

Foreword

Smith and Cockburn claim that leaders must develop new capabilities if they are to successfully steer their global business communities through the newly emerging era of social digital connectivity and global dynamic complexity. In other words, organizations, leaders, and all the stakeholders must address a situation in which they are co-evolving with their environments at an ever accelerating rate. In their previous book: *“Dynamic Leadership Models for Global Business: Enhancing Digitally Connected Environments”* published by IGI Global January 2013, Smith and Cockburn set out flexible and dynamic leadership models that are consistent with development of these capabilities. In this new edited book, they provide an extension of their first book and emphasize further newly emerging elements of social digital connectivity that are contributing to global business complexity and with which leaders must be familiar if they are to be successful.

This new edited book is comprised of fifteen chapters with chapters authored by an authority in the subject matter of the chapter. The first chapter serves as a detailed overview of topics covered in the remaining chapters. In the second chapter, the editors first clearly recapitulate the proven, flexible, and highly practical leadership process that was detailed in their first book and then detail new digital-specific material that is relevant to this process that will further ensure that readers develop process capability appropriate to the utilization of emerging digital technologies, and to dealing successfully with emerging complex leadership environments. The models provide a gender-neutral, simple, iterative, and reflective tool for leaders in any organization to better analyze their strategic situation, decisions, available options, resources and outcomes, and to enhance or construct flexible action plans.

Later chapters detail how leadership development must be reformed to begin to address the shifting directions in leaders’ strategic thinking, their revised priorities, and emerging challenges as well as some of the potential rewards of the new age. Chapters six through fifteen specifically, examine particularly significant human and technological facets and interfaces of the new global business world leaders are now entering.

The field of leadership is littered with the remains of well intentioned but failed leadership efforts, and cries out for the systemic approach successfully detailed in the two books by Smith and Cockburn. Smith and Cockburn claim that their new book addresses the interests and concerns of current and aspiring leaders in organizations, academics in higher education and senior students as well as business consultants and intelligent laypersons with an interest in the subject matter. In this broad aim, these editors and the chapter contributors have succeeded admirably.

I highly recommend this book which contributes significantly to organizational and management knowledge and participation in global affairs of all kinds, and helps ensure successful outcomes in today's unpredictable contexts. The approach does not entail any assumptions as to skills or expertise of users and is adaptable for all organizations being comprehensible for both technical and non-technical readers enabling all readers to readily apply the models to their own evolving situations.

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John Pourdehnad is a member of the Affiliated Faculty of Organizational Dynamics Graduate Studies, Associate Director of the Ackoff Collaboratory for Advancement of Systems Approaches, and an Adjunct Professor of Systems Engineering in the School of Engineering and Applied Science at the University of Pennsylvania. He earned a BS in Mechanical/Production Engineering from Brunel University, UK and a PhD in Social Systems Sciences from the Wharton School at the University of Pennsylvania studying with Dr. Russell Ackoff. Professor Pourdehnad teaches organizational studies, project management, and complex project management at the undergraduate and graduate level. He has worked as an educator/consultant with for-profit and not-for-profit organizations and government agencies, and he has been a co-principal investigator in a number of research programs. Dr. Pourdehnad is a member of the Editorial Board of the journal *Systems Research and Behavioral Science*. He is a Fellow of the Da Vinci Institute for Technology and Management in Rivonia Gauteng, South Africa, and a recipient of a Fulbright Scholarship to the New Bulgarian University in Sophia, Bulgaria in order to help create the "Design Institute" for the practice of design thinking using trans-disciplinary teams to cope with complex and intractable problems. He has been integrating a series of thematic concepts such as idealized design, business model design, open innovation and Enterprise 2.0 into an integrated workable whole. In addition to his academic and scholarly experiences, Dr. Pourdehnad has worked for more than 35 years as a consultant and practitioner in organizational development using systems thinking as a worldview and design thinking as an approach to problem solving. He has led and been involved with hundreds of strategic projects across the globe helping management teams with the dissolution of complex problems.