

# Martin Pfiffner

## The Neurology of Business (2022)

### The Book

This groundbreaking study describes the neurology of a business as a new dimension of organization and as a basis for success in a complex world. Comparing organizations with living organisms, it places an organization's neurology (control and communication) as a third dimension beside its anatomy (structure) and physiology (process). Overlooked by classical organizational theory, this third dimension offsets its typical drawbacks.

The Neurology of Business introduces Stafford Beer's Viable System Model (VSM) and shows how this systematic approach helps managers to diagnose, discover, and unleash the potential and performance lying dormant in today's enterprises.

The book is based on numerous consulting projects and management seminars conducted in Europe, America, and Asia. It guides the reader through the diagnosis and design process and illustrates application issues with practical examples. In this way, it provides managers with the language needed to have meaningful conversations about how their organizations are functioning. As such, it will benefit managers in business and nonbusiness organizations, as well as readers interested in general management.

- Provides compact knowledge about how best to diagnose and design the organization 4.0
- Illustrates the application of the Viable System Model with many practical examples
- Solves practical, yet hitherto unaddressed application issues

### The Author

Dr. oec. HSG Martin Pfiffner is an expert in the fields of organization and structures. For over 30 years, he has worked as a lecturer, trainer, and advisor for organizations in the business and nonbusiness sectors. He is a Member of the Board of Trustees of the Fondation Oroborus, which promotes the application of the Viable System Model to ensure companies' success.

[www.fondation-oroborus.ch](http://www.fondation-oroborus.ch)

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