

IM Community Members

Henry Alberts



Adjunct Professor at U. of Maryland; Emeritus from the Defense Systems Management College, Fort Belvoir, VA Henry got his doctorate from City University (England) at a rather advanced age. He described the largest IM project ever run by anyone--in which he led over 300 Defense Program Managers in redesigning the defense acquisition system. That was the topic of his Ph D dissertation. If all of his grandchildren bought a copy from City University, the University would be able to endow a chair with the proceeds.

Theo. Andrew



Theo. Andrew is an administrator and scholar of management in South Africa. He is currently Dean at the University of the Witwatersrand in Johannesburg, South Africa.

Moses Ayiku



A remarkable Ghanaian patriot. Retired from a post at the Centre for Scientific and Industrial Research (CSIR). Degrees in Electrical Engineering. Doctorate in Systems Engineering. Studied law at the Inns of Court. Qualified to practice law in England. Heads his own law practice in Accra now that he has retired from government service.

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Surinder Batra



Doctorate from Indian Institute of Technology, New Delhi. Experienced in contract research with TATA. Left TATA to start his own consulting organization: CIMI, Center for Interactive Management, India.

Owen Berkeley-Hill



Owen works for Ford Motor Company in England. He became familiar with Interactive Management through Scott Staley (also in this Photo Album). Then he became a true believer, and went to work to convince Ford's top management to extend significant cash support to the Process Leadership Department of Ford. In this photo, he seems to be savoring a humorous remark while still trying to preserve some decorum. He has had an interest in complexity for a long time, and has devoted a lot of time to striving to enhance the performance of Ford Motor Company in the face of the many challenges that accompany the complexity of automobile design and manufacturing in many locations. Best of all, he didn't get angry when I called him "Obie Wan Kanobe". I think of him as a potentially very wise man when he gets more mature.

Benjamin Broome



Professor, Arizona State University. Ben has used Interactive Management in many settings. Some of them are: with the Americans for Indian Opportunity, the Tarahumari Tribe in Mexico, Greeks and Turks in Cyprus (where he was a Fulbright Fellow), and Ford Motor Company. He facilitates IM in his classes where his students discover problems associated with group work.

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Roxana Cárdenas



Presently assisting the Dean of the the School of Public Policy at ITESM, Monterrey, Mexico. Masters degrees in systems engineering and information systems. Diplome in Economics from Aix-en-Provence. Doctorate from City University of London. Scholar, researcher, author, and supreme teacher using the best of today's technology.

Mary Carmen



Maria Carmen del Temblador. "Mary Carmen" is an industrial engineer, professor, mother, and friend. She is one of possibly a total of 10 people in the world who have studied and mastered the mathematics of structure, as I presented it in my 1976 book titled **SOCIETAL SYSTEMS: PLANNING, POLICY, AND COMPLEXITY**. When I was at ITESM in Monterrey a few months back, I had a terrible case of bronchitis, and could not talk to a group about that mathematics. But Mary Carmen immediately took over and presented the entire material from memory in Spanish. It was a spectacular performance in a mini-crisis situation. Aside from her educational talents, Mary Carmen is a very sweet person, with a liking for good classical music, which she taught me how to play on my PC.

G. S. Chandy



G. S. Chandy (known to his friends as "Sag") has been a friend since about 1978 when Dr. Robert House (soon to join the IM Community Photo Album) accompanied me and our spouses to India. As a mathematician, he became interested in ISM, and started to plan what he would name the One-Page Management System (OPMS), which is based in ISM. Now his company, known as Interactive Logicware Pvt. Ltd., based in Hyderabad, is in the process of developing a software package and certain adjunct packages that are intended to give both a broad overview of an organization and detailed view of selected organizational components. It is a rocky road to develop and launch new software of this magnitude. Sag calls his software "an operating system for the human mind." It can be that!!! He doesn't like this photo, but I have waited for it a long time, and will keep it until he sends me what he thinks is a better one!!!!

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Dr. Alexander Christakis



Dr. Alexander Christakis is President and CEO of CWALtd. He is a world leader in applying Interactive Management using his trademarked Cogniscope™ software. His company is headquartered in Paoli, PA. He is Past-President of the International Society for Systems Science, and arranged the annual meeting on the island of Crete in the year 2003, following the meeting in Shanghai in 2002.

Diane Conaway



Diane Conaway is Vice President of CWA Ltd, where she has been working with Aleco for several years. She has become expert in planning and managing the infrastructural requirements for carrying out Interactive Management workshops using the proprietary system called the Cogniscope™.

Phil Erzen



Phil first encountered IM at Ford Motor Company when he took part in one of the most extensive applications of IM ever done. When he took early retirement from Ford, he was determined to become a practitioner. Teaming up with a long-time college friend from Atlanta, he began to conduct IM sessions, and has been very successful in this practice.

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Dr. Jim Finkelstein



Jim Finkelstein is a good friend, one of the few that I have made while in academia. He is the problem-solver deluxe in the School of Public Policy at George Mason University, where he finds a way to help others get through the bureaucratic maze. He introduced me to Hayek's book on *The Counter-Revolution of Science*, which was an influential factor in his own dissertation at The Ohio State University. Now, at last, we see how he is able to survive in the Academic Environment. He gets out into fast moving streams and challenges Mother Nature. In this photo he has just made it to the bank, thereby saving his own life and living to help others. The Academic Environment has educated Jim to survive the wild rivers of the U. S. West, where only the brave and intrepid can navigate the rapids.

Dr. Carlos Flores



Carlos was a leader in the use of Interactive Management in the state of Guanajuato, masterminding about 30 sessions with different sectors in the state. He did this in collaboration with others, including Reynaldo Treviño. He and Reynaldo attended my short course on the mathematics of structure in Monterrey, and later had a complementary short course from Roxana Cárdenas and Carmen Moreno. After their work with the state, both of them were asked to leave the Leon branch of ITESM to take a role in the state government. After the successful run for the presidency of Vicente Fox (who had been Governor of Guanajuato), both of them were invited to join the national government of Mexico. The photos were taken in their offices in the Fox government. Their success can be attributed not only to their substantial talents, but also to their success in using Interactive Management with local populations in Mexico.

Charles Francois



Charles brings much distinction to this Photo Album. We have known each other for more than a decade, since first becoming acquainted at a systems conference. A leader in the Argentine Systems and Cybernetics Society, he is now known to a much larger audience for a wonderful work that he has carried out in publishing his *International Encyclopedia of Systems and Cybernetics* (Naur, Munich). This work gives great meaning to the phrase "labor of love". Charles wrote this book after retiring in Buenos Aires, from the Belgian diplomatic service. For a longer and very interesting article about Charles, please see his "System Profile" in the journal *Systems Research and Behavioral Science*. Thank you, Charles for joining this group, and thank you to Mrs. Charles for helping him.

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Tom Gulledge



(Professor) Tom Gulledge of George Mason University served on the doctoral dissertation committee of Tony Perino, and helped Tony construct a research program and interpret the results. These results, as reported ultimately in Tony's Ph. D. dissertation, have major impact in understanding how complexity is perceived and managed and why significant changes should be made. While the results, strictly speaking, apply to defense systems acquisition, there is abundant reason to think they are generalizable. Tom makes major contributions to e-commerce locally and throughout the world.

Ray Evans Harrell



It's a long way from an Oklahoma Indian upbringing (Cherokee with some Quapaw influence) to New York City. It's even longer to the world's great music sites like Carnegie Hall. Ray has made the transition with grace, dignity, creativity, and artistic genius. As Artistic Director of the Magic Chamber Opera Repertory Ensemble (MCORE), Ray is both a vocal performer and a master teacher. He has ambitions to see repertory ensembles in American cities around the nation. It's clear that he wouldn't be where he is unless he dreamed big dreams and acted to make them come true. He invited John to serve on his Advisory Committee after Internet conversations on the Learning Organization list. He reads John's writings, which is sufficient to give him an honored location on this Photo Album. Quite a coincidence to have 2 Native Americans next to each other (see below)! We must be doing something right!!!

LaDonna Harris



It's an honor to have LaDonna Harris here. As a long-time President of AIO (Americans for Indian Opportunity), she has been an exemplary leader. Steadfast in fighting for rights long delayed, but very gracious in her bearing and approach, she is the kind of person others could look to as an example of how to provide leadership where leadership is both needed and difficult to carry out. John met her when she helped bring Reuben Snake and other Indian leaders to George Mason University, where they learned about Interactive Management. Since then she worked with Ben Broome (see above in the Photo Album) to apply that system in growing leadership in Indian communities. John is grateful for an award of a genuine Peace Pipe which she gave to him in the late 1980s. After a long stay in Washington, D. C., she moved to Bernalillo, New Mexico, where she continues to work for expanded opportunity for Indians. The motto espoused in her literature is "Traditional Wisdom. Today's Strength, Thirty Years of Vision."

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Koichi Haruna



John met Koichi in 1972 at Battelle. Koichi had arranged a one-year stay with Bill Linvill at Stanford. Bill took a sabbatical at Battelle. Koichi came to Columbus with him. Both noted John's work on ISM. Returning to Japan, Koichi used ISM to market Hitachi's mainframes. Later John went to Japan for an IEEE conference. Koichi and others presented papers on ISM. When John went to Japan later to present at a conference, he was invited to visit Hitachi's Kawasaki systems research laboratories. John was delighted to see Koichi again. He had served as head of the three Hitachi systems research laboratories. Later he visited John in Virginia after giving a paper in Florida. Both were influenced by writings of the late Harold Lasswell, and by Bill Linvill's ideas on rejuvenating depressed communities. John and Koichi continue to correspond. Koichi is applying Lasswell's ideas in Japan, and John has integrated Lasswell's thinking into Interactive Management.

Graham Hereford



Graham and John were colleagues at the University of Virginia (UVA), where Graham headed the humanities program in the School of Engineering and Applied Science. After retiring from UVA, Graham began a collaboration with faculty at the Colorado School of Mines in Golden, where he worked with faculty to upgrade an already notable program in design, aiming to extend it into areas of complexity.

Bob House



Bob (Dr. Robert W. House) and I have been friends since the early 1950s when we worked together at the Pennsylvania State University. I left there in 1955, but he continued to work on the development of the PENNSTAC digital computer, which served the university until 1970. In 1966 Bob hired me to work for him at the Battelle Columbus Laboratories. He was head of a Systems Science Section. During my 8-year stay at Battelle, I developed the ISM process. Bob helped me get the support of the Battelle Memorial Institute (the parent organization) to work in their Science and Human Affairs Program. Later he introduced the use of ISM in Brazil at the University of São Paulo, working with James T. C. Wright (Jim), a faculty member in the business school. Together he and I introduced ISM to India through lectures sponsored by Tata, Ltd. Eventually this led to developments mentioned elsewhere in this Photo Album involving Dr. Batra and S. G. Chandy.

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Dr. M. C. Jackson



Mike Jackson is Dean of the School of Business at the University of Hull in the U. K. He is a leader in the systems community. Like John, he travels the world (only he goes to more places) to promote systems thinking and to get students interested in complexity. Father of two growing boys, his friendly nature is augmented with a fine sense of humor. I will always remember his phrase "fashion accessories for top management" which he used to describe management gurus whose messages seem to change with the weather. John spent a couple of weeks as visiting faculty in his School in the summer of 2001, where he gave a lecture on "Understanding Complexity", and taught a short course there to 42 Mexican students as part of their 4-week summer program at Hull..

Carol (Mrs. Tom) Jeffrey



You would never think that this very pretty grandmother had the courage of a lion--you wouldn't unless you knew her. She is an experienced facilitator with many methods in many settings. I will mention those involving Interactive Management. She runs sessions with defense program managers at the Defense Systems Management College with women in Liberia, and with warlords and warriors in Liberia (where they developed a disarmament and demobilization plan), and with the capital city where she worked with water and sewer people. Then she worked with me in Accra, Ghana. More recently she worked in the former Yugoslavia and in Peru.

F. Ross Janes



Here we see that distinguished Welshman, Ross Janes, Ph. D., on graduation day at the Guildhall. Ross pioneered the use of Interpretive Structural Modeling (ISM). He first used it at the University of Virginia (while a Fulbright Scholar) to explore the future of engineering education, and later in England at his home institution, City University (London). He completed his Ph D on the subject of ISM and its applications, and later served as dissertation adviser to Henry Alberts and Roxana Cárdenas, two distinguished people whose photographs appear in this Community. In all of England, the geniality and brilliance of Ross are exceeded only by those of Jenny, his wife, who looks after him faithfully in all situations. Ross' late father was a well-known artist and friend of the Welsh poet Dylan Thomas. Ross is expert in Cockney, although I don't think he knows a lot about cricket, but then who does?

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I. B. Kapelouzos



Iannis (John, Americanized) is retired from service on one of the two Supreme Courts of Greece. He spent a sabbatical year with the Institute for Advanced Study in the Integrative Sciences (IASIS) at George Mason University. While there he did a unique study of the correlation of views of participants on subjects of complexity before and after they had experienced the Interactive Management process. His views were reported in a paper presented in Switzerland. Astoundingly, the views before and after were uncorrelated, leading to one of the twenty laws of complexity published as a collection by John Warfield, called the Law of Uncorrelated Extremes. A wonderful man, Iannis is conducting research related to the human sciences, from his location in Greece. Ben Broome visits with him frequently, on his way back and forth from Cyprus. Iannis' research results have powerful implications for human learning.

Kaz Kawamura



Kaz, i.e., Dr. Kawamura, got his doctorate at the University of Michigan. He was one of the early practitioners of Interactive Management. He along with Cowboy Robert (later) and myself went to Saudi Arabia about 20 years ago and ran a session in Riyadh, one of the most memorable that I have ever seen. He is a professor at Vanderbilt University in Electrical Engineering--quite a guy---and a great mediator between the USA and his home country.

Daniel Ma



Rose and I first met Dan in Switzerland, where he was studying in a university. Later he came to the US to George Mason University where John was able to provide support while he was doing more graduate studies. When he arrived, the ISM software we were using was DOS-based. With some support from Ford Motor Company and the Defense Systems Management College, Dan worked on designing a Windows-based software package for Interactive Management, including ISM. While working on his MS in Computer Science, he learned to use advanced software for writing software, and with help from Qingchan Gan, Prof. Ben Broome, and myself he developed what is called today the GMU ISM for Windows software. Several organizations have purchased this software in recent years. Upon graduation he went to work for a software firm in North Carolina. Also he has a fine family.

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Larry Magliocca



Larry Magliocca is a Professor in the College of Education at The Ohio State University (OSU). He has been using Interactive Management in cooperation with Dr. Alexander Christakis of CWA, Ltd. Among other things, he worked with faculty at OSU College of Education to help develop a plan for the use of computers in education.

Steve Marsh



Steve Marsh and I have never met, except on the Internet and by email. Steve is a leader in conflict resolution. He is also a kind of glue that binds a lot of the conflict resolution and mediation community together. Since my work has sometimes been involved slightly in conflict resolution, and involves considerations of the impact of findings about human behavior on resolving complexity, I think that his work and mine overlap, but I hope I don't have to spell it out in detail, because I would display my ignorance. Thanks for this photo Steve. You look like a very friendly guy, which is often true of Texans, in my experience.

Carmen Moreno



Carmen Moreno, a close friend of Roxana Cárdenas, took part in early Interactive Management work, both in Mexico and in the United States. As a faculty member at ITESM, she provided leadership for group sessions both inside and outside the institution. Her consulting work in strategic planning with localities is becoming well-known both inside and outside Mexico.

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Dr. Vivek Patkar



Yes, India's large cities do have urban planners, and Dr. Patkar is one of them. He is involved with planning for Mumbai (formerly Bombay), one of India's largest urban regions. He has used ISM and Saaty's Analytic Hierarchy Process in planning and done comparisons of them. He has been a long-time correspondent, and it is good to see him almost in person!!

Anne-Marie Pollowy



Wife of Bill Toliver, Anne-Marie is another warm person, whom we don't see enough of. I think that she is an advocate of women's rights, and I always want her on my side. As I mention in Bill's description (later), we don't see enough of her and Bill. This is partly because they live in Montserrat (did you see the movie "Joe and the Volcano"---- not a huge hit), and partly because we can't keep up with them. When they get as old as the Warfields we will probably visit more often.

Jorge Rodriguez



Faculty member and businessman in Mexico City area. On the faculty of ITESM del Norte. Works with young, aspiring entrepreneurs. Jorge led a group studying energy options for the Mexico City area, and teaches in the business school program at ITESM, Mexico's outstanding technical institute (which has branches all over Mexico, tied together through satellite connections).

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Roy Smith



Private consultant in England. Retired from Ford Motor Company. Substantial and long-term experience in working with groups on complexity. Speaks annually at City University School of Management, where he attracts a large crowd of students. Active in church and community.

Scott Staley



Mechanical Engineer with Ford Motor Company. Doctorate from Purdue University. Spent nearly a decade in Ford Research Laboratory. Pioneered the use of Interactive Management in Ford Motor Company. Presently Chief Engineer, active in fuel-cell-powered vehicle developments.

Dr. Bill Toliver



I don't completely understand Bill, but I know that he is dedicated to concepts of democracy and equality, and that he has worked as a faculty member in a business school and as a group facilitator. I don't even know how we met, but we visit as often as we can. He and his wife, Anne-Marie, also shown here, reside in Montserrat part of the year and elsewhere (Canada sometimes, Maryland sometimes) at other times....good friends, wish we could get together more often.

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Reynaldo Treviño



Here is my friend, Reynaldo Treviño in his office. He is looking bureaucratic, swamped with papers on his desk, and very serious about the challenge of his task in the Mexican government. I first met him in 1992, when he and his colleague, Dr. Carlos Flores, from ITESM Campus Leon attended a short course I offered in ITESM Campus Monterrey, on the subject of The Mathematics of Modeling. Shortly after that, they asked Roxana and Carmen (see above) to do a follow-up in Leon. Then they collaborated on an extensive program to enhance government in Mexico through strategic planning, with heavy public involvement. He had a leadership role in the First Interloquium during the Guanajuato Siglo XXI project, responsible for Scenario Building on the stage and Chapter 9 which referred to the World, Mexico and Guanajuato Scenarios to 2010. Later, because of his outstanding work in assisting groups from various sectors of Mexican society in the vicinity of Leon, Guanajuato, he was invited to join the government of Guanajuato. There he had heavy responsibility for the enhancement of education. The 3-volume strategic plan for Guanajuato was produced by Carlos and Reynaldo, with help from other faculty and from the Leon community. He is very proud of his work with students, to develop the International Plausibility Map with more than 20 relevant issues, which he thinks could evolve into a book about the future of the world He has applied Interactive Management in many settings, mostly inside Mexico. He has worked hard on how to enhance continuing education in Guanajuato. Now he faces new challenges. Hasta luego, Reynaldo!

Nien-Tsu Tuan



Tuan is on Table Rock Mountain overlooking Cape Town, South Africa, where he was a graduate student. Now he is back in Taiwan. While in Cape Town, he learned how Interactive Management is done, and applied it in working with a city there.

Ricardo Rodriguez Ulloa



Ricardo, a Peruvian, is a leader in the systems area in South America. His Institute holds conferences that attract people from many places. He attended a one-week short course in Interactive Management at George Mason University, and contributed a description of systems activities in South America, and especially in Peru.

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Dr. Stuart Umpleby



Prof. Dr. Stuart Umpleby, on the faculty of George Washington University in Washington, D. C., is a long-time friend. We both spent time at the University of Illinois where Ross Ashby spent the latter part of his life and, along with Heinz von Foerster, inspired interest in cybernetics. Stuart has created a strong learning environment at his university, and regularly brings in outside speakers. John has had the pleasure of speaking there several times, with Stuart as host. Stuart's research has to do with subjects such as the reconstruction of countries that have had troubles in the past, and he has maintained a long association with colleagues in the former Soviet Union, Sadovsky being one.

Shouyang Wang



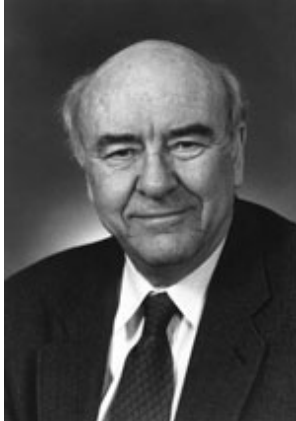
Dr. Wang is a leader in the Chinese National Science Foundation, and plays a role in planning, conducting, and sponsoring research projects.

Rose Warfield



After trying for a long time, I finally got Rose (Mrs. John N. Warfield) to send me a photo. The strategy was to get her a new scanner and then keep after her until she weakened. She has been watching over me for more than half-a-century, and for about the last decade she has been cataloging my work into data bases. Finally this made it possible to transfer a lot of the work to Special Collections in the George Mason University Library and into the Arizona State University Library (where Ben Broome and his students can find them). Some day I intend to put in this Photo Album a photo of her in a sailor hat in her late teens or early twenties. She claims she can't find it, but I will deal with that as well.

John Warfield



John began studying complexity in 1968, and has continued to study and publish about that subject since that time. The number of publications related to that subject is approximately 150, including several books. More information appears on these web sites: [George Mason University Website](http://www.gmu.edu), and <http://www.ajarmail.com>. John is blessed to have friends whose photos appear on this page.

Ralph Widner



Ralph Widner has had a distinguished career in public service. He led the Appalachian Regional Commission for many years, was the first President of The Academy for Contemporary Problems, has consulted with various governmental agencies here and abroad, is an avid bird watcher who knows many species, and served as President of the International Society for Panetics. He gave Interactive Management a boost in its very early days (see a photo of an ISM session in John Warfield's 1976 book, taken in The Academy for Contemporary Problems, where Ralph can be seen as a participant in one of the first sessions ever held). He also provided a temporary home for Robert James Waller (on leave from the U. of No. Iowa), who also was involved in one of the first-ever applications of Interpretive Structural Modeling. In collaboration with Bob Lamson, Ralph has helped move along the quarterly Panetics Journal, which included a discussion of a very significant application of IM in Liberia, carried out by Carol Jeffrey.

Dr. Li Da Xu



Li was one of the first to start teaching students of information systems using SOCIETAL SYSTEMS as a text (John's 1976 book, which introduced Interpretive Structural Modeling). He has been very active in interchange with Chinese universities, and in systems societies. His leadership in these activities has been very noticeable, as have his research contributions.