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## The Cybersystemic Praxis Demands Governance Innovations:

“Cybersyn; Chile 1970-73 offered a vision for  
National (and Global) Governance,”

Prof. Raul Espejo

Director-General of the World Organisation of  
Systems and Cybernetics ([www.wosc.co](http://www.wosc.co))

Hannover, July 2015

# Cybernetics of Governance in Chile 1971-1973





# A Vision for National Governance

Beer's vision for Chile's National Economy:

- Cybernet: a communications network
- Cyberstride: management in real time (inside and now)
- CHilean ECOonomy (CHECO): outside and then
- Liberty Machine: the Operations Room

See: Beer, S. 1981 "The Brain of the Firm" (2nd edition),  
Wiley, Chichester

The New Yorker,  
13 Oct, 2014



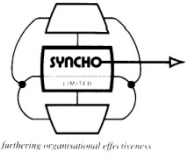
# Cybersyn: a Vision of Holistic Governance

The application of Cybersyn to the Chilean economy in the early 1970s was indeed an instance of visionary thinking. More than its success or failure it was its creativity and vision what was left for the future (see Espejo R. (2014) *The Cybernetics of Governance: The Project Cybersyn 1971-1973*, *In Social Systems and Design*, p.71-90 Edited by G.S. Metcalf, Springer, Tokyo, Heidelberg and also see [youtube/JGTEoJI5-Y4](https://www.youtube.com/watch?v=JGTEoJI5-Y4)).



# Holistic Governance

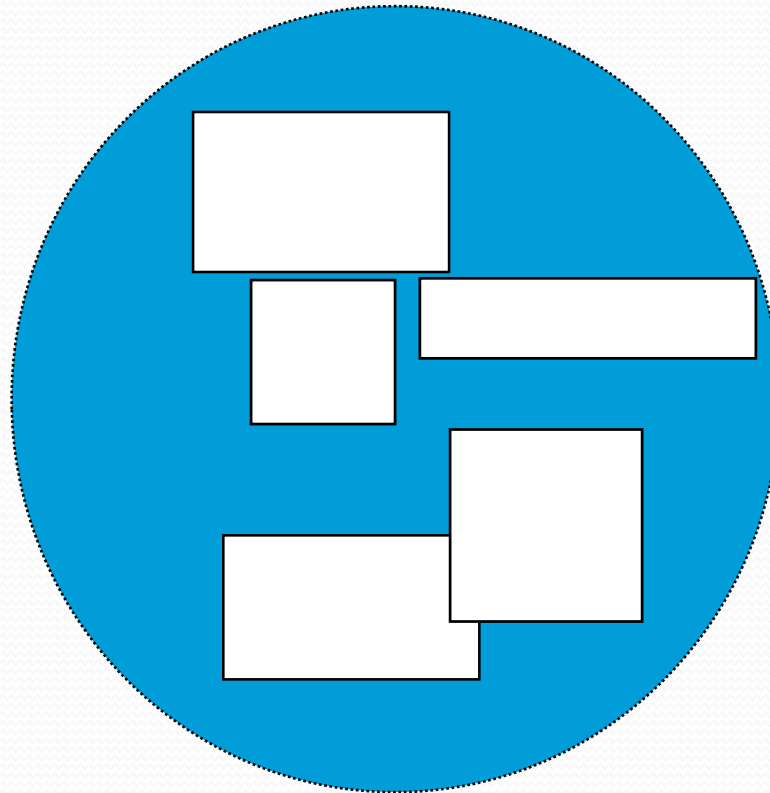
Beyond its technological implementation Cybersyn was a proposal for holistic governance; Beer's Viable System Model was a visionary anticipation of the shortcomings of our reductionist and fragmented management.



# Fragmentation, Self-organisation and Organisational System



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Overcoming fragmentation makes necessary guiding and enabling the self-organisation of the resources necessary for the holistic governance of our eco-systems.

“Every Good Regulator of a System Must be a Model of that System”  
(Conant & Ashby, 1971)

Biosphere: Global connectivity of all eco-systems



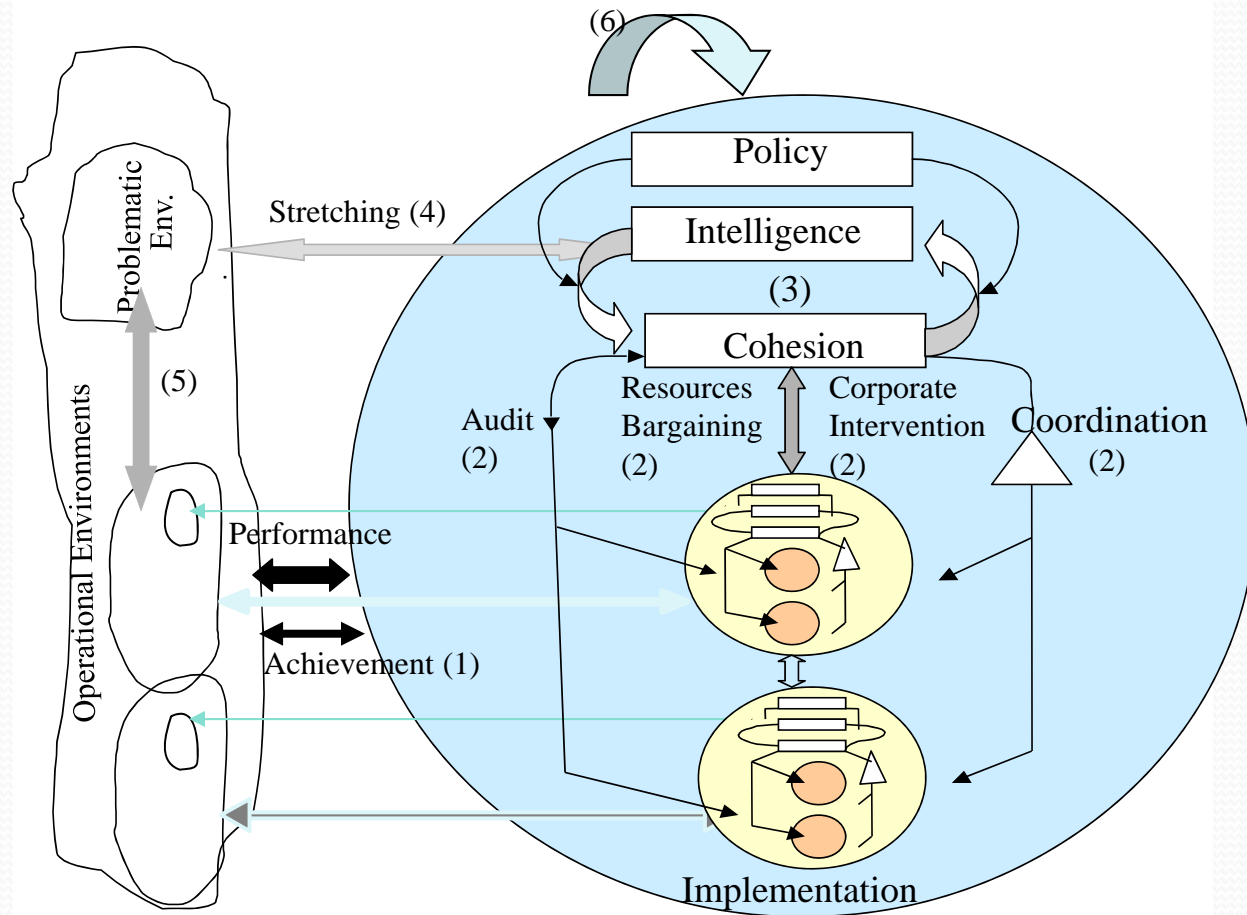
# The Viable System Model

A cyber-systemic challenge is making citizens and politicians increasingly aware of the need of holistic governance to improve on the prevailing reductionist approaches.

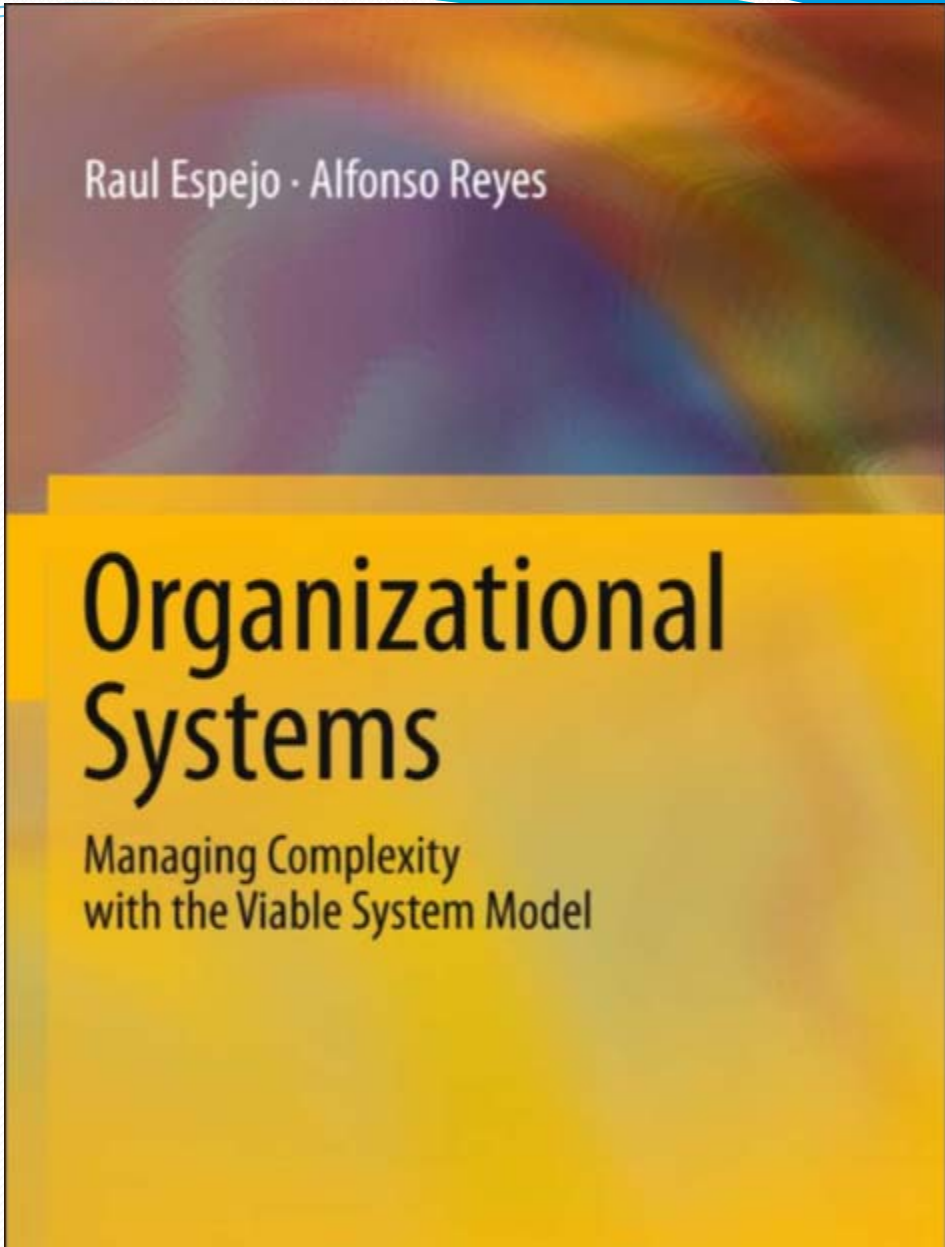
Today we are increasingly aware about the costs of this reductionism. Political and cultural constrains, among others, are making very difficult the idea of a holistic governance of the anthropocene ...

However, I suggest the Viable System Model offers a heuristic for good regulation.





Beer's Viable System Model: Recursive Organisation



Raul Espejo · Alfonso Reyes

# Organizational Systems

Managing Complexity  
with the Viable System Model

# Towards...

- In a democracy holistic governance requires the co-production of values between policy-makers and citizens to make visible political and expert guidance and people's interests and concerns.
- Transparency of communications between citizens and policy-makers is far more than making information available: it is building up effective organisational systems.
- These are points emerging from the vision of Beer's Cybersyn.