



## Transform

During the over 100 years of its existence, the system of interactions between people, tangible (e.g. buildings, equipment) and intangible (e.g. statutes, rules, practices) elements, and geography by which we obtain the electricity we need has become increasingly complex. In the past, we frequently chose to “solve” problems by simply adding more elements, people and interactions to the system. Each addition decreased the number of people that agreed upon or even understood fully the behavior of the system and increased the possibility of unintended consequences from any action taken. Moreover, interactions with systems within which the electric energy system is nested, such as the global commodities system, cause unanticipated behaviors – many of which we label as problems – within the electric system. We now have what can be called “messes:” situations that consist of complex systems of strongly interacting problems.

**The greatest potential for improvement in the system resides in transforming the interactions within and among the organizations and participants in the electric energy system.**

## Who we are

**Pamela Morgan** is Graceful Systems’ Principal Consultant. She has over 20 years of experience working with the electric utility industry with responsibilities that included management of all aspects of state and federal economic regulation, resource planning, federal legislative affairs, and corporate communications.

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**Beatrice Benne, Ph.D.**, has over 15 years of strategy development and management experience. She brings to her clients a broad range of skills and expertise including systems thinking, change management, leadership capacity development and work process performance improvement.

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# Designing the Electric Energy System of Tomorrow

# Together

**“That is what learning is. You suddenly understand something you’ve understood all your life, but in a new way.”**

*~ Doris Lessing*

# What People Are Saying

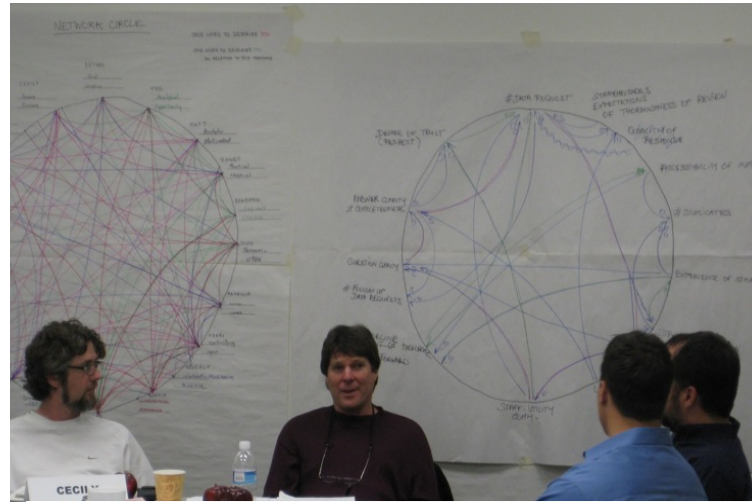
*"This could significantly change the way we think around here."*

*"Understanding systems thinking is critical, knowing how and when to apply [and] use [this] will move us and our organization forward."*

*"It was and will continue to be helpful to structure the mess."*

*"[This] needs to be presented to all people who work in departmentalized companies or organizations."*

*"It was a useful way to understand, debate, and engage on certain issues. Addressing contentious energy related issues in this process would be great."*



**"Change only favors minds that are diligently looking and preparing for discovery."**

~ Louie Pasteur

## Training and Facilitation Services

### Deepening Understanding...

Designed specifically for the electric energy system, using examples and language from that system, we offer two to five-day courses in which participants learn the basic understandings, tools and practices needed to begin resolving complex situations through cross-organizational, transformative, learning processes. Participants learn to:

- Perceive trends in the electric energy system that are negatively affecting the performance
- Begin to see the system from which those trends emerge
- Formulate questions that enable authentic and deep inquiry into assumptions and issues
- Collaboratively create powerful shared visions and escape "either-or" dilemmas
- Identify strategies for changes in the system that have a greater likelihood of producing the desired outcomes over time

### Working Together...

Stakeholder organizations in the electric energy system face problems no one of them can solve. The current, adversarial processes we use often produce only piece-meal win-lose solutions the unintended consequences of which soon produce yet another problem to solve. Whether sponsored by a convening authority or on a stakeholder group's own initiative, we can facilitate the group in a generative transformative process.

Beginning with collaborating to state the nature of the problem, we help the group find the patterns that express it, understand the system structure that produces it, expose the beliefs and assumptions that underlie that structure and develop a shared vision, outcomes and goals. With shared vision, outcomes and goals, the group can sustain a process of prototyping, observing, learning and re-designing that, over time, move system performance closer to the shared vision and goals. The problem is dissolved.

*Customized training based on issues of particular concern in your organization or stakeholder group and your time frame available.*

