Complexity: Myth or Reality?

Stephanie Borgert
The Complexity Trap
8 Managerial Misconceptions and
Why We Need a New Management System
Illustrations by Carsten Oltmann
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Stephanie Borgert is a qualified computer scientist and has many years of technical and management experience in the IT industry. She gained a lot of experience by organizing complex dynamic projects; this experience has subsequently influenced her work and books. Since 2007, Stephanie Borgert has used her background in freelance work as a coach and trainer for executives and project teams.

Everyone knows complexity because it characterizes our century and has changed our working world. The tasks are always increasing, turnover cycles are getting shorter, and the network continues to expand. But one thing is clear: we have no idea what complexity actually is, let alone how to master it. At the same time there are numerous errors within complexity, such as the call for simplification, for more information, and for better planning. The book informs the reader about these errors, provides relevant background knowledge, and is always focused on practical examples.

This book focuses on the most common misunderstandings in management when it comes to complexity. It teaches you about the origins of errors, such as the call for simplification, for more information, and for better planning. Along with each error are insights which can allow us to deal with increasing complexity in new and different ways.

The book introduces the concept of complexity and explains the main aspects such as dynamics, non-transparency, self-organization, and more. It summarizes what skills, attitudes, and competencies are necessary to cope with complexity. At the end of the book you will have learned what is necessary to succeed in a holistic sense as a manager and leader, despite or perhaps because of the complexity.
This book is written for managers and executives who want to deal with the complexity of our world and who want to make decisions more successfully. It is written for people who are open to confronting their perspectives, stereotypes, prejudices, and beaten paths.

Learn:

- About the common errors of complexity
- What complexity actually means and how to master it
- How to further develop your leadership competency

Complexity Traps:

Complicated does not equal complex

Planning – responding to change is more important than sticking to a plan

Data provides a basis – it's important to filter relevant information, otherwise information overload can occur; weak signals are more likely signifiers of opportunities and risks than trends based on numbers

Control – complex systems can't be controlled

Competition is good for business – cooperation is the basis for networking

Leadership – hierarchical management prevents innovation and value creation, comes from the industrial era and is inappropriate for knowledge economy

Contents:

Complexity: Myth or Reality?

Complexity "in a nutshell"

The facets of complexity

Myth: simplification leads to success

Myth: Complicated equals complex

Myth: The experts will do it right

Myth: we must not make mistakes

Myth: Good planning is everything

Myth: More data provides clarity

Myth: Trust is good, control is better

Myth: Competition is good for business

Mastering complexity

The answer to complexity