

# PUBLICATIONS 09/2011

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## Books and Edited Journals

1. 1979 *Organisation for Program Management*, Wiley, Chichester. (with C. Davies, A. Demb)
2. 1989 *The Viable System Model: Interpretations and Applications of Stafford Beer's VSM*, Wiley, Chichester (edited with Roger Harnden)
3. 1990 *Stafford Beer's Viable System Model*, Guest editor of *Systems Practice* Vol 3 No 3
4. 1992 *Managing Complexity*, Guest editor of *Transactions of the Institute of Measurement and Control* Vol 14 No 1
5. 1993 *Organisational Fitness: Corporate Effectiveness Through Management Cybernetics*, Campus Verlag, Frankfurt (Edited with Markus Schwaninger)
6. 1996 *Organizational Transformation and Learning: A Cybernetic Approach to Management*. Wiley, Chichester (with W. Schuhmann, M. Schwaninger, U Billello)
7. 1997 *To be and not to be- That is the System*, CD-ROM published by Carl-Auer-Systeme Verlag, Heiderberg, Germany (ISBN: 3-89670-063-4), (Edited with Markus Schwaninger)
8. 2001 *The State of the State*, Guest editor of *Systemic Practice and Action Research*, Vol. 14, No 2 (with Alfonso Reyes)
9. 2004 *Tribute to Stafford Beer*, Guest editor of *Kybernetes*, Vol. 33 No. 3/4
10. 2011 *Organizational Systems: Managing Complexity with the Viable System Model*, Springer Verlag, Heidelberg (with Alfonso Reyes). April 2011
11. 2011 *Organizational Cybernetics*, Guest editor of *Kybernetes* Vol. 40, Number 3/4

## Software

1. 1989 *CiberFilter: A Management Support System*. Syncho Ltd. Aston Science Park, Birmingham, UK
2. 1998 *Viplan Learning System: A tutorial to Learn about the Viable System Model and its Use*. Syncho Ltd. Aston Science Park, Birmingham, UK ([www.syncho.com](http://www.syncho.com))

## Selected Papers

1. 1979 Management Information Systems; A System for Design, *Journal of Cybernetics* 9, 3. (with John Watt)
2. 1979 Cybernetic Filtration of Management Information, Management Centre, University of Aston, *WPS 126*, Birmingham, U.K.
3. 1981 Cybernetic Praxis in Government; The Management of Industry in Chile 1970-1973, in *Cybernetics and Systems: An International Journal*, 11 : 325-338.
4. 1982 What is Requisite Variety? A Re-examination of the Foundation of Beer's Method, Management Centre, University of Aston, *WPS 242*. (with Nigel Howard)
5. 1983 Management and Information; The Complementarity Control-Autonomy, in *Cybernetics and Systems; An International Journal*, 14: 85-102.
6. 1987 From Machines to People and Organisations, in *New Directions in Management Sciences*, eds. M. Jackson and P. Keys, Gower, U.K.
7. 1988 Information Management, Organisation and Managerial Effectiveness, in *Journal of the Operational Research Society*, Vol 39, No. 1, pp.7-14. (With John Watt)
8. 1988 Organisation for Regional Resources Management, in *Human Systems Management*, Vol 7, pp341-348
9. 1992 Cyberfilter: a Management Support System, in *Executive Information Systems and Decision Support* Ed. by Clive Holtham, Chapman & Hall, London.
10. 1993 Strategy, Structure and Information Management, in *Journal of Information Systems*, Vol 3, 17-31.
11. 1993 Giving Requisite Variety to Strategy and Information Systems, in *Systems Science addressing Global Issues*. Eds: F. Stowell, D. West & J. Howell. Plenum, New York. (Proceedings of UK Systems Society Annual Meeting, Paisley, July 1993)
12. 1993 Domains of Interaction Between a Social System and its Environment, *Systems Practice*, Vol 6, 517-526
13. 1994 What is Systemic Thinking? in *System Dynamics Review*, June 1994 pp199-212
14. 1996 Requirements for effective participation in self-constructed organizations, in *European Management Journal*, Vol 14, No4 pp 414-422.

15. 1997 Giving Requisite Variety to Strategic and Implementation Processes: Theory and Practice, in proceedings of JAIST Conference in Ishikawa, Japan, September 2000 and in <http://www.psych.lse.ac.uk/complexity/Seminars/1997/report97nov.htm>
16. 1998 Team Syntegrity, in *Web-Weaving, intranets, extranets and strategic alliances*, edited by Peter Lloyd & Paula Boyle, Butterworth Heinemann, Oxford.
17. 1998 The Systemic Roles of SKI and SSI in the Swedish Nuclear Waste Management System, *SKI Report 98:4*, Stockholm (with A. Gill)
18. 1998 Building Channels for Transparent Risk Assessment (Final Report of the RISCUM Project), *SKI Report 98:6*, Stockholm (with Kjell Andersson and Clas-Otto Wene)
19. 1998 Systemic Reflections on Environmental Sustainability, in *Systems Research and Behavioural Science*, Vol. 15, pp 483-496 (with Neil Stewart)
20. 1999 A Meaning for Transparency in Decision Processes, in *Proceeding of Conference on Values in Decisions on Risk*. First VALDOR Conference, Stockholm, June (with Clas-Otto Wene).
21. 1999 Responsive Accounting: A Grounding of the Informational Domain in the Operational Domain of an Organization, in *The Evolution of Complexity. The Violet Book of 'Einstein Meets Magritte'* eds. Francis Heylighen, Johan Bollen and Alex Riegler, ISBN 0-7923-5764-7, Kluwer Academic Publishers (with Alfonso Reyes).
22. 1999 Aspects of identity, cohesion, citizenship and performance in recursive organisations, in *Kybernetes*, Vol. 28 Number 6/7, 640-658.
23. 1999 The Viable System Model and the Viplan Software, in *Kybernetes*, Vol 28 Number 6/7, 661-678 (with Diane Bowling and Patrick Hoverstadt).
24. 2000 Self-construction of Desirable Social Systems, in *Kybernetes*, Vol 29 Number 7/8, 949-964
25. 2000 Which Are Structural Requirements for the Effective Performance of Waste Management Institutions? In Proceedings of the FSC Launching Workshop "Stakeholder Confidence and Radioactive Waste Disposal - Inauguration, First Workshop and Meeting of the OECD - NEA Forum on Stakeholder Confidence in the Area of Radioactive Waste Management", Paris, France, 28-31 August 2000. <http://www.nea.fr/html/rwm/reports/2000/nea2829.pdf>
26. 2001 The State of the State: Introduction, in *Systemic Practice and Action Research*, Vol. 14, No 2, pp 135-137 (with Alfonso Reyes)
27. 2001 Auditing as the Dissolution of Corruption, in *Systemic Practice and Action Research*, Vol. 14, No 2, pp 138-156 (with Germán Bula and Roberto Zarama).
28. 2001 Auditing as a Trust Creation Process, in *Systemic Practice and Action Research*, Vol. 14, No 2, pp 215-236.

29. 2001 The Wisdom of the People: a Framework for Transparency, in *Proceedings of Values in Decisions on Risk*. Second VALDOR Conference, Stockholm, Sweden, June.
30. 2002 Self-Construction and Restricted Conversations, in *Systems Research and Behavioural Science*, Vol. 19-6 (2002) pp.517-529.
31. 2003 The Riscom Model, boundaries and Contextualisation in *Proceedings of Values in Decisions on Risk*. Third VALDOR Conference, Stockholm, Sweden, June, pp 444-451.
32. 2003 Social Systems and the Embodiment of Organizational Learning in *Complex Systems and Evolutionary Perspectives on Organizations- The Application of Complexity Theory to Organizations*, Edited by Eve Middleton-Kelly, Pergamon- Elsevier Science, Oxford, pp 53-70.
33. 2004 The Footprint of complexity: the embodiment of social systems, in *Kybernetes*, Vol. 33 No. 3/4 pp 671-700
34. 2004 Dialogues and Transparency in Decision-making: The Riscom Model in Proceedings of 3<sup>rd</sup> International Conference on Systems Thinking in Management (ICSTM 2004), University of Pennsylvania, May 19-21.
35. 2005 Radioactive Waste Management: A Participatory Approach to Increase the Influence of Local Actors on the National Decision-Making Process. The 10<sup>th</sup> International Conference on Environmental Remediation and Radioactive Waste Management September 4-8, 2005, Scottish Exhibition & Conference Centre, Glasgow, Scotland (with Mike Egan, Gilles Heriard-Dubreuil and Mariano Vila d'Abadal)
36. 2006 Models of Transparency and Accountability in the Biotech Age in *Bulletin of Science, Technology & Society* Vol. 26: pp 46-56 (with Kjell Andersson, Britt-Marie Drottz-Sjöberg, Patricia Ann Fleming, and Clas-Otto Wene)
37. 2006 Reflections on Power, Democracy and Communications. *Cybernetics and Human Knowing*, Vol 13, No 3-4, pp144-152
38. 2007 The RISCUM Model: dialogues and requisite organization. *Kybernetes*, Vol 36 Number 3/4 pp 291-306
39. 2008 CyberSyn and the re-construction of a holistic nature. *Transmediale Conference*, Berlin 28<sup>th</sup> January ([www.syncho.com](http://www.syncho.com)).
40. 2008 "Balance of power in local-national relationships", *JPoX - Journal on Political Excellence*, serial online Available at:  
<http://www.jpox.eu/component/streams/view,content/cid,213/>
41. 2008 Observing organisations: the use of identity and structural archetypes, *Int. J. Applied Systemic Studies*, Vol. 2, Nos. 1/2, pp.6–24
42. 2009 Performance Management, the Nature of Regulation and the CyberSyn Project. *Kybernetes* Vol 38 Number 1/2 pp. 65-82

43. 2011 Appreciating the complexity of organizational processes. *Kybernetes* Vol 40 Number 3/4, pp. 454-476 (with Daniel Kuropatwa)
44. 2011 An argument for active citizenship and organizational transparency. *Kybernetes* Vol. 40 Number 3/4, pp. 477-493 (with Z. Mendiweso Bendek)