



MANAGING IN A VUCA WORLD



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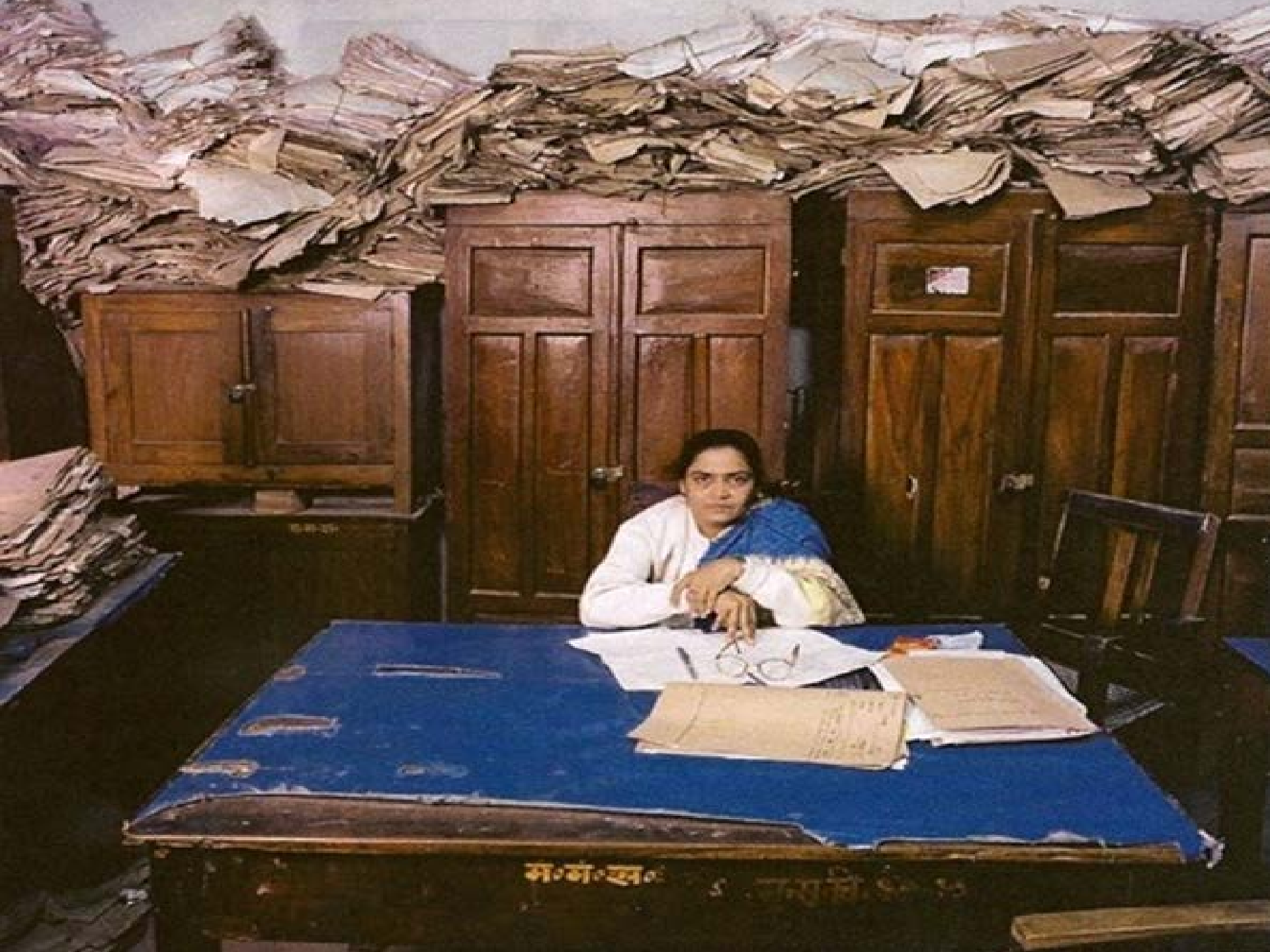
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BUREAUCRACY

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 transferred¹

10 Million
ads displayed²

347,222
Tweets³

3.3 Million
pieces of
content shared⁴

6.9 Million
messages sent⁴

Netflix + Youtube =
more than 1/2 of
all traffic⁵

\$400 Million
during Alibaba
peak day sales⁶

438,801
Wiki page views⁷

10 Million
WeChat messages at its peak⁹

34.7 Million
instant messages
(MIM) sent⁸

194,064
app downloads¹⁰

31,773
hours of
music played¹²

\$133,436
in sales¹¹

38,194
photos
uploaded¹³

57,870
page views¹⁴

4.1 Million
searches¹⁵

100
hours of video
uploaded¹⁶

138,889
hours of video
watched¹⁶

23,148
hours of video
watched¹⁷

And Future Growth is Staggering



By 2017, mobile
traffic will have grown
13X in just
5 years¹



In 2017, there will be
3X more connected devices
than people on Earth¹

All digital data created reached
4 zettabytes in 2013¹⁸





GLOBAL MEGATRENDS

“All is Networked”

Enabling technology, social media, and big data

“Forever Young”

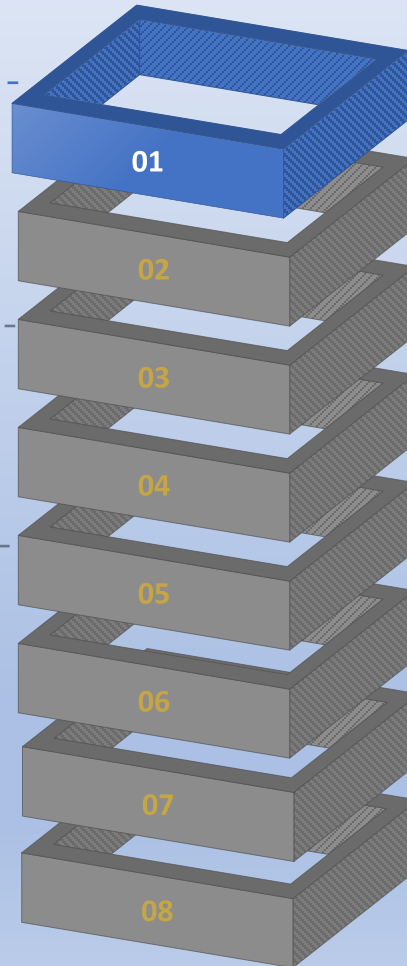
Demographics, fertility, and ageing

“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

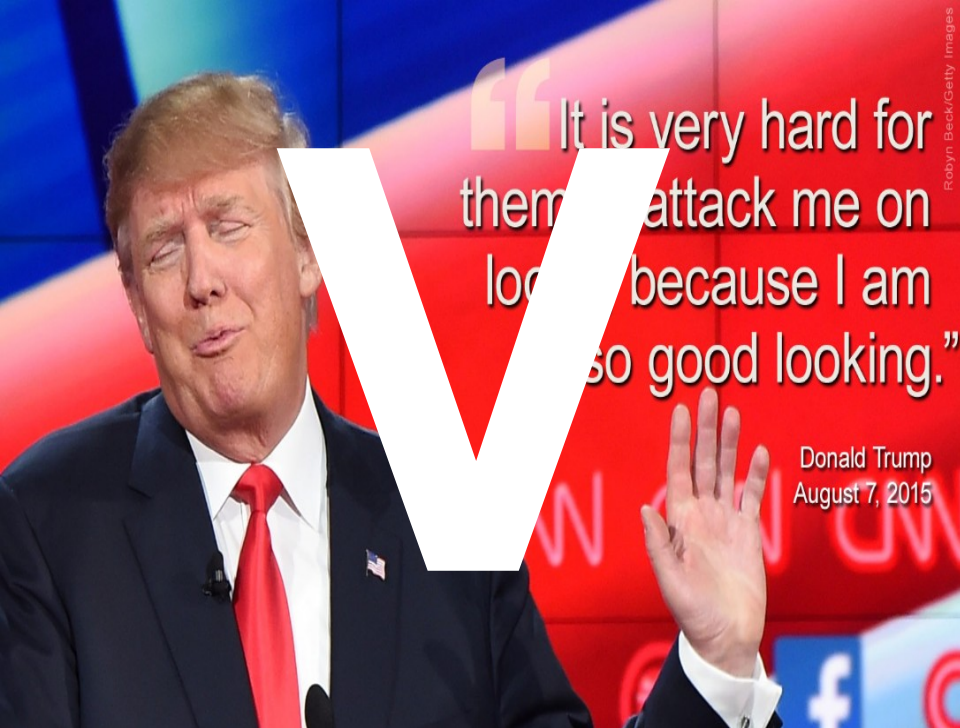
A TINY BUTTERFLY FLAPPING ITS WINGS TODAY MAY LEAD
TO A DEVASTATING HURRICANE WEEKS FROM NOW





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)



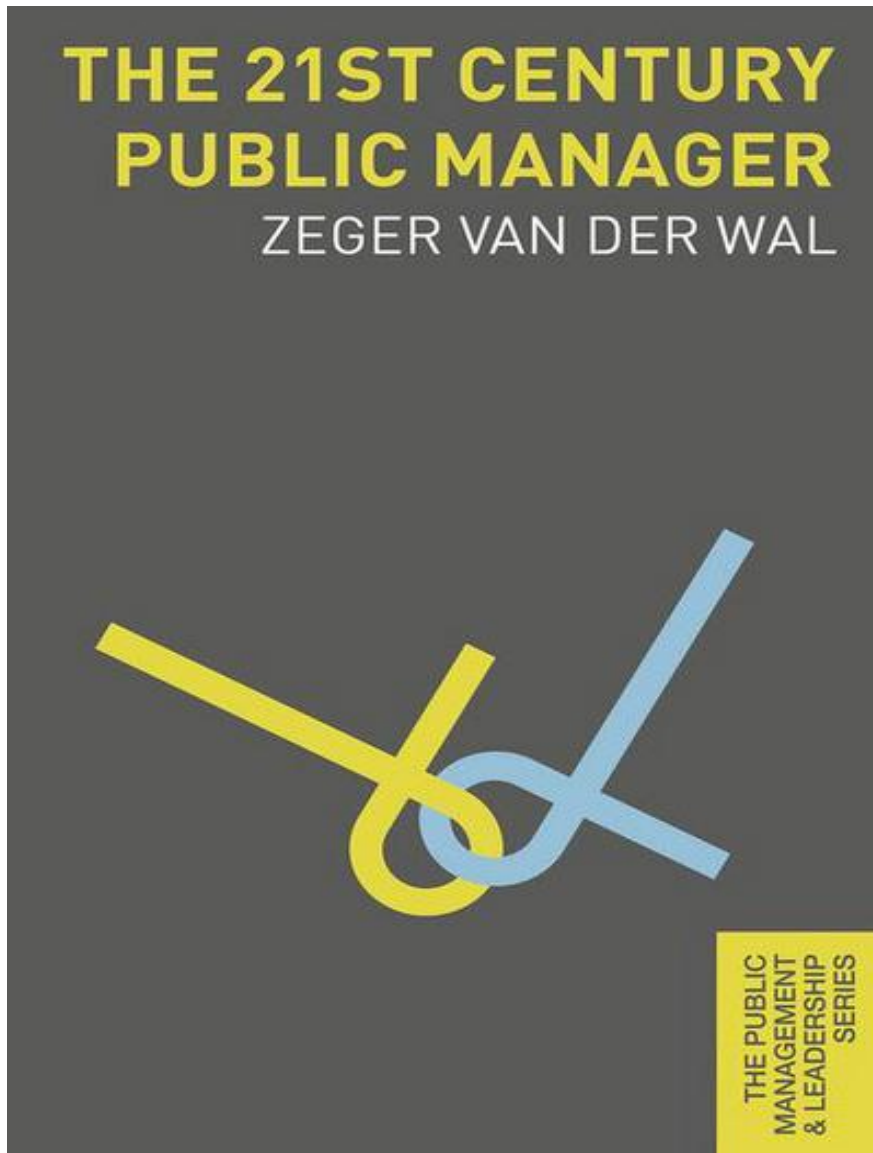


THERE IS ALWAYS...

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

HOPE

Commercial: *The 21st Century Public Manager*



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

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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

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Connecting Buyers & Suppliers

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**



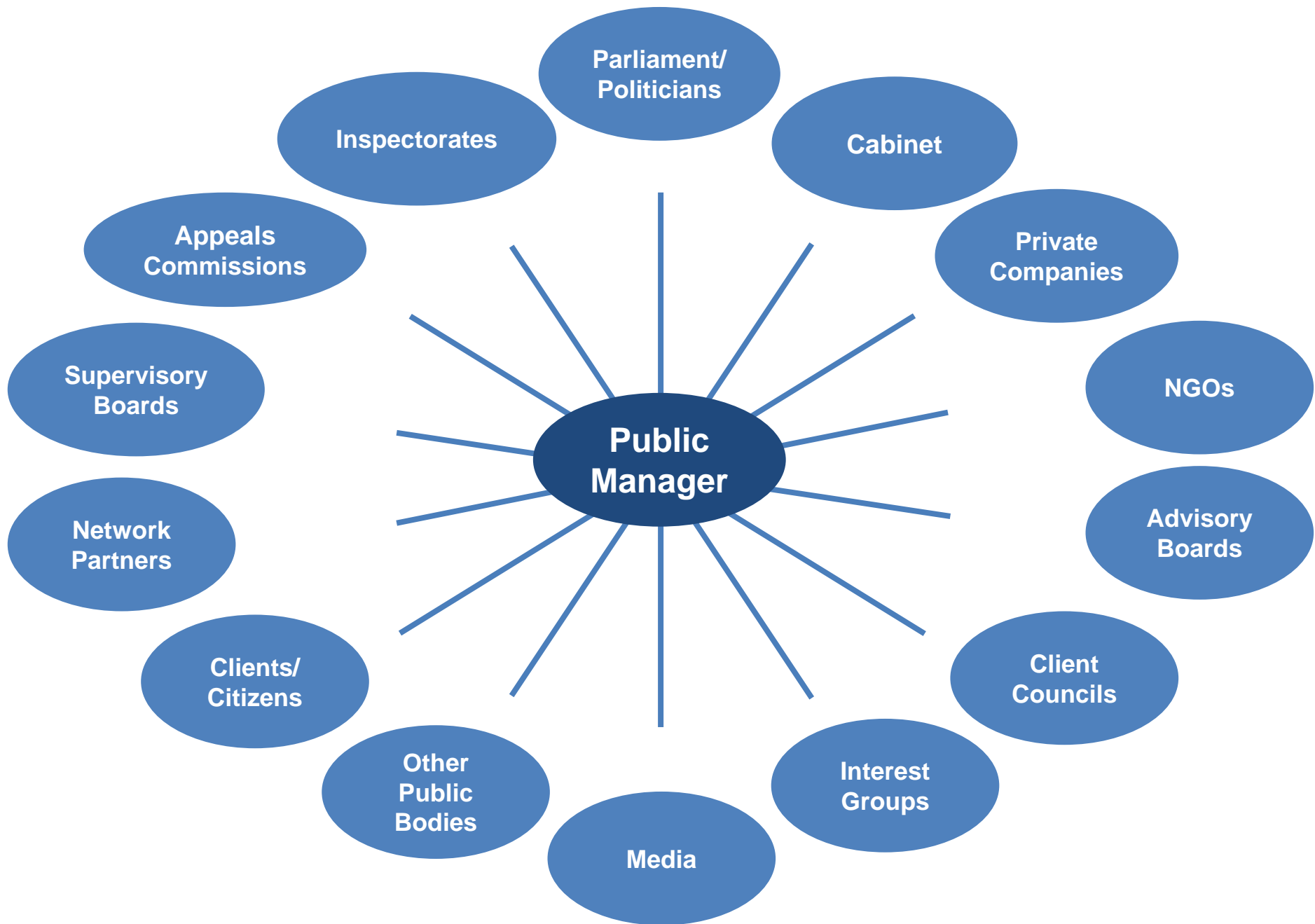
6

**Managing
short versus
long time
horizons**



7

**Managing
cross-sector
collaboration**



The
END
of
LEADERSHIP

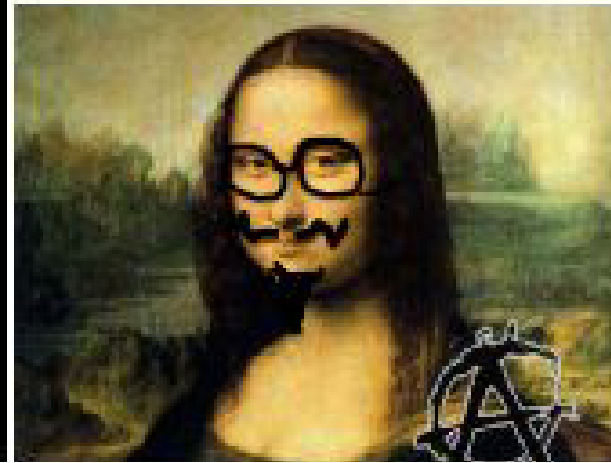
BARBARA KELLERMAN

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THE DEATH OF DEFERENCE

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





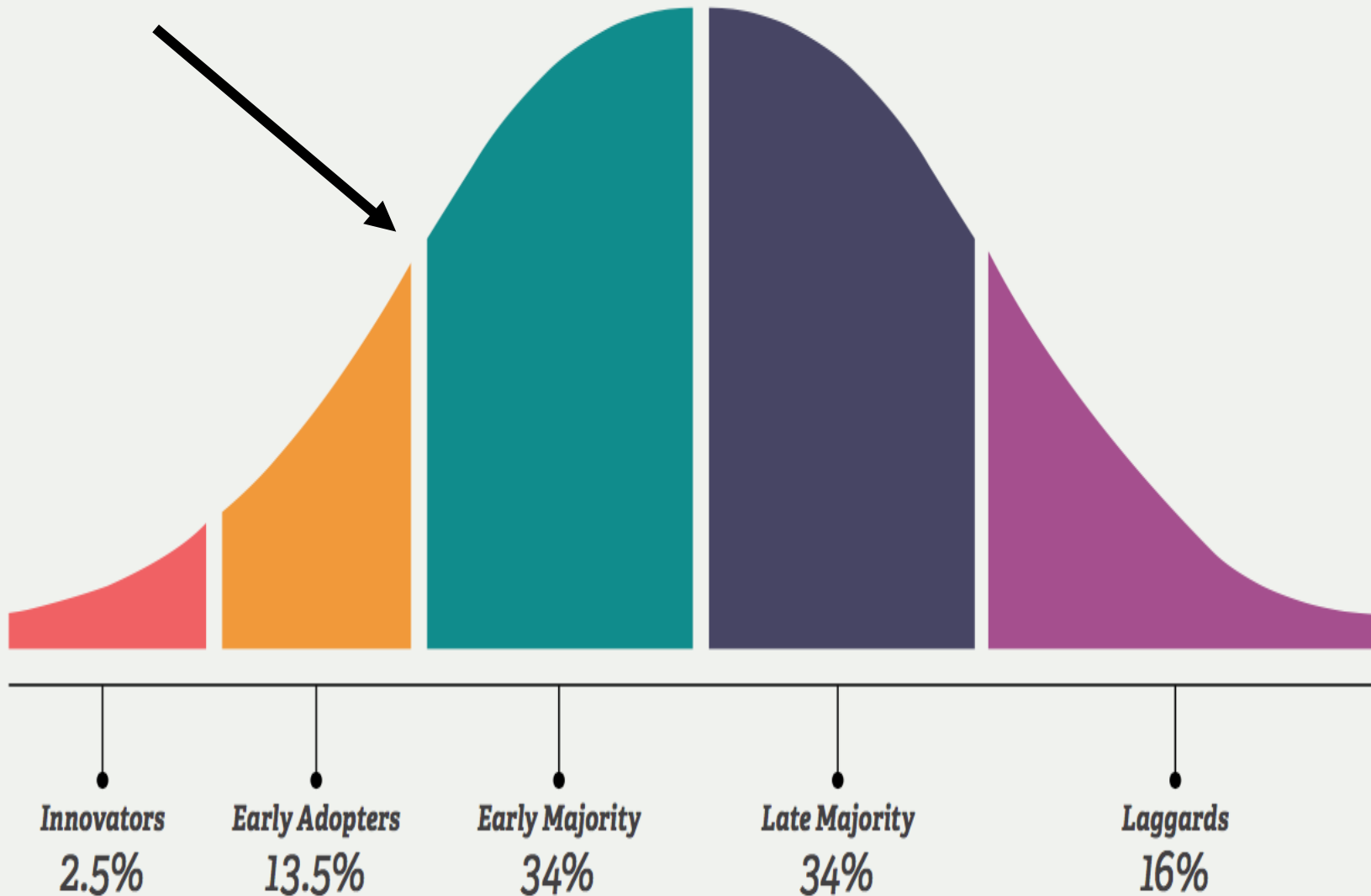
**FLUSH THAT
RETIREMENT
AT 65 IDEA**





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

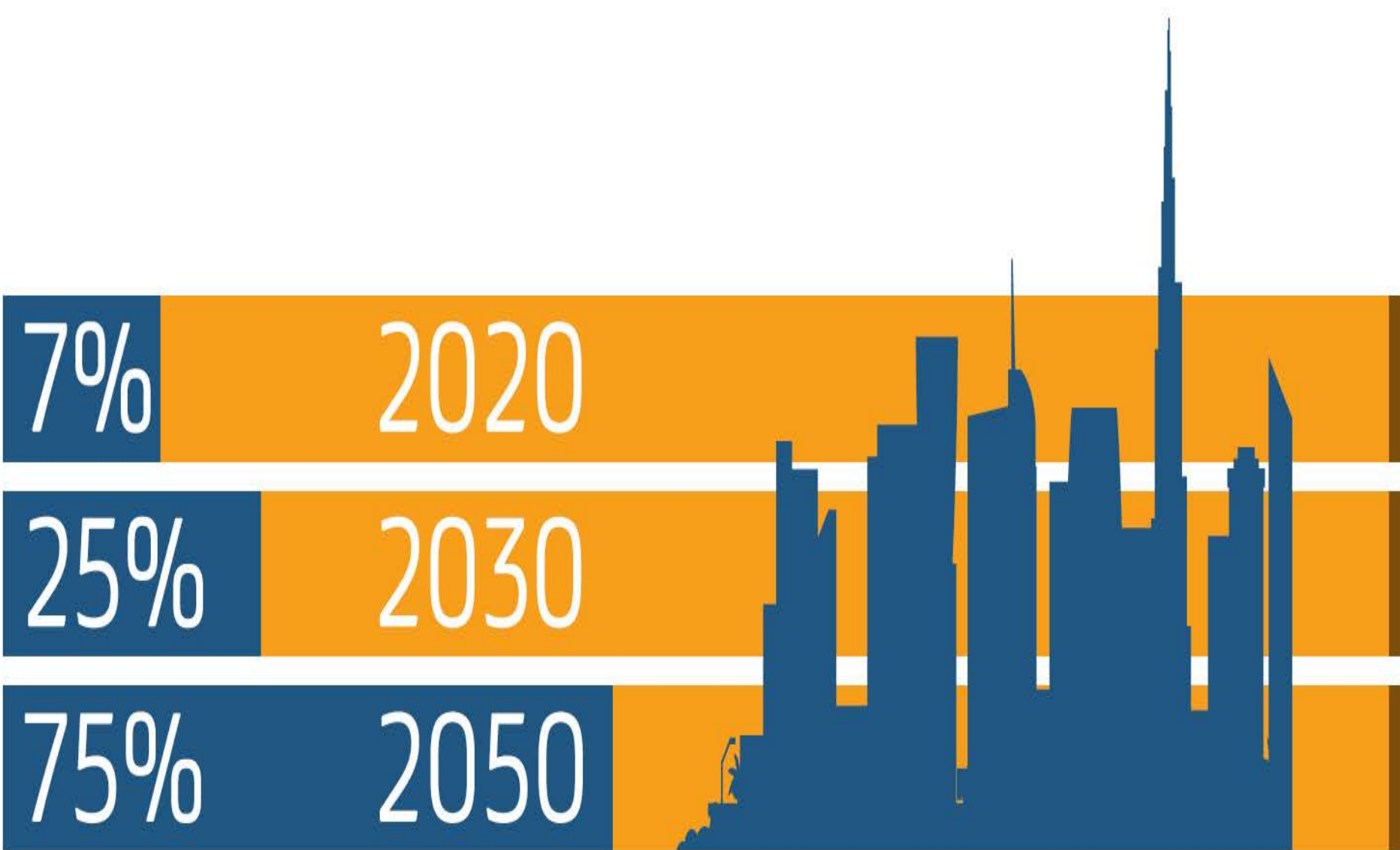
‘Crossing the chasm’ on the innovation curve?





Tyranny of the Present





CLEAN ENERGY SOURCES IN DUBAI



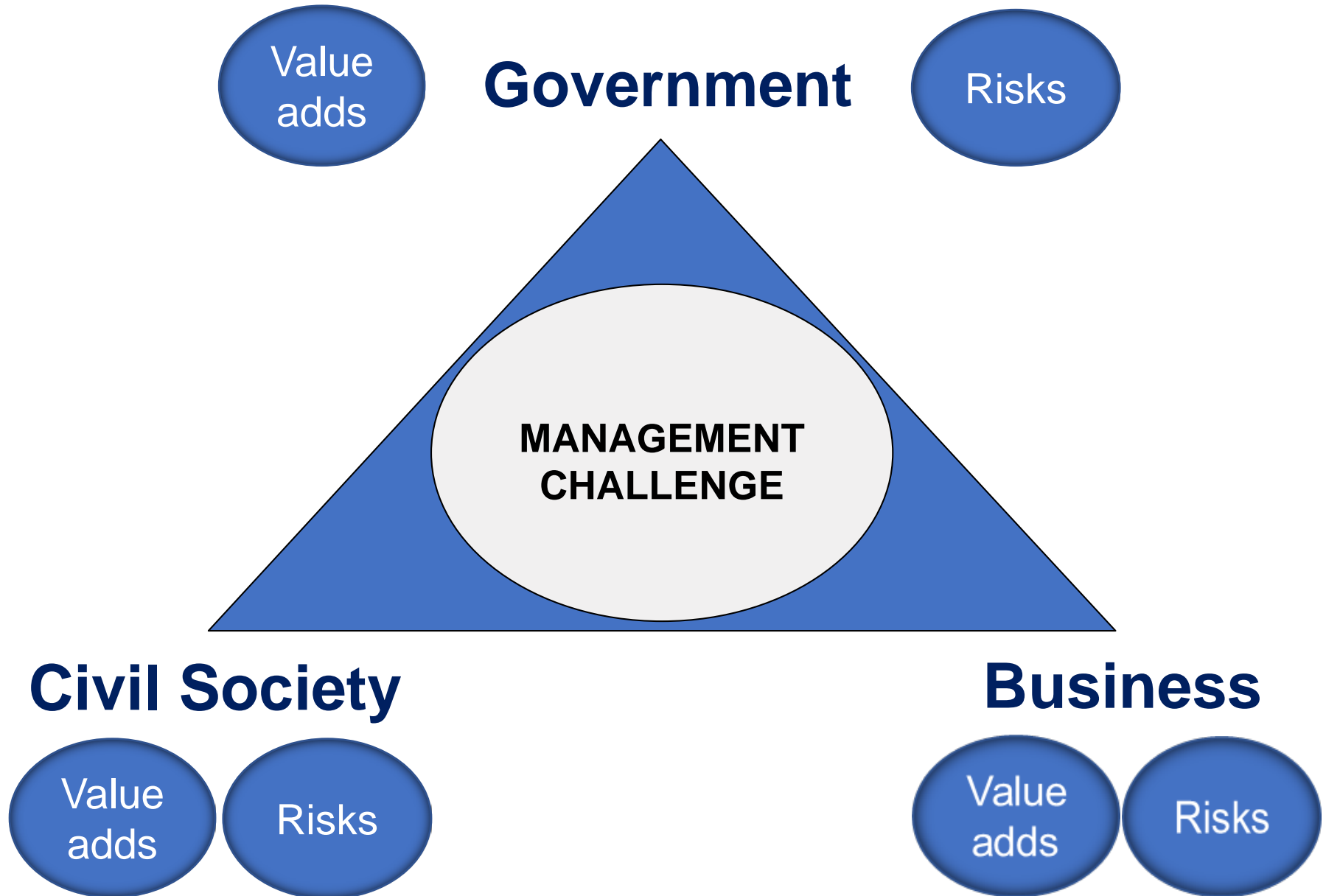
Immediate

- 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



21ST 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?

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