

WESTERN SYDNEY UNIVERSITY SENIOR MANAGEMENT CONFERENCE

Some quick reflections about disruption without mentioning Uber, AirBnB

Martin Stewart-Weeks July 2016

AN AGE OF DISTRUST

“This is an age of anti-establishment dissent. That doesn't mean the establishment will always lose: Hillary Clinton might beat Donald Trump in November, and I expect the Coalition to be returned on Saturday. But it does mean the establishment's authority is rapidly eroding.”

Waleed Aly SMH 01:07:16

THE END OF POWER

“To put it simply, power no longer buys as much as it did in the past. In the twenty-first century, power is easier to get, harder to use—and easier to lose.

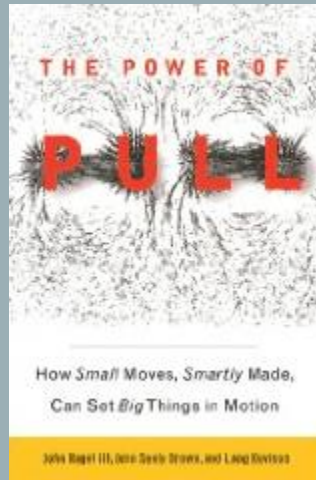
From boardrooms and combat zones to cyberspace, battles for power are as intense as ever, but they are yielding diminishing returns.

Their fierceness masks the increasingly evanescent nature of power itself.

Understanding how power is losing its value—and facing up to the hard challenges this poses—is the key to making sense of one of the most important trends reshaping the world in the twenty-first century.”

Moises Naim

SCALEABLE LEARNING



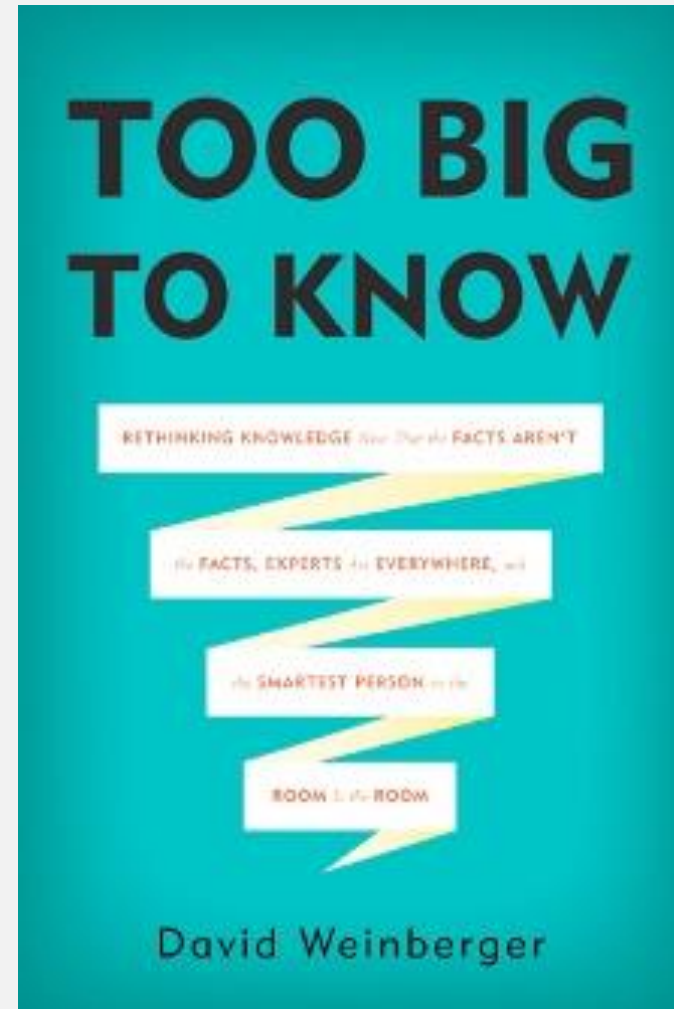
“...one of the things that’s happening in this “Big Shift”, as we call it, is that we are moving into a world with more and more intense competition and where extreme events come out of nowhere, challenging us to do something new and different in response. And all of that drives the imperative of learning. Just holding on to what you know today is going to be less and less effective, and **the only way to succeed is to tap into knowledge flows and learn faster.**”

John Hagel

<http://gelookahead.economist.com/future-scope/future-scope-john-hagel-iii/>

TOO BIG TO KNOW

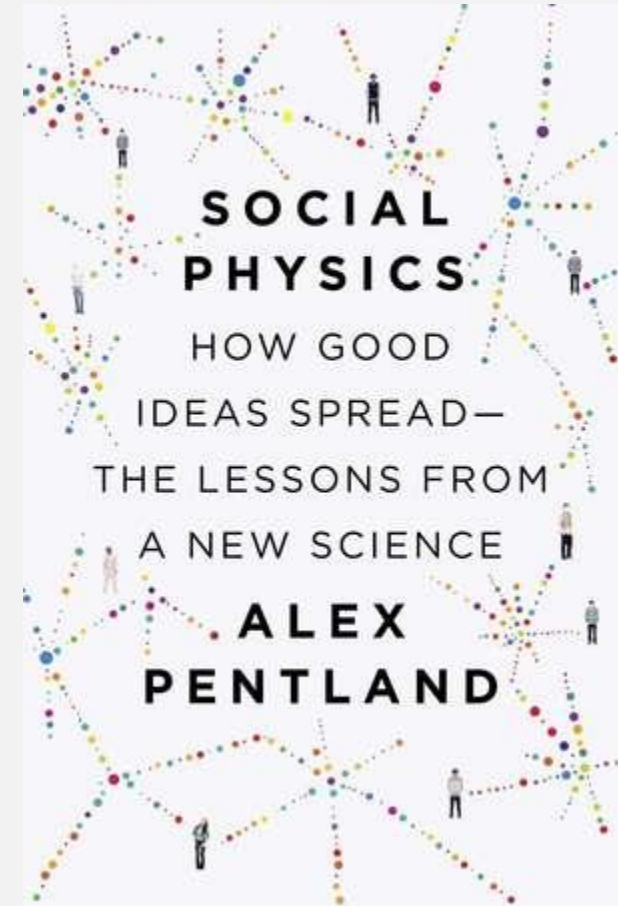
When the facts aren't the facts, experts are everywhere and the smartest person in the room is the room



SOCIAL PHYSICS

...or “society in high resolution”

<http://www.pnas.org/content/113/3/468.long>



CHANGING SHAPE

All organisations and institutions are changing shape to find a better way to fit in with an operating environment characterised by speed, complexity, legitimacy and legibility

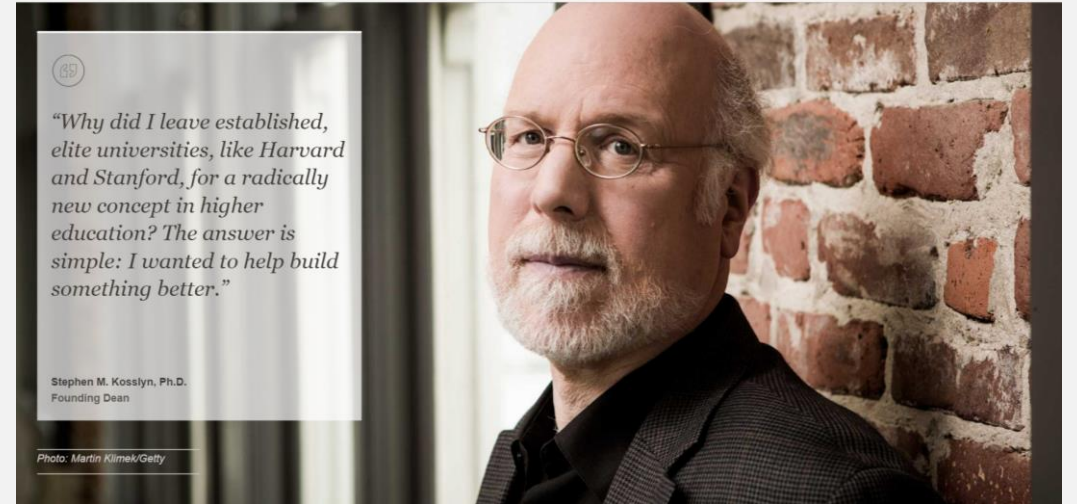
[Go to Academics](#) >

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“Why did I leave established, elite universities, like Harvard and Stanford, for a radically new concept in higher education? The answer is simple: I wanted to help build something better.”

Stephen M. Kosslyn, Ph.D.
Founding Dean

Photo: Martin Kilmek/Getty



CHANGING SHAPE

TECHNOLOGY



MIT Dean Takes Leave to Start New University Without Lectures or Classrooms

By Jeffrey R. Young | FEBRUARY 01, 2016

Christine Ortiz is taking a leave from her prestigious post as a professor and dean at the Massachusetts Institute of Technology to start a radical, new nonprofit university that she says will have no majors, no lectures, and no classrooms.

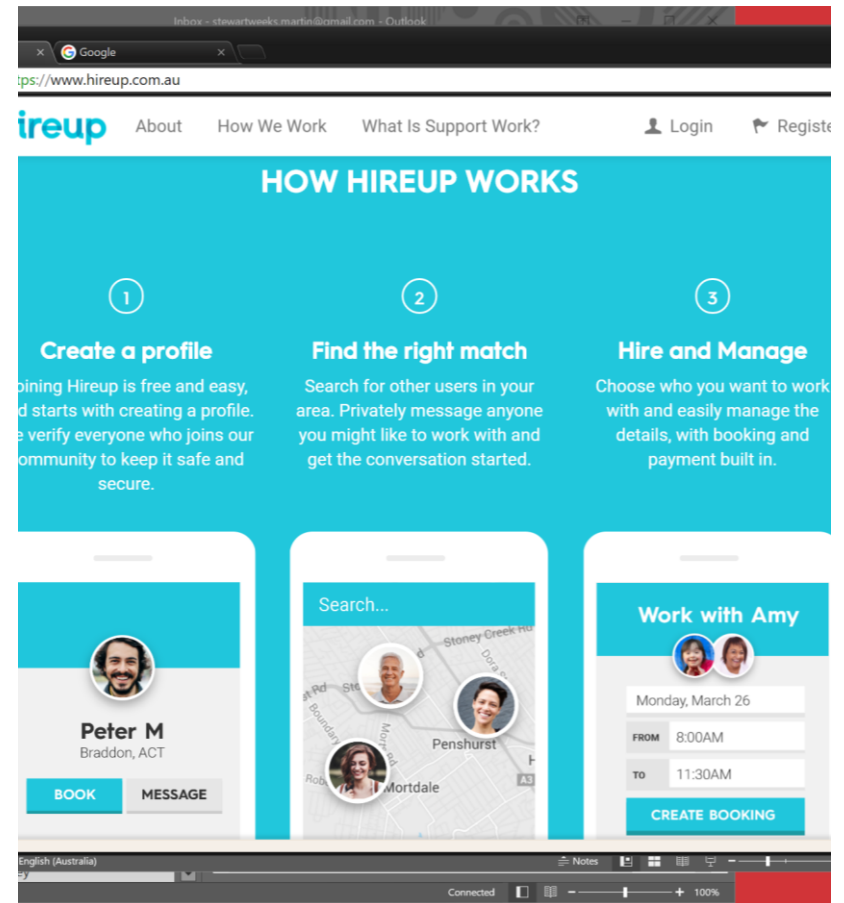
Many details about the new university are still undetermined, she says, but the basic idea is to answer the question, What if you



Christine Ortiz is the dean for graduate education and a professor of materials science and engineering at the Massachusetts Institute of Technology. In a conversation with *The Chronicle*, she discusses her ideas about building a new type of college from

“Many details about the new university are still undetermined, she says, but the basic idea is to answer the question, What if you could start a university from scratch for today’s needs and with today’s technology?”

CHANGING SHAPE



THE CHANGING NATURE OF WORK (AND WORKERS AND WORKPLACES TOO)

Convening (as opposed to platforms)
Curating (as opposed to combining)
Collaborating (as opposed to coordinating)
Connectedness (as opposed to connectivity)

New jobs...

- Business Colony Managers
- Director, Ethical Hacking
- Rewilder
- Robot counsellors

Old values...

- Ethics, clear thinking, honest speaking, respectful dealings, integrity...

Jobs of the future...

Data, collaboration, science, creativity, choice, autonomy, design, digital

THE THEORY OF THE BUSINESS

Peter Drucker HBR Sept-October 1994

Three elements

- First, there are assumptions about the **environment** of the organization: society and its structure, the market, the customer, and technology.
- Second, there are assumptions about the specific **mission** of the organization.
- Third, there are assumptions about the core **competencies** needed to accomplish the organization's mission.

Three conditions

- The assumptions in all three areas have to fit one another
- The theory of the business must be known and understood throughout the organization
- The theory of the business has to be tested constantly

THE LEDGER

<https://youtu.be/Zssd6eBVfwc>

“In distributed ledger technology, we may be witnessing one of those potential explosions of creative potential that catalyse exceptional levels of innovation.

The technology could prove to have the capacity to **deliver a new kind of trust** to a wide range of services. As we have seen open data revolutionise the citizen’s relationship with the state, so may the visibility in these technologies reform our financial markets, supply chains, consumer and business-to-business services, and publicly-held registers.”

Sir Mark Walport, UK Government Chief Scientist

DISRUPTION AS SYSTEM CHANGE

<http://thelongandshort.org/growth/brexit-systems-innovation>



- First, the incumbent system starts to **lose legitimacy** because it
- Second, **alternatives** to the system have to appear, in niches.
- Third, these alternatives have to **cross the chasm**, from the early adopters to the mass market.
- Fourth, the alternatives to the existing system have to **mobilise resources** and investment— money, talent, people, social
- Fifth, the dominant regime has to **split** from within, fatally weakening it