Managing Complexity

Human-centered Technical Leadership in an age of continuous Disruption



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Realities we need to respond to

Complexity is shifting from product to ecosystem

Complexity inside the product



Complexity in the interaction



The complexity is no longer in the parts.
The complexity is in the interactions.

Realities we need to respond to

Experience is becoming a critical bottleneck

The challenge is no longer only acquiring knowledge.
It is accelerating the development of experience.

- Technology Scales
- Data Scales
- AI Scale

- Judgment does not scale
- Experience does not scale
- Trust does not scale well



Knowledge can be transferred.
Experience has to be developed.

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Realities we need to respond to

Adaptability is becoming the new measure of fitness

The organizations that thrive will be those that learn faster than complexity grows.



Yesterday
Optimize for:
- Efficiency
- Stability
- Predictability
- Standardization

Tomorrow
Optimize for:
- Learning
- Adaptation
- Collaboration
- Responsiveness

Three Leadership Priorities for an Adaptive Organization

Accelerate Learning → **Build Bridges** → **Focus on Human-Centered Leadership**







Building Organizations That Can Adapt

Summing up

> "The future belongs to organizations that learn faster than complexity grows"



Thank you for listening

