



Leadership 3.0
**MANAGING IN A WORLD
OF COMPLEXITY**
Geneva, November 26, 2016

PRACTICING RESPONSIBLE LEADERSHIP IN A COMPLEX WORLD

RESPONSIBLE LEADERSHIP

JEAN F. FREYMOND

WE LIVE IN A WORLD IN WHICH NO
ONE IS ANYMORE IN CHARGE !!!!!!!



No

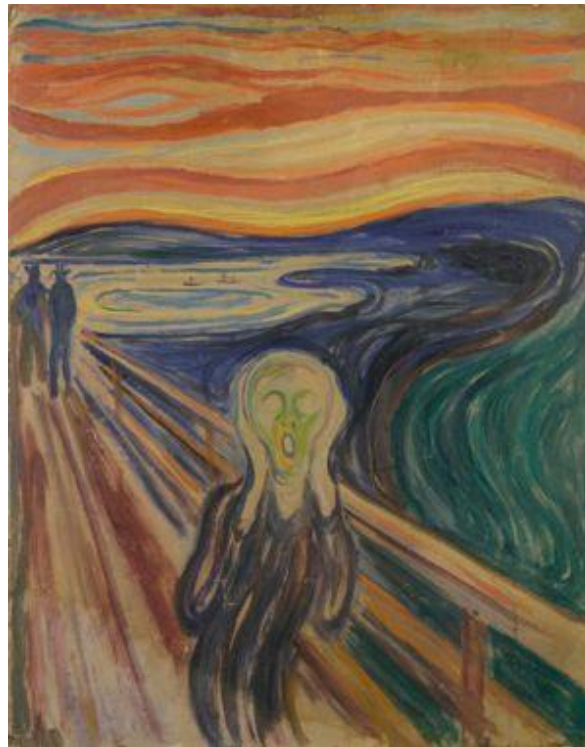
**WE LIVE IN A WORLD IN WHICH
EVERYBODY
SHOULD BE IN CHARGE**

THIS IS WHAT RESPONSIBLE LEADERSHIP IS ALL ABOUT

LEADERSHIP IS ABOUT BUILDING A
RELATION BASED ON TRUST WITH
OTHERS, INSPIRING, GUIDING AND
ACCOMPANYING

RESPONSIBLE LEADERSHIP IS ABOUT
EMPOWERING THE
OTHERS TO TAKE CHARGE

THE WORLD IS **COMPLEX**, DIFFICULT TO UNDERSTAND,
WITH SO MUCH **TRANSFORMATION**, HAPPENING **SO FAST**
BUT, IN ADDITION, THE WORLD IS DOMINATED BY
UNCERTAINTY AND FEARS ABOUT THE FUTURE



SO MANY ACROSS THE WORLD ARE BYPASSED BY DEVELOPMENT
THE AMERICAN DREAM HAS BECOME AN ILLUSION FOR A MAJORITY
THE MIDDLE CLASS IS SHRINKING

LITTLE EDUCATION, STRUGGLE FOR FOOD, NO ACCESS TO
HEALTH, NO SHELTERS, SCARE JOBS, HUMAN RIGHTS VIOLATED,
JUSTICE AND DIGNITY DENIED

LEAD TO DESPAIR AS THE PRESENT IS HELL AND THE FUTURE
OFFERS LITTLE HOPE TO BILLIONS OF PEOPLE

RESPONSIBLE LEADERSHIP IS ABOUT
**GIVING AND BRINGING BACK HOPE
AND MEANING**

OUR “ERA IS DOMINATED BY **DOUBTS**,
THE **LOSS OF LANDMARKS**, THE
WITHDRAWAL OF COMMUNITIES, BOTH
ETHNIC AND RELIGIOUS, THE CYNICISM
OF TRIUMPHANT LIBERALISM, WITH
THE GAP BETWEEN THE RICHER AND
RICHER RICH AND THE POORER AND
POORER POOR'S GROWING, THE **FEAR
OF THE OTHER** AND THE LOSS OF THAT
WHICH MAKES US HUMAN”.

MARIE VRINAT-NIKOLOV, GEORGI GOSPODINOV'S LAUDATIO, NOVEMBER 23RD, 2016

RESPONSIBLE LEADERSHIP VS IRRESPONSIBLE LEADERSHIP

MILLIONS OF PEOPLE LEFT ASIDE MIGHT BE THE PREY OF
IRRESPONSIBLE LEADERSHIP, WHICH MANIPULATES AND
EXPLOITS DESPAIR, GENERATES RACISM AND HATE, AND
WHICH WITH HUGE CROWD AS FOLLOWERS, CAPTURES
VOTES IN DEMOCRATIC ELECTIONS AND WIN.
IRRESPONSIBLE LEADERSHIP MIGHT LEAD TO
DEVASTATING WARS



POWER POLITICS – POWER SHIFT



RESPONSIBLE LEADERSHIP IMPLIES BEHAVING ETHICALLY, WITH COURAGE AND HUMANITY



LEADING IMPLIES PROVIDING OTHERS WITH
A CLEAR UNDERSTANDING OF WHERE ONE
IS HEADING TO AND A VISION OF WHERE
ONE MIGHT GO

TO DO SO, LEADERS THEMSELVES HAVE TO
BE ABLE TO UNDERSTAND AND MAKE SENSE
OF THE COMPLEX WORLD WE LIVE IN
AND SHARE IT

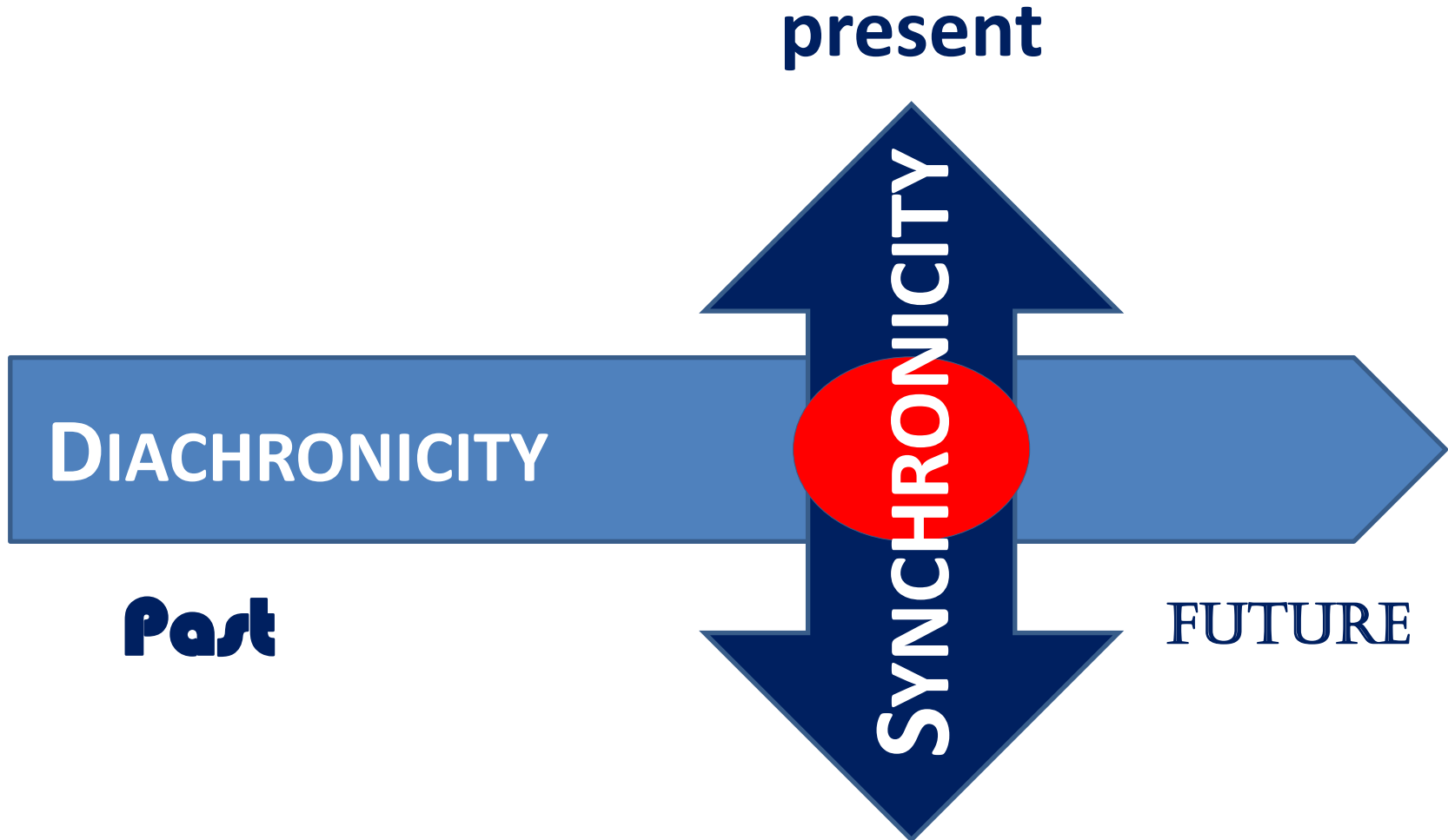
**SIMPLE KEYS TO UNDERSTAND
A COMPLEX WORLD**

**EVERYONE NEEDS TO UNDERSTAND
THE WORLD TO NAVIGATE
WE ALL REQUIRE MAPS**



**SIMPLE KEYS TO UNDERSTAND
A COMPLEX WORLD I**

DIACHRONICITY/SYNCHRONICITY



TIME IS LIKE AN ARROW. IT IS HEADING IN ONE DIRECTION

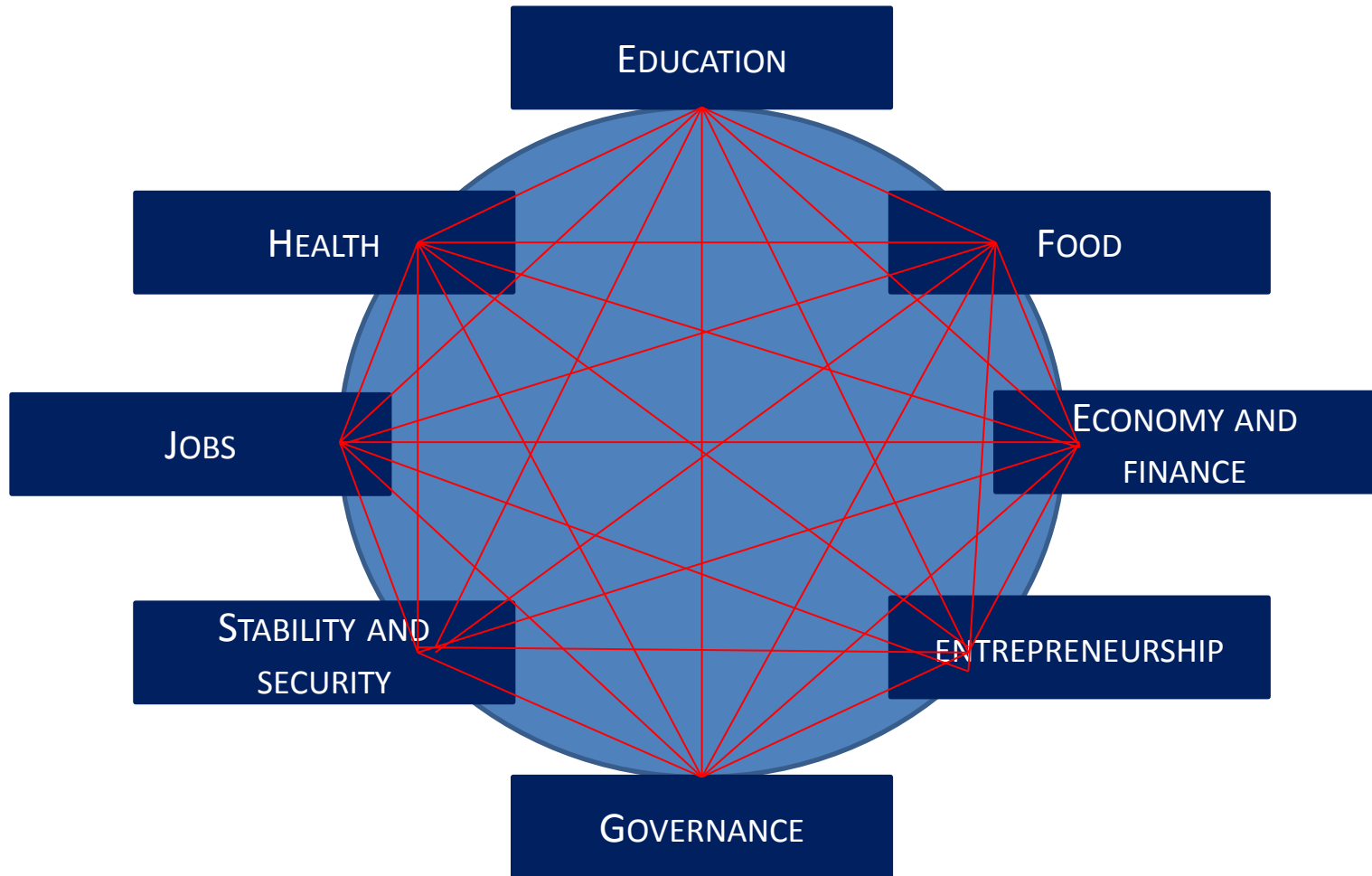
NATURE AND MANKIND TEND TO MOVE TOWARDS ALWAYS INCREASED COMPLEXITY

ONE HAS TO TAKE INTO ACCOUNT THE WHOLE EVERYTHING IS RELATED – THE CONCEPT OF PROBLÉMATIQUE

“Uncontrolled human proliferation, gaps and divisions of society, social injustice, hunger and malnutrition, widespread poverty, unemployment, the mania of growth, inflation, energy crises, actual and potential resource scarcity, international trade and monetary disruptions, protectionism, illiteracy and anachronistic education, youth rebellion, alienation, uncontrollable urban spread and decay, crime and drugs, the explosion of violence with new forms of police brutality, torture and terrorism, disregard of law and order, nuclear folly, sclerosis or inadequacy of institutions, political corruption, bureaucratization, degradation of the environment, decline of moral values, loss of faith, sense of instability – and the lack of understanding of these problems and their interconnections. This baffling, intractable tangle of difficulties is what is called ***the problématique***.” Aurelio Peccei, *The Human Quality*, Oxford, Pergamon Press, 1977, p.61.

**SIMPLE KEYS TO UNDERSTAND
A COMPLEX WORLD II**

THE PROBLÉMATIQUE



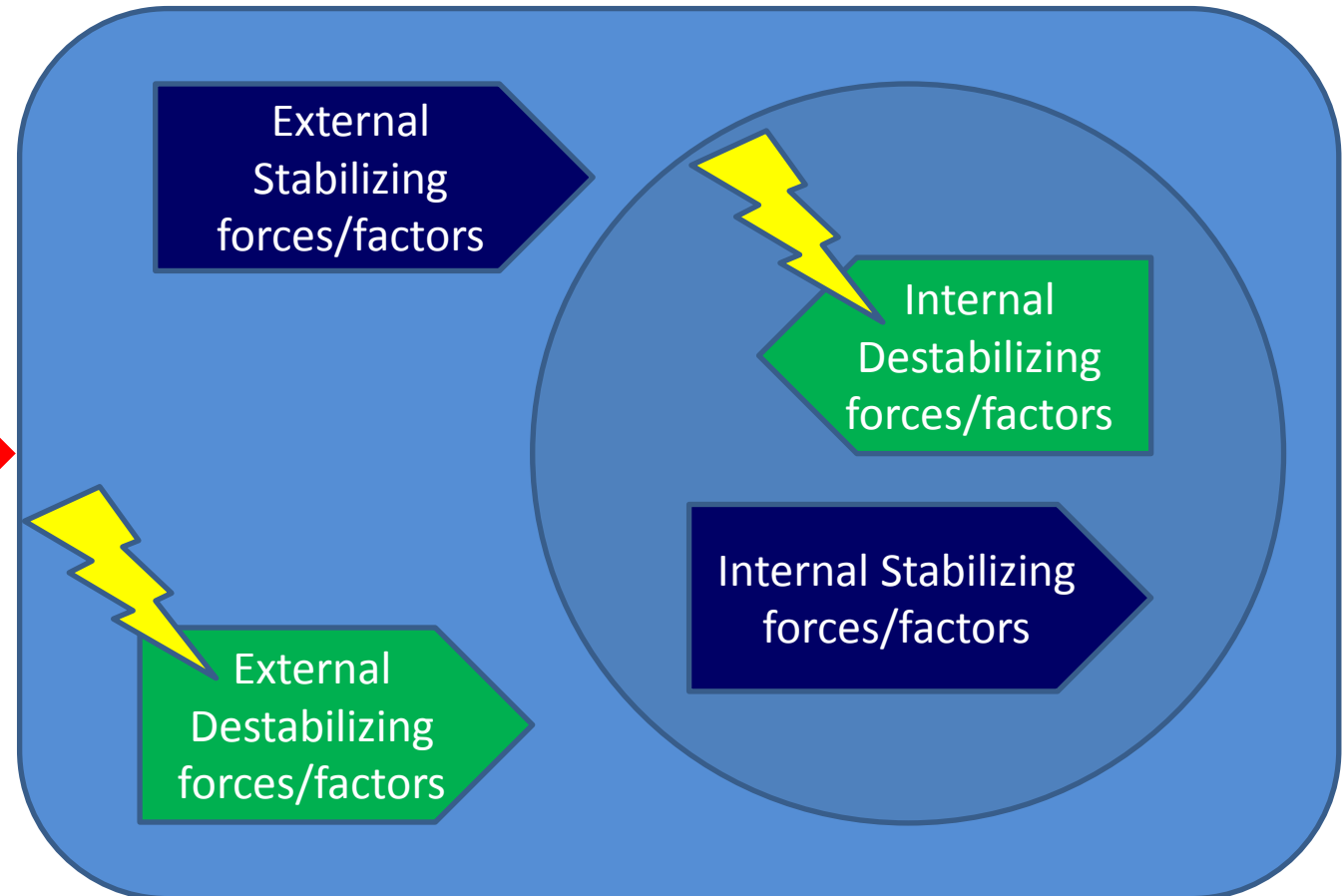
SIMPLE KEYS TO UNDERSTAND
A COMPLEX WORLD III

TOWARDS GROWING COMPLEXITY

OPEN SYSTEM
WITHIN ITS
ENVIRONMENT AT A
CERTAIN DEGREE OF
COMPLEXITY



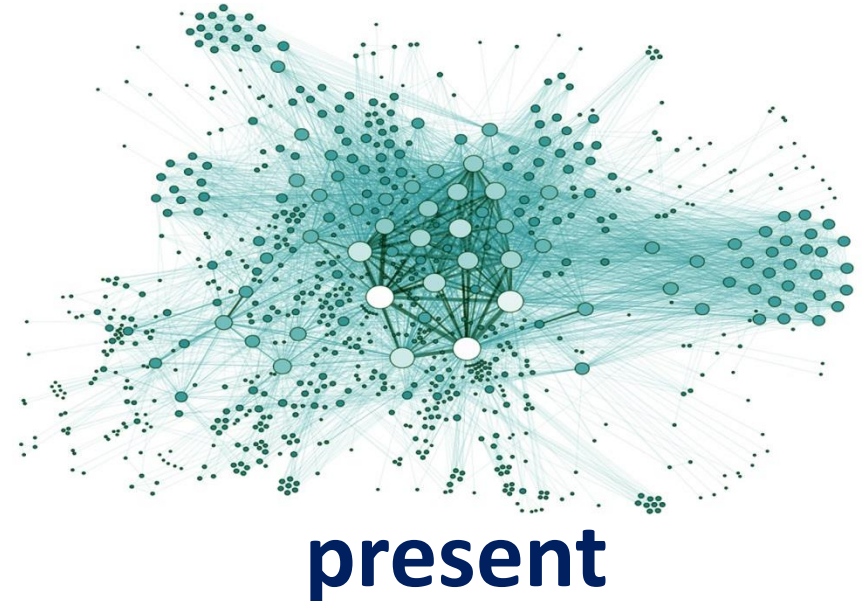
*STABILIZING AND
DESTABILIZING
FACTORS BALANCE
EACH OTHER*



Based on Ilya Prigogine

**SIMPLE KEYS TO UNDERSTAND
A COMPLEX WORLD III**

TOWARDS GROWING COMPLEXITY



**THE CAPACITY OF AN OPEN SYSTEM TO BALANCE ITSELF DEPENDS ON THE
DENSITY OF THE COMMUNICATION NETWORK AND OF THE SPEED AT
WHICH THE INFORMATION CIRCULATES WITHIN THE NETWORK**

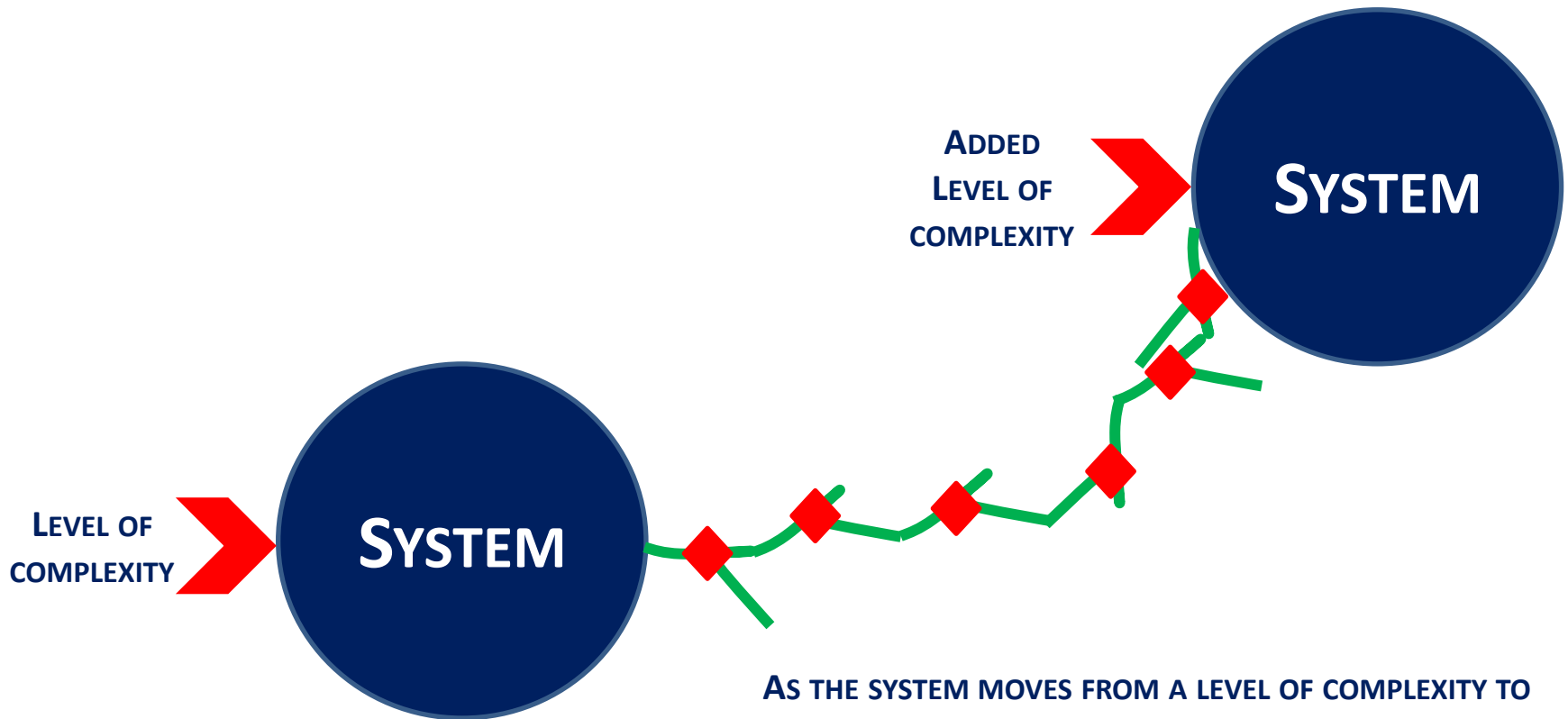
Based on Ilya Prigogine


**SIMPLE KEYS TO UNDERSTAND
A COMPLEX WORLD III**

TOWARDS GROWING COMPLEXITY

*"El tiempo se bifurca perpetuamente
hacia innumerables futuros"*

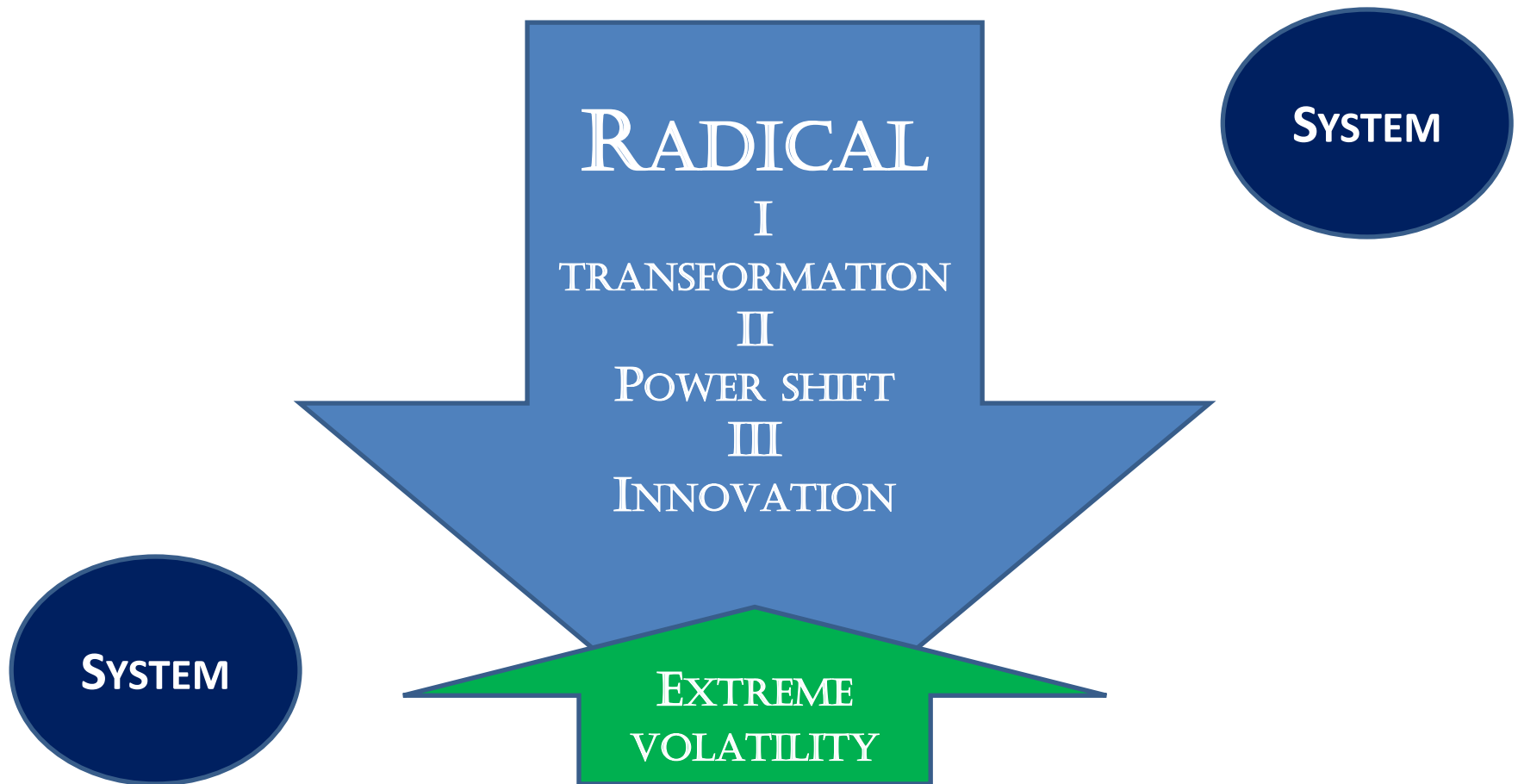
Jorge Luis Borges



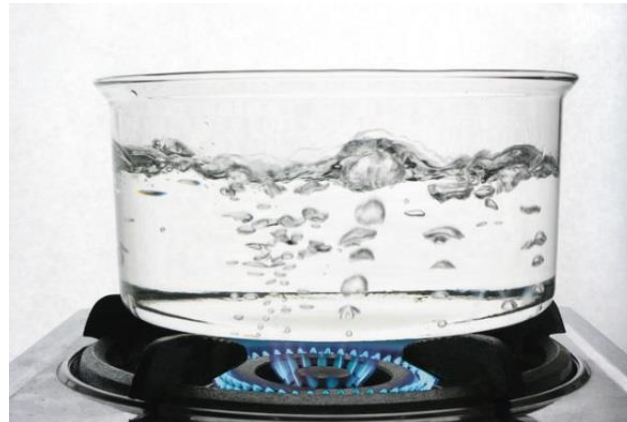
**AS THE SYSTEM MOVES FROM A LEVEL OF COMPLEXITY TO
AN ADDED LEVEL OF COMPLEXITY, ITS PATH GOES FROM
ONE BIFURCATION TO ANOTHER BIFURCATION  IN A
RANDOM MANNER, AND IS CHARACTERIZED BY
VOLATILITY, INSTABILITY, UNPREDICTABILITY**

Based on Ilya Prigogine

WE LIVE IN A WORLD OF



IN SUCH A WORLD, WHEN
EVERYTHING IS IN
MOVEMENT, THERE IS A LOT
OF OPPORTUNITIES FOR
IMPLEMENTING IDEAS



Based on Ilya Prigogine

IMPLEMENTING IDEAS IS WHAT A LEADER DOES

IT REQUIRES

- A DEMAND/PROBLEM TO SOLVE
 - AN IDEA
- TRANSFORMING THE IDEA TO MEET THE DEMAND
- TENACITY – CAPACITY TO MOBILIZE
 - SIMPLICITY

CASES IN RESPONSIBLE LEADERSHIP

THE RED CROSS

ONE MAN: HENRY DUNANT



THE RED CROSS

HOW TO ENSURE YOU CAN TAKE CARE OF ALL VICTIMS IRRESPECTIVE OF WHO THEY ARE

- **A TECHNOLOGY:** THE CAPACITY TO TAKE CARE
- **AN IDEA:** PROTECT THE VICTIMS AND THE ONES TAKING CARE OF THEM WITH A CLEAR AND VISIBLE SIGN
- **SIMPLICITY,** JUST A SIGN, VISIBLE, TO BE RESPECTED
- **TENACITY** IS REQUIRED, TENACITY TO MOBILIZE THE AUTHORITIES, AND TO EDUCATE EVERYONE TO FULLY RESPECT THE SIGN

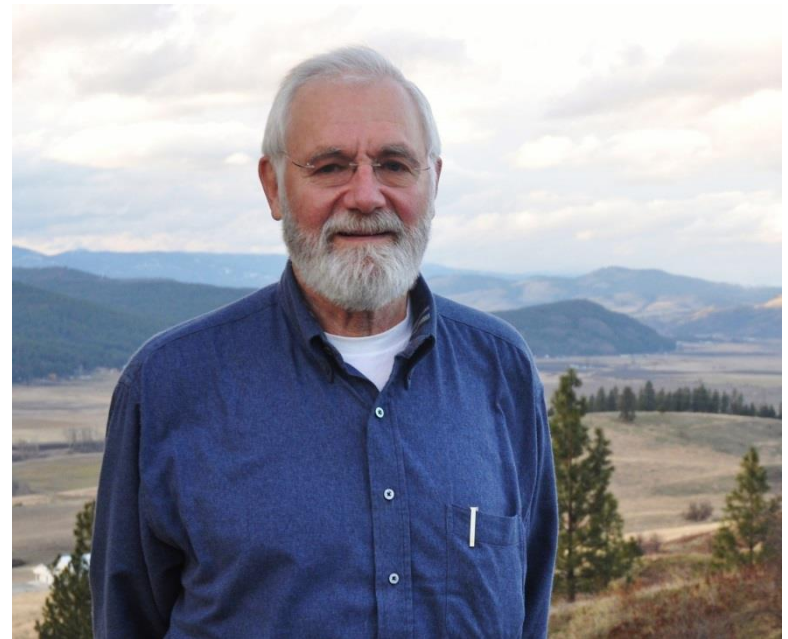
CASES IN RESPONSIBLE LEADERSHIP

THE GREEN REVOLUTION

THE ERADICATION OF SMALLPOX

IN THE SIXTIES, IN INDIA

TWO MEN: NORMAN BORLAUG AND BILL FOEGE



THE GREEN REVOLUTION

HOW TO ELIMINATE FAMINE AND HUNGER?

- **A TECHNOLOGY:** A HIGHER YIELD CROP
- **AN IDEA:** BRING IT TO THE FARMERS THROUGH DEMONSTRATION
- **SIMPLICITY,** BUT COMPLEX TO IMPLEMENT AS IT IS A GIGANTIC PROJECT, MILLIONS OF FARMERS, 18 THOUSANDS TONS OF SEEDS
- **TENACITY** IS REQUIRED, TENACITY TO MOBILIZE THE AUTHORITIES AND CONVINCE FARMERS TO ADOPT

THE ERADICATION OF SMALLPOX

HOW TO ERADICATE SMALLPOX?

- **A TECHNOLOGY AND AN IDEA:** A VACCINE, A VACCINATION TECHNIQUE AND AN APPROACH TO SURVEILLANCE AND CONTAINMENT
- **SIMPLICITY**, COMPLEX TO IMPLEMENT AS ONE HAS TO REACH MILLIONS, (in Uttar Pradesh, “health workers seeking smallpox (managed) to get into almost 99% percent of the state’s 140’000 villages and do at least a cursory search of smallpox in the short span of six days”)
- **TENACITY** AND THE CAPACITY TO MOBILIZE GLOBALLY AND THE STATES AT THE HIGHEST LEVEL.

CASES IN RESPONSIBLE LEADERSHIP

THE HAND HYGIENE MODEL

A MAN: DIDIER PITTET



THE HAND HYGIENE MODEL

HOW TO SAVE LIFE THROUGH BASIC HAND HYGIENE PRACTICE?

- **A TECHNOLOGY:** ALCOHOL RUB
- **AN IDEA:** INTRODUCING ALCOHOL-BASED HAND RUB AT THE POINT OF CARE
- **SIMPLICITY,** BUT ADDRESS THE COMPLEX CHALLENGE OF CHANGING CURRENT PRACTICES, SYSTEMS AND MENTAL MAPS
- **TENACITY** IS REQUIRED TO CONVINCE AND EDUCATE

REMEMBER YOUR HUMANITY, AND FORGET THE REST

THE RUSSELL-EINSTEIN MANIFESTO
9 JULY 1955

CHAQUE GÉNÉRATION, SANS DOUTE, SE CROIT VOUÉE À
REFAIRE LE MONDE. LA MIENNE SAIT POURTANT QU'ELLE NE LE
REFERA PAS. MAIS SA TACHE EST PEUT-ÊTRE PLUS GRANDE. ELLE
CONSISTE À EMPÊCHER QUE LE MONDE SE DÉFASSE

ALBERT CAMUS, DISCOURS DE SUÈDE, 10 DÉCEMBRE 1957

