

Leadership in Complexity

with Focus on the work of Prof Mary Uhl-Bien

Presented by François Knuchel
Open 2 Flow, London, UK

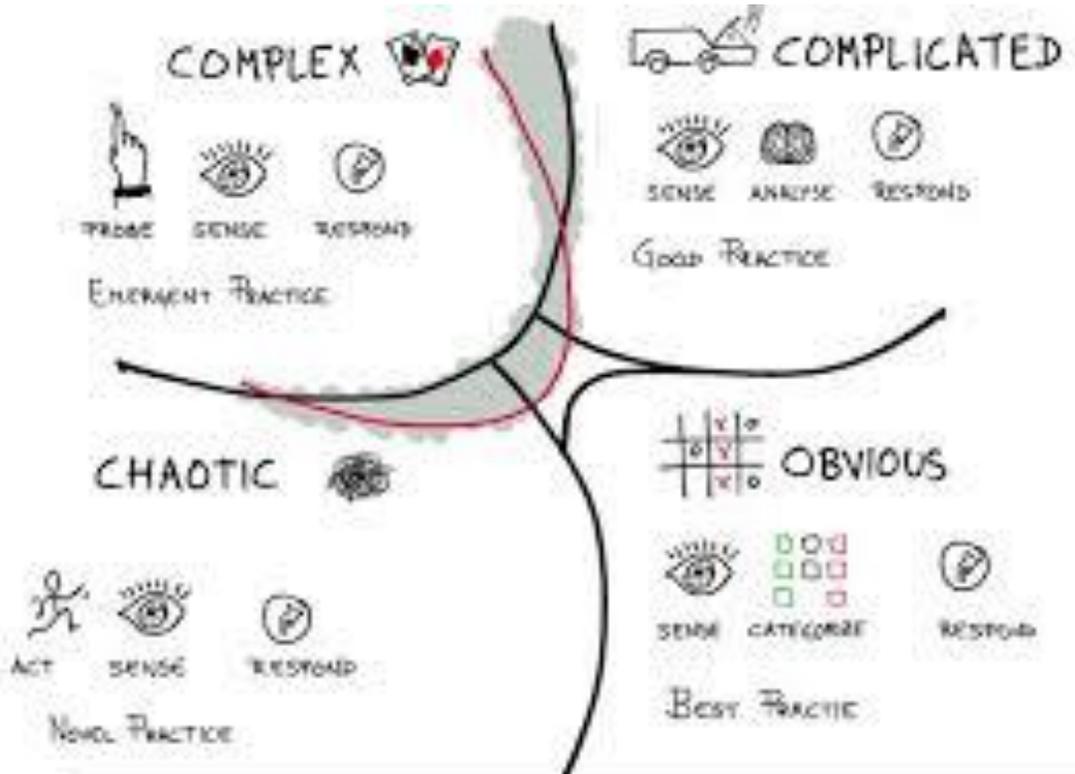
What is Complexity?

Mary Uhl-Bien, Prof Leadership

What is Complexity?

Complexity involves rich interconnectivity.

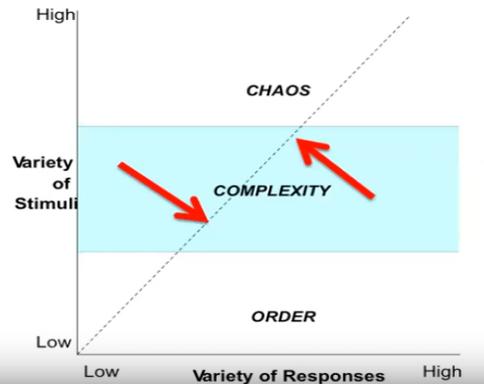
- Complexity does not mean complicated
- Jumbo jets are complicated, but mayonnaise is complex



Responding to Complexity?

Key Finding

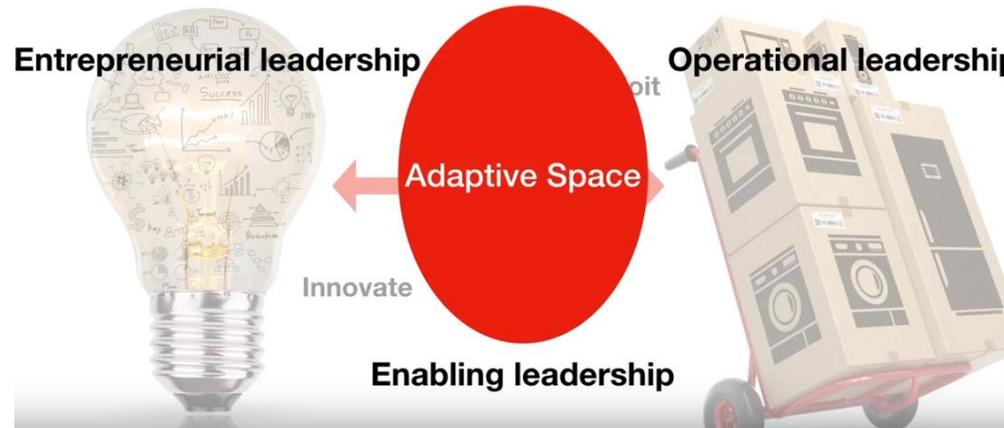
- “It takes complexity to beat complexity.”
– Law of Requisite Complexity (Boisot and McKelvey, AMR, 2010)
- Despite this, leaders respond with order



It looks like this...

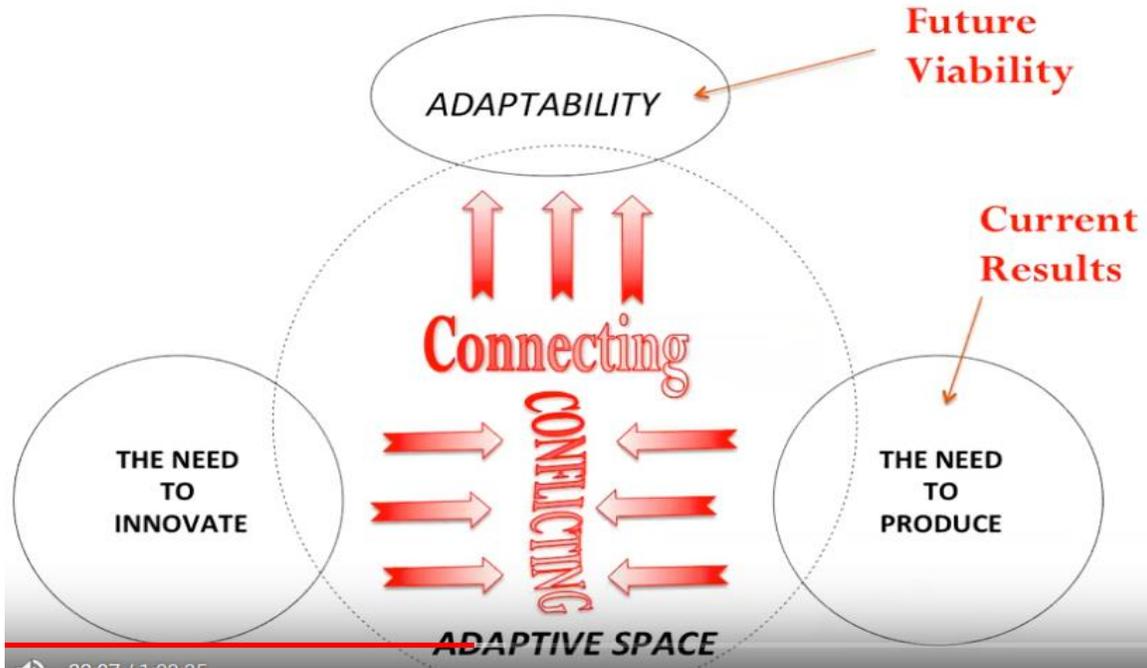


3 types of leadership Organisational Ambidexterity

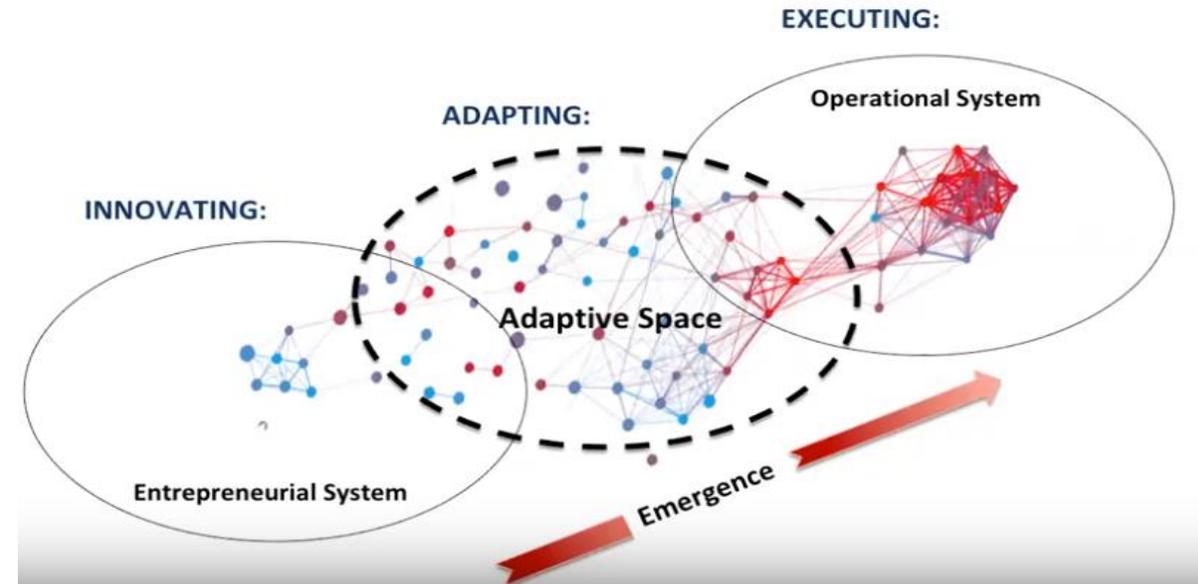


Adaptive Space, Emergence – Meaning for Complexity Leadership?

The Adaptive Process



Networks/Information Flows



“In an increasingly complex world, appointed leaders simply don’t know enough to decide what is new and better. Leadership is a group sport, not an individual heroic activity”
Ed Schein, MIT

References – Presentations and Writings with or by Mary Uhl-Bien

Videos:

- Presentation of Leadership in Complexity Research, University of Florida Leadership lectures: [https://www.youtube.com/watch?v= T0tR43xSzY](https://www.youtube.com/watch?v=T0tR43xSzY)
- Interview with Mary Uhl-Bien, Oxford Review: <https://www.youtube.com/watch?v=UGgtrDcmECQ>
- Interview in New Zealand: https://business.unl.edu/videos/maryuhlbien_auckland.mp4

Articles by Mary Uhl-Bien (and others, incl. Michael Arena):

- Complexity Leadership Theory: Shifting from Human Capital to Social Capital: https://www.sagewaysconsulting.com/wp-content/uploads/2017/03/ComplexityLeadershipTheory_HRPS_39.2_Arena_Uhl_Bien.pdf
- How to Catalyze Innovation in Your Organization, MIT Sloan: <https://sloanreview.mit.edu/article/how-to-catalyze-innovation-in-your-organization/>
- Leadership for organizational adaptability: A theoretical synthesis and integrative framework, Elsevier The Leadership Quarterly, <https://www.deepdyve.com/lp/elsevier/leadership-for-organizational-adaptability-a-theoretical-synthesis-and-kBDaRX2WIE>