Leading change in a disruptive sharing economy

The Change Leaders Par17 conference SPREAD paper

Executive summary

This paper details the key points from the Paris 2017 conference on 'leading change in a disruptive sharing economy'. The conference uncovered a diverse range of insights from global multi-national corporations through to local cooperatives. Perspectives on dis-intermediation, co-creation, and cooperation emerged. These created a new worldview of built-for-purpose business vehicles and innovative process frameworks that are not universal banking or generic business process models.

The conference re-enforced the view that we are experiencing an unprecedented level of disruption not just in transactional but also in wider societal interactions, often but not always driven by technology. This context raised challenges of definition and motive, and also questioned the fundamental DNA of the 'sharing economy' concept with respect to resource utilisation and the creation of beneficial outcomes.

One key theme covered the wide set of perspectives on how business models connect with wider communities. Some of these are new and driven by innovation and the power of disruptive and foundational digital technology. Yet others are concepts that have arguably been around since our stone-age ancestors when 'natural' organisations and sharing economic communities were essential.

Quoting Verity, *"While it would be misleading that we existed as noble savages inhabiting a harmonious Eden, there is no doubt that our stone age ancestors did a superlative job in adapting to and leveraging the often-hostile environment."* In essence, early communities of people were about cooperating, sharing, and situational leadership. In a sense, the disruptive sharing economy is re-creating this Eden.

Another conclusion we could draw from these discussions is that the concept of organisation as we know it and the organisational legacy of classic and scientific management theories have run their course. Add to that the impact of disruptive digital and telecommunications technology, and the scene is set for new business models and community vehicles. Maybe we are experiencing the emergence of the next generation of community-based economic models, wherein exists a more balanced cooperation embracing a wider fusion of environmental, societal, and economical themes.

Finally, we draw conclusions as to the impact on values, roles, and identities of a new social and economic order; and how this new order impacts the various generational strata that make up society. Disruptive and foundational research and innovation are certainly important contributors to this order, as are benign regulatory environments, entrepreneurial leadership, and effective methods and tools to make the new ideas work.

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1.0 The Sharing Economy – what exactly is it?

Many conference attendees went in with one key question, "What exactly is the sharing economy?" Repeated references to philanthropy, social movements, cooperatives, private charities, thought leadership, and communities of practice, created a worldview that these altruistic mind-sets have existed for a considerable period. We sought to better understand the detailed DNA and drivers of this new sharing economy buzz. As the conference unfolded, that one key question expanded into:

1. What is the sharing economy?
2. What is it disrupting?
3. Who is it impacting?
4. What new leadership genres has it generated?
5. How does it impact change?
6. What are the future directions?

In an era where technology has both made people self-sufficient and pushed people apart, technology has shaped the conditions to create new communities and business models. The following table summarises our observations around 'the sharing economy' and its implication for change:

Theme	Observation
Sharing for the homeless Le Carillon Louis-Xavier Leca	Anything is possible and even the most intractable problems can benefit from a collaborative and trusting mind-set and community-based model. Autonomous and locally-driven models are still effective.
Sharing Economy VizEat Camille Rumani	Unutilised resources can be used to create a unique and valuable experience, while adding new social dimensions.
Disruptive technologies, open innovations, and technology management in innovations Luc Yao	Understanding the complete technology creation-to-consumption lifecycle and value chain is important in creating multiple scenarios and player roles within differing technology evolutions. Innovation is not one-size-fits-all or standard lifecycle.
New trends and opportunities in the sharing economy Joachim Kolling	Wide perspectives on modern organisational pathology revealed aspects on economic life that we often don't fully understand. In a case study to create a concept that disrupted the status quo, understanding and engaging the ecosystem of stakeholders proved insightful as did the simple fundament of being able to clearly communicate that concept to those stakeholders.
Leading Change in a disruptive world Kary Bheemaiah	A comprehensive view on relevant theory and emergent practice with a focus on leadership and specialisation. By painting a canvas of the psychological dimensions of disruptive change, complex and complicated systems, we envisaged the bigger picture of modern change.
Sharing Economy in a historical perspective: agricultural cooperatives Hanne Refsholt	An insightful, compelling, legacy organisational structure and business model in the form of the cooperative generated deep dialogue that compared cooperatives with other economic models.
Leadership for the sharing economy Ouishare Francesca Pick	The power and flexibility of modern digital technology-based business models create collaborative engagement and real outcomes. Ouishare leverages rich experience-based platforms with wide community reach.

The beauty of the sharing economy lies in its morpho-adaptability, once philanthropic, another time sustainable, and above all, now performing a key role of social gathering. A mind-set of shared culture, purpose, and values has re-positioned the traditional hierarchy of needs approach, where self-actualising needs have greater importance to the modern millennial identity. As a result, leadership and power have become more distributed and dynamic; we now see behaviours rather than leadership and power embedded in roles. Business models embrace working and evolving with ambiguity, ambidexterity, and emergent complexity. These are key in the creation of a space that supports emergence, and leverages action and feedback as essential steps in the innovation and development cycle. Technology was, is, and must be incorporated as it is the major enabler in the disintermediation of legacy value chains. As the conference unfolded, common themes emerged that helped make sense of this elusive concept:

1. Successful sharing economies have managed to create a greater purpose than the mere possession of, power over, and ownership of assets.
2. Mind-set is key: rooted in the family spirit, economy sharing nurtures give-and-take relationships, enhances trust and psychological safety, and hence fosters tangible actions and outcomes.
3. The sharing economy happens at all levels: individuals, peer-to-peer, communities, start-ups, and corporations.
4. The sharing economy entails pragmatic self-organisation and self-governance.
5. Common purpose and value constellations are created through stigmergy.
6. An emergent leadership genre that searches for innovative ways to lead and change the world.
7. Technology is a key enabler for experimentation, developing concepts and initiatives.
8. And all of this driven by altruism, emotions, and individual identities.

A new leadership mantra

Research has shown that the needs and goals of many new leaders (most of whom are millennials) are based on transcendence rather than the search for power. They believe in collective intelligence and mutual welfares. Such leaders are individualistic, confident, unafraid of failure, eager to learn and progress, attracted by rewards and self-governance. Their leadership style reflects these characteristics: they are young, delegate a lot, look for small and or flat organisations where teams are big (generally over 5 direct reports) where decisions can be taken collectively, where learning by doing is the motto, and where anything can be discussed.

Neither influencers, nor followers, these leaders have a clear entrepreneurial, creative and dreamer mind-set. They focus on leisure and extrinsic values, with a key need to enjoy life while at the same time making a living. This leads them to build the business they want, rather than trying to adapt to existing ones which they consider power-coercive, old-fashioned and unsatisfactory.

Business models for the millennials

In line with millennials' generational needs, philanthropic businesses help to develop mutual welfare. The success of Le Carillon, for example, lies in its people and interactions with locals and shopkeepers. No hierarchical decision-making process restrains local initiatives from happening. Rather, a common purpose, shared and acknowledged by all, is enough to motivate behaviours leading to benefits for the overall organisation.

Driven by the need for evenly distributed leadership, many sharing economy organisations function through self-organisation, distributed governance and dynamic hierarchy, clearly managing projects and people with a systemic approach. At OuiShare, not only is leadership distributed; but power is self-organised and transient, and it evolves according to individual competencies and the needs and demands of projects.

Gartner Group's hype cycle highlights that immersive experiences, perceptual smart machine technologies, and Internet-of-Things (IoT) platforms as the "three overarching technology trends[...] that will enable organisations to connect with new business ecosystems", and to thrive in the never-ending acceleration of business digitalisation.

An essential for all organisations, irrespective of size, is to understand technological trends and their context, anticipate disruptions, and manage their introduction using value-based partnerships. Open innovation and thinking outside the box are now operating norms for most organisations; yet we continue to see widespread evolution in this area as well with spinoffs, accelerators and incubators, co-working spaces, and dedicated co-creation events across all industries and geographies.

The Allianz Accelerator in France has popularised the concept of cross innovation. The concept is simple: co-branded integration of disruptive concepts and products from young start-ups that can complement current product and service offerings. The results? Current models are replaced by increased collaboration, resulting in more attractive and complete value propositions for clients. Concepts such as co-creation and co-acceleration are the basis of the accelerator programme. This very new model, where leadership comes from collaboration and resource-sharing, makes perfect sense within the concept of the sharing economy.

The new entrepreneurial ecosystem

The new entrepreneurial ecosystem, where ideas come first - way before project management, is being driven by start-ups and millennial leaders. Here, client experience is primordial, enabling agile fine-tuning and an immediate return on experience. Experiments and prototypes are key to developmental success. Organisational ambidexterity, as exposed by O'Reilly, Harreld and Tushman, underpins innovation and new ways of creating outstanding client solutions, whilst maintaining the successful exploitation of organisational knowledge. To make sense of this, we need to acknowledge a fundamental shift from needs-fulfilment to experience-sharing, and understand that at an even deeper level, emotions are the driving force.

Value constellations and value pillars

While leveraging unutilised resources is a common theme of sharing business models, cultural sharing is also clearly motivated by the same intrinsic need to creatw mutual welfare and experiential bonding. New platforms have enabled the vision that together, we can create a greater purpose than the sum of our individual contributions. Relevant to this concept is the significance of relationships, defined by K. Gergen as relational enchantment, where "the narrative achievement of 'we' must be accompanied by relevant action." Beyond groups, communities, business units, even families, these organisations enhance the emotional side of co-creation and collaboration.

Rapid technology and organisational evolution is not without extreme challenges, however. The more technology is present in an organisational process, the more we need specialised intelligence to manage it in order to ensure that originality, creativity and sensitivity contribute to the decision-making process. Assumptions that technology equates to simplicity are extremely questionable. By lacking commitment to specialised and intelligent oversight, we risk creating a framework that leads to a shortage of good decisions.

As Kary Bheemahia mentions, “Leadership is therefore more like a behaviour that shifts from space to space rather than a role that is held by a single person or group”. This space-shifting leadership makes sense in an organisational world where nearly a third of the leaders are millennials, and whose decisions are imperatively based on experience - experience of work – experience of life – experience of belonging. More than ever today, we need to take into consideration underlying emotionality in the work environment.

With an increasing focus on “positive” emotions, wellbeing, engagement, and welfare, organisations are challenged by the paradox of performance over experience. In his example of applying 6-Sigma to manufacturing processes, Kary Bheemahia highlights the dichotomy between process-orientated organisations and emotion-focussed people. Hence the modern reality of emotional ambivalence. Traditional organisations which aim to fulfil personal goals while trying to rule individualities clearly generate emotional ambivalence. Hence the modern reality of emotional ambivalence. In contrast, sharing economy-based organisations tend to narrow this gap, resulting in less emotional ambivalence.

2.0 Each for all

Louis Xavier Leca
Founder and CEO
Le Carillon

Even the most intractable problems, such as homelessness in Paris and other large cities, can be surfaced and improved with social investment and community ownership.

Le Carillon aims to help the homeless in Paris and four other cities through creative social experimentation and entrepreneurship. It provides tools to citizens to help the homeless in their district. It creates social links between consumers, storekeepers, and the homeless within a district, adding a civic element to planned social policies. Le Carillon's Carillon provides insights into the power of social leadership. Le Carillon's work illustrates the belief that anything is possible with the will to harness altruistic sentiments inherent in society.

A large metropolis such as Paris attracts domestic and migrant homeless. Of 150,000 persons residing on the streets of France, 78,000 are immigrants; however, neither local communities, nor the homeless themselves, are aware of, nor organised, to address these wicked social problems. This makes knowledge- sharing a key challenge.

This contrasts sharply with the broader European model of modern progressive socialism, with its principles of non-discrimination. New solutions, and easier ways of tackling legacy problems are now available. Social investors and architects are now actively involved in homelessness projects, creating business models that effectively solve problems while sustaining levels of social returns that satisfy investors. Hence, we see the concept of *social return on investment* as an important component of community projects such as Le Carillon.

In Le Carillon's model, social architects create experiments and manage the associated uncertainty. These social architects evaluate how much of the experiment can be translated into economic development, and take political responsibility for the results and impact.

Social investors although expecting lower financial returns, do require social returns. Even some businesses have underlying philanthropic motives. It is therefore critical to be apolitical in any discussion around social versus profit models - and focus on humanitarian issues. Le Carillon tries to motivate communities to help the homeless whilst respecting their dignity.

However, Le Carillon faces challenges in pursuing this social vision. Since each of the twenty municipal administrative districts (arrondissements) in Paris possesses its own distinct characteristics and cultural norms, Le Carillon's operating model is locally tuned. The organisation exposes and prevents abuse in order to preserve its integrity and credibility. It is an officially registered organisation which complies with laws and regulations in multiple jurisdictions. Creating a working relationship with the government and meeting compliance standards frees Le Carillon to focus on its business model and growth. Developing and maintaining networks necessitates extensive local training to ensure participants fully understand and embrace the intrinsic values of the organisation and the broader benefits for the community.

Le Carillon's business model is creative, and its cash flow is fed by rounding-up payments at point-of-sale terminals. These micro-investments are aggregated and invested into social enterprises, such as a cookie factory which has grown to employ 25 homeless people. Innovations are proactively encouraged through open applications. Innovations are encouraged, and feedback from shopkeepers is leveraged to improve and expand services, with incubation awards awarded in recognition of this ongoing progress.

Le Carillon demonstrates the benefits of creating empowering solutions which benefit everyone. By creating incentive frameworks, and motivating communication throughout diverse networks, Le Carillon breaks down historic mental models and demarcation lines around the interaction between homeless people and local communities.

3.0 Taste the city with locals

Camille Rumani
Founder and COO
VizEat

VizEat, one of the top 3 apps of 2016, is an Apple and Google based application akin to Airbnb to broker enjoyable and immersive food experiences with locals in 110 countries.

Rumani has created a secure platform to provide immersive food experiences. VizEat's focus is on increasing understanding between people from different countries and cultures. Customers view VizEat as a cultural experience, rather than a culinary experience. "If you are hungry, go to a restaurant. If you want a cultural experience, use VizEat."

VizEat currently has 22,000 hosts across 110 countries. It uses a business model that matches hosts with consumers, taking a 20% commission. A key element includes screening hosts and their ability to support VizEat's vision. While hosts require a certain level of expertise, and to also be available to prepare meals, the food is really a vehicle to creating engagement and a community spirit around the table. Customers are encouraged to be open-minded towards each other, creating a deeper level of community based on true sharing and a sense of belonging. For example, in response to the November 2015 terrorist attack in Paris, customers from around the world reached out to their hosts to express their sympathy and love.

VizEat leverages under-utilised resources – the love of cooking and sharing meals - as a path to cultural understanding. It responds to an existing public demand for increased sharing by matching culturally curious diners with authentic home cooks and chefs. Before VizEat, if was virtually impossible for these two groups to contact each other.

VizEat uses a similar approach to Airbnb and Uber. However, these two applications have effectively concentrated massive profits into the hands of the few, whilst having a negative impact on affordable and available housing (in the case of Airbnb), and flouting employment regulations (in the case of Uber). In contrast to these highly-commercialised operations, VizEat does not attempt to monopolise a cultural experience. Instead, it is focussed on true sharing. Sharing meals builds relationships, communities, solidarity, and understanding.

4.0 How disruptive technology innovation works

Luc Yao
Head of Advanced Displays, Display Materials
Merck KGaA

Luc Yao's compelling story of the power of disruptive innovation technology's performance versus cost dynamics means that new technology innovations become ever more attractive than legacy technology.

Merck, a successful innovator for 360 years, demonstrates the strength to withstand the obsolescence and pathology that overcomes most mature organisations.

Yao positions the history of industrial evolution into waves. The first wave was led by professional scientific inventors such as Edison. Large corporations formed to dominate economies of scale and productivity advantages based on classic and scientific management theories in the second wave. The third wave, led by information giants such as Microsoft and Google, leveraged the community and connectivity of the internet. The fourth wave leverages the fusion of cross-disciplinary knowledge.

In this current ecosystem-based paradigm, technology companies cannot succeed in isolation. The distinction between large and small companies is diminished. No single company dominates the 4th industrial revolution, where collaborative partnerships are the source of competitive advantage. The smartphone's hundreds of components each has an individual disruptor-inventor. Multiple technology evolution paths may be serendipitous, while others are cumulative.

In a rapidly changing emergent technology landscape, disruption means that the technology-user public is not always aware of innovations. As Henry Ford articulated, "If I asked customers what they want, they would say faster horses." Therefore, the role of visionary innovators becomes critical in packaging the components of emergent technology into needs-based products. Steve Jobs comes to mind, building Apple into the world's most valuable company by visualising and creating new needs with products coming out of disruptive technologies. In this context, technology that does not replace existing software or make it obsolete is incremental, not disruptive. Design thinking is often used to move from scientific innovation to practical products.

The smile or U theory provides insight into the modern innovation lifecycle, and asks the right questions:

1. Users: What is desirable
2. Business: What is viable?
3. Technology: What is feasible?

Across the smile from left to right, technology innovation leads to process innovation, which leads to design innovation. Performance-to-cost ratios achieve far greater gains in new products versus established products.

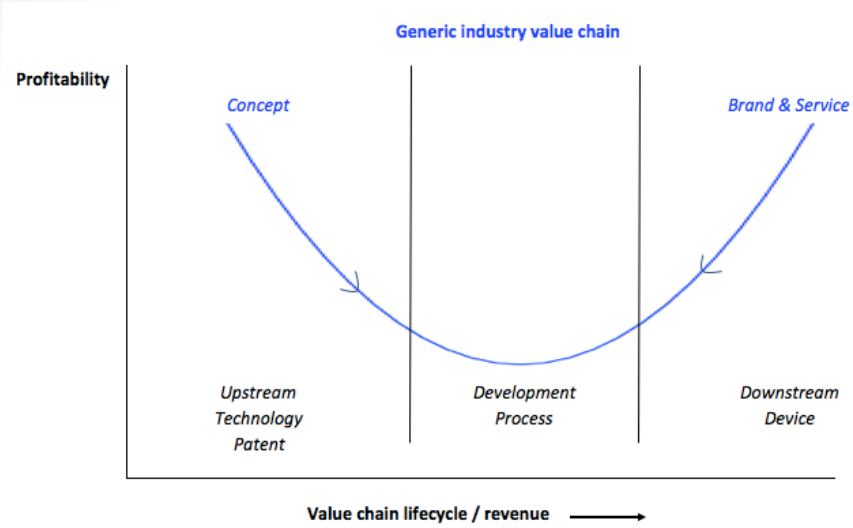


Figure 4.1 Innovation Cycle Profitability. Source -

Observing the U-shaped smile, upstream generic technology can be used in specialised downstream applications. Like off-the-shelf parts assembled into new affordable robots, the technology conversion cycle changes from push to a strong pull from downstream organisations. Both upstream and downstream innovations generate great profitability. Open innovation leads to intense competition and disrupts an established market and its incumbent franchises.

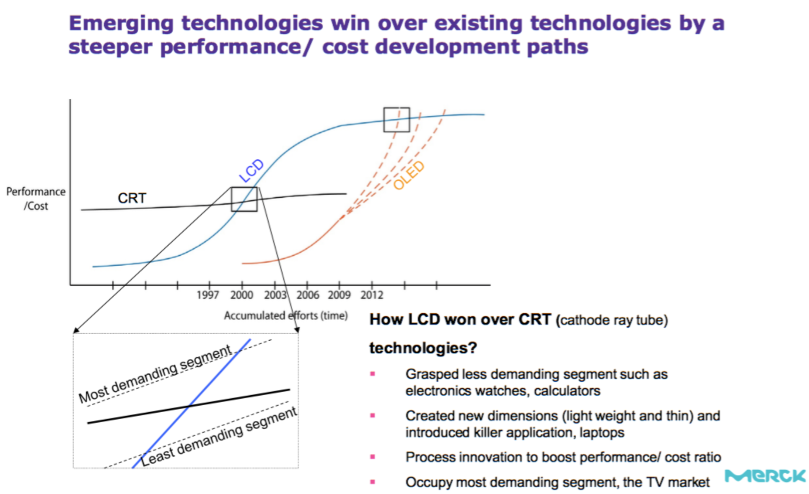


Figure 4.2 Performance and Cost Development in Emerging v. Existing Technologies

In one version of this downstream pull cycle, successful innovator organisations create pull by finding the right downstream players. Laptops (downstream) saw LCT displays (upstream) pushed to replace incumbent desktop CRTs. Lower barriers and costs of development allow emerging technology to quickly replace existing technologies.

5.0 The car industry’s identity crisis

Dr. Joachim Kolling
Head of Energy Services, past leader of Advanced Design Studio
BMW Group

The traditional car industry faces multiple challenges of technology innovation, consumer needs, and the ethical and environmental considerations of product design. To survive, organisations need to re-evaluate a key question: do we love the company and its solutions, or the customer problem? In this sense, asset utilisation drives the market and increases organisational performance in service of governing values.

The automotive industry faces an unprecedented convergence of trends. Uncertainty around innovation is illustrated with the ketchup analogy in that you don’t know when it comes or how much will come. Key impacts are individualisation, digitalisation, the Internet of Things, globalisation, networking, megacities, environmental consciousness, and regulation.

The competitive landscape has also changed significantly for BMW, though traditional competitors Audi and Mercedes are evolving and still part of the challenge. Automotive start-ups such as Google, Uber, and Apple are emergent competitors and threats. New specialist companies such as Tesla are seen as part of the solution.

The car as a utility device has also undergone a significant transformation in its *raison d'être*. From a tool that gives us specialist functions, through a consumer experience in the form of freedom, to a creator of meaning in “what do I want to think about and what am I going to do?” Now Google and other in-car services recommend what you should do, where you should go, and the path that you should follow.

Unprecedented changes are fundamentally reframing the car industry and its associated products. A BMW car contains 100 million lines of code; the space shuttle, 400,000; and the Hubble space telescope 2 million. Does this make a car a predominantly IT product or a product of engineering? Can a product without that level of integrated technology be competitive and compliant with many laws and applicable regulations? Consider that the average tyre rotates 4 million times without failure. What happens to safety and security when a century’s worth of reliability improvements is blended with software notorious for bugs?.

Many believe the car industry is already dead as a result of insurmountable threats such as 3D printing and the Internet of Things. In this Brave New World, everything will be connected and business transactions will take place between stakeholders disintermediating the traditional manufacturers. Telecommunications companies offer a parallel. Share prices have been steadily falling as telecommunications companies struggle to match the innovative might of technology innovators such as Google, Apple, Facebook, and Amazon. Yet the underlying capabilities and competencies of telecommunications companies are still highly relevant and have a part to play.

The metaphor, “The camel is a horse designed by a committee,” illustrates the challenges and risks of reshaping industries. As contexts and environments change, we need to create new measures and meaningful definitions. For example, cars must now create interactivity and connectivity, and, most importantly, be cool.

Representation of a cool car:

1. It represents freedom
2. It works
3. It looks good
4. It is built with good materials
5. It is easy to use
6. It is not yet in the mainstream

Industry innovation is not self-sufficient or governed by laws of economical utility, however, in that electric cars, for example, need mobility and charge stations. This will most likely require either state funding, or further injections of entrepreneurial capital to replicate the existing combustion engine support infrastructure. Even within a city, there will be different stakeholders with different targets. Munich, for example, has 15 charge stations and this charging infrastructure needs to be funded either by the government or industry.

Autonomous cars are an extreme instance of this ongoing evolution. Many believe autonomous cars will lead to even more traffic, and compound existing problems. Yet if we look in more detail, human fatalities are the driving force, at least according to those marketing autonomous cars. 33,000 people die each year from car accidents in the USA alone. Autonomous car advocates cite 1.5m needless road deaths each year, but it is hard to imagine deaths in far-off countries influencing the ambitious plutocrats wishing to wrestle the car industry from Detroit, Tokyo, and Germany. Desire for improved safety aside, the future of the auto industry is articulated as autonomous, connected, electrified / emission free, and shared. ACES, for short.

Key innovation models are:

a) Pyramid, or command, entailing the highest risk – all on the line
b) Strong business units leverage central IT – risk is diversified and innovation is fast
c) Matrix, such as in the aircraft industry – takes longer but in the end a risk-averse approach.

Most critical to the car industry’s identity crisis is the pervasive product vs. customer-centric organisational dichotomy. While product experts love features, customer-focused teams love customers’ problems, and adapt to customer demand. Where existing solutions and products are less relevant, adapting to customer demand wins the identity crisis.

The new sharing economy is not really about sharing as such; but about opportunity and *resource utilisation*. The essence of sharing is more availability and lower cost through utilisation. In this paradigm, there can be both public leaders and private leaders and organisations will have 10 -12 new job roles as they attempt to leverage this opportunity. To illustrate the risk of doing new things the old way, Peter Drucker said, “The greatest danger in times of turbulence is not the turbulence. It is to act with yesterday’s logic.”

6.0 Keep it complex

Kary Bheemaiah
Head of Research
Uchange.co

In a complex adaptive system, every interaction shapes its evolution. A natural state of disequilibrium exists when key economic decisions are based on efficient markets in a world where people and markets are irrational. An obsession with stability, and an addiction to key performance indicators, run up against a brain always making new connections, and the knowledge that capital is evolving. Contextual new conditions confront leaders in the form of disruptive technology and the sharing economy. While numbers and narratives both matter, many organisations seem stuck contributing more to revenue and profits than to wider culture and society. Leadership adaptability is called for and adaptive leadership will be the new behavioural norm.

Bheemaiah poses the question as to why we have such a modern leadership dichotomy between tech savvy entrepreneurs and risk-averse, regime-bound, large-firm stereotypes. The ubiquitous distribution of technology to wider society, makes your attitude to technology a key leadership tenet of the modern sharing economy. Increased access to emergent technology is not just a pivotal driver of change; it also reduces the cost of leadership. More start-ups result from the decreased cost of leadership created by broad connectivity, benign regulation, and business models that leverage hardware and software innovations.

As highlighted in Joe Desimone's TED talk these new norms all create an innovation context for leadership. 3D printers, for example, manufacture 100 times faster than traditional manufacturing. This speed also enables mass customisation and design for purpose. 3D printing can build customised honeycombed structures like bird bones for maximum strength at minimum weight. Entire new breeds of resins and metals will emerge from additive manufacturing. Robots work better for routine assembly tasks. For example, in routine electronics assembly, a robot costs about $4 per hour. In contrast, the cost of labour in China quadrupled in the last decade, averaging about $4 per hour, and now increasing rapidly.

Taking a holistic view of technology also provides us a macro-economic context, and the realisation that technology fragments work structures and institutions. This fundamental changes how we need to think about the very idea of a firm and structure. Fragmented leadership in such an environment gives leaders of change an opportunity to see, and work on themselves, in the presence of fragmentation.

Automation in the manufacturing industry is expected to rise from 10% to 25% by 2025 with increased use of robotic artificial intelligence. In addition, there is a 17% increase in reshoring activity, and a greater future on-shoring versus offshoring intent, 31% (USA) and 20% (China).

The above phenomena are creating a trend of reverse globalisation with profound implications for the manual versus automated approach, and geographic productivity balance. As a result, the wage arbitrage opportunity in emerging markets has all but disappeared, and workers in increasingly specialised technology services are expected to possess a portfolio of adaptive skills.

As a result, the wage arbitrage opportunity in emerging markets has all but disappeared, and workers in increasingly specialised technology services are expected to possess a portfolio of adaptive skills. We can profile the ideal future worker as a fusion of technical and adaptive skills, with the following competencies :-

Future Worker Ideal Skills

Sense-making
Novel and adaptive thinking
Cross-cultural competency
Computational thinking
New Media literacy
Trans-discipline
Design mindset
Cognitive load management
Virtual collaboration

(Reference: Jan 2016 report from Citi and Oxford Martin

Automated services and low-capital business creation leaves increasingly specialised people as the primary cost in a business model. While historically focused on prescribed deliverables, leaders are evermore dependent on coaching and mentoring skills to ensure that their creative, adaptive knowledge workers can continuously evolve. Decentralising implies leaders relinquishing their sense of control. Leadership becomes much more about the led and less about the leader, with the role of the leader not delegating but transferring the position of leadership from one person to another. Leadership as a behaviour shifts from space to space, rather than being a role held by a single person or group.

Evolving technology lowers the cost of leadership, where leadership is not a role, but a transferrable behaviour.

Bheemaiah clarified the concepts of complicated and complex as being core to the new sharing economy, using the examples of an engine and mayonnaise. An engine is complicated in the sense that it has a high number of single dimension and simple interactions. Mayonnaise on the other hand is based on the key variants of memory and process which create potentially unpredictable and complex adaptive interactions. Leaders seem to go for models that attempt to simplify complexity. Adapting manufacturing processes to services doesn't work for knowledge workers. Oversimplifying complexity takes customer-focussed innovation out of the equation, prompting companies like 3M to stop using prescriptive metrics-based methodologies such as 6-Sigma.

Individuals adapt to changes in their environment by making incremental changes to their behaviour. Changes made by one agent end up altering the environment of others which leads to further dynamic adjustments.

Heuristics play a critical role in CAS. Agents just don't follow rules. Rules govern behaviour; but not actions. Actions are taken based on heuristics. Heuristics are important because people use it to control uncertainty. The heuristic method of making decisions is linked to the concept of people not as information-processing machines; but more as recognisers of patterns. We have evolved like that. Rather than giving rigid rules, checklists (which are still rules, but flexible as they establish boundaries rather than absolutes) work better.

Ideation, the process of pulling together otherwise disparate innovations, drives both incremental and radical service or product innovation. Invention, the novel combination of existing technological capabilities is evolutionary by nature. Technology's tendency to build upon previous or existing technologies resembles biological evolution. Kevin

Kelly's analogy between biological evolution and technological evolution paradigms share common features: specialisation, diversity, ubiquity, socialisation, and complexity. The real ideation process creates new technologies and ideas from mixing bits and pieces of older constructs.

If we study the concept of ideation from an empirical perspective, logic suggests that innovation in companies would be based on combinatorial processes. But companies use processes that actually work against the natural innovation order by structuring silos. Silos are an artifact of an organisation's constant efforts to simplify, rather than adapt to, complexity as articulated by Gillian Tett in the Silo Effect. Innovation is not adaptive but exaptive.

Therefore, people at a system decision-making level need to think about how to structure their firms, and what kind of behaviours this will encourage. It is critical to encourage multi-level behavioural adaptation that will create ideation via greater levels of horizontal, vertical, and diagonal interactions. For this, leaders need to understand, and become adept at, working with the parameters of resilience, robustness, diversity, modularity, and redundancy. Leaders therefore get comfortable in the ambiguous shifts from complex to complicated.

A system can shift from complex to complicated, and go back and forth, so that it can adapt and then create efficiencies through process. Adaptive leaders devise and authorise a process to run small, safe-to-fail controlled experiments that leverage the core parameters of : –

1. Diversity Is the engine of mutation and adaptation
2. Modularity contributes to robustness: it breaks down the scope of the problem to manageable chunks, local diversity can be exploited, and failures can be contained within the module.
3. Redundancy means recovery. If one system fails, recover using a parallel system. A parallel system should have overlapping functionality and uncorrelated vulnerabilities.
4. Resilience – The ability of a system to return to a given state after a series of shocks (in terms of relationships between the components of the system)
5. Robustness – Like Resilience, robustness refers to the ability to maintain functionality despite perturbations. But rather than trying to go back to the initial state, robustness is all about how well the system manages perturbations and stress.

Leaders struggle with ideation by trying to force our natural pattern based intelligence into flowchart-based processes. It is better to structure companies for adaptation, ideation, resilience and robustness. Leaders can do so by selecting from specific strategies and tactics. Two options help in this scenario. Firstly, fight complexity with complexity and apply Ashby's Law of Requisite Variety – where an internal management system needs to have as much variability as the external system being controlled in order to be effective. Secondly, accept the limitations of bounded rationality: when making decisions, accept that thinking is always constrained by cognitive capacity.

Leadership in a complex adaptive system is interaction. It is a verb, not a noun. Leadership implies agency that changes the local rules governing future interactions. Leadership is about designing for emergence and focussing on emergent behaviour. This means ceasing to conceive of the firm as a structured, authoritarian, fully rational systems. Non-linearity, far from equilibrium, and emergent self-organisation, are required. Role is replaced by behaviour. Designing for emergence means focussing on learning, distributing Intelligence, fostering connections, sustaining tensions, and identifying patterns.

This requires leadership to consciously break down silos to provide agents wider access to information. As information is shared to create wider meaning, it becomes distributed intelligence. The system's agents become self-aware and system-aware. Leading in complexity means contesting complexity with complexity.

7.0 The noble art of accessing stuff owned by someone else

Hanne Refsholt
CEO
TINE

Co-operatives create a multiple-bottom-line business model with an effective power distribution mechanism between members.

The sharing economy is not an economic re-definition but a re-positioning of intent; that intent being to create economic sustainability as compared to the traditional goal of profit maximisation. A legacy model that embodies this goal is a cooperative. Co-operatives have historically manifested in multiple forms across multiple segments. For example, agricultural cooperatives and credit unions are common structures that generate power from scale. Power is distributed effectively throughout the cooperative structure.

CEO Hanne Refsholt positioned TINE, a successful Norwegian agricultural cooperative of approximately 11,000 farmers, as being born out of necessity. In the 1800's, a politically and economically underdeveloped culture made it difficult for small individual agricultural suppliers to survive. This created systemic issues such as poverty, overproduction, monopolies, and overall poor quality of life. These issues provided the driving forces to adopt the cooperative model which had been established since 1746. Refsholt defines a cooperative as:

"... an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise" (Ica, 1995)

Refsholt emphasises that today we often talk about corporate social responsibility as a new concept when in fact, cooperatives have embraced wider economic, social, and cultural needs for centuries. Refsholt goes on to define seven key cooperative principles:

1. Voluntary and open membership ensures low entry barriers and the longevity of capital
2. Democratic member control leveraging the one-member one-vote principle
3. Member economic participation is fair and just with rewards being based on productivity
4. Autonomy and independence
5. Ongoing education is part of the philosophy with a will to create continuous improvement and education
6. Co-operation among cooperatives to further enhance the value add to wider society
7. Concern for community is the essence of the corporate social responsibility dimension of the cooperative.

Having a cooperative culture can be challenging, specifically a democratic and consensus-based culture, and an operating model that focusses on a thirty-year timeline. With those operating contexts and norms trying to balance a 'clan' culture with wide multi-dimensional objectives, having effective discussions and decision-making can be challenging.

Putting cooperatives in the context of the wider sharing economy, Refsholt quotes fundamental observations by Trebor Stolz from "Stage Co-operativism: Challenging the Corporate Sharing Economy" -

'Even before they enter kindergarten, every child learns the value of sharing, and here the beneficent forces of Silicon Valley bringing us innovative new tools to strengthen our communities, disrupt outdated ways of doing business, and maybe even reduce our carbon footprint'.

'Behind the apps lies an army of contract workers without the protection offered to ordinary employees, much less the backing of a union. This new economy is not really about sharing at all. Rather an on-demand service economy that is spreading market relations deeper into our lives.'

'The current owners of online platforms are willing to offer us seemingly everything except ownership.'

Stolz' criticism of a capital wolf in a cooperative fleece could have just as well pointed out that competition is also learned in kindergarten. Co-operation and competition lie in uneasy tension as two sides of the same coin. That is, cooperation is organically essential in competitive firms; and competition is naturally present in cooperatives. Such dynamic power tensions are as inherent to cooperative as to corporate structures.

Refsholt highlights that there is a movement in the US to try to come up with a cooperative hybrid model to embrace the technological platforms in a cooperative structure and to overcome the disadvantages and fears people have of Uber and Airbnb. Such movements grapple with power, ownership, competition, scale, finance and capital, and decision-making as in any successful enterprise.

Modern evolutions of the cooperative concept are resource-pooling such as Bla Bla Car, a French start-up which has created a city to city car-pooling service. Like other resource-sharing companies, a pivotal component of this service is to verify users and create security and psychological safety for its consumers. This provides a level of control, confidence, and convenience for travellers. A vision based on trust leverages our honed tendencies to share and collaborate. Part of Bla Bla Car's vision asserts, "This global revolution — enabled by economic developments, consumer behavioural shifts and interconnectivity — has allowed us to break free from the limits of the past by doing what we do best: collaborating and sharing at an unprecedented scale."

Bla Bla Car considers the sharing economy as a system in which you and I can access products which are owned by someone else. Thanks to technology and smartphones, we aren't limited to our next-door neighbours. We can now access an entire network to find each other — in most cases, through a simple app that makes the most of underused assets or services such as filling empty seats on the road or sharing a vacant apartment for a weekend.

Governments and wider society tend to be wary of the sharing economy, specifically a lack of governance and transparency on items such as tax payments etc. However, the cooperative model already has solutions to these issues because most countries have mature legislation for cooperatives. This baseline can also help and inspire platform cooperatives and other sharing economy initiatives.

8.0 New tools, ancient methods

Francesca Pick
Co-founder OuiShare and OuiShare Fest
Enspiral Member

OuiShare is a digital cooperative conglomerate that acts as a catalyst, connector, knowledge curator, and driver of new economic models. OuiShare Fest's founder Francesca Pick described the organisation as "a platform for freelancers, an ecosystem, an emergent organisation and, more importantly, an incubator of people." Most striking about this statement is that there is not a single mention of a hard product or service. At its core, OuiShare is a global collective of 80 plus "Connectors," a global collective of innovators and entrepreneurs who build local communities and projects around collaborative economies, emerging communities, and digital transformations.

OuiShare paints a compelling picture of an organisation in harmony with modern contextual and environmental dynamics. OuiShare enables trust, and leverages the power and flexibility of informality to encourage connectors to embrace decentralisation. OuiShare highlights the risks of disintermediation and immediate obsolescence. It proposes a focus on the right questions as opposed to the wrong outcomes, resulting in emergent solutions. OuiShare perform a real-world role connecting emergent technology such as blockchain to the real physical transactional world. They are skilled at handling specific tools for specific purposes such as collaborative decision making, creating stewardship, supporting and facilitating, and creating space for emergence.

OuiShare, like many of the sharing communities represented at the conference, is rooted in centuries-old, successful community practices, not a fascination with the new. It is a network where people collaborate around a subject, and where goods and resources are informally shared. It leverages appropriate structural paradigms such as a council of elders, horizontal governance, *stigmergy,* and the power of self-organisation. Like Gandhi's original concentric circles of management (village constellations), OuiShare advocates the benefits of a circular high trust network of stewardship, circles / spirals where members can invite other contributors and continuously improve the knowledge community.

At the same time, a collective of social entrepreneurs and ventures called Enspiral has built up significant new emerging collaborative tools and methods such as Loomio and Cobudget. These are engines of collaboration in OuiShare, which uses these tools along with others such as Trello, Slack, kitchen tables, and methods such as the platform design toolkits. Loomio, for example, is a user friendly online tool for collaborative decision making. Cobudget, a tool that Pick is now working on herself, is a collaborative funding tool that makes it easy for groups to allocate resources collaboratively and transparently. Enspiral matches social enterprise ventures and social entrepreneurs to work together with shared vision and values. OuiShare orchestrates the collaboration of organisations that strive to create a real sharing economy.

OuiShare Fest constitutes another dimension where international crowd curation and masterclasses are held in Paris, Barcelona, and Rio. OuiShare Fest are leading festivals focussing on collaborative economies, emerging communities and digital transformations, with the finest international crowd of innovators, thought leaders and professionals. As part of these festivals, masterclass sessions are held on topics such as "the platform design toolkit."

Pick articulates the challenges that new emergent organisations overcome, such as the legacy effect of creating palliative fixes that don't create long term change and benefits. Another regards the imperative of culture as articulated by Peter Drucker *"Culture eats strategy for breakfast."* OuiShare are masters at creating and leveraging a culture of knowledge sharing and collaboration, curating and nudging such that new forms emerge.

Part of Hawaiian culture, *ohana* means family in an extended sense of the term, including blood-related, adoptive or intentional. The concept emphasizes that families are bound together, members cooperate and remember one another. Pick redefines organisations as *'ohanas'* and leadership to be less commanding and more engaging. In OuiShare, as well as in Hawaiian language, *ohana* implies no-one gets forgotten or left behind. Pick adds to that OuiShare's reconfiguration of leadership as, "rather than remove bosses from the workplace, I think their role needs to evolve to that of a facilitator, coordinator, and leader." This is done though stewarding and coordinating rather than commanding; making a holding space and supporting rather than controlling; and empowering team members to do their best work, and be their best selves.

OuiShare creates space, often using kitchen tables as a flexible holding space that is informal, productive, and engaging. This space is created for openness leading to participation; informality leading to trust; experimentation leading to emergence; and knowledge-sharing leading to scale. It is a centre of excellence and practice that understands adaptive emergent organisations and the ramifications of these frameworks within modern culture and society. Contagion, for example, abounds, and chaos and complexity create extreme anxiety in people. A high tolerance for chaos and ambiguity is a pre-requisite for creativity and is a central tenet for OuiShare.

At OuiShare, not only is leadership distributed, but power is self-organized and transient; and it evolves according to competencies and needs along the project lifecycles.

9.0 Reframing the sharing economy using appreciative enquiry

Eileen Lee Lavergne
Consultant and Coach
ITG Consultants and HEC Paris

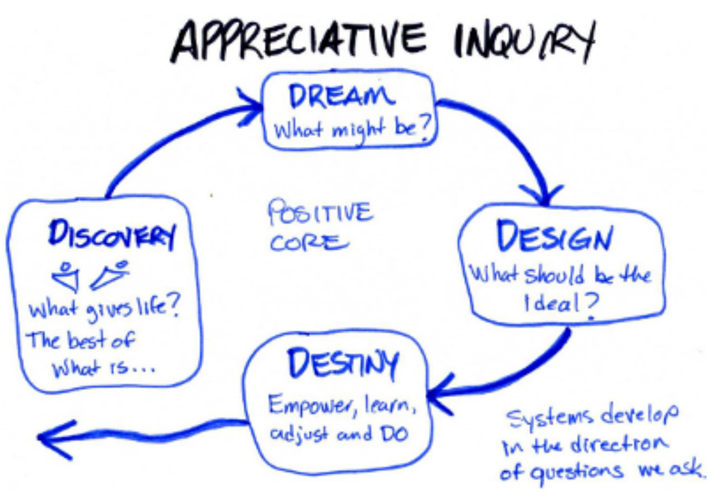
We are clear that the “sharing economy” is a disruptive, emerging, and evolving model, which we are still grappling to make sense of. While Initially hailed as positive opportunities, many sharing business models have of late been associated with disrupting traditional employment as well as exploiting the jobless.

A read of Wikipedia’s Shared Economy entry merely affirms that the jury is still out on a shared definition. Jeremiah Owyang, a pundit of crowdsourcing, web and digital technologies, describes it as people being able to get goods and services from each other at an unprecedented speed and scale without going through companies. But this tends to underplay the fact that the digital platforms used to connect these people are owned and sustained by companies. The “middle man” has merely been re-invented to take another – usually faster, less visible - form.

Applying Appreciative Inquiry would be a productive way to make sense of this movement in the context of an emerging complex socioeconomic system. According to David Cooperrider, Appreciative Inquiry takes a positive worldview on change opportunities :-

“Appreciative Inquiry is the cooperative search for the best in people, their organisations, and the world around them. It involves systematic discovery of what gives a system ‘life’ when it is most effective and capable in economic, ecological, and human terms… Appreciative Inquiry involves the art and practice of asking questions that strengthen a system’s capacity to apprehend, anticipate and heighten positive potential. … through the crafting of the unconditional positive question. …assumes that every living system has many untapped and rich and inspiring accounts of the positive … link (this) to any change agenda and changes never thought possible are suddenly and democratically mobilised.”

The Appreciative Inquiry school of thought follows a 4-D cycle approach: **Discovery, Dream, Design** and **Destiny**.



Source: Cooperrider et.al

The first phase of Discovery has to do with appreciating the best of what is (the positive change core) through the “crafting of the *unconditional positive questions”* for conversations. Next is the Dream phase in which the *vision of what might be* takes shape from the discovery of extraordinary aspects of the system’s history. The Design phase challenges the vision further to ask *what should be* and realise its higher potential and purpose. Destiny then sees that *vision put to work*, through a process of empowering, learning, adjusting and doing - in other words, continuous innovation.

9.1 Making sense of the sharing economy through appreciative inquiry

Implying we have to find ways to lead change in a "disruptive sharing economy" we in essence, negate its worth outright. The disruptive sharing economy is instantly labelled as a problem rather than a system of organisations that possess untapped strengths and value as sources of human connections, creativity and innovation we can learn from.

To embrace unexplored potential and new possibilities of the various emerging sharing economic models can we as appreciative inquirers re-frame the questions. The questions proposed are:-

1. *What exactly is being shared that these businesses are built upon?*
2. *What can we understand from these examples about the life-giving forces that led to their existence?* ("life-giving forces may be ideas, beliefs, or values around which the organising activity takes place.")
3. *From there, what common denominators can we identify that define the sharing economic model we would like to see?*

To answer the first question, we might recall that sharing means "giving part of something to someone else for a time without losing entire possession of it." The traditional economic dimension suggests a system of value creation through the production of resources and consumption. Might there also be other forms of value creation that we are missing?

9.2 Your unutilised resources are our asset model

Many sharing economy firms started with the notion of identifying untapped resources owned by individuals whose access could be mobilised into services to meet consumer needs. The business activity was built on several life-giving forces :-

1. The belief that individuals who owned these resources would be willing to make some side income from "letting" them out temporarily, and that others would pay for those resources as long as they could be trusted to meet the expectations of quality and price;
2. The idea that these services, because they were relatively "small scale" or "infrequent", could offer better value-for-money alternatives;
3. The value placed in market and geographic reach, as well as speed and ease of access and transaction, enabled by Internet technologies. The business model leveraged an online digital platform that connected and networked asset owners with users for a fee.

In the case of Uber, the envisioned *what might be* was to make money out of mobilising people's time and cars, and transforming them into accessible end-user services. Uber was successful in making access and payments easy for different kinds of car-based services. Consumers prefer to call for a Uber car rather than a regular taxi, allowing hundreds of private car owners to earn an income. This was Uber realising its Dream phase.

Where Uber fell short is in the Design phase of bridging the imagined ideal with the potential of what it should truly be. For example, how could its business model serve as a more sustainable livelihood source for the thousands of jobless it unwittingly attracted to sign up as drivers? No doubt, it was difficult to anticipate its unexpected role in a highly challenged jobless market; but can Uber learn from the situation and re-design itself by engaging with the drivers to define what *should be*? Is it interested in doing so?

From this dialogue, Uber may be able to create further "processes for learning, adjustment and improvisation", as well as co-create value for the drivers. This is part of the Destiny phase in "strengthening the affirmative capability" of a system. How sustainable Uber's business ends up being, may depend on how well it delivers a shared positive future image and operating model with its drivers and other stakeholders, that is more inclusive and nurturing.

Like Uber, Le Carillon thrives on mobilising underutilised assets and resources for users who need them temporarily. But the similarity ends there. First, there is no monetary compensation. Second, appreciating the *best of what is,* i.e. the access of underutilised assets, was strongly linked to ascertaining that neighbourhood shopkeepers are more charitable towards the homeless than appearances might lead us to believe. A field survey conducted by Le Carillon's founder, Louis-Xavier Leca, hinted of Appreciative Inquiry in action. Le Carillon's orchestrated network is built on "micro services" that constitute small acts of charity targeted at the homeless. Its life-giving forces include:

1. The idea that meeting the basic needs of the homeless could be a valuable move in stemming further marginalisation of individuals;
2. The belief that shopkeepers are more prone to help out their neighbourhood homeless if they can do it on a small scale and at their convenience, without disrupting business hours or customers;
3. The value of positive human contact and interaction, enabled through effortless personal acts of charity that reinstates basic human dignity;
4. The value of a bottom-up human network for reach and scale, enabled by strong local coordination, collaboration and structured communications, potentially helped by technology.

Le Carillon appears to be answering to its higher purpose, as it is not only serving marginalised groups – the "positive core". Through the positive human element of giving and receiving, as well as regular multi-stakeholder dialogue, it is also realising a broader objective of bringing the homeless back into the fold of mainstream society.

What's interesting about Le Carillon is the evolution of its model. Starting out as an innovative charity, it is transforming into a social entrepreneurship, demonstrating a momentum born out of continuous innovation. Should it succeed in future plans to turn its biscuit factory into a true business venture with equity financing and permanent jobs for the homeless, it may well deliver on its organisation's destiny.

In VizEat, the positive core is people willing to open up their homes to strangers from afar over a home-cooked meal, to potentially earn a small side income. The time and effort required to do this can be viewed as an underutilised resource; but it is more inclined to be linked to their willingness, not unlike the case of Le Carillon's shopkeepers.

The life-giving forces are not only represented by the mutual curiosity and cultural interests shared by hosts and visitors; but also the human dialogue over that meal. The network of VizEat, enabled by an online platform that takes a fee, is similar to the Airbnb and Uber platforms, though the company's co-founder claims a difference in the depth of human connections. Beyond matching and connecting interests during a one-off visit, she says their network enables unimaginable relationships between people from distant places. VizEat is in its start-up phase; how they evolve and realise the true potential of a model like theirs remains to be seen.

9.3 Initial reframing

Just from these three examples, we can highlight a few clear denominators:

1. Temporary access to privately-owned resources without the need to own them (this would rule out any type of leasing business, crowdsourcing, crowdfunding or online marketplaces unless the latter is for second-hand rentals);
2. Transformation of these resources into consumable "goods" and "services" through a third party that unlocks and structures their value proposition for users;
3. Speed of access and reach is enabled by widespread decentralised networks that often rely on communication technologies and digital platforms to create a more cost-effective distribution channel.

There is a fourth feature that seems to be a common underlying theme, overshadowed by the more visible forms of exchange – that of the **co-creation of value**. This, in essence, is the willingness of the asset-owners to engage, as the first step in a collaborative arrangement, evident in all three examples.

Is mere engagement enough, however? In Le Carillon's example, the collaborative arrangement seems to go further – i.e. recognising the asset owners' value and meeting their expectations of value from the collaboration. It explains why the predominant value perceived by the shopkeepers is more intangible and has no monetary compensation attached to it. In the case of VizEat, this is reflected to some degree through a combination of monetary value and the appreciation of a richly human experience.

This is less evident in Uber's business and it has been argued that Uber is not a real sharing economy business because it is not owned by the people providing the service themselves. This may explain why many people, except the consumers, accuse the company of exploitation rather than being a true value creator.

It also points to why there are emerging Uber-like companies trying to counter its market dominance.

There is definitely a lot more that we can inquire into as change leaders and practitioners to validate these initial reflections or make sense of other characteristics. Leading change for the better will involve discovering the positive core of the different sharing economic models. Only then can we urge for a Design phase that includes dialogue and collaboration to define the more sustainable models of true value co-creation.

9.4 Further learning

Value creation is central to any organisation. In the for-profit sector with traditional economic models, this is typically reflected in the value created through R&D, production and supply chain, primarily expressed in revenues, cost-savings, profit margins, patents and brand equity or share price.

However, in a world where Internet technologies and globalisation have broken down time and space barriers, the notion of value co-creation shifts from the focus on "value chain" into "value constellations". Unlike the assembly line and supply chain perspectives that focus on a company's capability of production or creation, value constellations are based on offerings that are neither product nor service in itself but can be different configurations of both. The right offering is an outcome of correctly coordinated activities that complement the collaborators or stakeholders' capabilities, with willingness and resources to jointly create the right usage options. In these constellations, the wider ecosystem of stakeholders count, being no longer limited to the organisation's executives, employees and investors. They exist wherever the source of the next innovation might be, such as the asset owners who are willing to "share".

Companies like Uber could be said to be a sharing economic model version 1.0. To a large extent, this model has innovated on how demand-side value can be created by identifying and mobilising dormant resources in our social system. This is built largely on the basis of individuals' willingness to "share".

What model 2.0 *should* look like is a model where change can be led and navigated constructively. From a systemic perspective, private and public organisations are already seeing *what might be* through Uber and others, while trying to *design what should be.* The disruptive influence of Uber or Airbnb is therefore a disruption of the industrial ecosystem. In this context, it is triggering further innovation as others strengthen the affirmative capability of the model by learning, adjusting and improvising on it. Alternately, it might simply portend people figuring out how to work together.

Change is already on its way; but to render the model more sustainable, the relevant value constellations will have to be built by asset-owners and other stakeholders together. They will have to be recognised for their self-organising capacity to co-create value, to determine what constitutes that value, and how it would be translated into individual value for them. Only then will version 2.0 of the sharing economy truly symbolise a collaborative economy.

10.0 Summary

The sharing economy is actively challenging one of man's greatest and prevailing inventions - scientific based organisation and management. It is facilitating a new social order where value and values are tightly interconnected creating behaviours out of new roles and identities.

The sharing economy displays characteristics of a shared culture, low hierarchical patterns, with an equal drive on results and meaning. As a result, it is a real framework for welfare creation and self-actualisation in a complex world.

The sharing economy displays characteristics of a shared culture, low hierarchical patterns, with an equal drive on results and meaning. As a result, it is a real framework for the innovation and creation of diverse value constellations and self-actualisation in a complex world. It is up to us how we *design* on the *dream* to reach the befitting *destiny*.

Measures have become more complex encapsulating ambidexterity and wider reality, yet more natural and leveraging our inherent natural skills and abilities to form collaborative communities. Emergent change drivers and digital collaboration frameworks have evolved the sharing economy buzz into a dynamic pervasive phenomenon.

This leads to our final question: 'what will the Sharing Economy 2.0 look like?'.

Appendices

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A.2 Biographies

A.1.1 Presenters

Louis-Xavier Leca: Founder and Project Manager Le Carillon
Today there are about 150,000 homeless people living on the streets of French cities, and this number is increasing.

"Le Carillon" arose from the inner conviction that everyone, by simple gestures, can contribute to improve the everyday life of the homeless. It is a network of friendly shopkeepers and individuals, always ready to offer a smile, consideration and free micro-services (reload a mobile phone, access toilets, warm a dish or a feeding-bottle in winter, or offer a glass of water) to those in need.

While "Le Carillon" is primarily to help the most deprived, we believe that it also has tremendous potential to unite the inhabitants of a district. In this respect, we attach huge importance to the visibility, stakeholder engagement, and collaborative action across a community. In essence we create a win-win model and a more humanitarian Paris.

www.lecarillon.org https://www.linkedin.com/in/louis-xavier-leca-aa272a29

VizEat – local immersive food experiences with local hosts
On Friday evening we will plunge into the sharing economy: VizEat is a platform that matches home chefs with those enjoying home made food. In groups of 6-10 we will join a number of Parisien hosts who are willing to share their kitchen and food with us.

www.vizeat.com https://www.linkedin.com/in/camille-rumani-11679a43/?ppe=1

Luc Yao, Head of Advanced Displays, Performance Materials, Merck KGaA
Merck is a long established global leader in the development of innovative display applications based on its strong advanced material development capabilities. Devices made possible by Merck's Liquid Crystals – such as laptops, smartphones, and flat panel TVs – have redefined modern communications.
Together with its global partner network, Merck is disrupting old technology and generating new growth opportunities by fostering advanced freeform and holographic displays for the automotive, digital signage, and gaming industries.
A graduate of the Department of Management Science, NCTU, Luc has a Master of Business Administration from Manchester Business School, UK, and a Master of Science from HEC Paris and the Said Business School, Oxford University. Luc is based in Darmstadt Germany and is active in the display industry, related start-ups, and the Open Innovation networks.

www.merck.com https://www.linkedin.com/in/luc-yao-91aa7/

Dr. Joachim Kolling, innovation process and shared business model expert, associate lecturer at University of applied science, Munich

Dr. Kolling is an experienced and highly successful design and innovative thinking leader, and an expert in new forms of collaboration and creative processes. His diverse roles included leading BMW Group´s Advanced Design Studio, visualizing long range product planning and implementing new design processes, head of BMW's project i´s innovation department, and setting up BMW´s car sharing Businesses.

Dr. Kolling will explore how industrial organizations influence and react on disruptive changes, with the essential learning that all stakeholders involved in the process have to benefit from the development. The session will give attendees the chance to role play different stakeholder roles, and to develop a common story.

Dr. Kolling has a PhD in in the field of Computer Simulated Human Behavior, lectures in Future Thinking and Innovation strategies at the University of applied Science in Munich, whilst also working as an independent consultant. He is currently Head of Energy Services for BMW.

www.bmwgroup.com https://www.linkedin.com/in/joachim-kolling-98a542142/

Kariappa Bheemaiah, head of research at U Change, research associate with Cambridge University and visiting lecturer at ESCP London

A tech fan, news addict and data hound, Kariappa has had a varied career as a marine engineer, a legionnaire in the French Legion, and currently as a researcher, lecturer, author & consultant.

Kariappa has a wealth of experience across decision sciences, cross-disciplinary research on subjects that are influencing digital transformation, cognitive and complexity science, and emergent technology. He is a prolific publisher and blogger.

Mission focused and self-aware, his motto of adaptation is to read history, be conscious of what's going on and design an environment that helps capture flashes of insight. He identifies himself as an expert questioning generalist, and restless learner.

www.uchange.co https://www.linkedin.com/in/karybheemaiah/?ppe=1

Hanne Refsholt, CEO at TINE

The TINE Group is owned by a cooperative of Norwegian dairy farmers, and is a full-scale supplier of dairy products. Its business idea is to use clean and natural raw materials to produce tasty and healthy food. Tine aim's to do this through close interaction between nature, agriculture, consumers, and trade.

The main objective of the cooperative is to provide its owners with the best possible price for their milk and to create an organization with the power to evolve and adapt for the future. Tine's focus is to get the right capabilities in place to make a highly professional performance in increasingly competitive markets.

Hanne has a Master in Food science and a Master in Business Administration, is a CCC graduate, and holds a number of board positions.

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Francesca Pick - project manager, consultant and speaker on how tech can change business, society and human interaction

Francesca is a member of the entrepreneurial collective [Enspiral] and has played an instrumental role in developing [OuiShare], an international think tank on emerging paradigms such as the collaborative economy, open source, decentralised organisations and zero waste societies. She graduated with a degree in Communication & Cultural Management with an award-winning bachelor thesis about “Building Trust in Peer-to-Peer Marketplaces”. Francesca is an advocate for more collaboration, empathy and holistic thinking to address the challenges in our rapidly changing world. She helps teams that are working on meaningful projects increase their impact through collaboration and communication. She speaks about, but also experiments with new forms of distributed organisation, governance and collaborative decision making, as well as the tools and behaviours needed to make them work.

ouisharefest.com
ouishare.net

http://www.francescapick.com

Yuri Nakasato - Chair of the Rheumatology department at Sanford Health in North Dakota, United States and CCC graduate cohort 14.

Yuri has a background in Medicine (editor of a book in Geriatric Rheumatology) and training in Internal Medicine, Geriatrics and Rheumatology. He has a background of business administration, coaching and change management. He was the winner of the prestigious Bush Fellowship leadership award 2016. He is a 2016-2017 student of the coach certification program at the Gestalt Institute of Cleveland, Ohio. He is interested in making health care around the world more efficient through optimisation, standardisation and simplicity. He is willing to help health care providers, mostly doctors, to better navigate the tumultuous world of change and find a better work-life balance, so that they can help the community get healthier through social innovation. He believes medicine and management can mix in sync, and documentaries about medicine with personal coaching are the best way to teach, learn and help talent medical professionals reach their potentials faster. He is the researcher, executive producer and actor of a video in Efficient Medicine distributed for public viewing in 2016. Dr. Nakasato is joining Oxford Change Associates LTD network.

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A.1.2 tCL conference team	
Organiser 	**Tom Miller** Tom Miller is a lifelong entrepreneur, teacher and coach. Tom began as a teacher and coach shortly after completing his B.S. from Baylor University. It wasn't long before he started his first company, Symbolist, which was consistently voted a top-12 recognition provider by HRO Today Magazine. He obtained a master's degree in Coaching and Consulting for Change from Oxford University and HEC Paris. Tom is also the author of, LIFT – A New Paradigm for Building Influential Leaders. He has seen and believes that no matter who you are, you can make an enormous difference in your place of employment and in life. Tom is currently serving as an adjunct professor at Western State University in Gunnison, Colorado where he has observed and can uniquely speak about the post-millennials - your future employees – and how to guide them to become influencers in the workplace.
Organiser 	**Thea Hazel-Stals** Thea Hazel-Stals is an experienced change leader and director and has worked in organisational and social change for more than two decades, within business corporations and not-for-profit. Most recently she was the CEO of a not-for-profit start-up for youth financial capability in the Netherlands, applying co-creation and design thinking in working with multiple partners in this complex field. Currently she is working as an independent consultant and she is the events director for the Change Leaders.
Author 	**Eileen Lee Lavergne** Eileen is a consultant and coach working at the intersection of technology-driven innovations and organizational change. She combines 20 years of marketing and communications practitioner knowledge with an executive master's degree in *Consulting and Coaching for Change* from HEC Paris and Oxford SBS. Her skills evolved from cross-boundary management and advisory roles with tech start-ups, SMBs and MNCs like Cisco, Alcatel, PTC, Burson-Marsteller, etc. Years of international assignments spanning the globe turned her into an informed advocate of ICT for socio-economic development. Her immersion in pioneering initiatives on telehealth, e-learning, smart cities, digital transformation and Internet of Things made her realize the human dynamics in change was sorely neglected. Today, she strives to bring this back into the equation of any innovation or change initiative. A member of the Change Leaders and of IABC, Eileen also has a MA in diplomatic studies and a BA in public relations and marketing.

Author 	**Cyrille Comole-Theveniaud** Cyrille is the General Manager of a consulting company, WooElse, and works as an expert in the fields of marketing and change for start-ups and scale-ups. Cyrille also builds educational courses, and teaches courses in communication & change management as well as digital transformation to Master's students and executive programmes in several business schools. Bringing over 20 years of experience in leading marketing and change for major corporations such as Dell Computers and Amadeus, she leverages a different approach for transformations, embedding the needs of the individuals, addressing the emotions, and applying her marketing expertise. Passionate about education and learning, Cyrille holds a BA in Business Studies from De Montfort University, a MSc in International Business and Strategic Marketing from Montpellier Business School, a MBA from the University of Westminster and the CCC Executive Masters from HEC and the University of Oxford.
Author 	**Julie Mowinski** Julie Mowinski is a communications professional, with broad global experience in the Information Technology sector – hardware, software, services and telecommunications. She has held roles in marketing, communications, and general management for companies in a number of different countries including Cisco, Software AG, Berg Electronics and Holland House. She has also been involved in acquisition negotiation, transformation, employee development, mentoring and inclusion & diversity. Having recently completed a Master's degree in Consulting and Coaching for Change from the HEC business school in collaboration with the Saïd Business School at Oxford University, she is currently examining how to help companies capitalize on communication to drive successful change. Julie produced tCL's second book 'Complexity Unravelled'.
Author 	**Mike Staresinic** Mike leads international development programs, helping countries to develop strong civil societies and reform governments in 40 countries. Mike helps people and organisations that have won the Nobel Peace Prize, the International Women of Courage Award, the Robert F. Kennedy Human Rights Award, TIME European Heroes, and other accolades for nonviolent methods of national transformation. Mike has received the written thanks of four heads of state and government for his contributions.
Author 	**Eamon Mulligan** Eamon is an experienced 'C' level executive and transformation leader with over 30 years of experience gained from working in global roles with leading financial, telecommunications, and educational organisations across Europe, Asia, Africa, and the Middle East. He is a delivery-focused leader with a successful track record of shaping and delivering significant transformation agendas in different organisations, in diverse markets, and with varying levels of economic and organisational maturity. Eamon has recently enriched his career with assignments in consulting, coaching, and academia across Asia. Specifically, he delivers executive education modules for Universities as an adjunct faculty.