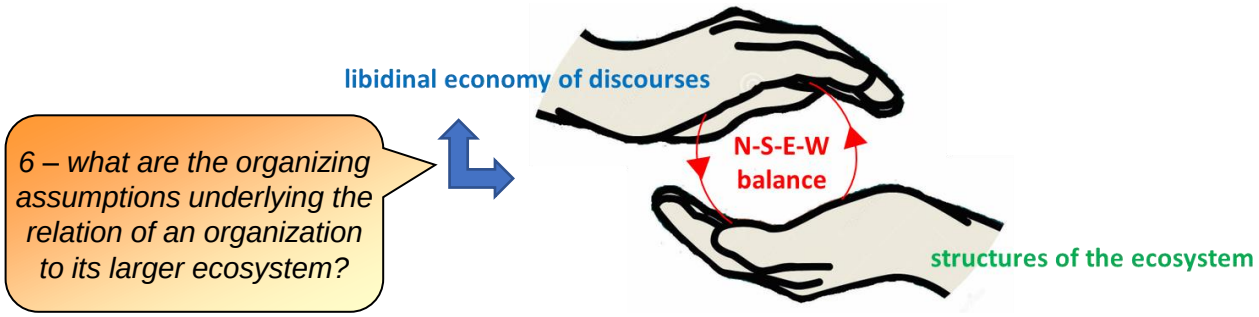
Pathways across the 3rd epoch domain

6. The organizing assumptions underlying this way of approaching the relation of an organization to its wider ecosystem

Philip Boxer BSc MBA PhD

November 5th 2019



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What it demands of an organisation to ‘go relational’

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The layers of parallel process reflect different ways of recognizing value

* Domain of Relevance. This means working from an understanding of the effects ladders in layers 6 and 7 and their relation to the clients' value deficits.

http://www.asymmetricleadership.com/2013/08/parallel-process-and-triple-loop-learning/

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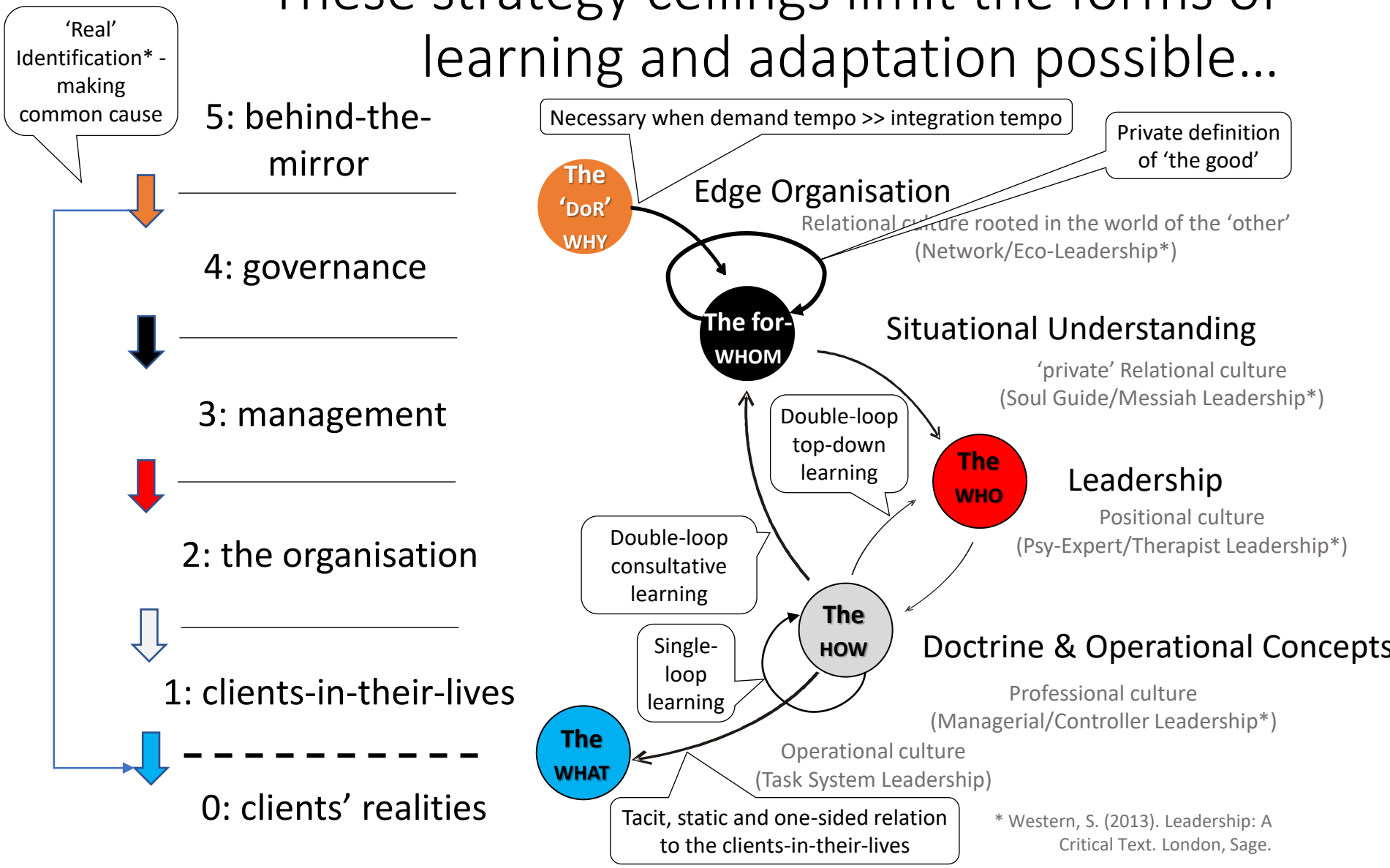
* Identification with a relation to the *necessary*-Real. This means working from an understanding of the effects ladders in layers 6 and 7 and their relation to the clients' value deficits.

These strategy ceilings limit the forms of learning and adaptation possible…



* Western, S. (2013). Leadership: A Critical Text. London, Sage.

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http://www.asymmetricleadership.com/2007/01/triple-loop-learning/

… climbing the value stairs requiring changes to the way certainties are taken up

*Each ceiling limiting what 'matters' in the causal texture of the environment**

These are the competitive behaviours…

… the strategy context being the next level up.

1. Tacit & Static (r-type in a c-type context) one mode in any one environment

Placid randomized - `goods' and `bads' are relatively unchanging in themselves and randomly distributed. *We just do what we were set up to do.*

- there is no distinction between tactics and strategy; the optimal strategy is just the simple tactic of attempting to do one's best on a purely local basis; the best tactic can be learnt only by trial and error and only for a particular class of local environmental variances. The economist's classical market also corresponds to this type.

2. Single-loop (c-type in a K-type context) customizing for direct effects

Placid clustered – 'goods' and 'bads' are not randomly distributed but hang together in certain ways. *Functional specialization, passive competition, passive demand environment.*

- corresponds to the economist's `imperfect competition'; enables some parts to take on roles as signs of other parts or to become means-objects with respect to approaching or avoiding. The new feature of organizational response to this kind of environment is the emergence of strategy as distinct from tactics. Survival becomes critically linked with what an organization knows of its environment.

3. Double-loop top-down (K-type in a P-type context) orchestrating & synchronizing for direct effects

Disturbed-reactive - may be compared with the economist's oligopolistic market in which there is more than one organization of the same kind.

Functional specialization, reactive competition, passive demand environment.

- Each organization does not simply have to take account of the others when they meet at random, but has also to consider that what it knows can also be known by the others. Formally distinguishing tactics, operations, and strategy, an organization must decide which of someone else's possible tactics one wishes to take place, while ensuring that others of them do not.

4. Double-loop consultative (P-type in the real time of the client's context-of-use) orchestrating & synchronizing for indirect effects

Turbulent - dynamic processes arise from the field itself. Like type 3 and unlike the static types 1 and 2, they are dynamic, but unlike type 3, the dynamic properties arise not simply from the interaction of the component organizations, but also from the field itself.

Functional specialization, reactive competition, active demand environment.

- linked sets of organizations so large that their actions are both persistent and strong enough to induce resistance in the environment; deepening interdependence between the economic and the other facets of the society; increasing reliance on research and development to achieve the capacity to meet competitive challenge leading to a situation in which a change gradient is continuously present in the environmental field.

* from Emery, F.E., and E. Trist. 1965. 'The Causal Texture of Organizational Environments', *Human Relations*, 18: 21-32.

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What, then, happens to the way individuals' certainties are supported within these contexts?

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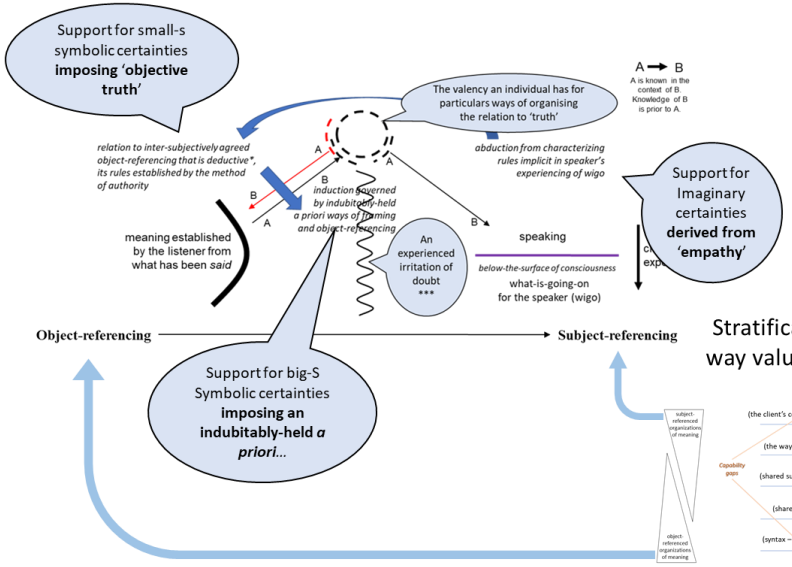
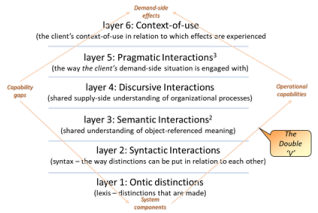
Stratification describes the way both espoused and in-use certainties are supported…

Stratification supports *aka* 'gives form to' individuals' certainties



The 'hermeneutic' spiral, driven by the 'irritation of doubt' in the client's relation to their experience of value deficit, becomes the necessary corollary to the 'double V' cycle of innovation.

Stratification representing the way value-creation is organised



5: 68/19

There will be stratification implicit in the experienced reality about which the individual speaks…

espoused

speaking

below-the-surface of consciousness
what-is-going-on
for the speaker (wigo)

in-use (experienced) lalangue

… there will also be stratification implicit in the over-determining effects of structures on what 'realities' are being experienced

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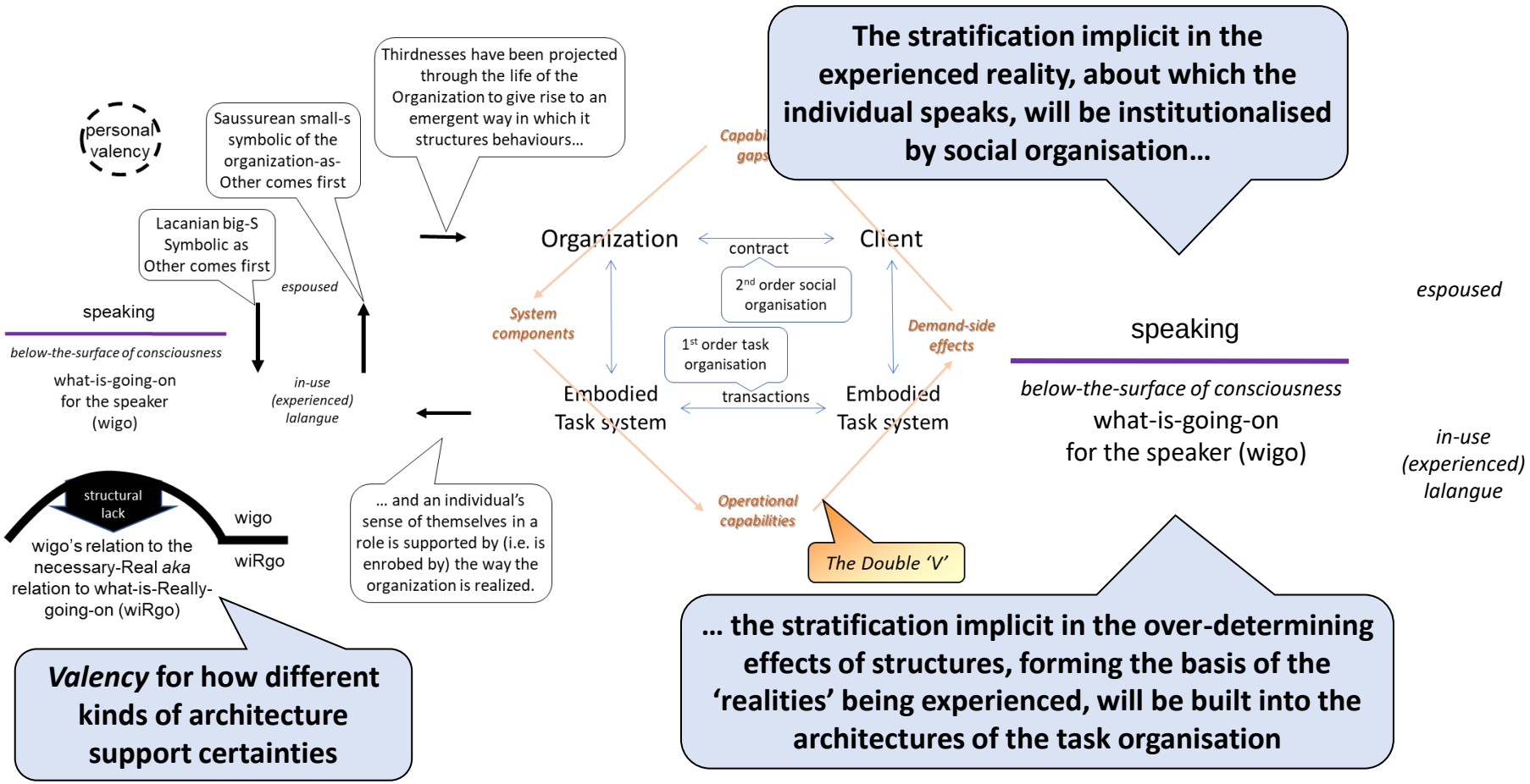
… but how are we to think about *valency* for how different certainties are supported?



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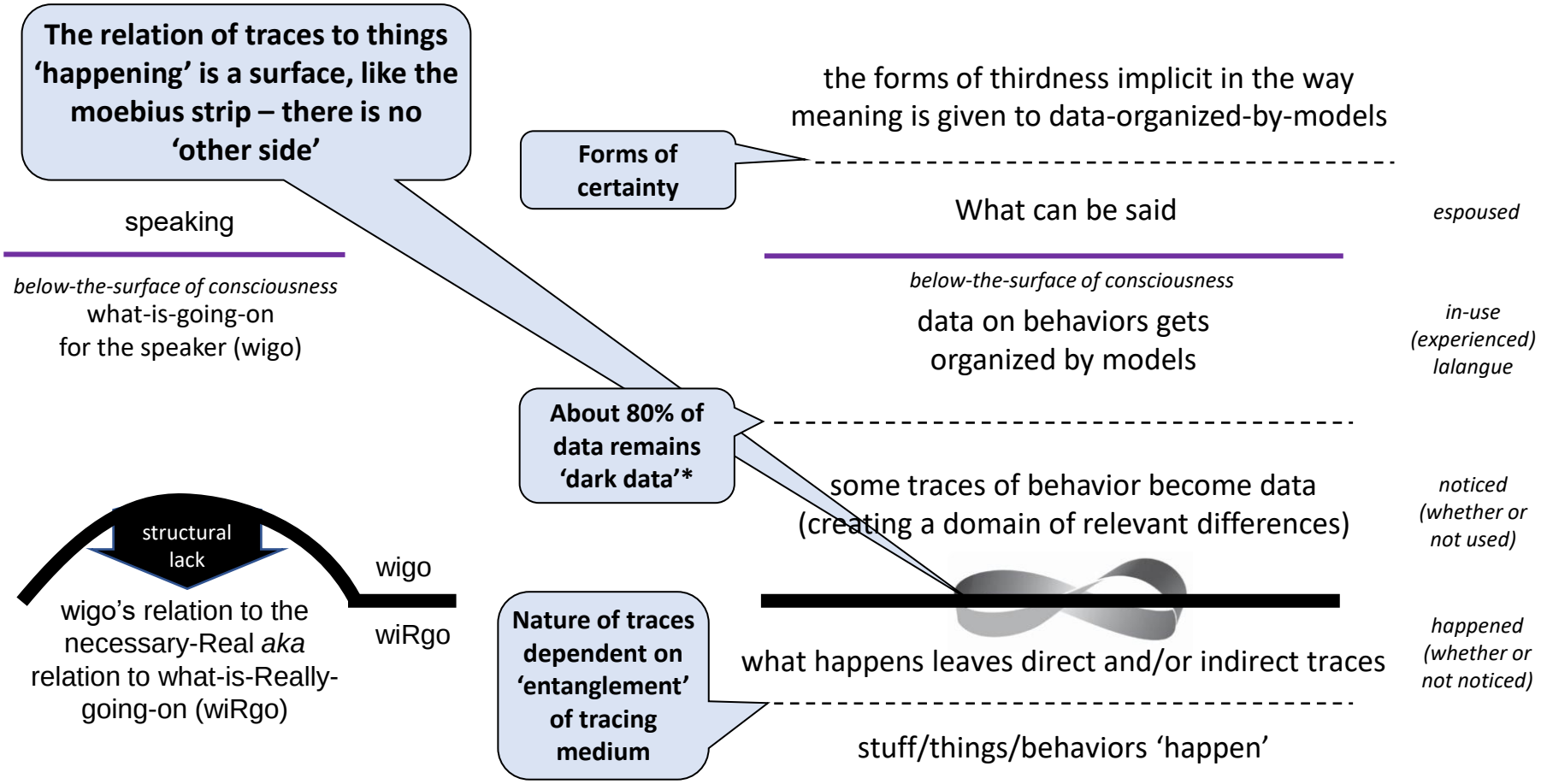
We are working with *three* layers for individuals

There are three equivalent layers for organisations



* See Hand, D., J. (2020). Dark Data - why what you don't know matters, Princeton University Press.

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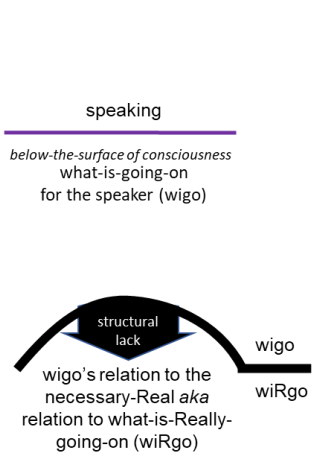
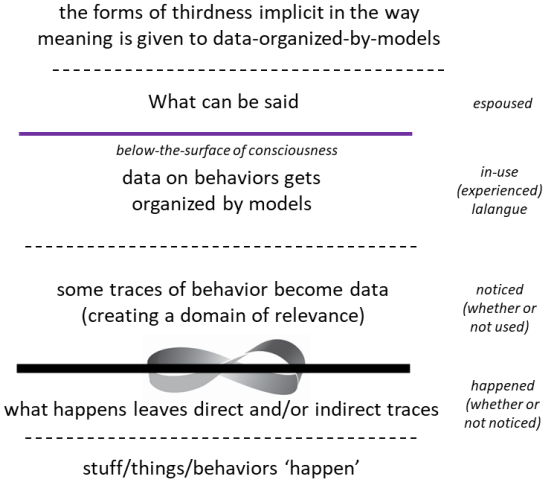
These three layers are needed to make sense of valency in the way certainties are taken up

- The OED definition of 'noetic': of or pertaining to the mind or intellect; characterized by, or consisting in, mental or intellectual activity. In these terms, the presence of mind is noetic, while the exercise of intellect is auto-noetic.
- While the noetic is accessible to the auto-noetic, the a-noetic is wholly inaccessible.





auto-noetic layer — **In this layer are individuals' conscious articulations of identity**

noetic layer — **Stratification describes the way this layer supports certaintes**

a-noetic layer — **This layer represents the limit to what can be known**

To understand valency for different ways of supporting certainties, we will need a way of describing the characteristics of this layer

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Describing the characteristics of the a-noetic layer

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Consider a traveler's plans to realise her desire to see the 'UK'

The 'UK' *per se* is a phantasy organising what she has in mind

- The traveller has in mind the possibility of experiencing the 'UK', (the phantasy covering the place of an underlying 'lack')
- Let's say that the traveller's only possible (noetic) experience of the 'UK' is through train journeys that will need to be booked (auto-noetic).

auto-noetic layer — ***The planned itinerary***

noetic layer — ***Experienced journeys by train***

The relation to the Network can only be one of experiencing…

- The Railway Network itself constitutes a surface in the a-noetic layer limiting how the 'UK' may be experienced through train journeys, however many tracks are laid…

  … the Network is analogous to the *traces* in the a-noetic layer, only being experienced indirectly via the train journeys traversing it.

a-noetic layer — $\frac{\textit{the Railway Network}}{\textit{experiencing the UK}}$

- The traveller's desire to experience the 'UK' is experienced as a 'pressure' towards the possibility of recovering a 'more' of the 'UK' by taking more train journeys that are themselves limited by the nature of the Network's relation to the 'UK'.

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The Railway Network is analogous to the *traces* in the a-noetic

Think of the traveller's relation to the Railway Network as a surface

- The auto-noetic traveller formulates a demand for train journeys based on a desire to 'see the UK', which takes the form of travel plans.
- The subsequent noetic experiences of taking the planned train journeys on the Railway Network constitute the Railway Company's response to that demand.
- The a-noetic Railway Network itself is wholly inaccessible to the traveller
- The value deficit experienced by the traveler arises as a combination of two things:
    1. The experience disappoints – the actual experience of the journeys provided by the Railway Company in response to the demand, even if met to the letter, fell short of what the traveller expected, and/or
    2. The traveller didn't really understand what s/he wanted - the demand having been met, even if to the letter, s/he still experienced a left-over felt need (for experiencing the UK) not captured by that way of expressing a desire as a demand.
- Repeated efforts to recover 'more' of what remains to be desired of the 'UK' *per se* (*aka* a value deficit*)* gives rise to a repetition (i.e. more train journeys) in relation to (what is for the traveller) a *necessary*-Real*

* That underlying the phantasy which continues not to be experienced

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The traveler's plan aimed at realising their desire will always leave a value deficit

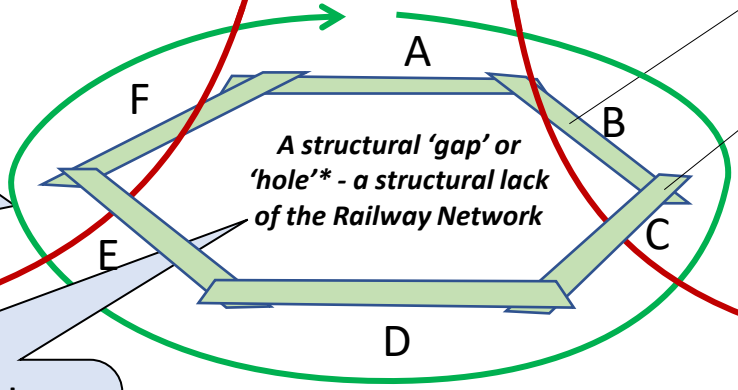
These four terms – *pressure, limit, aim & object* – describe the relation to the a-noetic in terms of **drive structuration**

The traveller's desire to experience a 'more' in relation to the UK [*Drang aka* pressure]

The traveller's hoped-for experience of the UK built into the planned itinerary [*Objekt aka* object]

The planned itinerary

The ABCDEF planned itinerary as it is actually experienced (leaving something to be desired…)



Legs of the journey possible across network

Locations on the network where there are overlapping journey legs

Traveller's aim [*Ziel*] of satisfaction

The rim-like structure defining the structural lack or 'gap' [*Quelle aka* the limit to what can be experienced because of the limitations of the Rail Network]

* See Burt, R. S. (1992). Structural Holes: The social structure of competition. Cambridge, MA, harvard University Press.

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The Railway Network has a *valency* for the ways in which the traveller can follow their desire

… but do the systems provide choices aligned to what the traveler has in mind?

The Railway Company's system organising the possible journeys in the UK

traveller's personal valency

A

deductive relation to object-referenced 'thirdness' of the network

B

B

A

abduction of subject-referenced 'thirdness' derived from remembered experiences

B

The Traveler speaking of (imagined) experiences

below-the-surface

The Traveler's experience of her journeys on the Railway Network

relation of the planning to the experiencing

The Traveler planning a journey

personal valency rooted in way of taking up the wigo/wiRgo relation to the necessary-Real

A

particular relation to what remains lacking in the experience

behind which is a relation to the structural lack of the Network

The Network supporting a relation to the traveler's '*necessary*-Real' of the UK

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The relation to the valency of the a-noetic

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Following Freud in asserting different kinds of 'trace' in the a-noetic

what happens leaves direct and/or indirect traces

---

stuff/things/behaviors 'happen'

This is prior to whether these 'traces' get picked up as data…

- Let a 'trace' be a quality ω - a quality by virtue of its being distinguishable from other traces. Consider three kinds of trace[1] ω:

1. A trace left by a *real* object ϕ - an object ϕ is real[2] "by virtue of having an intrinsic reality that is not reducible to its subcomponents or exhausted by its functional effects on other things".
   - A trace ω in this case is a *real* trace, being a functional effect it has had on other objects, for example a footprint or a digital sensor's display. A *real* trace has a signifying relation to a *real* object that is written as $\frac{\omega}{\phi}$ or $\omega|\phi$.

All to do with what is going on in the *real* world…

2. A trace left by an *intentional* object Ψ - an intentional object Ψ is "a sum total of essential qualities that it requires to be intended as what it is".
   - A trace ω in this case is an *intentional* trace, being "the specific qualities through which the intentional is incarnated" such that its presence may be experienced by perceivers, for example via writing or speaking. An intentional trace has a signifying relation to an intentional object that is written as $\frac{\omega}{\Psi}$ or $\omega|\Psi$.

All to do with what people are making of their experience

3. A trace indicating the *absence* of the anticipated presence of an intentional object $[\Psi]$ - square brackets are used to indicate the absence of a presence i.e. that a perceiver perceives no indication of an anticipated presence.
   - A trace ω in this case is a *trace-of-absence*, being the specific qualities through which the *absence* of the intentional is incarnated, for example "I waited for you and you never showed up", or "that meal was nothing like as good as I remember it". This absence of an (anticipated) presence is written as $\frac{\omega}{[\Psi]}$ or $\omega|[\Psi]$.

What remains absent is crucial to being able to speak of value deficits

[1] Traces are 'pointer states'. See Zurek, W. H. (2002). "Docoherence, Einselection, and the Quantum Origins of the Classical." Quantum Physics.

[2] The distinction between 'real' and 'intentional' objects is taken from Harman, G. (2009). Prince of Networks: Bruno Latour and Metaphysics (Anamnesis). Melbourne, re.press.

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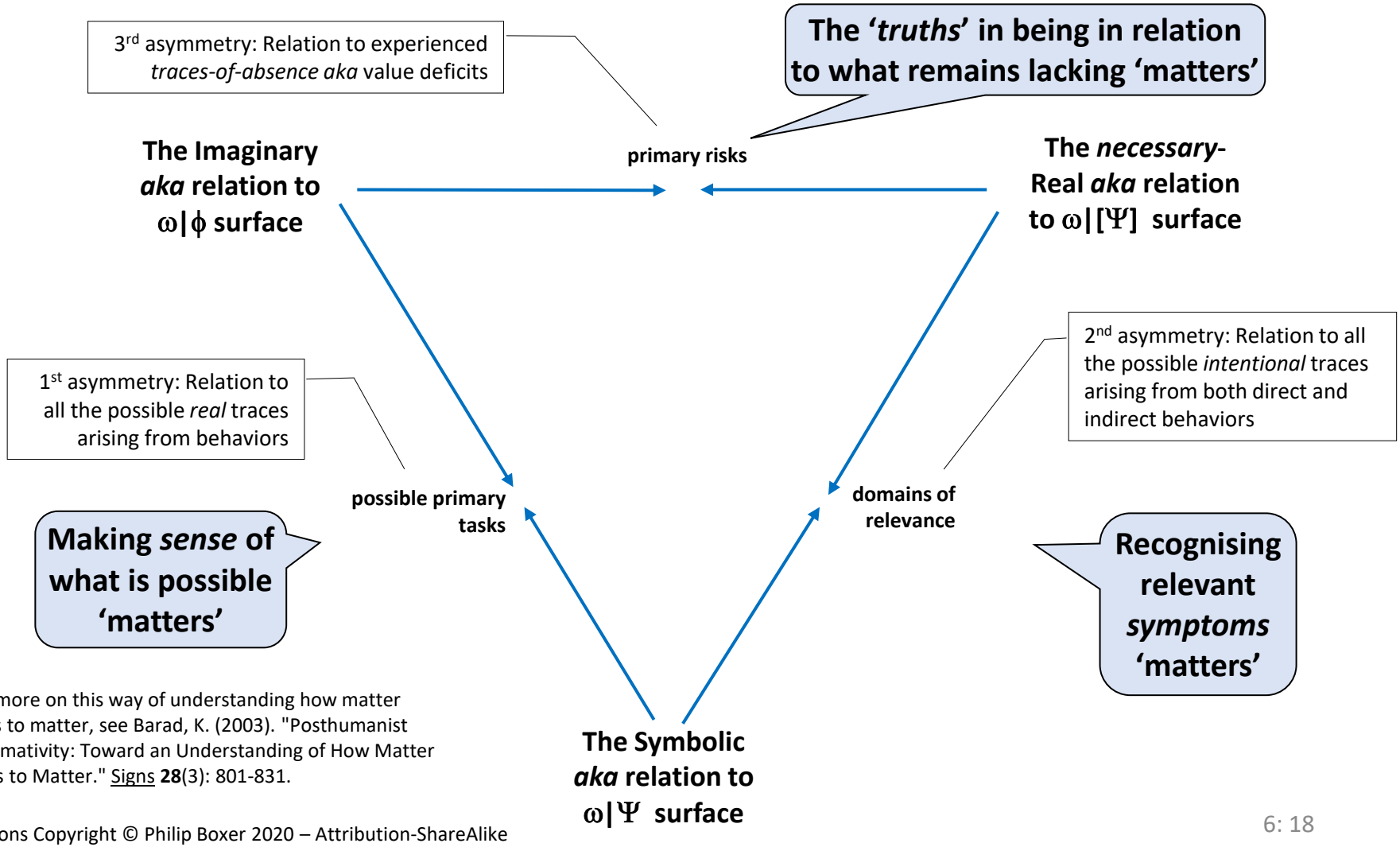
These traces can be thought of (auto-noetically) as three different kinds of R, S & I surface that 'matter'* through the way they give rise to 'matter-ing' :



* For more on this way of understanding how matter comes to matter, see Barad, K. (2003). "Posthumanist Performativity: Toward an Understanding of How Matter Comes to Matter." Signs **28**(3): 801-831.

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These three kinds of 'matter-ing' can also be thought of as three different surfaces…

- Primary task surface
  - Relation to all the possible *real* traces arising from behaviours
  - Defines a 1st asymmetry in the relation to the *real* traces $\omega|\phi$ that matter, in which the technology does not define the product.

Making *sense* of what is possible 'matters'

- Domain of relevant differences surface
  - Relation to all the *intentional* traces arising from both direct and indirect behaviors
  - Defines a 2nd asymmetry in the relation to *intentional* traces $\omega|\Psi$ that matter - the know-how does not define the solution.

Recognising relevant *symptoms* 'matters'

- Primary risk surface
  - Relation to experienced *traces-of-absence aka* value deficits
  - Defines a 3rd asymmetry in the relation to traces-of-absence $\omega|[\Psi]$ that matter - the demand does not define the experience

The '*truths*' in being in relation to what remains lacking 'matters'

- To these we need to add a founding act Λ through which an originating choice has been made about what 'matters' for the organisation qua the way these three surfaces are held in relation to each other
  - Not only about *what* the organisation will do and *how* it will do it, but also about what the organisation will *not* be doing for its clients i.e. what value deficits will remain for its clients.

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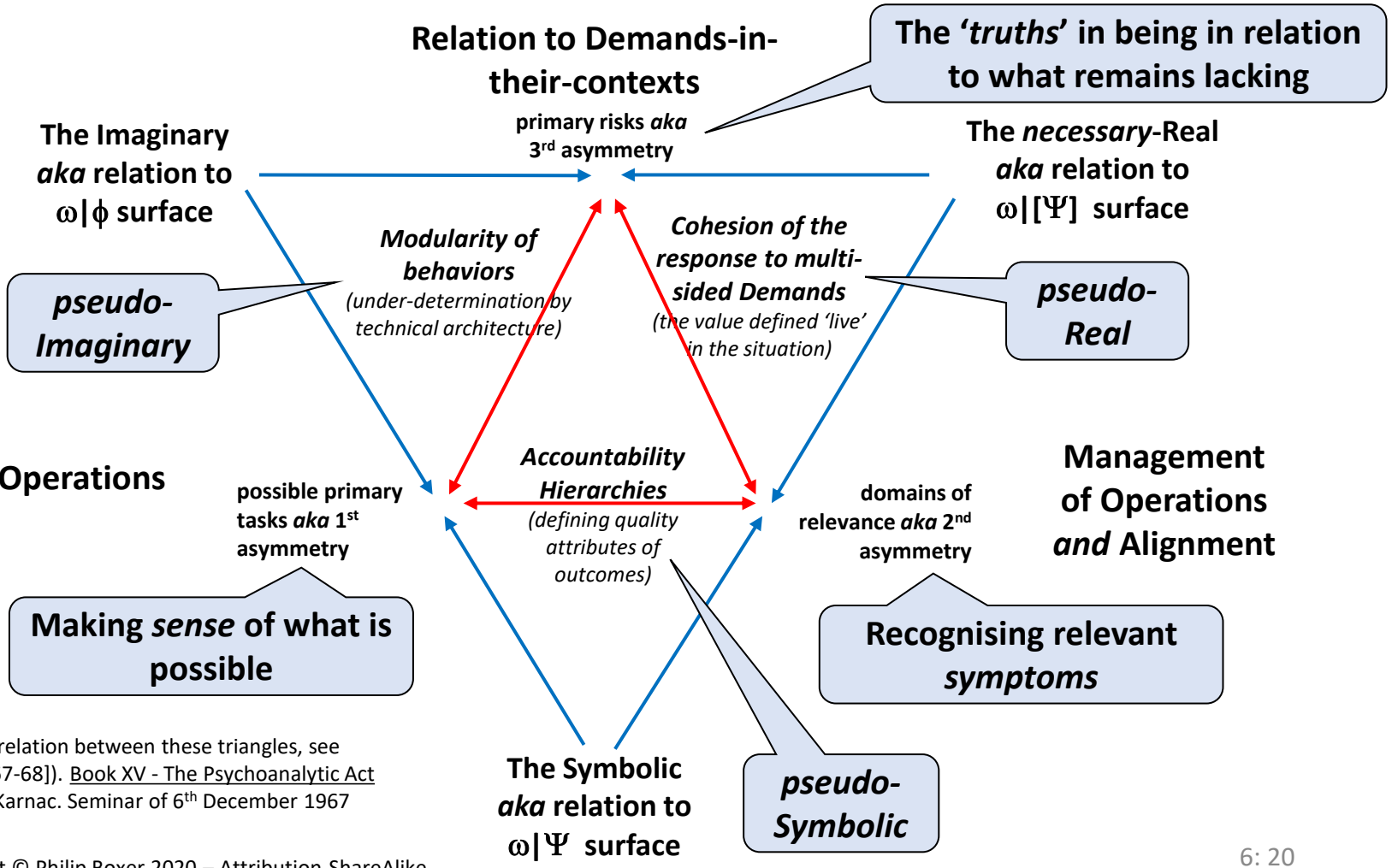
… the way these three forms of 'matter-ing' are held in relation to each other* constituting the organisation *per se*

defined in terms of a pseudo-Imaginary, pseudo-Symbolic and pseudo-Real…



* For more on the relation between these triangles, see Lacan, J. (2002[1967-68]). Book XV - The Psychoanalytic Act 1967-68. London, Karnac. Seminar of 6th December 1967

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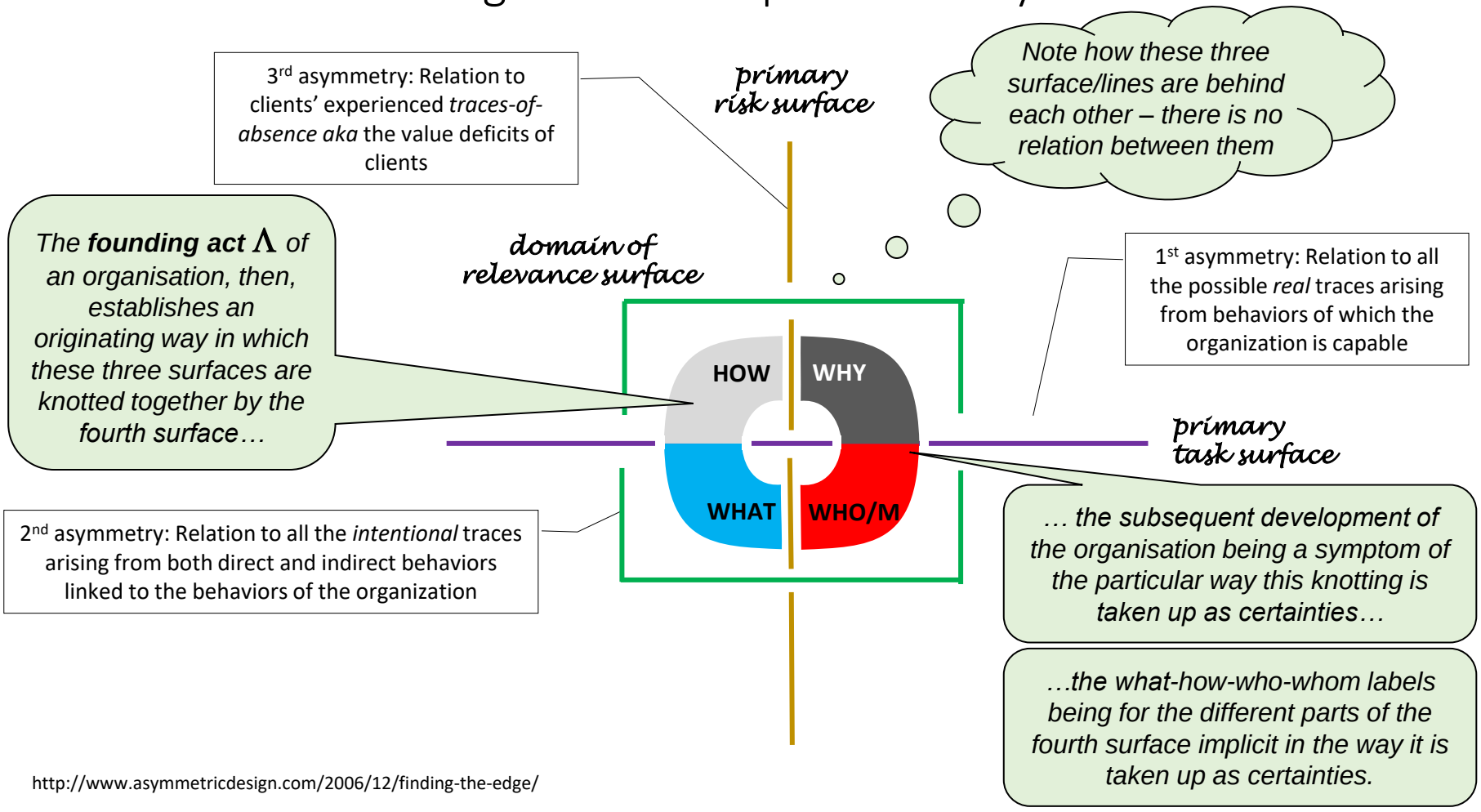
… which can be thought of as a fourth knotting together of the other three…

The three 'matter-ing' surfaces represented by the three lines



http://www.asymmetricdesign.com/2006/12/finding-the-edge/

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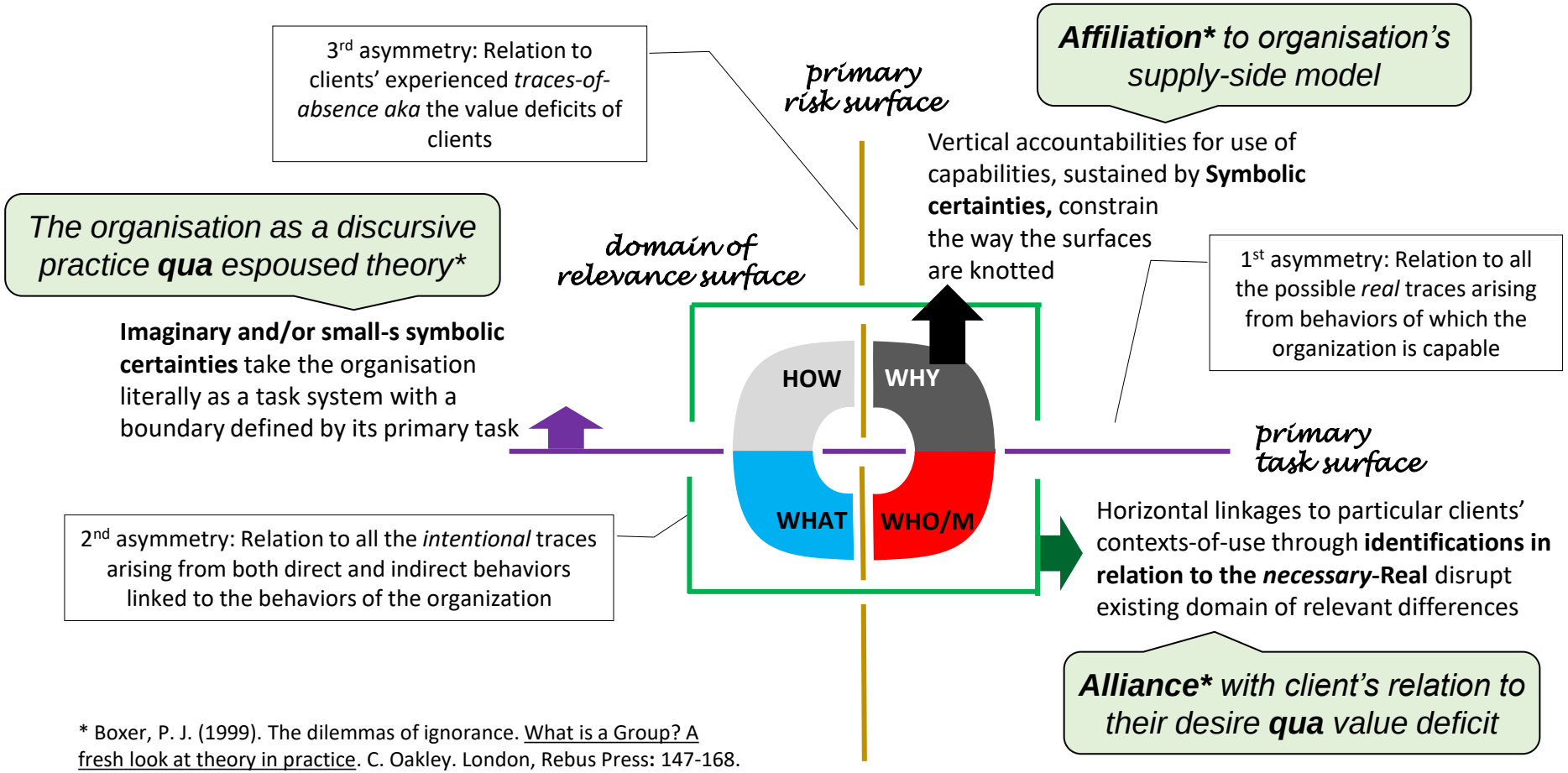
… the *valency* of which is implicit in the way its 'matter-ing' is taken up by certainties…

Climbing the value stairs means changing the way certainties are taken up



* Boxer, P. J. (1999). The dilemmas of ignorance. What is a Group? A fresh look at theory in practice. C. Oakley. London, Rebus Press: 147-168.

http://www.asymmetricdesign.com/2006/12/finding-the-edge/

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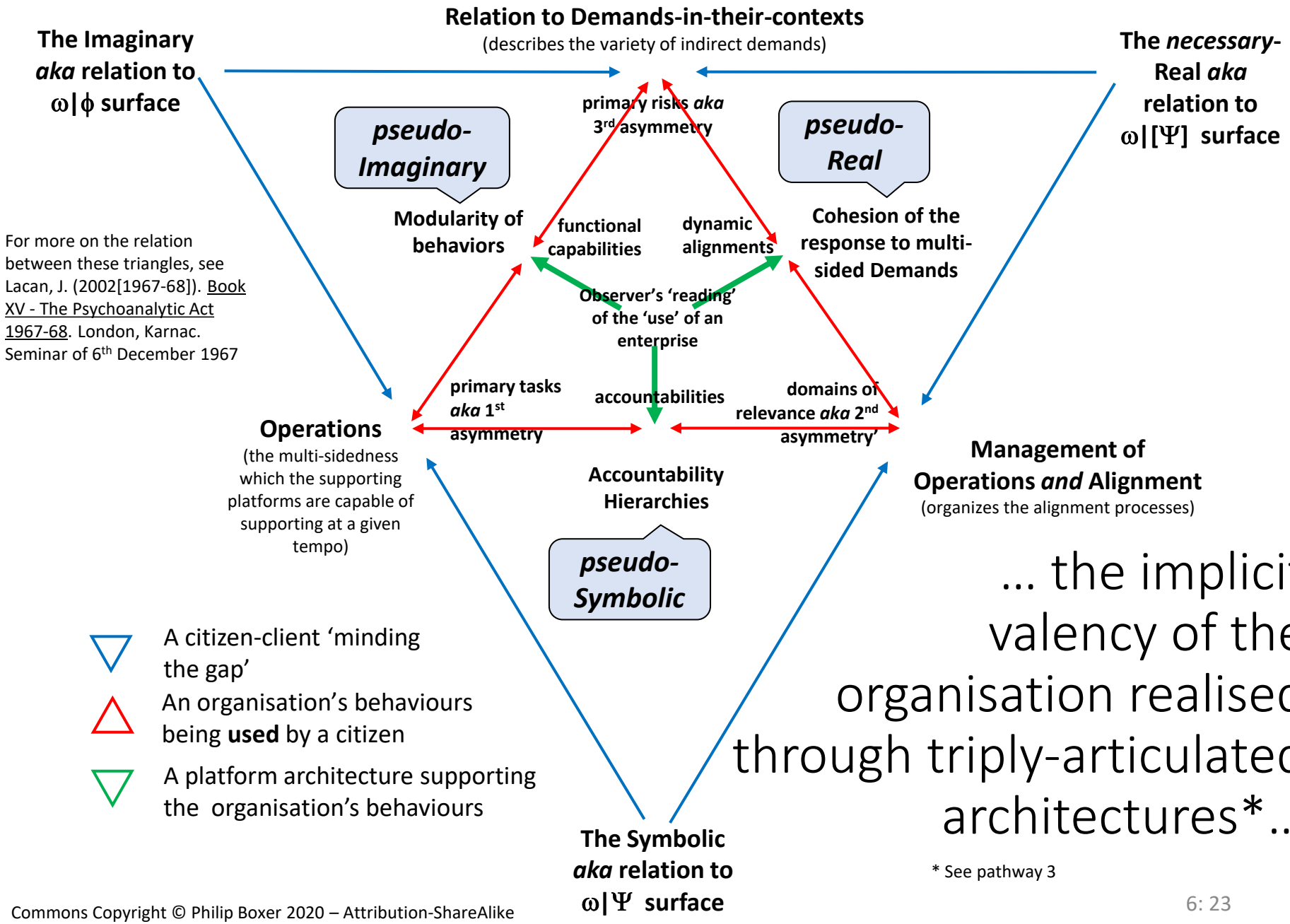

For more on the relation between these triangles, see Lacan, J. (2002[1967-68]). Book XV - The Psychoanalytic Act 1967-68. London, Karnac. Seminar of 6th December 1967

… the implicit valency of the organisation realised through triply-articulated architectures*…

* See pathway 3

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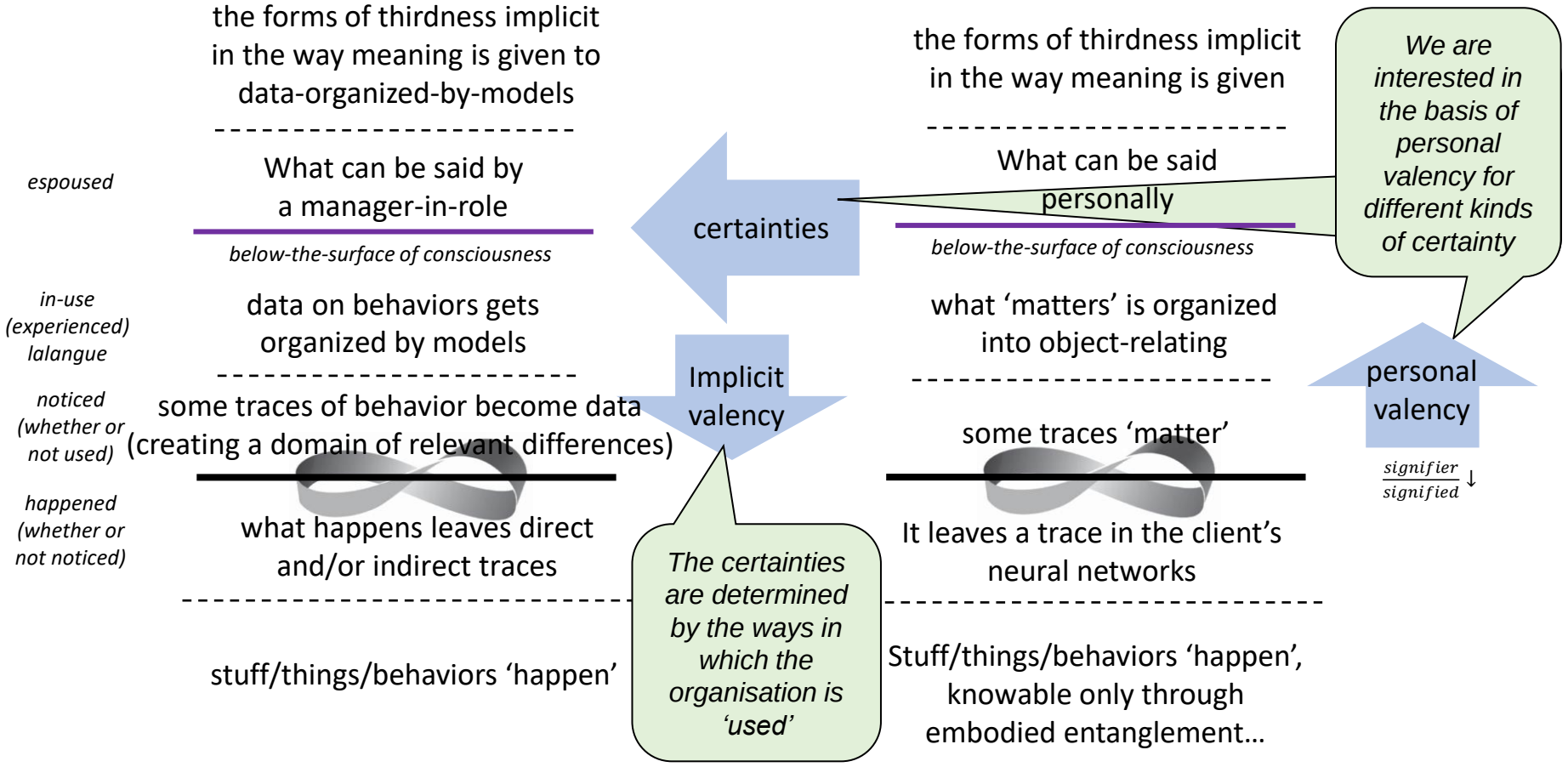
The different ways of taking up certainties reflect different kinds of relation to implicit valency

Double subjection means separating personal valency from certainties

Making a homomorphism* to the personal from the organisation's 3 layers

* a transformation of one set into another that preserves in the second set the relations between elements of the first.



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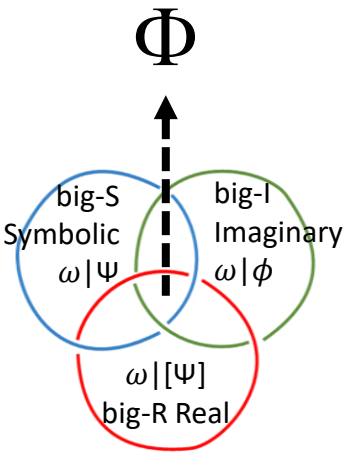
Consider the homomorphism for the surfaces in the person's neural networks

The three surfaces are again only related by the way they are knotted

- Assume the following about the ϕ and Ψ neural networks:
  - ϕ is entangled with the sensory organs (and has *no* facilitation).
  - Ψ is entangled with the subject's embodiment (and does have facilitation).
- The structurating effects of the neural networks' entanglement is taking place from late in the 1st trimester.
- Assume that ω traces emerge from the entanglements of the ϕ and Ψ neural networks with their environments:
  - $\omega|\phi$ being the (big-I) Imaginary
  - $\omega|\Psi$ being the (big-S) Symbolic
- Assume that $[\Psi]$ are all the entanglements that are not repeated:
  - $\omega|[\Psi]$ is then the relation to the (big-R) *necessary*-Real i.e. the relation to structural lack
- Φ refers to how the subject takes up their being *qua* being in relation to 'matter-ing' as an affirmation (*Bejahung*) of being-in-relation-to an originating loss*, the loss arising at the moment of the caesura at birth.
  - Φ is a pressure towards a 'more' in relation to this originating loss.

Valency now becomes the way the relation to this being-in-relation-to an originating loss is taken up



*Bear in mind that this Borromean construction is an **auto-noetic** way of thinking about the structure of the relation to 'matter-ing'*

* See Chapter IX, Lacan, J. (2014[2004]). Anxiety: The Seminar of Jacques Lacan Book X 1962-1963. Cambridge, UK, polity.

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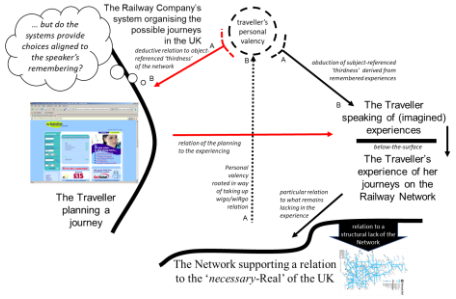
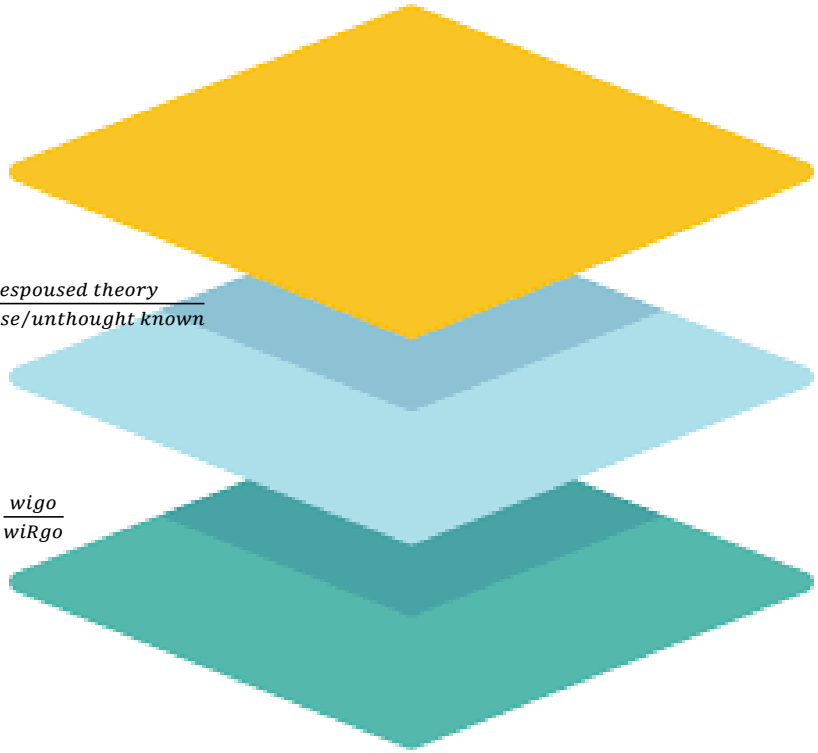
Developing a structural perspective on the three personal layers



* For this distinguishing of the radical aka 'Real' unconscious from Freud's 'transferential' unconscious, see Miller, J.-A. (2017). "The Real Unconscious." Lacanian Ink 50(Fall): 22-41

We need to looking at the above diagram from this perspective, so that we see how the separate layers have been 'flattened' onto one surface



auto-noetic layer
(*conscious*)

$$\frac{auto-noetic}{noetic} = \frac{espoused\ theory}{in-use/unthought\ known}$$

noetic layer
(below-the-surface of consciousness)

$$\frac{noetic}{anoetic} = \frac{wigo}{wiRgo}$$

a-noetic layer
(*radically unconscious**)

In the following slides the layers are separated out in order to identify the structure in each layer as well as making a structural distinction between the layers themselves.

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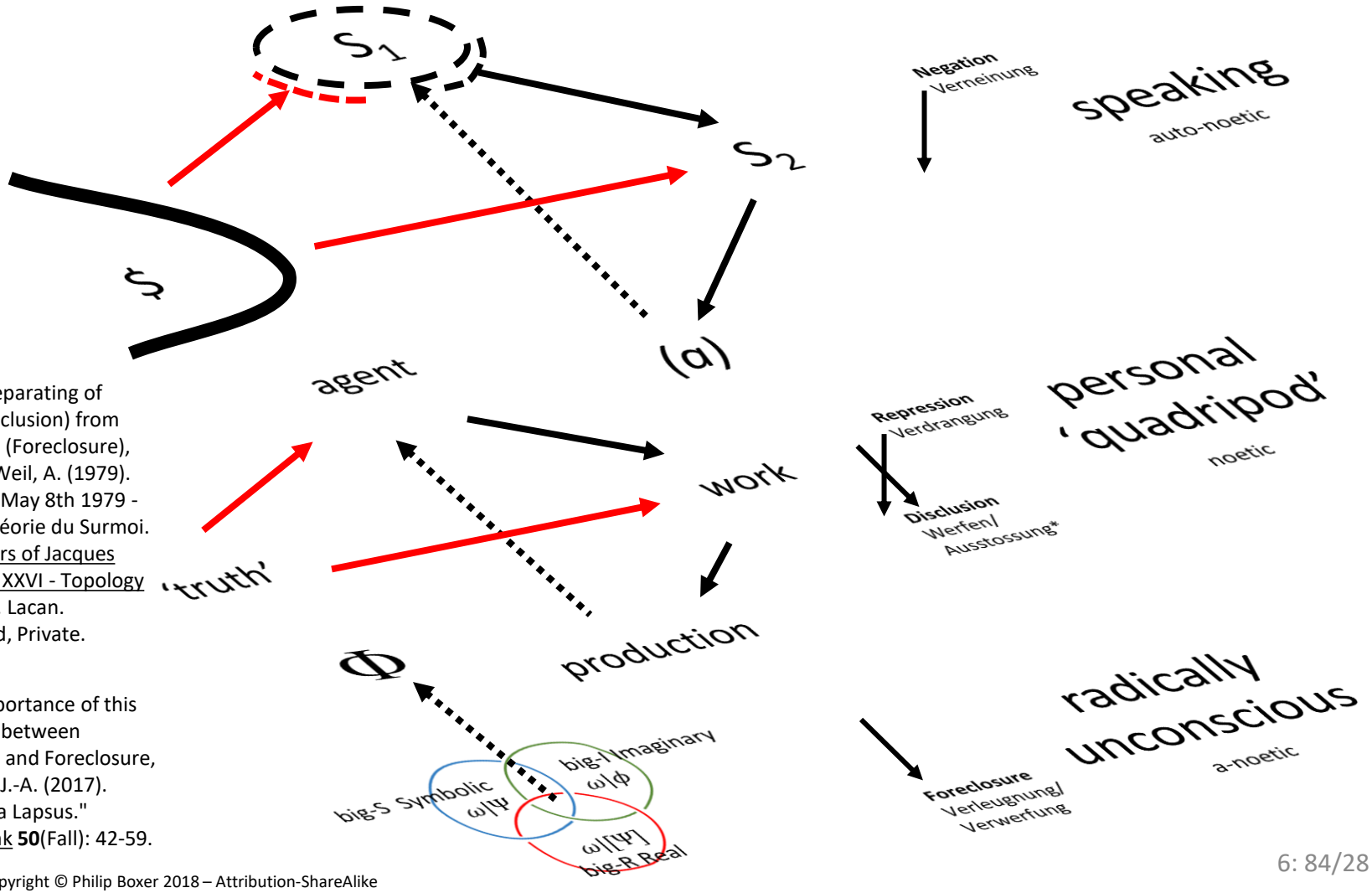
The relation of speaking to the below-the-surface and to the radically unconscious



* For this separating of *Werfen* (Disclusion) from *Verwerfung* (Foreclosure), see Didier-Weil, A. (1979). Chapter IX: May 8th 1979 - Nouvelle théorie du Surmoi. The Seminars of Jacques Lacan Book XXVI - Topology and Time. J. Lacan. unpublished, Private.

For the importance of this distinction between Repression and Foreclosure, see Miller, J.-A. (2017). "Th'*esp* of a Lapsus." Lacanian Ink **50**(Fall): 42-59.

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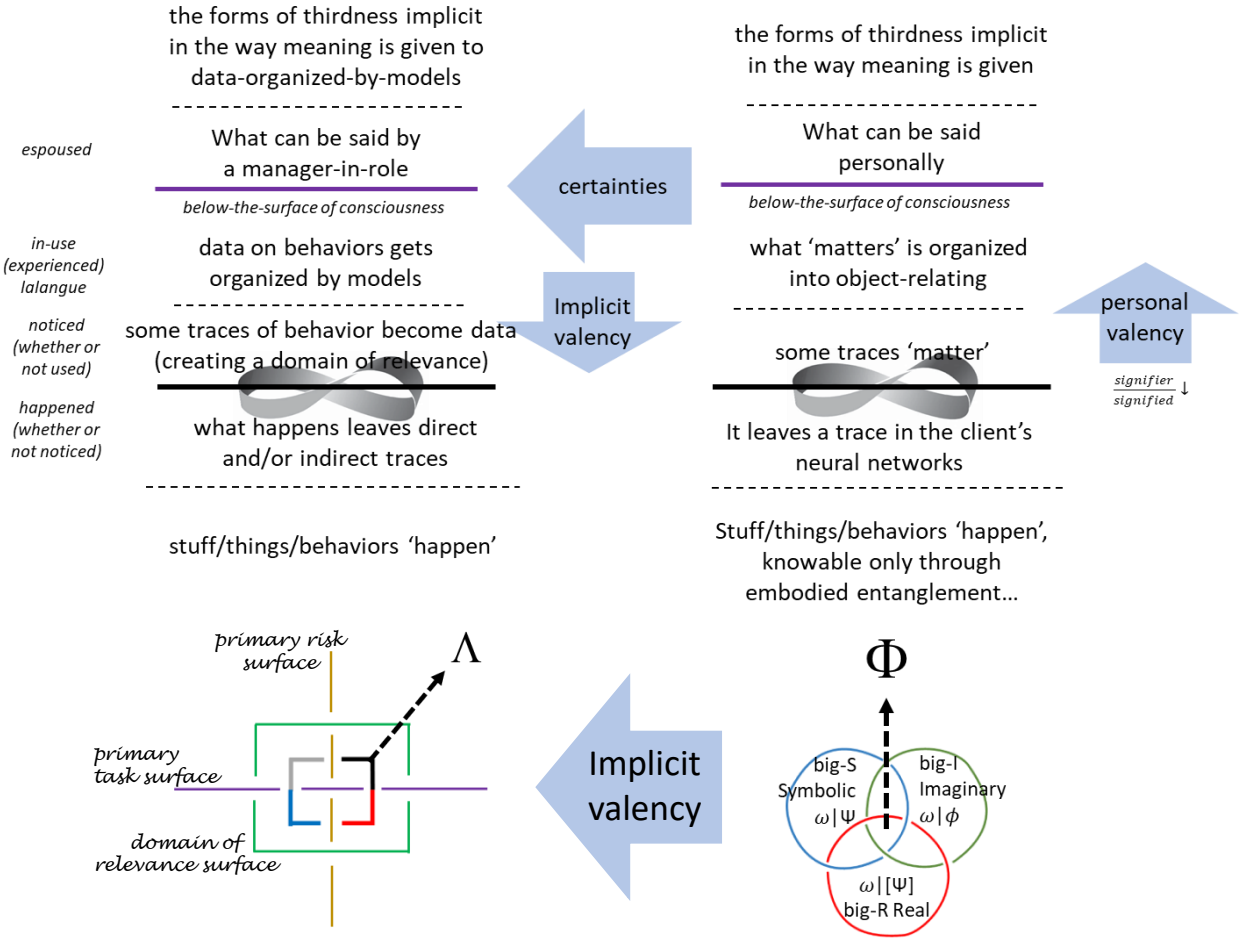
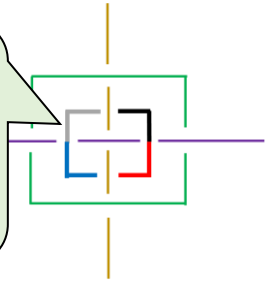
The personal valency for certainties is enabled by the valency implicit in the organisation's way of knotting the 3 surfaces



Implicit valency gives each kind of certainty its own kind of inertia

The fourth ring involves a doubling of one of the underlying three RSI rings



Dominated by Imaginary and/or small-s symbolic certainties

[the object defines the subject]

Relation to primary risks *aka* 3rd asymmetry

Relation to possible primary tasks *aka* 1st asymmetry

Relation to domains of relevance *aka* 2nd asymmetry

Doubling the relation to the behaviors *aka* fixing the modularity of behaviors

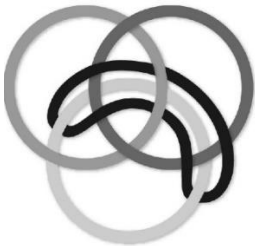
Tacit & Static Task System or Single-loop professional

Dominated by big-S Symbolic certainties

[centre-driven affiliation]

Relation to primary risks *aka* 3rd asymmetry

Relation to possible primary tasks *aka* 1st asymmetry



Relation to domains of relevance *aka* 2nd asymmetry

Doubling the relation to the domain of relevant differences *aka* fixing the models in the accountability hierarchies

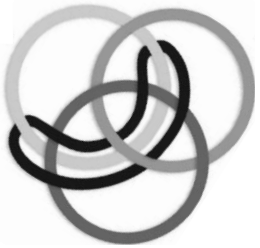
Double-loop top-down positional

Dominated by identifications in relation to the Real

[edge-driven/alliance-based]

Relation to primary risks *aka* 3rd asymmetry

Relation to possible primary tasks *aka* 1st asymmetry



Relation to domains of relevance *aka* 2nd asymmetry

Doubling the relation to the value deficits *aka* fixing the forms of cohesion dynamically

Triple-loop relational

***Double-loop consultative positional** involves Faustian* approach to triple-loop learning*

* Do what you want, so long as you give me my outcome

Fourth ring as nomination, introduced in RSI - Seminar 11: Tuesday 13 May 1975

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There are two sides to the valency for a way of being in relation to the radically unconscious

In our experience of the personal 'quadripod' there is a relation to a radically unconscious

NB. 'Speaking' is not the same as 'the said'… in 'speaking', the Other speaks…

speaking - articulating the relation to a felt need

below-the-surface of consciousness

being in relation to the radically unconscious

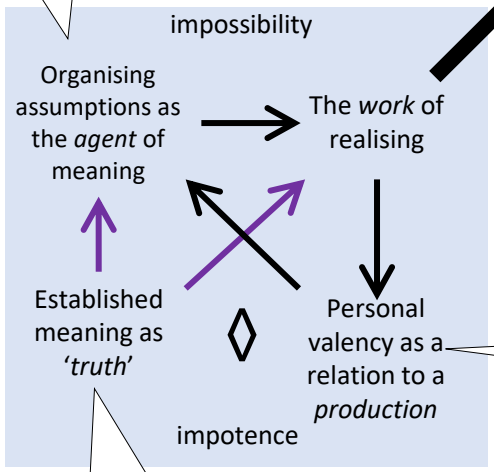
organising assumptions framing the way meaning is given…

Valency for big-S Symbolic certainties - I(A)

… founded on an originating presumption/affirmation of being in relation to an originating loss qua Φ .

There exist x's that are not subject to Φ — $\exists x.\, \overline{\Phi x}$

There is an 'all' of x's that is subject to Φ — $\forall x.\, \Phi x$



$\overline{\exists x}.\, \overline{\Phi x}$ — There are non-existent x's that are not subject to Φ

$\overline{\forall x}.\, \Phi x$ — There is a 'not-all' of x's that is subject to Φ

Valency for 'Real' identifications - a relation to the necessary-Real

Valency for Imaginary certainties - *i(a)*

listening – the 'truths' that are established

wigo's relation to a contingent wiRgo

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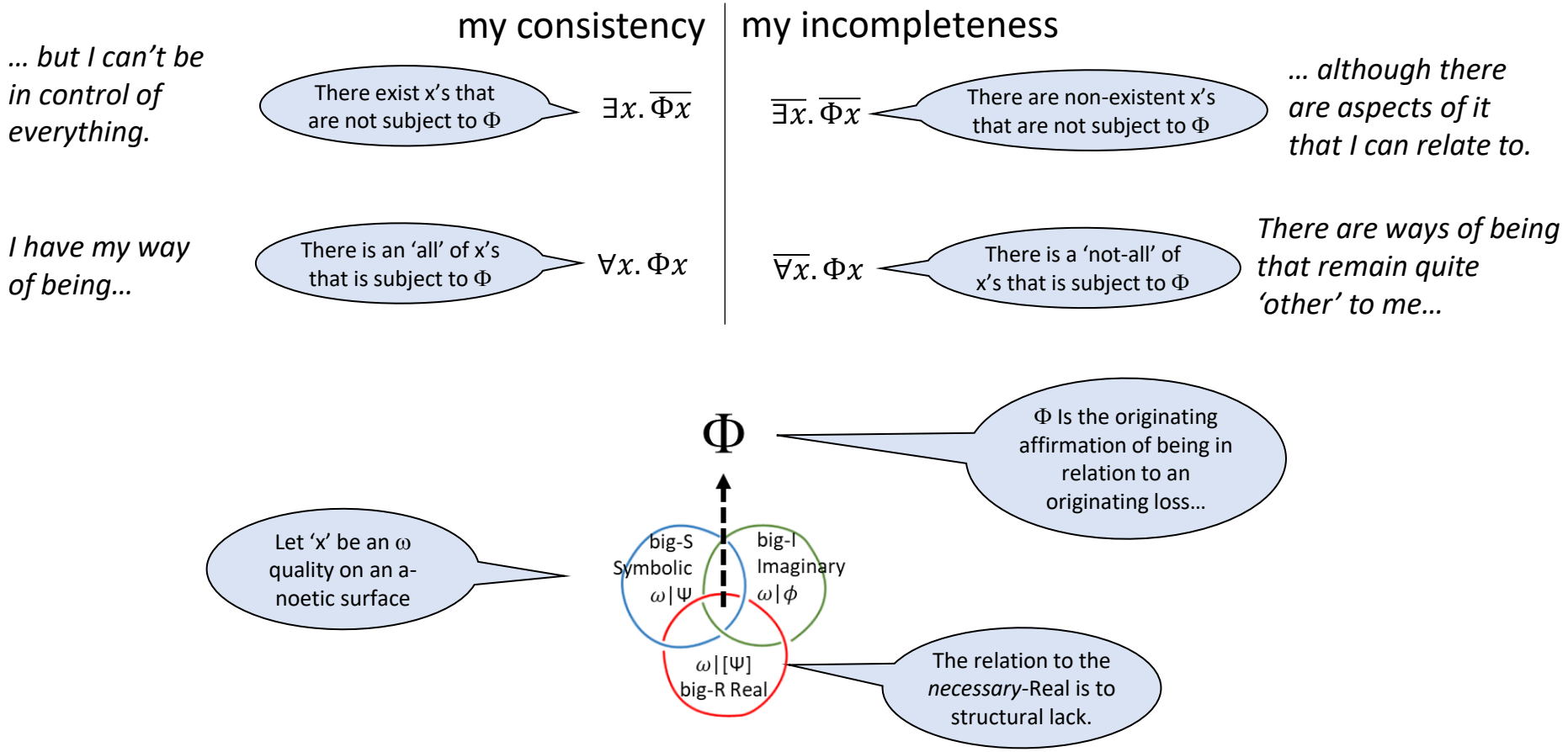
The two sides to personal valency – consistency and its incompleteness

Taking up a 'Real' identification means taking up a relation to incompleteness



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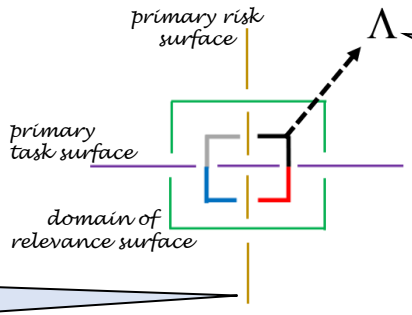
The two sides to valency – consistency and its incompleteness

Supply-side consistency and its incompleteness with respect to the demand-side

Let Λ be a *metaphor* for Φ: $\frac{\Lambda}{\Phi}$

	supply-side	demand-side	
	consistency	**its incompleteness**	
… but we don't expect everything to be controlled.	There exist x's that are not subject to Λ : $\exists x.\overline{\Lambda x}$	$\overline{\exists x}.\overline{\Lambda x}$: There are non-existent x's that are not subject to Λ	*… although we can ally ourselves with parts of it.*
We have our way of being organised…	There is an 'all' of x's that is subject to Λ : $\forall x.\Lambda x$	$\overline{\forall x}.\Lambda x$: There is a 'not-all' of x's that is subject to Λ	*The client's organisation nevertheless remains quite 'other'…*

Let 'x' be an ω trace on an a-noetic surface



Λ Is the founding act in which implicit choices are made not only about what the organisation will do and how it will do it, but also about what the organisation will *not* do for its clients i.e. what value deficits will remain.

The relation to the *value deficits* of clients is to a structural lack of the organisation.

For more on the $\overline{\forall x}$, see Grigg, R., *Lacan and Badiou: logic of the pas-tout.* Filozofski vestnik, 2005. **26**(2): p. 53-65.

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This means that 'going relational' means holding a radical non-rapport

The patient, for example, has to be related to as a boundary object* in which there is a non-rapport between the consistency of any given healthcare ecosystem's response and its incompleteness as experienced by the patient

* a relationship across a boundary defining a sociocultural difference leading to discontinuities in action and interaction i.e. different *ways of being* on either side of the boundary.

- Based on supplier's supply-side model of value
- The doctor's reality constrained by the relationship to the healthcare ecosystem
- observed symptoms related to the patient's underlying conditions within the context of medical specialisms and institutionally-endorsed practices
- the *consistency* of the responses the healthcare ecosystem provides.

- Based on demand-side model of value created within client's context-of-use
- Reality of patients' situations defined by relationships within their social and economic contexts.
- all the physical and mental consequences of experiencing 'something wrong' within the context of the patient's family, work and relationships, impacting on the quality of his or her life over some period of time.
- the *incompleteness* left by each response taking the form of a residual value deficit.

Engendering leadership means holding the balance between *consistency* and *incompleteness* in how value is created

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‘Going relational’ requires engendering leadership

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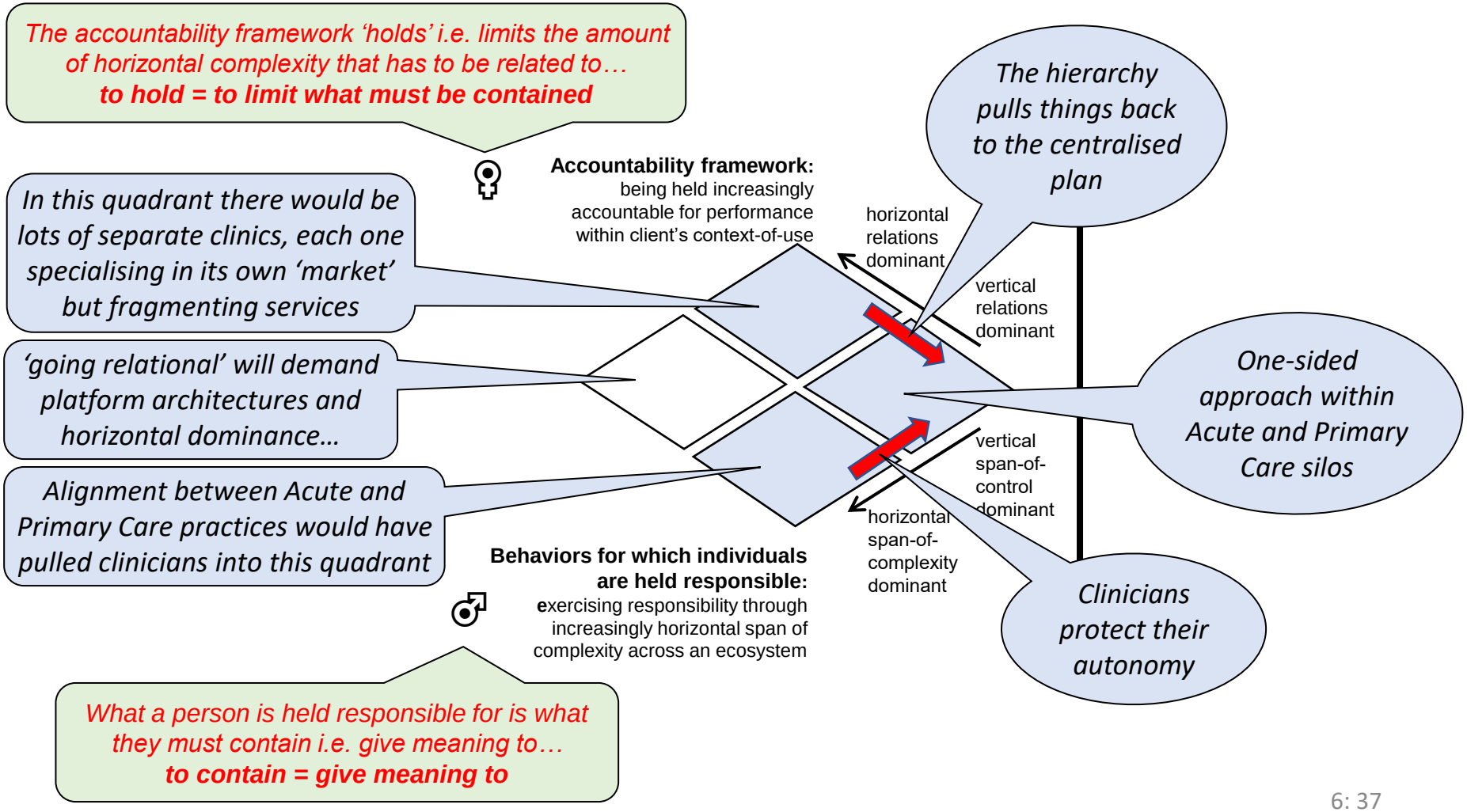
An organisation's behaviours being used by a citizen

A platform architecture supporting the organisation's behaviour

Structures of Governance:

there must be a way of securing sustainability of the organisation



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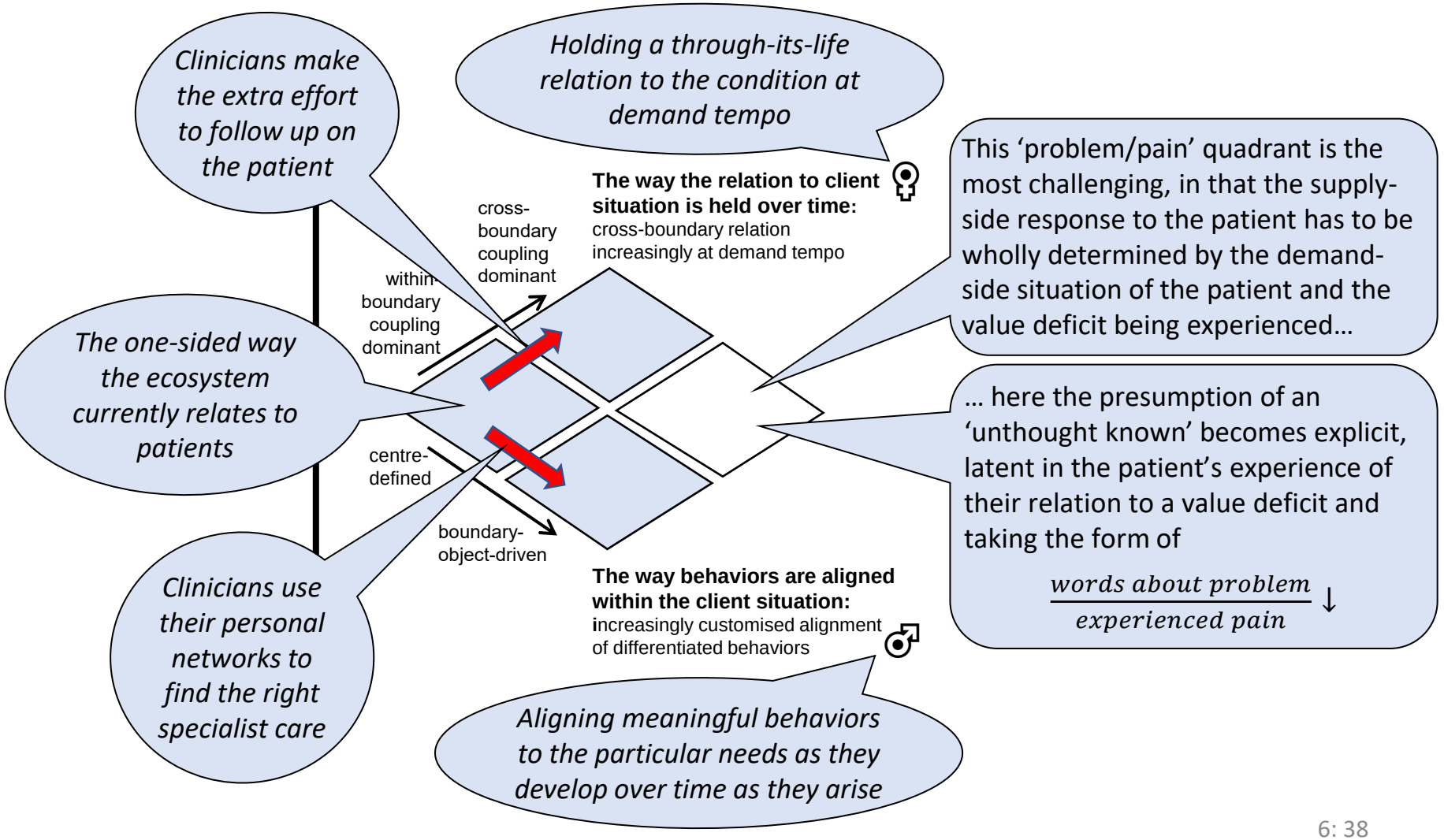
A citizen-client 'minding the gap'

An organisation's behaviours being used by a citizen

The relation to the value deficit:

relating to multi-sided, complex & chronic conditions will demand dynamic alignment and cohesion around the client situation



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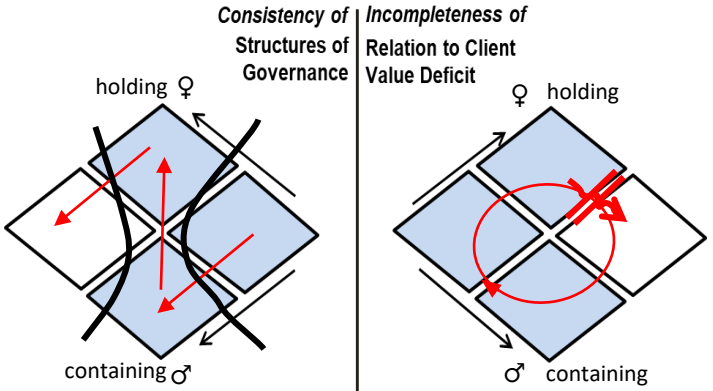
Holding the balance demands *engendering* leadership

sustaining a dynamic balance within each side and between both sides

- The work of attending to value deficits always involves attending to what will disrupt any existing supply-side models through the incompletenesses that they make apparent.
- This creates a double challenge:
  - *consistency* as an organisation through structures of governance LHS

    in a way that remains congruent dynamically with
  - its developing relation to *incompletenesses* RHS experienced by its clients as value deficits.



- The radical non-rapport between the LHS consistencies and RHS incompletenesses demands *engendering* leadership in order to sustain learning and adaptation,
  - leadership that not only addresses the double challenge of holding the dynamic balance that must be sustained *between* LHS and RHS,
  - but which also addresses the dynamic balance needed *within* each side, in the interplay between holding and giving meaning, between container and contained.

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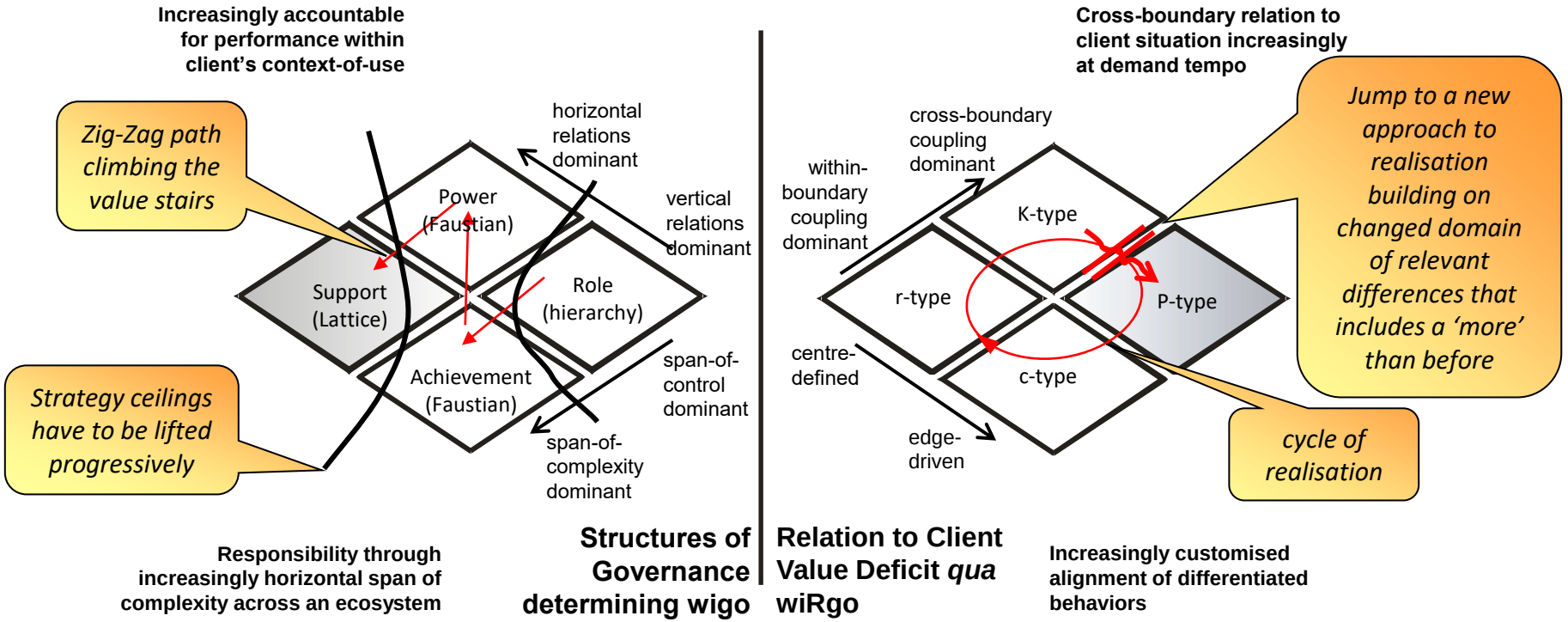
A dynamic left-right relation holds the wigo of the organisation in relation to the client's wiRgo …

In which the organisation can sustain the whole cycle



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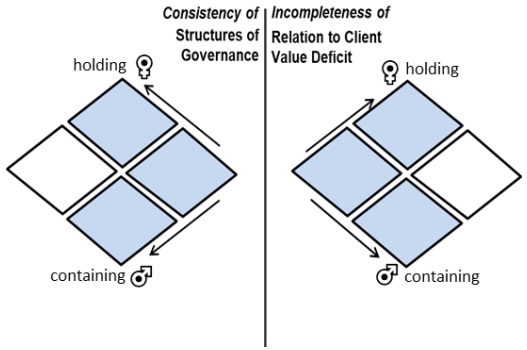
Getting Real about the difference:

when having a choice is not about choosing



- Engendering leadership is about holding the dynamic interplay between LHS & RHS,
  - minimizing clients' value deficits while also securing the sustainability of the forms of provision by which their value deficits may be responded to.
- Gendered identifications are understood in terms of a generative dynamic that holds at all levels of organization,
  - between two different ways of being in relation to lack *aka* the *necessary-Real*, between which there is a radical non-rapport.
- Collapsing gendered identifications leads to maladaptation
  - in terms of the biological (do you have a penis or not) *aka* 'a flight to the personal'
  - in terms of the performative (to be a duck you must quack like a duck) *aka* 'turning a blind eye'.
- Maladaptation deflects attention from the effects on the larger ecosystem of one-sidedness and the interests such one-sidedness serves.
  - Through the effects of disclusion – voices ignored and placed beyond the gaze
- So what to do…
  - There is no quick fix here.
  - The work is about finding sites of inertia and getting Real.

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end

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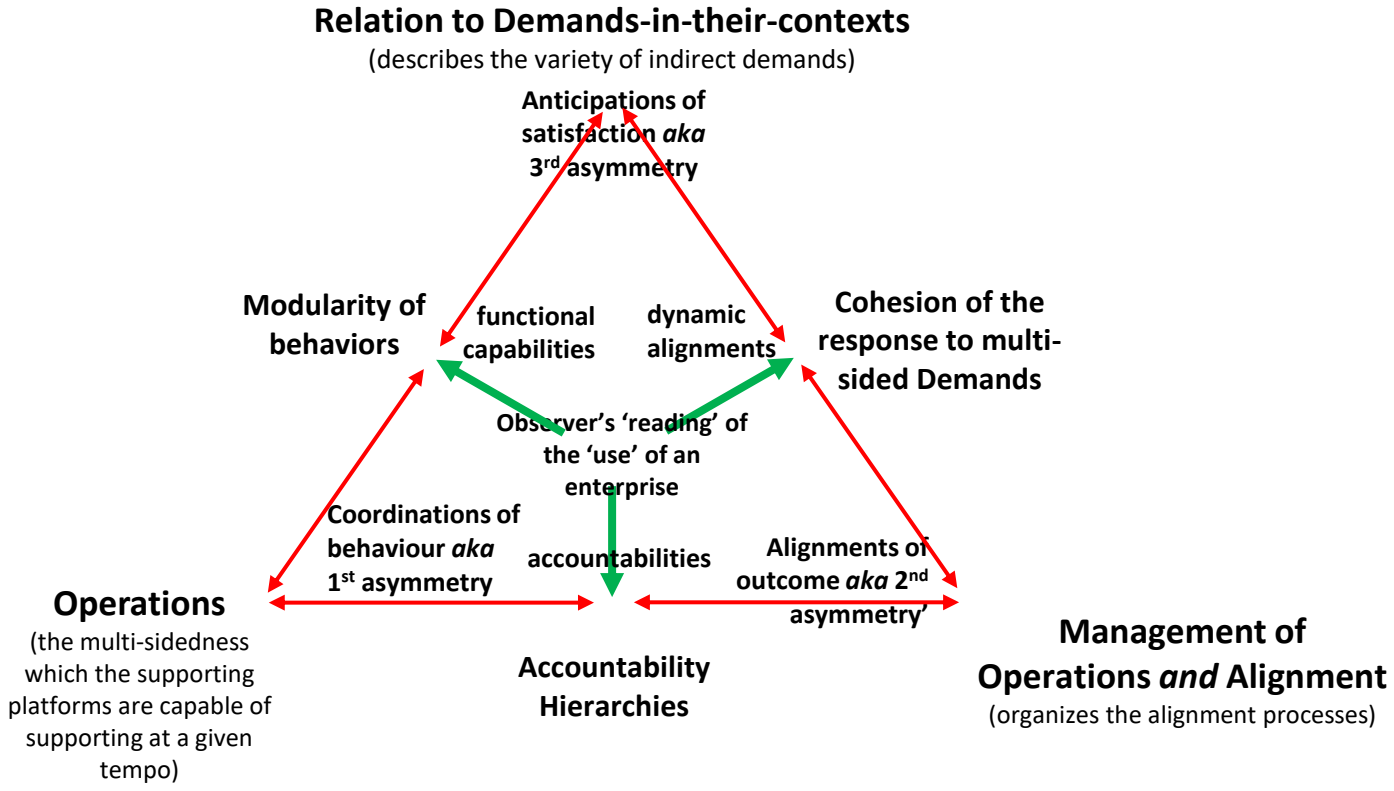

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