# CREATING 21ST CENTURY LEADERS

## SAYBROOK OFFERS NEW SCHOOL IN ORGANIZATIONAL LEADERSHIP AND TRANSFORMATION

There are lots of places someone can go to get a degree in the way business has always been done, and organizations have always been led.

But now Saybrook University's offering a whole new kind of curriculum:

its **SCHOOL OF ORGANIZATIONAL LEADERSHIP AND TRANSFORMATION** is dedicated to developing leaders and change agents for the 21st century.

We can do better than we have in the past. Organizations can be led and managed with meaning, purpose, and integrity.

"The traditional educational model of book learning is inadequate to meet today's needs," said school co-chair Jeff McAulliffe. "Our unique programs provide the theory and practice required for you to be successful and make the impact our organizations and communities need."

Co-chair Nancy Southern agreed. "Our challenges today are systemic challenges. They exist in healthcare, business, education, and communities. And research has shown that very few leaders have the knowledge and skills to meet those challenges. But it's what we teach."

### THE SCHOOL OF ORGANIZATIONAL LEADERSHIP AND TRANSFORMATION OFFERS

- MA IN ORGANIZATIONAL SYSTEMS
- A LIOS MA IN ORGANIZATIONAL SYSTEMS, SPECIALIZING IN LEADERSHIP AND ORGANIZATION DEVELOPMENT
- AN MA IN ORGANIZATIONAL SYSTEMS, SPECIALIZING IN LEADERSHIP OF SUSTAINABLE SYSTEMS
- A PHD IN ORGANIZATIONAL SYSTEMS SPECIALIZING IN LEADERSHIP OF SUSTAINABLE SYSTEMS

All programs are designed for working professionals, and offer cutting-edge theory and research folded into a curriculum that you don't just sit through – you experience and apply everything you learn in real-time situations.

# JOIN THE CONVERSATION

We know more about organizational transformation than we ever have before. Systems theory is advancing every day. There's a vibrant conversation happening, and it's going to change the world.

Do you want to be part of it?

**RETHINKING COMPLEXITY.COM IS WHERE SAYBROOK'S SCHOLARS IN LEADERSHIP AND ORGANIZATIONAL TRANSFORMATION SHARE THEIR EXPERTISE.**

From testing the design of 21st century organizations to understanding the "collaborative advantage," from "conscious self-disruption" to the emotional hazards of telecommuting, it's right there, written by scholars and industry experts, with new content three times a week.

Join us at www.RethinkingComplexity.com, and be part of a conversation that's changing the way we live and work in the 21st century.

# LEADING CHANGE, SAVING LIVES

## ALUMNUS DAVID WILLIAMS APPLIED WHAT HE LEARNED ABOUT ORGANIZATIONAL SYSTEMS AT SAYBROOK TO BECOME A LEADING CONSULTANT TO EMERGENCY SERVICE PROVIDERS AROUND THE WORLD.

It's early morning and Organizational Systems Alumnus David Williams, PhD is on a virtual meeting coaching hospital teams across the Atlantic. In the Southwest of England, nurses are trying to reduce hospital associated infections in acute care hospitals. Headset on and consciously listening, he hears stories from frontline staff on the unit.

One of the nation's leading experts on emergency service and health care efficiency, he's using his Saybrook education to help hospitals and ambulance services around the world save lives.

A volunteer with his local firefighters when he was in high school, David went on to study in one of the first bachelors programs focused on the management of Emergency Medical Services in college, and worked as a city paramedic nights and weekends. After a decade of frontline experience and a leadership role in quality improvement, he enrolled at Saybrook University.

"One of my courses was on consulting skills and Professor Nancy Southern enabled me to work with an EMS Consulting firm as part of my studies to gain hands on experience and make the learning include pragmatic application." He said. At the end of the semester, the firm offered him a role as a senior consultant and he spent the next six years reviewing and improving EMS systems around North America, training leaders of 911 centers and ambulance services, and conducting industry research on practices and performance.

After a major federal report found that EMS system design and operations were lacking, David's Saybrook dissertation became the first significant study to examine system design holistically and identify the obstacles to a patient-centered approach. His dissertation was honored as the Saybrook dissertation of distinction for 2010. "I was humbled by the recognition of the work and my Mom was very proud."

Now the proprietor of his own consulting firm – **TrueSimple** – based in Austin, Texas, Dr. Williams also serves on the faculty of the Institute for Healthcare Improvement in Cambridge, MA, making him a member of an elite group of advisors that support EMS improvement collaboratives around the world.

# BUILDING PEACE IN THE MIDDLE EAST

"Hiking through the forest, sleeping beneath the stars or sitting around a campfire over a meal with someone who's supposed to be an enemy can be transformative," says Nettie Pardue.

She should know. Nettie is Director of Programs at the **Outward Bound Center for Peace Building** (OBCP). For the past four years they have been implementing the Palestinian and Israeli Emerging Leaders program that brings leaders from each side together to meet and share experiences.

Nettie, an alumna of Saybrook's LIOS program in **LEADERSHIP AND ORGANIZATION DEVELOPMENT**, is there every step of the way, from designing the programs to training, facilitating and coaching participants.

It's the kind of work she says a LIOS degree prepared her for.

"It's experiential and it's hands on," she says. "With the experiential learning emphasis at LIOS, you live it and learn it so much more deeply: it gets kinesthetically encoded. I'm not a 'read a textbook and regurgitate it back' person. Everything we were exposed to, we could immediately try it out. I have embodied many of the lessons that I learned at LIOS and can draw upon them as practical resources."

**The Outward Bound Center for Peace Building** also trains individuals from all over the world in experiential peace building who want to develop programs like this for their own societies. The skills she's developed, and the work she's doing, may bring change to some of the world's most conflicted regions, one person and one group at a time.

# CREATING MORE AUTHENTIC WORKPLACES

When an executive at jewelry-maker Alex and Ani asked Dennis Rebelo for advice on how she could develop a better rapport with one of her managers, he suggested she tell the manager a story.

But not just any random story, like the kind that employees typically share around a water cooler. The story needed to resonate. He suggested she tell the manager about a time when she once faced a sales challenge that the manager was experiencing now, and discuss how she overcame it. This kind of story, Dennis told the executive, would convey a shared experience that would bring the two together in understanding.

His advice worked, leading to a meaningful conversation about the obstacles the manager was facing.

"People aren't machines," said Dennis, who is president of the **Alex and Ani University Professional Development Center** and a doctoral candidate in organizational systems at Saybrook University. "They're not part of the big machine at work. That kind of thinking strips away their vitality. People are yearning to belong to an organization that is meaning making and actually stands for something that can be linked to who they are."

Storytelling helps foster that, Dennis noted, and developing a better understanding of the power of storytelling is what brought him to Saybrook in 2009. He wanted to develop a broader understanding of storytelling and its role in organizational culture and corporate environments, and so he worked closely with instructors such as Dr. Amedeo Giorgi, a leading researcher in the field of phenomenology.

"I was able to take every phenomenology class Amedeo offered," Dennis said.

> "I was interested in how someone's lived experiences influence story; how you could understand the science of story. Where else could I have received such insight and practice?"

Dennis has presented on his graduate research at several conferences, including the *International Human Science Research Conference* in 2011 and 2012. In 2013, he spoke about "*Peak Storytelling*" and the leader's changing role as primary storyteller at a TEDx event held in his native Providence, R.I.

Today, Dennis incorporates much of his Saybrook studies into the curriculum he teaches at the **Alex and Ani University Professional Development Center**. He tells prospective Saybrook students to consider the complexity of being authentic in the workplace and ask themselves if they want help make authentic workplaces a reality.

"If you do," Dennis said, "look into Saybrook."