

## ***CURRICULUM VITAE: PROF. EVE MITLETON-KELLY***

EMK has had two careers. One in the British Civil Service, Department of Trade & Industry (1967-1983) and another as an academic at the London School of Economics (since 1988).

### **Positions**

- 2006 - Editorial Board Member of the Journal of 'Emergence: Complexity & Organisations'
- 2005 - Member of Scientific Advisory Board to the 'Next Generation Infrastructures Foundation', Delft University of Technology
- 2003 - Visiting Professor, Complexity Science & Design Group, Open University, UK
- 2002 - Senior Research Fellow, Institute of Social Psychology, Dept of Sociology, LSE
- 1995 - Chairman, initiator and organiser of the LSE Complexity Seminar Series
- 1994 - Founder and Director of the Complexity Research Programme, LSE
- 1992 - 95 Chairman, initiator and organiser of the LSE Strategy Seminar Series
- 1992 - 02 Information Systems Research Fellow, LSE
- 1988 - 95 Class teacher on information systems development, LSE
- 1989 International Business Software: Analyst and Strategy Advisor
- 1987 - 88 Ingres: Analyst and Strategy Advisor
- 1987 Citymax (a subsidiary of Credit Suisse) Researcher and Policy Advisor
- 1986 - 87 Study: NCC and MSc
- 1983 - 85 Maternity leave
- 1967 - 83 Department of Trade and Industry, involved in the formulation of UK and international policy and the negotiation of EU Directives.  
  - Jul 79 - Jun 83: International, Industrial & Commercial Policy Division, London
  - Oct 78 - Jun 79: Study Leave preparing for Philosophy BA finals
  - Mar 76 - Oct 79: Insurance Division, London
  - Aug 73 - Mar 76: Research Division, London
  - Oct 70 - Aug 73: Computing Division, London
  - Jul 68 - Oct 70: Building Grants Division, Newcastle upon Tyne
  - Jan 67 - Oct 70: Plant & Machinery Grants Division, Cardiff

### **Advisory Positions**

- 2006-7 Advisor to Board of GlaxoSmithKline, Pharma, UK
- 2004 Advisor to Board of Rolls-Royce Marine
- 1997-8 Advisory Board Member on Complexity, Citibank, New York,
- 1988 Advisor to the Czechoslovakian Ministry of Education

### **Qualifications**

- 1987 MSc Analysis, Design and Management of Information Systems, (ADMIS),  
London School of Economics, UK (Distinction)
- 1986 NCC Certificate, Systems Analysis in Business
- 1979 BA (Honours) Philosophy, London University

## Research summary

EMK's recent work has concentrated on the implications of the theories of complexity for organizations and specifically on strategy and policy development and on the creation of *enabling environments* to facilitate the reduction of problems associated with IT legacy systems; on identifying initial requirements and inter-organisational relationships in the supply chain; on organisational (e.g. post M&A) integration; sustainable development in communities, organizational learning, the emergence of new organizational forms, the 'design' of organizations, co-evolutionary sustainability, diversity and corporate governance, art and complexity. She has developed a theory of complex social systems and an integrated methodology using both qualitative and quantitative tools and methods. The theory is being used for teaching at universities around the world, including an EPSRC-funded short course at LSE, to train researchers.

The LSE Complexity Group has been working with AstraZeneca, BT, BAe Systems, Citibank (New York & London), GlaxoSmithKline, the Humberside TEC, Legal & General, Ministry of Defence, Mondragon Cooperative Corporation (Basque Country), the National Health Service, Norwich Union Life, Rolls-Royce (Aerospace & Marine), Shell (International, Finance & Shell Internet Works), the World Bank (Washington DC) and many others. Apart from research projects, the Group also organises seminars with business, government and academics, and runs courses on complexity. It also undertakes research-based consultancy.

The Complexity Group is affiliated to the Institute of Social Psychology, which is part of the Department of Sociology at the London School of Economics.

## Awards

**5 EPSRC awards:** 1997 [GR/L42834] preparatory project and 1998-01 [GR/MO2590] on 'The Implications of the Theories of Complexity for the Co-evolution of the Business Process and Information Systems Development'; 2000-02 [GR/M 23175] 'The Complexities of Product Definition - Identifying the Customer Requirements'; 2001-2004 [GR/R37753/01] 'Enabling the Integration of Diverse Socio-Cultural and Technical Systems within a Turbulent Social Ecosystem'; 2005-2007: Three short courses to train researchers in complexity theory and the methodology developed by the LSE Complexity Group

**3 ESRC awards:** 1997-8 Support from the Resource Centre at Warwick University, funded by the ESRC to run the Complexity Seminar Series; Dec 2006-May 2007 – a short study to look at Corporate Governance from a complexity perspective. With the Universities of Birmingham, Sheffield, Leicester and Portsmouth; 2008-2010 Research Seminar Competition award to run 6 seminars with King's College London, Lancaster, Open University, Cranfield and Oxford Brookes.

**2 AHRC & EPSRC awards:** 2005-8, member of ECiD Embracing Complexity in Design research cluster, under the Designing in the 21<sup>st</sup> Century initiative funded by AHRC and EPSRC and Co-investigator in second award.

**3 European Commission awards:** 2009-2013 SOCIONICAL: an Integrated Project under FP7 with 14 partners; 7.2m euro budget funded by the Future and Emerging Technologies; 2002-2006 Network of Excellence in Complex Systems called EXYSTENCE, funded by FET. EMK was Coordinator of Links with Industry and Government and organised seminars and workshops throughout Europe, including Bilbao, Helsinki, Grenoble and London; 2005-2007 Member of ONCE-CS Coordination Action in complex systems.

**ECOWAS** (Economic Community of West African States) working with the Humanitarian Futures Programme at King's College London; a report to the Commission President, on disaster risk reduction, based on field work in Nigeria, Mali and Sierra Leone.

**8 Industry awards:** NHS 3 awards 2004 – 2007; Environment Agency, 2005 on leadership; GSK: 4 awards 2005-2008 on the relationship between the IT dept and the rest of the business.

**The above 22 projects have raised approx. £10m.**

## Teaching & Supervision

As the Director of the Complexity Research Programme, the emphasis is on research. Teaching has been limited to a set of EPSRC Courses to train researchers on Complex Social Systems. We were funded to offer 2 courses and 28 places. We offered 3 courses and over 100 places. The demand from around the world was beyond all expectations. Also course for LSE PhDs, sponsored by LSE. Further courses are planned. EMK also acts as second supervisor to doctoral candidates, on the application of complexity theory.

## PUBLICATIONS

### Books

Mitleton-Kelly E. 2003 Ed., *Complex Systems & Evolutionary Perspectives of Organisations: The Application of Complexity Theory to Organisations*, selected papers on complexity by 14 international authors, Elsevier, ISBN 0-08-043957-8

Keskinen A, Aaltonen M, Mitleton-Kelly E, 2003, Eds. *Organisational Complexity*, Scientific Papers 1/2003, TUTU Publications, Finland Futures Research Centre, Helsinki, 2003

Aaltonen M., Barth T, Casti JL, Mitleton-Kelly E., Sanders TI, 2005, Eds. *Complexity as a Sensemaking Framework*, Finland Futures Research Centre Publications 4/2005, <http://www.tukkk.fi/tutu>

### Papers & Chapters

Mitleton-Kelly E. 1997: '*Organisation as Co-Evolving Complex Adaptive Systems*', British Academy of Management Conference, London 8-10 September 1997 - Won BAM award for innovation and excellence.

Mitleton-Kelly E. and Papaefthimiou MC. 2000: '*Co-Evolution and an Enabling Infrastructure: A Solution to Legacy?*' in 'Systems Engineering for Business Process Change' Edited by Henderson P., Springer-Verlag, ISBN-1-85233-222-0

Mitleton-Kelly E. 2000: '*Complexity: Partial Support for BPR*' in 'Systems Engineering for Business Process Change' Edited by Henderson P., Springer-Verlag, ISBN-1-85233-222-0

Mitleton-Kelly E. and Papaefthimiou MC. 2001 '*Co-Evolution of Diverse Elements Interacting within a Social Ecosystem*' in 'Systems Engineering for Business Process Change' Vol. 2, Edited by Henderson P., Springer-Verlag, Oct. 2001, ISBN 1-85233-399-5

Mitleton-Kelly E. 2003 "*Ten Principles of Complexity & Enabling Infrastructures*" in "Complex Systems & Evolutionary Perspectives of Organisations: The Application of Complexity Theory to Organisations", Ed by Mitleton-Kelly, Elsevier, ISBN 0-08-043957-8

Mitleton-Kelly E. 2003 '*Complexity Research - Approaches and Methods: The LSE Complexity Group Integrated Methodology*' in Keskinen A, Aaltonen M, Mitleton-Kelly E "*Organisational Complexity*". Foreword by Stuart Kauffman. Scientific Papers 1/2003, TUTU Publications, Finland Futures Research Centre, Helsinki, 2003

Garcia-Lorenzo L., Mitleton-Kelly E., Galliers R.D. 2003 '*Organisational Complexity: Organising Through the Generation and Sharing of Knowledge*' in The International Journal of Knowledge, Culture and Change Management, Vol 3 Article MC03-0023-2003, Ed by Kalantzis M. and Cope B.

Mitleton-Kelly E. 2004 "*An Integrated Methodology to Facilitate The Emergence of New Ways of Organising*" Conference Proceedings of the 3rd European Conference on Research Methodology for Business and Management Studies (ECRM) April 2004.

Mitleton-Kelly E., Speh Birkenkrahe M. 2004 'Treasury Operations in A Multi-National Oil Company: Dialogue on the Methodology of Using Natural Experiments in Complex Evolving Systems' in Complexity Theory and Management of Networks, Ed. Andriani, P & Passiante G, Imperial College Press, ISBN 1-86094-460-4.

Mitleton-Kelly E. 2004 '*Co-Evolutionary Integration: A Complexity Perspective on Mergers & Acquisitions*' Presented at 20th EGOS Colloquium July 2004 Ljubljana University, Slovenia and published in 'Complexity as a Sensemaking Framework', Ed. Aaltonen M., Finland Futures Research Centre Publications, 4/2005

Mitleton-Kelly E. 2004 '*The Information Systems Professional as a Hermit: Of Plural Rationalities, Information Rejection and Complexity*' in No Great Breakthroughs Have Ever Been Achieved by Taking Things Seriously: A Festschrift for Michael Thompson; Marco Verweij and Steven Ney (eds), Innovation: The European Journal of Social Science Research, Vol. 17, No. 1, December 2004

Mitleton-Kelly E. & Land F. 2005 '*Complexity & Information Systems*' in the second edition of the Blackwell Encyclopaedia of Management volume on Management Information Systems.

Mitleton-Kelly E. 2006 '*A Complexity Approach to Co-creating an Innovative Environment*' in World Futures Journal Special Issue, Volume 62, Number 3

Mitleton-Kelly E. 2006 '*IT Legacy Systems: Enabling Environments that Reduce the Legacy Problem: A Complexity Perspective*' in Software Evolution, edited by N. H. Madhavji, M.M. Lehman, J.F. Ramil and D. Perry, Wiley

Mitleton-Kelly E. & Puszczynski LR 2006 "*An Integrated Methodology to Facilitate The Emergence of New Ways of Organising*" in Unifying Themes in Complex Systems, Vol. V, Proceedings of the Fifth International Conference on Complex Systems, eds Y. Bar-Yam and A. Minai, Springer 2006, <http://necsi.org/events/iccs/2004proceedings.html>, paper #659

Mitleton-Kelly E. 2006 "Co-evolutionary Integration: The Co-Creation of a New Organizational Form Following a Merger and Acquisition" in Emergence: Complexity & Organization Vol 8 Issue 2, (E:CO 8.2); also published in 'Complexity as a Sensemaking Framework', pp39-62, Ed Aaltonen M., Barth T, Casti JL,

Mitleton-Kelly E., Sanders TI, Finland Futures Research Centre Publications 4/2005, <http://www.tukkk.fi/tutu> and presented at NEXSUS Conference on Organisations, Innovation and Complexity: New Perspectives on the Knowledge Economy 9-10 September 2004, University of Manchester

Mitleton-Kelly E. 2007, '*The Emergence of Final Cause*' in Aaltonen, M. The Third Lens. Multi-ontology Sense-making and Strategic Decision-making. Ashgate Publishing Limited. Aldershot, ISBN 0 7546 4798 6 Book Chapters in Preparation

Mitleton-Kelly E. 2009/10 (in preparation) '*Organisational Learning: An Emergent Process or An Enabling Environment?*' (working title), *SAGE Handbook of Complexity and Management*, the aim is to be the definitive reference source for understanding implications of complexity science for management research and practice.

## Other

109 Unpublished Reports (produced at the Department of Trade and Industry plus Research Reports to companies)

Over 200 Presentations at UK, European and USA conferences and workshops, on complexity.

Radio 4 - Interviewed on complexity, for 'Analysis' - Aug 2001