LOGISTICS

The program will be held at the Reagan Building in Washington, DC and will begin at 9:00 a.m. and end at 5:00 p.m. daily. There will be a keynote dinner speaker on Wednesday, June 26. The program will conclude with lunch on Thursday. A supplementary workshop will be held from 1:30 p.m. - 5:00 p.m. on Thursday, June 27, 2002.

Included in the program fee are all materials and books, lunch and two breaks each day, and dinner on June 26. Participants are responsible for all other meals and hotel accommodations.

For your convenience, contact information for nearby hotels is listed below. Please make your reservation as soon as possible to ensure room availability. If you need help with procuring a room please contact Valerie Kent at 301-209-3555 or vkent@rhsmith.umd.edu.

PROGRAM LOCATION
Ronald Reagan Building
1300 Pennsylvania Avenue, NW
Washington, DC 20004
202-312-1300

HOTEL INFORMATION
JW Marriott Hotel on Pennsylvania Avenue
1331 Pennsylvania Avenue
Washington, DC 20004
202-393-2000

Marriott at Metro Center
775 12th Street NW
Washington, DC 20005
202-737-2200

Willard Inter-Continental Washington
1401 Pennsylvania Avenue NW
Washington, DC 20004
202-628-9100

“Without changing our pattern of thought, we will not be able to solve the problems we created with our current patterns of thought.”

—ALBERT EINSTEIN

For information about ExecEd@Smith: http://ee.rhsmith.umd.edu

For information on the Ackoff Center: http://www.acasa.upenn.edu
We have a problem. The prevailing pattern of thought employed by management is analytical. Analysis evolved during the Renaissance and has come to dominate thought in the western world. But after World War II we began to understand that no amount of analysis could explain complex systems, hence organizational behavior. A new pattern of thought is required: synthesis. Systems thinking involves both analysis—to produce knowledge of organizations (systems)—and synthesis to provide understanding. Without both, effective solutions to problems cannot be obtained.

To go beyond understanding to wisdom requires awareness of the difference between doing things right (efficiency) and doing the right thing (effectiveness). The better we do the wrong thing, the more wrong we become. Today a great deal of energy is expended by organizations in an effort to increase the efficiency with which the wrong things are done.

What you will take away from this program is a broader, more comprehensive understanding of alternative ways to think about, approach, and manage complex organizations. Program faculty will offer real-life examples of organizations that are effective, and those that are not, while helping you understand why.

SUPPLEMENTAL WORKSHOP

In today’s complex world we need more than data and information—we need knowledge, understanding, and wisdom. The challenge is to develop processes which facilitate the transition from data to wisdom. There are breakthrough approaches that support the transition from each stage to the next. Neural Net technology and Agent-based Modeling are two such approaches designed for understanding complexity and emergence. Additionally, these technologies are helping the development of superior learning experiences for decision makers. In this workshop a number of “real world” applications will be presented.

DATES and Fees

<table>
<thead>
<tr>
<th>June 24 – 27, 2002</th>
<th>Before May 15</th>
<th>After May 15</th>
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</thead>
<tbody>
<tr>
<td>Program Only</td>
<td>$3,200</td>
<td>$3,600</td>
</tr>
<tr>
<td>Program &amp; Workshop*</td>
<td>$3,595</td>
<td>$3,995</td>
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*Workshop only $500

FOR MORE INFORMATION

For registration and program details: [http://ee.rhsmith.umd.edu/ackoffcenter](http://ee.rhsmith.umd.edu/ackoffcenter)

For information on the Ackoff Center: [http://www.acasa.upenn.edu](http://www.acasa.upenn.edu)

FACULTY

Russell Ackoff  Professor Emeritus of the Wharton School and a world renowned thought leader in the area of systems thinking

Vince Barabba  General Manager, Corporate Strategy and Knowledge Development, General Motors

Anil Gupta  Ralph J. Tyser Professor of Organization and Strategy at the Robert H. Smith School of Business

Jeremy Rifkin  President of the Foundation for Economic Trends, world renowned author and activist

Scott Shane  Professor and Chair of the Department of Entrepreneurship at the Robert H. Smith School of Business

Barry Silverman  Director of the Ackoff Center at the University of Pennsylvania and Professor of Engineering/SE & CIS, Medicine and Wharton/OPIM

Iraj Zandi  National Center Professor Emeritus of Resource Management and Technology at the University of Pennsylvania