



## Editorial

Dear All,

Hello Springtime! The SCiO year has already kicked off well with a successful first SCiO event in London (followed by jellied eels and shandy in the pub!). In this issue we have a summary of that day in London along with the final instalment of Denis's sports association study. We also have some news about a new reading group initiative being proposed by Louise and others and reflections on the third Cwarel Isaf conference in St Gallen.

And that brings me (Gordon) to some changes here at the SCiO Newsletter. Dave Mettam has decided to take a break from the hot-metal and Louise Smail has volunteered to take over. I'd like to thank Dave for doing the NL with me from the start and I'd like to welcome Louise to the print shop!

Since the January meeting there have been other big events in the world, none bigger perhaps than the 9.0 magnitude earthquake with attendant tsunami in Japan. This has quite starkly put into context the fragility of the connectedness of the human world as Louise nicely explains.

A viable system is any system organised in such a way as to meet the demands of surviving in the changing environment. One of the prime features of systems that survive is that they are adaptable. Recent events have shown situations which severely test the viability of any system. It is rare that one mistake or event causes a catastrophe. Recently as in Japan a disaster is usually a function of multiple issues often called an "event cascade". Early reports indicate an earthquake took out the power to the nuclear plant's cooling system and then the tsunami knocked out the backup generators. The third level of protection - backup

batteries - was only designed to provide a few hours coverage - which was enough to get the generators repaired. However this didn't account for the time it would take to complete generator repairs when the Japanese infrastructure had been decimated by an earthquake. The failure of backup systems isn't enough to create a disaster but when all these events are taken together, the results can be catastrophic.

It doesn't have to be a disaster on this scale which threatens organisational viability - in the current times of budgetary restraint many of the systems and functions organisations rely on are outsourced or provided by partner organisations. An organisation's viability relies on the resilience of the others. It is now a challenge for organisation to ensure their viability by investigating that of its supply chain.

Planning for emergencies may in itself be a problem. Apart from the ability for organisations to plan for disasters that have already occurred - Manchester airports emergency plan after the fire on take-off in 80s was designed for the same event - then was reviewed to be able to cope with any emergency. It's also important to remember that if you are using a company to provide a back-up system in an emergency they may be contracted to others for the same back-up - which in itself may mean that they cannot be available if many companies need them at once...how many organisations check the viability and resilience of the services they rely on?

Happy reading!

Louise and Gordon

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## The AGM

This year we reverted to running the AGM as a member's decision conference structured on "beyond dispute" principles. The objective was to give members the opportunity to set the strategic direction for SCiO for the near future. Six interdependent topic groups discussed: Professional Development, Outreach, Meetings, Membership, Communications and AOB.

As well as making new decisions, this was also an opportunity to take members through some of the issues that had been settled in previous AGMs and the rationale for how we have got where we have. Its often the case that some of the thinking that underpins SCiO and its strategy and the debates that helped formulate that are invisible to new members, so refreshing this knowledge – which is tacit for some of the older hands is essential for cohesion.

The big conclusion from the day was a decision to structure around a set of Special Interest Groups. In typical "beyond dispute" fashion, this option emerged from the interaction of several groups. SIGs are likely to be focused around areas of application and could become a vehicle for development of practice (currently sitting in development days and other activities), outreach and the development of Professional Development. So a SIG could develop its own practice within its chosen sector / area of application, manage outreach with other relevant communities interested in that area and develop its own courses.

This development will have implications for many things within SCiO and the board will have to work through the details of how we implement

this approach going forward and the transition from the current structure and responsibilities.

Interesting times!

The other part of the AGM is of course the election of the board. The non exec directors (who are there to make sure the directors remember what we're supposed to be there for and don't blow the SCiO reserves on a party) weren't up for election this year, but the exec directors all were. The nominations went through unopposed and are:

Chair – Patrick Hoverstadt

Membership secretary & Co. secretary - Jane Searles

Professional Development – Penny Marrington

Meetings – Doug Haynes

Treasurer & Website – Steve Hales

Commercial – Aidan Ward

Newsletter – Louise Smail

Outreach – Nadine Andrews

In addition there is an opportunity for members to take a more active organising role in supporting directors carry out those roles and Roger Duck is helping support the Professional Development Programme in addition to the sterling work Gordon has already been providing in developing the newsletter. More volunteers would of course be extremely welcome.

Patrick Hoverstadt

**A big conclusion from the day was a decision to structure around a set of special interest groups.**

## The SCiO Professional Development Programme

Over the last few months the PDP has really begun to take off. More and more people are moving towards systems thinking, looking for ideas to help them manage complexity. There are a number of courses being offered in the SCiO Professional Development Programme.

For more information please contact Contact:

Penny Marrington, sigmar2@aol.com; 01706 819470

Patrick Hoverstadt, patrick@fractal-consulting.com; 01925 755651

Jane Searles. scio@janesearles.co.uk; 01538 372804

## Three Day Transformation

*Reflections on the Third Cwarel Isaf Conference on Management Cybernetics, 30 March – 1 April 2011, St Gallen, Switzerland*

St Gallen felt strangely empty as I made my way, alone, to a small hotel on a Wednesday afternoon at the end of March. I paused a while in the old town to watch a lonely local waiting for the green man to appear before he would allow himself to cross the deserted street.

Stafford Beer, the founding father of management cybernetics, lived for the last part of his life in Cwarel Isaf, a small cottage in the Welsh hills of Ceredigion. In January 2000, in order to help preserve and continue his work after his death, Beer established the Cwarel Isaf Institute in collaboration with Fredmund Malik.

Cwarel Isaf conferences bring together Stafford's colleagues, friends, family and followers, and are hosted by the Malik Management Centre in St Gallen (MZSG). MZSG provides training and consultancy services in general management, based on systemic and cybernetic principles.

MZSG's tools and methods have been strongly influenced by Stafford Beer's work, including the Viable System Model and Syntegration. A Syntegration is a three-to-four day event based on a protocol developed by Beer, originally described in *Beyond Dispute* (S Beer). It is a facilitated group process that enables 20-40 people to explore a major issue of common interest by agreeing on, and then collaboratively developing, 12 key topics of relevance.

Syntegration can be used to enable a group to identify its greatest challenge and then work together to define and commit to a plan of action to address it. This year's conference focused on MZSG's recent experiences of integrating the Syntegration process with a suite of other systemic tools, with the aim of kick-starting the transformation required for large organisations or public sector administrations to

solve major challenges for themselves. The basic approach is to allow the syntegration to create strength through synergy between the participants, and to couple this with the construction of a number of systemic models of the organisational system of interest, to be presented to the group after the event.

If you don't like what the system does, change the system. How often does this seem so much more easily said than done? The claim is that a three day syntegration, involving the most influential people in an organisation, or a city, or indeed any other social system that one might care to identify, is itself a process of systemic change because it modifies the way in which the participants interact with one another. When this direct experience of a well-functioning system-in-action is followed up by an holistic picture of the system that needs attention, the overall experience can come together to transform the level of systemic understanding in a way that would be impossible through reflective study or intellectual argument.

As I leave St Gallen after three days, watching locals chatting and crossing roads all over town, I reflect on the stimulating discussion, the good food and great company, the late nights in the bar and even the odd bit of yodeling, and I feel myself step across the cultural divide that seems to separate the Brits from the Swiss. Stafford said that information is what changes us. I have been informed in the deepest sense, which, I guess, is what transformation is all about.

Roger Duck

*The Cwarel Isaf Institute has enabled Cwarel Isaf Cottage to be made available as a place of work and study for anyone following in the footsteps and spirit of Stafford Beer. Contact the House Manager, Mr Gareth Jones, on 01570 470424 for details.*

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don't like  
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## The Event in the South: the first SCiO Open Meeting in London.



Our location was the BT Centre in central London, which is the global headquarters and registered office of BT Group, located in a 10-storey office building at 81 Newgate Street in the City of London, opposite St. Paul's tube station.

The day provided a most interesting forum bringing together 40 Systems Thinkers, some who were regular Manchester SCiO attenders, whilst many, who live in the South, took the opportunity to sample a SCiO event.

### Patrick Hoverstadt: A Multi-organisational, Multi-methodology approach to a 'wicked' problem.

Patrick led the first session with an 'all-singing all-dancing' systems context concerned with alcohol misuse, which he portrayed as difficult and intractable. He likened it to navigating a swamp, and outlined what the thinking tools had been, but also what the experience had been like. It had involved multi-agency stakeholders with several inter-dependent issues. Whilst conceptually no problem and technically feasible, it was an informational and logistical nightmare, with little or no information on organisations and a lack of clarity on services.

### Binge Policy Areas & Influences

In modelling the problem ...

- The DOH view was based on statistics
- There was no systemic view of drinking patterns
- There was no systemic view of groups
- There was no consideration of how different drinking behaviours link e.g. do bingers or non bingers become dependent

A few key observations about client learning were offered:

- Skills Transfer, often "assumed" in consultancy, did occur.
- There was a Tension with delivery
- *Stories* and not *analysis* was the preferred approach
- Myths were hard to shift
- There was real difficulties getting serious engagement with methodologies

There was some success at 2 levels:

In the core team, some real learning and ability developed

In the wider group, some key insights and "oh s\*\*t" moments were common

Patrick's closing remarks included ... "And just one

more thing, it's been emotional !

### Jane Searles – OMM a Powerful Organisational Maturity Tool

Jane described how a SCiO Team have been developing an Organisational Maturity Model over the last 2 years, and that prototype versions were now available.

Starting in July 2008, the OMM is based on CMMI (Carnegie Mellon - Capability Maturity Model) concept - from process improvement to organisational improvement - drawing on the structural insights of the VSM. It is driven by a questionnaire and is designed to show the structural integrity of your organisation. The OMM allows managers to improve the capability of their organisation, to operate more effectively, and adapt to change.

So for example, participants fill in questionnaire where there are questions about operations, co-ordination, resource & performance, monitoring, development and managing strategy. Four levels of organisational maturity are measured; capacity, connectivity, balance and consciousness. The outcomes are an assessment in terms of maturity which both provides explanations of the key issues through a large number of *archetypes*. The OMM provides reassurance about aspects of the organisation which are working well and insights into those aspects of your working life that are caused by the system rather than individuals.

Jane concluded by emphasizing that the model is about learning insights and highlighted ongoing questions:-

What sort of situations is it good for? / would not use in?

What sort of issues have been encountered? - Success stories?

Internet or paper versions? – different uses?

Director or management versions?

Ideas for future improvements? – new archetypes?

Jane invited users of the OMM to give the OMM group any feedback resulting from their use of it, by sending it to her in the first instance.

([Jane.Searles@btinternet.com](mailto:Jane.Searles@btinternet.com) )

**SCiO in London ...continued**

**Aidan Ward: Developing Transparency & Trust**

Aidan attempted to help us understand the fundamental structure behind transparency and trust, which included getting real information on key working relationships; asking 'What affects the value you deliver and the value delivered to you?'; and changing the fundamental connectivity of the work system. So interesting thoughts were presented on Know thyself; Systems and the unconscious; Transparency is not static; Discovery depends on self-reporting; Transparency allows self-healing; Transparency improves fecundity; Trust allows transparency.

The ideas presented by Aidan were explored and practised in a team-based workshop involving the building of a bridge with the following brief:

Teams of six - 2 clients, 2 design consultants, 2 people are main contractors

Clients commission an iconic bridge and control resources

Design consultants come up with design concepts

Contractors ensure constructability and build the bridge

It was a fascinating workshop where the role-playing required high levels of clarity and communication between the various actors. The outcome was six very different iconic bridges designed and constructed with as much transparency and trust as possible. It was a lot of fun!

**Stephen Brewis: Taming Organisational Complexity.**

In opening, Stephen described himself as a Management Consultant & Senior Aggravator with BT Innovate. His opening question was, in view of BT having 2000 Products, 46 million revenue items, 150000 people covering 170 Countries, 2000 IT systems, 7000 network switching systems, 10000 DSL Systems, 20000 Transmission Systems and 7000 locations, **How do I (wire up) organise BT?** Stephen then proceeded to tell us.

Starting out by establishing that the *Purpose* of the organisation is to sustain/increase value

through the decisions it makes, how do managers capture this organising logic ?

Stephen elegantly overlaid the massive complexity of BT Services onto a VSM framework emphasizing the decision making requirements and opportunities.

- Global services
- Operative Management
- Business Units
- Resources
- Audit
- Co-ordination
- Products and suppliers

In particular, Stephen modified the model to reflect on knowledge acquisition and use, building in the need for *Affective (Neural) Information* using heuristics to discover new knowledge about markets and the overall business, and *Non-Affective (Spinal) Information* using an algorithmic approach to implement new knowledge.

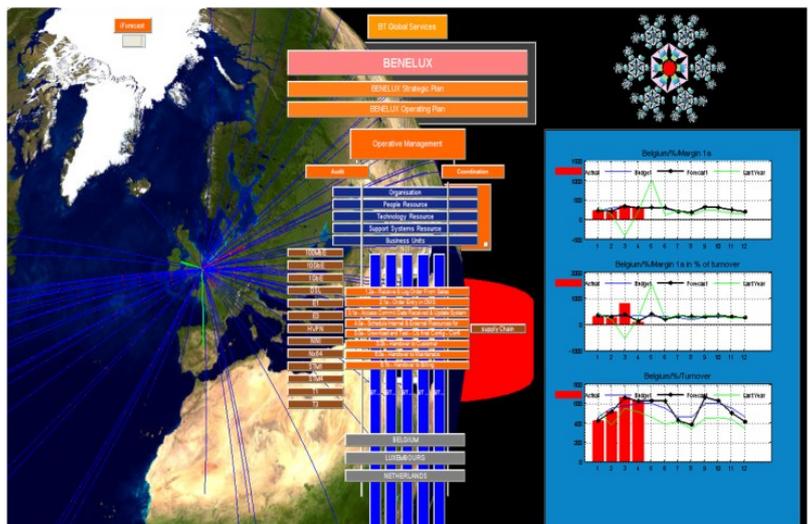
Stephen always makes it seem a bit straight forward! Wow!

Thanks to all the session leaders. At this stage, SCiO has not decided whether to run a further Open Event in the South during 2011.

Doug Haynes

**From the human aspects of trust and transparency to the massive complexity of BT, it's about people acting in systems.**

- Elements in the model are:-



## SCiO Reading Group

***It's hard to find people to talk about systems and often people can't make the meetings. SCiO reading group is a way engage in active discussion with like-minded folk.***

Not all members and those interested in SCiO's activities can make the meetings. The idea behind the Reading Group initiative is that a book group will allow people based anywhere with internet access the opportunity to communicate with the wider group and find other members and subjects they have in common.

We are doing this because it forms the prototype for a "Group Learning System" prepares the ground for Group PDP Action Learning sets and encourages reflective practice.

The guiding principles are that it should be fun and interesting and the books will be easily and cheaply available. The only technological constraint is having access to the internet

Initially the books chosen for discussion will be available in printed form (rather than just e-copy) and may not be specifically about systems but rather looking at specific events /or achievements. This is to avoid discussion about bias about which book is chosen and ensure that they are an easier read than a straight systems text book.

So what needs to be done? We envisage a book reading cycle consisting of initial identification of the book followed by someone who can act as a moderator for the chosen chapter. The moderator would set a number

of topics that could be discussed after the chosen chapter is read.

The discussion of the material will take place ideally on the SCiO website as a discussion group – but until that is ready, a Google group will be set-up. Discussion will be for a period 7 days after the agreed time period for reading the chapter has passed. A new volunteer will be identified for the next chapter and the cycle of reading and discussion will continue until either the book is finished or people no-longer want to be part of it.

We would expect that this will stimulate people who are looking at systems within organisations to do so in a broader way as well as the formation of relationships for the discussion of specific topics within the group.

Who might be interested in participating and the role of facilitation? For leading a discussion/learning facilitation – anyone can facilitate a chapter as long as they are happy with doing this. Anyone can participate and initially communication will be made through the SCiO e-mail list. People can sign up to say they want to.

For more details please contact: Louise Smail (louise.smail@ortalan.com)

## Exploring Action Learning For Professional Development

Friday 13th May 2011, 10.00 - 16:00

Room 3.74, Manchester Business School West, Booth Street West, M15 6PD

This is a day for SCiO members to explore the possibilities of undertaking professional development through Action Learning Sets. An Action Learning Set is a group of between 4 and 7 people who meet regularly to support one another in their learning in order to take purposeful action.

We will look at what we mean by Action Learning, the benefits and challenges, and the processes and structures that people need to put in place to make it work well.

SCiO members who are interested in principle are encouraged to come along, and it is expected that some sets will form on the day around topics of interest to the participants.

The session will be facilitated by Penny Mar- rington and Roger Duck.

The cost for SCiO members is £20.

If you would like to attend, please let Roger know on [roger.duck@mapsar.co.uk](mailto:roger.duck@mapsar.co.uk) or 07711 346908

## April Scio Open Meeting

Harold Hankins Building (entry is through the shopping precinct at the far end of MBS West building – above Blackwell bookshop),

Contact: Doug Haynes; [doug@ei4change.org.uk](mailto:doug@ei4change.org.uk); 0151 638 3363

### Session 1: No Intelligence without Feedback – Richard Veryard

**Synopsis:** One perspective on ‘Organisational Intelligence’ is that it measures the ability of the organisation to manage complexity and be self-aware.

Present-day notions of ‘organisational intelligence’ bring together ideas from knowledge management, decision sciences, Operational Research and Cybernetics, including the Viable System Model. One of the key design requirements is to build in a set of feedback loops at different tempi (time based and at

different organisational levels) to support goal-directed behaviour and rich organisational learning.

In this session, Richard will explore the socio-technical enablers for effective feedback, collaboration and intelligence, with practical examples from large organisations.

**Next Open Meeting:  
Monday 11<sup>th</sup>  
April 2011  
10am-4.30pm  
Manchester  
Business  
School Room  
10.02 (Harold  
Hankin  
Building)**

**£10 fee**

### Session 2: The nature of sustainability—David Train

**Synopsis:** A SCiO member has described David Train as “an extraordinary systems thinker and paddle sport coach.” David has developed a national programme – The MAIN academy – whose purpose is to offer a range of services for business people through a different dimension. [http://](http://www.mainacademyglobal.org/leadership.shtml)

[www.mainacademyglobal.org/leadership.shtml](http://www.mainacademyglobal.org/leadership.shtml)

David is intending to unravel the nature of sustainability in the session.

### Session 3: Craft Skills Workshop - Storytelling as a systems craft—Ian Kendrick

**Synopsis:** Ian has spent the last few years investigating *story telling* and practising the craft in front of live audiences from all walks of life. He is particularly interested in the systemic nature of the relationship(s) between story, teller and receiver.

Story telling is one of the most ancient of crafts. It can be revered or reviled depending on many factors including the nature of the story, its context and content, the skill of the teller, the attitude and perceptiveness of the receiver and the timing of the telling of the story.

There are many forms of story and story-telling;

there isn't a single or simple “right way”. This is especially so in the world of business. What might work well in one context may fail in another. Rather than offer a single prescriptive approach to the craft, Ian will explore the nature of **story** and tell a specific pertinent story as an example. This will enable a dialogue within which the members of SCiO can explore how aspects of this craft might help, both individually and as a group.

### Session 4: A model for sustainable organization – Tony Korycki

**Synopsis:** Tony will introduce us to the Chartered Quality Institute Deming SIG Model of Sustainable Organisation (MoSO) - a model, based on Systems Thinking principles and practices, created to lead to ‘different’ ways of thinking, and actions which build and embed sustained success.

The model has been designed to allow organisations to: (i) stimulate useful questions that reveal the current state of their organization, (ii) demonstrate practical examples of why the thinking works and provide links to useful resources, (iii) guide organisa-

tions to important things, shaped to the level at which they work, (iv) allow organisations to share thinking and concerns with others, and to change ways of working

Stimulate new thinking to build and embed sustained success.

This session will explore MoSO, evaluate its purpose and accessibility, and discuss how this and other initiatives in the Systems Thinking domain might become better integrated and mutually reinforcing.

### Lessons from a sports association study—part 3

Part three; Some modelling experiences.

The first two parts of this story reported some insights gained through the application of systems and cybernetics modelling. This part will describe some interesting modelling experiences.

The simplest tool used in this study was the most powerful cybernetic trick; the homeostatic loop. I believe that we use this intuitively all the time in a personal way, but may not often deliberately design one to deal with specific problems.

Reading about feedback loops in a book by Russell Ackoff, I was then able to see many complete, incomplete and broken loops in the management situations that I was dealing with. But I didn't realise that many of the simple solutions I had used in stabilising systems at a new improved performance level were homeostatic loops until I read *Decision and Control*.

In many cases, I only had to organise one new communication flow to complete a homeostatic loop, and let the system of people self-organise and stabilise the key output.

An incomplete report on the case material in the Stafford Beer collection ([http://www.ljmu.ac.uk/lea/LEA\\_Docs/StaffordBeerPapers-RecentSummariesOfKeyBoxes.pdf](http://www.ljmu.ac.uk/lea/LEA_Docs/StaffordBeerPapers-RecentSummariesOfKeyBoxes.pdf)) includes mention of a Sigma consultancy assignment where the consultant achieved a 25% increase in capacity "just by getting the sales, production planning and production departments to work together."

I emphasise the simple tools of cybernetics systems practice because I feel that the attention given to simple and complex is way out balance. Sure, VSM and Syntegration are extraordinary powerful 'tools', but understandably more complex than the individual tools of our discipline. The greater opportunity and ease of use of the simpler tools of our trade seems to me to warrant more attention and discourse at the other end of the spectrum, and in particular, the transfer of knowledge to non-specialists.

But not all cybernetic solutions are as simple as that. In practice, there are many homeostats that we may have to analyse and redesign (page 146 *Diagnosing the System for Organisation*).

This leads to the second tool; the viable system model (VSM). This is the model of the organisation structure of any viable system.

The Ph.D. applicant's proposal that led to this study had specifically focused on the organisation of her sport. She felt that the performance of the national team was achieved despite, not because of, the organisation of the sport. This is a frequent comment about organisation that you still hear from staff of all manner of enterprises.

Some use of the VSM therefore seemed an obvious

choice to make particularly when offering the only scientific tool of its type. Based on the collection of homeostatic loops, the model offered an easy access to understanding the nature and role of the model in self-diagnosis and redesign.

In applying these tools, two interesting modelling points arose.

Firstly, the question of the appropriate number of recursions that is necessary for the effective use of the model. For example, it is possible with sufficient rolls of wall paper to draw a 7 recursion model. But using some modelling approximations, would a 2 recursion model be easier to understand and allow staff full involvement in the resulting diagnosis and change?

Most enterprises describe their own organisations in terms of divisions, units, departments etc. In this case, the Governing Body described its organisation in terms of national, regional, county and clubs. At each of these 'levels' there would be a board or committee who are in position to make decisions and take actions.

A common pitfall is to assume that each 'level' of management in an enterprise is a recursion in the viable system model sense. Existing department names and job titles are often used as elements in a viable system model, whereas it is the nature and role of activity that needs to be pinned down which often leads to a different appreciation of the situation.

In this case, we modelled the system as having four recursions, but then examined each 'trial' recursion for the existence of its viability sub-systems. It was discovered that region and county activities had little or no opportunity to enhance the viability of the whole sport organisation and for the sake of modelling practicalities a two recursion model was used; national and club.

However, there were representative games at county and regional levels and these would have to be included in the model as they provided the opportunity for competitive players to gain experience of higher levels of competition. Stafford therefore referred to these county and regional levels as artefacts of the two recursion model.

The logic of the system one was drawn as a group of clubs within a county plus county games, with this arrangement repeated the other counties drawn within the same region, plus that regions games. This was repeated for each of the other regions.

***I didn't realise that many of the simple solutions I had used in stabilising systems at a new improved performance level were homeostatic loops until I read *Decision and Control*.***

## Lessons from a sports association study—part 3 continued.

The second modelling point arose from then looking at the whole system to the sport, including both affiliated and the unaffiliated recreational sector activity. In the latter case clubs played in geographically local leagues. Stafford asked the question; why and how would an affiliated county be involved with players from unaffiliated clubs in the recreational sector? The answer, from the point of view of the affiliated national team performance, was offered as; to try to attract a high-performance unaffiliated player to experience affiliated activity and join an affiliated club, by inviting the player (or their club) to take part in county trials. This would probably have needed a new exemption to the existing rules of the governing body, but it was thought worthwhile to model this situation. It would be one way of catching high potential young players who had joined the club in the recreational sector after leaving school, possibly in ignorance of the existence of affiliated activity.

So a model was developed to facilitate thinking about the dynamics of interactions between the two enterprises; the unaffiliated recreational sector and the governing body. Stafford immediately sketched a viable system model for each of these two enterprises connected by a shared environment.

He said that this was the first model to use this concept, but later I found it mentioned in one of his earlier texts.

This type of model may be useful for those warm modelling and developing multi agency partnerships.

A further development was of great interest to me, being in the prediction business. One of the aims of the proposed Ph.D. program was to identify any general dynamics that may apply to other sport organisations. The onerous life that the international competitors experienced in this sport arose partly because of the rules and practices that have been developed for other reasons, without foreseeing the consequences for national team members. Unintended consequences again? There was no support system in place for these competitors, and we could see this dynamic in other sports particularly in soccer. At this time, international soccer players playing for best performing clubs clubs in the

English top division where playing in a large number of games per season. Kevin Keegan for Liverpool for example. We speculated that if the income for such players continued to increase, they would be in a position to employ legal and other support professionals to negotiate contracts and terms of employment and prolong their careers. Although we did not foresee the development of the Premier league, this situation has come to fruition whereby the players agents now negotiate terms and contracts with the clubs. This was just a simple example of a frequent modelling discovery; a dynamic that can be relevant in a different context and offer a degree of foresight.

Trevor Hilder recently asked me about how this study developed. Although the systems departments at Lancaster and Aston universities liked the proposal and had offered registration for a PhD, it was cheaper to try and gain registration at our home Polytechnic. But this required gaining approval of the Council for National Academic Awards (CNAA). After consultation with Stafford, the application was made to their Business and Management Board. Some months later, we were informed that this Board did not have the competence to adjudicate on the application. A submission to the Maths, Statistics and Operational Research subject Board was suggested, and the application sent off. Months later, same again; beyond the competence of that Board. After further discussions with the CNAA, the attempt to register for a PhD was abandoned.

Ironically, a study to deal with reductionist issues had failed to take off due to the reductionist nature of PhD subject boards. I can still hear Trevor's laughter!

**Denis Adams**

## OMM

### The SCiO Organisational Maturity Model

For those of you who are new to SCiO, the Organisational Maturity Model (OMM) is driven by a questionnaire and is designed to show the structural integrity of your organisation (initially just from one perspective). We need feedback on how it is working and how it is being used. If you have experience of using it or

would like to know more, contact Jane Searles (OMM sub-group representative)

Jane Searles: scio@janesearles.co.uk; 01538 372804

OMM sub-group board representative

## Forthcoming Events

### Programme of events and meetings

#### Dates for your diary

Please contact the PDP Team if you are interested in attending one of the Level One courses which are currently held in Manchester or Milton Keynes

- SC101 Viable System Structures
- SC103 The Systems Minefield
- SC102 Viable system Model – Dynamics

Development Day	Sun 10th April 2011	Manchester
Open Day	Mon 11th April 2011	Manchester
Development Day	Sun 3rd July 2011	Manchester
Open Day	Mon 4th July 2011	Manchester

## SCiO Board 2011

### Board and Legal Secretary:

Jane Searles

### Chair

Patrick Hoverstadt

### Communications Lead

Website: Steve Hales

Newsletter: Louise Smail

### Commercial Lead

Aidan Ward

### Education Director

Penny Marrington

### Meetings Lead

Doug Haynes

### Membership Secretary

Jane Searles

### Outreach Director

Nadine Andrews

### Treasurer

Steve Hales

**Website:** [scio.org.uk/systems](http://scio.org.uk/systems)

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Gordon Kennedy ([kennedygordon85@yahoo.com](mailto:kennedygordon85@yahoo.com))

**Open Meetings:** Doug Haynes [doug@ei4change.org.uk](mailto:doug@ei4change.org.uk)

# SCiO