

SYSTEMIC LEADERSHIP: Featuring the Systems Thinking RoundTableInstructor: Sue Gabriele, PhD, sgabriele@gemslearning.net**COURSE SYLLABUS** (also available online: site TBA where you can check for updates)

	Session Topics	Post
#1 August 29	Course Overview: A seven-week journey in linking systems thinking, instruction, management, psychology, and more to glean out the core facts of systemic leadership, social systems, material & human cause/agency. Level 1 RoundTable Experience	
	Outcomes in large social systems (SS): Schools, Workplaces, Global: Decline & Current Conflicting Practice and Theory. Directive vs. Participatory. Bolman & Deal Four Frames. Overview and selected Systems Theory & Methodologies, Jackson, Banathy	
#2 September 5	The Journey's V path: Top left, unit of analysis large SS, down to individual unit of analysis, system member, back up to the pair, room, large SS. Unifying SS Theory: Boulding's General Systems Theory (GST) with examples. Evolving RoundTables	
	Boulding's GST summaries by Scott and Checkland. Nine core factors to Three: Things, People, Outcomes (TPO). Cordell, Socio-Technical Theory. Three core factors to One: Adjustment Capacities. Control Systems Engineering. Peer-led Level 1 RoundTable	
#3 September 12	Unit of Analysis & Agency in each individual. Infinite Variability clusters into three Domains: 1. <i>Cognitive</i> (learning), 2. <i>Affective</i> (engagement/motivation), 3. <i>Psychomotor</i> (performance <i>CAP</i>). Also, two causes of individual behavior: <i>ability</i> (Cognitive and Psychomotor) and <i>willingness</i> (Affective). Level 1 Specific RoundTable Experience	
	Inside the Individual: Close Up on the Cognitive, Psychomotor and Affective Domains. Links with examples: Updated Maslow's Hierarchy of Human Needs, Roger's insights on facilitating another's learning; Gordon's Levels of Competence.	
#4 September 19	Updating Theory & Practice: Pair Level – from Install or Laissez-faire → the Provide/Pickup. Boulding's Level 3: control systems, on-off switches and levels of expertise. Outcomes linking TPO and Maslow. The V in an Iceberg Metaphor	
	Pair Level Tools for Systemic Leadership. Patterson's crucial conversations/confrontations, Gordon's Leader Effectiveness Training. When and how to Listen, to Speak, Gear-Shifting, and more. Mid-Term Formative Assessments. Level I Specific RoundTable	
#5 September 26	Updating Theory & Practice: Room Level (or small SS) Thermostat Metaphor (OFF: <i>Planning</i> ; ON-Manual: <i>Delivery</i> (of lesson/curriculum/agenda); ON-Auto: <i>Management</i> by exception (Individuals self-regulating except if a problem occurs. History & Underpinnings of the Systems Thinking RoundTable	
	Room Level Tools for Systemic Leadership. Gordon's Method III problem solving. Kemp's categories by <i>group size</i> (individual work, pair share, team work, whole group activities, e.g., lecture, RoundTable; and <i>activity nature</i> (e.g., directive vs. cooperative/self-directed). Prong I of the Triple-Action RoundTable.	
#6 October 3	Updates: Very Large Social System (SS): Span of control → Span of pickup. Hardin's Tragedy of the Commons and CAP Span. Nobel Prize Winner Ostrom and Revisiting the Commons. Buckley. Examples in schools and workplaces. UDIBASCS (User-designed ideal-based automated social control systems) with everyday examples.	
	Triple Bottom Line. Prong II of the Triple-Action RoundTable: Buckley Revising <i>Control</i> Systems to be framed as <i>Support</i> systems. Individual and Team Reports	
#7 October 10	Conclusions: Systemic Innovations and Interventions as rICE (i.e., relative to users Inclusive, Continuing, and Emancipatory. Reframing Bolman and Deal's four frames from descriptive to explanatory. Individual and Team Reports.	
	Summary and TPO Thermostat Leadership. Prong III of the Triple-Action RoundTable. Individual and Team Reports. Entry Points (Pickup Points) of the three prongs as [1] <i>Bottom-Up</i> , <i>Top-down</i> , and Ideal Seeking or <i>Out-of-the box</i> . Final Assessments.	

SESSION SCHEDULE: Bring to each 4-hour session: Handouts provided, materials, a beverage/snack

Ohio	Calif	Min	Activity (Double lines indicate break or session end)
1 pm	10 am	30	RoundTable: Check in on Participants, their SS, article, and/or 3-minute Reading
1:30	10:30		Session Topic 1: PPT & Discussion (with Theory, Practice, Visuals, Examples)
			Questions, Comments, Elaborations/Team & Individual Reports
			Session Topic 2: PPT & Discussion (with Theory, Practice, Visuals, Examples)
			Questions, Comments, Elaborations/Team & Individual Reports
4:30-5	1:30-2	30	Topic/Text-Study RoundTable: Wrap up, Focus on School/Workplace Article
Clock Time		4 hr.	Total Session (Allow about 2 hours outside work after each session)

POST: After each session, you can access the session ppts, and an article to critique before the next session.

1 Written Critique (email to Sue)	<p>Critique Format: Write a half page total on an assigned article, one or two sentences responding to the five issues below. It is due by email to Sue the Friday before the next session.</p> <p>a) The audience for and type of article: from academic to reader-friendly; journal to popular</p> <p>b) Topic/theme/point-of-view, and/or findings of the article</p> <p>c) The evidence presented</p> <p>d) Strengths of the article</p> <p>e) Limits/limitations of the article</p>
2 Individual or Team Activities	<p>Option A: Add a 30-minute RoundTable series to your class/workplace—weekly (or monthly)</p> <p>Option B: Establish an appreciative friends' group (a critical friends group flipped). In between sessions, schedule zoom/call with classmate(s). Allow equal time (e. g., 5-15 minutes) each. Suggestion or Option for format: Begin with "Regarding the last session, a) What I gained was ... b) What I am uncertain about is ... c) I am looking forward to ..."</p>

COURSE REQUIREMENTS

- 1- Attendance: at all sessions via laptop or desktop computer with your video enabled
- 2- Participation: in class; session homework; assessments (mid-term/formative and final/summative)
- 3- (Optional) Register for Ashland Graduate Credit.

COURSE READINGS: Provided and assigned after the session, readings draw from these and others:

Boulding, *General Systems Theory*
 Brokaw, *Books that Transform Companies*
 Byham, W. C. *Zapp! The Lightning of Empowerment*
 Hardin, *The Tragedy of the Commons*
 Norum, *Appreciative Design*
 Rogers, *On Becoming a Person*
 Rogers, *Space Shuttle Challenger Accident*
 Shneiderman, *Science 2.0*
 Singleton, *Head, Hands and Heart Model*
 Slaper, *The Triple Bottom Line*
 Whitney, *Leading Positive Performance*
 Reed-Jones, *Faith in the Reality of Belonging*
 U.S. NRC, *Three Mile Island Accident*

ALSO PROVIDED

Articles /texts we will use in RoundTables; Bibliography of recommended readings