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MEETING TODAY'S LEADERSHIP CHALLENGES IN A COMPLEX WORLD

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ABSTRACT

Today leading in a complex world is one of the hot topics being discussed across organization and conferences. Every one faces complexity both in a small or large scale industry. This complexity is driven by uncertainty and accelerating change. For organizations to thrive in this rapid challenging business environment, leaders must learn to adapt and embrace the complexity, to see it as opportunity to achieve uncommon result. The part 1 present valuable insights about KPMG study confronting complexity. It identifies factors that cause complexity. It also suggests ways through which a leader can address complexity and turn it into competitive advantage. Part 2 and 3 focuses on leading to essence and leading learning. In this context making mistakes is only good if leaders create the potentials to learn and adapt.

KEYWORDS

leadership challenges, HRM.

1.0 INTRODUCTION

The challenge of leading in a complex world has become an excuse for preserving the status quo, to abandon thinking ahead and to push strategy aside, because they don't believe they can be flexible or responsive enough to cope with rapid change (ED, 2011). But, most organizations that succeed in the midst of such complexity are those that think differently and turn the potential challenges into competitive advantage. They also see opportunity in making their company more efficient. A recent study (KPMG International) revealed that more than 90 percent senior executives across 22 countries say their organization's success depends on managing complex business issues. Yet, less than half executives believe the actions they are taking to manage complexity have been very effective (KPMG, 2011). In addition, an IBM survey on global CEO's revealed that their language has changed from reducing complexity to talking about how to transform complexity into an opportunity to gain competitive advantage (Balkan, 2011). In our research, we identified what factors that causes complexity and the actions need to address them. In particular, this chapter covers three parts. The first focuses on managing complexity while the second part focuses on leading to the essence then part 3 focuses on leading learning.

PART 1 ALIGNING LEADERS FOR A COMPLEX WORLD: FOCUSES ON MANAGING COMPLEXITY

Over the years, so much has been published on managing complexity. According to the survey Managing Complexity in Global Organizations conducted (Martha, 2007), they said the core challenge of today's and tomorrow's companies is complexity. Complexity cannot be made simple; neither is it going away in the near future. The question most senior executives usually ask is how can we manage complexity and succeed in today's challenging business environment. Leaders need a better understanding of the causes and impact of complexity in order to respond strategically as well as managing the challenges and opportunities presented (KPMG, 2011).

2.0 WHAT WE SHOULD KNOW ABOUT COMPLEXITY

Several surveys agree on complexity's top components:

✚ Complexity is global

Its impact reaches across both mature and developing markets, as well as across industry sectors

✚ Complexity is increasing

KPMG stated that, three quarters of the respondents say complexity has increased for their organizations over the past two years, and a majority expect things to become even more complicated in the coming two years.

✚ Complexity's causes are not static

In the surveys many respondents expect the causes of complexity to shift over the next two years, and a majority say their companies will need to take different or additional actions to manage complexity.

✚ Complexity increases risk

It is the greatest challenge presented by complexity along with increased costs and the need for new skills.

✚ Complexity is not just an inconvenience

It can radically affect the way businesses are managed, challenging profitability with new costs and adding risks that were previously unthought-of and unprepared for, while also presenting new opportunities that may not have existed even last year.

3.0 FACTORS THAT CAUSES INCREASING COMPLEXITY GLOBALLY

While the world strives for simplicity, the rate of business complexity increases exponentially.

3.1 Causes of Complexity by "KPMG"

KPMG study on Managing Complexity: Business success depends on managing complexity with more than 70 percent of executives reporting increased complexity for their businesses. Not surprisingly, financial services has been particularly impacted by complexity, with nearly 80+ percent of executives in that sector saying complexity has increased significantly or very significantly (KPMG, 2011).

KPMG identified the following factors driving these responses:

New government regulation

In this survey, almost three-quarters of senior executives identify new government regulation as the leading cause of business complexity. While geographically, Americans and Europe and other mature economies also see regulation as biggest challenges. This study reveals one of the driving issues with new government regulation to be global inconsistency.

Increased information management

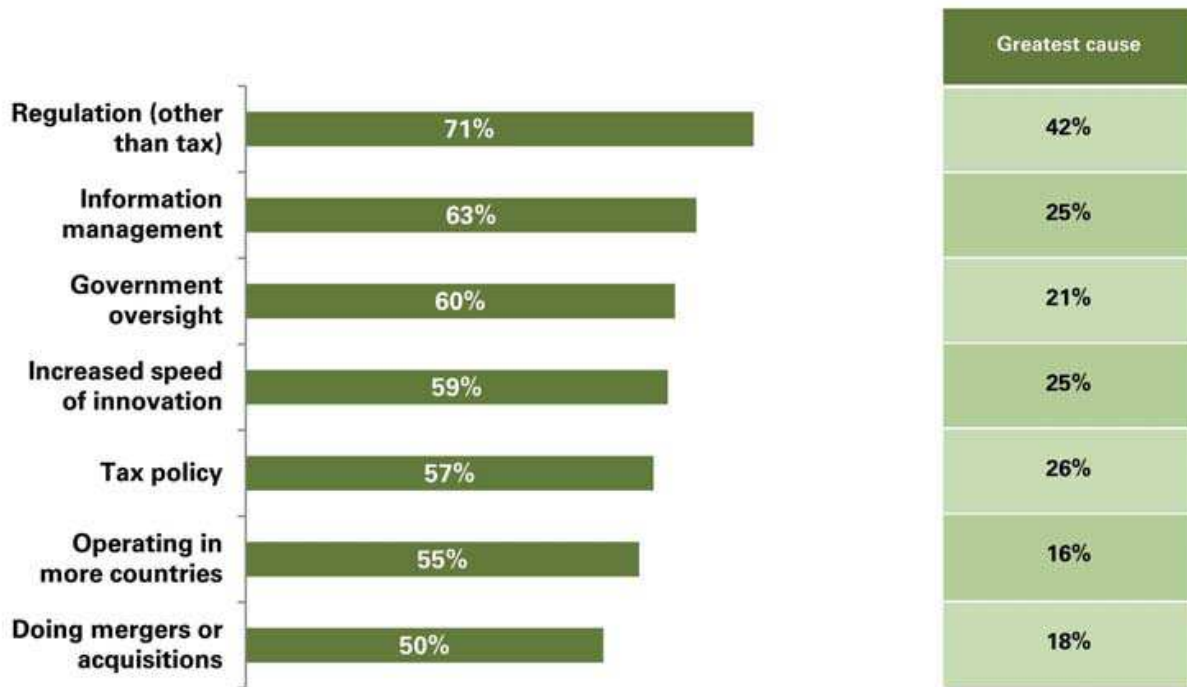
Information management was identified as second leading cause. of increase complexity, KPMG report shows that most organizations are struggling to find out what is happening in their own businesses, either through lack of good quality data, inconsistent information or through problems interpreting what they have (KPMG, 2011).

Increased speed of innovation

The increase speed of innovation was identified as a leading cause of complexity across different sectors. According to KPMG study, they said “The speed of innovation is seen as having a much greater impact on complexity going forward. For example, 70 percent of executives in developing economies, and 60 percent and more in the Americas and Asia-Pacific, project a greater impact from the speed of innovation on complexity facing their companies over the next two years” (KPMG, 2011).

The figure 1 causes of complexity shows the result of KPMG findings.

FIGURE 1: CAUSES OF COMPLEXITY SOURCE: KPMG SURVEY



Furthermore, this survey uncovered some essential variations about how complexity is experienced and managed in different countries across the world. For example, among the mature economies like Europe and North America, new government regulation was seen as the number one causes of complexity in today’s business environment, then follow by the issues with information management. But on the other hand, developing economies like India, Brazil, Mexico and China, increase speed of innovation was the leading cause of complexity. While new government regulation and information management were also necessary for these countries, tax policy featured much stronger in their participants.

3.2 Causes of Complexity (Martha, 2007)

In parallel, let’s look at the causes of complexity:

According to their research, they stated that the four causes of complexity interact together to create today’s environment but their effects are different from each other. The four causes of complexity include:

Diversity

Their survey shows that global or international companies face complex set of challenges which is characterised by diversity both outside and inside organizations.

TABLE 1: DIVERSITY

Inside the Organization	Outside the Organization
<ul style="list-style-type: none"> Senior executives must manage and respond to more diversity globally especially HR pool. Also more variation in the means and ends ranging from simple financial goals to more comprehensive views. 	<ul style="list-style-type: none"> Out the organization, they concluded that there is more diversity. This includes different cultural values, heterogeneous customer’s needs. They also look at political, economic and competitors differing strategies as other diversity face by different firms.

IMD’s add, “Most firms today increasingly face each of these types of diversity. Managing the differences is not trivial, and reducing diversity often means being less responsive” (Martha, 2007).

Interdependence

“They said companies must manage the effect of global interdependence to an unprecedented degree: everything is related to everything else, and the impact is felt more rapidly and pervasively. Value webs have replaced traditional value chains. Reputation, financial flows, value chain flows, top management and corporate governance issues have reached advanced levels of interdependence” (Martha, 2007).

Ambiguity

Their survey reveals that, the business world today is being characterized with too much information with less and less clarity on how organizations can analyze and apply this insight into their business. As a result of these challenges, many businesses find it more and more difficult to discover what their clear value drivers are (Martha, 2007).

Flux

They see flux as the most causes of complexity due to ever changing business world. They explained, today’s solutions in business may be outdated tomorrow meaning, every firm should stay current with market facts in order to adapt business environment.

Michael Armstrong added, "This study has shown very clearly that while the problems of complexity are similar everywhere in the world, they are not experienced in the same way or at the same time in each economy" (KPMG, 2011).

4.0 WHAT ACTIONS DID THEY SUGGEST TO ADDRESS THE ISSUES OF COMPLEXITY?

To respond to the causes of complexity, the KPMG study revealed that most organizations around world have made various efforts to adapt and address the changes. This effort includes:

Improving in information management

Due to technological advancement especially the rapid emergence of cloud computing as a key possible solution to IT issues therefore, most organizations believe that improving in information management will help them to address causes of complexity.

Rationalizing risk management

Organizations need to have clarity of purpose in their business operations. Many businesses also believe that, it is the foundation for the rationalization of risk management. A professor in one of the US school of management adds "If something is more complex, it is just more risky. But when companies go beyond that to actively manage unnecessary complexity out of their business processes, they benefit not only from lower risk, but also higher efficiency and agility"

Reorganizing their businesses

Some senior executives agree that, reorganizing part or all of your businesses will be one of the leading initiatives which many companies will take to address complexity future. In other words, "You have to be willing to change the way you do things to keep up with complexity in the marketplace." – Finance Director, Technology, US (KPMG, 2011).

Changing their approach to human resources

According to KPMG international study, "Making significant changes to human resources is a particularly important action in China, Brazil and India, where more than three-quarters say it is an action their company is taking" (KPMG, 2011). A Switzerland CFO, Chemicals and Pharmaceuticals, said "Training and hiring excellent people - we can only meet the challenge of complexity in this way."

Investing more in new countries and geographies

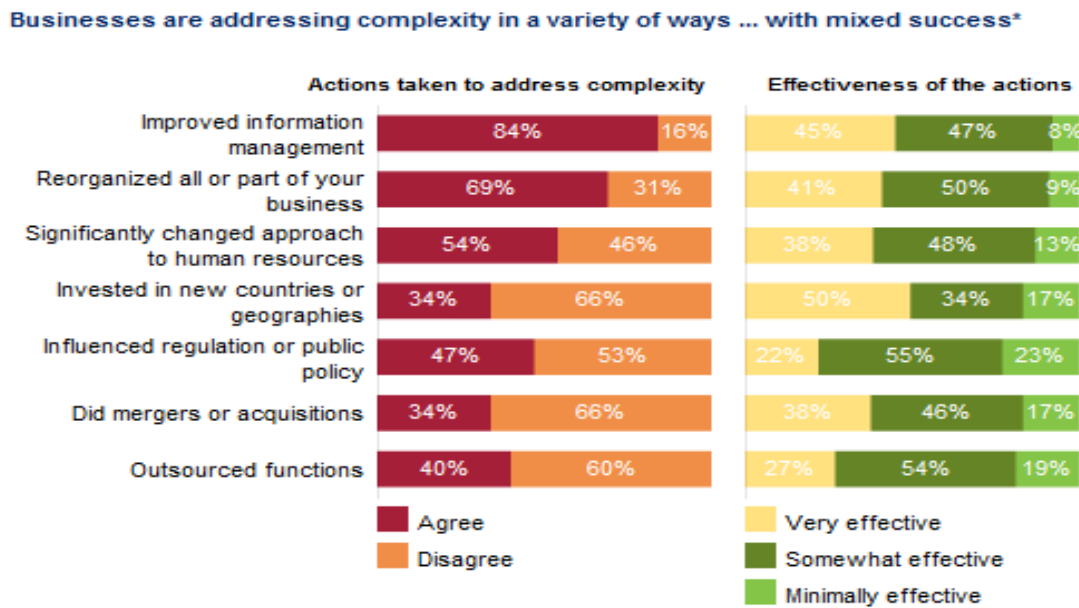
It is another way for an organization to address complexity. Looking the KPMG study, it shows that almost half of senior executive says investing in new countries and geographies is an action their company has takes to address and respond to issues of complexity. Currently, this action is been taken in Asia-Pacific companies.

Outsourcing functions

The majorities of developing economies like China, Brazil, Japan, Russia and Ireland say their company will outsource functions to assist them to manage issues of complexity.

The figure 2 below shows the outcome of KPMG respondents that’s actions taken to address the issues of complexity.

FIGURE 2: KPMG ADDRESSING COMPLEXITY SOURCE: KPMG STUDY



In addition, the study on "Addressing Strategic Challenges and Complex Issues" offers some requirements every company needs to move forward and address the causes of complexity. Here are their suggestions:

- o Organizations should create an ability to evolve and adapt to changing circumstances
- o They should engage in low risk experimentation and create innovation
- o Organizations should also create new approaches and practices for leading and managing complexity.
- o They should be strategically adaptable in order to allocate resources to where they are most needed (Complex-World, 2011).

HR Director of Transport/Logistics, Germany said, for organizations to respond to the causes of complexity first of all, "You have to make sure you understand what is making your business complex and understand the consequences before doing something too quickly."

5.0 COMPARING IBM AND KPMG SURVEY “COMPLEXITY”

TABLE 2: IBM AND KPMG SURVEY

IBM Survey: IBM’s annual survey interviewed 1,500 CEOs from 60 countries across 33 industries, it shows that:	KPMG Survey: KPMG survey 1400 Corporate Decision Makers across 22 countries, it shows that:
<ul style="list-style-type: none"> 80% CEOs expect things to get much more complex but only 49% believe their organizations are equipped to deal with it successfully – the largest leadership challenge identified in eight years of research. 	<ul style="list-style-type: none"> 94% agreed that managing complexity is important to company success
<ul style="list-style-type: none"> Most say such Constant Change Demands Creativity 	<ul style="list-style-type: none"> 70% agreed that increasing complexity is one of the biggest challenges their company faces
<ul style="list-style-type: none"> CEOs see innovation’s importance rising to overcome complexities by instilling “creativity” throughout their organization. 	<ul style="list-style-type: none"> 94% agreed that managing complexity is important to company success

6.0 WHAT HAVE THE “STAND OUT” ORGANIZATIONS BEEN DOING AS THIS TREND HAS EMERGED?

In our research, we were able to identify what makes some organization to stand out as the issues of complexity emerge. Here are the results of IBM and KPMG survey.

- Over last 5 years, IBM showed that:

TABLE 3: IBM SURVEY

<ul style="list-style-type: none"> 54% are more likely than others to make rapid decisions.
<ul style="list-style-type: none"> 95 % identified getting closer to customers as a strategic imperative
<ul style="list-style-type: none"> 20 % more of their future revenue will be from new sources than their more traditional peers due to their superior operating dexterity
<ul style="list-style-type: none"> 61 % see “global thinking” is a top leadership quality.
<ul style="list-style-type: none"> Most see the need for new industry models and skills as they can’t rely on models they use in their domestic markets (IBM, 2010).

- In parallel, 70% KPMG study sees opportunities in complexity like:

TABLE 4: KPMG SURVEY

<ul style="list-style-type: none"> Complexity can be a catalyst to gain competitive advantage
<ul style="list-style-type: none"> Creating new and better strategies
<ul style="list-style-type: none"> Developing and expanding into new markets
<ul style="list-style-type: none"> Making their organizations more efficient
<ul style="list-style-type: none"> Bringing in new products
<ul style="list-style-type: none"> They also see complexity driving new approaches to HR, geographic expansion, mergers/acquisitions and outsourcing (KPMG, 2011).

As these surveys show, many leaders see their world as complex but our questions is: Do their organizations need to be complex as result? The increased pressure you find has an insidious effect of CEOs feeling that they need more control, more systems, and more technology, more complexity. But, as technology gets faster and cheaper, pressured decision makers seek more data and information which locks them away from the future.

The real danger is developing corporate myopia that focuses on refining existing products while competitors are developing “Game Changers” Added to this is a common view that more data and information gathering capabilities reduces uncertainty. But, time-compressed decision-making rests on identifying your competitors’ intentions with the least amount of information to take action first.

The need is for enough situational awareness to find competitive vulnerabilities and predicts their actions. The problem is that time to create the future is compressed. Only wisdom deals with the future. But achieving wisdom isn’t easy. For people to acquire wisdom they must transition through data, then information, then knowledge to get to wisdom – “evaluated understanding” Lets explain. Wisdom is understands where none has existed before. Unlike data, information and knowledge, it asks questions which have no known answer. Wisdom is a human state informed by technology not replaced by it and enabled by future perfect and future worse-case thinking. The challenge is leading people through transitions of understanding data, to information, to knowledge, and finally to wisdom – fast enough to be useful.

“The only sustainable competitive advantage is an organization’s ability to learn faster than the competition.” – Peter Senge. This means that leaders need to create learning organizations that acquire wisdom fast enough to thrive in rapid change by:

- Creating cultures that support ongoing employee learning, critical thinking, and risk taking with new ideas
- Allowing mistakes and valuing employee contributions
- Learning by experience and experiment
- Dispersing newly gained wisdom through the organization and embedding it into the day-to-day

In summary, once these elements are understood and consistently applied, different market and in-country leaders can respond according to their own realities.

PART 2 ALIGNING LEADERS FOR A COMPLEX WORLD: FOCUSES ON LEADING TO THE ESSENCE

Accelerating complexity presents bigger challenges to leaders in developing rewarding working relationships not just productive ones. It is the competitive core – energizing people and harnessing technologies better than anyone else. The ultimate standard for such rewarding relationships is a leader’s ability to sustain superior results over an extended period.

7.0 WHY IS A DEBATE NEEDED FOR US TO CLIMB OUT OF THIS RECESSION?

People have lost trust. Many business leaders, too many unfortunately, are seen as self-serving and subservient to shareholders. What happened? “Org Chart Thinking “increasingly doesn’t work. Knowledge workers respond to learning not “command & control”. Plus, young people don’t want to wait in line to lead. Most important, people are searching for genuine satisfaction and meaning. For example,” restoring people to full life and health.” - Medtronic. Here are three aspects of helping people to develop a genuine satisfaction from Bill George:

Aligning

Sustaining superior performance relies on aligning people with their company’s essence by distributing and empowering leaders at all levels. This is the most difficult task. Aligned employees who commit to that essence want to be part of something greater. For example: Johnson & Johnson’s Credo is a classic that guides everyone’s actions.

Empowering

Traditional leaders delegate limited amounts of power to keep control. We don’t live in that environment anymore. In contrast, leaders need to empower all levels while ensuring commitments are met.

Just because people don’t have direct reports doesn’t mean they shouldn’t lead. We need empowered leaders who set standards for other employees. For example: “I make heart valves that save people’s life. I do my quality control because if one valve I make fails, someone will die...and I couldn’t live with causing someone’s death”.

✚ Collaborating

Businesses today are too complex to foster a culture of individuality. Achieving a lasting solutions need collaboration that spans organizations, customers, suppliers, and even competitors. Leaders must foster collaborative spirit. For example: CEO Sam Palmisano transformed IBM's bureaucracy into an "integrated global network," by shifting to "leading by values" and breaking up silos that prevented collaboration.

Organizations filled with aligned employees focused on serving customers will outperform traditional competitors every time. Top-down leaders may make short-term results, but only the really authentic leaders can galvanize sustained long-term performance. (Adapted from Bill George's perspective of Aligning, Empowering and Collaborating, Bill is Professor of Management, Harvard Business School and former CEO of Medtronic).

8.0 WHAT'S HAPPENING TO LEADERS AND FOLLOWERS RELATIONSHIPS IN SUCH TURBULENCE?

Imagine the impact on a fear-based command and control culture. Subordinate leaders are just "waiting for the other shoe to drop" and the blame game to start:

8.1 The Blame Game

Everybody was sure somebody would do it. Anybody could have done it, but nobody did it. Somebody got angry about that because it was everybody's job. Everybody thought anybody could do it, but nobody realized that everybody wouldn't do it. It ended that everybody blamed somebody. Reinforced, of course, when the guilty are promoted and the innocent hung. OK. I get the need for change but let's get practical. If I am a leader today, what can I do about leading in complexity?

8.2 Ask yourself:

- How much of my needs to control are bound up with my own insecurities and ego?
- How much control do I really need to produce the right outcomes?
- How well do I really engage those I lead? If you think this is the same as participation, you are wrong!
- How aligned are my people with the Organization's Essence and where it's headed?

Your answers gauge just how reciprocal your relationships really are, and the extent of shared clarity about your organization's essence. The key is "inter-reaction" when teams who are closest to the "coal face" can openly discuss success and failure. The purpose is to take lessons learned and use them to repeat success and avoid failure. Such outcomes are the foundation of "inter-reaction" that ultimately creates rewarding relationships.

8.3 Benefits of Inter-reaction

Understanding more clearly original intent, what thought processes drove decisions, what outcomes resulted, their real and likely consequences. So, as much attention is devoted to the "Why" as the "What".

- Developing better solutions because of understanding the reasoning used. So, future mistakes will decrease.
- Reporting outcomes of such reviews to make recommendations that increase others learning. So, avoiding mistakes and capitalizing on successes.
- Embedding regular open communication and knowledge-sharing nurtures strengths and remedies shortcomings that improve morale,
- Building distributed leadership and growing the next leader generation

Above all, inter-reaction creates the synergies needed to develop best-of breed customer value and most of all great people. Successful inter-reaction ensures the team produces greater impact than individuals could do on their own.

9.0 TO WHAT EXTENT ARE LEADERS READY TO COPE AND THRIVE IN ACCELERATING COMPLEXITY?

Having discussed what we should know about complexity, factors causing complexity and others, undoubtedly leaders have to absorb great adversity while staying true to their intent and retaining cohesion. Complexity is not going away – its exploding. This underscores the criticality of moral qualities and shared values. MUSCAT (2010), said "Traditional methods of management are no longer sufficient to confront what is today a given for doing business globally and managing complexity". Therefore, for a leader to cope and succeed in accelerating complexity he or she needs to select those that have the right traits and competencies in these nine areas:

✚ Exercising Entrepreneurship

Complexity challenges us to adopt a spirit of entrepreneurship which takes advantage and exploits opportunity, rather than maintaining the mindset of enhancing effectiveness and efficiency for its own sake.

✚ Taking Initiative

Faster decisions are essential to gaining the initiative. Initiative enables leaders to dictate the competitive context. By generating a higher competitive tempo through faster decisions, smaller and more nimble companies can wrest the initiative from an otherwise dominant players.

✚ Valuing Local

Education and experience greatly contribute to speed and fidelity of decision. But, most of the time, local competent leaders will make a decisions on-par or better than remote leaders.

Often, "What is significant is not common, but is unique and relevant to specific circumstances. Decentralized decision-making based on superior situational awareness enables greater operational dexterity" (Art Corbett).

✚ Adaptive Learning

The "New Normal", like Combat, is adaptive learning environments. So, Leaders have to embrace that:

- A. Making mistakes is normal, even for our best leaders, no matter how hard we work to 'reduce risk,' reality often defies probability in competitive, complex and emergent opportunities.
 - Experienced and intuitive decision makers will make fewer mistakes, only the risk adverse will make none.
 - Making mistakes is not a good means of judging and selecting leaders. What is far more significant is creating the potential for leaders to learn and adapt from mistakes. Leaders who don't make mistakes have not shown the ability to recover and adapt.
 - We must cultivate a climate of risk acceptance. Our leader development processes should offer opportunities to refine judgment in the face of risk, with wide potential for failure in training to
 - Identify and develop resilient leaders capable of coping with setbacks.
 - When you make a mistake, don't look back at it long. Take the reason of the thing into your mind and then look forward. Mistakes are lessons of wisdom. The past cannot be changed. The future is yet in your power. Hugh White (1773 – 1840)
- B. Identifying 'decision windows' is key in time-competitive environments is a key skill.
 - Judging "How much time do I have to gain more information and situational awareness before losing an opportunity to act?" The answer defines the "decision window" and frames possible alternatives.
 - Judging the sweet spot in competitive decision making means an understanding the need to dictate and control tempo. While risking taking may be personally dependent, the ability for calculated risk taking is shaped by experience.

✚ Distributed Decision Making

Decentralized decisions:

- Risk only a part of the organization, not the entire company,
- Means smaller units can inoculate other units by learning not to make the same mistake.
- Increased failure frequency accelerates learning and gives opportunity to assess the individual's ability to recover, accept responsibility, learn and strengthen them.

✚ Risk Acceptance

You have to risk if you want to play. Competition and uncertainty make risk unavoidable. "Risk acceptance is action in the face of uncertainty. Rashness is action in the face of impossibility (Corbett).

- Calculated or prudent risk strives for advantage by timely exploitation or creation of favourable opportunity.
- Risk acceptance is an essential moral quality
- Risk tolerance reflects the character and nerve of a leader.

✚ Having Nerve

"Nerve aptly conveys the moral strength, emotional resiliency and predatory calculation that steels resolve and tempers impatience".

It's the ability to absorb great pressure with conspicuous calm and composed judgment. Nerve is the character trait that enables other leadership traits to thrive.

✚ Adaptable Command Relationships

When subordinates gain mutual understanding they can empathize with their leader's situation, understand the operational vision, and see the trade-offs they must make. 'Sharing the burden of command' is the outcome of this established trust.

✚ Established Trust

Dutiful subordinates 'share the burden of command' when mutual understanding enables them to empathize with the senior leader's situation, understand their operational vision, and anticipate the trade-offs they must make.

PART 3 ALIGNING LEADERS FOR A COMPLEX WORLD: FOCUSES ON LEADING LEARNING

Leaders have to shed their prejudices and bad experiences of learning at school, – like cramming or memorizing, and that learning by doing is good enough. Many leaders will have to unlearn, and then learn about leading Learning. There are five criteria you should expect your leaders to evidence in their learning expectations: Are they

- Planned?
- Action-Focused?
- Constructive?
- Social?
- Time-Bounded?

Using these criteria, leader expectations need to specify what they expect of their people and draw out what their people expect in return. In this context, you might ask yourself, how do we really match-up when it comes to leading learning? Here are four things to reflect on about your organization.

1. Learning is team-based sense-making process.

What expectations do you have of your people to develop shared knowledge from similar situations?

Why?

- Shared situations builds shared sensing, which builds common frames of reference.
- Positive shared experiences strengthen organizational culture.
- Shared situations builds shared learning and reduces the exclusivity of individual experience
- Sharing puzzlement develops learner ownership because there's "gas in their tank" to do something about it.
- You don't know how many others have the same feelings until they are expressed.
- Getting people on the same page only happens when people's feelings are transparent to others. It takes the guesswork of where people are coming from. It reduces assumptions about people's intention, motivation and agenda

2. Learning is a socially negotiated

Leader expectations need to specify that making sense of problems and their solutions needs to be negotiated with the intention of reaching understanding, resolving differences and producing an agreed course of action.

Why?

- What's agreed is far more likely to stick
- Stakeholder and team member interests of are more likely to be respected and served
- Better alignment leads to growing trust and openness which leads to people being less guarded

3. Learning is multi-level sense-making

Leaders, especially senior leaders, need to ensure that their expectations of learning are expressed to all levels both vertically and horizontally across the organization. The belief that knowledge is only in one person's head went out with the craftsman and his apprentice. Knowledge and reasoning need to be used for collective sense-making.

Why?

- It's the social process that bonds people together. As we engage with others we influence and are influenced by our working community their beliefs and values.
- This type of participation is how we absorb and grow a healthy culture
- This is how we grow as individuals and develop rewarding relationships
- It's crucial that leaders understand that activity constrains and defines the learning that can occur.

4. Learning is a product of activities, systems and processes

The blend of people, their experiences, values and beliefs are not reducible to individual actions in complex situations. So, leader's expectations need to shift from the individual to the team.

Why?

- It's not about you; it's about us – "Leave your ego at the door!"
- Information isn't any good if it is not shared, in ways that others can understand.
- If you don't interact with others your chances of building trust, respect and other relational glue is remote.

Moreover you might ask, if I am a leader or business owner reading about leading learning, what advice would you give us? Do what you've always done; get what you've always got! – Not!

- Hire people who evidence lifelong learning – if people aren't curious they are not for you.
- Make sure you pay people for doing different things not just doing what we have always done – cos if you don't you will get what you've always gotten.
- Ensure you make sure all people know learning is a priority and it's not something left to chance or the competition.

CONCLUSION

In conclusion, leaders should know that complexity is not static, neither is it going away. Most leaders and senior managers across the world see complexity as a source of additional risk, cost, management challenges and opportunity. Successful organizations are those who embrace and adapt the issues of complexity. They see complexity as an opportunity to achieve uncommon results. Even when other organizations are quitting as the challenges arises. They find ways and new strategy to meet the needs of changing market. What do we expect leaders and senior managers to take away about leading in complexity?

- Senior managers and leaders must show the leadership of trust, nerve and restraint to encourage initiative and a bias for action.
- Develop and select leaders who have the competitiveness to wrest advantage away from agile competitors

- Build cohesion by developing a spirit of entrepreneurship based on leaders having the nerve to trust, the time to teach, and the confidence to grow reciprocal relationships.
- Develop junior leaders through opportunities for professional development and apprenticeship that exercises their judgment and examines the consequences of their decisions
- Be more comfortable with ambiguity and experiment with new business models to realize their strategies
- Focus much more on innovation and engage their teams to be courageous enough to alter their status quo.
- Senior managers and leaders should try to focus more on team work rather than individuality. Then, share your bigger picture even with the smallest link of the organization, display your visions in a broadways, also have cross functional interactions, appreciate ideas from everybody, reward the best one and build small teams for tiny works.
- Most of all, leaders and managers should have a better understanding of the causes and impact of complexity, and how businesses can integrate actions into their strategies to more effectively manage the challenges that lie ahead, may provide a way forward for many business leaders to take full advantage of new opportunities.

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