SOCIAL ASPECTS OF ORGANIZATIONAL COMPLEXITY:
SELF-ORGANIZING DYNAMICS

Beverly Gay McCarter
Human Mosaic Systems, LLC
McLean, VA 22102-0485
gay.mccarter@gmail.com

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In an age of increasing organizational complexity, small group dynamics are becoming more important. Human psychological and social behaviors need closer examination as organizations increasingly rely on decentralization to achieve their goals.

Decentralization is necessary in order to make an organization more agile and flexible in a competitive and dynamic world. And, in a decentralized, complex environment individual dynamics can have a dramatic impact on the overall functioning of an organization.

Sharing information, building relationships, and working together toward a common goal in an ever changing environment can become difficult with hidden agendas, turf battles, and mistrust between individuals and groups.

Leadership in today's environment requires an understanding of the complex variables affecting today's organizations, in addition to how human dynamics within this ever changing system can make or break an organization.

What is complexity and how can middle management be empowered to navigate these difficult waters in an ever changing complex world?

Beverly Gay McCarter received her M.S. degree in Counseling Psychology and Human Systems from Florida State University and her M.F.A. degree in Fine Art (the *new* MBA! * ) from the Memphis College of Art.

She is a consultant certified in the area of facilitating self organizing systems for complex environments who has held such positions as Executive Director and Associate Director in private and non-profit organization, as well as being an award winning artist focusing on human dynamics and the inherent effects of complexity and the "edge of chaos" on human consciousness. Recent clients have included The Smithsonian Institution and Immigration and Customs Enforcement, among others.

Having dual graduate degrees in Counseling Psychology and Human Systems as well as
in Fine Art, Ms. McCarter is able to bring a unique and creative perspective to understanding people, their roles and relationships, and the dynamic patterns found in complex organizational systems. She is a consultant, published author, and researcher in the field of complex adaptive organizational systems, analyzing the human dynamics at play in today's fast paced organizational environments and helping organizations move through and initiate change.