A reflection on leadership in a complex organization/society

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Network organizations

(global) economic, social and ecological challenges

leaders, employees, stakeholders

Modernity, hierarchy
INCREASING UNCERTAINTY ABOUT SOLUTION TO PROBLEM

COMMAND:
PROVIDE ANSWERS

INCREASING REQUIREMENT FOR COLLABORATIVE RESOLUTION
INCREASING UNCERTAINTY ABOUT SOLUTION TO PROBLEM

COMMAND: PROVIDE ANSWERS

MANAGEMENT: ORGANIZE PROCESS

INCREASING REQUIREMENT FOR COLLABORATIVE RESOLUTION

complicated/tame

simple critical

hierarchical hard power
calculative power
Complex/wicked

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INCREASING UNCERTAINTY ABOUT SOLUTION TO PROBLEM

INCREASING REQUIREMENT FOR COLLABORATIVE RESOLUTION

LEADERSHIP:
ASK QUESTIONS
“so the solution emerges”

MANAGEMENT:
ORGANIZE PROCESS

COMMAND:
PROVIDE ANSWERS

hierarchical hard power
calculative power

normative soft power

INCREASING UNCERTAINTY ABOUT SOLUTION TO PROBLEM

INCREASING REQUIREMENT FOR COLLABORATIVE RESOLUTION
What do you mean?

How do you know?

How to do?

How to be?
when you do something for me, but you don’t do it with me, you are against me!
INCREASING UNCERTAINTY ABOUT SOLUTION TO PROBLEM

DIVERSITY

COMPLEXITY

COMMAND: PROVIDE ANSWERS

MANAGEMENT: ORGANIZE PROCESS

LEADERSHIP: ASK QUESTIONS so the solution emerges

hierarchical

hard power

calculative

power

normative

soft power

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simple

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