

GUIDE TO THE STAFFORD BEER COLLECTION

OR 92 BOXES OF BEER

THIS REPORT WAS COMPILED FOR THE BUSINESS SCHOOL, LIVERPOOL
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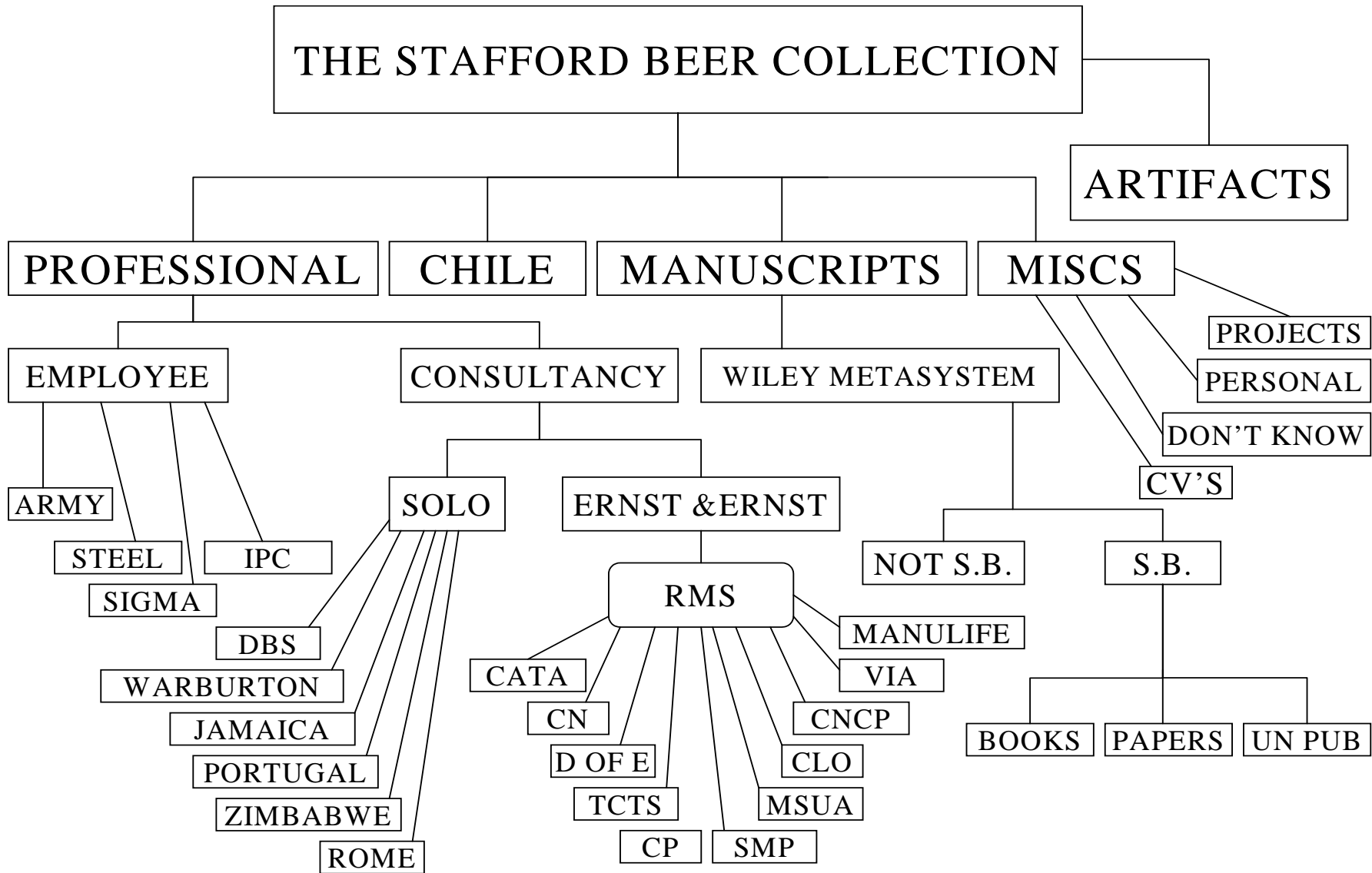
INTRODUCTION

Welcome to the Stafford Beer collection! This guide is intended as an aid to 1) an understanding of the life's work of Professor Stafford Beer; 2) locating specific documents for research or consultancy purposes 3) a coherent cataloguing system of the material contained in the collection.

We began the cataloguing procedure by listing the contents of each box to obtain a mental overview of the content of the material present. We then began grouping items into distinct categories to obtain the sections outlined in the diagram overleaf. The most sensible grouping that presented itself was to first divide the collection into Stafford's 'PROFESSIONAL' career, 'CHILE', the 'MANUSCRIPTS' of his books, 'MISCELLANEOUS', and finally 'ARTIFACTS'. The physical arrangement of the collection follows these categories in the order listed above and for visual simplicity all 'PROFESSIONAL' boxes are labelled in black, all 'MANUSCRIPT' boxes are labelled in green, and all 'MISCELLANEOUS' boxes are labelled in red. Most loose items have been stored in magazine boxes but some have been left in the original ring binder files. Each item is numbered starting with 1 as the first item in 'PROFESSIONAL' and ending with box 92 as the last item in 'MISCELLANEOUS'.

By far the biggest section in the collection we have called 'PROFESSIONAL' which relates to Stafford's work in a professional capacity. This section then divides into his years as an 'EMPLOYEE' (i.e. a permanent member of staff -on the payroll), and his 'CONSULTANCY' work. The 'CONSULTANCY' section then divides into Stafford's 'SOLO' projects and those carried out under the auspices of 'ERNST & ERNST'.

Stafford's professional work as an 'EMPLOYEE' includes his army career, United Steel, Sigma and IPC. After leaving IPC in 1969 Stafford launched his consultancy career, the first contract of which was with the Dominion Bureau of Statistics in Canada. It was here that he met Paul Rubinyi and began work later as the Cybernetic consultant to the worldwide consultancy company Ernst & Ernst (formally Ernst and Whinney). This is by far the longest professional relationship held by Stafford and spans the years 1971 through to 1984. We have tried where possible to keep to the chronological order in which these events transpired but as Stafford resisted being exclusively tied to Ernst and Ernst his 'SOLO' projects overlap with 'ERNST and ERNST'. As his first contract after leaving IPC was 'SOLO' we have followed the 'EMPLOYEE' section with 'SOLO' in the physical ordering. This section contains DBS; Warburtons; Tymshare; ICI; English Clays; Intercounsel; Jamaica; Portugal; Denmark; Rome; Brazil and Zimbabwe



The 'ERNST & ERNST' section follows 'SOLO' and begins with the Ernst offices metasytem consisting of the correspondence with Paul Rubinyi and the internal reports of Ernst and Ernst. We strongly suggest that you use this metasytem (especially the letters) to gain a better understanding of this whole period as in many cases the material contained in the individual 'project boxes' does not give a clear picture of the nature of the project. Again where possible this section is physically stored in chronological order. Exceptions occur in boxes containing material from more than one project and the material on Manulife as this spanned several years. The Manulife boxes can be found at the end of the 'ERNST & ERNST' section.

The 'ERNST AND ERNST' section contains the following projects: Canadian Air Transport Administration; Canadian National railways; Canadian Department of the Environment; Trans Canada Telephone System; Canadian Pacific Railways; the Alberta Government; the Canadian National Stats Plan; the Ministry of State for Urban Affairs; Indian Affairs Canada; the City of London Ontario; CNCP Telecommunications; Via rail; The Canadian Red Cross Society; the Fisheries Commission; 'The Canadian Tax Dollar Enquiry; the Auditor General; the Department of Industry Trade and Commerce; Northville; Sunlife and finally Manulife.

Following 'CONSULTANCY' is the section on 'CHILE'. We recognise that this could be classed as a consultancy contract but as the project is so large we decided that it would make more sense to give it a section to itself, however in order to recognise the connection the boxes are labelled in black in keeping with the rest of the 'PROFESSIONAL' section.

Chile spans boxes 44 to 60 and is the least well-ordered section of the collection, as time did not allow a more coherent sorting of this section. It is here that the most follow up work should be directed. All we have been able to do is to divide the boxes into the broad areas making up the project but many sections need much more careful consideration. Rather than list all the sections of 'CHILE' here we refer you to the main text of this report where each box is individually explained. It should be noted that a full write-up of 'the Chilean experience' can be found in the second edition of Stafford's book 'Brain of the Firm' and we advise you to use this as an introduction to understanding this section of the collection.

Following 'CHILE' is the section called 'MANUSCRIPTS' which spans boxes 61 TO 81 and handwritten and typed manuscripts for Stafford's two major books - 'Brain of the Firm' and; 'Heart of Enterprise' and also 'Decision and control', 'Designing Freedom' and 'Platform for Change'. There are also some miscellaneous manuscripts for individual papers, some unpublished work and some manuscripts by authors other than Stafford (mainly theses). Missing from this section most notable are the first two books 'Management Science' and

'Cybernetics and Management'. The first box in this section contains letters between Stafford and his publisher, James Cameron, at John Wiley, we suggest that you use these as a metasystem (like the Rubinyi metasystem) as a way of understanding the various stages that each publication went through and when.

The final 'boxed' section of the collection is called 'MISCELLANEOUS' and contains items that do not fit elsewhere. We recognise that this section could be divided into, for example, 'ONE-OFF PROJECTS', 'ACADEMIA'; and 'PERSONAL', but as each of these is so small it made more sense to 'lump' them all together. The section begins with 6 boxes containing a variety of one-off projects, conferences and some academically related events, followed by a box of personal items. Box 89 contains CV's and autobiographies to which we direct the reader who is interested in making a general overview of Stafford Beer's life. Box 90 is a special manuscript box for archiving purposes kindly donated by Mike Cook, which contains a variety of newspaper clippings. Time limitations precluded the sorting of these but alongside the box readers will find a green scrap book in which Stafford intended the clippings to go but never quite found the time! Perhaps an enthusiastic student could be commissioned with this job? The final 2 boxes of the collection contain items that we just couldn't identify.

The 'ARTIFACTS' held in the collection are listed and numbered at the end of this report and size permitting can be found on the shelves, many of the paintings can be found upon the tops of the bookshelves.

The rest of this report contains a detailed listing of the contents of each box and in most cases an explanation as to the nature of the contents. At the end of the report readers will find a recommendation section (in addition to recommendations to be found throughout the text) and a 1-page list of those items requiring more detailed explanation by Allena Leonard or Stafford himself.

We would like to thank Dennis Adams and Bakri Ahmed of the Business school for their help and encouragement, Don Revill and his staff for providing equipment and shelving, the Trueman Street Computer Services for access to the network, and Mike Cook and Yanna Evans for advice and consultation.

Copies of this report should go to:
Dennis Adams
Bakri Ahmed
Yanna Evans (or Sheila Welsh)
Don Revill
Stafford Beer

PROFESSIONAL WORK

EMPLOYEE

ARMY (Box 1)

S.B. Commanded a company of Ghurkhas in India, and became staff captain (intelligence) in the Punjab, a job which took him into Operational Research, until he left the army in 1948. The box contains the following items:

- * Fawn file containing documents on officer selection
- * Fawn file containing manual "Sp Note Procedure at Primary training centres".
- * Several papers on Trades and employment re: army
- * The National Serviceman -Basic procedure
- * AS notebook with S.B./s notes on "new ABTU/PS Instructions."
- * Poem - "Here lies a P.S.O."
- * File: Short List Employment Suggestions
- * File: PS Organization at ABTU Preliminary Information
- * Loose Bound: S.P. Book Two: Notes for the guidance...
- * Booklet: The Application of the Pulheems system... (1947)
- * Booklet: Army Education Scheme, Organization Handbook. (1945)
- * Green notebook: Gurkhali notes.
- * Report: Prediction of the Demand for Campaign Stars and Medals (1949)
- * Newsletter of the Regimental Association of 9th Gurkha rifles, 40 23rd February, 1974.
- * One notebook, from Officers Training School, Bangalore, Madras India.

UNITED STEEL (boxes 2-4)

From 1948 Stafford Beer was Production Controller for Samuel Fox, alloy and stainless steel makers. The only material from this era present in the collection is a 'Fox Magazine' dated Spring 1956, which can be found in United Steel box 1. In 1956 SB was appointed Head of Operational Research and Cybernetics at the parent company, United Steel.

Box. 2. - INTERNAL WORKING PAPERS 1957

- * 'The problem of quadratic programming and the assembly shop and general scheduling problems' R.A Cunninghame Green
- * 'A discursive account' P.G Lucas
- * 'A proposed learning machine' K.D Tocher
- * 'Workington fuel problem' K Tocher, J Humphries, M Webb & A Flowerdels
- * 'The development of our work on control systems' Stafford Beer
- * 'Production control in the press forge department - supplementary report' G Jordan, P Lucas, E Vallance
- * 'A Pegasus computer program for the statistical; productivity indices' R Cunninghame Green, D Owen
- * 'The installation of the Pegasus computer' D Owen

ALSO IN BOX 2 -

- * The Fox Magazine, Spring 1956
- * An LP record from United Steel called 'Introducing OR'

Box 3 - ORACLE

* United Steel 2 is a blue ring-binder file containing copies of ORACLE, US's in-house newsletter from July 1957 -Dec 1960

Box 4 - INTERNAL WORKING PAPERS 1958/59/60

BROWN SLIP FILE MARKED 1958

- * 'Bar and rod mill production control communications system' J Humphries, D Owen, K Tocher

* 'Distington Engineering Co Ltd: Output - Input control' J Heald, P Lucas, E Reinger

* 'Production control in the press forge department' C Capstick, P Lucas, G Jordan

* 'The organisation of certain branches' Stafford Beer (2 copies)

BROWN SLIP FILE MARKED 1959

* 'A Pegasus computer programme for the statistical control of productivity indices at Samuel Fox and company Limited.' B Mee, D Owen

* 'Templeborough planning and progress, an OR study part 1' G Jordan, P Lucas

* 'Workington energy control problem. Specification of proposed scheme' J Weislitzer

BROWN SLIP FILE MARKED 1960

* 'The Cybernetic Factory' S Beer, T Conway, H Hirst, D Hopkins, M Scott

* 'Sickness benefit' P Fortescue, J Laski, J Pearson, E Vallance

* 'Handbook of the general simulation program. Volume 1 (revised)' K Tocher

SIGMA - (boxes 5-7)

Sigma (Science in General Management) was launched on behalf of Metra International as the first operational research consultancy in the country, which specialised in the application of scientific techniques to management problems. The collection holds three items labelled SIGMA.

Box 5 - SITREP, internal memos and consultancy reports

Brown Slip File -copies of internal newsletter SITREP 1964-66

* The Managing Directors Christmas Message to the Staff

* SITREP MAR 64

- * SITREP APR 64
- * TQM - a magazine called now we are three - SEP 64
- * TQM - a magazine called now we are three - DEC 64
- * SITREP - JUL 31 65
- * TQM - a magazine called now we are four - SEP 65
- * TQM - a magazine called now we are four - DEC 65
- * SITREP 35 -JAN 66
- * SITREP 36 -FEB 66
- * SITREP 37 -MAR 66
- * SITREP 38 -APRIL 66
- * SIGMA CONSULTANCY REPORT - 'Walls Company Model' A Szmidla, G Chamberlin, D Osborne APR 66
- * SIGMA CONSULTANCY REPORT - 'Her Majesty's Treasury, Working Party on management training in the Civil Service' Stafford Beer APR 66
- * 'An operational research project on technical education' Stafford Beer (an address given to the Yorkshire Council for Further Education annual conference NOV 1961)
- * SIGMA CONSULTANCY REPORT - for International Computers and Tabulators Limited (Ferranti) called 'The company's names and Structures' by SB
- * SIGMA CONSULTANCY REPORT - 'The merging of SIGMA and Martech' SB
- * SIGMA INTERNAL REPORT 'The solving of complex problems in real time'
- * Internal memo to SB 15 APR 1966

Box 6

- * Box 6 is a blue ring-binder file containing copies of SITREP (SIGMA's internal magazine), from MAR 1963 to JUL 1964

Box 7

- * Box 7 is a red ring-binder file containing copies of SITREP from DEC 1965 to OCT 1964

INTERNATIONAL PUBLISHING CORPORATION (IPC) - (boxes 8-11)

Stafford Beer became the Development Director of IPC in 1966 at the personal request of the Managing Director. This division grew under SB to include an R&D department and a Management Science Department each containing several smaller units such as Management Science and Informational Science & Technology. For a better picture of this structure compare the beginnings of the Development Division (to be found in box 9) with the later drawn charts (orange folder box 9), and the Divisions description given by Stafford at the IPC 1973 conference, held 19th-22nd February 1968 (box 8).

The IPC material in The Collection is divided into four boxes, the first of which (box 8) contains material related to IPC as a whole whilst box 9 contains only material related to the Development Division. boxes 10 & 11 contain internal reports produced by the lower levels of recursion, namely the departments of Management Science and Research & Development (see Development Division Organisation chart, box 9).

The following names may aid understanding when reading through internal correspondence -

Chairman IPC -Hugh Cudlipp (previously Cecil King)
Managing Director -Frank Rogers
Director R&D -Jack Holdroyd
Director Management Science -Alan Crawford
Head of Engineering -Ken Taylor
Head of Autonomics -Pat McCorry

Other useful names may be found on the back pages of conference booklets (box 8); on the last page of a communication to SB from Frank Rogers dated 15th march 1968 to be found in the file marked 'Managing Directors Office meetings' in box 8; and in SB's speech at IPC 1973 (box 8).

box 8 - RELATED TO IPC AS A WHOLE

* file marked 'Internal correspondence 1967, 68 & 69' contains patchy internal memo's including one from Alistair McIntosh to Frank Rogers dated 5th April 1967 stating that SB is to become Chairman of the New Projects Division (or New Enterprises Division as it was later called). There is also some correspondence (including meeting minutes), from International Data Highways, which SB founded for the New Enterprises Division, and of which he was a board member.

* File containing booklet, proceedings and SB's speech for the IPC 1973 conference held 19-22 Feb 1968. SB's presentation shows the problems faced by the Development Division in an

attempt to make IPC adopt a corporate view and develop a mutual understanding of the problems of other divisions.

- * Booklet from conference IPC 73 1/4 held 13th June 1968.
- * Booklet and summary of proceedings for IPC conference '73 1/2 held 9th October 1968.
- * Booklet and SB's speech from IPC conference IPC '74 held 19th March 1969
- * File marked 'Selections from Post Office /IPC file' which contains correspondence and a handwritten diary of events regarding the cooperations between the Post Office and IPC Oct 1967 through 1968.
- * Paper entitled 'The Electronic Firm' for private distribution within IPC, authored by SB.
- * Red slip file containing March 1968 minutes of Managing Directors Office meeting and resulting internal correspondence regarding a re-organisation of IPC's top management structure. SB attends all these meetings and his proposals are included.
- * IPC annual report 1966
- * IPC annual report 1968
- * Report by EMI entitled 'Human Aspects of Manager -Computer interaction'. Concerns a project conducted under contract from IPC as part of a major investigation by the development Divisions's Autonomics Department into the relevance of multi-access time sharing systems to the managers of IPC. Dated 68/69 - when desktop pc's were only just beginning to be envisaged.
- * Report by McKinsey & Company Inc entitled 'Organisation of computer activities', dated Jan 27th 1969.
- * IPC annual report and accounts 1969
- * IPC marketing manual for the United Kingdom 1969

box 9 -RELATED TO THE DEVELOPMENT DIVISION

- * Orange wallet folder containing diagrams, charts and drawings including -graphs from SB's internal report called 'running on the spot'
 - diagrams showing the structure of the Development Division
 - pie charts showing current expenditure.
- * Brown slip file containing memos from the very beginnings of the Development Division (July 1966), including a plan and diagrams for it's purpose and aims.

- * Internal report - 'development Division 1969/71 Business Plan'
- * Internal report - 'Forward Projection of Divisional Performances' C.J. Taylor Dec 1968
- * Working paper - 'Computer - Based Educational Information Service' Aug 29 1968
- * Working paper - 'Towards an understanding of emotional response and some of its applications to publishing' Andrew Szmidla
- * Internal report - 'Running on the spot' Stafford Beer, Mar 1969
- * Technical appendix - 'Running on the spot' Stafford Beer, Mar 1969
- * Internal report - 'The Aborting Corporate Plan' Stafford Beer Jul 25 1968
- * Internal report - 'The Development Division - Objectives and Activities 1967/8' Aug 1967

BOXES 10 & 11 - INTERNAL REPORTS FROM THE RESEARCH AND DEVELOPMENT DEPARTMENT AND THE MANAGEMENT SCIENCE DEPARTMENT

Box 10 - RESEARCH AND DEVELOPMENT DEPARTMENT

- * 'The R&D plan for APC' 1969
- * 'The work of the R&D group in the Development Division of IPC 1968
- * 'A working report for the Development Director and the Director of R&D on the individual and his future need for information' 1969
- * 'The continuing search in North America for new technology' 1968/69
- * 'R&D: The 5 year budget & accommodation' 1968
- * Brown wallet folder containing sample print runs for INTER-FACS computer composed type and example printouts from the IPC computer fax photo composition system.

R&D DEPARTMENT - PRINTING SCIENCE AND TECHNOLOGY UNIT

* 'moving holograms for visual display' 1969

R&D DEPARTMENT - INFORMATIONAL SCIENCE AND TECHNOLOGY UNIT

* 'The R.C.A Videocomp 70/830 range' 1967

* Technical bulletin -, 'The Mergenthaler linotron' 1967

* 'The present state of development of R.C.A automatic page-composition systems

* 'An investigation into backup for the computerprint zip' 1968

* Technical bulletin- 'The alphanumeric photocomposition system' 1967

* Confidential technical report - 'Survey of automatic page composition requirements in IPC' 1968

* 'A comparative study of CRT-based photocomposition systems' 1967

* Confidential technical report - 'Choosing a photocomposer for Glasgow' 1969

* Confidential technical report - 'Preliminary report reliability of the Linotron 505 phototypesetter' 1969

Box 11 - INTERNAL WORKING PAPER BY THE MANAGEMENT
SCIENCE DEPARTMENT.

OPERATIONS RESEARCH UNIT

* 'Information retrieval: denumeration of the topology of an ordered set' H. O'Brien

* IPC office location study (preliminary report) Sussmans, D McLaren Dec 1967

CORPORATE PLANNING UNIT

* 'Problems of corporate growth' Sep 11 1968 x 2

* 'A corporate financial model' x 2

CONSULTANCY

SOLO PROJECTS.

Box 12 - "A Proposal For Consultation in Management Science."

This paper was made up in 1969 to advertise SB's services to the business world when he left IPC. It outlines the basic methodology and approach that you will see applied in the following consultancy "episodes." [7 copies]

Boxes 13-15: DOMINION BUREAU OF STATISTICS, CANADA (DBS)

This is the first consultancy job we have any record of after SB left IPC, and in fact it was originally arranged before SB made the split. There appear to have been at least two jobs, though times and dates of visits are difficult to place exactly. However, this appears to be the story: at some point in the first quarter of 1969, SB gave a paper to the TIM conference in New York. Paul Rubinyi,* then working for the DBS, invited SB to come and help the organization through a period of computerization and development. They met initially in NY, on the morning of the 22 May, 1969, and formalized plans for a full visit on 29 September to 8 October. The first report, "Nerves of Government" followed that month. A contract was signed in December 1969, for SB to be retained as consultant for the next 12 months, to be paid on a per diem basis for work done. A second visit occurred in May 1970, followed by what SB calls the "Third Assignment", that is his second DBS paper, "Automation, the first epoch", August 1970. [* For the further adventures of SB and Paul Rubinyi, see the Ernst and Ernst files.]

The DBS papers consist of 3 boxes.

Box 13 - First visit and report, all neatly filed, thus:

- * "Diary"
- * "OSD"
- * "Automation Committee"
- * "Sampling and Survey Research"
- * "Organization"
- * "Official correspondence" mostly Paul Rubinyi letters.
- * "Private Carr. with Simon Goldberg"
- * "publications"

* "Presentation", with 8B's notes and maps for first visit.

Box 14 -Second visit and report, not so neatly filed and organised. SB has marked them thus:

* "3rd Assignment": mostly correspondence.

* "Second visit information" mostly DBS internal reports

* "Background Information, collected on second visit": more the same

Box 15:

* Description of the DBS and its workings, 2 vols.

* First Report "Nerves and Sinews of Government", X 2

* Second Report "The First Epoch", X 3

Box 19 - WARBURTONS

This is one of SB's long term visiting consultancy jobs. Warburtons was a bakers, based in Bolton, which had traditional been run by the family, but wanted to become a little more modern and sophisticated. It seems that Stafford initially began work in 1974, giving the whole system a cybernetic overhaul. He was then paid a monthly fee for continued consultancy work. The contract was severed in Dec 1975, but reinstated in February 1976, and the notes here continue until 1979/80. The file contains:

* File marked "Warburton Cybernetics" containing correspondence from March 1972 -August 1979.

* Brown envelope with brochures for Hotels etc in the district.

* File "Imperial bakeries, Strengths and weaknesses, 3rd May 1974."

* File, "Long range plan, June 1972"

* File containing SB's reports, first and second instalments

* Warburtons consultancy report, by Manchester business school, 1 June 1974

* Notes on future plans, 24.10.73

* Notes on future plans, 24.10.7

- * Copy of Second Instalment with notes by C.S. Henderson attached
- * File: "Total VS Model", containing systems map and hand notes
- * File: "Divisional notes", with SB's hand notes
- * File: "Inf. flow", containing copy of finance reports
- * File: "Divisional Models", of various sections of Warburtons
- * File: "System 3," on management
- * File: "System 4," on long range planning
- * File: "System 5," containing letters and reports
- * File: "Warburtons NOW" with sketches for VS Models, some articles and notes.
- * File: "Warburtons, New Contract," containing SB's 4th report plus hand notes and VS Model sketches.
- * File "1975," containing SB's speech to accompany a training film
- * File, "Demos Experiment... .discontinued? " containing Hand of this, and "Aims and Objectives"
- * "Warburtons Computing and Cybernetics, RGA Brittlestone, Nov. 1978

TYMSHARE - Box 17

This is one file consisting of brochures, circa 1978, from a US (telecomms and computer?) company. No indication that SB was involved at all.

ICI - Box 17

This file contains the correspondence concerning SB's 1/2 visit on 3 May, 1981. No trace of SB's notes or a report

ENGLISH CLAYS LOVERING POCHIN AND CO. LTD. - Box 17

SB visited in February of 1975. Nothing remains but the company annual reports, 1971-3, and a briefing note written for SB's visit.

INTERCOUNSEL - Box 18

Intercounsel was an international network of consultants set up on 31 December, 1972, between SB, Richard Haas, (London), Mehdi Laleh (Teheran), Alan Mencher (New York) and Alan Walters (of the LSE). The file consists of:

- * the contract between the parties
- * Correspondence between them during the setting up period.
- * A very snazzy brochure advertising their services.

So far, we have come across only 2 instances of the work of Intercounsel: a cooperation on the Jamaican port project (see Jamaica file in collection) and an attempt to sell Chilean copper overseas (see the " Intercounsel " file amongst the Chilean records)

HARLANDS. (where have notes gone?): - Box 18

SOLO PROJECT BOOK (where have notes gone?)- Box 18

JAMAICA - BOX 19

The primary materials here cover 15 March to 8 October, 1974. Stafford, acting as a member of the Intercounsel group (ref: see Intercounsel file, also Chile) was invited to Kingston to help in the planning of an international port. He recruited Roger Eddison (see CV in correspondence file) and visited on the 6-12 June 1974, where he found himself an unwilling participant in a wider political power struggle. The port itself was already designed and under construction. Stafford was expected to provide a plan, which could be used to replace the plans of the political rivals of a certain party. After Stafford's preliminary report there follows a period where Intercounsel are kept waiting, then ignored, expenses are not paid, and it seems as if bureaucracy has won the day. However, a hopeful letter from Eddison. "I am delighted, he says, "to know that the project is still alive," and suggests that two weeks in January 1975 would suit. "It will be interesting to see how long a Jamaican fortnight is," he muses

in conclusion, and at this point the correspondence comes to an ominous conclusion. It would seem the whole project died from the inertia which plagued it from the beginning.

Contents:

- * Bundle of Documents provided for Stafford by Jamaican Government Agencies.
- * Coopers and Lybrand Reports on Port project
- * Travel brochures
- * 2 Papers: by Zaffir Ali & by Lin Jones, related to project.
- * Stafford's notes, including hand MS of "Montego bay" poem
- * Correspondence pre, during and post report to Dr Hervey.

PORTUGAL. - *Boxes 20 & 21*

The primary material is principally correspondence covering 3 March 1979 to 25 September 1979. Stafford was invited by Carlos Beaumont of the Companhia Nacional de Petroquimica to host a 3 day seminar in Lisbon on the 6/7/8 June, 1979. The meeting appears to have occurred at the highest level, consisting of cabinet members. However all that remains in terms of SB's input is a seating plan with SB's observations, i.e. "innocent middle aged" or "young... speaks too much" inserted by each minister, and two sheaves of rough pencil sketches.

The rest of the Portugal file consists of bulky background material.

Box 20:

- * File of correspondence with Beaumont
- * Red Folder containing SB's notes
- * Paper by Carlos Beaumont: A petroquimica de Olfinas.
- * 3 brochures on the Sines development area.
- * 2 brochure Portucel, a paper company.
- * World Bank Study: Portugal, Current and Prospective Trends
- * Paper: Portuguese Industrialization.

* Paper: Conferencia Internacional Sobre Economia Portuguesa.

* Paper: The Portuguese economy prospects and policies, plan proposal for 1978.

DENMARK - Box 22

All that remains of the Denmark job is one file "Application of the Cybernetic Model to Multilevel Management," for the AMEV companies. The job was done post-1982, but it is impossible to be more specific.

ROME - Box 22

1st IRI Project:

Stafford was invited by Antonio Falsetti, (who had attended MBS, and returned to Italy to work for a consultancy firm, IFAP) to give, as far as we can tell, a one-day seminar, as part of a consultancy package for the IRI company. The large amount of Italian-only documents limits the sense that can be made of this file. However, the seminar did take place on 19 November 1971. It was obviously well received, because:

The 2nd IRI project took place at some time during April, 1972. SB took time off from his Chilean work to do this, but again the files are scarce and Italian, and reveal little.

Contents:

1st job

Brown hardback wallet:

* A list of It. Companies. "Elenco degli invitati..."

* Paper: "La Pianificazione come

* Correspondence between SB and IFAP

* 2 pamphlets: "Incontro con il Prof. Stafford Beer"

2nd Job- fawn file

* Hand MS (photocopy) "A Self Organizing System for Management Education at the Very Top." by SB, 27 April, 1972.

* Correspondence (Aug/Sept 1972) between SB and Antonio Falsetti of the Institute Per la Farmazione e l'Addestramento

Professionale (IFAP), Rome, concerning the arrival of Jorge from

CORFO {ref: "Jorge" file in Chile collection}.

* Paper in Italian: "Progetto Alte Direzioni" April 1972 with SB notes in margin

* Paper in Italian: "Nota Per il Prof. Saraceno," March 1972

* Systems Map of IFAP, 27

BRAZIL: Companhia Comercio e Navegacao (CCN) - Box 22

This company sent some its Brazilian directors to a conference in Strathclyde in September 1980. In order to get their money's worth from the trip, they wanted to meet SB in London beforehand, which was arranged via the London offices for the last week of August 1980. However, it appears that at the last moment, the Brazilians pulled out. Indignant letters from SB follow, and the Brazilians in return apologise and invite him to Brazil. However, the correspondence ends in March 81 with the Brazilians saying such a visit is now impossible. Nothing seems to have come of this except a fee for 500 pounds for preparation work.

ZIMBABWE. - Box 23

SB offered his services to Mugabe and the Zimbabwean government when they achieved Independence in 1980, with the aid of a friend of his called Ishmael, who we think was associated with Manchester business school, but we don't know for certain. The project never came to fruition, and SB never visited the country. A note he added to the file in 1991 asks "where draft plans?" They are certainly noted in the collection as it stands now. The file consists of:

* Brown envelope, containing 2 letters from and one letter too, Ishmael, plus 4 information sheets on Zimbabwe from the Commonwealth secretariat

* small envelope, containing pamphlets "Notes on the Commonwealth."

* Article, "Amid the celebration..." copied from Southern Africa periodical, April-May 1980.

- * copy of letter from Norbert Mugwagwa to Mike Luch, meeting with Raul Espejo.
- * Letter from SB to Mugabe
- * Article on Zimbabwe economy with covering note from Ishmael.
- * Us Dept. of Interior publication on "Mineral Industries of Africa"
- * 7 papers on the constitutional talks and the patriotic Front.

ERNST & ERNST

Ernst Offices Metasystem - BOXES 24 & 25

When Paul Rubinyi (see DBS files) moved to Ernst and Whinney (later Ernst and Ernst) the accountants and consultancy business of Quebec, he contracted Stafford Beer to be their cybernetic consultant. SB agreed to be on call for E & E for a certain number of days a year, in return for a monthly fee. Thus starts the longest correspondence in the collection, starting 5 July 1971, ending 15 February 1982. There are some breaks in this collection: Aug 72 -Sept 76 (except the TCTS job letters); March -Sept 79; and post-February 82. Why these are missing we are not sure. It could be that they were stored in separate files that have been mislaid. It could be that SB's relationship to E & E changed, so that the letters either stopped altogether during those periods, or so that the letters no longer contained business details, and were not filed with these.

The letters that remain, however, are a veritable mine of information to date and make sense of much of SB's work in the seventies and early eighties, and indeed, all his Canadian consultancy of the era took place through Rubinyi. For this reason, we have called, the correspondence, and the other E & E documents a Metasystem, and we advise you to make sense of these jobs by using the letters in this light.

Box 24: 10 files of letters, sorted by year

Box 25: E & E internal reports.

- * Requirements for Effective Managerial Planning. [1984]
- * Project Management Requirements. [1984]
- * Commonalities in Corporate Management. [1980]

- * Criteria for an Effective Planning Technology [1976]
- * Criteria for Effective Systems [Date?]
- * General Systems Law in Management. [Date?]

CANADIAN AIR TRANSPORT ADMINISTRATION (CATA) SEPT 1971

- Box 26

SB visited CATA between 6th and 10th September 1971 to interview and talk with the relevant people there with a view to producing an analysis of the corporate development function of CATA. The objectives of this assignment (which was carried out very much in conjunction with Paul) were -

1. To assist in defining the corporate development function in the Air Administration.

2. To recommend a process of developing and approving projects at various levels of management, which will provide a high degree

of autonomy to the various management levels and still secure the overall criteria and the unity in purpose for the organization as a whole.

3. To define the place of the corporate function within the total management system.

4. To recommend an approach for formulating normative objectives for CATA as a whole.

The contents of 'CATA' in the collection are as follows -

* Purchase order from Department of Transport to Ernst and Ernst for the work to be carried out.

* Organisational chart for management of CATA

* reprints of papers delivered at 'The First Airport Construction and Equipment Conference' 30th June -2nd

* 'Air Administration Implementation Report: Project INTERTRANS' 29th March 1971

* 'Strategic Planning System of CATA: Module number 5, Air Navigational Services Activity (preliminary draft)' Aug 1971

* 'Strategic Planning System of CATA: Module number 4, Airports and Associated Ground Services and self supporting airports and associated ground services (preliminary draft)' Jun 1971)

- * Glossary of terms for strategic planning' Jan 1971
- * CATA - 'Development of a project performance reporting system (PPRS)'
- * 'Work program for strategic planning' CATA Jan 1971
- * 'Approach to strategic planning' - CATA Feb 1971
- * 'Canada in the Jet Age: A report on the Department of Transport Air Services needs 1962-1972' - Dept of transport air services Nov 1962

ALL THE FOLLOWING MAY BE FOUND IN A BLACK PLASTIC WALLET IN CATA:

- * SB's immigration paper for the visit
- * Handwritten logbook containing notes on the job and timetables of meetings
- * Handwritten MS of SB's report - 'CATA: Organisation and Development' Sept 28th 1971
- * Bound, typed copy of SB's report
- * Badly copied incomplete copy of SB's report
- * 2 handwritten papers by SB entitled -'The Airport Machine' and 'A Systems Analysis of the Development Problem'
- * Bound report called -'CATA: Future Issues' - no author given but contains SB's handwriting

CANADIAN NATIONAL RAILWAYS (CN) - JUNE 1972 - Box 27

CN commissioned SB to give a three day seminar to the Executive, Vice-Presidents and senior functional officers to explore with them the application of the management sciences at the corporate level, in order to examine the immediate projects for the company's financial improvement, and how it can sustain it's position. In order for SB to prepare for this seminar CN sent a folder of support materials and arranged for him to see a series 'of films at their London offices {a list of these is supplied below}. CN also arranged for SB to Interview key executives on the morning of the seminar in order to 'permit Professor Beer to complete his appreciation of the company, its scope, its problems and the attitudes and background of its most senior management people'.

CONTAINED IN THE COLLECTION UNDER CN -

- * Correspondence to Paul and Stafford about seminar and supply of support materials

- * Draft of letter to CN executives about the seminar, list of attendees, tentative program, schedule of morning meetings and luncheon meetings "

- * 'CN 1971 - 1976: Corporate Plan'

THE FOLLOWING SUPPORT MATERIALS CAN BE FOUND IN INDIVIDUALLY MARKED YELLOW SLIP FOLDERS INSIDE AN ORANGE WALLET FOLDER IN CN

HISTORICAL BACKGROUND

- * 'Management Decisions and Information Processing' -an address by Vice-President Cybernetic Services CN to the Montreal branch of the Canadian Information Processing Society, APR 72

- * 'Canadian National Railways: some historical notes' 1957

- * pamphlet -'The Gordon Years'

- * 'CN Railways 1923-70'

- * 'CN legal and operating framework'

CYBERNETIC SERVICES

- * Booklet - 'TRACS: Traffic reporting and control systems'

- * 'On the Cybernetic Service Department' Dr Bandeen

- * 'Cybernetics in CN: a situational report'

- * '1971 year end report on Cybernetic Services'

- * 'Summary of installed computer equipment'

FINANCIAL AND OPERATING REVIEW

- * CN 1972 Operating Budget

- * CN annual report 1971

- * CN financial and operating indicators (selected for professor Beer)

ORGANISATION

- * CN directive

- * document on CN by the Chairman

- * organisational charts

- * Planning issues -the framework within which the company operates

- * CN executive staff

TRANSPORTATION

- * document on changing technology at CN

- * CN -locomotive descriptions 1872 -1972

- * CN national express total of all vehicles

- * CN timetable 1972
- * CN vessels in service
- * CN passenger services

CN TODAY

- * CN today -overall picture
- * 'CN prologue, present.. .and on'
- * 'Canada Potential Unlimited'
- * CN system indexed map
- * CN hotels and rates
- * map of the Canadian National railways

CANADIAN DEPARTMENT OF THE ENVIRONMENT (JUNE 12-16 1972) - Box 28

SB spent 2 days before the above visit in England perusing support material sent to him by the D of E. The job involved no written report but he did give a slide presentation copies of which can be found in the collection. The presentation concentrates on one main issue -the development function in the D of E at various levels (regions, missions and overall). SB applies cybernetic models to the D of E and looks at the interaction between various management levels and how the organisation really works when handling a new undertaking. SB also explains his basic view to normative planning in an informal session.

In preparation for the presentation SB conducted a number of interviews with key personnel at various levels in the days before the presentation which took place on Friday morning 16th June 1972.

Held in the Collection under D of E -

SUPPORT MATERIALS AND BACKGROUND INFO

- * organisation chart
- * environmental quality matrix
- * memo to management committee
- * organisation and objectives of D of E
- * memo to cabinet Re normative planning sequences
- * 'boundaries of organisational insanity -an attempt at perception of a control problem' -D.A Haggarty
- * list of cross-mission projects
- * article- 'Environment: beyond easy answers' -David Rockefeller
- * D of E preliminary statement of goals for 1980
- * 'science in a changing environment- proposals for a departmental science policy'

PRESENTATION -

- * 'key scribbles' folder containing SB's hand notes
- * 'Presentation' folder containing correspondence and copy of slides

TRANS CANADA TELEPHONE SYSTEM (BELL) SEPT 1972 - Box 29

SB first met with Ogy (Assistant Vice President Network Market Planning), during his June 72 trip to Canada. Following some correspondence Ogy asked SB to help them to make the best short term decisions as possible so that "real action takes place in the right way" whilst still being assured of strategic long term benefits.

SB suggests doing the normative work first and then calculating backwards to the present because "that establishes a route into the future, and the next pragmatic step becomes clear". SB visited TCTS in Sept (18-22) 72 in order to learn more about Bell Canada to "get the viable propositions right". The September session consisted of 3 days of interviews with key personnel by SB and Paul (a schedule of which is in the Collection), and then a presentation of their preliminary findings on Friday 22nd (the slides for which can be found in the collection).

A copy of the report that SB produced in March 73 contained a cybernetic description of the management process of TCTS and a description of an operations room. The title of the report is 'The management cybernetics of TransCanada Telephones or who will be wearing the right hat when the music stops' TCTS went on in 1973 to ask SB to research into a detailed specification for an operations room. SB drew up a proposal dated 9th Nov 73 but there is no evidence in the Collection that anything came of it.

Contents of TCTS collection -

TCTS FIRST PROJECT -

- * list of business cards
- * notes regarding business development in TCTS organisation
- * Schedule of interviews
- * slides from presentation of preliminary findings Sept. 72
- * SB hand notes
- * correspondence from TCTS to Paul
- * 'TCTS communications computers and Canada' Nov 71 2 copies
- * correspondence between Paul and SB
- * bound copy of SB report 'who will be wearing the right hat ..' and one badly copied copy.

SUPPORT MATERIALS INCLUDE -

- * surveys A & B
- * 'TCTS a unique organisation'
- * organisation chart
- * 'The organisation'
- * 'transfer of TCTS marketing functions to CC planning and CC systems'
- * 'problems in TCTS operation'

THE OPERATIONS ROOM PROJECT -

- * copy of Bell news
- * 'an operational framework for the computer communications development activity of the TCTS: a slide presentation Apr 73'
- * booklet 'INTEC 4' (this is from Chile and contains picture of the ops room there)
- * hand notes
- * letter to Paul including terms of reference for sub-contract to design and specify an operations room

CANADIAN PACIFIC (CP) - NOV/DEC 1973 - Box 30

Canadian Pacific started out as a railway but has since grown into a family of companies forming a conglomerate of rail, sea air and road transport groups with additional holdings in other fields particularly telecommunications, real estate and natural resources. SB and Paul were contracted by Canadian Pacific to analyse the company and to then give a slide presentation to its key personnel on 'The applicability of cybernetics to CP Information Systems development'. SB and Paul carried out interviews with the relevant people, and practical recommendations for improvement of the existing information system were given at the presentation. Unfortunately the collection does not hold a copy of this presentation as the

slides became the property of CPt however be found under CP -

- * proposal for the contract to CP by Ernst & Ernst
- * 2 pages of typed text by SB marked 'memo to file', about CP info system (perhaps the conclusion to the presentation)
- * copy of hand notes but 5B to Paul RE CP -includes personal view of staff set-up, organisation and interaction (insightful psychological analyses)

- * hand notes by SB on CP
- * list of staff interviewed
- * CV of George Sekely -Director of Information Systems CP

SUPPORT MATERIALS & BACKGROUND INFORMATION

- * 'Inside CP: competition, cooperation -or both?
- * 'CP -an outline'
- * 'CP information systems 1973'
- * a look at CP today'
- * 'CP news'
- * CP organisational structure - diagrams and charts
- * 'Computer databases: the future is now' - R Nolan, Harvard Business Review
- * CP annual report 1972

Alberta Government. - Box 31

SB visited Alberta, for E & E, in late 1973 (though we have been unable to pinpoint the date). His initial report - "The Integration of Government planning" -was handed in January 1974. There was a later meeting with a Government official, Ai O'Brien, on 22 May 1974, and there are some government brochures post-dating this meeting, but there is no indication that a second report was ever written (and the Rubinyi letters are missing for this period.)

The box contains:

- * Preparatory pamphlets and statistics from the government
- * SB's notes, letters etc from first visit
- * Notes from O'Brien meeting of May 74
- * Government Bumf from year 1974
- * The Report, 2 copies, with maps and models.

STATISTICAL MASTER PLAN -CANADIAN NATIONAL STATS PLAN
-JAN 1975 - Box 32

There is very little information about the nature of this project but it would appear that a number of statisticians in Government departments in Canada formed an informal group to discuss ways to make the Canadian Governmental machinery "a goal seeking and error correcting information system that will learn how to learn". Effectively the Canadian Ministries were bodies with "no significant statutory authority or program responsibility". We think that the Stats Plan was an attempt to find ways of creating an information net to link the data collecting and analysis tasks of all the various ministries together.

There is however evidence that this never really got off the ground and no reports or final conclusions from the group are present in the collection. Indeed one member sent a memo of resignation from the group in April 75 because "we have been engaged, since early January, in trying to agree on what this project is all about. We have twice been asked by the committee to whom we report to be specific about what it is that we plan to do and how we plan to do it. We now approach a third meeting in much the same state of confusion as we approached the first two". (We are unable to ascertain the name of the committee referred to in that quote)

Stafford's role in all of this is unclear but he did compile some notes for the group in January and evidently met with them for discussions.

To be found under Statistical Masterplan

- * The statistics masterplan work plan
- * 'notes towards the formulation of a modus operandi' SMP group by SB 2 copies one hand written
- * resignation memo by Alan Sunter
- * hand notes
- * 'cybernetic praxis in government: the role of the communication network' Raul Espejo (cross-reference this with the Chile section)
- * 'MSUA: an attempt at horizontal relevance' Doug Hartt reference this with the MSUA section)
- * working paper - 'The way ahead: a framework for discussion' - govt of Canada

* notes on two papers prepared for the conference of European statisticians by Alan Sunter

* paper - 'towards a national information system'

MINISTRY OF STATE FOR URBAN AFFAIRS (MSUA) JUNE 1975

- *box 33*

SB met with MSUA in June 1975. MSUA was formed to induce coherence between the various government bodies that operated Canada's urbanization activities, hence the title of SB's report to them 'A nervous system for someone else's body' dated June 13th 1975. The MSUA section of the collection contains the following:

* Large bound copy of the 'National Tri-Level Conference, Federal Data Book -The honourable Ron Basford, Minister of State for Urban Affairs'

* Some of SB's handwritten notes, strategic activity chart, MSUA organisation chart, and strategic activity chart

* Some graphs and charts showing Canada's population and growth

* Bound orange document entitled 'MSUA: federal response to urbanization' Nov 1974

* 2 copies of SB's report 'MSUA: a nervous system for someone else's body' June 13th 1975. (one is a photocopy of the typed version and the other a photocopy of the handwritten version)

INDIAN AFFAIRS CANADA - JULY 1978 - Box 34

SB visited DIA (the Department of Indian Affairs), between 9th-21st of July 1978. The job involved the preparation of a directional statement concerning the future profile of the Canadian Indian living in reservations and supported by the Canadian Government. Some of the prime concerns were the encroachment, by sale or trespass, onto Indian lands and the upholding of treaty rights (for example the Federal Migratory Birds Act superseded the treaty on hunting rights).

SB produced a document called 'The dynamics of band development' which accompanied a large diagram of DIA bearing the same name. The following items can be found in the Indian affairs section of the Collection-

DIA SUPPORT MATERIALS AND BACKGROUND INFO FILE

- * Ontario regions work plans & budget
- * Ontario- band management info 77/78
- * objectives local govt 79/79 {Ontario}
- * local govt - Ontario
- * 'National Indian brotherhood: directional plan' -E Derrick
- * 'directional plan for the Ontario region' -Indian Eskimo affairs
- * 'resource management/ economic action program, 1st anniversary'
- * 'the vital resource: the Qu'Appelle Valley Indian development authority conference on water and the future'
- * article- 'third member completes information service team'
- * 2 copies 'the moccasin telegraph', Jun & Jul 78
- * booklet- 'cooperation towards partnership'
- * map of Indian reserves in Ontario

DIA PROJECT REPORT FILE

- * 'The dynamics of band development'
- * letter with notes for 5B visit
- * SB briefing
- * handwritten notes
- * DIA model

THE CITY OF LONDON ONTARIO CANADA (CLO) SEPT/OCT 1979
- box 35

The *Municipal Council* at its session held on August 7th 1979 moved to accept the proposal (see collection) submitted by Ernst & Ernst to develop an integrated managerial support system *in order to help coordinate and manage the complexity present in the operations of the city*. The project was named the management systems development project and was required to give a presentation 4 weeks after work had commenced (see collection).

Stafford spent 6 days on this initial project -1 *in* September 79 and 5 *in* October. In December the team produced a detailed plan for the project (see collection), which details 4 expected finished products, only one of which *is present in the collection* dated February 1980.

There *is* also evidence from the RMS (June 81) that SB & Paul 'are to write the technical planning instructions for directional planning and strategic planning' for the *City* of London Ontario, but these documents are not present *in the collection*. The following items can be found under *City* of London -

- * 'A proposal for assistance to the further development of the management information system of CLO'

* 'Further development of the management systems of CLO (a slide presentation and some narratives)' Oct 79

* 'Project plan for the management systems development project CLO' Dec 79

* 'Program budgeting framework CLO (draft)' Feb 80

CNCP TELECOMMUNICATIONS SEPTEMBER 1980 - box 36

CNCP is a partnership between Canadian National and Canadian Pacific. Paul secured this contract in June 1980 and at that time sent SB a quantity of background information and support materials (see RMS). The basis of the engagement was to prepare a directional plan (which evidently meant a one sheet transformation chart). With this in mind Paul wanted SB to review all current telecommunication devices and to draw some conclusions as to those best suited to the purposes of CNCP. It is worth bearing in mind that this contract came at a time when the technology that would replace telex and cable systems was already on the market and as telex was. CNCP's major service the organisation was 'nervous about losing it's livelihood'.

The initial agreement for the 'Directional Planning Project' is set out in the terms of reference to be found in the RMS. In July 1980, an inter-departmental planning project team (which included as consultants SB & Paul) was appointed with a mandate to develop individual transformation for each of the individual departments. In September the results were analysed and a global picture was derived with the help of Paul and SB {who visited CNCP during this month. A document was then produced for a brain storming session of the project team on the 9th October, which was chaired by Paul (SB was by now back in Wales). The final document addressed to senior management was produced in December 1980.

contents of CNCP in collection -

* 'CNCP: the business system chart'

* handwritten notes and copies of diagrams by SB on 'project structure for successive transformations' for various foci concern

* three hand drawn charts by SB on - Public message service; Infoswitch; telex

* two copies of hand written paper by SB called 'CNCP: A methodology of transformation in directional planning'

* report - 'Directional Planning: Transformation Charts -for brainstorming session

* report - 'Directional Plan: A Confidential report addressed to Senior Management'

VIA RAIL -OCT/NOV 1981 - BOX 37

Via Rail is the combined passenger service for both CN and CP rail companies. Paul first started negotiations with them back in January 1981 when they expressed their desire to establish a modern planning function (see RMS). Paul then wrote the first draft of a directional plan in June 1981. SB got involved in the project in November 1981 upon a visit to VIA when I think he gave a short slide presentation (slides in collection), and later wrote a report called 'Towards a Viable VIA' which enquires into

- 'what VIA does and does not do that generates profit or loss'
- 'how it is structured and might be better structured managerially in profit-conscious pursuits'
- 'what means it uses and might better deploy in seeking to discharge the social responsibilities laid upon it'

In December 1981 SB met with the Passenger Manager of one British Rails Divisions to investigate the 'BR scene', especially their use of profit-centred management, with a view to future work with VIA. There is no evidence that any future work was carried out but the collection does hold the following from the November 81 job -

* slides from presentation

* copy of hand written version of 'Towards a Viable VIA' - SB Nov 1981

* letter to Paul detailing meeting with BR

THE CANADIAN RED CROSS SOCIETY JULY 1984 - BOX 38

SB and Paul Rubinyi helped the Canadian Red Cross to develop a directional plan and a review of operations in order to develop and put in place a corporate planning system. SB and Paul were contracted to produce an initial proposal, followed by an extension of the organisational study of the Blood Transfusion Service, and a preliminary organization review for the whole Red Cross. SB began interviewing key personnel for the purposes of information gathering for this assignment on 4th July 1984. The Red Cross material to be found in the Collection include:

- * correspondence to Secretary General (Red Cross) from Paul
- * list of 'consultants observations'
- * Handwritten notes by SB
- * hand drawn VSM mapping of Red Cross
- * Red Cross Information Manual Vol 1 - General
- * Annual Report 1984
- * 'The Canadian Red Cross Society Development of a Directional plan'
- * 'Directional Plan (draft)' - June 1984
- * The Belfour report - May 1984
 - * 'program descriptions' (draft for discussion by Ernst & Whinney only)
- * draft transformation charts
- * draft terms of reference planning working group
- * guidelines for the establishment of new programs
- * Various diagrams and organisational structure support materials

MISCELLANEOUS SMALL CONSULTANCY JOBS (under E & E) - box 39

THE FISHERIES COMMISSION -OCTOBER 1974 - Box 39

In January 1973 the fisheries and marine services was established and it became apparent that one of the highest priorities was the rationalisation of the service's internal organisation. An internal team was appointed to study the problems involved who reported back in May 1973 and their recommendations implemented in spring and summer 1974. During this transition the senior executive decided to initiate a further study of their "products and services to clients and internal interactions and inter-dependencies in order to provide guidelines for the integration of functions at all levels of the service". This second study was entitled "design of a management framework" and included the responsibility for

attacking broad questions relating to the service, its managerial philosophy, and its adaptability to a rapidly changing external environment. The study team was appointed in September 1974 and consisted of internal staff, someone from the treasury and two consultants from the private sector (who we can only assume were SB and Paul). SB's Cybernetic principles were used heavily as the methodology for analysis and presentation which can be seen in the two reports "design of a management framework" and "managing complexity", which can both be found on the collection.

THE CANADIAN TAX DOLLAR ENQUIRY - MAR 1977 - Box 39

This folder (green wallet) contains no sign of the final report so it may be that Ernst & Ernst did not get the contract. What the job involved was developing a methodology for evaluating the ultimate economic impact of the Federal Government's policy (adopted in 1973) of "farming out" their R & D activities. The collection only contains a letter from E Semmens to Paul with enclosed support materials to hand on to SB so that he could "prepare some ideas for the submission of a proposal". Mr Semmens seemed confident that E&E would pass the short summary proposal hurdle in Feb and would be asked to submit a detailed proposal and he therefore requested SB's input by March. There is no sign of any notes in relation to this by SB so perhaps Semmens' confidence was misplaced? ...

The support material includes -

* "guidelines for the implementation of the make or buy policy concerning research and development requirements in the natural sciences" - administrative policy branch treasury board secretariat, Jan 1973

* "the make or buy policy 1973-1975" Industry branch ministry of state for science and technology, Nov 1975

* "an extension of the make-or-buy policy" ministry of state science & tech

* clipping "evaluation of contracting out"

The support material includes -

* "guidelines for the implementation of the make or buy policy concerning research and development requirements in the natural sciences" - administrative policy branch treasury board secretariat, Jan 1973

* "the make or buy policy 1973-1975" Industry branch ministry of state for science and technology, Nov 1975

* "an extension of the make-or-buy policy" ministry of state science & tech

* clipping "evaluation of contracting out"

THE AUDITOR GENERAL -AUGUST 1977 - Box 39

This project involved producing an auditing procedure for information flow. SB submitted his report in Aug 1977 but the report was in two parts because he had misgivings that a completely general procedure was possible. For this reason part 1 was internal to E&E whilst part 2 contained a draft of possible auditing procedures. Both parts can be found in the collection but as this is the only thing present regarding this contract we suggest that you refer to the RMS for a fuller historical picture.

THE DEPARTMENT OF INDUSTRY TRADE AND COMMERCE. JUNE 1978 - Box 39

This contract called for an analysis and evaluation of the public relations function of the DITC, and for an analysis of the office of information and public relations (OIPR). The final report is bound in the usual anonymous Ernst & Ernst way but there is evidence that 8B contributed because the file contains copies of notes in 8B's hand and some hand drawn V8M mappings of the DITC. In addition to this the final report contains diagrams that are "typically 8taffordian". The final document is entitled "a review of the objectives and structure of the public relation function of the department of industry, trade and commerce", dated June 1978.

NORTHVILLE JULY 1979 - Box 39

We cannot give any details about the nature of this "job" because the only item in the collection on this consultancy contract is a copy of diagram hand drawn by SB. There is evidence in the RMS (see esp. letter dated Sept 7th 1979), that

the diagram accompanied a two to three page text describing the chart. The letters do however go on later that month between SB and Paul to reveal that both men are laid up, Paul with his back and SB with his sugar crash (which at the time doctors believed to be a brain tumour). Perhaps for this reason this piece of work was either not finished or SB did not make a copy of it for his records.

SUNLIFE.SEPTEMBER 1980 - Box 39

The information on this project too is very sketchy. Sunlife is a life insurance organisation selling mainly to individuals. It operates in Canada (where it was the largest insurer in 1980), US, Great Britain, the Philippines and Hong Kong. Back in 1980 the organisation felt that marketing performance had been more or less stationary and that they were very conservative and traditional in their policies and modes of operation. As a consequence of this the corporate and national management were slow to react and incapable of obtaining growth. We think that E & E drew up a draft directional plan (see folder) and that this was discussed at a meeting with Sunlife on September 4th 1980, which SB attended. We also think that SB's input to this was mainly advisory to Paul and that following the meeting Paul went on to have brainstorming sessions with the Executive Committee and give a presentation to the board (see RMS esp. 2nd October 1980).

MANULIFE - boxes 40-43

SB was retained as a consultant to Manulife for several years spanning mainly 1971 -1980. The consultancy was arranged through Ernst and Ernst but it would appear that SB was the main consultant. Manulife is an international life insurance company with its head office in Toronto. It formed as a stock company in 1887 and became a "mutual" company in 1968. It has offices in Canada, the United States, Britain and abroad. Cybernetics at Manulife all started when George Gould (based at the Toronto office) first became aware of these ideas in 1973. He says, "The company had gone through the initial reorganization of 1970. I had coordinated the creation of the first and second company budgets and was searching for an approach to the planning exercise that should precede the budget. I eventually came across an approach which was based on concepts embodied in the viable system model created by the world ranking cybernetician, Stafford Beer. For me it was a thrilling discovery. At one stroke it made sense of the varied events of the past few years, and offered a blueprint for the future." (this quote can be found in a document).

entitled "Cybernetics at Manulife", which can be found in box 42 in a brown slip file marked correspondence. There are four boxes in the collection related to Manulife divided into groups of years -box 40 covers 71-73; box 41 covers 74-78; box 42 covers 78-84; and box 43 contains 2 orange folders of papers that were sent with correspondence but it is impossible to be entirely accurate as to which paper went with which communication because those communications were carried out on tape and the collection only contains SB's notes from the tapes and not complete transcripts and in many cases he does not indicate the inclusion of papers. For this reason they have been separated from the notes which can be found in brown slip files labelled correspondence in the boxes containing the relevant years.

A write-up of the "Manulife Story" can be found in 'Heart of Enterprise' from page 511 onwards. This commentary written by SB may help to understand the items found in the Manulife section of the Collection.

Box 40 - MANULIFE 71 - 73

*orange ring binder file -contains background information on the company including organization charts, historical records future outlook and current style. The file dates from 1972 and contains annual reports from this year and from 1971.

* yellow slip file labelled 'the special remit' -contains a private paper from SB to the people at Manulife entitled 'memorandum to Manulife'. It is set out as an impersonal discussion type communication regarding the control systems of Manulife's top-level management. There is no date but we think it is late 1973.

* brown slip file labelled Manulife covers the period Oct & Nov 1973 and includes mainly, documents concerning SB's talk to the Manulife Planning Seminar on 22/23 Nov 1973 entitled "a cybernetic model of the decision making process". Complete contents are:

- seminar agenda
- SB hand notes on talk
- SB hand notes from seminar
- 50th anniversary copy of "bulletin" (life office management association newsletter)
- slide presentation to top management "the basic features of a strategic planning system", Nov 73
- slide presentation to top management "basic planning concepts", Nov 1073
- internal report "plan for planning"
- internal memo from Sydney Jackson 21 Nov 1973

- * brown slip file labelled correspondence -letter to SB from George Gould 5th Nov 1973 plus the inclusions mentioned in the letter
- "financial reporting for mutual life insurance companies", paper presented by the Canadian institute of actuaries at the autumn meeting in London Oct 18-19 73 by Cecil White
- "briefing session on the corporate model project", Oct 73
- "adjusted earnings for mutual life insurance companies", Donald Cody
- Manulife news Oct 73
- "life insurance earnings and the release from risk policy reserve system", Richard Horn
- hand MS "specimen annuity rates (U.K)"

BOX 41 - MANULIFE 1973-1978

There is in this box 3 brown slip files of correspondence covering .1974 -1978. It is not as easy to follow as the RMS or Wiley metasytem as much of it is hand written transcripts in note form but in order to make sense of this chapter of Stafford's life we recommend that you use them in conjunction with the other material.

- * brown slip file Manulife correspondence -Sept 1975 -Oct 1976 (plus one letter from George dated 5th Jan 1974)
- * brown slip file Manulife correspondence -March 1977 -Nov 1977
- * brown slip file Manulife correspondence Nov 1977 -Feb 1978
- * brown slip file marked 'Manulife post 75' contains notes, timetables and diagrams hand written by S. Some of this (especially the work schedule), will help to understand the work he did for Manulife during this period.
- * brown slip file -two papers by SB addressed to Manulife dated July 9th-12th 1976 and Dec 7th 1977
- * Brown slip file containing internal reports and minutes from the Insurance Operations Committee winter 1977 -1978
- * internal report - "work program for the design, development and implementation of a corporate planning system", Mar 1974
- * internal report - "an overview of the corporate planning system" Mar 1974
- * internal report (red) -"U.S. futures task force: report on current individual business" Sept 1978

- * internal report (red) - "a management information system for
- * Manulife: a proposal to the president and the I.O.C" Dec 18th 1978

BOX 42 - MANULIFE 1980-1982

* brown slip file containing correspondence from 1979 onwards until the end of the Manulife story. Most of these letters are between SB and George Gould.

* yellow wallet folder marked Manulife board presentations - contains mainly internal items, from the letters it would appear that SB is now (1981) working for the UK company but still in contact with the head office in Toronto.

- article from 'Planned Savings: Dec 81', "unit linked savings still a popular choice"
- draft Oct board meeting introductory remarks
- internal paper "current and emerging issues"
- board presentation "a view of Manulife"
- internal paper "Canadian presentation", 15th Dec 1981
- internal paper "introduction to Manulife's corporate strategy for 1990", Dec 1981
- diagram "Canadian product mix"
- "United States Business 1990 report to the board"
- several press cuttings reproduced by Financial Strategy Limited, regarding reduced life insurance costs for non-smokers
- transcripts of radio broadcasts announcing life insurance cuts for non-smokers
- Manulife sales brochures

The last few items in this file have received some water damage and are currently stuck together. It may not be possible to separate these pages without damaging some or all of the documents.

* grey wallet folder labeled "actuarial current" -this file is not in fact all dated 1980 on but the contents all relate to actuarial subjects contents include

- "some actuarial considerations for mutual companies" Robin Leckie, Aug 78 (2 copies)
- "a day in the life of your future" G Diniley, Nov 1978
- discussions of paper by Robin Leckie
- memo "update on the research studies for the corporate planning committee"
- "profit control group life and health" John Neilson, Jul 1980
- copy of Manulife news, Sept 1980
- "profit impact of market strategy on the insurance industry"

Michael Ham, Aug 1980

- copy from "Ernst & Ernst GAAP Part II/Benefits" p. 160 on

* brown slip file separated from actuarial file above because contents loose. Contains letter to George and requested draft MS of *interim* report from Colin (I think - can't read name well), is dated 25th October 1979. The letter contains a P.S. "shocked to hear about Stafford - what a blow". This must be referring to Stafford's diabetic sugar crash, which we think happened around this *time*.

* orange wallet folder called 'Manulife cohesive autonomy, back-up papers'. Contains -.

- draft of Group futures project report, Aug 1981
- summary of UK's five-year plan
- report of the Organisational Task Force, Apr 1981

* brown slip file called 'papers by 5B' contains 2 papers by 5B to Manulife

- "Manulife International: a projected organisation", May 1982
- "prospects for cybernetic change in Manulife from 1980"

both these papers are accompanied by diagrams. There is also a paper entitled "cyberfilter" which explains what this is and should be cross-referenced with Chile.

BOX 43 - MANULIFE PAPERS FROM CORRESPONDENCE

As has already been explained most of the trans-Atlantic correspondence (especially between George Gould and 5B) was conducted on audiotape so much of it is lost. What little does remain exists in the form of notes jotted down as the tape was played. Along with the tapes in several instances were included reports and papers, which in most cases were not recorded with the notes. For this reason it is impossible to work out quickly which went with which communication. These reports etc have

therefore been removed from the correspondence and placed into two orange folders, which arose mainly from 1976 and 1977. The task of marrying these papers with the relevant "chapters" in the correspondence files is beyond the scope of this guide and should be carried out in follow-up work at a later date.

CHILE.

Before going any further with the Chile section of the papers, there are two points to be made:

Firstly, there is little point reading further if you haven't read chapters 16 to 20 in the 2nd edition of "Brain of the firm," which tell the whole story far better than we ever could, and which we won't bother repeating here.

Secondly, despite the destruction of much of the material, a fair bulk has remained, from all the areas of SB's Chilean experience. Both the size and the diversity have made making any sense of this problematic. SB had even more strings to his bow than usual, and everything happened at an accelerated pace, (as the phrase "project beat-the-clock" tells us). All we have had time to do here is divide the Chilean papers into some broad areas. There is still a mountain of work here to be done, to sort these papers so that they make sense both chronologically and contextually, and we send our deepest sympathies to whoever feels up to undertaking it.

"Hello," and "Please stay" - box 44

This box contains:

- * the initial invitation to work in Chile, from Fernando Flores at Corfo, and the subsequent correspondence and preparations
- * SB's first notes on Corfo and Chile
- * The later (signed) letter from Allende asking him to stay on a more permanent

The Big Black File - box 45

This surprisingly organised file contains a section on each part of the grander project:

- * "Director": Notes and explanations of Cyberstride and Cybersyn from SB

- * "Data Management
- * "Rama Heavy"
- * "Rama light"
- * "Rama construction"
- * "Futuro" * *Ops room

* "Memoranda"

When exactly this file was collated is hard to say, but the latest date identified is September 1972.

Cyberstride. - box 46

- * Bulldog clip of papers, dated 9 December 1971, containing the computational procedure for controlling the operative Plans of CORFO owned enterprises.
- * Paper in Spanish: "Manual de Correcon de Errores"
- * "Overall implementation schedule for Cyberstride system..."
9.5.72
- * "Original draft of computer flow chart for Cyberstride suite.
- * "Project Empressacyb", Oct 72. This seems to have been a training project. Contains a paper: "The Extension of cybernetic management systems to the enterprises" (about the wider political context,) and commentary by Hermann S. Also 10 large white sheets with sketches showing the VSM, and what appears to be the schedule for a 10 day training course for teams from the enterprises, (no date,) using film. There are also a number of brochures from film making companies.
- * Cyberstride flow chart in Spanish.
- * Cyberstride programme suite, First Read out Wed. 15 Mar 1972.
- * Hand MS (Photocopy) "Project Cyberstride" Nov 1971
- * Typed MS, "Cyberstride: Preparations", January 72.
- * 2 blue bound "Ecom" files of first printouts from permanent suite, 11-11-72.

Ron Anderton - box 47

RA, of the University of Lancaster, was engaged by Stafford to run a Checo team, mapping the Chilean economy, and then use findings to run simulations. He continued to work on this project from his first report in March, until well into 1974, and long after the people who had employed him to do so were ousted from power. The file consists of:

- * 2 files, Marked "Futuro Sept. 72," and "Futuro Dec. 72", which appear to be reports by the Checo team to Anderton (or Stafford?)
- * Red slip file marked "Anderton": containing preliminary reports and models, letters to SB, communications from RA to Checo staff, CV of RA and also assistants.
- * File marked "Anderton -2nd project." The project (suddenly made redundant by Pinochet and friends) was to produce analogue computer models of the Chilean economy.

Contains communications about buying an analogue computer, a paper by RA's students on Cyberstride, General correspondence, and condolences on the coup. Also, Hand MS of RA's eventual report, "Towards Practical foresight Systems."

- * Completed draft of "Towards Practical foresight systems," finished July 1974

Arthur Andersen - box 48

Was a firm of computer consultants that SB used to design computer programmes for the Cyberstride suite.

- * One file of correspondence (Nov 71 - Aug 72) outlining specifications, and further developments, with some reports on progress.
- * One report "Cyberstride Temporary Suite, Feb 1972" by Alan Dunsmuir
- * Typed Memorandum "On status of the Cyberstride system" (May 7- 12, 1972)

Cybersyn. - box 49

An attempt to bring the tools of Cyberstride together in an Ops room, where the country could be run from as a viable system.

Contents:

- * Hand Ms (Photocopy) of "5 Principles for the People"
- * Hand MS "Project Cybersyn" Santiago, March 1972
- * Red slip file: Hand MS of "Cybersyn - a description of the recursive feedback..." plus photocopy
- * File: New projects: containing cyberSyn and Cyberstride programs, Datafeed diagrams and SB's hand notes on same.
- * Photocopy of Hand MS, "One year of (relative) solitude, the second level of recursion." Santiago Dec, 1972.
- * Heavily water-stained chart, "Project Cybersyn"

Project Cyberfolk. - box 50

Part of the grand Cybersyn project. Seems to have concerned ways in which to get algedonic feedback from the population to the Ops room. The file contains:

- * Hand MS paper: "Project Cyberfolk"
- * Various papers on citizen participation
- * Some correspondence, and notes, on Algedonic meters.
- * SB's paper-and-paste models of possible algedonic indicator

Ops Room - box 51

Contains:

- * "Operations Room": file containing original plans of room, the Datafeed screens, control chairs etc.
- * File containing "Datafeed" typed explanation by SB of system, April 1972
- * Box of slides for ops room projectors
- * "Final drawing for ops room"
- * SB's hand MS of speech for presidential opening of ops room
- * Green file: "DATAFEED -Total industry, first design"
- * Envelope of cardboard slides showing pictures of ops-room chairs etc.

* File Marked "Meetings, March 1972" room feasibilities. Notes and plans on Ops-room feasibilities

* File of correspondence/plans re: Technomation, company who physically built the display screens.

* File of correspondence/plans re: Electrosonic, a company who built the system that operated the screens

"Snapshots." - box 52

This is a file of "current files", things SB bundled together to do something about at the time. Now of course they show little coherence. However, we ourselves are loathe to unpick them, as it were, and sort them back into categories, because we feel ourselves that the Chilean papers need a lot more time spent studying them before any categories can be finalised. Contents:

File: Addresses. Exactly that

"Papers, Santiago, Jan 73 -still current". Contains:

- * hand MS of Ops room opening speech
- * Internal Corfo & Intec papers in Spanish and English.
- * letters from/to Corfo teams.
- * note from telex office suggesting bugging is going on.
- * Other miscellanea from Jan 73 visit.

File: "Miscellanea" mostly June/July 1972. Contains:

- * Cartoon of Fernando Flores and others (?) *Forestry Commission chart.
- * economic maps
- * articles and papers *SB's schedules.
- * A poem: Doctor Stafford Beer,
 Though an eminent seer
by who?

"Jorge's visit." Papers concerning trip of Corfo man to Europe in particular IRI in Rome

"Act May 1972." Contains:

- * Bookshop bills
- * BBC letter asking about a missing Detective (?!?) *Various articles *Plane tickets.
- * Notes on Corfo business to be on return to England

"May Visit 72 -Act." Contains:

- * rough notes from meetings
- * brochure of Vienna cybernetics conference

"England Act," July 72. Contains:

- * recruitment letters.
- * notes on ops room.
- * Letter to Italian friend.
- * sketch of a log cabin. --~
- * miscellanea/calculations etc.

File "Last Gleanings in Chile..... interrupted. August 1973" contains

- * letters concerning Carlos's departure from the project;
- * letters to Studio 99, suppliers of film equipment;
- * Air France brochure;
- * internal reports and memos from last few months of Allende's regime,
- * general bits and bobs from the last visit by SB to Corfo.

Corfo Miscellanea - box 53

Again, these need sorting according to a system, which needs more time to hammer out.

Contains:

- * One file of various Working Papers found loose throughout Chile boxes.
- * A file of odd clippings, notes, and sketches
- * A plastic slip file containing Spanish paper "proposicion", and sheaves of sketches by SB.
- * file containing article on Romanian cybernetics, and hand MS of a poem by SB: "A star inside the head..."
- * file of fanzines on Parra, and translations of "Liturgy for a computer and "
- * 2 Files of internal progress reports on various projects: Ops room, cyberfilter etc.
- * File "Juan Bulnes" mathematical calculations
- * 3 maps of Chile
- * Sheets of blank Corfo paper.
- * Photograph of the magnetic field of a hand (we think)
- * 2 Posters of Rodrigo Ambrosia. (Folk Singer?)

Corfo Miscellanea 2. - box 54

*Series of brochures about Femsa, a Spanish company with Chilean branches, with some accompanying notes by SB

* Brochure: Production of Energy in Chile, 1969.

* Studio 99 (film equipment) catalogue, with correspondence with SB.

* Booklet: Intec 4, report on progress of ops room etc.

* "Proyecto Synco" a Corfo report, Feb 1973, on industrial management in Chile.

Correspondence. box 55

* File Marked "General correspondence" from early 1972 up till the coup. Of particular interest are Bobby's letters, in which he tries to give Stafford a general overview of the situation at Corfo.

* Telex files.

Whether SB was in Britain, or Chile, he corresponded across the Atlantic mostly by Telex, it seems mostly for speed of delivery, and because the telex was one of the few widely available forms of communication in Chile. As the months pass, the communications between SB, when he is in Britain, and Corfo, become increasingly cryptic until they are actually written in out and out code. This was, it seems, not to just protect state secrets, but also to preserve anonymity when discussing political figures and other Corfo members, as political pressures in the capital mounted. Each correspondent in Corfo had his own code name. Luckily we have found some of them in the back of one of SB's account books, and a photocopy is included here.

The telexes run from 'Mar 72 till the coup.

Films. - box 56

This file contains 3 attempts to get the Chilean experience onto film. [Did any of them have successful outcomes?]

* "BBC": correspondence with Robin Brightwell of the BBC about Stafford's possible role in a forthcoming documentary, as part of a series that appeared to be called "Controversy". It contains some 1st draft scripts in SB'S hand.

* "Pena Parra"; attempt to get songs of Parra family on a documentary. More letters to the BBC>

* "Chambers": correspondence with Jack Chambers (Spring 1973) concerning an educational film to be made, for sale possibly to Universities, or as industrial training films. It contains a preliminary draft of a script by chambers.

Recruitment - box 56

This file is mostly correspondence between SB and other parties, as he tries to get people to work for Cyberstride et al, in particular: Lindsey greeni Prof. Sevencoi and David Waterman, plus Carlos Fugeirido.

Intercounsel. - box 56

Intercounsel was an agency that 5B set up in 1972 (REF: see file in "Professional: solo" section) Although it does not seem to have been technically part of his cybernetic remit in Corfo, 5B became involved in a diplomatic effort as part of the Chilean export drive, concerning principally copper, but also wine, tradecrafts, fish and other Chilean specialities. Intercounsel seemed ideally suited to such an international operation, and swiftly went to work. Their progress, as the correspondence contained in this file suggests, was slow, and they found themselves up against bureaucratic, institutional and political resistance on a grand scale.

Accounts. - box 56

This was all a very expensive business, and SB's links with Europe and the US meant it was usually he who had the responsibility for purchasing equipment and people's time from overseas companies. Therefore his accounts are full and detailed to a degree you don't find in the collection, (except perhaps his meticulous personal accounts from the Fox Steel days!)

CLIPPINGS FROM CHILE. PRE AND POST - COUP. - box 57

NEEDS SORTING.

Chile -POST COUP -Relief. - box 58

- * File with 2 letters to newspapers on subject of Coup.
- * Red file containing further correspondence on the subject of escape for his associates, also correspondence with Amnesty etc.
- * File -work with WUS/Academics for Chile.

POST-COUP Correspondence FOR THE ATTENTION OF STAFFORD
BEER. - box 59

SB spent the years immediately following the coup trying to get his old friends out of Chile, using his diplomatic contacts to try and ease their entrance into other countries, and his business and academic contacts trying to get them jobs and homes to come to. In this section, each friend has their own file, with their personal, sometimes highly cryptic or coded, letters, details, and also details of those who were prepared to help them. We (the cataloguers) think that for this reason this may be one of the files that Stafford may want to look through, in case there are details here which the parties involved may not want to be made general knowledge, since the content of the letters is solely personal or political.

Contents:

- * "Bobby" -Robert Canete: the brief CV in SB's hand found in this file will tell you all the details.
- * "Isaquino" - I.B. Zamorano see CV for details.
- * "Tomas" - T. Kohn. CV ditto
- * "Alfredo"- Alfredo Del Valle, worked for Chilean copper, see CV enclosed.
- * "Jose Maria" -J.M. Bulnes, this contains some letters from Nov 73, and a few articles, and some writing in Spanish.
- * "Paula" -Paula Serrano, a MAPU member and UP worker in Union field. File also contains correspondence with Marie Kurchak in Toronto, 'about getting Paula a job.
- * "Mario" project - Mario Grandi. Italian national. Head of Cyberstride project see enclosed CV
- * "Gerardo" -nickname for Herman Schwember. Contains letters concerning an attempt to let Fernando Flores read a PhD in cybernetics, from a British university, whilst in a Chilean prison. There are letters to Hermann Schwember, who writes back to SB as "Mark Perry," and often signs himself Gerardo. The letters about Shakespeare appear to be coded pleas for help.
- * "Fernando's defence" -Fernando Flores Labra, as one of Allende's ministers, was of course in danger of loosing his life after the coup. This collection of correspondence concerns mostly SB's attempts to stir up international interest in his

case, to help him at his trial. Includes also SB's own account of his efforts, step by step, to help all those mentioned in these files.

* "Fernando's "release" [1976!] 'thank you' letters to those who helped.

* "Sonia" - SB's PA who seemed to remain in Chile

* "Raul"- Raul Espejo. Head of SB's Chilean project

* "Jorge" J.Barrientos, a Chilean Project leader

* "Enrique" -Enrique Farne

* "Transportation and immigration" - correspondence with Home Office, embassies etc.

* "Offers" -from people to provide accommodation to SB's Chilean friends in exile

* File of immediate post-coup correspondence -mostly condolences on the tragic events.

File Marked "Pericles" this is a code-name or nick-name which keeps popping up in the post-coup correspondence. We don't know what it refers to. The file contains further post-coup letters with all involved with SB in Chile.

Related Journals. - box 60

* Filippi & Millas, "Anatonia de Un Fracaso," 1973

* Science for People, nos. 21; 22; 24 -1973.

* Daily Telegraph Magazine, 10 August 1973 (x2)

* Undercurrents no. 35, Aug/Sept 1979.

* The Listener, vol. 85, no.2188, 4 March 1971

* Venezuelan Committee for Solidarity with Chile, Habla la Resistencia, 1974

* Fireweed 9, [date?]

* Practical Computing, Vol. 4, no. 9., September 1981. (x2)

* Monthly Review, Vol 25, nos. 1; 5

* Communist Party (Britain) Chile. Solidarity with popular unity

* El Arte Para el Dueblo, 1973

* World Medicine, vol 9, no. 14, 10 April 1974

* Time, 24 Sept 1973

* Analisis, vol XIII, no.347

* Hansard, Vol 865, no 22, 28 November 1973

* El Tancazo de ese 29 de Junio, no author, no date

* IDOC, Number 58, December 1973

MANUSCRIPTS.

"Wiley Letters" Box - 61

Wiley were Stafford's main publisher. The letters here document his (often fraught) relationship during the rewriting of "Brain," and the first edition of "Heart."

* Letters 9th December 1976 -1st Feb 1980.

* Feb 1980 -18th Jan 1982.

DECISION AND CONTROL - BOX 62 & 63

* Brown slip file with notes for Decision and Control

* Blue ring binder contains parts 1 & 2 of typed MS for Decision and Control 'The meaning of Operational Research and Management Cybernetics' (hand title page)

* second blue ring binder contains part 3 of Decision and Control 'The relevance of Cybernetics'

"Brain" 1st ed. - box 64 & 65

* File of supporting notes, articles and correspondence

* Hand MSS for chapters

* Typed MSS for chapters.

* Connecting passages, appendix, glossary, etc., and some pre-publication readers comments.

* Indexes to first Ed, typed and hand MSS

"Brain" 2nd Ed. Box - 66

* Early plan for "Heart" (called Brain child) and inserts for second edition of "Brain" Plus 5 letters from publishers, Universities from 78- June 80, concerning mostly references needed for 2nd edition.

* File of preparatory notes for chapters 16-20.

* Hand MS of chapters 16-20

* Very early typed MS for chapters 16-20

* Typed MSS for second edition, 1) with corrections by hand; 2 Double sided photocopies 3) 1 Single sided copy.

DESIGNING FREEDOM - box 67 & 68

* box set of hand written Massey lectures in exercise books 1-6 formed basis of book 'Designing freedom'

* brown slip file labeled 'broadcast MS & notes' contains a mixture of stuff including -
- drawings for designing freedom a hand MS
- final typed MS of Designing Freedom (which was originally called 'blueprints of freedom')

* Red bound copy of final book with hand cover (some drawings since re-drawn)

* Green wallet folder -half typed (with hand corrections) & half hand MS of Designing Freedom

HEART OF ENTERPRISE - boxes 69-72

* Brown slip file labelled 'Heart of the Firm' (which was the original name for the book) -this contains early correspondence, notes and clippings on what was to become the 'Heart of Enterprise'

* Original A3 size hand written MS confused order and many pages missing, Part IV is at the top.

- * Brown slip file -hand and typed versions of Appendix 3 Heart of Enterprise
- * Brown slip file -hand written MS of Heart of Enterprise part IV, Note 2 (which is on page 447 of the printed book)
- * Blue wallet folder contains photocopy of original hand script of 'Heart of the Firm'
- * Red wallet folder labelled 'Heart of the firm' contains a complete photocopy of the hand MS for the book. The file says in Stafford's hand 'Basic text -final fair copy -written in Cwarel Isaf in late seventies'
- * Brown slip folder contains photocopy of 'Note Three: Cyberfilter and the Time Barrier' which was found amongst the Warburton files
- * Brown Slip file - hand and typed MS of Preface to 'Heart of Enterprise'
- * Green wallet folder - Typed MS of sections of part IV of 'Heart' (notably note three and five), incomplete, many loose sheets
- * Bound printed copy of 'The Heart of Enterprise Part One'
- * Bound printed copy of 'The Heart of Enterprise Part Two' (two copies)
- * Bound copy of 'The Heart of Enterprise Part Three'
- * Bound copy of 'The Heart of Enterprise Part Four'

"Metagame." - box 73

- * Book of hand MS & corrections
- * Book of Hand MS and corrections.
- * Typed draft
- * 2 typed copies with hand corrections
- * typed MS of metagames with loose bundle of poetry marked "n-1" tucked inside.

"Transit" - box 73

- * Typed MS, marked "Third Copy", with hand corrections
- * 1 page unidentified poetry
- * 2 typed copies

"Beyond dispute" - box 74

- * Typed MS, 1991

"PLATFORM FOR CHANGE" - box 75

- * File of Original Inserts
 - * "Wot the Hell" - an early plan for "Platform."
- * Hand MS for platform and original sleeve designs
- * Reviews of "Platform"
- * Typed Ms of "The Action Plan"
- * Preparatory notes, hand MS, typed MS of "Renaissance", which ended up as a chapter of Platform.

MISCELLANEOUS MSS BY SB - Boxes 76-79

- * "Unidentified"
 - Found with the MSS for heart and Brain, and probably from them.
- * "Unidentified"
 - 6 sheets of MS.
- * "Unidentified"
 - One sheet of poetry, Hand MS
- * "Cybernetics of the Ecosystem -Experimental log" [early 60s]
- * "Extreme centre"
 - various Hand MSS.
- * "Diagnosing the system"
- * Photocopy of hand MS

* "First India Report -the nerves and sinews of government."

Hand MS

Typed MS

* "Pillow by her head"

Appears to be an early novel.

1 file typed MS

1 file typed and hand MSS.

* "Wittgenstein"

* 1 sheet of notes extracted from file marked "current," which has been put in "Personal."

* "I said you were Gods"

Full historical development

Hand MS

Typed MS

Final paper.

* "Death is Equifinal"

Preparatory Material, and correspondence.

Original notes

Hand MS

Typed MS

Finished Paper.

* "Obiter Dicta"

Found amongst United steel and Sigma files, this appears to be a book of quotes.

* "Black File"

includes

* "Sketches for systems models

Wiring map for house or office (?)

Start of verses for comic song.

Poem (by SB?)

* "Zaheer Lecture"

Hand MS

* "Now is the Time: or how to become a Professor Emeritus of Political theory in six days and a false beard."

-An early "spoof" work.

* "Questions of Metric"

Notes and clippings

Introduction (rest missing)

* "The computer as a creative tool of management"

Notes and correspondence.

* "On the indivisibility of the notions of precognition and psychokinesis."

Typed MS.

* "Panencleisis Schema"

Hand and typed outline and synopsis.

This is probably the grand philosophical work referred to in the "Autobiographical aside". However, where is the actual body of text?

* "Preface to Manturana's "Autopoeitic Systems"

Typed MS.

Ref: we have the typed MS of the whole book in the collection.

* "Seeds of our Future"

Hand MS

filed with:

"Press release: The changing world around us"

Typed MS

* "The future of Control systems"

Typed MS.

* "The Future of Work"

Hand MS

* "Identity: An Exercise."

Typed MS

* "Unidentified"

One sheet of paper, with "hedgehog quote" by Polly, aged 6. We have seen this in either "Heart" or "Brain," but cannot find it again.

* "Mossman Critique"

A letter from Wiley about one of SB's books. Which one?

* Hand Ms of a Greek Grammar, from University College days

* Translation of the Ion of Plato, hand MS [Burma 1945]

* Notebook on Philosophical Greats, University College

* "Is a general theory of organization possible?" typed, 1956

* "A Model of Company Organization -Research file 2." 1965.

Manuscripts not by SB. - boxes 80-81

* Charlotte Bach: "Twentieth Century Shaman -Selected writings on alchemy, Evolution and the origins of writing," ed: Michael Roth. [typed MS]

* Anon: "History of the ministry of technology." [typed MS]

* A.G. Adeagbo: thesis, untitled. [Typed MS]

* Keppel & Keppel: "Uncertainty: the ground for life," 1982, with letter from D. Keppel. [typed MS]

* Fernando Flores & J. Ludlow: "The Office of the Future," May/June 1980. [typed MS]

* Maturana & Varela, "Autopoeitic systems", prepublication copy, [typed MS]

* "Hermann": untitled, typed MS, circa 1978

MISCELLANEOUS

URBAN TRANSPORTATION (WASHINGTON AND MANCHESTER), NOV 1980 - box 82

The Department of Transport (DOT) in Washington in Nov 1980 began a program of research and development on a new class of urban and regional models for public transportation services. The objective of the program was to generate models and analytical techniques capable of addressing long term policy issues that focused on energy and resource limitations, new technology, environmental limitations and urban vitality. It would appear that they were inviting 'contractors' to submit papers that met with the specified criteria for review and approval. Applicants with approved papers would then receive payment for their work.

It is impossible to work out from the material present what actually went on but I have surmised the following -

SB perhaps considered submitting a paper and therefore consulted a friend at MBS called John Westwood who was involved with urban transportation. John however thought it extremely unlikely that anyone would be able to compete with "the large number of competent yanks in the field", and as this was not his area of expertise (more into industrial than public transportation logistics), John declined the collaboration offer.

Correspondence from Barry Clemson at Maine University, including papers sent by him, suggest that SB also consulted him on the matter. The papers in question are mainly published

by the DOT who also held a conference in Nov 80 of which a schedule can be found in this section. There is no evidence to suggest that SB attended this conference but he certainly collected paper by many of the attendees. There is also some correspondence with a guy at Greater Manchester Transport, which is dated before Nov 80, but their liaison may later have spanned into this project.

There is also evidence that SB talked to a guy at DOT and later sent a paper on the subject to Paul for consideration but there is no evidence however that he ever finally submitted a paper to the DOT for their research.

To be found in the collection in projects under urban transport-

in slip file: Greater Manchester Transport

- * correspondence with Richard Cochrane
- * GMT route map
- * GMT annual report and accounts 78/79

in brown slip file labelled MBS -

- * letter to John Westwood including DOT request for papers and contract

MBS paper - 'toward increasing organisation effectiveness through improved planning and decision making: an investigation of change in public enterprise'- K Partington 1980

- * brown slip file containing document called 'dynamic urban growth models' by the university of Brussels, prepared for the DOT and special programs administration

- * brown slip file containing paper called 'regional and urban organisational study, technical proposal' -advanced systems Corp Mar 79

file labelled Barry -

- * letter from Barry Clemson including following papers
- * 'large scale system analysis at DOT'
- * research agenda resulting from first workshop of transportation systems centre -Oct 79.
- * 'catastrophe theory in urban and transport analysis'
- * 'fast and slow equations: the development pattern of urban settings'

- * urban and regional systems workshop schedule 17-19 Nov 80 plus preliminary report on findings

- * 'transportation, communication and societal structure' R Crosby
- * 'science and the humanities: bridging the gap' -W Lepkowski
- * 'multimodal systems analysis program'
- * 'new urban travel model' -Y Zahavi
- * 'the evolutionary paradigm of dissipative structures' -P Allen
- * 'the UMOT/urban interactions' -DOT
- * 'models of urban settlement and structure as dynamic self-organising systems'
- * 'some unsolved problems in urban analysis'- R Crosby (this is the paper he sent to Paul)

INDIA. - box 83

Stafford visited India in (our) winter of 1974 to give the Zaheer Lecture at (?) on 3rd December. This Box contains correspondence from April 1973 till after his return in December 1974, with Indian academics, bagwans and the like, and various papers he picked up while he was there. ref: see Manuscript section for copies of Zaheer lecture, First Report (Nerves and Sinews) etc.

Mexico. - box 83

On 15/16/17 December, 1977, SB attended a symposium in Mexico City, hosted by the *Fundacion Barros Sierra*, on the subject of "long range alternatives for Mexico's educational development." All that remains is the correspondence, and a list of his Christmas arrangements for that year. All the other notes and background material is missing.

Brazil. - box 83

Jorge Chapiro, SB's collaborator from the Chilean episode, subsequently set up a consultancy company in Brazil, and Stafford attended it, probably in 1976, according to references in the Gould correspondence in the Manulife files. A note added to the file in November 1991, in SB's hand, says "Brazil: workshop with Jorge Chapiro (in seventies?)" and that's about as much as is known. What remains consists of:

- * an orange ring binder containing a paper, "Direccion de Organizacions en Tiempo Real" (Anon) and 3 pages of notes by SB about Brazilian companies.

- * A file of plans of company organization, marked "Project Brazil, Management science."

CABLE TV PROJECT - box 84

FILE LABELLED ROY MADRON - July 1971

Roy Madron sent SB a draft copy of his first report called "The interim generation plan: estimates and organisation" which was part of his attempt to bring TV into society. From the correspondence it can be seen that SB met Roy and liked his general intentions but made certain reservations about this first report when he received a copy to review. Roy then sent SB a second report called "public participation in community planning through presentation of televised information and regular, long- term audience response", which SB said was "great stuff". The basis of the report was an attempt to get councils (or other bodies) interested in producing television programmes about their communities to prevent people from being unaware and indifferent to what goes on in their communities, and to help them to become a part of the decision making process that affects their lives. Roy manages to get several people interested in the project and the tapes him and his associates had already made (including ICI).

FILE LABELLED HAZEL HENDERSON

This file contains a letter fro Hazel Henderson to SB dated Nov 12th (no year but *it* is probably 1973). Included with the letter is -

- * a copy of "Forum 70" Feb issue, which contains an article by her called "computers: hardware of democracy"
- * a copy of "Futurist" 'Aug 1971, which contains an article by hazel called "computers at the crossroads"
- * a copy of MBA Dec 71 carrying an article called "the computer in social planning: a chance for the little man to be heard"
- * an article from the financial analysts federation 73 called "new models for managing a steady state economy"
- * a copy of "hearings before the subcommittee on budgeting, management, and expenditures of the committee on government operations united states senate" in which Hazel makes a statement
- * advert for council of economic priorities, which Hazel is a board member of
- * copy of "economic priorities report" Apr 1972

We do not know what if anything this has to do with cable TV except that it was all found in the same file together marked cable TV -this is another confusion for Stafford or Allena to clear up.

ORANGE WALLET FOLDER CALLED "CABLE TV PROJECT" - DEC 1973

The clear slip file in this folder contains a note written by SB at the Athenaeum Club regarding a meeting with Alderman Sefton. Much of the correspondence is missing (or most of the relationship was conducted in person or over the phone), but it would appear to be about a plan in connection with Merseyside planning and cable TV. SB gets Raul Espejo involved by asking him to write a paper (enclosed) and to visit Liverpool. Also enclosed is a report by the Steering Group "of the Liverpool cable TV project for the city and corporation of Liverpool"; a newspaper clipping "missionaries, mercenaries and cable television"; and finally some VSM diagrams by SB on the "Liverpool community organisation cable TV project software".

This is one of those things that will have to be answered by Stafford, as it is impossible to ascertain the real nature of this project from the little material available.

In further relation to cable TV there is in this box a brown slip file containing a huge document entitled "some aspects of improved administration through special communications and television systems for South Vietnam" by B Candela, Z Nagorski and R Panero, dated Feb 17th ~69. The report was prepared for the Advanced Research Projects agency, department of Defence, New York.

Finally there is a journal called Challenge for Change winter 73/74, which is produced by the National Film Board of

MISCELLANEOUS PROJECTS 1 - box 85

THE PEACE AND CONFLICT DEPARTMENT, OCTOBER 1976 (box 85)

The peace and conflict department at Lancaster University is a small unit attached to the politics department that was set up in 1965 under Michael Nicholson. Since 1969 Dr Paul Smoker was the principal member, first as a lecturer and then a reader. It was originally a research unit but after 1973 2nd and 3rd year courses were added. The unit received support from the Joseph Rowntree Charitable Trust who bore the majority of the cost. This funding was due to expire in 1977 and Professor Peter Nailor contacted SB to help them to show that there could be solid, academically rigorous achievement in conflict research, especially in the international plane, in order to persuade the university to take up the full cost of the unit.

In order to make an evaluation that would be seen to be fair and dispassionate they commissioned SB and Robin Mathews (the master of Clare College) to conduct the study. SB and Robin visited the dept on 19th-21st October 1976. Robin and SB produced a report addressed to the vice Chancellor of the University of Lancaster, which can be found in the orange wallet folder called 'peace and conflict dept' box 1. The rest of the contents are as follows -
(n.b. Ron Anderton was a member of Lancaster University at the time and correspondence in the folder shows that he knew SB before this project. He later became involved with the economic modelling of Chile - cross-reference with these records)

- * original request correspondence
SUPPORT MATERIALS (INFO) (SENT WITH LETTERS) -
- * 'peace and conflict research section: a note on the background and some of the problems' P Nailor
- * 'peace and conflict 2nd year course'
- * 'politics/peace & conflict 223: world society' D Osterberg (course outline)
- * course outline - "theories of conflict"
- * course outline - "conflict theory"
- * more correspondence setting up visit in October
- * "programme of peace and conflict research brief to academic planning committee"
- * programme of peace and conflict research draft for proposed undergraduate major
- * "the present position of the unit"
- * old examination papers
- * "electoral systems: an appraisal by means of models and their workings" -thesis submitted for PhD, D Chapman (abstract only) 1973
- * "the Northern Ireland crises: a study in political economy of protestant social formations" thesis submitted for PhD by Belinda Probert 1975 (abstract)
- * "forms of government and decision making: a comparative study of Australia and the United Kingdom" abstract of PhD thesis submitted by A Peacement 1976

- * "Images of war and peace: a cross-national study of children's orientations to conflict and cooperation in the global system" abstract of PhD thesis by Jennifer Ehly 1972
- * "International involvement and foreign behaviours in the international processes simulation and a real world reference system" dissertation submitted by Marvin Soroos for PhD 1972
- * "A brief description of the global systems simulation" Paul Smoker
- * "Critical mass and Peace technology" - Paul Smoker 1976
- * "Programme of peace and conflict research 1971-76"
- * further correspondence from Lancaster, and between SB and Robin. There is also a letter from Anatol Rapoport.
- * copy of the final report "University of Lancaster: peace and conflict unit, report to the Vice Chancellor" by SB and Robin Matthews.

CHALLENGE TO PARADIGM, JULY 76 -END 1978 (box 85)

This project was all about a book which was to be called "Challenge to Paradigm", which was to have several contributors-

Martin Canny
 Brian Eno
 Frank Grimer
 Humberto Maturana
 Alan Mencher
 Charles Scudder
 Francisco Varela

Not all of these people knew each other and SB kept them in ignorance of the identity of their co-conspirators by using nick -names. The fields covered by the proposed book included - Aesthetics, Anthropology, biology, botany, government, immunology, management, materials science, mathematics, neurophysiology, physiology, psychology, scientific method. The intention was that it would not just be a collection of interesting papers but a continuous narrative that expounded the view that the systems approach really works. "When it works paradigms are over thrown - and that's what constitutes the challenge". The records on this project in the collection are in an orange wallet folder within which the correspondence between Stafford and the other authors has been divided into

separate slip files (one for each person), the contents is therefore dealt with in this manner -

CHALLENGE TO PARADIGM (letters to Wiley and all participants)

* several copies of letter from SB to all "players" dated 24th Jan 1978

* original letter setting out the project and the contents as contributed by each author

* letters between SB and James Cameron (Wiley) regarding publication of the book.

HUMBERTO MATURANA (Chico)

Humberto was at MIT, Professor at the university of Chile and is a biologist and cybernetician. He published a famous paper with McCulloch, Lettvin and Pitts called "what the frog's eye tells the frog's brain". Was to contribute partially to the biology section with a joint paper by him, Varela and Uribe called "autopoiesis: the organisation of living systems, its characterisation and our model", also to anthropology with "life is a self-producing system" and to physiology and psychology with "the machinery of knowing". His folder contains correspondence between him and SB, Wiley (regarding re-publication of the already published papers in question) and Varela

MARTIN CANNY

He is professor of botany at Monash University in Australia. THIS FILE ONLY CONTAINS ONE LETTER FROM MARTIN TO SB who was to contribute a paper called "feel how complicated" to the botany section. (He has beautiful handwriting)

FRANCISCO VARNA

Worked in the University of Colorado medical school. Contribution to biology (see Maturana above), also to mathematics with "a calculus of self reference" and to immunology with "self and non-sense -an organism-centred approach to immunology" (written with Nelson Vaz). His file contains correspondence with SB and a paper by him sent with one of the letters called "the arithmetic of closure".

BRIAN ENO

Brian is a musician (one of the originators with Brian Ferry of Roxy music). He also composes his own music and produces other peoples. Brian was to contribute to the Aesthetics section of the book with a paper called "the self-referential music". He attributes his musical development to systems theoretic

concepts. His folder contains letters from him to SB which begin before the project began (and may have been the inspiration for it?), he begins by writing out of the blue to tell SB that he has been using his concepts (from Brain) in a series of lectures that he has been giving around the country's universities (1975), the lecture notes (entitled "art as a technique for survival") are contained in the file. One of his letters mentions two records he sent to SB (see record collection).

CHARLES SCUDDER

Charles was professor of pharmacology at the Loyola University medical centre in Illinois. Charles was due to contribute to the scientific method section with "a study of the activity, behaviour, intelligence, and social norms of florescent plastic cubes". This paper is the result of having spent a professional lifetime observing mice in the laboratory and writing up results which must include the controlled environment within which the population perform (which is then forgotten about). Also in the neurophysiology section with "a neurohumorally regulated homeostat". His folder contains 3 letters to SB; in one he enclosed 4 papers, which can be found in the non-SB paper section {with the books}. They were as follows -

"The mind an evolving system of models" - 1975
"Mindless meaning; meaningless mind"
"On the environmental mind"

the fourth paper can be found in General systems bulletin Vol III NO.1, May 1971 to be found in the journals section with the books

"The brain: a neurohumorally regulated ultrahomeostat".

FRANK GRIMER

Frank was head of a nationally sponsored unit involved in research into materials for building and was therefore contributing to the materials science section with "a hierarchical diphasic model of material behaviour". His file contains correspondence between him and SB including a photograph of the effects of an explosion on a model building, which was designed according to a new code of practice supposedly modified to cope with such an eventuality! . There are also two enclosed papers "progressive collapse of building structures" and "the nature of strength, with particular reference to concrete"

TIME ON OUR HANDS SEPTEMBER 1988 (box 85)

This folder contains correspondence and information regarding a television programme first broadcast in 1962 by the BBC called "time on our hands". The programme invited a group of experts in various fields to come and predict what life would be like 20 years from then. They described the people the environment, technology, leisure, work and such like. On 14th September 1988 the BBC showed the follow -up programme in which SB took part as one of the experts invited to look at the predictions of 1962 and compare them with the reality we had the (1988). The folder in box 1 contains correspondence from the BBC to SB confirming arrangements for the filming a script of the programme and comments by SB on a Mr Haworth's letter regarding the original program. An interesting exercise for someone to follow up, and we think an enrichment to the collection, would be to contact the BBC and attempt to obtain a video copy (or at least a transcript) of this programme.

MISCELLANEOUS PROJECTS 2 - BOX 86

NASA FORUM FOR SPECULATIVE TECHNOLOGY -MAY 1972

This folder contains items relating to a forum hosted by NASA that took place 5th-8th of May 1972 on Saint Simons Island, Georgia. SB was asked to chair a discussion group on "construction of intelligence". The folder (orange wallet) contains the program, correspondence from NASA from the organisers, a list of attendees; information and handouts on the forum; a map of the island and how to get to the sea palms hotel; his flight ticket and hotel brochure; a list of available recreations and some hand notes by SB (so he did fit in some work between the golf, fishing, hunting, and horseback riding!).

MEETING OF GENERAL SYSTEMS RESEARCH AND DESIGN (SGSR) -OCT 81

This was the 25th annual meeting of the SGS where SB gave a paper entitled "Death is Equifinal" (see papers section of books). The folder (brown slip) contains letter explaining the programme format; a list of attendees and a timetabled agenda for the event which took place from 6th -10th Jan 1981.

THE APOLLO LETTERS -JUNE 1973

This folder contains a letter that SB wrote enclosing a poem called Apollo 14, to a guy called Ed that he met at Sea palms on the NASA forum. The letter involves a PSI experiment where SB lists some symbols in the order that he "guesses" Ed

has them. There is no evidence that SB actually sent this letter as there is no reply and both the original and the copy can be found in the slip folder.

INTERVIEW WITH STAFFORD IN FRENCH -1977

This is exactly what the title suggests. It is a copy of an interview with Stafford that has been translated into French and published in "informatique & gestion".

THE DIEBOLD RESEARCH PROGRAM -MAY 1969

This folder (brown slip) contains the programs and attendee listing for the twentieth regular meeting of the Diebold research program at hot springs Virginia may 19th-21st 1969. SB was the Director of development in IPC and in that capacity he gave a paper entitled "II controlling enterprises"

CARTER ADMINISTRATION -DECEMBER 1976

This folder contains the letter from Matthew Coffey (director talent inventory program) inviting SB to apply for possible vacancies in the Carter Administration; a copied article about Carter from the Guardian; and SB's reply dated January 31st 1977.

AN ACTION PLAN FOR ORGANISATIONAL EXPERIENCE -1973

This was a scheme by SB and Russel Ackoff, which they planned to implement in both Philadelphia and Manchester (MBS). It involved a new way of teaching, which they call an "experience". The idea being that a small management team they believe is capable of systemically diagnosing a firm's problems and then create an action plan that could put the firm on a new and constructive path. Instead of arranging a course of teaching SB and Russel proposed to design an "experience" whereby a firm's team will participate with other teams in understanding what constitutes a system, and in creating action plans for all the teams involved. The folder (orange wallet), contains an explanation by SB (his typewriter) of the Action plan; correspondence from MBS in response to the proposal; minutes of the MBS council meeting who discussed the proposal; SB's hand notes; newspaper clippings about MBS staff who foresaw the crash of Rolls Royce; hand notes on a management seminar of 4 x 1,1/2 hours; paper by Ackoff "science in the systems: beyond IE, OR and MS"; Ackoff CV; AND A BLACK AND WHITE PHOTO OF STAFFORD.

JONATHAN ROSENHEAD, OPEN UNIVERSITY -MAY 1982

This folder contains correspondence between SB and Jonathan Rosenhead who was engaged at LSE and had applied for a Chair in Systems at the Open University and had used SB as a referee. The file contains letters, his CV and a document setting out the nature of the professorship in systems.

ULSTER UNIVERSITY STUDENTS UNION -1974

Letter from someone called Kevin written on the debating union of the new university of Ulster notepaper. Letter concerns his use of cybernetic thinking in his field of computer-aided diagnosis (which was politically sabotaged at around the same time as SB's work in Chile). Kevin went on to Ulster University to study English. Many of the relevant correspondence appears to be missing including SB's reply but it would appear that the letter is an appeal for SB to apply his expertise to ways of saving the university from decline.

MISCELLANEOUS PROJECTS 3 - box 87

SOCIETY FOR GENERAL SYSTEMS RESEARCH (SGRS) - MAY 1872

This brown slip file contains correspondence between SB and Professor Hanika regarding the 23-25th May meeting of SGRS. SB is at this time president of SGRS and is therefore invited to make a contribution. Unfortunately the conference coincides with Allende's personal request (see Chile section) to further his work in Chile and is therefore in Santiago at the time of the conference. The program of the meeting can also be seen in this section.

INTERNATIONAL INSTITUTE FOR APPLIED SYSTEMS ANALYSIS - SEPT 74

The charter of the international institute for applied systems analysis (IIASA) was signed on the 4th October 1972. "The establishment of the institute reflected the intent of prestigious scientific organisations from twelve countries to join efforts in combating a number of complex problems engendered by the contemporary stage of scientific and technological evolution".

This section is in three parts, which are all contained in one orange wallet file. Part 1 a clear slip file is labelled "VIENNA -Stafford's appointment to IIASA", and begins with correspondence regarding the European congress on Cybernetics held in Vienna 16th-19th April 1974. SB became the opening speaker for this European congress because the original speaker dropped out. There is enclosed in this folder a paper entitled "a housekeeping model for urban EDP systems" by Paul Martin et al, the paper is written on SB's typewriter because the type is

very distinctive but perhaps this is not his opening address as he would write this himself? Before this conference SB enters into correspondence with Dr Howard Raiffa Director of IIASA. The connection here is difficult to work out but the two organisations are linked and the IIASA had it's own conference on 29th April - 3 May again in Vienna (agenda enclosed). SB did not attend this meeting but the organiser of the European congress did. The upshot is that after several letters and some discussions, which are referred to in the correspondence, Raiffa offers SB a month's appointment with IIASA from 30th September to 19 October 1974.

Part 2 of IIASA is a brown slip file labelled "Stafford's input to IIASA" and contains paper for a seminar on 15th October 74 called "The attempt to cybernate the Chilean Industrial economy in real time 71-73", (reference with Chile section), and a paper called "the scientific approach to the management of large organisations"

The final part of this section is labelled "IIASA general" and contains things, SB must have picked up during his time there including papers, internal memos and a booklet on the background of IIASA.

INTERNATIONAL FILM FESTIVAL - JUNE 1973

The first international film festival on the human environment was held in Montreal from the 1st to 10th June 1973. SB was invited to participate in the honorary committee for this event but he was due to be in Chile in June and was therefore reluctant to accept. The enclosed correspondence shows that he did in fact accept membership but, in the end, was in Chile after all and missed the event. The program and relevant correspondence can be found in the orange wallet file marked "film Festival"

ODDS AND SODS

The last three items in this box are clearly identifiable but have defied classification. It may be that the rest of the items that will put them into context or that they have strayed from their related material and that the link is too subtle for us to spot and return them. They are -

* "Draft of Glossary for management cybernetics" by Dr Ericson, professor of management at the George Washington University

* a brochure on the programs available at the University of Haifa

* a booklet entitled "An institute of cybernetics at Brunei University". This was produced when SB was development director of IPC, and was part of a scheme to start a unit at Brunei that

would retain Frank George and Gordon Pask in Britain. Tucked inside is a list of those attending the dinner at Claridges that SB organized in order to put forward the case for the University Department in the hope that those present would get out their cheque books. (I am sure there is something else" about this in the collection under a different context. Maybe this should go in one of the IPC boxes although it is unrelated to his work there).

PERSONAL - box 88

BOILER FAILURES -1972 & 1976

The red clear slip file marked as above is correspondence between SB and the makers of the boiler he has installed at "firkins". This boiler failed in 1972 due to corrosion and the failed again of the same fault in 1976. The suppliers give SB the same 'computer like' response the second time so the letters get a bit heated and SB follows it up with the manufacturers.

CARDBOARD FACE

This is a black cardboard cutout outline of a child's head - perhaps one of SB's children?

SALE OF FIRKINS -August 1976

This file contains the original newspaper advert and Estate agents spec of 'Slaley' (as it was then called. SB and Sallie bought the house in West Byfleet - and changed the name to 'Firkins'. The rest of the file contains details of the sale of the house, which began as a newspaper advert inviting imaginative applicants with a sense of humour to apply for "a candid account". The candid account is included and describes how SB and Sallie "set about systematically wrecking the place", which included an upstairs study with a pond surrounded by a glass mosaic based on the fibonacci series, and a living room that is "wall to wall water" with a bridge to the bar and a waterfall. We think that as a follow-up to our work it would be interesting if someone were to write to the present owners of "firkins" to discover whether or not they have 'unwrecked' the place and if not to obtain some photos if they are agreeable. The file concludes with SB looking for a place in Wales for the family.

THE LETTERS OF IRA EINHORN

This series of communications is probably easier to just

read than explain, they contain some fairly strange stuff including some poetry. Suffice it to say that they result in SB expounding theories about black holes in the brain...

VERY OLD ACCOUNTS

This file is just what it is labelled - old accounts that date back to the 1950's and include Christmas present lists...

I.D.S. BEER'S SPORTING CAREER

This file contains newspaper clippings about Ian Beer's (SB's Brother) sporting career, which is mainly rugby related.

SIMON'S IQ

This envelope contains Simon IQ tests when he was at St Charles R.C School.

WHY MISS BEER IS FEELING FLAT TODAY

There is in this file an old copy of the daily express from Dec 15th 1970 which carries a story and a picture of Jane Beer (letter renamed Vanilla) whose pictures were ruined on the way to an exhibition when the van crashed and the drum kit in the back belonging to a friends band crashed through the canvasses.

AUTOGRAPH BOOK

Contains loose cards of drawings and poetry by family and friends

CURRENT

Card with valentine, notes and newspaper clipping tucked inside.

CVs etc - box 89

This box contains C.V's, bibliographies and an autobiography of SB. We suggest that you use this box as a metasystem for an understanding of the whole Stafford Beer collection.

Newspaper clippings - box 90

Where great bundles of clippings with no home, or individual clippings found lose in boxes, have turned up, we have stuffed them all in here. If we have found them in

particular files, we have tended to leave them where they are, hoping that their relevance to the other contents is (or will become) apparent. Not being Masochists, we have not attempted to file this enormous pile of loose paper -a job for an eager undergrad?

Just Don't Know - boxes 91-92

There are two boxes of documents, and other items, which we cannot place or even in some cases identify. Whether Stafford was involved with the organisations mentioned, we cannot find out Box 1

* Report of the Army Department Management Study team, [a/20/misc/5493] June 1970.

* "The Capitol: Symbol of Freedom." Tourist Guide to Capitol Hill, Washington, with signed inscription to Stafford by [illegible].

* CV of Doug Allsop (c. 1989), Watford artist currently resident, in Germany.

* "Hospital computer Project", Massachusetts General Hospital, 1965

* "Learning and control, Mechanisms for Urban modeling," A G Wilson, Department of Geography, University of Leeds, 1973.

* Single sheet, asking SB a mathematical question, from Pierre Portmann, 1977.

* Newsletter of the Alternative Futures Project, Illinois, March 1973.

* 2 sheets from SB's typewriter "Well, that is the Bittlestone report...."

* File marked "Doug Hartt", containing CVs of various board members of an unspecified company.

* Toward a science of Program Design, by Robert Kinsely, 1977

* "Roneo Vickers, Group Information Project," 1974.

* "Some considerations on Computer and remote peripheral equipment Necessary for the provision of full scale multi access computing," Univac, no author, no date.

* 2 pieces of torn paper attached to business card; "Donald L Buchman, Monsanto Co."

* "Notes for address to Advertising Association Conference. 3 June 1971. We think this is Stafford, but cannot find a definite reference.

* Letter from Robert A. Knisely, (AGAIN) listing things that he sent to Stafford in June 84. Who is this Knisely character? I recognise the name, Maybe MANULIFE?

Box 92.

* File of assorted unidentified maps/models/ etc. which need identifying by SB or other.

* File containing sketches of a machine to display Prime and Fibonnacci numbers.

* Sketch for model of co. (Rotary Hotels?)

(Rotary Hotels?)

* Bundle of papers concerning the British Coal Board, and hence which may belong with United steel? Help?

* File of "Recent Speeches" by SB. These notes didn't seem to belong in Manuscripts, so we've put them here until someone can identify when, where, and to whom they were given.

* Draft report of "World Resources Education Trust", with covering letter from Raymond Foulk, September 74.

* "Shaft" (2 papers) from SB's typewriter, but not signed by him (but rather by Partners in Management, 1977) about a system for Bayesian forecasting. Was SB trying to sell this system? Who are Partners in Management, Ltd? Tune in next year, folks

ARTIFACTS

The artifacts in the collection are listed below and numbered; the numbers are for ease of reference in this report only and are not physically marked with their numbers in the collection. Most of the smaller artifacts in the collection can be found on the shelves or under them. The smaller paintings are to be found around the tops of the bookshelves and the larger ones are leaning against the wall by the door.

- 1) Brown envelope containing old reel-to-reel tapes, we think these may be spoken manuscripts of Heart of Enterprise.
- 2) The Beer coat of Arms, 'bear and forbear'
- 3) Coat of arms from the University of Sussex, 'be still and know' from the University of Sussex
- 4) The first Warren McCulloch memorial plaque for outstanding contributions to the science of cybernetics awarded by the American Society for Cybernetics in October 1970 at their fourth international symposium.
- 5) The Norbert Wiener memorial medal, (boxed).
- 6) Framed certificate awarding the Wiener memorial medal
- 7) Framed photograph of SB's great grandfather, William Stafford the Younger.
- 8) Framed plaque from the Austrian Society of General Systems Research awarded in 1984 and written in Austrian. This plaque has mould growing under the glass and needs treatment before long or the writing will be unreadable.
- 9) Ten large slides of Cyberfilter - perhaps a teaching aid?
- 10) A box of charts, some dating to the Operational Research Department of United Steel.
- 11) Chess board with the names of Sigma staff engraved around the edge plus a case containing the chess pieces.
- 12) City of London Ontario tiepin, (perhaps a gift from SB's consultancy work there?).
- 13) Silver hatpin
- 14) Medal from 1958 written in Scandinavian, (awarded for what?)

- 15) Whitgift school boxing medal 1939
- 16) Whitgift school junior swimming championship 1939.
- 17) Whitgift school 300 Yards running medal 1938
- 18) Two Woodside swimming club medals for Senior aggregate and the championship.
- 19) Silver platter engraved "SB from IPE", dated 18th March 1957, (who is IPE?).
- 20) Three copies of "Phineas", the magazine of UCL, the summer 1944 copy contains SB's drawing "Art".
- 21) Four photocopies of "Art"
- 22) Photographs of the moon from Apollo 14 -these are probably in connection with SB's friend Ed who was an astronaut on Apollo 14, (see Miscellaneous projects box 86).
- 23) Cartoon hand drawn in pencil, (possibly appeared in one of the Samuel Fox newsletters?).
- 24) Copy of the cartoon of "The King-philosopher", (Cecil King IPC?).
- 25) Ink drawn cartoon "CHHOTA HAZRI" which dates back to the Army, (what does it mean?).
- 26) Eight black and white photographs of SB, seven of them are the same.
- 27) "The Dragon", Aberystwyth University's Magazine from the Michaelmas term 1943.
- 28) School photograph summer term 1943 (SB's last year). Where is SB in this photo?
- 29) Water colour Painting called "a winter scene", by SB from 4A
- 30) Large copy of the logo to be found glued in to the inside of many of SB's books.
- 31) Copy of the Times from November 7th 1805, (any special reasons for this copy?).
- 32) Boxed plaque in Chinese (?)

- 33) Three pages of Sanskrit translation (?)
- 34) Freedom of the City of London together with the book called "Rules for the conduct of life".
- 35) Photo from a club in Madrid, (could this be the Femsa group? Who were they?)
- 36) Envelope containing the key to the model of the brain, (item 59).
- 37) Red book containing Honorary Degree of Doctor of Laws from Concordia University plus photographs of the ceremony.
- 38) Envelope containing photos of the Requiem model.
- 39) Diploma from the Institute of Technology, Monterey, Mexico, for taking part in the 8th International Symposium of Industrial Engineering and Systems, 9th March 1990 (written in Spanish).
- 40) Certificate of fellowship for operational research 11th April 1975.
- 41) Certificate to show that SB was admitted as an Honorary fellow to Saint David's University College Lampeter, 7th July 1989.
- 42) Cartoon of SB "keynote speaker", (?)
- 43) Certificate showing that SB was elected a governor of the International Council for Computer Communication, 17th September 1986.
- 44) Certificate from the Committee on Science and Astronautics, United States House of Representatives in appreciation of services.
- 45) A case from the NASA forum held in May 1972. This did contain the paperwork from this forum but it is mouldy and in poor condition therefore the contents have been removed to box 86.
- 46) Three postcards of Vancouver
- 47) Booklet from the Requiem exhibition, at the Catholic Cathedral, Liverpool, 1992
- 48) Folder tied with ribbon containing 14 small paintings
- 49) Two crystal decanters
- 50) Wooden corner display unit

- 51) Small Wooden cabinet
- 52) Framed photo of the International Cybernetic Symposium on self-organising systems at the University of Illinois 1960, (damaged frame).
- 53) Three silver goblets
- 54) Four silver tankards
- 55) Two plastic plates with VSM drawings of Chile, dated Santiago 1972
- 56) Old black and white Photograph of a woman, (his great grandmother?).
- 57) Lanchester prize for the outstanding paper in Operations Research awarded by the Operations Research Society of America 1966.
- 58) Plastic abacus (?)
- 59) Model of brain.
- 60) University of Hull trophy 24th January 1990.
- 61) Silver and quartz sculpture engraved "Montreal 71", (?).
- 62) Three cardboard models, (all in imperfect condition)
 - matchboxes
 - IPC organisation
 - 3-D presentation talk where you have to follow the arrows

(what were all these used for?)
- 63) Grandfather's smoking hat.
- 64) Computer generated picture of the Mona Lisa, (IPC?)
- 65) White silk scarf (?).
- 66) Very old photo album (?).
- 67) Framed photo (Sigma?)
- 68) Large leather suitcase

69) Machine manufactured for SB by T C Macnamara and N T Griffin, (could this be the Stochastic Analogue machine? -see CV for 1950 Samuel Fox). There is also a box of wiring.

70) Box containing algedonic meter. This is in very poor condition as the batteries have decomposed. (When did SB use this?)

71) Magnetic board for 'build your own systems maps', (dates to?).

72) Two charts that have been treated for decay - date from United Steel, (depict?)

73) Two empty picture frames

74) Old chalk board, (?)

75) PAINTINGS:

- 15 small paintings on the tops of book shelves
- 4 medium size paintings stacked by the door
- 3 large paintings stacked by the door

14 smaller paintings in bound folder (item 48).

RECOMMENDATIONS AND QUERIES

This section outlines some of the points, recommendations and queries that have occurred to us in the course of our work~undoubtedly there are many more that the Business School should consider in any follow-up work undertaken on the Stafford Beer Collection.

- Item 7 in 'ARTIFACTS' has mould damage
- The paintings are gathering dust and getting filthy. The smaller ones can be found on the tops of the bookshelves where at least they cannot be kicked but the arrangement is far from satisfactory. They either need to be covered for the time being or hung on the wall. Perhaps a local gallery or museum would exhibit them for a while?
- The recordings made by Dennis Adams could be used to enrich this report with Stafford's own anecdotes and recollections regarding certain items in this collection.

- Display cases for the medals, trophies, cups and decanters would be nice. The plaques could also be hung items could do with a good clean and polish.

- Many of the manuscripts are hand written on A3 paper. Stafford tends to write on the left-hand side and leave the right for inserts and instructions to typists. We have 'where possible sorted these into order (the page numbers don't usually correspond with the final book so this job was quite time-consuming), and in order to keep them that way they need to be bound somehow along the left edge before they are given over to public access. In many cases identification was not possible where no page number or titles were present and many more hours work should be devoted to this section. One advantage is that Stafford tended to differ very little from the hand version to the final print, he appears in most cases to have composed the book in his head first before committing pen to paper.

- The FIRKINS sale in box 88 describes how Stafford and his family set about 'systematically wrecking the place'. It would be interesting to write to the present owners to find out if they have 'unwrecked' it and obtain, if possible, some photographs.

- box 85 describes Stafford's part in the BBC program 'Time on Our Hands'. Perhaps the BBC would provide a video of the original broadcast or a transcript? In the same vein Stafford took part in many radio broadcasts regarding Chile and how about the Massey lectures?

- Manulife needs a lot more work

- It may be as well to seek legal advice on the lending of some of the items held in the collection, for example consultancy reports and minutes of private board meetings.

- There is a box on the 'MANUSCRIPTS' shelf labeled 'in urgent need of preservation and repair', which contains charts and photos that have suffered some deterioration. These have not been catalogued.

- The box of general newspaper clippings needs sorting as stated in the introduction. There is also a large box of clippings in the 'CHILE' section, which need similar treatment.

- The audiotapes in the 'ARTIFACTS' section need to be listened to. We believe they may be the spoken manuscripts of 'Heart of Enterprise'. There is also an LP record in box 2, and some tapes in the first section of the books catalogued by the library.

-The algedonic meter in the ARTIFACTS has severe battery acid damage and much of the metal has corroded away.

OTHER NOTES

-The new additions section (first shelf inside the door) has been labelled for items added post-cataloguing to ensure that they don't get lost before they can be incorporated into the present system.

-The borrowing ticket system needs updating to allow borrowers to enter the box number on the cards to ensure that items are returned to the correct place.

-On the desks in the collection are three big boxes of published papers 'by Stafford' and 'not by Stafford'. Yanna Evans (the lady cataloguing the books) is aware of them and intends to catalogue them with the books. However as her placement to the library is short she was unsure as to whether or not she would have time. If the latter proves to be the case some consideration should be directed to whether they go with the collection or with the books. We unfortunately did not have time to make a listing of them.

LIST OF QUESTIONS FOR ALLENA OR STAFFORD:

The following list refers to box numbers or artifact numbers and unless specific questions are outlined here the problems that need solving can be found in the text of the relevant sections of this report.

Box 2 - what's on the LP?

Box 12 - did you get any jobs through this?

Boxes 13-15 - dates? what did you do, .?

Box 17 - more detail on these jobs?

Box 18 - where is the work outlined in solo book? What did you do for Harlands, Infotech, Rank Xerox, Littlewoods, Open research network and On-line Decision Inc?

Box 19

Boxes 20 & 21

Box 22

Box 23

Box 24 - missing letters?

Box 29 - 'did you build ops room?

Box 30 - presentation slides?

Box 31

Box 32

Box 37

Box 39

Box 56

Box 59

Boxes 76-79 - identify unknown MSS

Boxes 84, 85, 86, 87, 88

Boxes 91 & 92

ARTIFACTS (need clarification) -

1, 9, 10, 11 (why given?), 12, 13, 14, 19, 22, 23, 24, 25, 28, 31, 32, 33, 35, 49, 52, 53, 54, 58, 61, 62, 64, 65, 66, 67, 69, 70, 71, 72, 74.

ALSO FOR THE ATTENTION OF STAFFORD BEER ARE THE POST CHILEAN COUP LETTERS BOX 59 (SEE TEXT), AND THE SEALED BOX IN THE MISCELLANEOUS SECTION MARKED ' FOR THE ATTENTION OF STAFFORD BEER ONLY'