The stratification of cause:

When does the desire of the leader become the leadership of desire?

by

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The need for a third-*order* cybernetics

◆ The legacy of cybernetics is that

    – systemic thinking is now firmly with us, and

    – the effects of the observer are recognised

but

◆ There is a challenge to leadership:

    – how is complexity to be managed right, and

    – how is it possible to know who knows best what is right?

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What are we talking about?

◆ Working with Corporations:
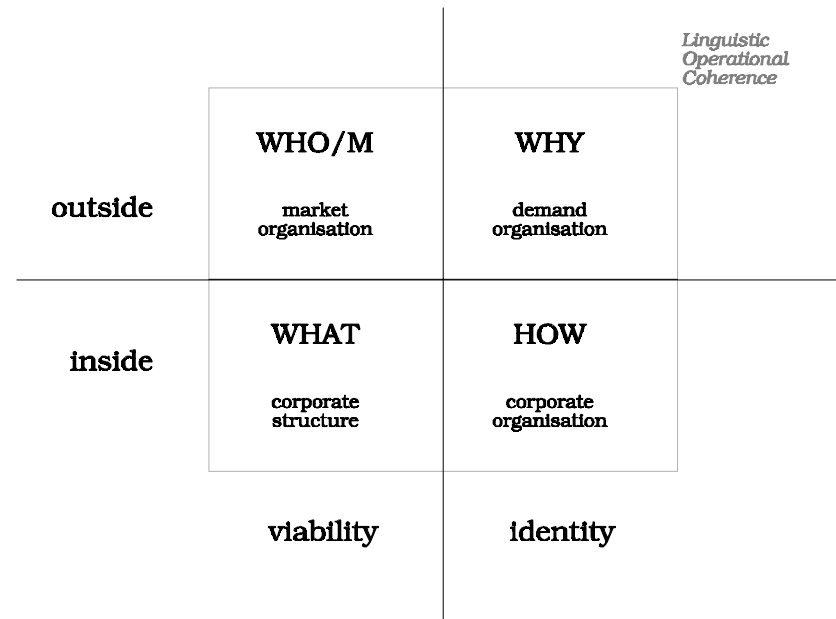 – *What* does it do?
  – *How* is it organised?
  – *Who* is it trying to be *for whom*?
  – *Why* can it survive?

◆ Two distinctions
  – inside//outside
  – viability//identity

◆ The desire of the leader is
  – to produce agreement on the Corporation's purpose, and
  – to be 'the right way'.
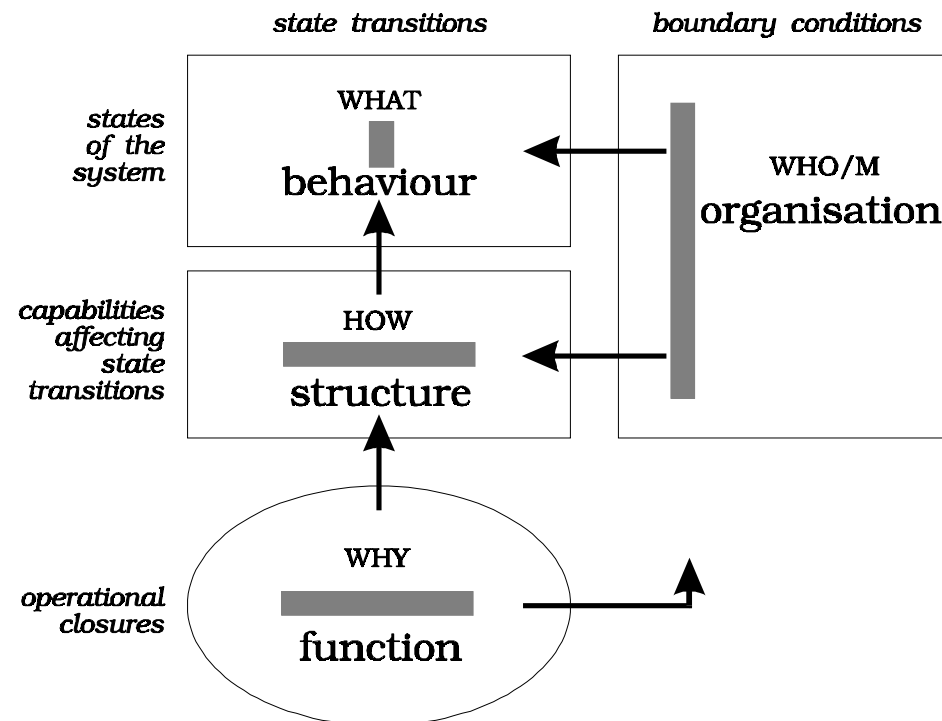
Linguistic Operational Coherence

	WHO/M	WHY
outside	market organisation	demand organisation
inside	WHAT	HOW
	corporate structure	corporate organisation
	viability	**identity**

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What is necessary and determinate to the explanation?

- ◆ Stratifying causes
    - – function
    - – organisation
    - – structure
    - – behaviour
- ◆ The function matrix
    - – static
        - » setting the thermostat
    - – dynamic
        - » hyperincursive control

state transitions   boundary conditions

states of the system

WHAT

behaviour

WHO/M
organisation

capabilities affecting state transitions

HOW

structure

operational closures

WHY

function

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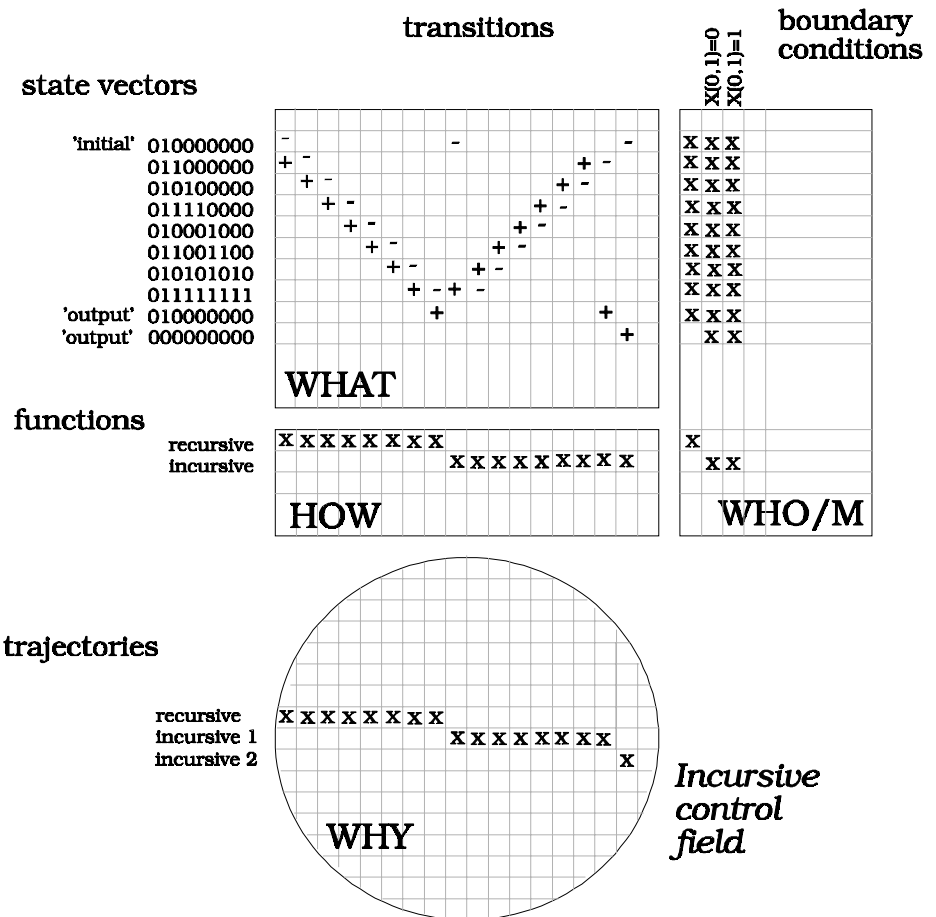Strategy Analysis
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The Incursive Control Field

◆ Hyperincursion creates an undecideability

◆ The incursive control field works on the difference between the forward and reverse differentials:

$$\delta fwd(x[t]) = x[t+1] - x[t]$$

and

$$\delta bck(x[t]) = x[t] - x[t-1]$$

where 't' is <u>within</u> the current 'moment'.

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Chaos and indeterminacy

- ◆ Hyperincursion
  - – introduces a final cause into an enlarged 'present' moment
    - » in which a distinction is made between 'internal' and 'external' time
  - – Hyperincursive control extends the scope of determinacy from
    - » 1st cybernetics as mechanical objectivity, and
    - » 2nd cybernetics as computational determinism

    to a
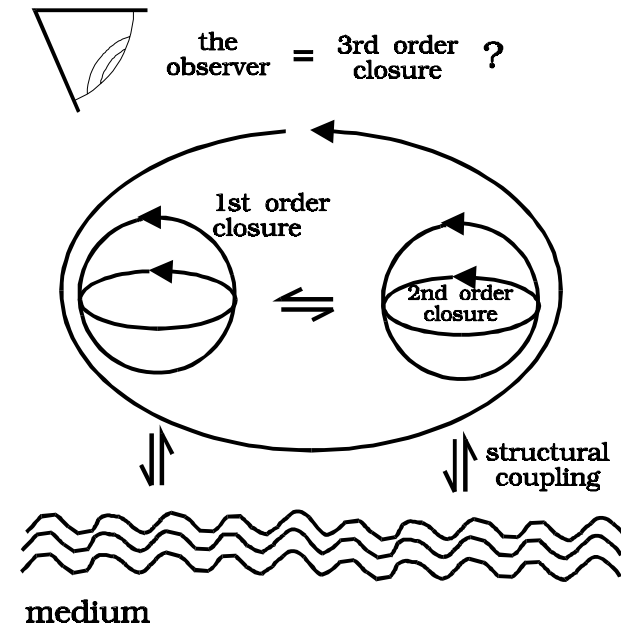   - » 3rd cybernetics as 'anticipative' dynamic stabilisation.

but

- ◆ a 3rd cybernetics is not a 3rd *order* cybernetics

Explaining observers

◆ Who is the observer?

  – "the social singularity defined by the
    operational *intersection* in the body
    of the recursive linguistic distinctions
    in which it is distinguished..."

◆ What is being explained?

  – the four causes necessary and determinate
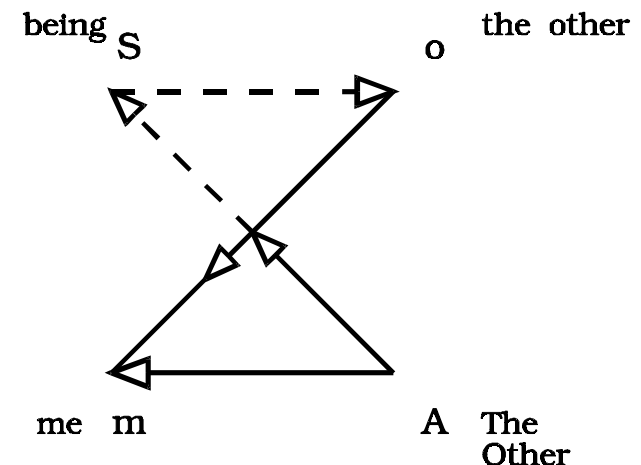   to the (first-order) purpose to be explained.

but

◆ what is determining what is determinate and necessary to the
  (1st-order) purpose being explained?

the observer = 3rd order closure ?

1st order closure

2nd order closure

structural coupling

The intersection of the 'body' and the 'I'

- ◆ Stratification as punctuation

  - – the patterns extracted through combinatory patterning of underlying 'chance' behaviour have a logic of their own.

- ◆ The Other axis of intersection

  - – the observer both
    is constituted <u>by</u> this medium, and
    seeks to constitute himself <u>as</u> this medium.

  - – and the medium itself has
    'gaps'/undecideabilities in it.

- ◆ These 'gaps' are constitutive
  of desire.

being S   o   the other

me m   A The
                             Other

A third-order cybernetics takes these gaps as constitutive of the observer

- ◆ The (2nd order) purpose of the observer
  - – takes the form of a demand which is always constituted within the medium, and reflected in the desire of the leader (to lead).

but

- ◆ there is always a *lack* to this purpose
  - – which is an effect of the gaps in this medium.
- ◆ The leadership of desire
  - – is to constitute leadership as a relation to this lack,

where people's hopes lie.

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