

STRATEGIC LEADERSHIP AND THE NARROW MIND:

WHAT WE DON'T DO WELL AND WHY

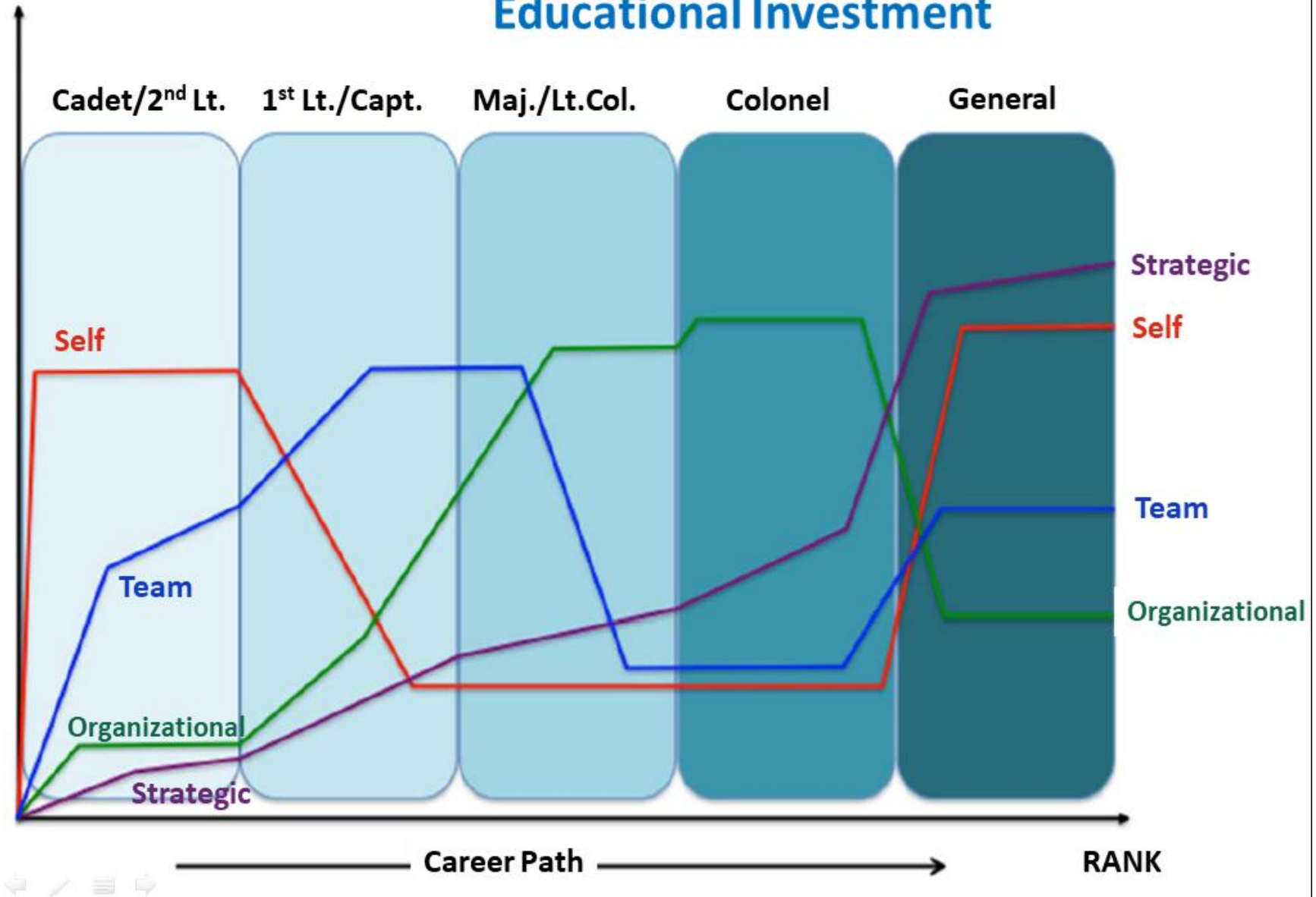
F. Giancotti, AU-24 2001

Soft Skills...?

HARD INTANGIBLES!

Educational
Investment

Leadership Dimensions VS Educational Investment



WHAT IS «STRATEGIC»?

- **pertains to the general direction of the war**
- **of decisive importance for the success of operations and for conflict resolution**
- **of relevant importance for the implementation of a plan and for the achievement of a goal**

WHAT IS «STRATEGIC»?

- high value at stake
- Long term
- ample domain
- the concept is relative to the reference environment

STRATEGY

Ends – Ways - Means
(based upon a teleological principle)

STRATEGY

Ends – Ways - Means

beyond ends, ways, and means: we need a better strategic framework to win in an era of great power competition

<https://mwi.westpoint.edu/beyond-ends-ways-and-means-we-need-a-better-strategic-framework-to-win-in-an-era-of-great-power-competition/>

DEFINING STRATEGY

- Strategy has been defined as *‘the employment of the battle as the means towards attainment of the object of the War’* (Clausewitz in Rapaport, 1968, p. 241; italics in the original).
- Napoleon defined strategy as ‘the art of making use of time and space’ (in Jablonsky, 1993, p. 11).
- ‘Strategy . . . is the art of distributing and applying military means to fulfil ends of policy’ (Liddell-Hart in Freedman, 1981, p. xvii).
- ‘Strategy is the pattern of objectives, purposes or goals and major policies and plans for achieving these goals, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be’ (Hofer and Schendel, 1978, p. 16).
- ‘Let’s start by assuming that strategy actually embraces all the critical activities of the firm. Let’s also hypothesize that strategy provides a sense of unity, direction and purpose, as well as facilitating the necessary changes induced by a firm’s environment’ (Hax in de Wit and Meyer, 1994, p. 9).
- ‘Strategy is the creation of a unique and valuable position, involving a different set of activities. If there were only one ideal position, there would be no need for strategy’ (Porter, 1996, p. 68).

STRATEGIES? FOR EXAMPLE...

- promote cohesion in small groups
 - push transfer of key small group dynamics to larger groups
- (Mission and Vision, Strategic Communication, Documents, etc.)
- lead at the strategic level... :)
ethics-centered leadership

STRATEGIC THINKING IS...

- Core of Strategic Leadership
- Decisive for attainment of goals
- Low density-high demand,
in our complex world
- Necessary for strategy making

STRATEGIC THINKING IS...?

Critical Thinking x
System Thinking x
Creativity
...x Augmented Thinking

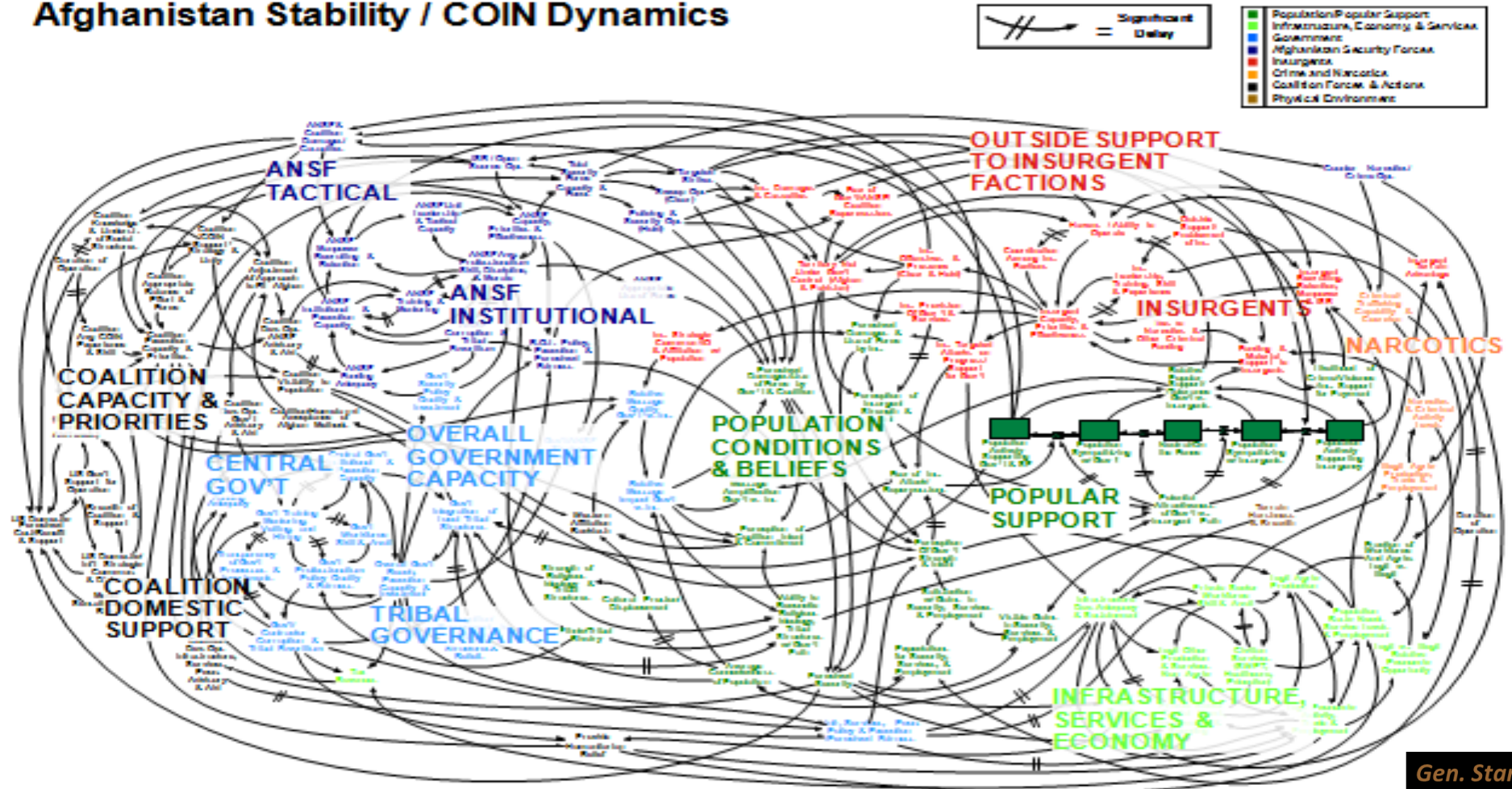
CRITICAL THINKING

- Reflective judgment, evaluation of evidence, awareness of cognitive bias, and the capacity to revise beliefs
- From Socratic Method (systematic interrogation of assumptions), Plato's critical scrutiny, Bacon's "idol's of the mind" (biases!), Descartes methodological doubt, to Dewey's reflective thinking and more...

to GG 1 strategic thinking!

SYSTEM THINKING

Afghanistan Stability / COIN Dynamics



Gen. Stanley McCristal

CREATIVE THINKING

Creativity
is connecting existing elements in
new ways, so that they are useful.
Henry Poincaré

Strategy
the ways to use means to achieve
our ends

Strategic Thinking is...

**...visioning the right ends
for the enterprise**

**...finding or creating
effective means**

**... planning the ways to
achieve our ends**

System...Creativity!

Group again...

Group creativity:

Powerful multiplier

Leadership, Creativity and Rules



LEADERSHIP, CREATIVITY AND RULES



AUGMENTED THINKING

...Stratex 26!

...e the 3 D !

DOMINANCE

OF THE DIGITAL

DIMENSION

RIVOLUZIONE INFORMAZIONE!



NATO's Emerging Disruptive Technologies

Artificial intelligence (AI)

Autonomous systems

Quantum technologies

Biotechnology and human enhancement technologies

Space

Hypersonic systems

Novel materials and manufacturing

Energy and propulsion

Next-generation communications networks

**Emerging capabilities and potential
generated by technologies
advancing at an extremely rapid pace**

**are an indispensable resource
for high-performing organizations.**

**Their governance
is a fundamental strategic challenge.**

WE WILL...

See why strategic thinking is
such an elusive skill

Offer some concepts and
methodologies to apply it

STRATEGY AND ...

...the Narrow Mind?

Remember where we come from!

Where do we come from?

Early man lived in a simple world:

- limited time horizon
- small group life (20-30 individuals)
- simple economy: gathering, hunting and elementary tool making
- physically active, challenging, hard and short life

Our mind still ...

- breaks complex problems in simple parts, to be handled in limited short term memory (analysis);
- can deal with a limited number of variables;
- struggles to envisage indirect consequences;
- shows overwhelming trend to see things from one's own point of view;
- is heavily influenced, sometimes totally overridden by our emotions.

Thinking, Fast and Slow

Kahnemann, 2012

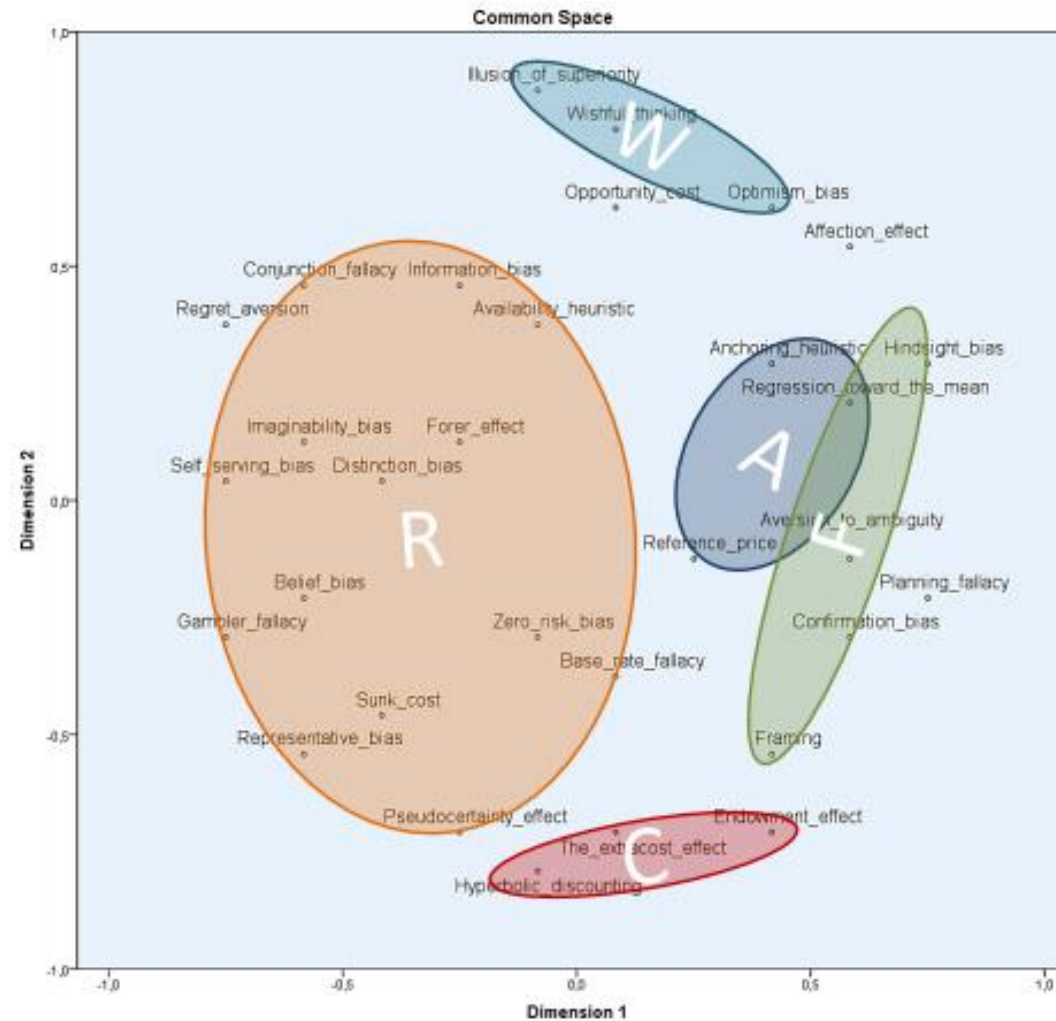
Sistem 1 and Sistem 2

(reptiles, mammals, humans...)

**Our comforting conviction that the
world makes sense rests on a secure
foundation: our almost unlimited
ability to ignore our ignorance**
Daniel Kahnemann

Biases

(taxonomy of bias and heuristics - ceschi et al., 2012)



5 CATEGORIES OF TBH (taxonomy of bias and heuristics - ceschi et al., 2012)

**Representativeness biases (R):
neglect of probability in favour
of easier options**

**Wish biases (W):
influence of one's wish on
decision**

**Cost biases (C):
distorsion of value of costs and
losses**

**Framing biases (F):
influence of contest on decision**

OTHER BIASES

OVERCONFIDENCE BIAS:
too much trust in one's own
choices and opinion

CONFIRMATION BIAS:
overvalue elements that confirm
our opinion

FEED-BACK BIAS:
lack of decision-making
improvement due to no feed-back

ENDOWMENT EFFECT:
assigning higher value to what we
have

OTHER BIASES

LOSS AVERSION:

considering more relevant a loss than a gain of same amount

SUNK- COST BIAS:

continuing an activity at loss because of non-retrievable investment

PREMATURE CLOSURE:

failing to investigate the deep reasons of events, accepting superficial explanations

HINDSIGHT BIAS:

state opinions «ex-post», with full information available

So...

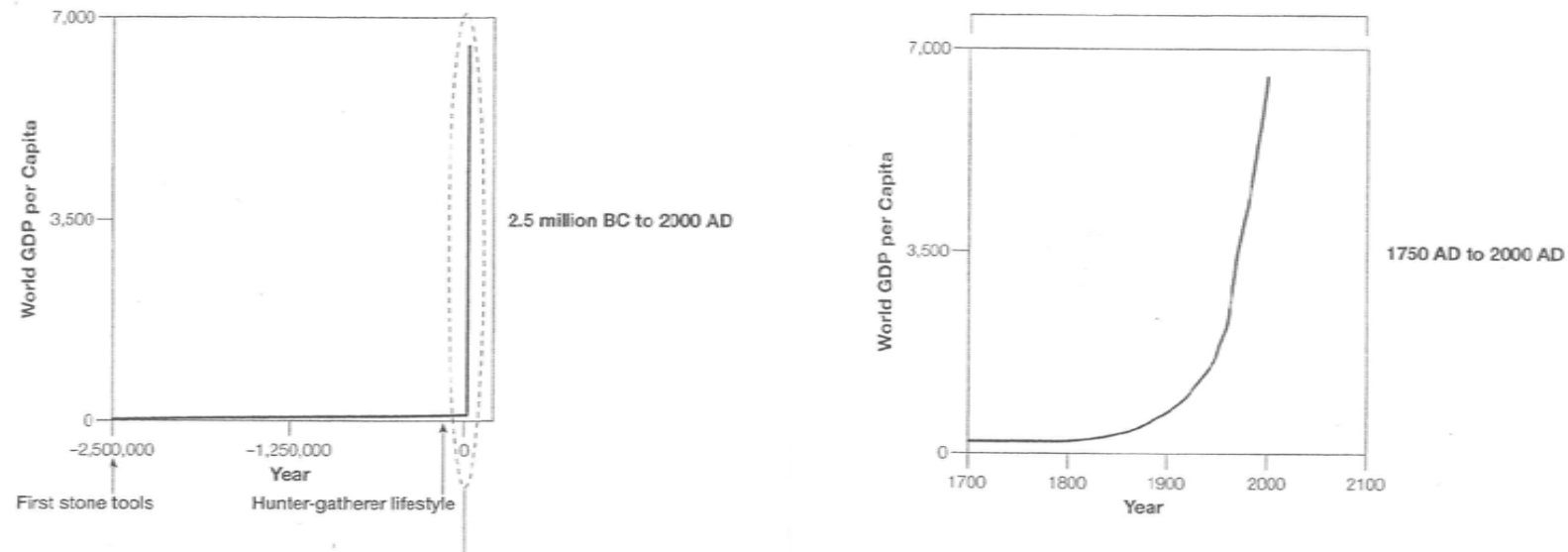
*evolution has not tailored
our brain to highly
complex systems!*

If we have not changed...

Everything else is!

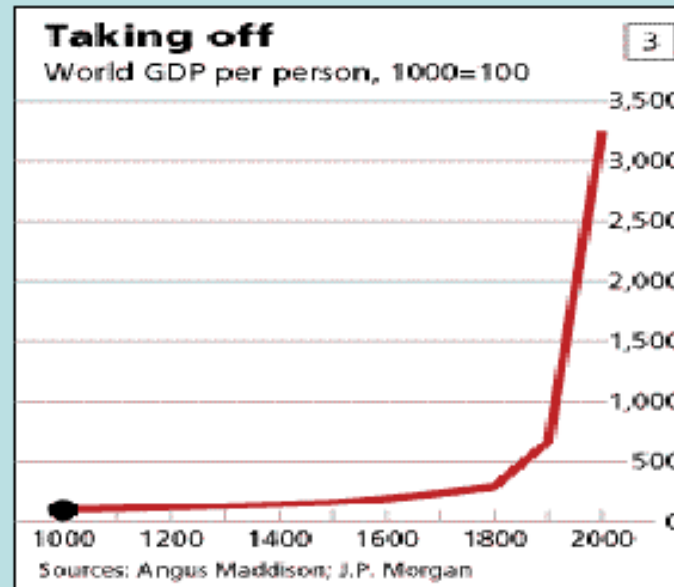
*We live in a very complex
world...*

If we have not changed... Everything else is!



Source: Estimates for 1 million BC to 2000 AD from J. Bradford DeLong, University of California, Berkeley. Estimates for 2.5 million BC to 1 million BC are an extrapolation. GDP per capita is measured in 1990 international dollars.

If we have not changed... Everything else is!



Looking at the big picture: World GDP per person, 1000 - 2000 A.D.
Why is the slope changing around 1800, and then around 1900?

Industrial Revolution & Culture

Astonishment with our own success

**Push to get more and to cope with
complexity produced: specialization**

**Fragmentation of perspectives, loss of
Big Picture**

**Unintended consequences: huge
problems**

If we have not changed...

...sure we live in a Volatile,
Uncertain, Rapidly Changing
World (VUCAR)

...with diminishing resources

How do we cope?

WE MUST DEVELOP...

high performance organizations

**Starting from where
responsibility thereof lies:**

... the Leadership!

Most powerful influencer of influencers

To start with...

We must broaden our mind...!

BROADENING MINDS

Culture, as a complex network of agents

... transdisciplinarity

**Ethics: sustainable equilibrium of
interests toward a common purpose**

TRANSDISCIPLINARITY

**Global Governance – Group Interaction and
Leadership Course, Department of Economics,
University of Rome Tor Vergata**

**It weaves together concepts and tools (cited)
drawn from:**

**Paleoanthropology; Human Ethology; Psychology;
Sociology; Leadership & Management Studies;
Neuroscience; Behavioral Economics; Game
Theory; Cybernetics; Statistics; Systems,
Complexity and Chaos Theories; Digital
Transformation and Artificial Intelligence; History;
etc.**

...Walking the Talk

BROADENING TRENDS...

“Know thyself”, i.e. awareness of:

- human mind (human sciences can be leadership enabler)
- role of biological and cultural heritage in our huge organizations (small group dynamics, ethics, thinking abilities)

LEADERSHIP OF YOURSELF

The hardest one:

Self-awareness
Self-management
Self-direction

Artificial Intelligence:

- Quantity and quality of data
(immeasurable content)
 - Algorithms

Anthropomorphising Machines and Computerising Minds: The Crosswiring of Languages between Artificial Intelligence and Brain & Cognitive Sciences

[Open access](#)

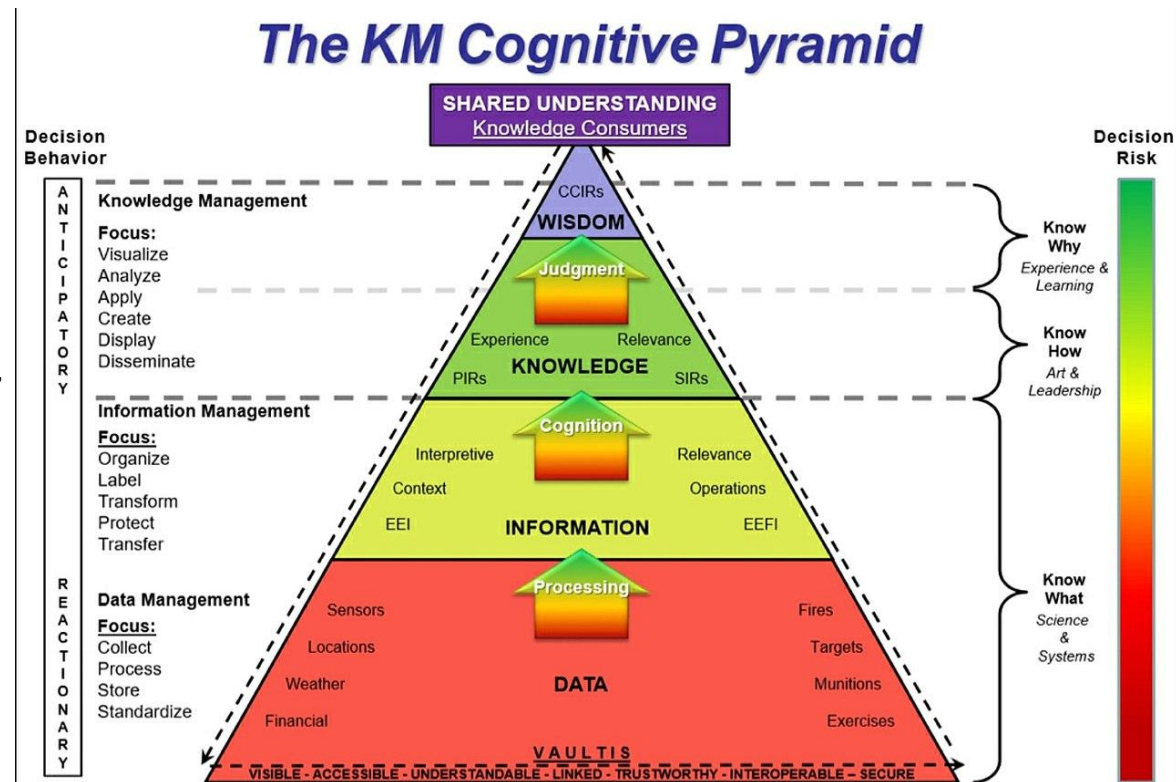
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Natural Intelligence:

- Quantity and quality of information (immeasurable content)
- Methods and tools for thinking

Ackoff's DIKW pyramid model,
As implemented by the US DoD



ETHICS AND LEADERSHIP...

A deeper level of ethical awareness is necessary to induce ethical, and not cynical, answers to the ambiguity and contradictions of our time

HISTORIA MAGISTRA VITAE...

Strategic leaders must
understand history and some
of its philosophical
underpinnings.

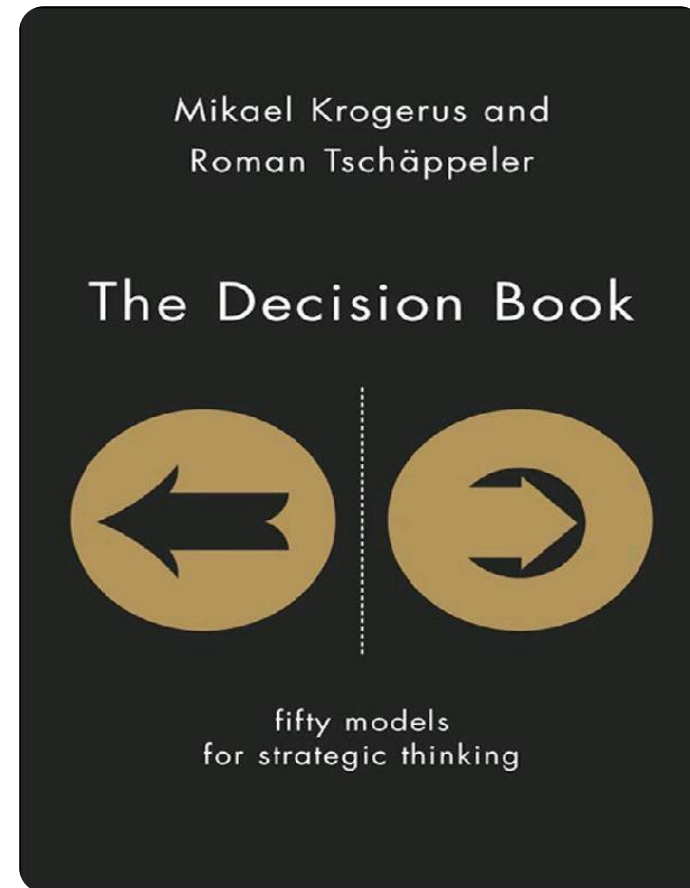
Thinking “Know How”

- Brainstorming
- CAL LOOP – C2PS MODEL
- PESTEL Analysis
- SWOT Analysis
- Eisenhower Matrix
- Risk Matrix
- Stakeholder Matrix
- SCAMPER Framework
- De Bono Hats
- ...COMPLEXITY FRAMEWORK!

Methodologies

- **Probabilistic exploration (Monte Carlo)**
- **Structured collective intelligence (Delphi)**
- **Cognitive pluralization (De Bono)**
- **Failure anticipation (premortem)**
- **Reflective learning (After Action Review), etc.**
- **Network theory**
- **Strategic Foresight**
- **Etc.**

The Decision Book



The Decision Book



fifty models
for strategic thinking

HOW TO IMPROVE
MYSELF

ME

HOW TO UNDERSTAND
MYSELF BETTER



DOING



THINKING

HOW TO IMPROVE
OTHERS

OTHERS

HOW TO UNDERSTAND
OTHERS BETTER

- Gap-in-the-market (p.32)
- Eisenhower Matrix (p.10)
- Consequences (p.42)
- Rubber band (p.24)
- Stop Rule (p.46)
- Buyer's decision (p.48)
- Feedback box (p.26)
- Project portfolio (p.16)
- BCG Box (p.14)
- SWOT analysis (p.12)
- Unconscious thinking (p.44)
- Whitmore (p.22)
- Feedback analysis (p.20)
- Gift (p.38)
- Morphological box (p.34)
- Choice overload (p.30)
- Yes/No Rule (p.28)
- Outside the box (p.40)

- Personal performance (p.66)
- Elbæk (p.60)
- Cognitive dissonance (p.56)
- Cognitive bias (p.76)
- Making-of (p.68)
- Flow (p.52)
- Political compass (p.64)
- Crossroads (p.78)
- Hard choice (p.74)
- Unimaginable (p.58)
- Energy (p.62)
- Personal potential trap (p.72)
- Johari window (p.54)

- Drexler/Sibbet (p.140)
- Hersey-Blanchard (p.128)
- Expectations (p.144)
- Team (p.126)
- Project management triangle (p.138)
- Result optimisation (p.136)
- Role-playing (p.132)

- A.I.(p.102)
- Double-loop (p.98)
- Pareto principle (p.104)
- Prisoner's dilemma (p.120)
- Long-tail (p.106)
- Swiss-cheese (p.88)
- Conflict resolution (p.108)
- Sinus/Bourdieu (p.94)
- Maslow pyramids (p.92)
- Rumsfeld matrix (p.84)
- Black box (p.118)
- Black swan (p.112)
- Chasm (p.114)

**JUMP IN...or write down for
later discussion...**

**How do we broaden our
mind and develop
creativity?**

then...

**we must strive to acquire and
systematically bring to bear on
our goals**

Network Based Capabilities

***Digital Natives can do it well...
but not at the strategic level***

Let's use

digital technology

...to integrate rather than
compartmentalize!

The Digital Dimension can...

- share knowledge
- exponentially multiply communication
- enable participation
- Augment Decision Making (AI)

The Digital Dimension:
“empowering agent”, through,
decentralization of
knowledge and decision
making
it must be thought
as a leadership tool!

Digital networks can help to:

process Complexity
(Big Data, AI...)

show Simplicity
(info on demand,
dashboards..)

**Digital networks can help
to:
get the Big Picture
are intrinsically based
on a holistic approach
to produce effects**

Digital networks

**can enable
Leadership
and
Governance**

CONCLUSION

- We have entered Y2000 with a true Paleolithic mind
- Complexity is pushing us to the limits of our current cultural capability to cope
- Strategic leadership can upgrade this capability, redefining itself through New, Augmented Thinking and Networks

We need...

A broader frame of reference, including a better understanding of Man, and a deliberate nurturing of the thinking processes, also through the digital dimension

To achieve it, we should pursue a *high-quality multidisciplinary focus* on leadership, using diverse perspectives and *cognitive know-how*.

The Network of Leaders as...

leadership actuator and
information processor,

to show...

Simplicity on
the Other Side of Complexity

to build...

- **an organic vision of the world**
- **a new cultural basis**
- **methodologies...**

**i.e., a new paradigm must arise
to support the new Governance
of Complexity...**

LEADER(S) AS:

- **CUSTODIAN OF THE GOAL**
- **COMMUNICATOR**
- **TRUST BUILDER**
- **WARRANTOR OF FAIRNESS AND JUSTICE**

LEADERSHIP TO:

- **ORCHESTRATE ECOSYSTEMS**
- **PRACTICE SUSTAINABILITY**

COMPLEX ADAPTIVE LEADERSHIP ...

- Strives for influence on human systems
- Pursues balance between immobility and chaos
- Triggers many hyper-cycles (motivational hyper-cycle!)

LEADERSHIP AND MANAGEMENT

**Management
is doing things right**

**Leadership
is doing the right thing**

Peter Drucker

POLICY MAKING AND STRATEGIC THINKING

**Much needed...
for Global Governance!**

MODELS AND FRAMES

for Complex Systems

**(from “The Relevant Warriors: Leadership and Agility in
Complex Environments”; Giancotti, Shaharabani;
Washington D.C. – 2006;**

<https://aethermug.com/>

<https://planktonvalhalla.com/>

To understand the One Reality : we delimit (Boundaries are in the Eye of the Beholder – BAEB)

Wittgenstein:

«The limits of my language are the limits of my world»

**To understand the One Reality :
we delimit (Boundaries are in the
Eye of the Beholder – BAEB)**

FRAMES - define

**OBJECTS or elements (black
boxes) - select**

**MODELS – dialectic connection of
elements for predictions**

STRATEGIC THINKING ELEMENTS

- Frames of reference - perspectives:
FRAMES, delimit the sets to consider (Set theory), according to the Level of Abstraction
- LOA (purpose)
- Inductive/deductive reasoning: OBJECTS,
selected from FRAMES according to LOA,
inserted in a MODEL.
- From MODEL, correlations, predictions, search
for other OBJECTS.
- Holistic Model: comes from FRAMES,
made of OBJECTS, interprets, predicts.

Teleological principle: Purpose

**Level of Abstraction:
informs Frames, Objects,
Models...**

**Therefore the whole
cognitive process and
prediction**

Level of Abstraction

**System engineering and Computer science
to design models**

**(Hoare 1972; D. Heath, Allum, and Dunckley
1994; Diller 1994; Jacky 1997; Boca 2014)**

POSIWID

The Purpose of a System is What it Does

Stafford Beer
Manchester Business School

We humans

**Confuse the interpretation tool (the model)
with reality**

**Identify ourselves with the tool (*we think we
are our beliefs; when they are challenged,
we feel personally attacked*)**

**Instead of continuously improving the tool,
we crystallize and worship “our” model**

Toward a New Paradigm

HOLISTIC MENTAL MODEL

ETV (system) Analysis, open,
always developing, Bayesian logic
(vs. frequentist) for a continuous
update, bias control, esp. in
uncertainty

Teorema di Bayes

$$P(H|E) = \frac{P(H) \cdot P(E|H)}{P(E)}$$

Bayesian logic

You take your opinion, add data to it and see how the opinion changes

Bayes theorem

$$P(H|E) = \frac{P(H) \cdot P(E|H)}{P(E)}$$

$P(H|E)$ posterior probability = H (Hypothesis of prediction), I (given the) E (Evidence); $P(H)$ prior probability, initial belief; $P(E|H)$ probability of observing evidence if H is true; $P(E)$ Marginal probability

Bayesian logic and AI

Artificial intelligence utilizes **Bayesian networks**, a type of probabilistic graphical model. These networks represent the relationships between random variables using a directed acyclic graph (a structure of nodes and edges).

Bayesian logic calculates the **conditional probabilities** of events, based on prior information (or beliefs) and updates with new evidence. This approach is especially helpful when dealing with uncertainty and widely used for AI applications

Bayesian logic

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Bayes theorem

$$P(H|E) = \frac{P(H) \cdot P(E|H)}{P(E)}$$

[Bayes' rule: A powerful thinking paradigm | Julia Galef](#)

[Bayes theorem, the geometry of changing beliefs - YouTube](#)

MENTAL MODELS AND...

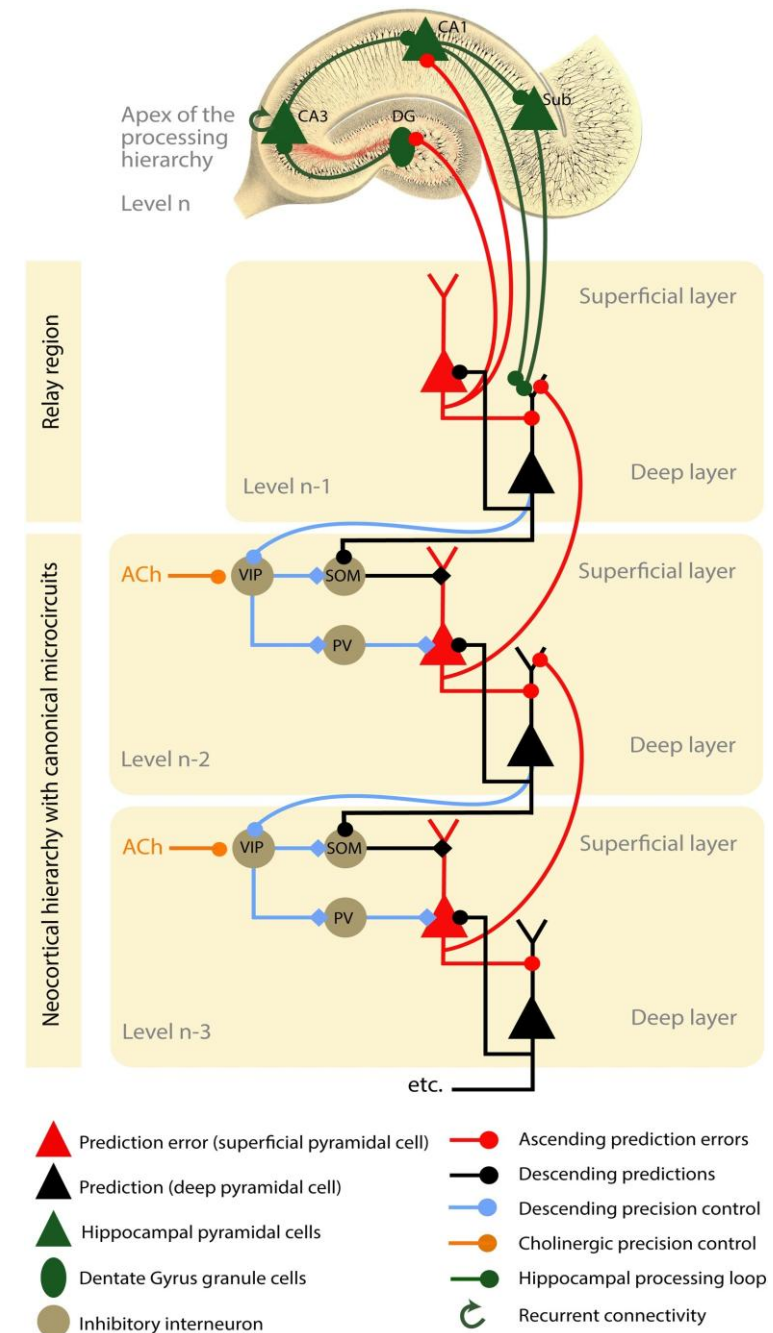
«Predictive Coding» Theory:

System Modeling!

Fig. Prediction and Memory: a predictive coding account, Barron et alia, ScienceDirect, 2020.

<https://www.youtube.com/watch?v=5eSxycgk8UM>

https://www.youtube.com/shorts/5H_r-TPW3Vc



The Nuts and Bolts of Strategic Thinking

- Deductive reasoning
- Frames of reference (to the BP)
- Divergent/Convergent thinking
- Thinking “Know How”
- Conflict Management: communication (negative feedback ring)

JUDGMENT AND DECISIONS

Continuous Bayesian update on a
purpose-bound hyerarchical taxonomy:

Factors:

Fundamental, Relevant, Details

Level of Abstraction

Ingegneria dei Sistemi e nell'Informatica per progettare modelli

(Hoare 1972; D. Heath, Allum, and Dunckley 1994; Diller 1994; Jacky 1997; Boca 2014)

JUDGMENT AND DECISIONS

- **Statistical Approach:**
control parameters, leverage points,
hypercycle areas
- **Risks, Errors and Opportunity**

JUDGMENT AND DECISIONS

- Judgment of ETV...:
from “broadened minds”! (Brain as CAS)
- Decision-making capability
divergent/convergent
Infosaturation
Proactive reaction
Collaborators’ influence:
from “broadened minds”, perETV

JUDGMENT AND DECISIONS

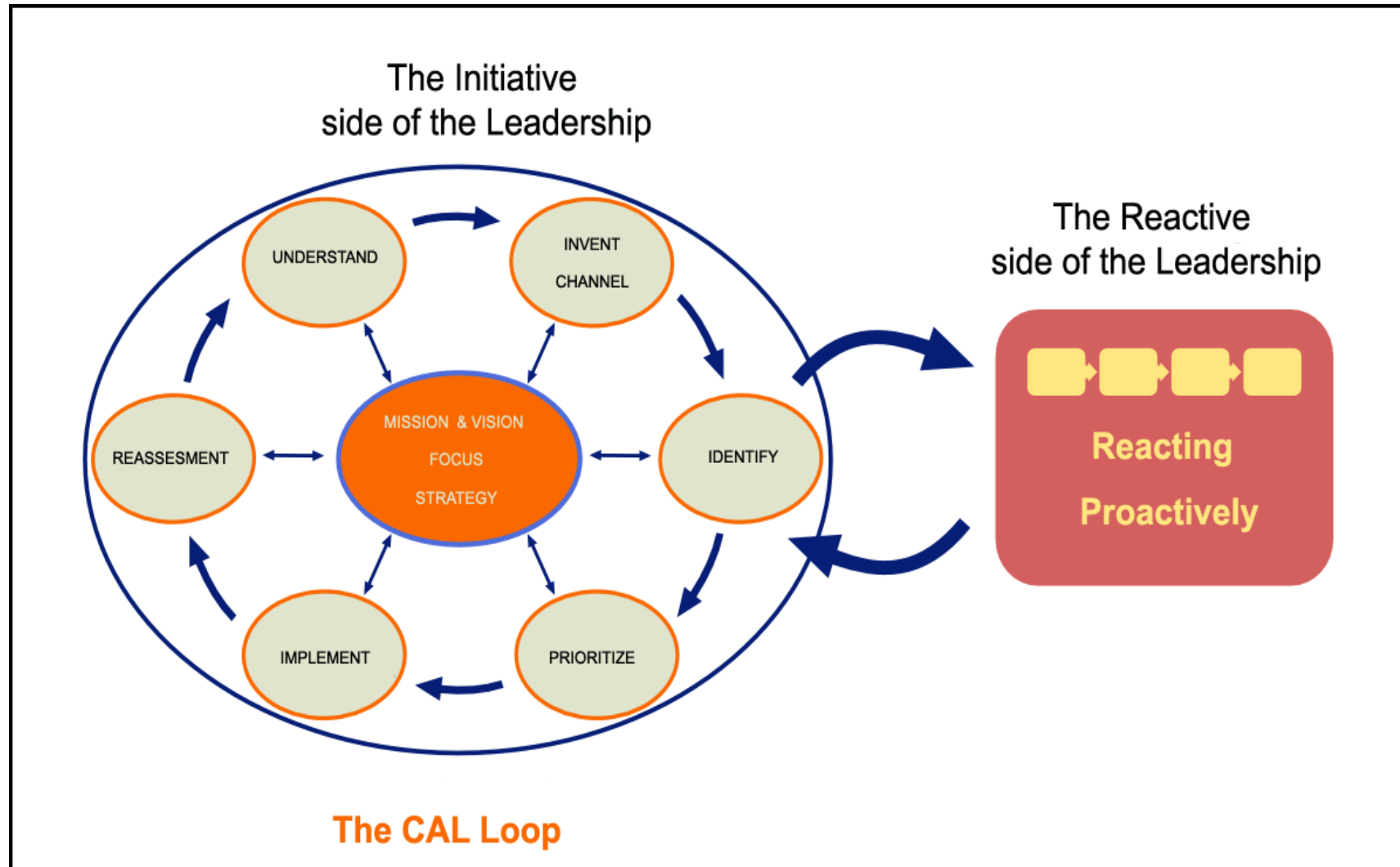
- Time:
strategic depth for decision making,
decision through successive
approximations
- Emotion Management:
take care of yourself!
- Write down your own bullet...
-
-

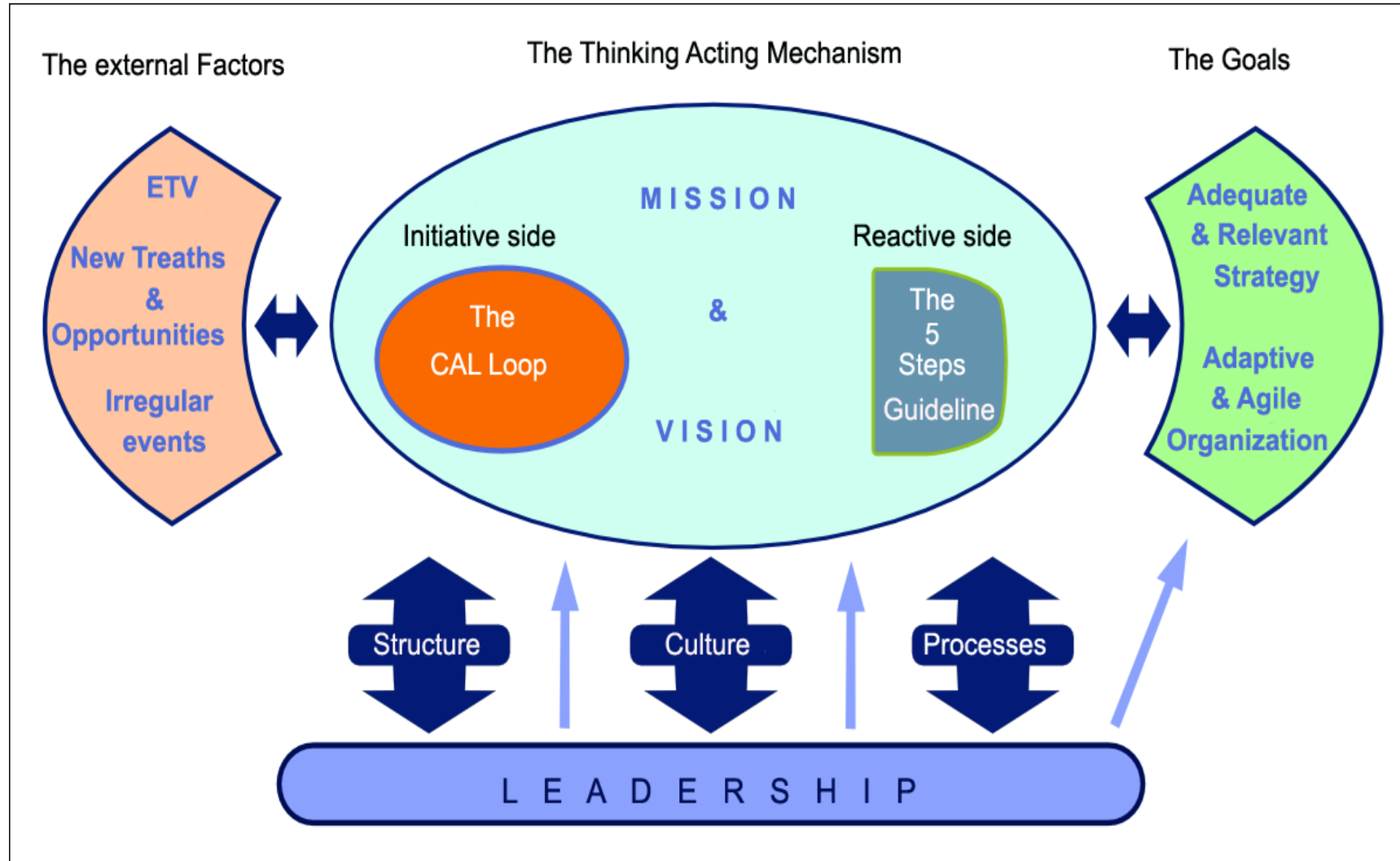
CAL & C2PS MODELS

(from “The Relevant Warriors: Leadership and Agility in Complex Environments”; Giancotti, Shaharabani; Washington – 2006;)

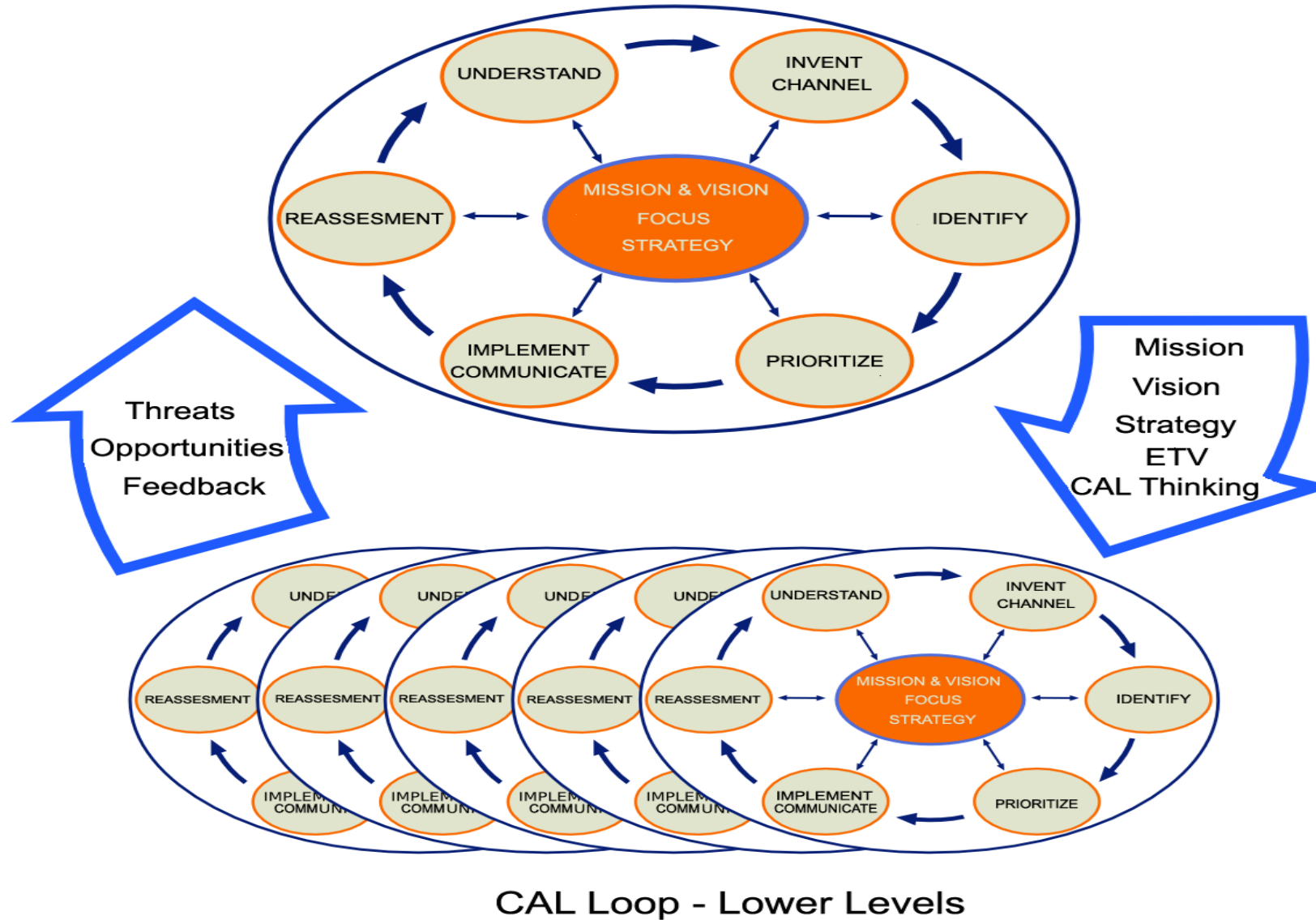
The CAL (Comprehending - Acting - Leading)







CAL Loop - Strategic level



CAL Loop - Lower Levels

.	Leadership	Culture	Processes	Structure
In general	* Be vision and mission focused * Focus on strategic issues, study their root causes * Seek out other perspectives, Capitalize on diversity. * Seed and Seize opportunities, mitigate risks * Centralize policy, de-centralize responsibilities, * Lead, mentor and educate	* Feeling of ownership * Happy team * “Little head” vs. “Big Head” * Believe in teamwork * Creative Discipline skills	* Timely arranged to the rapid changes of VUCAR environment	* Mission and Vision focused * Team of teams * Lean and mean * De-layered structure * Formal and informal sensors
Understand environment, trends and vectors.	* Divergent thinking prevalent * Broader mind * Strategic thinking skills * Perceptiveness & listening * “Wide-angle camera”	* Cherish Diversity * Value intellectual challenge * Value open discussion & Dialectic discourse * Complexity awareness	* Routine brain-storming phase * Network minds * Empowerment of people * Top down clear vision * Bottom up contribution * Team based processes	* Decentralized * De-layered * Multi-sensor organization * Multidisciplinary integration
Invent the future, Channel the counterpart	* Proactive approach * Divergent and creative thinking * Adopt the “statistical approach” * “Red” (Enemy) thinking	* Team thinking * Creativeness as a leading value * Proactive and initiating culture * Think “CAL”	* System of inputs: mitigating risks and seeding opportunities processes * Routine mechanism both in the active and the reactive mode * Think “CAL”	* Red Team component * “Skunk Works”-like Team
Identify new threats and opportunities	* Perceptiveness to weak Signals * “Slightly paranoid” attitude * High-resolution, zoom-in capability	* Cherish bottom-up inputs * Share information * Attention to details	* Frequent, routine re-evaluation; * Aggressive, focused analysis and assessment; * Network information	* Many independent and integrated sensors: * Holistic Intelligence; * High info flow, highly networked
Prioritize Challenges and Answers	* Mission, Vision & Strategy referenced * ETV awareness * Nurture decision-making skills * Analyze Challenges and Answers * Assign priorities	* Result focused * Complexity awareness * Out-of-the-box solutions * Divergent: Openness, challenging, beliefs	* Team, networked analysis * Divergent to convergent thinking switch: timely!	

	Leadership	Culture	Processes	Structure
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Prioritize Challenges and Answers	* Mission, Vision & Strategy referenced * ETV awareness * Nurture decision-making skills * Analyze Challenges and Answers * Assign priorities	* Result focused * Complexity awareness * Out-of-the-box solutions * Divergent: Openness, challenging, beliefs	* Team, networked analysis * Divergent to convergent thinking switch: timely!	
Implement and Communicate	* Clear and precise responsibilities and timeline * Prioritizing, resources oriented * Communicate	* Disciplined * Goal oriented * Ownership and strive to win.	* Close relations. * Outcomes driven. * Smooth Interagency Interface.	* Capability based; * Project teams. * Smooth Interagency Interface.
Reassess	* Find problems not guilt. * Strong motivation to follow up lessons learned. * Leading by example	* Frank learning ambitions.	* Learning organization * Transforming lessons learned to implications.	

STRATEGIC THINKING CANVAS - 1

Strategia: Fini - Modi -
Mezzi

1. SCOPO
ULTIMO

narrativa

2. Principio teleologico:
livello d'astrazione

3. Schemi - confini narrazione
Oggetti – elementi chiusi
Modelli – strumento interpretazione
e predizione

n.b.: il modello
- **non è la realtà**
- **non siamo noi**
- **deve essere VICAR**, per
avvicinare la realtà

AGENTI, SISTEMI, CONOSCENZA & COMPETENZA
Definire qualità e quantità di Dati, Informazioni,
Conoscenza, Saggezza di individui e sistemi (PIDI)

PROCESSO: QUALITÀ

Applicare concetti e strumenti di:
Pensiero critico - controllo Bias
Pensiero sistemico - connessione reti relazioni
Pensiero creativo - promozione generatività
Pensiero aumentato - PU.DIA.SCU; 3D: Dominio
Dimensione Digitale

Logica Bayesiana $P(H|E) = \frac{P(H) \cdot P(E|H)}{P(E)}$

STRATEGIC THINKING CANVAS - 2

Elementi Pensiero Strategico

Quadri di riferimento-prospettive:
Schemi, delineano gli insiemi da considerare, secondo il livello di astrazione - LOA (scopo).



AGENTI, LEADERSHIP & TEAMWORK
Valutare continuamente
Saggezza, cultura: Rischi, Errori e Opportunità
Qualità di Leadership e Teamwork: conflitti

Ragionamento induttivo/deduttivo:
Oggetti, scelti da schemi secondo LOA, inseriti in modello. Da modello, correlazioni, predizioni, domande (attrattore di oggetti).



PROCESSO: ATTIVITA'
Pensiero divergente e convergente: ciclo continuo per approssimazioni successive, entro finestra decisionale, FINO A DECISIONE

Il Quadro d'insieme: Modello viene da schemi, fatto di oggetti e collegamenti - interpreta, predice.



Triage continuo dei fattori:
Fondamentali, Rilevanti, Minori



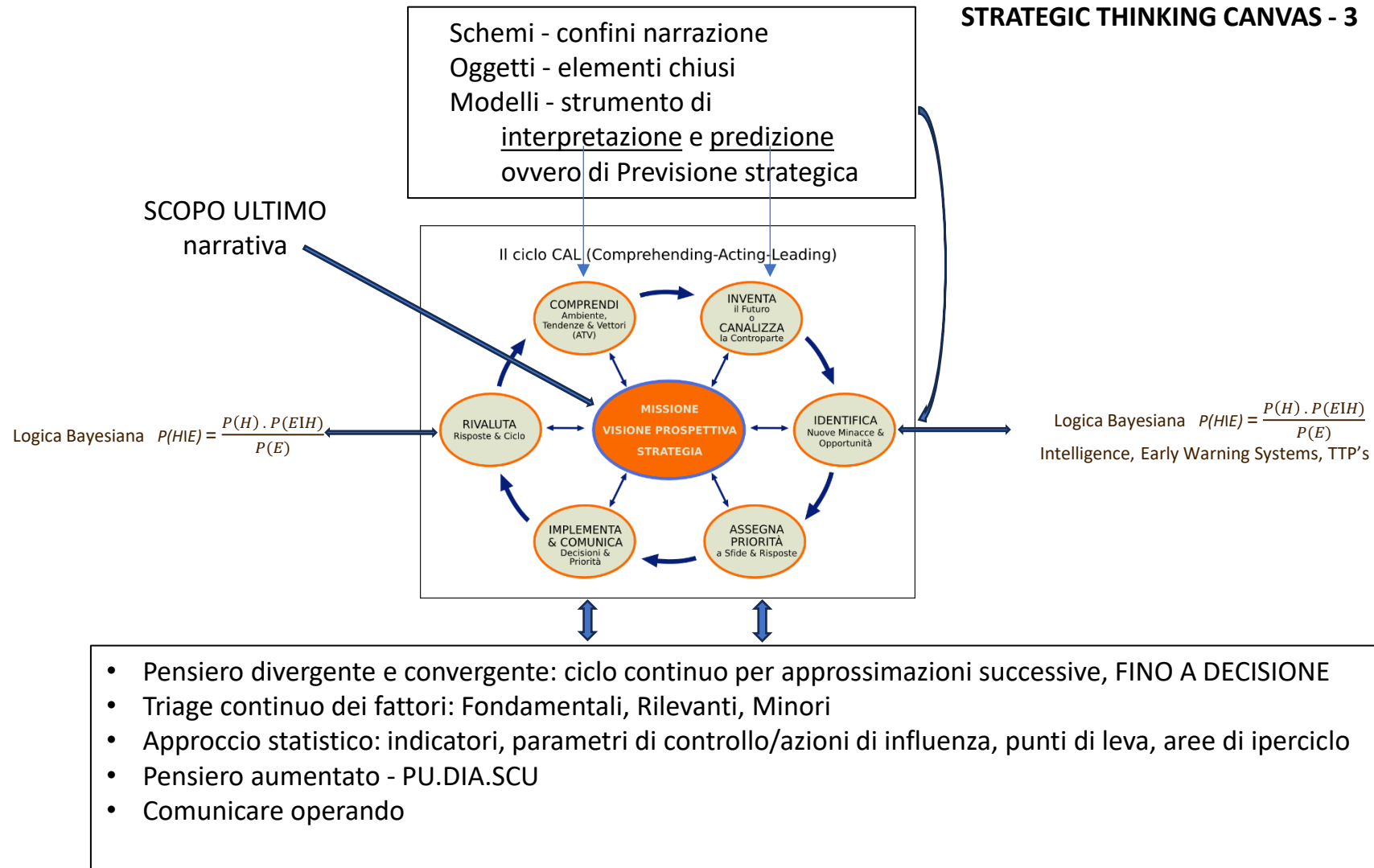
Approccio statistico: indicatori, parametri di controllo/azioni di influenza, punti di leva, aree di iperciclo

STRUMENTI, KNOW-HOW COGNITIVO



Pensiero aumentato - PU.DIA.SCU

STRATEGIC THINKING CANVAS - 3

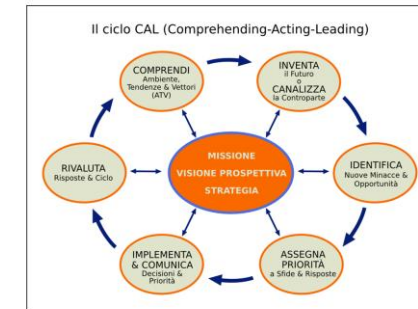


CAL Loop: UNDERSTAND, INVENT



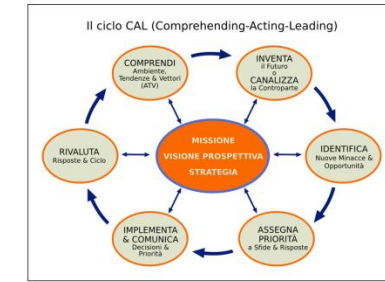
1. **Need → Ultimate Purpose**
(what we ultimately seek to achieve; explored through the *Six Whys*) → **Intermediate Goals (Ends)**
2. **Context → LOA 1 → Delimit the boundaries → identify relevant Frames**
3. **Invent the Future → MissionLOA 2 → Select Objects**
4. **Build the Model**
(Objects, relationships, dynamics)
5. **Define the Strategy**
(means – ways – ends)
6. **Define the AI Contribution**

CAL Loop: IDENTIFY, ASSIGN



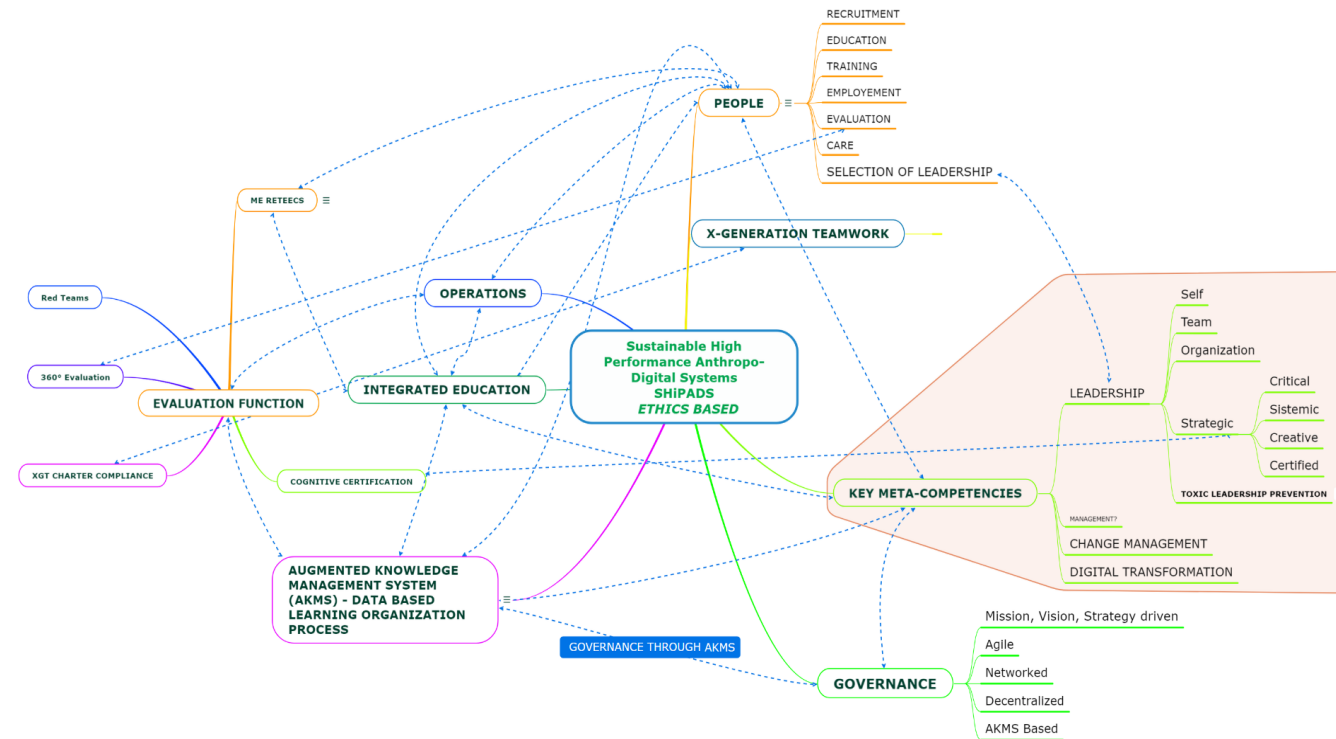
1. For the Ultimate Purpose and Intermediate Goals (Ends), identify P(E)
2. LOA 3 — variable for P(E) → zoom in on newly identified objects
3. Redefine P(HIE) and the available options
4. Set priorities
5. Feedback to Mission, Vision, and Strategy
6. Define the AI contribution

CAL Loop: IMPLEMENT & COMMUNICATE, REASSESS

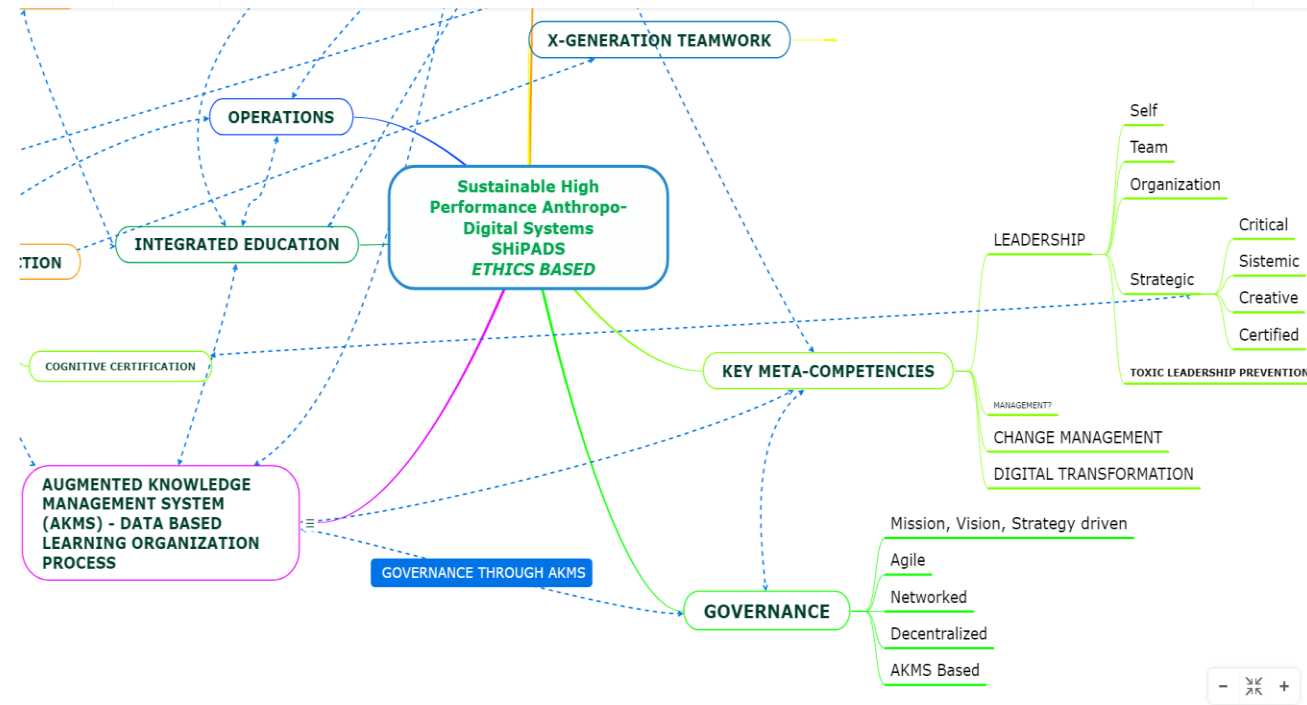


- **Govern Actions → Intermediate Goals (Ends) → Ultimate Purpose**
- **Develop Action Narrative within the Context Narrative**
LOA 1: Simplicity beyond Complexity
- **Identify the Impact of Actions and Strategy**
- **Systematize Corrective Actions (Lessons Learned)**
- **Feedback into UNDERSTAND ETV**
- **Define the AI Contribution**

Sustainable High-Performance Anthro-digital Systems - SHiPADS



SHiPADS - Governance and AKMS



SHiPADS COGNITIVE PROTOCOL

- Base and specialized education and training
- For leadership, staff, and other actors involved in strategic thinking; certified experts
- Certified cognitive processes (critical, systemic, creative, iterative, bias-mitigation, etc.)
- Tools for Augmented Cognition
- Augmented Knowledge Management Systems



CENTRO ALTI STUDI DIFESA
SCUOLA SUPERIORE UNIVERSITARIA
UNIVERSITÀ DEGLI STUDI DI SALERNO

Dottorato di Ricerca in
Scienze dell’Innovazione per la Difesa e la Sicurezza
XXXVII CICLO

INNOVATIVE CONCEPTUAL MODELS FOR KNOWLEDGE
MANAGEMENT IN THE ITALIAN AIR FORCE

SETTORE SCIENTIFICO-DISCIPLINARE: SSD: SECS-P/10

PRESENTATA DA: Fabrizio CACICIA _____

COORDINATRICE DEL DOTTORATO: Prof.ssa Paola Adinolfi

Tutor:

Prof. Nicola Capuano

Co-tutor

Gen. S.A. (r.) Fernando Giancotti

ANNI ACCADEMICI: 2021/2024

A few books... (under construction)

- **Desmond Morris – The Naked Ape (La scimmia nuda)**
- **Yuval Noah Harari – Sapiens: Da animali a dèi**
- **Donella Meadows – Thinking in Systems (Pensare per sistemi)**
- **Gandolfi – Formicai, imperi, cervelli**
- **Sashkin & Sashkin – Leadership that Matters**
- **Kotter & Cohen – The Heart of Change (Al cuore del cambiamento)**
- **Giancotti & Shaharabani – Leadership agile nella complessità**
- **A cura di Adinolfi, Uricchio - Valutare la complessità**

Due ufficiali piloti, uno italiano e l'altro israeliano, formati per l'ambiente incerto, complesso e mutevole della guerra aerea e per il comando di organizzazioni ai vari livelli delle Forze Armate, mettono insieme un approccio assolutamente originale alla leadership agile nella complessità. Allo stesso tempo pratico, perché propone esperienze concrete e modelli applicativi di uso generale, e fortemente concettuale, poiché esperienze e modelli si intrecciano con una rigorosa riflessione interdisciplinare alla ricerca delle ragioni profonde e delle prospettive dell'azione collettiva. In primo piano l'esperienza dello Stormo da combattimento, dove l'azione di comando ha forse la sua materializzazione più intensa e visibile.

Dall'evoluzione dell'uomo alle teorie della complessità e del caos alla storia, con particolare attenzione al caso italiano, il tema della leadership si mostra nei suoi molteplici e inediti risvolti. Il risultato è un'architettura che da un lato indica i fondamenti dell'azione collettiva, fornendo chiavi di lettura potenti per la sua comprensione sul campo, dall'altro offre modelli sistematici per tramutare tale comprensione in pratica, attraverso un approccio agile alla leadership nella complessità, con l'intento di compensare le nostre limitazioni biologiche e culturali ed affrontare con migliore probabilità di successo le sfide insidiose e rapidamente mutanti del nostro mondo globalizzato.

Fernando Giancotti è generale pilota dell'Aeronautica Militare, capo del 1° Reparto Ordinamento e Personale dello Stato Maggiore Aeronautica, responsabile per la politica del personale, l'organizzazione e gli affari giuridici della Forza Armata. Ha volato per circa 2800 ore di volo, per lo più su velivoli da combattimento.

Yakov Shaharabani è generale pilota dell'aeronautica militare israeliana, comandante della Divisione Aerea Elicotteri. Ha volato per oltre 4500 ore, prevalentemente su elicotteri d'attacco, con una estesa esperienza operativa.

La ricerca *The Relevant Warriors - Leadership and Agility in Complex Environments*, condotta in collaborazione tra i due ufficiali durante la frequenza del master presso la National Defense University, ha vinto nel 2006 il primo premio per la ricerca, il «NDU President Strategic Vision Award».

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fernando giancotti, yakov shaharabani

Leadership agile nella complessità

Organizzazioni,
Stormi da combattimento

LA LEADERSHIP AGILE NELLA COMPLESSITÀ

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