

## Editors' Introduction

Welcome to this issue's Teaching and Learning section. *Success to the Successful: The Use of Systems Thinking Tools in Teaching OB* continues the remit for this section of the journal by introducing ways in which Systems Thinking Tools can be put into practice in the management education classroom. Authors Anne Bardoel and Tim Haslett also provide a case study for using these tools that contains workplace issues of employee management, the organisation of work, and customer relationships.

These issues are in themselves all of obvious relevance to management educators and students of management education, and worthy of classroom discussion. However, a particular interest of this section is to publish innovative teaching formats for the presentation of theoretical ideas. As the authors point out in their introduction, many educators have urged managers to apply systems thinking concepts to inform their decisions, but there has been little penetration of mainstream management education or practice by these techniques. Anne and Tim's paper begins to redress this balance by suggesting ways in which these techniques can be introduced to students. The paper also sits well within this section in its articulation of the messiness and complexity of organisations. This challenges many traditional management theories that continue to assume cause and effect relationships, but which nevertheless continue to be the mainstay of many conventional management education programmes. After introducing the key concepts, the authors suggest to the reader ways in which these concepts, and the case study, can be presented to students.

This paper continues the emphasis set in the first edition of this section of OMJ by foregrounding the broader context in which decisions are made, in this case the social aspects of organisations. We hope you will find it stimulating and useful in thinking about your own practice.

Carole Elliott  
Co-Editor, Teaching & Learning