

# Institute of Systems Wisdom



Pioneers in Translational Consulting

## *Fellows Newsletter*

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Larry M. Starr, Editor

[larrymstarr@systemswisdom.com](mailto:larrymstarr@systemswisdom.com)

### INSTITUTE MEMBERSHIP UPDATE

We welcome 20 new **Fellows** to the Institute including 14 from Tomsk State University in the Russian Federation. The **Fellows** website page lists each new person when documentation is complete (<http://www.systemswisdom.com/institute-systems-wisdom>). **Fellows** are encouraged to recommend others who may be invited to join the community.

### SYSTEMS WISDOM & INSTITUTE ACTIVITIES

#### Strategic Alliance



Systems Wisdom is pleased to announce its 9<sup>th</sup> strategic alliance. Our newest partner is **Management Empowerment Training in Asia (META)**, a solutions-focused Consulting and Education Company based in Seoul, South Korea. **META** is dedicated to providing corporate training, consulting, and coaching to high-potential employees, managers, and executives in Northeast Asia (Korea, Japan, Hong Kong, Taiwan, and China). **META** helps companies that need to find a new direction, to strengthen their management, and to solve an organizational problem. When their updated website (<http://www.imeta.co.kr/>) is completed it will be linked to ours.

## Presentations and Workshops



As an associate partner of Australia-based **ICCPM** and **ICCPM North America** (<https://iccpm.com/content/iccpm-north-america>), Systems Wisdom was an invited presenter at the virtual global conference, **International Project Management Day 2014**, hosted by **International Institute for Learning**. According to Fred Payne, President of ICCPM North America (who also presented at the conference) approximately 50,000 people attended.

Here is a link to all the speakers:

[http://engage.vevent.com/speakers.jsp?eid=1022&seid=1425&language-code=en&country-code=US&page=100&no-login=false#speaker\\_16](http://engage.vevent.com/speakers.jsp?eid=1022&seid=1425&language-code=en&country-code=US&page=100&no-login=false#speaker_16).

Here is Larry Starr's 16 minute video lecture, *Applying Systems Thinking and Design Methodology to Smart Integration in Project Management*: <http://bcove.me/2u3ladgm>.



InThinking Network

Strategic Alliance partner, **In2Thinking Network**, invited Systems Wisdom to present an *Ongoing Discussion Conference Call* to their global Network on October 30 and October 31: <http://www.in2in.org/od/announcements/ODAnnouncement-2014-10.html>. In the photograph, John and Larry are outside a restaurant in Tomsk, Siberia.



Here is a link to the paper we discussed with the **In2Thinking Network**, *Rethinking Executive Education: A Program for Responding to Sudden Disruptions Caused by Dynamic*

*Complexity*, now available on the University of Pennsylvania's Library website for research, **Scholarly Commons**: [http://repository.upenn.edu/od\\_working\\_papers/22/](http://repository.upenn.edu/od_working_papers/22/).

## Workshop Feedback



Following delivery of workshops to leadership at **Nationwide Funds** and **Tomsk State University** we asked for feedback from the attendees. A list of all the objectives identified by the participants prior to each program was sent with a form for each person to (anonymously) rate how well these were met. In addition, we asked for open-ended comments about the educational experience. We are pleased to report that the ratings were very high. Here are some of the comments:

“The Leadership Development workshop provided by Systems Wisdom to our senior leadership team gave us a new way of thinking. It provided us with new tools to use that will increase our organizational effectiveness, and a method to identify new opportunities. The Systems Wisdom framework was sound; the instructors were knowledgeable and enjoyable as facilitators. We also appreciated that rather than using cases describing experiences of “others,” the workshop program enabled us to focus on and think differently about our current organizational challenges.”

“Such seminars must be conducted here regularly and with foreign participation... I now understand that systems-thinking is not only a theory but a very practical method for planning decisions and their implementation... The instructors have presented the complex activity of university internationalization—in a quite intelligible form... Even if only part is realized, the work of our Department of International Relations will be certainly improved.”

## Project Update



Systems Wisdom is helping Philadelphia University to create a design for a new kind of professional doctoral degree. Tentatively called ***Strategic Leadership*** this new degree will be applied and project-based rather than research-based, and will enable part-time study while working full-time. The program is designed to attract working mid-career professionals who want a doctoral degree for competitive advantage in the workplace and/or for professional and personal development. The program is also being designed to enable organizations that support the students to join, contribute, network and receive benefits from the exchange of information, knowledge, and understanding that emerges.

During October, more than 100 people - approximately half from inside and half outside the University - participated in interactive planning sessions at the University that generated more than 250 ideal properties for the program. In November, a design team of 17 people (also from inside and outside the University) reviewed, organized and synthesized the properties into an architectural design. Here are examples of some of the outcomes:

Acknowledging that leadership is an emergent property of an organizational system, ***Strategic Leadership (SL)*** manifests in individuals as the capacity to anticipate, envision, maintain flexibility, and empower others to voluntarily make effective decisions and to create strategic change as necessary.

The ***MISSION*** of the ***Strategic Leadership (SL)*** doctoral program and community is to ***create a learning environment that fosters strategic leaders who can navigate successfully through complex environments.***

Core values of the *SL* program and community include:

- Excellence
- Integrity
- Respect
- Authenticity
- Courage
- Responsibility
- Engagement in Lifelong Learning

Suggested timeline to earn the doctorate is as follows:

**Year 1:** Coursework to develop conceptual learning; project –driven and critical topics.

**Year 2:** Coursework linked to consulting, research and delivery of executive education programs to develop action and reflective learning; and domestic and global travel programs.

**Year 3:** Practice synthesis: *Doctoral* project and delivery. Degree awarded upon successful delivery.

The full program design is anticipated to be reviewed by the University administration and faculty in early January. The program may become available for application in fall 2015 and may start in January 2016.

### New Scholarship



Graduate students who participated in *DYNM 666 Systems and Design Thinking*, a course taught by John Pourdehnad at the University of Pennsylvania in fall 2014, were challenged to consider and apply relevant theories, models and practices to an important challenge: a **Redesign of Atlantic City**. This was informed by a recent news report:

<http://www.nbcphiladelphia.com/news/local/The-Redesign-of-Atlantic-City-266660161.html>:

Mayor Don Guardian says Atlantic City is in the midst of a painful switch from a gambling-centric resort to one where betting is only one of many things to do. "Atlantic City is a destination in transition; there can be no doubt that significant changes are beginning to take hold," he told reporters Thursday on a conference call with national media outlets to promote tourism in his city.

Working in small teams, students created then delivered their findings in a **Course Conference** to external consultants who provided feedback. The consultants – all familiar with the theories and methods - were Larry M. Starr, PhD, Erica Wexler, MSOD, Dennis Wilson, MSOD Candidate, and Sam Godfrey, MSOD. The conference papers are being edited by Dr. Starr for publication in the University of Pennsylvania's Online Library, **Scholarly Commons**.

While the concept of a conference embedded in a systems and design thinking course is novel, co-authored student papers from DYNM 666 are not. In the same class held in 2011, John Pourdehnad, Erica Wexler and Dennis Wilson wrote "Systems & Design Thinking: A Conceptual Framework for Their Integration" also available on **Scholarly Commons** ([http://repository.upenn.edu/od\\_working\\_papers/10/](http://repository.upenn.edu/od_working_papers/10/)) and presented the paper at the **55th Annual Meeting of the International Society for Systems Science**: <http://journals.iss.org/index.php/proceedings55th/article/view/1650>. In 2006, John Pourdehnad co-authored a paper with Bruce Warren, Maureen Wright and John Mairano, "Unlearning/Learning Organizations – The Role of Mindset," presented and published in [Proceedings of the 50th Annual Meeting of the International Society for the Systems Sciences](#).

## FELLOWS ACTIVITIES & SCHOLARSHIP

The following is a summary of recent research and other professional activities by **Institute Fellows** reported to or collected by the *Newsletter Editor*. All **Fellows** are invited to send updates for future issues.

**Gnana Bharathy, PhD:**

<https://www.researchgate.net/publication/269762417> Applying a Systems Model to Enterprise Risk Management (For a copy, email: [gnana.bharathy@systemswisdom.com](mailto:gnana.bharathy@systemswisdom.com))

**Stephen Hayes, MBE:**

[http://www.concept.ntnu.no/Vedlegg/cs2014\\_115\\_hayes.pdf](http://www.concept.ntnu.no/Vedlegg/cs2014_115_hayes.pdf) and  
<http://www.think2impact.org/app/#/home>

**David Ing:**

<http://coevolving.com/blogs/index.php/about-david-ing/>

**Geoffrey Irwin:**

[http://repository.upenn.edu/od\\_working\\_papers/19/](http://repository.upenn.edu/od_working_papers/19/)

**Mathias Kirchmer, PhD:**

<https://www.researchgate.net/publication/267212348> Targeting Value in the Digital World

**Juan Andrei Villarroel, PhD:**

[http://program.aonline.org/2014/Session\\_Details.asp?print=true&SubmissionID=16665](http://program.aonline.org/2014/Session_Details.asp?print=true&SubmissionID=16665)

**SYSTEMS WISDOM WEBLOG:**

<http://systemswisdom.typepad.com/my-blog/>

## FELLOWS READING/VIEWING

This issue of the *Fellows Newsletter* presents links to reports, scholarship and other sources of intellectual stimulation that reflect our mission to "encourage, support and exchange curiosity-driven research and ideas, and seek solutions to current challenges by applying systems and design thinking." *Fellows* are encouraged to view, read, discuss and offer feedback. Here are offerings for 2014, Vol 1 No. 4:

### Presented by the British Broadcasting Corporation (BBC):

"Margaret Heffernan explores why big organisations so often make big mistakes - and asks if the cure could be the aviation industry's model of a "just culture"."

<http://www.bbc.co.uk/programmes/b04n31d2>

### Systems Thinking for Democracy

Posted on [October 2012](#) by [Andrew Frangos](#)

"In a democratic, dynamic, and diverse society such as the United States, solving problems depends heavily on three things: the news, critical thinking, and active citizens. When election season rolls around, we need to make tough decisions on how to address problems that have the potential to plague our country for years to come. If we demand [systematic thinking](#) at all levels of our society, from the people to the president, we will maximize our chances of tackling the root causes of our problems."

<http://systemsandus.com/2012/10/12/systems-thinking-for-democracy/>

### Why MBAs are stuck in the past

"The major problem that managers face today is complexity, and the current MBAs on offer are not equipping their graduates with the right knowledge and tools. Managers today must be able to understand how things inter-depend and evolve in order to navigate complexity. Here we offer a solution."

<http://www.intelligentmanagement.ws/mba-for-complexity-what-managers-need-to-know/>

**HAPPY NEW YEAR TO THE SYSTEMS WISDOM  
COMMUNITY**