

Welcome to the Webinar! Please note that we have moved to the ZOOM platform. Please join ZOOM audio (Voice over Internet) if you are able to connect. Otherwise, please see the webinar invitation for dial-in phone lines

# INCOSE Webinar Series

Wednesday 19<sup>th</sup> 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



## INCOSE Systems Engineering Professional PDU Credit

For more information about INCOSE certification renewal, including PDU categories and limits:  
<http://www.incose.org/certification/CertProcess/CertRenew>

You can claim 1 PDU credit towards your INCOSE Systems Engineering Professional (SEP) renewal by attending this entire webinar.

### Claim PDUs



### Eligible Sources To Claim PDU

- Live attendance at the webinar: "Attend non-peer-reviewed Professional Technical Society event."
- Watching a recording of the webinar: "Consume SE-related media, including journal article, book, video, or audio."

INCOSE webinars may also apply to the PDU requirements of other organizations, depending on the subject matter.

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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 for 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, we will use a table gallery view and offer you turns one by one, row 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, then 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..

**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 offer everyone a turn to speak. (4) At each session, we can easily experience hearing equally from everyone present. (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 speaker topic allows us the opportunity to quiet our minds and silently reflect on what we hear. It lives a work, and our own thoughts. Listening to each other's comments, we can experience and appreciate a great variety of viewpoints. We should consciously set 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.gemsllearning.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

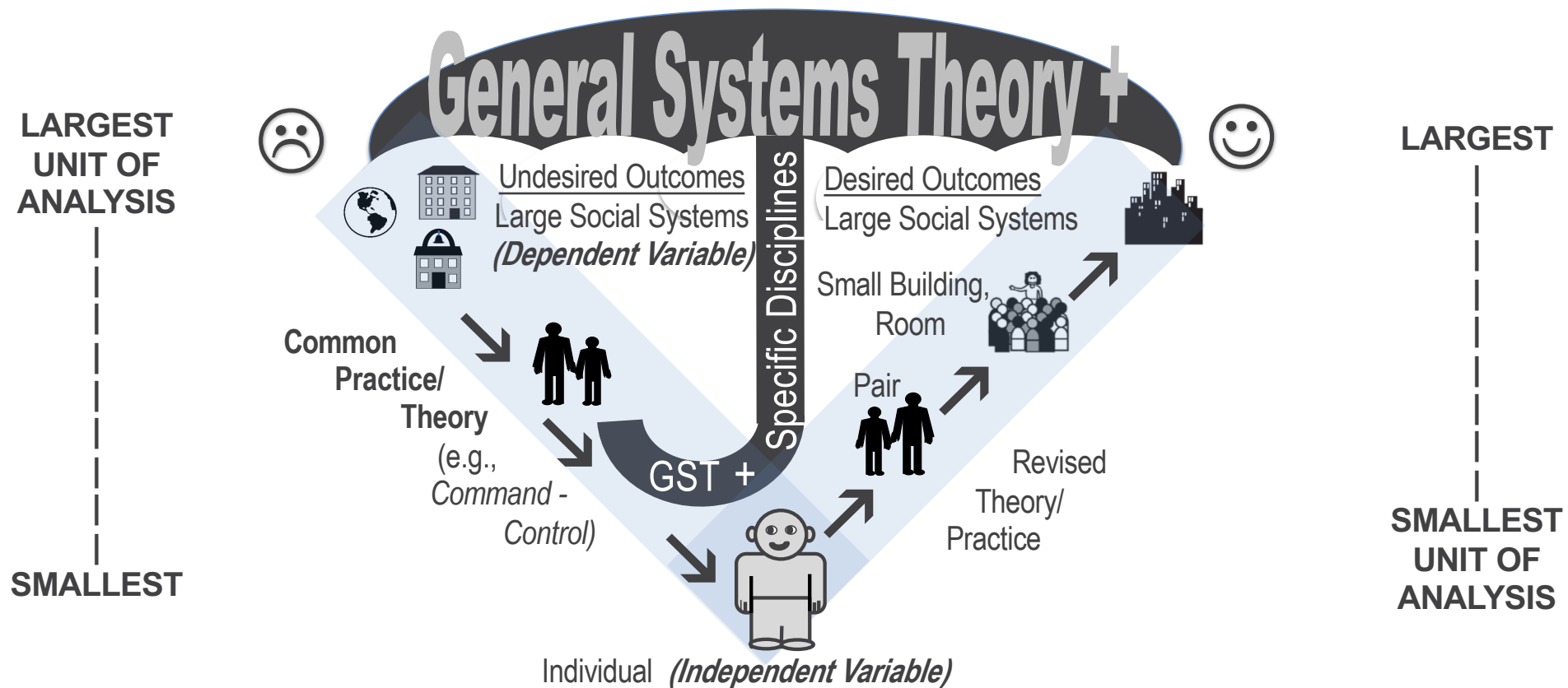
Life General Secondary Credential, Mentor Teacher

**G**abriele **E**ducational **M**aterials and **S**ystems are **GEMS**

[sgabriele@gemslearning.net](mailto:sgabriele@gemslearning.net)



# A Systems Science Transdisciplinary “V” Journey



A SOCIAL SYSTEMS THEORY RATIONALE

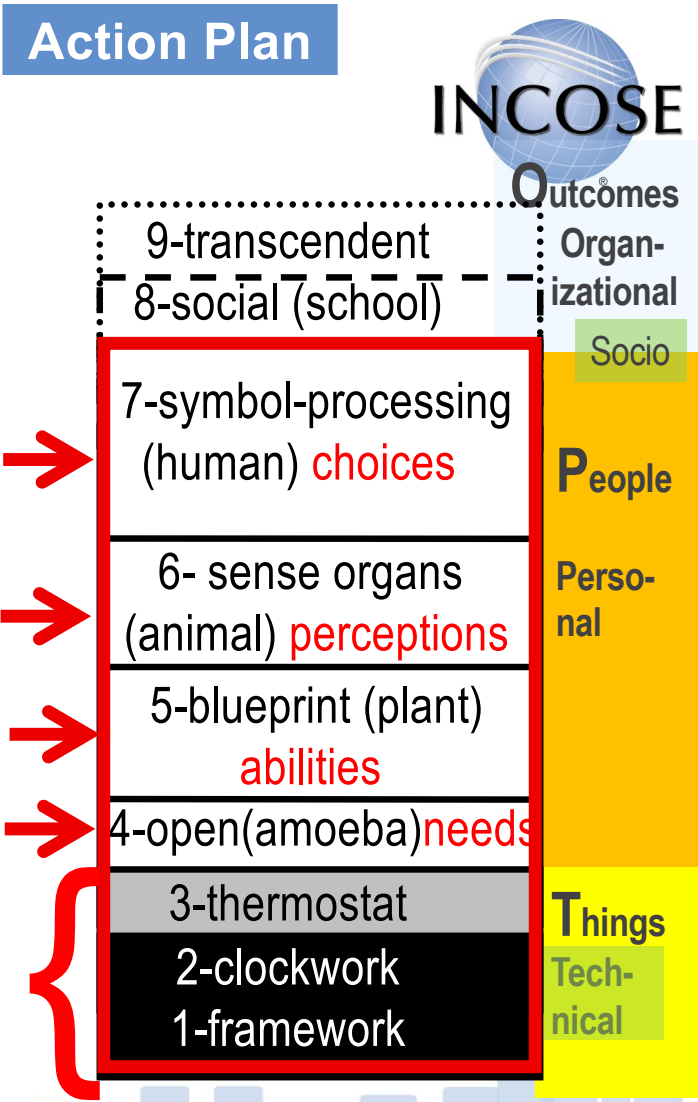
Bureaucratic models assume all parts of a social system are designable. Laissez-faire models assume no parts are designable. Boulding’s 9-level social system (illustrated right) clarifies that specific parts of a social system are designable and others are not.

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

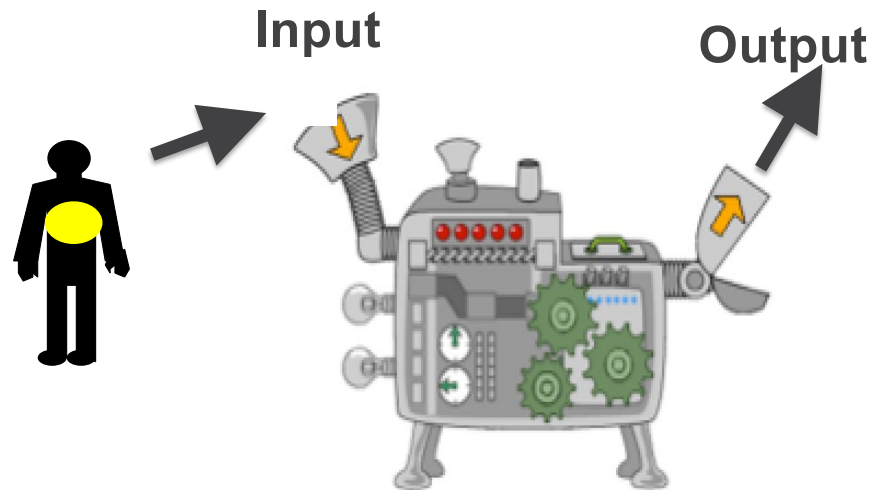
Open, blueprint, image-aware, and symbol-processing parts (levels 4-7) are not designable. These undesignable parts, humans, have fixed boundaries (red boundary), but act according to interiorly-prescribed criteria (white)—needs, abilities, perceptions, choices—of increasing variability.

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.

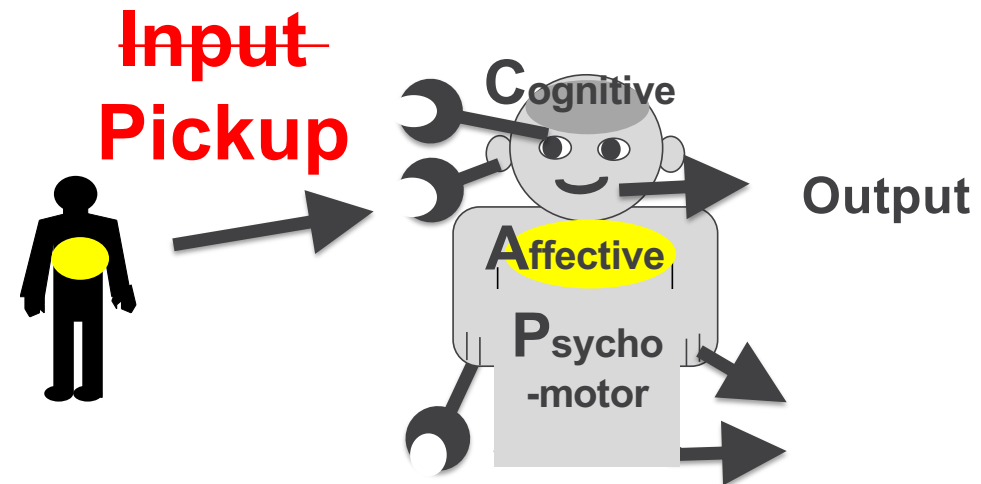
Boulding’s Social System→



## Material/Mechanical Cause v. Human Cause



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



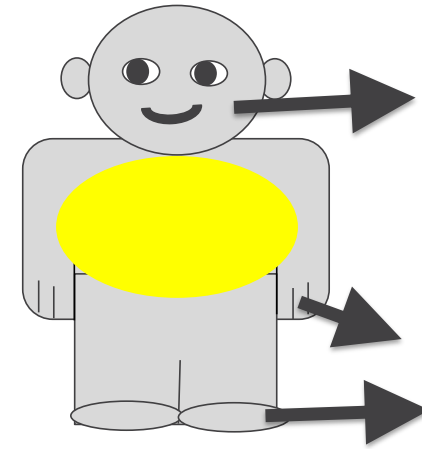
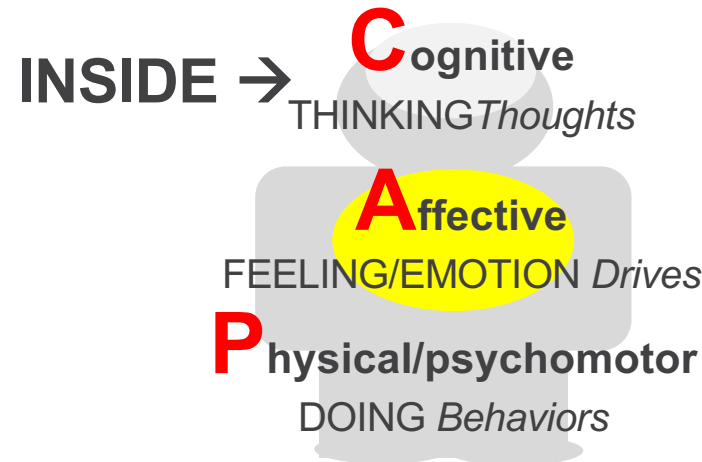
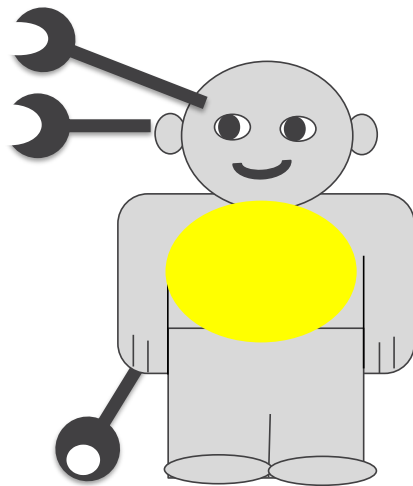
**Level 7 Human System**  
**Pickup and Output Unique**

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 **Psychomotor/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.





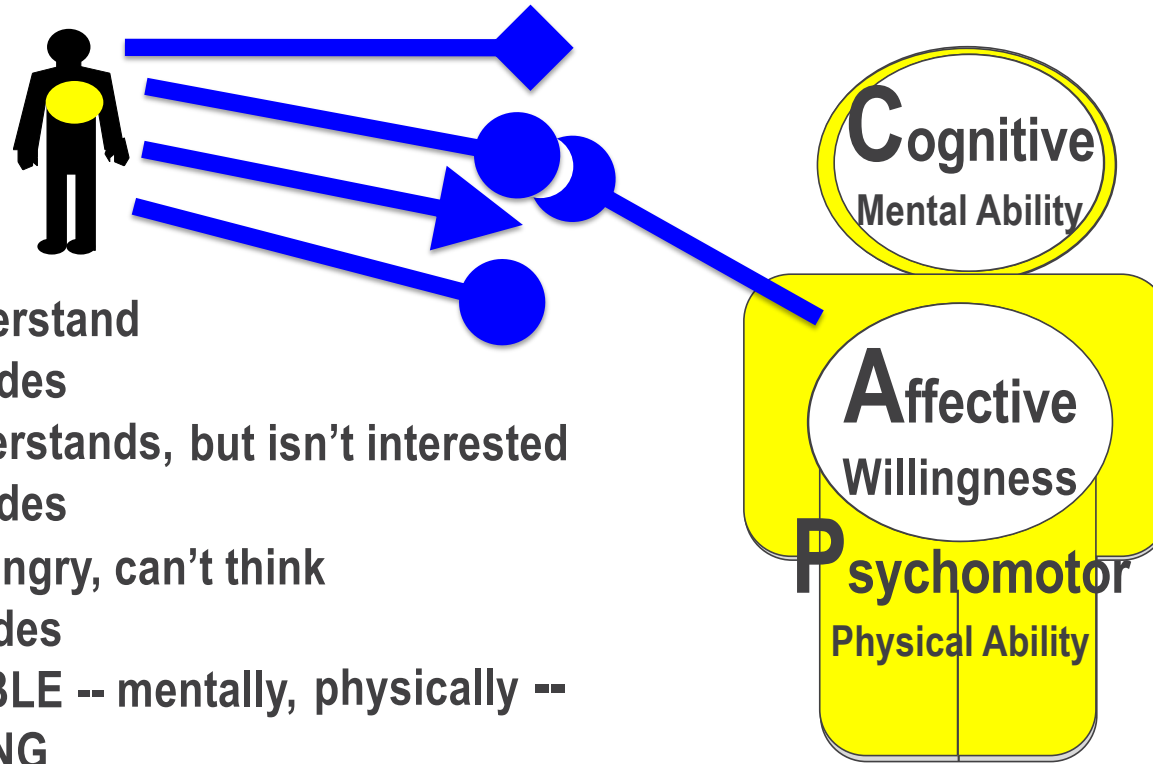
1	Bott, Bloom	Cognitive	Affective	Psychomotor
2	Patterson	Ability (Mentally)	Willingness	Ability (physically)
3	Singleton	Head	Heart	Hands
4	Fenech (PIEss)	Intellectual	Emotional, Social, Spiritual	Physical
5	Boulding (Human Agency)	Level 7 (Human) Symbol processing	Level 4+ (Amoeba) Interior agency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

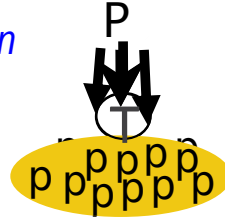
# More Details and an Iceberg Metaphor



I- Declining Outcomes *In social systems*

II - Flawed Practice

*P* (Leader) "installs" *T* (tasks) in knowledge) in empty vessels  
*pp* (students, employees)  
*Install* ↔ *laissez-faire*

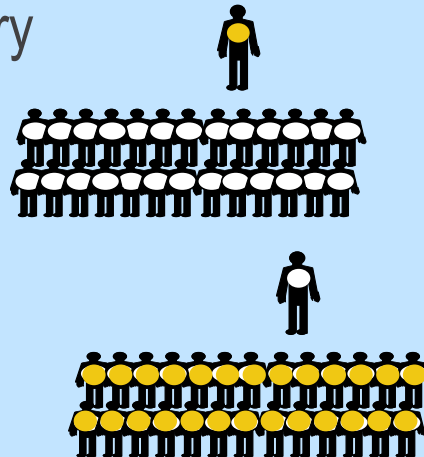


III - Flawed Theory

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

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

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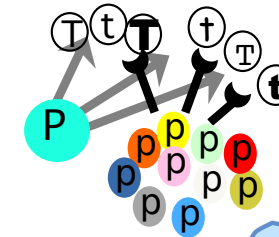


VI- Flourishing Outcomes *in social systems*

→ Key: **ADJUSTABILITY, AGILITY**

V - Updated Practice

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



*Large multisite social system:*

**DANGER!**

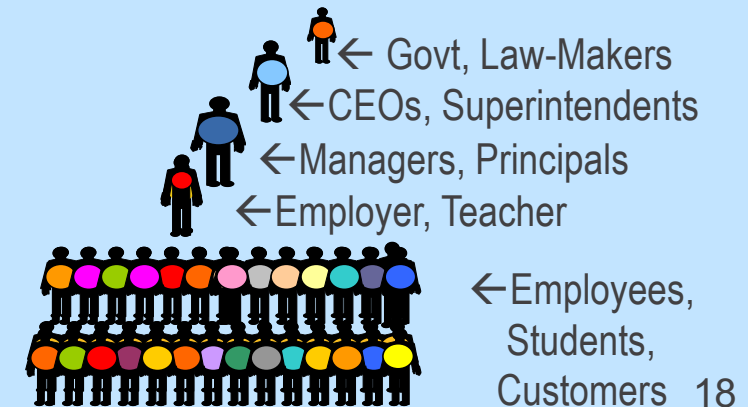
*T outside Pp*

*CAP pickup span!!*

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

*Cause/agency is:*

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





## Rationale for the Systems Thinking RoundTable

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

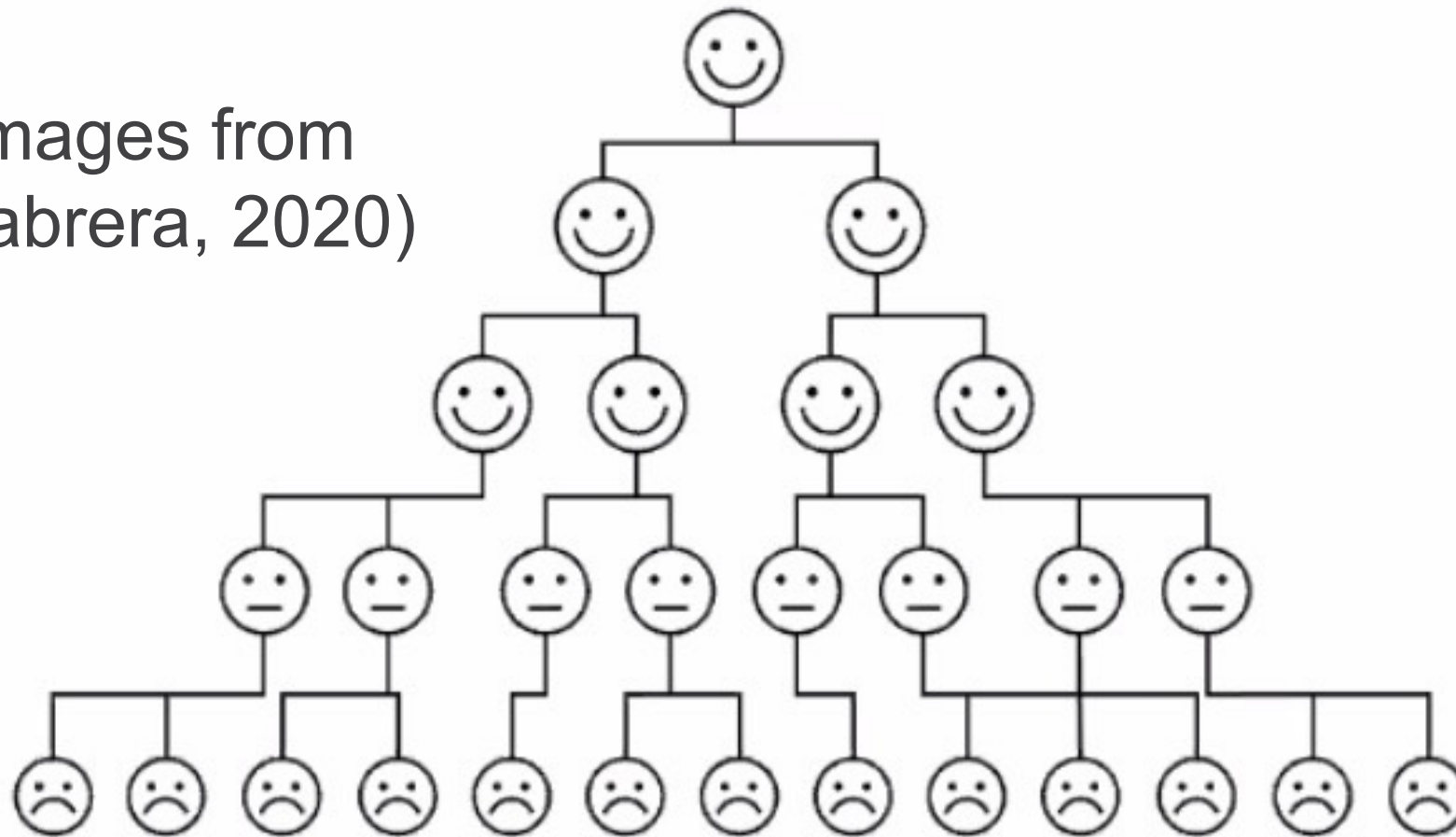
1. Too many outside demands resulting in input overload.
2. Inadequate communication and information flows.

The RoundTable treats both  
challenges:

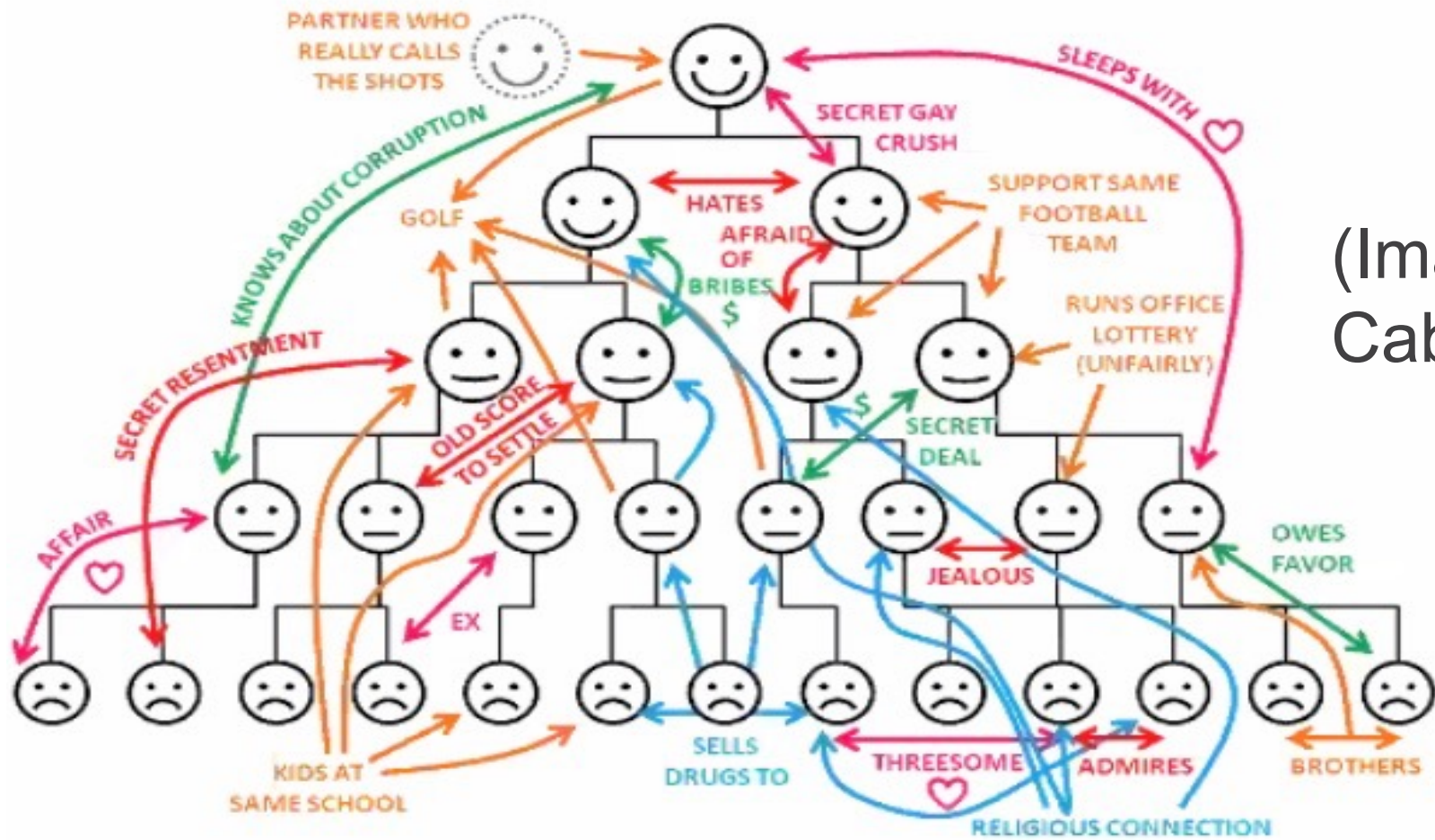
1. No new demands. Users use it in their existing groups, for their own purposes.
2. Communication and information flows are increased.



(Images from  
Cabrera, 2020)

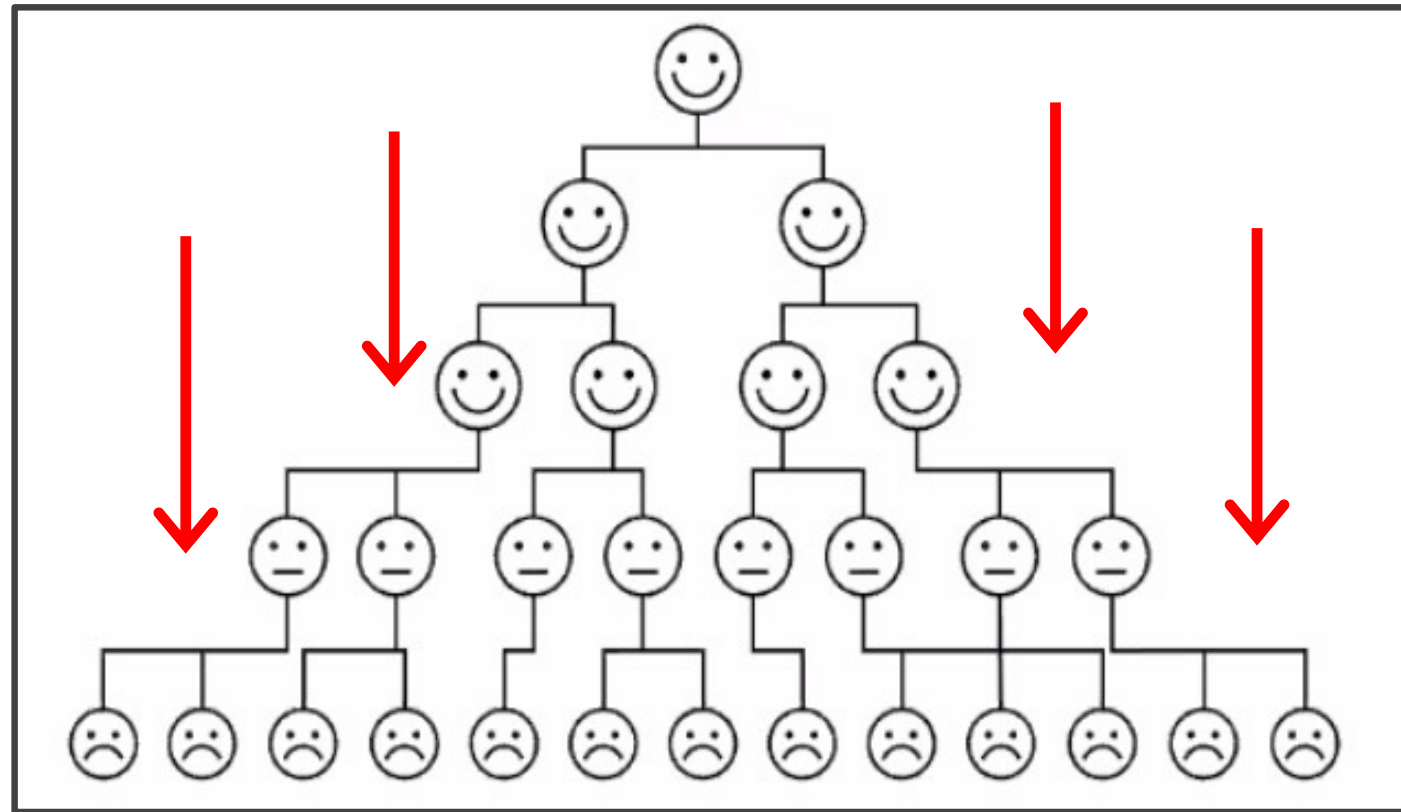






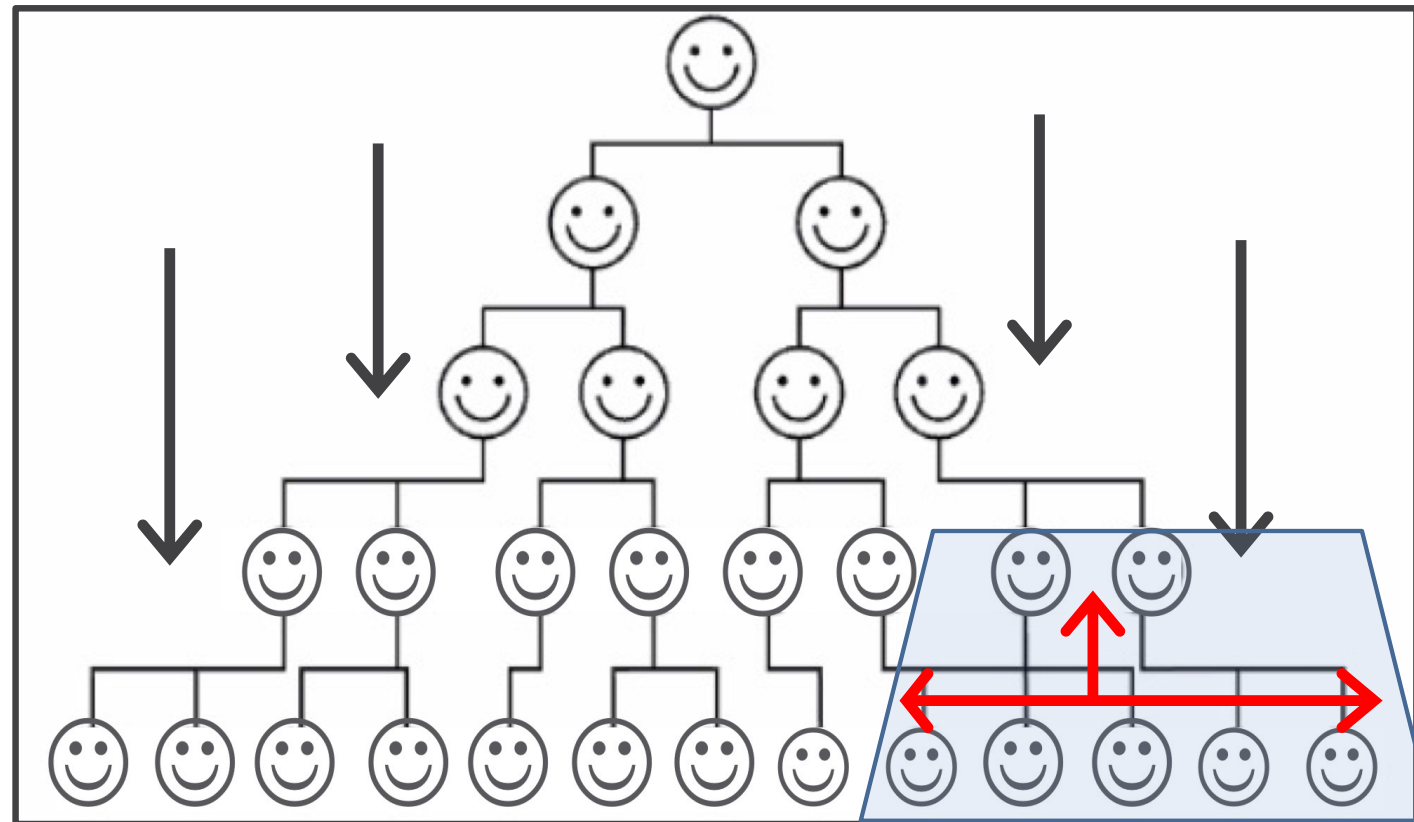
(Images from  
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## Traditional Information Flows in Large Workplaces

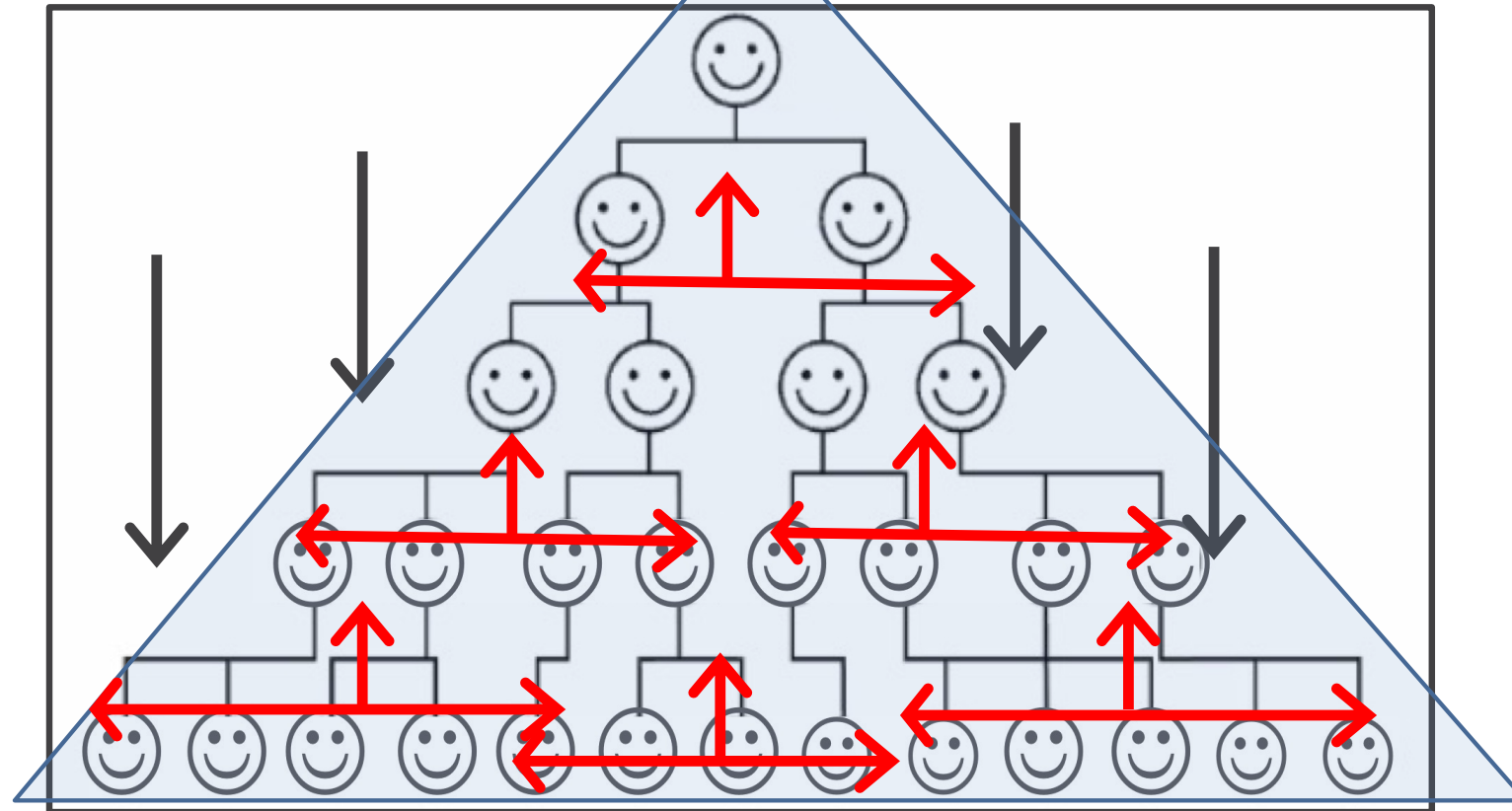




## RoundTables: New Information Flows in Work Meetings



## 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](http://www.gemslearning.net)



## ***Upcoming Webinars (tentative schedule)*** **INCOSE**

Who	What	When
Lou Wheatcraft	Establishing the Needs and Requirements for a System	Wednesday 16 <sup>th</sup> 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](http://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 added around two weeks before the webinar is scheduled to take place.



# INCOSE 2021 International Symposium



17 – 22 July 2021

Virtual Event

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

JUL  
17  
July 17 to 22,  
2021



Virtual Event





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