

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



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.

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

Speaker

Penelope McKay

Special Advisor, Policy

Dpt. of Treasury and Finance

Moderator

A/Professor Catherine Althaus

Deputy Dean

ANZSOG

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

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Upcoming Applied Learning Seminar

General Dana Born – Harvard Kennedy School

Melbourne

10 March 2017

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A decorative pattern of circles arranged in two rows. The top row has 12 circles, with the 5th and 12th circles being blue and the others grey. The bottom row has 10 circles, with the 2nd, 5th, 6th, and 9th circles being blue and the others grey.

MANAGING IN A VUCA WORLD

TRENDS, DEMANDS, COMPETENCIES

A decorative pattern of circles arranged in two rows. The top row has 10 circles, with the 3rd and 7th circles being blue and the others grey. The bottom row has 12 circles, with the 2nd, 4th, 6th, and 11th circles being blue and the others grey.

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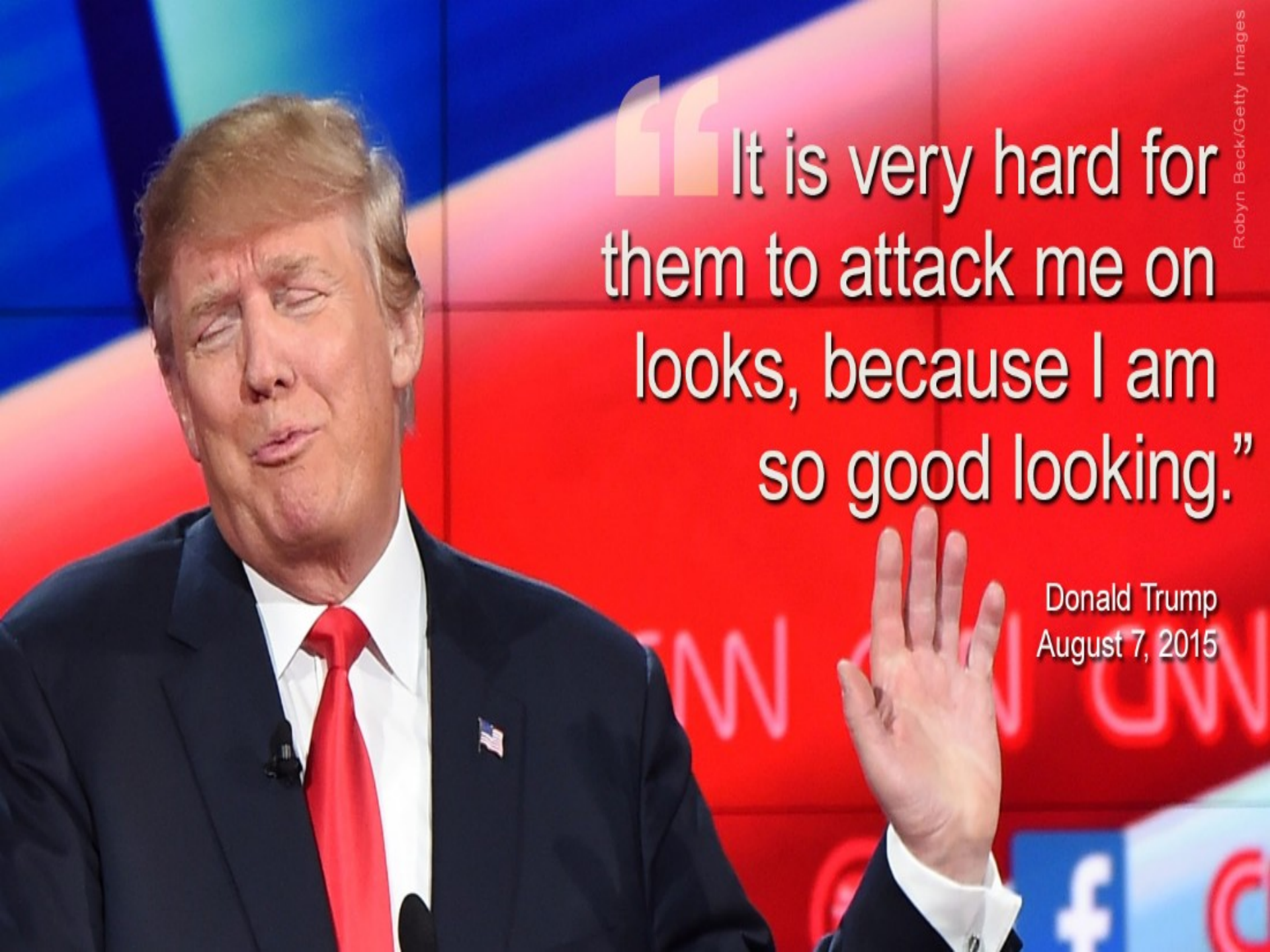


There are known knowns. These are things we know that we know. There are known unknowns. That is to say, there are things that we know we don't know. But there are also unknown unknowns. There are things we don't know we don't know.

(Donald Rumsfeld)

VOLATILITY

“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

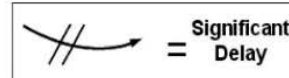


COMPLEXITY

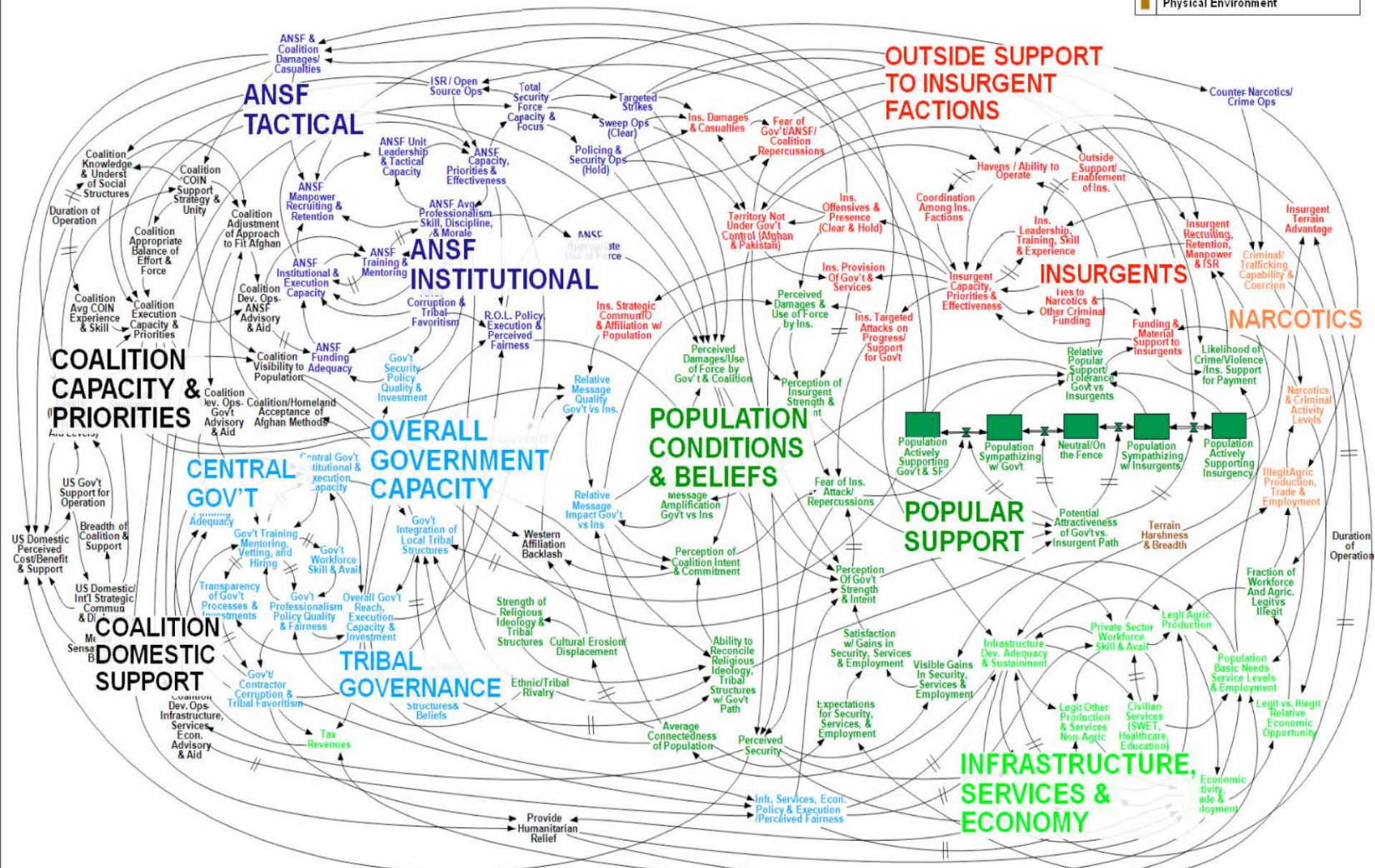


~Events and issues whose features and interrelations are hard to understand

Afghanistan Stability / COIN Dynamics



- Population/Popular Support
- Infrastructure, Economy, & Services
- Government
- Afghanistan Security Forces
- Insurgents
- Crime and Narcotics
- Coalition Forces & Actions
- Physical Environment





AMBIGUITY

~ Events and issues marked
by contested, hidden, and
inconsistent information









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

\$133,436
in sales¹¹

31,773
hours of
music played¹²

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



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"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...



'Traditional' but still necessary

New and increasingly necessary

Trainable
skills and
competencies:

Can be
acquired
through
training and
development

- Political astuteness
- Counselling
- Diplomacy
- Bargaining
- Domain expertise

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

Innate values:

Can be
selected on
(potential)
and nurtured

- Judgement
- Prudence
- Selflessness
- Humaneness
- Neutrality

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

21ST CENTURY ROLES



Source: Dickinson 2012.

THANK YOU!

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Upcoming Executive Education Workshops

Influencing Human Behaviour

Course leader: Liam Smith (BehaviourWorks Monash)

Melbourne

23-24 February 2017

Authentic Leadership

Course leader: Dana Born (Harvard Kennedy School)

Canberra

2-3 March 2017

Evaluation for the Public Sector

Course leaders: George Argyrous and Patricia Rogers
(ANZSOG)

Canberra

22-23 March 2017

Enquiries

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