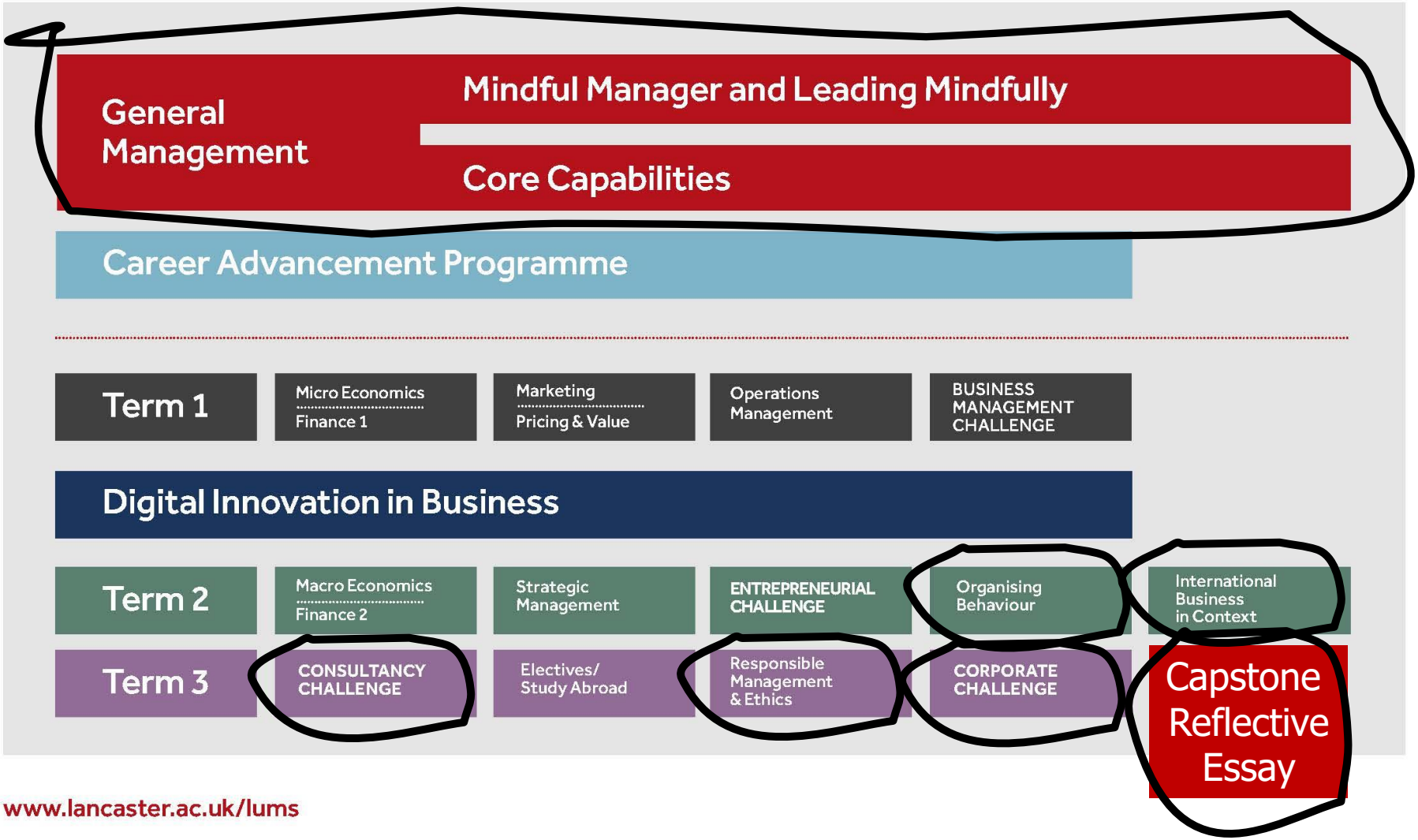
The Mindful Manager

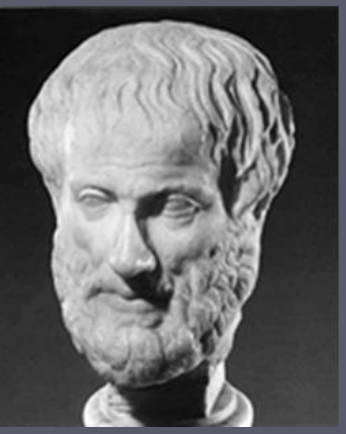
- in pursuit of practical wisdom -

Lancaster University
Management School

The Lancaster MBA - in pursuit of practical wisdom

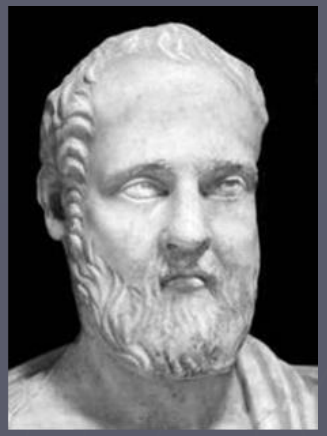


www.lancaster.ac.uk/lums



The Mindful Manager

- in pursuit of practical wisdom -



The Mindful Manager module deals with management as a future-crafting / history-making practice with moral consequences

The module is the core of your MBA and is the central thread of the General Management strand

Lancaster University
Management School

The Lancaster MBA – a place of serious education

A School of Athens

Re-building the Aristotelian Paideia in the 21st Century

Lancaster University
Management School

The Lancaster MBA – a place of research and innovation

A School of Athens

Re-building the Aristotelian Paideia in the 21st Century

The Mindful Manager
- in pursuit of practical wisdom -

The School of Athens
Re-building the Aristotelian Paideia in the 21st Century

The Mindful Manager
- in pursuit of practical wisdom -

IT IS UNDERSTANDING THAT COUNTS

The Mindful Manager
- in pursuit of practical wisdom -

Aristotle - you have a complete slide pack

Yes Plato, AND <u>you must bring it to all the lectures</u> because…

IT IS UNDERSTANDING THAT COUNTS

The Mindful Manager
- in pursuit of practical wisdom -

You have a complete slide pack there

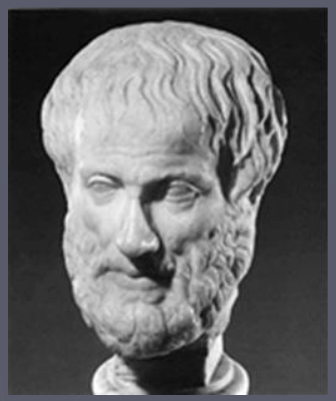
....it is essential to take notes on it

IT IS UNDERSTANDING THAT COUNTS

The Mindful Manager
- in pursuit of practical wisdom -

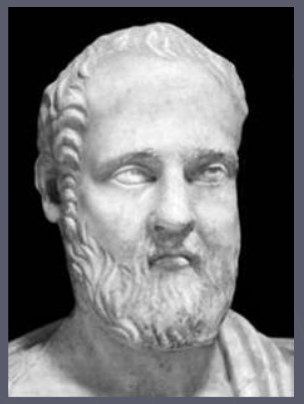
You must also bring your reflection journal to all Mindful Manager sessions

IT IS UNDERSTANDING THAT COUNTS



The Mindful Manager

- in pursuit of practical wisdom -



In the Mindful Manager module we pursue the development of your **practical wisdom**

- *One can manage/lead without wisdom but no one manages/leads well without it*
- *But – what is it?*

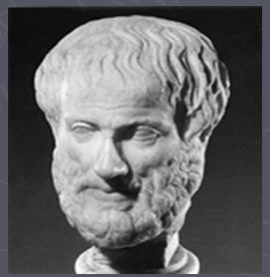
" ***Practical Wisdom*** *is a practical-intellectual capacity that is concerned with* ***choice*** *and involves* ***deliberation & dialogue****.*

It deals with that which is variable, ambiguous and about which there can be many differing opinions – where there are ***no determinate technical rules*** *by which a particular circumstance/issue can simply be subsumed under the general or universal*

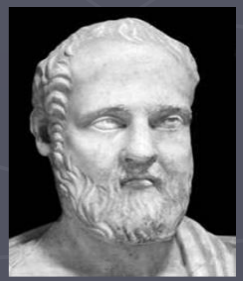
Practical Wisdom
- The capacity to make quality **choices** in the……

Acquiring Practical Wisdom

- "practical wisdom has been shown as a fruit which can grow only in the soil of a person's experience and character; apart from the cultivation of that soil, there is no *[method of]* making it available in a way that would count"
  - Dunne, *Back to the Rough Ground*, 1993, p358
- We are going to try to cultivate the soil and plant some seeds of mindfulness



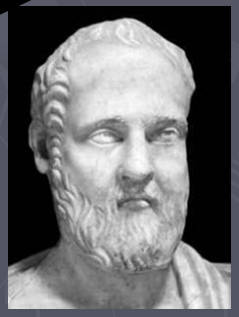
The Mindful Manager
- in pursuit of practical wisdom -

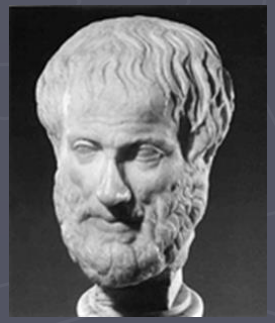


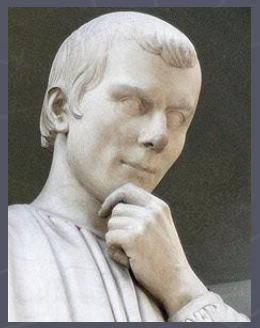
" ***Practical Wisdom*** *is a practical-int tual capacity that is concerned with nd involves* ***deliberation & dial***

It deals with that wi e, ambiguous and about wh be many differing opinions are ***no determinate tech*** *by which a particular issue can simply be subsumed general or universal*

THOSE WHO MAKE 'GOOD' JUDGEMENTS WE SEE AS HAVING PRACTICAL WISDOM







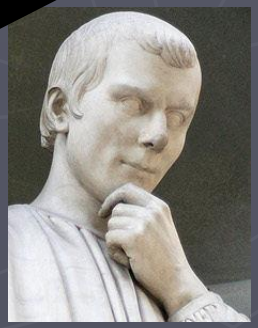
BACK TO THE FUTURE TO FACE THE WICKED WORLD

Wicked World

" ***Practical Wisdom*** *is a practical-intellectual capacity that is concerned with* ***choice*** *and involves* ***deliberation & dialogue****.*

It deals with that which is v *and about which there* *opinions – where t* ***technical rul*** *circumstan* *under*

PRACTICAL WISDOM IS THE CAPACITY TO MAKE 'GOOD' CHOICES - TO EXERCISE 'GOOD' JUDGEMENT



BACK TO THE FUTURE TO FACE THE WICKED WORLD

The Mindful Manager

- The Mindful Manager module deals with management as a practice where ***judgement*** is key
- *TO JUDGE IS TO CHOOSE AND NOT TO SIMPLY ACT IN HABIT OR BY RULE*
  - *Even if the choice is to act in habit or by rule……*
- ***A wise one 'chooses to choose'...and makes 'good' choices***

The Mindful Manager
- in pursuit of practical wisdom -

Practical Wisdom

om has been sh as a fruit
w only in th of a person's
d charact apart from the
cultivation of that there is no *[method of]*
making it available in a way that would count"

- Dunne, *Back*

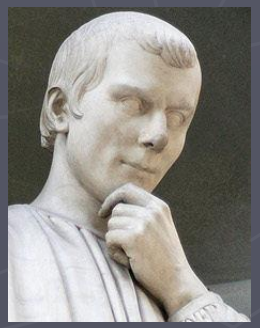
- We trying to cultiv
  - planting sor

PRACTICAL WISDOM IS NOT A MAGICAL SUPER POWER

" ***Practical Wisdom*** *is a practical-intelle capacity that is concerned with* ***choi*** *involves* ***deliberation & dialogue****.*

It deals with that which is v biguous and about which there c ny differing opinions – where th ***determinate technical rules*** *ich a particular circumstance/i simply be subsumed under the c niversal*

THOSE WE 'JUDGE' TO HAVE PRACTICAL WISDOM ARE THOSE WE SEE AS MAKING 'GOOD' JUDGEMENTS



BACK TO THE FUTURE TO FACE THE WICKED WORLD

Wicked World

The Mindful Manager
- in pursuit of practical wisdom -

PRACTICAL WISDOM IS NOT AN 'INTELLIGENCE'

Practical Wisdom

- "practical wisdom has been shown as a fruit which can grow only in the soil of a person's experience and character apart from the cultivation of that soil, there
  making it available in a way t
  - Dunne, *Back to the Rough Ground*, 1993, p358
- We are trying to cultivate the soil
  – planting some seeds of mi

The Mindful Manager
- in pursuit of practical wisdom

Practical Wisdom

- "practical wisdom has be… which can grow only … experience and … cultivation … making … count"
  - Dunne, "Back to the Rough Ground", 1993, …

… plant some … seeds of mindfulness as we go

TO BE WISE IS TO HAVE A CERTAIN FORM OF ENGAGEMENT WITH THE WORLD

- A form of engagement that enables 'good' judgements to made

The Mindful Manager
- in pursuit of practical wisdom

Practical Wisdom

- "practical wisdom has been known as a fruit which can grow only in the soil of a person's experience and character apart from the cultivation of character there is no *[method of]* making it valuable in a way that would count"
  - *Beyond*, 1993, p358

PRACTICAL WISDOM FLOWS FROM HAVING A NEXUS OF DISPOSITIONS & CAPABILITIES

- ...to cultivate the soil
  - ...planting some seeds of mindfulness as we go

Disposition – a tendency to think/act in a certain way

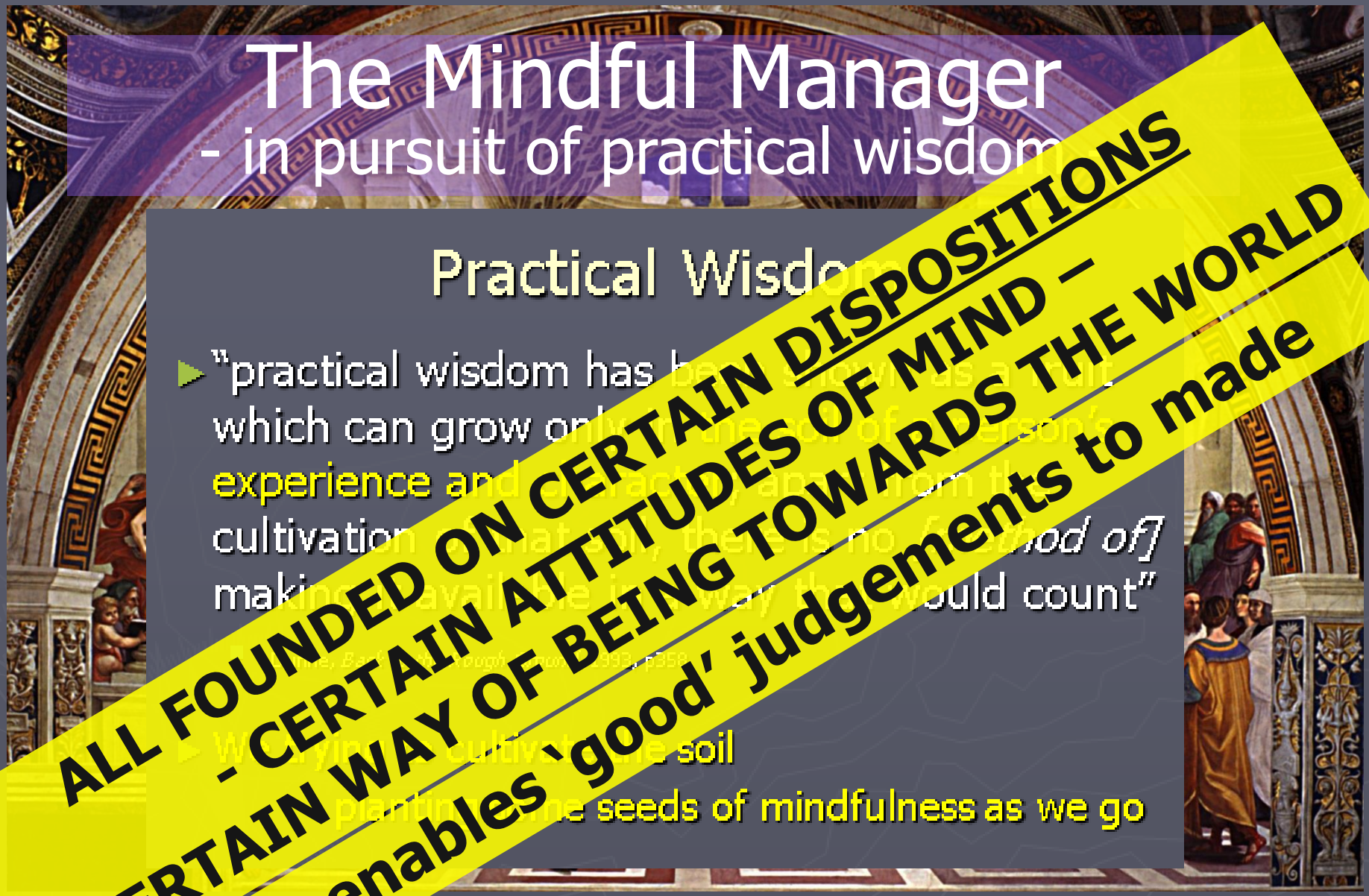
The Mindful Manager
- in pursuit of practical wisdom -

Practical Wisdom

- "practical wisdom has bee
  which can grow only i
  experience and ch
  cultivation of
  making it
  - Dunne, Back to the Rough Ground, 1993, p35
  - We try to cultivate the soil
    - planting some seeds of mindfulness as we go

WE ARE IN PURSUIT OF CERTAIN CAPABILITES
Reason, Dialogue, Imagination
- that enable 'good' judgements to made

The Mindful Manager
- in pursuit of practical wisdom

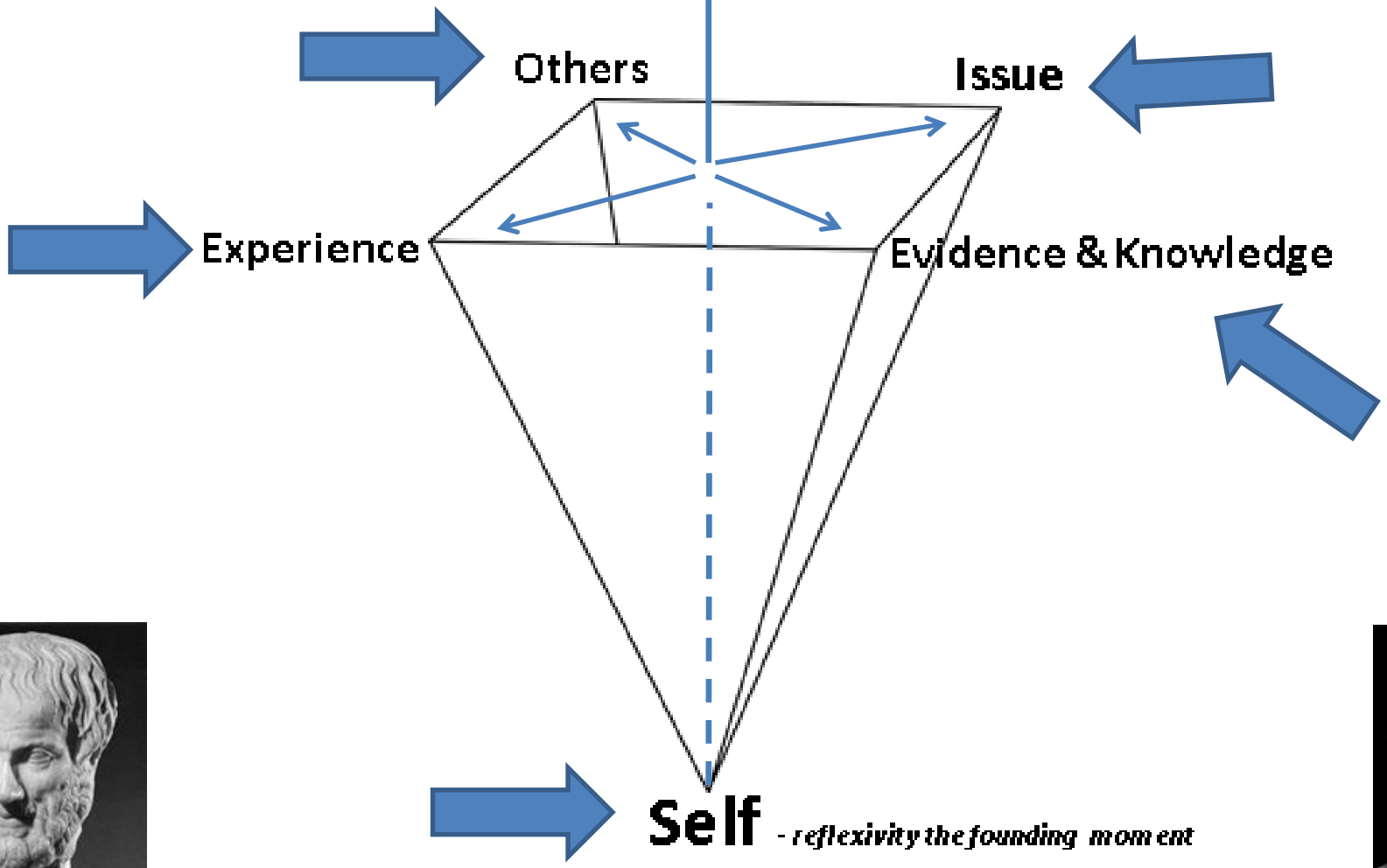


ALL FOUNDED ON CERTAIN DISPOSITIONS
- CERTAIN ATTITUDES OF MIND –
A CERTAIN WAY OF BEING TOWARDS THE WORLD
- that enables `good' judgements to made

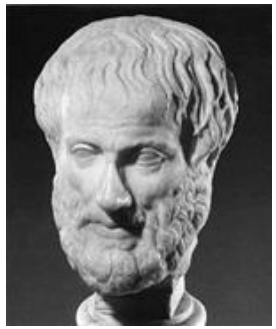
The capacity to exercise 'good' judgement

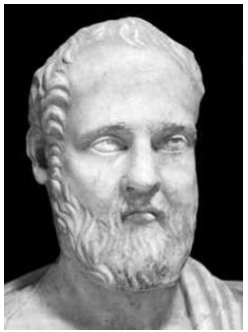
Practical Wisdom
PHRONESIS

……founded on certain dispositions



- reflexivity the founding moment of practical wisdom





The capacity to exercise 'good' judgement

founded on certain dispositions..

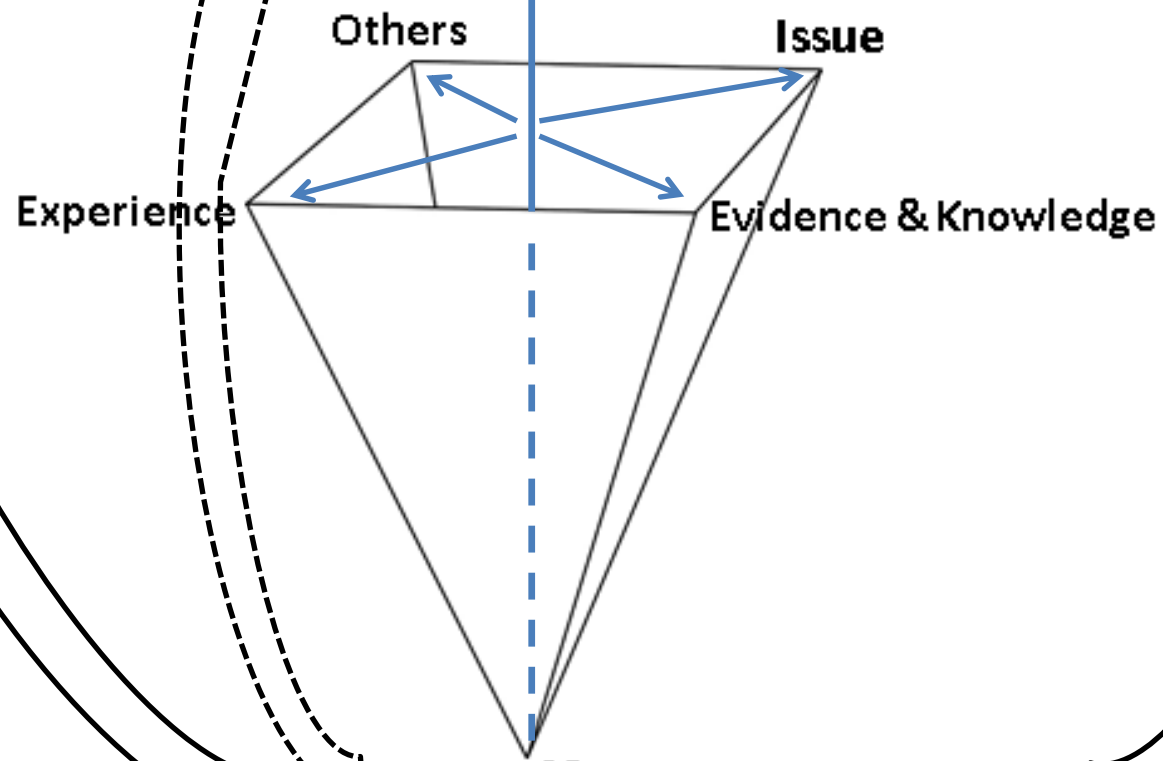
Practical Wisdom
PHRONESIS

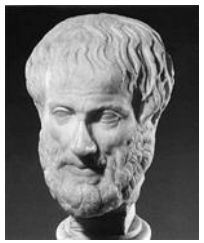
.....and on certain capabilities

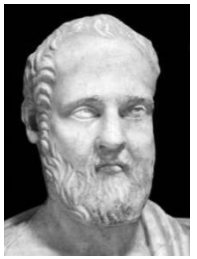
REASON

IMAGINATION

DIALOGICALITY







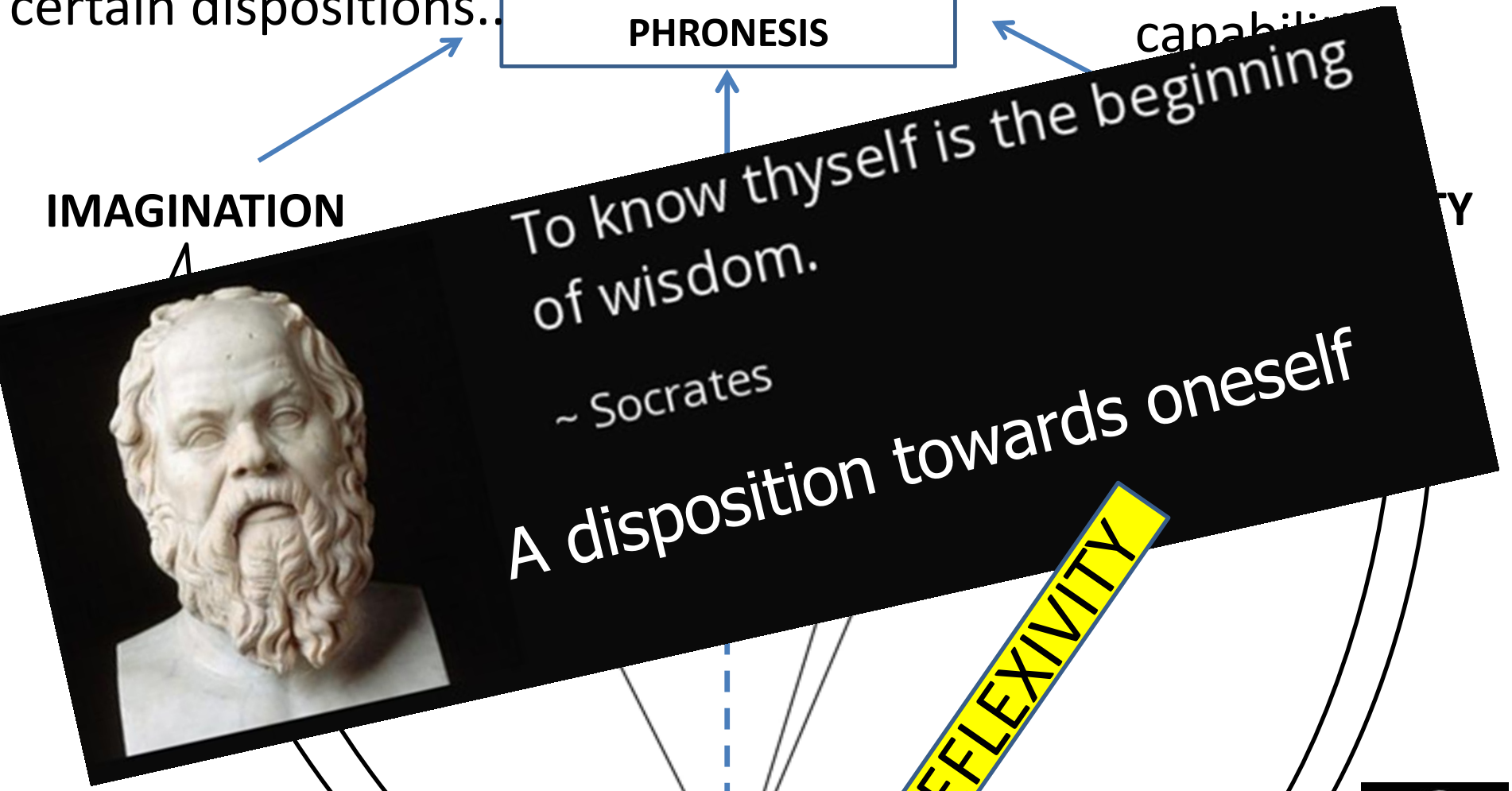
The capacity to exercise 'good' judgement

founded on certain dispositions..

Practical Wisdom
PHRONESIS

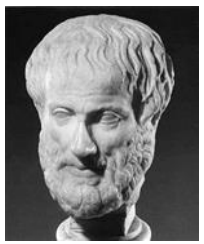
.....and on certain capabil

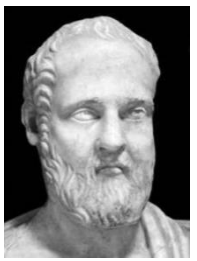
IMAGINATION



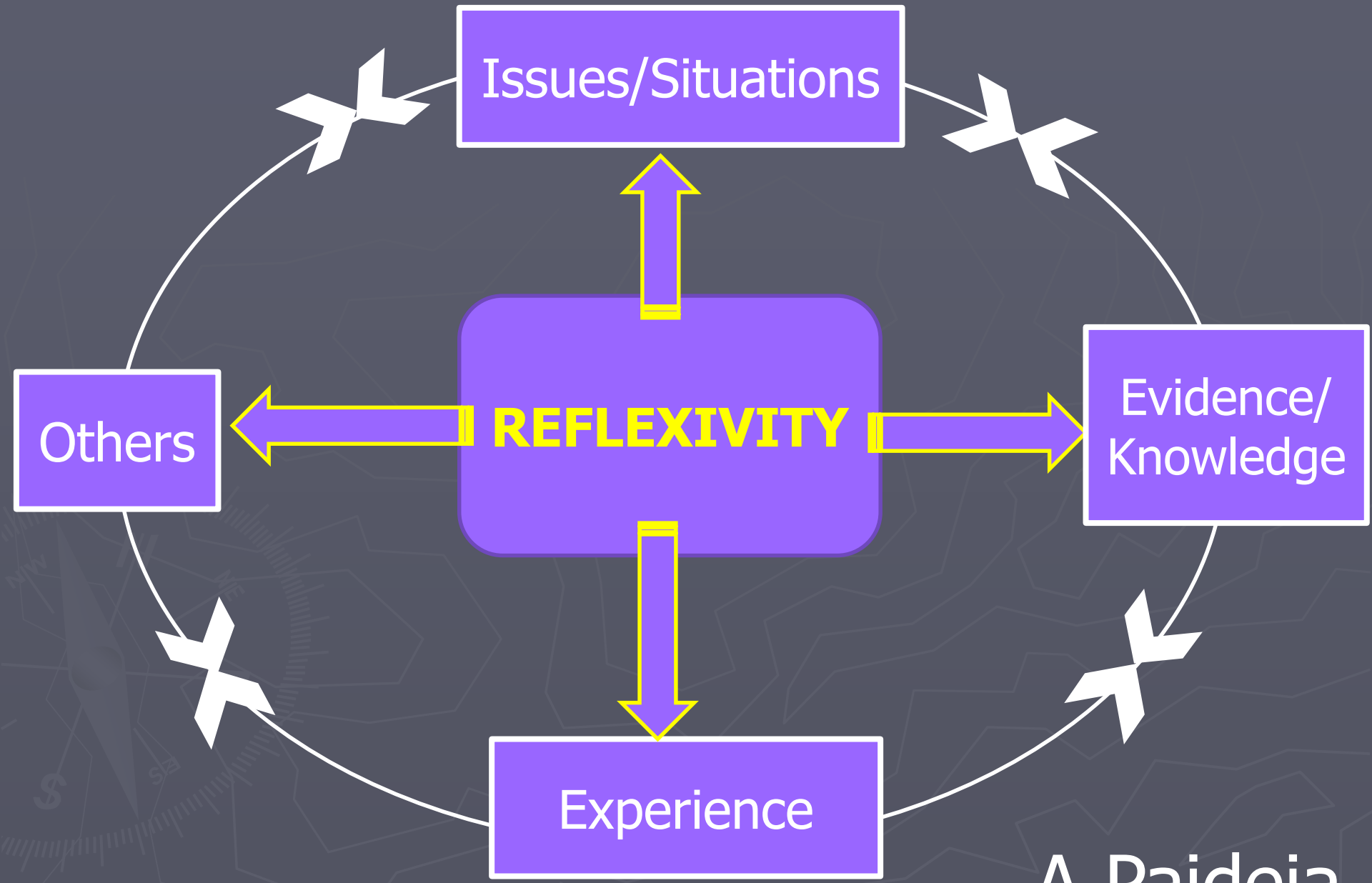
REFLEXIVITY

Self - *reflexivity the founding moment of practical wisdom*





Attitudes of mind when one is attending to…



A Paideia

Capabilities

REASON

REFLEXIVITY

DIALOGUE

IMAGINATION

A Paideia

REASON

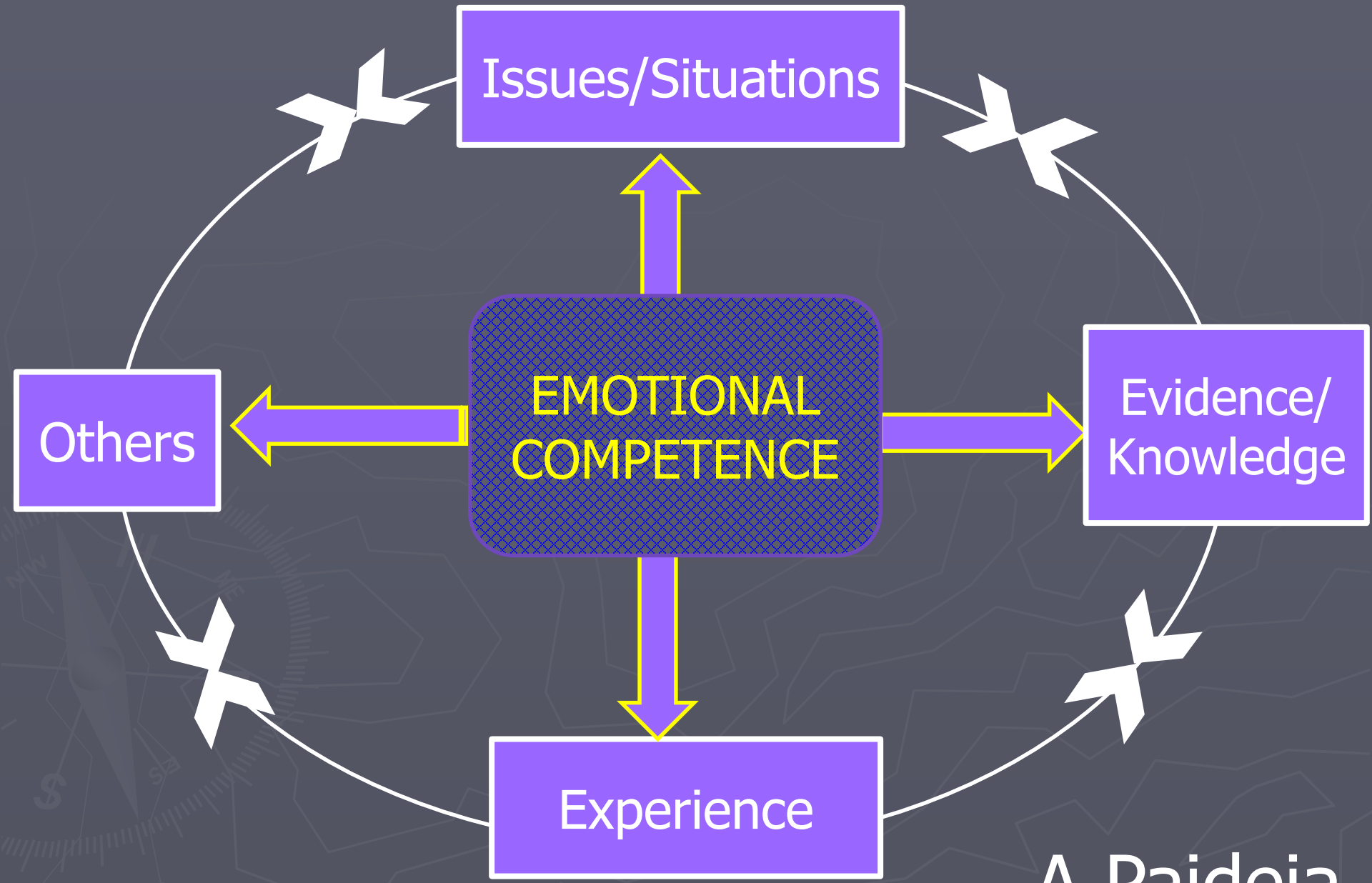
EMOTIONAL COMPETENCE

DIALOGUE

IMAGINATION

A Paideia

Attitudes of mind when one is attending to…



A Paideia

The capacity to exercise 'good' judgement

founded on certain dispositions..

Practical Wisdom
PHRONESIS

.....and on certain capabilities

REASON

IMAGINATION

DIALOGICALITY

Issue/problem

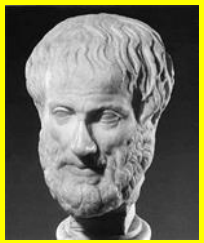
Others

Experience

Evidence/ Knowledge

OUR FEELINGS OLOUR OUR JUDGEMENTS

Self



The capacity to exercise 'good' judgement

founded on certain dispositions..

Practical Wisdom
PHRONESIS

.....and on certain capabilities

REASON

IMAGINATION

DIALOGICALITY

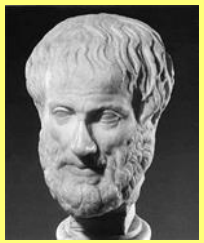
Issue/problem

Others

Experience

Evidence/ Knowledge

OUR FEELINGS COLOUR OUR JUDGEMENTS



Self

The capacity to exercise 'good' judgement

founded on certain dispositions..

Practical Wisdom
PHRONESIS

.....and on certain capabilities

REASON

IMAGINATION

DIALOGICALITY

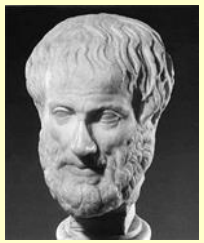
Issue/problem

Others

Experience

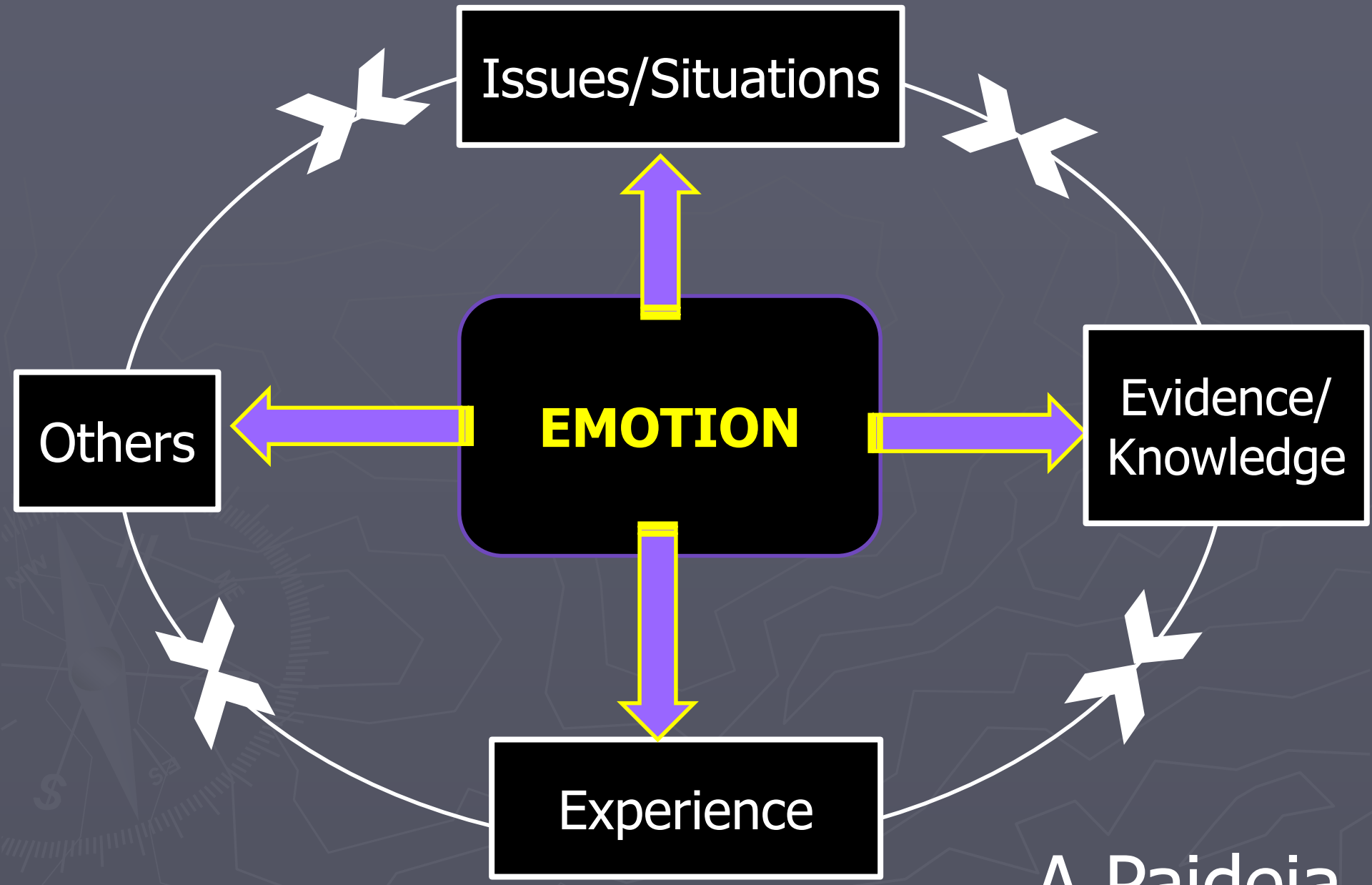
Evidence/ Knowledge

OUR FEELINGS COLOUR OUR JUDGEMENTS



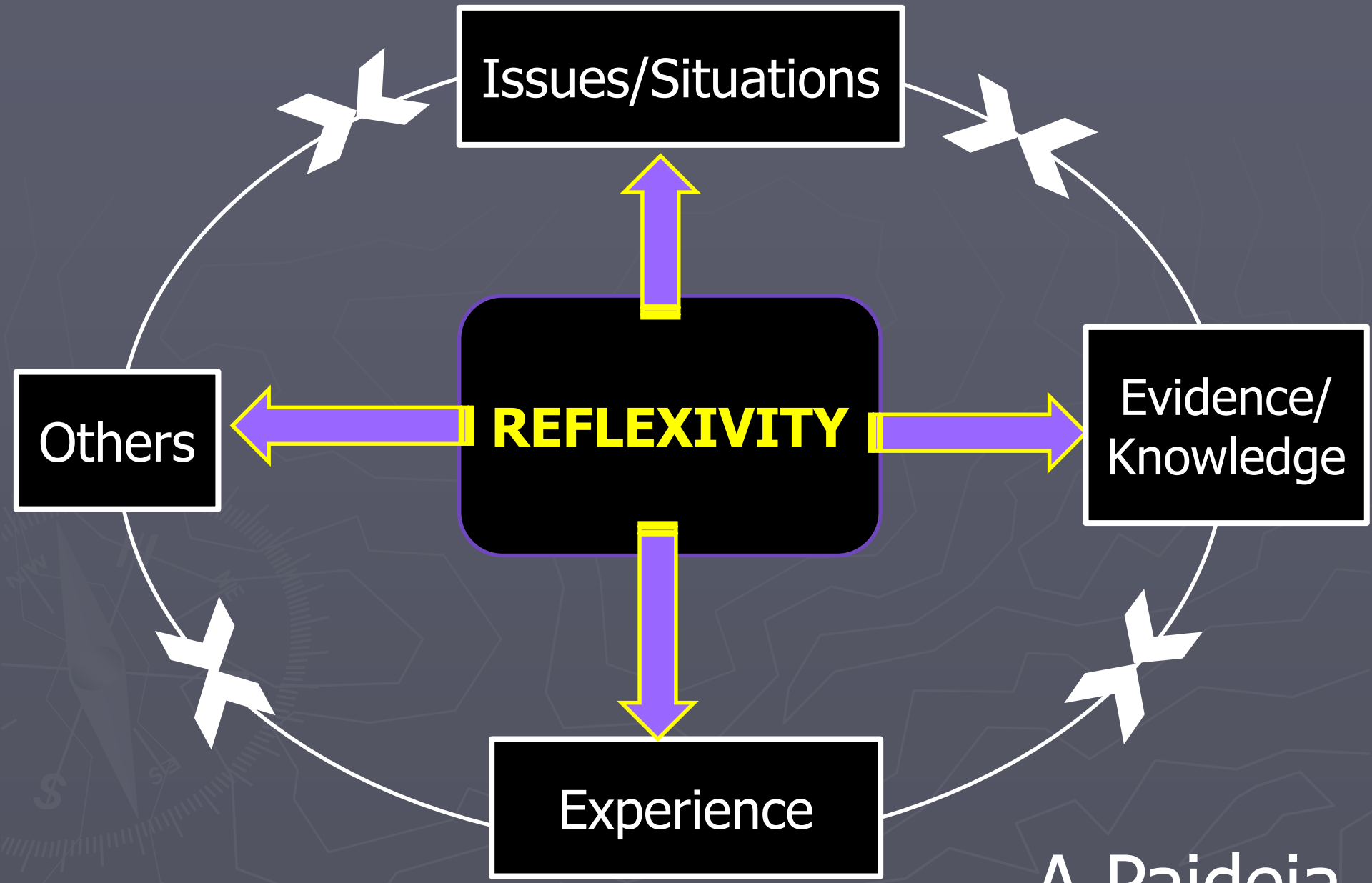
Self

Attitudes of mind when one is attending to…



A Paideia

Attitudes of mind when one is attending to…



A Paideia

Capabilities

REASON

REFLEXIVITY

DIALOGUE

IMAGINATION

A Paideia

Capabilities

REASON

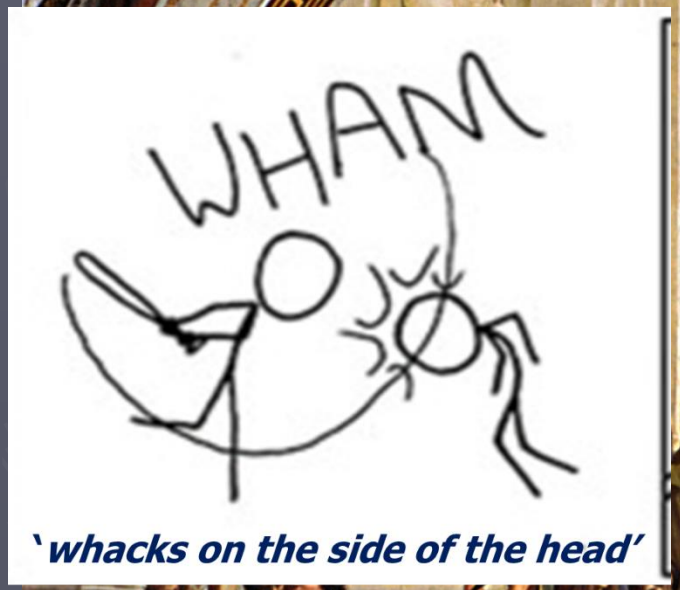
EMOTION

DIALOGUE

IMAGINATION

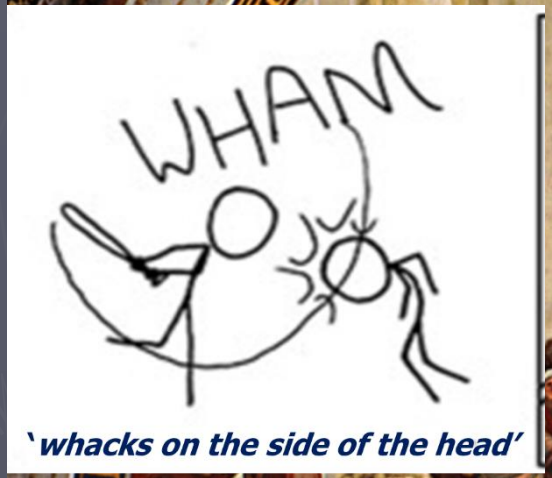
A Paideia

The Mindful Manager Module
- In Pursuit of Practical Wisdom



- A Judgement Case Study
- A Major Judgment you have made
- .....

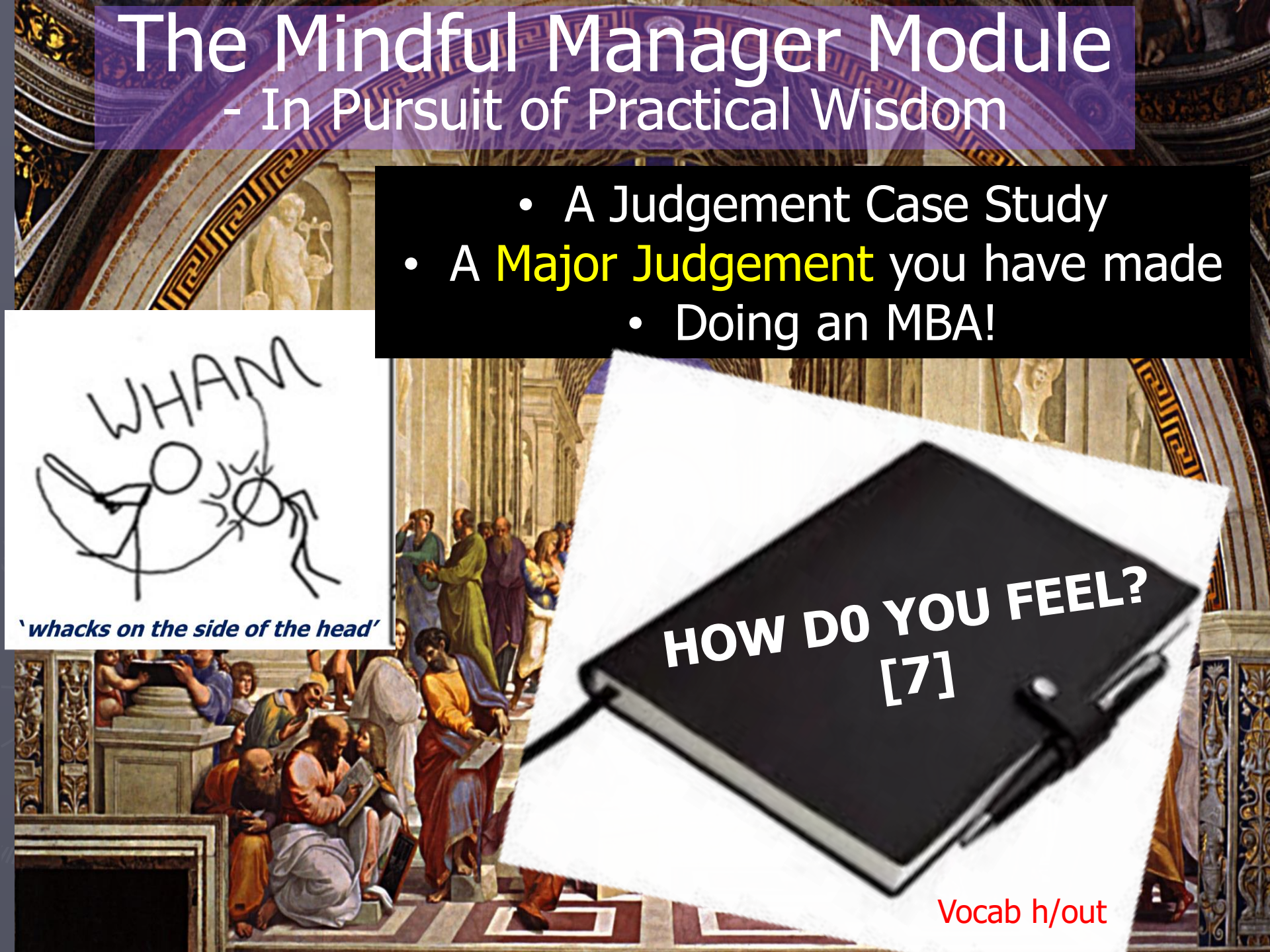
The Mindful Manager Module
- In Pursuit of Practical Wisdom



- A Judgement Case Study
- A Major Judgement you have made
- Doing an MBA!

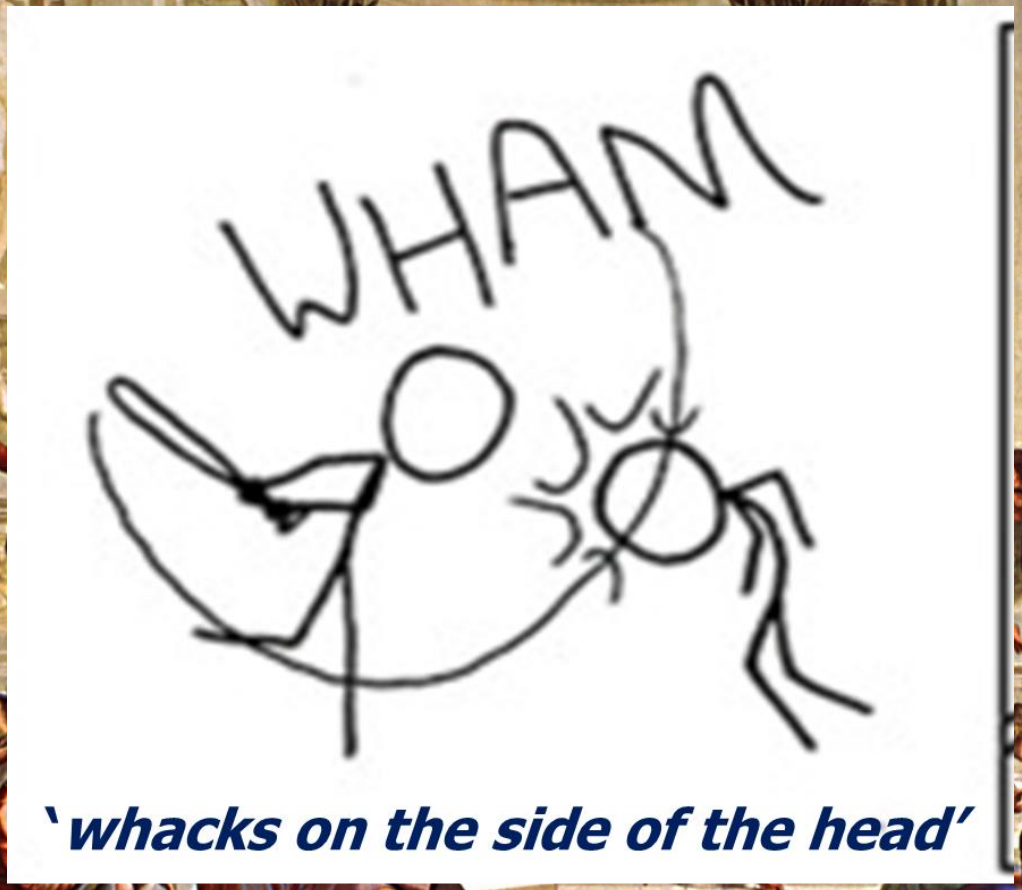
The Mindful Manager Module
- In Pursuit of Practical Wisdom

- A Judgement Case Study
- A Major Judgement you have made
- Doing an MBA!



Vocab h/out

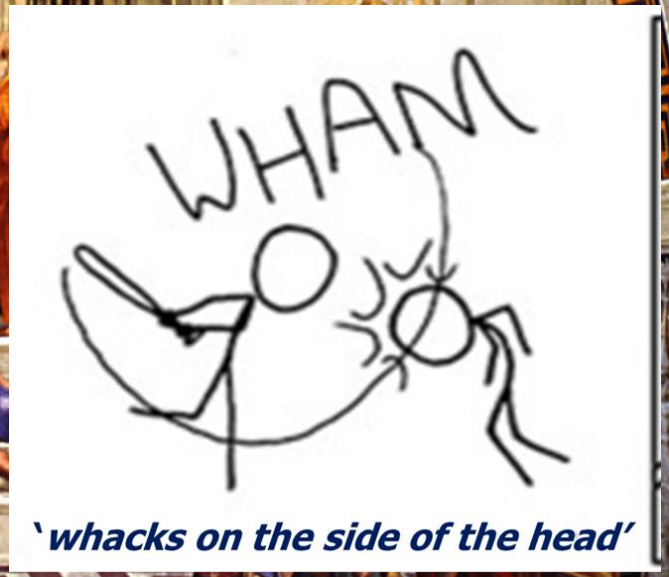
The Mindful Manager Module
- So how do we pursue practical wisdom



`whacks on the side of the head'

The Mindful Manager Module
- So how do we pursue practical wisdom

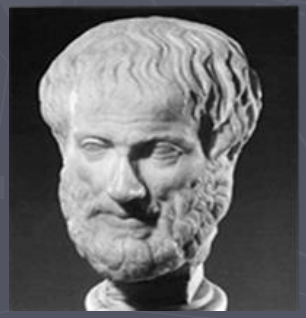
Disrupting your basic assumptions about yourselves and the world



3 Provocations

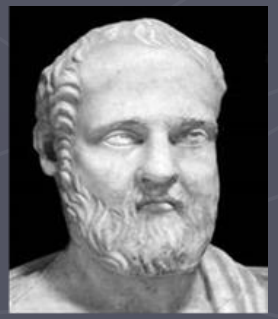
- '*whacks on the side of the head*'

- Philosophy
- Paradox
- People



The Mindful Manager

- in pursuit of practical wisdom -



3 Provocations

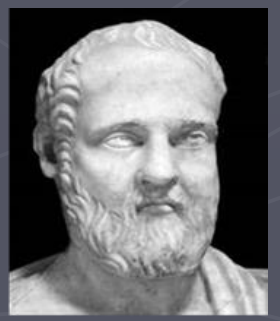
- '*whacks on the side of the head*'

- Philosophy
- Paradox
- People

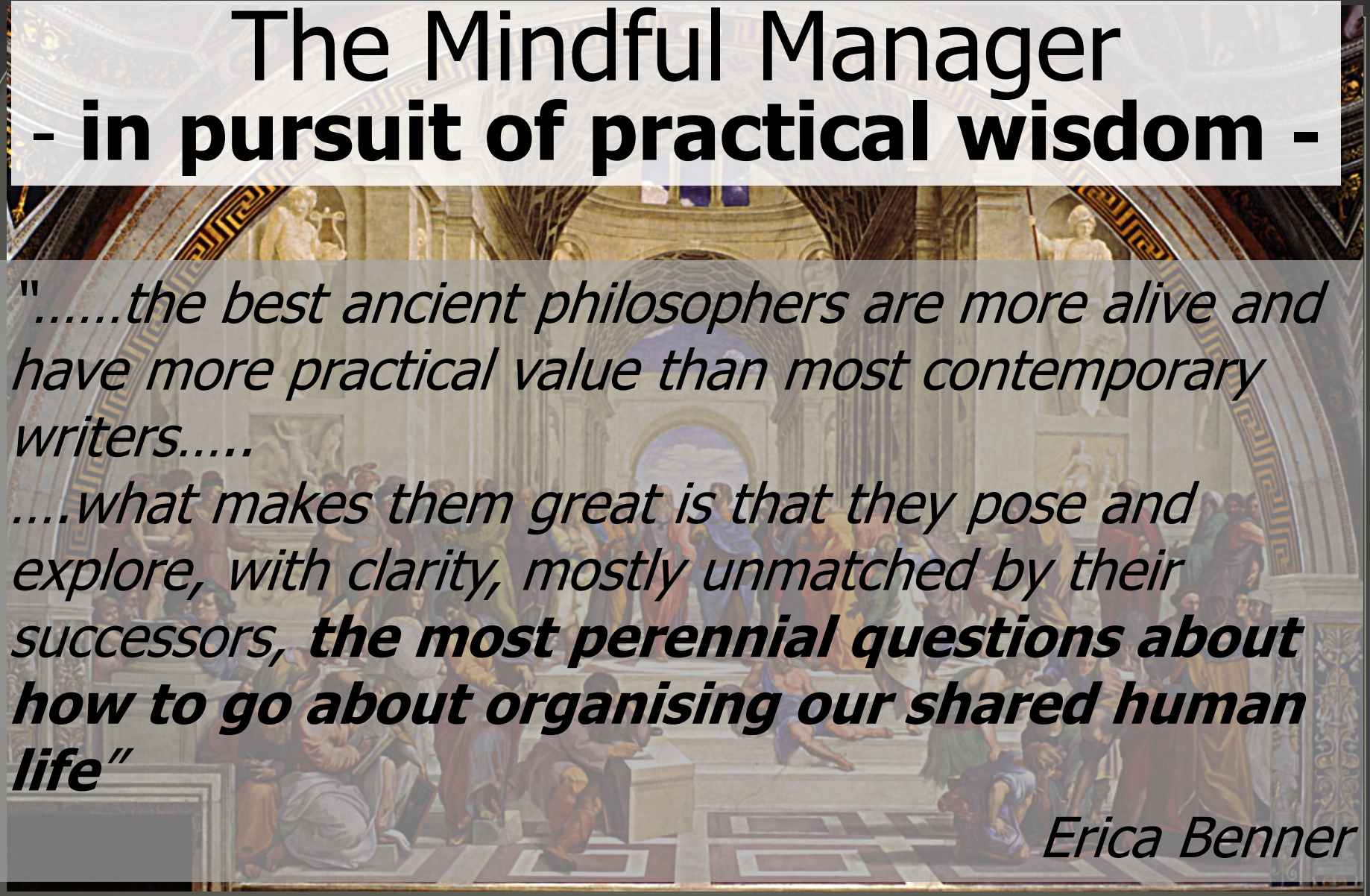
DISRUPTIONS

The Mindful Manager

- in pursuit of practical wisdom -



The Mindful Manager
- in pursuit of practical wisdom -



"……the best ancient philosophers are more alive and have more practical value than most contemporary writers…..

….what makes them great is that they pose and explore, with clarity, mostly unmatched by their successors, ***the most perennial questions about how to go about organising our shared human life"***

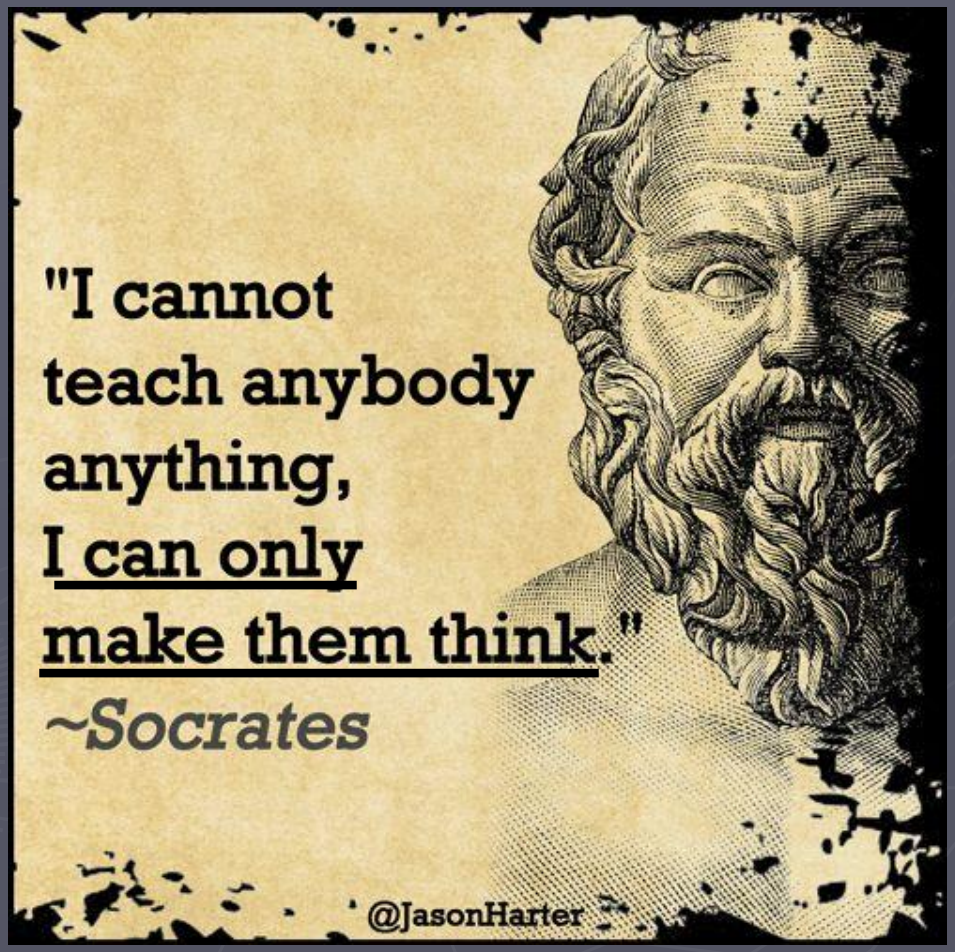
Erica Benner

BACK TO THE FUTURE

Re-building the Aristotelian Paideia in the 21st Century

Provocations

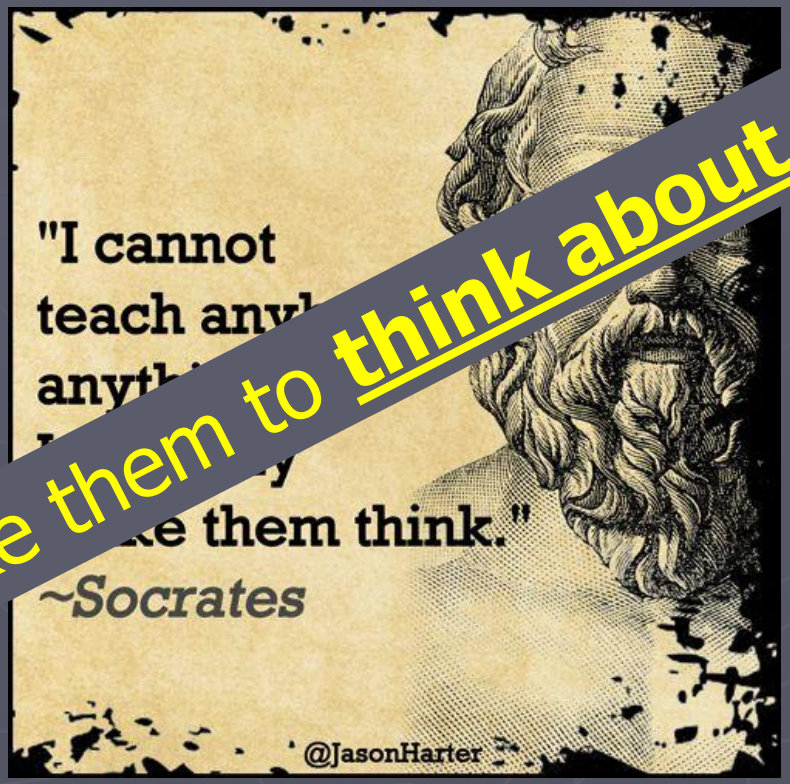
- '*whacks on the side of the head*'



Philosophy, Paradox & People

Provocations

- 'whacks on the side of the head'

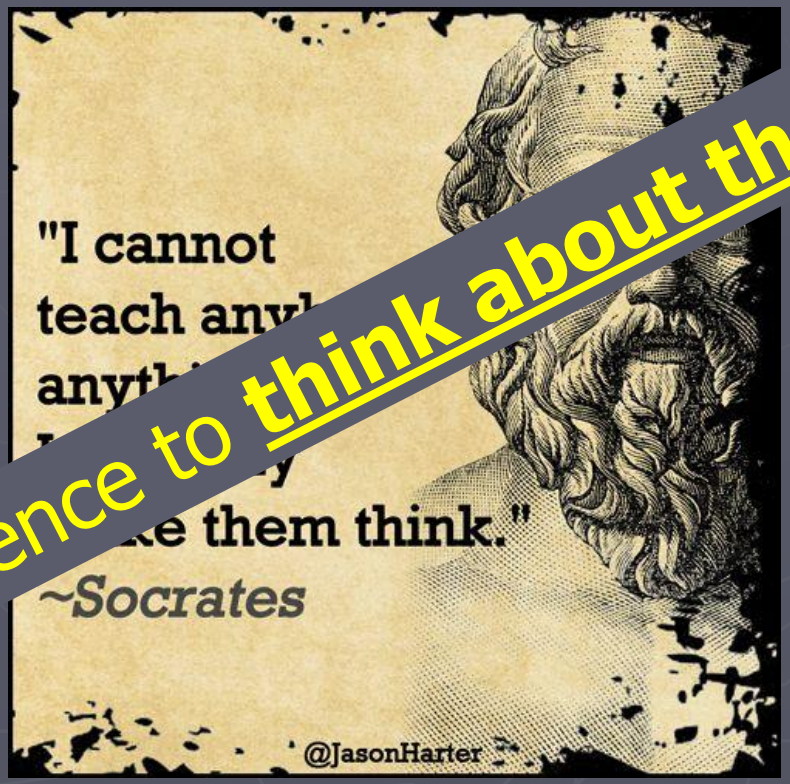


..and provoke them to **think about their thinking**

Philosophy, Paradox & People

Provocations

- '*whacks on the side of the head*'

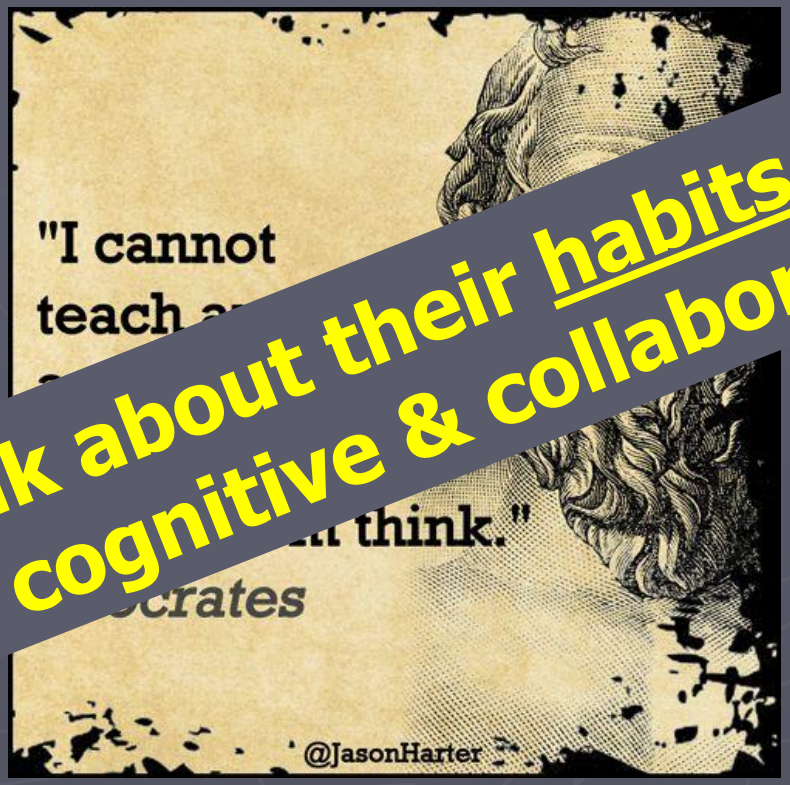


..and thence to **think about their talking**

Philosophy, Paradox & People

Provocations

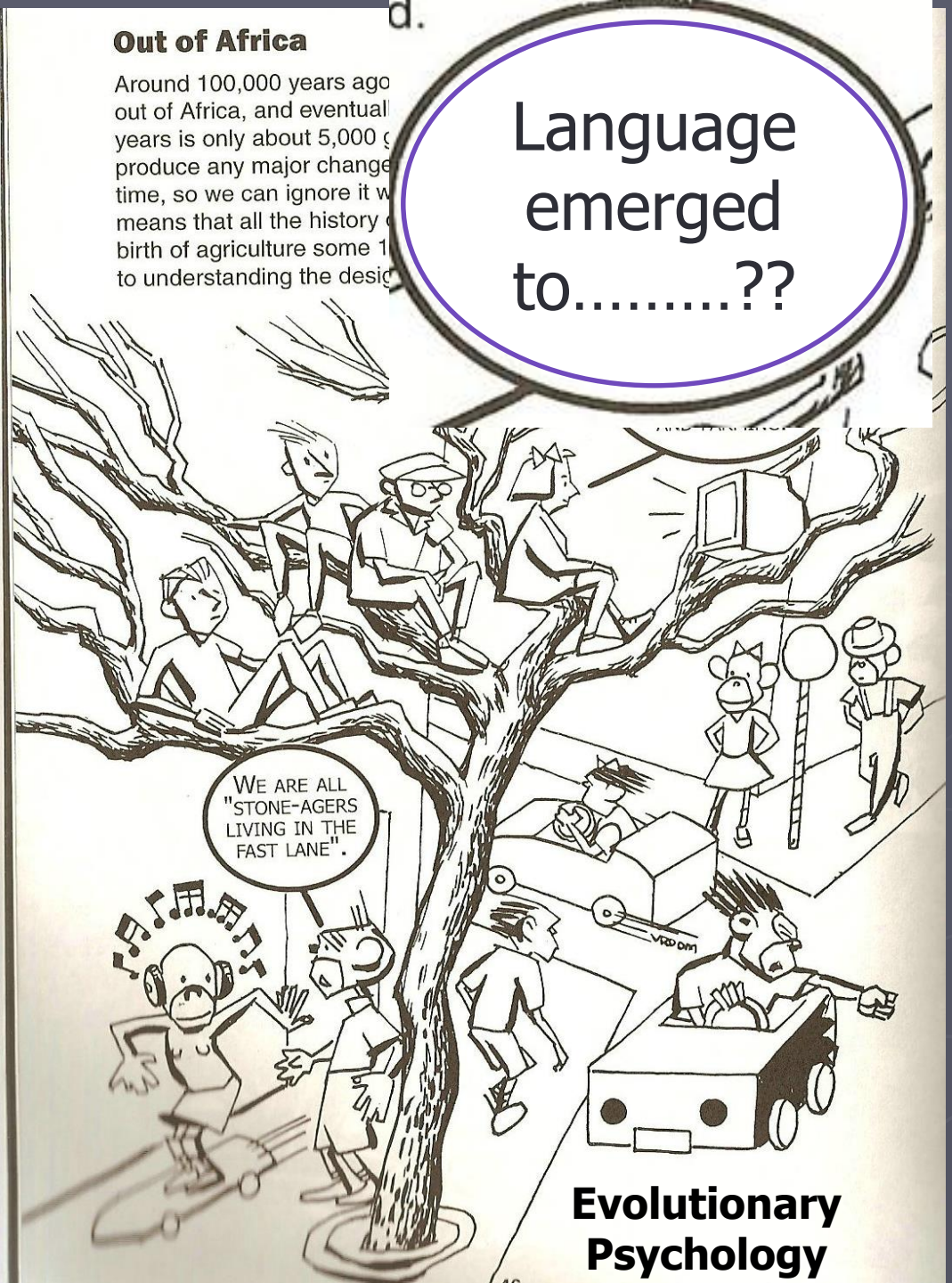
- '*whacks on the side of the head*'



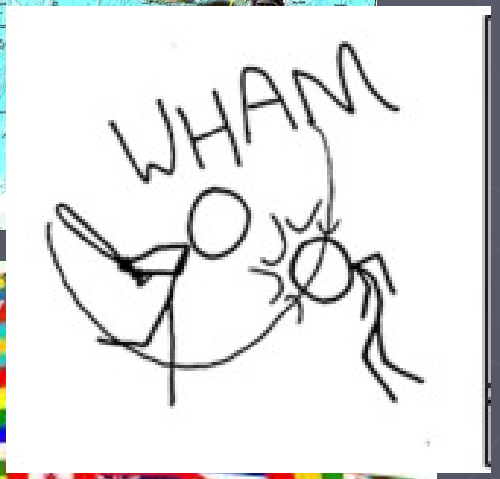
- to think about their habits of conduct
- cognitive & collaborative

Philosophy, Paradox & People

We are all stone-agers living in the fast lane



ALL THE SAME - BUT SO SO SO DIFFERENT



DIALOGUE

The Challenge of Human Diversity

Provocations

- '*whacks on the side of the h*

..a challenge to your HABITS of mind mouth and ears

he Challenge of Human Diversity

Provocations

- '*whacks on the side of the head'*

..a challenge to your RULES.....

The Challenge of Human Diversity

Provocations
- '*whacks on the side of the head'*

- Personality [the self]?
- An excuse
- Culture?
- Another excuse
- Religion?
- An excuse for excuses

You must shake free of your shackles

Provocations

- *'whacks side of head'*

- Per[illegible]y [the
- [illegible]excuse
- Cult[illegible]
- [illegible]ther e[illegible]
- Relig[illegible]
- A[illegible]excu[illegible]excuses

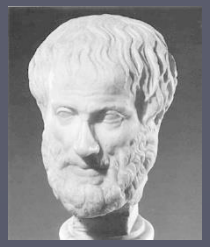
NO MORE EXCUSES

YOU MUST TAKE RESPONSIBITY

YOU MUST CHOOSE TO CHOOSE

AND START ON THE PATH TO WISDOM

[illegible]must shake free of your shackles



The Mindful Manager

FMBA552 Module Assessment

- 30% team based coursework
  - Collaborative reading & crystallisation exercise
- 20% individual coursework
  - A ReFLEXion & portfolio of reFLEXions
- Two 'open book' exams
  - 25% January 2017 [25%]
  - 25% June 2017 [25%]
- Read the Guidebook
- Read the Mindful Manager Moodle site
- Ask questions

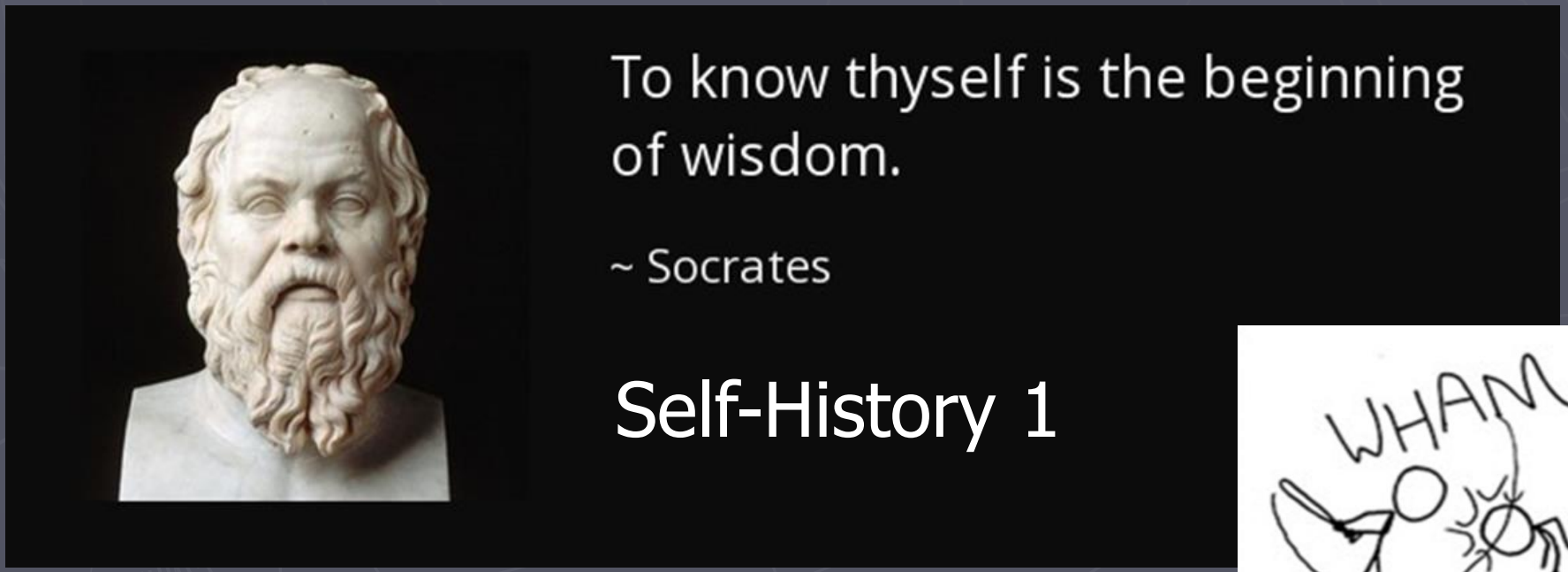
The 2 Coursework Assignments

FMBA552 Module Assessment

We will also talk about this process again early next week

The Individual Coursework Assignment

- In Pursuit of Reflexivity
  - **A reflection on your reFLEXions & a portfolio**
  - A provoked self-perspective



- READ THE MOODLE SITE CAREFULLY!!!

The Team based Coursework Assignment

- You will be involved in **3** collaborative reading cycles – 2 in Term 1 & 1 in Term 2
- READ THE MOODLE SITE CAREFULLY!!!
  - THE *WHAT AND WHEN* IS QUITE COMPLICATED!

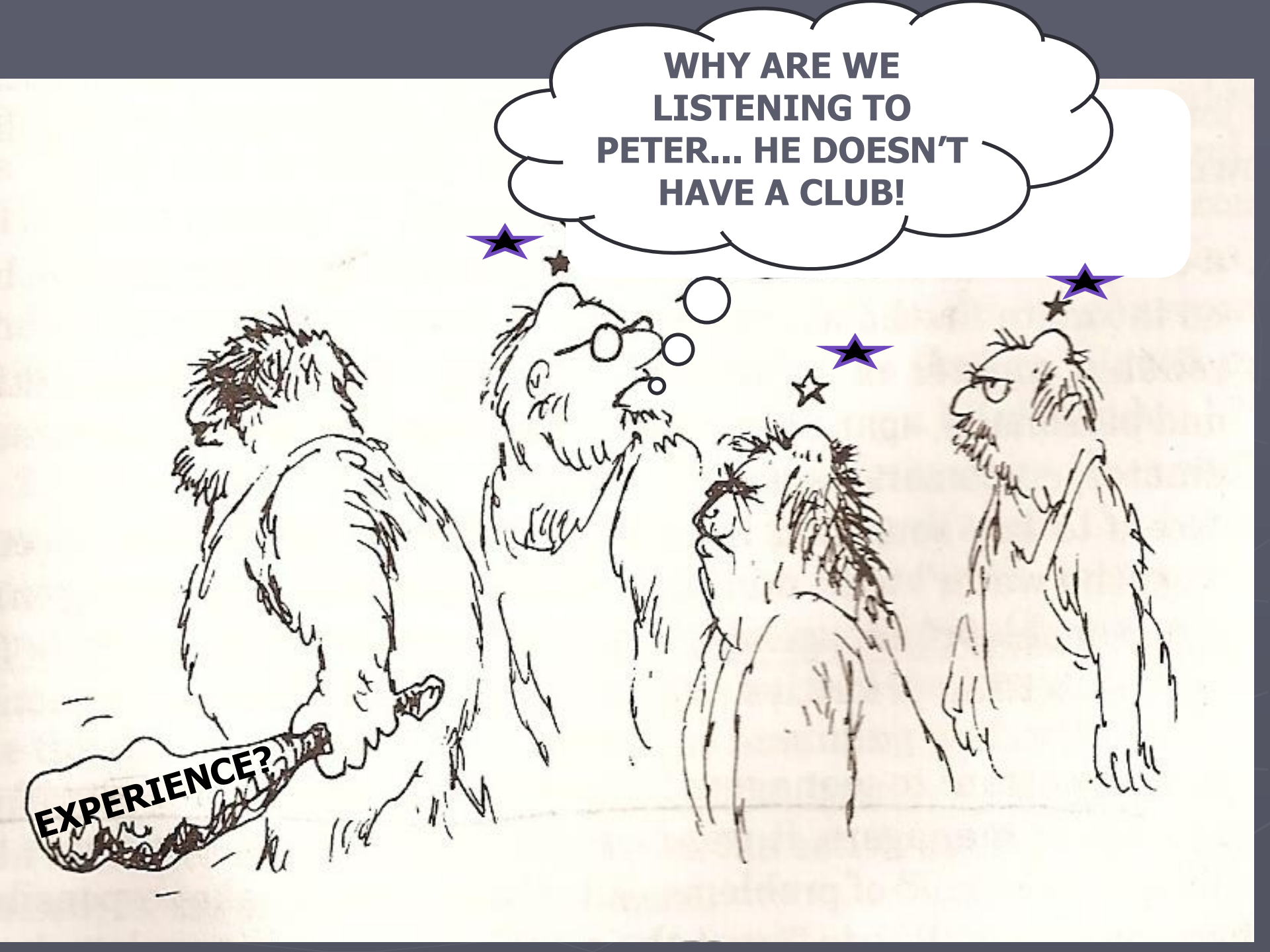
We will also talk about this process again early next week

Read the Guidebook & Moodle page!

Of course Dr Lenney..I'm not like the rest of this class

WHY ARE WE LISTENING TO PETER HE DOESN'T HAVE A CLUB!
?????

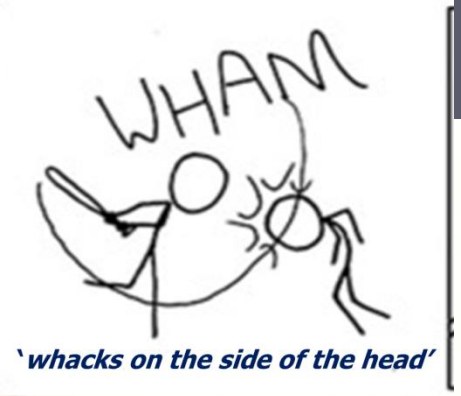
WHY ARE WE LISTENING TO PETER HE DOESN'T HAVE A CLUB!
Authority?


WHY ARE WE LISTENING TO PETER... HE DOESN'T HAVE A CLUB!
EXPERIENCE?

WHY SHOULD WE LISTEN TO PETER... HE DOESN'T HAVE A CLUB!
EXPERTISE?

WE SHOULD LISTEN...HE'S AN EXPERT!
KNOWLEDGE?

WHAM
'whacks on the side of the head'
Who decides who is an expert?
Expertise



Who decides who is an expert?

Expertise

THINK HARD! – BECAUSE……

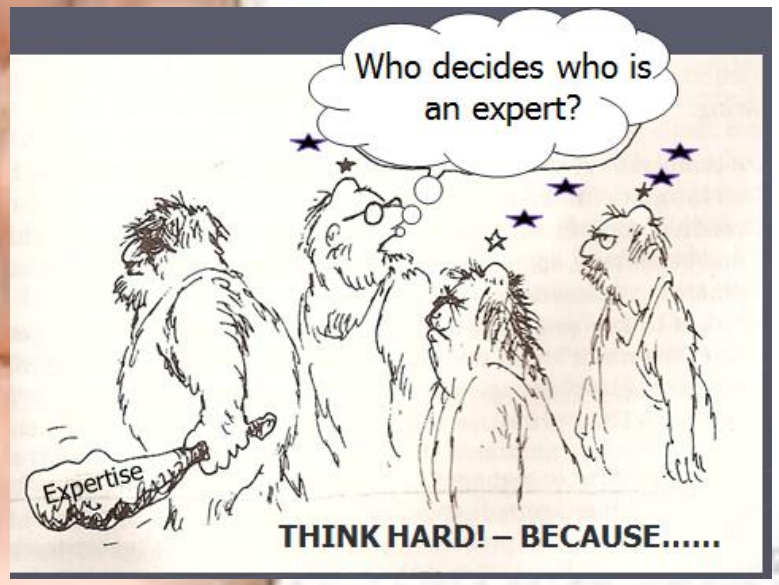
Becoming a Mindful Manager

- **To whom to listen is your choice and a choice of immense importance!**

JUDGEMENTS ABOUT ……..
YOU MUST MAKE

A Mindful Manager understands that….

- ***Mindful one must be of the clubs in the room***



A Mindful Manager understands that….

- ***To whom to listen is your choice and a choice of immense importance!***

Remembering

A Mindful Manager understands that….

- ***"Mindful one must be of the clubs in the room"***

Memorables

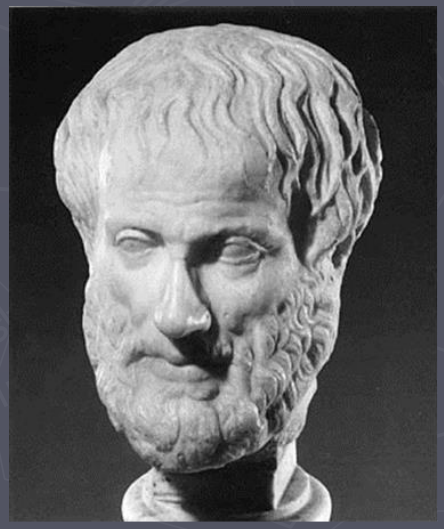
A Mindful Manager understands that….

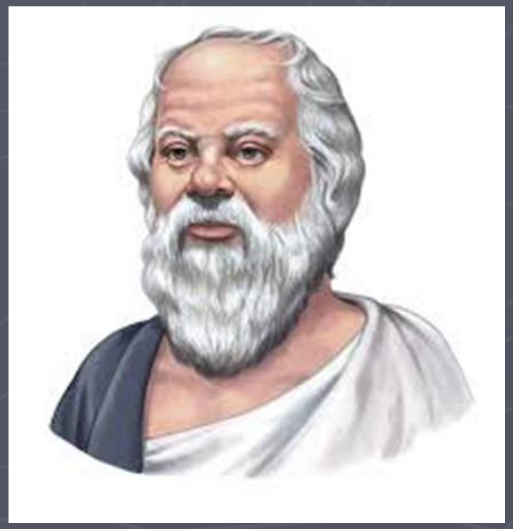
- ***"Mindful one must be of the clubs in the room"***

Memorables- STICKY STUFF
- stuff that sticks -

The Mindful Manager

What Mindfulness at Lancaster is **not**





What Mindfulness at Lancaster is not

- It is **not** McMindfulness

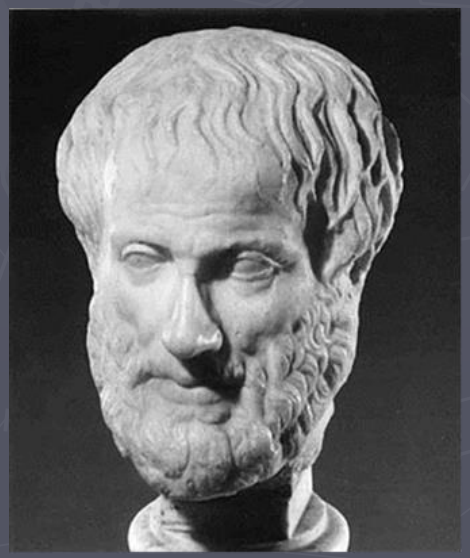
McMindfulness

Mindful Parenting, Mindful Eating, Mindful Teaching, Mindful Politics, Mindful Therapy, Mindful Leadership, A Mindful Nation, Mindful Recovery, The Power of Mindful Learning, The Mindful Brain, The Mindful Way through Depression, The Mindful Path to Self-Compassion…

It is NOT a striving for tranquillity

The Mindful Manager

- Mindfulness at Lancaster is:
  - Not something achievable through meditative practice; nor requiring it
    - though it can powerfully assist
    - And we will practise it

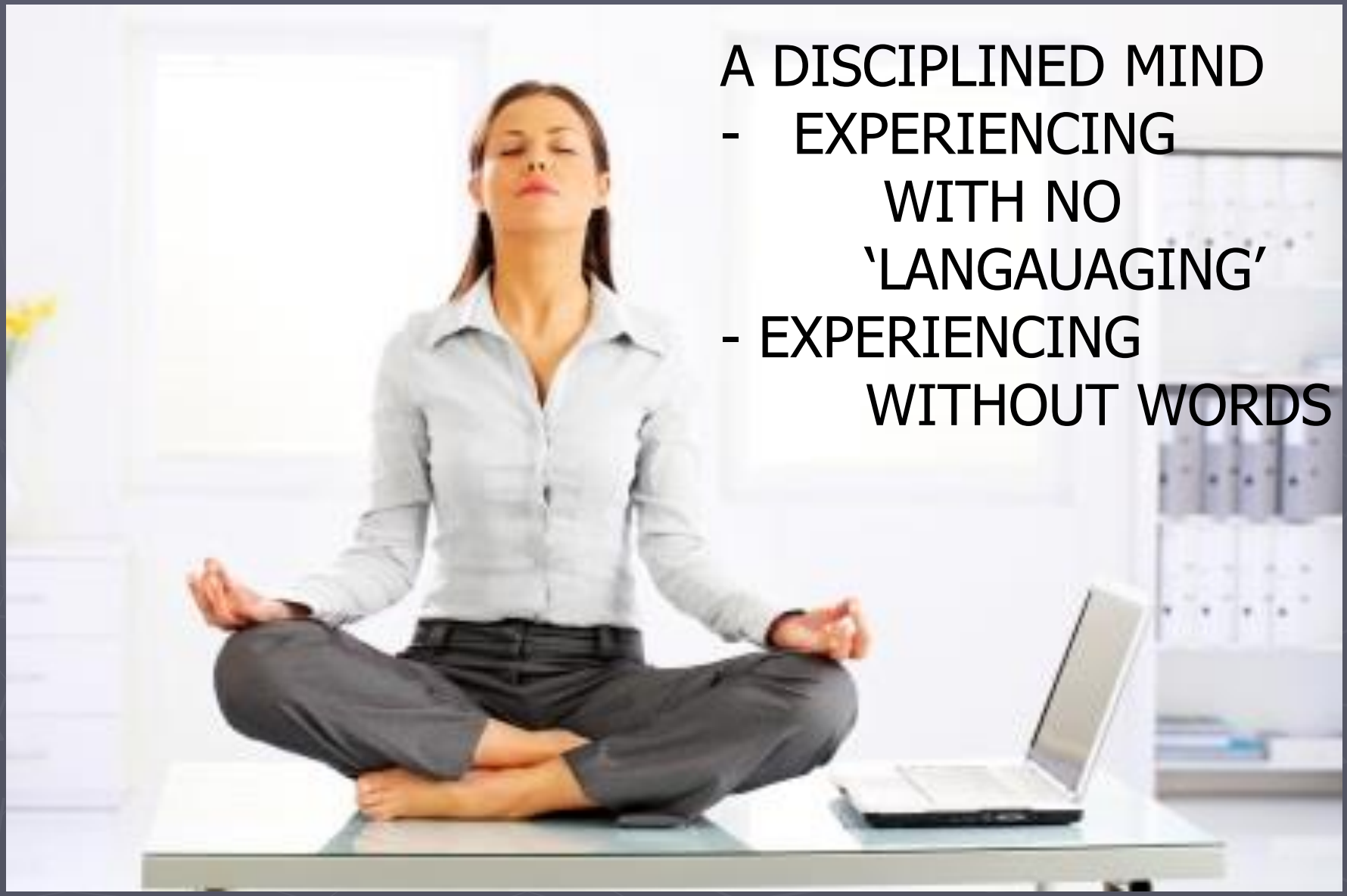


A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation



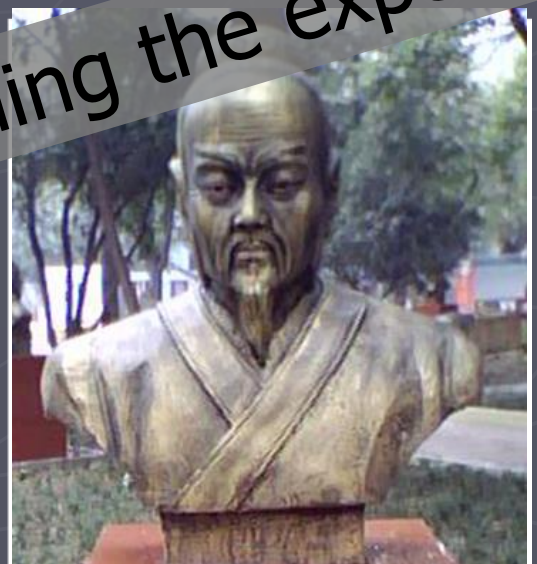
A Short Meditation

The Mindful Manager

- Not focused on 'living in the moment'

  .....in the McMindful sense

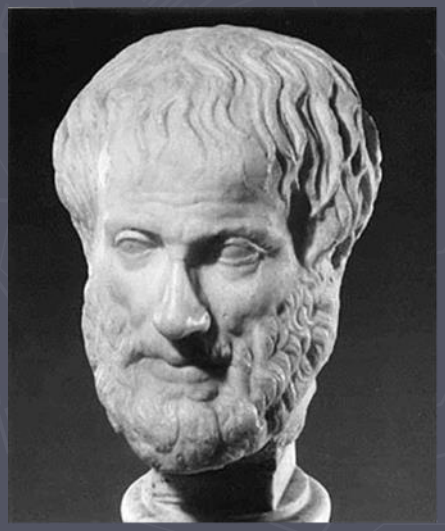
- Focused on **'living in the moment'** in its real sense.....
- Being – **ENGAGED – PRESENT - ATTENTIVE**



Savouring the moment – Relishing the experience

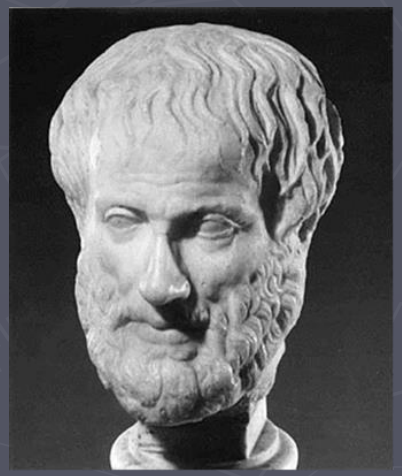
The Mindful Manager

- Mindfulness at Lancaster is:
  - Not in pursuit of stress/anxiety reduction
    - Though that might be the result of the response to some 'learnings'
  - Not a form of managerial psychotherapy
  - Not a pursuit of peace through dis-engagement
  - **In fact the 'opposite' – being at peace with no peace!**



The Mindful Manager

- A Mindful Manager does not dis-engage but -
  - **engages** with 'the world as it is'
  - accepts 'the world as it is'
  - contends/deals with 'the world as it is'



The Mindful Manag

- A Mindful Manager does not d ut
  - engages with 'the w
  - orld as it is'
  - contends/deals with 'the world as it is'

A world that is Capricious & Fragmented – not Stable & Coherent

The business world?
The picture?

A VUCA WORLD

There is no solid ground on which to stand

'the world as it is'

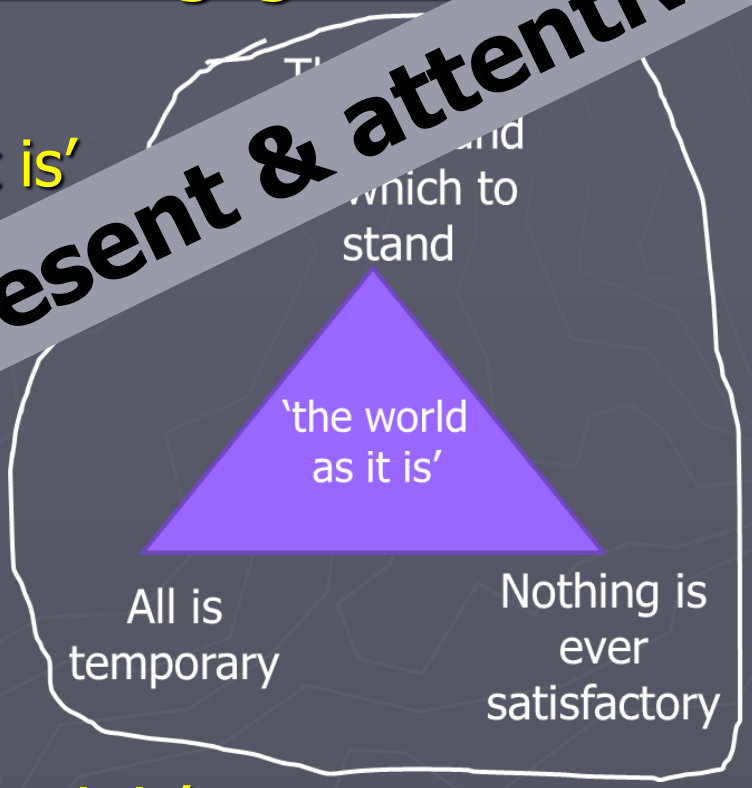
All is temporary

Nothing is ever satisfactory

The Mindful Manager

- A Mindful Manager does not dis-engage but
  - **engages** with 'the world as it is'
  - accepts 'the wo
  - contends/deals with 'the world as it is'
- and is at peace in her/his peace-free condition

A Mindful Manager is present & attentive

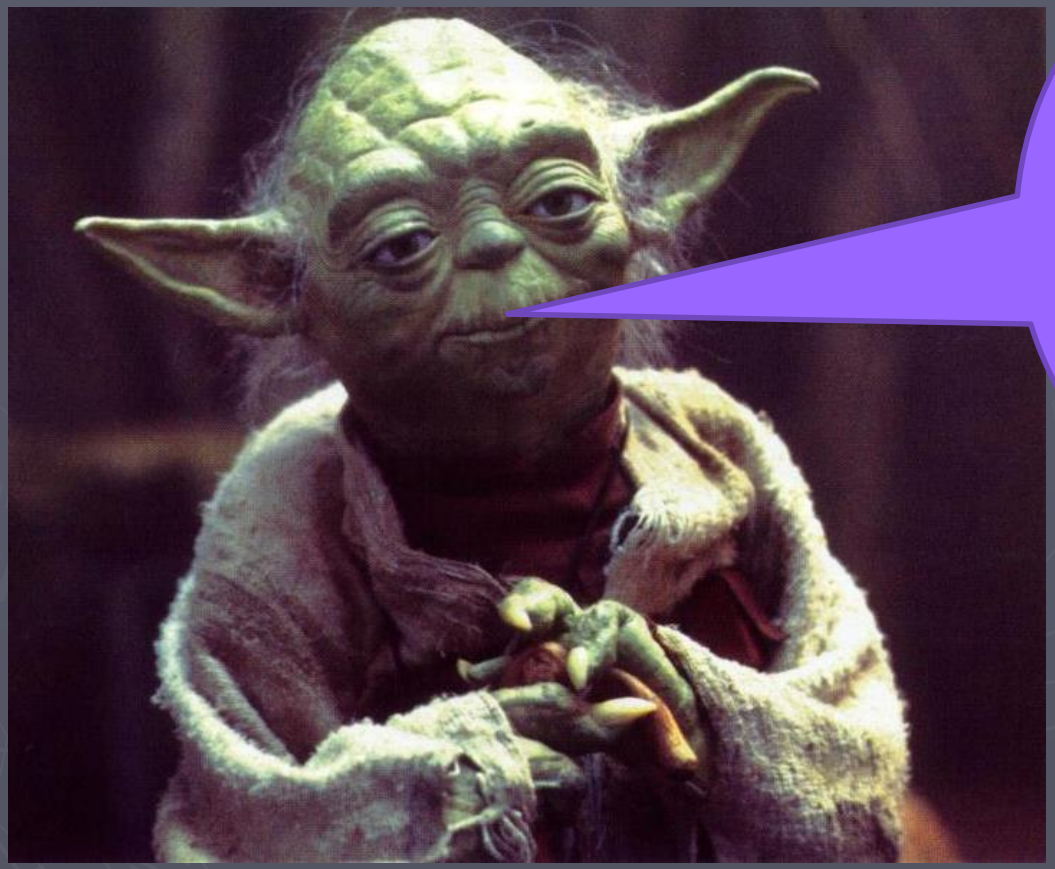


IN A VUCA WORLD

Lunchtime Day 1?

Mindfulness@Lancaster Handout

The Mindful Manager



MINDFUL, A MINDFUL MANAGER IS!

Mindfulness @ Lancaster

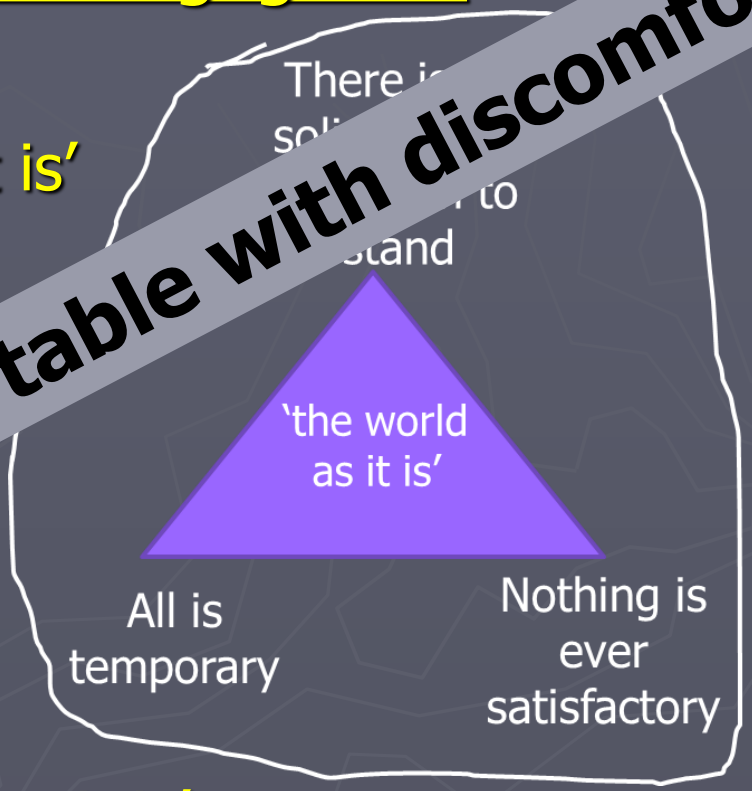
HANDOUT

The Mindful Manager

- A Mindful Manager does not dis-engage but
  - **engages** with 'the world as it is'
  - accepts 'the world as it
  - nds/deals with 'the world as it is'

and is at peace in her/his peace-free condition

A Mindful Manager is comfortable with discomfort

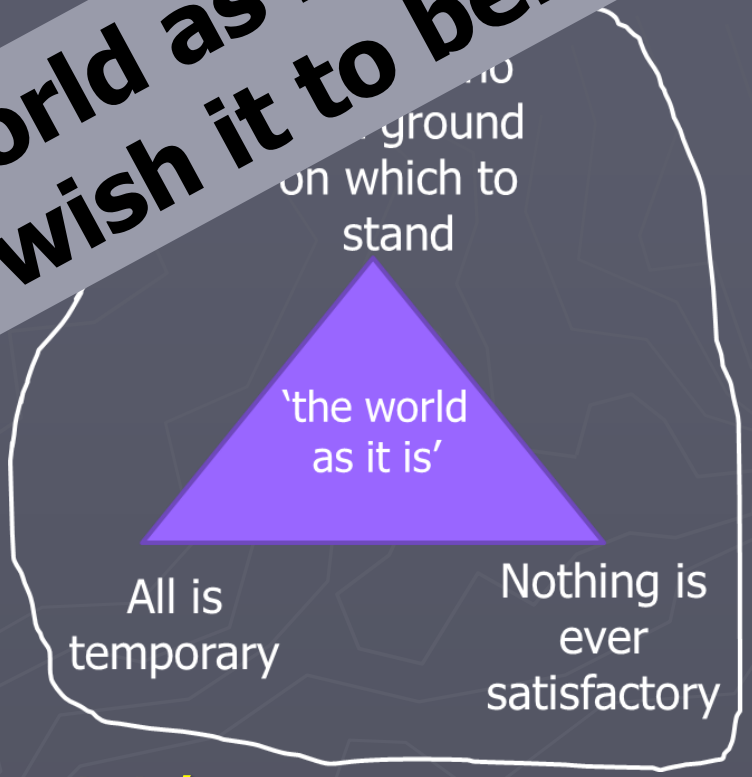


IN A VUCA WORLD

The Mindful Manager

- A Mindful Manager does not dis-en
  - **engages** with 'the wor
  - accept
  - contends/deals with 'the world as it is'
- and is at peace in her/his peace-free condition

....and deals with the world as it is
- not how she/he may wish it to be...



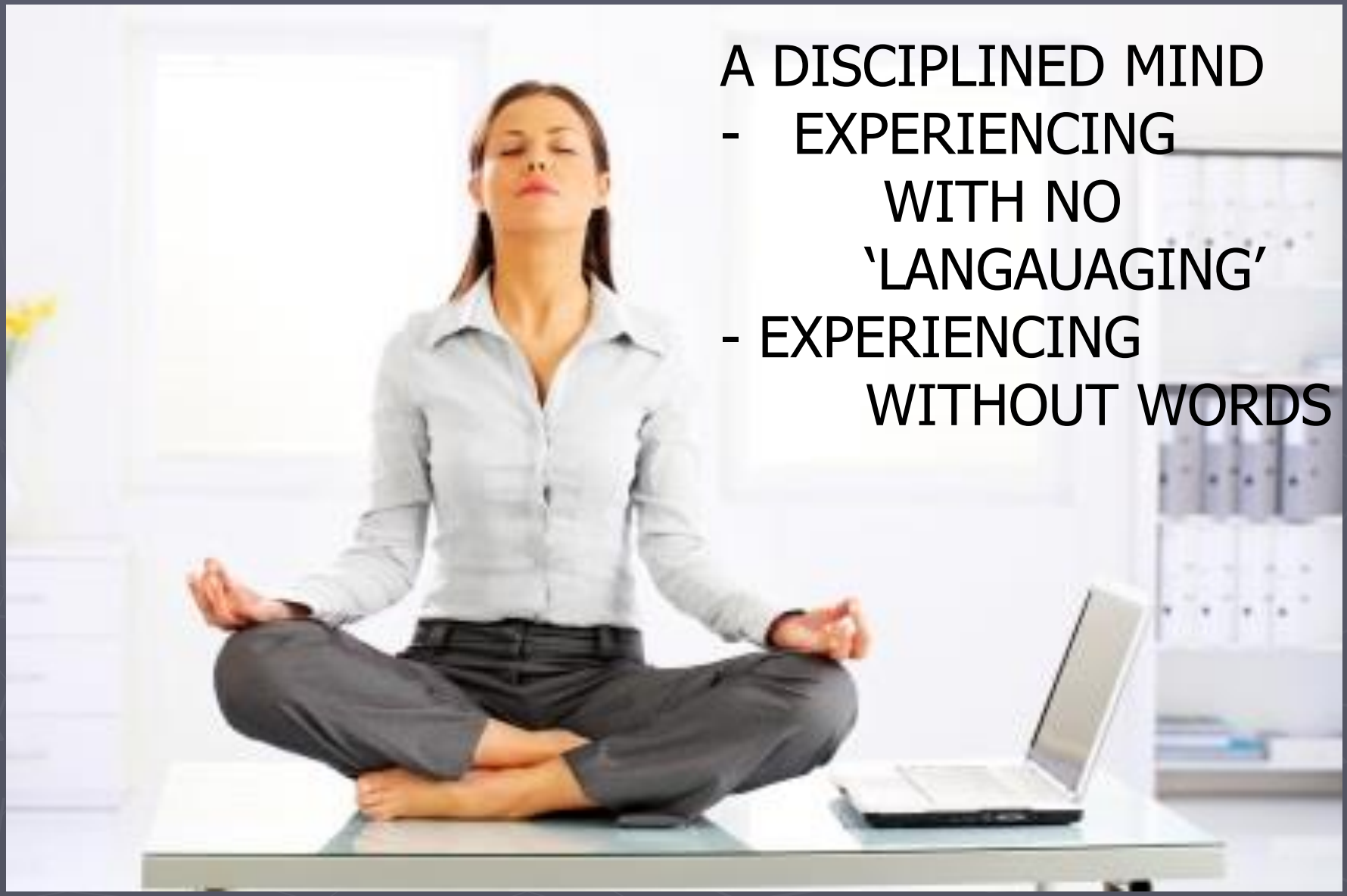
IN A VUCA WORLD

A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation



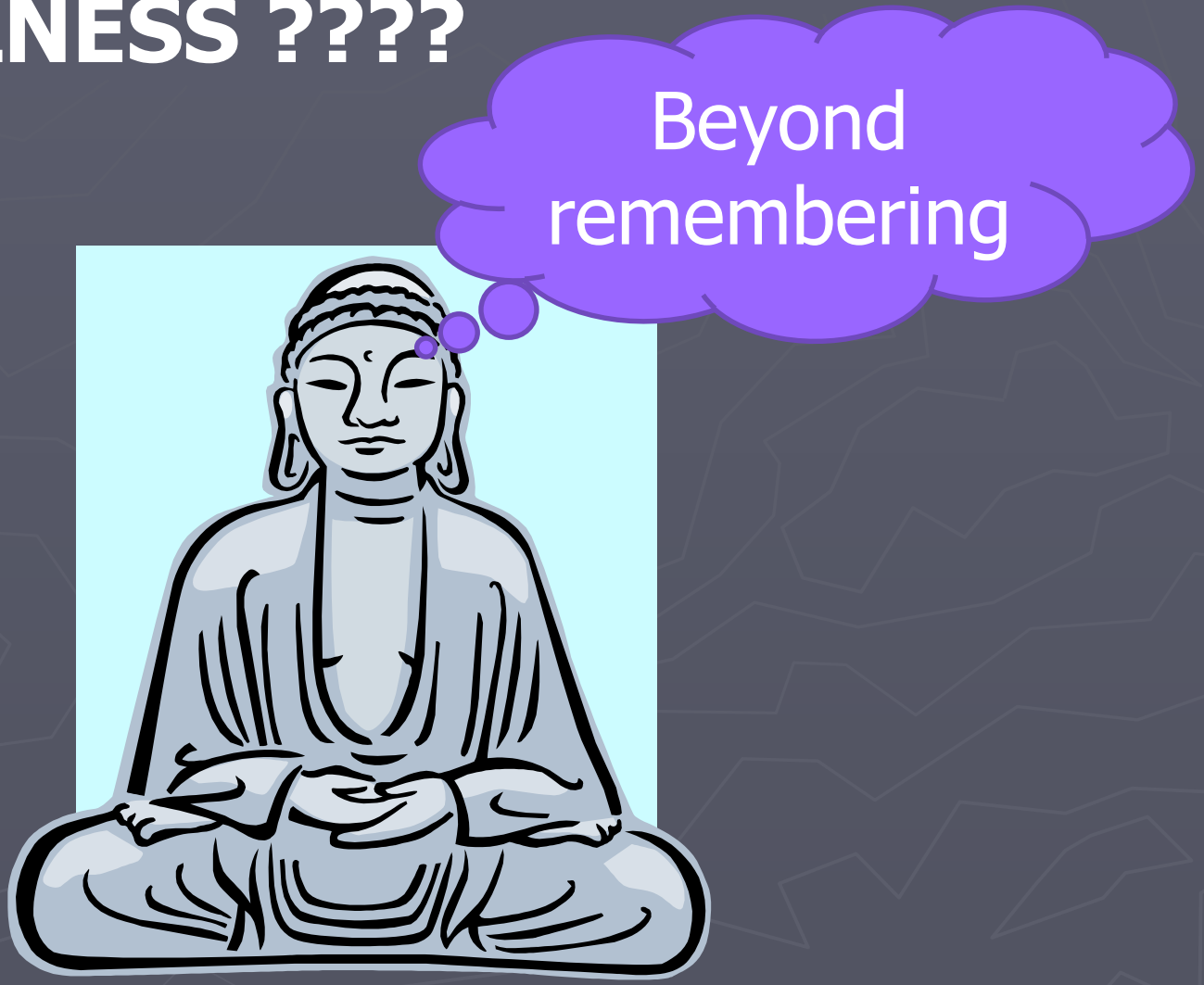
A Short Meditation

The Mindful Manager

MINDFULNESS ????

The Mindful Manager

MINDFULNESS ????



The Mindful Manager

MINDFULNESS ?

Right Remembering

The Mindful Manager

MINDFULNESS

A form of ever-present understanding that influences every moment of one's conduct

Right Remembering

A Mindful Manager understands that….

- ***"Mindful one must be of the clubs in the room"***

It is the STICKY STUFF that sticks & counts

The Mindful Manager

MINDFULNESS

A form of ever-present understanding that influences every moment of one's conduct

Right Remembering

Right Thought, Right Talk, Right Action

The Mindful Manager

MINDFULNESS

A form of ever-present understanding that influences every moment of one's *engagement*

Engaged, Present, Attentive

Living in the moment in the Lenney-Lancaster sense

The Mindful Manager

MINDFULNESS

An acquired disposition towards the world

A form of ever-present understanding that influences every moment of one's being

Right Thought, Right Talk, Right Action
RIGHT CONDUCT & RIGHT ENGAGEMENT

The Mindful Manager

MINDFULNESS

Choice without Choosing

A WAY OF BEING IN THE WORLD

A form of ever-present understanding that influences every moment of one's being

RIGHT ENGAGEMENT - RIGHT CONDUCT

The Mindful Manager
- has certain dispositions towards:

The Issue/Object
to hand

Self

Others

Experience

Evidence/
Knowledge

The Mindful Manager

A Mindful manager has certain dispositions/attitudes of mind

- resulting in elegant judgements as to 'appropriate' conduct

The Mindful Manager
- has certain dispositions towards:

The Issue/Object to hand

Self

Others

'RIGHT' THOUGHT – 'RIGHT' TALK – 'RIGHT' ACTION

Experience

Evidence/ Knowledge

The Mindful Manager is mindful that..

A sculpture is crafted from the rock by the moment by moment chiselling

Business & organization is crafted through the moment by moment interaction of people

The Mindful Manager understands that…

No matter the grand designs, structures and aspirations, all of that that emerges and sustains, is a product of the **moment by moment conduct** of the people of the organization

Their **moment by moment 'managing'** crafts and re-crafts the business every day

The Mindful Manager

MINDFULNESS

To be Mindful is to have the possibility of exhibiting one's practical wisdom in every moment of one's everyday conduct

A WAY OF BEING IN THE WORLD

Right Remembering

The Mindful Manager
- has certain dispositions towards:

The Issue/Object to hand

Self

Others

'RIGHT' THOUGHT – 'RIGHT' TALK – 'RIGHT' ACTION

Mindfulness

Experience

Evidence/ Knowledge

The Mindful Manager understands that…

HIGH QUALITY JUDGING AS TO APPROPRIATE CONDUCT LEADS TO HIGH QUALITY JUDGEMENTS

Quality Habits of Mind, Mouth & Ears

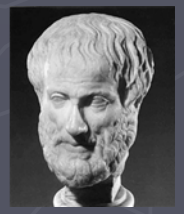
HIGH PERFORMANCE IS BUILT ON EXCELLENT PERFORMANCES

The Mindful Manager understands that…

- HIGH PERFORMANCE IS BUILT ON EXCELLENT PERFORMANCES

A Mindful Manager's Conduct is Choiceful

CONDUCT COUNTS!



The Mindful Manager understands that…

- HIGH PERFORMANCE IS BUILT ON EXCELLENT PERFORMANCES

A Mindful Manager's Conduct is Choiceful

- ***Choiceful***
  - *not acting in habit or by rules!*
- *Choiceful – where judgements are made as to appropriate conduct*
  - *Even if the choice is to act in habit or by rule!*

The Mindful Manager
- has certain dispositions towards:

The Issue/Object to hand

RIGHT ENGAGEMENT - RIGHT CONDUCT

Self

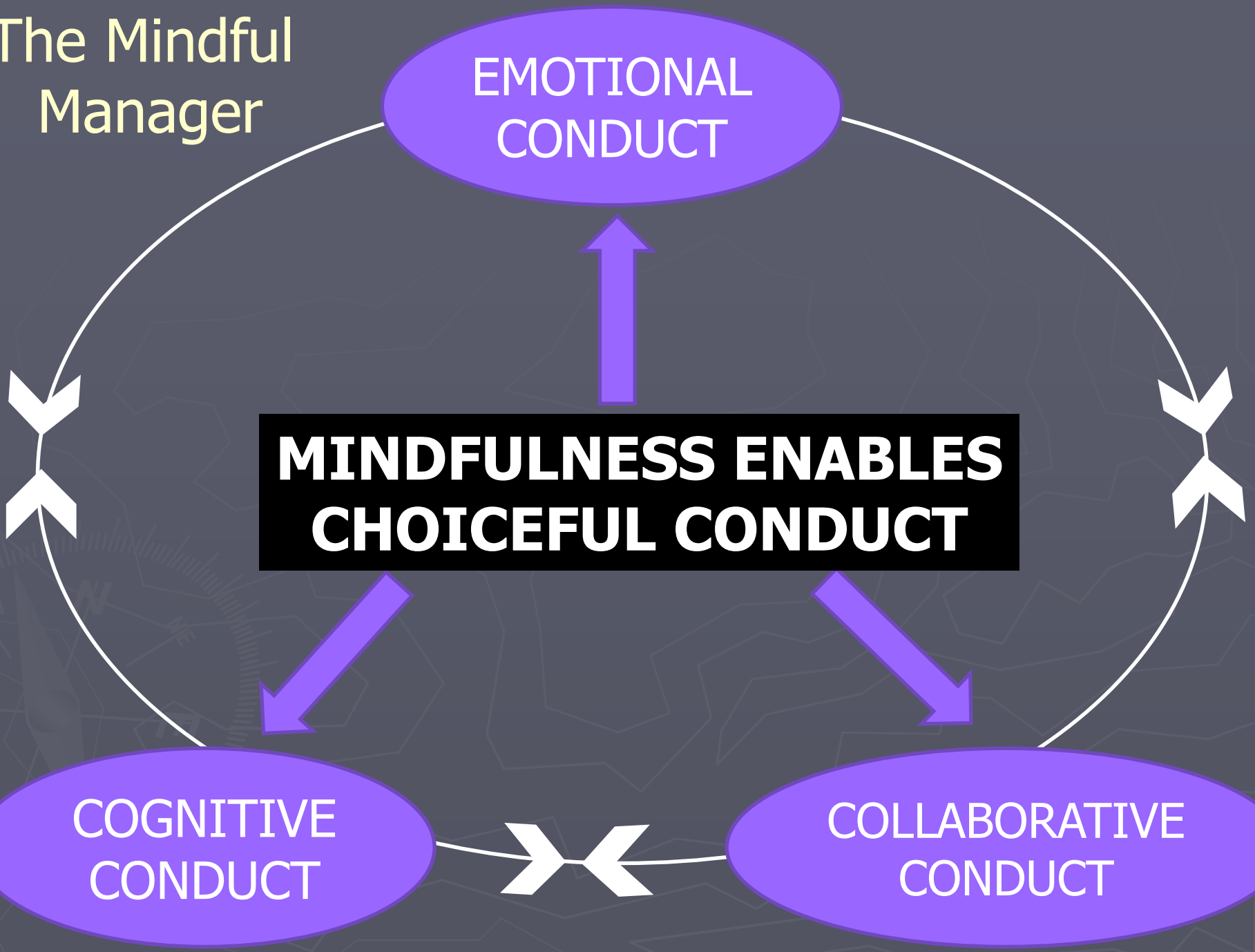
Others

Mindfulness

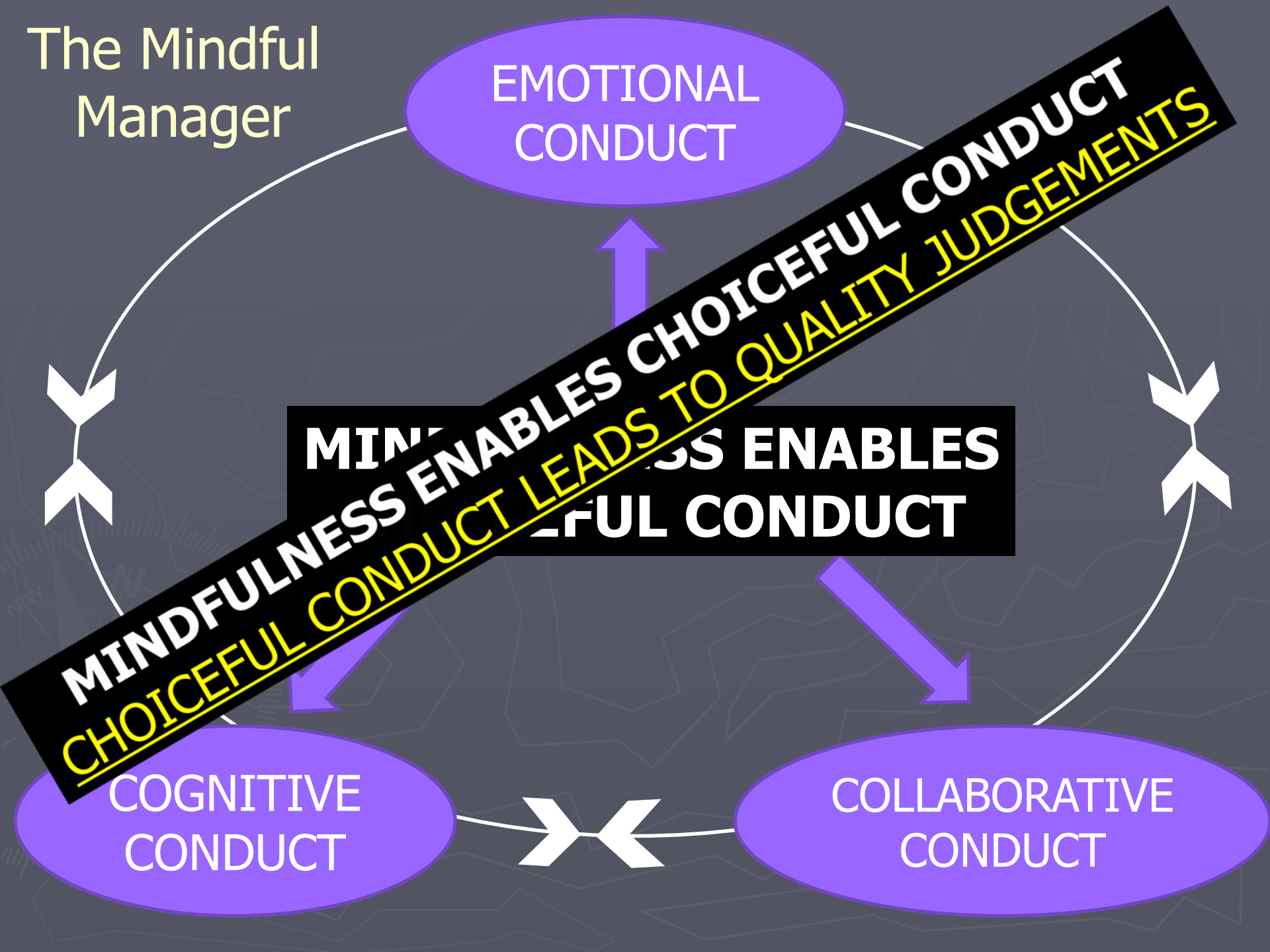
Experience

Evidence/ Knowledge

The Mindful Manager



The Mindful Manager



The Mindful Manager

- We seek to assist you in developing dispositions that underpin quality engagement

Dispositions – *'attitude of mind'*

- We are focussed on you developing certain
  - HABITS OF MIND
  - HABITS OF HEART
  - HABITS OF MOUTH
- We strive for you to develop *'choiceful conduct'*

Weak Habits → Strong Habits

TO JUDGE IS NOT TO ACT IN HABIT OR BY RULE

The Mindful Manag

- We seek to assist you in dev ment dispositions that underpi

Dispositions - nd'

- We are foc developing certain
  - HABI
  - H
  - OUTH

Weak Habits → Strong Habits

- W e for you to develop '*choiceful conduct*'

TO JUDGE WELL ONE MUST HAVE CERTAIN DISPOSITIONS

The Mindful Manager

- We strive to develop your
  - Your practical wisdom
    - your capacity for 'good' judgement in the complex practical world of business

- We seek to assist you in developing the dispositions & capabilities that underpin quality judgement

Dispositions – *'attitudes of mind'*

The Mindful Manager

- We seek to assist you in developing the dispositions that underpin quality judgement

Dispositions
- *'attitudes of mind'*
- *'pre-cognitive conditions'*
- *'comportments'*

A WAY OF BEING IN THE WORLD

A WAY OF BEING TOWARDS THE WORLD

The Mindful Manager

- We seek to assist you in developing the dispositions that underpin quality judgement

Dispositions – *'attitudes of mind'*

- We are focussed on you developing certain
  - HABITS OF MIND
  - HABITS OF EARS
  - HABITS OF MOUTH

Weak Habits → Strong Habits

- We strive for you to develop *`choiceful conduct'*

The Mindful Manager

A Mindful Manager is choiceful in her/his conduct

- Sh/e has certain dispositions & exercises certain capabilities

- this results in elegant judgements as to 'appropriate' conduct resulting in

QUALITY JUDGEMENTS [DECISIONS]

Right Thought, Right Talk, Right Action

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

Dispositions/ 'attitudes of mind' towards

Experience

Evidence/
Knowledge

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

Dispositions/ 'attitudes of mind' towards

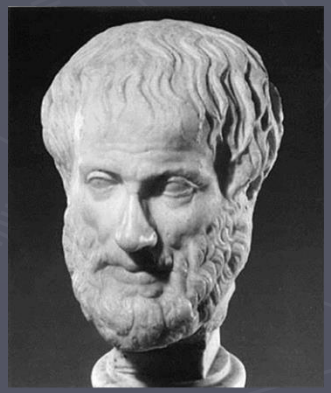
Disposition towards

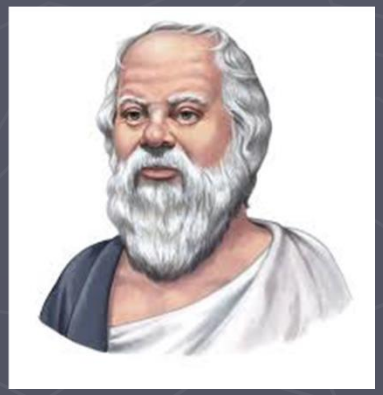
Experience

Evidence/
Knowledge

Practical Wisdom

- To be wise is not to know particular facts, a corpus of knowledge or information in some specialised area, or a set of special abilities or skills. [Meacham 1990]





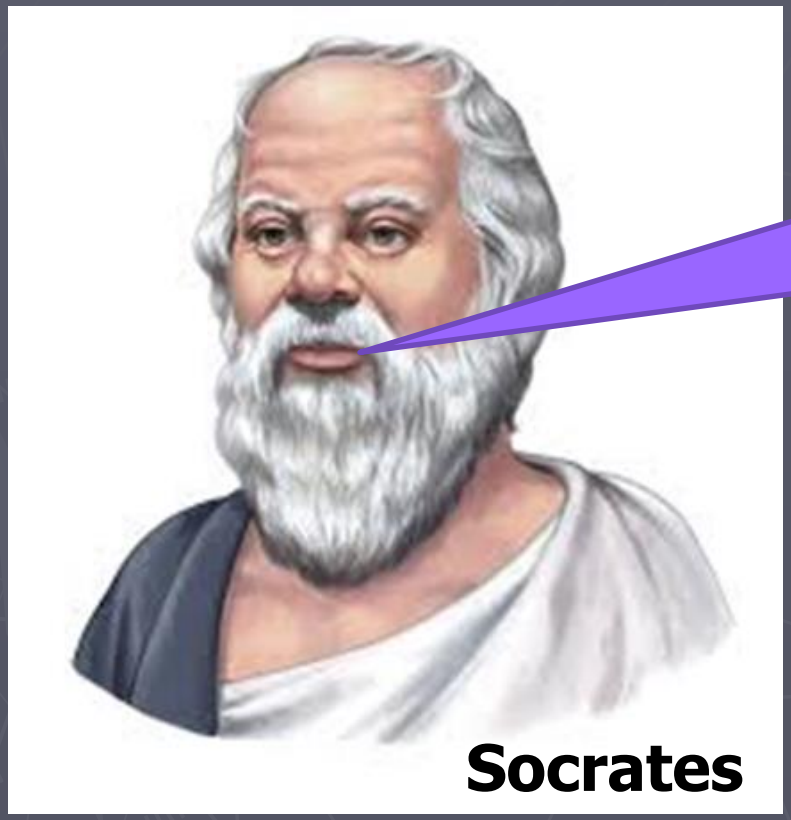
Practical Wisdom

- Wisdom is an attitude towards the beliefs, values, knowledge, information, abilities, and skills that are held and a tendency to doubt their validity & utility [Meacham 1990]

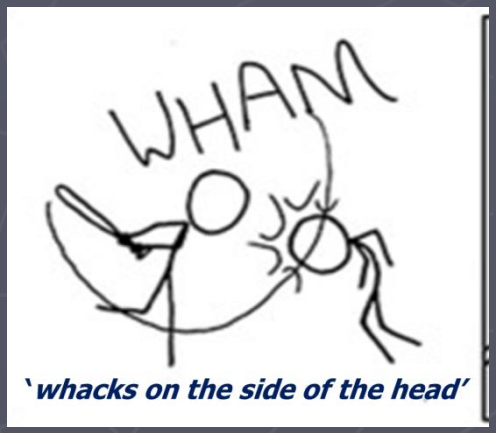
Practical Wisdom

- To be wise is to know without excessive confidence or excessive cautiousness…to both accumulate knowledge whilst remaining deeply suspicious of it [Meacham 1990]
- SOMETHING TO NOTE WELL AS YOU BEGIN YOUR MBA!

***Paradox* of Knowledge**



The only thing I **know** is that I know nothing!



Paradox of Evidence

The only thing of which I can be certain, is that I cannot ever be certain

DOUBT IS AN UNCOMFORTABLE POSITION CERTAINTY IS A RIDICULOUS ONE - Voltaire

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

Disposition towards

Experience

Evidence/
Knowledge

Paradox of Practice

- As John Dewey says – it is ironic but..

- *"that that we most need to learn before doing we can only learn by doing"*

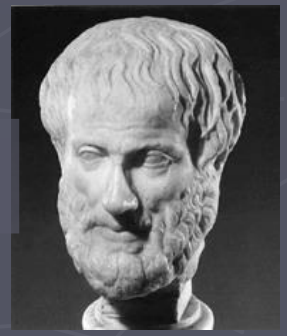
PROVOCATIONS

Becoming a Mindful Manager

- *"One can have had much experience and have gathered little experience"* [Peter Lenney]

- *"...and you, Peter, are a perfect example"*
  [Pauline Lenney – my wonderful wife!]

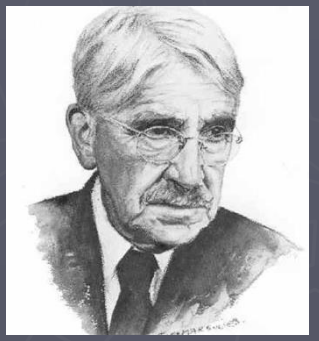
A Mindful Manager is Self-Cultivating

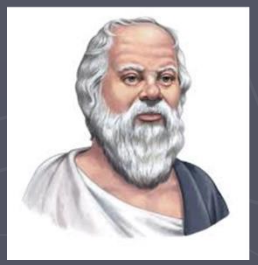


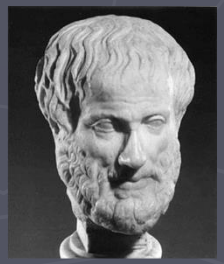
The Mindful Manager

"that that we most need to learn before doing we can only learn by doing"

- To learn we must seek disruption and go where we are uncomfortable
- We must LISTEN not 'hear'
- We must OBSERVE not 'see'
- We must have a certain disposition towards our own experience





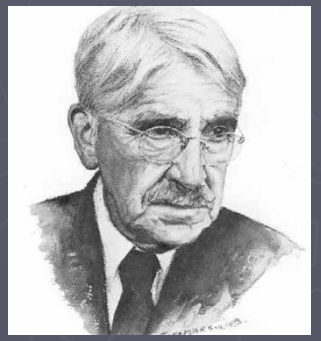


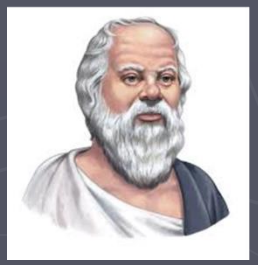
The Mindful Manager

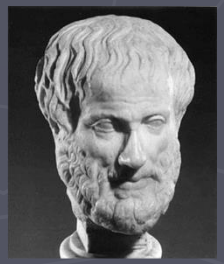
"that which we most need to learn before doing we can only learn by doing"

- To learn we must seek disruption and go where we are uncomfortable
- We must LISTEN not 'hear'
- We must OBSERVE not 'see'
- We must have a certain disposition toward our own experience

IT IS THE **EXPERIENCING** THAT COUNTS NOT THE EXPERIENCE





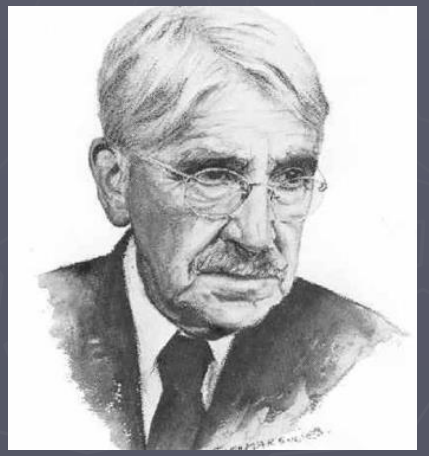


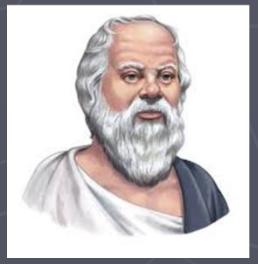
The Mindful Manager

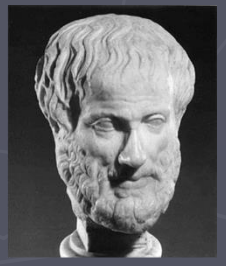
"that that we most need to learn before doing we can only learn by doing"

- To learn we must seek disruption and go where we are uncomfortable
- You must risk yourself !
- You must experiment

  & seek the unfamiliar

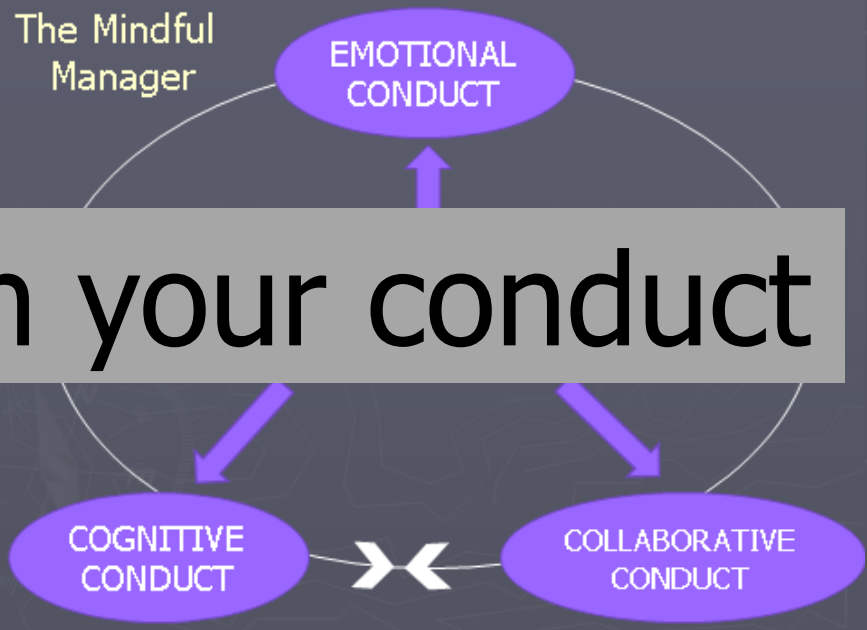






The Mindful Manager

- We must have a certain disposition towards our own experience
- Value, Treasure, Relish & Savour
- Question & Learn
- Question & Unlearn



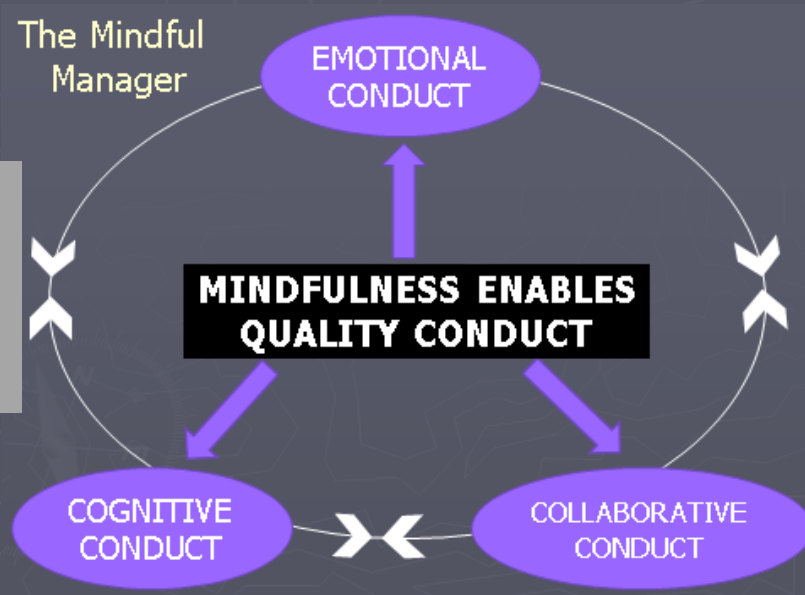
Self-question your conduct

The Mindful Manager

- We must have a certain disp… towards our own exper…
- Value, Treasu… & Savour
- Questi… arn
- …ion & Unlearn

The 4 Action Learning Challenges

You must learn how to learn from experience



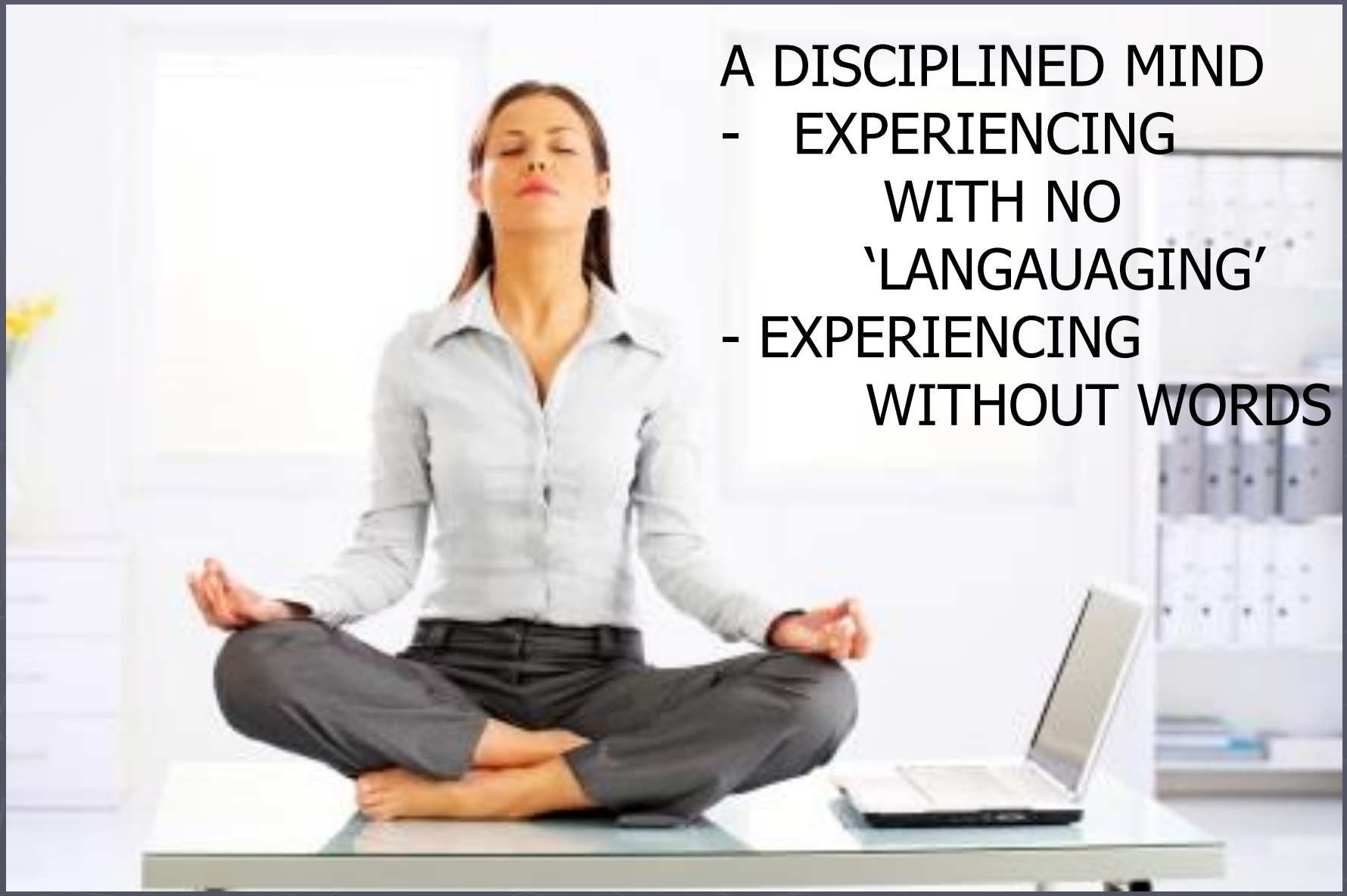
? End Day 1
Start Day 2 ?

A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

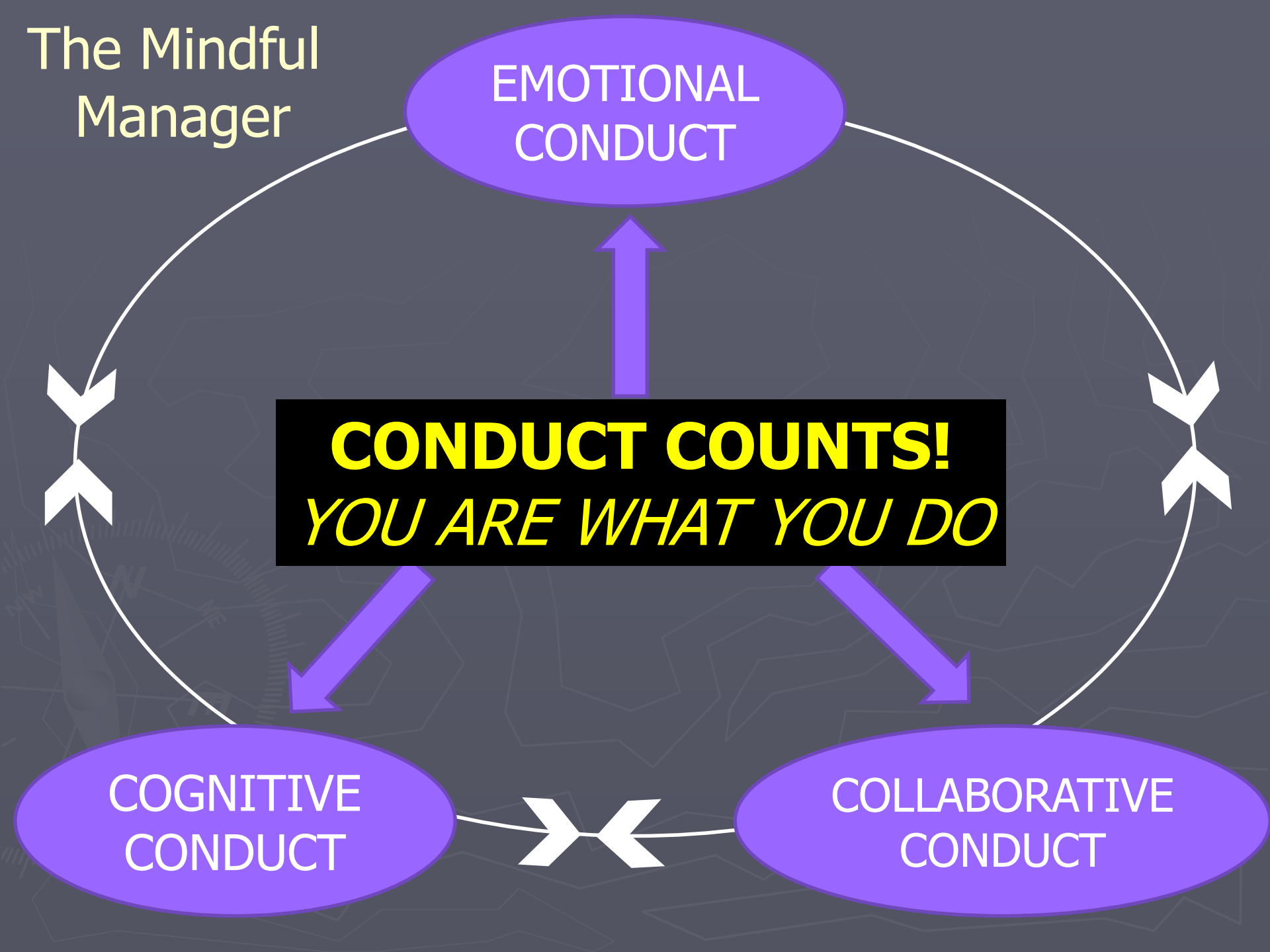
The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation

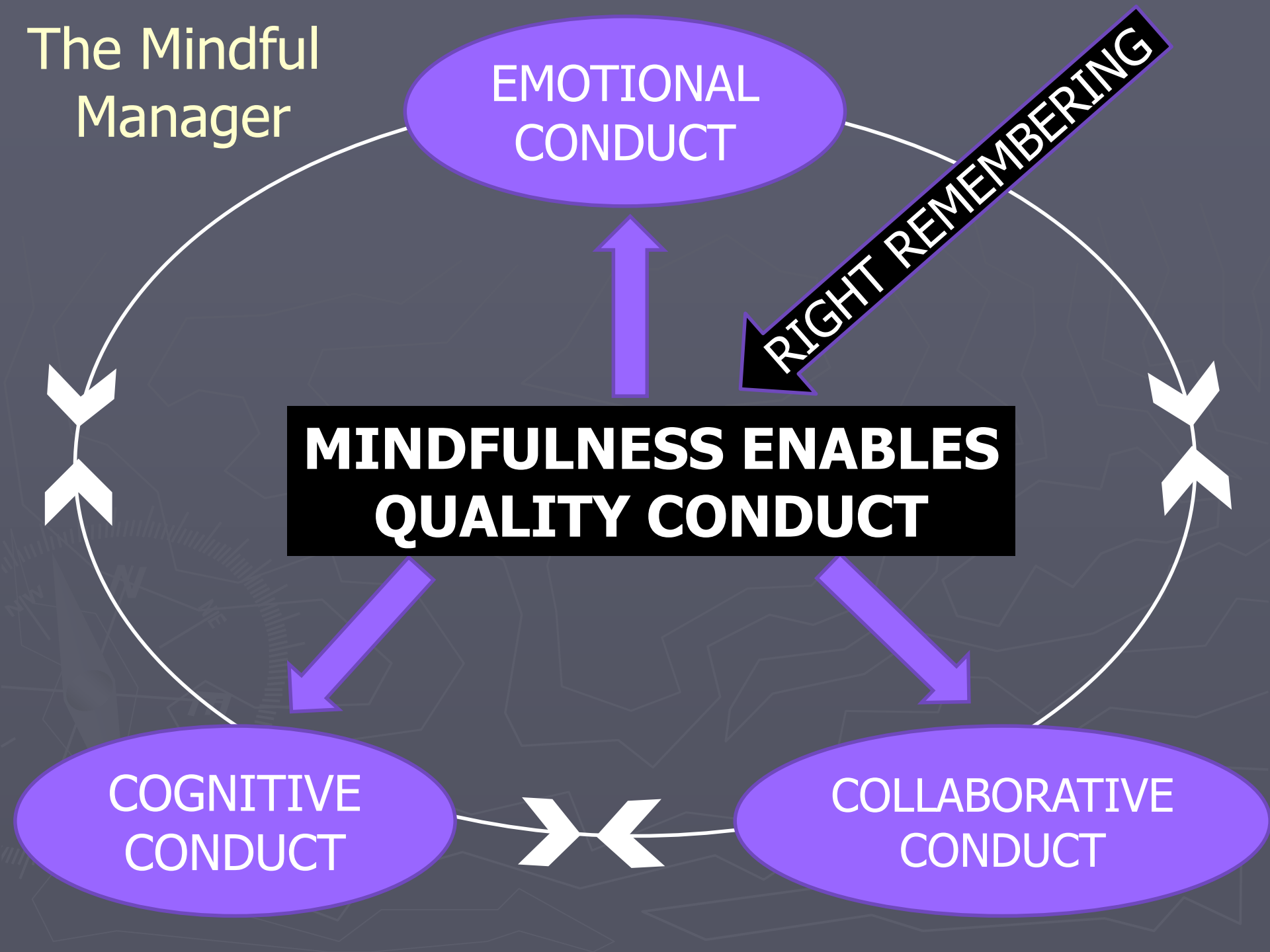


A Short Meditation

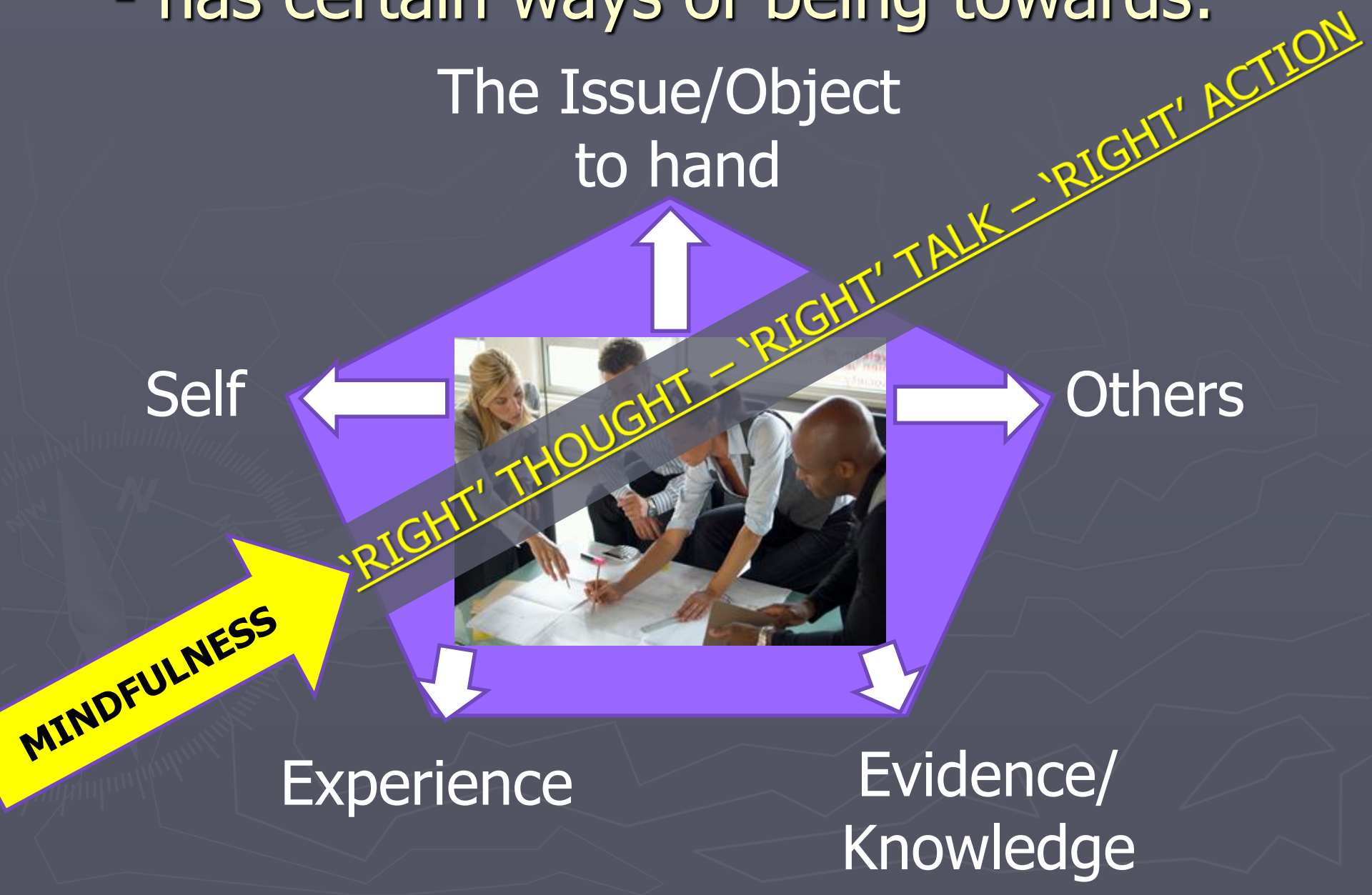
The Mindful Manager



The Mindful Manager



The Mindful Manager
- has certain ways of being towards:



The Mindful Manager
- has certain ways of being towards:

The Issue/Object to hand

Self

Others

'RIGHT' THOUGHT – 'RIGHT' TALK – 'RIGHT' ACTION

DISPOSITIONS

Experience

Evidence/ Knowledge

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

'RIGHT' THOUGHT – 'RIGHT' TALK – 'RIGHT' ACTION

ATTITUDES OF MIND

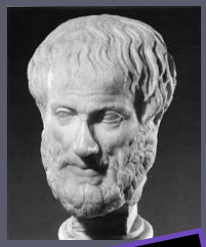
Experience

Evidence/
Knowledge

Zones of Conduct

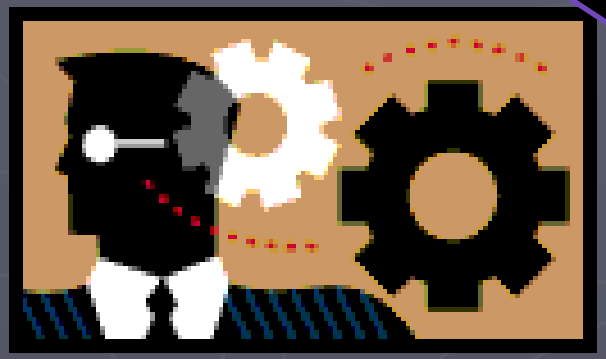
Right Thought, Right Talk, Right Action

@ Right Time



WHAT TO DO/SAY & HOW

APATE



MINDFUL COGNITIVE CONDUCT

MINDFUL COLLABORATIVE CONDUCT

KAIROS

TO WHOM & WHEN

Habits of Mind Mouth & Ears

N
NW
NE
W
E
SW
SE
S

Becoming a Mindful Manager

To develop the capacity of practical wisdom and exercise quality judgement one must be

reflective

and thence

- **reflexive**

Becoming a Mindful Manager

A Mindful Manager is

- **reflexive**

- what is it to be reflexive?

A disposition towards…

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

Dispositions/'attitudes of mind' towards

Experience

Evidence/
Knowledge

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

Reflexivity is the foundational disposition of practical wisdom

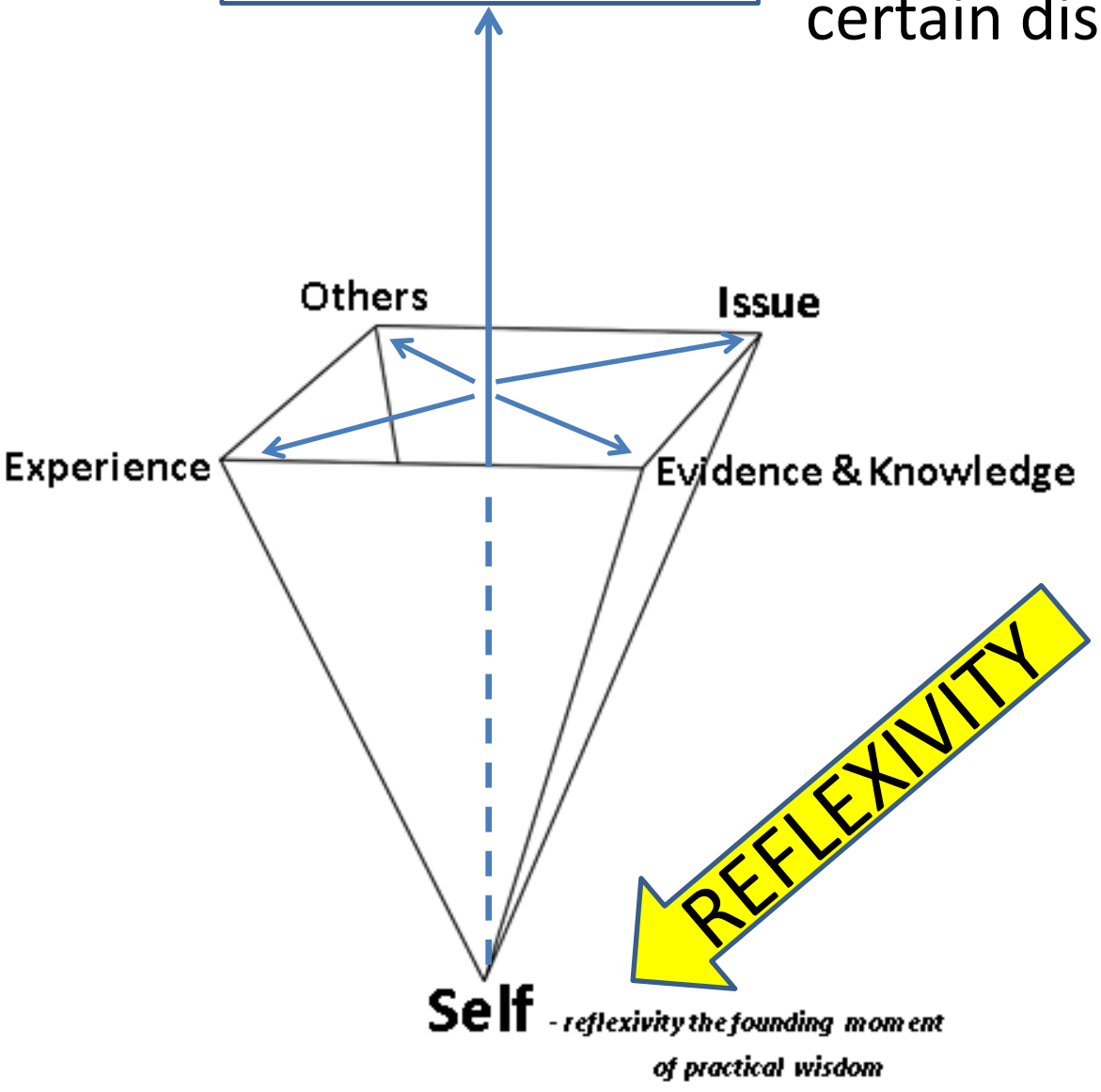
Experience

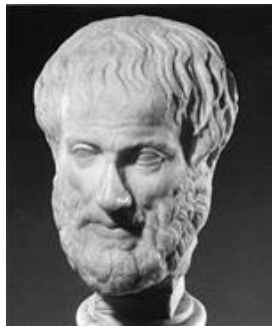
Evidence/
Knowledge

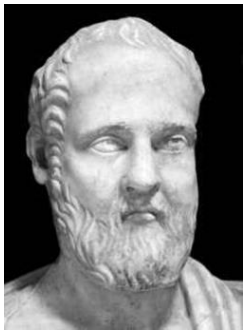
The capacity to exercise 'good' judgement

Practical Wisdom
PHRONESIS

……founded on certain dispositions







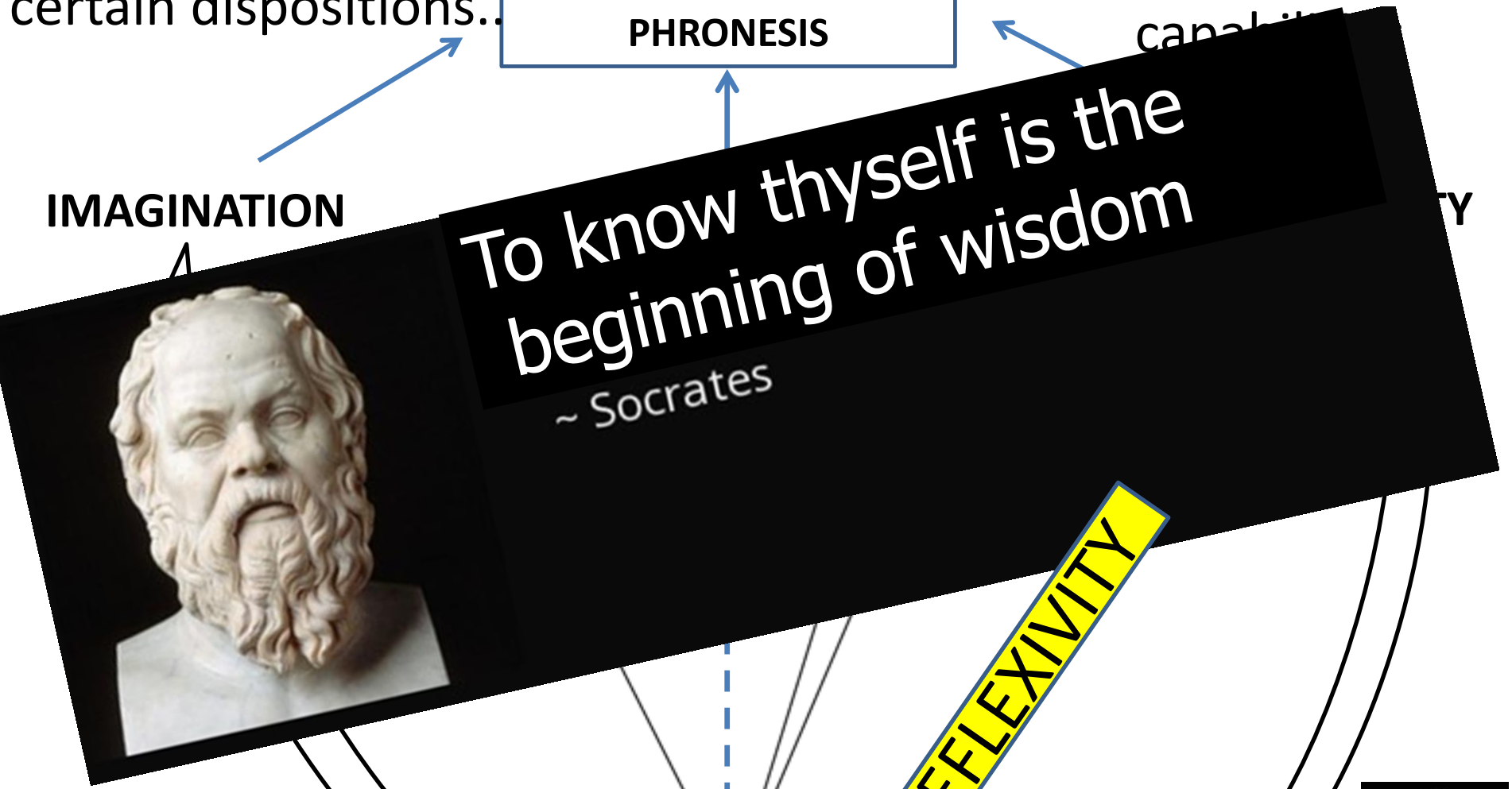
The capacity to exercise 'good' judgement

founded on certain dispositions..

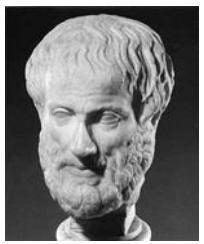
Practical Wisdom
PHRONESIS

.....and on certain

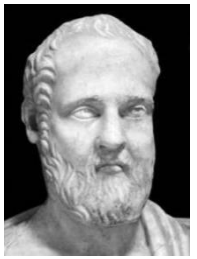
IMAGINATION



REFLEXIVITY



Self - *reflexivity the founding moment of practical wisdom*



Becoming a Mindful Manager

To be reflexive is to interpret one's own interpretations, to look at one's own perspectives from other perspectives, to be capable of turning an eye onto one's **prejudices**

WHAT IS IT TO BE REFLEXIVE

Becoming a Mindful Manager

Prejudice
Heidegger & Gadamer

Prejudices are the biases of our openness to the world; it is the condition whereby we experience the world; it is the vehicle through which that which we encounter says something to us

Becoming a Mindful Manager

Prejudice
Heidegger & Gadamer

We are thrown into the hurly burly of the everyday….our very ability to be an actor in the world..our quickness of mind is due to our 'prejudices'……..

…..our prejudices are a strength and weakness

…our mindlessness of our prejudices is an enabler and a disabler

…it gives and takes away.

Becoming a Mindful Manager

Prejudice
Heidegger & Gadamer

TO BE REFLEXIVE IS TO BE MINDFUL OF OUR PREJUDICES

We are throw[illegible]o the hurly burl[illegible]the everyd[illegible]our very ab[illegible]o be an actor in [illegible] world..our quickness of mind is due to our 'prejudices'……..

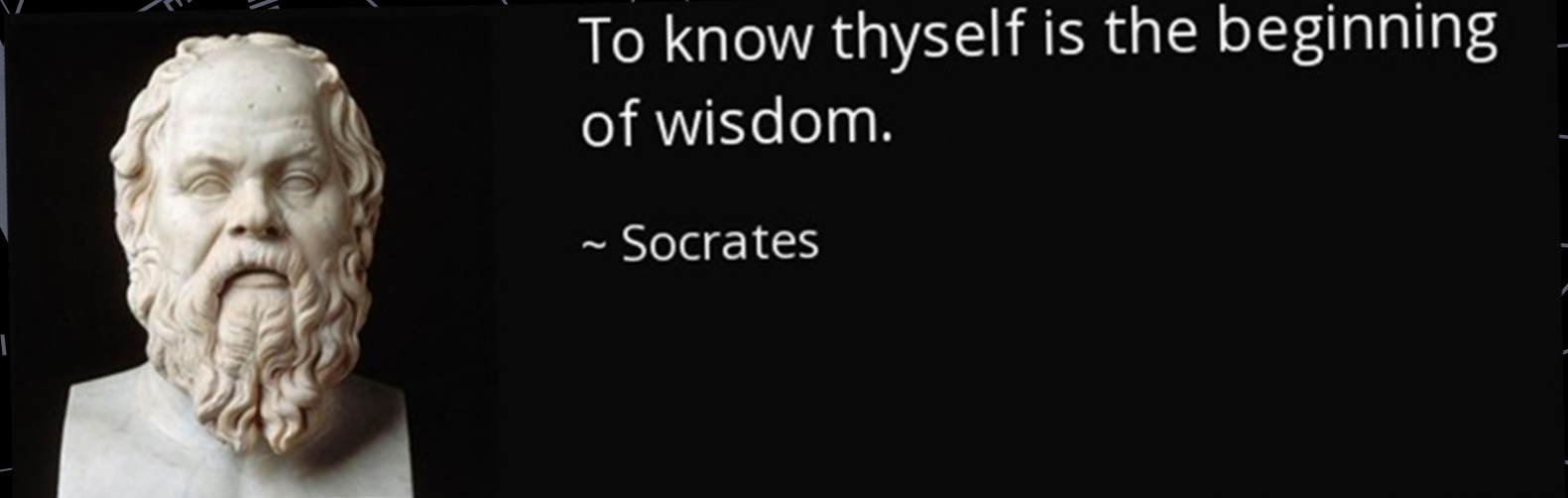
…..our prejudices are a strength and weakness

…our mindlessness of our prejudices is an enabler and a disabler

…it gives and takes away.

The Mindful Manager is mindful of…..

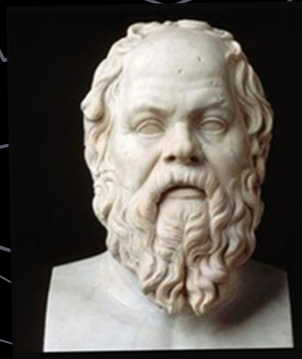
- What she/he 'worries about' and why
  - 'cares about' why
- Her/his zones & horizons of concern
- The way he/she 'sees' things and why



The Mindful Manager is mindful of.....

- What she/he 'worries about' and why
- 'cares about' why
- Her/his zones & hours of concern
- The way he/she 'sees' things and why

Mindful we must be of our habits of attention and interpretation

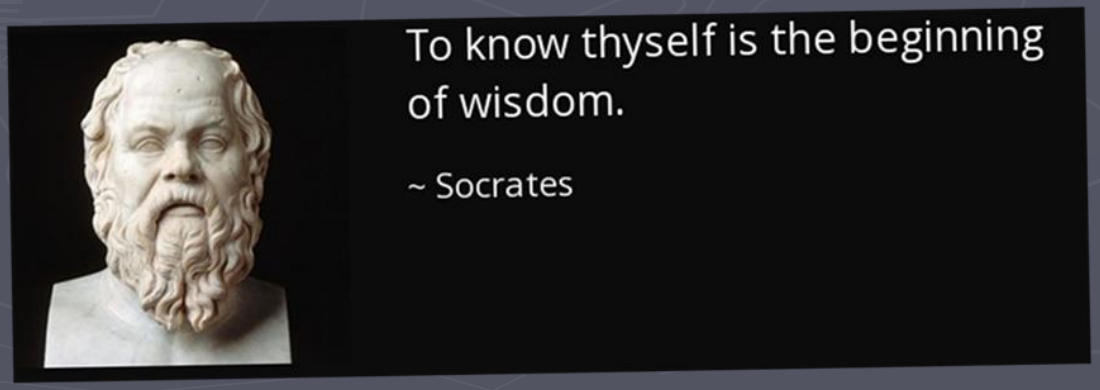


To know thyself is the beginning of wisdom.

~ Socrates

Becoming a Mindful Manager

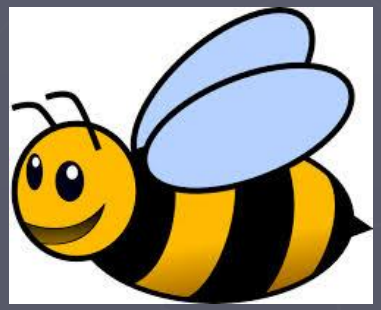
- **So what are our *'prejudices'?***
- ***AND***
- ***'Where' do they come from?***



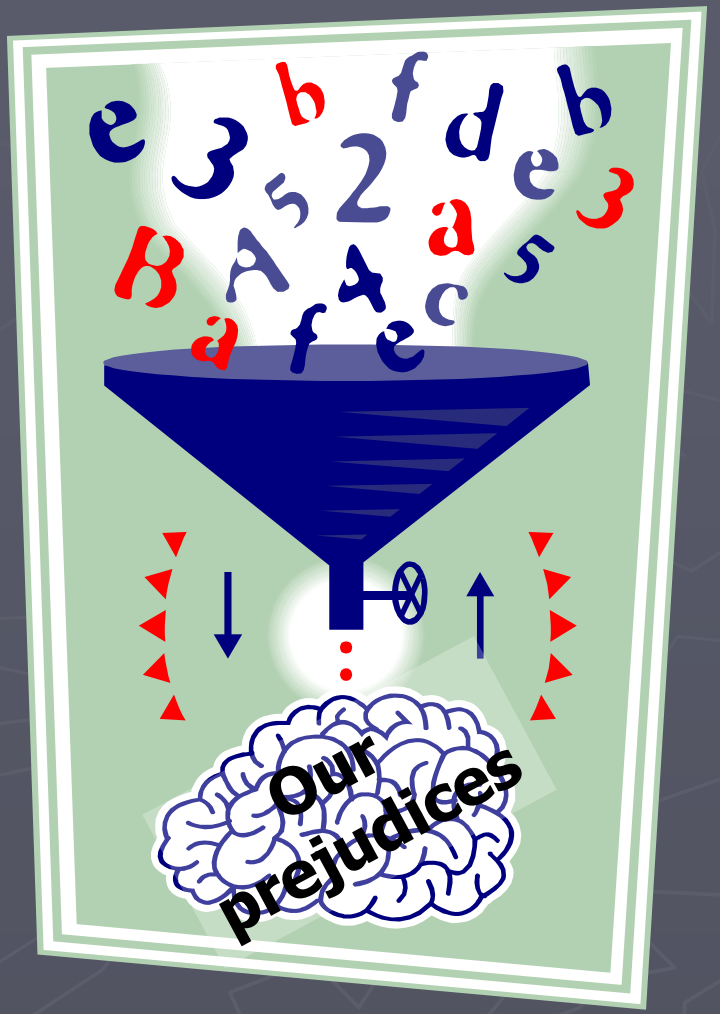
Becoming a Mindful Manager

- So what are our *'prejudices'?*
- *AND*
- *'Where' do[illegible]me from?*

Let's Reflect

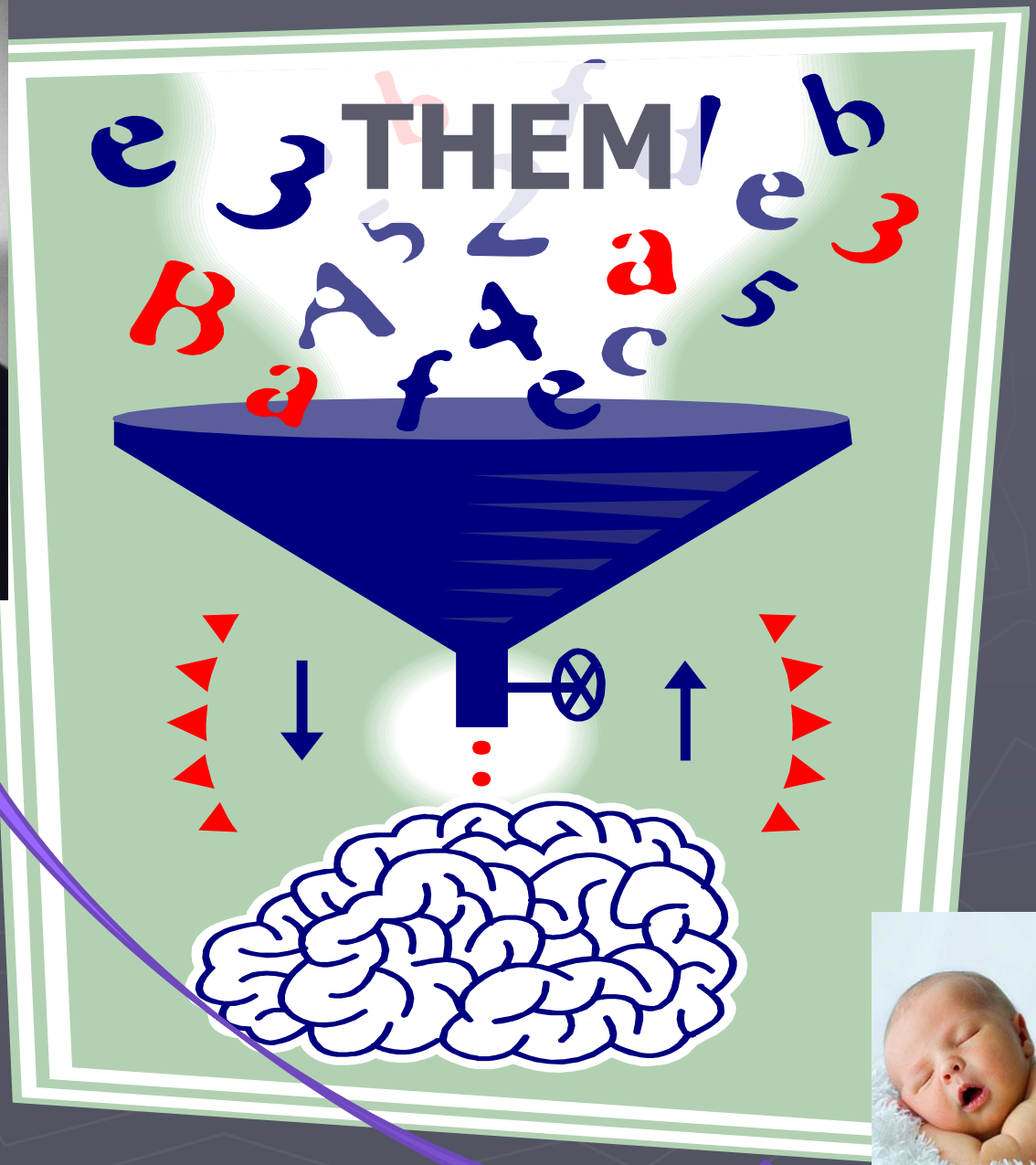


2/3/4/5



Reflect – Note - Talk

N
NW
NE
W
E
SW
SE
S


THEM!

THEIR PREJUDICES

OUR PREJUDICES

THEIR
SPECTACLES
OUR
SPECTACLES

One of Them

What is the One and where does it come from?

We are ‘of’ the ‘other’

The One

- *It's just what one does…..*
- *It is how one is supposed to….*
- *It is what one would expect……*
- *It is just what/how one……*
- *One should not……..*
- *One ought to….*
- *One must……*
- *WHAT THEY SAY ONE OUGHT…*

We are 'of' the 'other'

The Mindful Manager understands that…..

One is always looking through prejudicial spectacles

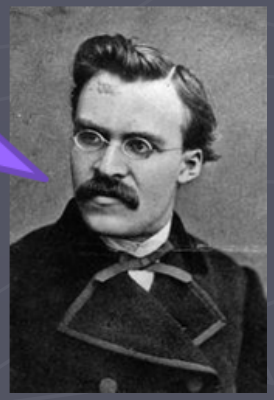
There is no tabula rasa – no blank slate

'the one'

- *It's just what one does [not].....*
- *It is just the way they say one ought....*
- *It is how one is [not] supposed to....*
- *It is how one deals with.....*
- *The way one .....*
- *It's just what/how one.....*
- *One should.....*
- *What they say one should..*

The Mindful Manager understands that…..

There are no facts…
..there are only interpretations



Because……

specs & selfie email

'the one'

- *It's just what one does [not]*
- *It is just the way they s... ought....*
- *It is how one is [not] ...sed to....*
- *It is how one d.....*
- *The way o...*
- *It's jus... how one.....*
- *On... d.....*
- *...they say one should...*

ONE IS ALWAYS LOOKING THROUGH SPECTACLES
INCULCATED HABITS OF ATTENTION AND INTERPRETATION

? The facts speak for themselves ?

? Let's be objective about this ?

? The reality is…

WHAT IS IT TO BE REFLEXIVE

A Mindful Manager is mindful of how 'prejudices' mould her/his focii attention and the form of interpretation deployed

...she/he strives to be reflexive

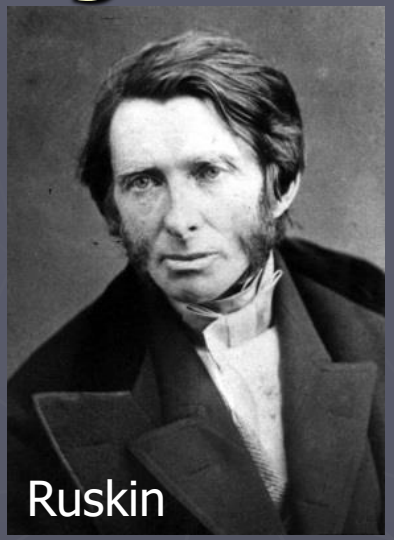
.....to *'see through the one'*

- *It's just what one does.....*
- *It is how one is supposed to....*
- *It is what one would expect.....*
- *It is just what/how one.....*
- *One should.....*
- *One ought to....*
- *WHAT THEY SAY ONE OUGHT [NOT] to..*

Becoming a Mindful Manager

- A Mindful Manager strives for an

INNOCENCE OF THE EYE



BEING REFLEXIVE

S/HE STRIVES TO *'SEE THROUGH THE ONE'*

The Mindful Manager is Reflexive - is Mindful of..

- What shows up to her/him as mattering
  - what one judges to be salient/relevant,

and

- the character of its showing
  - in what way/form it shows itself

Habits of Attention & Habits of Interpretation

P light /filters

The Mindful Manager is Reflexive - is Mindful of..

- What shows up to her/him as mattering
  - what one judges to be salient/relevant,

and

- the character of its showing
  - in what way/form it shows itself

Cognitive Conduct

Habits of Attention

&

Habits of Interpretation

P light /filters

Becoming a Mindful Manager

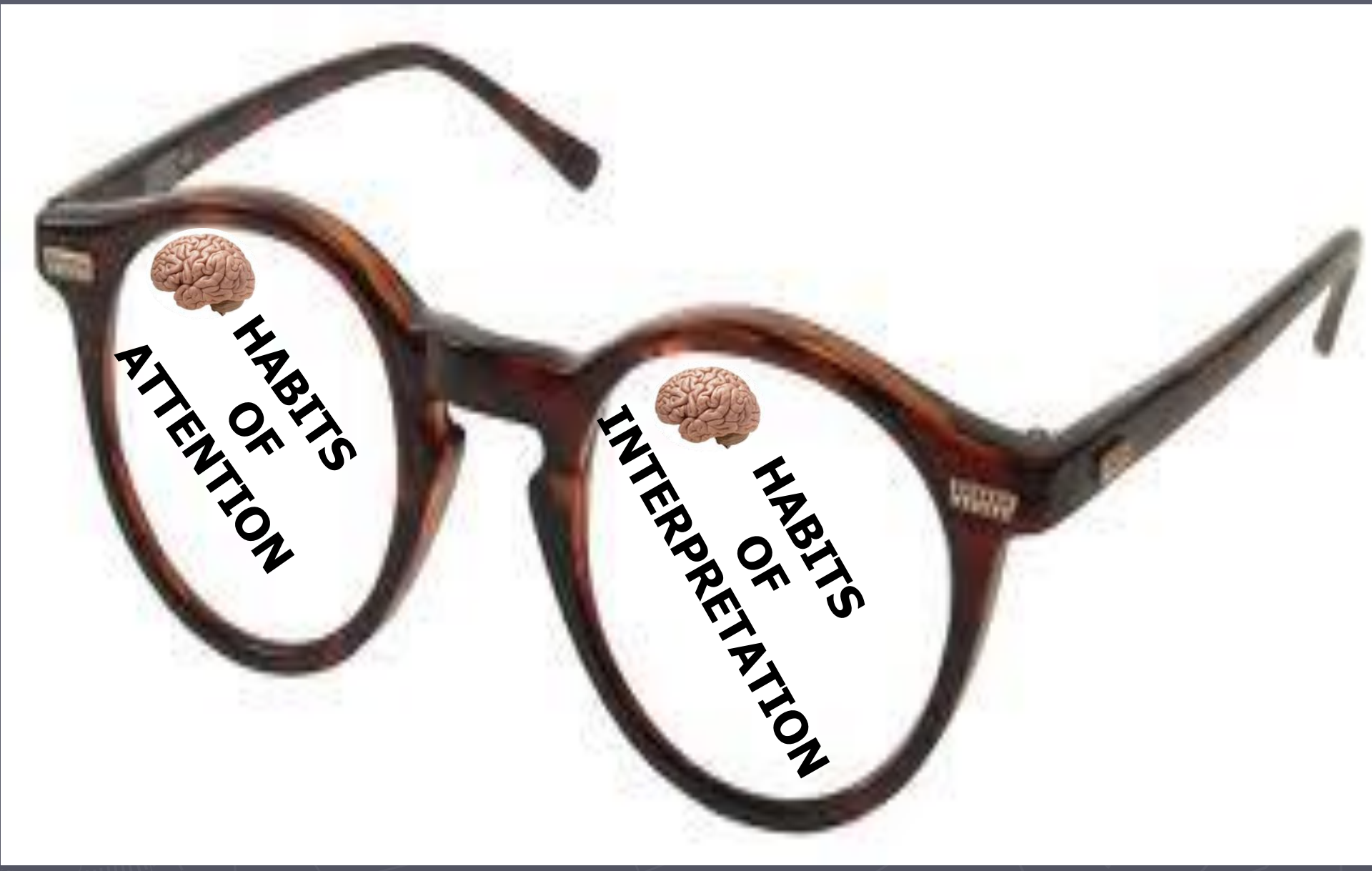
It is useful & easier & 'natural'
to be mindless of our prejudice(s) **so**

we have to work at being mindful of our prejudices, at being reflexive,...to 'see/listen through the one'

BECOMING REFLEXIVE

striving to ‘see/listen through the one’ is hard work

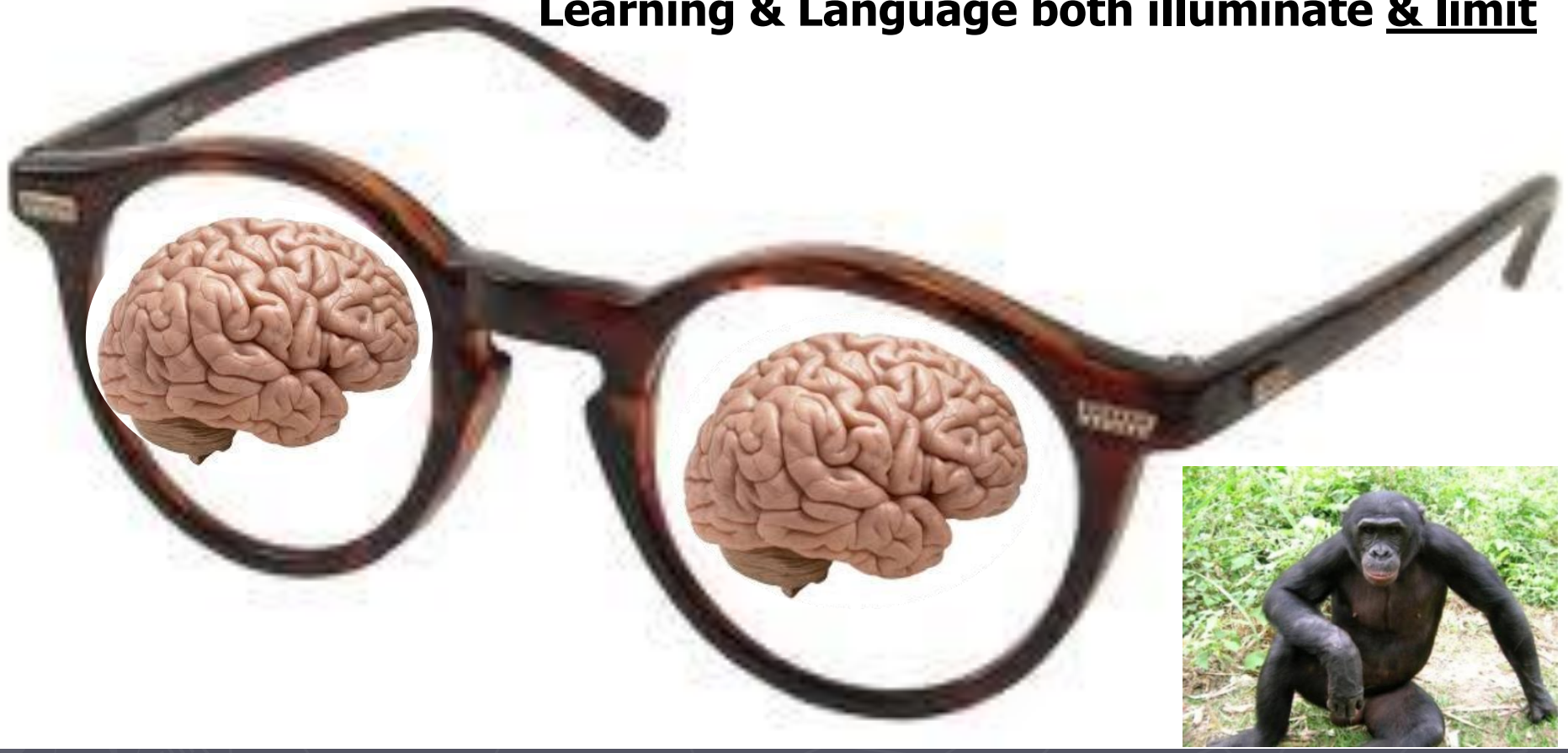
striving to ‘see/listen through the one’ is hard work



striving to ‘see/listen through the one’ is hard work

The mind searches for familiarity

Learning & Language both illuminate <u>& limit</u>



The mind is in a hurry to see what it expects to see

The mind searches for familiarity

Learning & Language both illuminate <u>& limit</u>

LEAPING TO ASSUMPTIONS
JUMPING TO CONCLUSIONS

The mind is in a hurry to see what it expects to see

GRAPPLING WITH OUR DEEP ASUMPTIONS

SURFACING OUR PRE-COGNITIVE COMMITMENTS

TAKING COGNITIVE CONTROL

striving to 'see/listen through the one' is hard work

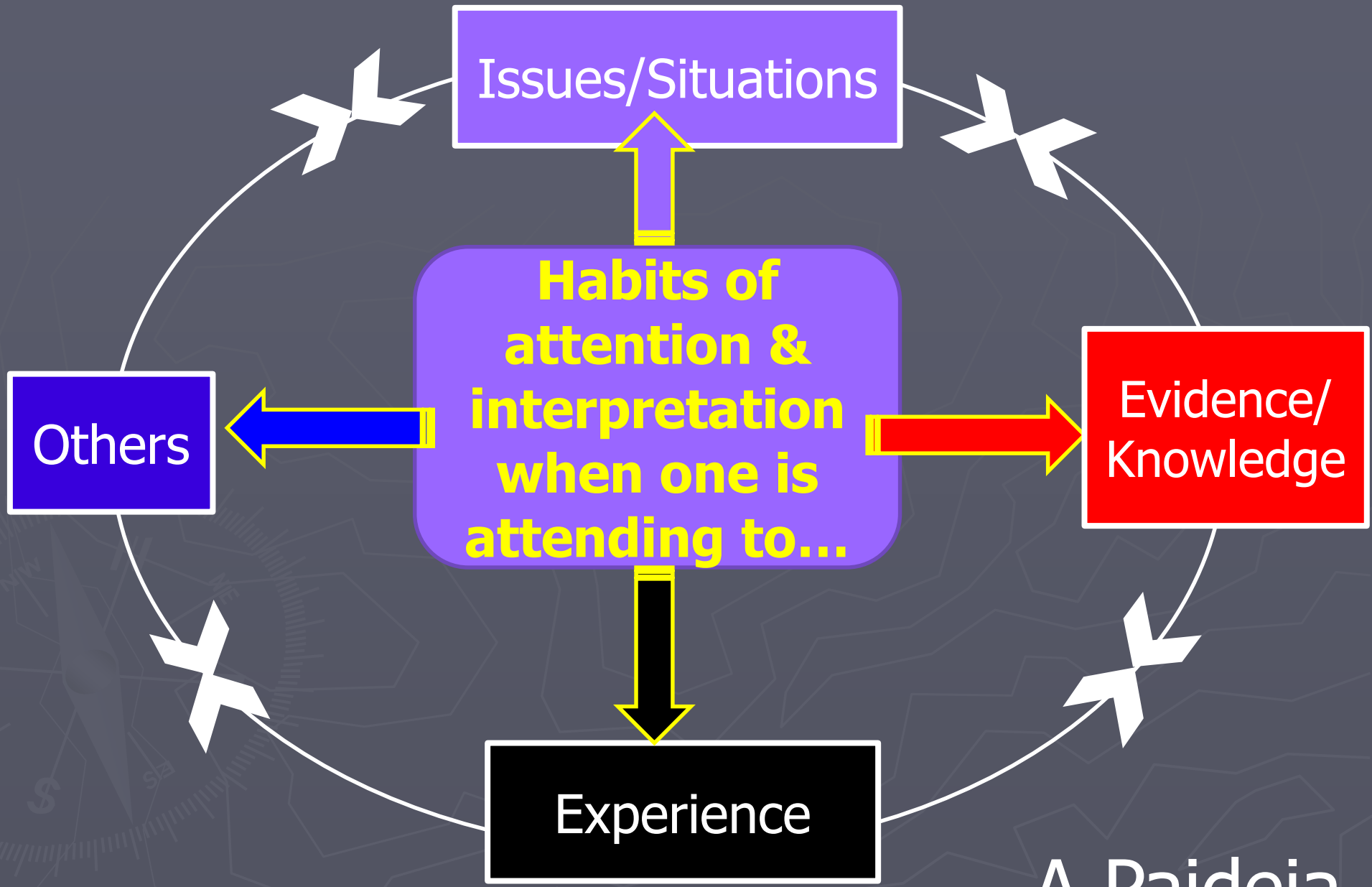
A Mindful Manager is mindful that…..

Reflexivity requires hard work!

- Presumption/prejudice is immanent
- Prejudice enables and disables
- 'learning is limiting'
  - ….as well as illuminating
- *We have to start to notice what we fail to notice!*

TAKING COGNITIVE CONTROL

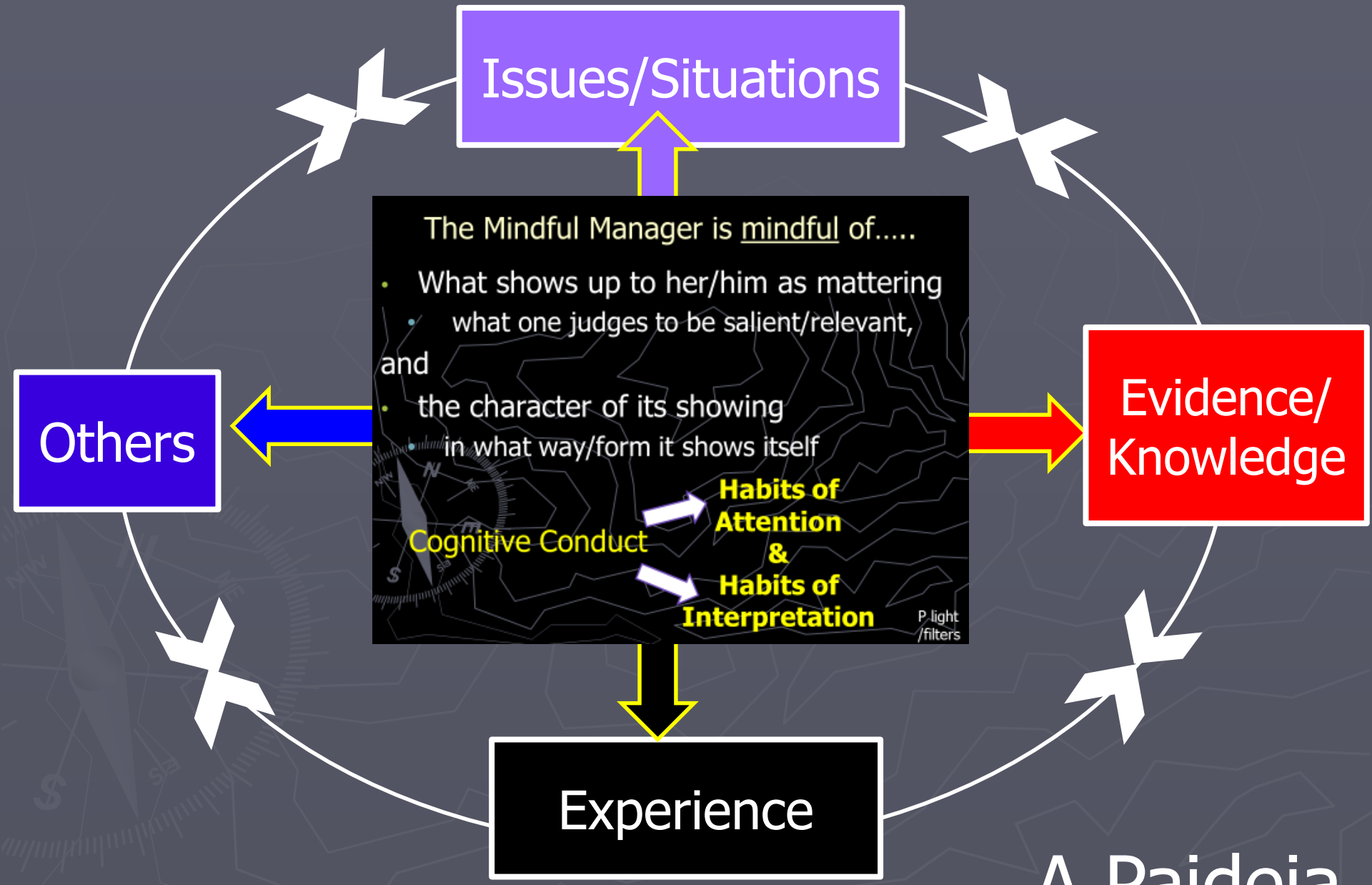
REFLEXIVITY



RFELEXIVITY UNDERPINS ALL THE DISPOSITIONS

A Paideia

REFLEXIVITY



RFELEXIVITY UNDERPINS ALL THE DISPOSITIONS

A Paideia

REASON

REFLEXIVITY

DIALOGUE

IMAGINATION

RFELEXIVITY UNDERPINS ALL THESE CAPABILITIES

A Paideia

REASON

Habits of attention & interpretation when one is attending to…

DIALOGUE

IMAGINATION

RFELEXIVITY UNDERPINS ALL THESE CAPABILITIES

A Paideia

REASON

The Mindful Manager is mindful of.....

- What shows up to her/him as mattering
  - what one judges to be salient/relevant,

and

- the character of its showing
  - in what way/form it shows itself

Cognitive Conduct → **Habits of Attention & Habits of Interpretation**

P light /filters

DIALOGUE

IMAGINATION

RFELEXIVITY UNDERPINS ALL THESE CAPABILITIES

A Paideia

YOU CANNOT ESCAPE YOUR BUCKET

Tugging at YOUR PREJUDICES you must be…

YOU CANNOT ESCAPE YOUR BUCKET

TO BE REFLEXIVE IS TO SENSE THE CONSTRAINT

YOU MUST STRIVE TO ESCAPE

YOU MUST SENSE THE BUCKET

TO BE REFLEXIVE IS TO STRUGGLE WITH YOUR BUCKET

Tugging at YOUR PREJUDICES you must be…

YOU CANNOT ESCAPE YOUR BUCKETS

Tugging at YOUR PREJUDICES you must be…

REFLEXIVITY

Tugging at your spectacles you must be

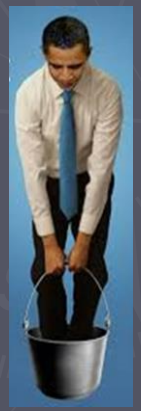
Issues/Situations

Others

Seeking a naked receptivity

Evidence/ Knowledge

Experience



RFELEXIVITY UNDERPINS ALL THE DISPOSITIONS

A Paideia

A Short Meditation

NOT LEAPING TO INTERPRETATION

A DISCIPLINED MIND

- EXPERIENCING WITH NO 'LANGAUAGING'
- EXPERIENCING WITHOUT WORDS

SEEKING A 'NAKED' RECEPTIVITY

Becoming a Mindful Manager

- A Mindful Manager strives for an

INNOCENCE OF THE EYE [Ruskin!]

S/HE STRIVES TO *'SEE THROUGH THE ONE'*

AND *'SEE THE ONE OF OTHERS'*

To gain an 'enlarged mentality'

Arendt

Becoming a Mindful Manager
- seeking enlarged mentality

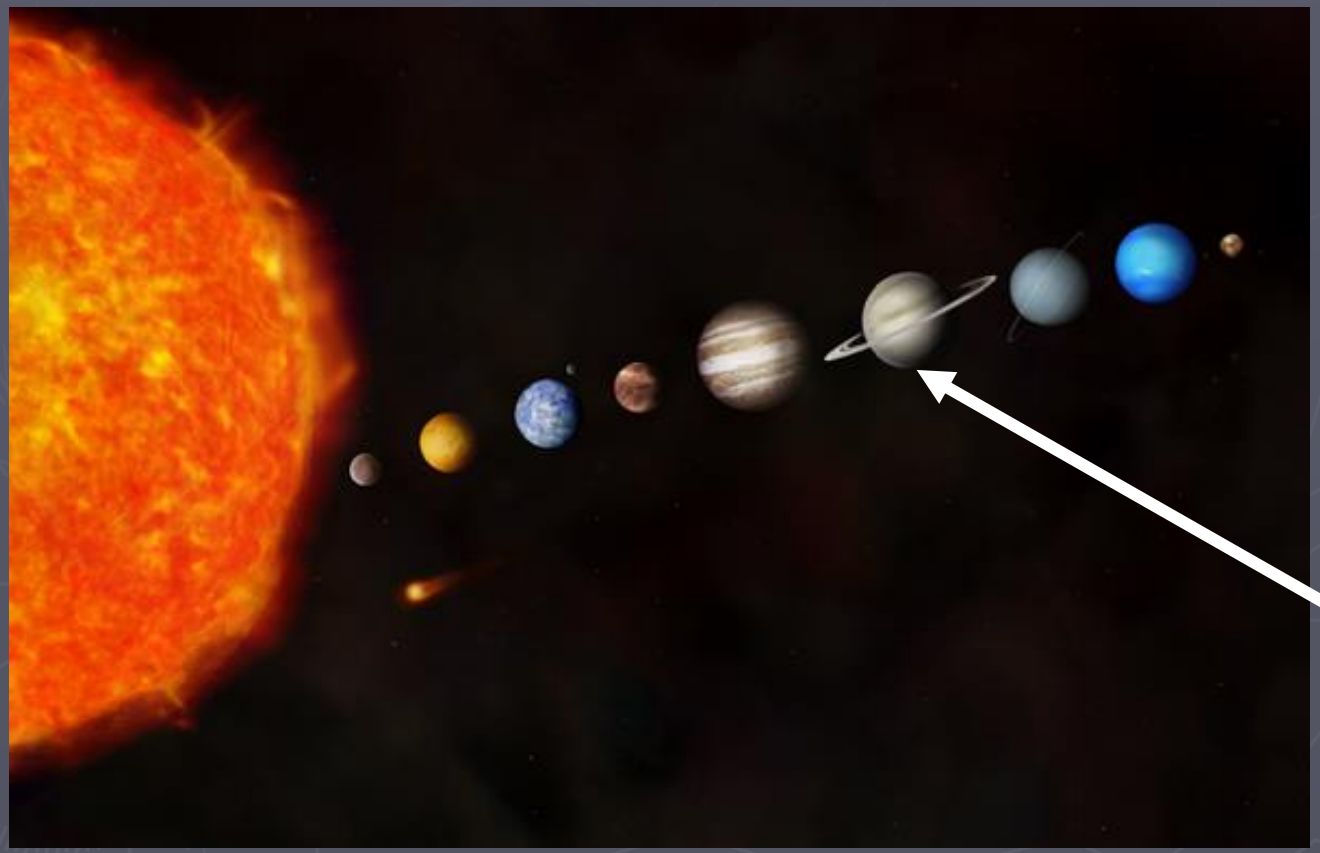
Becoming a Mindful Manager

- In Pursuit of Reflexivity

Diversity – Enlarged Mentality Challenge

The Mindful Manager

- Where is **s/he** 'looking from' on this…and why?



S/he's not on this planet !!!!!!!!!

The Mindful Manager

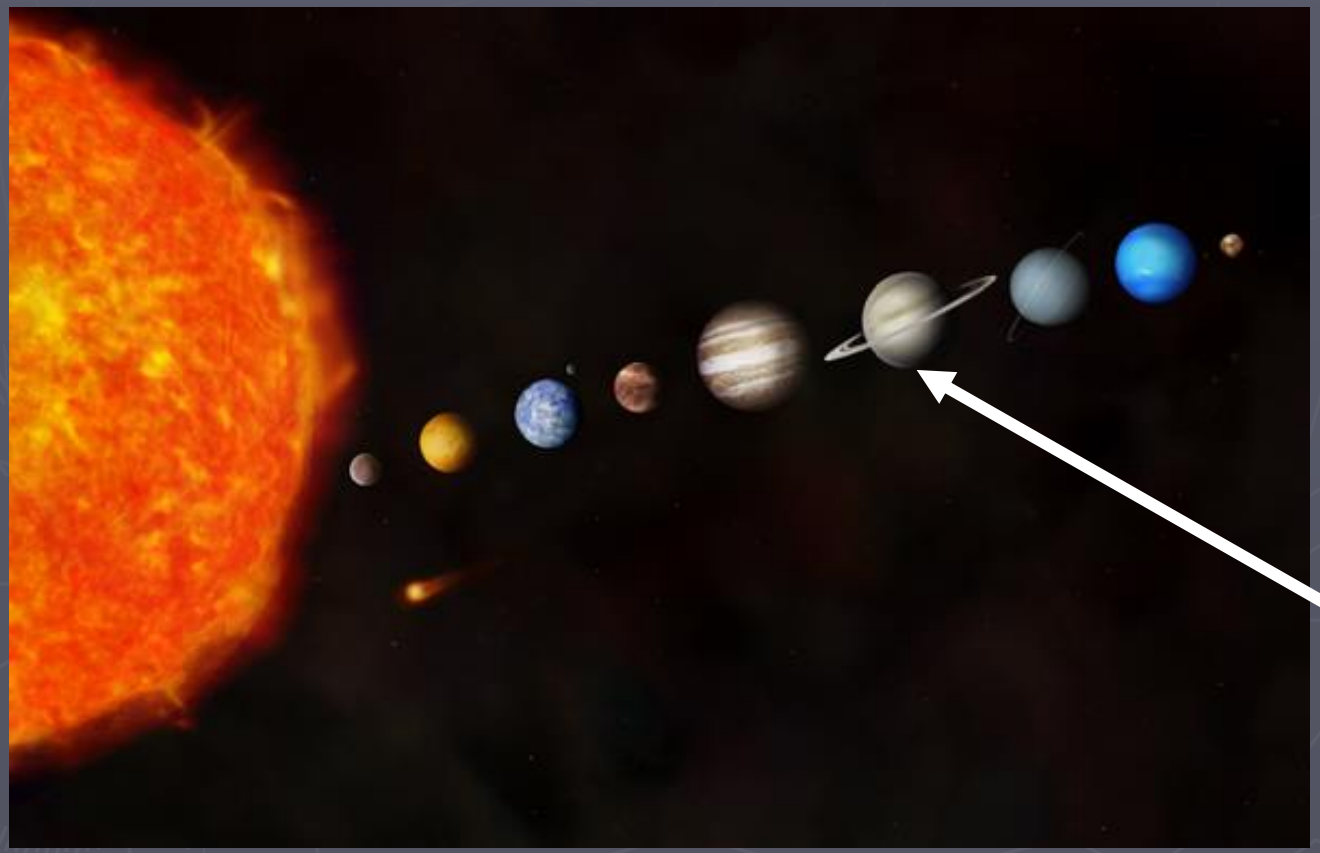
- Where is s/he 'coming from' on this……

?

- Mindful of the *'other one'*

The Mindful Manager

- Where am **I** 'looking from' on this……and why..?

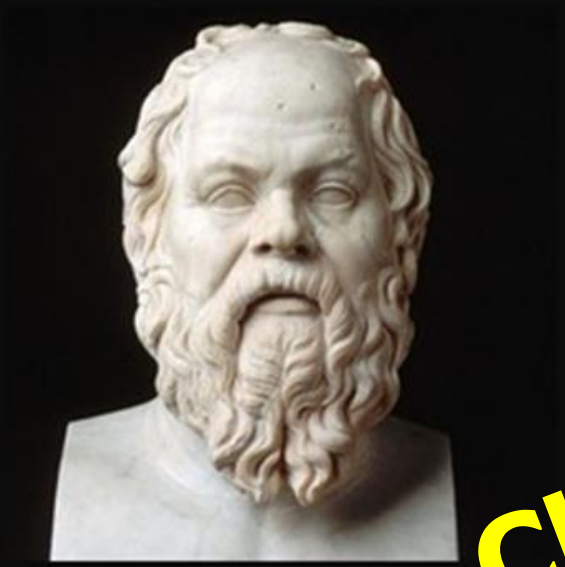


ABOUT HERE
HE THINKS !!

I'm not on his planet !!!!!!!!!!

Becoming a Mindful Manager

- In Pursuit of Reflexivity



To know thyself is the beginning of wisdom.

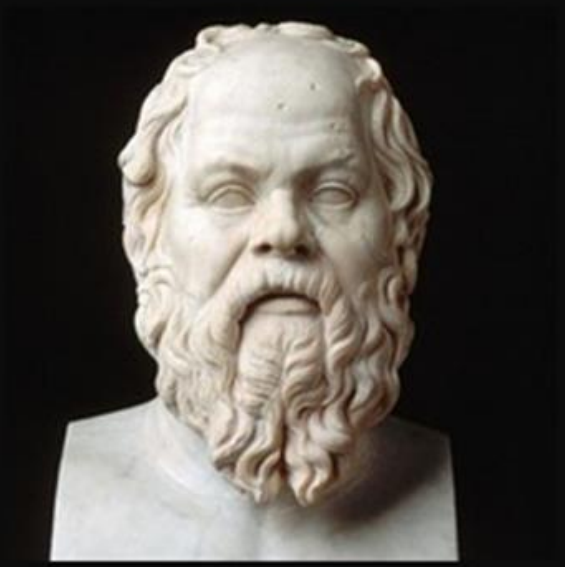
~ Socrates

The Challenge of Human Diversity

FMBA552 – Individual assignment

The Challenge of Diversity

- In Pursuit of Reflexivity



To know thyself is the beginning of wisdom.

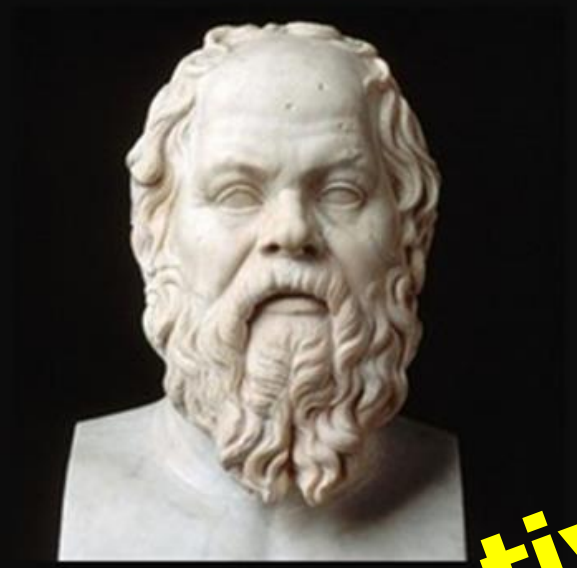
~ Socrates

A Challenge to your Habits & Rules

FMBA552 – Individual assignment

The Challenge of Diversity

- In Pursuit of Reflexivity



To know thyself is the beginning of wisdom.

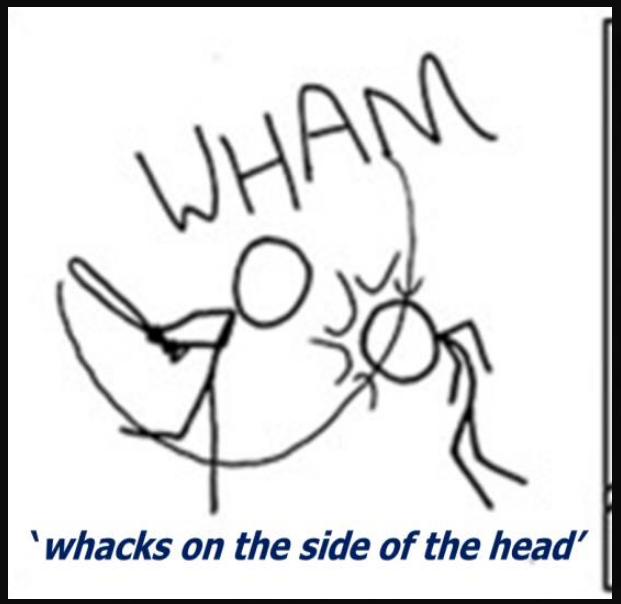
~ Socrates

Imaginative engagement with the minds of others

FMBA552 – Individual assignment

Becoming a Mindful Manager

- In Pursuit of Reflexivity



To know thyself is the beginning of wisdom.

~ Socrates

Diversity – Reflexivity Challenge

FMBA552 – Individual assignment

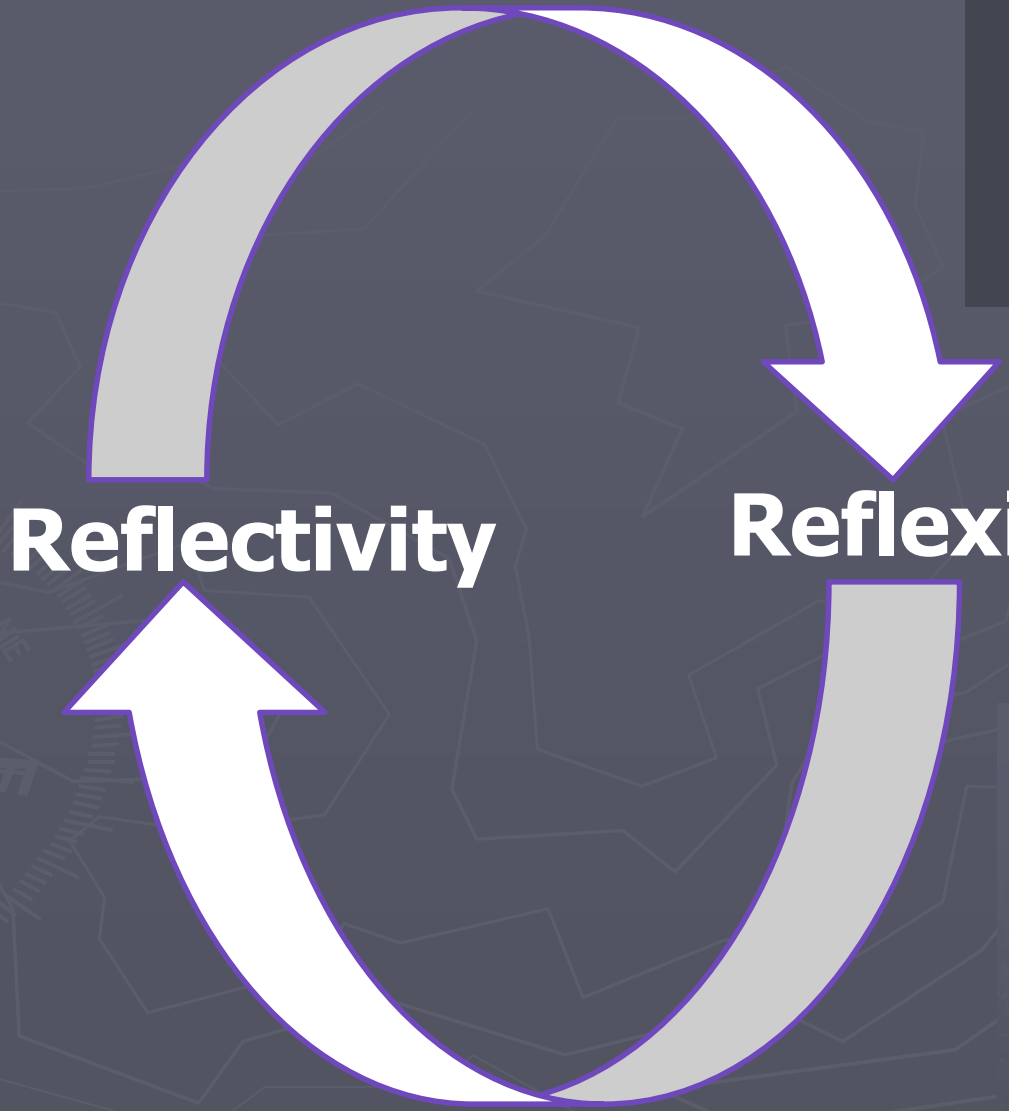
Becoming a Mindful Manager

A Mindful Manager becomes

- reflexive because s/he is reflective.....and
- reflective because s/he has become reflexive

Becoming a Mindful Manager

Choosing to choose!



Breaking into the circle

Becoming a Mindful Manager

A Mindful Manager becomes

- reflexive because s/he is reflective.....and
- reflective because s/he has become reflexive
- choosing to choose

The Reflexive-Reflective Manager

A mindful manager becomes

- reflexive because s/he is reflective.....and
- reflective because s/he is reflexive
- choosing to choose

A Provocation!

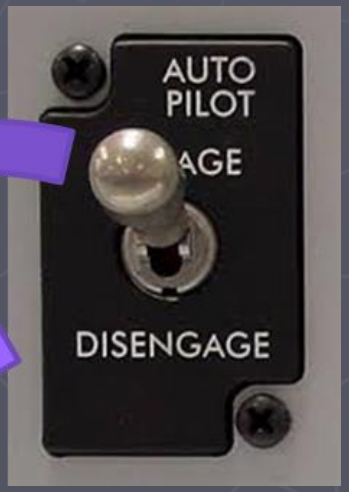
Reflecting on reflexivity

A process started with with effort

A process

Reflectivity

Reflexivity



The Reflexive-Reflective Manager

A mindful manager becomes

- reflexive because s/he is reflective.....and
- reflective because s/he is reflexive
- choosing to choose

Reflecting on reflexivity

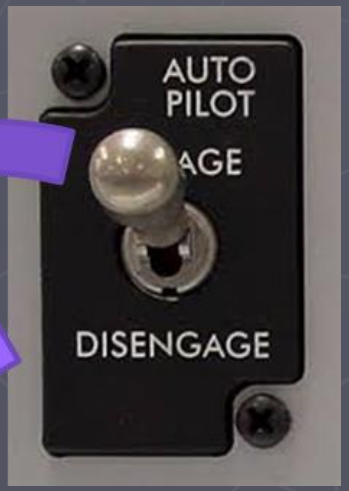
A Provocation!

A process

Reflectivity

Reflexivity

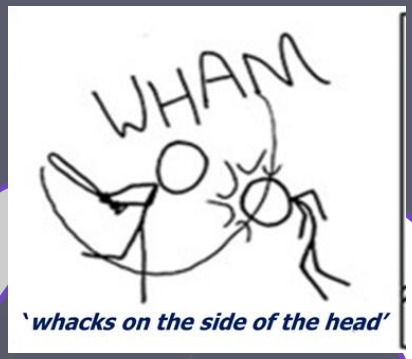
LANGUAGING OUR PREJUDICES



The Reflexive-Reflective Manager

A mindful manager becomes
- reflexive because s/he is reflective.....and
- reflective because s/he is reflexive
- choosing to choose

A Provocation!



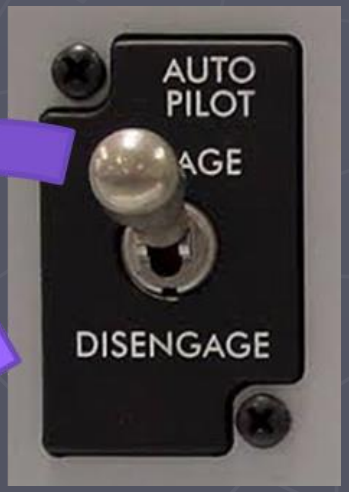
A process started with with effort

A process

Reflectivity

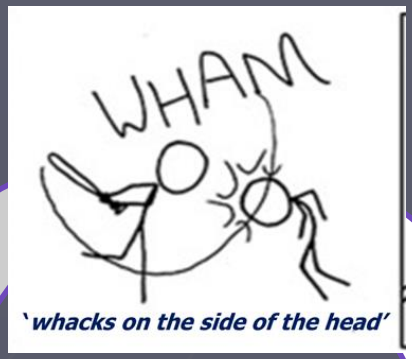
Reflexivity

TURBULENCE OF DIVERSITY



The Reflexive-Reflective Manager

A mindful manager becomes
- reflexive because s/he is reflective.....and
- reflective because s/he is reflexive
- choosing to choose



A Provocation!

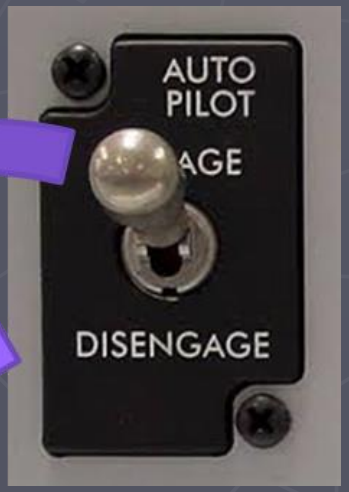
A process started with with effort

A process

Reflectivity

Reflexivity

EFFORT OF SEEKING AN ENLARGED METALITY



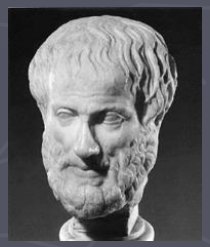
Becoming a Mindful Manager

A process

Reflectivity

Reflexivity

~~**A state achieved**~~ NO



Reflexivity

A process

A STRIVING NOT A STATE

A pursuit

Reflexivity

Tugging at the bucket

Becoming a Mindful Manager

- A Mindful Manager strives to gain and sustain a ***SUNAO MIND***
  - one free from prejudice …**an un-trapped mind**

To have Sunao mind is to be Reflexive

- S/HE STRIVES TO *'LISTEN THROUGH THE ONE'*
- *TO GAIN AND SUSTAIN AN 'INNOCENCE OF THE EYE'*
  - *S/HE INCULCATES A 'LEARNED IGNORANCE'*

Becoming a Mindful Manager

- A Mindful Manager strives to gain and sustain a

  SUNAO MIND

  - one free from prejudice …**an un-trapped mind**

To have an *innocence of the eye* is to be Reflexive

  - S/HE STRIVES TO *'LISTEN THROUGH THE ONE'*
- *TO GAIN AND SUSTAIN AN 'INNOCENCE OF THE EYE'*
  - *S/HE INCULCATES A 'LEARNED IGNORANCE'*

Becoming a Mindful Manager

- A Mindful Manager strives to gain and sustain a

  SUNAO MIND

  - one free from prejudice …**an un-trapped mind**

To *see through the one* is to be Reflexive

  - S/HE STRIVES TO *'LISTEN THROUGH THE ONE'*

- *TO GAIN AND SUSTAIN AN 'INNOCENCE OF THE EYE'*

  - *S/HE INCULCATES A 'LEARNED IGNORANCE'*

Becoming a Mindful Manager

- A Mindful Manager strives to gain and sustain a ***SUNAO MIND***
  - one free from prejudice …**an un-trapped mind**

To exhibit a Learned Ignorance is to be reflexive

- S/HE STRIVES TO *'LISTEN THROUGH THE ONE'*
- *TO GAIN AND SUSTAIN AN 'INNOCENCE OF THE EYE'*
  - *S/HE INCULCATES A 'LEARNED IGNORANCE'*

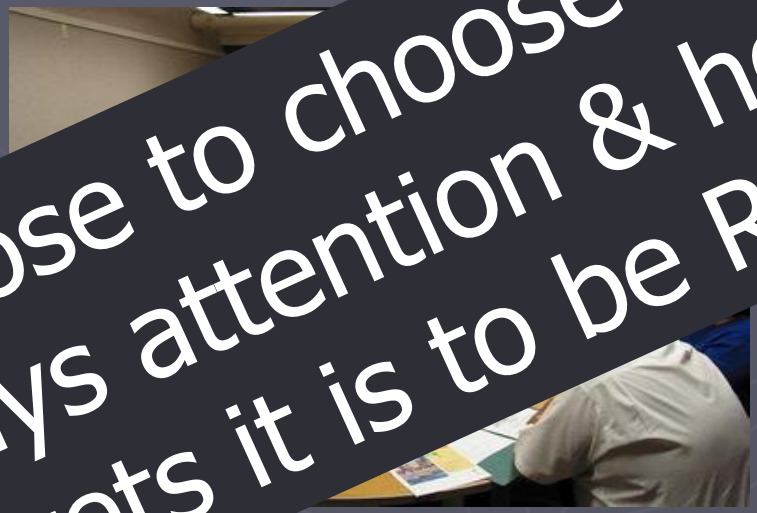
Becoming a Mindful Manager

- You must learn to walk the tightrope between an empty head and an open mind

REFLEXIVE YOU MUST BE!

Becoming a Mindful Manager

- A Mindful Manager strives to gain and sustain
  - ***SUNAO MIND***
    - one free from prejudice **nd**



To choose to choose to what one pays attention & how one interprets it is to be Reflexive

- TO *'LISTEN THROUGH THE ONE'*
- *TO ND SUSTAIN AN 'INNOCENCE OF THE EYE'*
  - *S/HE INCULCATES A 'LEARNED IGNORANCE'*

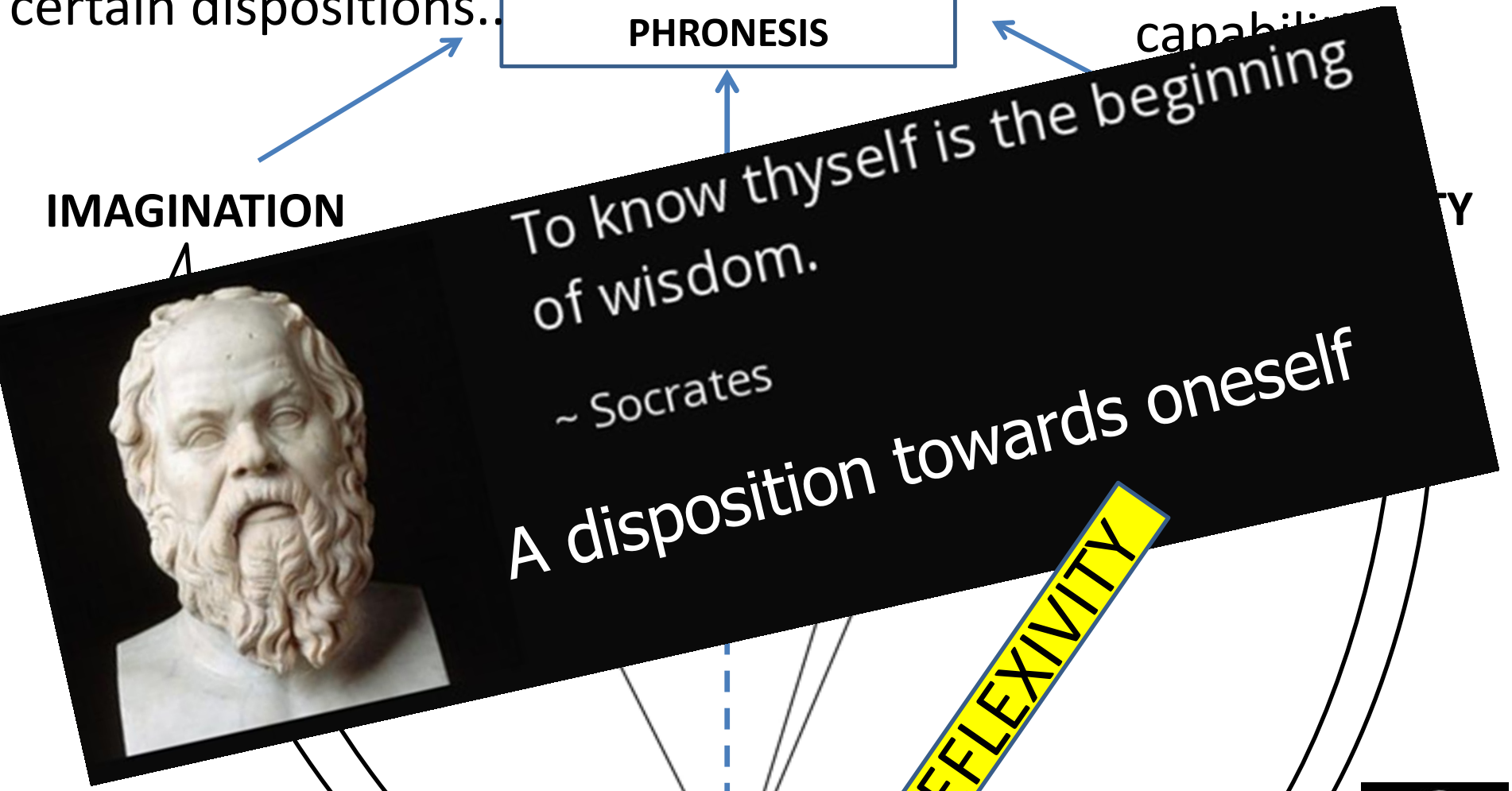
The capacity to exercise 'good' judgement

founded on certain dispositions..

Practical Wisdom
PHRONESIS

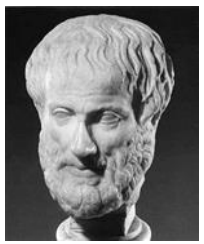
.....and on certain capabil

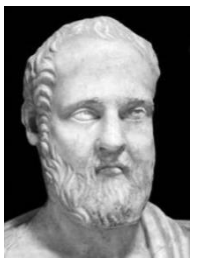
IMAGINATION



REFLEXIVITY

Self - *reflexivity the founding moment of practical wisdom*





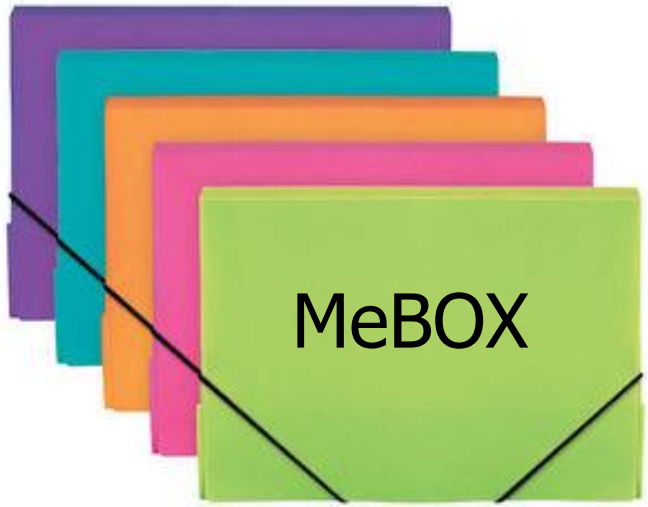
The Mindful Manager Reflexivity Assignment

- A piece of individual coursework
  - A ReFLEXion & a supporting portfolio

20%

MeBOX – a starter reFLEXion inventory

- My personal statement [application]
- My scholarship application
- My CV
- My MBA profile
- Self-History 1
- [illegible] leader report
- Hum[illegible]ychometric evaluations
- CT evaluation rep[illegible]
- CAP coaching output
- Your Reflections in the Core Capabilities [illegible]
- **Workshop outputs & follow up**
  - **Answers to some questions**



Outline/core evidence portfolio on Moodle

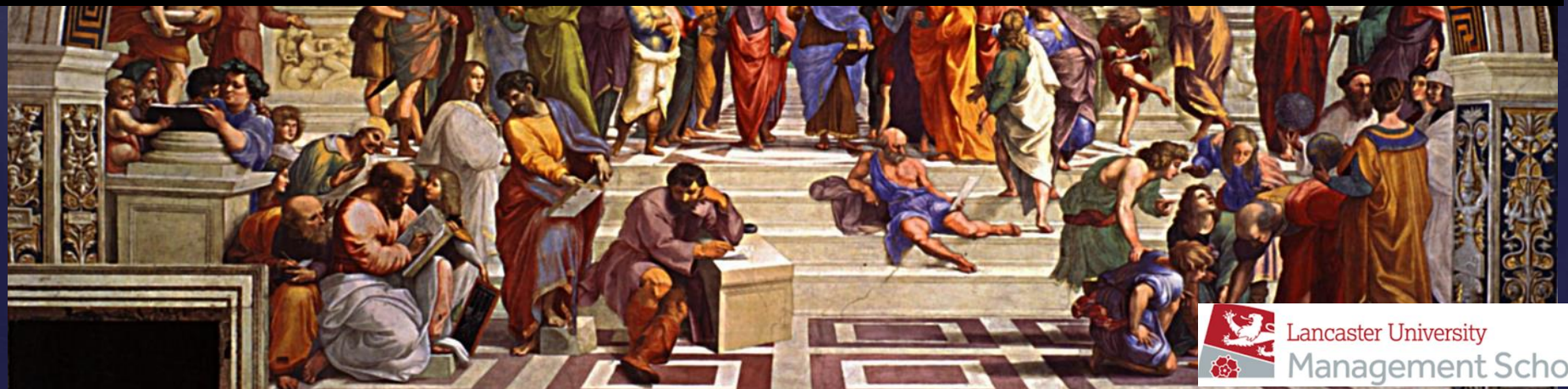
The Mindful Manager

- in pursuit of practical wisdom -

Your first tasks on the Mindful Manager

Self-History 1 – handout

- You need to complete this over Weeks 0-8



Lancaster University
Management School

The Mindful Manager
- in pursuit of practical wisdom -

Your first tasks on the Mindful Manager

Moodle

18/19: FMBA523: Core Capabilities - PSYCHOMETRICS

Cognitive Conduct - Critical Thinking

Cana & the CAP team will be briefing you

hfi Creating Wealth Through People

http://www.hfi.com/

Cognitive Conduct and the Career Advancement Programme

During the Careers Advancement Programme you will also take part in a comprehensive psychometric evaluation of your thinking skills - thanks to our partnership with Human Factors - a corporate talent assessment business.

Early in Term 1 you will be given web-enabled access to a series of internationally accredited assessment tools including ones that give feedback on your:

- Analytical Reasoning
- General Reasoning
- Personality
- Enterprise profile

The measures you receive are relative to an appropriate comparison group. This group is drawn from Human Factors extensive database of practising top, senior and middle managers, and is also appropriately comparative with respect to gender.

This process is totally confidential. All the so-generated data from the assessments & profiling is confidential to you, the MBA careers team and our partner – Human Factors. Human Factors are bound by the professional ethics and codes of conduct of the British Psychological Association. Other members of LUMS staff will only see your evaluations if you wish it & permit it.

- Note that there will be opportunities for you to undertake self-reassessment exercises throughout the programme. This self-assessment is not a 'one-off' opportunity. You can return, if you request, to a unit at a later time, and 're-evaluate' yourself

The Mindful Manager

- in pursuit of practical wisdom -

Your first tasks on the Mindful Manager

Moodle 18/19:

FMBA552: Mindful Manager:

Psychometrics [Reflexivity & Reflectivity]

Access to the Type Dynamics Indicator Psychometric

Complete by end Week 8

An evaluation that is required for your MeBOX, and would be very useful for your CAP Coach/Coaching

You must have it completed by the end of Week 8

Follow the link above

Then click the English button, then click where it says Client Code + Access Code + Password

Enter these details: Client Code: **tflhe**; Access Code: **lcstr2**; Password: **lcstr1119**

You don't need a reference or ID number

Simply follow the instructions

20%

The Mindful Manager
Reflexivity Assignment

MeBOX – a reFLEXion inventory

- My personal statement [application]
- My scholarship applicat ion
- My CV
- CT evaluation reports
- CAP coaching output
- **ENVELOPE/SCORES**
- **Your Capabilities**
- **Your personal Blue … *KEEP IMPROVE***
- **Workshop 1 output & your follo…**
  - Your 'answers' & your **VITALS**
  - Your **'Hofstede online'** output

Easy marks
-to gain or lose

MARKERS GUIDE ON MOODLE

? Lunch Day 2 ?

A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation

NOT LEAPING TO INTERPRETATION

A DISCIPLINED MIND
- EXPERIENCING WITH NO 'LANGAUAGING'
- EXPERIENCING WITHOUT WORDS

SEEKING A 'NAKED' RECEPTIVITY
- Attention without Interpretation

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

Experience

Evidence/
Knowledge

Becoming a Mindful Manager

Reflectivity

Reflexivity

IF ONE IS ON AUTO-PILOT ONE GOES THROUGH AN EXPERIENCE WITHOUT EXPERIENCING IT

- To learn we must seek disruption and go where we are uncomfortable
- You must risk yourself !
- We m
- We n

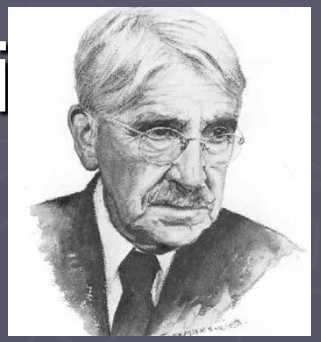
Provocation

-`whacks on the

positi

e

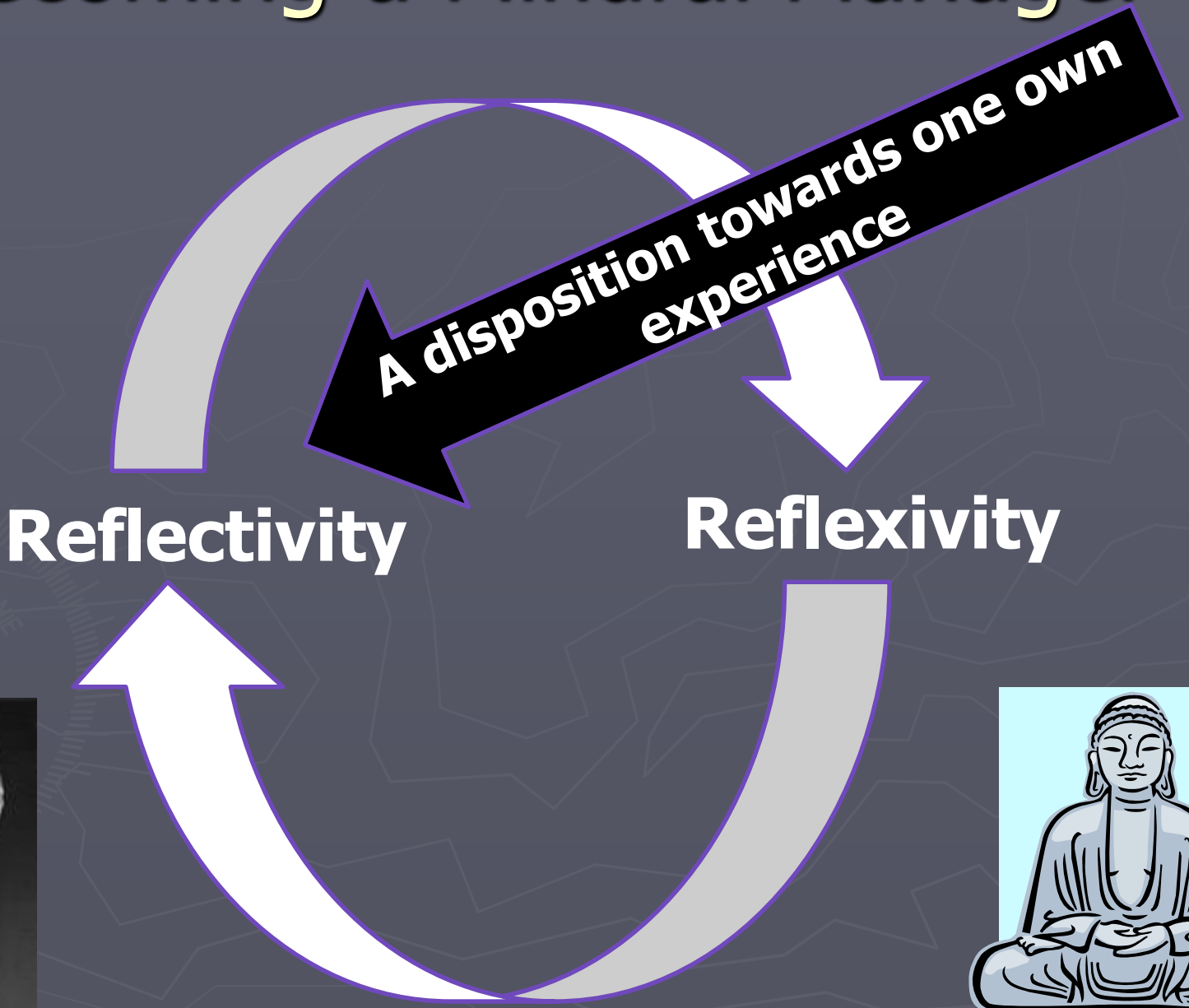
You must get out of auto-pilot

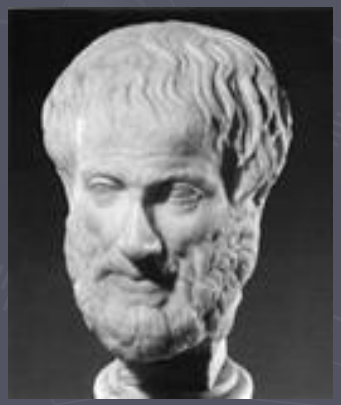


The Challenge of Diversity

Experience must be a resource not a trap

Becoming a Mindful Manager





Becoming a Mindful Manager

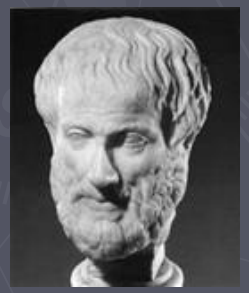
A CORE CAPABILITY THAT YOU WILL BE PRACTISING

A process

Reflectivity

Reflexivity

A practice



Becoming a Mindful Manager

- A Mindful Manager is one who is reflective
  - proactively learning from their experience through reflection
  - Enhancing their reflexivity through that reflection

A Mindful Manager is Self-Cultivating

Experience must be a resource not a trap

Becoming a Mindful Manager

- "practical wisdom has been shown as a fruit which can grow only in the soil of a person's experience and character; apart from the cultivation of that soil, there is no *[method of]* making it available in a way that would count"
- Dunne, *Back to the R*

REFLEXIVITY IS DRIVEN BY REFLECTION

The Mindful Manager is mindful of.....

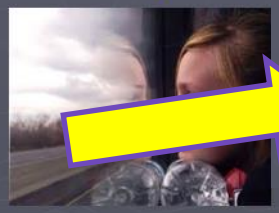
- What shows up to her/him as mattering,
  - what one judges to be salient/relevant,

and

- the character of its showing
  - in what way/form it shows itself

Becoming a Mindful M

- A Mindful Marketer
  - proactively learning from their expe through reflection
  - Enhancing their reflexivity through reflection



Becoming a Mindful Manager

- "practical wisdom has been shown as a fruit which can grow only in the soil of a person's experience and character; apart from the cultivation of that soil, there is no *[method of]* making it available in a way that would count"
- Dunne, *Back to the R*

POWERFUL REFLECTION IS REFLEXIVIVE

The Mindful Manager is mindful of.....

- What shows up to her/him as mattering,
  - what one judges to be salient/relevant,

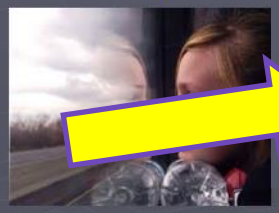
and

- the character of its showing
  - in what way/form it shows itself

P –m/s

Becoming a Mindful M

- A Mindful Marketer
  - proactively learning from their expe through reflection
  - Enhancing their reflexivity through reflection

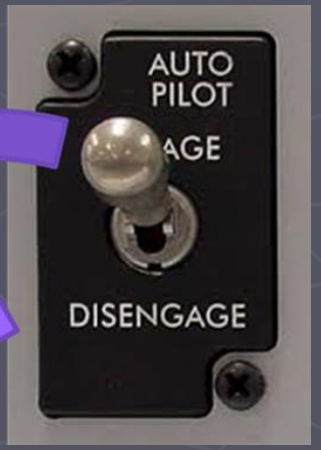


Becoming a Mindful Manager

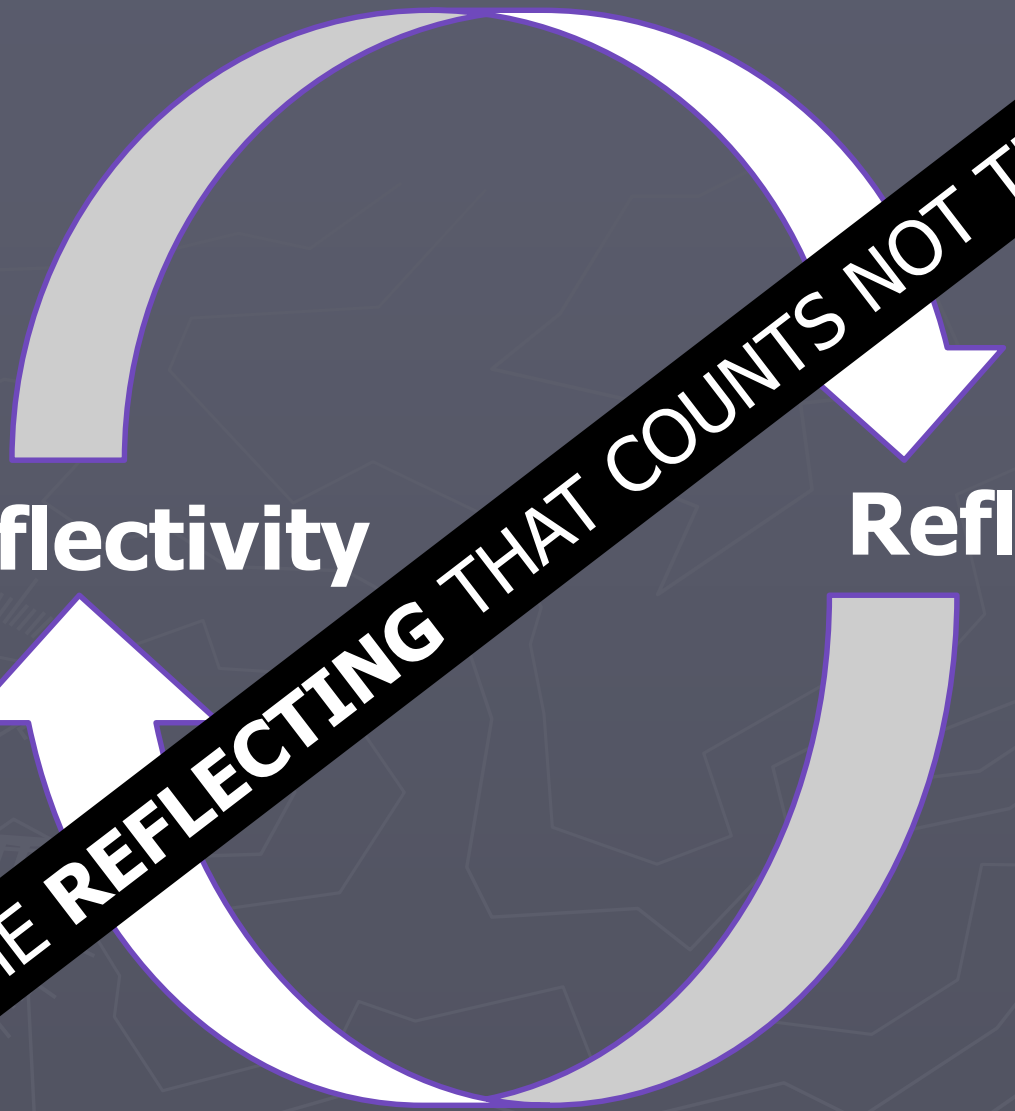
Reflectivity

Reflexivity

IT IS THE EXPERIENCING THAT COUNTS
NOT THE EXPERIENCE

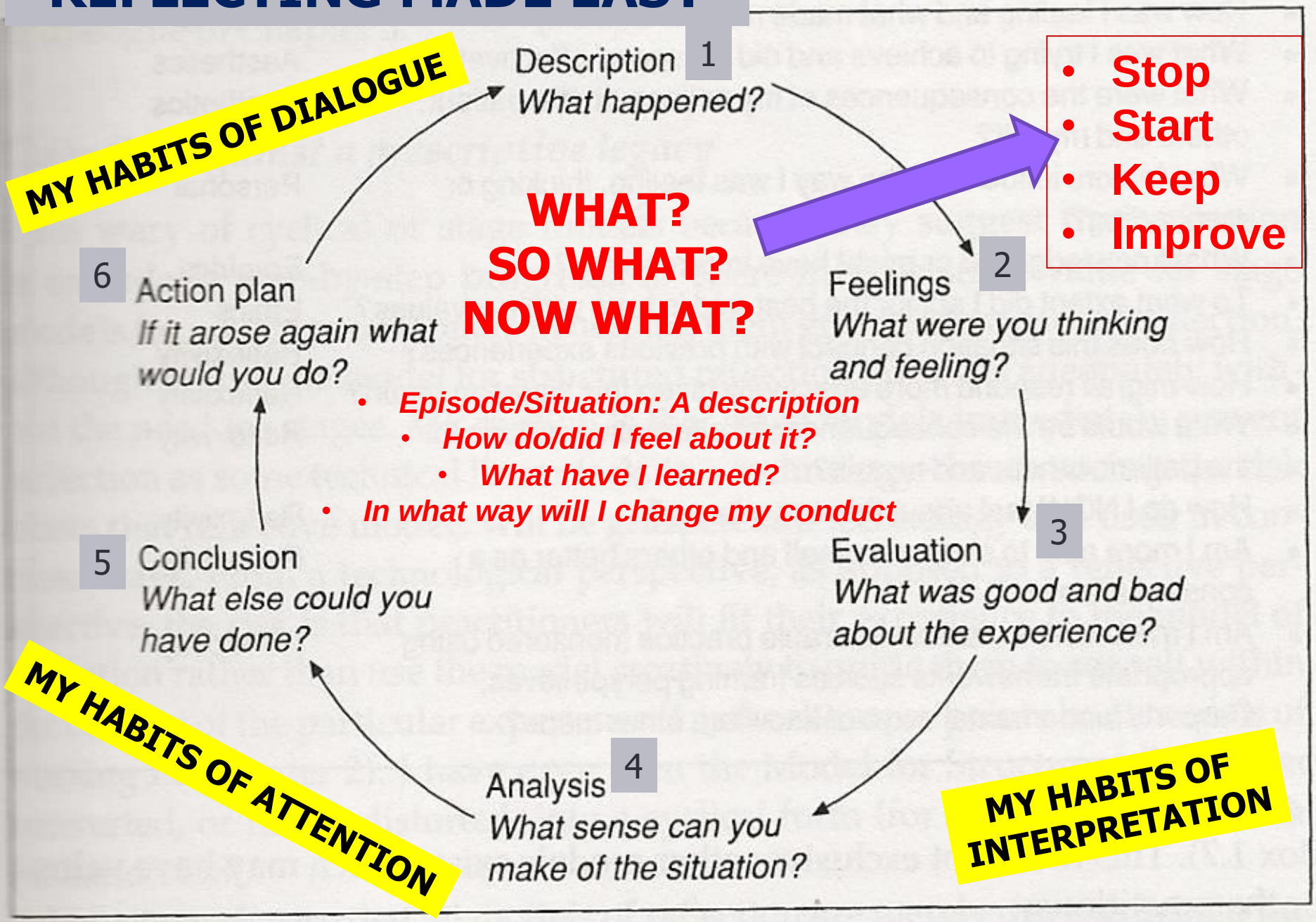


Becoming a Mindful Manager



IT IS THE **REFLECTING** THAT COUNTS NOT THE REFLECTION

REFLECTING MADE EASY



A Short Meditation

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Dispositions/ 'attitudes of mind' towards

Self

Others

Experience

Evidence/ Knowledge

Becoming a Mindful Manager

The essence of wisdom lies not in what is known, but rather in the manner in which that knowledge is held, and in how that knowledge is put to use.

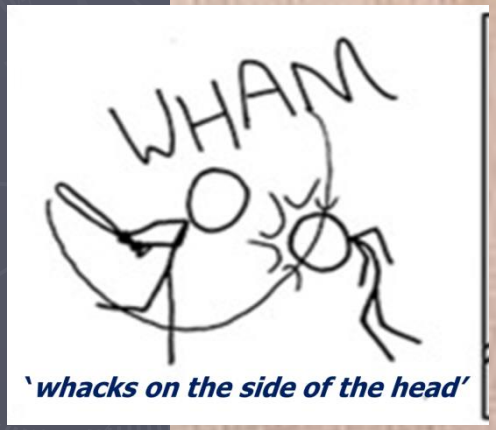
EXHIBIT A LEARNED IGNORANCE YOU MUST

REFLEXIVE YOU MUST BE!

The module is a vaccination

The module is a vaccination

Three fallacies



FALLACY = a deceptive, misleading, or false notion, belief…….

Feel the darkside in you, you must…. mindful of three <u>fallacies</u> you must become

Intellectualist Fallacy

Epistemic Fallacy

Objectivist Fallacy

FALLACY = a deceptive, misleading, or false notion, belief…….

~~Intellectualist Fallacy~~

~~Epistemic Fallacy~~

Objectivist Fallacy

Feel the darkside in you, you must…. mindful of three fallacies you must become

The Mindful Manager is mindful of the **objectivist fallacy**

*`there **is** such a thing as a view from nowhere'*

OBJECTIVITY
A POSSIBILITY?

*'there is **no** such thing as a view from nowhere'*

THE VIEW IS ALWAYS FROM SOMEWHERE

OUR VIEW IS ALWAYS 'PREJUDICED'

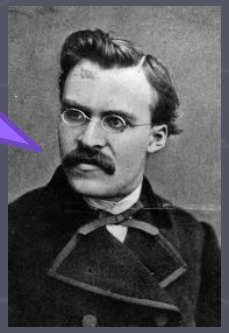
Nagel

The Mindful Manager understands that…..

One is always looking through spectacles

There is no tabula rasa – no blank slate

There are no facts…
..there are only interpretations



The Mindful Manager understands that.....

One is always looking through spectacles

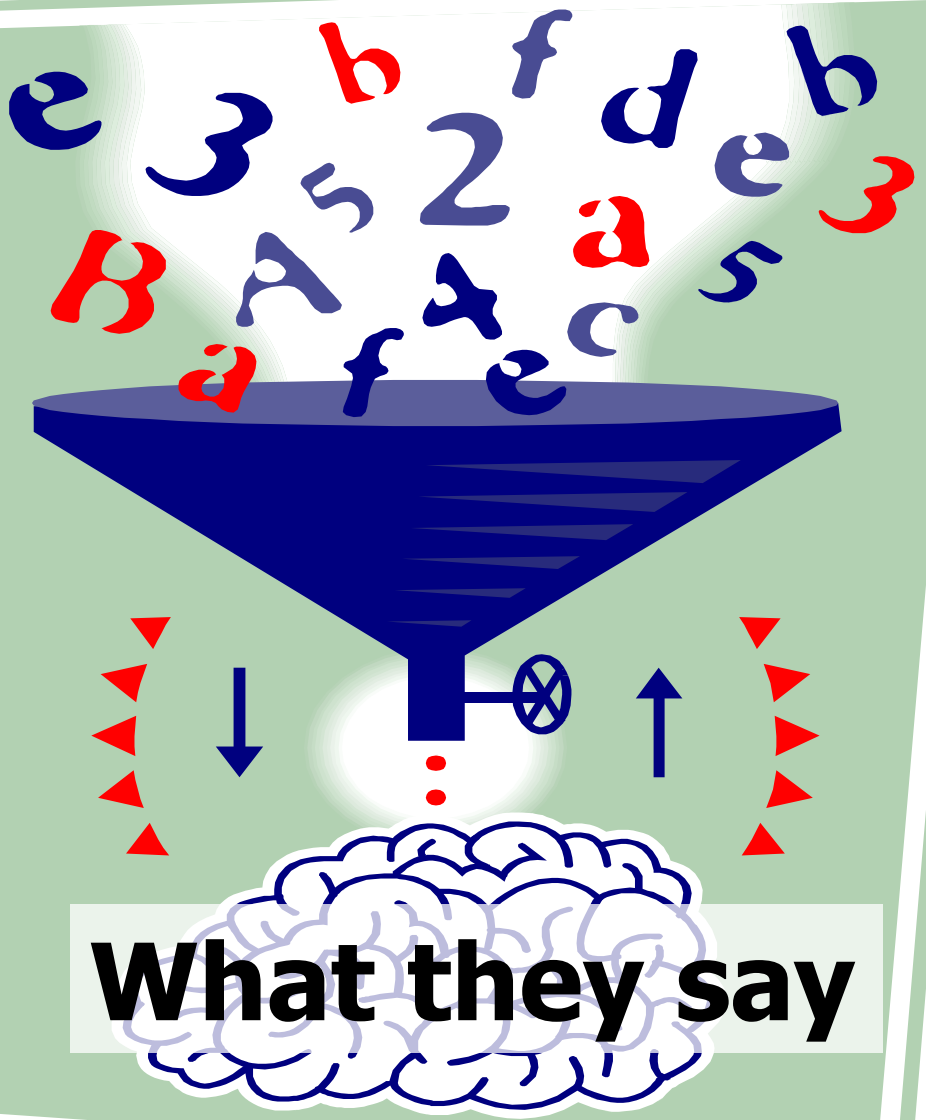
Our Spectacles determine what shows up as mattering to us & how it shows up

Habits of attention and interpretation

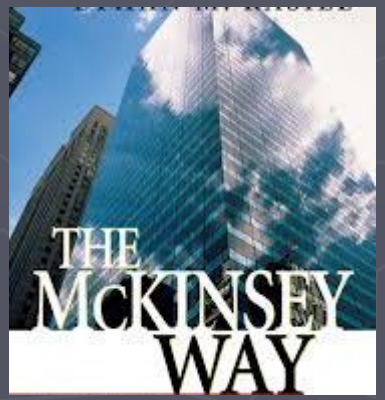
THE ORIGIN OF OUR SPECTACLES

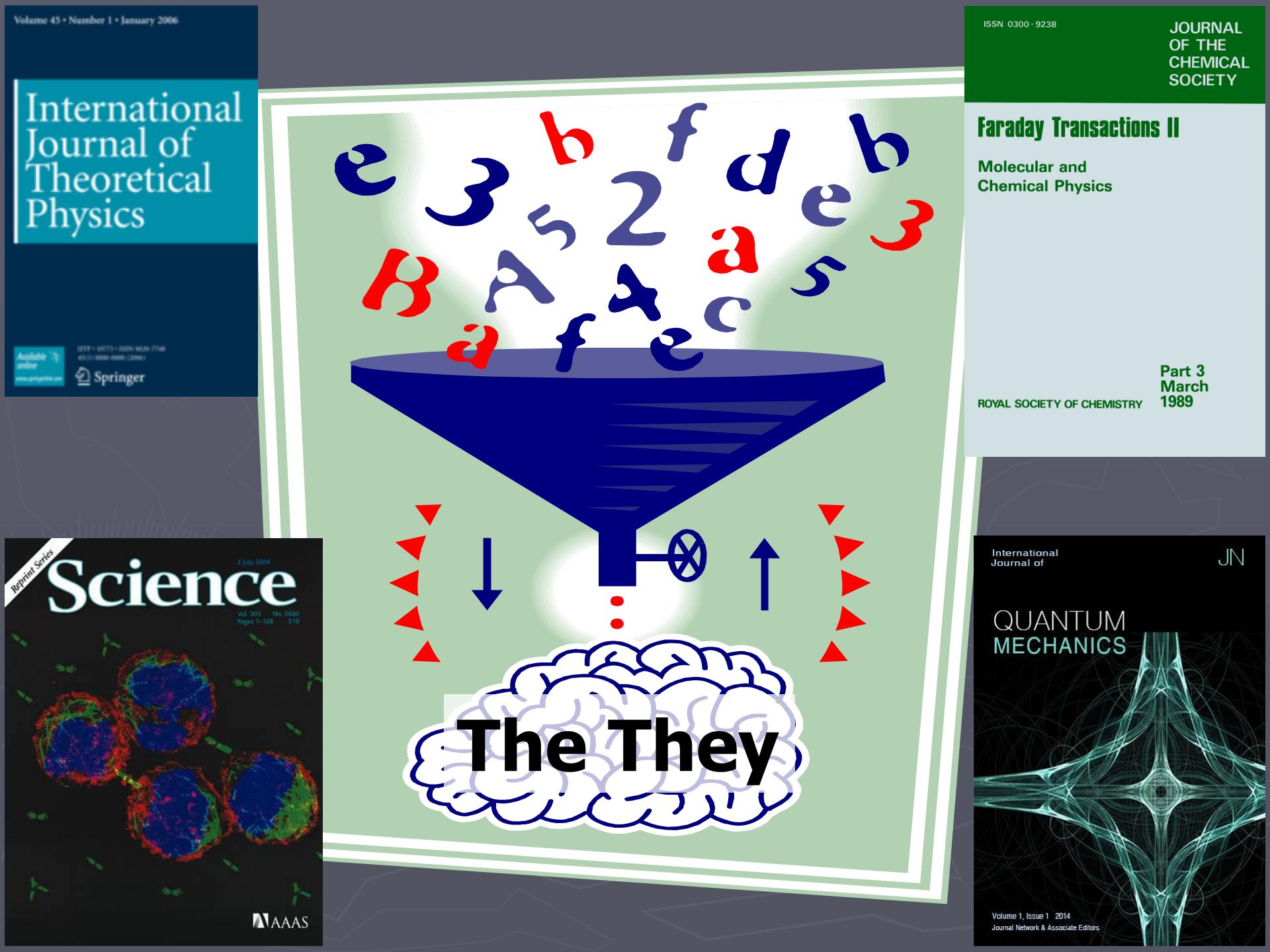
What we must strive to 'see through'?

ADAM SMITH INSTITUTE



What they say




Volume 45 • Number 1 • January 2006
International Journal of Theoretical Physics
Springer
ISSN 0300-9238
JOURNAL OF THE CHEMICAL SOCIETY
Faraday Transactions II
Molecular and Chemical Physics
ROYAL SOCIETY OF CHEMISTRY
Part 3
March
1989
The They
Reprint Series
Science
2 July 2004
AAAS
International Journal of
JN
QUANTUM MECHANICS
Volume 1, Issue 1 2014
Journal Network & Associate Editors

The Academy of Management
Review

Organization Science

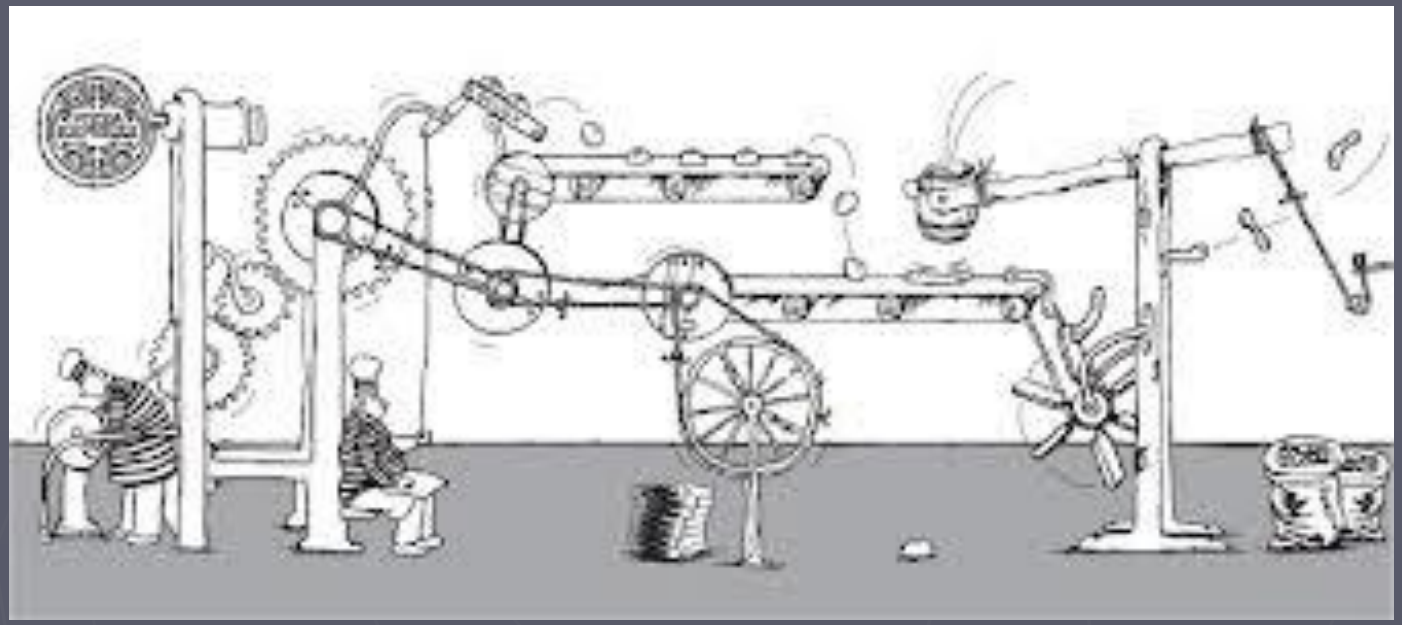
The They

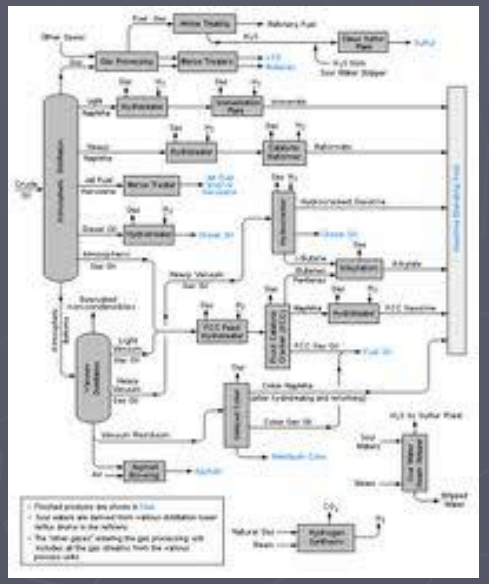
Journal of
Marketing

STRATEGIC
MANAGEMENT
JOURNAL

The World of Business Management?

HOW WE SEE IMPACTS HOW WE ACT





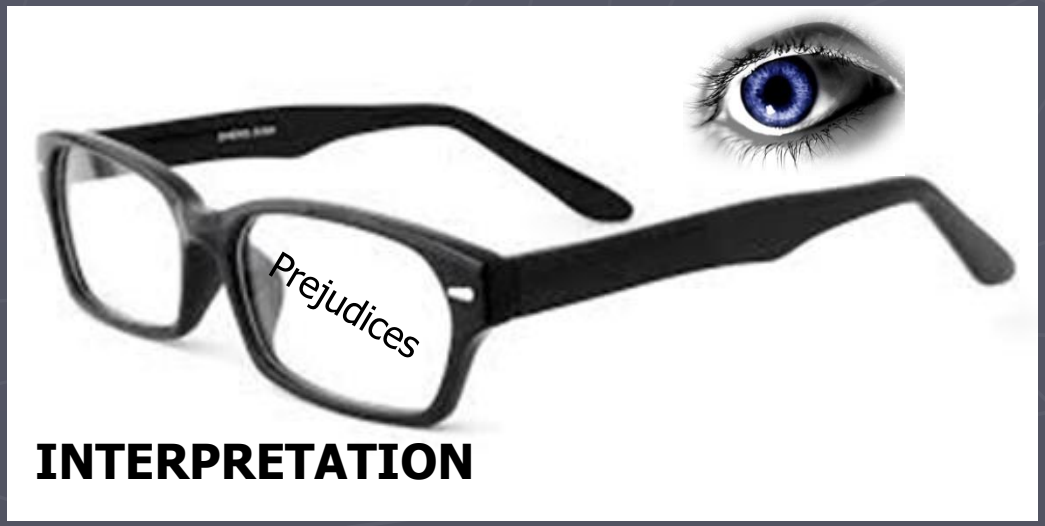
HOW WE SEE IMPACTS HOW WE ACT

Organizations?

OR ARE ORGANIZATIONS ARE LIKE THIS?

HOW WE SEE IMPACTS HOW WE ACT

HOW WE SEE IMPACTS HOW WE ACT



A Mindful Manager is mindful that…..

- All of us view the world through prejudicial spectacles
- ***'learning is limiting'***
  - ***….as well as illuminating***
  - ***…all lights cast shadows***
- Presumption is immanent
- Prejudice enables and disables
- One must strive for an enlarged mentality

- Reflexivity requires hard work!

WHAT IS IT TO BE REFLEXIVE

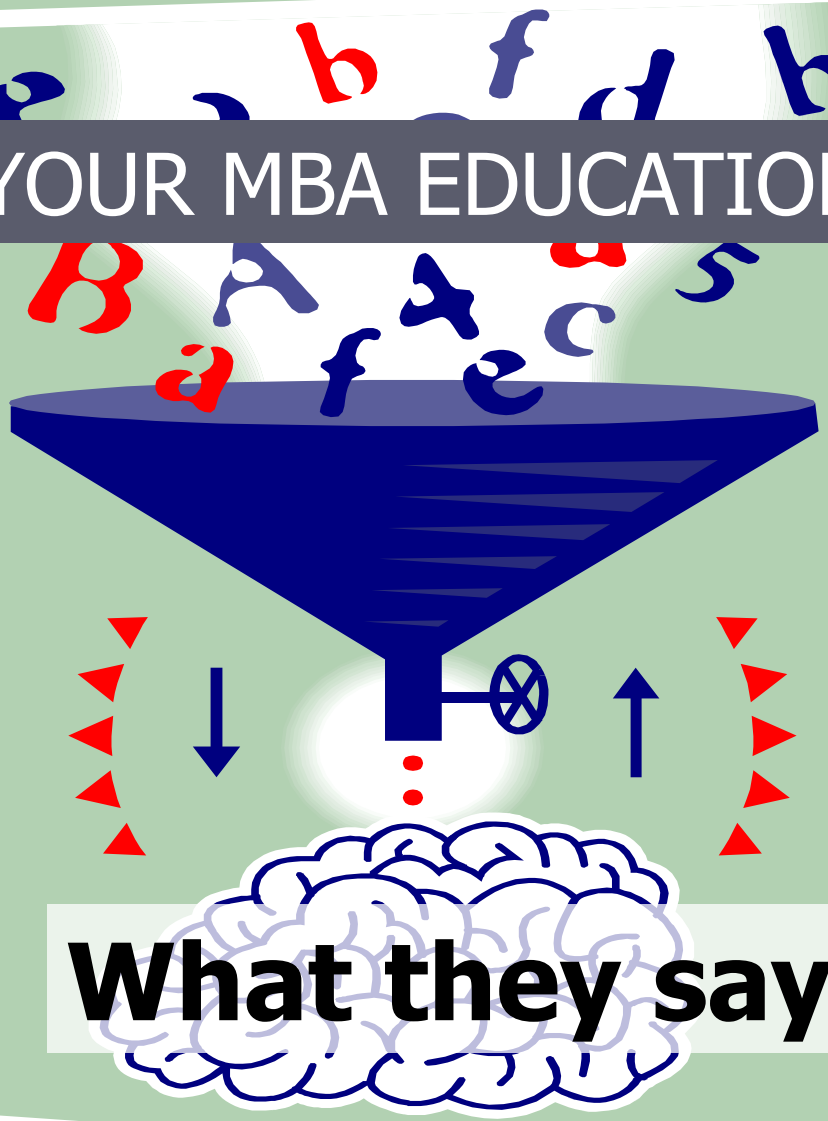
A Mindful Manager is mindful of how 'prejudices' mould her/his conduct

...she/he strives to be reflexive, to *see through '**the one**'*

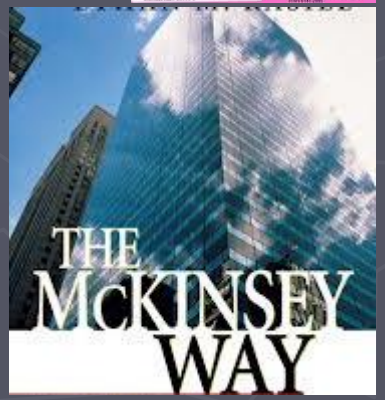
- *It's just what one does.....*
- *It is how one is supposed to....*
- *The way one .....*
- *It 's just what/how one.....*
- *One should.....*
- ***What they say one should...***

ADAM SMITH INSTITUTE

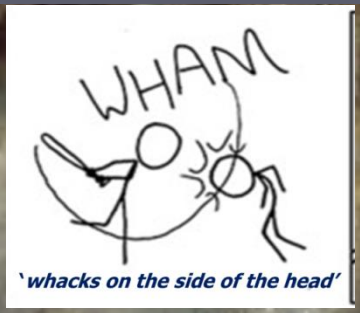
YOUR MBA EDUCATION



What they say



An innocence of the eye one must strive to achieve



REFLEXIVE YOU MUST STRIVE TO BE

See through they-one one you must...

Strive to be a my-self not a they-self

Seek a Learned Ignorance you must

TUGGING AT THE HANDLE YOU MUST BE

To be reflexive is to be mindful of our prejudice(s) and 'see through the one' & 'the they'

'learning is limiting'
....as well as illuminating

A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation

NOT LEAPING TO INTERPRETATION

A DISCIPLINED MIND
- EXPERIENCING WITH NO 'LANGAUAGING'
- EXPERIENCING WITHOUT WORDS

SEEKING A 'NAKED' RECEPTIVITY
- Attention without Interpretation

The Mindful Manager

- **Now a necessary diversion before progressing to the next two fallacies**

Intellectualist Fallacy

Epistemic Fallacy

Objectivist Fallacy

Feel the darkside in you, you must.... mindful of three fallacies you must become

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others
/
Dialogic

Experience

Evidence/
Knowledge

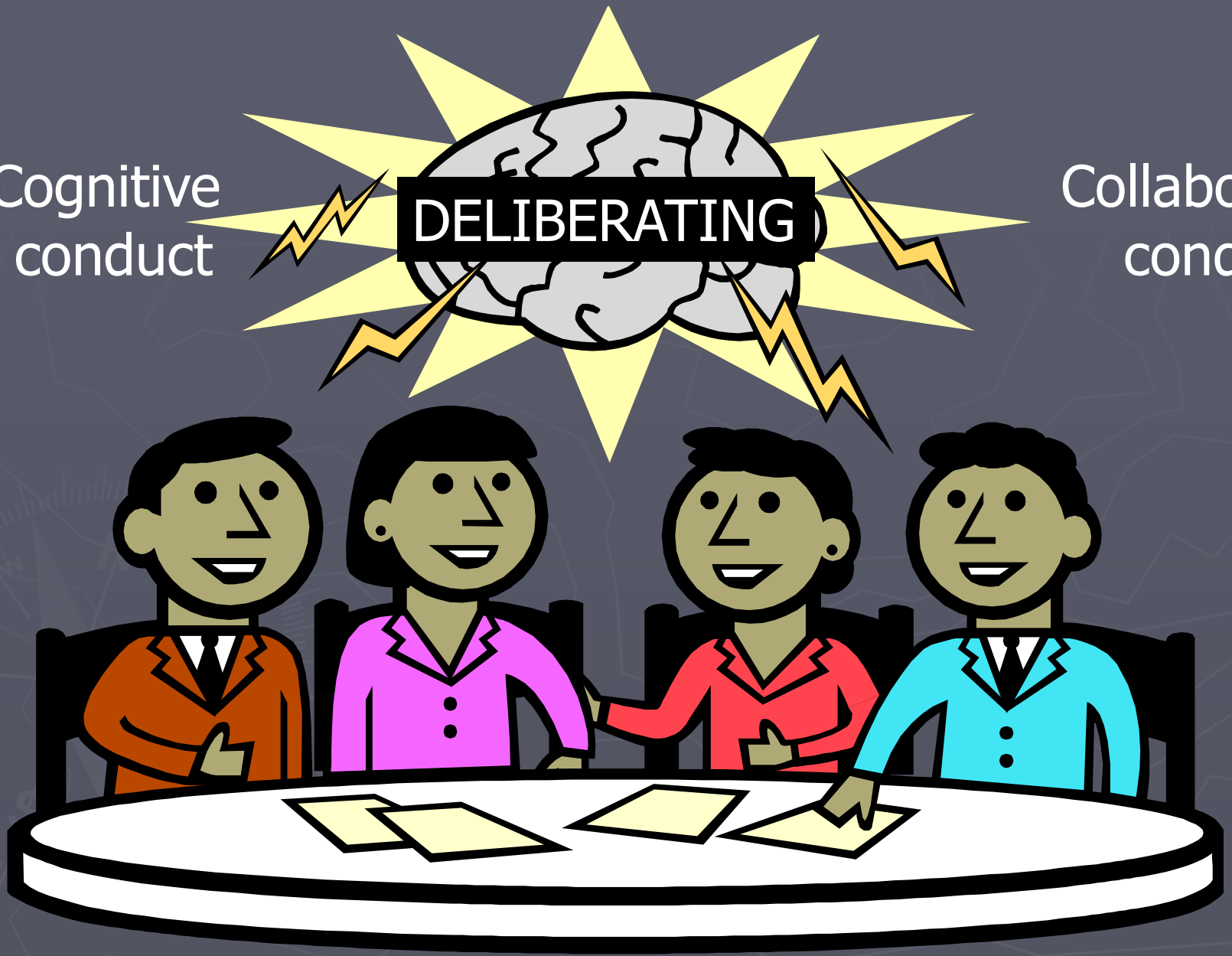
Managerial Work

- Managers spend the vast majority of their time talking, and, more often than not it would appear, talking to other managers within their own firm:
- *"Managers talk and listen most of the time"* [Stewart 1983]

Managerial Work is **Dialogical**

Cognitive conduct

Collaborative conduct



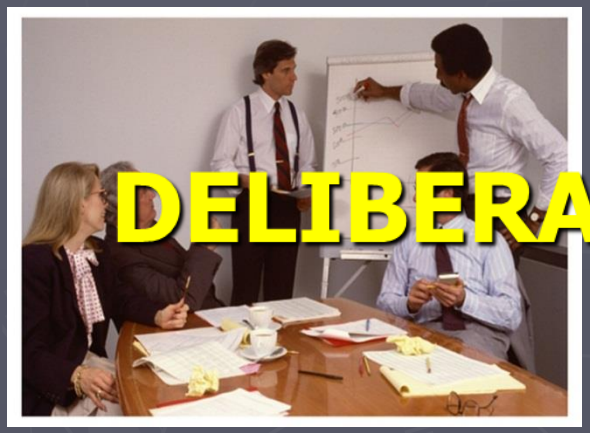
Managerial Work

- Managerial deliberation is :
- *" always about four things: about **what is going on**, about **what will happen** as a result of what is going on, about **what should be going on**, or **what should happen** as a result of what should be going on, and about **what to do** about one thing or the other"*
- [Thayer 1988 p259; emphasis in bold in original]

Becoming a Mindful Manager

- A Mindful Manager understands that:

HIGH PERFORMANCE IS BUILT ON WHAT HAPPENS IN EACH MOMENT OF DELIBERATION



DELIBERATIVE CONDUCT COUNTS!

Having a grip on one's conduct

Skilful vs. unskilful behaviour

What you say to who when where and how!

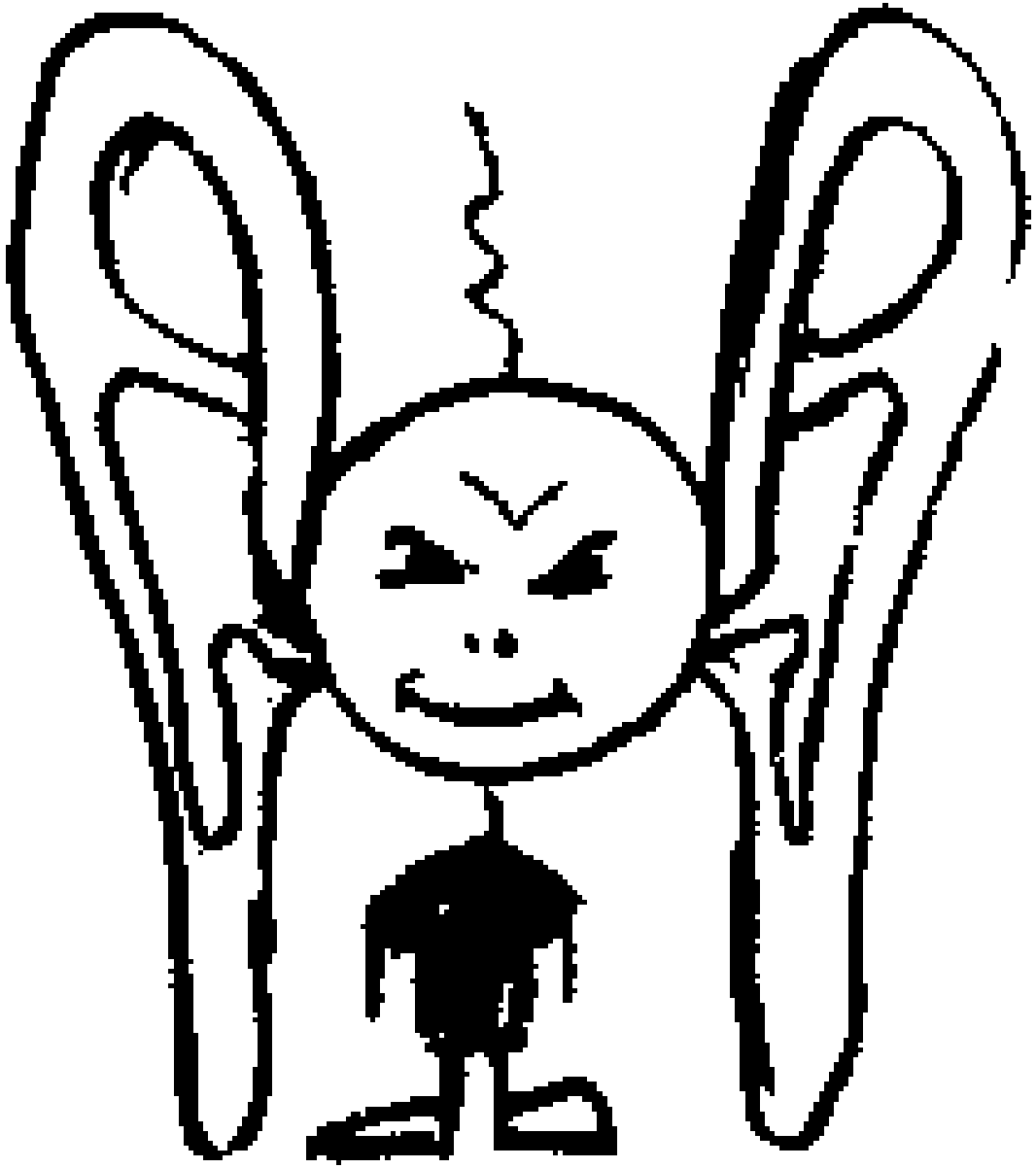
WHAT MAKES FOR EFFECTIVE DELIBERATION?

Becoming a Mindful Manager

- Managers spend the vast majority of their time talking, and, more often than not it would appear, talking to other managers within their own firm:
- *"Managers talk and listen most of the time"*

  [Stewart 1983]
- …but do they listen IN THE RIGHT WAY????..

LISTENING



A MINDFUL MANAGER IS MINDFUL THAT WE HAVE 2 EARS AND ONLY ONE MOUTH AND THAT WE SHOULD MAYBE USE THEM IN PROPORTION

IN ONE EAR AND OUT THE OTHER!

Becoming a Mindful Manager

- *"Managers talk and listen most of the time"*

  [Stewart 1983]

- …but do they always listen????
- **…or do they often just hear!!!**

LISTENING

Becoming a Mindful Manager

WHAT MAKES FOR EFFECTIVE DELIBERATION?

Listening versus Hearing

Cognitive conduct

ACTIVE LISTENING

Collaborative conduct

HABITS OF MIND & EARS

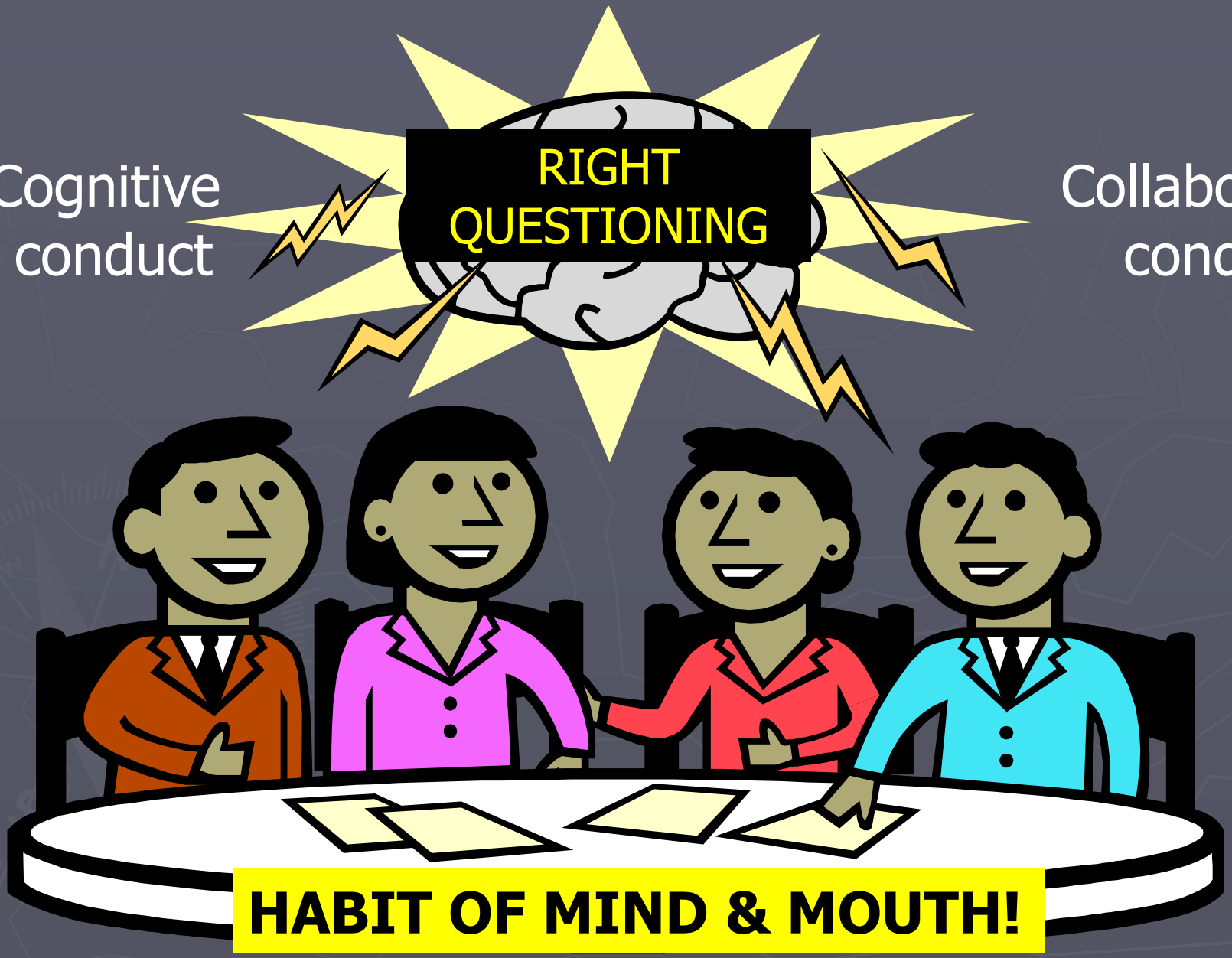
WHAT MAKES FOR EFFECTIVE DELIBERATION?

Questioning versus Asking

Cognitive conduct

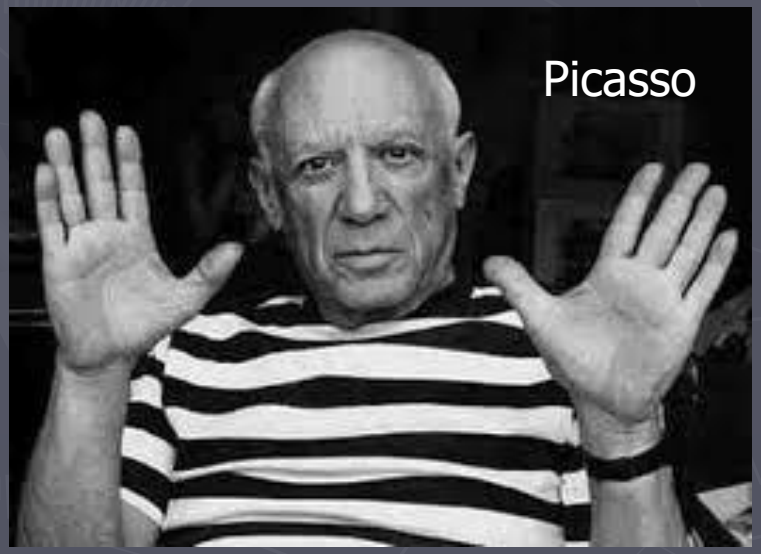
RIGHT QUESTIONING

Collaborative conduct



HABIT OF MIND & MOUTH!

Computers are useless they just give answers – they do not ask questions



WHAT MAKES FOR EFFECTIVE DELIBERATION?

Reflexive in Dialogue we must be!

- A Mindful Manager strives for an

INNOCENCE OF THE EAR !

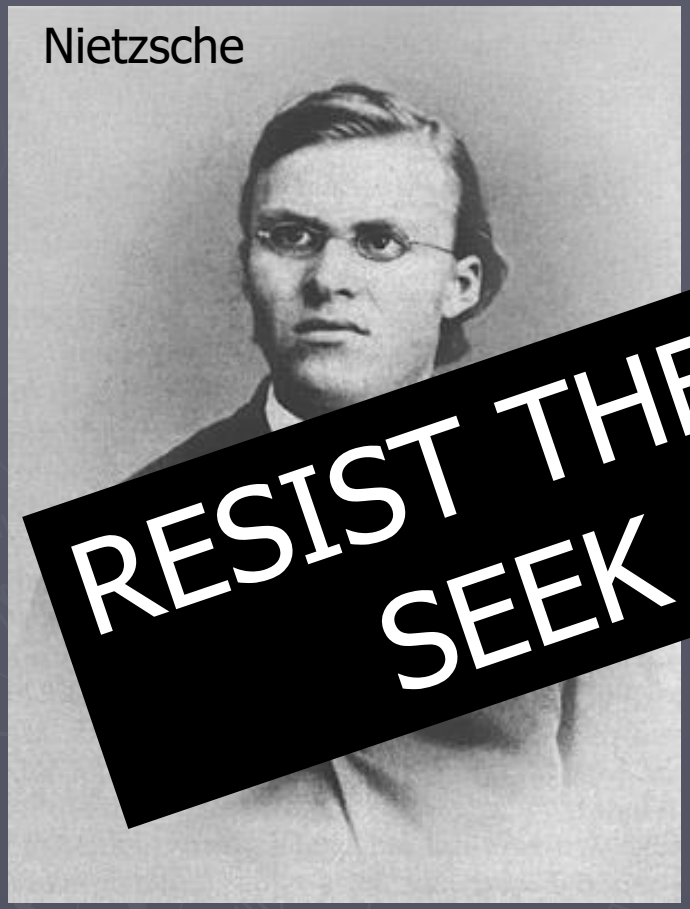
S/HE STRIVES TO '*LISTEN THROUGH THE ONE*'

Reflexive in Dialogue we must be!

" We question a thinker when he proposes a tenet that is disagreeable to us; and yet it would be more reasonable to do this when we find his tenet agreeable"

REFELEXIVITY - DIALOGICALITY

Reflexive in Dialogue we must be!



RESIST THE ECHO CHAMBER
SEEK CONTENTION

" *We question a*
thinker
to us;
it would be
more reasonable to
do this when we find
his tenet agreeable"

REFELEXIVITY - DIALOGICALITY

WHAT MAKES FOR EFFECTIVE DELIBERATION?

Reflexive in Deliberation we must be!

- Where am **I** 'looking from' on this……and why..?

ABOUT HERE
HE THINKS !!

I'm not on his planet !!!!!!!!!!

WHAT MAKES FOR EFFECTIVE DELIBERATION

Becoming a Mindful Manager

Cognitive conduct

Dialogue not Debate

Collaborative conduct

Becoming a Mindful Manager

Cognitive conduct

Dialogue - A deliberation with a centre not sides

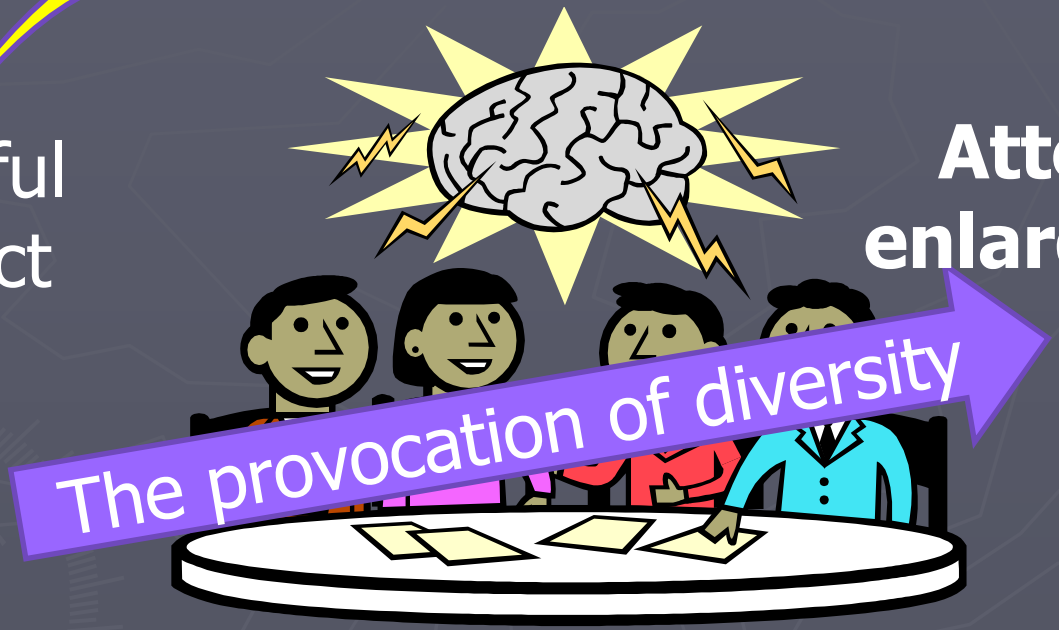
Collaborative conduct

Powerful Dialogue
- the foundation of collective action -

[Powerful] Dialogue

Choiceful Conduct

Attempting an enlarged mentality



Practical Wisdom

Reflexivity

Seeing through the One

The capacity to exercise 'good' judgement

founded on certain dispositions..

Practical Wisdom
PHRONESIS

.....and on certain capabilities

REASON

IMAGINATION

Inside the minds of others!

The provocation of diversity

DIALOGICALITY

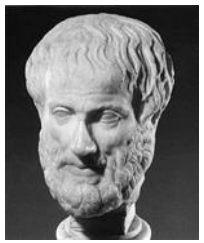
Attempting an enlarged mentality

Others

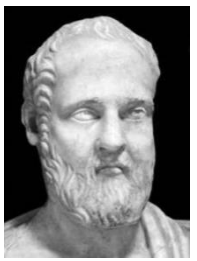
Issu

Experience

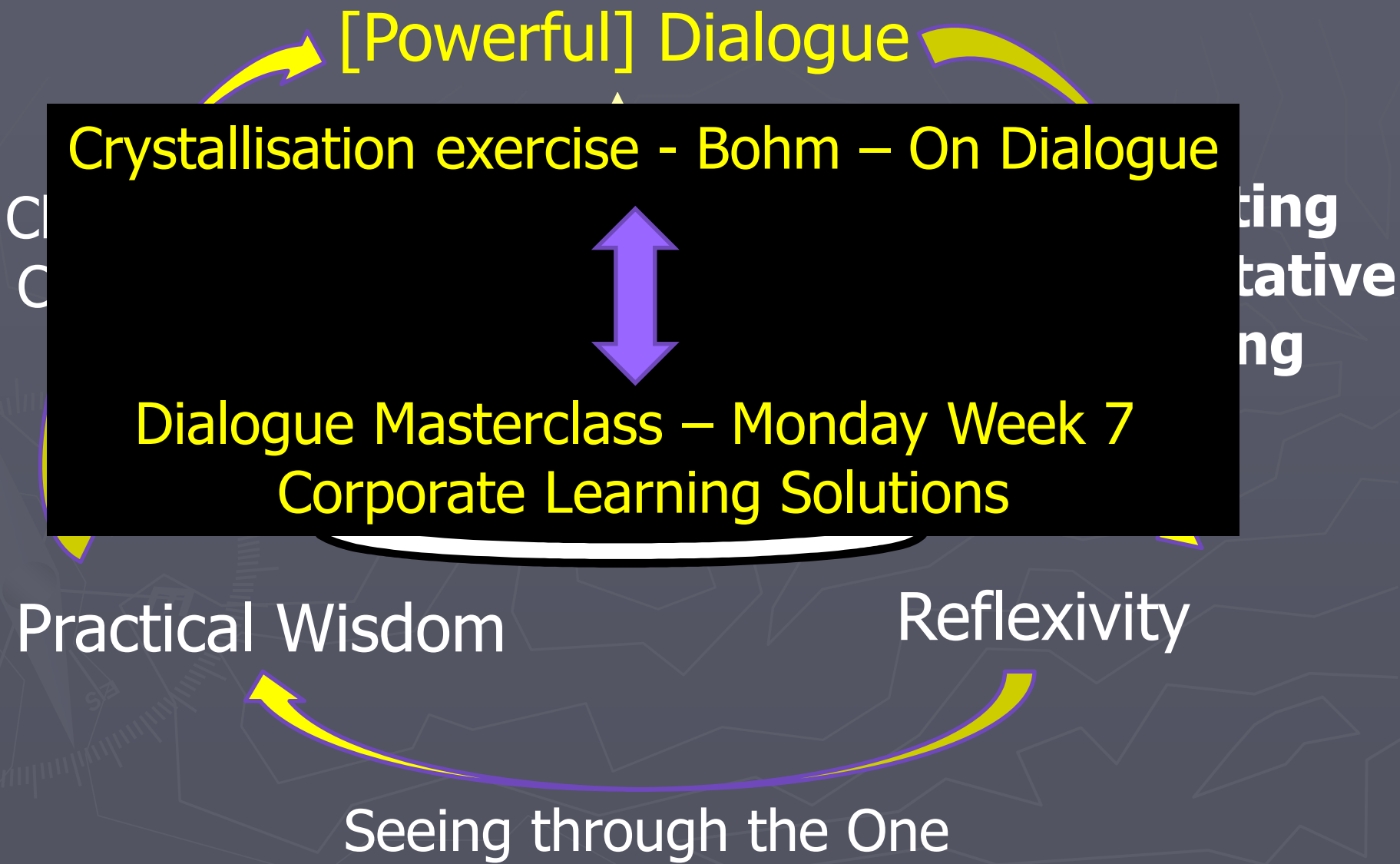
Evidence & Knowledge



Self - *reflexivity the founding moment of practical wisdom*



Powerful Dialogue
- the foundation of collective action -

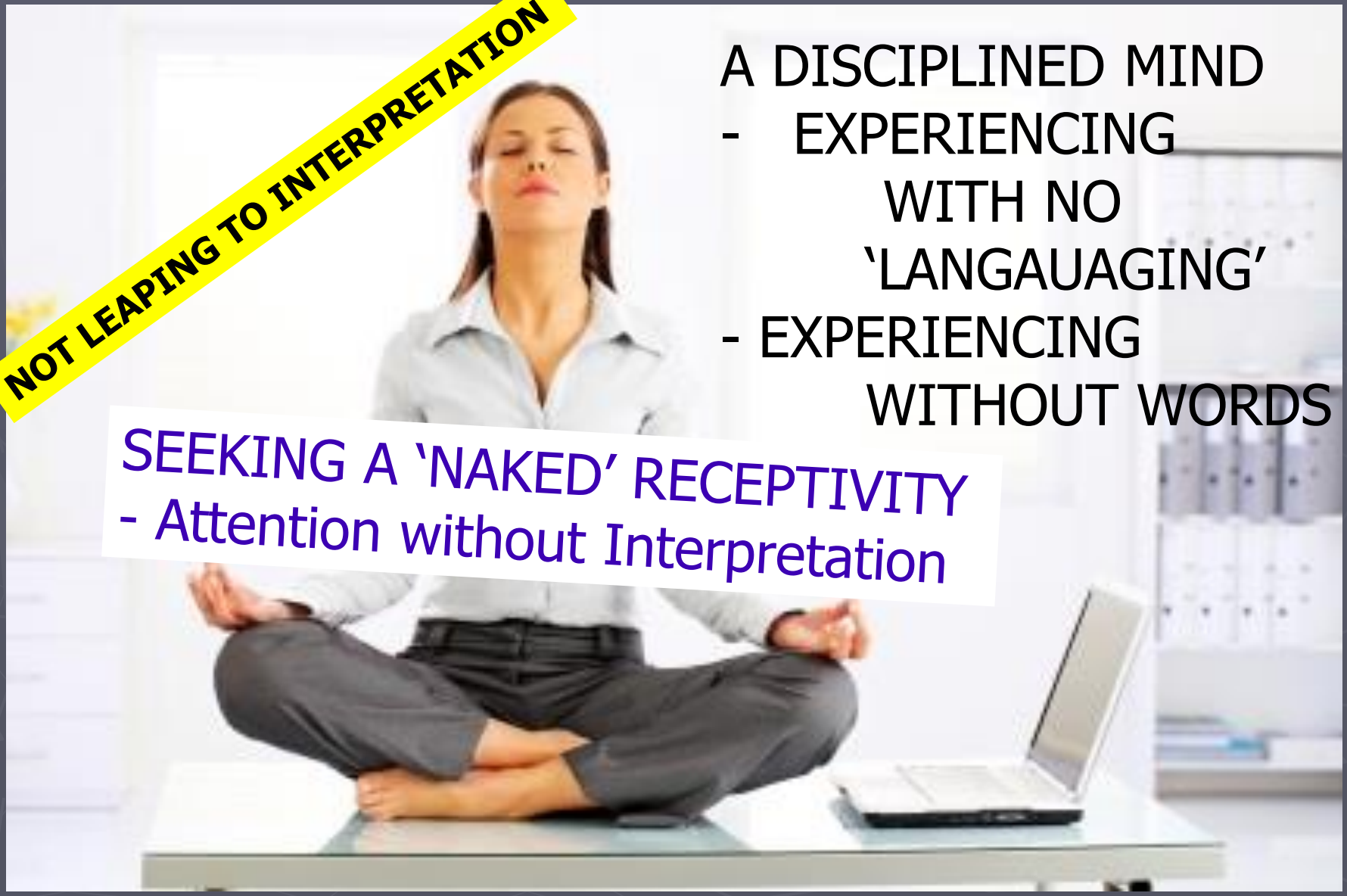


A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation



- Day 2 Afternoon break - halfway?

WHAT MAKES FOR EFFECTIVE DIALOGUE

Becoming a Mindful Manager

Cognitive conduct

Thinking out loud together

Collaborative conduct

BUT WHAT ABOUT -

THERE IS NO SUCH THING AS AN IDEAL SPEECH SITUATION!

Habermas

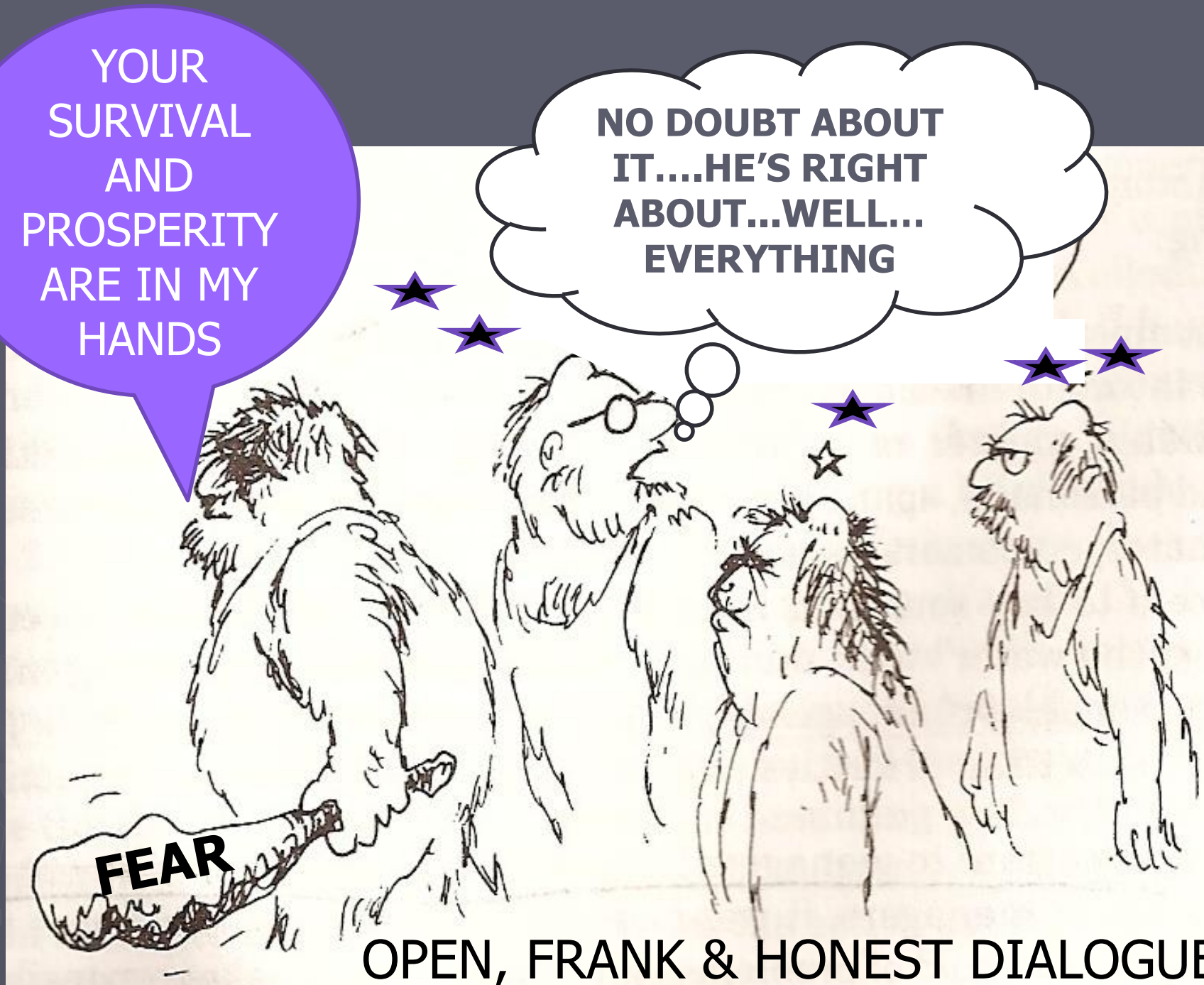
There is always a club in the room!

P -club

There is always a club in the room!

The Boss
? OPEN FRANK AND HONEST DIALOGUE ?

YOUR SURVIVAL AND PROSPERITY ARE IN MY HANDS
FEAR
OPEN, FRANK & HONEST DIALOGUE?



OPEN, FRANK & HONEST DIALOGUE?

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

Experience

Evidence/
Knowledge

The Mindful Manager
- has certain ways of being towards:

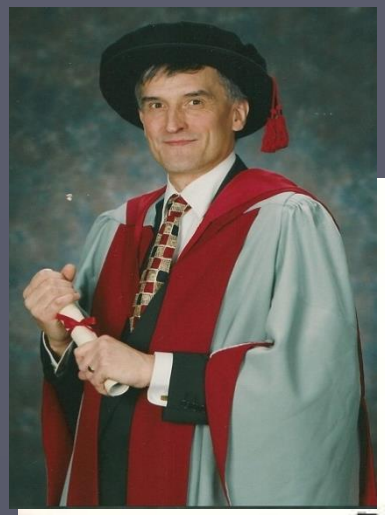
The Issue/Object
to hand

Self

Others

Experience

Evidence/
Knowledge



Who decides who is an expert?

TO WHOM TO LISTEN IS YOUR CHOICE…AND A CHOICE OF IMMENSE IMPORTANCE !

KNOWLEDGE

WHAT COUNTS AS KNOWLEDGE?

Becoming a Mindful Manager

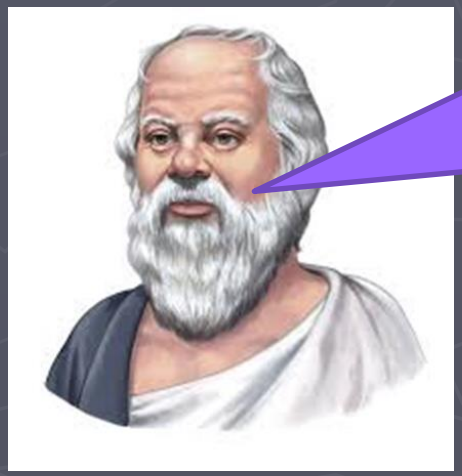
- Listening is **critical!**
- **critical** listening is crucial
- **To whom to listen is a critical choice**

The Mindful Manager

A Mindful Manager is mindful in her/his Cognitive & Deliberative Conduct

A Mindful manager is

CCcritical



Questioning you must be!

Cccriticality

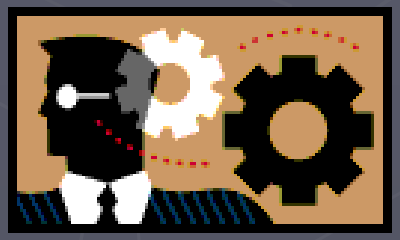
REFLECTIVITY

CRITICAL

Critical

critical

COGNITIVE CONDUCT



COLLABORATIVE CONDUCT

Deliberative

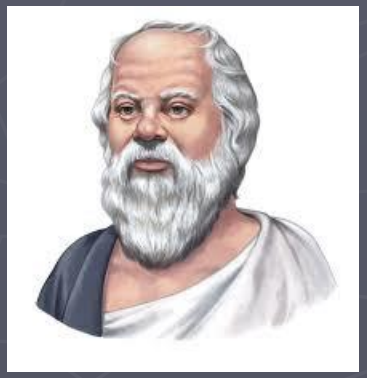
Co-active

self-critical

REFLEXIVITY

A MINDFUL MANAGER ASKS POWERFUL QUESTIONS

- A Mindful Manager has CRITICALITY
  - What all of the different aspects of criticality share is
    - not taking things for granted,
    - not just accepting how things are portrayed
    - **questioning** all claims…
    - Revealing of assumptions
  - Seeing through 'the one'



…..seeing through 'the they'

Becoming critical – forms of criticality

- **C**RITICAL

  - ...of dominant ideologies...e.g. capitalism

- **C**ritical **of**

  - The arguments & perspectives of what is 'said of' management'

- Thinking critically
  - Argumentation

Becoming critical – forms of criticality

- **CRITICAL**
  - ...of dominant ideologies...e.g. capitalism

- ~~**Critical of**~~
  - ~~**The arguments & perspectives of what is 'said of' management'**~~

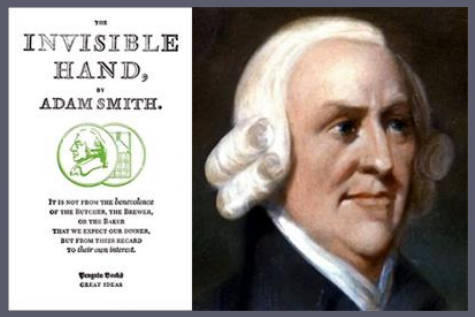
- ~~Thinking critically~~
  - ~~Argumentation~~

MINDFUL YOU MUST BE OF SUPER-ORDINATE ASUMPTIONS

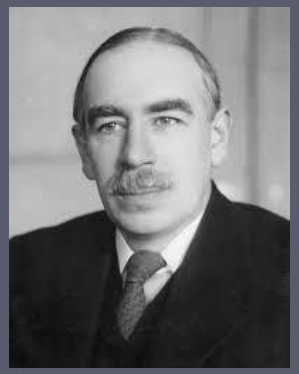
"The ideas of economists and political philosophers ….are more powerful than is commonly understood. Indeed, the world is ruled by little else. Practical men, who believe themselves to be quite exempt from any intellectual influences, are usually the slaves of some defunct economist."
[J M Keynes]

Becoming a Mindful Manager
- Criticality -

- **CRITICAL**
  - …of dominant ideologies…**eg.capitalism**
- Marx wryly observed that, when the Germans improved the windmill, one of the first concerns was *'who owned the wind'*….a great irony now!

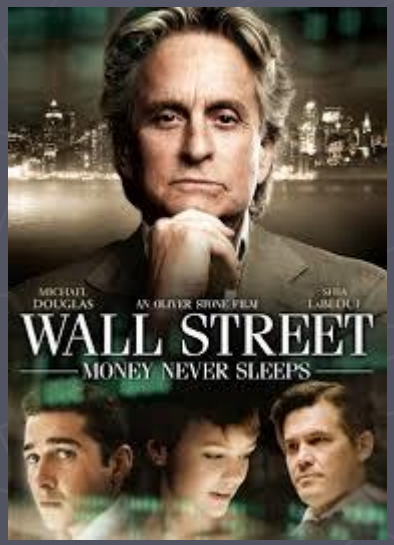


Criticality



- *'Capitalism is the astounding belief that the most wickedest of men will do the most wickedest of things for the greatest good of everyone.'*
  - JM Keynes

'positive greater good results from the pursuit of self-interest'
- Greed is good!!????????



- Criticality -

- Critical of dominant ideologies..**e.g. capitalism**

- Marx's whole critique pointed to the reality of capitalism as a system of unsustainable development, rooted in the unceasing exploitation and pillage of human agents…Capital takes no account of the health and life of the worker....unless society forces it to do so….

  Externalities of Economics – *things not taken account of in the model – if it not /cannot be priced then it is judged irrelevant – like the well being of the human race and the planet!*

- Criticality -

- Critical of dominant ideologies..**e.g. capitalism**

- Marx's whole critique pointed to the reality of capitalism as a system of unsustainable development, rooted in the unceasing exploitation and pillage of human agents.

When Adam Smith wrote the Wealth of Nations he also crafted the Theory of Moral Sentiments

Becoming a Mindful Manager

- A Mindful Manager strives NOT to simply do what 'ONE' does & sees what 'ONE' should see

The Adam Smith Institute

- **Challenging 'THE THEY'…what *THEY say ..***

Becoming a Mindful Manager
- Criticality -

- **C**RITICAL
  - …of dominant ideologies…**eg.capitalism**
- Look in the Criticality section of the Mindful Manager Area of the MLE
  - Adam Smith - The Wealth of Nations
  - Capitalism ……both IOT Broadcasts
  - Stephanomics [3 discussions]
  - Capitalism on Trial [2 episodes]

LISTEN TO THEM!

Becoming a Mindful Manager
- Criticality -

- **C**RITICAL
  - …of dominant ideologies…**eg.capitalism**

The Foundations & Structures of Modern Capitalism

The Mindful Manager Economic History Master Class is in Week 2

Search

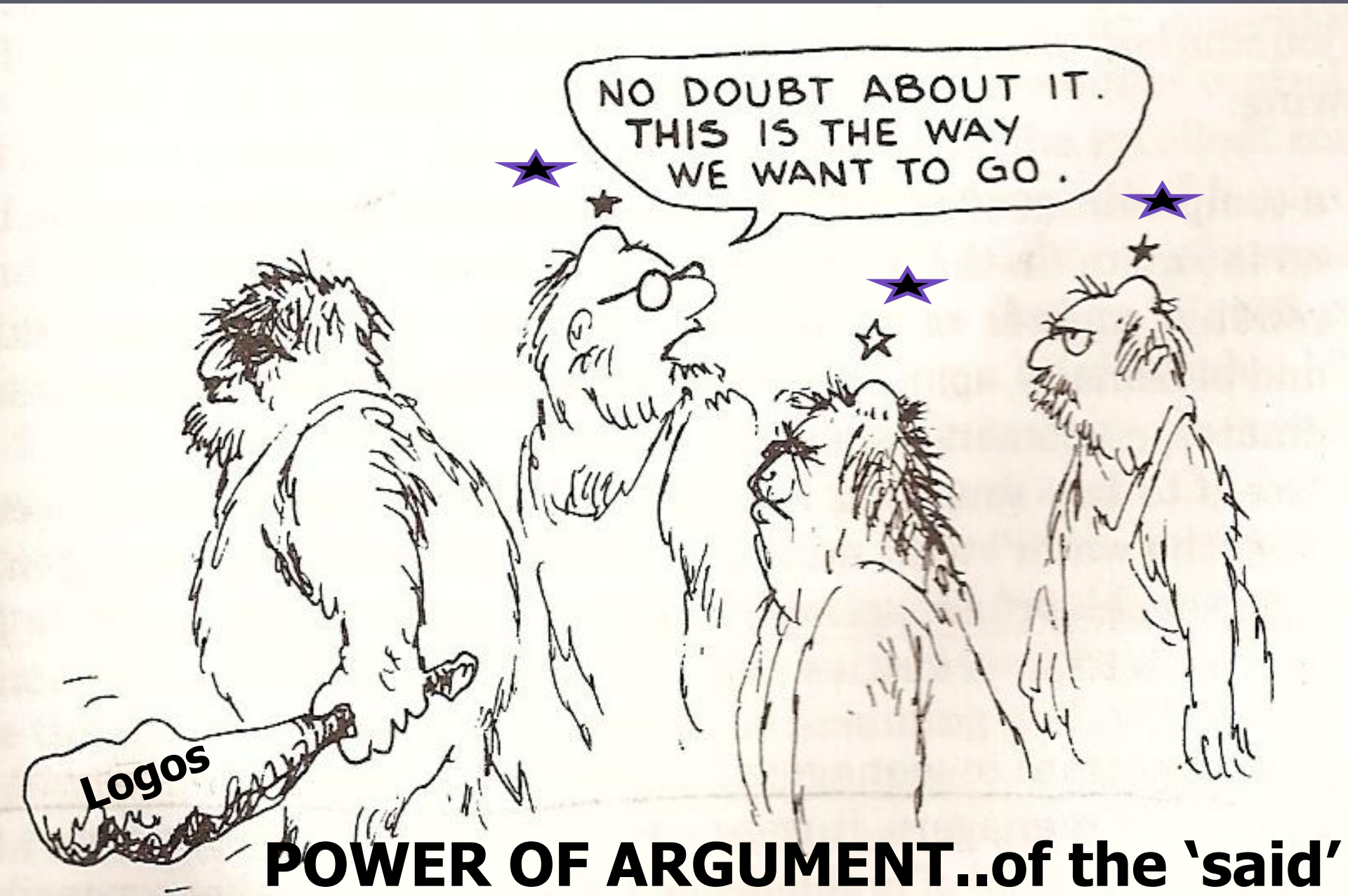
Becoming critical – forms of criticality

- ~~CRITICAL~~
  - ~~…of dominant ideologies…e.g. capitalism~~
- ~~Critical of~~
  - ~~The arguments & perspectives of what is 'said of management'~~

Lancaster University Management School

- Thinking critically
  - Argumentation

Deliberation –
It's all about argument
& arguing ???



POWER OF ARGUMENT..of the 'said'

The capacity to exercise 'good' judgement

founded on certain dispositions..

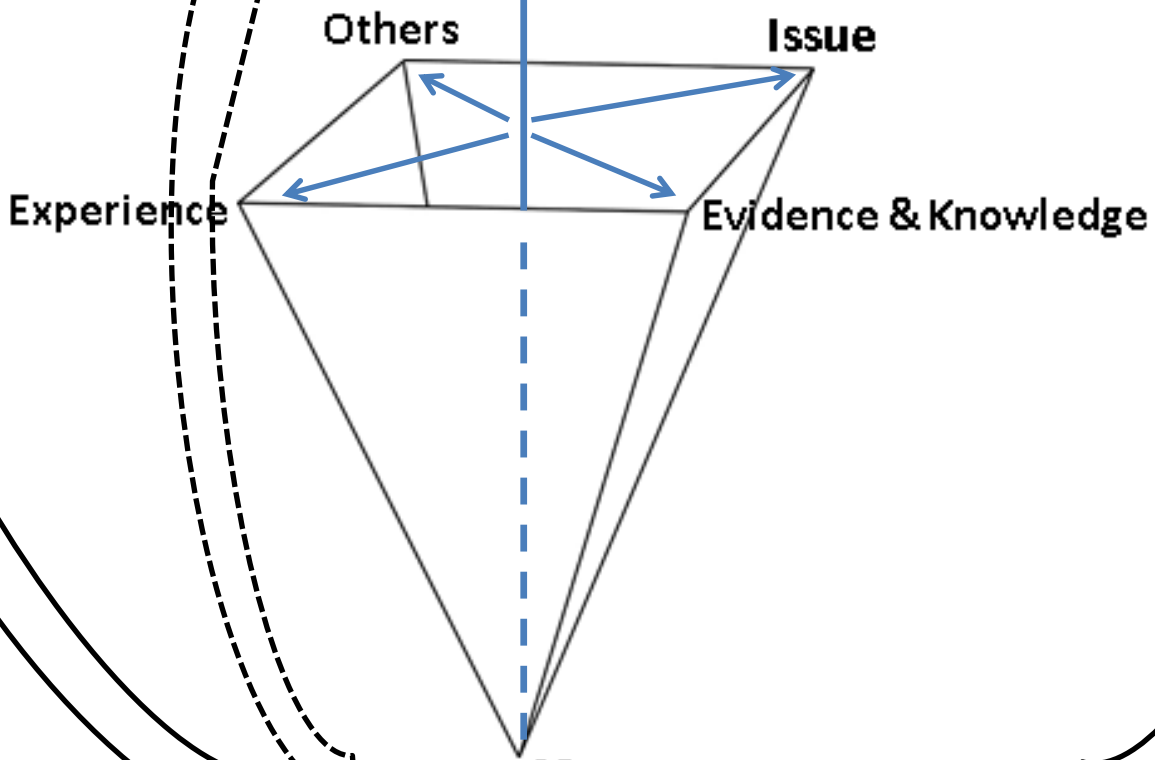
Practical Wisdom
PHRONESIS

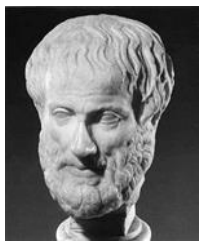
.....and on certain capabilities

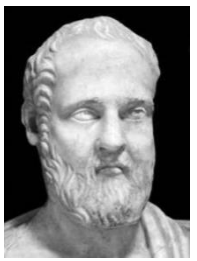
REASON

IMAGINATION

DIALOGICALITY







REASON

REFLEXIVITY

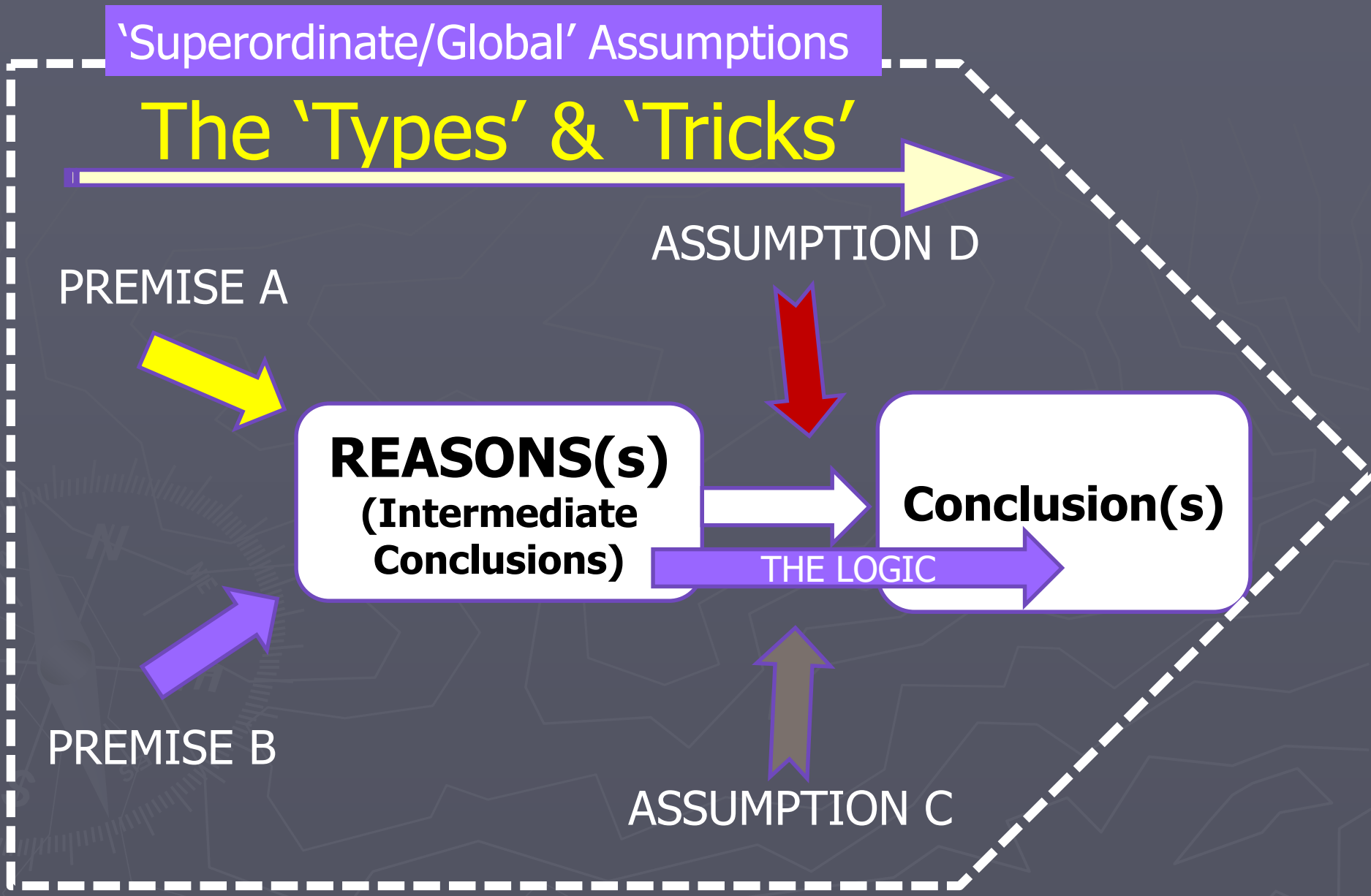
OBJECTIVIST FALLACY

DIALOGUE

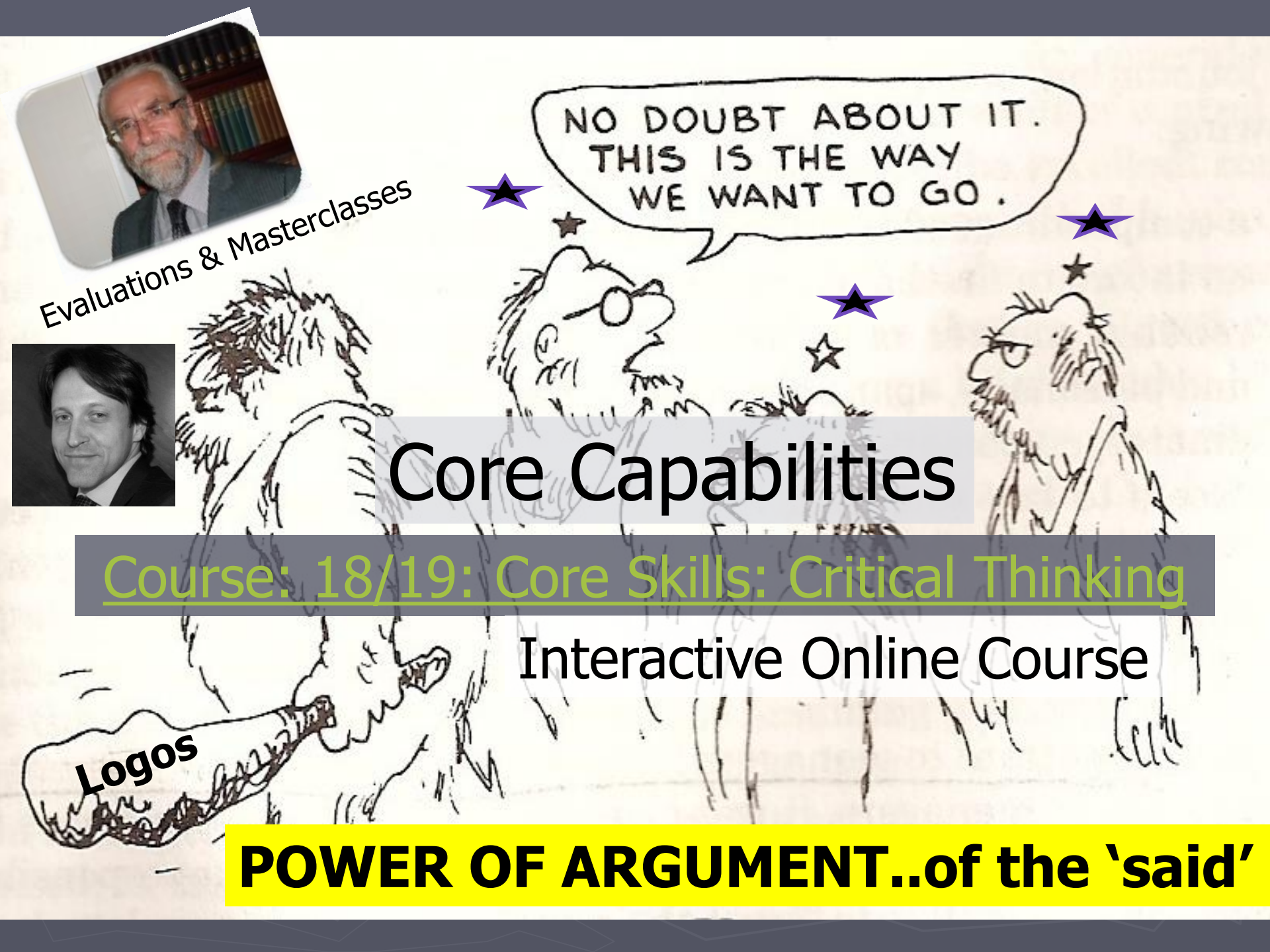
IMAGINATION

A Paideia

ARGUMENTATION - CRITICAL/ANALYTICAL REASONING



Evaluations & Masterclasses



Core Capabilities

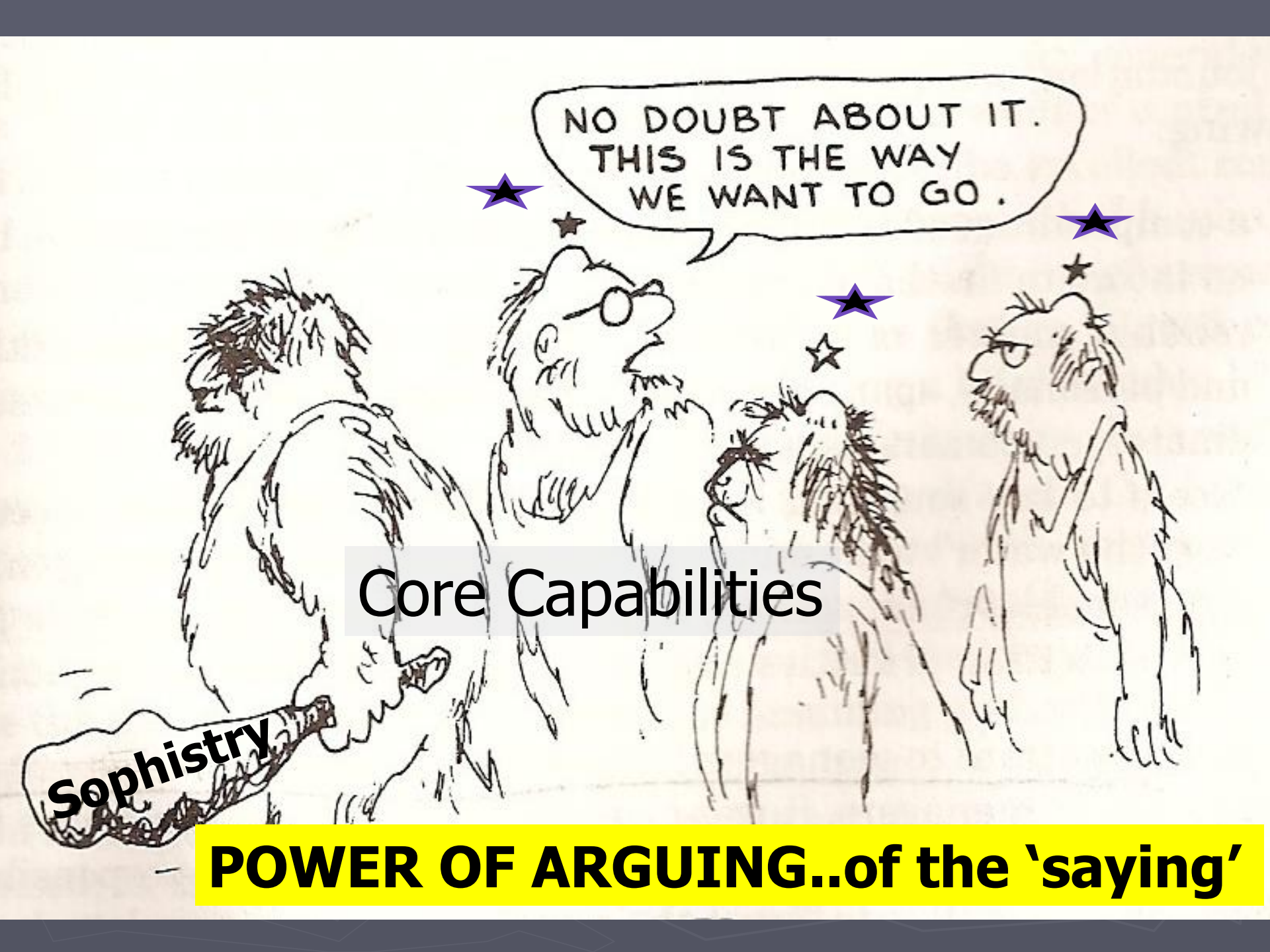
Course: 18/19: Core Skills: Critical Thinking

Interactive Online Course

POWER OF ARGUMENT..of the 'said'

Managerial Work

- A manager's work is predominantly oral:
  - At higher levels up to 90% of their time is spent in oral communication



Core Capabilities

POWER OF ARGUING..of the 'saying'

CAREER KEYSTONES

NO DOUBT ABOUT IT. THIS IS THE WAY WE WANT TO GO.

So Peter..tell these young graduate trainees what helped you most

"OK Eryl....."

Sophistry

POWER OF ARGUING..of the 'saying'

CAREER KEYSTONES

NO DOUBT ABOUT IT. THIS IS THE WAY WE WANT TO GO.

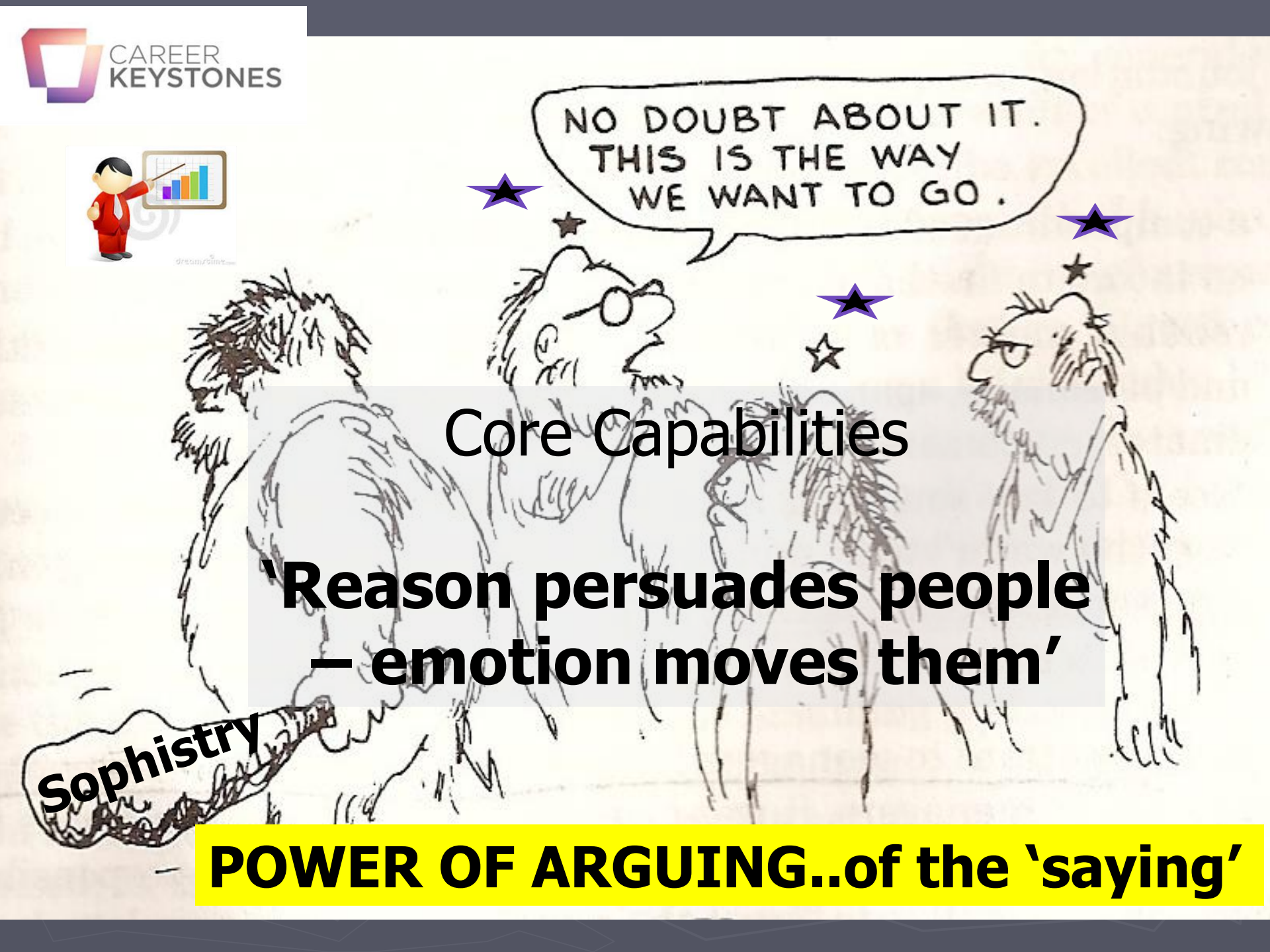
So Peter..tell these young graduate trainees what helped you most

"OK Eryl.....Drama class!"

Sophistry

POWER OF ARGUING..of the 'saying'

CAREER KEYSTONES



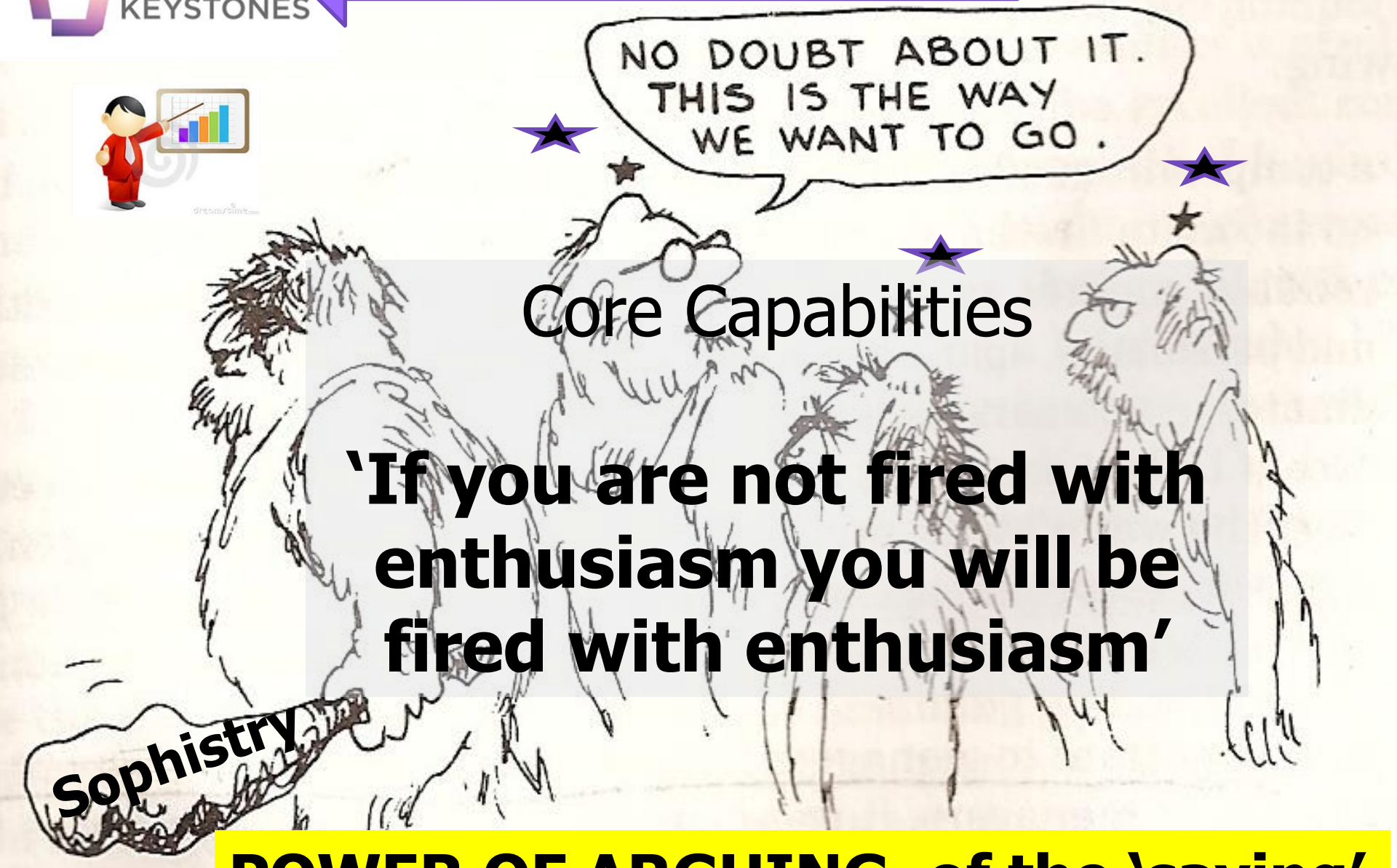
Core Capabilities

'Reason persuades people – emotion moves them'

POWER OF ARGUING..of the 'saying'

CAREER KEYSTONES

A training course Thursday - Friday Week 1



Core Capabilities

'If you are not fired with enthusiasm you will be fired with enthusiasm'

POWER OF ARGUING..of the 'saying'

Becoming a Mindful Manager

- Criticality -

- ~~Critical~~
  - ~~Marxist~~
- ~~Thinking critically~~
  - ~~Argumentation~~
- **Being Critical of**
  - **THE ARGUMENTS & PERSPECTIVES OF WHAT IS 'SAID OF" MANAGEMENT'**

Intellectualist Fallacy

Epistemic Fallacy

Objectivist Fallacy

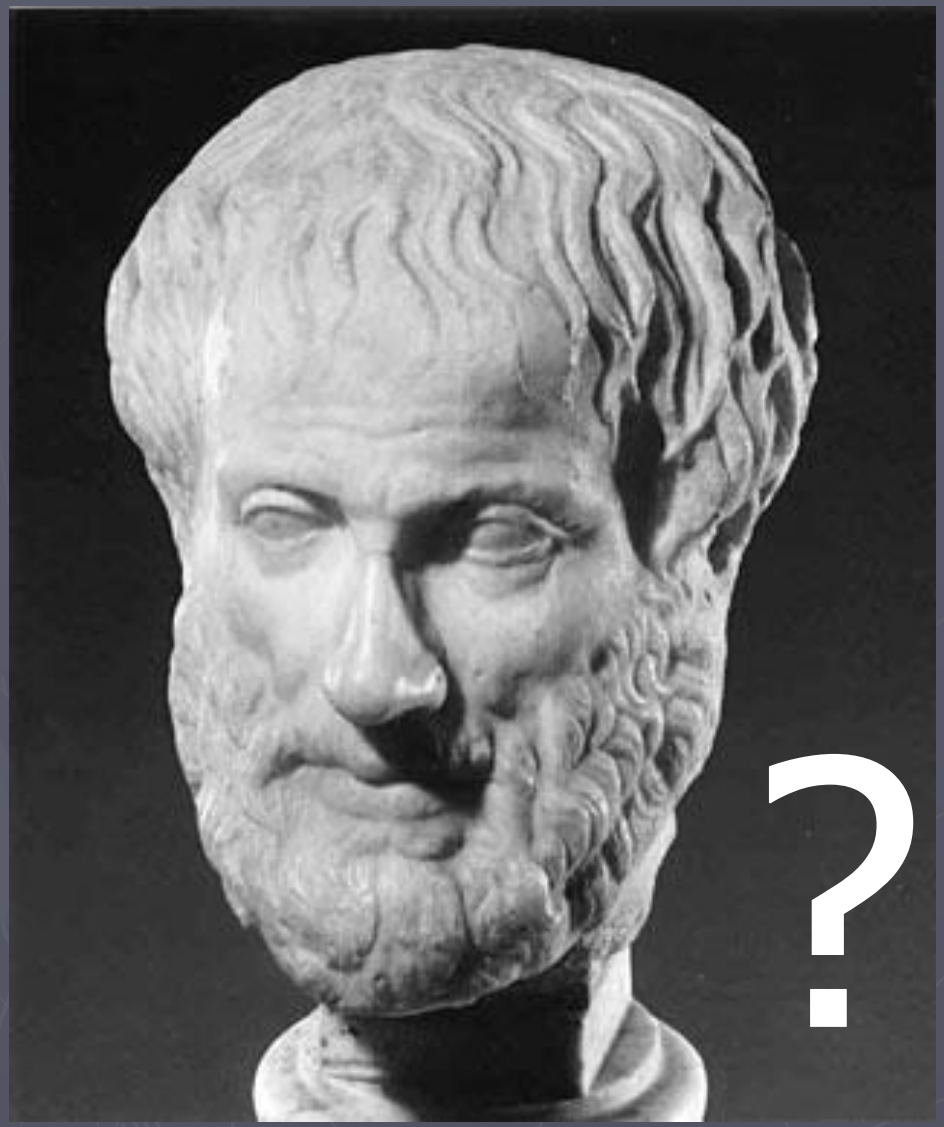
Feel the darkside in you, you must…. mindful of three fallacies you must become

Becoming a Mindful Manager

The essence of wisdom……lies not in what is known, but rather in the manner in which that knowledge is held, and in how that knowledge is put to use.

SEE THROUGH THE ONE YOU MUST

REFLEXIVE YOU MUST BE!



The Mindful Manager asks:

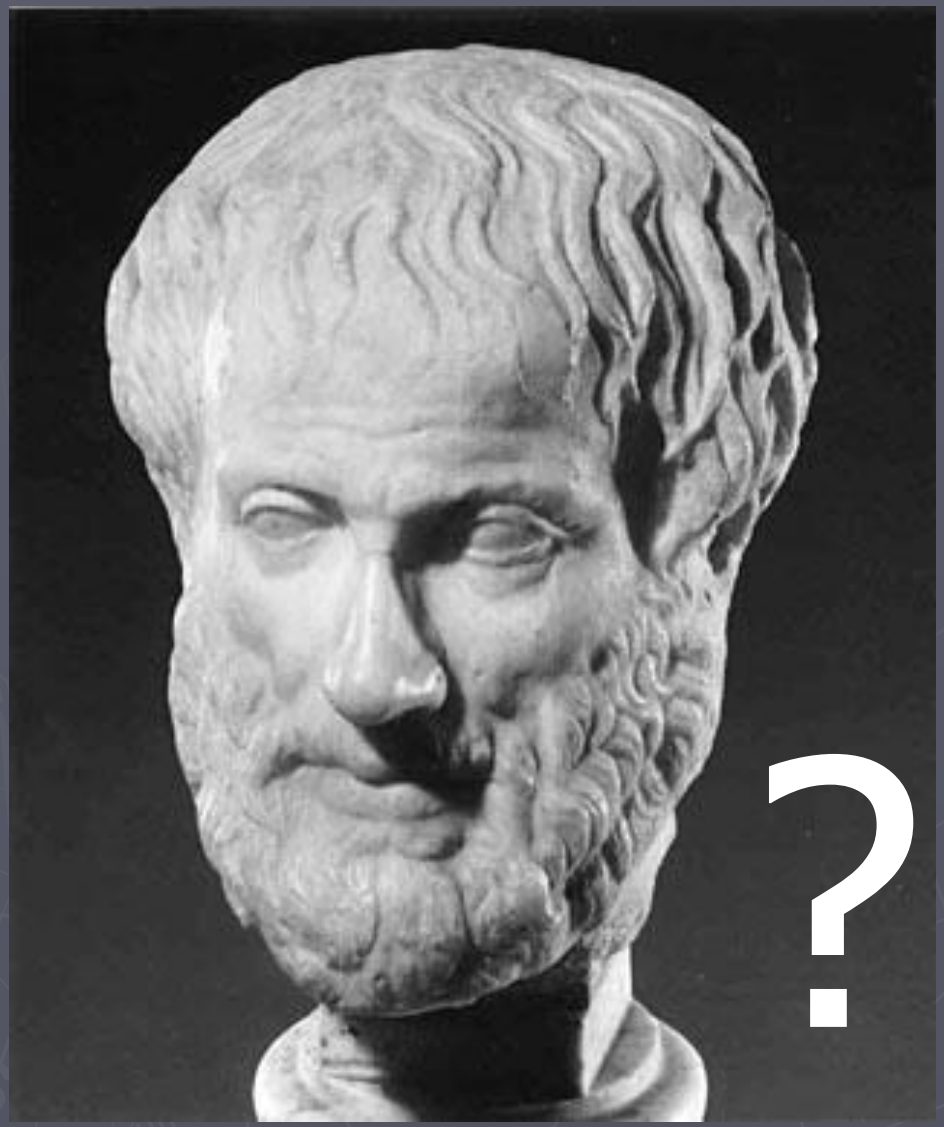
What counts as knowledge?

Who has the 'right to know' ?

because.....

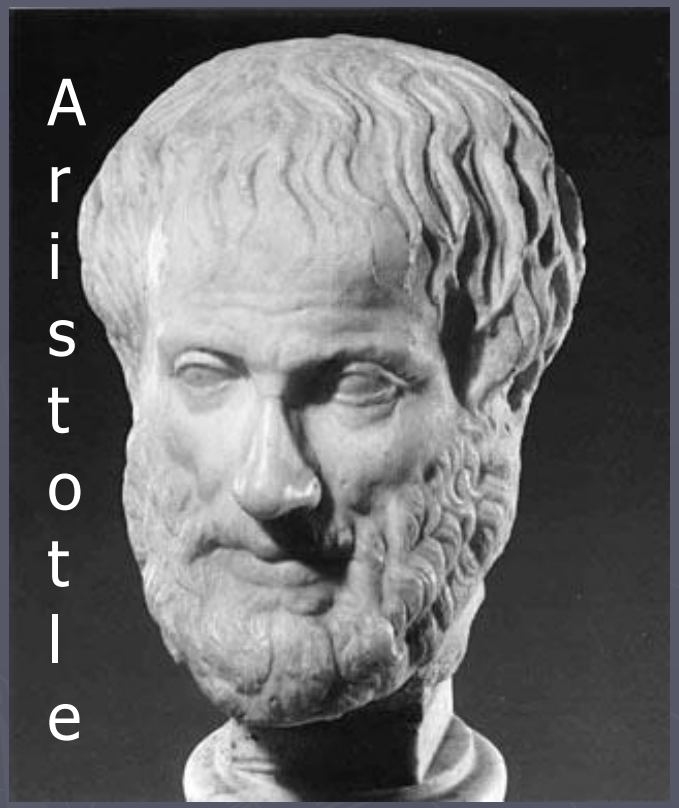
Becoming a Mindful Manager

- To whom to listen is your choice and a choice of immense importance



What counts as knowledge

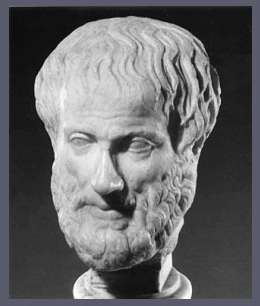
EPISTEMOLOGY



What counts as knowledge?

EPISTEME-OLOGY

The Mindful Manager

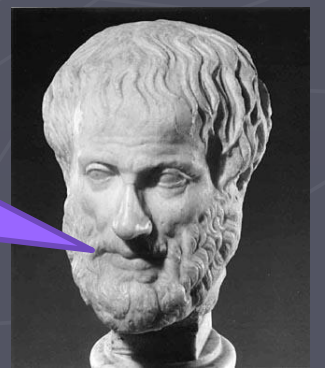


- ***Episteme***
  - *'scientific' knowledge*
  - *'scientific' knowledge is about things that are universal and necessary; and is the conclusion of demonstration*
  - *Abstract generalisations – 'theoria'*
    - *If this, then that, everywhere, & forever*

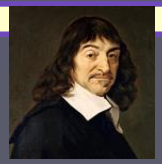
SCIENCE

The Platonic turn & Cartesian error**, The Enlightenment**, and the success of the ***techne*** **-ologists**

An enlightenment?! A darkening..a counter-renaissance more like!!!



The Enlightenment?



- Pre 1600 in the 'West'
  - ORAL
    - ARGUMENTS
  - PARTICULAR/SPECIFIC
    - CASES
  - LOCAL
    - CONCRETE DIVERSITY
  - TIMELY
    - TRANSIENCE

- Post 1600 in the 'West
  - WRITTEN
    - PROOFS
  - THE UNIVERSAL
    - PRINCIPLES
  - GENERAL
    - THEORIA
  - TIMELESS
    - PERMANANCE

- Renaissance Man → Enlightenment Man

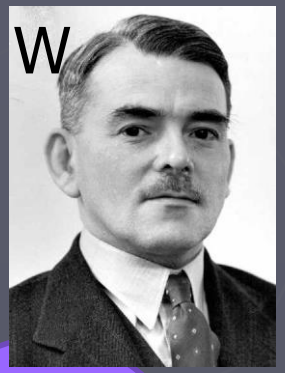
Beware the darkside

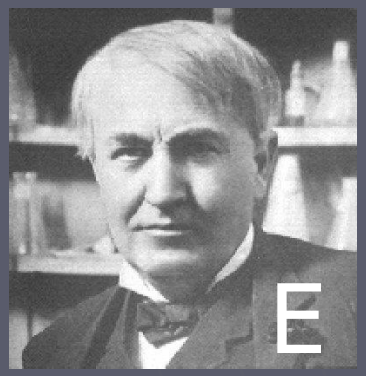
- "How comes it, that in the second half of the twentieth century we find in our universities, embedded not only in men's minds, but in the institutions themselves, a dominant view of professional knowledge as the application of scientific theory and technique to the instrumental problems of practice?"
- [Schon, 1983, The Reflective Practitioner, p30]

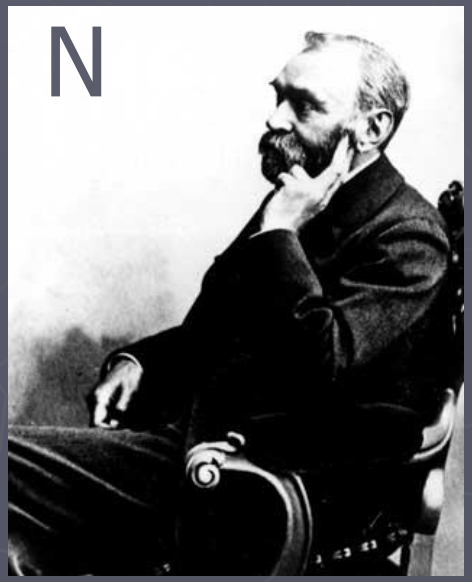
THE VICTORY OF SCIENTISM

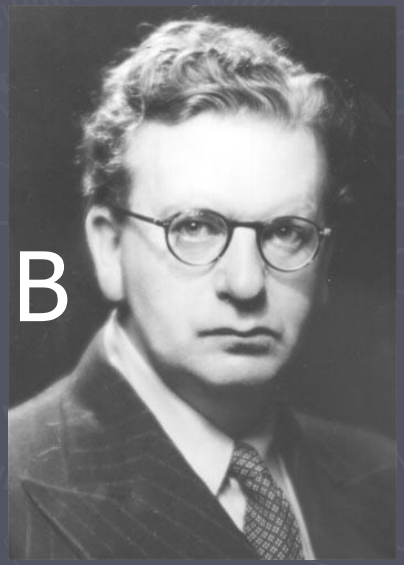
Mindful of the powerful victories of science we must be……

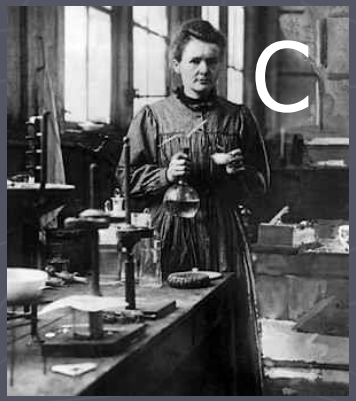
Mindful of the powerful victories of science we must be……



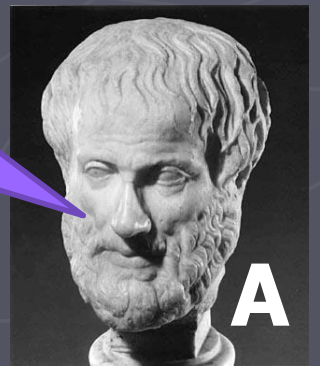






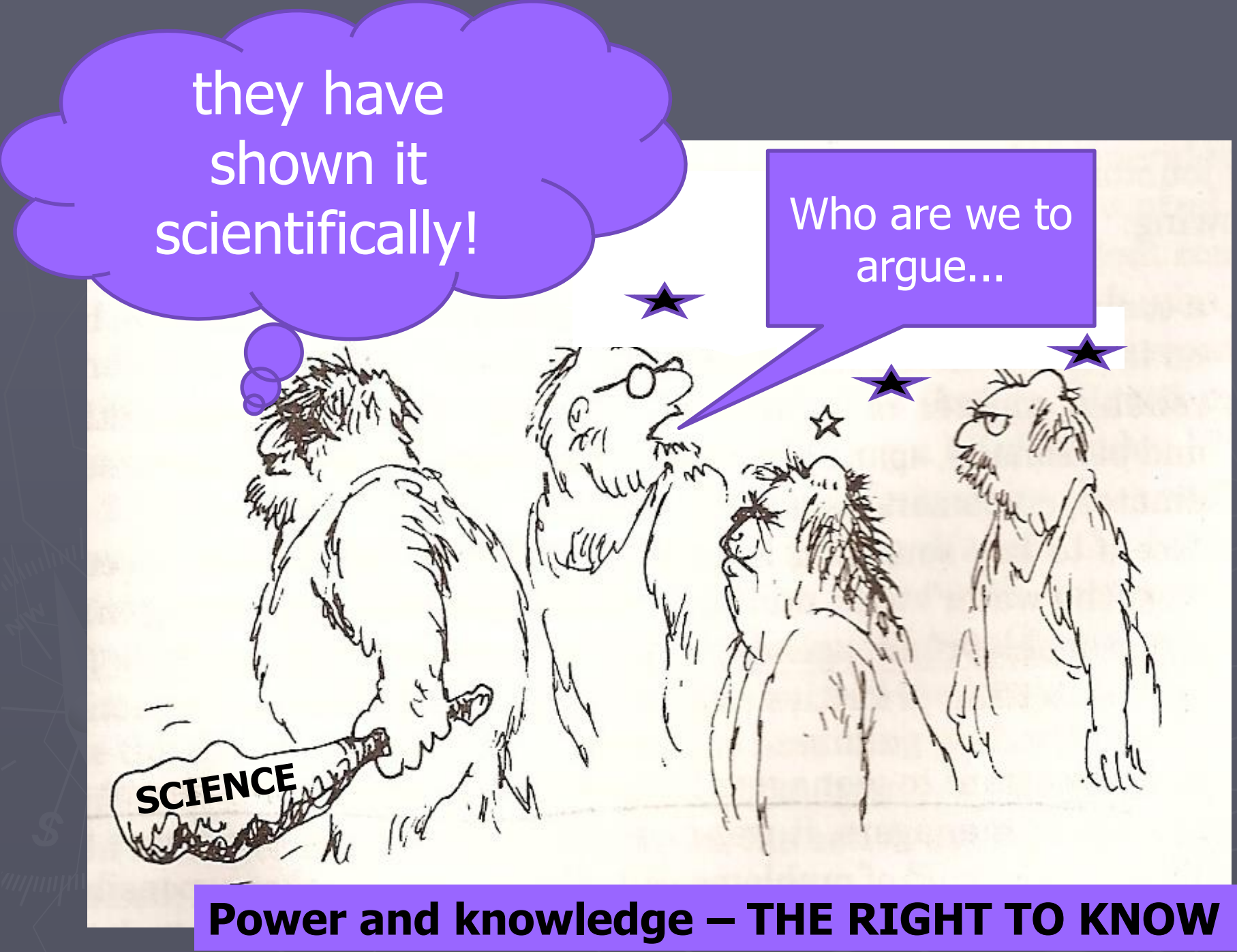


IT'S ALL YOUR FAULT!.



Mindful we must be of the powerful influence that the techne-logical victories of science has had on our conception of what constitutes knowledge……

If science had only been as 'successful' as witchcraft or alchemy then ??



Power and knowledge – THE RIGHT TO KNOW

The Enlightenment?

- Pre 1600 in the 'West'
  - ORAL
    - ARGUMENTS
  - PARTICULAR/SPECIFIC
    - CASES
  - LOCAL
    - CONCRETE DIVERSITY
  - TIMELY
    - TRANSIENCE OUT
- Post 1600 in the 'West
  - WRITTEN
    - PROOFS
  - THE UNIVERSAL
    - PRINCIPLES
  - GENERAL
    - THEORIA
  - TIMELESS
    - PERMANANCE IN

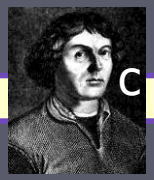
- Renaissance Man → Enlightenment Man

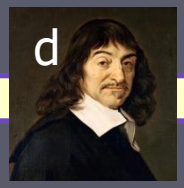
The Enlightenment?

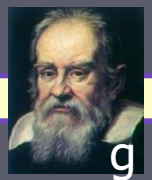
- Challenging what THEY say
- The Church
- The Aristocracy
- Our Traditions
- Our Superstitions
- …seeing through the THEY-ONE

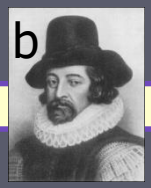
BUT EVERY SILVER LINING HAS A CLOUD

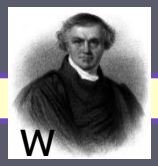
The Darkening?

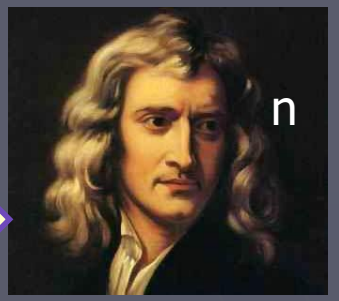












- Pre 1600 in the 'West'
  - ORAL
    - ARGUMENTS
  - PARTICULAR/SPECIFIC
    - CASES
  - LOCAL
    - CONCRETE DIVERSITY
  - TIMELY
    - TRANSIENCE OUT

- Post 1600 in the 'West
  - WRITTEN
    - PROOFS
  - THE UNIVERSAL
    - PRINCIPLES
  - GENERAL
    - THEORIA
  - TIMELESS
    - PERMANANCE IN

- Renaissance Man

STORIES & ARGUMENTS

- Enlightenment Man

MODELS AND MATHS

The Darkening?

- Pre 1600 in the 'West'
  - ORAL
    - ARGUMENTS
  - PARTICULAR/SPECIFIC
    - CASES
  - LOCAL
    - CONCRETE
  - TIMELY
    - [illegible] OUT
- Renaissance Man

- Post 16[illegible] West
  - [illegible]
    - [illegible]OFS
  - [illegible] **UNIVERSAL**
    - **PRINCIPLES**
  - **GENERAL**
    - **THEORIA**
  - TIMELESS
    - PERMANANCE IN
- **Scientistic Man**

SCIENTIFIC THEORY STRIVES TO RELIEVES US OF THE TYRANNY OF THE PARTICULAR

Come on Plato
… get a grip ..deal with
the world as it is, not
as you wish it to be

? End Day 2 ?
Target

A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation

Intellectualist Fallacy

Epistemic Fallacy

Objectivist Fallacy

Feel the darkside in you, you must…. mindful of three fallacies you must become

The Darkening?

- Pre 1600 in the 'West'
  - ORAL
    - ARGUMENTS
  - PARTICULAR/SPECIFIC
    - CASES
  - LOCAL
    - CONCRETE
  - TIMELY
    - [illegible] OUT
- Renaissance Man

- Post 16[illegible] West
  - [illegible]
    - [illegible]OFS
  - [illegible] **UNIVERSAL**
    - **PRINCIPLES**
  - **GENERAL**
    - **THEORIA**
  - TIMELESS
    - PERMANANCE IN
- **Scientistic Man**

SCIENTIFIC THEORY STRIVES TO RELIEVES US OF THE TYRANNY OF THE PARTICULAR

Theory - 'operable generalisations'

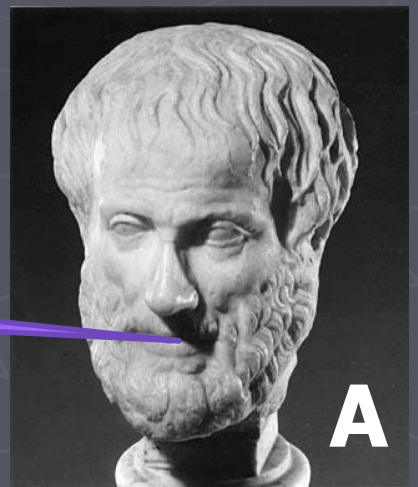
- If this
- .....then that.....
- .....everywhere
- .....& forever

$y = mx + c$

In business???....in Management?...in Life??

The Mindful Manager

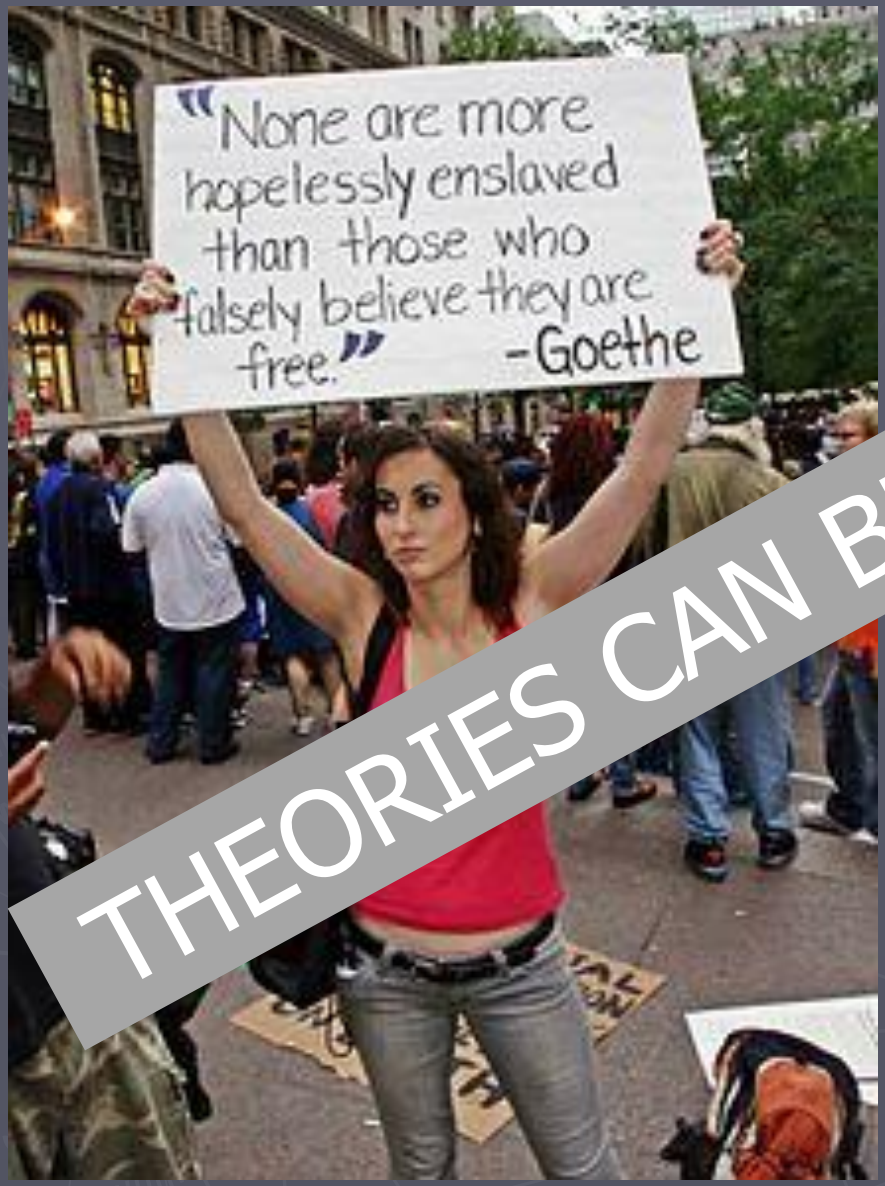
- A **science** of management was/ is thought to be possible because behind all the apparent variety discernible, there is an underlying order which can be captured by social scientists with their 'scientific' method of inquiry



Beware the darkside

- A science of 'management' is thought to be possible because behind all the apparent variety discernible, there is an underlying order which can be captured by social scientists with their 'scientific' method of inquiry
- The promise is seductive: peel away the contingent, historical, context influenced, and time dependent features of markets/businesses/industries and you will grasp their pure intrinsic properties
- The promise is of 'operable generalisations'

Come on Plato
… get a grip ..deal with
the world as it is, not
as you wish it to be



THEORIES CAN BE DANGEROUS

"The ideas of economists and political philosophers….are more powerful than is commonly understood. Indeed, the world is ruled by little else. Practical men, who believe themselves to be quite exempt from any intellectual influences, are usually slaves of some defunct economist." [J M Keynes]

financial crisis
eat Crash of 2008
Disbelief, and a punter reach

QUESTION:
WHO WAS RESPONSIBLE FOR THE FINANCIAL CRISIS??
BANKERS
RATING AGENCIES
MORTGAGE SALES

WELL, THERE GOES THE NEIGHBORHOOD...
Mike Luckovich
SUBPRIME MORTGAGES
LENDERS
HOME BUILDERS
MARKETS
U.S. ECONOMY
WORLD ECONOMY

Revising the Boundaries: Management Education and Learning in a Postpositivist World
STEWART R. CLEGG
ANNE ROSS-SMITH
University of Technology, Sydney
Bad Management Theories Are Destroying Good Management Practices
SUMANTRA GHOSHAL
Advanced Institute of Management Research (AIM), UK and London Business School
QUESTION:
WHO WAS RESPONSIBLE FOR THE FINANCIAL CRISIS??
RATING AGENCIES
SUBPRIME MORTGAGES
SCIENTISM
Power and Knowledge are
– two sides of the same coin -
WE SHOULD LISTEN...HE'S AN EXPERT!
KNOWLEDGE

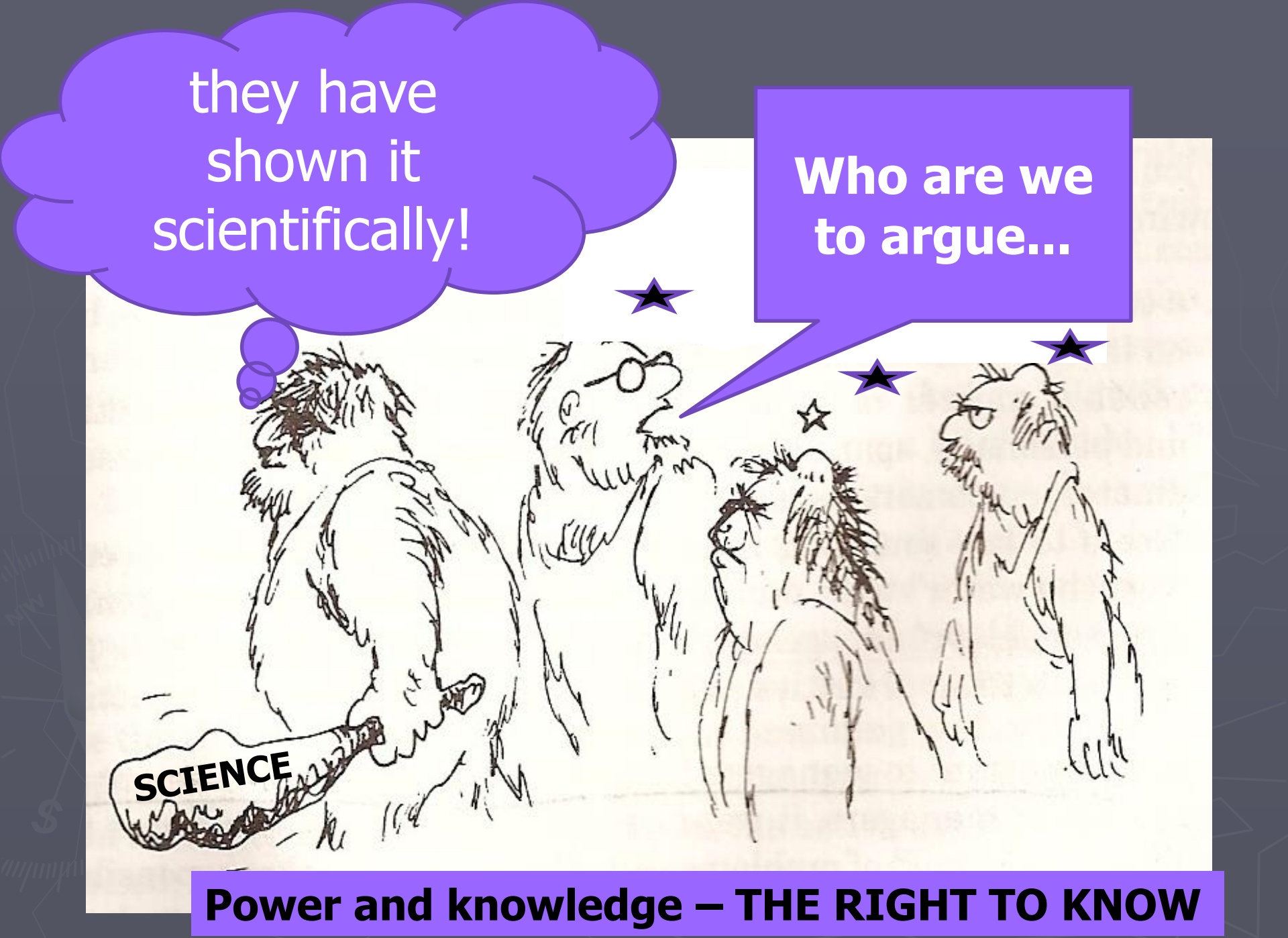
"Few economists saw our current crisis coming, but this predictive failure was the least of the field's problems. More important was the profession's blindness to the very possibility of catastrophic failures in a market economy ... the economics profession went astray because economists, as a group, mistook beauty, clad in impressive-looking mathematics, for truth ... economists fell back in love with the old, idealized vision of an economy in which rational individuals interact in perfect markets, this time gussied up with fancy equations

Unfortunately, this romanticized and sanitized vision of the economy led most economists to ignore all the things that can go wrong. They turned a blind eye to the limitations of human rationality that often lead to bubbles and busts; to the problems of institutions that run amok; to the imperfections of markets – especially financial markets – that can cause the economy's operating system to undergo sudden, unpredictable crashes; and to the dangers created when regulators don't believe in regulation. ...

CCcRITICAL NOBODY WAS???

- When it comes to the all-too-human problem of recessions and depressions, economists need to abandon the neat but wrong solution of assuming that everyone is rational and markets work perfectly."

  (*New York Times*, September 2nd, 2009.)



Power and knowledge – THE RIGHT TO KNOW

CCcRITICAL NOBODY WAS???

- *When it comes to the all-too-human problem of recessions and depressions, economists need to abandon the neat but wrong solution of assuming that everyone is rational and markets work perfectly.*"

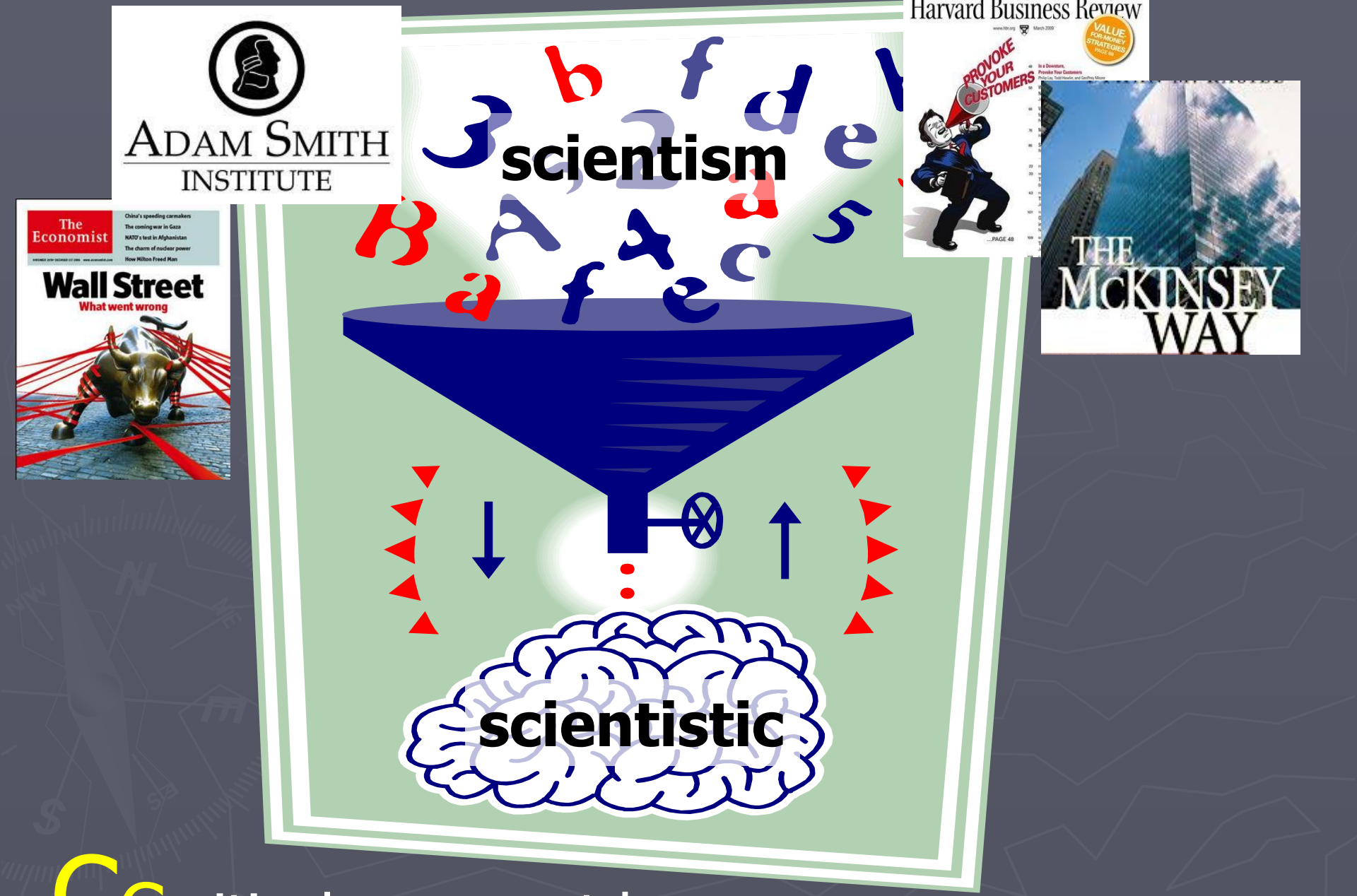
  (*New York Times*, September 2nd, 2009.)

- The core origins of the financial crash & the resulting global recession rest in the victory of scientism in the assessment of risk by the banks, the scientistic global assumptions of economic theory & bad management theory!
- You will spend time with Kim Kaivanto coming to understand the drivers of this crisis

The Epistemic Fallacy

- In attempting to emulate the character of the physical sciences, management academe has denied the radically contingent, socio-economic situational specificity and complexity of commercial activity.

- VICTORY OF SCIENTISM

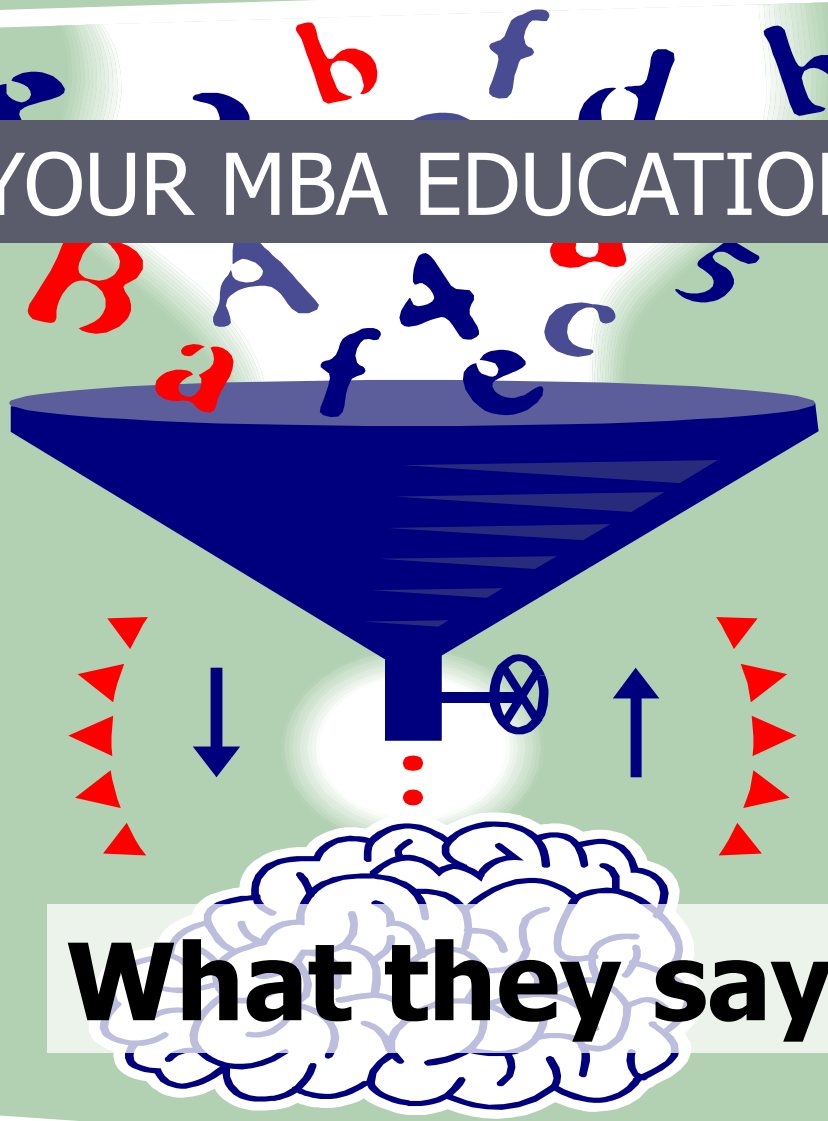


Ccritical you must be

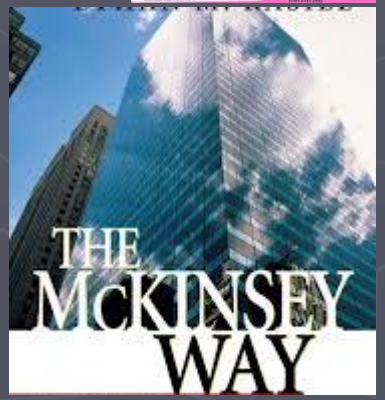
SEE THROUGH THE SCIENTISM OF THE ONE YOU MUST

ADAM SMITH INSTITUTE

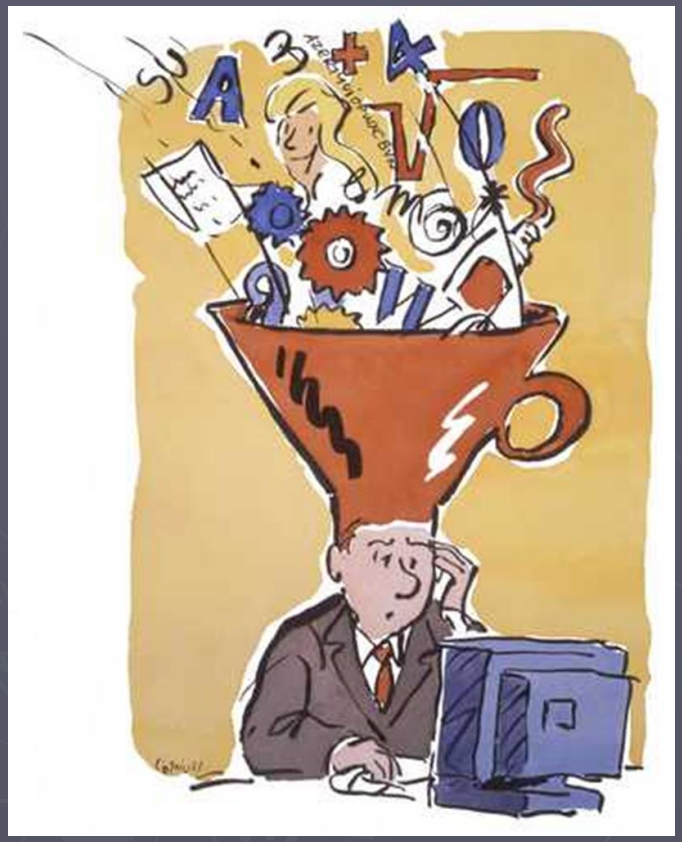
YOUR MBA EDUCATION

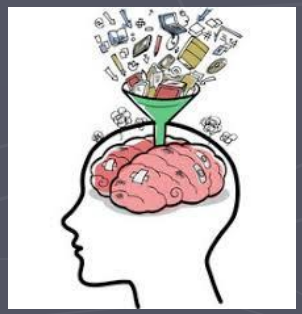


What they say



YOUR MBA EDUCATION





http://ideagenius.com/21-business-strategy-frameworks-that-every-business-leader-should-know/

ADAM SMITH INSTITUTE

ONE IS LOOKING THROUGH THE SPECTACLES OF *'THE ONE'*

ONE TYPE OF SPECTACLE IS THE LANGUAGE OF THE DISCOURSE IN WHICH WE HAVE BEEN IMMERSED

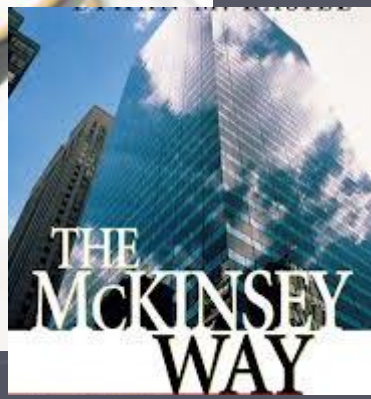
Theory A

Theory A

WHAT THEY SAY

Concept B

Concept B



Power and knowledge – THE RIGHT TO TELL

Beware the darkside

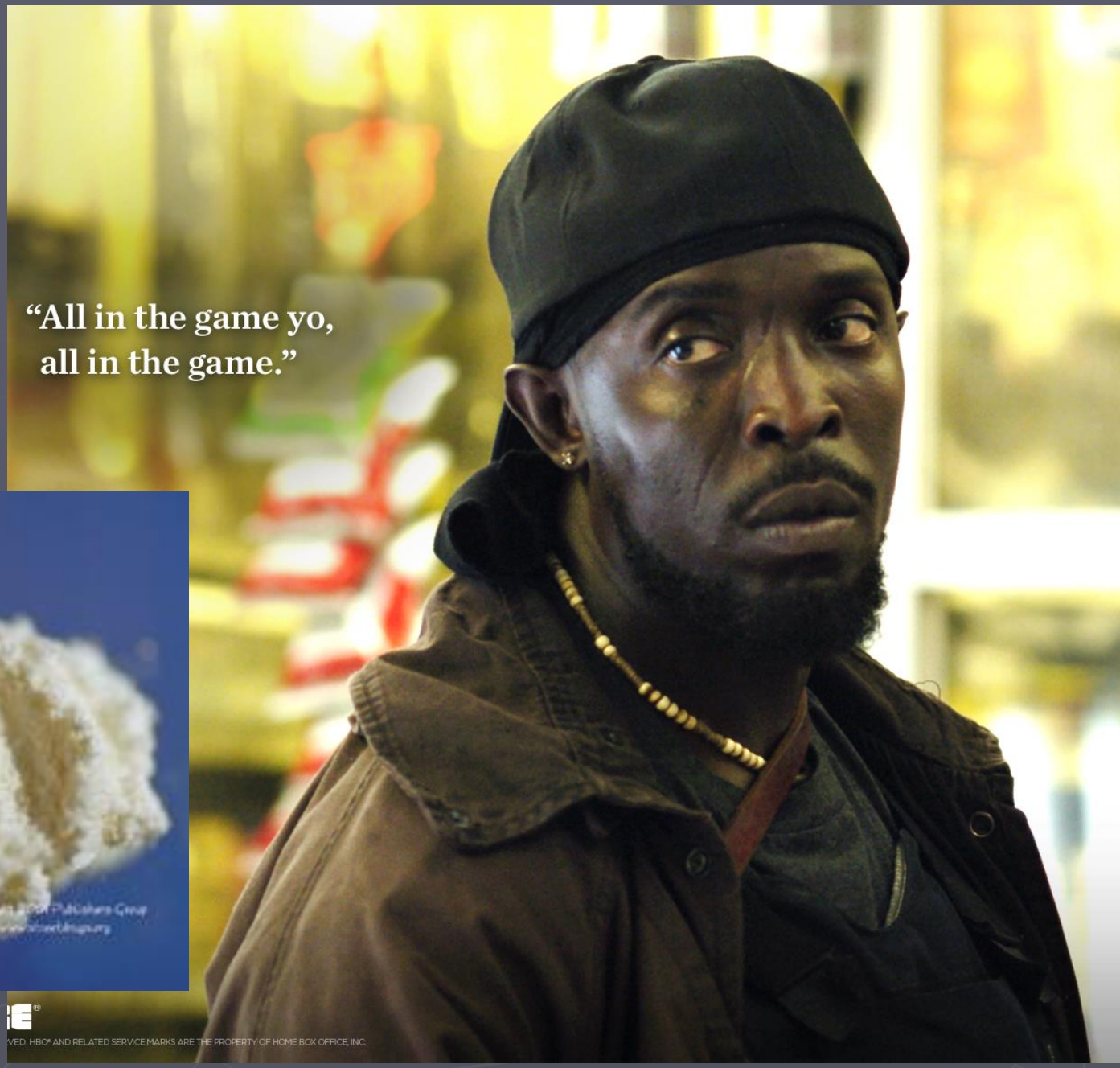
- "How comes it, that STILL, in the ~~second~~ first half of the ~~twentieth~~ twenty first century, we find in our universities, embedded not only in men's minds but in the institutions themselves, a dominant view of professional knowledge as the application of scientific theory and technique to the instrumental problems of practice?"
- [Schon, 1983, The Reflective Practitioner, p30]

Schön (1987) in his book *Educating the Reflective Practitioner* opens with these words:

'In the varied topography of professional practice, there is the high, hard ground overlooking the swamp. On the high ground, manageable problems lend themselves to solution through the application of research-based theory and technique. In the swampy lowland, messy, confusing problems defy technical solution. The irony of this situation is that the problems of the high ground tend to be relatively unimportant to individuals or society at large, however great their technical interest may be, while in the swamp lie the problems of greatest human concern. The practitioner must choose. Shall he remain on the high ground where he can solve relatively unimportant problems according to prevailing standards or rigor, or shall he descend into the swamp of important problems and non-rigorous inquiry?' (p. 1)

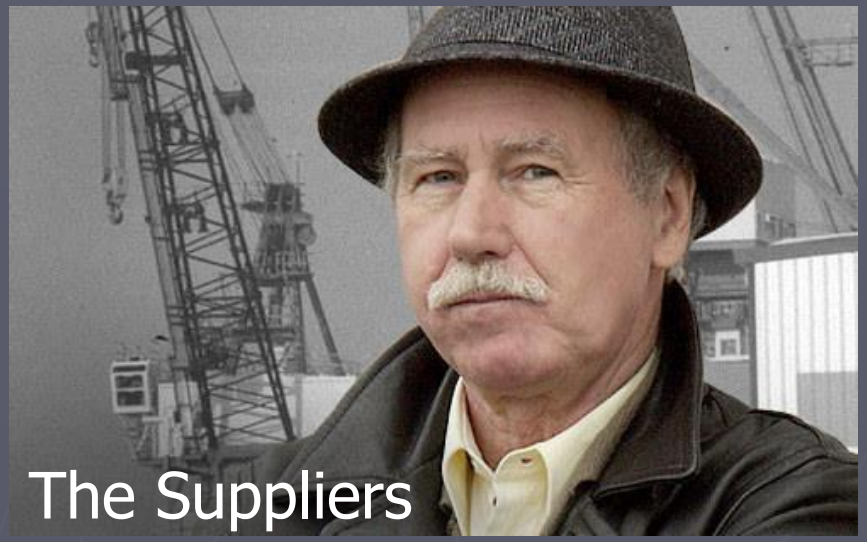
RULES CHANGE. THE GAME REMAINS THE SAME.
THE WIRE

HEROIN


“All in the game yo,
all in the game.”
VED. HBO® AND RELATED SERVICE MARKS ARE THE PROPERTY OF HOME BOX OFFICE, INC.

The what/why of the drug

The Game

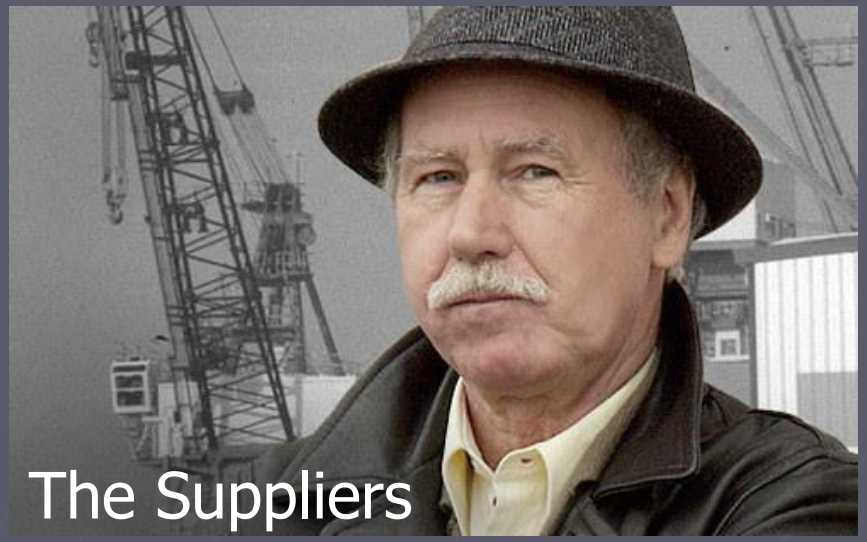


The Suppliers

The Dealers

The Addicts

The Game

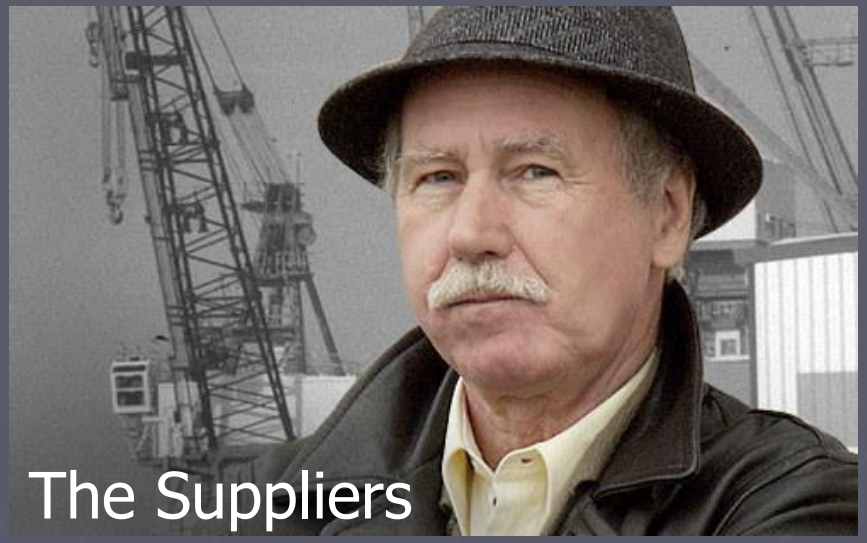


The Dealers

The Addicts

The Managers

The Game



The Dealers

The Consultants

The Addicts

The Managers

VESTED INTERESTS

The Suppliers

The Academics

The Addicts

The Managers

The Dealers

The Consultants

Intellectualist Fallacy

Epistemic Fallacy

Objectivist Fallacy

Feel the darkside in you, you must…. mindful of three fallacies you must become

??? Turning work into words and then words into work ??

The Intellectualist Fallacy

KNOWING HOW

'KNOWLEDGE'

Knowing That

KNOWING HOW

The Intellectualist Fallacy

KNOWING HOW

Practical Knowledge

'KNOWLEDGE'

Knowing That

Propositional Knowledge

KNOWING HOW

The Intellectualist Fallacy

KNOWING HOW

Tacit Knowledge

'KNOWLEDGE'

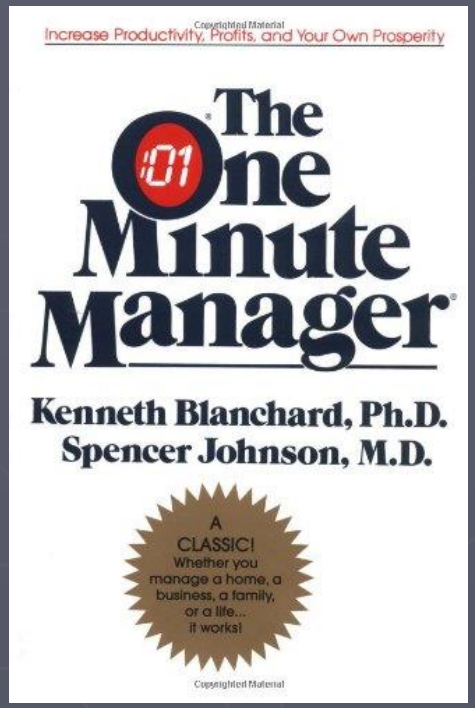
Knowing That

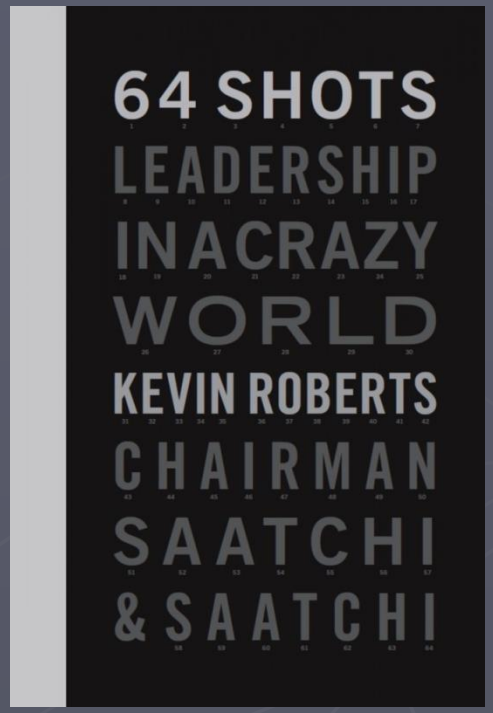
Explicit Knowledge

KNOWING HOW

??? Work into words and then words into work ???

?





?

KNOWING HOW

'KNOWLEDGE'

Knowing That

KNOWING HOW

?STICKY STUFF?

The Mindful Manager

Right Thought, Right Talk, Right Action

A sculpture is crafted from the rock by the moment by moment chiselling

THE HOW

The moment by moment 'managing' crafts and re-crafts the business every day

The Mindful Manager

- A Mindful Manager understands:

The criticality of conduct

CONDUCT COUNTS

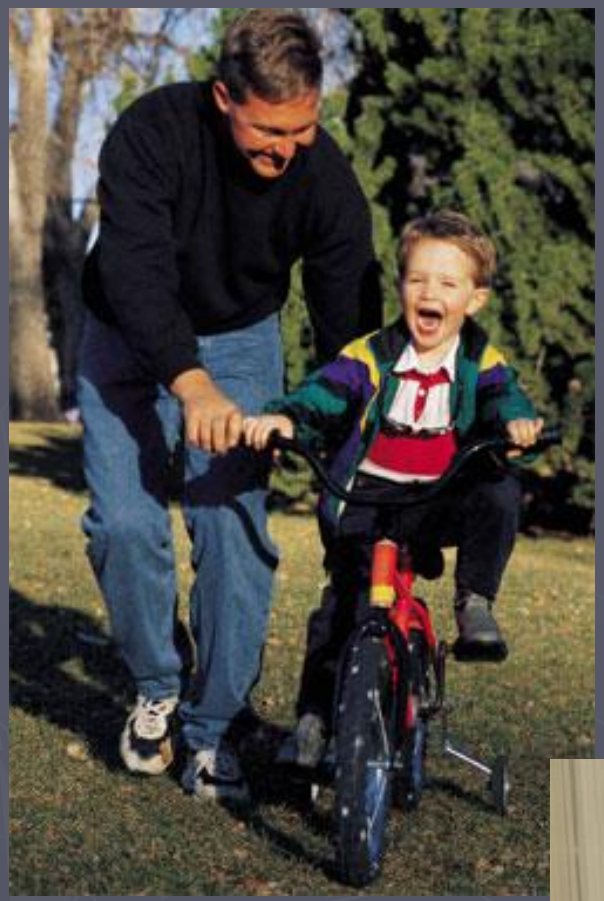
What counts is how the chisel hits the rock

Knowing HOW

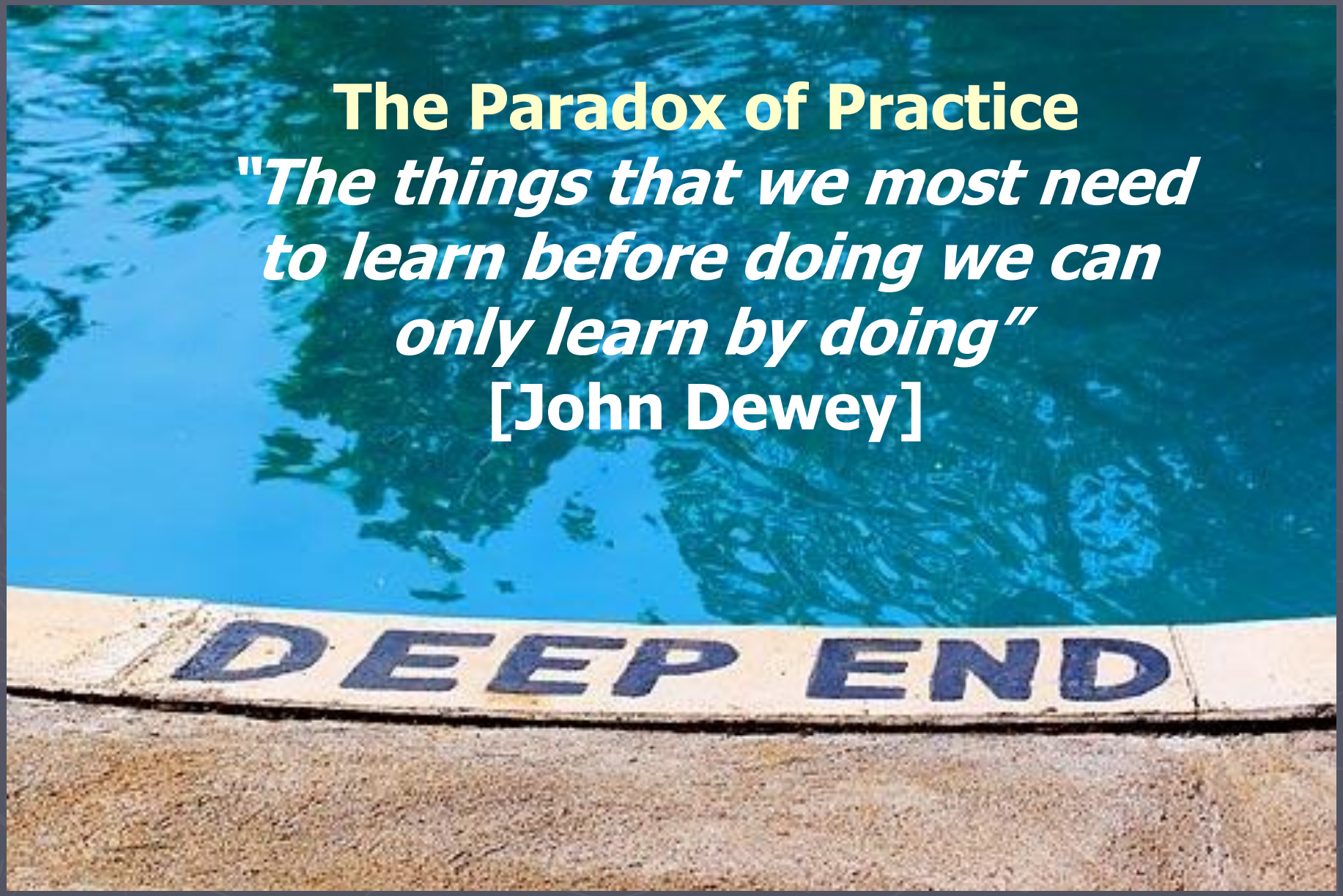
Knowing HOW

Knowing HOW

Knowing HOW



Knowing HOW



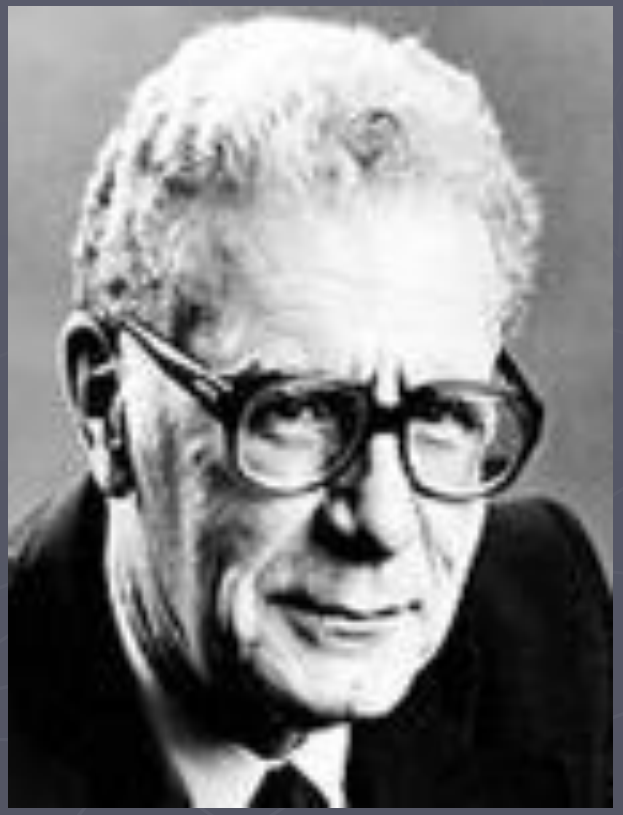
The Paradox of Practice

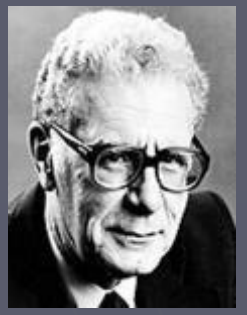
"The things that we most need to learn before doing we can only learn by doing"

[John Dewey]

Becoming a Lancaster MBA

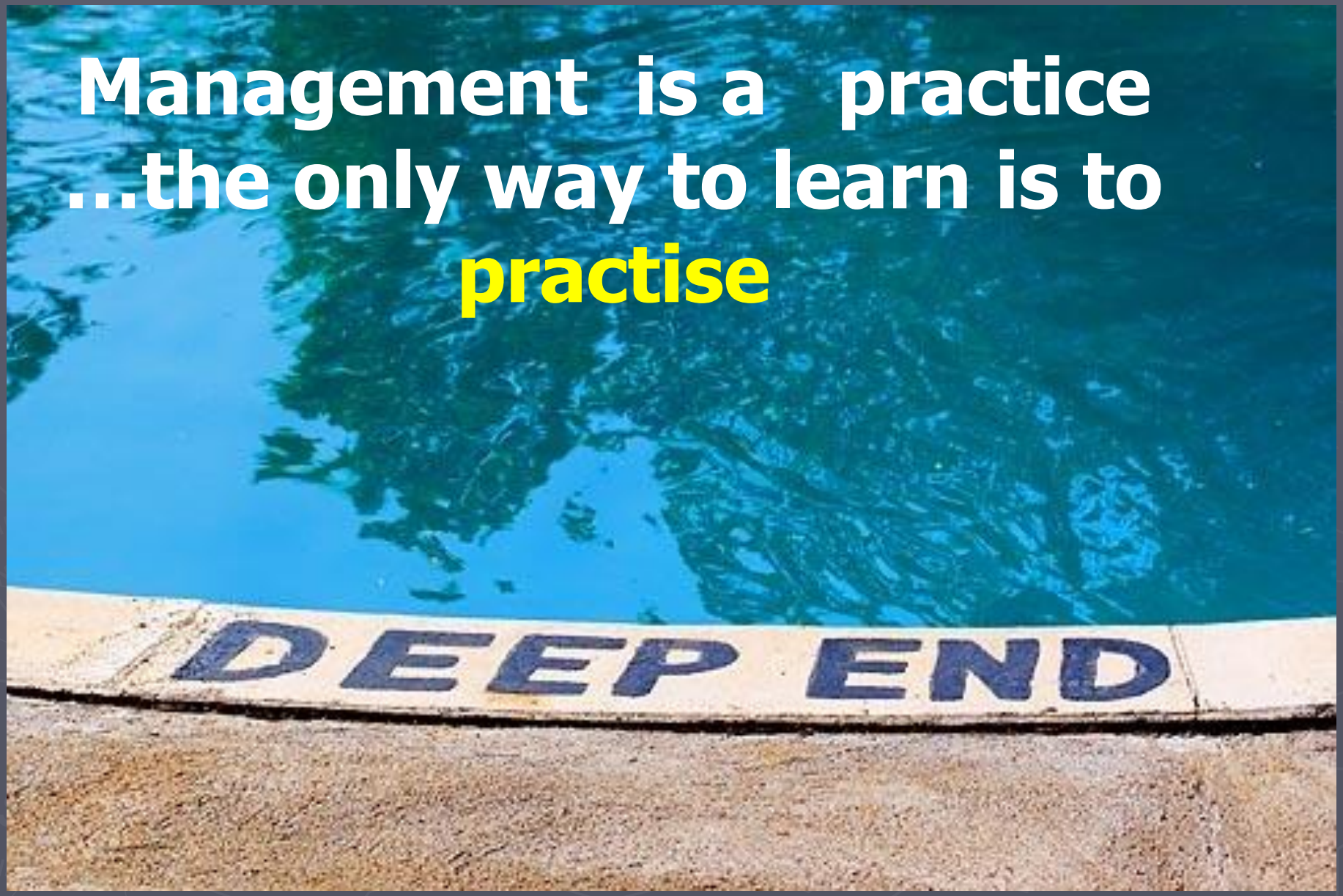
- Russell Ackoff
  – a founding father of management education.
- Some time ago when asked "What have been the major contributions of business education?", he replied:



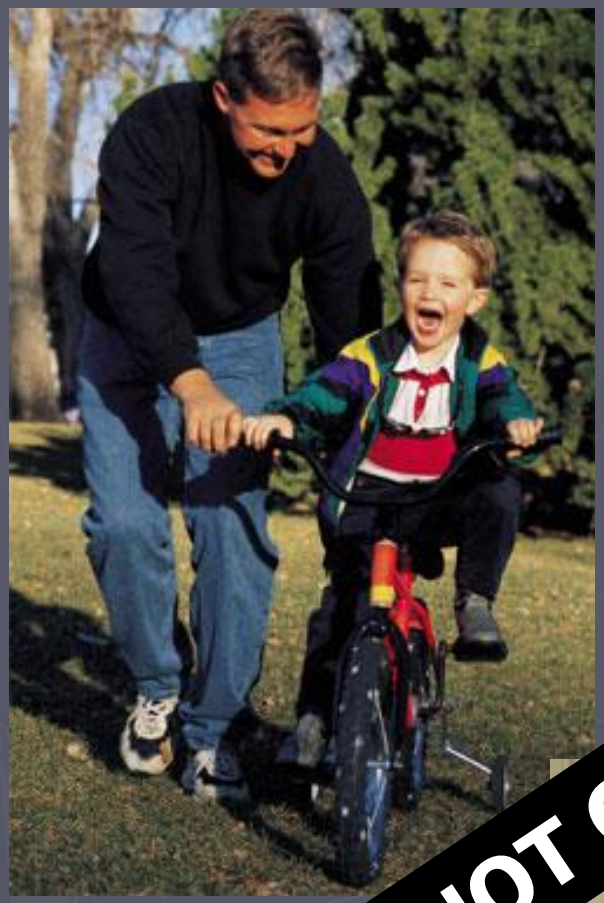


There are three !

- *The first was to equip students with a vocabulary that enables them to talk authoritatively about subjects they do not understand*
- *The second was to give students principles that would demonstrate their ability to withstand any amount of disconfirming evidence*
- ***The third was give students a ticket to a job where they could learn something about management***


Management is a practice
...the only way to learn is to
practise
DEEP END

MAKE LUMS A SAFE PLACE TO PRACTISE!
Take risks with yourself – have courage!
Have tolerance of your temporary incompetence & that of others
ENGAGE & LEARN
AND REMEMBER……



IF YOU CANNOT COACH YOU CANNOT MANAGE

LEARN TO COACH
& TO BE COACHED

The Intellectualist-Epistemic Fallacy

Sailing

LEARNING PROCESS

Navigating

Classroom??

Sailing

LEARNING PROCESS

Navigating

Classroom??

Books & Science??

Sailing

LEARNING PROCESS

Navigating

Books & 'Science' ??

Sailing

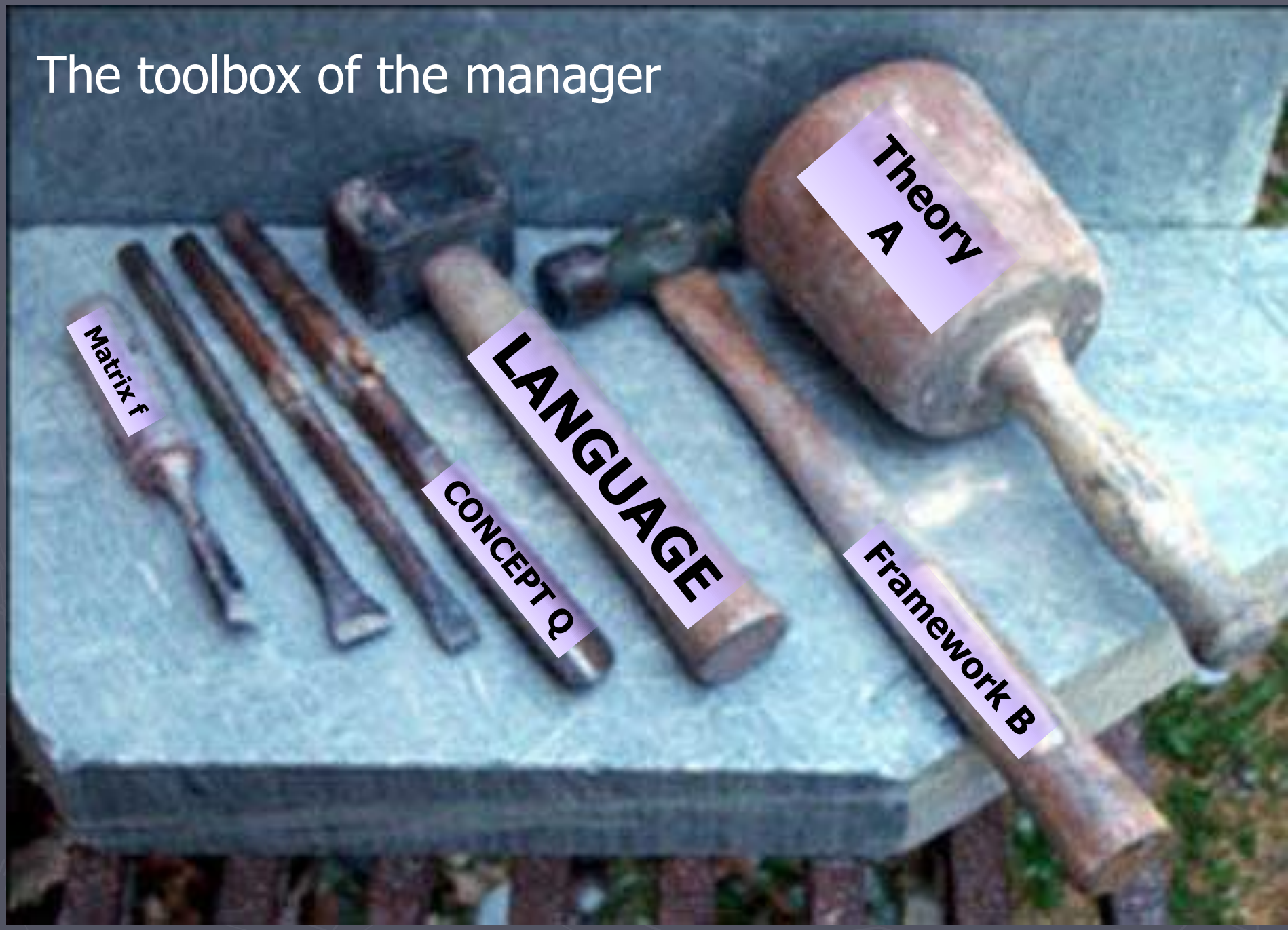
TO GET TO WHERE YOU WANT TO GO YOU NEED BOTH!!

Navigating

MINDFUL MANAGER & THE MODULES

The Mindful Manager

The toolbox of the manager



The toolbox of the manager

Beware the darkside

- The logical techno-rational image of management and business conjured up in the textbooks bears no resemblance to management in practice

  - *'the words are in the work but the work is not in the words'*

  [Lenney 2009]

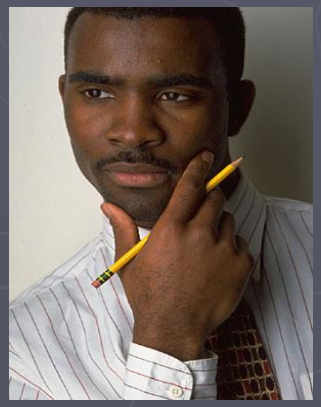
AND WE WILL TEACH YOU MANY LANGUAGES

BUT REMEMBER……

Linguistic knowledge does not a poet make!

The Intellectualist-Epistemic Fallacy

- No amount of 'episteme' or techne-ologies makes a sculptor or the mason….they need to know the capabilities & limitations of the tools …**but** it is how and when they use them, why and with what intention that counts..



The work is <u>not</u> in the hammer

It is in the ***<u>hammering</u>***

……

……

Becoming a Mindful Manager

- The best sculptors and masons understand their tools, and have a wide array of them available in their toolbox – they use their tools, but do not let their tools control them!
- Do you pick the tools?
- or do you let the tools pick you!?

The work is not in the hammer
but in the hammering

Becoming a Mindful Manager

- The best sculptors and masons understand their tools and have a wide array of them available in their toolbox – they use their tools, but do not let their tools control them!
- Do you pick the tools?
- or do you let the tools pick you!?

MINDFUL YOU MUST BE
THAT THE ELEGANT
AND THE FAMILIAR
ATTRACTS
- The elegant-familiar even more
- Beware the scientistic

The work is not in the hammer
but in the hammering

Becoming a Mindful Manager

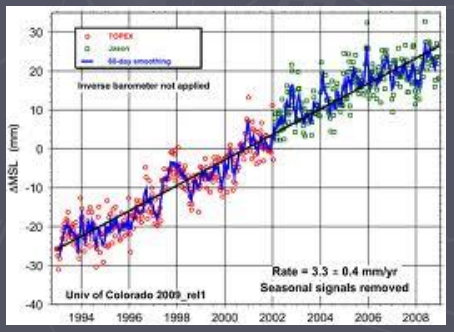
- The best sculptors and masons understand their tools, and have a wide array of them available in their toolbox – they use their tools, but do not let their tools control them!
- You pick the tools!
- or do you let the tools pick you!?

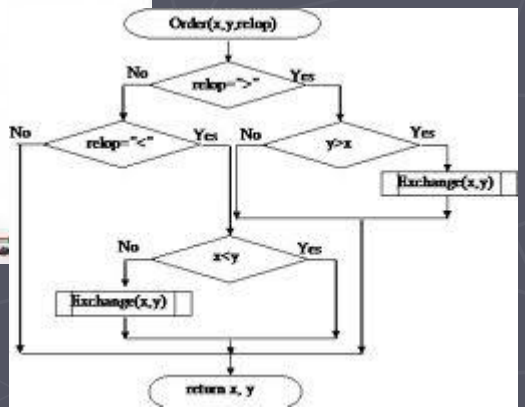
The work is not in the hammer but in the hammering

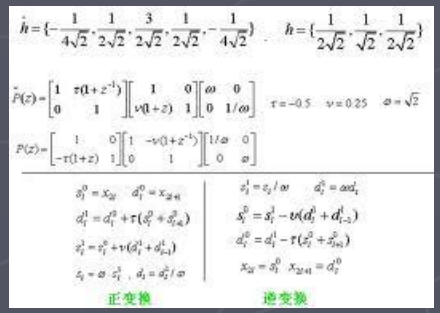
TO A FOUR YEAR OLD BOY WITH A HAMMER EVERYTHING IS A NAIL

Becoming a Mindful Manager

- Which tool you use is your choice and a choice of immense importance







EPISTEME is only one of three Aristotelian 'knowled… informing the second… in the physical science… to the **EPISTEMIC R…** so-called … sciences and the mar… cation of the third form of knowledge – **PHRONESIS**

- Practical wisdom

Another choice!

ANOTHER JUDGEMENT !

EPISTEME is only c
Aristotelian 'knowledges
informing the second fo
in the physical science do
the **EPISTEMIC DE**
called soci
margin
third form of

Choose the tools
Don't let the tools choose you

PHRONESIS
- Practical wisdom

ANOTHER JUDGEMENT !

Intellectualist Fallacy

Epistemic Fallacy

Objectivist Fallacy

Feel the darkside in you, you must…. mindful of the Objectivist, the Epistemic and Intellectualist Fallacies you are becoming?!

The Mindful Manager Assessments

- Two **open book** examinations
  - January 2018
  - June 2018
  - Three questions on each
    - You must answer 2 questions
    - One question is compulsory
  - **Understanding not memory!**

25% + 25%

EXAMS - REVISING STARTS NOW

- DO I UNDERSTAND?
- Revision classes & Q & A

The Mindful Manager Assessments

- Two open book examinations
  - January 2018
  - June 2018
  - Three questions in each – you must answer 2
  - Understanding not memory!

25 + 25

The Mindful Manager Assessments

- A piece of 'team' based coursework
  - A **'crystallisation exercise'**

30%

The Crystallisation Assignment

The process should enhance your Presentation construction skills, your Criticality, and amplify your Mindful Manager learnings

Becoming a Mindful Manager

- You are involved in 3 collaborative reading/crystallisation cycles
- READ THE MOODLE SITE CAREFULLY!!!
  - THE *WHAT AND WHEN* IS QUITE COMPLICATED!

30%

Becoming a Mindful Manager

- Criticality -

- You are in trios or quartets to do this work
- Each trio/quartet is required to ***'crystallise'*** the set texts
- A 'crystallisation' is not a simple summary/cut & paste of content.
- A 'crystallisation' is a succinct précis of your deep reading of the articles/book chapters that demonstrates a thoughtful and insightful understanding of the essence of the reading(s).
- Read the Moodle site carefully!!!

THE CRYSTALLISATIONS

YOUR SUBMISSIONS ARE IN THE FORM OF POWERPOINT SLIDE SETS IN HANDOUT FORMAT

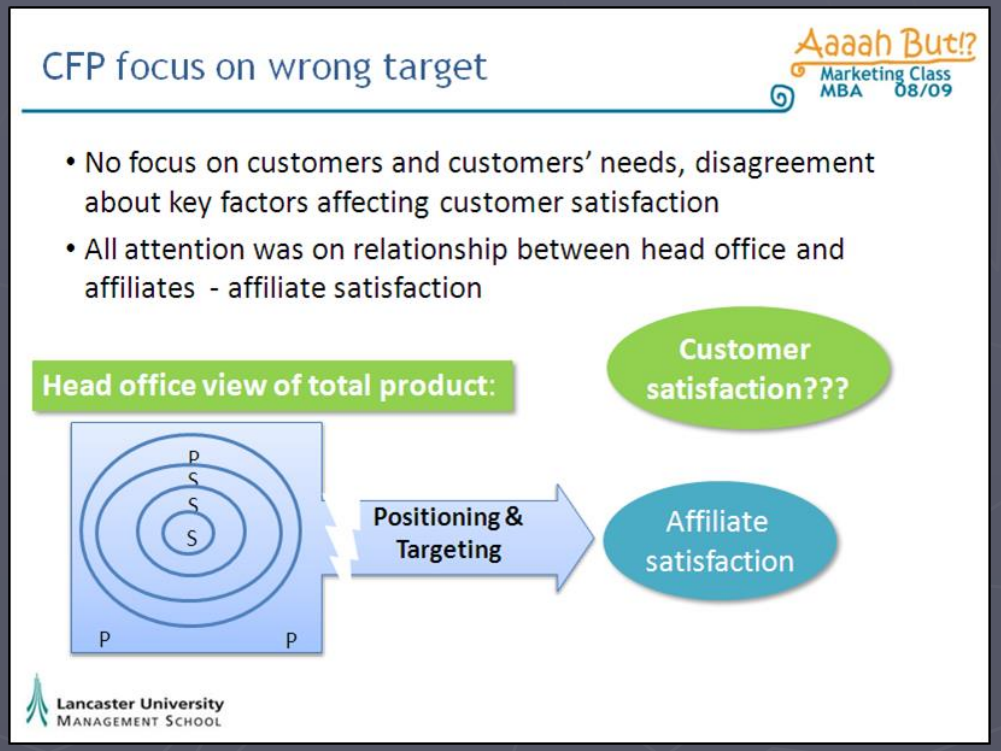
THERE ARE NO POINTS FOR POWERPOINT PROWESS

IT IS THE CONTENT THAT MATTERS !!

- NOT YOUR ARTWORK -

- **SLIDES MUST NOT BE ONLY SIMPLE BULLET POINTS**
- A LABELLED DIAGRAM PAINTS 10,000 WORDS!

ALL SLIDE COMPONENTS MUST DO WORK NOT SIMPLY ADORN/DECORATE



PRESENTATION CONSTRUCTION SKILLS! - A CORE CAPABILITY

The Crystallisation Assignment

- The texts have been carefully chosen
  - The readings are on the website
    - A helpful short funny one 'THE WIZARD' is also on the website & another useful one called 'The Management Myth'
  - The readings form an integrated part of the Mindful Manager teachings
    - the process is not a separate exercise

30%

CRYSTALLISATIONS

- You must come to a designated workshop prepared to present your slides
  - I suggest you use the PowerPoint notes approach to lay out key points you would wish to make in bullet point form for each slide
  - You do not submit the notes – you only submit your slides – read the Moodle site carefully
- You must upload your work to Moodle, bring a printed copy of your crystallisation to the designated workshop to hand in to me & it must be also be electronically available so you can present if asked
- An individual will be randomly selected to present & lead a discussion

The Mindful Manager Assignments

- A piece of individual coursework
  - A ReFLEXion & a supporting portfolio

20%

The Reflexivity Challenge

- You will work on this slowly over the first two terms and into the third term - the assignment submission is due in 1500 Monday Week 24 - May 15th.
- A ReFLEXion of maximum 1500 words entitled:
- ***'Struggling with my Bucket - The way I see the world, why I see it that way & the difficulties this can cause me'***
- A ReFLEXion is a reflection in pursuit of reflexivity
- The essay must be submitted alongside the portfolio of 'ReFLEXions' that we will provoke you to generate during the year, and the resources that you have used to generate them and contribute to your final essay

A Short Meditation

NOT LEAPING TO INTERPRETATION

A DISCIPLINED MIND
- EXPERIENCING WITH NO 'LANGAUAGING'
- EXPERIENCING WITHOUT WORDS

SEEKING A 'NAKED' RECEPTIVITY
- Attention without Interpretation

- Day 3 half way

The Mindful Manager
- has certain ways of being towards:

The Issue/Object to hand

Dispositions/ 'attitudes of mind' towards

Self

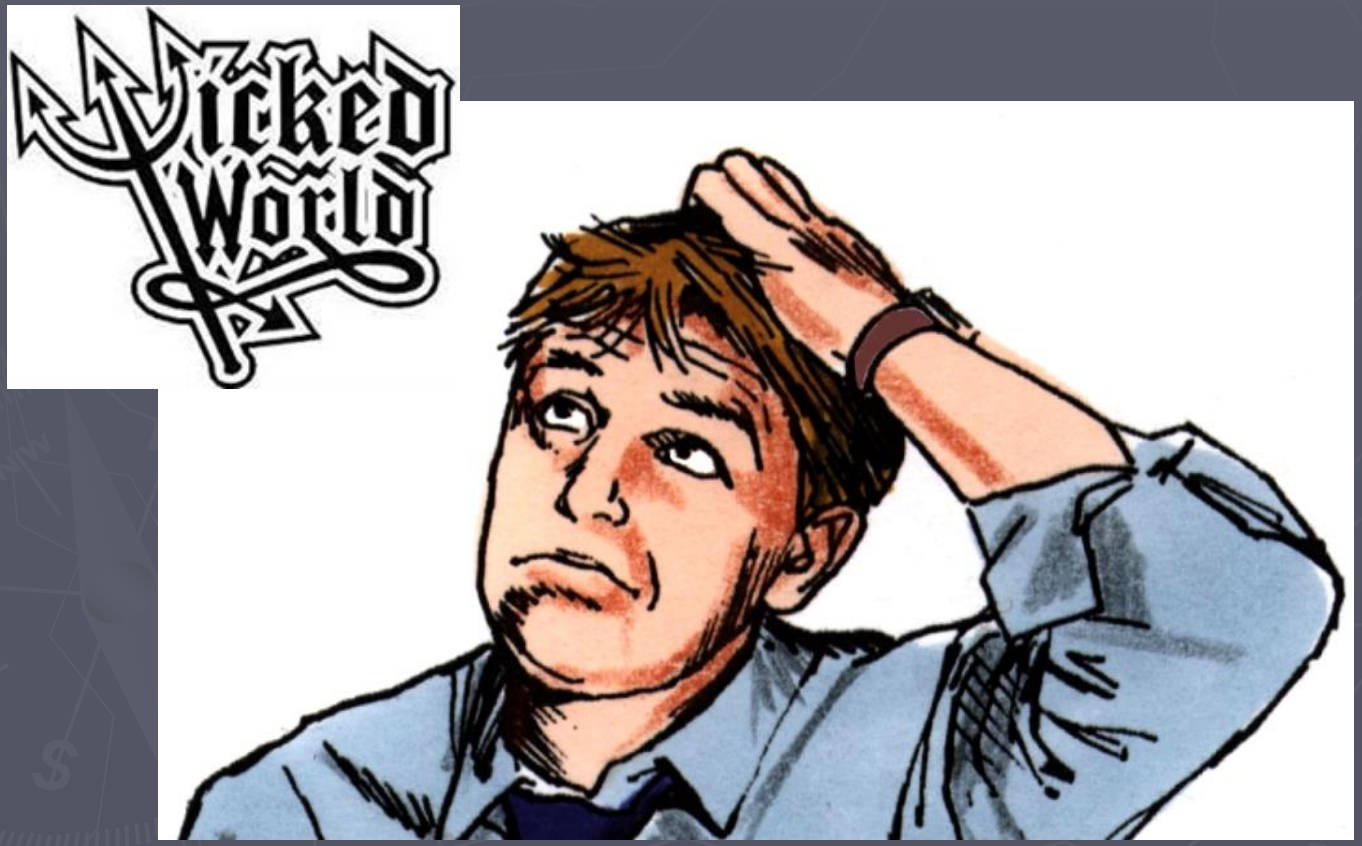
Others

Experience

Evidence/ Knowledge

The Milieu of Managing & 'Strategizing'

- Wicked and ridden with paradoxical demands



The calm of the textbooks

– the strategy ones in particular!

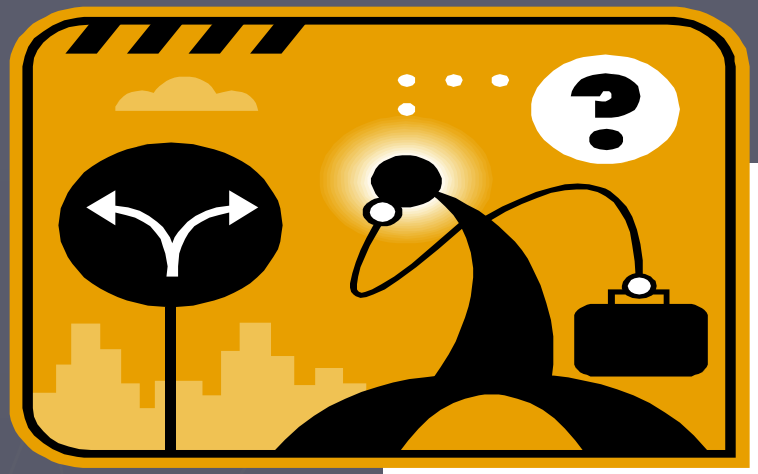
The calm of the textbooks

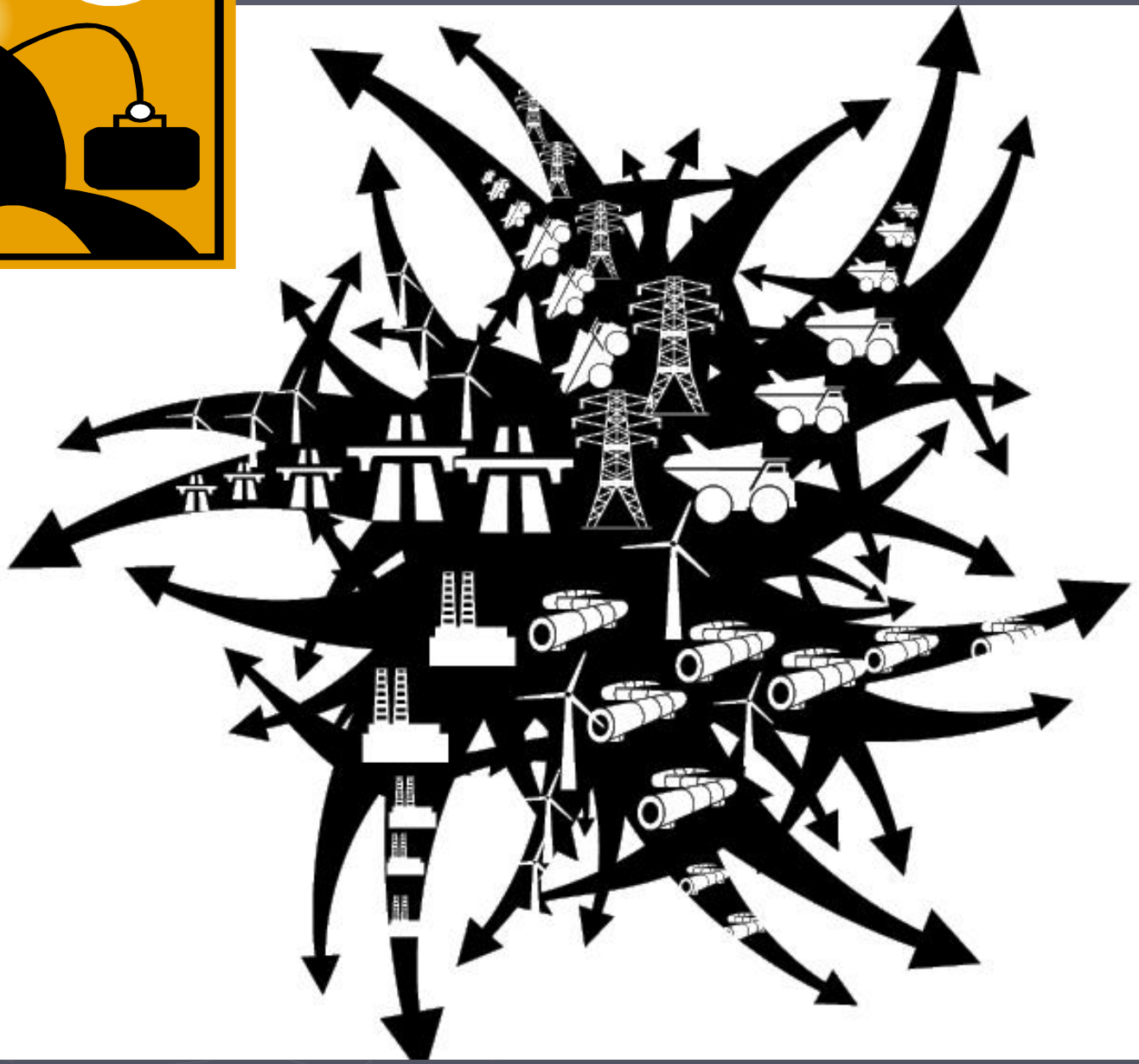
– the strategy ones in particular!

The Storm beneath the apparent calm

The Storm beneath the apparent calm

with a milieu
like this you
must contend


?

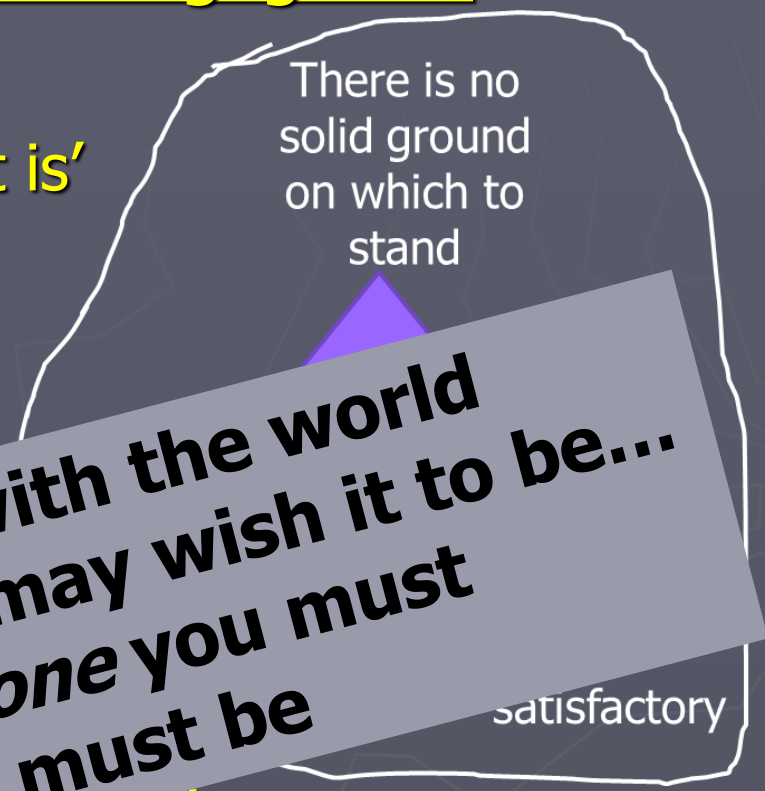


CAUTION
CHAOS FIELD
ESTIMATED STRENGTH: 47 KrZ
LIMIT EXPOSURE TO THIS AREA
AND REPORT ABNORMALITIES
IN YOUR LIFE AFTER EXPOSURE

A VUCA WORLD

The Mindful Manager

- A Mindful Manager does not dis-engage but
  - **engages** with 'the world as it is'
  - accepts 'the world as it is'
- [illegible] in her/his peace-free condition

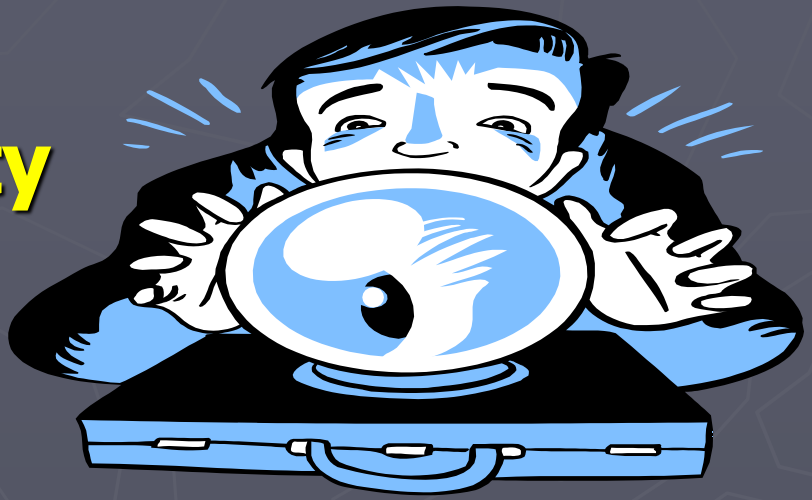


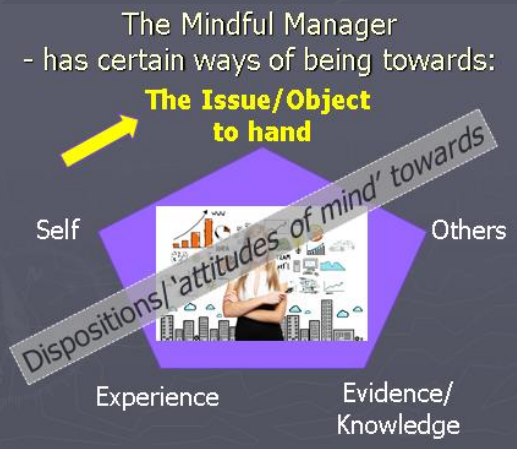
A Mindful Manager deals with the world as it is - not how he/she may wish it to be...
See through *they-one* you must
Reflexive you must be

IN A VUCA WORLD

Disposition towards the issue to hand

- The inherent character of the situations in which managers find themselves engaged is driven by:
- **equivocality**
  - complexity
  - ambiguity
  - uncertainty
  - volatility
  - futurity





The Milieu of Managing & 'Strategizing'

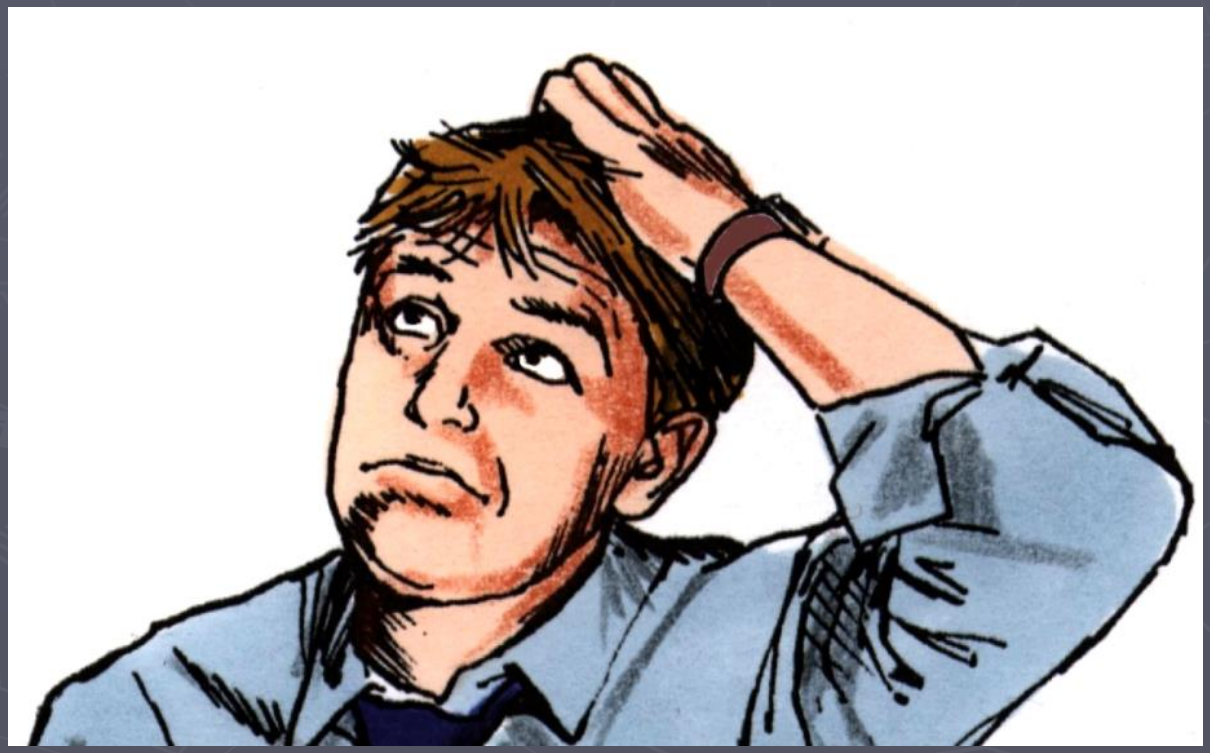
- The inherent character of the situations in which managers find themselves engaged is driven by:
- **equivocality**
  - complexity
  - ambiguity
  - uncertainty
  - volatility
  - futurity

Has anything really changed since the times of Isocrates & Aristotle

What the **fog**
is going on?
katkam.ca Nov 21/05 16:30

Equivocality

- There are too many meanings/interpretations
  - not too few!
- The problem is not lack of information/ignorance

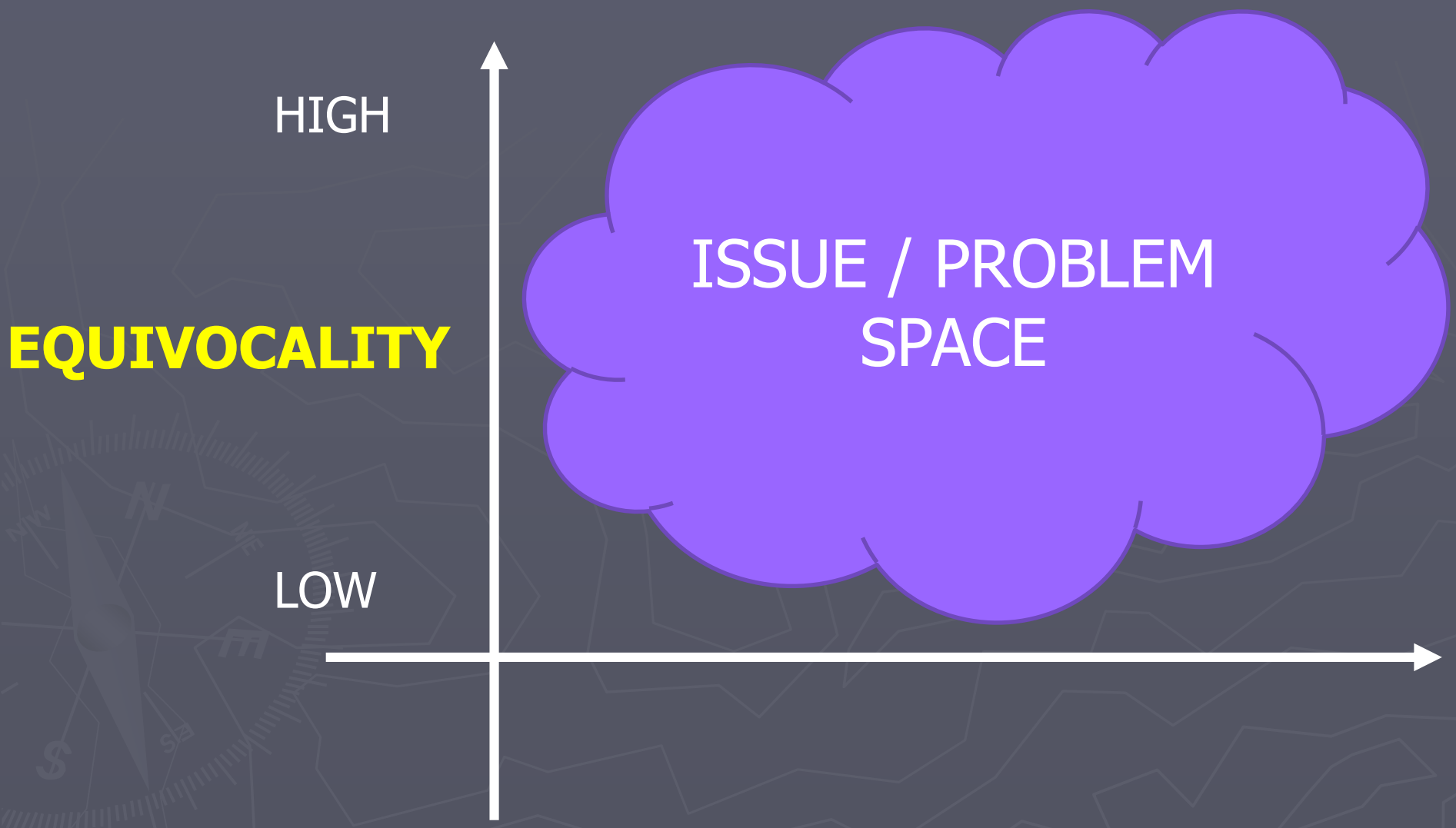


Equivocality

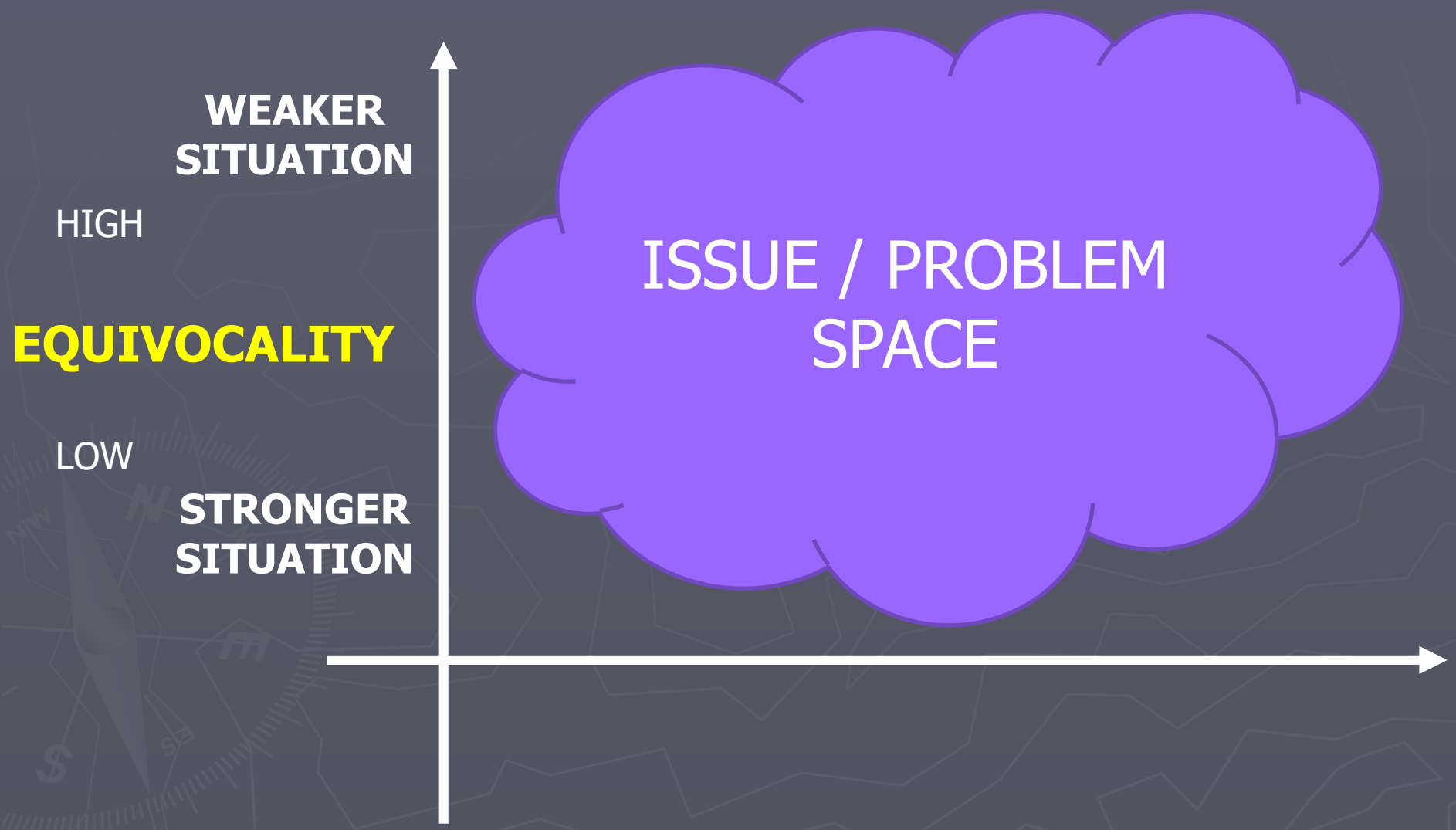
- The problem is **confusion <u>not</u> ignorance**

- **We don’t know what to make of what is seemingly going on**

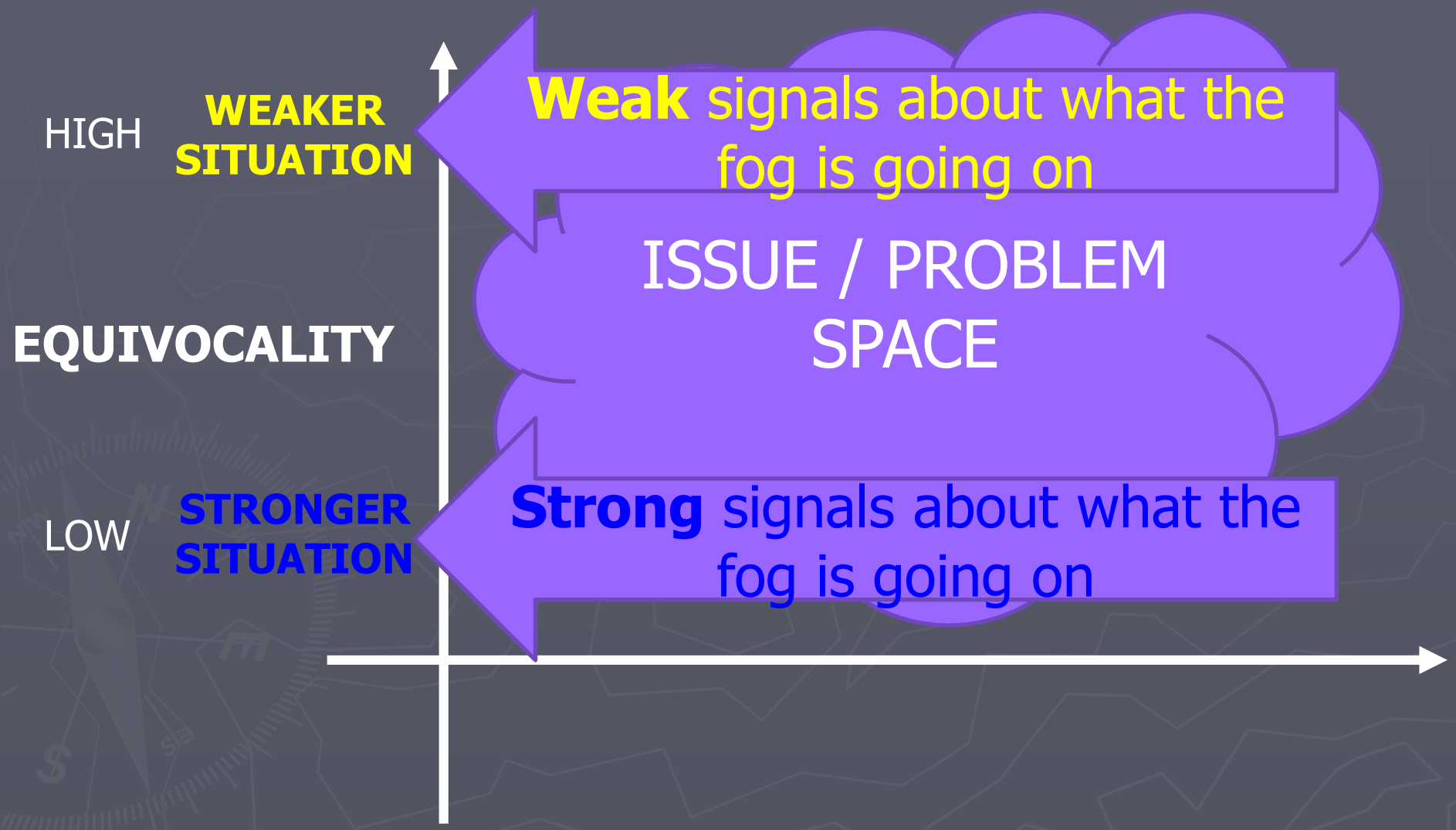
The Milieu of Managing & 'Strategizing'



The Milieu of Managing & 'Strategizing'



The Milieu of Managing & 'Strategizing'

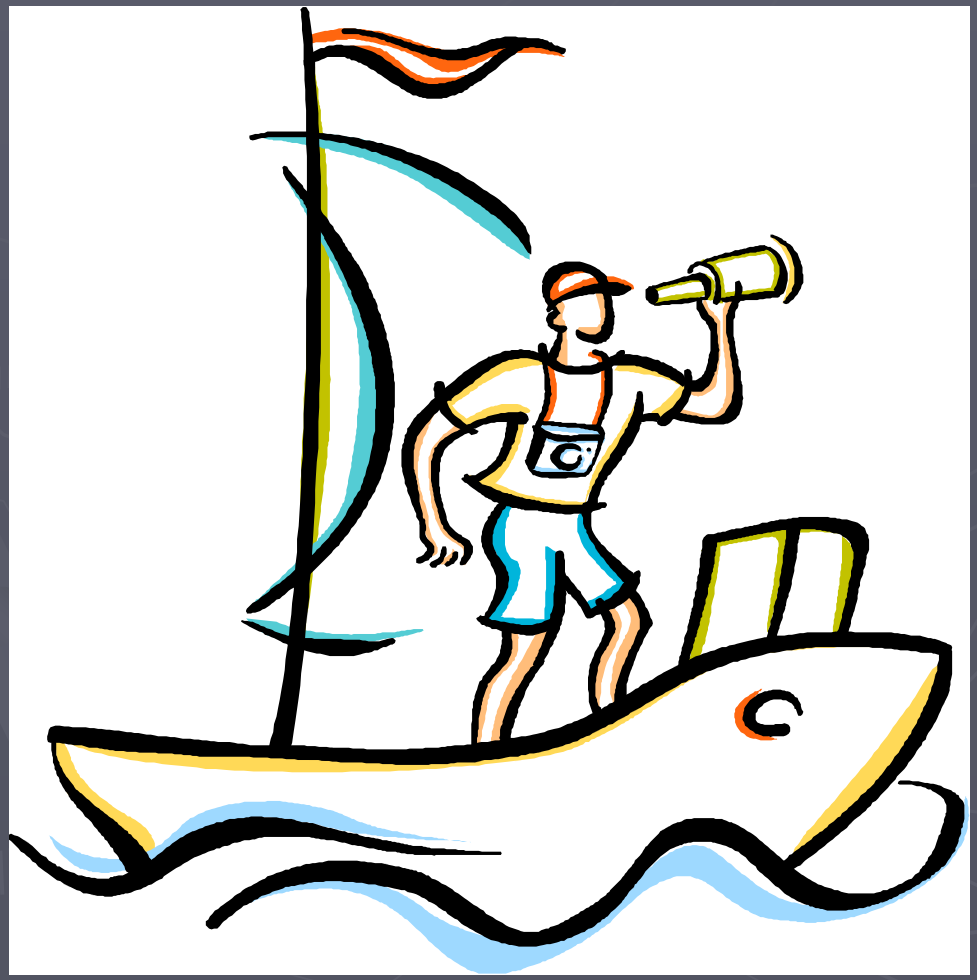


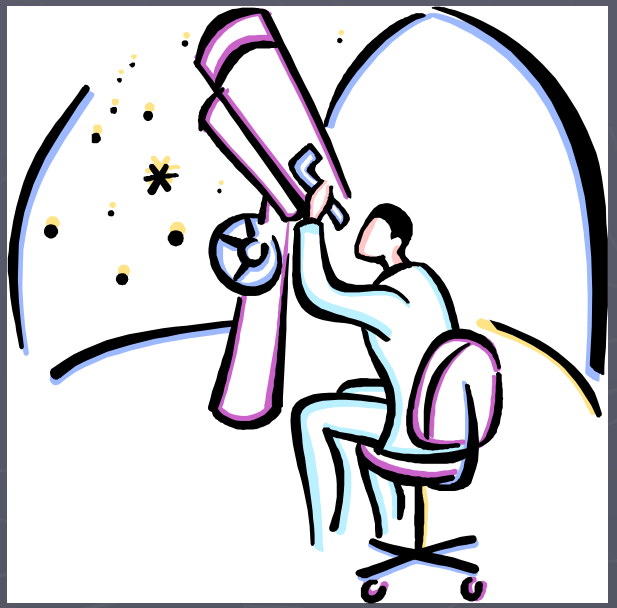
The Milieu of Managing & 'Strategizing'
- Weak Situations -

- **Weak situations** are situations of extreme equivocality; not ones of uncertainty or ambiguity, in the traditional sense simply driven by a lack of information, but situations of fundamental indeterminacy
- ..and REMEMBER……

WEAK SITUATIONS = WEAKER SIGNALS = HIGH EQUIVOCALTY
STRONG SITUATIONS = STRONGER SIGNALS = LOW EQUIVOCALTY

`there are no innocent interpretations'





Be mindful of the 'objectivist fallacy'

'there is no such thing as a view from NOWHERE

IN THIS SENSE ALL SITUATIONS ARE WEAK

JUST SOME ARE WEAKER THAN OTHERS

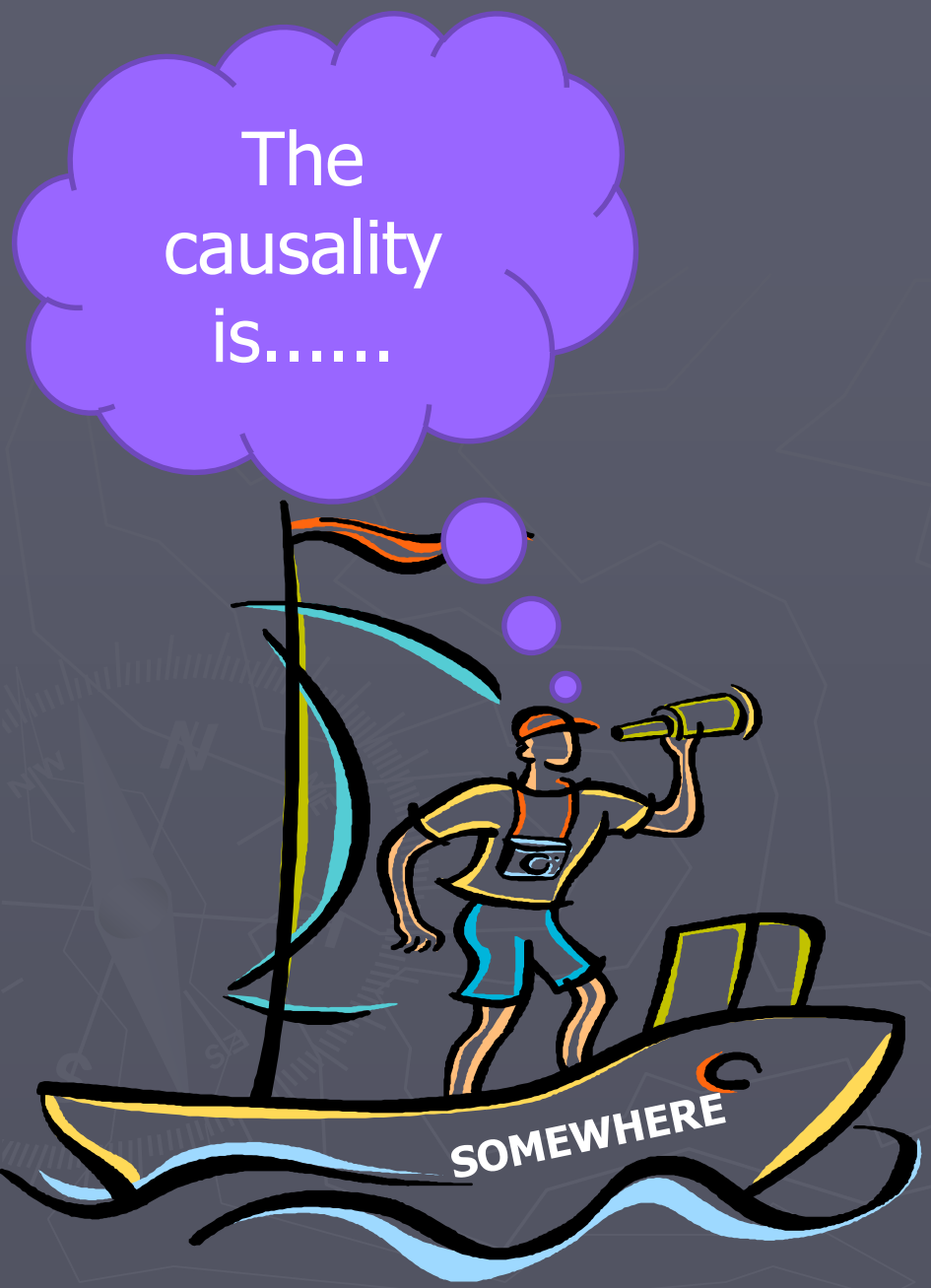
Be mindful of the 'objectivist fallacy'

'there is no such thing as a view from NOWHERE

IN THIS SENSE ALL SITUATIONS ARE WEAK

JUST SOME ARE WEAKER THAN OTHERS

Be mindful of the 'objectivist fallacy'



Why, why why why why why, why ???

IN THIS SENSE ALL SITUATIONS ARE WEAK

JUST SOME ARE WEAKER THAN OTHERS

What the **fog** is going on and **why?**
CAUSAL EQUIVOCALITY
katkam.ca Nov 21/05 16:30

Be mindful of the 'objectivist fallacy'

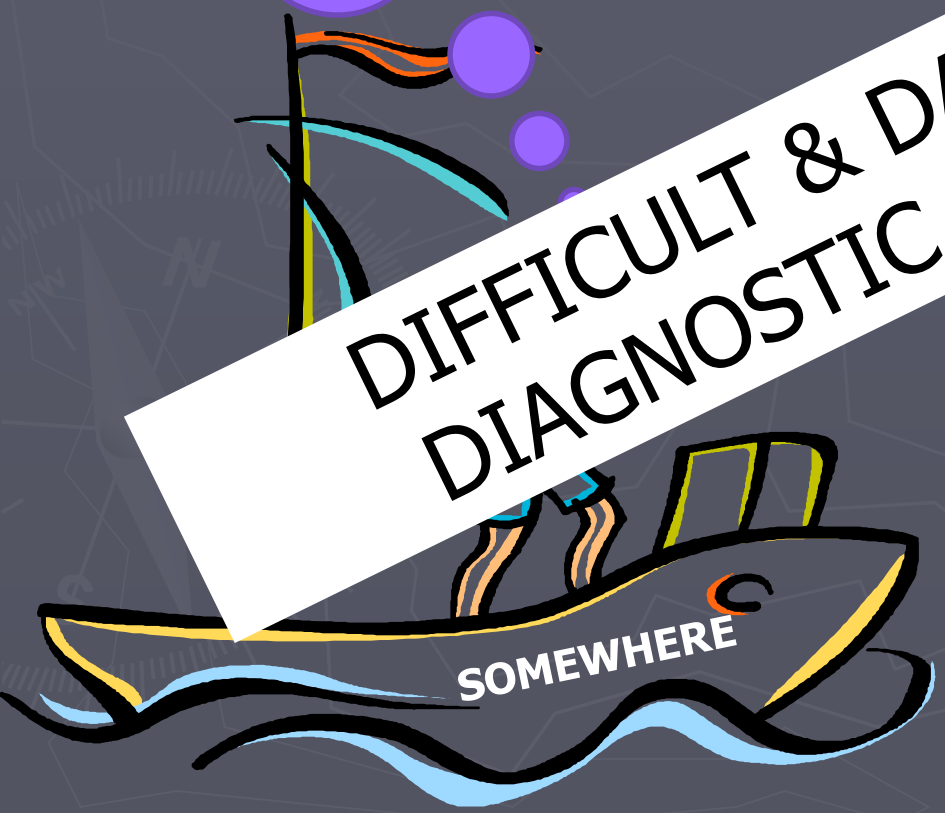
The causality is……

Why, why why why why why, why ???

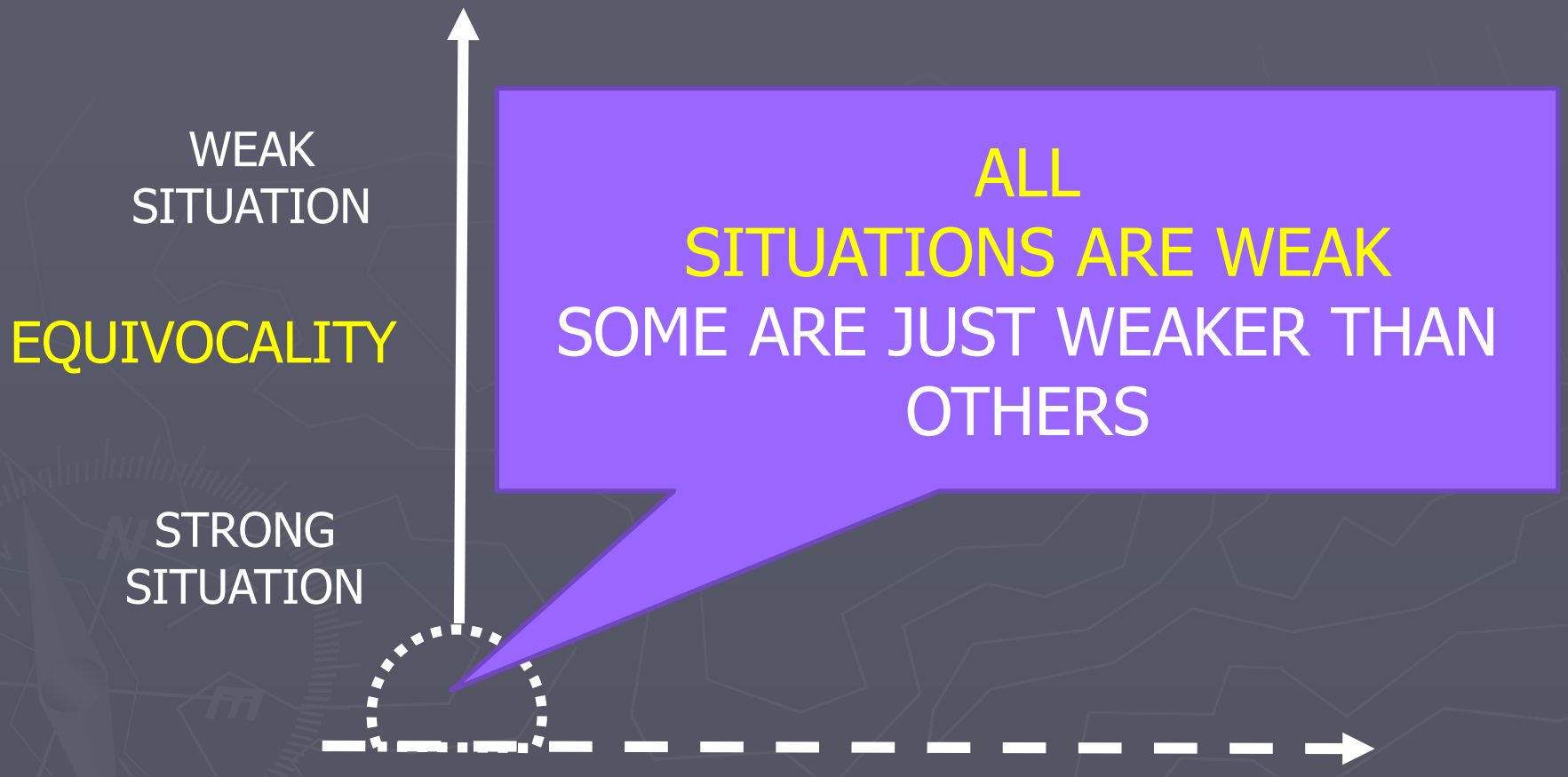
DIFFICULT & DANGEROUS DIAGNOSTIC SITUATION

SENSE ALL SITUATIONS ARE WEAK

JUST SOME ARE WEAKER THAN OTHERS



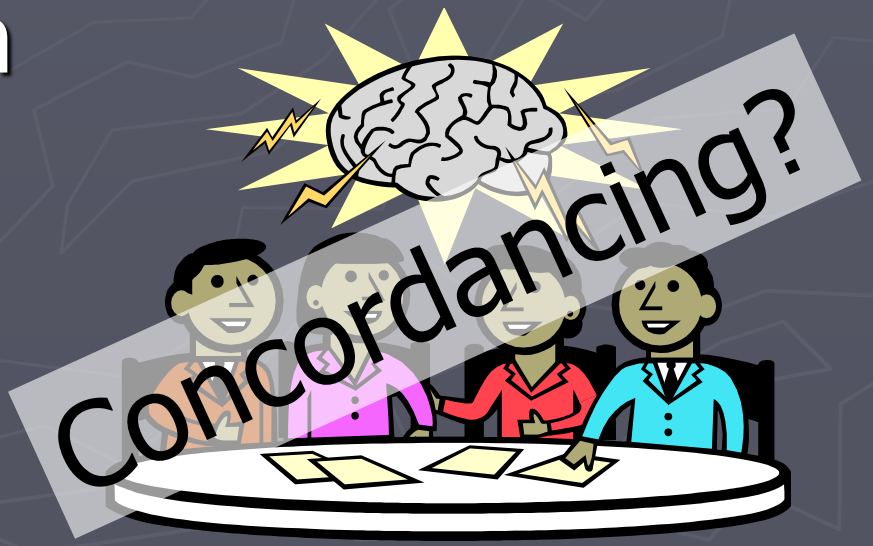
The Milieu of Managing & 'Strategizing'



The Milieu of Managing & 'Strategizing'

- Managers **deliberate** to craft the degree of cognitive concordance as to
  - **'what is', &**
  - **'why what is, is'**

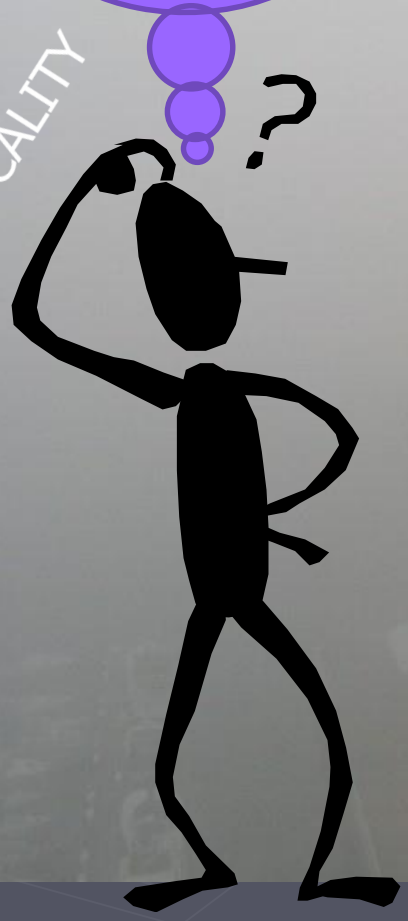
  that they perceive as necessary for their collective action



Managerial Deliberation –

It's very often arguing about what the fog is going on and the why the fog what's going on is going on…???

What the **fog** is going on & why the fog is what is going on going on?



CAUSAL EQUIVOCALITY

`there is no such thing as a view from NOWHERE

The harder you stare, the more you will see what you want or feel you should see

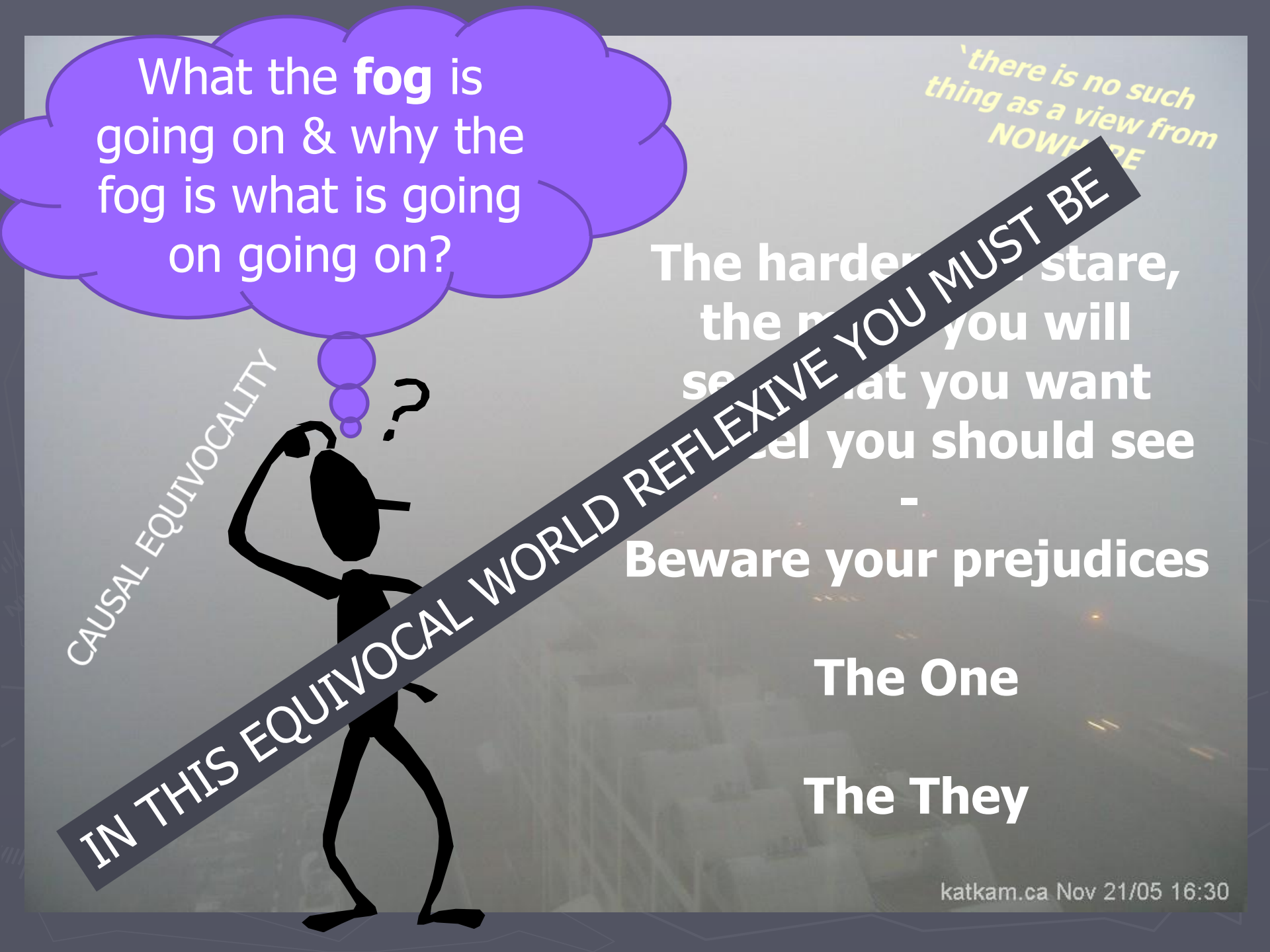
-

Beware your prejudices

The One

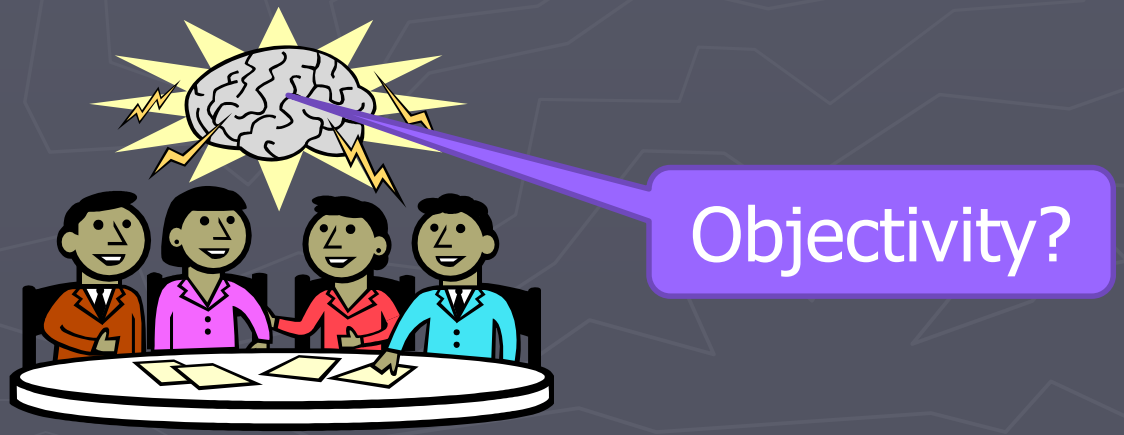
The They

katkam.ca Nov 21/05 16:30


What the **fog** is going on & why the fog is what is going on going on?
CAUSAL EQUIVOCALITY
IN THIS EQUIVOCAL WORLD REFLEXIVE YOU MUST BE
`there is no such thing as a view from NOWHERE
The harder you stare, the more you will see what you want to feel you should see
-
Beware your prejudices
The One
The They
katkam.ca Nov 21/05 16:30

The Milieu of Managing & 'Strategizing'

- Through their deliberations managers meld their multiple intra-subjective realities into an inter-subjective 'reality'
- The 'What is' & 'Why what is … is'
- The array of 'assumptions' on which they will build



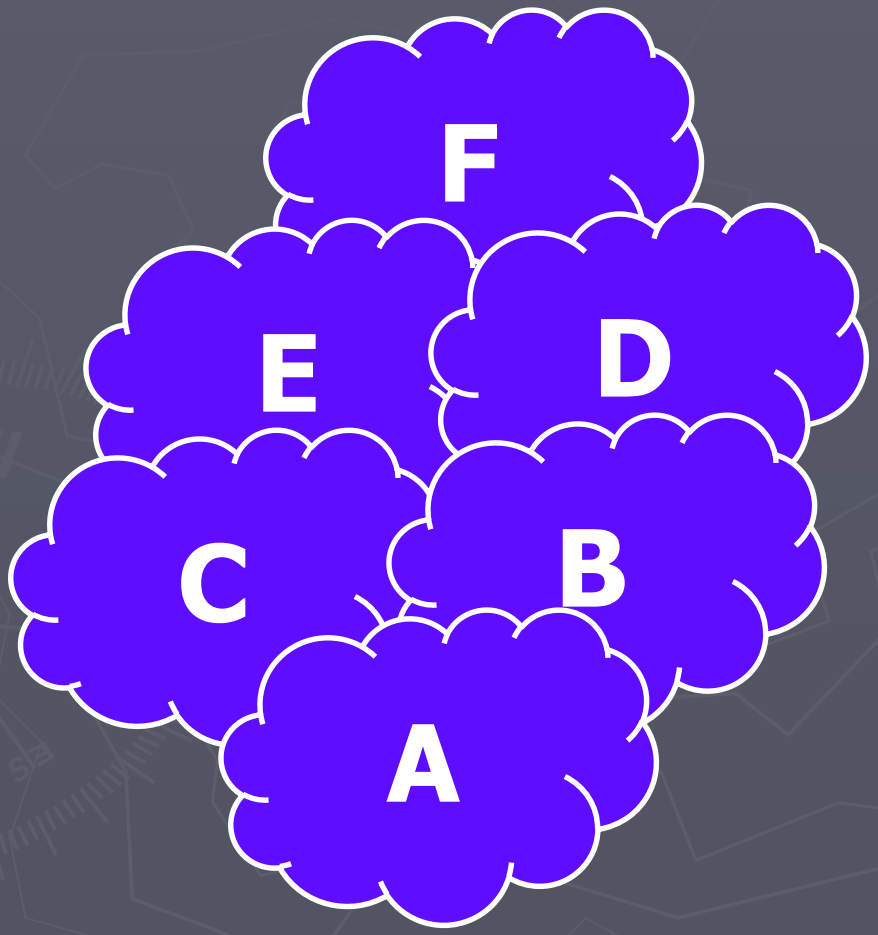
The Milieu of Managing & 'Strategizing'

Cognitive conduct

Social Construction of Reality

Deliberative conduct

Social Construction of Reality



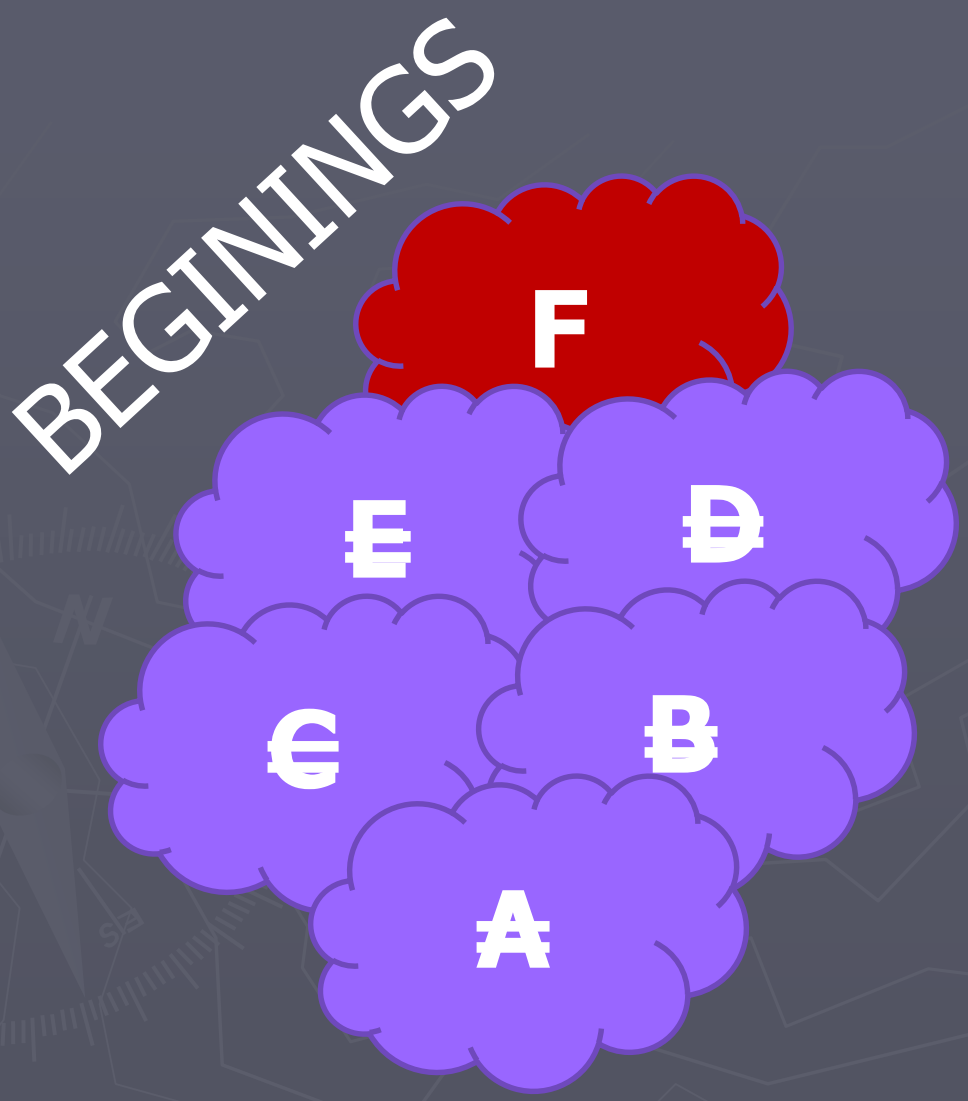
The Milieu of Managing & 'Strategizing'

- Managers **deliberate** to craft the degree of cognitive concordance as to
  - **'what is', &**
  - **'why what is, is'**

  that they perceive as necessary for their collective action

- Through their deliberations managers meld their multiple realities into an inter-subjective 'reality'
- The array of 'assumptions' on which we shall build
- The 'What is' & 'Why what is … is'

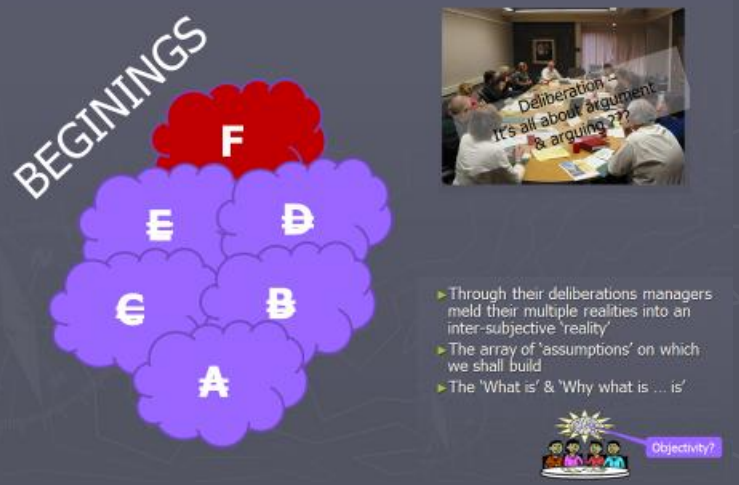
Social Construction of Reality



- Through their deliberations managers meld their multiple realities into an inter-subjective 'reality'
- The array of 'assumptions' on which we shall build
- The 'What is' & 'Why what is … is'

The Milieu of Managing & 'Strategizing'

- *"...management realities are not created internally in the manager's mind, nor externally by the organization and its structure, but are constructed dialogically between managers and others in everyday conversations"* [Cunliffe 2001 p354].



Reality Construction –
It's all about argument & arguing

Disposition towards the issue to hand

'Reality' is that, which in the longer run and on the whole, we find expedient to believe

Peter Lenney

Disposition towards the issue to hand

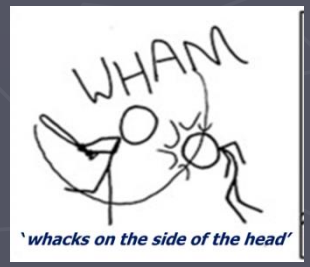
'Reality' is that, which in the longer run and on the whole, **we** find expedient to believe

Peter Lenney

Disposition towards the issue to hand

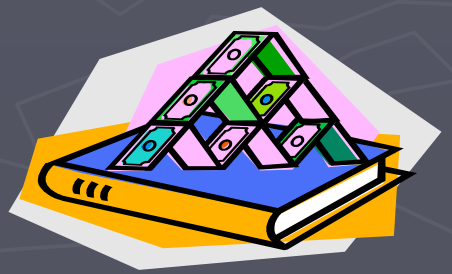
The truth is that, which in the longer run and on the whole, **we** find expedient to believe

John Dewey



The Milieu of Managing & 'Strategizing'

- Managers' beliefs will most often be both partial and imprecise
- Conclusions & options may be drawn and crafted on false premises and therefore turn out to be unachievable or inappropriate.
- The foundations for action constructed in 'strategizing' are shaky.
- The 'facts' never speak for themselves.
- If 'facts' seem to go without saying it is only because people happen to be saying the same things!



The Milieu of Managing & 'Strategizing'

- [Managers] *create and constitute the environment to which they react; the environment is put there by the actors in the organization and no-one else.*
  [Weick 1969 p28]
- The 'environment' is a phenomenon tied to the processes of attention
- What managers sense, investigate, interrogate and interpret, i.e. what they make sense of, is determined by what they pay attention to…..by what shows up to them as mattering…and…
- Attention is always resource limited

The Milieu of Managing & 'Strategizing'

- *"if you had more time and more money you'd be able to do a whole lot better... I've got a problem on time and budget..we just don't have the time and the money to do this stage one then stage two stage three consumer research stuff and then to do nine focus groups ..it just doesn't happen"*
- At its very base this is a resource constrained process.

The Milieu of Managing & 'Strategizing'

- Weak Situations -

- Weak situations are situations of fundamental indeterminacy where:

  "...the characteristics of the situation are not clear-cut enough to dictate a course of action...[and where]...*the decision maker's' ...frame of reference,..., becomes the basis for action"* [Finkelstein & Hambrick 1996 p20]

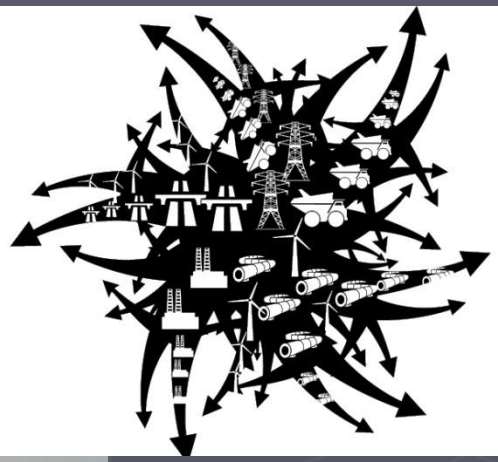
Disposition towards the issue to hand

- The social construction of reality!

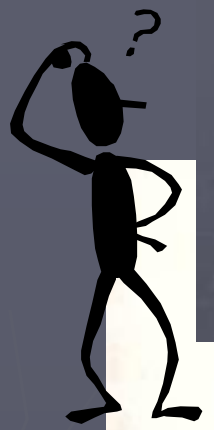
*"… we should therefore pay much more attention to the **role of leaders** …in the construction of contexts that legitimate their intended or executed actions"*

[Grint 2005 p1472]

Leading Mindfully



katkam.ca Nov 21/05 16:30



THERE IS NO SUCH THING AS AN IDEAL SPEECH SITUATION!

Habermas

NO DOUBT ABOUT IT….HE'S RIGHT ABOUT WHY WE GOT INTO THIS FOGGING MESS

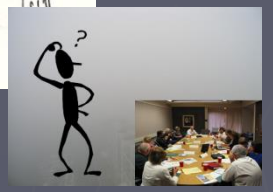
AUTHORITY

Leading Mindfully

YOUR SURVIVAL AND PROSPERITY ARE IN MY HANDS
NO DOUBT ABOUT IT....HE'S RIGHT ABOUT...WELL... EVERYTHING
FEAR
THERE IS NO SUCH THING AS AN IDEAL SPEECH SITUATION!
Habermas
Leading Mindfully

YOUR SURVIVAL AND PROSPERITY ARE IN MY HANDS
MINDFUL OF THE CLUB HE CARRIES HE IS NOT
FEAR
THERE IS NO SUCH THING AS AN IDEAL SPEECH SITUATION!
Habermas
Leading Mindfully

Mindful one must be of the clubs one carries!

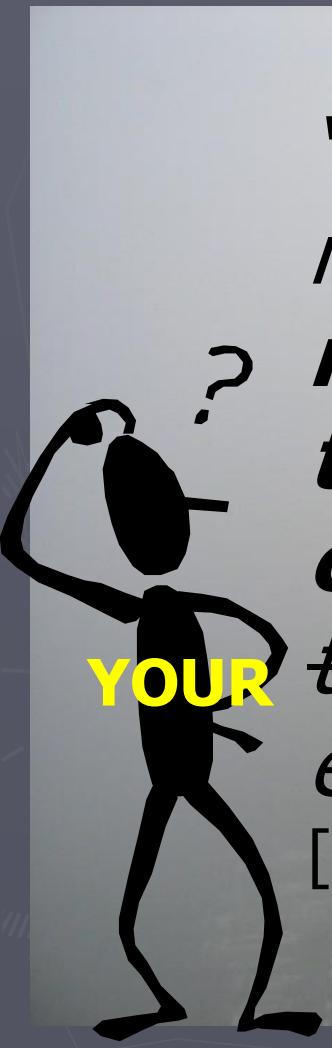


- ***The view is always from somewhere***
- ***Is the view from 'YOURWHERE'***
- ***IS THERE REALLY CONCORDANCE??***

Leading Mindfully

Leading Mindfully

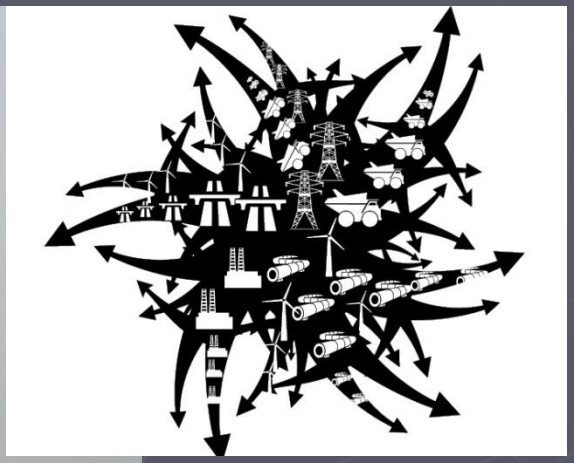
- Weak situations are situations of fundamental indeterminacy where



YOU

"… ~~we~~ should pay much more attention to ~~the~~ YOUR AS ***role ~~of~~ leaders …in the construction of contexts*** *that legitimate* YOUR *~~their~~ intended or executed actions"*

[Grint 2005 p1472]



Leading Mindfully

- Weak situations are situations of fu… indeterminacy where

YOU

"… ~~we~~ should pay… more attentio… AS **role ~~of~~ le… the c… on of** …hat legitimate …tended or …cuted actions"

[Grint 2005 p1472]

REFLEXIVE YOU MUST BE &
MINDFUL YOU MUST BE OF THE CLUBS YOU CARRY

? End Day 3 ?
Target

A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation

The Mindful Manager
- has certain ways of being towards:

The Issue/Object to hand

Dispositions/ 'attitudes of mind' towards

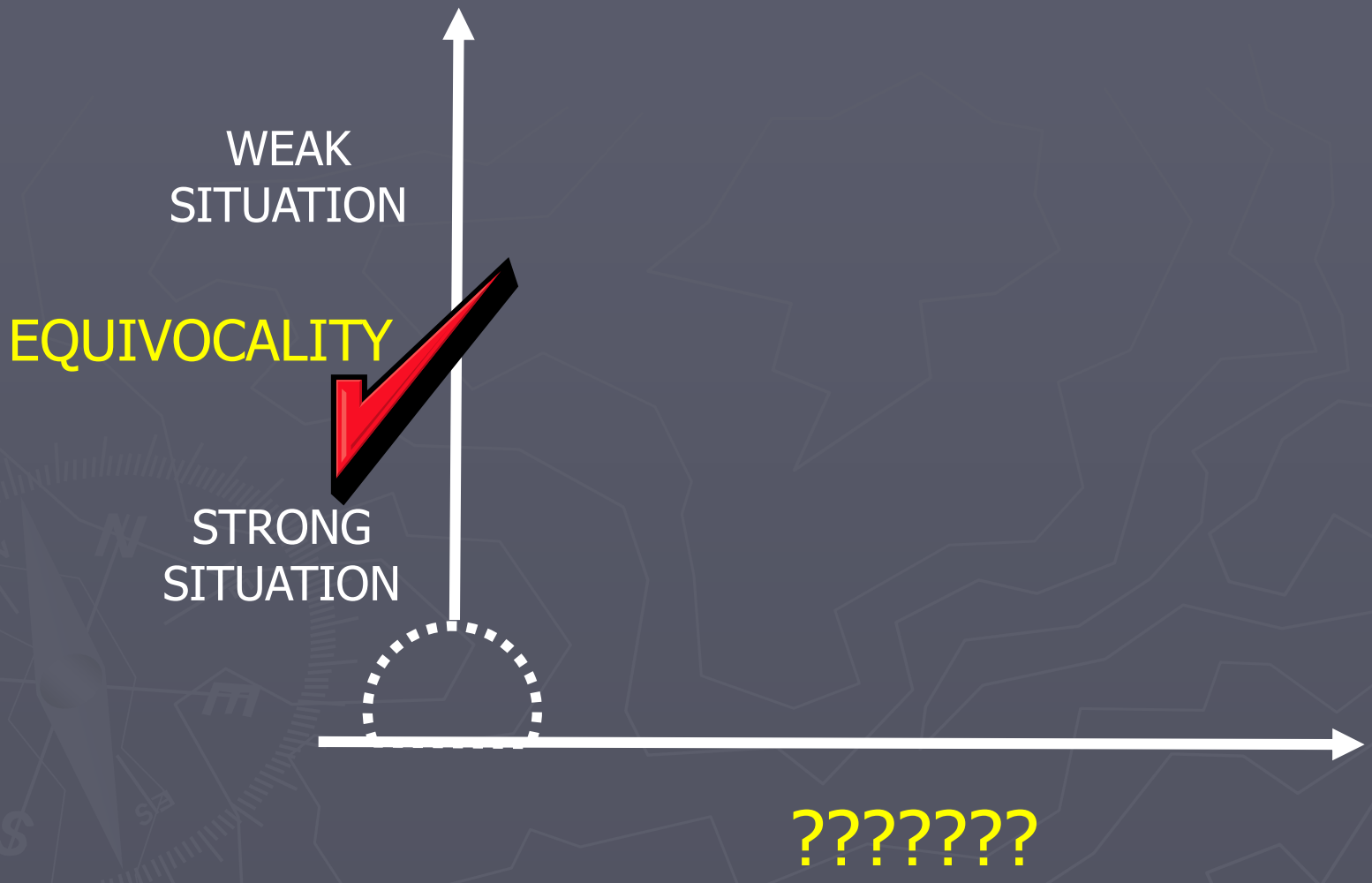
Self

Others

Experience

Evidence/ Knowledge

The Milieu of Managing & 'Strategizing'



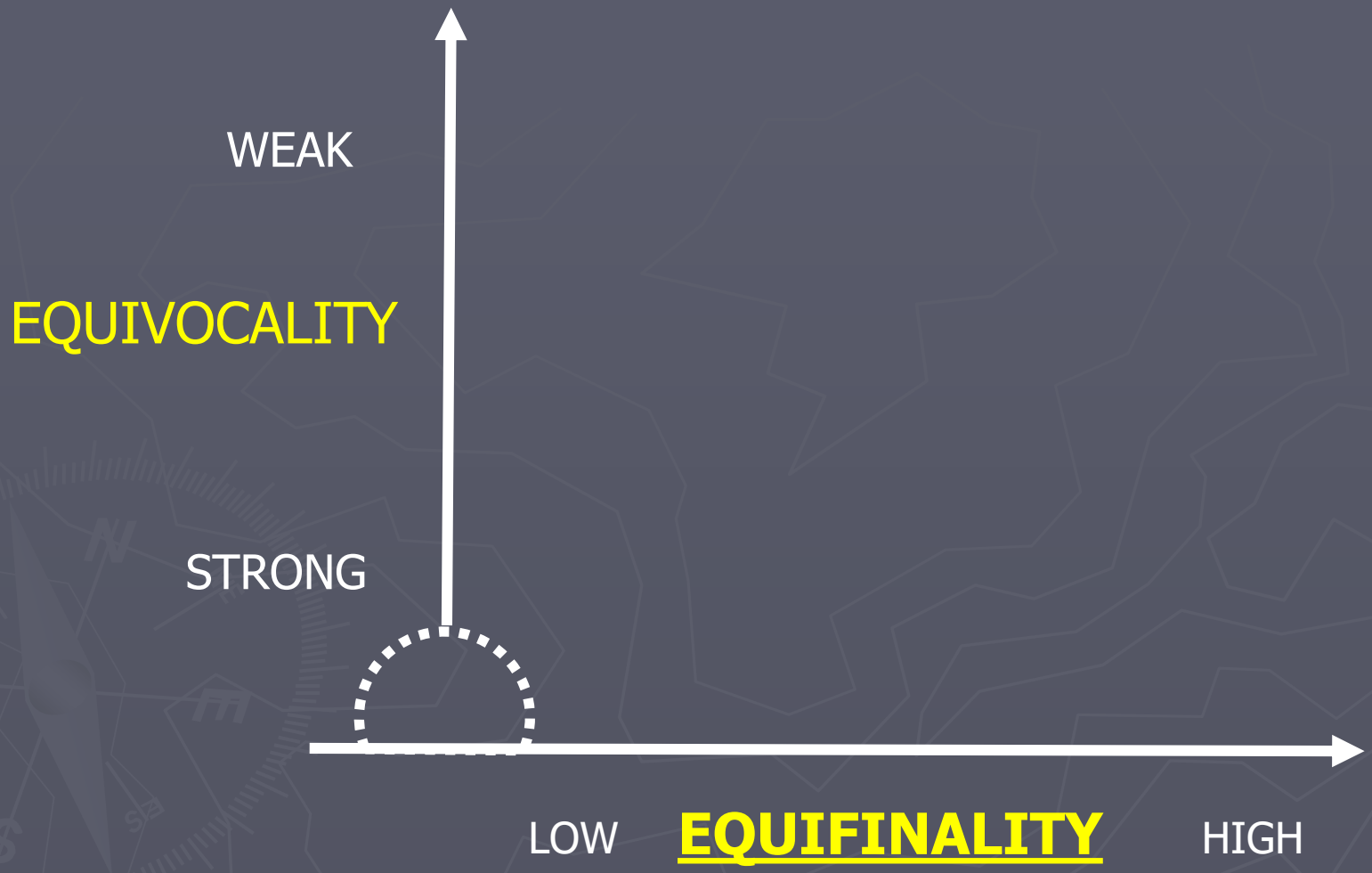
Disposition towards the issue to hand

Managers **deliberate** to craft the degree of cognitive concordance as to

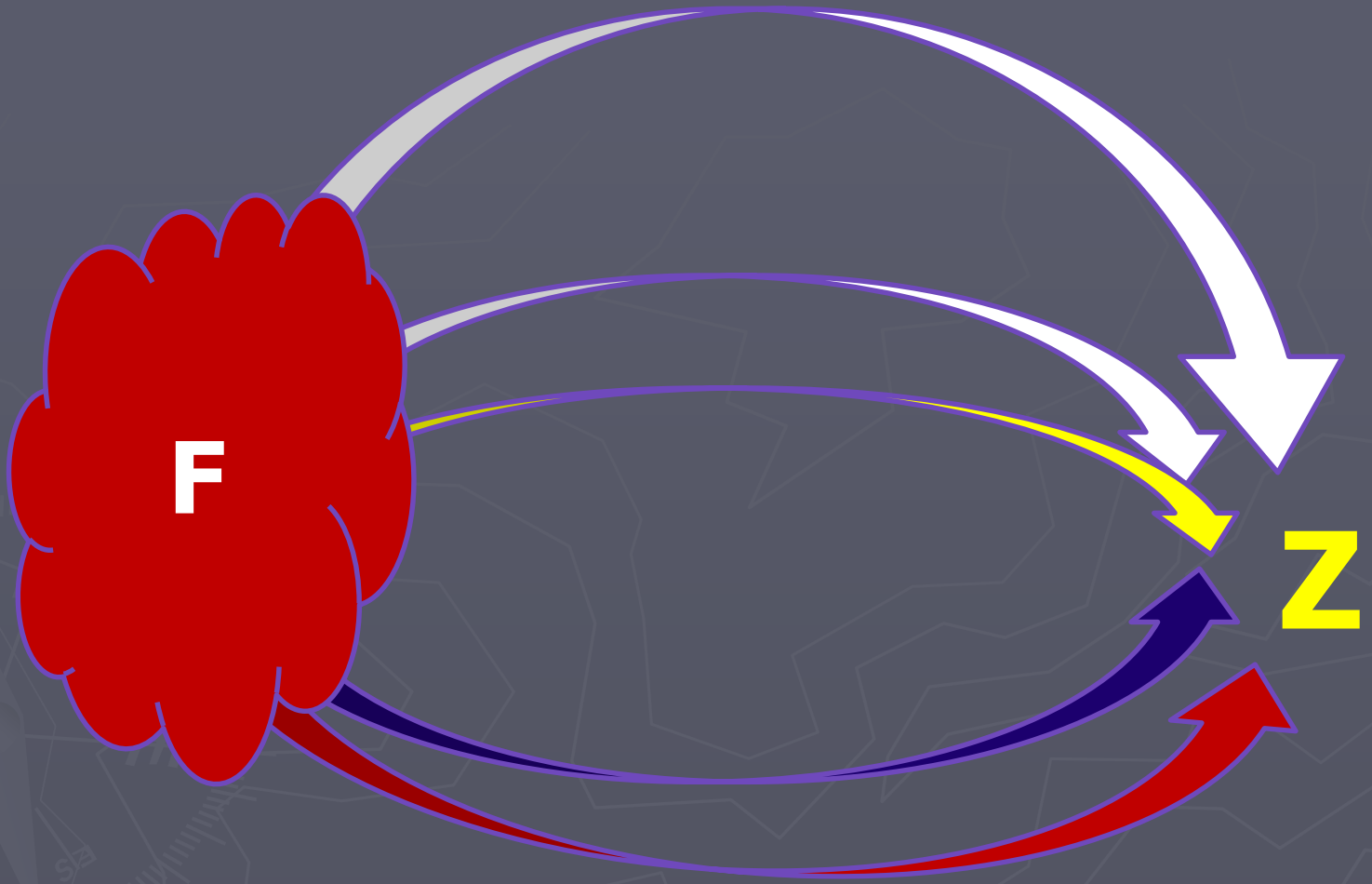
- 'what is',
- 'why what is, is'
- what should be &
- **how that 'what' should be achieved**

that they perceive as necessary for their collective action

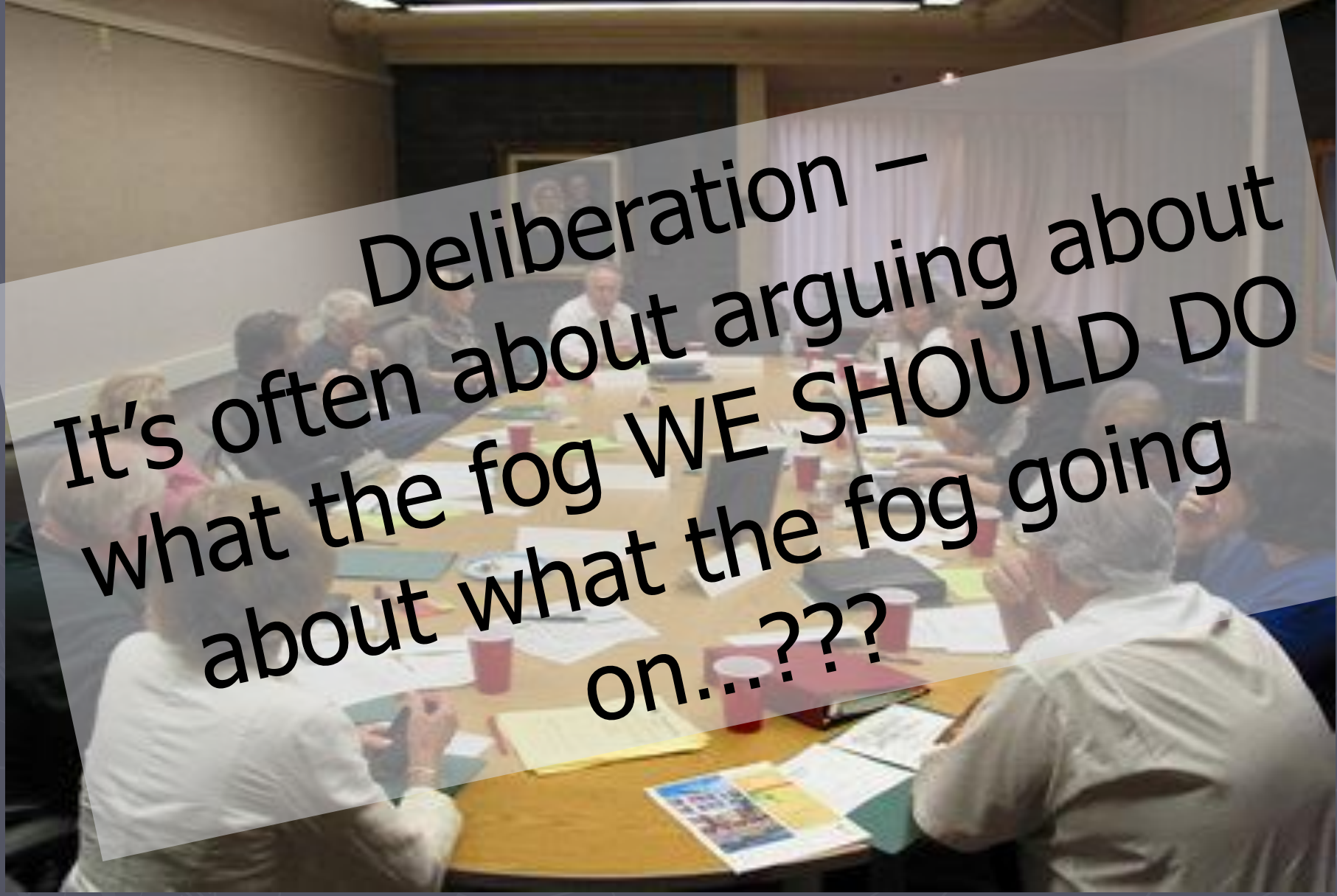
The Milieu of Managing & 'Strategizing'



Equifinality

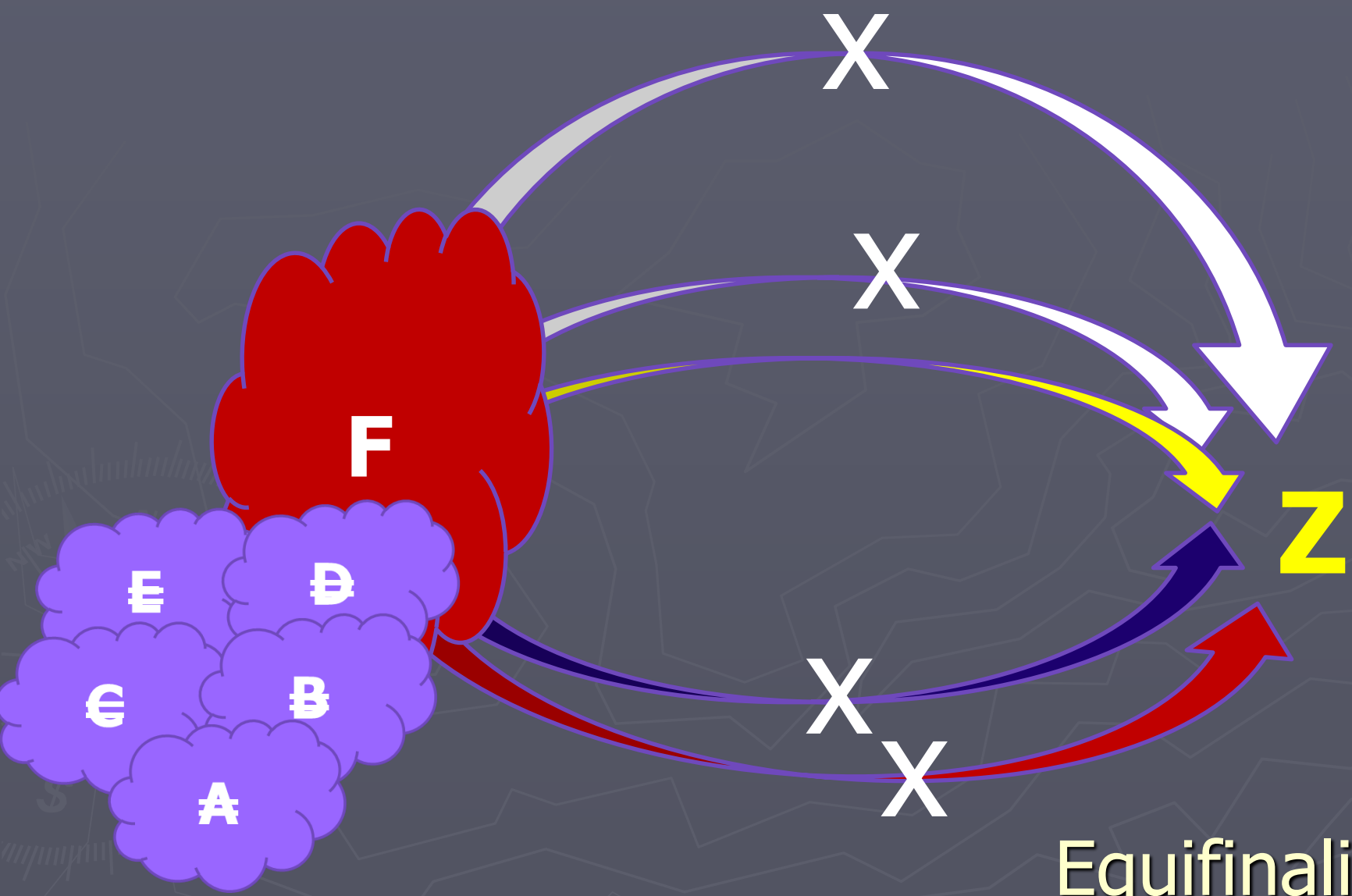


MEANS/METHODS



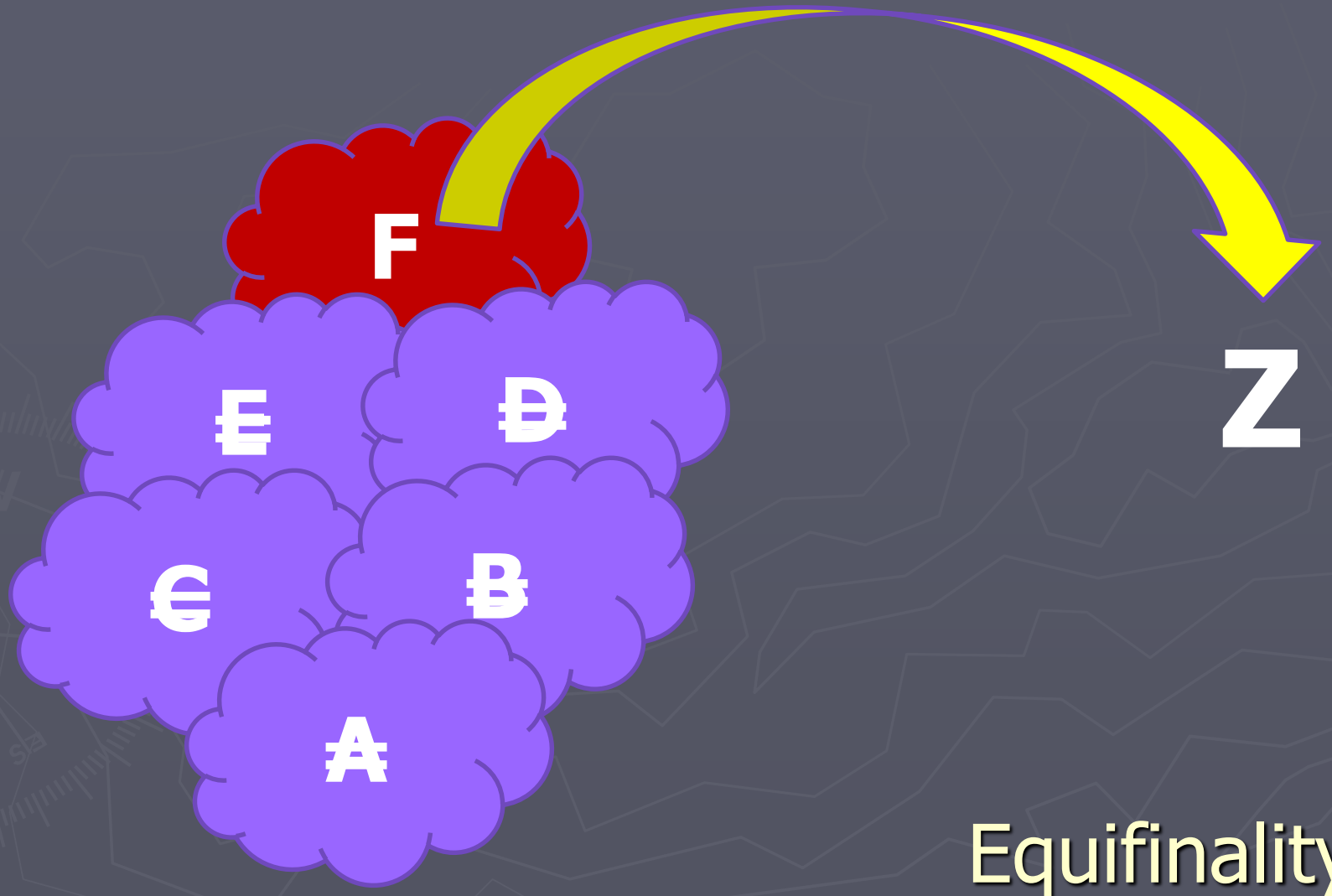
Disposition towards the issue to hand

Social Construction of Options



Equifinality

Social Construction of Options



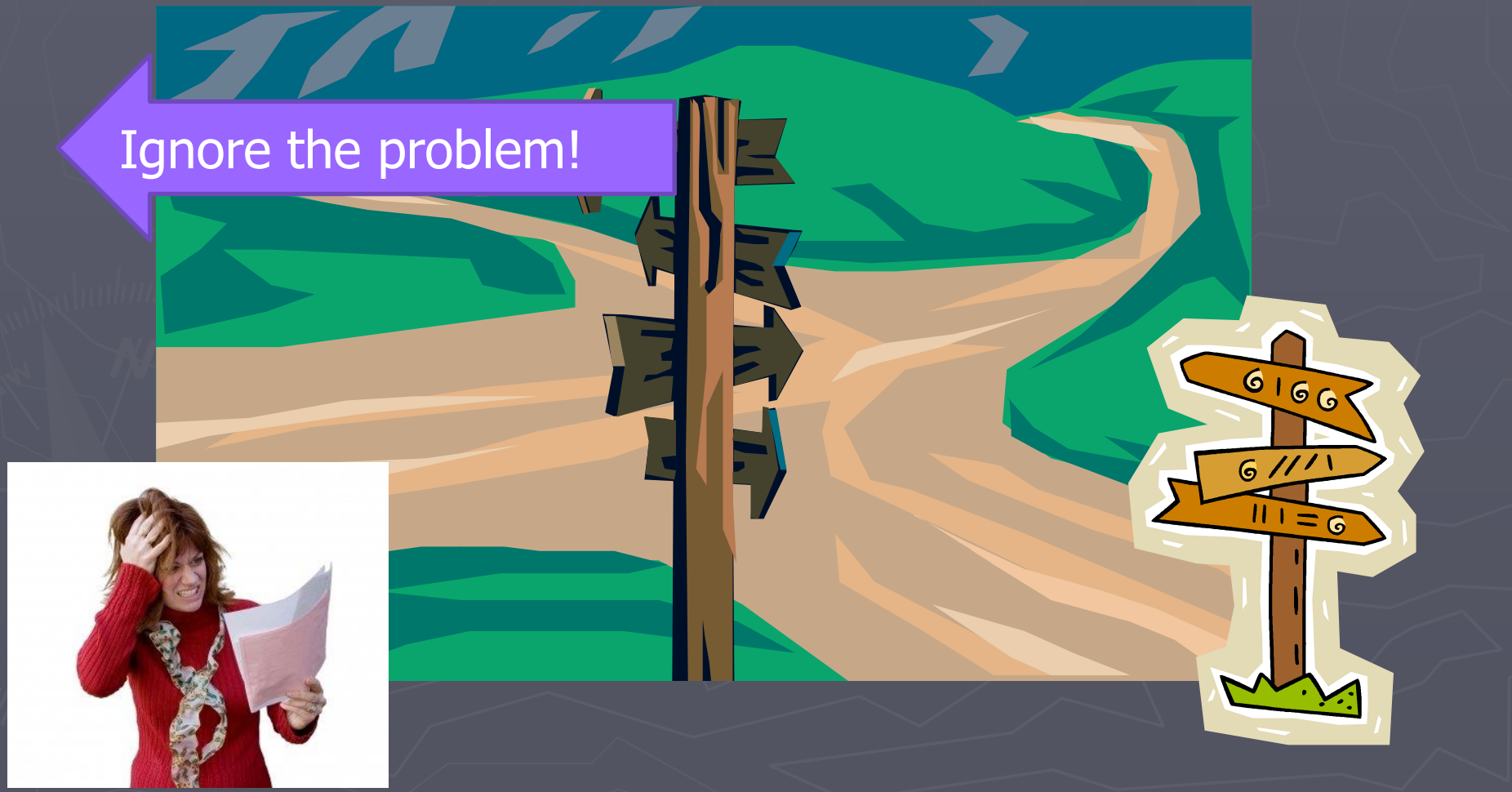
Equifinality

EQUIFINALITY

- IS THERE EVER ONLY ONE WAY??

EQUIFINALITY

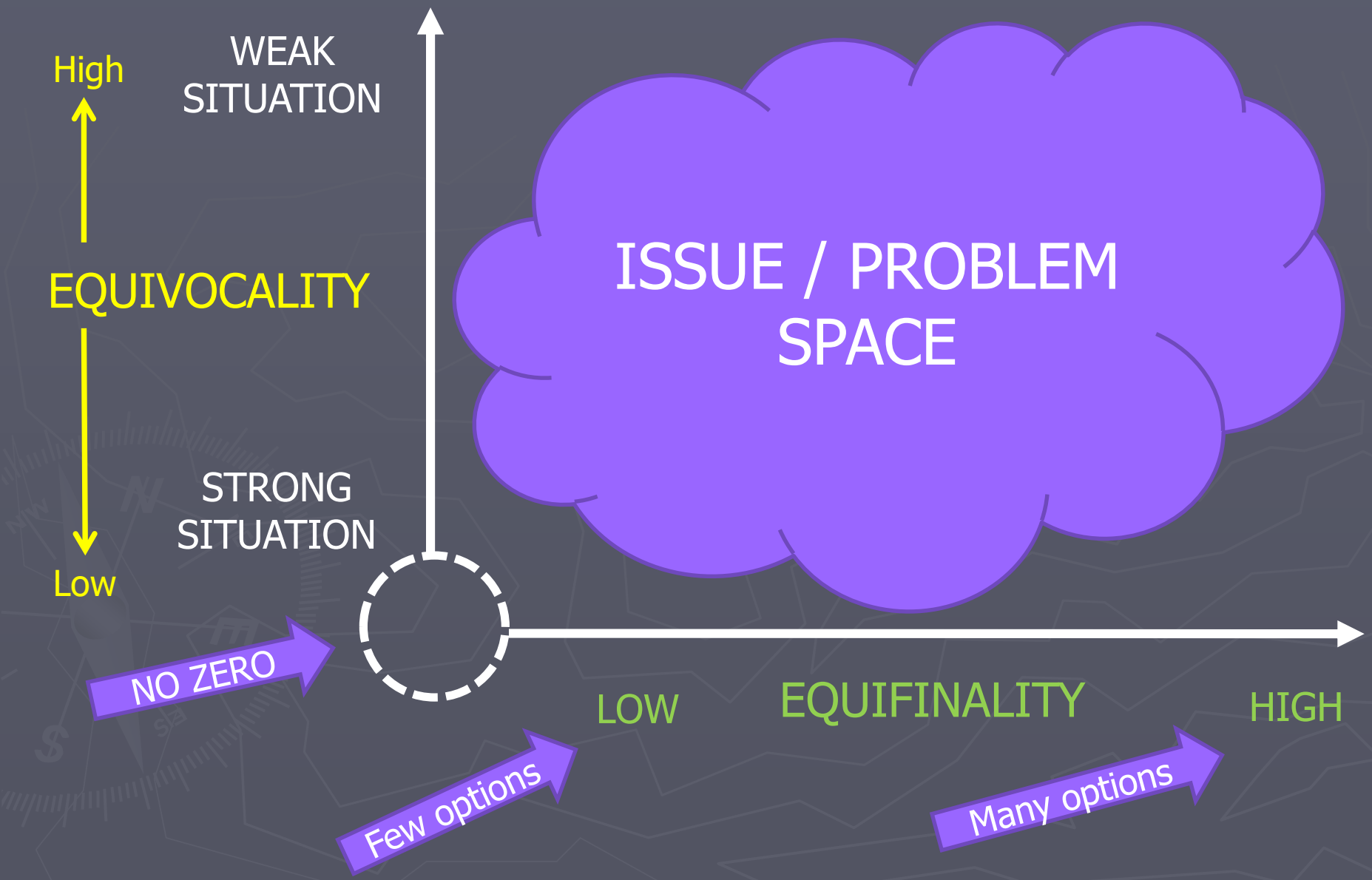
- IS THERE EVER ONLY ONE WAY??



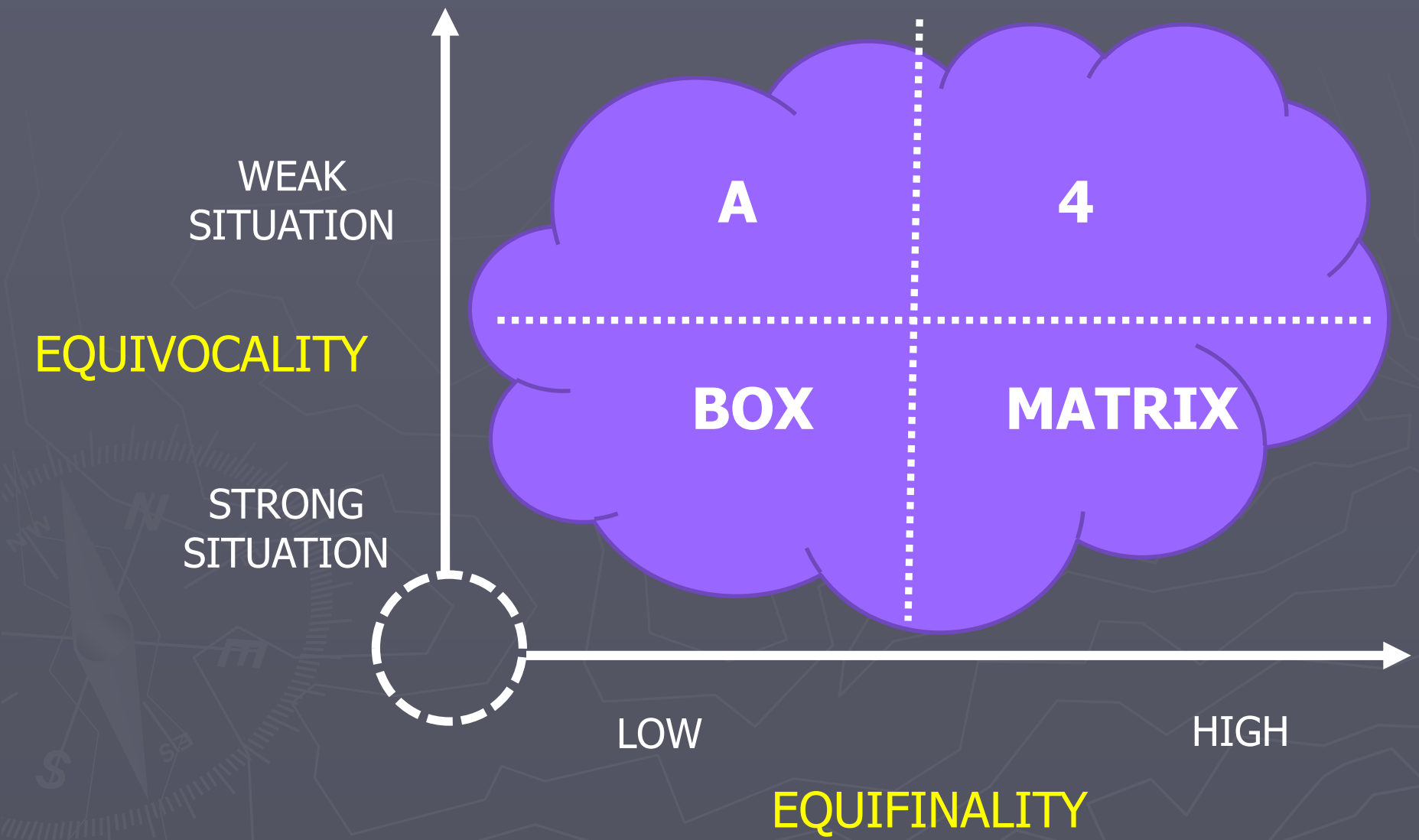
EQUIFINALITY

- IS THERE EVER ONLY ONE WAY??

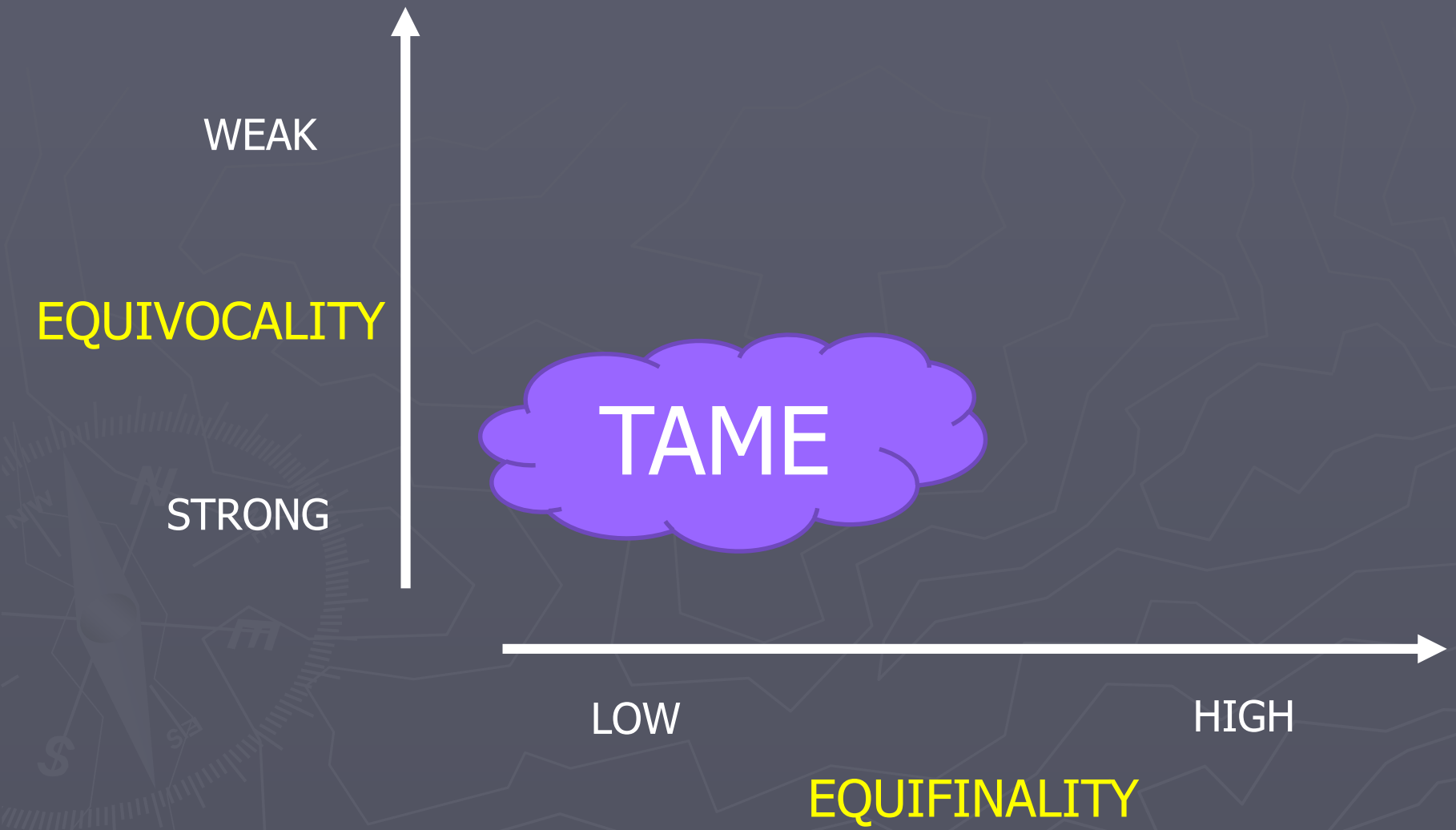
The Milieu of Managing & 'Strategizing'



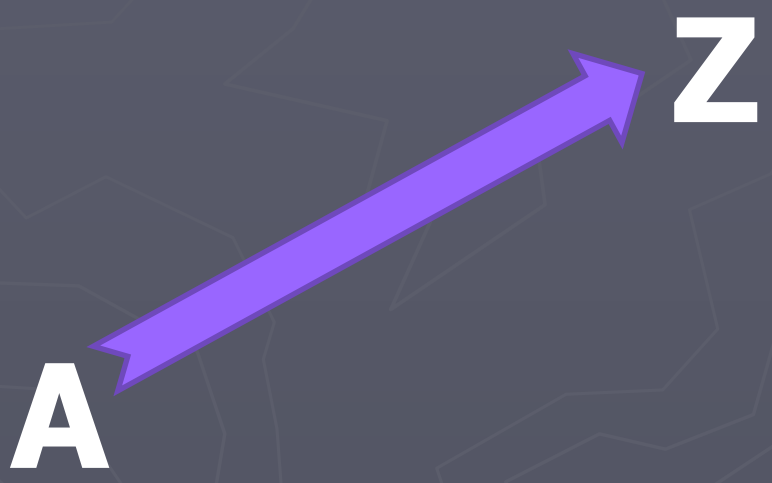
AN MBA DRUG


WEAK
SITUATION
EQUIVOCALITY
STRONG
SITUATION
A
4
BOX
MATRIX
LOW
HIGH
EQUIFINALITY

The Milieu of Managing & 'Strategizing'



Tame Problems



The **causality** is……

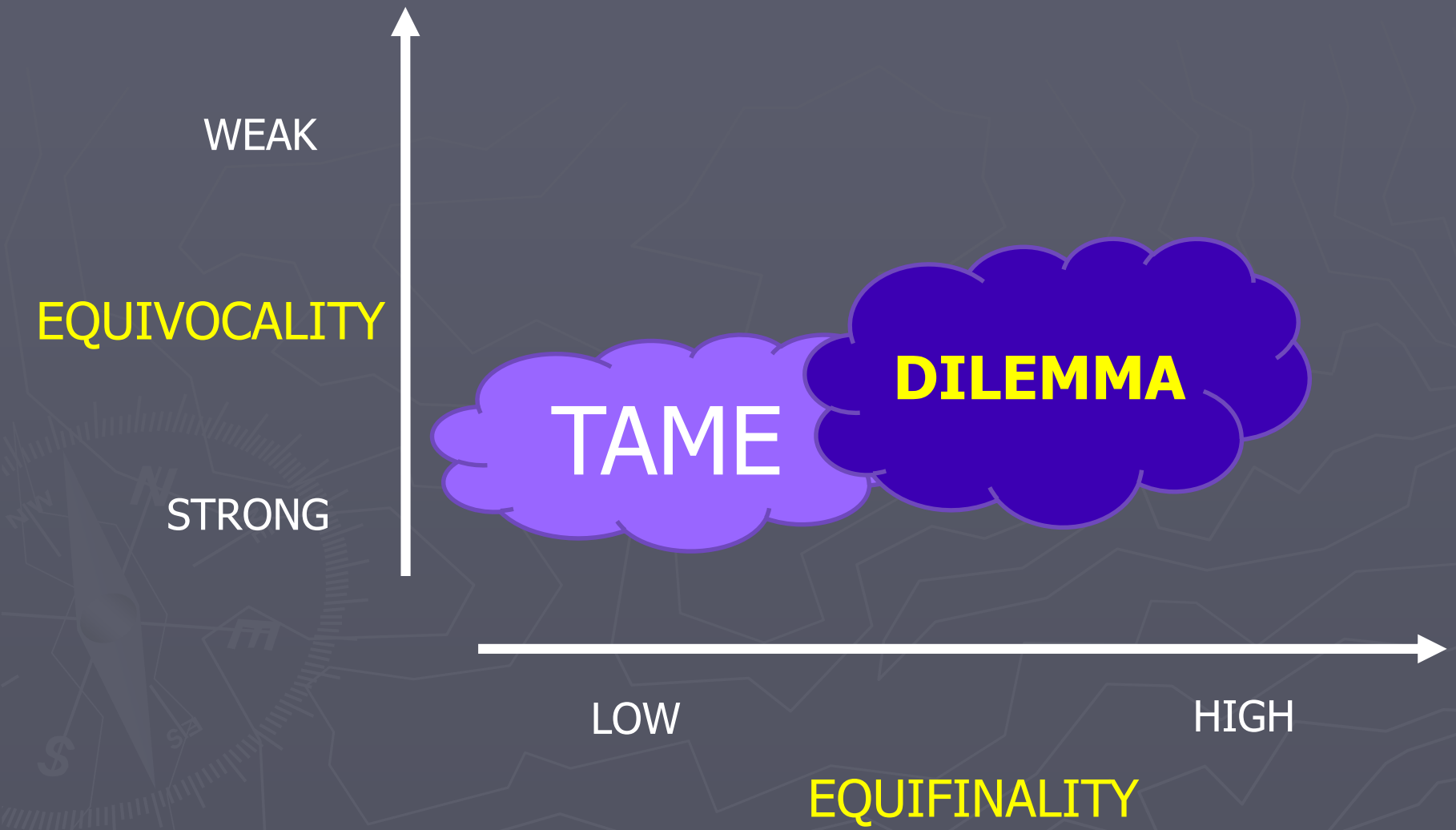
Why, why why why why why, why, why…..

Not so tame the problem is…..

ALL SITUATIONS ARE WEAK

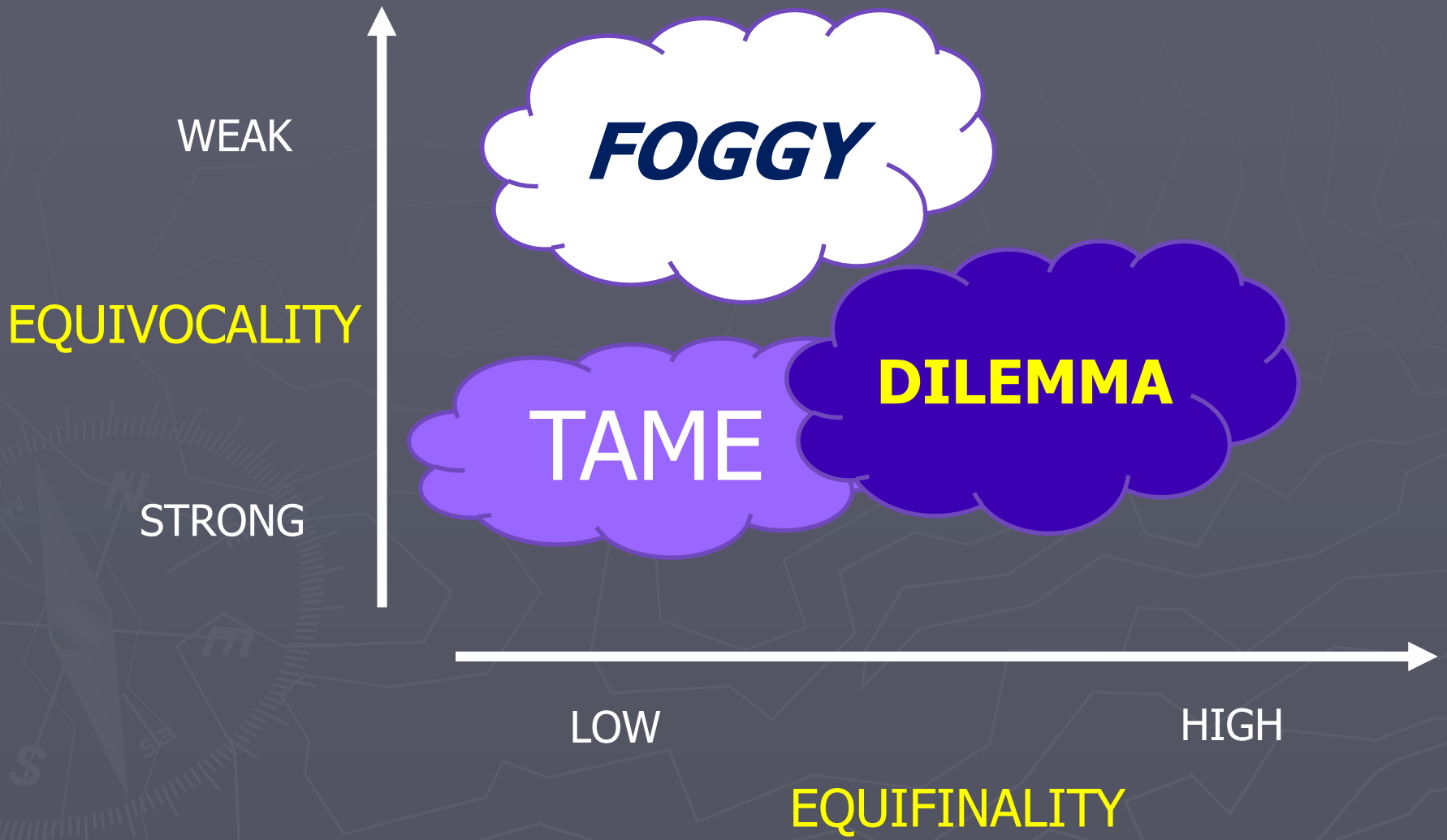
SOME ARE JUST WEAKER THAN OTHERS

The Milieu of Managing & 'Strategizing'

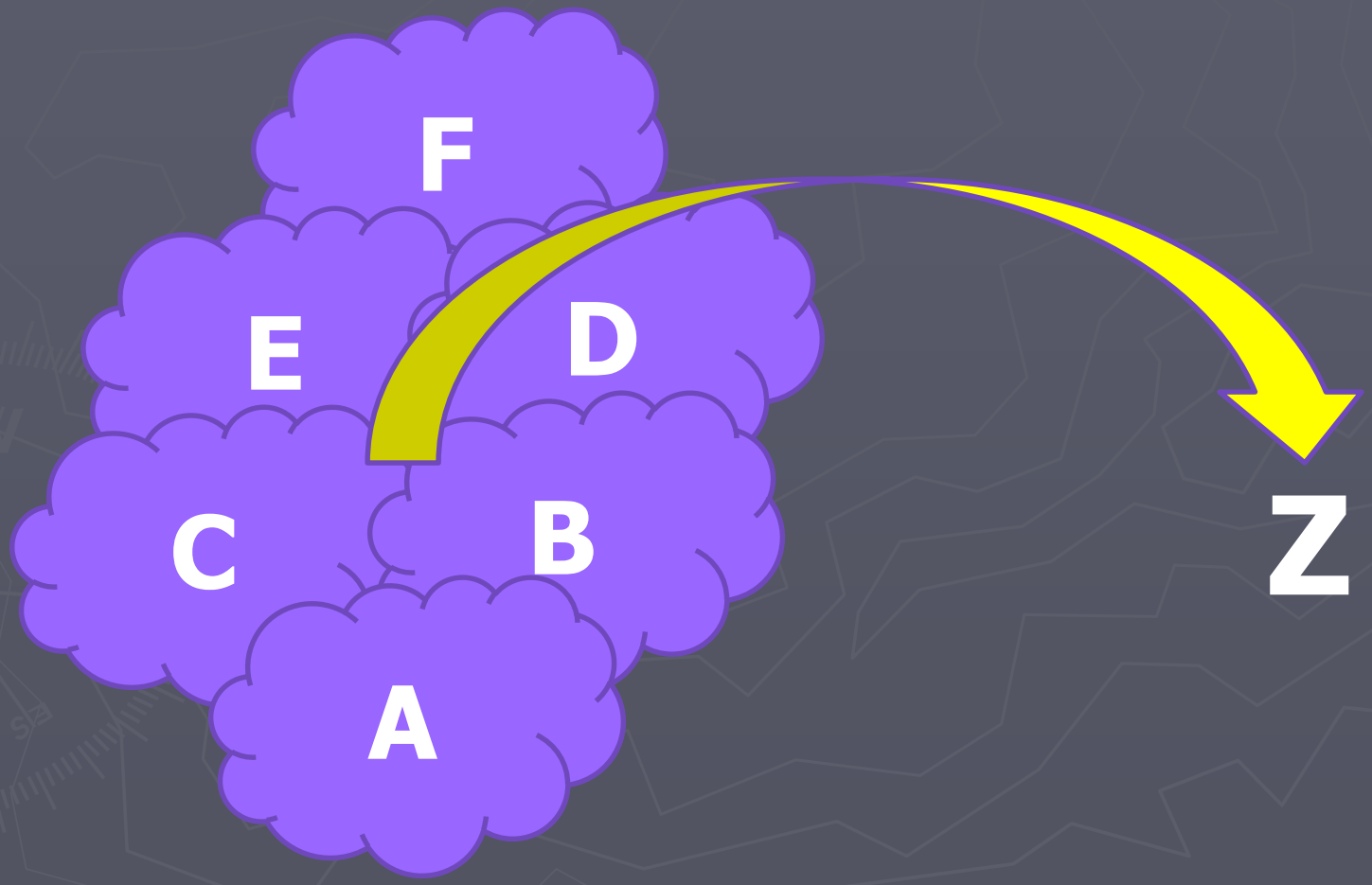


Dilemmas

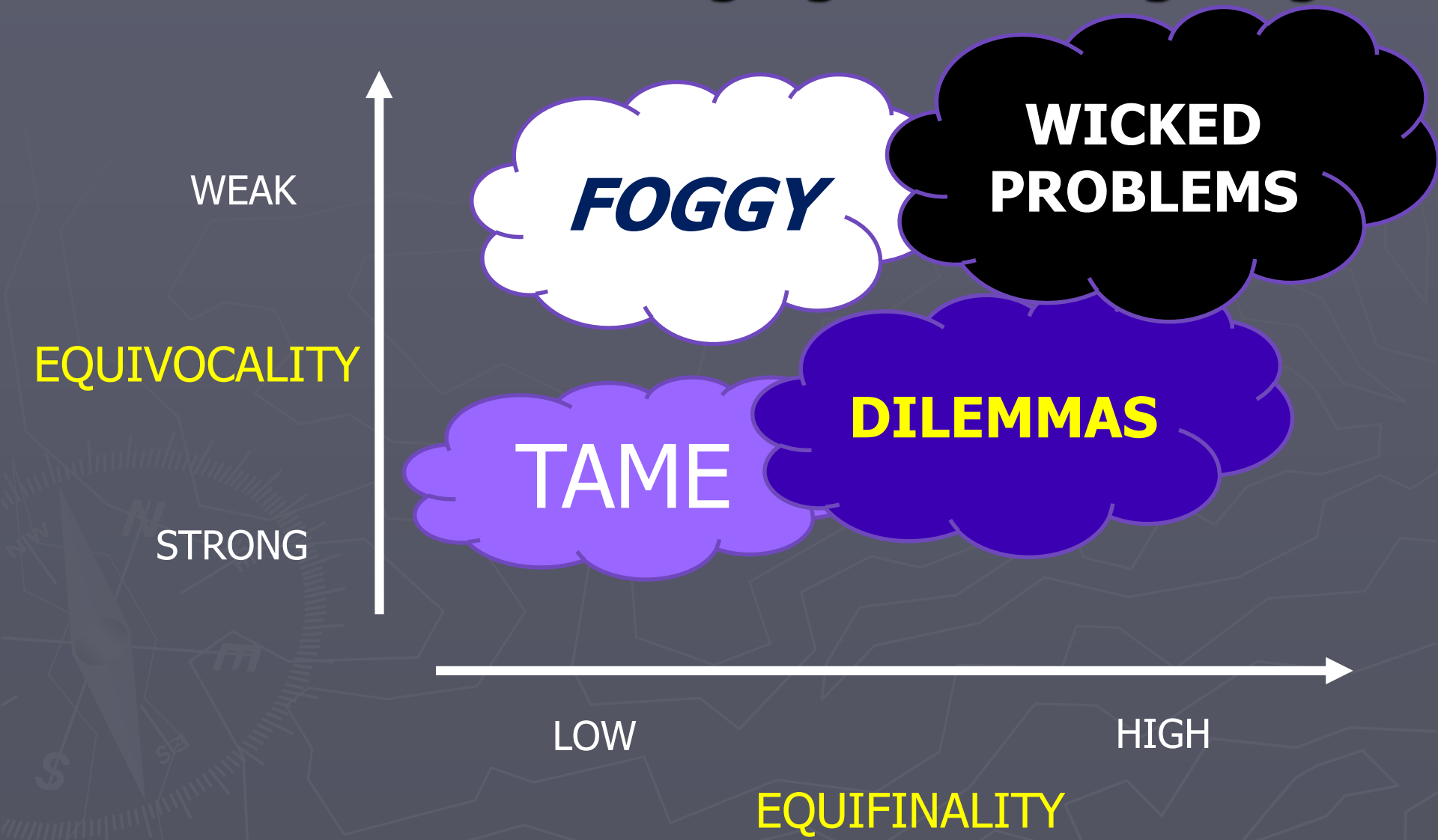
The Milieu of Managing & 'Strategizing'



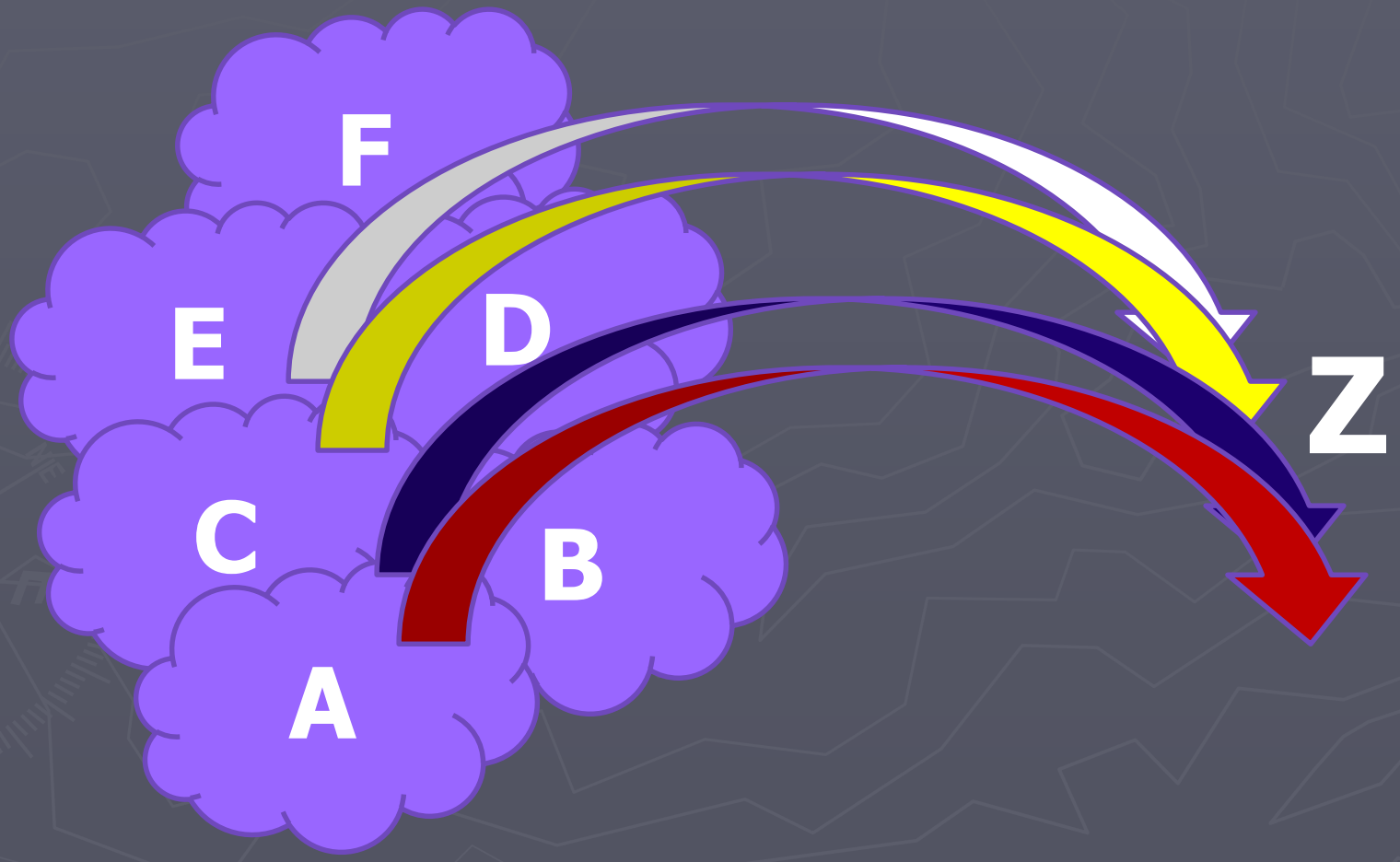
Foggy problems



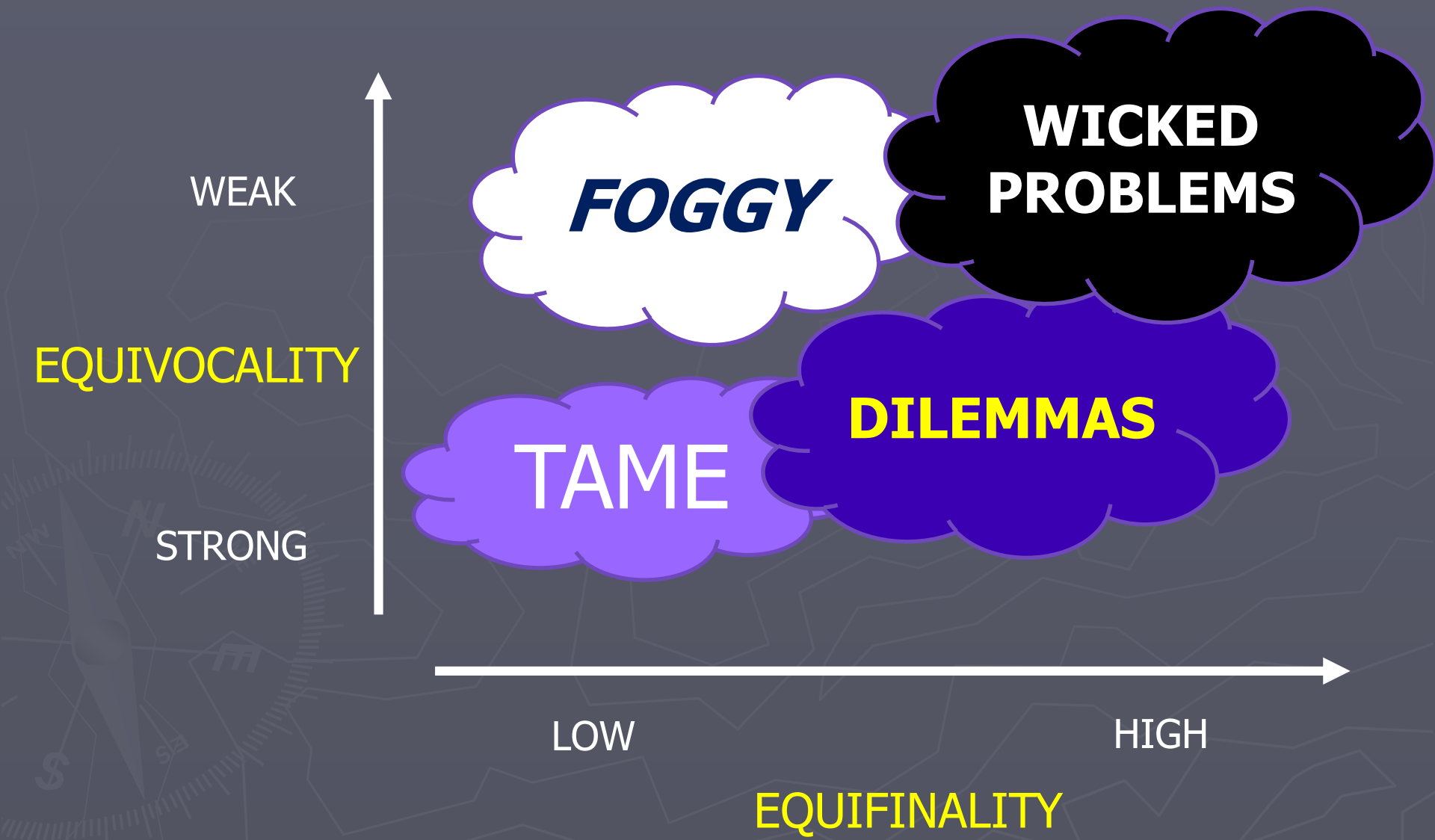
The Milieu of Managing & 'Strategizing'



Wicked problems



The Milieu of Managing & 'Strategizing'



But what of

Disposition towards the issue to hand

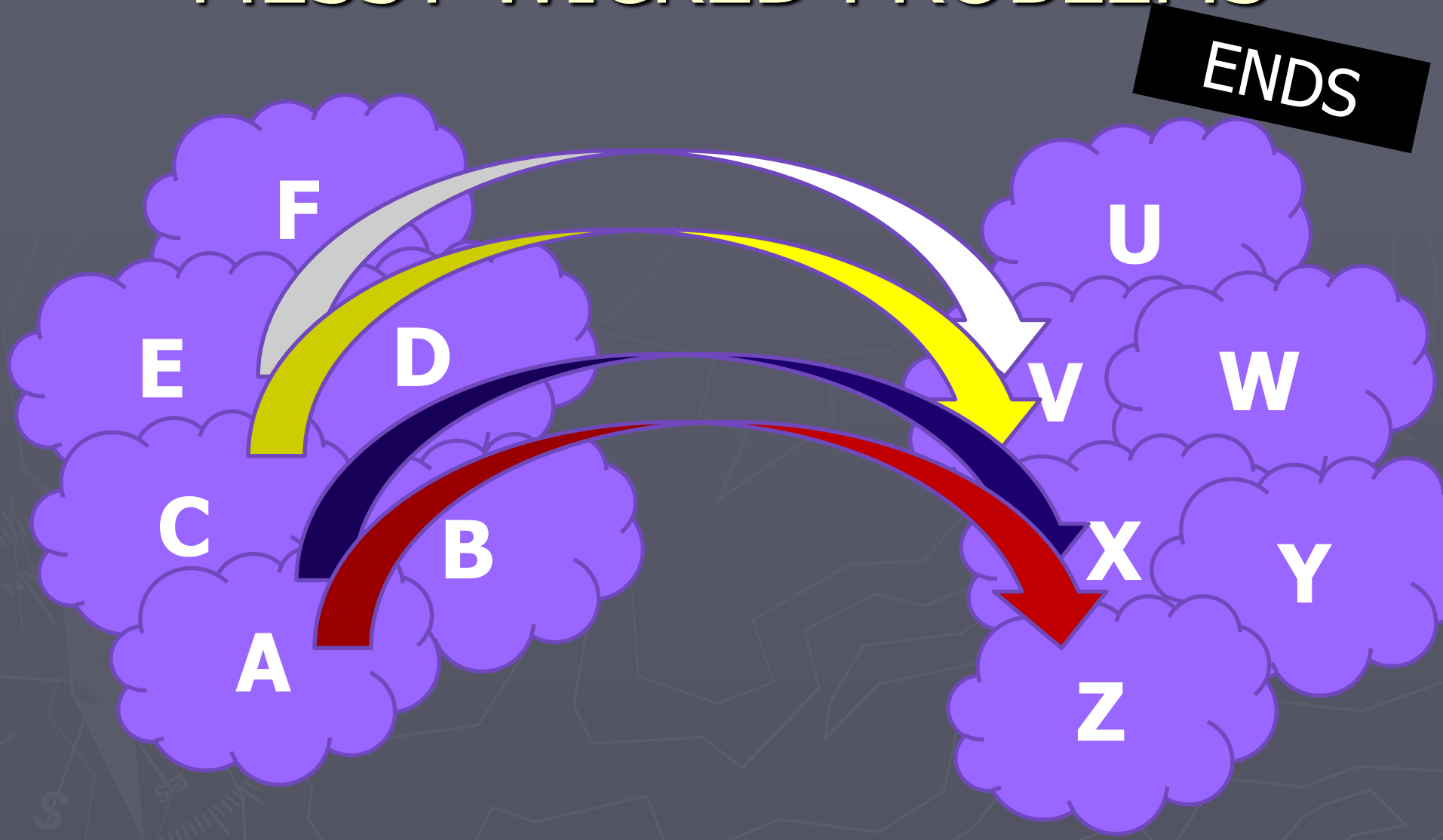
The Milieu of Managing & 'Strategizing'

- Managers **deliberate** to craft the degree of cognitive concordance as to
  - 'what is',
  - 'why what is, is'
  - **what should be,** and
  - how that 'what' should be achieved

  that they perceive as necessary for their collective action

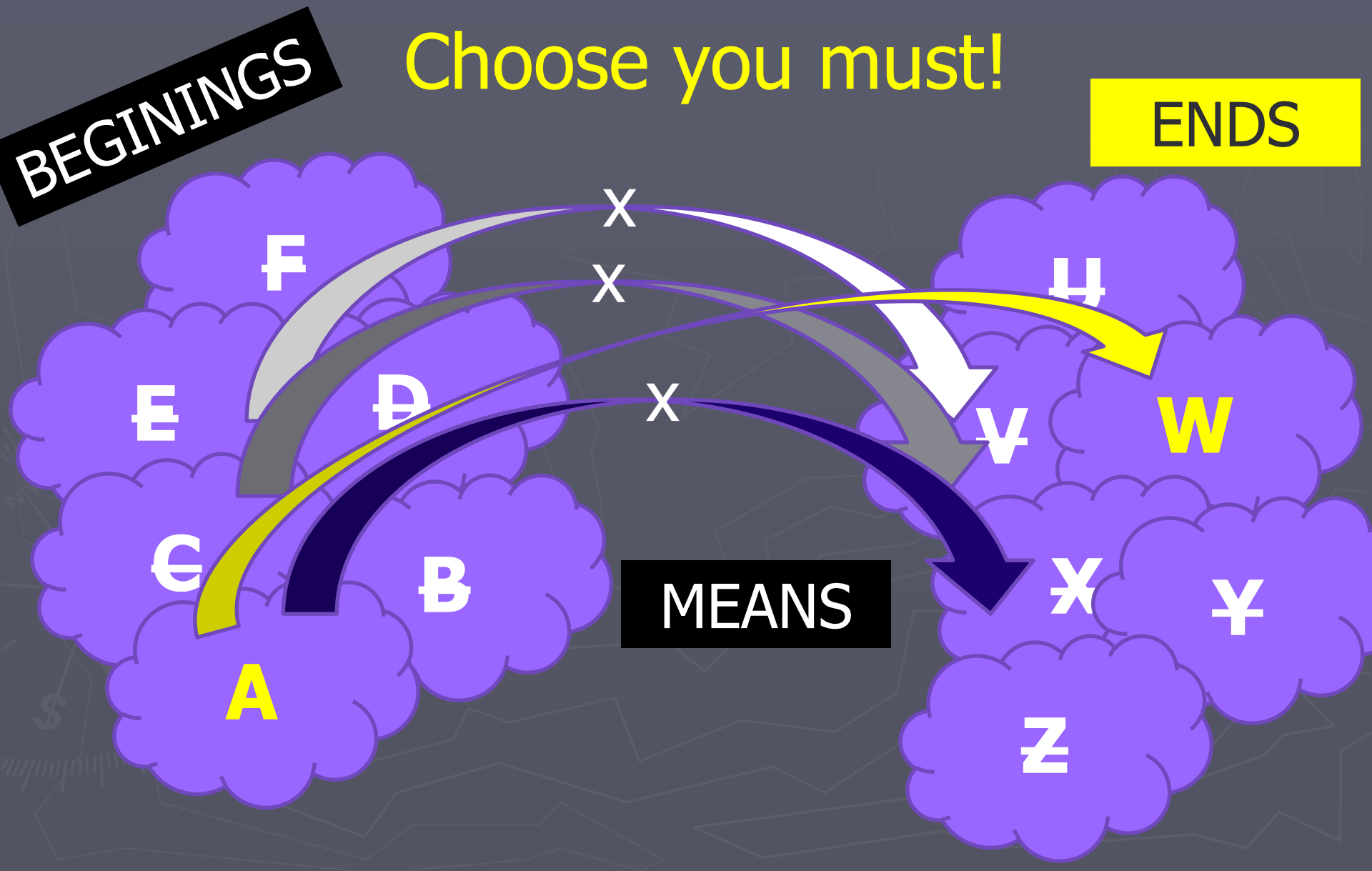
AN INFINITE NUMBER OF POTENTIAL FUTURES

MESSY WICKED PROBLEMS



AN INFINITE NUMBER OF POTENTIAL FUTURES

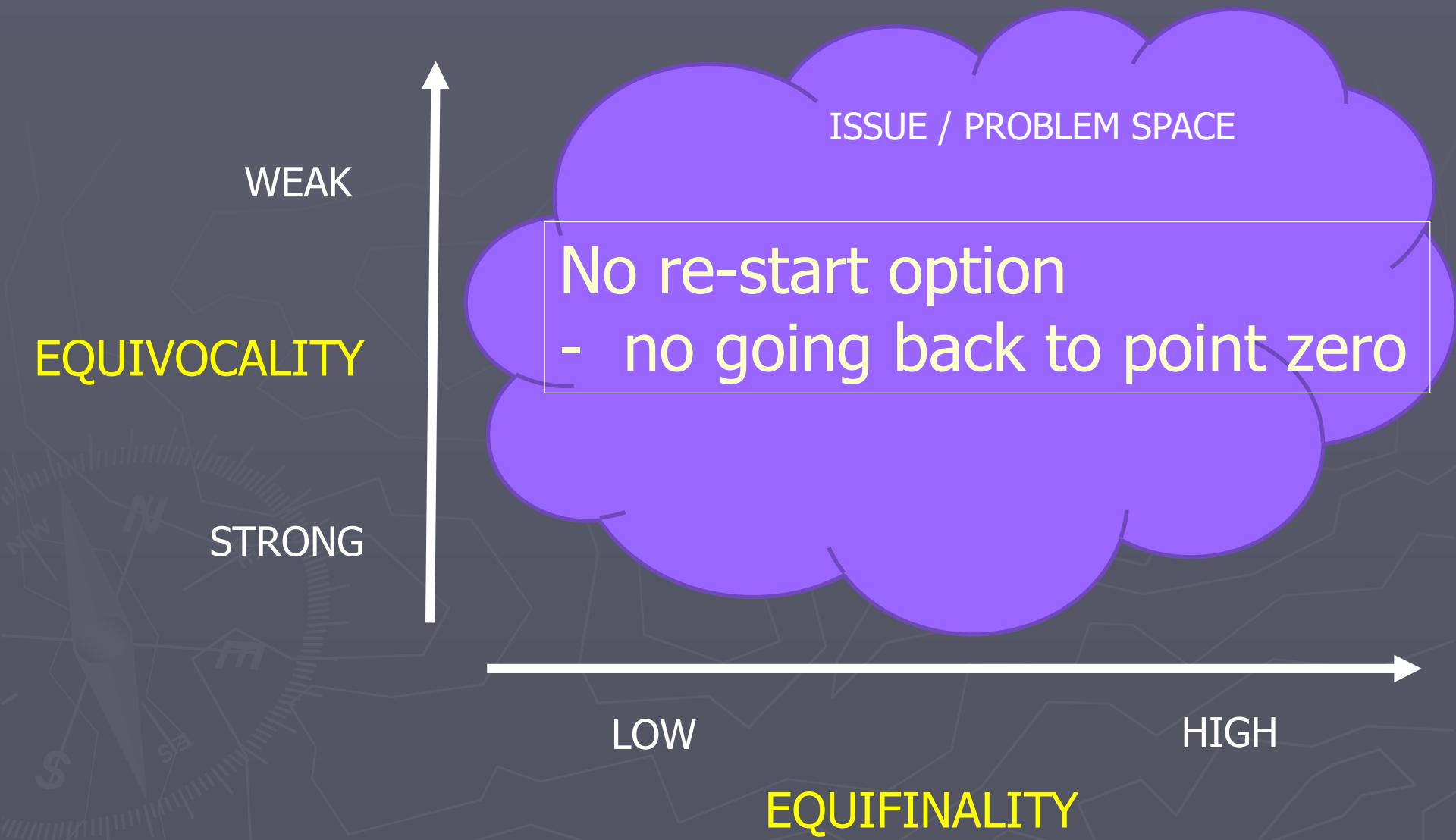
AN INFINITE NUMBER OF POTENTIAL FUTURES



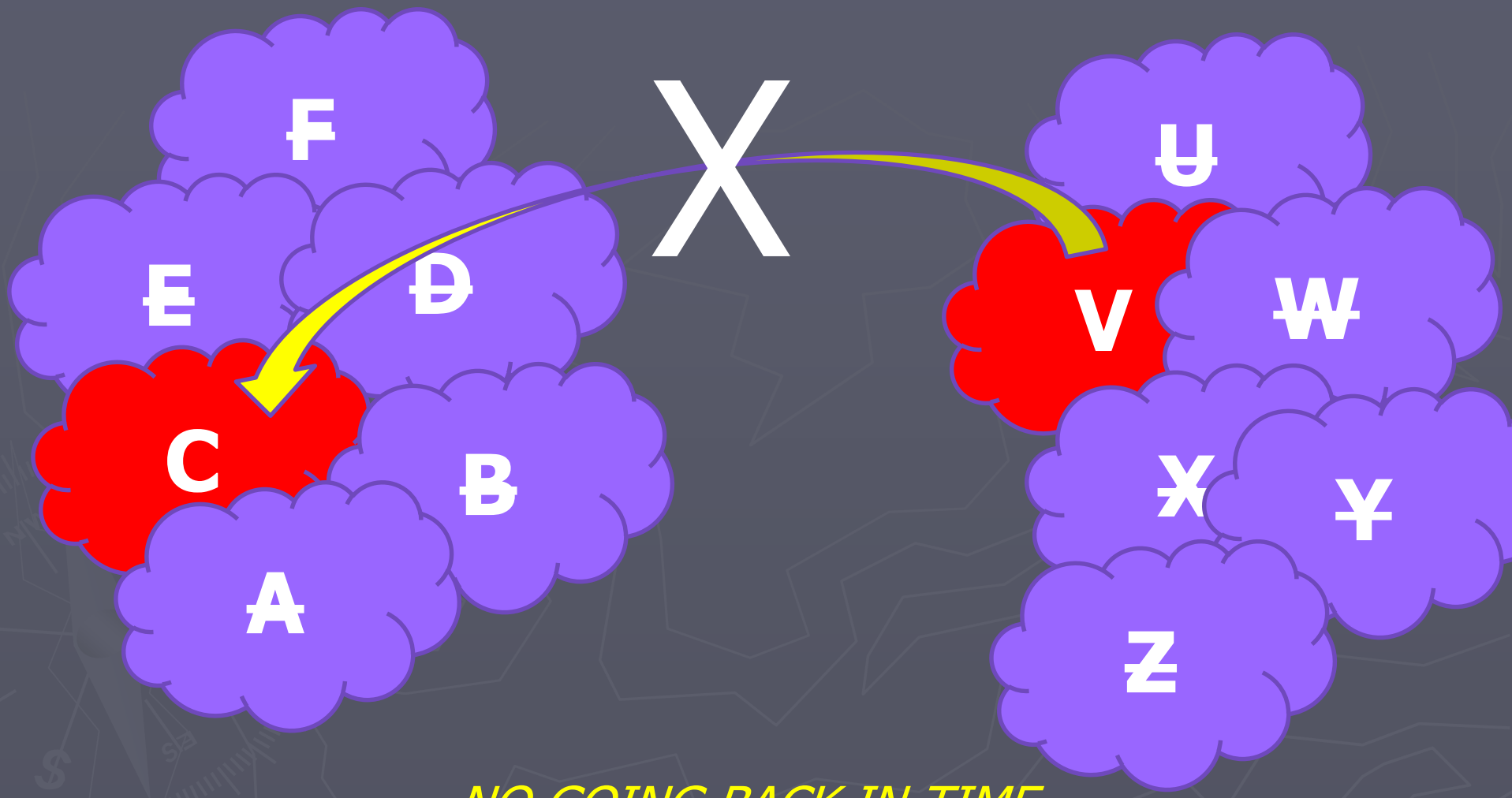
And it gets worse!

Disposition towards the issue to hand

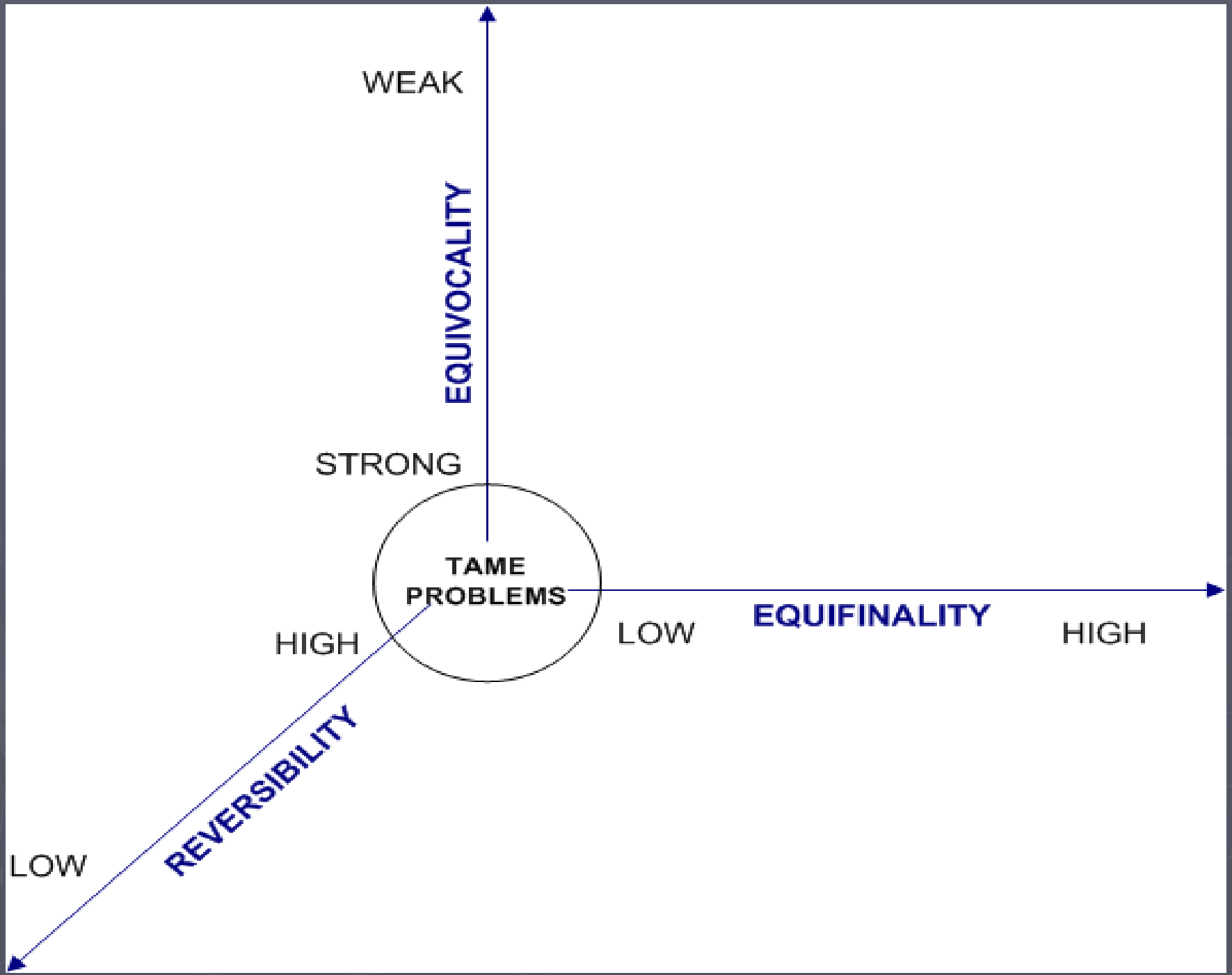
The Milieu of Managing & 'Strategizing'



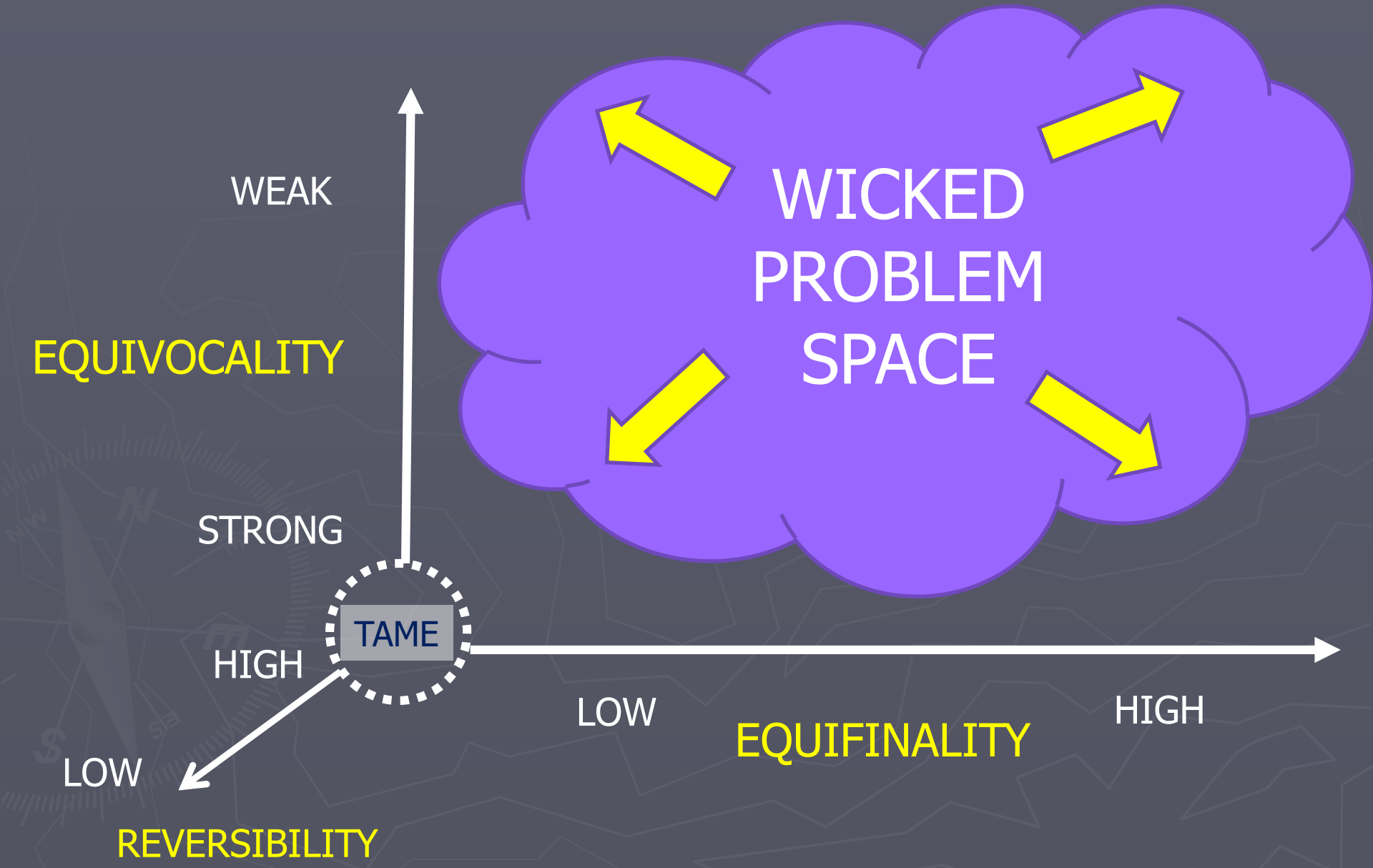
MESSY WICKED PROBLEMS



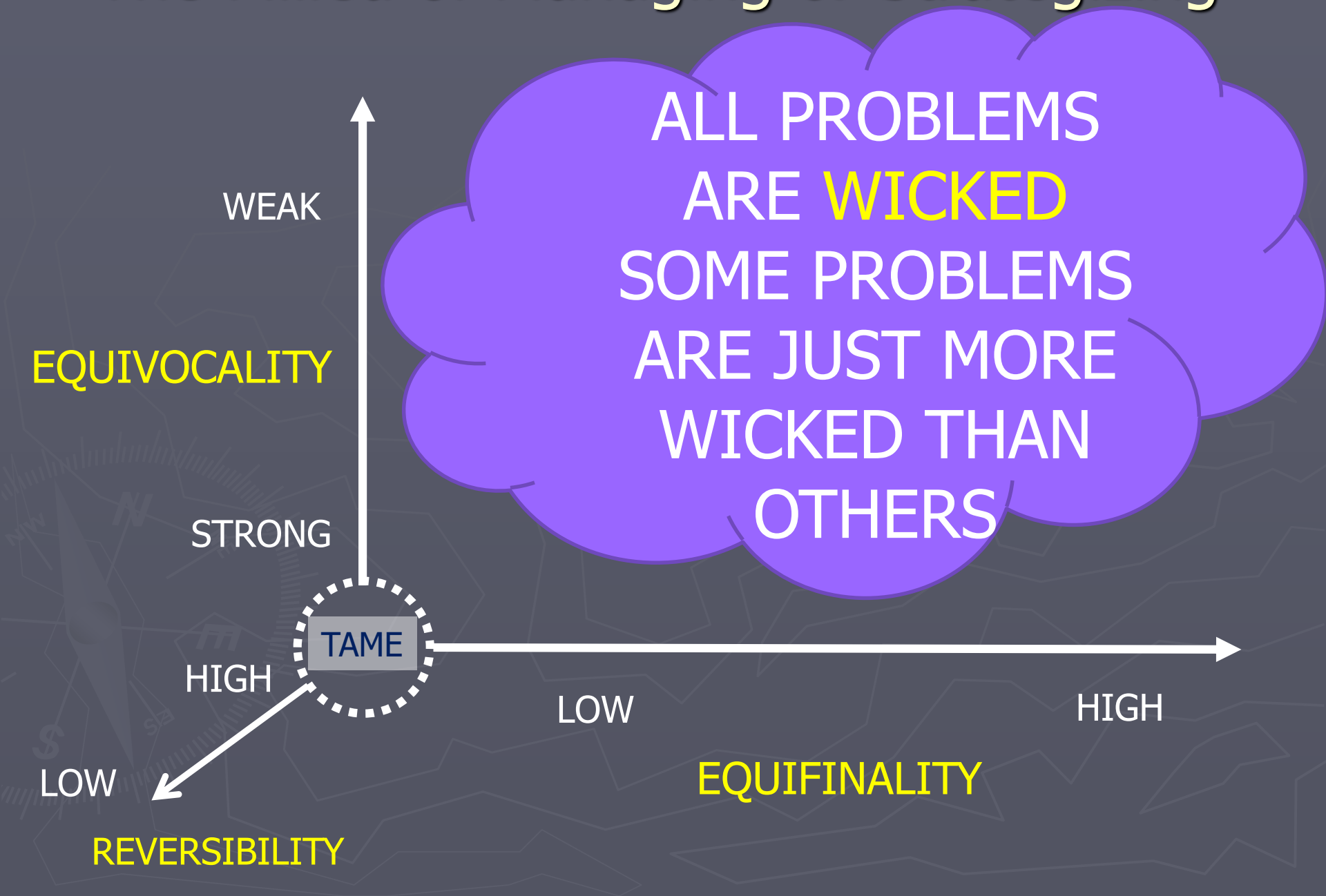
NO GOING BACK IN TIME
ONCE YOU HAVE ACTED YOU HAVE CHANGED THE WORLD


WEAK
EQUIVOCALITY
STRONG
TAME
PROBLEMS
HIGH
LOW
EQUIFINALITY
HIGH
REVERSIBILITY
LOW

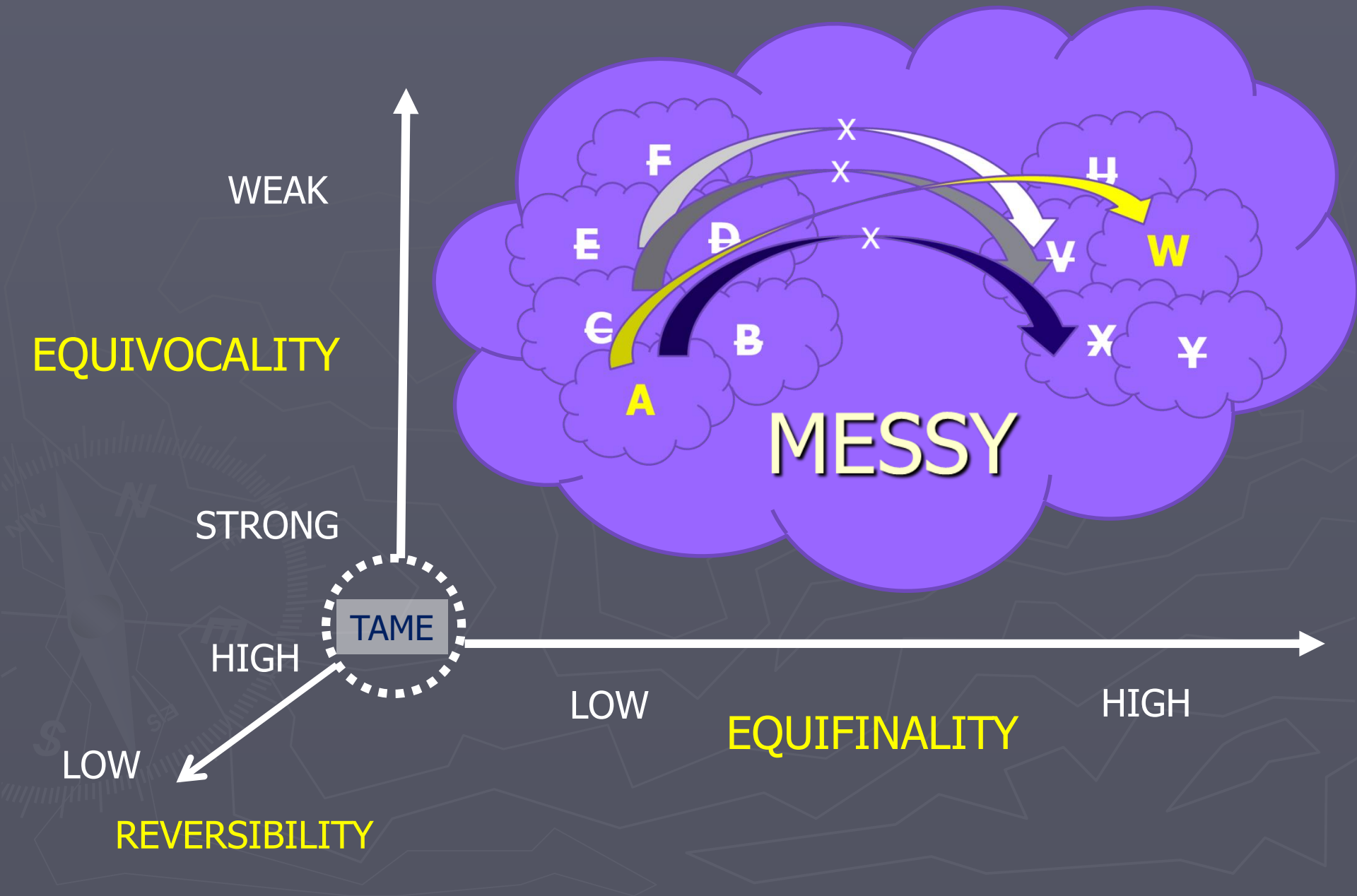
The Milieu of Managing & 'Strategizing'



The Milieu of Managing & 'Strategizing'



The Milieu of Managing & 'Strategizing'

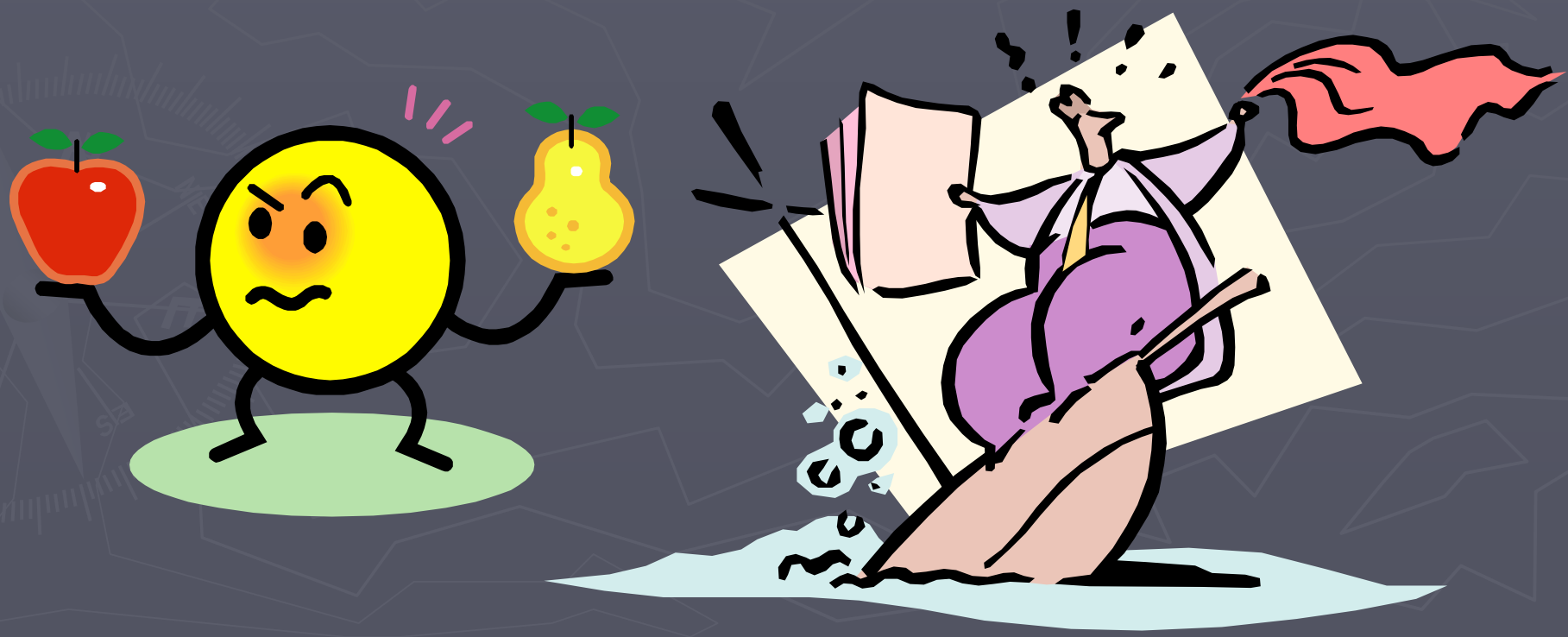


And it gets even worse!

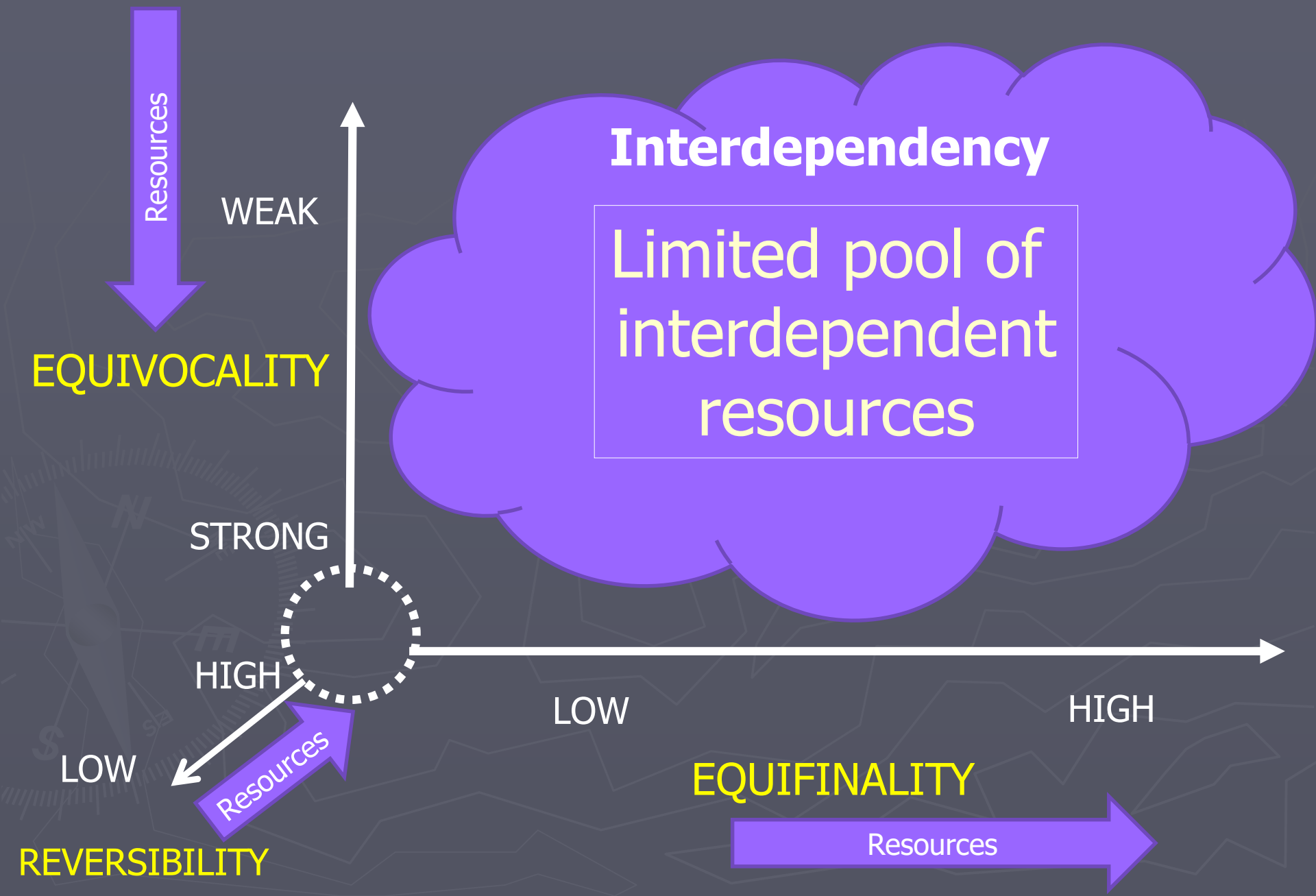
Disposition towards the issue to hand

The Milieu of Managing & 'Strategizing'

- The wickedness of the situations in which managers find themselves is further compounded….



The Milieu of Managing & 'Strategizing'

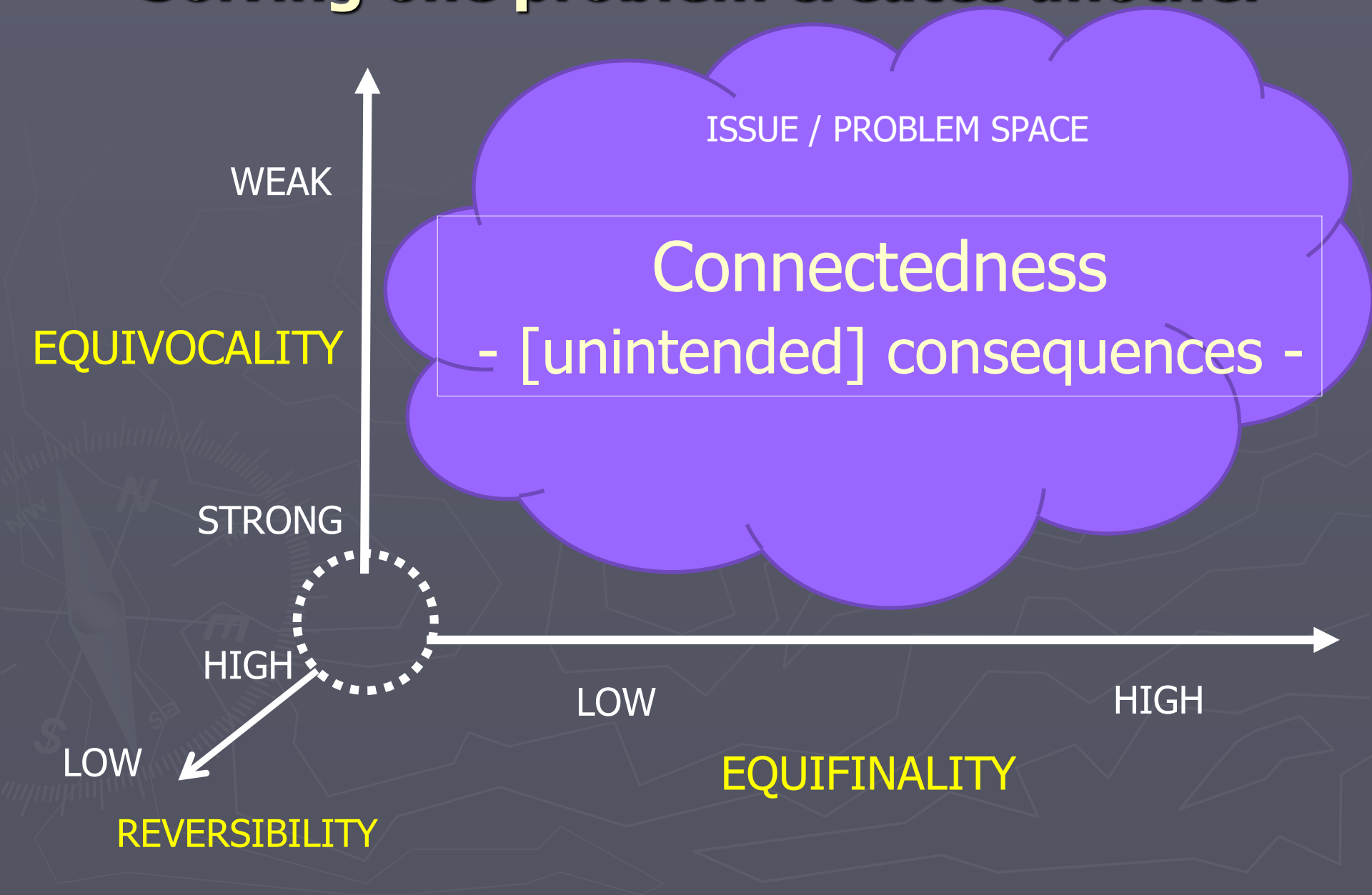


Give me the budget of NASA and I'll fly you to the moon

And it again gets worse!

Disposition towards the issue to hand

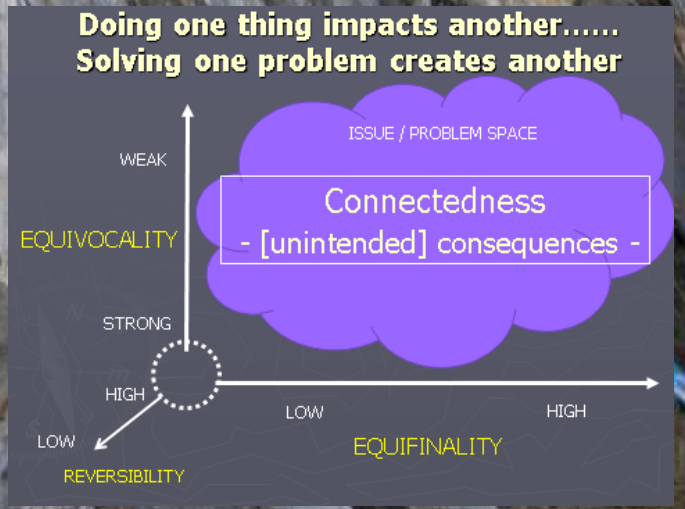
Doing one thing impacts another……
Solving one problem creates another



CONNECTEDNESS

DON'T FIX THAT!!

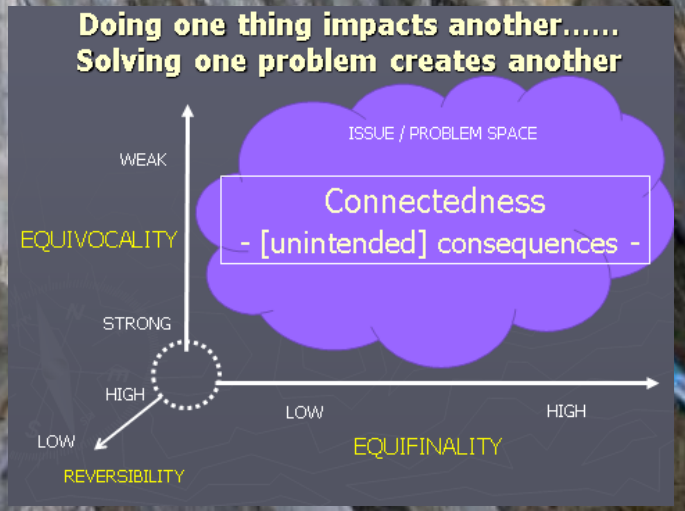
Examples???



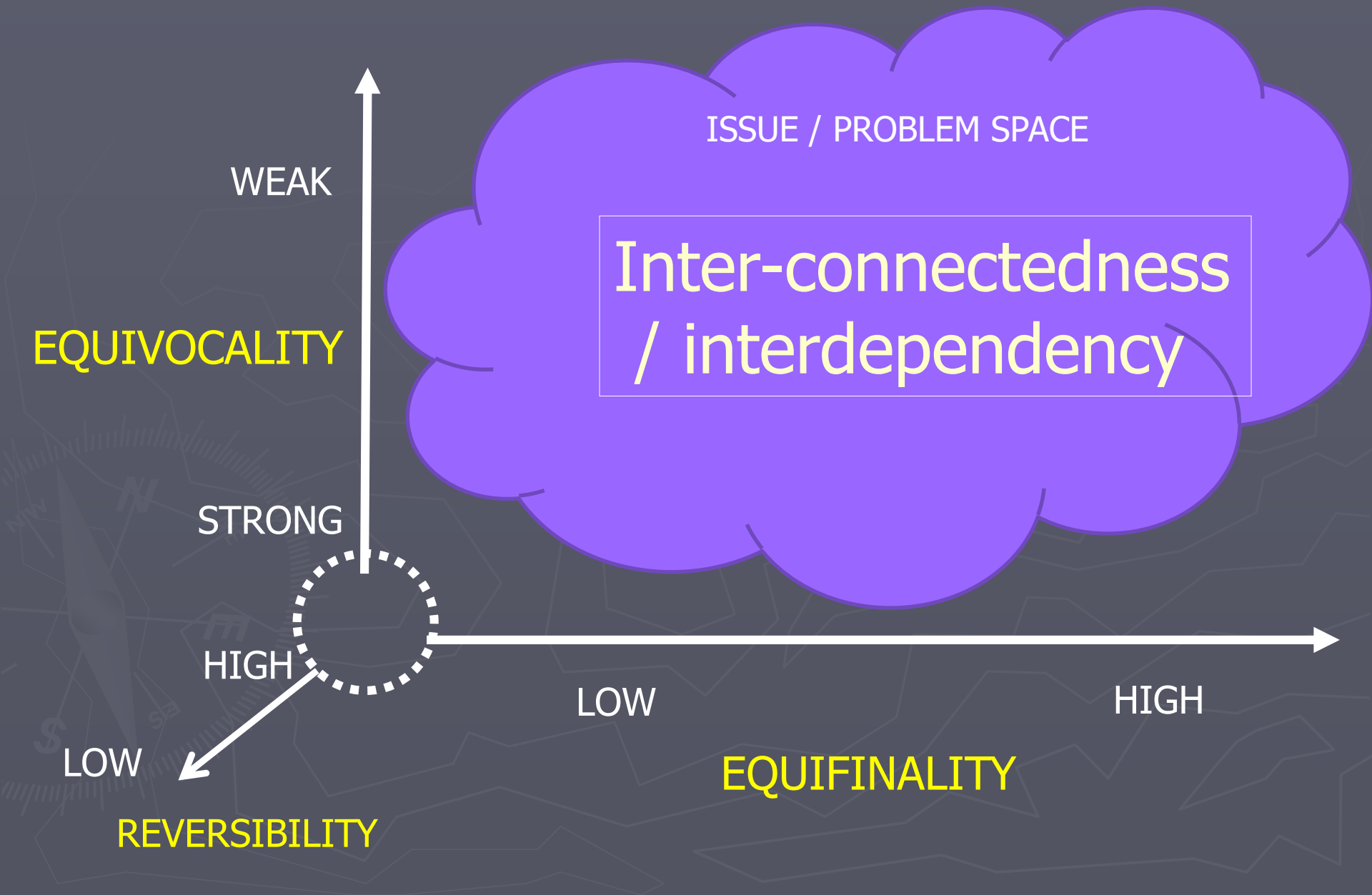
CONNECTEDNESS

You've done what?

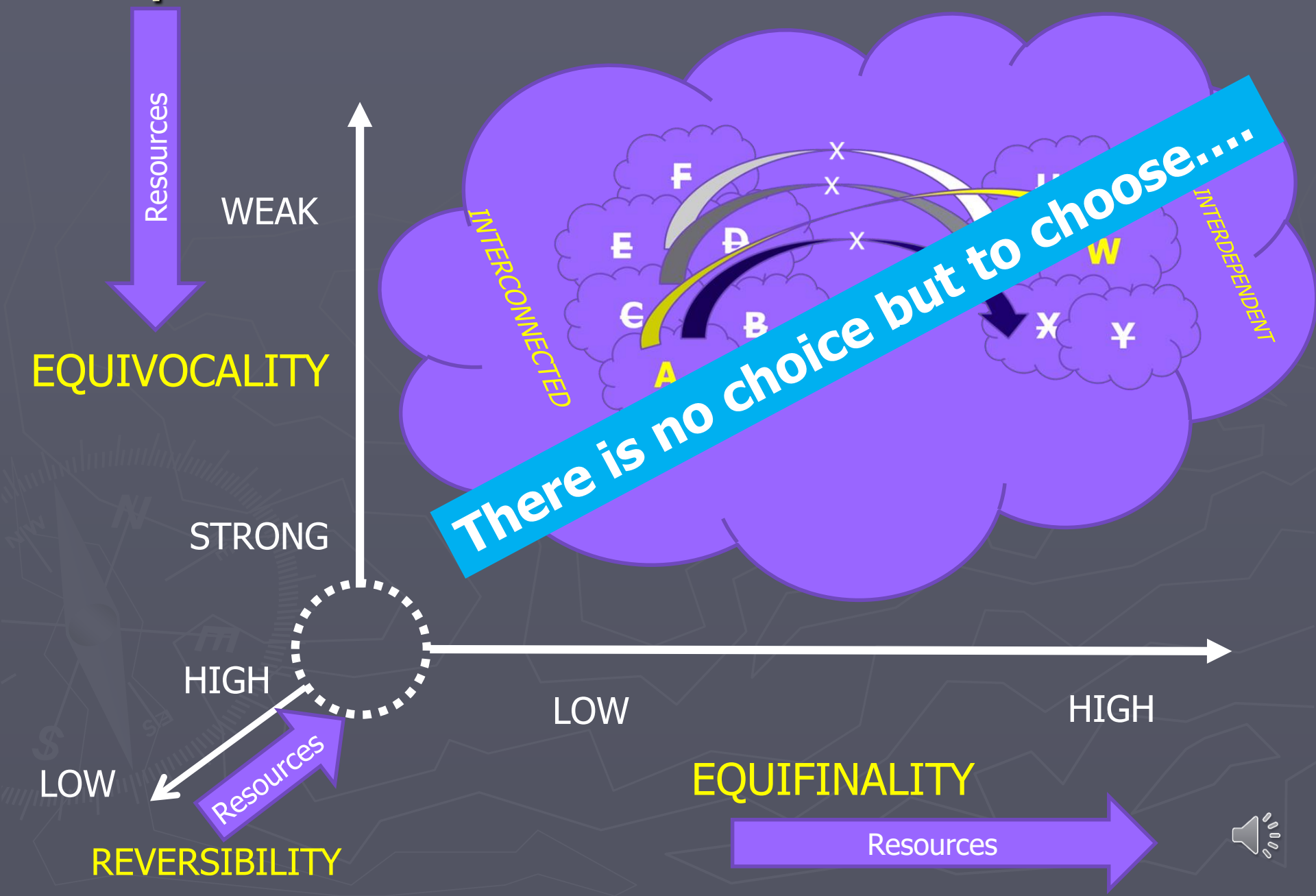
Examples???



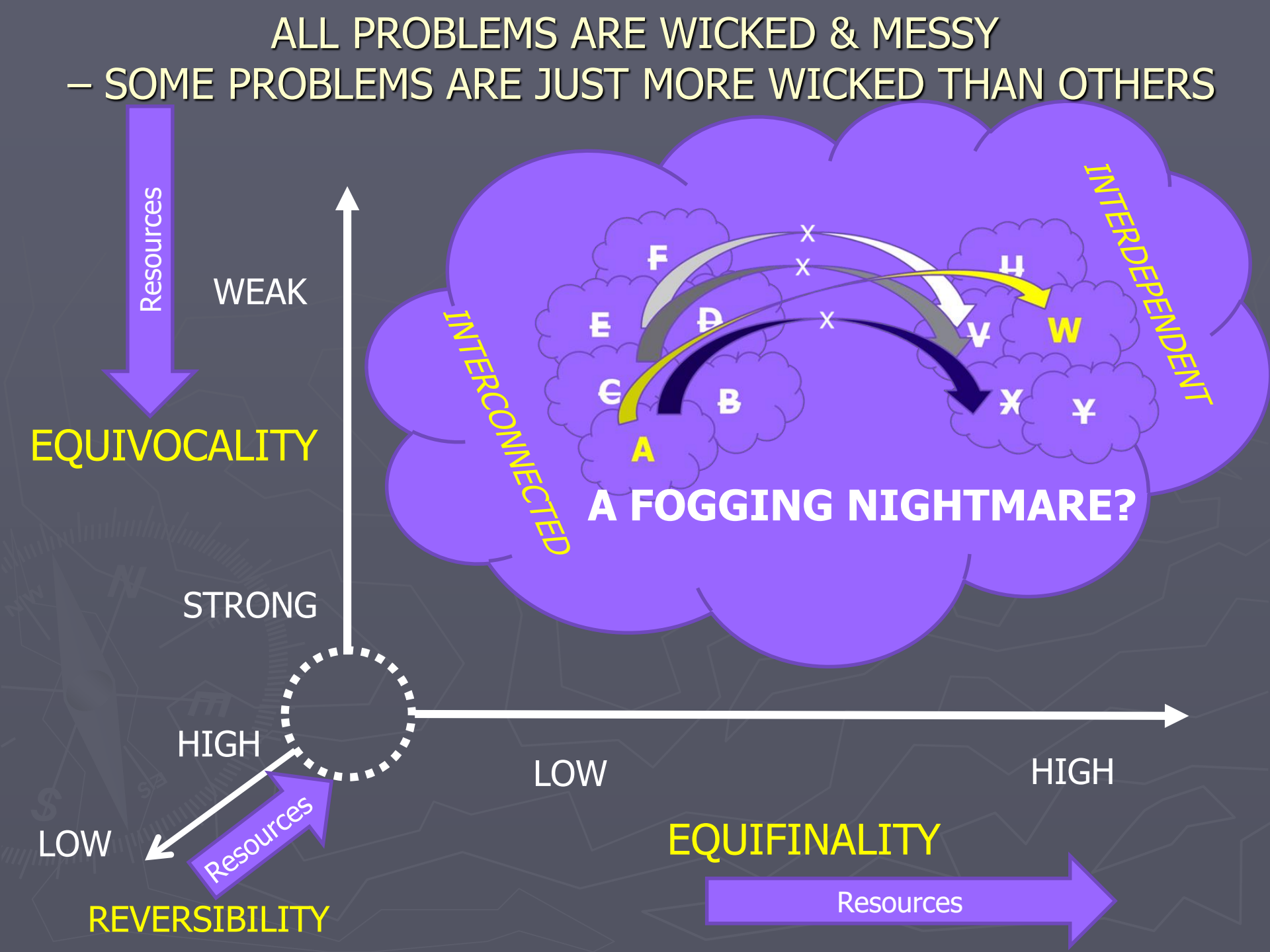
The Messy-Wicked Milieu



Disposition towards the issue to hand

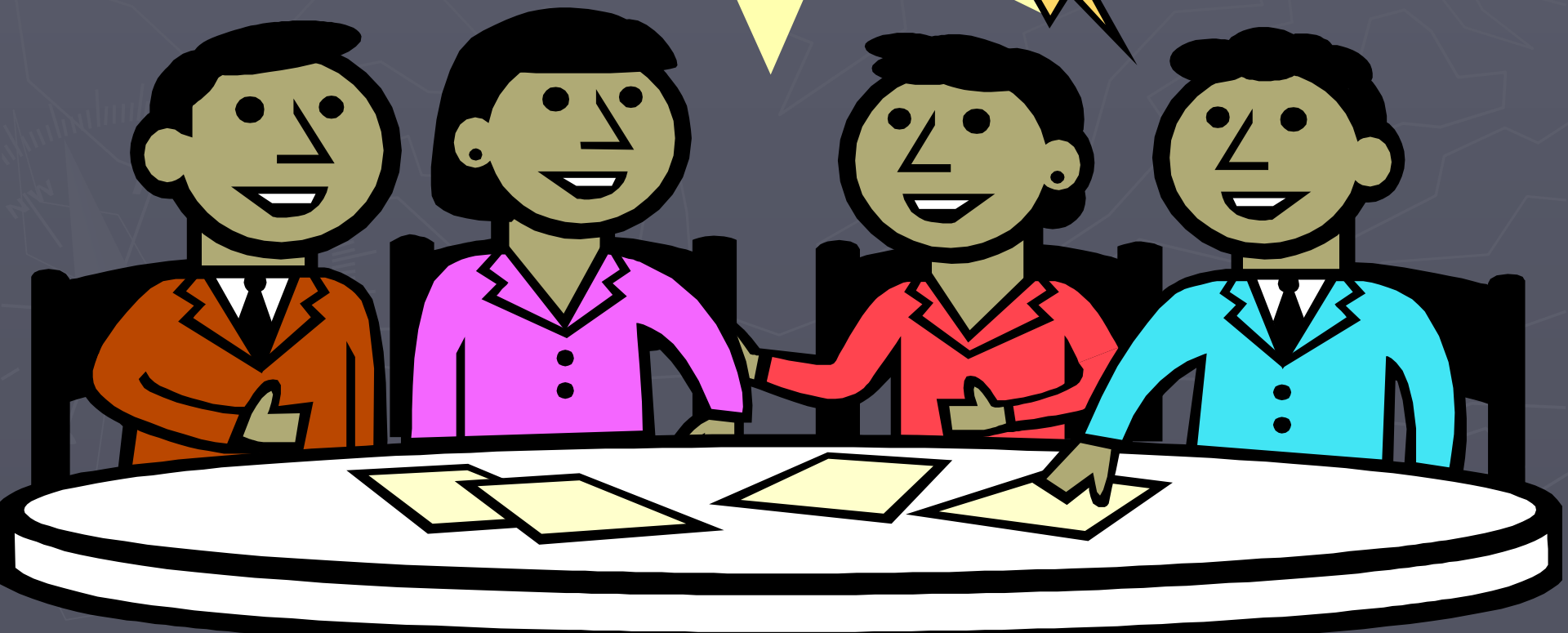


ALL PROBLEMS ARE WICKED & MESSY – SOME PROBLEMS ARE JUST MORE WICKED THAN OTHERS

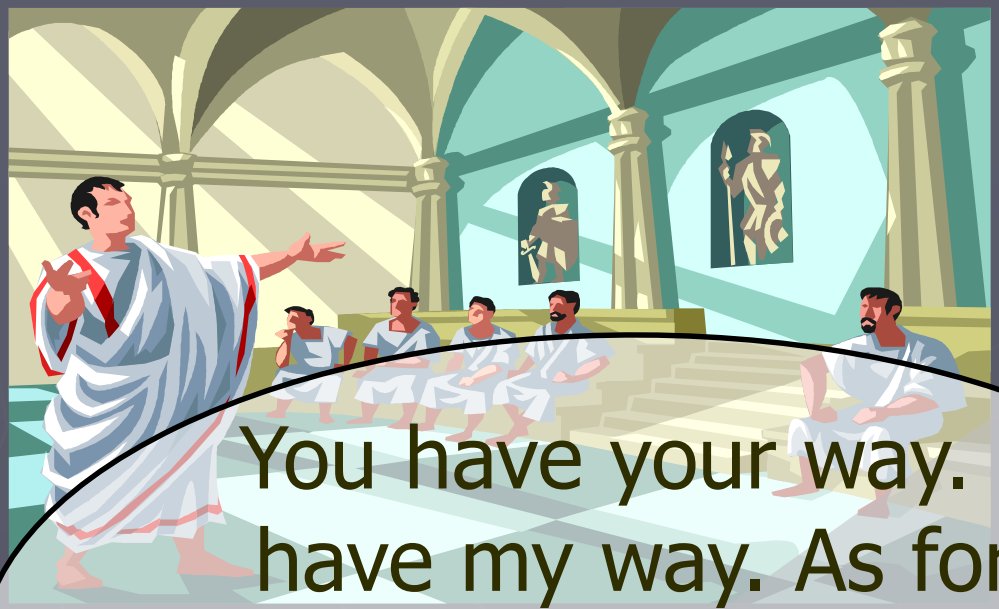


Disposition towards the issue to hand

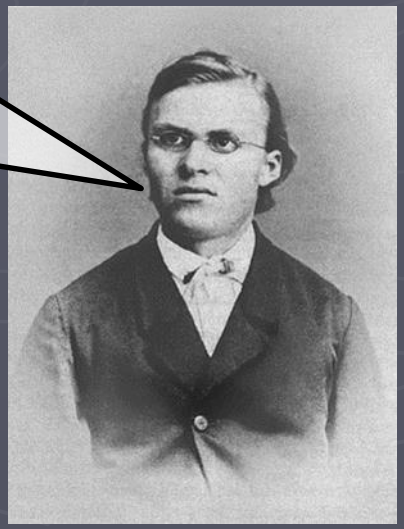
IN THIS WICKED WORLD QUALITY DELIBERATIVE CONDUCT IS CRUCIAL……because……



It's all about judgement



You have your way. I have my way. As for the right way, and the only way, it does not exist



In this wicked world there are no facts only stronger or weaker arguments

It's all about Argument & Dialogue !

In this wicked world
there are no facts
stronger or
weaker

IT'S ALL ABOUT MAKING CHOICES
IT'S ALL ABOUT JUDGEMENT

It's all about Art
& Dialogue !

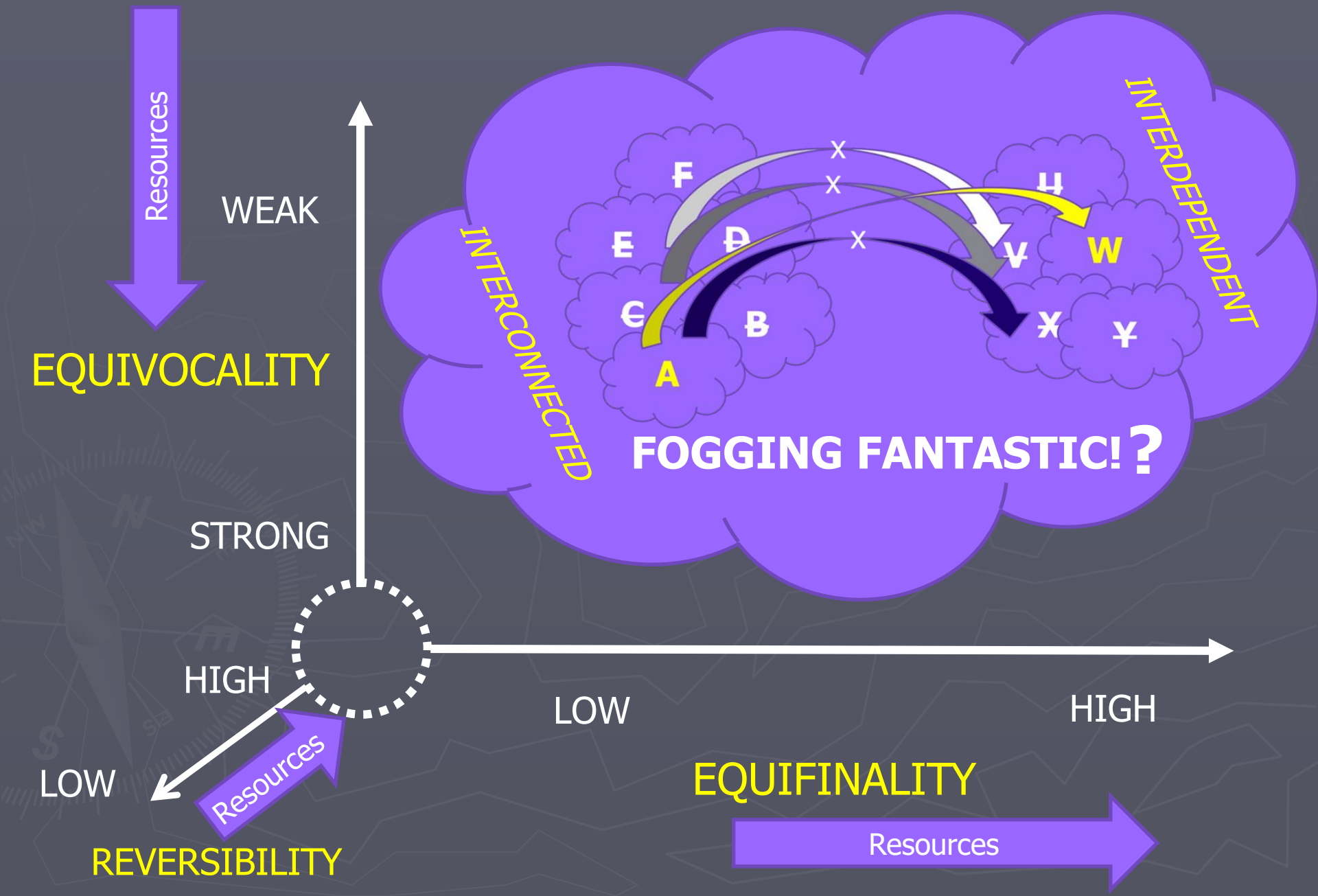
And then it gets even

~~worse~~

BETTER?

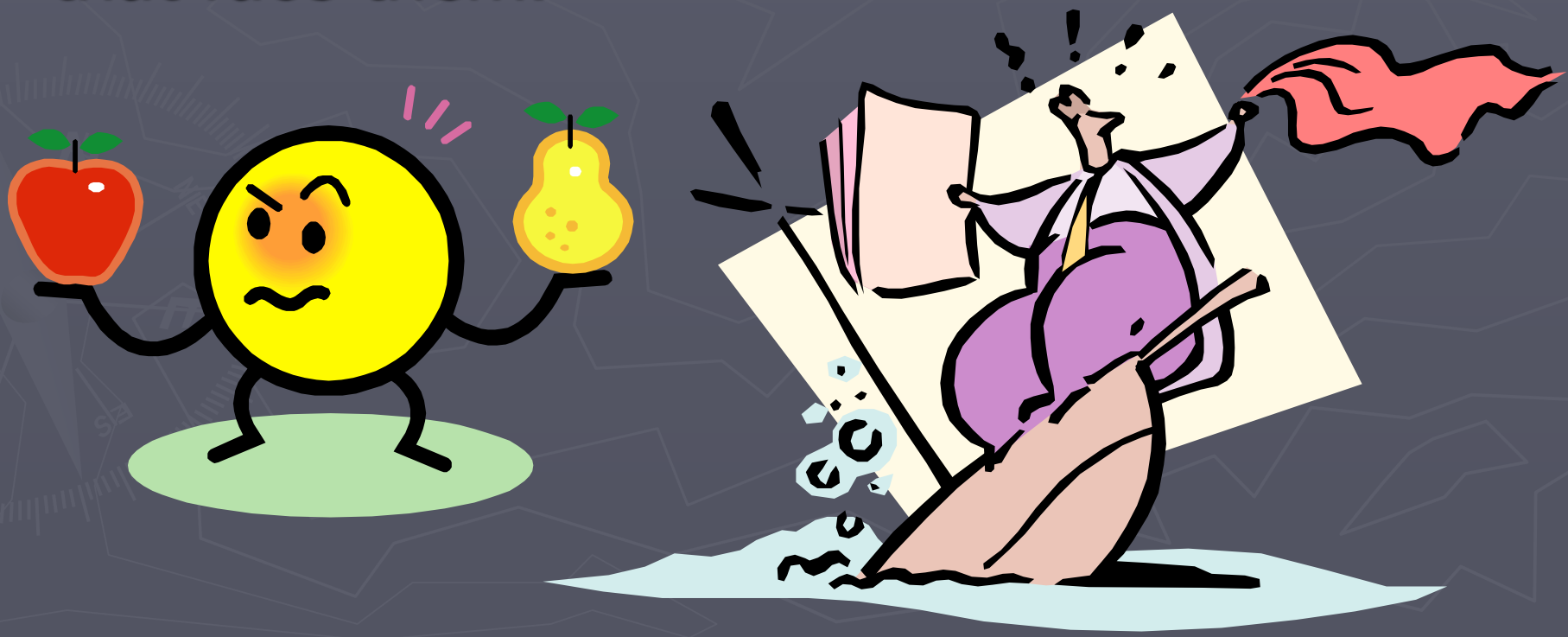
Disposition towards the issue to hand

The Milieu of Managing & 'Strategizing'



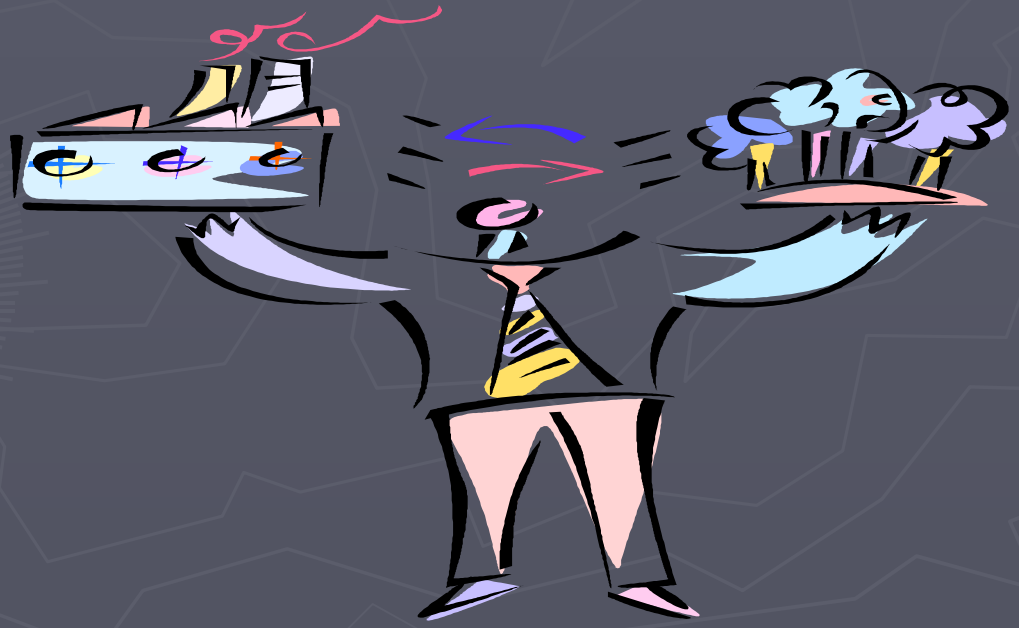
The Milieu of Managing & 'Strategizing'

- The wickedness of the situations in which managers find themselves is further compounded by the nature of the demands that face them.



The Milieu of Managing & 'Strategizing' - Paradoxical Demands -

- Managers have to deal with **'simultaneities'**
- The only option is **'both-and'** not **'either-or'.**



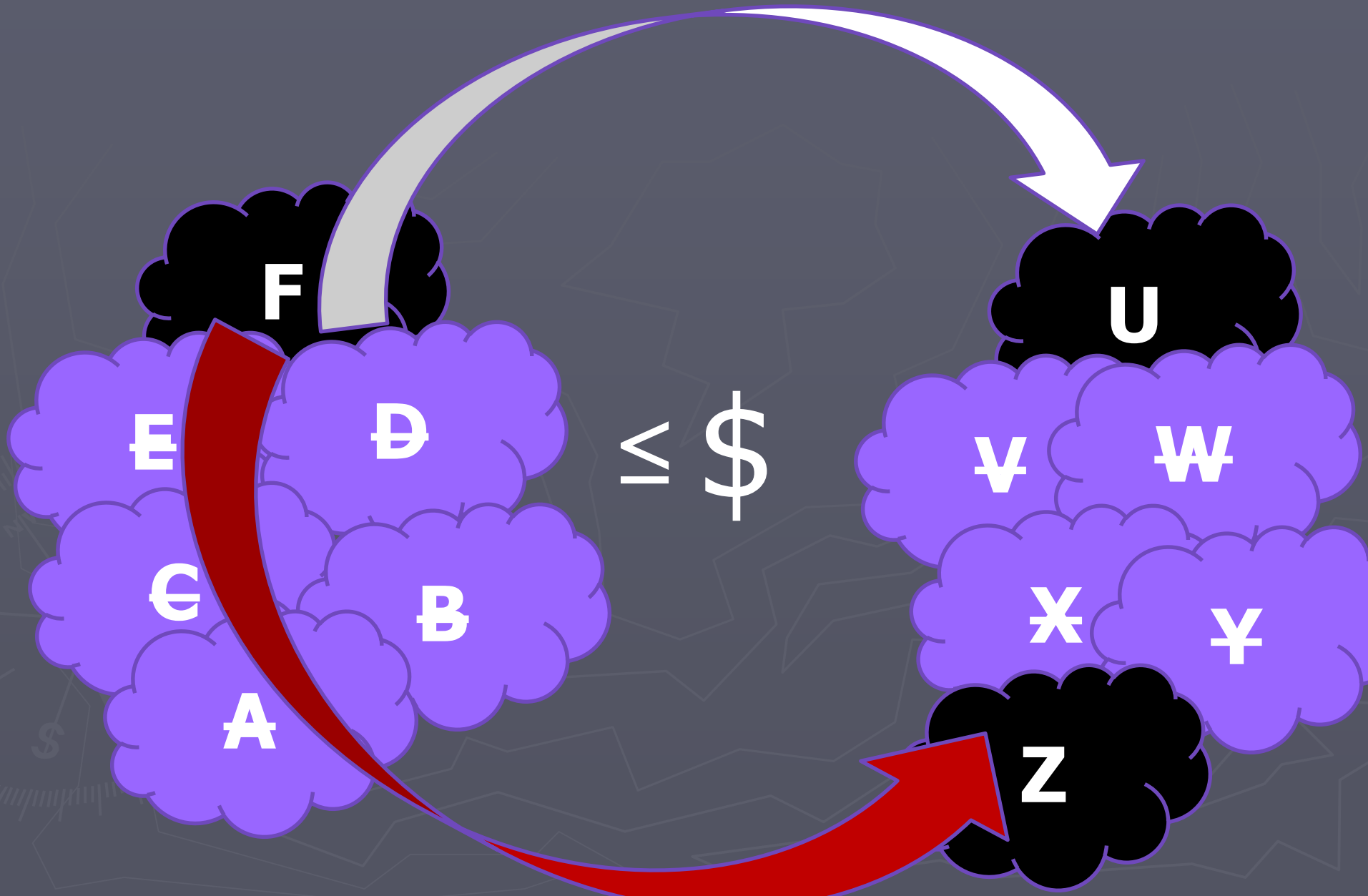
The Milieu of Managing & 'Strategizing' Paradoxical Demands

- Either we… or…… we..
- Yes but if…….
- If we…. then we can't

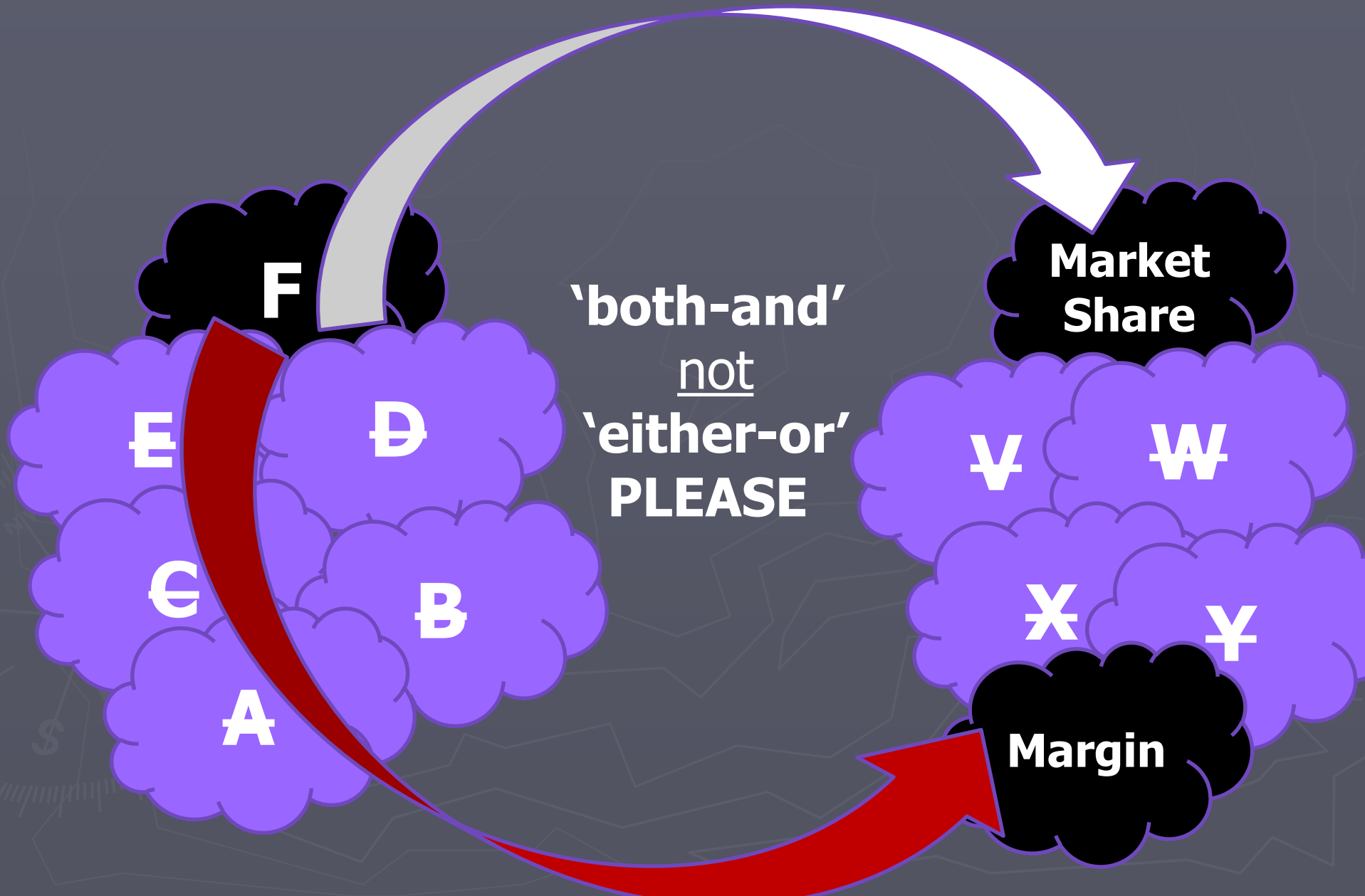
Unacceptable Answers

Disposition towards the issue to hand

PARADOXICAL DEMANDS

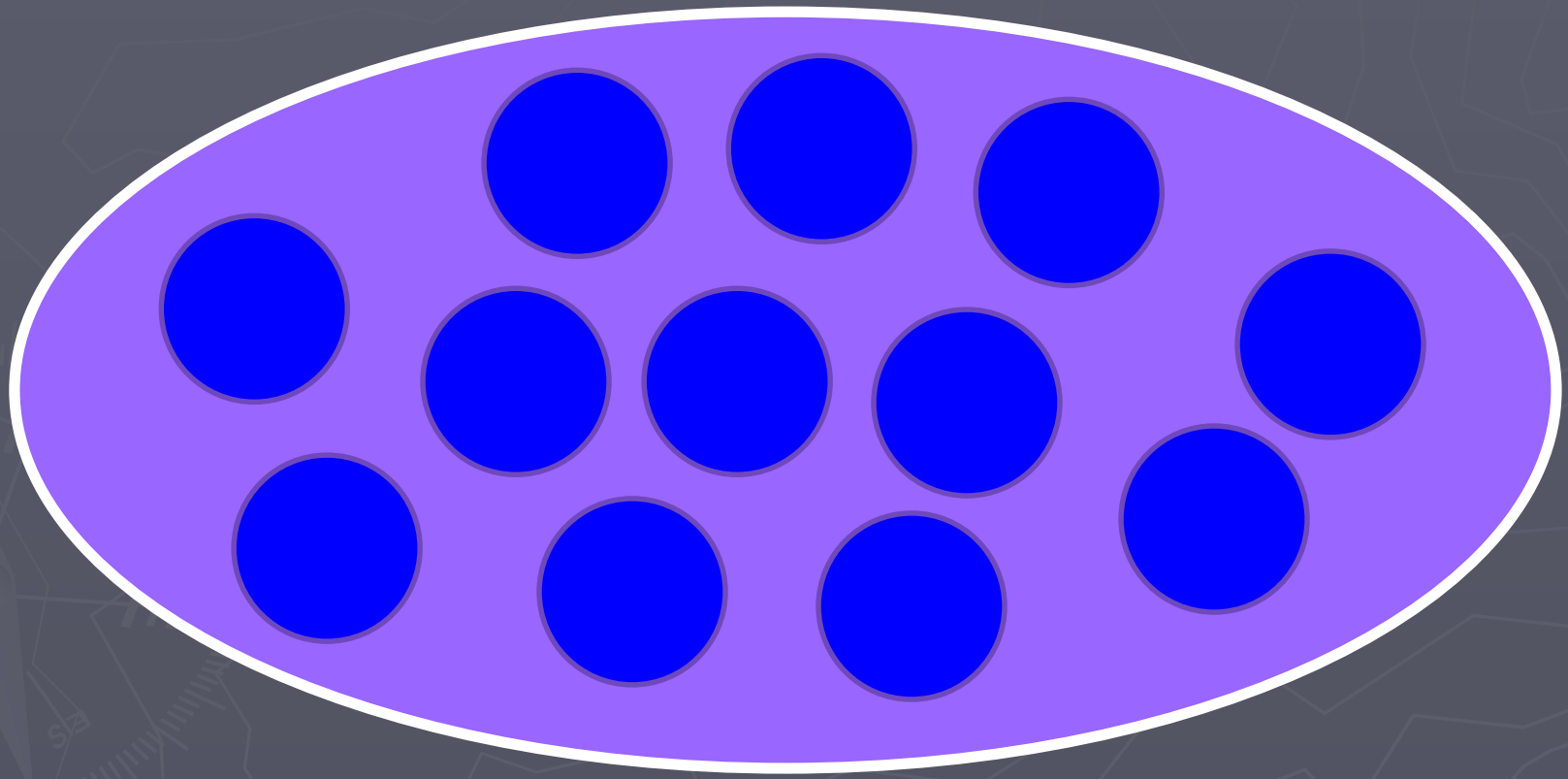


PARADOXICAL DEMANDS



The Milieu of Managing & 'Strategizing' Paradoxical Demands

- Managers face a ***Cable of Contradictions***

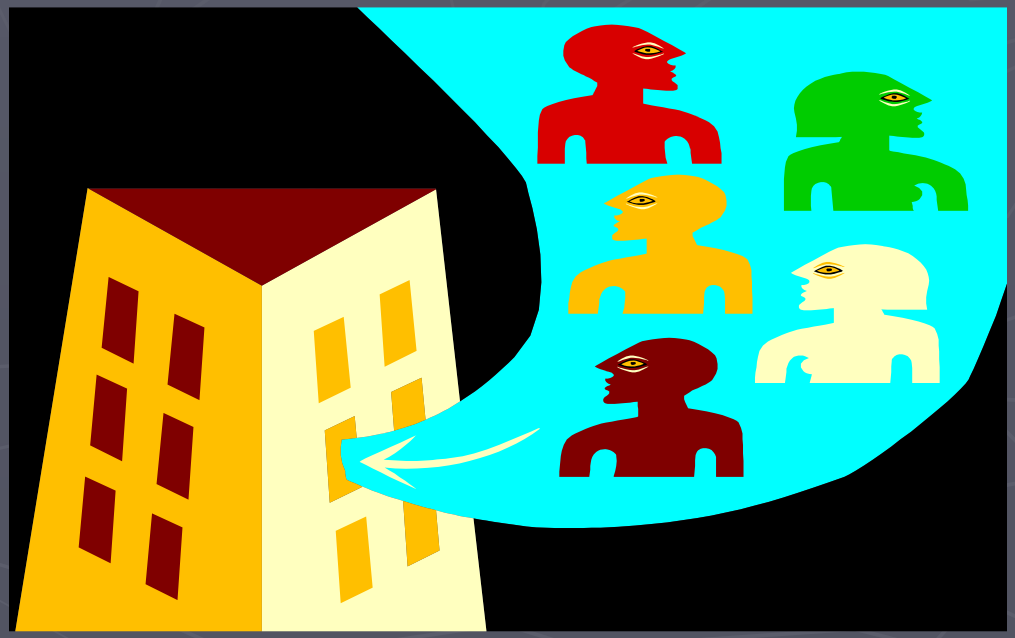


PARADOXICALITY

The Milieu of Managing & 'Strategizing' Paradoxical Demands

- Their persistent nature often originates in the perennial business tensions, such as global versus local control etc. and the classical administrative dilemmas e.g. firm versus individual ends.

PARADOXICALITY



The Managerial/Strategising Milieu - Commercial contradictions -

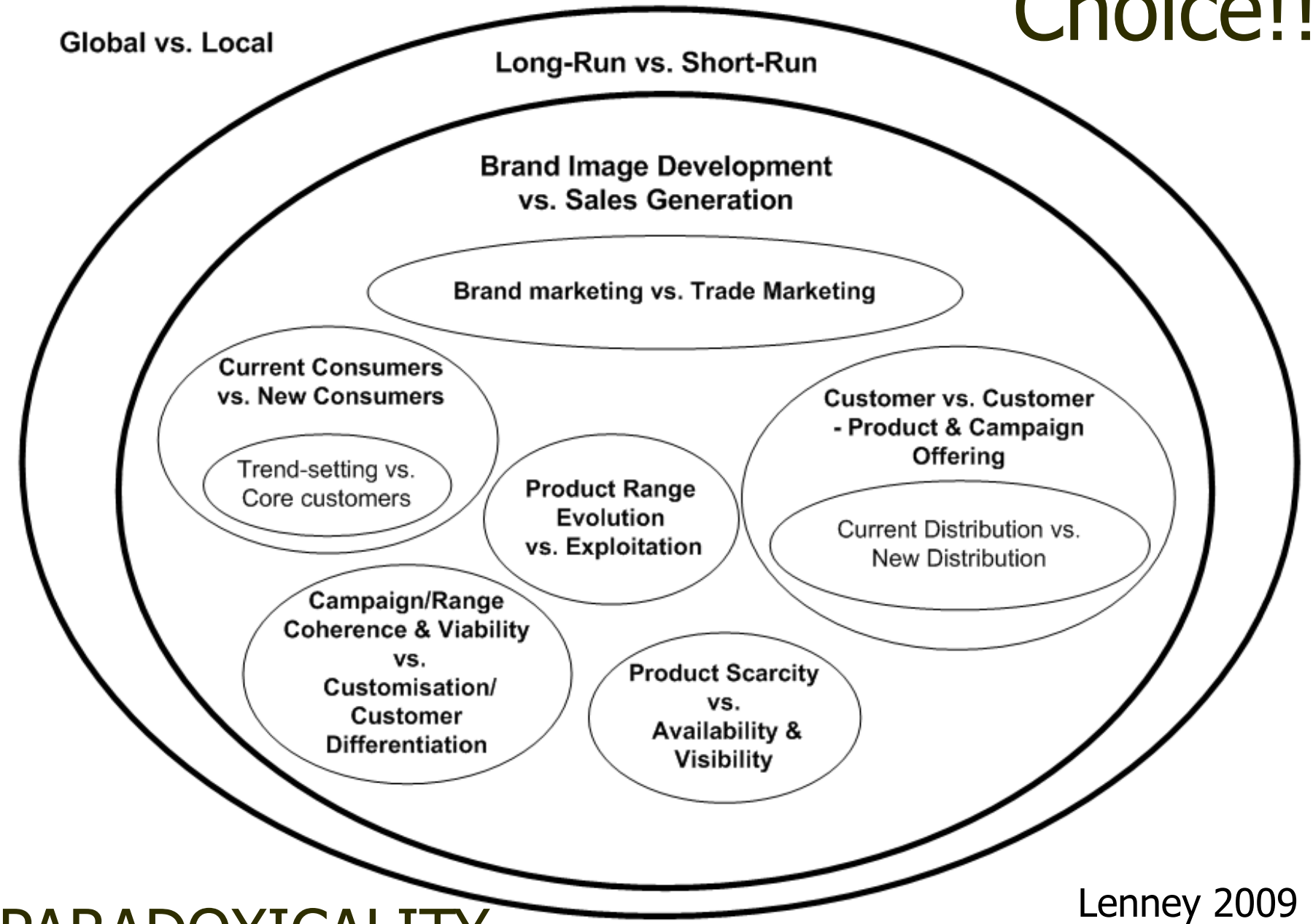
- One issue suffuses all that managers face.
- This is the issue type that has the particularly problematic dimension of equivocality - futurity.

PARADOXICALITY

The Managerial/Strategising Milieu - Commercial contradictions -

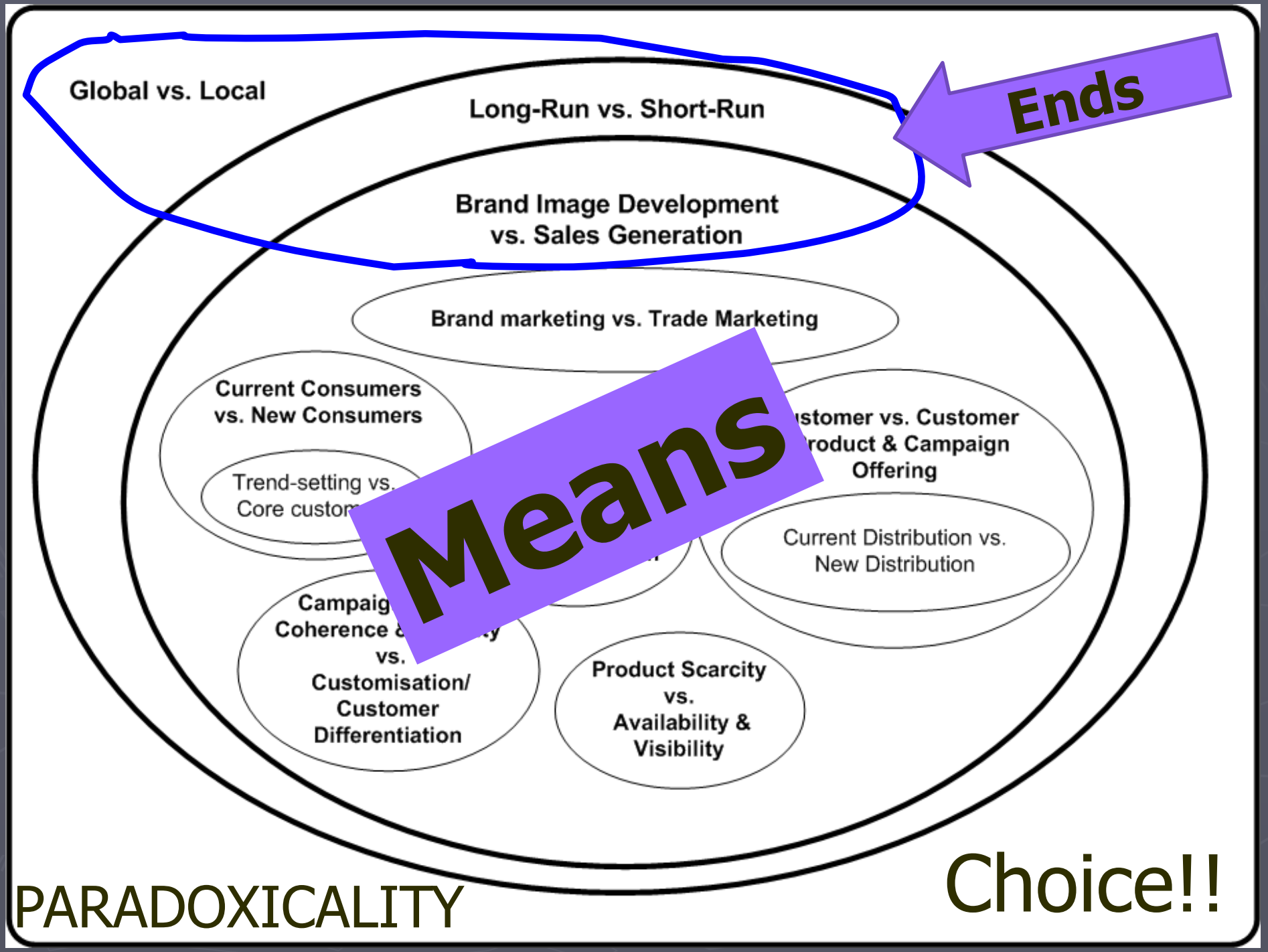
- This pervasive issue is one with a classical economic pedigree:
  - the long-run versus the short-run investment decision in the context of scarce and/or limited resources:
- *"...a lot of it...the talk...is about the trade off between the short run pressures and the medium term objectives...particularly with my responsibility for brand image..."*

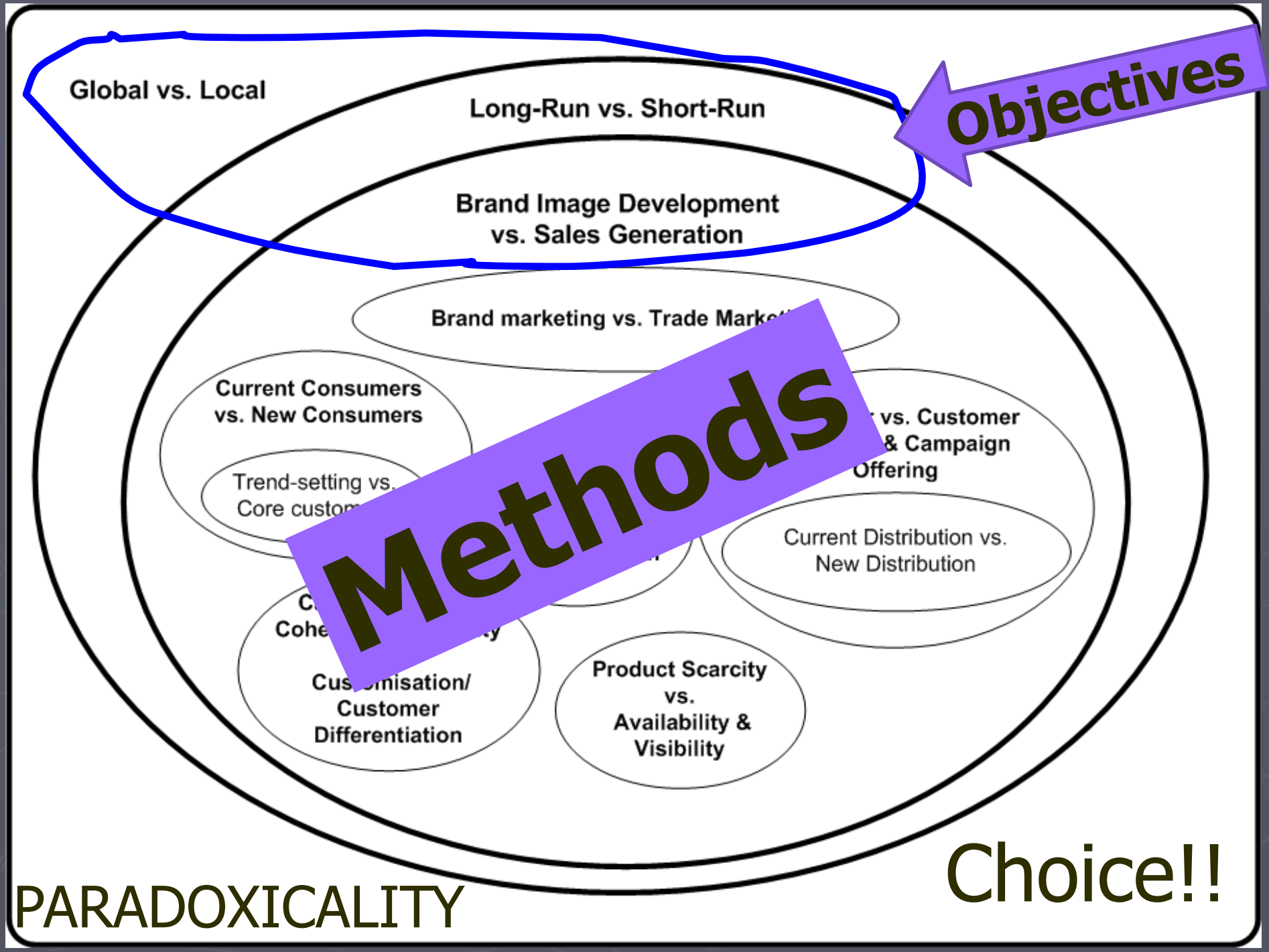
Choice!!

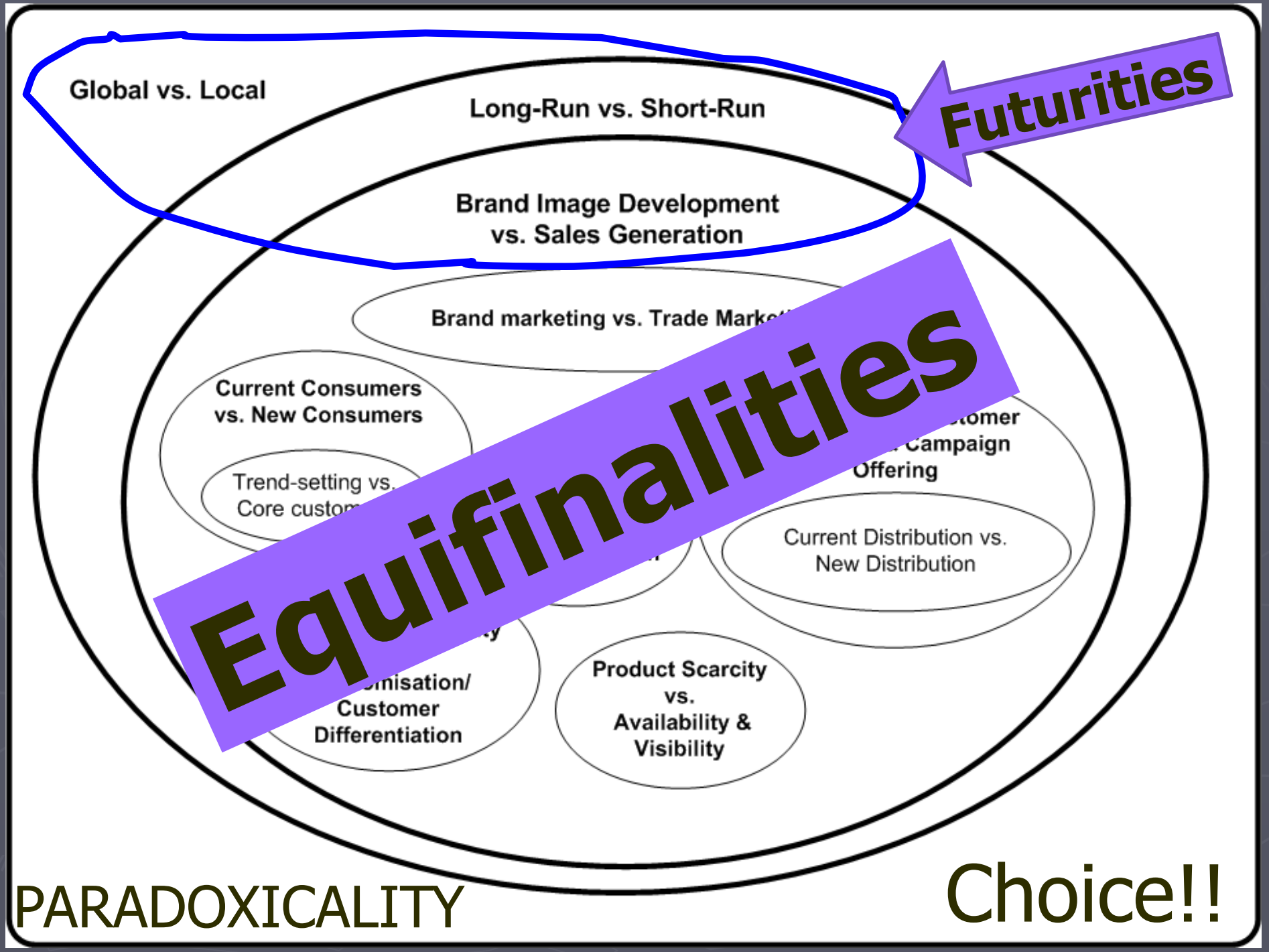


PARADOXICALITY

Lenney 2009


Global vs. Local
Long-Run vs. Short-Run
Ends
Brand Image Development
vs. Sales Generation
Brand marketing vs. Trade Marketing
Current Consumers
vs. New Consumers
Trend-setting vs.
Core custom
stomer vs. Customer
roduct & Campaign
Offering
Means
Current Distribution vs.
New Distribution
Campaig
Coherence &
vs.
Customisation/
Customer
Differentiation
Product Scarcity
vs.
Availability &
Visibility
PARADOXICALITY
Choice!!


Global vs. Local
Long-Run vs. Short-Run
Objectives
Brand Image Development
vs. Sales Generation
Brand marketing vs. Trade Marke
Current Consumers
vs. New Consumers
Trend-setting vs.
Core custom
vs. Customer
& Campaign
Offering
Current Distribution vs.
New Distribution
Methods
Product Scarcity
vs.
Availability &
Visibility
Customer
Differentiation
PARADOXICALITY
Choice!!


Global vs. Local
Long-Run vs. Short-Run
Futurities
Brand Image Development
vs. Sales Generation
Brand marketing vs. Trade Marke
Current Consumers
vs. New Consumers
Trend-setting vs.
Core custom
Campaign
Offering
Current Distribution vs.
New Distribution
Equifinalities
Product Scarcity
vs.
Availability &
Visibility
Customer
Differentiation
PARADOXICALITY
Choice!!

The Managerial-Business Context -Paradoxicality-

- A **Mindful Manager** understands that the wickedly situated **paradoxical demands** that face her/him have no 'solution'
- **Mindful Managers** seek
  - **Innovative Reconciliations -** '*both-ands*'

The Managerial-Business Context -Paradoxicality-

- A **Mindful Manager** u… the wickedly situated … **us** that face her/…
- **Mindf…**

Margin or market share
Price or volume
Differentiation or cost leadership

…nciliations -

'both-ands'

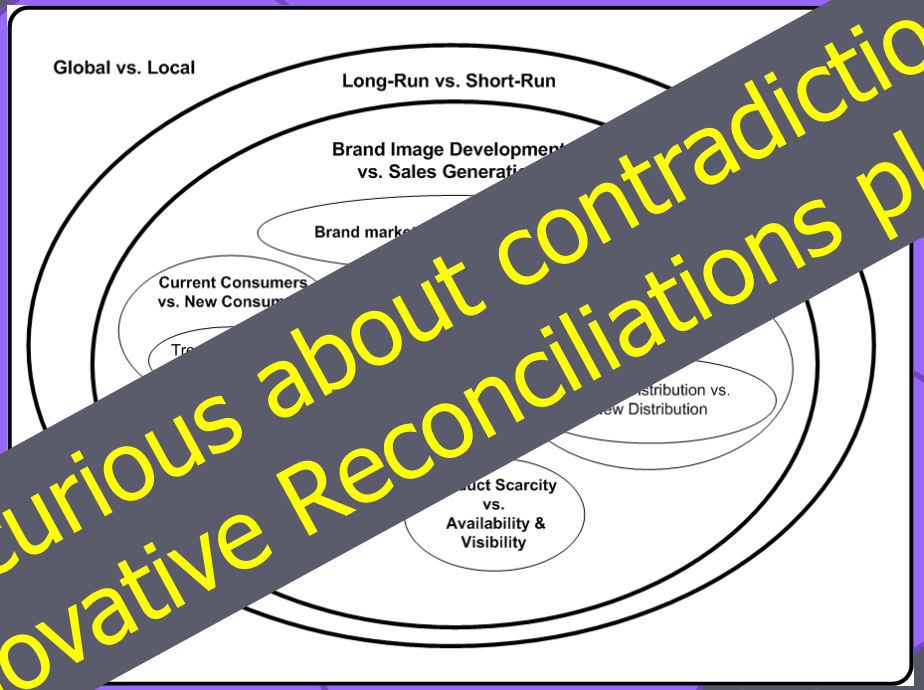
- Paradoxicality -

Resources

WEAK

EQUIVOCALITY

STRONG



INTERCONNEC

EPENDENT

Be curious about contradictions
Innovative Reconciliations please

HIGH

LOW

Resources

REVERSIBILITY

LOW

HIGH

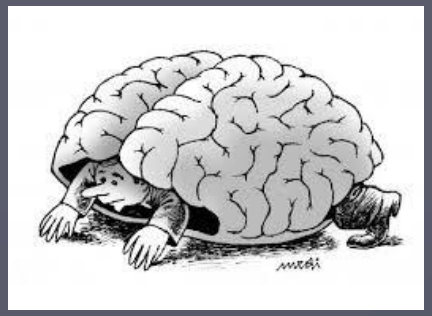
EQUIFINALITY

Resources

What the fog is going on, why the fog is it going on, where the fog should we go, how the fog do we get there & there at the same fogging time with no more fogging money?

Innovative Reconciliations please NOT simple trade offs!

Don't be bullied by an either-or :
FIND A THIRD WAY!



Innovative Reconciliations please
NOT simple trade offs!

We weren't going to win if it was an **'or'.** Everybody can do an **'or'**…trade things off and you are not going to be the best…you are not going to win if you are in the trade-off game

What the fog is going on, why the fog is it going on, where the fog should we go, how the fog do we get there & there at the same fogging time with no more fogging money?

Innovative Reconciliations please NOT simple trade offs!

DEPLOY THE TORTOISE MIND!

What the fog is going on, why the fog is it going on, where the fog should we go, how the fog do we get there & there at the same fogging time with no more fogging money?

Innovative Reconciliations please NOT simple trade offs!

Crystallisation 2

katkam.ca Nov 21/05 16:30

A Short Meditation

A DISCIPLINED MIND
- FOCUSSED ATTENTION

The Mindful Manager
- Picks object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation

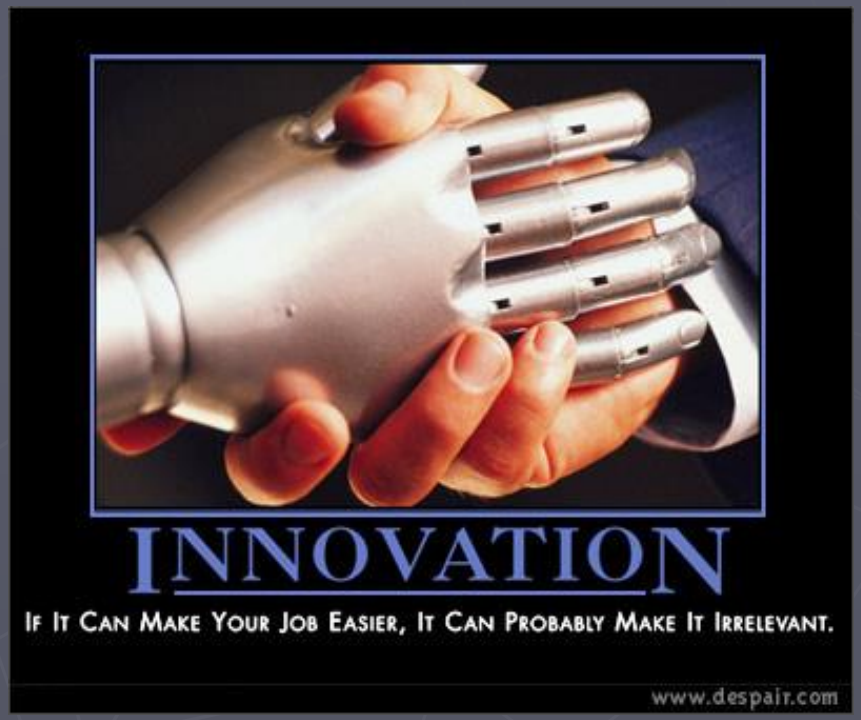
Day 4 Half way? - 1600

Disposition towards the issue to hand

The Wicked-Paradoxical World of Managing

- a world of 'potentialities'

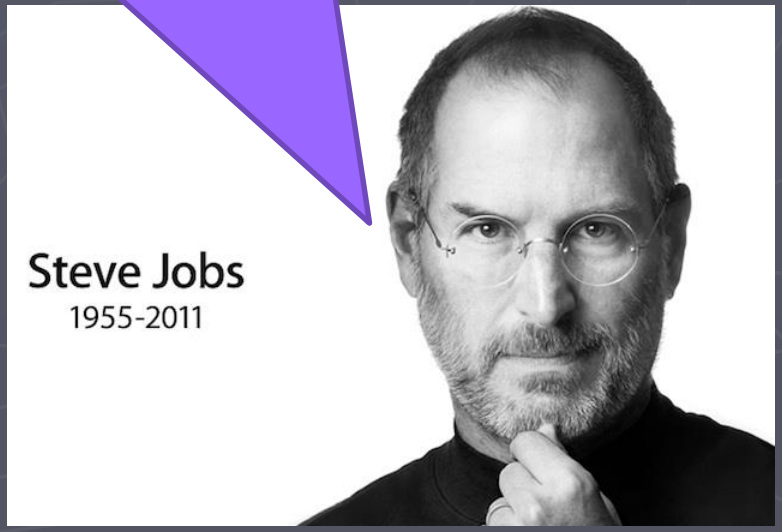
- the flipside of 'wickedness'



Disposition towards the issue to hand

"What everyONE **knows** about a business/industry/market is an opportunity for everyONE that does not"

Seeing through the they-one



Disposition towards the issue to hand

"What everyONE **knows** is impossible is an opportunity for everyONE that does not know it is"

Seeing through the they-one

REASON

REFLEXIVITY

DIALOGUE

IMAGINATION

A Paideia

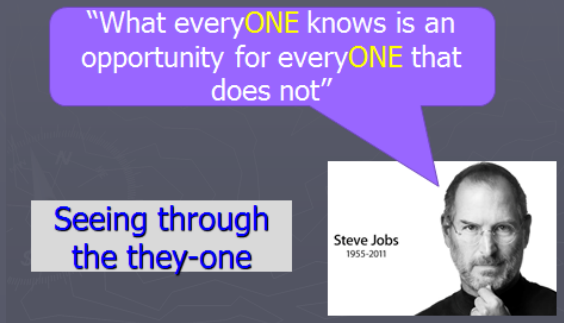
A Mindful Manager is mindful that…..

- We view the world through prejudicial spectacles
- Presumption is immanent
- Prejudice enables and disables
- **Reflexivity is the foundation of imagination** & Innovative Reconciliations

reflexivity

Disposition towards the issue to hand

- **Vu jade** NOT Déjà vu



- Feeling and acting as if something/an experience/issue/problem is 'brand new' even if you feel you have seen/had it many times before!

- **Strategic imagination**

Seeing through the One - the first step to creativity

The capacity to exercise 'good' judgement

founded on certain dispositions..

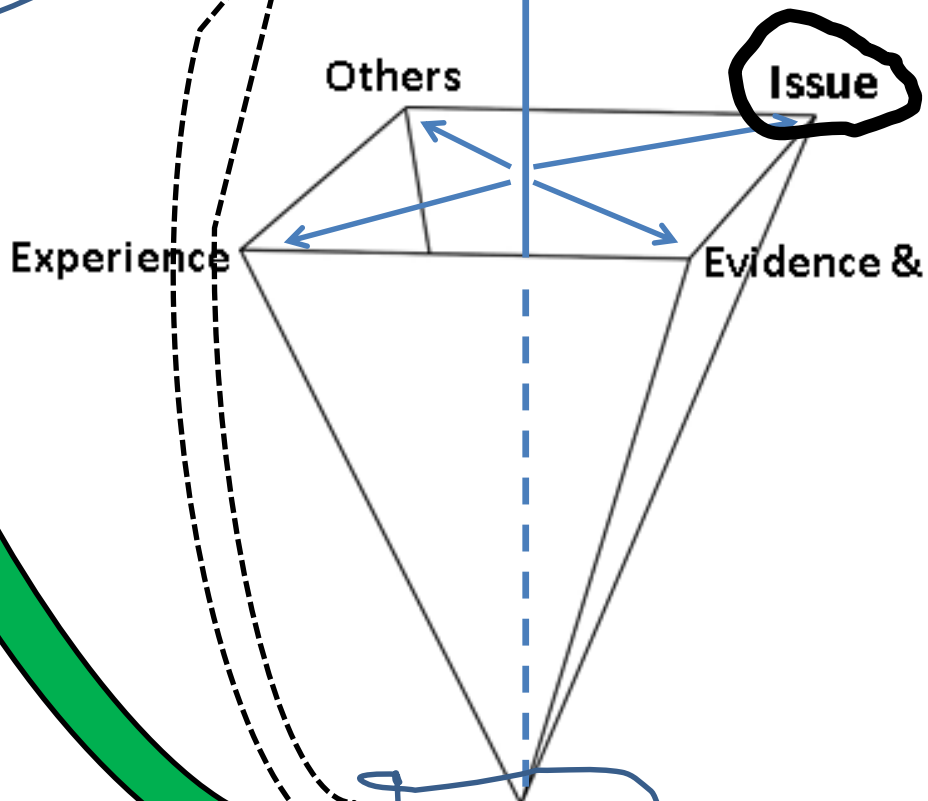
Practical Wisdom
PHRONESIS

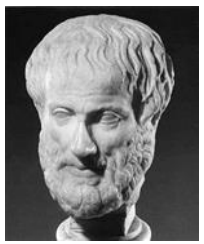
.....and on certain capabilities

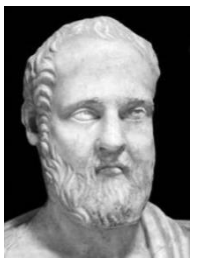
REASON

IMAGINATION

DIALOGICALITY







A wise one listens to the world

.....does not speak loudly to it

.....lets the world speak to her/him

.....lets it reveal itself in all its possibilities

VU JADE VS. DEJA VU

Disposition towards the issue to hand

A wise one listens to the world

.....does not speak loudly to it

.....lets the world speak to her/him

.....lets it reveal itself in all its possibilities

VU JADE vs. DÉJÀ VU

- Encountering always as if for the first time

A wise one listens to the world

.....does not speak loudly to it

.....lets the world speak to her/him

.....lets it reveal itself in all its possibilities

VU JADE vs. DÉJÀ VU

-resisting the pull of experience

A wise one listens to the world

.....does not speak loudly to it

.....lets the world speak to her/him

.....lets it reveal itself in all its possibilities

VU JADE vs. DÉJÀ VU

-resisting the pull of experience

- it might not speak to the present

Movie & BOHICA

A wise one listens to the world

.....does not speak loudly to it

.....lets the world speak to her/him

.....lets it reveal itself in all its possibilities

VU JADE vs. DÉJÀ VU

-resisting the pull of 'learning'

- What 'they' say

A wise one listens to the ISSUE

.....does not speak loudly to it

.....lets the ISSUE speak to her/him

.....lets it reveal itself in all its possibilities

VU JADE vs. DÉJÀ VU

-resisting the pull of prejudice!

Reflexive you must be!

A wise one listens to the world

.....does not speak loudly to it

.....lets the world speak to her/him

.....lets it reveal itself in all its possibilities

VU JADE vs. DÉJÀ VU

- Encountering always as if for the first time

- The eyes of a child one must seek!

A Short Meditation

A wise one listens to the world

.....does not speak loudly to it

.....lets the world speak to her/him

.....lets it reveal itself in all is possibilities

THE MIND IS LIKE A PARACHUTE.....
IT ONLY WORKS WHEN IT IS OPEN!

Disposition towards the issue to hand

Disposition towards the issue to hand

- The Romantic poet John Keats (1795-1821) coined the phrase 'Negative Capability'..
- *"One must nurture a Negative Capability..that is be capable of being in uncertainties, mysteries, doubts, without any irritable reaching after fact and reason"*
- And F. Scott Fitzgerald opined that –
- *"The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function."*

Dealing with the Wicked World

The Mindful Manager
- has certain ways of being towards:

VU JADE

The Issue/Object to hand

Dispositions / 'attitudes of mind' towards

Self

Others

Experience

Evidence/ Knowledge

The Mindful Manager
- has certain ways of being towards:

The Issue/Object to hand

NEGATIVE CAPABILITY

Dispositions | 'attitudes of mind' towards

Self

Others

Experience

Evidence/ Knowledge

The Mindful Manager
- has certain ways of being towards:

EMBRACING PARADOX

The Issue/Object to hand

Dispositions | 'attitudes of mind' towards

Self

Others

Experience

Evidence/ Knowledge

What the fog is going on & why, where the fog should we go, how the fog do we get there & there at the same fogging time with no more fogging money!?
IT'S ALL ABOUT MAKING CHOICES
IT'S ALL ABOUT JUDGEMENT
katkam.ca Nov 21/05 16:30

What the fog is going on & why, where the fog should we go, how the fog do we get there & there at the same fogging time with no more fogging money!?
ITS ALL ABOUT DIALOGUE
katkam.ca Nov 21/05 16:30

Disposition towards the issue to hand

- A prevalent 'thinking out loud together', a perpetual collision of ideas, insights, perspectives, judgements, information, presumptions, expectations and explanations, suffuses the everyday concordancing of managers.
- Through their deliberations managers meld the multi-subjective into the inter-subjective

Disposition towards the issue to hand

Concordancing about 'Alternaties', Alternatives & Futurities

Cognitive conduct

Deliberative conduct

Disposition towards the issue to hand

Cognitive conduct

Concordancing about 'Alternaties', Alternatives & Futurities

- Beginnings
- Means
- Ends

Deliberative conduct

Disposition towards the issue to hand

Cognitive conduct

We have to make judgements about beginnings, means and ends

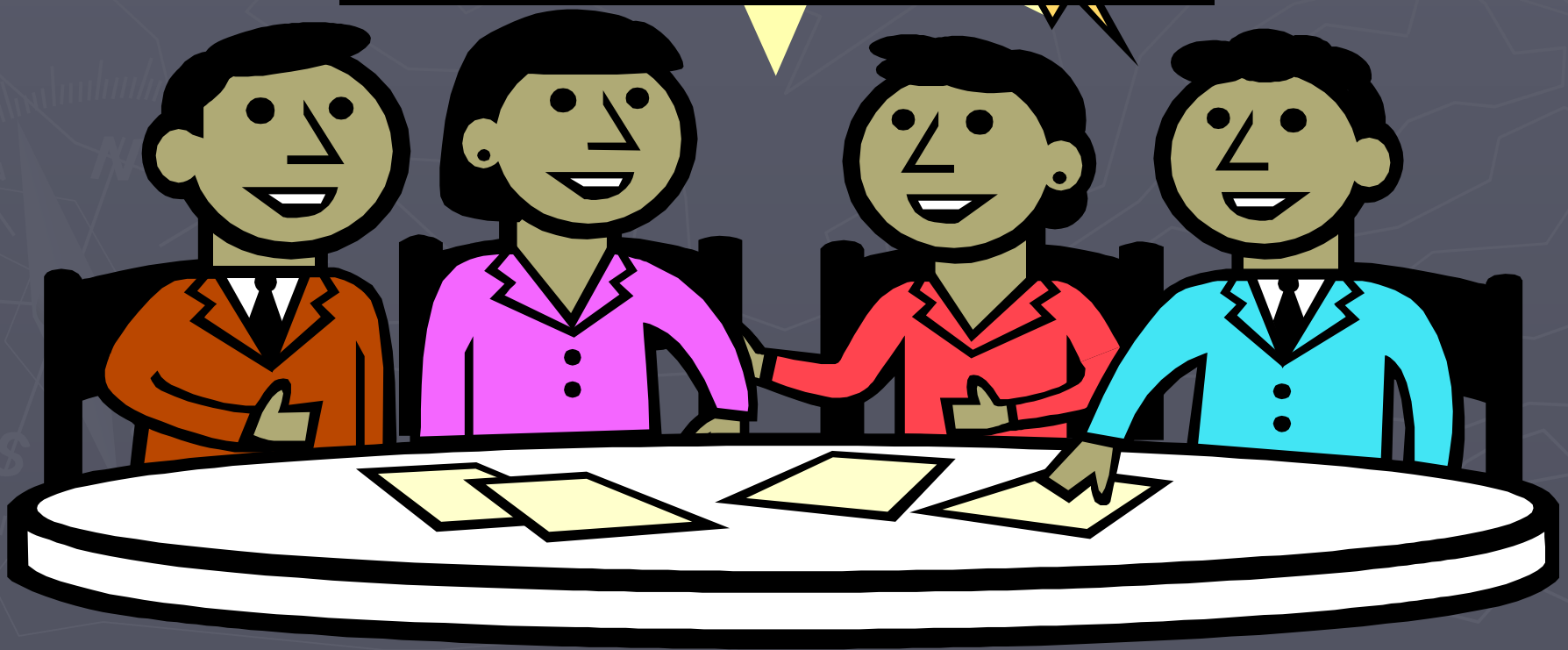
Deliberative conduct

Disposition towards the issue to hand

We concordance to make judgements about the 'reality', our goals & our methods

Cognitive conduct

Deliberative conduct



Management - a DIALOGIC practice

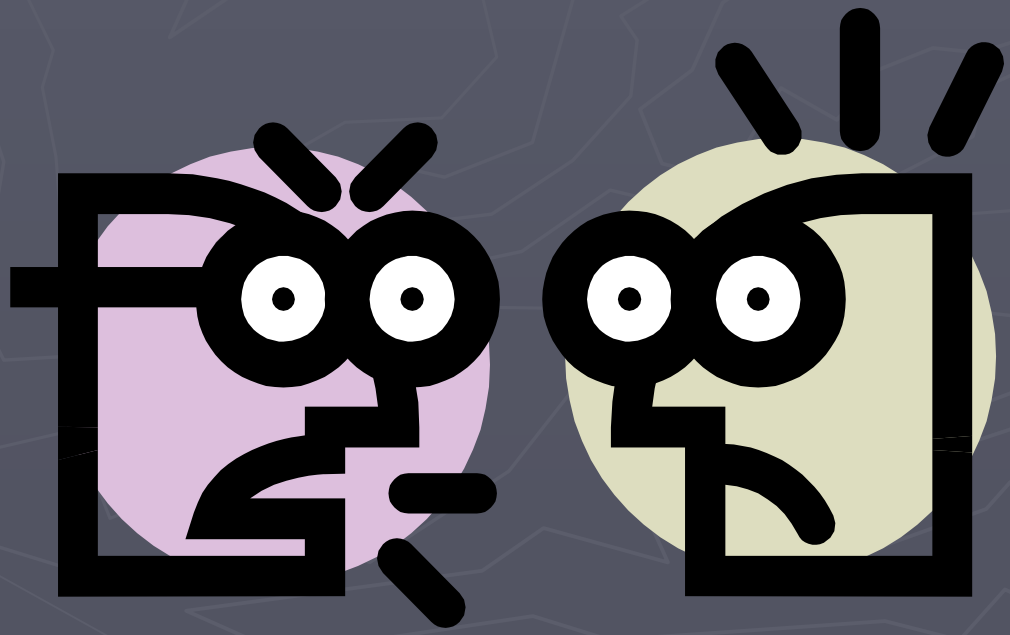
- *" Individuals argue out with themselves, and with others, what is the case and what is to be. They have to persuade themselves and they have to persuade others of the appropriateness of what is and what is to be..."*

  [Watson 1994b p S82].

Disposition towards the issue to hand

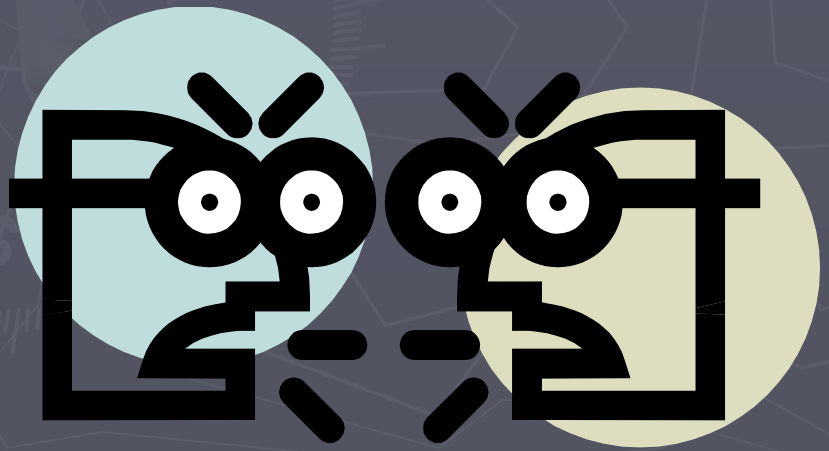
The Milieu of Managing & 'Strategizing'

- Given the milieu managers inhabit it is clear that dissensus with regard to ends, means and their linkage is the norm in managers' work lives

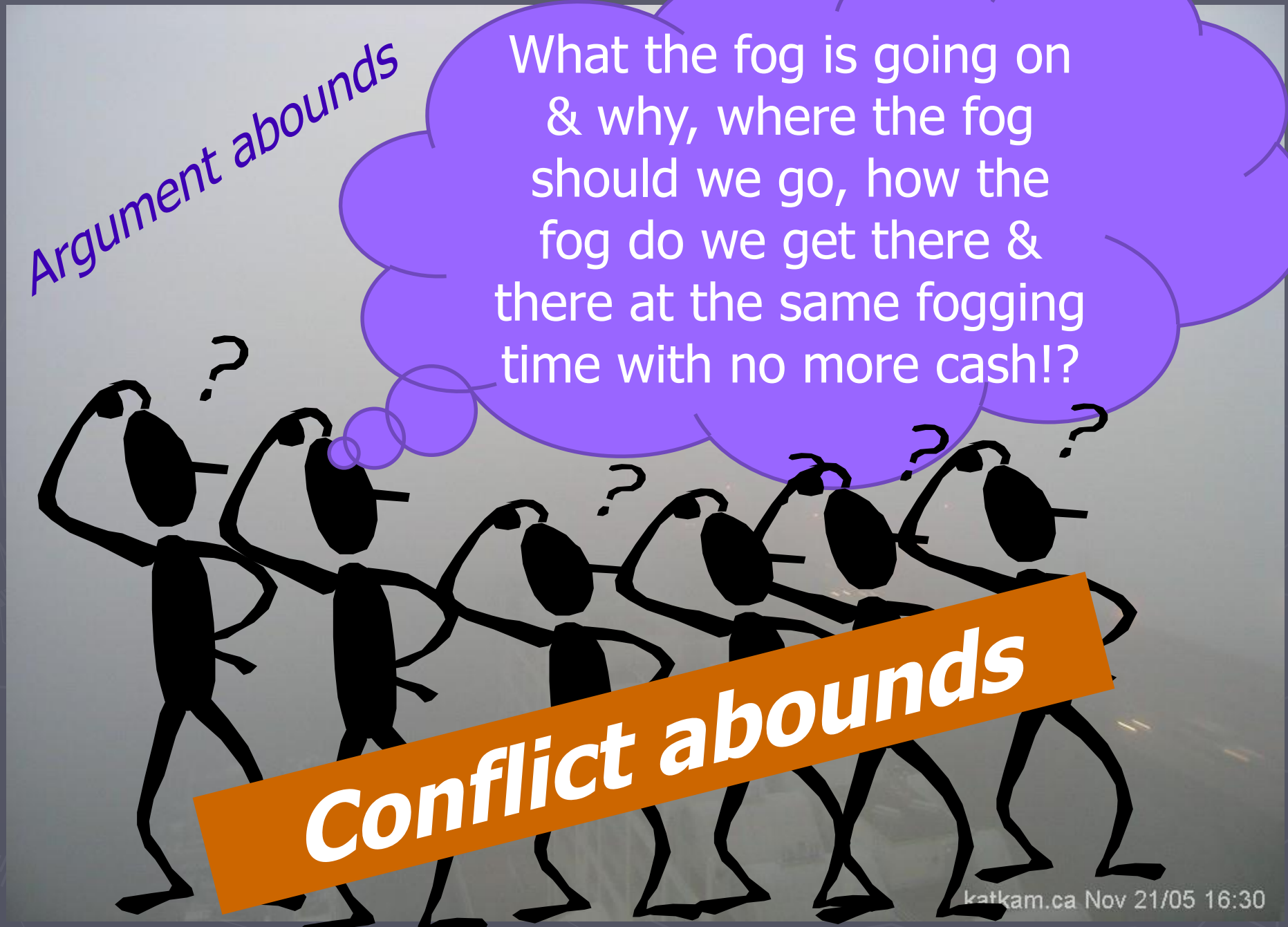


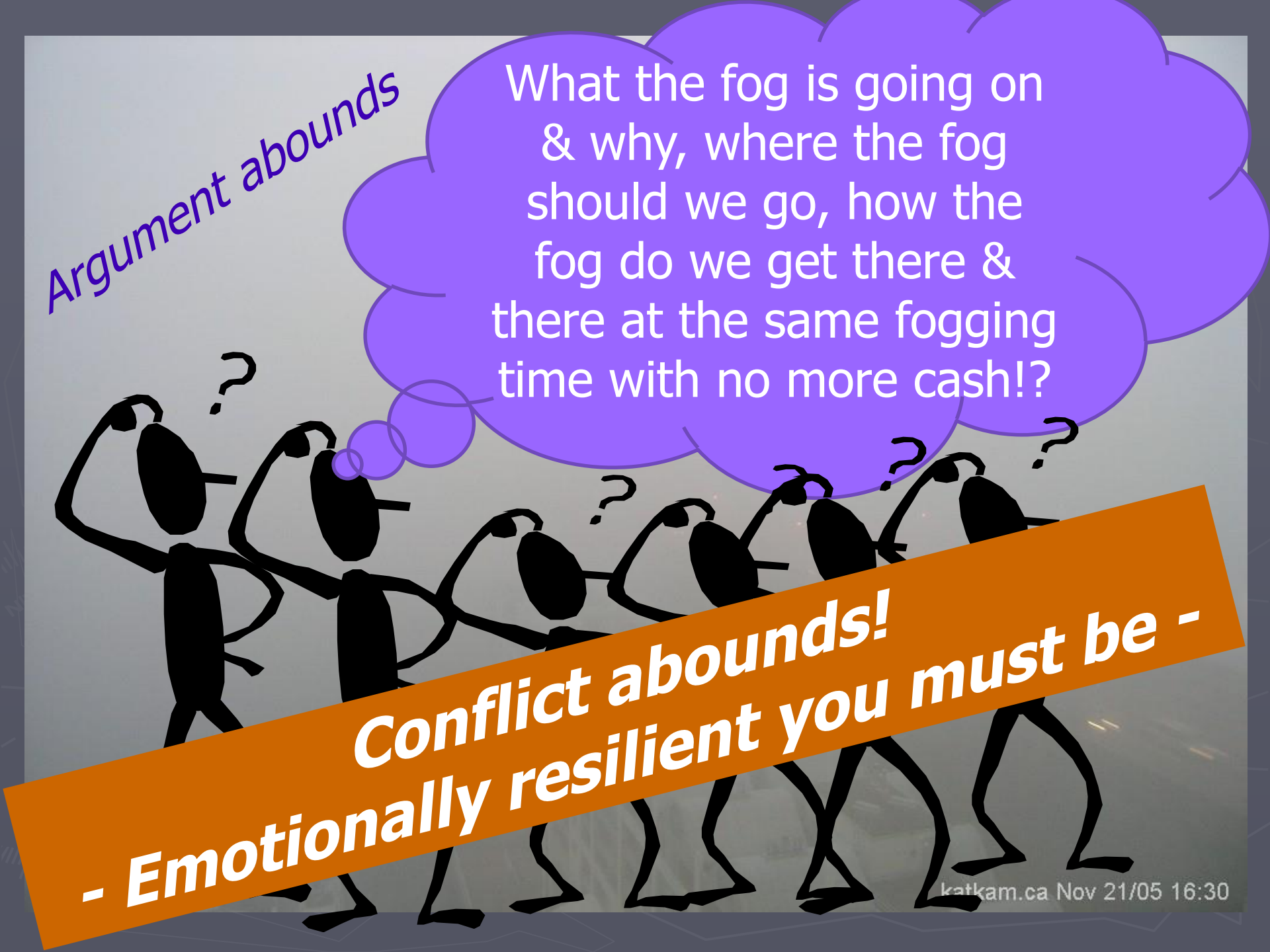
The Milieu of Managing & 'Strategizing'

- Conflict and compromise are inevitable in managerial work, as differential points of view, dilemmas and differential objectives are 'worked-through' in a context of limited resources, power differentials, situational wickedness and the consequent causal-equivocality and equifinality.



Management is a DIALOGIC practice


Argument abounds
What the fog is going on & why, where the fog should we go, how the fog do we get there & there at the same fogging time with no more cash!?
Conflict abounds
katkam.ca Nov 21/05 16:30


Argument abounds
What the fog is going on & why, where the fog should we go, how the fog do we get there & there at the same fogging time with no more cash!?
Conflict abounds!
- Emotionally resilient you must be -
katkam.ca Nov 21/05 16:30

Conflict abounds!

- Emotionally resilient you must be -

Deliberating & 'Agreeing'

- A **Mindful Manager** understands that much successful work is performed without consensus but concordance as to the 'alternity', the chosen 'alternative' and 'futurity' is the dominant goal.

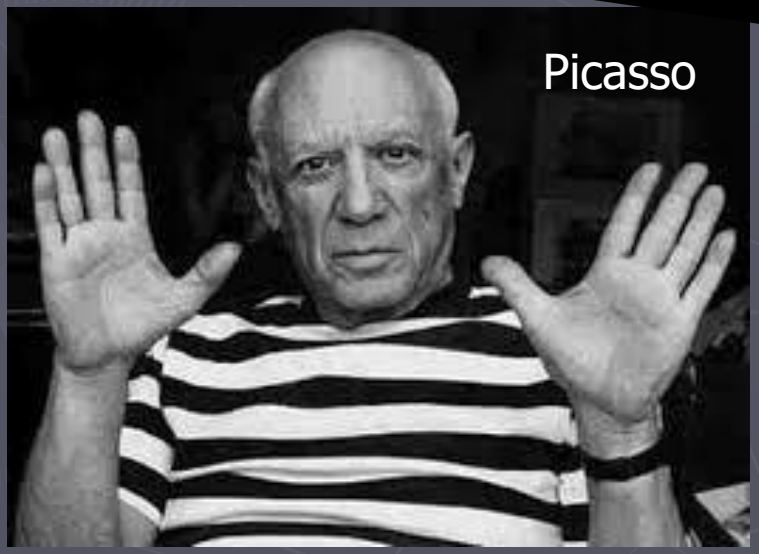
Management is a DIALOGIC practice

Management is a DIALOGIC practice

- A **Mindful Manager** understands that concordance as to the 'why's is crucial to robust collective action
  - Why this how, why this what, why this…..
  - A **resilient** concordance

Why, why, why, why, why, why ?

CCritical, Creative & Constructive your concordancing must be!

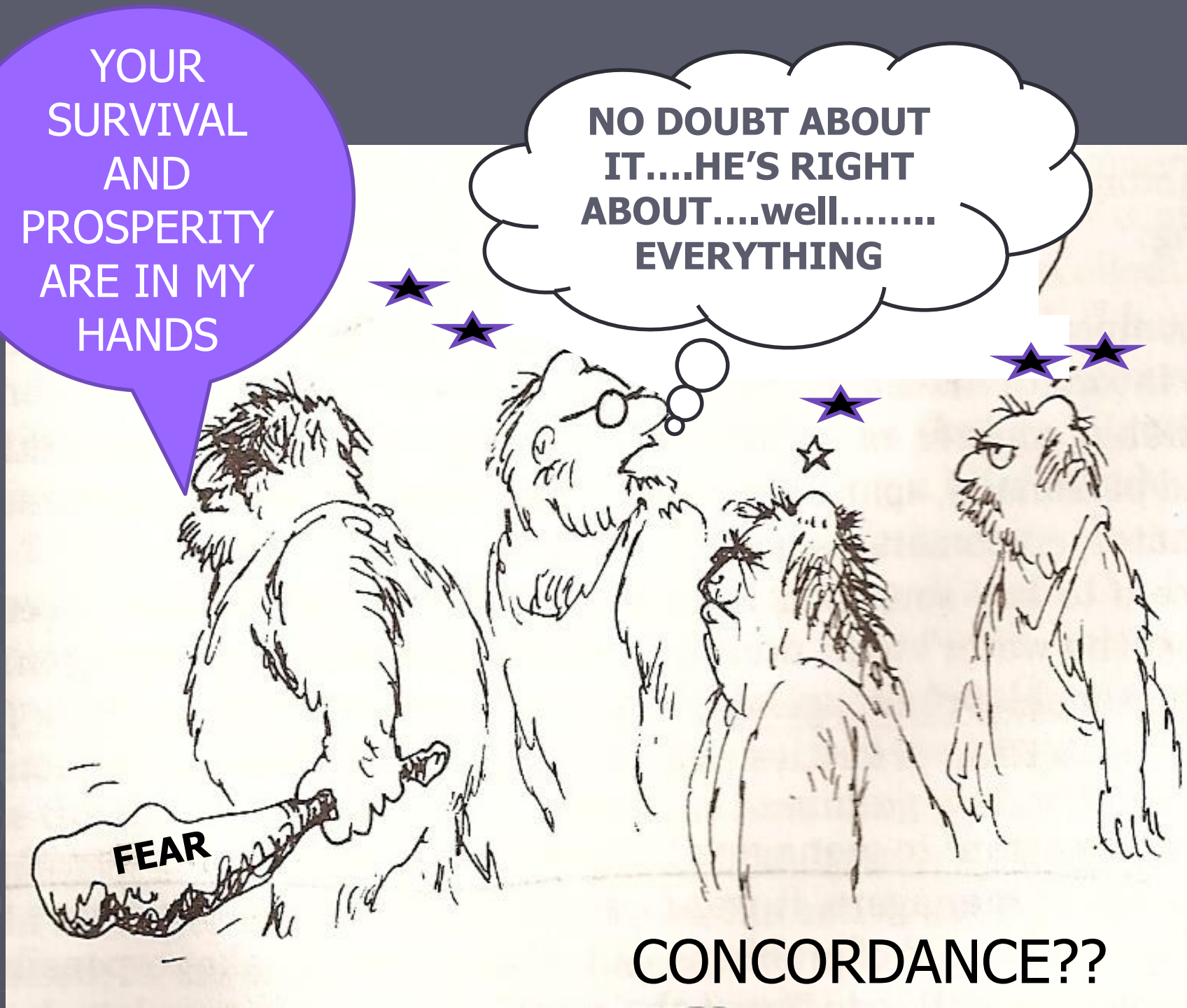


Management is a DIALOGIC practice

- Managers attempt to achieve concordance
- But often do not succeed.

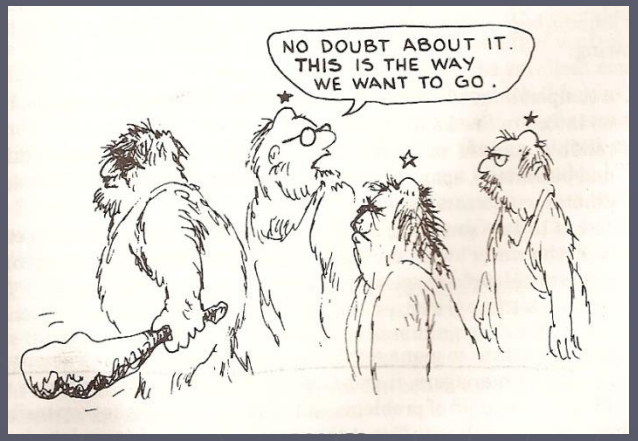
"we're being very tactical...there's lots of different points of view across the business...'n were not all going in the same direction"

- Operating without concordance the 'norm'?



CONCORDANCE??

Mindful one must be of the clubs one carries!



The view is always from somewhere

Is the view from 'YOURWHERE'

IS THERE REALLY CONCORDANCE??

The Mindful Manager

- No amount of 'episteme' makes a sculptor or the mason….they need to know the capabilities & limitations of the tools …but it is how and when they use them, why and with what intention that counts.. AND

- A mason, a sculptor and a Mindful Manager also has to have a feel for the stone she/he is sculpting

The Milieu of Managing & 'Strategizing'

WEAK

EQUIVOCALITY

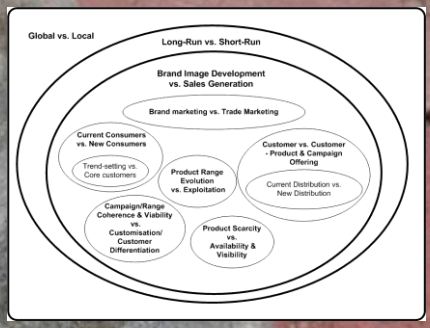
STRONG

HIGH

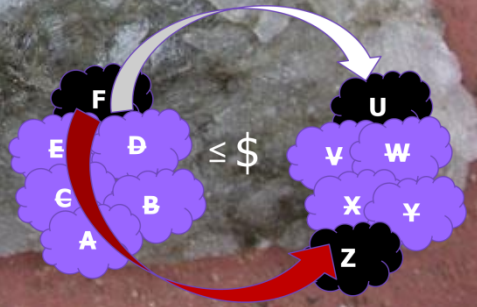
LOW

REVERSIBILITY

Inter-connectedness
& interdependency



A very wicked piece of rock



LOW

HIGH

EQUIFINALITY

The Milieu of Managing & 'Strategizing'

WEAK

EQUIVOCALITY

STRONG

HIGH

LOW

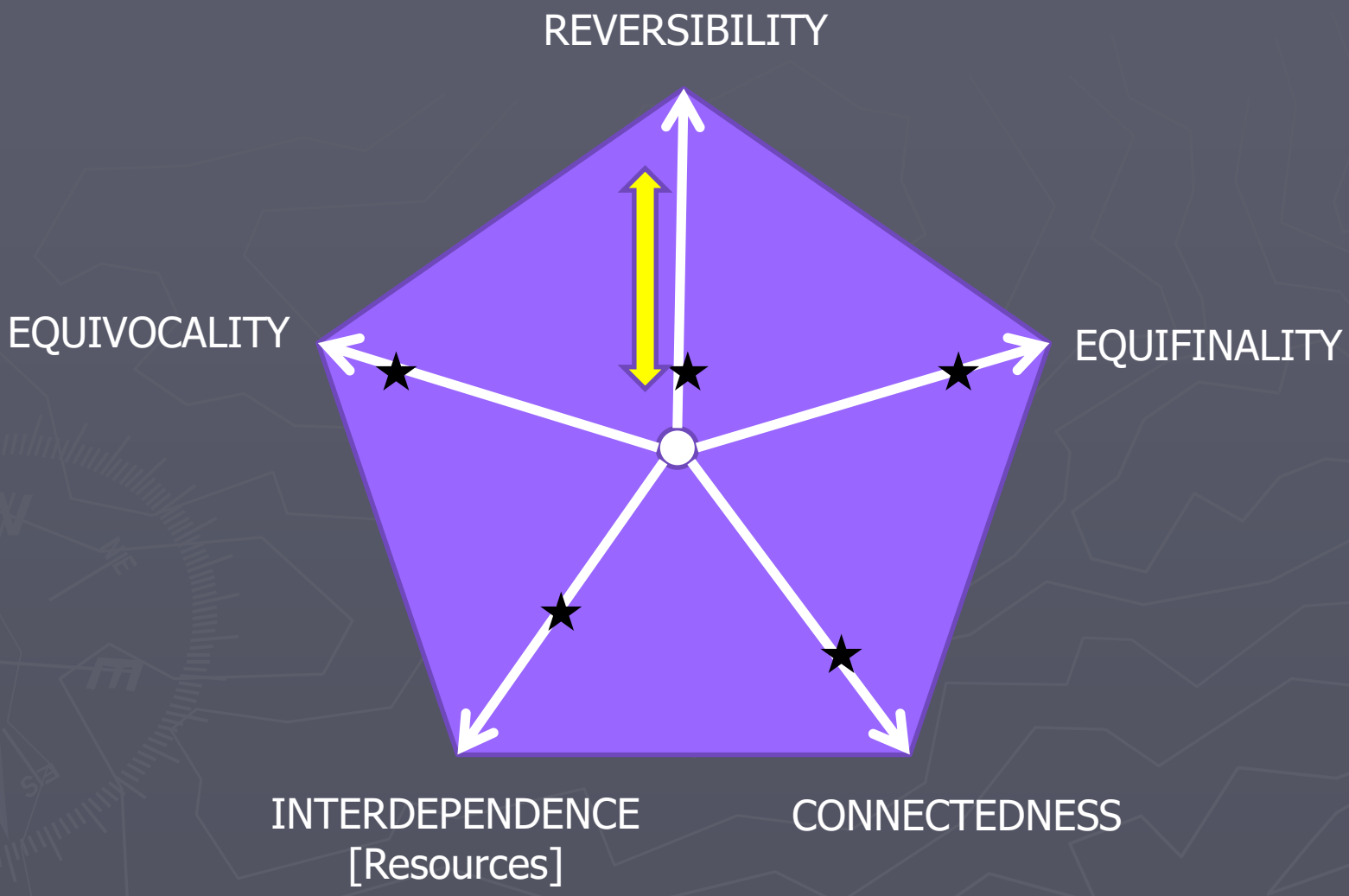
LOW

HIGH

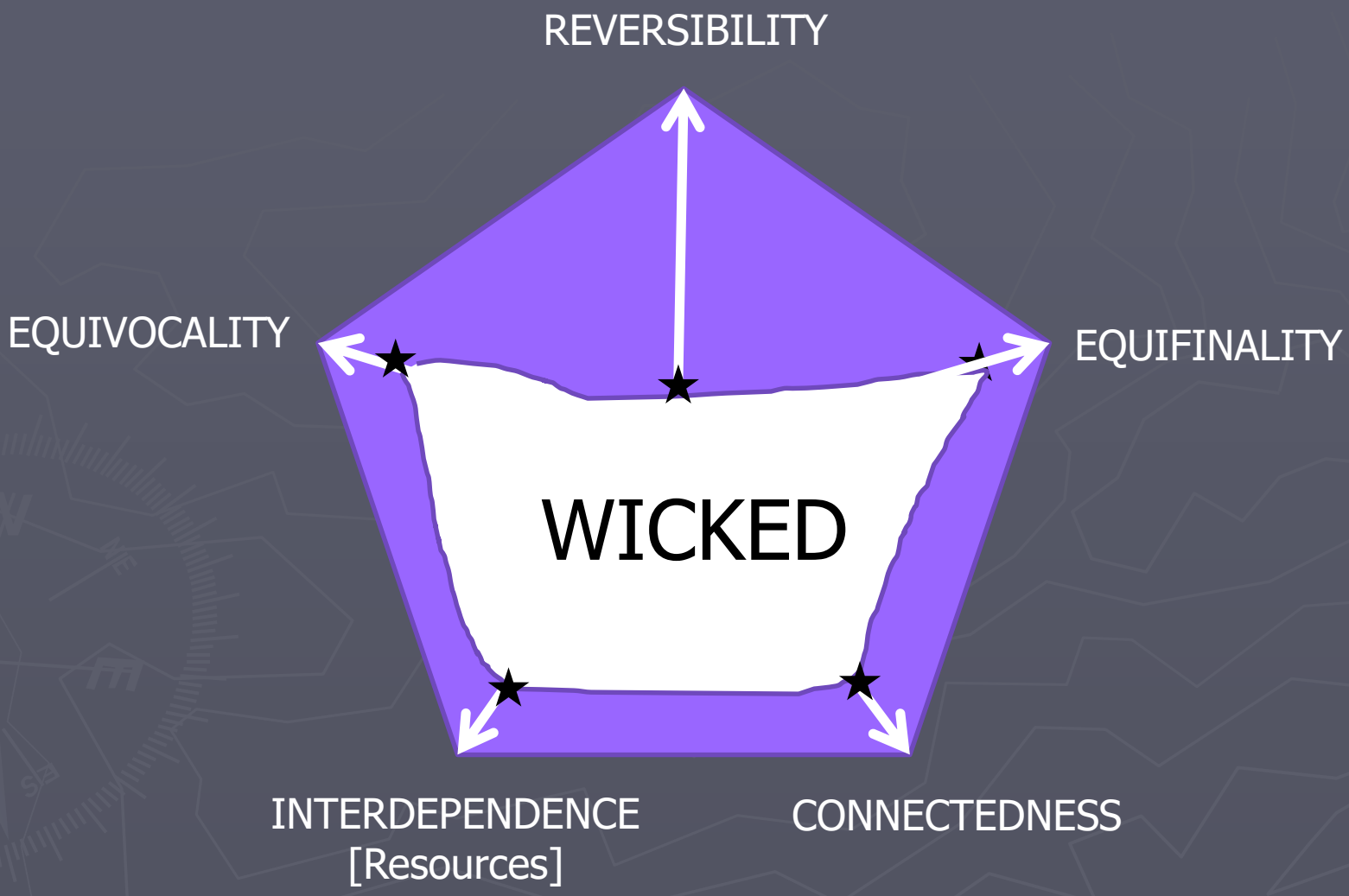
EQUIFINALITY

REVERSIBILITY

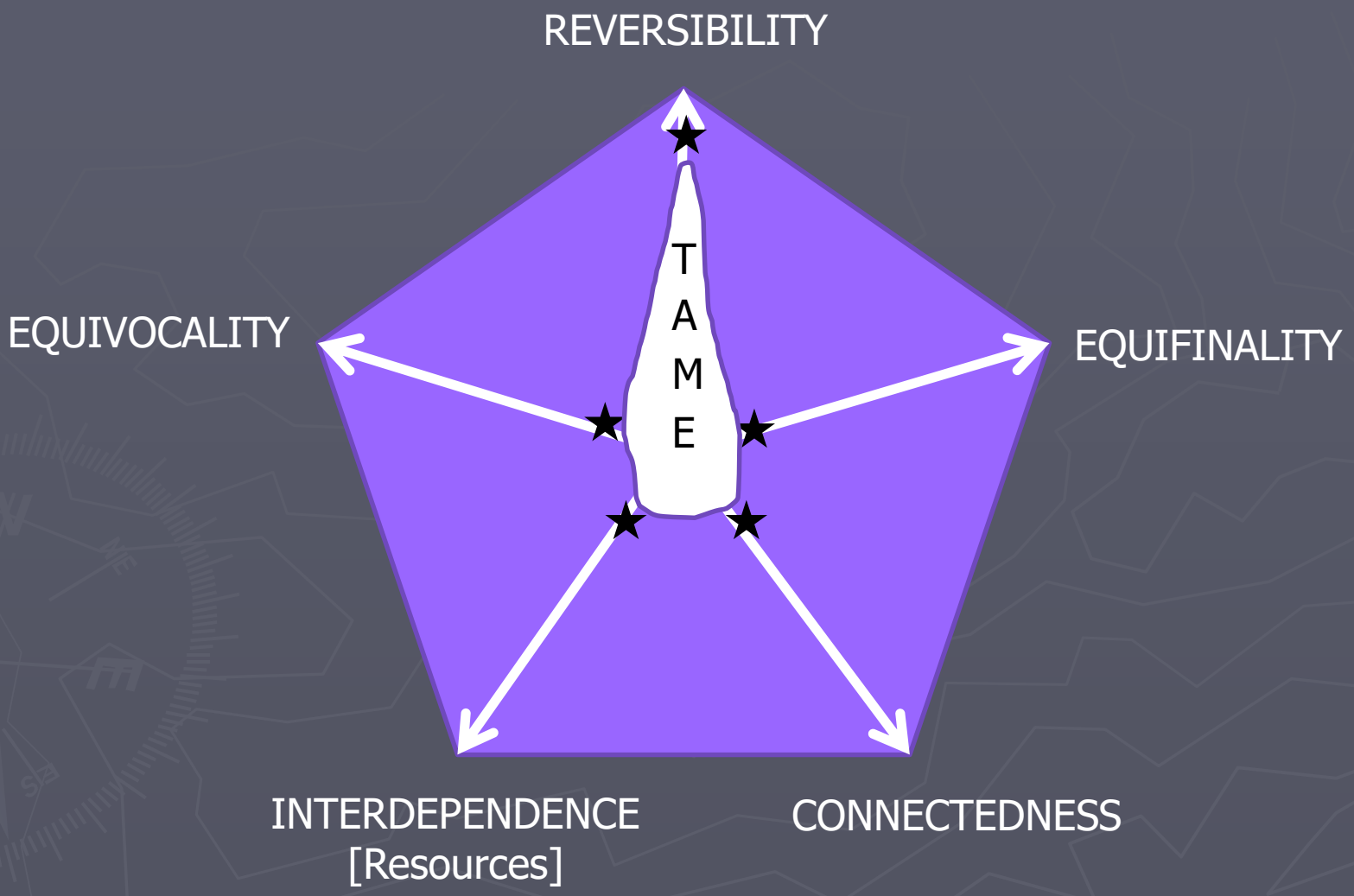
‘Problem Shape’



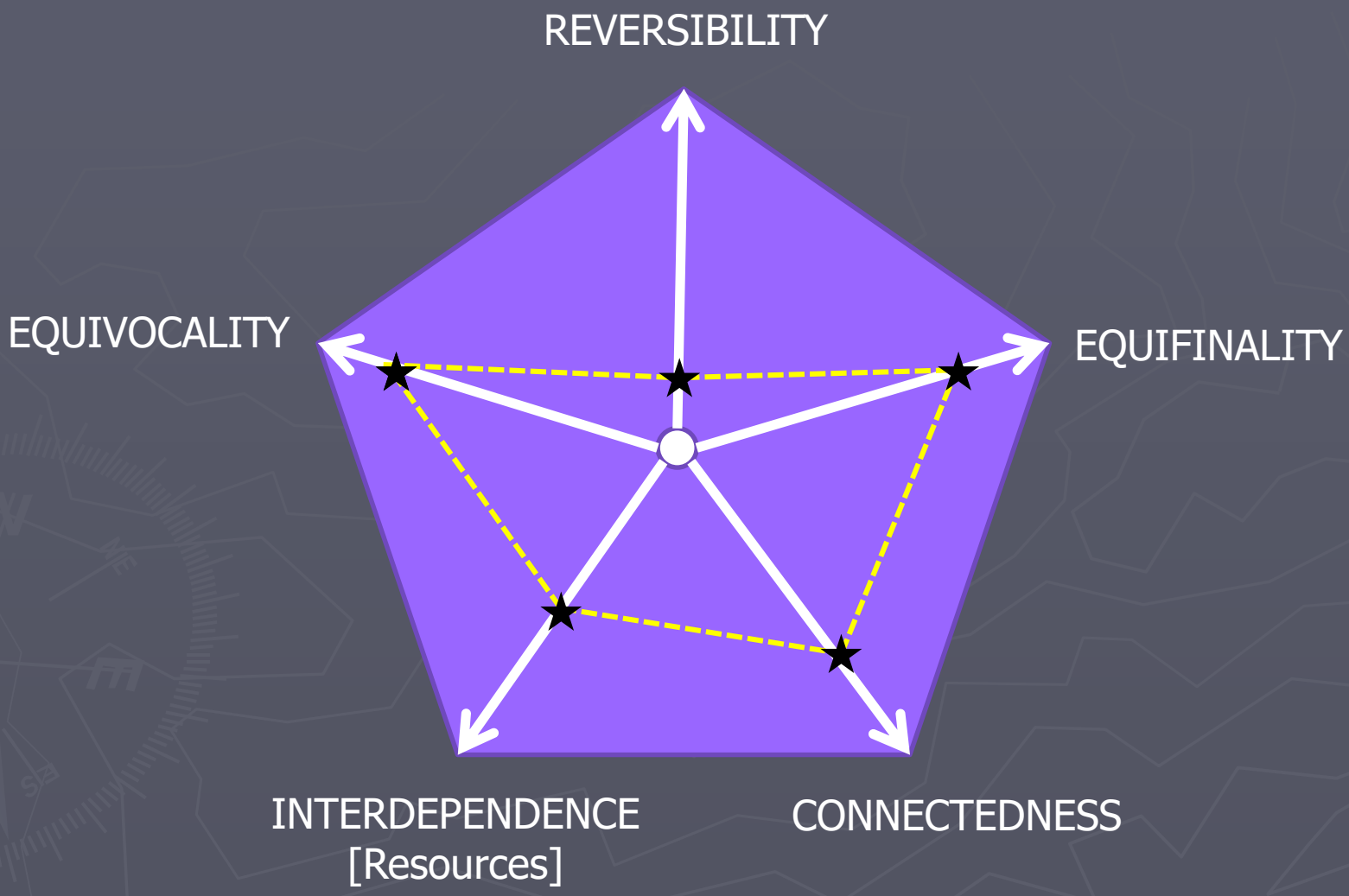
‘Problem Shape’



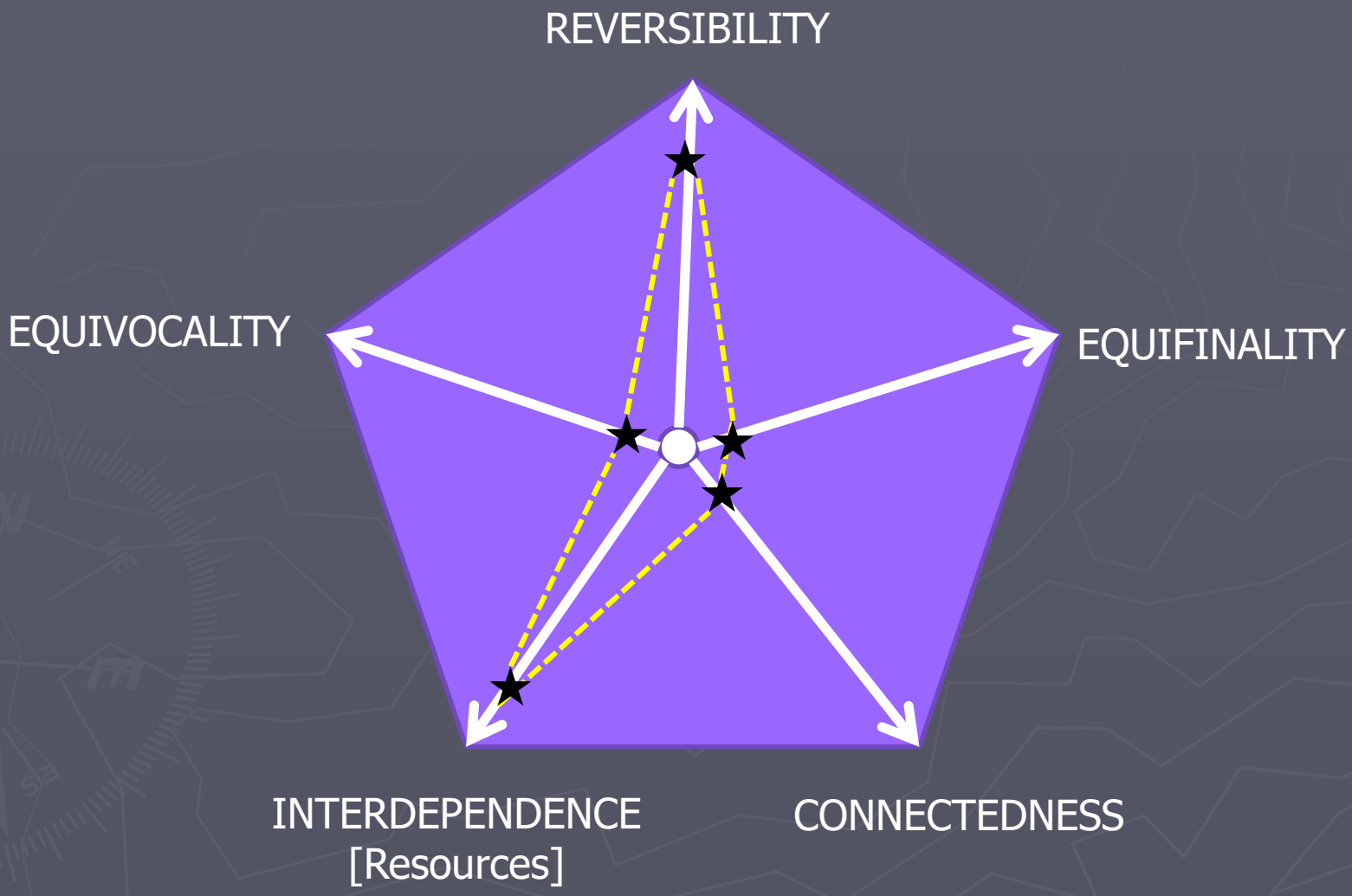
‘Problem Shape’



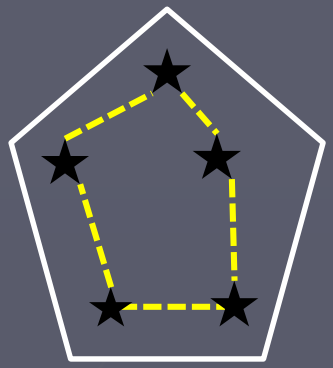
‘Problem Shape’



‘Problem Shape’



The Decisional Media



WEAK

EQUIVOCALITY

STRONG

HIGH

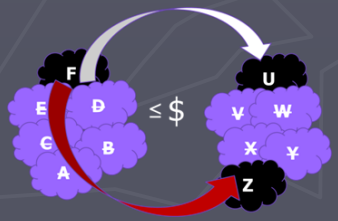
LOW

REVERSIBILITY

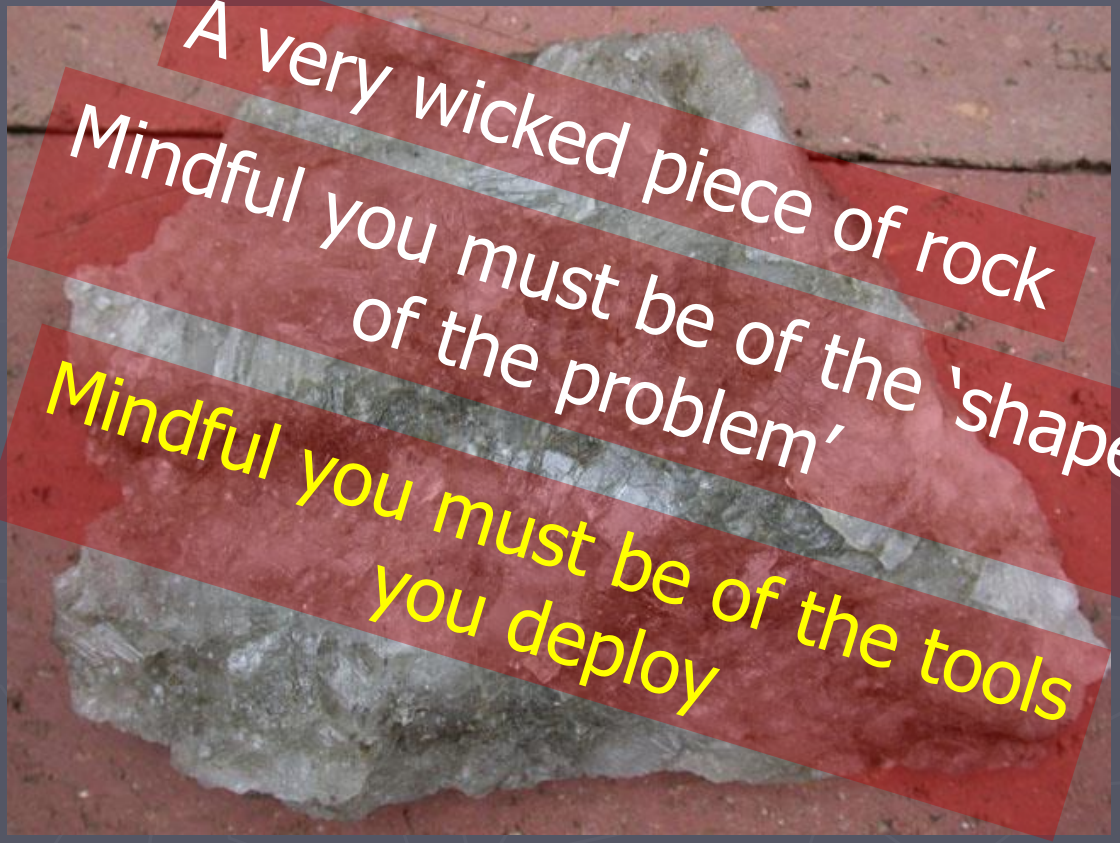
LOW

HIGH

EQUIFINALITY



The Decisional Media



EQUIVOCALITY

WEAK

STRONG

HIGH

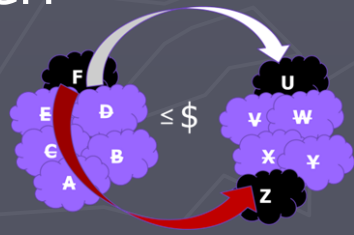
LOW

EQUIFINALITY

LOW

HIGH

REVERSIBILITY



The Decisional Media

WEAK

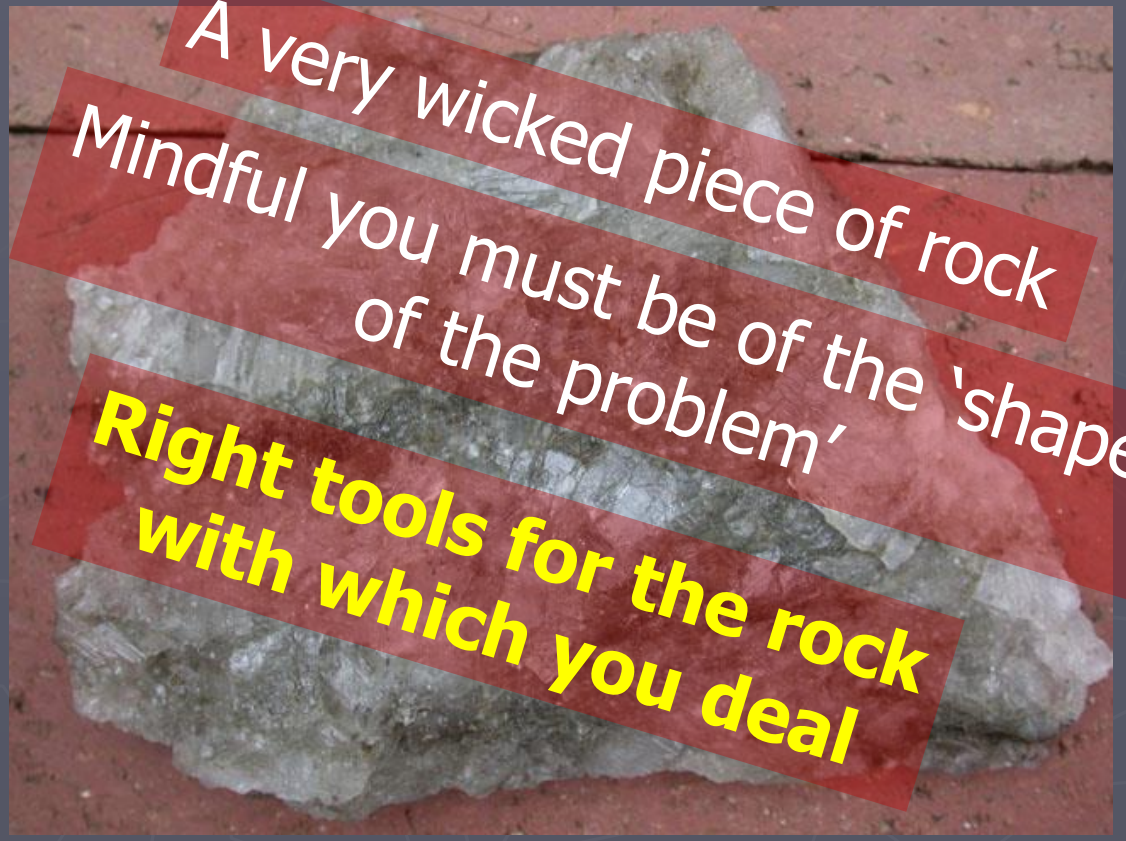
EQUIVOCALITY

STRONG

HIGH

LOW

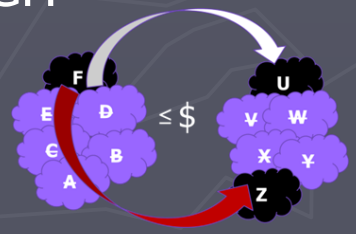
REVERSIBILITY



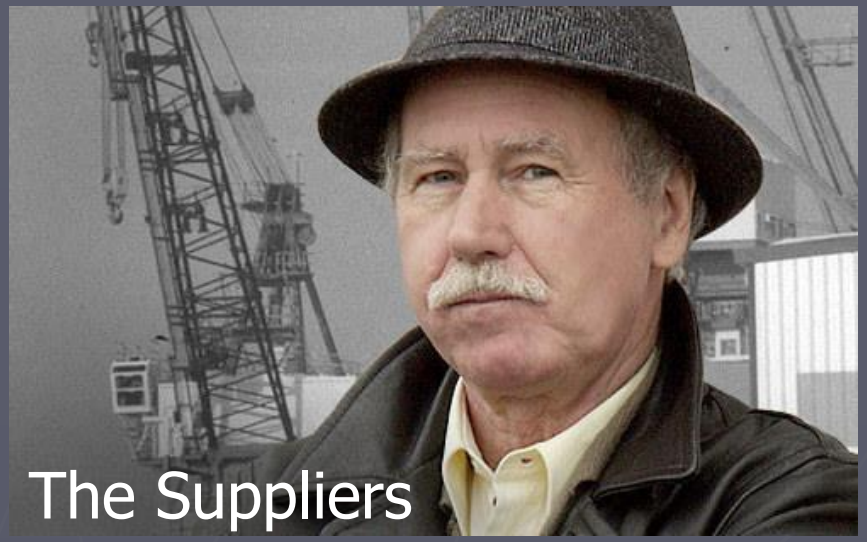
LOW

HIGH

EQUIFINALITY



The Tool Supply Game



The Suppliers

The Academics

The Dealers

The Consultants

The Addicts

The Managers

Schön (1987) in his book *Educating the Reflective Practitioner* opens with these words:

'In the varied topography of professional practice, there is the high, hard ground overlooking the swamp. On the high ground, manageable problems lend themselves to solution through the application of research-based theory and technique. In the swampy lowland, messy, confusing problems defy technical solution. The irony of this situation is that the problems of the high ground tend to be relatively unimportant to individuals or society at large, however great their technical interest may be, while in the swamp lie the problems of greatest human concern. The practitioner must choose. Shall he remain on the high ground where he can solve relatively unimportant problems according to prevailing standards or rigor, or shall he descend into the swamp of important problems and non-rigorous inquiry?' (p. 1)

ALL IN THE GAME YO…ALL IN THE GAME

HELP!!!

The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

Self

Others

Experience

Evidence/
Knowledge

The capacity to exercise 'good' judgement

founded on certain dispositions..

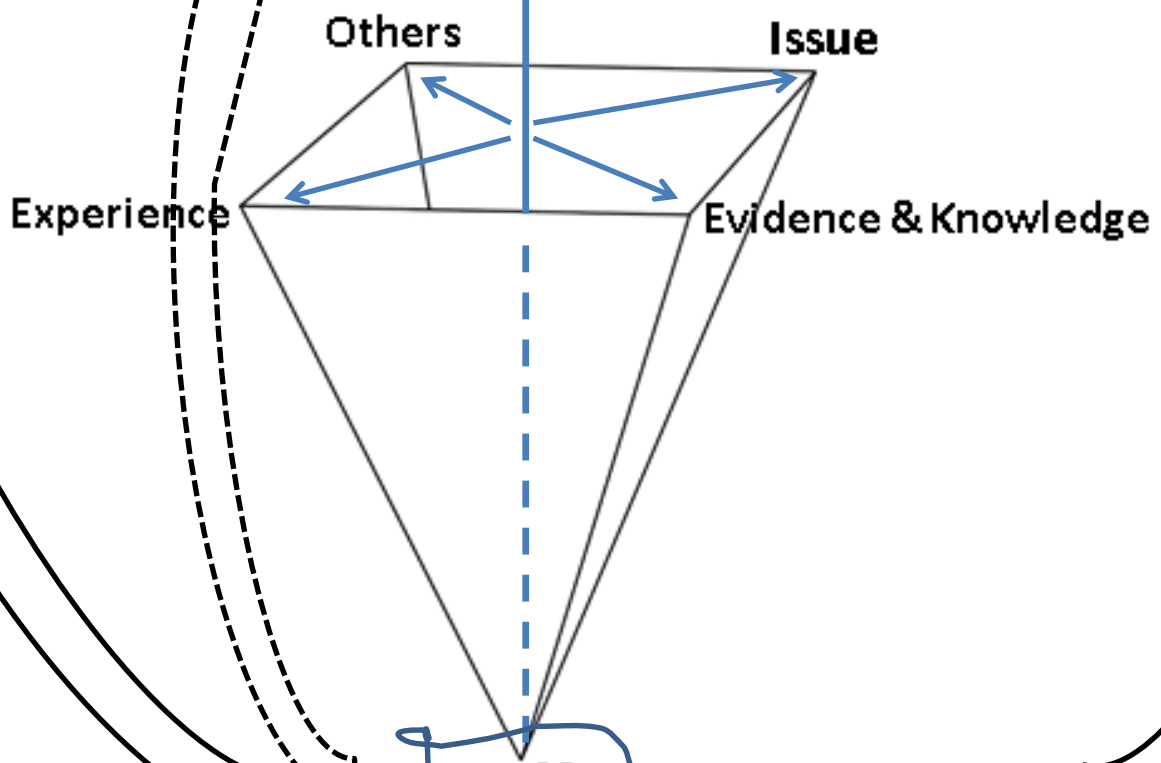
Practical Wisdom
PHRONESIS

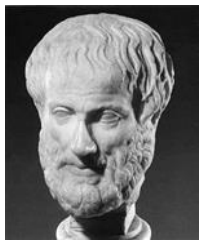
.....and on certain capabilities

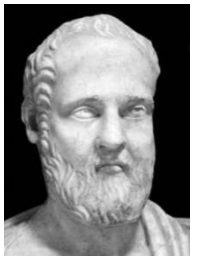
REASON

IMAGINATION

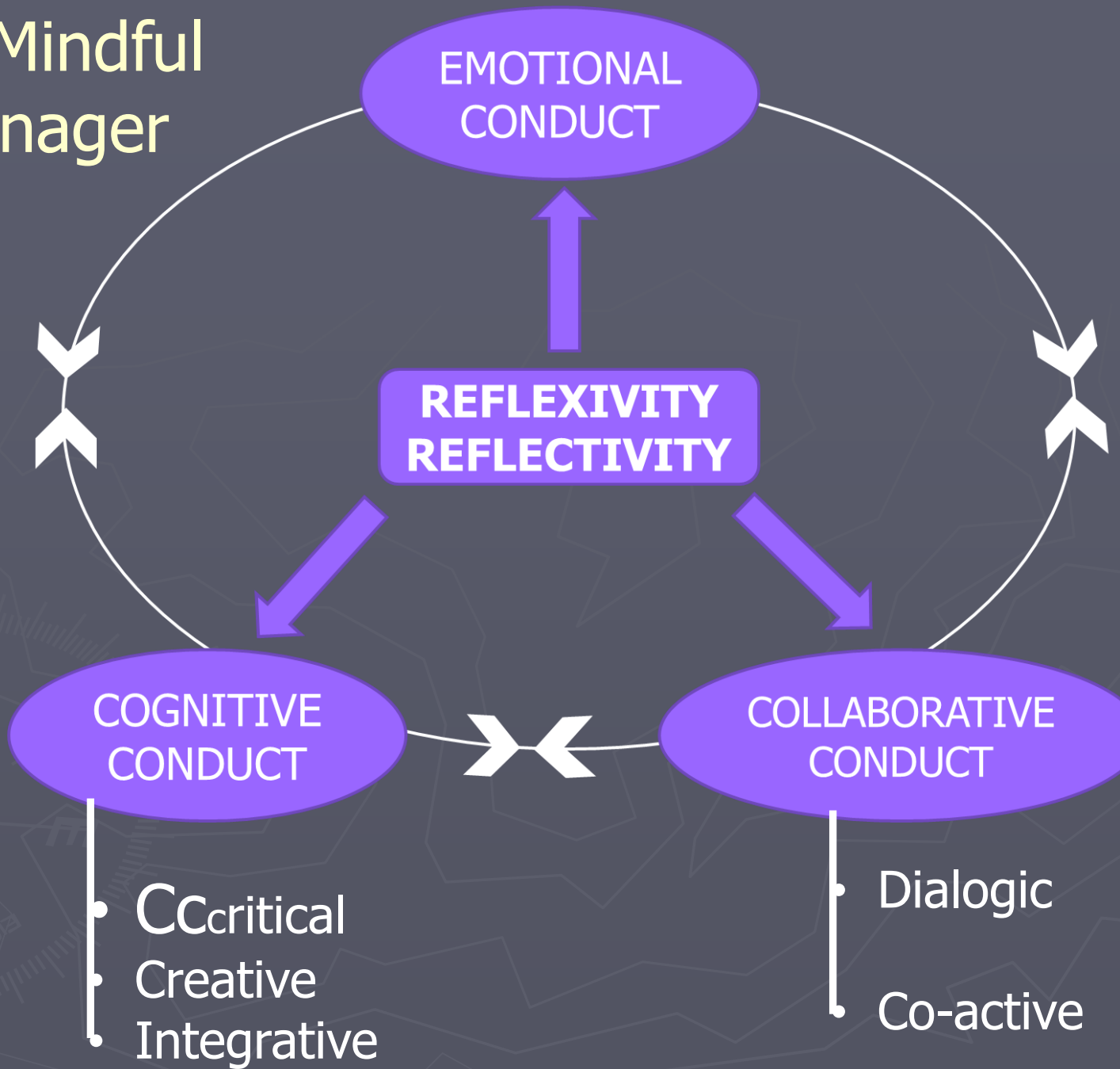
DIALOGICALITY







The Mindful Manager



A Short Meditation

The Mindful Manager

- in pursuit of practical wisdom -

What the fog is going on & why, where the fog should we go, how the fog do we get there & there at the same fogging time with no more cash!?

The capacity to exercise 'good' judgement

founded on certain dispositions..

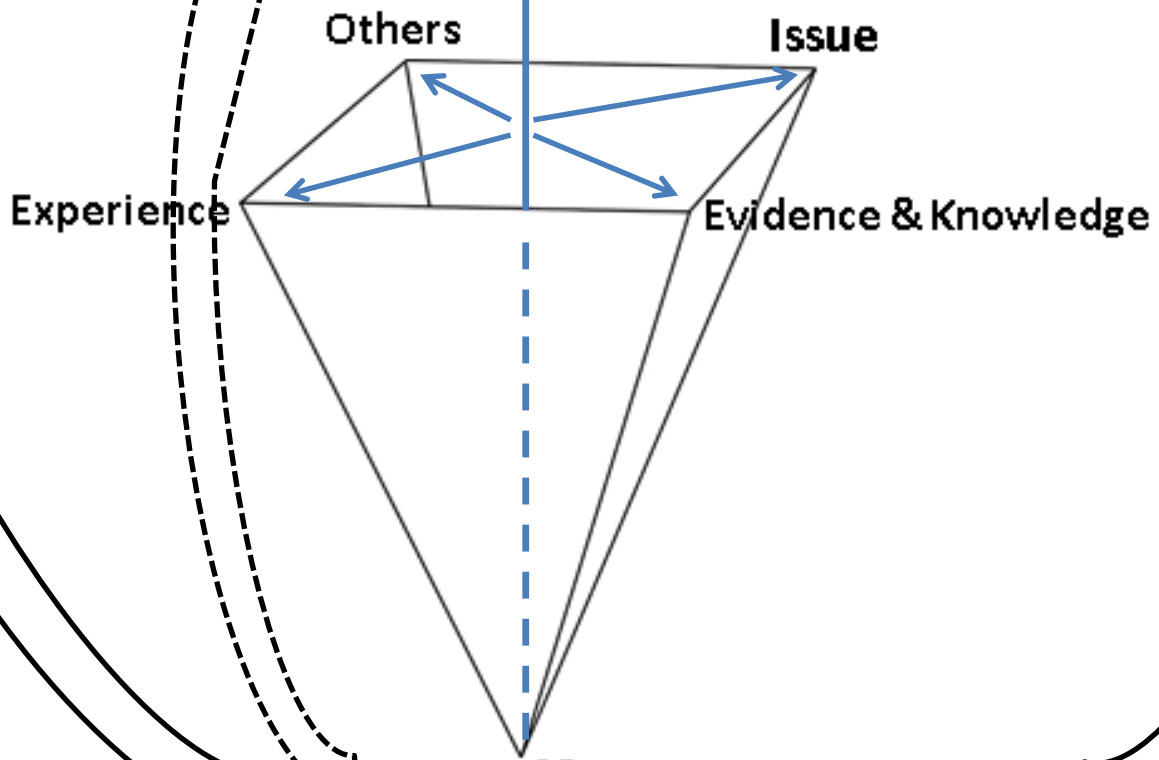
Practical Wisdom
PHRONESIS

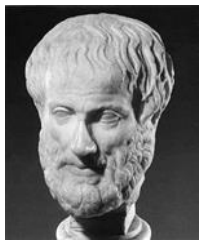
.....and on certain capabilities

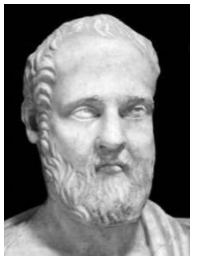
REASON

IMAGINATION

DIALOGICALITY







The capacity to exercise 'good' judgement

founded on certain dispositions..

Practical Wisdom
PHRONESIS

.....and on certain capabilities

IMAGINATION

REASON

DIALOGICALITY

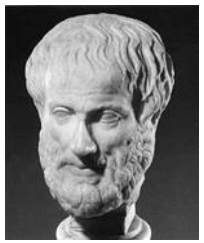
Others

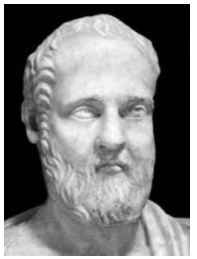
Issue

Experience

Evidence & Knowledge

Self - *reflexivity the founding moment of practical wisdom*





REASON – Critical Thinking

- In the Online course there are 17 mini-modules – you must complete all of them!
- Your 'scores' will not be monitored - only the extent of your participation
- **Engagement with this training resource is compulsory**
  - **MARK PENALTIES APPLY!**

The Core Capabilities Module

Collaborative Conduct: DIALOGUE & Co-acting

An audio-visual helping hand

- **Participation and engagement with this set of video training resources is compulsory.**
- To get the most out of these resources and the experiential opportunities of your MBA you must have completed watching Option A by the end of Week 4.

Collaborative Conduct: DIALOGUE & Co-acting

An audio-visual helping hand

- To access these resources go to the **18/19 Core Skills: Managerial Work** page in your MyModules space and select and **proceed with Option A.**
  - We are watching you watch!
  - Your engagement is being monitored and recorded
  - You must complete the process by the end of Week 4

The capacity to exercise 'good' judgement

founded on certain dispositions..

Practical Wisdom
PHRONESIS

.....and on certain capabilities

IMAGINATION

REASON

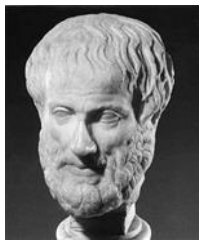
DIALOGICALITY

Others

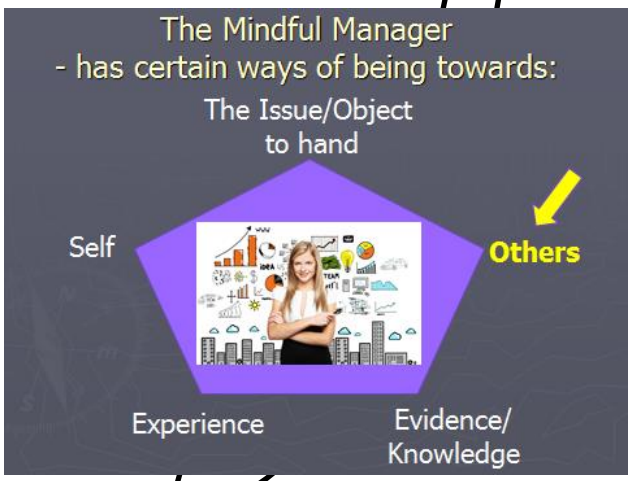
Issue

Experience

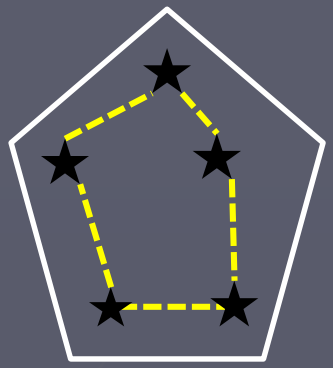
Evidence & Knowledge



Self - *reflexivity the founding moment of practical wisdom*



The Decisional Media



WEAK

EQUIVOCALITY

STRONG

HIGH

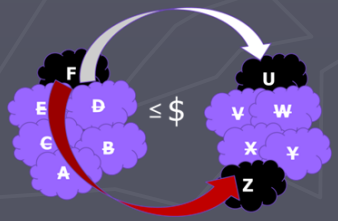
LOW

REVERSIBILITY

LOW

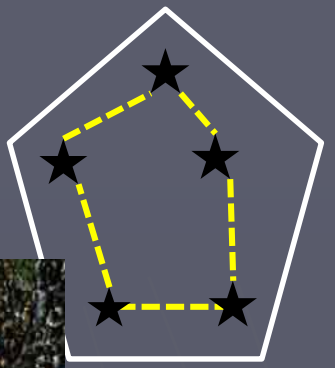
HIGH

EQUIFINALITY



The Managerial Milieu
Constituted of people not rock
© 2002 National Geographic Society. All rights reserved.
NATIONALGEOGRAPHIC.COM

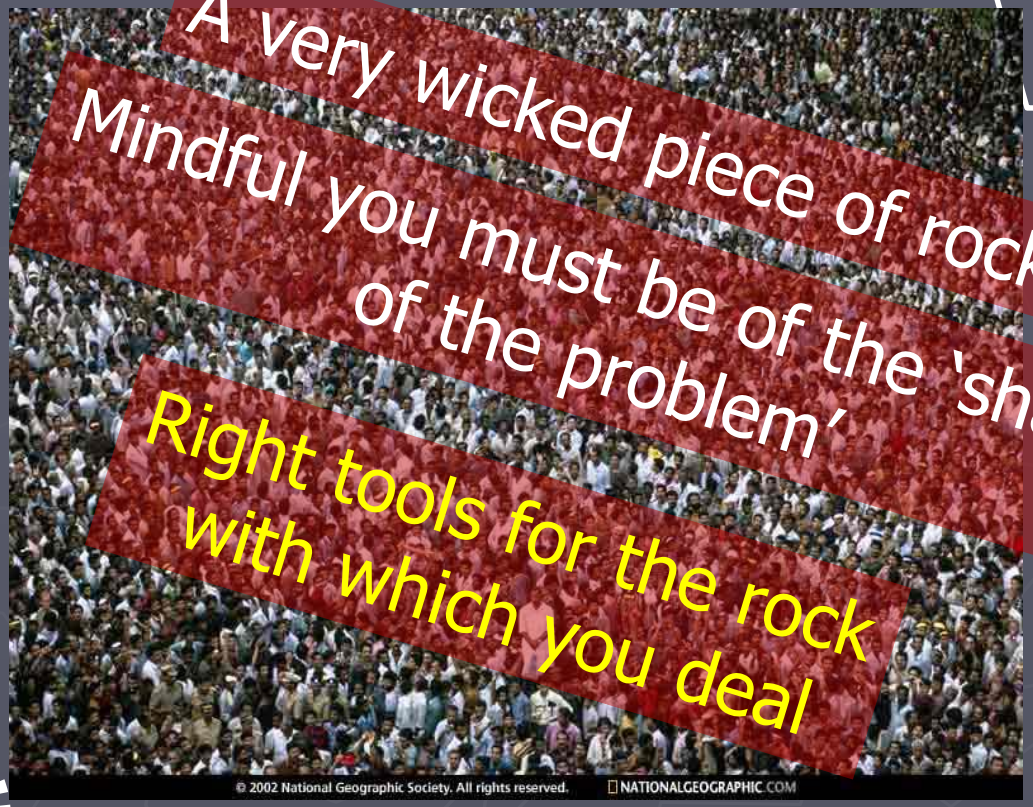
The Decisional Media



WEAK

EQUIVOCALITY

STRONG



HIGH

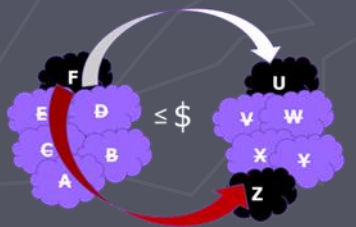
LOW

HIGH

LOW

EQUIFINALITY

REVERSIBILITY



The Nature of Managerial Work

- A multitude of studies have pointed out that **managers spend the vast majority of their time talking**, and, more often than not it would appear, talking to other managers within their own firm:

  "Managers talk and listen most of the time"

  [Stewart 1983 p87]

The Nature of Managerial Work

What is all this talk about ???????????

What the fog is going on & why, where the fog should we go, and how the fog do we get there & there at the same fogging time with no more fogging money!?
katkam.ca Nov 21/05 16:30

The Nature of Managerial Work

- Managers **TALK** to craft the degree of cognitive concordance as to
  - 'what is',
  - 'why what is, is'
  - what should be – FUTURITIES - ENDS

  } ALTERNITIES – BEGINNINGS

and

  - how that 'what' should be achieved – ALTERNATIVE -MEANS
  - that they perceive as necessary..

The Nature of Managerial Work

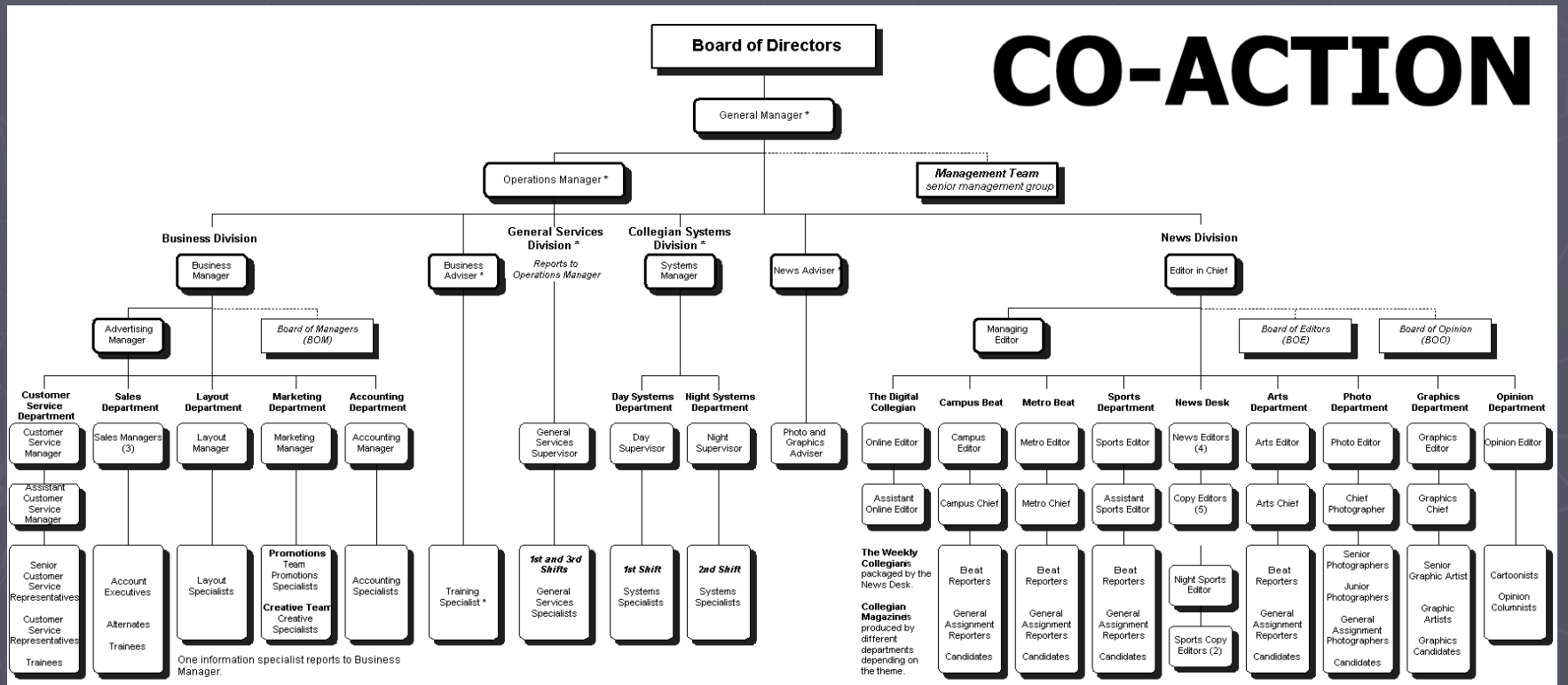
- Managers talk to craft the degree of cognitive concordance as to
  - 'what is',
  - 'why what is, is'
  - what should be, and
  - how that 'what' should be achieved

  that they perceive as necessary <u>for their</u> **collective action**

<u>Their CO-ACTION</u>

A Paradox of Organizing

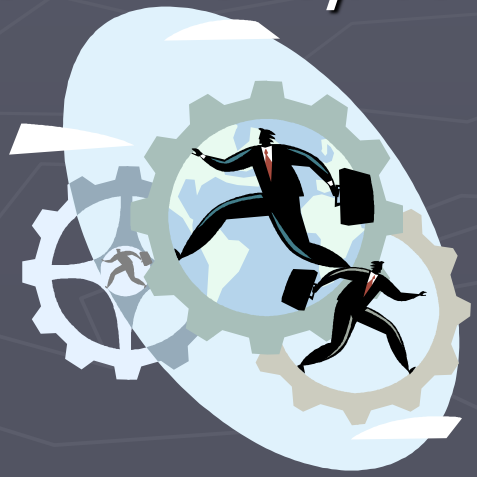
- The torrent of talk appears, in the main, to represent the everyday practical work of CO-ACTION; of the 'working-through' of the differentiation-integration dilemma



The Nature of Managerial Work

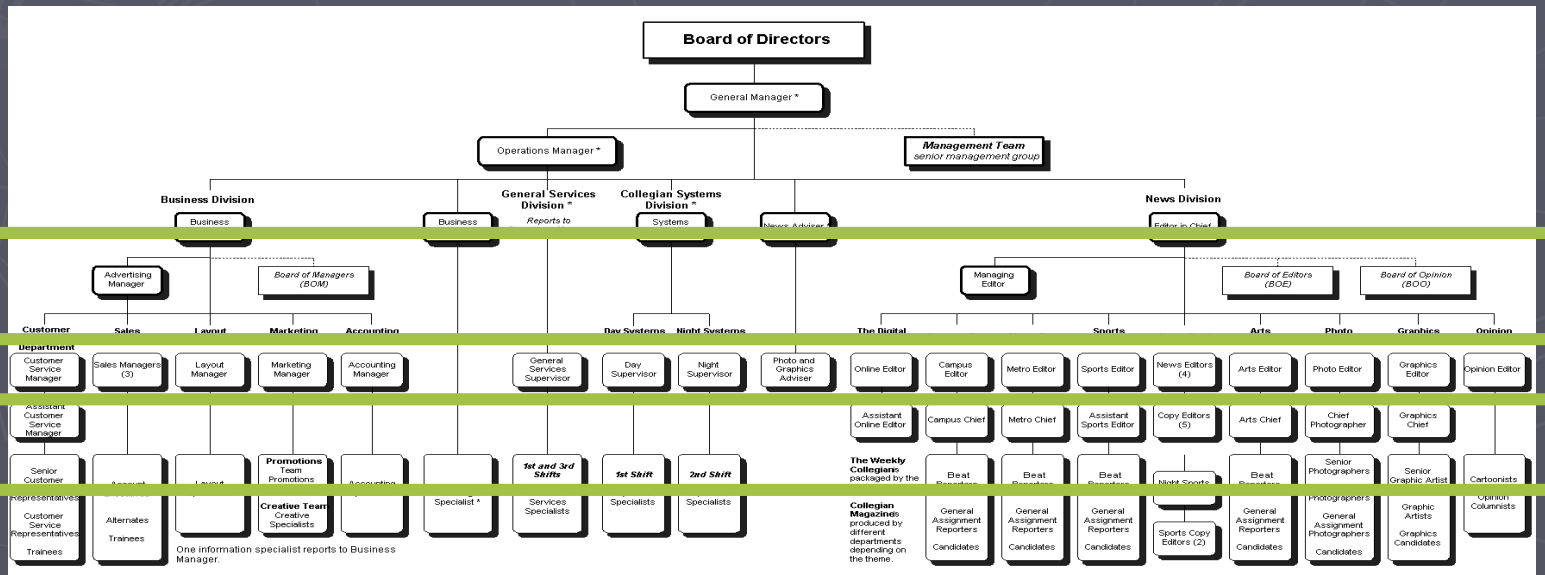
- The responsibility for attaining and sustaining organization is seen to be distributed widely..

  "..horizontally among different management specialisms with different areas of responsibility [e.g. marketing, finance, production] and vertically among different levels of management with different scopes of responsibility" [Hales 2001a p5]



The Nature of Managerial Work

- *"..tying together the independent parts of the total operation that have been fractionated by the need for specialists, departments, and organizational checks and balances."* [Sayles 1964 p259]



The Nature of Managerial Work

- " *informal relationships are key to the effective operation of bureaucracy"* [Blau 1955]

- As one of Sayles respondents put it:

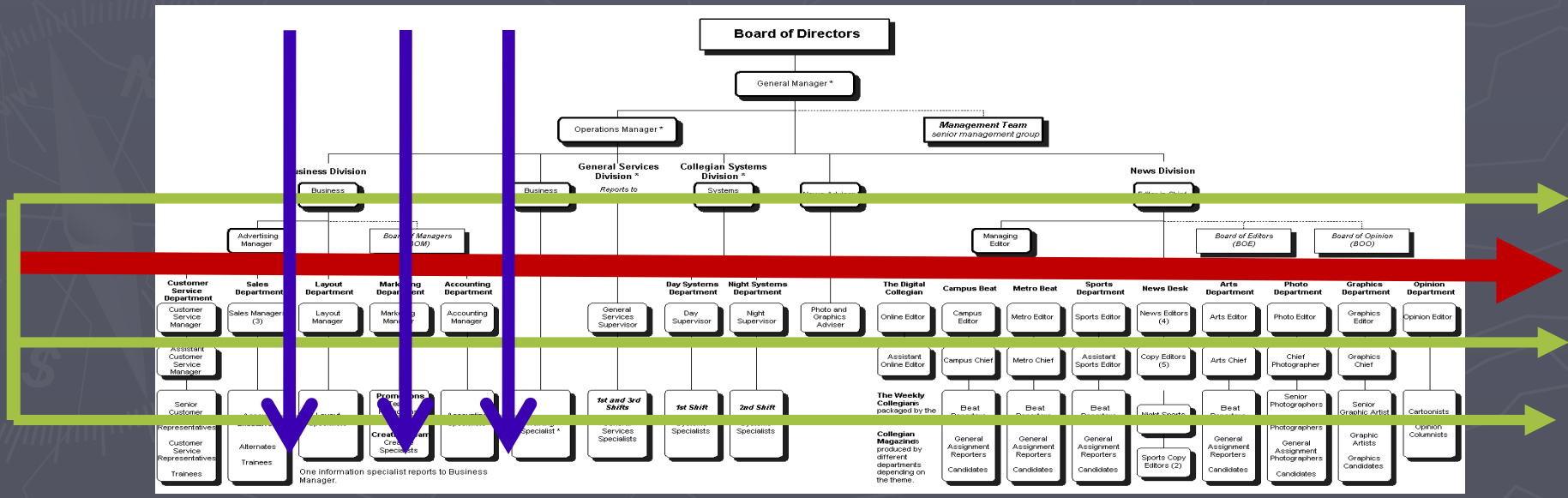
  " …I only have 18 people directly reporting to me..the..ones I can give orders to. But I have to rely directly on the services of 75 or 80 other people….they in turn are affected by perhaps several hundred others, and I must sometimes see some of them too….."
  [1964 p 43]

The Nature of Managerial Work

- This lateral dimension of 'managing' has almost certainly been further emphasised by
  - the increasing dispersion of functions [e.g. marketing], into sub-specialisms [e.g. public relations, advertising, product management, brand management, merchandising etc.],
  - The emergence of so-called lean organizations with considerably flatter structures, and the ever increasing geographical complexity of business operations.

A Paradox of Organizing

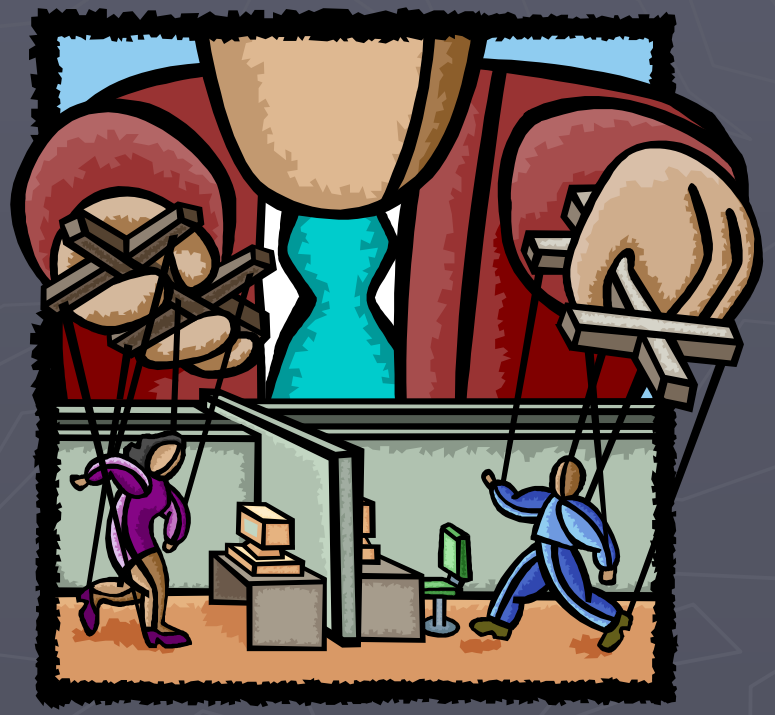
- *'Organized' one way, 'organizing' the other*
- *'Organized' one way, 'operating' the other*
- *Hierarchy versus business process*
- *Business – the process of 'going to market'*



The Nature of Managerial Work

- Numerous studies of managing point up the intensity of the lateral interactions between managers, both in terms of content and frequency.

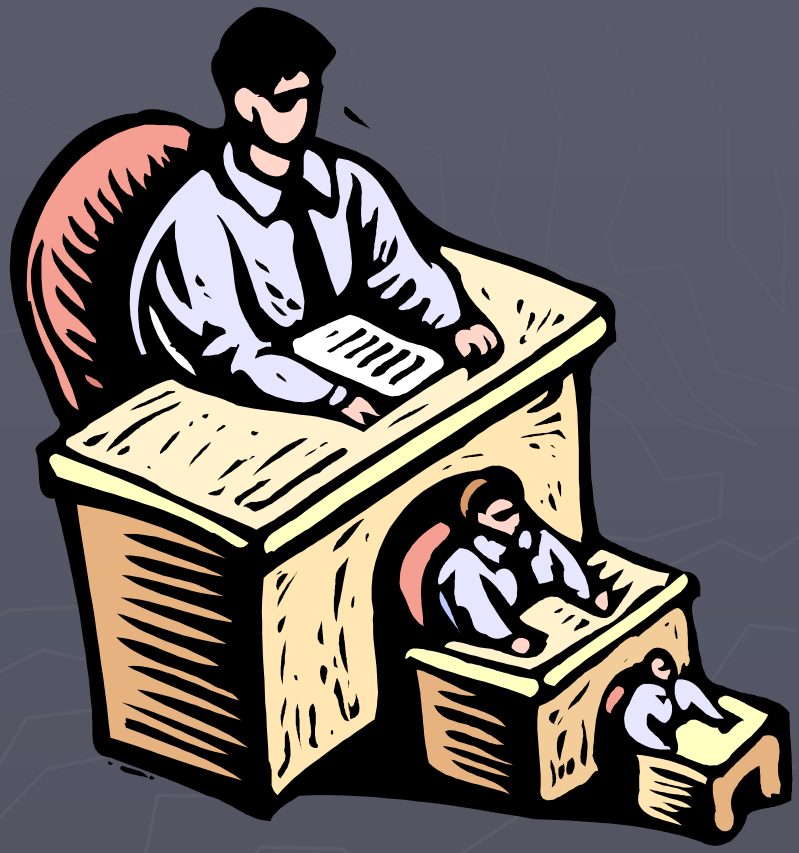
" *A manager almost never has authority equal to her responsibility; she must depend on the actions of many people over whom he has not the slightest control"*
[Sayles 1964 p42]



RESPONSIBITY-AUTHORITY CONGRUENCE

Paradoxes of Organizing

- *" New managers learn very soon that formal authority is a very limited source of power. Most of those who can make a manager's life miserable are people over whom they have no formal authority; that is bosses and peers. Management has just as much to do with negotiating interdependencies as it does with exercising authority…**AND the higher your position the more dependent you become…**"*



[Hill 2003 p262]

RESPONSIBILITY- AUTHORITY CONGRUENCE

The Nature of Managerial Work

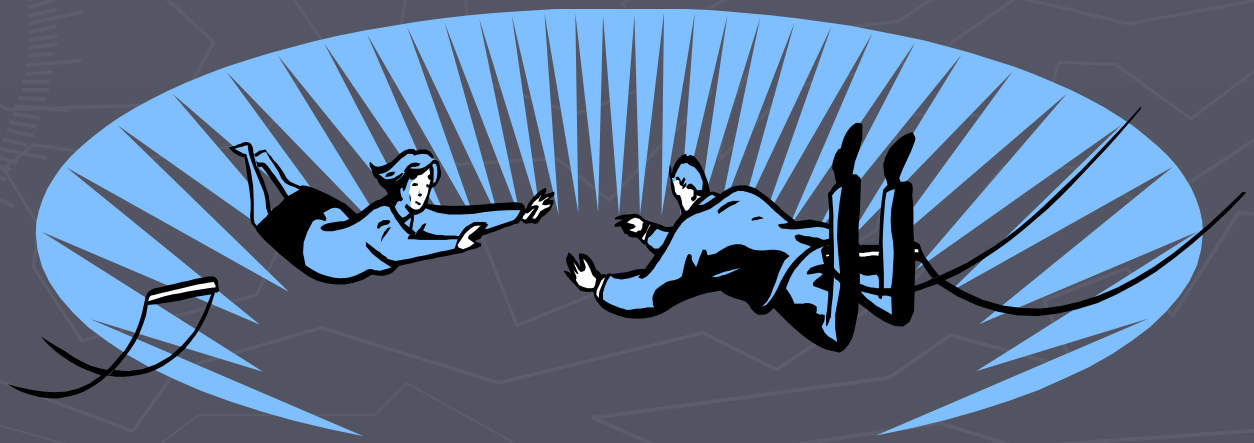
- *" The individual manager does not have a clearly bounded job with neatly defined authorities and responsibilities. Rather s/he is placed in the middle of a system of relationships, out of which s/he must fashion an organization that will accomplish his objectives"*

  [Sayles 1964 p27]

- This complex network of relationships is unstable and unreliable

The Nature of Managerial Work

- An organisation is a collaborative system which is grounded in trust
- 'Trust' is the great simplifier
- 'Trust' enables the avoidance of the potentially paralyzing complexity of purposive collective endeavour.



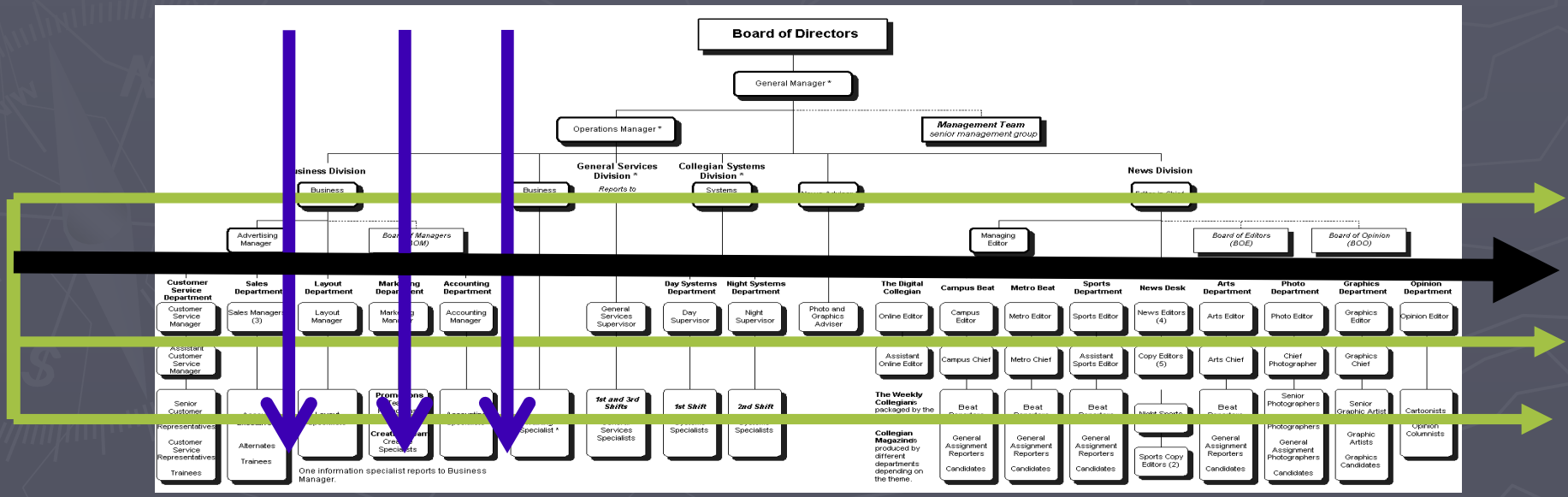
THERE IS NO PANOPTICON

THE PARADOX OF TRUST

- You have to be mad to trust anyone
- **BUT**
- If you do not trust anyone you will go mad

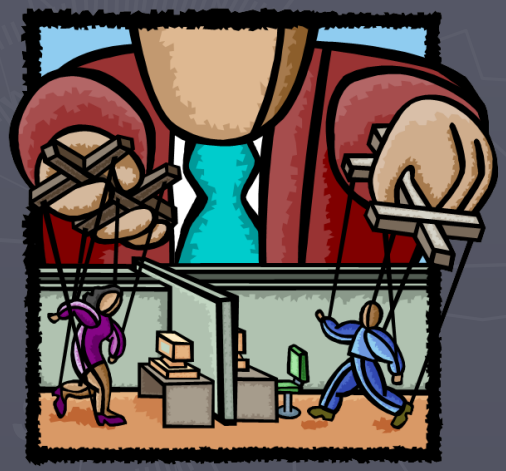
Managerial Work

- With the 'organizing' activities of managers being largely lateral, [and mostly not proceeding through formal hierarchical channels] their 'managing' is inherently a suasive social practice:



Managerial Work

- A manager is perpetually, and predominantly verbally, 'fashioning' organization around objectives, and participating in 'organization' 'fashioned' by other managers, around other objectives.



The Mindful Manager

- A Mindful Manager understands that:

HIGH PERFORMANCE IS BUILT ON WHAT HAPPENS IN EACH MOMENT

CONDUCT COUNTS!

Right Thought, Right Talk, Right Action

The Mindful Manager

- A Mindful Manager understands that:

HIGH PERFORMANCE IS BUILT ON WHAT HAPPENS IN EACH MOMENT

CONDUCT COUNTS!

Right Thought, Right Talk, Right Action

Paradox of Cooperation

" members of a corporation are at one and the same time co-operators in a common enterprise and rivals for the material and intangible rewards of successful competition with each other. The hierarchic order of rank and power that prevails is at the same time a ...control system and a career ladder"
[Burns 1961 p261]

Managers are pursuing `personal agendas. They are
" Clambering over each other to get on"
[Watson & Harris1999 p84]

Paradox of Cooperation

Unitary 'ends'

A wicked world of cooptition

Individual 'ends'

Sectional 'ends'

The struggle for 'resources & rewards'

Unitary 'ends'

A Wicked World of Vested Interests

A wicked world of cooptition

Individual 'ends'

Sectional 'ends'

Paradox of cooperation

A wicked world of cooptition

In wickedly situated complex collective endeavour it is most often impossible to isolate the contribution of an individual to a particular outcome - good or bad [Hannaway 1989 p142]:

"..a complex set of seemingly unrelated decisions by marketing, product development, and manufacturing may interact with the environment to increase profitability without anyone ever knowing who pulled the trigger" [Lombardo & McCall 1982 p64]

Credit can be captured, and blame deflected [Jackall 1983; Grint 1995 p61-62] because of this loose connection.

TRUST

- You have to be mad to trust anyone
- **BUT**
- If you do not trust anyone you will go mad
- **The Paradox of Trust**

TRUST

- You have to be m
to trust anyo
- **BUT**
- ot trust
e you will go
mad
- **The Paradox of Trust**

IN WHOM TO TRUST IS YOUR CHOICE AND A CHOICE OF IMMENSE IMPORTANCE

TRUST

- You have to be m
to trust anyo
- **BUT**
- I
mad
- **The**
Trust

IN WHOM TO TRUST IS YOUR CHOICE
AND A CHOICE OF IMMENSE IMPORTANCE

JUDGEMENTS ABOUT PEOPLE YOU MUST MAKE

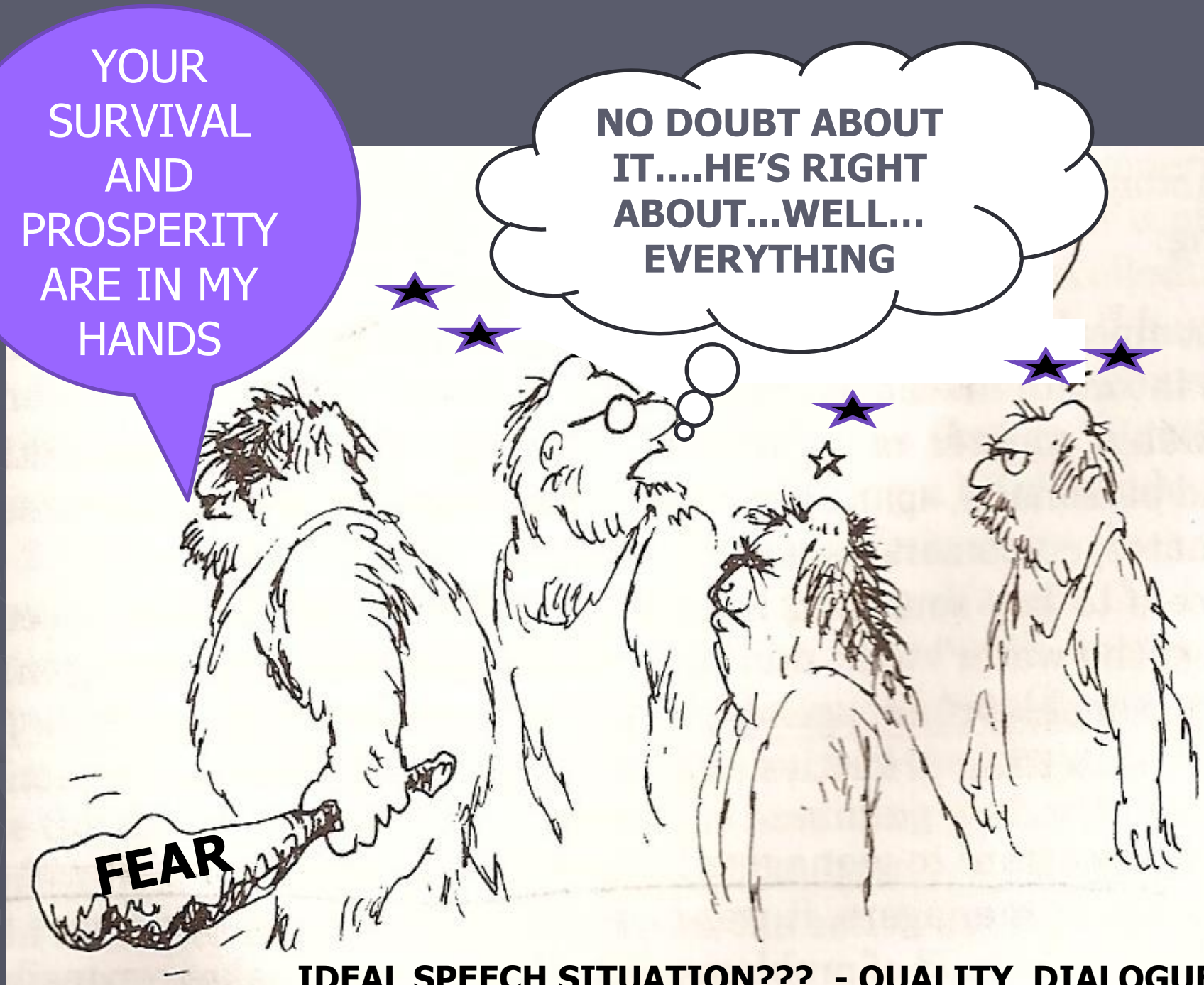
Managerial Work

- The wicked organizational milieu accentuates the personal risk considerations of managers.

The Managerial Milieu - A Wicked World

- The Wicked milieu accentuates the personal risk considerations managers.

  "...I've got a clear view of where we should be going.. there will come a time when this disagreement with Global is going to come to a head.. then y'know it may become.. you either execute or ..you stand up and say no; quite a decision given [Adam]'s *sudden departure"*
- Having the courage of your convictions does not necessarily pay off.
- **The advocacy of certain views can be 'career threatening' in organizations.**



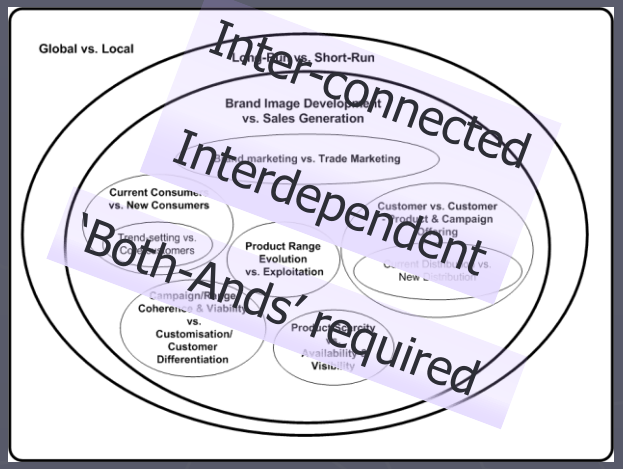
IDEAL SPEECH SITUATION??? - QUALITY DIALOGUE?

The Wicked World of Management

TRUST

- You have to be mad to trust anyone
- **BUT**
- If you do not trust anyone you will go mad

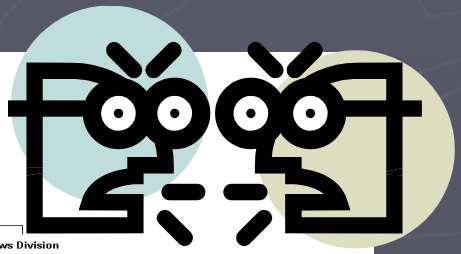
*'there is **no** such thing as a view from nowhere'*

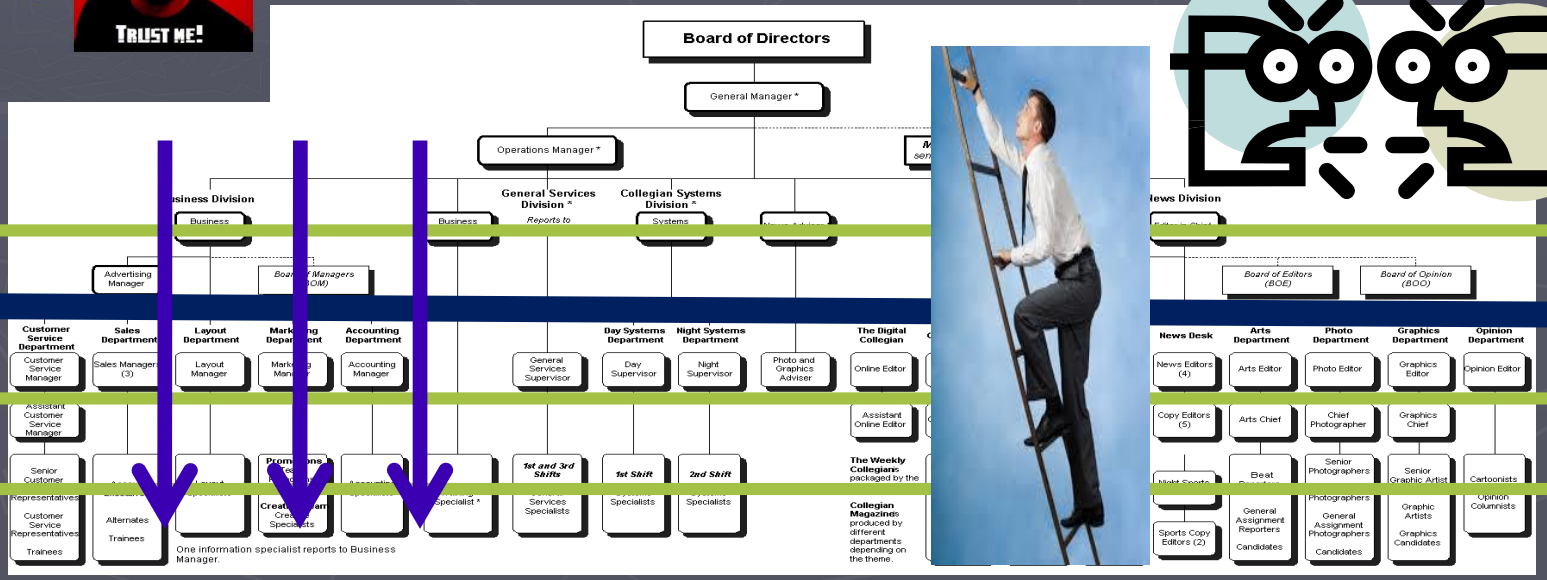


Equivocality

Ir/Reversibility

Equifinality





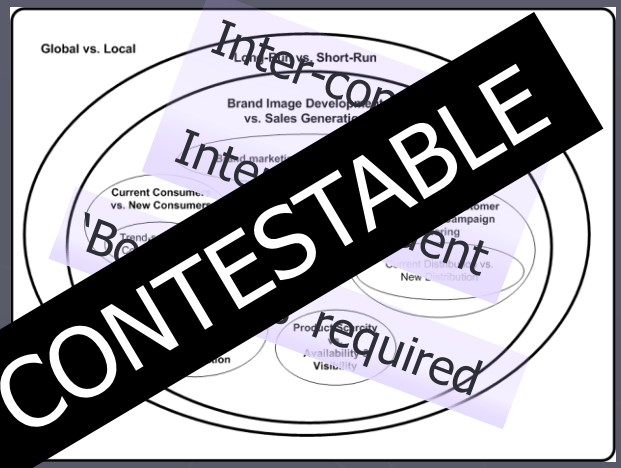
The Wicked World of Management

TRUST

- You have to be mad to trust anyone
- **BUT**
- If you do not trust anyone you will go mad

*'there is **no** such thing as a view from nowhere'*

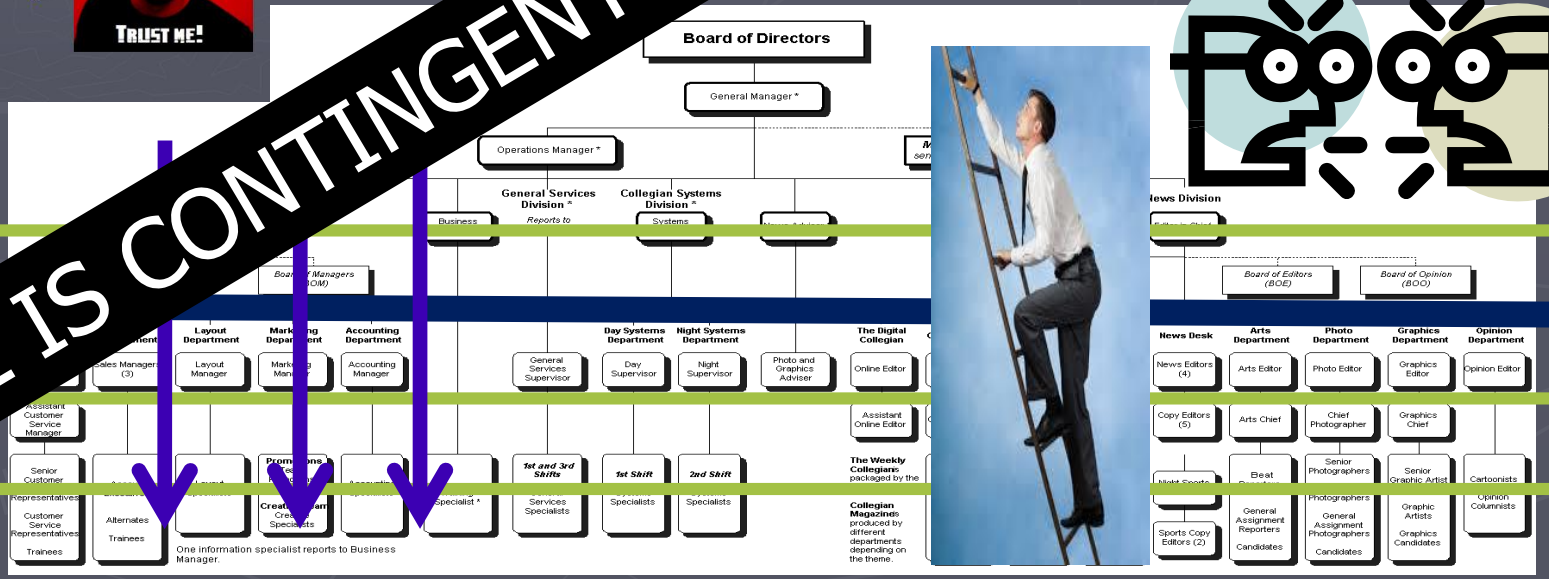
Equivocality

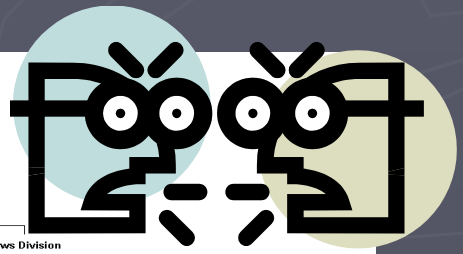


Ir/Reversibility

Equifinality

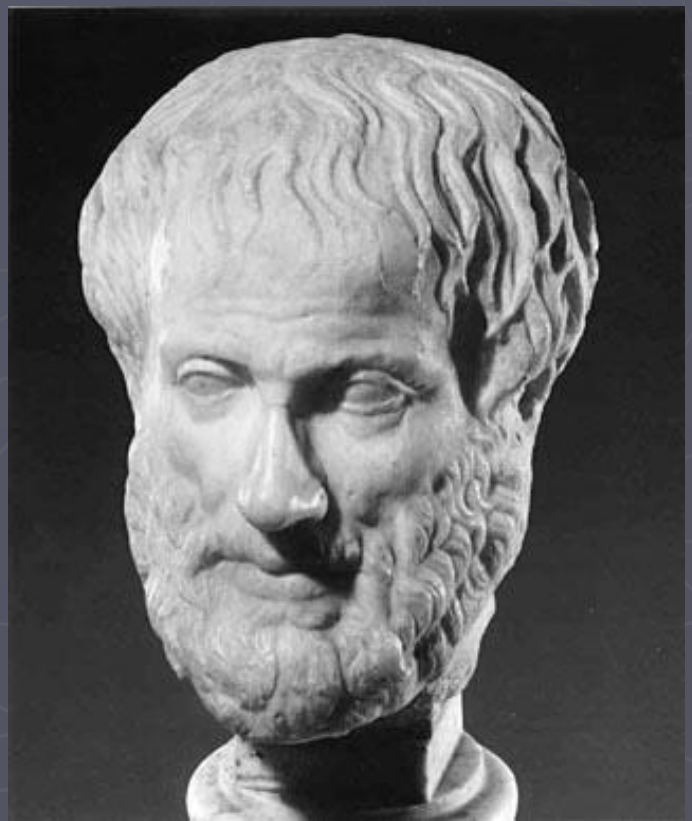
ALL IS CONTINGENT – ALL IS CONTESTABLE





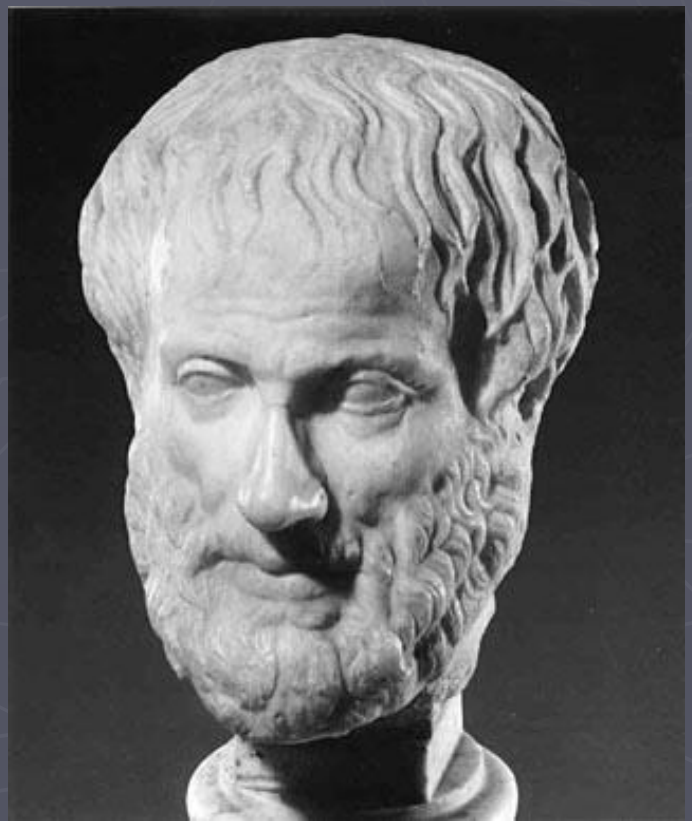
The Mindful Manager

- It is for productive activity and appropriate conduct in this wicked world that Aristotle saw the need for Phronesis – practical wisdom



The Mindful Manager

- It is for productive activity and appropriate conduct in this form of wicked world that Aristotle saw the need for practical wisdom
- It is an activity we term….



The Mindful Manager

POLITICS

Crystallisations 2 & 3

The Mindful Manager

- Politics is the practice of influencing other people on a civic or individual level - it refers to achieving and exercising positions of governance

  — organized control over a human community

- Political action is the process of mobilising different actors with potentially different/divergent interests in collective endeavour around a common purpose

The melding of vested interests

POLITICS

Managerial Work

- Managers **TALK** to craft the degree of cognitive concordance as to
  - 'what is',
  - 'why what is, is' — ALTERNITY – BEGINNINGS
  - what should be – FUTURITY - ENDS

and

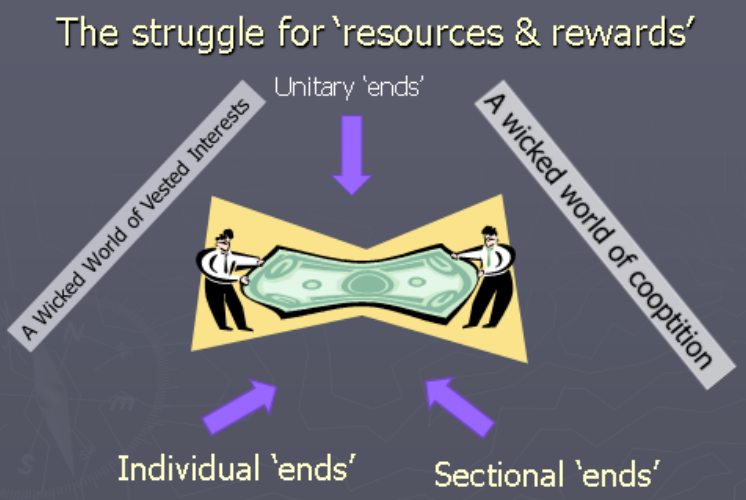
- how that 'what' should be achieved – ALTERNATIVE -MEANS
- that they perceive as necessary..

actice of influenc
c or individu
ing and e
positions
er a human

THE ESSENCE OF MANAGERIAL WORK
THE MELDING OF THE SUBJECTIVE INTO THE INTO THE INTERSUBJECTIVE
AND OF INDIVIDUAL INTERESTS AROUND COLLECTIVE INTERESTS

- Political
  diffe with pote
  vergent intere
  our around a com

The melding of vested interests



The Mindful Manager
- has certain ways of being towards:

The Issue/Object
to hand

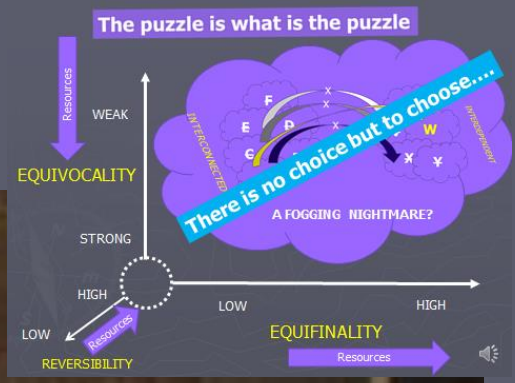
Self

Others
|
Politicality

Experience

Evidence/
Knowledge

A POLIICAL ENDEAVOUR


The puzzle is what is the puzzle
Resources
WEAK
EQUIVOCALITY
STRONG
There is no choice but to choose....
A FOGGING NIGHTMARE?
INTERCONNECTED
INTERDEPENDENT
HIGH
LOW
LOW
HIGH
EQUIFINALITY
Resources
Resources
REVERSIBILITY

The Mindful Manager

- POLITICIANS' discussions are :
- " *always about four things: about* ***what is going on****, about* **what will happen** *as a result of what is going on, about* ***what should be going on****, or* ***what should happen*** *as a result of what should be going on, and about* ***what to do*** *about one thing or the other"*
- [Thayer 1988 p259; emphasis in bold in original]

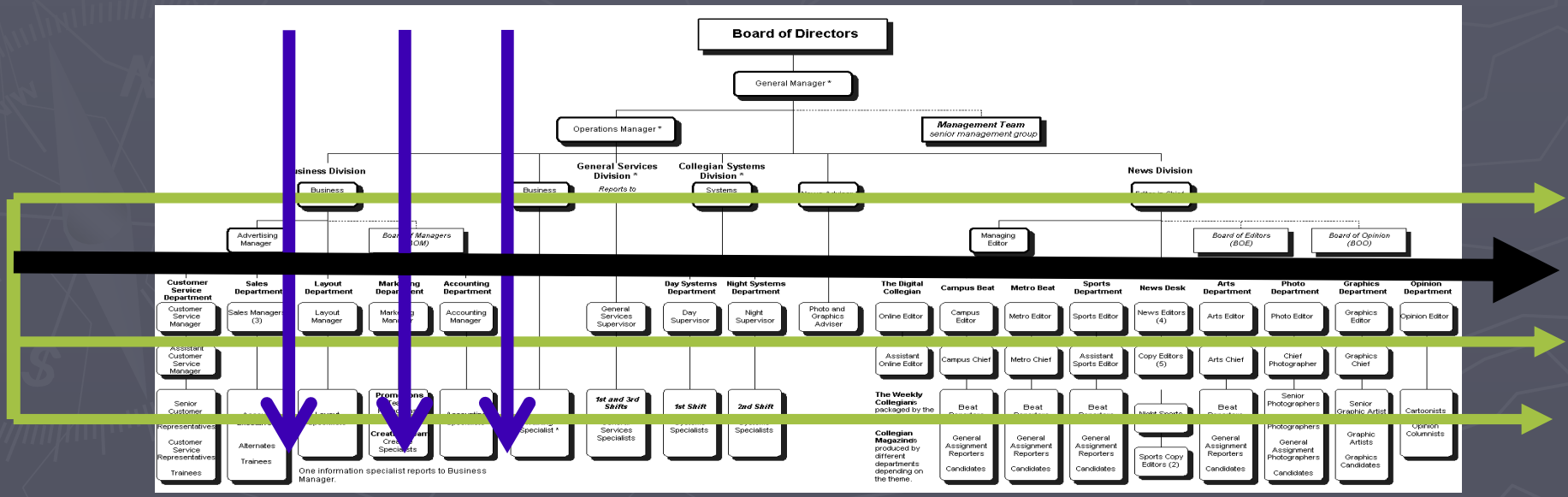
The Mindful Manager

- *"....individuals in organizations are often in conflict... differences between organizational participants over the means and ends of organizational activity constitute one of the most, perhaps the most, pervasive facts of everyday organizational life"* [Mangham 1979 p10]

A political endeavour

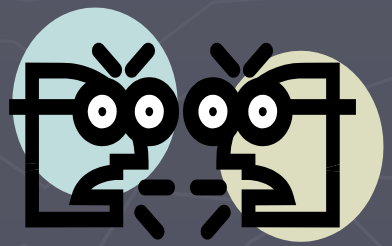
Managerial Work

- With the 'organizing' activities of managers being largely lateral, [and mostly not proceeding through formal hierarchical channels] their 'managing' is inherently a suasive micro-political social practice:



Managerial Work

- The, often extreme, wickedness of the situations in which managers find themselves, combines with the pervasive 'paradoxical character' of the issues/ problems that they face in their endeavours, to engender a deeply political character in the content of their work.



A political endeavour

The Mindful Manager

- 'Management' is inherently a suasive micro-political social practice:

" *the political aspects of life in organisations, the struggle of reasonable men to have what they consider to be right and proper prevail, derive from the basic processes of human association. Political behaviour, from this perspective, is not a reflection of the darker side of humanity, but a necessary consequence of individuals coming together and seeking to achieve a particular goals"*

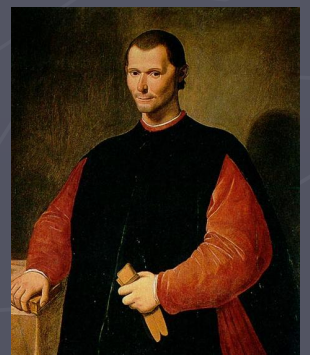
[Mangham 1979 p xii]

Managerial Work
A Micro-political Endeavour

However among managers politics is a very dirty word

- *"...the term political is typically used, loosely and pejoratively, to distinguish a category of interpersonal behaviour which includes a range of influence tactics, more or less covert, and more or less cunning...Political behaviour in organisational contexts is thus normally equated with the informal, parochial, divisive, illegitimate, devious, underhand and unsanctioned"*

[Buchanon 1999 p S73]



Managerial Work
A Micro-political Endeavour

- The managers in our studies, had a clear view of politics as the use of underhand influence tactics in the pursuit of individual, as opposed to collective goals:

".. see politics two ways ...politics from the point of view of the capital P..like Tony Blair and all that... then politics with a small p... how people pursue their careers...how people pursue their organizational success... its lobbying, its influence, pressure..... it's downright lying... and that's repulsive"

Deliberative Conduct
A POLLICAL ENDEAVOUR

The Mindful Manager

- A Mindful Manager understands that:

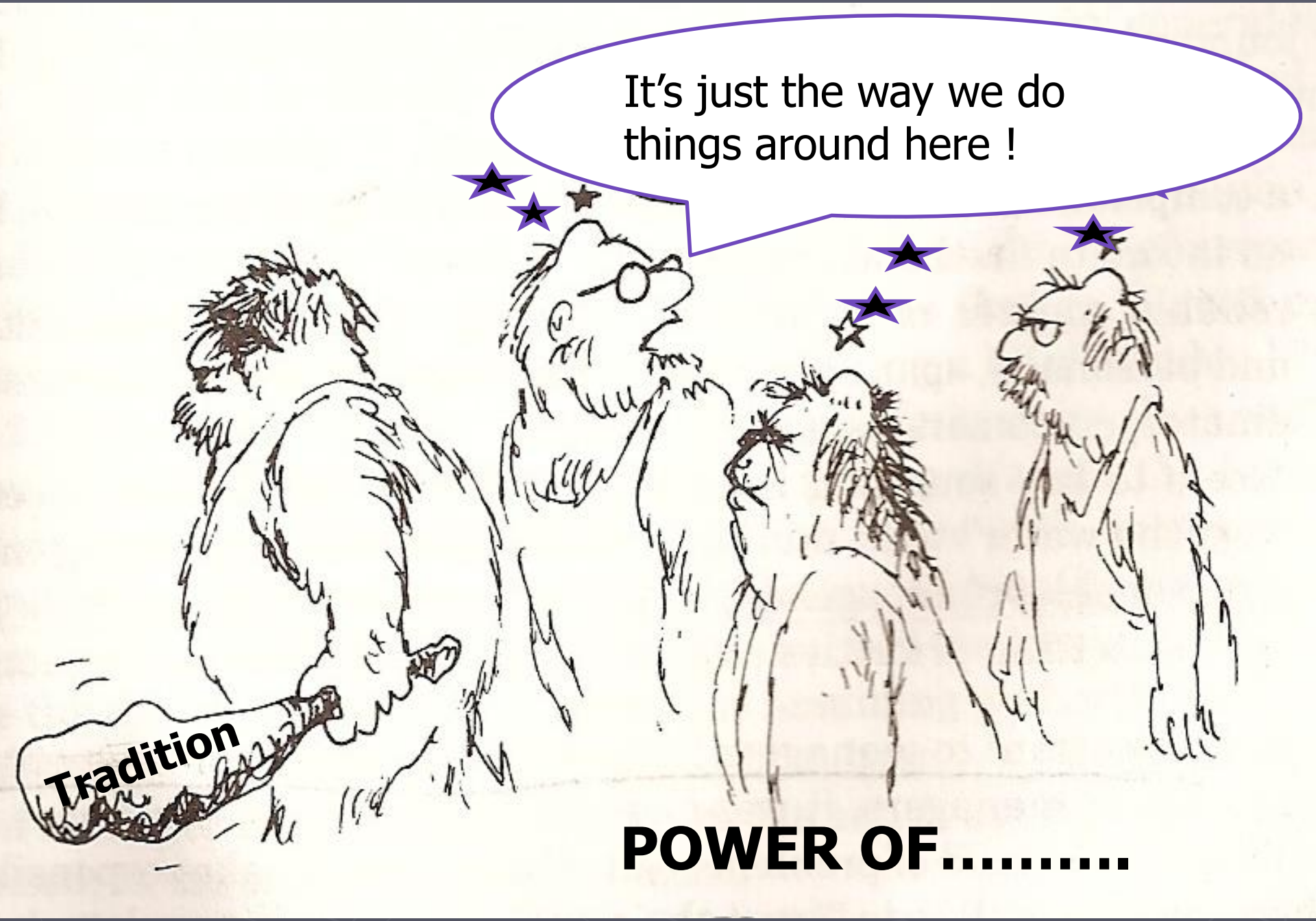
HIGH PERFORMANCE IS BUILT ON WHAT HAPPENS IN EACH MOMENT

CONDUCT COUNTS!...and...

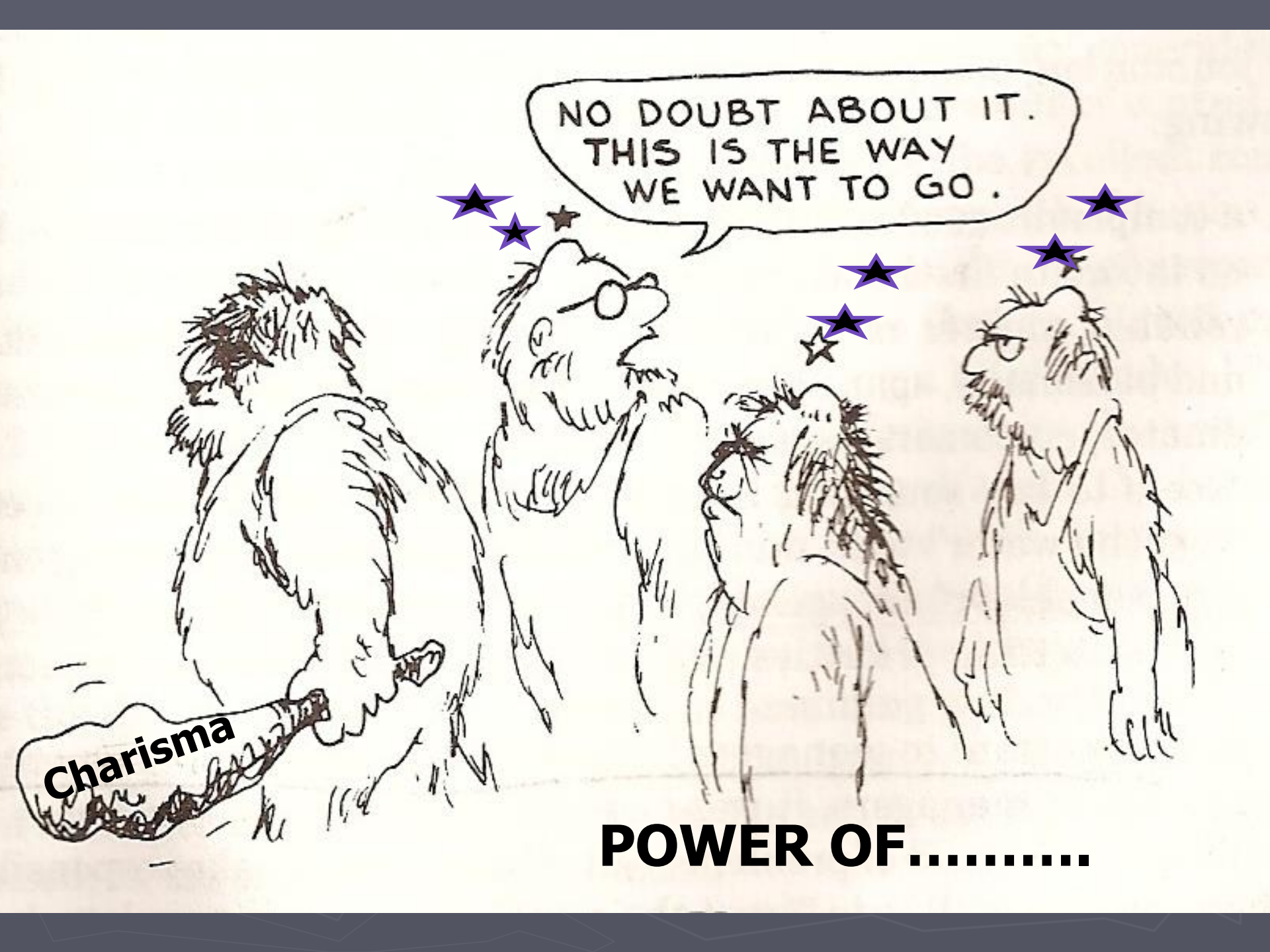
Right Thought, Right Talk, Right Action

Becoming a Mindful Manager

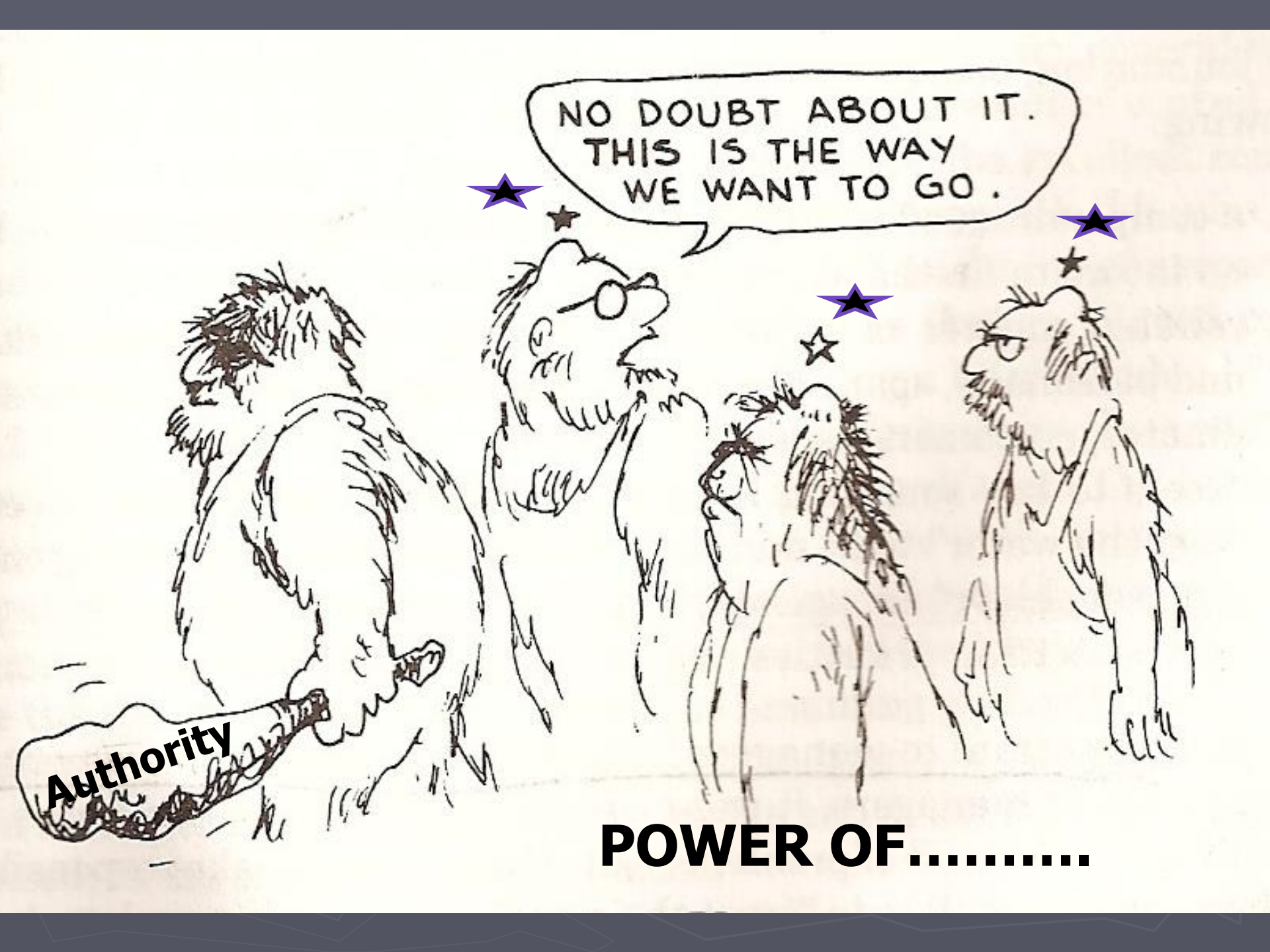
- To whom to listen is your choice and a choice of immense importance
- Choice & importance increase with ‘seniority’ ?
- Danger??



POWER OF……



POWER OF.....



POWER OF.....

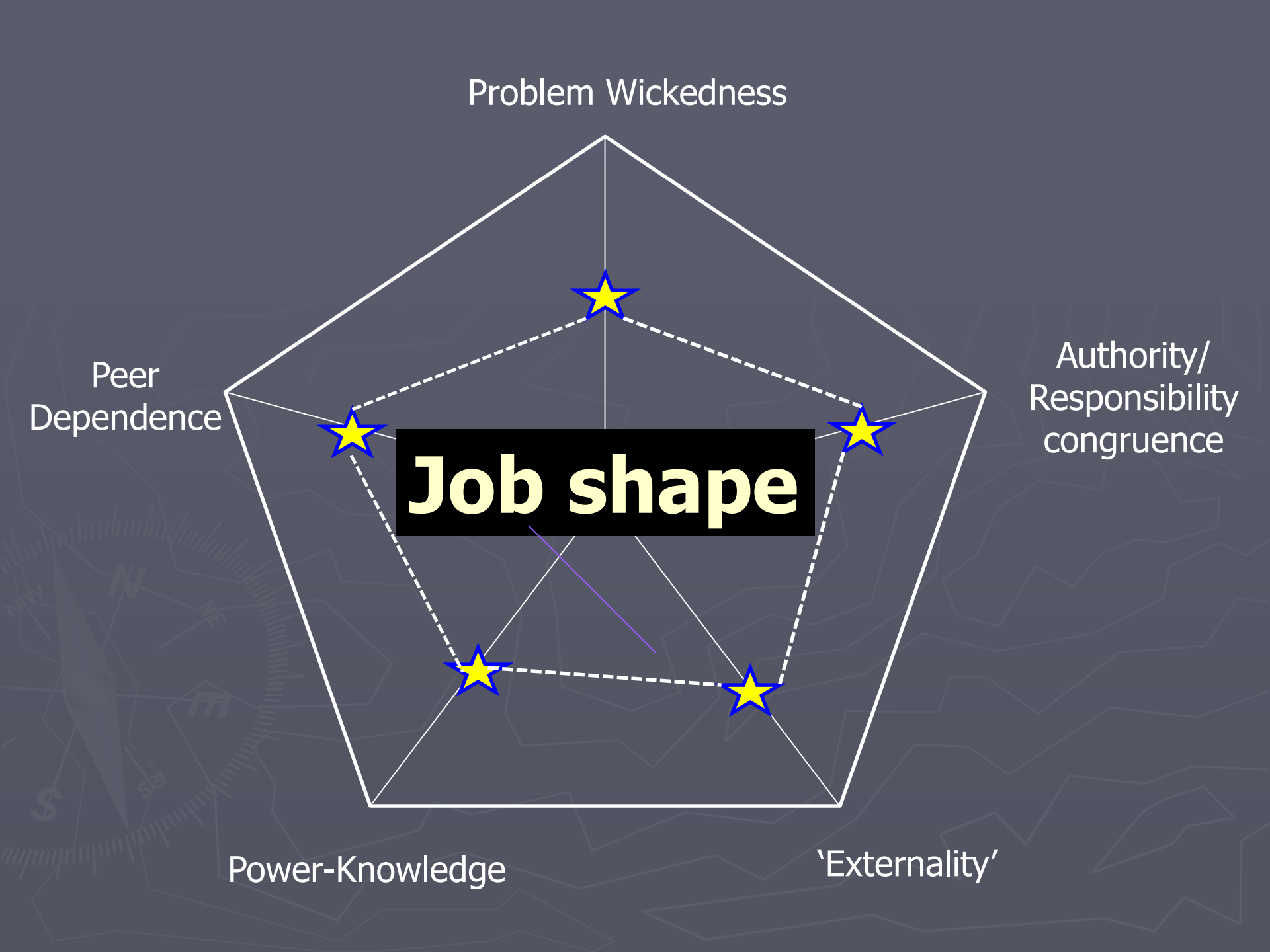
YOUR SURVIVAL AND PROSPERITY ARE IN MY HANDS
NO DOUBT ABOUT IT....HE'S RIGHT ABOUT...WELL... EVERYTHING
FEAR

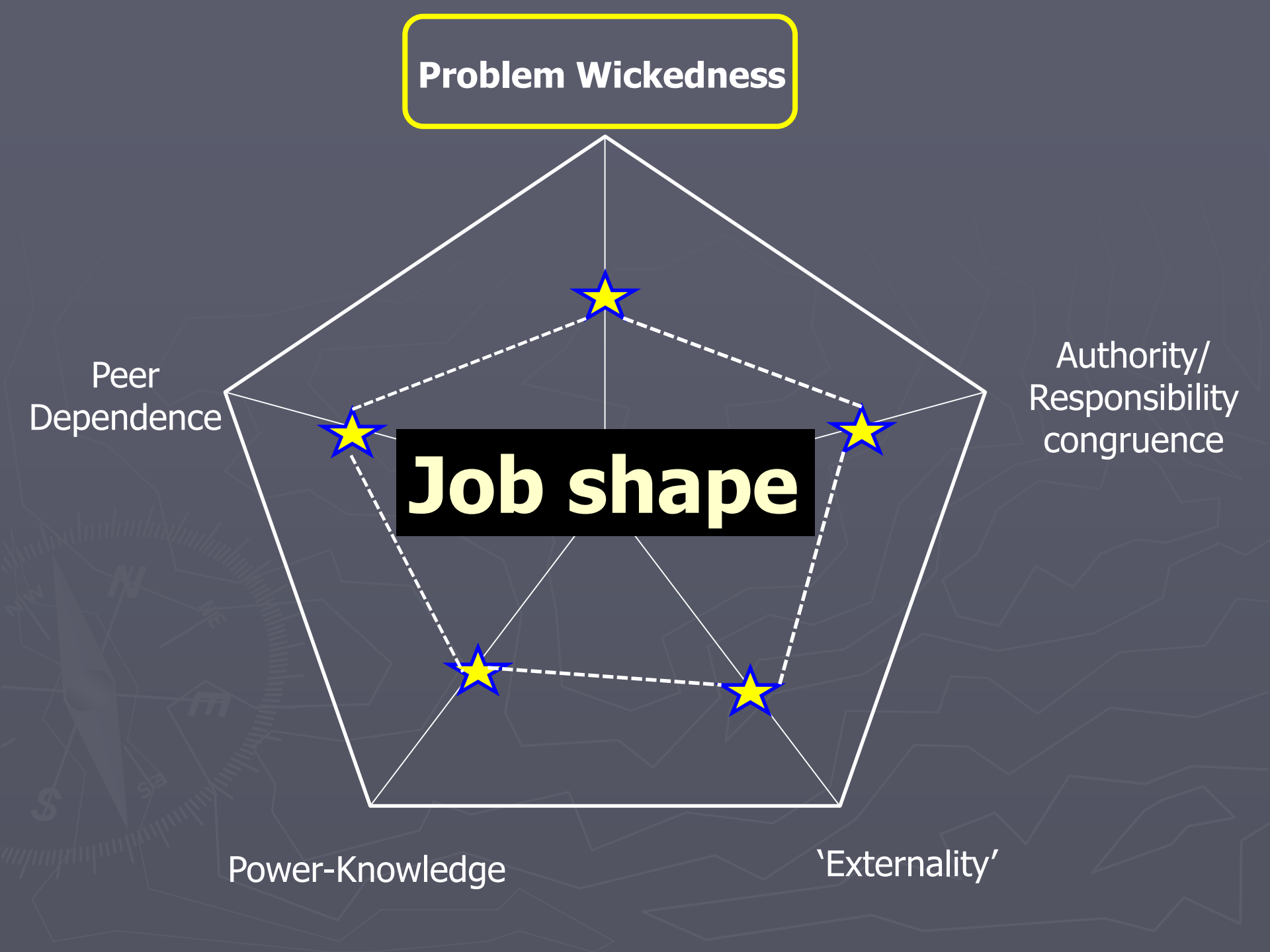
Power and knowledge – THE RIGHT TO TELL

Power and knowledge – THE RIGHT TO TELL

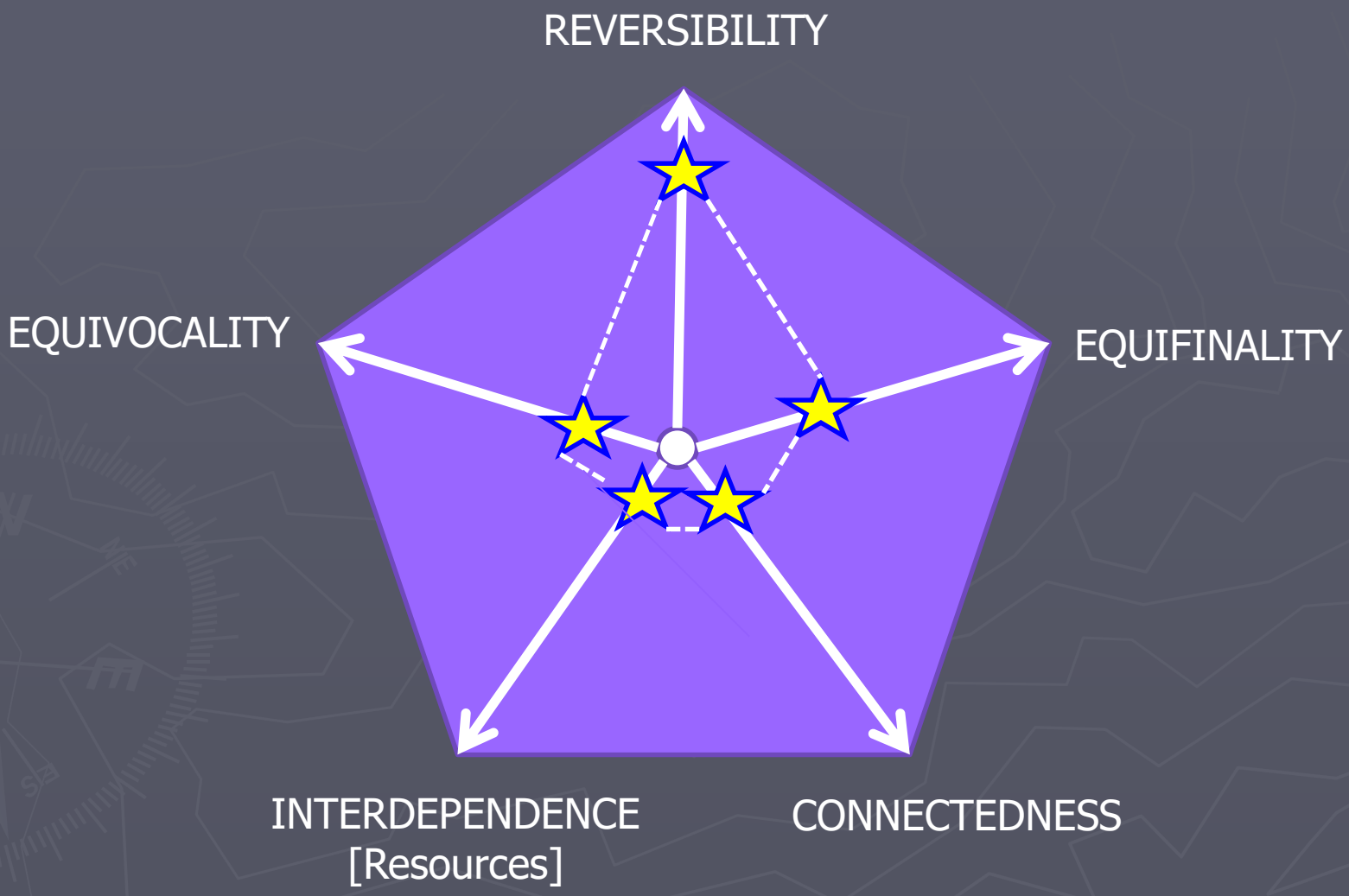
The wicked worlds of.....

The wicked worlds of.....

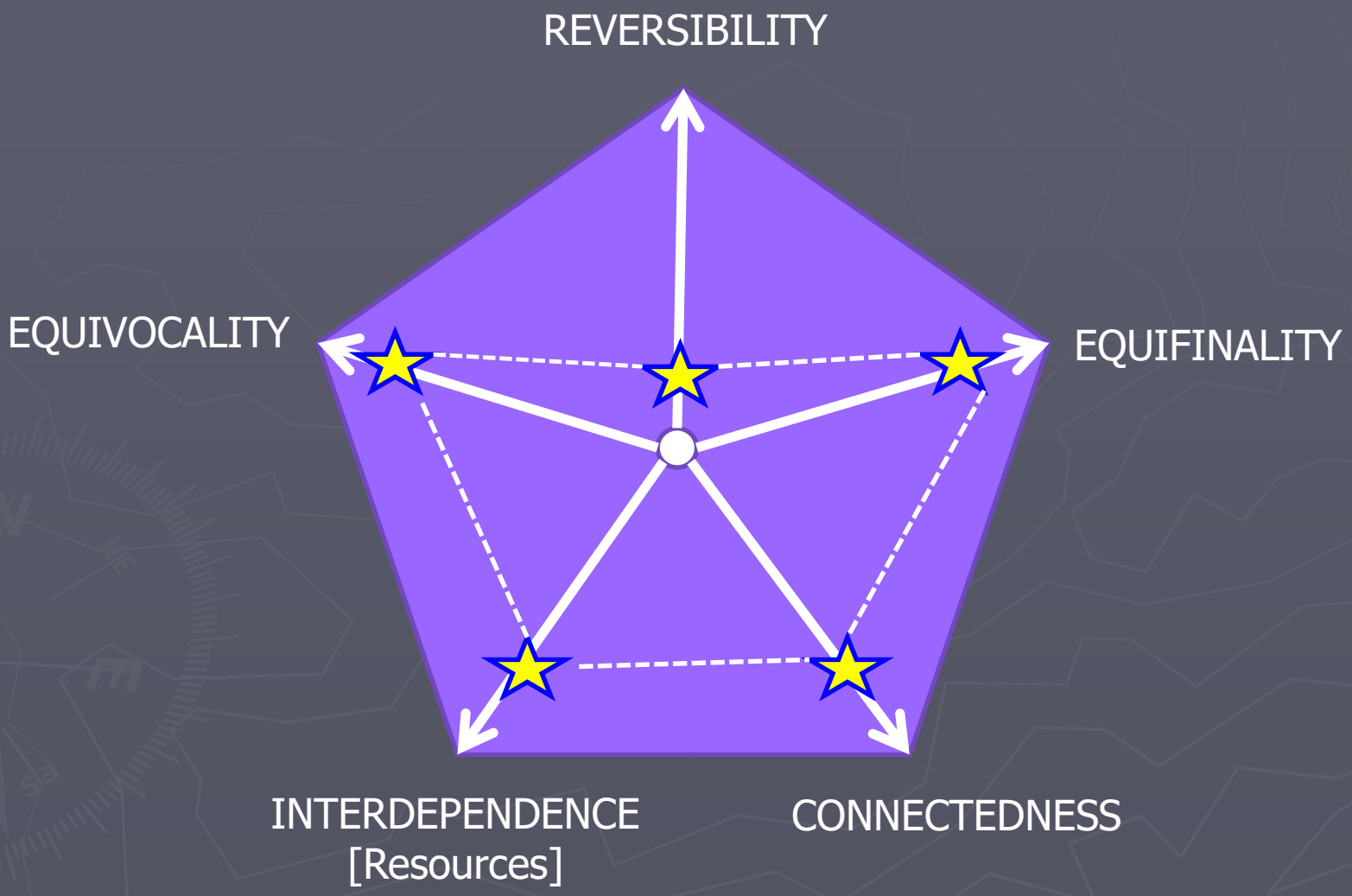

Problem Wickedness
Peer Dependence
Authority/ Responsibility congruence
Job shape
Power-Knowledge
'Externality'

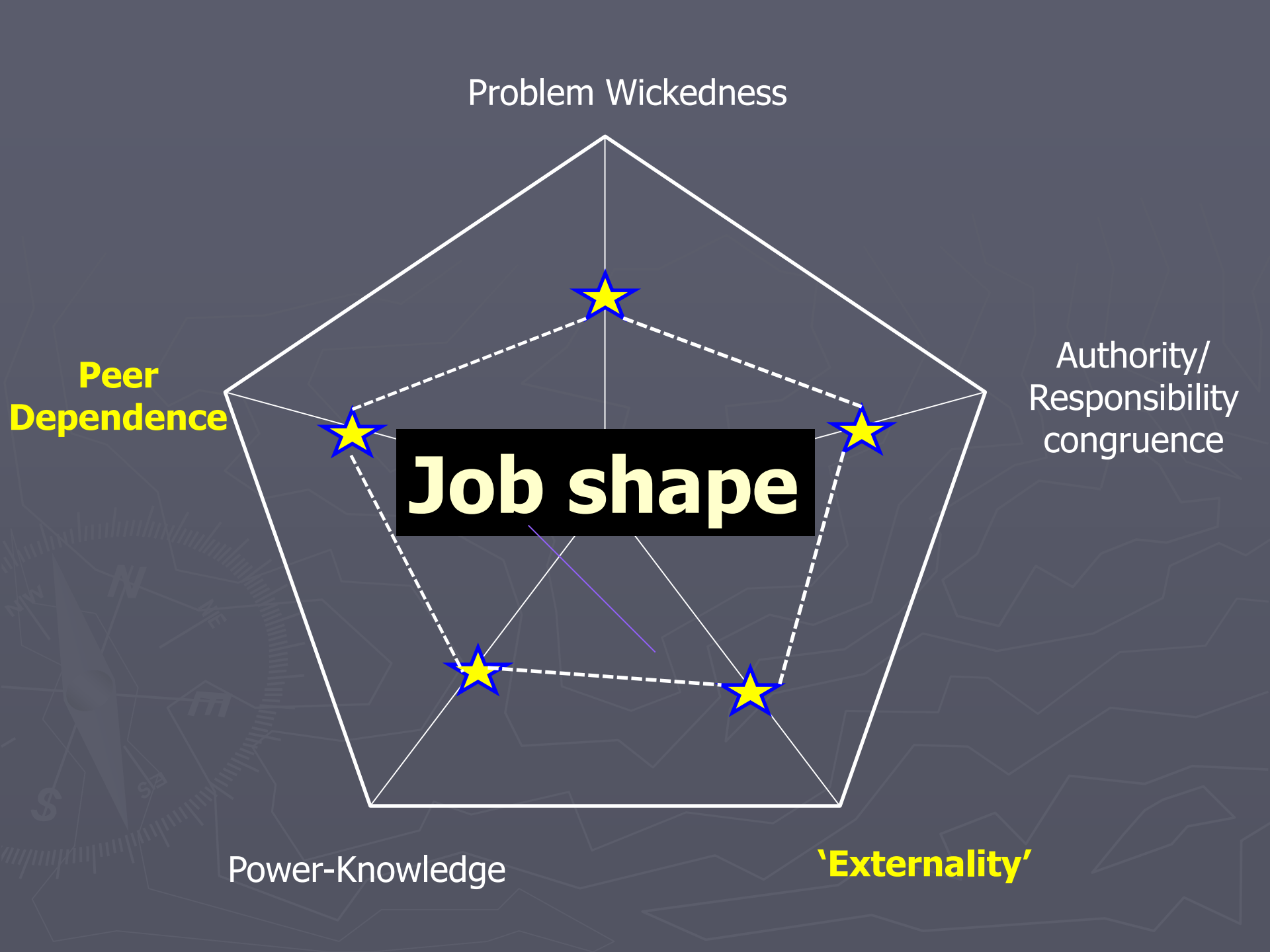

Problem Wickedness
Peer Dependence
Authority/ Responsibility congruence
Job shape
Power-Knowledge
'Externality'

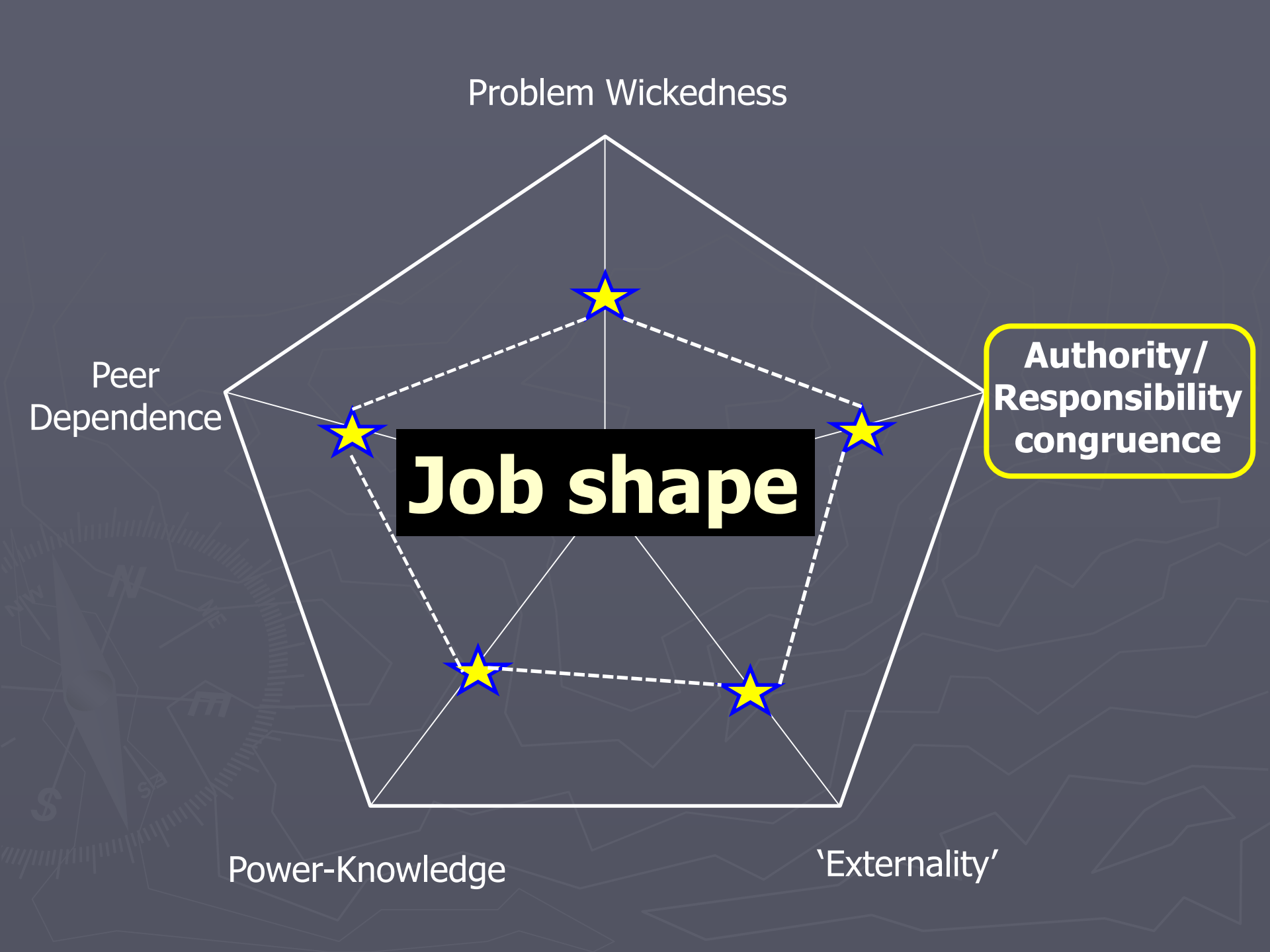
Problem Shape

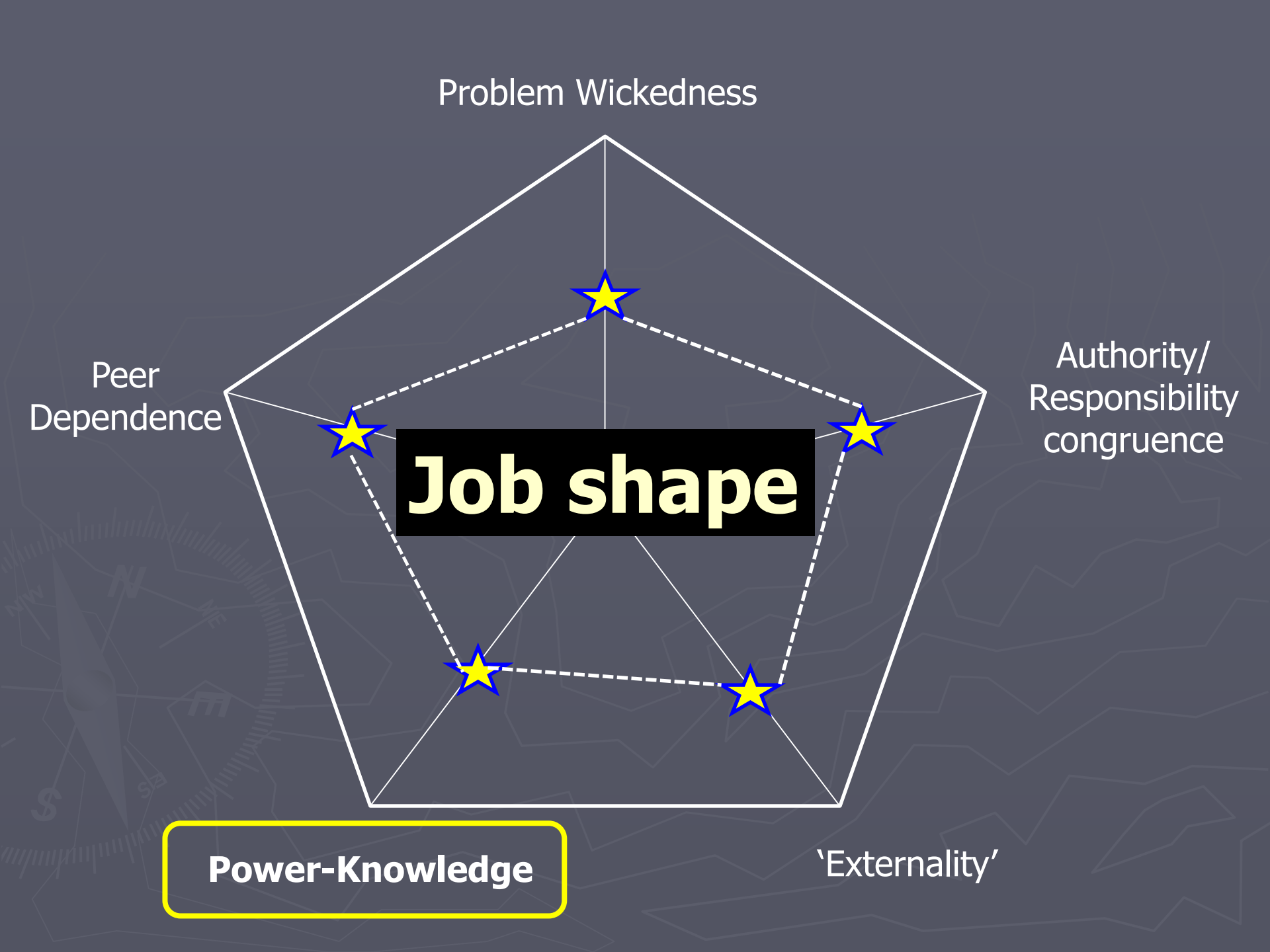


‘Problem’ Shape

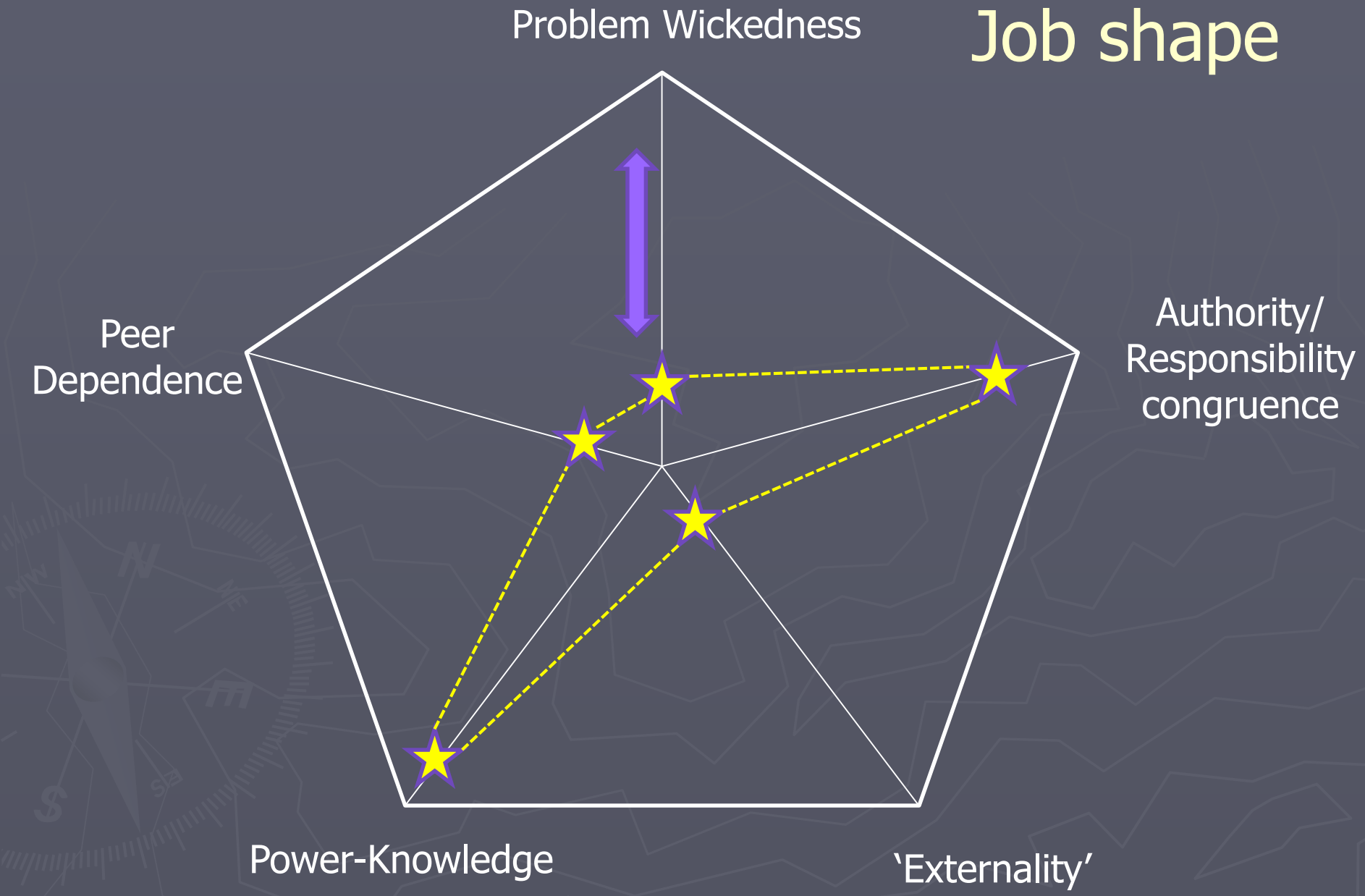



Problem Wickedness
Peer Dependence
Authority/ Responsibility congruence
Job shape
Power-Knowledge
'Externality'

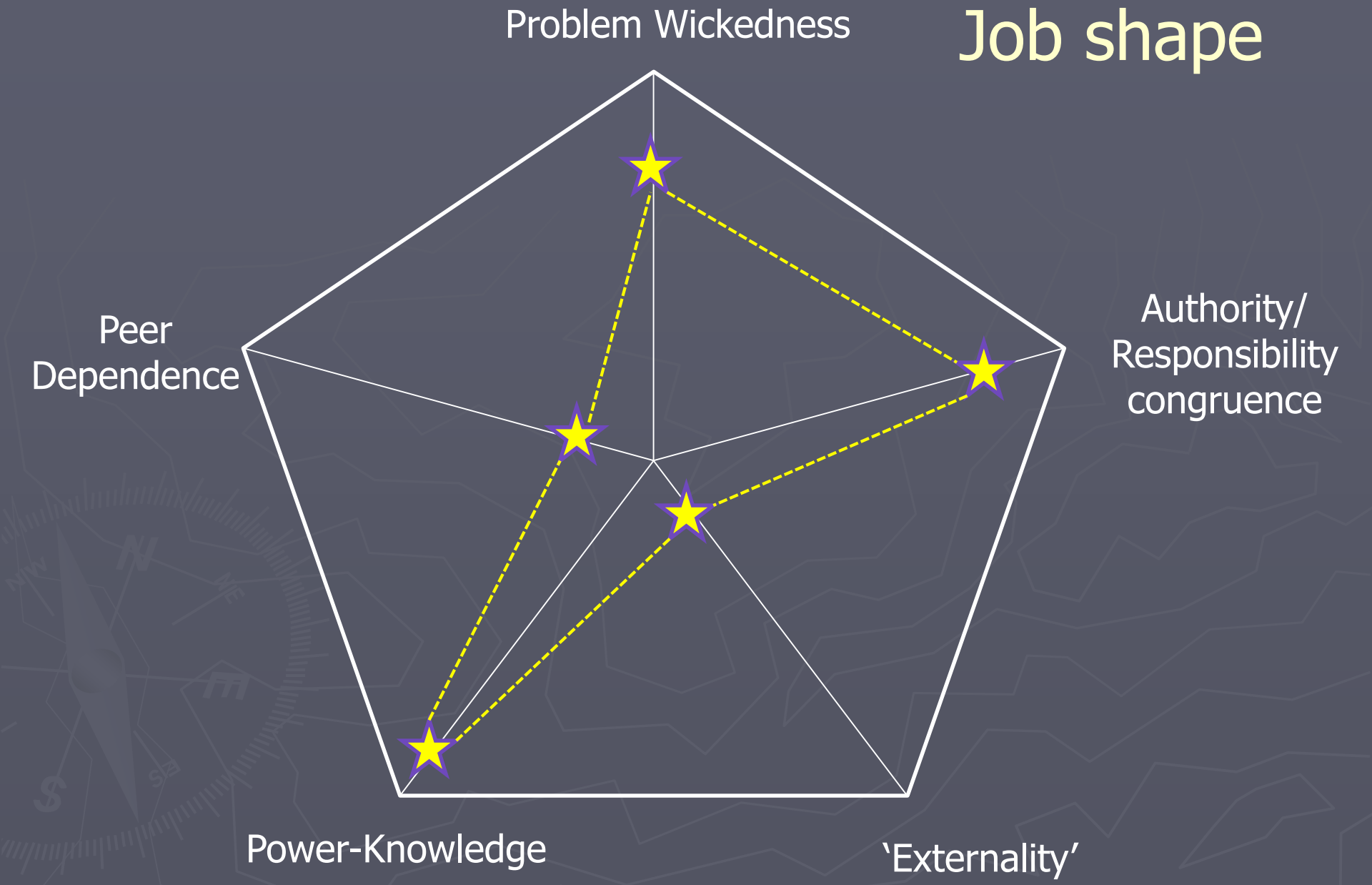

Problem Wickedness
Peer Dependence
Authority/ Responsibility congruence
Job shape
Power-Knowledge
'Externality'


Problem Wickedness
Peer Dependence
Authority/ Responsibility congruence
Job shape
Power-Knowledge
'Externality'

Job shape

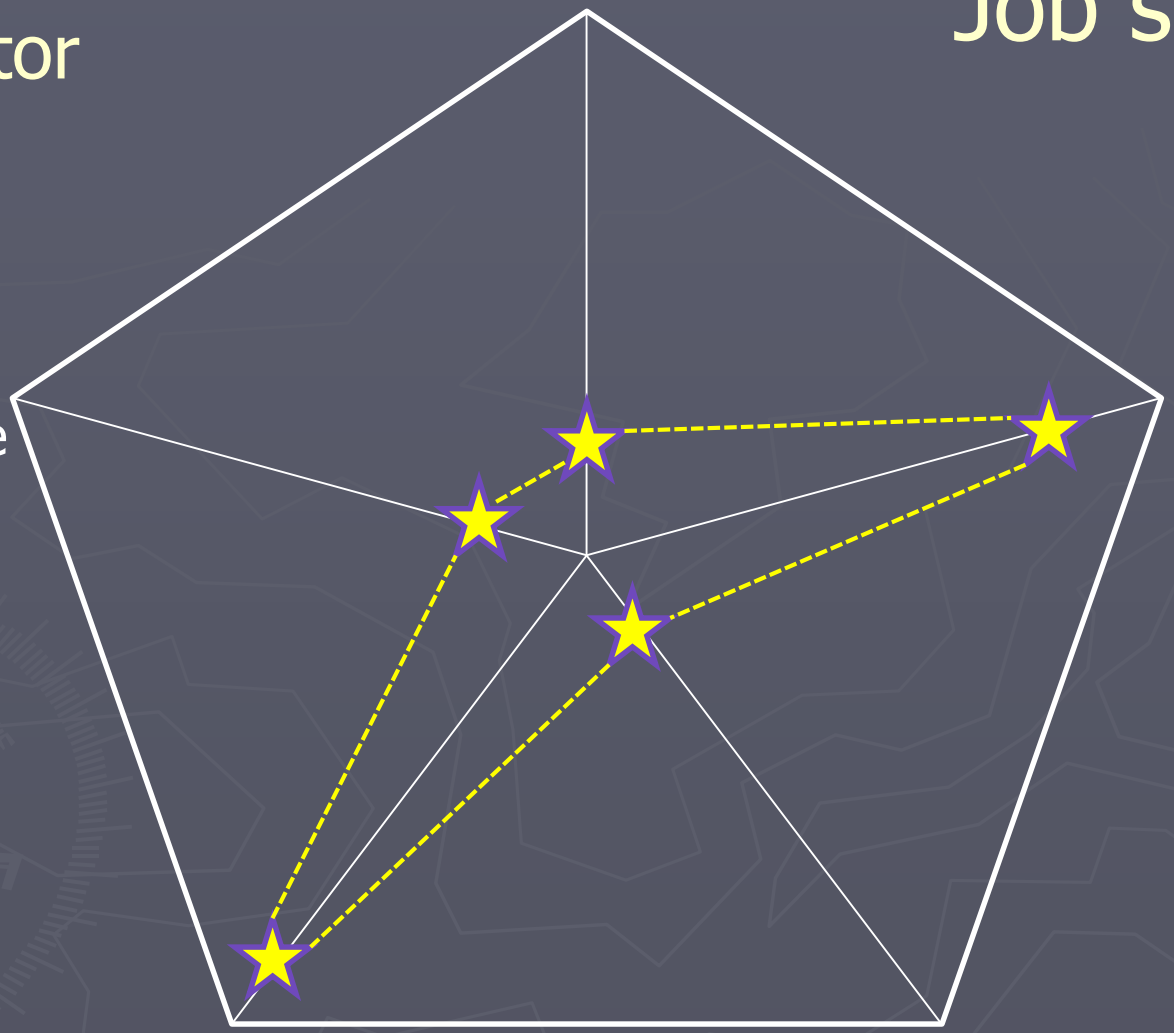

Problem Wickedness
Peer Dependence
Authority/ Responsibility congruence
Power-Knowledge
'Externality'

Job shape


Problem Wickedness
Peer Dependence
Authority/ Responsibility congruence
Power-Knowledge
'Externality'

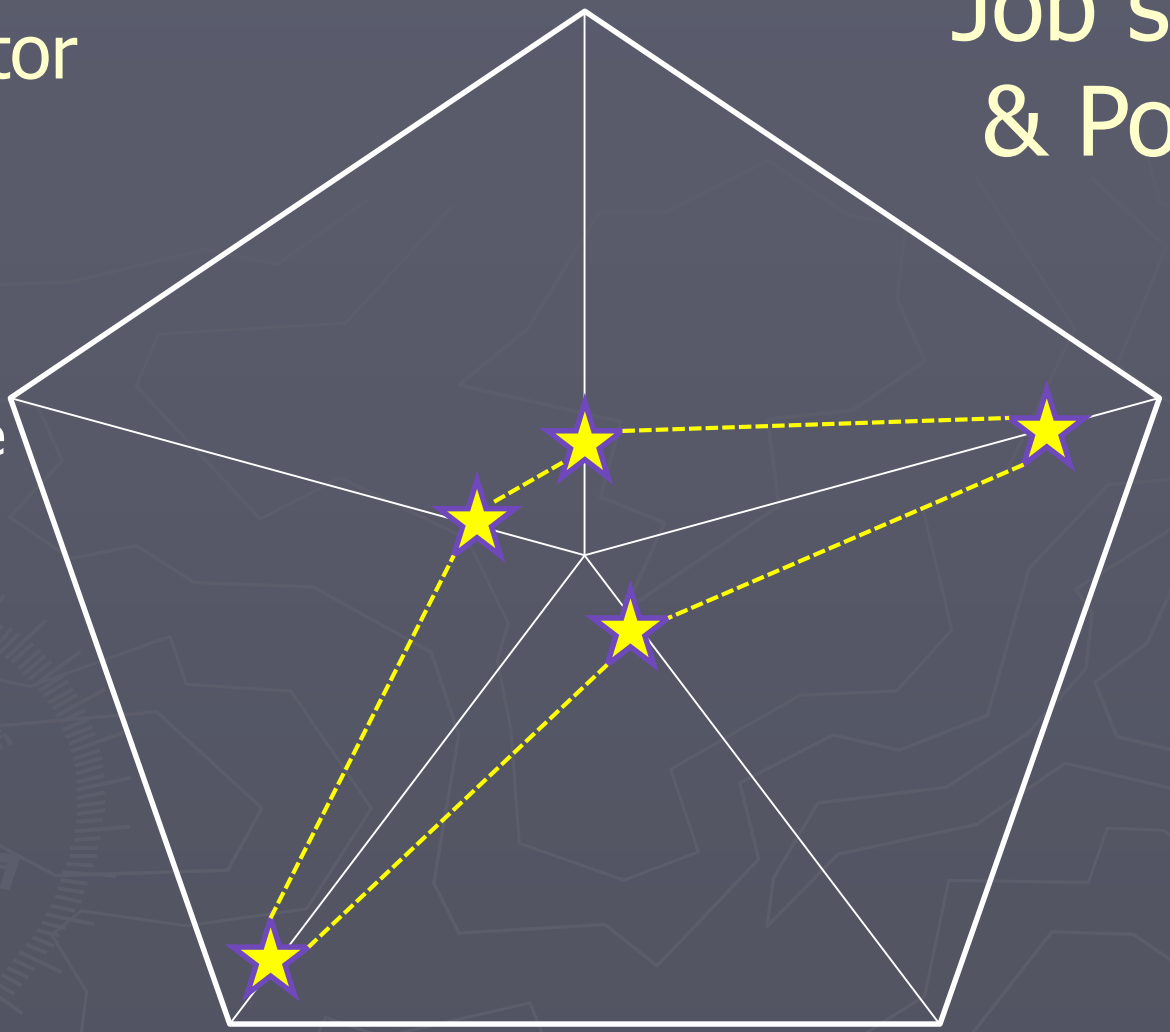
R&D Director ?

Job shape



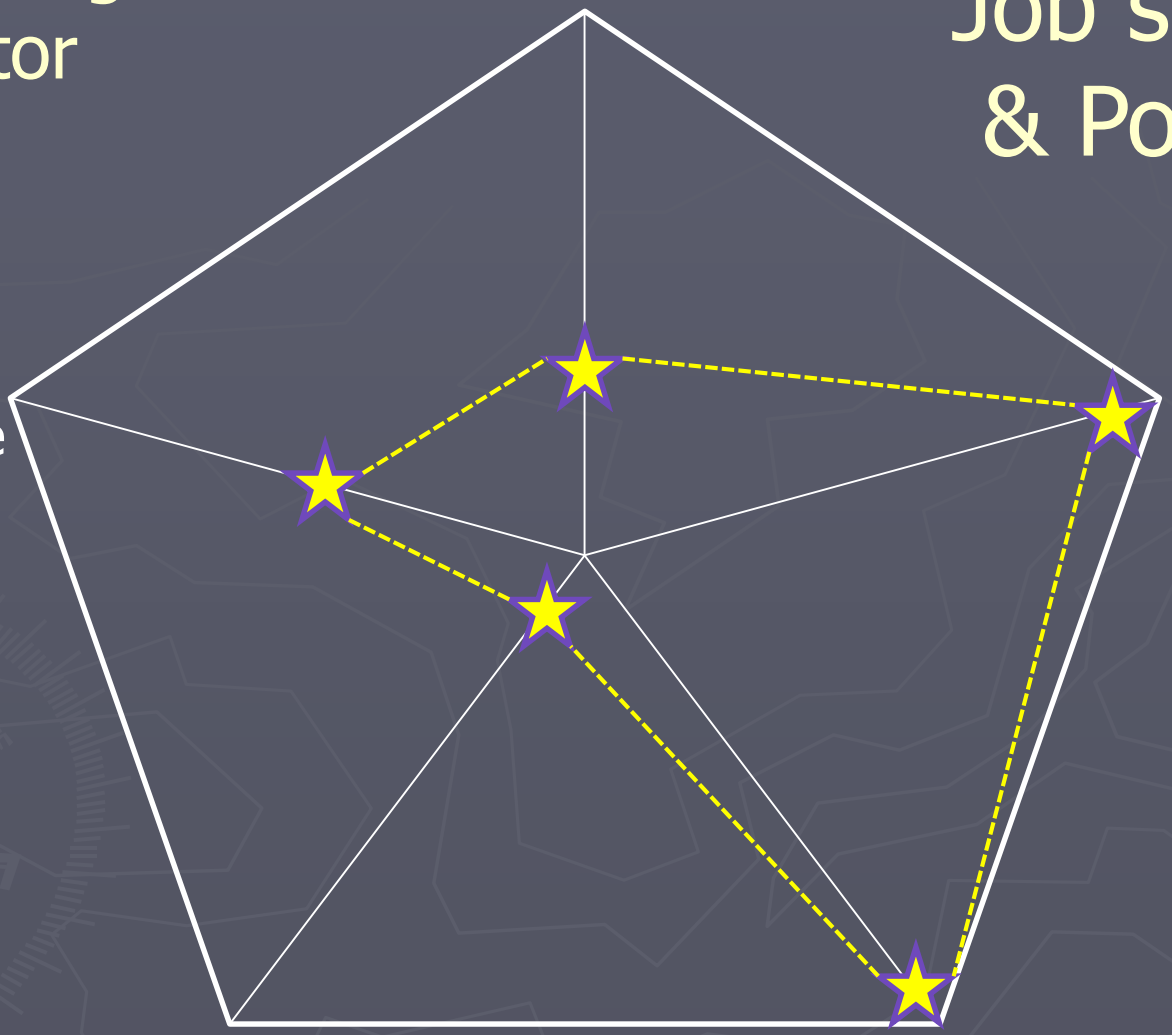
Job shape & Politicality

R&D Director ?



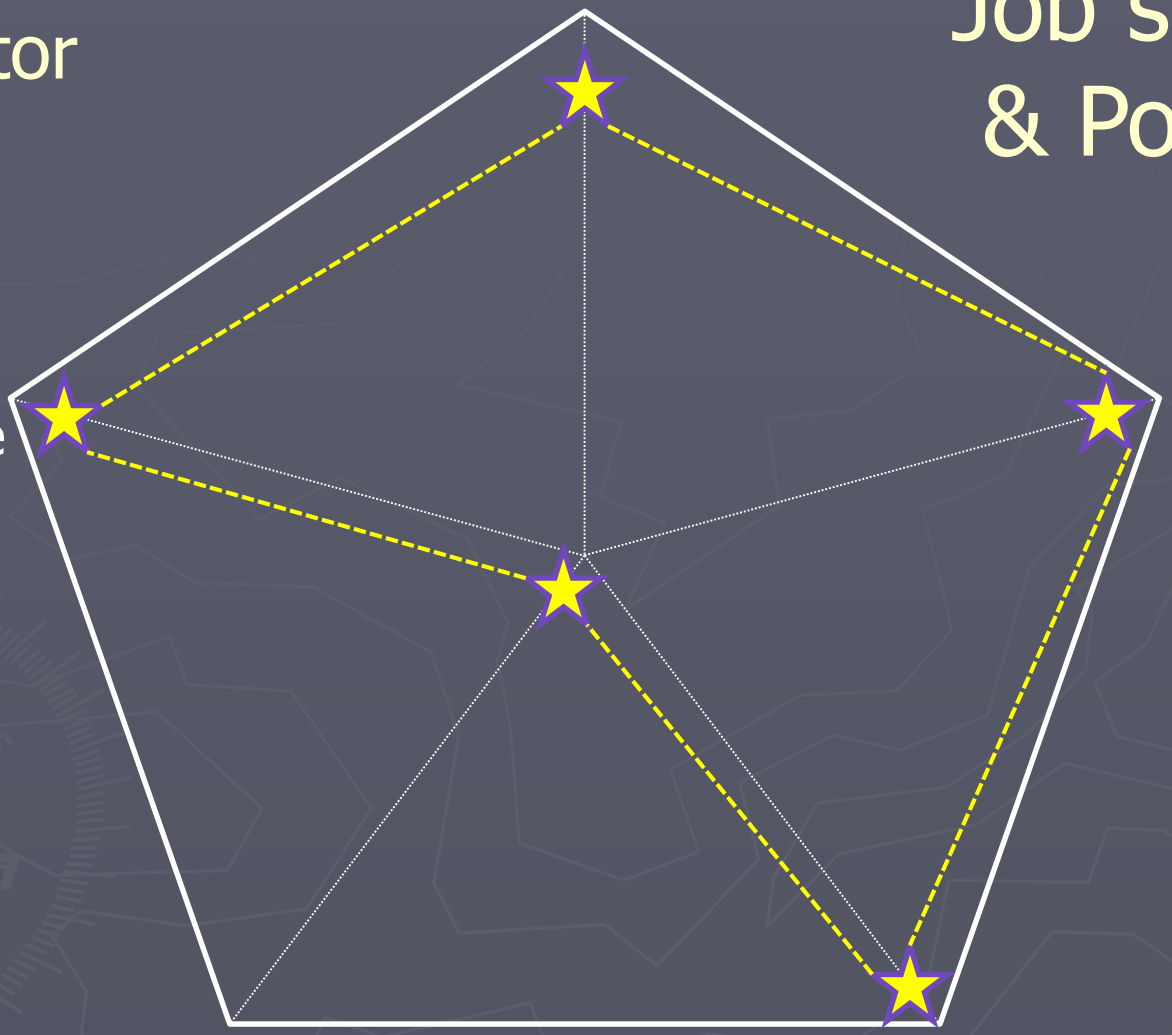
Job shape & Politicality

Purchasing Director ?



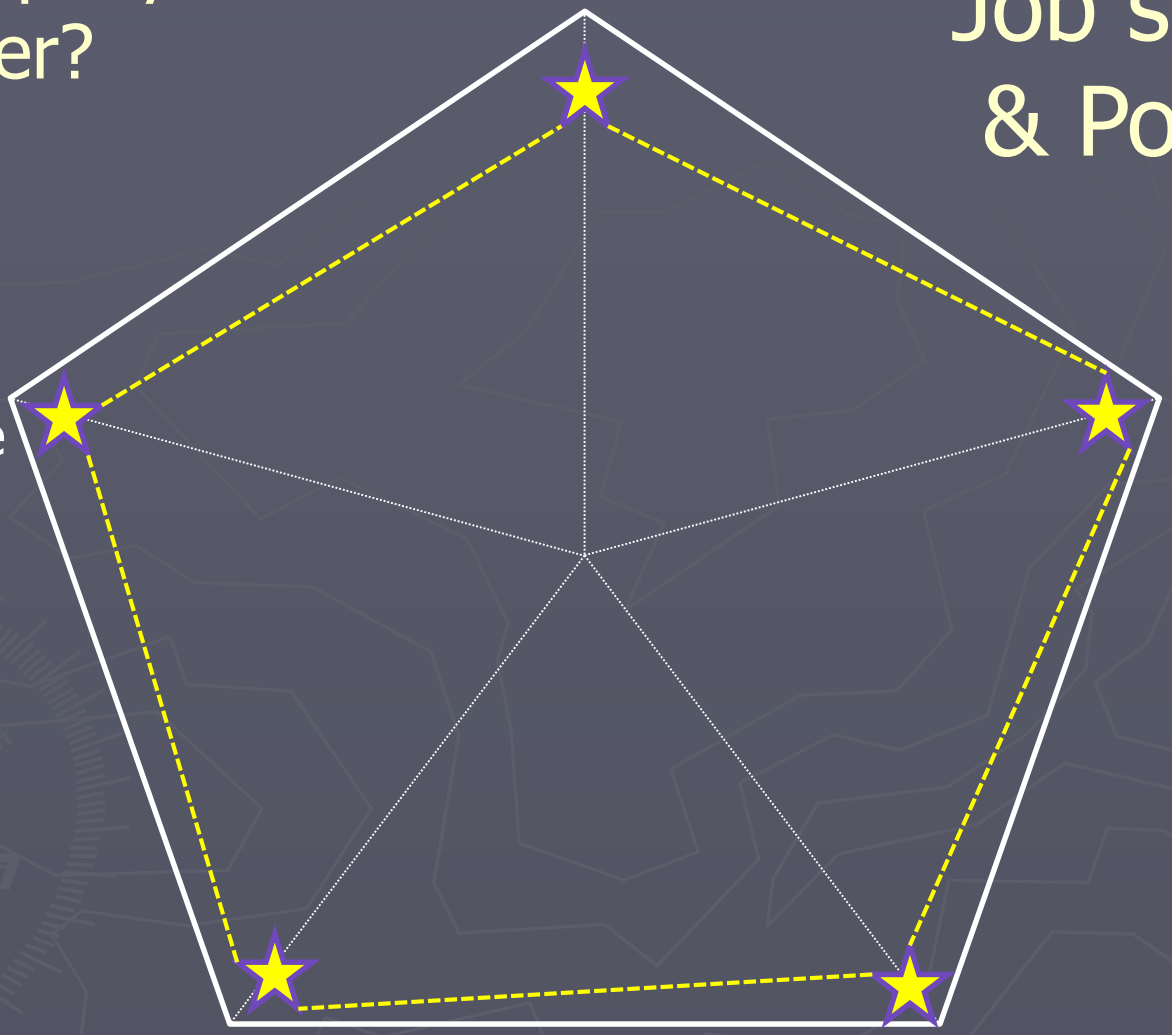
Job shape & Politicality

Sales Director ?



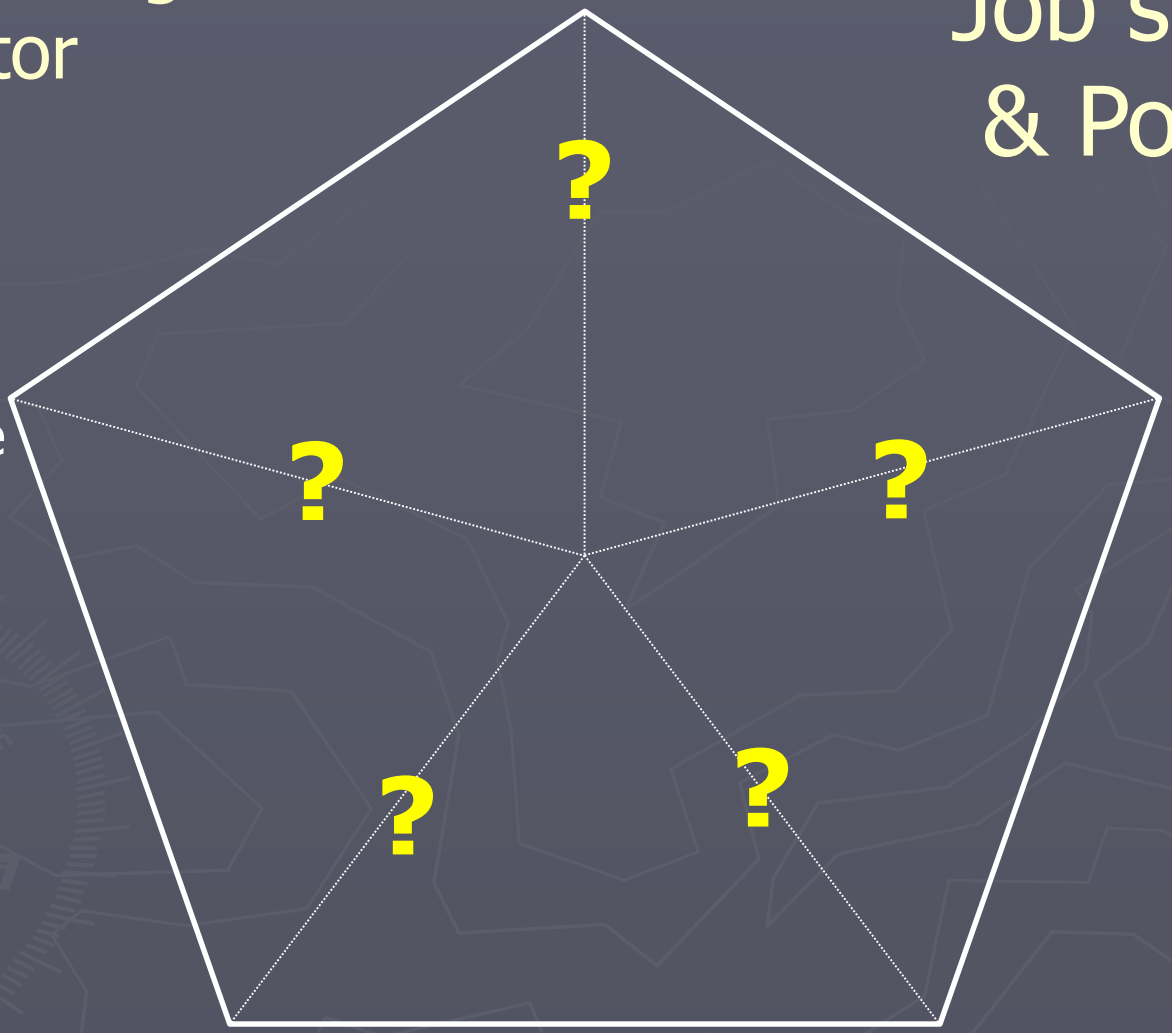
The Company Lawyer?

Job shape & Politicality

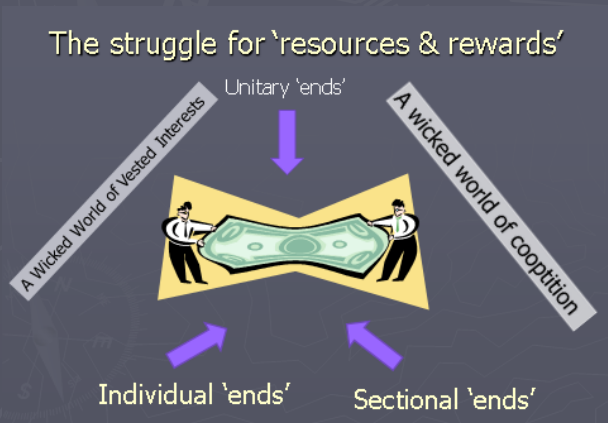


The Marketing Director

Job shape & Politicality



All managerial work is political.. but some managerial work is more political than others…

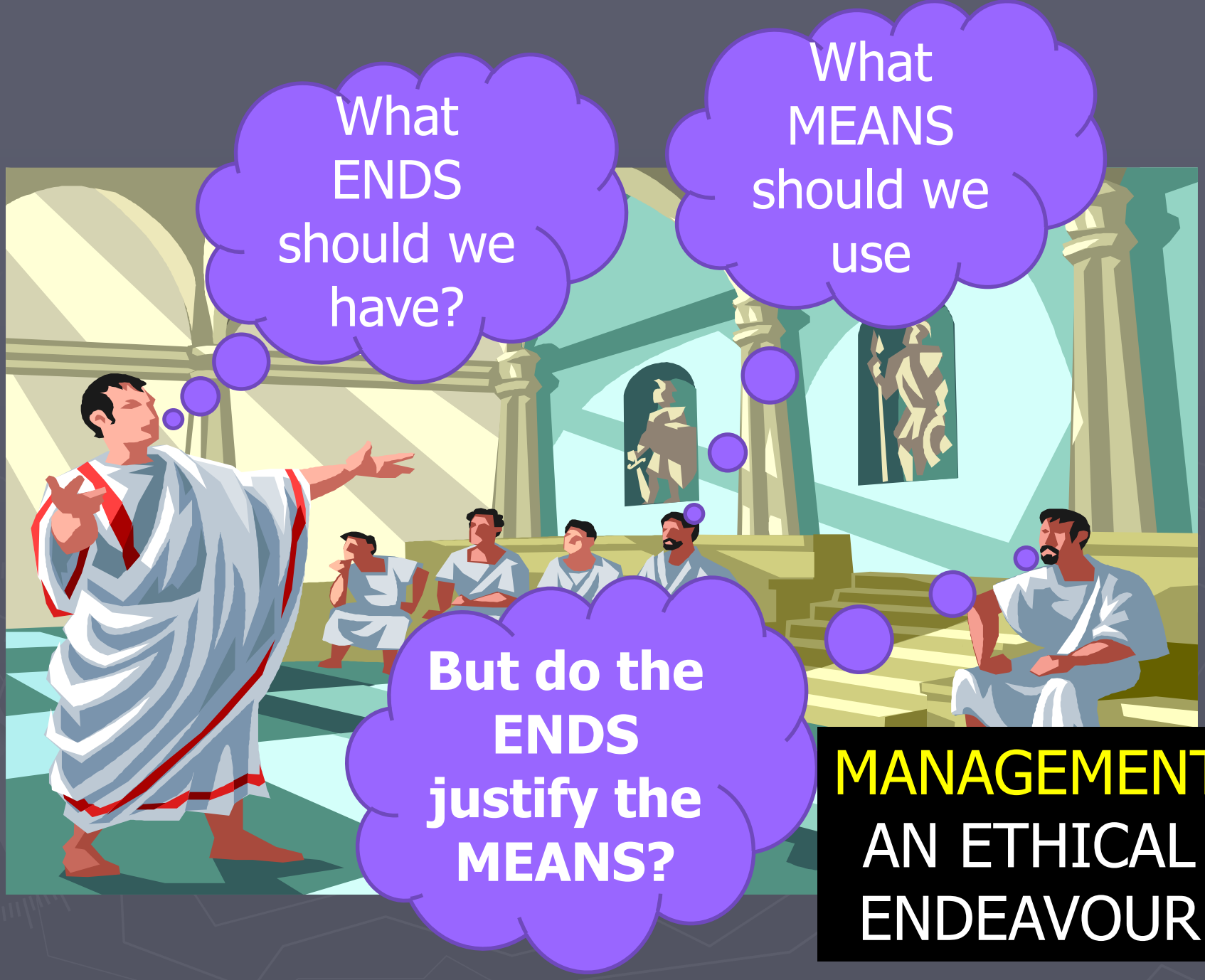


MANAGEMENT
A POLITICAL ENDEAVOUR

CONCORDANCING A POLITICAL ENDEAVOUR

What **ENDS** should we have?
What **MEANS** should we use?

DELIBERATION IN HUMAN AFFAIRS IS VALUE INFUSED



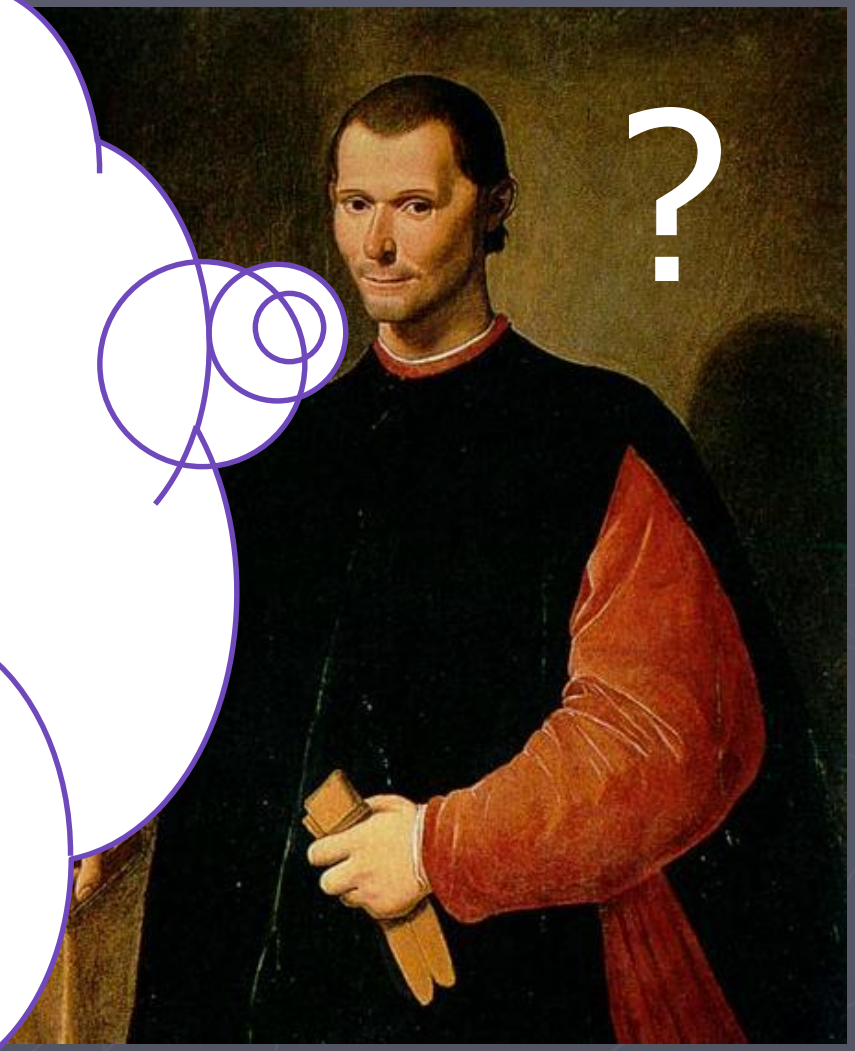
MANAGEMENT
AN ETHICAL ENDEAVOUR

The ENDS justify the MEANS

The GOALS justify the METHODS

The ENDS justify the MEANS..**<u>but only if the ENDS are the '*greater good*'</u>**

The ENDS justify the MEANS..but only if the ENDS are the greater good**…but what constitutes the '*greater good* ' and who decides?**



MEANS

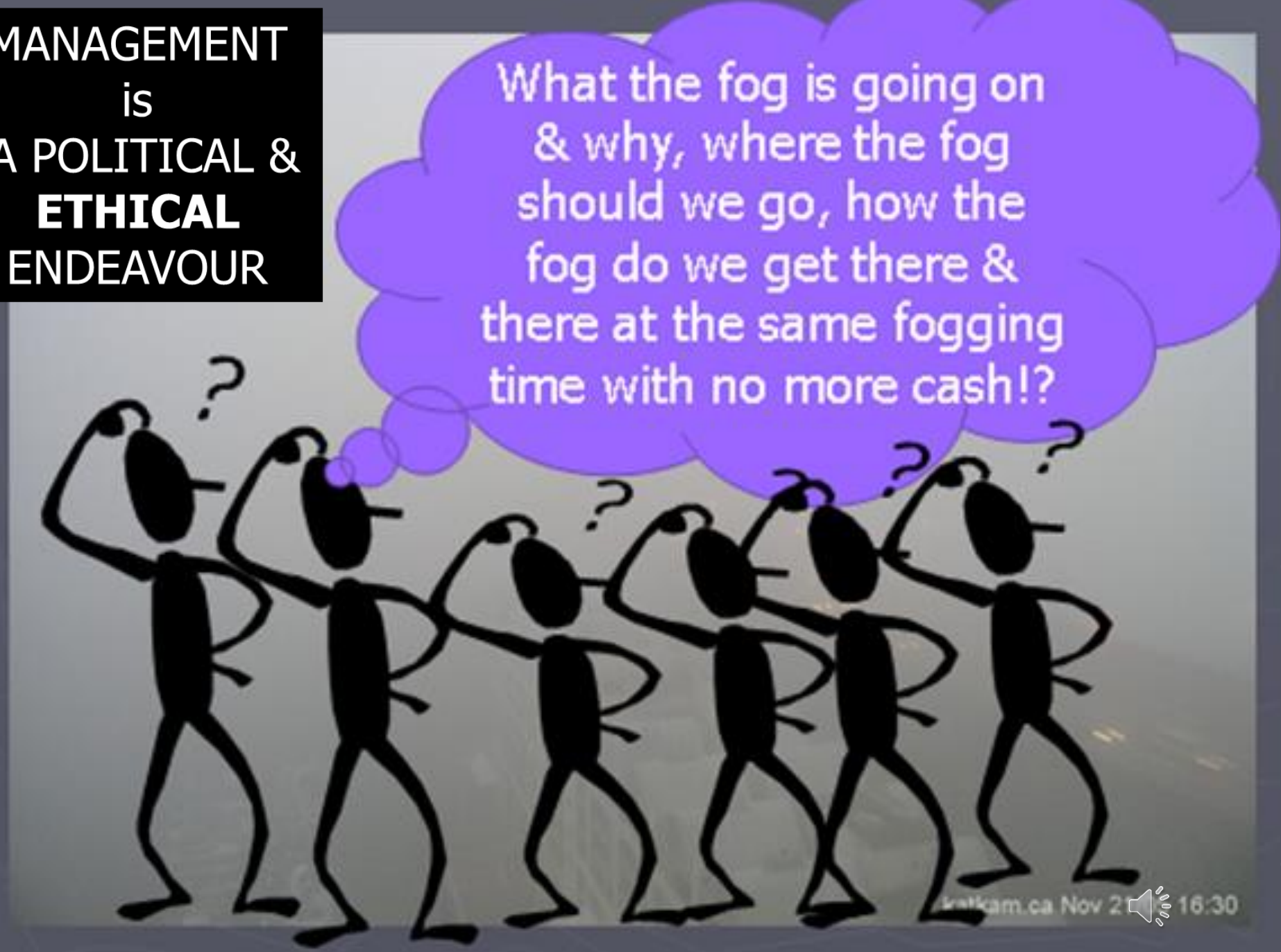
MEANS

TESCO
extra
24
hrs
ENDS

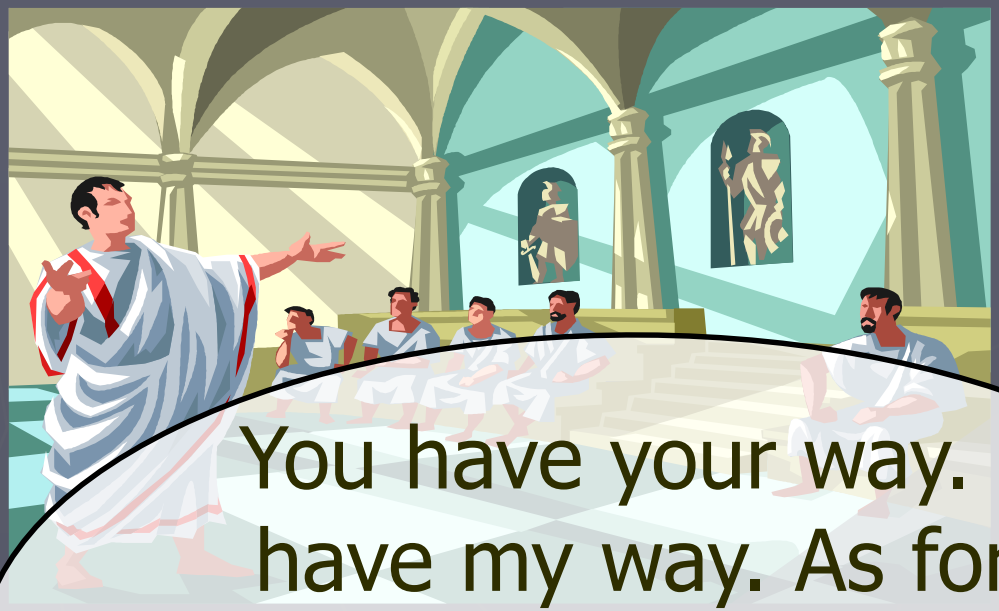
PRIMARK
ENDS
ENDS
A Mittal Publication
USHA SHARMA
CHILD LABOUR IN INDIA
MEANS

MANAGEMENT
is
A POLITICAL &
ETHICAL
ENDEAVOUR

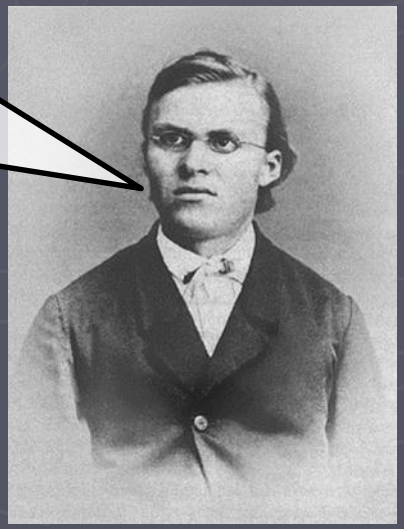
MANAGEMENT
is
A POLITICAL &
ETHICAL
ENDEAVOUR

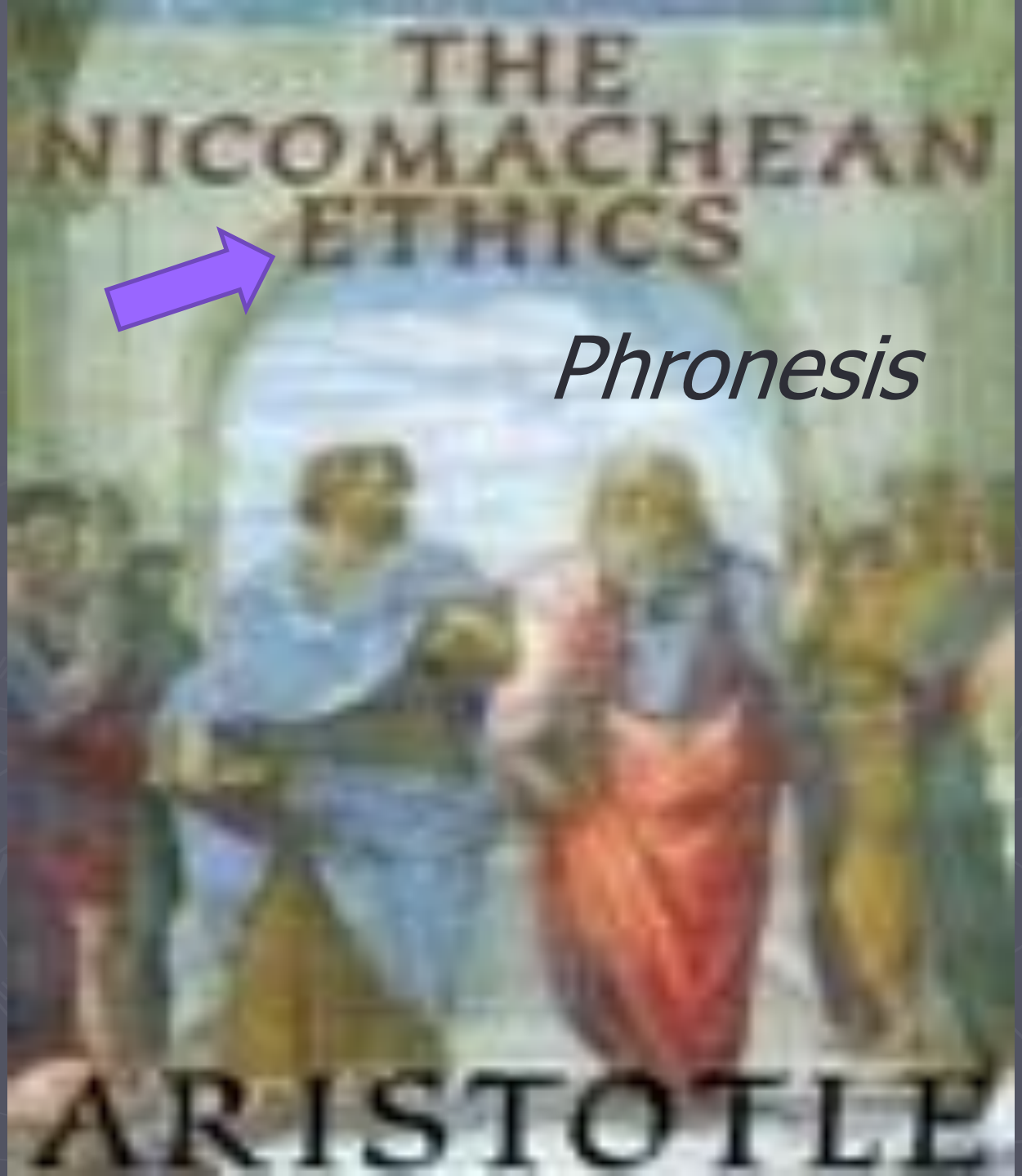


It's all about judgement



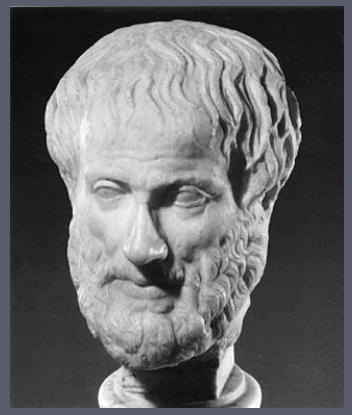
You have your way. I have my way. As for the right way, and the only way, it does not exist





Phronesis

Phronesis

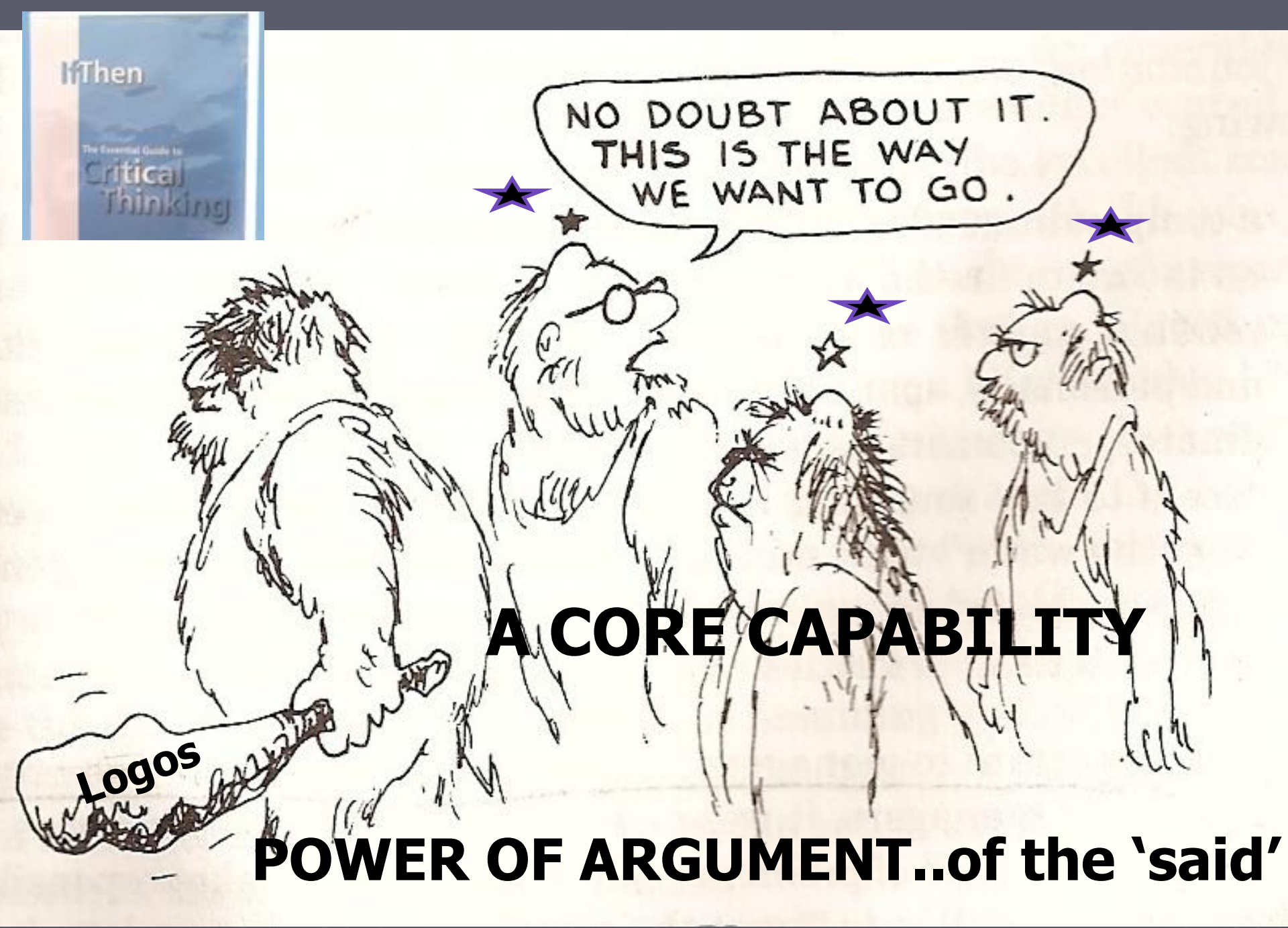


- Phronesis – a 'practical wisdom'
  - An 'integrative wisdom'
  - A tacit knowledge as to how to perform appropriately/effectively in a certain [social-practical] 'circumstance'….a skill set
  - *A wisdom that 'equips' one to work with others to deal with that which is wicked, about which there will be many differing perspectives & opinions**…….**and about which there are no determinate technical rules**..and where values play a part***

Episteme is only one of three 'knowledges'; its success in informing the second form – **TECHNE** – in the physical science domain, has led to the **EPISTEMIC DELUSIONS** of the so-called social sciences and the marginalisation of the third form of knowledge – **PHRONESIS** – and it's techne-ologies of **DELIBERATION**

- **Logos, Metis and Sophistry**

SPEAK TO THE WORLD OF POLITICS



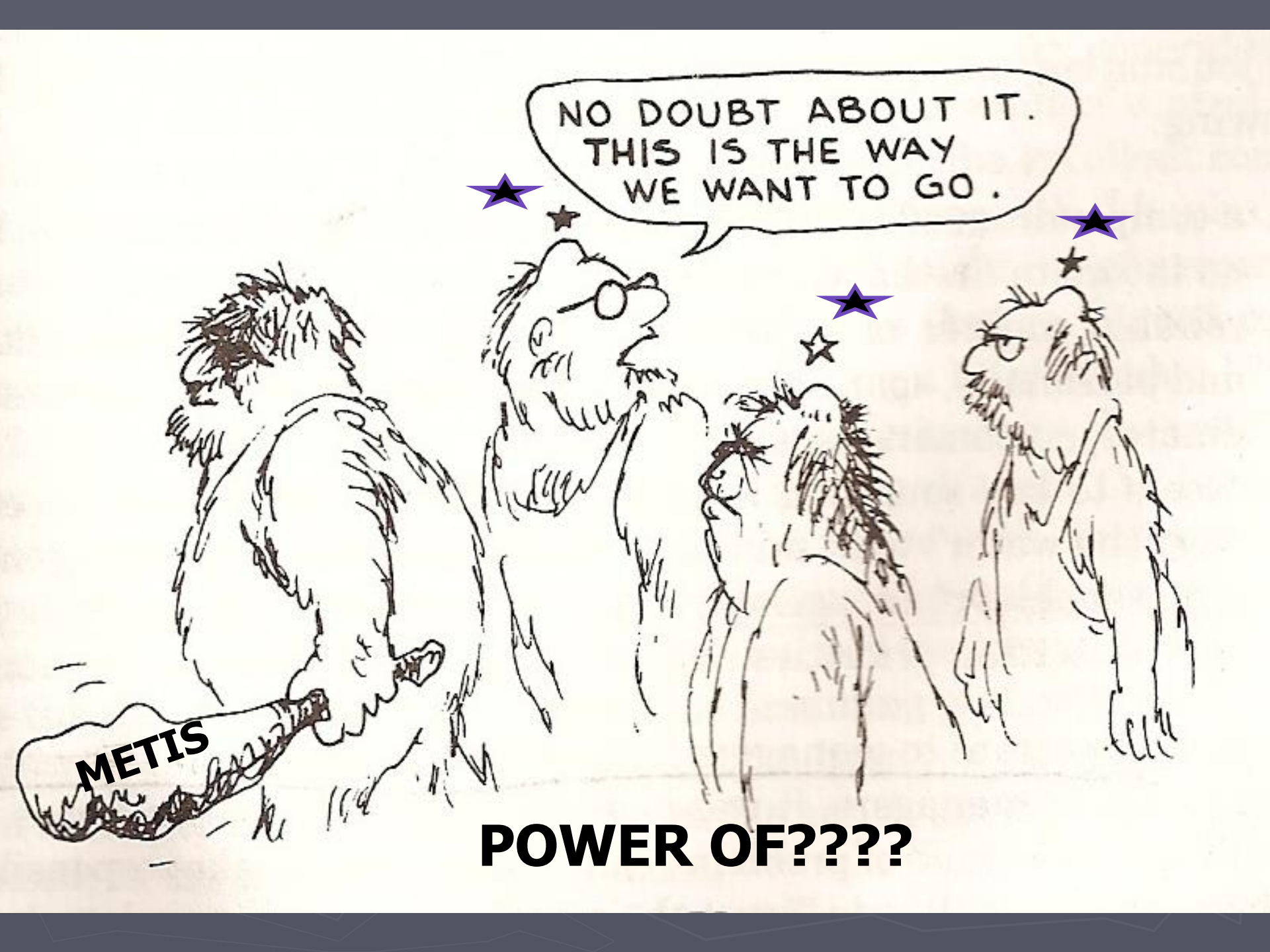
A CORE CAPABILITY

POWER OF ARGUMENT..of the 'said'

CAREER KEYSTONES

A CORE CAPABILITY

POWER OF 'ARGUING'...of the 'saying'



POWER OF????

The Mindful Manager

- *Metis is a type of 'intelligence'. . . .* a way of knowing; it combines flair, wisdom, forethought, subtlety of mind, deception, resourcefulness, vigilance, opportunism, various skills and experience acquired over years.
- It emerges in situations which are transient, shifting, disconcerting and ambiguous, situations that do not lend themselves to precise measurement, exact calculation or rigorous logic ….SOUNDS FAMILIAR??

The Metistical Manager

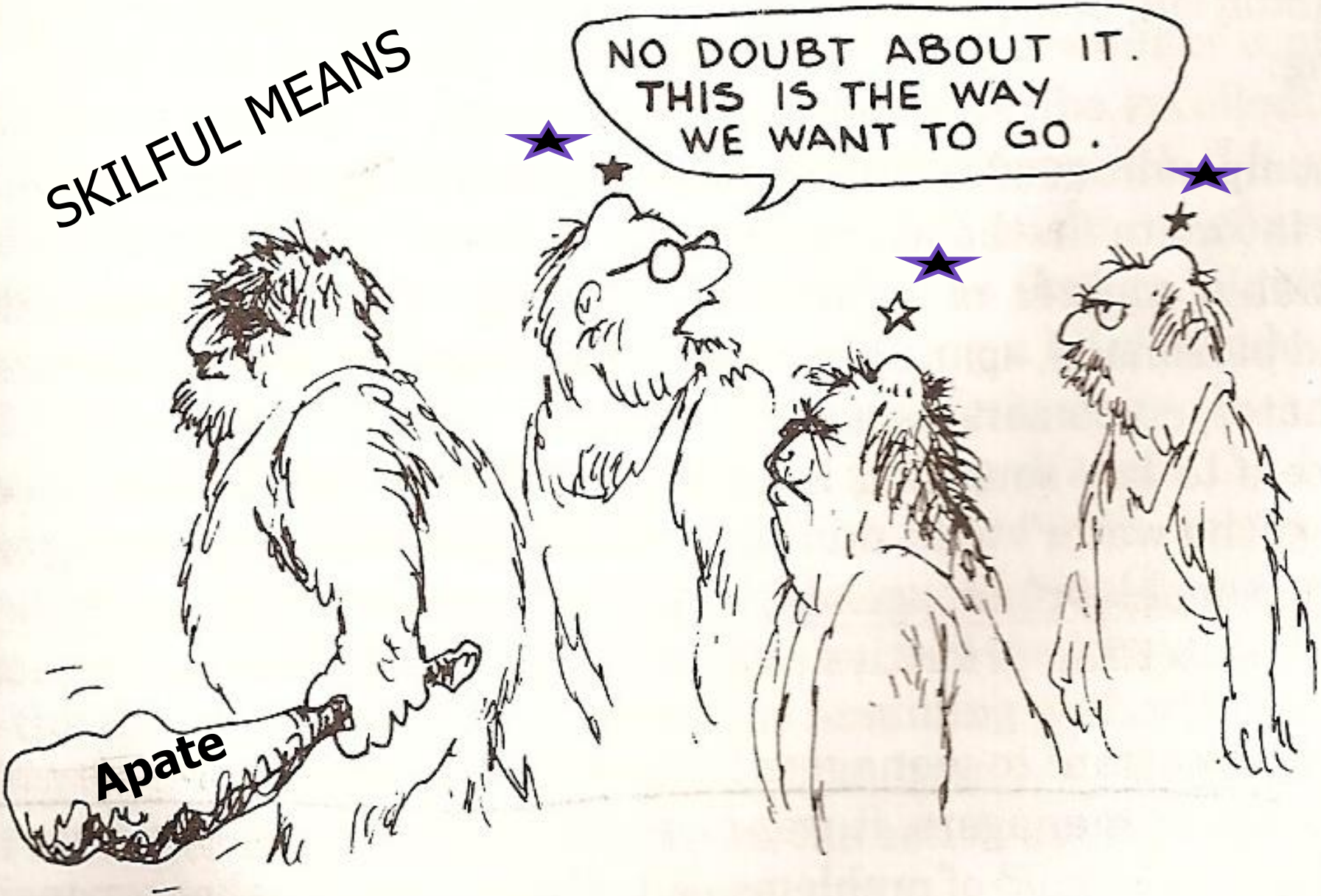
Metis suggests an acute sensitivity and awareness; however immersed in a given set of circumstances one finds oneself, the *person of metis* can still discover strategic advantage through alertness, resourcefulness, guile, and timely opportunism to frame and reframe problems, and hence, to effect favourable outcomes.

The Metistical Manager

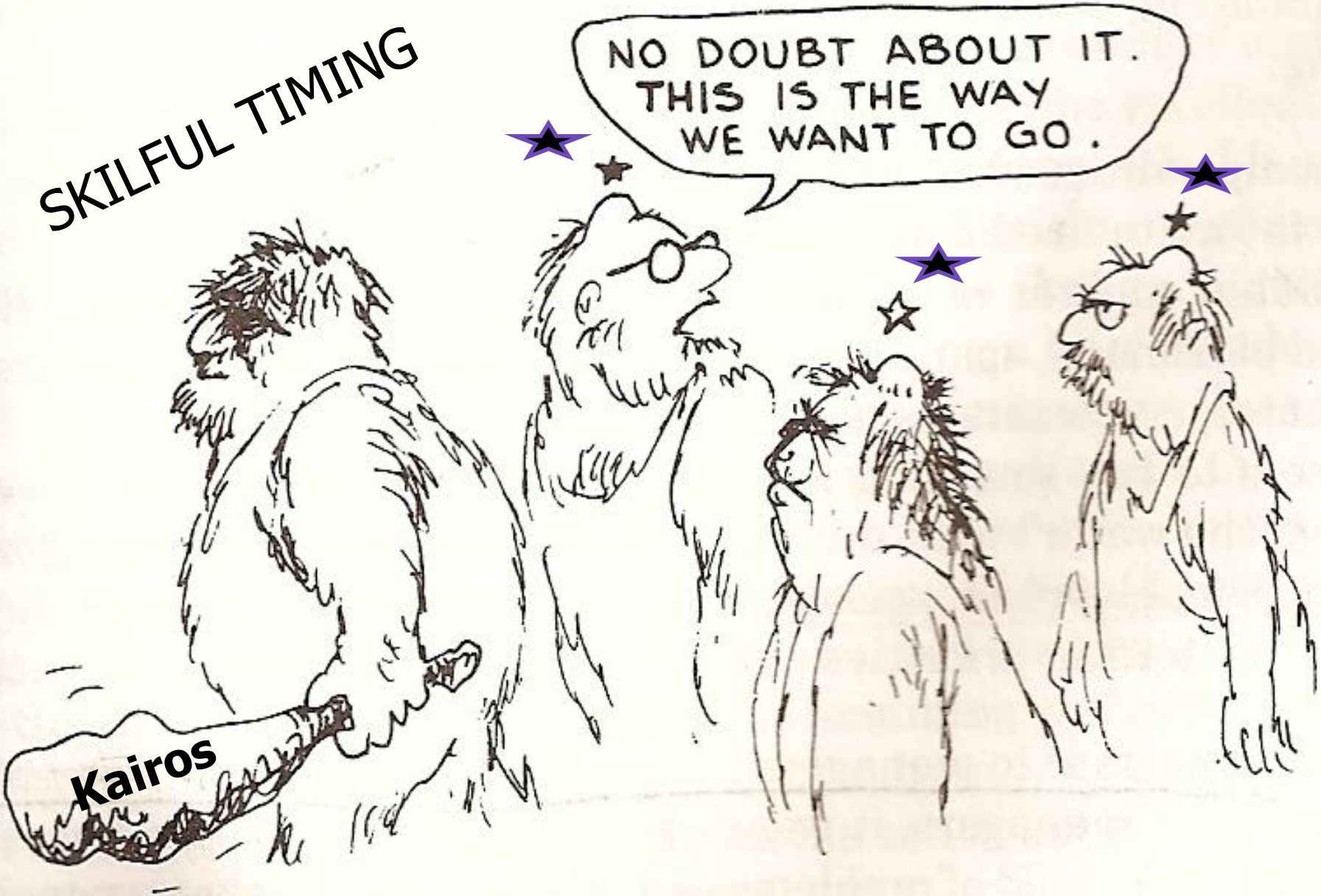
- Machiavelli's *princely characteristic of virtu* evokes the same kind of labile, intimate, and shadowy intelligence that affords its exponents influence within events rather than control over them.

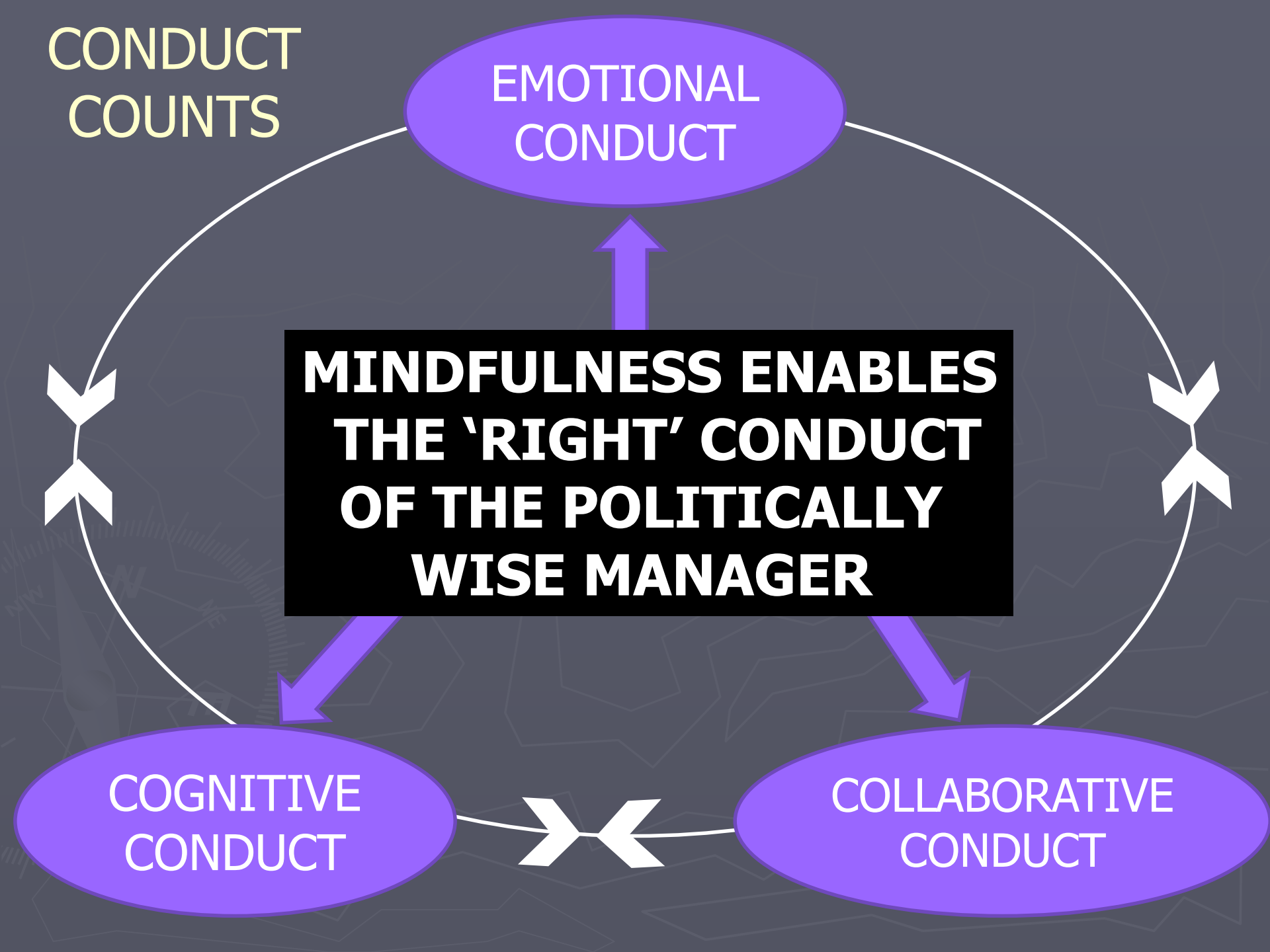
STREET SMARTS

SKILFUL MEANS

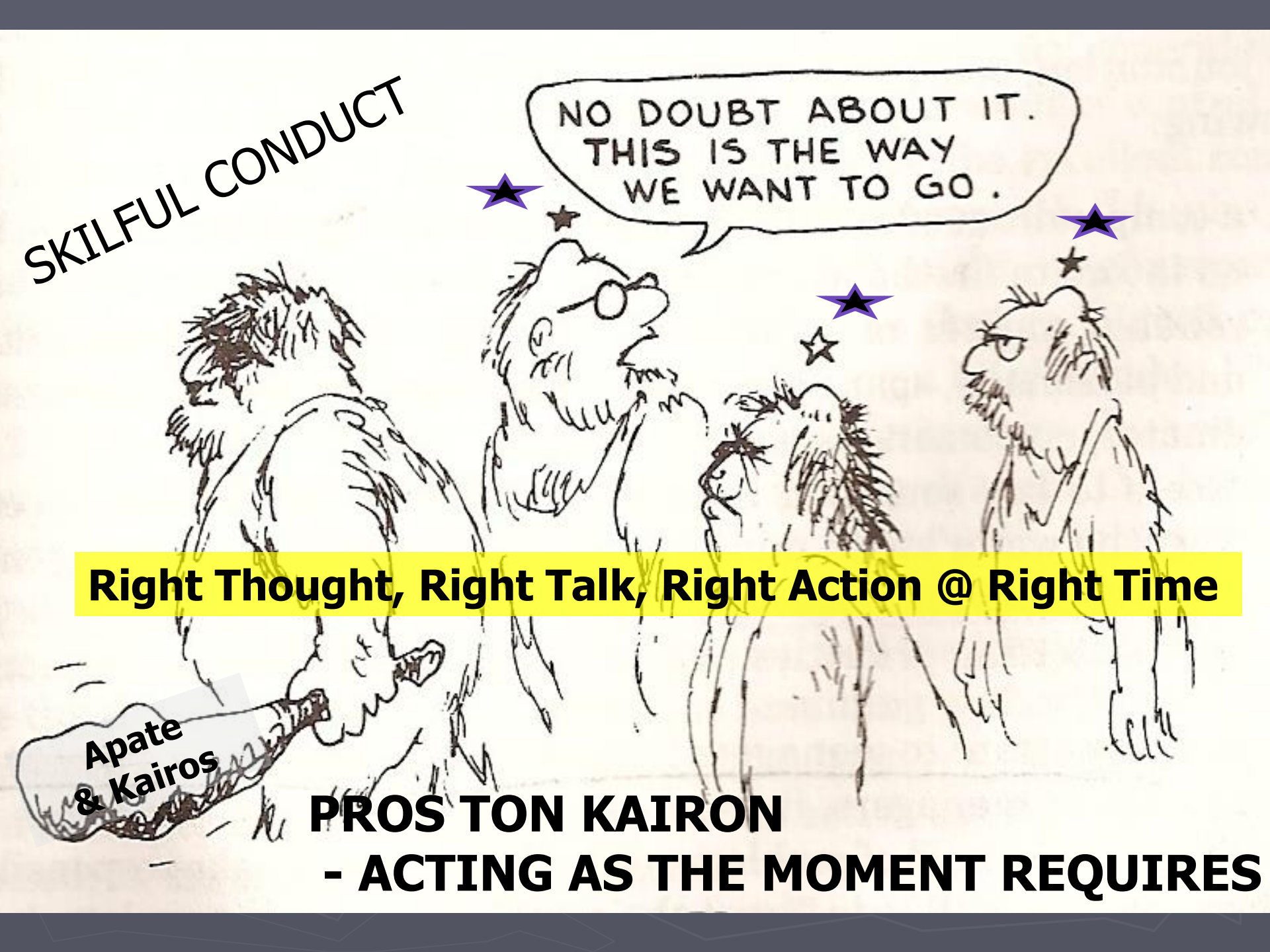


SKILFUL TIMING




CONDUCT COUNTS
EMOTIONAL CONDUCT
MINDFULNESS ENABLES THE 'RIGHT' CONDUCT OF THE POLITICALLY WISE MANAGER
COGNITIVE CONDUCT
COLLABORATIVE CONDUCT

SKILFUL CONDUCT



Right Thought, Right Talk, Right Action @ Right Time

Apate & Kairos

PROS TON KAIRON
- ACTING AS THE MOMENT REQUIRES

The capacity to exercise 'good' judgement

founded on certain dispositions..

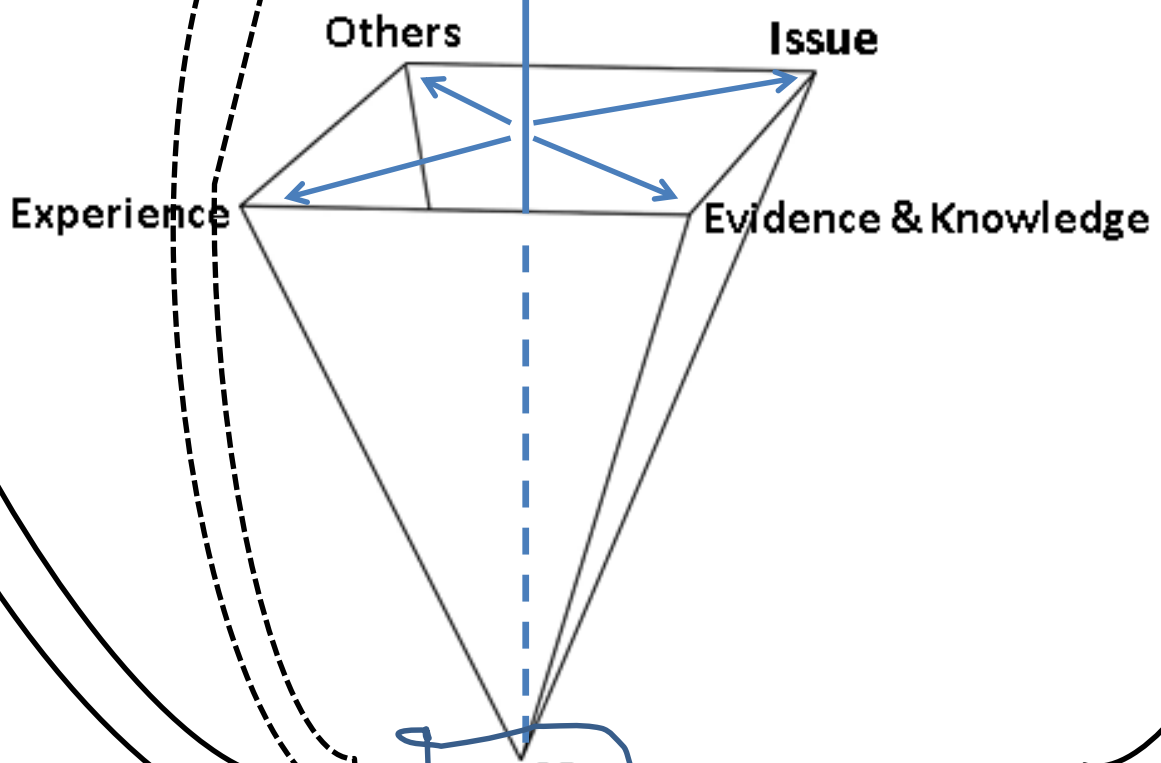
Practical Wisdom
PHRONESIS

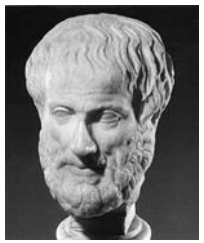
.....and on certain capabilities

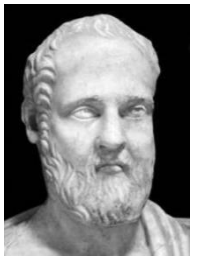
REASON

IMAGINATION

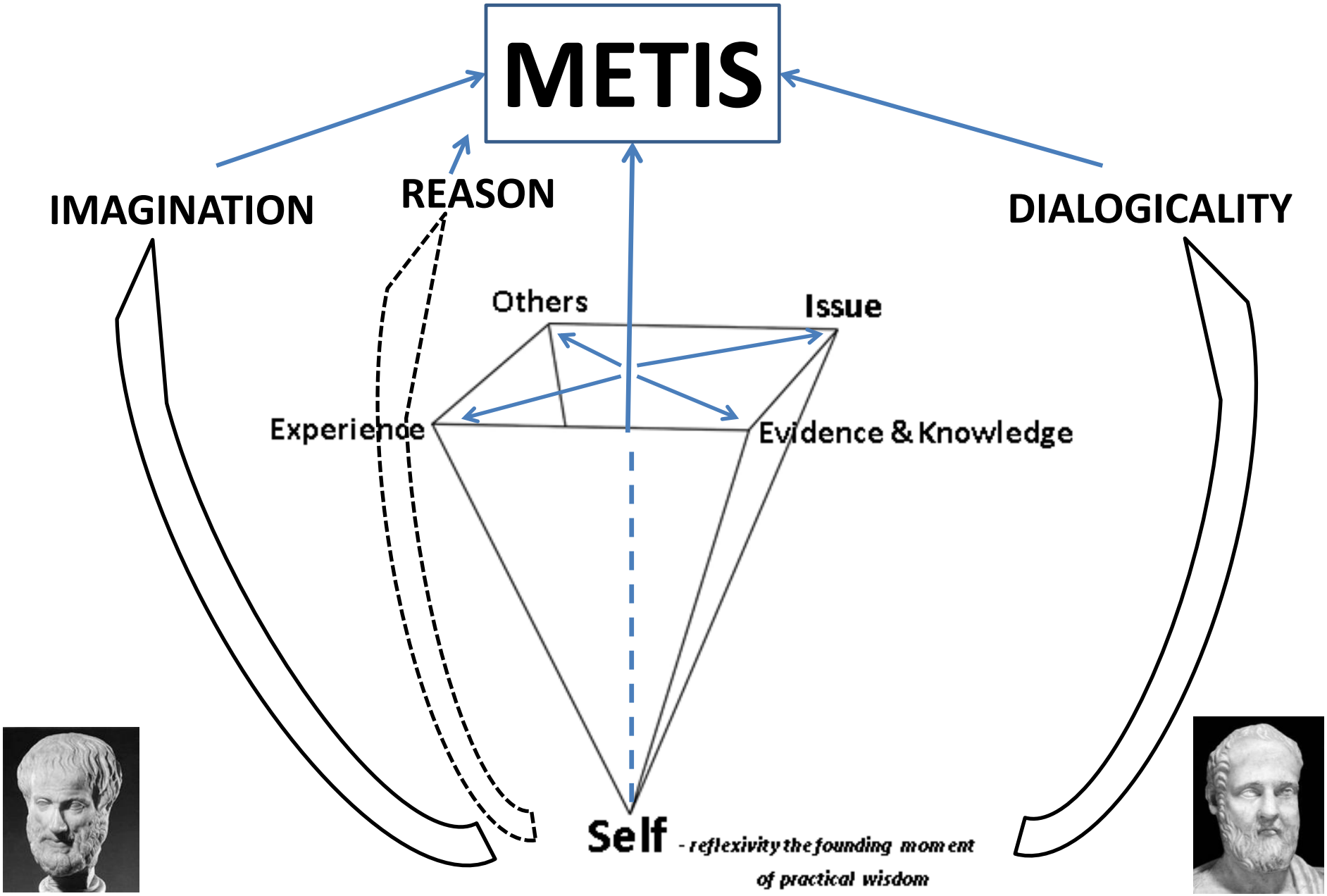
DIALOGICALITY







What/what not to say to whom, how and when!



The capacity to exercise 'good' judgement

Practical Wisdom & Politike

CORE CAPABILITY

METIS

IMAGINATION

REASON

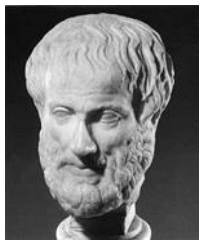
DIALOGICALITY

Others

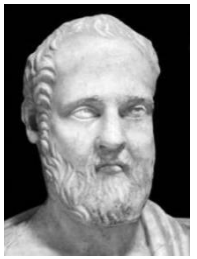
Issue

Experience

Evidence & Knowledge



Self - *reflexivity the founding moment of practical wisdom*



PHRONESIS

Logos Episteme Sophis

Phantasia Metis

The skills-tools of the Phronimos

What to say to whom, <u>when</u> where, and how

PHRONESIS

Logos Episteme Sophistry

Phantasia Metis

The skills-tools of the Phronimos

What NOT to say to whom, <u>when</u> where, and how

Becoming a Mindful Manager

- To whom to LIE when, how & where is your choice and a choice of immense importance

Tools-skills are morally neutral!

One can kill with a chisel or carve a beautiful sculpture

The ends justify the means?

One can kill with a chisel or carve a beautiful sculpture

What counts is your motive
– and your values drive those

?

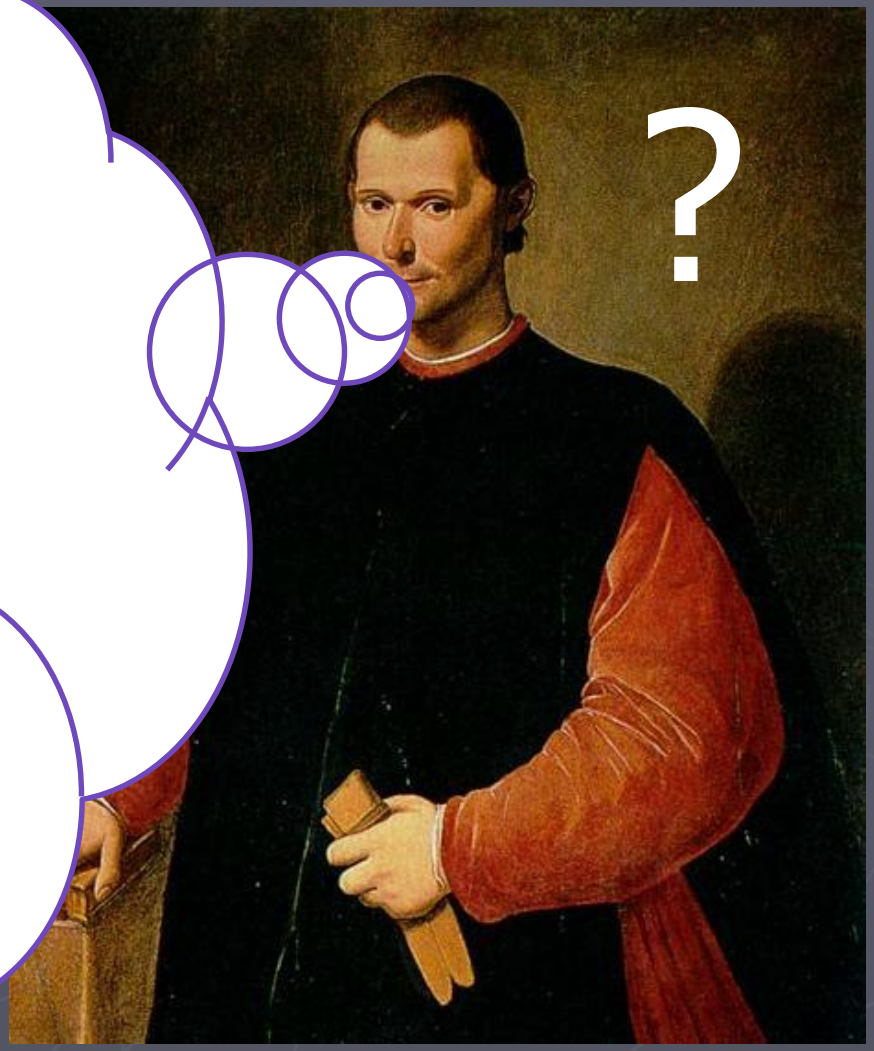
THE PHRONIMOS

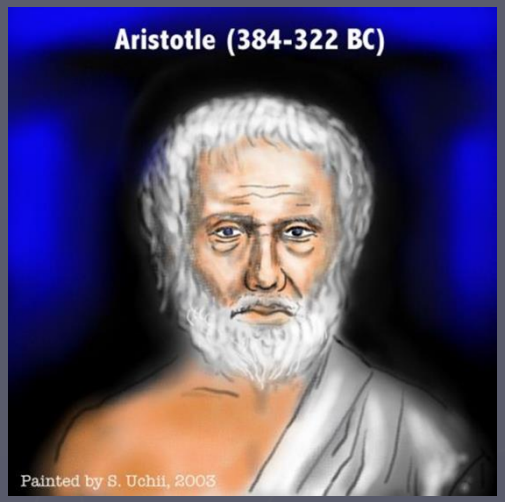
The tools/skills can be used for *good/bad*

THE PHRONIMOS

The tools/skills can be used for *personal good or greater good*

The ENDS justify the MEANS..but only if the ENDS are the greater good**...but <u>what constitutes the greater good and who decides?</u>**





THE
METISTICAL PHRONIMOS
IS

VALUES LADEN

An embedded Ethicality

The work is not in the hammer but in the hammering ***and the imagination of what could be & how it could be achieved!***

Means and Ends you could choose

THE
METISTICAL
PHRONIMOS
IS

VALUES LADEN

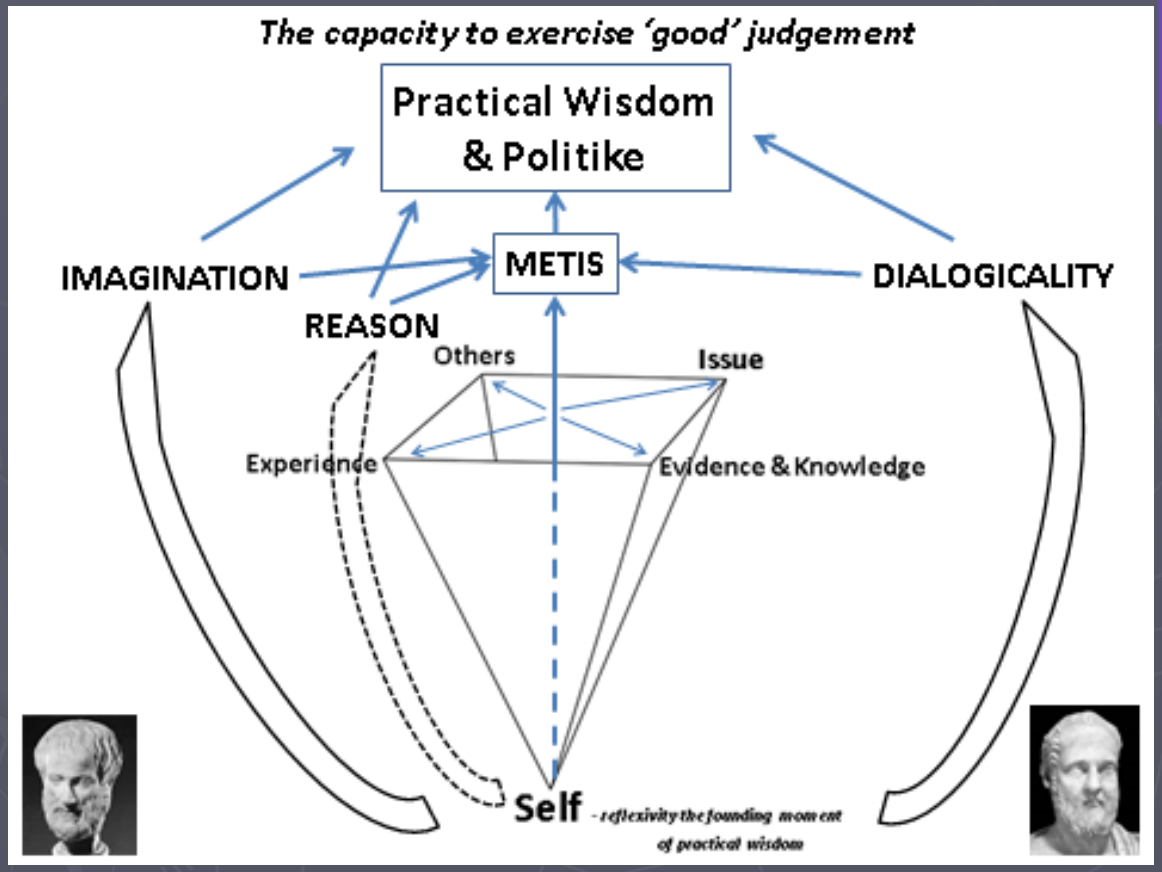
An embedded Ethicality

The work is not in the hammer but in the hammering ***and the imagination of what should be and how it should be achieved***

Means and Ends you should choose

ETHICALITY

To act with Ethicality is <u>not</u> to act by rule or habit, but to exercise judgement as to one's action



The One

ETHICALITY

To act with Ethicality is <u>not</u> to act by rule or habit, but to exercise judgement as to one's action

Exercising Judgement means not acting in habit or by rule

The underpinning dispositions

PHRONESIS

Practical Wisdom

Not simply doing 'what one does' / 'what one should do' – to judge is to '***See through the One***'

<u>Choosing what is right</u> [appropriate] to the specific circumstance

<u>Choosing to choose</u>

even if the choice is to act in habit or by the rule

SKILFUL CONDUCT

Right Thought, Right Talk, Right Action @ Right Time

Apate & Kairos

RIGHT??

Right Ends

Right Conduct

Right Beginnings

Right Means

A Paideia

Right Ends

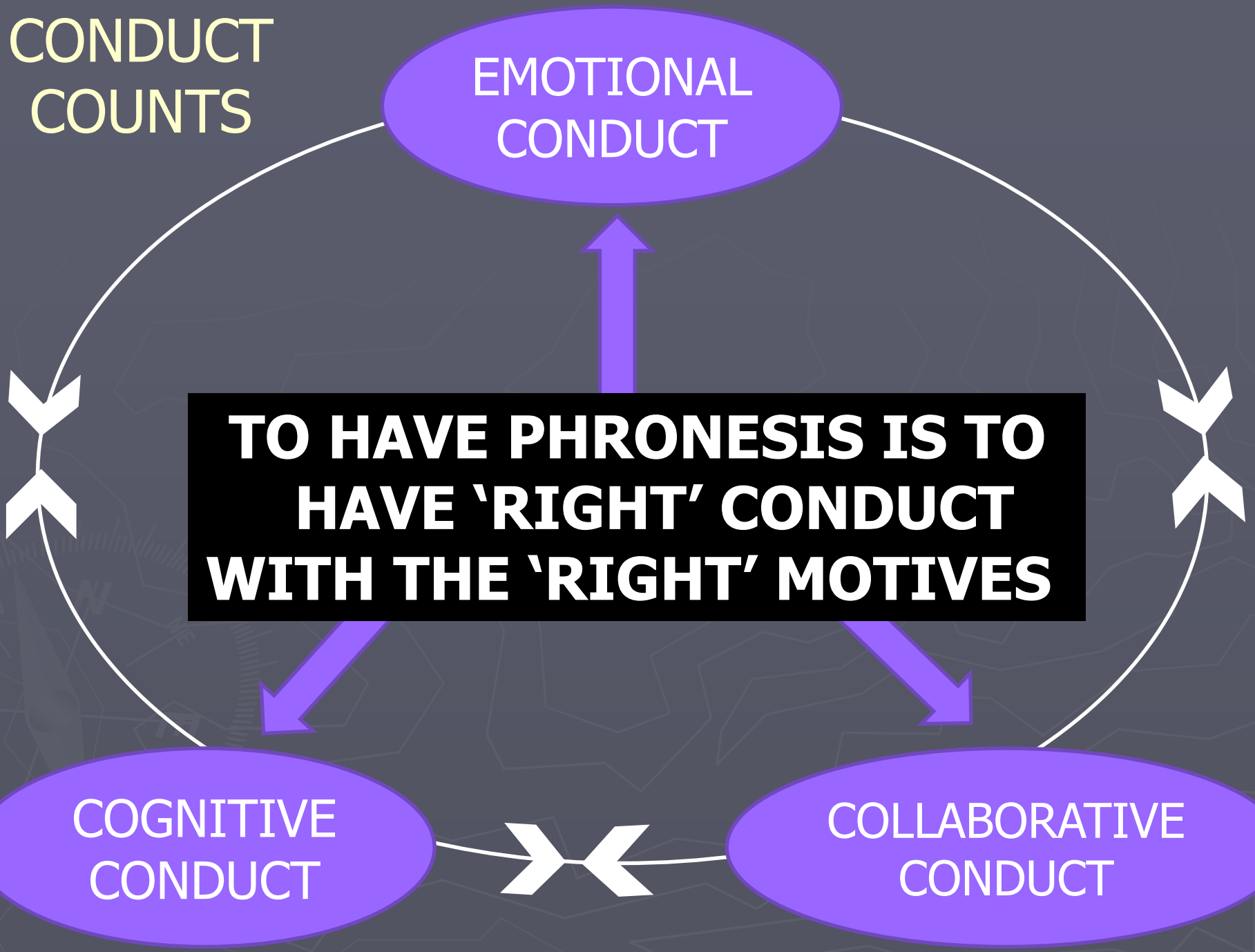
Right Motives

Right Beginnings

Right Means

A Paideia

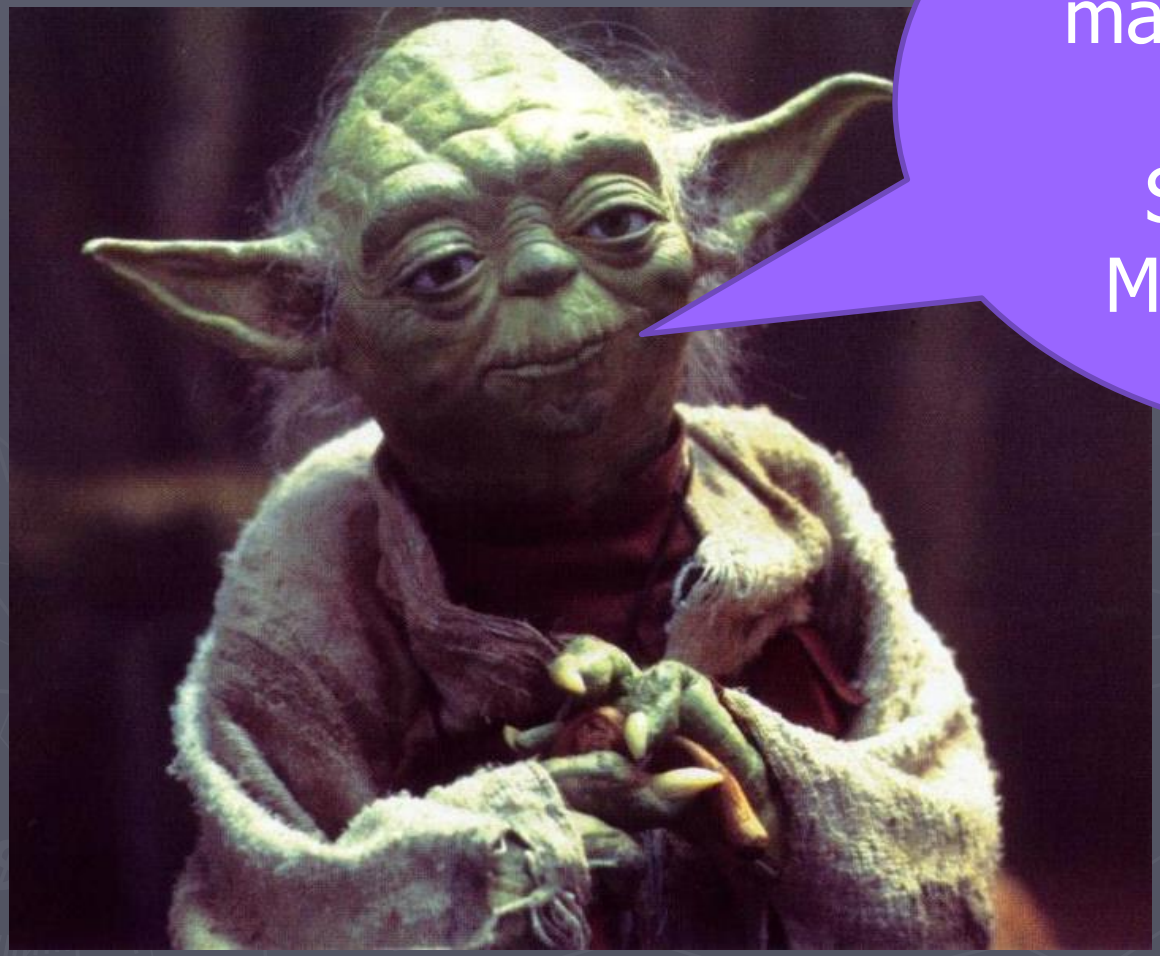
CONDUCT COUNTS



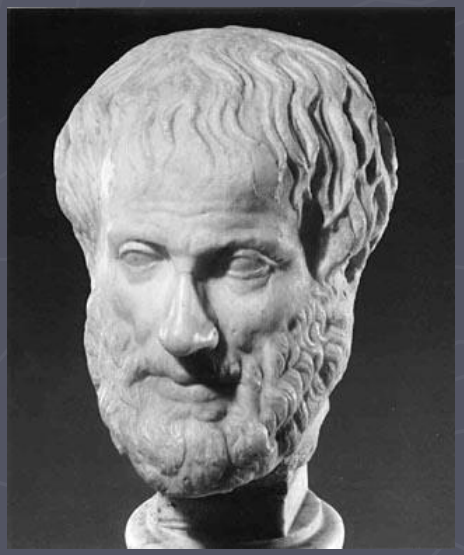
A Mindful Manager understands:

Managing is a political-ethical practice

A Mindful Manager understands that….



In the wicked world of management ONE OF LOGOS, SOPHISTRY & METIS you must be!



The Mindful Manager

- A Mindful Manager understands that:

HIGH PERFORMANCE IS BUILT ON WHAT HAPPENS IN EACH MOMENT

CONDUCT COUNTS!

Right Thought, Right Talk, Right Action

The Mindful Manager

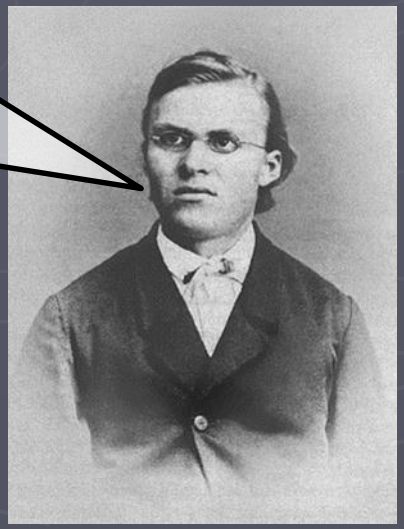
- in pursuit of practical wisdom -

What the fog is going on & why, where the fog should we go, how the fog do we get there & there at the same fogging time with no more cash!?

A Mindful Manager understands

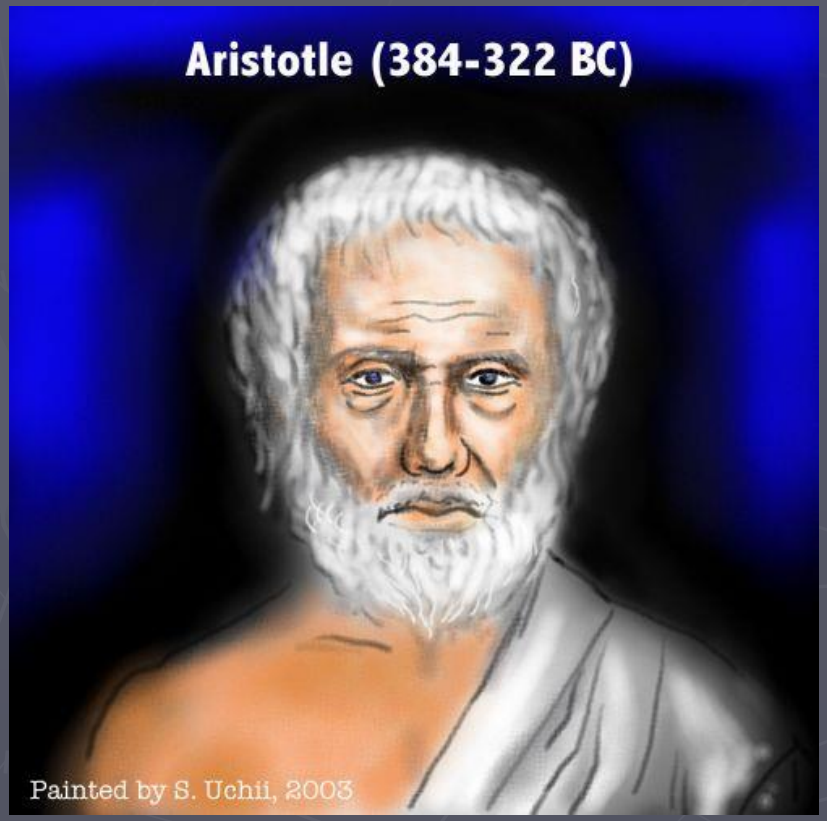
It's all about judgement

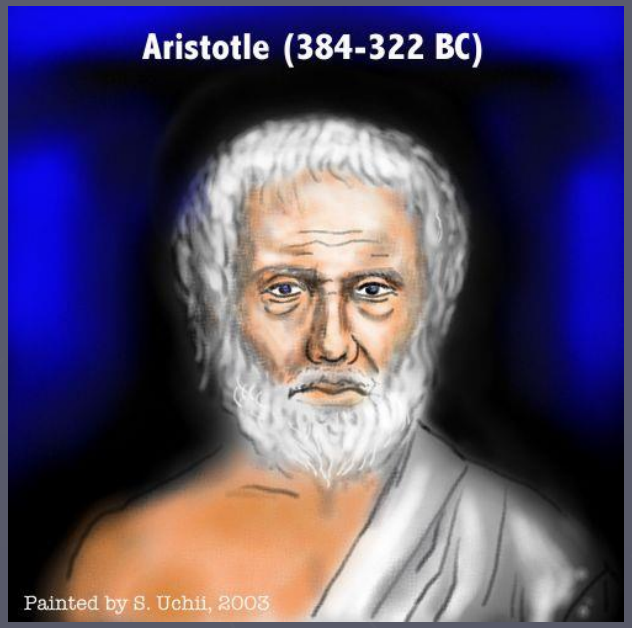
You have your way. I have my way. As for the right way, and the only way, it does not exist



Managerial Work
A Micro-political Endeavour

- A Mindful Manager understands





A Mindful Manager is PHRONIMOS – a wise one that CHOOSES TO CHOOSE & who *sees through the one and the they*..as s/he judges….

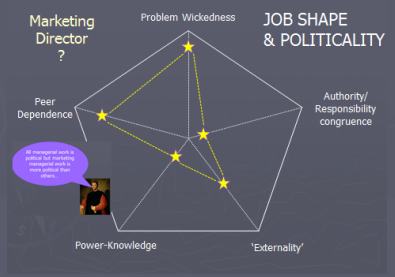
to listen is the challenge & to whom is your choice..!

Strive to see through ‘the one’ & ‘the they’ we must!!

CONDUCT COUNTS

Power and knowledge – Two sides of the same coin

The Wicked World of Management



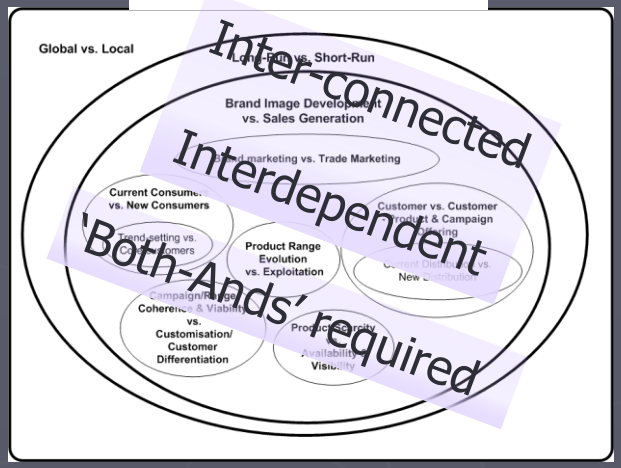
- You have to be mad to trust anyone
- **BUT**
- If you do not trust anyone you will go mad

Political

*'there is **no** such thing as a view from nowhere'*

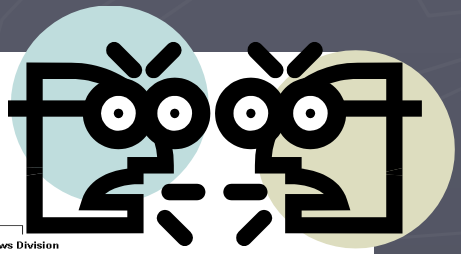
Equivocality

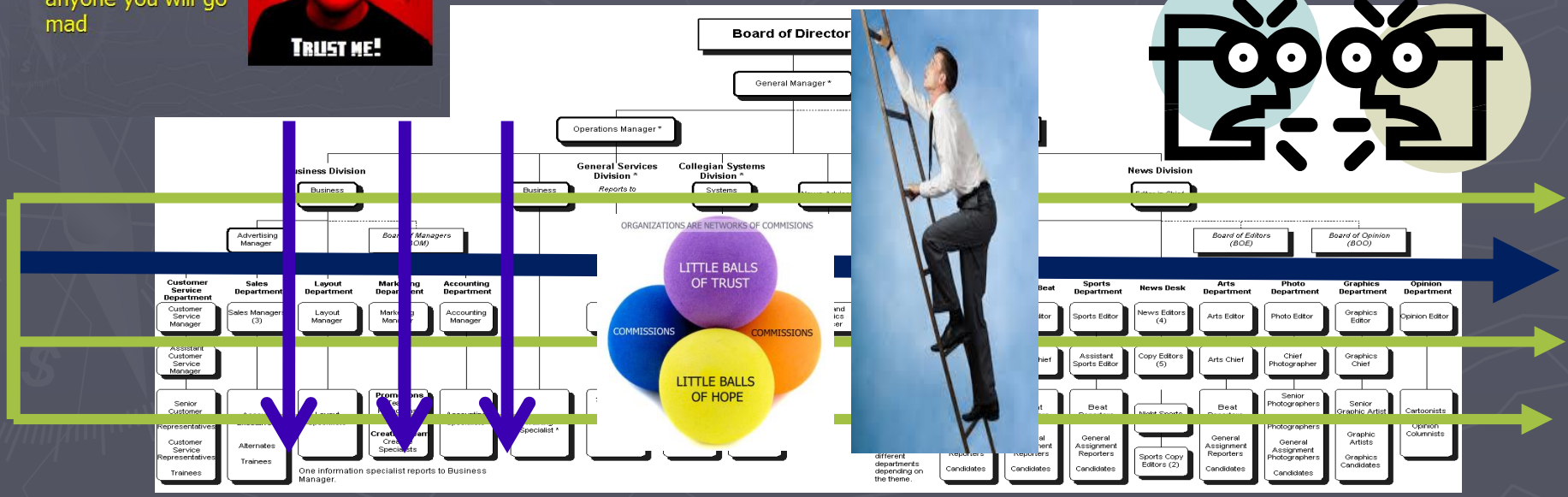
WICKED



Ir/Reversibility

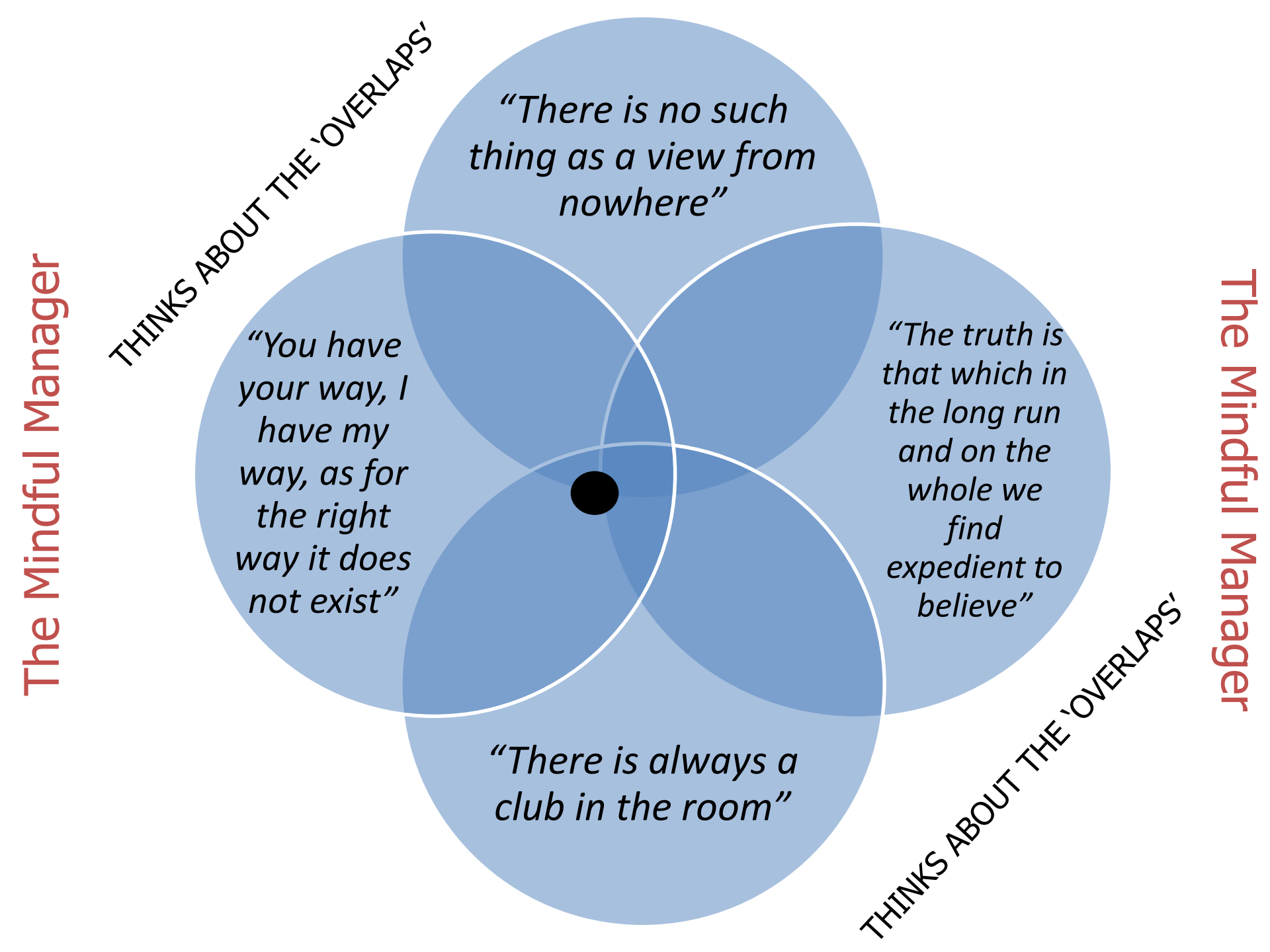
Equifinality



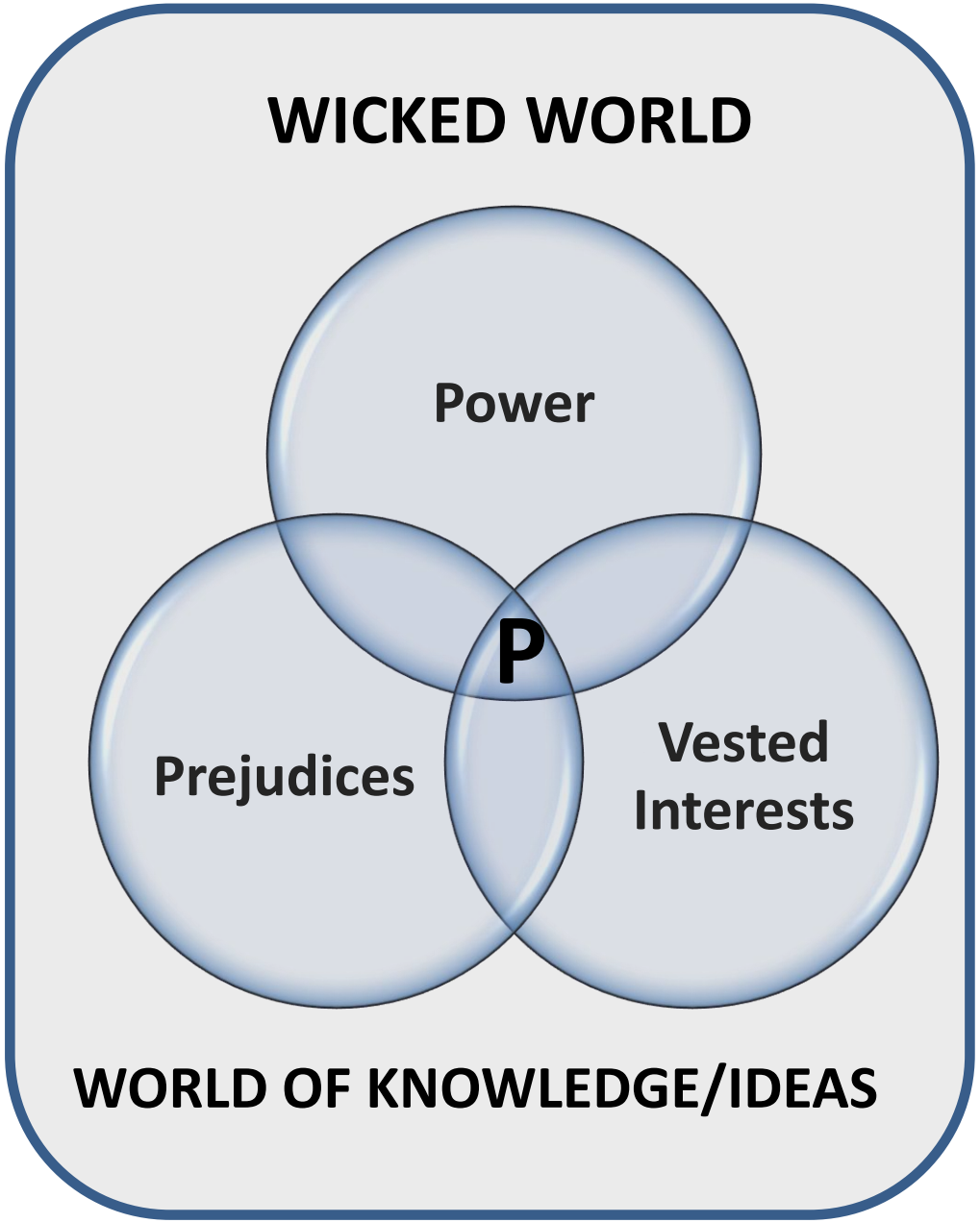


With organizations like this you must contend

NOT LIKE THIS


THINKS ABOUT THE 'OVERLAPS'
"There is no such thing as a view from nowhere"
"You have your way, I have my way, as for the right way it does not exist"
"The truth is that which in the long run and on the whole we find expedient to believe"
"There is always a club in the room"
THINKS ABOUT THE 'OVERLAPS'
The Mindful Manager
The Mindful Manager

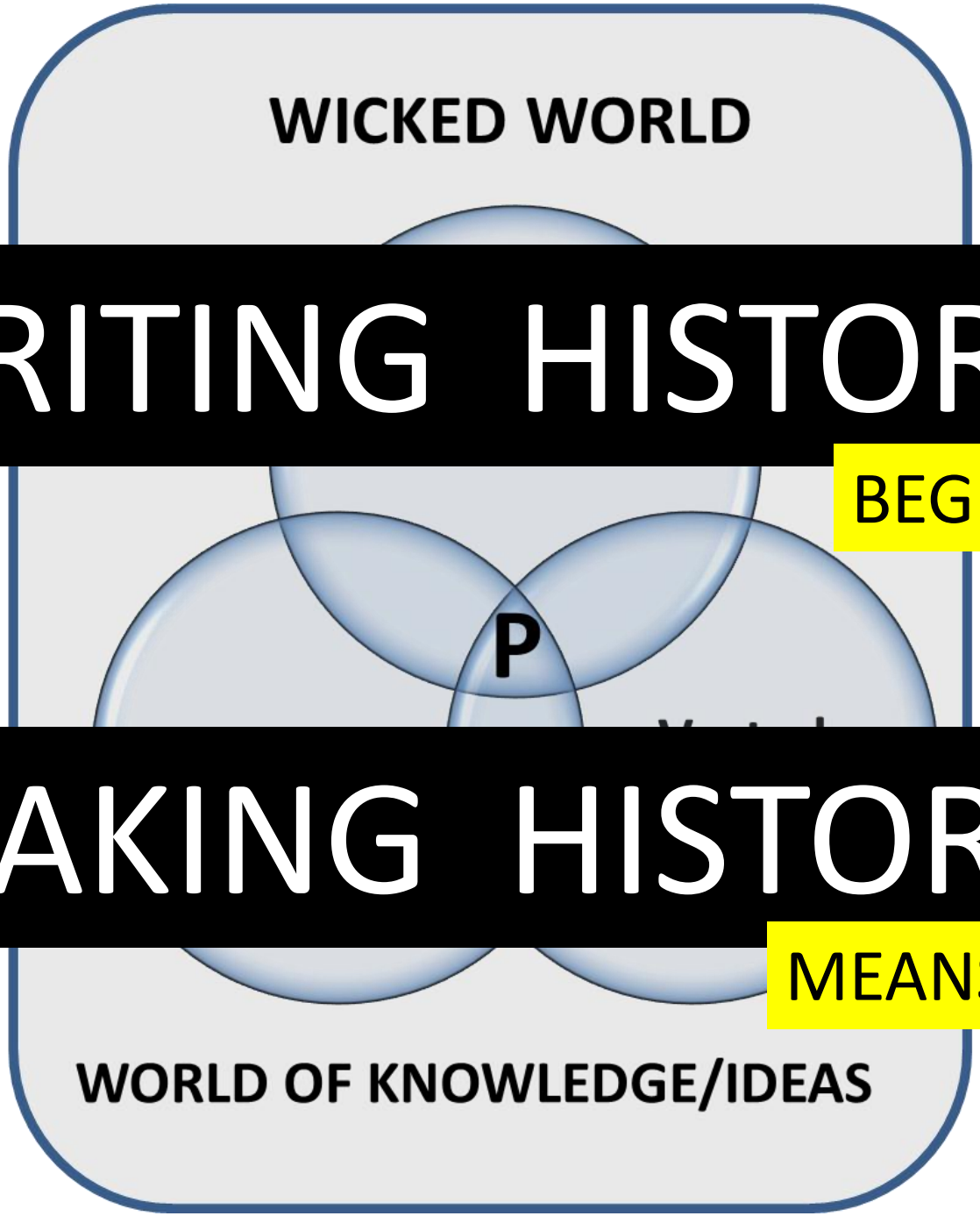
PHRONESIS



POLITICS

THE MINDFUL MANAGER

THE MINDFUL MANAGER



WRITING HISTORY

BEGINNINGS

MAKING HISTORY

MEANS & ENDS

The capacity to exercise 'good' judgement

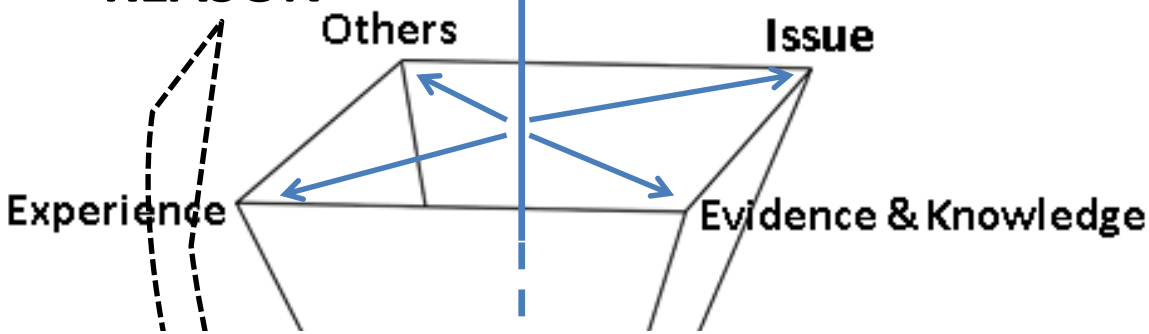
Practical Wisdom & Politike

IMAGINATION

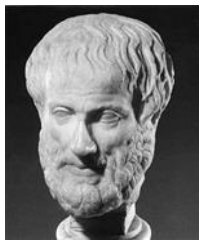
METIS

DIALOGICALITY

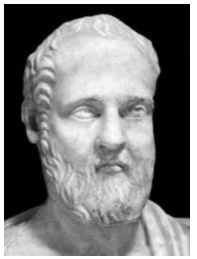
REASON



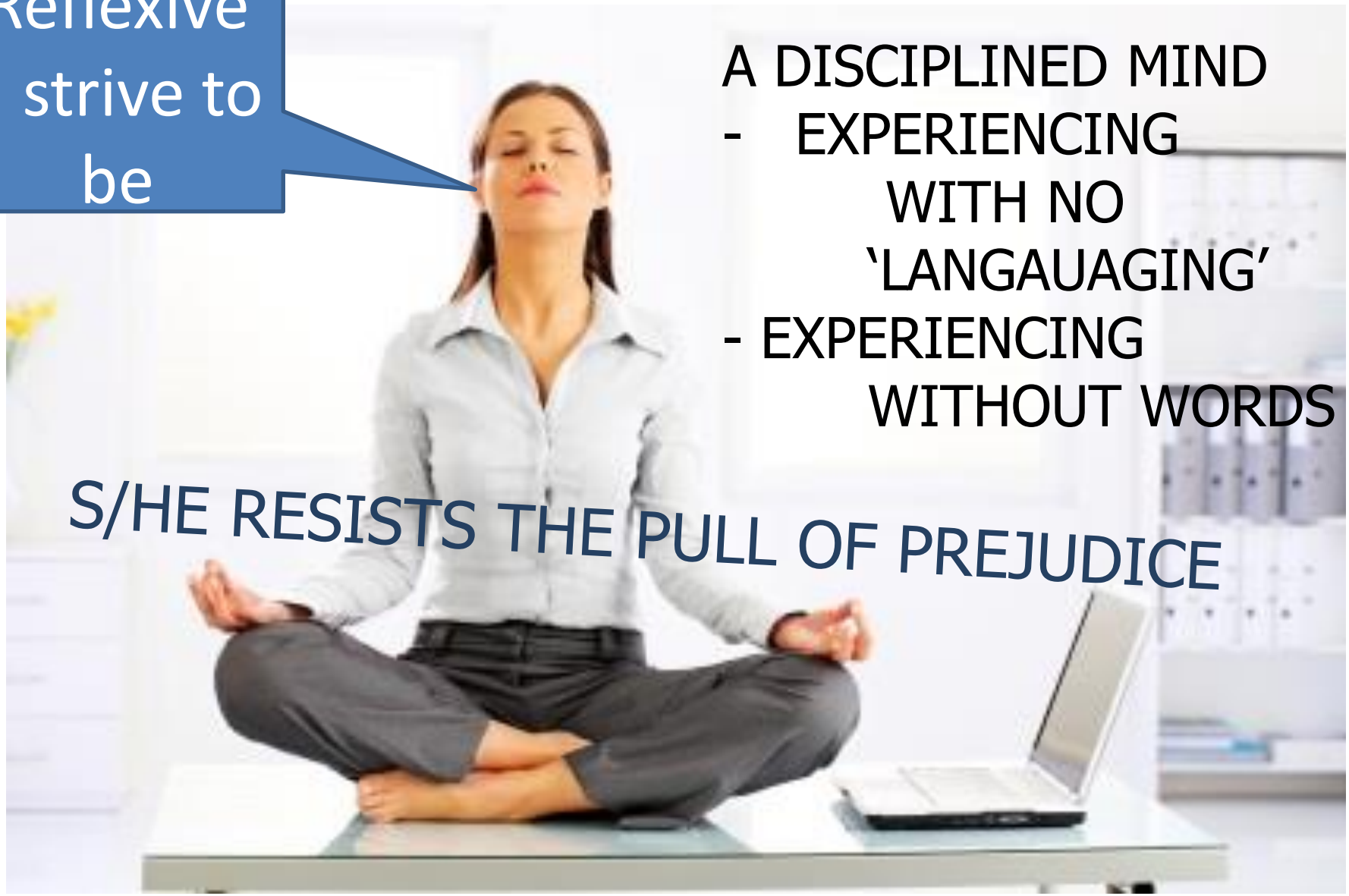
A MINDFUL MANGER UNDERSTANDS THAT ONE MUST SEEK TO ATTAIN CERTAIN DISPOSITIONS AND CAPABILITIES IF ONE IS TO MAKE 'GOOD' JUDGEMENTS/CHOICES



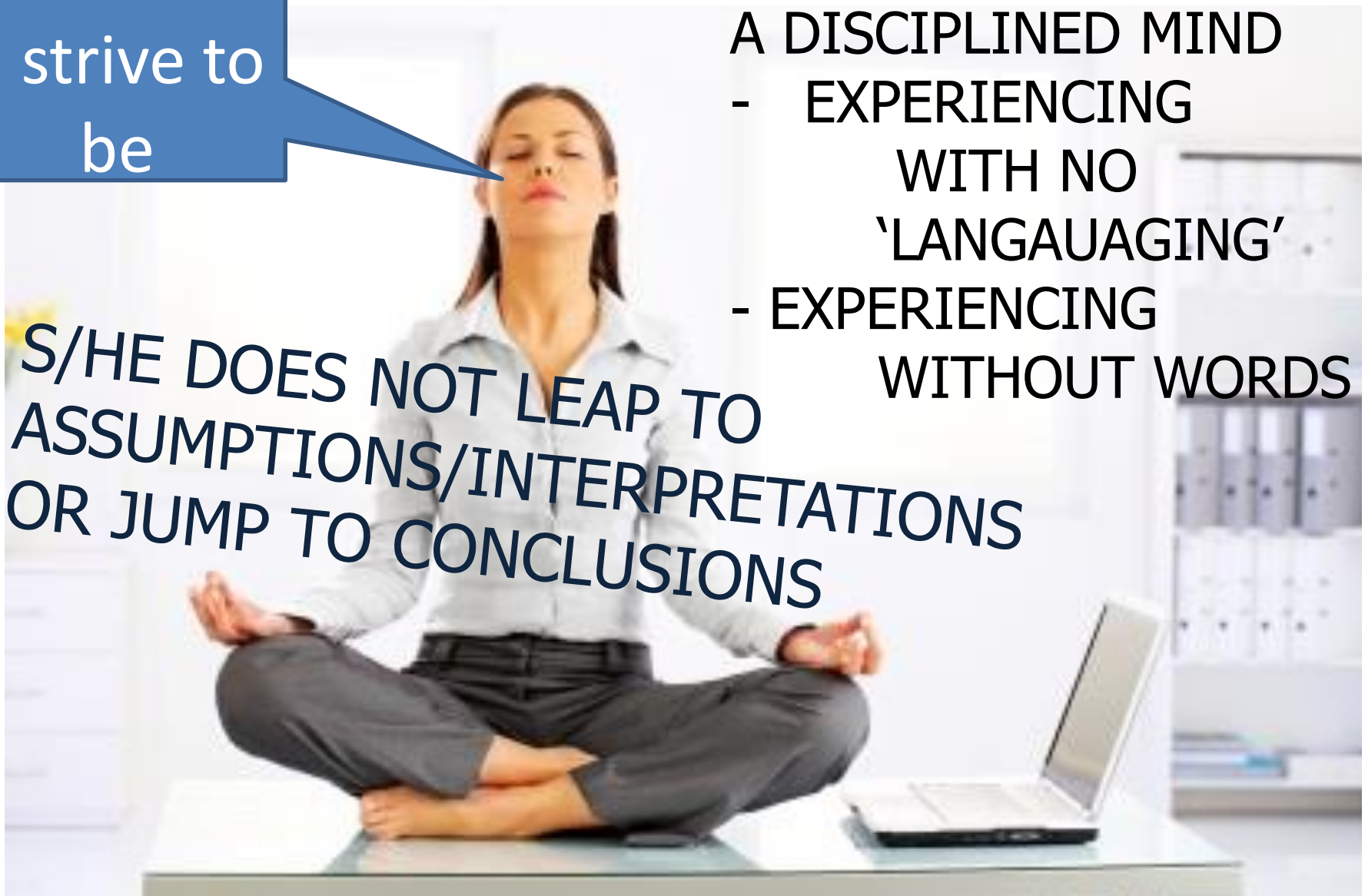
Self - *reflexivity the founding moment of practical wisdom*



The Mindful Manager has Cognitive Discipline



The Mindful Manager has Cognitive Discipline



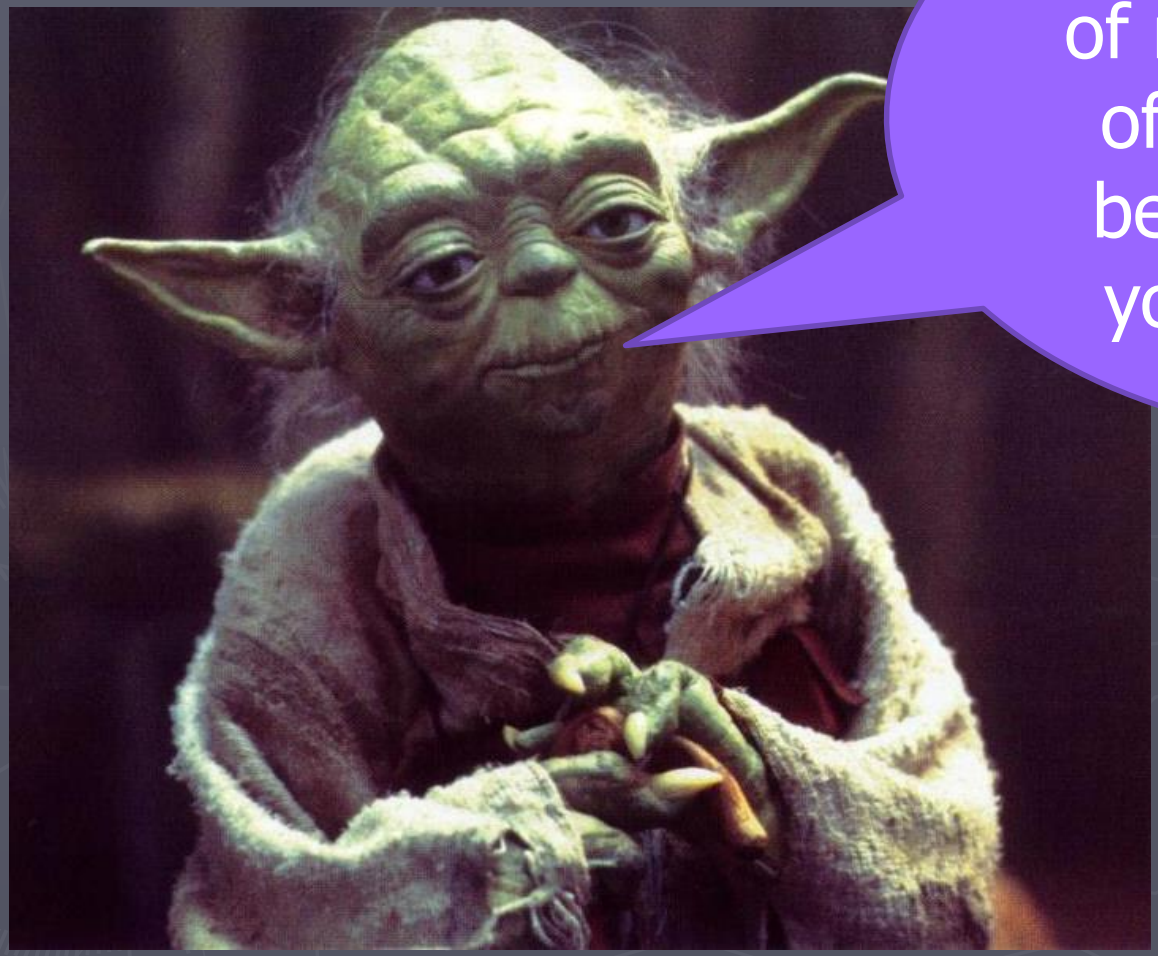
The Mindful Manager has Cognitive Discipline

Reflexive
I strive to
be

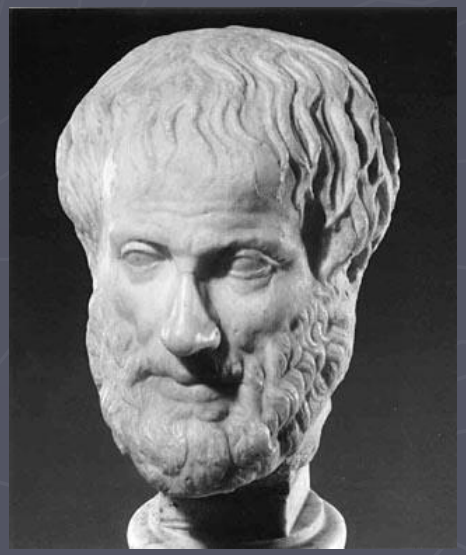
A DISCIPLINED MIND
- EXPERIENCING WITH NO 'LANGAUAGING'
- EXPERIENCING WITHOUT WORDS

S/HE SEEKS A 'NAKED' RECEPTIVITY
- Attention without Interpretation

Becoming a Mindful Manager



In the wicked world of management one of metis you must be, a PHRONIMOS you must become



A Mindful Manager listens to the world

.....does not speak loudly to it

.....lets the world speak to her/him

.....lets it reveal itself in all is possibilities

A milieu like this you must confront

NOT LIKE THIS

AND DEFINITELY
NOT LIKE THIS

Phronesis – a practical wisdom

- "..practical wisdom has been shown as a fruit which can grow only in the soil of a person's experience and character; apart from the cultivation of that soil, there is no artifice for making it available in a way that would count"
- Dunne, *Back to the Rough Ground*, 1993, p358

Hopefully we have cultivated the ground and planted some seeds

Mindful
Manager
ORGANIC
FERTILISER
?GRADE-A
BULLSHIT ?

A Mindful Manager understands that..

- **To whom to listen is your choice and a choice of immense importance**

Mindful you must be…
..in pursuit of Practical Wisdom