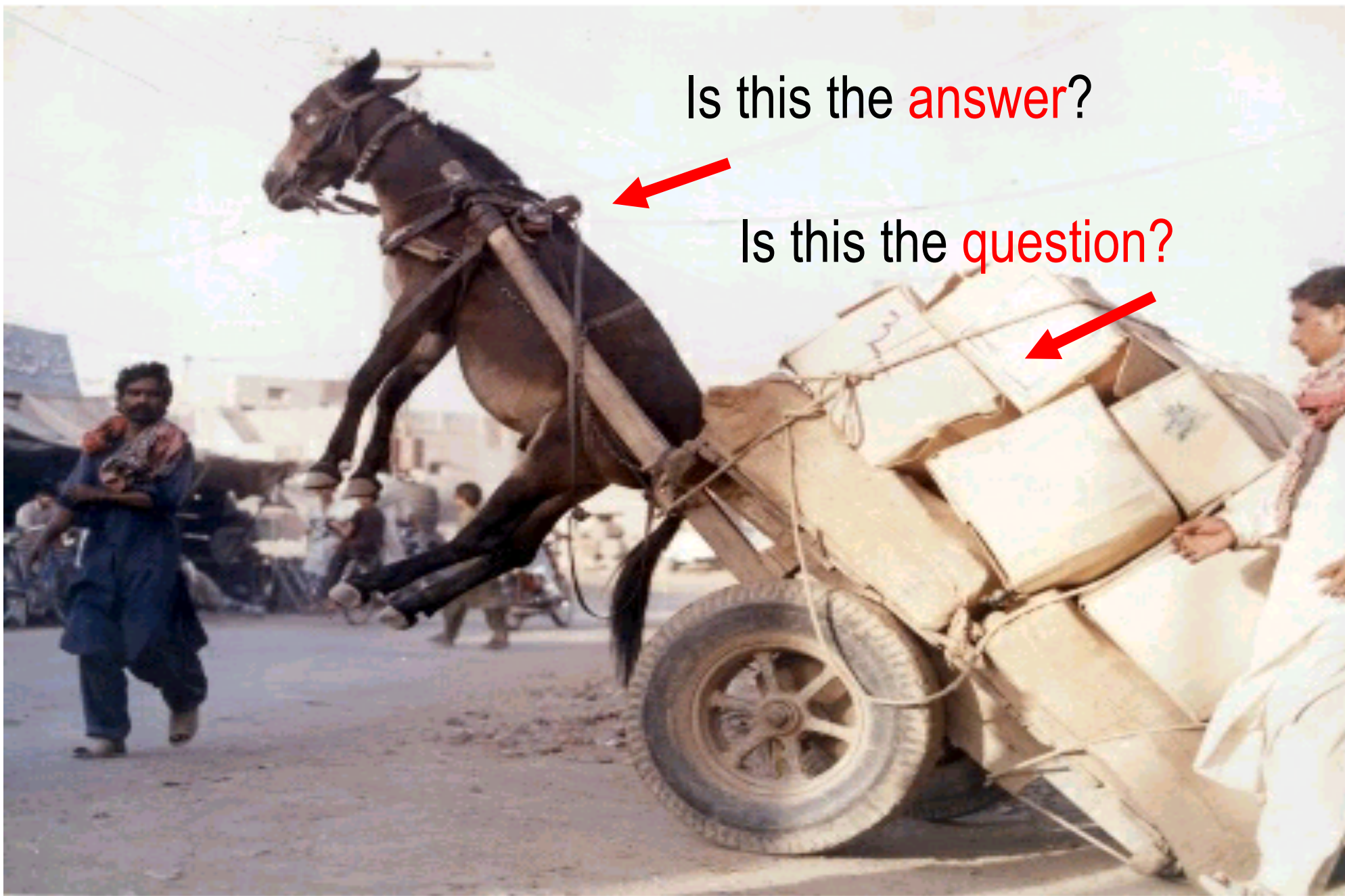


Put Your Head on a Blockchain- Of Questions and Answers, Of Mice and Men

Prof. Liisa Välikangas &
Teppo Vesikukka
Feb 7, 2019

Is this the **answer**?

Is this the **question**?





Of Mice and Men (1/10) Movie CLIP - Lennie's Dead Mouse (1992) HD

The Importance of Asking Questions

“The models with which we view the world are not mere mirrors upon which the world is passively reflected, but ...our models also help **constitute** the world we experience.”

Haridimos Tsoukas (1998:792)

Who are we?

“Our world is very likely a simulation.”



Source: Nick Boström, Oxford University

What Question is Elon Musk asking?



Bad Management Theories Are Destroying Good Management Practices

SUMANTRA GHOSHAL

Advanced Institute of Management Research (AIM), UK and London Business School

The corporate scandals in the United States have stimulated a frenzy of activities in business schools around the world. Deans are extolling how much their curricula focus on business ethics. New courses are being developed on corporate social responsibility. Old, highly laudatory cases on Enron and Tyco are being hurriedly rewritten. "What more must we do?", the faculty are asking themselves in grave seminars and over lunch tables (Bartunek, 2002).

Business schools do not need to do a great deal more to help prevent future Enrons; they need only to stop doing a lot they currently do. They do not

vested interests, which are dangerous for good or evil" Keynes (1953: 306).

This is precisely what has happened to management. Obsessed as they are with the "real world" and sceptical as most of them are of all theories, managers are no exception to the intellectual slavery of the "practical men" to which Keynes referred. Many of the worst excesses of recent management practices have their roots in a set of ideas that have
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Why Do Bad Management Theories Persist? A Comment on Ghoshal

JEFFREY PFEFFER
Stanford University

In a word, Ghoshal (this issue) is right. He is right in the sense that economics is indeed taking over management and organization science, just as it has taken over political science (Green & Shapiro, 1994) and law (Posner, 2003) and is making inroads into sociology (Coleman, 1993) and psychology—trends that have been occasionally documented

mourn all the more deeply the untimely passing of its author.

In short, this is an impassioned, important, and impressive work that made me mourn all the more deeply the

What
Questions
could/should
we be asking?

Schumpeter

Management theory is becoming a compendium of dead ideas

What Martin Luther did to the Catholic church needs to be done to business gurus

Dec 17th 2016



Brett Ryder

NEXT year marks the 500th anniversary of the event which, more than any other, gave birth to the modern world: Martin Luther promulgated his 95 theses and called the

Not all new ideas/theories/questions
are good!



Then...



Now...

Fools pinpoint absurdity by acting out the absurd”, explains Paul Birch, British Airways’ first corporate jester.

“They act as a mirror in which people see their mistakes without having to admit to them. This enables Fools to challenge accepted wisdom and create new alternatives...”



Ask Why Five Times

Why? because...
Why? because...
Why? because...
Why? because...
Why? because...
Why? because...

Six thinking hats

Intuitive



Informative



Constructive



Reflective

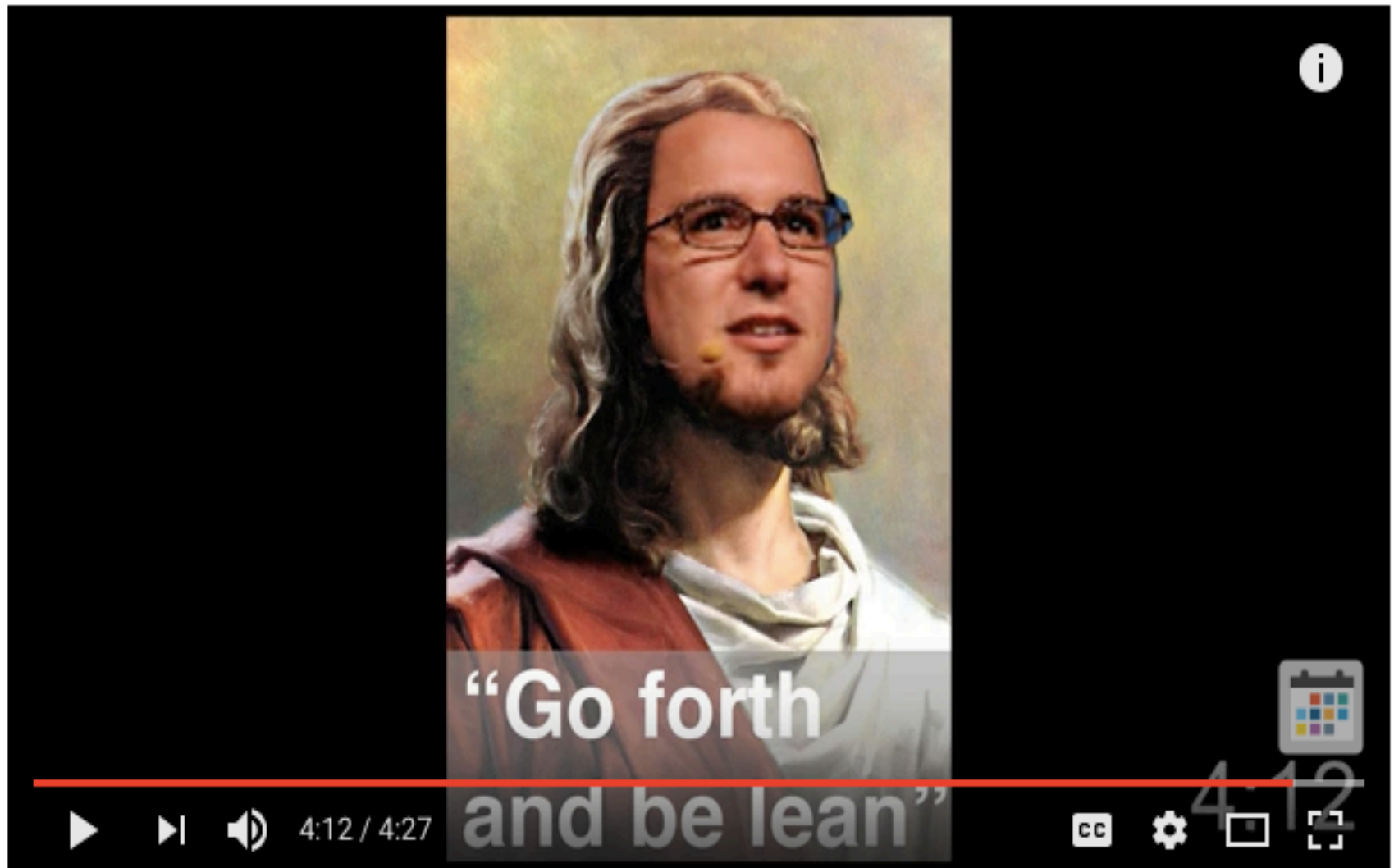


Creative



Cautious

Lean: Don't Ask, Try It Out



Let's get serious –

The Art of Asking Generative Questions (aka Idea Work)

1. Prepping
 2. Zooming Out
 3. Craving Wonder
 4. Activating Drama
 5. Daring to Imagine
1. Getting Physical
 2. Double Rapid Prototyping
 3. Liberating Laughter
 4. Generative Resistance
 5. Punk Production

Source: See Carlsen et al, 2012 in MyCourse

Next Class, 14.3.:

Digital technologies / Artificial Intelligence
and Business and Societal Change

- With Presentations by Tommi Joentakanen,
Reaktor and Dr. Hannu Kemppainen,
Business Finland