

How the experts deal with complexity

Decision-making in the face of uncertainty, a lack of planning security, rapid changes, and a high degree of interconnectedness ensures that managing and leading today's organizations is a constant challenge. But it's all about mastering the complexity of our working environments – by paying attention to a few basic “Do's”.

The “Do's” of Dealing with Complexity

1. Think and act complexly

Complex tasks and problems require complex responses – there are no one-size-fits-all solutions. We need to consider relationships, recognize interactions, and examine processes over time – this is the only way to find good, lasting solutions.

2. Recognize patterns

Before we can influence a complex system in a meaningful way, we first have to observe and understand it. We must pay attention to patterns – in communication, behavior, decision-making, handling errors, etc. The underlying structures will then become apparent, giving us the leverage that is essential for implementing change.

3. Shift levels

Because looking at individuals gives only part of the truth, it does not enable us to shape our organizations. The individual is not as important as we often seem to think. Rather, there must be a focus on the big picture – the relationships and interactions.



4. Put guardrails in place

Managing means creating the conditions in which people can act in ways that are meaningful and productive. “It won't work with our personnel” is just an excuse – create the right environment that enables people to develop and grow.

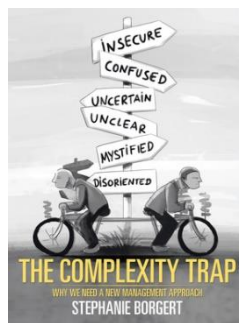
5. Welcome diversity

This is sometimes the toughest part of working together: When there are no simple solutions left, we need different ideas, different points of view, criticisms, out-of-the-box thinkers, and so on. We need to manage with more perspective and diversity – because these bring about the discourse that we need.

About the author



Stephanie Borgert is a speaker, management consultant, and forward thinker for a “modern” management approach. She helps managers, directors, and project leaders become “masters of complexity” and not leave their success to chance.



The Complexity Trap: Why We Need a New Management Approach by Stephanie Borgert

200 pages, paperback, iUniverse, 2017, \$17.75, ISBN: 9781532019524