



space
for learning


ies institute for
employment
studies

HR LEADERSHIP **IN** COMPLEXITY & CHANGE

Dr Sharon Varney


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HELLO!





Sharon Varney

Associate with IES since 2008
Consulting, development, research
<https://www.employment-studies.co.uk/staff/sharon-varney>



Work with IES includes:

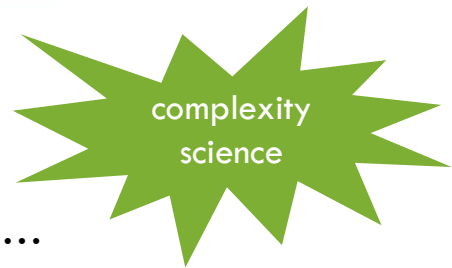
- Organisation design and development
- Change and change readiness
- Leadership development

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HOW I GOT TO HERE



It's really compelling...
but what can we do?

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WHAT WE'LL COVER

Application

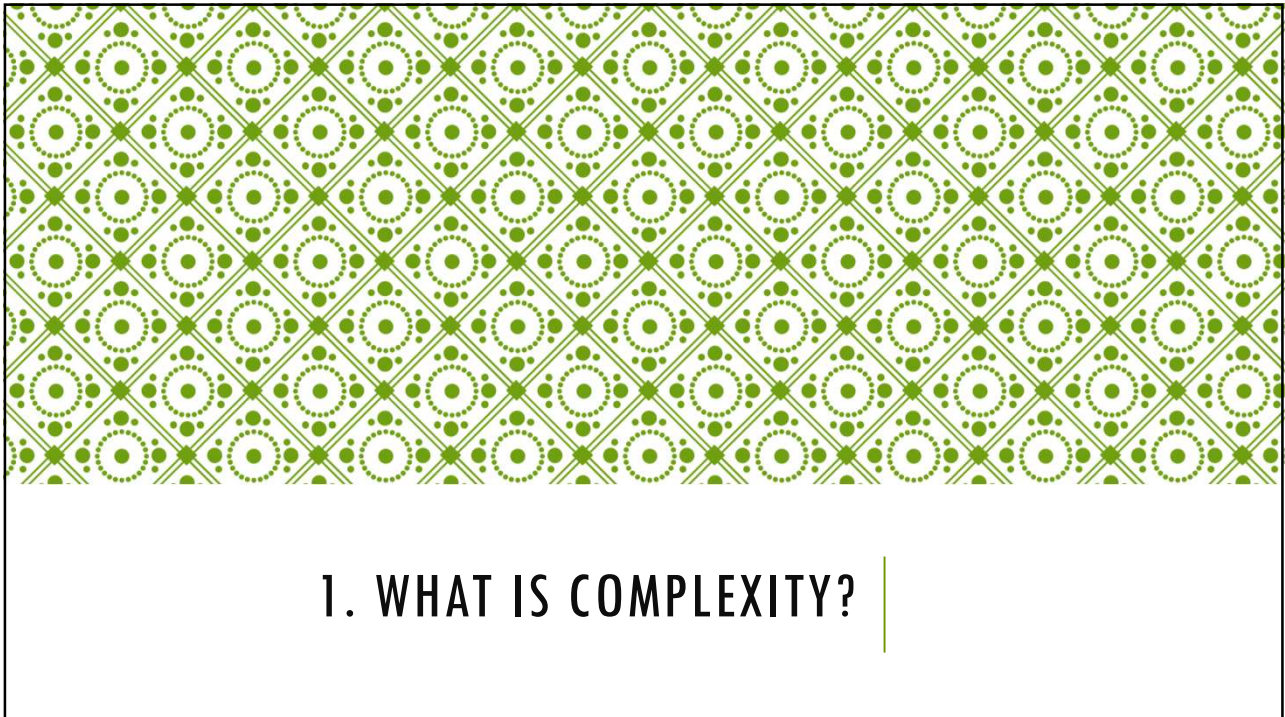
What is
complexity?

Tools for HR
leadership

Complexity
in practice

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WHAT IS COMPLEXITY?

Think for a few moments

Share 1 or 2 words that say something to you about complexity

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COMPLEX ADAPTIVE SYSTEMS (CAS)



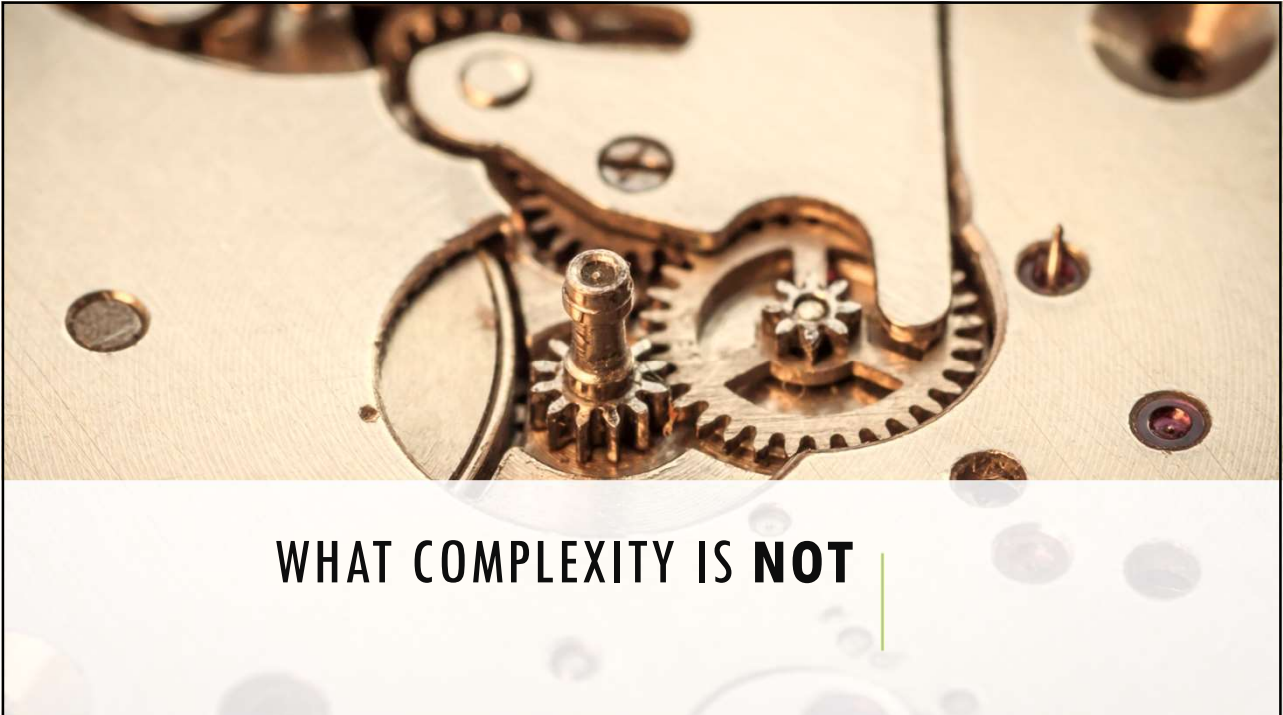
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Gamble & Blackwell (2001)

COMPLICATED VS COMPLEX

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WHAT COMPLEXITY IS **NOT**

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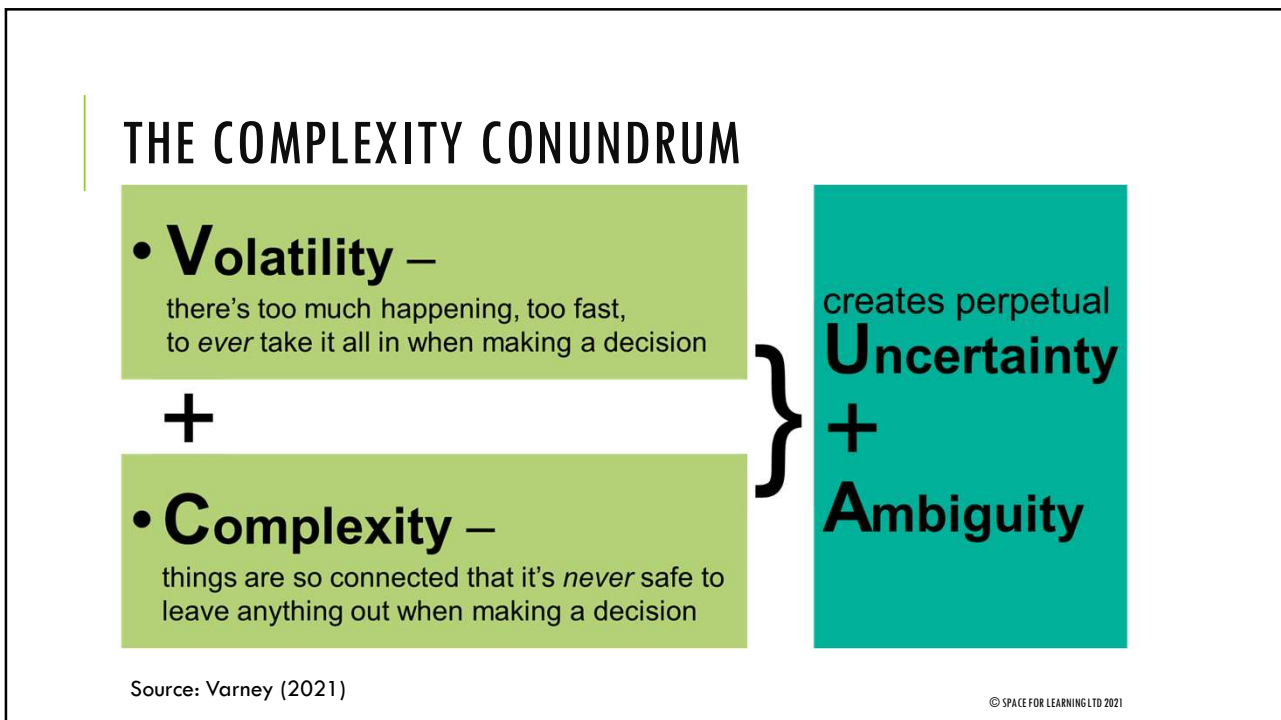


2. COMPLEXITY IN PRACTICE

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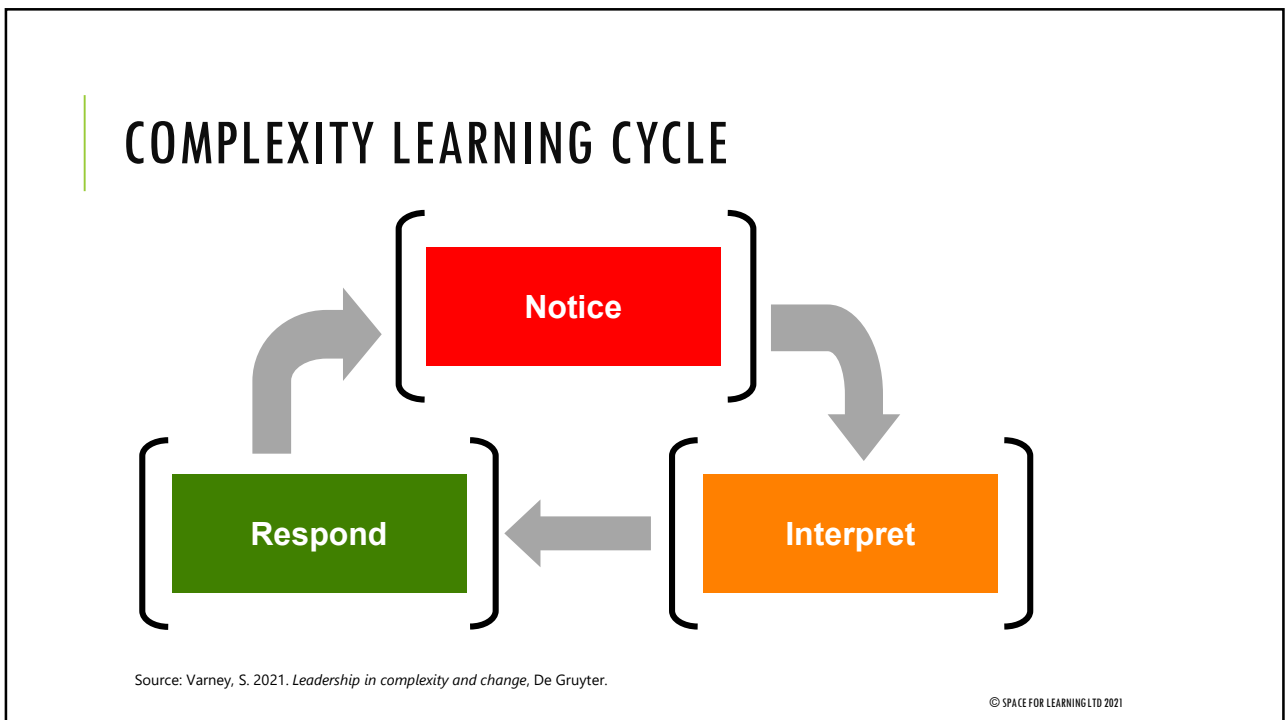
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WHAT IS
NEW?



WHAT IS
DIFFERENT?



WHAT IS
SURPRISING?



WHAT IS
PUZZLING?



WHAT IS
UNEXPECTED?

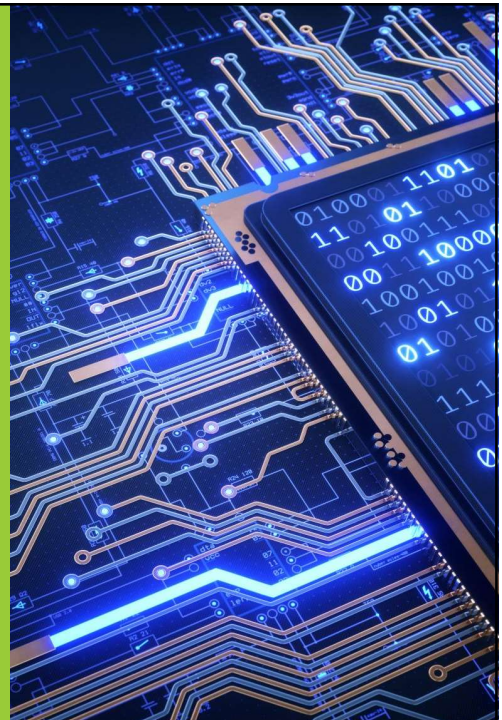
Source: Varney (2021)

NOTICING — WHAT'S CHANGING IN YOUR WORLD?

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GOOD NEWS!

Human beings
beat machines
in handling
complexity and change



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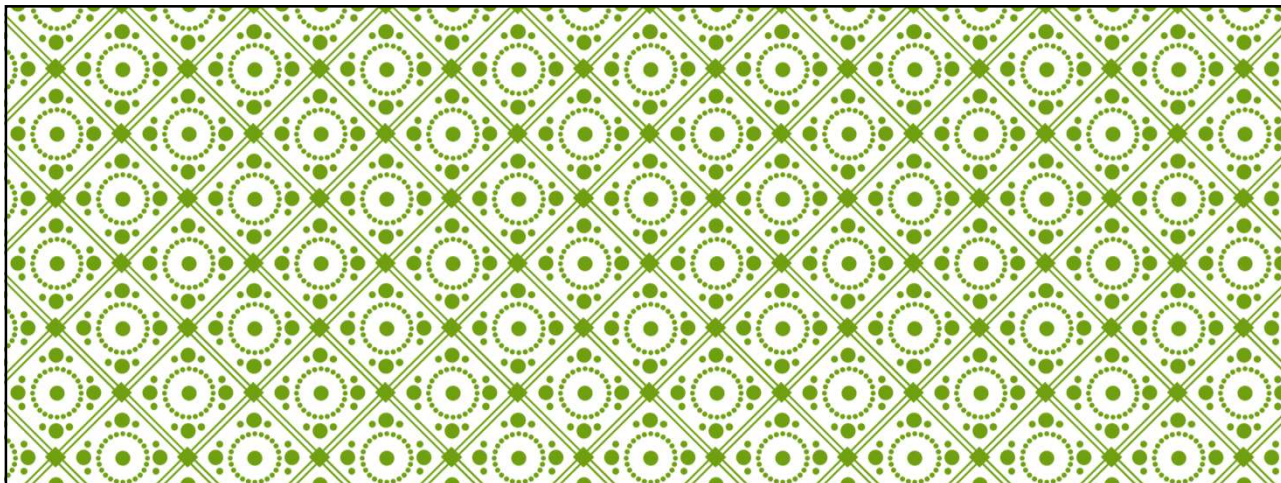
GET ON THE FRONT FOOT

- Small data
- Qualitative
- Humanscale
- Freely available

Data doesn't have to be BIG to be clever!

Source: Varney (2021)

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4. APPLICATION

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HOW WILL YOU
USE THESE TOOLS
IN YOUR
CONTEXT?



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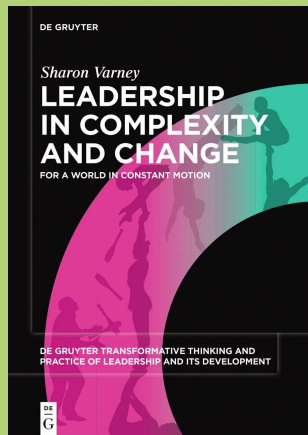
LEARNING INFORMED LEADERSHIP

Exploring the leading edge of now
Shades of grey
Nuances, small changes
Continuous changing
Emerging issues and opportunities
In the space between

Source: Varney (2021)



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Sharon Varney
Leadership in Complexity and Change
 For a world in constant motion
 In: De Gruyter Transformative Thinking and Practice of Leadership and Its Development, 1
 De Gruyter | 2021

<https://www.degruyter.com/document/isbn/9783110713428/html>

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IES RESOURCES

Organisational change: finding your way as you journey into the unknown

A paper from 'HR in a disordered world: IES Perspectives on HR 2015'

<https://www.employment-studies.co.uk/resource/organisational-change-finding-your-way-you-journey-unknown>

Organisation design in a VUCA world

A paper from 'HR in a disordered world: IES Perspectives on HR 2015'

<https://www.employment-studies.co.uk/resource/organisation-design-vuca-world>

Change capability in the agile organisation

IES Perspectives on HR 2018

<https://www.employment-studies.co.uk/resource/change-capability-agile-organisation>

Article on LinkedIn - Reflections on the Future: In the here and now

<https://www.linkedin.com/feed/update/urn:li:activity:6790871361217712128>

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STAYING IN TOUCH

Sharon Varney

+44(0)7946 581875

sharon.varney@employment-studies.co.uk

Come and say hello at:

 <https://www.linkedin.com/in/dr-sharon-varney/>

 @DrSharonVarney

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