

leadership**summit** 

**Thanks for joining us...**

# Why are we here?

- Change is coming to our industry
- Managing change requires strong leadership



# The Program

- Weds/Thurs – MBS Program
- Friday – Industry focused discussion



# Make the most of this opportunity

- Be open
- Be present
- Participate
- Enjoy
- Interact



# Thank you to our learning partners



**Commonwealth**Bank



connective  
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 **nab**

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# CONNECTIVE LEADERSHIP SUMMIT

DAY 1

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WELCOME TO THE WORLD CLASS



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## DAY 1 AGENDA

- The context we operate in
- Group activity
- Diagnosing challenges
- Learning from the field

## 'CHATHAM HOUSE' RULE

MBS Executive Education presenters have an expectation of operating under the rules of confidentiality (and hence frankness) which are traditional at the headquarters of the Royal Institute of International Affairs Chatham House.

***“WHEN A MEETING, IS HELD UNDER THE CHATHAM HOUSE RULE, PARTICIPANTS ARE FREE TO USE THE INFORMATION RECEIVED, BUT NEITHER THE IDENTITY NOR THE AFFILIATION OF THE SPEAKER(S), NOR THAT OF ANY OTHER PARTICIPANT, MAY BE REVEALED.”***

The Chatham House Rule originated at Chatham House with the aim of providing anonymity to speakers and to encourage openness and the sharing of information. It is now used throughout the world as an aid to free discussion.

We operate under this rule of confidentiality in all settings; face-to-face, digital, phone and any others.

# INTRODUCTIONS

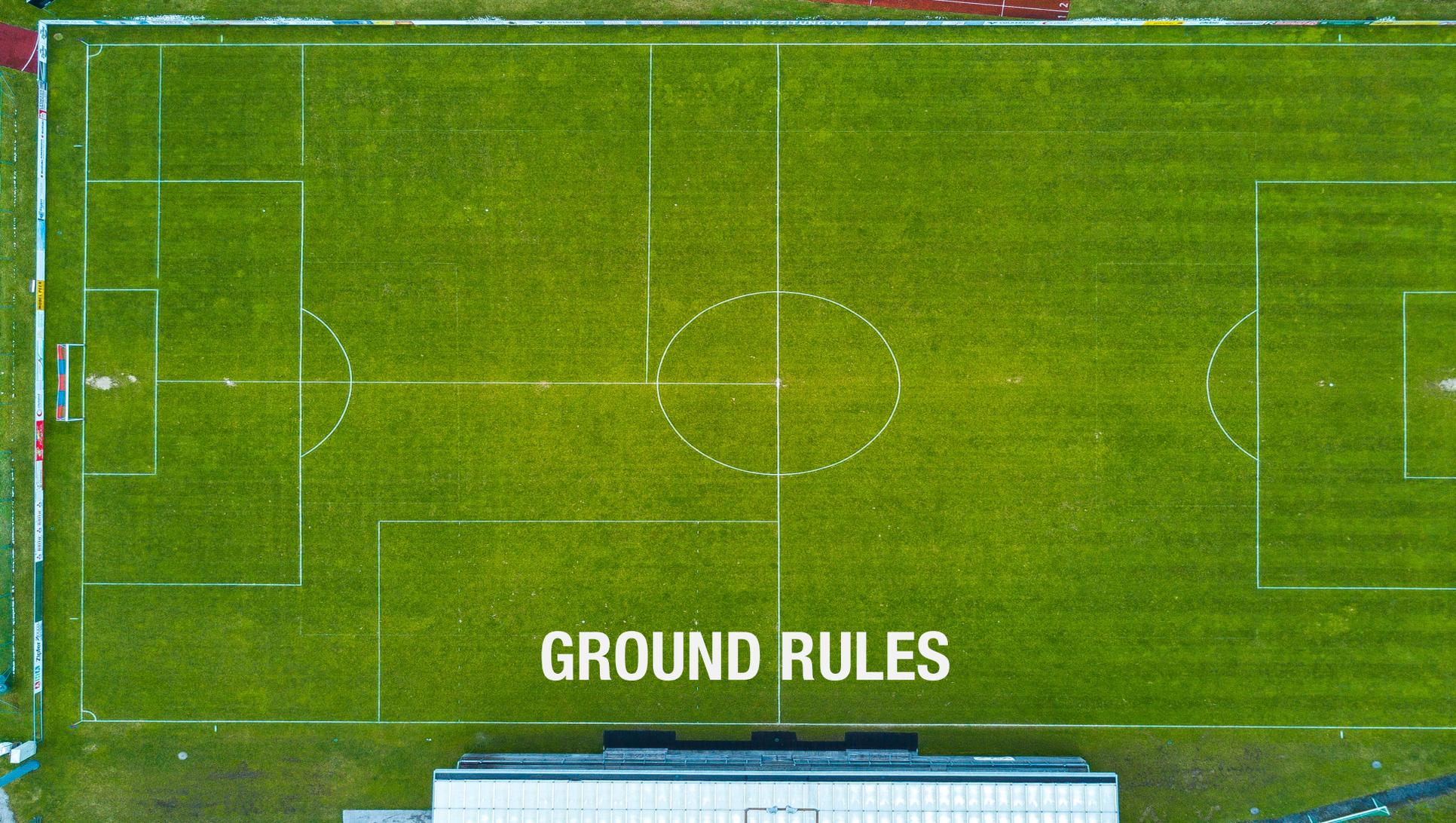
At your table share:

- Your name
- Your business and
- Why you are here?

## SPEED NETWORKING

Have a mingle and as you meet new people ask each other:

- What would you like to gain from this workshop?
- What are you prepared to give?

An aerial photograph of a soccer field with white markings on a green grass surface. The field is oriented vertically. In the center, the text "GROUND RULES" is written in large, white, bold, sans-serif capital letters. The field includes a central circle, a center line, two goal areas, and two goalkeepers' areas. The left side of the image shows the edge of the field with some advertising banners and a goalpost. The bottom edge shows a portion of a building with a corrugated metal roof.

# GROUND RULES

# THE CONTEXT

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# A VUCA WORLD

## V | Volatility

- Change happens rapidly and on a large scale

## U | Uncertainty

- The future cannot be predicted with any precision

## C | Complexity

- Challenges are complicated by many factors and there are few single causes or solutions

## A | Ambiguity

- There is little clarity on what events mean and what effect they might have

## A VUCA WORLD

In 2017 a Duke University study found...

- 96% of organisations today are in some phase of transformation.
- As many as 54% of transformation exercises fail to be adopted and sustained.
- 89% of executives rated the need to strengthen and improve organisational leadership as a priority.
- Over 50% of the Fortune 500 have been wiped out since the year 2000.

**“TODAY’S ORGANISATIONS WERE  
DESIGNED TO OPERATE WELL IN A  
WORLD THAT NO LONGER EXISTS”**

*Source: Leveraging Leadership in a VUCA world, Duke University (2017)*

# Leading in the VUCA world

*“When continuous change is the norm, the entire leadership team must be equipped to become catalysts for change. For many, this requires a new set of capabilities – one of the most important being creativity. Leaders must now demonstrate speed and agility, navigate ambiguity and complexity, develop middle managers, lift engagement, and deliver relevant messages”*

**AON Hewitt Talent survey, 2011**

## LEARNING IS CRITICAL

**Rate of Learning  $\geq$  Rate of Change = Your Survival**

## COMPLICATED / TECHNICAL

The domain of the “known unknowns” - ordered, predictable, forecastable; can be known and solved by experts.

- Operating a vessel
- Applying current accounting rules
- Restructuring an organisation



## COMPLEX / ADAPTIVE

The domain of the “unknown unknowns,” characterised by flux and unpredictability, no right answers, emergent patterns, and many competing ideas.

- Parenting teenagers
- Developing a new product for a new market
- Addressing social disadvantage



# TECHNICAL vs ADAPTIVE CHALLENGES

TECHNICAL PROBLEMS (T)	ADAPTIVE CHALLENGES (A)
<ul style="list-style-type: none"> <li>• There are known solutions that can be implemented through current expertise and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• There is a gap between what we have and what we want, but we are unable to close the gap with our current expertise and procedures</li> </ul>
<ul style="list-style-type: none"> <li>• The problem is well understood and can be defined (although may still be complex and critically important)</li> </ul>	<ul style="list-style-type: none"> <li>• The actual problem may not be acknowledged or well understood. It is unclear, difficult to identify and define</li> </ul>
<ul style="list-style-type: none"> <li>• There is a fairly quick and easy solution that can be implemented readily</li> </ul>	<ul style="list-style-type: none"> <li>• This will require changes in values, beliefs, roles, relationships and ways of working</li> </ul>
<ul style="list-style-type: none"> <li>• The problem can be solved by an authority or expert</li> </ul>	<ul style="list-style-type: none"> <li>• It's going to take more than an expert or authority to solve this challenge</li> </ul>
<ul style="list-style-type: none"> <li>• A solution will require change in just one or a few places and is likely to be within organisational boundaries</li> </ul>	<ul style="list-style-type: none"> <li>• A positive outcome will require change in numerous places and is likely to be across organisational boundaries</li> </ul>
<ul style="list-style-type: none"> <li>• A solution could be implemented quickly</li> </ul>	<ul style="list-style-type: none"> <li>• A positive outcome will require experiments and new discoveries over time</li> </ul>
<ul style="list-style-type: none"> <li>• A solution would cause minimal disruption to the status quo and minimal discomfort in the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Disruption to the status quo and some discomfort are likely in the course of a positive outcome being achieved</li> </ul>

# Learning Activity

# DIAGNOSING ADAPTIVE CHALLENGES

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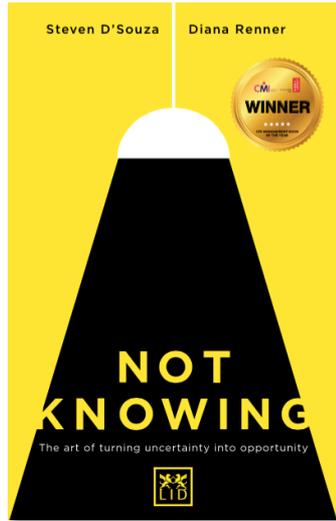
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# THE EDGE

IS THE EDGE OF THE KNOWN

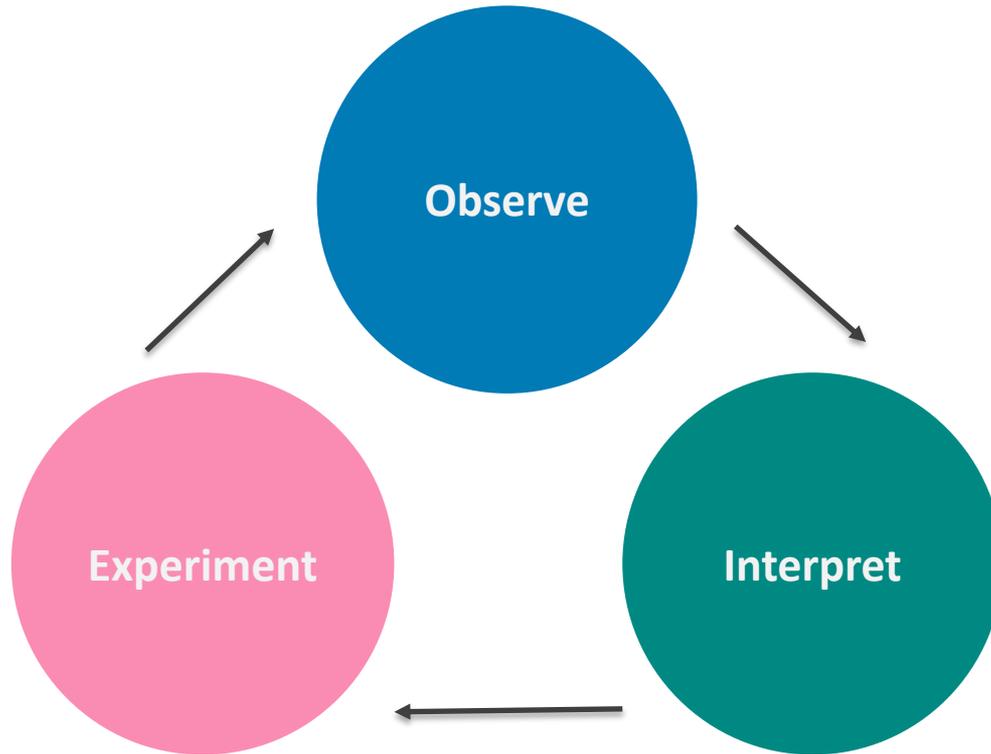
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# COMMON RESPONSES



- Control
- Jump to action or solutions
- Speeding up
- Avoidance
- Analysis paralysis
- Passivity / Defeat
- Self-doubt
- Catastrophic thinking

# MAKING PROGRESS







### Table conversation

- What stood out for you from the article? (15 min)
- How does it relate to your context / business? (15 min)

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## DAY 2 AGENDA

- Reflection & Check In
- Interpretation practice
- Peer consulting exercise
- Designing safe to fail experiments
- Planning for Success
- Commitments



# YOUR INDIVIDUAL ADAPTIVE LEADERSHIP CHALLENGE

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## HOW DO I KNOW IF IT'S THE RIGHT TYPE OF CHALLENGE?

- The solution to the challenge is not known to you
- The possible solution for the challenge requires a change in actions, priorities, attitudes and/or mindsets
- You reasonably expect you can influence and make a significant contribution to it over the next 6 months or longer
- It will have an impact on your performance or success over the next six months or longer
- You are willing to describe and discuss it in the context of the program
- You are open to receiving alternative ideas and suggestions about your own possible actions

# PEER GROUP CONSULTING METHOD

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**“We cannot solve our problems with the same thinking we used when we created them.”**

*Albert Einstein*

# PEER CONSULTING PROCESS

**Roles:** Client, Consultants, Time-Keeper, Facilitator

**5 minutes:** Client describes his/her leadership challenge

**5 minutes:** Questions and Answers between Client and Consultants to clarify the challenge

**10 minutes:** Diagnosis and Interpretation: Consultants reflect what they've heard while Client turns their back and simply listens. "I wonder if ..." "I hypothesise ..."

**5 minutes:** Brainstorm – Consultants brainstorm possible action steps, Client still turned around. "What if ..." "I suggest / recommend ..."

**2 minutes:** Client turns back and reflects aloud, initial reactions/aha moments, asks any questions

**Make a Commitment**

# CLOSING REMARKS