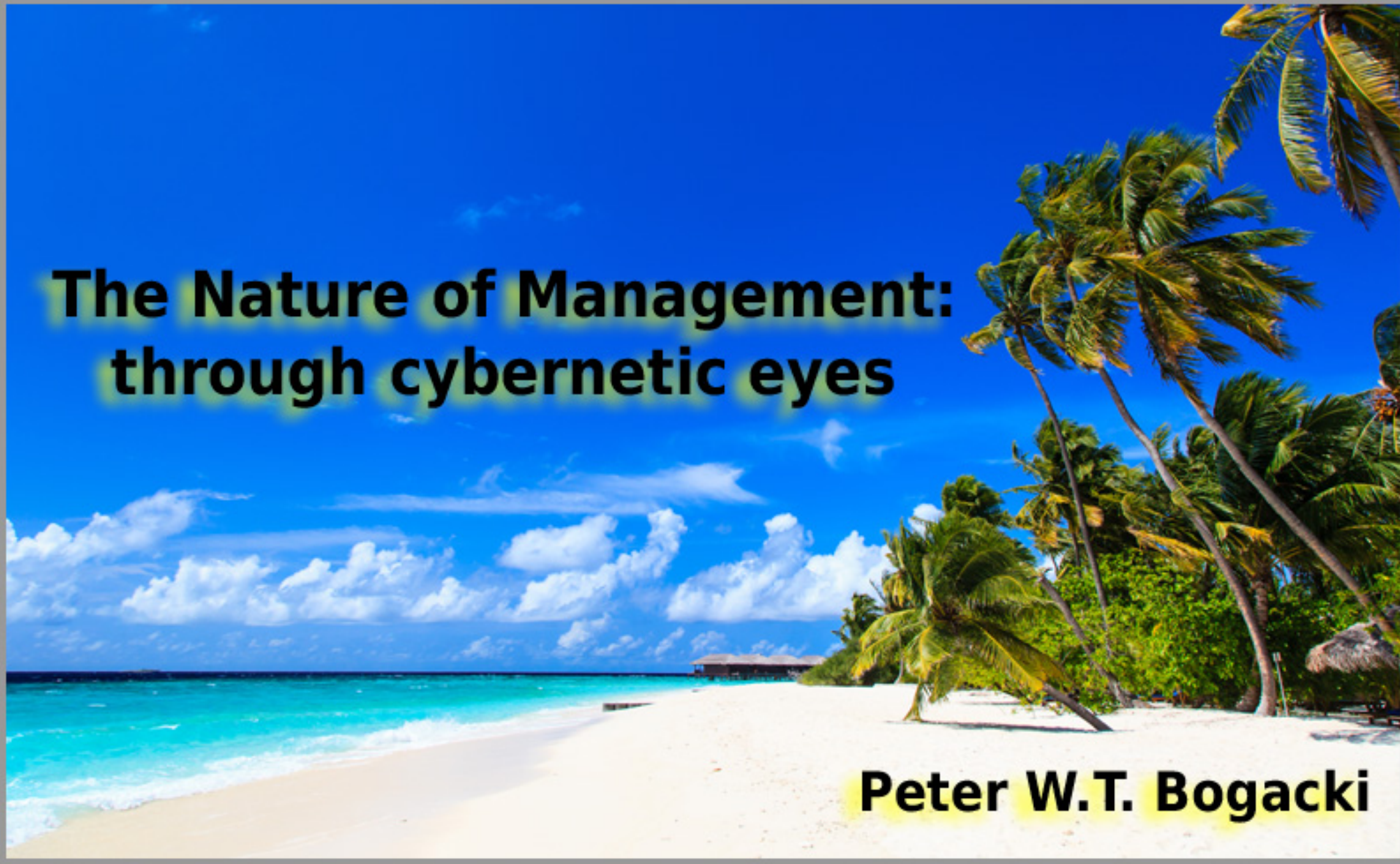
The Nature of Management:
through cybernetic eyes
Peter W.T. Bogacki

First Edition

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A selection of extracts

taken from a presentation on

The Nature of Management given by

Peter W.T. Bogacki in August 2018.

agenda

1) The Origin of Management Cybernetics

cybernetics =:= *steersmanship*

(from Greek)

Cybernetics

'the science of communication and control in the animal and the machine'

Management Cybernetics

'the observing, modelling, and use of the underlying system of communication and control in an organization made up of people'

agenda

1) The Origin of Management Cybernetics

2) The Viable System Model (aka The VSM)

– viable = capable of independent existence –

The VSM is a working model of

(The VSM diagram is © Macmillan Publishers Ltd.)

the underlying system of communication and control in an organization made up of people.

The core of The VSM, a systemic set (recurring),

(systemic set diagram is © John Wiley & Sons Ltd.)

can be seen here.

agenda

1) The Origin of Management Cybernetics

2) The Viable System Model (aka The VSM)

3) Uses of The VSM

What can The VSM be used for?

1) Diagnose your own organisation.

2) Prescribe ways of dealing with inadequacies.

3) Design a healthy organisation from scratch.

agenda

1) **The Origin of Management Cybernetics**

2) **The Viable System Model (aka The VSM)**

3) **Uses of The VSM**

4) **Learning More**

For an introduction and guide to
using The VSM
in any organization
do an internet search for:

‘Jon Walker VSM’

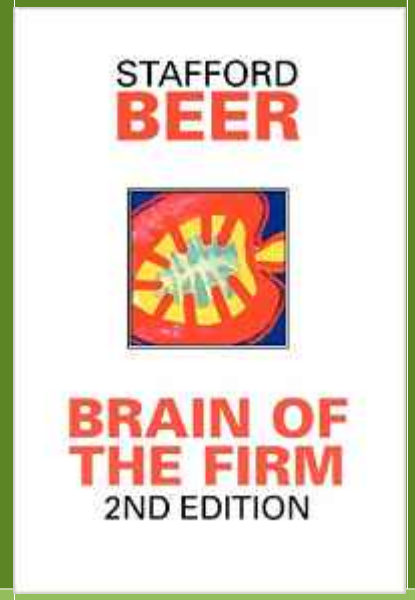
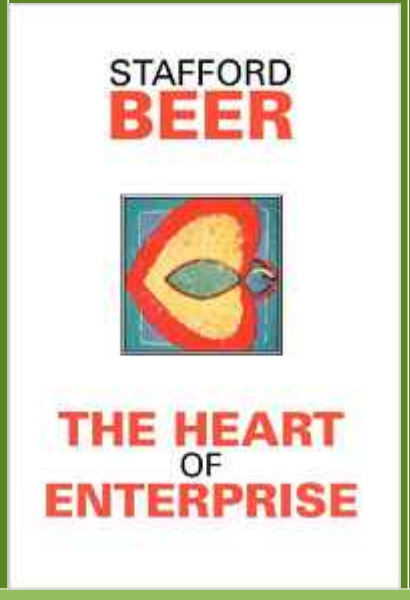
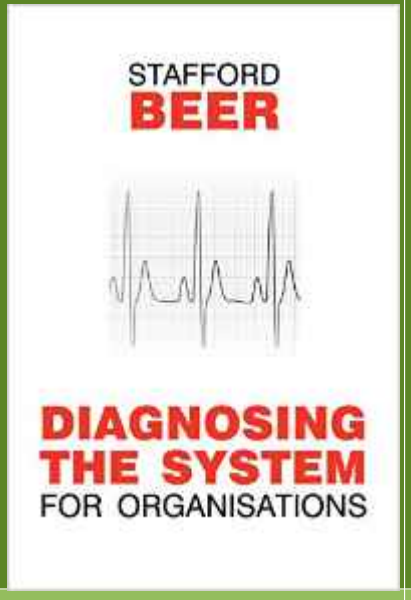
To learn more about The VSM

from Stafford Beer’s own words

there are two methods.

Method 1

~£200 : ~1,800 pages

JORS abstract: The Viable System Model: Its Provenance, Development, Methodology and Pathology.	417 pages	582 pages	152 pages	1,153 pages
2 pages				
Vol. 35, 7-8. 1984				
- online -	---- Amazon, August 2018 ----			TOTAL
free	£37.35	£52.00	£39.99	£129.34

TRADITIONAL (method 1)

1,153 pages	556 pages	100 pages	1,809 pages
JORS Abstract + Heart + Brain + Diagnosing			
---- Amazon, August 2018 ----			**TOTAL**
£129.34	£49.40	£13.60	**£192.34**

TRADITIONAL (method 1)

Dispersed throughout these six publications are certain sentences, phrases, definitions, and diagrams that are key to reaching an understanding of The VSM.

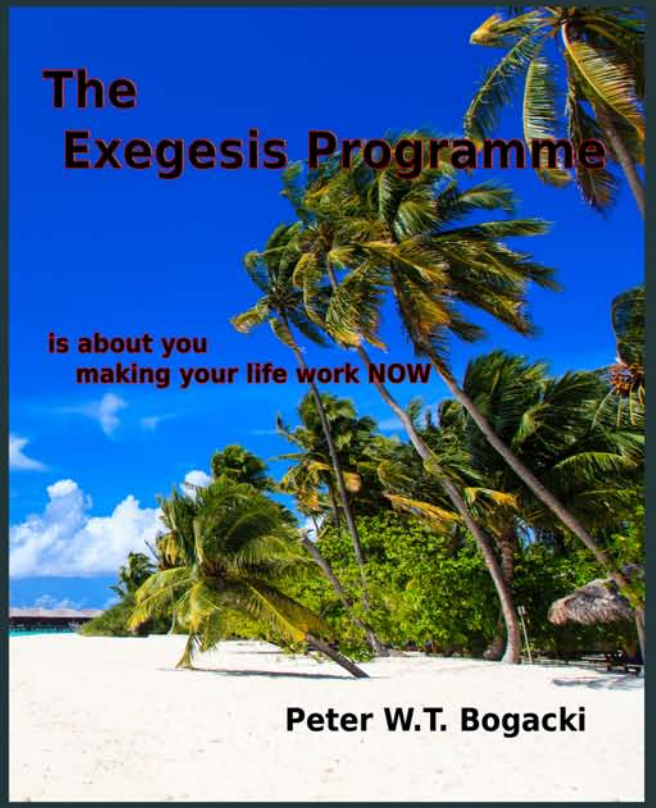
They were extracted and brought together in a single book that was published in 2015.

A quarter of the book is dedicated to and contains a complete description of The VSM.

Method 2

~£20 : ~50 pages

The VSM: being seen at source
- a complete literal mapping -
in
The Exegesis Programme, 2015
by Peter W.T. Bogacki



Chapter 2:–

– overview of systemic set.

Chapter 4 & Notes:–

– bulk of extracts referred to above.

Constituent (7): The End Result:-

– essence of Chapter 4 & Notes content.

The VSM material in THE EXEGESIS PROGRAMME

pp. 74-75	**Abstract from JORS**	
pp. 121-123	**Chapter 2: Organization**	
pp. 143-161	**Chapter 4: The Organization**	
pp. 167-182	**Notes**	
pp. 191-201	**Constituent (7): The End Result** (1998: accepted for publication in **Kybernetes,** the official journal of the UNESCO recognized World Organisation of Systems and Cybernetics (WOSC) and The Cybernetics Society)	
		TOTAL
49 pages	**COMPLETE, CONCISE, CHEAPER (method 2)**	**£19.99**

The VSM material in THE EXEGESIS PROGRAMME

- **Only book – complete literal description of the systemic set**

- **In the words of one participant …**

  "it makes sense to me . . . clarity about connections between Beer's subsystems . . . wished I'd had it before working through Beer's books . . . would've saved me time as PhD student . . . contains the essence of Beer's material".

COMPLETE, CONCISE, CHEAPER (method 2)

agenda

1) **The Origin of Management Cybernetics**

2) **The Viable System Model (aka The VSM)**

3) **Uses of The VSM**

4) **Learning More**

5) **Unpopularity**

6) **Q&A Session**

“The purpose of a system is what it does.

There is after all no point in claiming that the purpose of a system is to do what it constantly fails to do.”

- Stafford Beer -