

100 Years of Stafford Beer Conference

Thursday September 17th

09.00 – 09.30

Reception

09.30 – 09.45

Conference Opening - A Espinosa, J Walker, A Leonard

09.45 - 10.15

Launching 100 Years Festschrift: A Espinosa, M Schwaninger, J.P. Rios

10.15-11.00

Stafford Beer - A Holistic Character | Allenna Leonard / Vanilla Beer / A Espinosa

11.00 - 11.30

Coffee

11.30 - 12.15

Room A Toward Resilient and Ethical Viable Systems (1)	Room B Emerging Methods and Tools (1)	Room C Stafford Beer in Latin America	Room D Cybernetics for All (Barefoot Cybernetics) (1)
Angela Espinosa Managing Organisational and Societal Complexity for a Fairer and More Sustainable New World	Markus Schwaninger CyberSystemic Tools for Organizational Advancement.	Jose C Mariategui Governance and the Politics of Possibility H Palmarola, E Medina, P L Alonso Cybersyn Exhibition (video)	Clive Holtham Learning about management education from Stafford Beer
David J. Teece & Steve Outtrim Beer-Viable but Teece- Dead: The Viable System Model as the Wiring Diagram of Dynamic Capabilities.	Martin Pfiffner From Theory to Practice.	Juliana Mariano-Alves Transparency as a Trigger for Change: Repercussions of the Viable System Model (VSM) Application on Water Governance in the Tocantins-Araguaia Hydrographic Region.	Stephen Harwood Cybernetics For All (#Cybernetics4All)

13.00 - 14.00

Lunch

14.00 - 14.45

Angus Jenkinson Ecocybernetics and the Living Foundations of Beer's Viable System Model	John Beckford Viability: A Way of Being	John Byrne Useful Art as a Toolkit for Cybernetic Change: A Viable Systems Model for a Better World Today	Marc-André Pigeon Beer's Pedagogy: Lessons from the Concordia University Lectures
Constantin Malik Designing Freedom. Still. And again	Wolfgang Lassi From Values to Organizational Practice - the Contribution of the VSM to value-oriented leadership in the age of digitalization	Leonardo Lavanderos & Diego Cerda-Seguel (t.b.c.) Measuring Organizational Viability Beyond Structure: The CO4 and Biovariety Framework	José dos Santos Cabral Filho & Ana Paula Baltazar dos Santos Architecture for Freedom: Syntegrity as an Educational Practice

15.30 - 16.00

Coffee

16.00 - 16:30

Katharine N. Farrell, Jon Walker, Ed van der Winden & Brian Lederer* Don't shoot the cat (workshop) * (posthumously)	Andreas Slogar "The Journey of LaCoCa - A Crew Sets Sail!" - Gamification Makes the VSM an Experience - No Theory Required (workshop)	Bruno Vaz Viable Space Governance in Latin America: A Processual Reading through Beer's VSM Zeltzin Pérez- Matamoros, Ricardo Tejeida-Padilla & Isaías Badillo-Piña (workshop) Governance in the Magdalena River Community from the Postulates of the Viable System Model	Thomas A.J. Biedermann Gameful Experiences for Hopeful Futures: CyberNations (workshop) Tom Chan Midlife Chrysalis: from 'good Chinese boy' and economics to Stafford Beer-aholics
Louis Klein (IFSR) (keynote) Diagnosing the System for Systems Research: Recognising and Realising a Field in Itself and for Itself	Michael Ben Eli (keynote) Systems Thinking and Cybernetics -- the Missing Link in the Sustainability Discourse.	Miguel Garcia Matas (t.b.c.) Design of a Cybernetic Governance Framework for Platform Tokenomics	Jeremy Pryce Beyond Viability: Ontological Foundations for Ethical and Regenerative Systems (tbc)

17.00 - 17.45

Friday September 18th – morning

Room A

The World in Torment

Room B

Emerging Methods & Tools (2) AI, LLMs & Agentic Systems

Room B

Barefoot Cybernetics (2)

Room D

Innovations in VSM Theory

09.00 – 09.30

Keynote Plenary – **WOSC - I Perko, F Caputo, A Reyes**
"The World in Torment: A Time Whose Ideas Must Come"

09.30 - 10.15

Raul Espejo
Insufficient Variety and Artificial Intelligence

José Pérez Ríos
A Cybernetic Architecture for AI Governance: Integrating Identity, VSM, and Organizational Pathologies

Jon Walker
Towards new economic and social structures for a collaborative, post-capitalistic society

Tadeja Jere Jakulin
The Škofja Loka Passion Play as a Nexus of System, Culture, Art and Religion

10.15 - 11:00

Igor Perko
CyberSystemic Model Creation Protocol: AI-energy-climate-health governance case

Pedram Farschtschian & Louis Harel
Bridging PIMS Data and Cybernetics: An Externally Anchored Operations Room

Theodor Sarafidis
Artificial intelligence as a liberty machine. A metamodelization of barefoot cybernetics

Richard Gunther
From Evidence to Inquiry: Keeping LLM Inference Provisional in Recursive VSM Diagnosis

11:00 - 11.30

Coffee

11.30 - 12.15

Francisco Caputo (keynote)
Building upon the Project Cybersyn: CyberSystemic Management for blending Structural Cybernetics and Relational Consonance

Alejandro Fernandez
OpenSoma: A Decolonial Cybernetic Agent A Working System in the Line of Descent from Project Cybersyn

Andrew Pickering (keynote)
Ponds, politics and the east: Stafford Beer's cybernetics – a wider view

Franz Spengler
Algedonics in practice? Notes from Swedish collective bargaining

12.15 - 13:00

German Bula Escobar (keynote)
Beer's Thought in the Colombian Comptroller General Project: Beyond Detecting Corruption —Designing Viable Public Institutions through Organizational Cybernetics

Ricardo Vega Mora (tbc)
Cybersyn Boxes. Prototyping a Document Visualisation Assisted by AI

Lien Peeters & Benny Corvers
Rethinking Organisational Networks: Practical Insights from Applying the Viable System Model in Real World Ecosystems

Nour Abida
Can Stafford Beer Help Save Journalism? Applying the Viable System Model to Understand Resilience in Public Service Media

13:00 - 14:00

Lunch

Friday September 18th – afternoon

Room A
The World in Torment

Room B
Emerging Methods &
Tools (2) AI, LLMs &
Agentic Systems

Room B
Barefoot Cybernetics (2)

Room D
Innovations in VSM Theory

13:00 - 14:00 **Lunch**

14:00 - 14:05	Víctor Ganón From Organisation to State: Adapting, Reinterpreting and Challenging Stafford Beer's Cybernetic Ideas in Public Administration and Democratic Governance — The Case of URUCIB in Uruguay	Stephen McGibbon Embracing the Black Box: Why Unexplainable AI (x"AI") is a Vital Feature of the Viable System's Algedonic Channel	Mateus van Stralen From Cybersyn to the City: Variety Engineering and the Design of Open Urban Infrastructures	Krishan Mathis The Speed Gap - Translating the Viable System Model for a New Generation of Practitioners
14.45 - 15:30	Steve Outtrim & David J. Teece The Next 100 Years of Stafford Beer: A Working Viable System Model for the Agentic AI Era..	Vijaya Manchem Translating VSM into Practice: A Capability-Led Approach using Microsoft 365	Leon Bellin The Social Movement of Tomorrow: Sharing Practical VSM Application	Ben Wood Designing Heterarchy: An Extension of the Viable System Model for Complex Construction Projects.

15:30 - 16:00 **Coffee**

16:00 - 16:30	Krishan Mathis, Margeret Heath, Panos Panagiotis Cybernetic Futures (workshop)	Jonathan Huxley A full software implementation of Stafford Beer's Viable System Model (VSM) as a complete enterprise management system (workshop)	Robin Asby & Penny Marrington Community Governance (workshop)	Carola Ritzinger-Roll From viability to measurability – Designing governance structures in highly complex and regulated organisational contexts
16:30-17:00				Maria Giovanna Corrado Organizational Cybernetics in the Age of AI: Toward an Epistemic Conception of Viability
17:00 - 18:30	PLENARY Digital Museum/Video Documentaries Screening A Espinosa, B Angelov, J Walker, V Beer, A Leonard, G Filewod, B Vaz Toast to SB 100			

20.00 - 23.00 **Gala Dinner**

Saturday September 19th

Room A
Organisational Systems
(VSM, CST, etc.)

Room B
(3) Innovations in VSM
theory

Room C
Toward Resilient, and
Ethical Viable Systems (2)

Room D
(2d) Innovations in VSM
Practice

09.00 – 09.15

IFSR (Louis Klein)

09.15 – 10.00

Mike Jackson (keynote) Elevating Stafford Beer's Legacy: A Critical Systems Thinking Perspective on the Viable System Model	Jan de Visch The Art of Boundary-Making: Deepening the VSM through Cognitive-Developmental Science	Amar KJR Nayak Ecosystemic Transdisciplinary Action Research: An AIESS-Based Methodology for Regenerative Organisational Cybernetics	Pedro Pablo Cardoso Designing Viable Identity in Institutional Transitions: A VSM Reconstruction of the Total Veteran Framework
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10.00 – 10.45

Gary Evans, Petter Øgland & Jens Kaasbøll Reclaiming Emancipation in Critical Systems Thinking: Using the Double Viable System Model to Identify the Central Game	Steve Brewis Languaging an Adaptive Organisation into Existence	Chris & Penny Hamlin From Building a Regime to Running It: A Participatory Viable System Model Diagnostic of a Regulator Entering Dual-Mode Operation	Ayham Fattoum When Viable Systems Fail: Explaining the Gap Between Diagnosis and Practice (workshop)
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10.45 – 11.30

Roelien Goede Gary Smith Foundations in Dialogue: Comparing VSM and CSH through Checkland's FMA Framework	Ivo Velitchkov Autonomy and cohesion	Taja Macek & Tadeja Jere Jakulin Toward viability: applying the Viable System Model to the cruise shorescape	Sascha Kullak Gamifying the VSM
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11.30 – 12.00

Coffee

12:00-12:45

Terence Love (t.b.c.) Viable for Whom? Contested Identity in the VSM	Marcus Barrick Enactive Viable Agency: A Process-Relational Grammar for Operationalizing the Viable System Model	Thomas McEvoy-Zafropoulos Diagnosing the System of the Self: Logical Closure, Normative Identity, and Existential Viability	Camilo Osejo Temporal Freedom in Viable Systems: A Genealogical Analysis of Human and Machine Time in Organisational Cybernetics (workshop)
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12.45- 13.15

Cristina Cervino & Francesco Caputo, Igor Perko Taming the Digital Beast: Variety Engineering and the Quest for Techno-Eustress	Carlos Andrés Mejía Beltrán Exchange Ecologies and Existential Conductivity: A Cybernetic Framework for Hybrid Human Systems	Fabiana Sepe & Simone Luongo, Giovanna Del Gaudio, Mario Tani, Gianpaolo Basile Toward resilient and ethical viable tourism systems: a cybernetic view on marginal areas digital transformation in Italy	Maurizio Tomasella (tbc) Charting the Boundaries of Accountability for Enhanced Airport Operational Resilience
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13:15 – 14.15

Lunch

14.15 – 16.15

World Café: How should we progress Stafford Beer's legacy?

16.15 – 16.30

Closing Remarks & Farewell
