

CONNECTING

THE

ART & SCIENCE

of Program & Project Management

SYSTEMS THINKING AND ACTION IN THE 21st CENTURY

Seminar Leaders: Russell Ackoff, Vincent Barabba,
William Bellows, and John Pourdehnad

November 13-17, 2006 | Los Angeles, California, USA

Presented by the In2:InThinking Network



ABOUT THE SEMINAR

How This Seminar Differs From Others

This course differs from the conventional courses on project and program management (PPM) in that, whereas they work from the inside out, this course works from the outside in. It takes a systemic rather than an analytic approach to the process. Rather than work on aspects of PPM taken separately and then trying to synthesize them into an overall approach to the process, this course starts with the effect of the organizational context within which PPM takes place. It shows that without changes in this context, PPM is severely handicapped. The problem then, for those who cannot control the organizational context of PPM, but can control such management itself, is how can they approximate the types of context changes required to make PPM effective? In this seminar, our aim is to show you how to achieve these results.

Should You Attend?

Anyone interested in improving the planning and implementation of programs and projects will gain a deeper appreciation of managing and leading these efforts from this seminar.

About the In2:InThinking Network

The In2:InThinking Network brings together people who share an interest in using better thinking to create a better future – for individuals, organizations, and the world at large. Our theoretical grounding joins the work of Russell Ackoff, Edward de Bono, W. Edwards Deming, Genichi Taguchi, and other better-thinking theorists. Our efforts seek to explore, combine, and extend their thinking for the increase of consciousness and understanding about how thinking can bring forth a better world. We believe that by “thinking about thinking” – or InThinking – we manage resources, acquire knowledge, work together, lead organizations, and plan more effectively. With InThinking we create a new awareness of various forms of thinking, their interdependency, the possible ways of integrating them, and including them - toward more joy and quality of life in individuals and organizations.

Please see our website www.in2in.org for additional seminar details, including opportunities for customized in-house classes.

Seminar Leaders

Russell Ackoff (RA) is the Anheuser-Busch Professor Emeritus of Management Science, the Wharton School, and Distinguished Affiliated Faculty, Center for Organizational Dynamics, both at the University of Pennsylvania. Prior to retirement from Wharton in 1986 he was Chairman of the Social Systems Science Department and Director of The Busch Center for Systems Research. He has authored twenty three books: most recently *Idealized Design: How to Dissolve Tomorrow's Crisis...Today*, *Beating the System*, and *Redesigning Society*.

Vincent Barabba (VB) is founder of two companies – Decision Making Information (now WirthlinWorldWide) and Market Insight Corporation, and also the former general manager of Corporate Strategy and Knowledge Development of the General Motors Corporation. He is the author of *Meeting of the Minds*, and *Surviving Transformation* and co-author of *Hearing the Voice of the Market* and *Decision Making Amid Turbulence, the Story of the 1980 Census*. In addition, he was recently named to the Market Research Council Hall of Fame.

William Bellows (WB) is an Associate Technical Fellow and Site Lead for the Enterprise Thinking Network at United Technologies' Pratt & Whitney Rocketdyne (PWR) business unit in Los Angeles. He is known within PWR and his previous employer, Boeing, and for providing insights to the advantages of thinking together, learning together, and working together. Away from work, he serves as a board member of the W. Edwards Deming Institute and also as a founding board member and current President of the In2:InThinking Network. Dr. Bellows earned his Ph.D. in mechanical engineering from Rensselaer Polytechnic Institute.

John Pourdehnad (JP) is Associate Director of the Ackoff Center. He holds his Ph.D. in Systems Sciences from the Wharton School, and is currently an adjunct professor of Systems Engineering at the University of Pennsylvania. His primary areas of focus and research include implications of Systems Thinking in complex problem formulation and systems redesign, integrative project management, knowledge development in creation of new products and services and the development of socio-technical systems for learning and knowledge-to-wisdom management in complex adaptive systems. He is teaching project management to undergraduates and graduates as well as project managers and executives.

SEMINAR SCHEDULE

Monday, November 13

11:00 - 1:00pm	Seminar Registration
12:00 - 1:00pm	LUNCH
1:00 - 2:30pm	Part 1 - Opening Remarks and Seminar Introduction (RA, WB, JP)
2:30 - 3:00pm	BREAK
3:00 - 4:30pm	Part 2 - Review of the Traditional Art & Science of PPM (JP)
4:30 - 6:30pm	BREAK for Dinner
6:30 - 8:00pm	Reflections - time for Questions and Answers with the Seminar Leaders

Tuesday, November 14

7:00 - 8:00am	Continental Breakfast
8:00 - 9:30am	Part 3 - Analysis - The Current Dominant Pattern of Thought in PPM (RA)
9:30 - 10:00pm	BREAK
10:00 - 12:00pm	Part 4 - The Concept of Systems in PPM and the Limitations of Analysis (RA)
12:00 - 1:00pm	Lunch
1:00 - 2:30pm	Part 5 - The Emergence of Synthetic Thinking (RA)
2:30 - 3:00pm	BREAK
3:00 - 4:30pm	Part 6 - Some of the Major Effects of Synthetic Thinking on PPM (RA)
4:30 - 6:30pm	BREAK for Dinner
6:30 - 8:00pm	Reflections - time for Questions and Answers with the Seminar Leaders

Wednesday, November 15

7:00 - 8:00am	Continental Breakfast
8:00 - 9:30am	Part 7 - Organizational Implications of Systems Thinking in PPM (RA)
9:30 - 10:00pm	BREAK
10:00 - 12:00pm	Part 8 - Organizational Learning and PPM (RA)
12:00 - 1:00pm	Lunch
1:00 - 2:30pm	Part 9 - Reflections on the Role of Systemic Thinking to Advance PPM (JP)
2:30 - 3:00pm	BREAK
3:00 - 4:30pm	Part 10 - Decision Making During Uncertainty - Context (VB)
4:30 - 5:30pm	BREAK
5:30 - 8:00pm	DINNER, including an After-Dinner Presentation by Vincent Barabba

Thursday, November 16

7:00 - 8:00am	Continental Breakfast
8:00 - 9:30am	Part 11 - Decision Making During Uncertainty - Project Risk Management (VB)
9:30 - 10:00pm	BREAK
10:00 - 12:00pm	Part 12 - PPM using Enterprise Thinking and InThinking (WB)
12:00 - 1:00pm	Lunch
1:00 - 2:30pm	Part 13 - PPM using Variation Management (WB)
2:30 - 3:00pm	BREAK
3:00 - 4:30pm	Part 14 - PPM using Resource Management and Investment Thinking (WB)
4:30 - 6:30pm	BREAK for Dinner
6:30 - 8:00pm	Reflections - time for Questions and Answers with the Seminar Leaders

Friday, November 17

7:00 - 8:00am	Continental Breakfast
8:00 - 9:30am	Part 15 - PPM and the Concept of Interchangeable Parts (WB)
9:30 - 10:00pm	BREAK
10:00 - 12:00pm	Part 16 - Seminar Integration, CLOSE (RA, WB, JP)

REGISTRATION

The cost of the seminar is \$2,800 per person. A \$300 discount is available for those who register on or before October 12. Included for this fee is a full set of seminar handouts, plus 2 books by Russell Ackoff, *Re-Creating the Corporation and Idealized Design - How to Dissolve Tomorrow's Crisis...Today*, Vincent Barabba's book, *Surviving Transformation*, plus W. Edward Deming's, *The New Economics*. In addition, this fee includes lunch on Monday through Thursday, continental breakfast on Tuesday through Friday, and dinner on Wednesday.

Register online at www.in2in.org or by downloading and completing the registration form and faxing it to us or mailing it to our contact address. Once registration is confirmed, we will contact you to request payment, which can be made by check or money order or by using the PayPal service on our website.

Where Will We Be?

This seminar will be held in Los Angeles, California, on the western edge of the San Fernando Valley, at the Venetian Palace in Canoga Park.

For those attendees in need of hotel arrangements, special guest rates are available at the nearby Hilton Woodland Hills (6360 Canoga Avenue, Woodland Hills), which is 2.6 miles away from the Venetian Palace. For detailed information about alternate hotel locations, transportation, and parking, please visit our website at www.in2in.org.

Rooms at the Hilton Woodland Hills have been reserved for seminar attendees at the group rate of \$128 per night plus 14% tax. To make reservations at the group rate, please call 818-595-1000 before October 12 and state that you are attending the "In2:InThinking" event. Another option for reservations is to call 800-HILTONS or go online to www.woodlandhills.hilton.com and use the group code "IN2" to get the seminar room rate.

Please don't hesitate to contact to us if you would like more information about this seminar, including opportunities for customized in-house versions.

Contact

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