

Cybernetics in Practice

**Dept. of Information Science
Loughborough University
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John Beckford**

- PhD, Management Science (Hull)
- Member, Institute of Management Services
- Fellow, Cybernetics Society
- Author
 - Quality, 2002 (2nd Ed), Routledge
 - 3rd Edition commissioned and in progress
 - 60+ Papers
 - Regular speaking engagements
- Director
 - Telos Partners Limited
 - Integra Management Systems Limited
 - Teasel Performance Management Limited

Whatever happened to Management Cybernetics?

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- Isn't cybernetics dead?
 - “something the socialists did in the '60's”
- Issues
 - Reputation
 - Arcane language
 - Obscure & non-commercial applications
 - Absence of effective methodology
 - Seen as mechanistic
 - Adherence to a prescriptive model – the VSM
 - ‘Critique of pure cybernetic reason’ Ulrich 1983

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 - Psychology, Quality, Economics, Philosophy, Systems, Politics, Operational Research
 - Experimented a lot
 - Got it wrong a fair bit!

Organisational and Informational Cybernetics in Theory

- Developed a way of expressing cybernetic concepts in the language of business
 - Understood:
 - the ‘value proposition’
 - the behavioural implications
- Adhered to the cybernetic principles
 - Responsive and Anticipatory Management
 - Feedback & Feedforward
 - Dynamically balanced autonomy, self-organisation
 - Essential activities of management – the ‘trialogue’
 - Information management – content, volume, availability
 - NON-prescriptive model of organisation
 - Adaptation and learning
 - Practical Methodology - VSMethod

Organisational and Informational Cybernetics in Practice

- SAP
- Microsoft
- British Telecom
- National Express
- Northern Rail
- GNER
- Royal Bank of Scotland
- ParcelForce
- AstraZeneca
- Doncaster & South Humber
Healthcare NHS Trust
- Broadway Dental Practice

Organisational and Informational Cybernetics in Practice

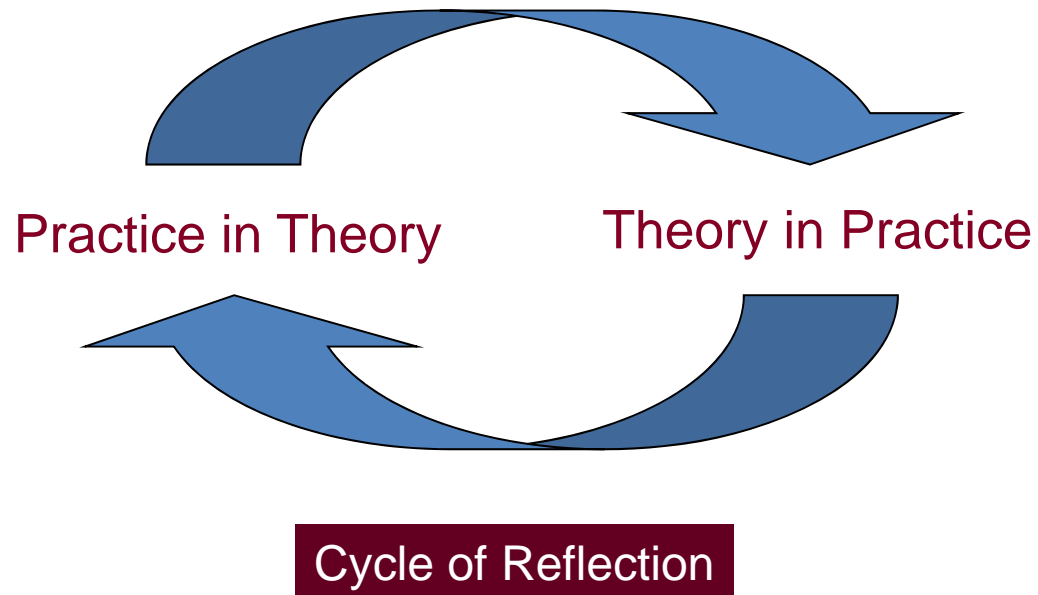
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- AstraZeneca
- Doncaster & South Humber Healthcare NHS Trust
- Broadway Dental Practice
- BSI – ISO9000(2000)
- Innospec
- Welcome Break
- Weir Group
- National Cancer Research Network
- Arena Group
- Spirax Sarco
- InHealth Group
- Aylesford Newsprint
- Etching Hill Primary School
- Diageo

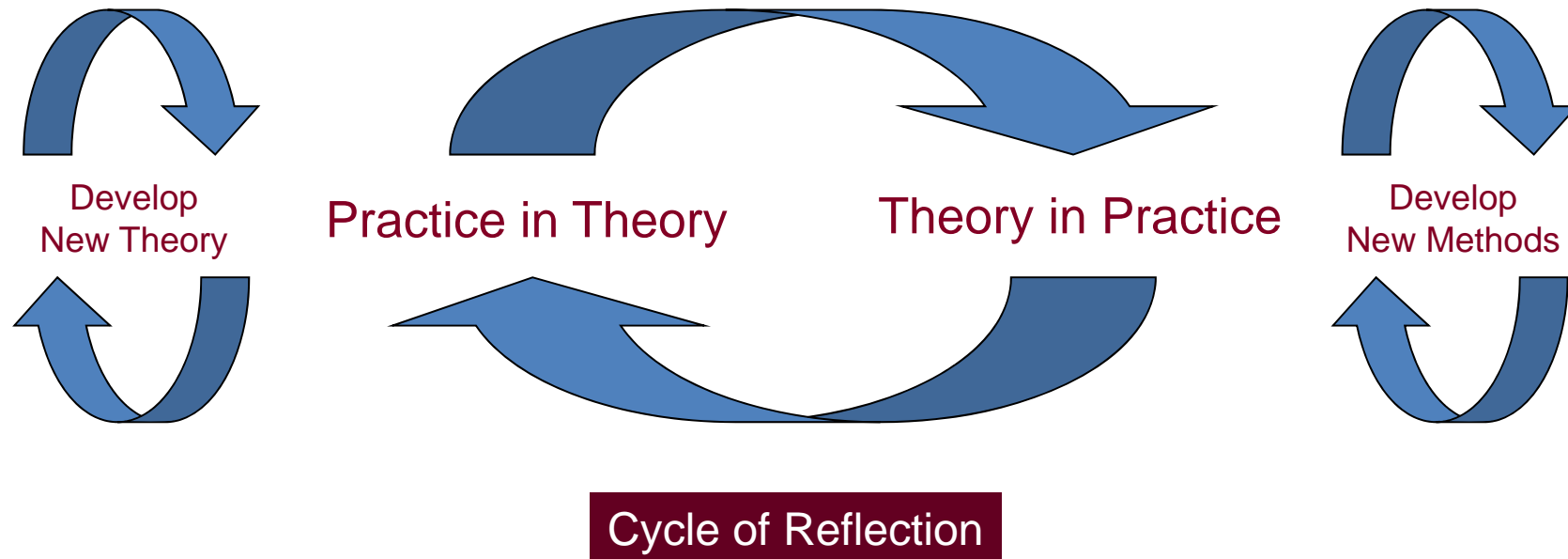
Organisational and Informational Cybernetics in Practice

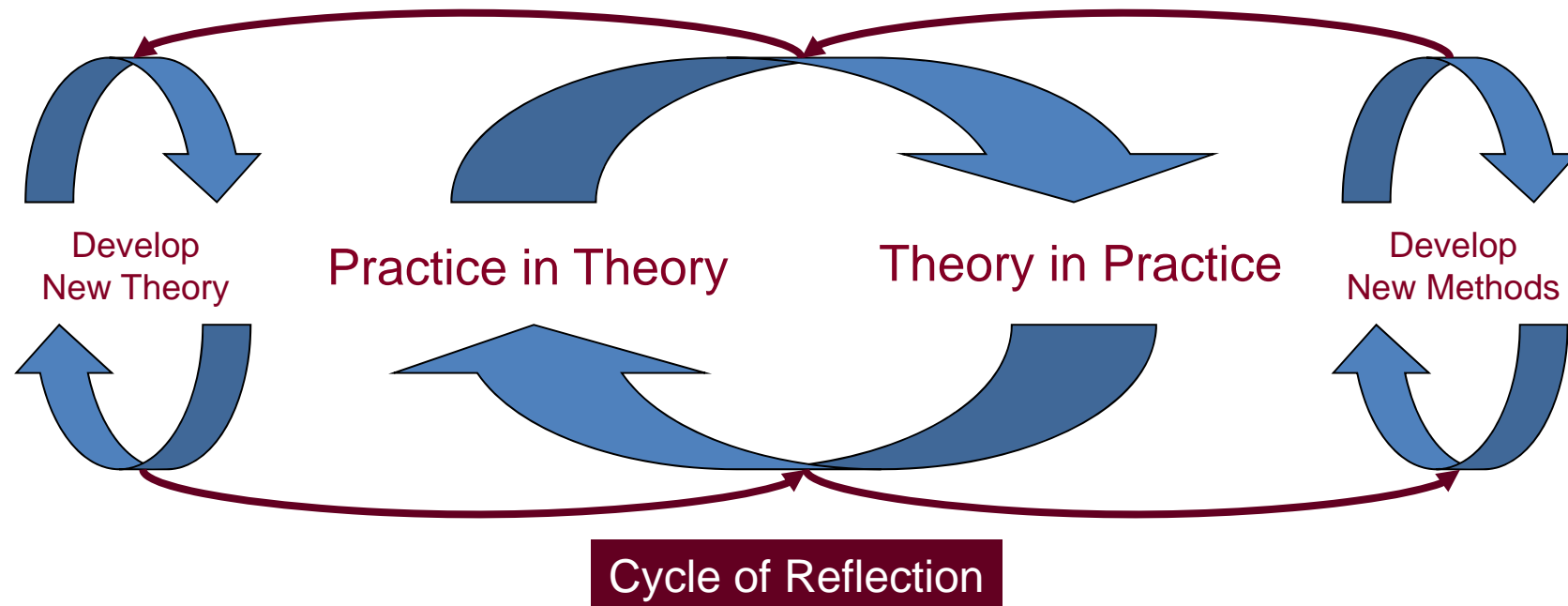
- SAP
 - Design and Deployment of Global Centre of Excellence
- Microsoft
 - Design and Delivery of Global Management Training Strategy
- RBS
 - Recovery of a failing £20m project for an e-learning system
- Northern Rail
 - Design and delivery of Information Systems Strategy and Business Performance Improvement Programme
- Arena Housing
 - Design and delivery of a Transformation Programme
 - Invention of the 'Data Hut' Concept – Automated administration
- Innospec
 - Development of probabilistic model to support chemical research
- BSI – ISO9000(2000)
 - Skills Based Quality Management

Organisational and Informational Cybernetics 'in Silico'

- VSSuite
 - VSManager
 - Performance Management – Teasel 440, Broadway, Parcellforce, GNER
 - VSProject
 - Project Management & Simulation - AstraZeneca, ECCS
 - VSProspect
 - Prospect Management – Integra, Wincor-Nixdorf
 - VSProductionManager
 - Mini-MRP – Order to Despatch Process Management - Darent Wax
 - VSNeuron
 - Adaptive neural net – AH Marks, Honda, HSBC, Innospec
 - VSSimulator
 - InHealth Group, Aylesford Newsprint, Chesswood Produce
 - VSFeedbackManager
 - Enables 360° feedback online







Organisational and Informational Cybernetics – The Challenges

- Conventional approaches are failing
 - ‘More of the same’ is not working!
- Increasing demand for ‘new’ thinking
 - Greater willingness to engage
 - Reputation, experience, demonstrable success
 - Sustainability (viability) agenda

Organisational and Informational Cybernetics – The Challenges

- Corporate challenges
 - ‘Production’ versions of the tools
 - Developing consulting capacity
 - Finding the scientific skills and knowledge
 - Lack of ‘science’, need for rigour

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- Personal Challenges
 - Time
 - Capacity to write and think as well as do!