

UNIVERSITY OF WALES TRINITY SAINT DAVID

DOCTOR OF BUSINESS ADMINISTRATION

HKBM7002

Managing in Complex Environments
Strategies, Insights, and Solutions

Dr. Leo Ho

Outline :

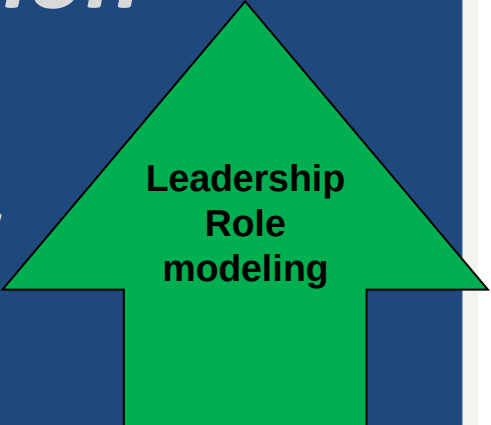
Part I - Leadership and Responsibility

- Globalization and complex environment
- Managing self, and Others as individuals
- Managing Team, and Organization

Part II - People Management

- Leadership - Managing Team – decision making
- Working multi-gens workforces
- Managing Work-Effectiveness thru Lead teams
- Managing Changes / Innovation

Manage Community & Country
Manage Organization
Manage Team
Manage Family
Manager Self



Leadership
Role
modeling

修身，齐家，治国，平天下

Leadership - theories, competencies

Leadership Defined – DIFFERENT LEADERSHIP THEORIES / STYLES

Leadership

is a process whereby an individual

influences (in different ways and styles) a group
of individuals to achieve

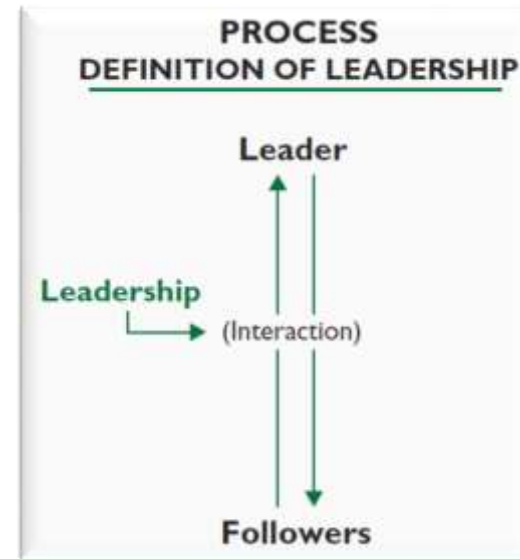
a common goal.

Trait vs. Process Leadership (Leadership Born Vs Trained)



- Certain individuals have special innate characteristics or qualities that differentiate them from non-leaders.

- Leadership resides in **select** people
- Restricted to those with **inborn** talent



- **Leadership** is a phenomena that occurs in interactions between leaders and followers.

- Observed in leadership **behaviors**
- Can be **learned**

Assigned vs. Emergent Leadership

	Assigned (Hierarchical)	Emergent
	Leadership based on a <u>position</u> within an organization • Team leaders • Plant managers • Department heads • Directors	Leadership perceived by others regardless of the individual's title • Emerges over time <u>through interactions</u> with others • Verbal engagement • Gathering and providing information • Seeking others' opinions • Being firm but not rigid • Professional competence • Interpersonal warmth • Affected by personality and gender

Leadership & Power (The Capacity to Influence)

- **Position Power (assigned):** derived from rank in an organization
- **Personal Power (emergent)** is influence derived from being seen as likable & competent.

Table 1.1 Five Bases of Power

Referent Power

Based on followers' identification and liking for the leader. A teacher who is adored by students has referent power.

Expert Power

Based on followers' perceptions of the leader's competence. A tour guide who is knowledgeable about a foreign country has expert power.

Legitimate Power

Associated with having status or formal job authority. A judge who administers sentences in the courtroom exhibits legitimate power.

Reward Power

Derived from having the capacity to provide rewards to others. A supervisor who gives rewards to employees who work hard is using reward power.

Coercive Power

Derived from having the capacity to penalize or punish others. A coach who sits players on the bench for being late to practice is using coercive power.

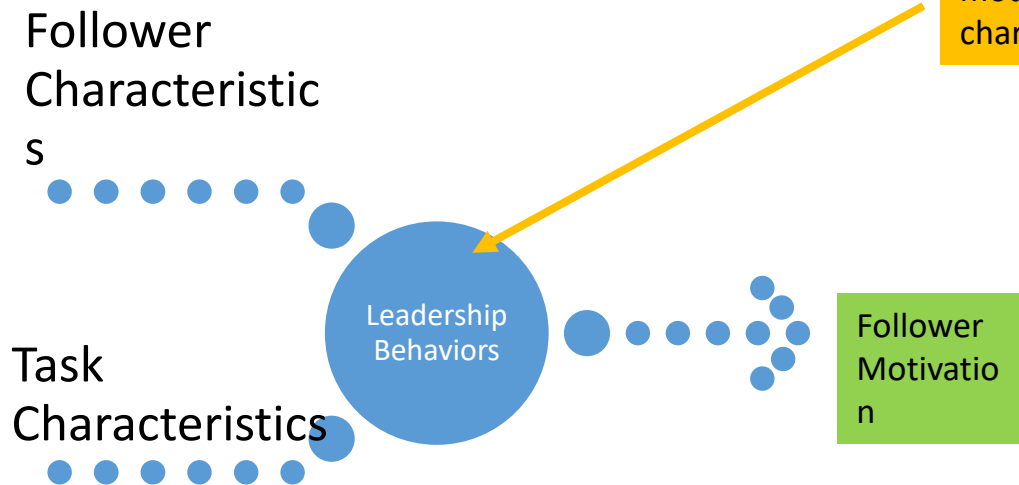
SOURCE: Adapted from "The Bases of Social Power," by J. R. French Jr. and B. Raven, 1962, in D. Cartwright (Ed.), *Group Dynamics: Research and Theory* (pp. 259–269), New York: Harper & Row.

The Style Approach to Leadership – Leadership Style

Focus	2 Groups of Behaviors
Emphasizes the habitual behavior of the leader	• Task behaviors (Concern of Result) • Help group members achieve goals and objectives • “Initiating Structure” • “Concern for Results”
Focuses exclusively on how leaders tend to act along two crucial dimensions.	❖ Relationship behaviors (Concern of People) • Help group members feel comfortable with themselves, each other, and the situation • Develop healthy relationships • “Consideration” • “Concern for People”

Leadership Style - Path-Goal Theory

Important Components of P-G theory



Leaders need to figure out what they can do (leadership behaviors) to increase worker motivation – considering the follower and task characteristics.

4 Types of Leadership Behaviors/Style

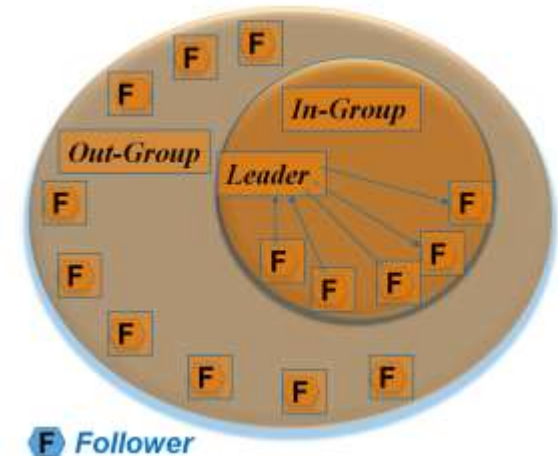
- Directive (Task)
- Supportive (Relational)
- Achievement-oriented (Identity, status)
- Participative (Process)

Leader-Member eXchange (LMX) – theory / practice

- *High quality* leader-member exchanges result in
 - *Less employee turnover*
 - *Higher performance evaluations*
 - *Greater likelihood of promotion*
 - *Greater organizational commitment*
 - *More attention and support from the leader*

In-Group

- more information, influence, confidence, & concern from Leader
- more dependable, highly involved, & communicative than out-group



Out-Group

- less close to leader
- usually just come to work, do their job, & go home



“Leadership Making” when high quality relationships are developed

NEW - Organizational Types of Leadership (which one are you ?)

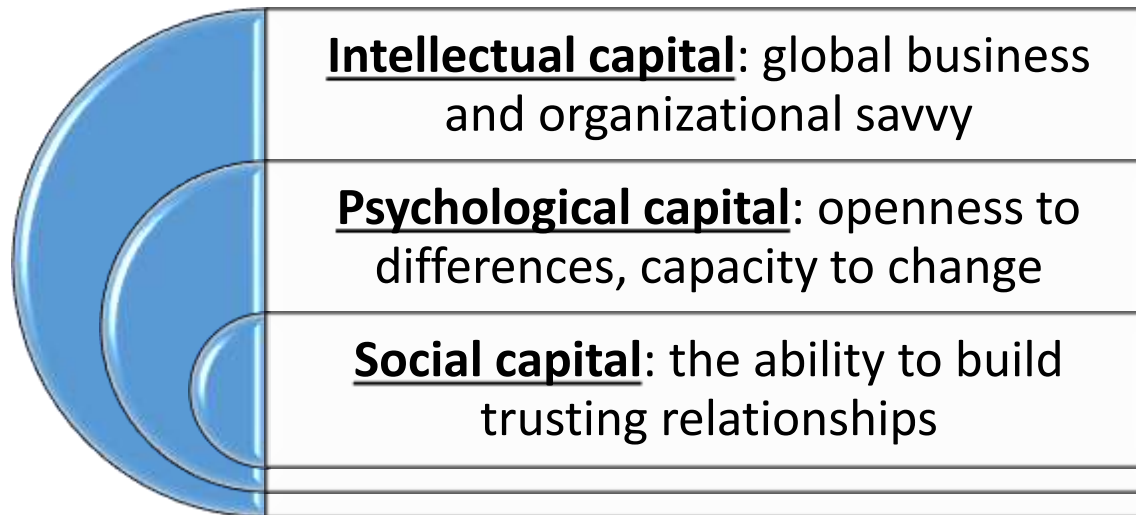
Transactional	Transformational	Pseudo-Transformational (toxic)
Focuses on the exchanges that occur between leaders and their followers Tangible	Process of engaging with others to create a connection that increases motivation and morality in both the leader and the follower Intangible	Focuses on the leader's own interests rather than the interests of his or her followers
- No new taxes => votes. - Sell more cars => bonus. - Do assignments => grade. - Surpass goals => promotion. The exchanges that can be observed in all organizations.	Leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential Abraham Lincoln – raised the hopes and demands of millions of people, motivating them to give themselves to end slavery.	Leaders who are transforming but in a negative way self-consumed, exploitive, power- oriented, with warped moral values includes leaders like Adolph Hitler Saddam Hussein

Servant Leadership - Adaptive Leadership

Servant Leadership	Adaptive Leadership
A paradox: both service and influence Good leaders that really care about the people they lead, when leaders put followers first	Focuses on the adaptations workers need to make in response to changing environments. Stresses the activities of the leader that optimize the work of followers in the contexts in which they find themselves. “The practice of mobilizing people to tackle tough challenges and thrive.”
10 Characteristics (Spear 2002) • Listening • Empathy • Healing • Awareness • Gentle Persuasion • Conceptualization • Foresight • Stewardship • Commitment to the Growth of People • Building Community	Help others do the work by: • Mobilizing them • Motivating them • Organizing them • Orienting them • Focusing their attention of what’s important

Very Popular

The Global Leader's Capital



The GLOBE project identified six global leadership behaviors:

1. Self-protective leadership (self-centered, hierarchical)
2. Team-oriented leadership (collaborative)
3. Participative leadership (democratic, discussion)
4. Humane-oriented leadership (people base)
5. Autonomous leadership (Independent, unique)
6. Charismatic/value-based leadership (vision, inspire – performance-driven)

Research on subordinate expectations

- Universally “desirable”

- Trustworthiness
- Visionary
- Inspirational and motivating
- Communicative
- Individualistic
- Status-Conscious
- Risk-Taking

Undesirable

- Being a loner and asocial
- Non-cooperative
- Dictatorial

Leadership differences – working across cultures

How about “Chinese” ?

The Dutch are skeptical about the value of leadership.

Arabs worship their leaders—as long as they are in power!

Malaysians expect their leaders to be humble, modest, and dignified.

The French expect leaders to be “cultivated”.

Culturally Contingent Beliefs Regarding Effective Leadership Style

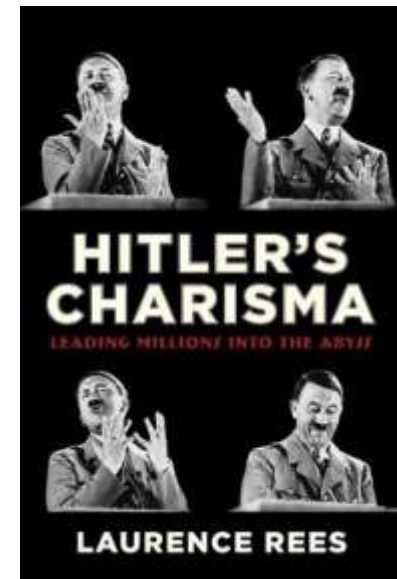
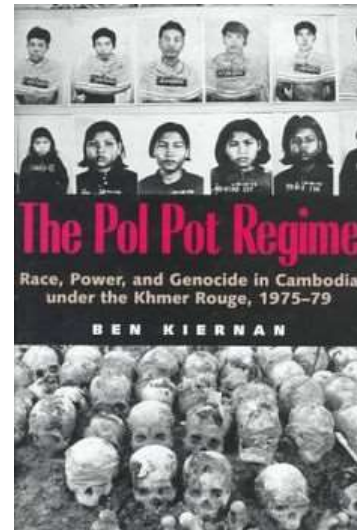
Country	Charisma	Team	Self-Protective	Participative	Humane	Autonomous
Brazil	6.01	6.17	3.50	6.06	4.84	2.27
China	5.57	5.57	3.80	5.05	5.18	4.07
Denmark	6.01	5.70	2.82	5.80	4.23	3.79
India	5.85	5.72	3.78	4.99	5.26	3.85
Mexico	5.66	5.75	3.86	4.64	4.71	3.86
United States	6.12	5.80	3.16	5.93	5.21	3.75



Dark side of charismatic leadership

- ❖ Some leaders may not act in the best interests of the organisation, narcissistic, only care about own interests, wrong vision.

Moral Value



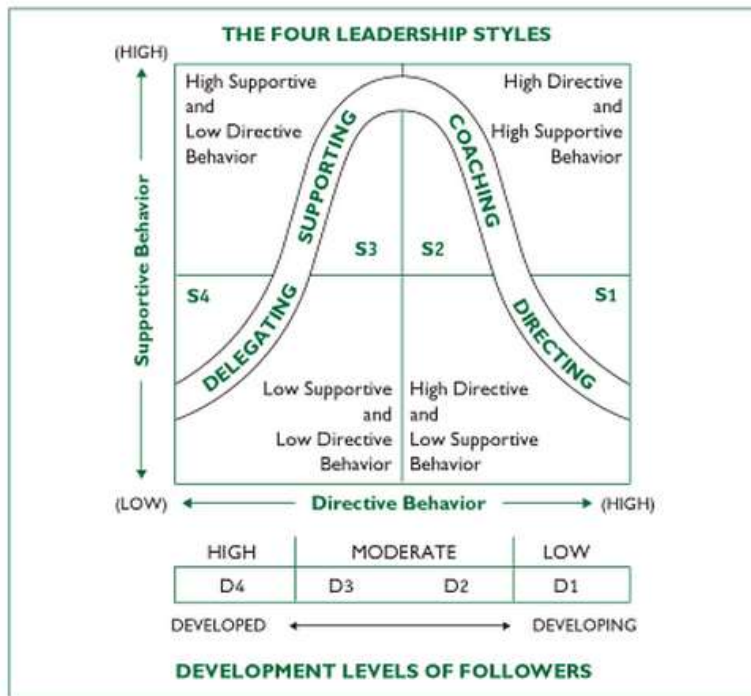
Summary - Different type of Leadership Profile

Not right or wrong, No good or bad – just us...

Leadership Conceptual Belief	Born Position / Hierarchy	Learn/Train Thru Interaction		
Leadership Style - behavioral Path-Goal Theory	Directive (Task)	Supportive (Relational – personal)	Achievement-oriented (Identify-status)	Participative (Process)
Leadership Style - organization	Transactional	Transformational	Pseudo-Transformational	
Servant vs Adaptive	Servant Leadership	Adaptive Leadership		
Situational Leadership Style	Directing	Coaching	Supporting	Delegating (Laissez-fair)
Global Leader Model	Self-protective	Team-oriented	Participative (Democratic)	Humane-oriented
	Autonomous	Charismatic/value base	Authoritarian (Direct)	

Situational Leadership - 4 Leadership Styles: S1 – S4

Figure 5.1 Situational Leadership II



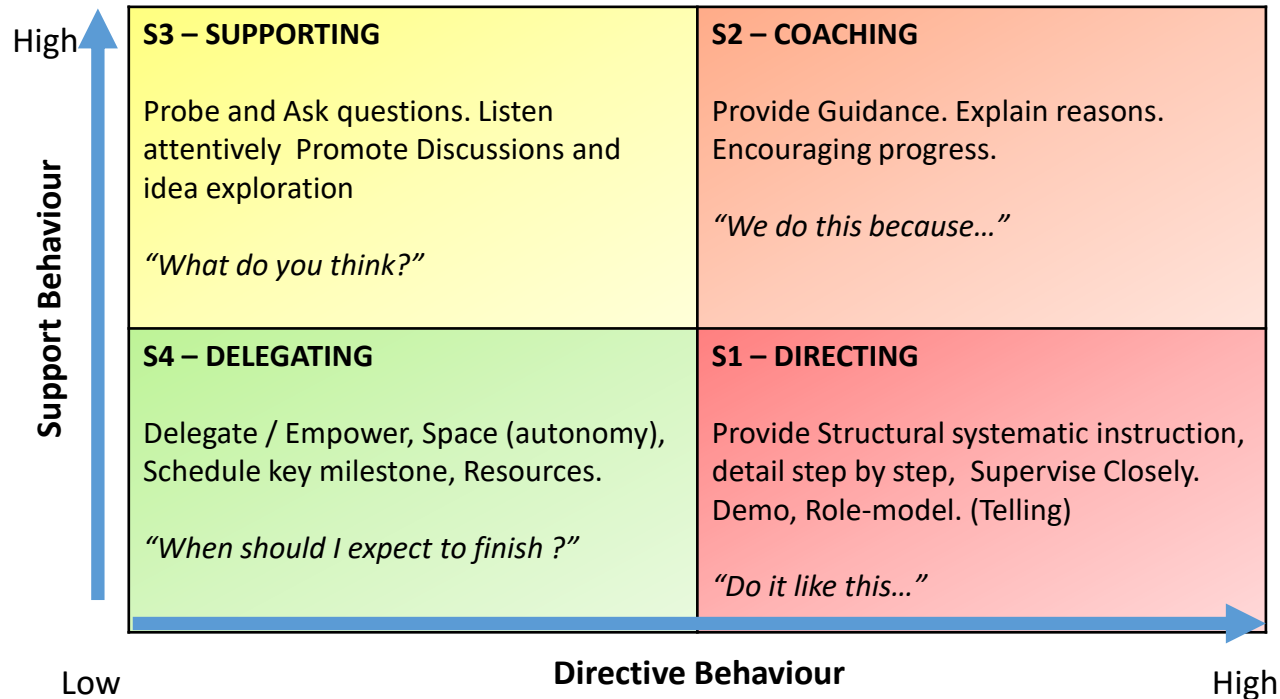
SOURCE: From *Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership*, by K. Blanchard, P. Zigarmi, and D. Zigarmi, 1985, New York: William Morrow. Used with permission.

- All leaders should have ability to demonstrate all 4 styles
 - S1 – Directing
 - S2 – Coaching
 - S3 – Supporting
 - S4 - Delegating

What is your preferred / natural style ?

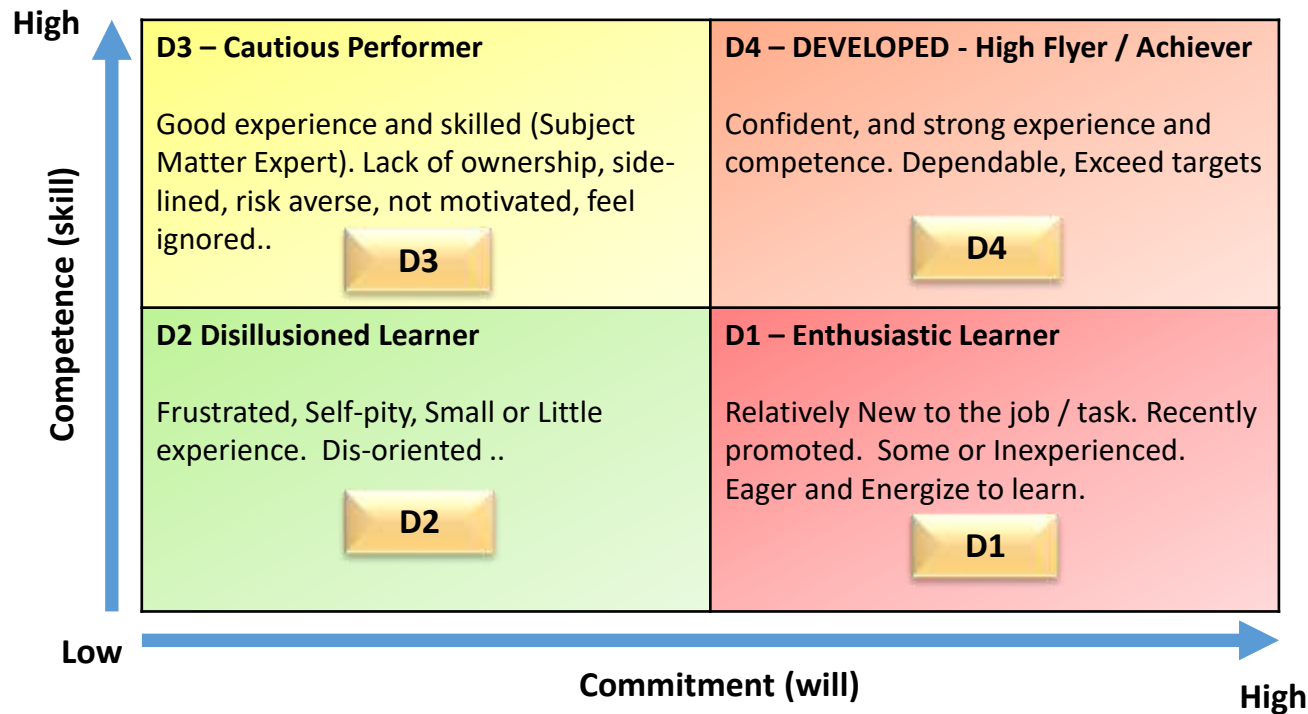
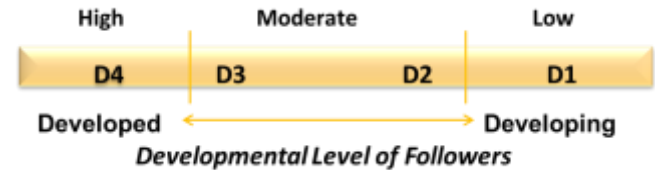
POLL

Leadership styles (Ken Blanchard)



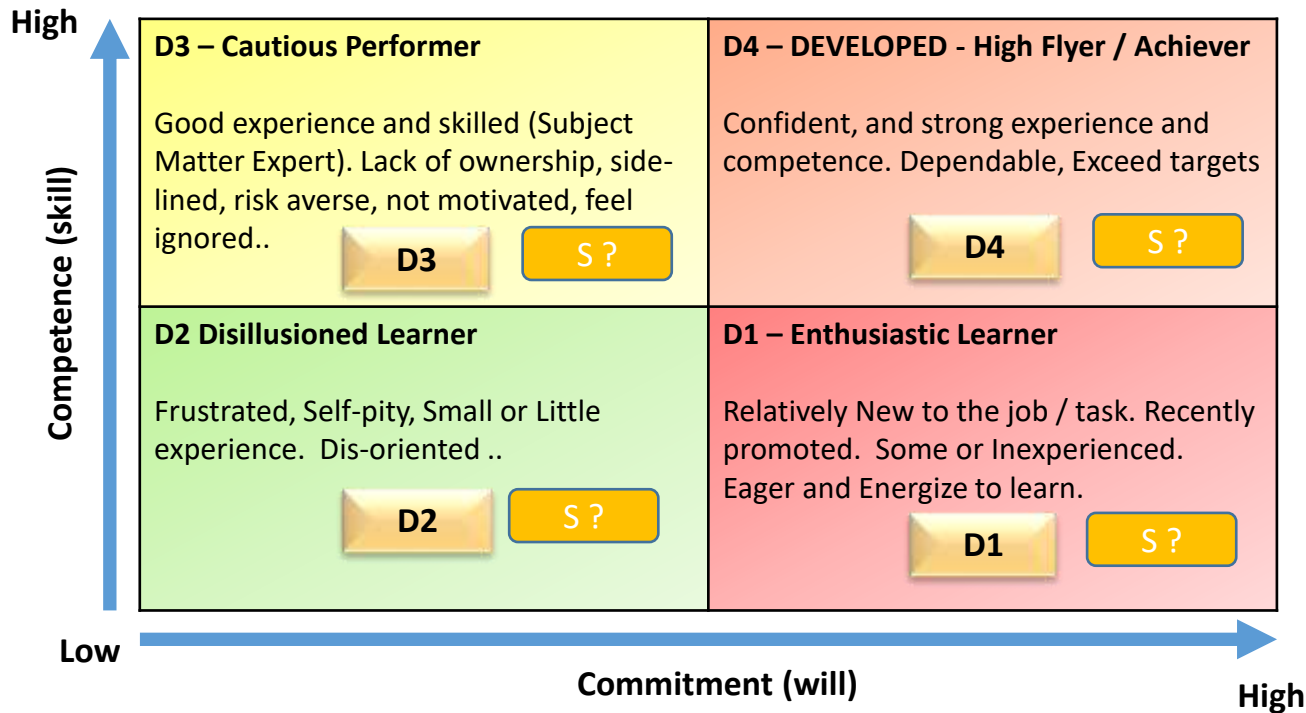
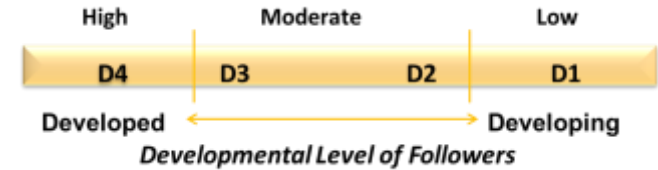
Source - Ken Blanchard

Development levels for task



*Adapted from Hersey & Blanchard

Application – Style + Development Level

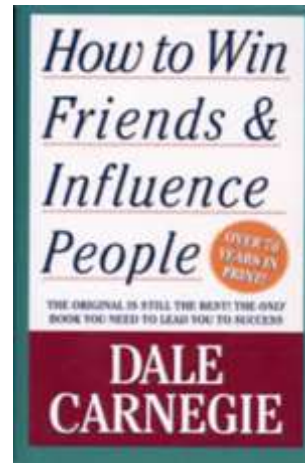
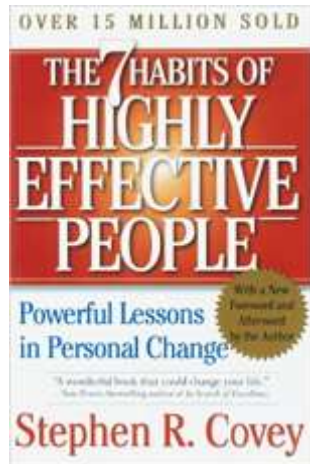


- All leaders should have ability to demonstrate all 4 styles
- S1 – Directing
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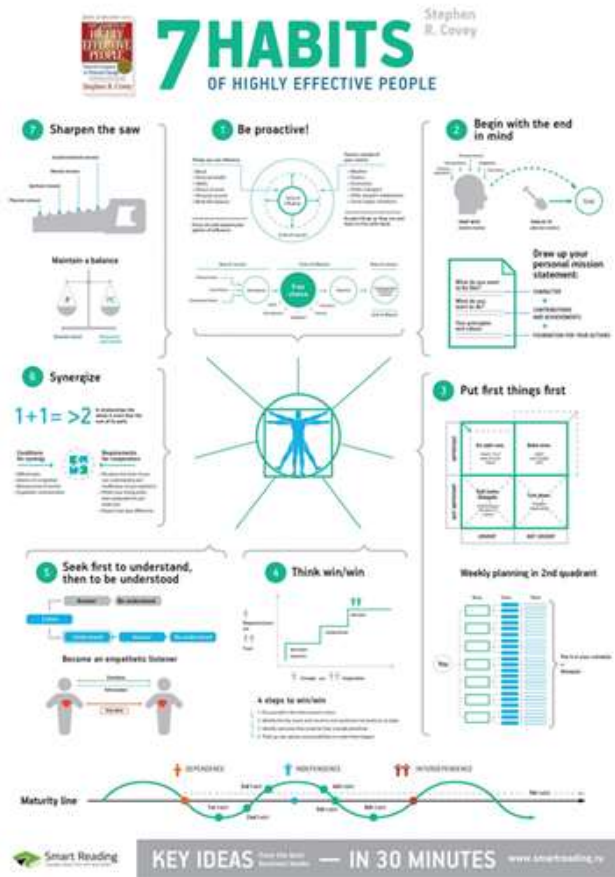
*Adapted from Hersey & Blanchard

Many leadership mindset/competencies-skills

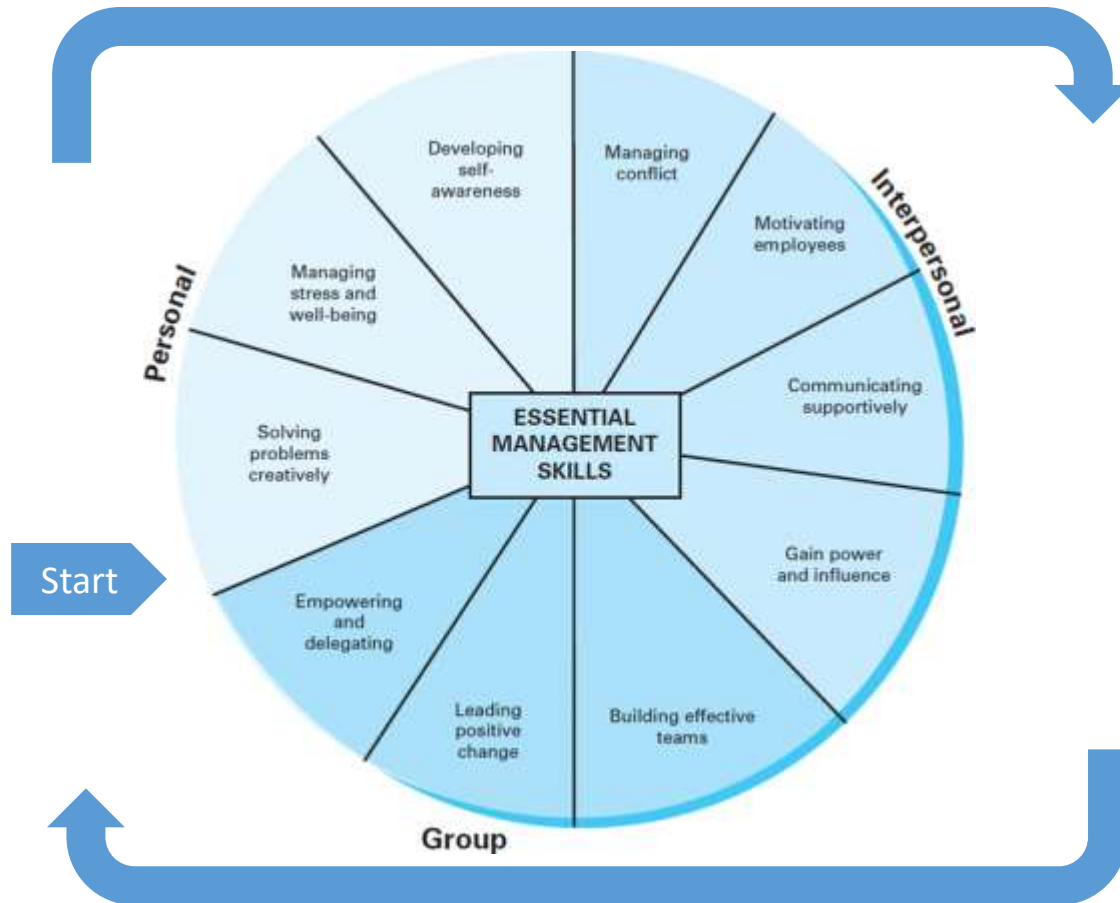
Suggest student to pick ONE – start practice for the whole semester



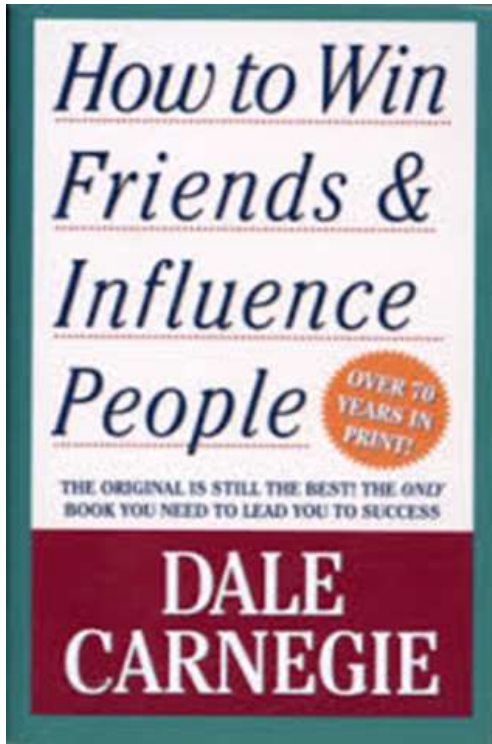
7 Habits of Highly Effective People + TRUST



1. Be Proactive
2. Begin with the end in mind
3. Put first things first
4. Think Win/Win
5. Seek first to understand then to be understood
6. Synergize
7. Sharpen the saw
8. Build trust



How to Win Friends and Influence People



1. Do not Criticize, condemn, complain
2. Be Generous With Praise
3. Remember Their Name
4. Be Genuinely Interested In Other People
5. Know The Value Of Charm
6. Be Quick To Acknowledge Your Own Mistakes
7. Don't Attempt To "Win" An Argument
8. Begin On Common Ground
9. Have Others Believe Your Conclusion Is Their Own
10. Make People Feel Important

Expected Leadership Skills



1. Vision
2. Contribution
3. Responsibility
4. Motivation
5. Mentor
6. Ethic
7. Influence
8. Team Work
9. Communicate
10. Decision
11. Support

The Skills You Need To Succeed In 2020 And Beyond

(Forbes.com Jul 2, 2020)

- | | |
|--|--|
| <ol style="list-style-type: none">1. Complex problem solving.2. Critical thinking and analysis.3. Creativity, innovation, ideation, originality, and initiative.4. People management.5. Coordinating with others.6. Emotional intelligence.7. Judgment, reasoning, analytical thinking, and decision making. | <ol style="list-style-type: none">8. Service orientation.9. Negotiation.10. Cognitive flexibility.11. Active learning & learning strategies.12. Technology design and programming.13. Leadership and social influence.14. Systems analysis and evaluation.15. Cultural sensitivity and awareness.
DEI - Diversity, Equity, and Inclusiveness |
|--|--|

Source: <https://www.forbes.com/sites/elleviate/2020/07/02/the-skills-you-need-to-succeed-in-2020-and-beyond/#5c5224733318>

Diversities in Organizations (Human based)

Diversities – Biological-biographical Characteristics (Group – name as many as possible)

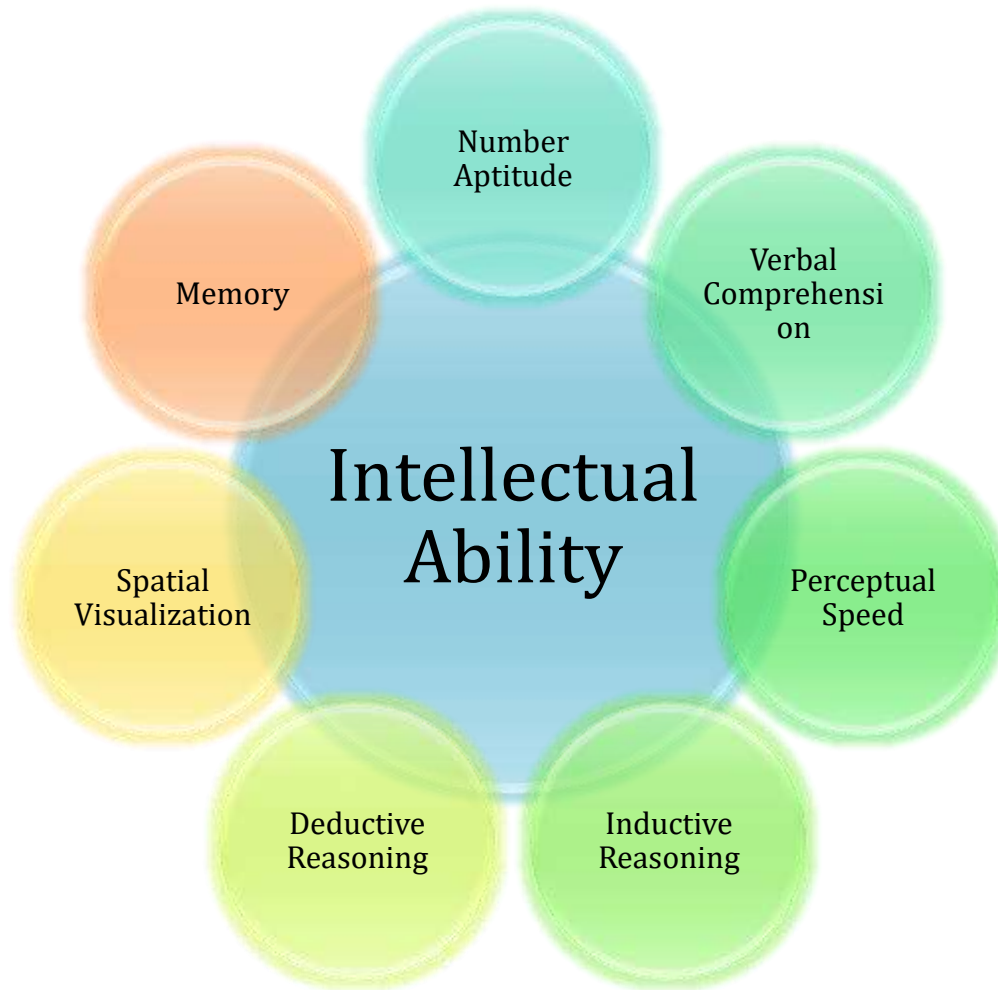
➤ e.g. Age, Gender...

[illegible]

Diversity - Biographical Characteristics - Performance

Identify those factors which
have direct impacts to ability
to perform in workplace

Dimensions - Intellectual Ability & Physical Abilities



DE&I – Diversity, Equity, Inclusiveness

Reading HBR、McKinsey : DEI, and The Secret Behind Successful Corporate Transformations (DE&I)

Key learnings – key behavior of organization – exhibit ?

Share : Challenges - organizations to advocate DEI in workplace ?

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Benefits of DE&I – Diversity, Equity, Inclusiveness

“DE&I - Diversity, Equity & Inclusion is the holistic approach one can take to ensure complete belonging in the workplace or any given environment.”

Source: LinkedIn (2020)

Businesses which have DE&I working cultures are 33% more likely to outperform their competitors (Forbes**) and 87% more likely to make better decisions (**Harvard Business Review**).**

The business case for inclusion and diversity (I&D) is stronger than ever. For diverse companies, the likelihood of outperforming industry peers on profitability has increased over time, while the penalties are getting steeper for those lacking diversity.

- McKinsey (2021)

Diversity Management Strategies – inclusiveness...

- **COMMUNICATION – PREACH and MAKE BELIEVE**
- **Making ALL more aware & sensitive to the needs of others.**

Attracting, Selecting, Developing, and Retaining the Diverse Employees

Working with Diversity in Groups

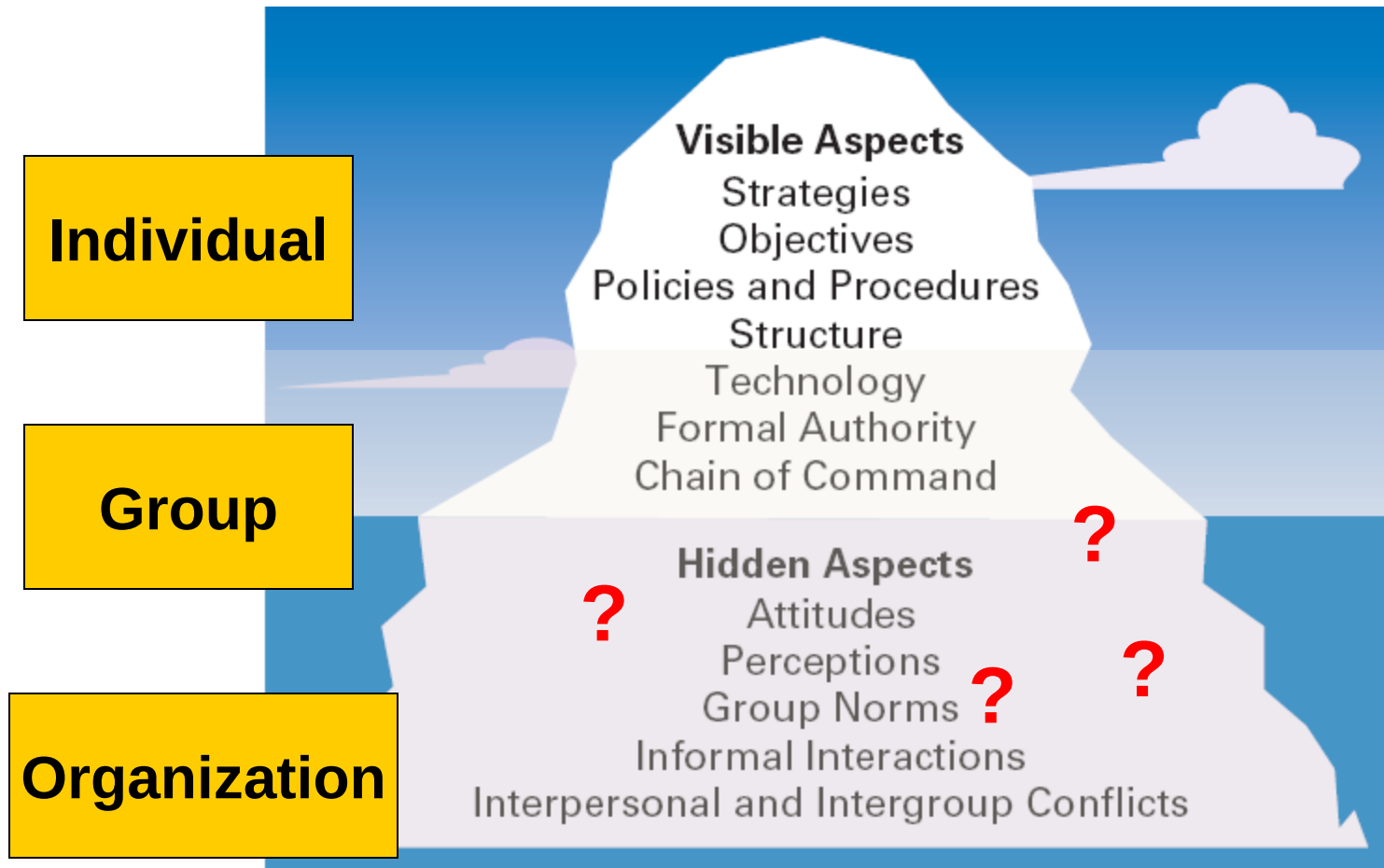
Effective Diversity Programs

**Management
Lead by
Example**

***Attitudes, Emotions and Moods
Impact to team***

How Well do we know an Individual or The Organization

-Tip of an Iceberg



Psychological Factors Affecting Employee Behavior

- 
- Attitudes
 - Personality
 - Perception
 - Learning

- Employee Productivity
- Absenteeism
- Turnover
- Organizational Citizenship
- Job Satisfaction
- Workplace Misbehavior

Psychological Factors – Attitudes

➤ Attitudes

- Evaluative statements—either favorable or unfavorable—concerning objects, people, or events.

➤ Components of an Attitude

- **Cognitive component:** the beliefs, opinions, knowledge, or information held by a person.
- **Affective component:** the emotional or feeling part of an attitude.
- **Behavioral component:** the intention to behave in a certain way.

Attitudes Vs Skill ? More importance

**Attitudes DICTATES
BEHAVIOR to ACHIEVEMENT**

What are the Major Job Attitudes?

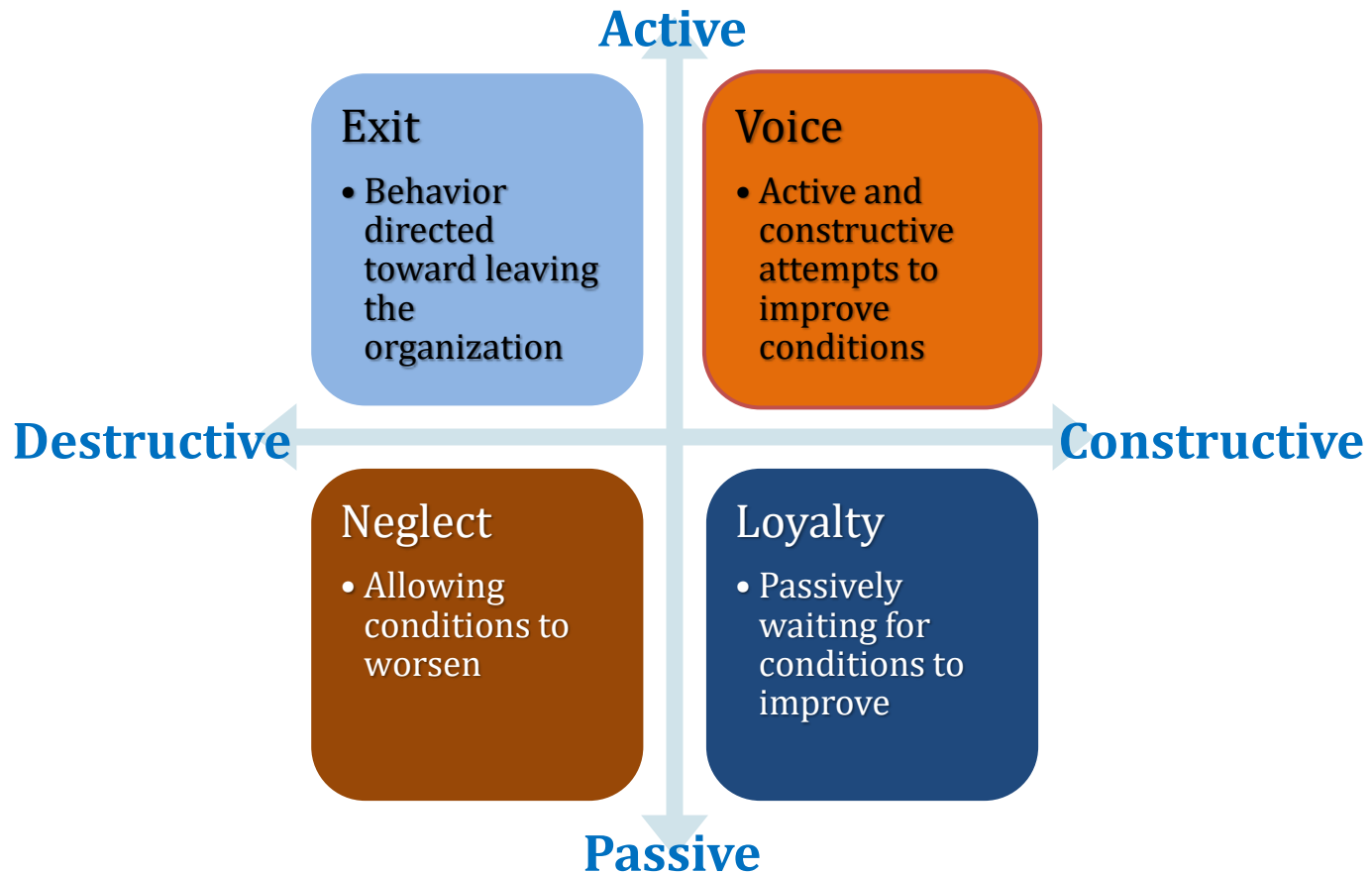


- **Job Satisfaction – Positive feeling about the job**
- **Job Involvement – job + self-worth**
- **Psychological Empowerment – belief – job meaningful**
- **Organizational Commitment (OC) - membership**
 - Affective – emotional attachment to organization
 - Continuance Commitment – economic value of staying
 - Normative – moral or ethical obligations
- **Perceived Organizational Support (POS) – value by company**
- **Employee Engagement – passionate, belonging**

Are These Job Attitudes Really Distinct?

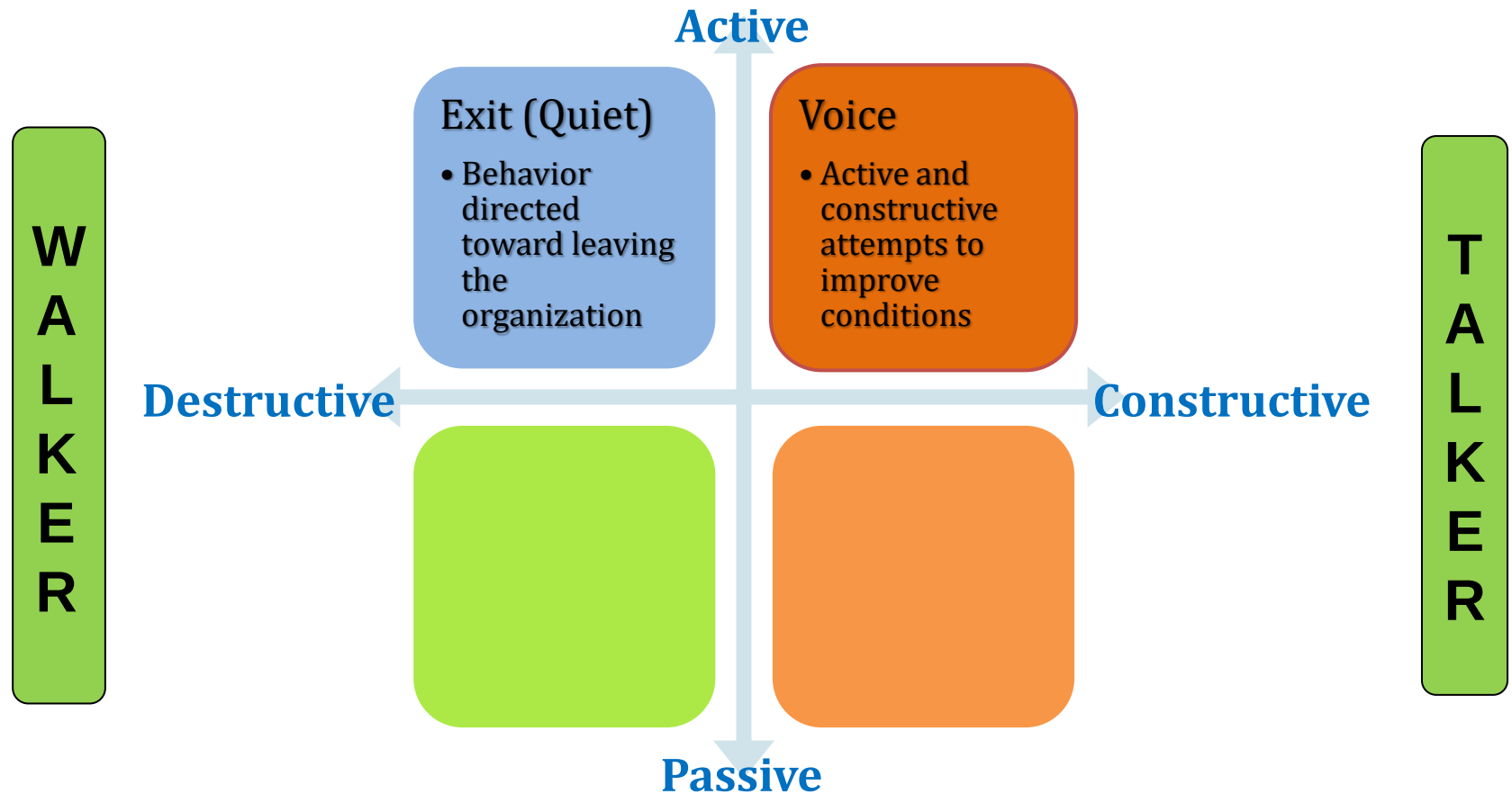
- Negative Job Attitude >> Adverse Performance

Employee Responses to Dissatisfaction



Exercise – a bad service restaurant (annotate)

➤ What is your response ?



Outcomes of Job Satisfaction

- Job Performance – Positive to productive
- Organizational Citizenship Behaviors – Positive
 - influences OCB through perceptions of fairness.
- Customer Satisfaction and Loyalty - Positive
- Absenteeism – Negative co-related
- Turnover – Negative co-related
- Workplace Deviance - Negative
 - Dissatisfied workers are more likely to unionize, abuse substances, steal, be tardy, and withdraw

Emotions and Moods (?)

Why Were Emotions Ignored ?

➤ **The “Myth of Rationality”**

- Emotions were seen as irrational
- Managers worked to make emotion-free environments

➤ **View of Emotionality**

- Emotions were believed to be disruptive
- Emotions interfered with productivity
- Only negative emotions were observed

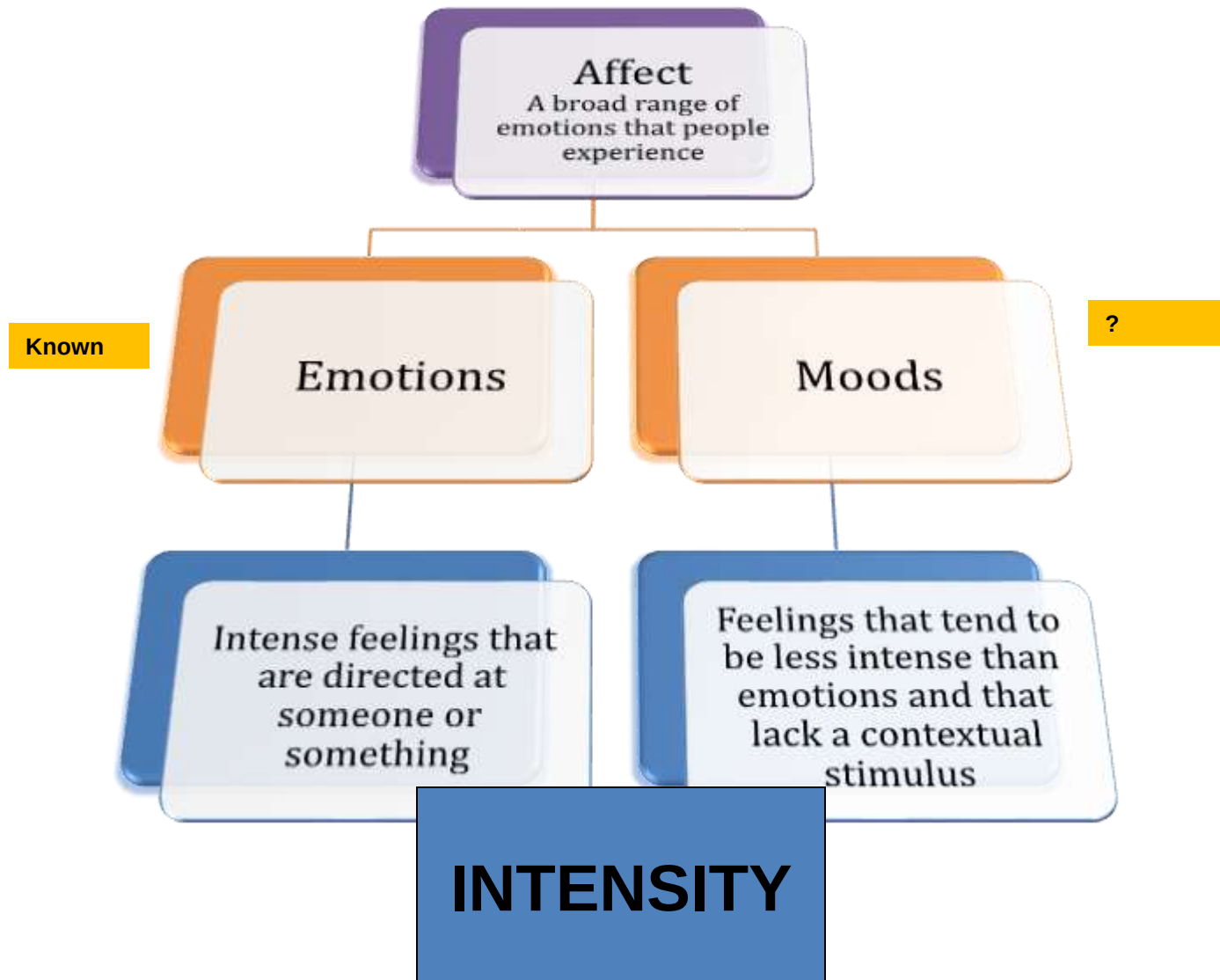
**Human rational
All the time ?**

Ask yourself ?

➤ **Now we know emotions can't be separated from the workplace**

**You bring your
Emotion to
Work !!**

What are Emotions and Moods?



The Basic Emotions

- **While not universally accepted, there appear to be six basic emotions:**

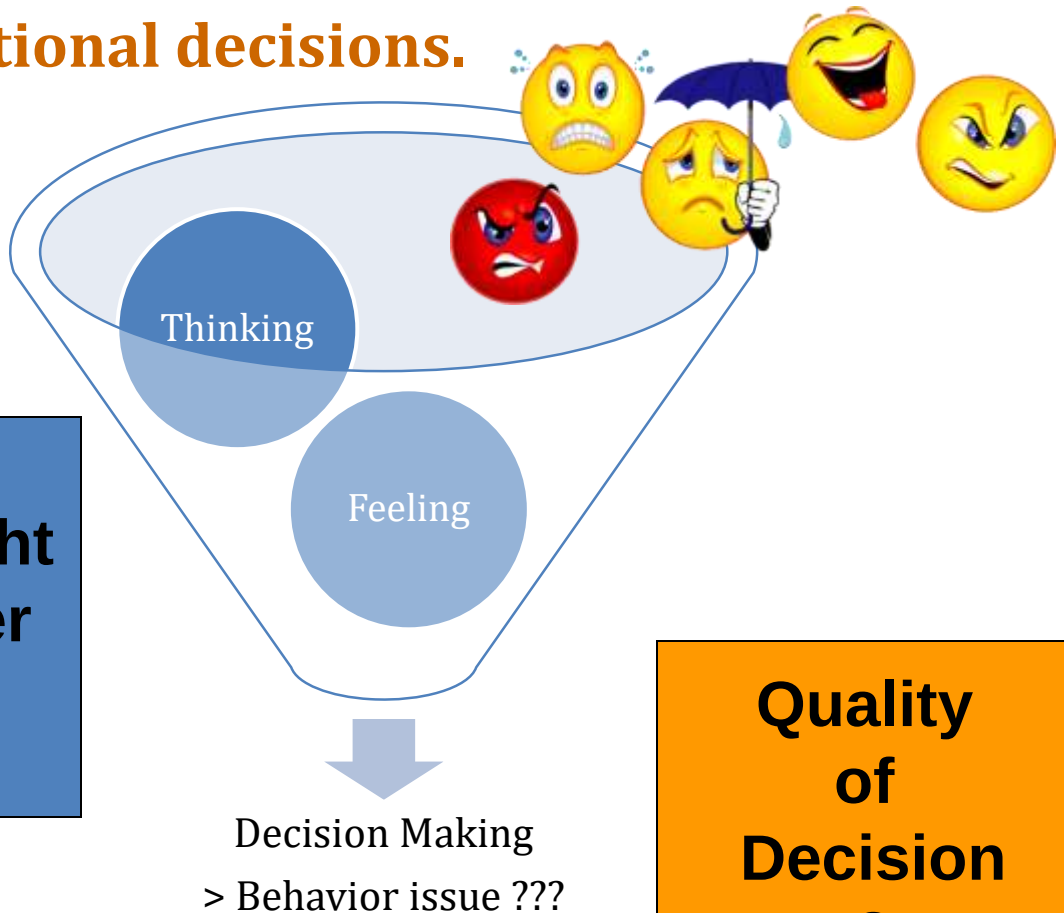
1. Anger
2. Fear
3. Sadness
4. Happiness
5. Disgust
6. Surprise



- **All other emotions are subsumed under these six**
- **May even be placed in a spectrum of emotion:**
 - Happiness – surprise – fear – sadness – anger – disgust

What Is the Function of Emotion?

- **Emotions can aid in our decision-making process. Many researchers have shown that emotions are necessary for rational decisions.**



**IF you have A BIG fight
With spouse / partner
Before work ??**

**Quality
of
Decision
?**

Source of emotion ?

Sources of Emotion and Mood

- Personality - trait component – affect intensity
- Day and Time of the Week – Day or Night, Friday ..
- Weather - ?? Cloudy, rainy, sunny.. ?
- Stress - can worsen moods
- Social Activities - Physical, sport, dining – friends
- Sleep - Poor sleep
- Exercise - improve mood, for depressed people
- Age - Older folks experience fewer negative emotions
- Gender – social Vs bios...
- Others :



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Emotional Intelligence (EI)

➤ **A person's ability to:**

- Be self-aware
- Detect emotions in others
- Manage emotional cues and information

EMPATHIZE !!
EI and IQ ?
Core Leadership
Competency
Interpersonal

➤ **EI plays an important role in job performance**

➤ **EI is controversial and not wholly accepted**

- Case for EI: Intuitive appeal; predicts criteria that matter; is biologically-based.
- Case against EI: Too vague a concept; can't be measured; its validity is suspect.

EQ Assessment

- **One of the key behavior is Empathize**
- **Empathy Assessment !**

**Manage OTHERS
COLLECTIVELY / Team**

Running a High Performing Team

Together

Everyone

What is a TEAM?

Achieves

More



Characteristics of High Performing Team

Team – Key characteristics

Example

- ❑ Common goals
- ❑ Aligned interests
- ❑ Time management
- ❑ Resource management
- ❑ And more...

***Team (Grouping) for Higher
Performance and more innovation***

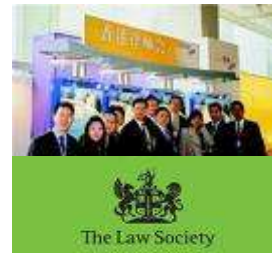
***Discussion
Good / Dark Side of Grouping***

Why People Join Team/Groups – Social Identity

**Formal Group – club,
Association...**

**Causal Group
Interest, friendship...**

- ❑ Similarity
- ❑ Distinctiveness
- ❑ Status
- ❑ Uncertainty
Reduction

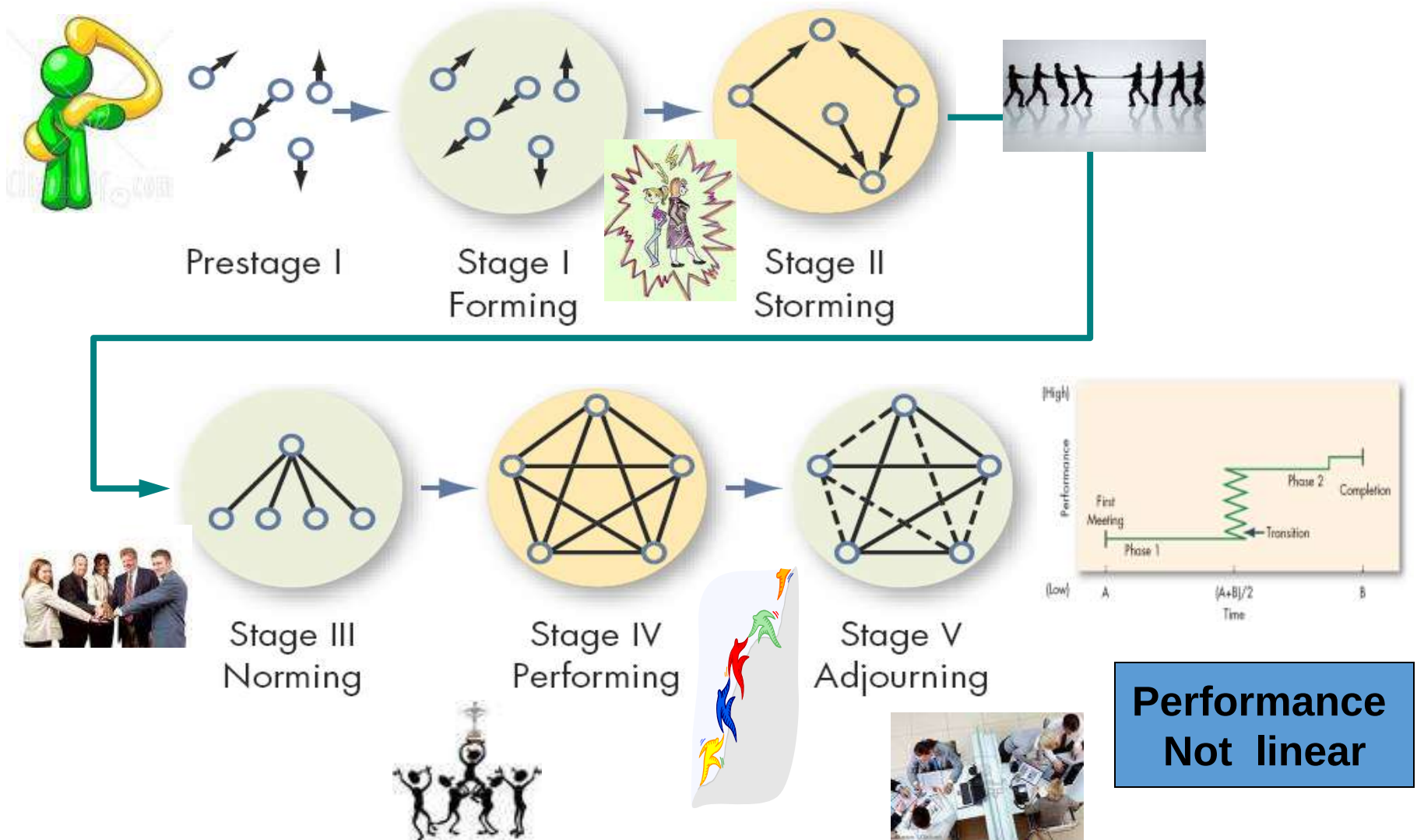


GROUPING – HUMAN BEINGS are PACK ORIENTED

EASE / STABLE + POSITIVE feeling

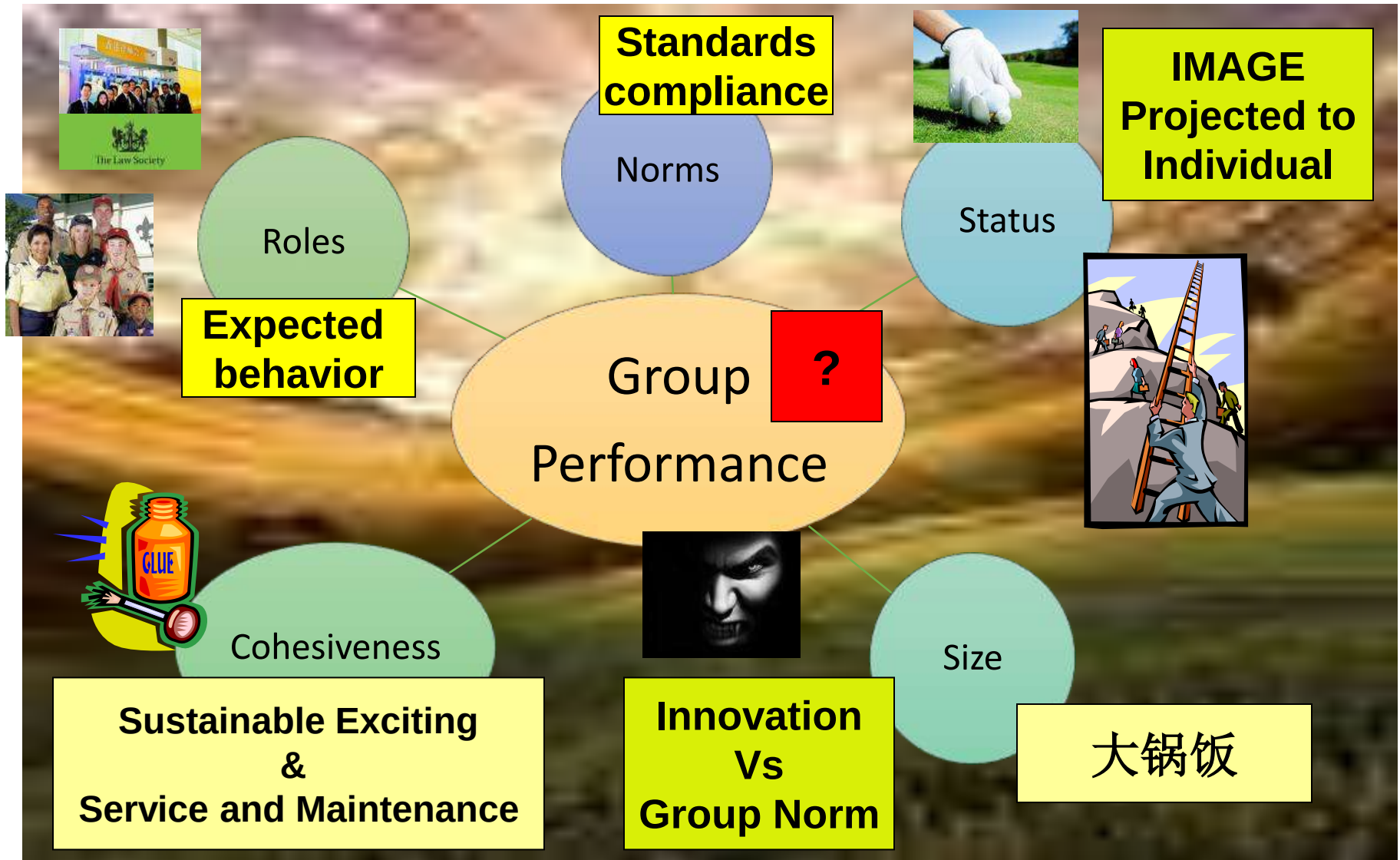
How Team are Developed

- Development Model - Challenges

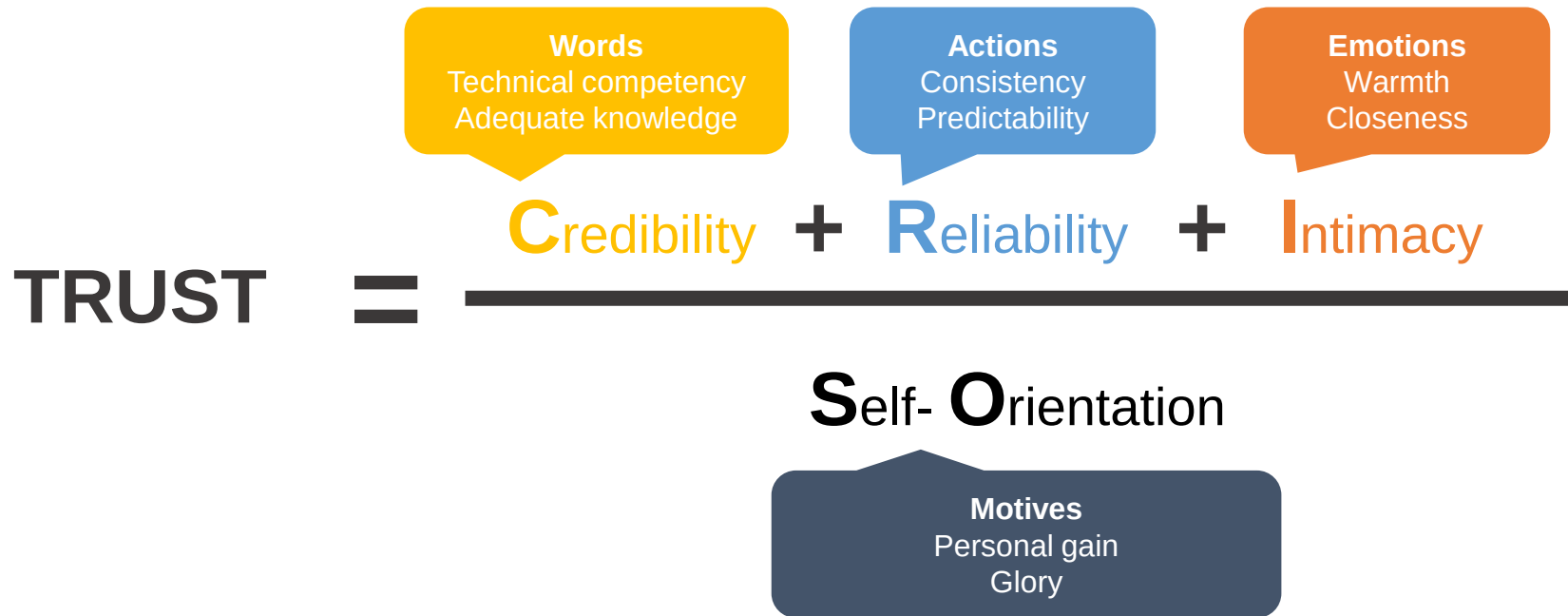


Team Properties (Promote INNOVATION ?)

> Shape Group behavior > Predict individual behavior



The Element of trust



Source: *The Trusted Advisor* (2000) by David Maister, Charles Green, Robert Galford

Trusting Culture

(* When you meet – new – 1st time, instinctively your trust level to that person ?)

0	1	2	3	4	5	6	7	8	9	10

Trust – Earned

Trust - Given

Start with Low –
then increase
when you see
evidence of
trusting behavior

What are the typical behavior ?
a. Trust is earned
b. Trust is given

Start with High –
then decrease
when you see
evidence of NON-
trusting behavior

Which kind of boss – you like to work with ?
Trust is earned Vs Trust is given ?
How do you feel (Earned Vs Given) ?

High Performing Team

Which company do you think of when you hear the term ?

Super High Performing Team

Why ?

Video – Most Performing Organization – Focus

Video – A Higher Innovative & Performing Team

Watch Video- Focus the following key area:

1. Leadership Capabilities – LEADERSHIP Roles
2. Create the CULTURE / ENVIROMENT
3. Drive for Team PERFORMANCE
4. Work Across BOUNDARY – COLLABRATIVE – with others

(Share – Key Take Away)

***Leader of High Performance Team
– Drive Higher Quality with
Effective Decision Making in team***

Individual Decision Making – Perception ONLY

□ Problem

- A perceived discrepancy between the current state of affairs and a desired state

□ Perception Linkage:

- All elements of problem identification and the decision-making process are influenced by perception.

□ Individual difference in decision making

- Personality, Gender, Mental ability.....

Individual Common Biases/Errors in Decision Making

- ❑ Overconfidence Bias
- ❑ Anchoring Bias – take early position
- ❑ Confirmation Bias – selective facts
- ❑ Availability Bias – convenient info at hand (recent, vivid)
- ❑ Escalation of Commitment – self promoting (responsible)
- ❑ Randomness Error – selective random events to support
- ❑ Winner's Curse – group pressure (like auctions, No. of people)

Team Decision-Making in Organization

- ❑ Rational Decision Making (Thoroughly Discussed)
 - The “perfect world” model: assumes complete information, all options known, and maximum payoff
 - Diverse view points and vast experience
 - Formal decision-making process (PDCA...), discuss trade-off, evaluation, risk analysis and managed

- ❑ Bounded Reality (Calculated risk ..)
 - The “real world” model: seeks satisfactory and sufficient solutions from limited data and alternatives, and time

Hypothesis

Hypothesis :

Contribution of Team $>$ Sum of Individual

The Quality of Decision of Team

is HIGHER than

The Quality of Decision of Individual

That's WHY we more high performing teams in the organization.

Additional Tips - Leadership Behavior

Drive - Sustainable Higher Innovative and Performing Teams

- ❑ Embrace Leadership Capabilities - Leader role in building and sustaining higher performance team
- ❑ Lead teams as ONE Team to deliver significantly higher productivity and quality than average teams willingly with passion
- ❑ Create team culture and environment that greatly enhance the development, growth, innovation, and satisfaction of team members within and also across boundaries with others including outside partners and stakeholder (internal and external) in the team's work.
- ❑ Generate a measurable positive impact on the organization through sustained, exceptional and innovative team performance and ready for disruptive innovation

Additional Challenge to Leader to manage global business – different work generations (1/3)

Groups	Born	Entered Workforce	Approx. Current Age	Dominant Work Values
Traditionalist, Veterans, Silents, Greatest Generations	Before 1946	1950-1964	65+	Hard working, conservative, conforming; loyalty to the organization
Baby Boomers	1946 - 1964	1965-1985	40-60s	Success, achievement, ambition, dislike of authority; loyalty to career
Xers Gen X	1965 – 1980	1985-2000	20-40s	Work/life balance, team-oriented, dislike of rules; loyalty to relationships
Gen Y, Generation WHY, Echo Boomers, Nexters, Millennial, Internet Generation, Net Generation	After 1980	2000-Present	Under 30	Aggressive, Materialistic, Short-term, Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships

Additional Challenge to Leader to manage global business – different work generations (2/3)

	Traditionalist 1925-1945	Baby Boomer 1946-1964	Generation X 1965-1980	Generation Y 1981- 2000	millennials
Attire	Formal	Business	Business Casual	Whatever feels comfortable	
Work Environment	Office only	Long hours – office only	Office, home, desires flexible schedule	Office, home, desires flexible schedule	
Motivators	Self-worth	Salary	Security	Maintain personal life	
Mentoring	Not necessary	Does not handle negative feedback well	Not necessary to receive feedback	Constant feedback needed	
Retention	Loyalty	Salary	Job security and salary	Personal relationships	
Communication	Personal contact	Personal contact and telephone	Phone, email, IM, Text	Email, IM, Text	

4-5 Generations Working Together (3/3.)

	Traditionalist 1925-1945	Baby Boomer 1946-1964	Generation X 1965-1980	Generation Y 1981- 2000	Millennials
Technology	Dictates documents, email only in the office, use of library instead of the web, limited phone use	Documents prepared by Associates, e-mail primarily in the office, limited web use	Creates own documents, uses mobile and laptop, uses web to research review etc., use of email/mobile 24/7	Creates own documents, databases, uses web to research and network, uses mobile and laptop, uses web to research review etc., use of email/IM/Text 24/7	
Career Goals	Build a legacy, a life time career with one company	Build a perfect career, excel at work	Build a transferable career (possibly a careers or business), have a variety of skills & experiences	Build several parallel careers or businesses, have several jobs simultaneously	

Multi-Generation Workforce (4-5 Generations)

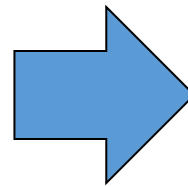
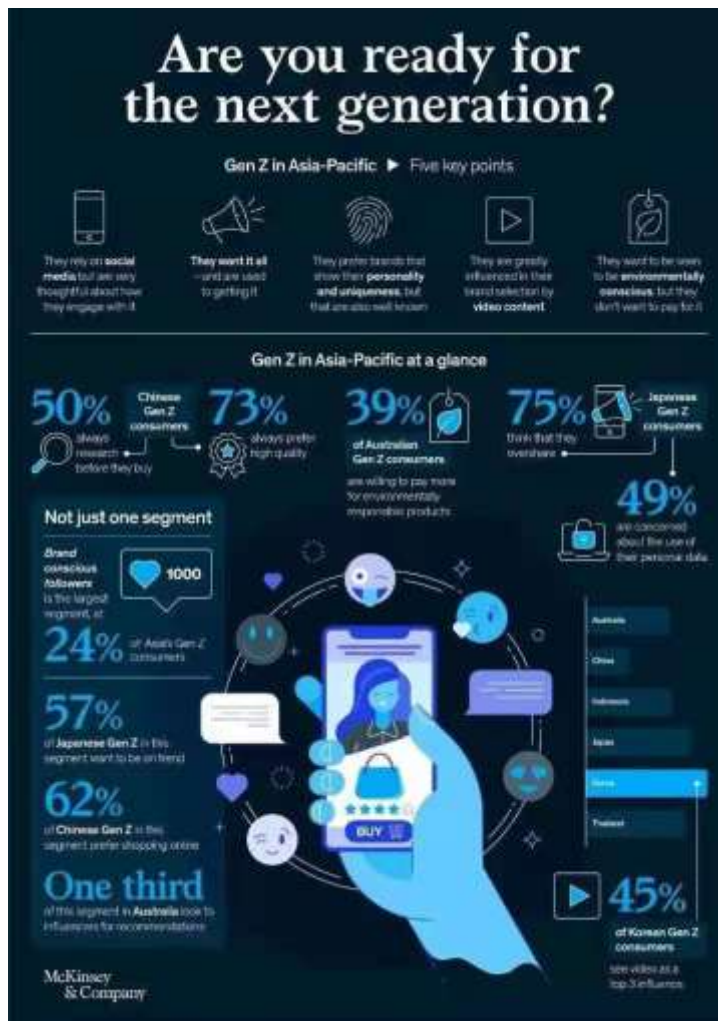
- Similarities and differences among these groups can be subtle and significant.
- All business leaders around the world should take these differences into account when develop strategies whereas maximization of employees as well as team performance are some of the critical factors to succeed.
- Great managerial challenges to manage all these generations working together in a globalized culturally diverse physical and virtual work place.

Generation - Social / Cultural Generations YZM (18-24) in China

(source:scmp, deloitte, Jwt, OCED...)

Single Child / center attention Self-centered	Idealistic	Passion driven	Princelings Spoiled 6+1 syndrome
Individualistic	Rebellious / vocal / direct (tradition x)	Spend more Save Less (月光族) Low Fin.(\$) Stress	Materialistic consumerism
Confident	Little respect to authority / Hierarchy	Educated	Stress management / Pressure (x)
Open minded new ideas/approach/ cultures – global	Social Media / Technology savvy Internet savvy	Travel – best work life balance	Active own career path (inpatient)
Need recognition (fast)	Social Responsible Care global future Civic engaged Eco-friendly	entrepreneurial	Innovative / creative
Job commitment (x)	Loyalty (x)	Promote fast / success driven	Quit job easily poor environment satisfy (endurance)

Discussion – What are the preferred org cultures attracting – Gen 90's (YZ) in China



**Preferred
Corporate
Culture ?**

Discussion – What are the preferred org cultures attracting – Gen 80's / 90's (XYZ) in China

1. Fast growing / changing
2. Branding / Image – High Publicity, High Exposure
3. Specialize
4. Innovation and risk taking
5. Outcome orientation
6. People orientation
7. Team orientation
8. Aggressiveness
9. Flat organization
10. Direct – peer and boss
11. Socially visible – NGO, Corp. Social Responsibility
12. Compa-ratio – higher
13. Virtual / multi-culture base
14. Performance Driven
15. Exciting, Group events
16. Casual
17. ...



Exercise – Attract, Motivate, Retain Talent – Gen Y and Gen M (reading)

Gen Y / Gen M (90's – 95's)	China	India	Russia	Brazil
Attract				
Motivate				
Retain				

Lead and Manage Changes

Manage Conflict in organization

Learning Objectives (Conflict and Negotiation)

- Diagnose the focus and source of conflicts
- Utilize appropriate conflict management strategies
- Resolve interpersonal confrontations through collaboration
- Negotiation – process and communication
- Cultural Issues in Conflict and negotiation

Feeling - when you are facing conflicts ?

Break-out group discussion

- 1. What is your 1st feeling about conflicts ?
- 2. What is your most difficult conflict experience ?
- 3. How do you manage the conflict in the past ?
- 4. Any new improvement suggestion ?

Conflicts (Discussion)

- Cause :
(Which MOST difficult ?)



- Outcome :



Family

\$

Roles

Value

FACE

Target

Political

Culture

Religion

The Relationship Between Conflict and Outcomes

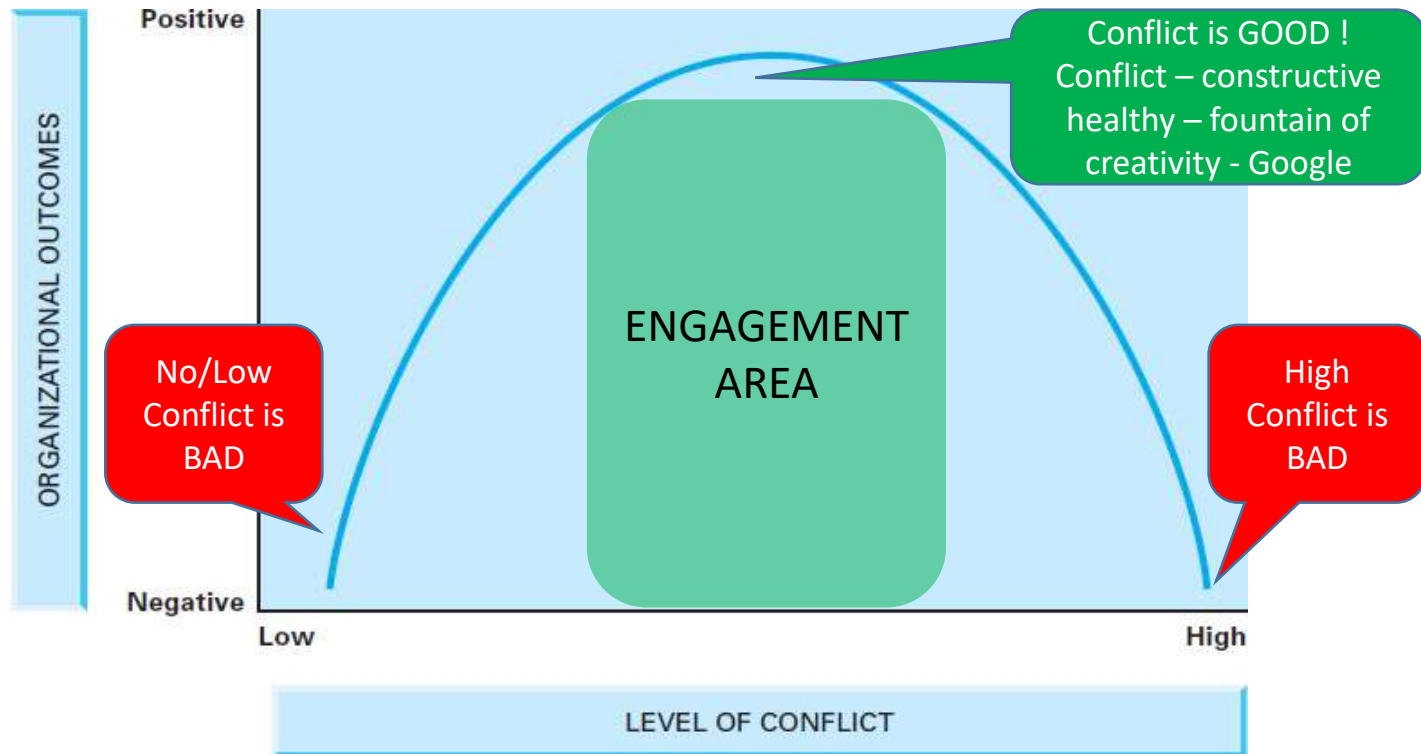


Figure 7.1 Relationship Between Level of Conflict and Organizational Outcomes

Rules of Maximum Engagement – handle conflict

- Work with more information
- Focus on the facts
- Develop multiple alternatives
- Share agreed-upon goals
- Inject humor into the decision process
- Maintain a balanced power structure
- Resolve issues without forcing consensus

Types of Conflict

		FOCUS OF CONFLICT	
		Issues	People
SOURCE OF CONFLICT	Personal differences		
	Informational deficiencies		
	Incompatible roles		
	Environmental stress		

Figure 7.2 Categorizing Different Types of Conflict

Conflict Focus

- People-focused:
 - “In-your-face” confrontations in which emotions are fueled by moral indignation
- Fact / Issue-focused:
- Identity-focused
 - Status – who am I ?

Four Sources of Interpersonal Conflict

- Personal Differences:
 - Conflicts stem from personal values and needs
- Informational Deficiencies:
 - Conflicts evolve from misinformation and misunderstanding
- Role Incompatibility:
 - Conflicts evolve from the perception that assigned goals and responsibilities compete with those of others.
- Environmentally Induced Stress:
 - Conflict results from the stressful events of the organizational environment.

Conflict Resolution / Negotiation

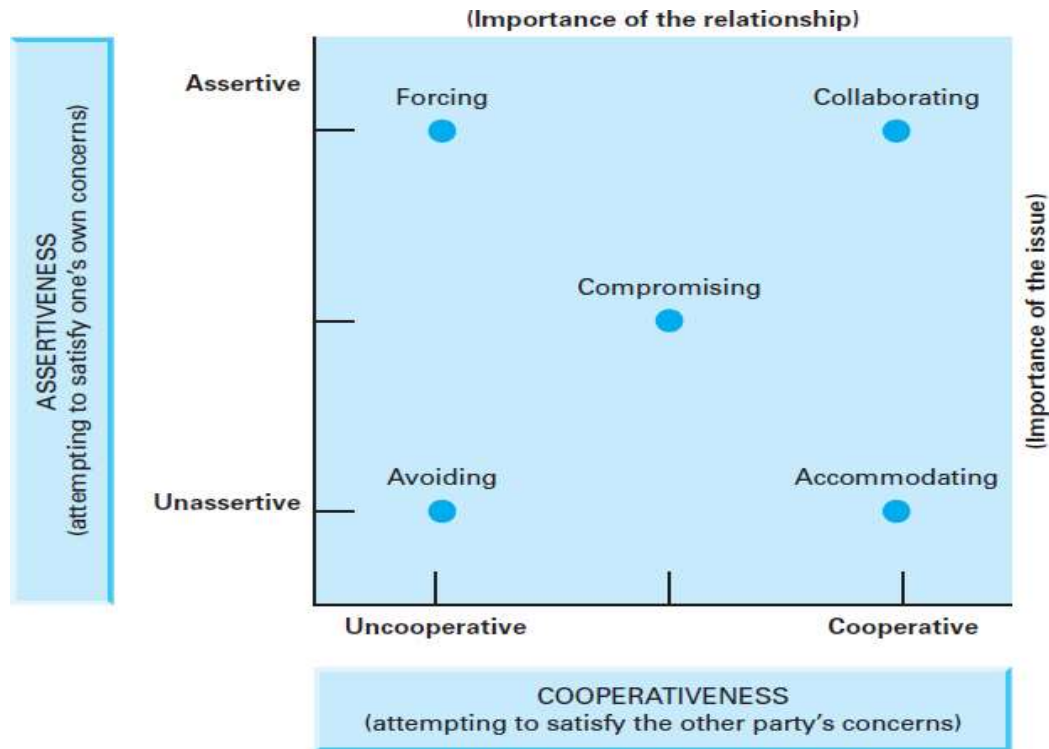


Figure 7.3 Two-Dimensional Model of Conflict Behavior

Which Approach is Best ?

Criteria : ? – Maximum Outcome ? Level of Difficulties ? Short-Mid-long term ?

Forcing	• Satisfy personal needs at the expense of the other person • Formal authority, bullying, manipulation, etc. • Outcome: You feel vindicated; other person feels defeated	Example ?
Avoiding	• Neglect interests of both parties by sidestepping or postponing • Reflects inability to handle emotion of conflict • Outcome: Nothing (or things get worse)	
Accommodating	• Satisfy other party's concerns but neglect your own • Preserve a relationship at the expense of genuine appraisal of issues • Outcome: Other person takes advantage of you; decreased power and credibility	
Compromising	• Seek partial satisfaction for both parties • Expedient, not effective, solutions • Outcome: Gamesmanship and suboptimal resolutions	
Collaborating	• Seek to address concerns of both parties • No assignment of blame • Outcome: When collaborating is possible, problem likely to be resolved	

Situational Considerations

- Select your conflict management approach based upon:
 - Issue importance
 - Relationship importance
 - Relative power
 - Time constraints

How ?

7 Habits – which ONE ?

Conflict Resolution Outcomes by Type and Method

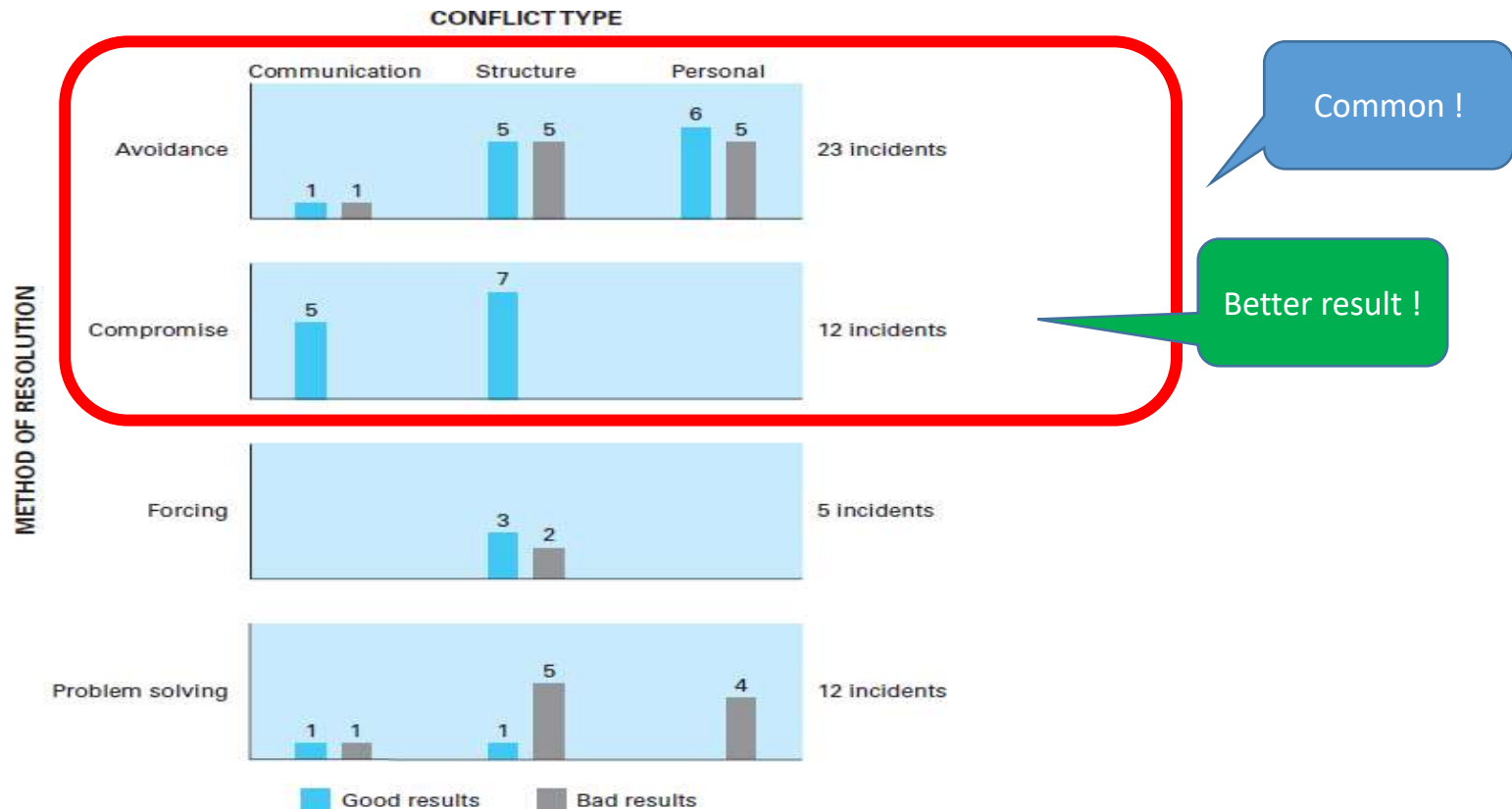


Figure 7.4 Outcomes of Conflict Resolution by Conflict Type and Method of Resolution



Think GLOBAL, Act LOCAL Paradox ?

Work base – Natural Paradoxes

Paradox – seemingly 2 conflicting things !
CANNOT be solved > ONLY Reconcile.

Spotting and naming
paradoxes so your team
doesn't get stuck

Common work base – CONFLICT (Paradox)

E.g. Work and Balance

2 conflicting priorities (Work Life Balance) (Paradox ?)

Work –

Life –

Downsides (-)		Upsides (+)	
	100% work 0% life		100% work 0% life
	0% work 100% life		0% work 100% life

2 conflicting priorities - Work Life Balance (Paradox ?)

	Downsides (-)	Upsides (+)
Work –	No Fun No Health No Love No Marriage (Any More ?.....) 100% work 0% life	Money Achievement Promotion Self respect Social status.. (Any More ?...) 100% work 0% life
Life –	No Money No Career No Value to society No Respect (Any More ?) 0% work 100% life	Fun Family time Free Own decision Kids... (More ?.....) 0% work 100% life

Reconcile Approach : What MUST “Have” in “+” ? What MUST “avoid” in “-” ?

2 conflicting priorities - Quality and Speed ?

exercise

Quality –
Get the
product right!

Speed –
Go to
market
NOW!

Downsides (-)	Upsides (+)
Misread market shifts Miss opportunities (slow to market) Higher cost in near term	Repeat business / loyalty Lower cost over long-term Stability over long-term Bolster our brand
Overlook opportunities to innovate Fail to invest for future Misread market needs Jeopardize our brand	Capture greater market share Improve cash flow Get quick wins / success Fail fast/Learn fast

Most Difficult Conflict ? Need Negotiation ?

Awareness

Increase Awareness of
one's own cultural
perspective

Respect

Appreciate cultural
differences

Reconciliation

Resolve differences
Integrated approach

Reconciliation – Not necessary
No Negotiation Necessary

Most difficult conflict – both side – are RIGHT at the same time
E.g. Religion, Preference, Political, ...

No RIGHT or WRONG

Exercise - Conflict/Negotiation in Natural in Business

- Buyer Vs Supplier

Buyer's needs

Supplier's needs

Conflict - Negotiation - Selecting the Right Strategy

- Two Perspectives on Negotiation:
 - Distributive: “Dividing up a fixed pie” – zero sum
 - Integrative: “Expanding the pie” – infinity...



Fixed Mindset VS Grow Mindset

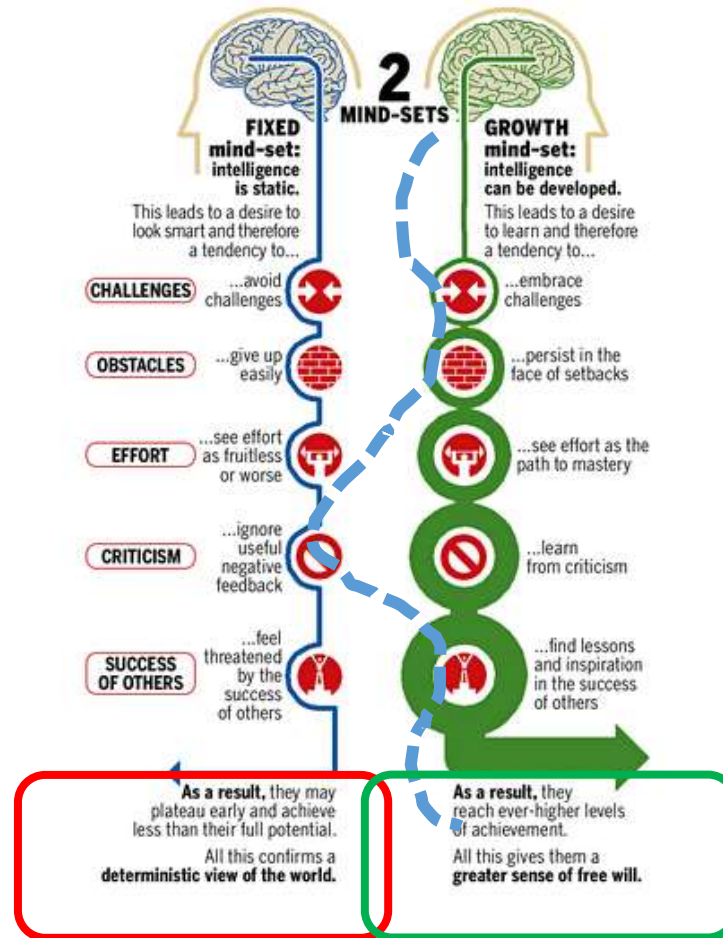
<https://www.youtube.com/watch?v=r7tjWrBey88>

Self-assessment (5 questions) – 1 to 7

	1	2	3	4	5	6	7
Q1 - People can learn new things, but they can't change how clever they are ?	I think this is false		Not Sure		I think this is true		
	1	2	3	4	5	6	7
Q2 - – I enjoy work when..	It makes me work hard			It's easy to do			
	1	2	3	4	5	6	7
Q3– When I make mistakes...	I don't mind making mistakes			I don't like making mistakes			
	1	2	3	4	5	6	7
Q4– If my work is very hard...	I see it as a good challenge			I give up & don't do it			
	1	2	3	4	5	6	7
Q5 – When I make mistakes and others do well...	It doesn't worry me			It worries me			
	1	2	3	4	5	6	7
Subtotal							
					Total Score		

Conflicts

Opportunities ?



Negotiate to COLLABORATION - A 'Default Strategy'

- Of all the approaches, collaboration generally yields the best outcomes; However, it is also the most difficult to implement

7 Habits – THINK WIN-WIN

Making sense of Collaboration: what and why?

“The action of working with someone to produce something”

“Traitorous cooperation with an enemy”

But we also have other terms that may confuse things a bit more...

- “**Coordination**” Getting things done with a degree of authority/compliance
- “**Cooperation**” When a group of people work in support of **another’s goals** eg a teammate helping you put together your presentation. This will be **suboptimal for them** but **superior for the collective**

“**Collaboration**” is creating purposeful connections, both internally and externally, to achieve a shared goal or solve problems through sharing varied skill sets, strengths, and perspectives

Great Collaboration

Some examples of collaboration in Pharma



BioNTech partnered with Pfizer

...What useful examples of collaboration have you seen in organizations and other industries?

What helps collaboration in organizations?

What gets in the way?





Are we part of the problem?

What habits, self-talk or behaviours do we *personally* have that get in the way of effective collaboration with other departments, teams, regions, and external (including competitors) ?

Framework for Negotiate to Collaborative Problem Solving

- Establish overarching goals
- Separate the people from the problem
- Focus on interests, not positions
- Invent options for mutual gains
- Use objective criteria for evaluating alternatives
- Define success - real gains, not imaginary losses



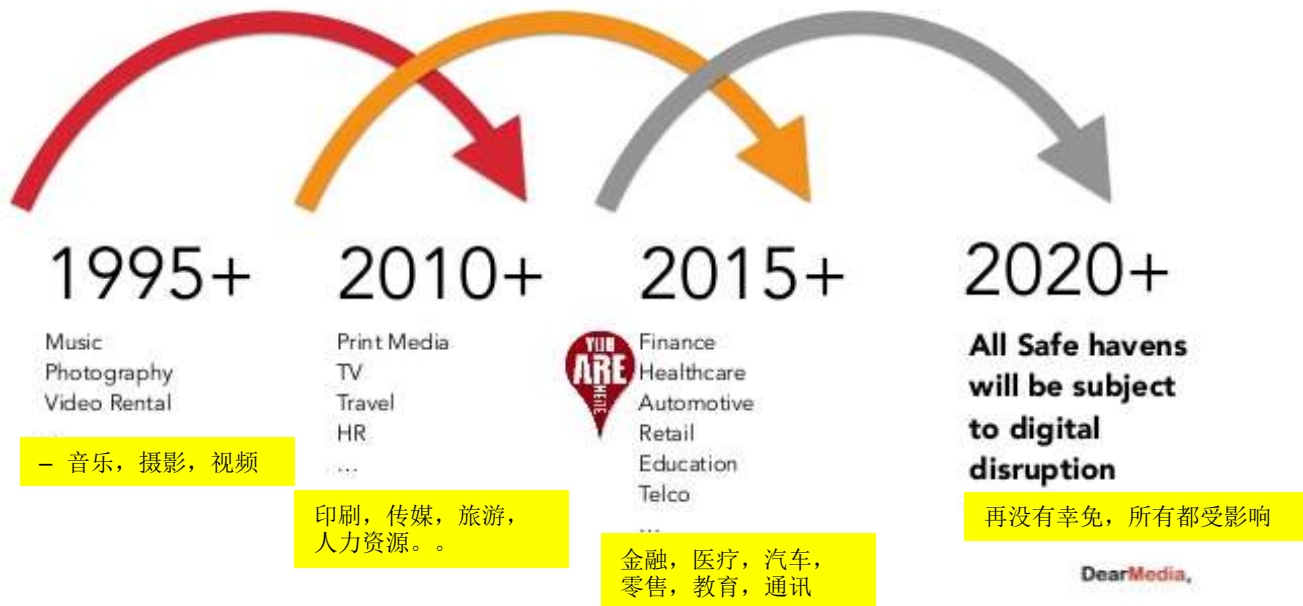
Rate of Changes

—世界变化的速度

数码趋势：颠覆或被颠覆 - 无处藏身

Disrupt or Being Disrupted – NO SAFE HAVENS

Waves of Digital Disruption





Challenge to Today's Leaders on SUNSTAINABLE INNOVATION : Leading today's business improve existing product/service/biz model and leading innovating new disruptive product/service/biz model for tomorrow success

Challenges – CHANGE - INNOVATION

Who should be responsible for **CHANGE = INNOVATION** in workplace ?

What is our Roles / Responsibilities as a champion of Innovation ?

How can we be “Champion of Innovation”?

Roles / Responsibilities of Champions of Change and Innovation

Any Additional Roles / Responsibilities of the Champion of INNOVATION

www.menti.com

1. Drivers of change / Trend Setter
2. Corporate Mission / Value advocates
3. Proactive Problem Solver (Today & Future Problems)
4. Strategy translators
5. Multiplier
6. Bridge of change
7. Role model
8. Performance consultants
9. Risk-takers
10. Out-of-the-box thinkers
11. Others _____ ?

“We consider ALL Employees
to be *champions of*
change / innovation.”

Change drivers

Visionary & Innovative - Challenges

How can we be a VISIONARY

Champion of Innovation?

Observe the TRENDS and Vision to Future

Macro Changes - 7 Key Trends affecting global business & organizations

1. Technology Changes - Disruptions
2. Globalized Competition
3. Continuing Cost Pressure (Manufacturing)
4. High-Speed Market change
5. Knowledge Capital Increasing critical
6. Speed / Scope - Mobility - Human, Capital
7. Speed and Scope of Change - Extremely fast

AI, Robotic, Big Data, Machine Learning, VR, IoT, Nanotech, Quantum, 4D printing, 5G, Biotech/DNA, Block-chain.....

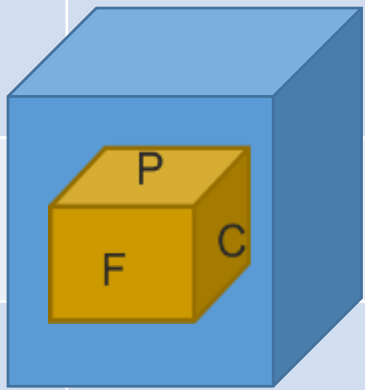
2020 - How the world changes ? Work Place ? Do you know ?

<https://www.youtube.com/watch?v=Y9FOyoS3Fag>

**What are the Leadership Skills required to WIN Today and Future ?
Elon Musk (Role Model ?)**

Exercise – Trend Analysis

Part I – the Selected PCF World of the BIGGER world

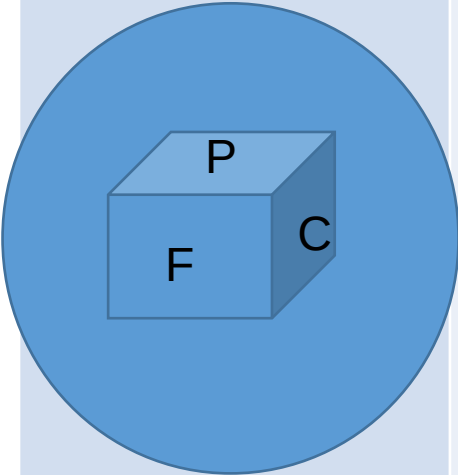
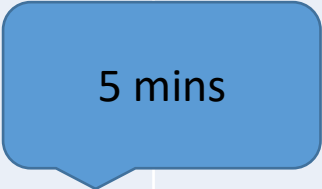
Trends	Before 2010	2011 - 2018	2025	Sustainable Trends (2020 onward)
Past (P)	Starts			
Current (C)	X			
Future (F)	X	X		

What are the trends starts (P, C) that will sustain and still continue to be going strong in 2025 ?

* Tips – be specific, old trends can be broken down into many smaller trends / threads – and some will become strong into 2025...

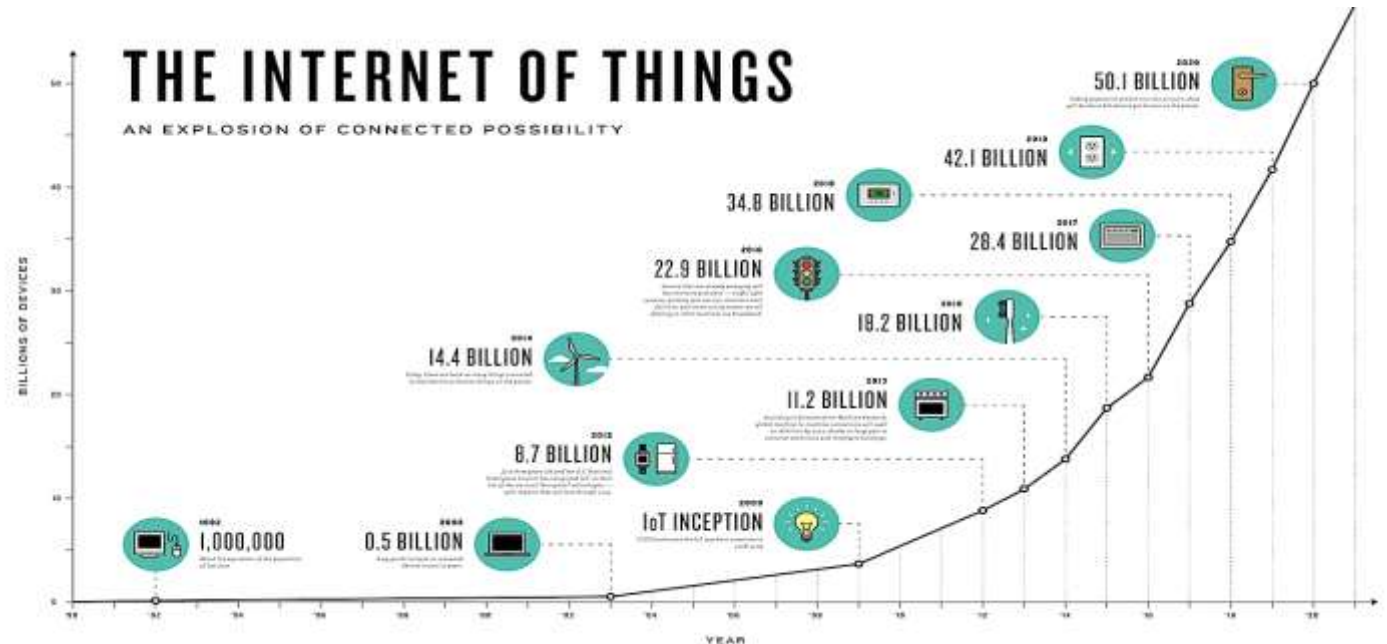
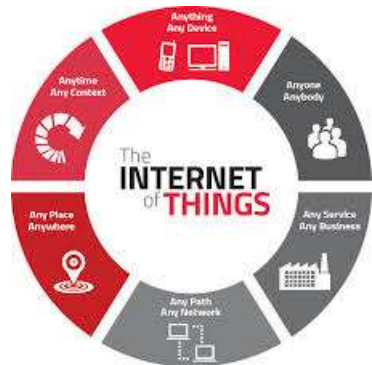
Exercise – Trend Analysis

Part II – Leadership skill required to WIN 2025

Trends	Critical Leadership skill required to sustain as the winner of 2025 Business World	
	Soft Skills	Hard Skills
		

Internet of Things – China > Serve Global

China / Global – consumer-focused internet –
incorporating and transforming into more business-
oriented-consumer Internet – thru Internet of Things
(IoT) – Live in the Mobile Internet-connected world
– Tencet / Alibaba... dominating this evolution..



Internet Economy

– Global - Growth Driver by China (2014-2025)

(source: McKinsey 2014 (McKinsey – China's digital transformation – the Internet's impact on productivity and growth)

Present (2018)

- 832M – Internet users
- 700M – smart device
- US600B – E-tailing
- 4.4 - 6% of GDP of China

Future (2025)

- 7-22% GDP
- Up to 22% China productivity growth
- RMB 610B (USD 95B) – annual saving on health care
- Internet Economy RMB 10 T = Australia GDP !

New Innovative ventures...

Key Big Impact Industries

- Consumer Electronics
- Automobile
- Chemicals
- Financial Service
- Real Estates
- Health Care

Application of Internet of Things as bigger consumer markets / world factory (source – McKinsey 2014)

- ❑ B2B / B2C : global and local consumer markets:
Big Data - Information and analysis – New Biz Models
 - Tracking Behavior – monitor behavior of people, things or data thru space and time
 - Enhanced situational awareness – achieve real time awareness of physical environment - GPS
 - Sensor driven decision analytics – assist human decision making through deep analysis and data visualization
- ❑ Optimizing Operations - Manufacturing:
Automation and control
 - Process Optimization – automate control close system
 - Optimize resource consumption – sharing
 - Complex autonomous systems – traffic – car..

McKinsey :IoT–potential opportunities (value creating)

Setting	Description	Examples
Human	Devices attached or inside human body	Device (wearables / ingestibles) – monitor / maintain human health wellness, disease, fitness, higher productivity
Home	Residential	Home controller / security
Retail	Spaces – consumer engage in commerce (O2O)	Stores, banks, restaurants, arenas – self-checkout, in store offer, inventory..
Offices	Work spaces	Energy mgt, security, productivity improve, mobile employees
Factories	Standardized Production space	Production line, hospital farms – operating efficiencies, optimize eqpt / inventory, preventive
Worksites	Custom-design production space	Mining, oil / gas, construction – operation eff. Predictive maintenance, health & safety
Auto-mobile	Moving vehicles	Vehicles – car, trucks, ships, plane, train – condition base maintenance, usage-base design, pre-sales analytics
Cities	Urban environment	Public spaces, infrastructure – urban setting/plan, adaptive traffic control, smart meters, environmental monitoring, resource mgt, terrorist alert..
Outside	Between urban and outside other settings	Outside use – railway, autonomous vehicles (outside urban locations), flight navigation, real-time routing, connected navigation, shipment tracking...

Discussion – what are the challenges for Management to capitalize the Era of changes / Internet of Things



Manage of Change/innovation

Change / Innovation – Must change – promote innovation



Lead and Manage CHANGE

The FUTURE (OLD > NEW)

- CHANGE : ALL Totally NEW Team members

What are common behavior / issues / problems / performance in NEW TEAM upon CHANGES ?

CHANGE !

2 mins

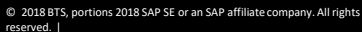
Understanding the change responsiveness

Group Discussion

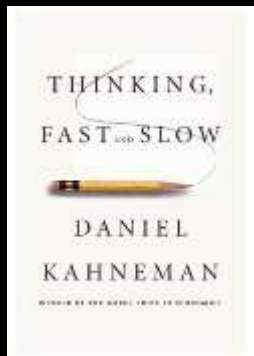
- Work within your groups at the table
- Capture your thoughts on flipchart
- Discuss the following questions:
 - Why is the change more difficult for some people than for others?
 - Consider internal and external factors, past experiences, expected impact and the scope of the change itself
 - Share your thoughts with the larger group considering how F3 will ask for change

You have got 10 min. to complete these tasks – **GO!**





Fear is more powerful, neurologically



“Losses are 2X as psychologically powerful
as equivalent gains”

Reading – McKinsey - CREATING AN INNOVATION CULTURE

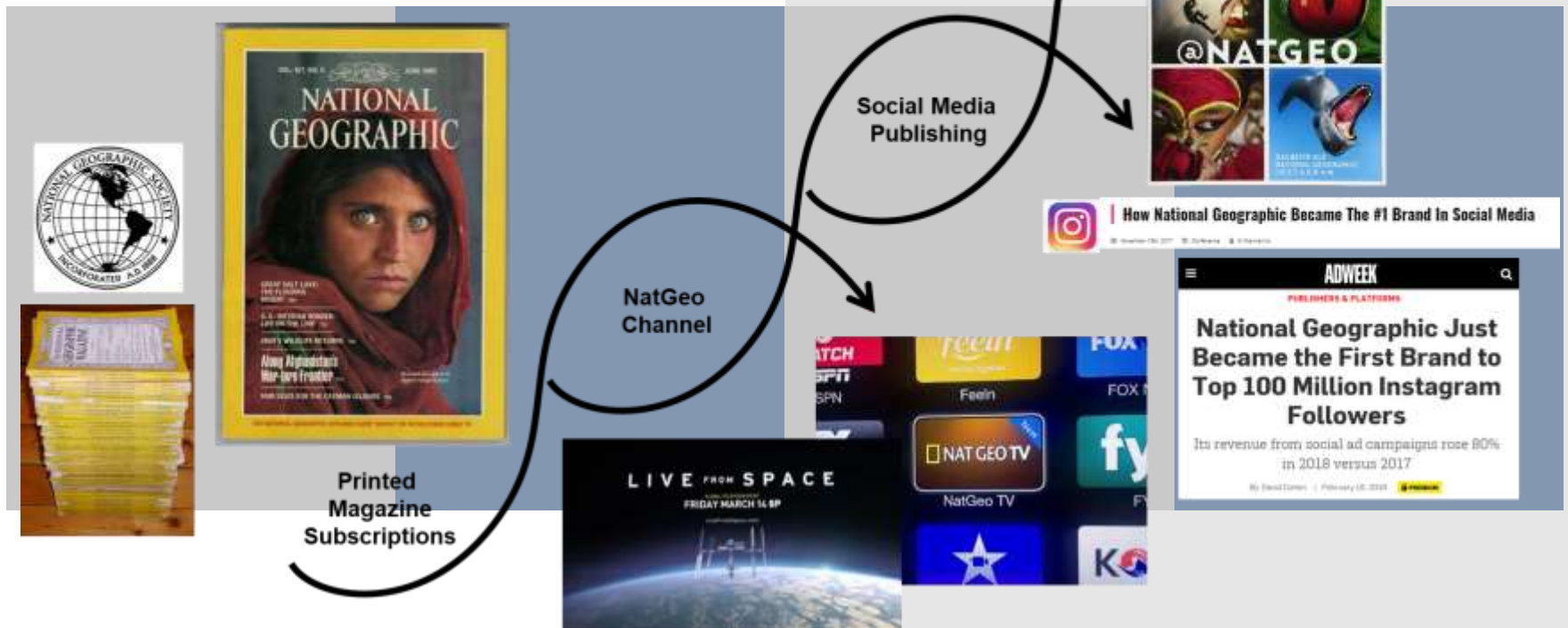
Key factors :

- 1.
- 2.
3. Read – what are your learning and pls quote
4. the challenge to start cultivating these into
5. the organization ?
- 6.

Experience of Change in Work and Life



THE S-CURVE: NATIONAL GEOGRAPHIC

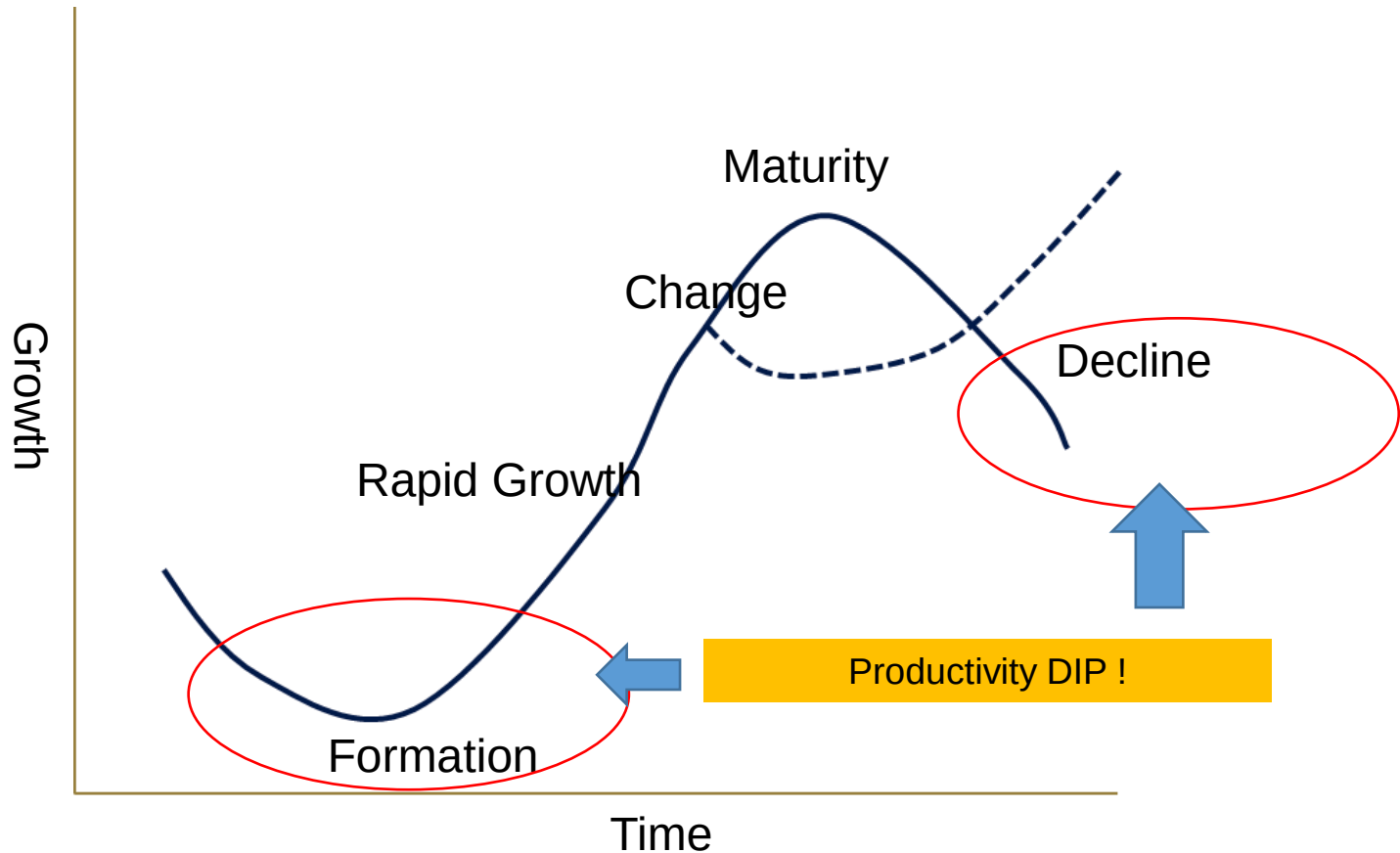


Easy to say than done - Warning signals

- Team members are reluctant to debate and challenge each other.
- The team comes to agreement on solutions quickly and with little discussion.
- One or two people dominate the conversation.
- The group lacks people with a fresh perspective.
- The full team has worked together before – they know each other well and collaborate well > ?
- **OLD way – SUCCESSFUL for NEW FUTURE ?**

Productivity DIP !

Productivity CHANGE : S Curve



160

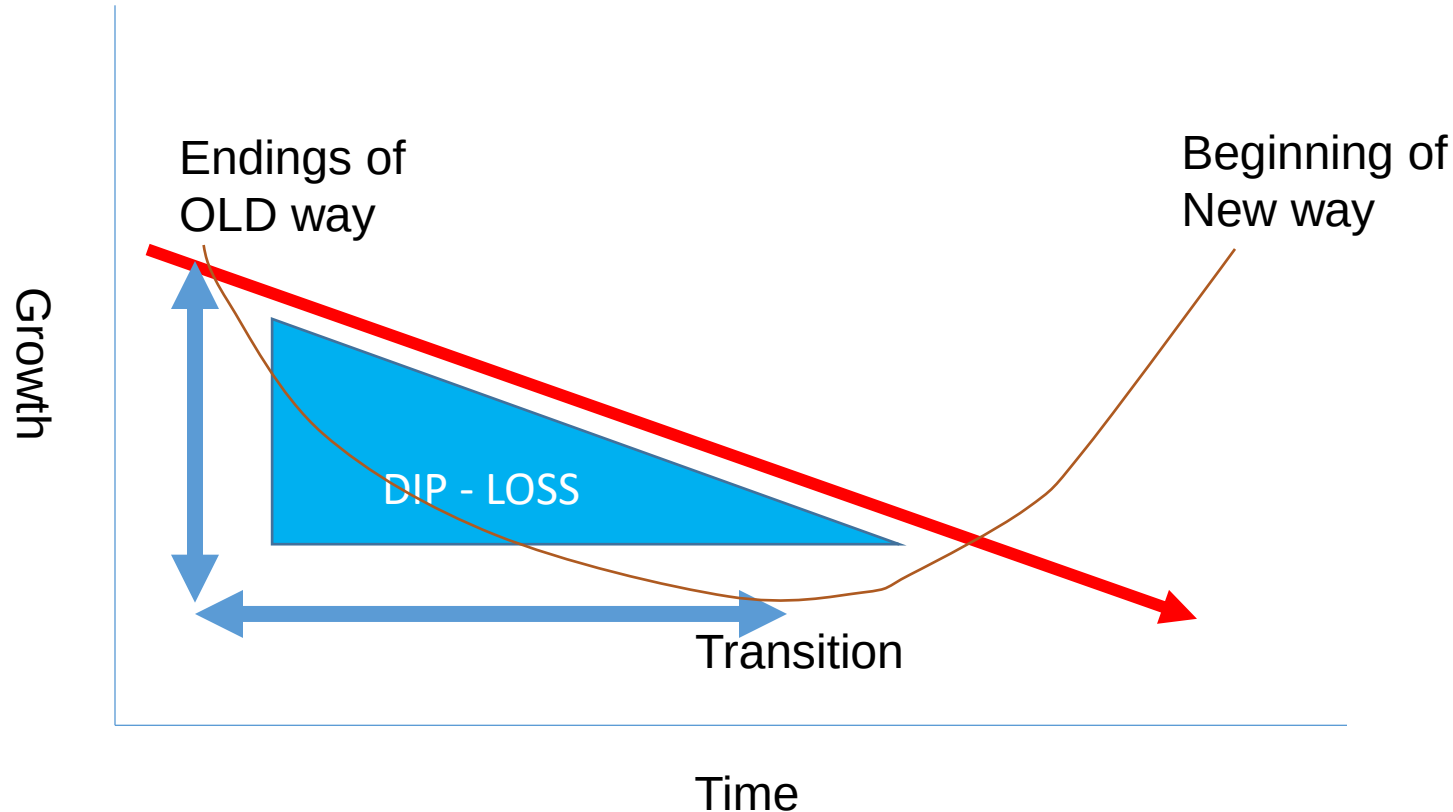
Group Discussion - S Curve (5 mins)

- Examples of Organization you have seen progress along the curve ?
- Why do organization have difficulty letting go of old ways even if it leads to decline ?
- When is the ideal time to initiate change and move to a new “S” curve

CHANGE : Productivity DIP

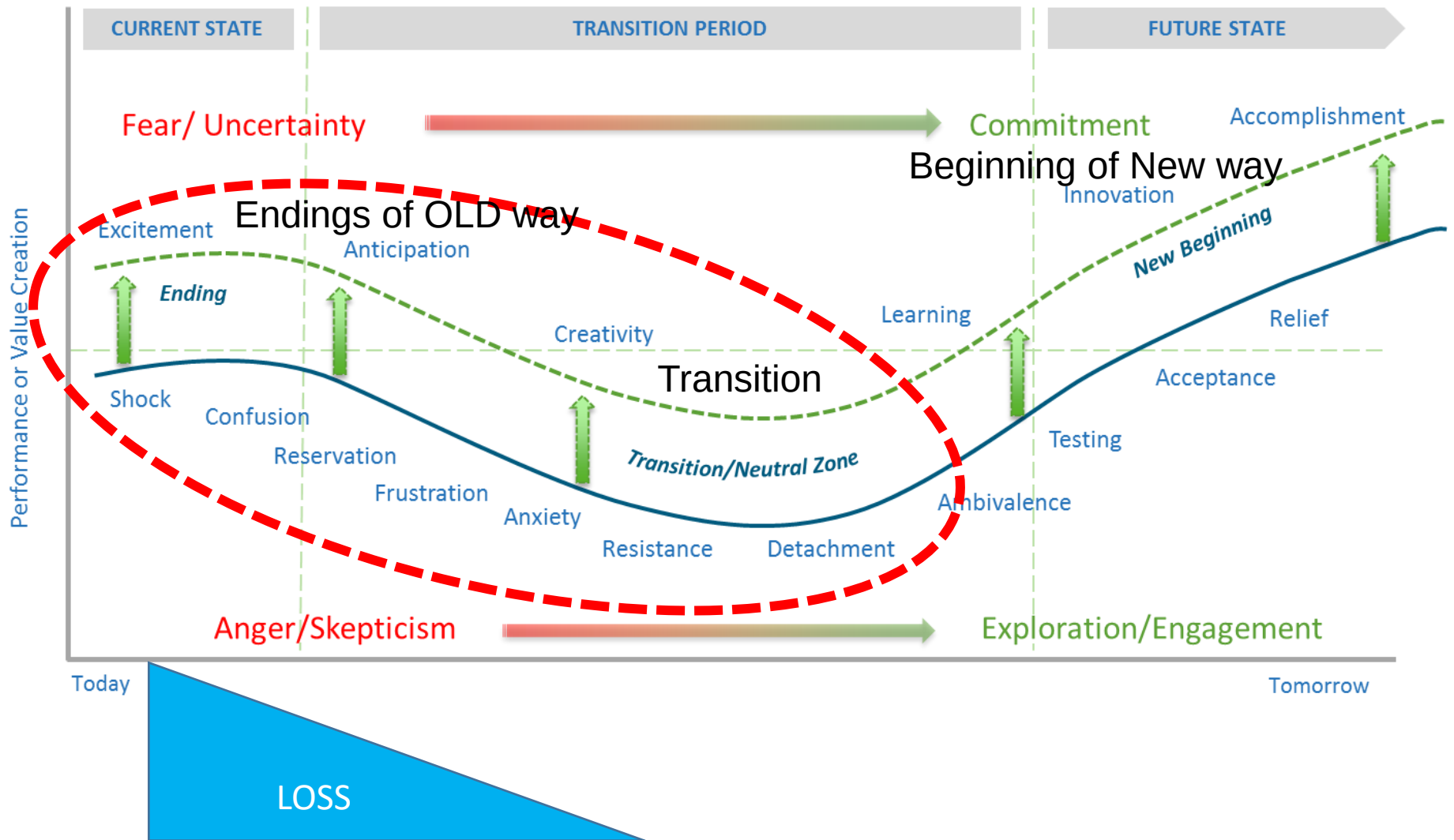
- Productivity Dip

Discussion - How to reduce the DIP – LOSS ?



Upon Changes - The productivity dip

group discussion & share



Group Discussion – Productivity DIP

- Examples of Recent Changes ?
- In what ways have you seen productivity DIP during times of changes?
- What have you seen people do to REDUCE the time spent on DIP ?
- What can be done to reduce the size of the DIP ?

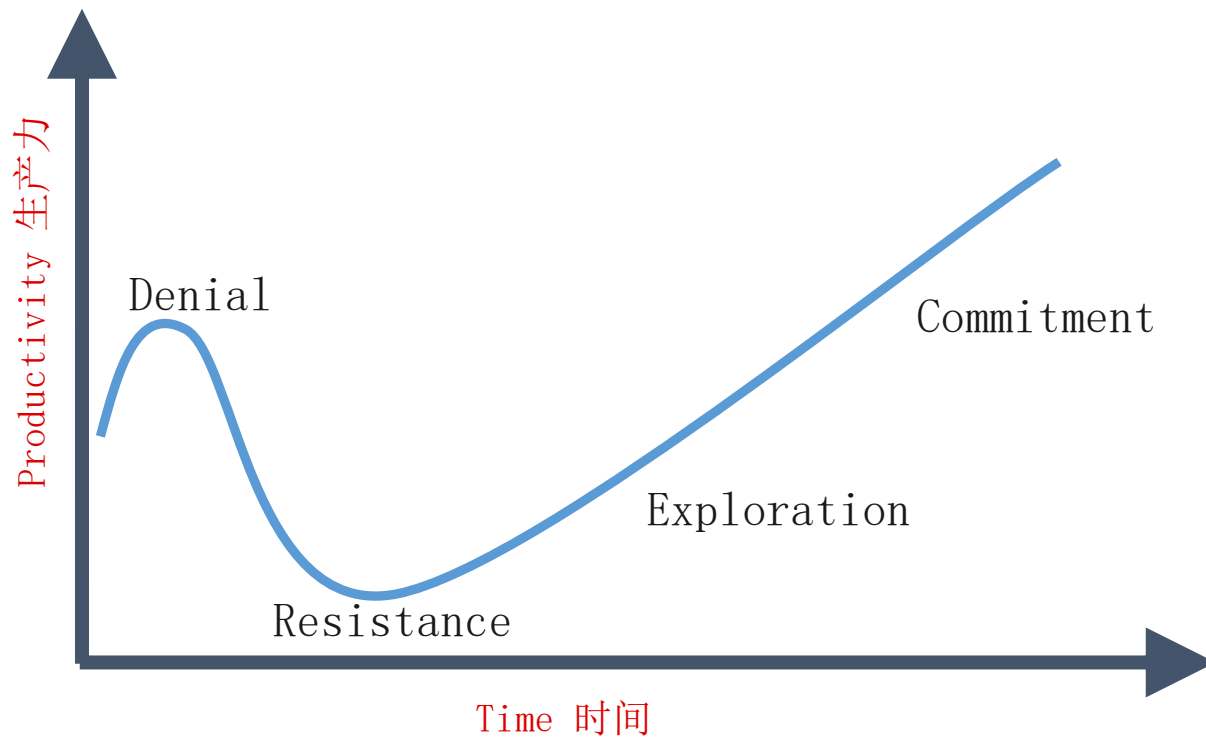
CHANGE > Management + Leadership

- During Time of Change, OUR Status of MIND (Mindset) – Great Influence to CHANGE..
 - Our ability to effectively manage the situation
 - Lead Others
 - Affect our leadership abilities and personal performance

Mindset Shift – breakthrough to action – Lead others thru CHANGES

Unproductive Mindset / behavior – not support change & innovation Best Behavior

Behavior – Change Management



Exploring The Change Response Framework



Denial

A defense mechanism whereby we avoid acknowledging the change

Resistance

We have acknowledged the change, but we have not accepted it

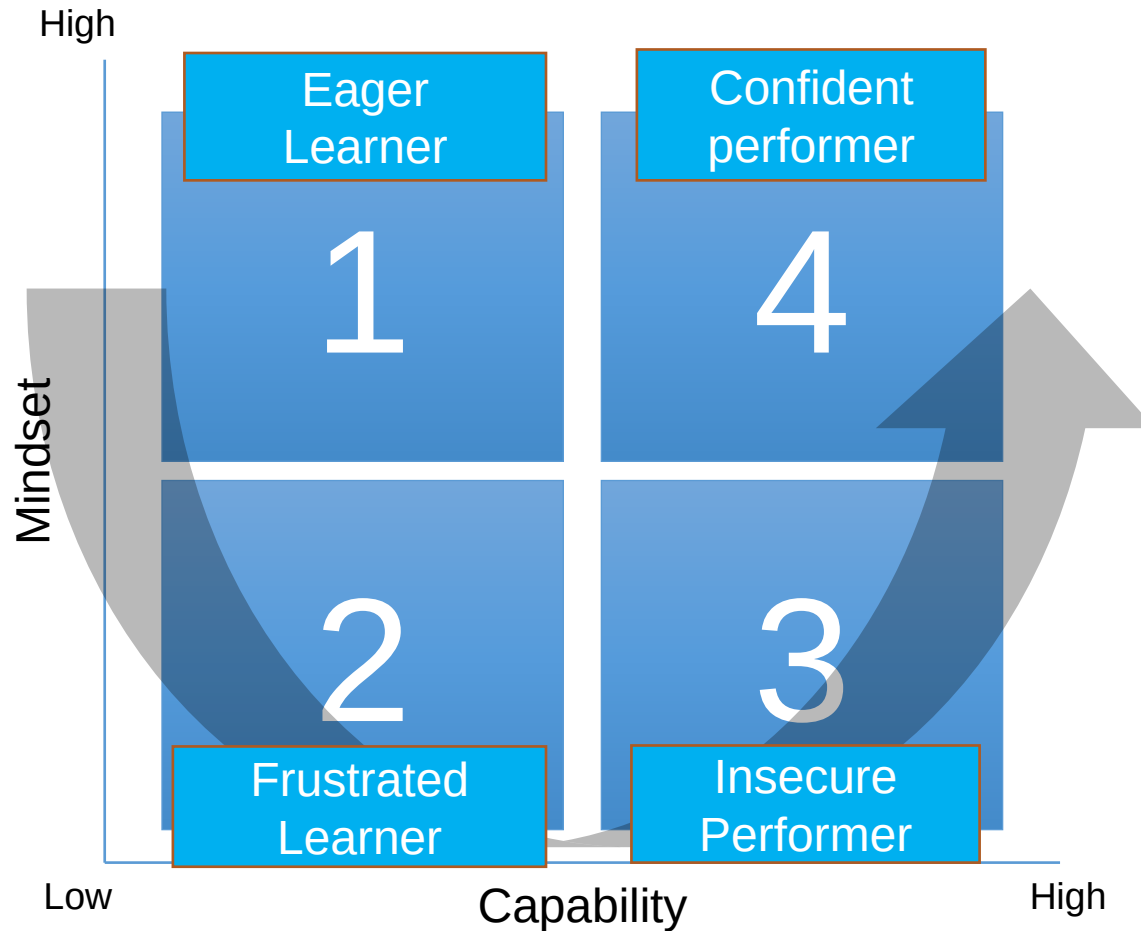
Exploration

We begin to find ways to accomplish the change

Commitment

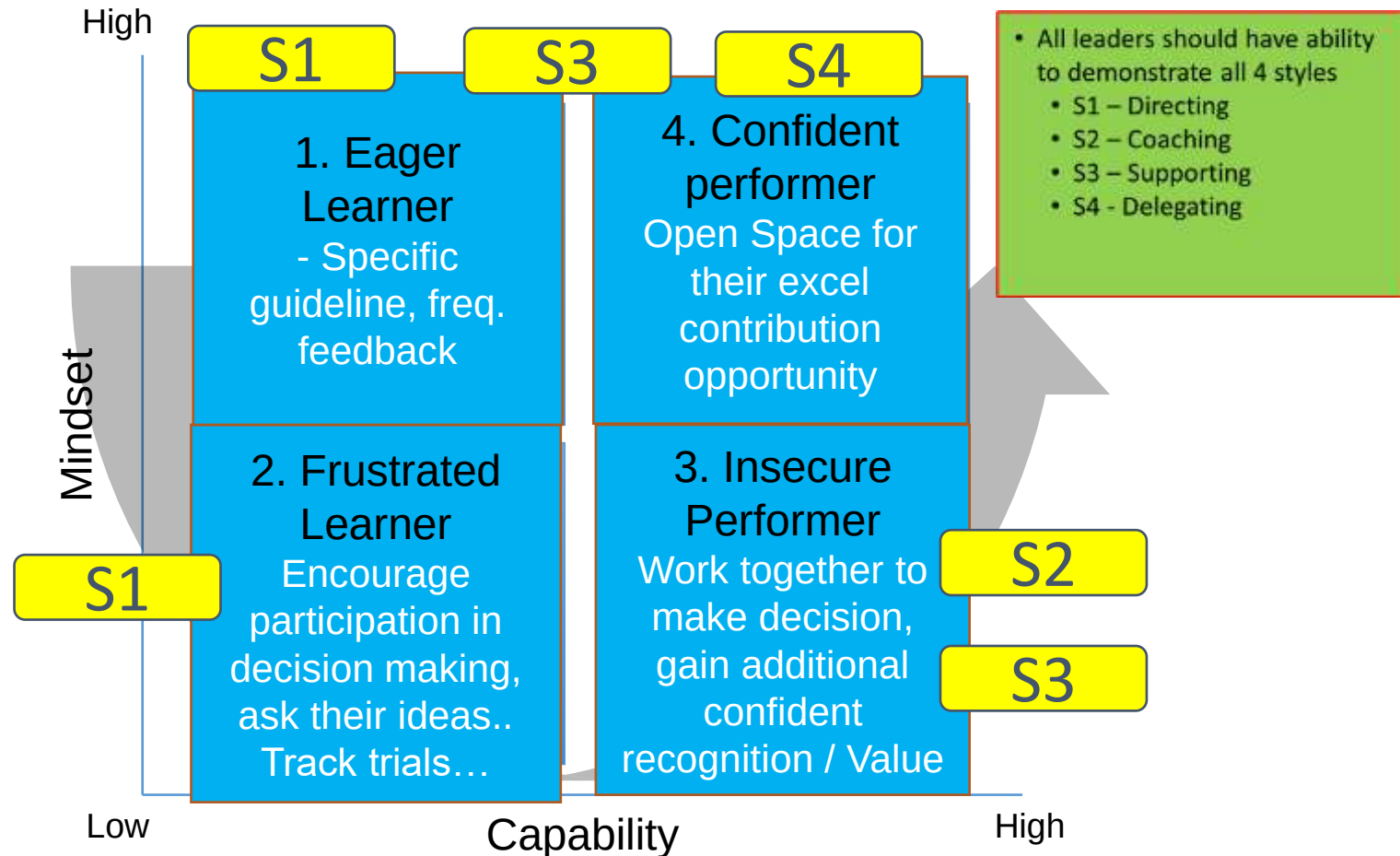
We are fully aligned with the change

Effective Leadership – what kind of support to help our staffs to adapt & accelerate “CHANGE” ?



Remarks: Mindset – Willingness to Perform

Effective Leadership – what kind of support to help our staffs to adapt & accelerate “CHANGE” ?



Change Leadership Roles – build innovation / change culture

- Provide the right level of SUPPORT to staffs at different stage of “CHANGE” and build Organizational success - execution for CHANGE for BETTER

--- END ---

Thank you