

# A Primer on Management

Improving the practice of  
management theory

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# From the Simple to the Complex

## Management education attempts to deal with both:

- Kurt Lewin: “There is nothing so practical as a good theory.” or...
- Yogi Berra: “When you come to a fork in the road, take it!”

# Credits/Blame

A large, two-story white house with a red roof and a stone chimney, set in a grassy field with trees in the background. The house has multiple windows and a satellite dish on the roof. The scene is captured in bright daylight.

In the following you will find the special ideas of many NJIT, SSE and HUT students, colleagues and clients

You are all welcome, along with them, to find “the Iowa site”; i.e., a place for homeless corporations.



# Management: What it is?

## SOME PRESUPPOSITIONS:

- Management is a relatively new construct.
- 17<sup>th</sup> Century French horse trainers, armed with carrots and sticks, were titled – “managers”.
- Do managers still rely on carrots and sticks?
- Managing via fixing values can discourage value creation.
- The story of the sinking of the 17<sup>th</sup> Century Swedish Ship “Vasa” suggested a fundamental need to develop more professional/less autocratic management styles.



# Management: Why the attraction?

- Humans like to control things, e.g., other humans.
- Humans predominately rely on hierarchies of thought as control systems: higher, better, bigger, richer, smarter, meaner, etc.
- Where hierarchies of control fail we either expand, flatten or re-size them. (we can do better)
- Where the hierarchy of control fails, and it does, we need to be innovative.
- Beyond control, management and hierarchy lies a fearful, but exciting world.

# Management is the history of which body-parts to take to work

## Two Centuries of Management Theory

1776 – 1976

- Theory X:Hands  
A.Smith/C.Babbage/F.L.Taylor
- Theory Y:Heads  
McGregor/Ackoff
- Theory Z:Hearts  
Ouchi
- Whole/holes?

# The Large Role of the English

HOLY BIBLE

**WARNING:** This is a work of fiction. Do NOT take it literally.

**CONTENT ADVISORY:** Contains verses descriptive or advocating suicide, incest, bestiality, sadomasochism, sexual activity in a violent context, murder, morbid violence, use of drugs or alcohol, homosexuality, voyeurism, revenge, undermining of authority figures, lawlessness, and human rights violations and atrocities.

**EXPOSURE WARNING:** Exposure to contents for extended periods of time or during formative years in children may cause delusions, hallucinations, decreased cognitive and objective reasoning abilities, and, in extreme cases, pathological disorders, hatred, bigotry, and violence including, but not limited to fanaticism, murder, and genocide.

- Most models of management came from the Victorian Age.
- These models suffer from the human dilemma described in Plato's Allegory of the Cave.
- See "Queen Victoria's Baggage: The Legacy of Building Dysfunctional Organizations," Daniel Silverman

# Management: It's Dilemma

- Management as form is intended to oppose change
- Thus, Changelessness becomes “the order.”
- Thus, organizations are to resist Change.
- Yet, Change is of nature and always finds “its way.”
- The Limit – Management as form always falls short in adapting to change.
- Is it possible to have management that is not form? (no...)



# 1990s – Management as MIS: Managing without Wisdom

- A pound of data is worth an ounce of information
- A pound of information is worth an ounce of Knowledge
- A pound of knowledge is worth an ounce of understanding
- A pound of understanding is worth an ounce of appreciating wisdom

# MIS helps manage doing wrong things more efficiently

“Intelligence is the ability to increase efficiency while wisdom is the ability to increase effectiveness.” (In response to a question about the limits of MIS and SAP.)

Russell Ackoff, in 1999 on his 80<sup>th</sup> birthday.



# MIS is a diversion from the difficulties of systems

## A system:

- Cannot be represented as an arithmetic function of “more than the sum of its constituent parts.”
- Exhibits behavior(s) not explainable by the behaviors of its parts.
- Is mystifying, and therefore a noteworthy and mobilizing construct.

# Management: Can it ever learn to “control” turbulence?

- Control is becoming inconsistent with current events.
- Success is with those who favor change.
- Redistribution of corrupting hierarchies via heterarchy is insufficient to the needs of today.



# Wisdom in the Ancient Hunting Party

- Tracker/scout – can find anything
- Marksman/shooter – can hit anything
- Logician/cook – makes the endeavor possible
- Shaman/jester – gives meaning and reflection

# Out of the Information Trap: Towards the 4<sup>th</sup> Dimension

<u>Dimension</u>	<u>Resource</u>	<u>Level of Analysis</u>
✓ 3+n	Wisdom?	4 dimensional
✓ 3	Knowledge	3 dimensional
✓ 2	Information	2 dimensional
✓ 1	Data	0 <sup>th</sup> dimension



# or “Truth at higher levels of abstraction

Object/Subject      Level of abstraction

■ Manifestation.....*the thing in itself.*

0<sup>th</sup>

■ Measures.....about things.

1<sup>st</sup>

■ Models.....about measures

2<sup>nd</sup>

■ Metaphors.....about myths

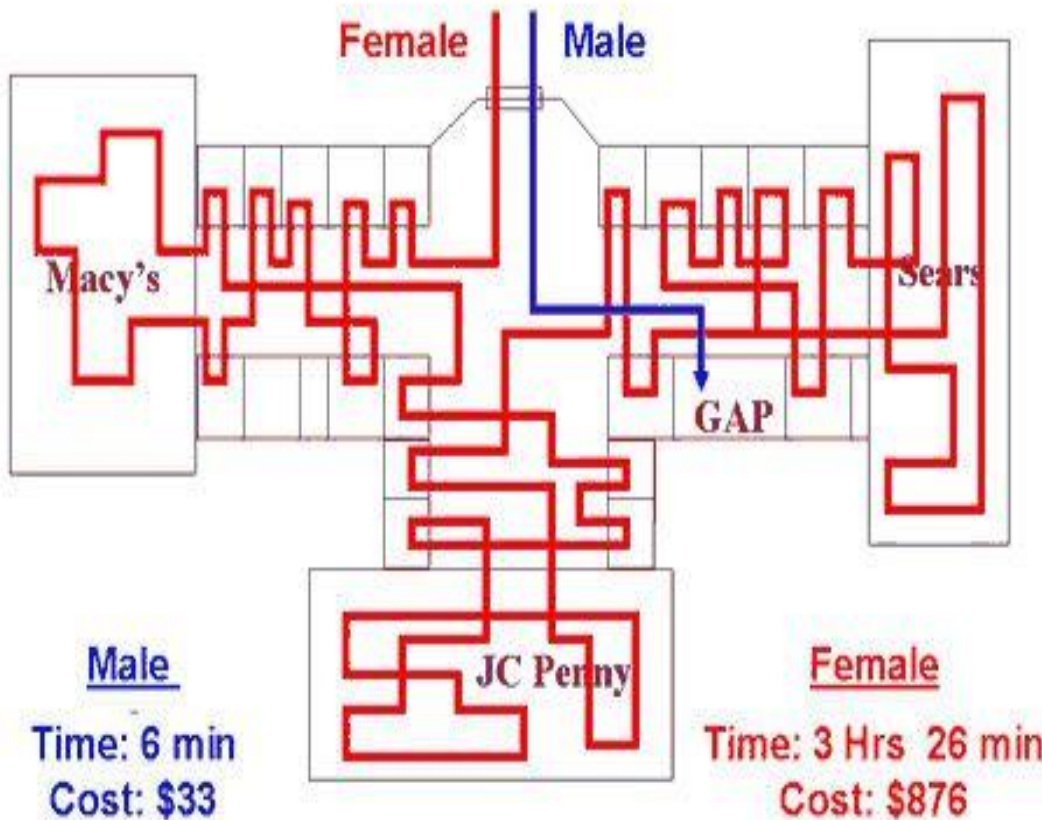
3<sup>rd</sup>

■ Myths.....about meaning

n<sup>th</sup> ...

# Negotiating with what can't be effectively managed

## Mission: Go to Gap, Buy a Pair of Pants



- Some differences are fundamental.
- From the certainty of bargaining to the ambiguities of negotiation

# Negotiation: what is it?

- Negotiation must involve differences that can make a difference; e.g., not questions of hierarchy, matrix or centrally imposed form
- The enemy of negotiation is arrogance, e.g.,  
“What is mine is mine, but what’s yours is negotiable, so lets negotiate.”
- The ugly sister of arrogance, ignorance, deters negotiation.  
“When you know, why learn.”



# Changelessness/Change

- A difference that makes a difference
- A basis for different realities
- Two approaches to managing reality
- Two perspectives on the world
- A means to understand history and its reinterpretation

# More eternal and fundamental than differences between:

- Black/White
- Female/Male
- Theory/Practice
- Socialistic/Capitalistic
- Secure/Risky
- Public/Private

# Reality management begins with problem depiction during change

- I: Non-problems – move or don't move
- II: Problems – determine best course of action and take it
- III: Contradictions – select from amongst two, or more, actions where best remains indeterminate
- IV: Dilemmas – choice disallowed, action required



# After the 3<sup>rd</sup> Paradigm

- 1<sup>st</sup> PARADIGM – Mechanical Thinking: thinking about machines until you end up thinking as a machine thinks
- 2<sup>nd</sup> PARADIGM – Systemic Thinking: thinking about connections between things until you stop thinking of things
- 3<sup>rd</sup> PARADIGM – Both plus more...

# Logic, and its limits

- Logic is a noun that represents the art of thinking and reasoning in strict accordance with the limitations and incapacities of human misunderstanding. The basis of logic is the syllogism, consisting of a major and minor premise and a conclusion, thus:
- A: Major premise – 60 men can do a piece of work 60 times as quickly as 1 man.
- B: Minor premise – 1 man can dig a posthole in 60 seconds, therefore
- C: Conclusion – 60 men can dig a posthole in 1 second.

“By combining logic and mathematics we obtain a double certainty and are twice blessed.” (Ambrose Bierce, Devil’s Dictionary, 1888)



Education in doing wrong things more efficiently, or  
learning how to do the right thing?  
Your Choice



A Need to Rethink Management Principles