

## *Decisions in Multiple Contexts: A Leader's Guide*

	<i>The Context's Characteristics</i>	<i>The Leader's Job</i>	<i>Danger Signals</i>	<i>Response to Danger Signals</i>
<b>SIMPLE</b>	<ul style="list-style-type: none"> <li>- Repeating patterns &amp; consistent events</li> <li>- Clear cause-and-effect relationships evident to everyone; right answer exists</li> <li>- Known knowns</li> <li>- Fact-based management</li> </ul>	<ul style="list-style-type: none"> <li>- Sense, categorize, respond</li> <li>- Ensure that proper processes are in place</li> <li>- Delegate</li> <li>- Use best practices</li> <li>- Communicate in clear, direct ways</li> <li>- Understand that extensive interactive communication may not be necessary</li> </ul>	<ul style="list-style-type: none"> <li>- Complacency and comfort</li> <li>- Desire to make complex problems simple</li> <li>- Entrained thinking</li> <li>- No challenge of received wisdom</li> <li>- Overreliance on best practice if context shifts</li> </ul>	<ul style="list-style-type: none"> <li>- Create communication channels to challenge orthodoxy</li> <li>- Stay connected without micromanaging</li> <li>- Don't assume things are simple</li> <li>- Recognize both the value and the limitations of best practice</li> </ul>
<b>COMPLICATED</b>	<ul style="list-style-type: none"> <li>- Expert diagnosis required</li> <li>- Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible</li> <li>- Known unknowns</li> <li>- Fact-based management</li> </ul>	<ul style="list-style-type: none"> <li>- Sense, analyze, respond</li> <li>- Create panels of experts</li> <li>- Listen to conflicting advice</li> </ul>	<ul style="list-style-type: none"> <li>- Experts overconfident in their own solutions or in the efficacy of past solutions</li> <li>- Analysis paralysis</li> <li>- Expert panels</li> <li>- Viewpoints of non-experts excluded</li> </ul>	<ul style="list-style-type: none"> <li>- Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking</li> <li>- Use experiments and games to force people to think outside the familiar</li> </ul>
<b>COMPLEX</b>	<ul style="list-style-type: none"> <li>- Flux and unpredictability</li> <li>- No right answers; emergent instructive patterns</li> <li>- Unknown unknowns</li> <li>- Many competing ideas</li> <li>- A need for creative and innovative approaches</li> <li>- Pattern-based leadership</li> </ul>	<ul style="list-style-type: none"> <li>- Probe, sense, respond</li> <li>- Create environments and experiments that allow patterns to emerge</li> <li>- Increase levels of interaction and communication</li> <li>- Use methods that can help generate ideas; set barriers; encourage dissent and diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Temptation to fall back into habitual, command-control mode</li> <li>- Temptation to look for facts rather than allowing patterns to emerge</li> <li>- Desire for accelerated resolution of problems or exploitation of opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Be patient and allow time for reflection</li> <li>- Use approaches that encourage interaction so patterns can emerge</li> </ul>
<b>CHAOTIC</b>	<ul style="list-style-type: none"> <li>- High turbulence</li> <li>- No clear cause-and-effect relationships, so no point in looking for right answers</li> <li>- Unknowables</li> <li>- Many decisions to make; no time to think</li> <li>- High tension</li> <li>- Pattern-based leadership</li> </ul>	<ul style="list-style-type: none"> <li>- Act, sense, respond</li> <li>- Look for what works instead of seeking right answers</li> <li>- Take immediate action to reestablish order</li> <li>- Provide clear, direct communication</li> </ul>	<ul style="list-style-type: none"> <li>- Applying a command-and-control approach longer than needed</li> <li>- "Cult of the leader"</li> <li>- Missed opportunity for innovation</li> <li>- Chaos unabated</li> </ul>	<ul style="list-style-type: none"> <li>- Setup mechanisms to take advantage of opportunities afforded by a chaotic environment</li> <li>- Encourage advisors to challenge your point of view after the crisis</li> <li>- Work to shift the context from chaotic to complex</li> </ul>