

# What's next?

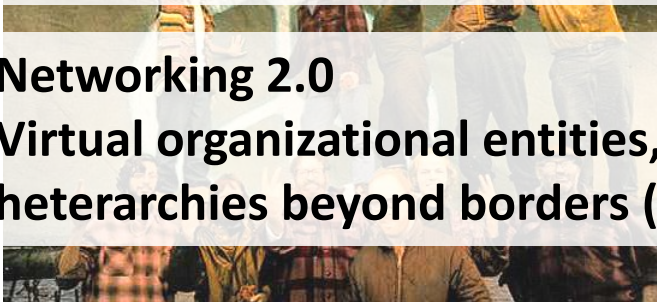
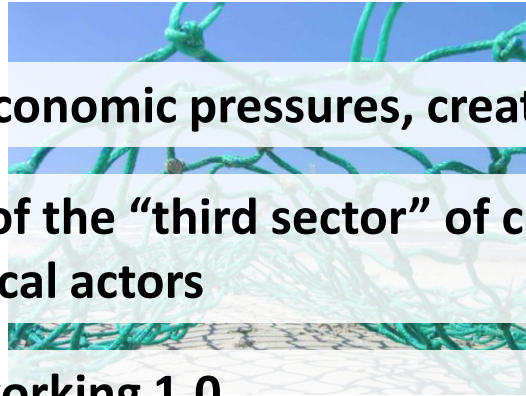
## Managing „boundary-less“ organizations

Dr. André Reichel

Universität Stuttgart / Zeppelin University  
Germany

# What's the problem?

- **Non-economic pressures, creating a triple bottom competition**
- **Rise of the “third sector” of civil society organizations as political actors**
- **Networking 1.0**  
Value chain partnerships, collaborative systems, global enterprise structures (capital-driven)
- **Networking 2.0**  
Virtual organizational entities, prod/user networks, heterarchies beyond borders (technology-driven)

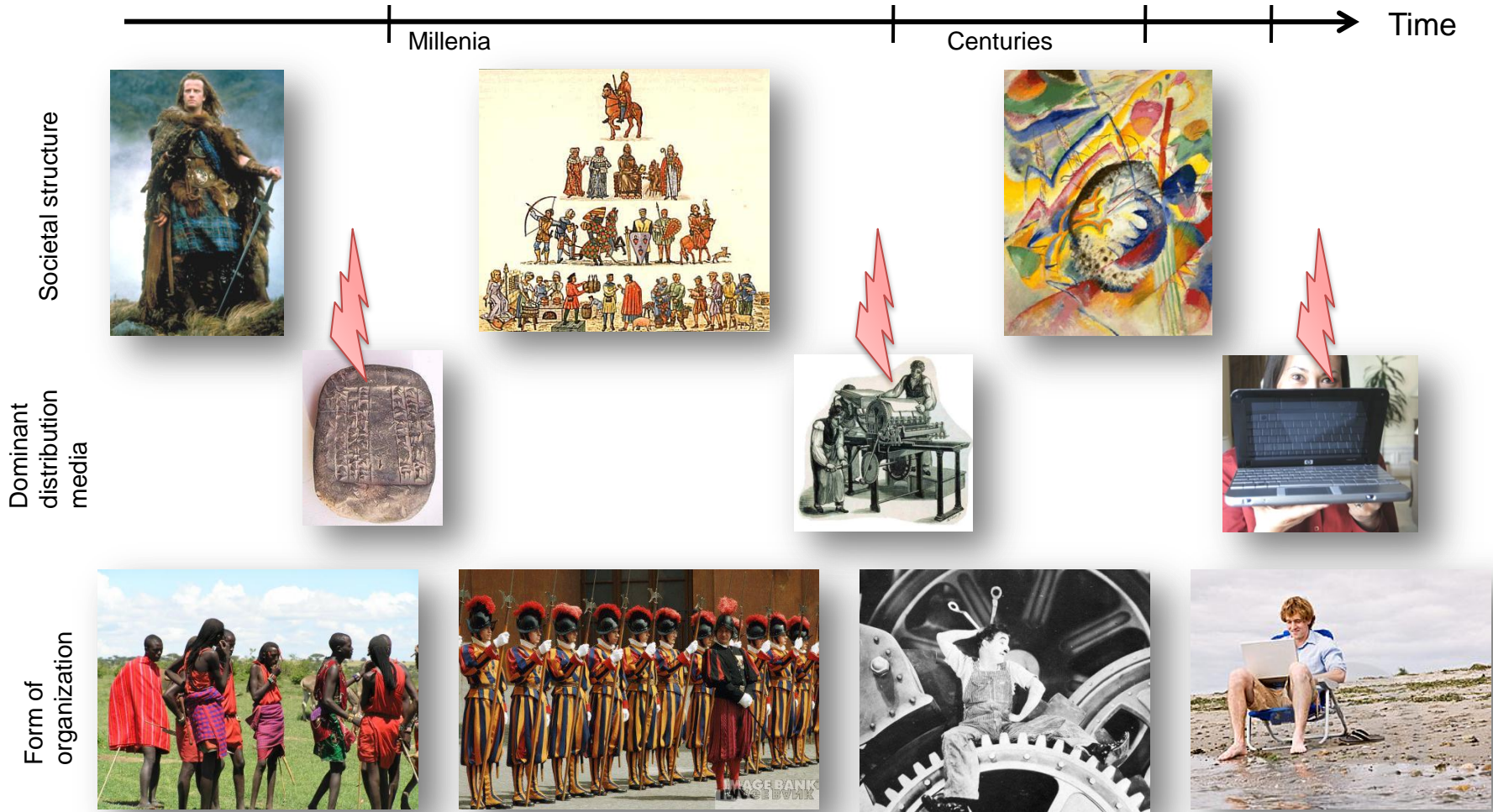


# Introducing: Luhmann

- There are empirical phenomena with certain features justifying to observe them as **systems**
- No system can exist independently from its environment, because it comes into being when its **operations draw a boundary** that **differentiates** the system from what it is not
- Focus on social systems as systems of **communication**
- Communication media as drivers of **societal evolution**
  - Language as medium
  - Generalized communication media
  - **Societal distribution media**

NIKLAS LUHMANN

# Ages of Society



# What if?

<i>Societal structure</i>	<i>Dominant distribution media</i>	<i>Organization of social activities</i>	<i>Organizational structure</i>	<i>Meta media</i>	
Segmentation, Clan-based	Oral language	Clan	Rites	Loyalty	
Stratification, Top-down	Scripture	Institution	Dynasty	Virtues	<b>Scientific Management</b>
Functional differentiation	Print	Organization 1.0	Hierarchy	Values	<b>System Management</b>
Next Society	Computer	Organization 2.0 (= Digital clan?)	Heterarchy	Paradox	

The diagram illustrates the evolution of organizational structures across four stages. Red arrows indicate the flow from one stage to the next. A blue shaded region labeled 'Organization 1.0' covers the transition from 'Institution' to 'Hierarchy'. A green shaded region labeled 'Organization 2.0' covers the transition from 'Hierarchy' to 'Heterarchy'. Two boxes on the right, 'Scientific Management' (blue) and 'System Management' (green), are connected to the 'Virtues' and 'Values' columns respectively by red arrows.

# Managing paradox

- Construction of **Time**
  - Everything occurs in time, in a specific context
  - Working with the difference **now/then** (actual/potential)
- Construction of **Object**
  - Everything occurs as a distinction i.e. differs in value from everything else
  - Working with the difference **this/that** (here/there)
- Construction of **Communication**
  - Everything occurs as an explanation what it is not
  - Working with the difference **me/not me** (consensus/dissent)

# And now let us fail better!



EVER TRIED  
**EVER** FAILED  
No MATTER  
TRY AGAIN  
FAIL AGAIN  
FAIL **BETTER**

Samuel Beckett