Systems Diplomacy
Aligning Stakeholders in MOSA

Part 1.2 People-Centered MOSA Series

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About me

- Transdisciplinary social and sociotechnical systems engineer
- Ph.D. in Systems Engineering and Social Policy at the University of Bergen, Norway
- Senior Lecturer at Cornell University
- Director of Technical Products and Services at INCOSE
- Visiting Faculty at DAU

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Staying in the Bubble is Bad

This is generally how we all work
Professionally rewarded in an organization and inter-organization
Specialist vs. generalist

Bubble Work = Low Impact

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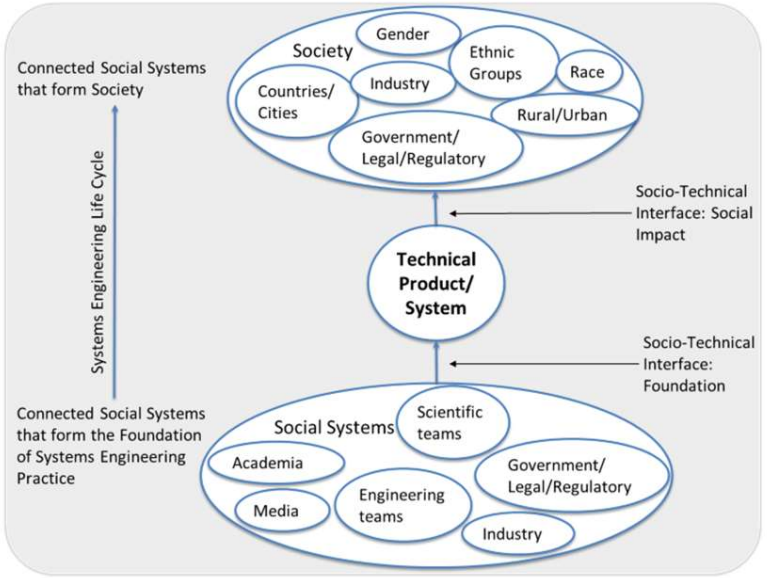
Sociotechnical Systems

Foundation and Integration/Impact



Palmer (2022) Sociotechnical Systems and Policy. SYSEN 5180/6180. Cornell University. Ithaca NY

Dying on the Hill (so you don't have to!)

Problems in Multi-Goal Environments

My Many Hill Deaths

Open Hostility

Being ignored

Know your Audience (non-systems people)

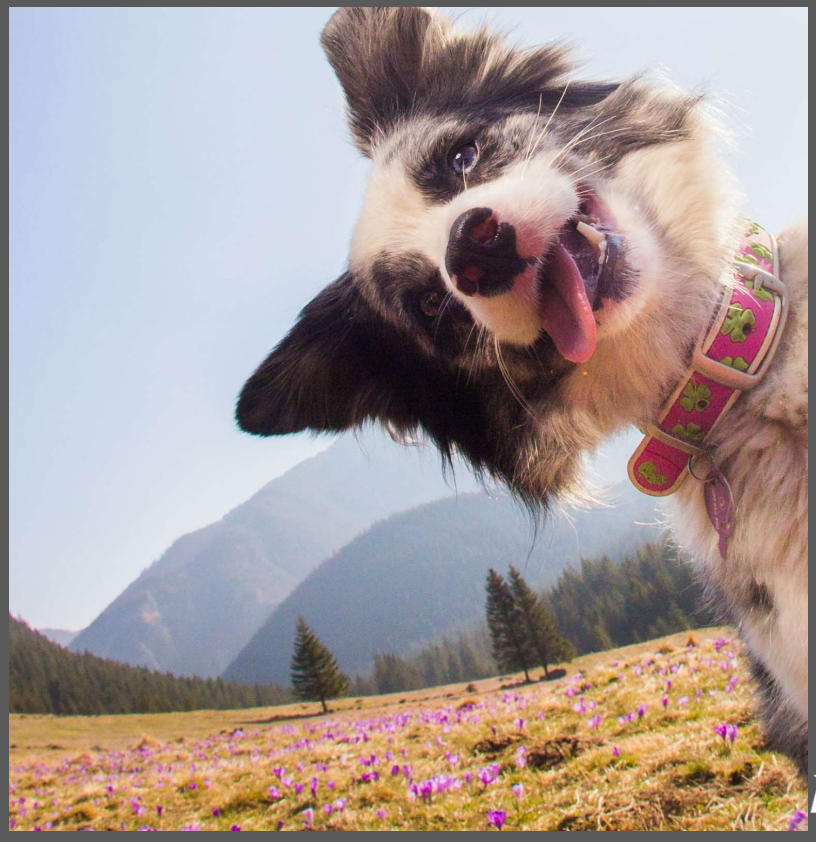
-Those in government and industry

-Academics who are open to new ideas but do not know what a systems approach means

Know your audience (excited puppy)

People excited about modeling and simulation (but don't understand it) and want to use it for everything

Don't Model to Model!



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Some examples:	System elements = parts
	Emergent behavior = making things happen, policy outcomes, desired outcomes
	System boundaries = isolating key drivers

Do NOT be Pedantic

"Actually, that is not what complexity means…"

Surviving the Hills

- Know your audience
  - Connect expertise (anti-systems people)
  - Don’t assume they hate systems (non-systems people)
  - Don’t model to model (excited puppy)
- Code Switch
- Don’t “your name here” - splain
- Satisfy their Needs, not Yours
  - Don’t oversell systems

Subject Matter Expert Interview: Monique Ofori

Program manager at Science Applications International Corporation (SAIC)

Experience:

Strategic leadership in research, development, test, and evaluation (RDT&E) technical support services for the U.S. Department of Defense (DoD).

Oversees critical programs for the Office of the Under Secretary of Defense for Research and Engineering (OUSDR&E), specifically within the Directorate for Systems Engineering and Architecture.

Works to modernize DoD weapon systems by advancing MOSA