

My How of Practical Wisdom – a Reflective Platform Activity

Before attempting this activity you need to have completed all the ‘work’ in items 1–56 in the listing provided – *In Pursuit of Practical Wisdom* – accessed through the button **Important Guidance on Use of Resources**.

In this activity, you are asked to build on Reflexivity Activity 7 [reproduced in the images below], and to systematically reflect upon your dispositions and capabilities – building a substantial *Personal Kaizen* that focusses on ‘The How’.

Messages to my future self about my dispositions towards Problems/issues, Experience, Evidence & Knowledge and Others):

When engaging with [xxx] I should -	Stop	Start	Improve the way I -
Issues/problems			
My Experience/experiences			
Evidence & Knowledge			
Others			

Messages to my future self about my collaborative, cognitive & emotional conduct:

In my [xxxxx] conduct I must -	Stop	Start	Improve the way I -
Collaborative [Dialogue focus]			
Cognitive [Reasoning & Imagination focus]			
Emotional			
I must get out of the habit of:	" " " " " "		
I must get into the habit of:	" " " " " "		
I must keep my habits of:	" " " " " " " " " " " "		

We hope that this activity will drive a deep reflection that provides a platform on which you will build your reflective pursuit of practical wisdom.

Right Reflectivity

Reflectivity is the capability to engage in a dialogue with oneself about one's practices and prejudices – it is the capacity to turn a penetrative critical eye on to one's 'stances and dances' – to be able have a dialogue with oneself about one's habits of mind, mouth and ears – it is the habit of questioning our habits.

A Mindful Manager has the ability, and the determination, to capture, evaluate and distil from specific experiential episodes, conduct enhancing changes that s/he could/should attempt to embed in future behaviour – useful modifications to his/her cognitive, collaborative and emotional conduct.

Reflectivity can produce two forms of closely related outputs/inputs – ReFLEXions and ReFLEctions. The latter are focussed on the development of one's practices – our way of 'doing' things – our 'dances'; the former on our pursuit of ReFLEXivity with the opening of our pre-judgements/prejudices to scrutiny – the gaining of a perspective on our 'stances'.

The foundational capability of reflectivity is the combination of disciplined engagement, reflective habit, and evaluative skill.

One must have both the will *and* the skill – without the former, the latter is useless!

Think hard about **HOW** you will ensure you maintain the right **reflectivity**.

Look back at your **reflective** activities.

FOCUS ON 'THE HOW' – BE CREATIVE – BE VERY PRACTICAL

	To ensure I maintain the right reflectivity I will –
Start	
Stop	
Keep	

Right Disposition towards my Experience

“You can be very experienced and have gathered little experience!”

“It is your experiencing that counts, not your experience!”

“Two words of advice – PAY ATTENTION!”

To learn from one's experiences, one first must be present and attentive – one must relish and savour it as the invaluable resource that it is.

One must value it, and not let it slip through one's fingers – one must squeeze the juice out of it – one must *'live in the moment'* in the true Buddhist sense.

If one is to gain all the learning possible from an experience, one must be deeply engaged in the prevailing circumstance – one must have focussed attention.

It is easy to become comfortably numb and not pay inquisitive attention to what is going on. This is because much of what we do, why we do it, and with whom we do it, at 'first sight' stays the same – and as a result we only ever have 'first sight', not insight and learning! You must strive always to be questioning of yourself and your conduct in the pertaining circumstances – no matter their familiarity.

Read the above short paragraphs very carefully, and then complete the table below.

Think hard about **HOW** you will ensure you maintain the right **disposition** towards your experience.

FOCUS ON 'THE HOW' – BE CREATIVE – BE VERY PRACTICAL

	To ensure I maintain the right disposition towards my experience I will –
Start	
Stop	
Keep	

Right Disposition towards Others

Look carefully at the cartoons, reflect. Consider the 'one liners', reflect. Dwell on their meaning and then proceed to complete the table below.



In whom to trust is your choice, and a choice of immense importance

There is no such thing as a view from nowhere – the view is always from somewhere

Interested in interests you must be!

Mindful you must be of power, prejudices, and purposes!

All managerial work is political, it just that some managerial work is more political than others

To whom to lie is your choice and a choice of immense importance

Think hard about **HOW** you will ensure you maintain the right **disposition** towards others.

FOCUS ON 'THE HOW' – BE CREATIVE – BE VERY PRACTICAL

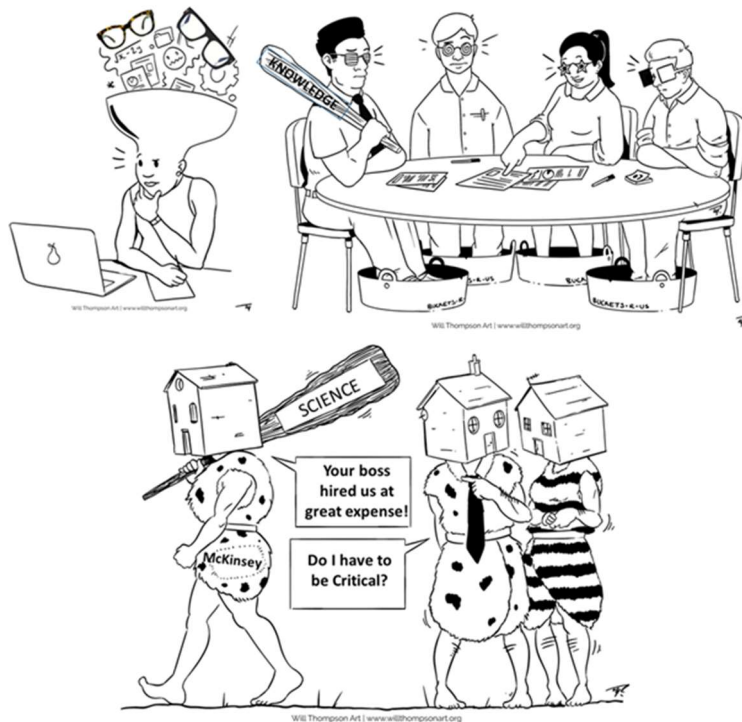
	To ensure I maintain the right disposition towards others I will –
Start	
Stop	
Keep	

Right Disposition towards Evidence and Knowledge

Look carefully at the cartoons, reflect. Consider the 'one liners', reflect. Dwell on their meaning and then proceed to complete the table below.

The wise one understands that knowledge, reality, and truth are not simple conceptions. S/he is critical with a '**big C**'.

The wise one is alert to the strengths, weaknesses, and founding assumptions of the perspectives and arguments that dominate what is said/written about management and business in the academic and popular discourses. S/he is critical with a '**middle C**'.



Ccritical you must become

"The truth is that which, in the long run, and on the whole, we find expedient [useful] to believe" [Dewey]

There are no facts – there are only interpretations [Nietzsche]

Objectivity is a pursuit not a possibility

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

Do you pick the tools, or do you let the tools pick you?

To a four-year-old boy with a hammer everything is a nail

Knowledge limits as well as illuminates – all lights cast shadows

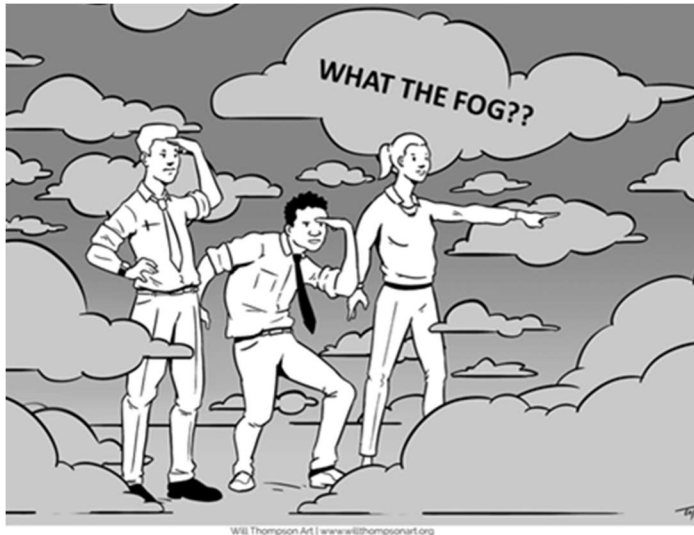
Think hard about **HOW** you will ensure you maintain the right **disposition** towards evidence and knowledge.

FOCUS ON 'THE HOW' – BE CREATIVE – BE VERY PRACTICAL

	To ensure I maintain the right disposition towards evidence and knowledge I will –
Start	
Stop	
Keep	

Right Disposition towards Problems and Issues/the Wicked World

Look carefully at the cartoons, reflect. Consider the 'one liners', reflect. Dwell on their meaning and then proceed to complete the table below.



"Doubt is an uncomfortable position; certainty is a ridiculous one" [Voltaire]

The Mindful Manager is at peace with no peace

We must deal with the world as it is – NOT as we might wish it to be

All problems are wicked – it's just that some are more wicked than others

The only thing of which we can be certain is that we can never be certain

The only thing I know is that I know nothing [Socrates]

Confident in doubt, comfortable with contradiction, and calm in conflict

What everyone knows is impossible, is an opportunity for everyone that does not know

The harder we stare into the fog the more we see what we think we should see

Unleash the tortoise mind on the wicked world

In the wicked world, off auto-pilot you must be

It's about beginnings, not only ends and means

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

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

Think hard about **HOW** you will ensure you maintain the right **disposition** towards problems and issues/the wicked world.

FOCUS ON 'THE HOW' – BE CREATIVE – BE VERY PRACTICAL

	To ensure I maintain the right disposition towards problems and issues/the wicked world I will –
Start	
Stop	
Keep	

Right Dialogue – unrestrained, imaginative, and reasoned

Look carefully at the cartoons, reflect. Consider the 'one liners', reflect. Dwell on their meaning and then proceed to complete the table below.



A dialogue has a centre not sides

"Like a seed is an aperture to a tree, dialogue is an aperture to our future" [Bohm]

"The four most important words in business – What. Do. You. Think." [Roberts]

We have two ears and one mouth – maybe we should use them in proportion

We should judge a man by his questions, not by his answers [Voltaire]

Computers are useless – they just give answers, they don't ask questions [Picasso]

Listen – don't hear – observe – don't see

Mindful you must be of the clubs in the room, and of the clubs you carry

Powerful dialogue is thinking out loud together

The sparks of clashing perspectives ignite the fire of creative conversation

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

There are no facts – only better or worse arguments

Reason persuades, emotion moves

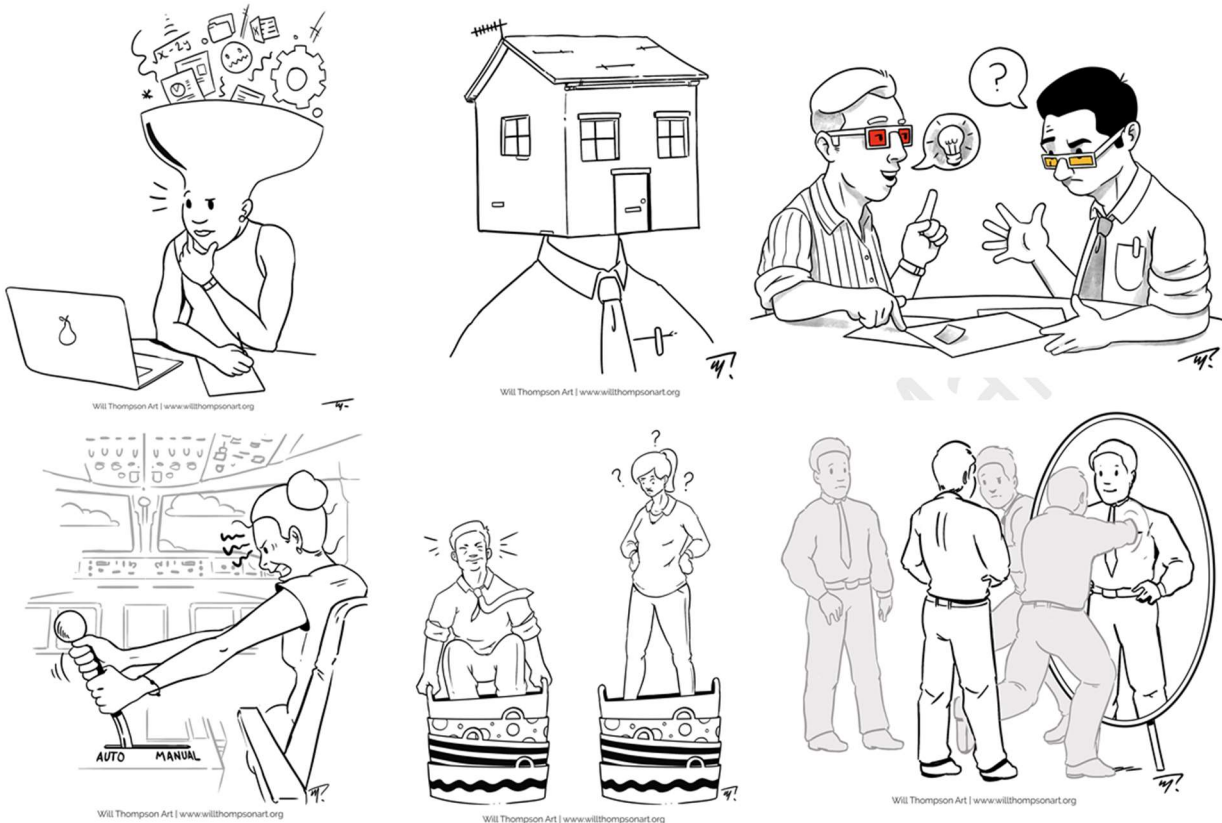
Think hard about **HOW** you will ensure you facilitate and engage in the right **dialogue**.

FOCUS ON 'THE HOW' – BE CREATIVE – BE VERY PRACTICAL

	To ensure I facilitate and engage in the right dialogue I will –
Start	
Stop	
Keep	

Right Reflexivity

Look carefully at the cartoons, consider the 'one liners', dwell on their meaning. Look carefully at the diagram below, reflect on the Reflexive Activities/reFLEXIONs you have done and then proceed to complete the table below.



Mindful we must be of our windows on the world

Notice what you notice – question what you perceive

The mind is like a parachute – it only works when it is open

Naked receptivity we must seek – struggle with your bucket you must

Resist the knee jerk response – he who hesitates wins!

To own thyself is the first step to wisdom

Choose to choose you must – shake loose the shackles on your mind

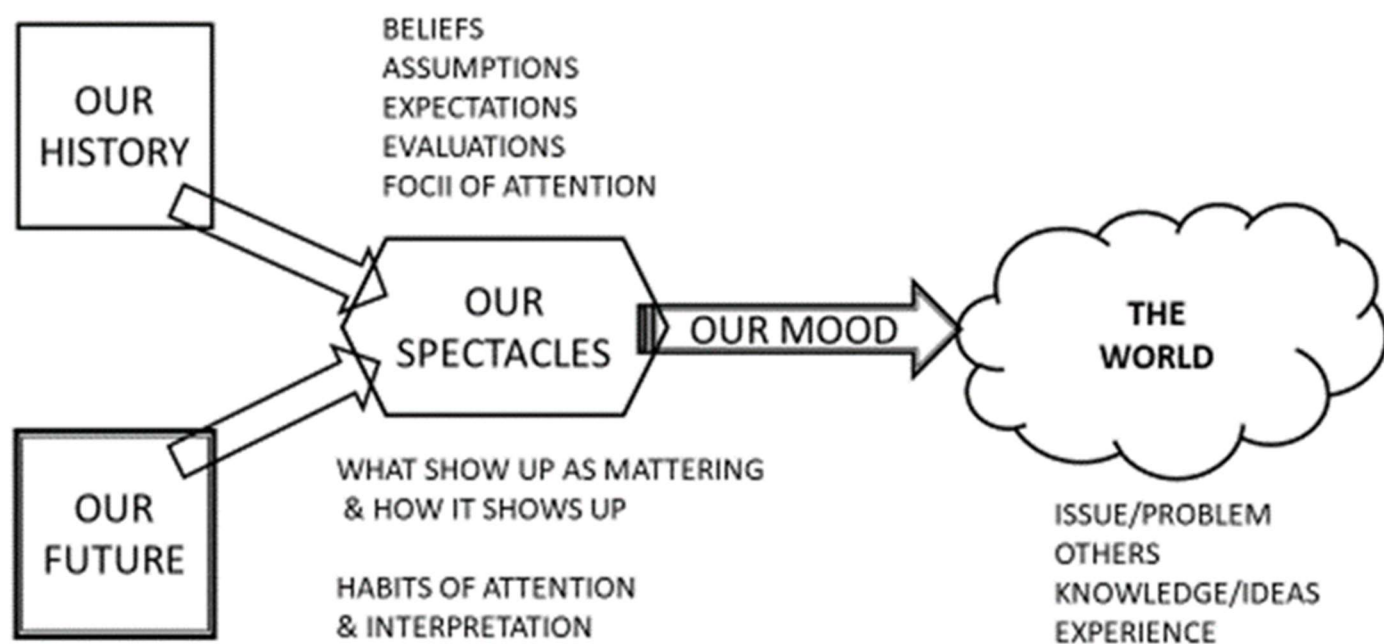
Objectivity is a striving, not a state achieved

On manual you must be!

Speak softly to the world, let the world speak to you, let it reveal itself in all its possibilities.

Vu jàde we must have – not Déjà vu

The mind of a child we must seek



Think hard about HOW you will ensure you sustain the right **reflexivity**.

FOCUS ON 'THE HOW' – BE CREATIVE – BE VERY PRACTICAL

	To ensure I sustain the right reflexivity I will –
Start	
Stop	
Keep	