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## The Fractal Organization Creating Sustainable Organizations With The Viable System Model

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Group, Open University "In my opinion this book manages to present sound academic theory that is relevant and helpful to the practitioner in the business. I experienced several A-HA moments." Pauline Marsh, Strategy Director, CS&S International, BAE SYSTEMS "The insights of the Viable System Model have been open only to a select few for much too long. Hoverstadt has gone furthest in bringing these ideas to a wider audience...Management books have too often been serious but not practical, or practical but not serious. This book is both brilliantly serious and practical, and often entertaining too." Professor Peter Kawalak, Manchester Business School "Integrates mainstream management ideas with the systems ideas underpinning the VSM, and flows and reads well. As a starting point for developing understanding of the VSM in today's world this book improves greatly on all books that have gone before, I would certainly recommend it to colleagues, clients, and students." Dr. Robin Asby, Course Chair, Communication and Systems, Open University

The biggest challenge facing leaders today is the creation of organizations that are capable of surviving and flourishing in these uncertain times. How does one create an organization that is sustainable in the long run, how can organizations be ready for uncertainties that the markets place upon them, how can an organization be simply brilliant by design? This book leverages the proposed meta-theory for progressive organizational design and dynamics real-world reflections to create fractal-based sustainable enterprises of tomorrow. In this meta-theory all instances of organization, from the smallest, such as an idea or a person, to the largest, such as global markets and planet earth herself, are fractals: the essence of their way of being is repeated on scales both smaller and larger than themselves. There is however, a particular class of fractals, that of progress, of which The Fractal Ladder is an ever-present manifestation, which spawns organizations that are truly progressive and sustainable in nature. In the scheme of things this class of fractals is of critical importance, and to master its replication and to fully understand the impact it will have in creating sustainable and dynamic organizations is a practical necessity. Divided into three parts, Part I – Theory, will present the theory behind the Fractal Organization. Part II – Exercises, will translate key elements of the fractal-based world-view into practical activities and exercises at the personal and workplace levels. Part III – Reflections, will apply the basic logic of the sun-marked physical-vital-mental fractal to many practical problems and situations we are faced with daily to suggest ways to address them.

Even though the fractal approach to sustainability and organizational change management is not new, no authors so far seem to have truly attempted to use fractals as a mathematical means to map and measure organizational sustainability. Several sustainability maturity models and change management models and frameworks, concepts and computer generated systems came to the fore during the past two decades. They provided a set of useful tools for managers, academics and students to refer to, or on which to base their own actions and plans. However, one issue remains: most of those models and frameworks share a rather similar linear ‘ skeleton ’ ; the main difference between them is the quantitative variety of steps within each phase, stage, and parameter and how in depth each of these is presented. The authors' work addresses a clear gap in the literature and in applied research, as it emphasizes the relevance of using a complex mathematically-based but user-friendly fractal approach. Readers are able to better understand, implement, map and measure change management processes leading to a sustainability-focused mindset. Subsequent chapters guide you through the steps towards creating committed sustainability-based strategies, attitudes, actions and practices across all levels in the broad organizational context. This text is essential reading for students researching business and management and who are interested in the Fractal Sustainability concept.

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Organizational Change and Global Standardization: Solutions to Standards and Norms Overwhelming Organizations takes an organizational change approach to the overflow of standards and norms, looking at how to deal effectively and ethically with four kinds of standards and norms businesses face when they go global: (1) accounting & finance (2) international & world trade, (3) social and (4) safety & quality & environment. It is part of a larger problem faced by not only business, but every sort of organization - how to live with the epidemic of standards and norms, often in conflict, many just unnecessary, and a few that are quite helpful and important. There are good reasons to have International Standards Organization (ISO), International Labor Organization (ILO), World Trade Organization (WTO), North Atlantic Treaty Association (NAFTA), International accounting Standards Boards (IASB), International Financial Reporting Standards (IFRS)), and many more standard-setting organizations issuing, auditing, proposing codes of ethics, and certifying standards and norms. However, there are important, poorly understood organizational change consequences to the contagion of standards and norms. This volume brings together a unique group of authors who are working on a pragmatic way for organizations to deal with an overflow of standards and norms that are often at heads, ambiguous, or simply created to produce more work for a burgeoning standards setting industry. The aim of Organizational Change and Global Standardization is to stimulate a critical analysis within the framework of analytical and pragmatic approach to an overwhelming bureaucratization of the managed and organized global activities.

This Handbook develops a practical understanding of the new quantum storytelling consulting paradigm, providing case examples, ways to enact practices, and methods to conduct research into its impact and consequences. It will be essential reading for all scholars and practitioners of story and narrative consulting.

Quantum Leadership: Creating Sustainable Value in Health Care, Sixth Edition focuses on the issue of leadership within the shifting landscape of health care.

Information Systems Development: Business Systems and Services: Modeling and Development, is the collected proceedings of the 19th International Conference on Information Systems Development held in Prague, Czech Republic, August 25 - 27, 2010. It follows in the tradition of previous conferences in the series in exploring the connections between industry, research and education. These proceedings represent ongoing reflections within the academic community on established information systems topics and emerging concepts, approaches and ideas. It is hoped that the papers herein contribute towards disseminating research and improving practice.

This book constitutes the proceedings of the CAiSE Forum from the 26th International Conference on Advanced Information Systems Engineering, CAiSE 2014, held in Thessaloniki, Greece, June 2014. The CAiSE 2014 Forum was a place to present and discuss new ideas, emerging topics, and controversial positions, and to

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demonstrate innovative tools and systems related to information systems engineering. To this end, three types of submissions were invited: visionary papers presenting innovative research projects at an early stage, demo papers describing novel tools and prototypes; and case studies reporting industrial applications. The 17 papers in this volume were carefully reviewed and selected from 45 submissions and include 12 visionary papers, four demo papers, and one case study. The reworked and extended versions of the original presentations cover topics such as business process management, process mining, enterprise architecture and modeling, model-driven development, and requirements engineering.

This book offers a fresh perspective on organizational development and change theory and practice. Building on their recent work in quantum storytelling theory and complexity theory, Henderson and Boje consider the implications of fractal patterns in human behavior with a view toward ethics in organization development for the modern world. Building on Gilles Deleuze and Felix Guattari ' s (1987) ontology of multiple moving and intersecting fractal processes, the authors offer readers an understanding of how managing and organizing can be adapted to cope with the turbulence and complexity of different organizational situations and environments. They advocate a sustainable, co-creative brand of agency and introduce appropriate, simple tools to support organizational development practitioners. This book offers theory and research methods to management and organization scholars, along with praxis advice to practicing managers.

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