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For Immediate Release

Seeing Systems

Unlocking the Mysteries of Organizational Life

Second Edition, Revised and Expanded

By Barry Oshry

*“Barry Oshry is the world’s master teacher about power and systems. **Seeing Systems** makes paradoxes comprehensible, dilemmas resolvable, and complexities easier to grasp.”*
—Rosabeth Moss Kanter, Harvard Business School Professor, and author of the bestselling *Confidence: How Winning Streaks and Losing Streaks Begin and End*

When breakdowns occur in organizational life, the tendency is to blame them on the personalities, motivations, and abilities of the individuals involved or on the specific characteristics of one’s organization. In *Seeing Systems: Unlocking the Mysteries of Organizational Life*, Barry Oshry demonstrates how everyday breakdowns stem from our failure to see how human systems shape our feelings about ourselves and our relationships with other individuals and groups. He shows how we can transform “system blindness” into system sight, enabling us to live and work together in productive partnership.

Based on Oshry’s 30+ years of studying human interaction in social system life, *Seeing Systems* is profound in its implications while being easily accessible. In addition to illustrative cases and solid systems theory, the book is populated with pinballs; talking body parts; mysterious “swimmers”; amebocytes, slugs, and earthworms; dances of blind reflex; and tunnels of limited options. The result is a unique foundation for revolutionizing our understanding of system life.

This new edition is revised throughout and features an extensive new section on having the wisdom and courage to face and work with the reality of uncertainty, a hopeful antidote to today’s righteous battles of certainty versus uncertainty. The new epilogue describes how Oshry is currently using theater, blogs, and podcasts to extend his multipronged revolution aimed at transforming system blindness into system sight.

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*"In its second edition, **Seeing Systems** remains a brilliant find! Oshry's keen observations help us understand many of the dilemmas of organizational life that, to date, have eluded us. This is a fun read and of immense value."*

—Len Schlesinger, Vice Chairman and COO, Limited Brands

"This is an incredibly wise book about how each of us behaves in the systems of our lives. Its abundant insights can profoundly affect our perceptions of why we do what we do. And it creates hope that with greater consciousness, we can participate with more humaneness and love in a world that insists we form more and more relationships."

—Margaret Wheatley, author of the bestselling *Leadership and the New Science*

*"**Seeing Systems** helps us grasp what really happens beneath the surface in organizations...regardless of whether you are an executive, executive coach, middle manager or individual contributor, **Seeing Systems** provides powerful insights and applications for enhancing your effectiveness."*

—Julian D. Kaufmann, Vice President, Leadership & Organization Development, Tyco International

Barry Oshry is the founder of Power + Systems, Inc., and developer of the Power Lab and the Organization Workshop on Creating Partnership. He is the author of *Leading Systems*.

Seeing Systems: Unlocking the Mysteries of Organizational Life

By Barry Oshry

Published by Berrett-Koehler Publishers, Inc.

Paperback Original

Number of Pages: 272

ISBN: 978-1-57675-455-9

\$29.95

Publication Date: August 2007