

## Advance Praise for *Navigating Leadership Paradox*

“*Navigating Leadership Paradox* provides an evidence-based approach to managing dilemmas that stump traditional decision makers. Our global/local, VUCA and multi-pixel world creates organizational challenges where no obvious solutions exist. This author team provides a clear framework and process to make this complexity manageable iteratively over time, helping managers expand their comfort zones and capacity for both reflection and action.”

—Denise M. Rousseau, H.J. Heinz II University Professor of Organizational Behavior and Public Policy, Carnegie Mellon University

“I think this book is really needed. This is an area that has continuously gained more attention in the past years with the increased complexity of today’s world. I can picture myself using it as a textbook in my Bachelor, Master and Executive level classes. In my mind, managers are those who are eager to learn and develop this area most. I can see them buying the book autonomously or within the context of a leadership course. I personally would assign the book and recommend it.”

—Dr Camille Pradies, EDHEC Business School, France

“More than ever managers need to master and embrace the complexity of a new era ripe with leadership paradox. Managing through the pandemic in a world that has become even more digital and uncertain has accelerated the need for managers to be able to balance a range of both personal and organizational leadership paradoxes. Spanning from strategic insights and decisions to execution in a (global) world, where not much seems to be as it used to, this book provides managers with relevant, ‘easy-to-use’ inspiration and tools that helps you navigate the high level of leadership complexity and grasp the new reality.”

—Kinga Szabo Christensen, Deputy Director General, The Danish Confederation of Industry

“This is a wonderfully thoughtful, imaginative, evocative, and helpful book. It focuses on paradox in practice, and shows the opportunities paradoxes create for navigation by leaders and other managers, not only recognizing and accepting tensions, but also acting on them meaningfully. Further, the action can take place in managerial groups, and based on action learning approaches; it does not have to be taken alone. Anyone who encounters paradoxes and tensions in their daily (work) lives can benefit from this book.”

—Jean M. Bartunek, Professor, Robert A. and Evelyn J. Ferris Chair, Department of Management and Organization, Boston College

“Paradox in organizations is one of the main reasons why we need leadership and leaders. These are the situations where we need to be capable of navigating and relating to the consequences of our decisions. Therefore, it is important to train paradox leadership – for all of us to become better managers. The insights and tools of this book will help you navigate leadership paradox in practice.”

—**Rikke Molter**, COO, Knudsen Extrusion

“Anyone with leadership responsibilities will benefit hugely from this book. Developing a paradox mindset is possibly one of the most important leadership abilities for effectively navigating the complexity of today’s business activities. This book provides a much needed compass for developing the capacity to work through the tensions and contradictory demands that consistently bedevil all organisations, large and small. Real examples of leadership paradoxes will be easily recognisable. Importantly they provide rich food for thought, when charting your own course in practice. An extensive toolbox mapped to each stage of the navigation process will strengthen your ability to lead organisations that thrive in the face of a volatile and uncertain future.”

—**Jane McKenzie**, Professor of Management Knowledge and Learning,  
Henley Business School

“The ideal of paradoxical thinking – the ability to reconcile apparently polar positions – and the accompanying challenge of putting this ideal into practice captures the essence of this intriguing volume. The authors immerse the reader in the challenges posed by organizational life in an increasingly volatile, uncertain world. Getting away from rather static either-or thinking, the idea of and/also positioning is crucial given the persistence of these challenges over time, where short-term, trade-off thinking is literally incapable of producing desired, sustainable outcomes. Rather than necessarily viewing all of this as a series of stresses literally cascading on top of each other, the volume underscores that understanding the power of paradox can be energizing, providing a conceptual road map of how to make sense of the myriad tensions that surround us. This highly readable volume provides deep insight into the processes of navigating paradox – the ability to understand (mindset) and create meaning (action/meta-skill set) – with a host of highly usable tools and techniques to guide the reader through this messy process.”

—**Anthony F. Buono**, Professor Emeritus,  
Bentley University

“*Navigating Leadership Paradox* is a very timely addition to this book series. Global crises have exposed many tensions that were bubbling under the surface and put those in charge under great pressure. Trade-offs can create even bigger challenges when you are dealing with complex problems in a changing world. The authors bring paradox to life with 10 common examples that are easy to relate to. Then they offer a process and a suite of tools to help managers grapple with the paradoxical problems facing them in their own world. It’s a mindset and skillset that is sorely needed, if we are going to step up and engage with the pressing global challenges we are facing.”

—**Dr Sharon Varney**, leadership and change consultant, author of *Leadership in Complexity and Change: For a world in constant motion*



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We collectively dedicate this book to navigators of paradox, their co-navigators, helpers and educators in practice and research. May you never loose faith in your capacity for taking action and responsibility for leadership and organizational paradox.

Rikke Kristine Nielsen, Frans Bévort, Thomas Duus Henriksen, Anne-Mette Hjalager,  
Danielle Lyndgaard

