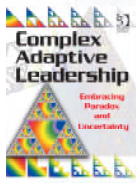




**35% discount with this flyer**



# Complex Adaptive Leadership

## Embracing Paradox and Uncertainty

### Nick Obolensky

*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. The theoretical background to this lies in complexity science and chaos theory – spoken and written about in the context of leadership for the last twenty years, but still little understood. We all seem intuitively to know leadership 'isn't what it used to be' but we still cling to old assumptions which look anachronistic in changing and challenging times. Organisations and their contexts are increasingly paradoxical and uncertain. A broader approach to leadership is needed. In this exciting book Nick Obolensky brings together his knowledge of theory, his own experience, and the results of 15 years of research involving 1,500 executives in 40 countries around the world. The main conclusion from that research is that the more complex things become, the less traditional directive leadership is needed. Those operating in the real world, nonetheless, need ways of coping. The book is focused on helping practitioners struggling to interpret and react to increasingly complex events. It will particularly appeal to curious practitioners with a thirst to add usefully to their theoretical knowledge of issues of which they have heard but do not yet fully comprehend.

*'A true tour de force, in a class of its own from being well-grounded both in the science and in practical experiences.'*  
– Margaret J. Wheatley, author of *Leadership and the New Science*

#### About the Author:

Nick Obolensky has enjoyed a successful military and business career in a number of roles, 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. Nick has a language degree from Durham University and an MBA from IMD, Lausanne. He has been a Fellow at London Business School's Centre for Management Development 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. Nick has written a number of publications and book contributions and his book *Practical Business Re-Engineering – Tools and Techniques for Achieving Effective Change* published by Kogan Page has been translated into a variety of languages. His work has also been published under the auspices of the University of Exeter Centre for Leadership Studies and the RSA.

Hardback c. 300 pages September 2010

978-0-566-08932-9 ~~£60.00~~  
Discount Price £39.00

[www.gowerpublishing.com](http://www.gowerpublishing.com)

See overleaf for more information ►

[www.ComplexAdaptiveLeadership.com](http://www.ComplexAdaptiveLeadership.com)



**Contents:** Preface – what's this all about?; PART 1 THE CONTEXT: A journey of discovery; The world wide context – a flow towards polyarchy; The organisational context – evolve or die; Finita la comedia – stop playing charades; A quick breather between Parts 1 and 2. PART 2 CHAOS AND COMPLEXITY: Order in chaos, simplicity in complexity – the deeper the paradox; Getting to grips with chaos and complexity; Getting chaos and complexity to work; A quick breather between Parts 2 and 3. PART 3 THE LEADERSHIP ANGLE: What is leadership anyway?; What about the followers?; Complex adaptive leadership in action; A final breather between Parts 3 and 4. PART 4 LOOKING FORWARD AND OTHER INTERESTS: Beyond this book – the choices you have; Appendices; Bibliography; Index.

**Order form** Return to: Gower Publishing Direct Sales, Bookpoint Ltd, 130 Milton Park, Abingdon, Oxon, OX14 4SB; Tel: +44 (0)1235 827730; Fax: +44 (0)1235 400454; E-mail: [gower@bookpoint.co.uk](mailto:gower@bookpoint.co.uk); Order online at: [www.gowerpublishing.com](http://www.gowerpublishing.com)

QTY	TITLE	ISBN	PRICE	DISCOUNTED PRICE
<input type="checkbox"/>	Complex Adaptive Leadership	978-0-566-08932-9	c. £60.00	c. £39.00

Please quote order reference G1CZG35 when ordering to receive your 35% discount Offer valid until 31 August 2010

Do not send money for books with approximate prices. The book will be sent with an invoice on publication

Sub Total \_\_\_\_\_  
P&P: £3.95 (UK) / £7.50 (ROW) \_\_\_\_\_  
Total \_\_\_\_\_

Please invoice me / my organization  
 Please charge £\_\_\_\_\_ to my Mastercard/American Express/Visa\* \*Circle which applies

Card No:                           Expiry Date:   /

**Address details (BLOCK CAPITALS PLEASE)**

Name \_\_\_\_\_ Job Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
Post/Zipcode \_\_\_\_\_ Country \_\_\_\_\_  
Telephone \_\_\_\_\_ E-mail \_\_\_\_\_  
Signature \_\_\_\_\_ Date \_\_\_\_\_

If outside the UK but within the European Union please write your company VAT/IVA code here \_\_\_\_\_

If you are using your personal credit card to order, please ensure you include details of your registered card address if it differs from that given above.

Price valid until 31 August 2010. We endeavour to despatch all orders within 5 working days. If a title is not available, your order will be recorded and despatched as soon as possible.

**MONEY BACK GUARANTEE:** Gower has no hesitation in offering this publication on 14 days' approval. If you are not completely satisfied, return the book/s to us in good condition and we will cancel your invoice.

Gower Publishing, or other organizations, may mail or email offers reflecting your preferences. Tick if you do not want offers from Gower  or from other organizations  G1CZG35 03/10