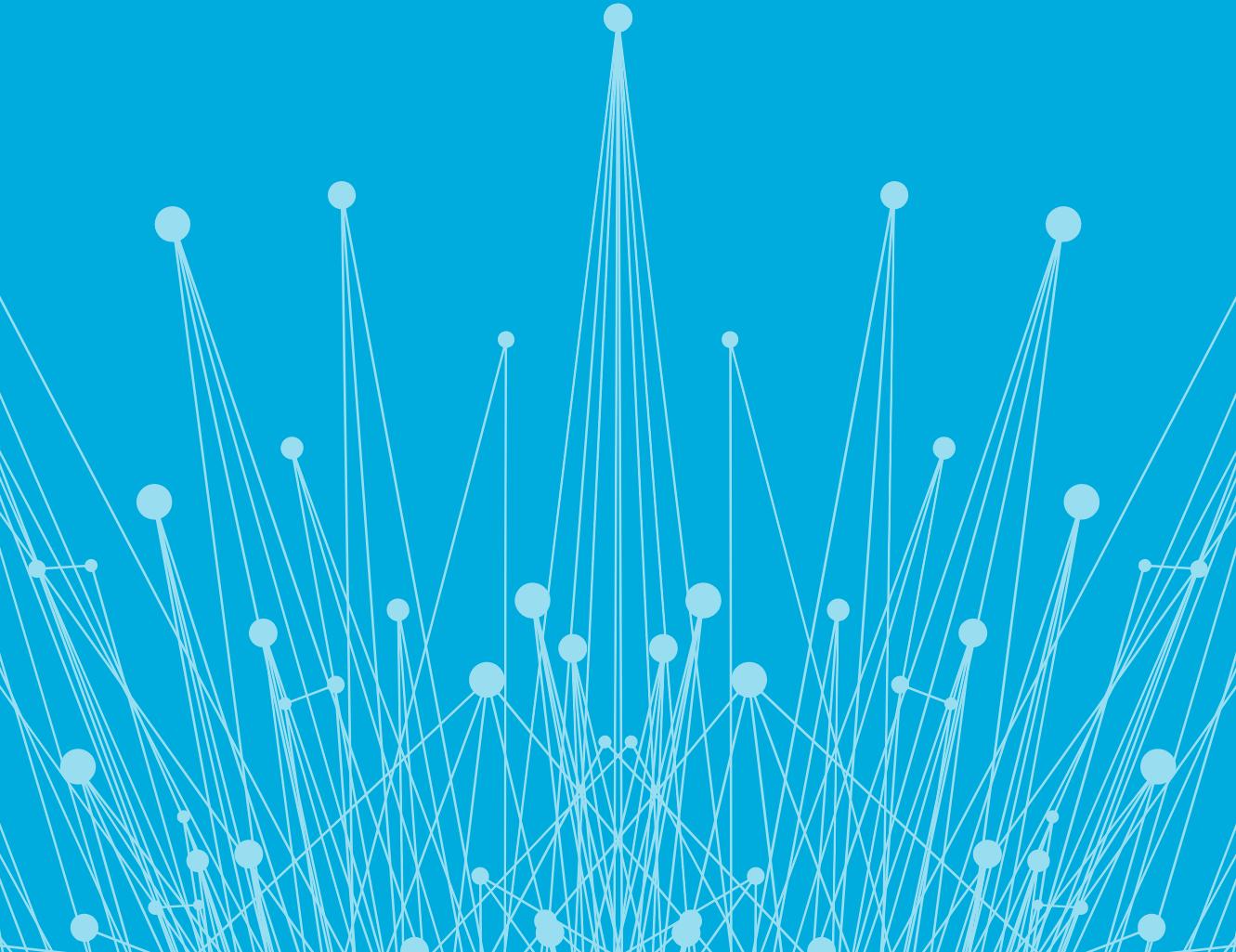
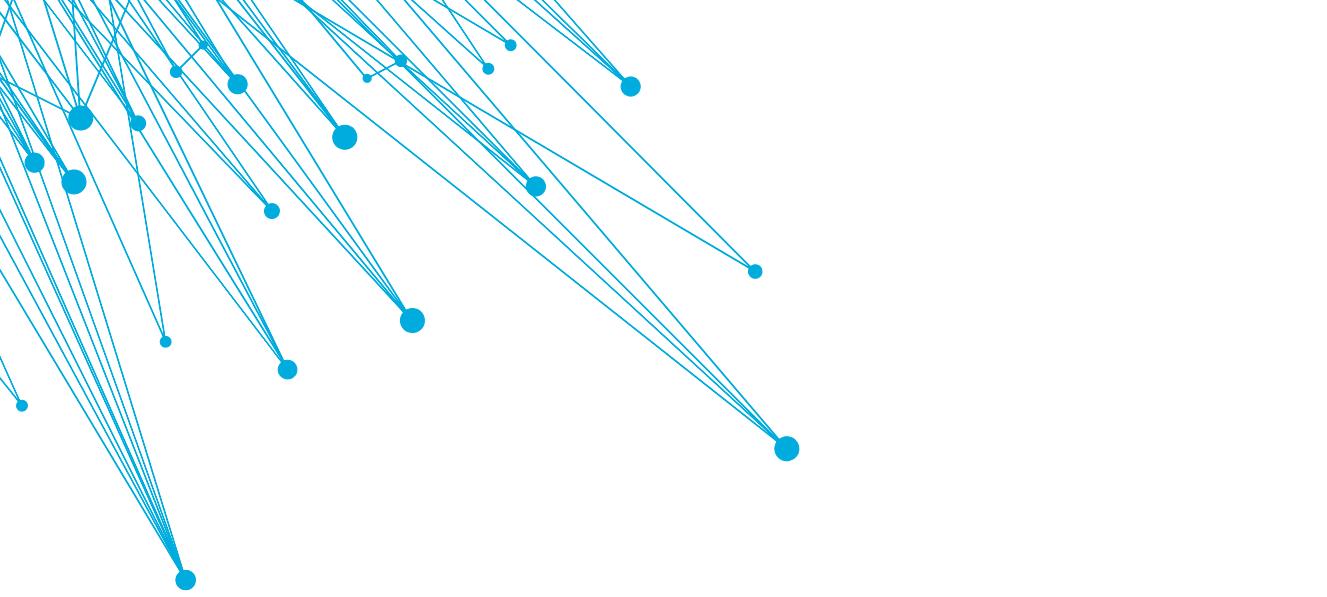


PART I

# Complex World





# Complex World

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This section discusses and provides tools for analysing a set of complex societal issues. As the Leadership for Change approach suggests, complex issues are not only complicated. They are characterised by the interconnectedness of various factors and cross-sectoral dynamics. Urbanisation is a global challenge that in many ways exemplifies such complexities. Anna Heikkinen, Jere Nieminen, Johanna Kujala, Hannele Mäkelä, Ari Jokinen and Outi Lehtonen examine the complexities of urban ecosystem services such as parks, recreational forests and urban gardens. Analysing these issues through stakeholder engagement, they highlight the importance of positioning nature as a stakeholder and focusing not only on how human stakeholders but also humans and nature interact in complex settings. Urban and metropolitan regions are another example of urbanisation-related complex systems. The chapter by Ilari Karppi and Jarmo Vakkuri introduces the concept of boundary objectives as a tool with which to make sense of complexities related to urban and metropolitan regions and cooperating across institutional and sectoral borders. Security and its governance are also increasingly complex. Tapio Juntunen and Sirpa Virta argue that resilience has emerged as a new type of security mentality to replace the traditional and linear security logics of defence, protection, and prevention. Population ageing, which Hanna Salminen analyses, is a megatrend currently influencing societies and organisations around the world. It is a complex issue inasmuch as it is connected to various other societal dynamics such as regulation, the skill level of the workforce and global economic cycles. The complexity of ageing also means that it exposes differing perspectives and potentially conflicting political views within society. The chapter by Martti Nieminen shows how the transition from the brick and mortar economy to the digital economy has dramatically transformed the setting of international business taxation. Through this case, Nieminen drives home the point that managing complex and systemic changes requires understanding a multiplicity of fields and leadership beyond institutional boundaries.