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INCOSE Webinar Series

Wednesday 19th May 2021 – Webinar 150

**Systemic Leadership and the Systems Thinking
RoundTable**



Dr. Sue Gabriele



With thanks to our Sponsor for 2021



INCOSE is offering Webinars...



- To provide a forum for experts in the field of Systems Engineering to present information on the “State of the Art”
- To explain how INCOSE works, and how to make the most out of INCOSE membership



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Choreography

1. Andy Pickard (your host) will introduce the Webinar and the speaker
2. Dr. Gabriele will speak for about 40 to 45 minutes
3. During her talk, participants can write questions using the Zoom Q&A window
4. After Sue completes her talk, she will spend 10 minutes answering questions that Andy selects from those submitted by the audience
5. Andy Pickard will provide information about upcoming Webinars and then end this session
6. This Webinar is being recorded and will be made available on the INCOSE website to members and employees of CAB organizations



Approximate
Time (Pacific)

Overview of Sue's Talk

A RoundTable Experience

8:05 – 8:10: RoundTable Guidelines

8:10 [1] a systems science transdisciplinary view of “Systemic Leadership,”
to [2] a rationale for the Systems Thinking RoundTable,
8:30 [3] a proposed action plan for social system renewal.

8:30 - 8:45 RoundTable, equal-turn comments from all present (+ pair-share?)

8:45 Close RoundTable

8:45 Q&A period guided by Andy

SUGGESTED FACILITATOR SCRIPT (350 words, 2.5 minutes read aloud)

(After announcements)

1. Welcome to the Systems Thinking RoundTable. My name is _____ and I am today's facilitator. Our format is designed to increase insights and knowledge-sharing around the topics and trends impacting our workplaces. We will experience it together and end promptly on time. At year's end or when ready, we'll consider the format's potential and future revisions.
2. If this is your first Systems Thinking RoundTable, welcome! We're glad you're here. We will display and read the RoundTable Guidelines shortly for you and for our own review. We can all introduce ourselves a little later.
3. Today's suggested topic comes from today's speaker: _____. While we each silently consider today's format and topics, let's read aloud the RoundTable Guidelines on the screen. I'll just ask for five people to read them by looking at my screen. Name, will you read? ...OUR FORMAT? ... OUR PURPOSES? ... GUIDELINES FOR LISTENING? ... GUIDELINES FOR RESPONDING? ... GUIDELINES FOR SPEAKING? Thank you.
4. Now, we will hear from the speaker. We will experience the topic together and then open for comments. _____
5. (At about __:30). Let's open for comments in the physical environment. We would simply go around the room. In this virtual format, I will call on you from my screen. To be sure to offer time to everyone, I will use a "table" gallery view, and offer you turns one by one, by row. Please speak so that everyone can hear. What you say is important to us. With today's attendance, let's each take about (2?) minutes (and aim for going (2, or ?) times around so that we hear about thirty viewpoints). We will have a timer to help.
6. First, may I have three volunteers to start, to warm everyone up? (Adjust and share the gallery view). Thank you. At your turn, please introduce yourself in about three words, e.g., your name, your city and field of work, the tell us your thoughts about the topic. Now let's start with ___, ___, and ___ (the three volunteers) Thank you. Let's continue one by one, row by row. Thank you,
7. (After the round) Did I miss anyone? (Ask for self-intro and comments)
8. (For our next / last round, we'll set the timer for _ minutes.)
9. (At about __:45). It's time to close the RoundTable portion. Thank you all for coming! We hope to see you at our next STRT series, at the INCOSE IS. ...
10. Now, please give your attention to Andy for a Q & A period..

5 MINUTES

VIRTUAL ROUNDTABLE GUIDELINES: BASIC READINGS (350 words, 2.5 minutes)

OUR FORMAT is a reflective practice where each participant is given equal time to comment on or around a selected topic. We begin by listening to short readings for five minutes, and today's speaker for 20 minutes. We then spend the remaining time listening to, and offering, individual comments. The time is divided equally among all present (e.g., 26 people = 2 minutes each). Each session is facilitated by a different volunteering facilitator. Over the years using this format, we have learned that: *Just as we break the sound barrier when we travel faster than the speed of sound; we break the communication barrier when we hear 30 authentic viewpoints in 60 minutes.*

OUR PURPOSES. This simple reading aloud of the Facilitator Guide, RoundTable Guidelines, and today's selected topic/text accomplishes many goals: (1) We review a great deal of information in a very short time. (2) This leaves maximum time for each of us to present our ideas. (3) We often experience a "aha" moment when we experience hearing equally from everyone present. (4) At each session, we can easily rotate the facilitator role. (5) From time to time, we can edit the format for our emerging purposes. (6) And, finally, we experience a satisfying new practice in democracy.

GUIDELINES FOR LISTENING. Listening to the RoundTable Guidelines and the selected topic allows us the opportunity to quiet our minds and silently reflect on what we hear. Our lives at work, and other inner thoughts. Listening to each other's comments, we can experience and appreciate a great variety of viewpoints. We can also seriously shift our attitudes from critiquing to appreciating, towards one another and towards ourselves.

GUIDELINES FOR RESPONDING. We take turns reading aloud the selected text without responding. Then, when we open for comments, the facilitator may say "thank you" after you speak. Please save all other responses to each other until after the RoundTable. We don't want to divert each other or ourselves from our own individual learning. If someone says something you'd like to build on, you may want to make a note of it so you can do so during your turn.

GUIDELINES FOR SPEAKING. We offer everyone a turn to speak, about two minutes each, going down the list or around the circle. Depending on time and attendance, we aim to go around two or three times--for about thirty equal-turn viewpoints. At your turn, please say something about the topic/agenda, or anything else that is on your mind. Or, if you prefer, you may just listen today.



NOTE: The South Bay Special Division, Gabriele Educational Materials and Systems (GEMS), and the GEMS RoundTable Action Board (GRAB), aim to accelerate the spread of the RoundTable by applying it in workplaces, schools, and other organizations. Please contact Dr. Sue Gabriele for more information or for assistance in using this method on your own. We hope to keep track of and support the RoundTable's growth, spread, development, and evolution. To learn more, visit <http://www.gemslearning.net/table.html> and/or contact us there. We'd love to hear from you!

FIVE ROUNDTABLE GUIDELINES/ Basic Readings (374 words = 2.5 minutes read aloud)



1- OUR FORMAT. This session is a Systems Thinking RoundTable with a speaker. That is: We'll allot 25 minutes to RoundTable Guidelines and today's speaker, and 20 minutes to hearing individual comments--time distributed equally among all present. We propose to suspend judgment and experience this together without stopping for 45 minutes today. Later, we will talk about its value for us and consider possible revisions and applications.

2- OUR PURPOSES. The simple reading aloud of a leader's guide, guidelines or basics accomplishes three goals: (1) We cover a great deal of information in a very short time. (2) This leaves maximum time for each of us to present our ideas. (3) We offer everyone present equal turns to speak; and we experience hearing equally from everyone present. (4) On need, we can edit the format for our emerging purposes. (5) Over the years we have learned that: Just as we break the sound barrier when we travel faster than the speed of sound, we break the communication barrier when we hear 30 authentic viewpoints in 30 minutes.

3- GUIDELINES FOR LISTENING. Listening to the RoundTable Guidelines and speaker allows us the opportunity to quiet our minds and silently reflect on what we hear as well as our inner thoughts. Listening to each other's comments, we experience and appreciate a great variety of viewpoints. We consciously shift our attitudes from critiquing to appreciating, towards one another and towards ourselves.



RT Guidelines continued

4- GUIDELINES FOR RESPONDING. We listen to the readings and each others' comments without responding. The facilitator may say "thank you" after you speak. Please save all other responses to each other until after the RoundTable. We don't want to divert each other or ourselves from our own individual learning. If someone says something you'd like to build on, you may want to make a note of it so you can do so during your turn.

5- GUIDELINES FOR SPEAKING. We offer everyone a turn to speak, about two minutes each, going down the list or around the circle. Depending on time and attendance, we aim to go around two or three times--for about thirty equal-turn viewpoints. At your turn, please say something about the topic/agenda, or anything else that is on your mind. Or, if you prefer, you may just listen today.

Systemic Leadership, the Systems Thinking RoundTable, and an Action Plan



Sue Gabriele

PhD in Human Science: Social and Institutional Change

International Society for the Systems Sciences:
Chair RoundTable Special Integration Group (SIG)

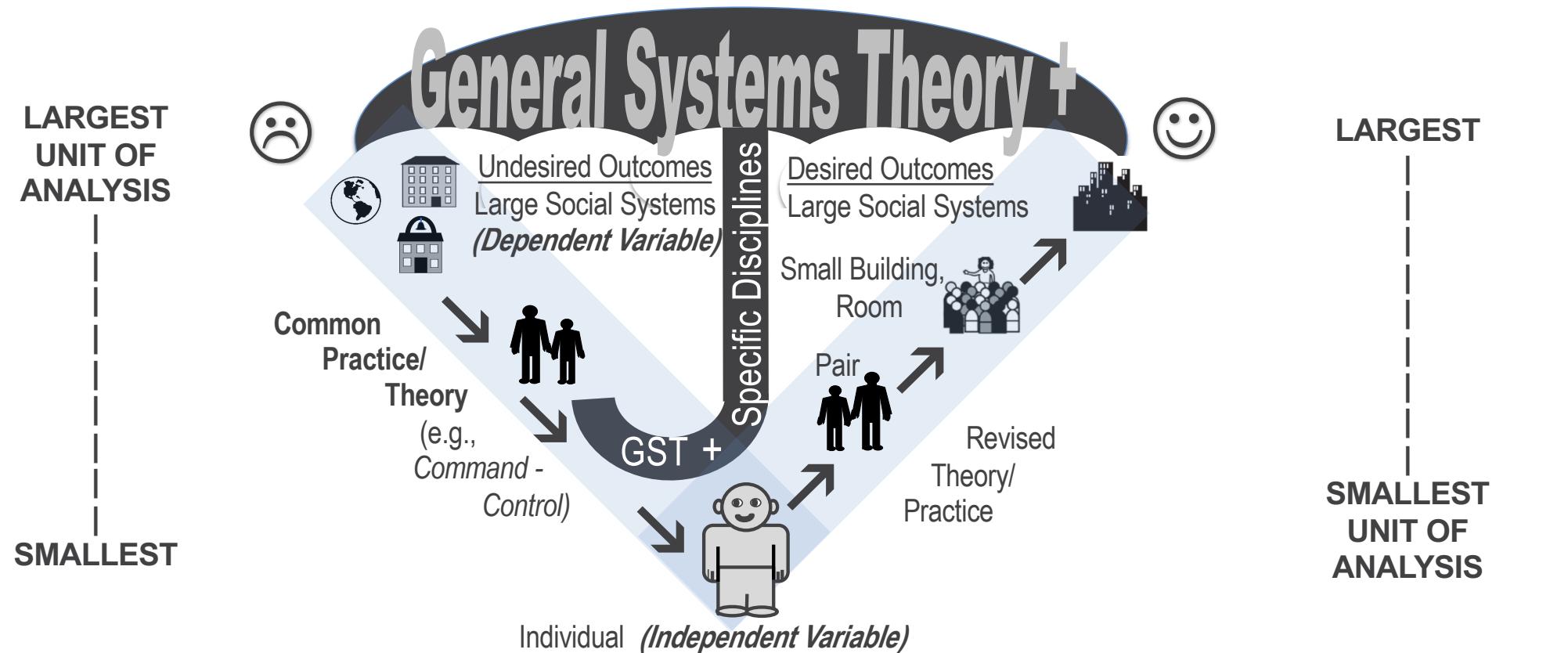
Chair Design of Educational Systems SIG

Life General Secondary Credential, Mentor Teacher

Gabriele **E**ducational **M**aterials and **S**ystems are **GEMS**

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A Systems Science Transdisciplinary “V” Journey



A SOCIAL SYSTEMS THEORY RATIONALE

Bureaucratic models assume all parts of a social system are designable.

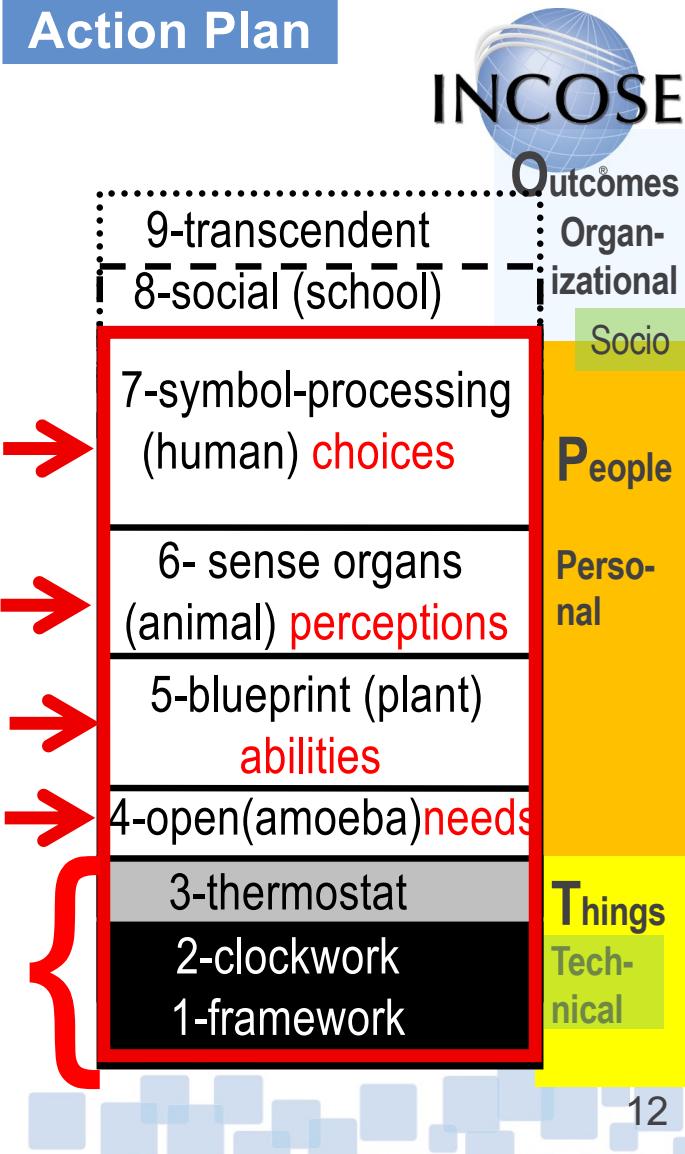
Laissez-faire models assume no parts are designable. Boulding's 9-level social system (illustrated right) clarifies that specific parts of a social system are designable and others are not.

Frameworks, clockworks, and thermostats (levels 1-3) are designable (black, gray) to exteriorly-prescribed criteria.

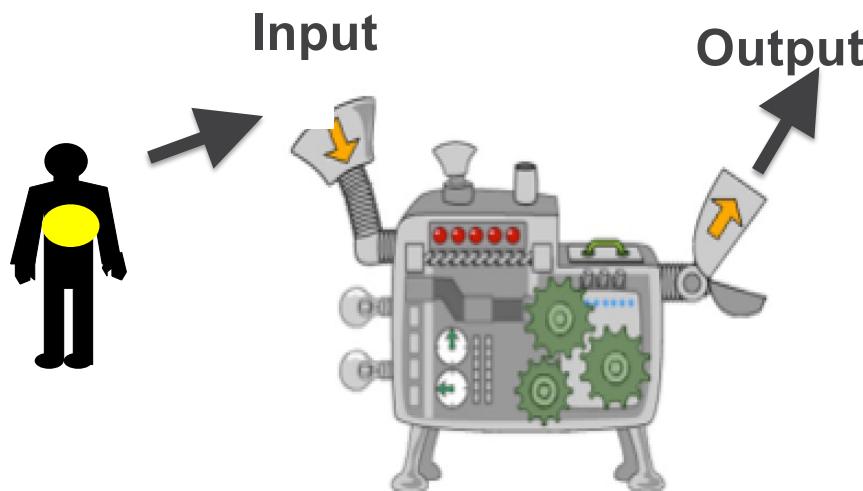
Open, blueprint, image-aware, and symbol-processing parts (levels 4-7) are not designable. These undesignable parts, humans, have fixed boundaries (red boundary), but act according to interiorly-prescribed criteria (white)—needs, abilities, perceptions, choices—of increasing variability.

Social and transcendent levels (levels 8-9) with changeable boundaries (dashed-line boundaries), are even more variable. Hence, the RoundTable scripts and timing are tightly designed to leave maximum time for variable individual comments.

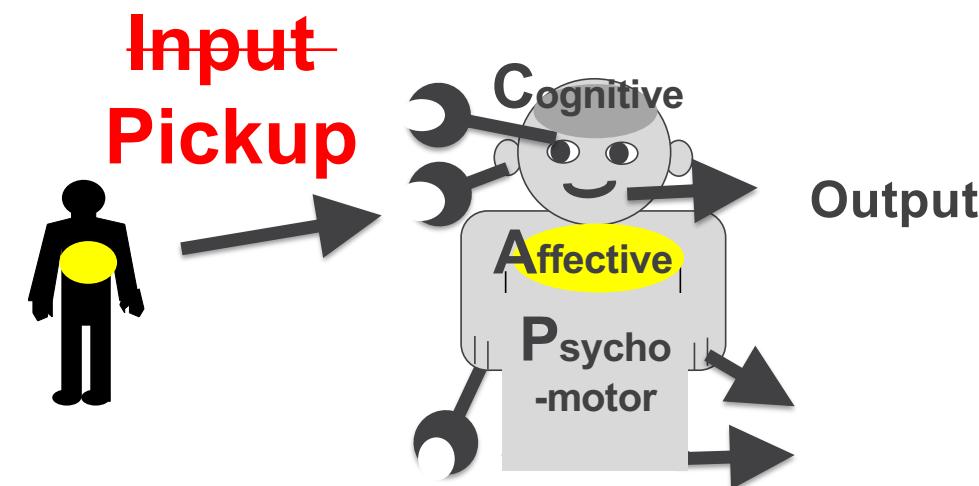
Boulding's Social System→



Material/Mechanical Cause v. Human Cause



Level 3 Mechanical System (Wry, 2016)
Input & Output Predictable and/or Designable

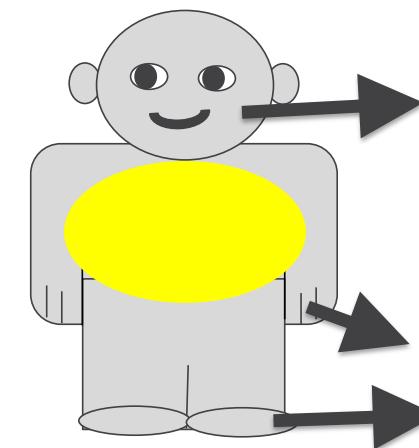
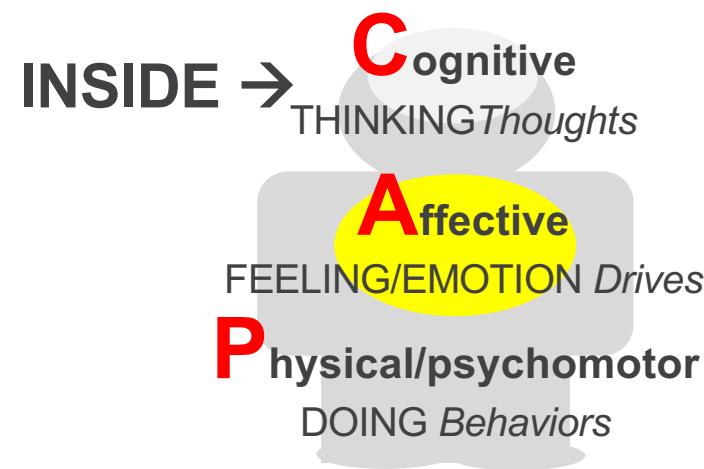
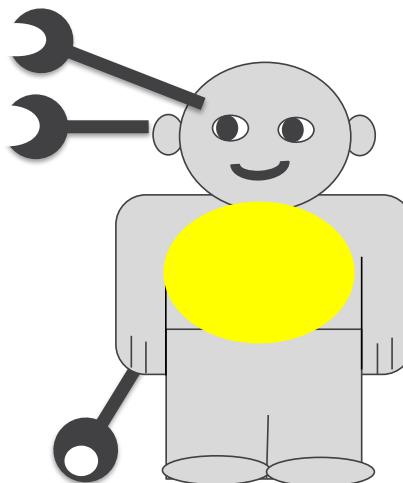


Level 7 Human System
Pickup and Output Unique

GOOD NEWS: We can predict 100% that people will do what they **want** to and are **able** to do.

BAD NEWS: Individuals vary in what they want and are able to do.

PICKUP depends on a person's 4-needs, 5-abilities, 6-perceptions, 7-choices (*Boulding*)
Cognitive, Affective and Psyhomotor/physical or CAP domains (Bott)
... *abilities* (Physical, Cognitive) & *willingness* (Affective) (*Patterson*)



The Bad News: Pickup, throughputs & outputs are infinitely variable.

The Good News: Pickup occurs with **INPUT** adequate to **CAP** match!

The Amazing News: Human behavior is now 100% predictable!

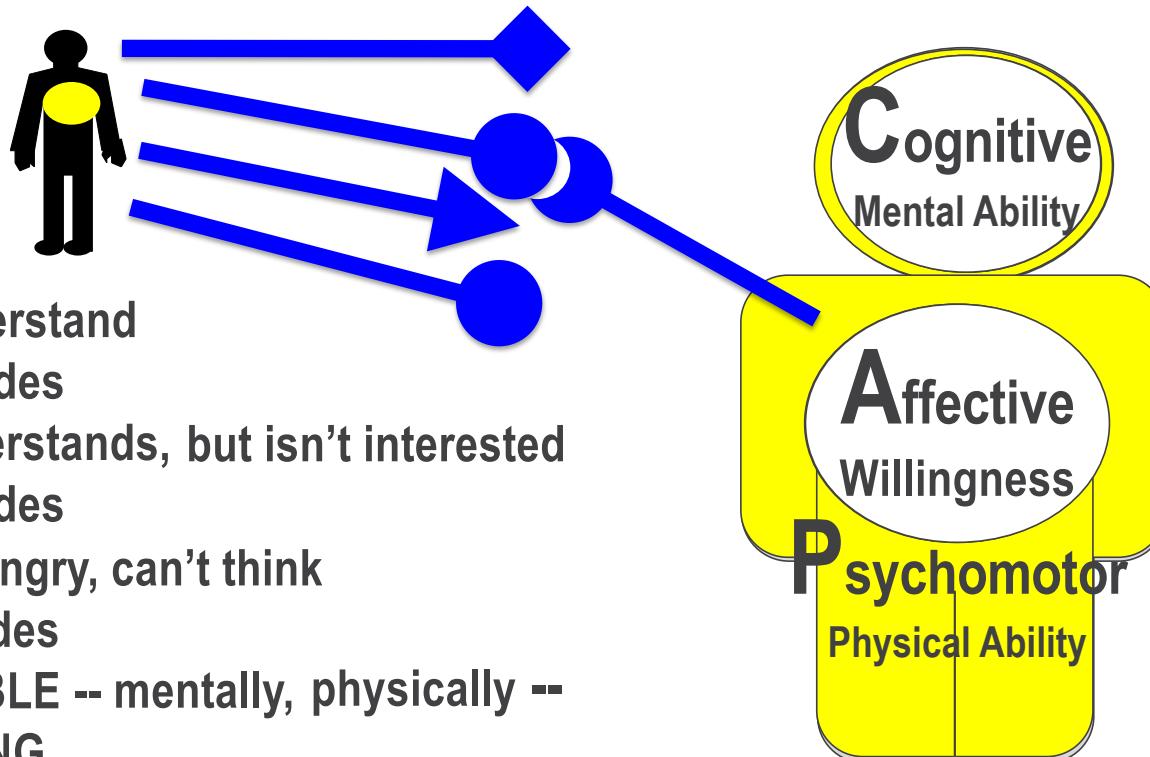
→ People will do: what they are *Willing* (A) and *Able* (C&P) to do.

1	Bott, Bloom	Cognitive	Affective	Psychomotor
2	Patterson	Ability (Mentally)	Willingness	Ability (physically)
3	Singleton	Head	Heart	Hands
4	Fenech (PIEss)	Intellectual	Emotional, Social, Spiritual	Physical
5	Boulding (Human Agency)	Level 7 (Human) Symbol processing	Level 4+ (Amoeba) Interior agency	Level 5, 6 + 5 (Plant) Division of labor 6 (Animal) Sense Organs
6	Yoga	Mind	Spirit	Body
7	Christianity	Father	Holy Spirit	Son
8				

On/Off Switches and PROVIDE-PICKUP

Examples

1. Leader provides
2. Learner doesn't understand
3. Leader provides
4. Learner understands, but isn't interested
5. Leader provides
6. Learner is hungry, can't think
7. Leader provides
8. Learner is ABLE -- mentally, physically -- and WILLING



For PICKUP to occur, all 3 CAP Domains must be engaged ... or unblocked!

Systemic Leaders

Systemic Leaders are neither command/control (“install”) nor laissez/faire or hands off.

They do the best of both, iteratively.

They **provide**, observe, and adjust ...

... because they know that their students, employees, customers

pickup, master, perform/create, each

...in their own ways,

...at their own rate,

...according to their own understanding

...for their own purposes

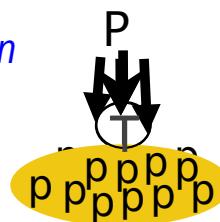
More Details and an Iceberg Metaphor



I- Declining Outcomes *in social systems*

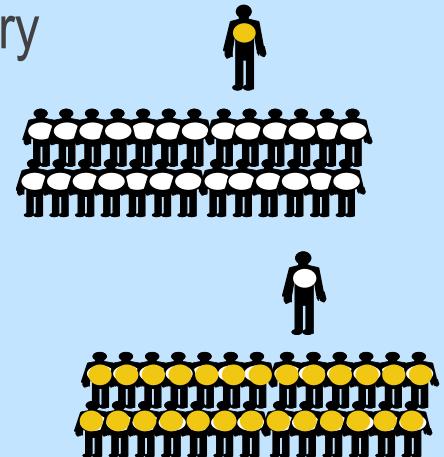
II - Flawed Practice

P (Leader) “installs” *T* (tasks) in knowledge in empty vessels *pp* (students, employees)
Install \leftrightarrow *laissez-faire*



III - Flawed Theory

Sole agency/cause of learning is in leaders (*PP*)



\rightarrow overcorrection ...
... Sole cause/agency in learners? (*pp*)?

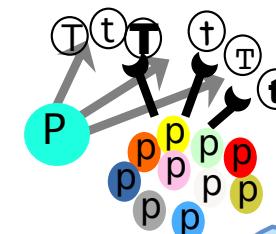
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VI- Flourishing Outcomes *in social systems*

\rightarrow Key: **ADJUSTABILITY, AGILITY**

V - Updated Practice

Room/Bldg:
P provides *T* to optimize *pp* pickup, mastery & performance

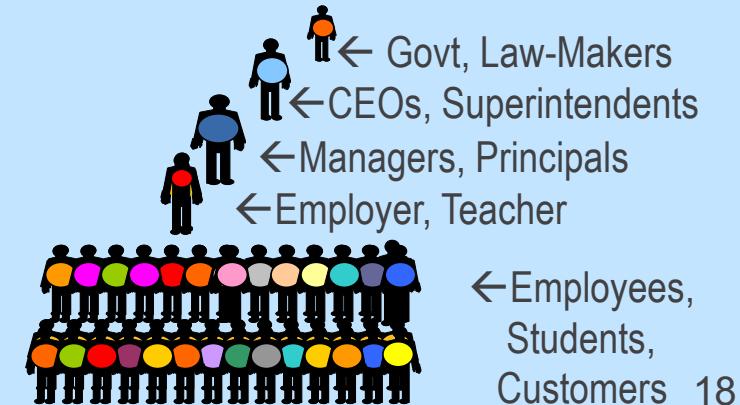


Large multisite social system:
DANGER!
T outside *Pp*
CAP pickup span!!

IV - Updated Theory (Boulding's GST & related disciplines)

Cause/agency is:

- dual & multiple
- infinitely variable
- in **everyone** – Learners *ppp* & Leaders *PPP*



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Rationale for the Systems Thinking RoundTable

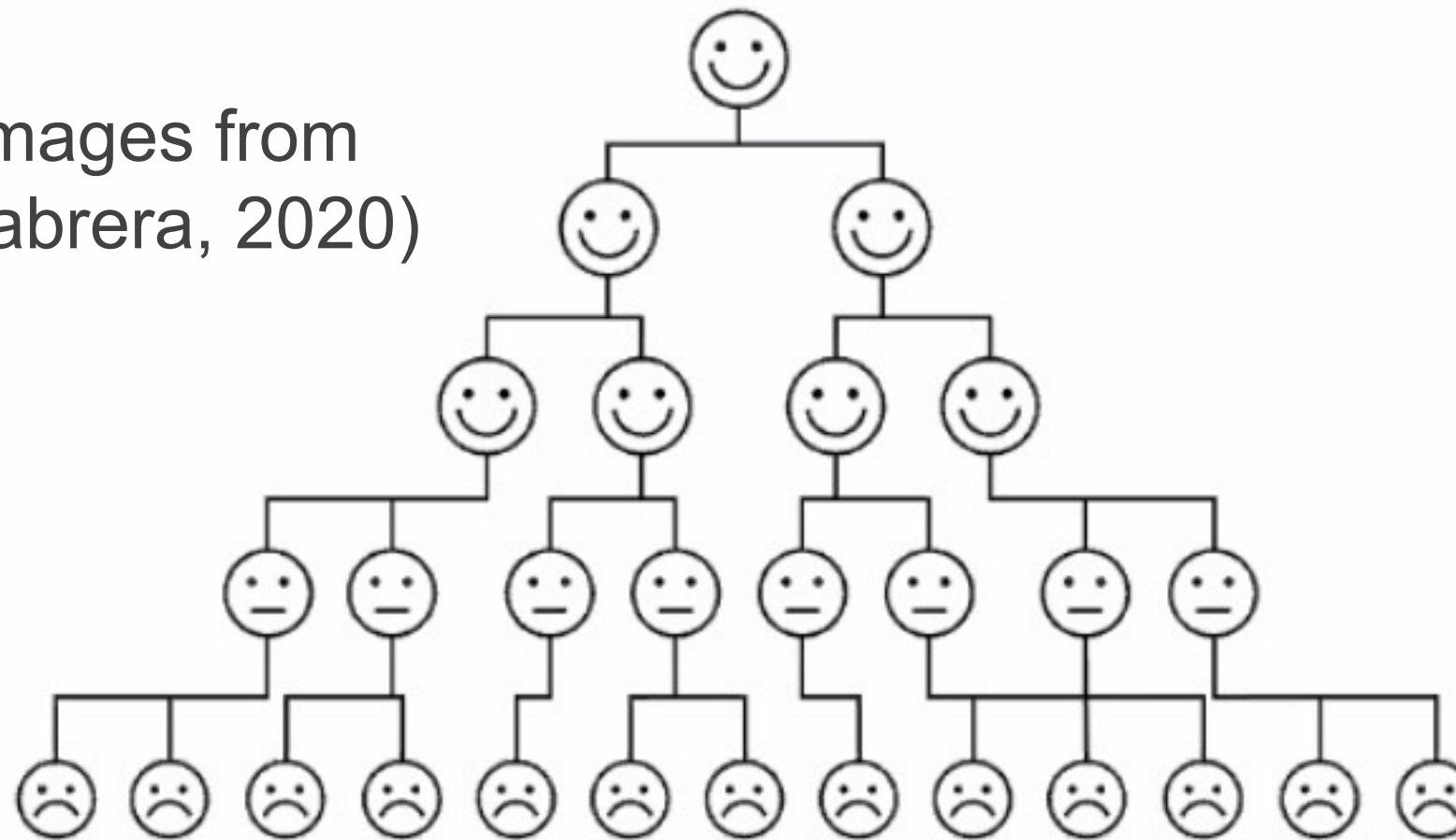
In today's busy workplaces, two main obstacles are:

1. Too many outside demands resulting in input overload.
2. Inadequate communication and information flows.

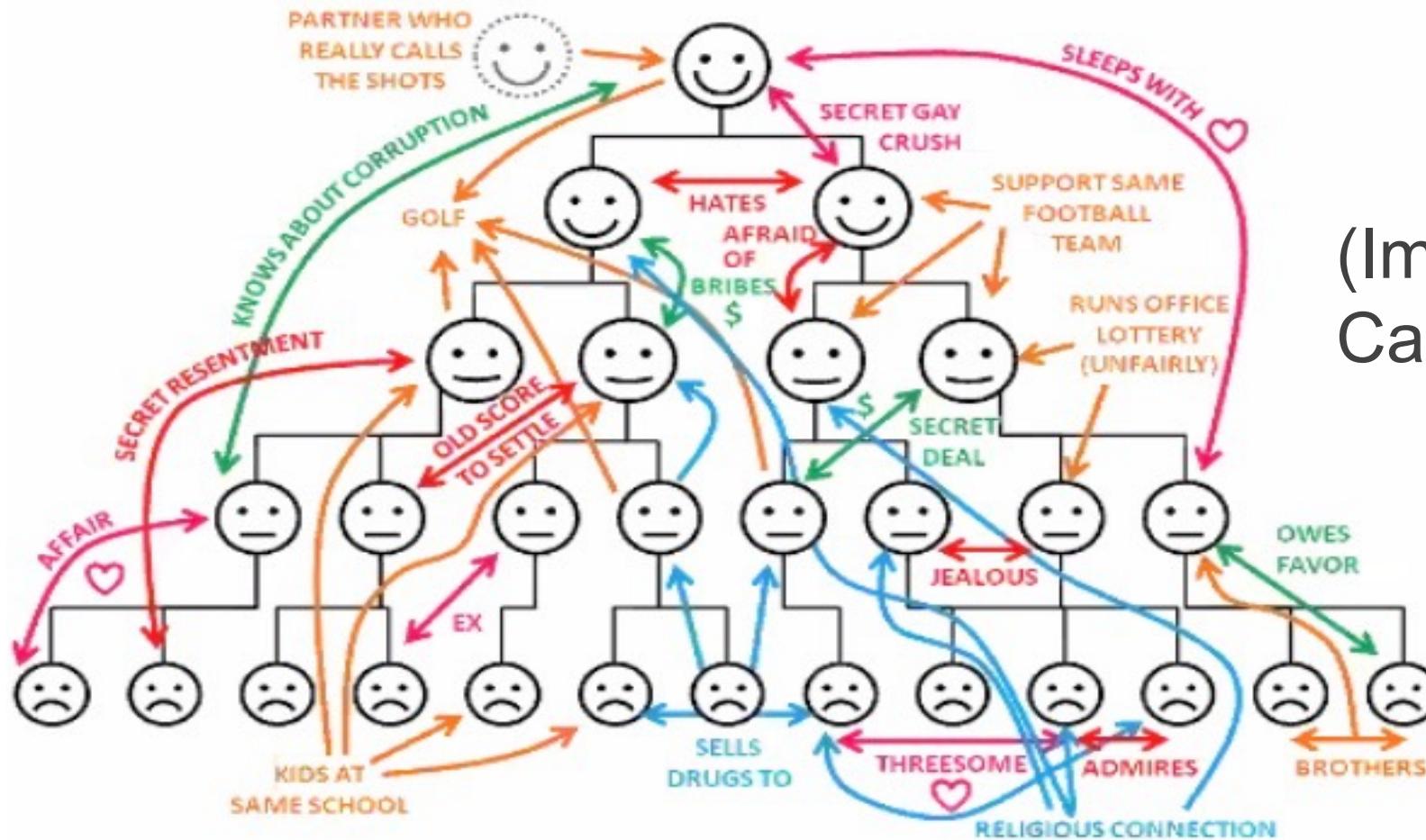
The RoundTable treats both challenges:

1. No new demands. Users use it in their existing groups, for their own purposes.
2. Communication and information flows are increased.

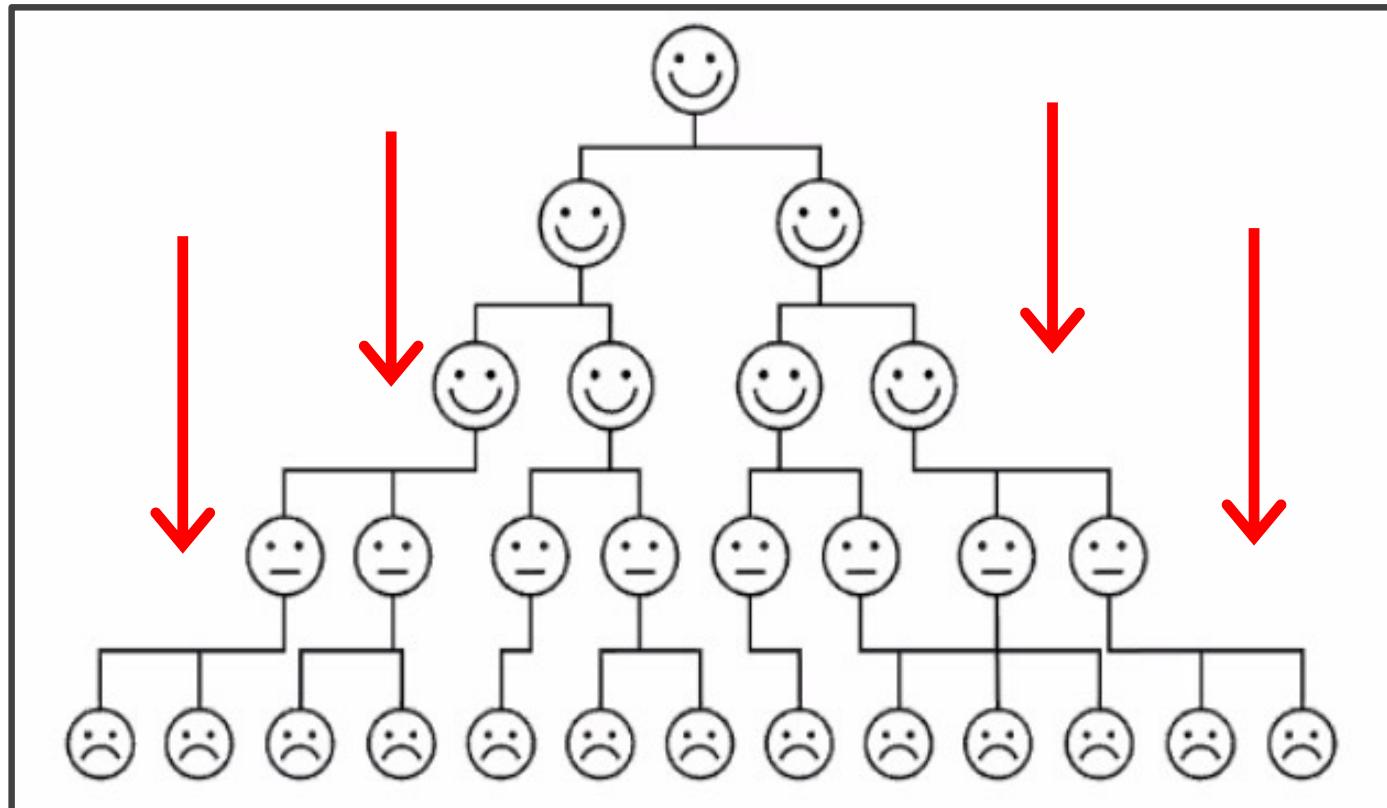
(Images from
Cabrerá, 2020)



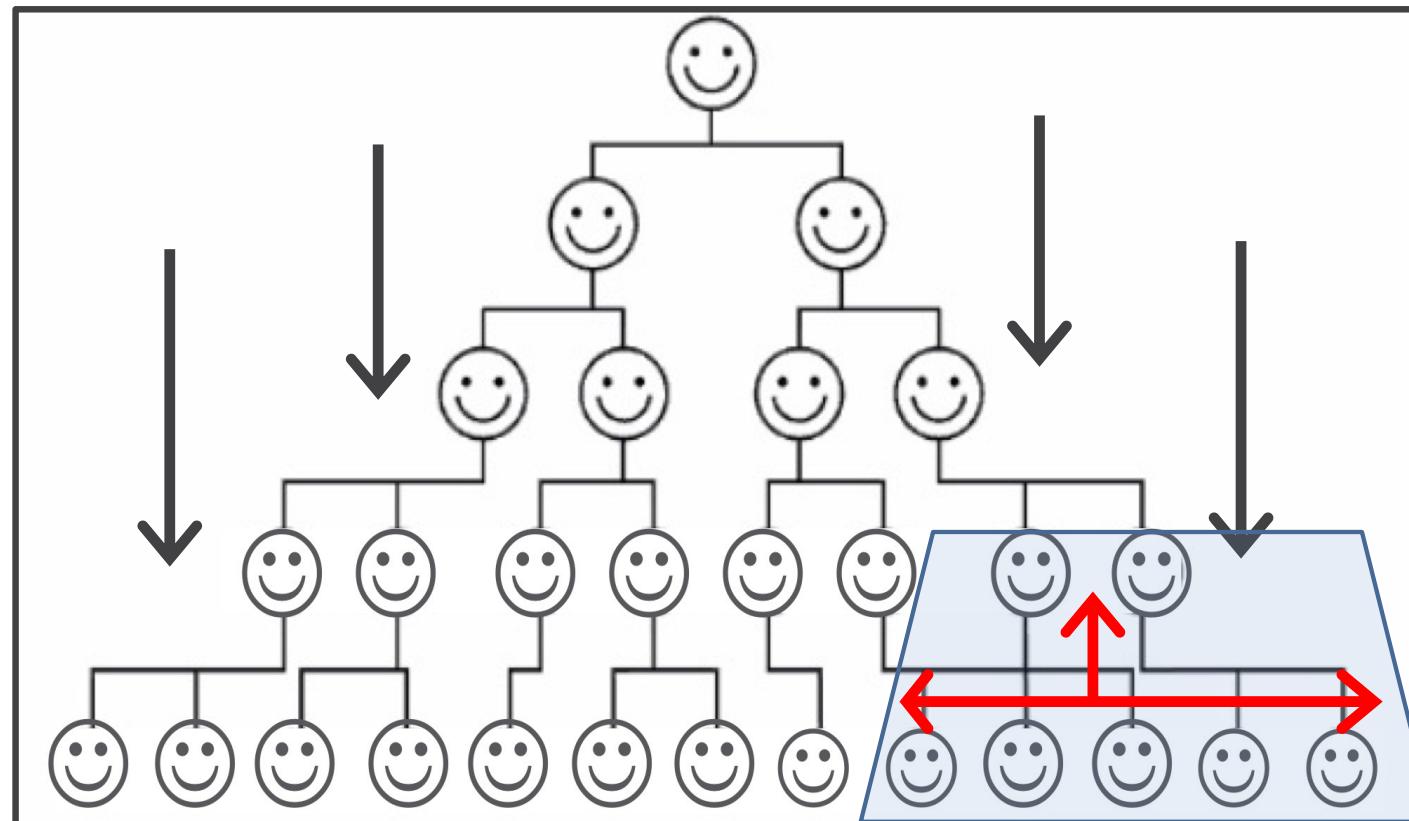
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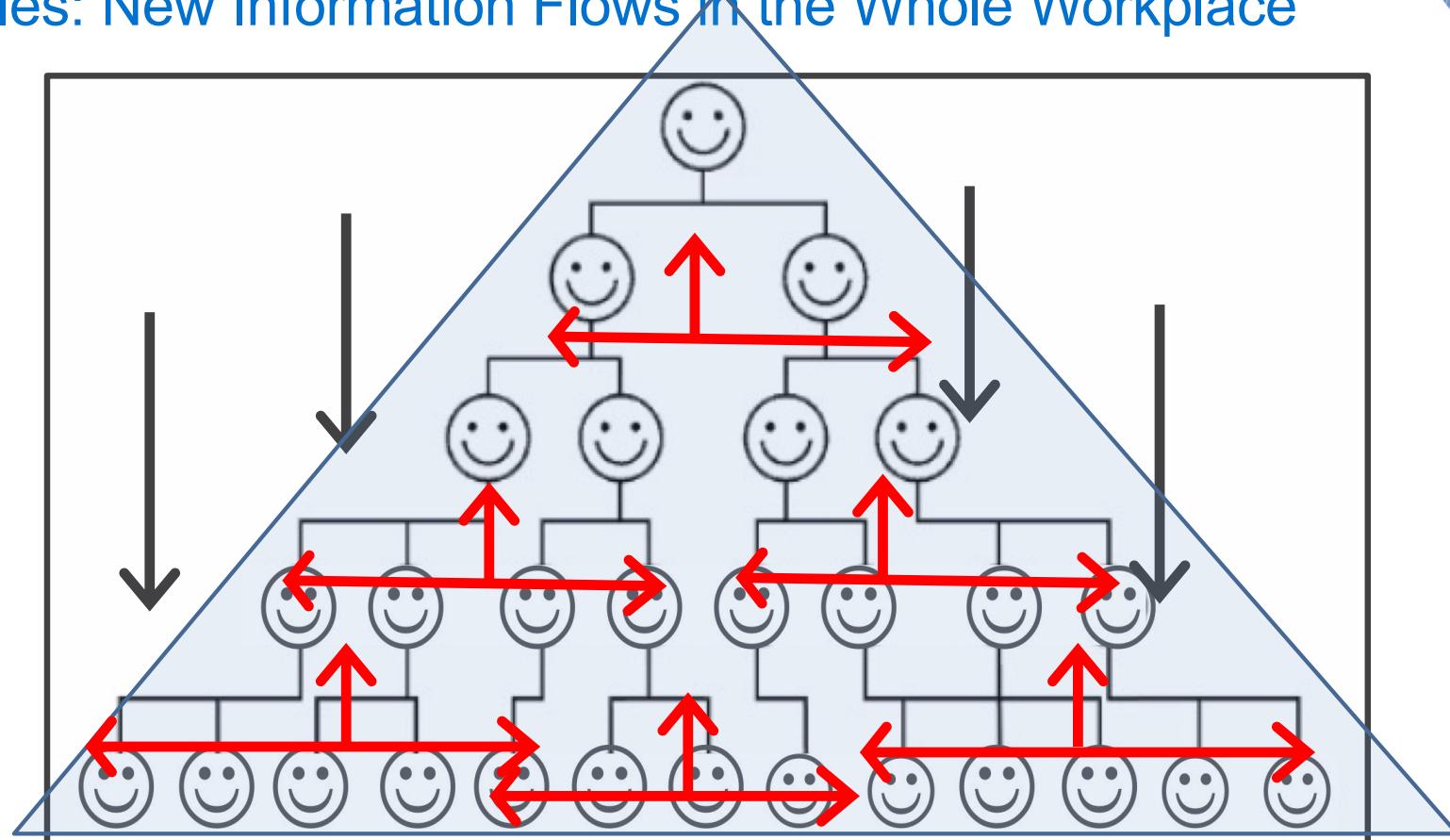
Traditional Information Flows in Large Workplaces



RoundTables: New Information Flows in Work Meetings



RoundTables: New Information Flows in the Whole Workplace



The GEMS RoundTable Action Board (GRAB)

Mission: A regular Systems Thinking RoundTable in every person's life in one of their communities as a seed for whole system renewal:

- in every level of organization (vertical view)
- in each of their departments (horizontal view)

Three Opportunities

- 1- Attend Systems Thinking RoundTables at INCOSE IS
- 2- Join GRAB, the GEMS RoundTable Action Board
- 3- Take Sue's Class on Systemic Leadership

More info? www.gemslearning.net

Upcoming Webinars (tentative schedule)



Who	What	When
Lou Wheatcraft	Establishing the Needs and Requirements for a System	Wednesday 16 th June 2021 at 11am EDT
No webinar in July	INCOSE IS 2021	July 2021

Invitations will be emailed in advance and informational updates will be placed on

www.incose.org

Go to <http://www.incose.org/products-and-publications/webinars> for more info on the webinar series, including a way to view the last 149 Webinars and soon – this one!

Information on the webinars is now being posted in INCOSE Connect, in the INCOSE Library area, at

<https://connect.incose.org/Library/Webinars/Pages/INCOSE-Webinars.aspx>

Joining instructions will be added around two weeks before the webinar is scheduled to take place.



INCOSE 2021 International Symposium



17 – 22 July 2021

Virtual Event

<https://www.incoe.org/symp2021/home>



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