

Market

OPS was deliberately aimed at the numerate people who had to work with socio-technical systems

e.g. engineers, architects, operational researchers, MBA's.

UBM (OBP or whatever) should be aimed at the innumerate people who tend to gravitate to the psycho-social systems

- e.g.
- social workers
 - teachers
 - marketers
 - political
 - scientists sociologists
 - practising managers (private, public, associations)

Broad structure of book

It should map the open systems paradigm i.e.

$$\begin{array}{cc} L_{11} & L_{12} \\ L_{21} & L_{22} \end{array}$$

This gives us four parts to the book, with trimmings.

Part 1. (L₁₁)

Changing Images (Doctrines) of Man.

- i the contrasting streams:-
 - α. Newton/Locke - Herbart - Thorndike - Freud - Hull - Lewin.
 - β. Leibnitz/Blake -- James -- Heider - Asch - Chein - OPS
- ii evolution of man:-
 - α. Type 2 E not type 1 or 3.
 - β. affects(SST), perceptual systems and retinex, language (Gerschwind).
 - λ. limitations in type 4 E
- iii limits to man

Part 2 (L₂₁)

Understanding Our Own World. (a non-Newtonian world)

- i. naive realism
- ii. *pox* systems
- iii. *ABX* systems

Part 3. (L₁₂)

On Grasping Our World, Alone and Together.

- i. in work
- ii. in planning
- iii. in play
- iv. in creativity

(it is assumed that these are functions common to all human lives and all human institutions.)

Part 4. (L₂₂)

In the Grip of the World.

Turbulence → ideals → matrix organizations → search

FOREWORD

This book is a joint effort. The authors have known and worked with each other long enough to know that there is strength in our numbers. That extra strength we needed to try and overcome some of the misinformation to which we have each been exposed in our professional growing-up, and, to which we are still exposed, when such misanthropic books like B.F. Skinner's Beyond Freedom and Dignity can appear at the check-out points of supermarkets then some rebuttal, at a similar level of scholarship seems over-due.

What the authors have found difficult to accept in the modern so-called science of behaviour are propositions such as the following:-

- a) that the motivations of human beings can be reliably predicted from the behaviour of rats or monkeys in laboratory experiments.
- b) that the motivations of human beings can be reliably predicted from the 'basic motivators' of hunger, thirst, pain, sex etc.
- c) that people can only know what is out there by making inferences about the current sensory feelings based on past experience and associations.
- d) that learning can only be built up by repeated associations that are accidentally and arbitrarily accompanied by feelings of pain or pleasure.
- e) that most of the time most people are not able or willing to think ; they prefer to make do with rationalizations, opinions and stereotypes.
- f) that even when a situation demands thinking the emotions typically take over.
- g) that people learn from others only to the extent of imitating them.
- h) that people can only guess at what other people are thinking and feeling.
- i) that people are blind victims of their own pasts.
- j) that people are basically free to act out their own desires, regardless of their current social ties.
- k) that each person is condemned to live in his own private world.
- l) that people are moved by the plight of others only when it serves their own selfish interests.
- m)
- n)

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