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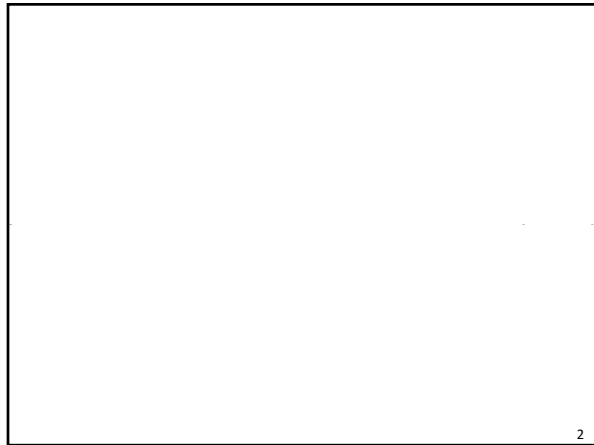
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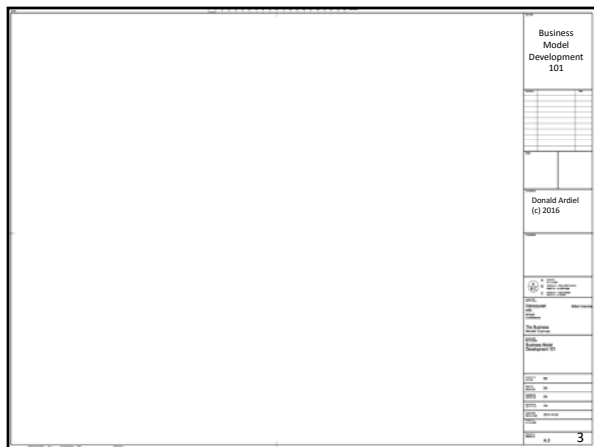
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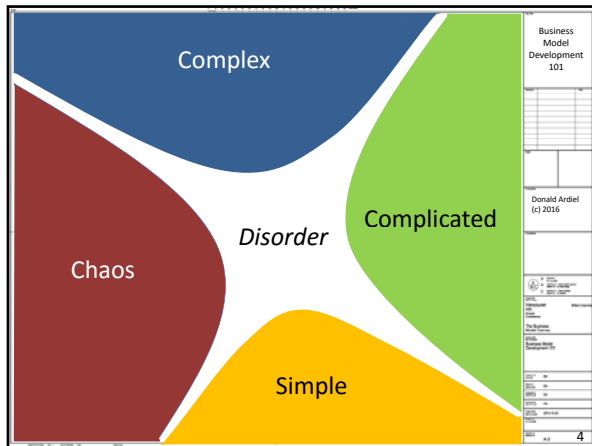
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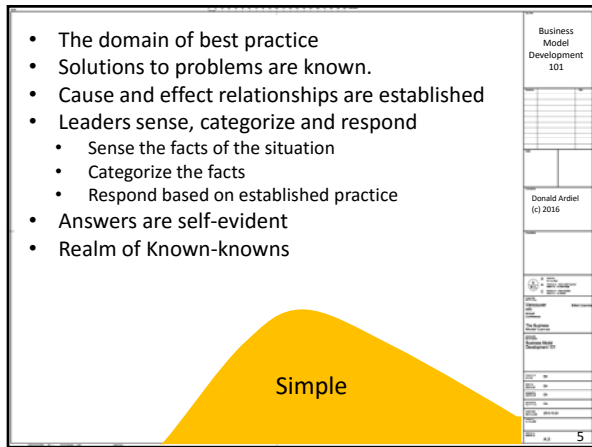
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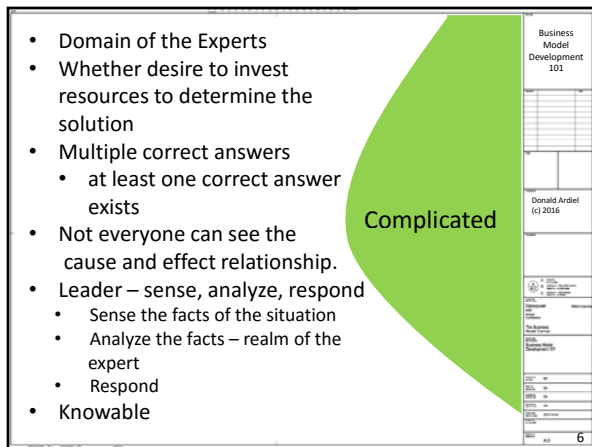
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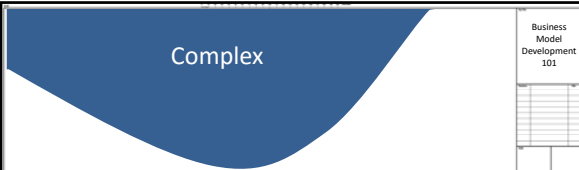
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Complex

- Domain of the Emergent
- Understanding is only achieved in retrospect.
- Search for emerging patterns
- New business models can be developed
- Leader – probe, sense, respond
  - Probe to explore the problem (experiments, design explorations)
  - Sense the facts and patterns as they emerge
  - Respond to the emergent patterns
- Realm of unknown-unknowns

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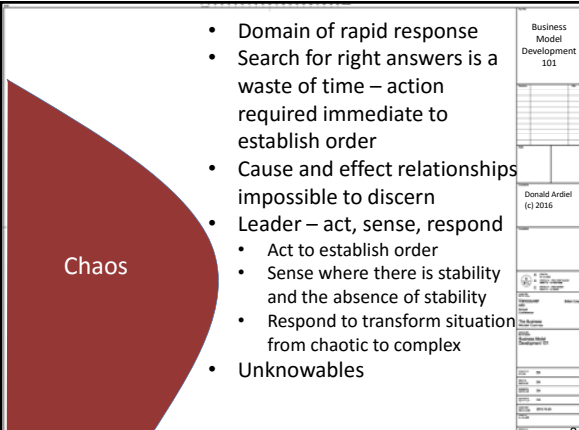
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Chaos

- Domain of rapid response
- Search for right answers is a waste of time – action required immediate to establish order
- Cause and effect relationships impossible to discern
- Leader – act, sense, respond
  - Act to establish order
  - Sense where there is stability and the absence of stability
  - Respond to transform situation from chaotic to complex
- Unknowables

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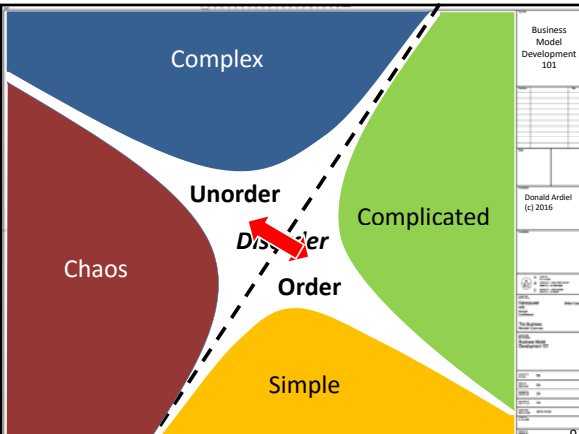
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Complex

Chaos

Complicated

Simple

Unorder

Disorder

Order

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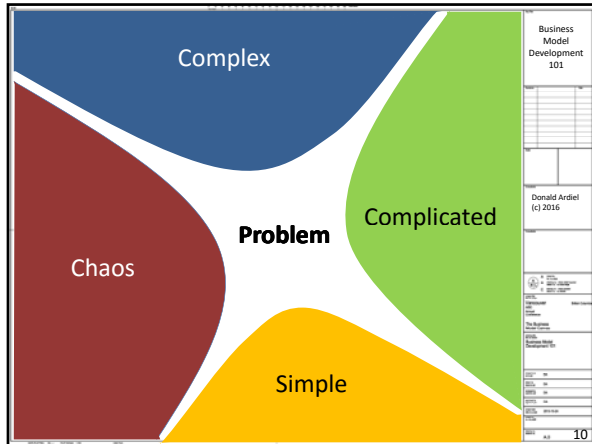
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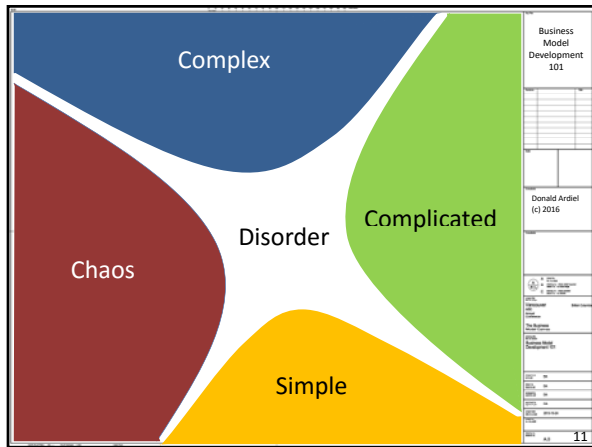
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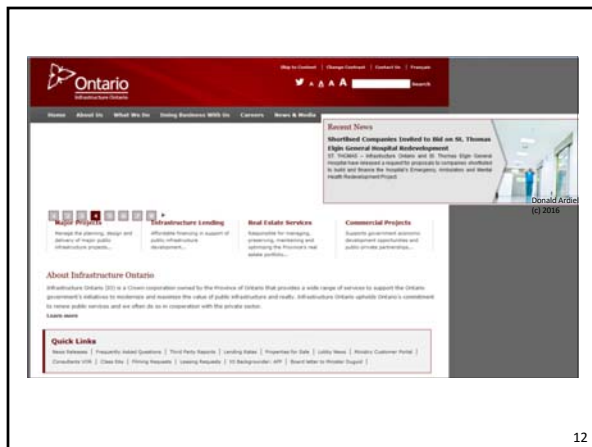
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**Recent News**

**Shortlisted Companies Invited to Bid on St. Thomas Elgin General Hospital Redevelopment**

ST. THOMAS – Infrastructure Ontario and St. Thomas Elgin General Hospital have released a request for proposals to companies shortlisted to build and finance the hospital's Emergency, Ambulatory and Mental Health Redevelopment Project.



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- **EllisDon Infrastructure Healthcare**
  - Developer: EllisDon Capital Inc.
  - Design: CannonDesign Ltd.
  - Construction: EllisDon Design Build Inc.
  - Facilities management: Johnson Controls Canada L.P
  - Financial advisor: CIBC World Markets Inc.
- **Etobicoke Healthcare Partnership**
  - Developer: Fiera Axiom Infrastructure Canada II LP and DIF Infra 3 Canada Ltd.
  - Design: HDR Inc.
  - Construction: Walsh Canada
  - Facilities management: Cofely Services Inc.
  - Financial advisor: Brookfield Financial Corp.
- **Plenary Health**
  - Developer: Plenary Group (Canada) Ltd and PCL Investments Canada Inc.
  - Design: RTKL Associates Inc. and NORR Architects Engineers Planners
  - Construction: PCL Constructors Canada Inc.
  - Facilities management: Honeywell Limited
  - Financial advisor: RBC Capital Markets

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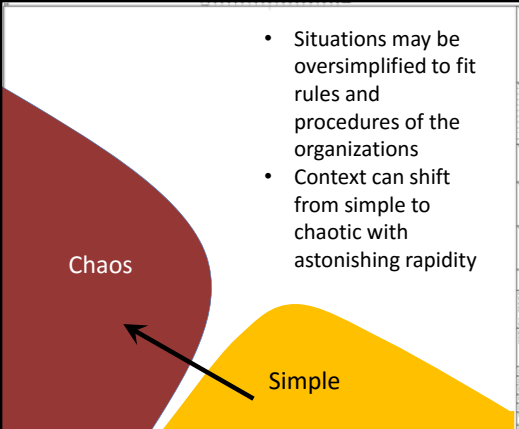
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- Situations may be oversimplified to fit rules and procedures of the organizations
- Context can shift from simple to chaotic with astonishing rapidity

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- Risk of entrained thinking
- Conventional schools (business schools) train to believe that problems can be solved through analysis and decision making

Complicated

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Complex

- Solutions are not known
- High number of interactive elements
- Nonlinear interactions - minor changes produce disproportionate consequences
- Dynamic system – whole is greater than the sum of the parts
- Hindsight does not lead to foresight
- The realm of designers and design schools

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Chaos

- Realm of the Dictator
- Creation of chaos in order to impose a new order without resistance
- People will sacrifice rights, freedoms, tolerance, and civil behaviour to create and sustain order

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Complex

... Leaders who try to impose order in a complex context will fail ... those who step back a bit, allow patterns to emerge, and determine which ones are desirable will succeed. ... **They will discern many opportunities for innovation, creativity and new business models.**

David Snowden

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