

Chaos Limited, Inc.

Glenda Holladay Eoyang, Ph.D.

Dr. Glenda Holladay Eoyang is recognized as a leading voice in the field of Human Systems Dynamics. Integrating chaos and complexity as applied to individual, group, and organizational systems, her pioneering work focuses on theory development, practice, and training. Since 1988 she has explored the frontiers of mathematics, philosophy of science, and information, physical, and social sciences to synthesize and map the complex adaptive dynamics of human systems. Through teaching, writing, and practicing her discoveries, she bridges the gap between concept and action, abstract and concrete, timeless and time-bound aspects of human interaction. Innovative theories make her applications powerful, and effectual applications make her theories practical. Her books include Facilitating Organization Change: Lessons from Complexity Science with Ed Olson (Jossey-Bass/Pfeiffer, 2001) and Coping with Chaos: Seven Simple Tools (Lagumo, 1997). Her articles are widely published; she has lectured and trained throughout North America. Dr. Eoyang works with a broad range of human systems including communities, government bureaucracies, business and industry, and educational institutions. Her current areas of interest include evaluation, leadership, and strategic planning in emergent environments.

Education

Ph.D. Human Systems Dynamics	The Union Institute and University, 2001 Cincinnati, Ohio
B.A. Liberal Arts	St. John's College, 1976 Santa Fe, New Mexico and Annapolis, Maryland

Organizational Affiliations

Chaos Limited, Inc.	President
Complexity Consortium	Founder and Facilitator
ComplexOD	Managing Partner
Human Systems Dynamics Institute	Chair
Institute for Coherence and Emergence	Fellow
International Association of Facilitators	Member
Knowledge Design & Delivery	Board member
Plexus Institute	Advisory Board
St. John's College	Board of Visitors and Governors President, Alumni Association Award of Merit, 2000
Society for Chaos Theory in Psychology and the Life Sciences	Member
Teaching & Learning Institute	Founding Member and Vice President

Representative Course Offerings

- Coping with Chaos: Seven Simple Tools
- Facilitating Organization Change: Lessons from Complexity Science
- Public Policy Planning in Turbulent Times
- Resiliency of Work and Workers
- Leading in a Complex System
- Introduction to Complexity
- Using Self-Organizing Systems
- Excellence and Evaluation in Emerging Environments
- Sustainable Community Projects
- Supervising Emergent Work: Beyond the Self-Managed Team
- Teams Work: Small Group Dynamics and Complexity

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Representative Clients

3M

Colleges and universities:

- University of Wisconsin
- University of Minnesota
- Carlson School of Business
- Humphrey Institute
- Mankato State College
- University of St. Thomas
- College of St. Catherine
- St. John's College

ETP, Inc.

GMAC/RFC

Great River Earth Institute

Human Services Technology Group

League of Women Voters

Merrill Lynch

Multicultural Institute

Minnesota counties, including:

- Anoka
- Chisago
- Hennepin
- Olmsted
- Ramsey

Minnesota state departments, including:

- Administration
- Children Families and Learning
- Human Services
- Health
- Economic Security
- Human Services Technology Group

The Brookings Institution

The United Methodist Church

Upper Midwest Community Policing Institute

VHA, Inc.

Publications

Books

Eoyang, G., (1997). *Coping with Chaos: Seven Simple Tools*. Cheyenne: Lagumo Press.

Olson, E. and Eoyang, G. (2000). *Facilitating Organization Change: Lessons From Complexity Science*. San Francisco: Jossey-Bass.

Eoyang, G., (2001). *Conditions for Self-Organizing in Human Systems*. An unpublished doctoral dissertation for Union Institute and University.

Journals and Book Chapters

Eoyang, G., & Olson, E. (2001). Using Complexity Science to Facilitate Self-Organizing Processes in Teams. *OD Practitioner*, 33 (3), 37-44.

Eoyang, G., and K. Dooley, (1996). Boardrooms of the Future: The Fractal Nature of Organizations. In C.A. Pickover (Ed.) *Fractals Horizons: The Future Use of Fractals* (pp. 195-203). New York: St. Martin's Press.

Other Publications

Eoyang, G. (1997, July). The Robin Hood Syndrome: Street Gangs as Complex Adaptive Systems. Society for Chaos Theory in Psychology and the Life Sciences Annual Conference. Milwaukee, Wis.

Eoyang, G. (1994, August). Chaos, Cognition, and the Classroom of the Future. [The Chaos Network](#).

Eoyang, G. (1992). Chaos in the Classroom. Computer Training and Support Conference Proceedings.

Eoyang, G. (1996, January). Complex? Yes! Adaptive? Well, maybe . . . Interact, an official publication of the Computer Human Interface SIG of the Human Factors Association.

Eoyang, G. (1997, July). Genetic Algorithm as Decision Support System. Society for Chaos Theory in Psychology and the Life Sciences Annual Conference. Milwaukee, Wis.

Eoyang, G. (1996, March). Into the Unknown: The Chaotic Future. Minnesota Business and Opportunities.

Eoyang, G. (1990). Introduction to Chaos. Computer Training and Support Conference Proceedings.

Eoyang, G. (1993). Managing the End User: Let Chaos Reign. End User Computing Management. Auerback Publications.

Eoyang, G. (1991). Planning in Chaos. Computer Training and Support Conference Proceedings.

Eoyang, G. (1993, May). Questions and Answers about Chaos in Organizations. Introduction to the Chaos Network Conference.

Eoyang, G. (1995, October). SimuReal as a CAS Phenomenon. Unpublished, 1997. Strategy and Change: Leadership Functions in a Complex, Adaptive System. Chaos Network Conference Proceedings.

Eoyang, G. (1995, October). The Learning Community: Growing and Maintaining Complex Systems. Chaos Network Conference Proceedings.