

# Glenda H. Eoyang, Ph.D.

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## **Areas of Interest**

- Program and organizational evaluation using the complexity- and systems-based tools of human systems dynamics
- Strategic planning using complex adaptive systems models and tools
- Community involvement in sustainable change
- Public policy planning and decision making in complex environments
- Information services to support integration of delivery of health and human services
- Public speaking on topics related to uncertainty, complexity, and human systems dynamics

## **Professional History**

2009 to Present	Director Adjunct Faculty	Center for Human Systems Dynamics University of St. Thomas, Minneapolis, MN, US
2007 to Present	Associate	Center for Planning, Evaluation, and Assessment Queens University, Kingston, Ontario, CA
2003 to Present	Founder Executive Director	Human Systems Dynamics Institute
1997 to 2000	Vice President	Creative Chaos, Inc.
1990 to Present	President	Chaos Limited, Inc.
1986 to 2000	President	Excel Instruction, Inc.
1983 to 1986	Consultant	Quest Learning Systems, Inc.
1981 to 1983	Consultant	Eidos, Inc.
1976 to 1981	Teacher	High school science and mathematics

## **Education**

Doctorate—Human Systems Dynamics Graduate studies, Science Education	Union Institute & University, Cincinnati, OH, US University of Minnesota, Minneapolis, MN, US University of Oklahoma, Norman, OK, US West Texas State University, Canyon, TX, US
B.A. Liberal Arts—Physics & Philosophy	St. John's College, Santa Fe, NM, US

## **Professional Associations and Awards**

Complexity Consortium	Founder and Facilitator
E:CO Journal	Editorial Board
Institute for Complex Systems and Emergence	Fellow
International Association of Facilitators	Member
Organization Development Network	Member
Plexus Institute, Science Advisory Board	Share the Wealth 2009
Society for Chaos Theory in Psychology and Life Sciences	Member
St. John's College Alumni Association	Member
St. John's College	Immediate Past President
Teaching/Learning Collaborative	Alumni Award of Merit
The Union Institute and University	Board member
World Future Society	Circle of Scholars
Centers for Disease Control and Prevention K2A Panel	Member
	Contributing member

## ***Evaluation***

**Evidence-Based Home Visiting.** Collaborated with Mathematica Policy Research on cross-site evaluation of 17 federally funded home visiting projects with focus on infrastructure investment and whole systems change. This project funded infrastructure investment to support implementation of a wide range of evidence-based home visiting programs in diverse communities and locales. The cross-site evaluation included social network analysis, pattern transformation, and change in systemic infrastructure as a result of targeted investment. In addition to supporting the cross-site evaluation, involvement included providing training and technical assistance in systems thinking and adaptive planning.

**Organizational Change.** Led team to evaluate integration of human services processes and outcomes. 3,000-employee county human services organization consolidated six departments into one. Twelve months into the transformation, HSD Institute was invited to complete a broad-based evaluation process and to recommend steps to move into a second phase of policy, process, procedure, and organizational transformation. The evaluation design focused on communications, management decision making, individual perceptions and expectations, models of change, and process integration. Results framed strategic and operational plans at all management levels across the organization.

**Interdisciplinary Practice.** Designed and implemented an Emergent Evaluation of a complex initiative for interdisciplinary communities of practice in support of healthcare improvement. Through a national grant for research and practice, a Canadian collaborative of healthcare and academic institutions designed and executed a study to build capacity in interdisciplinary education and practice. The HSD design, complemented by an internal evaluation of processes and outcomes, captured systemic changes at multiple levels including teams, institutions, and across academic, economic, and professional communities.

**International Collaborative Crop Research.** Designed and built capacity to implement an integrated model for monitoring, evaluation, and planning for a highly diverse collection of agricultural research projects. The project is co-sponsored by the McKnight Foundation and the Bill and Melinda Gates Foundation. Challenges included emerging learning between research and development, northern and southern academic institutions, social and physical science research paradigms, local and global goals and objectives. The project included organizational, educational, research, and communications redesign to support integrated and collaborative decision making and action.

**Pathways to Employment.** Designed systemic review of 10-year federal program to improve competitive employment of people with disabilities. Over 65 initiatives were implemented under the project, and this retrospective assessment of outcomes, impacts, and sustainability will provide lessons learned and recommendations to support decision-making and action for federal, state (multiple agencies), and local governments as well as public and private employers and people with disabilities.

**Systems and Public Policy.** Participated in expert panels to support applications of systems thinking to US public policy. These forums, hosted by Louise Diamond of Global Systems Initiatives, applied systems thinking principles to issues of nuclear nonproliferation, climate change, and food security.

**Expert Panels.** Contributed to the work of Expert Panels for evaluations for programs sponsored by Kellogg Foundation, McKnight Foundation, US Administration for Children and Families with a focus on broad-based initiatives, systemic outcomes, and highly diversified programs.

## ***Facilitation***

**Home- and Community-Based Services.** Designed, facilitated, and documented monthly meetings of an expert panel of 30 professionals charged with redesigning home- and community-based long-term care services and infrastructure across Minnesota.

**International Philanthropy.** Designed, facilitated, and documented half-day session with 125 representatives of foundations, NGOs, and evaluation professionals as they explored the opportunities and challenges of funding, designing, and managing evaluations of international efforts.

**Federal Grantee Meetings.** Designed, facilitated and documented annual grantee meetings for various grantee clusters of the Office of Child Abuse and Neglect.

**Agriculture and Nutrition.** Designed, facilitated, and documented a working session between McKnight Foundation and Bill and Melinda Gates Foundation to explore the ways in which investments in agricultural and nutritional research and development can generate the most significant and sustainable improvements in well being and livelihood around the world.

**Many other successful meetings.** The principles of human systems dynamics inform open and powerful dialogue among diverse participants. Dr. Eoyang has used her theoretical grounding, her clarity, and her facility with groups to support decision making and action in many venues and on many subjects.

## ***Training***

**Human Systems Dynamics (HSD) Professional Certification.** Provide 10-day certification program to train HSD associates. Since 2003, we have certified 155 professionals from diverse disciplines, sectors, and locations around the world. Each one uses the theory, models, and methods of HSD to influence change in a complex world.

**Thriving in Uncertainty.** Design and deliver a three-day course for Nova Scotia Economic and Rural Development Department to introduce concepts and tools of complex adaptive systems into their public policy and planning activities.

**Doing the Impossible.** Inspire consultants and representatives from academe, business, non-profits, and faith communities across Israel to see and influence emergent patterns in complex systems. The focus was on applications to planning in uncertainty and responding to intractable conflict.

**Transcending Conflict.** Provide new ways for professional mediators to approach complex conflict situations for the National Institutes of Health Ombudsman's Office.

**Academic and Practitioner Conferences.** Over the past 20 years, Dr. Eoyang has presented and scores of conferences and colloquia. Examples include Society for Chaos Theory in Psychology and the Life Sciences; Organization Development Network; American Evaluation Association; Center for Prevention of Alberta; Linkage; Association for Strategic Planning, Shambhala Institute (Halifax, Nova Scotia).

**Many other topics and audiences.** As a master teacher, Dr. Eoyang creates learning environments that challenge new thinking and support innovative action. She has presented and taught to scholarly and practitioner audiences around the world.

## ***Partial List of Publications and Presentations***

- Eoyang, G. H. (2010). *Seeing and Influencing Patterns to Transform Racialization*. Keynote address for Transforming Race Conference, Kirwan Institute for the Study of Race and Ethnicity, The Ohio State University.
- Eoyang, G. H. & W. Morris. (2009 & 2010). *Adaptive Action, Artful Perception*. Module in Shambhala Summer Institute, ALIA Institute.
- Eoyang, G. H. (2009). *Systems Change: Thinking and Doing*, Children's Bureau Evaluation Summit, Washington, DC.
- Eoyang, G. H. & Bob Williams. (2006 – 2008) *Systems Approaches to Evaluation*, professional development workshops, American Evaluation Association Conferences.
- Eoyang, G. H. (2007). *Patterns of Performance*. Performance Improvement Quarterly (20, 2, pp 43-58).
- Eoyang, G. H. (2006). *Human Systems Dynamics: A complexity approach to a complex evaluation*. In Bob Williams and Iraj Imam (Eds.) *Systems approaches to evaluation*. American Evaluation Association.
- Eoyang, G. H. & K. Quade. (2006). *After the Dance*. In Billie Alban and Barbara Bunker (Eds.), *The handbook of large group methods: Creating systemic change in organizations and communities* (pp.354-371).
- Eoyang, G. H. (2003 – 2010). *Human Systems Dynamics Professional Certification Training*, HSD Institute, Circle Pines, MN.
- Eoyang, G. H. (Ed.) (2003). *Voices from the Field: An Introduction to Human Systems Dynamics*. Circle Pines, Minnesota: HSD Institute.
- Eoyang, G. H. (2002). *Conditions for self-organizing in human systems* (Doctoral dissertation, Union Institute & University, Cincinnati, Ohio, 2002). <http://www.Chaos-Limited.com>
- Olson, E.O. and G. H. Eoyang. (2001). *Facilitating organization change: Lessons from complexity science*. San Francisco: Jossey-Bass/Pfeiffer.
- Eoyang, G. H., & Berkas, T. H. (1999). Evaluating performance in a complex adaptive system (CAS). In Lissack, M. and H. Gunz (Eds). *Managing complexity in organizations: A view in many directions*. Westport, CT: Quorum Books.
- Eoyang, G. H., Yellowthunder, L., & Ward, V. (1998). *A complex adaptive systems (CAS) approach to public policy decision-making*. <http://www.Chaos-Limited.com>
- Eoyang, G. H. (1997). *Coping with chaos: Seven simple tools*. Cheyenne, Wyoming: Lagumo.
- Eoyang, G. H., Black-Hughes, C., & Smilonich, D. (1997). *The Robin Hood syndrome: Street gangs as complex adaptive systems*. <http://www.Chaos-Limited.com>
- Eoyang, G. H. (1996). *Genetic algorithm as decision support tool*. <http://www.Chaos-Limited.com>
- Eoyang, G. H. (1996). *Boardrooms of the future: The fractal nature of organizations*. In *Fractal Horizons*. Clifford A. Pickover, Editor. NY: St. Martin's Press.