

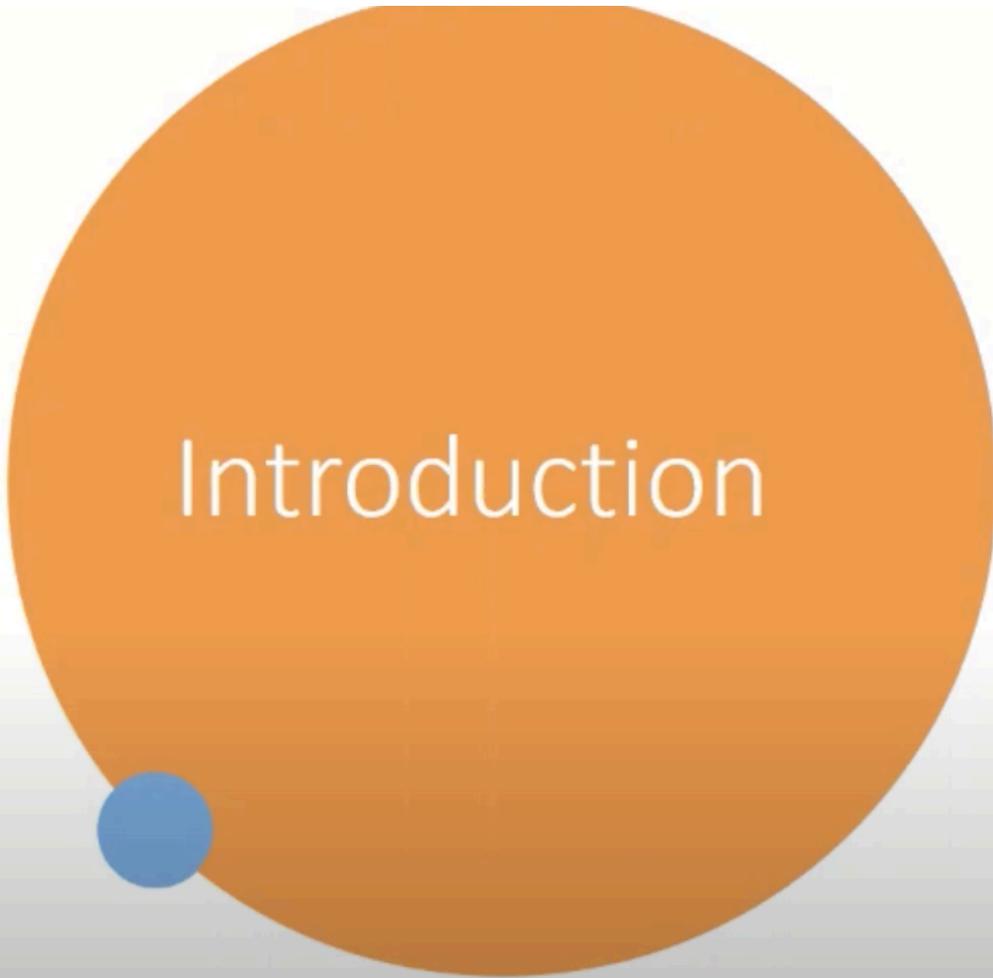


Leadership in complex and chaotic situations

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Introduction

- As former minister (June 2017 – July 2020) of research and education Rep. of Croatia
- Practitioner in decision making
- Researcher, university professor
- Revisiting decision making process I participated as decision maker and try to reflect as a researcher
- *I would appreciate your thoughts and inputs in the chat section*

Cynefin framework - Sorts

the issues leaders are facing into five contexts defined by the nature of the relationship between cause and effect

- Sense making model (Snowden, 2002)
- Simultaneously addresses knowledge and decision making (French, 2013)

Cynefin [ku-nev-in], a Welsh word that signifies the multiple factors in our environment and our experience that influence us in ways we can never understand.

- Snowden D (2002). Complex acts of knowing—Paradox and descriptive self-awareness. *Journal of Knowledge Management* 6(2): 100–111.
- Snowden, D, Boone, ME (2007). A leader's framework for decision making, *Harvard Business Review*, 69-76.
- French S (2013). Cynefin, statistics and decision analysis. *Journal of the Operational Research Society* 64, 547–561.

SIMPLE – known, structured

- known knowns
- known cause-effect relationship
- the best answer
- the best practice
- explicit knowledge
- share understanding

COMPLICATED professional

- known unknowns
- known cause-effect relationship
- a few answers
- good practices
- explicit knowledge, scientific models and theories

DISORDER

COMPLEX

- unknown unknowns
- many potential cause-effect relationships
- exist at least one answer
- tacit knowledge

CHAOTIC

- unknowns we are not aware of
- impossible to detect cause-effect relationship

Chaotic space – The Domain of Rapid Response

- **Handling of large-scale emergencies**
- Events and behaviours beyond current experience
- Ultimate learning environment (Snowden, 2002)
- “Leader’s immediate job is not to discover patterns but to stanch the bleeding” (Snowden & Boome, 2007)
- Imperative: to do all one physically can to save and protect life and to remove the source of the danger
 - but, many are affected in different, non-physical ways
- Modelling encourages simplifications because we count that certain level of predictability and order exists in the world. It fails in chaotic space. (Snowden & Boome, 2007)
- Decision makers will need to take probing actions and see what happens, until they can make some sort of sense of the situation, gradually drawing the context back into one of the other spaces. (French, 2013)
- Confidence, trust of “public” in a decision maker is vital
- Exploration, trial and error, the practice of science
- Way of thinking is more important than knowledge (structuring problem, exploring, probing, asking questions, cooperate)
- Judgement, tacit knowledge
- Value-based decision making

Key elements
of reform
that
contribute to
successful
answer to
COVID-19

- **System on the move** – leadership
- In the middle of comprehensive reform of the whole pre-tertiary education system
- Training opportunities for teachers – digital skills and focus on problem solving
 - 50,000 teachers in virtual and physical classroom during 1 year
- Equipment for schools, teachers and students
 - IT equipment for schools
 - Laptops for all teachers
 - Tablets for all students starting for age 11
- Digital textbooks
- E-school project for infrastructure and online services

Education under COVID-19 in Croatia

March 1,
2020. Start
preparation
for distance
education

March 16
(Monday)
start of
distant
education

July, Action
plan for
distant
education

Majority of
HE online,
70% of
schools f2f

March 13,
2020.
Government
decision for
lockdown

Middle of
May 2020.
Reopening of
primary
schools
(grades 1-4)
and partially
others

September
2020 –
mostly f2f,
mixed model
and online

Additional measures taken in March:



Digital platforms for teacher training were used to move classrooms and staffrooms online



300 trained teachers mentored others on the transition



March 6, 2020: started producing new **digital content** and issuing **guidelines to schools** on how to organise distance learning



Later: **Guidelines for assessment and grading** in virtual environments encouraging formative and project and problem-solving based assessment

Leadership is crucial - Chaotic phase



March – June 2020



took probing actions
to answer the
challenge



HEIs introduces
distance teaching
and learning with
more or less success



Some decision
makers just wait for
the crises to pass 😞



Crucial:
communicate,
coordinate, co-
create



Network and learn
...

Wise leadership seize the opportunity



speed up digital transformation

introduce training for teachers - improve teaching and learning, innovative pedagogies (flipped classroom, work-based learning, problem-based learning)



question teaching and learning quality



use of learning analytics for supporting students at risk of failure and in general



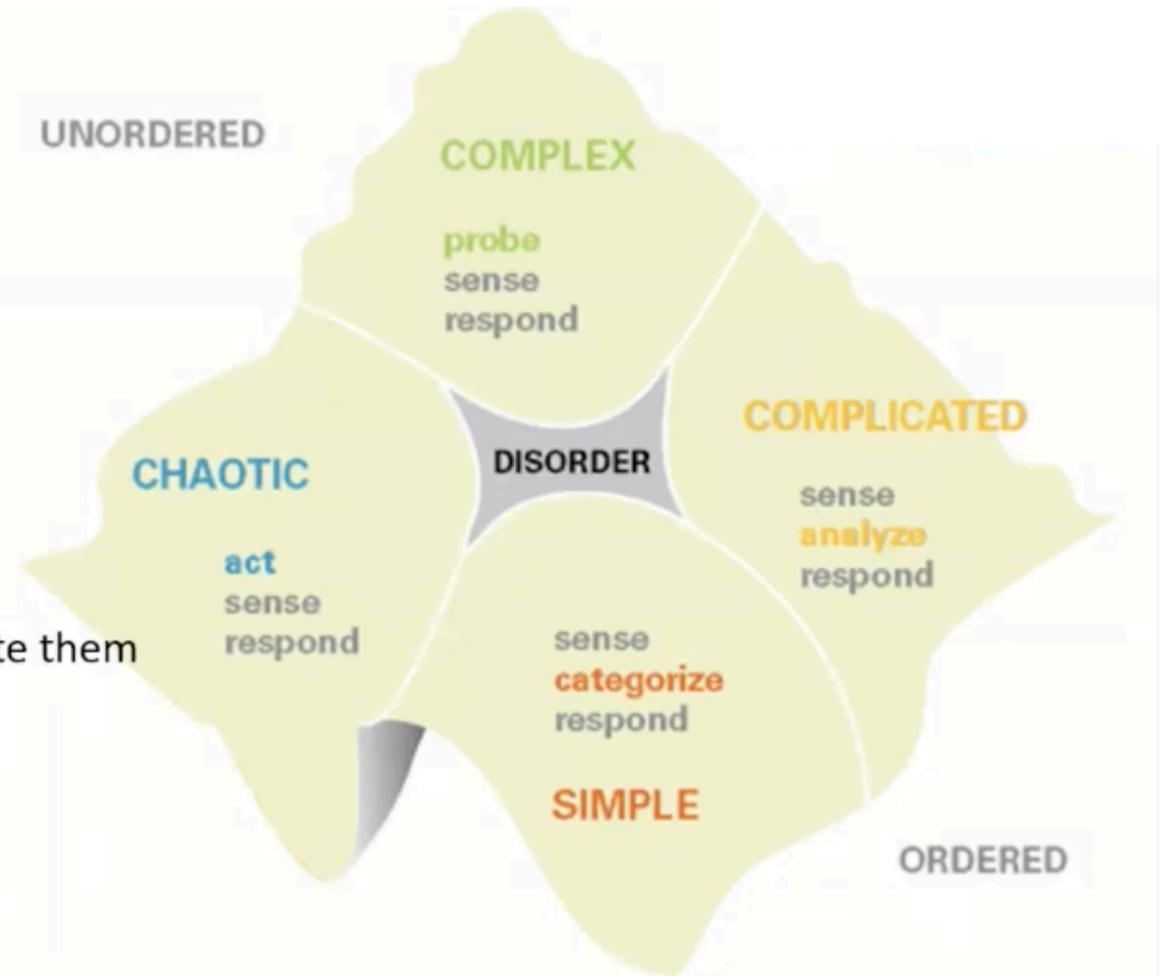
enhance it and find new solutions to old as well as new problems



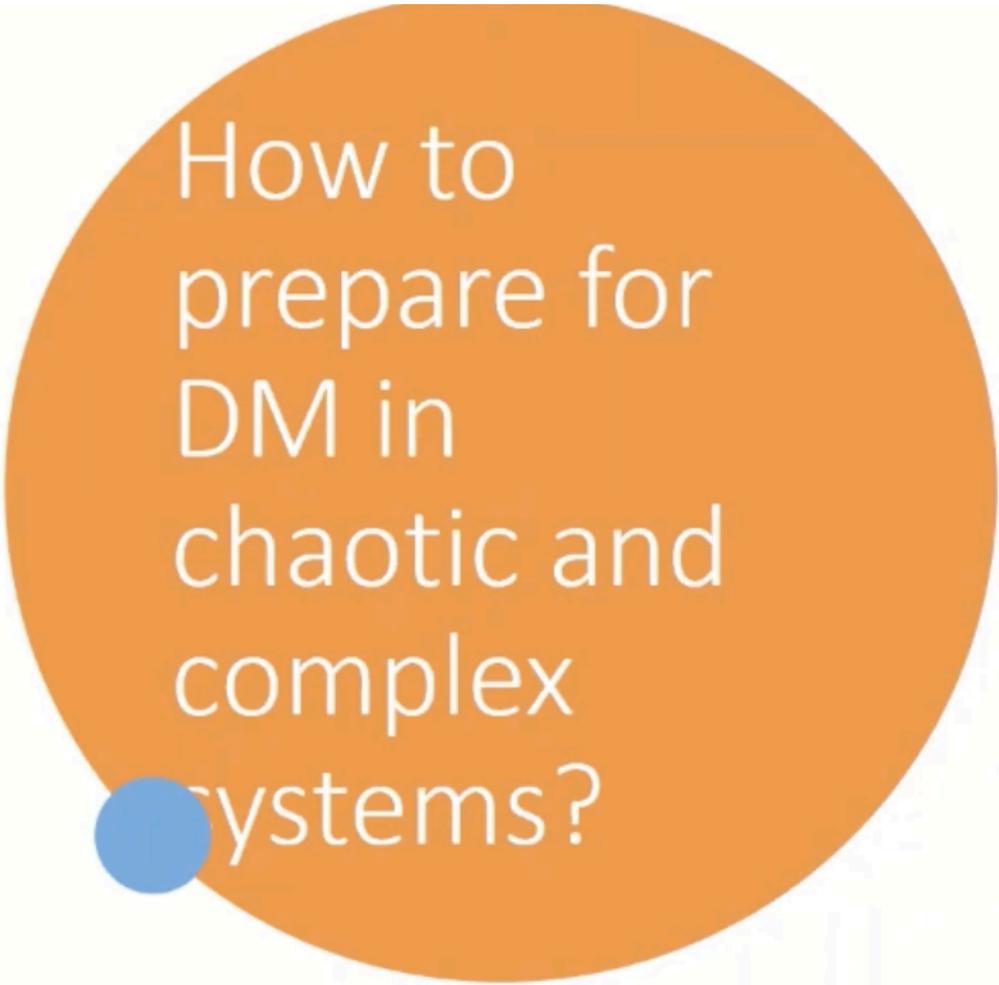
include students in co-creation process to help them to bridge the gap in learning and reshaping the university by creating new models for learning

How to make transition from chaotic to complex space?

- Act first to establish order - decisive action
- Top-down communication is imperative
- Then try to understand
- Prepare Action plans with different scenarios and communicate them
- Be aware that you have to be flexible to adjust, change
- Be transparent and open with stakeholders
- Start with preparation actions and collect skills in your toolbox
- Avoid micromanaging and stay connected
- Avoid “cult of the leader”
- Actively search for opportunities, the best place for leaders to impel innovation, manage chaos and innovation in parallel



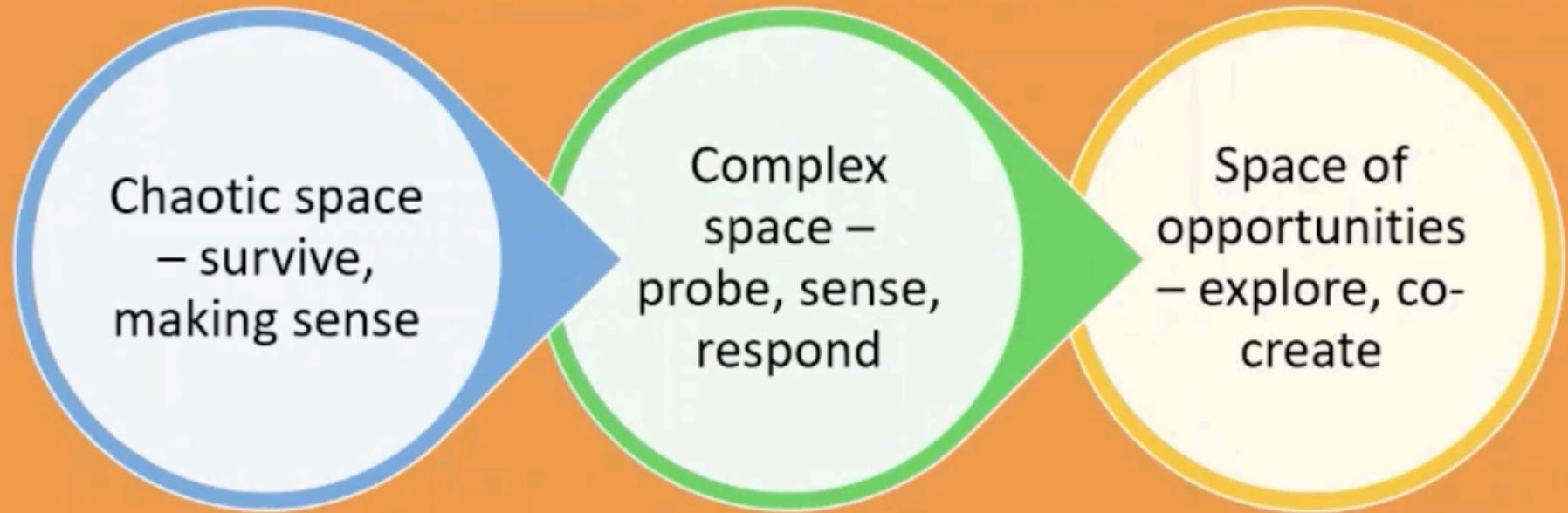
Source: Snowden & Boome, 2007



How to prepare for DM in chaotic and complex systems?

- Be open to new ideas, “out of the box thinking”
- Learning by doing
- Education and training systems should incorporate knowledge and skills to deal with complex situation
- Problem posing not just problem solving
- Scientific way of thinking – practice of science
- Culture of asking difficult questions
- Games that encourage novel thinking
- Openness to change on an individual level and build on resilience
- System that is fit better answer a challenge
- Preparations for organizations, states...?

To sum up



- March – July 2020

- August 2020 -