

Module: Leadership and Decision-Making in Complex Environments

Module Code: BMDM7004

Lecture: Julie Hayward

Internal Verifier: Gareth Hughes

Assignment: Blogs 1-7

## **Assignment 1**

### **Blog 1**

#### **1.1 Interview**

Introduction of the interview:

My interviewee will be chosen from a top management team, who is one of the directors of the board assigned to make decisions every day. (Frank Graff. 2018). Whatever internal factors and external factors he must manage independently or tackle the problems which may be unexpected or unpredictable either today or tomorrow. I chose the concepts of “Complexity and the Future of Jobs” from the modules in week 1 and week 2. My questions to him will be set out related to practical aspects and involvement of real situations and events. Meanwhile, one of my questions will be related to the lockdown during the pandemic, for such a crisis, as a leader how to lead the team to overcome the crisis and plan for the next turbulence.

Interviewee: Jacky CHAN

Position: Director at GD Group (Business card enclosed)

Date of interview: 4<sup>th</sup> July 2021

Time: 2:00 PM – 2:30 PM

Language: The first three questions and last question in English. The fourth to ninth questions in Cantonese.

Evidence of the interview: An invitation for the interview was sent to the interviewee by email and received the responses to confirm the interview. (Appendix 1)

The interview was recorded as evidence and uploaded on OneDrive, please click the link below

[https://uowtsd-my.sharepoint.com/:u:/g/personal/0851080\\_student\\_uwtsd\\_ac\\_uk/EULbLH4KsldCjYAYfP15\\_SEBhVbLUmNWfTPj9gQixMWgWA?e=KDqNXY](https://uowtsd-my.sharepoint.com/:u:/g/personal/0851080_student_uwtsd_ac_uk/EULbLH4KsldCjYAYfP15_SEBhVbLUmNWfTPj9gQixMWgWA?e=KDqNXY)

In the 30-minutes interview, I chosen the “Complexity and Future of jobs” from the module that I learnt in the week 1 and week 2.

Ten questions were prepared to ask the interviewee: -

1. How do you identify the complex environments in the business as a leader in the organisation? (Uhl-Bien, Marion and McKelvey, 2007)
2. Have you heard the term of Turbulence which is described difficulties? (Ansell, C. and Trondal, J., 2018.)
3. Do you think complexity will influence your internal management? (Uhl-Bien, Marion and McKelvey, 2007)
4. As a leader, what do you think about leadership dilemmas in the 21st century? (Tudor Rickards, 2002)
5. What was the most complex event which you had encountered in the past years and what is your strategy in your simplification in making-decision on it? (Reuben R Mcdaniel, 2008)
6. Do you think leadership is a practice rather than inherent and how do you describe the term of leadership? (Peter G. Northouse 1997)
7. Do you agree the COVID-19 is one of the complexities which will continuously adhesive with us as leadership dilemmas in the next few years and why? (Ansell, C. and Trondal, J., 2018.)
8. As a leader, do you agree precarity make leadership far more challenging for the ongoing COVID-19 next year? (Victoria Stead. 2021)
9. Do you think employees being embroiled within network management in the pandemic? (Michael, 2017, p.161)
10. What is your design thinking of immediate actions while you are encountering an incident, and what procedures you will adapt? Rittel and Webber (1973)

Ansell, C. and Trondal, J., 2018. Governing turbulence: An organizational-institutional agenda. *Perspectives on Public Management and Governance*, 1(1), pp.43-57. (Accessed 10th May 2021)

Frank Graff. (2018). How Many Daily Decisions Do We Make?. Available: <http://science.unctv.org/content/reportersblog/choices>. Last accessed 7th July 2021.

Michael, M. (2017) *Actor-Network Theory: Trials, Trails and Translations*. London Sage

Peter G. Northouse (1997) *Leadership, Theory and Practice, Adaptive Leadership*, Seven edition, p. 257

Reuben R Mcdaniel, (2008) *Management Strategies for Complex Adaptive Systems Sensemaking, Learning, and Improvisation*

Rittel and Webber (1973) *In Dilemmas in a General Theory of Planning*

Tudor Rickards, *Dilemmas of Leadership*, Routledge 2002

Uhl-Bien, Marion and McKelvey, 2007, p. 299

Victoria Stead. (2021). Precocity's reach: intersections of history, life and labour in the Australian horticultural industry. *Journal of the Royal Anthropological Institute*. 1 (1), 303-318.

## Blog 2

### Highlights of the interview

The interviewee, Mr Jacky CHAN the director of GD Group, agreed on the business environment in this decade would be more complex for any business since 2020. He explained that the newly discovered Coronavirus (COVID-19) would be an ongoing pandemic and horrible infectious disease. An economic depression would be in a period of sustained a long-term downturn that no one knows the end of the date of the pandemic.

The current business environment is a complex environment (Flávio C.Vasconcelosa, RafaelRamirez. 2011) which has been impacted by the COVID-19. According to the official data from the UK government that although vaccinations are given in total 79,078,081 and 33 million people received the second dose (GOV.UK. 2021), the cases of people who tested positive indeed risen in Jul 27,334 daily 53.2% (GOV.UK. 2021).

The term “Turbulence” which Jacky has ever heard (Ansell, C. and Trondal, J., 2018). He said, “Absolutely agree this term “Turbulence” make passengers frightened, panic and unpleasant while in the aeroplane. Turbulence is the most suitable word to describe the current economic situation as the complex business environment (Tsitsi Mufudza, 2018).

Apart from the COVID-19, Jacky said, “Artificial Intelligence will be the most challenging to the leadership dilemmas in the 21<sup>st</sup> century. AI can take over some jobs from human besides leadership. Technology of AI robots are rapidly developing and going to mature stage. They can do anything replacing human for simple job or complicated task. However, they are not completely taking over the role of leadership to make-decision.” AI will never have “a soul” and it cannot replace human leadership qualities that let people be creative and have different perspectives. Leadership is required to guide the development and applications of AI in ways that best serve the needs of humans. (David De Cremer. 2020).

Jacky thinks “Leadership” is a practice rather than inherent as he is an Affiliate Member of Chartered Management Institute (ACMI) planning to equip himself as a practical and professional manager. He mentioned that Adaptive Leadership is to encourage colleagues and subordinates to tackle the challenging because the scale of relevant environments and stakeholders involved is huge embroiled (Peter G. Northouse 1997). He also said as a leader who must be educated and up to date the management knowledge and skills. Leadership incorporates the leader’s self-knowledge, self-regulation, and self-concept (Peter G. Northouse 1997).

Regarding my question employee embroiled within network management, Jacky responded that the transmissible disease of the ongoing pandemic hinders communication between people. It is painfully obvious that the management and the operation team are completely affected by the unsmooth information conveying. Social media networks like WhatsApp and WeChat are completely adopted by the management team. Despite some limitations, an Actor-Network Theory-based approach is conceptually useful in helping to appreciate the complexity of reality (including the complexity of organisations) and the active role of technology in this context. (Kathrin M Cresswell, Allison Worth & Aziz Sheikh. 2021).

Jacky told me that people are being used to staying at home for safety and do not want to back to work. There has been a high rate of staff turnover since the lockdown in October last year.

The impact of staff turnover on workplace demands and co-worker relationships that the turnover rates are high, the immediate consequences are severe: loss of valuable knowledge and experience, loss of morale for those left, and loss of belief in the team's competence and ability to perform. None of those is quick or easy to replace (Danica K. Knight, Jennifer E. Becan, Patrick M. Flynn 2013). The government announced that people will no longer be asked to work from home. Mr Johnson said employers will "be able to start planning a safe return to the workplace" (BBC News 2021)

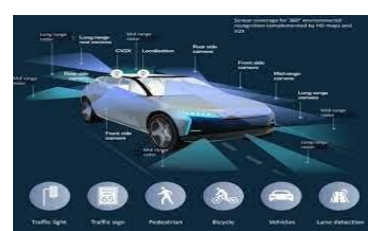
He scrutinized that the proposition of "precarity makes leadership far more challenging". Jacky said that government and entrepreneurs have the responsibility for asking and giving advice or guidance to the employers as in reality some jobs, precarious works and precarious workers, are needed to do by people in the industry or society. They are required to sign part-time or zero-hour contract which exists with us for over decades. Jacky's thought that employees working on precarious works must be protected by the law and preventing arbitrarily discrimination against precarious workers. (Iain Campbell, Robin Price. 2016).



Jacky concerns the precarious workers, like delivery drivers at Deliveroo, Just Eat, UberEats

Jacky said the most complex event is the second lockdown in October last year as people are more alert to the rapid spread of the pandemic. His strategy in his simplification in making-decision was to focus on people orient at that moment.

The last question in the interview, Jacky was asked "What is his design thinking of immediate actions and procedures in encountering incident?" He expressed that firstly he will make himself calm down, the second he will seek information, and then he will analyse the information, finally he will choose a suitable option. Design-thinking is not inherent. Since wickedly difficult problems are ill-defined and tricky, a design-thinking is especially useful for the non-linear problems. (Rittel and Webber 1973).



Jacky's looking to the future AI taking over human's job besides leadership

Ansell, C. and Trondal, J., 2018. Governing turbulence: An organizational-institutional agenda. *Perspectives on Public Management and Governance*, 1(1), pp.43-57. (Accessed 10th May 2021)

BBC News. (2021). Covid: Should I be working from home or going back to the office?. Available: <https://www.bbc.co.uk/news/business-52567567>. Last accessed 7th Jul 2021.

Danica K. Knight, Jennifer E. Becan, Patrick M. Flynn. (2013). The Impact of Staff Turnover on Workplace Demands and Coworker Relationships. *Institute of Behavioral Research*. 14 (3), 20-23.

David De Cremer. (2020). Artificial Intelligence Will Change How We Think About Leadership. Available: <https://knowledge.wharton.upenn.edu/article/artificial-intelligence-will-change-think-leadership/>. Last accessed 5th Jul 2021.

Flávio C.Vasconcelosa, RafaelRamirez. (2011). Complexity in business environments. *Journal of Business Research*. 64 (3), 236-241. Complexity in business environments. *Journal of Business Research*. 64 (3), 236-241.

GOV.UK. (2021). Vaccinations in United Kingdom. Available: <https://coronavirus.data.gov.uk/details/vaccinations>. Last accessed 5th Jul 2021.

GOV.UK. (2021). UK summary. Available: <https://coronavirus.data.gov.uk/>. Last accessed 5th Jul 2021.

Iain Campbell, Robin Price. (2016). Precarious work and precarious workers: Towards an improved conceptualisation. *The Economic and Labour Relations Review*. 27 (3), 314-332.

Kathrin M Cresswell, Allison Worth & Aziz Sheikh. (2010). Actor-Network Theory and its role in understanding the implementation of information technology developments in healthcare. *BMC Medical Informatics and Decision Making*. 10 (67)

Peter G. Northouse (1997) *Theory and Practice*, Seven edition

Peter G. Northouse (1997) *Leadership, Theory and Practice*, Authentic Leadership Defined, Seven edition, p. 196

Rittel and Webber (1973) *In Dilemmas in a General Theory of Planning*

Tsitsi Mufudza, (2018). Chinhoyi University of Technology, Chinhoyi, Zimbabwe. *Dynamic Strategy in a Turbulent Business Environment*. Available: <https://www.intechopen.com/books/strategic-management-a-dynamic-view/dynamic-strategy-in-a-turbulent-business-environment>. Last accessed 5th Jul 2021.

### Blog 3

Reflects on my experience of within about and sharing my thoughts on leadership using social media platforms:-

A series of “tweet” style social media posts on teams, please see the (Appendix 2)

Social media platform is a new communication culture network in the 21<sup>st</sup> century defined as web-based and mobile-based internet application technology becoming ubiquitous anytime and anywhere, which is an innovative communication for people to connect around the world that allows the creation, access and exchange of user-generated content. Apart from the social platforms for personal social network, social media platform is providing platforms for academic social network for the users (Joshua C. Palmer and Justin Strickland. 2017).

I am not familiar with using technology or social media platforms, but I have been using this technology and platforms for years to build my personal social network and my business to connect with the global network. I got my personal accounts on Facebook, Instagram, Twitter, LinkedIn, WhatsApp, WeChat. In my experience of using Facebook that it is an authentic platform which most of the users of Facebook are middle-aged people. On the contrary, Instagram targets young users. I prefer to use LinkedIn as it is not only a social media platform, but it targets users in professional careers also. LinkedIn is a strong and powerful social network for the users in professional social networks to make the user more successful (Sonja Utz. 2015). I have connected 383 users at LinkedIn, and I received plenty of messages from them every day. I got the up to date of relevant information about my industry. LinkedIn benefits me to stay with the global connection to obtain the latest information and data about technology. It helps me “Do not be left behind”. One of the most advantages of using social networking is to reach people and connect with together in the virtual world able to become “friends” or a “follower” (Sonja Utz. 2015).

Considers the significant of human and non-human actors in communicating ideas and values with reference to actor-network theory:-

To explores the methodological implications of Actor Network Theory (ANT) in communicating ideas and values for social research more than human world, ANT discloses more widely known as an approach to social life, before addressing the tricky question of how these ideas translate into methodological practice (Richie Nimmo 2011).

The network components are divided into two parts

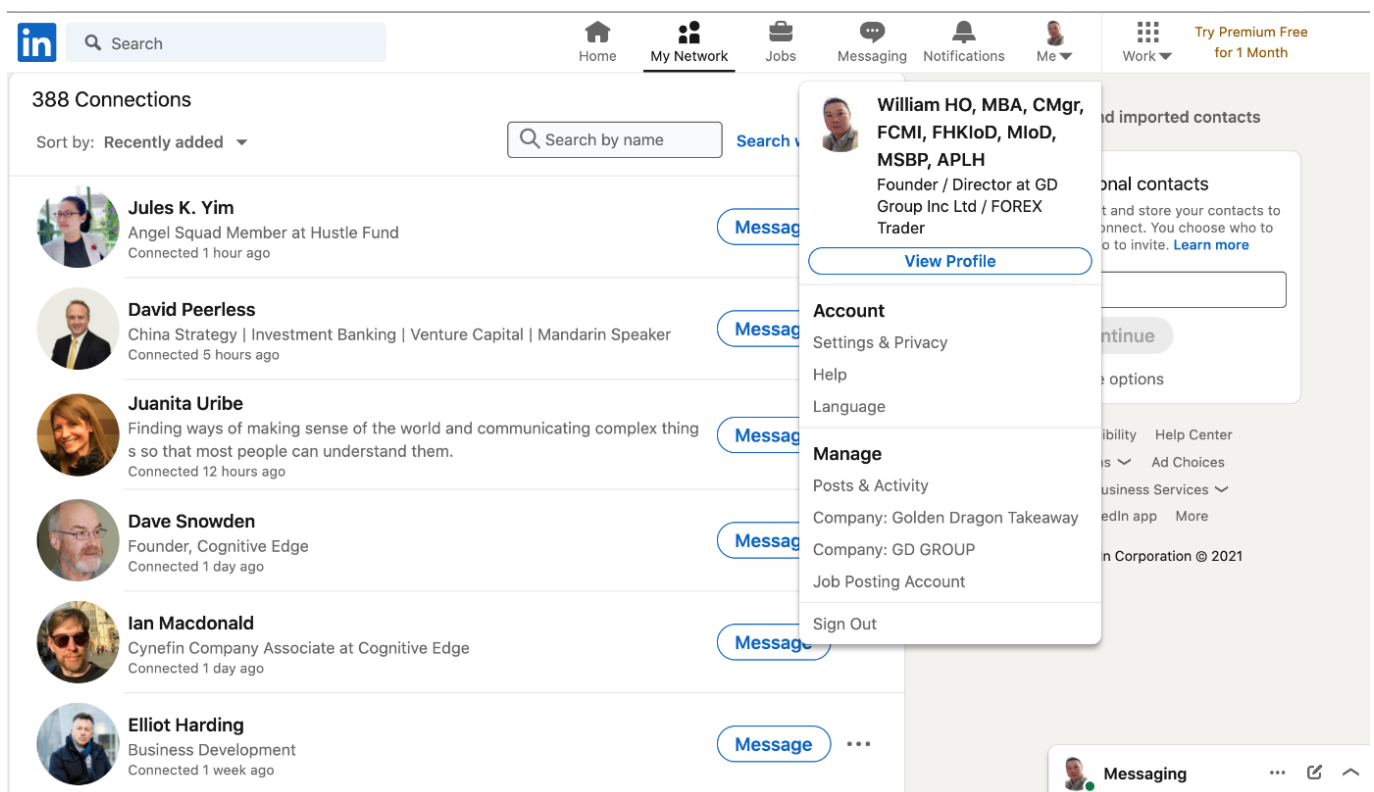
Intermediaries are actants that do not tend to change the system

Mediators are actants that do cause changes in the system

For the software the constitution of the component of the social network, human is embroiled within a nexus of nonhumans, it is the actant designed in a human-centric manner by user friendly like Facebook, Twitter, Instagram, LinkedIn. Wherever we are on the earth, we can connect with the world once we have the hardware of the device and internet service. However, it can be described as non-human actors and “Intermediaries” is not able to change the system (Latour, B. 2007).

The “social” is made up of individual connections between actors anywhere. They are connections and associations between actors that there is any semblance of the “social.” In terms of the “social”, it is existing in a constant realm in which everything takes place. In some circumstances, the individual connection could be disrupted or broken or the “social” itself ceases to exist, however, the connections and the network must be replaced by new connections to establish a new network (Latour, B. 2007). Individual social can be described as human actors and “Mediators” is able to change the outcome.

According to ANT, the idea for each individual user as human actor connecting to the social networking is counted as an actant. Moreover, each piece of technology and natural factor also to be considered despite non-human actors (Latour, B. 2007). In term of value for the non-human, it is difficult to assign a comparable proactive value within planning to non-human and /or non-living entities as to conscious, possibly negotiating human subjects. (Yvonne Rydin. 2010).



I have 388 connections on my LinkedIn connected to the global network.

Joshua C. Palmer and Justin Strickland (2017). Academic social networking websites  
Psychological Science: From the Science student Council: American Psychological Association  
Agenda

Latour, B. (2007). Reassembling the Social: An Introduction to Actor-Network-Theory. Oxford:  
Oxford University Press.

Richie Nimmo. (2011). Actor-Network Theory and Methodology: Social Research in a More-  
Than-Human World. First Published. 6 (3), 108-119.

Sonja Utz . (2015). Is LinkedIn making you more successful? The informational benefits  
derived from public social media. Article first published online. 18 (11), 2685-2702.

Sonja Utz. (2015). Making “Friends” in a Virtual World: The Role of Preferential Attachment,  
Homophily, and Status. University of Tübingen, Tübingen, Germany. 34 (5), 546-566.

Yvonne Rydin. (2010). Actor-network theory and planning theory: A response to  
Boelens. Journal Sage Publish. 9 (3), 39.

## Blog 4

How to strengthen my networks across boundaries to help me achieve my research objectives:-

In the 21st century, mobile devices directly connect with social interactions of people and businesses through the exemplary social media of Facebook, Twitter, Google Plus, LinkedIn and YouTube. (Sood, Suresh C.; Pattinson, Hugh M. 2012). As a complete social network research and interactions of posts are often focused on the relations among a bounded group of individuals or organizations (Christine Moser , Peter Groenewegen , Julie E. Ferguson. 2017), it will benefit me to connect to the people who is in the industry sharing their thought and information to me. In the past years, I have built a strong social network on my LinkedIn, Facebook, Instagram to connect with the internal stakeholders such my colleagues and subordinates, and the external stakeholders such customers, suppliers, media, community, the industry bodies and global stakeholders. A new thinking on inter-organisational relationships and the challenges of globalisation to organisations for fast changing technologies, more competitive product markets that deliberately forming 'networks 'for organizations can provide a more efficient and productive foundation (Mick Marchington, Damien Grimshaw, Jill Rubery, and Hugh Wilmott 2011). For the challenges of globalisation, I have connected the users at LinkedIn more than 50%, who are not staying in the UK.

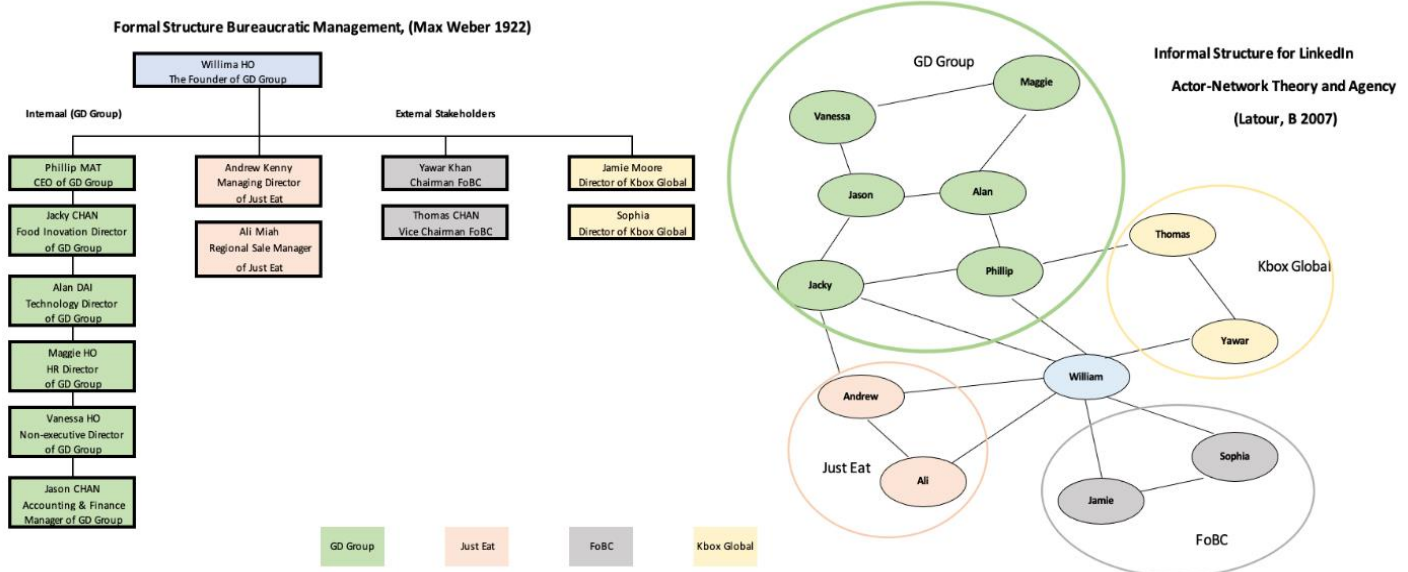
Social media activities facilitate inter-organisational cooperation and adaptations (Sood, Suresh C.; Pattinson, Hugh M. 2012). Connecting with the global networks, I would like to invite and accept some of the users not the residential in the UK and they are with professionals in different fields with which they would like to share the information which is quite valuable to me in my research that predominant focusing on connections to explain organizational phenomena between actors, which benefits in the field of social network research (Borgatti, S. P., Brass, D. J., & Halgin, D. S. 2014).

My research will explore the correlation between the industry of takeaway and the customers behaviour towards order Chinese takeaway in the 21<sup>st</sup> century. There has a giant and rapid changing for the technology influencing customers behaviours in the UK since 2004, the World-Wide Web has developed rapidly as a platform (O'Reilly, Tim 2005). My strategic plan of the reinforcement social network development to convey my ideas to the connections in helping me in the future to my research about the industry and is to reinforce my social network to link with the industry and global network for acquiring up-to-date relevant information about the industry relating to my research and trying to give more "Likes" to my connections and share their posts in order to increase the greatest possibility of exposure rate of my social networking which would help me to expand my connection in my global social networks on my LinkedIn connections.

From metaphor to data analysis, network metaphors have long had great intuitive appeal for social thinkers and social scientists (Ronald L. Breiger. 2004). My research predominantly will connect to the global, indeed, some social network theorists and data analysts emphasize the extent to which the inductive modelling strategies of network analyses are subversive of the usual canons of statistical methods (Ronald L. Breiger. 2004).

Considers the significance of human and non-human actors in communicating ideas and values to actor-network theory. (Neil McBride. 2003). Social network research maintains a predominant focus on connections between actors to explain organizational phenomena. (Breiger, R. L. 2000).

To considers the significance of human and non-human actors in communicating ideas and values to actor-network theory. (Neil McBride. 2003), social network research maintaining a predominant focus on connections between actors to explain organizational phenomena, (Breiger, R. L. 2000), as a researcher, I have to recognise the network boundary specification in social network analysis as one of the most important decisions is to adopt the data obtained from network. It entails decisions made by researchers regarding the specification of network ties considered and inclusion rules for actors. (Vladimír Pažitka, Dariusz Wójcik. 2020). My plan in developing and strengthen my network across boundaries is to connect the relevant organisations or research institutions to gain the relevant information or analyses reports or data and up to date regulations in helping my research with accurate finds in my research with reliability and validity as I will adopt the method of “Integrating Quantitative and Qualitative Research” in my research (Alan Bryman. 2006)



My personal and my company's social media networks have been well built to connect the internal network and external stakeholders' network in the past years that would be a good network for me in the research.

Reference my plan with the resource I will use:

I know the pivotal figures of industry and I have their direct contacts.

Andrew Kenny, Managing Director at Just Eat

Ywar Khan, Chairman at Asian Catering Federation

Thomas CHAN, Chairman at Chinese Catering Association

Jamie Moore, Director at KBox Global

Alan Bryman. (2006) 'Integrating quantitative and qualitative research: how is it done?' *Qualitative research*, 6(1), 97-113

Borgatti, S. P., Brass, D. J., & Halgin, D. S. (2014). Social network research: Confusions, criticisms, and controversies. *Research in the Sociology of Organizations*, 40, 1-29.

Breiger, R. L. (2000). A tool kit for practice theory. *Poetics*, 27(2-3), 91-115.

Christine Moser , Peter Groenewegen , Julie E. Ferguson. (2017). *Structure, Content and Meaning of Organizational Networks*. Emerald Publishing Limited.

Mick Marchington, Damien Grimshaw, Jill Rubery, and Hugh Wilmott. (2011). *Fragmenting Work: Blurring Organizational Boundaries and Disordering Hierarchies*. Oxford Scholarship Online.

Neil McBride (2003). Actor-Network Theory and the Adoption of Mobile Communications. *The Geographical Association*. 88 (4), 266-276.

O'Reilly, Tim(2005), "What Is Web 2.0? Design Patterns and Business Models for the Next Generation of Software", Figure 1, 30/09/2005, <http://oreilly.com/web2/archive/what-is1web-20.html> , Accessed 25 April 2011

Ronald L. Breiger. (2004). *The Analysis of Social Networks*. SAGE Publications. p. 505-526.

Sood, Suresh C.; Pattinson, Hugh M. (2012). 21st Century applicability of the interaction model: Does pervasiveness of social media in B2B marketing increase business dependency on the interaction model? *Journal of Customer Behaviour*. 11 (1), 117-128(12).

Vladimír Pažitka, Dariusz Wójcik. (2020). The network boundary specification problem in the global and world city research: investigation of the reliability of empirical results from sampled networks, The network boundary specification problem. *Journal of Geographical Systems*. 1 (2.2), 102.

## Blog 5

Reflection on the outcome of the debate:-

Proposition: Gig Economy

Pros: Eric, Regina, William

Cons: Lucius, Alex

The agenda of the debate:

1. Introduction: An opening introduction by Eric about the proposition of "Gig Economy" and the members of the "Pros and Cons" of the debate
2. Statement of fact of the Pros and Cons
  - i. Pros: Eric
  - ii. Cons: Lucius
  - iii. Pros: Regina
  - iv. Cons: Alex
  - v. Pros: William
3. Break down the general of the argument into smaller parts
4. Refutation: Confirmation and proof (U.S. Bureau of Labour Statistic. 2020), (Dylan Walsh. 2020).
5. Conclusion
6. Vote by the classmates

The result of the debate was draw (6:6) voted by the classmate.

Evidence: The material for the debate prepared by each of the team members on their own, please see the Appendix 3 (1-4)

### Debate:-

Pros: Eric

The advantage of Gig Economy:

- i. Flexibility for workers to choose multiple jobs and flexibility for them (Mohammad Amir Anwar, Mark Graham. 2020)
- ii. Good for workers to choose the time and place to work
- iii. A chance to earn extra income
- iv. Another job on weekend
- v. A step back rescue-net for those who just losing their permanent job
- vi. Extra income to improve living quality
- vii. Benefit for social stability

Cons: Lucius

The disadvantage of Gig Economy:

- i. A risky choice to recruit right workers
- ii. Workers freely to quit the job
- iii. Not loyal to managers

- iv. Destroy the corporate
- v. Workers feel stress
- vi. Unstable income to workers
- vii. Ongoing seeking alternative way to worker
- viii. Workers feel less of sense of security
- ix. Gig Economy without social elements
- x. Workers feel isolation, removed or excluded

Pros: Regina

The advantage of Gig Economy:

- i. Providing source from MBO Partners' State of the U.S. Independent Worker Market, 41.1 million independent workers in growing in 2029 MBO Partners. (2020)
- ii. The independent workers generated \$1.28 trillion which equivalent to 6.2% of the U.S. GDP in 2018 and close to the GDP of Spain
- iii. Freelancer is a sole trader as a boss
- iv. Flexibly and efficiently to earn more income
- v. A solution to unemployment
- vi. 100 million American and the unemployed European, saying they want more work
- vii. Gig Economy gives full play to the strengthen of each participant and optimise the value most

Cons: Alex

The disadvantage of Gig Economy:

- i. Lack of security without clear policy and regulations
- ii. Employees lack identity and strong cohesion
- iii. Online education industry with weak service awareness provided by part-time teachers
- iv. No formal contract (Adrián Todolí-Signes. 2017).
- v. More part-time jobs as a result of less full-time jobs
- vi. An example of China's Express SF in 2020 reported 260,000 full-time employees, comparing with Meituan's 50,000 full-time and 270,000 part-time workers

Pros: William

The advantage of Gig Economy:

- i. Most of jobs are under Gig Economy to survive
- ii. Gig economy has its existence value proving job opportunities
- iii. Meet the needs for people just want to do a certain hour in some days
- iv. Meet the needs of some people for zero-hour contract
- v. To balance the unemployment rate, otherwise will be "Disequilibrium unemployment" in the market (Klaas A. Springer. 1991)
- vi. Disequilibrium unemployment makes employer can't find people to work and people can't find suitable jobs
- vii. Disequilibrium unemployment damage the country's economy
- viii. Gig economy helps for stability of society
- ix. A good platform for people and employers to survival
- x. Gig economy helps for stability of the country

## Refutation:

### Cons: Lucius' refutation

- i. The average unemployment rate in US from 01/01/1948 to 03/01/2021 is 5.6%, the historical highest 14.8% on 04/01/2020 (U.S. Bureau of Labour Statistic. 2020)
- ii. The figures to be seen gig economy cannot fundamentally solve the unemployment rate

### Pros: Eric's refutation

- i. Do not agree workers in gig economy not supported since some corporates start to provide social benefits
- ii. Government starts to concentrate on the group of the gig economy workers

### Cons: Alex's refutation

- i. The objections are two points: One is employment, gig economy does not create more jobs, it creates fewer jobs, referring to the aforesaid example
- ii. The gig economy needs to improve quality of service, sense of belonging, inheritance of corporate culture

### Pros: Regina's refutation

- i. Disagree with Alex's refutation for the corporate identity and belonging
- ii. Part-time workers don't need a strong identification, just want to get money to do somethings
- iii. Example for part-time employee and full-time students, who does not require deeply identification and sense belonging

### Pros: William's refutation

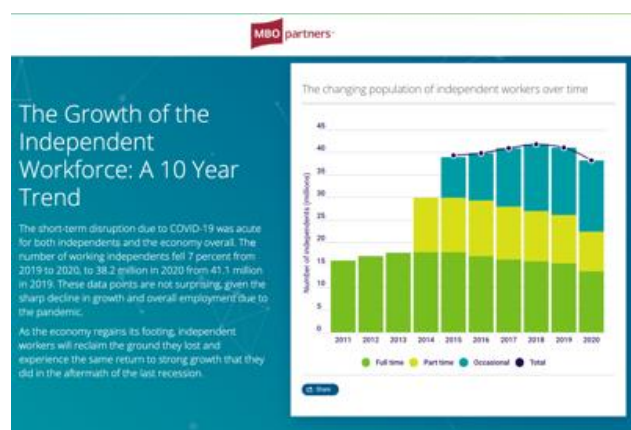
- i. Disagree with Lucius' the grounds of the cons that thought the unemployment rate 5.6% is in the range of high level, just a starting point of a moderate level of the unemployment rate, since full employment rate is 4% to 5%
- ii. Disagree the historical high reaching 14.8% recorded on 4 Jan 2020, the causation of the consequent was related to the COVID-19 called "Pandemic Economy" not related to "Gig Economy"
- iii. Supplementary evidence in refutation, source from MIT management Sloan School, a new working paper by Jordan Nickerson, a visiting professor at MIT Sloan, "How the gig economy can reduce unemployment and debt" (Dylan Walsh. 2020).  
 "In some sense, the gig economy can provide that same safety net that you would normally get from unemployment insurance or credit cards: that ability to spend a little more this month until your job gets back to normal," Nickerson said. "And it facilitates this in a way that doesn't have some of the negative side effects we know about with unemployment or debt" (Dylan Walsh. 2020).

### Conclusion:

We can expect that the gig economy is growing in the market gradually, as one in seven adults in the UK have worked a gig job monthly (Andrew Fennell. 2021). The gig economy has not, as yet, fundamentally changed the nature of work in the UK over the past 20 years. (Chartered Institute of Personnel and Development. 2017). Unfortunately, most of the gig workers have been treated unfairly or underpay for each hour wages, since one in four respondents reported that they earned an hourly income of less than £7.5 per hour in 2017. (Katriline Lepanjuuri, Robert Wishart, Peter Cornick. 2018). Government should launch a consultation to consider whether a clearer basis of demarcation is possible between 'employee', 'worker' and 'self-employed' that maps clearly across employment rights, tax and benefits (Chartered Institute of Personnel and Development. 2017) in order to drive the gig economy in a healthy well-developed and benefit for the gig workers.



Source from: Chartered Institute of Personnel and Development



Source from: MBO Partners



Adrián Todolí-Signes. (2017). The 'gig economy': employee, self-employed or the need for a special employment regulation? *Journal Sage Publish*. 23 (2), 193-205.

Andrew Fennell. (2021). Gig Economy Statistic UK. Available: <https://standout-cv.com/gig-economy-statistics-uk>. Last accessed 7th Jul 2021.

Chartered Institute of Personnel and Development. (2017). To gig or not to gig? from the modern economy. CIPD Survey Report. p. 2.

Chartered Institute of Personnel and Development. (2017). To gig or not to gig? from the modern economy. CIPD Survey Report. p. 51.

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## Blog 6

Produce a slideshow which should include speaker notes:-

Cynefin Framework is chosen for the presentation.

To build the framework, Cynefin has three basic systems “Ordered Systems, Complex System, Chaotic System”, and created a new category called disorder and divided the order into two “Simple and Complicated”. In the simple domain this is an order system that means relationship between cause and effect exists is predictable. It can be determined in advance in simple order that relationship is self-evidence to any reasonable person as a result of which the decision model is sense categorise respond (Cognitive Edge . 2005).

Here is my ppt for the “Cynefin Framework Theory” upload on OneDrive, please click the link below

[https://uowtsd-my.sharepoint.com/:p:/g/personal/0851080\\_student\\_uwtsd\\_ac\\_uk/EcAfyKPckKxClr1uRt80zowBF0cNJ3Y37uDkfc\\_bBuekiw?e=dfrl97](https://uowtsd-my.sharepoint.com/:p:/g/personal/0851080_student_uwtsd_ac_uk/EcAfyKPckKxClr1uRt80zowBF0cNJ3Y37uDkfc_bBuekiw?e=dfrl97)

Slide 1: Cognitive Edge was founded in 2005 by Dave Snowden. Cynefin Framework was created by David John Snowden in 1999. He is a Welsh management consultant and researcher in the field of knowledge management and the application of complexity science (Cognitive Edge. 2005).

Slide 2: Cynefin Framework was created by David John Snowden in 1999. He is a Welsh management consultant and researcher in the field of knowledge management and the application of complexity science.

Slide 3: David John Snowden is an MBA in financial management saw him move into consultancy and software designing decision support systems in what became Data Sciences where he became a General Manager (creating MURCO) and the Corporate Business Development Manager where he created the Genus Programme (an integration of JAD/RAD, Object Orientation and Legacy Management) which was one of the main components in the turn around of that company. IBM acquired the company 1997 (David John Snowden. 2021).

Slide 4: Different situations typically require different responses. The Cynefin framework is there in helping make decision that's appropriate for the type of situation for dealing with, which was developed by Dave Snowden in 1999 (David John Snowden. 2021).

Slide 5: This very sense that you are rooted in many different paths which profoundly influence what you are but of which you can only ever be partially aware and the reason it's a good name for a complexity model is that's a complex system.

Slide 6: Build the framework, first of all, it's a sense making model not a categorisation model and the difference there is key a categorization model is a classic two-by-two matrix.

Slide 7: Cynefin offers five decision-making contexts or "domains ". Simple, Complicated, Complex, Chaotic, and a Centre of Disorder. Disorder is now aware and confused or A / C for short.

Slide 8: The domains on the right, simple/obvious and complicated, are "ordered": cause and effect are known or can be discovered. The domains offer a "sense of place" from which to analyse behaviour and make decisions. The complex system is divided into two parts, the domains on the right represent that we have known the "known and unknowns", the domain on the left represent that we do not know the "unknown" and "unclear". The order is to divided into two parts where is "Clear" and "Complicated".

Slide 9: The simple/obvious/clear domain represents the "known knowns". Recommend to "sense—categorize—respond". Due to over-constraint, will go to collapse into "Chaos"

Slide 10: The relationship between cause and effect requires analysis or expertise; there are a range of right answers.

Slide 11: The complicated domain consists of the "known unknowns". The framework recommends "sense—analyze—respond". Assess the facts, analyze, and apply the appropriate good operating practice (Snowden, David J.; Boone, Mary E. 2007).

Slide 12: "Rigid constraints" and "Governing constraints", in complicated governing has the boundary has been defined, within the boundary the variation is low.

Slide 13: The complex domain represents the "unknown unknowns".

Slide 14: Cynefin calls this process "probe—sense—respond". (Snowden, David J.; Boone, Mary E. 2007).

Slide 15: In the chaotic domain, cause and effect are unclear.

Slide 16: Events in this domain are "too confusing to wait for a knowledge-based response", "Action—any action—is" the first and only way to respond appropriately (Lambe, Patrick 2007).

Invulnerable to the future failure, effectively move to the complacent zone which is the boundary between simple and chaotic and fall over the edge in in a crisis and all the boundaries allow for transitions for this, fall over the edge and recovery is very very expensive. Cognitive Edge. (2005).

Needed a more rigorous foundation to criticise Cynefin framework, since It is difficult and confusing and it covers too limited a selection of possible contexts (Firestone, Joseph M.; McElroy, Mark W. 2011).

David John Snowden. (2021). David John Snowden. Available: <https://www.linkedin.com/in/dave-snowden-2a93b/detail/recent-activity/>. Last accessed 7th Jul 2021.

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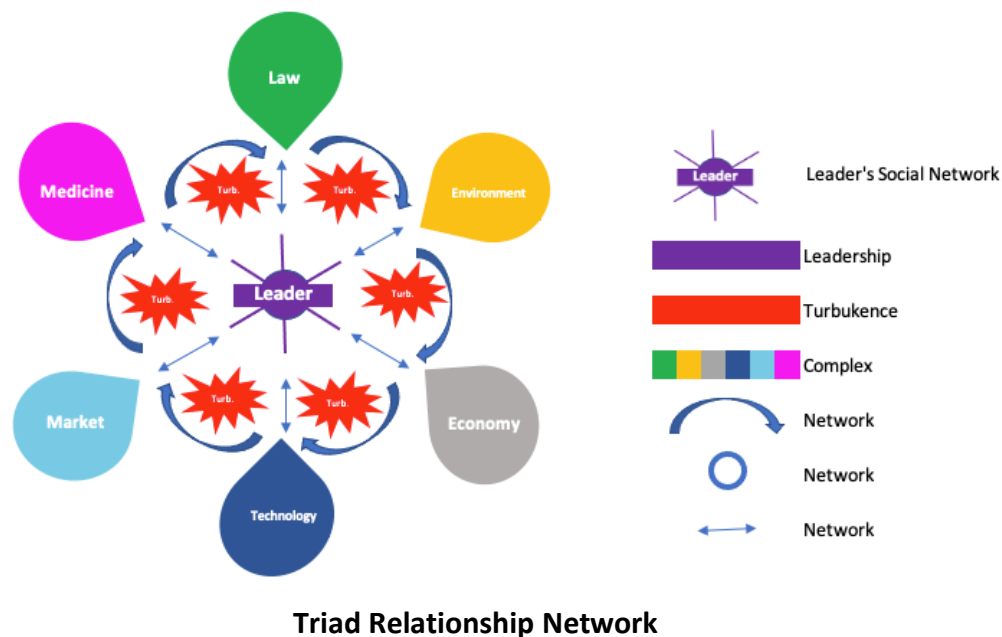
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## Blogs 7

Create a model of leadership to achieving the desired outcome for the dilemma identified.

Complexity in the 21<sup>st</sup> Century rapidly changing; the diagram is created by my knowledge of leadership approaches for the dilemma identified.

## Leadership Approaches



What is leadership? First, leadership is a process. Second, it is a way of influencing. Third, it needs a group context. Fourth, it aims at reaching a defined goal. (Yukl G. A., 2002)

Leadership is in the role of top management responsible to make decision for organisation anytime. It is quite different from the managerial level. Managers act formal; leaders may also rule informal and indirect (Yammarino F. J., 1994).

What is complexity? Complexity characterises the behaviour of a system or model whose components interact in multiple ways and follow local rules, meaning there is no reasonable higher instruction to define the various possible interactions (Johnson, Steven 2001).

What is social network? A network (a group of elements that interconnect and affect each other other) composed of actants and connections, which defined as Actor Network Theory & Agency (Latour, B. 2007).

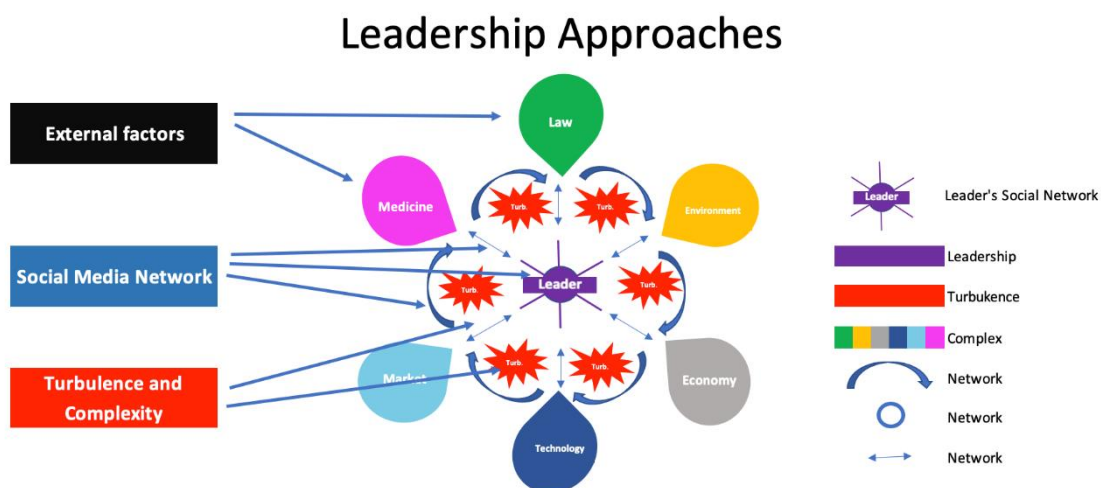
The dynamics of triad relationship links together with leadership, Complex and social media network that the triad is tightly connected to leadership dilemmas.

Explanations to the model:

Causational complexity to leadership dilemma, the external factor of turbulence (Ansell, C. and Trondal, J., 2018.) as complexity irreversibly comes across to the leaders as turbulence anywhere and anytime and challenging the leadership dilemma (Nicolaj Siggelkow, Jan W. Rivkin. 2005).

Leader positioned in the centre surrounded and embroiled into the turbulence. As leadership in the 21<sup>st</sup> century, leader must be connected with the external to the cloud linking with the stakeholders and global networks to collect sufficient data and up to date information for tackle the turbulence.

Therefore, the Triad Relationship Network is a conceptual framework to explain the relationship of the triad and an approach of leadership dilemma completely adapting the social media network for obtaining information to respond and execute the solution to the challenging dilemmas.



The adoptive leadership approach to the leadership dilemma is to connect the global networking to identify the complexity in the early stage when the situation in the complex (Snowden, David J.; Boone, Mary E. 2007). To break through the complex, it is the first step to identify the outcomes of the dilemmas by divergency thinking (McCrae, R. R. 1987) since the turbulence produce complexity in the external environment, afterward the complexity penetrates into the internal environment.

Example: Coronavirus COVID-19, Triad Relationship Network provides a wide and huge channel for leaders to gather information to understand the up-to-date policies and situations to the local government and other countries in order to create a divergency thinking in analysis before convergently making a right or suitable up to date decision. Walter Gillis Peacock, Greg A. Hoover and Charles D. Killian. (1988).

Ansell, C. and Trondal, J., 2018. Governing turbulence: An organizational-institutional agenda. *Perspectives on Public Management and Governance*, 1(1), pp.43-57. (Accessed 10th May 2021)

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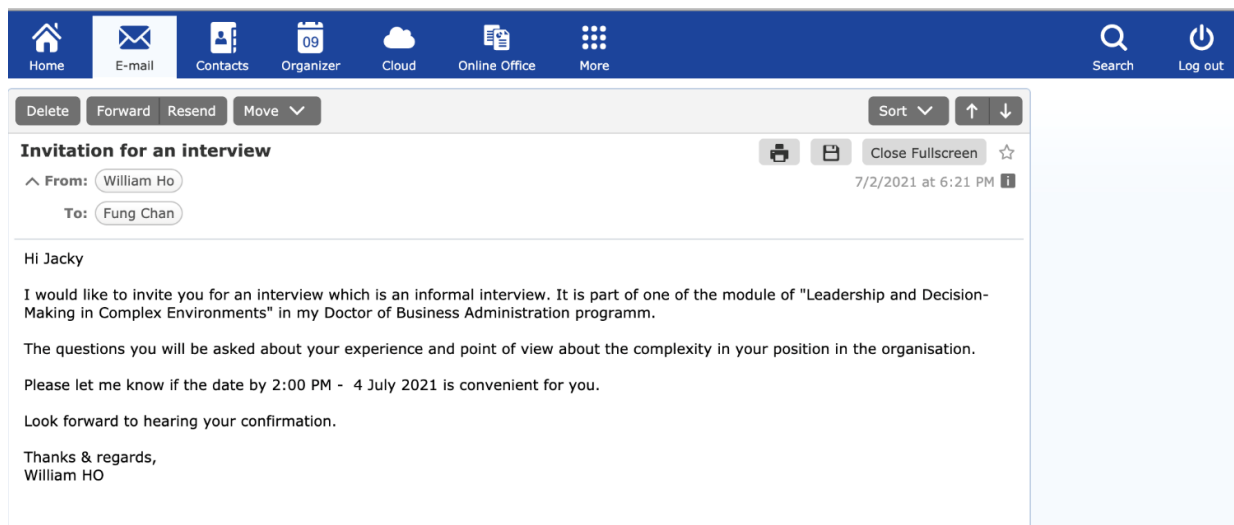
Yammarino F. J., (1994) Indirect Leadership, Transformational Leadership at a Distance, In Bass B. M., Ed., *Improving organizational effectiveness through transformational leadership*, Thousand Oaks, Sage Publications (1994)

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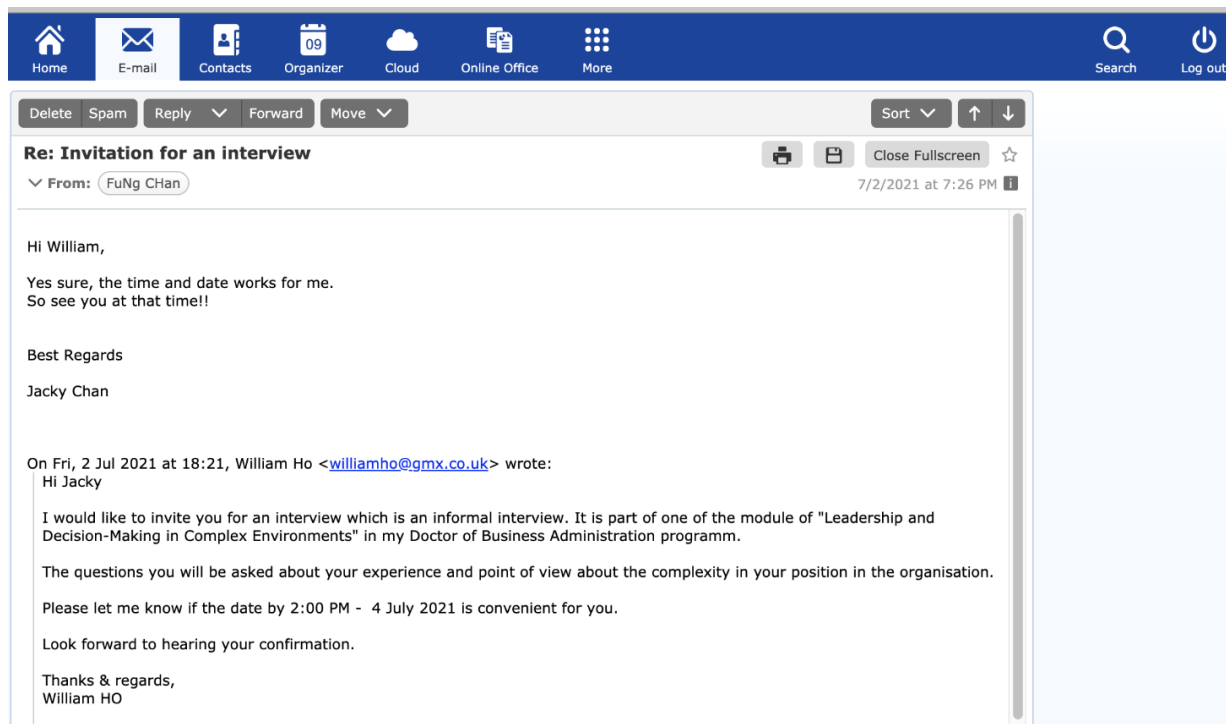
## Appendix 1

### Evidence of interview

#### An invitation sent to the interviewee by email



#### Received an email from the interviewee to confirm my invitation



## Appendix 2 (1)

## Evidence of posts

**leadershipdilemmas (po...** Posts Files Notes Team Meet

**William Ho (0851080)** 04/07, 16:31

When a problem comes to me, I will recognise it. I will not ignore the problem and I will accept it. And then, I will analyse and identify what it is, how it comes, who relatives and finally need to choose a better solution to sort it out with my team. Take a deep breath for regulating distress, and encourage every member of the team to face and go ahead to work on the solution. I will keep an eye on the issue. Distribute the task to my

[See more](#)

**Lan Zhang (2005977)** 04/07, 16:53

yes, one of a leader's role should be the boundary spanner and keep the communication efficient and the criticism from bottom flowing.

Reply

**leadershipdilemmas (po...** Posts Files Notes Team Meet

Today

**William Ho (0851080)** 05:07

VW emissions scandal was related to "Defeat Devices" which was claimed Artificial Intelligence (AI) producing the instructions that constitute the defeat device and its casual efficacy in the fraud created by engineers. Artificial Intelligence (AI) is including Deep Learning, Machine Learning, which is software designed by engineers. According to the Actor-Network Theory, network components is divided into two main parts, intermediaries and mediators, intermediaries are actants that do not tend to change the system, mediators are actants that do cause changes in the system. Obviously, the "Defeat Device" is a mediator. It was acting with Deep Learning and Machine Learning acting as human. It brought legal and ethical issues. Since it was invented by humans, to a certain extent, the leader shall take the responsibility to the "Defeat Device" as ethics is one of the intrinsic values to a leader. In the legal aspect, the case was judged in the UK's High Court judgement comes after Germany's first mass lawsuit in relation to the Dieselgate scandal. Therefore, humans shall be liable for ethics as an intermediary. And the company VW shall be liable for the legal responsibility as mediator.

[Permalink](#) [Reply](#) [Export to portfolio](#)

## Appendix 2 (2)


**leadershipdilemmas (po...**
Posts
Files
Notes
Team
Meet


**William Ho (0851080)** 04/07, 16:45  
 The disruptive technology of 5G is a revolutionary technology that is changing from 1G to 5G. Big data is a popular topic supported by algorithm databases. However, robotics is also a good helper instead of a human being in many ways. The internet speed in Norway is going to 7G or 8G now. How we can imagine the 7G or 8G prepared for the latest technology tomorrow. In terms of 5G, 6G, 7G and 8G, we know that the

[See more](#)

Reply


**leadershipdilemmas (po...**
Posts
Files
Notes
Team
Meet


**William Ho (0851080)** 04/07, 16:47  
 As a leader, obtaining information before making a decision is necessary, sometimes too much information or sometimes insufficient information collected causes biases to come, with confidence by overestimating or without confidence by underestimating of the competency, whatever circumstance stands, as the prejudice of previous experience obtaining the information, who may be encountering to get into stuck with the biases

[See more](#)

Collapse all




**Lan Zhang (2005977)** 04/07, 17:32  
 collecting information lies in all levels of sensemaking to make it retrospective enough allowing leaders to understand the current situation and make effective enactment.


**Qiushi Song (2005836)** 04/07, 23:39  
 The classification and collection of data will improve the accuracy of data points, which may prolong the decision-making process. In many cases, the timeliness of decision-making is a factor that leaders must consider.

Reply


**William Ho (0851080)** 04/07, 16:49  
 In the past years, I have built a strong social network for myself, which has been linked with my colleagues' LinkedIn, my companies' LinkedIn, Facebook, Instagram and Twitter. At the moment, I am thinking about how to reinforce my social network to link with the industry and global networking for acquiring up-to-date relevant information about the industry relating to my research. My reinforcing plan is trying to give more

[See more](#)


**Jiaqi Hu (2005204)** 04/07, 16:53  
 This is a very valuable practical experience that you are sharing. Building a strong and helpful social network need not only emotions but also strategies.

Reply

### Appendix 3 (1)

#### Evidence of Debate

##### **Eric:**

I agree to support gig economic because:

Firstly, the characteristic of flexibility will provide multiple choices for workers or freelance workers to pick jobs they like to do. People will have more right to choose where and when they like to work, it is a good opportunity to balance their time between life to work.

Secondly, the gig economy provides another chance for individuals to improve their income. People who have a permanent job may use their talents to obtain another payment in their free time such as be a Uber driver on weekend.

Thirdly, from the perspective of society, the gig economy provides a lot of job opportunities in public. There are a lot of people who get their benefit from it. For instance, people who just losing their permanent job may be gig workers to feed themselves or their family members at present, and people who have a permanent job also could have a part-time job to improve their living quality. In other words, The gig economy adds to social stability.

##### **Lucius:**

For my opinion I don't much support the Gig Economy, reasons for my opinion can be divided into two parts, one is for company managers and one is for workers.

For company managers, it is a risky choice to recruit part time worker for business especially the business area or crucial internal management department which they can leave anytime and free to go. That means they are not loyal to managers and business, which will damage or even destroy the corporate.

For workers, first they will feel stress because their jobs are not fixed, which means they don't have a stable income source and need to search alternative way frequently. However, the situation of new job is always changed because the environment of society and economy, those elements will influence workers and let them feel less of sense of security.

Moreover, the GIG economy can't give workers support from economy and social benefits, for example, workers can't have pension, health care, insurance etc., which the formal employees will have these benefits from corporate. If workers want to have those benefits, either they will pay them by themselves or give up, which will increase the additional cost.

Workers of gig economy usually don't walk into the office and miss the social elements. From gatherings to regular drinking opportunities, gig economy workers may find them spending the day alone, working at home or in remote areas. While this increases flexibility, it can also lead to isolation from other workers and the feeling of being removed or excluded.

Obviously, the existence of GIG Economy in society has its inevitability and rationality. However, its shortcomings are also very obvious. GIG Economy can be used as a choice for workers to professionalize their hobbies, or as a way to create multiple sources of income, but it cannot be used as the main way of working, this is my opinion.

### Appendix 3 (2)

#### **Regina:**

MBO Partners' State of the U.S. Independent Worker Market report shows that the independent worker market in the U.S. continues to grow, reaching 41.1 million in 2019. They generated \$1.28 trillion in revenue over the past year, equivalent to 6.2% of the U.S. GDP in 2018 and close to the total GDP of Spain.

In Europe, 44 million adults earn part-time income, 26% of whom are 18 - to 26-year-olds, according to a survey by CNN Money, based on personal finance content site Bankrate. Eighty-six percent earn money from a part-time job every month, and 36 percent earn more than \$500 a month. The gig economy has become the employment choice of the new generation, which to some extent conforms to the development needs of the society and conforms to the new concept of employment.

so, I agree to support gig economic.

First of all, these freelancers are independent of their bosses and don't care about the company's rules. They have more flexibility and even work more than one job at a time so that they can use their time more efficiently and earn more money.

Secondly, it can solve the problem of employment. With flexible work formats and low barriers to entry, more people have the opportunity to participate. Surveys show that more than 100m people in the US and Europe are underemployed, saying they want more work.

Finally, the advantage of the gig economy is that participants are even more specialized and focused in their field of expertise than the average worker. Therefore, one of the advantages of the gig economy is that it can give full play to the strengths of each participant, integrate a team with outstanding comprehensive skills, and optimize the value most!

#### **Alex:**

My view is not to support the gig economy

There are three main points:

The gig economy lacks security for ordinary grass-roots employees. There are no clear policies and regulations to guarantee social security and welfare. Example: domestic Meituan food delivery staff

2. Due to the lack of more cooperation between employees and managers and other employees, employees go to a culture that lacks identity and strong cohesion. In the domestic online education industry, part-time teachers of part-time jobs have great mobility and weak service awareness.

3. The new gig economy, which is based on the Internet platform, has many advantages such as flexibility, time freedom and so on, but there is no formal contract, which increases the risk of uncertainty for the company.

4. Although gig economy has increased some part-time jobs, in fact it has reduced full-time jobs. Take China's express industry as an example, the SF 2020 report shows that there are 260000 full-time employees, compared with Meituan's 50,000 regular employees and 270000 part-time food delivery workers. Personally, I think the number of people in the gig economy will greatly increase the number of full-time jobs and decrease them

### Appendix 3 (3)

#### **William:**

Gig economy creates huge benefits to the country. Most of jobs are under Gig economy to survive. Gig economy has its existence value because it provides huge of job opportunities to the people since they just want to do a certain few hours in some days. Zero-hour contract just meet their needs. If the zero-hour contract does not allowed in the county. It will cause the economy going to “Disequilibrium job market”.

In term of Disequilibrium unemployment, employers can't find people to work. On the contrary, people cannot find suitable jobs in the market. It will damage the country's economy and people will lose their jobs.

In terms of stability of society, gig economy is providing a very good platform for people and employers to survival. For long term, gig economy is to help the stability of the country, I support Gig Economy.

#### **Debate :**

##### **Lucius:**

According to CEIC's statistics, the average unemployment rate in the United States from 01-01-1948 to 03-01-2021 is 5.60%, with a total of 879 observations. The historical high of the data appeared on 04-01-2020, reaching 14.80%, while the historical low appeared on 06-01-1953, reaching 2.50%. From September 2018 to September 2019, the lowest unemployment rate was around 3.5%. It can be seen that the GIG economy cannot fundamentally solve the problem of unemployment rate, which is a very complicated situation. I believe that the essence of the GIG economy is to provide employees with more sources of income and more flexible career options, but this does not include stable guarantees and revolutionary new models.

##### **Eric :**

I agree with the idea that sometimes, the gig economy can't give workers support from economic and social benefits, but not for all gig workers. as I know at present, there are some corporates start to provide social benefits for their gig workers, maybe it is not same much as permanent workers, but it shows that organizations such as corporates and even government start to concentrate on this group.

##### **Alex :**

My objections to the gig economy focus on two points. One is employment. I think the gig economy doesn't create more jobs, it creates fewer jobs. As I said before, compare Chinese Internet companies. The other is the unknown risks of enterprises. The gig economy seems to improve the efficiency and increase the social benefits, but in fact it has increased, such as the quality of service, the sense of belonging of employees, the inheritance of corporate culture and other issues.

## Appendix 3 (4)

**Regina :**

I am disagree about corporate identity and belonging.

I think These part-time job persons don't need to have a strong corporate identity to be gigs. They are temporary workers, and for them, they just get money and to do smethings.

Now many ordinary employees have a low degree of identification with the enterprise culture and the enterprise. For example, do those of us sitting here know what the core philosophy of our school is? This is true of our full-time students, not to mention those part-time employees. However, at the grass-roots employee, the enterprise does not require everyone to deeply identify with the core concept and culture of the enterprise. Therefore, the sense of belonging and corporate identity do not require strong cognition on these grass-roots employees.

**William :**

I disagree that the unemployment rate at 5.6% is a higher level. Many consider a 4% to 5% unemployment rate to be full employment and not particularly concerning. I can say that 5.6% is just a starting point of a moderate level of the unemployment rate.

I disagree that the historical high reaching 14.8% recorded on 4 Jan 2020 comparing the historical low in the year 1953. As we know that the turbulence of the pandemic COVID-19 attacked us around the world. The figure was not related to the "Gig Economy". It is related and called "Pandemic Economy"