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Assignment 1

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Introduction

This report contains seven parts. The first part features an interview with a leader on leadership dilemmas. The second part includes a blog post on multiculturalism leadership dilemma. The third part is a reflection of my experience on tweets/posts on social media and the significance of actors in a network. The fourth part is a development plan on how I can improve my current network. The fifth part is a reflection on a debate I participated in. The sixth part is a slideshow of a decision-making framework – Design Thinking. The seventh part introduces a new decision-making framework – the 5 WH- question framework.

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Part 1: Interview

Figure 1: Adapted from Seerat (2019)

1.0 Introduction

"*Leadership is about vision and responsibilities, not power.*"
Seth Berkley

We currently live in a world described as VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world when organizations are constantly confronted with complexities which command and control leadership styles are no longer effective for organizational survival and thriving (Millar, Groth, and Mahon, 2018; Sharma and Sharma, 2019). This section reports the outcome of the interview conducted on a leader who confirms complexities in his organization.

1.1 Interview Guide

After being introduced to the concepts of complexity, leadership, leadership dilemmas and complex adaptive system, it became pertinent for me to conduct an interview with a leader of an organization to confirm the presence of these phenomena in our contemporary world.

The criteria used for choosing a leader were the duration of leadership and the success of the organization over time. A young and agile leader, based in the United Kingdom was chosen as he has successfully led his organization since 2004, and despite complexities, his organization did not only survive but has replicated in Europe and Africa.

Moreover, to achieve a standard interview, it was pertinent to study and adopt an interview framework prescribed by some notable qualitative researchers. Creswell's (2015) guide was chosen because, he claims to have taught qualitative research for many years and has written a handful of articles which many students had adopted successful in their research journeys. The following are the contents of the guide: Deicide the interview questions which should be open-ended, general and focus on the central phenomena under investigation; Identify the interviewee(s) using purposeful sampling method to locate the right persons who can answer the questions correctly; Determine what form of interview is plausible – telephone, focused group, or one-on-one; Design an interview protocol which may include date, place, interviewee, position of interviewee, questions and so on.

In addition, Leslie (2015) has also made some suggestions to be applied during the interview. She suggests that interview questions should be asked in a comfortable way and should not make the interviewees feel threatened or uncomfortable; give them the

opportunities to explore a broad range of factors to enable them to explain their perceptions and experiences in details; develop a good rapport with the interviewees to gain their trust; assure them confidentiality and tell them the importance of the research.

It was also important to ensure that no physical, emotional of psychological harm was done to the interviewee, interviewer, and the reputation of the host university before, during or after the interview. Therefore, some ethical frameworks were considered and that of Flinders (1992) was chosen over others because it is more encompassing than the others such as Seedhouse framework (1998). Flinders framework helps a researcher to ensure informed consent, confidentiality, avoidance of harm, imposition, and detachment.

Based on my knowledge of complexities, leadership, leadership dilemmas and complex adaptive system, the suggestions by Cresswell, Leslie and Flinders explained above, the interview questions were formulated, the appropriate interviewee was identified, the questions were sent via WhatApp as demanded by the interviewee for convenience. His responses are presented and described in the next part.

1.2 Identified Leadership Dilemma

Good day to you, Manager.

My name is Hilda Obaje, a DBA student of the University of Wales, Trinity Saint David, Swansea.

The aim of this interview is to explore the leadership dilemmas faced by managers during this VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world.

It is pertinent to also inform you that participation is voluntary; you can discontinue at any point if you wish to; your information will not be shared with any third party except the module Tutor and external examiner; your name will not appear on any report; and some suggested ways of handling your identified dilemma(s) can be sent to you if you are interested.

Contact: 2009418@student.uwtsd.ac.uk.

1. What service or product(s) do you offer/sell in this organisation?
2. How long have you been a manager in this organisation?
3. What leadership dilemma have you experienced over the years? A leadership dilemma can be either external and internal factors which include but not limited to: the socio-economic environment, aging population, digital disruption, rapid urbanisation, climate change and extinction, health and wellbeing, internal complexities and multiculturism. If your experience is not in this list, you can indicate.
4. How did you identify this dilemma?
5. Have you made any effort to address this dilemma? If yes, what steps have you taken?
6. How well has your efforts yielded results?
7. Do you think you need some suggestions on how to handle this dilemma?

Thank you for your time.

Figure 2: Interview Questions

Good day to you, Manager.

My name is Hilda Obaje, a DBA student of the University of Wales, Trinity Saint David, Swansea.

The aim of this interview is to explore the leadership dilemmas faced by managers during this VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world.

It is pertinent to also inform you that participation is voluntary; you can discontinue at any point if you wish to; your information will not be shared with any third party except the module Tutor and external examiner; your name will not appear on any report; and some suggested ways of handling your identified dilemma(s) can be sent to you if you are interested.

Contact: 2009418@student.uwtsd.ac.uk.

1. What service or product(s) do you offer/sell in this organisation?: **TIEC Group offers consultancy and advisory services to the education sector in the UK with special focus on Sub-Saharan Africa. We are a bridge for students, parents, schools, universities, corporate bodies as well as governments on international education options in the UK and other key locations.**

2. How long have you been a manager in this organisation? **Since 30th August 2004**
3. What leadership dilemma have you experienced over the years? A leadership dilemma can be either external and internal factors which include but not limited to: the socio-economic environment, aging population, digital disruption, rapid urbanisation, climate change and extinction, health and wellbeing, internal complexities and multiculturism. If your experience is not in this list, you can indicate.

   Over the last 17 years there have been several such leadership dilemma as you call them. Some internal and some external. The internal ones tend to be because of the talent deficit within the team. This becomes more of an issue for us as we have teams in the UK and Africa, and it has not always been an easy task getting this multicultural teams to work effectively together. Even within the same country such as Nigeria there are still cultural issues to navigate as there is a north, south, west, and east divide which still reflects in the way business is done. The talent/staff challenges have meant that leadership must be more intentional in the way we hire, train, and retain talent. This has been a major challenge for me over the years as you can only go as fast or far as the team/tools you must work with. Externally the socio-economic landscape has always been a concern- especially for those of us doing business in Africa some markets are more volatile than the others and we have had to adapt and adjust accordingly.

4. How did you identify this dilemma? **The dilemma has been identified by a combination of ways. Some by engaging external consultants who have given their view from an outside point of view. Others have come from some of our mangers and leadership team.**

5. Have you made any effort to address this dilemma? If yes, what steps have you taken? **The internal ones YES. We have had to look at our hiring and training process. We have also looked at ways we can attract the right talents and keep them. We ask ourselves the questions about what we need to do to become the kind of place people want to work for 5-10 years and not just for the short term. Hiring has also become something that takes time now as opposed to a quick and fast process which tends to end with the wrong candidate.**

   In terms of the dilemmas concerning the socio-economic conditions we have also learnt to adjust accordingly by building various services that can adapt to the changing consumer needs.

6. How well has your efforts yielded results? **Some have yielded results and others are still work in progress. Some things have worked better than we anticipated and other things are still taking time to fall into place. Our thinking on the talent and staffing situation is that the more we get people to do what they are good at we are likely to get them perform better. It is easier to have people thrive in the areas of their strengths rather than forcing them into what they are not good at. Covid19 has also given us the opportunity to ruthlessly look at the business and change what is not working and do more of what is working.**

7. Do you think you need some suggestions on how to handle this dilemma?

   Absolutely, we are a learning organisation and we believe in learning all the time. As the CEO I am always speaking to other CEO's and retired CEO's to see what they did in their times of crisis and dilemmas. So far it appears that the more you share with others with huge and varied experiences the more opportunities and ways of doing things or not to do things that become open to you. But yes, we can do with more suggestions as we move this global education company forward in dealing with the new world Post-Covid19.

Thank you for your time.

Figure 3&4: Returned Responses.

Though he mentioned more than one dilemma, this leader has clearly identified multiculturalism as a current and most significant dilemma faced by TIEC Group.

> *…and it has not always been an easy task getting this multicultural teams to work effectively together. Even within the same country such as Nigeria there are still cultural issues to navigate as there is a north, south, west, and east divide which still reflects in the way business is done*.

Some features of complex adaptive system are found in TIEC Group (Ramos-Villagrasa, et al., 2018; Sweetman and Conboy, (2018). There is collaboration among leaders and employees when he stated, "*We ask ourselves the questions about what we need to do to become the kind of place people want to work for 5-10 years and not just for the short term."* There is also adaptation for survival when he stated, "*we have also learnt to adjust accordingly by building various services that can adapt to the changing consumer needs."* Moreover, there is experimentation in search of emergent patterns when he stated, "Some *have yielded results and others are still work in progress. Some things have worked better than we anticipated and other things are still taking time to fall into place."*

It can be concluded, therefore, that TIEC Group has been confronted with multiculturism leadership dilemma and does not practice command and control leadership, instead, it has embraced complex adaptive system which did not only make it to survive complexities but also thrive.

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Part 2: Embrace and Celebrate all Cultures.

Figure 5: Adapted from Amin (2020)

Once upon a time, a complex problem popped up in the middle of a staff meeting in my place of work, an organization in Nigeria comprising over a thousand workers who hail from about five hundred and twenty ethnic groups. A fierce argument had ensued because no one wanted to sacrifice their cultural identity for another, and the meeting was halted untimely leaving every staff with rage in their faces and anger in the voices as they murmured back to their offices in groups. I could see fear on the face of my boss, because, as I guessed, this could lead to another cold ethnic war which had claimed innocent lives and destroyed hard-earned properties in this country. What was the problem? You may ask.

The routine end-of-year party was in one week, and this meeting was called to deliberate on how to make it memorable and enjoyable for all staff who had worked tirelessly round the clock for a whole year. Normally, the organisation provided sumptuous Jollof rice with chicken for staff every year. But this year, when it was time

to set up a committee to handle the preparation of the rice, a familiar voice snapped from the back ‘we are tired of rice, aren’t we?’ It was the voice of Adigwe, the accountant. ‘We don’t want rice this year, we are not chicks,’ another voice echoed. The whole congregation seemed to agree with this. ‘Fine, what do we want this year?’ My fragile boss asked. Within a twilight, over 300 Nigerian delicacies had been mentioned. ‘We cannot cook all these, my dear people, we do not have the funds, time, and energy’, she added. No one was ready to let go. While some persons suggested the foods of the president of the country, others suggested the foods of the boss, some more suggestions were on the way. Before I could say Jack, the peaceful hall had been turned into chaos, people had started gathering in groups and shouting on top of their voices. The meeting was called off prematurely without and adjournment. This was very necessary to curb further complications. What do we do now? My boss asked me with a frightened tone.

This is a typical case of multiculturalism, when there exist several ethnic groups in a setting (Wilton, Apfelbaum and Good, 2019). In the world today, there are many cases of social and cultural variations in communities and organisations but in most cases, the minorities are always disadvantaged (Nizami, 2020). For instance, in Nigeria, the Hausa, Yoruba and Igbo ethnic groups are always prioritised over the other languages, and this has caused many national problems ranging from hatred, tribalism, corruption, ethnic wars among others (Bamidele, 2020).

In Sociology, multiculturalism has been described as a deliberate effort of a state to amalgamate and effectively handle cultural pluralism in such a way that no ethnic group is neglected (Birnbaum, et al, 2021). The Canadian government, for instance, is known as the initiator of multicultural ideology for the establishment of policies that support retention of different cultures of all immigrants from all over the world

(Grotlüschen, A., et al. 2021). While some researchers claim that multiculturalism can enhance hatred and misunderstanding, others have claimed that it can be used to fight against racism (Birnbaum, et al, 2021).

However, in organisations, research has demonstrated that a team made up of people from different cultural backgrounds have different perspectives and experiences and can come up with better solutions to complex problems especially at this period when organisations face complexities and uncertainties. Do you want to know how my boss resolved the problem of multiculturalism that came from nowhere to devastate our hard build organisation? I guess you answer is yes.

Figure 4: Adapted from Pinterest (2021)

The entertainment committee came up with an idea that every staff should prepare and bring three servings of any of their cultural delicacies on the day of the party to share. Amazingly, I saw tables beautifully and colorfully decorated with different Nigerian delicacies. Everyone was happy to represent their culture and share with others without the need to sacrifice their peculiar identity for any dominant one. This continued every year, and everyone looked forward to it. In fact, variety is truly the splice of life, and it is still possible to practice the ‘live and let live’ principle of the

peaceful Habsburg Dynasty which was the amalgamation of numerous cultures, lands, and kingdoms in the old Germany (Kann, 2020; Thaler, 2020).

Are you confronted with multiculturalism? The answer is simple - Embrace and Celebrate all Cultures!

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Part 3: Social Media Networks

Figure 5: Adapted from Walsh (2019)

3.0 Introduction

This part comprises five tweets made on social media to draw attention to the multiculturalism leadership dilemma. The responses of the people in my network are included. This is in addition to a reflection of my experience during the tweets and the significance of Actor Network Theory.

3.1 Tweets on Multiculturalism Leadership Dilemma

1.Regulating distress in adaptive leadership style can be very tricky. This is because, in an attempt to pressure employees to recognise the need to adapt a new system, they may become overwhelmed, resulting in employee turnover. Therefore, it is very important to keep stress within a productive limit. #bmdbleadershipdilemmas #adaptiveleadership

Responses 1: yes, leaders delegate without understanding the real situation of employees will lead to making bad decisions, to know your employees better and do the empowerment appropriately are essential.

Response 2: did you notice that regulating stress is also a characteristic of intent-bsed leadership?

2. A systematic way to address numerous contemporary leadership dilemmas is by engaging in Design Thinking - empathising, defining, ideating, prototyping, and testing. This framework was originally designed for products design to satisfy customers' needs, nevertheless, it has also been successfully applied to solving organisational problems. #bmdbleadershipdilemmas #designthinking

A retweet, 2 likes.

3. Good leaders do not dread complex problems. Instead, they simplify structures, processes, and systems. In fact, a good leader is expected to bravely increase complexity to show off his expertise. #bmdbleadershipdilemmas #complexityleadership #simplify

4. The bias I feel can impact a leader's ability to address the cultural and religious discrimination in an organisation is 'not enough meaning' because they think the culture and religions they are familiar with are better than the others they have not even explored. #bmdbleadershipdilemmas

5. In my opinion, the era of management is not over yet as it is making the rounds in the literature. What is over is the traditional form of leadership which is characterised by hierarchies, controlling, planning and privacy. Managers of today are advised to embrace a flat form of leadership which is characterised by networking, empowering, experimentation, and transparency. #bmdbleadershipdilemmas

#management

Response 1: I second that, Hilda. It is important to note that management can either aid or deter the success of a business or organization. The need for management is also important because an organization's management makes use of the services, knowledge and skills of professionals and experts in achieving organizational goals. Therefore, if management ensures that both physical and human resources are producing their maximum results, then management is applicable in any organization or business.

3.2 Reflection of my Tweet Experience

My favorite reflective framework is Gibbs' reflective cycle, detailed in part 5. I hereby present the reflection of my experience during the tweets.

Description: I was required to write a series of tweets on the identified leadership dilemma (multiculturalism) and post them to different socail media platforms. This was necessary to build a network which is capable of giving me a wealth of information on how to tackle the dilemma. I posted different tweets to the leadershipdilmma platform of the module, Tweeter and Linkedin.

Feeling: Initially, it was a new and exciting experience for me to post ideas on socail media. I later got sad after I discovered that I had only a few responses for my posts.

Evaluation: I have realised that my network is poor and cannot entice enough people to contribute to my posts.

Analysis: The sense I can make from my experience is that a poor network cannot entice serious minded contributors.

Conclusion: What I can do to make my network better are: make my network deep, diverse and open.

Personal Action Plan: The steps I need to take to build a better network are as suggested by Willburn and Cullen (2014) to look for people who are not connected (structural diversity); span beyound geographical boudaries; and seek people of different backgronds.

3.3 The significance of Human and Non-human Actors in Communicating Ideas

To communicate ideas effectively in our networks, we need both human and non-human actants which are also called agents in the Actor Network Theory proposed by a group of scholars including Bruno Latour in the early 1980s. The theory holds that a network comprises actants which interact together to make impacts on each other and these actants could be human such as family, colleagues, friends; technology such as social media; and natural phenomena such as sun, moon, whether and so on (Czarniawska, 2017; Bueger and Stockbruegger, 2017). It also holds that all agents are important and should be treated equally on the same scale (Jensen and Sandström, 2020).

Therefore, social media, though are non-human actants can cause changes in our systems. This has been exemplified in the poor responses I received from my posted tweets. A vibrant network is meant to help me solve complex problems by generating novel ideas from people across boundaries (Willburn and Cullen, 2014). My social media post did not entice enough comments for my research; therefore, the result of my research will be poor if I do not improve my network. My strong ties are those who can help me achieve my aims, they include knowledgeable people on my social media and colleagues and tutors. My weak ties are my Facebook friends who are only interested in birthdays and gossips. To keep my network fit, I will concentrate on strong ties and minimize interactions with weak ties.

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Part 4: Network Analysis

Figure 6: Adapted from Arredondo (2021)

4:1 The Analysis of my Social Network

My proposed research topic is The Impact of Organisational Culture on Employee Turnover in Travelodge. Its primary objective is to investigate the internal environmental factors causing employees to leave within a year of their employment in this organisation. To achieve this aim, I will need a vibrant network of active actants as the answers are not found in the already existing literature. I will need supervisors to oversee the research, course tutors to teach me the art of research, some committed family members, and friends to assist in one way or the other, some research colleagues for peer debriefing, Travelodge staff including those who have left, Travelodge lodgers to share experiences.

However, Willburn and Cullen (2014), Fawzi, Moosavi-Dezfooli and Frossard (2017) have suggested that a good network which can provide enough ideas/information to address a complex problem should be open, deep, and diverse. An open network has structural diversity- comprising different people who are not connected; a deep network comprises people from different backgrounds; and a diverse network spans across geographical and stakeholders' boundaries. I hereby adopt their model to

analyse my current network to ascertain whether it can sustain my research objective or not.

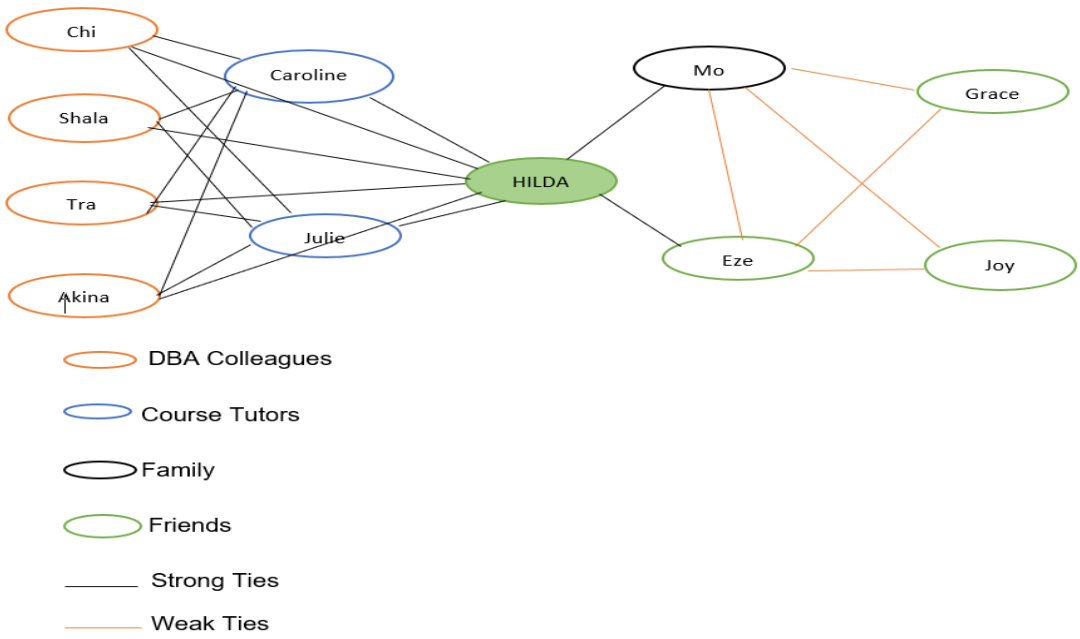

Figure 7: Hilda's Current Network

A close look at Hilda's current network reveals that her network is not open enough. This is because, it contains only her colleagues, tutors, a family, and friends who are connected. In this case, she cannot access different sources of ideas to compare before arriving at a conclusion. In addition, Hilda's network is not diverse enough as it does not comprise people across geographical and stakeholder boundaries. She will end up getting information from only one or two geographical locations. Finally, Hilda's network does not span across different backgrounds. Her colleagues, tutors and only strong friend are from the business background. Her only family gives moral support. To investigate the reason why employees, leave Travelodge untimely, Hilda needs sociologist, psychologists, and so on in her network.

4.2 Network Strengthening Plans

From the forgoing, Hilda needs to boost her network to generate enough ideas to answer her research questions. This affirms Ashby's assertion in his Law of Requisite Variety that only variety (information) absorbs/destroys variety (problem) (Alojairi, 2021; Palumbo and Manna, 2018). I, therefore, need to make my network open, diverse, and deep by taking the following steps:

- Expand my network to more people who are not connected. This could be engaging different social media where people, including Travelodge staff, lodgers, their friends, and families can share a wealth of perceptions and experiences which may be beneficial to the research.
- Span my network beyond geographical settings to access different opinions and experiences about the culture of Travelodge, across the UK.
- Span my network beyond the business field to different other fields including sociology, psychology, linguistics and so on. This enables me to conduct a robust analysis of situations.

In addition, as also suggested by Willburn and Cullen (2014) I will ensure to keep my network active, not latent, receive and share information frequently, and ensure high level of trust.

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Part 5: Debate

Figure 6: Adapted from Andeson (2019)

5.0 Introduction

I have actively participated in a 20-minute debate alongside with some of my DBA colleagues and I hereby, present a reflection.

5.1 Gibbs' Reflective Models

I have studied the reflective models of Borton (1970), Brookfield (1995) and Gibbs (1998) and have observed that Gibbs' model is not only simpler for me to apply but also more encompassing and suitable for this study.

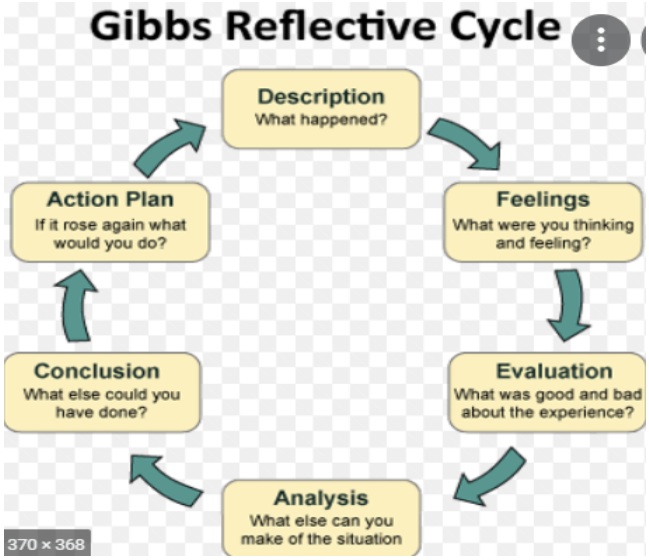

Figure 8: Adapted from Crowe Associates Ltd (2021)

Gibbs (1988) has identified 6 reflective stages which according to Pieper, et al. (2021) and Wesely (2021) are : Description - requires the reflector to describe what happened paying attention to who, where, why, and how; Feeling - requires stating what they were thinking and feeling during the experience; Evaluation - requires stating what they feel was positive(good) or negative(bad) about the experience; Analysis - requires stating what sense they could make from the experience; Conclusion - requires stating what to do differently to improve the experiences; and Personal Action Plan - requires stating the action they will take to improve the experience next time.

5.2 My Debate Experience

Description

The debate topic was 'The Era of Management is Over. It involved the five of us in a study group, 2 persons proposing and 3 persons, including me opposing. The debate took place online having our course tutor and other students as judges. Notable among the articles I consulted are Hope (2017) and Wal (2018) where I realised that managers are needed to make employees accountable for their duties and actions; curb truancy, guide employees from encroaching on each other's duties; making decisions in uncertain circumstances when robots cannot help; and for confidentiality as AI can be porous. Our opponents pointed out that the bulk of what the managers do is done today by robots and algorithms and managers have the tendencies to be bias, sluggish and make irrational decisions to the detriment of the growth of the organisation.

Feeling

I felt so confident and happy that I was participating in a debate having groomed many children and adults for debates over the years. I was so proud of my study group

members who also spoke confidently during the debate because during the practice, many of them showed timidity.

Evaluation

After listening to both sides, the judges said both sides performed well and on the same scale. However, the tutor called out the names of those who performed exceptionally well and no one in my group was mentioned. She observed that I used the words ‘manager’ and ‘leader’ interchangeably without differentiating them. The dictionary meaning for both words shows they both control/guides, so I assumed they can be synonyms. I was wrong.

Analysis

Judging from all the points presented from both sides, the sense I could make from the debate is that AI cannot fully be trusted to replace mangers, therefore, the era of management is not over yet. Instead, it is the era of command-and-control leadership that is over as managers are advised to embrace the leadership styles characterised by the active participation of employees in decision making to solve complex problems.

Conclusion

If I am given to same opportunity to debate on the same topic, I will study more articles to understand the difference between leadership and management and I will not assume them as synonyms. In that case, my group will stand the chance of winning.

Personal Action Plan

In addition to studying more articles on leadership and management, I will also seek peoples’ opinions on social media by writing and posting blogs.

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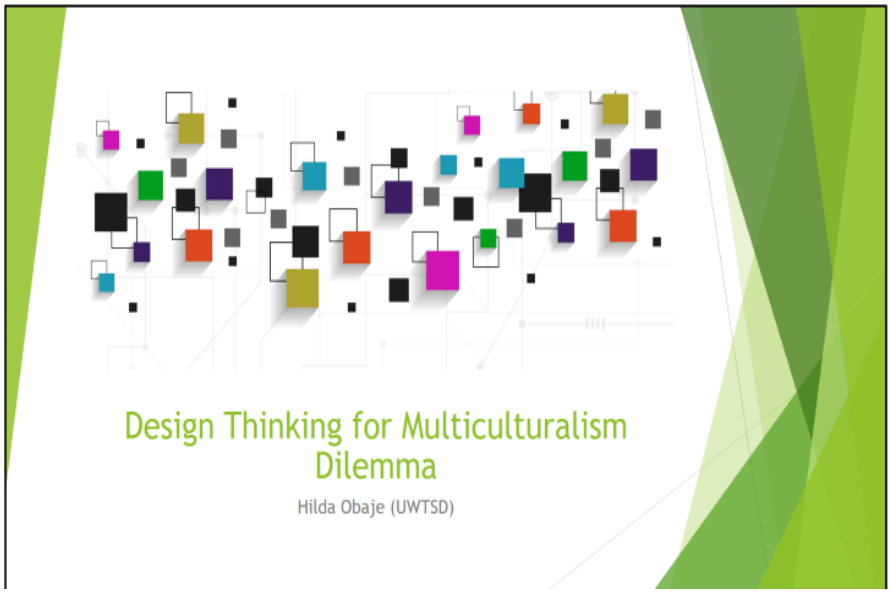
Part 6: Presentation on Design Thinking

Figure 9Adapted from Melymbrose (2020)

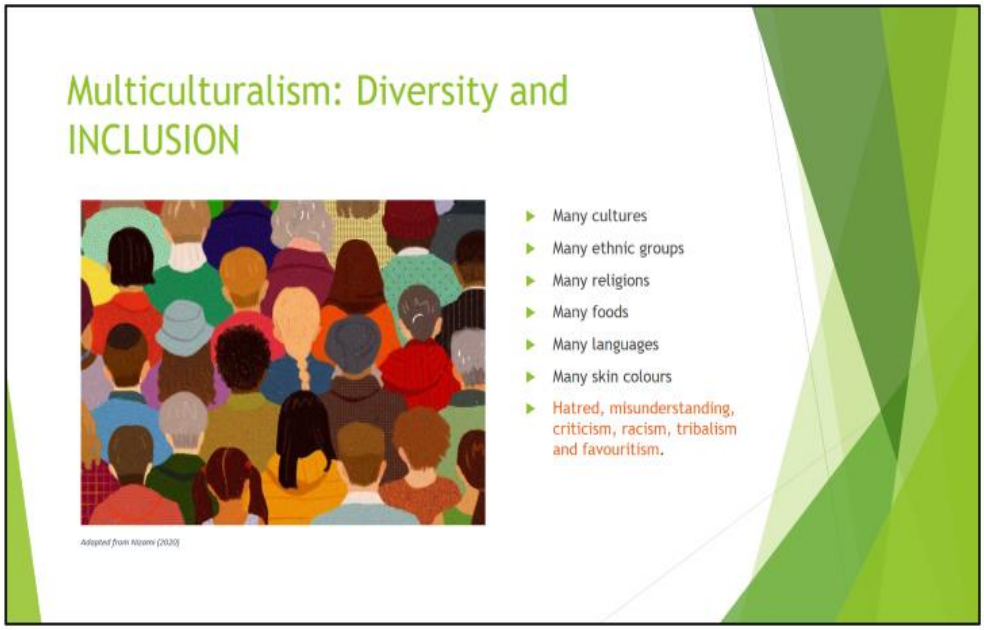
6.1 Presentation Slides and Speaker Notes

The following are presentation slides and speaker notes. The slides were produced using PowerPoint and screenshot.



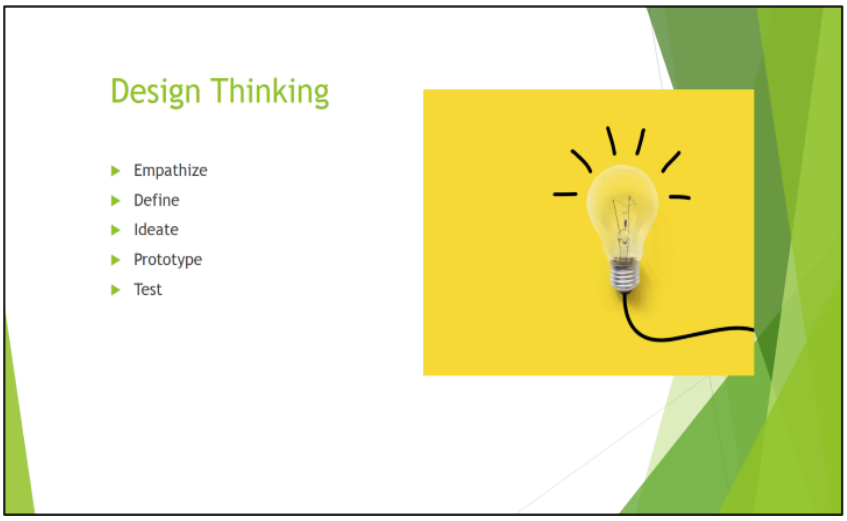
- Good day to you and welcome to my presentation titled 'Design Thinking for Multiculturalism Dilemma.' My name is Hilda, a DBA student of UWTSD, Swansea.

- The purpose of this presentation is to discuss how Design thinking, one of the decision-making frameworks used to solve complex problems can be adopted to address multiculturalism dilemma which many organisations face today.
- Before we go further, we need to define multiculturalism and design thinking.



- Multiculturalism is the presence of many cultures or ethnic groups in a society; it could also mean the policy of valuing cultural differences and allowing them to exist together peacefully and rightfully in a society.
- The characteristics of a multicultural are many cultures, religions, foods, dressings, ethics, skin colours, languages and so on.
- In such settings, there exist hatred, racism, misunderstanding, tribalism, favouritism and so on.

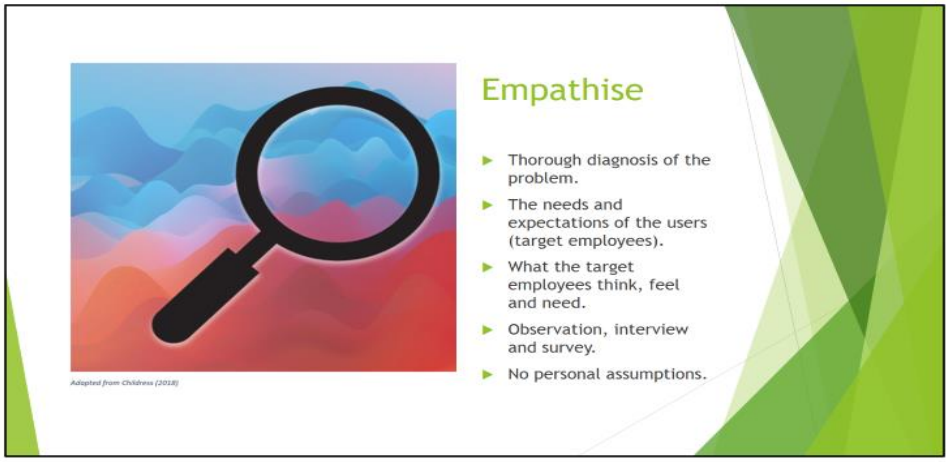
(Wilton, Apfelbaum and Good, 2019; Nizami, 2020; Mahfud, et al, 2018).



- Design Thinking is a cognitive decision-making process in which one seeks to understand users' needs, challenges and aspirations and then creatively finds solutions to the identified problem(s).
- It is user centred.
- It has three phases of Immersion, Ideation and Implementation.
- It is further extended to five stages of Empathise, Define, Ideate, Prototype and Test.

(Wolniak, 2017; Wolniak, 2017; Cousins, 2018, Mount, Round and Pitsis, 2020)

- Each of the stages are described below as noted by these authors:

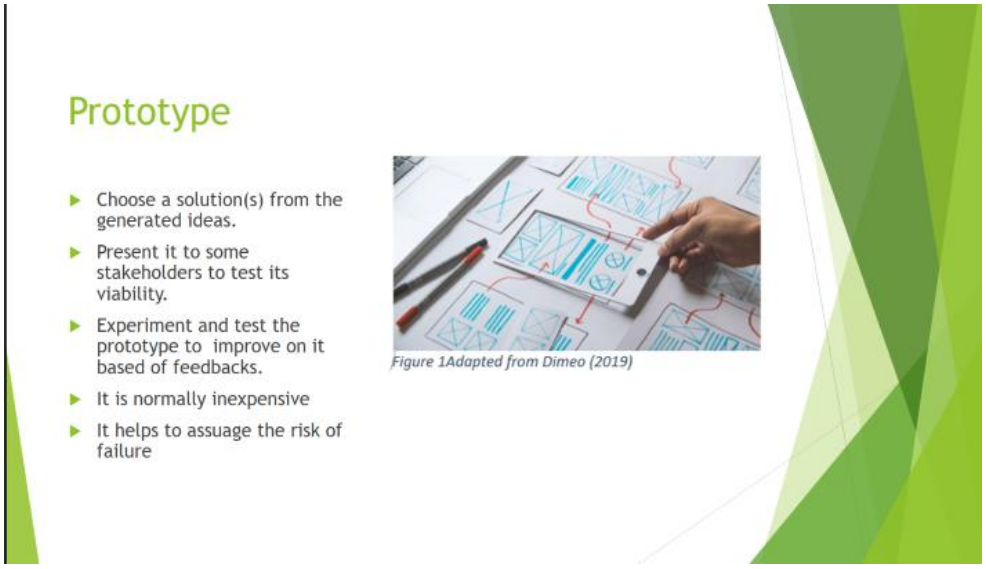


- Empathising requires a thorough diagnosis of the problem at hand, it is requiring the leaders to immerse themselves among the employees to obtain first-hand information either through observation, interview, or survey.
- They should pay attention to what the target group wants, thinks, feel, needs or desires.
- The leaders' assumptions are not required here and should not get in the way of information seeking process.
- Instead, they are advised to listen to the target group with an open mind.

- During the define stage, the leader specifies the problem.
- Determines the extent of the problem and the damage it has caused.
- Find out the exact need of the target group, set a goal to meeting it and find out whether the organisation has the capacity to meet it or not.
- A multidisciplinary group can be involved to complete this stage.

- During the Ideate stage, you seek creative and innovative ideas from as many people as possible.

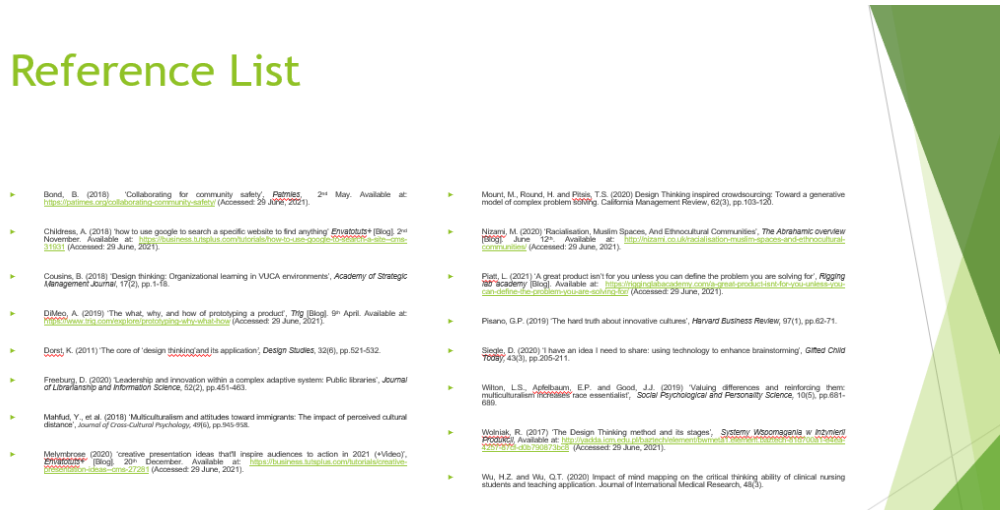
- You can use idea generating techniques such as brainstorming, mind mapping (Siegle, 2020; Wu, and Wu, 2020).
- Create a conducive climate and culture for innovative and creative thinking and avoid criticism (Pisano, 2019).



- Prototype is done by choosing a viable solution from the generated ideas, present it to some stakeholders who in turn give valuable feedbacks that will help you to improve on the solution.
- Experimenting and testing out solutions do not require expensive materials and are in line with Complex Adaptive Systems which suggest continuous experimentation with ideas until the best solution emerges (Freeburg, 2020).
- Prototyping can help an organisation to assuage the risk of failure in future.

- Testing is done when you present the improved prototype to the real target group to gain their feedbacks before the final version is produced.
- Like, the prototype stage, the people's feedbacks are taken seriously and followed carefully.
- The feedbacks help you to refine the solution to its best.

In conclusion, this presentation affirms that Design Thinking can be applied to real-life organisational problems such as multiculturism because it helps the leaders to find out the problem by immersing themselves among the target group, redefine the problem to enable them to plan a possible solution, seek creative and innovative ideas to tackle the problem, experiment the viability of a possible solutions and test the emergent solutions before settling for it.



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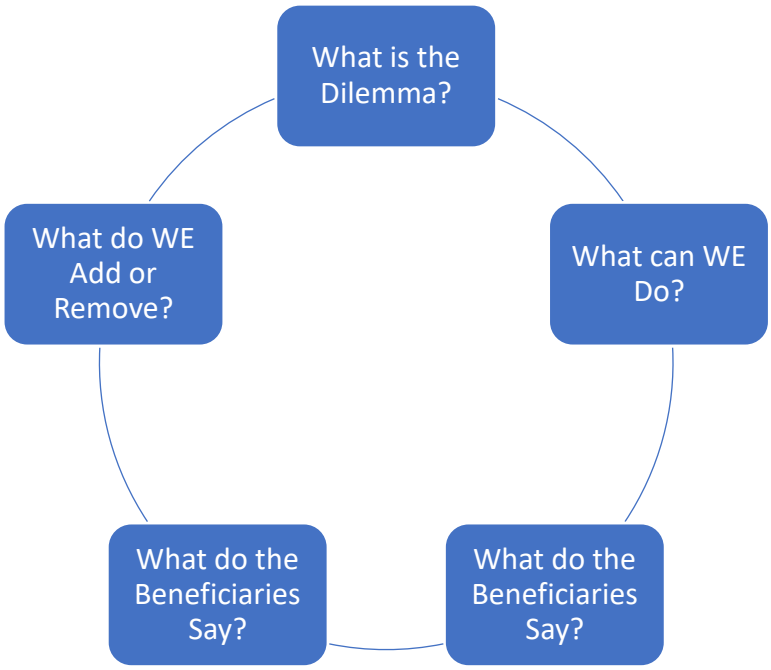
Part 7: Decision Making Framework

The 5 WHs-Question Framework Proposed by Hilda Obaje, 2021.



In the cause of this Leadership Module, I have successfully identified one of the nagging dilemmas facing contemporary organisations as multiculturalism. I have also realized that the available leadership approaches and frameworks in the literature are good but not best suited to address this dilemma. I have therefore, studied as many leadership approaches and frameworks as possible and fabricated a framework which I think can best address this dilemma. It is called '5 WH-question framework'.

Stage 1: What is the Dilemma?

In this VUCA world, many complex problems can pop up at any time to disrupt the activities of our organisations (Sharma and Sharma, 2019). This stage requires the leader to identify the problem, its cause(s) and the extent of damages it has caused.

Charlse Kettering, quoted in Robertson (2020) says “a problem well stated is a problem half-solved.”

Stage 2: What can WE Do?

The word ‘WE’ is highlighted because it signifies collaboration and networking. Today’s economy is knowledge- oriented (Uhl-Bien, Marion and McKelvey, 2007) and the leaders alone cannot generate the required ideas to solve complex problems. They therefore need formal and informal networks of people including on social media in their quest for useful information. They also need to create a culture capable of stimulating and sustaining creative and innovative thinking among their employees (Pisano, 2019). However, the more ideas the better.

Stage 3: What Emergent Pattern is Best?

Emergent patterns in this sense include all the suggested solutions. The likely solutions are selected and experimented out until the best pattern emerges. Snowden and Eboone (2007) in their Cynefin framework also recommend experimentation of possible solutions for complex problems because the cause, effects and solutions to the problems are unknown.

Stage 4: What do the Beneficiaries Say?

This stage requires you to test out the selected best solution on the target group to ascertain feasibility. If the solution works, it is retained, if not, it is discarded.

Stage 5: What do WE Add or Remove?

This is the refining stage. The retained solution is refined or adjusted based on the feedbacks from the testing done in stage 4.

Worthy of note is the fact that this framework did not come out from the blues, instead, it has borrowed some leaves from some existing leadership models and concepts such as sensemaking (Schildt, Mantere and Cornelissen, 2020), transformational leadership (Tabassi, et al., 2017), complex adaptive systems (Hoogeboom and Wilderom, 2020), Law of Requisite variety (Alojairi, 2021) and so on. In addition, this framework is patterned to suit as many complex problems as possible.

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