

First name:	Surname:	What is your membership level?	Brief overview of your background and experience as a Systems professional: (maximum 150 words)	What motivated you to put yourself forward for election to the APM Systems Thinking SIG committee? (maximum 150 words)	What qualities, skills and experience do you think you'll bring to the APM Systems Thinking SIG committee? (maximum 150 words)	How much time do you anticipate being able to spend on SIG activities in an average week?
Kasun	Chandrasekara	Associate	I have worked as a telecommunication systems engineer managing telecommunication project for nearly a decade (2000-2009) and received chartered engineer qualification from Engineering Council in UK for my contribution to the industry. I also completed a Phd in Management at Edinburgh University Business School, which was grounded in theories of systems thinking, particularly the concepts from 'critical systems thinking'. Further, I have been working as an academic lecturer in business management for the last 10	I am currently working as an academic in Adelaide, Australia. One of my current research project is looking at analysing one of mega projects in Australia from a 'systems thinking' perspective and also drawing one some of the APM systems thinking group literature. This project can contribute to the advancement of current SIG literature base. Also, as a project management educator based in Australia, I believe that I can add value to the SIG by helping APM to disseminate the APM knowledge base among Australian Universities Australian conferences, and Australian Project managers. Finally, I am passionate about sharing my industry experience in managing	I have the following conference papers published mainly based on systems thinking theories and applicable to project managers. I believe my these papers, my extensive industry experience in managing telco projects, as well as my current research project which is focused on a mega project in Australia, can contribute to the further advancement of APM SIG group's literature. Candrasekara, K. and Harrison, R (2016) Towards A Critical Practice of Business Models, Strategy & Innovation. Chandrasekara, K. (2017) Developing a Practice-Based Approach to MELT for Higher Education in Business Management, Short Paper accepted for I-MELT: International conference on Models of Engaged Learning & Teaching, 11-13th Dec 2017, University of Adelaide,	One hour per week

			years (2009-2019) including project management.	telecommunication projects, particular from systems thinking perspective, and I believe APM SIG is the best place to keep in touch with similar experts and help advance the professions of project management and systems engineering.	Adelaide Candrasekara, K. and Harrison, R (2016) Towards A Critical Practice of Business Models, Strategy & Innovation. Full paper accepted for 11th Australian Centre for Entrepreneurship Research Exchange (ACERE), 2-5 Feb 2016, Gold Coast, Queensland, Australia.	
David	Cole	Full	My background is in Engineering, initially as a Systems Engineer (developing and integrating software and hardware in Defence Aerospace) and then as a Project Manager of technology projects, programmes and portfolios in the Defence and Civil Aerospace sectors. I also have long experience as a consultant both advising Public and Private Sector organisations on their technology and organisational change projects and programmes, and directly managing these on their behalf. All my roles have required consideration of causes and	I am keen to further the application of Systems Thinking in project management to not only manage projects better, but also ensure the correct projects are undertaken. My contributions to the ST SIG during the last year has been to help set the direction of the group as a committee member and to undertake the following: * Representing SIG and APM at INCOSEUK Annual Systems Engineering Conference (ASEC) 2018 to join their 'Systems Summit' considering the future of Systems Engineering. * Developed a flyer describing the resources available from the ST SIG website. * Manning the SIG stand at the joint NW Branch/ Systems Thinking SIG conference and facilitating the SIG run Requirements Workshop. *	I have been a member of the SEPM JWG since 2013, and a member of the STSIG committee since its establishment in January 2017. Managing volunteer group projects is different to typical project management as they require more attention to members' motivations and interests and the time they have available to undertake work. I have experience of both working in and managing these types of groups and bring this experience to the STSIG (as well as managing improvement groups within the organisations I have worked for, I have managed a UK Civil Avionics Industry volunteer advisory group on behalf of DTI and, internationally, I have been a member of ARINC volunteer committees to propose and develop international avionics standards). I bring enthusiasm for applying Systems Thinking to projects and project	I am semi-retired and able to devote a significant amount of time to STSIG activities. To date, this has been between a half and one day a week typically, although this has increased when a major SIG deliverable is due. I am flexible over meeting and workshop scheduling as I'm usually

			effects and identification of root causes of issues. I came across Systems Thinking in the late 1990s (including the 'soft' elements of the Soft Systems Methodology) and have applied ST techniques in my roles since then: in particular the ST Approaches to think about and frame dynamically complex problems and the ST Diagram Tools to explore and map this dynamic complexity.	Manning the SIG stand at the APM conference in London * Writing a series of 7 APM blog articles presenting the case for using systems thinking in project management	management and also a level of integrity as a Chartered Engineer and member of the IET.	able to fit in with most proposed dates.
Franco	Curtolo	Associate	Frank is a Chartered Engineer, registered with the Engineering Council of the United Kingdom. He has worked in the Nuclear (Reactor and Fuel), Defence (Maritime and Aerospace), Science (Radio Astronomy) and Architecture-Engineering-Construction industries. He started as Systems Engineer, then Systems Engineering Manager, Project Services Manager and for 10 years as	I would like to continue to contribute to the development of thought leadership on the integration of systems engineering and project/program management. Furthermore I would like to contribute to the development and application of systems thinking in analysis complex problems and managing complex projects and programs.	I have over 35 years experience in the system engineering and project management of systems and projects. I also have significant commercial and supply chain management experience. and finally I also have significant experience in establishing and leading project delivery teams and mentoring junior engineers.	4 hrs

		<p>a Senior Project Manager on First-of-a-Kind, multi-discipline, multi-national, high technology, development, engineering and construction projects. He then returned to the Engineering of Systems but now 'engineering' the Project-enabling Enterprise Management Systems which deliver these projects and programs. Working for over 35 years in the system engineering and project management of high technology, research and development and engineering, procurement and construction projects has provided him with the practical experience to deliver quality solutions within the budget and time constraints of a project, in a highly regulated industry environment. It is with these skills, knowledge and experience that he is qualified to lead, manage and</p>			
--	--	--	--	--	--

			direct on international projects			
Michael	Emes	Full	I have been working at UCL Centre for Systems Engineering for 17 years, and have been Director of the Centre for Systems Engineering for 2 years. I conduct teaching and research in areas including systems modelling, risk management and project management.	I want to continue to contribute to the promotion of systems thinking as a success factor in the delivery of complex projects.	I co-designed and deliver the European Space Agency's Project Manager training programme and co-designed their Space Systems Engineering programme. I have been involved in the SEPM and the SIG since their inception. I have a broad knowledge of systems thinking, systems engineering and project management, and deliver masters-level teaching and commercial industrial training on these subjects.	2 hours
Ifonima	Essien	Student	I started my professional career as a Resident Architect with Interdesigns Partnership in May 2001, managing the project delivery and contract administration of 12 General Hospitals for a State Government in Nigeria. I successfully managed this complex project to completion in June 2005 which gave me first-hand exposure to complex construction systems and the influence of external environment systems on	I am fascinated by complex systems which has led to my pursuit of a Masters and PhD in order to better understand the complexity of project systems. Prior to commencing my doctoral studies, I had a 12 year stint teaching at the University of Uyo. I am keen to continue to learn and share knowledge and experience within the Systems Thinking SIG, particularly since my 5 year research has been focused on developing countries in sub-Saharan Africa. I believe my unique perspective will be beneficial to members of the SIG. As we are in the knowledge age, my	My PhD is focused on systems thinking, project organisation and leadership in dynamic environments. I can facilitate training courses having worked as a Lecturer for many years. I have also worked as an Administrator with proven management, problem solving and interpersonal-relationship skills. I am a recipient of the Brookes Future Leadership Award and former Students Representative for the School of Built Environment at Oxford Brookes University. For many years, I was part of the team that facilitated the successful organisation of the Annual School of Built Environment PhD Research Conference at	4 hours weekly until I complete my studies

			<p>project delivery. Since then I have gone on to head the Projects Team at Archaid Associates and more recently working as a Project Manager with Oxford Brookes University. These experiences have heightened my awareness of the value of Systems Thinking for all Project Management Professionals, particularly for managing the benefits of projects.</p>	<p>passion for acquiring and sharing knowledge has led to my self-nomination to this committee.</p>	<p>Brookes. It is my aspiration to keep contributing towards the growth of the project profession and the understanding of System Thinking in project delivery.</p>	
Andrew	Gray	Full	<p>As a project and programme management consultant I use Systems Thinking in my approach to delivering complex initiatives. I have been working in this field since before the original INCOSE/APM Joint Working Group was established in 2013.</p>	<p>To continue the work of the SIG to help members of both APM and INCOSE UK, and the wider network, to discover and leverage the powers of systems thinking to deliver complex projects, programmes and portfolios.</p>	<p>As a past secretary I can help organise and support the work of the committee as well as contribute to the development of new thinking and research - as I have done in the past.</p>	<p>This will depend on client commitments which cannot be accurately forecast. But I would aim to spend 1-2 days per month, with increased levels according to specific initiatives that</p>

						the group is running.
Mike	Hill	Full	<p>I am a Programme Director with over 20 year's experience of leading complex project and programme teams. Of particular note was my role on the Digital Rail programme, where I led a team to introduce System of Systems thinking into the rail industry. During this programme we worked closely with INCOSE; to align programmes to System Engineering & Enterprise Architecture principles. We utilised Model Based System Engineering, to create an industry level architecture that is still in use today. This architecture enables the rail industry to develop capability in a coherent manner, significantly speeding up development and reducing error and the potential for rework. I am a strong</p>	<p>I feel I can bring significant experience, knowledge and energy to help promote Systems Thinking across the APM community. I have utilised these techniques to great effect on programmes I have led in the past and simply put, they work! However, in my experience investing this amount of time and cost early in a programme lifecycle, without an immediate return is a tricky sell to stakeholders (and budget holders!) Therefore a SIG such as this, which can clearly demonstrate the effectiveness of this approach will be highly beneficial to make a Systems & Architectural approach to programme delivery the "norm" This will require leadership from the SIG to bring the community along on the "journey." It will require focus, energy and clarity of communication to effect the change that I feel will make a real difference. I believe that I can bring these qualities to the SIG.</p>	<p>As discussed, I have over 20 years experience of leading complex projects and programmes. I have successfully delivered across the Telecoms, IT and Government sectors; leading a mix of infrastructure, systems integration and transformation programmes. I strongly feel that as project and programme managers we are first and foremost leaders. It is this leadership that enables our teams to achieve great things, often in highly ambiguous and time constrained environments. I can bring such leadership skills to the SIG, which when combined with a passion for the subject and motivation to make a difference, enables me to add a great deal to the team.</p>	<p>It would depend on what is required. I will commit whatever is required to ensure that our initiatives are as robust and effective as possible.</p>

			advocate of bringing together System Engineering and Enterprise Architecture to ensure holistic and optimal programme delivery.			
Phil	Knights	Associate	My current role is part of a fully collaborative engineering system development and business change programme with the Ministry of Defence, which will deliver the next generation of Tactical C4I capability and enable a new multi-vendor business and acquisition model. Collaborative working is the norm and we are guided by the ISO 44001 framework.	The discipline of Systems Thinking is frequently applied and I have the lead to develop and embed the principles of System Engineering P3 Management capability in the programme and supporting projects. Therefore, I believe I can make a useful contribution to the work of the Systems Thinking SIG during 2019/20 and base my input on applied knowledge and skill development drawing from my current programme role, experience and lessons learnt.	I am an experienced systems thinker and have applied various Soft Systems Methodologies to help develop and communicate solutions for a wide range of business change projects in the UK and internationally. The projects have generally been part of large scale complex systems engineering portfolios operating over long life cycles with extensive governance and regular stakeholder engagement.	
Tony	Thornburn	Associate	I remain fortunate to have enjoyed a successful career benefiting from a wealth of experience gained across a broad array of appointments, environments and significant technical domains. A respected leader, acknowledged as a Fellow of both CMI and InstLM,	A current member of the Systems Thinking SIG, I was previously involved with the SEPM JWG. I am keen to continue supporting this important work.	I believe I exemplify and individual that thinks systemically, by nature and by training/education. Systems Thinking underpins the Cranfield Systems Engineering in Defence Capability MSc on which I have taught for over 12 years. The approach I am having to adopt with my charity to develop firm foundations for its future is refreshing hands-on experience in this regard. I am an Associate Member	I vary my time to the group dependant on what is required from week to week. Certainly not as much as I would wish, but I am

			<p>together with my university, I claim to be able to offer considerable insight, objectivity, challenge and perspective to a wide cross-section of enterprises and challenges at hand. An acknowledged system thinker at my University, underpinned by a career spanning Acquisition, Procurement, Strategic Programme Leadership, Project Management and Systems Engineering, and now the NHS and charity sector dealing at policy level, I have consistently delivered high value and far-reaching business transformations. My wider profile is noted here. https://intouchnetworks.com/member/25705 Currently adopting a systems thinking approach to transform a rare disease charity.</p>		<p>of APM, and keenly follow APM initiatives, as well as being a member of INCOSE.</p>	<p>hoping to do more in future as my charity commitment reduces which it should somewhat this next year.</p>
Andrew	Titley	Full	<p>For the last 15 years I have been delivering complex systems in terms of Railway</p>	<p>I strongly believe this is a poorly served area of knowledge and skill. In all my experience I have seen</p>	<p>I am an chartered engineer, I am also a fellow of the IET. I am a chartered project manager and all that has help me lead</p>	<p>As the MD of Ansaldo Nuclear I</p>

			<p>signalling, M&E and Telecoms, Nuclear Systems such as M&E, security systems and telecoms. I have worked in these sectors and technology sectors both in the U.K. and internationally. In a wider context I have worked across MoD, Military, civil Nuclear and Railways - in all works it has been managing and delivering.</p>	<p>project professionals struggle with understanding the unique challenge of delivering systems thinking in regulated industries. Specifically interpreting what's required in large scale civil infrastructure projects such as crossrail and Hinckley C.</p>	<p>complex project subjects with pragmatism driven of systems engineering. This has also lead to significant control measures being used to protect the project from scope slippage by the application of systems engineering and V&V approaches. I am recognised as a leader, I am committed to mentoring and driving teams and individuals and am hugely keen on knowledge transfer.</p>	<p>would hesitate to state how many hours a week but per month would look to being available for a day at a time. I would attend to these duties as required as I have in previous committee commitments.</p>
Darren	Ward	Full	<p>I have been an active member of the SIG for the last 2 years supporting where appropriate. Over the last 4 years I have developed an interest in ST and SE through recognising its importance in solving problems and ensuring the optimised solution is identified. To the point where I have started a Lvl 7 apprenticeship in Systems Engineering. I believe it is an essential area</p>	<p>I expected to be working with leading thinkers in this area and this provides an opportunity to listen, learn, understand, support and share. I still have this expectation.</p>	<p>The SIG dynamic and the needs of the SIG will set the scene. I will continue do what I can and consider myself a follower and not a leader in this environment.</p>	<p>I make time when I feel the SIG is enthused, energy is high and others are similarly motivated. As previously stated I consider myself to be a 'follower' in this field and</p>

			of knowledge for any professional in any industry. Nothing works in isolation or is a 'closed system'.			rely on energised SIG activity.
Andrew	Wright	Fellow	30 years designing and delivering complex and innovative systems in a wide range of industries	I was a founder member of the original Joint Working group with INCOSE and current Secretary of the SIG	I have extensive experience of applying systems thinking to projects leading to successful outcomes. I'm passionate about avoiding the waste of time and resources resulting from a poor understanding of project requirements.	4 hours