Instructions for Authors

Our primary audience is senior executives in business and government, with particular emphasis on those who understand and appreciate systems-oriented perspectives. Our secondary audience is academics with similar perspectives. Since such people will seldom be specialists in the topic of an article, we require the level of writing to be comparable to journals such as Harvard Business Review or Sloan Management Review. Thus, tables and figures are encouraged, while equations are discouraged. Especially important is an orientation toward helping readers to make use of what is discussed in an article.

All articles should be submitted via email to either of the Editors-in-Chief — Andrew P. Sage (asage@gmu.edu) or William B. Rouse (brouse@ess-advisors.com). If this cannot be done, please send them by mail to one of the co-editors. Authors are encouraged to submit brief proposals — to either of the Editors-in-Chief — for quick assessments of the fit of a proposed contribution to this journal. Submit manuscripts as Microsoft Word files or equivalent. Submit figures as Microsoft PowerPoint files or equivalent. All correspondence with authors will, to the extent possible, be via E-mail. Since it will be necessary for some correspondence to be sent by post or fax, full address particulars for the corresponding author must be provided.

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- Title page
- Introduction
- Body of text (divided by headings & subheadings)
- Conclusion
- Acknowledgements
- References
- Tables
- Figure captions
- Figures

Any information concerning research grants, etc. should be included in the acknowledgement section preceding the references.

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All headings and subheadings should be left justified and *not* numbered. Top-level headings should be bold and upper case. Subheadings should be bold and "title" case — first letter of each word (except articles) upper case and the other letters lower case. Sub-subheadings should be underlined and title case.

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REFERENCES

References should be cited as (Smith, 1982), (Jones & Brown, 1982), and (Green et al., 1982) with semi-colons between multiple references. Reference lists should be alphabetical and conform to the following examples:

- Brown, A.A. (1982). A method for optimizing everything. *Journal of Systems Methods*. *167*(4), 417–423.
- Green, B.B., & Green, C.C. (1982). *Meta-systems and their management*. New York: Systems Press.
- Jones, D.D. (1982). Why systems thinking is not a natural act. In E.E. Jones & F.F. Jones (Eds.), *Encyclopedia of Systems Theology* (pp. 12–71). Boston: Essence Publishers.
- Smith, G.G. (1982). A systems study of systems studies (Rep. No. TR-82–131). Rockville, MD: Beltway Consultants.
- White, H.H. (1982). Random thoughts on systems thinking. *Proceedings of the 97th Annual Meeting of the Society of Systems Raconteurs*. 193–194.

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