

## Complexity Thinking Guidelines

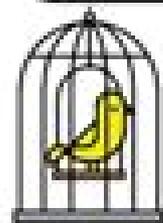
- 1 Address complexity with complexity
- 2 Use a diversity of perspectives
- 3 Assume subjectivity and coevolution
- 4 Steal and tweak
- 5 Expect dependence on context
- 6 Anticipate, explore, adapt
- 7 Shorten the feedback cycle
- 8 Keep your options open

# Complexity Thinking



An organization is a complex adaptive system (CAS), because it consists of parts (people) that form a system (organization), which shows complex behavior while it keeps adapting to a changing environment.

Faced with complexity, the traditional instinct of the practical manager has been to try to reduce the complexity through rules of thumb, standard operating procedures, and so on.  
– Hugo Letiche, *Coherence in the Midst of Complexity*



Example of typical mistake:  
Trying to control the future rather than discovering it.

You cannot control a complex system, but you have many options for guiding it.



Example of typical mistake:  
Thinking about numbers and not about people.

$$2138^{10} = p + 3q^2 = (p - 3q^2)^2 + 3q^2 = (p - 3q^2)^2 + 3q^2$$



# Thinking In Complexity

**Michael Brown**



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