A reflection on leadership in a complex organization/society

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Network organizations

(Modernity, hierarchy)

(global) economic, social and ecological challenges

leaders, employees, stakeholders
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

INCREASING REQUIREMENT FOR COLLABORATIVE RESOLUTION
INCREASING UNCERTAINTY ABOUT SOLUTION TO PROBLEM

LEADERSHIP: ASK QUESTIONS “so the solution emerges”

-management: organize process

command: provide answers

INCREASING REQUIREMENT FOR COLLABORATIVE RESOLUTION

simple critical

complicated/tame

complex/wicked

hierarchical hard power

calculative power

normative soft power
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

LEADERSHIP: ASK QUESTIONS so the solution emerges

MANAGEMENT: ORGANIZE PROCESS

COMMAND: PROVIDE ANSWERS

INCREASING REQUIREMENT FOR COLLABORATIVE RESOLUTION

DIVERSITY

COMPLEXITY

Complex/wicked

complicated/tame

simple/critical

hierarchical hard power
calculative power
normative soft power