

Thursday September 17th - morning

09.00 - 09.30

Reception

09.30 - 09.50

PLENARY Conference Opening - A Espinosa, J Walker, A Fattoum

09.50 - 10:00

Stafford Beer - a truly holistic character (A Leonard, V Beer)

10:20 - 10:30

Launching 100 Years Festschrift: A Espinosa, M Schwaninger, J.P. Rios

10.30 - 11:00

Coffee

Room A

Resilient and Ethical
Viable Systems

Room B

Emerging Methods and
Tools

Room C

Stafford Beer in Latin
America

Room D

Barefoot Cybernetics

11.00 - 11:45

Angela Espinosa
Managing Organisational
and Societal Complexity
for a Fairer and More
Sustainable New World

Markus Schwaninger
CyberSystemic Tools for
Organizational
Advancement.

Víctor Ganón
From Organisation to
State: Adapting,
Reinterpreting and
Challenging Stafford
Beer's Cybernetic Ideas
in Public Administration
and Democratic
Governance — The Case
of URUCIB in Uruguay

Clive Holtham
Learning an outlook -
Beer's neglected
contribution to
reshaping higher
education in an AI-
infused world

11:45 - 12:15

Allenna Leonard
Twenty One Years of
Beer

Martin Piffner
From Theory to Practice
- and Back

Juliana Mariano-Alves
Transparency as a
Trigger for Change:
Repercussions of the
Viable System Model
(VSM) Application on
Water Governance in the
Tocantins-Araguaia
Hydrographic Region

Stephen Harwood
Cybernetics For All
(#Cybernetics4All)

12:15 - 13:00

Constantin Malik
Designing Freedom. Still.
And again

Vijaya Manchem
Translating VSM into
Practice: A
Capability-Led Approach
using Microsoft 365

John Byrne
Useful Art as a Toolkit
for Cybernetic Change: A
Viable Systems Model
for a Better World Today

Tom Chan
'Se hace camino al
andar': barefoot
cybernetic pathmaking
to Stafford Beer

13.00 - 14.00

Lunch

Thursday September 17th - afternoon

Room A
Resilient and Ethical
Viable Systems

Room B
Emerging Methods and
Tools

Room C
Stafford Beer in Latin
America

Room D
Barefoot Cybernetics

13.00 - 14.00

Lunch

14.00 - 14:45

Angus Jenkinson
Ecocybernetics and the
Living Foundations of
Beer's Viable System
Model

Stephen McGibbon
Embracing the Black
Box: Why Unexplainable
AI ($\bar{x}$ "AI") is a Vital
Feature of the Viable
System's Algedonic
Channel

**Mateus Van Stralen,
Juliana Alves, Jose
Dos Santos Cabral,
Allenna Leonard**
From Confluence to
Emergence: What Ouro
Preto Made Possible ASC
2026 - Reflections,
Outcomes and New
Pathways

Franz Spengler
How do viable systems
emerge? Algedonic
origins in the case of
Swedish collective
bargaining

14:45-15:30

**Steve Outtrim &
David J. Teece**
Beer-Viable but Teece-
Dead: The Viable
System Model as the
Wiring Diagram of
Dynamic Capabilities

Katherine Farrell
Purposive AI for the 21st
Century Sustainable
University

Bruno Vaz
Viable Space
Governance in Latin
America: A Processual
Reading through Beer's
VSM

Miguel Garcia Matas
Design of a Cybernetic
Governance Framework
for Platform Tokenomics

15.30 - 16.00

Coffee

16.00 - 17.00

**Katharine N. Farrell,
Jon Walker, Ed van
der Winden &
(posthumously) Brian
Lederer**
Don't shoot the cat
(workshop)

Ayham Fattoum
When Viable Systems
Fail: Explaining the Gap
Between Diagnosis and
Practice (workshop)

**Zeltzin Pérez-
Matamoros, Ricardo
Tejeida-Padilla &
Isaías Badillo-Piña**
Governance in the
Magdalena River
Community from the
Postulates of the Viable
System Model
(workshop)

**Thomas A.J.
Biedermann**
Gameful Experiences for
Hopeful Futures:
CyberNations
(workshop)

17.00 - 17.45

Michael Ben Eli
(keynote)
Systems Thinking and
Cybernetics -- the
Missing Link in the
Sustainability Discourse

Wolfgang Lassi
From Values to
Organizational Practice -
the Contribution of the
VSM to value-oriented
leadership in the age of
digitalization

**H. Palmarola, E.
Medina & P.L. Alonso**
Video about the
Cybersyn Exhibition
(edited by S Paredes)

*Closure of Latin
American Stream:*
Jose C Mariategui
Governance and the
Politics of Possibility

**José dos Santos
Cabral Filho & Ana
Paula Baltazar dos
Santos**
Architecture for
Freedom: Syntegrity as
an Educational Practice

Friday September 18th

Room A
The World in Torment

Room B
VSM & AI

Room C
Barefoot Cybernetics

Room D
Innovations in VSM
Theory

09.00 – 09.45

Francesco Caputo
Building upon the Project Cybersyn: CyberSystemic Management for blending Structural Cybernetics and Relational Consonance (keynote)

José Pérez Ríos
A Cybernetic Architecture for AI Governance: Integrating Identity, VSM, and Organizational Pathologies

Jon Walker
Towards new economic and social structures for a collaborative, post-capitalistic society

Tadeja Jere Jakulin
The Škofja Loka Passion Play as a Nexus of System, Culture, Art and Religion

09.45 – 10.30

German Bula Escobar
Beer's Thought in the Colombian Comptroller General Project: Beyond Detecting Corruption—Designing Viable Public Institutions through Organizational Cybernetics (keynote)

Pedram Farschtschian & Louis Harel
Bridging PIMS Data and Cybernetics: An Externally Anchored Operations Room

Theodor Sarafidis
Artificial intelligence as a liberty machine. A metamodelization of barefoot cybernetics

Richard Gunther
From Evidence to Inquiry: Keeping LLM Inference Provisional in Recursive VSM Diagnosis

10.30 – 11.00

Coffee

11.00 – 11.45

Raul Espejo
Insufficient Variety and Artificial Intelligence

Ricardo Vega Mora
Cybersyn Boxes. Prototyping a Document Visualisation Assisted by AI

Lien Peeters & Benny Corvers
Rethinking Organisational Networks: Practical Insights from Applying the Viable System Model in Real World Ecosystems

Pedro Pablo Cardoso
Designing Viable Identity in Institutional Transitions: A VSM Reconstruction of the Total Veteran Framework

11.45 – 12.30

Igor Perko
CyberSystemic Model Creation Protocol: AI-energy-climate-health governance case

Alejandro Fernandez
OpenSoma: A Decolonial Cybernetic Agent A Working System in the Line of Descent from Project Cybersyn

Thomas McEvoy-Zafiropulos
Diagnosing the System of the Self: Logical Closure, Normative Identity, and Existential Viability

Nour Abida
Can Stafford Beer Help Save Journalism? Applying the Viable System Model to Understand Resilience in Public Service Media

12.30 – 13.30

Lunch

Friday September 18th - afternoon/evening

Room A
The World in Torment

Room B
VSM & AI

Room C
Barefoot Cybernetics

Room D
Innovations in VSM
Theory

12:30 - 13:30

Lunch

13.30 - 14:00

Plenary - WOSC
"The World in Torment: A Time Whose Ideas Must Come"
I Perko, F Caputo, A Reyes

14:00 - 14.30

Taja Macek & Tadeja Jere Jakulin
Toward viability: applying the Viable System Model to the cruise shorescape

Steve Outtrim & David J. Teece
The Next 100 Years of Stafford Beer: A Working Viable System Model for the Agentic AI Era

Mateus van Stralen
From Cybersyn to the City: Variety Engineering and the Design of Open Urban Infrastructures

Krishan Mathis
The Speed Gap - Translating the Viable System Model for a New Generation of Practitioners

14.30 - 15:00

Cristina Cervino & Francesco Caputo, Igor Perko
Taming the Digital Beast: Variety Engineering and the Quest for Techno-Eustress

Andreas Slogar
"The Journey of LaCoCa - A Crew Sets Sail!" - Gamification Makes the VSM an Experience - No Theory Required (workshop)

Andrew Pickering
Ponds, politics and the east: Stafford Beer's cybernetics - a wider view (Keynote)

Terence Love
Viable for Whom? Contested Identity in the VSM

14.45

15:00 - 15:30

Fabiana Sepe & Simone Luongo, Giovanna Del Gaudio, Mario Tani, Gianpaolo Basile
Toward resilient and ethical viable tourism systems: a cybernetic view on marginal areas digital transformation in Italy

15:30 - 16:00

Coffee

16:00 - 16:30

Maria Giovanna Corrado
Organizational Cybernetics in the Age of AI: Toward an Epistemic Conception of Viability

Krishan Mathis, Margeret Heath, Panos Panagiotis
Cybernetic Futures (workshop)

Robin Asby & Penny Marrington
Cybernetics of Community Development - A TEAM (Thinking with Every Available Mind) Activity (workshop)

Jonathan Huxley
A full software implementation of Stafford Beer's Viable System Model (VSM) as a complete enterprise management system (workshop)

16:30 - 17:00

Maurizio Tomasella
Charting the Boundaries of Accountability for Enhanced Airport Operational Resilience

17:05 - 18:30

Video Documentary Screening - Digital Museum
B Angelov, A Espinosa, J Walker, V Beer, A Leonard, G Filewod, B Vaz

20.00 - 23.00

Celebratory Dinner (buffet) and Toast to Stafford Beer

Saturday September 19th

Room A
Systems Thinking,
Systems Practice
(VSM, CST, etc.)

Room B
Innovations in VSM
theory

Room C
Toward Resilient, and
Ethical Viable Systems

Room D
Innovations in VSM
Practice

09.00 – 09.15

Reception

09.15 – 10.00

Mike Jackson
Elevating Stafford Beer’s
Legacy: A Critical
Systems Thinking
Perspective on the
Viable System Model
(keynote)

Jan de Visch
The Art of Boundary-
Making: Deepening the
VSM through Cognitive-
Developmental Science

Amar KJR Nayak
From Organizational
Viability to
Regenerativeness - A
methodological
discourse

Carola Ritzinger-Roll
From viability to
measurability –
Designing governance
structures in highly
complex and regulated
organisational contexts

10.00 – 10.45

**Gary Evans, Petter
Øgland & Jens
Kaasbøll**
Reclaiming
Emancipation in Critical
Systems Thinking: Using
the Double Viable
System Model to Identify
the Central Game

Steve Brewis
Languaging an Adaptive
Organisation into
Existence: from Surprise
to Causal Closure

Leon Bellin
The Social Movement of
Tomorrow: Sharing
Practical VSM
Application
(workshop)

Ben Wood
Designing Heterarchy:
An Extension of the
Viable System Model for
Complex Construction
Projects.

10.45 – 11.15

Coffee

11.15 – 12.00

**Roelien Goede & Gary
Smith**
Foundations in Dialogue:
Comparing VSM and
CSH through
Checkland’s FMA
Framework

Ivo Velitchkov
Autonomy and cohesion

Sascha Kullak
HEX-VSM — an idea for
a serious game: “How
do we shape our
organisations so that
they heal us more than
they harm us?”

Camilo Osejo Bucheli
Temporal Freedom in
Viable Systems: A
Genealogical Analysis of
Human and Machine
Time in Organisational
Cybernetics

12:00-12:45

Louis Klein (IFSR)
(keynote)
Diagnosing the System
for Systems Research:
Recognising and
Realising a Field in Itself
and for Itself

Marcus Barrick
Enactive Viable Agency:
A Process Relational
Grammar for Meta-
Cybernetics and the VSM

**Chris Hamlin, Penny
Hamlin & Frank
Hemmes**
From Building a Regime
to Running It: A
Participatory Viable
System Model
Diagnostic of a
Regulator Entering Dual-
Mode Operation

**Carlos Andrés Mejía
Beltrán**
Exchange Ecologies and
Existential Conductivity:
A Cybernetic Framework
for Hybrid Human
Systems

12:45 – 13.45

Lunch

14.00 – 14:15

Final session - Introduction

14:15 – 16:15

Closing session: Pathways forward

16:15 – 16.30

Closing Remarks & Farewell (Conference Team)