



QUANTUM HUMANISM AS A FRAMEWORK FOR HUMANISTIC MANAGEMENT

Carlos Largacha-Martínez, Ph.D.
Provost for Research
Universidad EAN
clargacha@ean.edu.co

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CONTENTS

- Linear-rational thinking is preferred in mainstream corporations
- There is a risk by disregarding systemic thinking in management.
- Holistic thinking is not enough (see Asian culture-firms), thus humanism ought to be included
- Quantum mechanics and alterity (otherness) *melt* to generate quantum humanism
- Examples show correlation between quantum thinking (systemic-holistic) and management
- Research done in three Latin American companies that practice participatory-democratic management is briefly presented

MODERNITIOUS THINKING

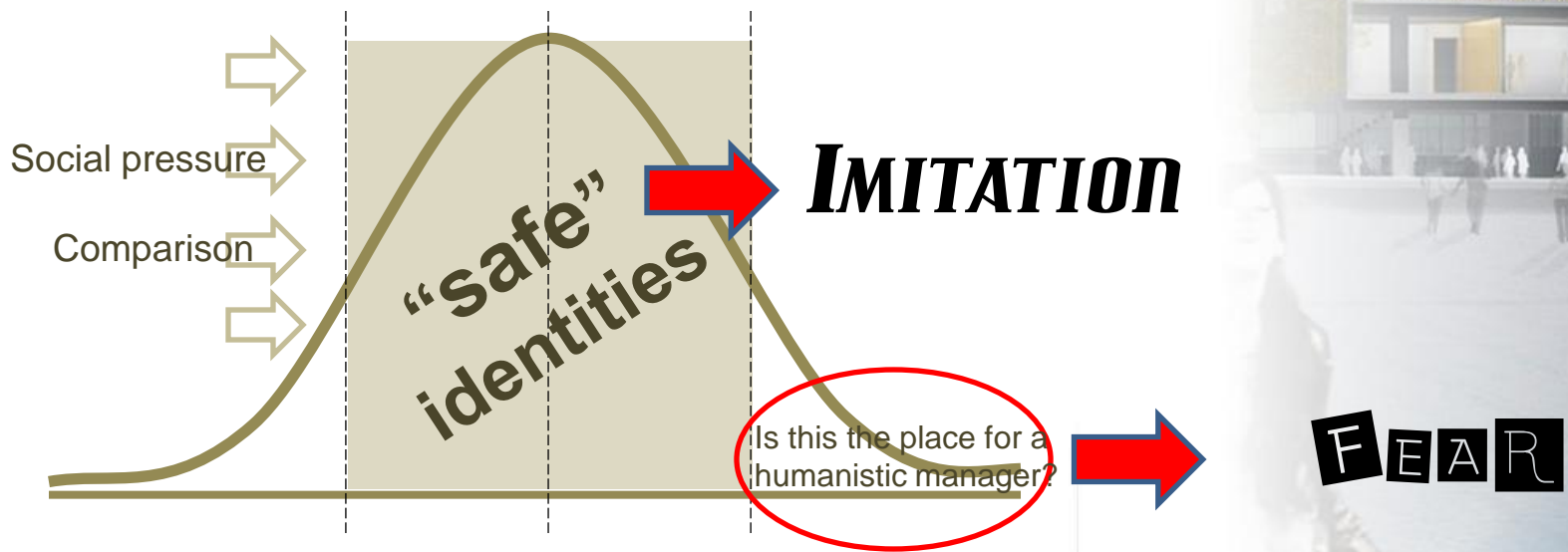
- The Newtonian idea of having an expert of knowledge in each part of the big watch of the universe is part of the linear, rational and scientific **mainstream** paradigm (see Kuhn, 1996)
- Aristotelian logic (Law of the Excluded Middle)
- Dualism + the *independent nature* of reality. Things are “out there” (objectivity, neutrality)



- Clinton Leaf contends that we are losing the *War on Cancer* because the research methods that have been used are deterministic, reductionistic, and with cause-effect analysis, disregarding holistic approaches (*Fortune* magazine, 2004: 77ff)

“NORMAL” THINKING (like normal science, Kuhn)

- Objectivation + structures + ideologies (see Berger, 1967)
- One Dimensional Man (thinking) (see Marcuse, 1991, Frankfurt Sch.)
- Social pressure. **Comparison.** “Safe” identities. *Sheep* behavior.



How authentic (non feeling vulnerable) are you?

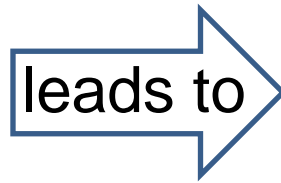
IN “NORMAL” THINKING, thus:

- People can't see alternatives
- Can't interiorize or comprehend new possible routes. Their paradigm does not allow them to see it (see Kuhn, 1996)
- Although there are plenty of examples that confirm their proven existence
 - Athens, as a highly civilized democracy (see Manville & Ober, 2003)
 - Robert Owen (18th in England) and his 'new men'
 - Brazilian company Semco (see Semler 1994; 2003)
 - Among several others (see humanet, 2010)
- However, the question that ought to be made is:

Why don't people follow or imitate these alternative paradigms, these proven participatory-humanistic examples?

Annette Craven, Alejandro Sanz (and others) have a possible answer: **fear**.

F E A R



CONTROL

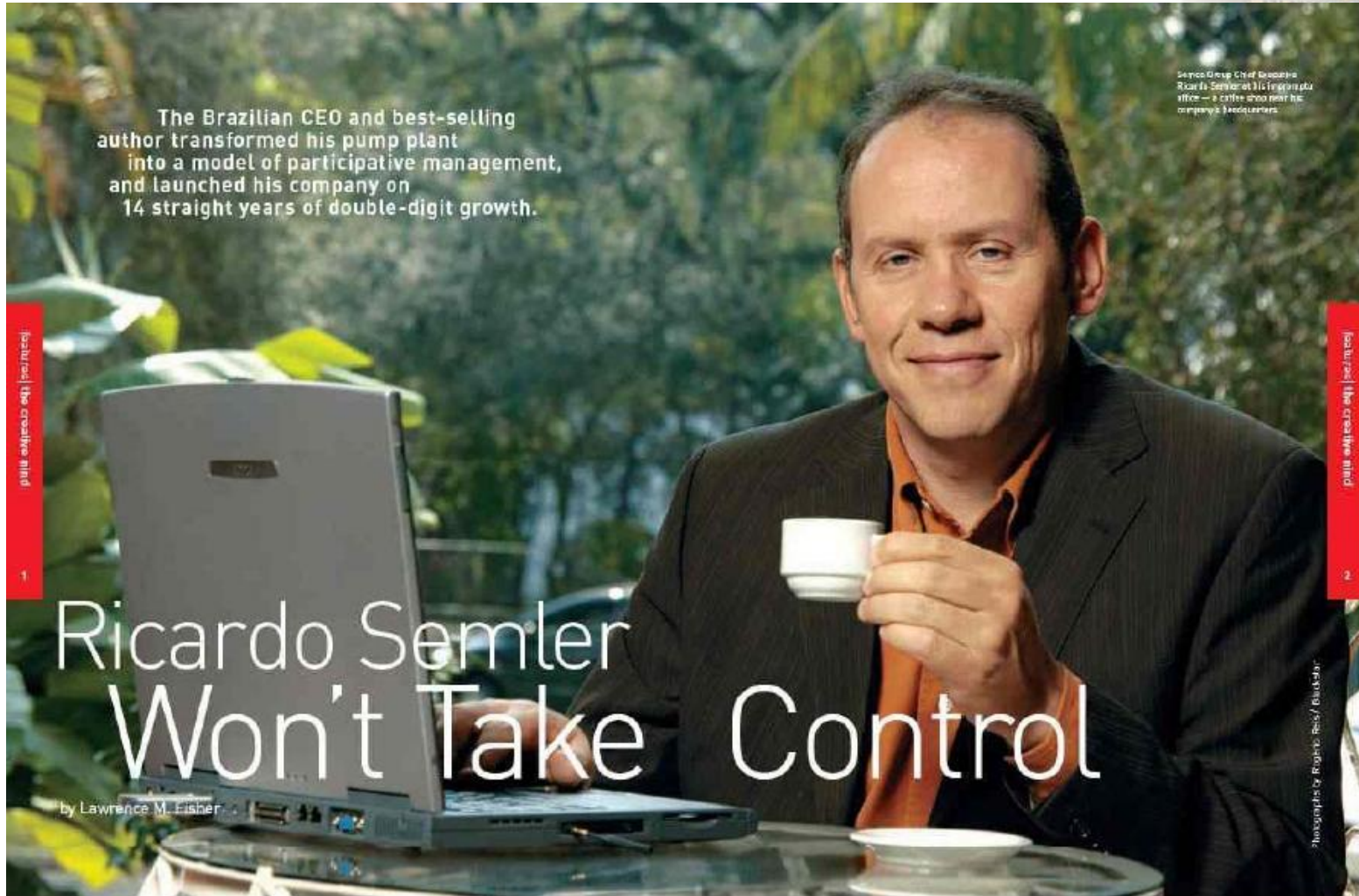
Control (synonyms)	Humanism (synonyms)
Supervise	Compassionate
Discipline	Soft-hearted
Power	Benevolent
Domination	Mild
Authority	Chickenhearted
Command	Kindly
Superiority	Caring

Source: Merriam-Webster®, software Dictionary v.2.6; Office® online dictionary

Are control and humanism antonyms?



ALTERNATIVE THINKING: SEMLER



The Brazilian CEO and best-selling author transformed his pump plant into a model of participative management, and launched his company on 14 straight years of double-digit growth.

Semler Group Chief Executive Ricardo Semler at his Ingápolis office — a coffee shop near the company's headquarters.

fostered the creative mind

fostered the creative mind

1

2

Ricardo Semler Won't Take Control

by Lawrence M. Fisher

Photographs by Roberto Reis/BlackStar

Source: strategy+business, issue 41



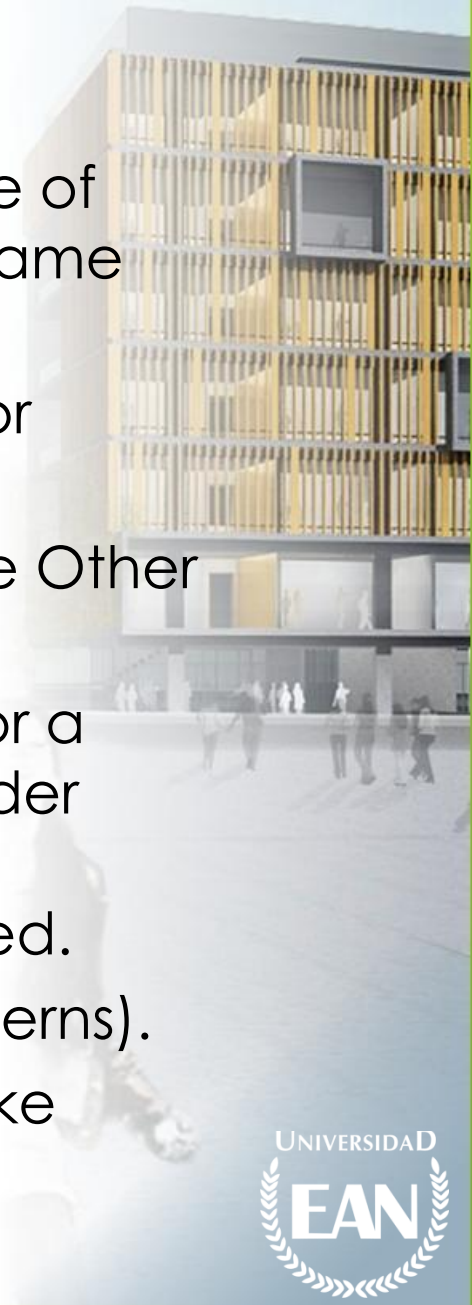
DECONSTRUCTING MODERNITY

Peter Senge (2005:11) summarizes the need to deconstruct linear-rational mental models:

*“From a very early age, we are taught to break apart problems, to fragment the world. This apparently makes complex tasks and subjects more manageable, but we pay a hidden, enormous price. We can no longer see the consequences of our actions; we lose our intrinsic sense of connection to a larger whole. When we then try to “see the big picture”, we try to reassemble the fragments in our minds, to list and organize all the pieces. But, as physicist David Bohm says, the task is futile—similar to trying to reassemble the fragments of a broken mirror to see a true reflection. Thus, after a while we **give up** trying to see the whole altogether.”* (emphasis added)

ALTERNATIVE THINKING

- *Caritas in veritate* demands a “convergence of these two cognitive fields” that are “at the same time the truth of faith and of reason”.
- The focus is not anymore on human nature or human identity, rather on *Who is the other?*
- *Alterity* (otherness) relates in how I dignify the Other in everything that I do.
- *Non-ideological stances* mean that reality for a Corporation is something that it is always under scrutiny, which has always the space to be reinvented, reconstructed and deconstructed.
- Thinking “outside of the box” (creativity/patterns).
- *Social obligations*: a broader compromise, like Liberation Theologians affirmed.



HUMANISTIC MANAGER VIS-À-VIS MANAGER

(kind of a *continuum*)

<i>Modernituous Manager</i>	Humanistic Manager
Reason	Intuition
Specialization	Pattern-style <i>gaze</i>
Accumulation (E.F. Schumacher)	Cooperation
Disbelief (to blame, who did it?)	Empathy
Elitism	Horizontal communication
Powerful	Merciful (alterity)
Credo	Non-ideological
Individualism/egoism	Social obligations

ALTERNATIVE THINKING USING QUANTUM MECHANICS

DANCING LESSON FOR NEWTONIAN PHYSICS	DANCING LESSON FOR QUANTUM MECHANICS
Can picture it.	Cannot picture it.
Based on ordinary sense perceptions.	Based on behavior of subatomic particles and systems not directly observable.
Describes things; individual objects in space and their changes in time.	Describes statistical behavior of systems.
Predicts events.	Predicts probabilities.
Assumes an objective reality “out there”.	Does not assume an objective reality apart from our experience.
We can observe something without changing it.	We cannot observe something without changing it.
Claims to be based on “absolute truth”; the way that nature really is “behind the scenes”.	Claims only to correlate experience correctly.

Source: The Dancing Wu-Li Masters, Gary Zukav (1979:41)

HUMANISTIC MANAGER: A QUANTIC MANAGER?

Humanistic Manager ↔ Quantic Manager

Intuition	Uncertainty principle (Heisenberg)
Seeing the big picture	Ubiquity/Implicate order (Bohm)
Cooperation	Holographic principle (Pribram)
Empathy	Anthropic principle
Horizontal communication	Morphogenetic fields (Sheldrake)
Merciful (alterity)	Law of the included middle (Lupasco)
Non-ideological	Non-separability
Social obligations	Entanglement /Non-locality (Bell)

LATIN AMERICAN CASE STUDIES



LATIN AMERICAN CASE STUDIES



'Semco (Brazil) has no official structure. It has no organizational chart. There's no business plan, no goal or mission statement, no long-term budget. The company often does not have a fixed CEO. There are no vice presidents or chief officers for information technology or operations. There are no standards or practices. There's no human resources department. There are no career plans, no job descriptions or employee contracts. No one approves reports or expense accounts. Supervision or monitoring of workers is rare indeed. Most important, [and this truly is the most important] success is not measured only in profit and growth'. (Semler, 2003:8)



LATIN AMERICAN CASE STUDIES



For Cristina, CEO and mayor stockowner of **Area Loft** (Colombia), her work is his reason to be alive, it is her passion. They formed a cooperative to have a more cohesive group and to give them power to make decisions as a group. Meetings are voluntary and everybody attends, since they can vote. Cristina can't fire a worker, only the cooperative. If they try something and it works, they keep it, even if it is not 'logical'. For example, the evaluation for a new worker is a spelling test. Finally, Cristina does not considers herself a capitalist, in the sense of making profits by taking advantage of employees and providers.

LATIN AMERICAN CASE STUDIES



'In **Acción Fiduciaria** (Colombia), the first day on the job is frustrating. That day nobody takes charge of the new employee, nobody will show him the company, nobody will tell him his functions, not even will have lunch with him. The day goes on and nobody talks to him. Everything is done with a purpose: confront him with his own traditional paradigms. If he resists the test and doesn't run away, he will be part of a company where the self-centered employee is gone and start really working in and for a team. Now he is part not of a company, but of a matrix organization. Ironically as it sounds, this financial company does not have a budget, there are not job positions, and in the CEO's office the only sign on the door is his name.

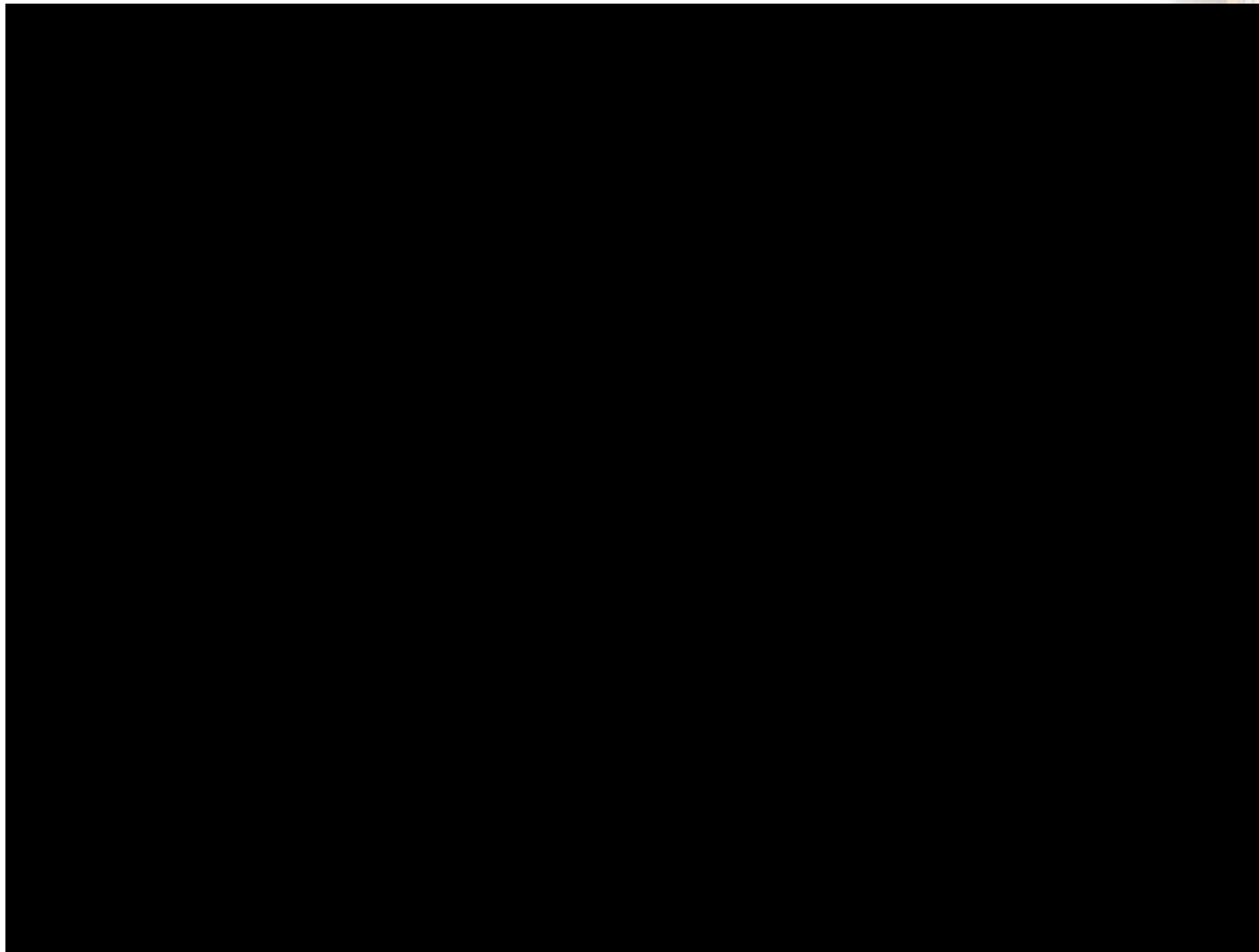


PATTERNS IN



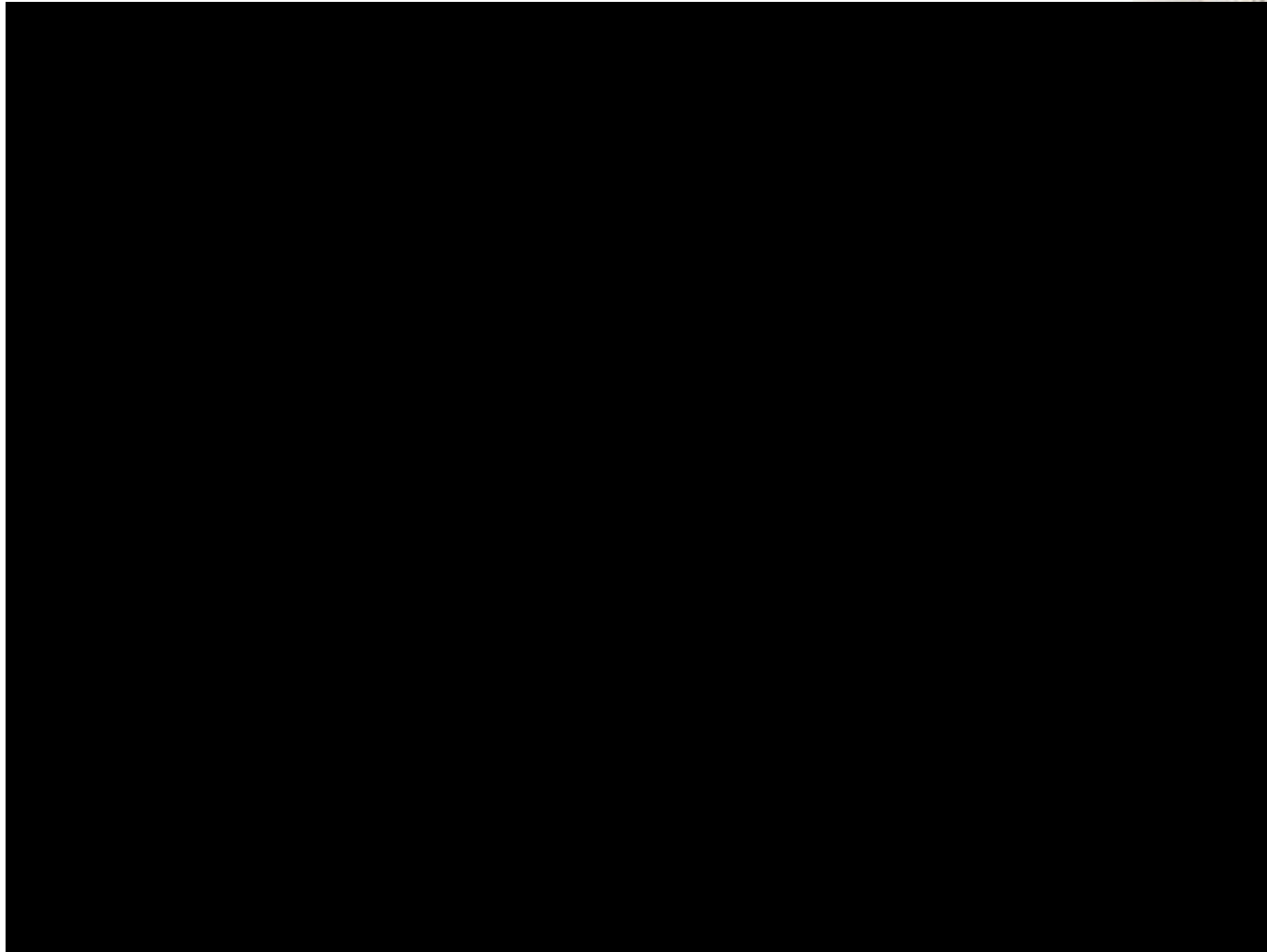
- *These companies show 'non-logical' approaches toward management*
- All the CEOs of these humanistic companies put being human at the *same level* of profits
- Information is available to everyone. Everything can be discussed. Transparency is a must.
- Ethics is a sentiment not a fact, thus they have zero-tolerance for corruption
- Intrinsic motivators are always first
- They are open to all ideas ("Out of your mind committee?")
- Participation is highly demanded by coworkers
- Divergent thinking (it is not 'easy' to talk to them)

ALTERNATIVE THINKING: SEMLER



Creffield, Lisa. 2007. Middle east business information site AME Surfed
September 2009 at http://www.youtube.com/watch?v=rXXpTDI_65M

ALTERNATIVE THINKING: TRUJILLO



Interview with Pablo Trujillo, “CEO” of Acción Fiduciaria (Colombia), by Pablo Espinosa, Carlos Largacha & Germán García, 2009, Bogotá.





Thanks

The information and arguments here presented are solely the opinion of the author and not of Universidad EAN.