

6. LEADER IN COMPLEXITY

In the context in which we live, we often feel discouraged to face the challenges characterized by a pervasive complexity that has now become part of our daily lives. On the one hand, digital acceleration has allowed us to innovate organizations; on the other, the exponential increase in stimuli has favoured an acceleration of processes making us easily prone to distractions even during activities that require presence and concentration, with inevitable interruptions that make planning our work more difficult and articulated. Often, we are faced with countless choices and we realize that while every decision solves some problems, it also creates many others at the same time.

The word "complicated" no longer completes the description of a situation we are facing or a goal. "Complex" defines our daily routine. What we have always relied on in the past, our skills and methods, are not enough today. It is clear that to face the new reality, we need new ways.

Complex situations destabilize us. They are unpredictable. They do not follow the cause-and-effect logic, they are resistant to proven solutions and are sometimes much larger than what we are used to managing. The whole world around us intensifies, our stability is undermined and the linearity of cause and effect seems to become less predictable. Some people act in ways that don't make sense to us. An intertwining of factors that influence each other has an impact on the system that makes forecasting the future increasingly difficult. The more we commit to generating results, the more unexpected side effects tend to multiply. In this scenario, the usual ways of acting are often ineffective and even counterproductive. Sometimes we spend a lot of energy with approaches that work poorly. In order to be able to implement actions more appropriate to the complexity of the context in which we measure our leadership, the condition of "active presence" is fundamental.

Active presence is an internal dimension that connects us to a state of immediacy, of inner quiet, of inclusive awareness and of possibilities. It is a state centred in the present that allows us to perceive ourselves and the world as we/it really are/is and still leads us to a reality that leads to new ways of acting and satisfactory results. It is the commitment based on a healthy and effective principle to train constantly and practice in situations that require new solutions, new future scenarios, and a new understanding of ourselves. Active presence accelerates leaders' ability to navigate complexity by developing clarity and resilience, which are important tools for meeting the challenges of New Normal.