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Terapia systemowa w zarządzaniu interkulturowym – podstawy teoretyczne projektu badawczego STIM

System Therapy in Intercultural Management (STIM) – theoretical background of the scientific project

Streszczenie:

W artykule przedstawiono podstawy teoretyczne projektu badawczego STIM. Celem projektu jest wdrożenie założeń terapii systemowej do coachingu kadr menedżerskich zarządzających interkulturowymi zespołami ludzkimi. Ponadto, badana jest również możliwość zastosowania wybranych rozwiązań w szeroko pojętym zarządzaniu zasobami ludzkimi. Projekt prowadzony jest od 2014 roku w Europejskiej Wyższej Szkole Biznesu przy współpracy z zagranicznymi uczelniami partnerskimi. W związku z założeniami projektu w artykule zaprezentowano m.in. pojęcia z zakresu teorii systemowej, terapii systemowej oraz zasady tworzenia i interpretacji genogramów.

Słowa kluczowe: teoria systemowa, terapia systemowa, zarządzanie interkulturowe, genogram

Abstract:

The article presents the theoretical basis of the scientific project STIM. The aim of the project is to implement the principles of system therapy for executive coaching of managerial staff leading intercultural human resources. Moreover, possibility of using selected solutions in a broad human resource management is also analysed. The project has been conducted since 2014 at the European University College of Business in cooperation with foreign partner universities. Referring to the objectives of the project the author presented in the paper i.e. concepts of the system theory, system therapy and the rules for the creation and interpretation of genograms.

Key words: system theory, system therapy, intercultural management, genogram

Introduction

The scientific project on the application of system theory and therapy in intercultural coaching has been started in January 2014. The project is titled STIM and comes from abbreviation of *System Therapy in Intercultural Management*. This study is the result of literature overview and professional business experience of the author. In an objective manner the author has chosen the most important concepts and theories related to the topic of work to develop the achievements of science. Theoretical background includes presentation of theory of the system, system therapy, coaching and intercultural management.

Brief history of the system theory

According to information presented in *Dictionary Of Modern American Philosophers*¹ Ludwig von Bertalanffy (called the father of system theory) was born on 19 September 1901 in Atzgerdorf (Austria). He studied the history of art, philosophy, and biology at the University of Innsbruck. In 1928 he published *Kitische Theorie der Formbildung (Modern Theories of Development)* and proposed an organismic system theory. In 1972 Ludwig von Bertalanffy published his paper titled *The History and*

¹ J. R. Shook, *Dictionary Of Modern American Philosophers*. Bloomsbury Publishing, 2005, pp. 225 - 226

*Status of General Systems Theory*². In that paper he summed up the development of the system theory since its creation to current state. Here are few the most important thoughts of the author:

1. *the system theory has existed since ancient times; primitive people were aware of the complexity of the world and tried to understand it through magic and religion;*
2. *first definition of the basic system problem was created by Aristotle who said: The whole is more than the sum of its parts;*
3. *as biologist Bertalanffy started his system theory from analysis of living organisms, but later he realised that replacing "organism" by different types of "organized entities" makes the theory applicable to other sciences like technology, sociology, psychology, etc.; such a wide perspective he called General System Theory*³.

On the basis of above mentioned beliefs, in 1954 L. Bertalanffy, K. Boulding (economist), A. Rapoport (biomathematician), and R. Gerard (neuro-physiologist) established the Society for General Systems Research for the development of General System Theory. The organization operates also in nowadays, but in 1988 its name has been changed into the International Society for the Systems Sciences.

Table 1 Milestones of the System Theory Development

Date	Milestone
1948	N. Wiener published <i>Cybernetics or Control and Communication in the Animal and the Machine</i>
1951	T. Parsons published <i>The Social System</i>
1954	L. von Bertalanffy, A. Rapoport, R. W. Gerard, K. Boulding established <i>Society for the Advancement of General Systems Theory</i> , in 1956 renamed to <i>Society for General Systems Research</i>
1955	W. R. Ashby published <i>Introduction to Cybernetics</i>
1968	L. von Bertalanffy published <i>General System theory: Foundations, Development, Applications</i>
1970-1980	H. von Foerster, M. Meads, G. Bateson, H. Maturana, G. Pask, R. Glanville and P. Pangaro developed the theory of Second Order Cybernetics
1970s	A. S. Beer applied cybernetics to management and government
1960s /70s	René Thom and E.C. Zeeman developed Catastrophe theory and Theory of Dynamic systems in mathematics
1977	Noble Prize for Ilya Prigogine who worked on self-organization, conciliating important systems theory concepts with system thermodynamics
1980s	D. Ruelle, E. Lorenz, M. Feigenbaum, S. Smale, J. A. Yorke develop Chaos theory in mathematics
1986	A Wilden implemented Context theory into social theories
1988	International Society for Systems Science
1990	J. H. Holland, M. Gell-Mann, W. B. Arthur developed Complex adaptive systems (CAS) theory

Source: own

Basic concepts of the system theory according to Ludwig von Bertalanffy

Ludwig von Bertalanffy assumed that "system" is a model of general nature, that is, a conceptual analog of certain rather universal traits of observed entities. According to the shortest definition **system** it is an "organized whole" composed of parts. It means that every "organized whole" consist of: parts/elements/components, relations, coupling, form, order⁴. **Part/elements/components** can be natural (human beings, animals, plants, etc.) and/or artificial (i.e. machines). Parts/elements/components create a system as the "whole", but are also grouped in **subsystems** (organized part of some system). Between part/elements/components there are different **relations**. Those relations can be positive, negative or neutral. Relations can based on emotions, dependence, information, family or friendship background, etc. Among parts/elements/components there are also **couplings** that are special types of relations when one element affect another (directly or indirectly). **Form and order** of the system describe its inner structure of hierarchy, build, communication channels, logistic, etc., and ways of interactions with environment of the system. System exchanging resources / matter with environment are called **open systems**. Changes of the system (internal and external) in particular period of time can be analyzed and presented in form of mathematical

² L. von Bertalanffy, *The History and Status of General Systems Theory*, [in:] Trends in General Systems Theory, ed. G.J. Klir. New York: Wiley International, 1972

³ ibidem

⁴ ibidem

descriptions of system properties. Von Bertalanffy called it **dynamical system theory** and defined system properties as follows:

- wholeness – unitary whole composed of elements;
- sum – characteristics of the complex can be analyzed based on analysis of separate elements; ,
- growth of a system as a growth of number of elements, their species (types) and relations,
- competition between parts,
- allometry – increase of one variable, y , with respect to another variable x ;
- mechanization – the change from undifferentiated wholeness to higher function, made by specialization and “division of labor” which can frequently leads to establishment of leading parts;
- centralisation – hierarchic order,
- finality – “goal seeking” – in case a system approaches a stationary state, changes occurring may be expressed not only in terms of actual conditions, but also in terms of the distance from the equilibrium state;
- equifinality – referring to open and social systems the same goal/final state can be achieved from different initial conditions and in different ways⁵.

Flexibility and utility of the system theory was underline by many authors. Kenneth E. Boulding presented his opinion in following words, quoted by L. Von Bertalanffy: *I seem to have come to much the same conclusions as you have reached, through approaching it from the direction of economics and the social sciences rather than from biology – that there is a body of what I have been calling “general empirical theory”, or “general system theory” in your excellent terminology, which is of wide applicability in many different disciplines*⁶. Therefore, there is ground for the implementation and development of the system theory in the social sciences and humanities.

Based on particular classification types of systems can be grouped s it presented in table 2.

Table 2 Types of systems

Criterion	Type	Explanation
Range of existence	Real	System exists in reality
	Visionary	System exist only as a theory or a model
Human participation in the creation of the system	Natural	System was created without human impact/participation
	Artificial	System was created by a man
Interaction with the environment	Open	System influence its environment, exchange resources with it, but also the environment affects the system
	Closed	System does not have any connection with its environment
The ability to predict the state of the system	Deterministic	Every state of the system is pre-determined and known
	Probabilistic	Next state of the system can be determined with a certain probability
Changes over time	Static	The system does not change with time
	Dynamic	The system changes with time
Quantity, diversity and variability of elements (parts)	Simple	System consists of one element
	Complex	System consists of more than one elements
Quantity of elements (parts)	Small	System that can be identified and moreover number of its elements can be counted
	Large	System consists of so many elements and relations that it is impossible to identify all of them

Source: based on A. Piekarczyk, K. Zimniewicz, *Myślenie sieciowe w teorii i praktyce*. Polskie Wydawnictwo Ekonomiczne, Warszawa 2010. p. 39

Types of coupling

Coupling it is a kind of relation when one element affect another. We can specify following types of coupling:

1. according to object of the flow: material and information coupling.
2. according to direction and intermediate elements of coupling: serial coupling, parallel coupling and feedback.

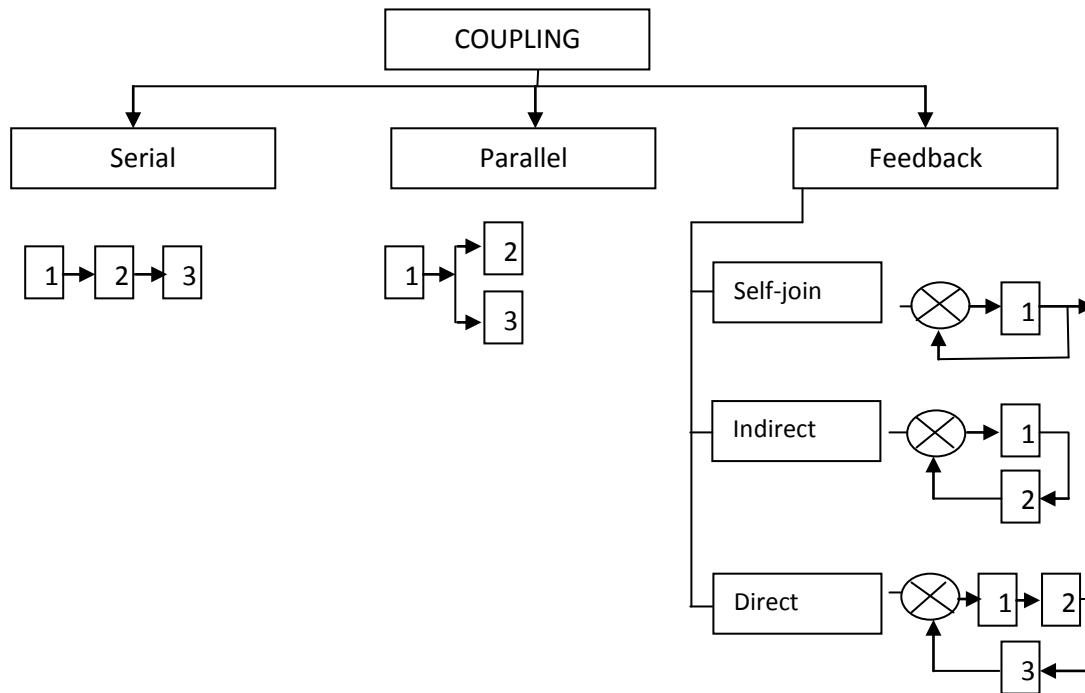
⁵ L. von Bertalanffy, *General Systems Theory. Foundations, Development, Applications*, New York: George Braziller Inc., 1969

⁶ L. von Bertalanffy, *The History ...*, op.cit.

Between elements of the system that influence each other we can observe different types of feedbacks:

- a) according to direction of influence: positive (+) and negative (-),
- b) according to existence of intermediate elements: self-join, indirect, direct.

Figure 1 Types of coupling in systems



Source: based on A. Piekarczyk, K. Zimniewicz, *Myślenie sieciowe w teorii i praktyce*. Polskie Wydawnictwo Ekonomiczne, Warszawa 2010. p. 39

Levels of social influences in living systems theory

Different levels of social influences can be presented based on comparison of two theories created by James Grieg Miller and Stafford Beer, made by Helmut Nechansky⁷. J. G. Miller published his theory in 1978 and stated that: *all living systems have to contain one of 20 different subsystems, and that this holds on eight levels of organization*⁸. List of 20 subsystems defined by Miller is presented in table 3. Miller, consequently referring to his theory, distinguished eight levels of living systems, such as⁹: cells, organs, organisms, groups, organizations, communities, societies, supranational systems.

Table 3 Millers 20 critical subsystems of living systems and corresponding functional elements

Subsystem		Function
Subsystems processing matter-energy and information		
1	Reproducer	The subsystem activating matter, energy and information to produce similar systems by following a genetic or constitutional plan
2	Boundary	The subsystem surrounding the system, keeping together its components and protecting it from the environment, allowing access only for certain forms of matter, energy and information
Subsystems processing matter-energy		

⁷ H. Nechansky, *The Relationship Between: Miller's Living Systems Theory and Beer's Viable Systems Theory*. Wiley InterScience, 2009

⁸ ibidem

⁹ ibidem

3	Ingestor	The subsystem bringing matter-energy from the environment into the system through the boundary
4	Distributor	The subsystem transporting matter-energy within the system from input, via all components to the output
5	Converter	The subsystem changing certain inputs into forms that can be easier processed or used by the system
6	Producer	The subsystem using inputs in the system and/or outputs from the converter to produce matter and/or energy to maintain the processes of the other subsystems and/or to produce outputs from the system
7	Matter-energy storage	The subsystem for storing matter-energy within the system for later use
8	Extruder	The subsystem bringing matter-energy (products and/or waste) from the system into the environment through the boundary
9	Motor	The subsystem moving the whole system, and/or parts of it in relation to each other and/or the environment, and/or moves components of the environment
10	Supporter	The subsystem providing the appropriate structure to maintain the functions of all subsystems
Subsystems processing information and corresponding functional elements		
11	Input Transducer	Equivalent functional element–Sensor: Observing external states and translating them into internal sensor data
12	Internal Transducer	Equivalent functional element–Sensor: Observing internal states and translating them into internal sensor data
13	Channel and net	Equivalent functional element–Channel: Transporting data within the system, connecting all subsystems
14	Timer	Equivalent functional element–Timer: Providing periodic signals within the system, to enable synchronized behaviour
15	Decoder	Equivalent functional element–Coder: Changing all sensor data from different sources into an unequivocal internal code for mutual data processing
16	Associator	The subsystem, which carries out the first stages of the learning process, forming enduring associations among items of information in the system
17	Memory	Differently defined functional element–Memory: Transforming the internal physical states used for data processing into other internal physical states with a higher permanence for storage.
18	Decider	Differently defined functional element–Decider: Assigns to the results of some data processing, e.g. the results of a data comparison in a comparator, a trigger for an action of an effector, i.e. has a switching function.
19	Encoder	Equivalent functional element–Decoder: Translating the unequivocal internal code for mutual data processing into appropriate signals to trigger other subsystems/functional elements
20	Output Transducer	Equivalent functional element–Effector: Reacts to internal triggers and translates them into changes of external states, i.e. generates data

Source: H. Nechansky, *The Relationship Between: Miller's Living Systems Theory and Beer's Viable Systems Theory*. Wiley InterScience, 2009

Stafford Beer, however, formulated a theory that perfectly fits to companies. He described 5 interacting systems (table 4).

Table 4 Beer's viable systems theory

System		Function
1	Operations	This is the lowest level of an organization where so called primary units carry out operations like production or services and locally control them. It is assumed that an organization has more then one of these primary units and may have a large number of it.
2	Coordination	Here the primary units are coordinated, i.e. it is made sure that the different operations in system 1 lead to interactions serving the whole organization. Examples for that are planning of production, information technology services and budgeting.
3	Optimization	On this level the processes of systems 1 and 2 are optimized, i.e. operations and supporting services are coordinated and improved. Example for that is the chief operation management.
4	Strategy	Here the focus is on surveying the environment and external data, i.e. technologies, markets, competition, society and their developments. The results of

		these observations are evaluated for their relevance for the organization and translated into strategies and action plans for future activities. Examples for that are strategic planning, marketing, research and development.
5	Policy	Here decisions on strategy and policy are made, and the transition of actions plans developed by system 4 into operations of system 3 and below is initiated and controlled. Guiding principles are the highest goal-values of the organization formulated by the owners, shareholders and/or the stakeholders of the organization. These principles are expressed e.g. in articles of corporation or constitutions. Examples for system 5 are a board of directors or a government, when dealing with a public organization.

Source: H. Nechansky, *The Relationship Between: Miller's Living Systems Theory and Beer's Viable Systems Theory*. Wiley InterScience, 2009

Types of information and matter – energy flows across social group boundaries

According to K. D. Bailey we can observe following types of information flows across social group boundaries:

- 1) inflows: neutral (has no noticeable effect on the system), moderately helpful, helpful, slightly harmful (innocuous), fatal, cancelling (two messages neutralize or cancel each other), necessary (but not sufficient) for change (is necessary for change in the system to occur, but cannot alone transform the system), sufficient (but not necessary) for change, contingent (effect is somewhat indeterminate), linear, nonlinear (the information has a different impact in terms of change in the social system depending upon the level of the variable), false signal, noise.
- 2) outflows: obligatory (mandated reports), optional, important, routine, long – term, short – term, formatted, nonformatted¹⁰.

Second type of flows refers to matter - energy (M-E), and according to K. D. Bailey: *tend to be slower and bulkier, and may take longer to process than information flows. While they do not require decoding in the same way that information does, they may require considerable processing or transformation before they can even be utilized by equipment (such as the manufacturing machinery) of the social system*¹¹. Matter – energy flows (both inflows and outflows) can be classified as follows: obligatory, optional, important, routine, long-term, short-term¹².

System theory in psychology and sociology

Basic rules of the System Theory that can be transferred into the field of psychology and sociology can be listed as follows:

1. Group of people CAN create system (consciously or unconsciously).
2. Social system is self-regulating.
3. Social system has its structure and can consist of subsystems.
4. Social system has boundaries: internal (between subsystems) and external (rigid, flexible, fuzzy).
5. The social system is characterized by two contradictory tendencies: the constancy (homeostasis) and the change (the transformation). For the system to not split up between homeostasis and transformation must occur balance.
6. Need of constancy comes from the need of balance.
7. Need of transformation comes from the group life cycle or the occurrence of an external stimulus (motive).

Considering features of dynamic systems, Bertalanffy presented also that: *in this contrast between wholeness and sum lies the tragical tension in nay biological, psychological and sociological evolution. Progress is possible only by passing from a state of undifferentiated wholeness to differentiation of parts. This implies, however, that the parts become fixed with respect to a certain action. Therefore progressive segregation also means progressive mechanization. Progressive mechanization, however, implies loss of regulability. As long as a system is a unitary whole, a disturbance will be followed by the attainment of a new stationary state, due to the interaction within the system. The system is self-regulating. If, however, the system is split up into independent causal*

¹⁰ K. D. Bailey, *Boundary Maintenance in Living Systems Theory and Social Entropy Theory*. Systems Research and Behavioural Science, 25/2008, pp. 594 – 595)

¹¹ Ibidem, p. 596

¹² Ibidem

chains, regulability disappears. The partial processes will go on irrespective of each other. This is the behaviour we find, for example, in embryonic development, determination going hand in hand with decrease of regulability¹³.

General Principles of the System Therapy

In psychology, the system therapy is basically used for therapy of families. Barbara Józefik has analysed evolution of the system therapy and created following few conclusions that can be implemented in human resource system therapy:

1. the essence of systems thinking is circular understanding of causality; this means that parts of the system interact with each other in a circular way, running on a loop-back feedback;
2. feedback can be positive or negative; negative feedback corrects the system, restoring it to its former equilibrium, while positive may lead to its breakdown; systems of feedback mechanisms, both positive and negative, form called. loops, it means a series of mutually conditioned event, remaining with each other in constant interaction;
3. functionality of a group is evaluated by ability of its members to cope with the changes resulting from both the life cycle of the group and the unpredictable, and random events.
4. group of employees is a psychosocial system, consisting of units of biological conditions, which makes that describing it, we must take into account all three levels: biological, individual and social;
5. each member of a group acts according to system, which vision created itself (individual map of the system);
6. the basic assumption of the system therapy is that the pathology and the problems of one person from a group of people cannot be explained in terms of its disturbed intrapersonal processes, as they are an expression of dysfunctionality whole system; treating an employee as a culture that produces its own story and gives them a sense, it concentrates on the manner in which members, and a patient, define the issues and the importance they attach to them;
7. for understanding the processes in the system (group) it is important to talk about the factors constraining the system from finding new solutions in a situation requiring a change; it is also important to remember about avoiding labelling, because labelling is always a dangerous process because it has the connotation that the problems are fixed or immutable;
8. system perspective assumes that human systems do not lend themselves to changes planned by therapists/coach; this means that the therapist/coach must accept the fact that no one can predict the direction of the changes that occur in the process of treatment/coaching¹⁴.

Moreover, Lech Górnjak paid attention to the therapeutic traps to which he included:

1. coming up with reasons - confusing correlation with causality; if we have observation X and symptom Y, we think that X caused Y, and skip the opportunity to reverse, that Y causes X; we also forget that X/Y can be affected by third factor or just fortuity;
2. self-fulfilling prophecies - conjecture concerning the behaviour of other people turn out to be true as a result of our interactions;
3. illusion of unanimity - the more people seem to agree with something, the more we are inclined to think that this is true¹⁵.

Górnjak, based on his observations and referring to L. Hoffman¹⁶, formulated following principles of constructivist system therapy¹⁷:

1. there is no objective reality – there are fact, but the very important are also interpretations of those facts created by group members,
2. from behaviour to idea (collective and individual) – therapist do not only observes behaviour of group members, but also ways they think, create pictures of reality, etc.;

¹³ L. von Bertalanffy, *The History ...*, op.cit, p. 70

¹⁴ B. Józefik, *Rozwój myślenia systemowego a terapia rodzin*, [in:] Ewolucja myślenia systemowego w terapii rodzin. Od metafory cybernetycznej do dialogu i narracji, ed. L. Górnjak, B. Józefik Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2003, pp. 24 - 28

¹⁵ L. Górnjak, *Konstruktywizm a zmiany w praktyce psychoterapeutycznej*, [in:] Ewolucja myślenia systemowego w terapii rodzin. Od metafory cybernetycznej do dialogu i narracji, ed. L. Górnjak, B. Józefik. Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2003, pp. 37 - 39

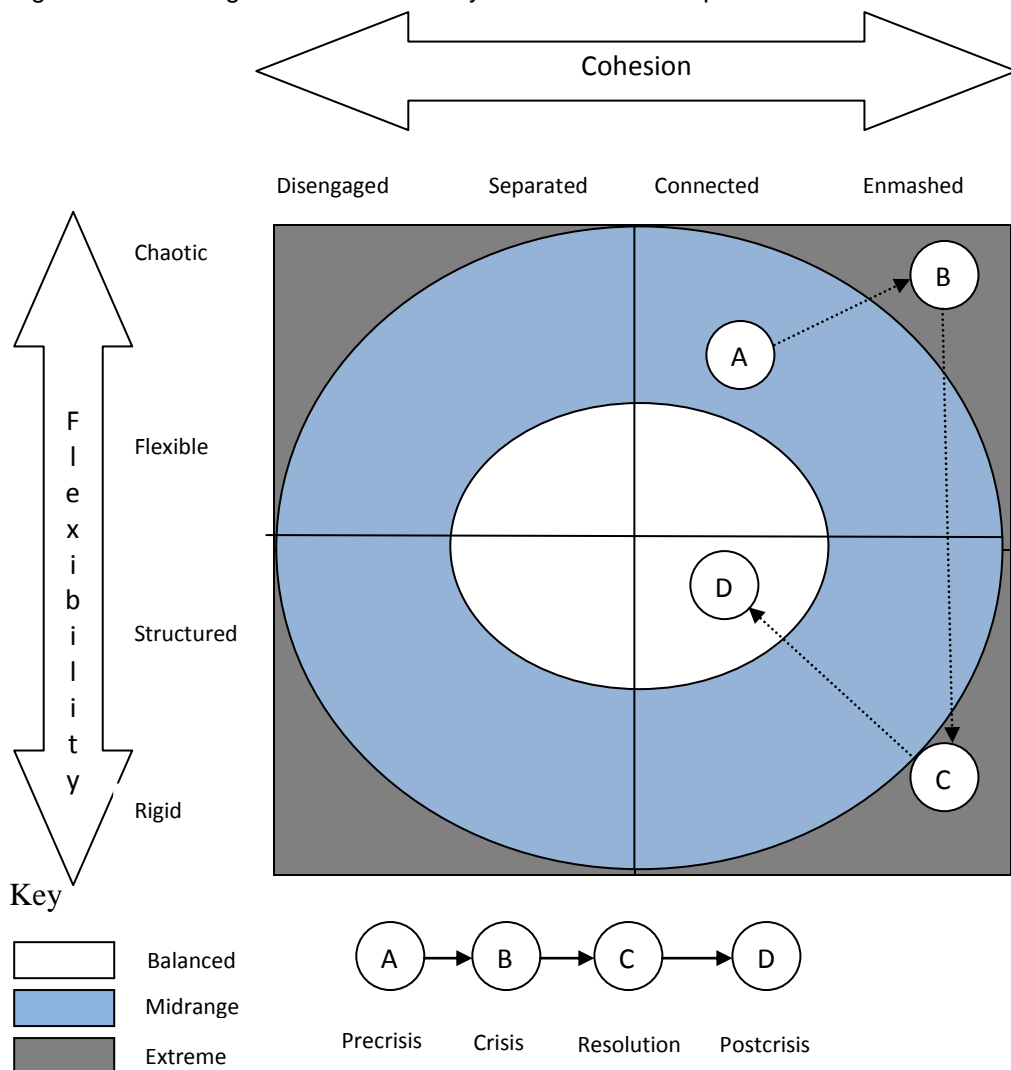
¹⁶ L. Hoffman, *A constructivist position for family therapy*. The Irish Journal of Psychology, 9, No. 1, 1988

¹⁷ L. Górnjak, *Konstruktywizm*, op.cit., pp. 46 - 50

3. system is created by problem - it is assumed that there is a group of people who talk about the problem;
4. there is no "divine point of view" – there is no one, full and correct point of view, there different views and perspectives (multiple view);
5. therapist agrees with every member of the group- therapist is neutral, multipartial, plural;
6. there is no hierarchy among group members and therapist,
7. therapist do not use neither power nor control; therapist is looking for logic of group behaviour (i.e. why do they come late, or not cooperate, etc.);
8. location instead of hierarchy among a group – therapist do not build hierarchy of the group, but observes who in in the center of the group, and who is on the periphery;
9. therapist avoids pushing system for changes; change will come itself;
10. context and meaning – everything that has been said has meaning only in particular context.

Moreover, A.Kahn, M.A. Barton and S. Fellows presented implementation of the Olson's circumplex model from reality of family into reality of organization.

Figure 2 Consulting Office Relational System Shifts - example



Source: W. A. Kahn, M. A. Barton, S. Fellows (2013): *Organizational Crises and the Disturbance of Relational Systems*. Academy of Management Review, Vol.38, No. 3, p. 383

According to authors three basic dimensions of above presented models are as follows:

- *Cohesion* – refers to how system members balance separateness and togetherness in their relations with one another;
- *Flexibility* – refers to how system members balance stability and change in their relations;

- *Communication – refers to how system members listen, speak, self-disclose, respect, regard, and stay focused with one another as they discuss task and affective dimensions*¹⁸.

Coaching and the General System Theory

Because of theoretical misunderstanding, in literature and practice, coaching can be explained as:

1. professional training of individuals;
2. way of training people; in this context it is similar to mentoring, usually concerns group of people, but do not refer to real meaning of the phenomenon.

To clarify this situation I quoted a definition created by Jenny Rogers, whereby: *coaching is a partnership of equals whose aim is to achieve speedy, increased and sustainable effectiveness through focused learning in every aspect of the client's life. Coaching raises self-awareness and identifies choices. Working to the client's agenda, the coach and client have the sole aim of closing the gaps between potential and performance*¹⁹.

Rogers suggested also six foundation principles that make coaching different from other disciplines:

1. the client is resourceful,
2. the coach's role is to develop the client's resourcefulness through skilful questioning, challenge and support,
3. coaching addresses the whole person – past, present and future; work and private lives,
4. the client sets the agenda,
5. the coach and the client are equals,
6. coaching is about change and action²⁰.

Table 5 Coaching – dilemmas and puzzles according to J. Rogers

Questions	Examples of problems of a client
Dilemmas: Which of two or three paths should I follow?	Improve and important relationship
	Manage time better
	Make more money
Puzzles: How can I make something or someone more comfortable, work better, be more focused, get past a block?	Find a way of sorting out debts
	Decide what he/she wants to do as the next step in his/her career
	Tackle performance problems in team
	Plan the entry into a new job
	Restructure an organization
	Learn how to make more convincing presentations
	Acquire the skills needed in a new role
	Tackle the stress in his/her life
Get a better balance between work and home	

Source: based on J. Rogers, *Coaching Skills: A Handbook: A Handbook*, McGraw-Hill International 2012, p.11

In 2002 John C. Goodman published a paper *Coaching and System Theory*. After analysis of fundamental phenomenon he concluded that: *executive coaching is different than other forms of personal coaching. Executive coaching needs to be more focused on bottom-line, measurable results often at a pace quicker than other forms of coaching. The relationship between coaching and positive, measurable results needs to be more tangible, concrete, and objective than other forms of coaching. Therefore, the coach needs to work with the "person being coached (PBC)" in a way that will not only maximize results but where results are tangible*²¹. According to Goodman the specificity of executive coaching, described above, tends to apply the system theory because: *a system theory model allows us to structure, organize, strategize around, communicate, and more importantly in Executive or*

¹⁸ W. A. Kahn, M. A. Barton, S. Fellows, *Organizational Crises and the Disturbance of Relational Systems*. Academy of Management Review, Vol.38, No. 3, 2013

¹⁹ J. Rogers, *Coaching Skills: A Handbook: A Handbook*. McGraw-Hill International, 2012, p. 7

²⁰ J. Rogers, *Coaching ...*, *op.cit.* pp. 7 - 10

²¹ J. C. Goodman, *Coaching and System Theory*. <https://internalchange.com/wp-content/uploads/Paper-on-coaching-Systems-Choas.pdf> [19.02.2015, 13:02]

*Business Coaching to track and measure changes or results as a whole or its parts with a set of parameters, instruments and measures*²².

System theory in management

Implementation of the System theory on the ground of management and organization allows to conclude that: every organization is a system, so every company is a system; company as a system consists of subsystems; subsystems can be formal and informal. Formal subsystems are created based on: hierarchy, structure (i.e. headquarters, branches, units, departments, project teams, shops, geographical regions, etc.) and/or groups of specialists (i.e. accountants, marketing specialists, IT specialists, lawyers, etc.). Formal subsystems refers to function or role played in/for organization. Criteria of creation are objective. Informal subsystems are created based on subjective criteria of particular people. It means that are created to group people who like each other, want to achieve the same (private) goal, are against something or somebody, etc. Both formal and informal groups we must analyze based on properties of dynamical systems (listed on previous chapter).

According Z. Biniek, who represents cybernetic perspective, there are three ways to organize elements of the system within its structure:

1. parallel - system is represented exclusively in the dimension of single stage; include only directly adjacent elements (figure X);
2. hierarchical - system in a multi- dimension, this system includes several levels to organize items (figure X);
3. super- hierarchical – is presented in the form of a list; the list is finite set of elements of varying grain structure, one of the elements is a headline of a list, other elements may be autonomic, which is indivisible or sub-list; each indivisible element can simultaneously belong to many sub-lists; indivisible element contains variables states (records); each element can contain one or more headlines of a list (figure X)²³.

Multiculturalism vs. Interculturalism – fundamentals of intercultural management

General difference between multiculturalism and interculturalism due to the degree of integration of representatives of different cultures living in one organization, city, country, etc. Intercultural society is mixed, but integrated. Multicultural society is diverse, not assimilated, living in closed groups.

Table 6 Multiculturalism vs. Interculturalism according to J. Mróz

Category of comparison	Multiculturalism	Interculturalism
Interaction between cultures	Are rare	Permanent, opened and regular
Foreign cultures	Tolerated in passive way, rarely accepted and appreciated	Fully accepted, good relations are expected and appreciated
Attitude to diversity	Danger, justification for discrimination	Activator of social, political and economic development
Emotional involvement	Negative	Positive
Mutual contacts	Forced	Frequent, aspiration to cooperate
Social relations	Considered from the perspective of groups	Considered from the perspective of both groups and individuals
The dominant trends	Isolation	Integration
Conflict resolution	Fight and subordination	Negotiations and compromise

Source: J. Mróz, *Dialog międzykulturowy jako jeden z determinantów skutecznego zarządzania* [in:] *Człowiek w organizacji. Teoria i praktyka*, Ed. P. Wachowiak, Oficyna Wydawnicza SGH, Warszawa 2012, p. 316

Ration of interculturalism in organization depends on many factors, as follows:

- a) internal: formal procedures, integration practices, management style, strategy, code of ethics;
- b) external: policy of the country, political situation, education of society, propaganda and publicity, economic situation.

²² ibidem

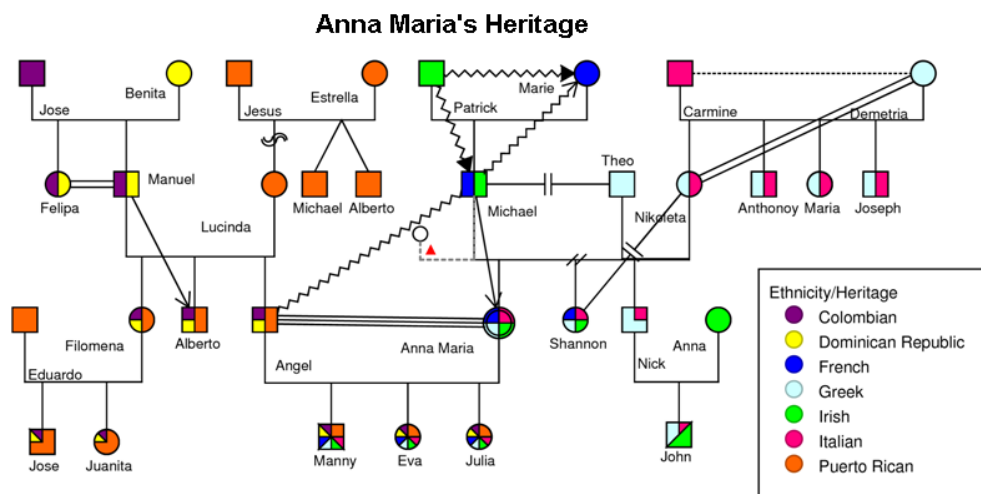
²³ Z. Biniek, *Elementy teorii systemów modelowania i symulacji*. Infoplan, Szczecin 2002, p. 25

For presentation of cultural relation in groups from the perspective of the system theory we can implement genogram, as it is practiced in family therapy.

Genogram in Family Therapy

Genogram is a kind of system presentation by using particular symbols. The most important publication related to genograms is the one written by Randy Gerson and Monica McGoldrick titled *Genograms in Family Assessment* published in 1985²⁴ (Gerson, McGoldrick 1985). Apart from the book Gerson developed a computer program for producing genograms according to the principles outlined in the book. The software, called MacGenogram, is available on www.genogram.org

Figure 3 Example of Genogram of Intercultural Family








Source: http://www.genogramanalytics.com/examples_genograms.html [24/07/2014]

Genogram of Human Resources in Multicultural Organizations (Genogram HRMO)

One of the first results of STIM Project is preparation of Genogram HRMO which includes symbols used for description of multicultural human resources in multicultural organizations (tab. 7).



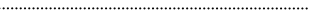
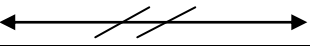
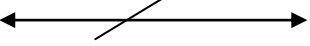

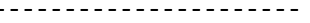
²⁴ R. Gerson, M. McGoldrick, *Genograms in Family Assessment*. W. W. Norton, 1985

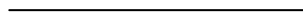
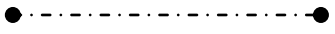
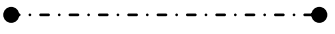
Table 7 Genogram HRMO – General Symbols

Group of objects	Symbol	Meaning
Superior		S Superior
		S (X) Superior from "X" country
		FS Female superior
		FS (X) Female superior from "X" country
		MS Male superior
		MS (X) Male superior form "X" country
		L Formal leader
		iL Informal leader
		gS Group of superiors
		gS (X) Group of superiors from "X" country
Subordinate		SB Subordinate
		SB (X) Subordinate from "X" country
		FSB Female subordinate
		FSB (X) Female subordinate from "X" country
		MSB Male subordinate
		MSB (X) Male subordinate from "X" country
		gSB Group of subordinates
		gSB (X) Group of subordinates from "X" country
		A Advisor
Customer		C Customer
		C (X) Custom from "X" country
		FC Female customer
		FC (X) Female customer from „X" country
		MC Male customer
		MC (X) Male customer from „X" country
		gC Group of customers
		gC (X) Group of customers from „X" country
External object		P Business partner (formal)
		iP Business partner (informal)
		iA Informal advisor
		gA Group of advisors
		IF The person exerting influence
		gIF The group exerting influence
Investor		IN Investor
		IN (X) Investor from „X" country
		gIN Group of investors
		gIN(X) Group of investors from „X" country

Source: own

Table 8 Genogram HRMO – relations legend

Symbol	Meaning
R/lt/C 	Long-term contract
R/st/C 	Short-term contrach
R/x/C 	Lack of contract
R/d/C 	Dismissal / breach of contract
R/t/C 	Termination
R/pt/A 	Part-time agrement, internships
Rif/st/c 	Informal, short-term cooperation

Rif/lt/c		Informal, long-term cooperation
R/LV		Love affair
R/F		Member of a family

Source: own

Table 9 Genogram HRMO – emotional relations legend

Symbol	Meaning
E/0	Indifferent
E/d	Distant / Poor
E/cut	Cutoff / Estranged
E/conf	Discord / Conflict
E/hate	Hate
E/harmony	Harmony
E/friend	Friendship / Close
E/b/friend	Best friend / Very close
E/LV	Love
E/inLV	In love
E/HL	Hostile
E/d/HL	Distant - hostile
E/c/HL	Close - hostile
E/f/HL	Fused - hostile
E/DT	Distrust
E/V	Violence
E/d/V	Distant-Violence
E/c/V	Close-Violence
E/f/V	Fused-Violence
E/FS	Fused
E/FR	Fear
E/A	Abuse
E/f/A	Physical abuse
E/e/A	Emotional abuse
E/s/A	Sexual abuse
E/N	Neglect (abuse)
E/M	Manipulative
E/C	Controlling
E/F	Focused on
E/ADM	Fan / Admirer
E/LM	Limerence
E/P	Prejudices

Source: own

Conclusions

Research is still being continued. Currently, diagnostic procedure is further developed. The next step will be testing the diagnostic procedure. Only after this procedure, it will be possible to carry out preliminary research and develop procedures of interpretation. However, already at this stage of research, application of the concept of system therapy seems to be an innovative solution in the field of coaching and human resource management. Especially multicultural management.

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