### ORGANIZATIONAL INVARIANTS

William Bricken July 1985

Sometimes a thought comes more than once a day. Here's another:

## MODEL

Everything has an inner-self and an outer-self. (the Fundamental Theorem of Existence)

Personal/Social for animals, Syntax/Semantics for representations, Particle/Wave for matter, Self/Environment for organizations.

Contentment is harmonizing the two into one.

Turbulence is always a boundary condition.

# **THOUGHT**

During the process of self-examination at the Company, we have focused on instances of the aesthetic quality of our mutual environment. Let's discuss the

DESIGN OF OUR ORGANIZATIONAL INVARIANTS

# **INTERPRETATION**

What stable conditions in the Company are at harmony with my being? Specifically what makes me happy in this workplace?

What are the pre-conditions that trigger happiness?

Which interactions (boundary effects) do I find turbulent?

What are my interactional invariants?

#### APPLICATION

I love to feel professional.

#### Preconditions:

Access to information. Explicit roles. Full authority.

#### Turbulence:

Inaccessable information:

where are the minutes of

where are the minutes of the management committee? Information degradation:

standardization of viewgraph format must convey less information to the viewer.

Misuse of skills:

ask me to do math, not sales.

# Invariants:

My feet need to breathe.

I won't knowingly degrade my inner-self for the sake of the outer-self.

#### **THEOREMS**

Management is the art of buffering the inherent internal harmony from perturbations from outside the organization.

Non-consensual invariants degrade the health of the organism.

Emotions are attached to the boundaries; rationality is attached to the inside.

Reward comes before action; punishment comes after.

# REFERENCES

Erich Jantsch, Design for Evolution: Self-organization and Planning in the Life of Human Systems, Braziller:1975

Tarthang Tulku, Time, Space, and Knowledge: A New Vision of Reality, Dharma:1977