



Our View of Management

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Instead of classical business administration, our management approach draws on systemics (coherent entities), cybernetics (functioning systems), and bionics (nature's solutions applied to organisations). Together, these sciences provide conceptual clarity where confusion and arbitrary trends still dominate, and they make it possible to harness diversity, self-regulation, self-organisation, and evolutionary processes for organisational learning and adaptability. In the emerging New World, those who know how to use complexity will thrive.

1. Right and Good Management makes organisations function and people fit for life

Our approach to management differs fundamentally from conventional ones. One reason for this is that we have long been going beyond business administration, which is usually considered to be the basis of management. Instead, we take the sciences of complexity as guide. This is why our innovations in management offer fundamentally new solutions for shaping and leading organisations, for far-reaching organisational change and its effective implementation.

2. We understand Right and Good Management as...

...the function of society that enables its organisations and systems to function in a right and good way.

Management is the driving force wherever goals can be reached only by many people working together, interconnecting work and knowledge.

Management is the organ of leadership in all organisations – in a corporation as well as in a non-profit organisation, in governance, in a city, university and in a hospital.

Management processes and decisions give an organisation purpose, values, coherence and direction. Management must think through its mission, set its targets and mobilise the right resources in order to achieve the results demanded by the purpose of the organisation. For that, management has to be

effective and efficient. That means: It must do the right things and it must do them right and well.

This approach to management encompasses leadership and governance. Part of this understanding is to enable people to make their own effective contributions to the right functioning of their organisations. Management thus understood creates purpose, orientation, structure and the power to achieve results. In doing so, it also fulfils its societal and political responsibility and also fundamental ethical demands.

3. Management – mastering complexity and transformation

Among the greatest challenges facing management is exponentially proliferating complexity and also the dynamics of change in today's globally interconnected systems. "The Great Transformation²¹" from an Old World, as we knew it, to a New World, which is still largely unknown, is our name for the profound changes this entails. That is why to us management also means mastering complexity and transformation.

Hence the scientific foundation for our Management Systems consists of the three sciences of complexity: systemics, cybernetics and bionics. We consider systemics to be the study of coherent entities; cybernetics the study of functioning systems; and bionics enables us to apply nature's evolutionary solutions to human organisations, in order to optimise their performance. Only these sciences create clarity of concepts where terminological confusion and



arbitrary fashions still predominate. These sciences allow the utilisation of diversity, of self-regulation and self-organisation and of evolutionary processes for organisational learning and adaptability. In the rising New World those who know how to use complexity will thrive.

4. Management – evolutionary operating system for organisations

Only the right operating system enables computers to function; the central nervous systems keeps the organism as a whole going. In the same way, our Management Systems enable organisations to function reliably and evolve. Therefore we see management as a societal and evolutionary “operating system” for organisations of all kinds and sizes.

5. Management – the profession of effectiveness and the path to viability

Executives are the people who embody management as a societal function and make it their profession. They must carry it out with the utmost diligence. For this reason, we also regard management as the profession of effectiveness in organisations.

The command of right management and self-management is as important for people living in the 21st century as reading and writing have been since the 18th. Management thus understood today is the core competency that allows people to be employable and effective in organisations. In all organisations, professional success is largely the result of right and good management. Far beyond purely economic resources, this is the precondition for talent, intelligence, creativity, and knowledge also being transformed into meaningful results.

Management for people and management for organisations are the dimensions in which our holistic Management Systems are applied. They help to create conditions in which people can transform their own strengths into performance, allowing them to achieve success and, in doing so, to find meaning and fulfillment. Right and Good Management makes people fit for live and organisations function.