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Leadership Doctorates Newsletter: Volume 8, Number 2

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Leadership Doctorates Newsletter

Volume 8 Number 2

June 14, 2022

Leadership Doctorates Newsletter reports information relevant to the Thomas Jefferson University **Strategic Leadership** and **Complex Systems Leadership** programs and communities including personal and professional events, accomplishments, new practices, research, opportunities, and suggestions. You are encouraged to forward the *Newsletter* to friends and colleagues to expand awareness and to brand yourself as a community member. You are also invited to recommend people or organizations to be added to the mailing list. Contact the Editor by emailing Lawrence.Starr@Jefferson.edu.

Doctor of Management Commencement

On Thursday May 12, 2022, Thomas Jefferson University held its 198th Commencement during which the School of Continuing and Professional Studies presented 13 Doctor of Management in Strategic Leadership Candidates and Graduates. Scroll to 3:01:10 on this link <https://www.livecast.video/tju2> for the Dean's comments and to watch your colleagues on stage.

Congratulations to Dr. Sagar Sharma, Cand. Mark Pisacane, Dr. Sung Won Paek, and Cand. Anne McCafferty



Congratulations to Dr. Bibi Khan, Cand. Syed Kazmi and Cand. Michael Jones



Congratulations to Cand. Carol Haines, Cand. Andrew Braverman, Cand. Hamid Bertal and Rev. Dr. Valerie Andrews



Congratulations to Dr. Regina Tendayi and Dr. Teresa Wolfgang (with Dr. Dominick Volini)



Dr. Dominick Volini, Dr. Shelley Osagie, Dr. Sagar Sharma, Dr. Rosa Colon-Kolacko and Dr. Larry M. Starr



Participants with Tom Guggino, Commencement Marshal



Updated Dissertation Proposals and Defenses

Congratulations to the following who successfully completed their **Dissertation Proposal**, are working with or have completed IRB approval, and are anticipated to finish in Summer or Fall:

Christine (Tina) Wiltsee, supervised by Joel Adler

William Myles, supervised by Dr. Larry M. Starr

Hamid Bertal, supervised by Dr. John Pourdehnad

Syed Kazmi, supervised by Dr. John Pourdehnad

Anne McCafferty, supervised by Dr. John Pourdehnad

Michael Jones, supervised by Dr. Ana Reyes

Congratulations to the following who successfully completed their **Dissertation Defense** in 2022:

Dr. Regina Tendayi, supervised by Dr. Larry M. Starr

Dissertation: [Rethinking Human Resources Management in a Complex Context: Proposing Systemic Human Resources Management \(SYS HRM\).](#)

Dr. Sagar Sharma, supervised by Dr. Rosa Colon-Kolacko

Dissertation: [A Systemic Model To Augment Consulting Competencies For Success In a Remote And Multicultural Work Environment](#)

Mark Pisacane,* supervised by Dr. Syd Havelly (*has 1 elective to complete in summer)

Dissertation: [Meeting Mode Effects On Quality And Effectiveness With Clients And Sales Teams Utilizing Consumer Idealized Design](#)

Dr. Sung Won Paek, supervised by Dr. Larry M. Starr

Dissertation: Ideal Design for Emergence of Diversity, Equity, Inclusion, and Community Health Engagement Using Systems Thinking

Dr. Teresa Wolfgang, supervised by Dr. Dominick Volini

Dissertation: [Identity, Transition, And High-Performing Veterans](#)

Congratulations to **Dr. Eugene de Klerk**, supervised by Dr. John Pourdehnad, who completed his dissertation and graduated in 2021 and who now has his manuscript uploaded to the Jefferson Digital Commons.

Dissertation: [Metamodern Strategy: A System Of Multi-Ontological Sense Making](#)



Strategic Leadership at Sea

Question: What does one do after completing all coursework, writing and defending a dissertation, earning a doctoral degree (in record time: Fall 2019 until Fall 2021) then Walking at Commencement in May 2022?

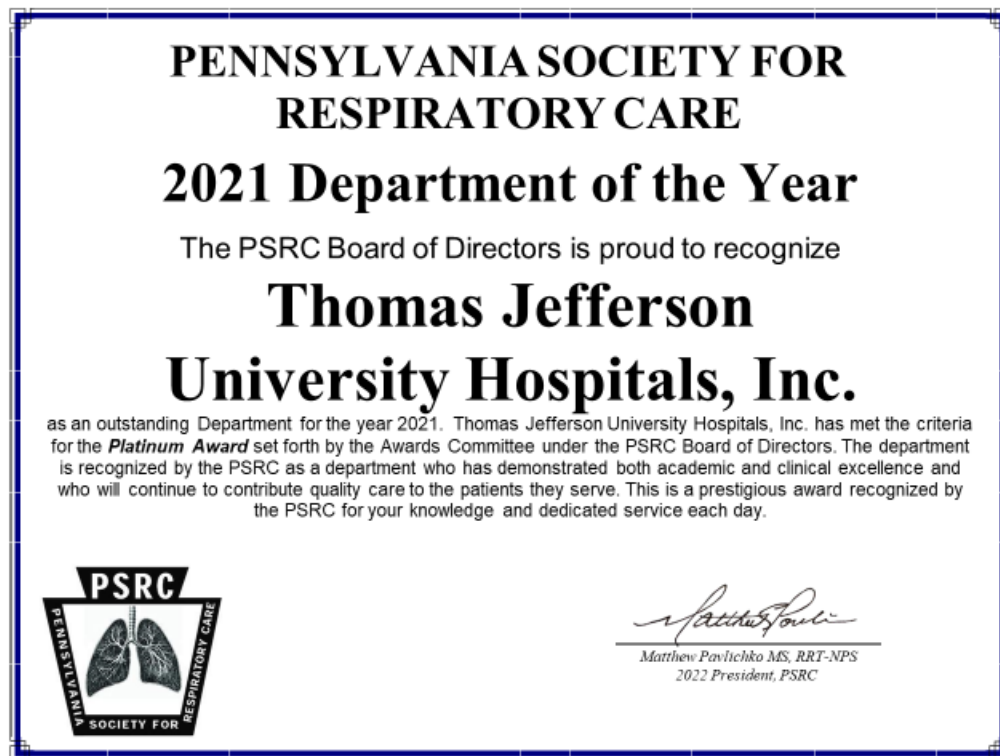
Answer: Take a cruise to Turkey and the Greek Islands, of course.

Dr. Bibi Khan in beautiful Santorini overlooking the Aegean Sea



Award-Winning Respiratory Therapy Department

Jerin Juby, Director of Respiratory Care Services for Jefferson Hospitals, is pleased to report that his department has won the annual Platinum Award for Academic and Clinical Service Excellence from the Pennsylvania Society of Respiratory Care (PSRC).



Jerin Juby (left) with Respiratory Therapy Colleague, Jerome Taylor



IESE Faculty Appointment

IESE Business School (Barcelona, Spain), ranked among the [top business education institutions in the world](#), has given a formal appointment as **Visiting Professor** to **Dr. John Pourdehnad** which means he will continue to teach systems and design thinking to their Executive Education students. John's paper that integrates systems and design thinking written with Penn graduate students Erica Wexler and Dennis Wilson has been downloaded more than 24,250 times from the Penn Scholarly Commons Library website: https://repository.upenn.edu/od_working_papers/10/. Additionally, John has been invited to participate in an IESE research project to develop an integrated approach to strategic planning that works well in the VUCA environment.

Professor John Pourdehnad



IESE has also announced a partnership with the other top business schools of Europe including Cambridge, Oxford, INSEAD and HEC to form the Business Schools for Climate Leadership.

A graphic with a teal background and a partial view of Earth on the right. On the left, a white box contains the text: "Business Schools for Climate Leadership. 2nd series of webinars. June - July 2022. Online." Below this is the IESE Business School logo. On the right, several circular logos are arranged in a cluster, including: University of Cambridge Judge Business School, HEC Paris, ie University Business School, London Business School, INSEAD, and IMD. The IESE logo also includes the text "Business Schools for Climate Leadership".

Leadership Appointment: Dr. Scott Koerwer

Dr. Scott Koerwer emailed me,

I have received an appointment as Executive Vice President and Chief Administrative Office at the Wright Center for Community Health and Graduate Medical Education in Scranton, PA. Wright is a \$100M non-profit with 650 employees and 250 Residents - and we are looking for new talent!

Scott remains [Professor of Organizational Systems and Innovation](#) at the Geisinger Commonwealth School of Medicine, and a member of the Board of Directors of Systems Wisdom. He is an alum of Cohort 1 of the Jefferson PhD in Complex Systems Leadership.

Most important, he notes,

Our oldest daughter, Rachel, graduated in May from the Cornell University Master of Public Health program and took a course with **Lauren and Derek Cabrera** on systems thinking where they studied **Ackoff** and colleagues. It is a very proud moment for me to have another generation educated in this important topic!

Scott Koerwer, PhD, EdD



Leadership Appointment: Dr. Rume Joy Azikiwe-Oyeyemi

Dr. Joy Azikewe emailed me that she is leaving Penn for a new opportunity at [City Year Philadelphia](#) where effective July 1 she will be the Senior Vice President of People Experience and Culture. Here is part of the press notice:

The rigorous search involving 225 prospects was driven by the hope of finding a leader in the People Experience and Culture field who demonstrated a commitment to people-centered engagement practices. The search also centered on City Year's need for an individual with experience leading and implementing complex endeavors in matrixed organizations. Joy's experience as a change agent, improving the employee experience, and cultivating inclusive cultures stood out throughout the interview process. Joy's intentional understanding of the importance of centering equity was matched by her deeply vested interest in honoring the needs of our broad stakeholder communities. City Year stated, "We are excited for Joy to bring her talents and leadership to the People Team."

City Year is an American education nonprofit organization founded in 1988. The organization partners with public schools in 29 high-need communities across the US and through international affiliates in the UK and Johannesburg, South Africa. City Year is a member of the [AmeriCorps](#) national service network, and is supported by the [Corporation for National and Community Service](#), school district partnerships, and private philanthropy from corporations, foundations and individuals.

Joy Azikiwe, DMgt



Conference Invitations

The Reverend Dr. Valerie Andrews emailed me the following:

I was invited by Reverend Dr. Debra L. Haggins, the Executive Director and University Chaplain of Hampton University, to participate as a presenter on the Black Clergy Thriving in Ministry Panel (it did not make the website posting) at the [108th Hampton University Ministers' Conference](#), June 6-8, 2022, the largest gathering of Interdenominational African-American clergy in the world. The conference theme was "From Crisis to Opportunity," and I was asked to share my thoughts about "Compassion Stress," (my dissertation topic) its impact upon church operations, and how the Thriving in Ministry Black Clergy Working Group might address the issue. The Black Clergy Working Group is dedicated to the mission of gathering the collective wisdom of Black Pastors and community leaders in this nation. The intent of the group is to design a process by which the needs, gaps and conditions for thriving among Black Pastors are identified, discussed, prioritized, and resourced.

PS: I have been invited by Duke University also because of my dissertation, to serve as a Design Lab Leader at the Common Table National Conference in Durham, NC, October 4-6, 2022.

Rev. Valerie Andrews, DMgt



Korean-American Publication

In addition to his many local activities as Pastoral Care Leader at Grand View Health System, the **Reverend Dr. Sung-Won Paek** has become publisher of *Love & Wisdom* a monthly bilingual journal for Korean-Americans in the USA and members of the global Young Korean Academy. Sung-Won describes the endeavor as follows:

A renowned Korean patriot and moralist, Ahn Chang Ho, established the Young Korean Academy (YKA) in 1913 in San Francisco, California, in the midst of the Japanese takeover of the Korean peninsula. The YKA is still a robustly functioning civic organization with over ten thousand members in Korea, US, and elsewhere.

My purpose is to introduce Systems Thinking, Design Thinking, and Complexity Theory as new ways of thinking about challenging problems and to change the mindsets of the people. I hope to contact my colleagues in the DMgt and PhD community to join as writers, contributors, or columnists and share their thoughts, ideas, and vision.

Here is an example of the publication: <https://simplebooklet.com/1indd#page=1>

Rev. Sung-Won Paek, DMgt



Memorial Weekend Writing

Influenced by the many conversations about the most recent mass shooting of children in Uvalde, Texas, Dr. Larry Starr sent an essay (aimed for the general reader) he wrote over the Memorial weekend for peer review to colleagues including Charlotte Sutton, Managing Editor of *The Philadelphia Inquirer*. Charlotte responded: “Larry, Thank you for this thoughtful column. I do like the term ‘complex mess problem’ quite a lot, and I hope it catches on beyond the realm of systems thinking.”

Other comments include:

Excellent paper and enjoyed the read! Hopefully, appropriate authorities will review and begin to solve the right problem using a systems and design approach.

I agree and would add that an uber part of the situation is that a snappy sound bite indicating a simple solution to a complex problem (unfortunately) trumps effort to adequately frame that problem in a more definitive way.

Larry you absolutely nailed this. This problem needs a systems-thinking approach and will require many years, if not decades, to get under some control because there are so many interrelated variables that need to be addressed systemically (and not in isolation) to deal with an incredibly complex issue where fixed variables include the United States Constitution and the Supreme Court’s interpretation of the Second Amendment. Thank you so much for sharing.

Here is the essay, Solving the Wrong Problem: <https://jdc.jefferson.edu/jscpsfp/10/>.

Larry M. Starr, PhD



Interested in Earning Another Jefferson Doctorate? Announcing the Doctor of Health Sciences (DHSc) Degree

Larry: Thank you very much for offering the opportunity to advertise the JCHP DHSc program in the *Leadership Doctorates Newsletter*. I have attached a paragraph with a link to a program description. Please let me know if it needs to be amended. I am, as always, touched by your collegiality. Best regards, **Adam Bailis, Ph.D.**, Professor of Health Science and Associate Dean of Research, Jefferson College of Health Professions. **Full Disclosure:** For more than a year, Larry has been part of the invited team that helped to design and develop this new degree.

Adam Bailis, PhD



With the healthcare sector poised to expand by 2.3 million jobs by 2024 there is an unprecedented need for individuals prepared to train and lead the next generation of healthcare professionals. The Jefferson College of Health Professions Doctor of Health Science (JCHP DHSc) program is the ideal doctoral program for the healthcare professional seeking to advance to the top levels of healthcare education and practice. The 43-credit (\$1010/credit), online program can be completed in as few as two to three years, and delivers a complete array of healthcare leadership, education, and research skills. JCHP DHSc graduates will become recognized leaders in solving today's and tomorrow's most complex problems in healthcare and health professions education. Investigate your future at Jefferson.edu/DHSc.

Hi Larry, I received my acceptance letter today for the Jefferson DHSc program. Thank you for informing me about the program and for your support in the application process. It's ironic that I received the admission notice on the same day that **Anne McCafferty** (also from DMgt Cohort 5) walked at Commencement. I'll take that as a positive sign. Sincerely, **Cheryl King-Marino**, Senior Administrator, Department of Dermatology and Cutaneous Biology, Thomas Jefferson University.



ONLINE CONFERENCE FROM UNIVERSITY OF HULL: SYSTEMS APPROACHES TO CHILD PROTECTION

From colleague **Dr. Gerald Midgley**: The Centre for Systems Studies at the University of Hull (UK) is hosting a seminar with two presenters at **3-5pm (UK time)** on **Wednesday 22 June**. The focus will be **SYSTEMS APPROACHES TO CHILD PROTECTION**.

Gerald Midgley, PhD



TRANSFORMING THE RUNAWAY CHILD PROTECTION SYSTEM, by **Andy Bilson** (University of Central Lancashire). The child protection system in England is in runaway mode. Child protection investigations have tripled, whilst the number of child deaths and children found to have been physically or sexually abused is little changed. The system impacts on a considerable proportion of children, and has become increasingly investigative and focused on parental shortcomings (what has been termed ‘institutionalized parental blame’). The number of children separated from families has increased dramatically, and the costs of placement are soaring, so no funds remain to offer help to families. Can a systems approach to the use of research, especially one that makes oppressed groups visible, reverse these trends? Andy Bilson will present his work so far, and open a conversation about the way forward.

Prof. Andy Bilson



Rajneesh Chowdhury, PhD



THE CREATIVE AND FLEXIBLE APPLICATION OF SYSTEMS METHODOLOGIES FOR CHILD PROTECTION: A CASE STUDY FROM INDIA, by **Rajneesh Chowdhury** (University of Hull). Although at the policy level, India is committed to providing a safe, just and equitable environment for children, there is little evidence that such commitments have effectively trickled down to having real, on-the-ground impacts. Several organizational, administrative and competency-related issues pose serious impediments to the operation of the institutional structures that protect and uphold children's rights and child protection in India. Poverty and lack of awareness are significant factors that lead to violations of children's rights. This presentation will explore the application of systems methodologies in a creative and flexible manner to design an intervention for children's rights and child protection in India. A case-study with the Universal Team for Social Action and Health (UTSAH), a non-governmental organization (NGO) specializing in child protection, will be discussed. The intervention was designed around the deployment of Critical Systems Heuristics (CSH), which helped in unfolding and increasing understanding of tensions in the system; gaps between what ought to happen and what actually happens; the challenges of social inclusion and exclusion; and the lack of clarity about the stakes that stakeholders have, and what their issues are. The intervention design involved the application of CSH with two tools: CATWOE (a mnemonic for Customers, Actors, Transformation, Worldview, Owners and Environment) from Soft Systems Methodology, and an assumption-surfacing tool from Strategic Assumption Surfacing and Testing. A program of action was designed through this intervention, which will be presented in two phases: the first phase has already been implemented, and covers children's rights and child protection case management, police reforms and community sensitization; the second phase is planned to begin soon, and covers a visionary fellowship program for senior-level police officers and managers to address system change. A reflection on the case will be provided in light of Holistic Flexibility, a conceptual lens in systems thinking that calls for greater creativity and flexibility in systems thinking and practice.

Please register for the event here:

https://register.gotowebinar.com/register/1237358922890229259?fbclid=IwAR3AdUk1egX2zSekeJSPu0D0-sf6cdPF3E6DCne_NieU7O45ISwU4Cb0wdo



 UNIVERSITY OF HULL | FACULTY OF BUSINESS
LAW AND POLITICS

The Centre for Systems Studies Presents:

Systems Approaches to Child Protection

Professor Andy Bilson, University of Central Lancashire

Dr Rajneesh Chowdhury, University of Hull

22 June, 3.00-5.00pm



The 82nd Annual Meeting of the Academy of Management: A Hybrid Experience

The 82nd Annual Meeting of the Academy of Management (AOM) will take place in Seattle, Washington **August 5 - 9** as a hybrid experience! After two years of meeting virtually, we return to convening our AOM community in-person, while offering an extensive virtual format for members who prefer to engage online. Whether you choose to attend in-person or virtually, AOM 2022 promises the scholarly sessions and networking opportunities that you've come to expect at the AOM Annual Meeting! The AOM is the preeminent professional association for management and organization scholars. Members are 20,000 professors, doctoral students and practitioners from 120 countries. Scroll down this page <https://aom.org/events/annual-meeting> for the video and for additional information about registration.

AOM 2022 A HYBRID EXPERIENCE



The Academy of Management is creating an all-new Annual Meeting hybrid experience.

In-person sessions
In Seattle, Washington
5-9 August
1,500+ sessions

Hybrid sessions
Select sessions hosted on-site in Seattle will be **live-streamed in real time** to attendees on the Annual Meeting Platform
500-600 sessions

Virtual-only sessions
• Synchronous (webinar and meeting style)
• Asynchronous (on demand)
On the Annual Meeting Platform
4-10 August
300-500 sessions

Hybrid sessions can be accessed by both in-person and virtual attendees on the Annual Meeting Platform.

Engagement Opportunities	Where members can engage	
	Seattle, Washington, USA 5-9 August 2022	Annual Meeting Platform 4-10 August 2022
Career Fair	✓	✓
Exhibit Hall	✓	—
Networking Opportunities*	✓	✓
Social Events	✓	✓
Mobile App	✓	✓
*Connect@AOM Communities Annual Meeting Community Exhibitor Community	✓	✓

Whether you choose to attend in-person or virtually, AOM 2022 promises the scholarly sessions and networking opportunities that you've come to expect at the AOM Annual Meeting!

Online Program: Available late May/early June

Summer Strategic Leadership Means ...

Larry preparing for Canada Day on July 1.



Guess what
I'm drinking