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*Newsletter Issue #32
Treating the Complexity Complex*



THE HUMAN FACTOR, Inc.
enabling strategic agility...

More Than a Minute Video Series: Lesson 5



Unlearn Your Way to Success

The biggest obstacle to organizational success could be all the things you absolutely, positively know to be true about your customers, your markets and your industry. [Click here](#) to find out why, as Holly explains why "unlearning" has become one of the most critical skills for today's business leaders.

Get a Headstart on Your Competition!



Have you started thinking about where you need to go in 2011 and how you will get there?

Success starts with having a clear picture of what winning looks like for your organization? But that picture doesn't paint itself, so why not let Holly help you get a jump on the competition?

Treating the Complexity Complex



Are you overwhelmed by how fast the world moves these days? Does it seem like everything is getting more complicated? Do you sometimes feel like you might be out of your league when it comes to

leading an organization in today's chaotic markets?

Welcome to the #1 challenge for today's business leaders - managing complexity.

Most business leaders acknowledge the need to manage complexity. The problem is that many feel ill equipped to do so. In particular, they feel like their leadership training and skill sets are no longer sufficient for today's market realities.

Treating this "complexity complex" starts with identifying the symptoms:

- Feeling overwhelmed with too much data
- Unable to pull the trigger on key decisions
- Same ways of thinking and doing things
- Constantly surprised by changes in your industry
- Lack of focus

If you experience one or more of these symptoms on a regular basis, complexity may be getting the better of you.

Managing complexity doesn't mean working harder or smarter because we're already doing both. And it doesn't mean getting better at managing change because most of us are already doing that as well. Rather, dealing with complexity involves making our organizations more fluid, flexible and quick to respond.

If you're struggling to gain clarity around your strategic goals and direction, Holly will help you: 1) get clear on what winning looks like; 2) create a road map for getting there; 3) inform, inspire and engage employees in achieving the plan.

Choose from two different service levels to fit your specific needs: she has to turn clients away due to scheduling so we're excited to offer two options to help more organizations define winning for 2011 and beyond.

"Regular" Holly. Includes on-site facilitation and support for everything from defining your mission to implementing your customized plan. Ideal for companies that are starting their plan from scratch or taking the company in new directions.

Holly "Lite". Provides customized consulting over the phone and includes tools and worksheets for application. Best suited for companies that need help in refining and adjusting rather than creating a brand new plan.

Don't leave winning to chance.
[Contact Holly today!](#)

This requires moving away from static strategic planning and focusing on developing strategic agility. There are numerous tips, techniques and tools you can use to deal with your complexity complex. [Click here](#) to read the full article and to learn how to become more fluid and flexible.

Answer to last edition's ***Who said this?*** "Intelligence is something we are born with. Thinking is a skill that must be learned."
Edward de Bono
Internationally renowned author and speaker on creativity and lateral thinking

This issue's ***Who said this?*** "Rather than being the captain of a ship surveying the far horizon, analogous with the top down model of strategy, the reality for managers is that their situation is more akin to a racing car drive on a foggy day, constantly looking to take the right decisions based on the mass of information about their surroundings coming through the fog."

Find out who in the next newsletter.

Keynote Presentations



Need a world-class keynote speaker for your next big event? Holly's interactive presentations are refreshing, practical and engaging. Participants walk away with tools, tips and techniques that can be put into practice immediately as well as individual follow up materials via email to achieve lasting results.

To learn more about how she can support your next event, meeting or production with the right content and approach, [email us](#) today. To view a sampling of her most popular topics, [visit our site](#).

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