



The Mindful Manager - in pursuit of practical wisdom -



The guy at the front

Dr Peter Lenney

<http://www.lums.lancs.ac.uk/marketing/profiles/peter-lenney/>

Graduated in Chemistry

22-years as a business practitioner

Ran businesses : £5M - £250M revenue

Local-Global

18 ~~1~~ years as an academic

PhD in Managerial Work



Another time
- another life




<http://www.lancaster.ac.uk/lums/people/peter-lenney>

THE LENNEY GUY AT THE FRONT



There's no business like paint business !






The Mindful Manager - in pursuit of practical wisdom -

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

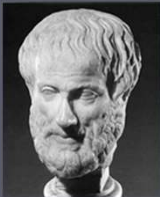
The module is the core of your MBA and is the central thread of the General Management strand



The Mindful Manager - in pursuit of practical wisdom -

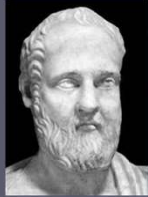
You must make notes; the lectures will be available on Moodle; the slides are available on Moodle

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 and about which there are conflicting opinions – where there are no **technical** rules or formulae that apply in particular circumstances and which cannot be subsumed under a general principle.

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



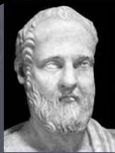





BACK TO THE FUTURE TO FACE THE WICKED WORLD →

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

It deals with that which is vague, 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.

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





BACK TO THE FUTURE TO FACE THE WICKED WORLD

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

It deals with that which is vague, 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.

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



BACK TO THE FUTURE TO FACE THE WICKED WORLD

The Mindful Manager
- in pursuit of practical wisdom -

Practical Wisdom

Practical wisdom has been shown to be a fruit of virtue, but it is not only in the possession of a person's character, but also in the cultivation of the virtues. There is no [method of] making it available in a way that would count"

CALLING ALL SUPERHEROES!

Practical wisdom is NOT A MAGICAL SUPER POWER


Dunne, P. (2008). Practical Wisdom: The Art of Living Well. New York: Basic Books.

Practical wisdom is the capacity to cultivate the virtues - planting seeds




" **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.....



The Mindful Manager - in pursuit of practical wisdom -

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

PRACTICAL WISDOM IS NOT AN 'INTELLIGENCE'

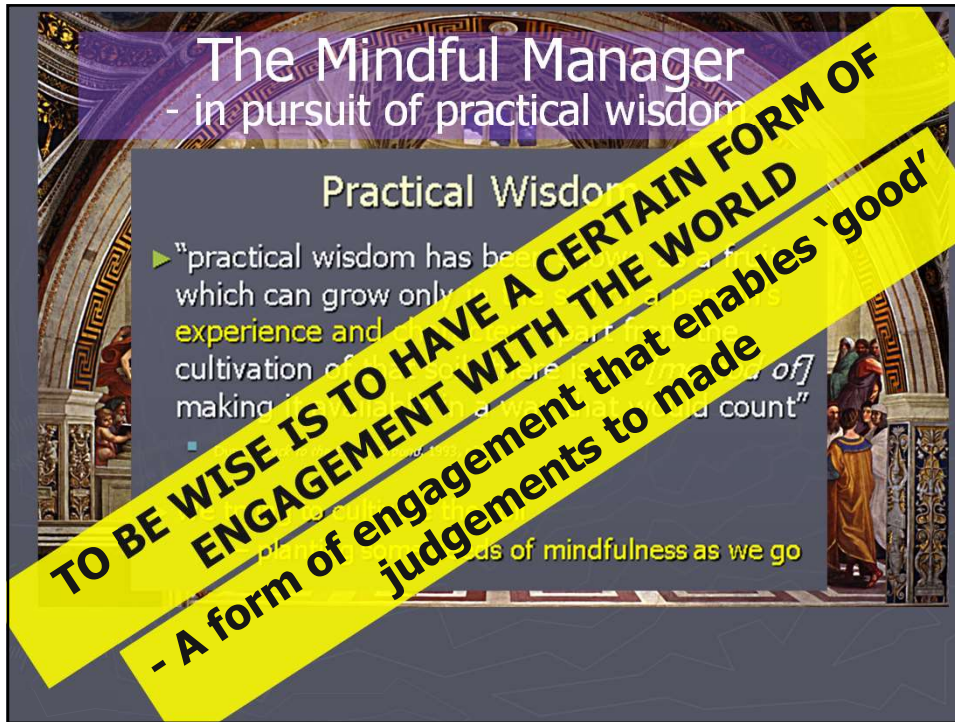
Spatial: measuring the world in 3D. Naturalist: observing living things and reading nature. Musical: observing musical tones, rhythms, and textures. Mathematical: quantifying, abstracting, hypothesizing, and modeling. Existential: tackling the questions of why we live, and why we die. Interpersonal: working properly, healthily and meaningfully. Kinesthetic: coordinating your body with the world. Linguistic: finding the right words to capture what you mean.

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 -



The Mindful Manager
- in pursuit of practical wisdom

Practical Wisdom

- ▶ "practical wisdom has been described as a fruit which can grow only through a person's **experience and cultivation** of the virtues. There is no [method of] making it grow in a way that would count"
- ...
- ... 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 be made



The Mindful Manager
- in pursuit of practical wisdom

Practical Wisdom

- ▶ "practical wisdom has been described as a fruit which can grow only through a person's **experience and cultivation** of the virtues. There is no [method of] making it grow in a way that would count"
- ...
- ... to cultivate the soil
- planting some seeds of mindfulness as we go

PRACTICAL WISDOM FLOWS FROM HAVING A NEXUS OF DISPOSITIONS & CAPABILITIES

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

The Mindful Manager
- in pursuit of practical wisdom

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

Practical Wisdom

- ▶ "practical wisdom has been described as a virtue which can grow only through experience and the cultivation of a certain method of making judgements that would count"

...are soil
...seeds of mindfulness as we go

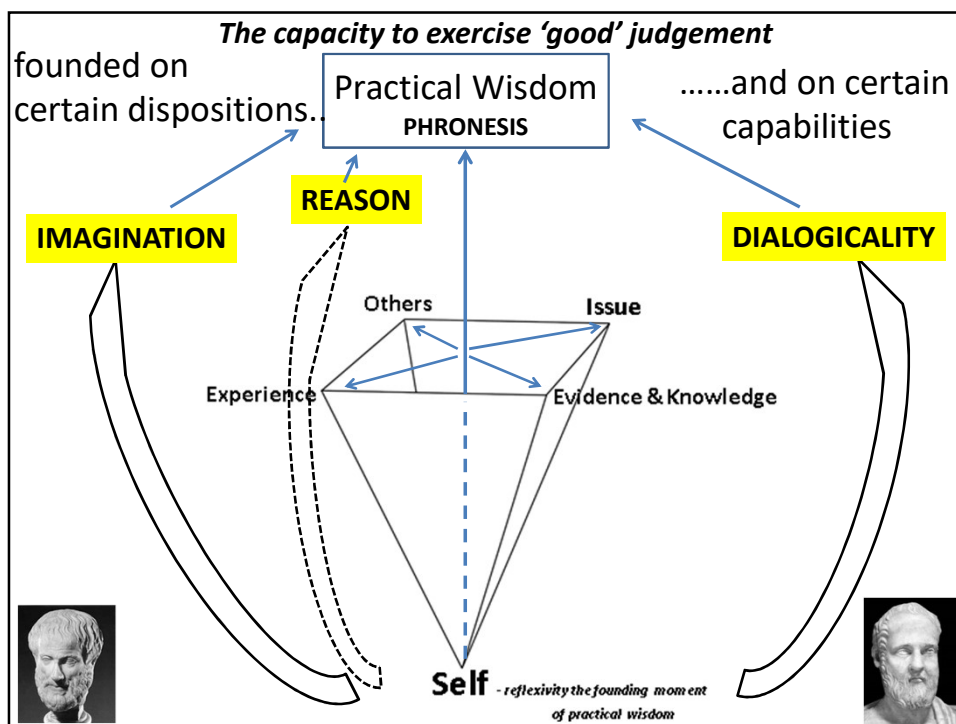
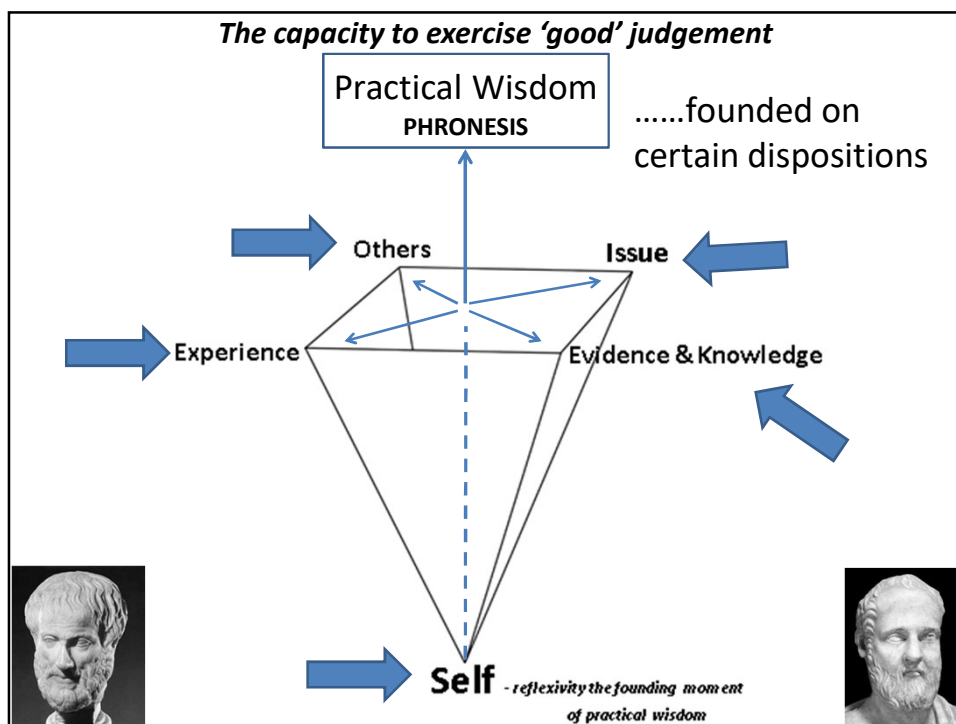
The Mindful Manager
- in pursuit of practical wisdom

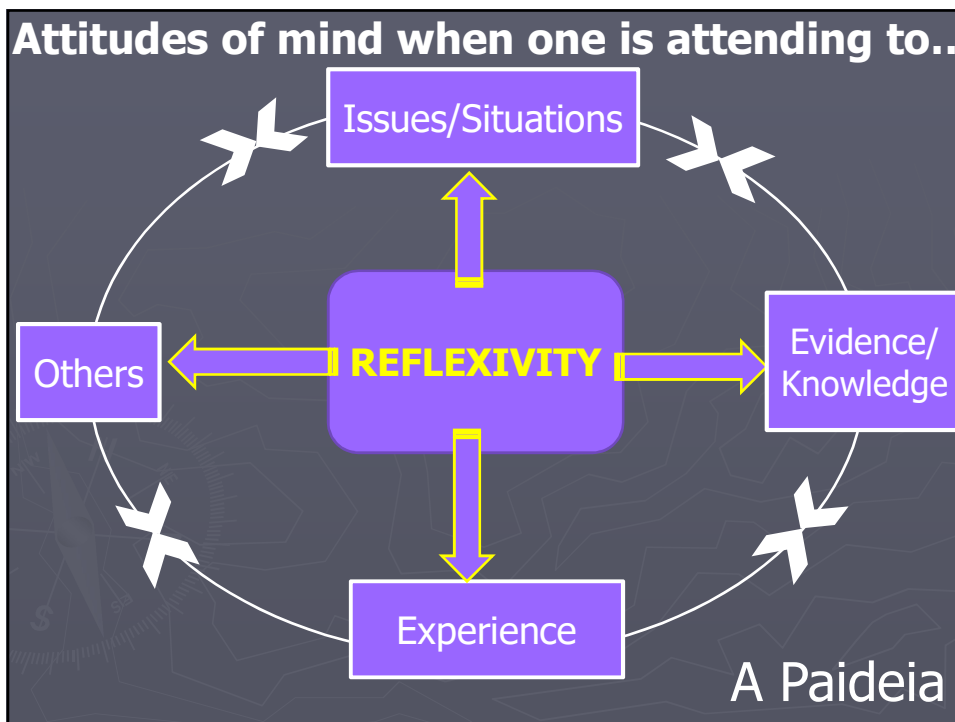
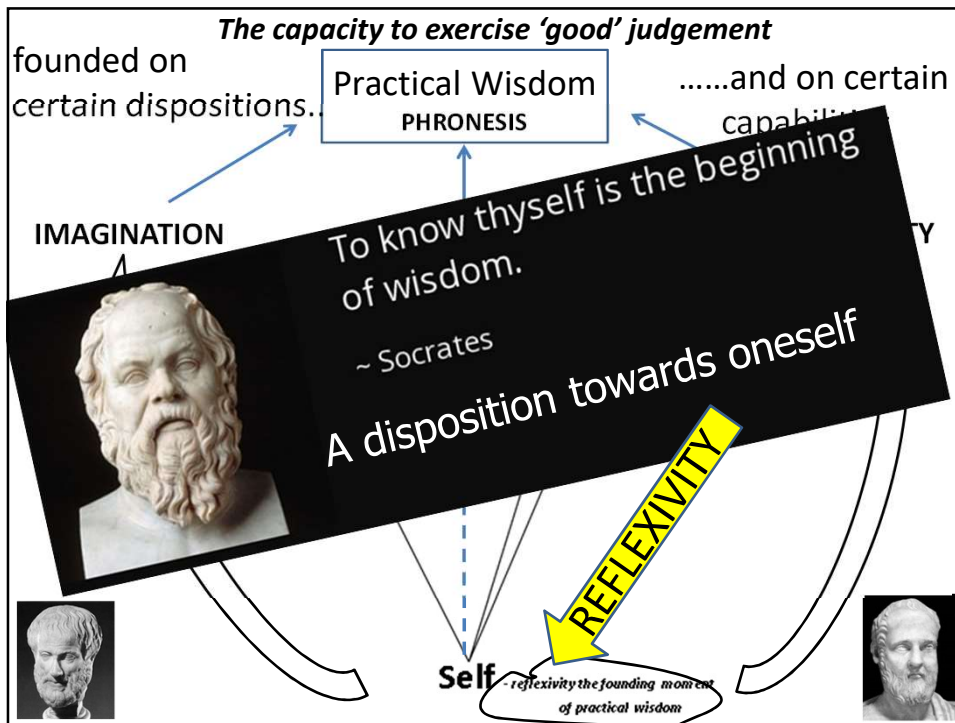
ALL FOUNDED ON CERTAIN DISPOSITIONS
- A CERTAIN ATTITUDE OF MIND -
A CERTAIN WAY OF BEING TOWARDS THE WORLD
- that enables 'good' judgements to be made

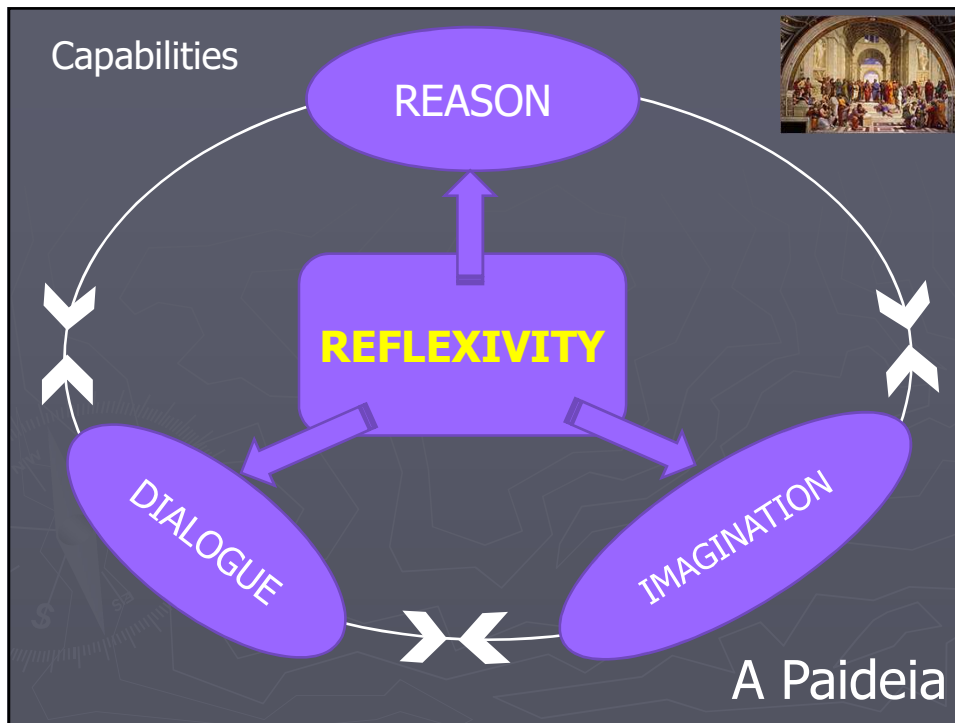
Practical Wisdom

- ▶ "practical wisdom has been described as a virtue which can grow only through experience and the cultivation of a certain method of making judgements that would count"

...are soil
...seeds of mindfulness as we go

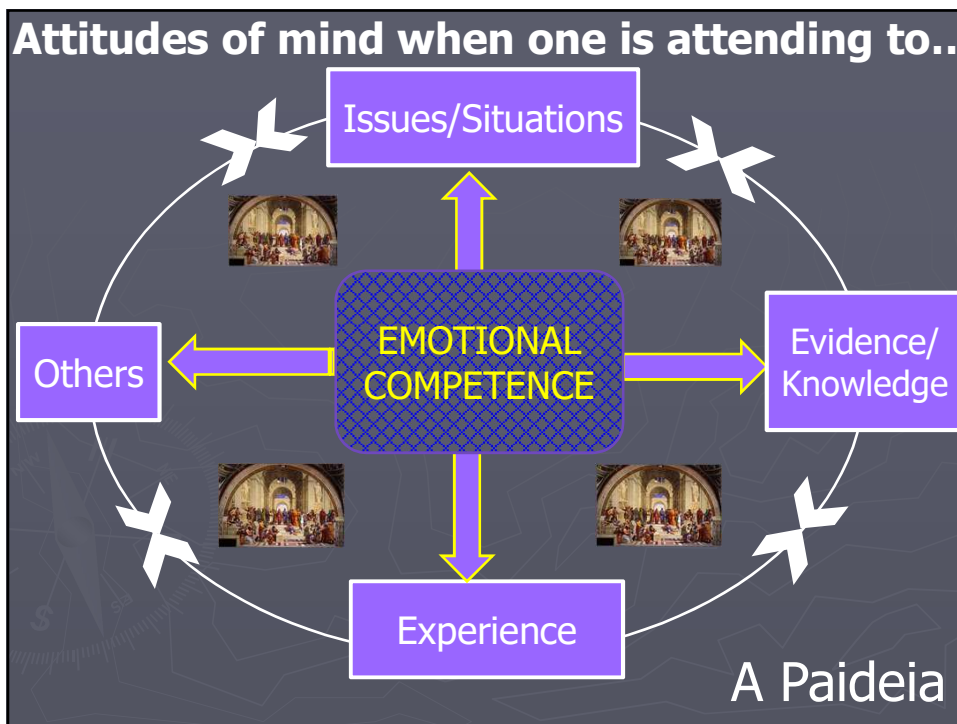
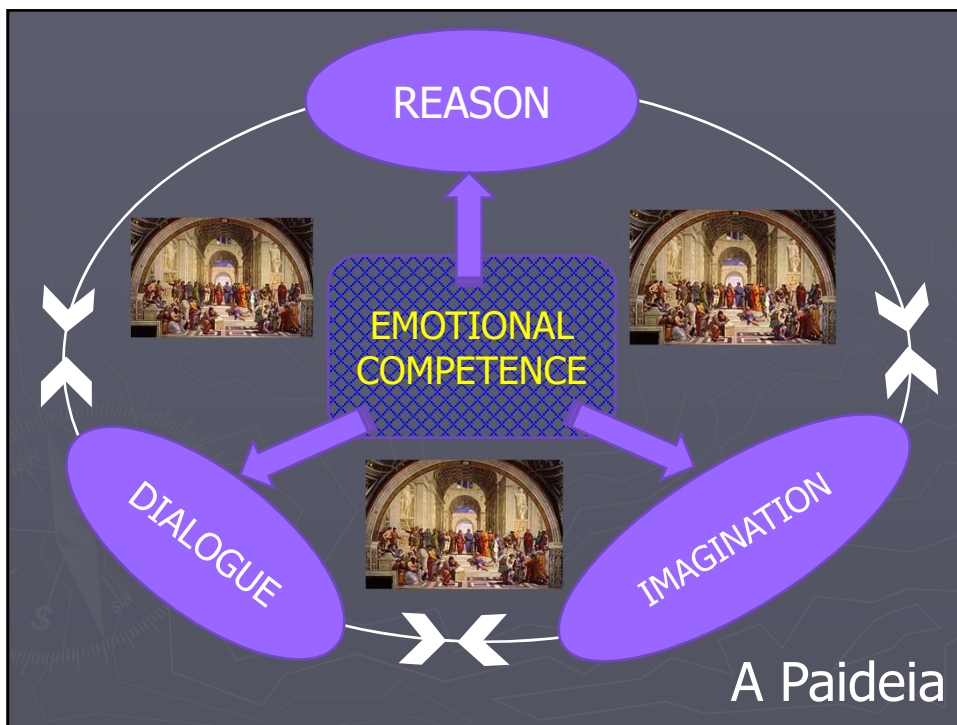


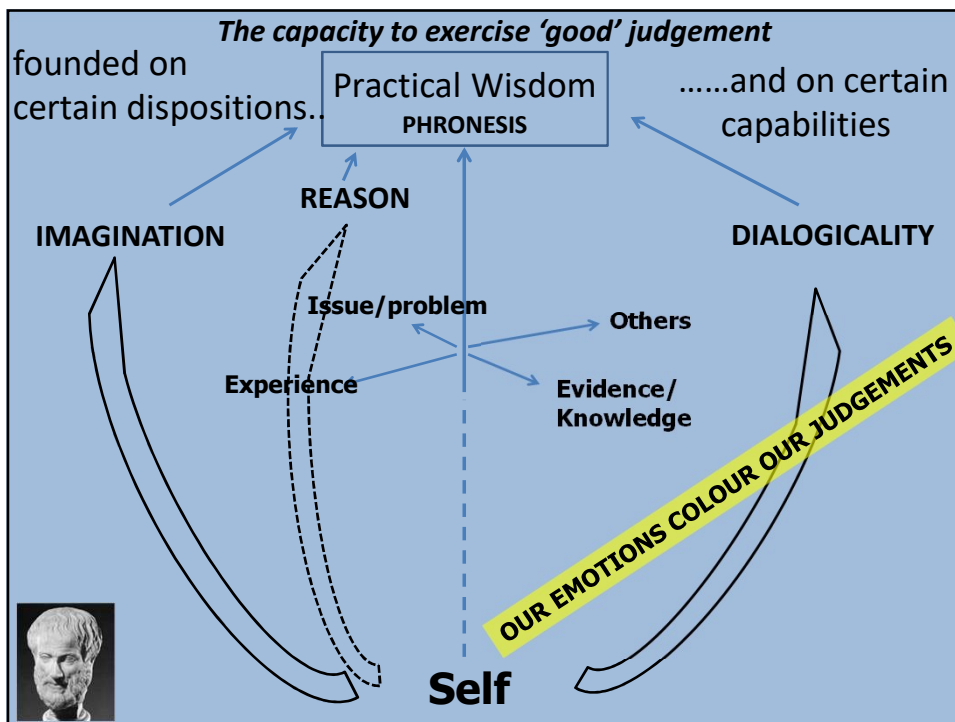
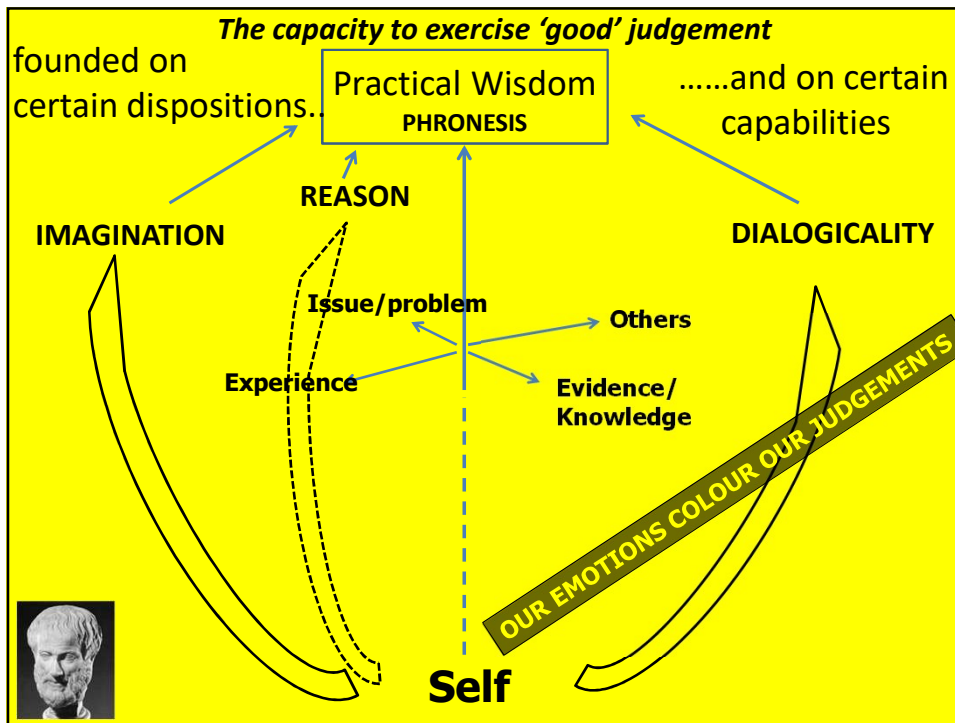


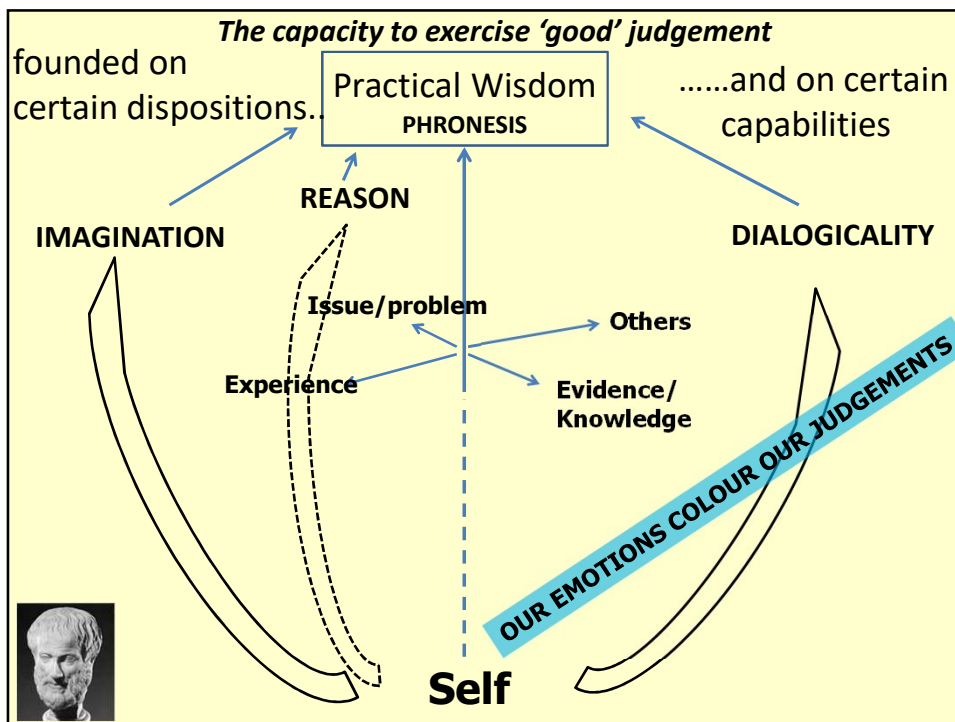


The Mindful Manager

- 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 -

Your first task on the Mindful Manager

ReFLEXivity Activity 1- handout



Lancaster University
Management School

The image features the famous fresco 'The School of Athens' by Raphael, depicting various ancient Greek philosophers in a grand architectural setting. The text is overlaid on the top and middle sections of the image.

The Mindful Manager Module

- So how do we pursue practical wisdom

Disrupting your basic assumptions about yourselves and the world



WHAM




'whacks on the side of the head'

The image features the same 'The School of Athens' fresco. A diagonal banner with the text 'Disrupting your basic assumptions about yourselves and the world' is overlaid across the scene. In the bottom right corner, there is a small white box containing a simple line drawing of a hand striking the side of a head, with the word 'WHAM' written above it and the phrase ''whacks on the side of the head'' written below it.

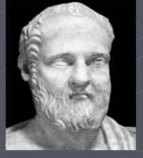
3 Provocations

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

- Philosophy
- Paradox
- People






The Mindful Manager
- in pursuit of practical wisdom -



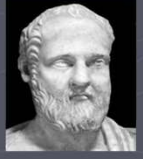
3 Provocations

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

- Philosophy
- Paradox
- People



The Mindful Manager
- in pursuit of practical wisdom -



DISRUPTIONS

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

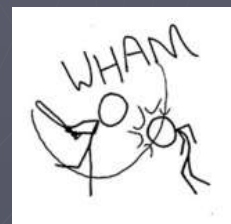
Provocations

- 'whacks on the side of the head'



"I cannot teach anybody anything, I can only make them think."
~Socrates

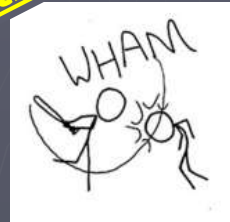
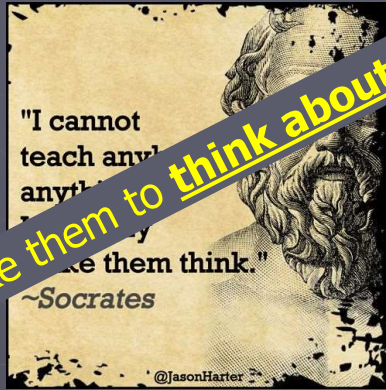
@JasonHarter



Philosophy, Paradox & People

Provocations

- 'whacks on the side of the head'

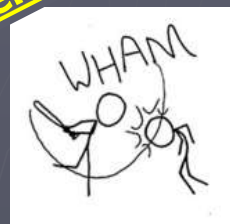
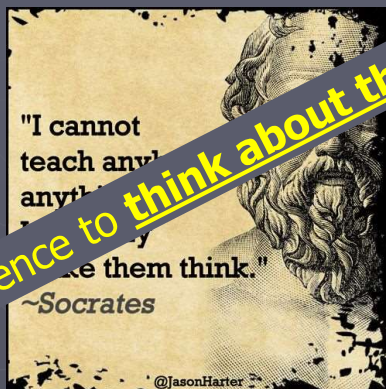


...and provoke them to **think about their thinking**

Philosophy, Paradox & People

Provocations

- 'whacks on the side of the head'

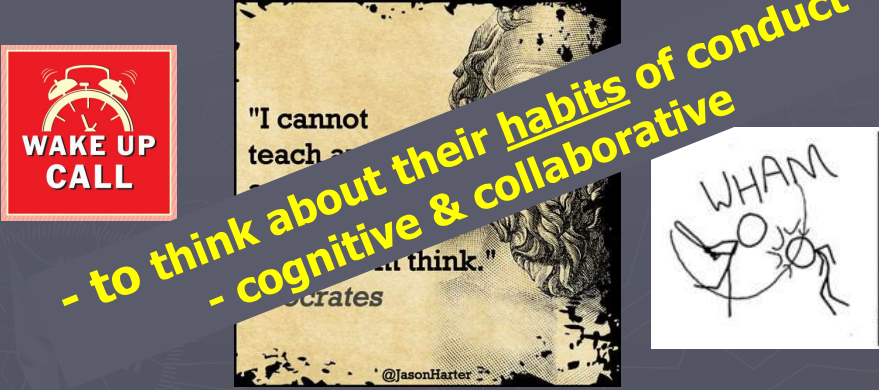


...and thence to **think about their talking**

Philosophy, Paradox & People

Provocations

- 'whacks on the side of the head'



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

Philosophy, Paradox & People

ALL THE SAME - BUT SO SO SO DIFFERENT







The Challenge of Human Diversity

TEAMWORK
DIALOGUE

Provocations

- 'whacks on the side of the head'




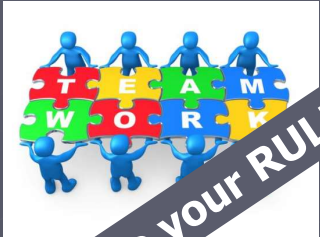


..a challenge to your **HABITS** of mind mouth and ears

The 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

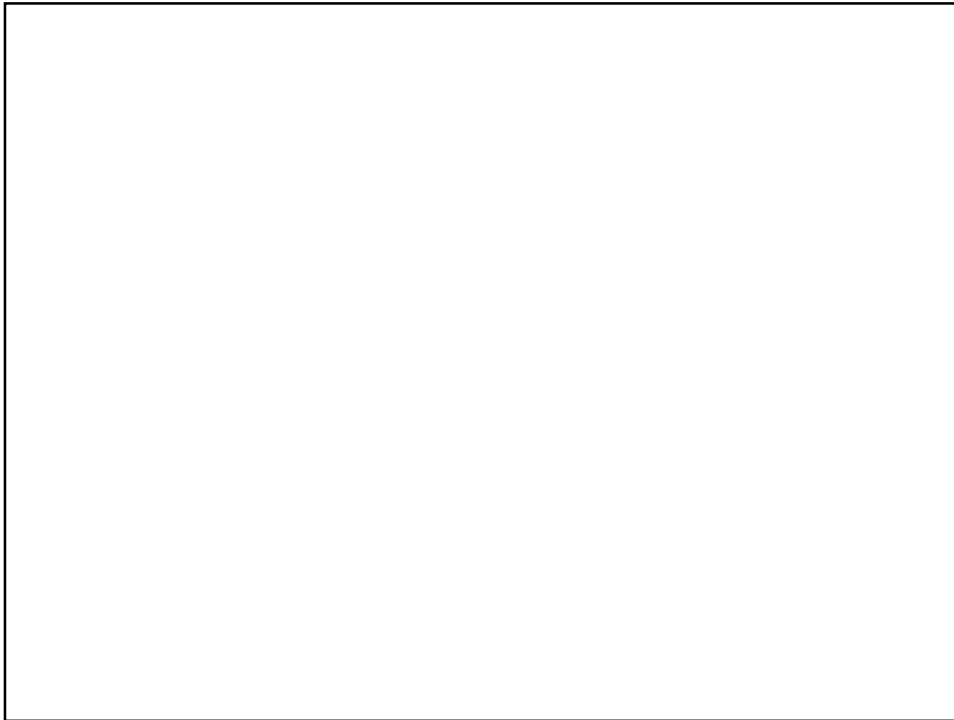
- 'whacks on the side of the head'

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



You must shake free of your shackles

NO MORE EXCUSES
YOU MUST TAKE RESPONSIBILITY
YOU MUST CHOOSE TO CHOOSE
AND START ON THE PATH TO WISDOM



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 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

The Crystallisation Assignment



All the readings, taken together, cover the same 'content' as the lectures
 - Different 'takes', different approaches, same story

The assignments should **enhance your**
Preparation construction skills, your
Quality, and **amplify your Mindful**
Manager learnings

The Individual Coursework Assignment

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



To know thyself is the beginning
of wisdom.

~ Socrates

Reflexivity Activities 1 & 2

▶ **READ THE MOODLE SITE CAREFULLY!!!**

MeBOX
Pcard as 'book'mark

Reflexive Paper Feedback

Participant Name:	
Tutor:	
Grade awarded:	

Tutor Comments:

1. Evidence - scope and scale; evidence of engagement


2. Evaluation/Consideration of Reflexive Challenges
-richness/depth; connection to evidence; connection to personal history

3. Authenticity – genuine?

4. Reflection – Reflexive Focli of Attention & Conduct Development Plan.

SEE ON MOODLE

A single Learning Outcome:
Reflexivity - a demonstrable capability to take a perspective on one’s own perspectives, and discuss their pros and cons & impact; an evidenced capacity to turn an eye onto one’s prejudices and crystallise their conduct modulating influence.



Reflexive Paper Feedback

Participant Name:	
Tutor:	
Grade awarded:	

Tutor Comments:

1. Evidence - scope and scale; evidence of engagement


2. Evaluation/Consideration of Reflexive Challenges
-rich

3. Authenticity – genuine?

4. Reflection – Reflexive Focli of Attention & Conduct Development Plan.

My MeBOX
 Easy marks
 -to gain or lose

A single Learning Outcome:
Reflexivity - a demonstrable capability to take a perspective on one’s own perspectives, and discuss their pros and cons & impact; an evidenced capacity to turn an eye onto one’s prejudices and crystallise their conduct modulating influence.

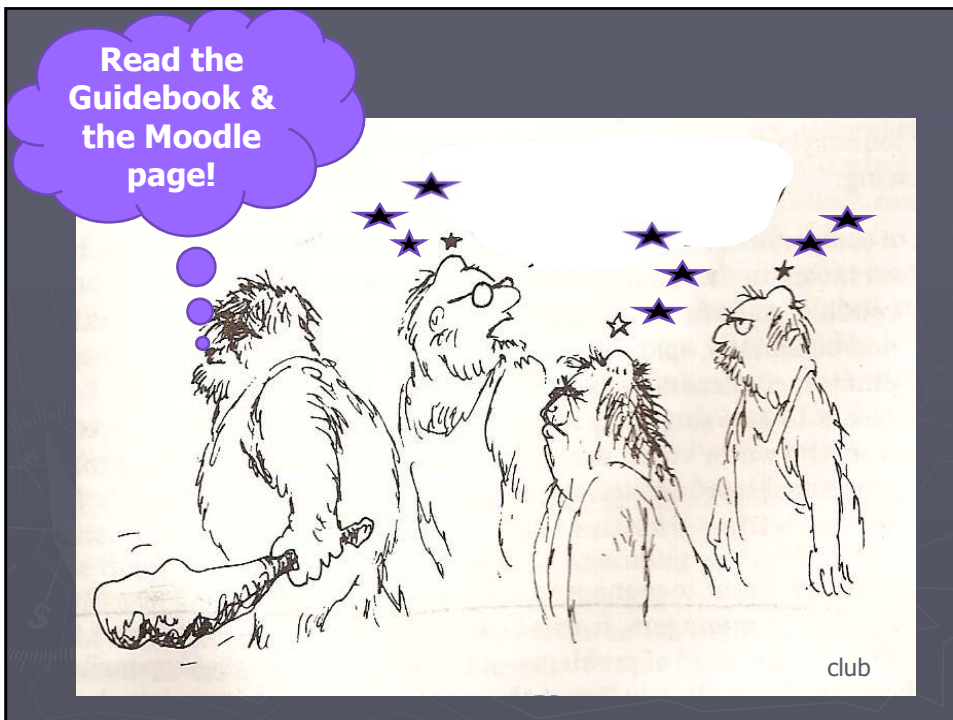


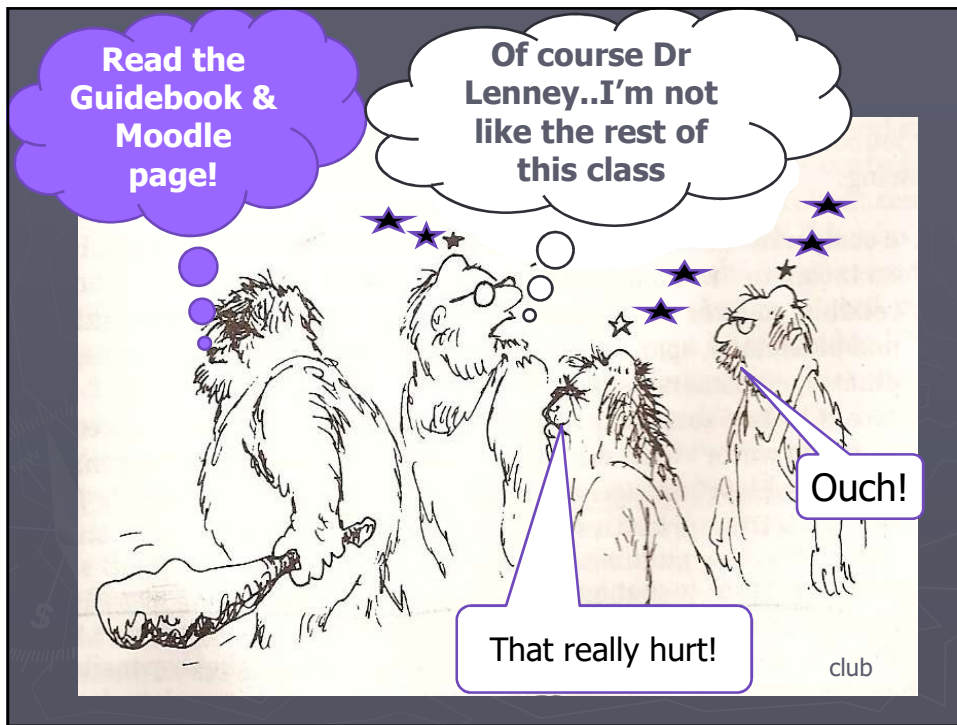
MeBOX – a reFLEXion inventory

- My personal statement [application]
- My scholarship application
- My CV
- My MBA profile
- My face book front page(s) I'd
- Human Factors psychor
- CT evaluation ren
- CAP coachi
- Your ... Core Capabilities module
- ...reflections in the Mindful Manager module
- ...VELOPE/SCORES
- Your ... Personal Blue Ocean – STOP START KEEP IMPROVE
- MM Workshop outputs & your follow up

You will be given & develop a MeBOX inventory/index

The P...xivity Challenge
 This is...
 ment that you will work on over the third term - the assignment nday Week: 24 - May 15th. reFLEXion of maximum 1500
 way I see the difficulties this
 to enhance your reflexivity submitted alongside the portfolio of at we will provoke you to generate during and the resources that you have used to generate and contribute to your final essay – your MeBOX











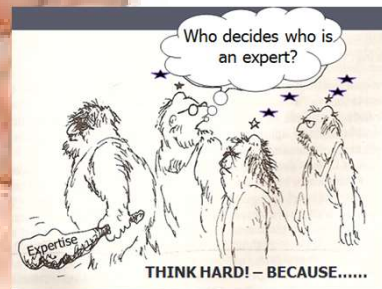
Becoming a Mindful Manager

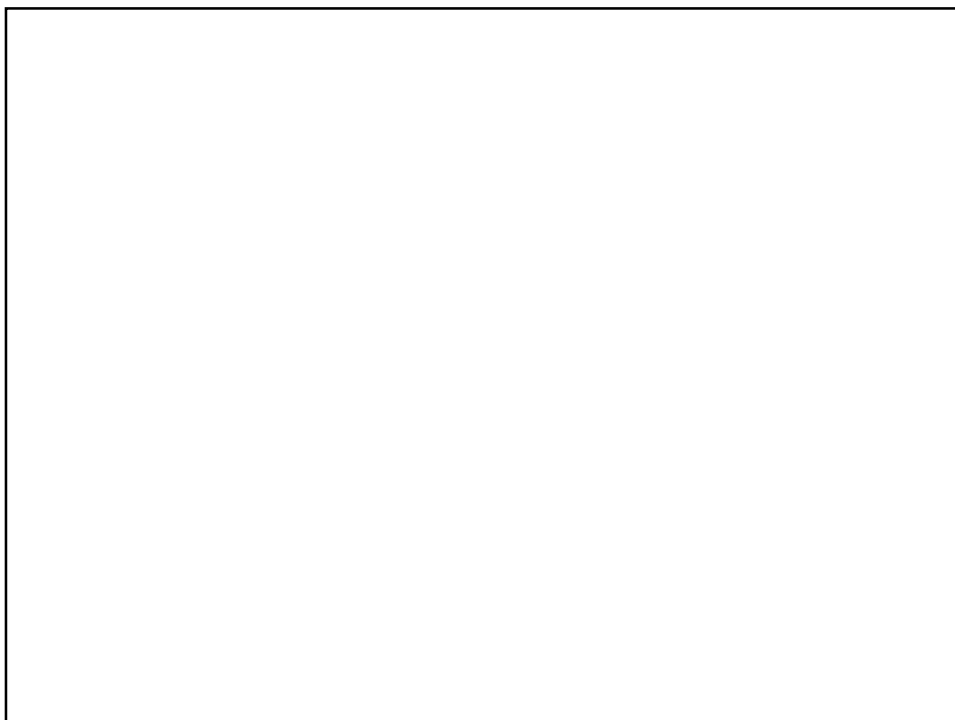
- **To whom to listen is your choice and a choice of immense importance!**

A CRUCIAL JUDGEMENT YOU MUST MAKE

A Mindful Manager understands that....

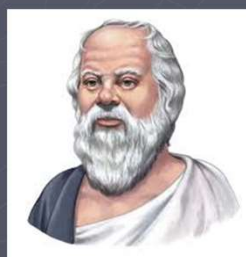
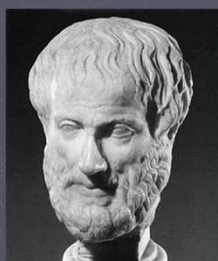
- ***Mindful one must be of the clubs in the room***





The Mindful Manager

What Mindfulness at Lancaster is
not



What Mindfulness at Lancaster is not

- ▶ It is not **McMindfulness**



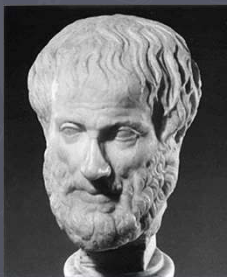
McMindfulness

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



The Mindful Manager

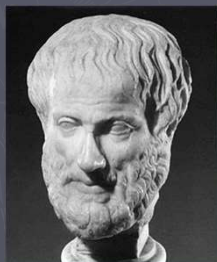
- Not focused on 'living in the moment'
.....in the McMindful sense
- Focused on **'living in the moment'** in its
real sense.....
- Being – **ENGAGED – PRESENT - ATTENTIVE**



Savouring the moment – Relishing the experience

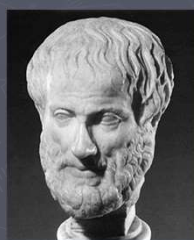
The Mindful Manager

- ▶ 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'
 - deals with 'the world as it is'
 - contends with 'the world as it is'



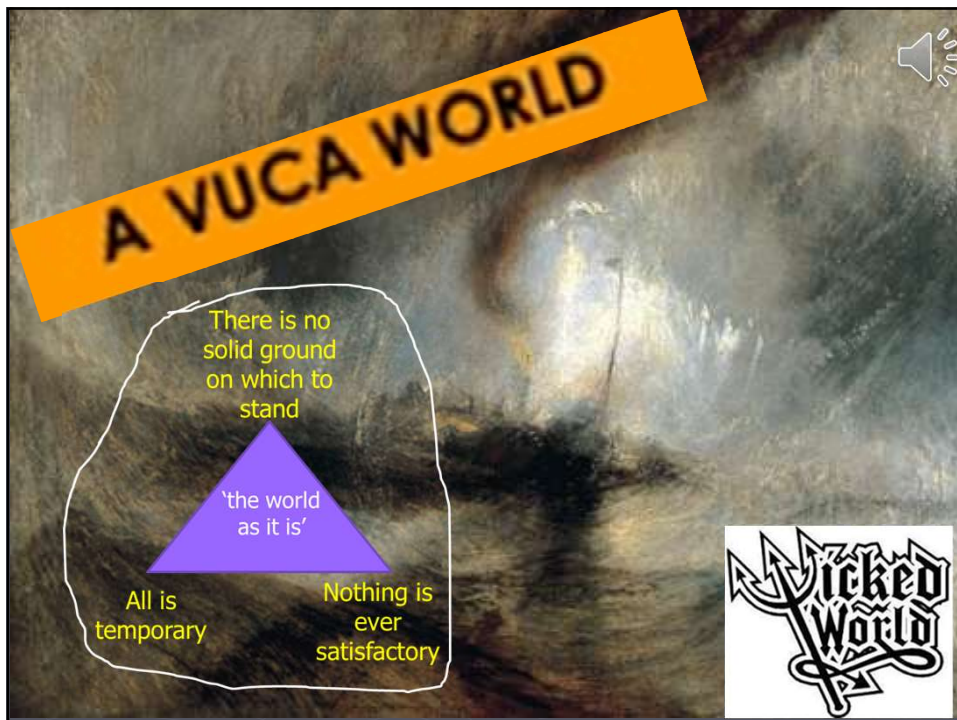
HO

The Mindful Manager

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

**A world that is Capricious & Fragmented
— not Stable & Coherent**





The Mindful Manager

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

IN A VUCA WORLD

There is
something
which to
stand

'the world
as it is'

All is
temporary
Nothing is
ever
satisfactory

A Mindful Manager is present & attentive

The Mindful Manager

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

IN A VUCA WORLD

There is
something
which to
stand

'the world
as it is'

All is
temporary
Nothing is
ever
satisfactory

A Mindful Manager is comfortable with discomfort

The Mindful Manager

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

IN A VUCA WORLD

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

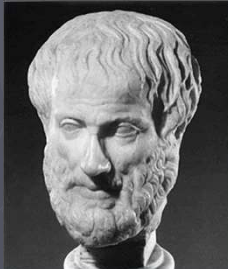


ground
on which to
stand

'the world
as it is'

All is
temporary
Nothing is
ever
satisfactory

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

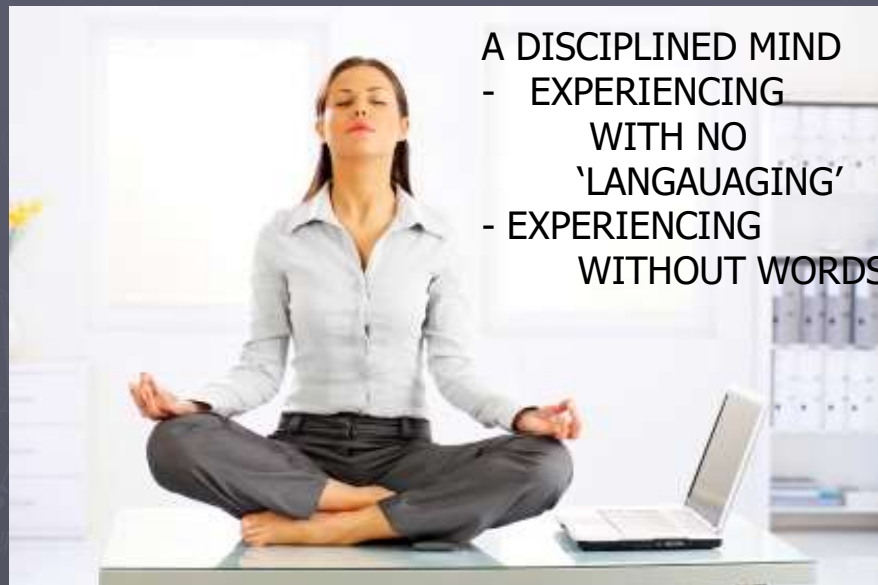
A Short Meditation



A DISCIPLINED MIND
- FOCUSSED ATTENTION

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

A Short Meditation

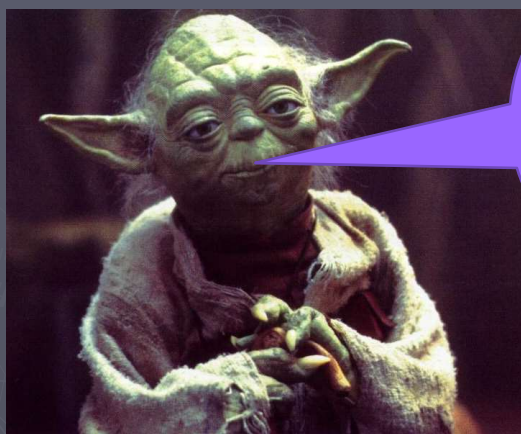


A DISCIPLINED MIND
- EXPERIENCING
WITH NO
'LANGAUAGING'
- EXPERIENCING
WITHOUT WORDS

A Short Meditation



The Mindful Manager



**MINDFUL,
A MINDFUL
MANAGER
IS!**


Mindfulness @ Lancaster

HANDOUT

The Mindful Manager

MINDFULNESS ????

Beyond awareness




The Mindful Manager
Mindfulness @ Lancaster

HANDOUT

The Mindful Manager

MINDFULNESS ????

Beyond remembering



The Mindful Manager
Mindfulness @ Lancaster

HANDOUT

The Mindful Manager

MINDFULNESS ?



Right Remembering



The Mindful Manager

Mindfulness @ Lancaster

HANDOUT

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....



One liners!

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

It is the STICKY STUFF that sticks & counts

A Mindful Manager understands that....



One liners!

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

Remembering

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

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 being

An acquired disposition towards the world

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



The Mindful Manager


MINDFULNESS

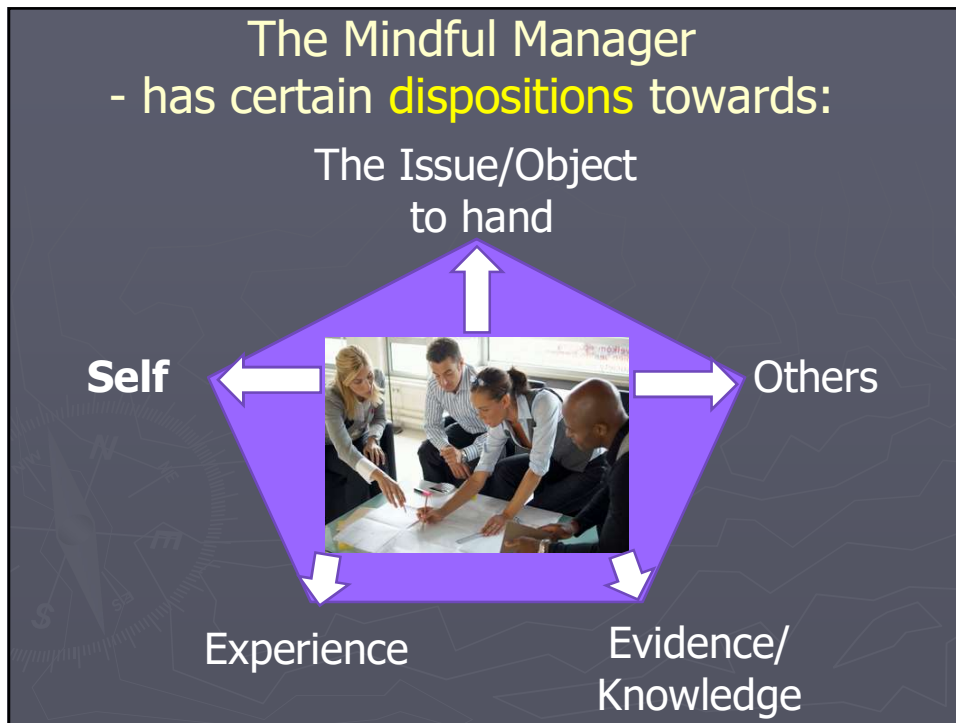
A form of ever-present understanding that influences every moment of one's being

Choice without Choosing

A WAY OF BEING IN THE WORLD

RIGHT ENGAGEMENT - RIGHT CONDUCT





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

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 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!



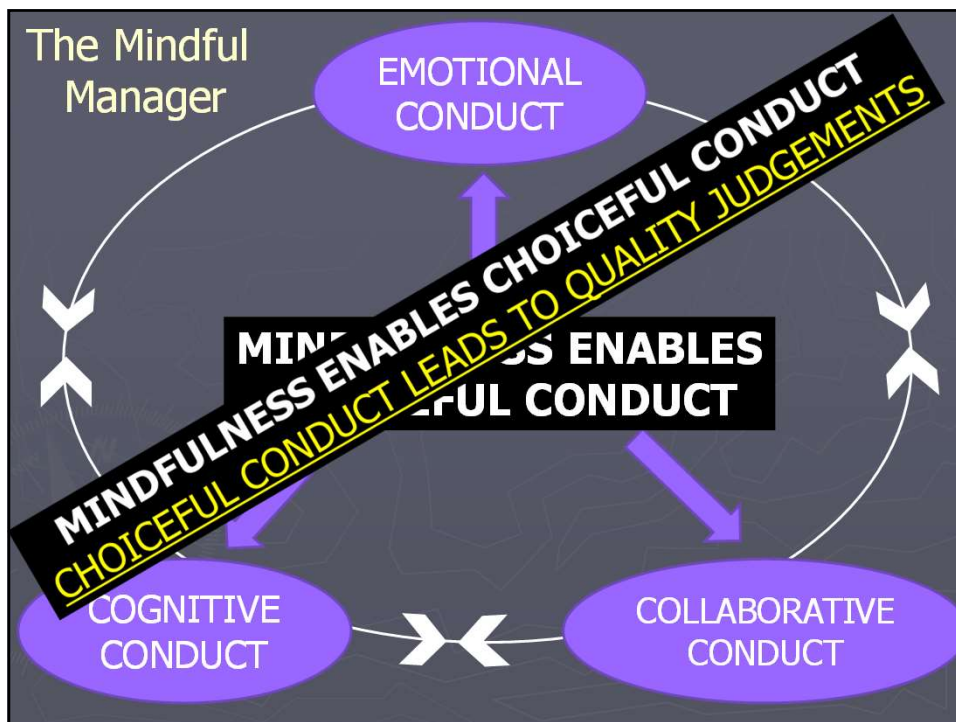
The Mindful Manager understands that...

- ▶ 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

- ▶ 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



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

Poor Habits



Useful Habits

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

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

Poor Habits



Useful Habits

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

TO JUDGE IS NOT TO ACT IN HABIT OR BY RULE

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 Right Thought, Right Talk, Right Action

**QUALITY
JUDGEMENTS
[DECISIONS]**

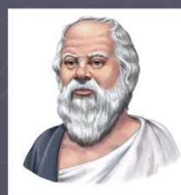
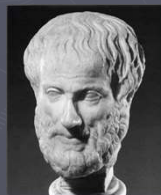






Practical Wisdom

- 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

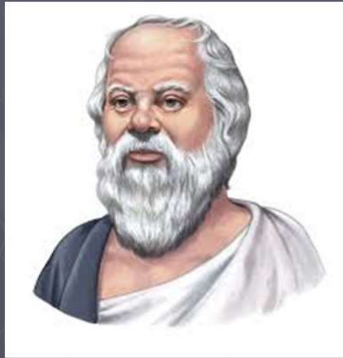
- ▶ **Wisdom is** an attitude towards the beliefs, values, knowledge, information, abilities, and skills that are held and a tendency to doubt their validity & utility [Meacham 1990]



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 TRUE
WISDOM
IS IN KNOWING
YOU KNOW
NOTHING
- SOCRATES

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*

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

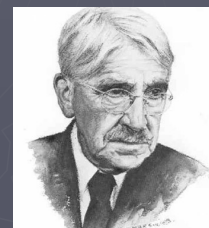


IT IS THE EXPERIENCING THAT COUNTS NOT THE EXPERIENCE

The Mindful Manager

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

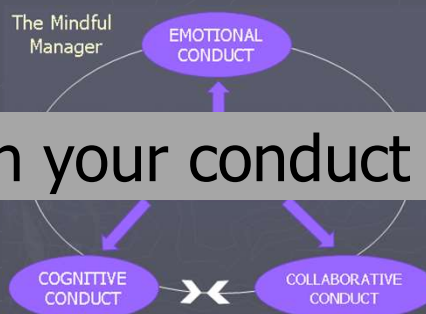
- ▶ To learn we must seek disruption and go where we are uncomfortable
- ▶ You must risk yourself !
- ▶ You must experiment & seek the unfamiliar



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

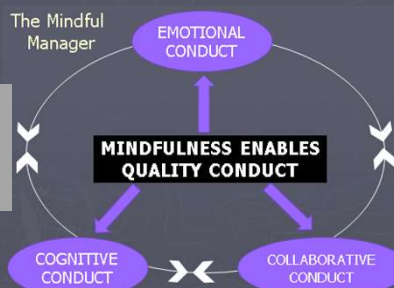


The Mindful Manager

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

The 4 Action Learning Challenges

You must learn how to learn from experience

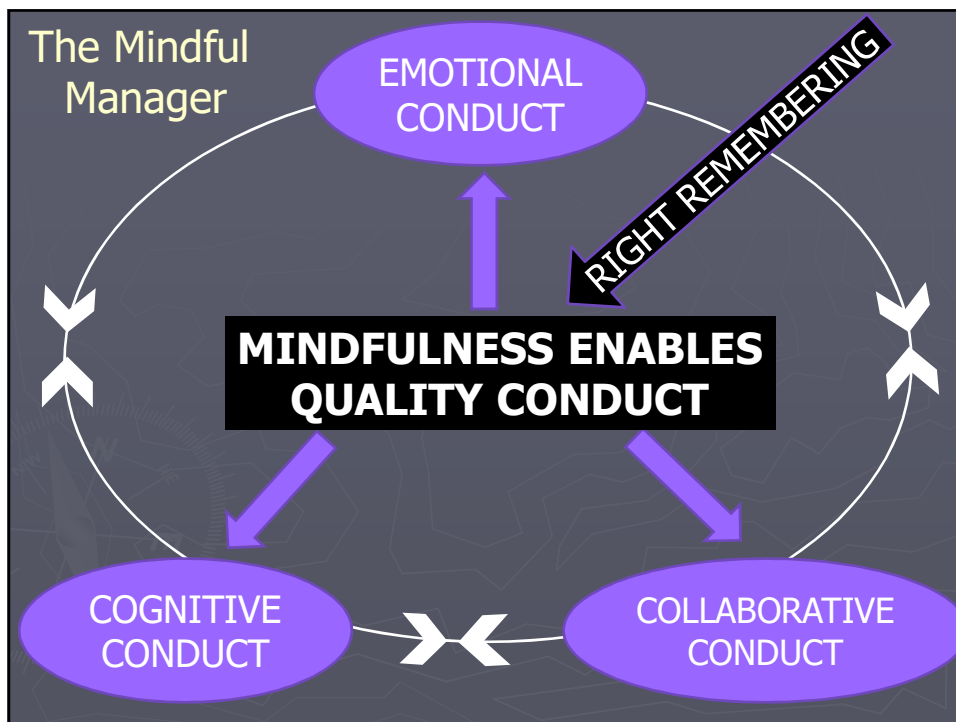
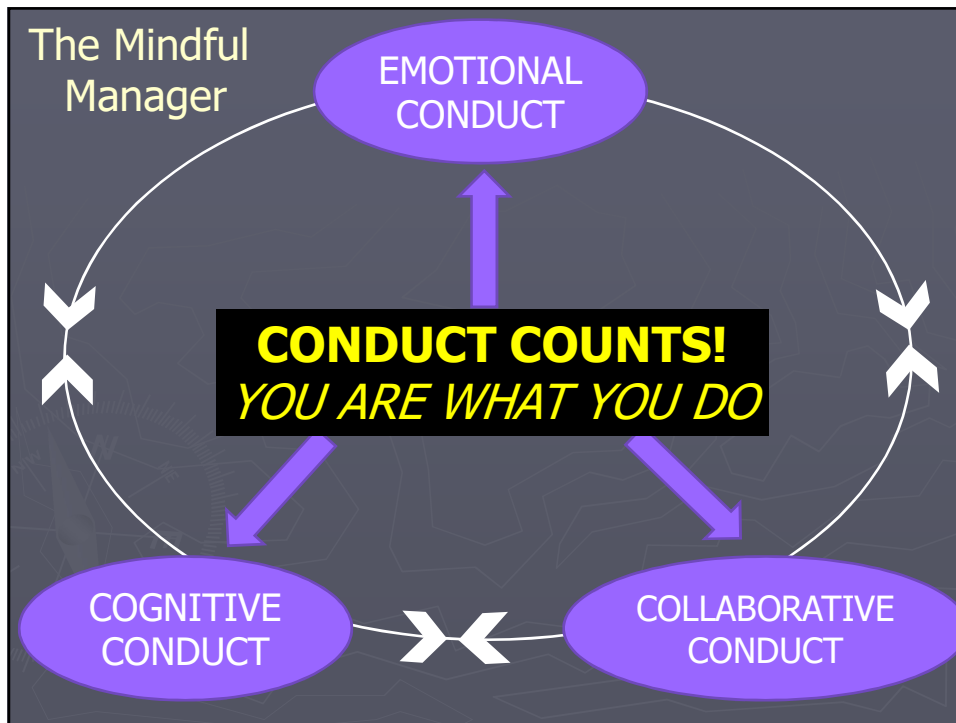


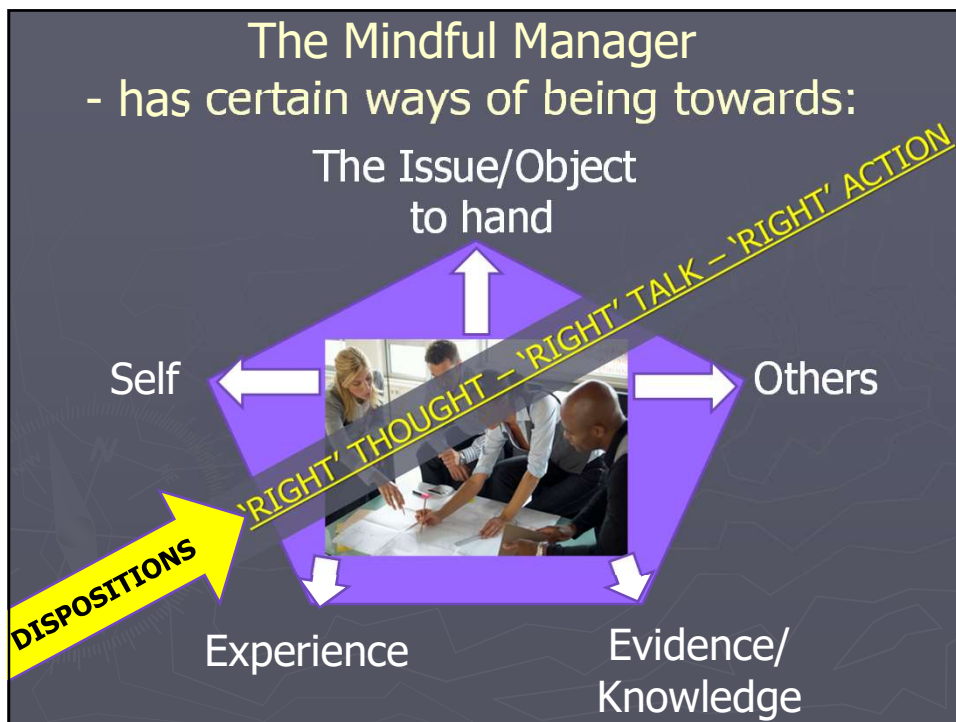
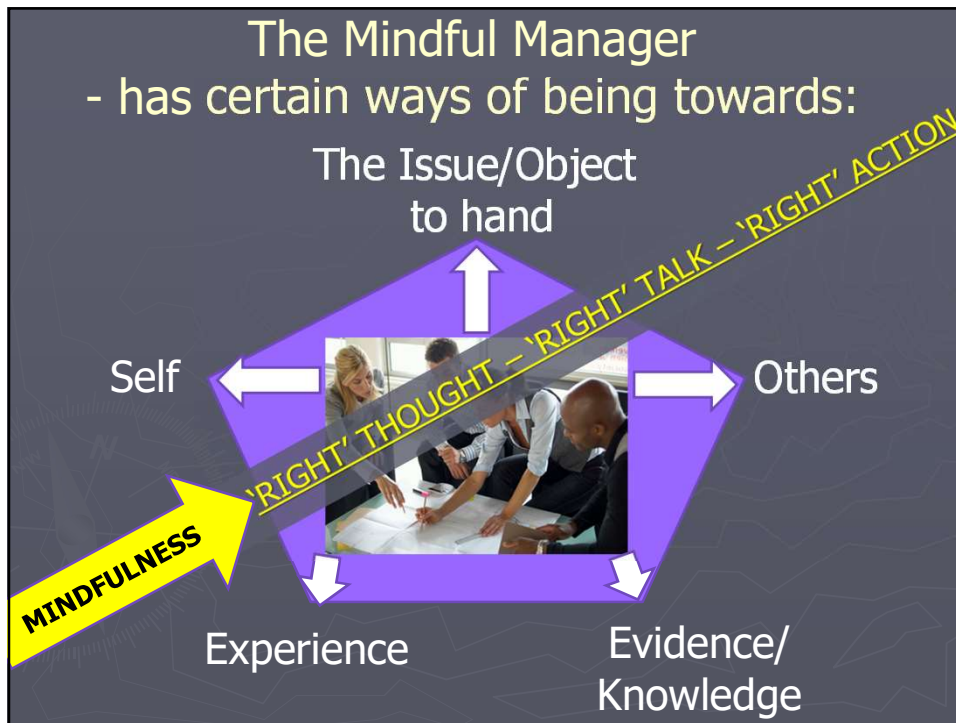
Session 1 Close?

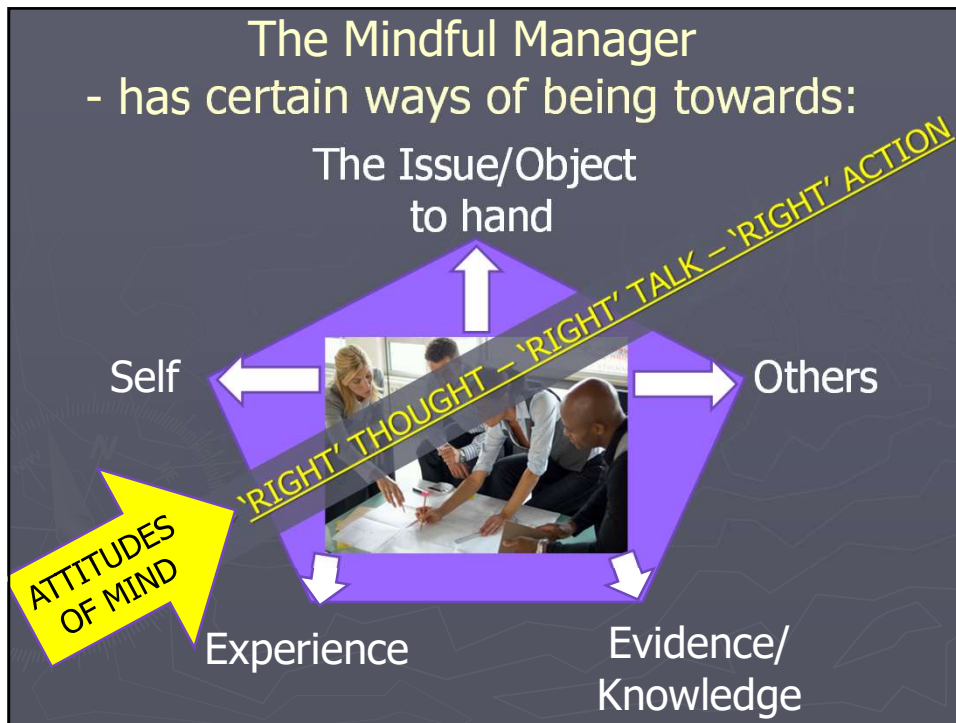


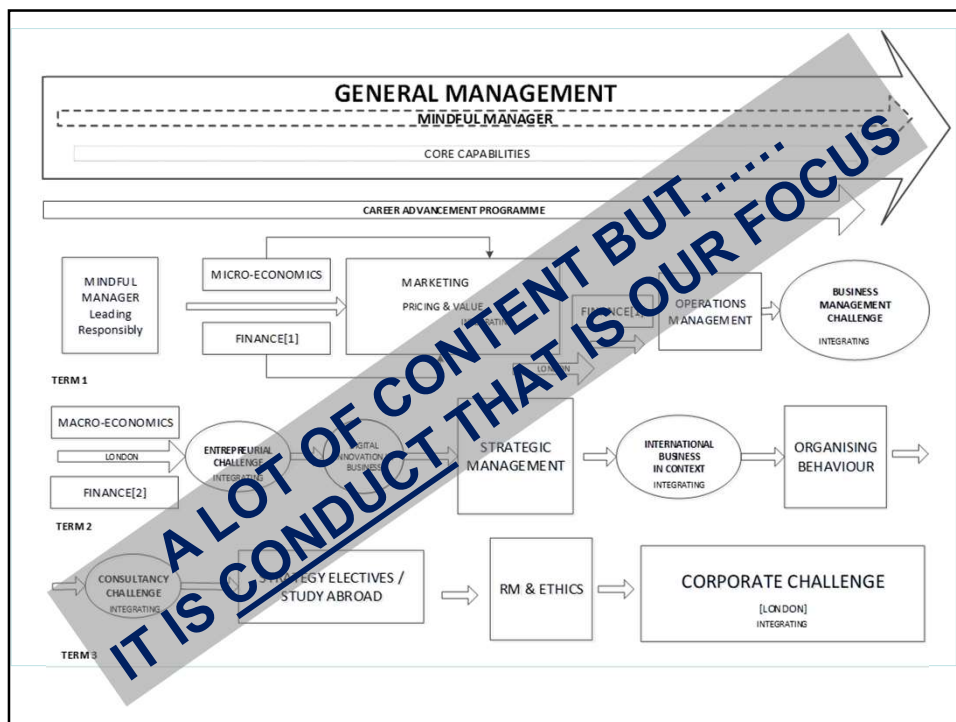
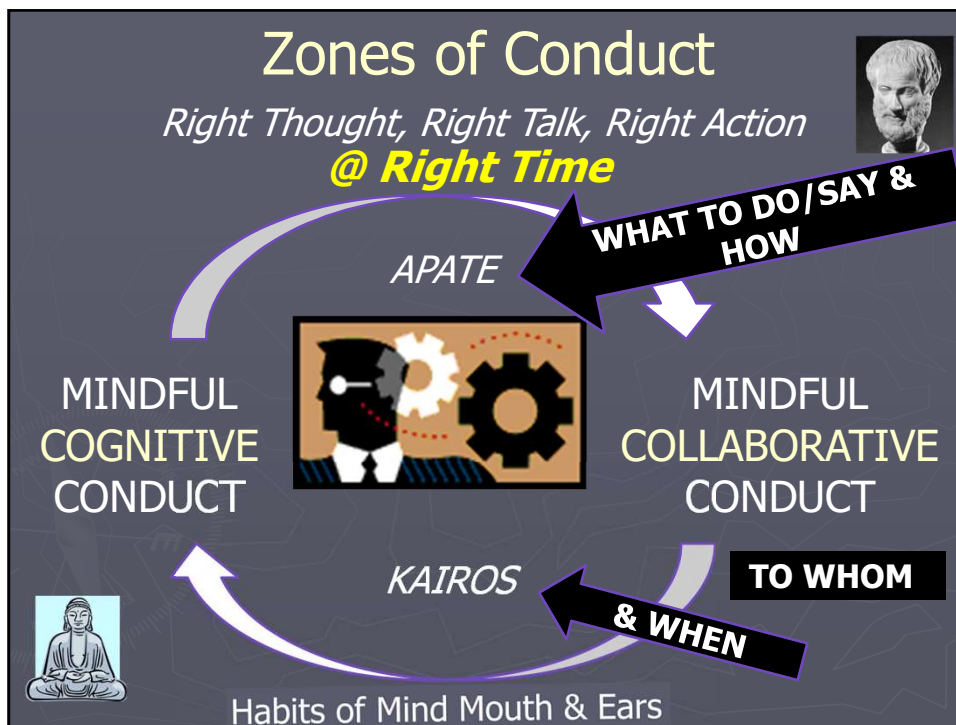
The Mindful Manager - in pursuit of practical wisdom -

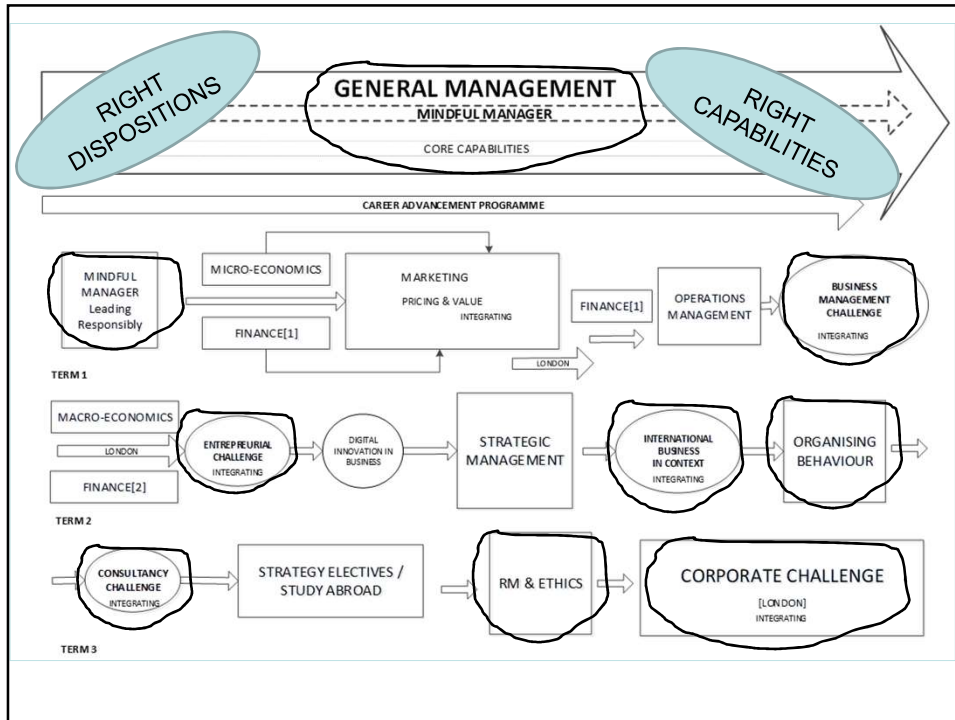












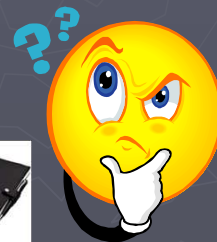
Becoming a Mindful Manager

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

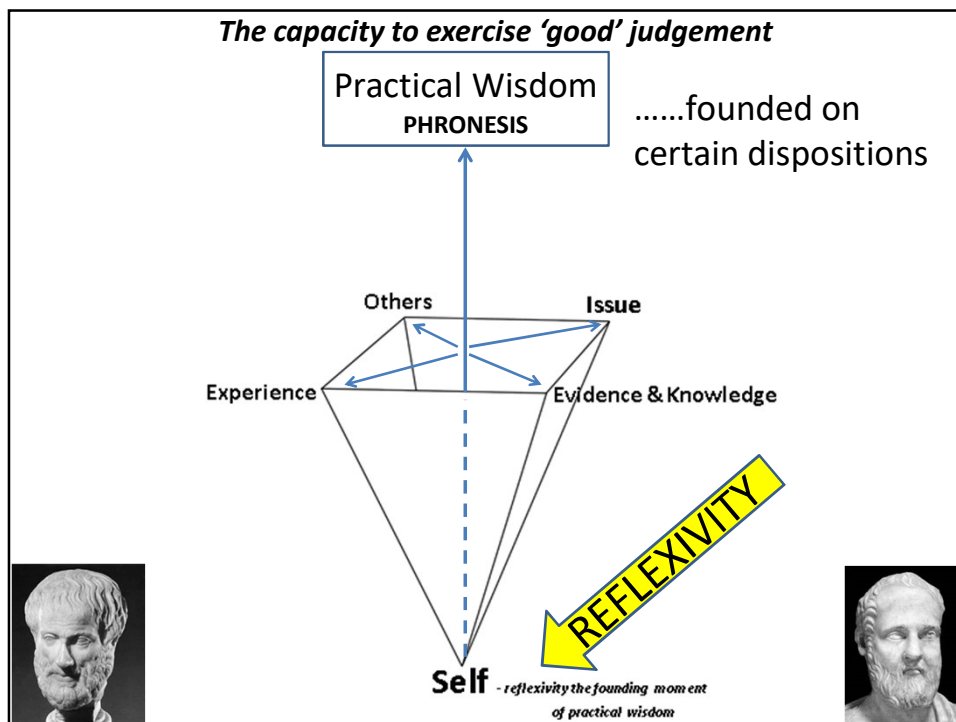
➤ **reflexive**

➤ what is it to be reflexive?

A disposition towards...







A Short Meditation



- A DISCIPLINED MIND
- FOCUSED ATTENTION
- ENGAGED!

A Short Meditation



- A DISCIPLINED MIND
- FOCUSED ATTENTION

The Mindful Manager

- Picks an object of attention
- Holds attention steady
- Notices drift of attention

A Short Meditation

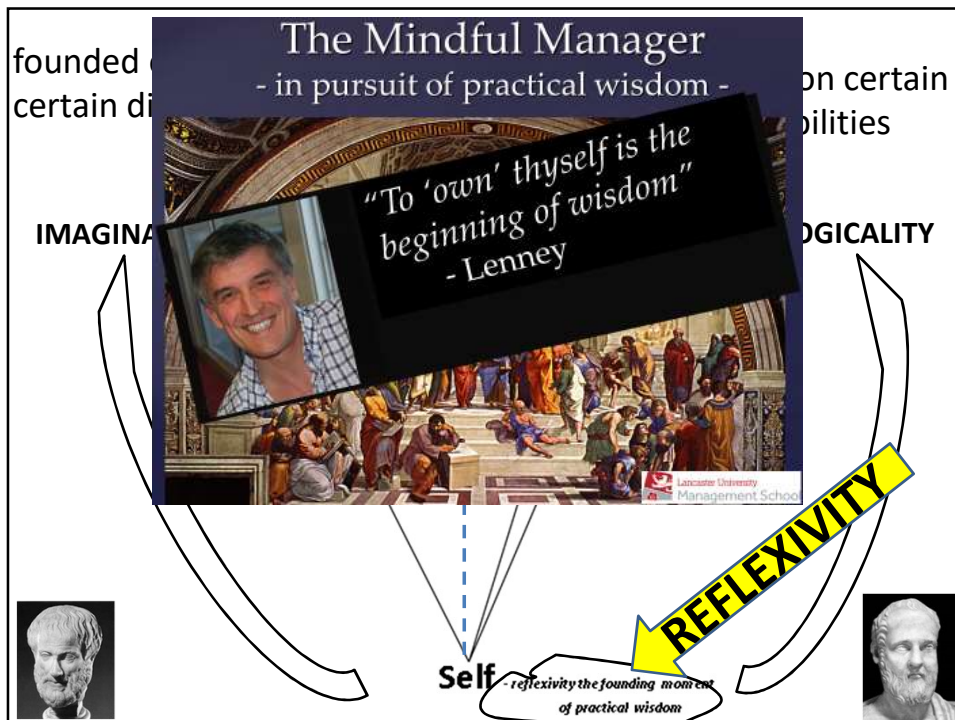
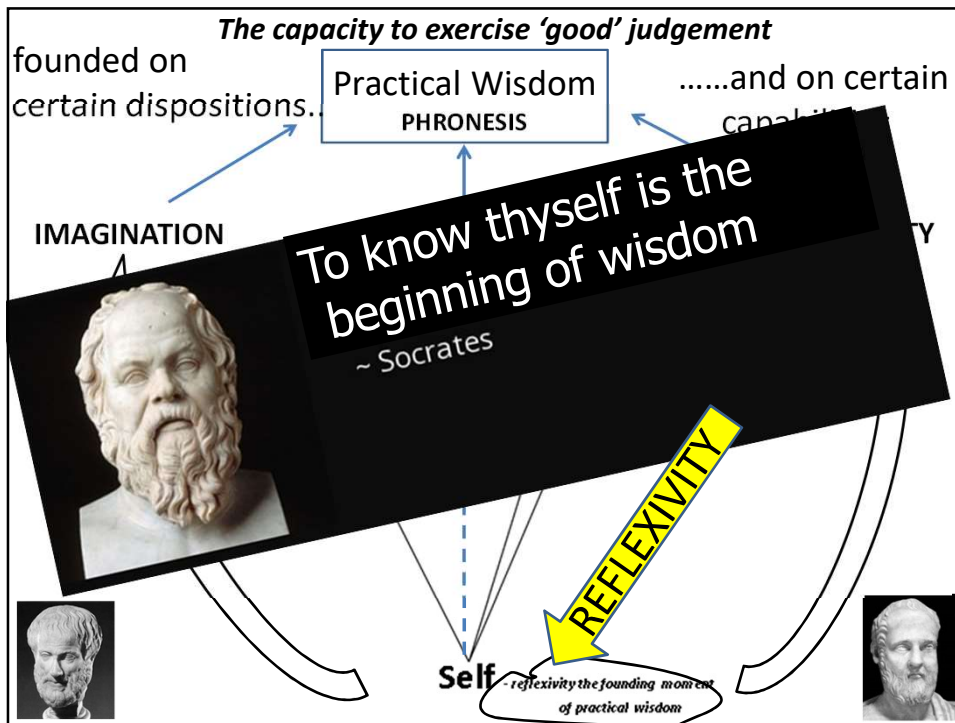


- A DISCIPLINED MIND
- EXPERIENCING WITH NO 'LANGUAGING'
- EXPERIENCING WITHOUT WORDS

A Short Meditation



How did it feel?
What kept getting into your mind?





Becoming a Mindful Manager

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

PREJUDICES = PRE-JUDGEMENTS

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

WHAT IS IT TO BE REFLEXIVE

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.

The Mindful Manager understands that.....

One is always looking at the world through prejudicial spectacles

TO BE REFLEXIVE IS TO BE MINDFUL OF OUR PREJUDICES

The mind is not tabula rasa
- no blank slate








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

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?



To know thyself is the beginning of wisdom.
~ Socrates

Becoming a Mindful Manager

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

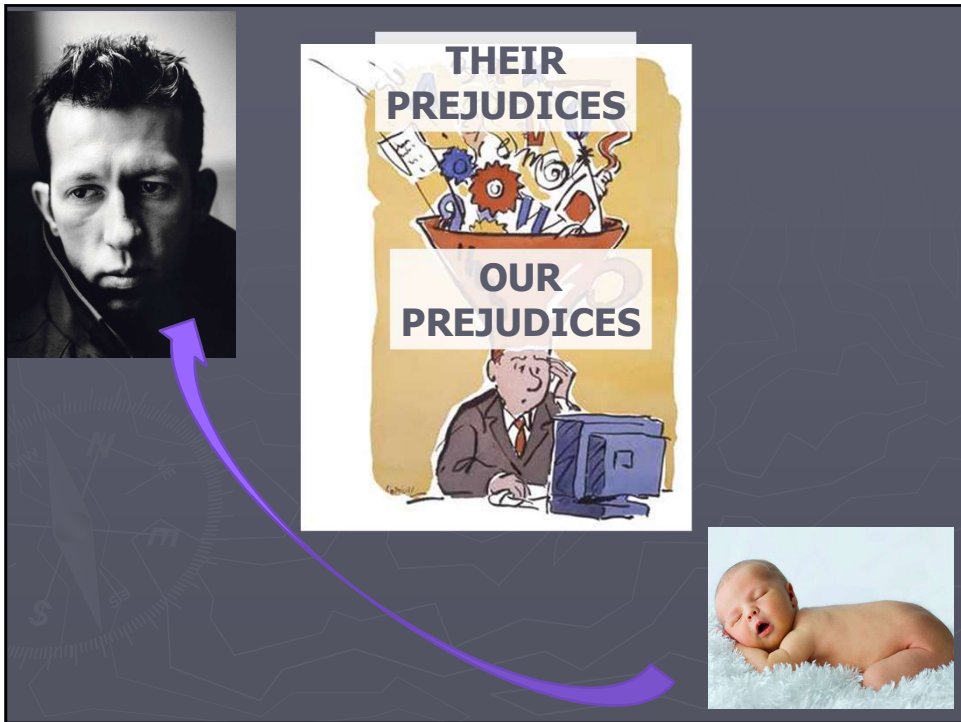
Let's Reflect



2/3/4/5



Reflect – Note - Talk






The One

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'



Objectivity?

? The facts sn...
for them...
? I...
... is...

IT'S JUST COMMON SENSE THAT.....
IT GOES WITHOUT SAYING -
WHEN EVERYONE IS SAYING THE SAME THING.



The Mindful Manager understands that.....

There are no facts...
..there are only interpretations


Because of.....



specs & selfie email








'the one'

- It's just what one does [not]...
- It is just the way they say one should....
- It is how one is [not] supposed to....
- It is how one does.....
- The way one is.....
- It's just one how one.....
- One should.....
- They say one should..

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




P specs – selfie - email

WHAT IS IT TO BE REFLEXIVE

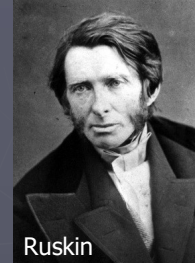
A Mindful Manager is mindful of how 'prejudices' mould her/his focus attention and the form of interpretation deployed
...she/he strives to be reflexive
.....to **'see through the one'**

- 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

Cognitive Conduct

Habits of
Attention
&

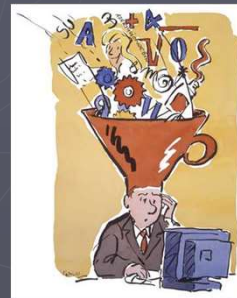
Habits of
Interpretation

P.light
/filters

Becoming a Mindful Manager

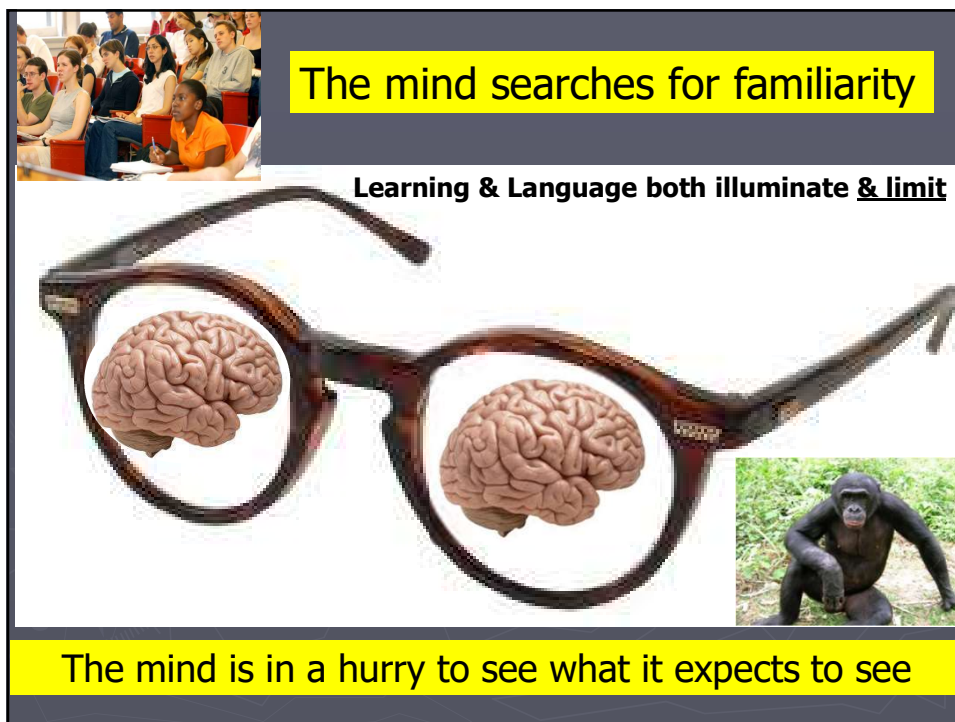
It is useful & easier & 'natural' to be mindless of our prejudice(s) **so** we have to **work** at being mindful of our prejudices, at being reflexive, ...to 'see/listen through the one'

BECOMING REFLEXIVE



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



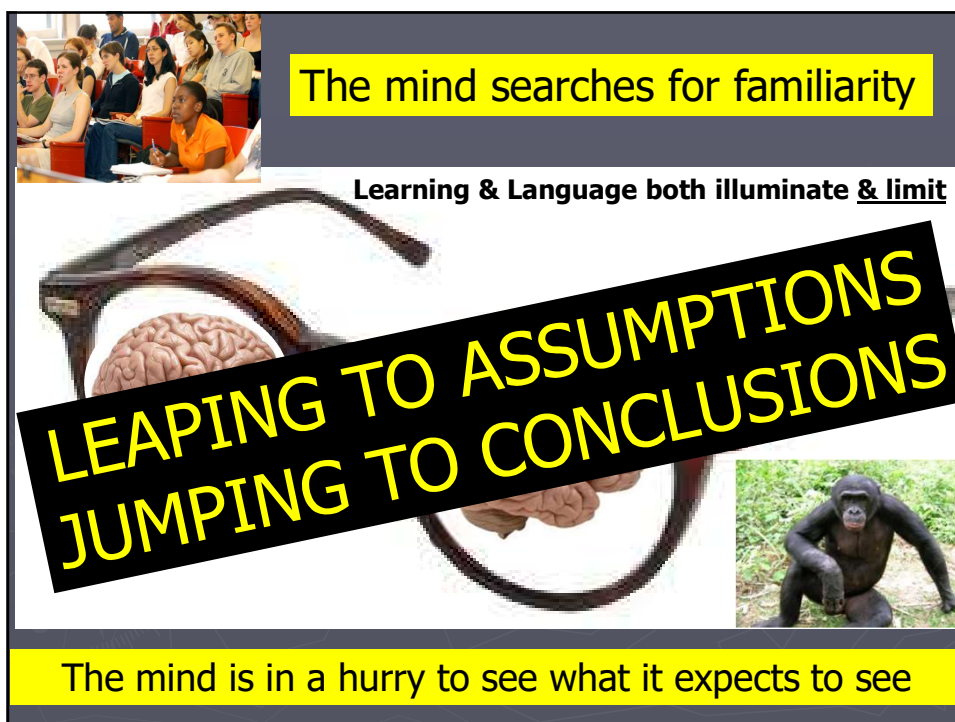


The mind searches for familiarity

Learning & Language both illuminate & limit

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

This slide features a collage of images. In the top left corner, there is a small photograph of a diverse group of students sitting in a classroom. The central image is a pair of dark-rimmed glasses with two human brains placed inside the lenses. To the right of the glasses is a small photograph of a gorilla sitting on the ground in a natural setting. The text is arranged in yellow boxes on a dark background.



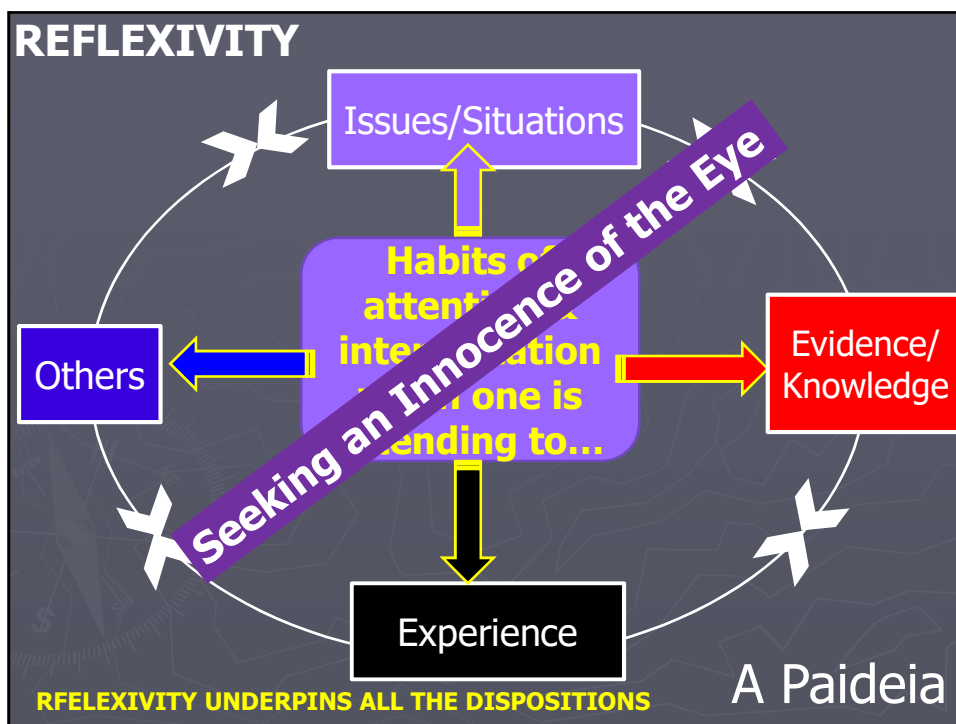
The mind searches for familiarity

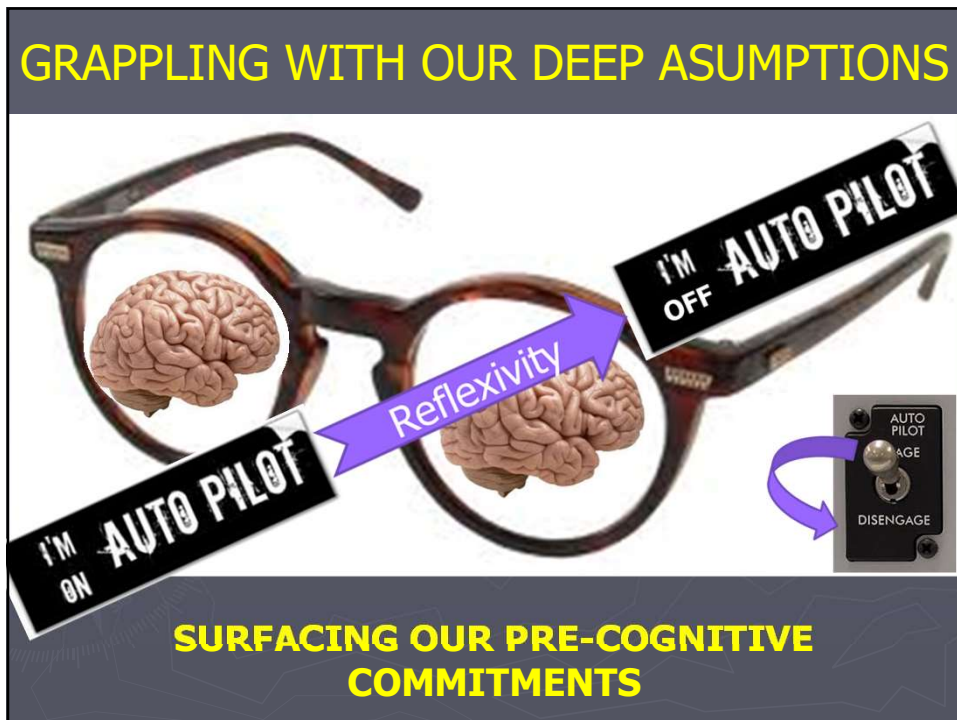
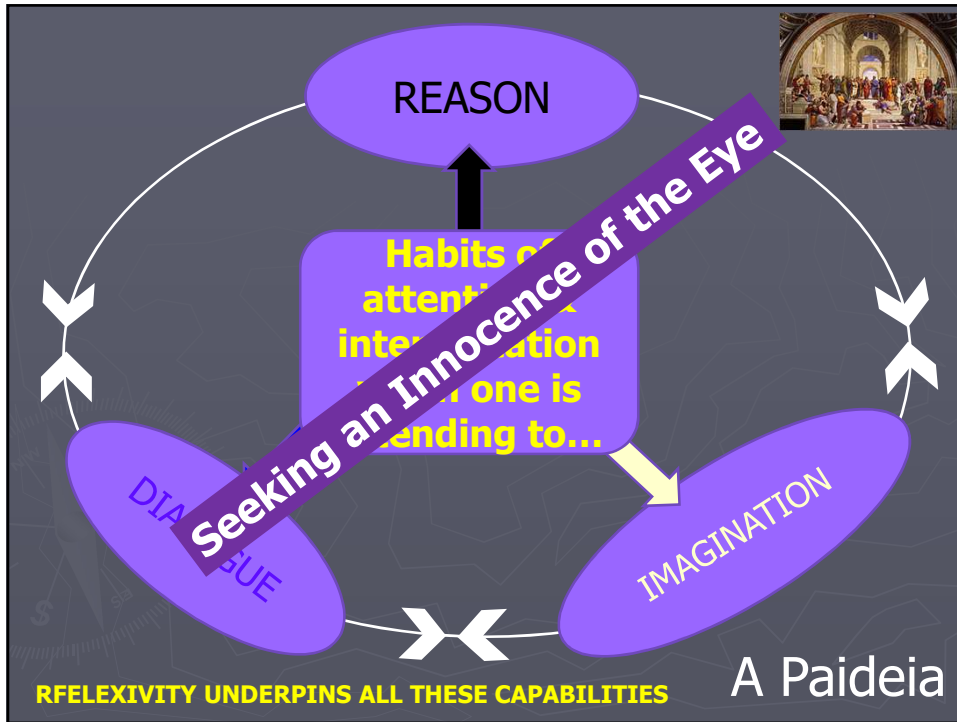
Learning & Language both illuminate & limit

**LEAPING TO ASSUMPTIONS
JUMPING TO CONCLUSIONS**

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

This slide is identical to the one above but includes a large, bold, yellow text overlay on a black background that reads "LEAPING TO ASSUMPTIONS JUMPING TO CONCLUSIONS". The text is slanted diagonally across the center of the slide, partially covering the brain-in-glasses image.





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 REQUIRES
HARD WORK

**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 BUCKET^S



- Education
- Job 1 – Firm 2
- Another family
- Job 2 – Firm 1
- Job 1 – Firm 1
- Education

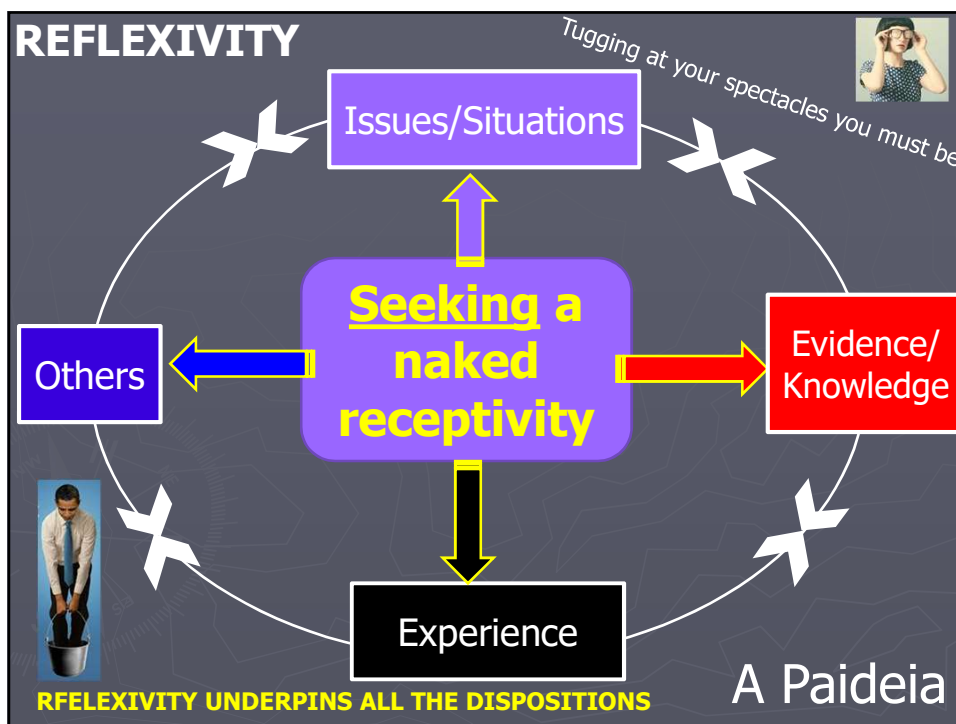
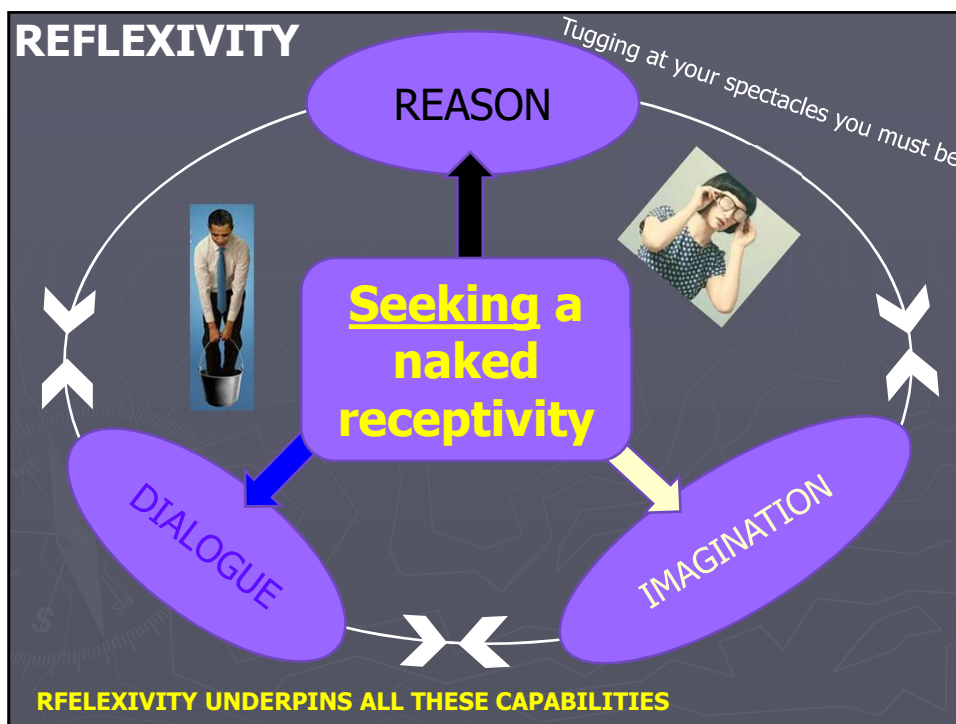


What is the One and where does it come from?

We are 'of' the 'other'



Tugging at YOUR PREJUDICES you must be...



Becoming a Mindful Manager

- ▶ A Mindful Manager strives for an *INNOCENCE OF THE EYE* [Ruskin!]



Seeks to think representatively

S/HE STRIVES TO 'SEE THROUGH THE ONE'

AND 'SEE THE ONE OF OTHERS'

To gain an 'enlarged mentality'

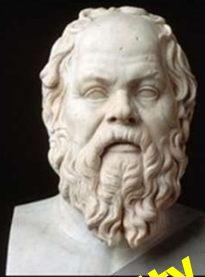
Arendt

Becoming a Mindful Manager - seeking enlarged mentality



Becoming a Mindful Manager

- ▶ In Pursuit of Reflexivity



To know thyself is the beginning of wisdom

~ Socrates

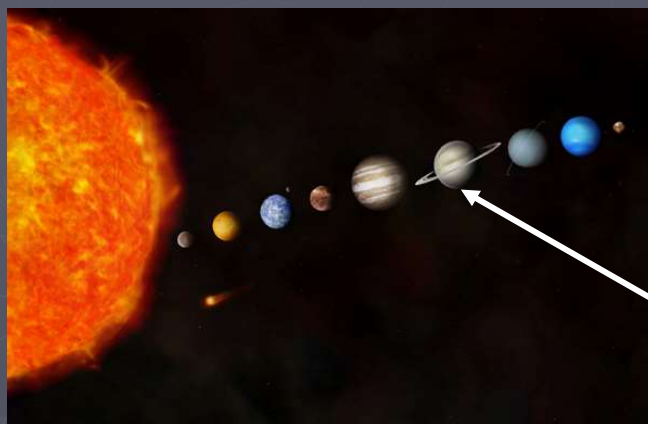
Diversity – Enlarged Mentality Challenge

Becoming a Mindful Manager - seeking enlarged mentality



The Mindful Manager

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



ABOUT HERE
I THINK !!

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

The Mindful Manager

- ▶ Where is s/he 'coming from' on this.....

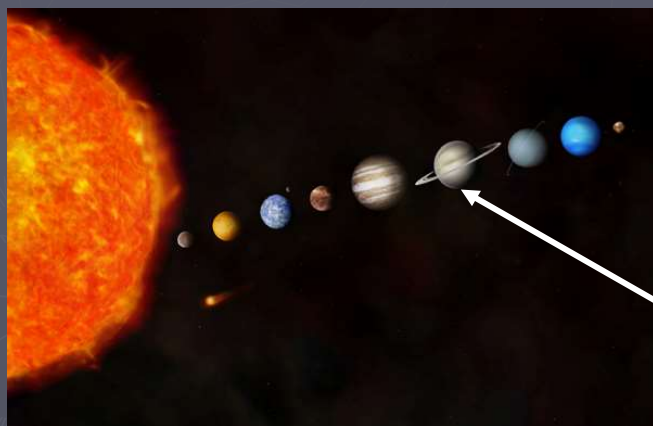


?

- ▶ 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

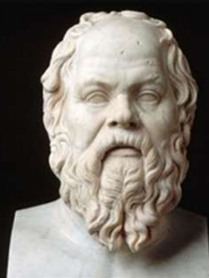


FMBA552 – Individual assignment

www.shutterstock.com · 53485387

The Challenge of Diversity

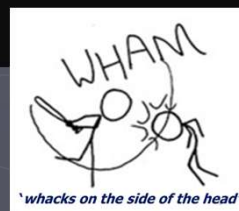
► In Pursuit of Reflexivity



To know thyself is the beginning of wisdom.

~ Socrates

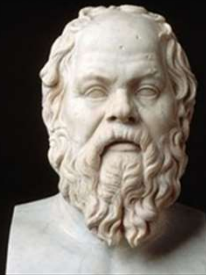
A Challenge to your Habits & Rules



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

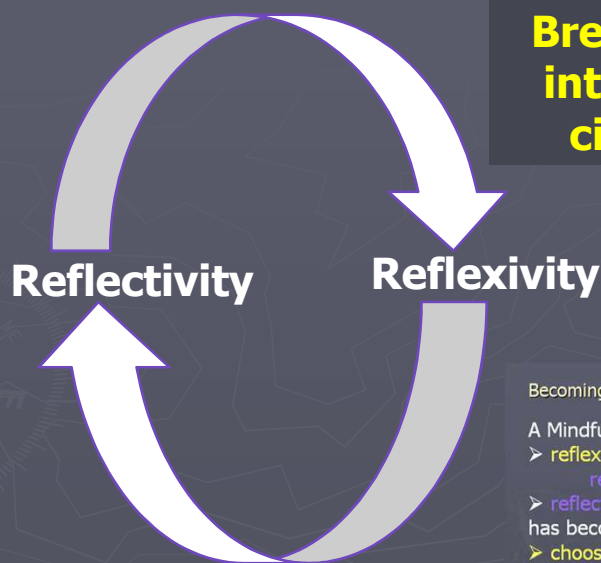
A Mindful Manager becomes

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



Becoming a Mindful Manager

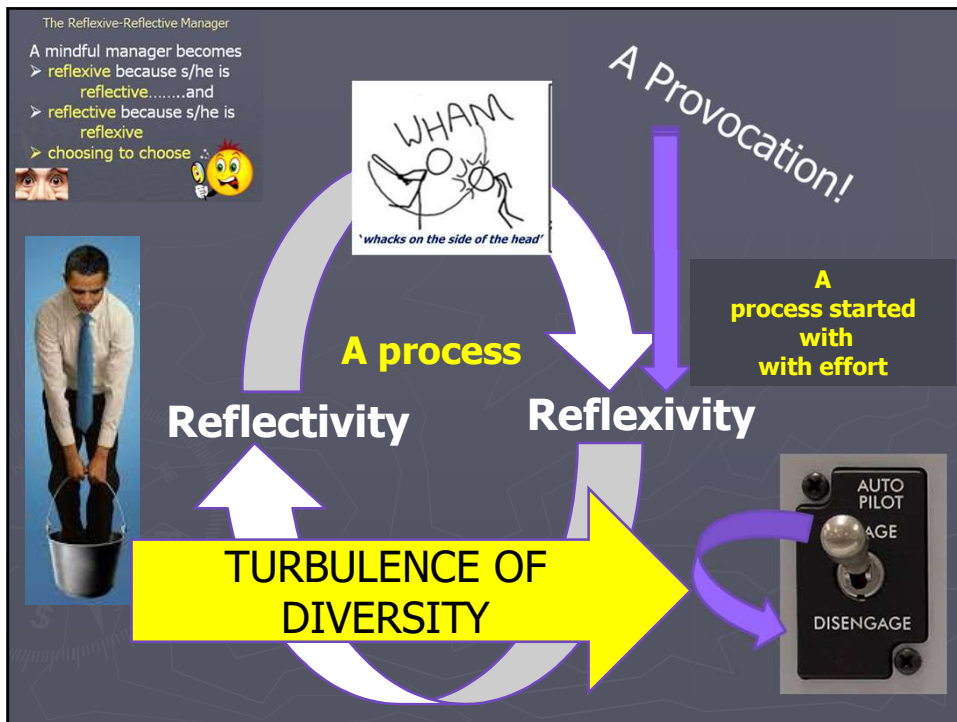
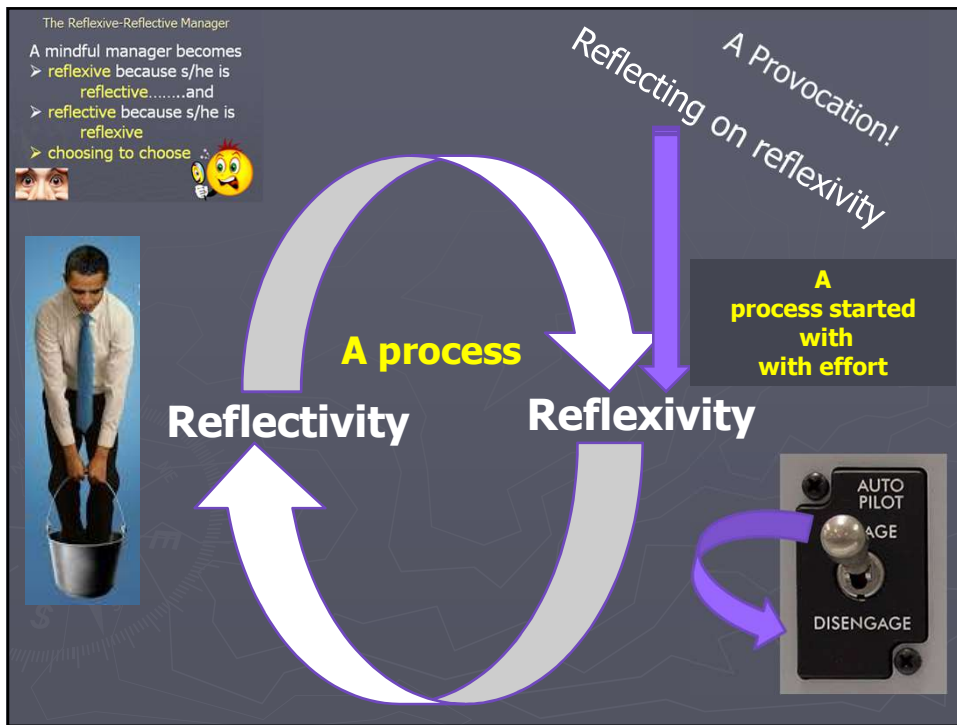
Choosing to choose!

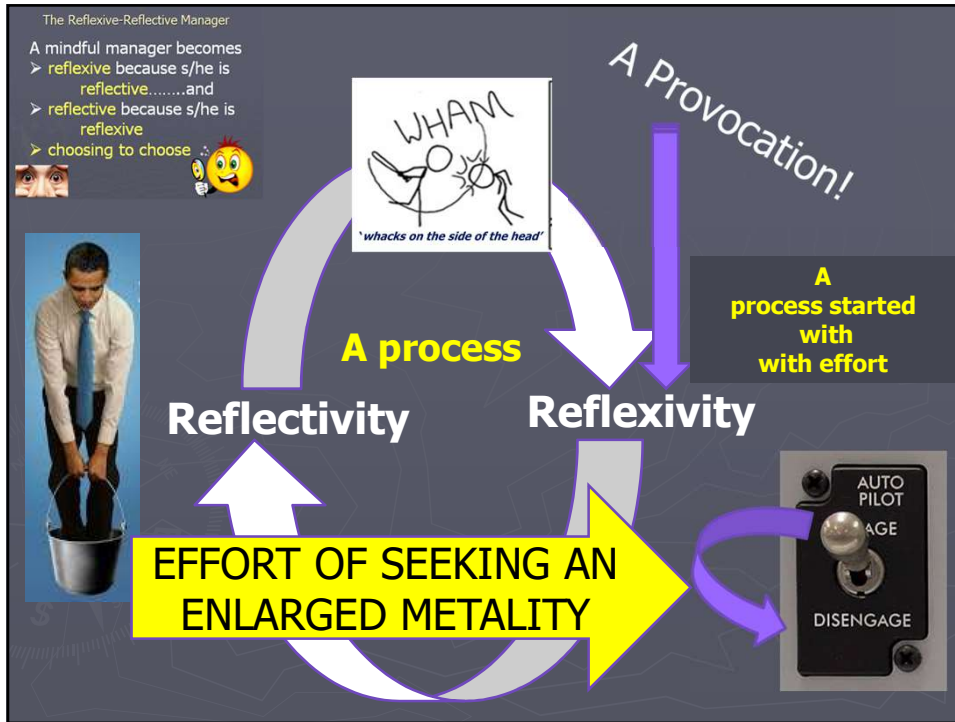


Becoming a Mindful Manager

- A Mindful Manager becomes
- **reflexive** because s/he is **reflective**.....and
 - **reflective** because s/he has become **reflexive**
 - **choosing to choose**







Reflexivity

A process

A STRIVING NOT A STATE

Reflexivity

Tugging at the bucket

A pursuit

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

Learning is limiting as well as illuminating

All lights also cast shadows

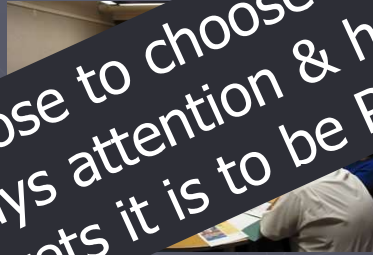


REFLEXIVE YOU MUST BE!

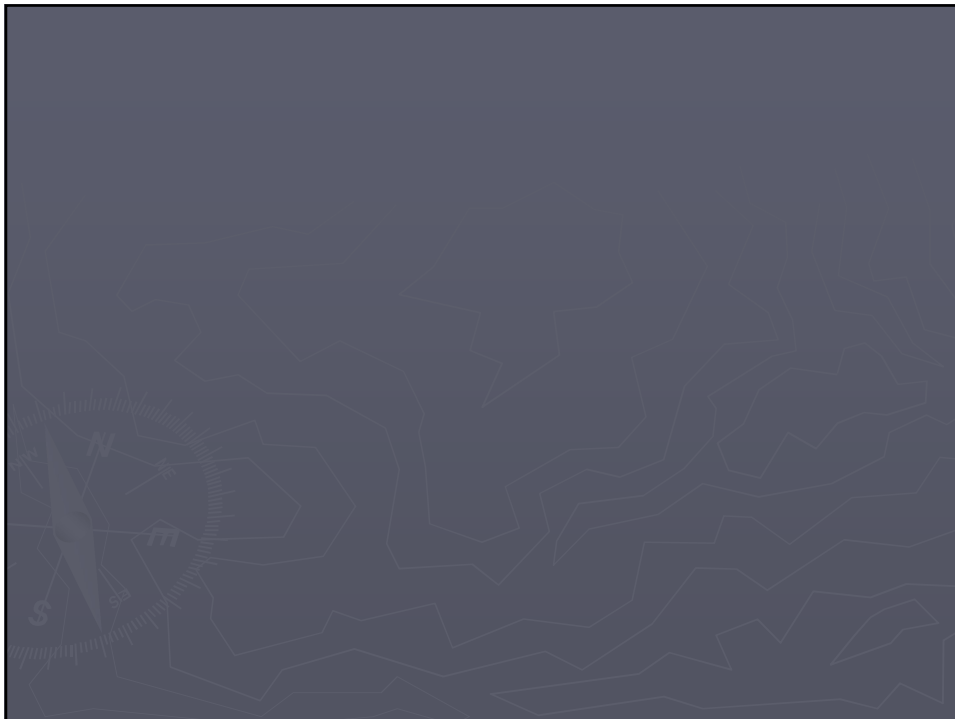
Becoming a Mindful Manager

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


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




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



The Mindful Manager Reflexivity Assignment



- ▶ 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 Term 3
- ▶ A ReFLEXion of 2000 words minimum 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
- ▶ 2200 word maximum

MeBOX – a reFLEXion inventory

- My personal statement [application]
- My scholarship application
- My CV
- My MBA profile
- My face book front page(s) I'd
- Human Factors psychor
- CT evaluation rep
- CAP coachi
- Your ... Core Capabilities module
- ...reflections in the Mindful Manager module
- ...VELOPE/SCORES
- Your ... Personal Blue Ocean – STOP START KEEP IMPROVE
- MM Workshop outputs & your follow up

You will be given & develop a MeBOX inventory/index

The P...xivity Challenge
 This is...
 ment that you will work on over
 the third term - the assignment
 nday Week: 24 - May 15th.
 reFLEXion of maximum 1500
 way I see the
 difficulties this
 to enhance your reflexivity
 submitted alongside the portfolio of
 at we will provoke you to generate during
 and the resources that you have used to generate
 and contribute to your final essay – your MeBOX



MeBOX – a starter reFLEXion inventory

- My personal statement [application]
- My scholarship application
- My CV
- My MBA profile
- MM ReFLEXions & ReFLECTIONs
- ...er leader report
- Human Factors psychometric evaluations
- CT evaluation rep
- CAP coaching output
- Your Reflections in the Core Capabilities m
- Workshop outputs & follow up
 - Answers to some questions

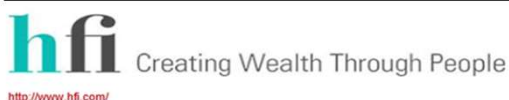


Outline/core evidence portfolio on Moodle

The Mindful Manager

- in pursuit of practical wisdom -

Your first tasks on the Mindful Manager



Psychometrics Cana & the CAP team will be briefing you



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

The Mindful Manager

- in pursuit of practical wisdom -

Your first tasks on the Mindful Manager

ReFLEXions 1 & 2 & ReFLECTions 1 & 2

You need to complete over Weeks 0-8

MeBOX – a starter reFLEXion inventory

- My personal statement [application]
- My scholarship application
- My CV
- My MBA profile
- MM ReFLEXions & ReFLECTions
- My leader report
- Human psychometric evaluations
- CT evaluation report
- CAP coaching output
- Your Reflections in the Core Capabilities
- Workshop outputs & follow up
- Answers to some questions

MeBOX

Outline/core evidence portfolio on Moodle

Lancaster University Management School



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

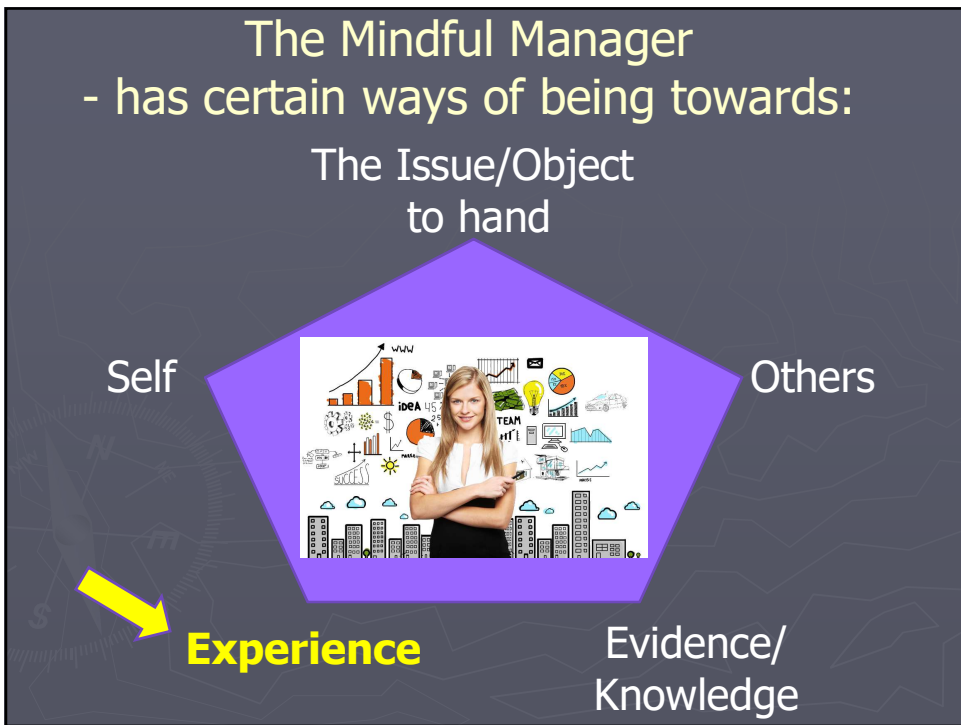
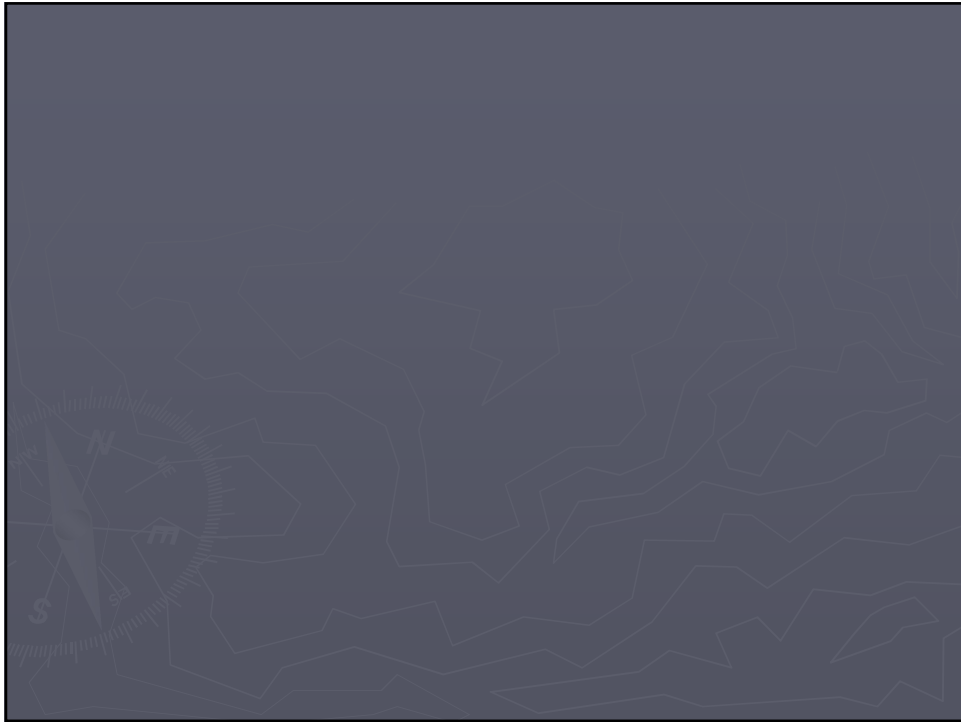
- My personal statement [application]
- My scholarship application
- My CV
- CT evaluation reports
- CAP coaching output
- Your personal Blueprints
- Your personal Blueprints
- Workshop 1 output & your follow-up
- Your 'answers' & your VITALS
- Your 'Hofstede online' output

Easy marks -to gain or lose



The Driver of Reflexivity

MARKERS GUIDE ON MOODLE





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

You must get out of auto-pilot

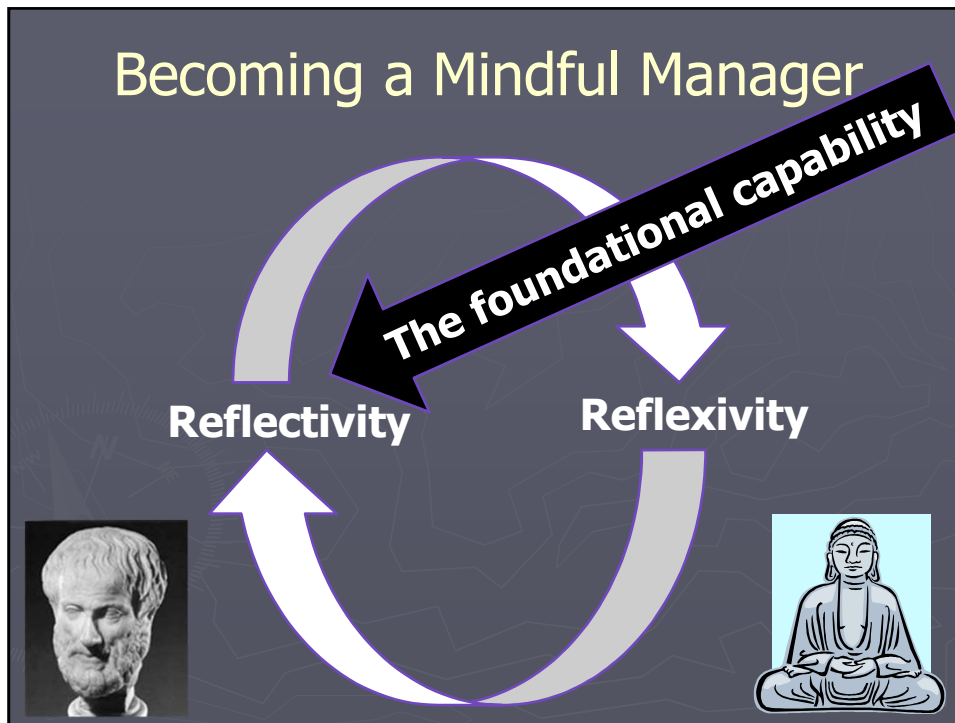
Provocations
- whacks on the

The Challenge of Diversity

WHAM


positi
e

Experience must be a resource not a trap



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 & Education must be resources not traps

Becoming a Mindful Manager

▶ “practical wisdom has been shown to be 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”

REFLEXIVITY IS DRIVEN BY REFLECTION

The Mindful Manager is mindful of....

What shows up to her/him as mattering,




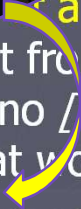
- what one judges to be salient/relevant,

and

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

Becoming a Mindful Manager

- ▶ A Mindful Marketer is who is proactively learning from their experience through reflection
- ▶ Enhancing their **reflexivity** through reflection

Becoming a Mindful Manager

▶ “practical wisdom has been shown to be 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”

POWERFUL REFLECTION IS REFLEXIVE

The Mindful Manager is mindful of....

What shows up to her/him as mattering,




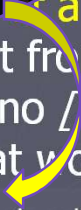
- what one judges to be salient/relevant,

and

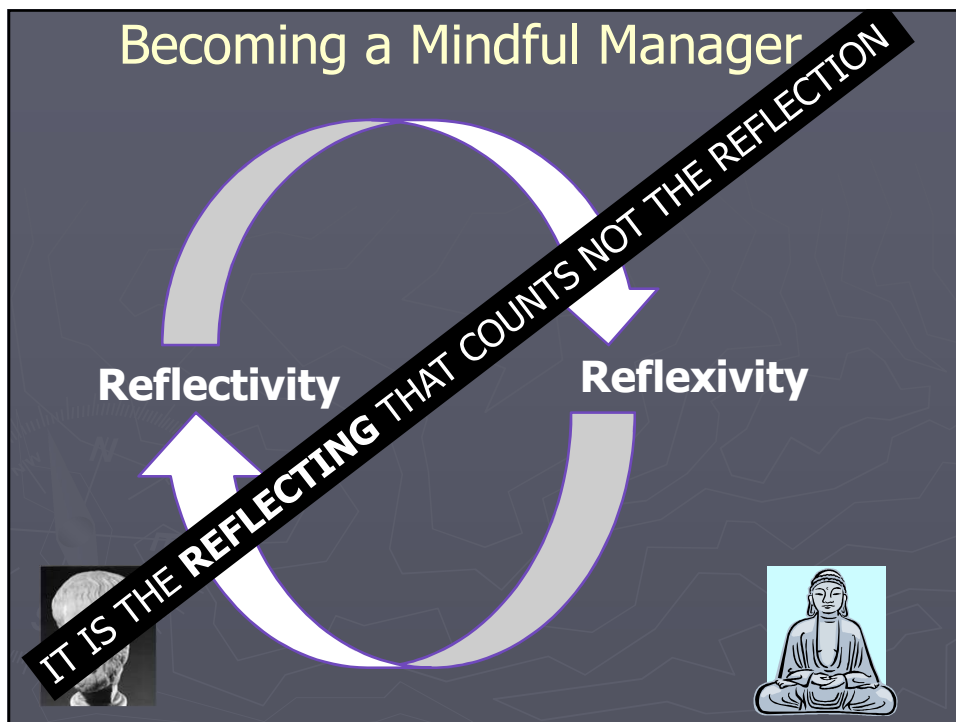
- the character of its showing
- in what way/form it shows itself

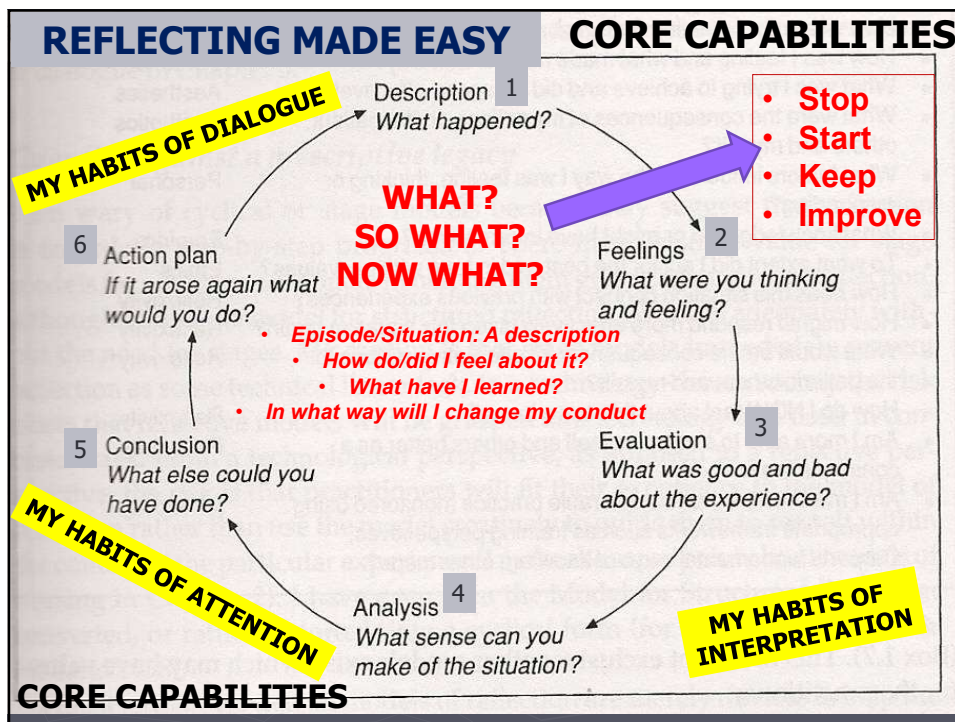
Becoming a Mindful Manager

- ▶ A Mindful Marketer is who is proactively learning from their experience through reflection
- ▶ Enhancing their **reflexivity** through reflection

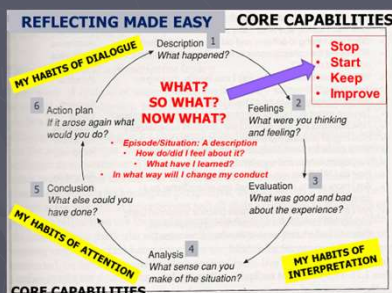
P –m/s



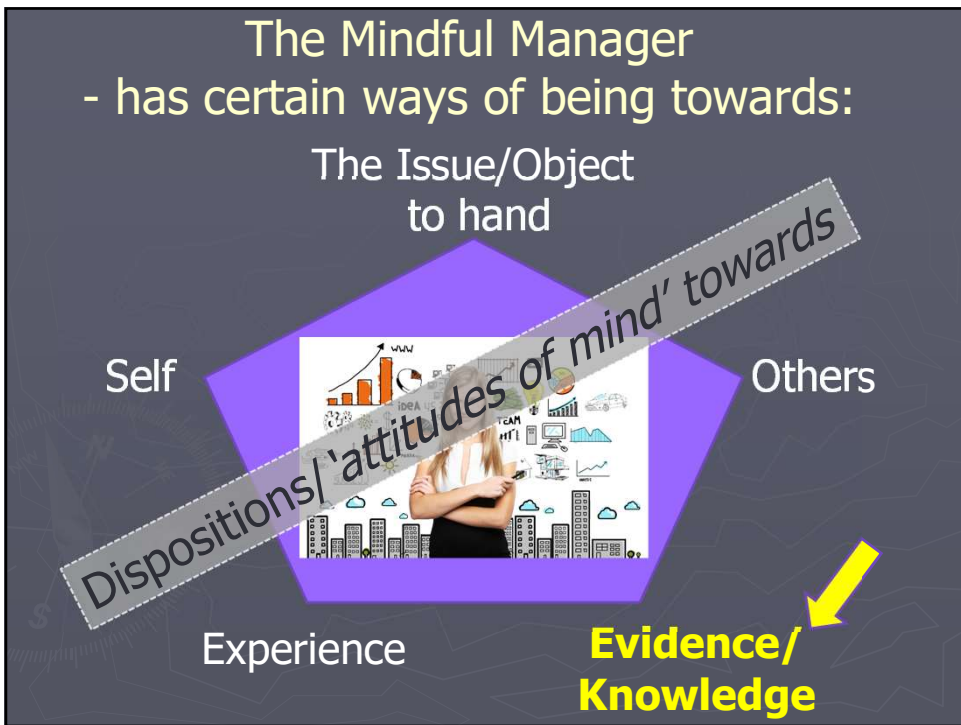
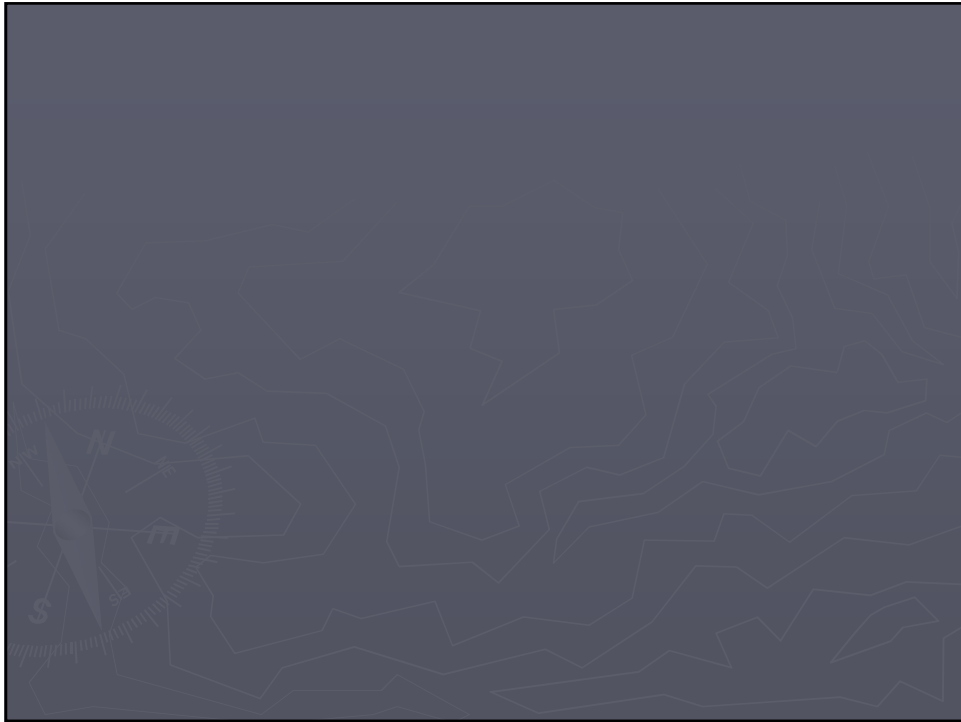


Becoming a Mindful Manager

▶ ReFLECTivity Activities 1 & 2



- MeBOX – a reFLEXion inventory**
- My personal statement [application]
 - My scholarship application
 - My CV
 - My MBA profile
 - My face book front page(s) [r]
 - Human Factors psych-
 - CT evaluation re-
 - CAP coach-
 - Your -re Capabilities module
 - -reflections in the Mindful Manager module
 - -VELOPE/SCORES
 - You -rsonal Blue Ocean – STOP START KEEP IMPROVE
 - MM Workshop outputs & your follow up
- You will be given & develop a MeBOX inventory/index*



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.

The Mindful Manager
- has certain ways of being towards:



EXHIBIT A LEARNED IGNORANCE YOU MUST REFLEXIVE YOU MUST BE!

The module is a vaccination

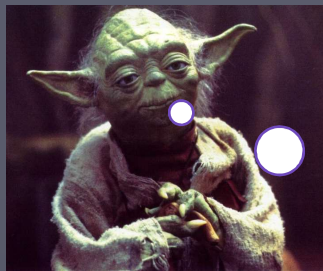


The module is a vaccination



Three fallacies

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



Intellectualist Fallacy

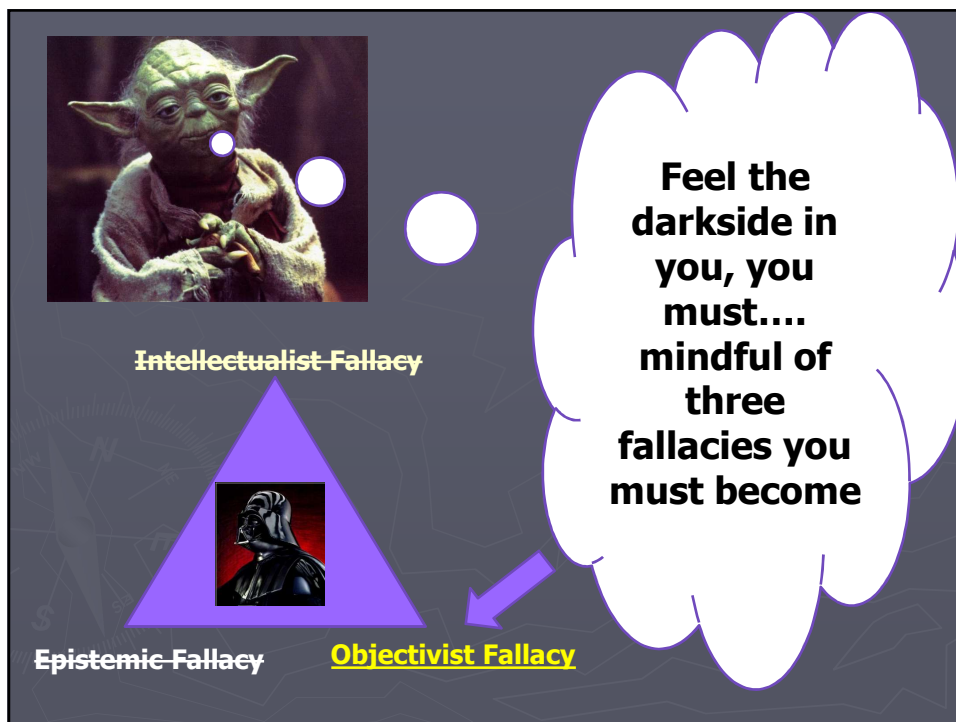


Epistemic Fallacy

Objectivist Fallacy

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

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



Intellectualist Fallacy

Epistemic Fallacy

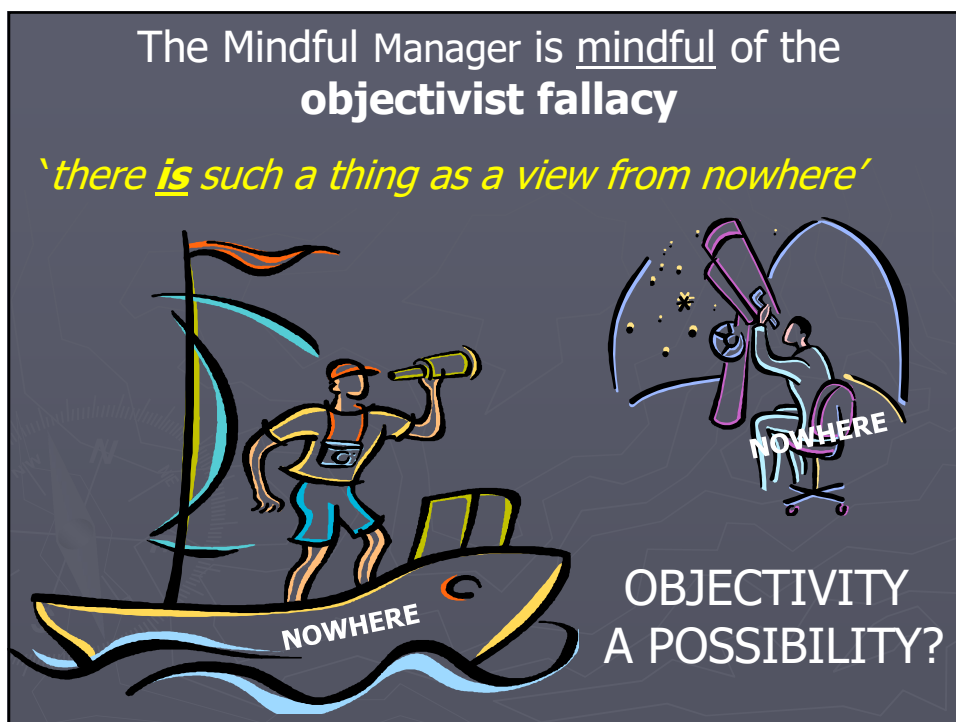
Objectivist Fallacy

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

The slide features a dark grey background with a faint geometric pattern. In the top left is a photo of Yoda with two white circles next to him. Below it is a purple triangle containing a black and white image of Darth Vader's head. To the right is a large white thought bubble with a purple outline. A purple arrow points from the thought bubble towards the 'Objectivist Fallacy' text.

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

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



NOWHERE

NOWHERE

OBJECTIVITY
A POSSIBILITY?

The slide has a dark grey background with a faint geometric pattern. It contains two illustrations: a man on a boat with a yellow sail and a man sitting at a desk with a computer. The word 'NOWHERE' is written on the boat and the desk. The text 'OBJECTIVITY A POSSIBILITY?' is at the bottom right.

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

THE VIEW IS ALWAYS FROM SOMEWHERE

OUR VIEW IS ALWAYS 'PREJUDICED'

OBJECTIVITY
AN IMPOSSIBILITY

NOWHERE

SOMEWHERE



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



WHAM
'whacks on the side of the head'

? The facts speak for themselves ?
? Let's be objective ?
the reality is...

OBJECTIVITY IS A STRIVING NOT A STATE ACHIEVED

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

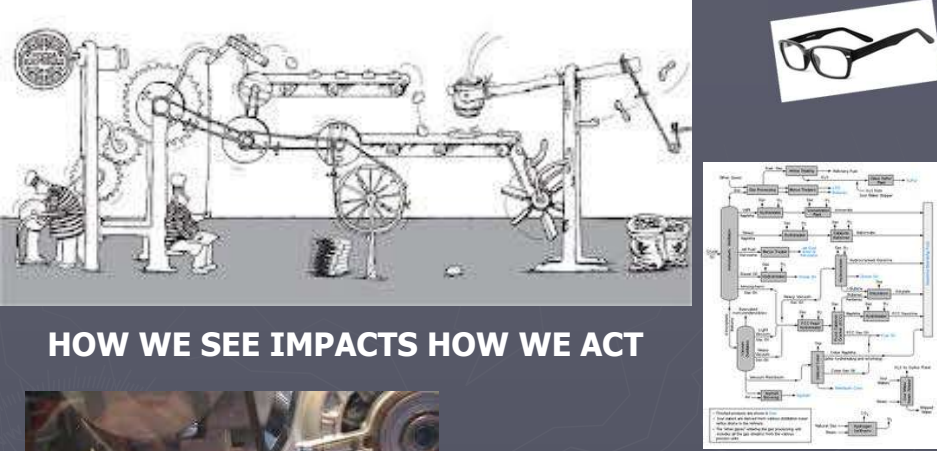
Habits of attention and interpretation

The They

The Academy of Management Review
Marketing
Organization Science
STRATEGIC MANAGEMENT JOURNAL

What they say

ADAM SMITH INSTITUTE
The Economist
Wall Street
Harvard Business Review
THE MCKINSEY WAY



HOW WE SEE IMPACTS HOW WE ACT

Organizations?

The flowchart diagram on the right side of the slide is a complex organizational chart with multiple levels and branches, including boxes for 'Strategic Planning', 'Operational Planning', 'Financial Planning', and 'Human Resources Planning'. It also includes a legend at the bottom left.

OR ARE ORGANIZATIONS ARE LIKE THIS?



HOW WE SEE IMPACTS HOW WE ACT

The photograph shows a weathered, single-story building with a corrugated metal roof and walls. A satellite dish is mounted on a wooden post in the foreground. The building appears to be in a rural or developing area.

Processes, Procedures & Systems

ATTENTION

'WHAT' WE 'SEE' IMPACTS HOW WE ACT

People, Promises & Trust

INTERPRETATION

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!



r e f l e x i v i t y



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

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



TUGGING AT THE HANDLE YOU MUST BE



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



'PREJUDICES ARE WHAT FOOLS USE FOR REASON.'
FRANCOIS VOLTAIRE



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

Becoming a Mindful Manager

▶ ReFLEXivity Activity 2

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...**



MeBOX – a reFLEXion inventory

- My personal statement [application]
- My scholarship application
- My CV
- My MBA profile
- My face book front page(s) [r]
- Human Factors psychon
- CT evaluation re
- CAP coach
- Your ... Core Capabilities module
- ...reflections in the Mindful Manager module
- ...VELOPE/SCORES
- Your ...sonal Blue Ocean – STOP START KEEP IMPROVE
- MM Workshop outputs & your follow up

The ...vity Challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

... challenge

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

5

NOT LEAPING TO INTERPRETATION

SEEKING A 'NAKED' RECEPTIVITY
- Attention without Interpretation

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



The Mindful Manager

- ▶ A necessary diversion before progressing to the next two fallacies you must be vaccinated against



Intellectualist Fallacy



Epistemic Fallacy

Objectivist Fallacy

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



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

© CanStockPhoto.com - csp55762135

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



Having a grip on one's conduct
Skilful vs. unskilful behaviour

What you say to who when where and how!



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

People here don't listen.. they re-load



Listening versus Hearing

ACTIVE LISTENING

Cognitive conduct

Collaborative conduct



© CanStockPhoto.com - csp55762135

HABITS OF MIND & EARS




Questioning versus Asking

RIGHT QUESTIONING



Cognitive conduct

Collaborative conduct

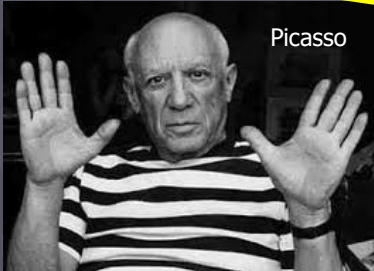


© CanStockPhoto.com - csp55762135

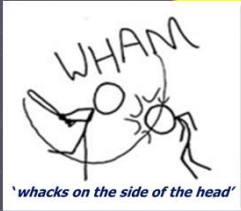
HABIT OF MIND & MOUTH!



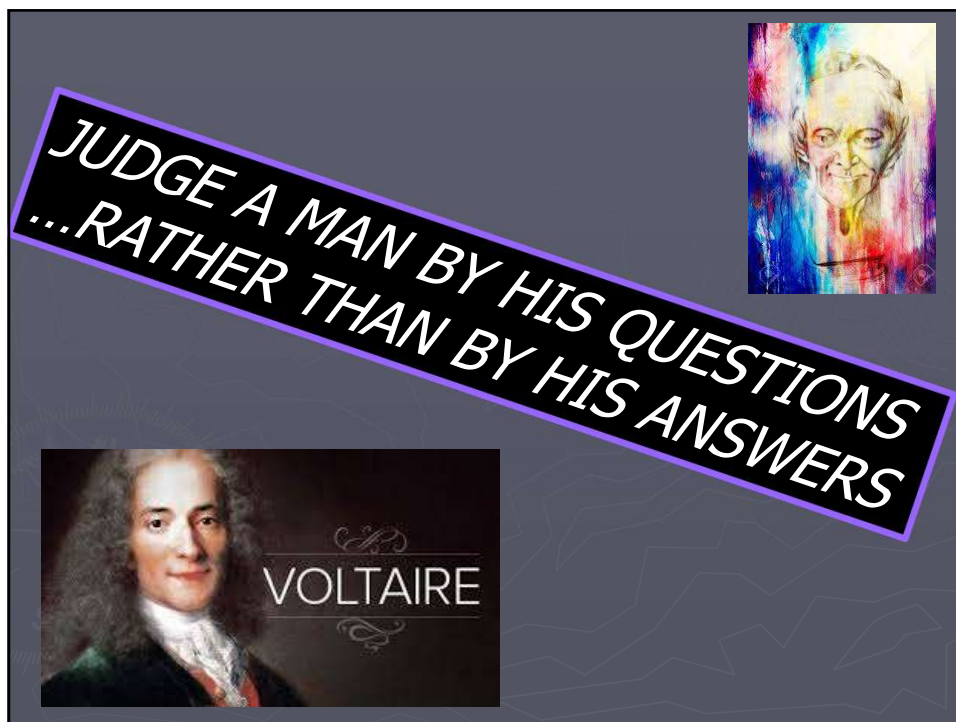
**Computers are useless they just give answers
– they do not ask questions**





Picasso



'whacks on the side of the head'



**JUDGE A MAN BY HIS QUESTIONS
...RATHER THAN BY HIS ANSWERS**



VOLTAIRE



WHAT MAKES FOR EFFECTIVE DELIBERATION?

Reflexive in Dialogue we must be!

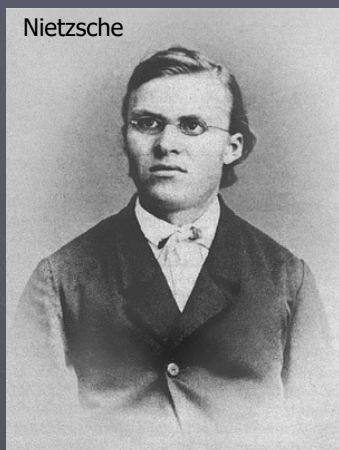
▶ A Mindful Manager strives for an

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"

REFLEXIVITY - DIALOGICALITY

Reflexive in Dialogue we must be!



**RESIST THE ECHO CHAMBER
SEEK CONTENTION**

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

REFLEXIVITY - 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 !!!!!!!!!!!



Becoming a Mindful Manager

Cognitive conduct

Dialogue not Debate

Collaborative conduct

© CanStockPhoto.com - csp55762135

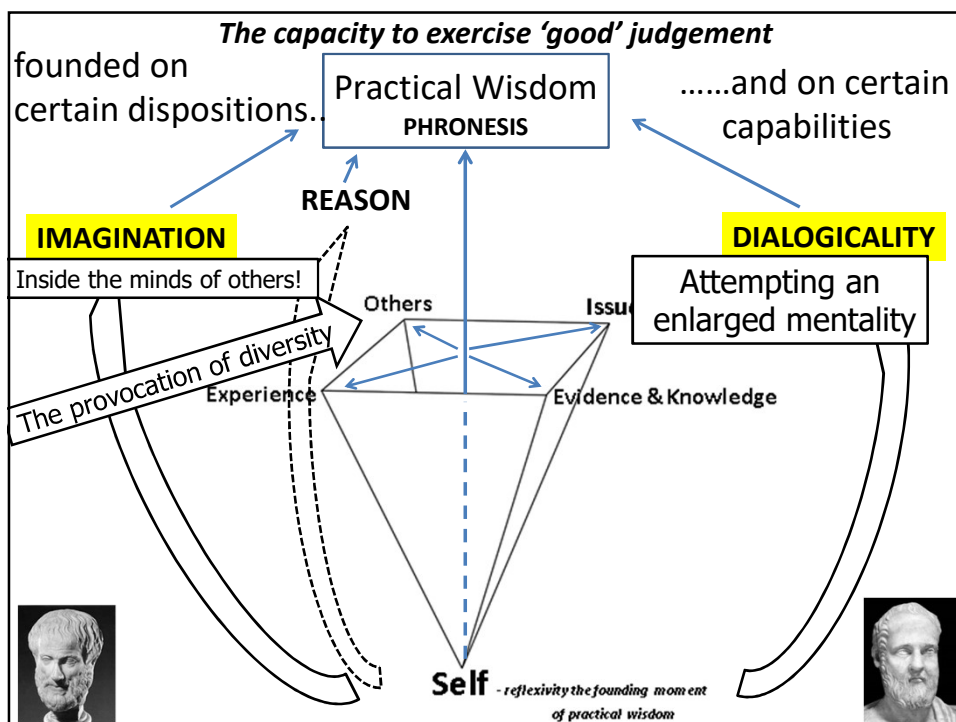
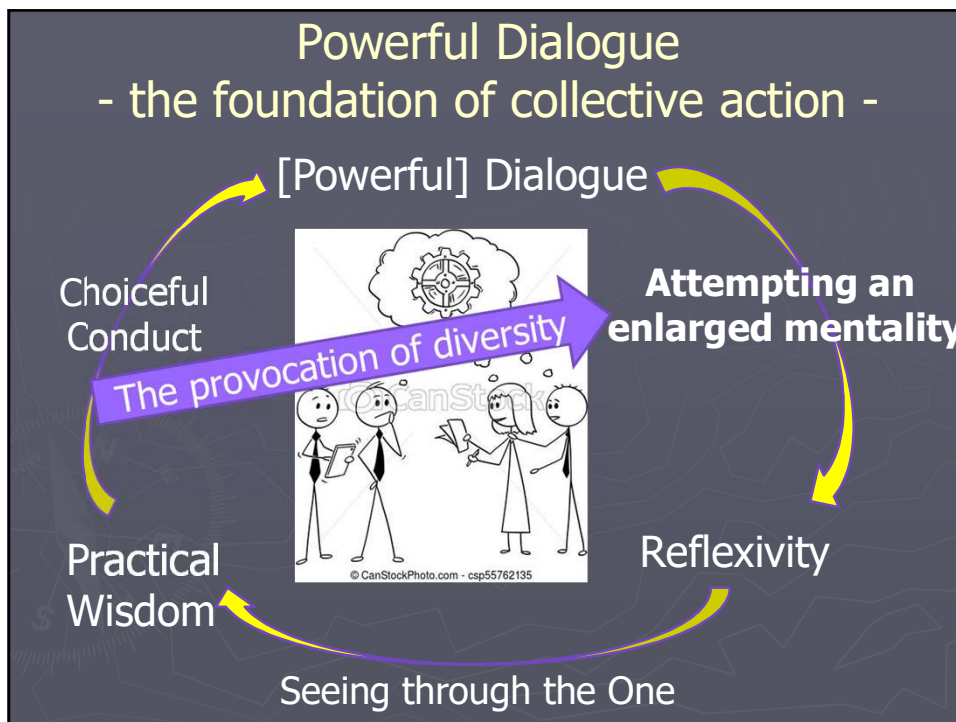
Becoming a Mindful Manager

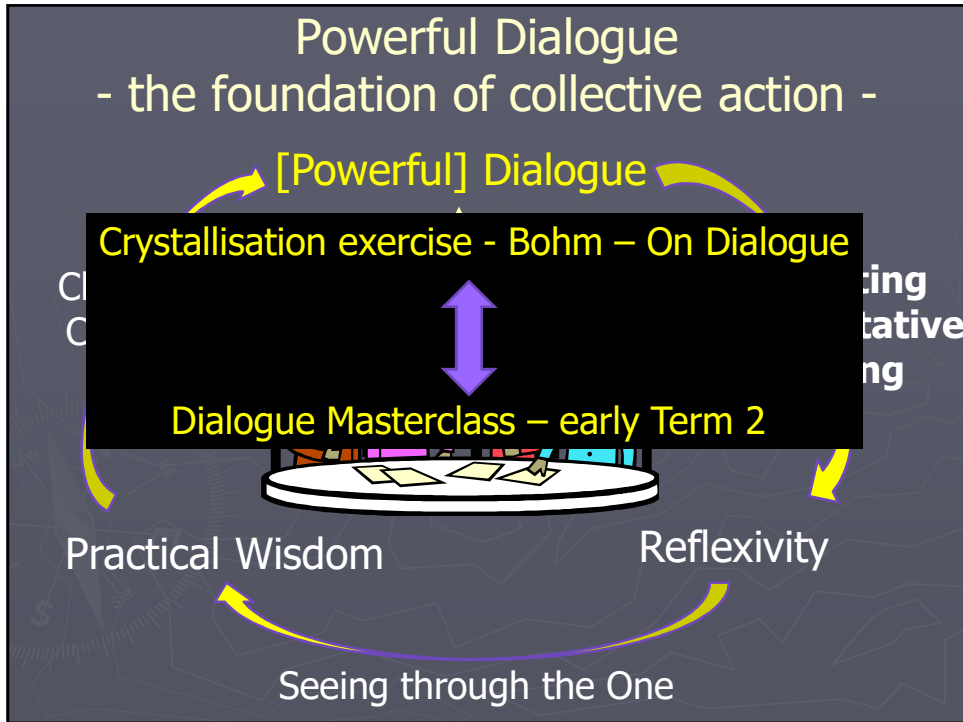
Cognitive conduct

Dialogue -
A deliberation
with a centre
not 'sides'

Collaborative conduct

© CanStockPhoto.com - csp55762135





Becoming a Mindful Manager

Cognitive conduct

Thinking out loud together

Collaborative conduct

© CanStockPhoto.com - csp55762135

BUT WHAT ABOUT -

POWER

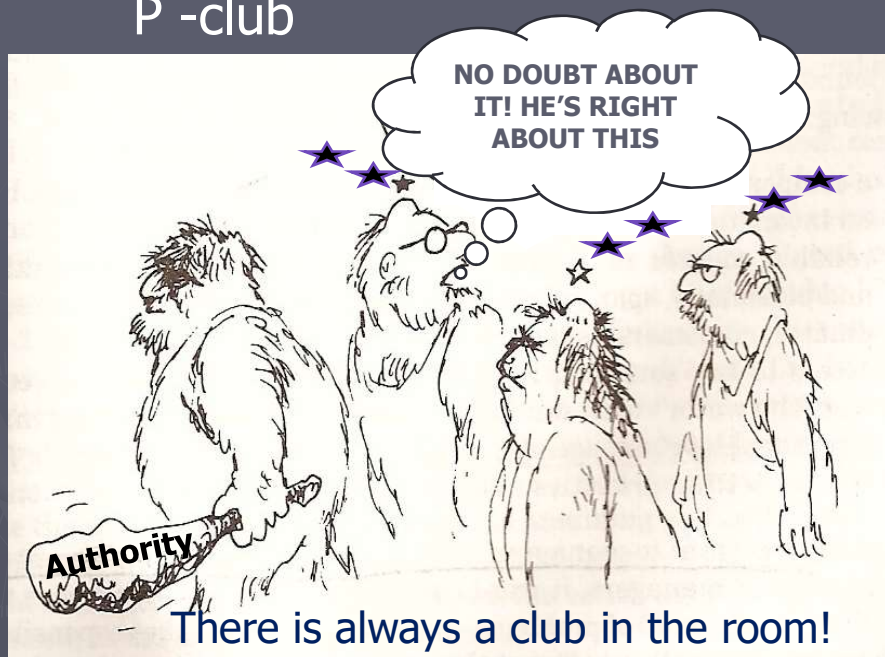
THERE IS NO SUCH THING AS AN IDEAL SPEECH SITUATION!

Habermas



There is always a club in the room!

P -club



There is always a club in the room!





Session 2 close?



A Short Meditation



A Short Meditation

5

NOT LEAPING TO INTERPRETATION




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

SEEKING A 'NAKED' RECEPTIVITY
- Attention without Interpretation

A Short Meditation

5

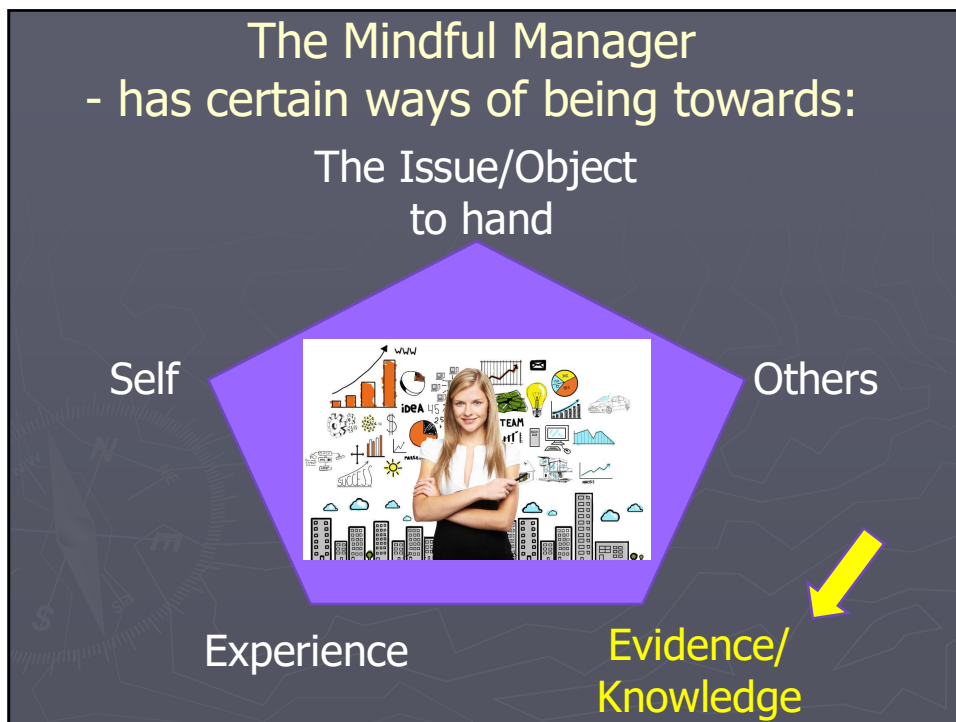
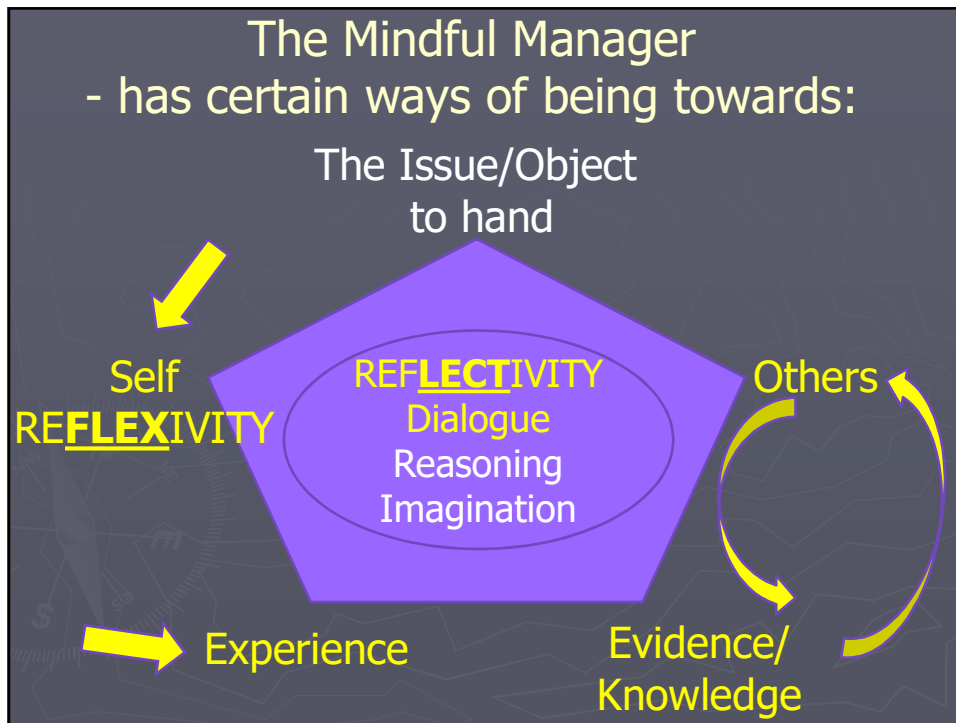
NOT LEAPING TO INTERPRETATION



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

SEEKING A 'NAKED' RECEPTIVITY
- Attention without Interpretation

POSTCARD TO MY FUTURE SELF



Intellectualist Fallacy

Epistemic Fallacy

Objectivist Fallacy ✓

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

KNOWLEDGE

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

Who decides who is an expert?



Becoming a Mindful Manager

ACTIVE CRITICAL LISTENING

- Attentive & focussed
- Mindful of who is speaking & why
- Sceptical - questioning
- Reflexive - 'open minded'

• To whom to listen is a critical choice

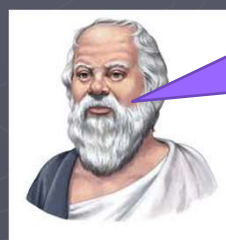
The Mindful Manager



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

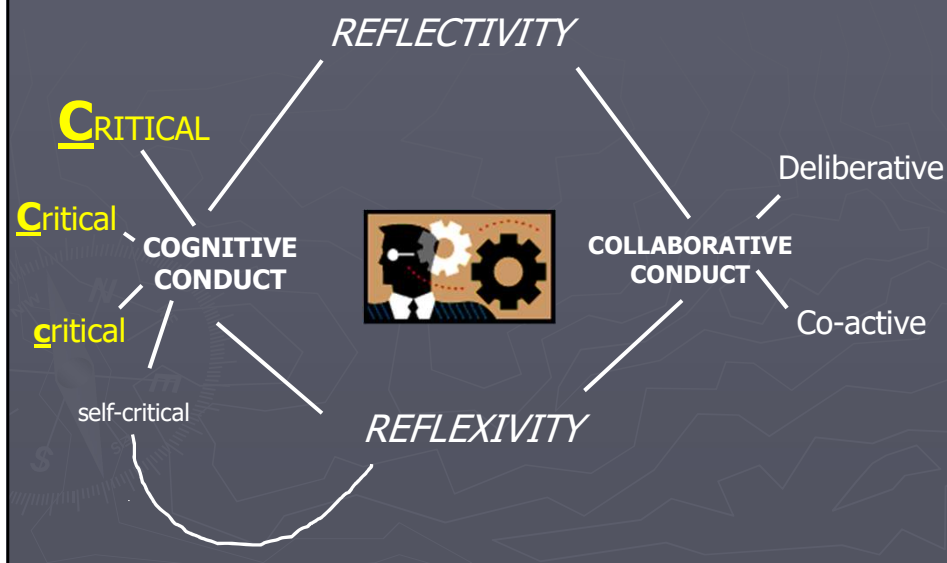
A Mindful manager is

Ccritical



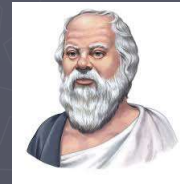
Questioning you must be!

Ccriticality



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

- ▶ **CCRITICAL** 
 - ...of dominant ideologies...e.g. capitalism
- ▶ **Critical of** 
 - The arguments & perspectives of what is 'said of' management'
- ▶ Thinking **critically**
 - Argumentation
 - Workshops with Robyn

The Mindful Manager Assessments

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



30%

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%

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%

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

CFP focus on wrong target

Aaaah Buttz?
Marketing Class
MBA 08/09

- No focus on customers and customers' needs, disagreement about key factors affecting customer satisfaction
- All attention was on relationship between head office and affiliates - affiliate satisfaction

Head office view of total product:

Customer satisfaction???

Affiliate satisfaction

Positioning & Targeting

Lancaster University
MANAGEMENT SCHOOL

PRESENTATION CONSTRUCTION SKILLS!
- A CORE CAPABILITY

CRYSTALLISATIONS

- ▶ You must come to the designated time and be prepared to present your work
 - I suggest you use the following approach to lay out key points in your presentation - make in bullet point form for ease of reference
 - You must read the Moodle site carefully
 - You must upload your work to Moodle
- ▶ One individual will be randomly selected to present and lead a discussion

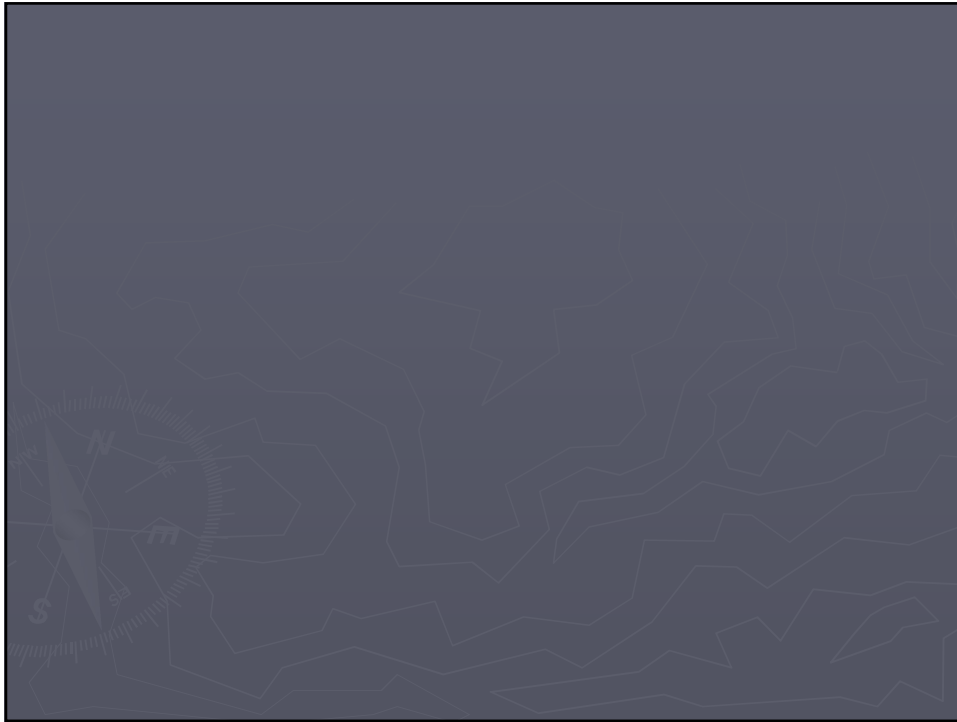
The first submission is done in 2 phases
Read the Moodle site very carefully

The Crystallisation Assignment



All the readings, taken together, cover the same 'content' as the lectures
 - Different 'takes', different approaches, same story

The assignments should **enhance your**
Presentation construction skills, your
Quality, and amplify your **Mindful**
Manager learnings



Becoming critical – forms of criticality

▶ CRITICAL

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

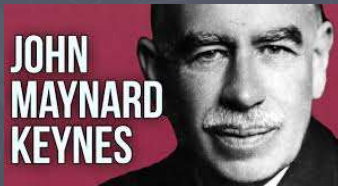
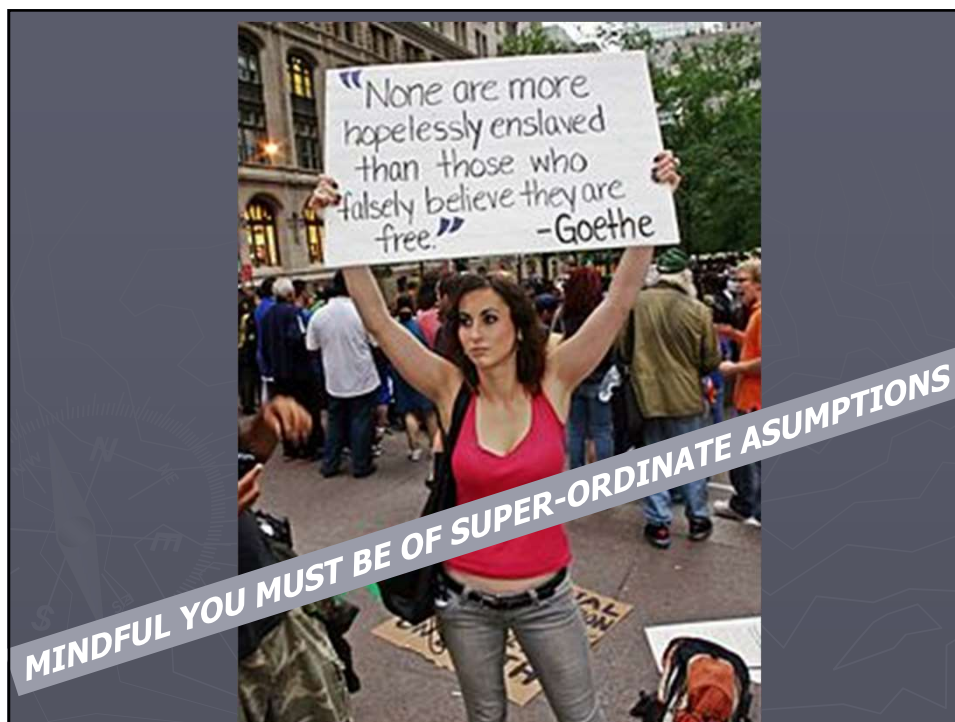
▶ Critical-of

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

▶ Thinking critically

- Argumentation



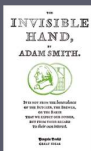
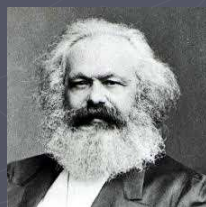


"The ideas of economists and political philosophersare more powerful than is commonly understood. Indeed, the world is ruled by little else. **Practical men, who believe themselves to be quite exempt from any intellectual influences, are usually the slaves of some defunct economist.**"

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 achievement of the most wickedest of men. It is the most wickedest of things that the most wickedest of men have ever contrived. It is the greatest good of everyone.'

- JM Keynes

'...good results from the
...interest'

- ...is good!!?????????
- THE INVISIBLE HAND

**Freedom of choice makes it work
- Acting in Self interest enables it**



Put us in charge – we can manage everything!

What is communism?

- Economic system.
- Believes in a classless society and a common ownership of the means of production and distribution.
- In a communist society, each person is to contribute to the common good according to their abilities and receive their share of the goods produced according to their needs.
- The term "communist" is used to describe a person who advocates or practices communism.

Freedom of choice problematic
 - Someone makes the choices for you
 - Self interest ???

THE VISIBLE HAND - FIST

- 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 is not /cannot be priced then it is judged irrelevant – **like the well being of the human race and the planet!***

Becoming a Mindful Manager - Criticality -

► **C**CRITICAL

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

LISTEN TO THEM!

Search

Becoming critical – forms of criticality

► **C**CRITICAL

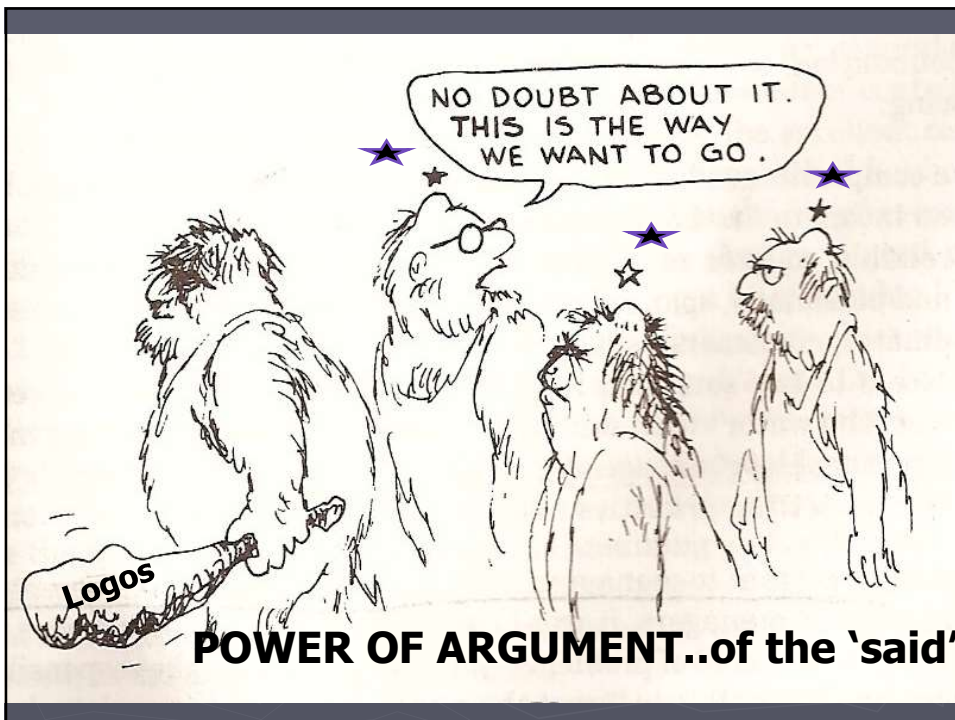
- ...of dominant ideologies...e.g. capitalism

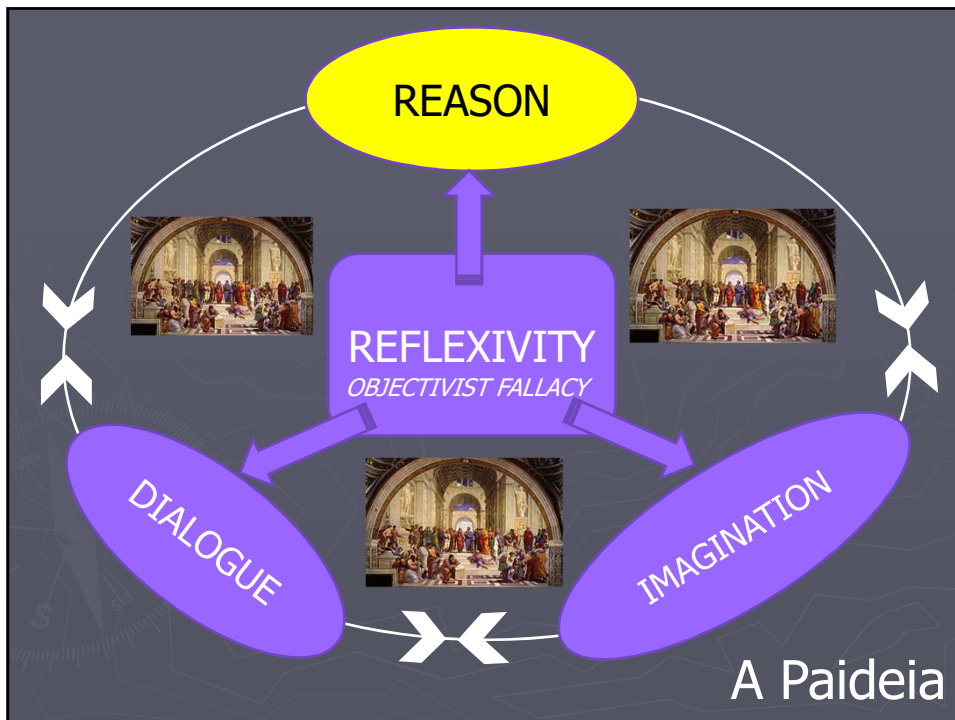
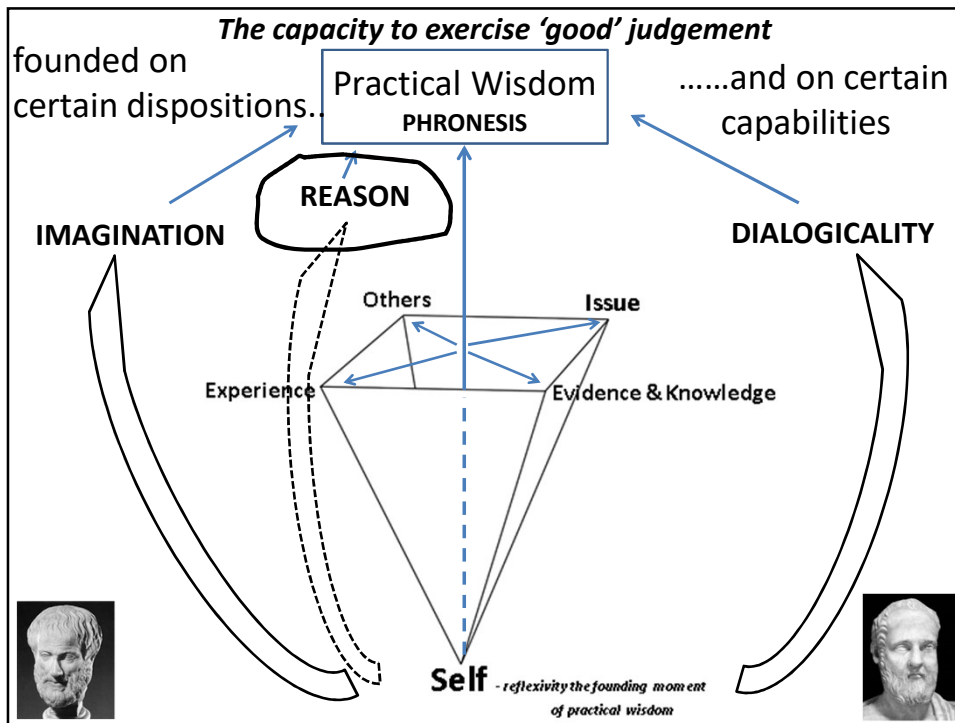
► **C**ritical-of

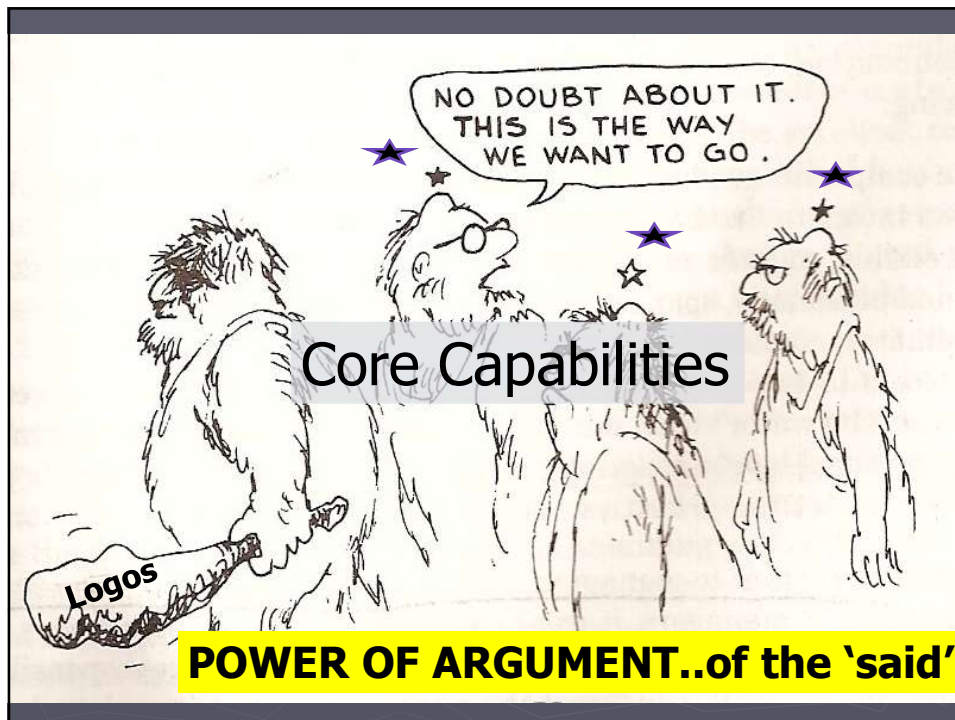
- The arguments & perspectives of what is **'said of management'**

► Thinking **c**ritically

- Argumentation



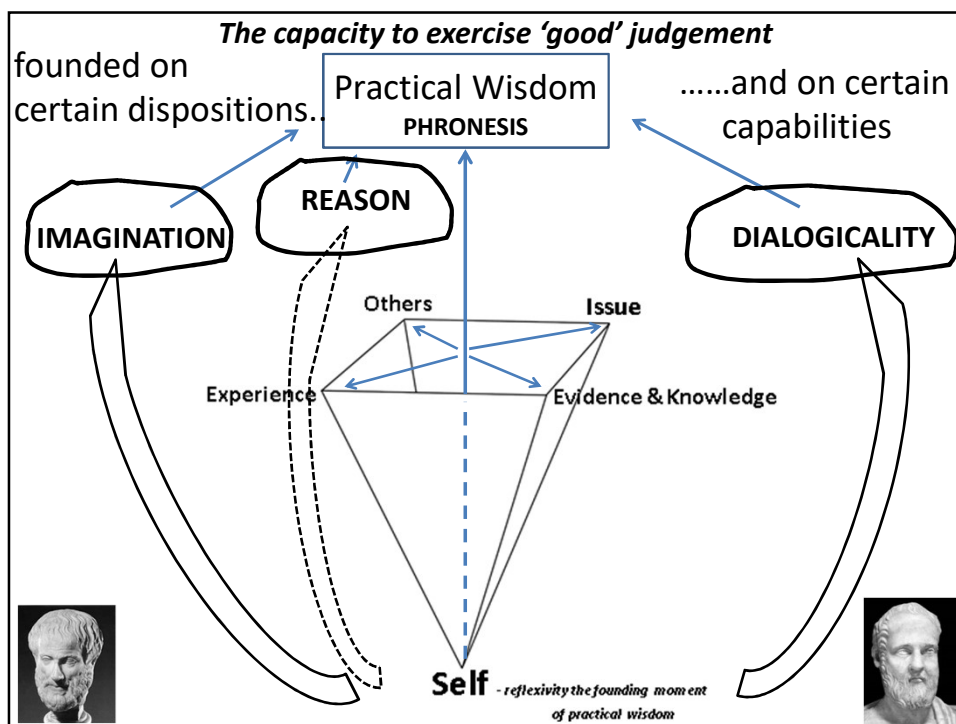
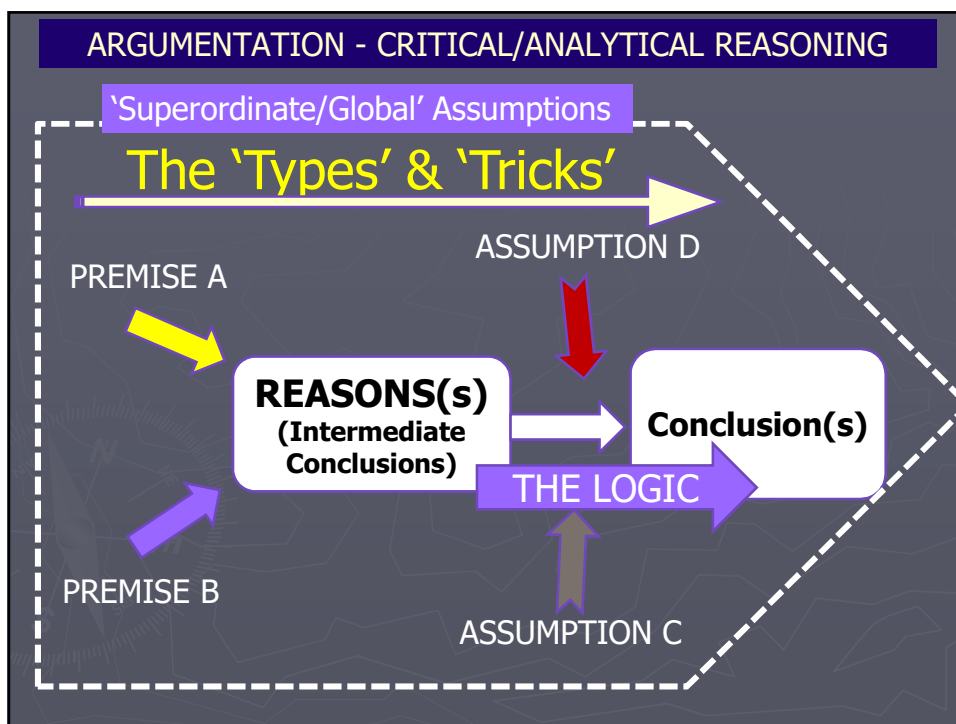


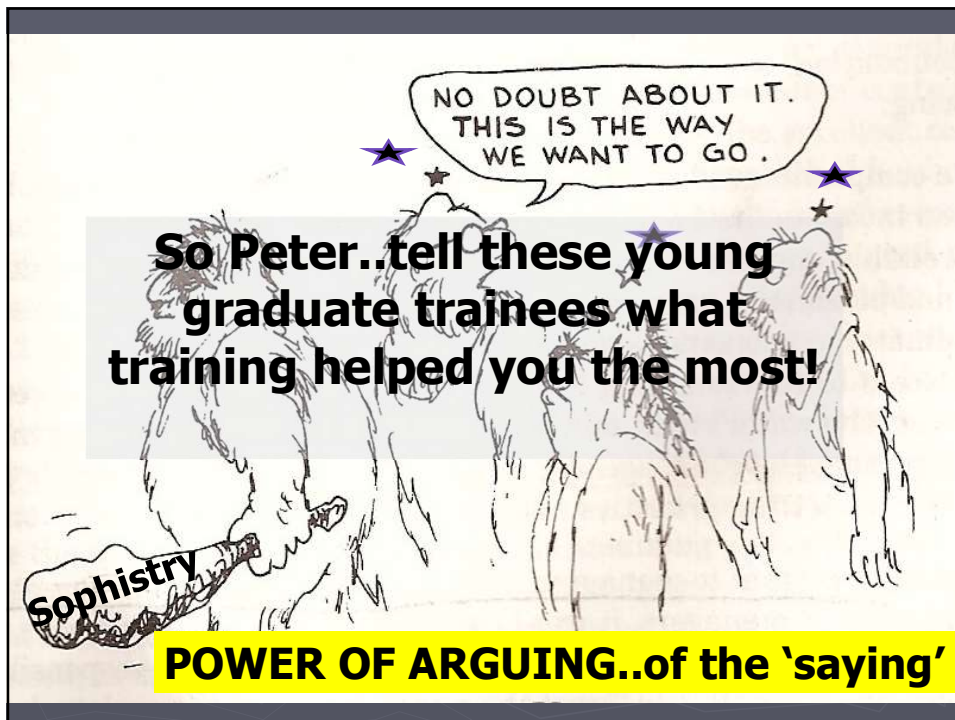
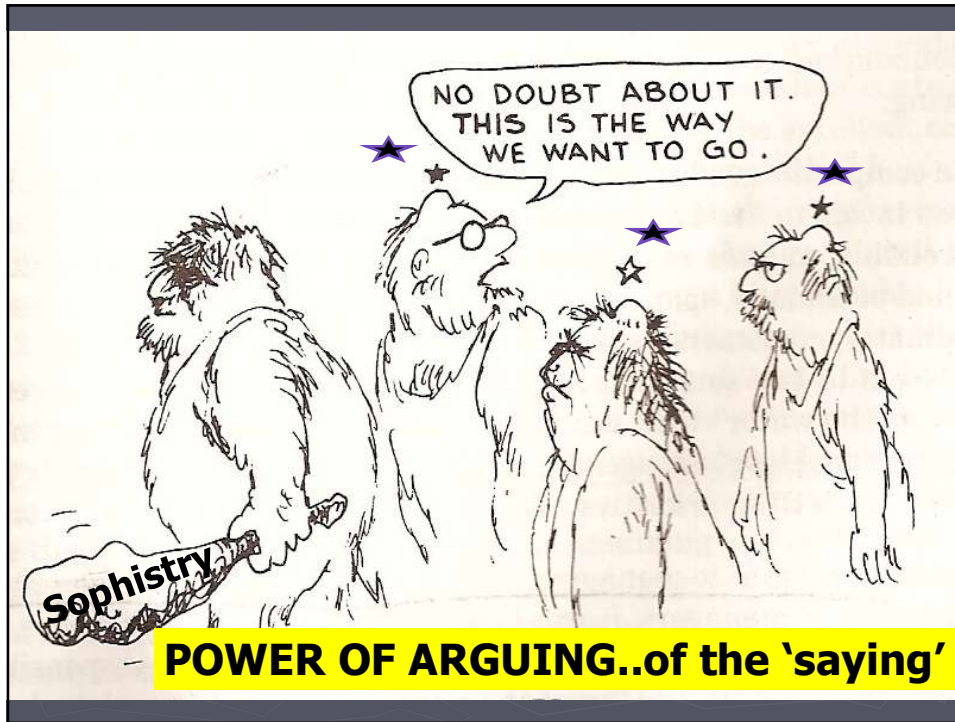


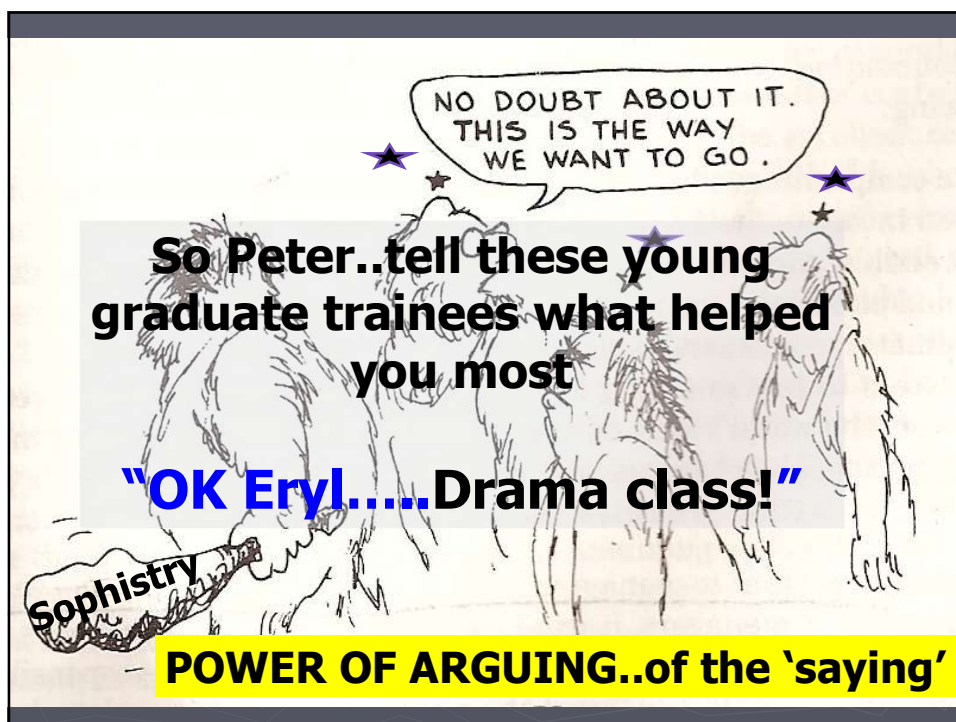
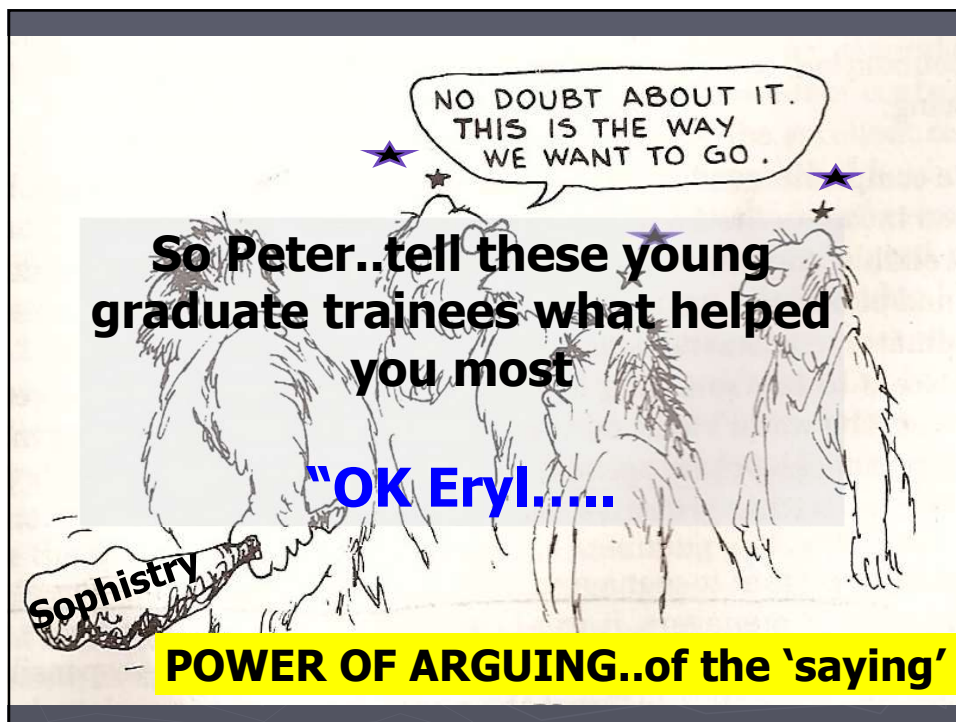
Managerial Work

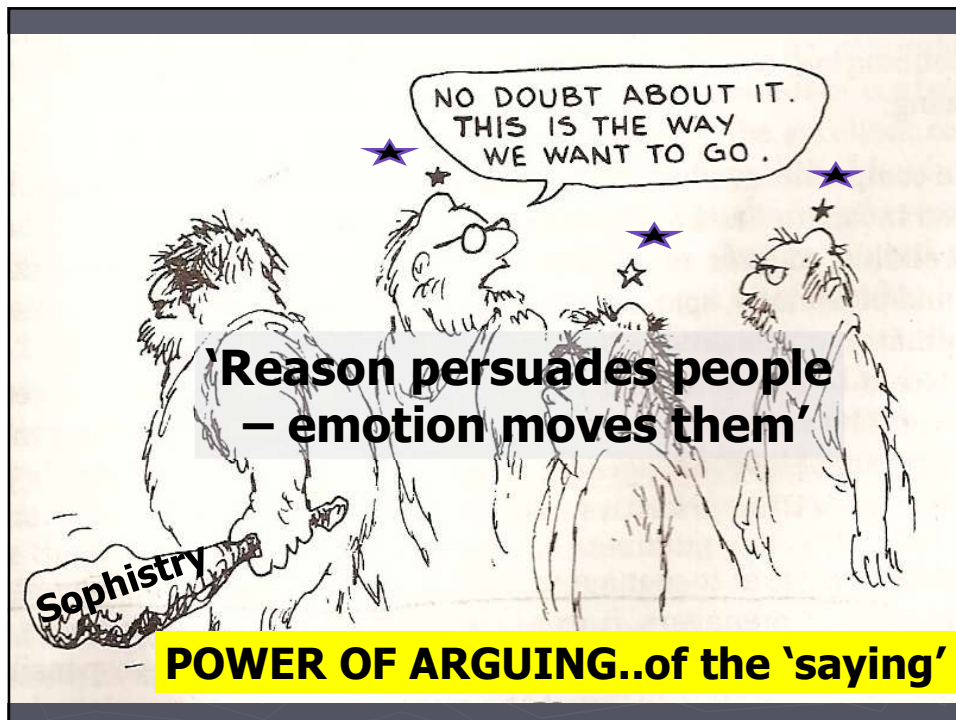
- ▶ A manager's work is predominantly oral:
 - At higher levels up to 90% of their time is spent in oral communication

It's all about argument
& arguing ???









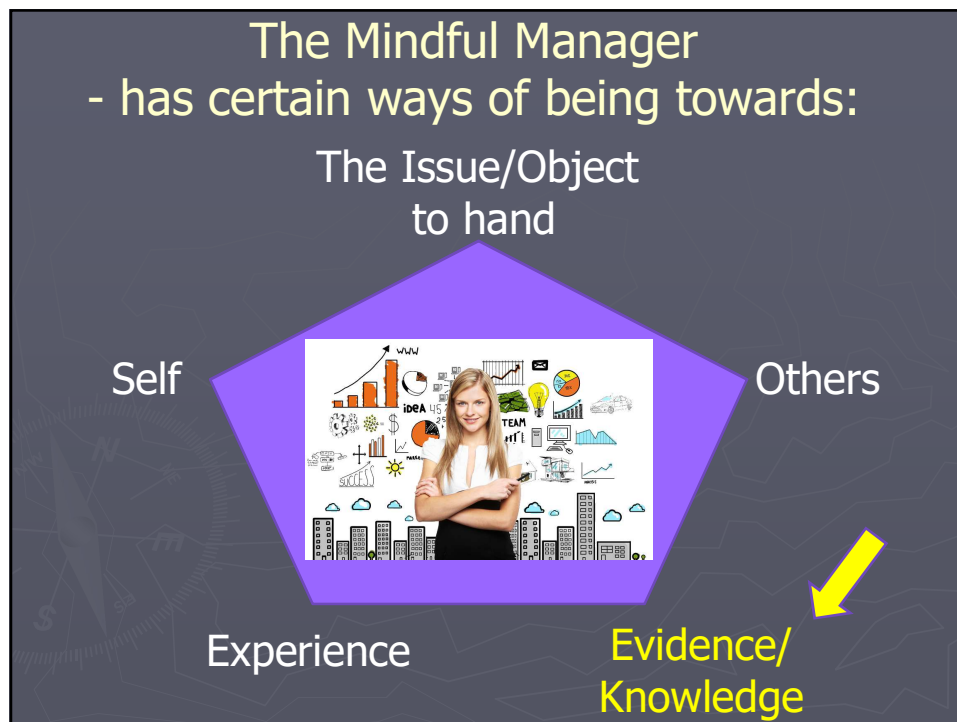
Becoming a Mindful Manager

- Criticality -

- ▶ ~~CRITICAL~~
 - ~~Materialist~~
- ▶ ~~Thinking critically~~
 - ~~Argumentation~~
- ▶ **Being Critical of**
 - **THE ARGUMENTS & PERSPECTIVES OF WHAT IS 'SAID OF' MANAGEMENT'**

WHAM

'whacks on the side of the head'

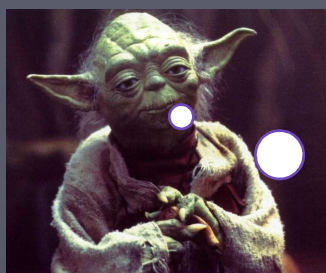


Becoming a Mindful Manager

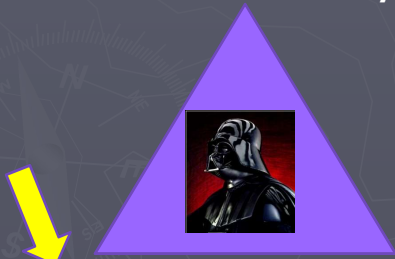
The essence of wisdom.....lies
not in what is known, but rather
in the manner in which that
knowledge is held, and in how
that knowledge is put to use.

**SEE THROUGH THE ONE YOU MUST
REFLEXIVE YOU MUST BE!**

Becoming a Mindful Manager



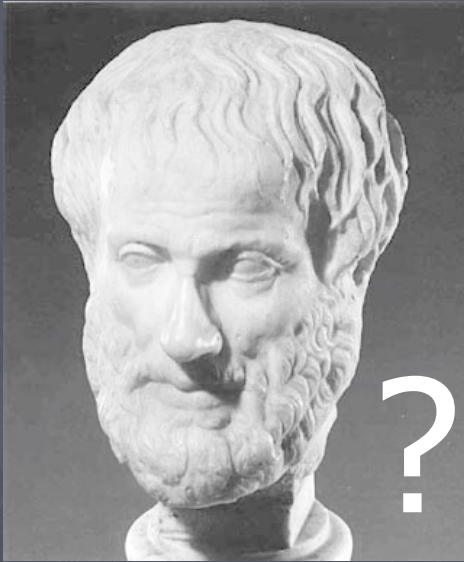
Intellectualist Fallacy



Epistemic Fallacy

Objectivist Fallacy ✓

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

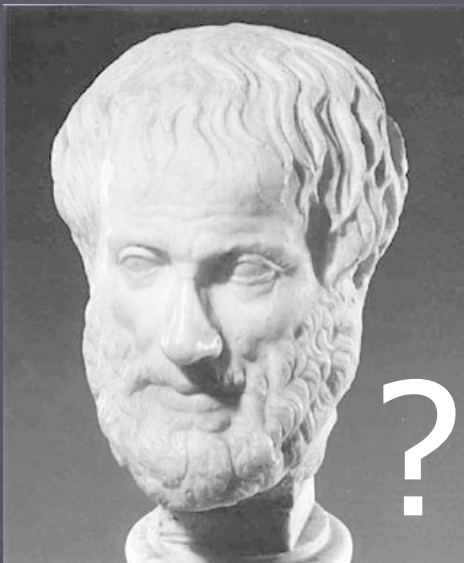


The Mindful
Manager asks:

What counts
as knowledge?

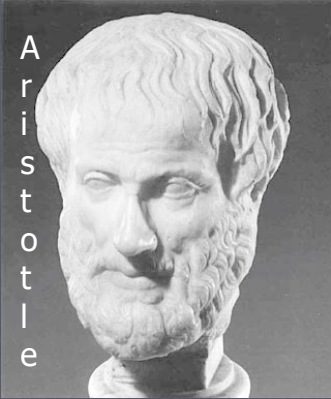
Who has the
'right to know' ?

because.....



What counts
as knowledge

EPISTEMOLOGY




A
r
i
s
t
o
t
l
e

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!!!



An Enlightenment?




▶ Pre 1600 in the 'West'

- ORAL
 - ▶ ARGUMENTS
- PARTICULAR/SPECIFIC
 - ▶ CASES
- LOCAL
 - ▶ CONCRETE DIVERSITY
- TIMELY
 - ▶ TRANSIENCE

▶ Renaissance Man

▶ Post 1600 in the 'West'

- WRITTEN
 - ▶ PROOFS
- THE UNIVERSAL
 - ▶ PRINCIPLES
- GENERAL
 - ▶ THEORIA
- TIMELESS
 - ▶ PERMANANCE

▶ 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.....



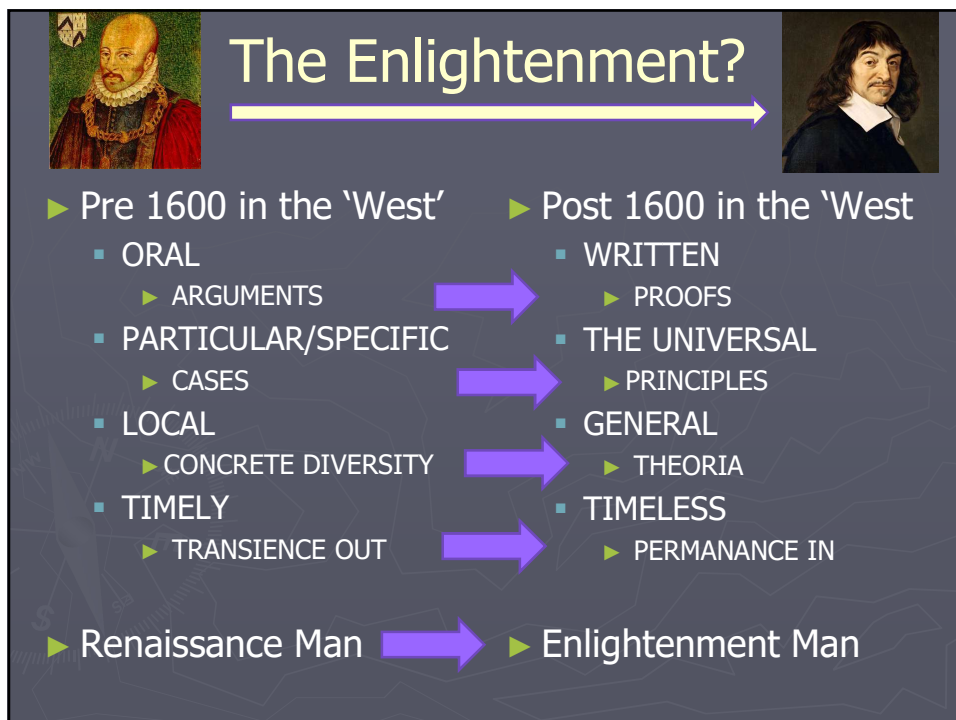
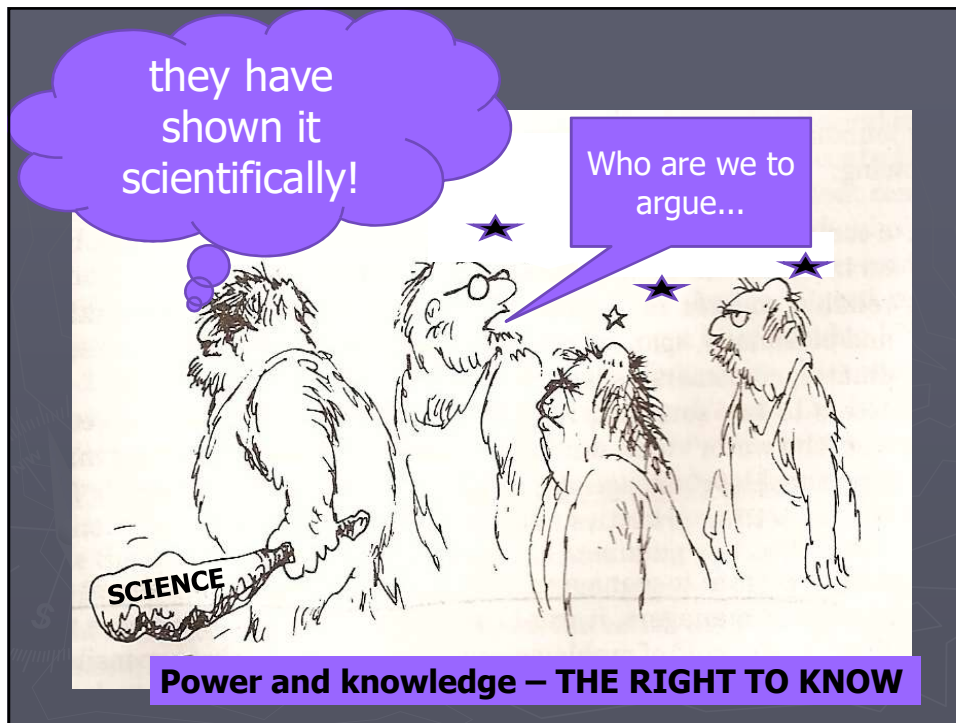
Mindful of the powerful victories of **science** we must be.....



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**.....





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

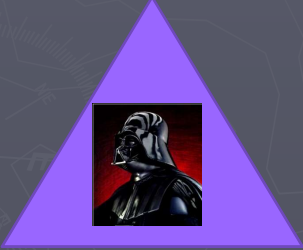


The Darkening?

<ul style="list-style-type: none"> ▶ Pre 1600 in the 'West' <ul style="list-style-type: none"> ▪ ORAL <ul style="list-style-type: none"> ▶ ARGUMENTS ▪ PARTICULAR/SPECIFIC <ul style="list-style-type: none"> ▶ CASES ▪ LOCAL <ul style="list-style-type: none"> ▶ CONCRETE DIVERSITY ▪ TIMELY <ul style="list-style-type: none"> ▶ TRANSIENCE OUT 		<ul style="list-style-type: none"> ▶ Post 1600 in the 'West' <ul style="list-style-type: none"> ▪ WRITTEN <ul style="list-style-type: none"> ▶ PROOFS ▪ THE UNIVERSAL <ul style="list-style-type: none"> ▶ PRINCIPLES ▪ GENERAL <ul style="list-style-type: none"> ▶ THEORIA ▪ TIMELESS <ul style="list-style-type: none"> ▶ PERMANANCE IN
		<p>▶ Renaissance Man → ▶ Scientistic Man</p>



Intellectualist Fallacy



Objectivist Fallacy ✓

Epistemic 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
 - ▶ ...

▶ ...ance Man

▶ Post 1600 in the West

- ...S
- UNIVERSAL
 - ▶ PRINCIPLES
- GENERAL
 - ▶ THEORIA
- TIMELESS
 - ▶ PERMANANCE IN

▶ **Scientistic Man**

SCIENTIFIC THEORY STRIVES TO RELIEVE 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

I FEEL
ILL



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'**

I THINK I
AM GOING
TO BE SICK





We must look beyond our world to seek the eternal universal truths that should inform our choices




**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]



The financial crisis Great Crash of 2008

QUESTION: WHO WAS RESPONSIBLE FOR THE FINANCIAL CRISIS??

WELL, THERE GOES THE NEIGHBORHOOD...

U.S. ECONOMY

WORLD ECONOMY

MORTGAGE SALES

BANKERS

RATING AGENCIES

REGULATORS

LENDERS

MARKETS

MORTGAGE



"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.)



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 scientific global assumptions of economic theory & bad management theory!
- ▶ You will spend time with Kim Kaivanto coming to understand the drivers of this crisis

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

SEEKING A 'NAKED' RECEPTIVITY

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

RESISTING THE PULL OF PREJUDICE

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



scientism

scientistic

critical you must be

feel the darkside in you, you must.... Mindful of the Epistemic Fallacy you must become

SEE THROUGH THE SCIENTISM OF THE ONE YOU MUST

ADAM SMITH INSTITUTE

YOUR MBA EDUCATION
What they say

Harvard Business Review

PROVOKE YOUR CUSTOMERS


Organization Science

STRATEGIC MANAGEMENT

THE MCKINSEY WAY

Marketing

Wall Street




**ADAM SMITH
INSTITUTE**

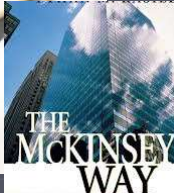
ONE IS LOOKING
THROUGH THE
SPECTACLES
OF 'THE ONE'

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









It's published in
the Harvard
Business Review

See through
'the they' we
must...



Prof's!

The Discourse

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)

BUILDS CHANGE. THE GAME REMAINS THE SAME
THE WIRE

"All in the game yo,
all in the game."

HEROIN

© 2006 Home Box Office, Inc. All rights reserved. HBO and related service marks are the property of Home Box Office, Inc.

The what/why of the drug

The Game

The Suppliers

The Addicts

The Dealers

The Game

The Suppliers

The Addicts
The Managers

The Dealers

The Game



The Suppliers



The Addicts
The Managers



The Dealers
The Consultants

VESTED INTERESTS



The Suppliers
The Academics

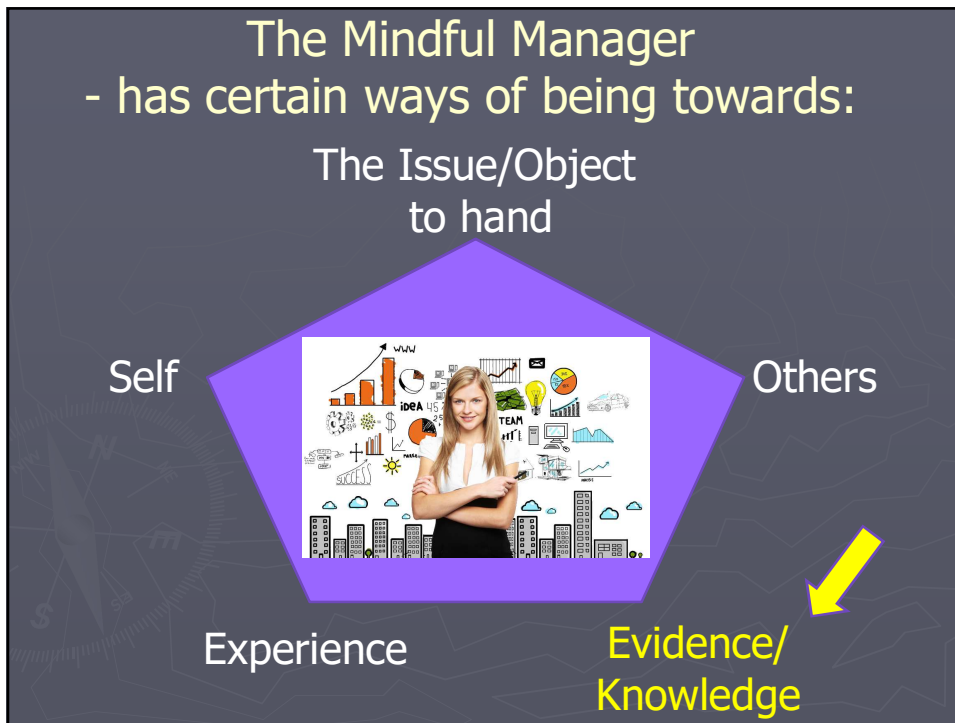


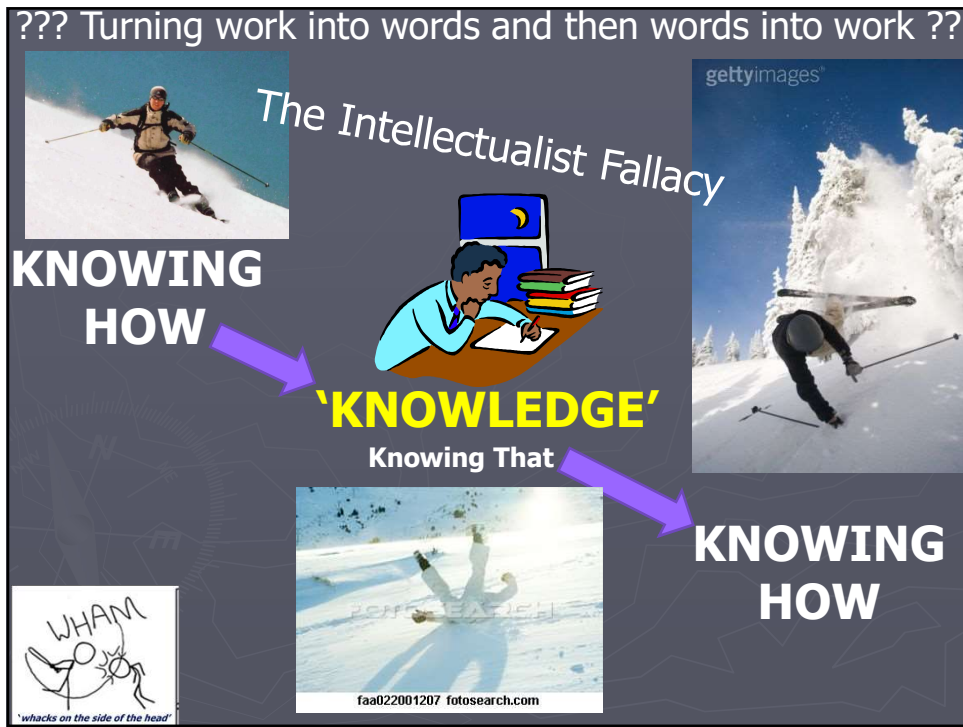
The Addicts
The Managers

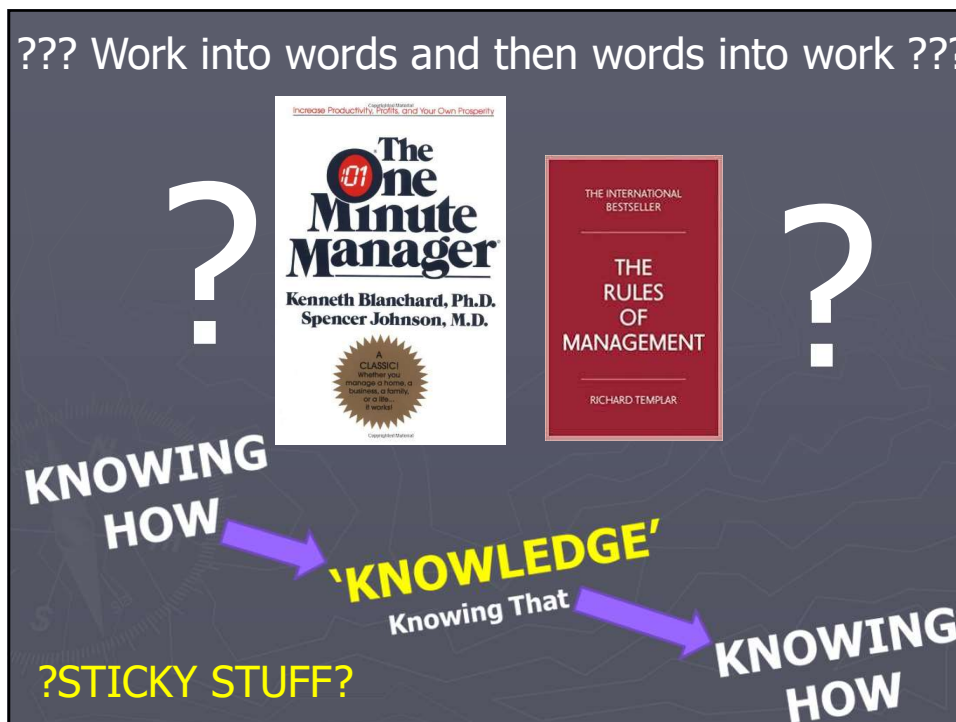


The Dealers
The Consultants









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

KNOWING HOW

'KNOWLEDGE'
Knowing That

KNOWING HOW

PRINCIPLES - CAPSTONE REFLECTION NEXT SUMMER
- INDIVIDUAL - BIG CREDITS

?STICKY STUFF?

THE HOW

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

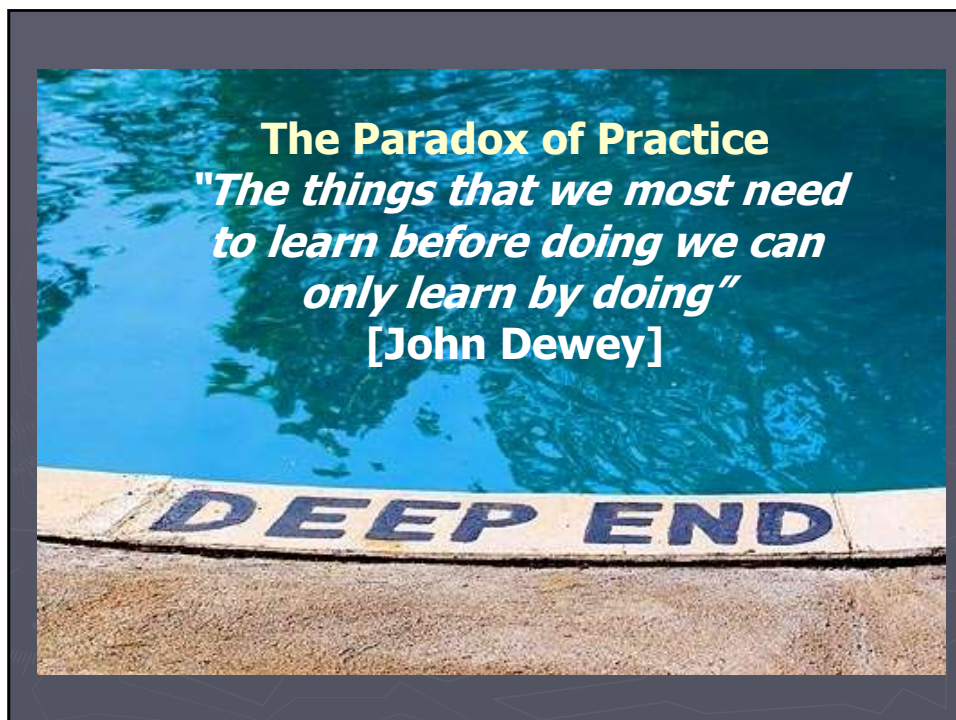
What counts is how the chisel hits the rock



Knowing HOW

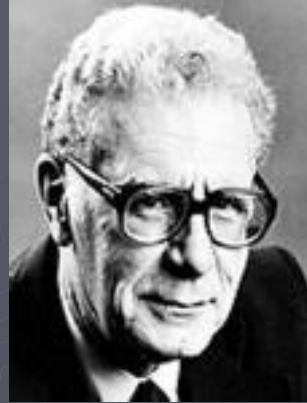






Becoming a Lancaster MBA

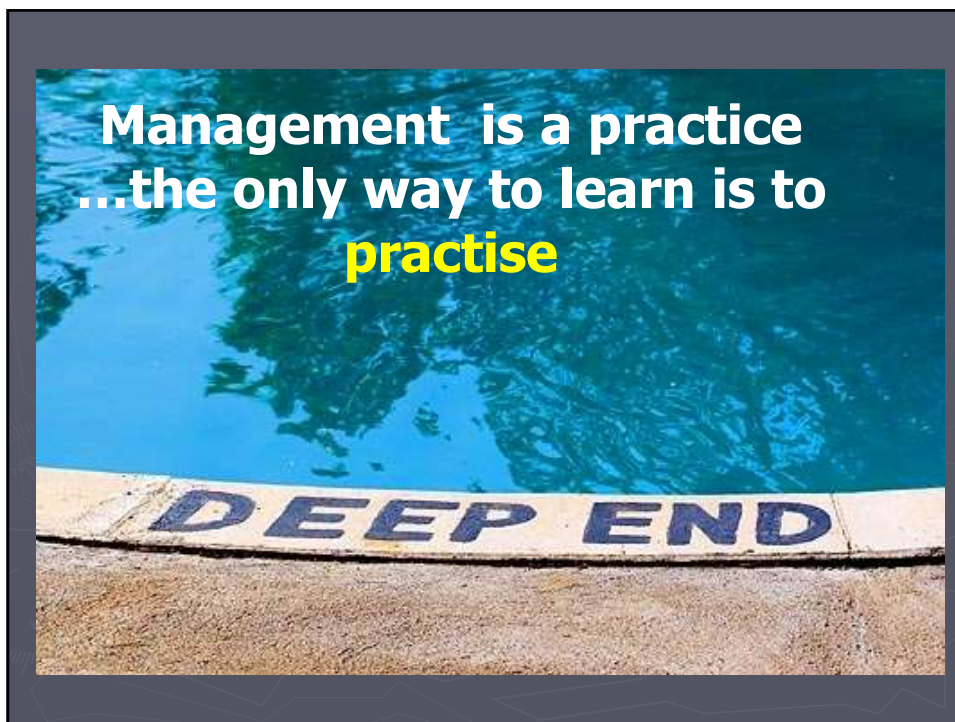
- ▶ Russell Ackoff
 - a founding father of management education.
- ▶ Some time ago when asked **“What have been the major contributions of business education?”**, he replied:



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***





IF YOU CANNOT COACH YOU CANNOT MANAGE

LEARN TO COACH & TO BE COACHED

The Intellectualist-Epistemic Fallacy






Sailing

LEARNING PROCESS

Navigating



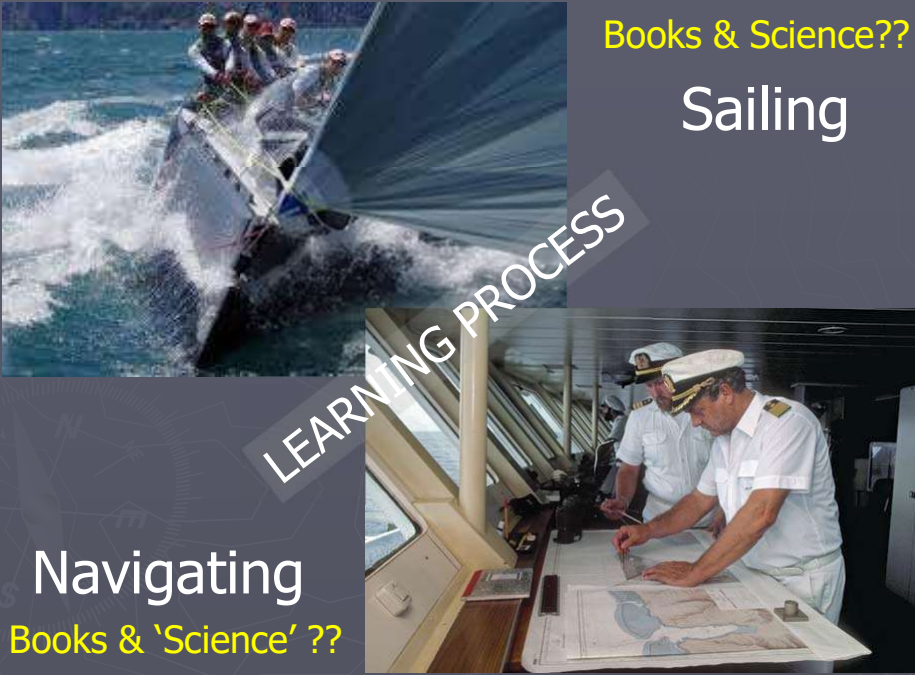
Classroom??

Sailing

LEARNING PROCESS

Navigating

Classroom??



Books & Science??

Sailing

LEARNING PROCESS

Navigating

Books & 'Science' ??



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

Sailing

Navigating

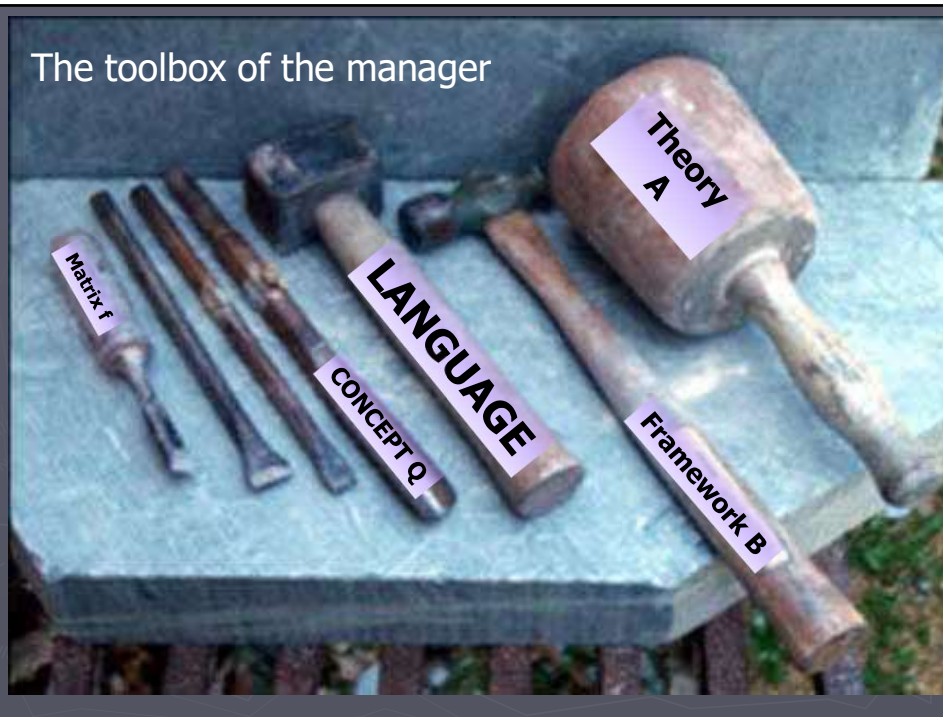
MINDFUL MANAGER & THE MODULES

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]

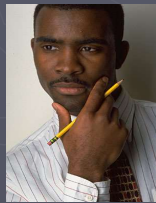
**AND WE WILL TEACH YOU MANY LANGUAGES
BUT REMEMBER.....**

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
not in the
hammer*



*It is in the
hammering*

.....

.....

The slide features a dark grey background with a faint grid pattern. In the top left, there is a small image of Yoda. Below it, the text "Intellectualist Fallacy" is written in yellow, with a red checkmark to its right. In the center, a purple triangle contains a small image of Darth Vader. Below the triangle, the text "Epistemic Fallacy" is on the left and "Objectivist Fallacy" is on the right, both with red checkmarks. To the right of the triangle is a large white speech bubble with a purple outline containing the text: "Feel the darkside in you, you must.... mindful of the Objectivist, the Epistemic and Intellectualist Fallacies you are becoming?!"

Session 3 close?

Becoming a Mindful Manager



True wisdom lies in one's
confession about the limits of
one's knowledge.

~ Socrates

AZ QUOTES

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 variety available in their toolboxes. They do not let their tools control them, but do not let their tools pick them!
- ▶ Do you - **The elegant-familiar** even more
- ▶ or do you let the tools pick you!? - **Beware the scientific!**

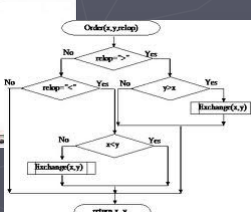
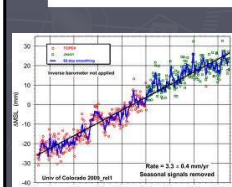
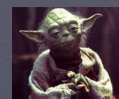
The work is not in the hammer but in the hammering



Becoming a Mindful Manager



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



$$A = \begin{bmatrix} 1 & 1 & 1 & 1 \\ 4\sqrt{2} & 2\sqrt{2} & 2\sqrt{2} & 4\sqrt{2} \end{bmatrix}, \quad h = \begin{bmatrix} 1 & 1 & 1 & 1 \\ 2\sqrt{2} & \sqrt{2} & \sqrt{2} & 2\sqrt{2} \end{bmatrix}$$

$$A^{-1} = \begin{bmatrix} 1 & 0 & 0 & 0 \\ 0 & 1 & 0 & 0 \\ 0 & 0 & 1 & 0 \\ -1 & 0 & 0 & 1 \end{bmatrix}, \quad A^{-1}h = \begin{bmatrix} 1 & 1 & 1 & 1 \\ 2\sqrt{2} & \sqrt{2} & \sqrt{2} & 2\sqrt{2} \\ 0 & 0 & 0 & 0 \\ -1 & 0 & 0 & 1 \end{bmatrix}$$

$$A^{-1}h = \begin{bmatrix} 1 & 1 & 1 & 1 \\ 2\sqrt{2} & \sqrt{2} & \sqrt{2} & 2\sqrt{2} \\ 0 & 0 & 0 & 0 \\ -1 & 0 & 0 & 1 \end{bmatrix} \Rightarrow \begin{bmatrix} 1 & 1 & 1 & 1 \\ 0 & 0 & 0 & 0 \\ 0 & 0 & 0 & 0 \\ 0 & 0 & 0 & 0 \end{bmatrix}$$

EPISTEME is only one of three Aristotelian 'knowledges' informing the second in the physical sciences – the **EPISTEMIC** – called **PHRONESIS** and the management of the third form of knowledge – **PHRONESIS** - Practical wisdom

Another choice!

ANOTHER JUDGEMENT !

Becoming a Mindful Manager

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

Becoming a Mindful Manager

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

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

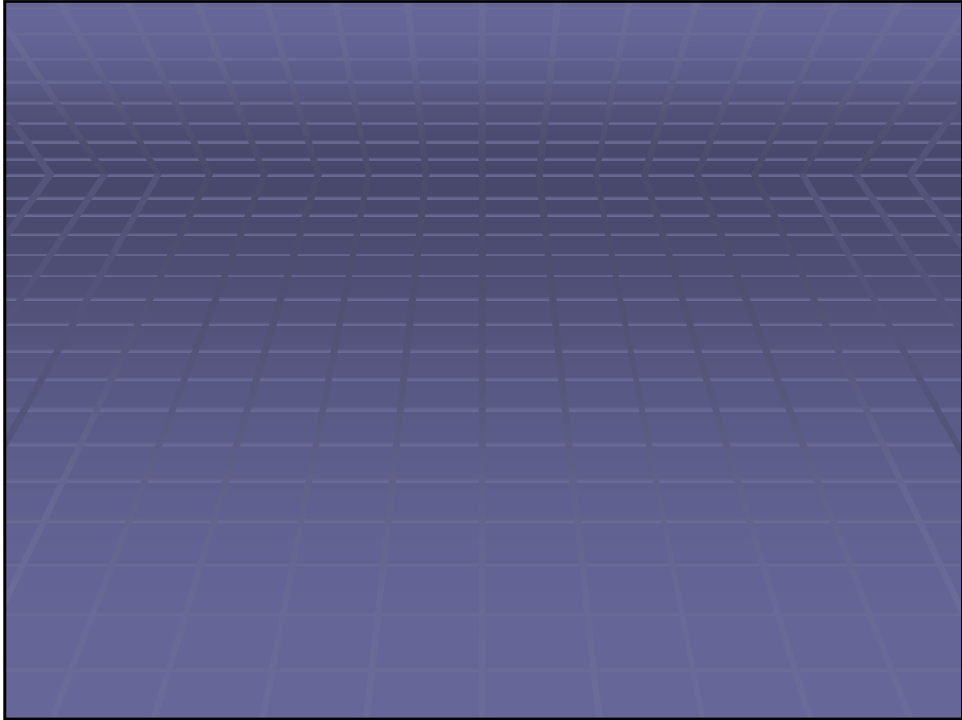

The work is not in the hammer but in the hammering




EPISTEME is only one of the three Aristotelian 'knowledges' that inform the second form of knowledge in the physical science domain: the **EPISTEMIC DELTA**. It is called so because it is on the margin of the social sciences. The third form of knowledge is **PHRONESIS** - Practical wisdom

**Choose the tools
Don't let the tools choose you**

ANOTHER JUDGEMENT !



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?

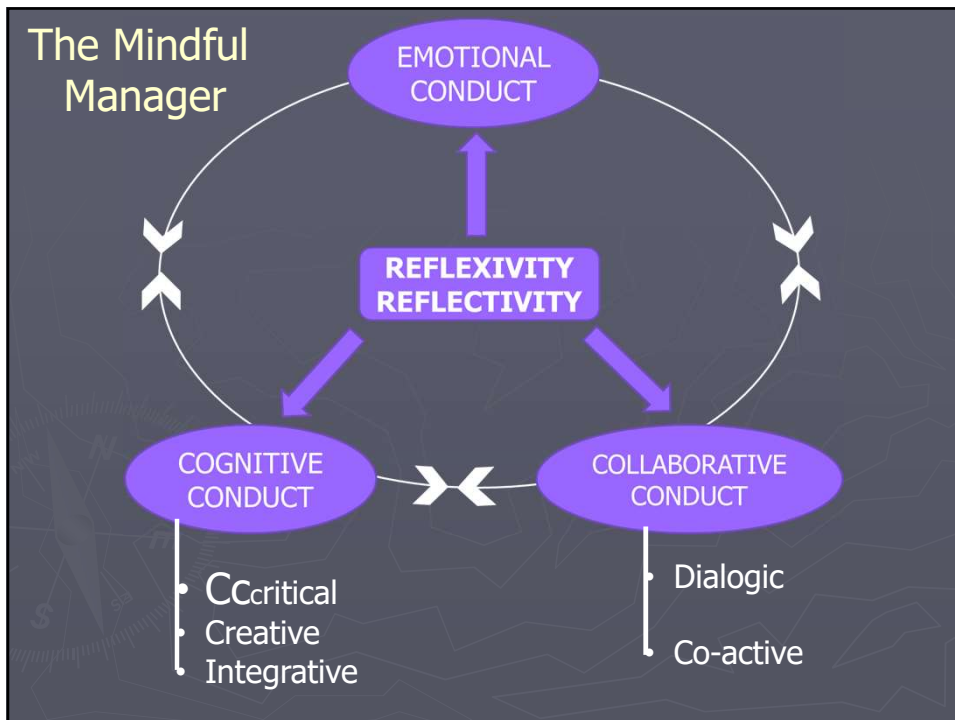
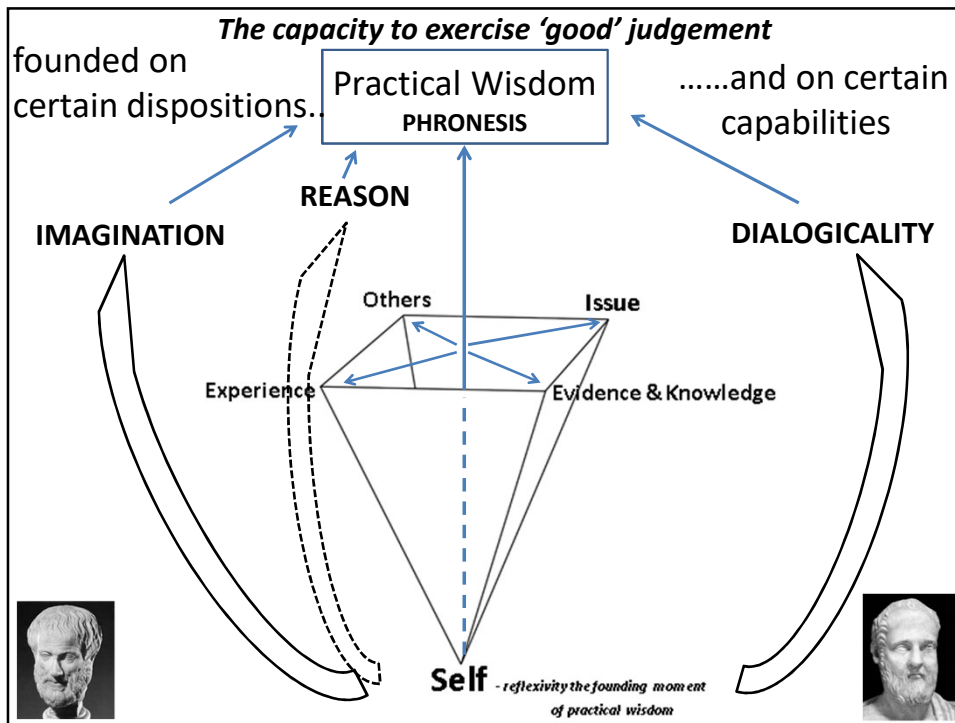
▶ Revision classes & Q & A

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

I will work with you on 3 questions – one of which will be the compulsory question



A Short Meditation

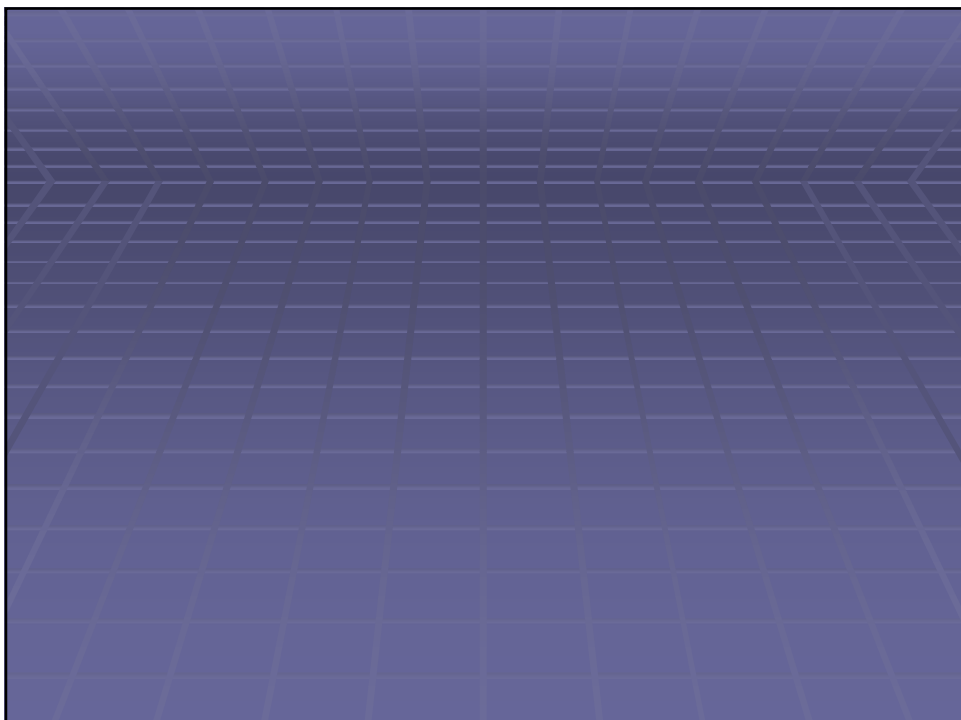
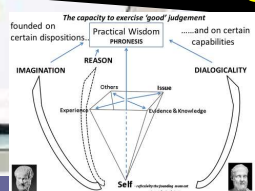


NOT LEAPING TO INTERPRETATION

SEEKING A 'NAKED' RECEPTIVITY

RESISTING THE PULL OF PREJUDICE

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





The Milieu of Managing & 'Strategizing'

- Wicked and ridden with paradox

The calm of the textbooks



– the strategy ones in particular!

The calm of the textbooks

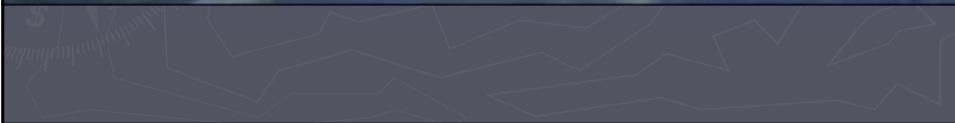
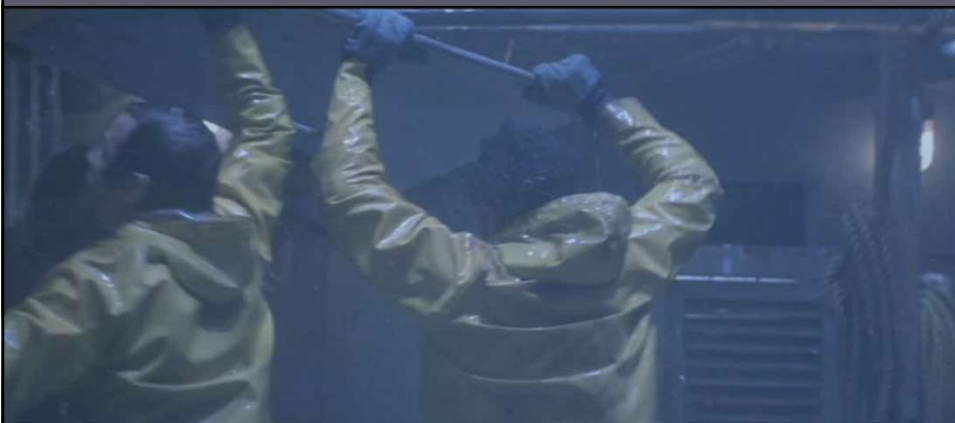


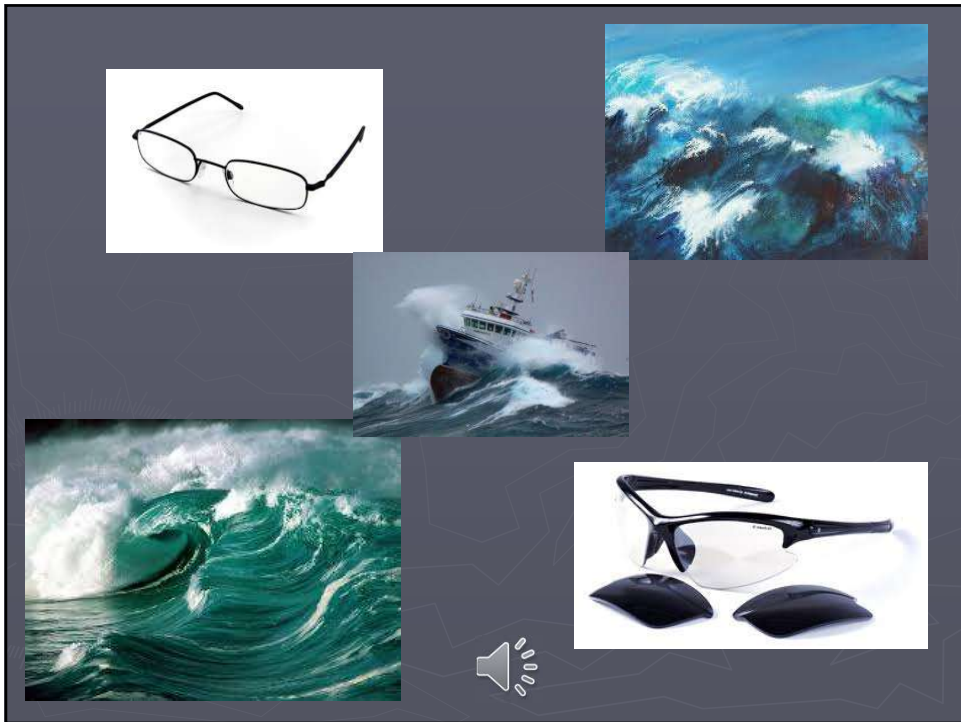
– the strategy ones in particular!

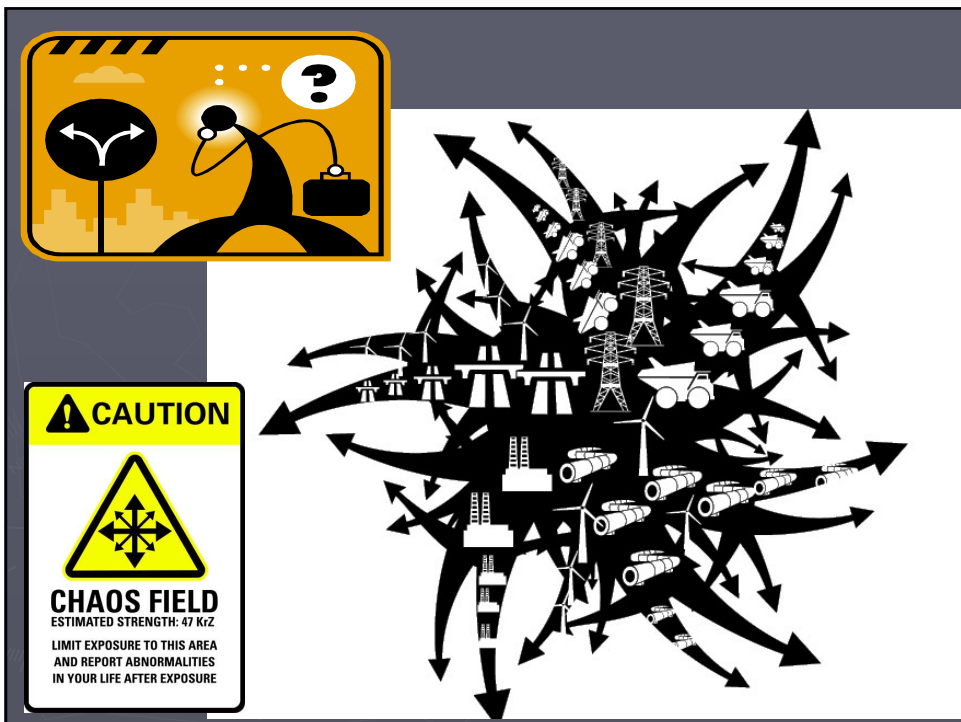
The Storm beneath the apparent calm



The Storm beneath the apparent calm









The Mindful Manager

- ▶ A Mindful Manager does not wish to be... but
 - **engages** with the world as it is - not how he/she may wish it to be...
See through *they-one* you must be...
Reflexive you must be... as it is'
- contends/deals with 'the world as it is'
- ▶ and is at peace in her/his peace-free condition

There is no solid ground on which to stand

'the world as it is'

All is temporary

Nothing is ever satisfactory

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**

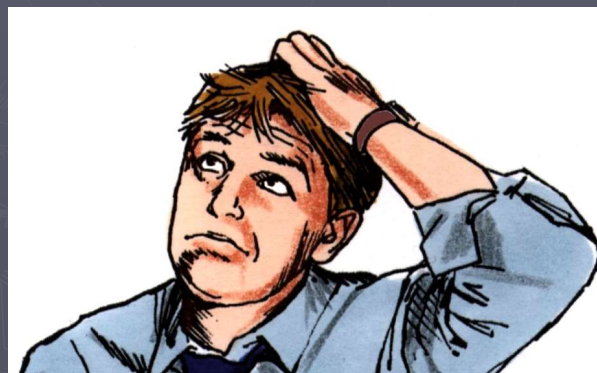
- complexity
- ambiguity
- uncertainty
- volatility
- futurity





Equivocality

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



Equivocality

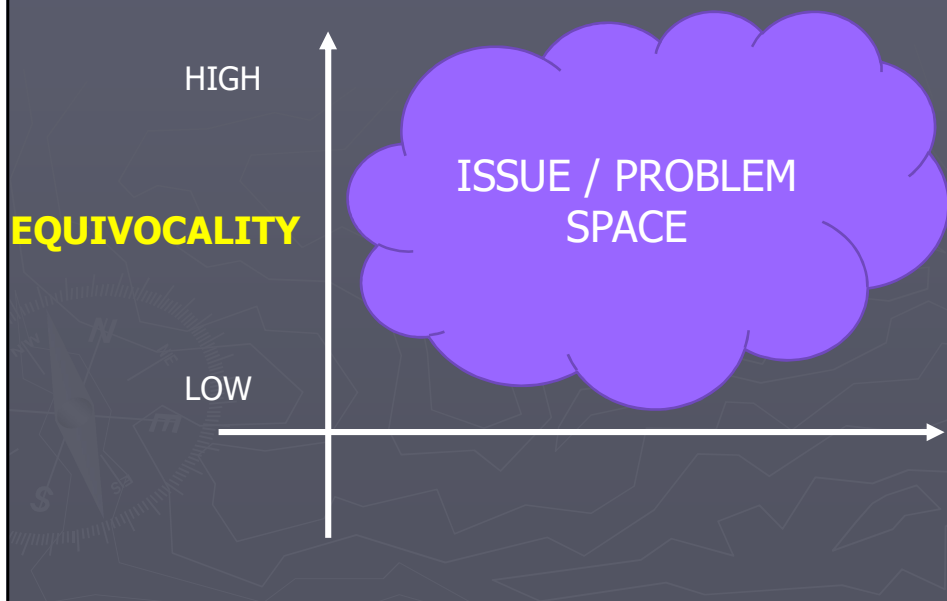
- ▶ The problem is **confusion** not ignorance

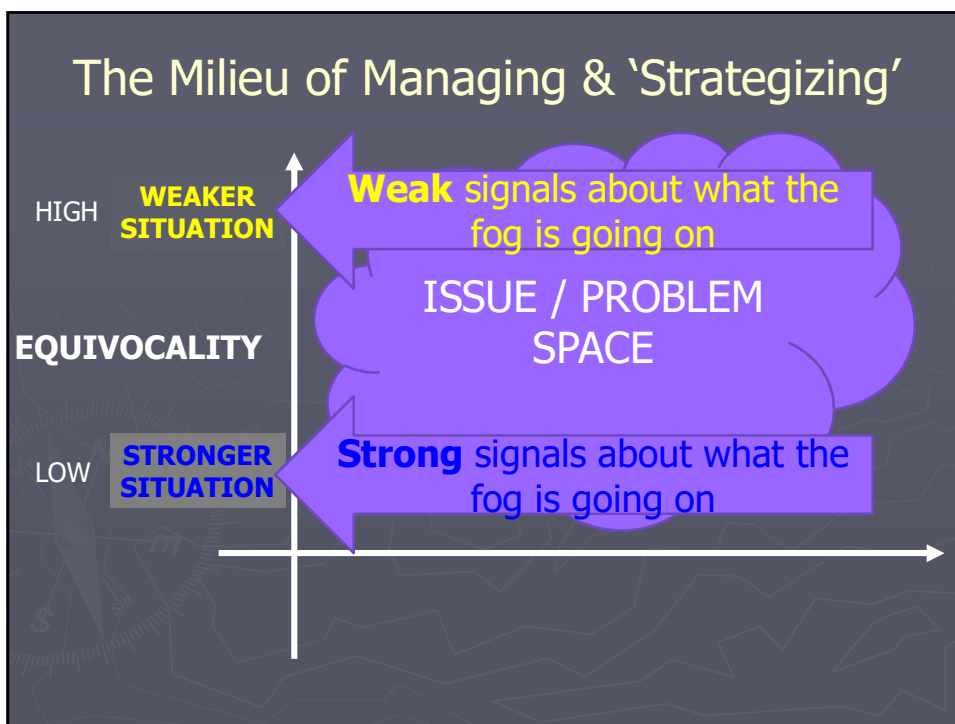
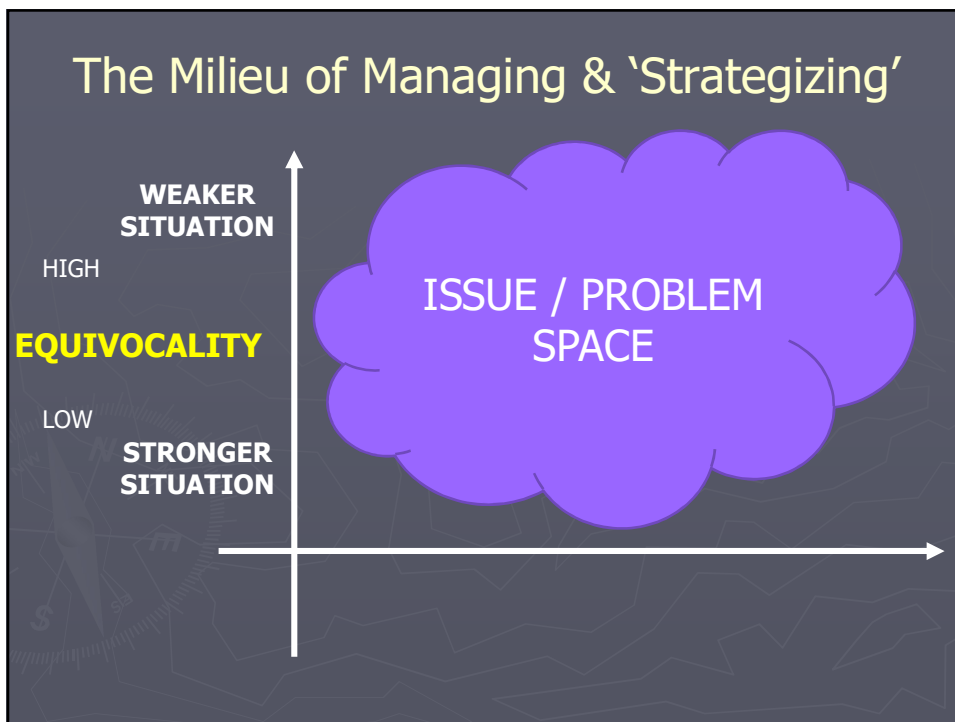
Puzzled we are!



- ▶ We don't know what to make of what is seemingly going on

The Milieu of Managing & 'Strategizing'





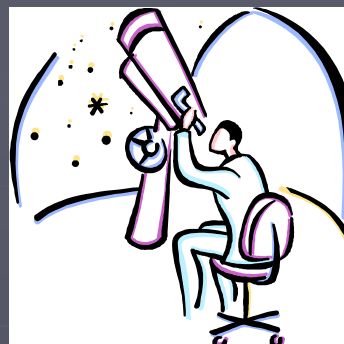
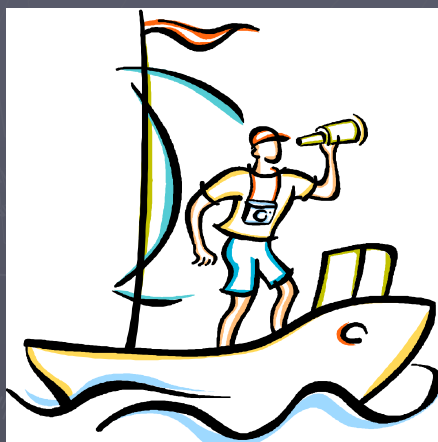
The Milieu of Managing & 'Strategizing' - Weak Situations -

- ▶ **Weak situations** are situations of extreme equivocality: not simply driven by a lack of information, but situations of fundamental indeterminacy

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

- ▶ ..and REMEMBER.....

'there are no innocent interpretations'



'there is no such thing as a view from NOWHERE'


Be mindful of the 'objectivist fallacy'

NOW! Let's JUST be objective about this

'there is no such thing as a view from NOWHERE'

IN THIS SENSE ALL SITUATIONS ARE WEAK

JUST SOME ARE WEAKER THAN OTHERS



The illustration shows a person in a blue shirt and shorts standing on a yellow boat with a blue sail. The boat is labeled 'SOMEWHERE' on its side. The person is holding a telescope to their eye. Above the person are three purple circles of varying sizes, representing a thought bubble. The background is a dark grey with a faint, repeating pattern of the word 'SOMEWHERE'.

Be mindful of the 'objectivist fallacy'

The reality is.....

'there is no such thing as a view from NOWHERE'

IN THIS SENSE ALL SITUATIONS ARE WEAK

JUST SOME ARE WEAKER THAN OTHERS



The illustration is identical to the one in the first slide, showing a person on a boat labeled 'SOMEWHERE' looking through a telescope. The thought bubble above the person contains the text 'The reality is.....'. The background is a dark grey with a faint, repeating pattern of the word 'SOMEWHERE'.

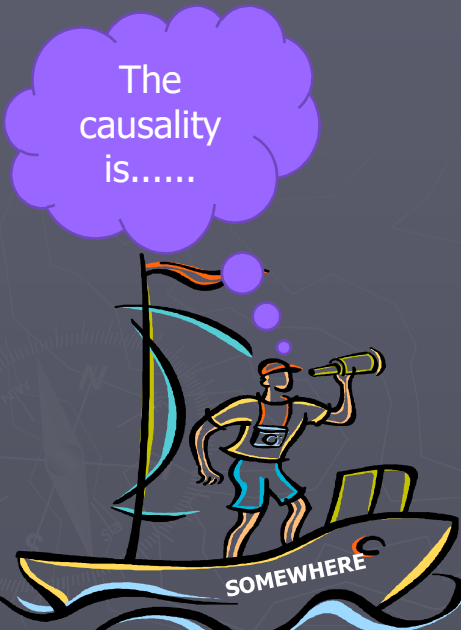
Be mindful of the 'objectivist fallacy'

The causality is.....

Why, why why why why why, why ??? - Ad infinitum

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'

Why, why why why why why ???

Paradox of Evidence

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

USE ALL
SINS ARE
AK

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

ME ARE
WEAKER ...AN OTHERS

SOMEWHERE

The Milieu of Managing & 'Strategizing'

WEAK SITUATION

STRONG SITUATION

EQUIVOCALITY

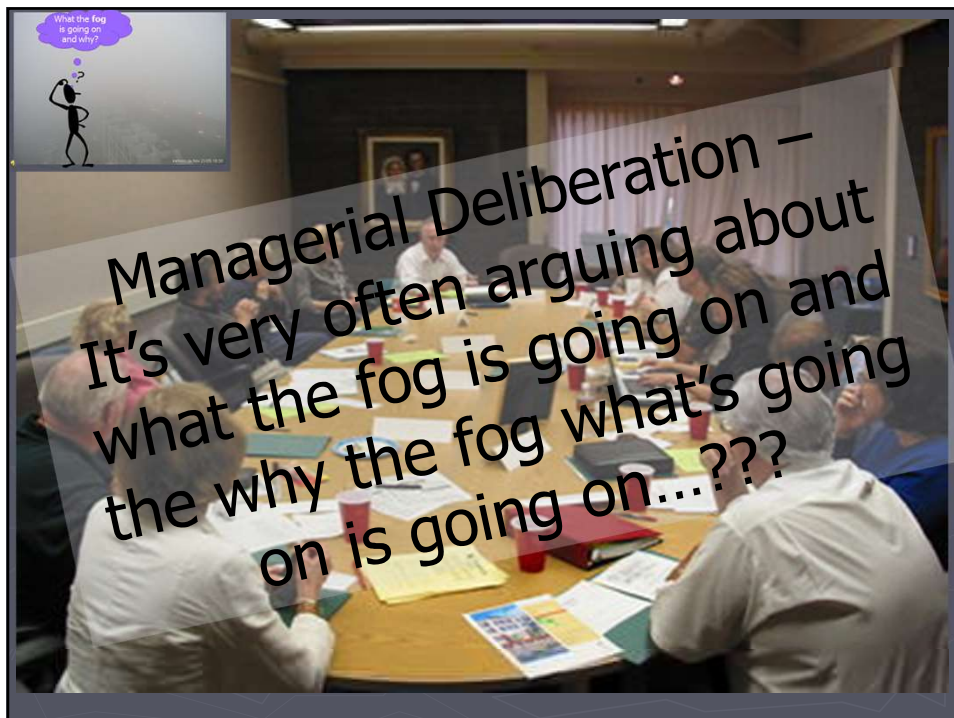
ALL SITUATIONS ARE WEAK
SOME ARE JUST WEAKER THAN OTHERS

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



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

there is no such thing as a view from NOWHERE

CAUSAL EQUIVOCALITY

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?

there is no such thing as a view from NOWHERE

CAUSAL EQUIVOCALITY

IN THIS EQUIVOCAL WORLD REFLEXIVE YOU MUST BE

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

-

Beware your prejudices

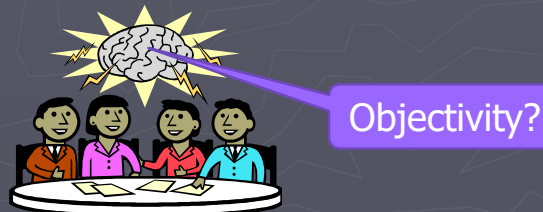
The One

The They

katkam.ca Nov 21/05 16:30

The Milieu of Managing & 'Strategizing'

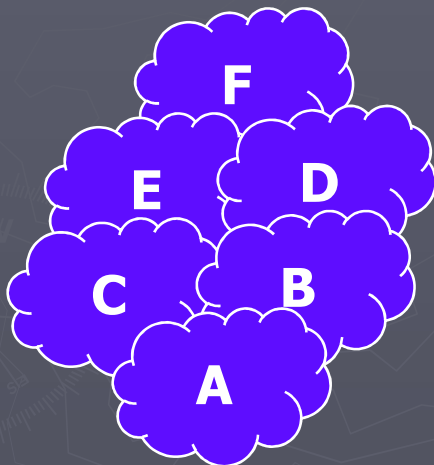
- ▶ Through their deliberations managers meld their multiple intra-subjective realities into an inter-subjective 'reality'
- ▶ The 'What is' & 'Why what is ... is'
- ▶ The array of 'assumptions' on which they will build their strategies, their means & ends.....



The Milieu of Managing & 'Strategizing'



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

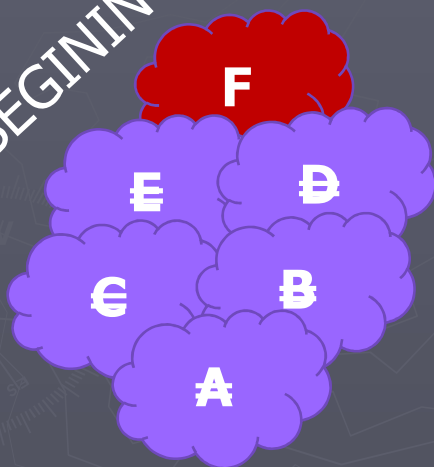


- ▶ Through their deliberations managers meld their multiple realities into an inter-subjective 'reality'
- ▶ The array of 'assumptions' on which we shall build
- ▶ The 'What is' & 'Why what is ... is'



Social Construction of Reality

BEGINNINGS



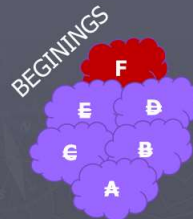
- ▶ Through their deliberations managers meld their multiple realities into an inter-subjective 'reality'
- ▶ The array of 'assumptions' on which we shall build
- ▶ The 'What is' & 'Why what is ... is'



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].

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'



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 **judgement** which in the longer run and on the whole, **we judge** expedient to believe

Lenney/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]



katkam.ca Nov 21/05 16:30





Mindful one must be of the clubs one carries!

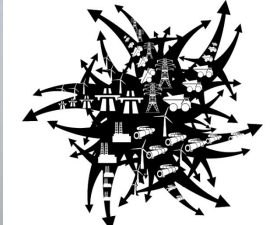
NO DOUBT ABOUT IT THIS IS THE WAY WE WANT TO GO.

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

Leading Mindfully

- ▶ Weak situations are situations of fundamental **indeterminacy** where

YOU
"*... we should pay much more attention to the **YOUR** role of leaders ...in the construction of contexts that legitimate their-intended or executed actions"*
[Grint 2005 p1472]






katkam.ca Nov 21/05 16:30

Leading Mindfully

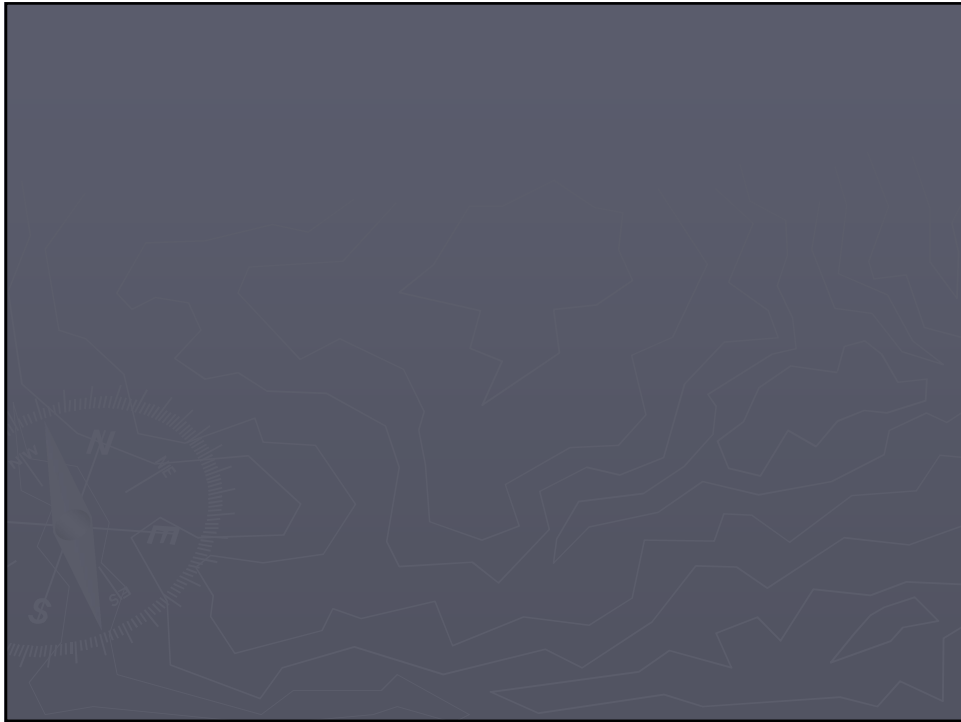
- ▶ Weak situations are situations of fundamental **indeterminacy** where

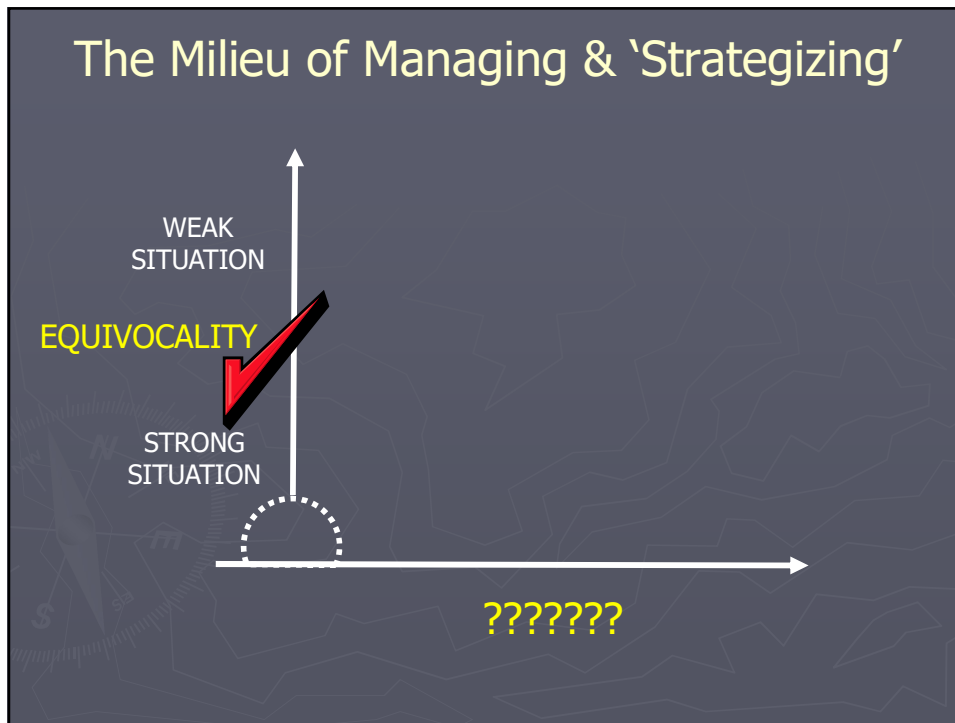
YOU
"*... we should pay more attention to the **YOUR** role of leaders ...in the construction of contexts that legitimate their-intended or executed actions"*
[Grint 2005 p1472]

katkam.ca Nov 21/05 16:30

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





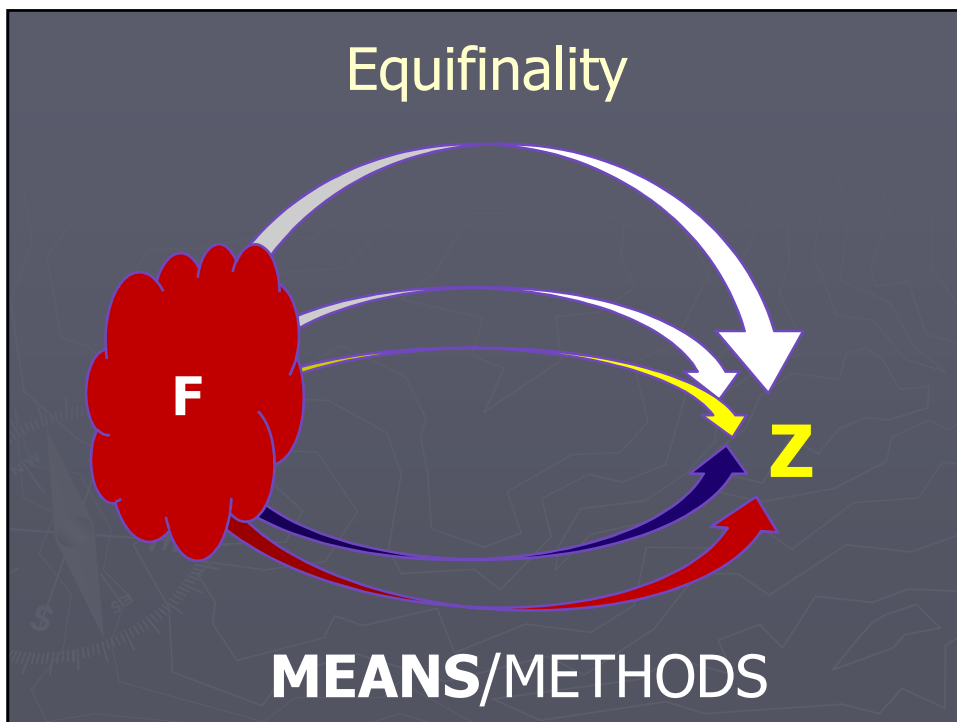
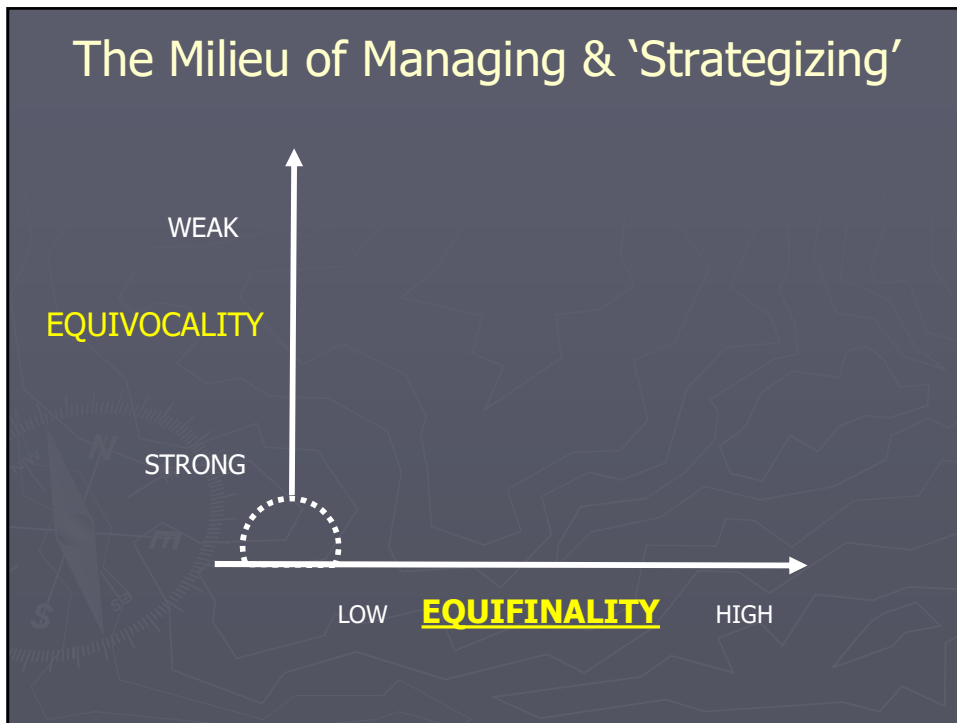
Disposition towards the issue to hand

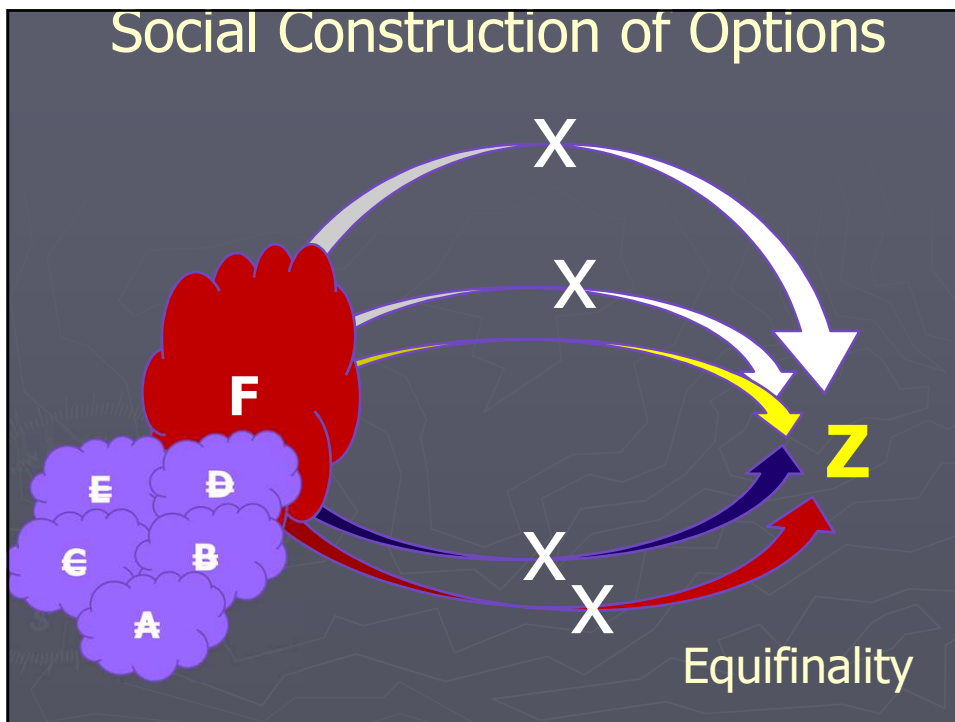
Managers **deliberate** to craft the degree of cognitive concordance as to

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

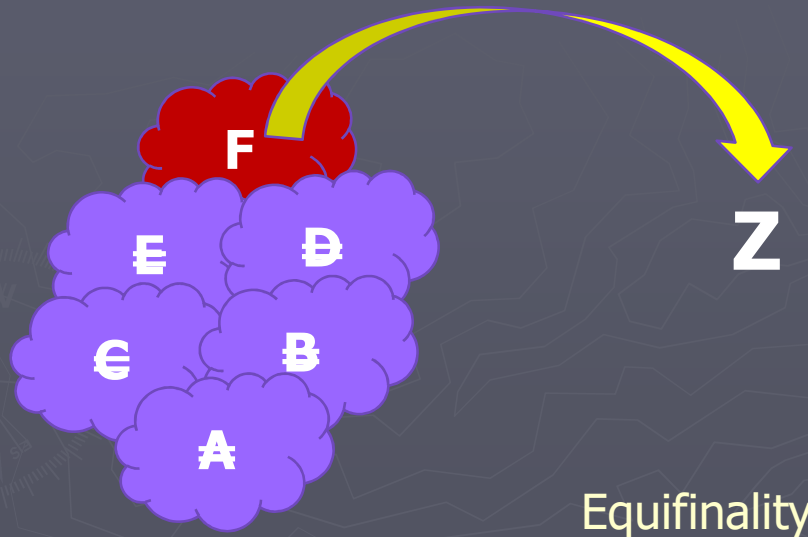
that they perceive as necessary for their collective action





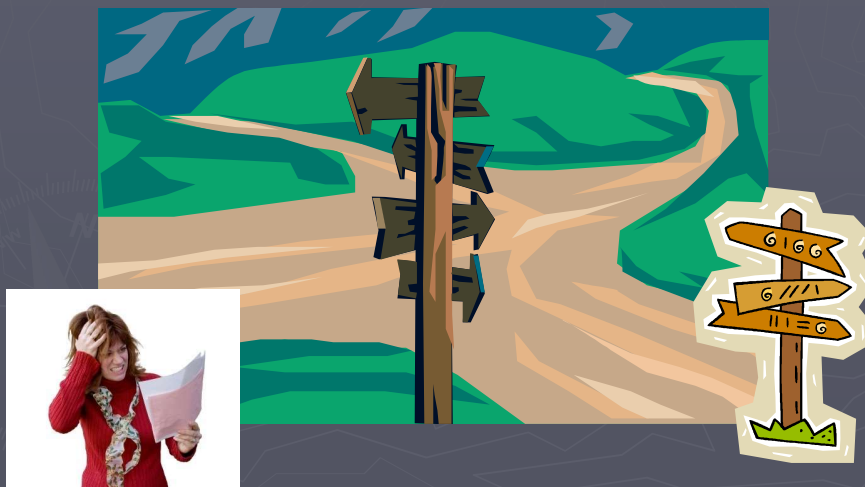


Social Construction of Options



EQUIFINALITY

► IS THERE EVER ONLY ONE WAY??



EQUIFINALITY

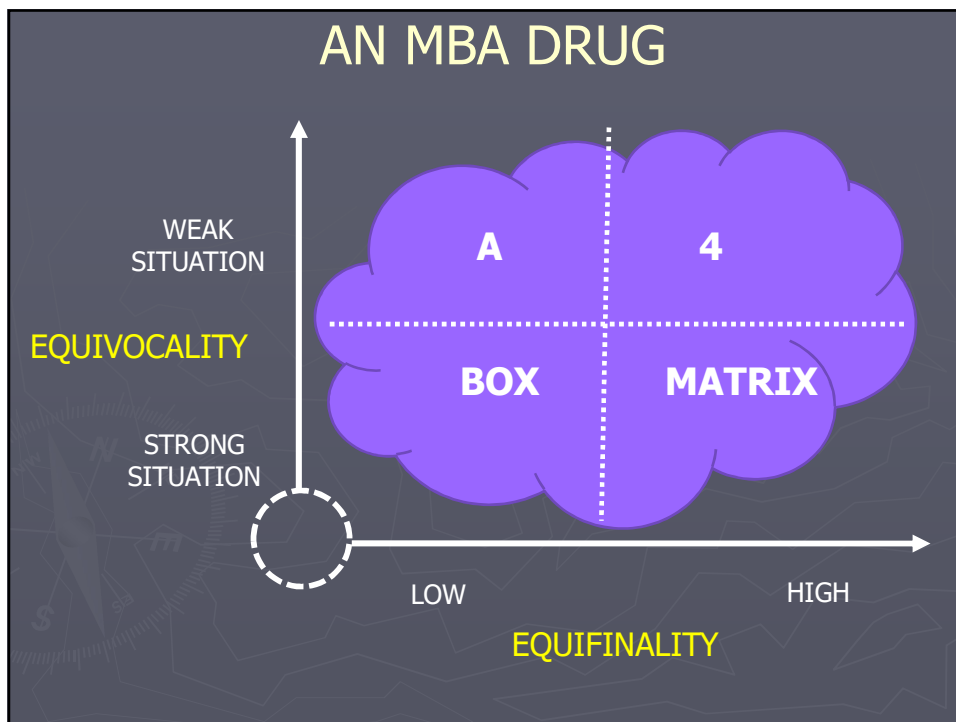
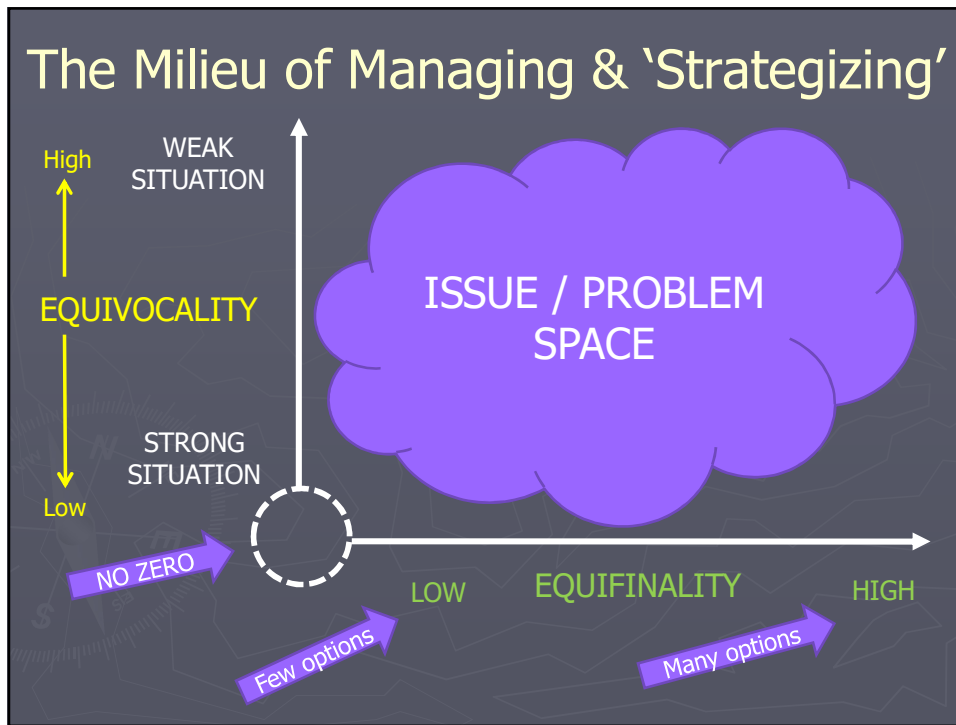
- ▶ IS THERE EVER ONLY ONE WAY??

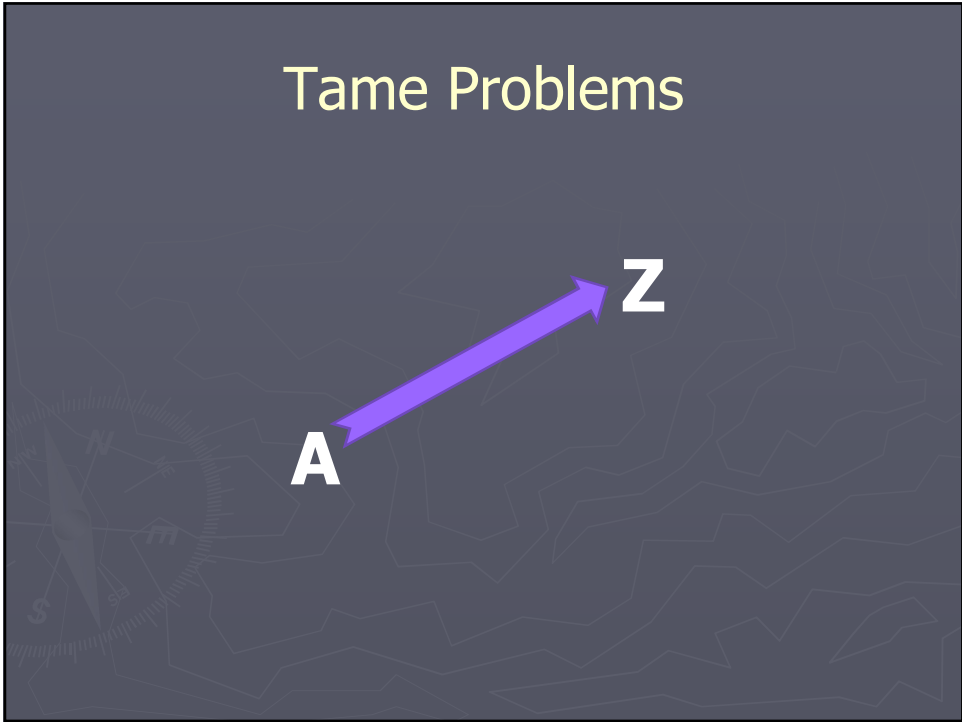
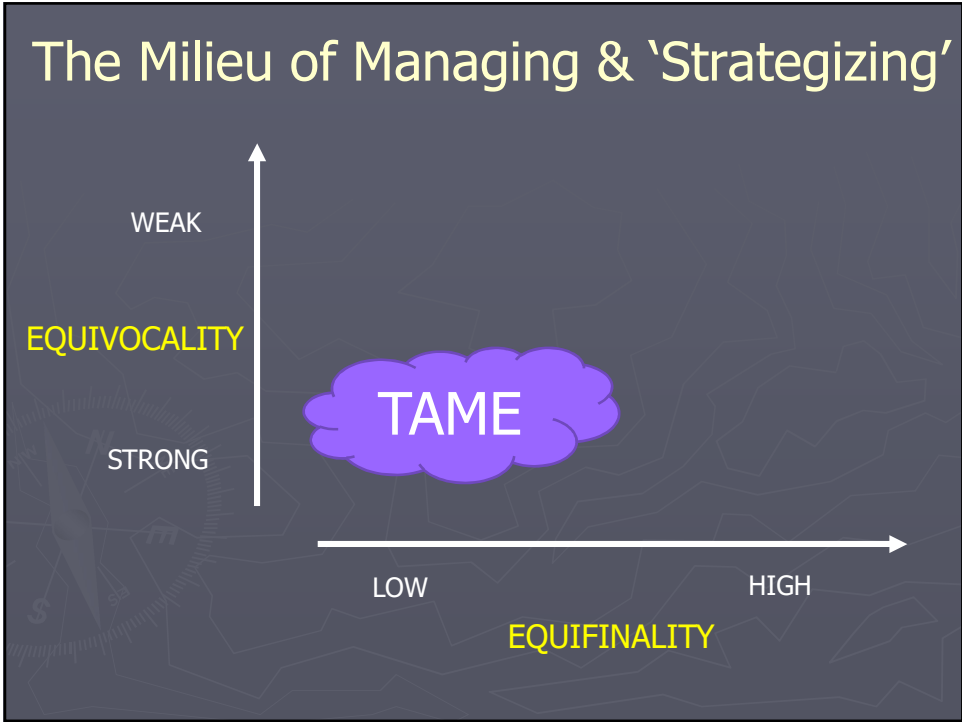


EQUIFINALITY

- ▶ IS THERE EVER ONLY ONE WAY??





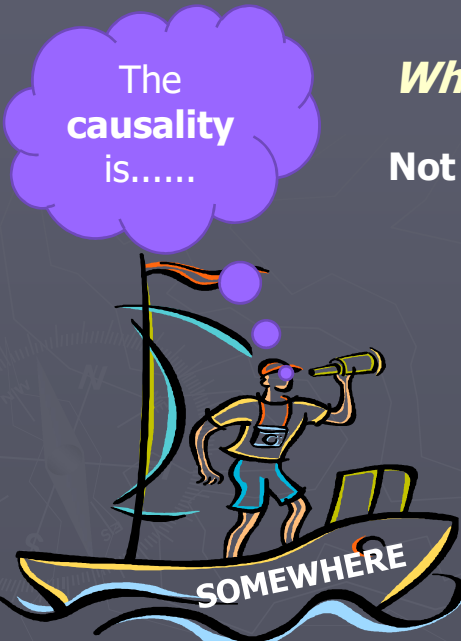


No such thing as a view from nowhere
Why, why why why

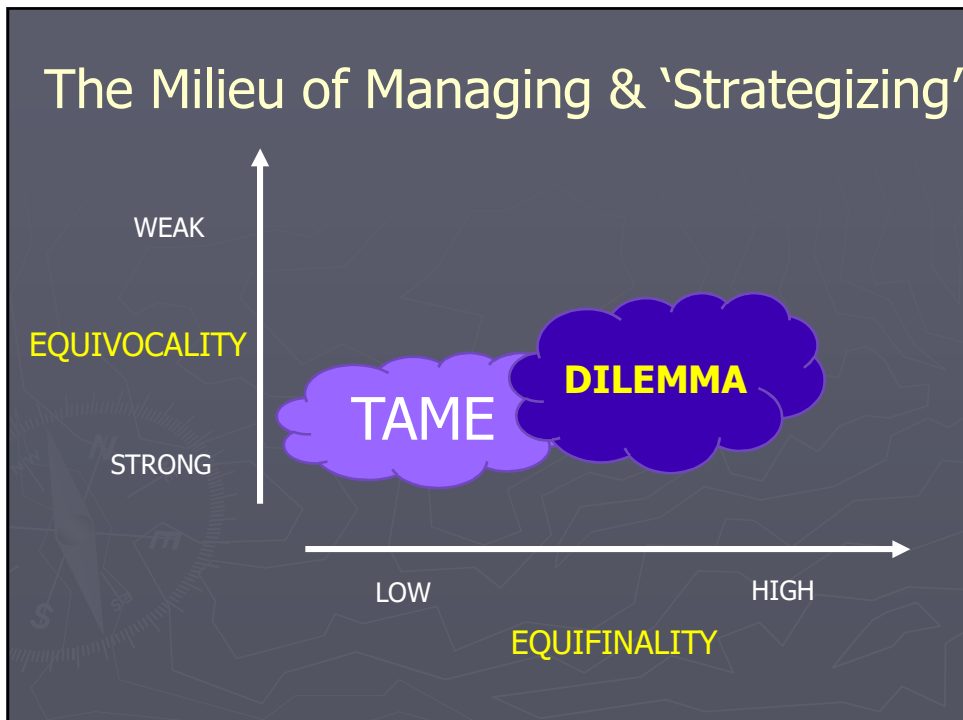
The causality is.....

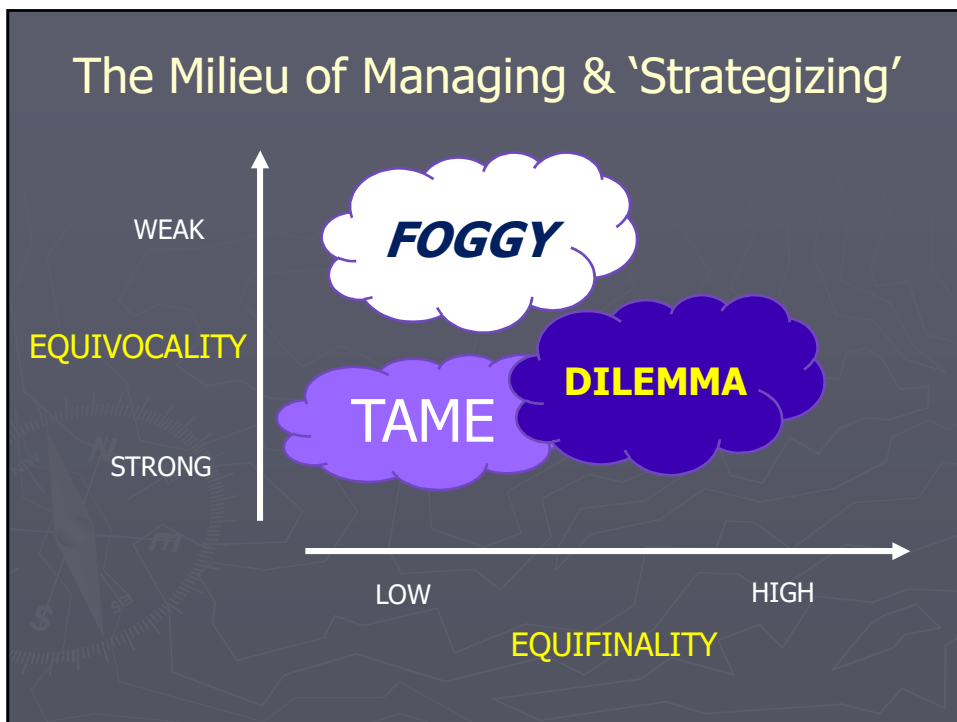
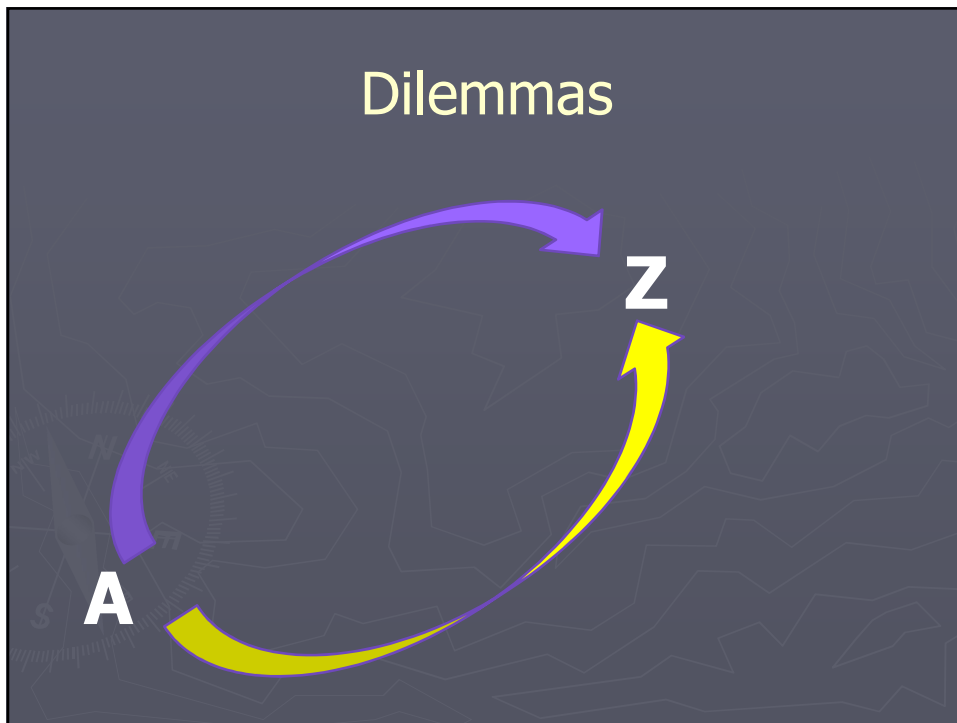
Not so tame the problem is.....

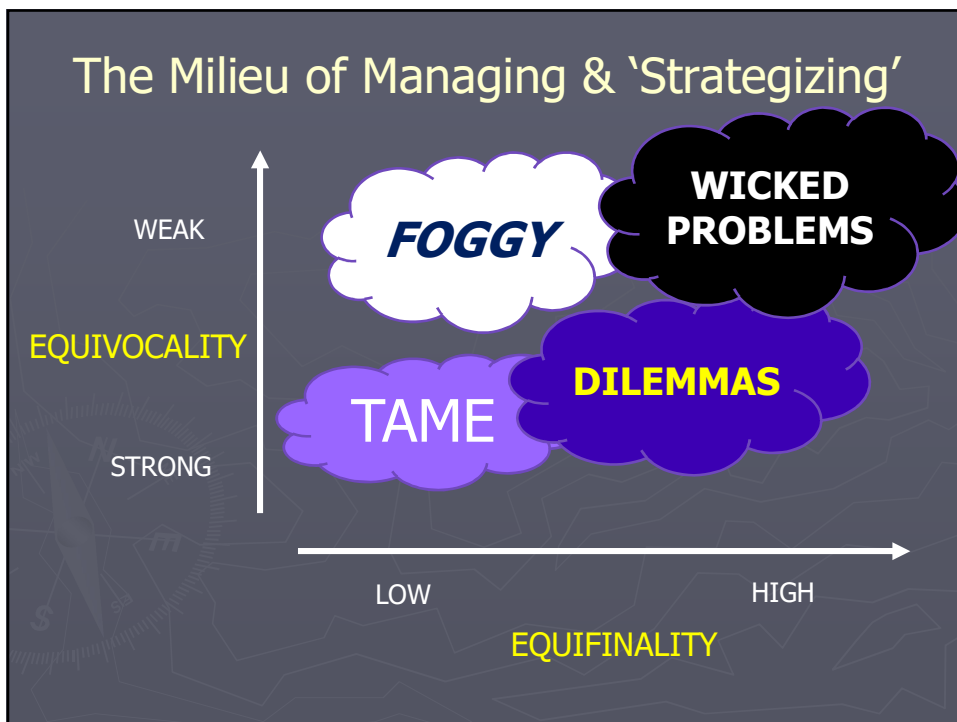
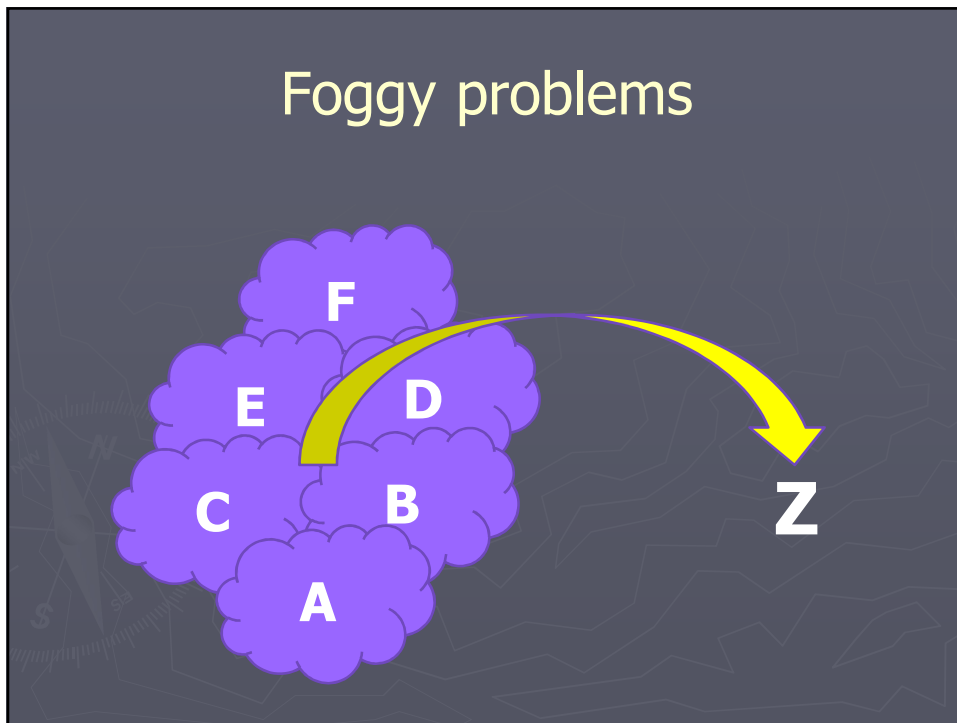
ALL SITUATIONS ARE WEAK
SOME ARE JUST WEAKER THAN OTHERS

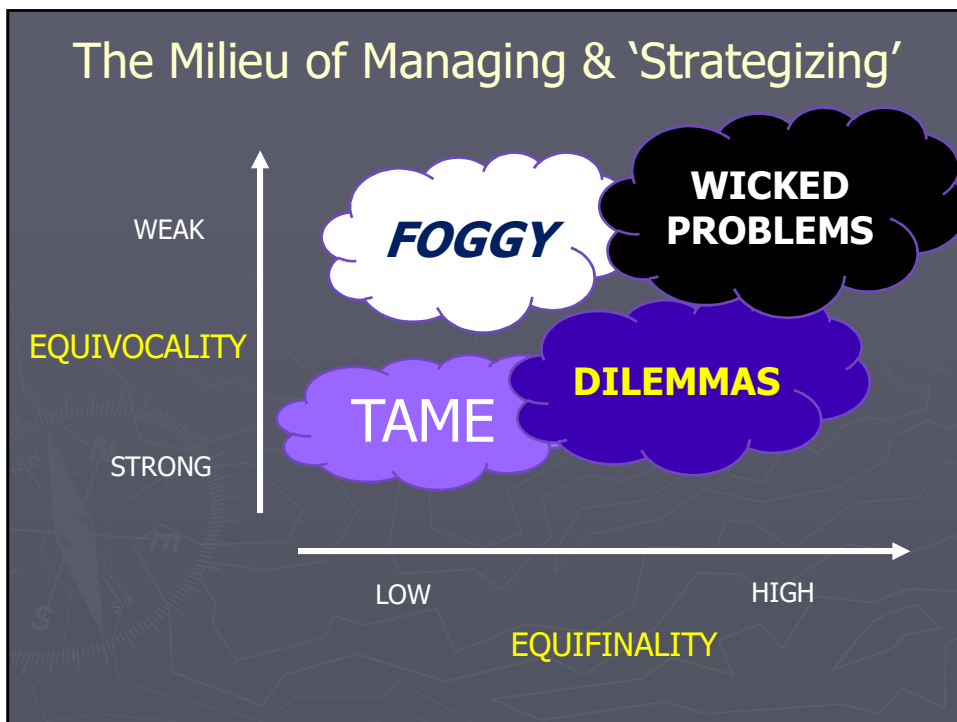
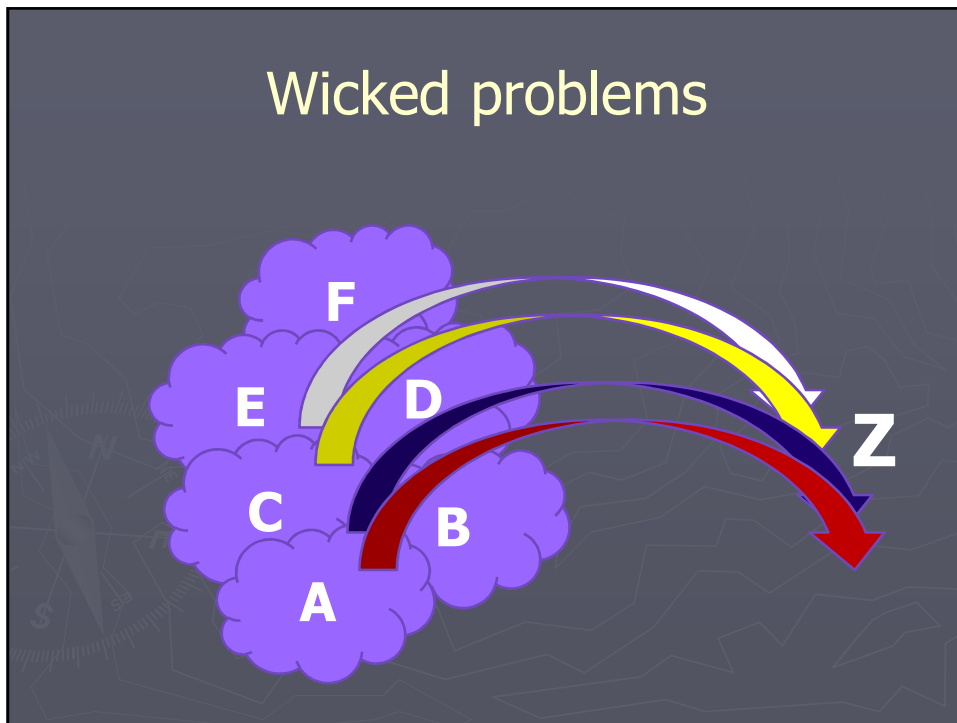


The illustration shows a person on a boat labeled 'SOMEWHERE' looking through a telescope. A thought bubble above them says 'The causality is.....'. The background is dark with faint geometric patterns.









But what of

Z

ENDS

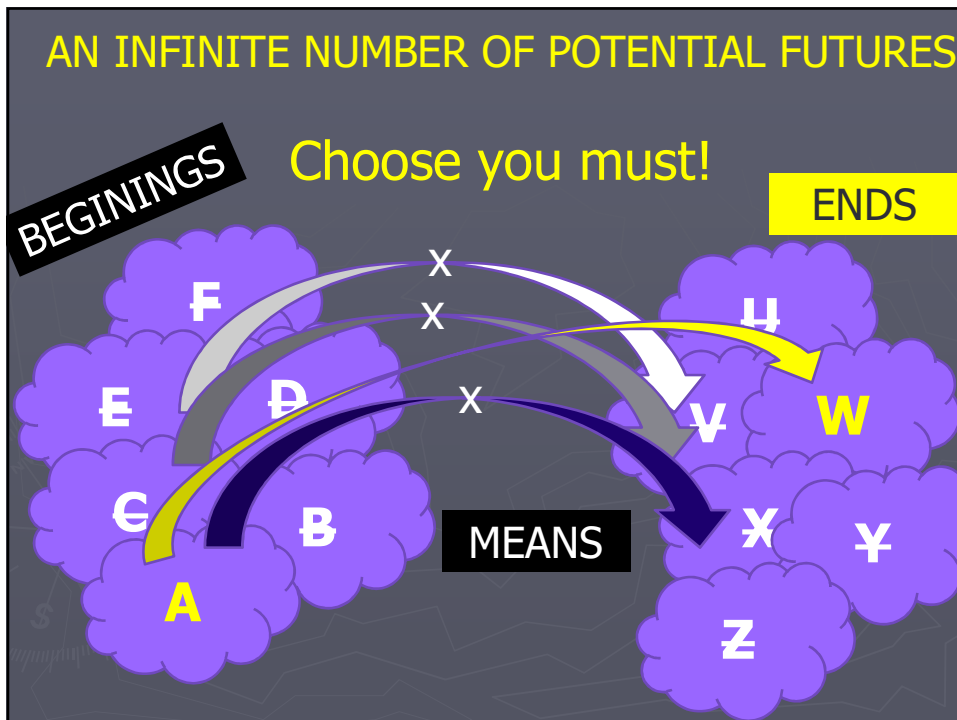
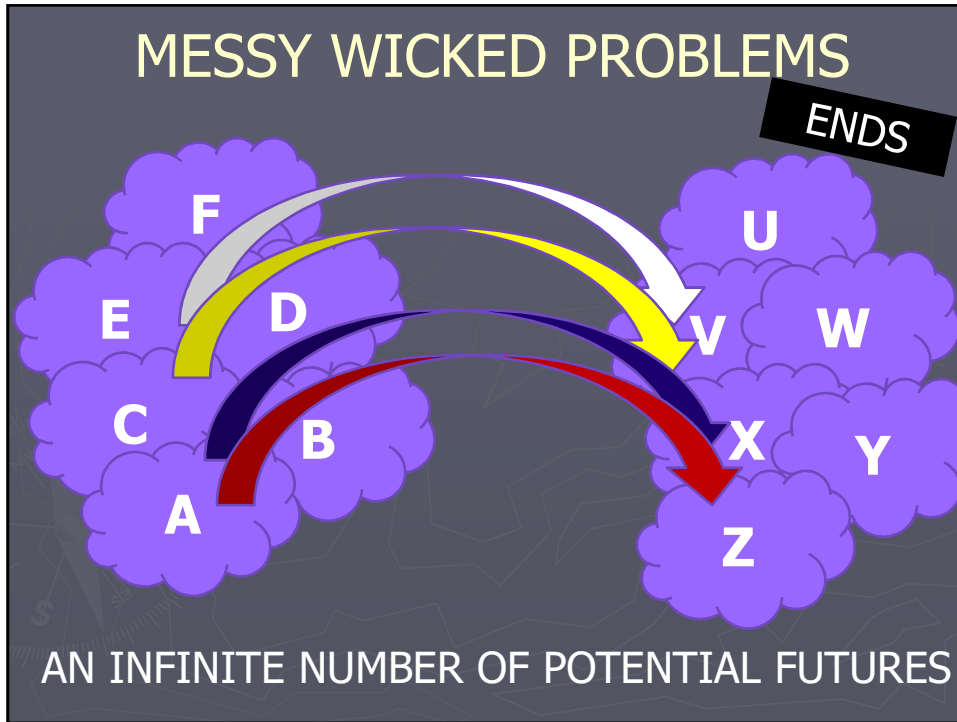
Disposition towards the issue to hand

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



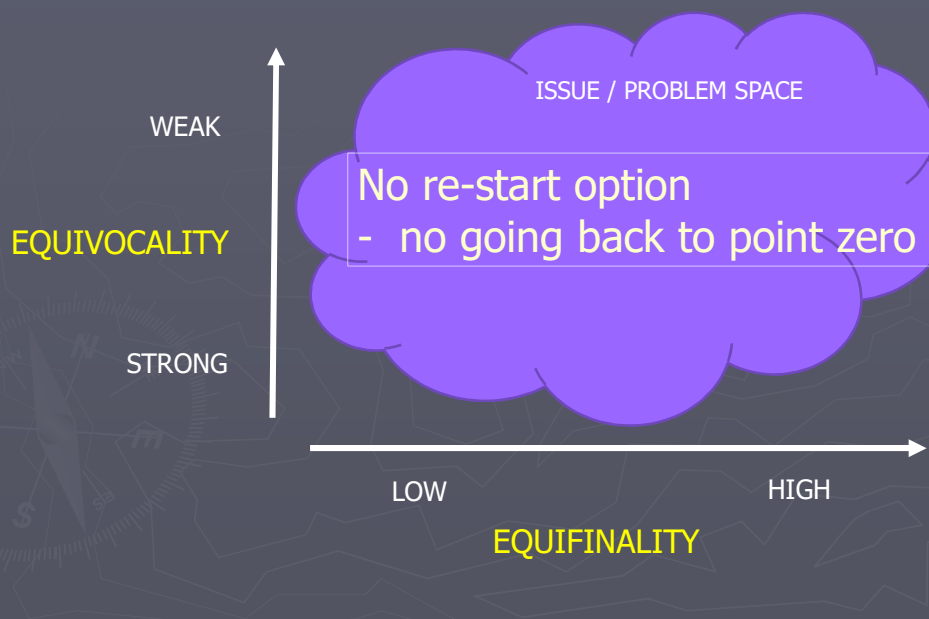
AN INFINITE NUMBER OF POTENTIAL FUTURES

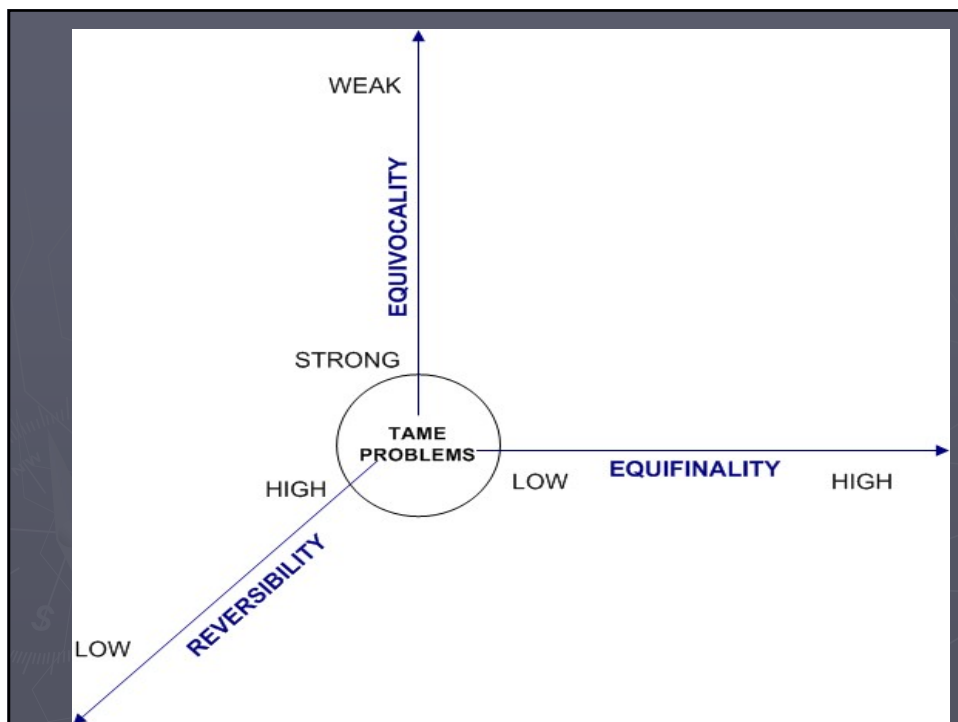
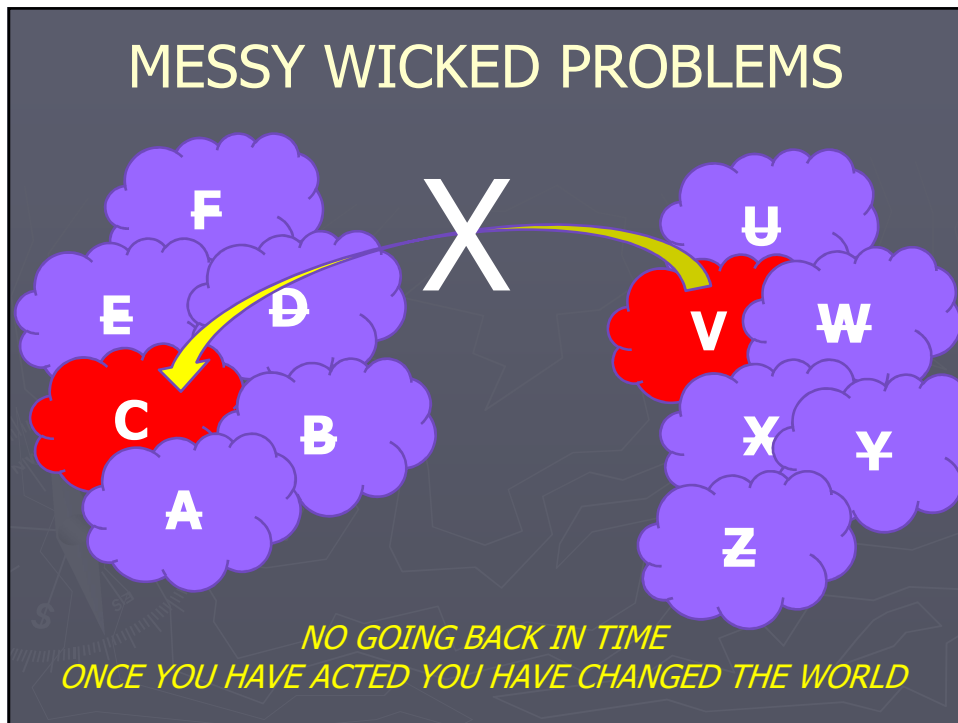


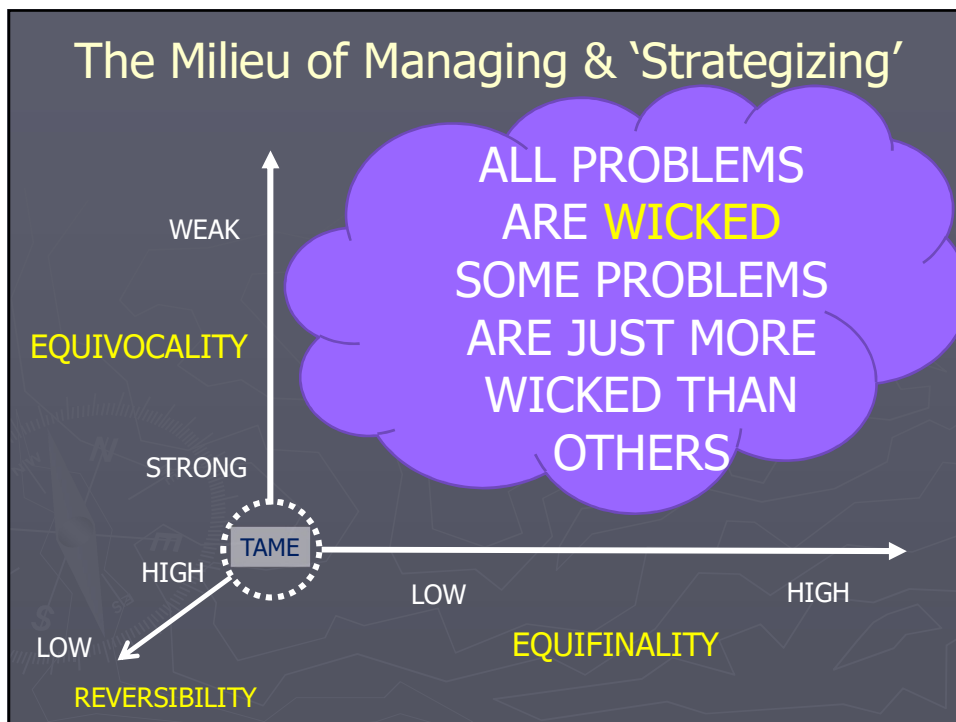
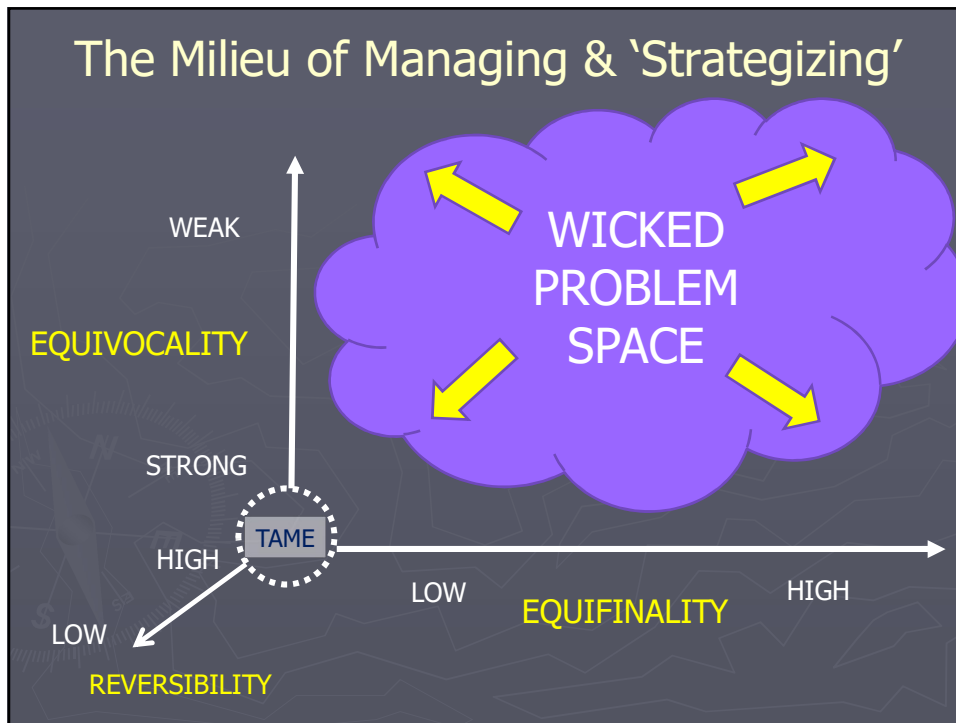
And it gets worse!

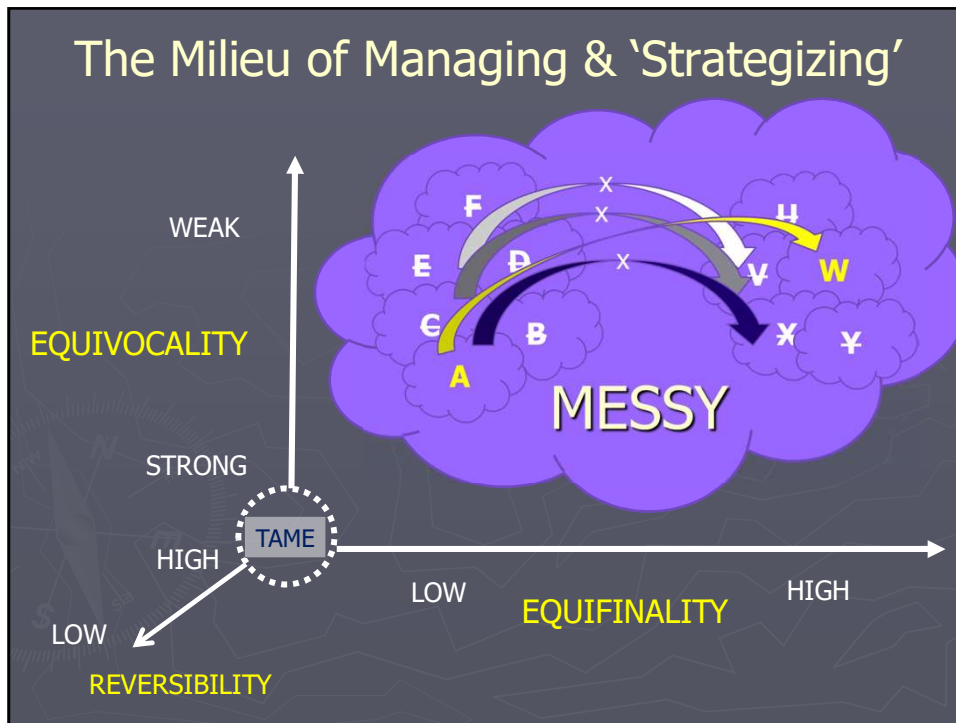
Disposition towards the issue to hand

The Milieu of Managing & 'Strategizing'







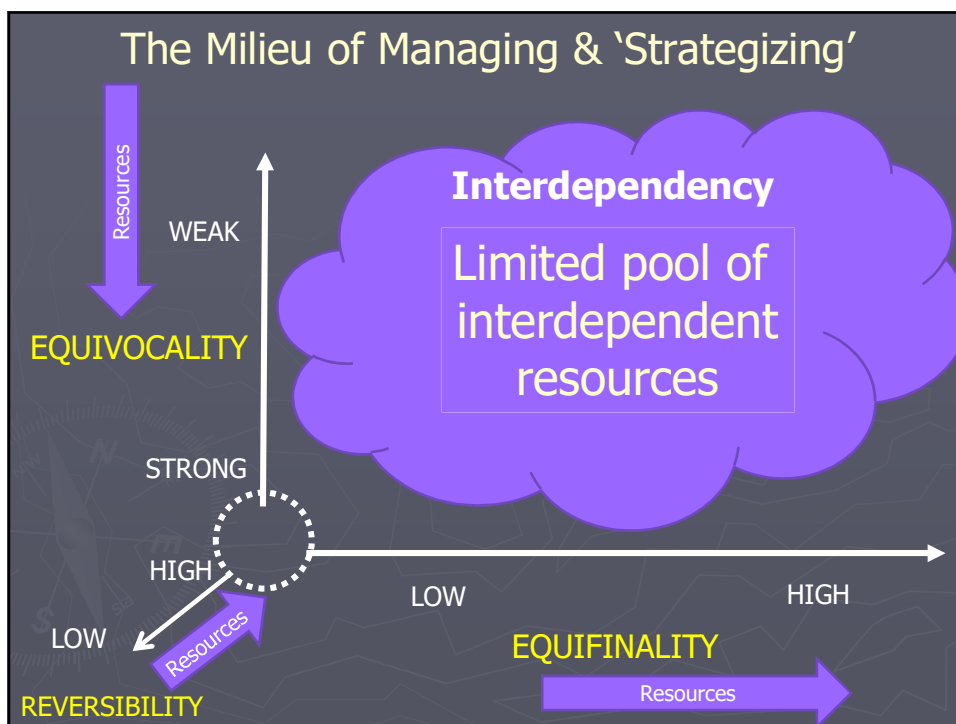
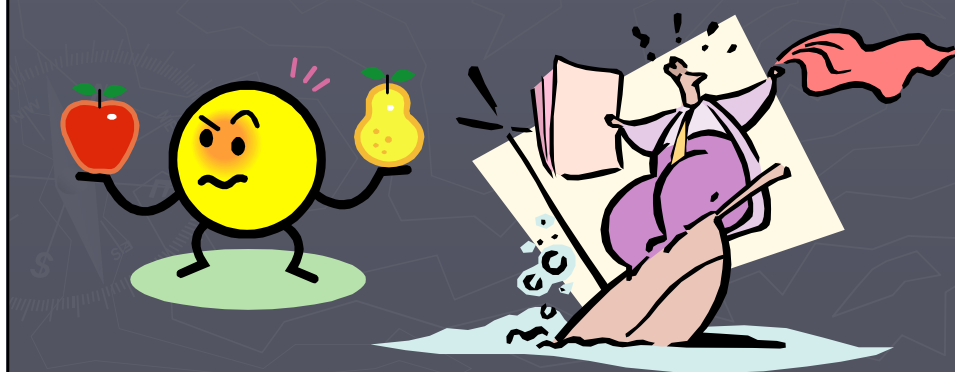


And it gets even worse!

Disposition towards the issue to hand

The Milieu of Managing & 'Strategizing'

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

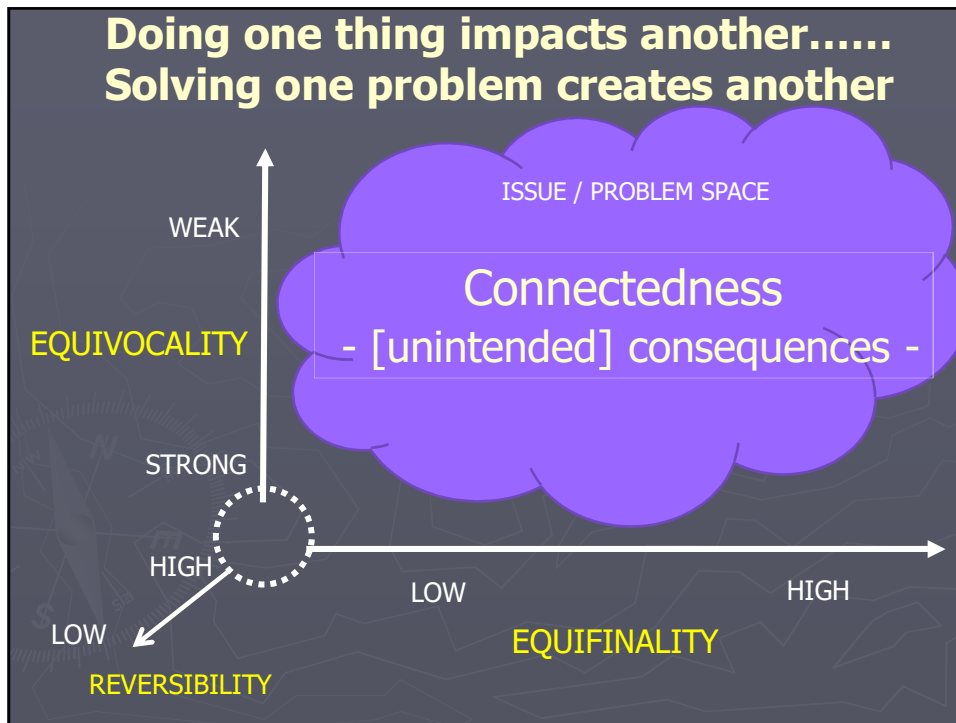


Give me the budget of NASA and
I'll fly you to the moon



And it again gets worse!

Disposition towards the issue to hand



CONNECTEDNESS

You've done what?

Examples???

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

ISSUE / PROBLEM SPACE

Connectedness
- [unintended] consequences -

WEAK
EQUIVOCALITY
STRONG
HIGH
LOW
REVERSIBILITY

LOW HIGH
EQUIFINALITY



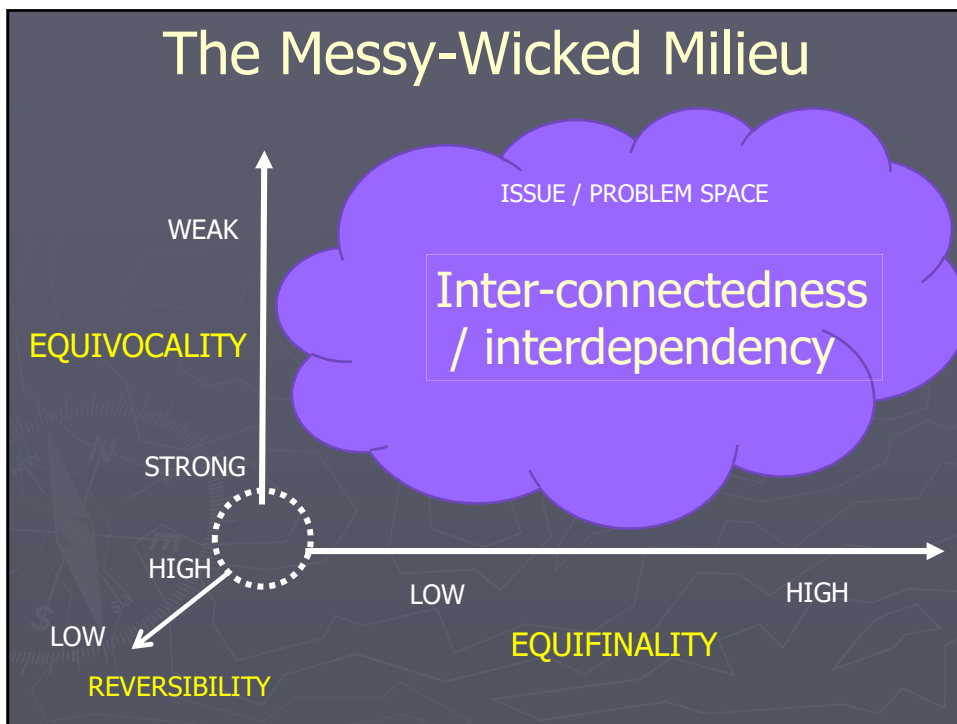
The Messy-Wicked Milieu

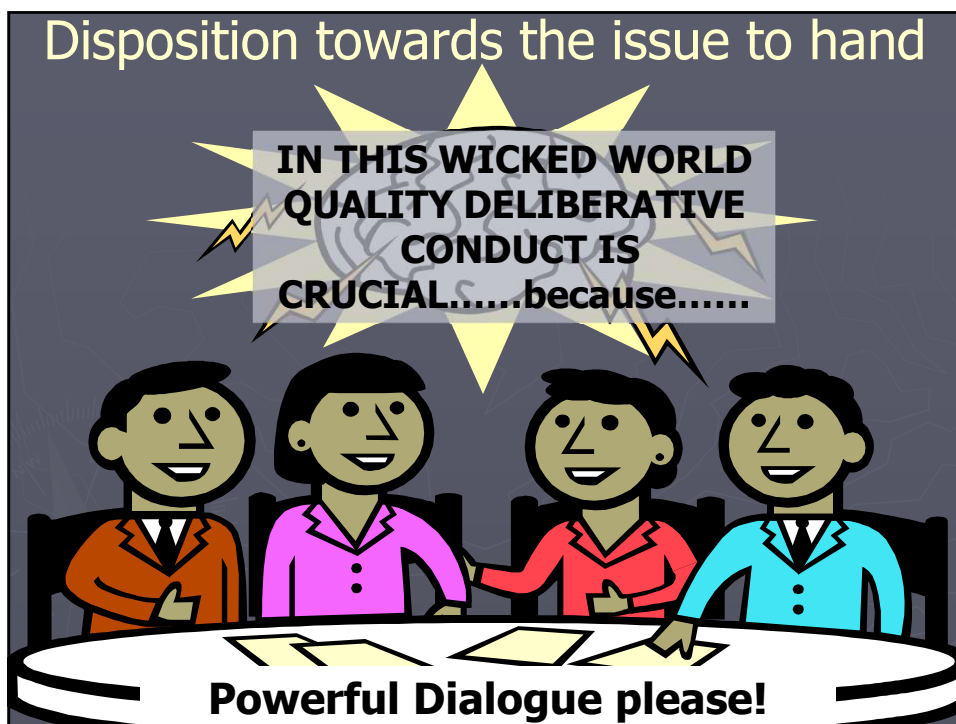
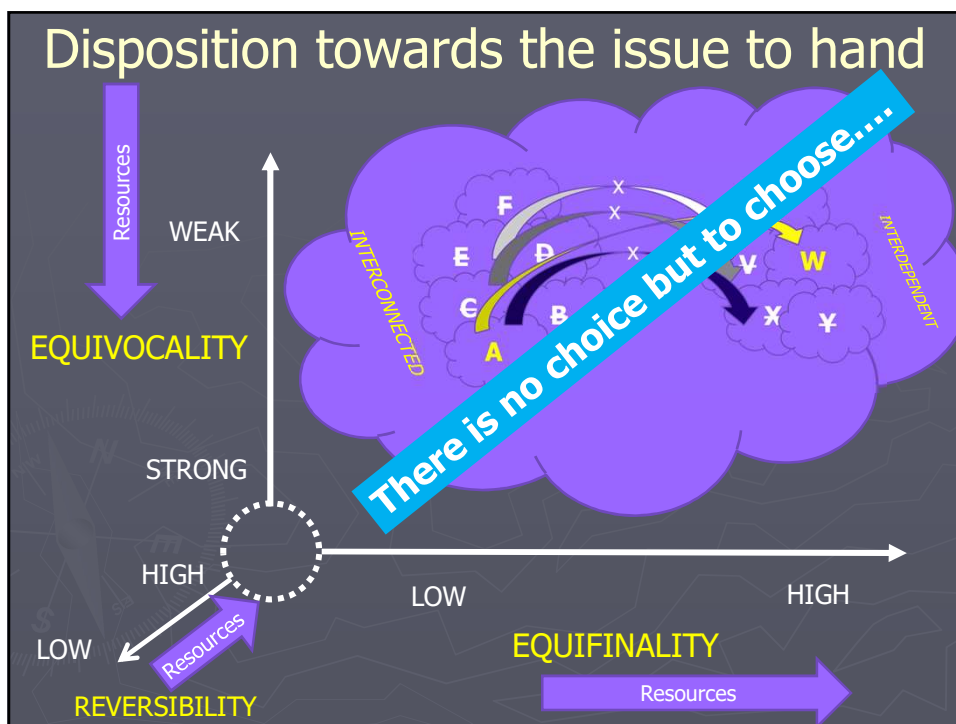
ISSUE / PROBLEM SPACE

Inter-connectedness / interdependency

WEAK
EQUIVOCALITY
STRONG
HIGH
LOW
REVERSIBILITY

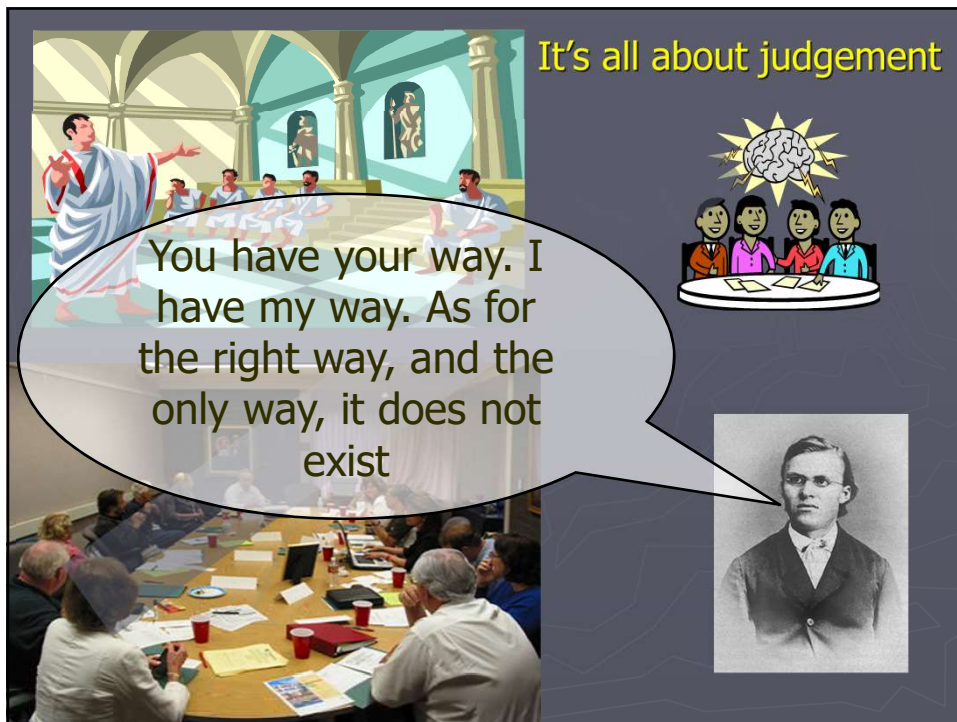
LOW HIGH
EQUIFINALITY








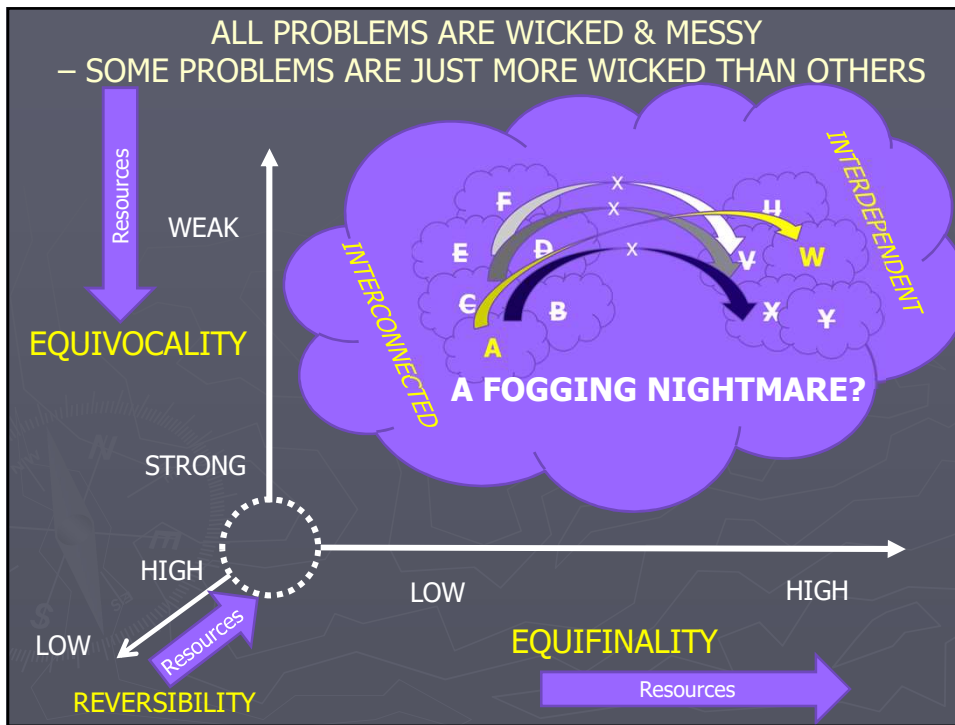
**In this wicked world
there are no facts
only stronger or
weaker arguments
It's all about Argument
& Dialogue !**



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 danger or
deceit**

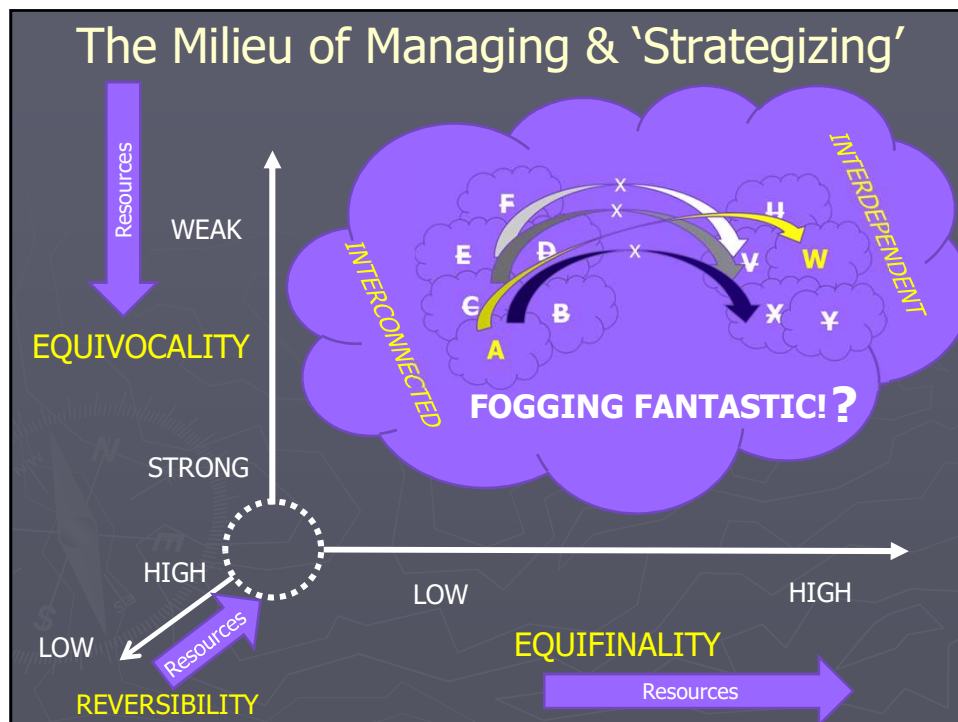
**IT'S ALL ABOUT MAKING CHOICES
IT'S ALL ABOUT JUDGEMENT**

**weaker
It's all about
& Dialogue!**

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

And then it gets even
~~worse~~
BETTER?

Disposition towards the issue to hand



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**'.

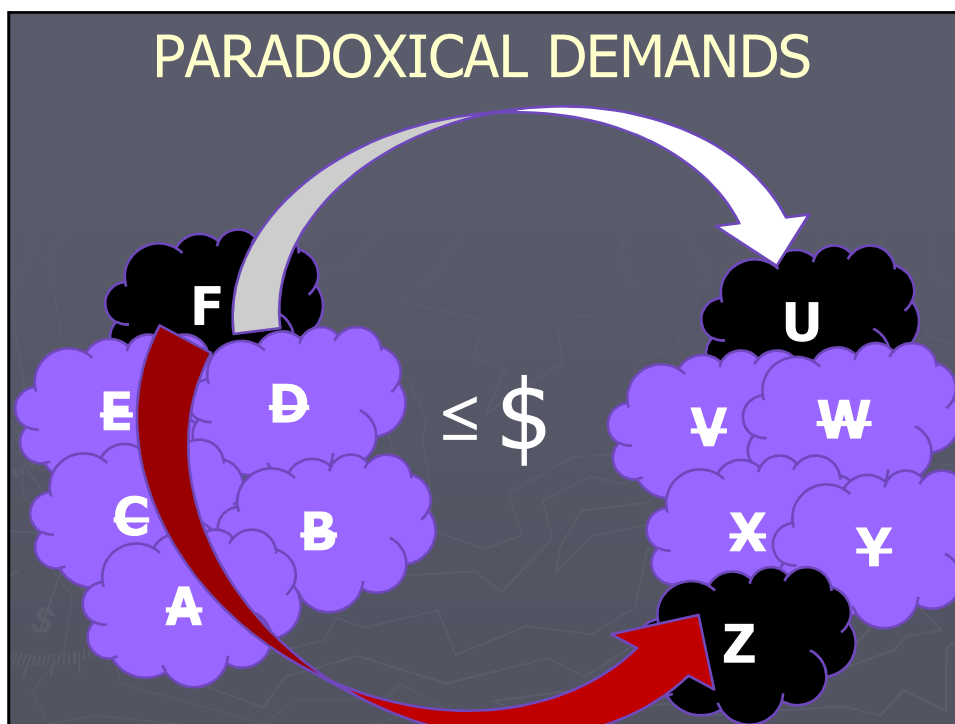


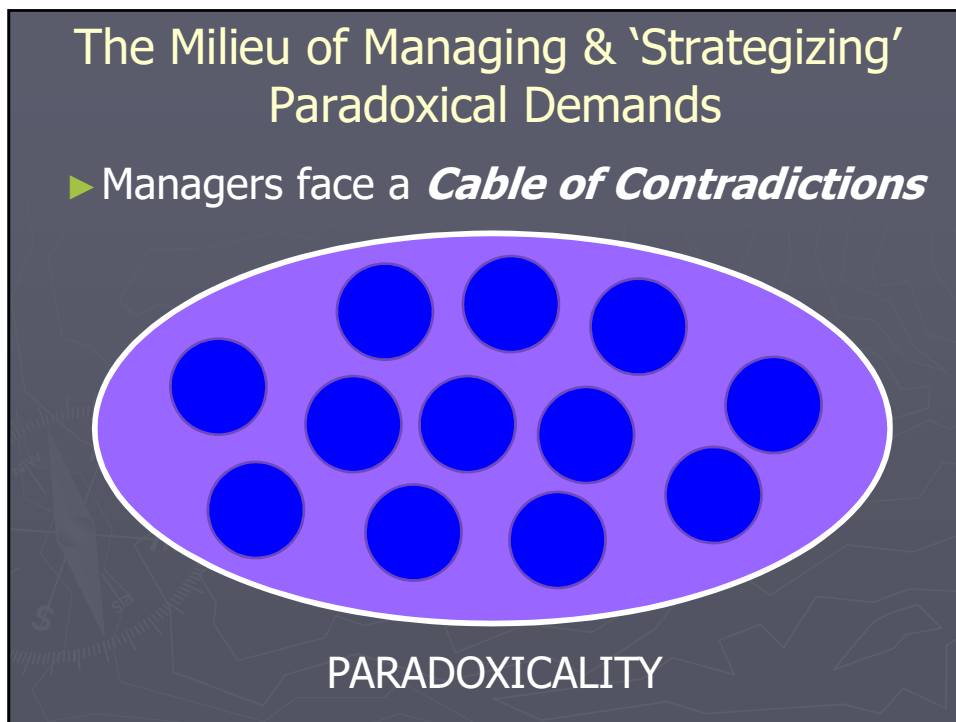
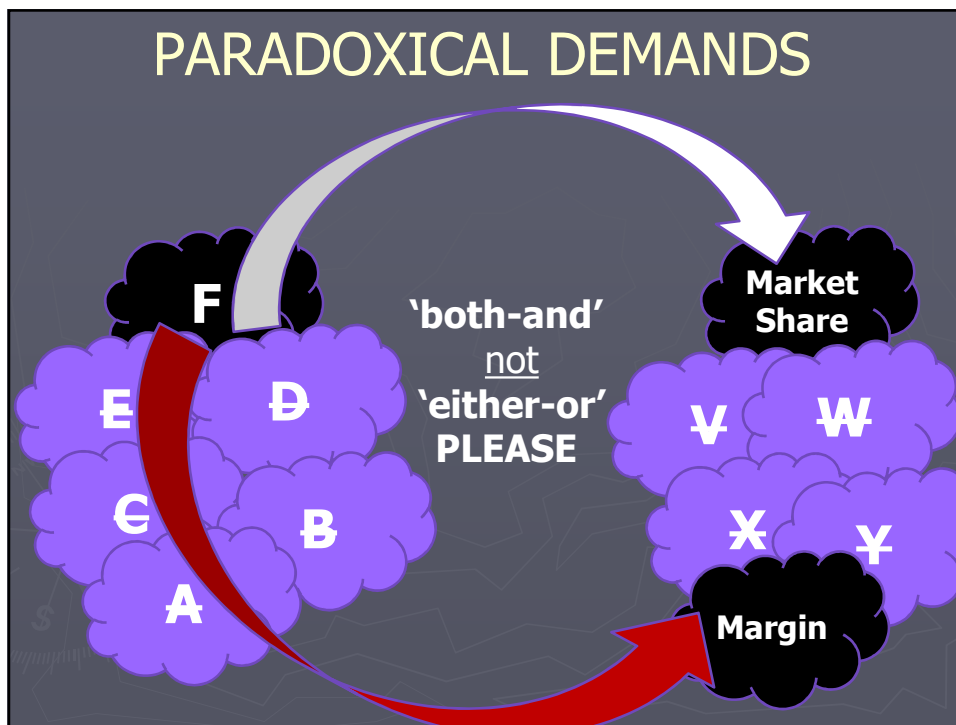
The Milieu of Managing & 'Strategizing' Paradoxical Demands

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

Unacceptable Answers

Disposition towards the issue to hand

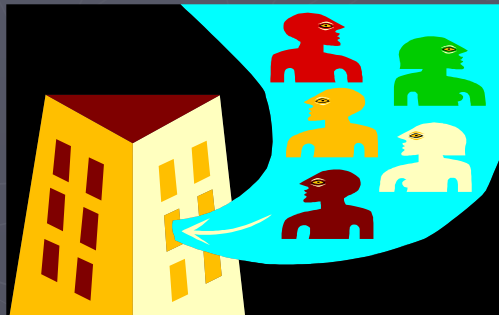




The Milieu of Managing & 'Strategizing' Paradoxical Demands

- ▶ 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 -

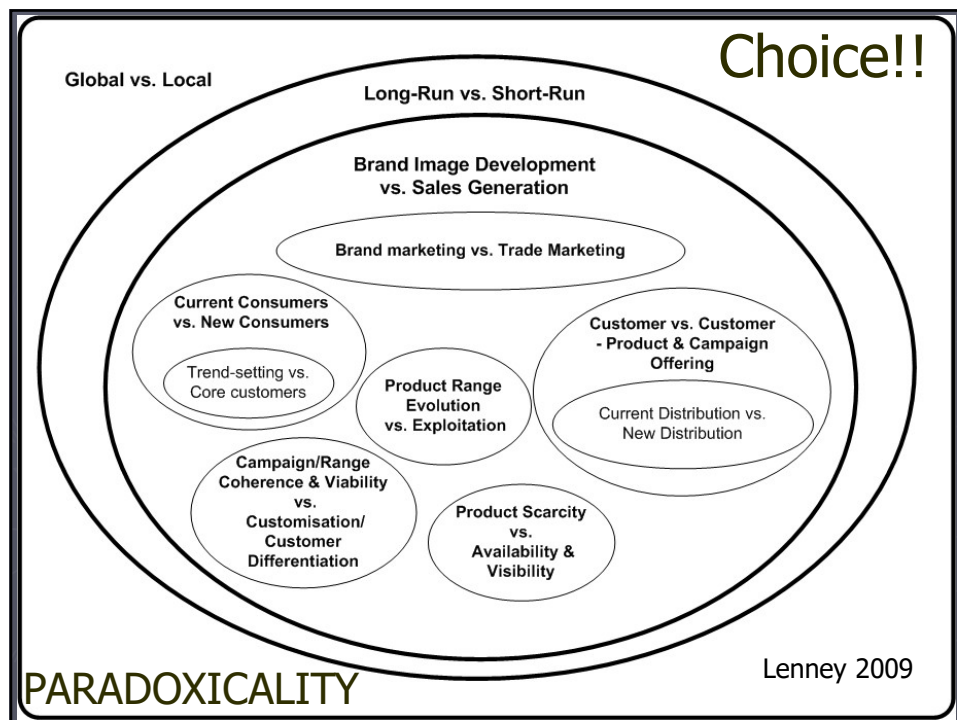
- ▶ One issue suffuses all that managers face.
- ▶ This is the issue type that has the particularly problematic dimension of equivocality - futurity.

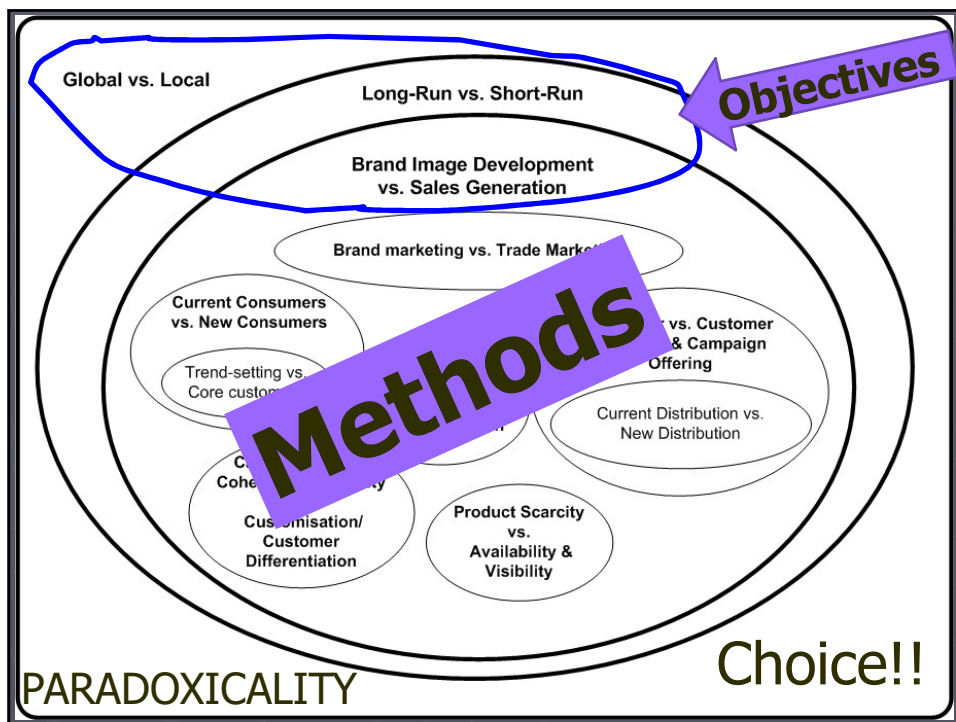
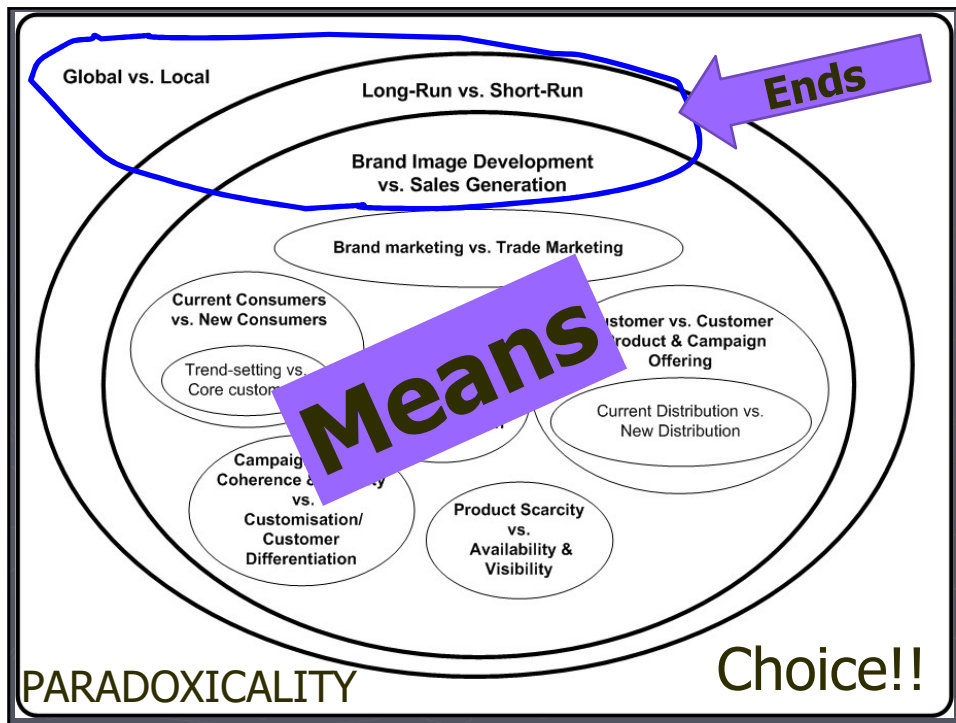
PARADOXICALITY

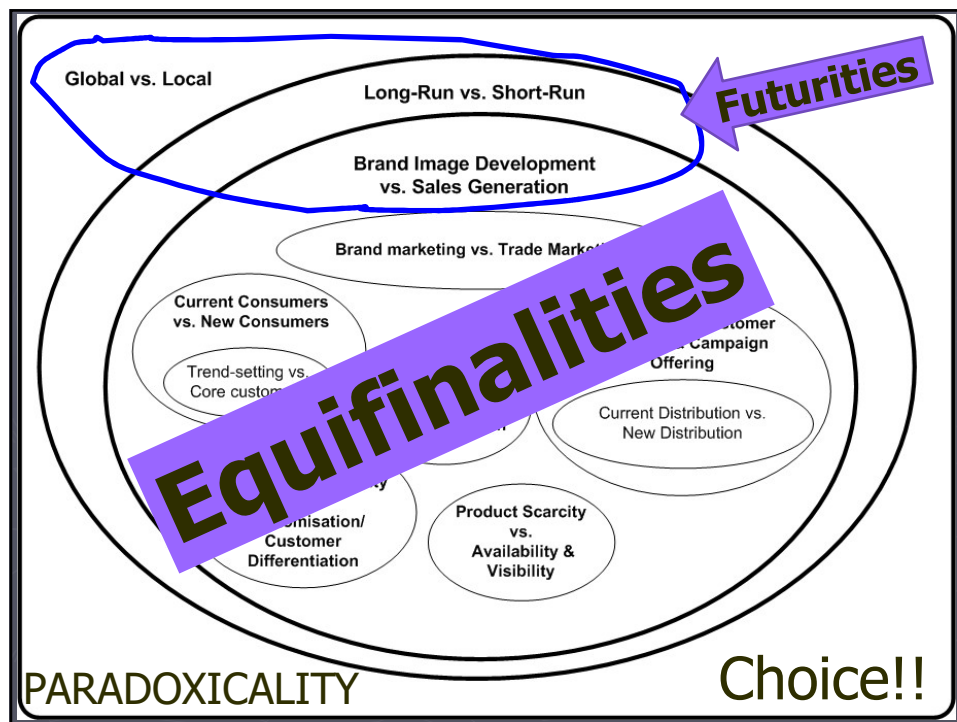


The Managerial/Strategising Milieu - Commercial contradictions -

- ▶ 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..."*

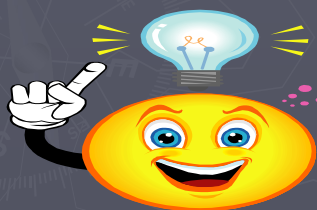






The Managerial-Business Context -Paradoxicality-

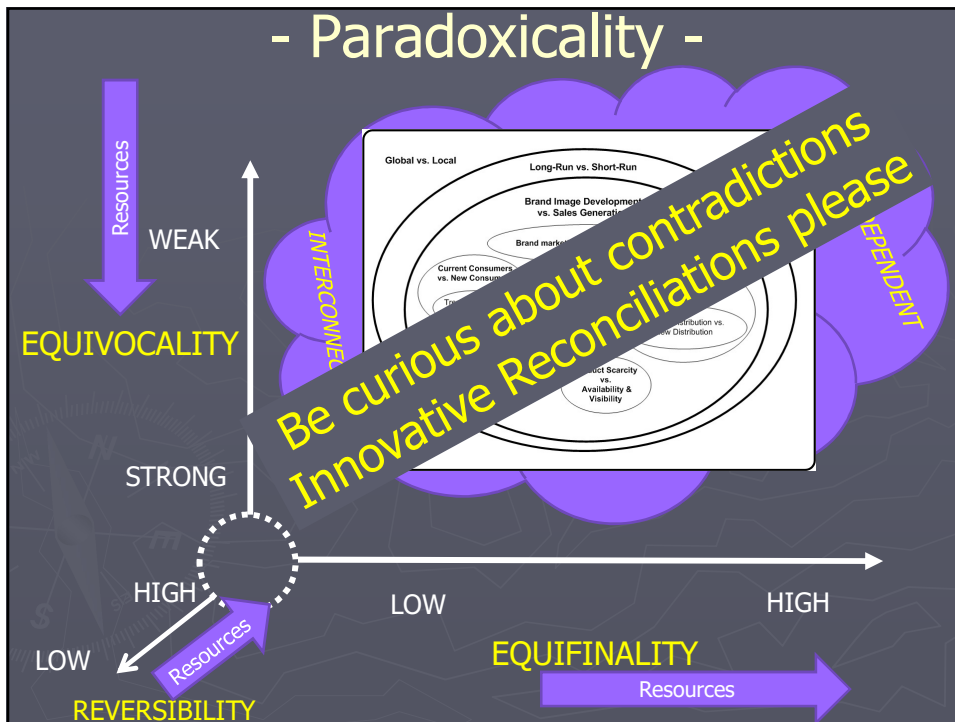
- ▶ A **Mindful Manager** understands that the wickedly situated **paradoxical demands** that face her/him have no 'solution'
- ▶ **Mindful Managers** seek
 - **Innovative Reconciliations - 'both-ands'**



The Managerial-Business Context -Paradoxicality-

- ▶ A **Mindful Manager** is faced with wickedly situated problems that face her/him
- ▶ **Mindful** managers are aware of the **Reconciliations - 'both-ands'**

Margin or market share
 Price or volume
 Differentiation or cost leadership

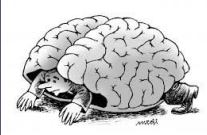






What the fog is going on, why the fog is it going on, where the fog should we go, how the fog do we get there & there at the same fogging time with no more fogging money?

**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



CEO
Alan George Lafley
Chairman of the Board, President and Chief Executive Officer of Procter & Gamble
Originally retired in 2010 and again joined company in May 2013.



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

Disposition towards the issue to hand

The Wicked-Paradoxical World of Managing

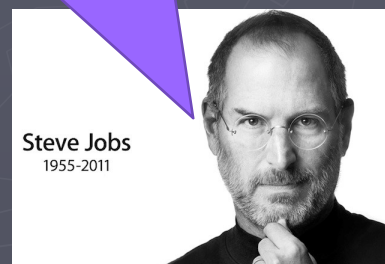
- a world of 'potentialities'
- the flipside of 'wickedness'



Disposition towards the issue to hand

“What every **ONE** knows about a business/industry/market is an opportunity for every **ONE** that does not”

Seeing through the they-one



Disposition towards the issue to hand

“What every**ONE** knows is impossible is an opportunity for every**ONE** that does not know it is”



Seeing through
the they-one

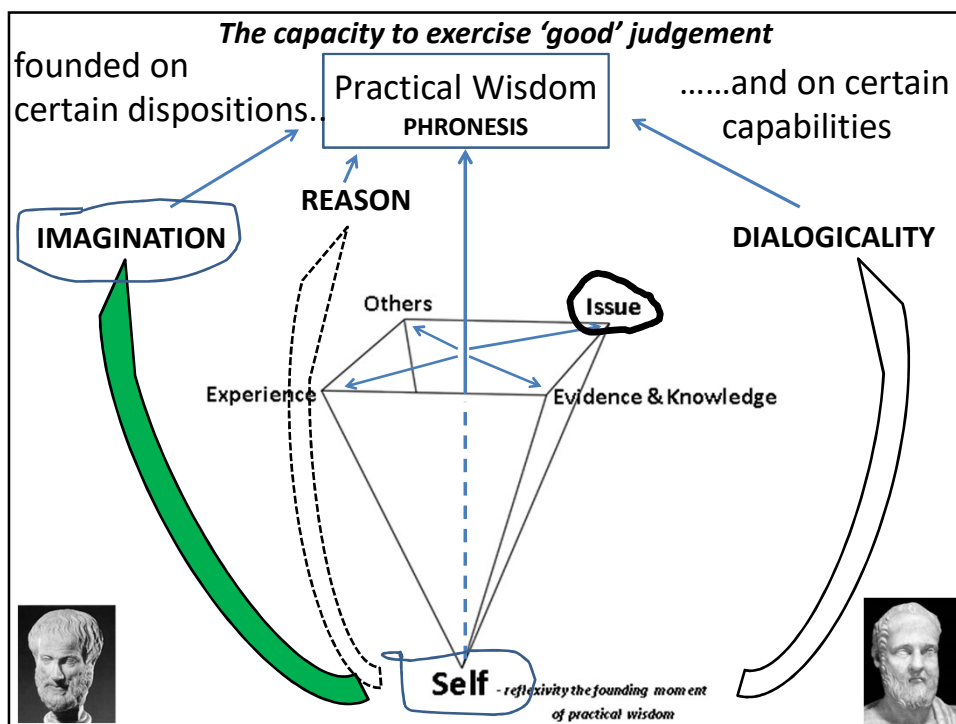
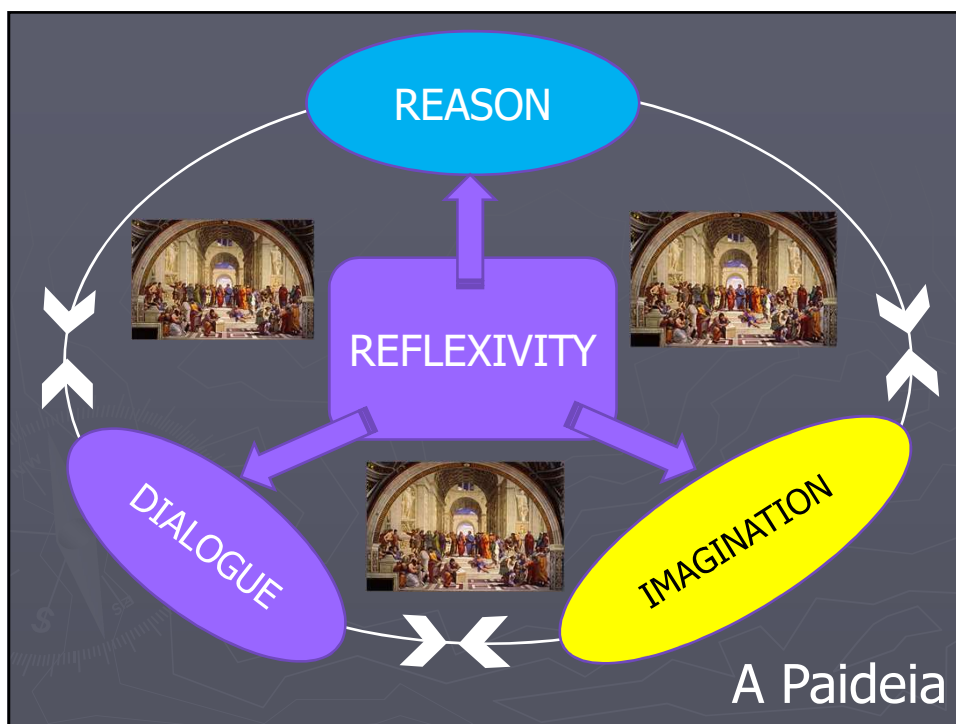
A Mindful Manager is mindful that.....

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

I'M ON AUTO PILOT


r
e
f
l
e
x
i
v
i
t
y

I'M OFF AUTO PILOT



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


**Does not leap to assumptions
or immediate interpretations
Does not jump to conclusions**



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. DEJA VU



Disposition towards the issue to hand

Disposition towards the issue to hand

► **Vu jade** NOT Déjà vu

"What everyONE knows is an opportunity for everyONE that does not"

Seeing through
the they-one



- 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!


► Release your **Strategic Imagination**

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
- 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!



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

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



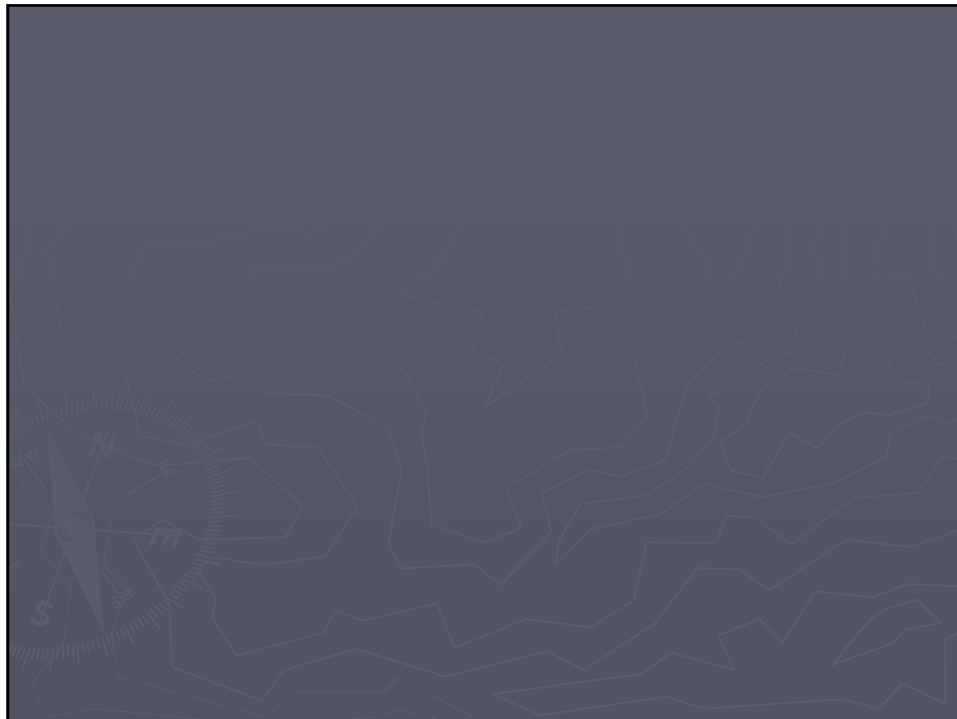
Reflexive you must be!

Releasing the *strategic imagination*

- ▶ 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."*

Disposition towards the issue to hand



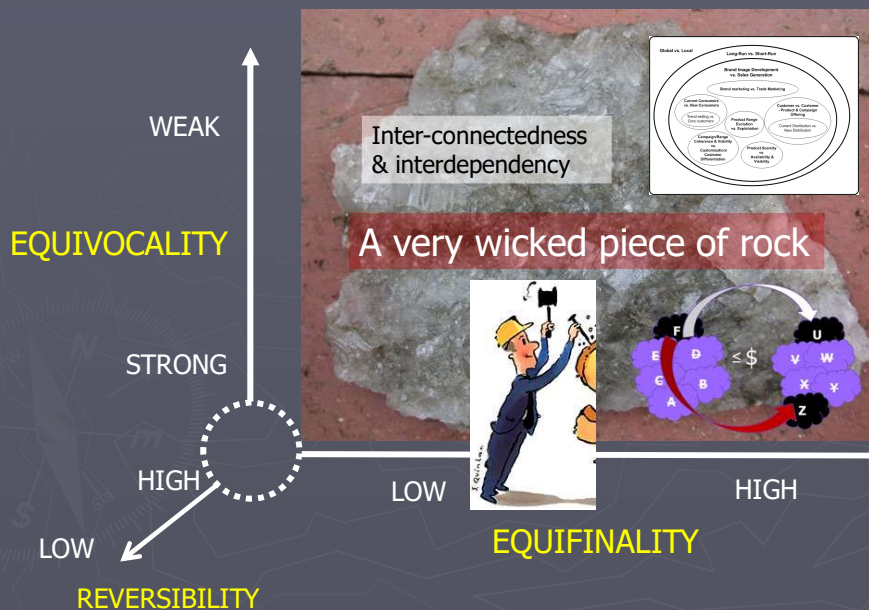


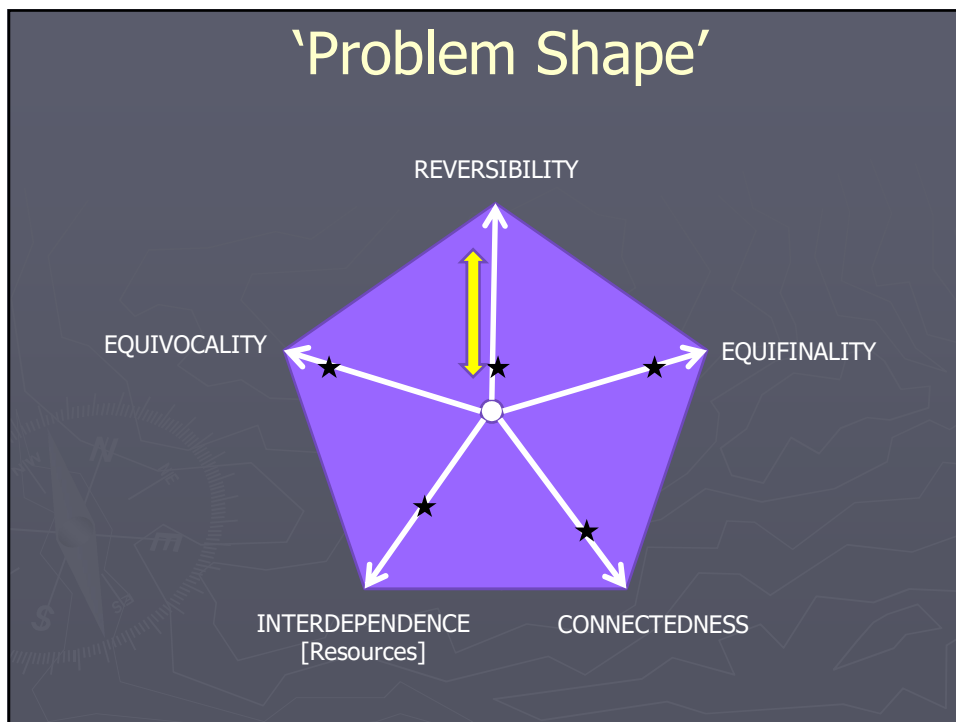
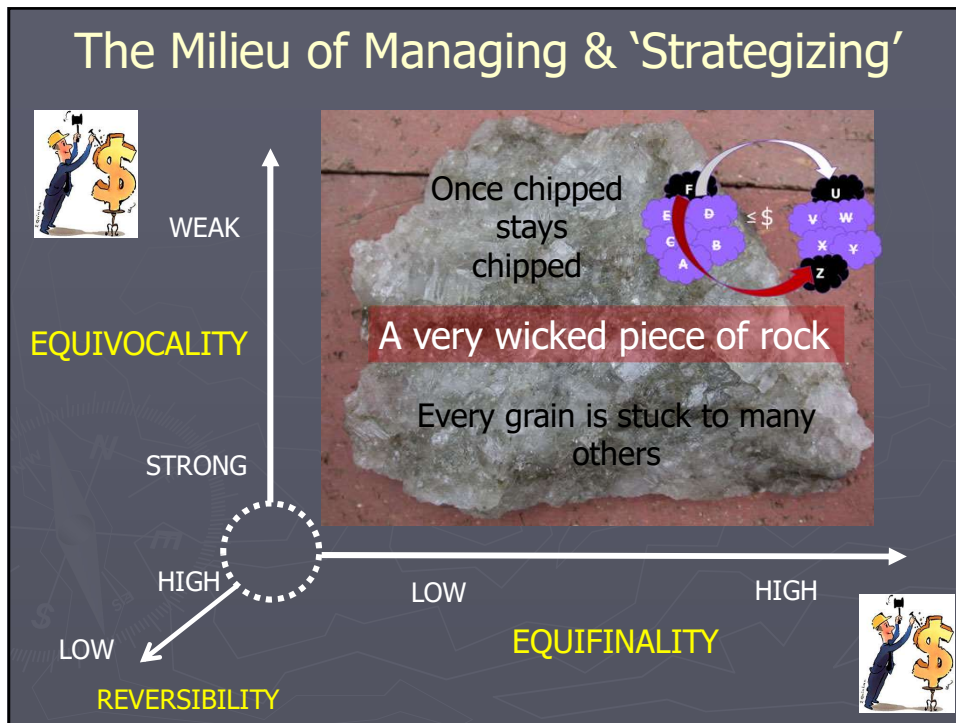
The Mindful Manager

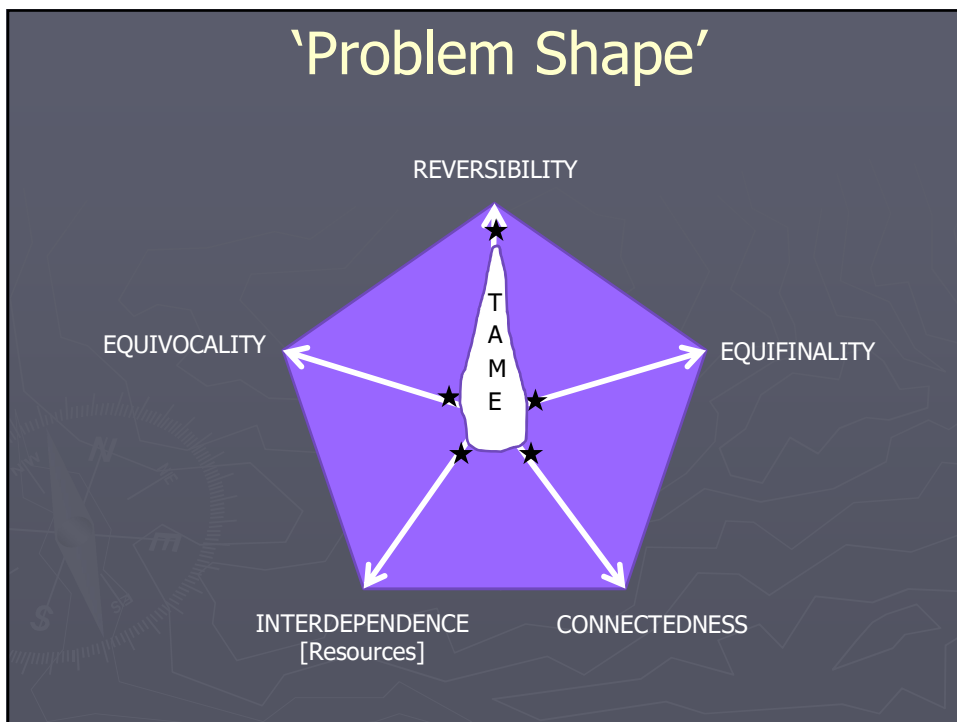
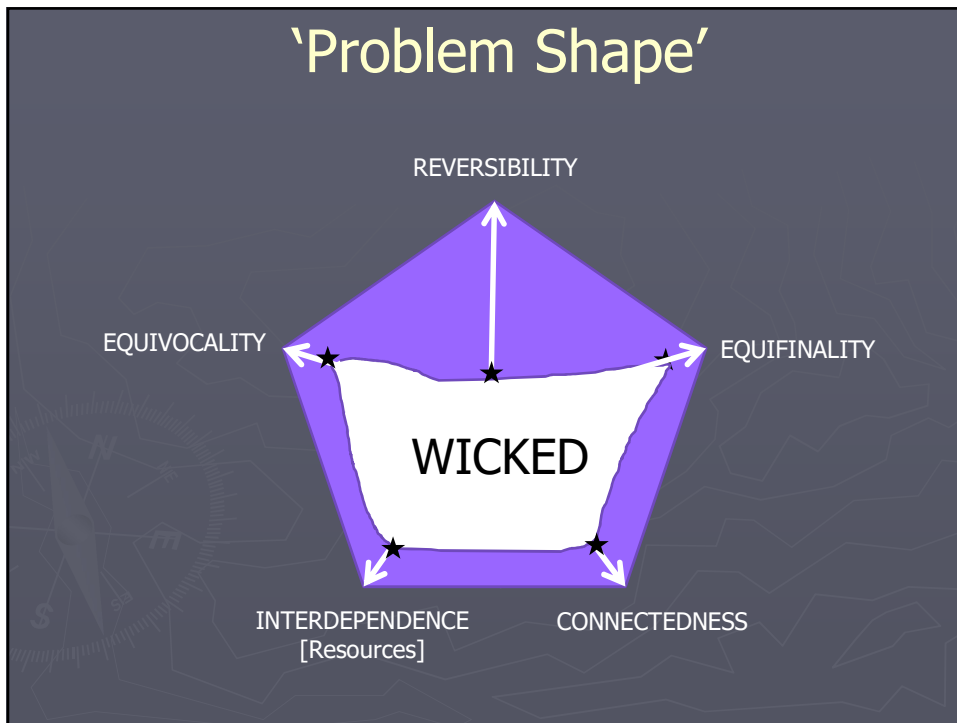
- ▶ No amount of 'episteme' makes a sculptor or the mason....they need to know the capabilities & limitations of the tools ...but it is how and when they use them, why and with what intention that counts.. **AND**
- ▶ A mason, a sculptor and a Mindful Manager also has to have a feel for the stone she/he is sculpting

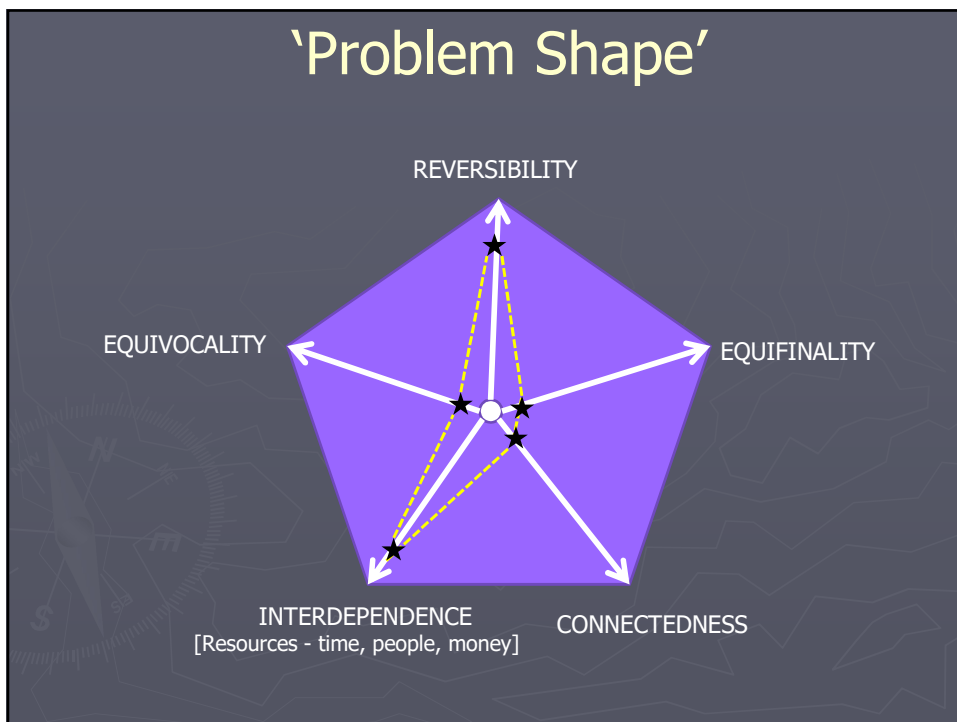
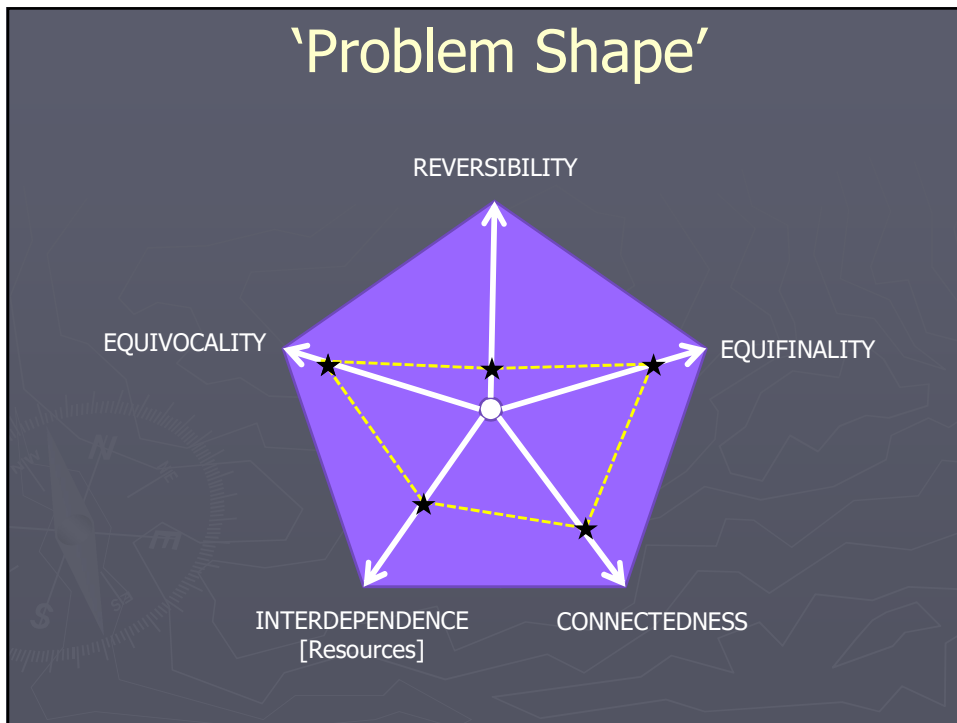


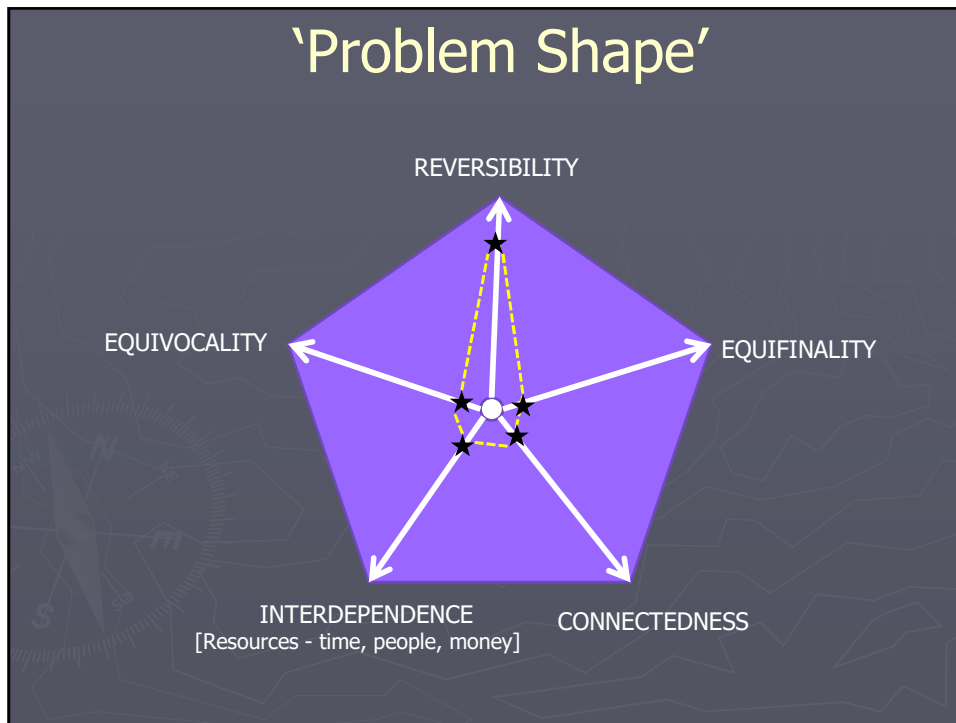
The Milieu of Managing & 'Strategizing'













The Tool Supply Game



The Suppliers
The Academics



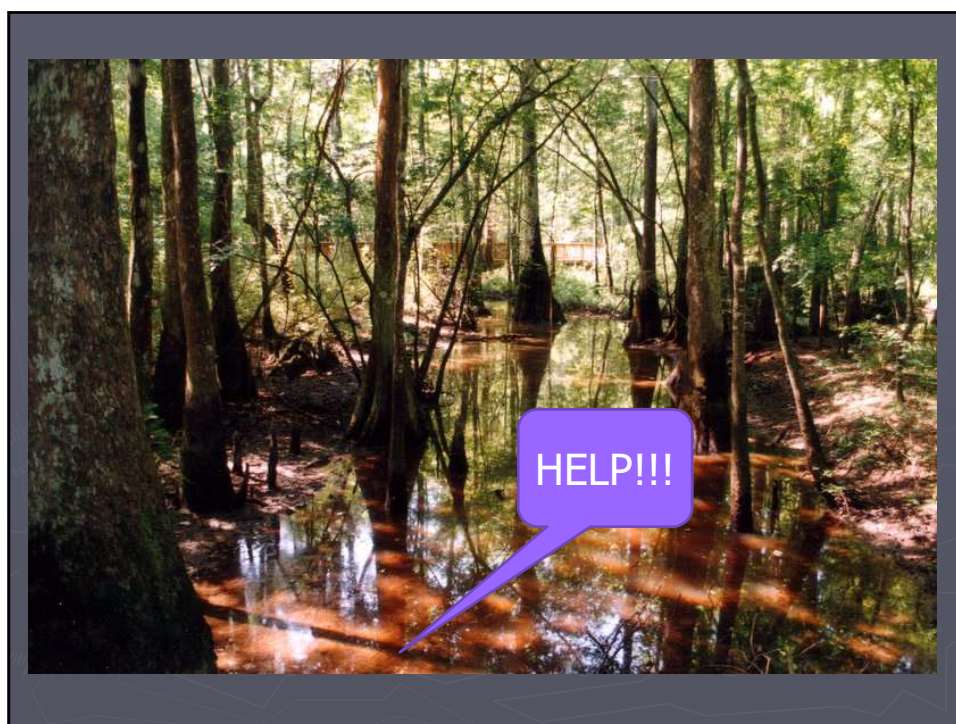
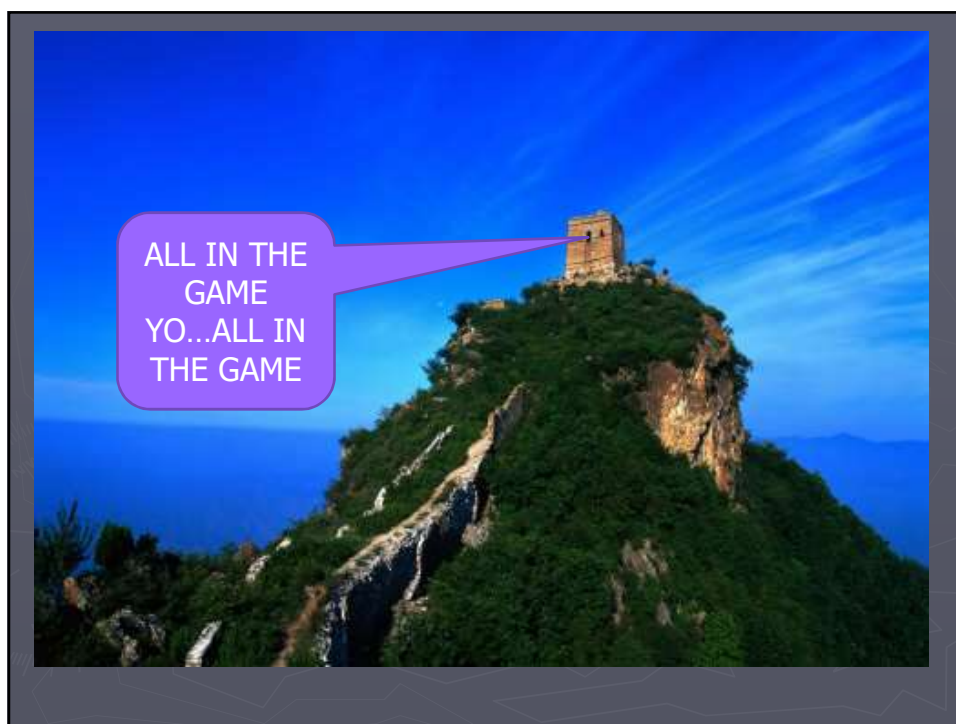
The Addicts
The Managers

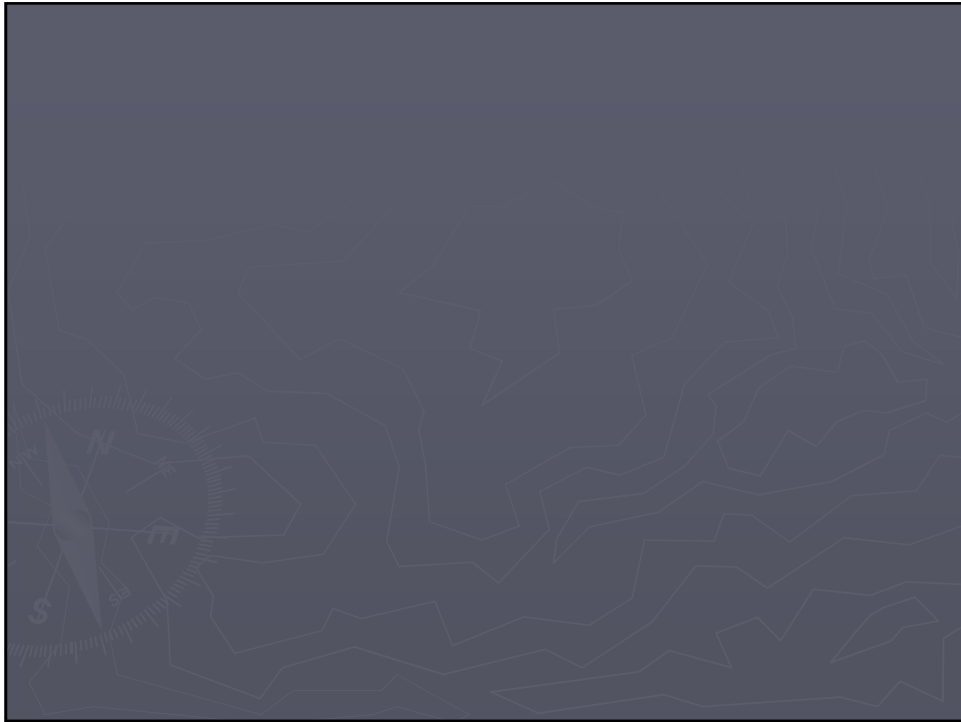


The Dealers
The Consultants

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)





The Mindful Manager

- in pursuit of practical wisdom -



with a milieu like this you must contend

Choice!

Global vs. Local, Long-Run vs. Short-Run, Brand Image Development vs. Sales Generation, Brand Marketing vs. Trade Marketing, Customer vs. Customer, Product Range Expansion vs. Exploration, Global Distribution vs. New Distribution, Competitor Brand, Customer Segments, Product Status vs. Availability & Viability.

PARADOXICALITY, Lenney 2009

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

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

Reflexive you must be!

WU JADE vs. DÉJÀ VU
 - Encountering always as if for the first time

WEAK, STRONG, HIGH, LOW, REVERSIBILITY, EQUIVOCALITY, EQUIFINALITY, FOGGING FANTASTIC!?, INTERCONNECTED, Resources

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

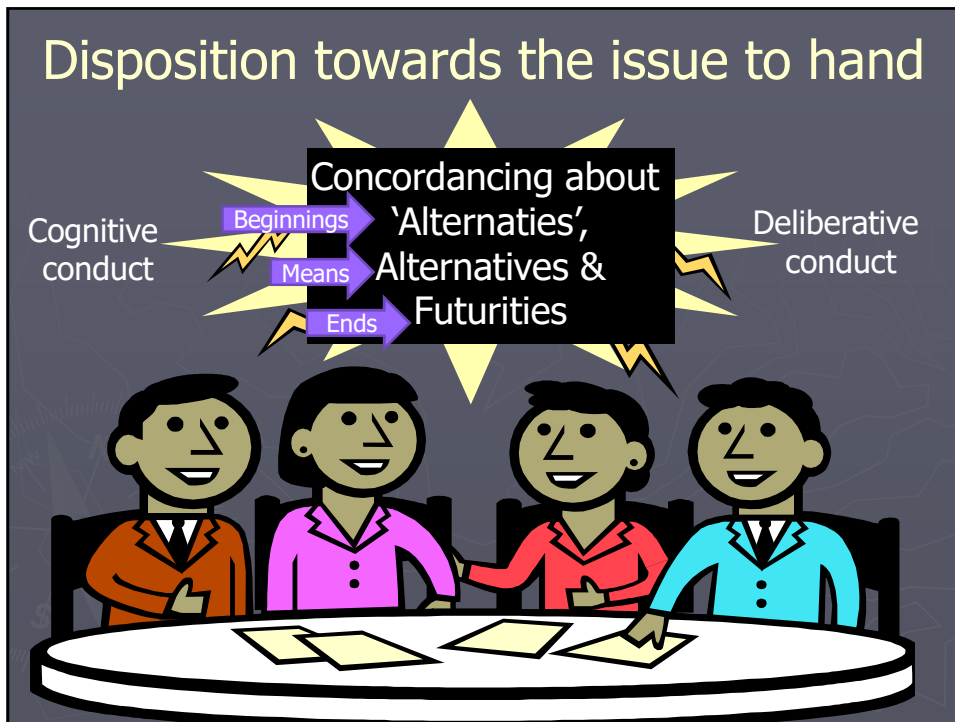
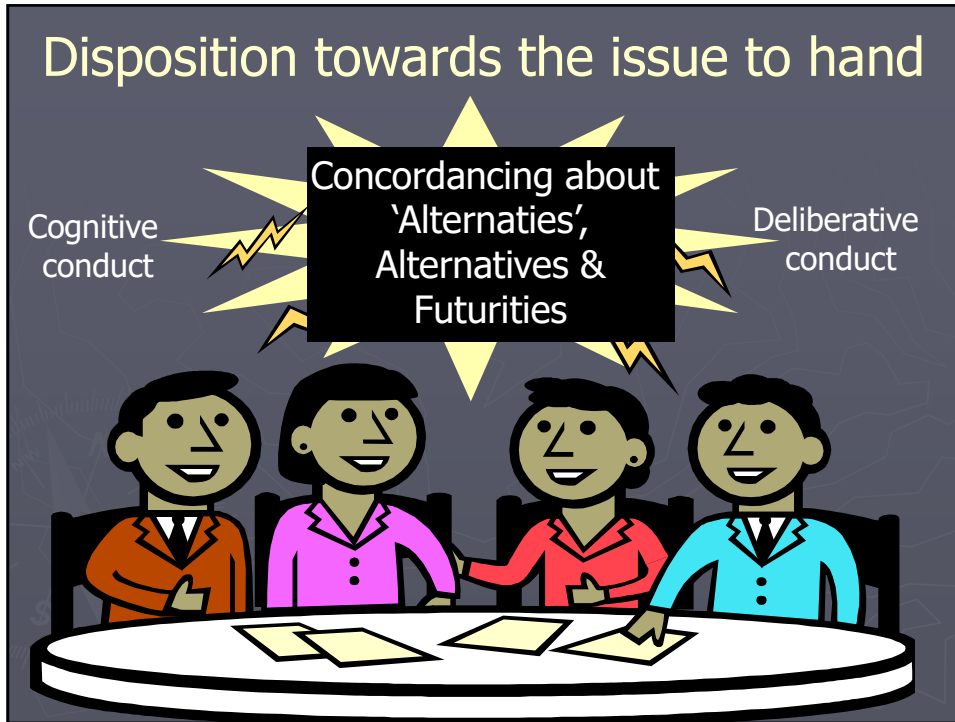
katkam.ca Nov 21/05 16:30



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

 An illustration showing the same four stylized human figures from the previous image sitting around the table. Above them is a glowing brain icon with yellow starburst and lightning bolt patterns, symbolizing collective thought or deliberation.





Management - a DIALOGIC practice

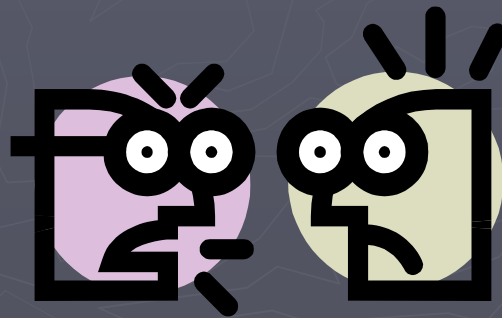
- ▶ *" Individuals argue out with themselves, and with others, what is the case and what is to be. They have to **persuade** themselves and they have to **persuade** others of the appropriateness of what is and what is to be..."*

[Watson 1994b p S82].

Disposition towards the issue to hand

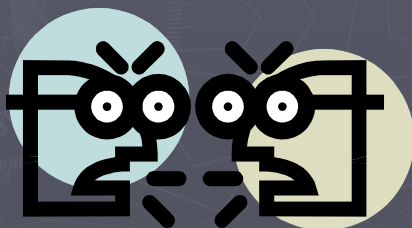
The Milieu of Managing & 'Strategizing'

- ▶ 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

Deliberating & 'Agreeing'

- ▶ A **Mindful Manager** understands that much successful work is performed without consensus but concordance as to the 'alternity', the chosen 'alternative' and 'futuraity' 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 ?








Critical, Creative & **Constructive** your concordancing must be!

Picasso



YOUR SURVIVAL AND PROSPERITY ARE IN MY HANDS

NO DOUBT ABOUT IT...HE'S RIGHT ABOUT...well..... EVERYTHING

FEAR

CONCORDANCE??

Mindful one must be of the clubs one carries!

Lead responsibly you must!

When you do not like what you hear START LISTENING!

view is always from somewhere

the view from 'YOURWHERE'

IS THERE REALLY CONCORDANCE??

A Short Meditation

NOT LEAPING TO INTERPRETATION

SEEKING A 'NAKED' RECEPTIVITY

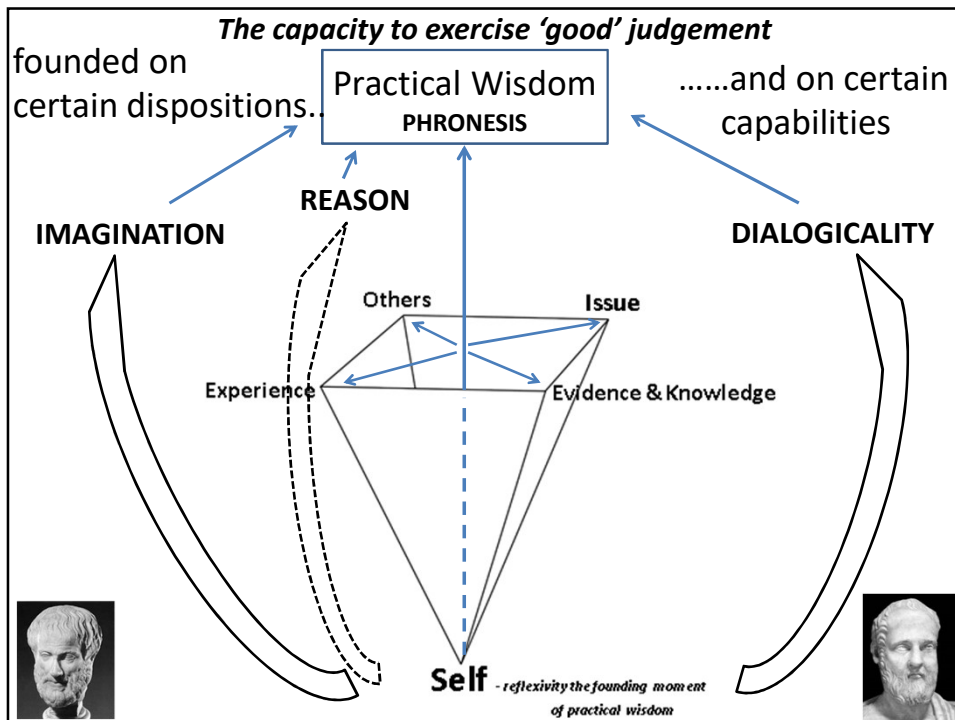
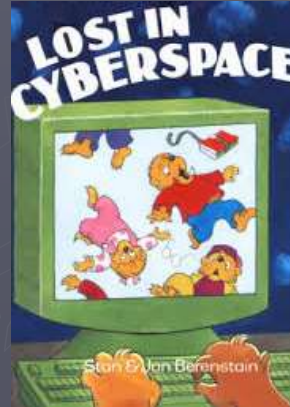
RESISTING THE PULL OF PREJUDICE

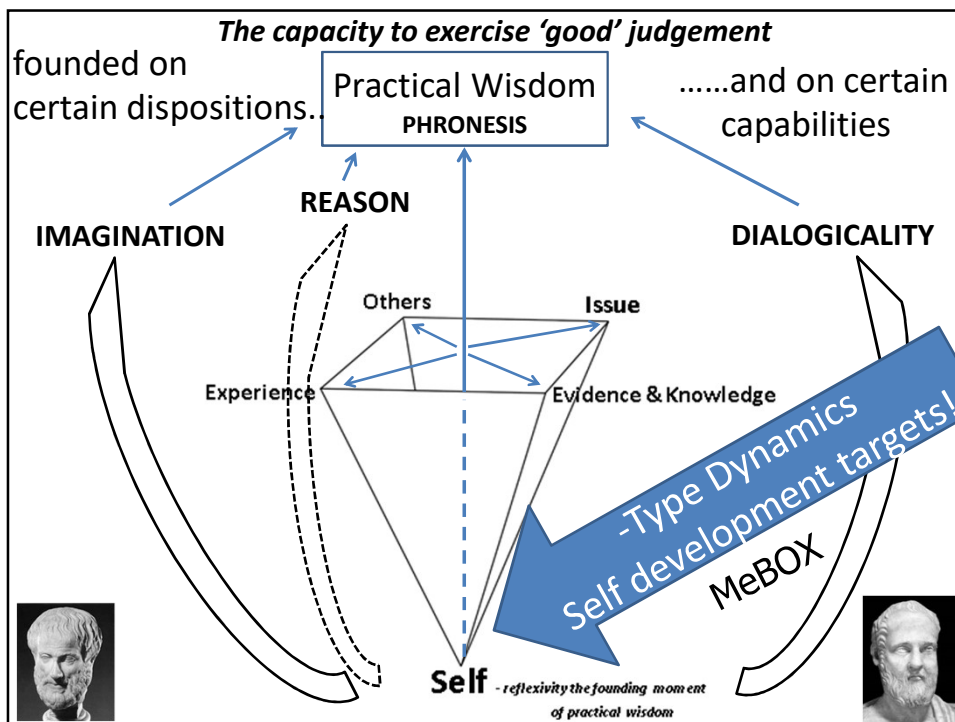
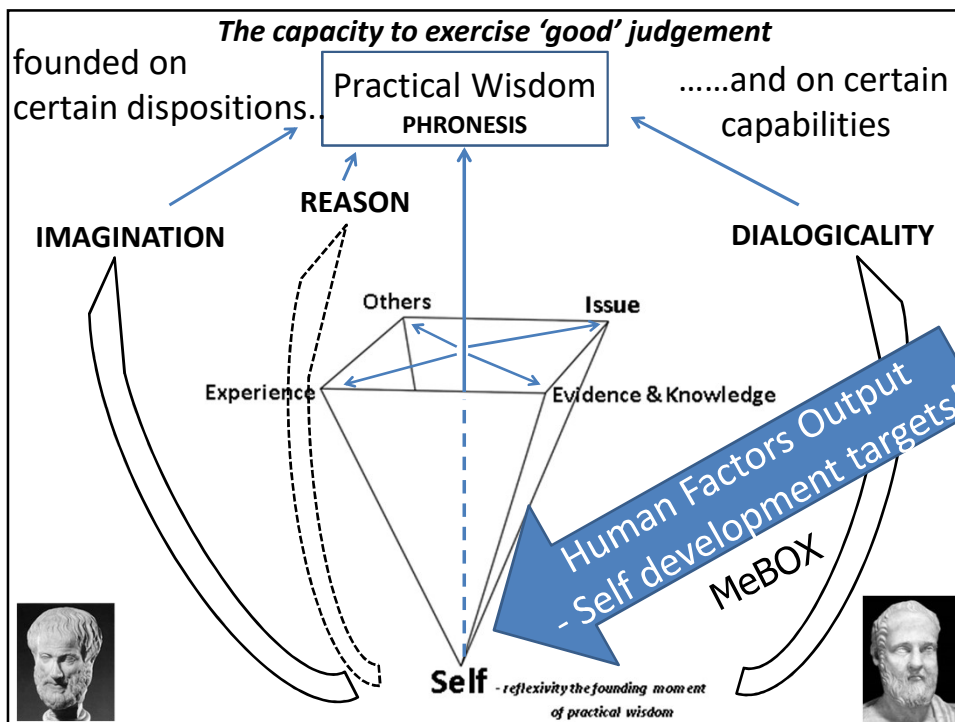
A DISCIPLINED MIND

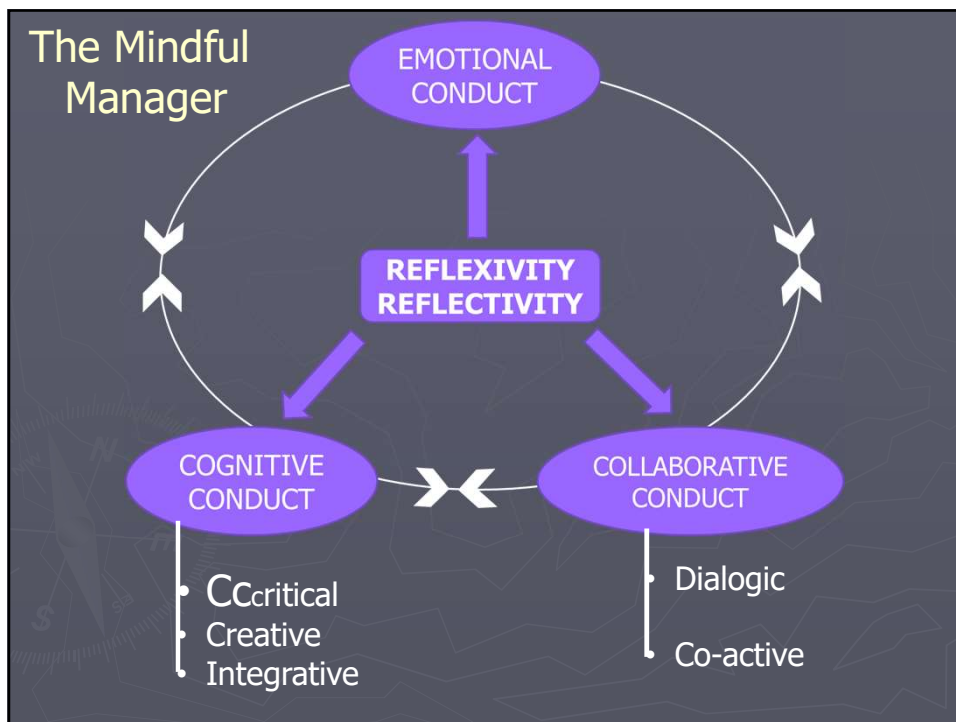
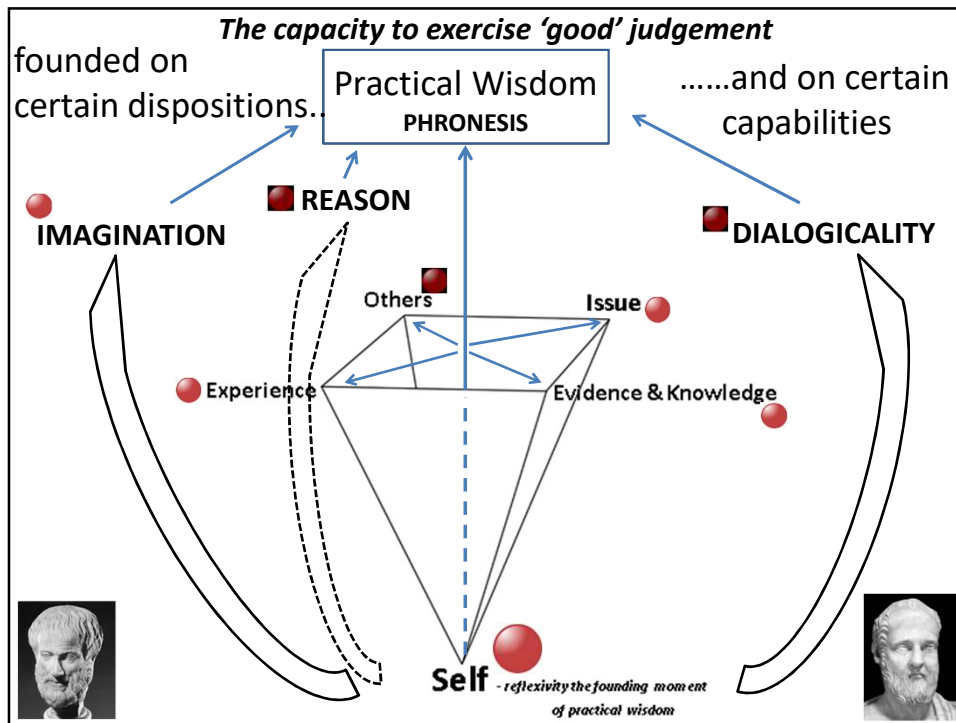
- EXPERIENCING WITH NO 'LANGAUAGING'
- EXPERIENCING WITHOUT WORDS

Digital Mindful Manager

- ▶ Volunteer trios?







REASON – Critical Thinking

- ▶ In the Online course there are 17 modules
 - you must complete all 17 modules
- ▶ Your 'scores' will not be averaged
 - only the score of the last participation
- ▶ Engagement is compulsory
 - MARK YOUR PARTICIPATION

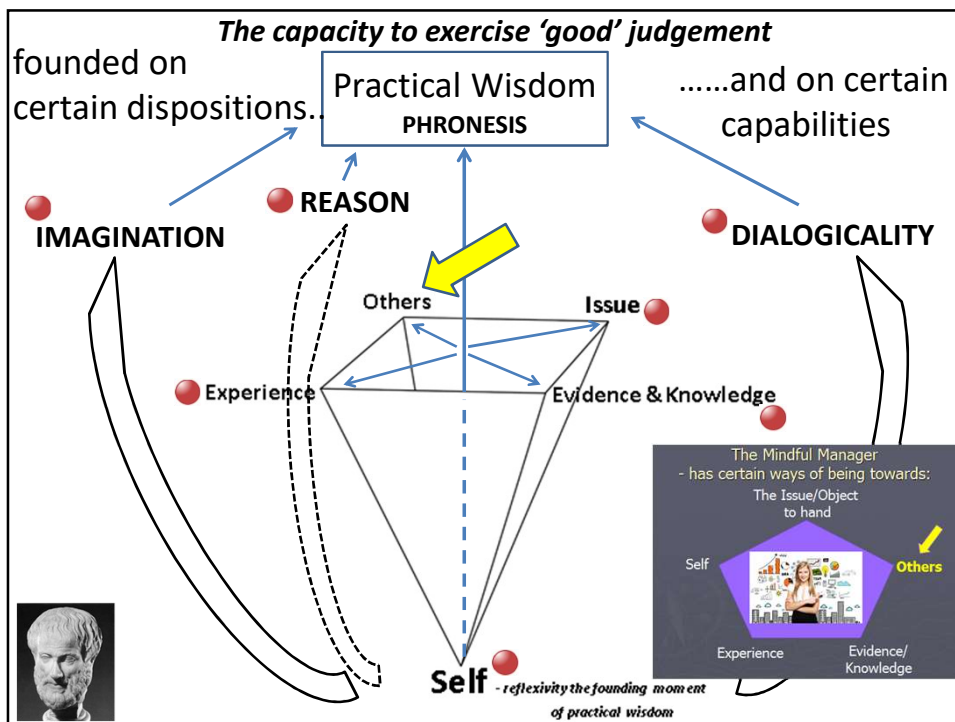
CRITICAL THINKING MASTERCLASSES

CREATIVE THINKING MASTERCLASS

DIALOGUE MASTERCLASS

The Core Capabilities Module







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"

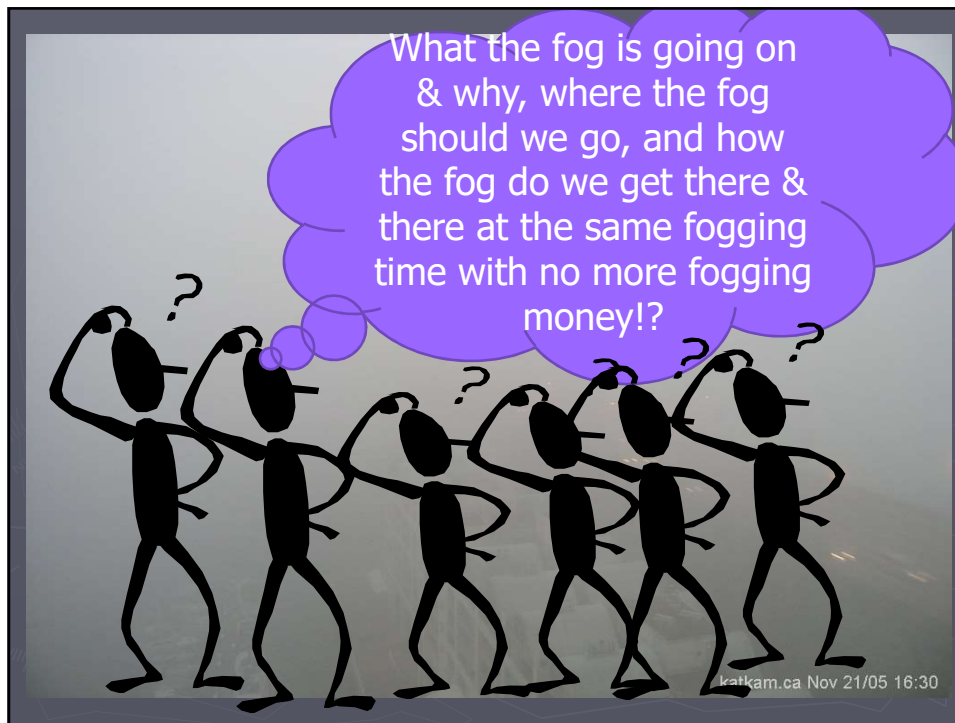
[Stewart 1983 p87]



The Nature of Managerial Work

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





The Nature of Managerial Work

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

- 'what is',
- 'why what is, is' } **ALTERNITIES – BEGINNINGS**
- what should be – **FUTURITIES - ENDS**

and

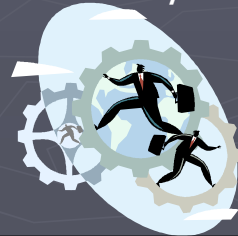
- how that 'what' should be achieved – **ALTERNATIVE -MEANS**
- that they perceive as necessary..



The Nature of Managerial Work

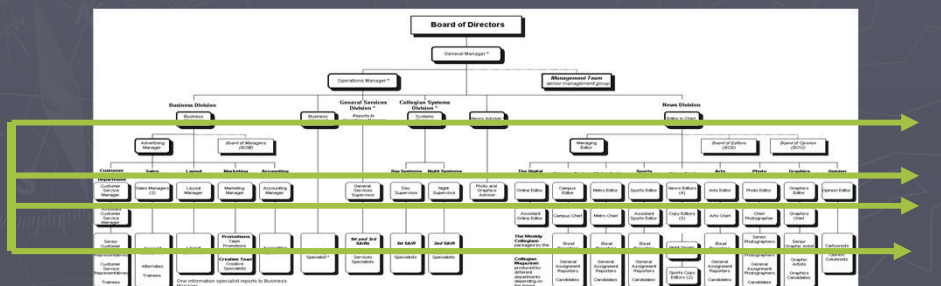
- ▶ The responsibility for attaining and sustaining organization is seen to be distributed widely..

"..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]

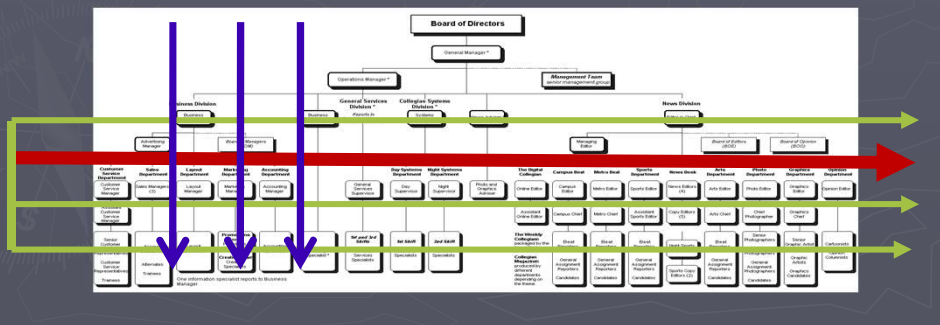
The Nature of Managerial Work

- ▶ 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'

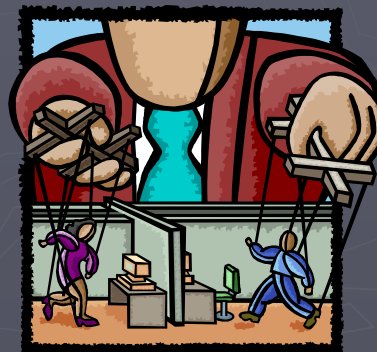


The Nature of Managerial Work

- ▶ 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]



RESPONSIBILITY-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

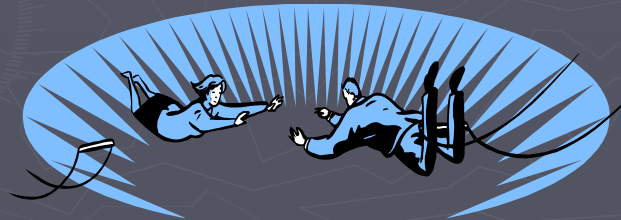
- ▶ *" The individual manager does not have a clearly bounded job with neatly defined authorities and responsibilities. Rather s/he is placed in the middle of a system of relationships, out of which s/he must fashion an organization that will accomplish his objectives"*

[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

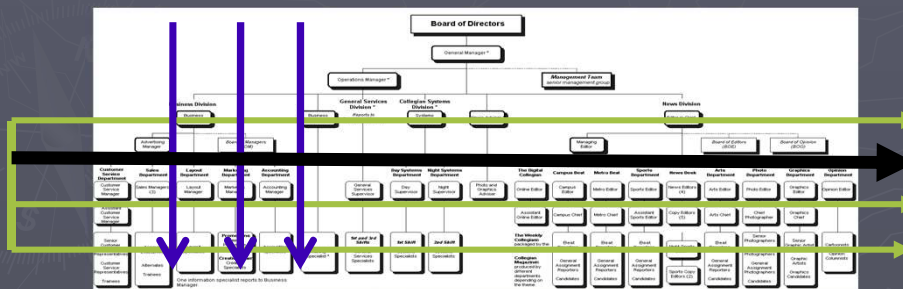
THE PARADOX OF TRUST

- ▶ 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



A wicked world of collaboration

CONDUCT COUNTS!

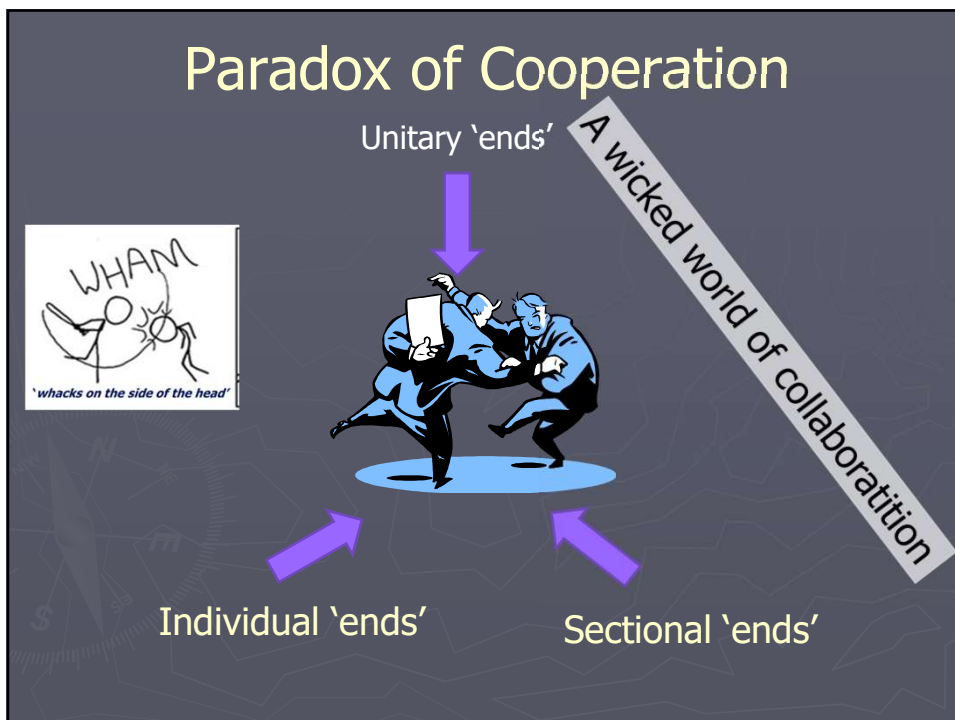
Right Thought, Right Talk, Right Action

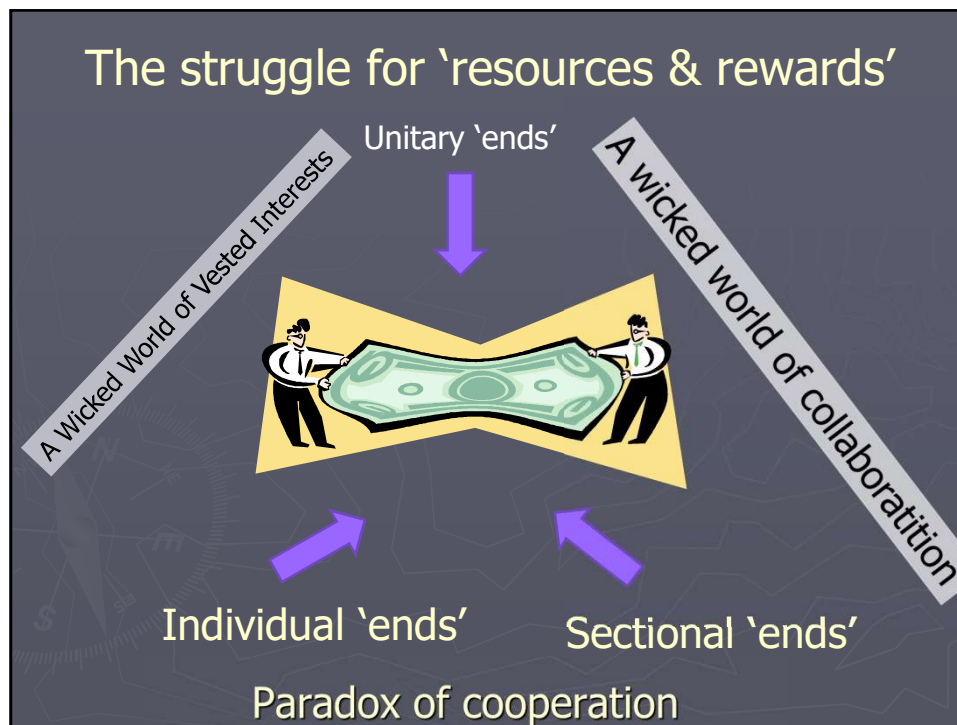



Paradox of Cooperation

" 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]





A wicked world of collaboration

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 don't trust anyone you will go mad
- ▶ **The Paradox of Trust**

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



WTF

Twitter Acronym
Managerial Reality



What exactly is he saying & what the fog does he mean, why the fog is he saying that, & why now. What the fog is he thinking, and why does he think that; who the fogging hell told him that, and why would he believe it. What the fog does he want out of this. How the fog should I deal with this - what the fog should I say ?

A WICKED WORLD

katkani **imp**m International Master Program for Managers

TRUST

- ▶ You have to be mad to trust anyone
- ▶ **BUT**
- ▶ **IN WHOM TO TRUST IS YOUR CHOICE AND A CHOICE OF IMMENSE IMPORTANCE**
- ▶ **JUDGEMENTS ABOUT PEOPLE YOU MUST MAKE**
- ▶ **The Box of Trust**



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.**



The Wicked World of Management

YOUR SURVIVAL AND PROSPERITY ARE IN MY HANDS

FEAR

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"

Nagel

Equivocality ↑

↘ **Ir/Reversibility** **Equifinality** →

The Wicked World of Management

YOUR SURVIVAL AND PROSPERITY ARE IN MY HANDS

FEAR

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"

Nagel

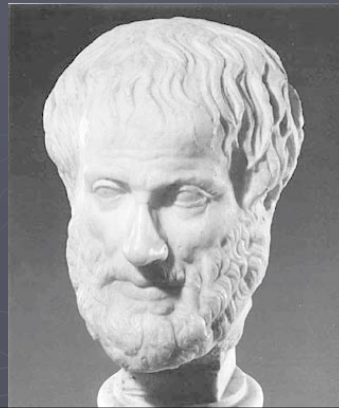
Equivocality ↑

↘ **Ir/Reversibility** **Equifinality** →

ALL IS CONTINGENT – ALL IS CONTESTABLE

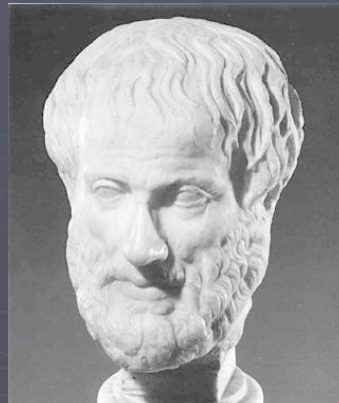
The Mindful Manager

- ▶ 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'
- what should be

and

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

actice of influence
 c or individual
 ing and e
 positions

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

Political
 The struggle for 'resources & rewards'

Unitary 'ends'

A wicked world of wicked interests

A wicked world of cooption

Individual 'ends'

Sectional 'ends'

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



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]



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]

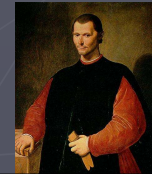
Managerial Work

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 573]



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"





The Mindful Manager

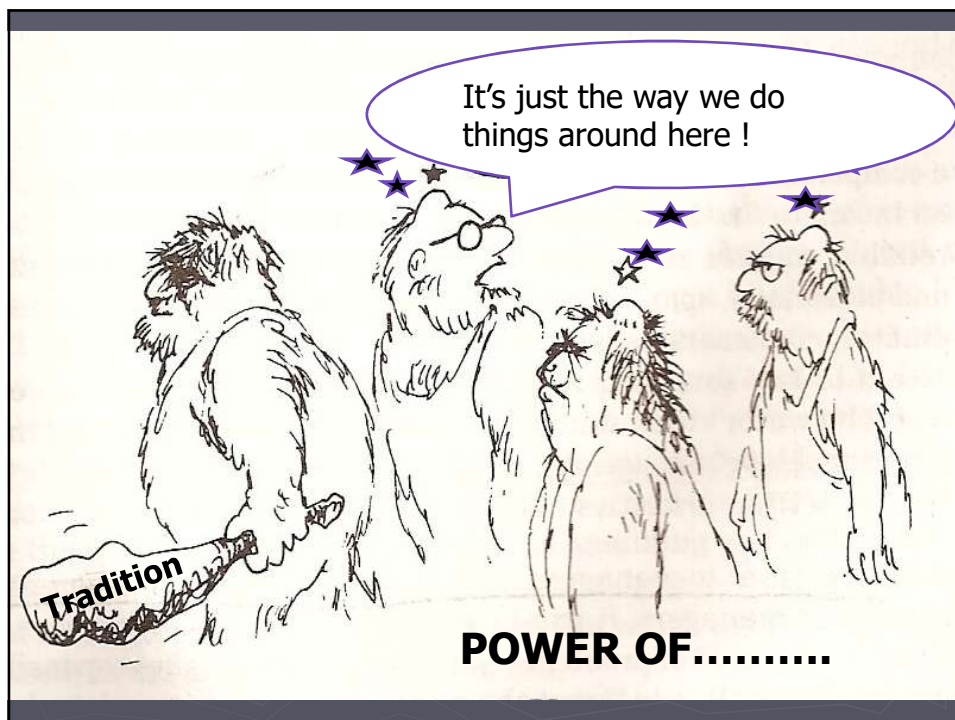
- ▶ A Mindful Manager understands that:
HIGH PERFORMANCE IS BUILT ON WHAT HAPPENS IN EACH MOMENT

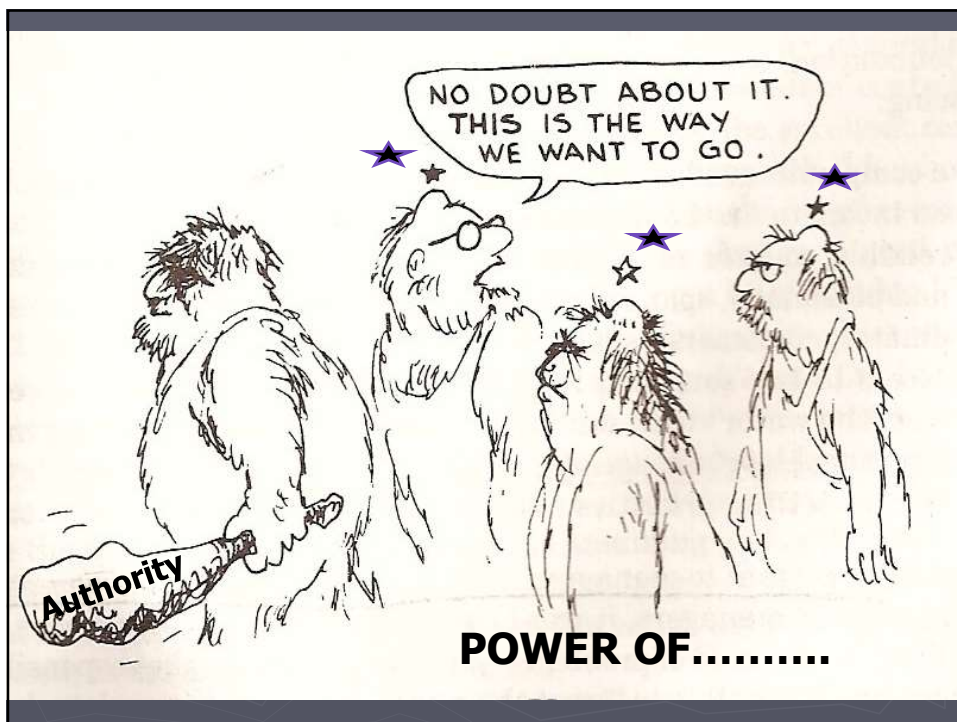
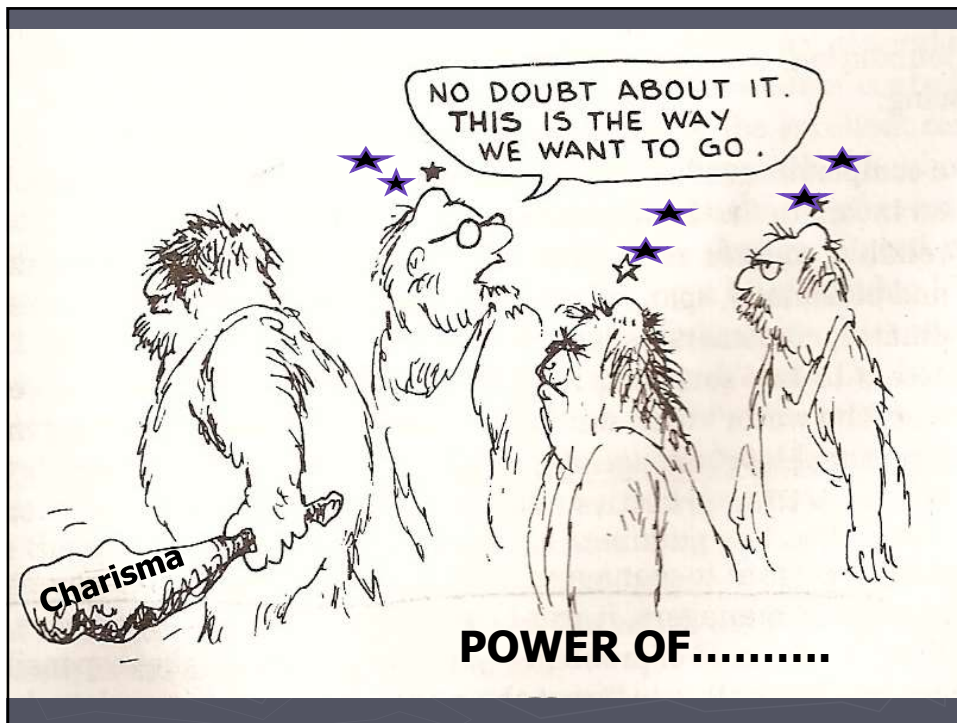


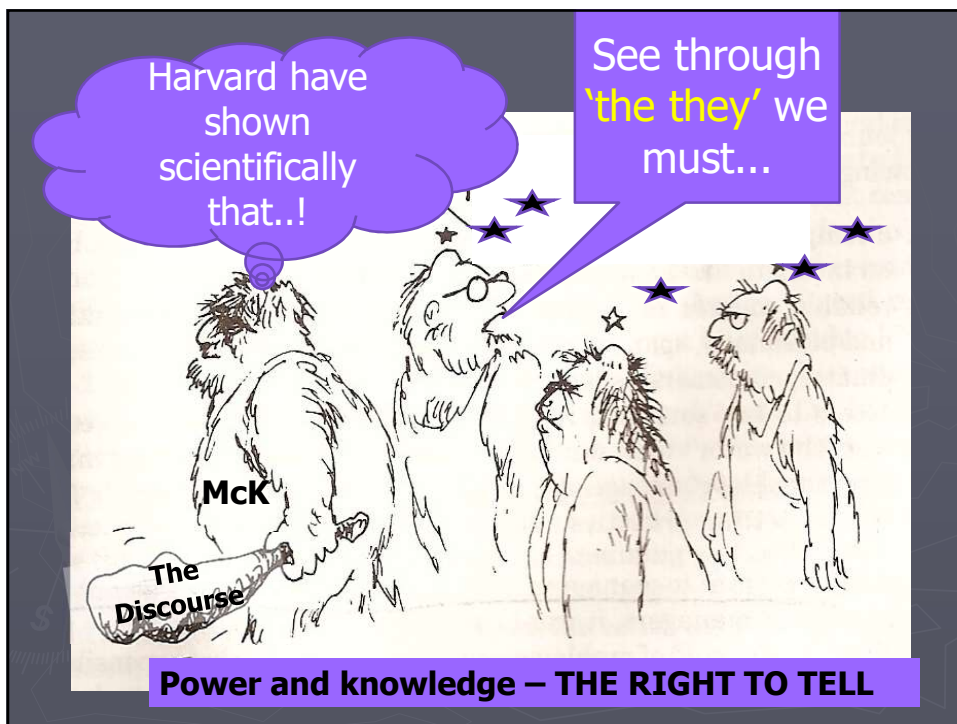
CONDUCT COUNTS!...and...

Right Thought, Right Talk, Right Action

Becoming a Mindful Manager

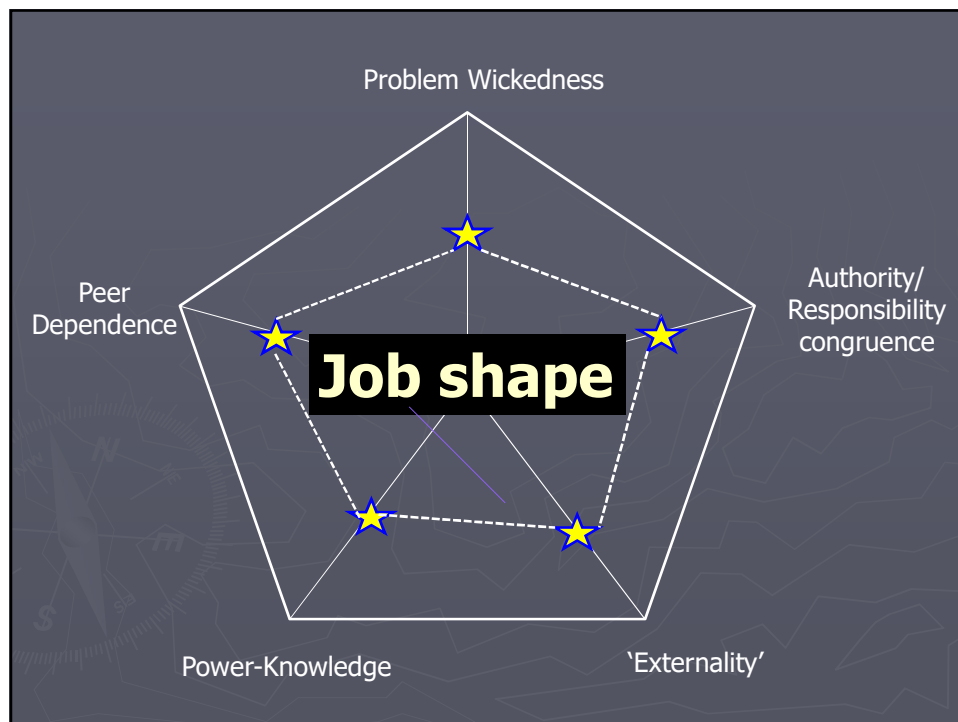


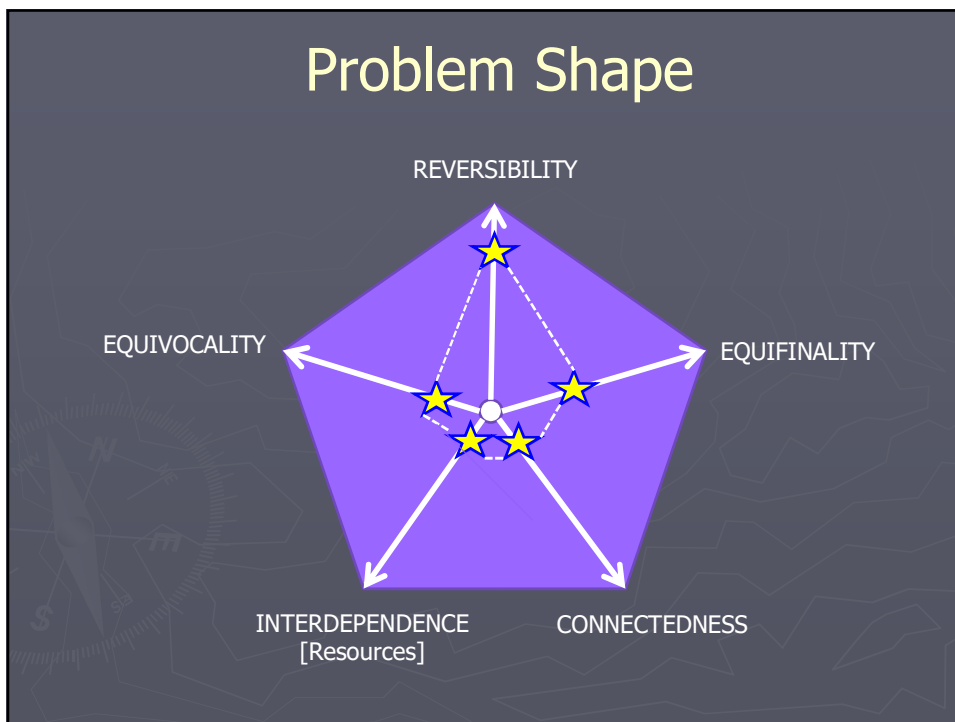
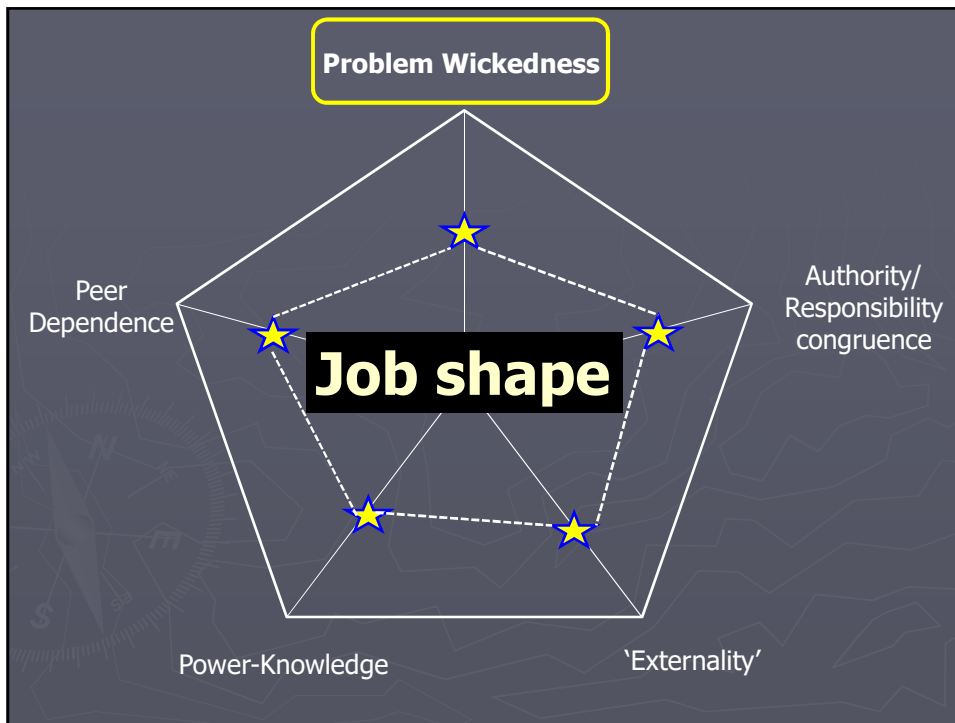


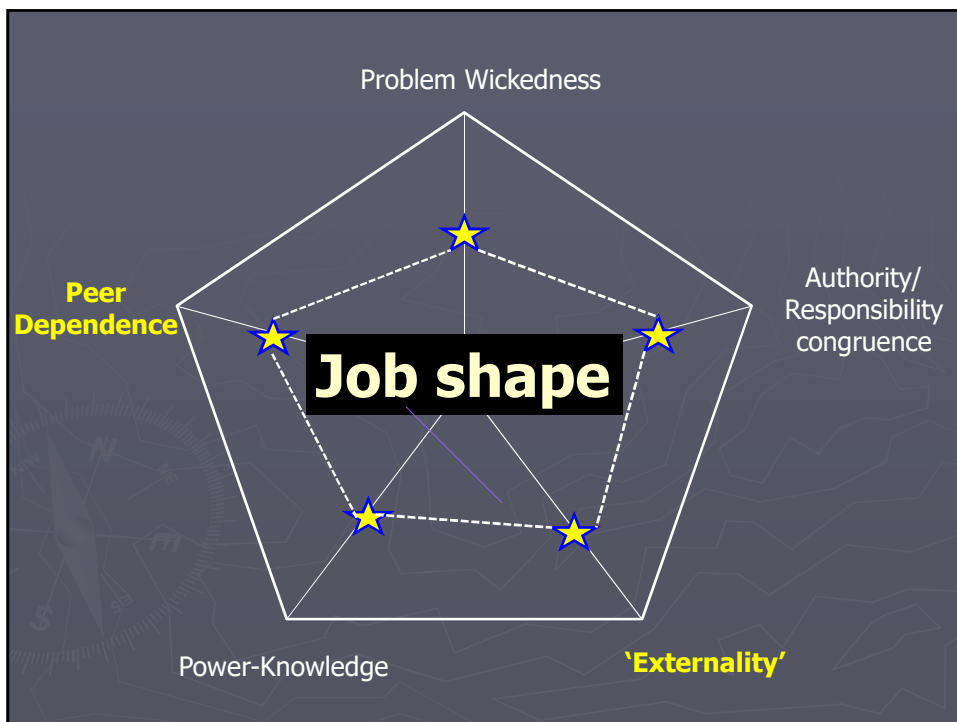
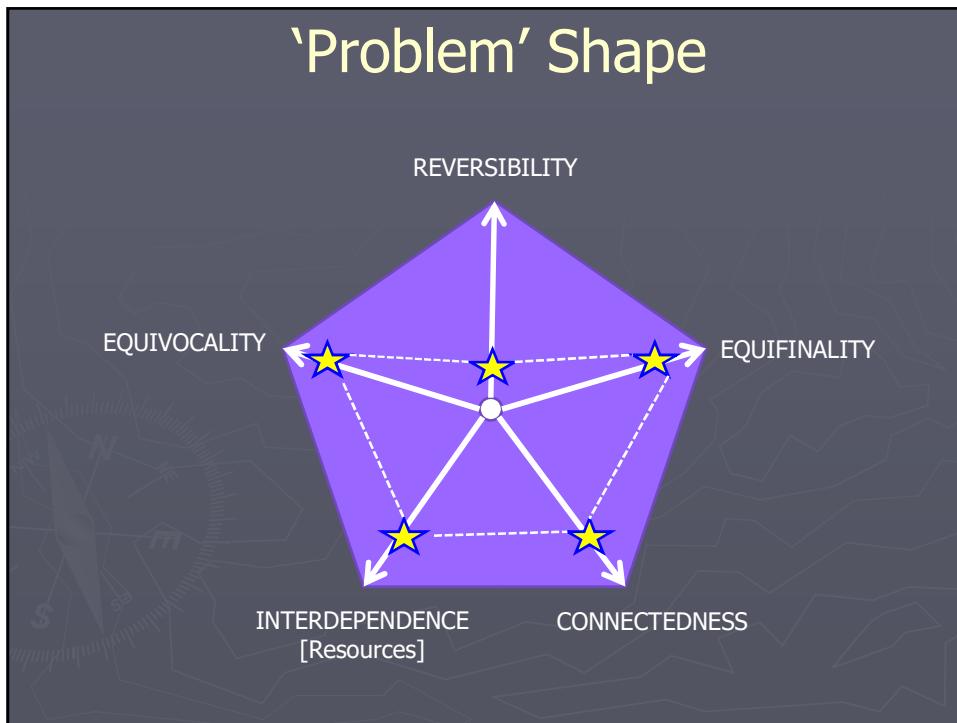


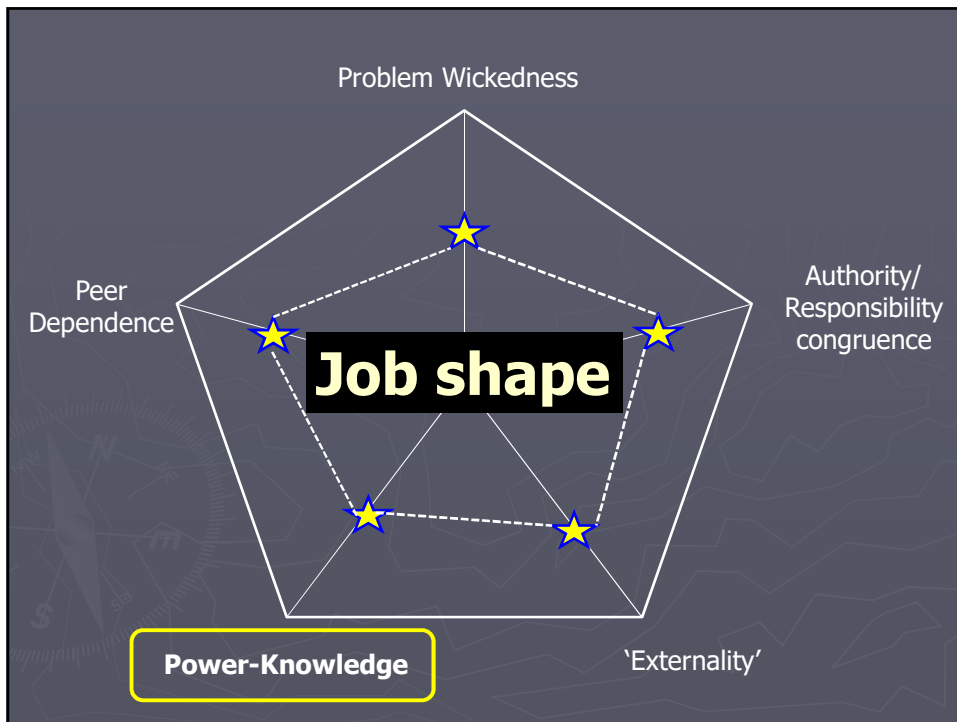
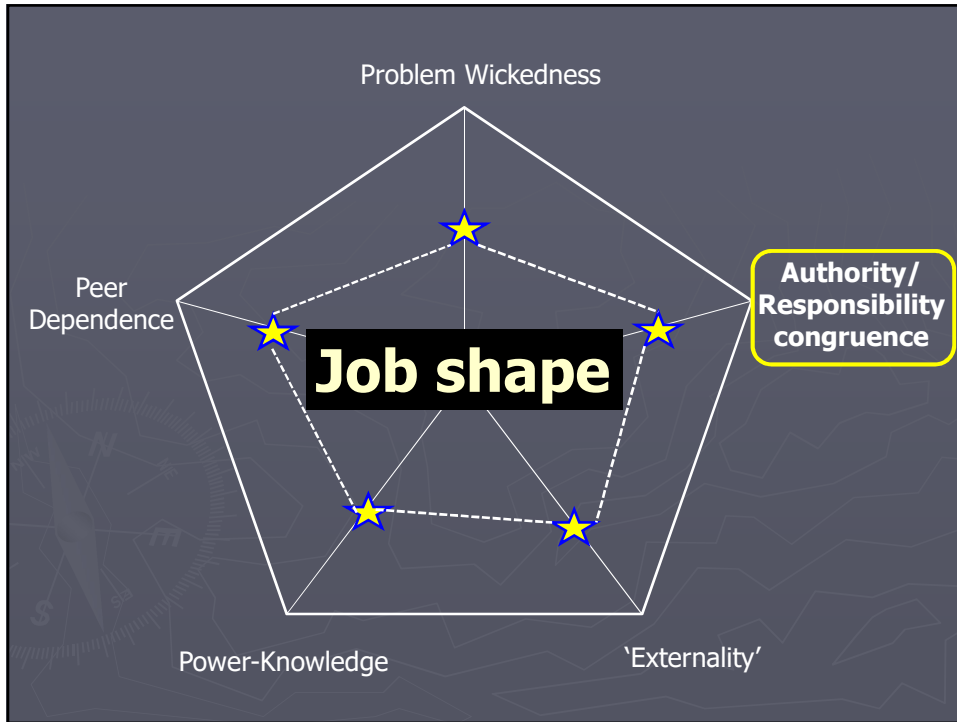


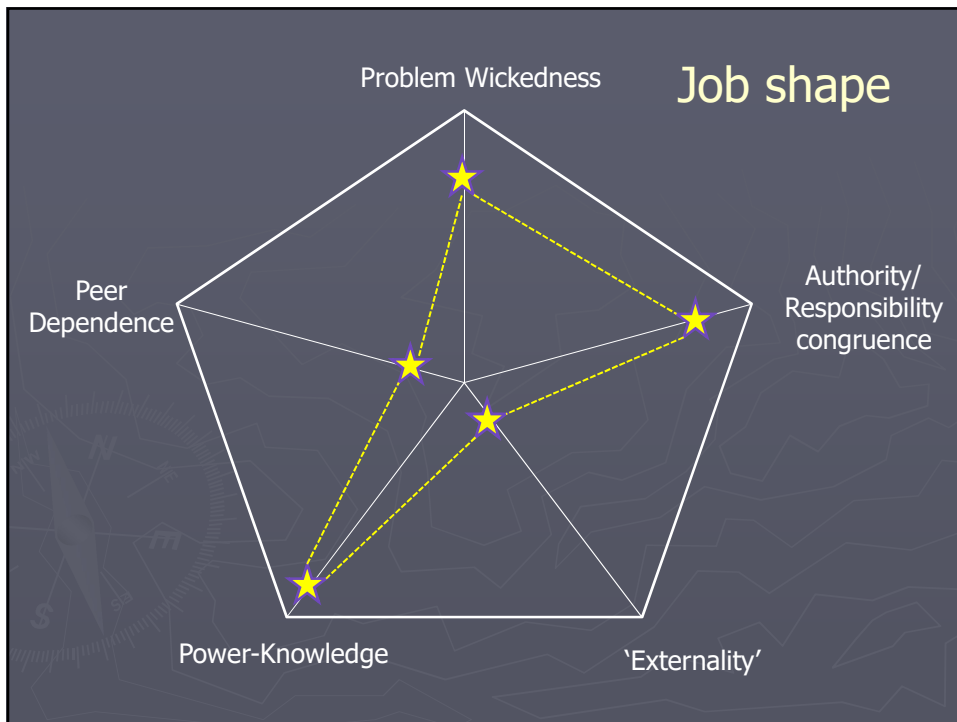
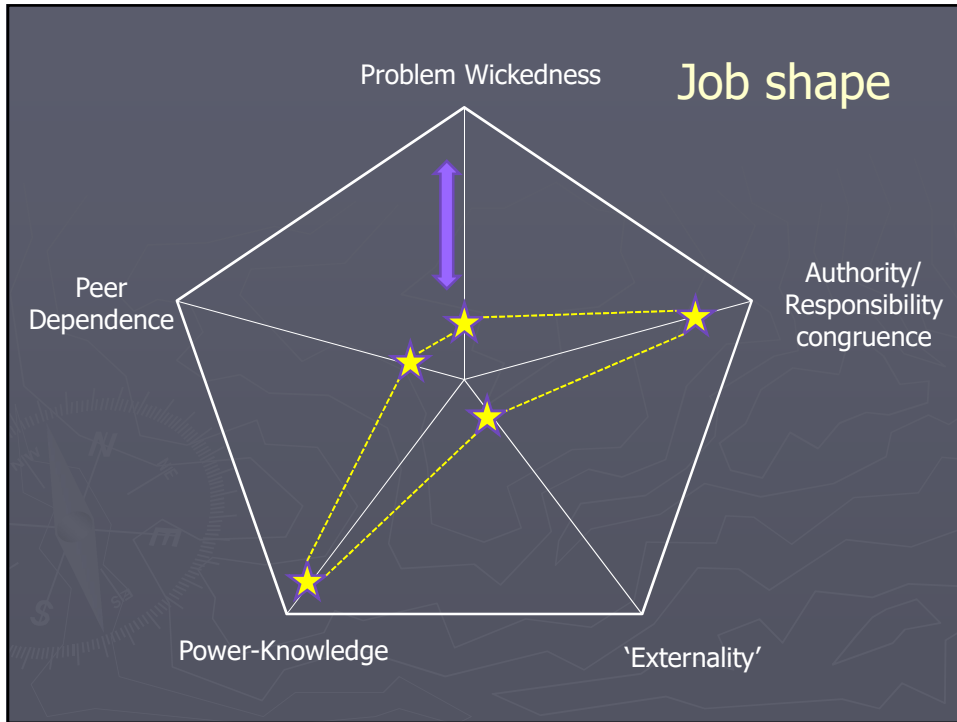
The wicked worlds of.....

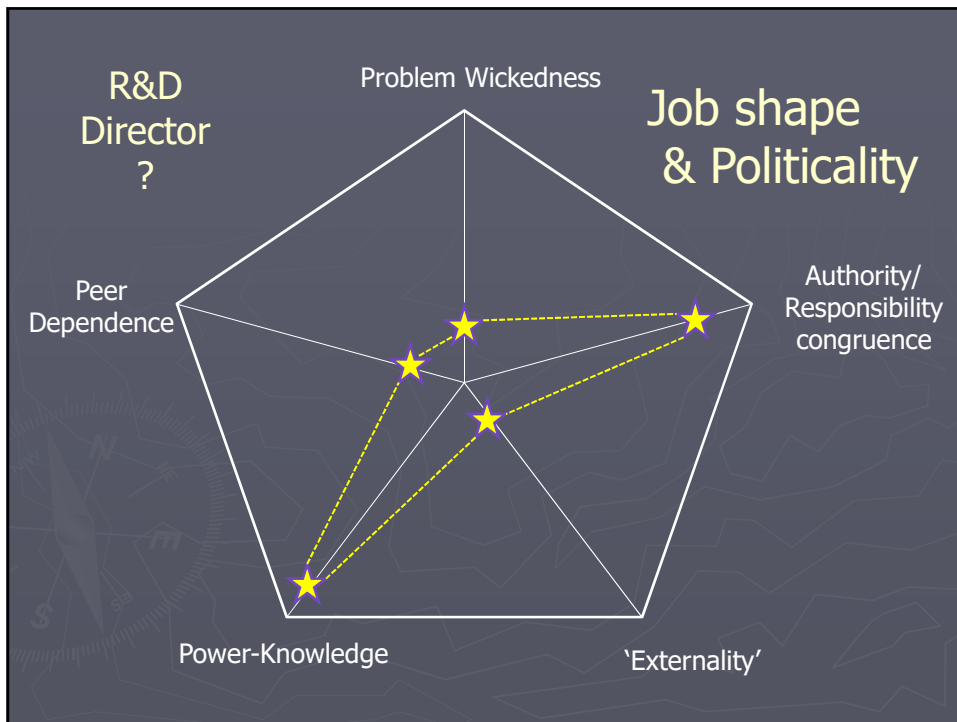
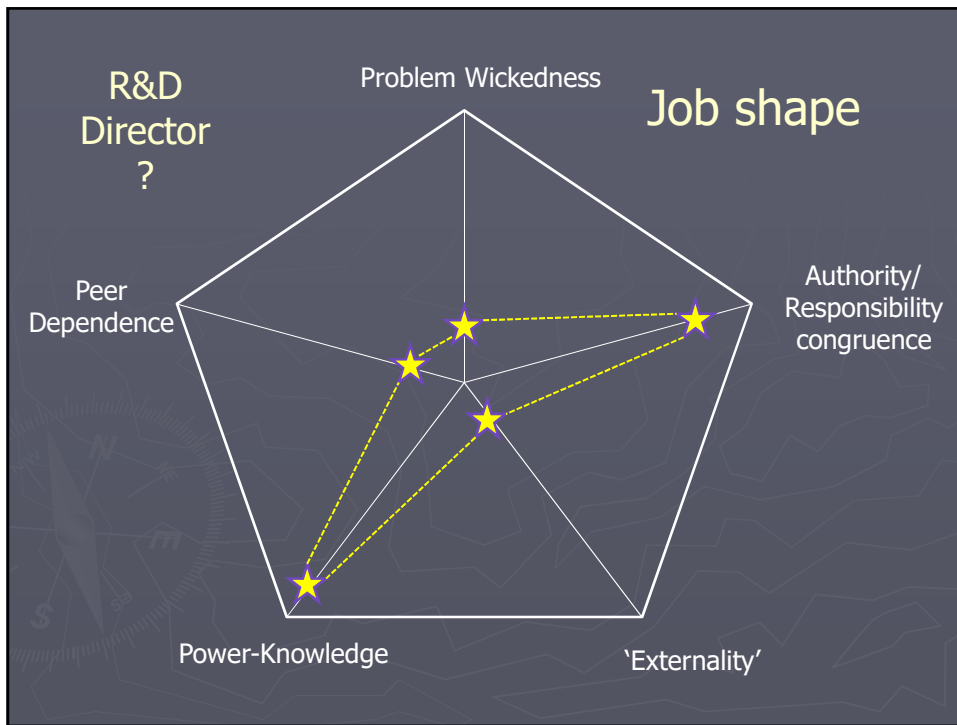


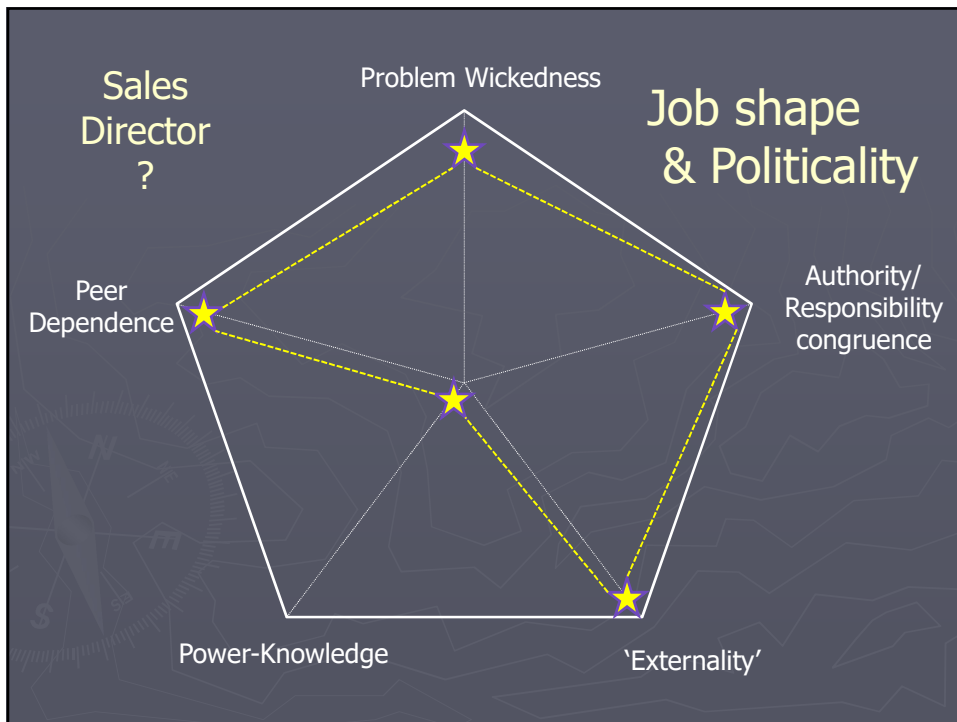
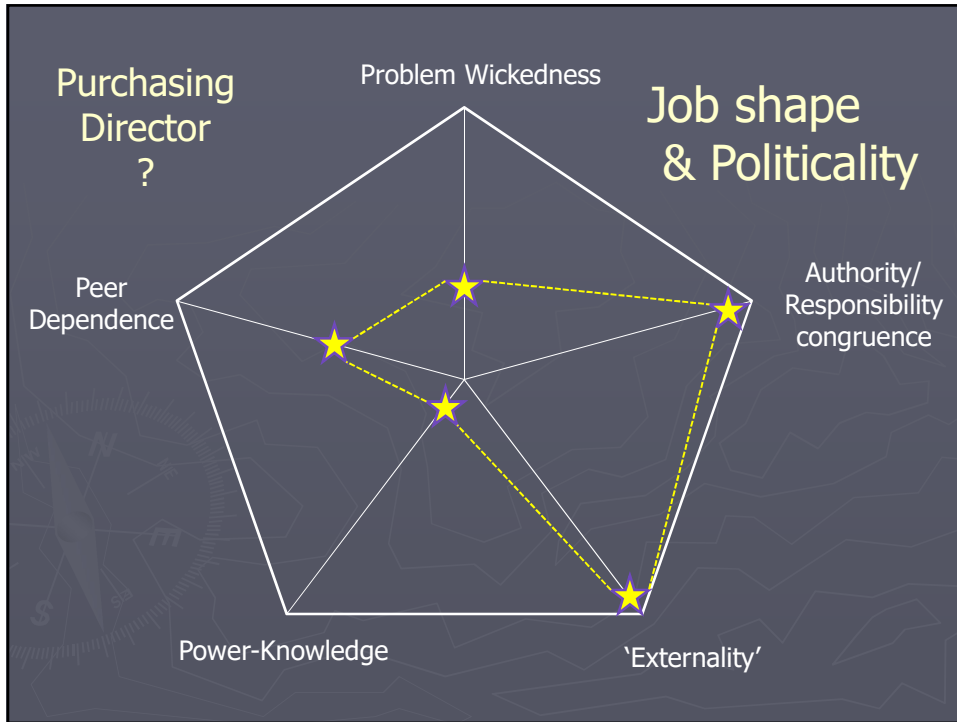


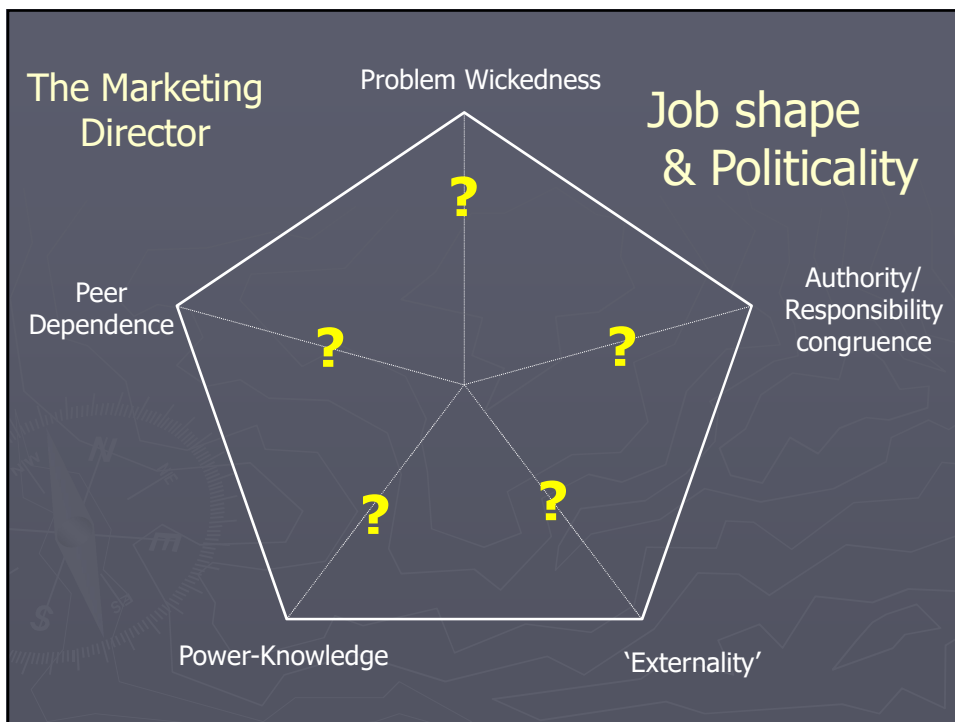
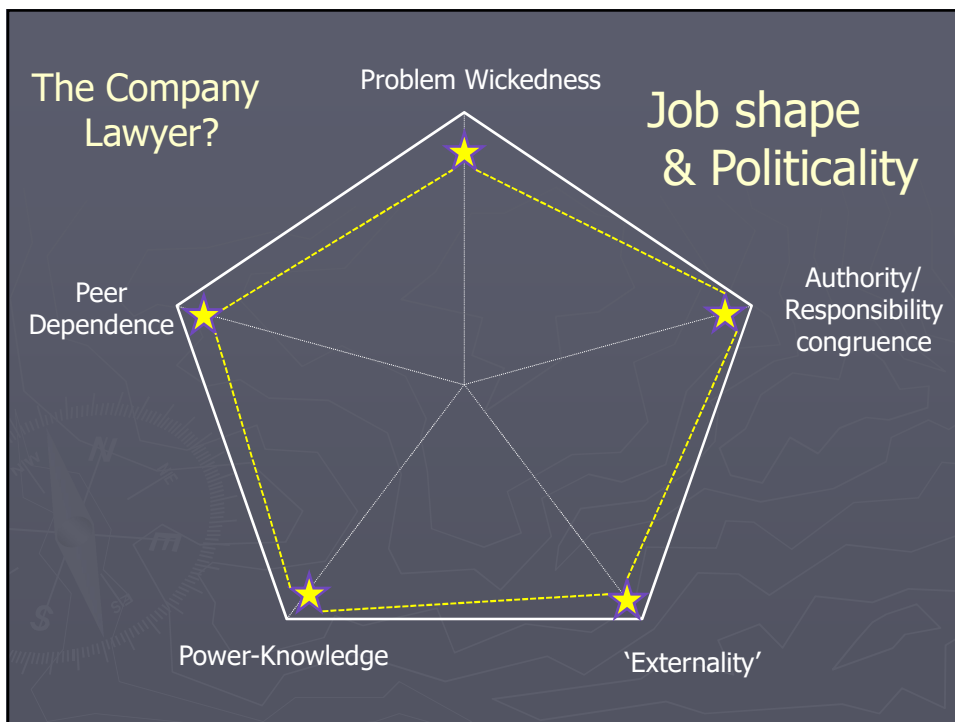












Crystallisation 2/3

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

The diagram on the left is titled 'The struggle for 'resources & rewards''. It shows a central yellow box with a green dollar sign, flanked by two figures. Arrows point from this box to four labels: 'Unitary 'ends'', 'A wicked world of cooperation', 'Individual 'ends'', and 'Sectional 'ends''. The cartoon on the right shows three monkeys. One monkey has a speech bubble that says 'YOUR SURVIVAL AND PROSPERITY ARE IN MY HANDS'. Another monkey has a speech bubble that says 'NO DOUBT ABOUT IT... HE'S RIGHT ABOUT... WELL... EVERYTHING'. A third monkey has a speech bubble that says 'FEAR'.



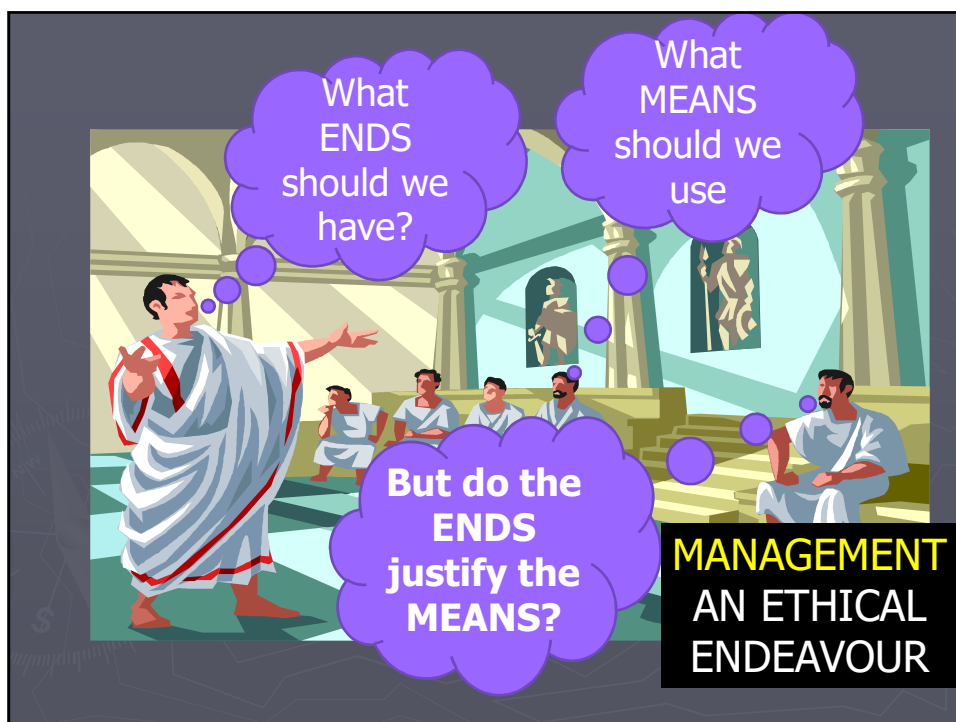
It is not what should be!
Where should we be?

What route there should we take

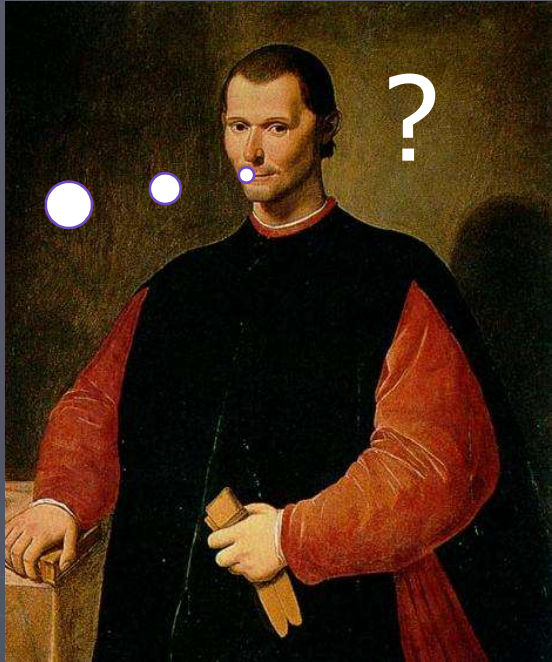
This is where we are & why we are where we are,

MANAGEMENT
A POLITICAL ENDEAVOUR






The ENDS justify the MEANS

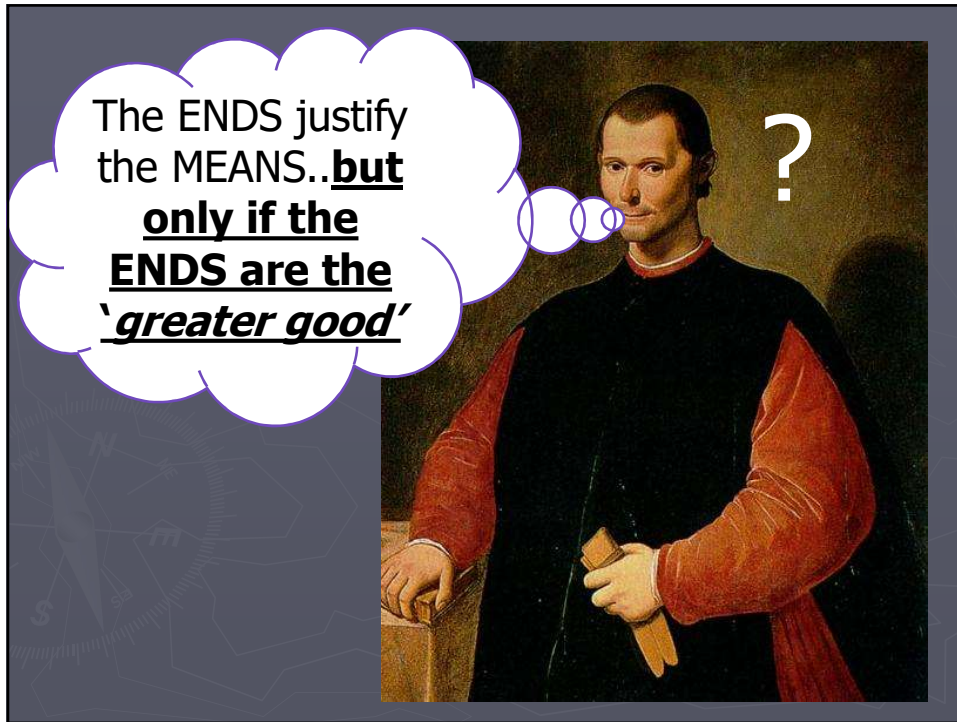


A portrait of a man in a black and red robe, standing and holding a book. A large white question mark is positioned to the right of his head. Three small white circles are arranged in a horizontal line above his head, with the rightmost one overlapping the question mark. The background is dark and textured.


The GOALS justify the METHODS



A portrait of a man in a black and red robe, standing and holding a book. A large white question mark is positioned to the right of his head. Three small white circles are arranged in a horizontal line above his head, with the rightmost one overlapping the question mark. The background is dark and textured.



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



MEANS

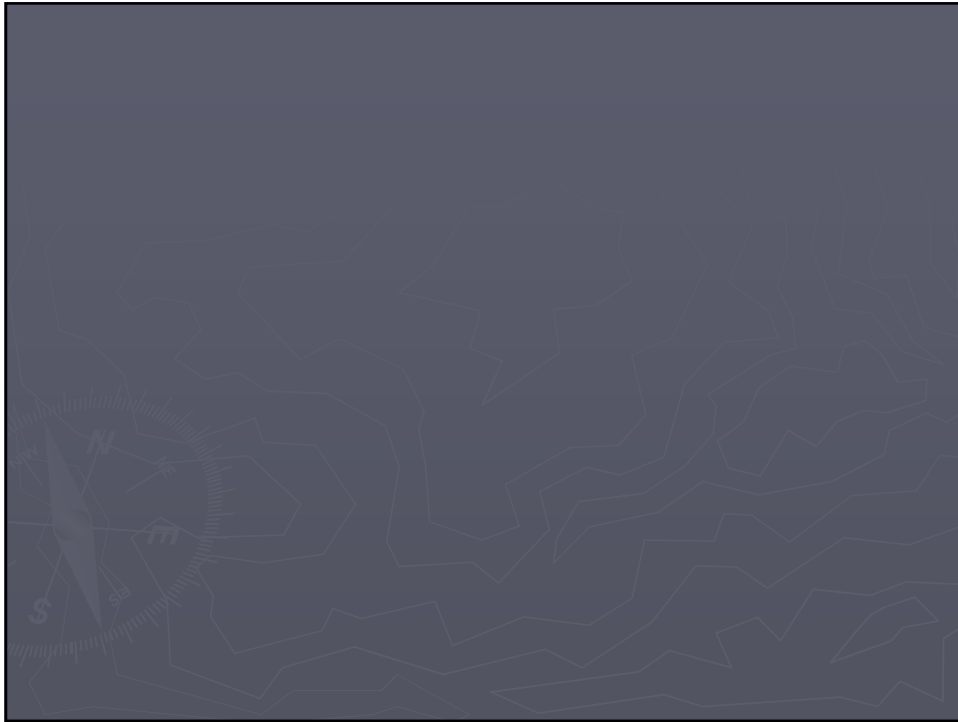


MEANS



ENDS





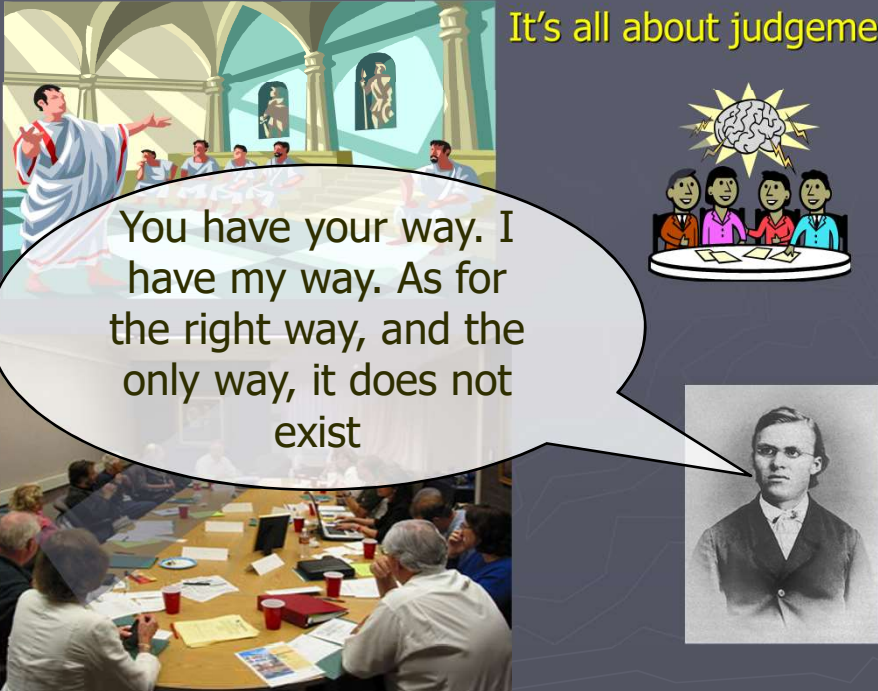


What ENDS should we have?

What MEANS should we use?



But do the ENDS justify the MEANS?

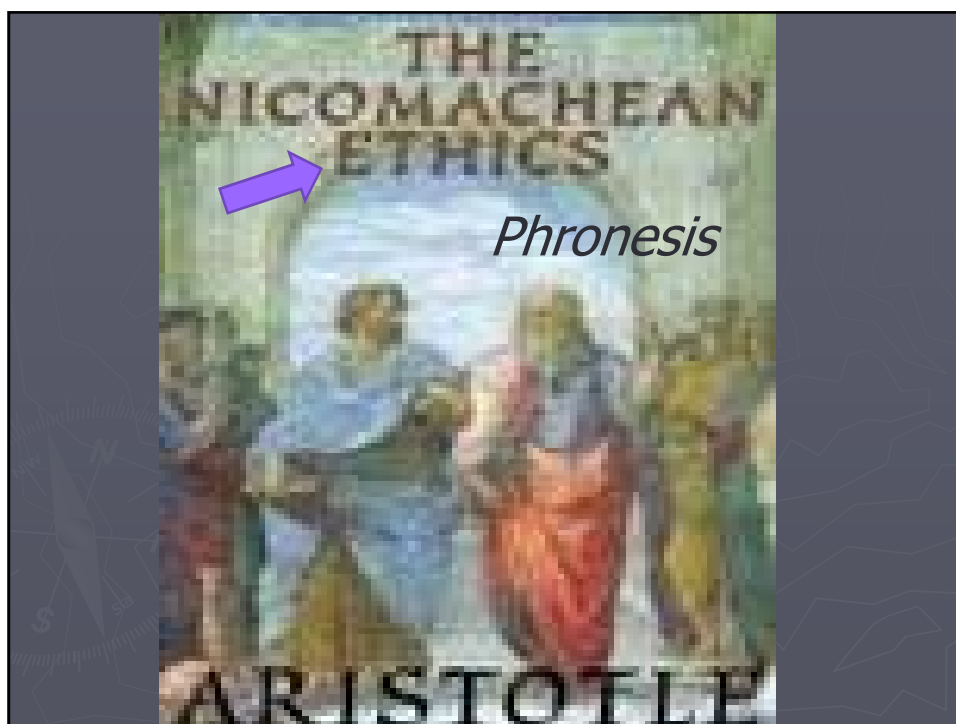
MANAGEMENT
is
A POLITICAL &
ETHICAL
ENDEAVOUR



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





The Mindful Manager has Cognitive Discipline

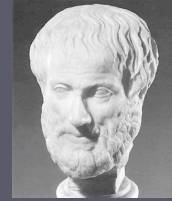
Reflexive
I strive to
be

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

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

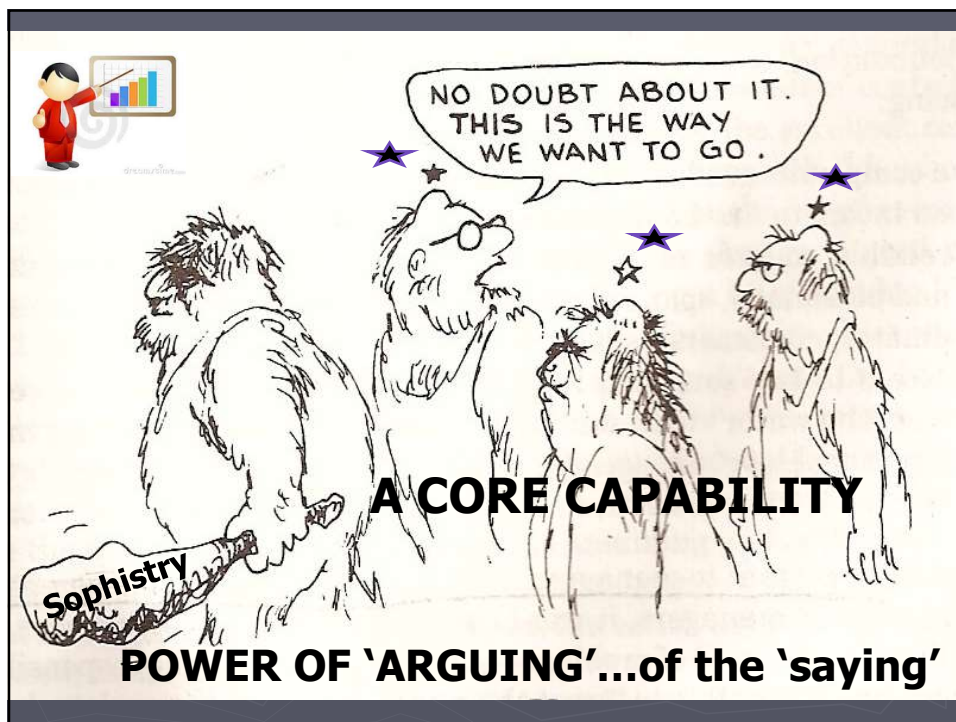
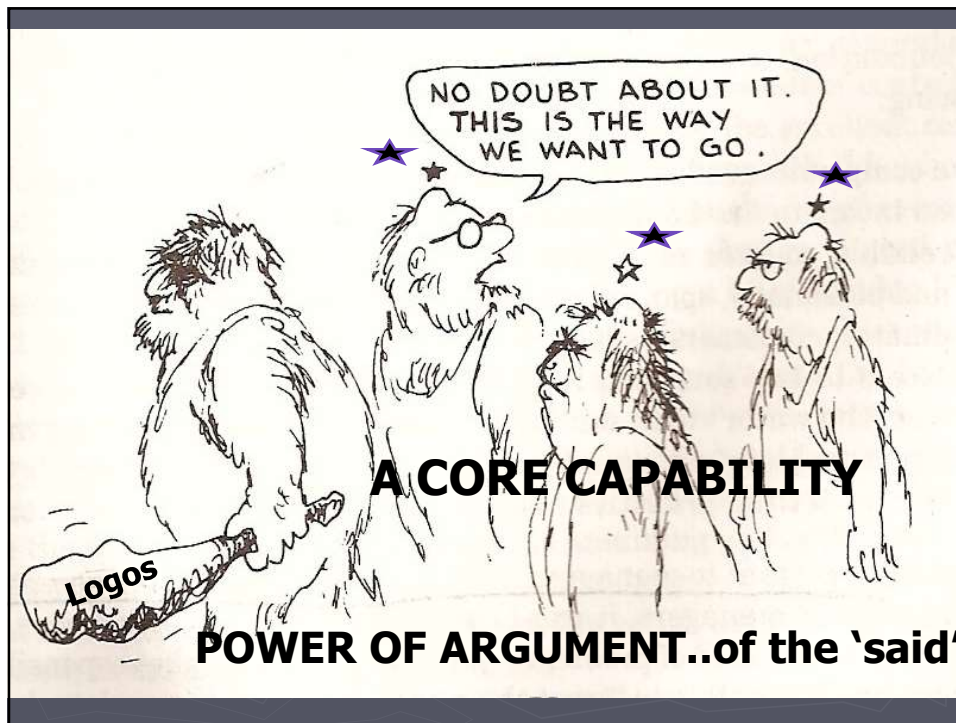


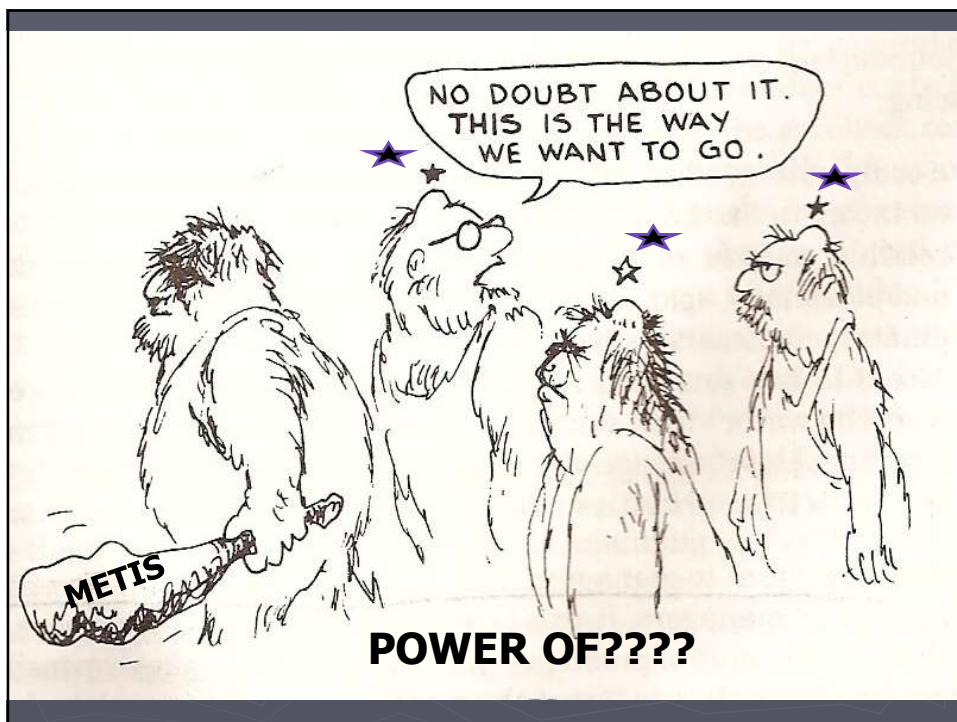
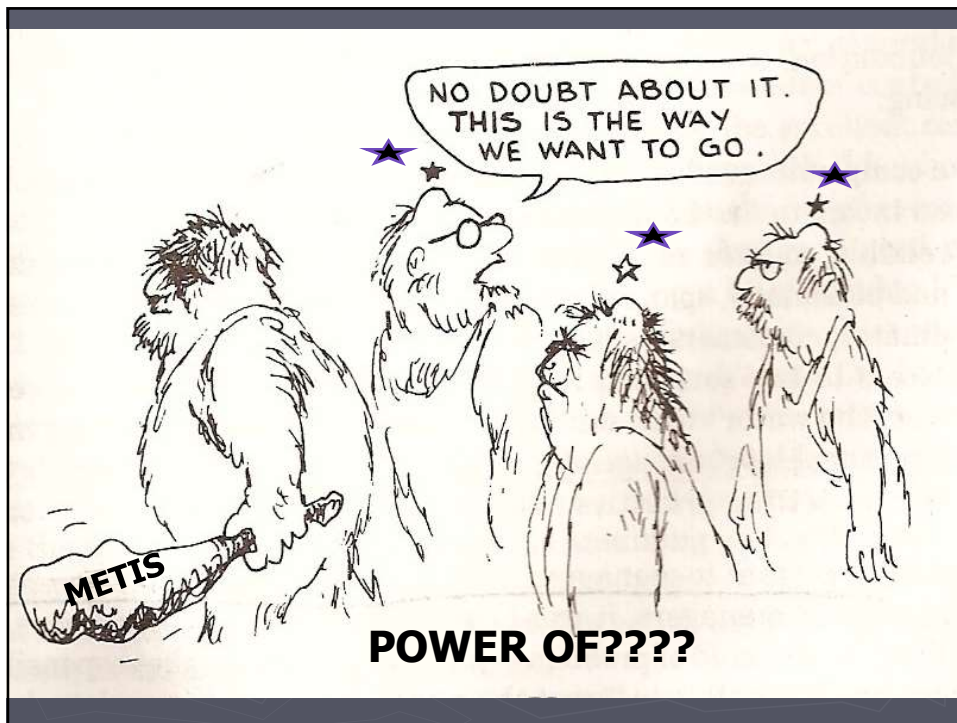
Phronesis



- ▶ 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 its techne-ologies of **DELIBERATION** - **Logos, Metis and Sophistry**
SPEAK TO THE WORLD OF POLITICS





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??**

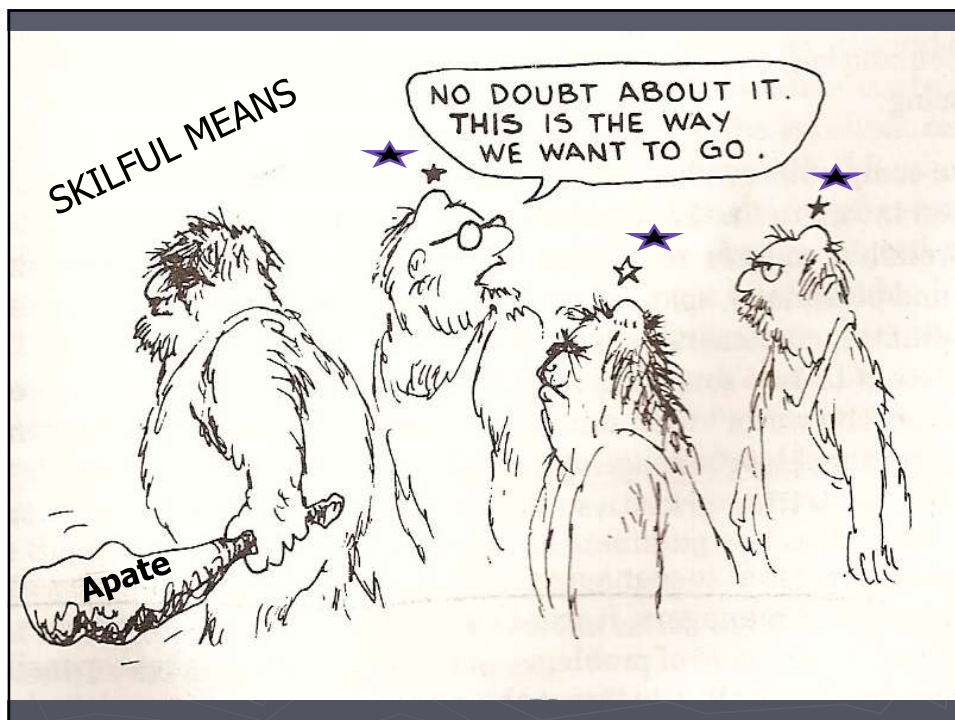
The Metistical Manager

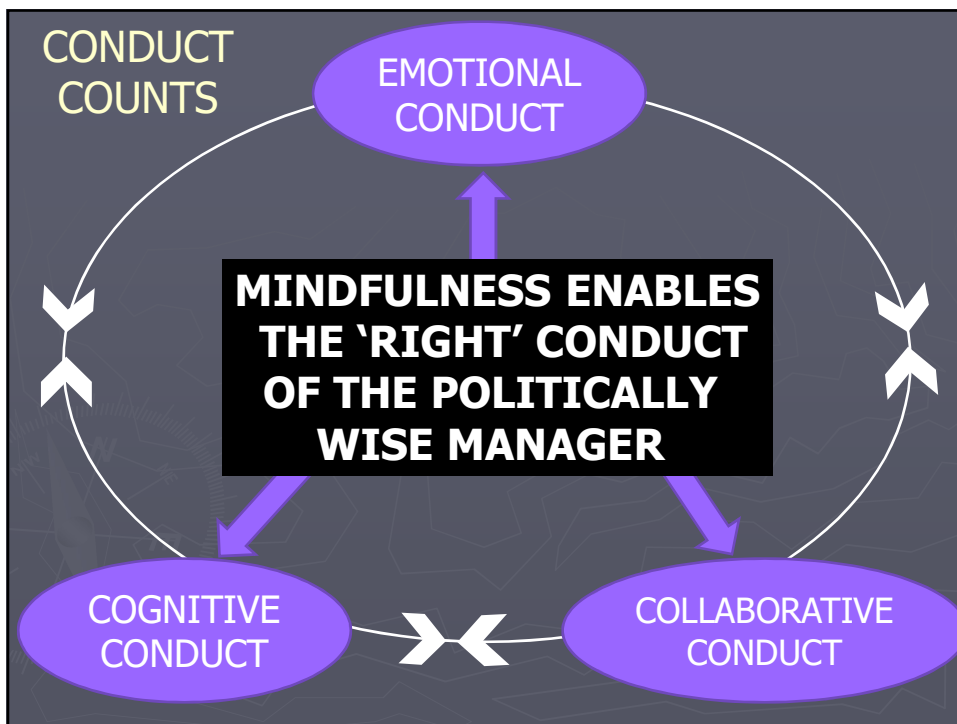
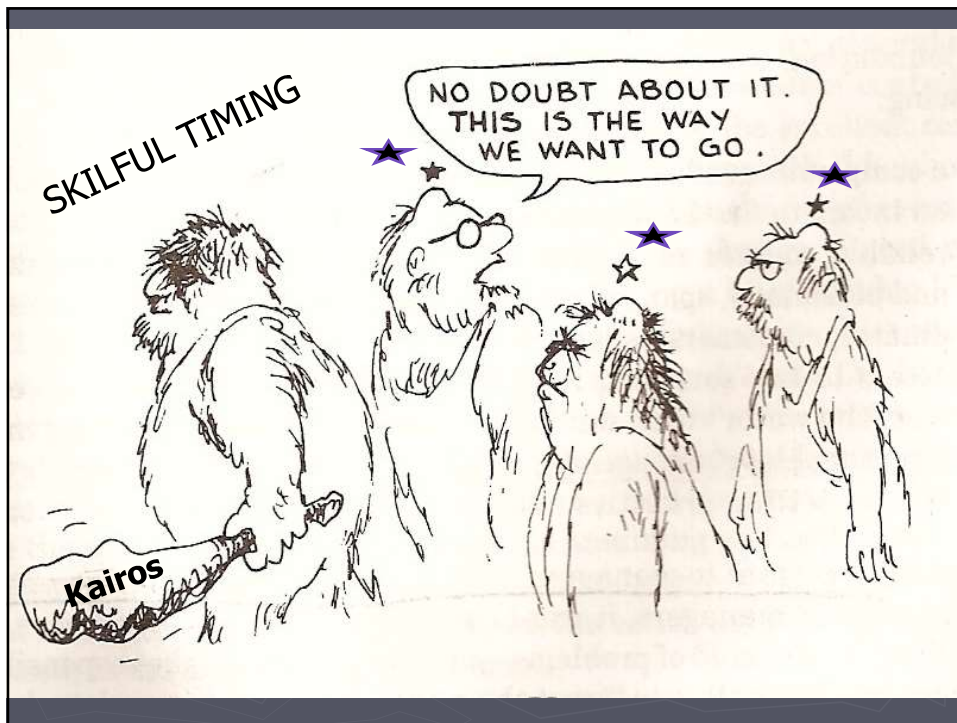
Metis suggests an acute sensitivity and awareness; however immersed in a given set of circumstances one finds oneself, the *person of metis* can still discover strategic advantage through alertness, resourcefulness, guile, and timely opportunism to frame and reframe problems, and hence, to effect favourable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

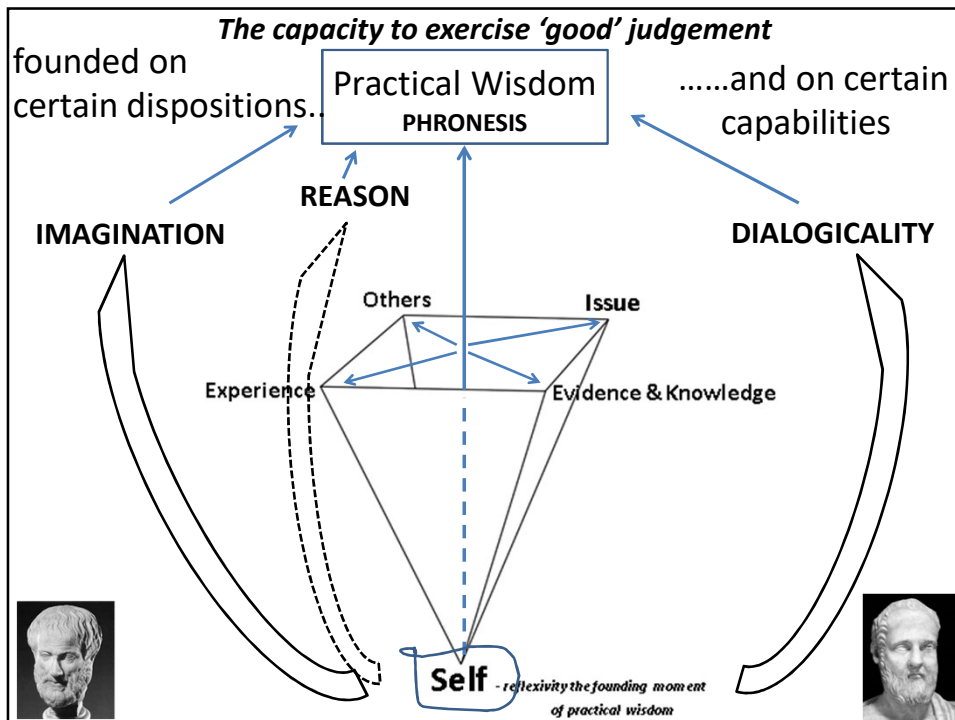
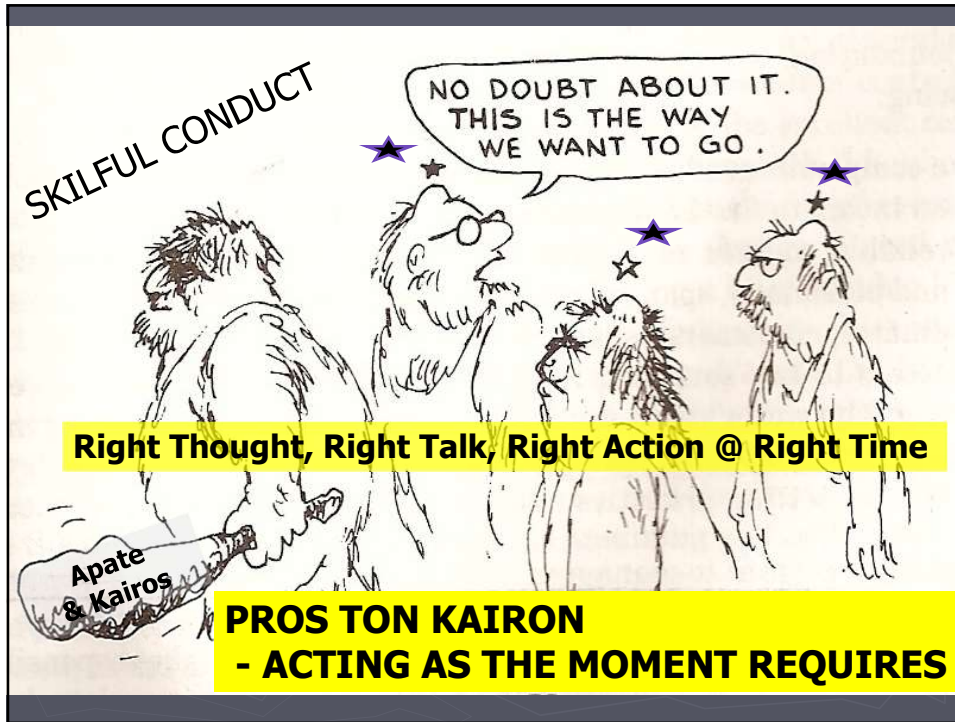
The Metistical Manager

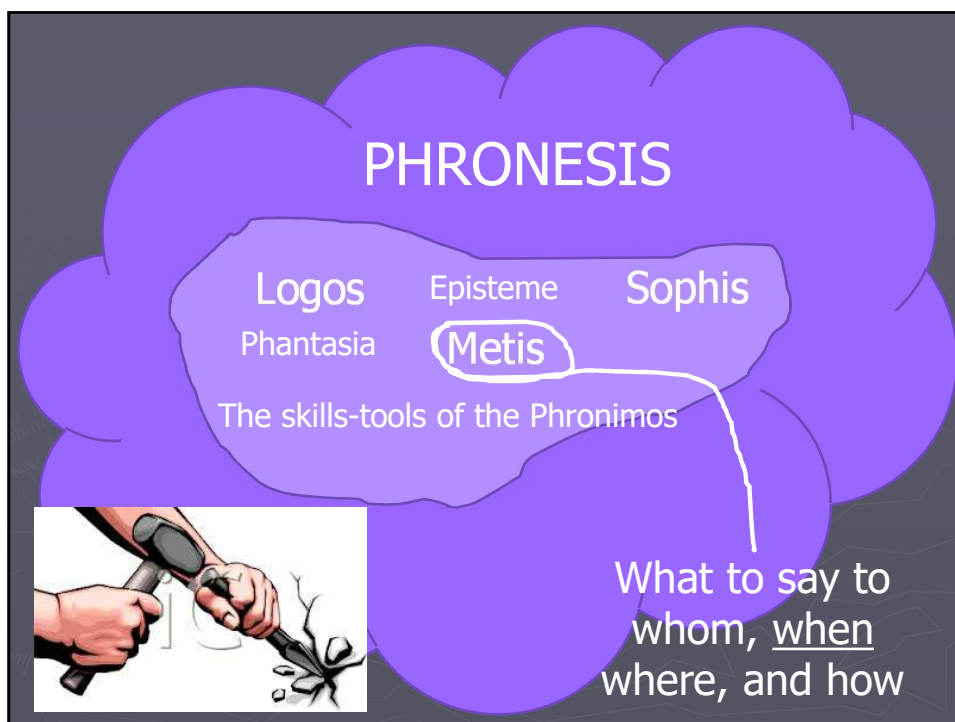
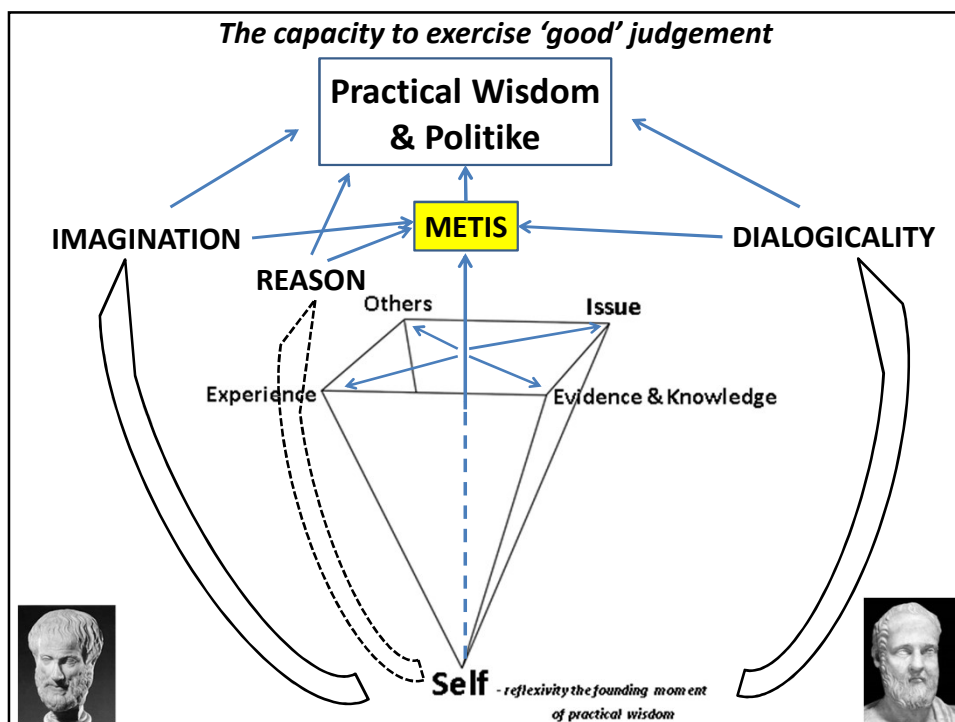
- ▶ Machiavelli's *princely characteristic* of *virtu* evokes the same kind of labile, intimate, and shadowy intelligence that affords its exponents influence within events rather than control over them.

STREET SMARTS









PHRONESIS

Logos


Phantasia

Episteme

Metis

Sophistry

The skills-tools of the Phronimos



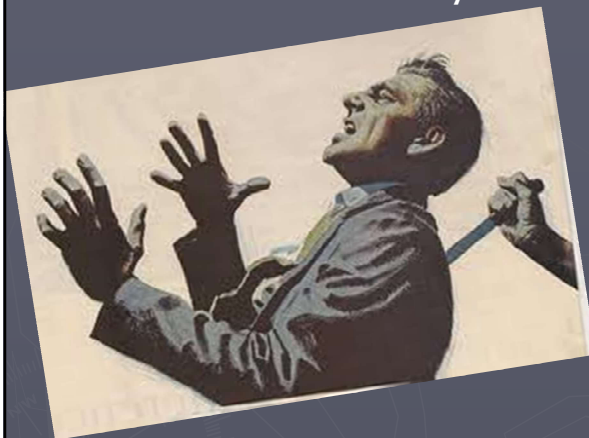
What NOT to say
to whom, when
where, and how

Becoming a Mindful Manager

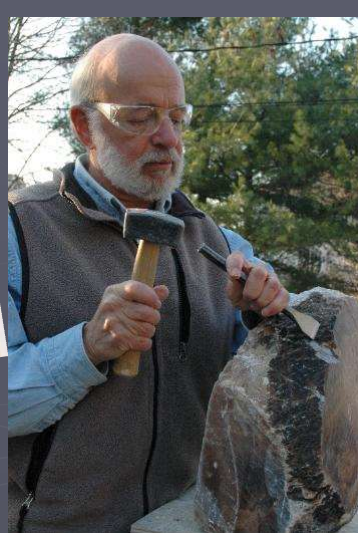


- To whom to LIE when, how & where is your choice and a choice of immense importance

Tools-skills are morally neutral!

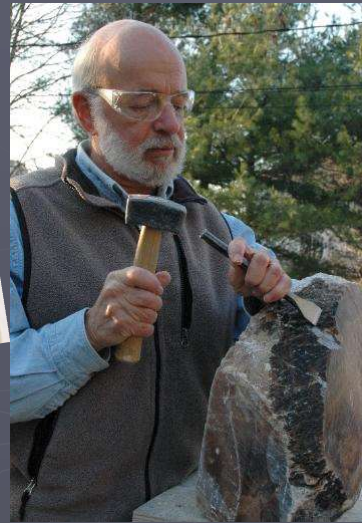
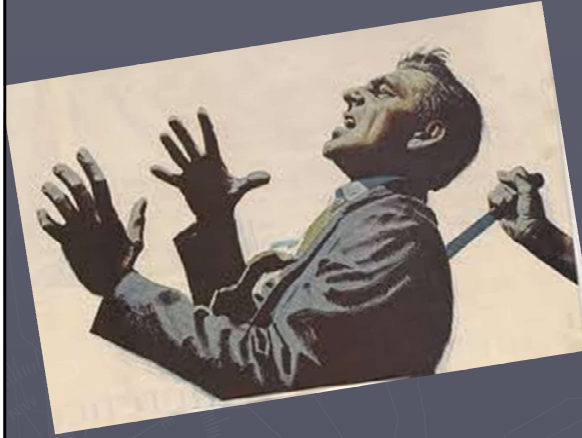


One can kill with a chisel or carve a beautiful sculpture



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*

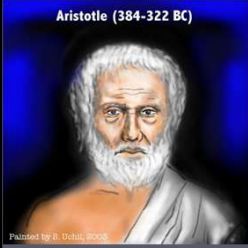
**The tools/skills can
be used for *personal
good or greater good***

A slide with a dark grey background. In the top left corner is a small portrait of a man in a black and red robe. In the center is a large purple cloud containing the text 'THE PHRONIMOS' in yellow, italicized font. A white arrow points from the right side of the cloud towards the text. Below the cloud, the text 'The tools/skills can be used for personal good or greater good' is written in yellow, bold font.

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



A slide with a dark grey background. On the right side is a portrait of a man in a black and red robe, with a large white question mark overlaid on the image. On the left side, a white cloud contains the text 'The ENDS justify the MEANS..but only if the ENDS are the greater good...but what constitutes the greater good and who decides?' in black font. The words 'but what constitutes the greater good and who decides?' are bolded and underlined.




Aristotle (384-322 BC)
Painted by G. Della Porta

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



THE METISTICAL PHRONIMOS IS

VALUES LADEN

An embedded Ethicality

Means and Ends you should choose

ETHICALITY

↑

The capacity to exercise 'good' judgement

IMAGINATION

REASON

Experience

Others

Issue

Evidence & Knowledge


DIALOGICALITY

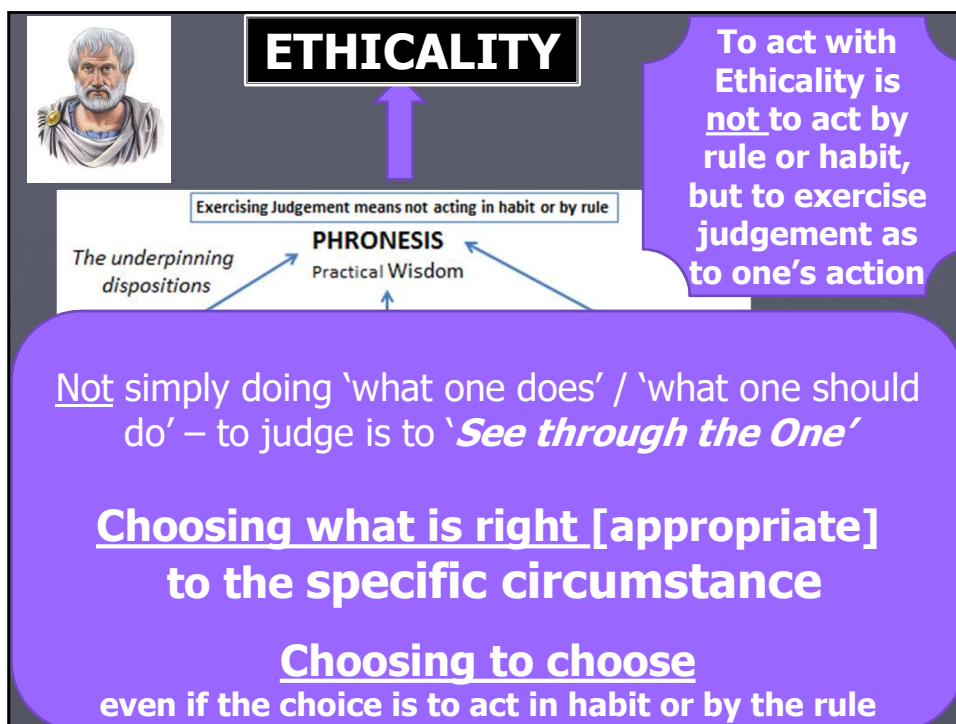
Practical Wisdom & Politike

METIS

Self - *reflectivity the founding moment of practical wisdom*

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





ETHICALITY

To act with...
...ty is...
... by...
... it,...
... se

Exercising Judgement means not acti...

The underpinning dispositions → PHRON...

Not... that one should...
...ugh the One'

... is right [appropriate]
... specific circumstance

**MAKING A CHOICE
CHOOSING TO CHOOSE
TAKING RESPONSIBILITY**

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

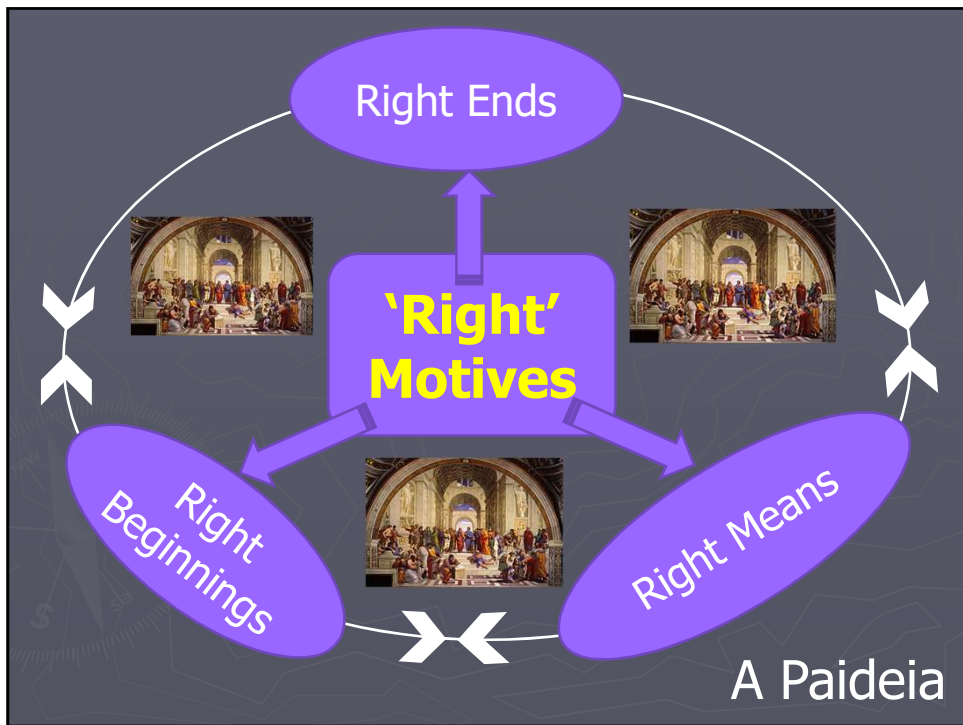
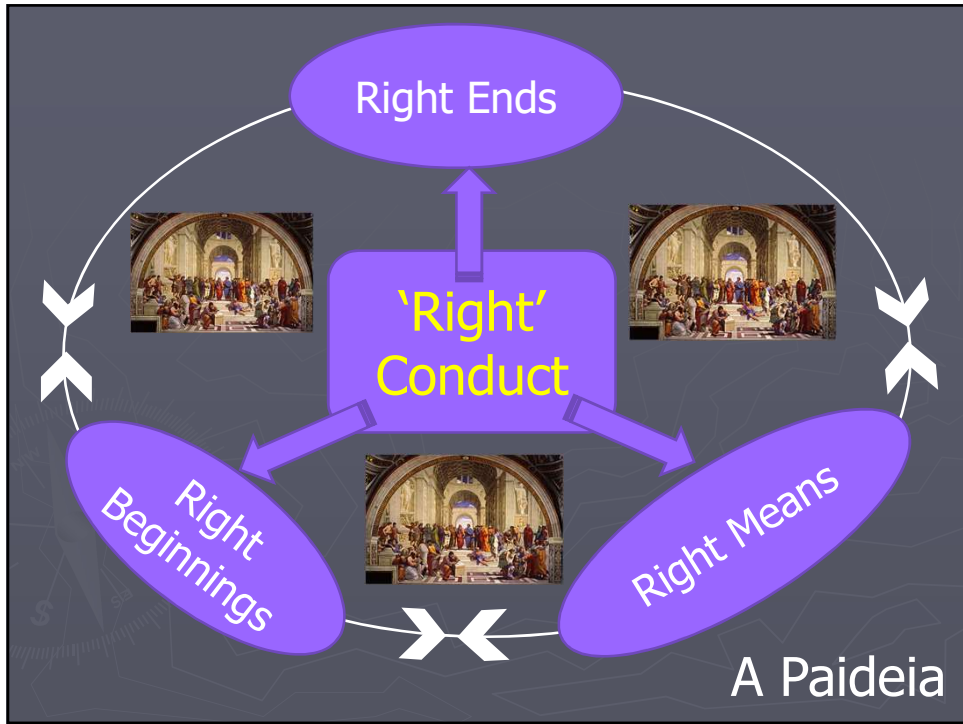
SKILFUL CONDUCT

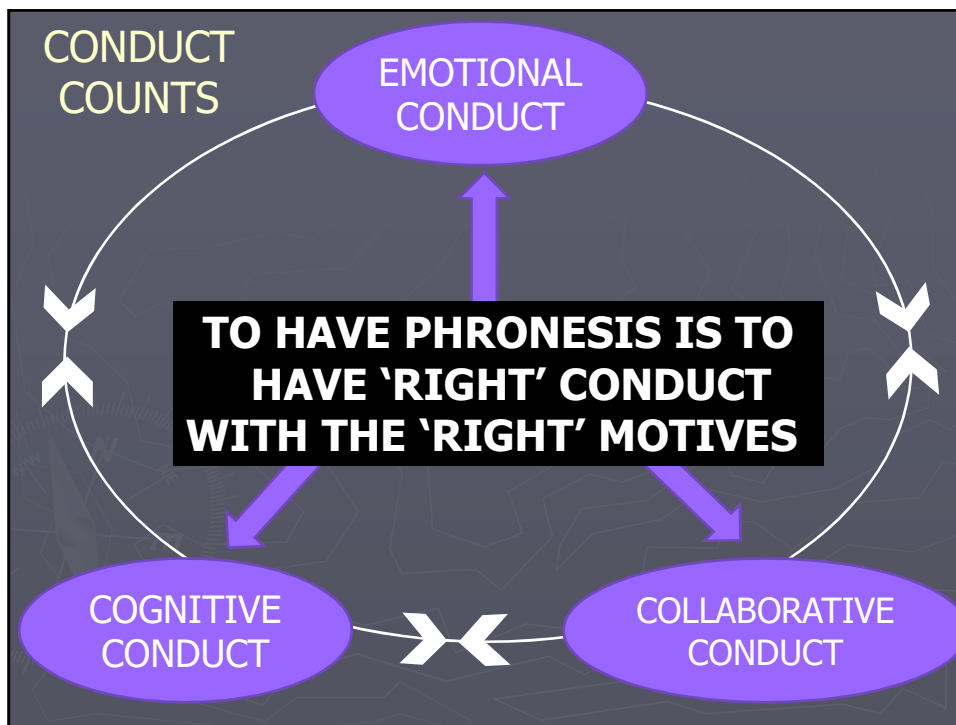
NO DOUBT ABOUT IT.
THIS IS THE WAY
WE WANT TO GO.

Right Thought, Right Talk, Right Action @ Right Time

Apate & Kairos

RIGHT??





A Mindful Manager understands:

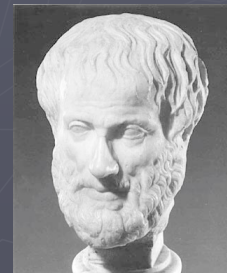


Managing is a political-ethical practice

A Mindful Manager understands that....

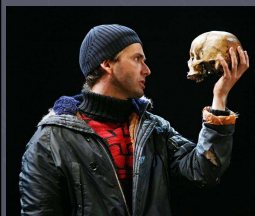


In the wicked world of management ONE OF LOGOS, SOPHISTRY & METIS you must be!



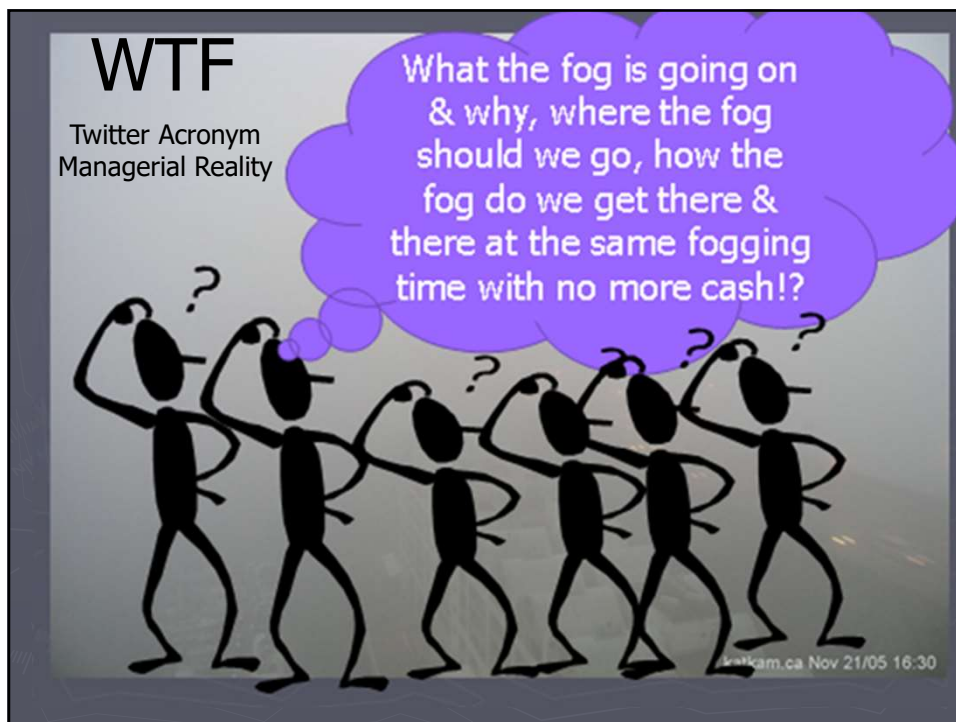
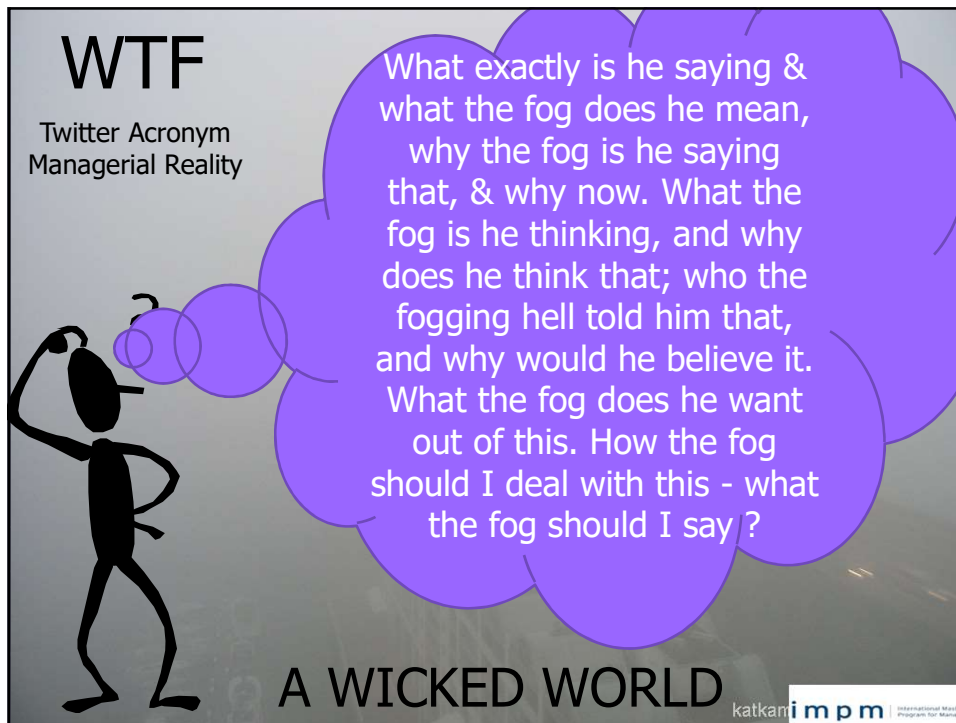
The Mindful Manager

- ▶ A Mindful Manager understands that:
HIGH PERFORMANCE IS BUILT ON WHAT HAPPENS IN EACH MOMENT

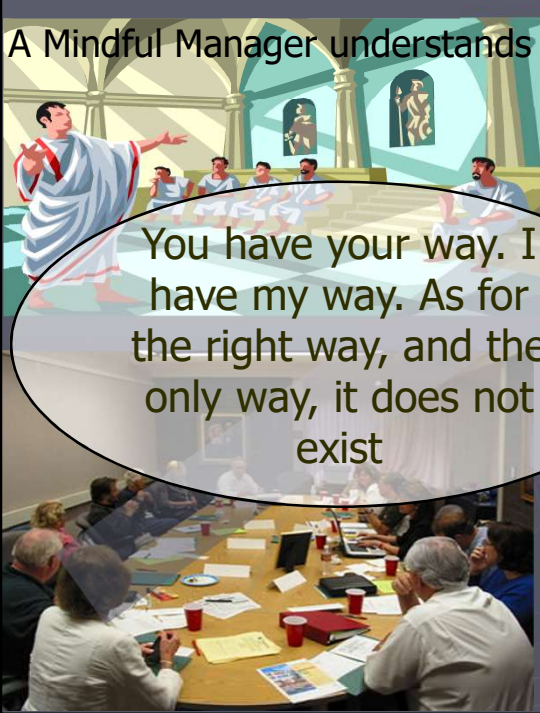


CONDUCT COUNTS!



Right Thought, Right Talk, Right Action @ Right Time



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

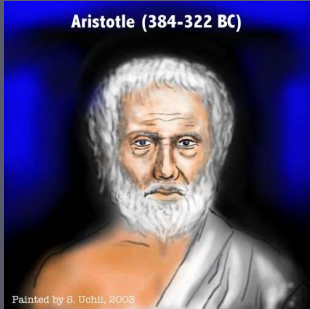
- ▶ A Mindful Manager understands




Aristotle (384-322 BC)

Painted by S. Uchii, 2003






Aristotle (384-322 BC)
Painted by S. Uchii, 2003



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

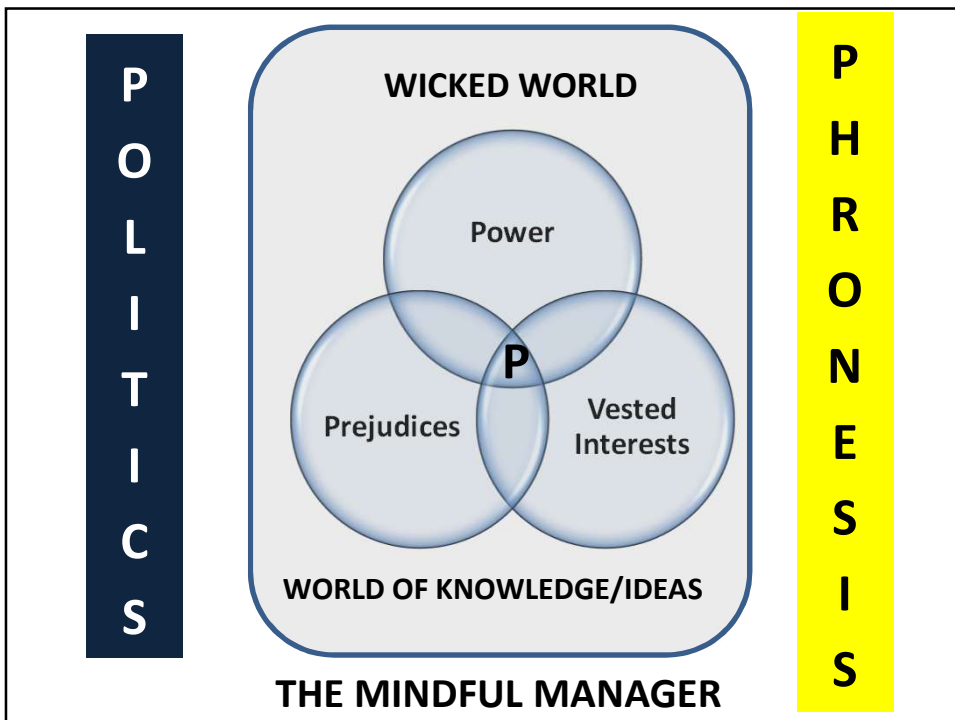


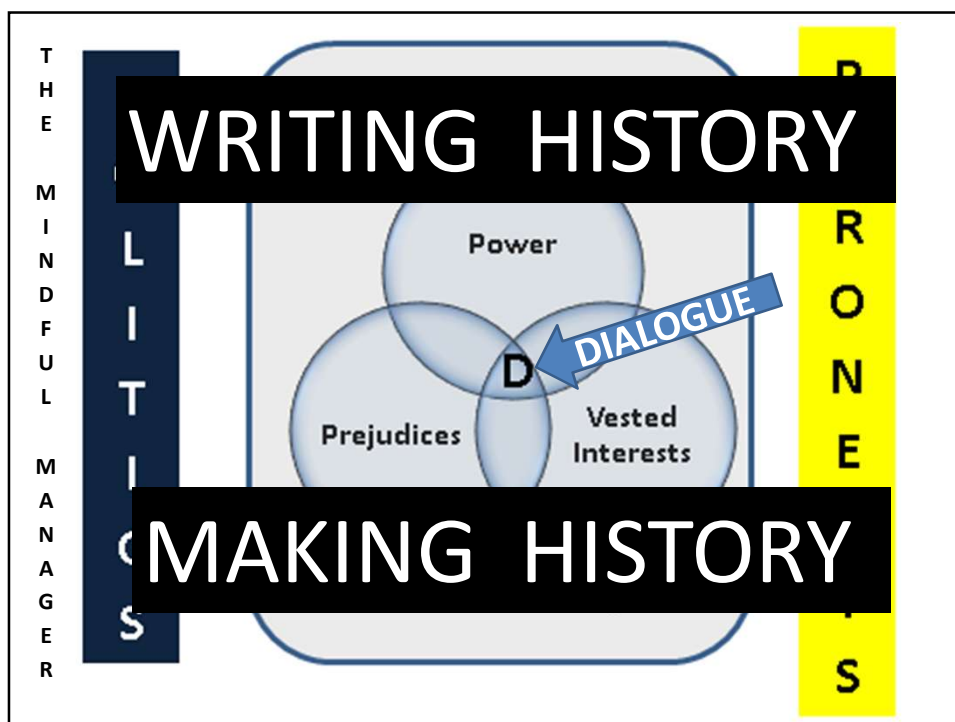
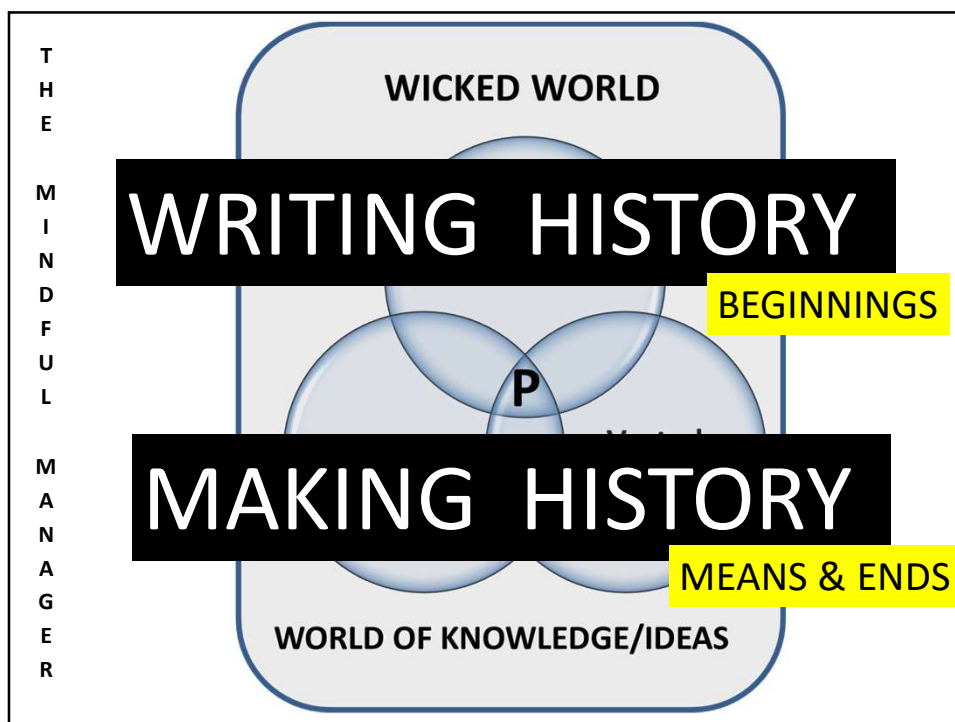
to listen is the challenge & to whom is your choice..!

Strive to see through 'the one' & 'the they' we must!!

CONDUCT COUNTS

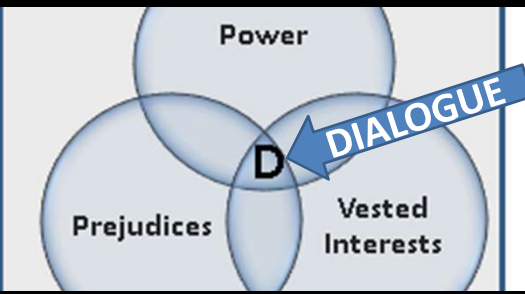
Power and knowledge – Two sides of the same coin





P
O
L
I
T
I

WRITING & MAKING HISTORY

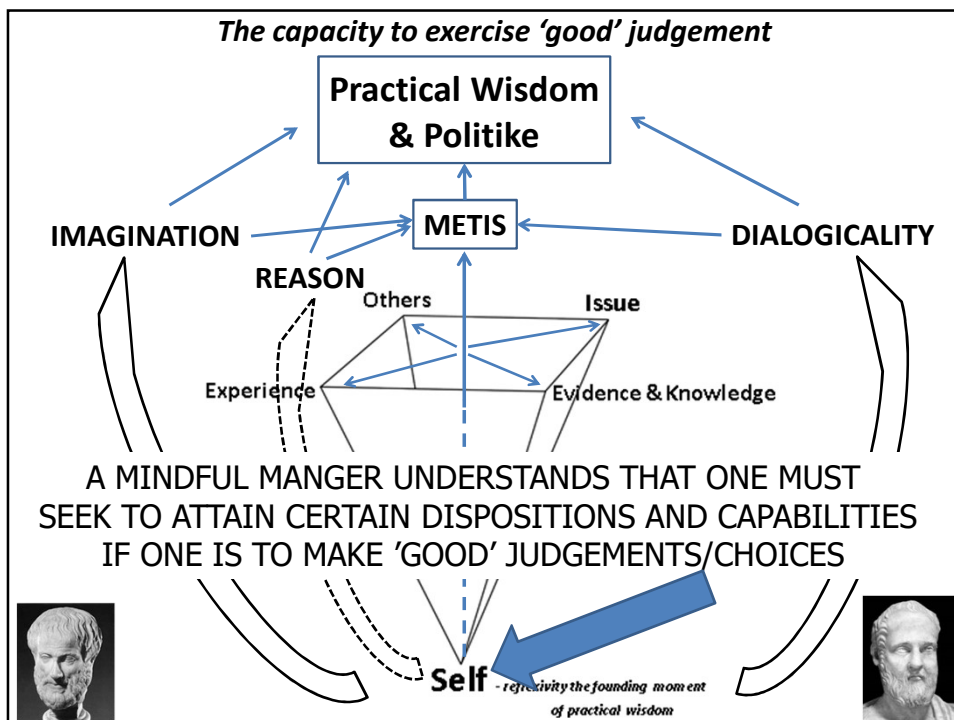


P
H
R
O
N
E

Innovative reconciliations of the seeming contradictions confronted often rest in the 'unsurfaced' assumptions that found the apparent paradox itself.

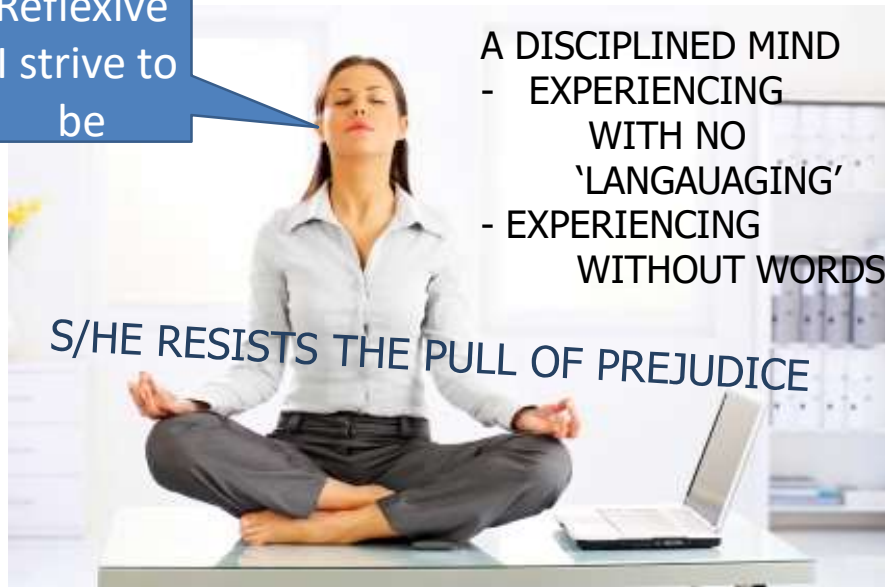
T
H
E
M
I
N
D
F
U
L
M
A
N
A
G
E
R

S



The Mindful Manager has Cognitive Discipline

Reflexive
I strive to
be

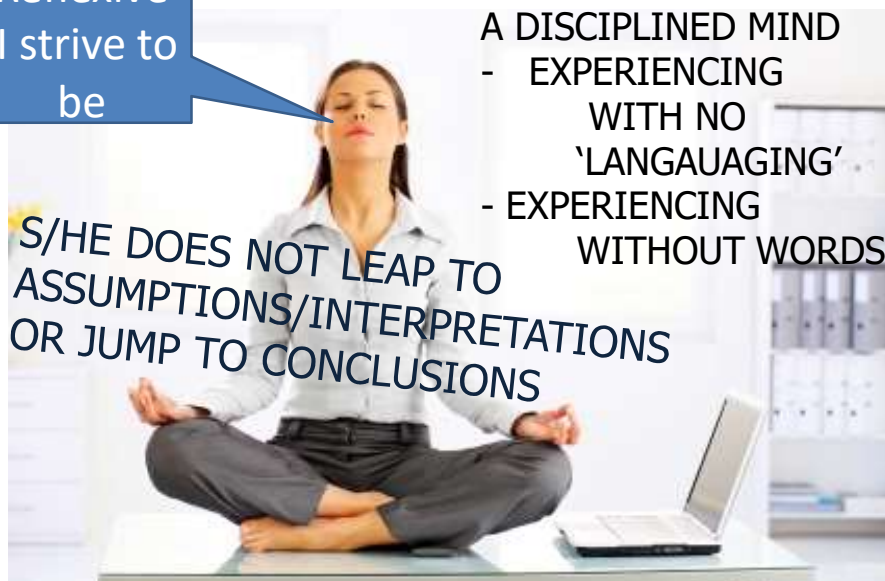


- A DISCIPLINED MIND
- EXPERIENCING WITH NO 'LANGAUAGING'
- EXPERIENCING WITHOUT WORDS

S/HE RESISTS THE PULL OF PREJUDICE

The Mindful Manager has Cognitive Discipline

Reflexive
I strive to
be



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

S/HE DOES NOT LEAP TO ASSUMPTIONS/INTERPRETATIONS OR JUMP TO CONCLUSIONS

The Mindful Manager has Cognitive Discipline

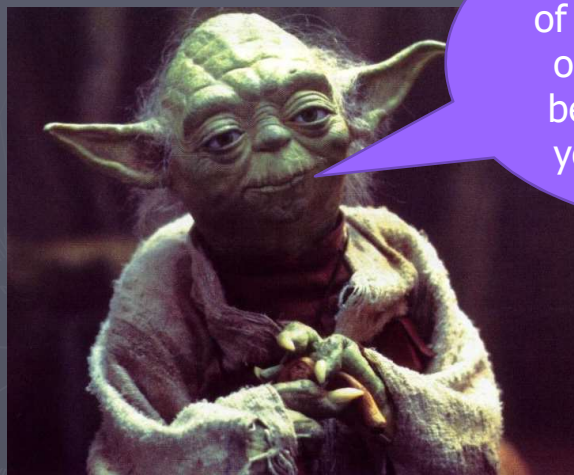
Reflexive
I strive to
be



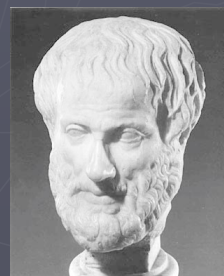
A DISCIPLINED MIND
- EXPERIENCING
WITH NO
'LANGUAGING'
- EXPERIENCING
WITHOUT WORDS

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 its possibilities

A Mindful Manager seeks Vu Jade & resists Deja Vu

A milieu like this you must confront



S/HE UNDERSTANDS A WORLD LIKE THAT - NOT LIKE THIS





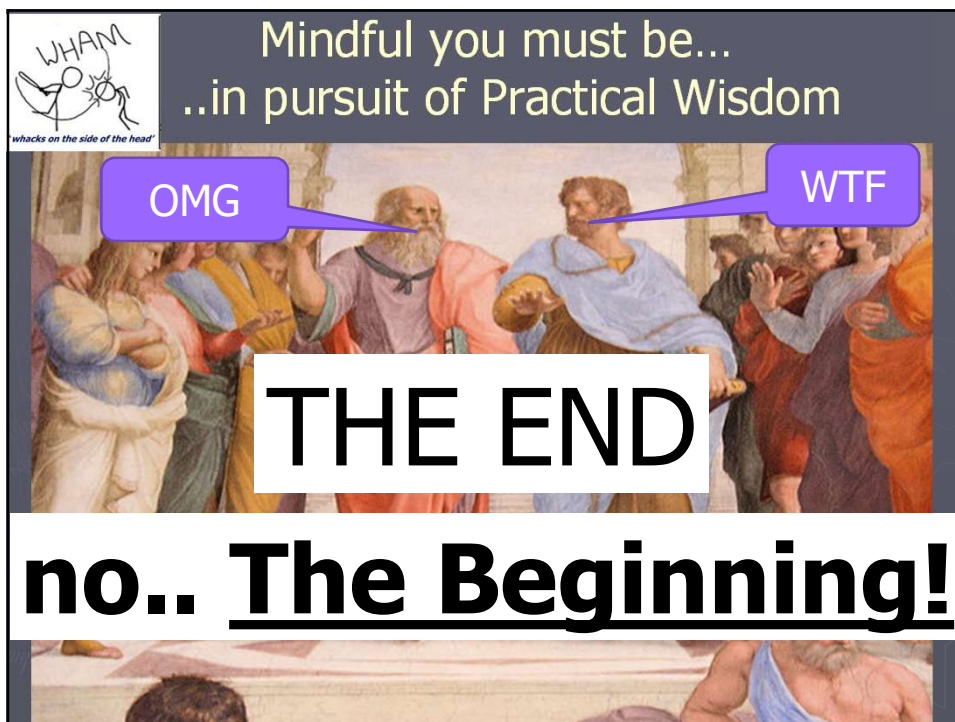
Phronesis – a practical wisdom

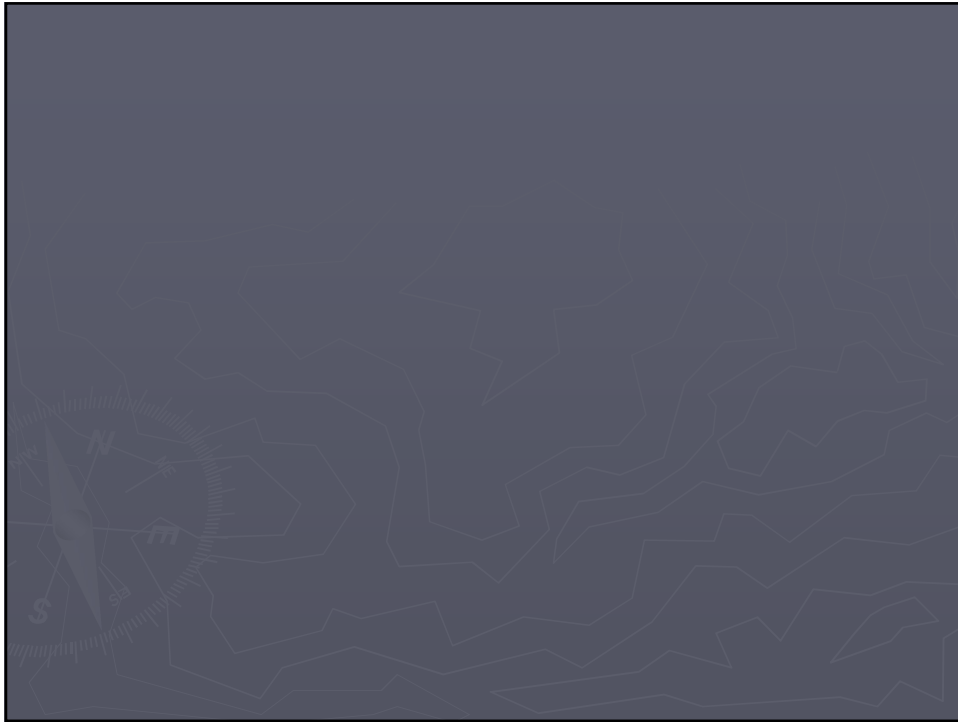
- ▶ “..practical wisdom has been compared to a fruit which can grow only from the soil of a person’s experience. It is not a theoretical wisdom, apart from the practical, and, therefore, there is no artificiality in it. It is a wisdom that is gained only by the experience of the rough ground, 1993, p358

AND REMEMBER.....
IT IS THE EXPERIENCING THAT COUNTS
NOT THE EXPERIENCE



A Mindful Manager understands that..





The Examination

- ▶ 'Limited Open book' [envelope]
- ▶ 3 questions – you must answer 2
 - one is compulsory
- ▶ All questions equally weighted
- ▶ The Exam Guide
 - Read and ask questions

?COMPULSORY?

“In their strategizing managers pursue the concordance they see as necessary for their collaborative endeavour; through these deliberations, marketers must meld the multi-subjective into the inter-subjective” [Lenney 2006]. Discuss the meaning of this comment, and its potential implications for effective managerial conduct.

?Exam Questions?
How would you go about responding



It is argued by some commentators that political and deliberative skills, and a capability of ‘seeing through the one & the they’ [Weidenfeld 2010], are far more crucial to the effectiveness of a marketing director than are technical skills; with the reverse being the case for a director of finance.

Critically evaluate this contention and its potential foundations.

?Exam Question?
How would you go about responding

?COMPULSORY?

?COMPULSORY?

The following is an excerpt from a conversation with the Key Account Director of a large multinational supplier of branded apparel to major retailers. She is talking about the acquisition of an order for a new product range from one of her major retail customers – LoStreet:

“...the [LoStreet] women’s apparel buyer is telling us to get lost; their marketing manager supported the introduction of the new range even though his market research findings ran largely contrary to it - but this guy has now moved on. According to our salesman, Lo-Street’s Managing Director says he’s with us on it, but this salesman isn’t the most trustworthy. A new product range introduction would seriously divert the account team’s attention from the crucial trade marketing we are doing to accelerate sales of the old favourites already out there on their shelves. What should I do? I could push it with Lo-street, but if we upset their buyer she’ll possibly cause us problems and hold back orders next month. This new product range is a global brand initiative, and the MD always wants to look good to HQ. In the long run it might be the right thing for the brand, but my bonus is at stake here. I’m close to sales target and next month is the last month of the financial year. As always, global will be all over us here in the UK during that month.”

Drawing explicitly from the text above, systematically describe/evaluate the form and character of the problems/issues and choices the Key Account Director confronts

?COMPULSORY?

“All managerial work is political, but some forms of managerial work are more ‘political’ than others” [Lenney 2011] – Discuss this contention. Use examples as appropriate.



?Exam Questions?
How would you go about responding