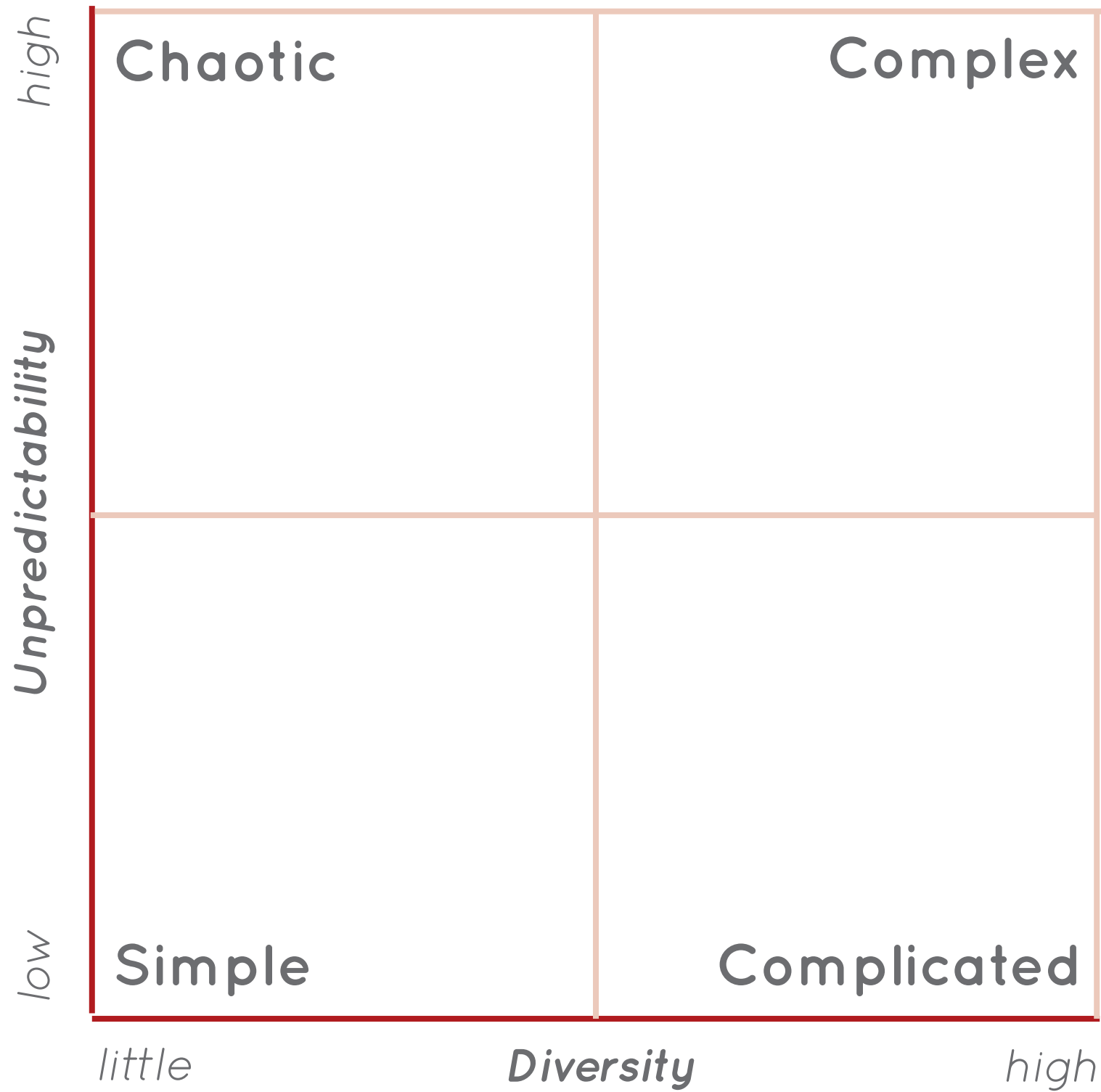


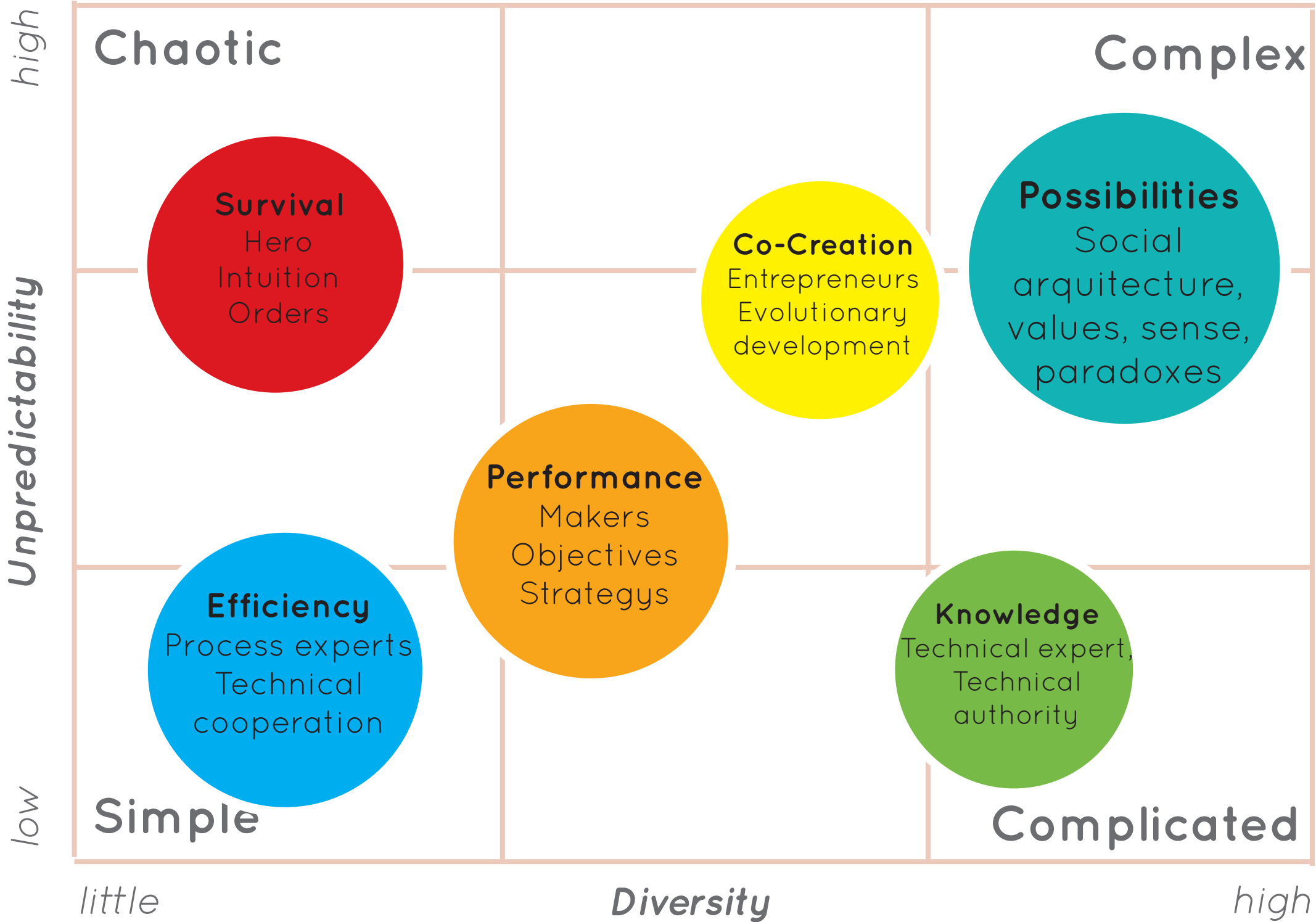
# Complexity-specific leadership foci

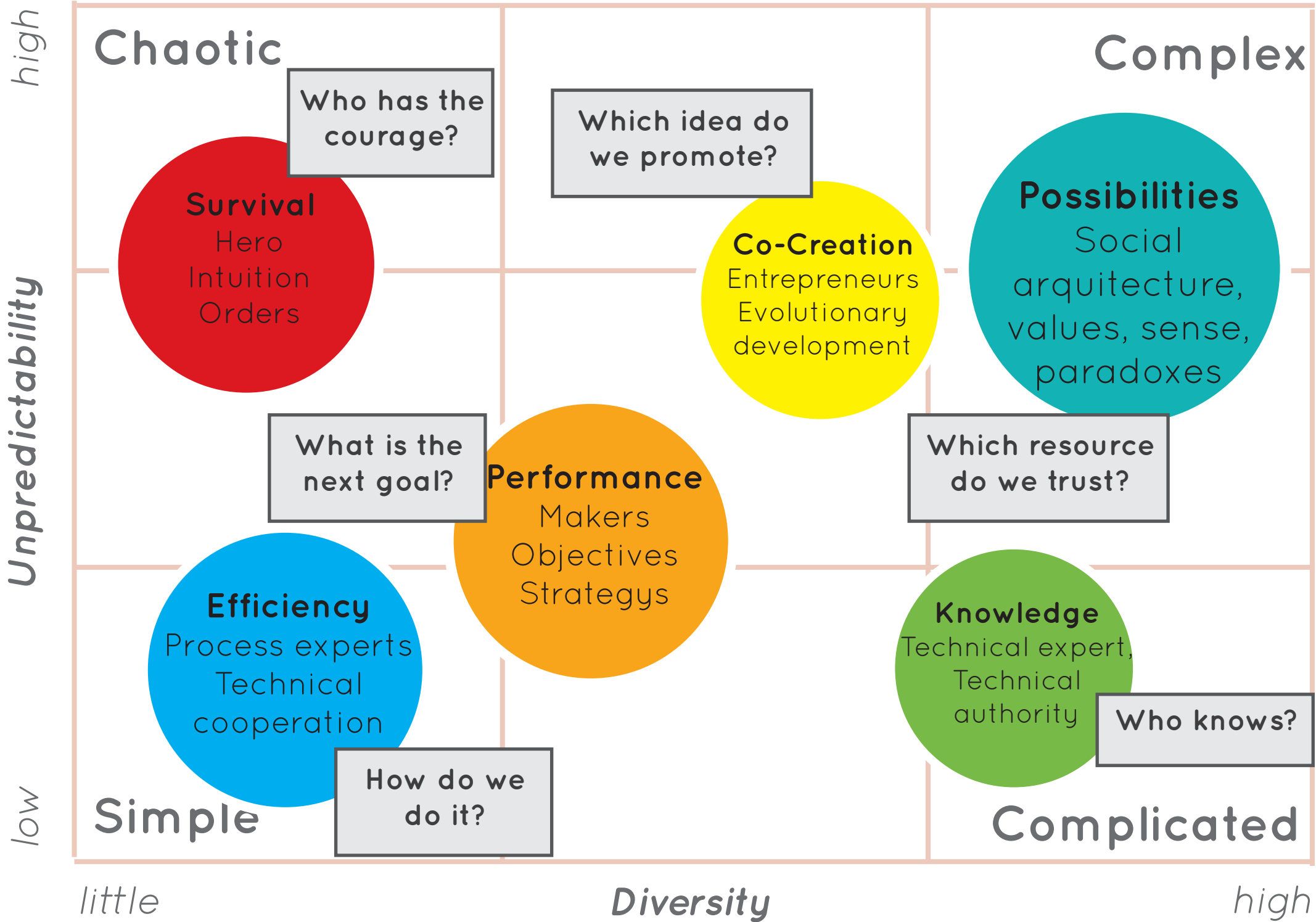


Facilitator: Rita Muckenhirn



2. level of organization (is part of the lower ranks)	Teal	Holistic	Leadership for the Global Good Balance-oriented Security through paradox-robust mindfulness	<b>Possibilities</b> Social architecture, values, sense, paradoxes <b>Co-Creation</b> Entrepreneurs Evolutionary development
	Yellow	Systemic	Leadership through cooperative empowerment Principle-oriented Security through evolutionary development	
1. level of organization (replaces lower forms of organisation)	Green	Equality	Leadership as empowered service Community-oriented Security through social relationships	<b>Knowledge</b> Technical expert, Technical authority <b>Performance</b> Makers Objectives Strategys
	Orange	Performance	Leadership through individual goals Performance-oriented Security through materialism	
	Blue	Truth	Leadership through common rules Rank/hierarchy oriented Security through laws	<b>Efficiency</b> Process experts Technical cooperation <b>Survival</b> Hero Intuition Orders
	Red	Power	Leadership through authoritarian instructions Personality-oriented Security through powerful action	





**Chaotic**

**Complex**

Who has the courage?

Which idea do we promote?

**Survival**  
Hero  
Intuition  
Orders

**Co-Creation**  
Entrepreneurs  
Evolutionary development

**Possibilities**  
Social architecture, values, sense, paradoxes

What is the next goal?

Which resource do we trust?

**Performance**  
Makers  
Objectives  
Strategys

**Efficiency**  
Process experts  
Technical cooperation

**Knowledge**  
Technical expert,  
Technical authority

Who knows?

**Simple**

How do we do it?

**Complicated**

little

Diversity

high

Unpredictability

high

low

# Sources

Además de las fuentes ya citadas, la presentación se basa en los conocimientos de los siguientes autores:

- Boulton, Jean G; Allen, Peter M; Bowman, Cliff. Embracing complexity. Strategic perspectives for an age of turbulence.
- Oesterreich, Bernd; Schröder, Claudia. Das kollegial geführte Unternehmen. Ideen und Praktiken für die agile Organisation von morgen. Verlag Franz Wahlen. Hamburg. 2017.