Leadership for Complex Adaptive Systems

**EDLD 6890, Section 46017**  
Fall, 2016 - 3 Credit Hours  
**New Day and Room -- Thursday** 5:30-9 pm, **4615 Sangren Hall**  
Professor: Joseph Kretovics, Ph.D.

This special topics course will analyze organizational leadership through the lens of complex adaptive systems. Mechanistic, hierarchical and linear models of leadership as individual actions to influence and control the behavior of others are inadequate for the complex, interactive, and interdependent dynamic of today’s global organizations.

The organizational mindset must shift from the industrial age to the knowledge era, at the edge of chaos. In complex adaptive systems, leadership is understood as a dynamically evolving influence pattern that includes elements of administrative, distributed, and emergent leadership. Leadership functions to influence the context of individual interacts and the content of those interactions.

It is an interactive and interdependent process from which learning, innovation and adaptation emerge.

Topics include:
- Organizations as Complex Adaptive Systems
- Adaptive,Emergent,and Systems Leadership
- Design Thinking and Positive Deviance
- The Emergence of Innovation
- Sustainability

*A leader is best when people barely know he exists. When his work is done, his aim fulfilled, they will all say “we did it ourselves.”*  
*(Lao Tzu)*