





The Heretic s Guide to Management: The Art of Harnessing Ambiguity (Paperback)

By Paul M Culmsee

Heretics Guide Press, 2016. Paperback. Condition: New. Language: English. Brand New Book *****
Print on Demand ******. Management techniques such as strategic planning, project management or operational budgeting, attempt to reduce ambiguity and provide clarity. It is one of the great ironies of modern corporate life that they often end up doing the opposite: increasing ambiguity rather than reducing it. It is easy enough to understand why: organizations are complex entities and it is unreasonable to expect management models, such as those that fit neatly into a 2*2 matrix or a predetermined checklist, to work in the real world. Indeed, expecting them to work as advertised is akin to colouring a paint-by-numbers Mona Lisa with the expectation of recreating Da Vinci s masterpiece. Ambiguity remains untamed, and reality reimposes itself no matter how alluring the model is.but yet we persist in using such models. Why? Unfortunately, most of us have a deep aversion to situations that involve even a hint of ambiguity. Recent research in neuroscience has revealed the reason for this: ambiguity is processed in the parts of the brain which regulate our emotional responses. As a result, many people associate ambiguity with feelings of anxiety. When kids feel...



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-- Glenna Goldner

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