COMPLEXITY IN ORGANIZATION STUDIES

VOLUME III

Implications and Applications of Complexity Thinking in Organization Studies: Strategy, Organizational Dynamics and Innovation

Edited by
Stig O. Johannessen and Lesley Kuhn
## Contents

### Volume III: Implications and Applications of Complexity Thinking in Organization Studies: Strategy, Organizational Dynamics and Innovation

**Introduction:** Implications and Applications of Complexity Thinking in Organization Studies: Strategy, Organizational Dynamics and Innovation vii  
*Stig O. Johannessen and Lesley Kuhn*

### I. Strategy and Organizational Dynamics

38. The Science of Complexity: An Alternative Perspective for Strategic Change Processes 3  
*Ralph D. Stacey*

*Tony McGuinness and Robert E. Morgan*

40. Phenomenal Complexity Theory and Change at Disney: Response to Letiche 45  
*David M. Boje*

41. Conditioned Emergence: Researching Change and Changing Research 55  
*Robert MacIntosh and Donald MacLean*

42. Complexity Theory and Planning Theory: A Necessary Encounter 71  
*David Byrne*

43. Complexity Theory and Strategic Change: An Empirically Informed Critique 79  
*K. Houchin and D. MacLean*

44. Towards a Complexity Theory of Strategy 107  
*Miguel Pina e Cunha and Joao Vieira da Cunha*

45. Metaphors in Complexity Theory and Planning 121  
*Angelique Chettiparamb*

46. Understanding Change in Organizations in a Far-from-Equilibrium World 141  
*Bob Hodge and Gabriela Coronado*

47. Complexity in Practice 159  
*Colin Campbell-Hunt*

*Niall Ferguson*
II. Innovation, Creativity and Learning

49. From Fitness Landscapes to Knowledge Landscapes
   Johan Roos and David Oliver

50. Complex Acts of Knowing: Paradox and Descriptive Self-Awareness
   David Snowden

51. The Complexity of Improvisation and the Improvisation
    of Complexity: Social Science, Art and Creativity
   Alfonso Montuori

52. Learning as an Activity of Interdependent People
   Ralph Stacey

53. The Emergence of Global Stability in Local Interaction in
    a Consulting Practice
   Michael Nolan

54. Innovation in Organizations from a Complex Adaptive
    Systems Perspective
   Ysanne Carlisle and Elizabeth McMillan

55. Generative Leadership: Nurturing Innovation in Complex Systems
   Gita Surie and James K. Hazy

56. Facilitating Learning and Innovation in Organizations Using
    Complexity Science Principles
   Carol Webb, Fiona Lettice and Mark Lemon

57. Exploring Innovation Processes from a Complexity
    Perspective – Part I: Theoretical and Methodological Approach
   Stig Johannessen and Tone Merethe Berg Aasen

58. Exploring Innovation Processes from a Complexity
    Perspective – Part II: Experiences from the Subsea Increased
    Oil Recovery Case
   Tone Merethe Berg Aasen and Stig Johannessen

59. Situated Dialogic Action Research: Disclosing “Beginnings”
    for Innovative Change in Organizations
   John Shotter