Academics and Practitioners
Who is Leading and Who is Managing?

Dr Arthur Shelley
Organizational Zoo Ambassador Network
@Metaphorage @IntelligentAns #OrgZoo
Key Insights

WHAT?
Management  convergent prioritisation optimising a program of actions to put into practice
Leadership  divergent exploration to co-create novel possibilities for an enhanced future
Governance  ethical, moral and appropriate way to maximise mutual value for stakeholders

SO WHAT?
Leadership, Management & Governance are interdependent elements of success
Disconnected they create barriers
Harmoniously integrated they stimulate sustainable high performance.

NOW WHAT?
Don’t get WHO you are confused with WHAT you are
  consciously & proactively evolve both over time for agile adaptability.
Who you are becoming is more important than who your are now.
  we are all on a journey of “becoming” something more.
WHY Management AND Leadership AND Governance?
Transformations are continuous and AI/Tech Fuelled

Machines are great at finding knowledge that is existing
Humans can see what’s missing
Together in harmony they accelerate digital transformation

Leaders more influential when they engage a diversity of perspectives in connecting the dots
Modern wars are mostly won because of superior knowledge agility and lost because of inferior capability to constantly transform.
Transformation requires us to Lead AND Manage

Lead
- People
- Influence
- Outcomes
- Future
- Strategy
- Stakeholders
- Being

Manage
- Vision
- Dream
- Sustainability
- Complex
- Emergent

Convergent
- Plan, Direct
- Resource
- Execute, Focus, Risk
- Control, Reality, Outputs
- Task, Doing, Process, Report
- Present, Past, Deliver, “Hard”

Divergent
- Trust
- Creative
- Uncertainty
- “Soft”
- Perception
- Ethics
- Motivation
- Engage
- Growth

Aligned ACTION

Logos (rationale)  Ethos (credibility)  Pathos (Emotions)

Source: Shelley 2017
## Mindsets of Academics Verses Practitioners

<table>
<thead>
<tr>
<th>Academics</th>
<th>Practitioners</th>
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<tbody>
<tr>
<td>Robustness</td>
<td>Relevance</td>
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<tr>
<td>Process and Method</td>
<td>Outputs and Outcomes</td>
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<td>Ideas</td>
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<td>Data and Models</td>
<td>Experiences and Decisions</td>
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<tr>
<td>Theories</td>
<td>Practice that works</td>
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<tr>
<td>Concepts</td>
<td>Specific Opportunities</td>
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<tr>
<td>Intellectual merit</td>
<td>Return on investment</td>
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<tr>
<td>Research and Teaching</td>
<td>Apply, Implement and Learning</td>
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<tr>
<td>Proof of concept</td>
<td>Usable practicality</td>
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<tr>
<td>Critique of WHY</td>
<td>Applicability of WHAT</td>
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<tr>
<td>Create and transfer knowledge to know</td>
<td>Co-create and apply knowledge to innovate</td>
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<tr>
<td>Avoidance of risk</td>
<td>Calculated risk taking</td>
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<tr>
<td>Theoretical learning</td>
<td>Applied capability building</td>
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<tr>
<td>Past-informed future development of options</td>
<td>Past informed present actions</td>
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<tr>
<td>Specialised words for highly specific topics</td>
<td>General (often colloquial conversational) words</td>
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<tr>
<td>‘isms and ‘ologies</td>
<td>Actions and results</td>
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</table>

Mindset Shift: Egosystems to Ecosystems

Dependent
Process
Control
Retain

Interdependent
Interact
Trust
Co-create


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## Oxymoron? Govern Transformation

<table>
<thead>
<tr>
<th>Move from</th>
<th>Evolving towards</th>
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<tbody>
<tr>
<td>Hierarchical <em>EGOs</em>system*</td>
<td>Harmonising <em>ECOs</em>ystem*</td>
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<tr>
<td>Dependent linearity, complicated</td>
<td>Interdependent engagement, complex</td>
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<tr>
<td>Predictably within comfort zone</td>
<td>Embrace uncertainty as opportunity</td>
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<tr>
<td>Teach existing content through rules</td>
<td>Social learning, shared ideas, knowledge flow</td>
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<tr>
<td>Process governed, managed</td>
<td>Agile, interactive, iterative cycles of co-creation</td>
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<tr>
<td>Short term profit, efficiency</td>
<td>Strategic investment, effectiveness</td>
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<td>Control, task focused, mitigate fear</td>
<td>Trust, human-centred, build confidence</td>
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<tr>
<td>Retain existing knowledge</td>
<td>Co-create new knowledge and insights</td>
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<td>Change resistance - fear of unknown/mistakes</td>
<td>Entrepreneurial – open new ideas/exploration</td>
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</table>
WASHINGTON, 29 July 2012.

U.S. military leaders have begun moving U.S. Department of Defence (DOD) military information technology resources to secure cloud computing.
So ... How is this governance going?

Do I believe Edward Snowden contributed to the rise of ISIS? Yes. Would they have gotten there without the help he provided them? Probably. Would they have been able to conduct this attack in Paris without him? Maybe. So the honest answer is I don't know.

— Michael Morell —

I see Edward Snowden as someone who has chosen, at best, exile from the country he loves-with a serious risk of his assassination by agents of his government or life in prison (in solitary confinement)-to awaken us to the danger of our loss of democracy to a total-surveillance state.

— Daniel Ellsberg —

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(Australian) Leadership is:

Egalitarian
Authentic
Funny
Optimistic

Over 1000 interviews 2016-18

The Australian Leadership Project
Where is your mindset?

1. You  
2. Your organisation

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What is the relationship between these films?

Blackmagic Design: 211+ international awards for video and film products
Harmonise Management, Leadership & Governance

- CEO complete knowledge of technical capabilities
- Automated MRP for whole process (no Mgmt)
- interchangeable suite
- Strong sense of identity and belonging within and across teams
- Integrated self-regulated development teams
- Leaders employ own team members (no HR)

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Outcomes of Creativity in Design Integration

- Start up to $300 Mill+ in 16 years
- Survived complete industry disruption & grew
- Higher quality products for fraction of competitors price
- Consistently better than industry growth
- High demand and responsive to customer challenges
- Vibrant consumer communities in social media
- Real time customer feedback in offices and manufacturing

https://www.blackmagicdesign.com/au
Build a Culture to align FUTURE Purpose

“Culture eats strategy for breakfast”
Successful Cultural Transformation Gamified Organizational Zoo Behavioural DNA

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<tr>
<th>ZOO</th>
<th>Expected</th>
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Harmonise elements to stimulate CoCreation
KNOWledge SUCCESSion

Starting provocative conversations to build trust and relationships

Why
Sustainable performance outcomes
Achieved through prioritised & resourced
Continuous capability development

Who

What

How

Enabled by future-aligned
Strategic knowledge-based projects

When

Where

Leading inclusive environments to stimulate co-creation of knowledge

Source: Shelley 2017
Integrating Management, Leadership & Governance

Burnum Burnum

https://en.wikipedia.org/wiki/Burnum_Burnum

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Governance was about documenting rules and processes to ensure things are done in the best known way to maintain stability.

Governance is evolving into an agile cocreation of projects to enable leadership to visualise constant transformation AND management to implement aligned actions that generate optimal benefits to emerge from complex unpredictable everchanging ecosystems.
Continuing our Creative Conversations That Matter

Arthur Shelley  arthur@organizationalzoo.com
FREE behavioural profile  www.organizationalzoo.com/profiler
Insights into behaviours  www.organizationalzoo.com/blog
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Consulting and Mentoring  www.intelligentanswers.com.au
Ph +61 413 047 408  @Metaphorage  #OrgZoo

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Transformation Journeys

Mindset shifts for influence

From

Knowing

Action

Doing

How?

Ability

How to!

Resistance!

Attitude

Engagement

Why?

Awareness

Understanding Why!

Engagement level

Quality of outcomes

1 Mindset (Strategic Awareness)

2 Behaviour (Culture & Attitude)

3 Knowing (Understanding)

4 Actions (Doing & Being)
What is Strategic Leadership? Lifelong Learning!

- Transformational
- Strategic – future goal aligned
- Time proactive
- Unlimited & Open
- Continuously emergent

Adapted from
Schoemaker, Krupp & Howland 2013 Strategic Leadership: The Essential Skills Harvard Business Review, Jan-Feb

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Leading Strategic Knowledge Flow Cycles

Prioritise

Plan

Iterative strategic cycles

Apply

Learn

Deliver

Source: Shelley 2017
Co-Created Example

Leverage Strengths To Mitigate Weaknesses
Dorst K 2011 The core of design thinking and its application. Elsevier
Leavy, B 2012 Collaborative innovation as the new imperative – design thinking, value co-creation and the power of “pull.” Strategy and Leadership 40(2) pp. 25-34.
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