

Do you take Marmite?

An invitation to paradigm shifting workshops
and the space between them.

Wright
workshops

A New Paradigm For Leaders

Change perceptions and we change the world.

The Current Management Paradigm

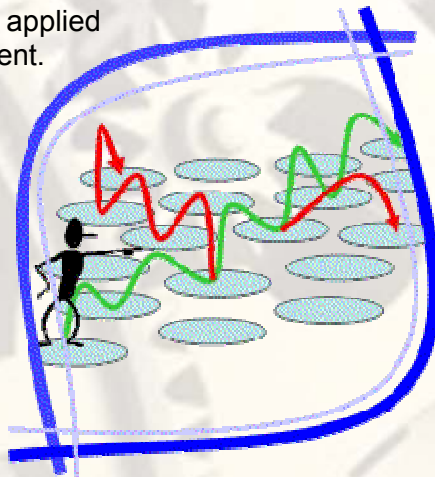
Though we were perhaps loath to admit it, much of our approach to management can be traced back to the work of Frederick W. Taylor.

History has not been overly kind to Taylor, perhaps best remembered as the 'Time and Motion Man'. However with the publication of *'The Principles of Scientific Management'* in 1911 he created the basis for a systematic approach.

Taylor carried out experiments, took measurements, performed comparisons and evaluations and for the first time applied a scientific method to management.

This was a significant step and his work reflected the prevailing science of the day established by Sir Isaac Newton three hundred years earlier.

Newton's science was founded on a mental model of the universe as an immense and complicated clockwork machine. This model suffused scientific thinking for centuries creating science which believed that with sufficient measurement of the past allied to powerful computation, the future could be calculated.



Newton's Influence

Newton's thinking created a science of:-

- disconnections and dissection - taking the world apart to understand its operation.
- certainty and answers - where ignorance can be dispelled with sufficient data and computational power.
- Control - where knowledge offers the promise of controlling what will happen.

There are three key legacies from Taylor's work that can be seen at the heart of management today:-

- The search for best practice
- Decomposition of tasks into constituent elements.
- Removal of non-value adding elements.

Each of these areas of focus was adopted and shaped by this Newtonian world.

The result is that we may liken management to the navigation of a path across a field of stepping stones.

- Best practice identifies the most efficient route.
- Tasks are decomposed into individual steps.
- Route diversions are seen as non-value adding.

Seen through Newtonian eyes this of course makes perfect sense, and forms the staple tasks of most current improvement activity.

New Ways of Seeing

Around the same time that Taylor was completing his work, the seeds of a transformation in science were being sown that would equip science with new eyes.

Quantum Science.

Almost unnoticed the Newtonian sense of the world had driven science to avoid reality. It had shaved off the rough edges and simplified our perceptions. For 300 years it had avoided the oddball shapes of nature and in their place had based its calculations on cubes and spheres in order to deliver the certainty that we had convinced ourselves was its purpose.

The result created certainty, not of the real world, but of a similar but distinctly different world. We had models with many decimal places of accuracy, but describing the world as we would wish it to be, rather than the world we actually encounter.

This realisation that science was no less a victim of the truth that 'we can only see what we are capable of seeing' came as quite a shock.

However as the quantum ideas spread, scientists recognised their quest for certainty had led them to see only that which could be made certain. Science now began to look at what it had previously ignored and saw that it contained new deeper truths.

At the heart of this quantum thinking we find:-

- Interconnections and wholeness
- Uncertainty and not-knowing
- Enabling in place of control
- Valuing a state of questioning

Paradigm Shift

Seen through quantum eyes, management takes on a new shape, better mirroring the world we actually encounter.

We recognise that the world does not oblige us by remain static waiting for us to make our choices. Instead of selecting stepping stones our journey is across a shifting sea of ice where there are no paths ahead of us, and we leave no path for others to follow.

Leadership Redefined

The leadership challenge is not in identifying what to do (the path to follow), but of creating what we need to be in order to survive and prosper on this shifting terrain where there can be no certain route forwards.

These workshops will create an opportunity for delegates to experience a shift in thinking. Through new eyes they will be able to reassess their approaches, see tools in new ways and reorient their attitudes, identifying actions for the world as it is, not as we hoped it would be.

Workshops

The workshops will create a dialogue, not simply for delegates to share new ideas but to be changed.

The workshops will benefit from an innovative and engaging style and draw upon ideas and references from a wide range of fields.

The space between workshops is an important feature of the program and delegates will be encouraged and supported in exploring and applying ideas through rewarding assignments.

Workshop Program

In form and content it will reflect the quantum spirit outlined above. I paraphrase the words of George Balanchine "It's not for people who want to dance, it's for people who have to dance." For those, I believe it will be fun, insightful and perhaps even a life changing experience.

The fine details of the program will be shaped by the needs of delegates. To express your interest completely without obligation or to find out more please get in touch.

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I hope to hear from you soon.

For logistic details please contact Rose Viggiani at London Excellence.

**Insight
Workshops**

