

MINDSETS: DEVELOPING RESPONSIBLE MANAGERS/LEADERS

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THE REALITIES

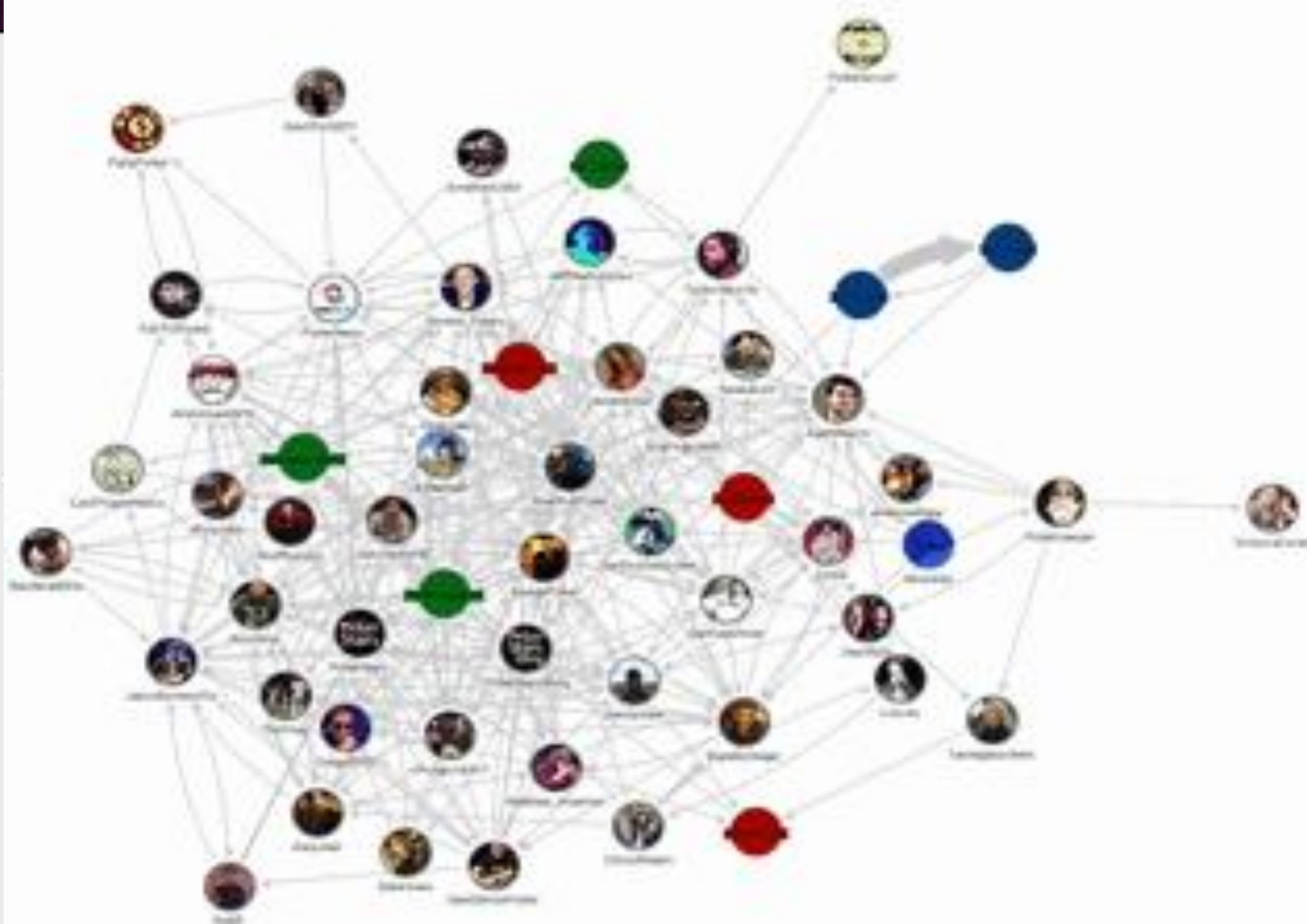
- Key factors:
 - Organizational Structures
 - Organizational Culture
 - People
 - As well as wider (nation/continent/world) society, economy, culture, religion, language, etc.
- This breeds both complication AND complexity
- All of this gets more complex and complicated when taking into account different people's values, changing social norms, cultural backgrounds, economic climate changes, international work/workforces, etc.

SKILLS DO MATTER



UNLEARNING IS AS IMPORTANT AS LEARNING





GETTING PAST COMPLIANCE (I CAN DO THIS) TO VALUES DRIVEN THINKING (SHOULD I DO THIS/WHY AM I DOING THIS)

WHAT/HOW?



WHY?





COURT QUESTIONS LAW OFFICIALS' FAILURE TO ACT ON GUPTA CLAIMS

The Bank of Baroda now has the go-ahead to cut ties with the Gupta family's business interests at the end of this month.

BUSINESS LEADERSHIP SOUTH AFRICA SUSPENDS KPMG MEMBERSHIP

The suspension is pending the outcome of an independent investigation into the organisation's involvement in conduct related to state capture in South Africa.

SOUTH AFRICA

Analysis: Uncharted territory – KPMG, Zuptas and the tainting of chartered accountancy in SA

BUSINESS

Now Gupta bell tolls for KPMG

Clients and staff weigh their options as audit clean

SA INVESTING APRIL 24, 2017

Journalists uncover fresh Eskom Zupt scandal: R10bn in 15 days for Gupta-linked companies

Uber CEO Dara Khosrowshahi's memo on London ban: 'There is a high cost to a bad reputation'

"Going forward, it's critical that we act with integrity in everything we do."
BY JOHANA BHUIYAN | @JMB00YAH | SEP 22, 2017, 5:38PM EDT

Who in SA is watching the watchers?

Jul 18 2017 06:10 Dr Tim London*



A country reeling from governance problems, while simultaneously facing massive economic and social challenges, needs to have governance systems people can believe in, says Dr Tim London.

IT'S not breaking news to note that South Africa's state-owned enterprises (SOEs) are currently going through very tumultuous times.

Just in the past few months, Eskom, the Passenger Rail



PERSONAL VALUES

- Quite simply: what is most important to you?
- Professional or personal? Is there really a difference?
- It is important to define “core values”: the 3- 5 values that are consistently most important in your life
- Think about your foundational practices (what you do)
 - How do you demonstrate those values? Do you do anything that runs counter to these values?

SABC Acting Group CEO Jimi Matthews quits

2016-06-27 10:10

Paul Herman, News24



news24

Cape Town - Acting CEO Jimi Matthews has resigned from the SABC, saying recent changes at the broadcaster are “wrong” and he has compromised his values under the current leadership.

Matthews posted a picture of his resignation letter on **Twitter** on Monday morning, indicating his decision to leave following widespread changes under COO Hlaudi Motsoeneng.

“For many months I have compromised the values that I hold dear under the mistaken belief that I could be more effective inside the SABC than



“For many months I have compromised the values that I hold dear under the mistaken belief that I could be more effective inside the SABC than outside, passing comment from the side-lines.”

Matthews said the “corrosive atmosphere” had impacted negatively on his moral judgement, and made him complicit in decisions he “was not proud of”.

“I also wish to apologise to the many people who I’ve let down by remaining silent when my voice needed to be heard,” his letter continued. “What is happening at the SABC is wrong and I can no longer be a part of it.”

ORGANIZATIONAL VALUES

- Drive **coherence** between structures, culture, and people
- Provide **purpose**, beyond just “mission”
 - This has benefits for individuals (why am *I* here?) and for groups/teams/organizations (why are *we* here?)
 - Contributes to **organizational resilience** and **innovation**
- Create a common language for the organization
- Send strong signals (if enacted and not just espoused)
- Moves accountability from hierarchy-based reward or punishment to **“professional” and self-accountability systems**

A QUICK ORGANIZATIONAL AUDIT

- What are our core values?
- What are our foundational practices?
- How to incentivize what we want?
- How to disincentivize what we don't want?
- How do we identify and protect the good?
- How do we identify and improve the not-so-good?
- What internal and external pressures are most important?
- What internal and external factors can we control?
- What makes us strong/resilient?
- What are our opportunities/drivers for innovation?
- How do we keep up to date?

TRUST: INTERNAL AND EXTERNAL STAKEHOLDERS

“The public’s trust is not guaranteed. We must earn that trust every day, because the loss of that trust is catastrophic... I am deeply concerned that the actions of some in government leadership have harmed perceptions about the importance of ethics and what conduct is, and is not, permissible...”

- David Apol, acting head of the Office of Government Ethics (OGE), in a memo addressed to agency heads, 5 October 2017

- INTERNAL: Necessary for commitment and also for any hope of dealing with VUCA₁₄
- EXTERNAL: A key part of financial work is “assurance”

CHANGE THE WORLD OR CHANGE YOUR SPACE OR CHANGE YOUR LIFE?

Yes. Warning: complexity theory ahead...



- Fractals: <https://www.youtube.com/watch?v=WFtTdf3I6Ug>
- Morphogenetic fields (seriously):
<https://www.youtube.com/watch?v=4BYR32N04sE>
- Small changes at inception/early stages can lead to dramatic changes over time
 - Not that we always know what those changes will be or when they'll happen (chaos theory/complexity theory/quantum mechanics)!

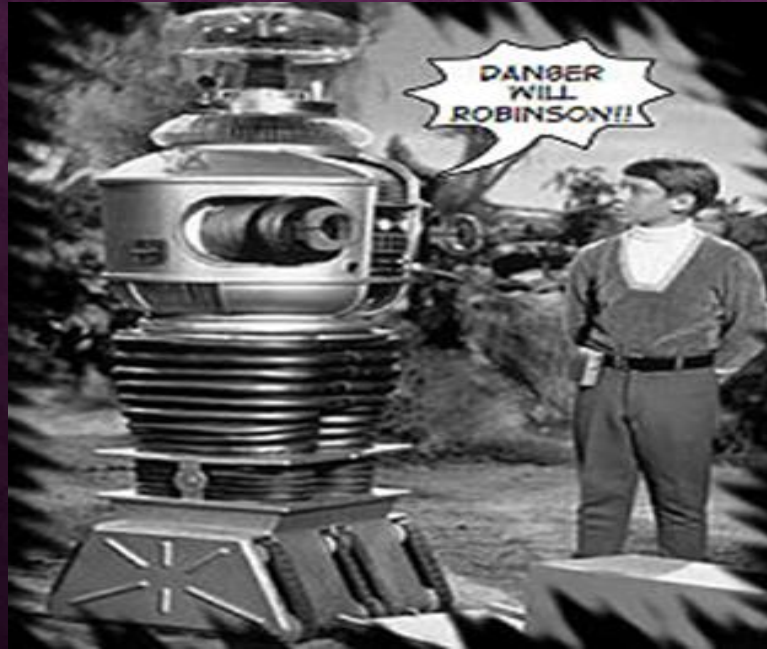
VALUES AND LEADERSHIP (1/3)

- What's most important to you is likely to have an impact on a variety of key leadership issues:
 - The information you seek out
 - How you collect information
 - How you analyze data
 - The actions you take
 - How your words and actions are interpreted by others
- This last point is hugely important: leadership is about interactions
 - It's not just about what you are TRYING to do/say, it's also about how others are experiencing and reacting to what you're doing and saying¹⁶

VALUES AND LEADERSHIP (2/3)

- There is a great deal of research on “sense making” for people and organizations
 - Leaders are central to this in terms of helping others make sense of the world/the organization

If people have questions and don't have answers, THEY WILL FILL IN THE BLANKS ALL ON THEIR OWN



VALUES AND LEADERSHIP (3/3)

- Values are not something that leaders can keep secret
- As your job is to interact/influence/shape, your values are going to come to the fore, whether that is your intention or not
- Being clear about your values starts on your own, but then needs to be made explicit
 - Application
 - Interview
 - First day on the job
 - Throughout your work

VALUES AND LEADERSHIP AND ORGANIZATIONS

- Values make up the belief system that underlie the actions of and within an organization
 - You can think of core values as the set of adjectives that best describes the essence of the organization
 - A core value is valid only if the majority of the organization's stakeholders would agree with their inclusion
 - Values can be unspoken or explicit, and may be “positive” or “negative”
- Some organizations hold a core value of maintaining the status quo, even at the expense of important outcomes/processes
 - And even in the face of new realities or “orders”

FOUNDATIONAL PRACTICES

- Foundational practices are the structures and routines (what people “do”) that allow people, and the organization, to implement its core values
- Organizational examples: common planning/meeting times among staff, a high-quality induction program, dress codes, leave arrangements, mentoring, etc.
- Personal examples: who you talk to, how is your office organized, are you late?, etc.

WHEN THE MATCH IS POOR...

No agreed values or value-practice mismatch?

- Poor “information uptake”
 - Lacking both quantity and quality of data
- Worrying about the “wrong” things
- Looking to the “wrong” people
- Slowness to react
- Split loyalties and agendas
- Working against each other

VALUES AND LEADERSHIP AND ORGANIZATIONS AND CONTEXT

- People do not exist in a vacuum; neither do organizations
- What are the external pressures, drivers, and other influences at play?
- How do you prioritize the needs of individuals and groups?
- What if one (or more) of your values, in the eyes of some external person/group, is unacceptable?
- How will you deal with “other” things that may be connected in some way to your values/choices?

COMPLEXITY CREATES...

- Tensions/Gaps/Redundancies (TGR) exist when trying to get agents/ principals/individuals/groups/systems/processes to work together
- TGR can result in counterproductive behavior, isolation, co-optation, “gaming” the system, lack of clarity of purpose, an individual rather than group focus (segmented vs. integrative), and incompatibilities/inconsistencies/gaps
- The more people, processes, and structures involved in a system, the more likely it is that these tensions, gaps, and/or redundancies can have negative consequences