



**STRATEGY TO ACTION:
HUMAN SYSTEMS DYNAMICS AT WORK**
GLEND A H. EOYANG

Human Systems Dynamics assumes:

- Fitness is the foundation of success.
- Dialogue is only the beginning. Meaningful change depends on action more than words.
- Individual transformation is not enough. Real change engages teams, organizations, industries, communities, and the processes that bring all these levels into creative relationship.
- All models are wrong; some are more useful than others.
- Prediction is sometimes impossible, and control is often too expensive.
- Valuable insights are both TRUE and USEFUL.
- Possibilities for the future are locked into the patterns of today's reality.
- An answer has a short shelf life, but a good question can serve forever.

Do these truisms shock or confirm your own beliefs about organizational change and performance? If they shock you, then you may be missing some of the rich opportunities that swirling chaos can bring to you and your organization. If they confirm your beliefs, then you can build on success as you articulate and share your innate understanding of complex human systems dynamics.

In either case, a deeper understanding of human systems dynamics will improve how you see, understand, and take effective action to improve performance in times of unpredictable change. Join Glenda Eoyang and the HSD Institute in a webinar series that will help you turn strategy into action.

During this seven-part series, you will:

- Approach human performance in new and more productive ways.
- Learn tricks to help you manage projects in unpredictable situations.
- Manage performance—yours and others'—even when you cannot predict or control objectives and outcomes.
- Make and implement plans that help you balance stability and surprise.
- Design and execute communication strategies that take advantage of the inherent communicative capacity of a community.
- Prepare yourself and your staff for the future through training and development strategies that build adaptive capacity.
- Leverage your engagement in virtual communications to improve both process and outcomes.
- Establish relationships in a network of shared inquiry around the world.

You should join this on-line conversation and community if you:

- Are unsatisfied with the effectiveness of your current approaches to:
 - Project management
 - Performance management
 - Planning
 - Communications
 - Training and development
 - Virtual teaming
- Feel frustrated with the speed and unpredictability of change.
- Have difficulty explaining to others your reliable intuitions about what should be done and how to do it.
- Are curious about the ideas of chaos and complexity connected to business, and want to see how those ideas can make a real difference in decision making and action.

Seven on-line webinar sessions will lead you to rethink strategy and to move toward productive action.

An Introduction to Human Systems Dynamics (HSD). During this session, you will explore the basic theory and practices of HSD. You will see how this radical new approach prepares you and your team to approach human performance in new and more productive ways. This session is provided free of charge, and serves as a prerequisite to all other sessions in the series.

HSD and Project Management. Traditional project management theory and practice assume the ability to predict and control. Real projects, however, make no such assumptions. Experienced project managers know the art of balancing control and flexibility, especially in complex projects, processes, or environments. This session applies principles of HSD to provide tools, tricks, and techniques that will help you manage complex projects more effectively.

HSD and Performance Management. It would be easy to manage performance if people were machines: point them in the right direction, give them resources, and evaluate them at the end of the year. Rigid outcomes and measures of performance depend on such expectations. Unfortunately very few jobs and even fewer human beings function like machines. Instead, people introduce choice, and environments change unpredictably. This session introduces a method of adaptive performance management that supports excellent work even in unpredictable circumstances. It will help you manage performance—yours and others’—even when you cannot predict or control objectives and outcomes.

HSD and Planning for Change. When things are changing quickly, you need planning methods that are iterative, fast, and flexible. HSD provides models, methods, and tools that help you collect data quickly, analyze creatively, and work adaptively regardless of how unstable or surprising your environment is. During this session you will learn some of the HSD tricks that will help you make and implement plans that balance stability and surprise.

HSD and Communications. Often we hear challenging human systems dynamics explained away as “failure to communicate.” Usually we find this is a symptom rather than a cause of ineffective patterns in human systems, but communications can be a great tool for shifting unhealthy or unpleasant dynamics. In this session, you will learn to design and execute communication strategies that take advantage of the inherent communicative capacity of a community.

HSD and Training and Development. Adaptive capacity is the ability for individuals and groups to engage productively with their environments. Training and development programs—regardless of the explicit content—can be designed to enhance the adaptive capacity of staff and managers. This session prepares you and your staff for the future through training and development strategies that build adaptive capacity.

HSD and Virtual Teams. In today's global marketplace, more and more of the real work is done in virtual space. Conference calls, video conferences, email, and text messages are the backbone of corporate communication today. Many assumptions and habits of traditional work do not translate into this electronic environment. In this session, you will learn ways to leverage your engagement in virtual communications to improve both the processes and outcomes of on-line business interactions.

In addition to real-time engagement in the webinars and access to the archived versions, registration in the series gives you access to an on-going *on-line dialogue* with other scholar practitioners to explore how you and they put these powerful ideas into action.

Mark your calendar! 12:00 noon to 1:00 pm Central on each of the following Wednesdays:

September 10, 2008

November 5, 2008

January 7, 2008

October 8, 2008

December 10, 2008

February 11, 2008

Tuition:

Series of six sessions: \$199.00

Sign up for all six sessions and receive a free copy of *HSD @ Work* by Royce Holladay and a \$100 discount on the 10-day Human Systems Dynamics Professional certification program.

Your Guide. Glenda H. Eoyang, Ph.D., is a master teacher with deep insights into the art and science of self-organizing systems. As a pioneer in the field of human systems dynamics, Eoyang applies principles of self-organizing to help people thrive in unpredictable environments. Since 1988, she has provided training, consulting, coaching, and facilitation support in both the public and private sectors. She is currently serving as founding Executive Director of the Human Systems Dynamics Institute, a network of professionals working at the intersection of complexity and social sciences. Her published works include numerous scholarly and practical articles, *Coping with Chaos: Seven Simple Tools*, *Facilitating Organization Change: Lessons from Complexity Science*, and *Voices from the Field: An Introduction to Human Systems Dynamics*.

For information about Dr. Eoyang, human systems dynamics, and related tools and techniques, visit www.hsdinstitute.org.