**PROGRAMME**

**11th November -Managing Complexity with the VSM: Theory and Applications**

9:45- 10:00 Registration

10:00-10:20 am Complexity and VSM. *Prof. Yasmin Merali, Dr A Espinosa, Prof M Jackson*

10;20-11:00 am The VSM: Achievements and Issues. *Prof M Jackson*

11:00-11:40 amManaging complexity with VSM: New developments in theory,

methodologies and applications. *Dr A Espinosa*

11:40-12:10 Coffee Break

12:10 – 12:50 m Are all Swans White?. The Transformative Fusion of Sensing, Computing,

Communication, and Control to improve Business Adaptability. Dr.

*S. Brewis*

12:50- 1:30 pm The Mind of Enterprise: What could VSM learn from, and bring to,

cognitive science? *Dr. I. Velitchko*

1:30 –2:30 pm *Lunch*

2:30-3:10 pm The Emergence of Viable Businesses from a Complex Economic Landscape

in the Banking and Insurance Industries. *S. Wasilewski*

3:10- 3:50 pm Reflections on applying the VSM in consultancy. *P. Hoversdadt*

3:50-4:30 pm Social barriers to the adoption of Systems Thinking. *Dr. T Hilder*

4:30 -5:00 pm *Tea*

5:00--5:30 pm Digital ecosystems: complexity and management issues. *Dr. P.*

*Ototsky* (via Skype)

5:30 – 6:00 pm Conclusions – VSM at the industry and business levels

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*After 6:30 pm ‘Later in the Pub’ informal conversation: Old Grey Mare*

**12th November -** **New** **directions of research *Viability and governance***

9:00-9:40 am Viability and Political Systems. Dr. *A Leonard*

9:40 -10:20 am Associational Democracy for an Associational Society. Dr. *P Stokes*

*10:20-10:50 am Coffee*

10:50- 11:30 am The Collaborative Economy: catching up with Stafford. *Dr J Walker*

11:30-12:10 m LIGHT BEER, from ADIZES” Two perspectives for change management*. J.*

*Livas*

12:10-12:50 m A Cybernetic Review of Performance Management Systems. Dr. *S.*

*Morlidge*

12:50-1:50 pm *Lunch*

1:50- 2:30 pm Viability of Social Groups with Salient Identity. *J. Huxley*

2:30-3:10 pm Perceived Effects of Workforce Emotions on Organizational Viability in the Corporate Sector in Pakistan. Dr. *I Sabir*

3:10-3:40 pm *Tea*

3:40- 4:20 pm Organisational Cybernetics as a Methodological Platform for Authorship and Agency in Management – Reflections on a Case Study of Organisational Change. *Dr P Cardoso*

4:20-5:00 pm Generic Governance. Dr. *R Turke (via Skype)*

5:00-5:30 pm Dissolving the Hard Stuff: Using Beer and Cybernetic Basics for

Governance. *E Reynolds / Dr. L Solomons*

5:30- 6:00 pm Panel: Reflections: New Directions in VSM Research.

*After 6:30 pm ‘Later in the Pub’ informal conversation: Old Grey Mare*

**13th November - Master Class**

9:00-9:40 am Methodology to Adopt an On-Going Business Process for Managing Complexity for Small and Medium Enterprises (SMEs) in México . *Raul Gonzalez*

9:40 -10:20 am VSM working in Natural Disasters. *P. Munday*

*10:20-10:50 am Coffee*

10:50- 11:30 am A Systemic Investigation and Development of an Operating Model for a Multi-Stakeholder Start-Up. *A. Al Hinai*

11:30-12:10 m Guiding Interventions in a Multi-Organisational Context: Combining VSM and HPM for use as a PSM *D. Lowe*

12:10-12:50 m Designing Meta-organizations for Addressing Wicked Problems (USA). *P. Sydelko*

12:50-1:50 pm *Lunch*

1:50- 2:30 pm Systemic Tools to Enhance Viability and Knowledge Management in SMEs in Rural Thailand *W. Mettanont*

2:30-3:10 pm Liberating scale-free learning in self-organising networks: starting with myself as a part of Initiatives of Change - a global fellowship: what could VSM bring that CAS and Semantic Field Theory may not?. *L. Gardiner*

3:10-3:40 pm *Tea*

*3:40- 4:20 pm* Integrated Sustainability Management for Organizations. *Panagiotis Panagiotakopoulos* (via Skype)

4:20 - 5:00 pm Panel: Reflections and Conclusions.

5:00-5:30 pm *VSM game – Dr. A. Leonard*

*After 6:00 pm ‘Later in the Pub’ informal conversation: Old Grey Mare*

**14th November - Metaphorum day. (Esk 114)**

9:30-10:30 Reflections on the VSM Workshop

10:30-11:30 Re-organisation of the Metaphorum

11:30-12:30 Agenda for the next Metaphorum events.