

General validity thesis

(as of June 2015)

The following “General validity thesis“, I am advocating, may be deduced by the formula for successful lobbying, in the sense of a “general formula for success“. This formula is of universal character and can be extended to various areas and situations of life, in which complexity exists (see i.a. FOCUS 46/2015 from 7.11.2015, p. 32 f.).

Illustrative formula for the organisational and operational structures for a successful solution of a problem in a complex system of any kind:

$$PCS = (CC + PStC) (PCC * PSuC)$$

Problem-solving in a complex system (PCS) = (Content Competence + Process Structure Competence) exponentiated by (Perspective Change Competence multiplied by Process Support Competence)

The illustrative formula explains how successful problem-solving (PCS) works in a complex system. For this, an intermesh of content competence of the affected person(s) (CC) and process structure competence (PStC) of an independent intermediary is required. PStC encompasses two autonomous competencies: the provision of all geographical, personnel and organisational capacities relevant for the case (=management competence) and resilient networks to all relevant structures of the opposite (=production competence). The request of an affected person in a complex system only succeeds, if one can bring it in line with the interests of the opposite. For this, a professional intermediary is required, who tries a perspective change together with the affected person from the perspective of the affected person into the perspective of the opposite (PCC). However, this alone is not enough for a successful problem solution in a complex system either. If the perspective change did succeed, the comprehensive process support competence (PSuC) of the independent intermediary, who is familiar with all relevant interfaces on all levels of decision-making – on the part of the affected person(s) as well as of the opposite – is required.