

NICK OBOLENSKY **Complex Adaptive Leadership**



Nick has worked with top teams and their organisations around the world widening the view and effectiveness of leadership and strategy implementation in VUCA (Volatility, Uncertainty, Complexity and Ambiguity) environments. As practitioner he was an Army major in his late 20's and a FTSE 100 director in his 30's (with operational line responsibility for 12,000 staff and change responsibility for 45,000 people involved in a complex programme of 850 projects).

He was also the CEO and then Chairman of an innovative renewable energy company in the UK. As a consultant he was a senior strategy consultant for Ernst & Young, and ran their Research Associates practice as well as managed complex strategy assignments around the world. In his 40's he was a professor for leadership at Nyenrode (MBA Professor of the Year) and Visiting Professor of Leadership/Fellow at London Business School and INSEAD.

His latest book "Complex Adaptive Leadership – Embracing Paradox and Uncertainty" has become a Gower best seller with the 2nd edition published in paperback in 2014. Since its publication some 30 associates have been involved in forming a new UK based company, Complex Adaptive Leadership Ltd. Nic is a qualified project manager and has written a short book "Leading Complex Projects", published on amazon for kindle. More details about him can be found at: <https://www.linkedin.com/in/nickobolensky>.

What Happens When One Uses Complexity Science as a Lens for Leadership?

Complex Adaptive Leadership (CAL) helps senior managers to hold a complexity lens to what they see around them in order to identify the connections and interactions between systems that they had hitherto looked at in isolation. These connections and interactions are at three distinct but inter-connected levels:

1. Strategic and contextual – understanding why complexity science can assist seeing interconnections in a new way, and encouraging new approaches to strategy and change.
2. Organisational – identifying what principles need to be in place so that interconnections across traditional boundaries can be enabled and managed.
3. Individual – understanding how to connect more effectively and practice leadership upwards, sideways and outwards rather than just downwards.

The talk will give an outline of the approach of CAL and how it has changed the view of leadership. It will answer the following questions:

1. What are the key points of CAL?
2. What subsequent independent research has been done to validate the approach?
3. How is CAL delivered to gain behaviour change in leadership for more effective results?
4. What results have been gained?

More details of CAL can be found at: www.ComplexAdaptiveLeadership.com