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Editoriale: Alla ricerca dell'"Ancora" (D.P. Errigo)

Editoriale: Facing the world's continuous emerging interpenetrating systemic bifurcations (M.R.

Astolfi)

WCSA – II° Conference Presentation (M.R. Astolfi)

WCSA – II° Conference - Abstract (AA. VV.)

La scienza come sistema sociale di comunicazione (F. Paolo)

#### Abstract

Today Science is in crisis. This sentence has a double meaning: on one hand, scientific "knowledge" seems to be no more able to produce "absolute truth" that could direct the different ambit of society; on the other hand, debate within Science (uncertainty in the scientific research, crisis of paradigms, etc.) is transferred into the other partial systems of society until it involves individuals in their everyday life. This removal could cause a delegitimation of scientific discourse and foster skepticism and incredulity towards Science and their results. But, is it a "crisis of Science" or rather a "crisis of semantics", that is the crisis of the conceptual heritage used to describe society and the functioning of Science in modern society? This essay tries to answer to this question focusing on the relationship between Science and society and starting from the description of society according to the functional differentiation.

# Consulting of the XXI Century. Coping with Complex Business Systems (G. Dominici)

#### Abstract

The increase of the social and economic complexity causes frequent discontinuities and the rapid change of the business environment, triggering intense transformations of the competitive logics and of the capability of forecasting using traditional models. The new competitive reality is characterized by dynamism, connectivity, non-linearity and emergent properties, in other words by "complexity". The XX century's myth of the "one best way" reveals its weaknesses and its inability to deal with the new emerging problems and opportunities, which, at the beginning of the XXI century, firms have to face. The traditional reductionist concept of "one best way", based on the "replication of standards", was a good approach to deal with complicated issues, but is not suitable today to deal with the complexity of the business system. There is no "instructions manual" to deal with complexity, there is not one "solution" to complex problems, there are strategies to deal with complexity and these strategies must involve the flexibility necessary to change and find sudden solutions to always new emerging problems. The traditional consulting skills are useless to forecast the future business scenarios: the growing complexity calls for new systemic skills able to give directions for the management of firms. The new role of consultant cannot be based, like in the past, on the mere application of models and algorithms. Consultant must think and act beyond the models and the recognized standards they have been thought in business schools; they need to develop the ability to grasp the "sense of events" instead of just classifying them into predefined patterns. Today's consultants need to think in terms of "possible" and deal with the "emergent". The role of consultant must be proactive, in other words must not just deal with the threats of the business environment but should proactively shape the business environment by reading the signs of continuous change and moving fast to let them to become opportunities. This paper will examine the main problems and constraints of traditional consulting and propose a new role and new skills that can be more effective for the consulting of the XXI century.

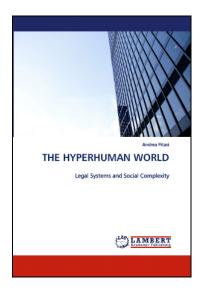
### Tra sistema e dispositivo tra Luhmann e Foucault. (Una conversazione tra S. Natoli e M. Infante)

#### Abstract

In this interview, Michele Infante and Salvatore Natoli discuss the systemic approach to the philosophy and thought of Niklas Luhmann and Michel Foucault. They debate and argue the main categories of the system thinking, such as «differentiation», «specialization», «complexity», «self-reference» and «self-description». They deal with the structures of the social system, the form and the relation between the main social sub-systems (Power, Money, Truth, Love), as well as the risk connected to the role of technique, science and pollution in contemporary society. This conversation analyses also the concept of systemic communication and its social implications in media and public sphere. The interview point out some similarities in the theoretical frame at the base of Luhmann's Theory: the system, and that one at the base of the Foucault's theory: the device. They focus on the analogies - Luhman's Self-Observation («self-beobachtung») and Foucault's the Care of Self («souci de soi») - and differences - Foucault's bio-power («biopouvoir») and Luhmann's code («systemic

Kode»); as well as, they move some critics at concept of person as «psychic system» (Luhmann) and concept of discours and sujet (Foucault). Finally, against a social deterministic interpretation of Luhmann's theory, they agree that in the systemic theory the double contingency of sense («doppelte Kontingenz der Sinn») is a strategic and tactical position of resistance and possibility of freedom in the dynamic Individual-Society.

# The Hyperhuman world (a cura di MR. Angrisani)



Andrea Pitasi
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### Sentieri Sistemici (a cura di M. R. Astolfi)



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