

STRATEGY. WORK. PEOPLE.

Making Sense of Complexity

Making Sense of Complexity focuses on the very nature of our working contexts today, arguing that the work we do is more complex than ever and that this complexity demands new approaches. Participants will learn how to recognize, diagnose, and respond appropriately to complex environments and situations in a highly interactive course setting. The course serves as an introduction and touchpoint to the rest of the courses in the *Adaptive Strategic Execution Program*.

Making Sense of Complexity introduces participants to a number of models, all geared toward helping them understand the effects of complexity on our working environments, teams, projects, and how we operate as individuals. It also relies on the PSC (perceiving, sensemaking, choreography) framework to help participants see responses to complexity as a matter of seeing the situation correctly, rewiring how you think, and then reconfiguring what you do in iterative cycles of problem-solving. The course demonstrates how different mindsets, toolsets, and skill sets (some traditional, others not) play a role in navigating complex contexts and begins and ends with simulations that help participants apply these mindsets, toolsets, and skill sets in unique and innovative ways.



YOU WILL LEARN TO:

- Describe why the kind of context you are in matters
- Explain the criteria for recognizing the context in which your project-based work exists
- Utilize lenses and frames to diagnose the context within which your project-based work resides
- Identify opportunities to leverage the context for success
- Select the most successful approach to match your response to the environment
- Utilize mindsets, skill sets, and toolsets that will enable success in working in complex environments
- Identify and align the stakeholders necessary for successful execution in complex environments

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KEY TOPICS

- Perceiving: Complexity in Context
 - Defining “Complexity”
 - How Did We Get Here?
 - The Beginnings: Control was Key
 - Evolution: Work Became More Volatile
 - The Next Frontier: Complexity is the Norm
 - The Context Model
 - Environment
 - Organization
 - Project
 - Team
 - Individual
 - PSC and Complexity
 - Perceiving, Sensemaking, Complexity
 - The Intersection of Thought and Action
 - Complexity and the SELF model
 - Complex vs. Complicated
 - Snowden’s Model
 - Complexity Conditions and Variables
 - Rate of Change
 - Magnitude of Change
 - Number of Variables
 - Connectedness of Components
- Sensemaking: Lenses and Frames
 - Systems Thinking
 - Decision-Making
 - Decision Value
 - Biases in Decision-Making
 - Problem-Solving
 - Successive Approximation
- Choreography: Mindsets, Toolsets and Skill Sets
 - Mindsets
 - Defining Mindset
 - Embracing Paradox
 - Non-linear Thinking
 - The Jazz Mindset
 - Learning to Use New Mindsets
 - Skill Sets
 - Adaptability
 - Awareness
 - Organization (Self-Organization)
 - Improvisation
 - Design Thinking
 - Influence
 - Strategic and Benefits-Focused Thinking
 - Toolsets
 - SOAP (Strategy on a Page)
 - I2 Networks
 - Complexity Indicators
 - Positive Deviance
 - Project and Program Management
 - Business Analysis
 - Agile Tools
- Choreography: Responding to Complexity
 - Complexity Response Process
 - Analyze Available Responses
 - Select Responses
 - Adapt Responses
 - Implement Responses
- Course Summary and Call to Action
 - Perceiving, Sensemaking, Complexity
 - Response to Complexity

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