**SYSTEMIC THINKING IN A FUNCTION OF THE DYNAMIC COMPLEXITY**

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**Abstract**

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**Abstract:** Systematic thinking represents sensitivity for registration of good mutual dependencies which show uniqueness. The wealth of information is too large to be received, which creates uncontrollable conflicts of interdepended recognized in changes that are hardly acceptable. This leads to a "breakdown" of the enterprises that rely on flawless individuals with innovative products that still are not in a position to unite the differences in productive common goals. Strategic planning composed of "detailed complexities" in which there are many variables, are implemented.

The complexity is dynamic. There are situations in which the cause and the effect are subtle, after some time, an interventions that are not obvious are recurred. When the same action has dramatically different consequences, in short term and in long term, there is dynamic complexity.

The true balance in the most management situations lies in the understanding of the dynamics and not in the detailed complexity. Unfortunately, most "system analysis", is focused on detailed, not on dynamic complexity. Individuals explain the systematic thinking as a struggle between complexity against complexity, which results in increased "complex" solutions in response to the increasing complex problems.

The essence of the complex system thinking involves consideration of the interrelationships in a linear cause-effect chain that continues to be reflected in a change. Through feedback concept it is showed how actions can reinforce each other or oppose each other, because the reality is represented in circles, not in a straight line path.

**Key words: system thinking, dynamism, complexity, innovative products, information**

**SISTEMSKO RAZMIŠLJANJE V FUNKCIJI DINAMIČNE ZAPLETENOSTI**

**Povzetek:** Sistemsko razmišljnje pretstavlja osetljivost za registracijo na dobri medsebojni ovisnosti kateri pokazivat enotnost .Premoženje z informacije je preveliko za da lahko primi što sozdava nekontrolirana konfliktnost od soodvisnosti pri spremebah težko najti sprejemlive.To prinaša na propad podjetja ki temeljijo brez krivde z inovativnimi izdelki kateri ni so sposobni zdruziti razlike produktivno skupnega cilja.Se spoznal strateško načrtovanje ki jo sestavljajo natačnejše zaplete v spremenljivko ki ima zelo promenlivi.

Dinamična kompleksnost je tam situacij v katerih razlogov in posledic bojo zelo majhne v času išče poegov ki niso očitne.Isti ukrep je dramatično ,različni posledic v kratkoročno in dolgoročno je dinamično ravnovesje kompleksnost.Pravo ravnotežje v številnih primerih za upravljanje leži v razumevanje dinamike in ne kompleksnosti.Za žal več sistemske analize je sprozil podrobno fokusirat a ne dinamično kompleksnost.Posamezniki sistemsko kompleksnost kraju razloziti spora med kompleksnosti boja proti kompleksnosti kar vodi do večjih kompleksnih težavah.

Bistvo kompleksna ugotovljenja sistemskih misli ,razumeti odnose v iluzii , da je linearne verige kasneje rezultat odraža v spremembah .Prek feedback prikazuje ,kako koncept delnic, ki ga je mogoče okrepiti nekateri z drugim ali nasprotujejo vzajemno , saj je realnost prestavena v krogih namesto v enakomerne trase.

**Ključne besede: sistemsko razmišljanje,dinamičnost,kompleksnost,inovativni izdelki ,informacije**

**1.Introduction**

We have to think systematically about mutual relationships, there is a feeling for accenting of mutual dependencies which show unity. By implementing systematic analysis of the components of mutual dependencies, the focus is towards the partial, towards the details , which diversified will consist the dynamic complexity.

Complexity means a whole - unity. Detailed complex solutions are reaction of complex problems, which further cause changes as continued escalation, and not just as event. This is the essence of systematical thinking. And it is connected with development ,with making the efficiency better, with increase of innovative capacities all together with increasing of the intellectual capital which creates conditions for preparation and implementing strategic options for development of the working process ,successful performance of individuals and group of people and their stability. The main characteristics of one stabile performance is informal leadership, management, which is based on trust, sensibility, refinement, closeness , intimacy, which will result with success and positive results. Initially there is directed request for ,,continues work,, and for careful change of the management.

This creates a need for attempt towards diversification of management which means: lowering the unnecessary organizational spending, implementing external regulation, and providing more often initiatives for performance . The goal is identical - effective managing .the responsibility is connected with the powerful feeling for work- performance, amplified with employs own ethical work rules. In This work rules and norms there are intertwined similarities and differences which create mutual trust and respect towards the existing management. This on the other side shows us the organizational maturity and its basics is permanent education . Maturity is practically identified as capability and readiness of the managers to accept the responsibility, which is directed towards their own organizational behavior. Variables of organizational maturity should be compatible with the specificity of the tasks that are supposed to be done.

**2. Systemic relationship between reason and intuition in the function of dynamic complexity**

With a help of the reason the emerging situations are solved with the factual reduction of reality and accepted surmountable dimension associated with cognitive and strategic schemes. In the essence, the is the learning process, which recognizes the intrinsic connection with everything, and everything around them and as a consequence, they feel strongly connected to the whole. Build organizational intelligence that represents a capability that feels the complicated play between individuals and interpersonal relationships, responsibility, commitment and culture. It is the capability of the organization, to process, explain, encode, manipulate information and approaches with an essential way, so to be able to increase its adjusted potential in the environment in which they act.

Creates a common vision which incorporates dynamic complexity, which actually represents the effect of bringing the change that comes from the creative tension. CT is the difference between shared vision and current reality, with sincere members who have built mutual trust and respect, there is the creation of new values that relate to the creation of new knowledge that creates intellectual property is an important performance parameter. Develop new ideas that Victor Hugo has written, There is one thing that is stronger than all the weapons of the world, and that is an idea whose time has comе.

**3. Why do we need personal improvement ?**

There will be changes in every single organization through creative thinking and constructive solving of all the problems.That's why we need cognitive individual study ,personal improvement is the base on which the organizational transformation will depend - organization that learns. Personal improvement happens through all the life ,it is called generative learning ,which creates difference between situation at the moment and what we want to accomplish in the future- creative tension . Motivator,instigator and driver towards changes ,that's what this creative tension is . And it makes a creative intellectual who will take the limitations and conflicting situation and transform them into an advantage and progress which will bring self development ,personal responsibility towards personal study and improvement. Only this way will create internal values which evolutionary change position towards internal imperatives ,later substetuized in general rules through free shape of self-control and self-discipline, " exact bringing" in order of . strain individuals to provide unity in action following one common goal ,through creating authority –and as Adizes says "we have a right to make a decision for changes ,that's the right to say "yes or no" preferably "yes" This is the energy that the managers have while they implement the decision and we need these to make that happen:,

* Personal characteristics - respect, ability to make conclusions , to be approachable, peacefulness, humble, determination, courage, dedication, initiative, fairness
* Professional values - professionalism, organizational and coordination abilities , broad education, generalized knowledge .
* Working qualities - right attitude towards people, knowing "subordinates " and their task list, persistence, high productivity.

This way and only this way we'll create organizations that are learning ,that are capable to innovate their work and change their practice ,and with that the level of organizational maturity will be raised with the dynamics complexity as very important element. Systematic thinking leads towards the fact that individuals learn continuously - how to learn together.

**4. Immature - maturity !**

Organizational maturity is important because it is the continuous power that makes the employees to go foreword, doesn't allow passive situation. Cording to Chris Argiris ..." This is called immature - maturity ,and it depends from the independence that the managers have and which they like. Newest researches in this subject show that as a third component of organizational maturity in the working process we implement the affect of wistfulness which is caused and connected with the affect of experience , affect of capability and successful motivation, which will move the attention towards human resources because " before all success depends on positive relationships with the employees " as Marina Sivkova- Taskov says Director of EOS Matrix- Macedonia. True responsibility is based on clarity which really means what is being done. Corporate responsibility is in direct connection with organizational maturity and integral part of the way things are done, values are forming the base of human behavior, this is the core part of corporate responsibility, and some organizations have unified rules, shown as codecs of behavior , and some organizations have them as unwritten rules ,but they exist and are followed - respected. If we connect this with the maturity, we come to conclusion that where we have unification we have lower maturity, and where we have unwritten rules that are followed- respected anyway ,we talk about high maturity. This also is supplemented with matching which have to exist between personal and organizational goals. Which means ,the success of long term corporate goals and strategy depends on the positive changes of employees behavior on all levels in the organization.

We need to connect personal goals with the goals of the organization and with this well provide the highest possible level of engagement in meeting the strategic goals of the given organization.. The information’s play a big role but also it is very important how we 'll relay those information’s, which depends on the human factor .Good relationships with the employees and the employers are base ,and which is done by showing respect towards all employees and valuing their position, contribution and personality with dignity( high maturity). " Mature" capable manager has "eyes" to recognize personal differences and needs of individuals , knows how to connect all employees with their tasks and their capabilities ,and this will result with higher self respect and results and they'll get the feeling of accomplishment within the organization, self accomplishment as the highest need in hierarchy scale of Abrahim Maslov.

**5. Dynamic complexity in a function of the usage of the socially responsible practices**

Through the created organizational maturity and personal improvement, a good image of the organization is built, which favors a fulfillment of the rules and the criteria for good working practices. The good working practices represent a dynamic complexity of the following elements:

• Implementation of programs aimed at creating a modern and healthy working environment,

• Professional development and training for its employees,

• Recruitment and increased motivation,

• Establishment of a common value for all parties of interest, but in a manner which at the same time creates values also useful for the community,

• Strengthens corporate identity, which includes promoting accountability

In this manner is took care through a balance, between the economic, social interests and the interests of the community. Foster synergy that includes corporative social responsibility in the application of functional solutions which incorporate all the relevant factors. The Holistic method is fully integrated in every aspect of working with an orientation to a contribution to quality of the work, by which positive spirit is created among them. This creates socially responsible attitude that implies greater satisfaction - greater efficiency, better image and greater value continually built brand.

By using IT systems new organizational structures are created through which all demands and expectations by the capital representatives, employed and the community is met. Since the demands are of variable character suitable research and upgrades are performed in the areas of internal and external motivation, interpersonal communication, permanent monitoring of the conditions in the organization, development of abilities for life-long learning. Only through this way of development there is going to be a success in improving the overall organization performance.

**6. Conclusions and implications for research**

Application of systematic thinking which will increase the social and sociological responsibility that is leading towards efficiency and loyalty .Happy and healthy employees are directly connected with dynamic complicity and through all this the informational system will create productivity, better quality and loyalty. To get the maximum results we need long term innovation, changing of values and mental matrix.

Research which will have to be done in the future are exactly in this field ,to find the way ,methods and instruments to change the mental capacity and way of thinking ,the mental capital and to trials of the priority components and dynamic complexity which has impact on the social and sociological responsibility .

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