
Beyond **Luhmann** ... To build a new development

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Current situation: an ecology of many different crises that we want overcome by "rain dances"

**Crises of enterprises
and
competitiveness**

**Financial crises
and
regulation**

**Macro-economic crises
and
reforms**

**Organizational resistances
and
Change management**

**Political crisis
and
simplification**

**Crisis of sciences
and
specialization**

**Crisis of philosophy
and
disputes**

The overall paradox of industrial society

**We should stop ...
... dancing invoking rain**



What is the alternative?



**Our proposal
Please, use new knowledge**

Not yet used Knowledge



Classic ... **physics** and **mathematics**

Every theory has its own
range of validity

A theory cannot be at the same time
complete and coherent

**It is impossible
To avoid paradoxes**

Not yet used Knowledge



«Advanced» quantum thinking

A "strange" model for identities

Systemic emergence as a symmetry breaking process

Identities as Non equivalent representations

**A “strange” model for
identities**

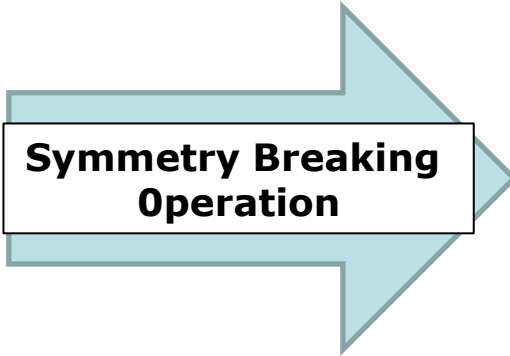


Topological quantum vacuum

**The “space” where an “infinity”,
a turbulent foam of “wild” potentialities of becoming
continuously appears and disappears**

Just an example ...

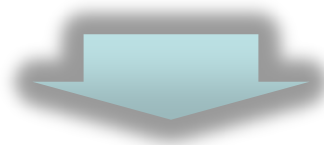
It is **not** possible to know whether a rotation has been applied



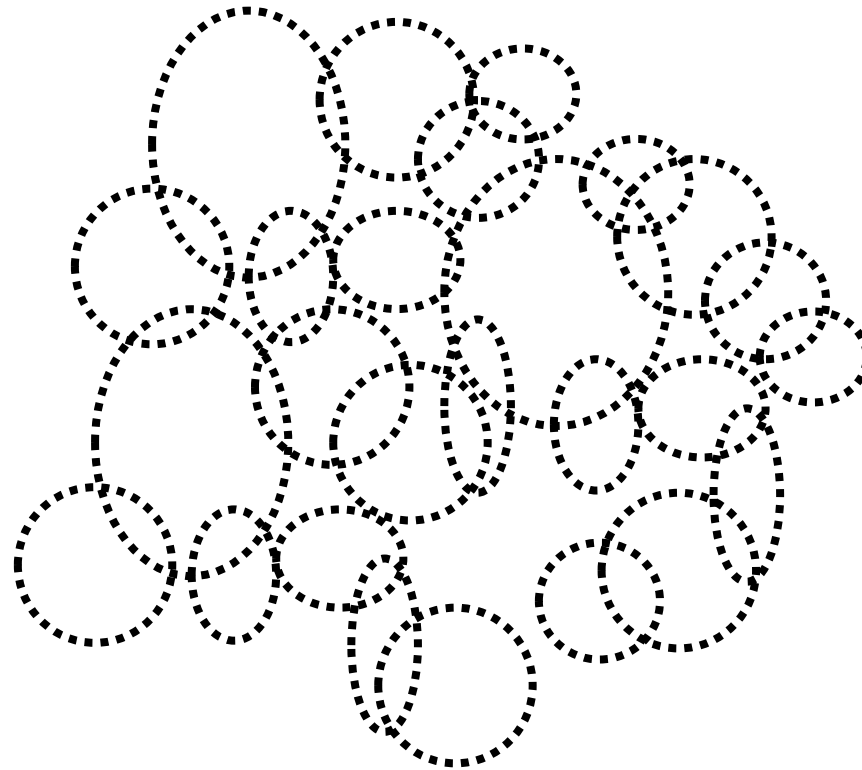
It **is** possible to know whether a rotation has been applied



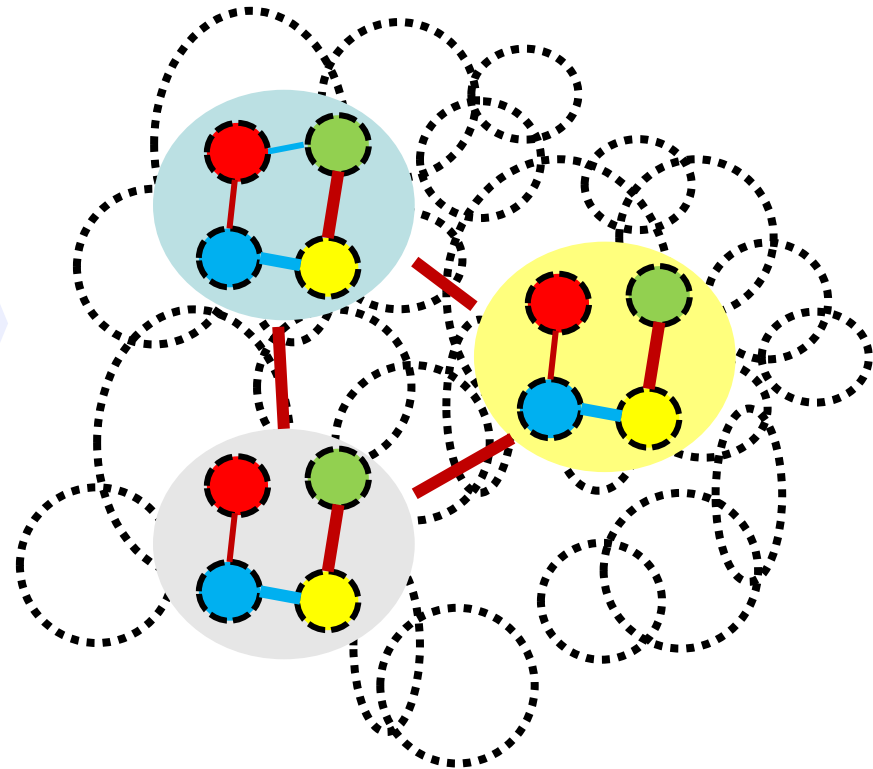
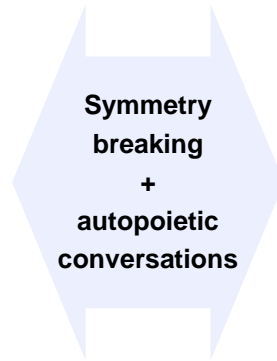
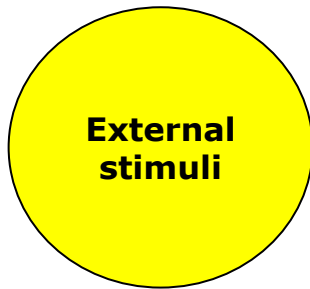
Human beings



***Emergence + self-
involution***

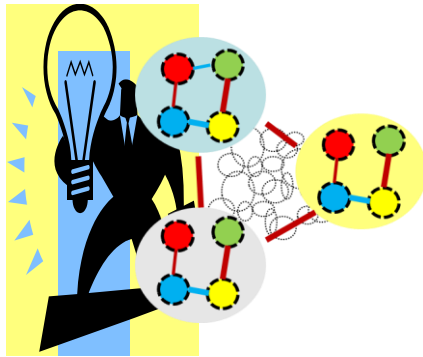


**Profound existentiality
as
Topological quantum spec**



**Cognitive system
as non-equivalent representation.
of profound existentiality**

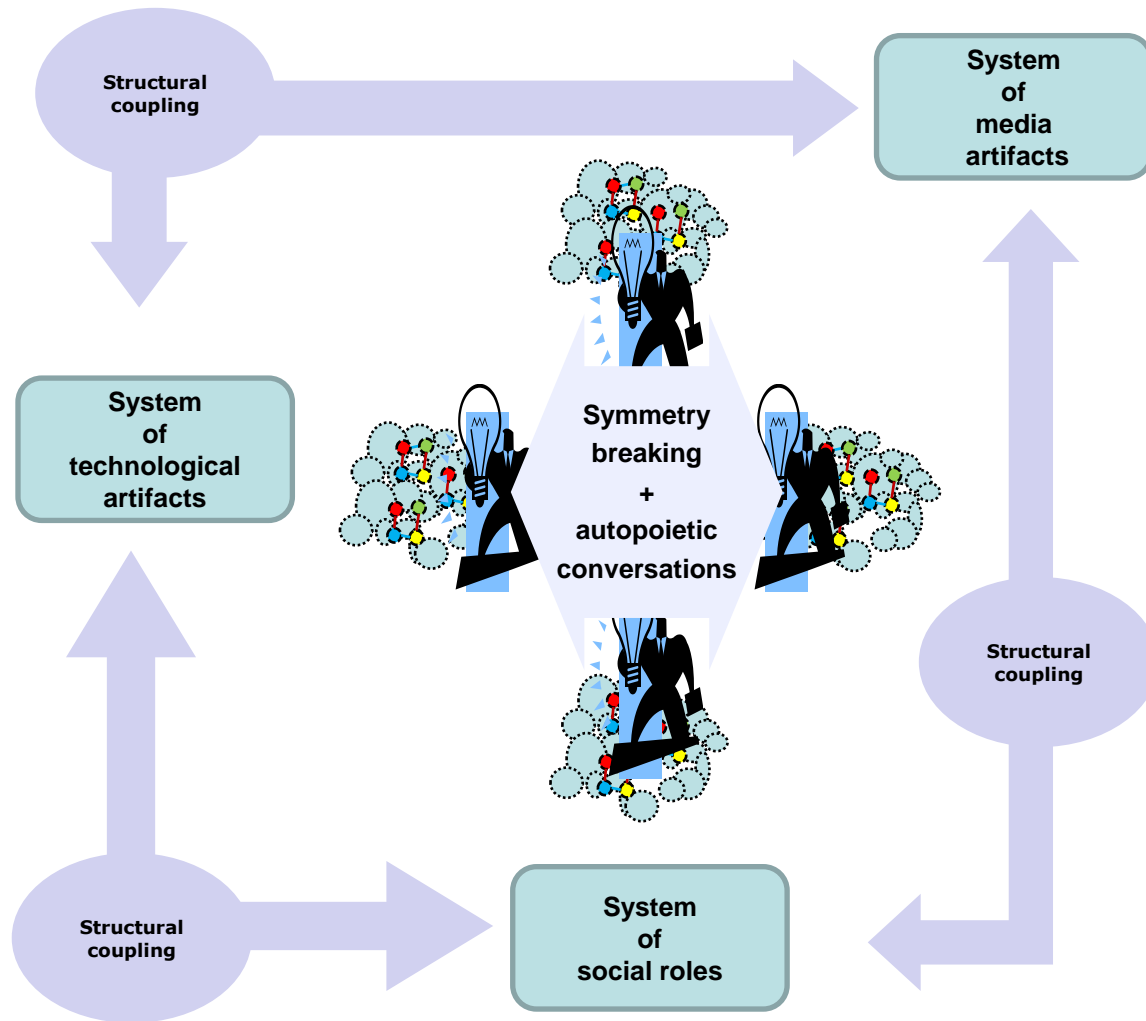
***The result of the involution process:
an ideological cognitive system
that hides
profound existentiality***



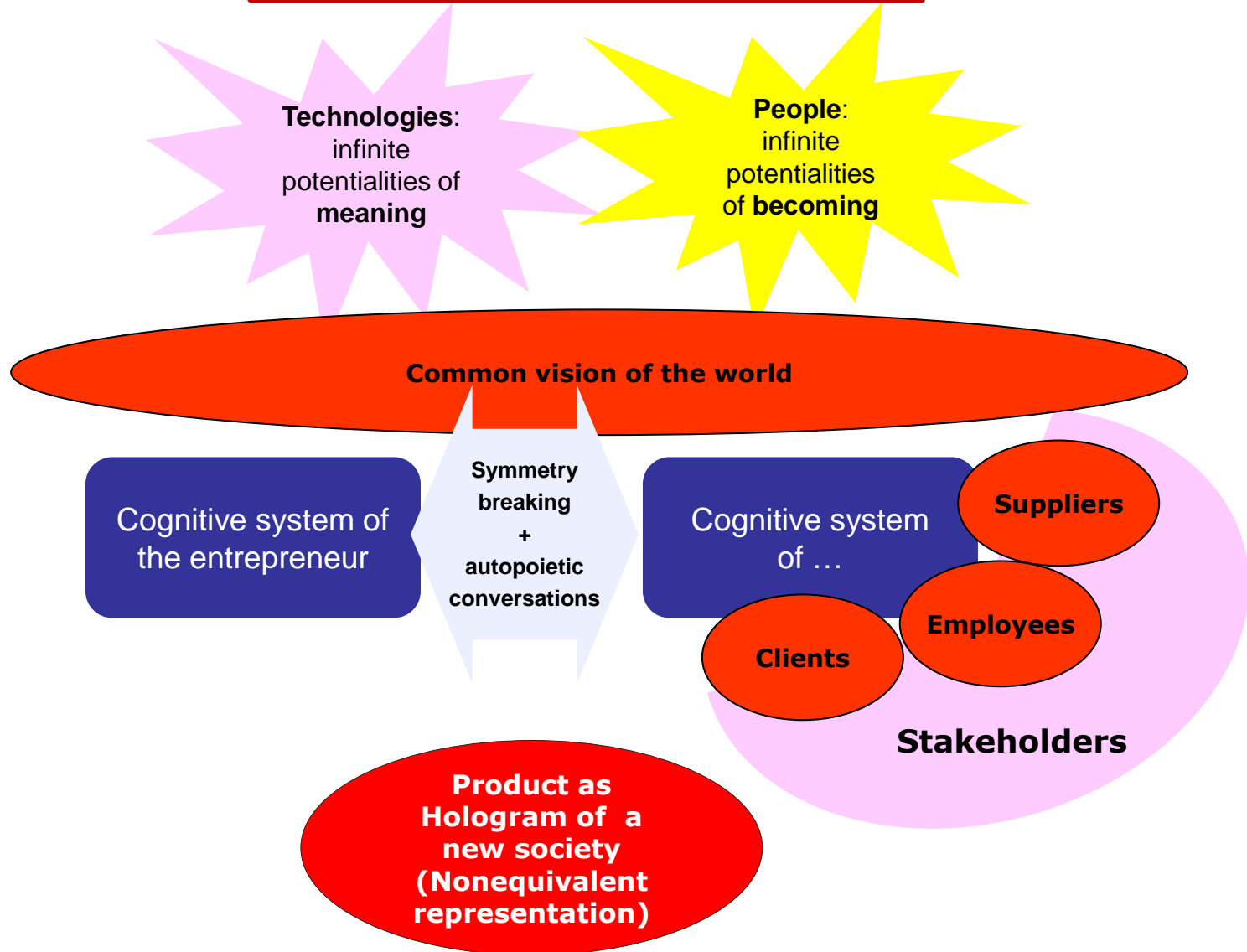
Structural
coupling



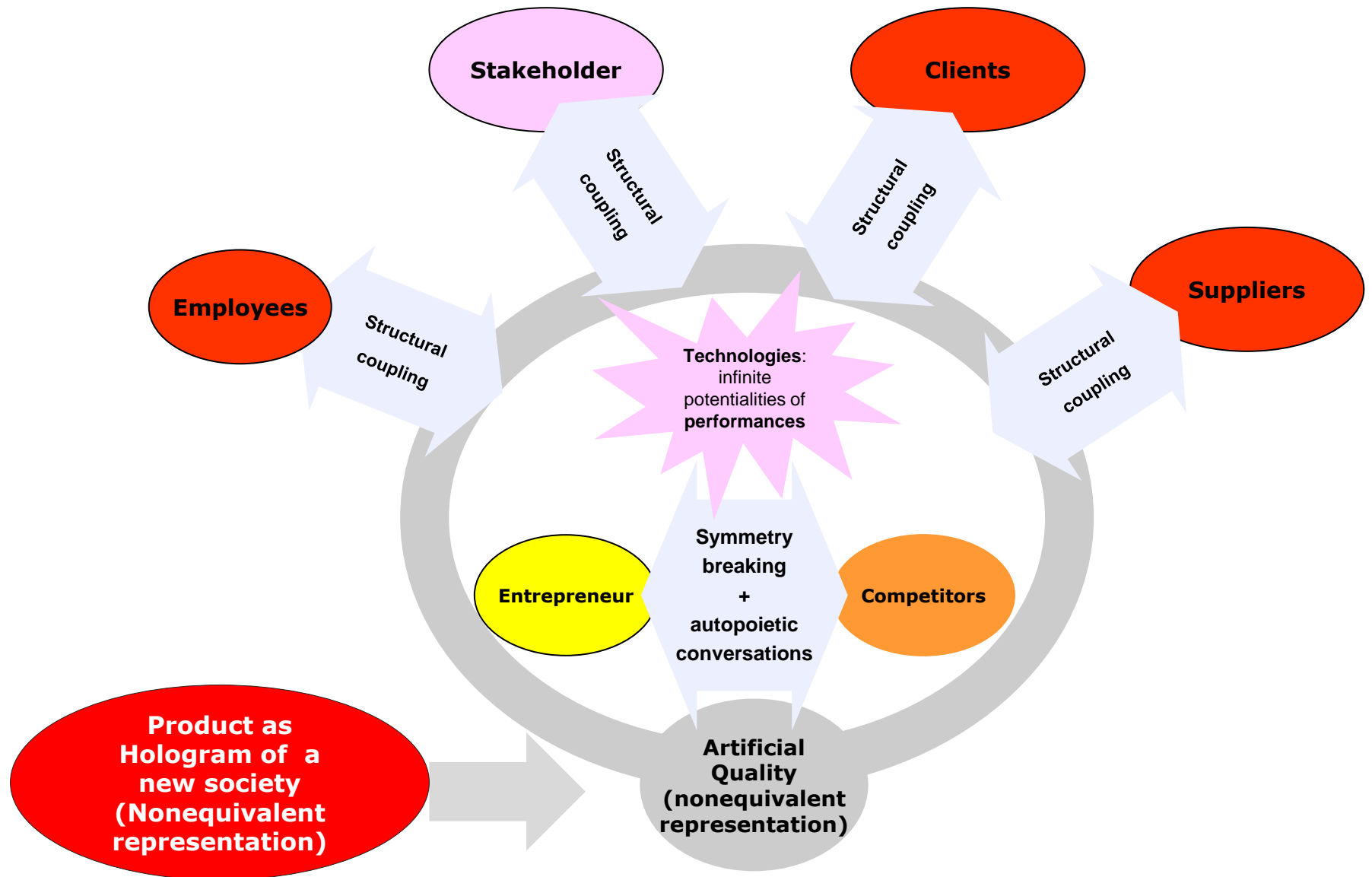
Three kinds of operations generating three worlds ... at least



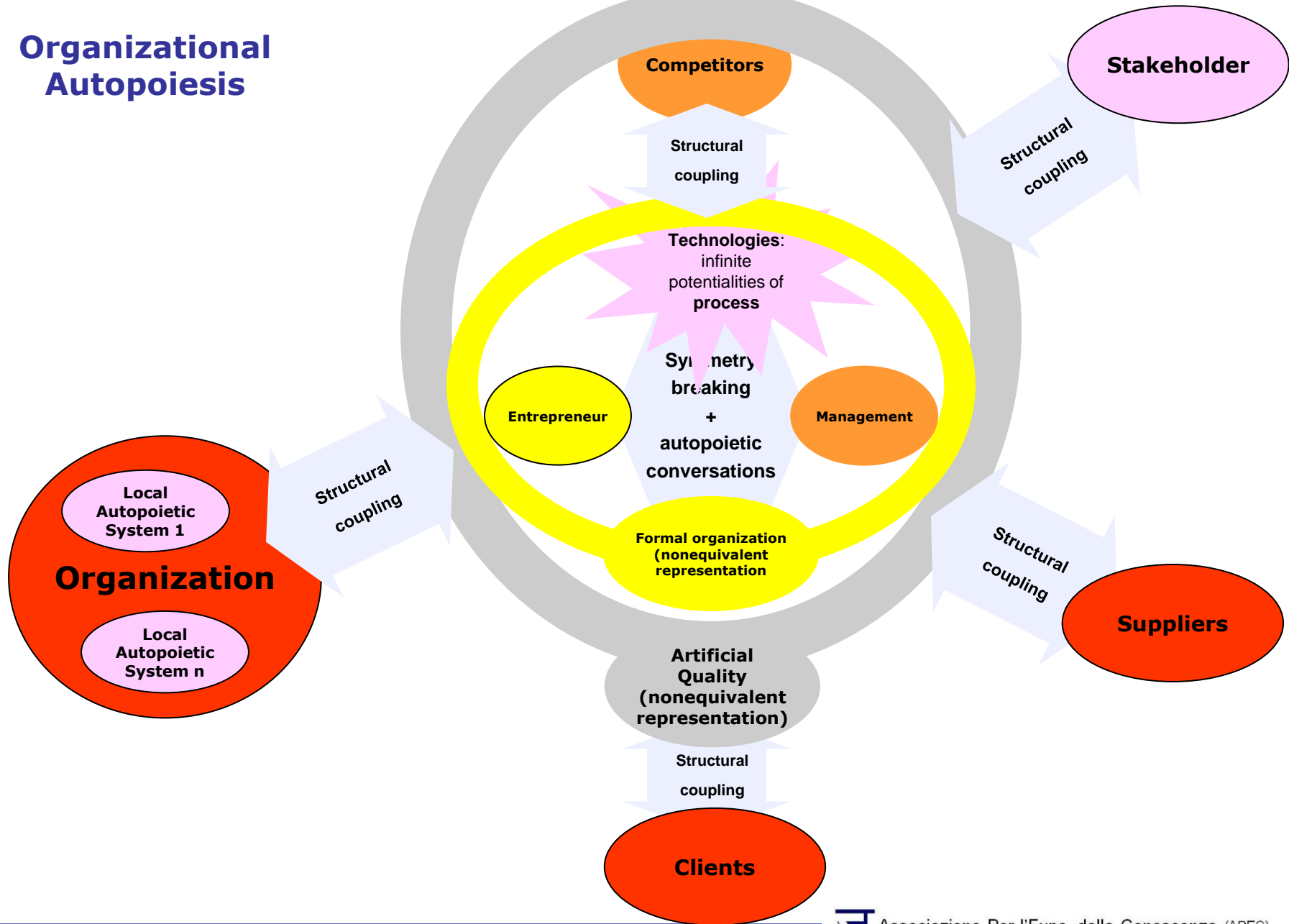
Emerging of a new meaning



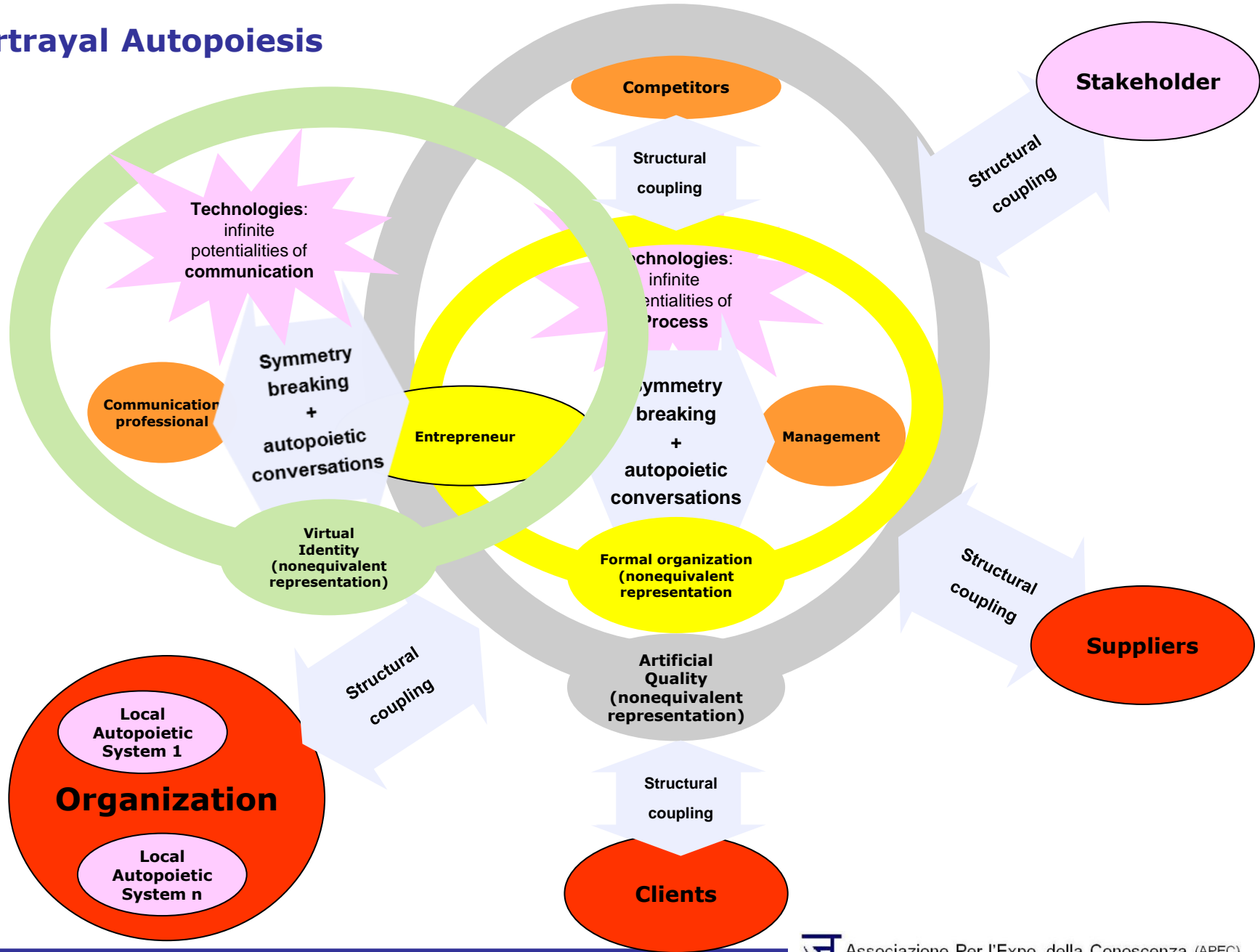
QUALITY Autopoiesis



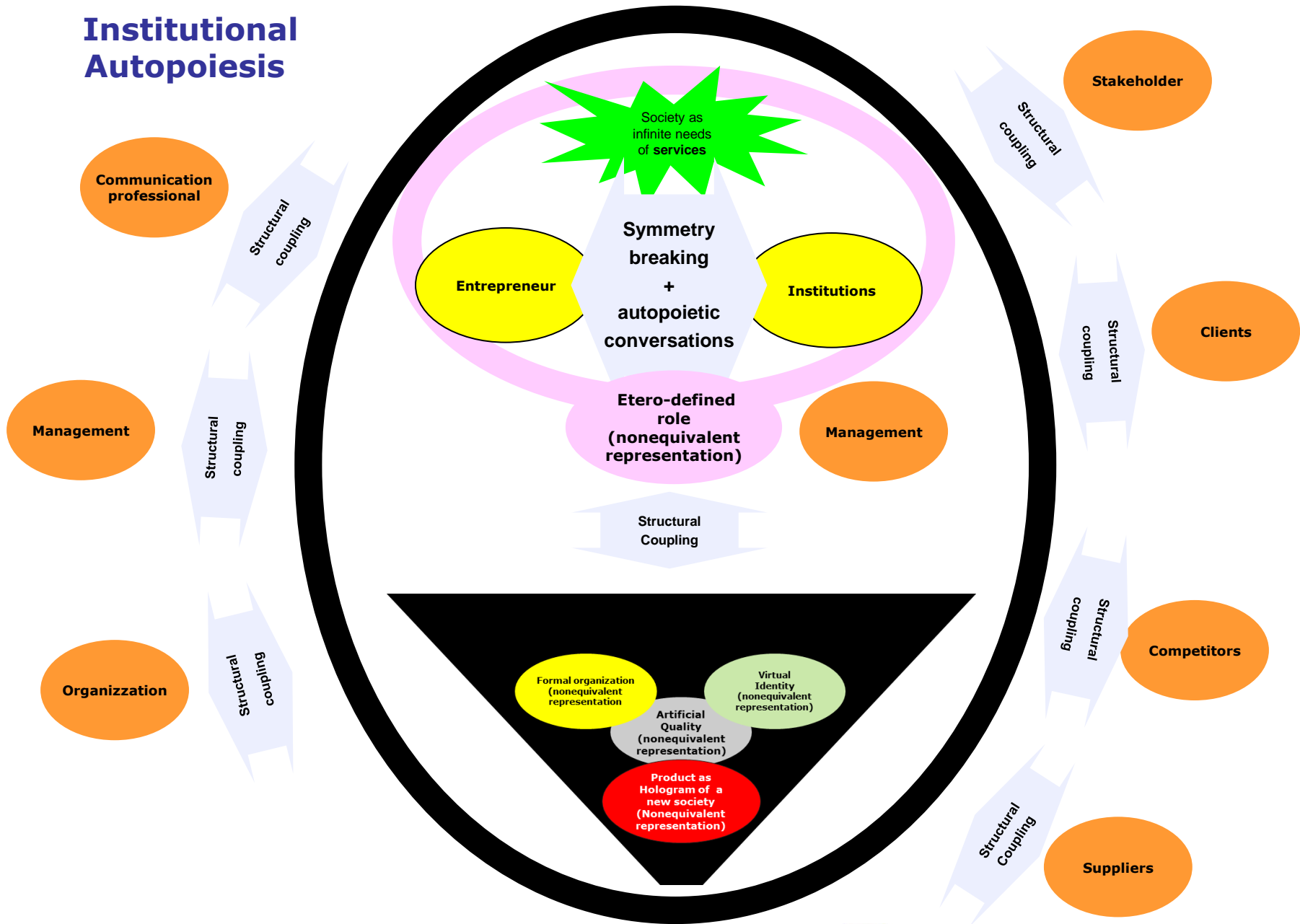
Organizational Autopoiesis



Portrayal Autopoiesis



Institutional Autopoiesis



Institution

Regulatory system

System of Infrastructures

System of scientific knowledge

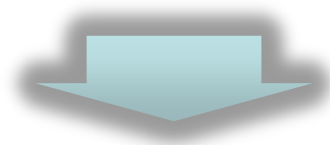


***Emergence + self-
involution***

The problem of Governing continuous change

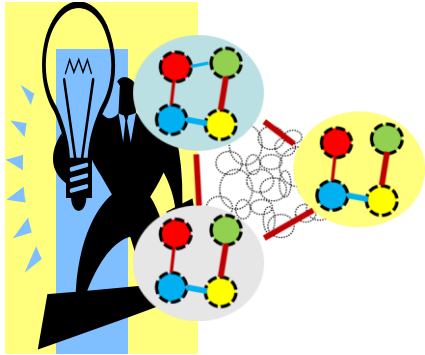
Traditional way of governing

- to defining change projects
- to communicate changes
- to control execution



Conflicts instead of changes

Personal changes



Structural
coupling

Plans for realizing personal
changes

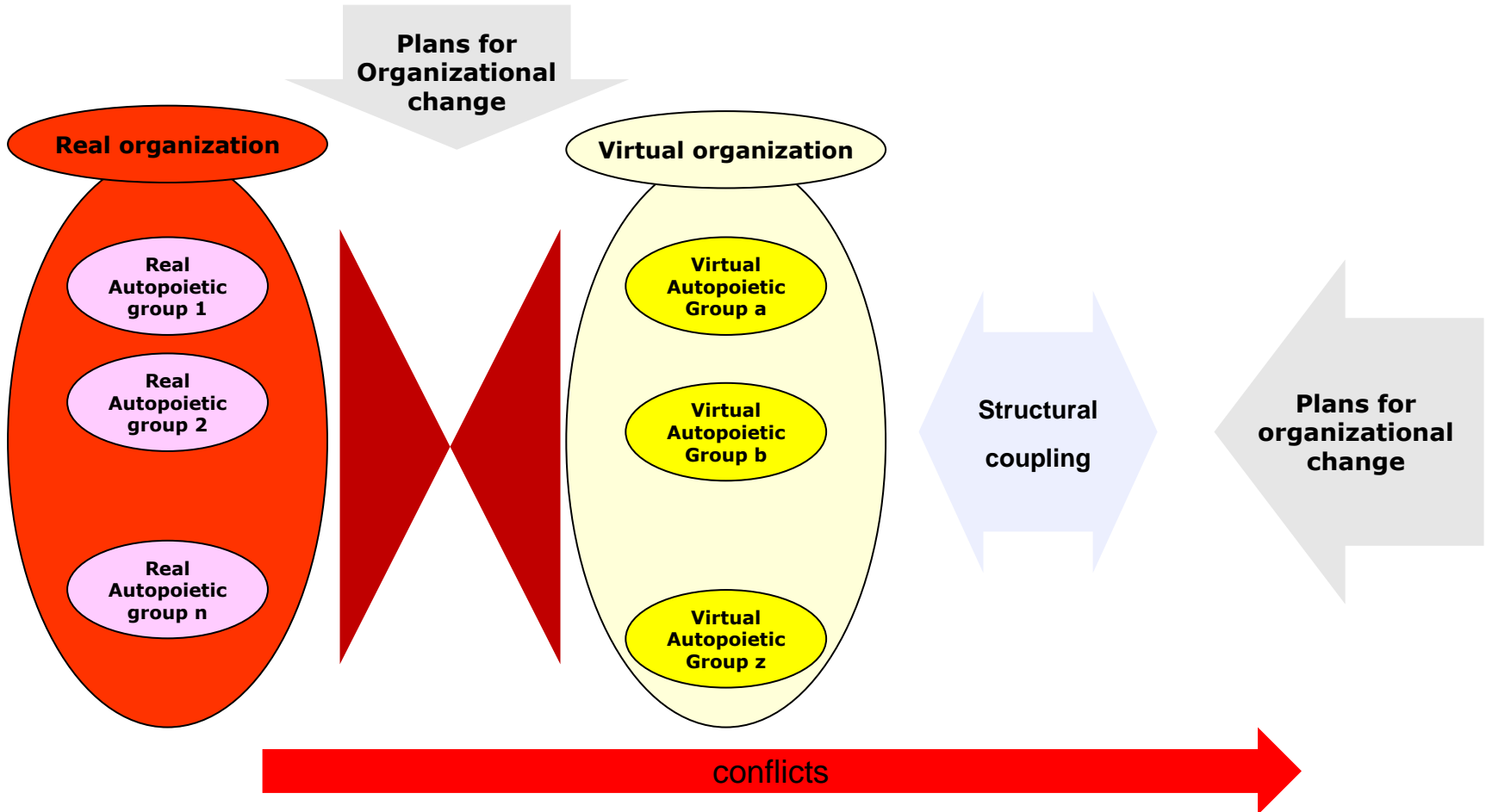
?

Results depend on

- Internal state
- Context

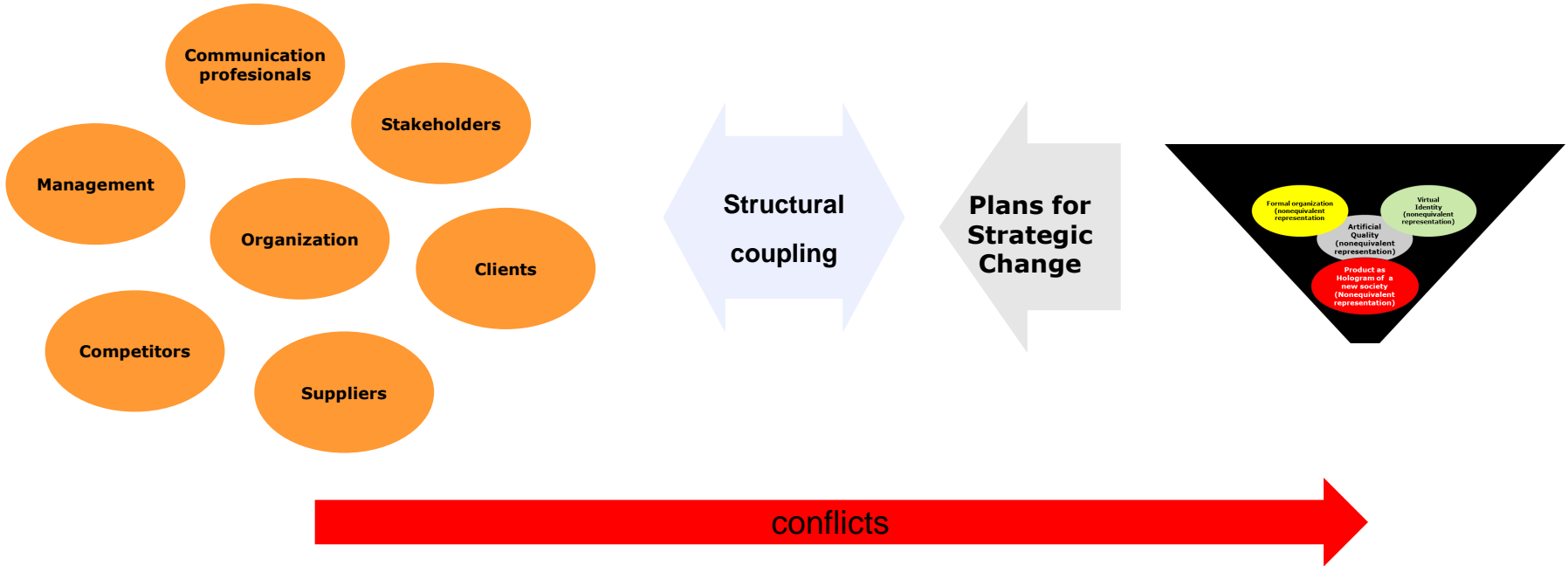
New contents
cannot just be installed/recorded
in the mind

Organizational changes



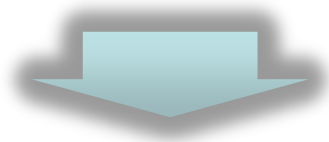
Why to spend money to generate conflicts?

Strategic changes



Why to spend money to generate conflicts?

Same problems



Institutional changes

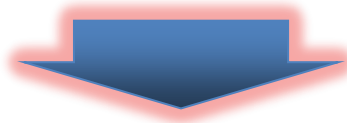
Regulatory changes

Infrastructural changes

Scientific changes

Our proposal to govern change

Sorgente aperta



*To restart
emergence
processes*

Sorgente aperta



Who manages "change"...

1
Should acquire best existing cognitive resources

2
Should activate processes of self design of change, everywhere in the organization, using new cognitive resources

3
Should synthesize all local projects

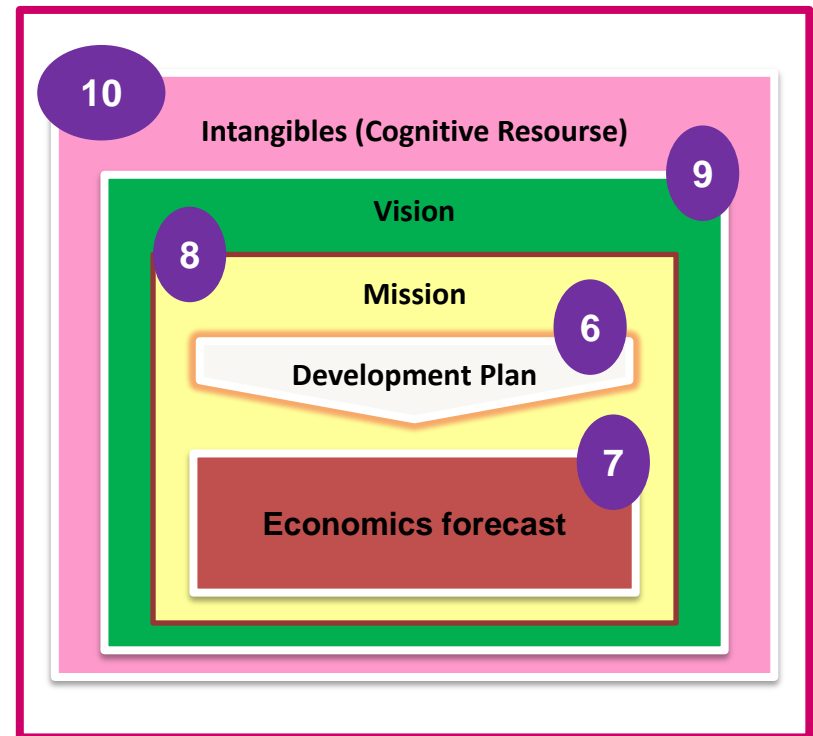
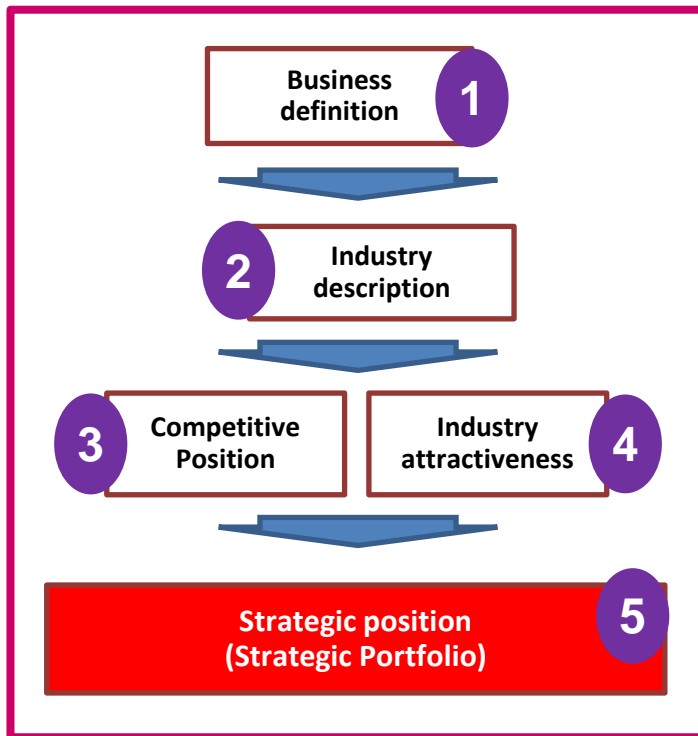
4
should celebrate synthesis

4
Should institutionalize the self-designing process

Social design of strategic change using an advanced model of Business Plan

Present strategic
description of
the enterprise

Project
of development



Social design of organizational change
using an advanced model of organization

***An advanced
model of
organization***

**Social design of change of the social role of the enterprise
using an advanced model of stakeholder system**

