MANAGING IN A VUCA WORLD

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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

57,870 page views
38,194 photos uploaded
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
194,064 app downloads

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
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)
“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...

HOPE
Commercial: The 21st Century Public Manager

THE 21ST CENTURY PUBLIC MANAGER
ZEGER VAN DER WAL

COMMERCIAL NEWS
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

THE DEATH OF DEERENCE
The Challenges of Leadership & Change in a Post-Deferential Age

Dislike
IT JUST DOES NOT MAKE SENSE TO WASTE TAXPAYERS' MONEY IN THIS WAY.
‘Crossing the chasm’ on the innovation curve?
Religion or God
The Constitution
Law
Nation or country
Democracy
Organizational/Bureaucratic Norms
Public Interest/General Welfare
Middle-range Collectives
Self
Family and friends
Profession and Professionalism
Humanity or the World
Tyranny of the Present
CLean Energy Sources in Dubai

- 7% by 2020
- 25% by 2030
- 75% by 2050
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**

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

**‘New’ and increasingly necessary**
Questions?

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