

# Institute of Systems Wisdom



Pioneers in Translational Consulting

## *Fellows Newsletter*

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### SYSTEMS WISDOM & INSTITUTE ACTIVITIES

#### Fellows

The Institute of Systems Wisdom is an innovative social-academic-practice community that emerged as a result of three years of applied consulting and research projects hosted within the Organizational Dynamics graduate studies program at the University of Pennsylvania (Penn). When the decision was made to move the host for new projects from Penn to Systems Wisdom, the project members (faculty, scholars, practitioners, and students) established the Institute of Systems Wisdom. When key project members received appointments in the Doctoral Program of Strategic Leadership at Philadelphia University, a relationship between the Institute and the Strategic Leadership doctorate was established. This included that each admitted doctoral student would become a **Fellow** in the Institute.

In 2016, we are pleased to welcome **23** new **Fellows** including 14 from the Doctoral program in Strategic Leadership at Philadelphia University. The description of the 2016 [Fellows on the website](#) has been updated and now includes a biography or a link to the person's professional affiliation similar to how Systems Wisdom Board Members and Consultants are described.

#### Strategic Leadership Collaboratory

The Institute of Systems Wisdom and the doctoral program in Strategic Leadership at Philadelphia University have established the [Strategic Leadership Collaboratory](#).

The fusion of *collaboration* and *laboratory* produces a *collaboratory* defined as “an open space for all stakeholders where action learning and action research join

forces, and students, educators, and researchers work with members of all facets of society to address current dilemmas."

Wulf, W. (1993) The collaboratory opportunity. *Science*, 261, 854-855.

Members of the Collaboratory engage in real-time, client-sponsored consulting, executive education and research projects as both a professional transaction and as a fundamental learning process for the doctoral students. During 2016, the following projects were initiated.

### [Collaboratory Projects](#)



#### [Greater Philadelphia Senior Executive Group](#) (GPSEG)

The purpose of this project is to design an Executive Leadership Institute that will help GPSEG develop the capacity and curricular content to engage and equip senior executives with key skills, abilities and competencies needed in a 21st century dynamic economy that demands excellence in managing complex relationships, critical thinking and superior strategic leadership abilities. The project involves identifying leadership characteristics, designing a curriculum then delivering opportunities for leadership development to GPSEG's 1400 members.



#### [Alpha Sigma Lambda](#) (ASL)

This project is to help the Board of Directors of Alpha Sigma Lambda (ASL) Honor Society to create a strategic plan. ASL is the oldest and largest U. S. national honor society for non-traditional students (typically adults engaged in professional careers) who achieve and maintain outstanding scholastic standards and leadership characteristics while adroitly handling additional responsibilities of work and family. The approach to the planning process uses systems thinking as a mindset and design thinking as a problem solving and strategic planning approach.

### [College of Architecture and the Built Environment \(CABE\)](#)

Having architectural and design talent and a qualifying academic and/or professional degree may not ensure that one has the broader organizational and leadership capacities and competencies needed to function, manage or lead in the complex environment of the modern professional design firm. For the Philadelphia University [College of Architecture and the Built Environment \(CABE\)](#) with a top 10% design program rank and a 97% graduate placement rate, we are identifying the leadership characteristics within the architecture industry that people should possess in order to step into or emerge as an organizational and project leader. The process of integrating these characteristics into formal academic curricula and informal student social learning experiences is currently being designed to prepare program graduates for the leadership and management responsibilities of architecture and design.

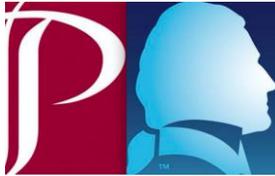
### **Professional Partnership**



Systems Wisdom and the Institute have renewed their professional associate partnership with the [International Center for Complex Project Management \(ICCPM\)](#) which is a partner with the [Australian Government's Department of Defense](#) and defense contractors. At a recent meeting in Washington, DC between Larry Starr and [Deb Hein](#), CEO and Managing Director of ICCPM, an agenda to pursue joint activities was set. Deb was in the US as part of a multi-country promotion and delivery of [Roundtables](#) concerning "Contracting for Success in Complex Projects." A [White Paper](#) supporting these meetings offers background and topics for discussion.

In 2014, Systems Wisdom collaborated with ICCPM as part of [International Project Management Day](#), a global celebration that involved presentation of video-based education programs. A *You Tube* teaser of Dr. Larry Starr's video lecture on application of systems and design thinking to smart integration is [available here](#).

## Complex Institutional Integration



A “combination agreement” describing the [merger/integration](#) of Philadelphia University (PhilaU) and Thomas Jefferson University (TJU)/Jefferson Health System has been finalized. The relationship creates Philadelphia’s fifth-largest university with enrollment of nearly 7,500 students (about equal numbers of undergraduate and graduate students); campuses in East Falls and Center City, Philadelphia, as well as in Atlantic, Bucks and Montgomery Counties, providing students with urban and suburban experiences; and with a combined alumni base of 78,000. The structure includes all PhilaU/TJU schools, colleges, centers and institutes operating as a single accredited, degree-granting institution with a unitary governance structure.

The integration enables the Strategic Leadership Collaboratory to become involved with the [Jefferson Leadership Academy](#). This is TJU’s program of developing leadership capacities and competencies among faculty and staff which has academic leadership provided by the University of Pennsylvania’s Wharton Executive Education faculty. An integration of Jefferson Leadership Academy and the Strategic Leadership Collaboratory to support executive education of the entire community is being discussed.

## CITY OF LEADERSHIP PROJECT



Systems Wisdom has purchased a set of web addresses/domain names for future use. Reflecting on and expanding from the meanings of *City of Light* (Paris) and *City of Brotherly Love* (Philadelphia), we have purchased ***City of Leadership.org***, .com, etc.

There are many opportunities associated with a ***City of Leadership*** web address including creating a portal of leadership categories within one city such as Philadelphia, or across designated (global) cities. Such websites could be categorized using educational leadership

programs and services, social service leadership communities, individual leadership examples, etc.

What are your suggestions for a **City of Leadership** project and website? What would be its design in terms of purpose(s), functions/deliverables, processes and structures? What would be the characteristics of a **City of Leadership**?

If you are interested in joining a team that would decide these issues, please email me at [larrymstarr@systemswisdom.com](mailto:larrymstarr@systemswisdom.com)

## SYSTEMS WISDOM WEBLOG



To appreciate how a systems mindset and design thinking methodology for problem solving were applied to create the Strategic Leadership Doctoral program at Philadelphia University read the entry in the [Systems Wisdom Weblog](#), "*Designing the Ideal Doctoral Program.*"

Share this with colleagues, follow as more entries are added, or email your own contribution for a future weblog entry.

## SYSTEMS WISDOM RESOURCES, PAPERS AND REPORTS



Several new documents have been added to the Systems Wisdom library of Reports and Papers:

*"Profound Knowledge from a Knowledge Use Perspective"* is the [Deming Lecture](#) presented at the Joint Meeting of the American Statistical Association by Systems Wisdom Board Member [Vincent P. Barabba](#) on August 2, 2016.

[“Philadelphia University Strategic Leadership Program Overview”](#) is a summary description of the Doctoral program of Strategic Leadership by Larry M. Starr.

[“Professional Executive Doctorates: A Comparison of Member Schools of the Executive DBA Council \(EDBAC\)”](#) is a summary description of the characteristics of professional doctoral programs by Larry M. Starr, [William Connor McRory](#), Department of Political Science, Fordham University and [Samuel Lim](#), School of Engineering and Applied Science, University of Pennsylvania, and Research and Consulting Associate, Systems Wisdom.

Share these with colleagues, and email your own contributions.

## COMMUNITY ACTIVITIES & SCHOLARSHIP

# PROFESSIONAL ACTIVITY

### ***James Papada, Chairman, Board of Directors***

Jim is a Member of the [Board of Trustees of FPRI](#) and is President and CEO of the [International House of Philadelphia](#).

### ***Fred C. Payne, Member, Board of Directors***

Fred has transitioned from his position as President for North America of the International Centre for Complex Project Management (ICCPM) to return to the corporate sector as VP of the Center for Performance Excellence at [Serco, Inc.](#), located in Reston, VA.

### ***Ramin Sedehi, Member, Board of Directors***

Ramin has [transitioned from his position](#) as leader of the Higher Education practice of Berkeley Research Group. He is now [Chief Operating Officer at the American University in Beirut, Lebanon](#).

### ***Courtney Wright, Member, Board of Directors***

Courtney has transitioned from her position as Head of Marketing and Communications, North America at BNP Paribas Securities Services, a division of

BNP Paribas posted in New York City. She is now [Commercial Banking Group Division Marketing Manager at Bank of the West](#) located in San Francisco.

### ***Gnana K. Bharathy, Consultant***

Gnana was one of the speakers at the recent [Big Data CX World Show](#) in Sydney, Australia. He was also engaged as a Design and Data Science Consultant in the Office of Environment and Heritage at NSW Health where he developed a road map using economic models for “reductionizing” the system of economic and environmental accounts.

### ***Sergio Garon, Consultant and Fellow***

As of January 2016, Sergio began his studies as a PhD student in the Project Management program at the [École Polytechnique of the University of Montreal](#). He is too busy to do (almost) anything else.

### ***Mathias Kirchmer, Strategic Partner***

Mathias and colleagues have uploaded several new papers demonstrating their applied scholarship on the [BPM/D website](#). Mathias has also been interviewed in a podcast in which he describes his expertise of [blending BPM and design thinking](#). He is also very pleased to report that his book, [High Performance through Process Excellence](#) is now in its 3<sup>rd</sup> edition.

### ***Samuel Lim, Research and Consulting Associate***

After graduating from Penn from which he received undergraduate and Master’s Degrees, Samuel entered Penn’s Doctoral Program in Engineering. After completing his coursework, he returned home to Singapore (to work on his dissertation) and entered the Army, a requirement of Singapore nationals. Military service has not reduced his leadership, however, as indicated by receipt of the [Sword of Honor](#). After completion of platoon obligations, he will be transitioned to the role of policy analyst.

### ***Morne Mostert, Fellow and Strategic Partner***

Morne, director of [Leadership Options](#) a provider of “systemic leadership learning” and [Director of the Institute of Futures Research](#) at University of Stellenbosch has made a series of informational and educational [videos available on You Tube](#). As of

April, Morne stepped down from his role as President to become [non-Executive Chairman](#) of World Leadership Day, a global think tank on Leadership.

### ***John Pourdehnad, Consultant***

John returned to National Research Tomsk State University in Tomsk, Siberia where with **Larry Starr** in 2014, they helped the university to develop a “road map” for global academic partnerships (<http://bit.ly/21H306R>). At the recent visit, as a member of the National Research TSU International Advisory Board (see his photo on the right: [http://en.tsu.ru/about/international\\_council/](http://en.tsu.ru/about/international_council/)), he was involved in another strategy session. John is also the consulting lead for the projects underway within the Strategic Leadership Collaboratory with Philadelphia University.

### ***Larry M. Starr and Allan Braslow, Consultants***

Larry and Allan attended a meeting of the [Health and Medicine Division of the National Academies of Sciences, Engineering, and Medicine](#) at the historic [National Academies building in Washington, DC](#). The meeting brought together nearly 100 health care experts to [discuss a report from the Institute of Medicine](#) that challenged the community to improve the dismal 8% survival rate from Sudden Cardiac Arrest in the United States, a statistic that has not significantly changed in the past 40 years.



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