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LEADING IN COMPLEX TIMES

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This is a preprint from the book "Sweden Through the Crisis", to be published in the fall by SIR, Stockholm School of Economics Institute for Research.

can then be applied and as a leader, you can make use of experts, employ established processes and routines, and use the principles of command

The challenge is to keep coming back to the desired goal and the particular mission; but one needs to be humble and acknowledge that even though you are a leader, you do not have all the answers to how the organization is going to reach its goal. Have confidence in the objective and be open and invite others to contribute to how you will achieve it.

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Instead of getting lost in action plans and operational issues, as a leader, make sure you have ways of assessing the development of your organization. Striving for the stated mission of the organization, how do you know if you are moving in the right direction? By continuously assessing your indicators and providing feedback into your organiza-~~tion~~

people was infected. Consequently, a ban on visitors at elderly care homes was introduced. The data showed that the recommendations and trust in the individuals who would follow those recommendations was lacking in the case of the elderly care homes and the government's response was needed.

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Even if complexity can be uncomfortable and many individuals struggle with coping with the present crisis situation – these times can also open up for innovation and shifts in mindsets.

When a well-defined structure is in place and the objective of the organization is clear and where there are indicators to assess whether you're moving in the right direction – then a leader should make it possible for individuals to take initiative. Leaders should trust their employees and partners to innovate – within that structure.

If there is an assessment system in place, a leader can allow for individuals to take on a high level of responsibility and initiative. Because by assessing and allowing feedback, the organization can have a fact-based discussion on what initiatives should be scaled up and what initiatives should be put to rest. In the best-case, individuals will understand the objective to strive for and will take on initiatives far from anything a leader might expect. And through assessment and feedback, you can highlight these innovations to inspire others to innovate.

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The pandemic is a huge challenge for all countries, organizations, and leaders, and at this moment no one has definite answers about the timeline of the virus or about the pandemic's consequences. With clearly stated objectives, a distinctly described mission and a systematic protocol for assessing situations with data and facts, a leader can confidently share information and engage others to innovate and act responsibly.

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