



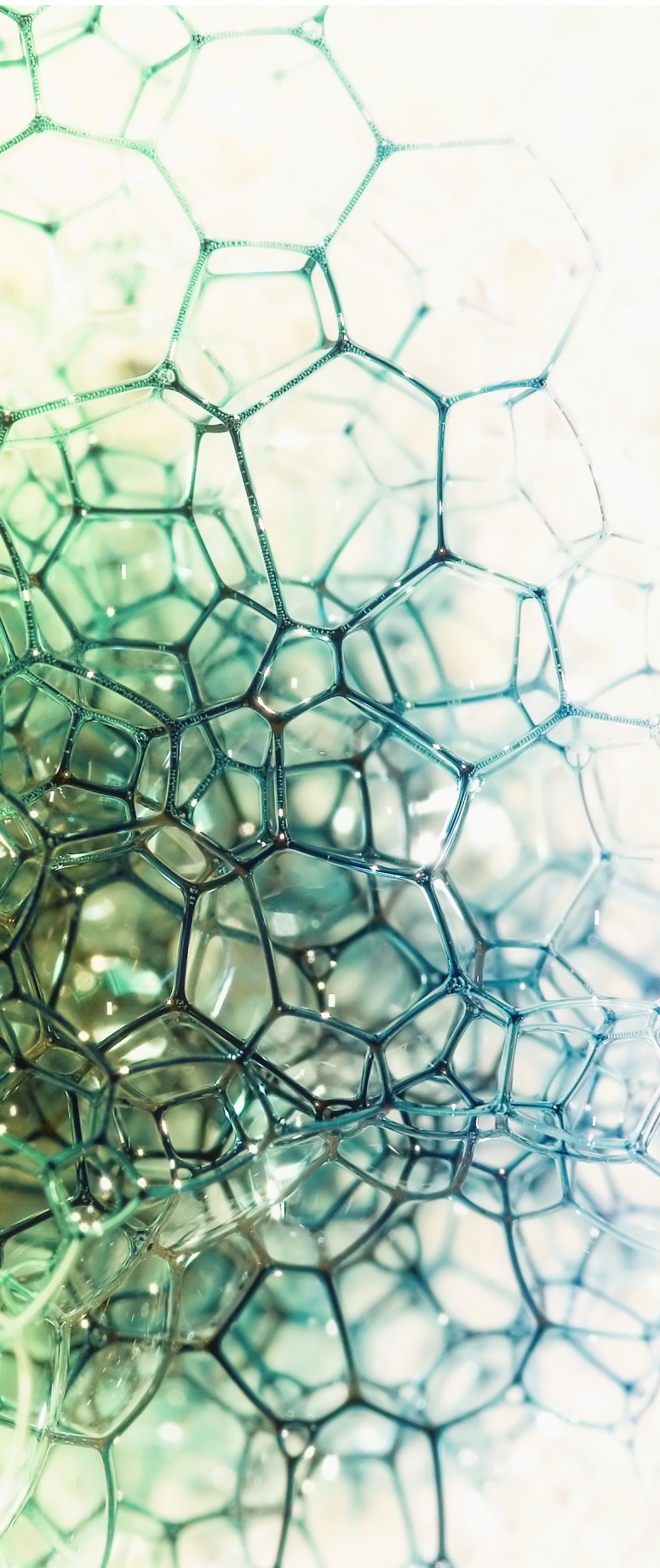
# LEADING IN COMPLEXITY

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*Coaching  
Package*

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## WHAT ARE YOU FACING?

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- Are you facing challenges that seem insurmountable?
- Are you applying solutions that aren't working?
- Are you executing a huge change and not gaining traction?
- Are you feeling pressured to solve your organization's most pressing complex challenges without a clear roadmap to follow?

You are likely facing complex challenges, which aren't suited to approaches built for simple or complicated ones, and success requires a new approach. Complex problems, like pandemics, mergers, or strategic reorganizations, aren't addressable by best practices, experts, or existing processes. Single solutions don't work.

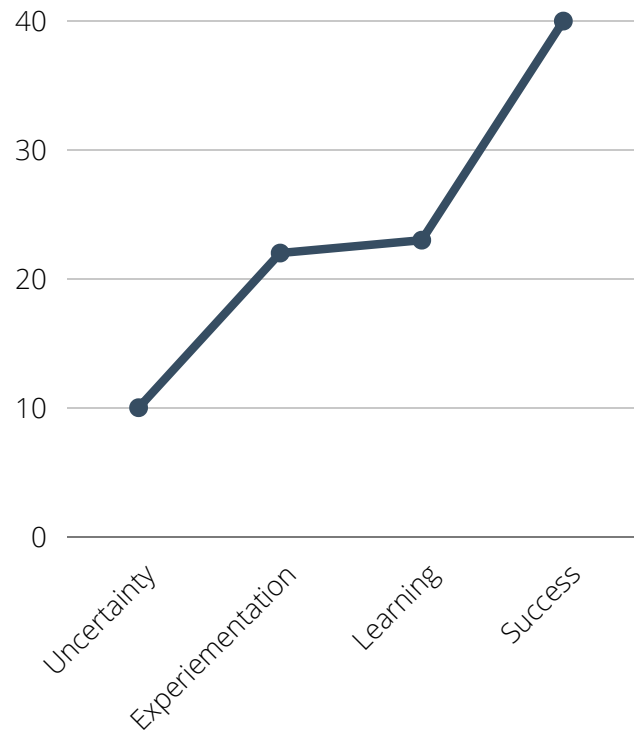
Complex challenges differ from complicated ones in that:

- Their solutions are not immediately known or predictable.
- No single team can on its own, propose an adequate solution.
- The leader's task is often finding a direction to follow rather than a solution, and running experiments, learning and testing again.
- Known solutions don't work; solutions must be created or innovated.

# WHAT DOES THIS MEAN TO YOU AS A LEADER?

## You increase your chances of success when you:

1. Distinguish four types of problems; obvious, simple, complicated, or chaotic, and select an approach best suited to each.
2. Build systems thinking skills to identify visible or invisible moving parts & interconnections to make decisions.
3. Adopt new assumptions so you can act knowing that risk, certainty, and clarity look quite different under complexity.
4. Listen to learn rather than inform, rely heavily on diverse perspectives, and design meetings to ascertain a good direction to follow if a solution is unknown.
5. Replace root cause analysis and linear problem solving (which are fine for complicated problems) with experimentation.
6. Build a complexity mindset to tolerate uncertainty, ambiguity and "messiness" while making decisions rather than being paralyzed by current conditions.



# WHAT SKILLS DO YOU BUILD IN THIS COACHING PACKAGE?

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## **Sensemaking**

Skills to map complex situations, interpret them, and create shared understanding to facilitate coordinated action.

## **Framing/ Reframing**

Skills to reframe complexity so others understand how to respond to it, working with the assumptions and mental models they exhibit.

## **Liberating Meetings**

Skills to engage groups in sensemaking activities to increase understanding, design experiments and gain positive movement in the challenge.

## **Listening to Learn**

Skills to listen to learn instead of inform, listen without judgment, manage biases, replace discussion with dialogue, and accelerate learning by learning with others.

# WHAT DO YOU RECEIVE IN THIS COACHING PACKAGE?

**Unlimited coaching sessions, 3-month time-limited**

**Ten checklists, tools and infographics to address your complex problem, and coaching in using each.**

**A 2-hour, coach-facilitated Conversation Cafe team meeting to make sense out of a complex challenge and prioritize strategies that emerge.**

**Articles to build knowledge of complexity concepts, principles, and assumptions, significantly increasing possibilities for action.**

**A "Mindset Habits to Navigate Complexity" chart to check your thinking and explore new choices.**

**A "Sensemaking" chart to use to map the complexity of a situation and see it more clearly.**

## A LITTLE BIT ABOUT ANNETTE



Annette has over twenty years experience working with complex issues for large organizations including Edward Jones, Boeing, BJC HealthCare, HSBC and Sprint as a leadership development coach and consultant. She is an ACE-certified executive coach and member of an invitation-only Virtuoso coaching community where she keeps learning with and as one of the "best of the best."