared\(^4\)
- 6.9 Million messages sent\(^5\)

Netflix + YouTube = more than \(\frac{1}{2}\) of all traffic\(^6\)

- $400 Million during Alibaba peak day sales\(^6\)
- 438,801 Wiki page views\(^7\)
- 10 Million WeChat messages at its peak\(^8\)
- 34.7 Million instant messages (IM) sent\(^8\)
- 194,064 app downloads\(^9\)
- 438,801 in sales\(^11\)
- 31,773 hours of music played\(^12\)
- 57,870 page views\(^14\)
- 38,194 photos uploaded\(^13\)
- 138,889 hours of video watched\(^16\)
- 23,148 hours of video watched\(^17\)
- 100 hours of video uploaded\(^16\)

And Future Growth is Staggering

By 2017, mobile traffic will have grown \(13X\) in just 5 years\(^1\)

In 2017, there will be \(3X\) more connected devices than people on Earth\(^1\)

All digital data created reached 4 zettabytes in 2013\(^8\)
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
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)
It is very hard for them to attack me on looks because I am so good looking.”

Donald Trump
August 7, 2015
THERE IS ALWAYS...
Commercial: *The 21st Century Public Manager*

**THE 21ST CENTURY PUBLIC MANAGER**
Zeger Van der Wal
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
IT JUST DOES NOT MAKE SENSE TO WASTE TAXPAYERS' MONEY IN THIS WAY.
‘Crossing the chasm’ on the innovation curve?
Tyranny of the Present
7% 2020
25% 2030
75% 2050

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

- Government
  - Value adds
  - Risks

- Civil Society
  - Value adds
  - Risks

- Business
  - Value adds
  - Risks

MANAGEMENT CHALLENGE
21st Century Public Managers Need...

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

**Innate values**
- Judgement
- Selflessness
- Empathy
- Neutrality

**‘Traditional’ but still necessary**

**‘New’ and increasingly necessary**
- Networking
- (Reverse) mentoring
- Stakeholder analysis
- IT-savviness
- Design thinking
- Story telling

- Responsiveness
- Agility
- Courage
- Entrepreneurialism
Questions?

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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.
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