# Article information:

(PDF) An overview of intentional change from a complexity perspective  
<https://www.researchgate.net/publication/235317062_An_overview_of_intentional_change_from_a_complexity_perspective>

# Article summary:

1. The article discusses intentional change theory, which explains sustainable leadership development in terms of behavior, thoughts, feelings, and perceptions related to leadership effectiveness as a complex system.

2. Sustained, desired change often appears discontinuous over time and is experienced as a set of discoveries or epiphanies rather than smooth transitions.

3. Complexity theory concepts such as nonlinear and discontinuous dynamic systems, tipping points, and self-organizing patterns can be applied to leadership development to better understand the effects of change.

# Article rating:

Appears strongly imbalanced: The article is written in a biased or one-sided way, and the information it provides is not trustworthy enough to be considered a reliable source. You should consult other sources to find reliable information on the presented issues.

# Article analysis:

The article "An overview of intentional change from a complexity perspective" by Richard E. Boyatzis provides an overview of intentional change theory (ICT) and its application to leadership development. While the article offers some valuable insights, there are several potential biases and limitations that need to be considered.

One potential bias in the article is the author's affiliation with Case Western Reserve University, which may influence their perspective on leadership development. This could lead to a promotion of certain theories or approaches that align with the university's research interests.

Additionally, the article relies heavily on the author's own research and longitudinal studies, which may introduce bias and limit the generalizability of the findings. The lack of external validation or replication of these studies raises questions about the reliability and validity of the claims made.

Furthermore, the article does not adequately address potential counterarguments or alternative perspectives on leadership development. It presents ICT as a comprehensive model without acknowledging other theories or approaches that may offer different insights or strategies for achieving sustained change.

The article also lacks empirical evidence to support its claims about the effectiveness of ICT in leadership development. While it references previous studies, it does not provide specific examples or data to demonstrate how ICT has been successfully applied in practice.

Moreover, there is a lack of discussion about potential risks or limitations associated with ICT. For example, it does not address whether certain individuals may be more resistant to intentional change or whether there are any negative consequences associated with sustained change efforts.

In terms of reporting, the article focuses primarily on positive aspects of intentional change and leadership development without acknowledging potential challenges or failures. This one-sided reporting may create an overly optimistic view of ICT and its applicability in real-world settings.

Overall, while the article offers some interesting insights into intentional change theory and its application to leadership development, it is important to approach its claims with caution due to potential biases, limited evidence, and one-sided reporting. Further research and critical analysis are needed to fully evaluate the effectiveness and applicability of ICT in practice.

# Topics for further research:

* Critiques of intentional change theory in leadership development
* Alternative theories and approaches to leadership development
* Empirical evidence on the effectiveness of intentional change theory
* Risks and limitations of intentional change theory in practice
* Challenges and failures in implementing intentional change theory
* Counterarguments to intentional change theory in leadership development

# Report location:

<https://www.fullpicture.app/item/50d3601edd645db3576bd0647ebabf14>