Chapter 8
Spiral Management:
New Concept of the Social Systems Management

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ABSTRACT

Spiral management and its principles are based on the long-term successful existence of living systems. The principles can be applied to the enterprise and organization management. Living systems manage long-term success by acquiring energy from their surroundings (through nutrition), while enterprises acquire customers and employees' energy in order to eliminate entropy (in enterprises manifested as economic losses). Spiral management is based on the synergy of living systems. It describes behavior patterns in the cyclical development of enterprises as well as the ability of the latter to diagnose their own strategic decisions, including the instructions of how to drive an enterprise towards a long-term success. The chapter describes theoretical basis of spiral management while providing a novel insight into this unique managerial approach and emphasizing its importance for the human resources management. Also introduced are the elements of spiral management applied in the enterprises that want to be competitive and survive turbulent periods.

INTRODUCTION

The world of the 21st century is characterized by dynamism, turbulence and uncertainty. There is a need for change of the complex paradigm of thinking in society and humanity, as well as in organizations and enterprises at every market level. The current crisis differs from the previous ones; it is a crisis of consciousness, a crisis of paradigm, when the commonly accepted rules and procedures stop working. Companies are struggling with fluctuation, disproportionate cost of production quality, increasing pressure on growth and expansion versus social responsibility, or traditionalism versus multiculturalism etc.

In order to survive, companies need to address the issue of changing their own management paradigm. Otherwise, they are likely to fail. Over the past two hundred years, industrial system had built the basis of economy and society throughout the periods of birth, boom and gradual exhaust of their development potential up to the phase of decline. As early as in the first half of the 20th century, the first symptoms of the industrial system depletion appeared, invoking the need to find an alternative to the existing system, i.e. possibilities of its rectification. Gravity center of technology growth between the years 1792 and 1989 ended up with the excess of the technology growth potential. (Polakovič & Krempaský, 2012)

Modern society faces numerous questions: Is today's society in crisis? Is the contemporary society, with consumption dominating, sustainable? What is the impact of globalisation on the stability of society? Is there another, a real alternative for the current society? Regarding the current state, can another type of society be considered? Facing the abysmal difference between the rich and the poor, is the current society sustainable? Are there consistent political elites able to navigate the current society in solving topical problems? What are the societal limits and prospects? Is it possible to reform society, or is the humanity condemned to extinction?

The above-mentioned problems have been investigated by the authors considering the collapse of the society (Tainter, 2009) and seeking new scientific paradigms for theoretical reflection of the changing world. (Bachelard, 1981) In the first half of the 20th century, Oswald Spengler in *The Decline of the West*, Pitrim Sorokin in *The Crisis of our A*ge, Julien Benda in *The Betrayal of the Intellectuals* and Arnold Toynbee in *A Study of History* pointed out the emergence of the elements of crisis related to the industrial system. In the mid-sixties, the industrial system began to change gradually; its development triggered certain internal impulses acting towards transformation of the system (Staněk, 2010). The emerging system was initially called a post-industrial society or a service society. Later, as information started playing the decisive role in the economy and society, the first concepts of the information society or the Third Wave or, as Alvin Toffler the American futurologist called it, a civilisation transformation. Daniel Bell described the emerging transformation

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