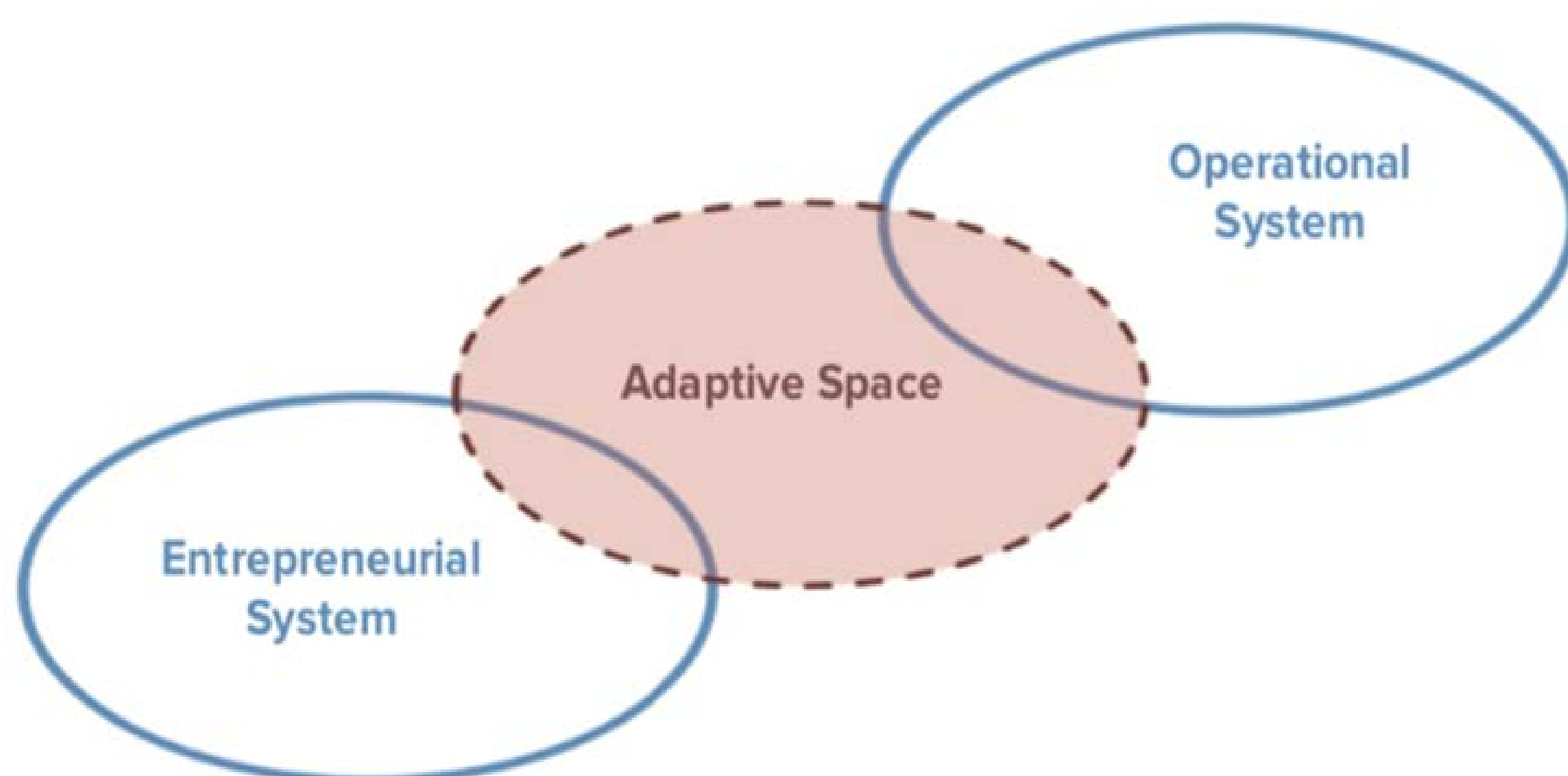
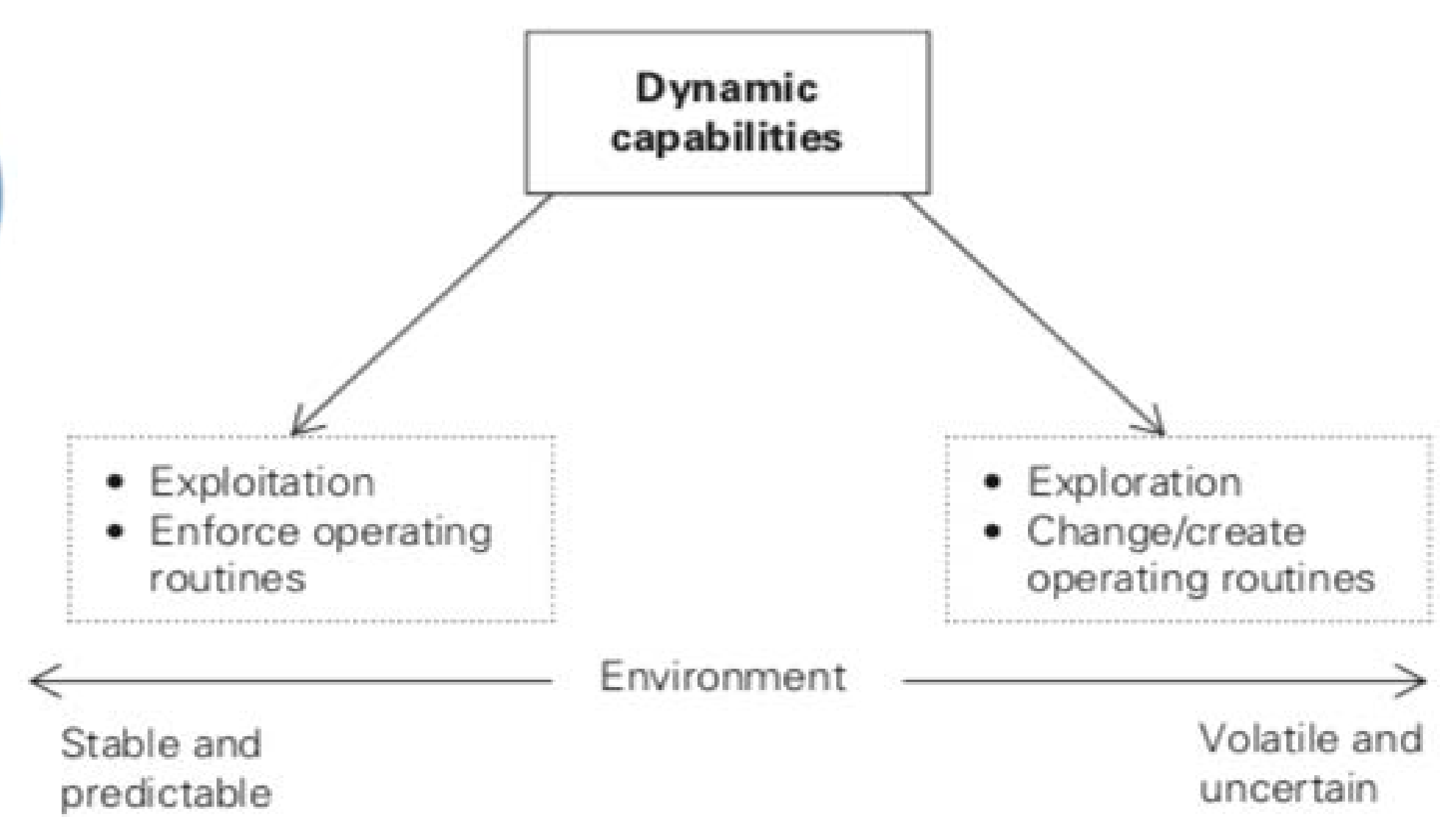


Abstract

As the world becomes more complex and evolving at faster rates, it has become imperative that organizations evolve their leadership training to adapt to the ever-changing industrial environment, and maintain the organization's competitive advantage. For example, Navy leadership has called for cultural changes and programmatic improvements to the way the civilian workforce is prepared for leadership roles and responsibilities (Department of the Navy, 2016; Department of the Navy Research, Development Test & Evaluation, 2017). Studies have identified that the current level of training and developing civilian leadership is ineffective within the Federal government regarding organizational requirements in an exponentially changing complex environment (Ingraham and Getha-Taylor, 2004; National Academy of Public Administration, 2017). If the current approach to leadership development is insufficient, an important question to study is, "What leadership capabilities, qualities and competencies contribute to effective leadership and organizational effectiveness in complex environments of Defense Acquisition?" By answering this question, we hope to offer suggestions and recommendations to improve leadership development in the Navy Civilian Acquisition Workforce.



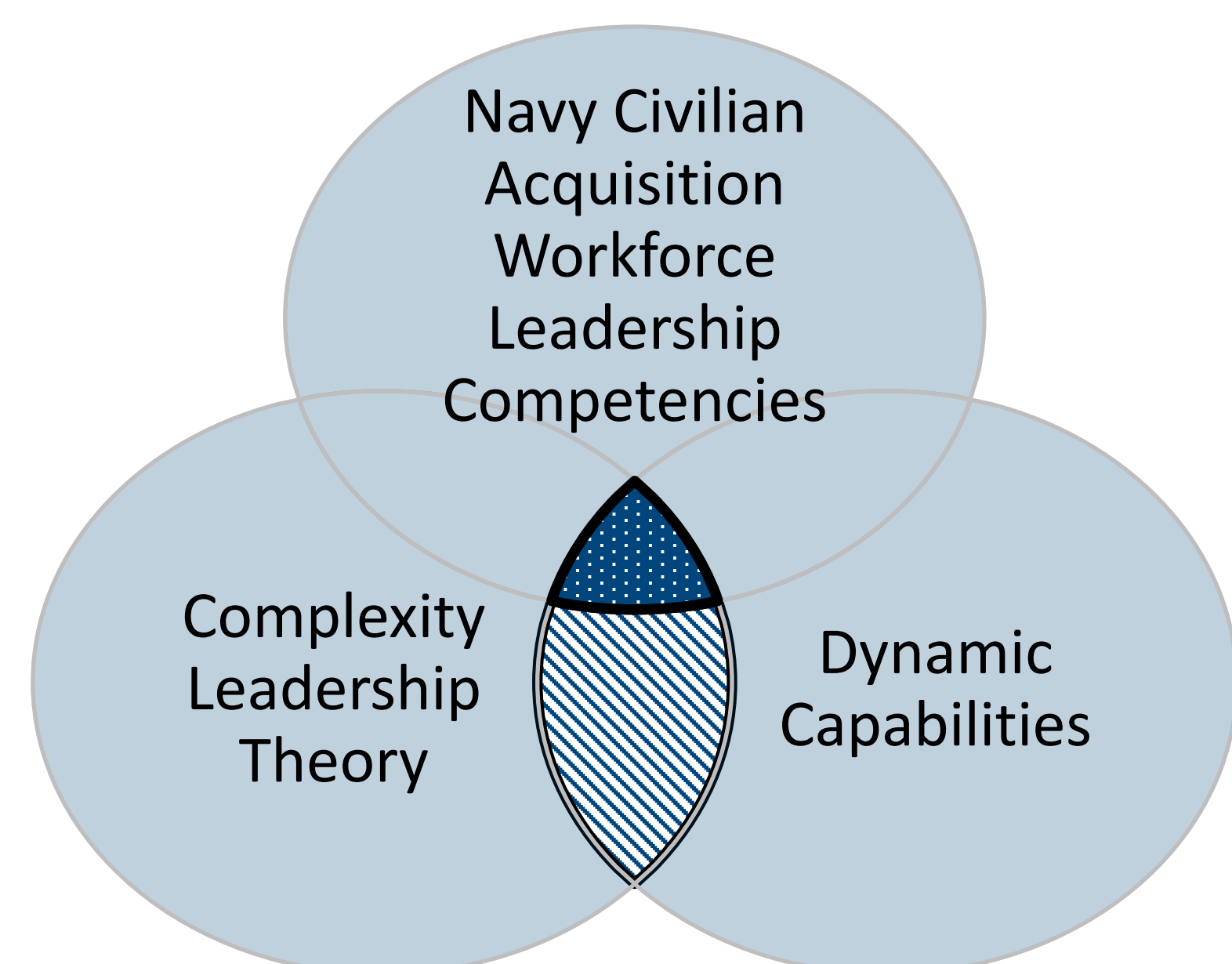
Source: Complexity Leadership Theory: Shifting from Human Capital to Social Capital, Michal J. Arena and Mary Uhl-Bien



Source: Dynamic capabilities in complex projects: the case of London Heathrow terminal 5, Andrew Davies and Mark Dodgson

Methods

A literature review of Dynamic Capabilities and Complexity Leadership Theory was conducted to identify and compare private sector firms and government entities on leadership competencies and their effects on organization performance. We examined existing studies of firms that have achieved success in complex environments to determine what could be applied to the Navy Civilian Acquisition Workforce.



The overlap of Complexity Leadership Theory and Dynamic Capabilities is the theory of leadership roles; the portion of Navy Civilian Acquisition Workforce that falls into that is our solution.

Results

Dynamic Capabilities and Complexity Leadership Theory contribute to the modern model of leadership within an organization. As compared with the traditional role of managing day to day operations, managers can provide organizations with tools beyond their current capacity, such as creating an environment within the organization which is innovative in nature.

Leaders are responsible for managing the adaptive space between organizational and entrepreneurial systems within their firm. The tension between these two systems allow firms to explore new capabilities, as well as exploit existing ones to find innovative ideas that enhance the firm's growth and competitiveness within its industry.