

Markus Schwaninger

Intelligent Organizations

Powerful Models
for Systemic Management

 Springer

Intelligent Organizations Powerful Models For Systemic Management

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Intelligent Organizations Powerful Models For Systemic Management:

Intelligent Organizations Markus Schwaninger, 2006-09-08 This is not a book about how to run a company It is about how to look at the world differently Ultimately this will help the reader to deal with complexity more effectively The market today is flooded with books which claim to show paths to higher organizational effectiveness Most of these recommendations are given as recipes for success and on pragmatic grounds This book however is targeted at all those who want access to the powerful models of systemic management in order to improve their skills in coping with complexity The contents are of interest to people who deal with organizations as leaders and managers or specialists or as advanced students The purpose is to give them conceptual and methodological guidelines by means of which they can Increase the intelligence of existing organizations by introducing or substituting a better design Shape new organizations so that they are intelligent from the very start

Systemic Management for Intelligent Organizations Stefan N. Grösser, René Zeier, 2012-10-17 The last two decades increasingly have challenged the field of management by confronting it with rapidly growing levels of dynamism inter connectedness and complexity Systems based management approaches their promise already proven offer great potentials for influencing and coping with this development This collection of essays offers ideas and exemplary case studies from experts in systemic management organizational cybernetics and system dynamics for meeting the challenges in socio economic systems This book was compiled to honor the academic achievement of Markus Schwaninger a leading protagonist in developing the field of systemic management and organizational cybernetics His stature in the field is demonstrated in the forewords by Raul Espejo and John Sterman The efforts of 18 researchers and practitioners all closely related to Markus Schwaninger offer conceptual and empirical approaches that will allow managers and advanced students of the management profession to analyze understand and design intelligent organizations The book weaves its content from both theory and practice and offers hints for improving a variety of organizations both private and public profit and non profit and large and small

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practice and offers hints for improving a variety of organizations both private and public profit and non profit and large and small

Intelligent Organizations Markus Schwaninger, 2008-12-16 This is not a book about how to run a company It is about how to look at the world differently Ultimately this will help the reader to deal with complexity more effectively The market today is flooded with books which claim to show paths to higher organizational effectiveness Most of these recommendations are given as recipes for success and on pragmatic grounds This book however is targeted at all those who want access to the powerful models of systemic management in order to improve their skills in coping with complexity The contents are of interest to people who deal with organizations as leaders and managers or specialists or as advanced students The purpose is to give them conceptual and methodological guidelines by means of which they can increase the intelligence of existing organizations by introducing or substituting a better design Shape new organizations so that they are intelligent from the very start What are the distinctive features of this book The book is the result of a long term research effort in to the deep seated invariant features of organizations based on the Systems Approach namely Organizational Cybernetics and System Dynamics These sciences have specialized in uncovering such basic properties They convey a fresh sophisticated and unorthodox perspective It is therefore worthwhile acquiring the capability of looking at the social world in this different way

The Viability of Organizations Vol. 2 Wolfgang Lassi, 2019-07-18 Organizations are complex social systems and dysfunctionalities can settle in very quickly and almost unnoticed costing valuable time and resources In a highly volatile and complex world where mistakes are virtually unforgivable the ability to rapidly and accurately diagnose dysfunctionalities and familiarity with the right governance and leadership principles have thus become vital for organizations success This volume the second in a set of three introduces readers to the Viable System Model VSM based diagnosis and governance of organizations Readers will be familiarized with a broad range of dysfunctional patterns that can impede an organization's viability while also deepening their understanding of organizational viability gained in Volume 1 This volume examines in detail the highly dynamic nature of organizations the multiple equilibrium systems that need to be kept in mind and the intricate nature of leadership in organizations It addresses fundamental organizational and managerial issues topics such as the functioning of hierarchies the right degree of centralization the various challenges throughout an organization's lifecycle and the vital role of conflicts for organizational health The insights derived from the VSM in this volume will provide readers with a comprehensive nuanced and sound conceptual foundation for questions concerning the diagnosis and governance of organizations the tasks challenges and principles of leadership and the implementation of strategies in organizations This compendium is a most welcome contribution to Organizational Cybernetics Lassi provides a detailed analytical and insightful perspective on the currently most powerful organization theory which is a key to mastering complexity the Viable System Model The author also finds new creative ways of showing the practitioner how to make the model work If you apply it properly you can reap huge benefits the viability of your organization and a prosperous future Prof

em Dr Markus Schwaninger University of St Gallen There is nothing more practical than a good theory K Lewin This is exactly what Lassl s books exemplify and prove By advancing the VSM based organizational theory and providing ample application related examples these books allow the readers to look at their organizations and management from a new perspective and provides them with the knowledge to trigger and implement practical organizational changes I have been able to draw upon many cutting edge examples from Lassl s books for my lectures on the VSM which have repeatedly convinced students of its value and enabled them to gain an in depth understanding of the VSM Particularly Lassl s elaborations on variety management and on the axiom of requisite vertical eigen variety are cornerstones for every organizational design project for value oriented management and for the overall viability of the organization I highly recommend the book to all managers looking for ideas for future oriented design of organizations and of value creation Prof Dr Matthias M ller Wiegand Vice President Department Business and Law Rheinische Fachhochschule K ln University of Applied Sciences

Strategic Analysis Andrea Beretta Zanoni, 2011-08-25 In the last few years competition has become increasingly more complex variable and dynamic as can be seen in phenomena like globalization and technological acceleration To cope with the dynamism and uncertainty of competition enterprises need capabilities that enable them to respond to competition as well as to improve their analytical skills and knowledge in order to better manage new strategic projects Strategic analysis uses both quantitative and qualitative tools to understand both competitive contexts and available company resources In Strategic Analysis Processes and Tools author Andrea Beretta Zanoni develops a theory of strategic analysis and offers models for the application of strategic analysis tools during all phases of the process including planning and decision making the development of control and the formulation of a strategic diagnosis

The Viability of Organizations Vol. 1 Wolfgang Lassl, 2019-05-22 Today s complexity speed and need for adaptation are putting organizations under stress Understanding how organizations function and truly come alive has become a critical competency And yet organizations still seem to lack a solid understanding of what constitutes meaningful viable and effective organizational structures Using the Viable System Model VSM as a framework this three volume compendium volume offers readers a new and comprehensive perspective on organizations and how they function beyond the organizational chart Moreover it equips readers with a rigorous methodology for analyzing organizations and addressing deep seated organizational dysfunctions while also showing them how to redesign their structures and develop better and more tailor made solutions This first volume introduces readers to the VSM and its main components Readers are taken on a journey allowing them to rediscover all too familiar aspects in the life of their organization and to become aware of the critical success factors for its smooth functioning and long term viability In turn volumes 2 and 3 provide an in depth introduction to diagnosing and designing organizations with the help of the VSM For academics this compendium rediscovers a theoretical perspective that can help them understand macro structural issues at the same time for VSM experts and researchers alike it

resolves many open aspects in the VSM framework This compendium is a most welcome contribution to Organizational Cybernetics Lassi provides a detailed analytical and insightful perspective on the currently most powerful organization theory which is a key to mastering complexity the Viable System Model The author also finds new creative ways of showing the practitioner how to make the model work If you apply it properly you can reap huge benefits the viability of your organization and a prosperous future Prof em Dr Markus Schwaninger University of St Gallen There is nothing more practical than a good theory K Lewin This is exactly what Lassi s books exemplify and prove By advancing the VSM based organizational theory and providing ample application related examples these books allow the readers to look at their organizations and management from a new perspective and provides them with the knowledge to trigger and implement practical organizational changes I have been able to draw upon many cutting edge examples from Lassi s books for my lectures on the VSM which have repeatedly convinced students of its value and enabled them to gain an in depth understanding of the VSM Particularly Lassi s elaborations on variety management and on the axiom of requisite vertical eigen variety are cornerstones for every organizational design project for value oriented management and for the overall viability of the organization I highly recommend the book to all managers looking for ideas for future oriented design of organizations and of value creation Prof Dr Matthias M ller Wiegand Vice President Department Business and Law Rheinische Fachhochschule K ln University of Applied Sciences div

Critical Systems Thinking and the Management of Complexity Michael C. Jackson, 2019-03-15 From the winner of the INCOSE Pioneer Award 2022 The world has become increasingly networked and unpredictable Decision makers at all levels are required to manage the consequences of complexity every day They must deal with problems that arise unexpectedly generate uncertainty are characterised by interconnectivity and spread across traditional boundaries Simple solutions to complex problems are usually inadequate and risk exacerbating the original issues Leaders of international bodies such as the UN OECD UNESCO and WHO and of major business public sector charitable and professional organizations have all declared that systems thinking is an essential leadership skill for managing the complexity of the economic social and environmental issues that confront decision makers Systems thinking must be implemented more generally and on a wider scale to address these issues An evaluation of different systems methodologies suggests that they concentrate on different aspects of complexity To be in the best position to deal with complexity decision makers must understand the strengths and weaknesses of the various approaches and learn how to employ them in combination This is called critical systems thinking Making use of over 25 case studies the book offers an account of the development of systems thinking and of major efforts to apply the approach in real world interventions Further it encourages the widespread use of critical systems practice as a means of ensuring responsible leadership in a complex world The INCOSE Pioneer Award is presented to someone who by their achievements in the engineering of systems has contributed uniquely to major products or outcomes enhancing society or meeting its needs The criteria may apply to a

single outstanding outcome or a lifetime of significant achievements in effecting successful systems

Comments on a previous version of the book Russ Ackoff the book is the best overview of the field I have seen JP van Gich Jackson does a masterful job The book is lucid well written and eminently readable Professional Manager Journal of the Chartered Management Institute Provides an excellent guide and introduction to systems thinking for students of management

Continuous Change and Communication in Knowledge Management Jon-Arild Johannessen, 2021-06-10 Until now change leadership has lacked a theoretical basis for use by leaders as a starting point when implementing change processes Continuous Change and Communication in Knowledge Management addresses this

Understanding Complex Urban Systems: Multidisciplinary Approaches to Modeling Christian Walloth, Jens Martin Gurr, J. Alexander Schmidt, 2013-12-14 Understanding Complex Urban Systems takes as its point of departure the insight that the challenges of global urbanization and the complexity of urban systems cannot be understood let alone managed by sectoral and disciplinary approaches alone But while there has recently been significant progress in broadening and refining the methodologies for the quantitative modeling of complex urban systems in deepening the theoretical understanding of cities as complex systems or in illuminating the implications for urban planning there is still a lack of well founded conceptual thinking on the methodological foundations and the strategies of modeling urban complexity across the disciplines Bringing together experts from the fields of urban and spatial planning ecology urban geography real estate analysis organizational cybernetics stochastic optimization and literary studies as well as specialists in various systems approaches and in transdisciplinary methodologies of urban analysis the volume seeks to advance the discussion on multidisciplinary approaches to urban modeling While engaging with the state of the art in their respective fields the contributions are specifically written for both experts from a broad range of disciplines as well as for urban practitioners who feel the need for new approaches given the uncertainty of current developments

Redesigning Innovative Healthcare Operation and the Role of Knowledge Management Saito, Murako, Wickramasinghe, Nilmini, Fuji, Masako, Geisler, Eliezer, 2009-07-31 This book offers a compilation of chapters on how knowledge impacts the layout and design of the medical industry Provided by publisher

Proceedings of IAC 2018 in Vienna Group of Authors, 2018-07-02 International Academic Conferences Teaching Learning and E learning IAC TLEI 2018 and Management Economics and Marketing IAC MEM 2018 and Engineering Transport IT and Artificial Intelligence IAC ETITAI 2018

Social Systems Engineering César García-Díaz, Camilo Olaya, 2017-10-25 Uniquely reflects an engineering view to social systems in a wide variety of contexts of application Social Systems Engineering The Design of Complexity brings together a wide variety of application approaches to social systems from an engineering viewpoint The book defines a social system as any complex system formed by human beings Focus is given to the importance of systems intervention design for specific and singular settings the possibilities of engineering thinking and methods the use of computational models in particular contexts and the development of portfolios of solutions Furthermore this book considers both technical human and social perspectives which

are crucial to solving complex problems Social Systems Engineering The Design of Complexity provides modelling examples to explore the design aspect of social systems Various applications are explored in a variety of areas such as urban systems health care systems socio economic systems and environmental systems It covers important topics such as organizational design modelling and intervention in socio economic systems participatory and or community based modelling application of systems engineering tools to social problems applications of computational behavioral modeling computational modelling and management of complexity and more Highlights an engineering view to social systems as opposed to a scientific view that stresses the importance of systems intervention design for specific and singular settings Divulges works where the design re design and transformation of social systems constitute the main aim and where joint considerations of both technical and social perspectives are deemed important in solving social problems Features an array of applied cases that illustrate the application of social systems engineering in different domains Social Systems Engineering The Design of Complexity is an excellent text for academics and graduate students in engineering and social science specifically economists political scientists anthropologists and management scientists with an interest in finding systematic ways to intervene and improve social systems

Creating a High-Performance Organizational Culture Based on Empirically Validated

Frameworks Constantine Kontoghiorghes, Susan M. Awbrey, 2025-03-27 In today's competitive landscape culture is not just an asset it's a strategic imperative This groundbreaking book introduces the High Performance Organization HPO cultural framework an empirically validated model offering evidence based solutions for driving innovation optimizing talent management and enhancing organizational performance Designed for academics researchers HR professionals organizational leaders and consultants this book provides actionable insights grounded in rigorous research Discover how to fuel innovation and competitiveness by harnessing a strong culture to spark groundbreaking ideas and outpace competitors optimize talent management by attracting developing motivating and retaining top talent through a culture of excellence ethics and continuous improvement boost organizational performance by enhancing profitability quality productivity and adaptability in a dynamic environment elevate employee engagement by cultivating a culture built on mutual respect and integrity and maximize training ROI by transforming training programs into powerful performance drivers with lasting learning transfer and impact Drawing on robust empirical evidence this book is an indispensable resource for driving sustainable organizational change and total system optimization

Effective Strategy Execution

Bernd Heesen, 2024-04-03 Turbulent times require new approaches to strategy execution This book demonstrates how the use of business intelligence can enhance performance by fostering a shared understanding of the strategy through a Value Scorecard It also outlines the Strategic Alignment Process for measuring and monitoring performance The Strategic Alignment Remote Control is presented as the ultimate tool for managers to maintain control of their business The third edition of this book has been updated and improved Seven case studies utilizing business intelligence applications such as

Microsoft Excel and Microsoft Power BI have been added in Chapter 6 titled Business Intelligence in Practice These case studies enable readers to learn how to work with key performance indicators and visualize them A Handbook of Practical Wisdom Wendelin Küpers,2016-03-16 The current financial and on going ecological crises have taught us that without practical wisdom business organisations and leadership cannot be sustainable In response to this situation the Handbook of Practical Wisdom presents a critically informed understanding of wise practices contributing to more integrative organizational and leadership studies and practice The focus on integration emphasises the interdependencies of practical wisdom in relation to members groups and cultures of organisations in their socio cultural spheres Wisdom has long slipped from the scholarly map and so this handbook provides revived and new mappings for today and the future Seeking to actualize creative potentials of practical wisdom this book and series aspires to contribute to the contemporary odysseys and quests for orientation in organisation and management research and practice Wisdom research as presented in this book provides bridges to underestimated neglected or forgotten knowledge and offers transformative passages between Scylla the rocks of dogmatic modernity and Charybdis the whirlpool of dispersed post modernity Practical wisdom allows for a better equipped and more experiential and reflexive journey and fosters the art of mindful travelling beyond a reactive moralizing sentimentalism Accordingly this handbook serves as a medium for reassessing and rearticulating more responsible ways of praxis in the field of organization and management In this spirit each chapter opens a space for dialogue and debate inviting further inquiries conversations and explorations by and among its readers students academics and practitioners

Management in Physical Therapy Practices Catherine G Page,2015-02-06 That s why we ve provided wisdom you won t find in any other Management text practical business principles and perspectives for all types of clinical settings to help you prepare for wherever life may lead you Walk through true stories of trials and triumphs as Catherine Page shows you how to create a personal business plan that will set you up for success whether you decide to own a clinic or focus on direct patient care **Economic Resilience and Pandemic Response** Agnieszka Rzepka,Artur Paździor,2024-08-05 The COVID 19 pandemic upended our social and economic lives Lockdowns forced firms to implement health and safety protocols employees to work from home and businesses of all sorts to close Even as lockdowns eased the landscape of work commerce leisure and education was irrevocably transformed While in many ways life has returned to normal many of the changes wrought by the pandemic are here to stay This book presents research on these transformations examining how the economy and society were impacted Organizing different aspects of the pandemic into individual chapters this book examines issues such as financing structures liquidity profitmaking investment financial security and market valuation among other topics Reflecting deep research as well as an extensive review of the literature each chapter provides not just theoretical and empirical insight but also a set of policy recommendations to insure against similar crises in the future Encompassing a range of case studies it outlines strategies for dealing with the manifold challenges of today s business environment This

book showcases the development of particular sectors over the course of the pandemic and as such serves as a valuable study enabling a comprehensive analysis of topics ranging from economics to social dynamics It provides a deep understanding of this unique period s wide ranging challenges and transformations and underscores the central economic concern of the pandemic s effect on economic security a topic discussed throughout several chapters Furthermore it includes a discussion on the broader scope of polycrisis This volume was designed to appeal to a wide range of readers interested in economics management regional studies and related fields

Informed Systems Mary M. Somerville, 2015-07-10 By fostering principles of systems thinking and informed learning through an inclusive participatory design process that advances information exchange reflective dialogue and knowledge creation the Informed Systems Approach promotes conceptual change in workplace organizations Informed Systems explores theory based participatory action research and provides examples of agile process models for activating sustainable design dialogue and reflection processes in today s organizations This book also examines forward thinking frameworks for academic libraries and how they can be used in the context of dynamically changing scholarly communications Chapters further the expression of collaborative information practices that enrich information experiences by simultaneously advancing both situated domain knowledge and transferable learning capacity Design and redesign activities well integrated into the workplace culture are expressed through sustainable processes and practices that produce rich information experiences Informed learning both promotes and sustains continuous learning including collective reflection on information sources collaborative practices and systems functionalities In these ways transferable topical understandings and information resiliency manifest action oriented intention to ensure improvements of real world situations Transferable critique of the leadership issues facing contemporary library organizations across the globe Agile process models for activating sustainable design dialogue and reflection processes in today s organizations Theory based participatory action research illustrations of the efficacy of systems thinking interventions Forward thinking frameworks for academic libraries in dynamically changing scholarly communications contexts Proven organizational transformation strategies building upon theoretical concepts for nimble responsiveness

Shaping the Future of ICT Ibrahim M. M. El Emary, Anna Brzozowska, 2017-09-19 The International Conference on Communications Management and Information Technology ICCMIT 16 provides a discussion forum for scientists engineers educators and students about the latest discoveries and realizations in the foundations theory models and applications of systems inspired on nature using computational intelligence methodologies as well as in emerging areas related to the three tracks of the conference Communication Engineering Knowledge and Information Technology The best 25 papers to be included in the book will be carefully reviewed and selected from numerous submissions then revised and expanded to provide deeper insight into trends shaping future ICT

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Table of Contents Intelligent Organizations Powerful Models For Systemic Management

1. Understanding the eBook Intelligent Organizations Powerful Models For Systemic Management
 - The Rise of Digital Reading Intelligent Organizations Powerful Models For Systemic Management
 - Advantages of eBooks Over Traditional Books
2. Identifying Intelligent Organizations Powerful Models For Systemic Management
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Intelligent Organizations Powerful Models For Systemic Management
 - User-Friendly Interface
4. Exploring eBook Recommendations from Intelligent Organizations Powerful Models For Systemic Management
 - Personalized Recommendations
 - Intelligent Organizations Powerful Models For Systemic Management User Reviews and Ratings
 - Intelligent Organizations Powerful Models For Systemic Management and Bestseller Lists
5. Accessing Intelligent Organizations Powerful Models For Systemic Management Free and Paid eBooks
 - Intelligent Organizations Powerful Models For Systemic Management Public Domain eBooks
 - Intelligent Organizations Powerful Models For Systemic Management eBook Subscription Services
 - Intelligent Organizations Powerful Models For Systemic Management Budget-Friendly Options

6. Navigating Intelligent Organizations Powerful Models For Systemic Management eBook Formats
 - ePub, PDF, MOBI, and More
 - Intelligent Organizations Powerful Models For Systemic Management Compatibility with Devices
 - Intelligent Organizations Powerful Models For Systemic Management Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Intelligent Organizations Powerful Models For Systemic Management
 - Highlighting and Note-Taking Intelligent Organizations Powerful Models For Systemic Management
 - Interactive Elements Intelligent Organizations Powerful Models For Systemic Management
8. Staying Engaged with Intelligent Organizations Powerful Models For Systemic Management
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Intelligent Organizations Powerful Models For Systemic Management
9. Balancing eBooks and Physical Books Intelligent Organizations Powerful Models For Systemic Management
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Intelligent Organizations Powerful Models For Systemic Management
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Intelligent Organizations Powerful Models For Systemic Management
 - Setting Reading Goals Intelligent Organizations Powerful Models For Systemic Management
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Intelligent Organizations Powerful Models For Systemic Management
 - Fact-Checking eBook Content of Intelligent Organizations Powerful Models For Systemic Management
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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