

DESIGNED FOR YOUR WORLD

SDA Bocconi
SCHOOL OF MANAGEMENT

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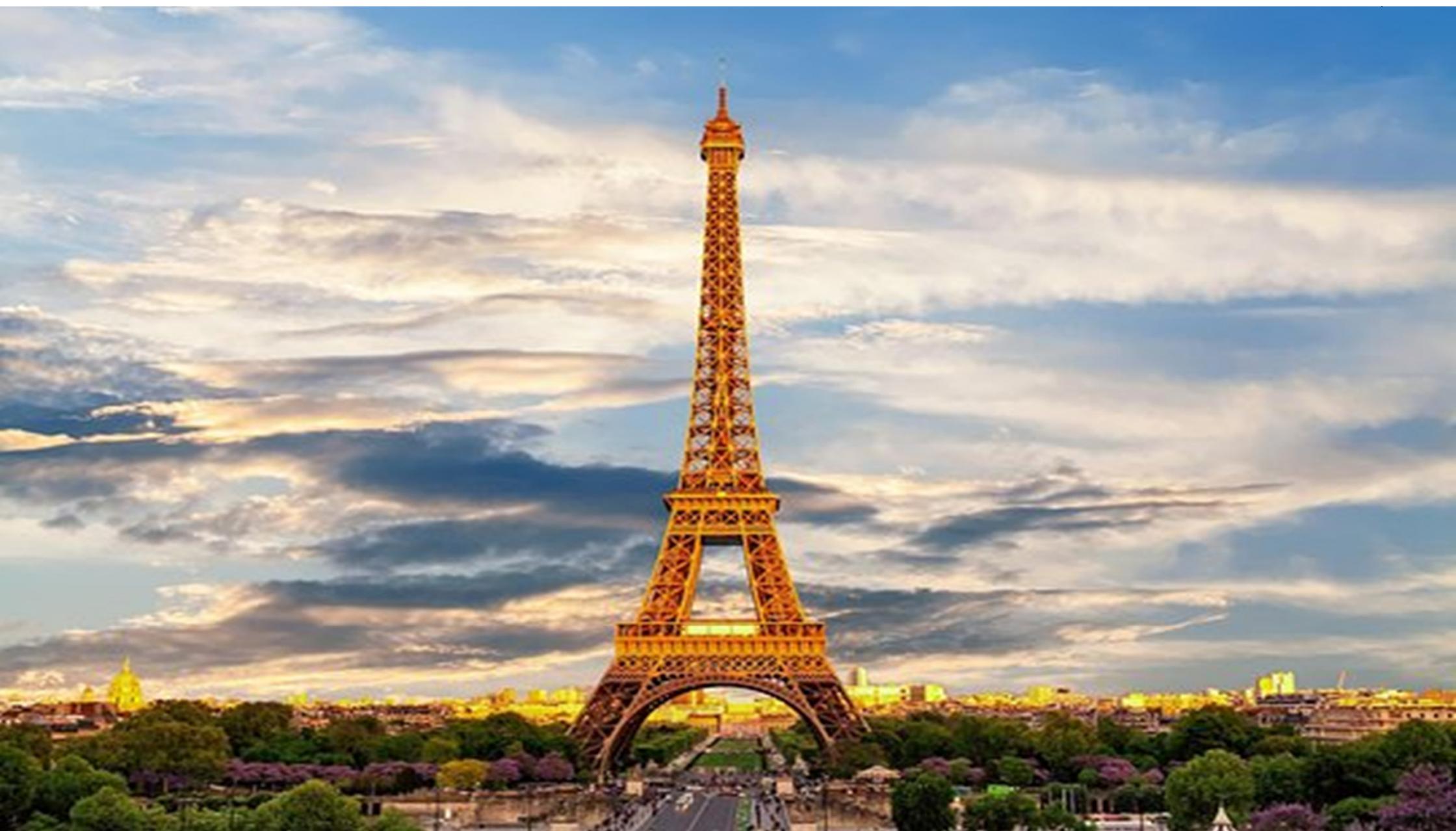
Leadership and The Future of Work

Professor Massimo Magni

March 2021



Mario Merz – Igloos
Hangar Bicocca, Milano
25 oct 2018 – 24 feb 2019





“Le Temps” 14 February 1887

“We are here, writers, artists, architects, journalists, individuals who are passionate about the beauty of Paris, untouched until now, to protest with all our strenghts against [...] the useless and awful Eiffel tower [...]”

IV Industrial Revolution

“Fourth Industrial Revolution is characterized by a range of new technologies that are fusing the **physical**, **digital** and **biological** worlds, impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human.”

Klaus Schwab





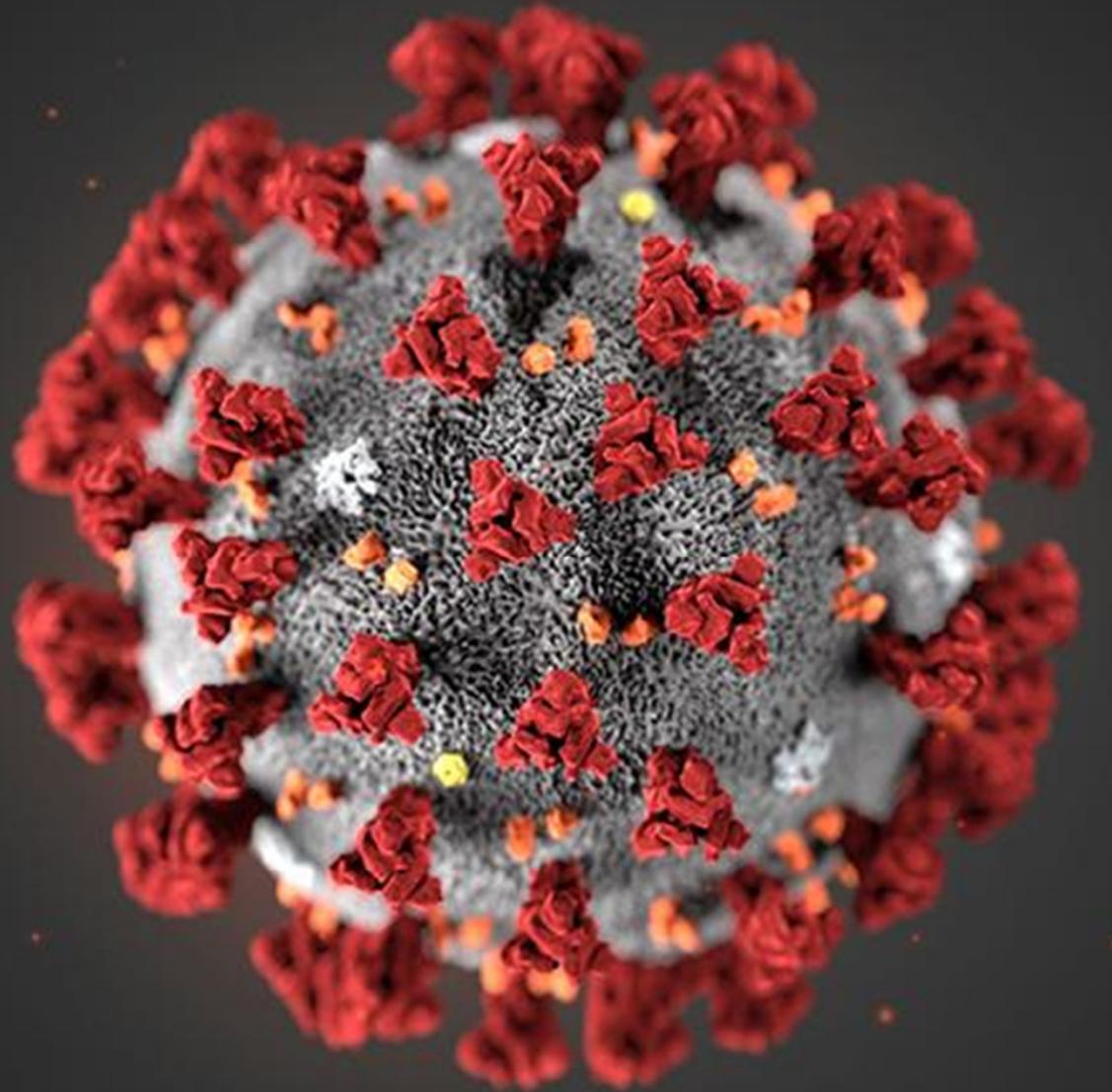
Once upon a time, we thought bones couldn't regrow. Now we know they do. And we can show you how



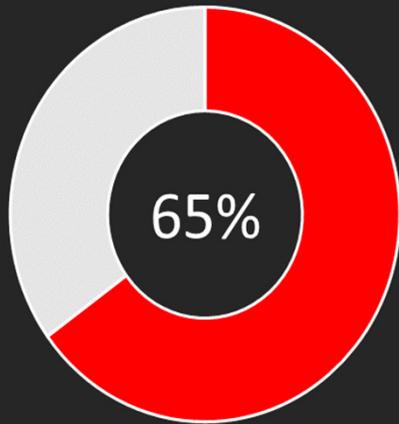
50%

of team communication occurs
through collaboration platforms

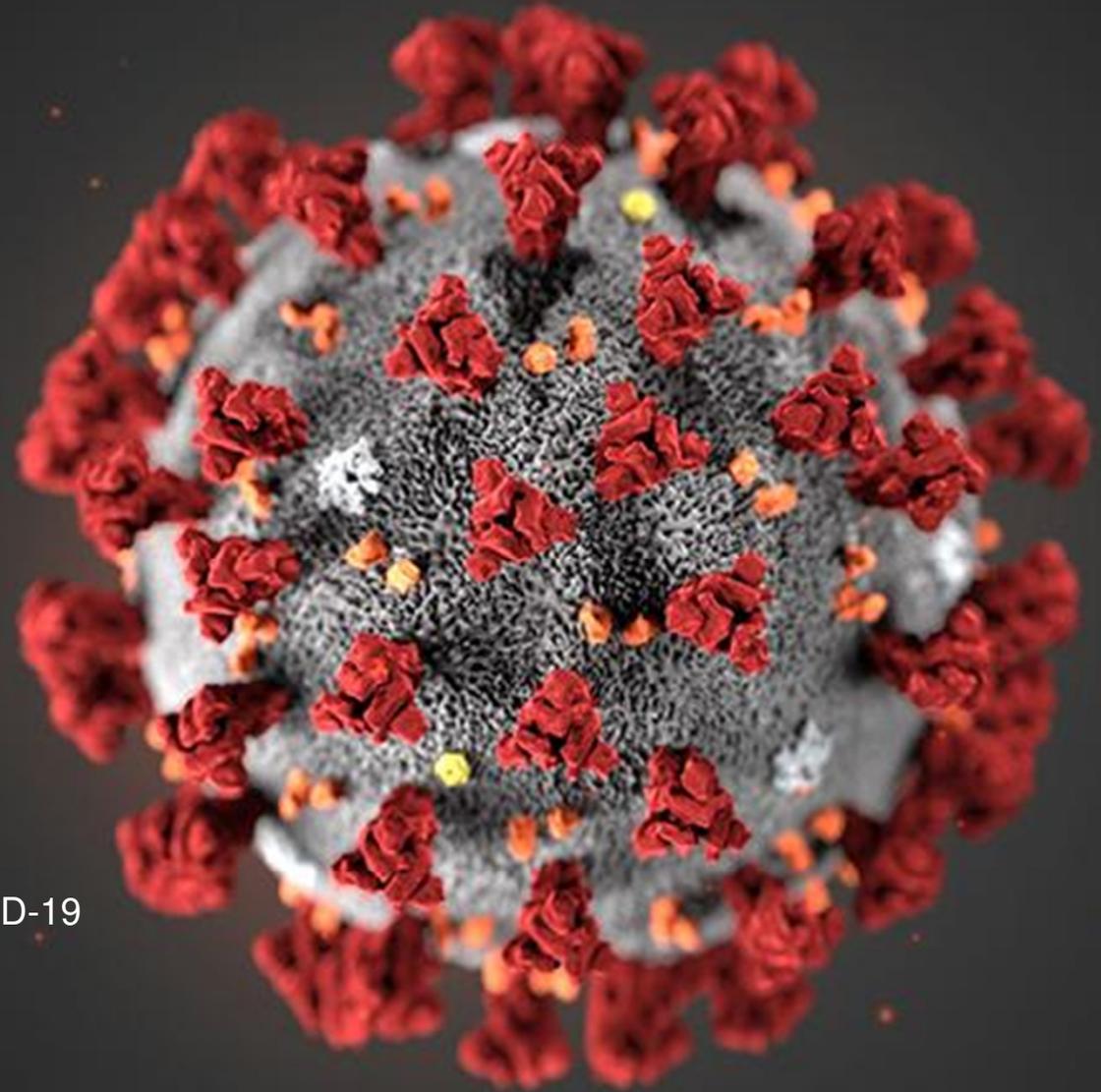
And now?...



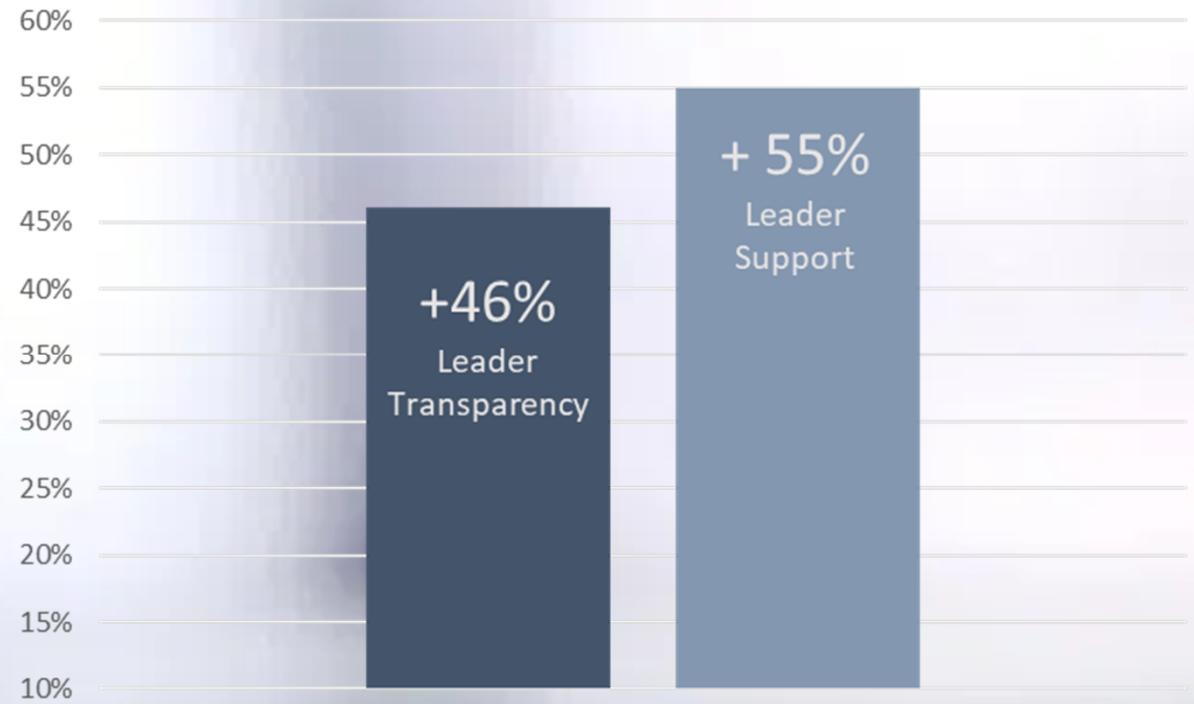
And now?...



workforce to follow a partially hybrid remote model after COVID-19



(Source: BCG, 2020. Remote Working and the Platform of the Future)



Source: Sull & Sull (2020)



“Being an alpha doesn’t make you a leader. It makes you the boss and others will be submissive to you”

Jane Goodall - Ethologist



1. Teaming
(skills)



2. Purpose
(motivation)



3. Detachment
(emotion)



1. Teaming

Standardization creates efficiency, but efficiency is «not resilient». Resilience requires adaptability, flexibility and continuous learning

Networks of teams represent a pivotal element to face high uncertainty and unexpected situations.

Teaming is about identifying essential collaborators and quickly getting up to speed on what they know so you can work together to get things done.

Stereotype Check

Sarah is a manager and she was attending a conference call. She receives a message from a colleague of hers: «please, switch off the mic, we hear your baby who is crying». Sarah answers: «my son is sleeping...»

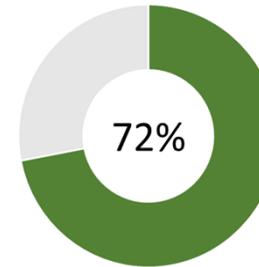


8.430 mt.

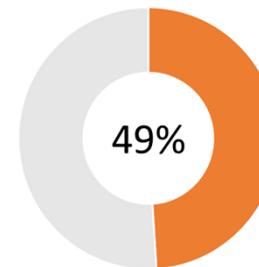


2. Purpose

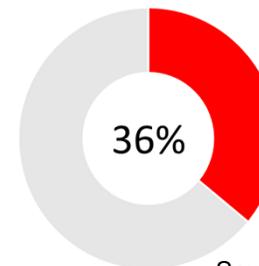
Purpose (noun) - /'pɜː.pəs/ - feeling of having a definite aim and of being determined to achieve it.



Employees who consider very important to work for an organization with a purpose



Employees who believe in their organization purpose



Employees who believe that their organization can advance the purpose

Source: Schrage et al. 2021 (MIT Sloan Management Review)







Gordon Ramsay

hasn't spoken to staff



 [gordongram](#) 
8.8m followers

[View Profile](#)

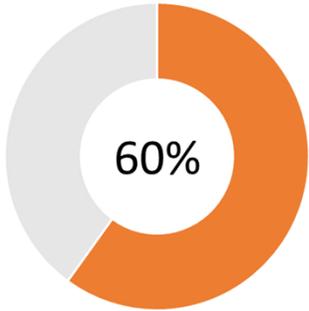
To all our Gordon Ramsay family, friends and colleagues. In this time of great uncertainty, we hope that you all are looking out for each other and staying as safe as possible.

As the situation changes daily our focus has to be on the health and safety of our employees, guests and community and to do our part in slowing the spread of the virus, from Saturday 21st March 2020, all our London restaurants will temporarily close. Whilst we don't know when we will re-open, what we do know is by supporting each other through this terribly challenging time, we will come through this stronger than ever !

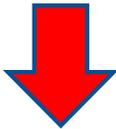
Huge love and thanks to our amazing staff across the restaurants for all their passion and support. I truly hope we are all back together very soon.

Gordon x

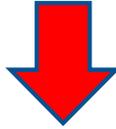
3. Detachment



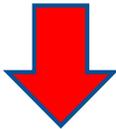
Employees who feel less connected to their colleagues since working remotely (*)



Sense of belonging



Relationship focus



Communication empathy

*Source: Harris Poll Survey commissioned by Microsoft 2020

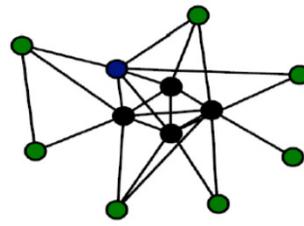
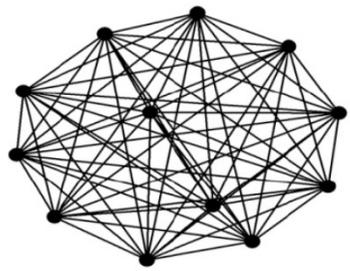


Teleparty

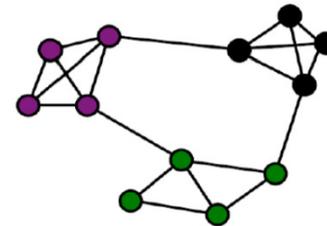
Watch TV in sync with friends

Now available on:

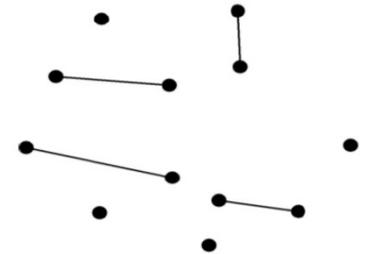




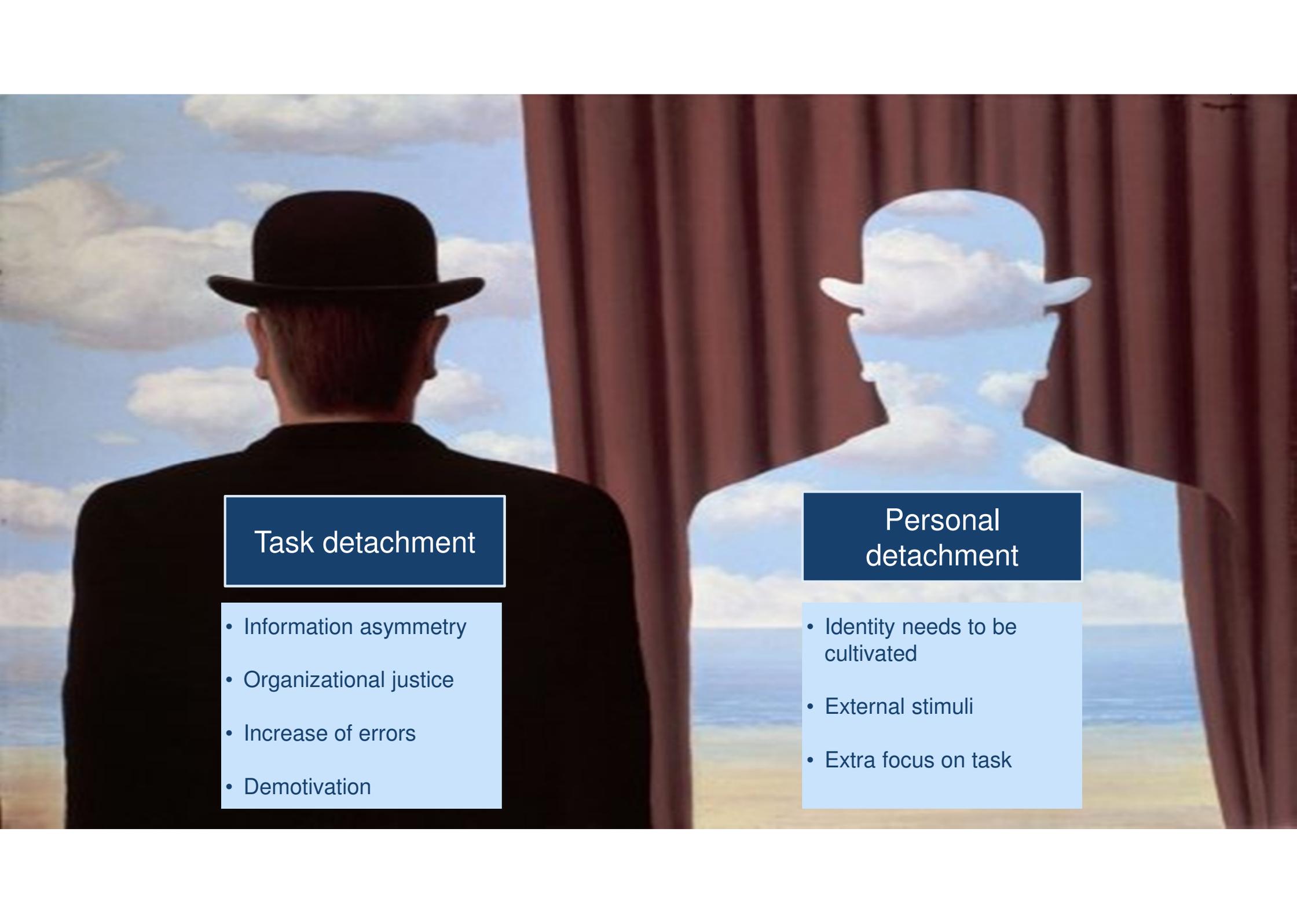
(A) core-periphery



(B) clique structure



(C) sparse network



Task detachment

- Information asymmetry
- Organizational justice
- Increase of errors
- Demotivation

Personal detachment

- Identity needs to be cultivated
- External stimuli
- Extra focus on task



natgeo  · Following



“Just before I took this image, they were playing chess. While two played with their hands flying over the board with extraordinary sensitivity, the others were listening. This means they would have had to evolve the capacity to retain the entire game in their memories as well as strategize on moves going forward.”

Brent Stirton – National Geographic Photographer



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YOUR CONTACT AT SDA BOCCONI

Professor Massimo Magni

Associate Professor at the Department of Management

Director of the MSc in International Management

Faculty Deputy of the Leadership, Organization & Human Resources Knowledge Group at SDA Bocconi

Email: massimo.magni@unibocconi.it

Joana Fratini

International Development Manager

SDA Bocconi School of Management

cel. +39 334.619.0456

Email: joana.fratini@sdabocconi.it

SDA Bocconi School of Management

Via Sarfatti, 10 - 20136 - Milano – Italy

www.sdabocconi.it

www.unibocconi.it