

Editorial Statement

Dear Reader,

Is there really a need for 'yet another journal' devoted to management? Is *Human Systems Management (HSM)* going to fill a crucial void, or is it just an interesting 'add on' to the battery of journals and magazines already crossing over your desk? These and similar questions are likely to be raised when encountering this new publication.

It is the people asking such questions who are going to constitute HSM audience and community.

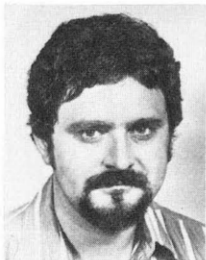
The world of management is changing and managers' tasks and responsibilities are changing with it: the complexity, systemic nature and growing human content of management are going to dominate the last twenty years of this century. Our traditional concerns about efficiency must be supplemented by even more important concerns about effectiveness

and explicability of managerial decisions.

In these days of the 'sanitized' journals and the 'anesthetized' readers, HSM invites you to participate in the process of evolving human systems management.

As we are entering the eighties, we suddenly come to realize that the year 2000 appears quite frequently and prominently on our planning horizons and in our decision-making deliberations. What should we do now so that we, our businesses and our institutions will be there, viable and relevant, in the year 2000? HSM is ambitious enough to aspire to become your companion on this road from now into the twenty-first century.

HSM conception of human systems management will evolve together with your own acquired insights, experience and competence. In turn, you will be able to enhance your learning, abilities and confidence by



Milan Zeleny was born in Prague, Czechoslovakia, in 1942. He earned Dipl. Ing. degree in Political Economy and Quantitative Analysis from Prague School of Economics in 1964. He graduated summa cum laude and defended a thesis entitled, *Analysis of Complex Processes by Critical Path Method*, subsequently published by the Czechoslovak Academy of Sciences.

After a year in the military service, as a computer analyst and programmer, he joined the research staff of the Econometric Laboratory of the Institute of Economics of the Czechoslovak Academy of Sciences. During the years of 1964–1967 he worked in the areas of input-output models and consulted on project coordination of Prague airport, Prague metro, and aircraft motor assemblies.

During 1967 he entered a doctoral program in systems analysis and management at the University of Rochester.

Supported by the University System Science Fellowship, he received Master of Science in systems analysis in 1970, and Doctor of Philosophy in Operations Research, Business Economics and Production Management in 1972. His doctoral dissertation, *Linear Multiobjective Programming*, was subsequently published by Springer-Verlag in New York.

During 1971–72 he worked as an Assistant Professor of Management Science at the College of Business Administration at the University of South Carolina. There, supported by a grant from the Business Partnership Foundation, he initiated and organized the first international symposium on

Multiple Criteria Decision Making, in October 1972. As a result of this undertaking he co-edited a book, *Multiple Criteria Decision Making*.

In 1972 he joined the Graduate School of Business of Columbia University and was promoted to Associate Professor in 1975. Currently he is on leave from Columbia and holds Visiting Professor appointments at the Copenhagen School of Economics and the European Institute for Advanced Studies in Management in Brussels.

Dr. Zeleny has published over 100 articles, books and scientific papers in the areas of human decision making, mathematics and mathematical programming, computer simulations, general systems and cybernetics, biological systems, and some other areas of research. The interdisciplinarity of his writings has led to an increased involvement in scientific communities. He currently serves on the editorial boards of *Computers & Operations Research*, *Fuzzy Sets and Systems* and *General Systems Yearbook*.

He is an active member of AAAS, TIMS, ORSA, SGSR, Beta Gamma Sigma, and Omega Rho. He won a 2nd prize in the 1977 *Norbert Wiener Awards Competition of Kybernetes* on the topic of "Cybernetics and General Systems – A Unitary Science?" He has been granted *The Alexander von Humboldt Award* for 1979–1980.

Dr. Zeleny has completed a book on *Multiple Criteria Decision Making* for McGraw-Hill and is the editor of forthcoming volumes on *Autopoiesis: A Theory of the Living Organization and Autopoiesis*, *Dissipative Structures and Spontaneous Social Orders*, sponsored by AAAS. He also co-authored *Uncertain Prospects Ranking and Portfolio Analysis under the Conditions of Partial Information* (Verlag Anton Hain), and contributed to *Evolution and Consciousness: Human Systems in Transition* (edited by Jantsch and Waddington), *Perspectives on Adaptation, Environment and Population*, and *Surviving Failures*. He is also preparing a book entitled *Towards A Self-Service Society*, sponsored by the Bellagio Study Center of The Rockefeller Foundation.

reaping the collective wisdom accumulated and transmitted through HSM, a process in which you are to take an active part.

Each manager and management theorist is facing an important dilemma: how to be a competent specialist on one hand, and how to expand beyond the narrowness of one's specialization on the other hand. There are many specialty journals catering to the first part of managerial competence; HSM strives to become your 'second journal', responding to your needs as an individual, as a person who takes the business of management seriously enough to become more than a specialist: a well-rounded manager, management consultant or management scientist in possession of full managerial competence, not just a portion of it.

It is now widely appreciated that management, as an art and as a science of organizing collective human efforts, is going to play an increasingly central role in all areas of societal importance. Many problems facing modern society and business have been too often conveniently attributed to inadequate technology, lagging sciences, limited resources or politically restrictive environment. They are now being increasingly recognized as problems of inadequate management.

The dual and organic nature of managerial concerns is reflected in our motto:

Management of Human Systems/Human Management of Systems.

– *Management of Human Systems* refers to the science and technology of management, striving for productivity, efficient performance, and technical competence through innovation.

– *Human Management of Systems* refers to the art of management, linking human beings into purposeful teams and catalyzing their full creative potentials through leadership.

To promote a synthesis of the two complementary aspects of managing is the main purpose of *Human Systems Management*. HSM is committed to creating two-way communication between practitioners and theorists of management – a thought-exchange for managerial know-how, know-what and know-why. You, the reader, are invited to share in the endeavor of building and maintaining this thought-exchange.

We have assembled a competent international board of editors and established two basic sections within the journal:

– *Coping with Social Complexity*, edited by Manfred Kochen from the University of Michigan, con-

cerned with problems at all levels of socio-environmental interface, particularly with new means of coping with the increasing variety and complexity of task-situations we are likely to face.

– *Action Research in Management*, edited by Erik Johnsen from the Copenhagen School of Economics, dealing with questions of how to manage human systems so that they better serve the purposes of the larger systems of which they are parts.

The intimate cooperation of practitioners and theorists represents a vital core of HSM agenda. This will be enhanced through the efforts of our *Rapportage Editor*, Dr. David H. Weinflash from L.F. Rothschild, Unterberg, Towbin. He will maintain the discussion through "Feedback: A synopsis of Readers' Responses", which would integrate letters concerning the previous issues, and through "In This Issue: Authors and Articles", which shall provide an overall impression of the current issue. We shall attempt to contact the authors and discuss their articles with them, finding out why they were interested in the subject, exploring their goals and motivations.

Human Systems Management is not a readily translatable journal title; rather, its three component-words represent interconnected central aspects of HSM attention in all of their permutations. That is, HSM is not just about management, or just about systems, or just about humanism – HSM is about the inseparable unity of all three aspects of our collectively perceived reality.

HSM recognizes the need for a mutually reinforcing synthesis of diverse methods and approaches of modern management:

– the logical, rational, sequential and quantitative (LRSQ) on the one hand, and
– the perceptive, intuitive, simultaneous and qualitative (PISQ) on the other hand.

To that purpose, HSM seeks to discover and disseminate the 'ideas in the process of becoming', even though they might be considered too speculative or too incomplete for publication in more conventional journals. Articles submitted may take any form necessary to achieve an effective expression across the variety of audiences and disciplines. Readability, clarity and engaging style of presentation should become natural accompaniments to creativity, originality and usefulness of the ideas.

Such ambitious goals, or ideals, are not to be accomplished overnight. We might even fail in achieving them. Yet, no lesser set of goals would do. Readers, authors and editors are all equally important

ingredients to the process of evolving human systems management. But the most important factor is the reality faced by managers in their day-to-day and year-to-year decision making. It is there where the failure or the success of HSM is to be identified. The actual outcome is not as important as the process

undertaken on its behalf.

We invite you to take part in this process.

Milan ZELENY
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