







- Allocates material and financial resources to achieve short term, 'tactical' objectives;
- Focuses on metrics and established benchmarks;
- Deploys a range of known/understood techniques/skills;
- Produces acceptable results within known constraints and conditions.

u

N

C

į



- Shaping mindsets, discovering entirely new ways of doing things and mapping out longer-term strategies
- Building a different cultural environment challenging and breaking the drift to entropy - to self, safety and comfort
- Setting the structure which always follows strategy; who is in my team; how will I organise them; what processes will – and will not – apply
- Setting the conditions small HQ; fewer meetings; mission command empowering people with the confidence and the security to innovate and prosper

# Leaders deal with people and turbulence

#### They:

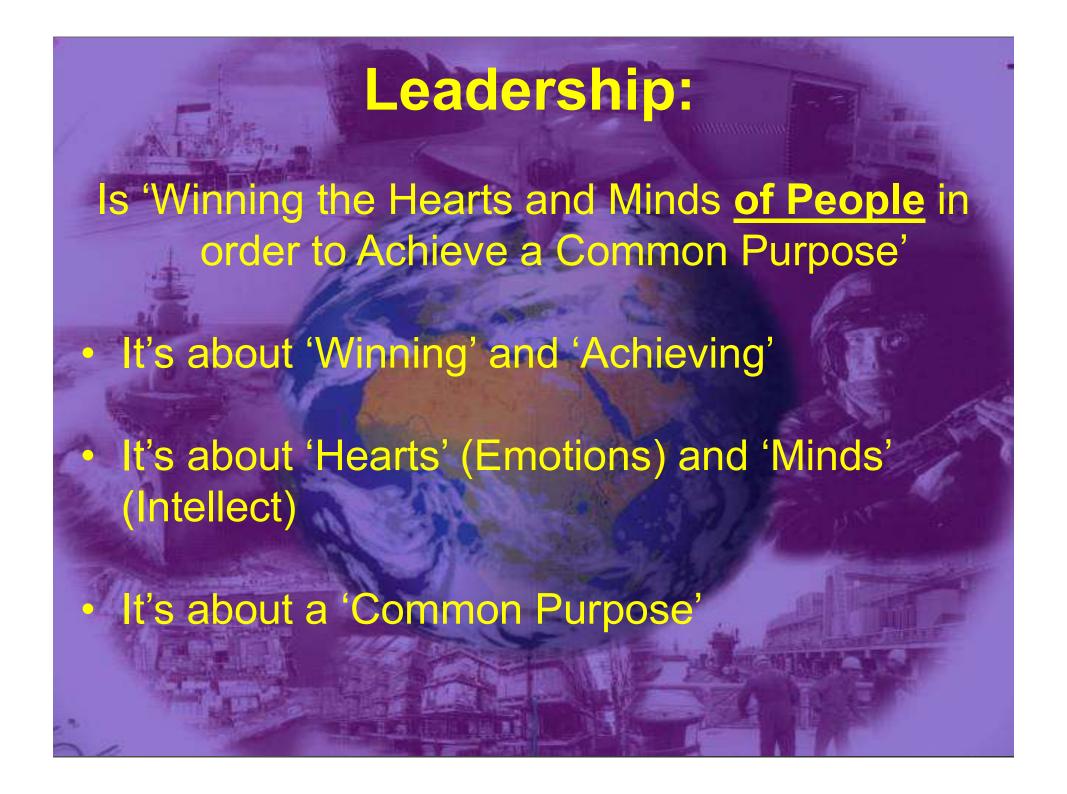
- Calm and Re-assure
- Inspire
- Give clear Direction
- Face up to the Issues
- Drive on in the face of Hardship and/or Opposition

They answers the questions:

- Where are we going?
- How are we going to get there?
- Why are we going there why is it better?

And they leave the world a better place than it found it!

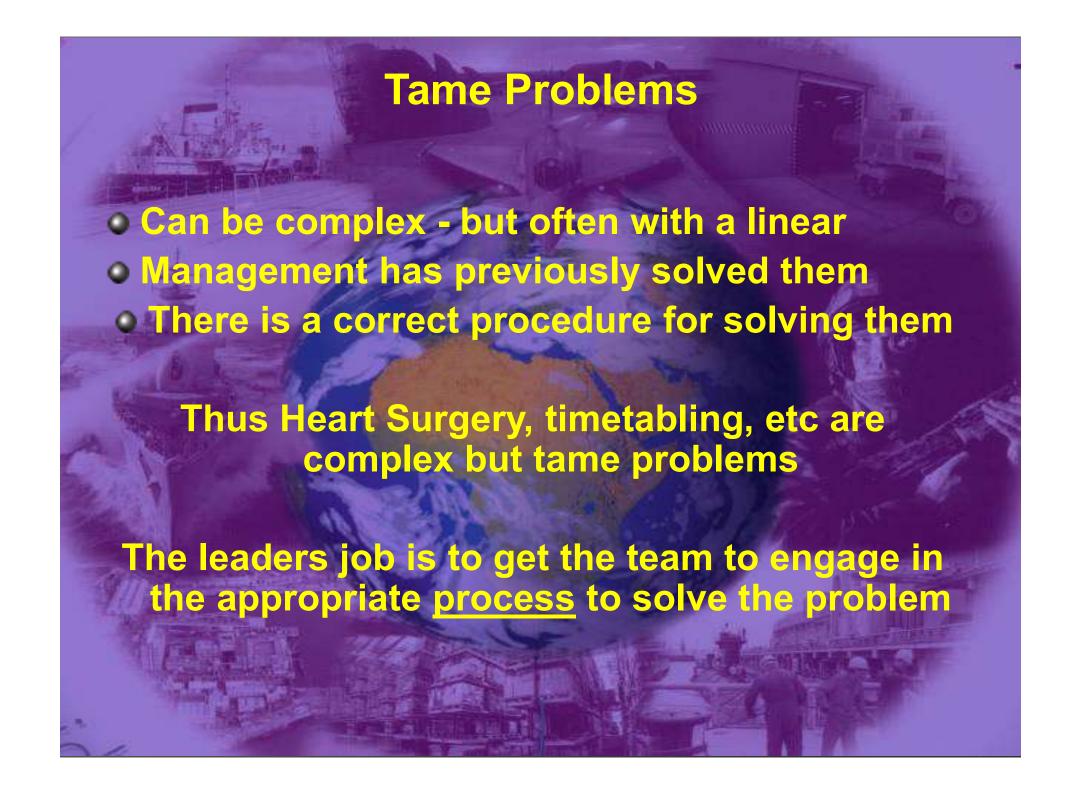






- Getting their Trust; Respect; Confidence; in you as a Leader.
- Making them feel wanted; listened to; respected; and needed.
- Making them feel that they are involved (not just Participating (Pigs and Chickens)
- Giving them Pride in themselves; their Job; their Organisation.





### **Wicked Problems**

- Novel, intransigent often embedded in other problems and the 'solution' can generates more
- May have to learn to live without a unique solution
- Understand the problem through the construction of the solution and secure collective consent –it's a 'Collaborative' not 'Authoritarian' processes

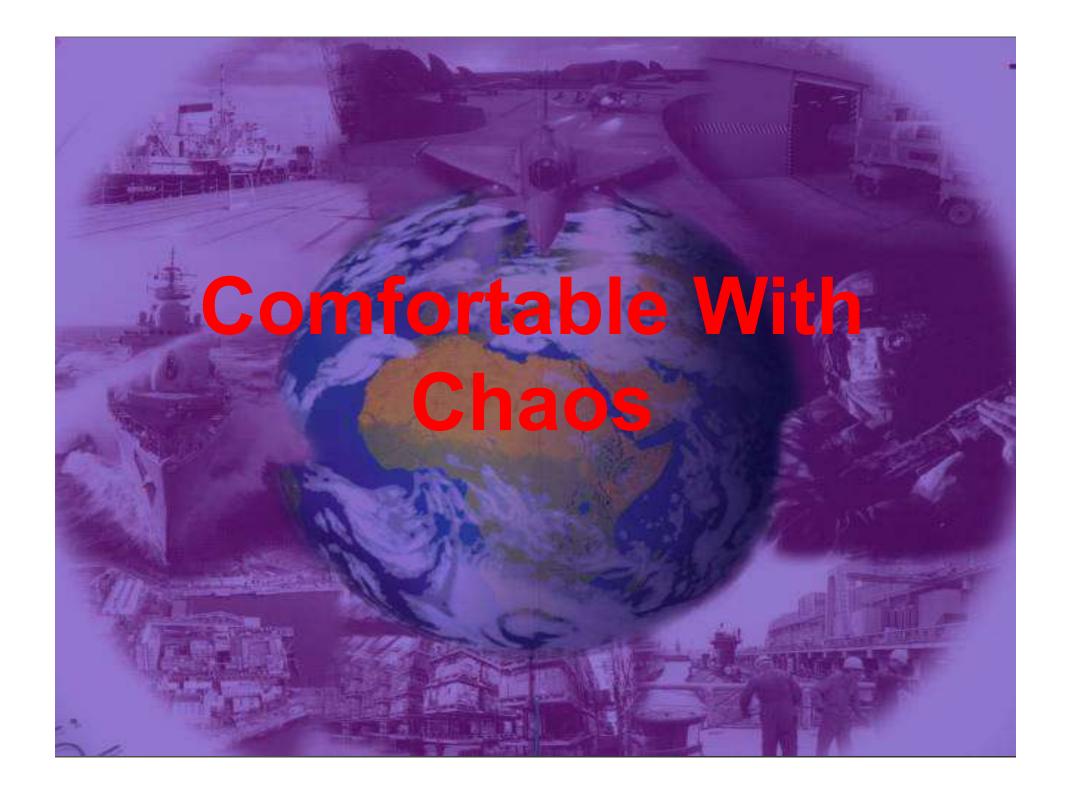
This is all about Timely Decision Making

These are problems for leadership - not management; the leaders role is to ask the appropriate <u>questions</u> in order to address the problem, giving their 'Intent' and using the team to develop a solution



- Beyond Tame & Wicked
- Often portrayed as a self-evident crisis
- General uncertainty with no time for discussion or dissent or worrying about 'procedures'
- Legitimizes coercion as necessary for 'public' good

Leader's Role is to take TAKE COMMAND and provide the answer to the problem - not to engage management processes or ask questions - in order to ensure required decisive action





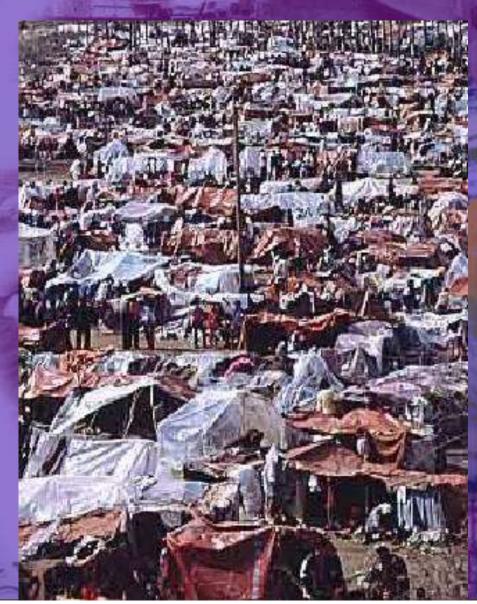


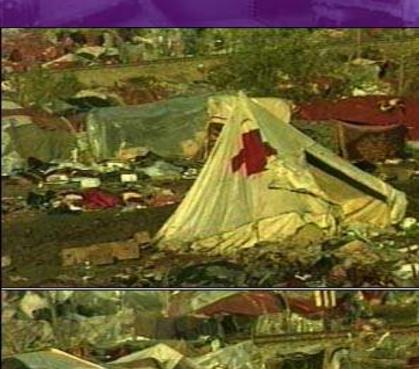








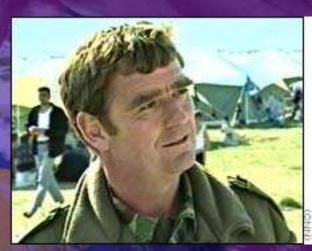






# Mark - I have 60,000 Refugees to look after – any key advice?

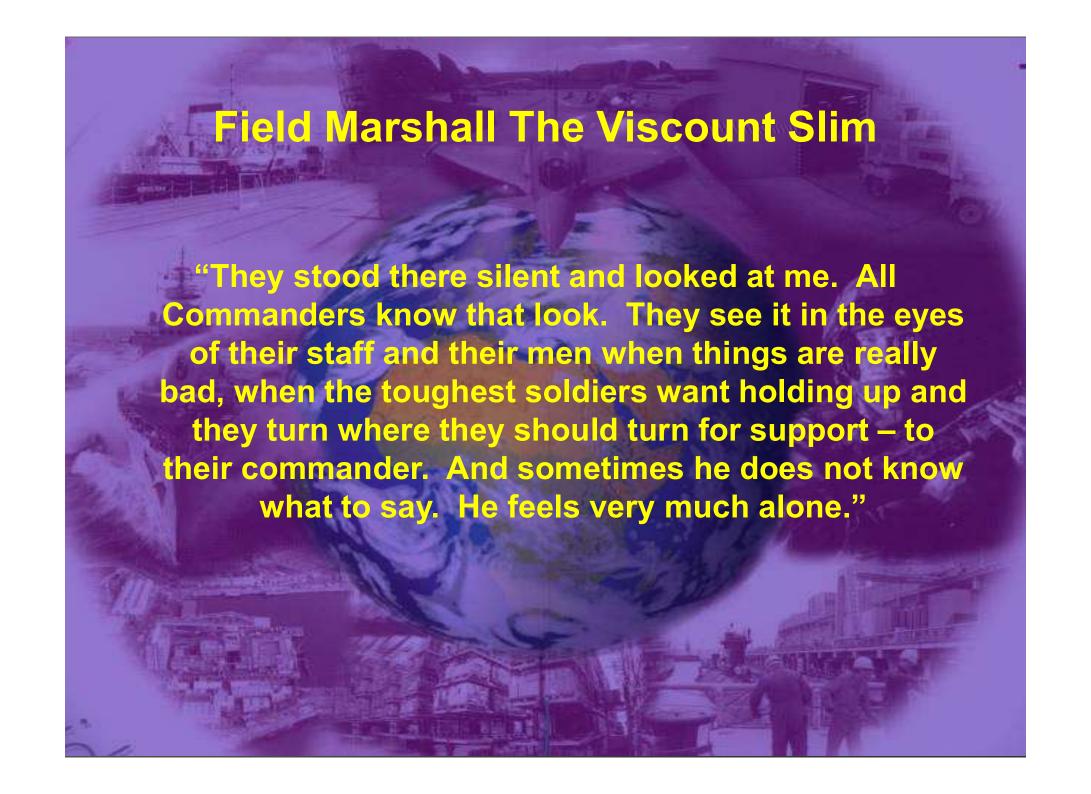


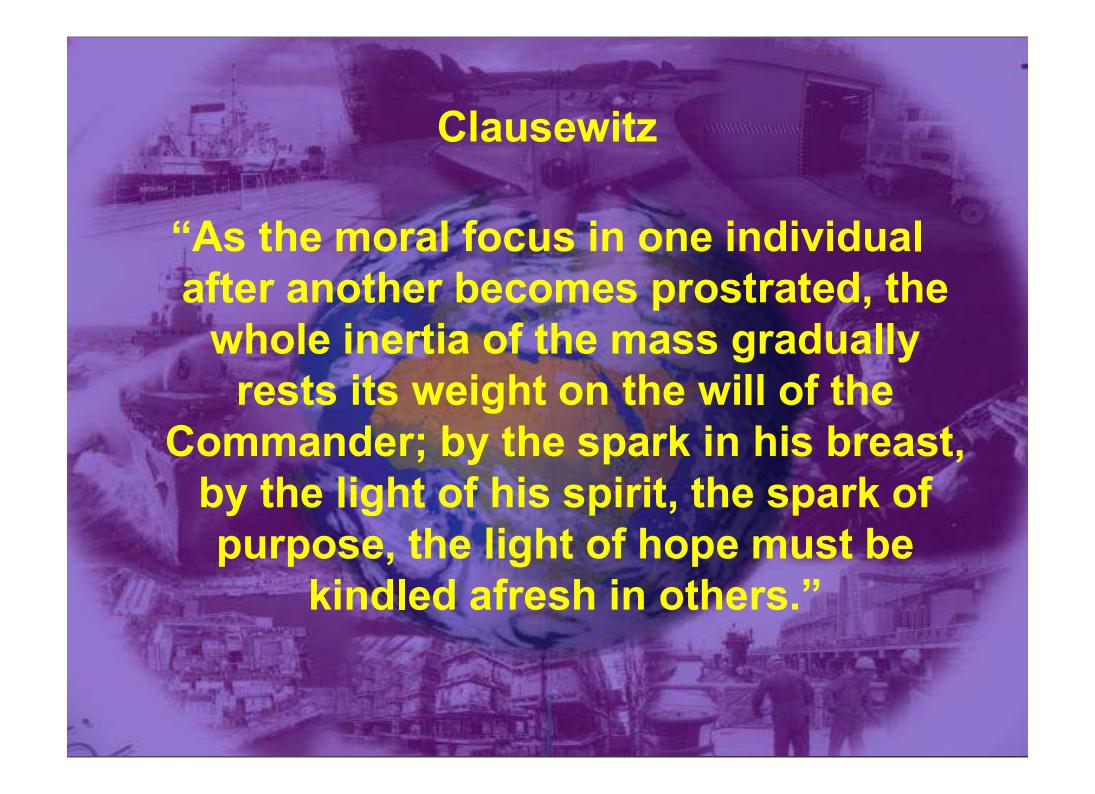




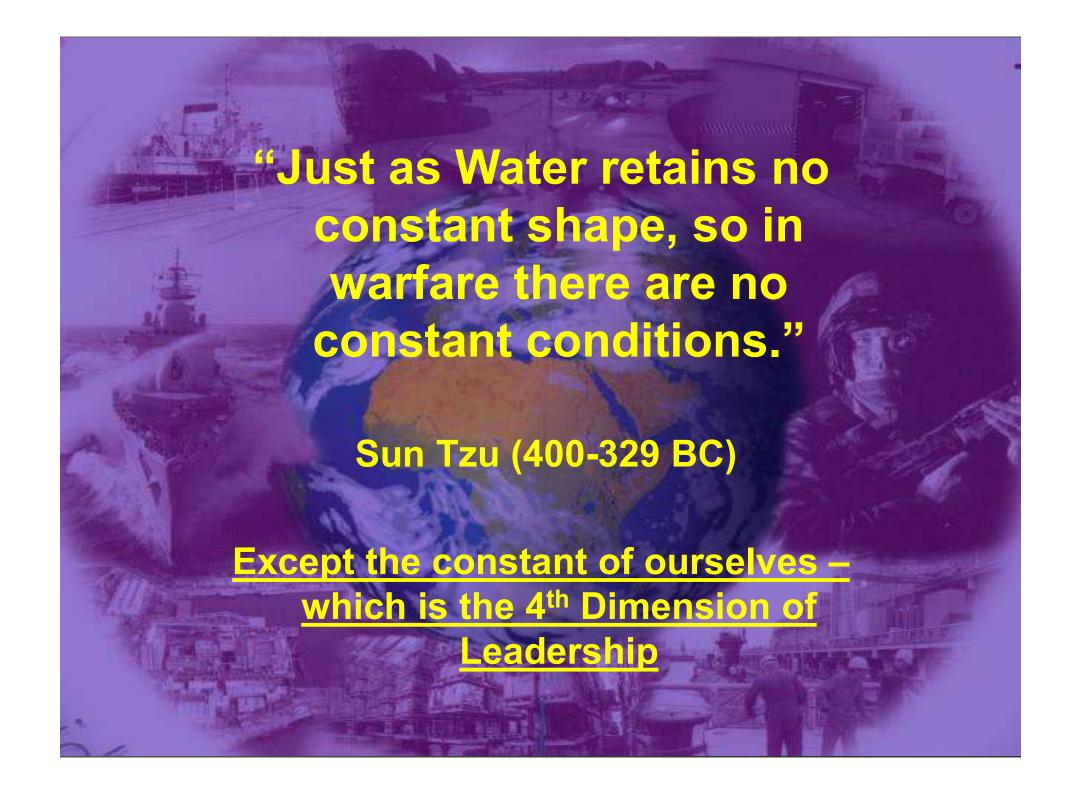












## Sun Tzu/Lao Tzu: 500 - 300 BC

If you know the enemy and know yourself you need not fear the outcome of a hundred battles

He who knows others is strong. He who knows himself is invincible

If you do not know your enemies or yourself you will be imperilled in every battle

