

2021 Schedule of Teaching BMDB7004

Programme: DBA				
Module: Leadership and Decision-Making in Complex Environments				
Lecturer: Julie Hayward		Teaching Room: Online		
Contact details: (office hrs only)		Office: IMH 219	Tel: 01792 481000 ext: 3233	Email: julie.hayward@uwtsd.ac.uk
	D A T E	SESSION OVERVIEW Concepts covered from the module learning outcomes and indicative content.	CLASS CENTRED Tasks undertaken in class to aid learning	HOME CENTRED Preparatory tasks to aid learning and to enable full participation in each session. It is advised you undertake the preparatory learning prior to the class for that week.
1.1	19 th May	- Introduction to Module. - Defining the key concepts of the module. - Leading in Turbulent Times - Complexity Leadership - Adaptive Leadership	Ice breaker activity. Module content, assessment and allocation groups. Knowledge café activity. Define: - Leadership - Decision-making - Complexity Introduction to Leading in Turbulent Times.	Before starting the module you should: - Visit the moodle page - Familiarise yourself with the module handbook and reading list - Share a profile document on the Teams page After class: Complete the Moodle Activity 1.1: Adaptive Leadership Consider the principles of adaptive leadership.
1.2 & 2.1	20 th May & 26 th May	Leadership Dilemmas - The Socio-economic Environment - Digital disruption - Climate Change & Extinction - Health and Wellbeing - Multiculturalism – Diversity and Inclusion - Internal complexity – understanding organisations as CAS	Defining precarity and its impact on leadership. Student Activity – Investigate one other leadership dilemma and present your findings back to the group. Qualities of CAS Black Swan Events	Before the session: To do: Set up any social media you are thinking of using. Watch: Complex Adaptive Systems https://www.youtube.com/watch?v=IWhkUne8T68 If you have time, watch some other videos in this series. Extra Reading: The Curse of the Black Swan After Class: Complete the Moodle Activity 1.2: Disruptive Technologies Could robots do better than our current political leaders?

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2.2	27 th May	Assessment Task 1 Leadership decision making. Complicated Vs Simple Innovation on the Edge of Chaos	Introducing your leader. Introducing the Cynefin Framework – Identifying the problem domain. How best to manage complexity through systems of work. Edge of Chaos: https://knowledge.insead.edu/leadership-organisations/how-netflix-finds-innovation-on-the-edge-of-chaos-15311 Netflix case study: Freedom and Responsibility. Student Activity – review the Netflix slide deck and identify how they have used the principles of simplification and operating on the edge of chaos to achieve success.	Before the session: Complete the Moodle Activity 2.1: Introducing Your Leader Identify a leader you will interview and introduce them in the forum. Read: A Leaders Framework for Decision Making Framework https://hbr.org/2007/11/a-leaders-framework-for-decision-making Read: Mastering Complexity Through Simplification: https://www.bcg.com/en-gb/publications/2017/people-organization-operations-mastering-complexity-through-simplification Watch: TED Talk – Yves Morieux https://youtu.be/0MD4Ymjyc2I
3.1	2 nd June	Overcoming Bias Sensemaking	Discussion: The root cause of bias and how we can overcome the influence of bias in decision making. Approaching problems with new eyes – decision making heuristics Sensemaking: Framing and Acting in the Unknown. Discussion: “We shall not cease from exploration, and the end of all our exploring will be to arrive where we started and know the place for the first time” (T.S. Eliott, 1943). What does the above quote have to do with what Weick (1995) describes as identity and retrospect in his elements of sensemaking.	Before the Session: Read: <i>What It Takes To Think Deeply About Complex Problems.</i> https://hbr.org/2018/05/what-it-takes-to-think-deeply-about-complex-problems Explore: The Cognitive Bias Codex and reflect on a recent decision you made which was influenced by one or more of these bias. https://bigthink.com/mind-brain/cognitive-bias-codex Complete the Moodle Activity 2.2: Record the above reflection in the discussion forum on the Moodle page. Read: Sensemaking: Framing and Acting in the Unknown: https://moodle.uwtsd.ac.uk/pluginfile.php/260935/mod_folder/content/0/4.%20Ancona_SENSEMAKING_Framing_and_acting_in_the_unknown.pdf?forcedownload=1

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3.3	03 rd June	Design Thinking Example Application Call to Action	Introduction to the process of Design Thinking. Applying Design Thinking & Sensemaking to a complex problem: Reducing the cost of waste disposal at an organisation using the design thinking process. How can sensemaking support the DT process? As a group choose from the dilemmas you have identified and create a call to action for one of them.	Before the Session: Browse: Visit the Ideo website and do some research on the Design Thinking process https://www.ideo.com/pages/design-thinking Read: Perspective: Linking Design Thinking with Innovation Outcomes through Cognitive Bias Reduction How to: Write an inspiring call to action Activity: Post your call to action to social media and the Teams thread and see which posts attract the most attention.
4.1	09 th June	Networks Boundary Spanning Leadership and creating effective networks.	Linked: How Everything is Connected to Everything. Power Laws and Rich-Get-Richer The Competent Boundary Spanner Class Activity: Analysing your personal network.	Before the Session: Watch: Watch one of a selection of talks delivered by Albert-Lazlo Barabasi on networks: https://www.youtube.com/results?search_query=laszlo+barabasi+network+science Read: Power Laws and the Rich Get Richer Phenomena https://moodle.uwtsd.ac.uk/pluginfile.php/260935/mod_folder/content/0/8.%20Power%20Laws%20and%20Rich-Get-Richer%20Phenomena.pdf?forcedownload=1 Read: The Competent Boundary Spanner: https://moodle.uwtsd.ac.uk/pluginfile.php/260935/mod_folder/content/0/9.%20The%20Competent%20Boundary%20Spanner.pdf?forcedownload=1 Create: A network map of your network using Mindmeister or Coggle and share it with the module tutor.

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Recommended Additional Reading

Corporate Implementation of Design Thinking for Innovation and Economic Growth
http://m.www.na-businesspress.com/JSIS/MickahailB_Web10_2_.pdf

Sensemaking in Organizations: Reflections on Karl Weick and Social Theory
<https://www.epicpeople.org/sensemaking-in-organizations/>

21 lessons for the 21st Century by Yuval Noah Harari

Thinking Fast and Slow by Daniel Kahneman

Barabasi, A.L., 2014. *Linked-how Everything is Connected to Everything Else and what it Means*
https://mycourses.aalto.fi/pluginfile.php/423811/mod_resource/content/1/Linked%20-%20Presentation.pdf