

## Navigating Complexity

*“The temptation to lead as a chess master, controlling each move of the organization, must give way to an approach as a gardener, enabling rather than directing. A gardening approach to leadership is anything but passive. The leader acts as an “Eyes-On, Hands-Off” enabler who creates and maintains an ecosystem in which the organization operates.”*

– Stanley McChrystal, Team of Teams: New Rules of Engagement for a Complex World

Leaders are asked to navigate in complex systems, while most of their technical skill sets enable them for technical, expert style interactions. The distinction between complex and complicated domains has become a crucial one in the VUCA world, with a capital C for Complexity. In *complicated* operating contexts, the connection between cause and effect is knowable. Decision trees of possible outcomes can be identified, risks and probabilities around these outcomes can be calculated, and contingency plans for each path can be predetermined, controlled, and de-risked. In *complex* domains, the relationship between cause and effect cannot be predetermined and hindsight doesn't lead to foresight. Both outcomes themselves and the paths to get there are emergent and cannot be controlled, project managed and de-risked ahead of time.

### CONTENT:

We will tease out the above distinctions in a relevant and practical way. We will help participants to diagnose situations and to act in contextually appropriate ways, so they can not only make better decisions but also avoid the problems that arise when their preferred management style causes them to make mistakes, confusion or uncertainty. We offer examples and suggestions about how to lead and make appropriate decisions in different decision making domains. Since the complex domain is much more prevalent in the business world than most leaders realize—and requires different, often counterintuitive, responses—we concentrate particularly on that context. Leaders who understand that the world is often irrational and unpredictable will find this work particularly useful.

### METHODS:

- Interactive and practical introduction to the Complexity Science
- Introduction to the Cynefin Framework
- Practical applications
- Individual reflections, group exercises
- Can be followed up by and advanced module

Target audience:	Senior executives with responsibility for larger organizational leaders Units & organizational consultants with a view to large-scale transformations, change agent, coaches
Faculty:	Anne Caspari & Johann Entz-von Zerssen, Experts in Leadership Development, Coaching & Sensemaking
Language :	English or German
Investment:	800,- Euro
Dates:	09.30 - 17.30 o'clock
Location:	Cocreation Loft Berlin
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