


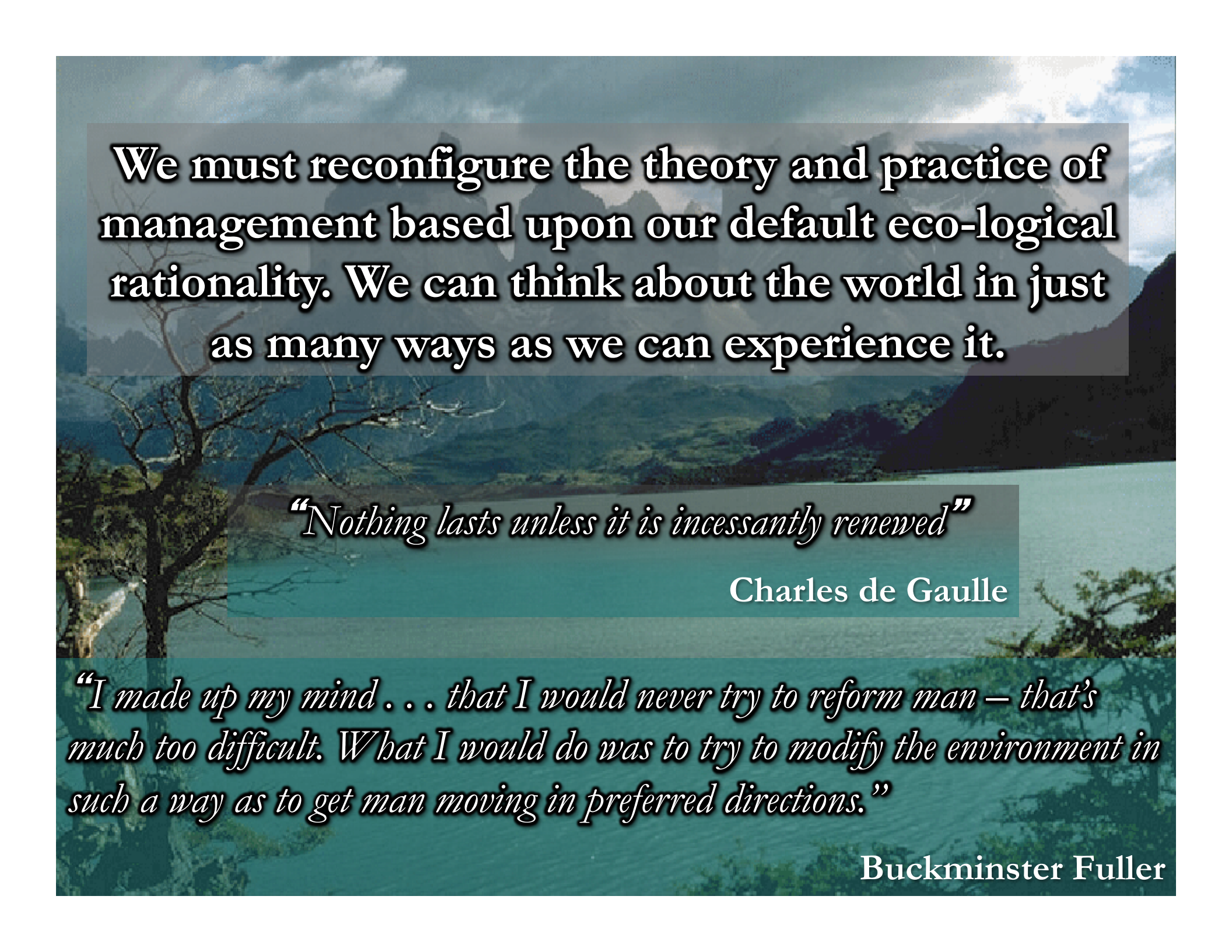
The Re-Enchantment of Management

And

The Renewal of Capitalism

These Are the Critical Questions

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1. What's the situation?
 2. Where are we going?
 3. Who benefits or loses and by what mechanisms of power?
 4. Is this development desirable?
 5. What, if anything, should we do about it?
 6. Who am I? Who are we?
 7. What do people like me/us do in situations like this?



We must reconfigure the theory and practice of management based upon our default eco-logical rationality. We can think about the world in just as many ways as we can experience it.

“Nothing lasts unless it is incessantly renewed”

Charles de Gaulle

“I made up my mind . . . that I would never try to reform man – that’s much too difficult. What I would do was to try to modify the environment in such a way as to get man moving in preferred directions.”

Buckminster Fuller



Mr. Spock

Controlled

Effortful

Deductive

Slow

Self-aware

Rule-following

**TWO TAKES
ON
HUMAN NATURE**

HOMER WINS ✓



Homer Simpson

Uncontrolled

Effortless

Associative

Fast

Unconscious

Skilled



TWO KINDS OF LOGIC



Economics

Exchange
Competition
Equilibrium
Economy
Scarcity

Our minds are not
rational in a *logical*
sense: they are
rational in an
ecological sense

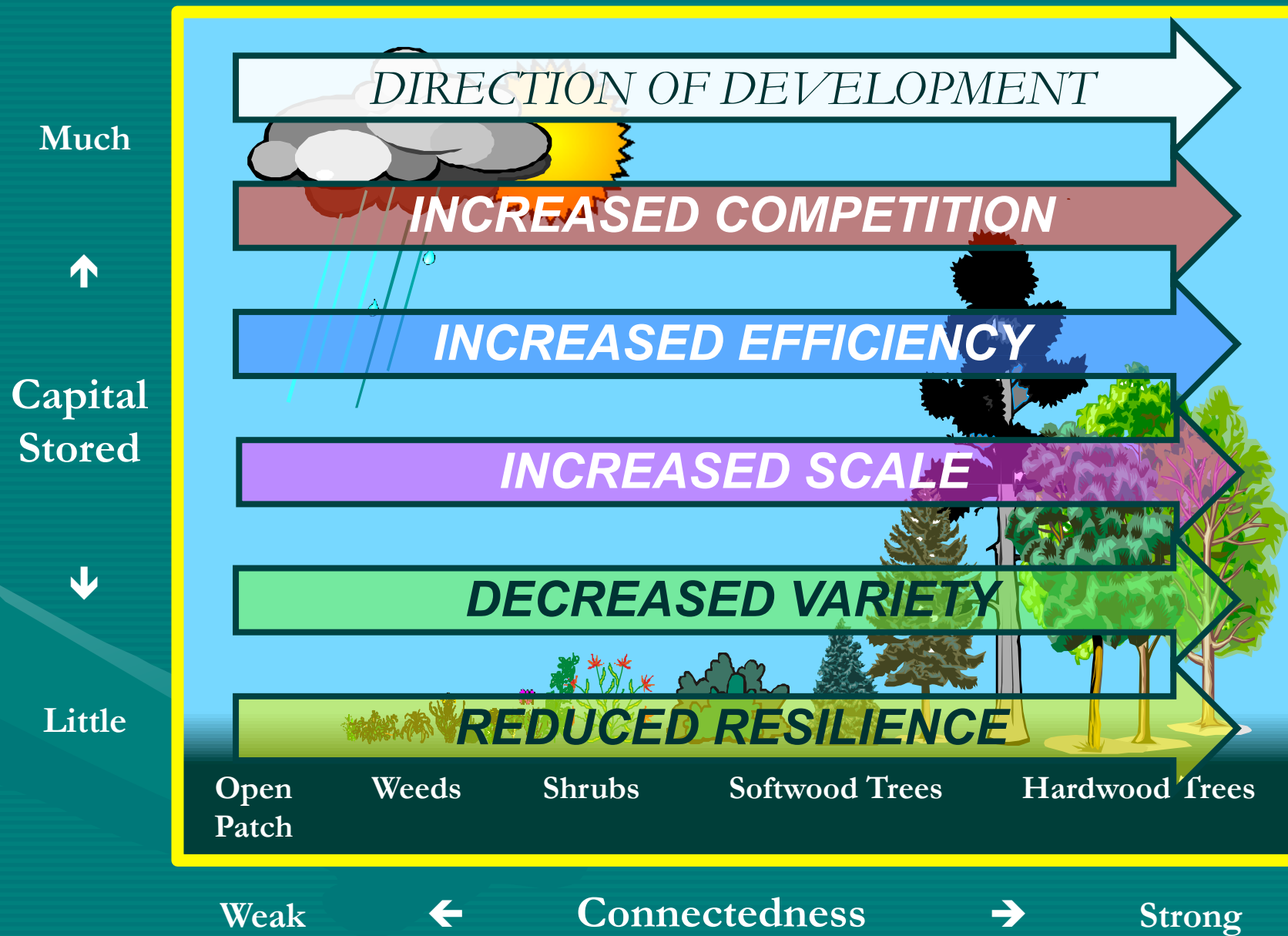
Ecologics

Reciprocity
Cooperation
Evolution
Community
Abundance

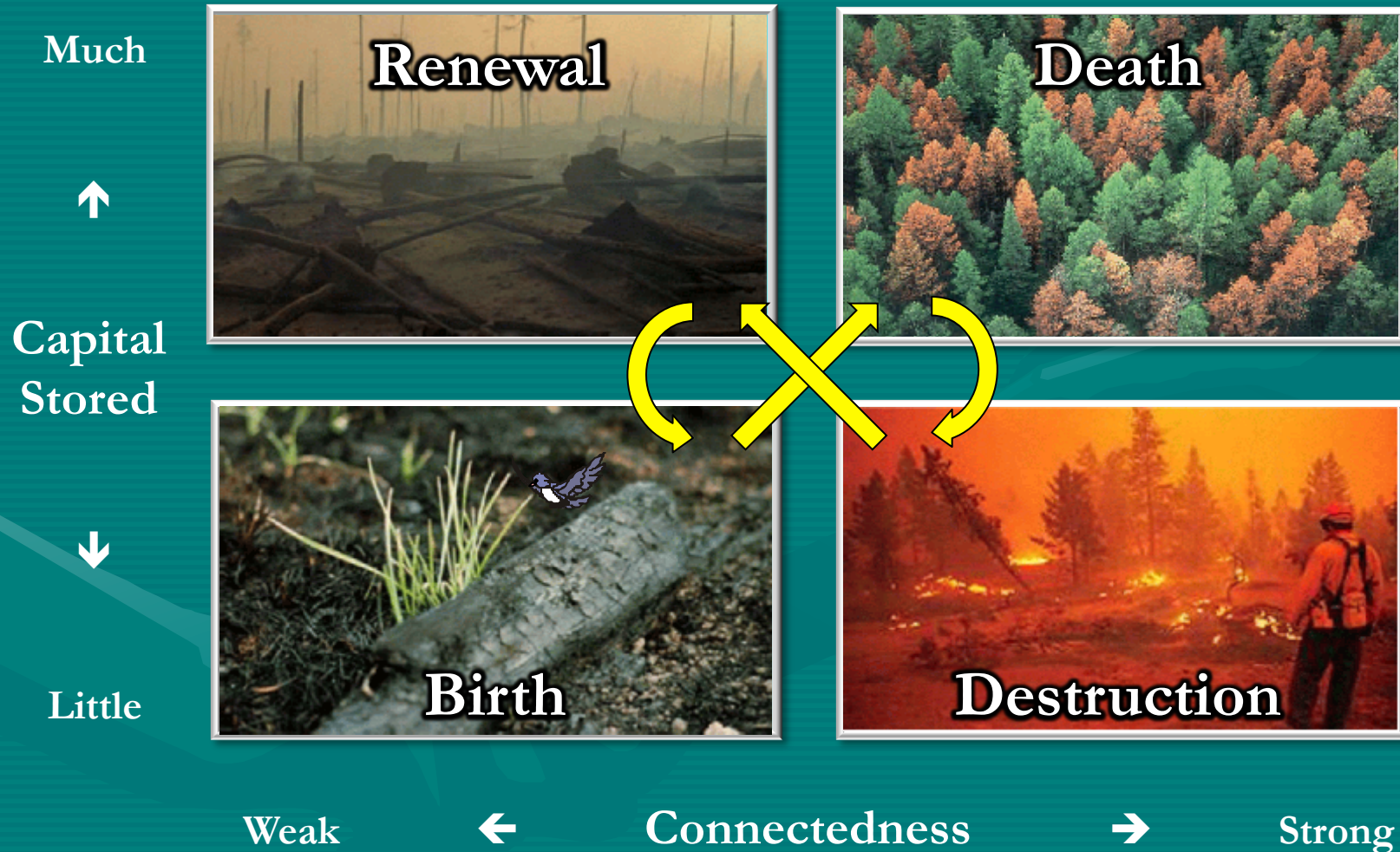


We can understand how complex systems work by studying nature and drawing disciplined analogies between ecosystems and human organizations

Idealized Forest Succession



The Birth, Growth, Destruction and Renewal of a Forest



The Key Features of the Ecocycle

- Change is ongoing at all scales
- Sometimes it's smooth and linear
- Sometimes it's rapid and nonlinear
- Self-organizing processes are the key
- Creation requires destruction
- Innovation emerges from the new context



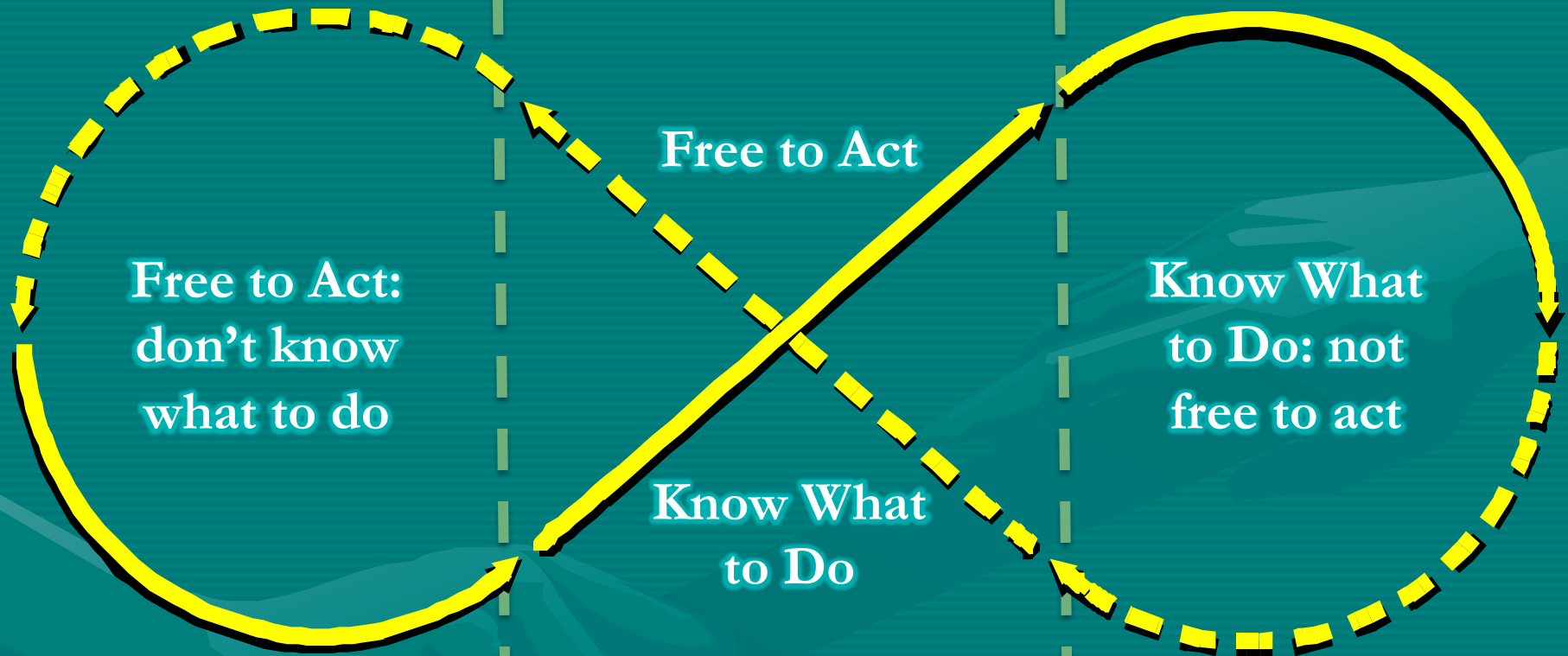
Takeaways on the Ecological Perspective on Change

- Don't just think of structures: think also of movements
- **Ask: "Why do things stay the same?" "What feedback processes sustain this behavior?"**
- There is no choice between stability and change: it's change on our scale and timetable vs. someone else's (or Nature's!)
- **Change takes place on the edges of the system and in open patches where variety and diversity can flourish**
- Fire changes the way resources flow through the system: the resulting change is on a narrow front but deep
- **Be small and mobile for quick experimentation and rapid prototyping, where feedback is fast and specific**
- The seeds of destruction are in the fruits of success: large scale and homogeneity lead to a lack of resilience
- **Creation requires destruction: look for opportunities on disturbed ground – turbulent markets where information is poor**

Innovators

Managers
&
Leaders

Administrators



Passion

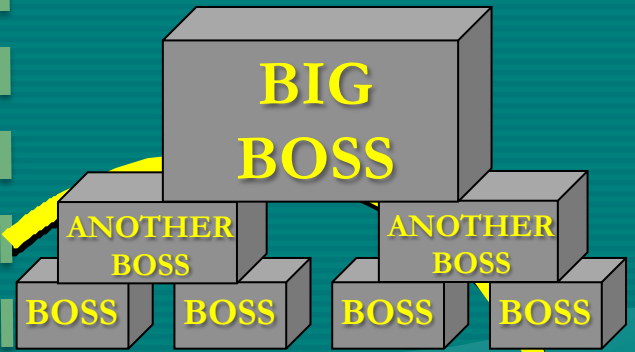
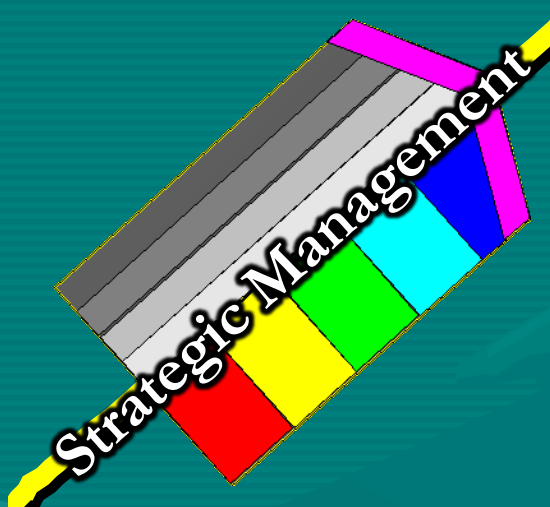
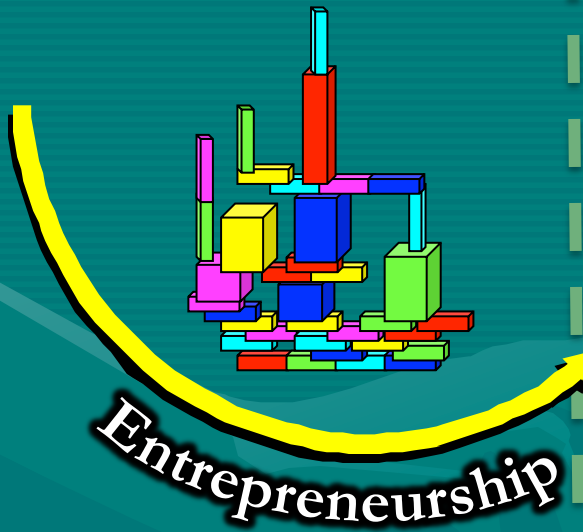
Reason

Power

Innovators

Managers
&
Leaders

Administrators
Conservation



Crisis!

Passion

Reason

Power

Innovators

Managers
&
Leaders

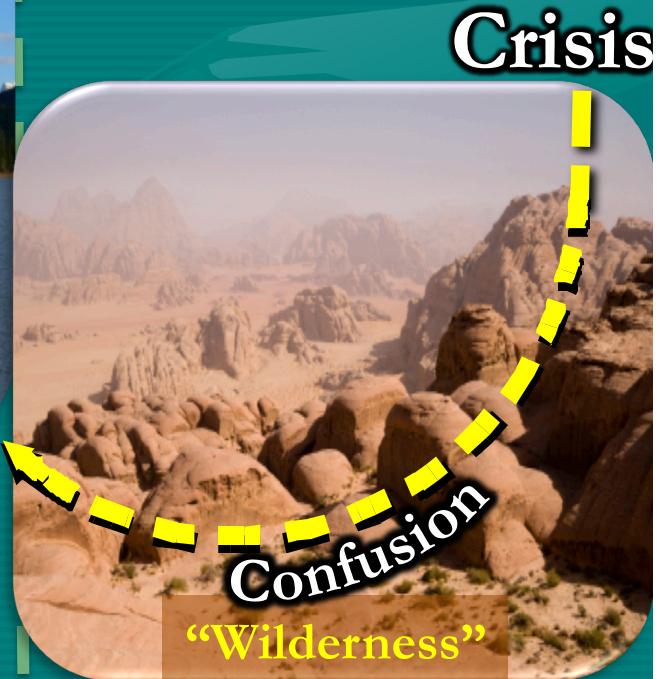
Administrators



Choice



"Mountain"



Crisis

Confusion

"Wilderness"

Passion

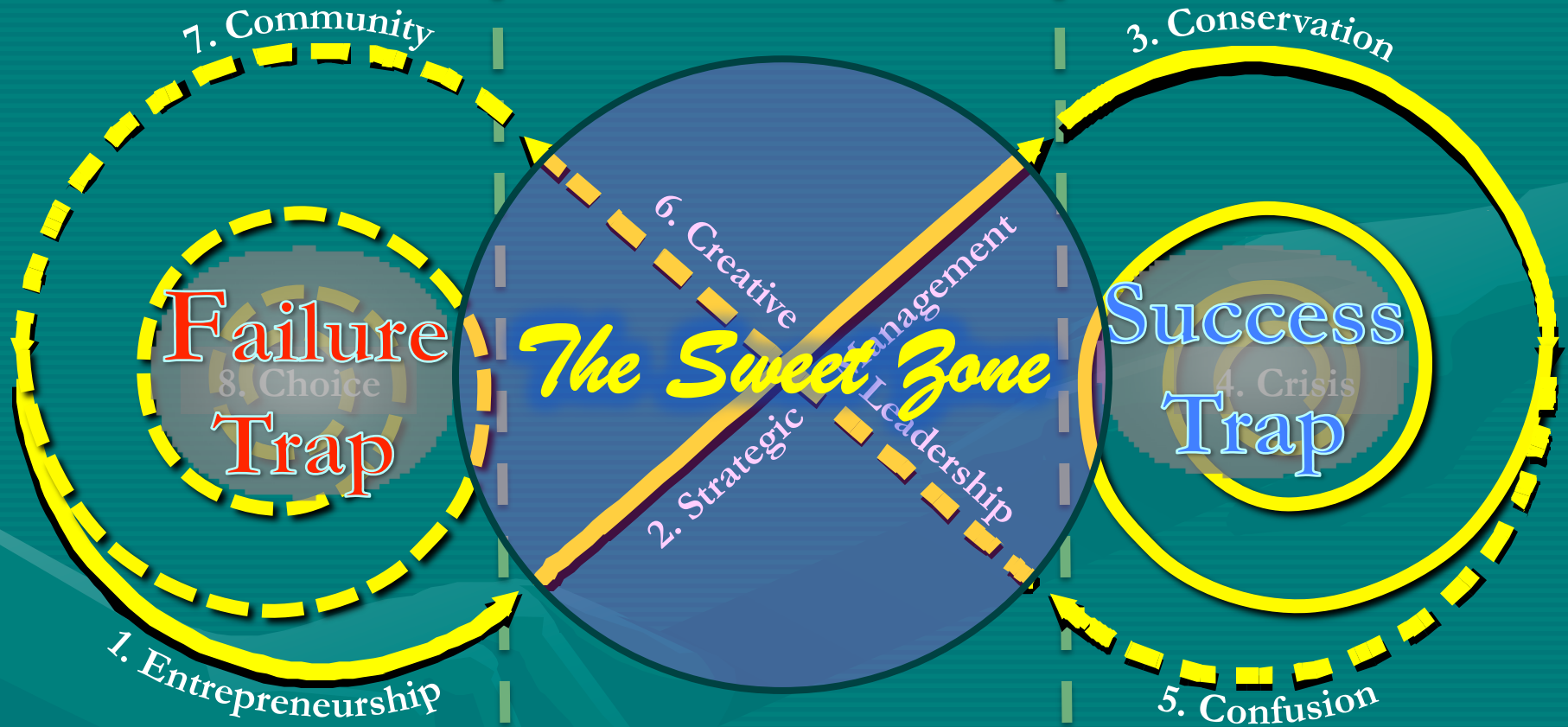
Reason

Power

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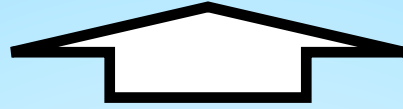
Administrators



Passion

Reason

Power



Sustainable Future

Purpose – Why?

Means – How?



Reason

Agreement on what we want – purpose, ends

High

Low



Low

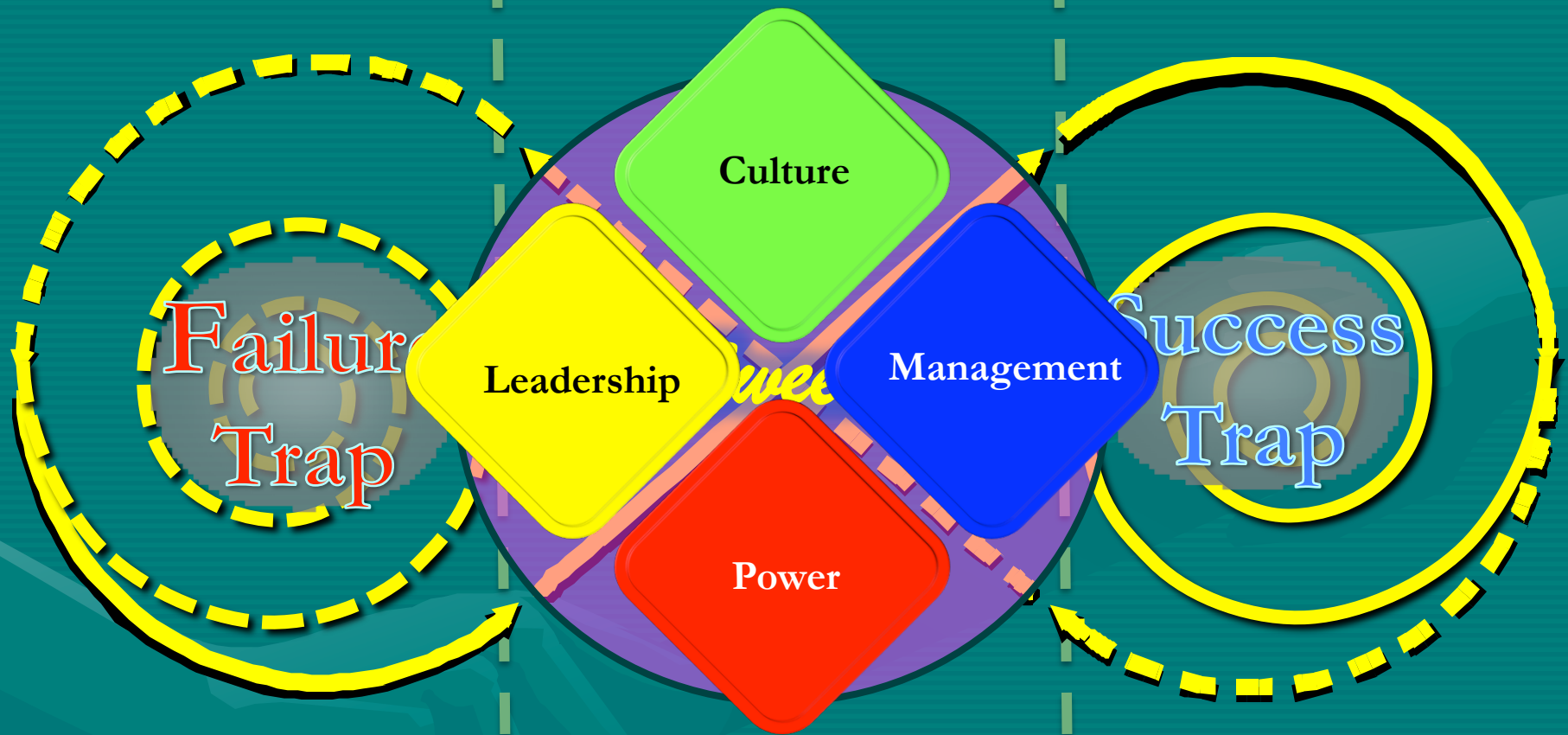
High

Agreement on how the world works - means

Innovators

Managers
&
Leaders

Administrators



Failure
Trap

Leadership

Culture

Management

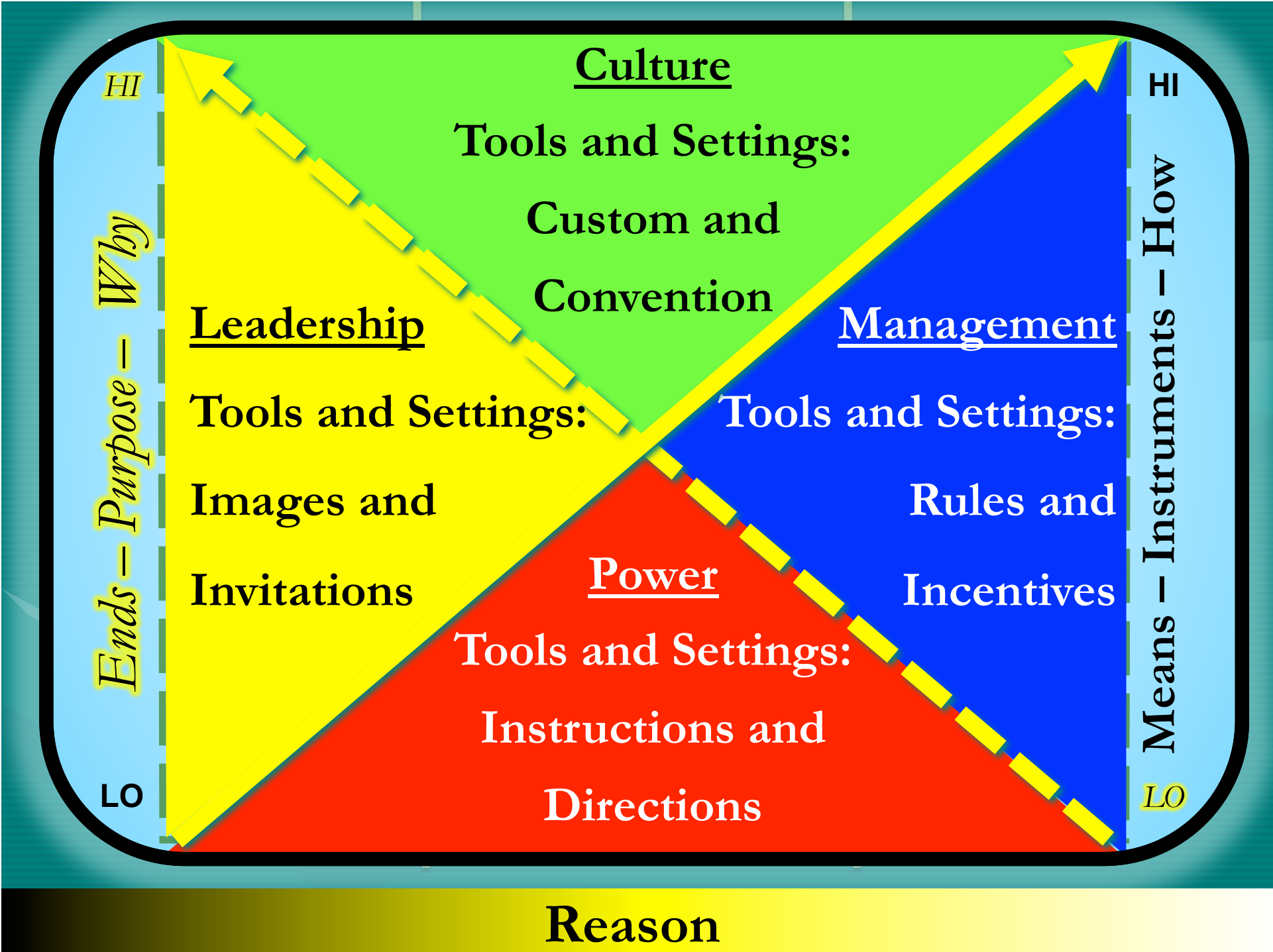
Power

Success
Trap

Passion

Reason

Power




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And

The Renewal of Capitalism

Don't Forget the Questions!

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