

Grow your career.
Level up for the future.

Leading in Complexity



Schulich
School of Business
Executive Education

YORK U



Leading in Complexity

The pandemic has made it clear that business as usual has ceased to exist. Turbulence and transition are the new normal. New ways of thinking and leadership that embraces this new reality are at a premium.

To effectively deal with this new reality, leaders need to be able to challenge assumptions and develop new ways of seeing and thinking.

Grow your career.
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2-day program



Book this program [online](#)



Leading in Complexity

Grounded in complexity and adult-development theories, this 2-day online program will equip you with leadership competencies that will enable you and your organization thrive in a turbulent and rapidly changing world.

- You will develop specific knowledge in:
- Managing complexity
- Leading and making decisions in times of uncertainty
- Tools and techniques to become more adaptable and prepared to navigate new challenges now and in the future



2-day program



Book this program [online](#)



Program Highlight



2 Days of Study

Rich learning in just
2 days



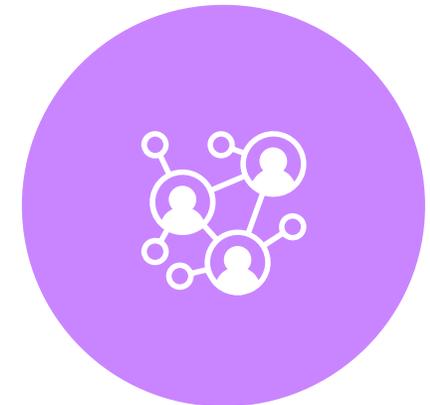
Advancing Your Career

Explore complexity as a
source of innovation



Virtual

Complete this 2-day
program completely
online



Interactive

Participate in group
exercise work and
network with like-minded
peers

Program Faculty



Ingo Holzinger
PhD

Ingo has been a professor at the Schulich School of Business since 2003 and is currently director of the Strategy Field Study, the capstone project of the Schulich MBA and IMBA programs. He also serves as course coordinator for Skills for Leadership, a signature course in Schulich's MBA Program and as a facilitator for the Schulich ExecEd.

Ingo has worked with companies and organizations such as BMO, Toyota Canada, University Health Network, P&G, Cargill and the Ontario Association of Children's Aid Societies in executive development and on research projects.



Andrea Swanson
MA, PPCC

Andrea Swanson (MA, PPCC) is a certified coach and Organizational Development Consultant. Andrea has worked with executives and leaders in large complex organizations for more than 10 years. Andrea has a Master's Degree in Organization Development and a Certificate in Personal and Professional Coaching (PPCC) both from Concordia University. She grounds her coaching and consulting practice in leading in complexity, leadership presence, human-centred design and the foundations of adult development theory.

Program Content



PART 1

Asynchronous Online Module: Leadership Challenges in a White-Water World (Participants will need to engage 1-2 hours with the module prior to Day 1.)

PART 2 – Day 1

- Understanding Complexity I
- The White-Water World
- Black Swans: Living in an Unpredictable World
- Exercise: What's YOUR Black Swan?
- Understanding Complexity II
- From Complicated to Complex: The Cynefin Framework
- Exercise: Mapping Black Swans

PART 2 – Day 1 (Continued)

- Simple-Complicated-Complex
- Small Group Breakout: Identifying Simple, Complicated, and Complex Problems
- Working in Complexity I
- Applying the Cynefin Framework
- The Role of Constraints in managing in Complexity
- Working in Complexity I
- The Role of Constraints in Managing in Complexity
- Small Group Breakout: Case Application
- Implications for Leadership
- Reflection on the Day (optional; participants may stay for an exploration of open questions)

Program Content



PART 2 – Day 2

- Leading in Complexity I: Context-Awareness
- Two Critical Meta-Skills: Developing Self Awareness & Context Awareness
- The Role of Inquiry
- HIV in Brazil: Case Discussion and Exercise
- Asking Divergent and Provocative Questions
- Appreciative Inquiry
- Assuming Abundance
- Leading in Complexity II: Context-Awareness
- Identifying Weak Signals
- Small Group Breakout: Case Application

PART 2 – Day 2 (Continued)

- Debrief
- Leading in Complexity III: Self-Awareness
- Developing Complexity Fitness
- Staying present in increasing complexity
- Cultivating the inner complexity to adapt, decouple from the environment and lead into action
- Exercise: Somatic noticing and Grounding in Present
- Leading in Complexity IV
- Small Group Breakout: Exploring Case 'Yeah, buts'
- Wrap-Up & Debrief
- Reflection on the Day (optional; participants may stay for an exploration of open questions)

Program Content



PART 3: Small Group Coaching Sessions

Two to four weeks after the in-class workshop, Andrea and Ingo will meet with the participants in small groups for 1-hour coaching sessions.

- What questions remain?
- What have you tried? What worked or didn't work?
- How are you going to take your learning forward?

Participant Profile

Anyone who is preparing to lead their organization and its people into the post-pandemic recovery and the turbulence of rapid change, increasing complexity and new expectations, including:

- Directors
- Managers
- Supervisors
- Team Leaders



Why a Certificate at Schulich ExecEd?

There will no longer be a single transition from graduation to work in one's life.

Because few of us have the same job for life, we constantly have to re-invent ourselves, learn new skills and adapt to the changing marketplace and business environment. Today's professionals and executives must be able to quickly develop and fine-tune personal business skills to adapt and grow.

We are #1 Business School in the country

We have the privilege of being ranked #1 and teaching top students from around the world.

Our Program is Unique

Distinction from growing competition in the job market.

We Provide a Combination of Skill Specialization & Range

Deepen your current skills and acquire new ones.



About Schulich ExecEd

At Schulich ExecEd, the professional development arm of the world class Schulich School of Business, all our programs are non-degree, mid-career acclaimed qualification that employers recognize and that you can add to your CV.

We provide:

- Short programs building an individual business skill have industry recognized credentials for that skill
- Certificate programs build a wider skill set with a number of key skills
- Masters Certificates are an intense dive into Leadership, Management or specific Business skillsets. This is our highest mid-career professional development business school certification

Key Stats:

- Ranked #1 business school in Canada
- Ranked #12 in global MBA ranking
- Educated over 80,000 professionals across the world.
- Delivered over 4,000 programs virtually and in-person
- 96% of our graduates used knowledge or skills from the program on the job
- 87% of our graduates reported improved job performance
- Worked with over 500 companies worldwide

Over 450 leading faculty in areas of management, leadership, communications, finance, marketing, business development and strategy





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