



JANE WESMAN PUBLIC RELATIONS, INC.

322 Eighth Avenue, Suite 1702, New York, NY 10001

Tel: 212.620.4080 Fax: 212.620.0370

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IT'S NOT COMPLICATED

The Art and Science of Complexity in Business

By Rick Nason

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Contact: Andrea J. Stein

212-620-4080 x15

andrea@wesmanpr.com

or

Felicia Sinusas

212-620-4080 x14

felicia@wesmanpr.com

MANAGING COMPLEXITY IN BUSINESS

**IT'S NOT COMPLICATED Offers New Models for Dealing with
Challenging Business Problems**

Why are some products an instant hit while others languish on the shelves? Why do certain YouTube videos go viral? Why do crises like the 2008 financial meltdown emerge – despite the best efforts of some of the most astute financial analysts? According to business and finance expert Rick Nason, author of **IT'S NOT COMPLICATED: The Art and Science of Complexity for Business** (May 2017; Rotman-UTP Publishing), understanding these events requires "complexity thinking" – which is all too rare in today's environment.

In the book, Nason contends that the default business mindset – "complicated thinking" – often produces outcomes that are worse than doing nothing. He urges executives to adopt "complexity thinking" instead, which will help them generate business ideas and solutions that are realistic, effective, and profitable.

Nason, an associate professor of finance in the Rowe School of Business at Dalhousie University, explains the difference between complicated thinking (compartmentalizing problems and solutions, assuming everything can be solved

More

with the right formula) and complexity thinking. He writes: "Complexity thinking is very different from complicated thinking. The two ways of thinking involve different mindsets, different expectations, and different tolerances of ambiguity. They involve different attributes and skills. They require dramatically different management techniques."

In **IT'S NOT COMPLICATED**, Nason addresses such issues as:

- Why the use of complicated thinking has conditioned a whole generation of managers to think only in terms of objective "right" and "wrong" answers, and why this is dangerous
- The myths of business that lead us to assume things are complicated when they are actually complex
- How to reverse ingrained habits of thinking, and why this is key for business success
- Four essential strategies for managing complexity
- Why the business environment will continue to become more complex.

IT'S NOT COMPLICATED provides managers with fresh, counterintuitive, and actionable models for dealing with challenging business problems.

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ABOUT THE AUTHOR

Rick Nason is an associate professor of finance in the Rowe School of Business at Dalhousie University.

ABOUT ROTMAN-UTP PUBLISHING

Rotman-UTP Publishing is a partnership between the Rotman School of Management and University of Toronto Press (UTP). Books in this series bridge research and practice, offering actionable learning for navigating today's complex business environment.