

Hallo!

After visiting the conference in Luebeck - unfortunately only on the first day - I'm glad that I've joined the network too. I would now like to add 'Know-Why-Thinking' to decision support, especially to System Dynamics, to bring forth, at least at the end, welfare economics where we all should end with as a consequence that we profit from.

Even if I appear to be a bit naive to turn to you this way as you are somehow 'fulltime experts' on decision support that are by far reaching beyond the introductory level of the conference, I'm nevertheless confident to inspire us for some fruitful widening of our views.

First some remarks on 'ilsa' and me, Kai Neumann: Unsatisfied with becoming an engineer only working on what is possible leaving the decision for what will be done to the business people I decided to add business administration to my studies. There I faced some horrible one-dimensional, monocausal and reductionary thinking which inspired me to desperately looking for more holistic approaches. I discovered the work of Arthur Koestler, his holonic view and his open hierarchical systems explaining not only the anatomy of the human mind a lot more.

As a first remark on 'holonic' I would like to mention that 'holistic' as well as 'complex' could be defined as not to be calculated or foreseen in their behaviour, and holonic means some kind of combination of reductionary and holistic models.

I also had the chance to join the 'Forschungsgruppe Kybernetische Unternehmenssteuerung' of the University of Lueneburg learning quite a lot about System Dynamics and the other approaches to decision support and integrated thinking.

But the reduction to even far reaching systems referring to cybernetics or Luhmann's social and empirical systems and much sophisticated quantifications like multi-criteria-decision-making and operations research didn't satisfy my search for practical methods to decision support.

Therefore I added to the Koestler approach that is explaining a pattern behind success, some additional views of the human and his mind, for example Desmond Morris' watching for animal patterns of behaviour in all of us as well as Julian Jaynes' look at our problems to get conscious. Of course there is much more adding up to the Know-Why-Thinking ranging from Francis Bacons idols of the mind or Wittgenstein and Papez/McLeans schizophychology to even quantum dynamics and Rupert Sheldrake.

So what is that Know-Why-Thinking?

To have Know-How means to refer to how things are, to how recipes worked in the past, maybe just for others. It's a reduced view.

To put it more holistic but still suitable for explaining, forecasting and managing the future, I took Koestlers theory of self-assertive and self-integrating holons. Simply said everything being successful in the long run has to be integrated as well as being developed. If one tendency is missing we face a kind of pathology. The duality of integration and development can be looked for for systems of all kind, like individuals, societies, products, organizations, enterprises, trends, information and so forth.

With ilsa I have developed methods to look for aspects and their integration and development with several criteria. The criteria itself become aspects for which we then search for criteria they are developed and integrated by. So this results in a network of cause-effect-relations of aspects of all dimensions relevant for integration or development of something: individuals, organizations, the environment, the market, products, society, politics and so forth.

For the last 5 years I was dealing with a lot of other things but I will now focus more on developing this approach, multiplying it, bisociating it getting smart solutions for everyone. I would like to invite you to work with my methods and develop even better approaches to improve decision taking in our world.

And of course my approach can be elaborated and widened by advanced System Dynamics.

Maybe I can explain some methods on the conference next year or in some way even soon. Some problems mentioned at the first day of the conference might get handled:

The most fascinating problem is, that a lot people are able to think integrated but nevertheless there're not acting that way. Apart from many people seeing a real advantage in maximizing short-term profit this is simply because most of us act following our feelings and longings. But there is no feeling of the future. Our ratio may tell us that something will feel good in the future, but the feeling itself cannot be felt in at present or in advance. Okay, we can now split our long term goals to short term ones to feel some success earlier which is one way to follow something our ratio tells would be best in the long run.

But how can we stop from feeling so good having those gadgets, travelling around the world, driving luxury cars, wearing pricy clothes and being just like the people around us? Well, after the Know-Why-approach everyone of us seeks for development and integration, both to be felt by feelings regarding our belongings.

It may sound trivial but becoming conscious that our daily life, our culture, and our economy is based on satisfying our needs for criteria for integration and development makes it possible to manage actively our life, do successful marketing, and bridging academics and politics. So to get a sustainable society doesn't necessarily have to mean that we have to wait for another "30 years" until 'holistic' or complex or long term or integrated thinking betters this world. Instead if we want something to be changed, we have to set up criteria to people that they can feel for

integration and/or development. So to live without gadgets ;-) just needs to have something in exchange we can feel the same with. To take the train instead of the car would be possible if opinion leaders of our society make trainriding that cool, that we feel to be cool as well. Smoking of teenagers with its role for integration as well as development is in some countries substituted by the excessive use of mobile phones and their additional functions.

This is monocausal, too, sure, but we can set up a model of cause-effect-relations, where we may see how to change a complex aspect like our mentality so that even our modern society may make it possible to feel integrated riding trains with open cool people. Just substitute the car as a huge criteria for development..

Okay, that's what I would like to add to what I've heard at the conference. Further discussion of this approach is very welcome.

Executive Summary:

Based on a theory about the human nature I founded a coaching service (ilsa...) for individuals, enterprises and projects.

Everything has to develop being integrated by sensible criteria, according to my interpretation (explaining human nature) of Arthur Koestler's theory of Open Hierarchical Systems (OHS) or 'holarchies'. Adding Julian Jaynes' 'bicameral minds', Papez/McLeans 'schizophysiology', Pribrams 'holographies', Desmond Morris' conclusions about sex, and a lot more, you can explain most behaviour of cultures and individuals by the Method of Integrated Development.

Having this the ilsa - Coaching and Consulting - Service Kai Neumann can help you to manage complexity by the Concept of Evolutionary-Leitbild-Management; integrated thinking applied for project-management, coaching, marketing-management and some more.

You will get a Know Why prior to a Know How. Know How could only mean looking back for general recipes of the past. Therefore with Know Why you will be able to foresee and control the developments of your future, not by looking how things have been in the past, but by knowing why things happen the way they did.

Hope to meet soon!

Kai Neumann