



# Organizational Jazz: Extraordinary Performance through Extraordinary Leadership

*David Napoli, Alma Whiteley, Johansen S Kathrine*

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It is obvious that the world is caught in the process of constant, rapid and unpredictable change. Such changes are challenging the time-honoured business models that we hold, as we strive to understand the changes around us and survive.

This book offers a lens through which we search for new ways of thinking about, and working in our dynamic complex world. The search draws on the science of complex adaptive systems.

Organizations of today need "Extraordinary Leaders"™ who can "dance"™ with these changes by embracing the principles of complexity science to create highly adaptable and innovative organizations that recognise the value of intangible assets. The success of an organization usually depends on those working closest to the value-adding end of the business. It is those employees and their immediate leaders, who seem to have the greatest impact on the success of an organization. Managers-as-leaders can ease the way for those who depend on them for support and encouragement. People are the only true agents in a business or organization. All assets, whether tangible or intangible, are the result of human actions. Therefore, it is essential that people in organizations experience high levels of commitment to their work and value relationships and respect. These are fundamental requirements if rapid, timely and comprehensive information is to flow to the decision points within the organization in productive and sustainable ways.

This book places people at the centre of the organization working within the theoretical framework of complex adaptive systems and shows how and why it works to create wealth and dignity. *Organizational Jazz* symbolically represents the joining of the certain with the uncertain creating an environment for innovation and performance.

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