Inventing new ways to lead

EnterpriseWOMEN, November 21 2019

University of Cambridge Judge Business

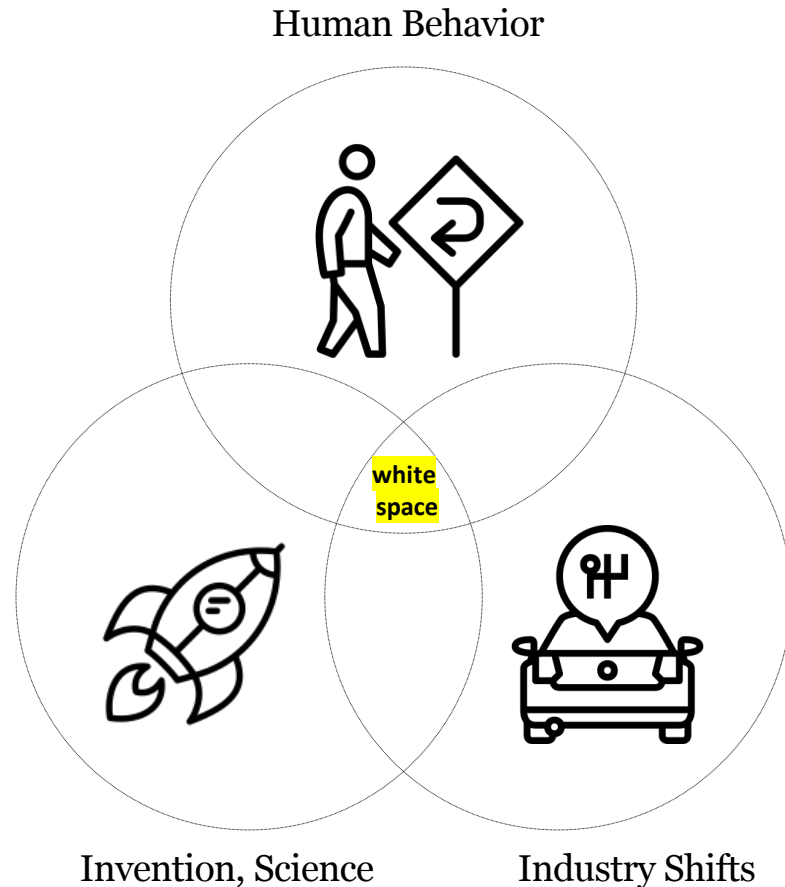School

Rakhi Rajani

@rakhi

Let's talk about...

- **The problems we need to tackle for tomorrow**
- The teams we need to build to tackle them
- The leadership styles that will enable change

Working in a world of new things

Inventing means sitting at the intersections and being comfortable with uncertainty

Human Behavior

Invention, Science   Industry Shifts

white space

Human Behavior

Technology, changing environments, new political climates etc have changed behaviours → shifted how people interact, spend time and survive the world. Social and cultural norms have shifted as a result and brain structures have changed.

Invention, Science

There's a lot of emerging technology out in the world that you should be excited about → give us the foundation to experiment with new ideas, generating not only products but business models and economies.

Industry Shifts

Industries are impacted by new regulations, partnerships and the democratizing of previously closed networks → policy changes, changes in the law, regulations and the natural world generate possibility for new impact.

For example

- Less physical interaction
- Always on
- Snackable content

For example

- Blockchain
- AR/VR
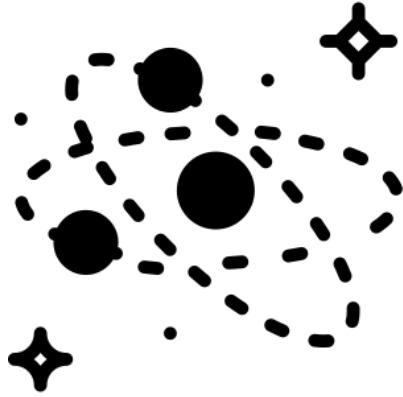- Human Genome Project

For example

- AV's, City Infrastructure
- Solar power
- Commercial space travel

The industrial revolution(s) challenge history

Blending tech, new social norms, legal, environmental, economic, political and infrastructural shifts

- Open banking
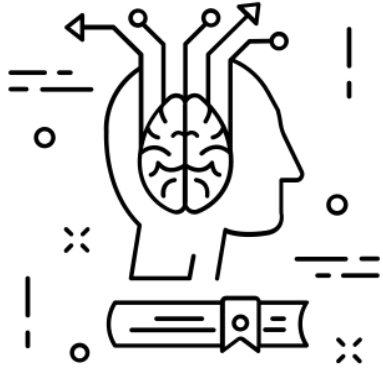- Disintermediated banks
- Can anyone be a bank

- Commercial space travel
- New business drivers
- Who owns the moon

- Autonomous driving
- Who do you trust
- What is intelligence

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Change has shifted HOW humans do things

As people we have changed; we think, process information, respond and emote differently

- Brain structures changed
- Can't process long form content
- Learning shifts

- Alone together
- Change in social skills
- No down time

- Data driven lifestyles
- Tech + People
- Augmented skills

We are at an inflection point

The problems we are facing,

The solutions we need to create,

The opportunities to make a difference are...

Bigger and bolder than ever before.

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Unknown possibilities & constraints challenge everything we know

Humans naturally transfer what they know to other contexts but here we should start from scratch

- So we got to Mars, now what?

- How might we create a civilization from scratch?

- What infrastructure should we build?

- How could people live and interact?

- What kind of economy could we enable?

- What does it mean to be healthy?

- What industries can we mobilise to build the foundations?

The situations we have created need a diversity of mindset to shift <u>what</u> & <u>how</u> we do next

People place too much emphasis on the disciplines that 'rule' vs the perspectives that can participate or change our approach

- Climate change, for instance, is a social dilemma as much as it is an environmental one

- How do we 'design' new beliefs?

- What might we create to counter the shift?

- What data will help us create a new future?
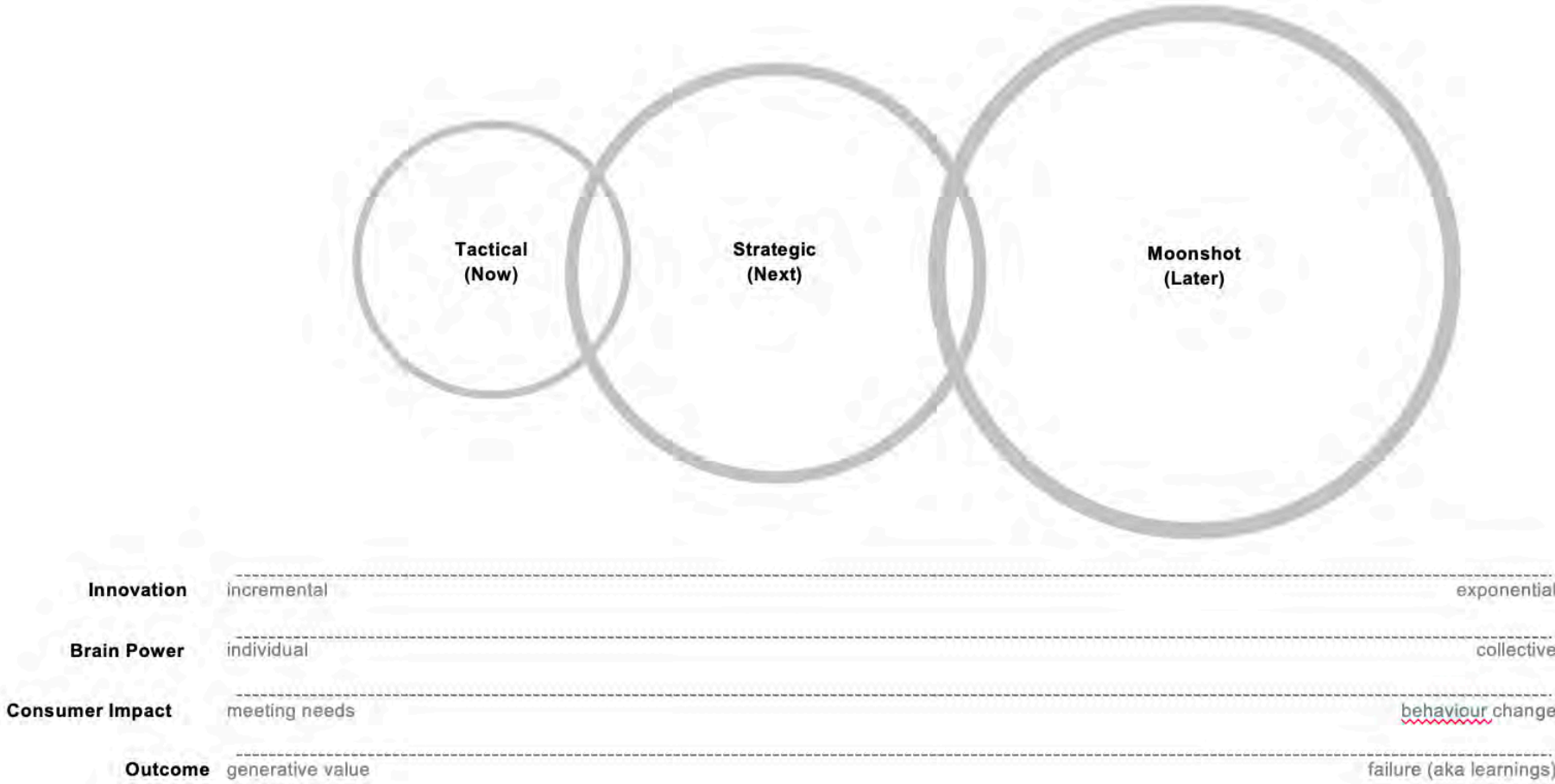
- How might we intervene intelligently?

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Different mindsets for different levels of innovation

The mental models and behaviours required for uncertain problems are more holistic

Tactical (Now) **Strategic (Next)** **Moonshot (Later)**

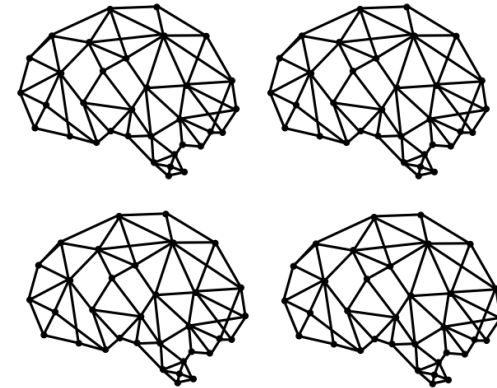|		
Innovation	incremental	exponential
Brain Power	individual	collective
Consumer Impact	meeting needs	behaviour change
Outcome	generative value	failure (aka learnings)

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Collaborative Cognition

Truly collaborative problem solving is about parity as well as diversity of mindset/skill
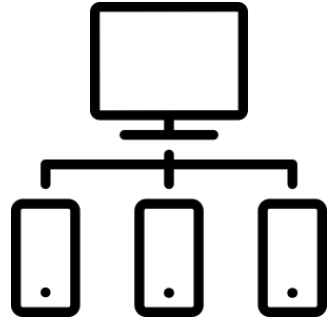
Cognition is siloed

Cognition is distributed and coalesces to create diversity of brainpower and perspectives
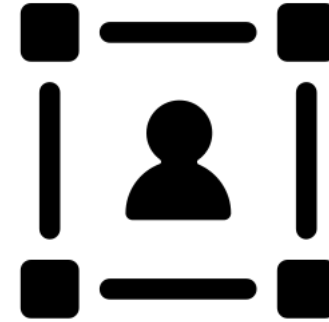
Blockers to Collaborative Cognition

We impose constraints on peoples abilities based on what we know vs what they can do

Disciplinary Hierarchy

$+$

Disciplinary Boundaries

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Sharing an example

Learnings from a fast paced experience

From 0 – 120 in 18 months

Hiring at pace means you make mistakes – define your cultural o/s

New roles in new teams generate hierarchy and ego – define new ways of impact such as storyteller, magician, stabiliser, fighter, dreamer, reflector, rapid decision maker, questionner

CV's and interviews tell you what they want you to hear – throw a curveball

People look to each other for cues and the loud cues win - create a first team to model behaviours

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We are asking leaders to guide new problem spaces and define new worlds

Many of these situations involve challenging ethical boundaries and inherent social norms

- How do we create a world where robots and humans work together?

- How do we leverage emerging tech and fuse it with a human touch?

- How do we build Collaborative Intelligence that combines empathy with automation?

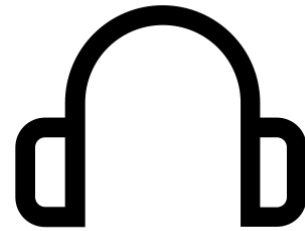- How do we break down human/machine boundaries to create shared experiences?

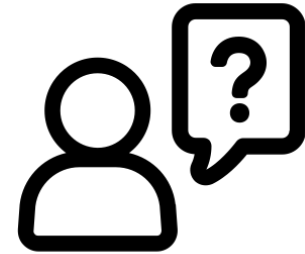Rakhi Rajani

Authentic leadership

Break stereotypes and build your own authentic model of leadership

The Boombox

The Headphone

Define your traits and methods

Traits of a leader (IMHO!)

Lessons learned

- Listen to hear, not to respond

- Speak to engage, not to dictate

- Understand the nuances, not just the high level

- Know that titles convey 'spikes', they don't limit impact

- Recognise teams work on holistic projects, not on siloed tasks

- Improve the clarity of your worldview, vs just acting on what you know already

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Reframe beliefs

Break the patterns and narratives you are comfortable with

- Reframe your understanding of

  - Communication

  - Collaboration

  - Control

- Pride authenticity over acting

- **Know the impact of your ripple effect**

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Thank you

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