The purpose of this paper is to help knowledge workers to

* communicate more clearly,
* improve the effectiveness of the policies they create, and
* develop better outcomes for all in our constantly changing, complex world.

How to improve workplace safety, which is a complex problem, is used as an example to illustrate the power of cybernetics, the science of communications and control theory, in helping to reduce the number of injuries and incidents. Tools are introduced that enable the people to see the whole, the parts and the interactions of the parts, to map the system and to take responsibility for their actions. The nature of problems and levels of learning to address these are discussed. This work has a solid, scientific foundation in Dynamical Organizations Theory (see end note).

New safety policies and procedures are co-created by the people in the system, together, so that the policies and procedures make sense and actually work in the field. As the people work to solve the complex safety problems new information and ideas emerge from using a focused, disciplined, bounded conversational process tool called Process Enneagram© to guide the dissipative conversational process. Their work is sustained using the co-created Process Enneagram Map, a dissipative structure that enables the organization to live far from equilibrium. The use of the Map guides and focuses ongoing conversations as the people and their environment continuously evolve. With the emergence of new information and energy, the people and their organization transform themselves, bridging the business and human sides of the enterprise, developing a highly effective, and more humane and sustainable workplace. Leading with this approach is called Partner-Centered Leadership.