

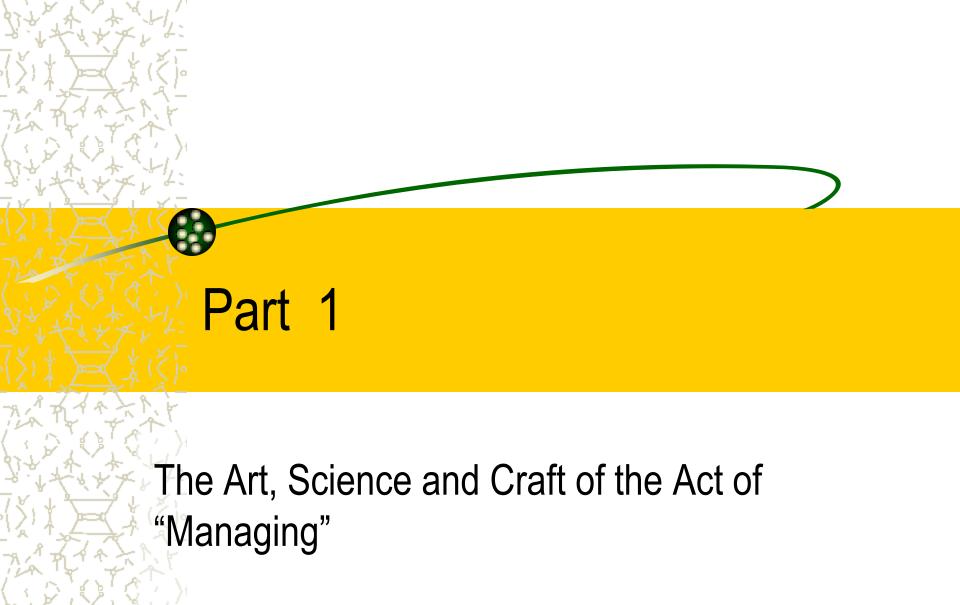
If you are not living on the edge, you are taking up too much room!

Native American Proverb

Luncheon Seminar Business and Design Lab University of Gothenburg January 27, 2010

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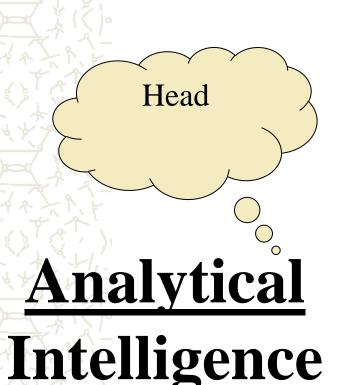
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What is management?

It is a creative response to a set of contradicting constraints!

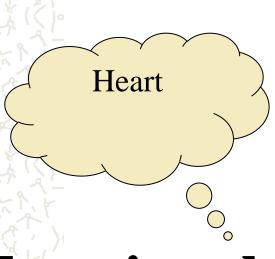
Deconstructing Management



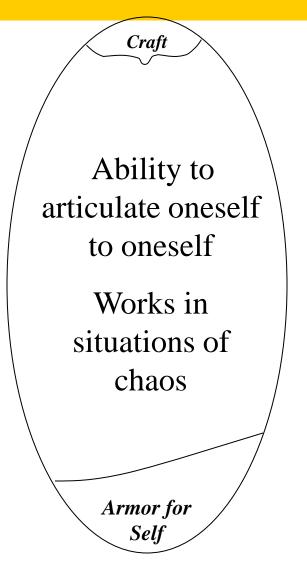
Mastery & Application of tools & techniques Works in stable, predictable situations Armor for Firm

Science

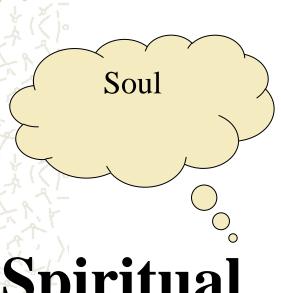
Deconstructing Management



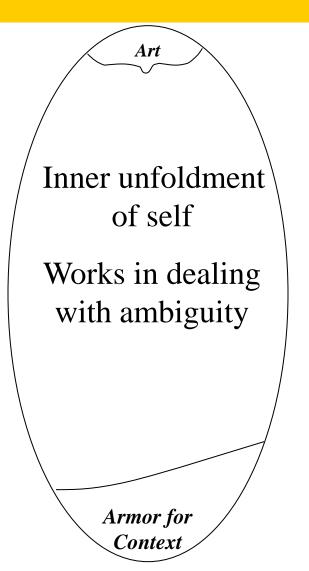
Emotional Intelligence



Deconstructing Management



Spiritual Intelligence



A word of caution!

These slides have been designed for visual convenience; in reality, there is an element of art / craft / science in all the three intelligences!

The 3 Coats of Armor

Science

Analytical Intelligence

Its value lies in enabling <u>learning</u>

Aids in growth of process

shraddha – Effort driven from within

Armor for Firm Craft

Emotional Intelligence

Its value lies in awakening <u>creativity</u>

Aids in growth of people

viveka – Discrimination

Armor for Self

Art

Spiritual Intelligence

Its value lies in articulating philosophy

Aids in growth of <u>performance</u>

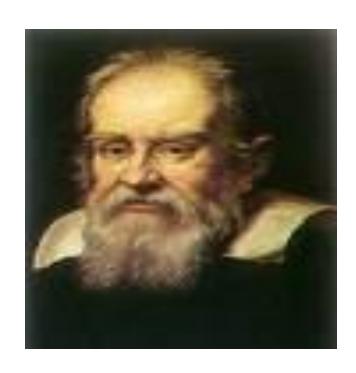
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Armor for Context

Part 2 The Square versus the Rebel

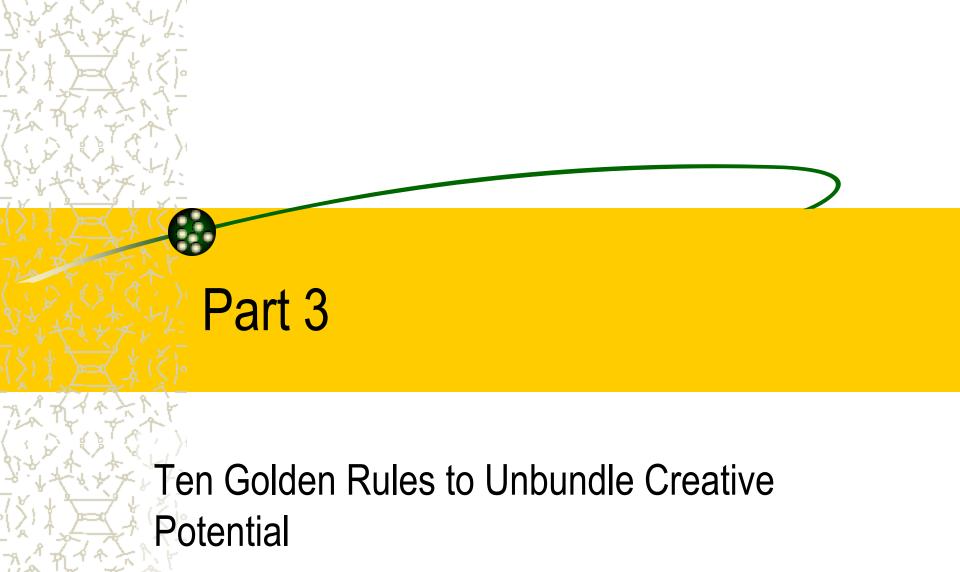
The Square versus the Rebel





Insights

- 1. Managers tend to locate themselves in the square of the *conformist*, while creative people tend to locate themselves in the square of the *rebel*.
- 2. Managers needs to entertain a healthy *disrespect* for *structure* and cultivate a *healthy* respect for a *rebellion*.
- 3. Conformism and rebellion are critical components of managerial performance since they help managers transform their creative ideas into tangible *innovation*.



Untapping Managerial Potential

It is about

- * Learning to become a child without being childish!
- Developing a childlike approach to learning not impeded by either ego, identity or fears!
 - * Combining roles, functions and domains in their simultaneity!
 - * Our capacity to institutionalise doubt and accept being challenged!
 - * Liberating ourselves from the notion that we base our futures on our past!



Viewing past successes as impediments to the future!

- * Breaking the image we have of ourselves because it is this precisely this image that puts us on autopilot!
- * Having the courage to be vulnerable by acknowledging what we do not have!
- * Disabling the roots of our core incompetencies!

What is Globalization?

The point is not to *eliminate* differences, but to *how to unite* by keeping differences *intact!*

Rabindranath Tagore