

BMBM6024

Strategic sustainable management

Complexity Leadership



Aims for today

House Keeping

Any Questions?

Subject Specific

Introduction to Complexity Leadership

Local and Global Perspectives

From Local Innovation to National Adaptation

Adaptive Spaces and System Pressures

The Lifecycle of Change Agents

Maintaining Adaptive Spaces

Enabling Leadership and Conditions for Change

Scaling and Adaptation

Organizational Ambidexterity

Embracing Change and Conflict



Introduction to Complexity Leadership



Local and Global Perspectives

Balancing local actions with global strategies.

Small-scale frameworks for process innovation.

Discussion: "Can you think of an example where a local innovation had global implications?"

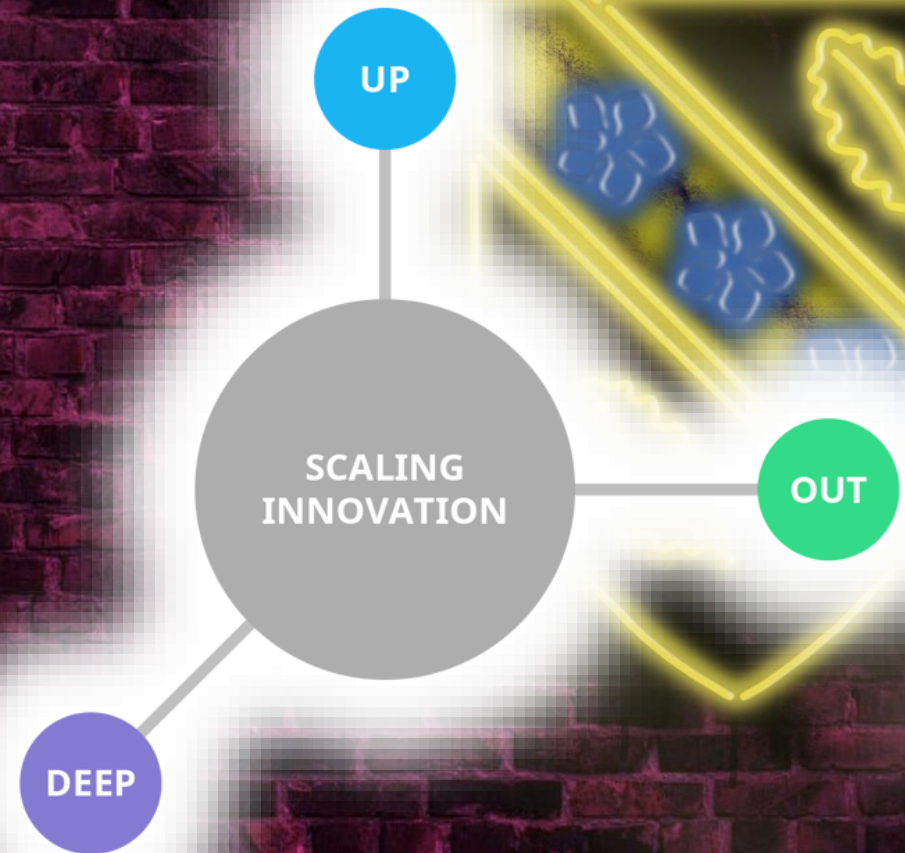


From Local Innovation to National Adaptation

Scaling local innovations to a national level.

The role of complexity models in broader adaptation.

Discussion: "Discuss a scenario where a local innovation successfully scaled nationally."



From Local Innovation to National Adaptation



Adaptive Spaces and System Pressures

The concept of adaptive businesses... AND spaces.

How pressures like pandemics create opportunities for change.

Discussion: "How did the pandemic create adaptive spaces in organizations?"

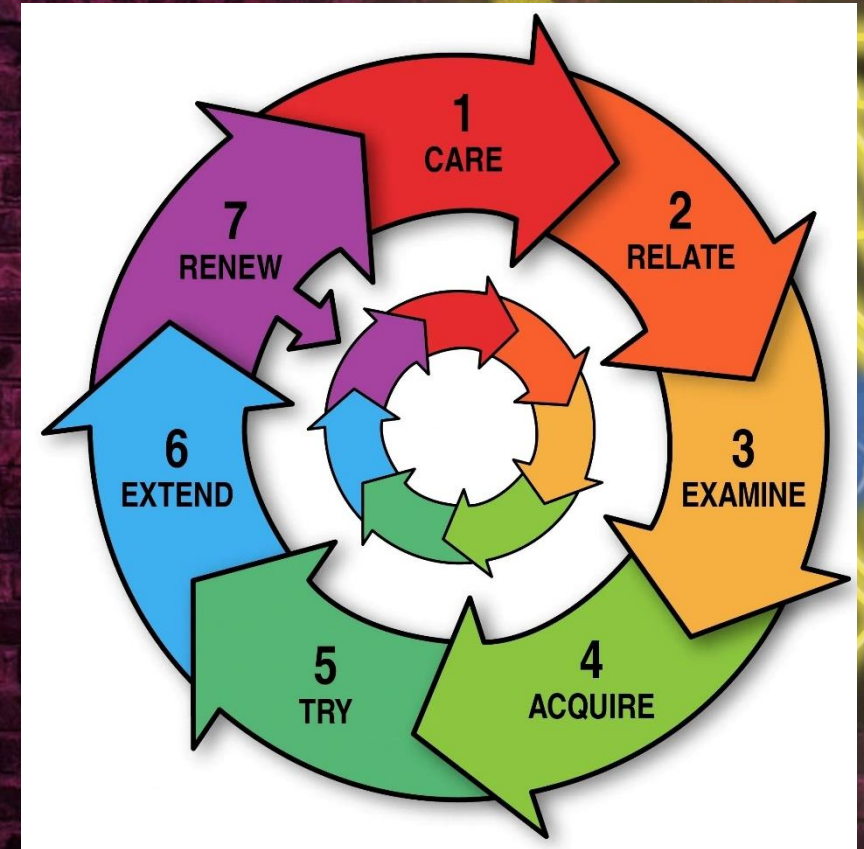


The Lifecycle of Change Agents

Success and vulnerability of change agents.

The 'Snowball Effect' and its implications.

Discussion: "Why might success make change agents more vulnerable?"



Maintaining Change in Adaptive Spaces

Overcoming resistance to change.

Strategies to keep adaptive spaces open.

Discussion: "How can organizations maintain the momentum of change post-crisis?"



Enabling Leadership and Conditions for Change

The concept of enabling leadership.

Creating conditions that foster adaptability and change.

Discussion: "What are key characteristics of an enabling leader?"



Scaling and Adaptation

The difference between scaling and adaptation.

Local adaptations vs. global change.

Discussion: "How can leaders balance the need for local adaptation with global consistency?"

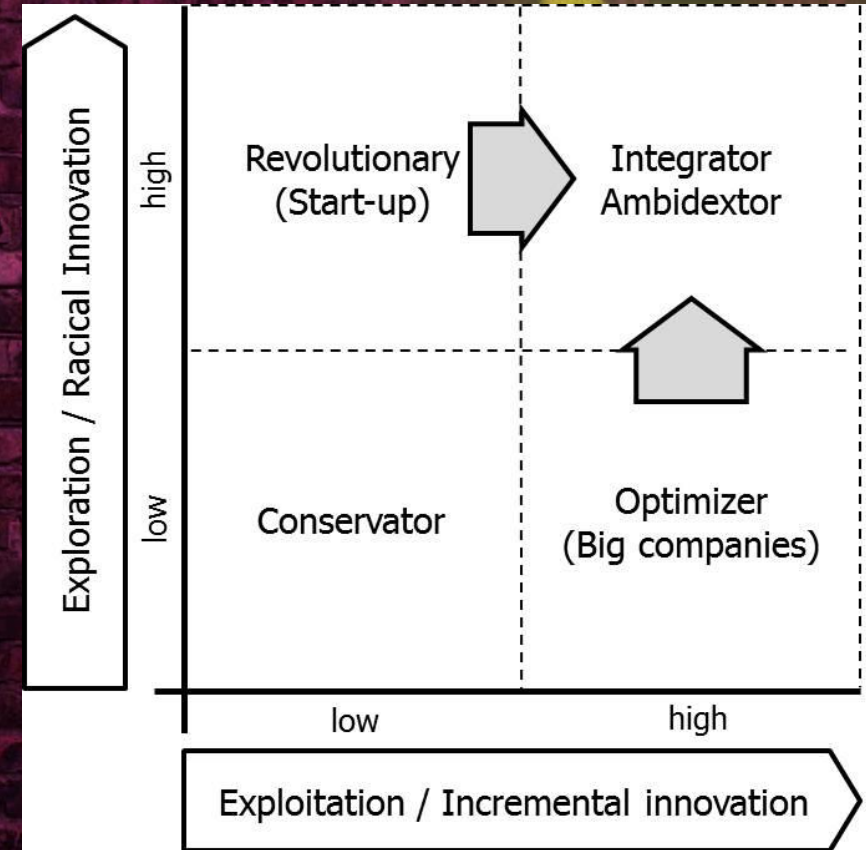
GROWTH	VS	SCALING
Focus on the company		Focus on revenue
Revenue and resources grow in unison		Income grows more rapidly than Costs
Growth is a linear process		Growth is exponential
Revenue increases when resources such as capital, technology or employees are added..		Revenue increases without a substantial increase in resources
An aspirational Goal or end result		A capability which may or may not be exercised

Organisational Ambidexterity

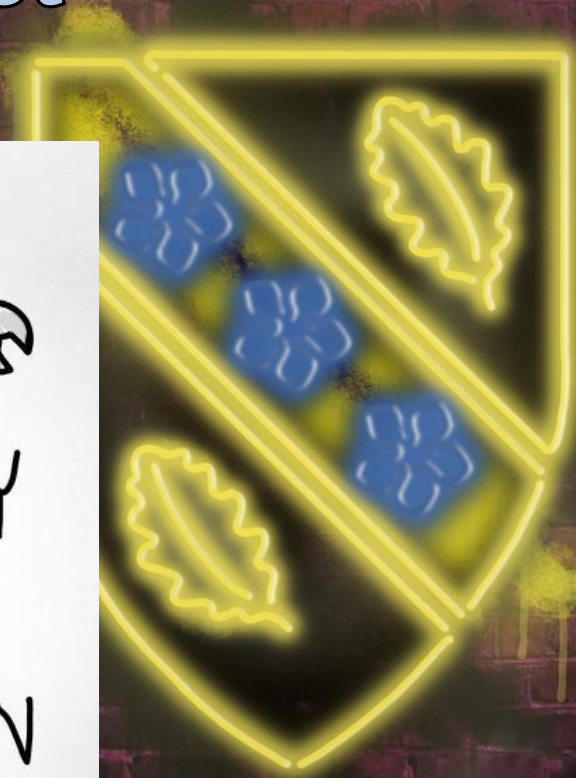
Innovation vs. Exploitation.

Balancing creativity with stability.

Discussion: "How can organizations effectively balance innovation and exploitation?"



Final Taught Session: Embracing Change and Conflict



Thank you!

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