

MODELLI EMERGENTI DI LEADERSHIP

Marcello Bogetti
marcello.bogetti@unito.it

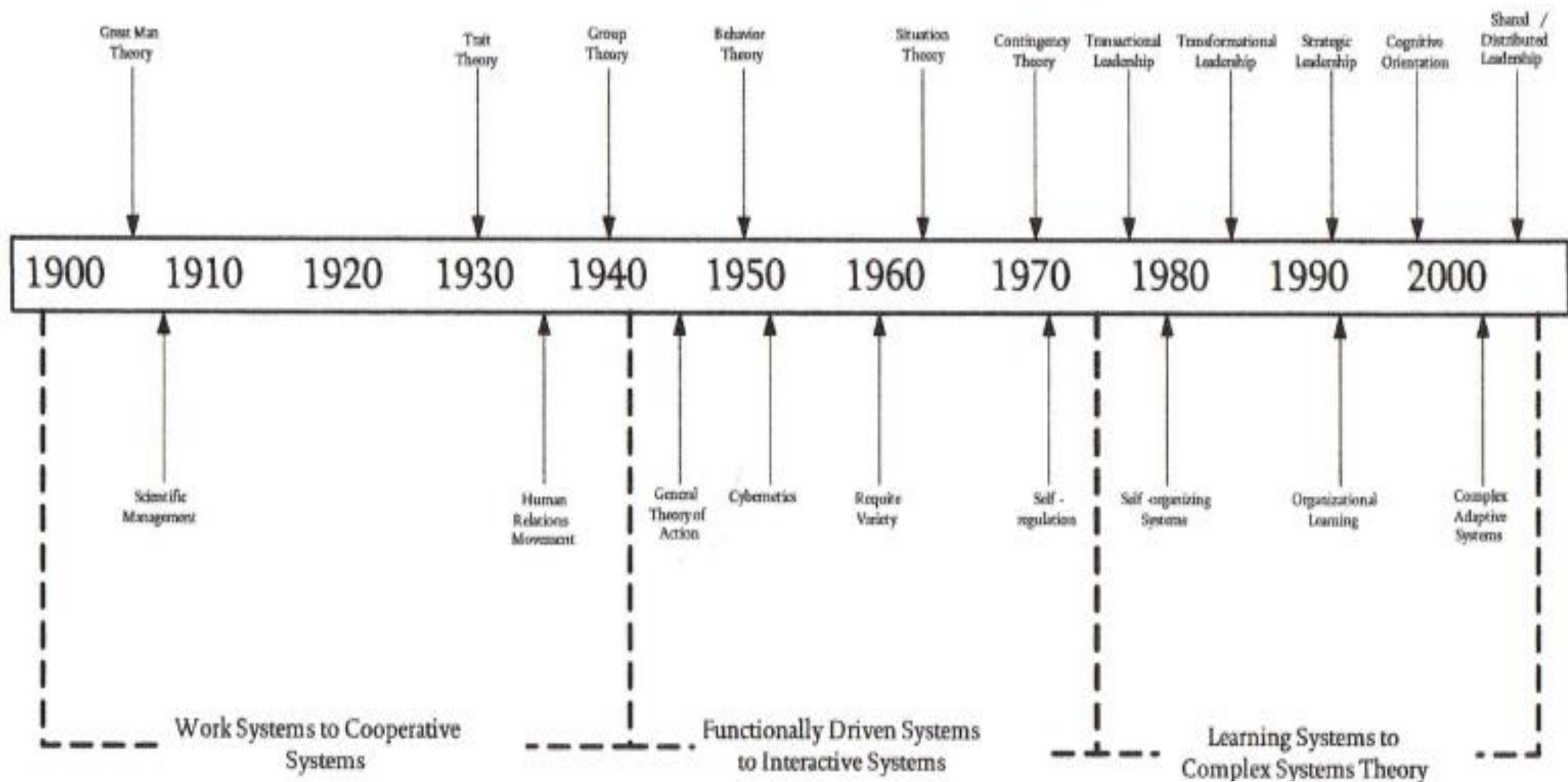
LabNET

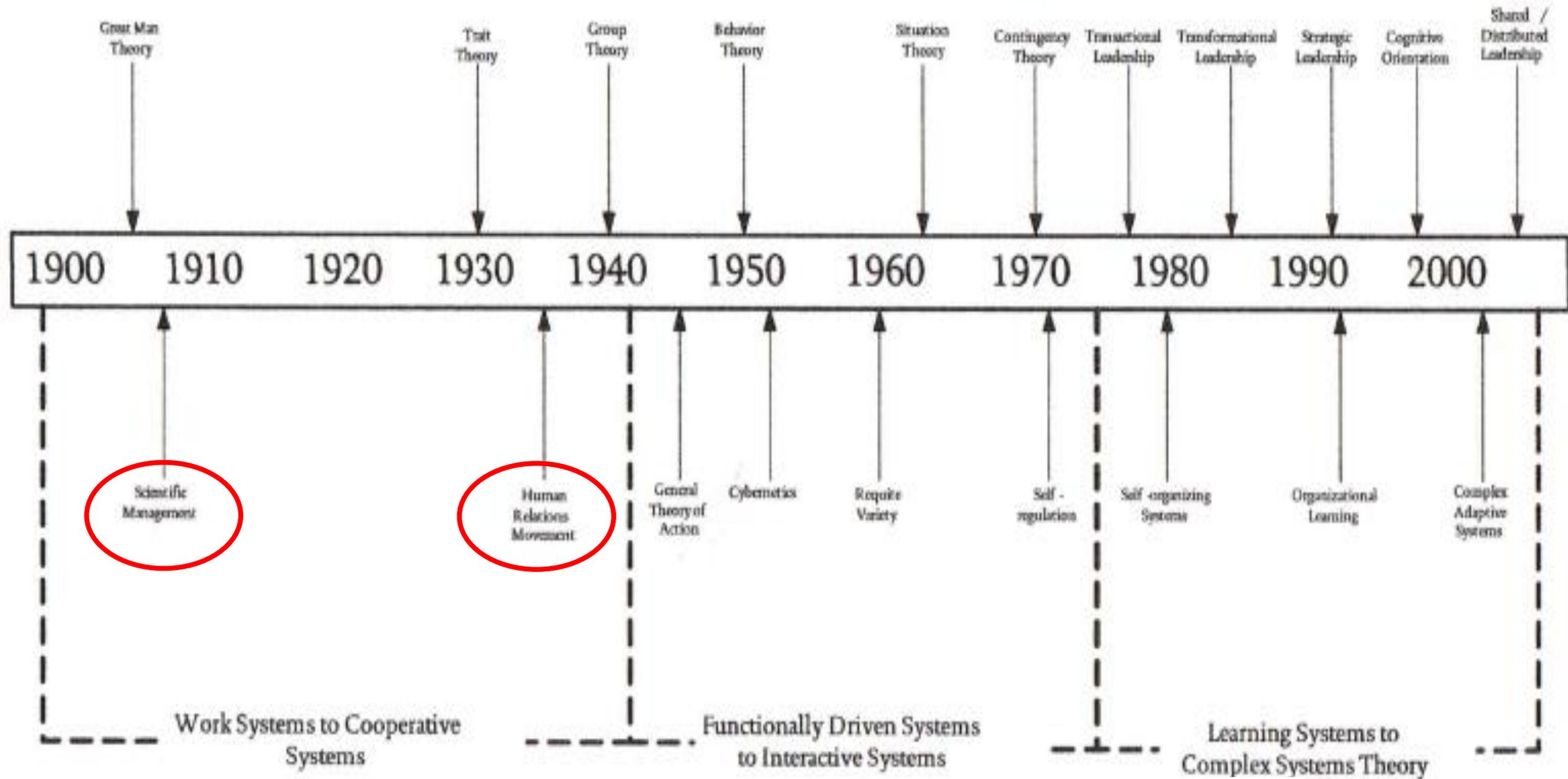


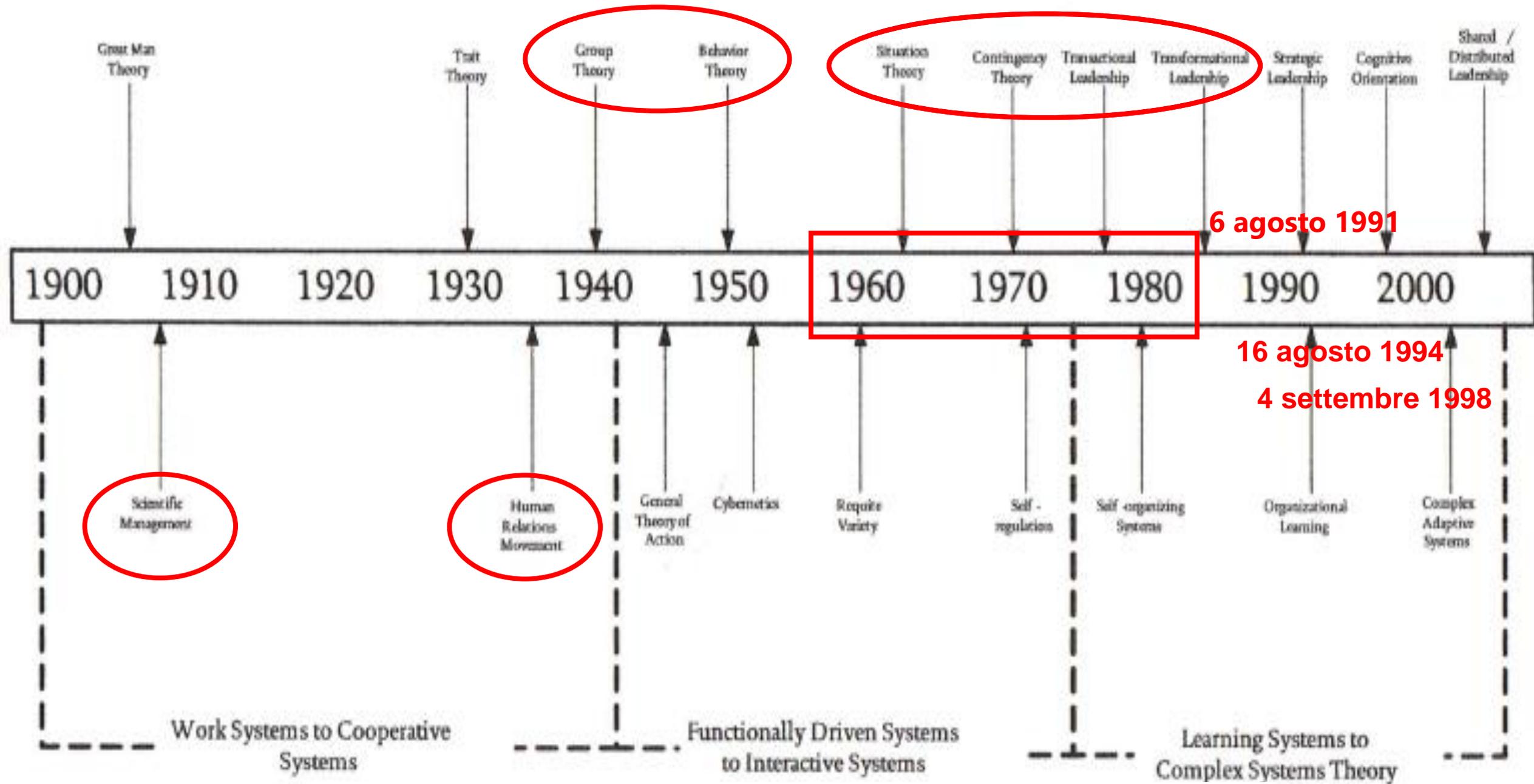
Laboratorio Applied Network Science

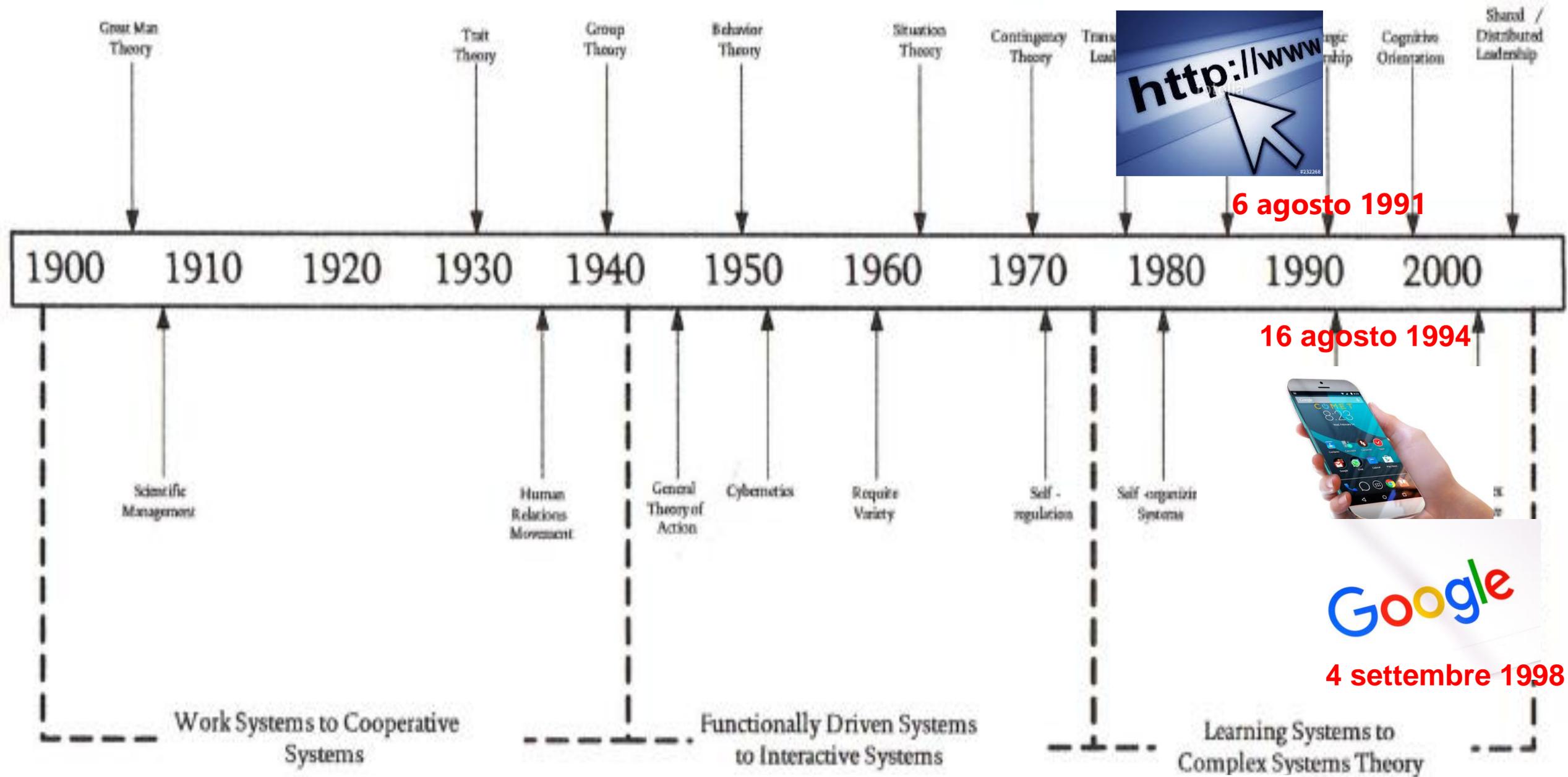


SAA School of Management Università di Torino







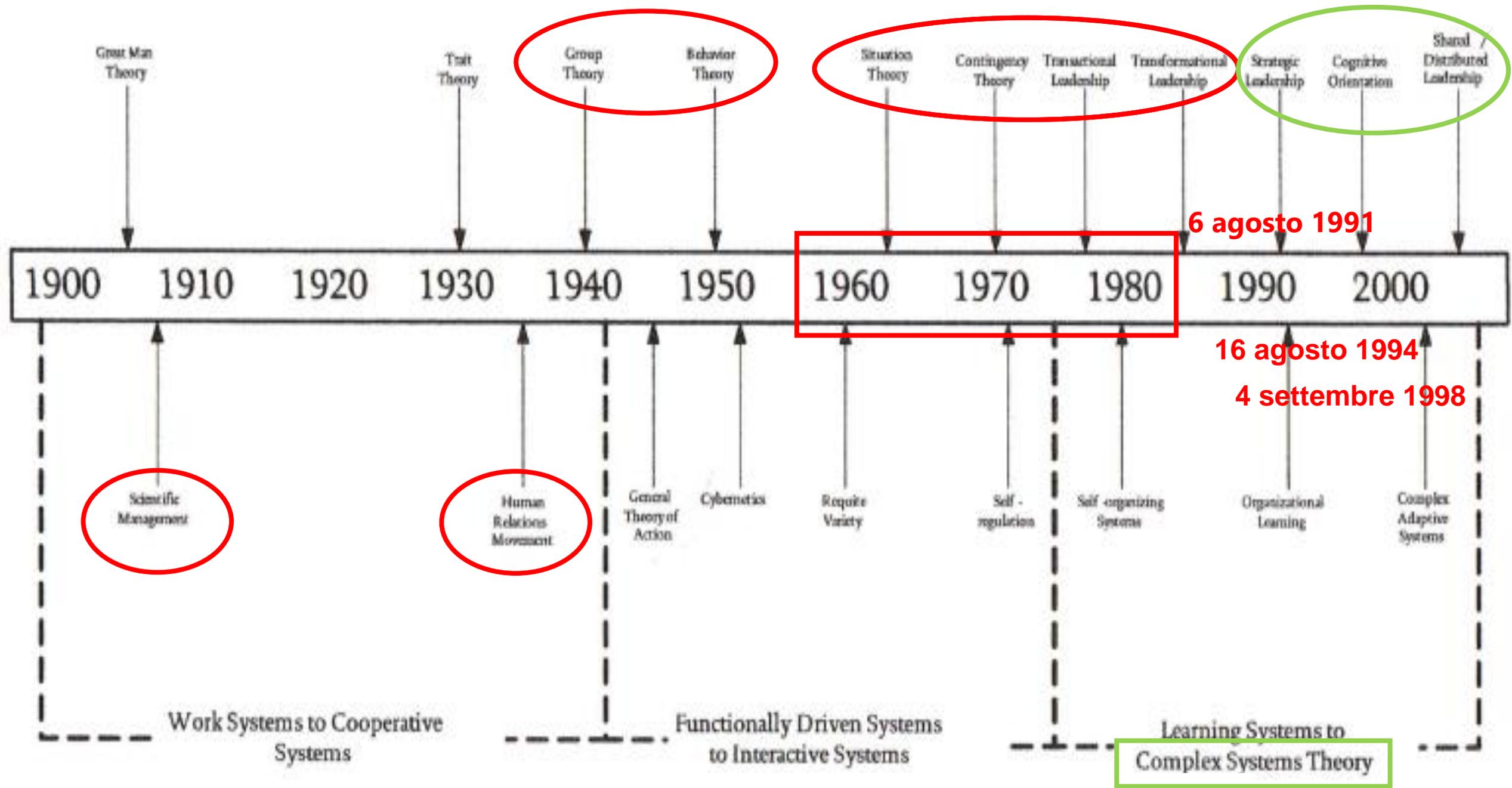


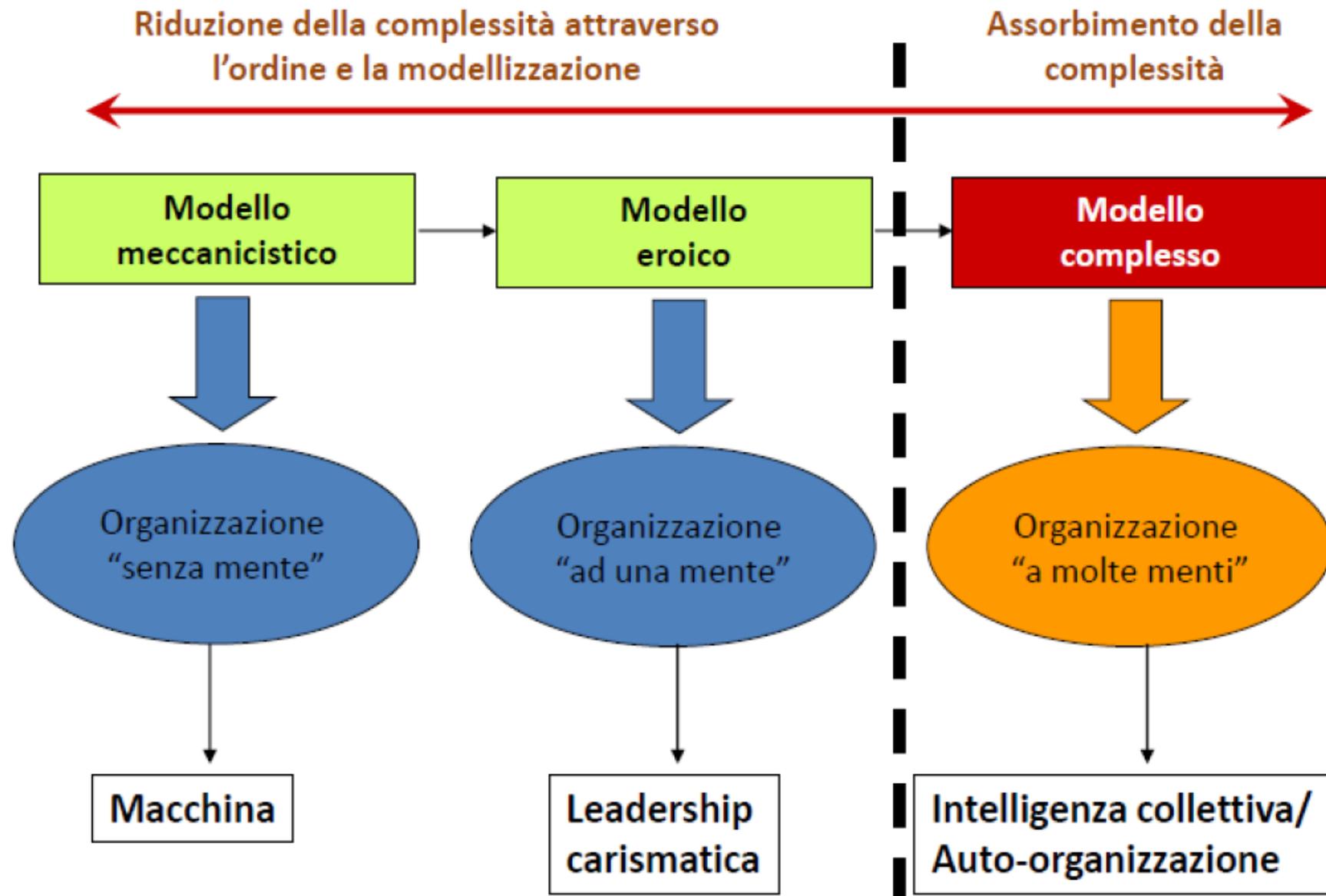
6 agosto 1991

16 agosto 1994



4 settembre 1998





... Da una analisi giornaliera condotta su 160 top e middle manager, risultò che essi lavoravano un'ora e mezza o più senza interruzioni circa una volta ogni due giorni. Checché ne dica la letteratura tradizionale, l'attività manageriale non produce pianificatori riflessivi; il manager risponde a stimoli come un individuo che è condizionato dal proprio lavoro e preferisce agire immediatamente piuttosto che aspettare... Evita le relazioni scritte, dà una scorsa alle riviste e passa in rassegna solamente la corrispondenza".

"Le pressioni derivanti dal suo lavoro, spingono il manager ad agire superficialmente, a sobbarcarsi una eccessiva mole di lavoro, a favorire le interruzioni, a rispondere prontamente ad ogni stimolo, ad andare alla ricerca del tangibile ed evitare l'astratto, a prendere decisioni un pò alla volta e a fare tutto precipitosamente". Henry Mintzberg (1939), *The Nature of Managerial Work*, Harvard Business Review 1975.

Karl Weick, "The Collapse of Sensemaking," published in it in the *Administrative Science Quarterly* in 1993. I On page 641, Weick talks about how a hallmark of wise people is that they are neither too cautious nor too confident -- both of which are dangerous because the overly cautious fear new information as it only deepens their uncertainty. And those who are too confident also are not curious, because of course, they already know all the answers and feel little need to learn more or to question their own ideas.

STATE OF THE GLOBAL WORKPLACE

GALLUP®

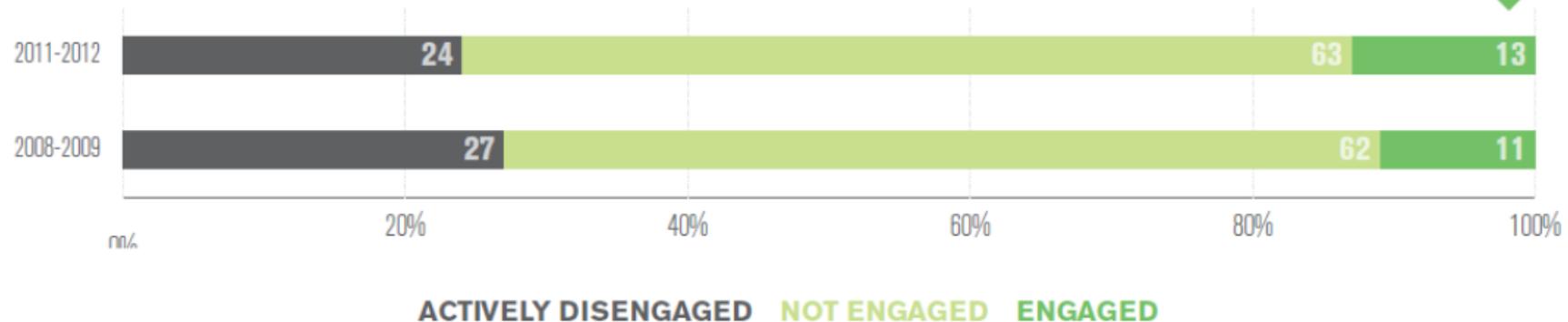
EMPLOYEE ENGAGEMENT INSIGHTS FOR BUSINESS LEADERS WORLDWIDE

1 Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2 Not Engaged employees are essentially "checked out." They're sleepwalking through their workday, putting time — but not energy or passion — into their work.

3 Actively Disengaged employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

OVERALL ENGAGEMENT AMONG THE EMPLOYED POPULATION IN 142 COUNTRIES WORLDWIDE





Michael Thomsen (<http://www.forbes.com/sites/michaelthomsen/>) Contributor

I write about tech, video games, science and culture.

Opinions expressed by Forbes Contributors are their own.

TECH (/TECHNOLOGY) 9/05/2014 @ 7:35PM | 4,034 views

Fire Your Boss: How Companies Without Hierarchy Are Getting Ahead

Though collaborative companies can be traced back hundreds of years, the modern versions have grown dramatically larger and more complicated. One of the largest is British retailer John Lewis, worth more than £8 billion and entirely owned by its 81,000 employees. Each individual branch sets its own particular policies based on the group consensus of employees, and company-wide strategy is determined by a board of elected representatives from each branch who meet in a kind of super group. DaVita, a healthcare provider with \$6 billion in yearly revenue, saved itself from bankruptcy by switching to a collectivist structure. Its CEO, Kent Thiry, began calling himself “The Mayor” instead of “The Boss.” Morning Star, a tomato processing company responsible

The Sense of Dissonance—An Interview with David Stark

A critical challenge of organizations in rapidly changing environments is the problem of getting trapped in your own successes. Heterarchies – organizations with multiple evaluative principles – are better able to avoid this cognitive lock-in because they are always looking out of multiple frames.

**Process is an
embedded reaction
to prior stupidity**
Clay Shirky

PRINCIPI DELLA TEORIA DELLA COMPLESSITÀ

1

EMERGENZA

2

ORLO DEL CAOS

3

PRINCIPIO OLOGRAMMATICO

4

IMPOSSIBILITÀ DELLA PREVISIONE

5

POTERE DELLE CONNESSIONI

6

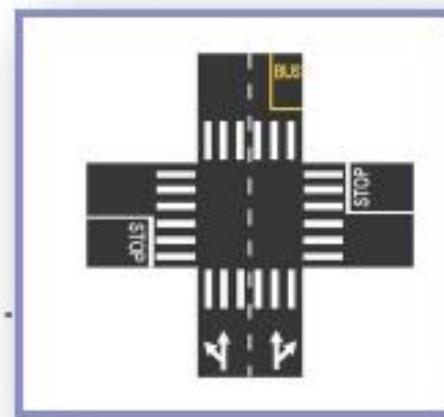
CIRCULARITÀ CAUSALE

7

TRY & LEARN

	PRINCIPI DELLA TEORIA DELLA COMPLESSITÀ	PRINCIPI DEL MANAGEMENT DELLA COMPLESSITÀ
1	EMERGENZA	AUTO-ORGANIZZAZIONE
2	ORLO DEL CAOS	DISORGANIZZAZIONE CREATIVA
3	PRINCIPIO OLOGRAMMATICO	CONDIVISIONE
4	IMPOSSIBILITÀ DELLA PREVISIONE	FLESSIBILITÀ STRATEGICA
5	POTERE DELLE CONNESSIONI	NETWORK ORGANIZATION
6	CIRCULARITÀ CAUSALE	CIRCOLI VIRTUOSI E VIZIOSI
7	TRY & LEARN	LEARNING ORGANIZATION

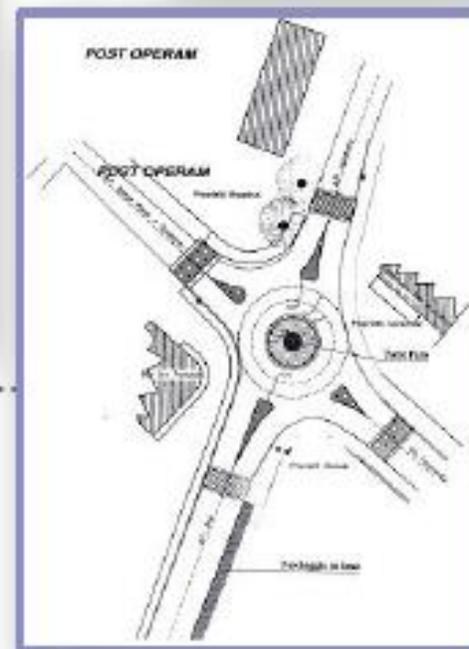
uno strumento "semplice"

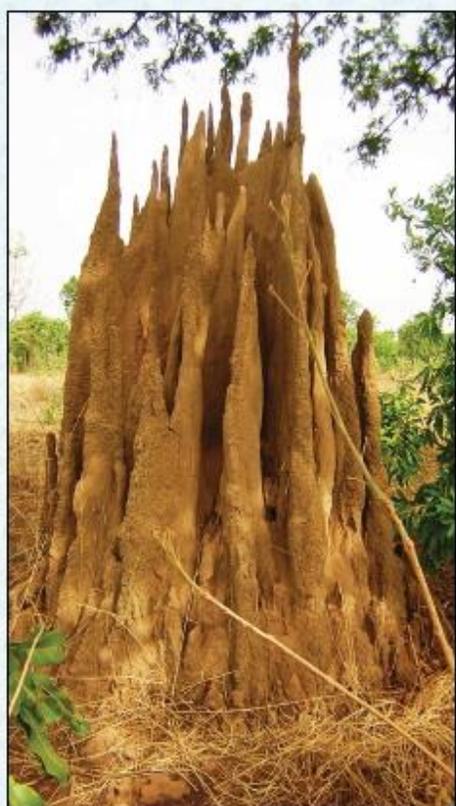


uno "complicato"



e uno "complesso"

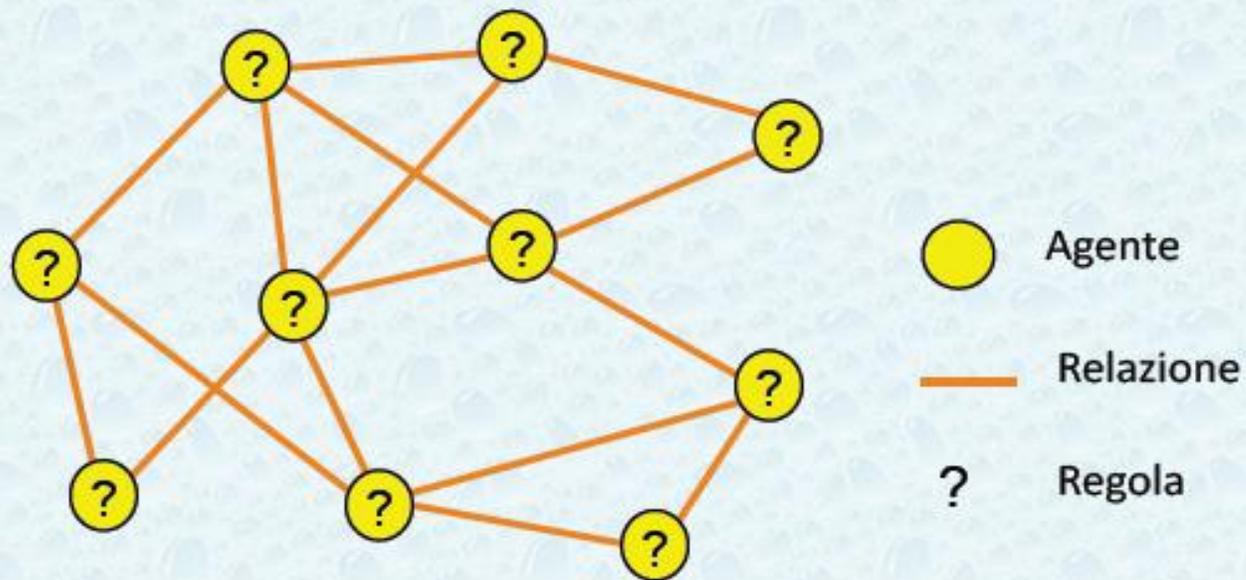




Il termitaio rappresenta la più alta struttura della terra in relazione all'altezza dei suoi costruttori.

Sistemi Complessi Adattativi (SCA)

Insieme di agenti che interagiscono con modalità non lineari, apprendono e si adattano alle modifiche ambientali: sistema immunitario, cervello, termitaio, città, ospedale, mercato azionario, internet.



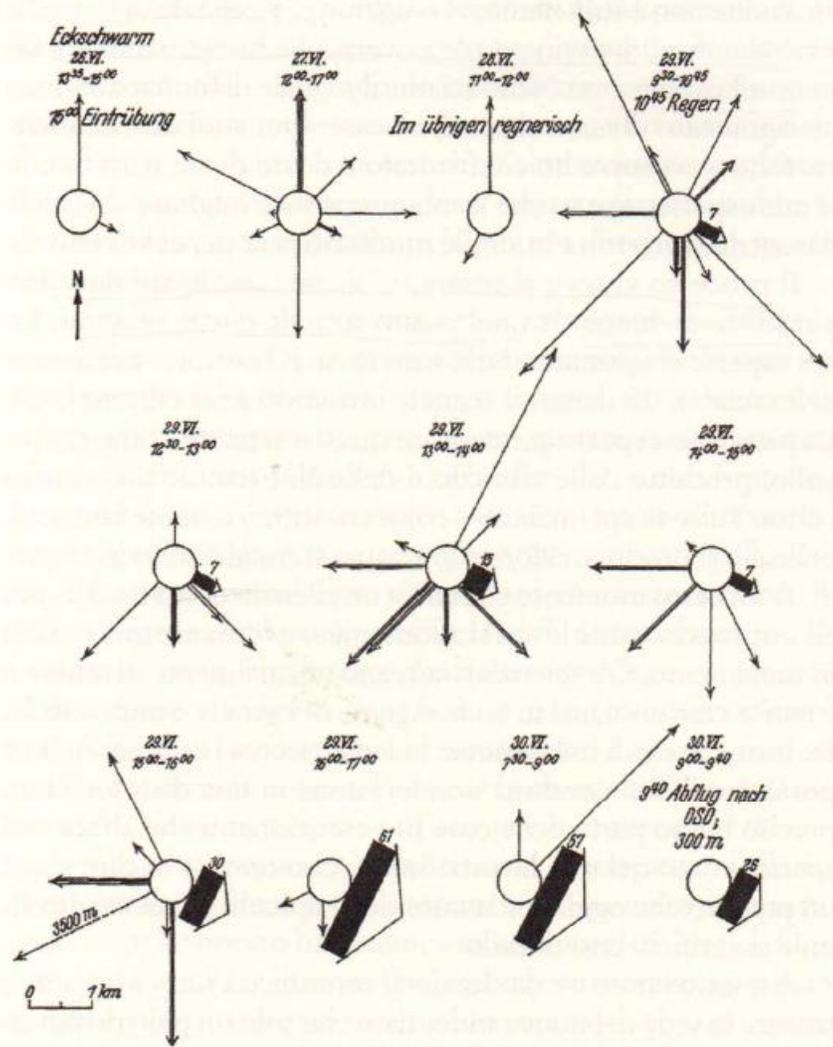


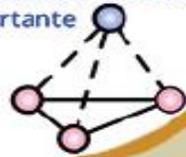
Figura 5.10 In questo famoso esperimento di Martin Lindauer, per quattro giorni sono state osservate le danze in uno sciame. Lo spessore delle frecce indica il numero delle danzatrici in un determinato momento. U. Greggers, C. Schoning, J. Degel, R. Menzel, "Scouts behave as streakers in honeybee swarms", in *Naturwissenschaften*, 100, 2013, pp. 805-809. Questo articolo contiene un'animazione visiva in cui viene mostrato il volo veloce di due ricognitrici e il volo lento di tutto lo sciame.

Complesso

Probe - Sense - Respond

Pattern management
Causa effetto retroanalisi
Processo non ripetibile

Approccio gerarchico non utile
Network importante

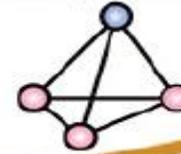


Complicato

Sense - Analyze - Respond

Possibili più risposte
Causa effetto separati tempo/spazio
System Thinking
Scenario Planning - Analisi

Approccio gerarchico importante
Network utile

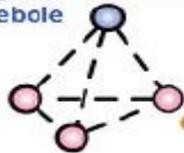


Caotico

Act - Sense - Respond

Super Hero
No causa effetto
Crisis management
Interventi di stabilizzazione

Approccio gerarchico debole
Network debole

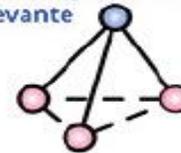


Semplice

Sense - Categorize - Respond

Best Practice
Causa effetto evidenti
Processo ripetibile
Risultato prevedibile

Approccio gerarchico importante
Network meno rilevante



**THE CONTEXT'S
CHARACTERISTICS**

THE LEADER'S JOB

DANGER SIGNALS

**RESPONSE TO
DANGER SIGNALS**

SIMPLE

Repeating patterns and consistent events
Clear cause-and-effect relationships evident to everyone; right answer exists
Known knowns
Fact-based management

Sense, categorize, respond
Ensure that proper processes are in place
Delegate
Use best practices
Communicate in clear, direct ways
Understand that extensive interactive communication may not be necessary

Complacency and comfort
Desire to make complex problems simple
Entrained thinking
No challenge of received wisdom
Overreliance on best practice if context shifts

Create communication channels to challenge orthodoxy
Stay connected without micromanaging
Don't assume things are simple
Recognize both the value and the limitations of best practice

	THE CONTEXT'S CHARACTERISTICS	THE LEADER'S JOB	DANGER SIGNALS	RESPONSE TO DANGER SIGNALS
COMPLICATED	<p>Expert diagnosis required</p> <p>Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible</p> <p>Known unknowns</p> <p>Fact-based management</p>	<p>Sense, analyze, respond</p> <p>Create panels of experts</p> <p>Listen to conflicting advice</p>	<p>Experts overconfident in their own solutions or in the efficacy of past solutions</p> <p>Analysis paralysis</p> <p>Expert panels</p> <p>Viewpoints of nonexperts excluded</p>	<p>Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking</p> <p>Use experiments and games to force people to think outside the familiar</p>

COMPLEX**THE CONTEXT'S CHARACTERISTICS**

Flux and unpredictability
No right answers; emergent instructive patterns
Unknown unknowns
Many competing ideas
A need for creative and innovative approaches
Pattern-based leadership

THE LEADER'S JOB

Probe, sense, respond
Create environments and experiments that allow patterns to emerge
Increase levels of interaction and communication
Use methods that can help generate ideas: Open up discussion (as through large group methods); set barriers; stimulate attractors; encourage dissent and diversity; and manage starting conditions and monitor for emergence

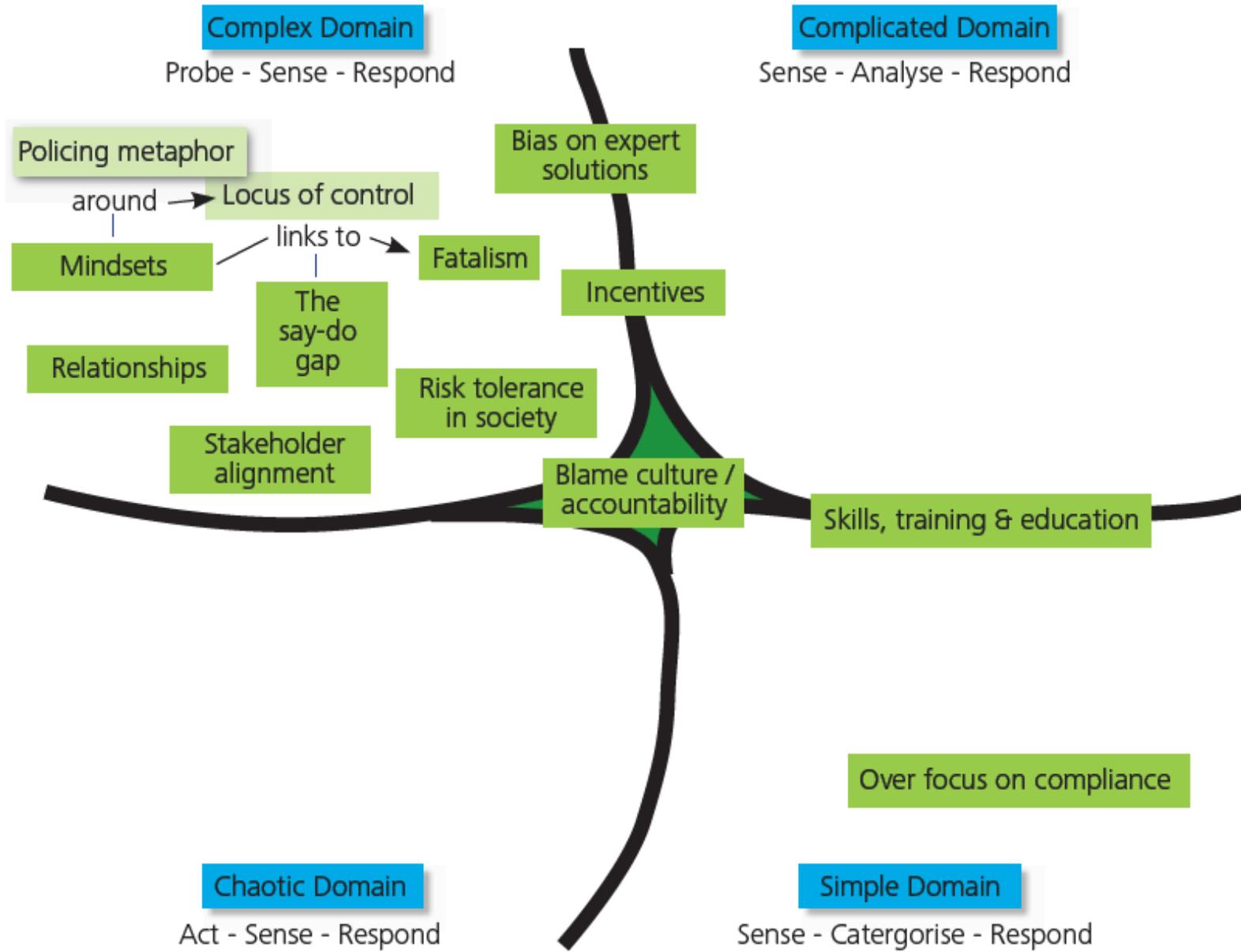
DANGER SIGNALS

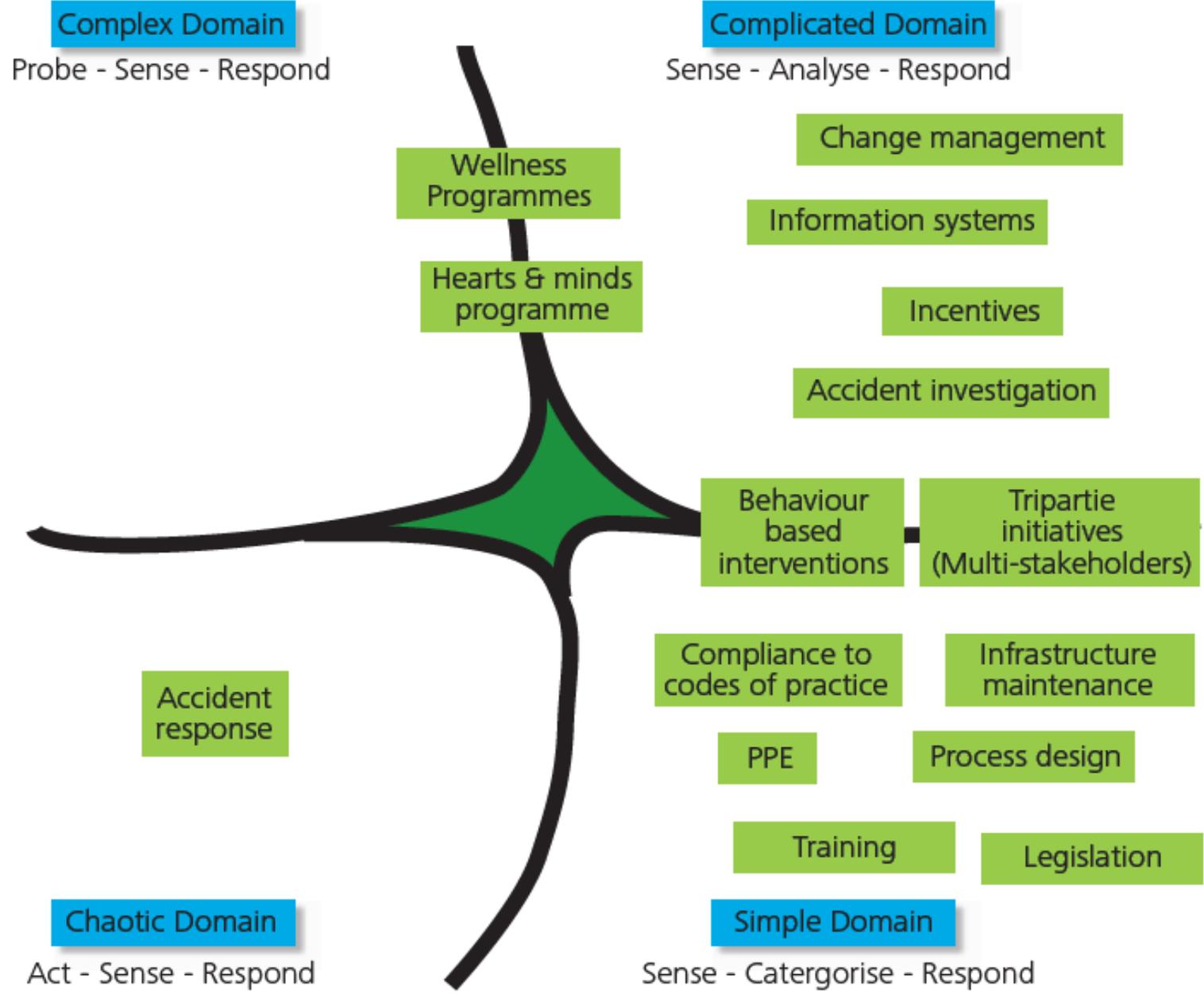
Temptation to fall back into habitual, command-and-control mode
Temptation to look for facts rather than allowing patterns to emerge
Desire for accelerated resolution of problems or exploitation of opportunities

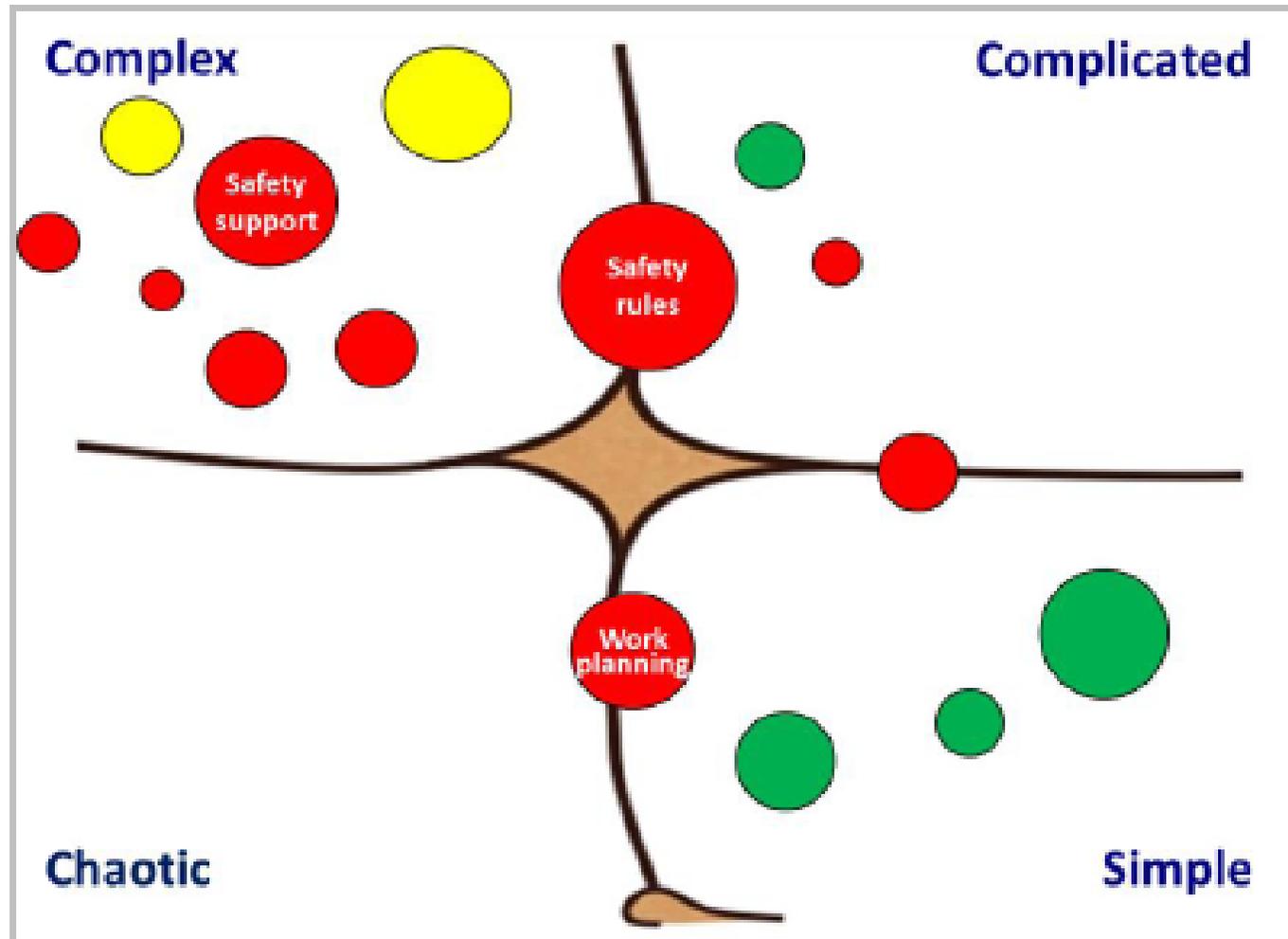
RESPONSE TO DANGER SIGNALS

Be patient and allow time for reflection
Use approaches that encourage interaction so patterns can emerge

THE CONTEXT'S CHARACTERISTICS	THE LEADER'S JOB	DANGER SIGNALS	RESPONSE TO DANGER SIGNALS	
<p>CHAOTIC</p>	<p>High turbulence</p> <p>No clear cause-and-effect relationships, so no point in looking for right answers</p> <p>Unknowables</p> <p>Many decisions to make and no time to think</p> <p>High tension</p> <p>Pattern-based leadership</p>	<p>Act, sense, respond</p> <p>Look for what works instead of seeking right answers</p> <p>Take immediate action to reestablish order (command and control)</p> <p>Provide clear, direct communication</p>	<p>Applying a command-and-control approach longer than needed</p> <p>"Cult of the leader"</p> <p>Missed opportunity for innovation</p> <p>Chaos unabated</p>	<p>Set up mechanisms (such as parallel teams) to take advantage of opportunities afforded by a chaotic environment</p> <p>Encourage advisers to challenge your point of view once the crisis has abated</p> <p>Work to shift the context from chaotic to complex</p>







- Issue emerging out of positively toned stories
- Issue emerging out of neutrally toned stories
- Issue emerging out of negatively toned stories

Complesso

Probe - Sense - Respond

Pattern management

Causa effetto retroanalisi
Processo non ripetibile

Approccio gerarchico non utile
Network importante



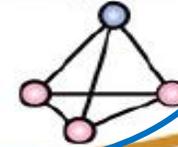
Complicato

Sense - Analyze - Respond

Possibili più risposte

Causa effetto separati tempo/spazio
System Thinking
Scenario Planning - Analisi

Approccio gerarchico importante
Network utile



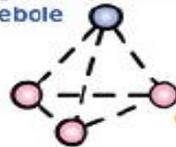
Caotico

Act - Sense - Respond

Super Hero

No causa effetto
Crisis management
Interventi di stabilizzazione

Approccio gerarchico debole
Network debole



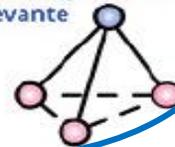
Semplice

Sense - Categorize - Respond

Best Practice

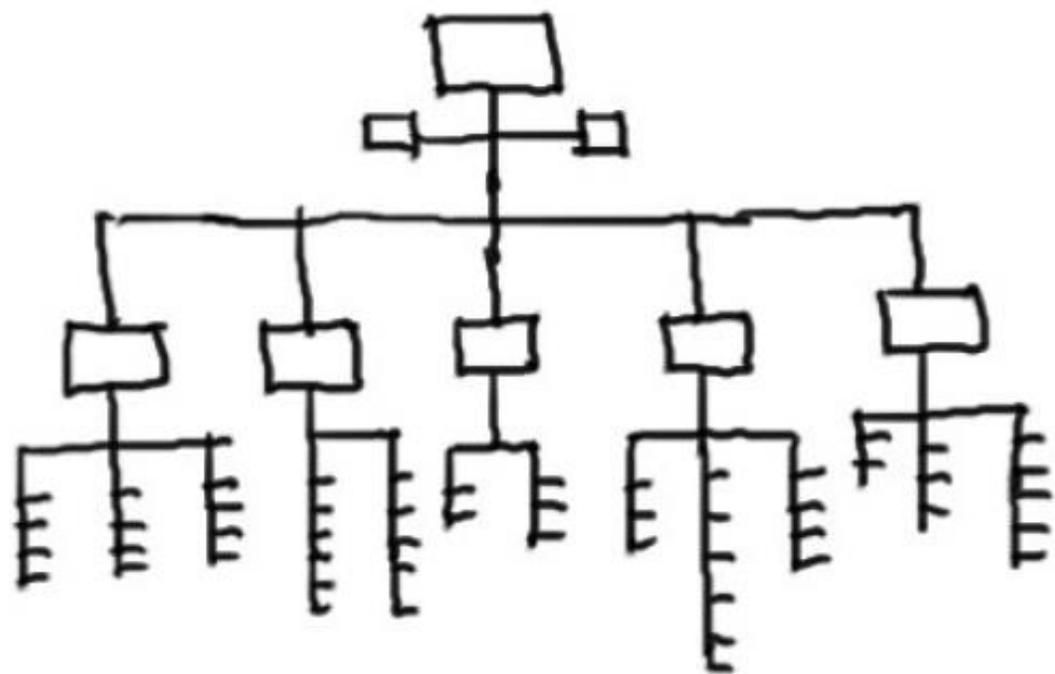
Causa effetto evidenti
Processo ripetibile
Risultato prevedibile

Approccio gerarchico importante
Network meno rilevante

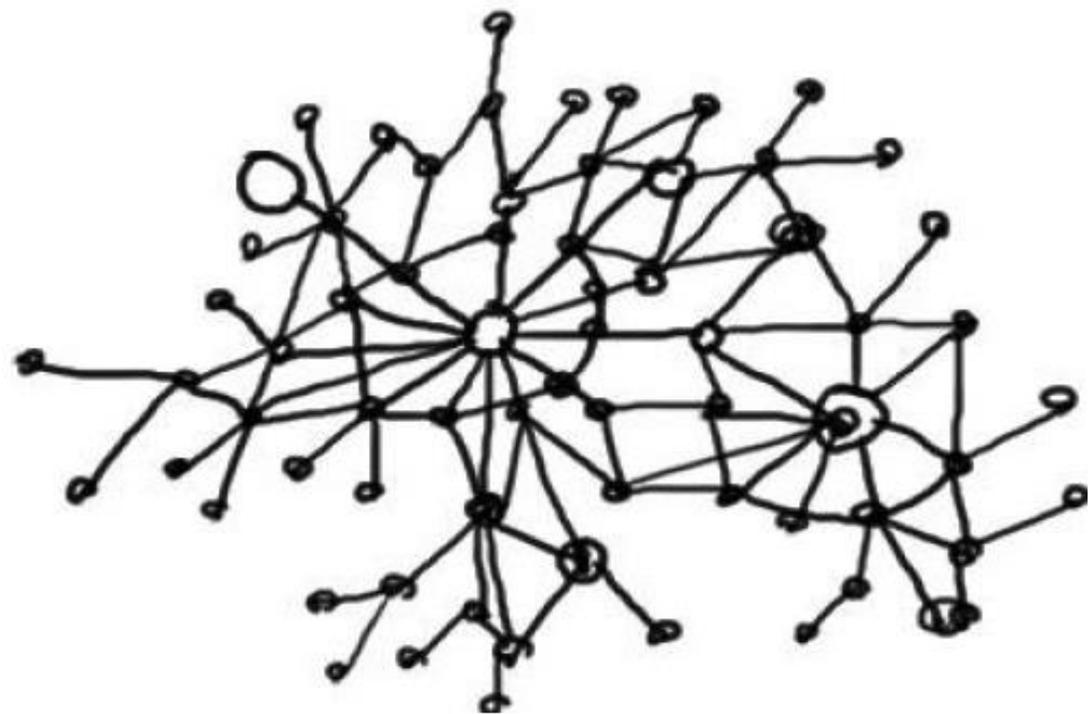




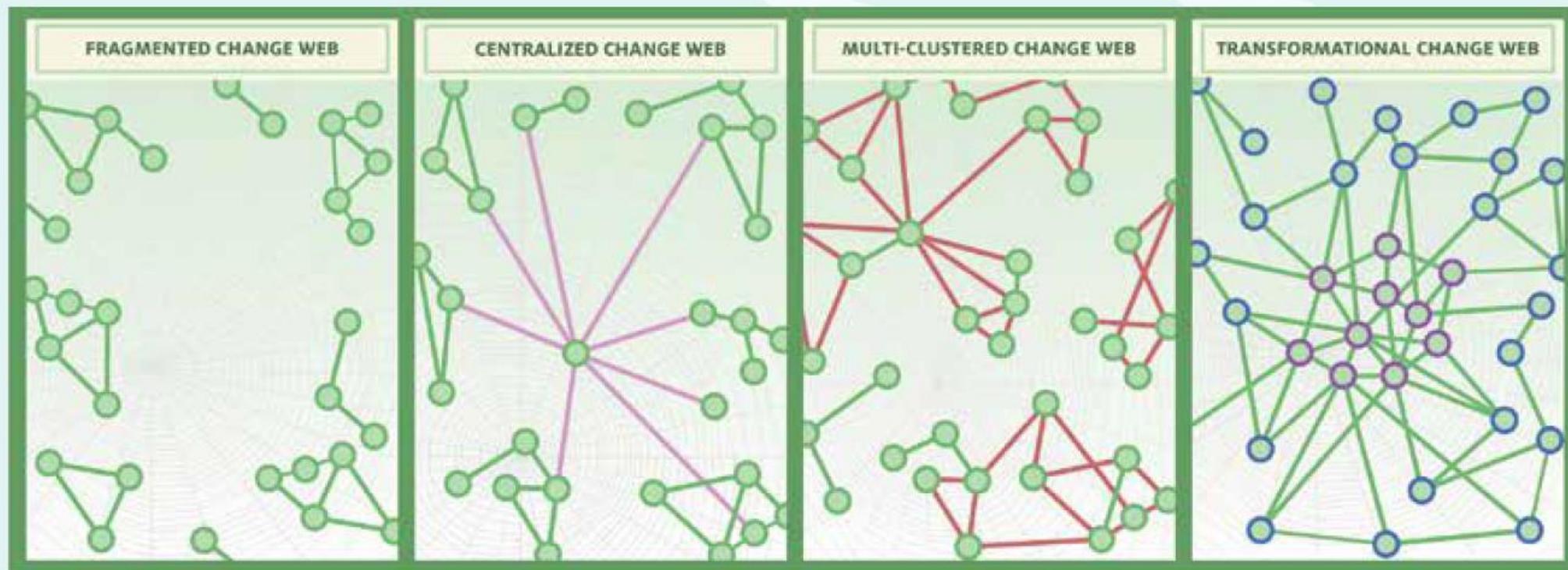
CONTESTO STABILE



CONTESTO COMPLESSO



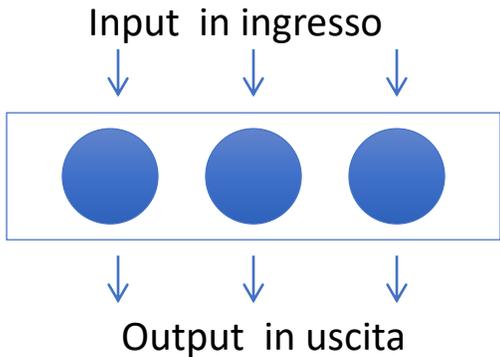
Change Agent Networks Evolve to Support Transformation



Modelli di sistemi relazionali

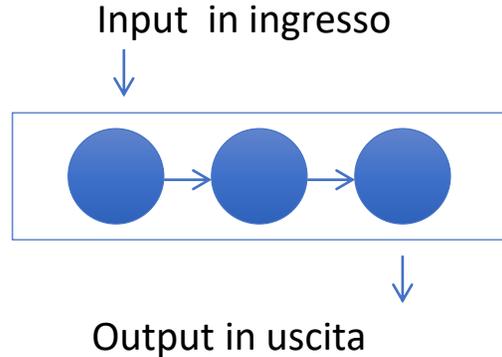
Pooled/Additive

Le diverse attività sono realizzate separatamente dai vari componenti del team e il lavoro non passa tra di loro.



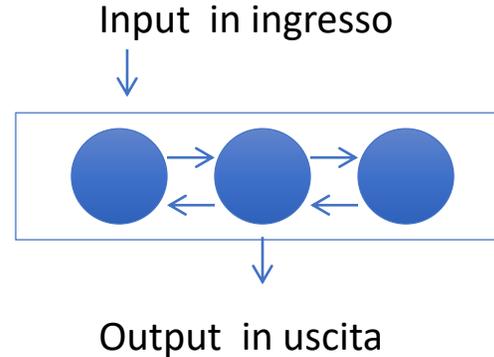
Sequenziale

Le diverse attività passano da un componente del team all'altro, prevalentemente in una sola direzione.



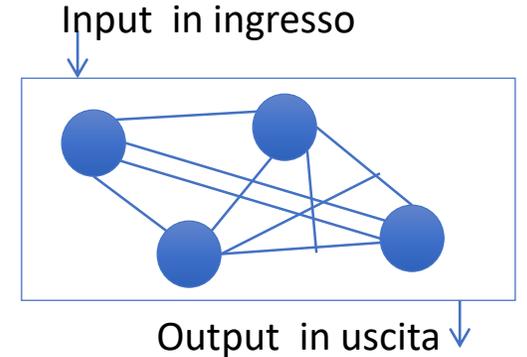
Reciproco

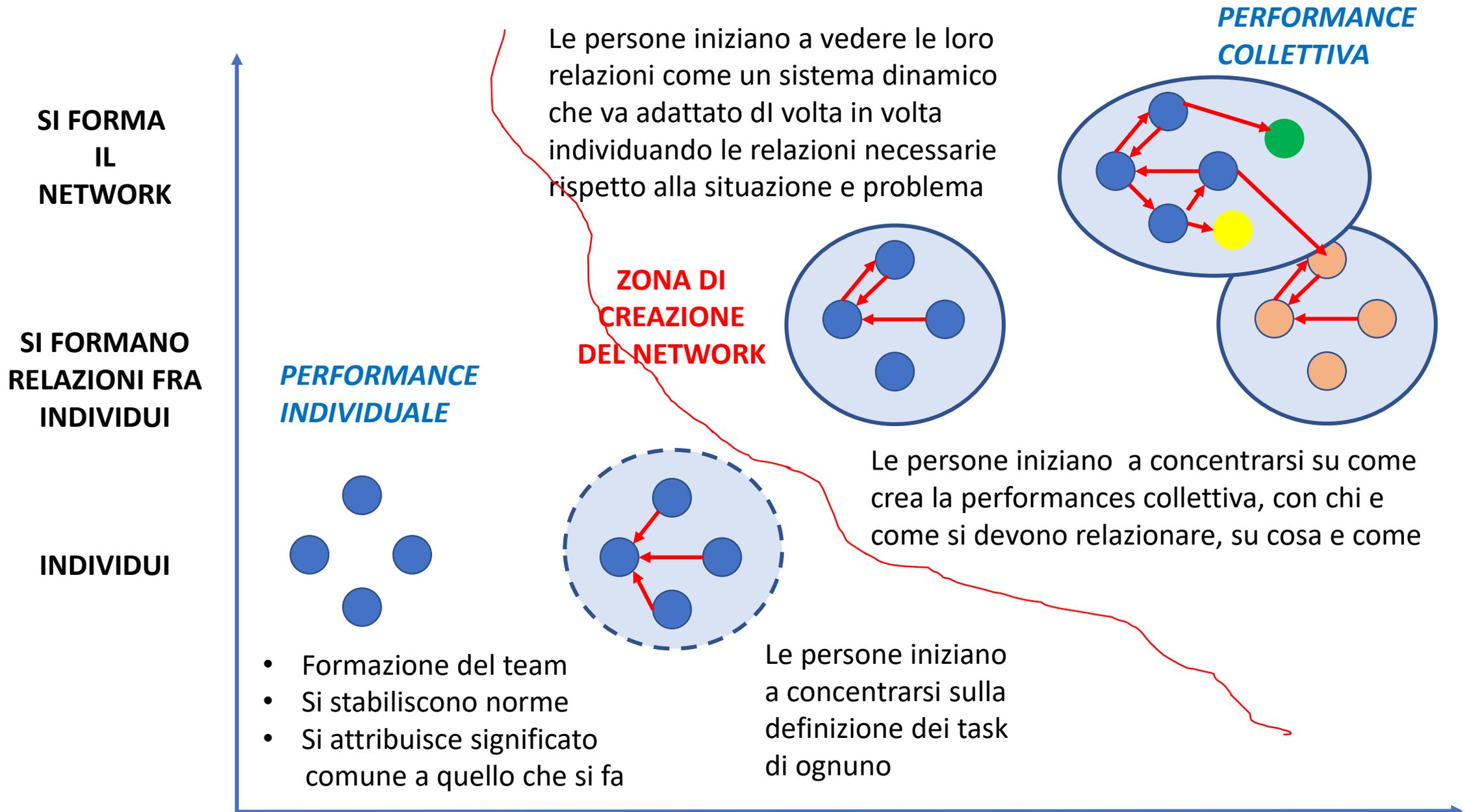
Le diverse attività scorrono avanti e indietro tra i vari componenti del team in varie fasi del lavoro.

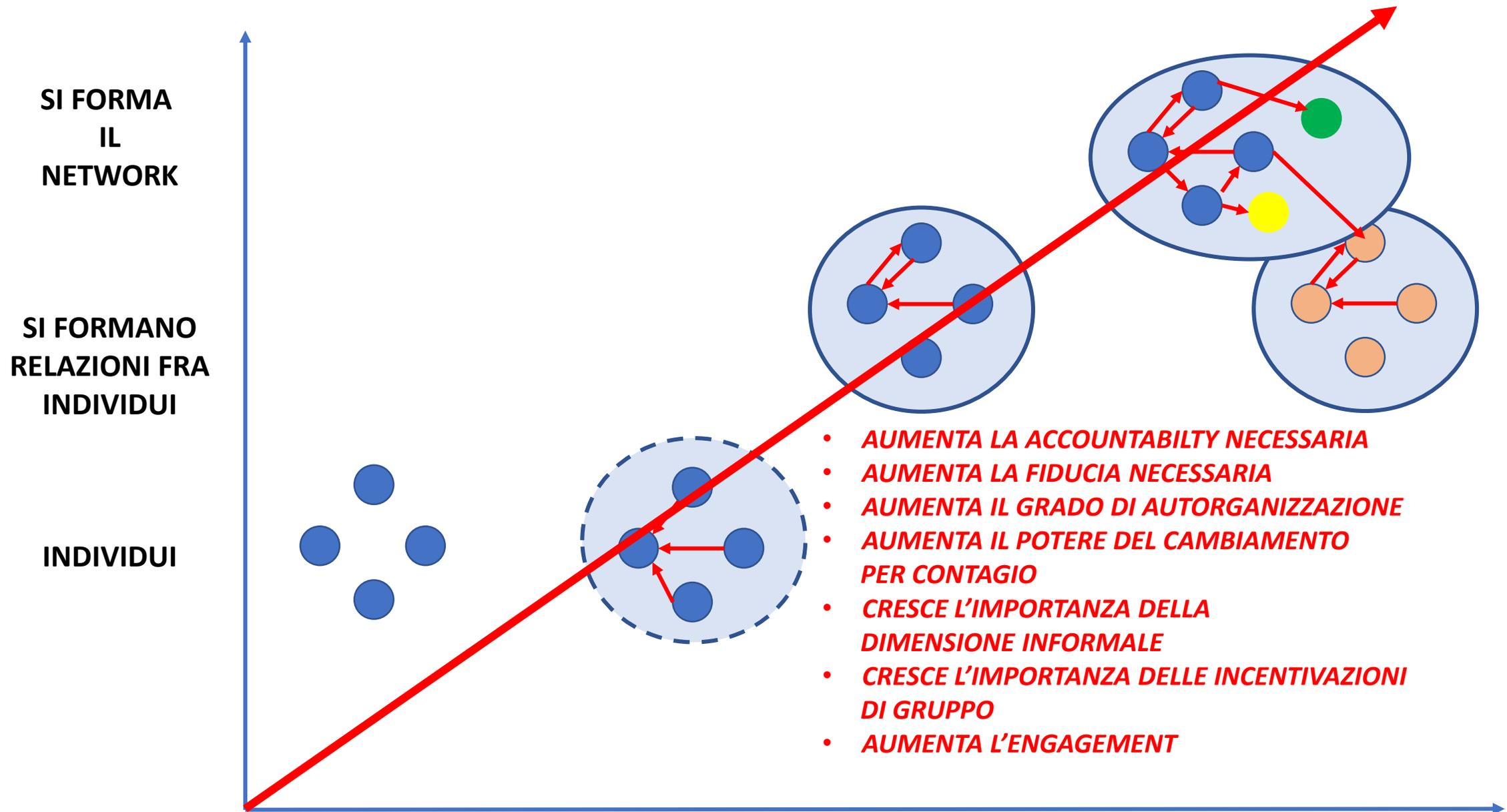


Intensivo

Le diverse attività entrano nel gruppo di lavoro e i componenti devono valutare, risolvere problemi e/o collaborare per raggiungere l'obiettivo del gruppo.





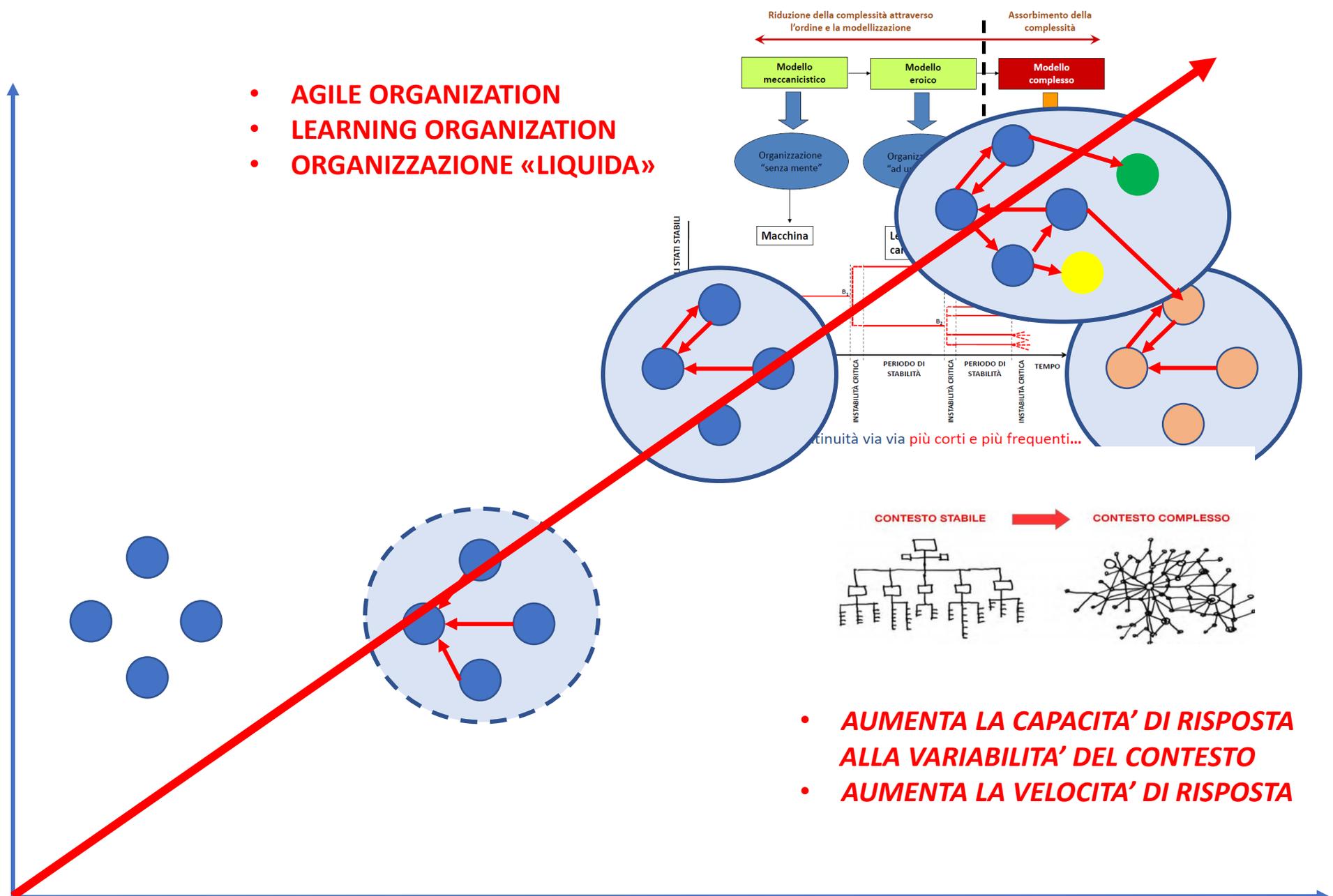


SI FORMA
IL
NETWORK

SI FORMANO
RELAZIONI FRA
INDIVIDUI

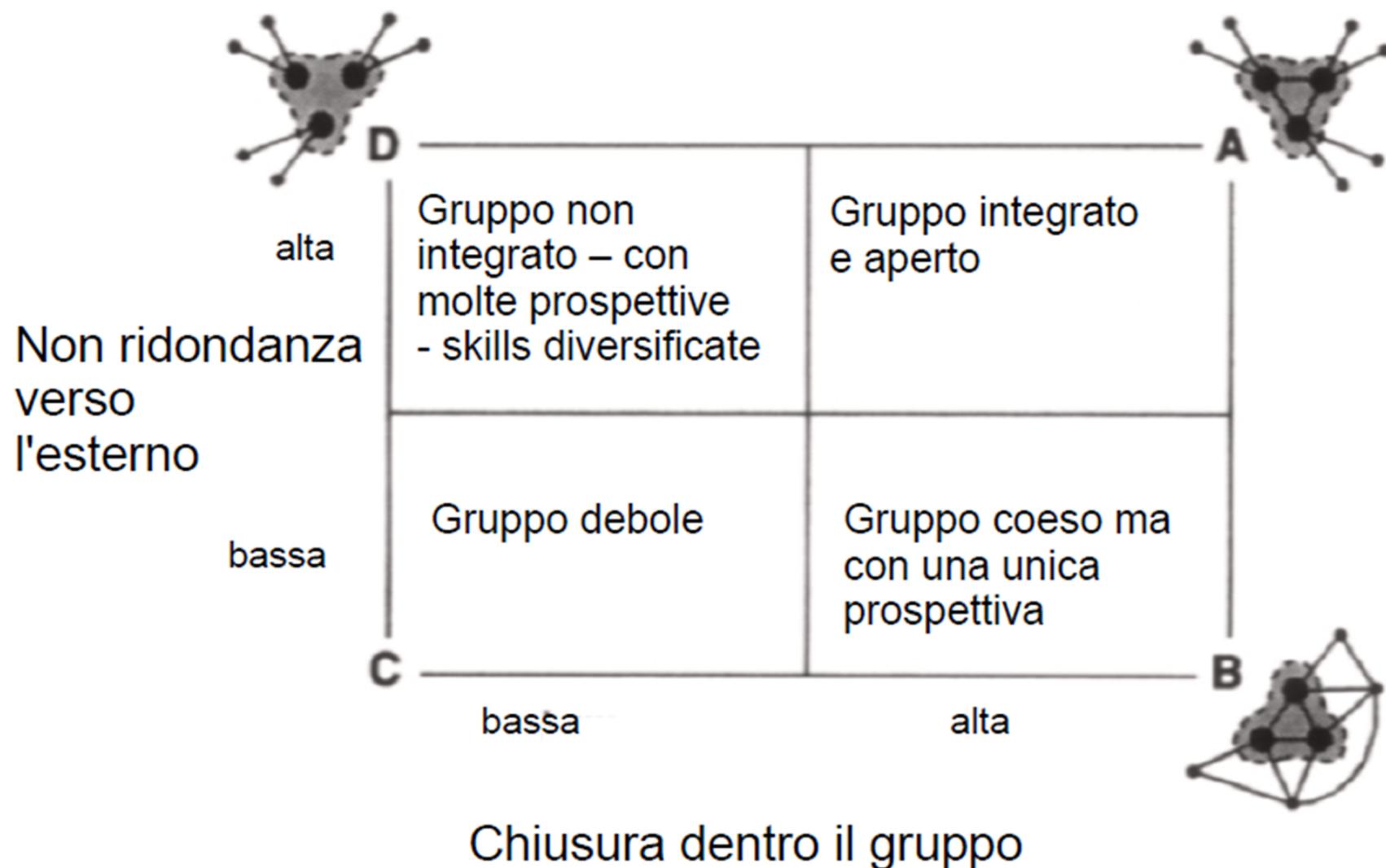
INDIVIDUI

- **AGILE ORGANIZATION**
- **LEARNING ORGANIZATION**
- **ORGANIZZAZIONE «LIQUIDA»**



- **AUMENTA LA CAPACITA' DI RISPOSTA ALLA VARIABILITA' DEL CONTESTO**
- **AUMENTA LA VELOCITA' DI RISPOSTA**

RETI SOCIALI APERTE E CHIUSE



Colleague Letter of Understanding (CLOU)

Colleague Name:	[REDACTED]	Colleague Location:	Liberty
Colleague Functional Area(s):	Other - Pumice Recovery/Front End Colleague	Current Year:	2011
My Personal Commercial Mission:			

To supply juice and tomatoes to our customers specifications at a low cost in an environmentally safe manner.

To supply juice and tomatoes to our customers specifications at a low cost in an environmentally safe manner.

My Ongoing Responsibilities, Process Activities, Improvement Steppingstones and Target Results

Responsibility					
Activities	Level of Authority	Improvement Steppingstones	Perfect Result	Target Result	Reporting Date
		Source Document Location	Source	Actual Results	Actual Date

01-Tomato Prep R&M

01-Repair and maintain Tomato Prep equipment	Decide & Act				
		R&M expense as a percentage of total Capital Investment.	0%	3.06	2011
		S:\Front End Master\Front end 2010-2011\Asilomar 2011 Liberty Prep\Steppingstones\2010 stepping stones (1-19-2011 Rev.10).xls	excell		2011
		R&M expense per year.	\$0	\$[REDACTED]	2011
02-Record daily activities and hourly record set points for process control during season	Decide & Act				
		S:\Front End Master\Front end 2010-2011\Asilomar 2011 Liberty Prep\Steppingstones\2010 stepping stones (1-19-2011 Rev.10).xls	excell		2011

01-Tomato Prep Total Capital Investment

01-total Capital investment	Decide & Recommend				
		Total Capital Investment in Tomato Preparation System.		\$[REDACTED]	2011
		S:\Front End Master\Front end 2010-2011\Asilomar 2011 Liberty Prep\Steppingstones\2010 stepping stones (1-19-2011 Rev.10).xls	Excell		2011



Colleague Letter of Understanding | Paul Green, Jr.



My Personal Commercial Mission Is to develop and refine superior principles and systems of organizing people, and to inculcate those principles and systems in the minds of our client colleagues.

Welcome Paul Green, Jr.

- Home
- Process Architecture**
- Profile
- My Surveys
- Users

Process Architecture

You are here: Administration

- Administration
- Aseptics
- Automation & Instrumentation
- Canning
- Continuous Improvement
- Dice
- Distribution
- Electrical
- Equipment Services
- Evaporation
- Farm Grounds
- Farming
- Foundation
- Grower Services
- Information Technology
- Lycored
- QA/QC
- Research & Development
- Sales & Customer Service
- SMI
- Steam Generation
- Tomato Preparation
- Trucking

Save Cancel

Admin

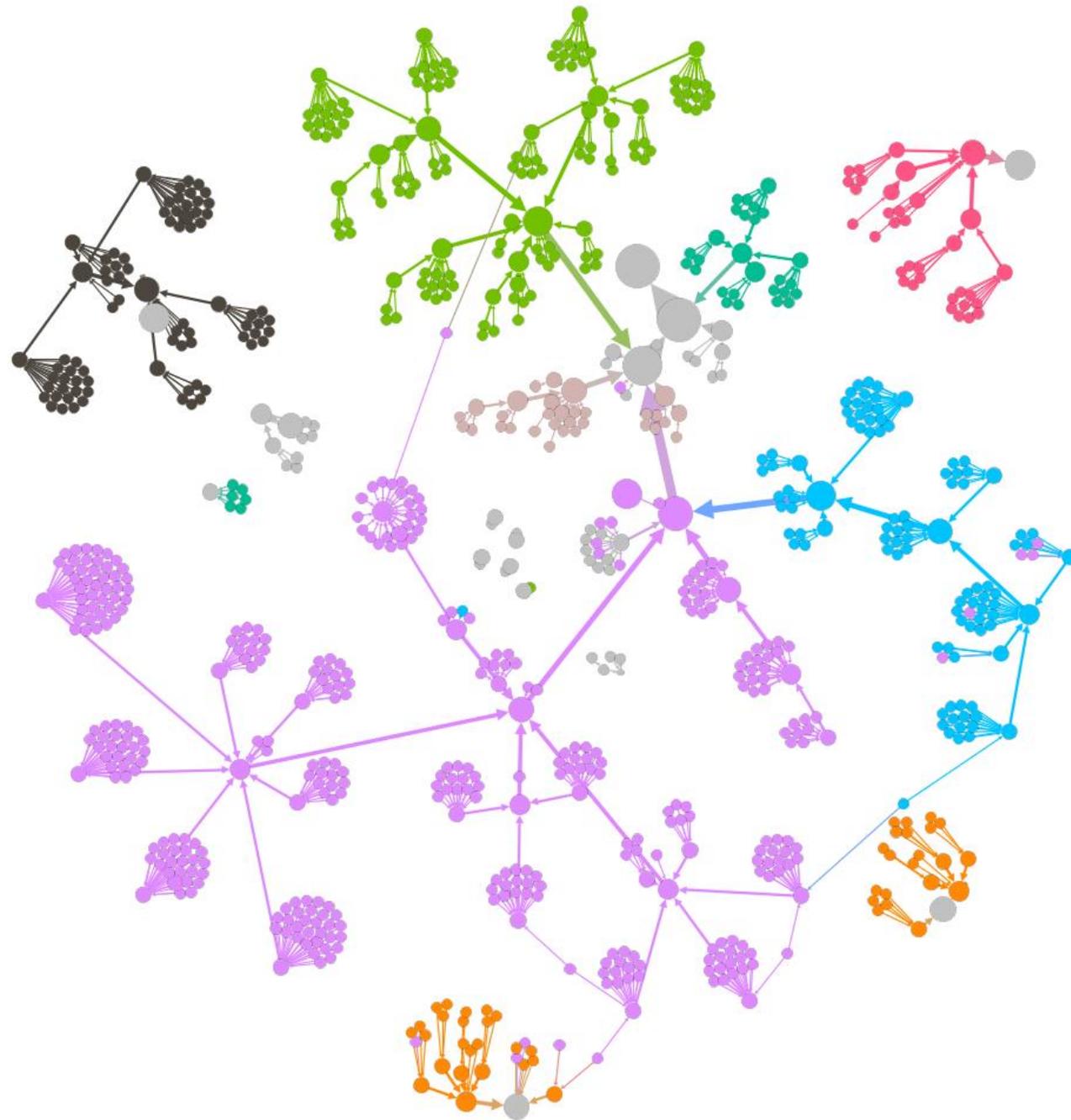
Steppingstone (3) Colleagues (0)

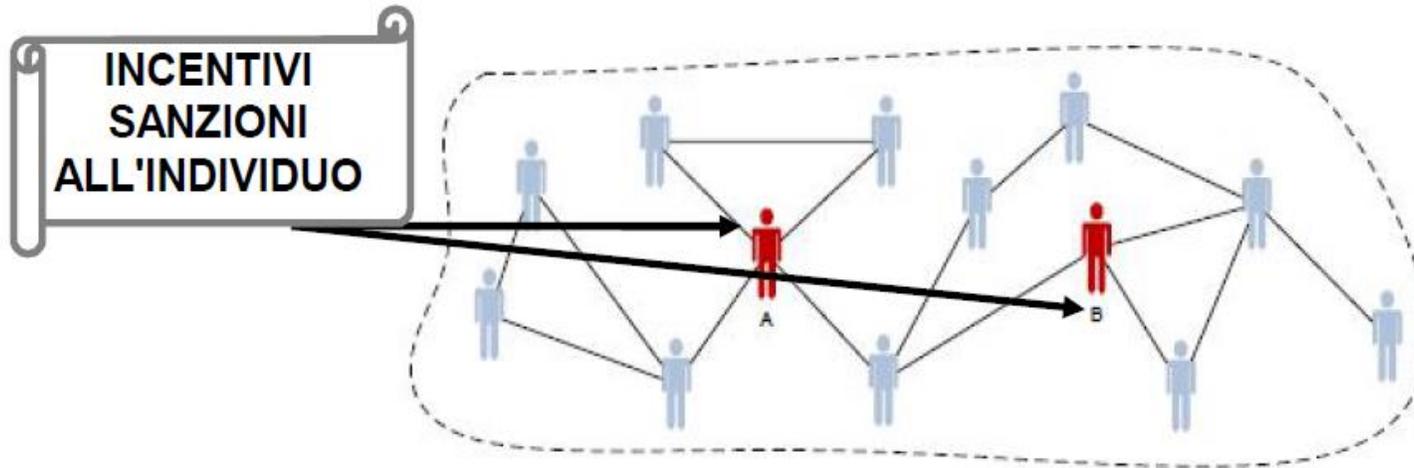
Proposed Edit (2)

Proposed Edits Affirm Decline Status Notes

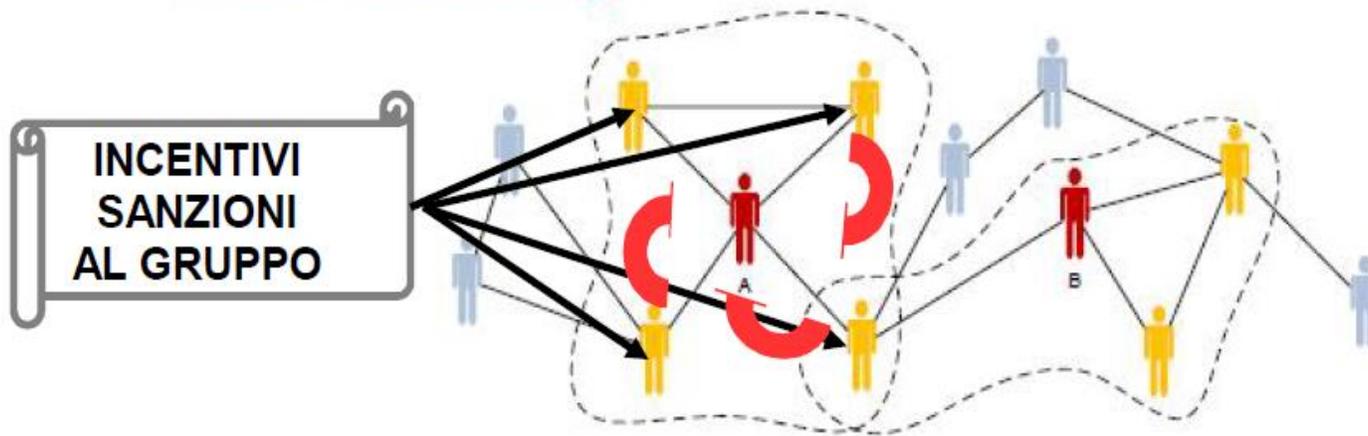
Renamed activity to 'Information Services' by Jaime Schell [View](#)

Renamed activity to 'Information Services/Administration' by Jaime Schell [View](#)





Global externality: Individual's action affects all of society



Local externality: Individual action only affects their peers

Incentivi primari e incentivi secondari

1) Gli **incentivi individuali** agiscono sulle inclinazioni delle persone, cioè sulle preferenze circa il loro comportamento personale (incentivi **primari**).

2) Gli **incentivi collettivi** agiscono sulle preferenze circa il comportamento degli altri: cioè io preferisco che tu ti comporti così, in quanto il tuo comportamento ha delle conseguenze sul mio benessere (incentivi **secondari**).

* Spesso sono gli incentivi secondari ad essere più efficaci, in quanto basati sulle **reti informali**.

Le reti informali sono più adatte al controllo sociale. In quanto:

- funzionano tramite **l'influenza** sociale tra le persone;
- rendono meno costoso il **monitoraggio dei comportamenti**.

Cinque condizioni per la corretta applicazione degli incentivi/sanzioni collettive nelle organizzazioni

1. la presenza di un **sistema relazionale** (reti sociali) di mantenimento dell'ordine sociale;
2. la presenza di **obbligazioni collettive**; (*i* deve accettare di essere premiato per il comportamento di *j*);
3. **la stabilità sociale ed economica degli individui**: non tutti i membri di un'organizzazione possono partecipare in modo efficace ad un sistema di incentivazione collettiva, ma solo coloro che **godono di una buona reputazione**. Le reti sociali permettono lo scambio di questo tipo di informazioni (auto-selezione di gruppo);
4. occorre **poi un relativo isolamento** del gruppo (costo exit) dal contesto organizzativo;
5. è **necessaria l'assenza di asimmetrie sociali** troppo marcate, con attori che – in virtù del loro status sociale – sono “immuni ” dalle sanzioni informali degli altri membri.