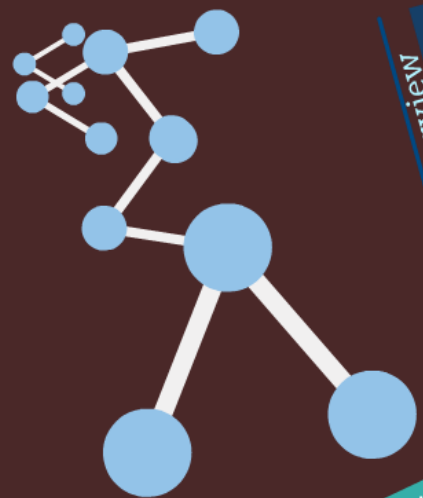


Chaos Theory (Burns, 2002)

- Leadership is not reduced to a key position holder or team of people, instead leadership is conducted throughout the organization using all agents.
- Known as non-hierarchical collaborative leadership.
- Leadership conducted throughout organization since members potentially have access to vital internal and external information that is key to the organization's success.
- Chaos Theory is similar and interchangeable with Complexity Leadership Theory but speaks directly to the chaos within organizations.



overview

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- Definition of Complexity Leadership Theory (or CLT): Burns, Clarke, and Uhl-Bien
- Application of Complexity Leadership Theory to Problems of Practice
- Boston, Massachusetts, Problem of Practice
- Frankfurt, Germany, Problem of Practice



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Complexity Leadership Theory (Clark, 2013)

- Complexity leadership begins with assumptions about the nature of reality within complex environments.
- Recognizes organizations are open systems inherently dynamic and unpredictable.
- Organizations are complex adaptive systems that cannot be understood by simply breaking down its components.
- Interactions between the system and environment give rise to unforeseen and unpredictable outcomes and behaviors.
- Challenges reductionist approaches that believe leadership and its impact in complex systems can be captured by simple linear, cause-effect relationships.
- Focuses on how leadership create conditions that facilitate organizational effectiveness.



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Complexity Leadership Theory (Clarke, Burns, 2007)

- Investigates role of leadership in expanding organizational processes through innovation across various organizational divisions into creative learning and adaptation across complex adaptive systems.
- Focuses on understanding and exploring strategies and behaviors that foster creativity, learning, and adaptation across complex adaptive systems.
- Act complex adaptive systems (CAS or subunits) that use areas of expertise that create paths to change initiatives towards the survival of the organization.
- Framework that enables learning, creative, and adaptive capacity of CAS in knowledge generating organizations.
- Focuses CAS while enabling control structure for coordinating within organizations to produce outcomes that support the vision and mission.

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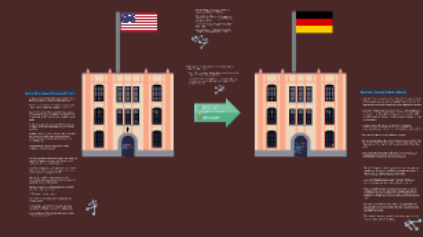
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Political Risk in the Kaesong Industrial Complex



SUMMARY

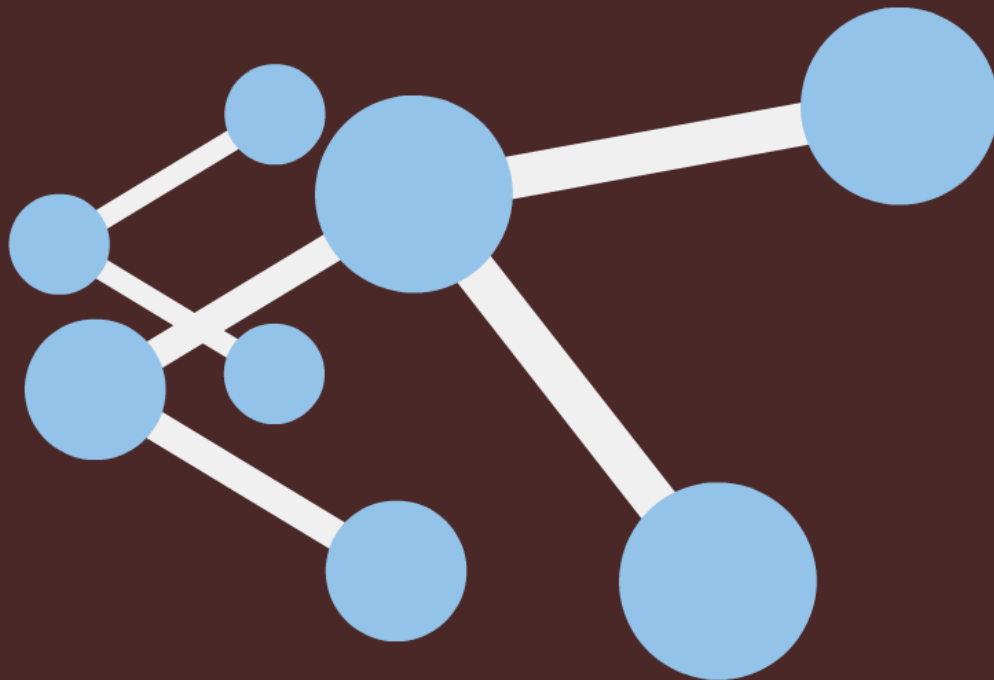
Complexity Leadership Theory

- Multiple theoretical perspectives.
- Provides approach for leaders to acknowledge complex issues in complex organizations.
- Recognizes that linear hierarchical organizations leadership structures will hamper creativity and the formal structures tied to the organization.
- Key to sharing leadership throughout organizations to encourage participation and leadership from all members.
- Encourages collaboration, information exchange, and resources among leaders, observers, and peers.
- Holds all members accountable for engagement changes with the organization.
- Enables adaptable from one organization to another.



Political Risk in the Kaesong Industrial Complex

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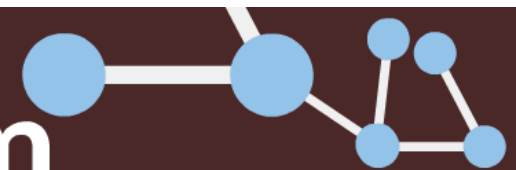
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group one



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group one

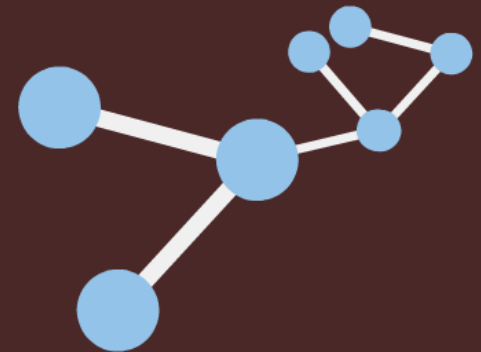


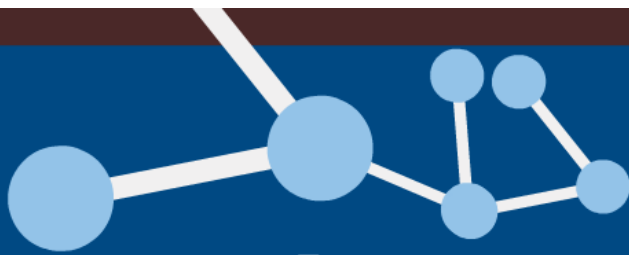
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Complexity Leadership Theory from additional academics:

▲ Weberg (2012)

Interconnectedness and change are normal operating conditions. A new type of leadership is necessary to help groups learn their way out of unpredictable problems leading at the intersections, through strong networking, allowing for distributed decision making, and fostering conditions for the organization to quickly and effectively adapt to these pressures.

▲ Snowden & Boone (2007)

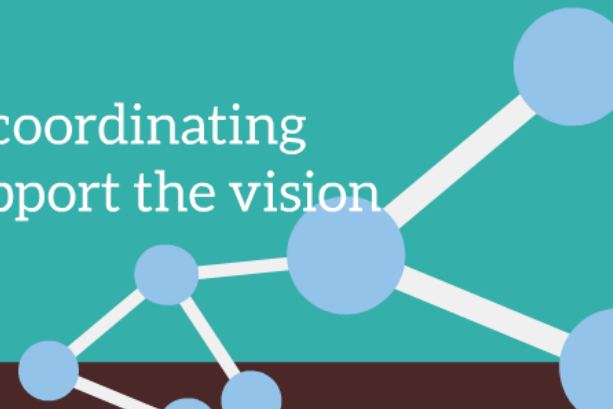
“The whole is greater than the sum of its parts, and solutions can’t be imposed; rather they arise from the circumstance” (p. 63).

▲ O’Connell (2014)

As our world grows more complex in will require all members of an organization to develop leadership skills (p. 184).

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- Investigates role of leadership in expediting organizational processes through interdependent actions among many individuals combine into a collective venture.
- Focuses on identifying and exploring strategies and behaviors that foster creativity, learning, and adaptability within complex adaptive systems.
- Are complex adaptive systems [CAS or subunits] that use areas of expertise to create paths to change initiatives to ensure the survival of the organization.
- Framework that enables learning, creative, and adaptive capacity of CAS in knowledge-producing organizations.
- Fosters CAS while enabling control structures for coordinating within organizations to produce outcomes that support the vision and mission.



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Complexity Leadership Theory (CLT) Application to Problems of Practice (PoP)

