

# It's Complicated...

## Fall 2010

### Features

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**Stretching the Mind: Developing an Adaptive Lens to Deal with Complexity** by Mihnea Moldoveanu and Roger Martin  
'Stretching' the mind to achieve both *depth* and *breadth* is a skill that will be of increasing value in our complex environment.

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**Dynamic Management: Better Decisions in Uncertain Times** by Lowell Bryan  
Companies can't predict the future, but they can build organizations that will survive and flourish in just about any possible future.

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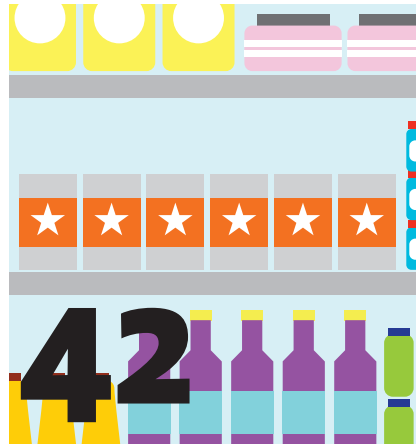
**Two's Company, Three's a Crowd: Demystifying Complexity Science** by Neil Johnson  
Whether you are interested in business, health or you just want to avoid traffic jams, understanding complexity is key.

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**Reassessing Risk: Towards a New Risk Management Architecture**  
An Interview with Erwann Michel-Kerjan  
The Wharton risk expert explains some of the ironies of living in an interdependent world.

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**The Vigilant Organization: Minding and Mining the Periphery** by Paul Schoemaker, George Day and Scott Snyder  
Organizations can leverage their networks to extract better insights from their widening periphery.



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**Option Overload: How to Deal with Choice Complexity** by Dilip Soman  
Choice complexity has increased significantly in recent years. Understanding a few key concepts can help you use it to your advantage.

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**Thriving in Ambiguity: Lessons from Exploratory Organizations** by Lauren Pollak and Katherine Wakid  
Those who are struggling to deal with ambiguity can learn a lot from organizations that seem to thrive in it.

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**Developing Leaders for a World of Uncertainty** by Andrew Day and Kevin Power  
Leaders must develop three key capacities to help their organizations thrive in an uncertain environment.

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**Hidden Business and Open Secrets: How Human Trafficking is Managed and What You Can Do About It** by Anita McGahan et al  
Organizations of all types can do their part to eliminate human trafficking.

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**Why Forecasts Fail, and What to Do Instead** by Spyros Makridakis, Robin Hogarth and Anil Gaba  
Leaders need to learn what they can and cannot predict, and develop plans that are sensitive to surprises.

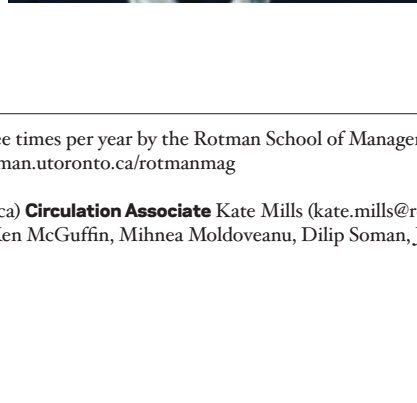
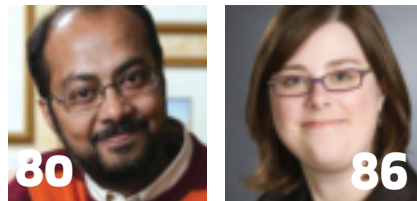
## Idea Exchange

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"Incongruities are true gifts, because they point you in directions where your mental map no longer conforms to reality!"

- Donald Sull, p.74

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*Rotman Magazine* is printed by Harmony Printing with vegetable-based ink on Cascades Enviro 100 paper. The cover is printed on Mohawk Options. Both papers are made from 100 per cent post-consumer waste.



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**Rotman Magazine, Fall 2010** *Rotman* is published three times per year by the Rotman School of Management, University of Toronto. ISSN: 1920-7441. Subscriptions are available for CAD\$99 per year at [rotman.utoronto.ca/rotmanmag](http://rotman.utoronto.ca/rotmanmag)

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**Design** Underline Studio Inc. **Cover** Getty Images

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