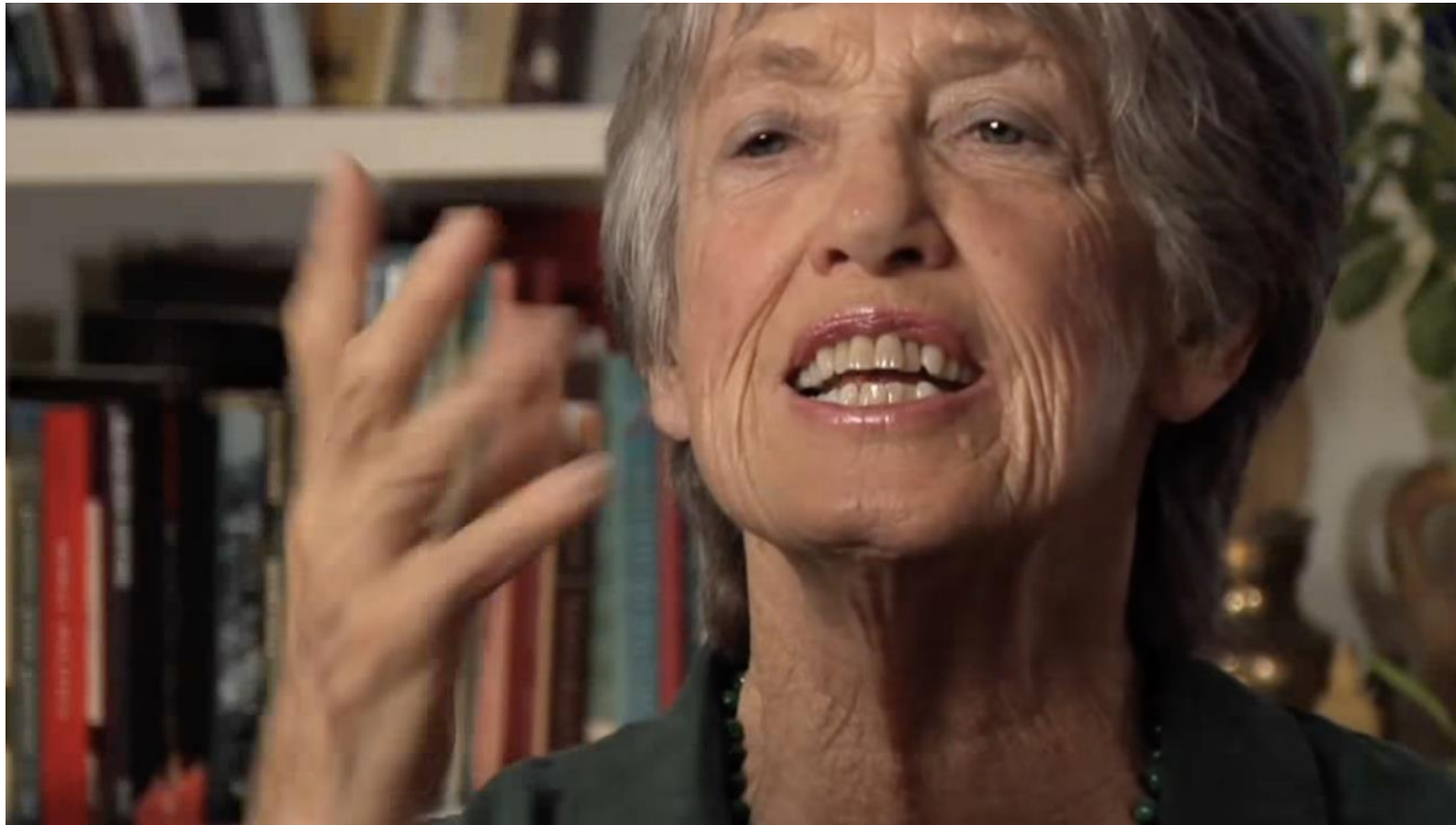




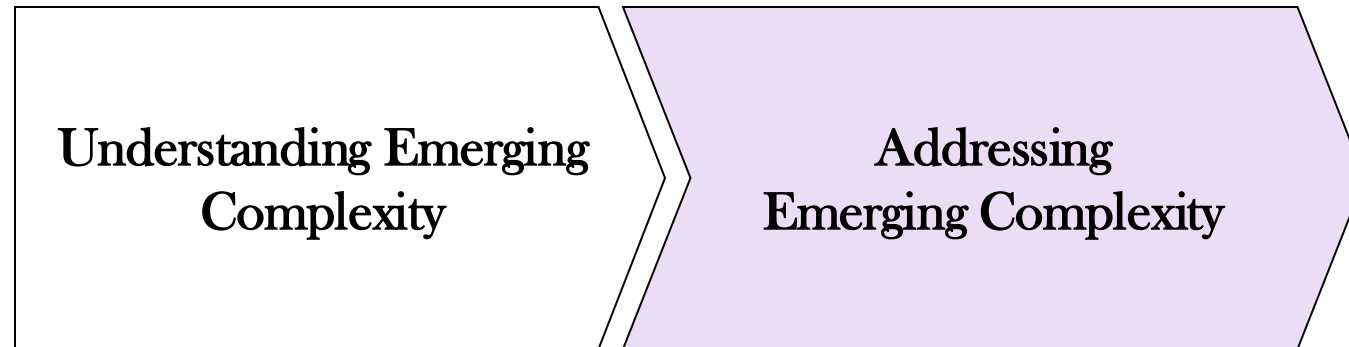
Managing Emerging Complexities

mq-learning.com

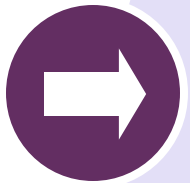
Eco-Philosopher Joanna Macy on Uncertainty



Managing Emerging Complexities has 2 Simple Steps



Objectives & Agenda



- Learn to understand the emerging complexities in the system
- Plan strategically to manage complexities
- Practice in a case-study environment

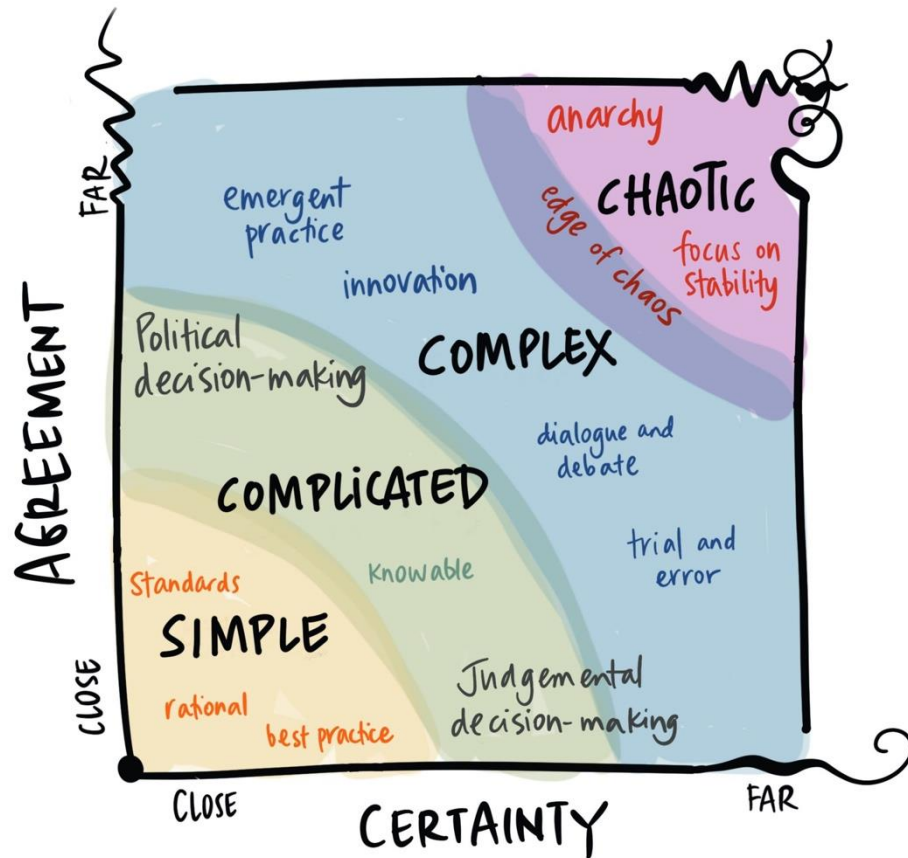
CET	Topics and Activities
09:00 - 09:15	Check-in & Overview
09:15 - 10:30	Understanding Complexity
10:30 - 12.00	Addressing Complexity
12.00 - 12.30	Wrap-up

A vibrant yellow sunflower with a dark brown center and green leaves grows from a crack in a field of dark, jagged volcanic rocks. The scene is a powerful metaphor for resilience and hope in the face of adversity.

EXPECT THE UNEXPECTED

OSCAL WILDE

Two dimensions to define complexity...



Source: Stacey Matrix by Ralph Douglas Stacey

Simple Zone: Known Knowns

Nature of Problems: Well-defined, with known solutions.

Approach: Addressed using standard procedures and best practices.

Complicated Zone: Known Unknowns

Nature of Problems: Require expertise or analysis to solve but are still understood.

Approach: Typically addressed with expert knowledge, analysis.

Complex Zone: Unknown Unknowns

Nature of Problems: Unpredictable outcomes due to the interaction of multiple variables.

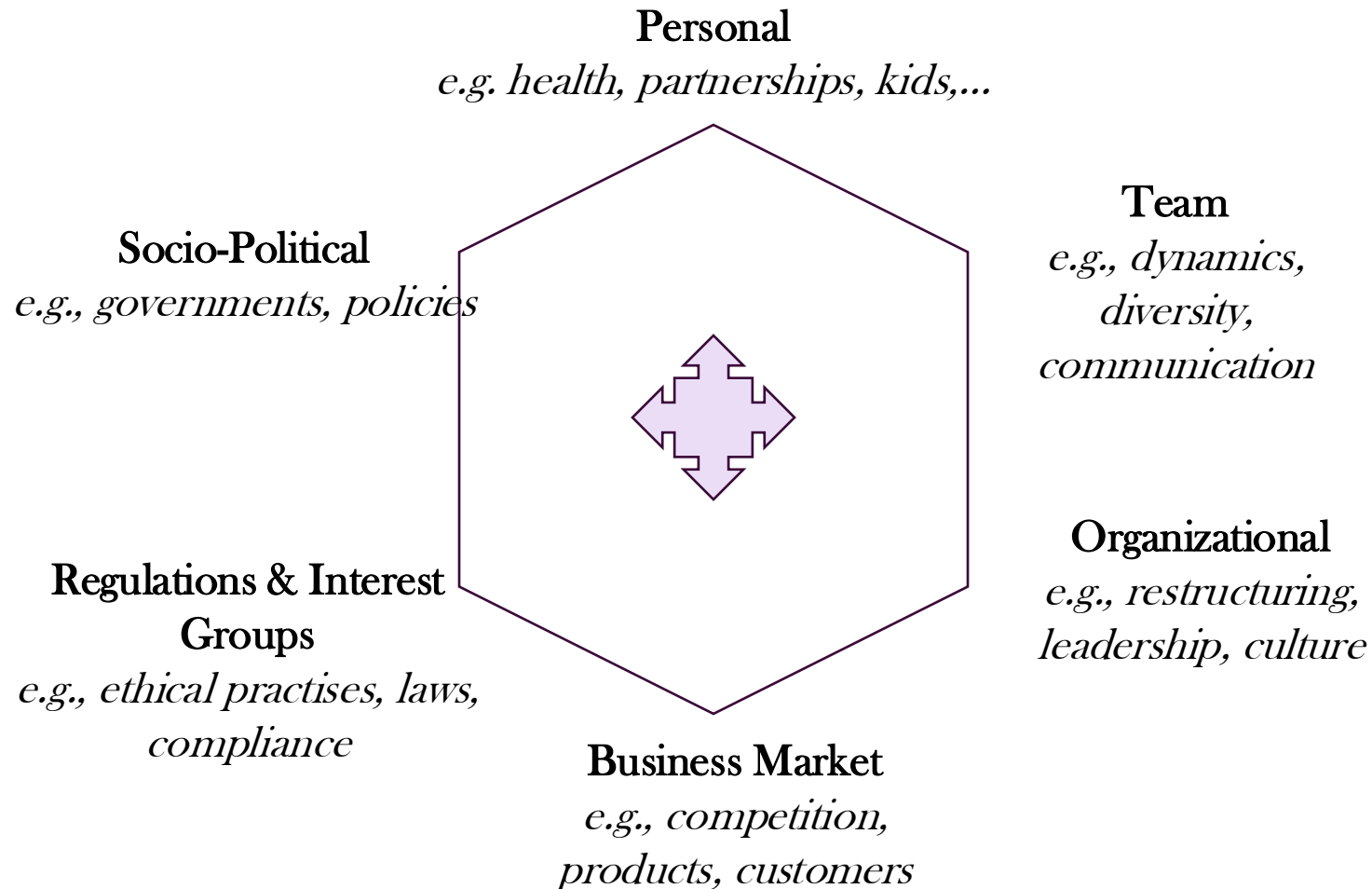
Approach: Requires exploration, experimentation, and learning.

Chaotic Zone: Un-Knowable

Nature of Problems: Highly unstable, with no clear cause-and-effect relationships.

Approach: Rapid decision-making, taking immediate actions.

Areas to look at Emerging Complexity...



Underlying Features of Emerging Complexity



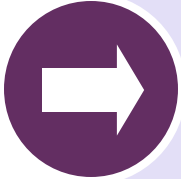
Interconnectedness Network

Non-Linearity

**Participation &
Feedback**

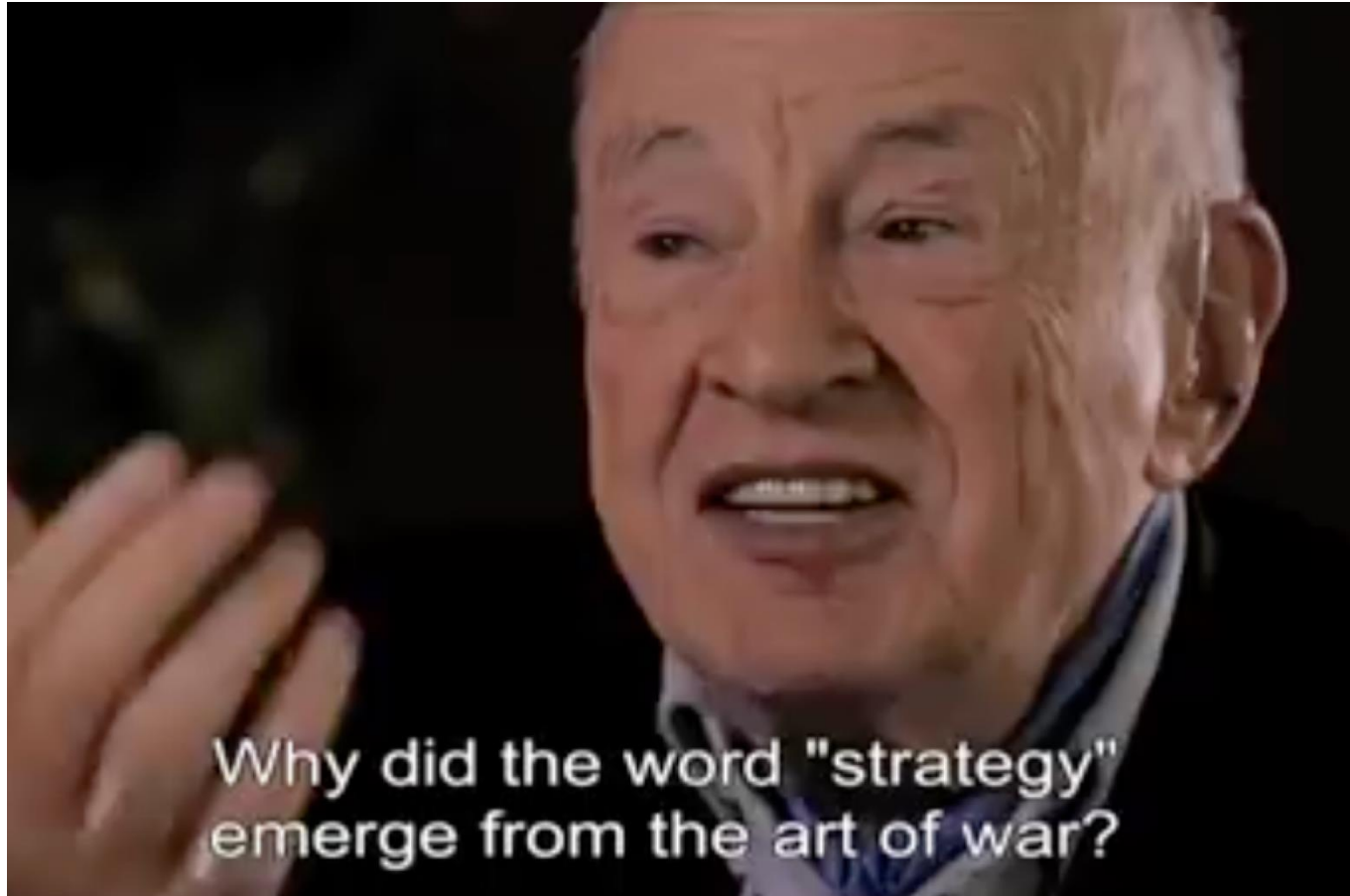
**Adaptability &
Self-Organization**

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"The Art of War" with Edgar Morin



From 8.46 to 10.07

Its an interplay of Designed and Emergent structures



- Design structures continuously evolve rather than being once and done
- Periodic review demonstrates the progress in relationships

Designed Structures:
Formal, Strategic, Rule-based, Efficient

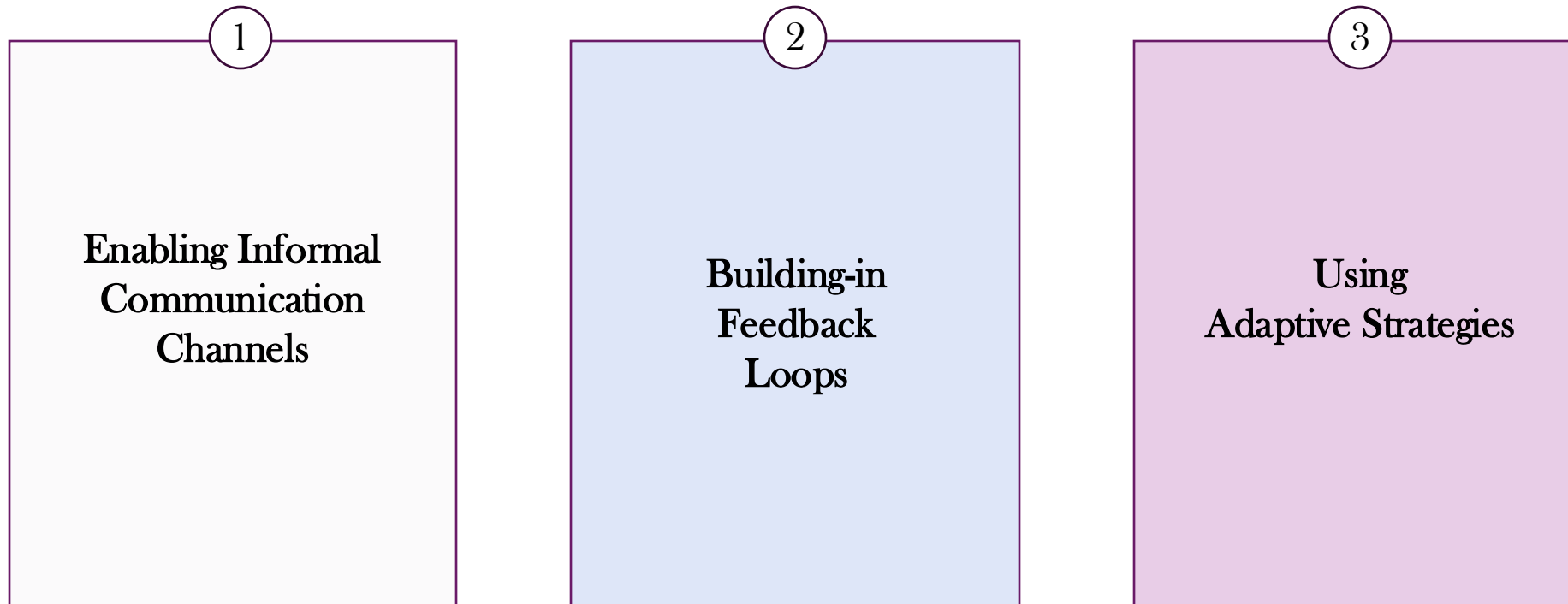
Emergent Structures:
In-formal, Emergent, Communal, Creative

- Every individual is special and new emergence can come from anywhere
- Listening to informal Communities of Practice (from gossips to unorganized groups) can reveal new insights
- Self-organizations happens

Source: "The Systems View of Life" by Fritjof Capra



Strategies for Managing Emerging Complexities



47%

**OF EMPLOYEES WILL PUT MORE
CREDENCE IN MESSAGES HEARD
FROM THE GRAPEVINE COMPARED
TO A SPEECH FROM A COMPANY
LEADER**

AMERICAN MANAGEMENT ASSOCIATION





① How can we enable informal communication channels

Leverage People Networks

- Recognize and tap into influential employees who can act as "*cultural ambassadors*" or "*change agents*."
- Create bottom-up "*Communities of Practises*" to work on solutions

Participate & Encourage Cross-departmental Interactions

- Break silos by creating occasions where people from different departments can interact, such as company picnics, informal coffee sessions, or inter-departmental games.
- Schedule lunches/coffees from people beyond your department or area of expertise

Create Space for Casual Conversations

- Use informal conversations to gather feedback on organizational changes, new policies, or to gauge sentiments.
- Use corporate social networking platforms, chat applications, or collaboration tools to foster informal interactions

While informal communication channels have many advantages, they can also spread misinformation or rumors.

THE FEEDBACK PHENOMENON IS THE CENTRAL CHARACTERISTIC OF LIFE

NORBERT WIENER
THE FATHER OF CYBERNETICS





② How can we build in feedback loops?

Once a project is introduced to an environment, it faces interactions and feedback that can divert it from its initial aim. Therefore, it's essential to apply a dynamic strategy that accommodates evolving information.

Space



- In-built time for stakeholder alignment and feedback incorporation (depends upon project size, complexity, stakeholders, ..)
- Manage Expectations; if you agree to feedback, make changes and show them

Time



- Manage with assumptions, document and align them. Revisit them if the situation has changed with a new proposal.
- Proactively schedule quarterly meets or so to align on the changes (change is not always bad - it's a new emergence that needs to be acknowledged and designed)

**WE NOW LIVE NOT SO MUCH IN A COSMOS AS IN A
COSMOGENESIS; THAT IS, A UNIVERSE EVER
COMING INTO BEING**

**THOMAS BERRY
CULTURAL HISTORIAN**



③ What adaptive strategies can we use?

Scenario Planning	Agile Framework	Distributed Decision Making
<ul style="list-style-type: none"> • Creating multiple narratives about possible future conditions, providing a range. • <i>Application:</i> Strategic planning, Risk management, Innovation, Business plan development, Resilience planning 	<ul style="list-style-type: none"> • An iterative project management approach to rapidly adjust to changes and deliver value continuously. • <i>Application:</i> Software development and implementation; Product management 	<ul style="list-style-type: none"> • Decentralizing decision-making processes to allow for faster and more localized responses. • <i>Application:</i> Organizational culture, Research and development, Entrepreneurship
Learning and Resilient Mindset		

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Managing Emerging Complexities – Summary

Understanding Emerging Complexity

- Stacey Matrix (*Agreement – Certainty*); Complexity being *Unknown Unknowns*
- Areas of Emerging Complexity (*Personal, Team, Organization, Market, Regulations, Government, ..*)
- Features of Emerging Complexity (*Interconnectedness, Non-Linearity, Participation, Adaptability*)

Addressing Emerging Complexity

1. Enabling Informal Communication Channels

People network, Collaborations, Casual conversation

2. Building-in Feedback Loops

Space (Stakeholder Alignment), Time (Assumptions)

3. Using Adaptive Strategies

Scenario Planning, Agile. Distributed Decision making