



The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

SUBJECT	<b>SYSTEMS THINKING: HOW TO MANAGE ORGANIZATIONAL COMPLEXITY</b>		
FACULTY	PROF. MICHAEL JACKSON		
LOCATION	Charing Cross Hotel The Strand, London WC2N 5HX 0870 333 9105	DATE	Tuesday, October 6, 2009
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

**TIME TOPICS**

<b>25%</b>	<b>The Nature of Systems Thinking</b> <ul style="list-style-type: none"> <li>• Why systems thinking?</li> <li>• Systems philosophy and methodology</li> <li>• Organizations as 'living systems' and 'complex adaptive systems'</li> <li>• Creativity and holism</li> </ul>
<b>25%</b>	<b>Dealing with System Complexity</b> <ul style="list-style-type: none"> <li>• A lean systems approach to process management</li> <li>• A viable systems approach to organizational design</li> </ul>
<b>25%</b>	<b>Dealing with People Complexity</b> <ul style="list-style-type: none"> <li>• Soft systems thinking, learning and cultural change</li> <li>• Boundary management and organizational responsibility</li> </ul>
<b>25%</b>	<b>Managing Organizational and Environmental Complexity</b> <ul style="list-style-type: none"> <li>• Holistic change management</li> <li>• Evaluating organizations in systems terms</li> </ul>

**SEMINAR DESCRIPTION**

Too often, today's managers are sold simple solutions to complex problems. But as many soon discover, simplicity is rarely effective in the face of complexity, change and diversity. Systems thinking adopts a multidimensional approach to organizations, viewing them as living systems and complex adaptive systems as well as machines to be predicted and controlled. The implications of these alternative perspectives for managers are outlined - not least the need to cope with interdependence, multiple causality, non-linear relationships, unpredictability, unanticipated consequences, resistance to change, multiple perspectives, etc. Three tried and tested systems methodologies (lean systems, viable systems and soft systems) are introduced as means of managing, respectively, procedural, structural and attitudinal change. Time will be made available to discuss how to manage such change holistically and to evaluate organizational performance in systems terms.

**FOR RESERVATIONS**

**Mike Matthews**  
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## FACULTY



**PROF. MICHAEL JACKSON** graduated from Oxford University and has since worked in the civil service, in academia, and as a consultant. He is Professor of Management Systems at the University of Hull and Dean of its business school. Prof. Jackson has a masters degree and a doctorate in systems thinking, is a Chartered IT Professional, and a Fellow of the British Computer Society, the Cybernetics Society, the Chartered Management Institute, and the Operational Research Society. He has been President of the International Federation for Systems Research and the International Society for the Systems Sciences, and is currently President of the Humberside Branch of the CMI. Prof. Jackson is author of *Creative Problem Solving*, Wiley, 1991 (with Bob Flood); *Systems Approaches to Management*, Kluwer/Springer, 2000; *Systems Thinking: Creative Holism for Managers*, Wiley, 2003; and numerous articles in academic and professional journals, including some of the most cited in the field. His work has been translated into seven languages and he has given invited lectures in over twenty countries. He edits the international journal *Systems Research*, Wiley, is associate editor of *Systemic Practice and Action Research*, and is on the editorial board of 6 other journals. He has received research grants from the ESRC, EPSRC, Leverhulme Trust, British Council, The European Union, and from organizations in the private and public sectors. Prof. Jackson has undertaken many consultancy engagements with outside organisations, both profit and non-profit. These have included British Telecom, PA Management Consultancy Group, Tata Consultancy Services, Old Mutual, Alstom Power, the National Association of Councils for Voluntary Service, Humberside Training and Enterprise Council, the Home Office, the Northern Housing Association, and the ODPM.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

1	2	1	2	1	3	1	2	2	1	3	1	2
1	1	1	1	1	2	1	1	1	1	2	1	1
2	2	2	2	1	2	2	1	2	2	3	2	2
3	3	2	3	3	3	2	3	3	3	3	2	3
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktng	IT	Ops	Plng	Pchsg	R&D	Sales

APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

### PLANNING/ORGANIZING:

Problem Identification, Selecting and Organizing Information, Analysis, Evaluating Alternative Solutions, Developing Specific Plans

SECONDARY

### LEADERSHIP DEVELOPMENT:

Adaptability, Creativeness, Initiative, Judgment

TERTIARY

### EXECUTING/CONTROLLING/EVALUATING:

Decision Making, Results Analysis, Evaluation

LEVEL

Introductory  Intermediate  Advanced