

MBA Networking Evening 17 April 2007



The Way We Think

I Thinking – Creations of our environment & history

Convergent vs Divergent
Dot vs Blot
Static vs Dynamic – Classical Economics
Vertical vs Lateral
Cause/ Effect vs Iterative, Interactive, Reflexive (Soros)
Mind Mapping & Synaptic Thinking
Conceptual Framework
Model Building



II Worldviews >> Newtonian Worldview >> Mechanical > 3 Laws

Watch: Components work together to serve a common purpose.
Components – Independent itself unchanged.

A science that embraces the machine sees the world – deterministic, static and discrete elements, with each part which can be isolated from other parts and without itself being changed.

Discrete, dichotomous world, deterministic.
Hierarchical Organizational structures.
Box compartmentalized activities – Organization charts.
Ugly Singaporean.

II Worldviews >> Newtonian Worldview >> Mechanical > 3 laws

Biological Worldview – Self organizing organism.

Conjures life, creation, interdependency and sustainability. Life repairs, maintains, recreates and outdoes itself. The stability of organisms depends on all parts of the system being informed, participating and acting appropriately in order to maintain the whole. Organic stability is therefore delocalized throughout the system. This is the nature of the organic whole where global cohesion and local freedom are both maximized, and each part is as much in control as it is sensitive & responsive.

Ecosystem – Environmental issues/ OTC market
Independence vs Interdependency
Equatorial Forest – Rain & Sunshine

This is the man – then Role.

III Finance

Historical Legacy: Banking, Insurance, Funds Management, Stockbroking, Investment Banking.

Separation: Laws

Integration: Commonality – Risk, Expected Return, Liquidity

Convergence rather than discrete activities.

FSA, MAS, Ministry of Finance, Commerce, Agriculture.

Disintermediation, Securitization.

IV Organizations

1. Each organization has its own single management style.
Entrepreneur, Hierarchical, Team, Existential.

Existential: Organization exists to serve the individual.
4 types of organizations can co-exist in a single organization.

2. Networks & Value Chains.

3. Chaordic Organizations:
Competition, Co-operation – Co-opetition.
Eg, Stock Exchange, Visa

4. Wikinomies - Openness, peering, sharing & acting globally.
Don Tapscott - Prosumer, World State, Collaboration.
Banks trapped by hierarchical cultures.

V Management

Efficiency: Cheaper, Better, Faster
 Smithonian, Schumpeter, Keynesian

Tyranny of the 'OR and the Genius of the "And" – Collins

No "Tyranny of the OR"

On the one hand:

purpose beyond profit
 a relatively fixed core ideology
 conservatism around the core

 clear vision and sense of direction
 Big Hairy Audacious Goals
 selection of managers steeped in the core
 ideological control
 extremely tight culture (almost cult-like)
 investment for the long term

 philosophical, visionary, futuristic
 organization aligned with a core ideology

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Yet, on the other hand:

pragmatic pursuit of profit
 vigorous change and movement
 bold, committing, risky moves

 opportunistic groping and experimentation
 incremental evolutionary progress
 selection of managers that induce change
 operational autonomy
 ability to change, move and adapt

 demands for short-term performance

 superb daily execution, "nuts and bolts"
 organization adapted to its environment

VI What it takes to be Great (Talent Management)

Innate talent not essential
Hard work
Deliberate improvement
10 years to be great

Warren Buffet, Bobby Fischer, Bill Gates, Tiger Woods.

Not loyalty but commitment to a profession/ calling.

Means of Production embedded in individuals vs plants and machineries.

VII Creativity, Innovation

Ideas are cheap (important).

Implementation is key to effectiveness.

2 types of errors: Not doing the right thing
 Not getting it right

Type II: 4Ps – People, Platforms, Processes, Products

World is Flat (Round) –Thomas Friedman

Globalization

1. Fusion & Convergence of Media due to digitization.
2. Smart companies are connecting, collaborating through networks, JVs, Alliances.
3. 3 billion folks out there hungry for your jobs.

The 3 ages of Man

Beholding, Becoming, Being
Scores, Success, Significance



Thank you.

