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# Memorandum

To: Deb Waszak, Chief of Staff

From: Jim Moran

CC: Dr. Derek Anderson

**Using what you learned about Systems Thinking through the course, draft a recommendation to your organization's board/CEO/director, etc. for how your organization can use systems thinking to improve your organization's effectiveness. In your paper, reference at least one concept from the following (in any order): the Schuster text, the Haines text, an additional course reading, a video, and a classmate's forum post.**

Deb, as I am completing my LDR 400 course at Northern Michigan University, I would like to present to you my recommendation for the City of North Chicago based on the Systems Thinking material studied in this course.

The City of North Chicago would benefit in several areas by instituting a Systems Thinking approach to several employee management-related issues, this would have a significant impact on the way the city deals with outside stakeholders.

First, the problems. These recommendations are based on fixing issues that the city has with the communication with residential and commercial members of the city. These problems have several root causes, poor employee morale, clear communication of expectations, and ownership of relationships, tasks, and issues.

The concept of Systems Thinking is centered around "the forces and interrelationships that shape the behavior of systems." (Schuster, The art of thinking in systems: improve your logic, think more critically, and use proven systems to solve your problems - strategic planning for everyday

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life 2018 P. 19). Changing the root causes of these problems could result in a cultural change within our city government.

**Empowering Ownership:** Whether it is a water bill problem, a business license issue, or someone who is in need in our community, management needs to empower the employee who was the point of contact, to see the problem through to the finish, regardless of whether it has to do with the duties of their job. Too many times issues arise and never have follow-through because nobody takes charge of the relationship. This will result in better “customer service” by the residents and other stakeholders within our community, and also lead to a better feeling of accomplishment by city employees.

**Clear expectations and goals:** The expectations of each employee, and all of the employees collectively need to be communicated, with a feedback loop available for back-and-forth communication and opportunities for improvement. As things stand, there are not any clear or updated goals for employees to follow or look to. Stakeholders in the community are also in the dark as to the mission and direction of the city. Shining a light on clear goals and allowing for feedback will help the city maintain better relationships with its employees and residents. As Schuster points out, finding goals everyone can identify with is the easiest path forward. (Schuster, The art of thinking in systems: improve your logic, think more critically, and use proven systems to solve your problems - strategic planning for everyday life 2018 P. 109).

Empowering employees, providing clear goals, and providing immediate and relevant feedback will result in improved relationships not only between management and employees but between

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the city and outside stakeholders.