Achieving interdisciplinarity in practice

Lived-experience is always inter-disciplinary – the question we ought to grapple with in Business Education is, how do we improve management agency, given this reality.

Lived-experience of Executive managers

- They get disturbed a lot.

- They set goals and agendas for self and others.

- They hold people accountable.

- They are concerned about sustainability in a broad sense (all capitals)

- They deal with the health of collectives.

- They clarify purpose in conjunction with others.

- **They focus attention and create conditions for focused, intentional action**

In Science we ask:

*"What theory best explains the evidence?
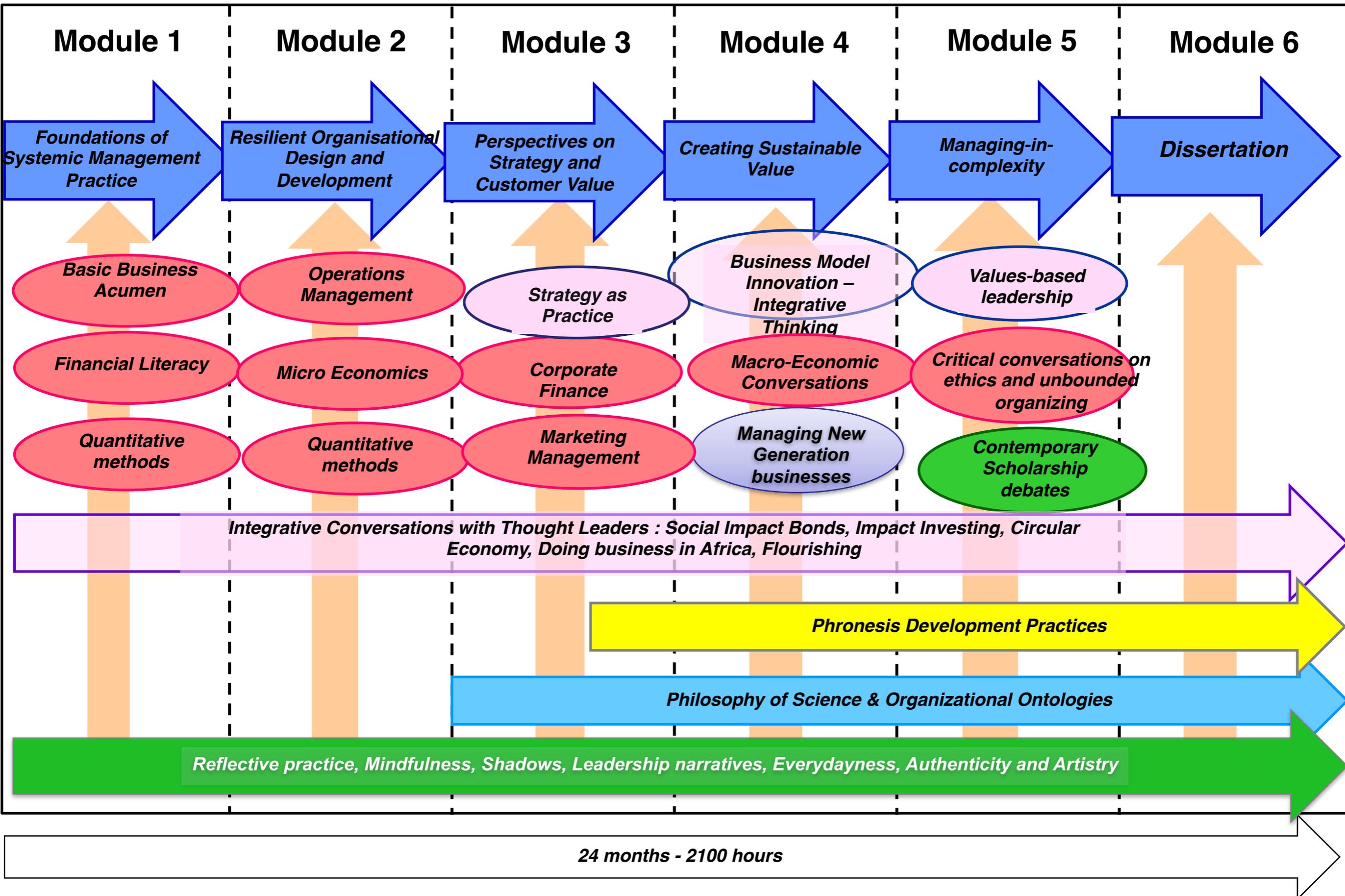Or
"What evidence best explains the theory?"*

In Executive Management we ask:

"When being becomes the most pervasive evidence, what theories, concepts and frameworks of ideas explains the evidence to promote intentional-attending-to ?"

Context of Executive Business Problems

- The business world offers up challenges involving **large sets of variables** on consumer behavior, trends, regulatory uncertainties, shifting competition, new technologies etc.

- **Finding a way to see** these variables in ways that **illuminates insightful courses of action** **needs lens building**, **to focus on the variables that matter**.

- And this is hard because **human beings don't operate in a wave of alertness.**
  - *Tom Schelling said "... There is nothing strange or unfamiliar, let alone mysterious and inexplicable, about people's regarding themselves as problems of discipline, control or motivation, and taking measures ..."*

- **Organizations thus find it very difficult to generate & sustain high level discourses on key issues**

The Flow of the Executive MBA

Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
Foundations of Systemic Management Practice	*Resilient Organisational Design and Development*	*Perspectives on Strategy and Customer Value*	*Creating Sustainable Value*	*Managing-in-complexity*	*Dissertation*

Basic Business Acumen

Operations Management

Strategy as Practice

Business Model Innovation – Integrative Thinking

Values-based leadership

Financial Literacy

Micro Economics

Corporate Finance

Macro-Economic Conversations

Critical conversations on ethics and unbounded organizing

Quantitative methods

Quantitative methods

Marketing Management

Managing New Generation businesses

Contemporary Scholarship debates

Integrative Conversations with Thought Leaders : Social Impact Bonds, Impact Investing, Circular Economy, Doing business in Africa, Flourishing

Phronesis Development Practices

Philosophy of Science & Organizational Ontologies

Reflective practice, Mindfulness, Shadows, Leadership narratives, Everydayness, Authenticity and Artistry

24 months - 2100 hours

Systems Thinking, Feeling, Being-Doing & Becoming

Levels of Understanding	Action Mode	Orientation	Typical Focus
Complexity — *Integrative* *Artistically and authentically – making the path while you walk it*	**"Sustaining, arousing, and nurturing emotional commitment and new insight "**	**Becoming**	"What could be true?" "What is the emergence" "Tension-points, Phronesis, Social-poetics"
Shared Vision — *Generative* *Bringing the disparate raw-experiences of the many into coherent discussion*	**"Conversations for Action"** **"Enquiring into systems of belief"**	**Being - Doing**	What are the stated or unstated visions that generate the structures?
Systemic Structure — *Creative* *Being with self and other*	**"Perceptually guided Observer"**	**Feeling**	What are the mental or organizational structures that create the patterns?
Patterns of Events — *Adaptive* *reflective* **Events** — *Reactive*	**"Rational Observer" – systems out there**	**Thinking**	What kinds of trends or patterns of events seem to be recurring, reinforcing?