



Transition

New Thinking.
New Doing.

How to beat complexity

Organizational development in the 21st century

Markus Happersberger · Barcelona, 10th February 2023

Agenda

Complexity

Requirements

Aspects of a potential answer

Complexity

Complexity

Definitions:

Complication is the measure of our unknowledge.

A problem is complicated because we do not understand it.

Because we lack knowledge.

Complexity is the measure of the amount of surprises one has to reckon with. The more surprising the context, the more we can speak of complexity.

VUCA

Volatile · Uncertain · Complex · Ambiguous

Brittle · Anxious · Non-linear · Incomprehensible

BANI

Complexity

Indicators?

Requirements

Requirements

BANI

How to react

- Brittleness → Robustness and resilience
- Anxiousness → Empathy and mindfulness
- Non-Linearity → Context and adaptivity
- Incomprehensibility → Transparency and Intention

Robustness

The resilience **of existing structures to changes in the environment**

- Lower vulnerability
- Sufficiency (Frugality)
- Subsidence (less dependency on others)
- Flexibility and innovation

Aspects of a potential answer

Increased self-organization Through increasingly self-directing teams

- Clear definition of roles and team responsibilities
- Interface contracts
- Performance culture towards market success
- Supporting culture in and between the teams
(With each other For each other)
- Functional integration

Leader – Leader approach

(instead of **Leader – Follower**)

- Control through the delegation of responsibility
- Competence through the teaching of necessary skills
- Clarity through high transparency

Reflection culture

- Retrospectives
- Appreciation (A fear-free organization)
- Feedback and conflict resolution skills
- Tension orientation

Learning culture

- Learning is an integral part of work
- Employees learn on their own responsibility in learning teams or individually
- Management sets an example, encourage and demands this culture
- Learning needs are derived from the immediate work situation
- We need skills not knowledge

The success factor of the future

We need organizations that enable
the full development of human potential:
Empathy, Creativity and Engagement.

Questions?

txeins GmbH
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