



November 4 – 6, 2016

Facing Organizational Challenges

## RELEASING COMPLEXITY

3- DAYS with BONNITTA ROY - An invitation to step into a new way of understanding organizational life and to think and do from a whole new mind

IN THIS COURSE, WE PRACTICE NEW WAYS OF THINKING *BEYOND SYSTEMS THINKING* INTO THE DOMAIN OF *COMPLEX RESPONSIVE PROCESSES*, AND CRITICAL VIEWS ON *EMERGENT LEADERSHIP*, *STRATEGIC CONVERSATIONS AROUND CHANGE & INNOVATION*

Through interactive engagement, we will learn how to get to a more grounded, realist position, by using direct perception and embodied practices on real workplace challenges. We will see how much of the complexity we believe to be facing at work is actually inside the way we look at things. We will learn how to recognize common traps that look like solutions but lead us down the path to escalating complexity in the long run.

We will have a look at where all the additional complexity is coming from. We will disentangle power asymmetries x path dependencies x level of abstraction and mental models used. You will be surprised by how much unnecessary complexity is hiding in this equation, which can easily lead you down a wrong path if you search for new answers in agility, scaling, innovation or emergent properties.

In the workshop, you will learn how to disentangle power asymmetry, in all different versions, so teams can be conscious of how they are either escalating or releasing complexity. You will learn the difference between role dependencies and route dependencies -- and how to clean them up. You will learn how to avoid moving up the levels of abstraction in your system thinking or mental models, and how to avoid "feedback loops" that escalate complexity. This releases the paralyzing complexity of the dominant discourse- a complexity where the individual leader is falling "in over their heads," to realize a new vision of leadership as the capacity for organizations to sustain strategic conversations across multiple, fractal and larger group levels. We learn to make the important distinction between complex adaptive systems, and complex responsive processes, which take us to the edges of complexity theory. We address real-life issues and complex problems through a multi-dimensional framework of change.

This then allows you to work on all the fronts of complexity, and keep your organization clean and find elegant solutions to "complex" problems. We will look at the different systems approaches that have been developed through time, and expose their key fault lines. We will introduce complexity thinking beyond systems thinking and show how new analytic tools and simple frameworks can both release complexity and increase impact. Bring your own work challenge!



APPLIED PARTICIPATORY PRACTICES  
Next Generation Practices for New Generation Organizations



**Bonnitta Roy** is well known and awarded in the integral theory community for her contributions that go beyond IT. She is the founder of APP Associates International, a community of professionals applying next generation practices for a new generation of organizations.  
[www.appassociates.net](http://www.appassociates.net)

### CREATIVE DISRUPTION

What to do when everything you are doing is too big to know.

### SACRED COWS, ELEPHANTS & OTHER NOBLE BEASTS

How what we don't say becomes what we can't do; organizational shadow; normalizing group think.

### HOW SYSTEMS THINKING IS KILLING YOUR CREATIVITY

When to stick with lower order abstractions closer to the concrete and particular and when to begin thinking "beneath the question."

### GENERATIVE DESIGN

Utilizing aesthetic judgment to enable decisive action. Discovering the "design problem" at the heart of wicked problems.

### THE WORKSHOP

**Day 1:** Artificial Complexity - how we do it, why we do it, how to identify it.  
**Day 2:** Disentangle, deflate, and reframe power asymmetries, path dependencies, and mental models:  
**Day 3:** Elegantly navigate actual complexity – the different action logics we need during different phases.  
**1-day Catch-up workshop on November 3** for people who have missed the first workshop in April. Costs: € 300

### CERTIFICATION

This is Part 2 of a 4-part [Certification Training](#).

[Repeat Part 1 online](#) with a 40% discount

### ENTZ VON ZERSSEN, CASPARI & PARTNER

DATE: NOVEMBER 4 – 6, 2016  
(ARRIVE NOV 3)

PLACE: SCHMAGEROW 11, 17312 RAMIN,  
NEAREST AIRPORTS  
BERLIN (D) OR SZCZECIN (PL)

[WWW.EZC.PARTNERS](http://WWW.EZC.PARTNERS)

[WWW.SCHMAGEROW.COM](http://WWW.SCHMAGEROW.COM)

COST: € 1200, -

INCLUDES  
SEMINAR, FACILITIES,  
BREAKFAST, LUNCH, DINNER &  
ACCOMMODATION (SHARED ROOMS)  
SINGLE ROOMS AVAILABLE IN OTHER LOCATIONS

Please register with Anne Caspari:  
[anne.caspari@ezc.partners](mailto:anne.caspari@ezc.partners) or over skype.

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