



**ATTRACTORS**  
**THE INFO-LETTER OF THE**  
**HUMAN SYSTEMS DYNAMICS INSTITUTE**  
**VOLUME 5.12**  
**DECEMBER 2008**

*Every month **Attractors** shares tips and tools from human systems dynamics. In this month's edition, Glenda Eoyang reflects on **THANKSGIVING!***

As this year draws to a close, it is a wonderful time to reflect on the challenges and accomplishments of the past and look forward with hope to the possibilities of the future. The faces of friends and colleagues flood my mind, and I am grateful to each for tremendous gifts of insight, encouragement, and support.

Our HSD team—Royce Holladay, De Kregel, and Julia Herzing—come first. They have moved our work forward in innumerable ways. Royce's creative spirit and unflagging support have opened doors to new realms of learning and action. De's reliable caretaking of people and data have built a foundation on which we stand to reach further than ever before. Julia's innovations in processes and systems have established a stable infrastructure for our expanding network of Associates. Thank you!

Our insightful and creative clients have shared their challenges with us and pushed us to new ways of seeing, saying, and acting in complex environments. Mary Eddy leads a team that brings individuals and groups into collaborations to improve the future of youth in East Central Illinois. Alex Bartolic challenges bureaucracy to imagine new ways for government to collaborate with business, industry, nonprofits, advocacy groups, and consumers to improve services and outcomes for elders and people with disabilities. Howard Gadlin shifts conflict resolution from individual to systemic interventions. The team at MnLARS applies innovative methods to re-imagine the relationships between technology and people. Jane Maland Cady builds learning communities around the world for research and development to improve nutrition and livelihood. VPD at Honeywell Aerospace bridges the gap between technical solutions and real-world change. Melissa Browdowski stands at the intersection of evidence-based practice and better lives for children and families. All of our other clients see opportunity for creative action in the chaos of increasing expectations and declining resources. These people, and their dedicated teams, step beyond the tried-and-true solutions of the past to reach for the adaptive and effective solutions of the future. Thank you!

The HSD Institute Boards – both the Board of Directors and the Associate Network Board - challenge our assumptions and set high standards for accountability and reliability as we move into an ever-expanding world of opportunity. Thank you!

Our Network of HSD Associates—125 and growing—continues to expand as Associates develop their own praxis in widely diverse environments. Denise Easton uses the Internet to explore what it means to teach and learn in a digital age. Brenda Fake stands squarely in the business of business and stretches herself and others to see and influence emergent patterns. Larry Solow merges his understanding of process optimization with self-organizing systems to move people, processes, and policies toward greater accountability. Kristine Quade finds new ways to bring others into the power of HSD methods, tools, and techniques. Brenda Dale influences national government and culture in the small and volatile country of Bermuda. Janice Downing launches a new venture to break through HR practices of the past. Srik and Barbara at the Ball Foundation lead school systems beyond reform and into transformation. Mary Nations pushes the horizon of diversity training. Wendy Morris translates the HSD poem into dance and relationship. Jim Roussin paints pictures to shake others' mental models. Janice Ryan connects the disconnected to build capacity

among victims of Alzheimer's. Lois Yellowthunder straddles the transformation of bureaucracy and the opportunities for international peace and justice. The list literally goes on and on. Each one of these—and many others unnamed—use their creative energies to respond to the urgent challenges of 21<sup>st</sup> century change. Thank you!

Friends and colleagues around the world share their insights, challenge our assumptions, and contribute to the growing field of human systems dynamics. Thank you!

As we move forward, we will travel the paths of learning and change both as individuals and as communities. The New Year will bring many challenges and opportunities. In the coming year, we will:

- Develop consulting and project management protocols to standardize HSD practice while remaining adaptive to the unique patterns of each situation.
- Grow the HSD Institute business model to scale up the good work of the past into the expanding work of the future.
- Establish constant and reliable sources of revenue to support research, communications, and innovative practice.
- Launch a master's program to integrate HSD work into academic and research communities.
- Continue to find and nurture individuals and organizations that recognize the limitations of historical practices and wish to reach beyond them toward more adaptive futures.

Personally, I cannot image a more exciting time to be alive or a more challenging one. Around the world, across industries and communities, among individuals and groups, we see urgent demands for new ways to see, think about, and influence complex human systems dynamics. I am honored to make this journey with so many creative and powerful people. I am thankful for their gifts of enthusiasm and insight. I am awed by the possibilities.

Thank you for a wonderful 2008 and for the unlimited opportunities of 2009. I hope that you, too, find compelling questions and challenging and supportive communities in which to pursue them.

Happy New Year 2009!  
Glenda

For more information about HSD Institute, visit our website at [www.hsdinstitute.org](http://www.hsdinstitute.org).

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