

PAYING ATTENTION TO THE EMOTIONS IN THE PROCESSES OF CHANGE USING THE VSM

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ABSTRACT

The Beer's Viable System Model (VSM) is a powerful tool for studying organizations as cohesive "*wholes*" and for evaluating their strategies counter to the complexity of the tasks they must perform. Primarily, it is a tool to diagnose the effectiveness of the structure of the organization, and offers a conceptual model of the information system to the management. It also allows assessing the consequences of organizations' policies.

Social and human actors are not trivial, they pursue ideals, ends, objectives, and have preferences and values, all of which may change. To model that, there are three dimensions to take in account: activities, structure and behavior.

The last dimension mentioned above, behavior, can be of interest at distinct levels: individuals, teams, organizational units, a whole organization, networks, etc. But a mere arrangement and the relationship with behaviors. And when took about behaviors, it's necessary took about emotions, perceptions and cognition.

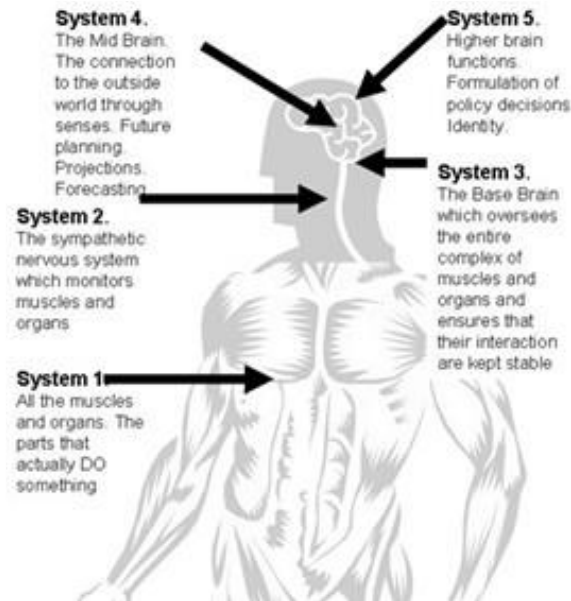
The VSM has been adopted by several researchers and practitioners for diagnosing organizational performance, and/or for (re)structuring organizations based on the factors essential and adequate for its long-term viability. In this paper, the scope is to design or change companies to assess and take responsibility for the company's effects on environmental and social wellbeing.

Keywords: Emotion, Change, VSM, perception, workplace.

INTRODUCTION

Stafford Beer's (1985) Viable System Model (VSM) is a powerful tool for studying organizations as cohesive "*wholes*" and for evaluating their strategies counter to the complexity of the tasks they must perform. Primarily, it is a tool to diagnose the effectiveness of the structure of the organization, and offers a conceptual model of the information system to the management. It also allows assessing the consequences of organizations' policies. But it is also applicable to any system: biological, social, artificial or natural, by its level of abstraction and generality.

When Stafford Beer developed their Viable System Model, he used the metaphor of the brain:



And when Beer developed another instrument, Syntegrity, stated: “*Management based on profoundly scientific principles, and lacking “heart”, in the sense of human concern, will not succeed*” (Beer, 1994). As Markus Schwaninger explain, social and human actors are not trivial, they pursue ideals, ends, objectives, and have preferences and values, all of which may change. To model that, there are three dimensions to take in account: activities, structure and behavior.

The last dimension mentioned above, behavior, can be of interest at distinct levels: individuals, teams, organizational units, a whole organization, networks, etc. But a mere arrangement and the relationship with behaviors. And when took about behaviors, it’s necessary took about emotions, perceptions and cognition (Schwaninger, 2009).

The VSM has been adopted by several researchers and practitioners for diagnosing organizational performance, and/or for (re)structuring organizations based on the factors essential and adequate for its long-term viability. In this paper, the scope is to design or change companies to assess and take responsibility for the company's effects on environmental and social wellbeing.

EMOTIONS

Emotions have been studied under many points of view by a variety of disciplines, including psychology (Cornelius, 1996; Ekman, 1972, 1993; Frijda, 2007), sociology (Williams, 2001), biology (Damasio, 2005), computing technology (Gray, 2007) and management (Payne & Cooper, 2007).

Take any situation; for example, a park bloomed in the spring. The restless merchant, the thoughtful teacher, the quiet employee, will find themselves overwhelmed by an abundant flow of pleasant emotions. They are the feelings that any person experiences under the influence of the botanical breaths and the luminous festival that with honesty punctuality provides the nature.

Psychic life is movement, it is moving from one emotion to another, from one idea to another, from one act to another. That movement is a motor. In each person, there must be some portion in charge of setting the rest in motion. To those contents of the psyche, which function as engines, psychologists call emotions (Ortega y Gasset, 1917).

But there is a confusion between actions and emotions. Because emotions are ways *to be*, not actions. And the states of being play an important part in the mind's cognitive work. They allow to feel the way to a cognitive goal. ("*He walked to the window to recollect himself, and feel how he ought to behave*". Jane Austen, *Persuasion*). Thoughts contain information, but feelings not (sadness, say, on a warm summer morning). Sadness is merely a way to be (Gelernter, 2015).

And Maturana explain, from their perspective as cultural biologist: when we speak of emotions, we distinguish classes of relational behaviors, ways of being in the relationship that define, at each instant, the relational nature of everything that living beings do in their living-coexisting in the different worlds that they generate. In this way, emotions constitute, at each moment, what an observer sees as the relational sphere in which the living-coexistence of a living being takes place in the realization of its living in the organism-niche unity that integrates. It is to this coexist in *languaging* intertwined with a changing emotional flow - *emotioning* - that gives its own relational character to that coexist, to what we want to refer to talking talk (Maturana and Dávila, 2015, p. 113).

In psychology, emotion is often defined as a complex state of feeling that results in physical and psychological changes that influence thought and behavior. Emotions are an important topic in psychology and researchers have devoted a great deal of energy toward understanding the purpose of emotions and theories about how and why emotions occur.

Emotionality is associated with a range of psychological phenomena, including temperament, personality, mood, and motivation. According to David G. Myers (2004), human emotion involves "...*physiological arousal, expressive behaviors, and conscious experience*". Emotions play a significant role in the daily lives of the people. Each day humans spend a tremendous amount of time witnessing the emotions of others, interpreting what these signals might mean, determining how to respond and dealing with their own complex emotional experiences.

Let heard Vigotski, across the time: "*In the process of ontogenetic development, human emotions are linked to general dispositions and are related to the self-consciousness of the person, with the consciousness of reality. My contempt for a person comes into relationship with that person's appreciation, how he understands it. In this complex synthesis, our life passes. The historical development of affections or emotions consists essentially in changing the original relationships in which they are given and a new order and new relations arise (...)*"

The understanding of our affection changes it and converts it from passive to active. The fact that I think about the things that are outside of me does not change anything in them; But when I think of affections, I put them into other relations with my intellect and with other instances; That changes many things in my psychic life. To put it more simply, our affections act in a complex system with our concepts and who does not know that the jealousy of a man who has the Mohammedan concept of the fidelity of the woman and of a man who has a system of divergent representations on the same are different, that person does not understand that this feeling is historical, that it changes according to the

ideological and psychological means, although a certain biological radical persists on the basis of which this emotion arises” (Lev Vigotski, in About the Psychological Systems (1930), in Puziréi and Guippenréiter, 1989, pp. 156-163).

Given the obvious role of emotions in everyday sight, you may be surprised to know that until very recently the subject of emotions had received little or no attention in the field of Organizational Behavior (Fisher and Ashkanasy, 2000). Why is this? There are two possible explanations. The first is the myth of rationality (Fineman, 1993, 36-57). Since the end of the nineteenth century, with the emergence of scientific management, organizations have been designed specifically with the aim of trying to control emotions. A well-directed organization was one that managed to suppress frustrations, fears, anger, love, hatred, joy, pain, and other feelings. These emotions were the antithesis of rationality. So, while researchers and administrators knew that emotions were an inseparable part of everyday life, they tried to erect organizations that did not have them. That, of course, was not possible. The second factor that set aside the emotions of Organizational Behavior was the conviction that all emotions caused disorders (Ashforth and Humphrey, 1995). When the emotions were considered, the analysis focused on the most negative, particularly anger, that interfered with the ability of employees to perform their job properly. Emotions were not thought to be constructive or to encourage better performance behaviors.

But the components of behavior are not emotions, cognitions and actions, in isolation, but aspects of a broader whole that achieves its integration within a cultural system. Emotion cannot be isolated from the knowledge of the situation that arouses it. Cognition is not a form of pure knowledge to which emotion is added (either to disrupt its clarity or not). And action is a final common path that is based on what you know and feel. In reality, the actions are often designed to prevent a state of knowledge from being disturbed (as in “*autistic hostility*”) or to avoid situations that are likely to be emotionally arousing.

It seems far more useful to recognize from the beginning that the three terms represent abstractions, abstractions that have a high theoretical cost. The price to pay for these abstractions in the end is that to lose sight of their structural interdependence. Whatever level the researcher observes, no matter how detailed the analysis, all three are constituents of a unified whole. Isolating them is like studying the planes of an individual glass, losing sight of the crystal that gives them their being (Bruner, 1986), p. 123).

Usually theories of emotions have been divided into the cognitive theories, affective theories and somatic theories and neurological theories of emotions are usually somatic and completely based on bodily reactions. Contemporary psychotherapy emphasizes on cognitive theories of emotion and highlights the significant role of evaluation and judgments. Affective theories with an emphasis on feeling have not been developed extensively as the emphasis on bodily reactions and cognitive components has always been of greater importance in psychology. It is with the advent of consciousness studies, that the concept of feeling came back in the picture.

The broader picture on the psychology of emotions would include the real purpose of emotions. Emotions could have several functions.

1. Emotions release the people's excess internal energy Just as creativity helps in releasing people's excess energy in a positive way, love or anger helps releasing physical energy and could thus be good for health

2. Emotions help us to fulfil people needs through directed physical reactions the emotion of curiosity for example fulfils their need for knowledge

3. Emotions add the codes and conscious and subconscious elements to social interaction, communication and general life process. Emotions enrich personal lives whether they are consciously expressed or unconsciously perceived.

The final part of the discussion is the expression of emotion which like communication could be covert and unconscious or overt and conscious or deliberate. Emotional expressions vary according to individuals and some are more expressive and dramatic than others. Usually highly creative individuals are also more emotionally expressive as creativity is a form of emotional expression and highly creative people simply express themselves through their creative work. Individuals given to more dramatic or extravagant emotions are well suited for the arts, drama and other forms of creative self-expression. Such individuals should be encouraged to channel their energies towards creative output rather than using their dramatic emotional expressiveness in everyday situations which could be stressful for the less emotionally expressive people they interact with. So, if you are given to extravagant emotional expression of anger or jealousy, this could be channeled towards competitiveness and active involvement in sports. Extreme need to express love or desire could be channeled towards the fine arts such as poetry or painting. Emotional expressions are not emotions per se but are like keys to your closet and without the expression (either covert or overt) there could be no identification of the emotions.

Finally, emotions are complex and understanding emotions, emotional components and emotional expressions would require further study and it would be necessary to identify all possible emotions and associated feeling and bodily reactions as also accompanying types of emotional expressions.

Perceiving Emotions

It is well known that everyone is "*perceived*" differently by others. It is also known that some personal characteristics are conceptualized differently in different societies at different times. Part of what counts for people also applies, *mutatis mutandis*, to systems, institutions and social norms. Indeed, some of them are "*perceived*" (conceptualized) differently by different people, sometimes because of ideological biases and in others because they perform more than one function.

All social institutions and practices are social constructions and, as such, cannot be explained in purely biological terms. Cognitive and affective neuroscientists try to explain appearances in terms of primary properties: those of the central nervous system. For them, as for physicists and chemists, an appearance only presents the problem of its origin. This problem is solved by looking for the mechanism through which a noumenon becomes a phenomenon, which in turn is described in strict noumenal terms.

For example, perception, such as color vision, is gradually explained in terms of processes taking place in various neural systems of the neocortex. Likewise, emotions such as fear are being explained in terms of processes of the cerebral amygdala and other components of the limbic system (Gazzaniga, 2000).

In short, mental events are being explained as processes of neural systems involving synapses, neurotransmitters, and the like, much as the current of a wire is explained in terms of electrons and electromagnetic fields. However, because human brains are included in a society, neuroscience is not enough to explain the mental; This is the reason that psychology has a social component. People do not react to social facts, but to the way they “*perceive*” them (as they imagine, conceptualize and evaluate them; Merton, 1976, pp. 174-176). A relevant example is the new perception that emerges when the agent adopts an alternative reference group (or when acting in a different social circle), such as the staff of another company in the same industry. In short, a single agent combines an objective social situation with a reference group to produce a perception of the situation. Changing the agent, the reference group, or both will probably also change the perception.

This explains why people can react differently to the same social fact: the real chain is not the direct process in two steps of the behaviorist

situation → *action*

but rather the indirect chain

<*situation, group*> → *perception* → *decision* → *action*

(Bunge, 2006, pp. 123-124).

Positive or Negative Emotions?

Early hedonic theories defined well-being, in part, as the relative absence of negative emotion. Empirically-based treatments like cognitive behavioral therapy also focus on the reduction of negative feelings and moods as part of enhancing well-being. Yet a strong body of scientific work suggests that negative emotions are essential to individual psychological well-being (Gruber, 2015). Three examples:

- 1) From an evolutionary perspective, negative emotions aid in survival by providing important clues to threats or problems needing attention, such as an unhealthy relationship or a dangerous situation.
- 2) Negative emotions help to focus. They facilitated detailed and analytic thinking, reduce stereotype thinking, enhance eyewitness memory, and promote persistence in challenging cognitive tasks.
- 3) If suppress negative emotions, rather than accepting and appreciating them, paradoxically backfires; it increases feelings of distress and intensifies clinical symptoms of substance abuse, overeating, and even suicidal ideation.

Counter to these hedonic theories of well-being, negative emotions are thus not inherently bad for people. Moreover, their relative absence predicts poorer psychological adjustment.

Positive emotions are seen as pleasant or positively valences states motivating people to pursue goal-directed behavior. A long-standing scientific tradition has focused on the benefits of positive emotions: cognitive benefits, such as enhanced creativity; social benefits, like relationship satisfaction and prosocial behavior; and physical benefits, such as enhanced cardiovascular health. From this work as emerged the assumption that positive emotional states should always be maximized, fueling the birth of entire subdisciplines and garnering much popular attention. But there's a mounting body of work against the claim that positive emotions are inherent good (Gruber, 2015):

- 1) They foster self-focused behavior, including selfishness, stereotyping of out-group members, cheating and dishonesty, and decreased empathic accuracy in some contexts.
- 2) They're associated with greater distractibility and impaired performance on detail-oriented cognitive tasks.
- 3) Because they may reduce inhibitions, they're associated with risk-taking and higher mortality rates.

Indeed, positive emotions aren't always adaptive and sometimes impede the well-being and even survival. Valence is not value. It cannot inter value judgements about emotions based on their positive or negative valence; there's no intrinsic goodness or badness of an emotion merely because of its positivity or negativity. Instead, it must refine specific value-based determinants for an emotion's functionality. To this end, new research highlights critical variables to focus on. Importantly, the context in which an emotion unfolds can determine whether it helps or hinders an individual's goal – and which types of emotion regulatory strategies (reappraising or distracting) will best match the situation. Moreover, the degree of one's psychological flexibility, including how quickly one can shift emotions or rebound from a stressful situation, promotes critical health outcomes.

Psychological well-being is not determined by the presence of one type of emotion but by a diversity of emotions, both positive and negative.

Also, it can't assume that happiness and sadness are polar opposites and thus mutually exclusive. Positive and negative affects should not be thought of as existing on opposite sides of a continuum, and that in fact feelings of happiness and sadness can co-occur. When study participants were surveyed immediately after watching certain films, or after graduating from college, they were found to feel both profoundly happy *and* sad. The emotional experience, it turns out, is a lot like a glass of viscous tea: It can run hot and cold at the same time (Shafir, 2015).

Are Emotional Expressions Universal?

Researchers have also learned a great deal about the actual expression of emotion. Persons express their emotions in many ways including both verbal and nonverbal communication. Body language such as a slouched posture or crossed arms can be used to send different emotional signals. One of the most important ways that they express emotion, however, is through facial expression.

Body language signals and gestures sometimes have different meanings in distinct cultures, but does the same idea apply to facial expressions as well? Do people in other countries and cultures express emotions in the same way?

In his 1872 book *The Expression of the Emotions in Man and Animals*, Charles Darwin argued that human expressions of emotion were both innate and universal across cultures. Researcher and emotion expert Paul Ekman has found that, for the most part, the facial expressions used to convey basic emotions tend to be the same across cultures.

While he has found that the human face can create an astonishing variety of expressions (more than 7,000!), there are six key basic emotions:

1. Happiness
2. Surprise
3. Sadness
4. Anger
5. Disgust
6. Fear

(Paul Ekman, 1972, 1993).

Researchers have shown photographs of people expressing these emotions to individuals from diverse cultures, and people from all over the world have been able to identify the basic emotions behind these expressions. Ekman believes that not only are these basic emotions probably innate, they are most likely hard-wired in the brain.

However, there are important cultural differences in how people express emotions. Display rules are the differences in how they manage their facial expressions according to social and cultural expectations. In one classic experiment, researchers watched Japanese and American participants as they viewed grisly images and videos of things such as amputations and surgeries. People from both backgrounds showed similar facial expressions, grimacing and conveying disgust at the gory images.

When a scientist was present in the room as the participants viewed these scenes, however, the Japanese participants masked their feelings and kept neutral facial expressions. Why would the presence of the scientist change how these viewers responded? In Japanese culture, it is considered offensive to reveal negative emotions in the presence of an authority figure. By masking their expressions, the Japanese viewers were adhering to the display rules of their culture (Cherry, 2016).

The ability to express and interpret emotions plays an essential part of people's daily lives. While many expressions of emotion are innate, and likely hard-wired in the brain, there are many other factors that influence how people reveal their feelings. Social pressures, cultural influences, and experience can all help shape the expression of emotion.

The map of Emotions

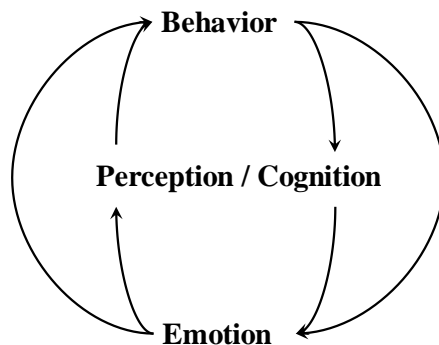
The Human Connectome Project (HCP) elucidating the neural pathways that underlie brain function and behavior, mapping the human brain. Deciphering this amazingly complex wiring diagram will reveal much about what makes us uniquely human and what makes every person different from all others.

The consortium led by Washington University, University of Minnesota, and Oxford University (the WU-Minn HCP consortium), starting with the first quarterly (Q1) data release (March 2013), is comprehensively mapping human brain circuitry in a target number of 1200 healthy adults using cutting-edge methods of noninvasive neuroimaging. It will yield invaluable information about brain connectivity, its relationship to behavior, and the contributions of genetic and environmental factors to individual differences in brain circuitry and behavior.

HCP datasets are being made freely available to the scientific community. Successful charting of the human connectome in healthy adults will transform our understanding of the human brain in health and disease (<http://www.humanconnectome.org/>).

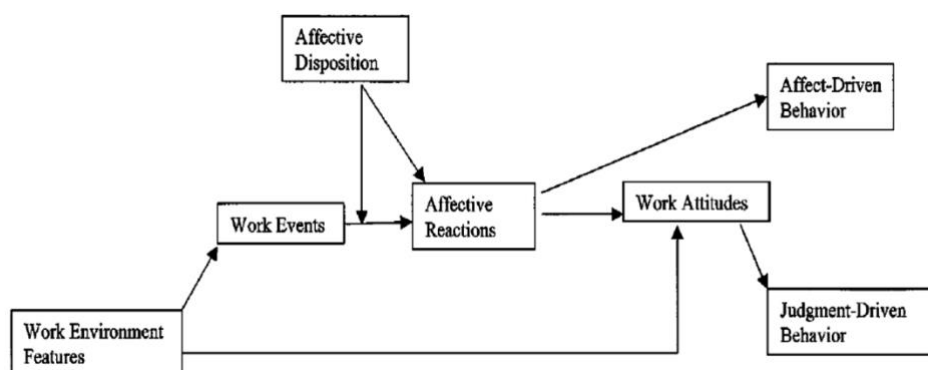
Workplace and Emotions

Schwaninger show their simplified model of emotions, behavior and perception / cognition:



The relationships between perception, emotion and behavior (Schwaninger, 2009, p. 110)

Also, there are another models, specifically about work's environment. For example, Weiss and Cropanzano (1996, p. 12); they call "*affective events*", but is about the same issue:



Can managers control the emotions of their colleagues and employees? Certainly not. Emotions are a natural part of the composition of individuals. Managers fail to ignore the emotional elements of organizational behavior and evaluate the behavior of individuals as if it were completely rational. As one consultant, Marta Vago, explained, “*You can’t divorce emotions from the workplace because you can’t divorce emotions from people*” (Nelton, 1996). Managers who understand the role of emotions will significantly improve their ability to explain and predict the behavior of individuals.

Do emotions influence performance? Yes, of course. For this reason, most organizations are trying to remove (*how?*) them from the workplace. But emotions can also boost performance. There are two ways (Weiss & Cropanzano, 1996). First, emotions can raise alertness, thereby stimulating higher performance. Second, in emotional work it is recognized that feelings are part of the behavior that is required in a job. For example, the ability to handle emotions well in leadership, sales, or customer relationships is crucial to succeed.

It is possible distinguishes functional and dysfunctional emotions at work? Although there is no precise answer, it has been proposed that the fundamental moderating variable is the complexity of the individual's task (Hebb, 1955). The more complex a task is, the less alert it can be tolerated without interfering with performance. A minimum alert status is required for superior performance, but if that alert is excessive, it hinders the ability to function, particularly if the work requires detailed cognitive and computational processes. Given the tendency for work to be more complicated, it is easy to see why organizations will make considerable efforts to discourage the open manifestation of emotions, especially the most intense, in the workplace (Robbins, 2003, pp. 105-114).

While some workplace stress is normal, excessive stress can interfere with individual productivity and performance—and impact their physical and emotional health. It can even mean the difference between success and failure on the job. They can’t control everything in your work environment, but that doesn’t mean they’re powerless—even when they’re stuck in a demanding situation.

When people are under stress, surges in the stress hormones adrenaline and cortisol strongly affect their reasoning and cognition. At low levels, cortisol facilitates thinking and other mental functions, so well-timed pressure to perform and targeted critiques of subordinates certainly have their place. When a leader’s demands become too great for a subordinate to handle, however, soaring cortisol levels and an added hard kick of adrenaline can paralyze the mind’s critical abilities. Attention fixates on the threat from the boss rather than the work at hand; memory, planning, and creativity go out the window. People fall back on old habits, no matter how unsuitable those are for addressing new challenges.

Poorly delivered criticism and displays of anger by leaders are common triggers of hormonal surges. Leaders are themselves not immune to the contagion of stress. More reason they should take the time to understand the biology of their emotions (Goleman & Boyatzis, 2008).

INSIDE VSM

When it comes to examining the contribution of various institutions and / or their components to a project, VSM allows for the examination and design of flexible structures, reducing the possibility of making costly mistakes. There is the difficulty for analysts to perceive that there are many models of viable systems equally valid. In addition, they find it difficult to realize that the organization can be described, at any time, in multiple ways according to different points of view. The analyst should not cling to a single perspective, because he will not be able to perceive other forms of description.

Organizations result from negotiations between multiple points of view. If they are studied from a single point of view, they fail because they lack the required variety (Ashby, 1957). The methodology is oriented to establish the identity of the organization, and to model the structural levels that help to execute the tasks of the organization. For Beer, the problem is to define the recursion levels of the reference system, not its formal structure (the organization chart), using the diagnosis, if it is about existing organizations, or the organizational design for new companies or those subject to fundamental change of their identity (Rodríguez Delgado, 1994).

The briefing on the wide-ranging applications of VSM framework for diagnosing and restructuring the public bodies, private firms, sustainable communities, environmental issues, etc. for solving existing problems, confirmed the VSM as a powerful tool for application to any collective or group of people, with focus on improving the performance and viability of the organization.

The focus of VSM has not remained limited to diagnosing structural or functional problems but also the relational and related soft issues for organizational designing (Espejo & Reyes, 2016); thus, providing a support for its selection and implementation with the purpose of dealing with the psychological and behavioral issues inherent to the social organizations. The VSM is a “*fractal*” model of complexity management dealing with issues related to the structure of networked organizations (Espinosa et al., 2007). It explains relationships between operations, environment and meta-systemic management, in a recursive model of organization, based on complexity management principles.

VSM has also been applied in conjunction to other frameworks or models:

Yolles (2006) recommended that the functionality of Boundary Critique Theory (Midgley, 2003) used for resolving conflicts can be enhanced if paired with cybernetics theory of viable system i.e. VSM, for generating viable boundary critic analysis which shall enable better exploration of differentiable social multiplicities.

Schwaninger (2009) proposed the combined use of VSM, Model for Systemic Control and Team Syntegrity Model for developing the framework to design intelligent organizations. He further suggested that combined use of three models enabled more effective response to complex situations as compared to pragmatic approaches to “*integrative management*”.

Paucar-Cáceres (2009) proposed a solution to measuring the performance of a system, integrating Soft Systems Methodology (SSM) and Viable System Model (VSM).

Omar Donaires *et al.* (2010) proposed VSM in conjunction with CSH (Critical Systems Heuristics, proposed by Ulrich, 1983) as a systemic model for diagnosing social group,

public authorities and support entities pertaining to the micro and small companies of the region of Ribeirao Preto and Sertaozinho.

Espinosa and Porter (2011) identified the internally consistent and complementary insights of the VSM and Complex Adaptive Systems (CAS) to address the issues of self-organization and adaptive management for sustainability improvement.

Vriens and Achterbergh (2011) used the VSM and de Sitter's Design Theory in context to the diagnosis and design of viable organizations.

Espejo & Reyes (2016) adopted the VSM and the Viplan Method as observational instruments for increasing the ability to observe and diagnose shortcomings in the management for handling complexity.

Recently, Jackson & Limburg (2017), finds considerable common ground between ideas from VSM, PPPM and business architecture.

The briefing on the wide-ranging applications of VSM framework for diagnosing and restructuring the public bodies, private firms, sustainable communities, environmental issues, etc. for solving existing problems, confirmed the VSM as a powerful tool for application to any collective or group of people, with focus on improving the performance and viability of the organization. The examples of VSM applications stated above confirm that the focus of VSM has not remained limited to diagnosing structural or functional problems but also the relational and related soft issues for organizational designing (e.g. Espejo, 2008); thus, it can be use with the purpose of dealing with the psychological and behavioral issues inherent to organizations. VSM is a "*fractal*" model of complexity management dealing with issues related to the structure of networked organizations (Espinosa et al., 2007). It explains relationships between operations, environment and meta-systemic management, in a recursive model of organization, based on complexity management principles.

DESIGN FOR CHANGE IN COMPANIES: EMOTIONS AND VSM

"People can change their lives if they have the determination to transform the verbs that connect them with new realities" say Marcelo Manucci (2016). When he took about change, defines it like the creation of new patterns to interact under new conditions of life (internal and external). The process to do that has two dimensions: the first relates to the purposes of the person, and the second refers to an emotional frame, and describes the relationship between that dimensions with the formula:

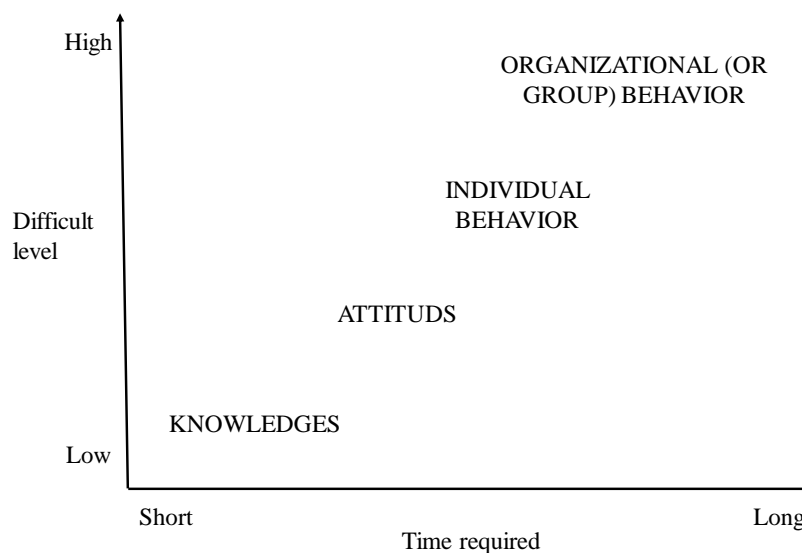
$$\text{purpose} + \text{engagement} = \text{transformation}$$

where purpose is a symbolic reference, engagement is the emotional frame, and transformation is the new reality. The conquer of new realities is settled by "*what inspires you?*" and "*what motivates you?*".

In the same way, but almost seventy years before, Kurt Lewin (1947) describes the movement of a group to a new state, that he called “*Action-Research*”¹. In this case, the process includes:

- a) Identification: the affected people test the proposed changes, according to the external motivations;
- b) Internalization: people transform the objectives and general principles of change into concrete personal goals and norms. It is an arduous process, which requires great effort on the part of those affected by change, as well as a lot of patience and creativity on the part of those who direct change, to convert external motivations - general - into internal, specific and personal, accepting the proposed change.

The change in each individual occurs in several levels: in the knowledge, like information about the change and understanding of its reason of being; in the attitudes, accepting the need for change both rationally and emotionally; and behavior, acting in support of the effectiveness of change. The relationship between individual and organizational change can be represented according to the following diagram (Hersey and Blanchard, 1972, p. 160):



This model has also raised criticism. For example, Fonvielle (1984, p. 14) wrote: “*The attempt to change behavior by changing values and attitudes is not unnecessarily indirect ... while attitudes influence behavior, behavior influences attitudes*”. And Orlikowski and Hoffman (1997, p. 11) argued that if change is treated “*as an event to be managed during a specific period, (this) it may be appropriate for organizations that are relatively stable and limited*”, which is less relevant in current, complex and turbulent situations. But, as Bernard Burnes (2004) has observed, Lewin himself indicated that when he developed his 3-stage model, he did not think only of organizational issues. He understood that this model could not be separated from the other three elements that included his approach to Planned Change (Field Theory, Group Dynamics and Research Action). Lewin said that

¹“*The research needed for social practice can best be characterized as research for social management or social engineering. It is a type of action-research, a comparative research on the conditions and effects of various forms of social action. Research that produces nothing but books will not suffice.*” (1946, page 35).

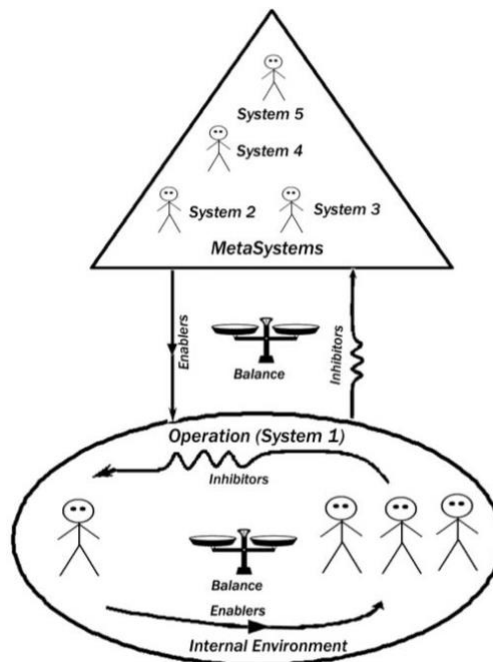
the four concepts formed an integral approach to analyzing, understanding and generating change, be it at the group, organizational or social level.

It is essential to recognize that the change of context - the "*circumstance*" according to Ortega and Gasset - influences the individual change within the company. The context of the company does not start on the other side of the door, it penetrates the whole organization. People "*take it with them*" when they go to work. These environmental changes can facilitate or hinder the transformation of the people of the company. It may happen that some are simultaneously exposed to so many changes and tensions in daily work, as well as in their family and social life, that they cannot resist and become depressed. But also, certain social changes, such as those produced by ICT in all walks of life, facilitate the changes that are projected in the direction of the companies (Barrera, 2016).

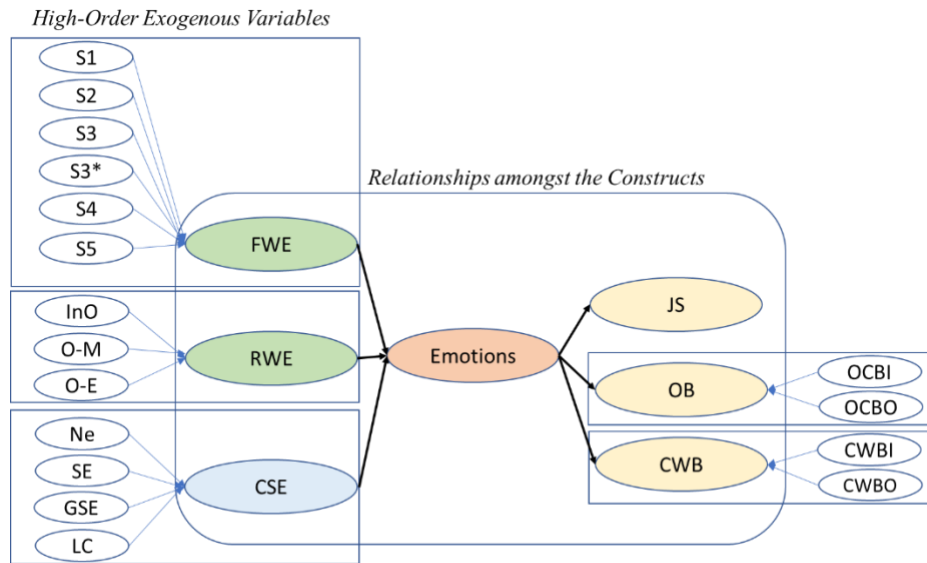
The goal of this paper is to examine the impact of functional and relational workplace events on workforce emotions experiences and the subsequent impact of that emotions experiences on employee's work behavior and organizational changes using VSM.

Iffat Sabir Chaudhry (2014) had make a significant effort to describe the theoretical development of holistic emotions measurement model (HEMM) using system principles of VSM for diagnosing the wide-ranging causes of employees' emotions elicitation within the work settings. Specially, she taken well into consideration the demographic variables i.e. gender, age, education, marital status, work experience, current position and industry type, to determine their influence on endogenous constructs.

There are two figures to show the Sabir Chaudhry' model:



Balancing Emotions - Operation & Management (Sabir Chaudhry, 2014, p. 80)



Proposed Structural/Relationship Model (Research Model) (Sabir Chaudhry, 2014, p. 126)

The components of the model are:

1. Exogenous Constructs: Functional (FWE) and relational (RWE) work events, representing key determinants of change constructs.
2. Endogenous Latent Constructs (change constructs): Emotions experience, job satisfaction (JS), organizational behavior (OB) and counterproductive work behavior (CWB).

In the first case, the affective influence of work environment, is possible to distinguish two exogenous latent constructs: the functional work events -representing organizational functioning, and the relational work events -representing social relations embedded within organizational settings-.

Based on theory, the above exogenous latent variables have been operationalized as high-order constructs involving second-order structures (last figure), thus containing two layers (Ringle et al., 2012) leading to more parsimony and reduced complexity (Hair et al., 2013).

There are identified six sub-dimensions of functional work events: (a) the primary work activities undertaken by system1-S1, (b) the coordination and conflict management functions performed by system 2-S2, (c) synergy optimization function performed by system3-S3, (d) audit function performed by system 3*-S3*, (e) change / adaptation function performed by system 4-S4 and, (f) policy making function performed by system5-S5. Therefore, functional work events (FWE) construct has been modeled as high-order construct formed by six low-order constructs (LOC) based on VSM functional distinctions (S1-S5) (Beer, 1985). Each LOC captures a specific attribute of organizational functioning, together forming a single multi-dimensional high-order construct (HOC) of functional work events (FWE).

Also, based on VSM components, three sub-dimensions of relational work events were identified: (a) relationship between co-workers (InO), (b) relationship of workforce with

managers (O-M) and, (c) relationship of workforce with external environment actors (O-E). The relational work events (RWE) construct has also been modeled as high-order construct formed by three low-order constructs based on VSM parts (InO, O-M, O-E). The LOCs capture the specific aspects of social relationships inherent to social organizations, and together forming a single multi-dimensional high-order construct of relational work events (RWE).

Therefore, emotions experience construct held dual relationship in the model as both dependent and independent variable, functional and relational work events and independent while predicting the job satisfaction, organizational and counterproductive behaviors.

CONCLUSION

The paper show the development of emotions model using system principles of VSM for exhibit the wide-ranging causes of employees' emotions elicitation within the work settings. The VSM has been adopted for diagnosing organizational performance, and/or for (re)structuring organizations based on the factors essential and adequate for its long-term viability. So, in this case attempts to utilize the diagnostic capabilities of the model for categorizing the work events based on operational and relational views of the systems provided by the VSM.

The subsystems (S1-S5), well-connected with recursive environmental layout, demonstrated the functional view of the social organization offered by VSM distinctions depicting the interrelated workplace aspects as a whole. The workplace events classified under the functional components (S1-S5) of VSM, allow viewing how (a) primary activities, (b) damping oscillations, (c) synergy optimization, (d) audit, (e) environmental scanning, and (f) policy making activities contribute in the production of workforce emotions in totality.

Relational view: The basic components of VSM like operations, management and environment enabled perceiving the interactions and relations

- a) amongst co-workers inside operations,
- b) amongst workers and management, and
- c) amongst the organizational members and the external environment actors, respectively.

The interactive relationships between the components,

- a) inside operations,
- b) operations to management, and
- c) operations to environment

gave a consolidated account of the relations inherent to the collaborative functioning of the social organizations, useful for comprehending the influence of organizational relations on employee's emotions.

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