



**Digital Ambidexterity**

Nofie Iman

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- Inevitable changes
- Organizational responses
- Organizational ambidexterity
- Limited resources and retrofitting
- Tensions and truth/power dynamics
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- Transformational leadership



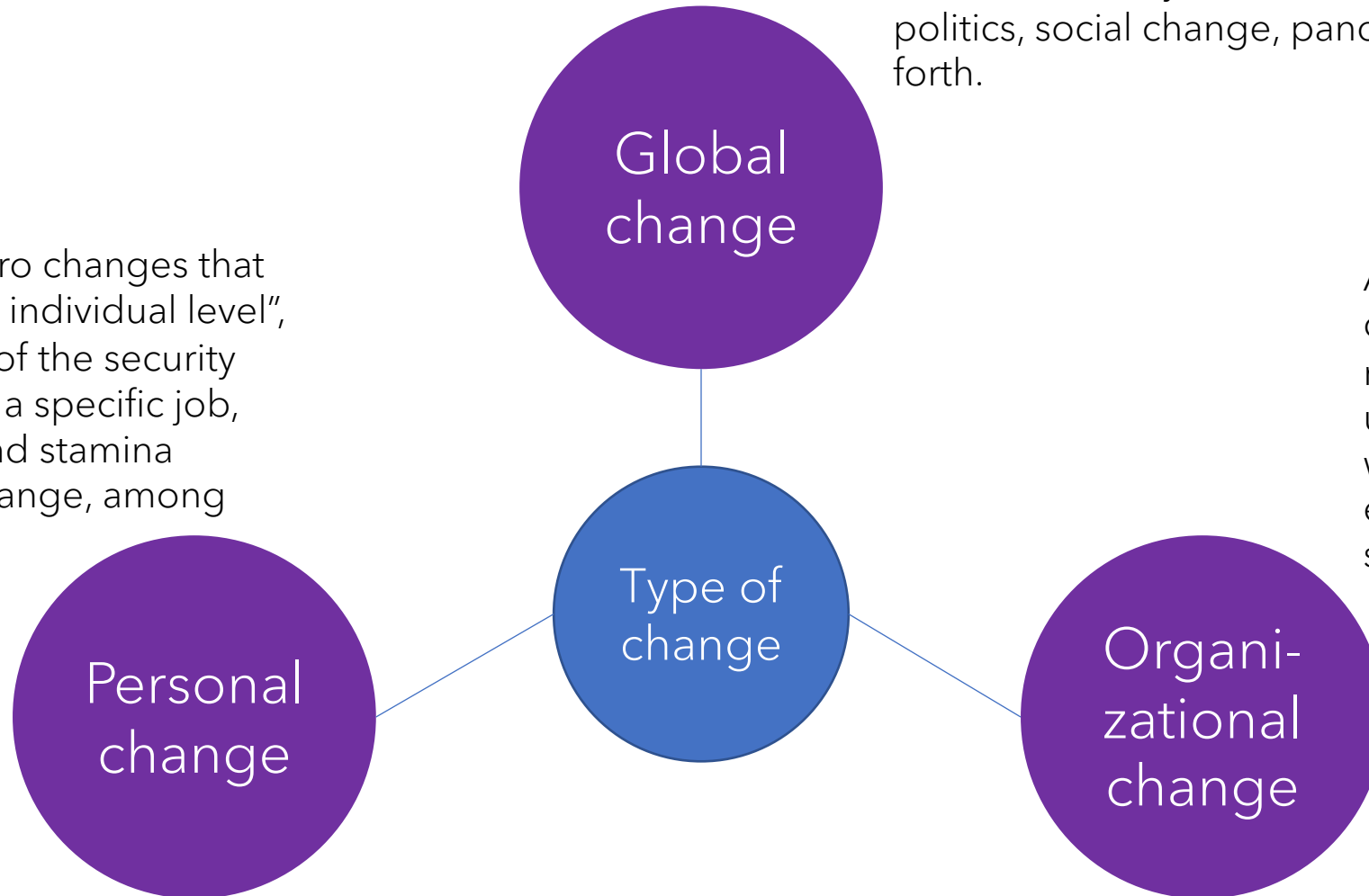
In a complex world, we face contingency, recursiveness, and indeterminacy, so we need systems, organisations, or actors capable of learning by doing, of developing structures that can react flexibly and adapt, and of 'self-organising' — Dietmar Braun (2003)

# Type of Change

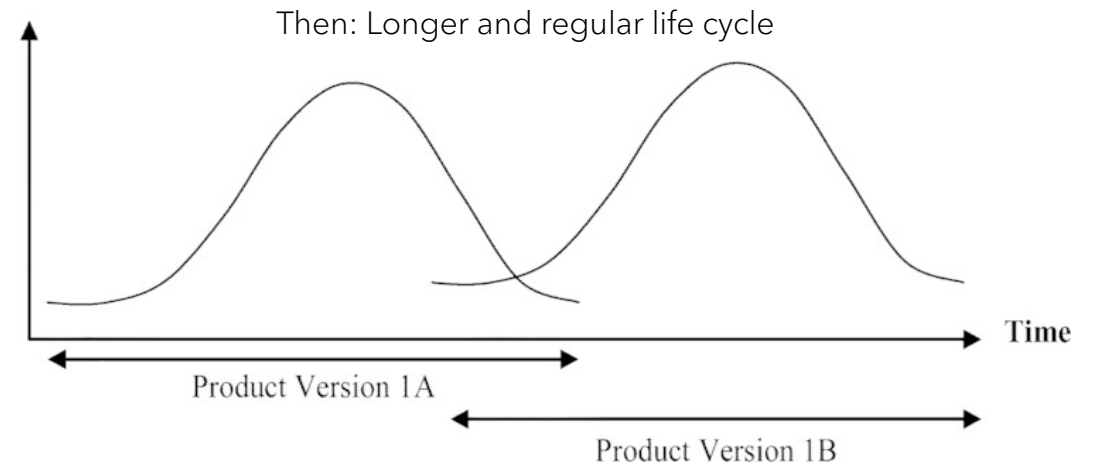
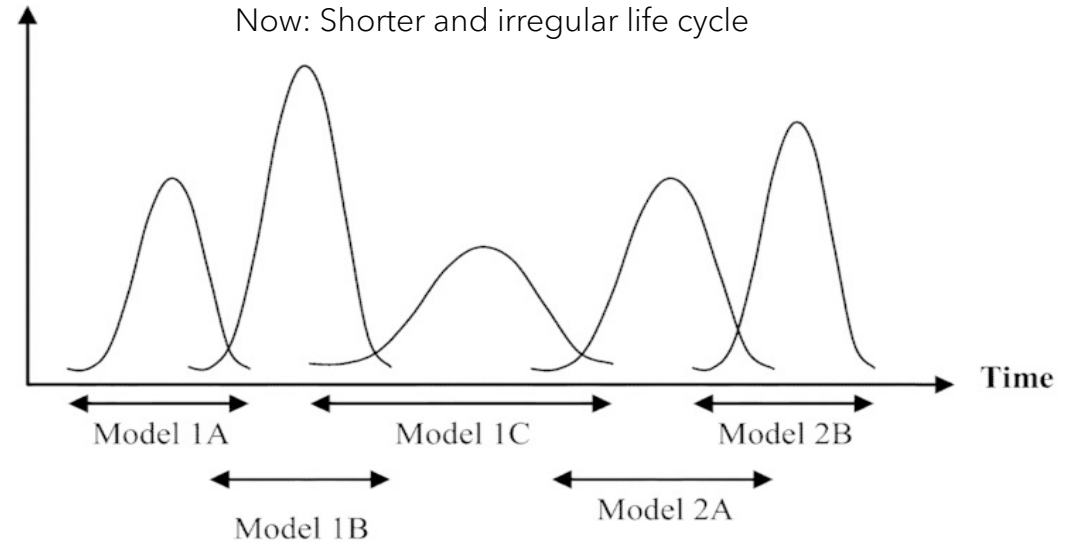
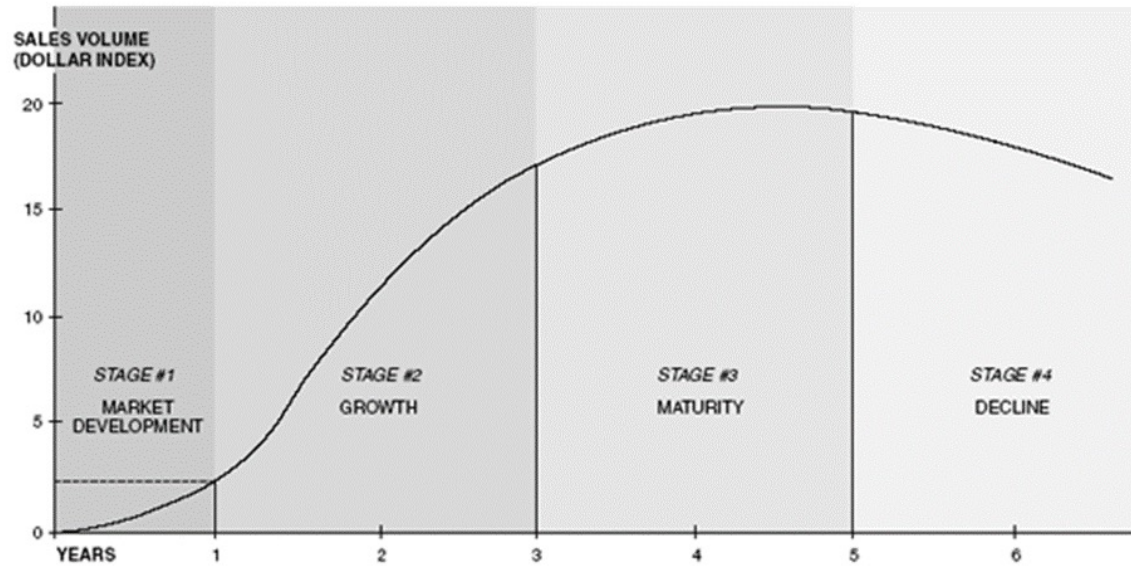
The big change that happens to people no matter what they do, such as technology, politics, social change, pandemic, and so forth.

“Little and micro changes that assail us on an individual level”, such as a loss of the security that goes with a specific job, lack of skills and stamina needed for change, among others.

All the “revolutionary” change initiatives that most organizations undertake to cope with the pressure of environmental change such as restructuring.



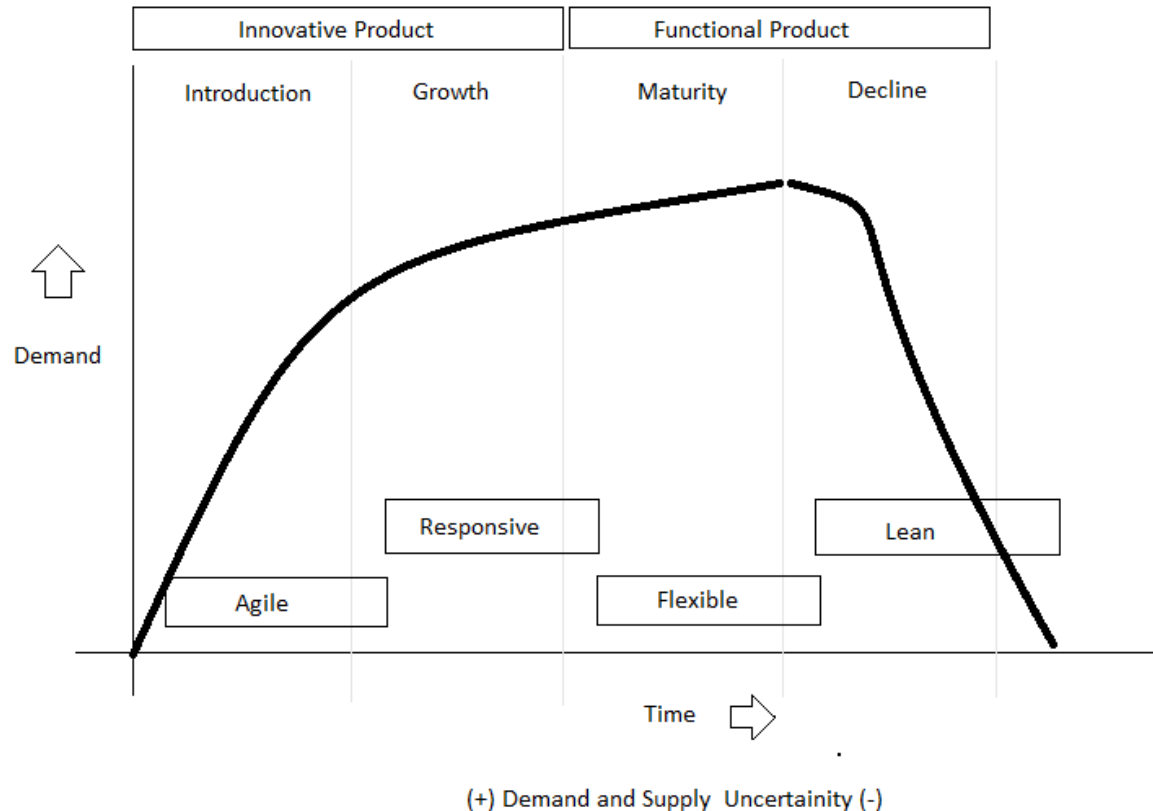
# Product Life Cycle



# Short life cycles products are complex to forecast

Suppose that a new iPhone is launched, and you are responsible for predicting its sales. In the initial week, 50,000 phones are sold at your store. If the company wants to forecast the demand for the next week purely based on historical demand, it will be 50,000 (+/-10%) units. Unfortunately, such a forecast would be optimistic because tech enthusiasts would have purchased the phone in the first week. There would be fewer buyers for sales during the second week.

Hence, unlike matured products, which have years of demand history (for example, Cheerios or Tylenol), forecasting for short shelf life products, in the same manner, can be suicidal for the companies. It can either lead to a *loss of sales due to stockouts* or excess inventory due to low take-off. Such excess inventory has to be liquidated at a substantial discount, resulting in a loss for the company.



# Modes of Transition (Bridges, 2009)

- **Ending phase** involves 'letting go' of the old situation and the identity that went with it. It is impossible for employees to fully engage in a new role or have a new purpose until they have let go of the old role or purposes. Change can only begin when one thing ends and something new starts.
- **Neutral zone** is the in-between stage. This phase is a period of disorientation, self-doubt and anxiety, but it can also be a period of growth in which new opportunities are identified. It involves recognition of the need to change and uncertainty about the nature of desirable end states.
- **Beginning phase** involves direction to a new situation and the development of a new identity. In this phase as the new situation is identified more clearly and a new identity is internalized, the forces for maintenance and growth achieve a new balance.

# Kurt Lewin's (1947) change theory

- **Unfreeze:** The aim of this step is to reduce the forces that are striving to maintain the status quo and undoing the current mind set by showing problems make individuals realize the necessity of change.
- **Transition:** Developing new ways of doing things, values, behaviours and attitudes through organizational re-structuring process and development techniques.
- **Freeze:** The final stage of refreezing and the adaptation of ownership of the new 'as is'. This phase is very critical as the organization may revert to former ways of doing things unless the changes are reinforced through freezing.





# Types of Encounter (Guinea & Webster, 2011)

- A good event (**discovery**);
  - take place when users find new functions in a technology or a new way of using the technology that makes the completion of their tasks easier or more effective
- An expected event (**normal**); and
  - when things go smoothly and technology behaves as expected
- An unexpected technological interruption (**negative**).
  - represents a stressful situation and will be appraised by the users as threatening

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FEATURE TECH

## How ChatGPT and similar AI will disrupt education

Teachers are concerned about cheating and inaccurate information



Seo et al. *Int J Educ Technol High Educ* (2021) 18:54  
<https://doi.org/10.1186/s41239-021-00292-9>

International Journal of Educational  
Technology in Higher Education

RESEARCH ARTICLE

Open Access

## The impact of artificial intelligence on learner–instructor interaction in online learning

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Abstract



THE SHIFT

## Don't Ban ChatGPT in Schools. Teach With It.

OpenAI's new chatbot is raising fears of cheating on homework, but its potential as an educational tool outweighs its risks.

Give this article 363



FORBES > INNOVATION > AI

## The Impact of Artificial Intelligence on Education

Calum Chace Contributor

"The AI guy"

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# How Do Organization React?

- A **major challenge** facing organizations is that of adapting to major technological advancements that **influence daily work routines**.
  - Challenges include employee's emotion, user's psychological stress, among others.
- Benefits of implementing new technology/innovation occur only to the degree that users of the technology **adapt by proactively changing** themselves (**self**), their work routines (**task**), and even the IT system itself (**technology**) in order to leverage its strategic capability.
- Thus, **organizational agility** is becoming a focal point for competitive success because it reflects a firms' responsiveness to market changes

# Fall of the Mighty, Rise of the Innovative

- Innovations and changes in the environment that **destroys the value** of know-how in existing technology or product (Tushman & Anderson, 1986).
- **Getting better at what** the organization **is doing well does not help**.
- World's most successful companies are not doing as well as they used to: Kodak, GE, Ford, Chrysler, Sears, Motorola, Sony, etc.
- Fortune 500 in 2000, only 30% remain in the list in 2007. Fortune 500 in 1955, only 60 remain in 2017.
- Rapid rise of innovative firms: Facebook, Google, Amazon, Tesla...

FINANCE · FORTUNE 500

# These 49 companies have been on the Fortune 500 every year since 1955. Here's who they are

BY TRISTAN BOVE

May 25, 2022 at 2:52 AM GMT+7



## The Changing Fortune 500

Companies that were in the Fortune 500 in 1955, but not in 2014, included American Motors, Brown Shoe, Studebaker, Collins Radio, Detroit Steel, Zenith Electronics, and National Sugar Refining.

Companies that were in the Fortune 500 in both 1955 and 2014 included Boeing, Campbell Soup, General Motors, Kellogg, Procter and Gamble, Deere, IBM and Whirlpool.

Companies that were in the Fortune 500 in 2014, but not in 1955, included Facebook, eBay, Home Depot, Microsoft, Office Depot and Target.

The evidence we found certainly supports the generally-held view that delivering change has a significant risk of failure. Furthermore, there is no evidence to suggest that the success rate is noticeably improving. Obviously there are some examples of organisations that get it right, and there are individuals who are world-class performers when it comes to managing change – but these are few and far-between. All too often they are undervalued when compared with their peers in more traditional executive roles. This will only improve when individually and collectively the capability of change management is practised, developed and perfected – like all other world-class performers do.

**What should organization do?**

## Ambidexterity [,ambɪdɛk'stɛrɪti]

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- When people are equally skillful with their **left** and their **right** hand;
- The art of simultaneously orchestrating **exploitation** and **exploration**, e.g. when companies improve their present business and simultaneously unlock future digital business opportunities





# Ambidexterity (Levinthal & March, 1993; March, 1991)

- **Exploration** refers to the efforts to learn and discover how to combine and recombine potential resources in novel ways to create new capabilities and opportunities.
- **Exploitation**, on the other hand, relates to the efficient leverage and refinement of existing resources through known processes.
- The concept of organizational ambidexterity provides an excellent mental model for the **process of organizational transformation**.

# Exploitation vs. Exploration

- Two types of organizational changes suggested by J. March (1991).

Improvements

= Exploitation

- Efficiency/Productivity
- Reliability
- Incremental
- Short-term performance

Innovations

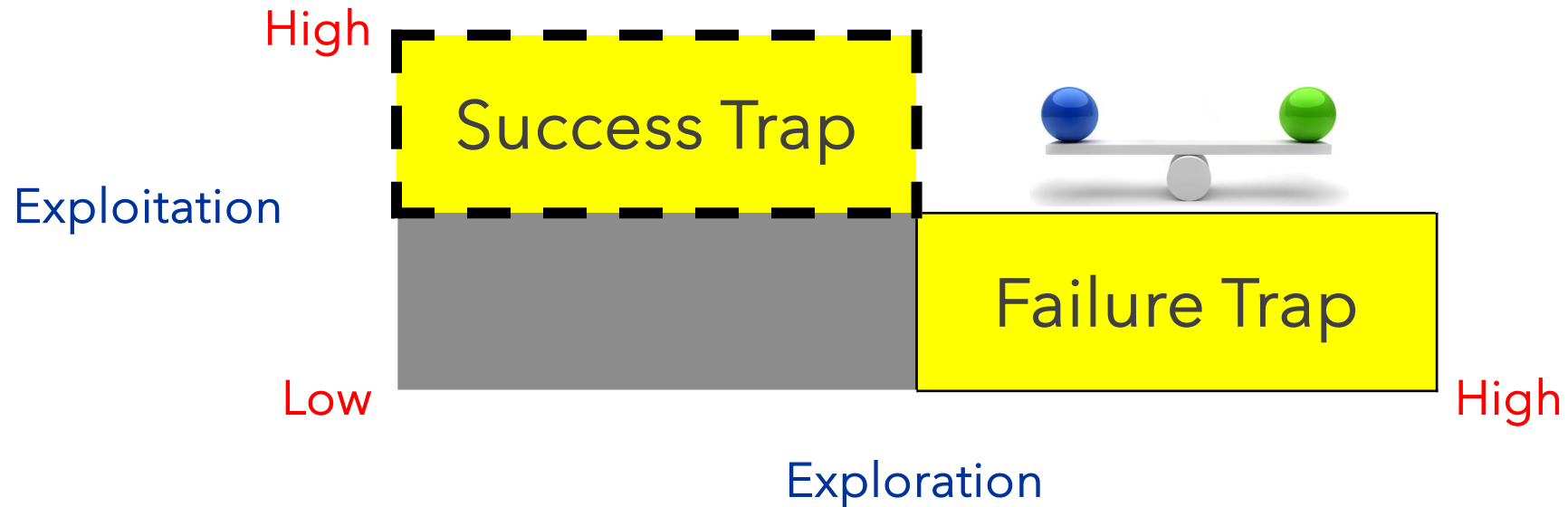
= Exploration

- Shift in organizational model
- Risk taking
- Discontinuous
- Long-term performance

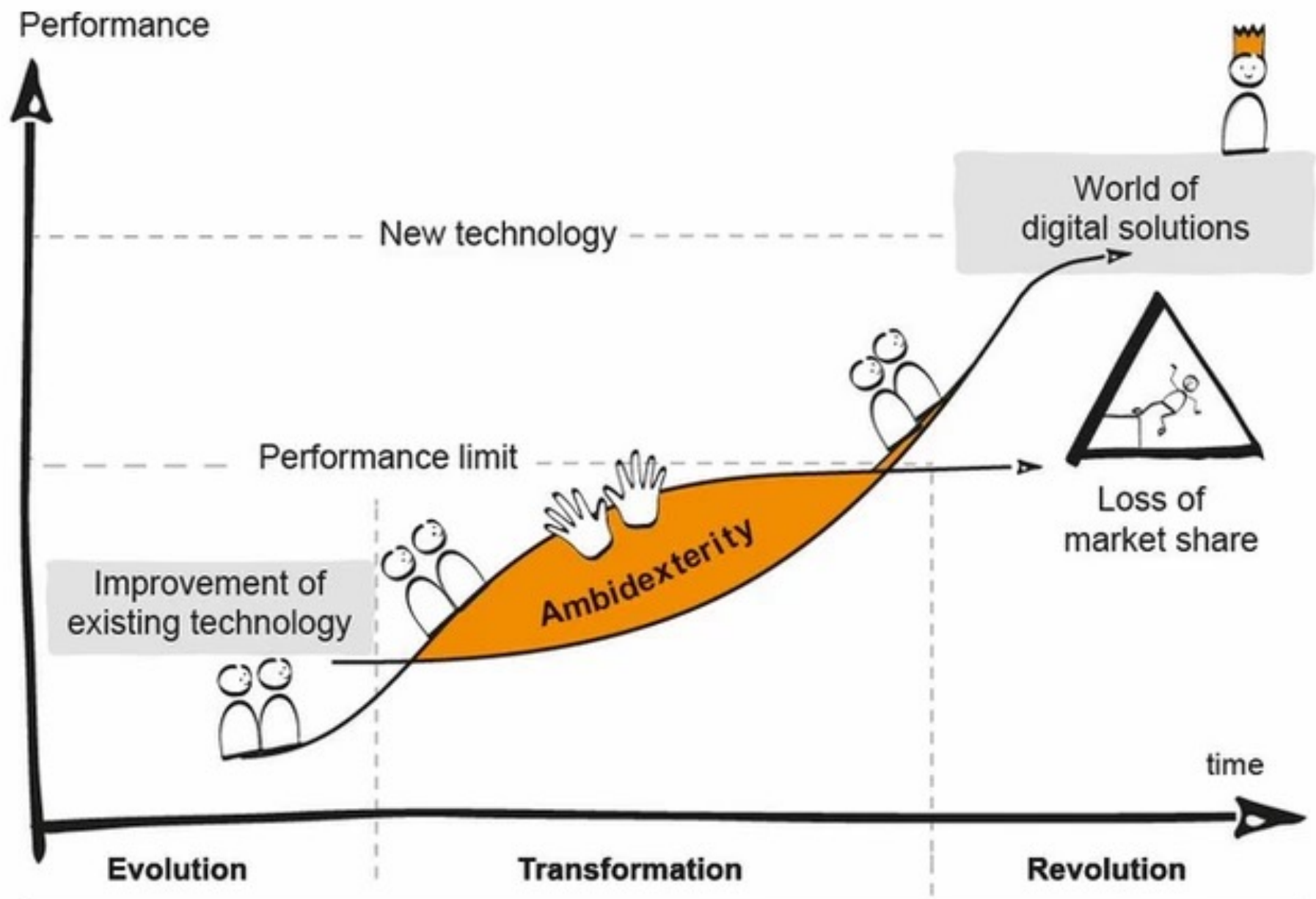
Q. Which is more important?

Q. Investing only in exploitation? Investing only in exploration?

# Exploitation vs. Exploration



- Too much exploitation leads to **success trap**, and too much exploration leads to **failure trap** (Levinthal & March, 1993).
- **Balancing is very difficult**. Most businesses struggle to find the balance.



Ambidextrous leadership as core competency for mastering digital transformation. (Source: Duwe, 2018, Springer Gabler)

# Types of Organizational Ambidexterity

## 1. Sequential/cyclical ambidexterity

Temporal sequence of exploration and exploitation (e.g., one follows the other)

## 2. Structural/spatial ambidexterity

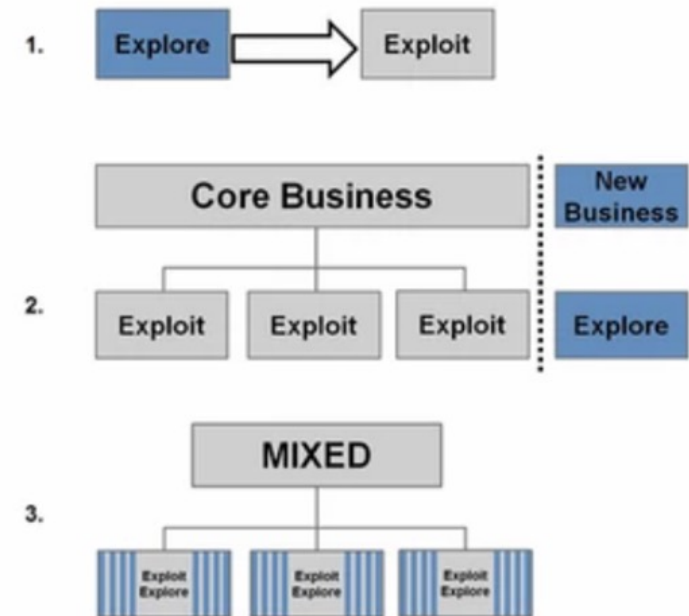
Local or organizational separation of exploration and exploitation (e.g., different business units)

## 3. Contextual/integrative ambidexterity

Contextual balancing of exploration and exploitation (e.g., simultaneous activities in one organizational unit)

## 4. Intellectual ambidexterity

Cross-over capability or talent of single persons



Startup > Berita

## BCA Menambah Dana Kelolaan Central Capital Ventura Senilai Rp400 Miliar

Mengklaim telah memberikan investasi ke 26 startup

Corry Anestia - 28 January 2022



## Perusahaan Modal Ventura, Mandiri Capital Indonesia

Berdirinya banyak perusahaan modal ventura tentu tidak membuat bisnis perbankan melemah. Beberapa industri perbankan mencoba berekspansi dengan membangun juga bisnis modal ventura, maupun memperkuat anak usaha yang bergerak di bidang modal ventura. Hal ini salah satunya dilakukan oleh bank BUMN yaitu Bank Mandiri Group yang mengembangkan perusahaan modal venturanya yaitu Mandiri Capital Indonesia (MCI).

Melihat *habit* masyarakat beberapa tahun terakhir yang mengandalkan produk dan layanan dari *startup fintech*, MCI mendukung rencana *new investment* dan *follow-on funding* di *startup fintech*. Hal ini juga menjadi langkah strategis Bank Mandiri untuk semakin dekat berkolaborasi dengan ekosistem digital dari *startup* dan *fintech* tersebut.

MCI memiliki produk dana ventura, yakni:

### 1. Mandiri Venture Fund (MVF)

Fokus utama dari program Dana Ventura adalah berinvestasi pada *technology companies* tahap awal di Asia Tenggara dengan target untuk bermitra dengan perusahaan digital yang memiliki pertumbuhan tinggi.

### 2. Indonesia Impact Fund (IIF)

Impact Fund swasta pertama di Indonesia yang berinvestasi ke perusahaan rintisan tahap awal yang mendukung implementasi dari Sustainable Development Goals di Indonesia.

### 3. Merah Putih Fund (MPF)

5 CVC BUMN mengelola dana ventura terbesar di Indonesia ini dalam usaha mendukung *soonicorn*s dan mempercepat pertumbuhan ekonomi digital Indonesia.

# Are we?

Locally  
Rooted,  
Globally  
Respected



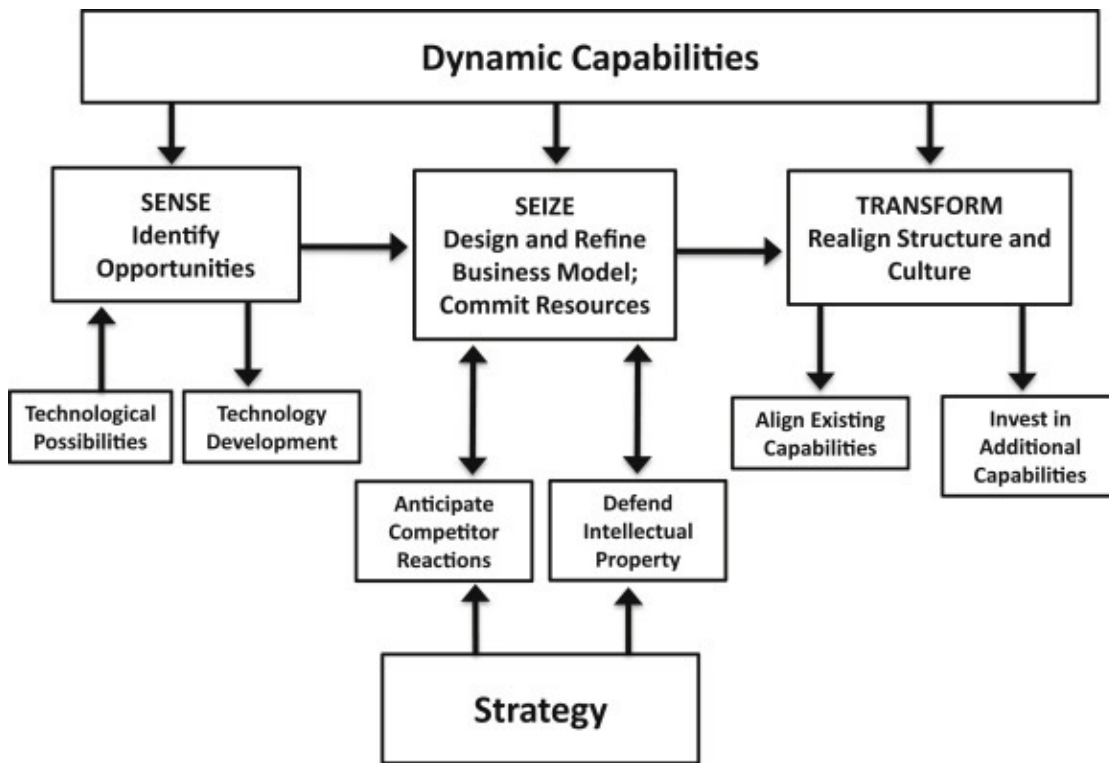
Mengakar  
Kuat,  
Menjulangi  
Tinggi



# Dynamic Capability

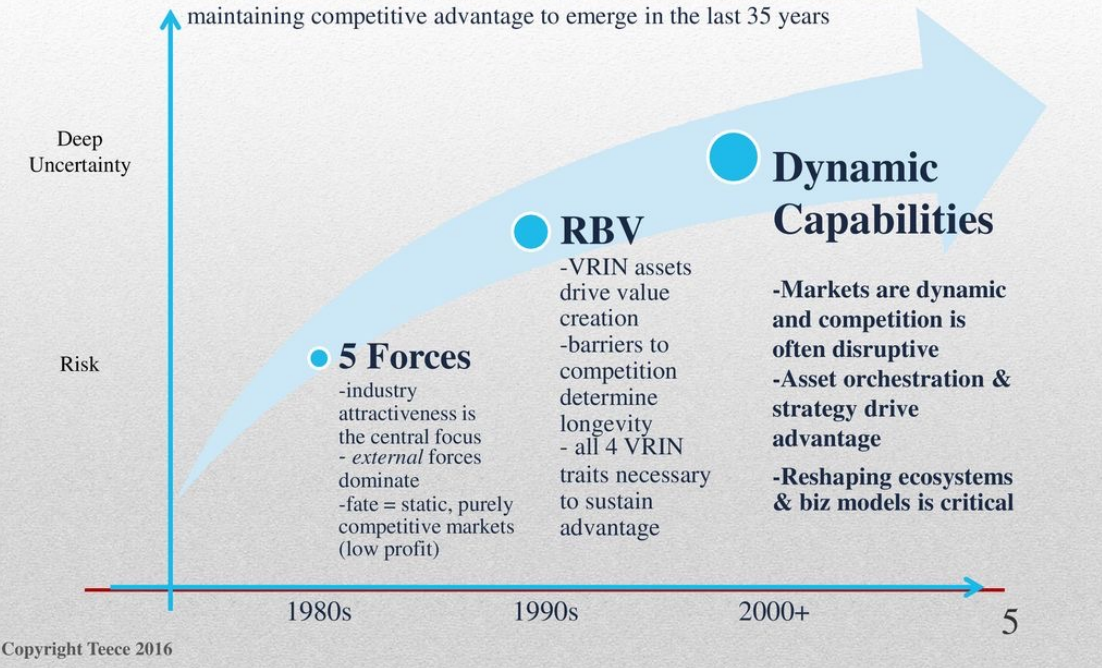
- “The firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (David J. Teece, Gary Pisano, and Amy Shuen, 1997)
  - Constantly reinventing the resource-base to maintain sustainable competitive advantage.
- Three types of dynamic capabilities are needed:
  - **Learning**: Employees need the capability to learn quickly. To do that, they need common codes of communication and coordinated search procedures.
  - **Building New Assets**: Firms need to quickly acquire, orchestrate and reconfigure externally sourced resources
  - **Transforming Existing Assets**: Reconfiguring current resources so that they can be used in the new environment





## The evolution of strategic management & “research based” thinking

The Dynamic Capability model is only the third substantive framework for maintaining competitive advantage to emerge in the last 35 years



**What if changes happen too often?**

**What if we have limited resources?**

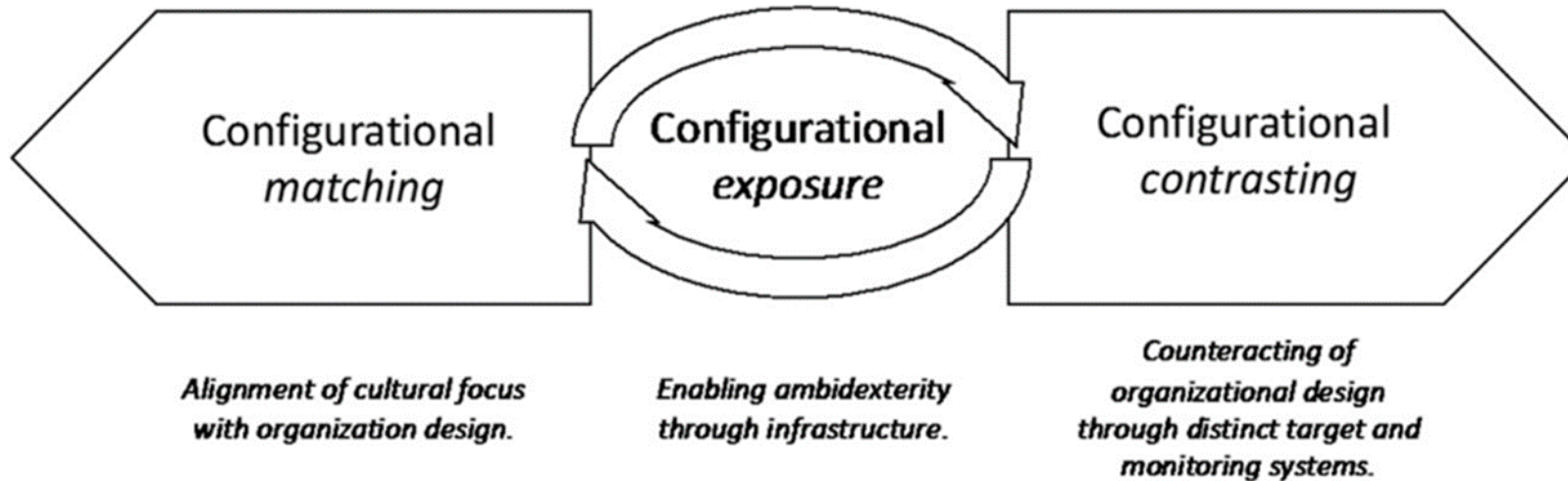
# Organizational Capacity

- **Information and evidence**
  - Supply of, and capacity to generate, information and evidence for issue analysis and for development and evaluation of policy options
- **Personnel management and workforce development**
  - Adequate supply of highly skilled policy personnel and appropriate skill mix in policy units; supported by personnel management and workforce development practices
- **Relationships with stakeholders**
  - Formal and informal relationship with internal and external stakeholders, including capacity for timely and comprehensive consultation
- **Intergovernmental and cross-portfolio co-ordination**
  - Co-ordination within and between departments and between different levels of government
- **Implementation links**
  - Closer links between policy development and implementation
- **Monitoring, evaluation and review**
  - Systematic processes for monitoring, evaluation and review which are institutionally integrated with policy development
- **Leadership and organizational culture**
  - Policy leadership (overall direction and policy frameworks); strategic management of the policy process; culture characterized by clarity of direction, innovation and preparedness to take risk, teamwork and trust

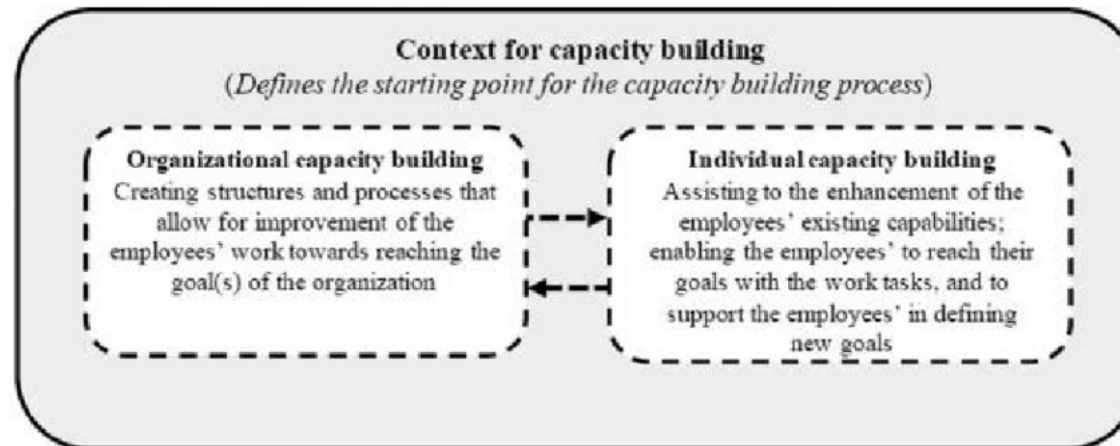
# Individual Competencies

- **Knowledge of context**
  - Including organizational, political and wider social context
- **Knowledge of different disciplines**
  - Including law, economics, accountancy, statistics, the social sciences, project management and information technology
- **Comparative and historical knowledge**
  - Knowledge of systems and developments in other countries and ability to learn from them (facts, general principles, judgement)
- **Analytic skills**
  - Ability to frame problems; appraise research evidence; evaluate policy options; predict likely consequences and evaluate risks
- **Practical skills of policy development and analysis**
  - Researching, drafting, consulting, evaluating, project management
- **Personal attributes**
  - Communication skills; creativity, intuition and judgement (inventiveness, insight, foresight)

# Retrofitting?



Adapted from Zimmermann et al. (2018)



# Retrofitting?

Duality	Dualities refer to <b>alternative decision-making pairs</b> (i.e., the poles of the duality) where both options are important but are to some degree in conflict with one another (Birkinshaw et al. 2016). The twofold nature of an object of study without separation (Gaim et al. 2018).
Paradox	"[C]ontradictory yet interrelated elements [...] that exist simultaneously and persist over time (Smith and Lewis 2011, p. 387). " <b>contradictory, mutually exclusive elements</b> that are present and operate at the same time" (Cameron 1986, p. 545).
Contradiction	"Simultaneous presence of <b>presumed opposites, incompatibilities, or irrationalities</b> that characterize the ambiguous, ever-changing, and complex features of organizational life" (Jones 2004; cf. Putnam et al. 2016, p. 70).
Tensions	" <b>Stress, anxiety, discomfort, or tightness</b> in making choices, responding to, and moving forward in organizational situations" (Putnam et al. 2016, p. 69). Tension can also generate creativity, innovation, and pleasure (e.g., Lê and Jarzabkowski 2015; Lewis 2000; Gaim and Wåhlin 2016).

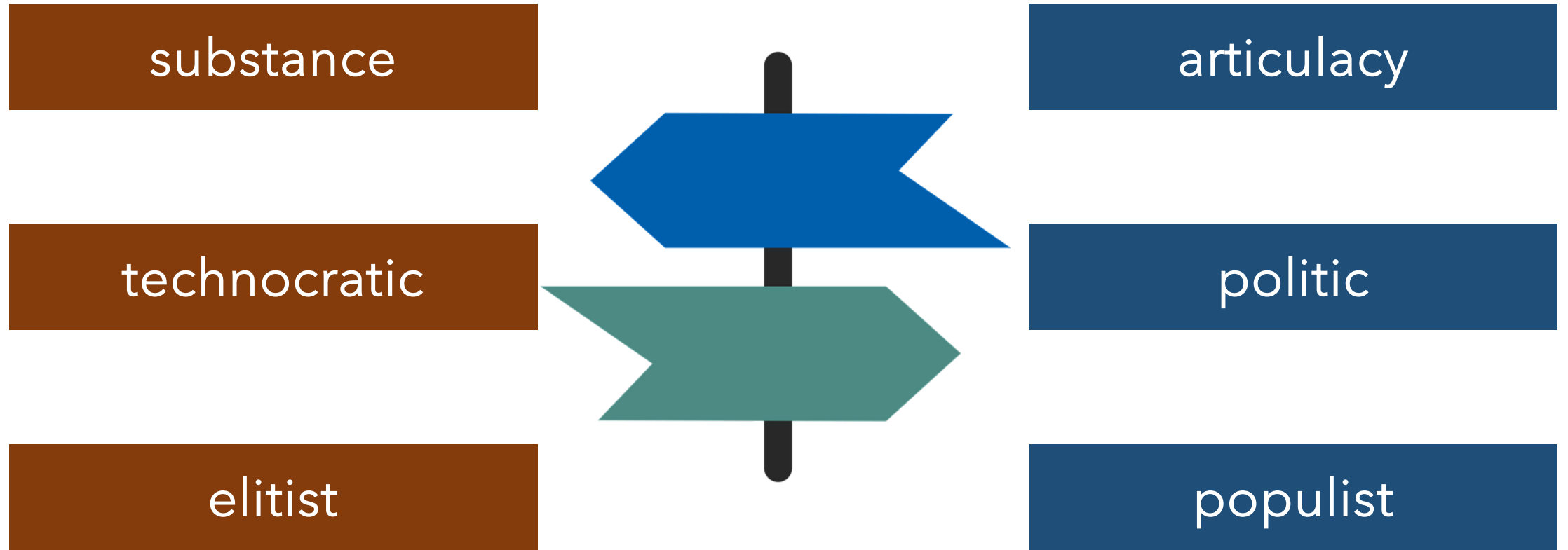
# Retrofitting?

<p>Duality</p>	<p>Duality refers to two elements that are both necessary for a well-functioning organization, and finding the right balance between them is key. Examples of duality in management theory include the tension between centralization and decentralization, or between stability and change. In each case, both elements are necessary for a well-functioning organization, and finding the right balance between them is key. Poles (i.e., the poles of the duality) are in some degree in conflict with one another, but the presence of one pole is necessary for the existence of an object of study without the other.</p>
<p>Paradox</p>	<p>“[C]ontradictory yet interrelated elements [...] that exist together and often over time (Smith and Lewis 2011, p. 387).”</p>
<p>Contradiction</p>	<p>Unlike duality, paradox cannot be resolved through compromise or finding a middle ground. Instead, it requires a deeper understanding and acceptance of the contradictions at play. Examples of paradox in management theory include the tension between short-term and long-term goals, or between innovation and stability. In each case, both elements are necessary for success, but resolving the paradox requires a more nuanced and complex approach.</p>
<p>Tensions</p>	<p>Organizational tension can also arise from the competing demands of different stakeholder groups, such as shareholders, employees, customers, and the community. For example, the tension between innovation and efficiency. On one hand, organizations need to continuously innovate and adapt to remain competitive in the market. On the other hand, they also need to maintain operational efficiency and control costs. Another example of a contradiction is the tension between autonomy and control. Employees need autonomy to be creative, innovative, and engaged in their work. However, managers also need to maintain control over the organization and ensure that employees are following established policies and procedures. Moving forward in organizational situations (Pfeffer and Sutton 2000; Lewis 2000; Gaim and Wåhlin 2016).</p>

# Retrofitting?

Duality	<p>Examples of duality in management theory include the tension between centralization and decentralization, or between stability and change. In each case, both elements are necessary for a well-functioning organization, and finding the right balance between them is key.</p> <p>... (i.e., the poles of the duality) ... the degree in conflict with one ... of an object of study without</p>
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# Continuous Tensions





# Truth vs. Power Dynamics

Academics/  
Researchers

Professionals

Administrators

Politicians

Academic  
consent as a  
source of  
authority

Popular  
consent as a  
source of  
authority

◆ TRUTH

POWER ◆

Legitimate  
claims for  
institutional  
autonomy

Illegitimate  
claims for  
institutional  
autonomy



Let data drive decisions, not the Highest Paid Person's Opinion.

#HowGoogleWorks

HowGoogleWorks.net

HiPPO is an acronym for the "highest paid person's opinion" or the "highest paid person in the office." The acronym is used to describe the tendency for lower-paid employees to defer to higher-paid employees when a decision has to be made.

The term can also be used to describe an organization's reliance on human instinct rather than data in the decision-making process.



## Data-Driven Decision Making: Beware Of The HIPPO Effect!

**Bernard Marr** Contributor ⓘ

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Oct 26, 2017, 12:28am EDT

# **Transformation Challenge**

**(Case in Indonesia)**

Do we have a digital culture and mindset?

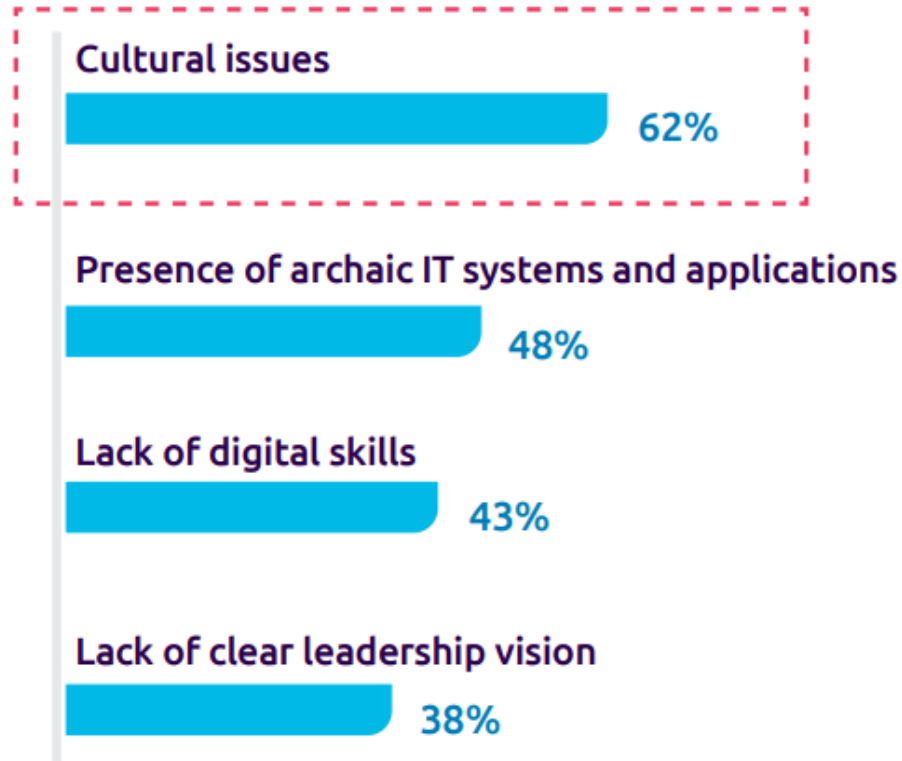
Can we get out of the “resource curse”?

Can regulators keep up with technological changes?

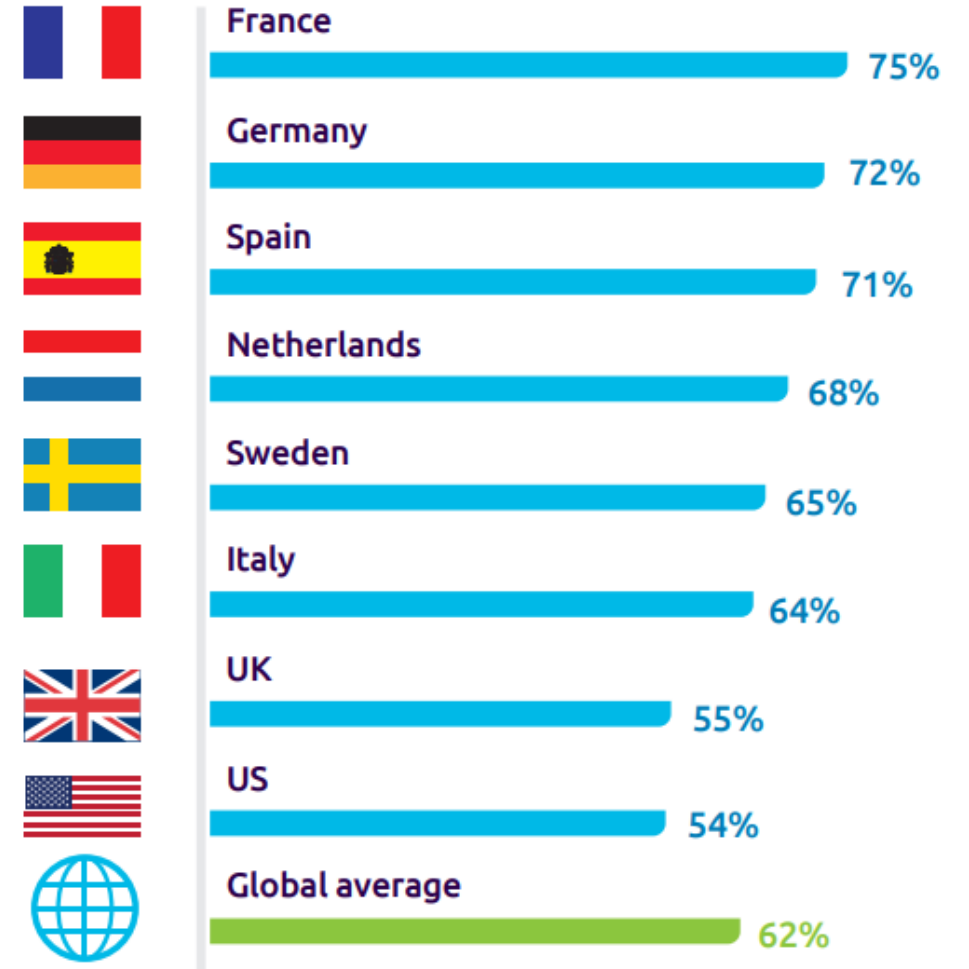
# Challenge #1

- Do we have a digital culture and mindset?
  - Digital culture is more than just working with digital devices. It goes beyond digital tools into skills, environments, and artefacts that evolve to provide relevant information and facilitate routines.
  - Some relevant characteristics:
    - An environment with high performing, responsible and independent individuals
    - Excellent and positively integrated team
    - High level of discipline and ability to move quickly
    - A strong digital strategy is supported by a high execution capacity
    - Digital talent and capabilities
    - Long term focus
    - Passion for risk

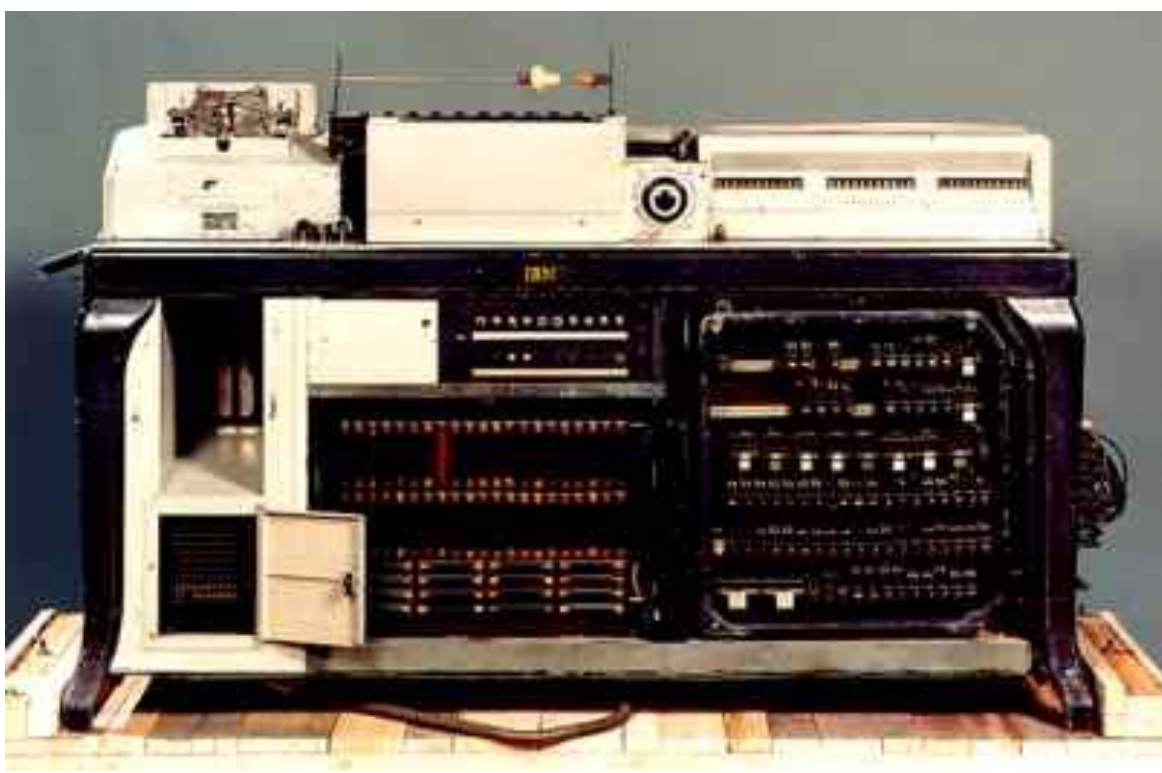
## Hurdles to digital transformation (Percentage indicates responses ranking the issue in top two)



## Respondents who reported culture among the top two hurdles (Breakdown by geography)



Culture is the biggest challenge in digital transformation.



Dehomag or Deutsche Hollerith Maschinen is a card punching machine manufactured by a subsidiary of IBM in Germany. At that time, Hitler employed at least 500 statisticians in Krakow to arrange the scheduling of trains that brought prisoners from various countries in Europe to Poland. They also use the machine to carry out national censuses, calculate military logistics, and so on. They even calculated the death rate per square kilometer as a result of starvation and a number of other mysterious facts. Therefore, IBM was accused of contributing to the genocide committed by the Nazis.

Because it has a dark history regarding data, it's no wonder that Germany is a progressive country when it comes to data. Data Protection Act has been stamped since 1970. Germany has data protection authorities in 16 states (Länder). In addition, the Federal Commissioner for Data Protection and Freedom of Information (Bundesbeauftragte für Datenschutz und Informationsfreiheit or BfDI) was co-founded with the Data Protection Conference (Datenschutzkonferenz or DSK), which comprises public and private sector authorities.

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HOLLERITH TABULATING CARD

Date—April 27, 1927  
 Quarter—Third  
 Type—40 Invoice  
 Reference—Invoice No. 13624

Requisition No. 20792 (Open)  
 Sub-Acct.—None  
 Fund—01 Support Fund  
 Budget—276 Bacteriology Supplies

Department—2302 Medical School—Bacteriology  
 Classification—2502 Chemicals  
 Amount—Debit \$17.45



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# IBM AND THE HOLOCAUST



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**Edwin Black** is the award-winning, New York Times bestselling and international investigative author of 80 editions in 14 languages in 61 countries, as well as scores of newspaper and magazine articles in the leading publications of the United States, Europe, and Israel. With more than a million books in print, his work focuses on genocide and hate, corporate criminality and corruption, governmental misconduct, academic fraud, philanthropy abuse, oil addiction, alternative energy, and historical investigation. Editors have submitted Black's work ten times for Pulitzer Prize nomination, and in recent years, he has been the recipient of a series of top editorial awards. *IBM and the Holocaust* won two top honors from the American Society of Journalists and Authors: Best Non-Fiction Book of the Year and Best Investigation of the Year.

HISTORY-HOLOCAUST



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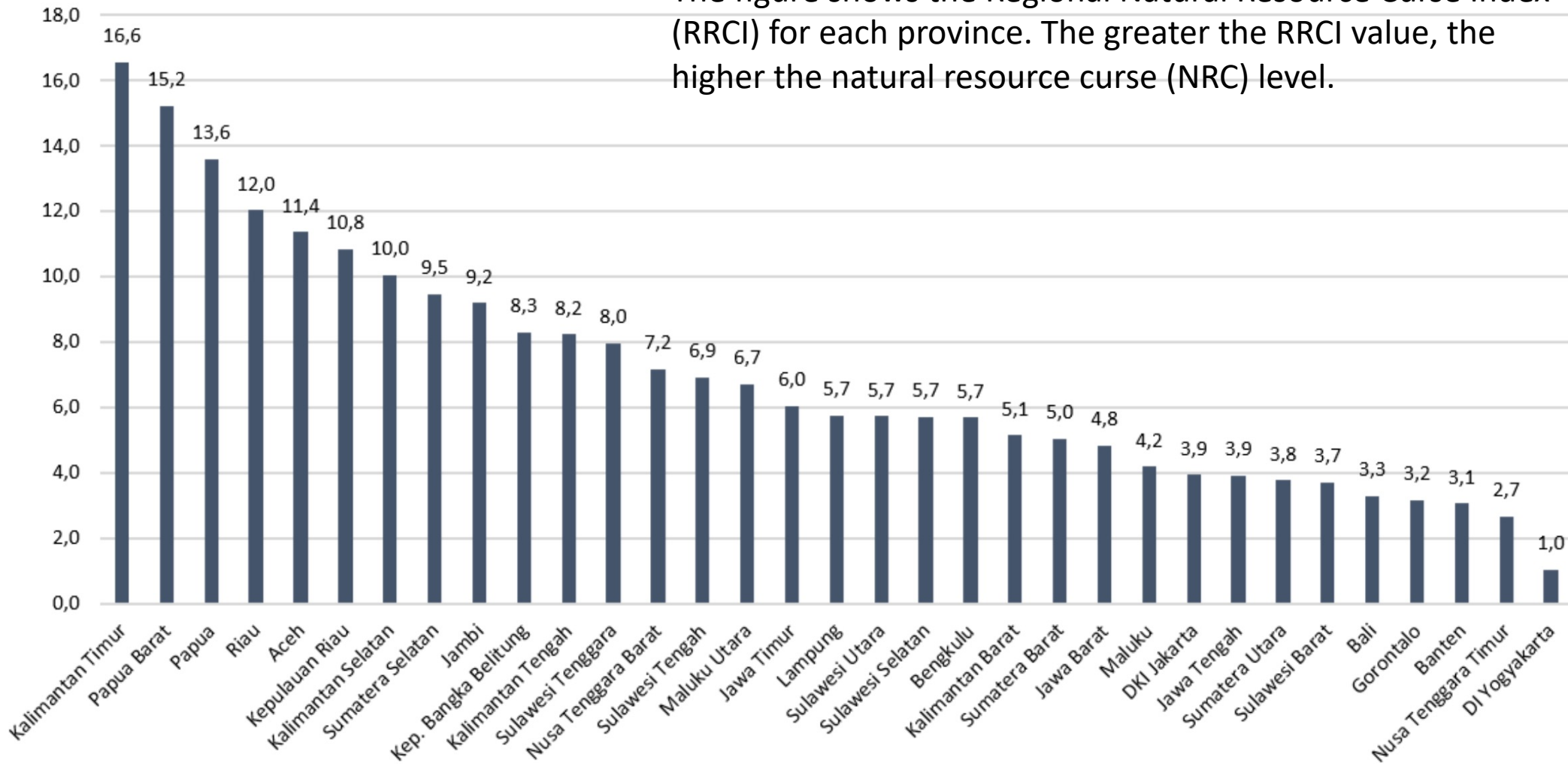
# Challenge #1

- Why is promoting digital culture so important?
  - Breaking down hierarchies and speeding things up – it is important to let members make their own judgments and breaking down hierarchies empowers people to make decisions more quickly.
  - Drive innovation – digital culture allows organizations to develop a workplace that motivates members to try new things while enhancing organizational learning.
  - Attracting new age talent and retaining the current workforce – Millennials and GenZ no longer want to work in a conservative environment. They want to be part of a digital culture that enables a collaborative and autonomous workplace. It also increases employee engagement, enabling them to voice their opinions and create impact.

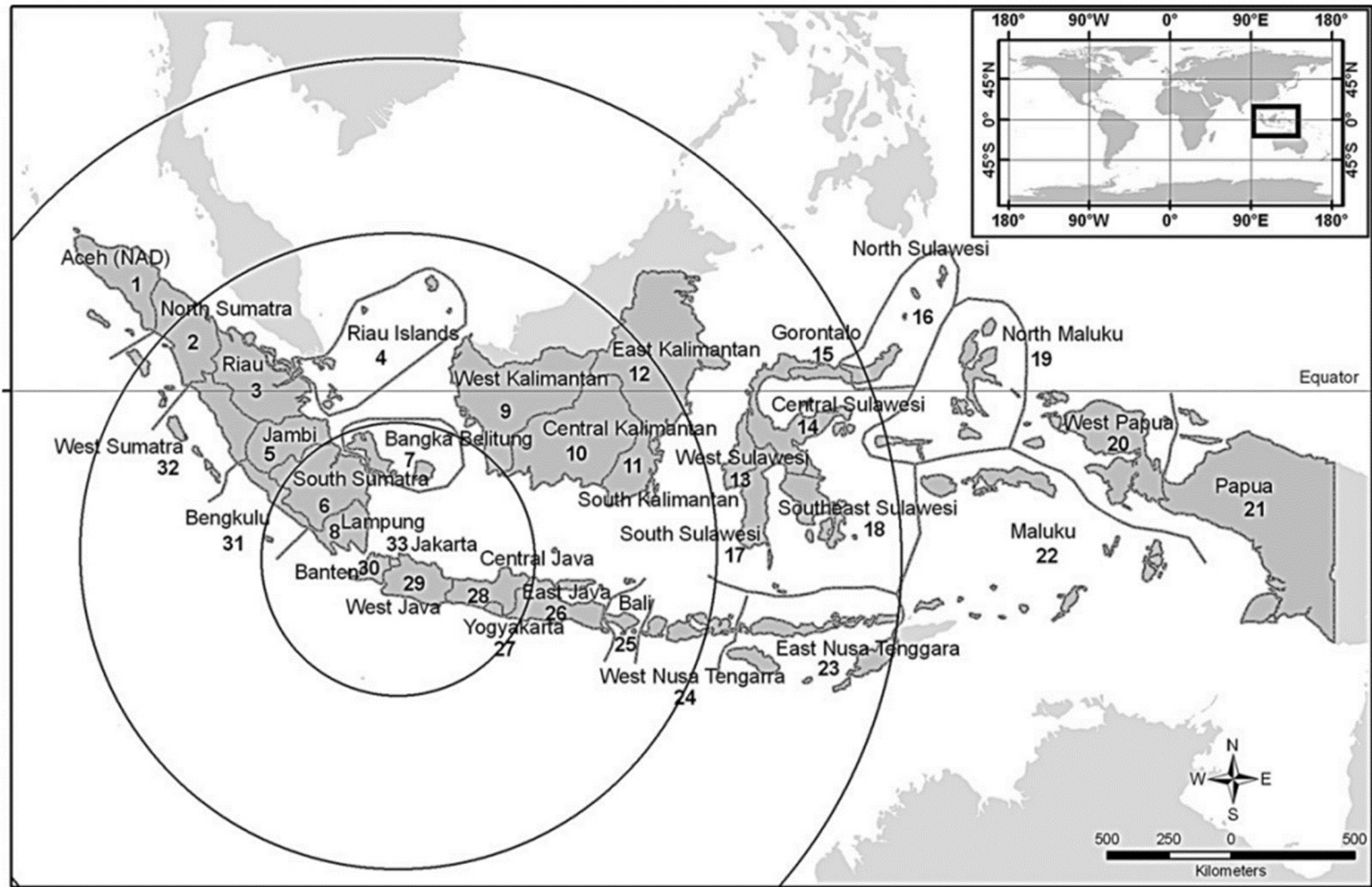
# Challenge #2

- Can we get out of the “resource curse”?
  - Grab & Greed: Decreased level of competition in other economic sectors, volatility of natural resource income due to changes in global commodity markets (such as palm oil and coal), mismanagement of natural resources, or weak, ineffective, unstable institutions, or corrupt, and so on.
  - Natural resources usually create conflicts between communities (Collier, 2007) as different groups and factions fight over their share. The ambitions of the people and the government can conflict with each other.
  - Countries that depend on the export of natural resources tend to ignore education because they think it is not needed in the near future.
  - The relationship between the abundance of natural resources and slow economic growth has been proven empirically (Sachs & Warner, 1995). Financial flows from foreign aid can have a similar impact.
  - Leonard Wantchekon in his research – Why Do Resource Dependent Countries Have Authoritarian Governments? –stated that a 1 (one) percent increase in dependence on natural resources can increase the probability of an authoritarian government by almost 8 (eight) percent.

The figure shows the Regional Natural Resource Curse Index (RRCI) for each province. The greater the RRCI value, the higher the natural resource curse (NRC) level.



Source: Rahma et al. (2019)



Provinces are numbered from 1 to 32. Radial distances are at intervals of 650 km from Jakarta.



ECONOMY

# Looking at Indonesia's Nickel Downstream Efforts The Perspective of Resource Curse



Published 1 month ago on April 2, 2023  
By I Gusti Ngurah Krisna Dana



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### Resource curse

By Mansoor Ahmad | February 19, 2023

LAHORE: Despite abundant resources, Pakistan is plagued with resource curse that is so common in countries where planners know the solution but lack courage to implement it due to self-interest or absence of political will.

Resource curse is a curious phenomenon that impacts countries with rich natural resources that perform worse than countries that lack or have few natural resources.

There are countries with abundant natural resources that perform better than others, while some throw the resources down the drain. Planners must probe as to why the spell of the resource curse afflicts Pakistan.

There are several examples where two countries with similar resources have performed in contrasting ways.

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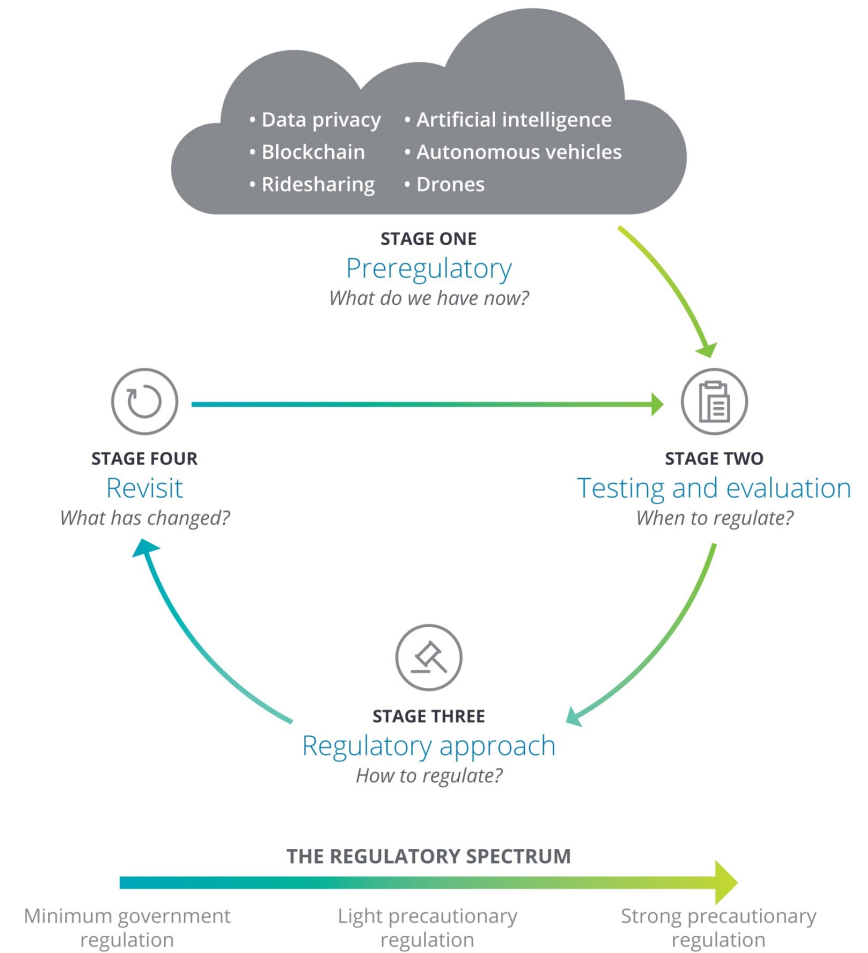
The Weeknd breaks silence on 'The Idol' reshoots

# Challenge #3

- Can regulators keep up with technological changes?
  - Technology can bring a myriad of benefits, but it also carries harmful risks and facilitates crime, such as terrorist activity, drug trafficking, smuggling, or cyber attacks.
  - If the speed of technological innovation is a headache, then the speed at which laws and regulations move can seem like moving mountains.
  - Fragmented regulations can limit access and stifle innovation. At the same time, the government is under extreme pressure from market leaders looking to level the playing field.
  - The tension between innovation and regulation will become more pronounced.

# Challenge #3

- Principles to guide the future of regulation:
  - Adaptive regulation.** Shift from “regulate and forget” to a responsive and iterative approach.
  - Regulatory sandbox.** Prototype and test new approaches by building sandboxes and accelerators.
  - Result-based regulation** (outcome-based regulation). Focus on results and performance rather than form.
  - Risk-weighted regulation.** Move from one size fits all regulation to a data-driven and segmented approach.
  - Collaborative regulation.** Align regulations nationally and internationally by involving more players across the ecosystem.





**Who should leads fundamental changes in organizations?**



# Transformational Leadership

- **Transactional leadership** vs. **Transformational leadership**
  - **Transactional:** Leader helps employees improve their performance toward current objectives
  - **Transformational:** Leader identifies needed change, create a vision to guide the change through inspiration, and execute the change
- **Characteristics of transformational leadership:**
  - Early Awareness of Environmental Change: e.g., Jack Welch
  - Create and communicate **vision**: direction of change
  - Commitment Building: To the Vision
    - Transformational Leadership: Leading by visions
    - Transactional Leadership: Leading by reward and punishment
  - Intellectual Stimulation and Empowerment: Encouraging organizational members' initiative. Not blindly following the leader.

## Proof That Transformational Leadership Can Become The New Normal



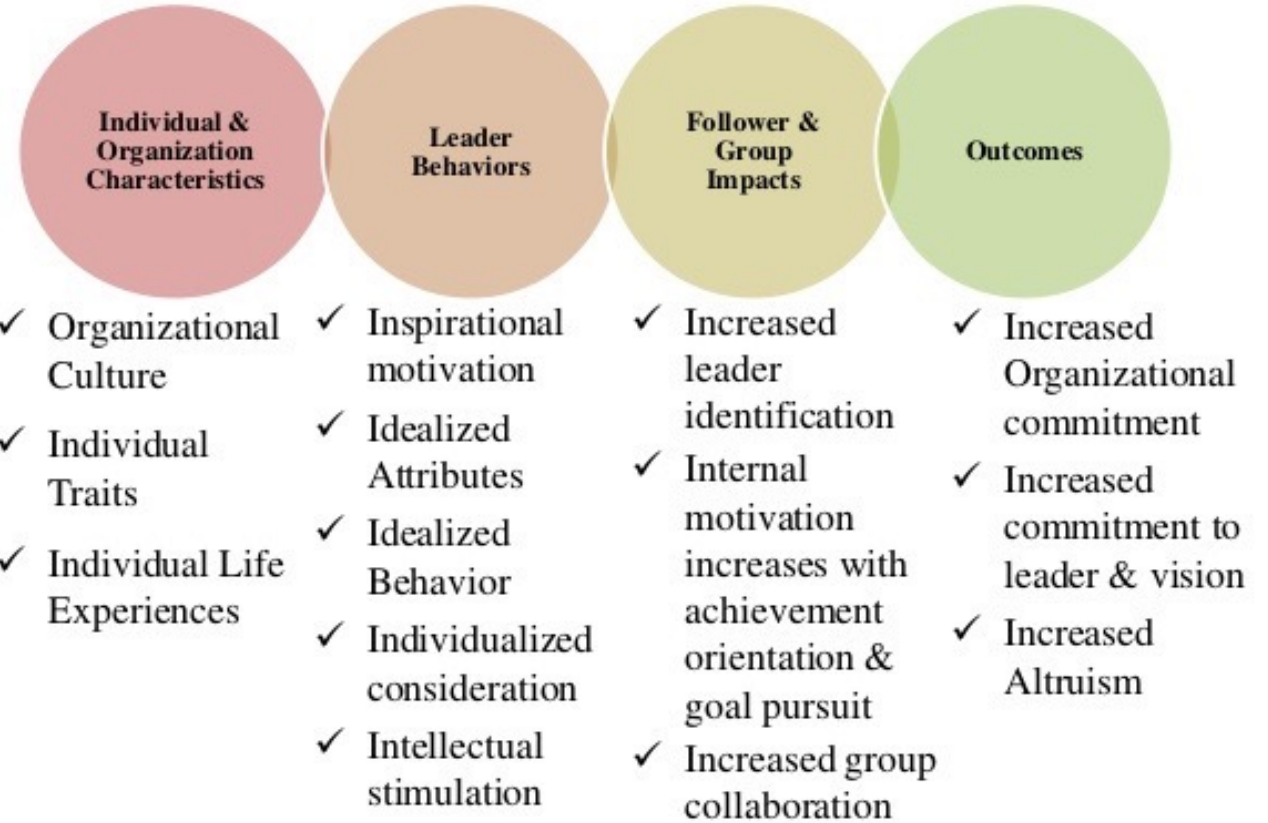
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## Transformational Leadership



# Transformational Leadership

- Transformational leadership can be an effective approach for guiding an organization through dynamic changes and uncertainty. It emphasizes inspiring and motivating employees to work towards a shared vision, empowering them to take ownership of their work, and fostering a culture of innovation and creativity.
- By providing a clear vision of where the organization is headed and how each employee can contribute to that vision, transformational leaders can help employees see the bigger picture and feel more invested in their work. This can lead to increased engagement, higher levels of creativity and problem-solving, and a stronger sense of commitment to the organization's goals.
- In times of uncertainty or change, transformational leaders can help to create a sense of stability and direction by providing regular communication and feedback, being transparent about challenges and setbacks, and remaining adaptable and open to new ideas.
- By fostering a culture of trust and collaboration, transformational leaders can also encourage employees to work together to find solutions and overcome obstacles, further strengthening the organization's ability to navigate change and uncertainty.

# **Ambidextrous Innovation Challenge (Group Assignment)**

- Each student teams must develop innovative solutions to real-world operational and technological challenges faced by organizations.
- Each team must balance exploration (e.g., introducing new technologies, processes, or business models) and exploitation (e.g., leveraging existing resources and capabilities) in their proposed solutions.
- Teams should present their ideas in a “pitch competition” format, where they showcase the feasibility, viability, and desirability of their solutions.

# **Thank you**

I hope you enjoyed the course