

Complex Adaptive Leadership

Complex Adaptive Leadership argues leadership should not be something only exercised by nominated leaders. It is a complex dynamic process involving all those engaged in a particular enterprise. This book is focused on helping practitioners struggling to interpret and react to increasingly complex events. To that end, it is arranged in four manageable parts and provides a number of exercises, tools and models that will help the reader to understand:

- Why the context for leadership has changed, and why complexities in organisations have emerged.
- What complexity is and what lessons can be drawn from this emergent area of scientific study.
- How Complex Adaptive Leadership can be exercised in a very practical way at two levels: organisationally and individually, and how to get more for less.
- The actions that can be taken when Complex Adaptive Leadership is applied.

'A true tour de force, in a class of its own ...'

– Margaret J. Wheatley, author of *Leadership and the New Science and other books*

'... Obolensky brilliantly argues the case ... excellent practical advice...'

– Philip Sadler CBE, Vice-president, Ashridge Business School, Senior Fellow,
Tomorrow's Company

'... wonderfully clear, thorough and provocative ...'

– Professor Jonathan Gosling, Centre for Leadership Studies, Exeter University, UK

'... a novel, provocative and useful approach to leadership ... mind-stretching concepts ... witty anecdotes ... practical advice ...'

– Julian Birkinshaw, Professor of Strategic & International Management,
London Business School, UK

'... ground-breaking thinking ... significant new perspectives ...'

– Mike Williams, author of *Mastering Leadership*

About the Author

Nick Obolensky has enjoyed a successful career in a number of roles, in the military, third sector and in business, including those of Associate Director of a FTSE 100 firm, and CEO and Chairman of entrepreneurial start-ups. He is a Chartered Management Consultant and was an Executive Strategy Consultant at Ernst and Young, where he also led the Research Associate Practice. He has been a Fellow at London Business School and was a Founder Fellow at The Centre for Leadership Studies at the University of Exeter in the UK, Professor of Leadership at Nyenrode University in the Netherlands and a Visiting Professor at INSEAD in France. His work has been published by Kogan Page around the world as well as under the auspices of the University of Exeter Centre for Leadership Studies and the RSA.

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**Embracing
Paradox
and
Uncertainty**

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