

Managing Complexity in Social Systems

Only since complexity emerged as a new scientific discipline in the 1980's has it become clear that institutions and organizations resemble much more living beings rather than machines or production plants. This insight lays the ground for a still ongoing paradigm shift in management and in change that helps to understand the "logic of failure (Dietrich Dörner)" of traditional policies and strategies. So what does the new paradigm entail? In a brief roller coaster ride we will dive into this issue.

Christoph E. Mandl



Hubris

FORDLANDIA
 THE RISE AND FALL OF HENRY FORD'S FORGOTTEN JUNGLE CITY
 GREG GRANDIN
 AUTHOR OF EMPIRES WORKSHOP

"Grandin tells a gripping story of high hopes and deep failure, a saga that in some ways is a morality tale for the American century." —*The Boston Globe*

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Machines	Living Beings
<ul style="list-style-type: none"> • History independent • Predictable • Analytically determinable; when we know input and output we can reconstruct their correlation 	<ul style="list-style-type: none"> • History dependent • Unpredictable • Analytically indeterminable; even when we know input and output we cannot reconstruct their correlation
<p>Ethical imperative: I always try to act so as to increase the number of choices. Heinz von Foerster</p>	

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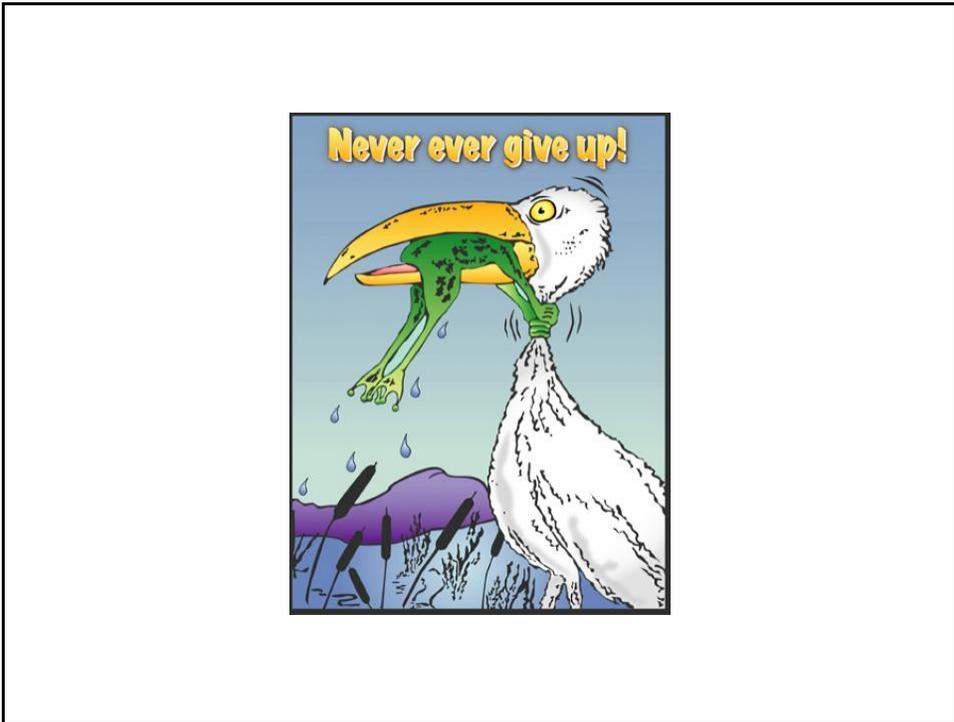
Managing with a Living Beings World View

- invent
- act appropriately
- make sense
- cognize problems
- dump forecasts
- foster self-organization
- acknowledge policy resistance
- discover leverage points

Managing with a Machine World View

- optimize
- get it right
- lower costs
- get quality up
- keep everything moving
- make it smooth
- make things reliable
- solve problems
- find solutions





**Be patient toward all that is unsolved in your heart and
try to love the questions themselves, like locked rooms and like books
that are now written in a very foreign tongue.**

**Do not now seek the answers, which cannot be given you
because you would not be able to live them.**

And the point is, to live everything.

Live the questions now.

**Perhaps you will then gradually, without noticing it,
live along some distant day into the answer.**

Rainer Maria Rilke

