



## Your Organization's Digital Nervous System

The only digital approach to organizational design and navigation

### Have you lost the customer on the way while struggling with internal complexity?

Several organizations have eventually been brought to a standstill by their own success. Self-absorption feeds on uncontrolled growth like a cancerous tumor. As intransparency rises, responsibilities blur, accountability declines and conflicts become increasingly intractable, management attention drifts away from the client.

### Trapped in the recurring dilemma of centralization versus decentralization?

Most organizations come across this dilemma at some point in their organizational development. In times of fundamental change this raises the question of striking the right balance.

### Silos defining the rules of the game?

Silo structures feed on their own success. Their achievements may become the overall organization's demise as individual interests deviate from the common objective.

### Does the matrix generate greater challenges than the ones it claims to solve?

Introducing a matrix organization often leads to complications: with every management level added complexity increases exponentially, interfaces can barely be managed. This requires immense steering effort and shifts management attention away from matters of strategic importance.

### Failure to implement the organizational transformation?

Mastering organizational transformation is one of the most demanding management tasks. It requires full conviction, willingness to change, stamina on all levels of the organization and a mindset change down to the capillaries of the organization. Falling back into old patterns in the business as usual environment is the norm rather than the exception.

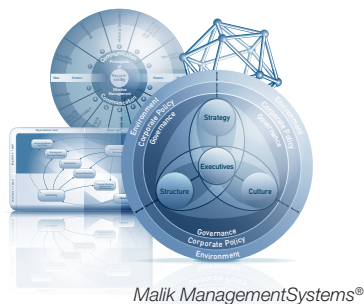
## Advantages using VSM*interactive*®

The Viable System Model is one of the major discoveries of organizational cybernetics which helps top executives tackle problems like these. It provides your organization with a central nervous system enabling it to deal with any external or internal challenge; updating its operational systems without changing its programs—reorganizing without relocating or rebuilding its core.

With the VSM*interactive*® we have developed an innovative software application which optimally supports you in the organizational (re-)design process and acts as a management navigation system for successfully steering your organization. Organizational adaptations become blindingly easy, their implementation and management as intuitive as can be. On the EDP side the solution is based on applications that are standard in many organizations.

**Configuration and (Re-)Design of any type of organization based on the principles of the Malik VSM® (Viable System Model®).**

- › Clearly structured, easy-to-follow organizational design process along the logic of the Malik VSM® design method.
- › Maximal flexibility in processing the individual sequences.
- › Compilation of all the information relevant for controlling and managing the organization.
- › Full flexibility according to your own specific needs based on the maturity level of your organization.



**Effective management during and after the transformation phase**

- › Effective and efficient transformation through the steering logic inherent in our software application.
- › "New Way of Management" —location and time independent.
- › Intuitive navigation of management-relevant information and easy access to knowledge.
- › Drill-down possibility down to individual task level with integrated, cross-level task tracking.
- › Exchange, interaction, simultaneous editing and job-sharing through various collaboration solutions build into the software.

**Doing the right things right:** effectiveness, efficiency, peak performance, drive  
**Mastering complexity:** coherence, flexibility, interconnectedness, self-organization  
**Real-time control:** steersmanship, adaptability, reactivity, speed  
**"New Way of Management":** no time and place constraints, digital collaboration

*«Effective and efficient! We save a lot of time that we usually have to put into coordination and clarifications—now we can concentrate on the important, essential things.»*

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Maria Sourlas has been working in management consulting and education since 2006 (specialist areas: reorganization, design of complex organizations, transformation and change, management cybernetics, managerial education). As Head of Organizational Design she has been responsible for this area at the Malik Institute since 2012. Her 10 years of experience in the practical application of diagnostics and the design of organizations comprises numerous applications of all sizes in the business as well as non-business sector. This makes her one of our most qualified and experienced experts. Maria Sourlas has invented significant innovations in her field of expertise. Among others, she is product and project manager of our VSM<sup>interactive</sup>® software which she designed and developed. She successfully completed her Master Studies in Business Administration at the University of Boston, USA.