

MESYUARAT ARKITEK KANAN JKR MALAYSIA 2021

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‘Crafting a Post Pandemic Leadership Strategy for the Architectural Profession’

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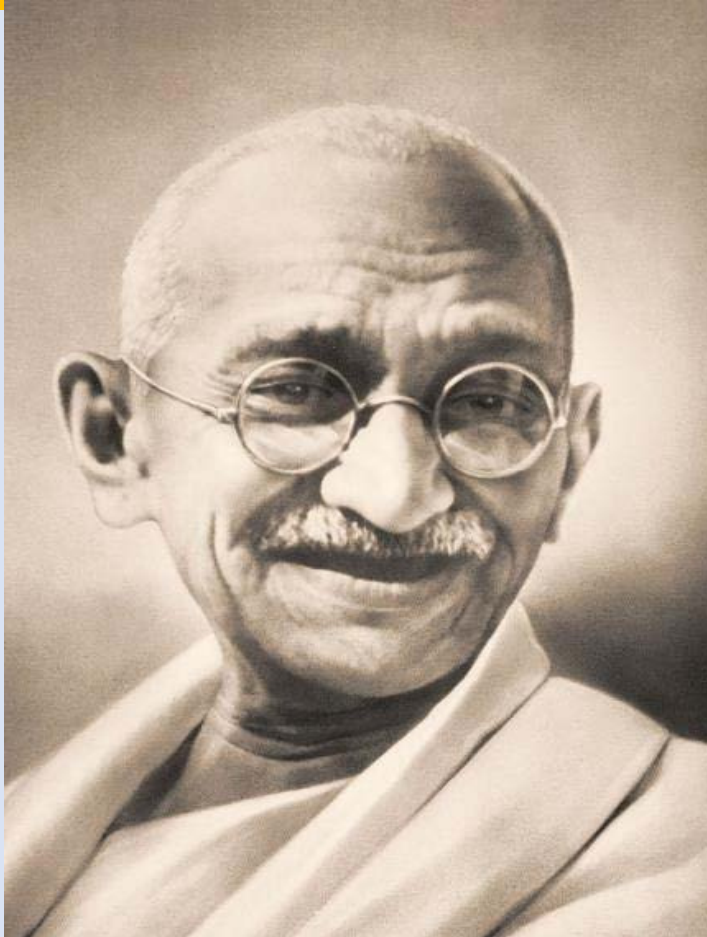
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QUOTE: MAHATMA GANDHI



**THE FUTURE DEPENDS
ON WHAT WE DO IN
THE PRESENT**

-Mahatma Gandhi

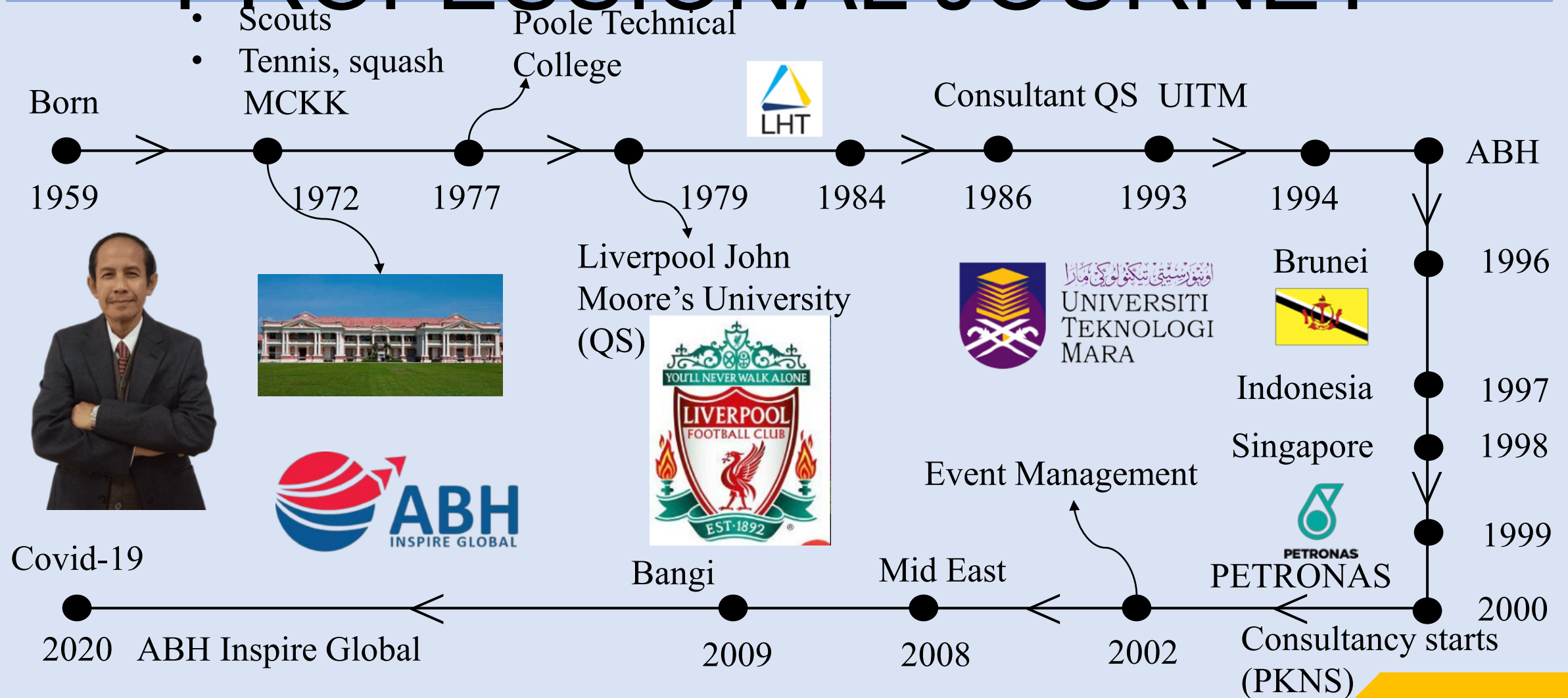


WHAT AM I TALKING TODAY?

- ❑ The VUCA World
 - ❑ What Changes in the Construction Industry
- ❑ The Future of jobs
- ❑ Leadership and Transformation



ARIFIN HASSAN : MY PROFESSIONAL JOURNEY



PART 1:

**CHANGE &
THE VUCA WOLRD**



VUCA

VUCA

Volatile

The environment demands you react quickly to ongoing changes that are unpredictable and out of your control

Uncertain

The environment requires you to take action without certainty

Complex

The environment is dynamic, with many interdependencies

Ambiguous

The environment is unfamiliar, outside of your expertise



VIDEO 1: CONSTRUCTION TECHNOLOGY – 5 TRENDS



Leading Through VUCA

Speaking / Listening	BE RELIABLE in volatile situations Follow through on what is said and agreed to will accelerate positive momentum	BE TRUSWORTHY in uncertain situations Invest in people, keep teams engaged, involve partners, seek to understand, speak to be understood, act with respect always
	BE DIRECT in complex situations Transparency in information communicated and received will gain mutual trust and collaborative efforts	BE UNDERSTANDBLE in ambiguous situations Clarity in purpose, direction, and responsibilities will empower others
	Philosophy / Values	

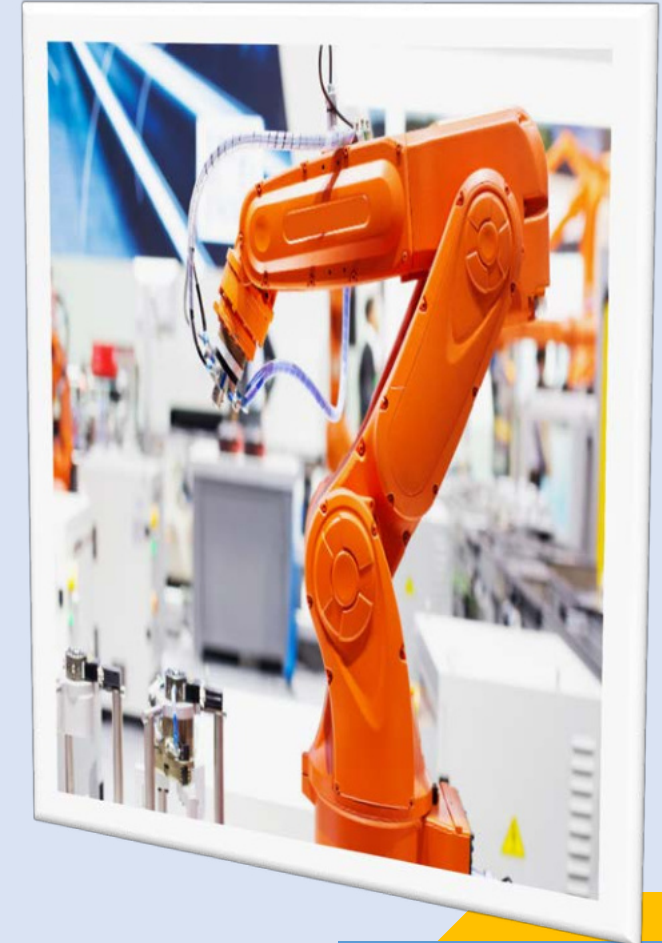


INDUSTRIAL REVOLUTION 4.0

- The I.R. 4.0 is given to the current trend of automation and data exchange in manufacturing technologies.



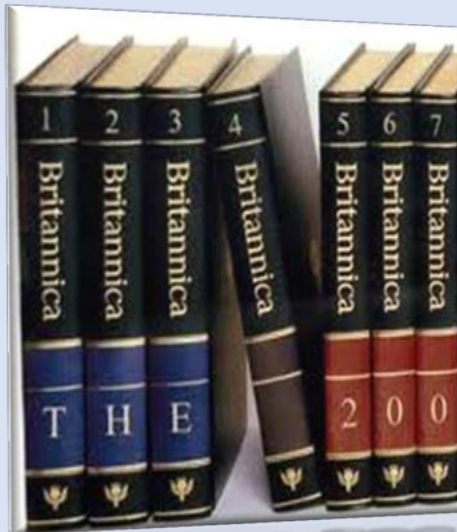
- This includes cyber-physical systems, the internet of things, cloud computing and cognitive computing. Industry 4.0 is commonly referred to as the Fourth Industrial Revolution.





THE STORY OF BRITANNICA, UBER, GRAB & TRIVAGO

ENCYCLOPEDIA BRITANNICA (Print section)



TOTAL SALES :
1990 : **\$ 650** Million
1996 : **\$ 325** Million
2011 : **CLOSED**

THE RISE OF UBER, GRAB & GOJEK

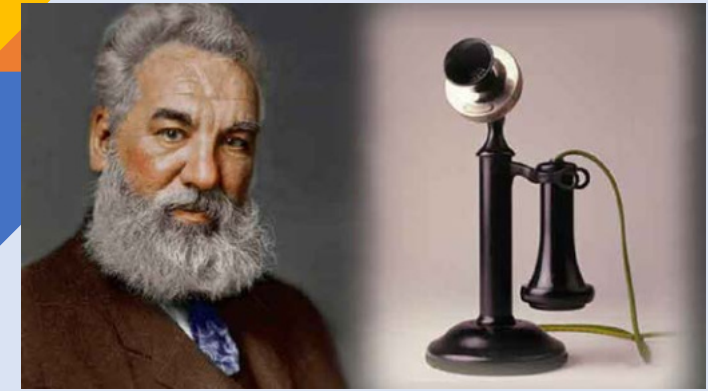


TRIVAGO

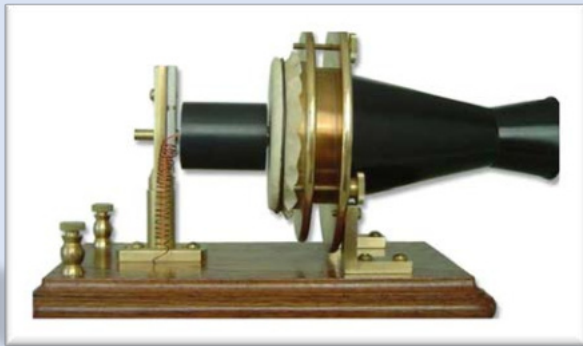




THE HUMBLE GRAHAM BELL



In 1876, Bells invented the telephone. He was a teacher of the deaf



Bell's Phones



Phones 1920



Phones 1980



Smart Phone

- ▶ When the mobile phones was finally evolved, it created a “CREATIVE DESTRUCTION” to other inventions.



ELON MUSK



- Driverless Car
- Electric Car
- Space X – Moon Tourism

- Physicist : South Africa, Canada & US citizen
- Pay Pal : Formed in 1998
- Lead designer of Space X – “Honeymoon to The Moon”
- Co-founder of Tesla – it produces electric car & solar panels





VIDEO 2: Elon Musk is Disrupting the Construction Industry





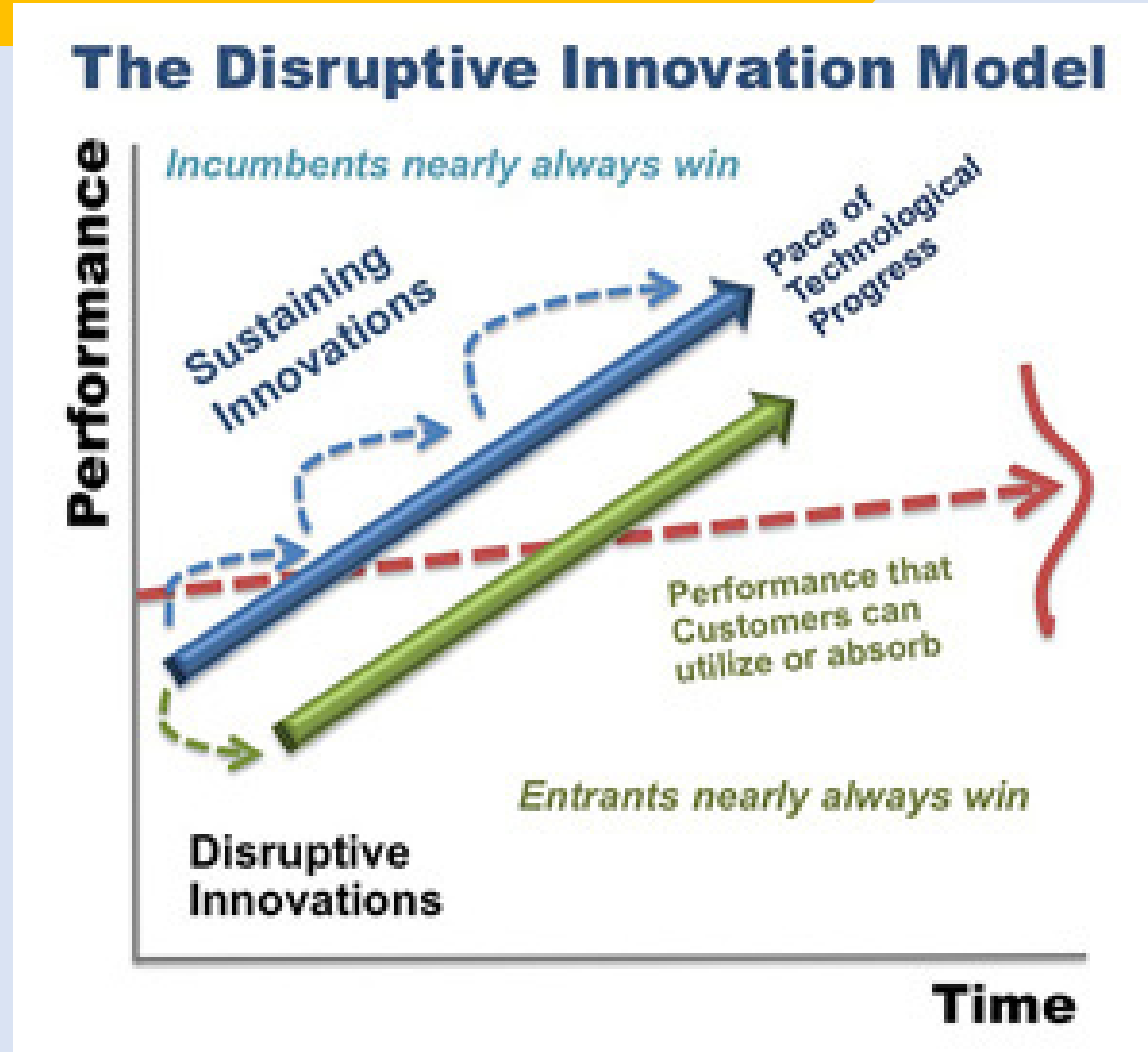
CREATIVE DESTRUCTION

- Creative destruction is a process through which something new brings about the demise of whatever existed before.
- The term is used in many areas: economics, corporate world, government, product development, technology and marketing.





DISTRUPTIVE INNOVATION

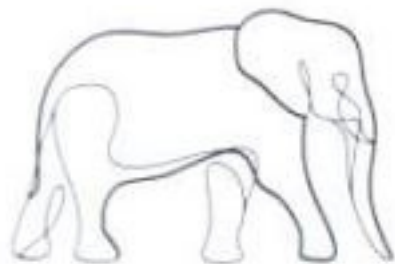




Waves and Storm: Just A Quick Review and thinking trigger :

Are you, as “leaders” of all levels and your organization, ready to “lead” and “navigate” into different , new ways and “unchartered waters” of working in this Post Normal Times (public “leaders” using words like- New Normal, Better Normal, Abnormal, Next Normal ..etc) during this Covid-19 pandemic/crisis and post pandemic “lockdown” phases?

BLACK ELEPHANT



What are most people missing or not seeing?

Black Elephants are extremely likely and widely predicted events that are ignored or downplayed by many in a given context or a society as a whole. From our perspective, Black Elephants challenge us to ask:

What are most people missing or not seeing?

BLACK SWAN



What do people think would never happen?

Black Swans are 'outliers', things totally outside and way beyond our observations. They seem to appear "out of the blue" and disrupt things at a systemic level. From our perspective, Black Swans demand that we query:

What do people think would never happen?

BLACK JELLYFISH



What can or might lead to chaos?

Black Jellyfish are 'high impact' things and/or events driven by positive feedback to produce chaos.

What can or might lead to chaos?

3 Mascots: Potential events that can become Post- Normal

Futurists describe potential events as

1. **Black Elephant** - events that are widely forecast and could have a high impact but are generally ignored.
2. **Black Swan** - outlier phenomena, neither perceived or anticipated- fundamentally unknown unknowns- that could be perceived as future threats as well as opportunities.
3. **Black Jellyfish** - "normal" phenomena that we think we know but with the potential of unexpected and unforeseen behaviour that could have a major impact on the future- leading to chaos.

PART 2:

THE FUTURE JOBS, KNOWLEDGE & THE CONSTRUCTION INDUSTRY



THE PHENOMENON OF HALF LIFE IN KNOWLEDGE

- PhD – 7 Years
- MBA – 5 Years
- First Degree – 3 Years





ORGANISATIONS OF THE FUTURE



- No specific location – globalisation
- Product life cycle shortened
- No permanent job specification
- Each employee is a factory
- Work schedule and place not permanent
- Work force extremely diversified
- Change in all field – faster and undetermined



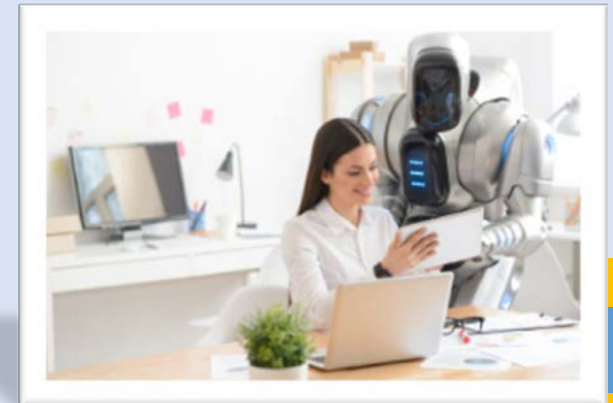
CHANGE THAT LEADS TO JOB EXTINCTION

- ▶ 'An expert at the Wharton School of Business, University of Pennsylvania, a study found that 47% job loss within the next 25 years'

-Art Bilger: The Working Nation



- ▶ Technology advancement mechanisation. AI
- ▶ An influx of cheap labour & shifting immigration pattern
- ▶ Globalisation and borderless world
- ▶ Change in consumer taste.





VIDEO 3: FUTURE JOBS BE LIKE

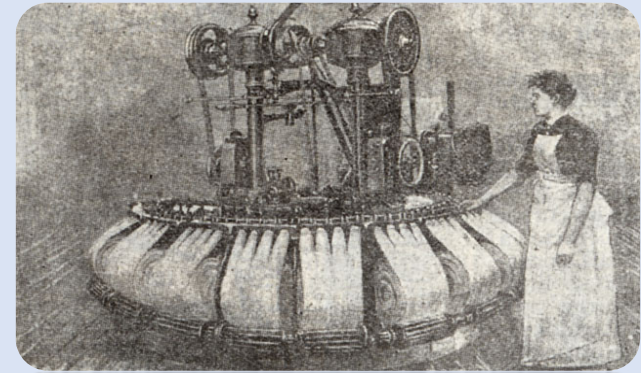
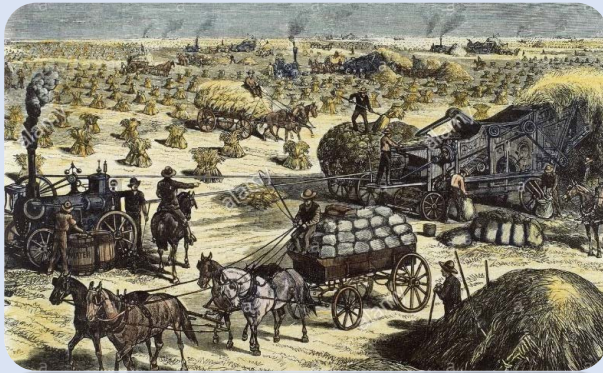




JOB EXTINCTION IN TEXTILE INDUSTRY AND AGRICULTURAL SECTOR

- There was a “Luddite Movement” in 1811 – 1816 that destroys machine in cotton & woollen sector in Nottingham, England.
- Broadly speaking, *a person who is opposed to the introduction at new working methods, especially new machine. People who are boring and old fashion.*

➤ (Cambridge English Dictionary On Luddite)



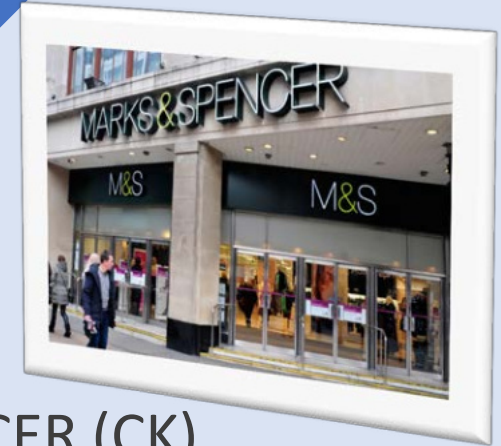
- Also in 1830, an uprising called Swing Riot by agricultural workers destroying threshing machine in South & Eastern England



CHANGING CONSUMER TRENDS

Sears Holding (USA)

- Filed for Chapter 11 for bankruptcy on the 15 October 2018
- 142 stores closed & 46 closed earlier
- Started in 1890, became the “Mercedes” of retail
- Lost out to Amazon & other online shopping.



MARKS & SPENCER (CK)

- M&S to close 100 Plus store by 2022. Already axed 22 outlet.
- Founded in 1844 – 134 years ago. Its revenue in 2017 was £10.62.
- In 1998, M&S became the first British retailer to make pre-tax profit over £1Billion
- It was announced in may 2018 Mother Care plans to shut 50 stores



CHALLENGES TO THE CONSTRUCTION INDUSTRY

- An economic roller coaster. The 8 – 12 years cycle.
- The construction industry is vulnerable. 4% - 6%, above or below the GDP.
- System used in legal documentation, operation, cost control or systems of tendering differs. Many system: The Commonwealth & British System, the American way, The Dutch method or the French and lastly the “ALL SYSTEMS GO - TYPE”.





BUILDING INFORMATION MODELLING(BIM): THE IMPACT ON QS

- ▶ BIM has been used in the construction field over the last 20 years. It arrived at the complex interplay between the players from the United States, Western Europe and the Soviet Block.
- ▶ They were then competing to create the perfect architectural software solution as an upgrade of 2-Dimensional CAD. The use of BIM has increased from 28% in 2007 to 71% in 2012, by all companies.
- ▶ A study by Survey Toolkit Snap Poll on Twitter showed 25% of QS think BIM poses a serious threat to their profession.
- ▶ Positively speaking with the advent of BIM, the responsibility of the professionals begin to shift. QS could then move away into different parts of cost control.



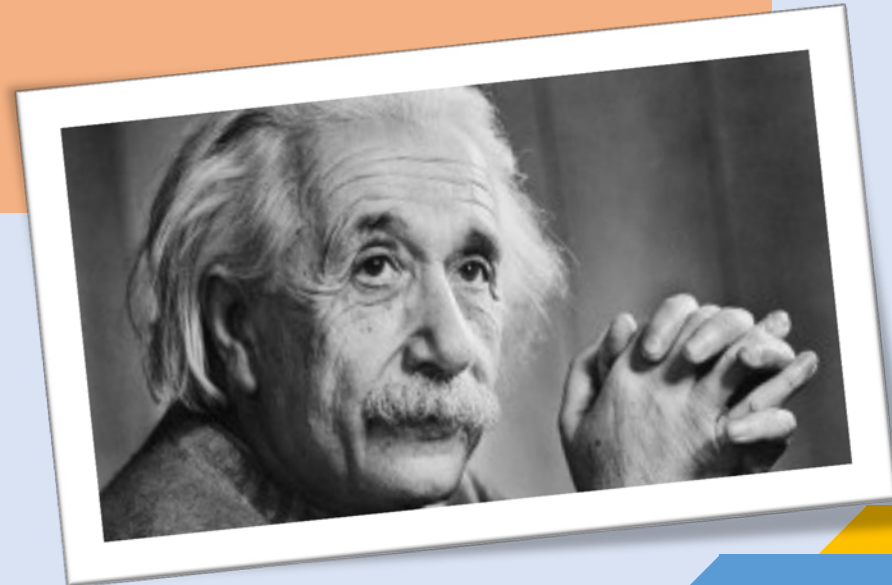
- University of Salford, BIM has managed to address these issues created by the variations of the design detail. It also helps more efficient operational solutions for the QS cost estimate.



QUOTE: ALBERT EINSTEIN

‘Insanity is doing the same thing over and over again and expecting different result’

– *Albert Einstein*



PART 3:

LEADERSHIP

&

TRANSFORMATION



HIERARCHY OF LEADERSHIP IN AN ORGANISATION



PEMIMPIN

TOP LEADERSHIP

EKSEKUTIF

EXECUTIVES

PEKERJA BAWAHAN

SUPPORT STAFF



QUOTE: PETER PRINCIPLE



“IN A HIERARCHY, EVERY
EMPLOYEE TENDS TO RISE TO HIS
LEVEL OF INCOMPETENCE”

*A Canadian Educator,
Laurence J. Peter
(1919-1990)*

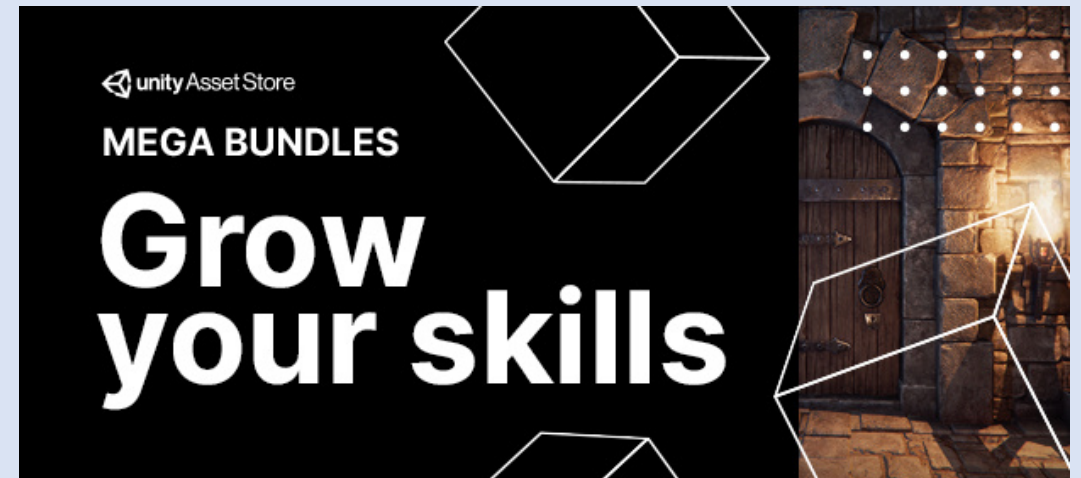


VIDEO 4: Jürgen Klopp Creates Winning Culture



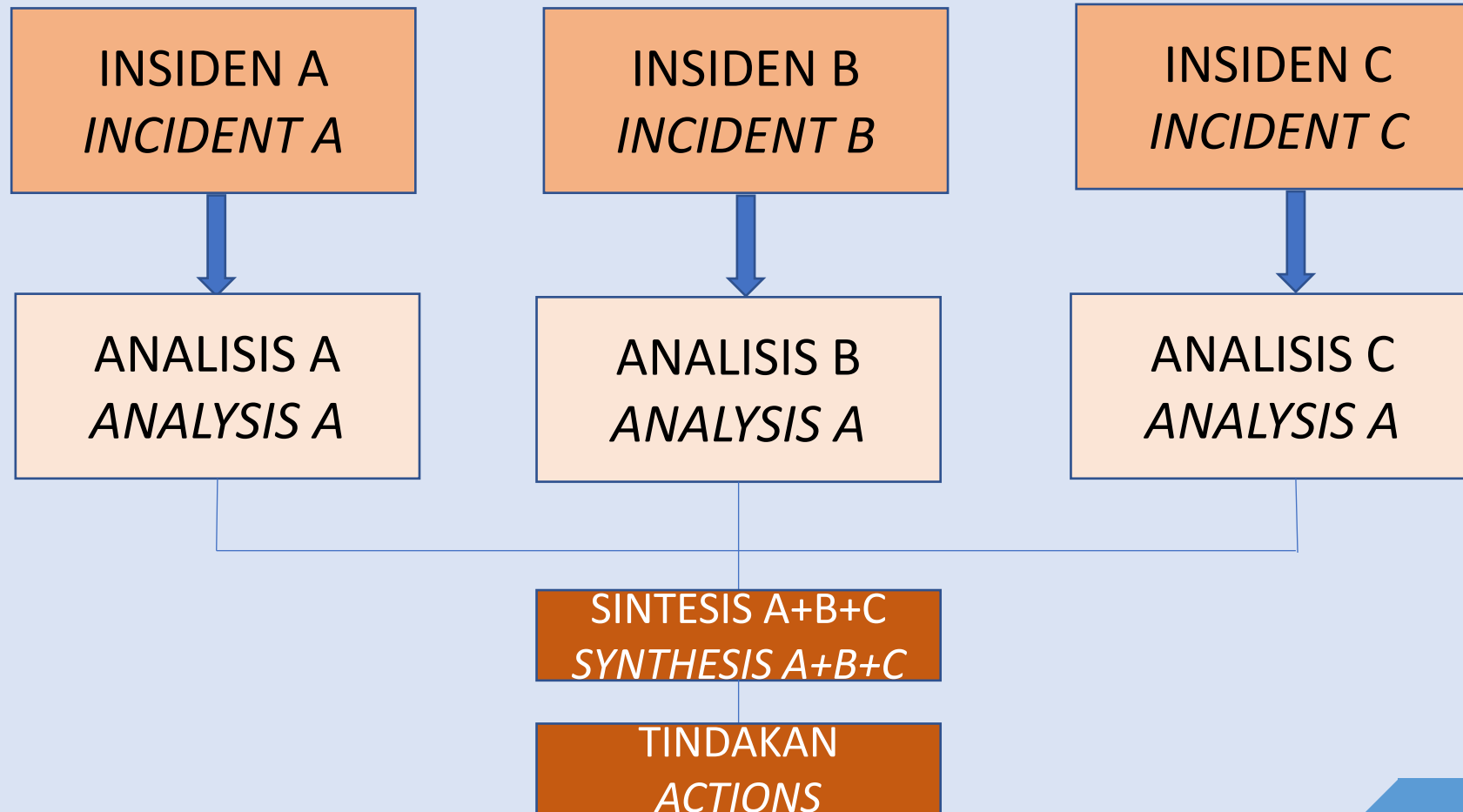


5 MEGA SKILLS





PROCESS OF SYNTHESIZING: AN OVERVIEW





PERSONAL SKILLS





QUOTE: GENERAL EISENHOWER

“We have got an extraordinary job to do, therefore it needs an extraordinary effort”

5 June 1945, D-Day, Perang Dunia ke-2
Portsmouth, England



Terima kasih

Kam sia

Thank

Omkoi

Torche

you

Rombo nandre

Xie xie

