

the 16th annual pegasus conference

# Leading Beyond the Horizon:

## Strategies for Bringing Tomorrow into Today's Choices

November 13–15, 2006

Westin Waltham-  
Boston Hotel  
Waltham,  
Massachusetts

*Systems Thinking  
in Action*

### EVEN AS WE CELEBRATE PROGRESS TOWARD MORE SUSTAINABLE

**PRACTICES** in many aspects of our lives, we feel an intensifying pressure to balance the short- and long-term impacts of the choices we make. How can we improve our ability to act with wisdom and foresight in the midst of increasing complexity?

#### START WHERE YOU ARE AND:

- Learn from insightful speakers whose work regularly takes them beyond the horizon
- Acquire skills for anticipating unintended consequences and managing “wicked messes”
- Uncover possible futures through storytelling, scenario planning, and systems modeling
- Network and collaborate with a community of people dedicated to designing sustainable solutions rather than quick fixes
- Reinforce your commitment to making a difference on a personal, organizational, and global level



**Pegasus Communications, Inc.**  
One Moody Street  
Waltham, MA 02453-5339  
781-398-9700

## Keynote Update!



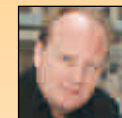
### Risking Your Significance

**DAWNA MARKOVA**—now joined by  
**RACHEL BAGBY** and **ANDY BRYNER**



It's one thing to talk about new ways of thinking and acting; it's another thing to actually start doing so. We're excited to announce an

enhancement to bestselling author Dawna Markova's keynote presentation that will energetically and engagingly bridge the gap between theory and practice. During Tuesday morning's plenary session, Dawna will be joined by spirited vocalist Rachel Bagby and acclaimed composer Andy Bryner in a new kind of conference experience. They will use stories and sound to create the conditions for us to think beyond the limitations of the past and begin to move toward the future we want to create.



**Powerful Times: Making  
Sense of an Uncertain World**  
**EAMONN KELLY**



**Living and Leading on the  
Developing Edge**  
**ROGER SAILLANT**



**Jobs for the Future: Investing  
in Tomorrow's Success**  
**A PANEL PRESENTATION**



**We've Never Been Here Before**  
**PETER SENGE**

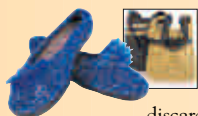
*“Pegasus has helped us build relationships along many sectors of our organization—labor and management, officers and management team, FEA and union leadership. This year we plan to bring our entire executive cabinet to the conference. For us, it is about speaking the same language and communicating that how we work has become as important as what we do.”*

—Lynn Cavall, *Florida Education Association*

**Register  
NOW  
to save!**

# New Concurrent Sessions

## **BUILDING THE FUTURE BY HAND: THE SOWETO MOUNTAIN OF HOPE PROJECT** Bongile Funani Mkhize and Kelebohile Marjorie Maleka, *The Soweto Mountain of Hope Project*



Begun with no funding in the early 1990s, a community initiative in South Africa addresses poverty and pollution by turning discarded newspaper, plastic, and glass into economic assets. The Soweto Mountain of Hope Project has burgeoned to include after-school sports and environmental programs. Hear from members of this thriving learning center, and participate in the “upcycling” of waste materials into useable treasures.

## **LOOSENING THE GRIP OF POLARIZATION: THE PUBLIC CONVERSATIONS PROJECT'S APPROACH TO DIALOGUE DESIGN** Maggie Herzig, *Public Conversations Project*



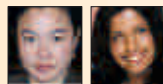
The Public Conversations Project's approach to dialogue invites the passion of the partisans while interrupting the conversational patterns that keep them from hearing and understanding each other. This preventive, invitation-al strategy makes room for new relationships, consensus building on areas of shared concern, and hope. Learn about the principles that PCP has developed during 17 years of facilitating dialogues on divisive issues.

## **INSIGHTFUL LEADERSHIP: A COHERENT VISION FOR DUTCH SCHOOLS** Guus Geisen and Jan Jutten, *Sustainable Learning*; Wiel Botterweck, *The Pallet*

Innovative Dutch educators, inspired by the work of Peter Senge and Michael Fullan, are radically shifting

the system's capacity for moral leadership and sustainable educational practices. Engage with a school leader who will share the story of how one school is collaborating with partnering organizations, such as preschools and health care services, to achieve meaningful change.

## **INDIGENOUS WISDOM, INSPIRED FUTURES: PHILOSOPHY AND PRACTICE IN ASIA** Samantha Tan, *The Meristem Group*; Sheila Damodaran, *Singapore Police Force*; Stephen Meng, *Leadership Dynamics International*



East Asian philosophies are replete with the concepts of personal mastery, the process of creating, and sustainable innovation as they're defined within the field of organizational learning. Through the successful stories of an entrepreneurial journey in China and a societal intervention in Singapore, experience the power of indigenous wisdom and envision how you might integrate perspectives from different traditions and methodologies to co-create inspired futures.

## **HONORING THE VOICE OF YOUNG PEOPLE IN OUR LEARNING COMMUNITY** Les Omotani, *Hewlett-Woodmere School District*



Young people have a facility with systems thinking and a self-evident interest in longer-term outcomes that make them vital partners in any conversation about shaping healthy futures. Explore with students how they are learning about systems thinking and servant leadership. Then consider how the Pegasus Conference can be better structured to optimize youthful participation in a way that benefits the whole conference community.

# Pre-Conference Sessions Sunday, 9 AM–5 PM

## **LEADING SYSTEMIC CHANGE: BUILDING THE FUTURE FROM THE PAST AND PRESENT**

David Peter Stroh, *Bridgeway Partners*; Michael Goodman, *Innovation Associates Organizational Learning*

## **CONVERSATIONAL LEADERSHIP: AN ESSENTIAL STRATEGY FOR INNOVATIVE ACTION**

David Isaacs, *Clearing Communications and the World Café Community Foundation*

## **THE U-PROCESS: FROM THEORY TO PRACTICE**

LeAnne Grillo and Adam Kahane, *Generon Consulting*

*Deepen your learning by attending a pre-conference workshop—separately priced at \$895.00.*

# Post-Conference Session Wednesday, 2–5 PM

## **MASTERING THE BEER GAME: EFFECTIVE FACILITATION TECHNIQUES**

Rod MacDonald, *University at Albany*; Roberta L. Spencer, *International System Dynamics Society*; Jim Hines, *Ventana Systems*

*Free of charge to registered conference participants; advance registration is required.*

# Enhancing the Conference Experience

*We've called upon the talents of several experienced systems thinkers to help you make the most of your conference participation.*



**LINDA BOOTH SWEENEY** provides the weaving and thematic integration throughout the program.



**MICHELLE BOOS-STONE** captures the plenary sessions through evocative mind-mapping graphics.



**CHARLES ALDAY** and **JEN HUNTER** facilitate an introductory session for teams and individuals on Sunday night to set the stage for your inspired involvement.



**DAVE PACKER** and **KRIS WILE** help you understand the dynamic relationships at work in your organizational and personal challenges at the Causal Loop and Stock and Flow Clinic.

**“The diversity of attendees, presenters, and applications I've encountered at the Pegasus Conference every year brings me back for more.”**

*Bill Bellows, Pratt & Whitney Rocketdyne (2005)*

# Forum Sessions

## **FUTURE SEARCH: USING THE WISDOM OF THE WHOLE SYSTEM**



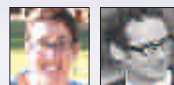
Richard M. Lent, *Brownfield & Lent*; and Nancy Aronson, *Arsht/Aronson*

## **PARTNERING TO CREATE TOMORROW'S LEADERS: THE TWIN CITIES LATINO COALITION**



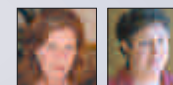
Sayra Pinto, *Twin Cities Latino Coalition*; Daniel Asquino, *Mt. Wachusett Community College*; Ed Cronin, *Fitchburg, MA Police Department*; and Other Coalition Partners

## **RE-EVOLUTION: YOUTH ARE THE EXPERTS ON YOUTH**



Deborah Frieze, *The Berkana Institute*; Tim Merry, *The Shire*; and the Re-evolution Youth

## **UNCOVERING THE WILL TO CREATE THE FUTURE WE WANT: THE “U-PROCESS” IN PRACTICE AT NISSAN**



Tracy Huston, *Nissan*; and Sherry Immediato, *Society for Organizational Learning (SoL)*

## TEAMS GET MORE!

### Maximize Your Conference Value!

When you attend the Pegasus Conference with a team of colleagues, you dramatically increase the value of the experience for both you and your organization. Boost your ROI with our flexible Teams Program—at no additional charge—and bring home the potential for creating astonishing results together.

#### Achieve Shared Focus and Make it Stick

1. Attend the *Get Connected* introductory session on Sunday night and work with a coach to establish your team's conference learning plan and post-conference goals.
2. Reconvene as needed, with or without your coach, to monitor your progress, reevaluate your approach, and share your findings.
3. Wrap up together on Wednesday afternoon to crystallize future plans and action strategies.
4. When you return to work, you have the critical mass to implement your conference take-aways and to master the challenges most vital to your success.



For information on the TEAMS PROGRAM and discounted rates for teams, please contact Vicky Schubert at **1-781-398-9700**.

## Rhyming for a Reason

*An evening of poetry, song,  
and celebration*

**Monday, November 13, 2006**  
**8:00–10:30 PM, \$50**

Join **Meg Wheatley, Tim Merry**, and other performers for a celebration of the power of the arts to create social change. Held in the glorious José Mateo's Ballet Theatre in Cambridge, Massachusetts, this evening of original poetry and live music promises to be a fun and spirited way to wrap up the first day of the conference.

Proceeds will help support the Berkana Institute, a nonprofit organization that connects pioneering leaders who are committed to strengthening their communities' leadership capacity and self-reliance by working with the wisdom and wealth already present in its people, traditions, and environment.

Buses will be provided from the WestinWaltham-Boston Hotel to Cambridge and back.

### Level II Sponsors

- |   |  |
|---|--|
|    | Generon Consulting<br><a href="http://www.generonconsulting.com">www.generonconsulting.com</a>                         |
|  | isee systems<br><a href="http://www.iseesystems.com">www.iseesystems.com</a>   |
|  | Organization Systems Renewal Graduate Program—Seattle University<br><a href="http://www.osr-nw.org">www.osr-nw.org</a> |
|  | SoL, Society for Organizational Learning<br><a href="http://www.solonline.org">www.solonline.org</a>                   |
|  | Systems Thinking Collaborative<br><a href="http://www.stcollab.com">www.stcollab.com</a>                               |

### Level I Sponsors

- |   |  |
|---|--|
|   | AhHa! Consulting<br><a href="http://www.ahhaconsulting.com">www.ahhaconsulting.com</a>                               |
|  | Antioch University Seattle, Center for Creative Change<br><a href="http://www.antiochsea.edu">www.antiochsea.edu</a> |
|  | The Berkana Institute<br><a href="http://www.berkana.org">www.berkana.org</a>  |
|  | Bridgeway Partners<br><a href="http://www.bridgewaypartners.com">www.bridgewaypartners.com</a>                       |
|  | Future Search<br><a href="http://www.futuresearch.net">www.futuresearch.net</a>                                      |
|  | Saybrook Graduate School and Research Center<br><a href="http://www.saybrook.edu">www.saybrook.edu</a>               |
|  | System Dynamics Society<br><a href="http://www.systemdynamics.org">www.systemdynamics.org</a>                        |

More program details available @  
**[www.pegasus.com](http://www.pegasus.com)**



# Conference Schedule

## Sunday, Nov. 12

### 9:00 AM–5:00 PM PRE-CONFERENCE SESSIONS\*

- Leading Systemic Change: Building the Future from the Past and Present • *David Peter Stroh, Michael Goodman*
- Conversational Leadership: An Essential Strategy for Innovative Action • *David Isaacs*
- The U-Process: From Theory to Practice • *LeAnne Grillo, Adam Kahane*

\* separately priced

### 7:30–9:00 PM GET CONNECTED INTRODUCTORY SESSION FOR TEAMS AND INDIVIDUALS

*Charles Alday,  
Jen Hunter*

## Monday, November 13

8:00–10:15 AM **Opening/Weaving**  
**POWERFUL TIMES: MAKING SENSE OF AN  
UNCERTAIN WORLD** Eamonn Kelly

10:15–10:45 AM *BREAK*

### 10:45 AM–12:15 PM **CONCURRENT SESSIONS A**

- A01** Introduction to Systems Thinking I • *Kristina Wile, Ginny Wiley*
- A02** Making Time for the Future • *Marilyn Paul*
- A03** From Black Sheep to Blue Ribbon School: The Team Arroyo Vista Story • *Julie Jennings*
- A04** “Rapid-Cycle” Scenario Planning: Creating Sustainable Futures for Nonprofits • *Peter O'Donnell, Jim Galvin*
- A05** From Worst Fear to Greatest Insight: Causal Learning at Shell Oil • *Greg Stockholm, Glenn Bucholtz, Sloan d'Entremont, Nathalie Salles*
- A06** Building Theories of Change: Prospective Systems Thinking at the Kellogg Foundation • *Michael Goodman, Oran Hesterman, Kathleen Albrecht Zurcher*
- A07** From Knower to Learner—Preparing to Engage the Future • *Brian Hinken*
- A08** Forging Generational Alliances: Laying the Foundation for a Lasting Leadership Legacy • *Deborah Gilburg, Alan Gilburg, Leslye Fraser*

12:15–1:45 PM *LUNCH*

### 1:45–3:15 PM **CONCURRENT SESSIONS B**

- B01** Introduction to Systems Thinking II • *Kristina Wile*
- B02** Changing the Future by Changing Our Conversations • *Leslie Becknell*
- B03** Insightful Leadership: A Coherent Vision for Dutch Schools • *Guus Geisen, Jan Jutten, Wiel Botterweck*
- B04** Creating Common Desired Futures Through Storytelling • *Robert Dickman*
- B05** Dynamic Scenarios: Anticipating the Future of Work • *Anika Schriefer, Michael Sales, Rick Karash*
- B06** Overcoming Adversity Through Continuous Transformation: The Journey of Verizon Dominicana • *Mark Sobol, Jorge Ivan Ramirez*
- B07** Finding a New Path: Renewing the Appalachian Trail Conservancy Through Collective Foresight • *Jen Hunter, Pamela Underhill, Morgan Sommerville*
- B08** Indigenous Wisdom, Inspired Futures: Philosophy and Practice in Asia • *Samantha Tan, Sheila Damodaran, Stephen Meng*

3:15–4:00 PM *BREAK*

4:00–5:30 PM **LIVING AND LEADING ON THE DEVELOPING  
EDGE** Roger Saillant

8:00–10:30 PM **RHYMING FOR A REASON** ★  
An evening of poetry, song, and celebration  
(an optional activity—\$50) ★

## Tuesday, November 14

8:00 AM–12:15 PM **Opening/Weaving**  
**RISKING YOUR SIGNIFICANCE**  
Dawna Markova, Rachel Bagby, Andy Bryner

12:15–1:45 PM *LUNCH*

### 1:45–3:15 PM **CONCURRENT SESSIONS C**

- C01** Seeing Over the Horizon: Using Simulators to Try Out Bold New Strategies • *Gary Hirsch*
- C02** Loosening the Grip of Polarization: The Public Conversations Project's Approach to Dialogue Design • *Maggie Herzig*
- C03** Vision, Values, and Relationship: Utilizing Visual Maps to Uncover Possibility • *Jack Regan, Michelle Boos-Stone*
- C04** How Wicked are “Wicked Messes,” Really? • *Sheila Damodaran*
- C05** Building the Future by Hand: The Soweto Mountain of Hope Project • *Bongile Funani Mkhize, Kelebohile Marjorie Maleka*
- C06** Meeting the Challenge of Perfectionism • *Debbie Ramsey, Phil Ramsey*
- C07** Three Horizons: Shifting Vision to Lead Through an Emerging Future • *Sadrudin Boga*
- C08** Using Structural Leverage Points to Transform an Organization • *Sara Albright, Robin Moore*
- C09** Honoring the Voice of Young People in Our Conference Community • *Les Omotani*

3:15–4:00 PM *BREAK*

4:00–5:30 PM **JOBS FOR THE FUTURE: INVESTING  
IN TOMORROW'S SUCCESS**  
A Panel Presentation

*Speakers are subject to change without notice.*

■ **CASE STUDIES** give you a look at how an organization is using systemic tools to take wiser, more effective action, and offer insight into how you might apply those skills in your own setting.

■ **SKILL-BUILDING WORKSHOPS** offer practical, hands-on tools for developing and acting on foresight through disciplines such as systems thinking, storytelling, scenarios, simulation, and dialogue.

## Wednesday, November 15

8:00–10:30 AM **Opening/Weaving**  
**FORUMS**

- F01** Future Search: Using the Wisdom of the Whole System • *Richard M. Lent, Nancy Aronson*
- F02** Partnering to Create Tomorrow's Leaders: The Twin Cities Latino Coalition • *Sayra Pinto, Daniel Asquino, Ed Cronin, Neddy Latimer, Sergio Paez, Angelita Santiago*
- F03** Re-evolution: Youth are the Experts on Youth • *Tim Mery, the Re-evolution Youth, Deborah Frieze*
- F04** Uncovering the Will to Create the Future We Want: The “U-Process” in Practice at Nissan • *Tracy Huston, Sherry Immediato*

10:30–11:15 AM *BREAK*

11:15 AM–1:00 PM **WE'VE NEVER BEEN HERE  
BEFORE** Peter Senge

### CONFERENCE CLOSING

2:00–5:00 PM **TEAM WRAP-UP**  
*Charles Alday,  
Jen Hunter*

### POST-CONFERENCE SESSION

- Mastering The Beer Game: Effective Facilitation Techniques • *Rod MacDonald, Roberta Spencer, Jim Hines*

## THE CONFERENCE BOOKSTORE



offers resources to support your growth no matter where you are in your learning journey.

Stop by for a book signing or just to browse and buy!

# Pegasus Conference Registration Form



CONFERENCE HOTEL  
Westin Waltham-Boston Hotel



Hilton Garden Inn\*  
\*Replaces the Lexington Sheraton

Register on the WEB at [www.pegasus.com/stapage.html](http://www.pegasus.com/stapage.html), or FAX this form with your credit-card number to 1-781-894-7175, or CALL 1-781-398-9700, or MAIL this form with check payable to: Pegasus Communications, Inc., One Moody Street, Waltham, MA 02453-5339.

Name (first and last) \_\_\_\_\_

First Name (for name tag—what do you want people to call you?) \_\_\_\_\_

Title/Position \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State or Province \_\_\_\_\_ Zip or Postal Code \_\_\_\_\_

Country \_\_\_\_\_ E-mail \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

## Special Early Registration Discount Offers

	Individual	Team
<input type="checkbox"/> Register by September 29	\$1350	\$1150
<input type="checkbox"/> Register from September 30 to October 27	\$1450	\$1250
<input type="checkbox"/> Register after October 27	\$1650	\$1450

## Pre-Conference Sessions

- PC01 Leading Systemic Change:  
Building the Future from the Past and Present \$895
- PC02 Conversational Leadership:  
An Essential Strategy for Innovative Action \$895
- PC03 The U-Process: From Theory to Practice \$895

## Post-Conference Session

- PC04 Mastering The Beer Game FREE!  
(to conference registrants)

## Rhyming for a Reason

- Evening gathering in Cambridge (proceeds benefit The Berkana Institute) \$ 50

## SPECIAL OFFER for registrants

- One-year new or renewed subscription to *The Systems Thinker!* \$ 89

## Method of Payment

Payment must accompany registration form to enable processing.

- Check Enclosed  Visa  MasterCard  American Express

Card Number \_\_\_\_\_

Exp. Date \_\_\_\_\_

Signature \_\_\_\_\_



TOTAL PAYMENT \$ \_\_\_\_\_

By submitting this application to attend this conference,  
I agree to the terms and conditions set forth below.

## PRACTICAL MATTERS

The conference will begin on Monday morning, November 13, 2006, at 8:00 a.m. and conclude on Wednesday, November 15 at 1:00 p.m. See the conference schedule for additional session information and optional sessions held outside these times. The conference registration fee includes conference materials; continental breakfast, lunch, and breaks on Monday and Tuesday; and continental breakfast and break on Wednesday.

**Hotel Accommodations**—The conference will be held at the Westin Waltham-Boston Hotel, 70 Third Avenue, Waltham, Massachusetts 02451. For reservations, please contact the hotel directly at 1-781-290-5600. Rooms are also reserved at the nearby Hilton Garden Inn, 420 Totten Pond Road, Waltham, Massachusetts. To reserve a room at the Hilton Garden Inn, please contact the hotel directly at 1-877-782-9444.

Special room rates are available at both hotels to attendees as long as space exists in the room blocks and reservations are made prior to October 30, 2006. Please identify yourself as a Pegasus Conference attendee when booking at either hotel. For more information, visit our web site at [www.pegasus.com/pc06/hotel.html](http://www.pegasus.com/pc06/hotel.html).

**Travel Arrangements**—The conference location is convenient to Logan Airport and easily accessible by car, taxicab, or shuttle. For shuttle transportation from Logan Airport, we recommend Zebra Airport Shuttle. Please go to [www.zebrashuttle.com/](http://www.zebrashuttle.com/) for further information. For more information about Logan International Airport, go to [www.massport.com/logan](http://www.massport.com/logan).

**Scholarships and Financial Assistance**—Pegasus will award a limited number of scholarships based on financial need. Scholarships are applicable only to the conference registration fee (no cash value) and will be processed on a first-come, first-served basis as long as funds are available. To apply, please complete the application form at [www.pegasus.com/pc06/schol.html](http://www.pegasus.com/pc06/schol.html). You may also request forms by calling 1-781-398-9700. Additional ways to apply for financial assistance are available at [www.pegasus.com/pc06/finaid.html](http://www.pegasus.com/pc06/finaid.html).

**Confirmation**—If you have not received a confirmation within three weeks of submitting your registration, please call the Conference Department at 1-781-398-9700.

**Cancellations and Substitutions**—All cancellations must be received in writing. The amount paid less a \$150 processing fee will be refunded for cancellations postmarked or faxed by Friday, October 6, 2006. For the period between October 7 and October 31, there will be a 50% refund. Cancellations after October 31, 2006 are not eligible for a refund, but a substitute may be sent. Please fax any changes to Pegasus at 1-781-894-7175 or e-mail to Jen Rich at [jenr@pegasus.com](mailto:jenr@pegasus.com). These terms apply to pre-conference sessions as well.

**Special Needs**—Please call us at 1-781-398-9700 or e-mail Jen Rich at [jenr@pegasus.com](mailto:jenr@pegasus.com) if you have special needs or dietary limitations that we can address to make your participation more enjoyable.

Speakers and schedule are subject to change without notice.