BOOK SECTION: Tomorrow

Blockchain applications, a pathway to decentralised, autonomous and transformative leadership

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Main Argument

- If you appreciate the capabilities of the blockchain, there are transformative opportunities
  - Blockchain can be a tool for the transformative leader
  - Is a means to transform society
- The transformative leader has a moral imperative to promote the longevity of their socially-just policies
  - Lets avoid temporary gains

To be truly transformative, a leader must systematise their transformative and socially just policies. The Blockchain can be a transformative tool, that systematise todays transformative policy for a secure tomorrow.
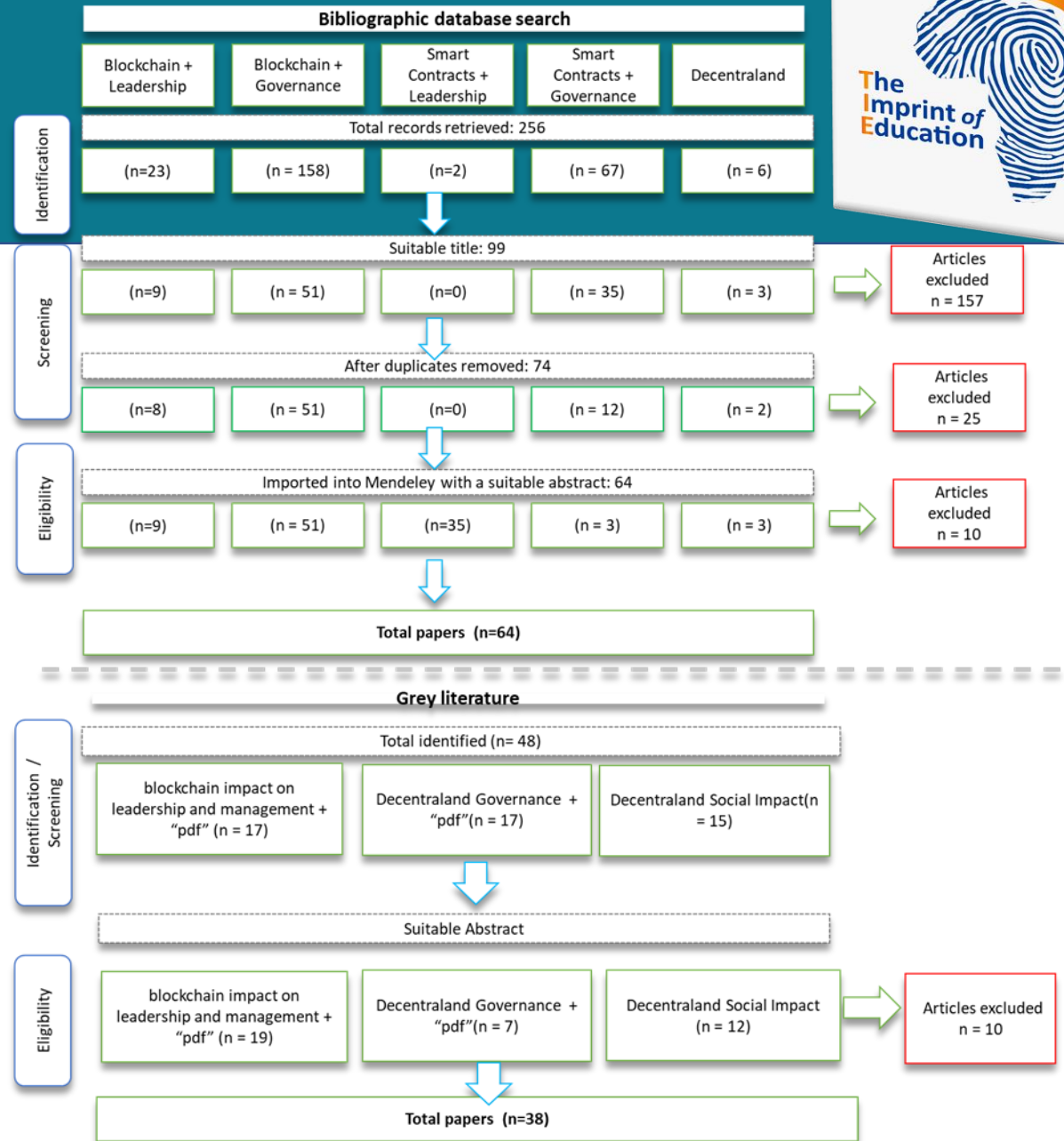
Chapter Outline

Background → Methodology → Blockchain's transformative potential → Decentraland Case study → Implications for Transformative leaders

METHODOLOGY

- Preferred Reporting Items for Systematic Review and Meta-Analyses (PRISMA)

- No Ethical Concerns

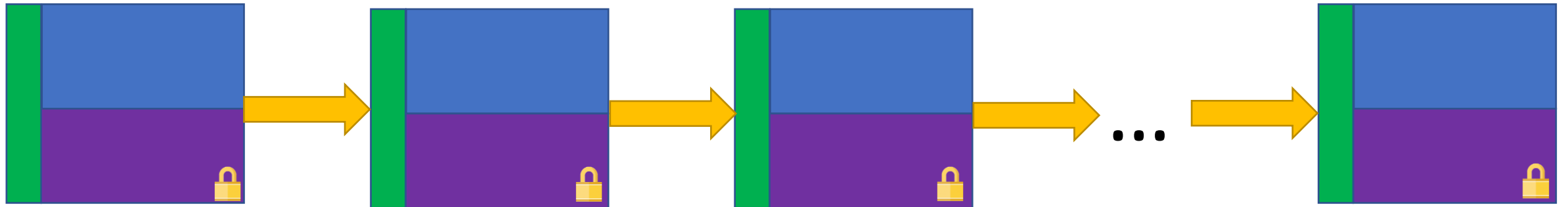- Limitation: Intersections between technology and transformative leadership ideas are sparse

Bibliographic database search

Blockchain + Leadership	Blockchain + Governance	Smart Contracts + Leadership	Smart Contracts + Governance	Decentraland

Total records retrieved: 256

(n=23)	(n = 158)	(n=2)	(n = 67)	(n = 6)

Suitable title: 99

(n=9)	(n = 51)	(n=0)	(n = 35)	(n = 3)

→ Articles excluded n = 157

After duplicates removed: 74

(n=8)	(n = 51)	(n=0)	(n = 12)	(n = 2)

→ Articles excluded n = 25

Imported into Mendeley with a suitable abstract: 64

(n=9)	(n = 51)	(n=35)	(n = 3)	(n = 3)

→ Articles excluded n = 10

Total papers (n=64)

Grey literature

Total identified (n= 48)

blockchain impact on leadership and management + "pdf" (n = 17)	Decentraland Governance + "pdf"(n = 17)	Decentraland Social Impact(n = 15)

Suitable Abstract

blockchain impact on leadership and management + "pdf" (n = 19)	Decentraland Governance + "pdf"(n = 7)	Decentraland Social Impact (n = 12)

→ Articles excluded n = 10

Total papers (n=38)

Blockchain is like a

The Block

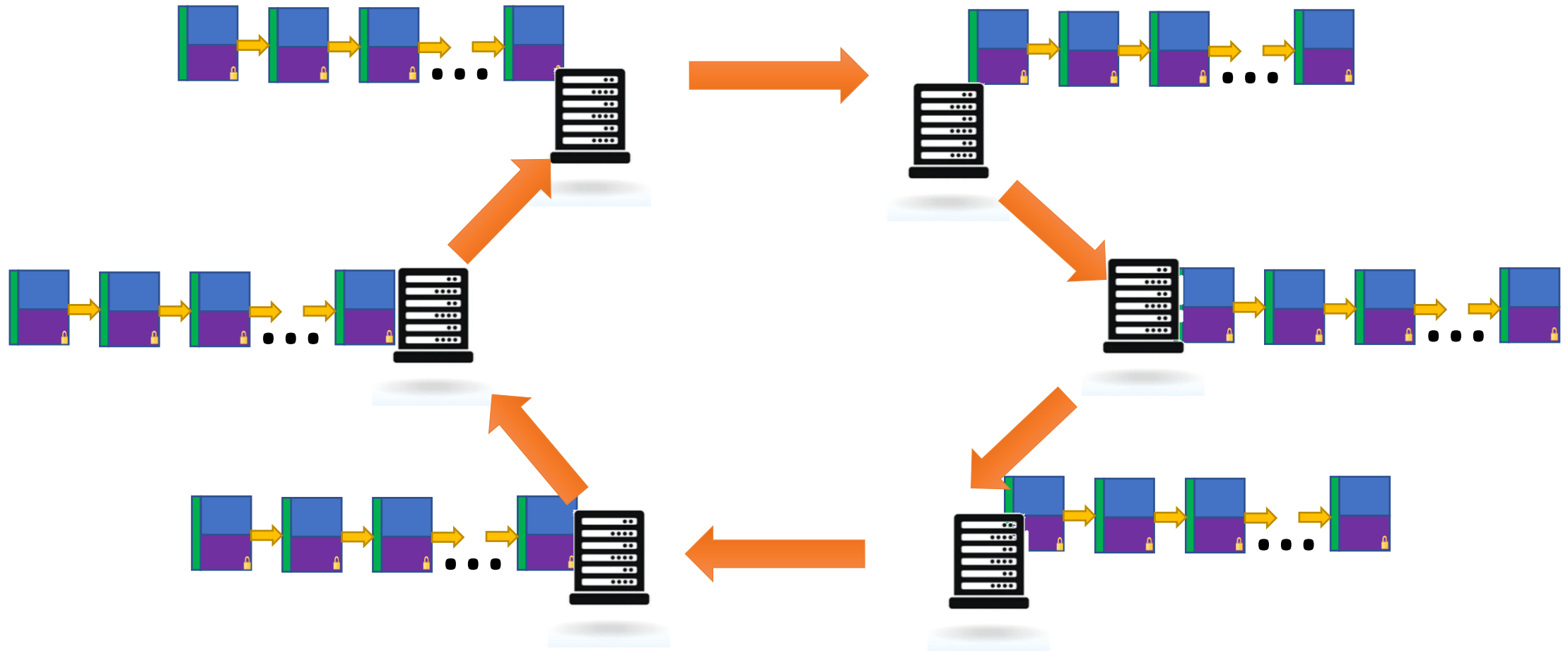| Date	Data: • Sender • Receiver • Amount • Other relevant stuff
	Action: • What must happen now • E.g. Pay someone, send file, register deed

Autonomous
Can automatically initiate an action through a coded instruction

The Blockchain

The Blockchain is decentralised, trusted

Blockchain is like a

Instrument of development or destruction

LITERATURE AND USE OF THEORY

Transformative Leadership

- Socially just systems - Shields (2010)
- Systemic injustices in developing world (Bosu et al, 2011)
- Need to problematize structures of power and privilege (Weiner, 2003)

Decentraland

- Decentraland White Paper
- Decentralised autonomous organisations

Social Impact of Blockchains

- Foundation for economic and social systems (Lansiti & Lakhani 2017; Schmidt & Wagner, 2019)
- Increases in efficiency, productivity (Kimani et al, 2020)
- Redefining citizen participation (De Filippi, 2018)
- Solving development financing (Sagasti et al 2004; Castells, 2020)
- Fair Competition (Schmidt & Wagner, 2019)

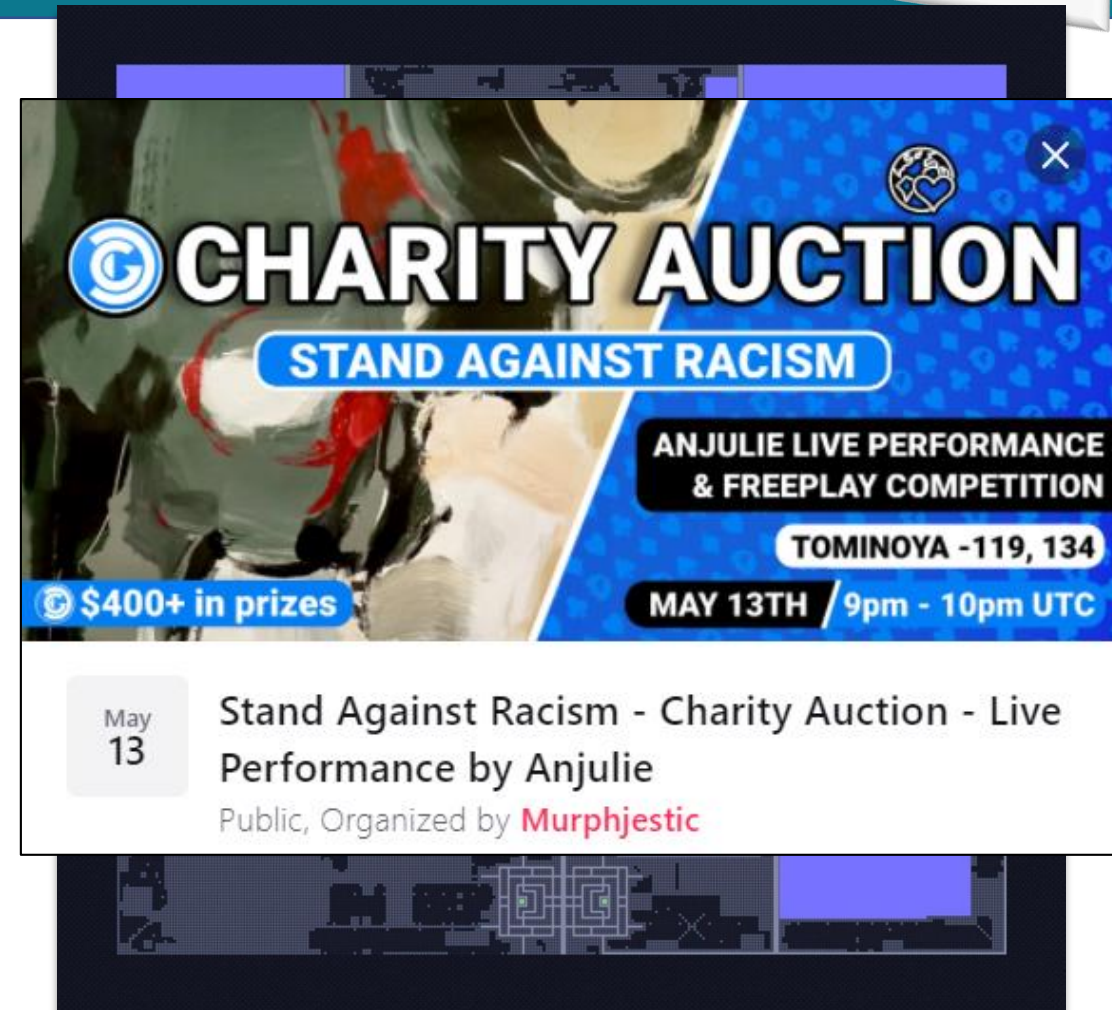# Findings
Transformative Potential

- Replace systems of privilege
  - Fair competition
  - Proven equal access for small business, individual

- New systems for development finance
  - Direct funds to greatest need
  - Build investor confidence – is trusted

- Redefine governance and citizen participation
  - Collaborative decision making
  - Secure voting
  - Smart city applications

Findings
Decentraland Case Study

- Plots of digital land with online businesses
  - Art galleries, night clubs, casinos, conference hosting
- Allows governance based on consensus
  - No President or King of Decentraland
  - Run by a Council at present
  - Decisions made by voting
  - Coders implement changes
- System built on autonomous contracts
  - Applies principles of fairness in contracts
- Challenges
  - how to govern complex issues like Freedom of Speech
  - Can you buy votes?

Implications for the Transformative leader

- Solution depends on a future with universal high speed internet access
- Leader must recognise the failings of current system
  - E.g. Banking System
- There will be resistance to change
- Blockchain implementation can be a catalytic agent of change
- Adoption is growing worldwide
- A Transformative Leader's vision and actions are temporary
  - System guarantees long-term implementation

IMPORTANCE

- Systemic change means changing the system.
- What system is ideal?
  - Which system inculcates trust, promotes fairness
- We need to reimagine what the future can be
  - How do achieve that future?
  - How do we break the systems of failure?
  - What do we replace these systems with?
- Students need a vision of a future, radically different from our current systems.
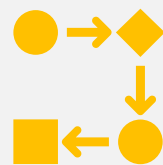
3 DISCUSSION QUESTIONS

Can you identify a current system that not exclusionary and doesn't need fundamental change?

How might you wield the blockchain and what would you change first?

What must be done to make the change possible?

Access

Awareness

Adoption

REVIEW PROCESS

Reviewer's feedback
- Need a 'Blockchain for Dummies' explanation, avoid jargon
- Chapter is not about theory – is a catalyst/tool to assist leaders
- Try to connect discussion about usefulness more to the needs of transformative leaders

Challenge:
- Word count limits the depth of the blockchain explanation