

A detailed illustration of a forest scene. On the left, a man with a beard and a red and white patterned tunic stands holding a long staff. He is looking towards three angels on the right. The angels have large, reddish-brown wings and are dressed in ornate, light-colored robes. The angel in the center holds a staff with a white flame at the top. The angel on the right holds a tray. The background is a dense forest with tall, thin trees and a path leading into the distance. The foreground is filled with various green and yellow plants.

THE SAGE

Archetypes in Organizations



Self

Shadow

Anima and Animus

Persona

Sage

King

Adventurer

Trickster

Eternal Child

Friend

Artist

Gaia

Cosmogony

Soteriology

The Sage

An older person, rich in experience, who shares their wisdom with the younger generation.

Old age is not a decline, but a character trait (James Hillman)

“Because we are only bored with what is new. What is old never becomes boring. When we have something truly old, we are happy ... life is repetition and that is the beauty of life.” (Søren Kierkegaard)



Aesop, by Diego Velázquez

Senex

The *Senex* can use information, experience and knowledge in a way that goes beyond their technical and rational qualities, because wisdom is more than these qualities.



Self-portrait of Zen Master Hakuin

Wisdom

- Mystic, philosopher, openminded
- Compassionate, a humanist
- „Otherworldly”, perhaps a visitor from another dimension



Yoda from George Lucas'
Star Wars

Dark Side: Estrangement

- Doomsday prophet
- Know-it-all, Besserwisser
- Loss of innocence
- One-way communication
- Loss of touch
- Loneliness
- The Cassandra syndrome



Examples

- J.R.R.Tolkien's Gandalf
- Terry Prachett's Granny Weatherwax
- Yoda of *Star Wars*
- Socrates
- Diotima of Mantinea



Diotima and Socrates

Wisdom for sale?

- Niccolò Machiavelli, *The Prince* (1532) – how to obtain the throne and preserve his power
- Steffan Furusten (2009) – companies hire consultants in the hope of stability
- Andrzej Huczynski (1993) – faith in management gurus



Merlin in 13th century illustration by Robert de Boron

Knowledge management?

- Organizational consultancy (Milan Kubr, 1996)
- Japanese management - the wisdom of Japanese bosses for sale in other countries (Ikujiro Nonaka, 1991)
- How does one sell management knowledge? After all, it is something ephemeral, somewhere between “silent” and “personal” knowledge (Michael Polanyi) – snakeoil salesmen (Heather Höpfl, 1992)
- Alienation of knowledge workers; knowledge is not „just a product” (Dariusz Jemielniak and Jerzy Kociatkiewicz, 2009)



Christopher Lee as J.R.R.
Tolkien's Saruman the White

The Modern Crusade

Monika Kostera (1995):
Western management missionaries come to Eastern Europe in the 1990s to teach executives "how to manage" - much as the colonizers "taught" indigenous people "how to live" by taking away their knowledge, lifestyle and resources.



Christopher Columbus by Sebastiano del Piombo

Wisdom and organizing

- Karl Weick: wisdom is an interaction of people and texts
- Burkard Sievers: wisdom is maturity and can be cherished by organizations
- George Cairns: management as application of phronēsis

Jalal ad-Din Rumi and a school of Sufi mystics



Wisdom is humanism

„Although no one can isolate and deliver wisdom, inspiration or creativity as if they were technical skills or knowledge tools to be learned in an intellectual way, we feel that we share the obligation to train future leaders in ways that enliven their human potential. [...] In particular we would like to see leadership studies embrace the aesthetic approach to business leadership we promote throughout this book” (Hatch, Kostera & Koźmiński, 2005)

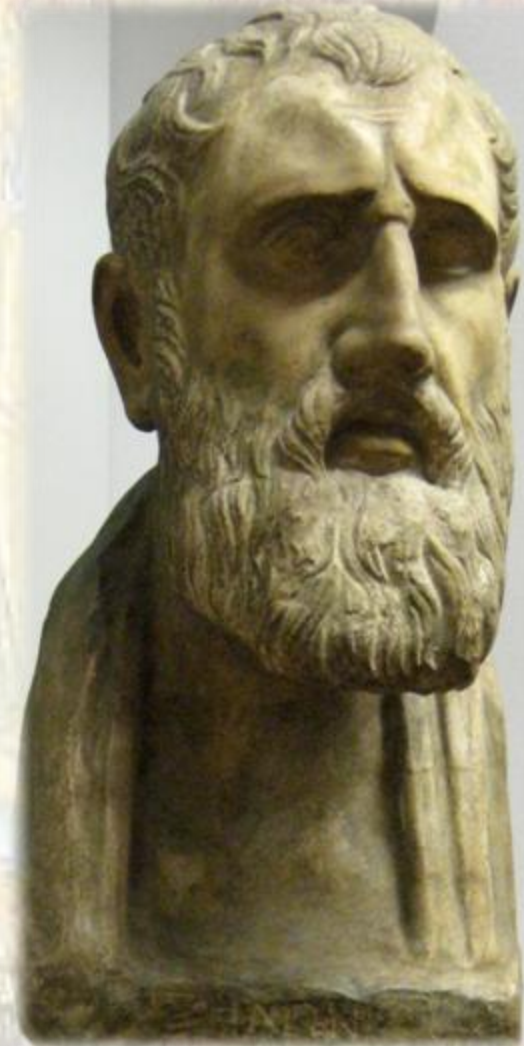


Queen of Saba, Medieval manuscript
Bellifortis, Prague

Wisdom and organizing

Peter Case – learning management from the Stoics:

- maintain moment-to-moment vigilance and restraint with respect to one's thoughts
- consent to events imposed by destiny
- act in the service of the human community in accordance with justice



Zeno of Citium

Wisdom and Management Education

Peter Case and Jonathan Gosling (2007):

- Education curricula for managers hollow
- Diagnosis: Specialization and functional approach
- What we would need, indeed: philosophy, the humanities, ethics
- Economics + Morality = Management



Socrates in the Dephli Museum

Wise management

- Holistic approach
- Experience
- Personal knowledge
- Morality
- Responsibility
- Philosophia: love of wisdom

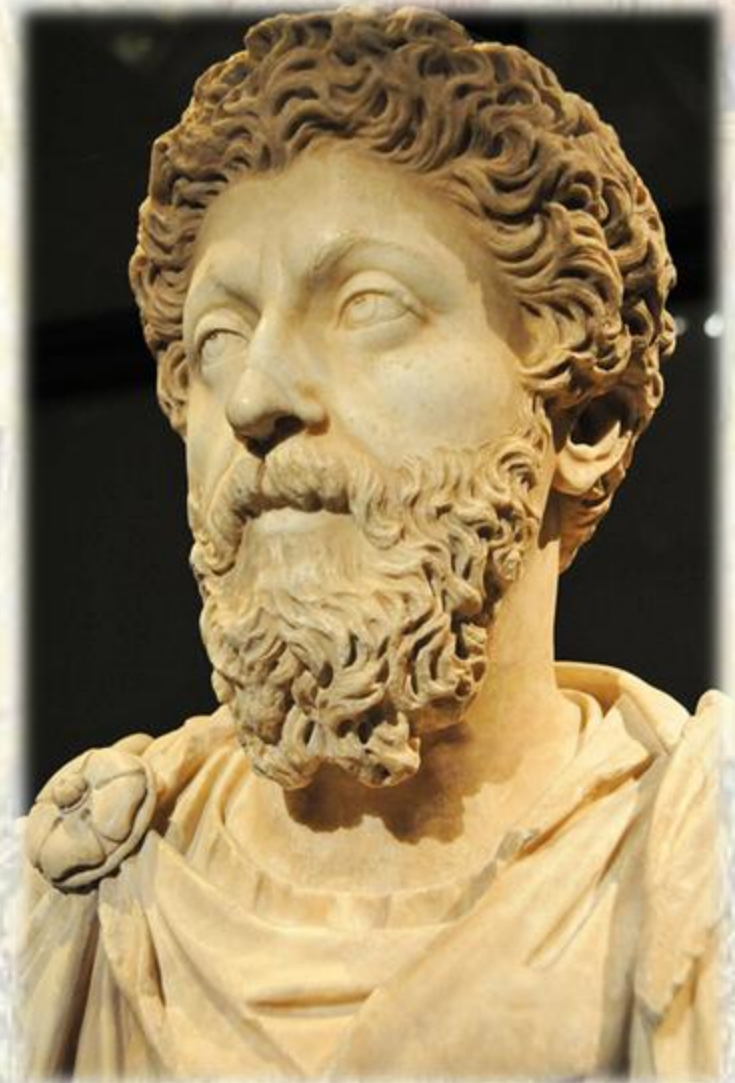


Terry Pratchett's Granny Weatherwax
by Paul Kidby

A Philosopher King

„Venerate the intellectual faculty. In it resides all, because never exists in your inner guidance an opinion inconsistent with the nature and with the disposition of rational being. It really guarantees the absence of precipitation, the familiarity with men and the compliance with the gods.

„(Marcus Aurelius, *Meditations*, III, 9)



„Reject, therefore, everything else and retain only a few precepts. And keep in mind that each one lives only the present, the fleeting instant. The rest, or has been lived or is uncertain; the life of each one, therefore, is insignificant, and also is insignificant the little corner of the earth where he lives.” (Marcus Aurelius, *Meditations*, III, 10)





Peter F. Drucker

„Business enterprises – and public institutions as well – are organs of society. They do not exist for their own sake, but to fulfill a specific social purpose and to satisfy a specific need of a society, a community, or individuals. [...]”

„A management problem is not solved if immediate profits are purchased by endangering the long-range health, perhaps even the survival, of the company. A management decision is irresponsible if it risks disaster this year for the sake of a grandiose future. „

Peter F. Drucker

„[M]anagement [apart from, dealing with technology] also deals with people, their values, their growth and development – and this makes it a humanity. So does its concern with, and impact on, social structure and the community. [...]

[M]anagement is deeply involved in spiritual concerns – the nature of [the hu]man, good and evil. „

