

# Anything is possible

...



# How to change attitudes, beliefs, and paradigms in capitalism and management.

Some structural, organizational and personal case studies  
showing a humanistic management approach.

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# Agenda

1. Anything is possible
2. Structural/Corporate/Individual
3. Paradigm exercise (TPA)
4. Pair co-reflection
5. Case Study
6. Lessons learned
7. Conclusions (10 minutes)



# Anything is possible

There is hope for capitalism

There is hope for management





Structural • Capitalism

Corporate • Organizations

Individual • Leaders

# Structural



Endless accumulation  
→ *greed*



Jungle-type competition  
→ *corruption*



Transaction vs. relations  
→ *denigration*

# Corporations have a humanistic management framework when:



Emancipate from a sole focus on maximizing profits



Promotion of social benefit, yet being financially self-sustainable



What if the majority of the  
companies were for  
social growth

*(human flourishing)*

and not for profit  
maximization?

# Humanistic Management



Alterity, dignity,  
humbleness, detachment



Everything can be  
questioned



Social obligations  
(post.CSR)

# How about individuals

...

You are actually one of them



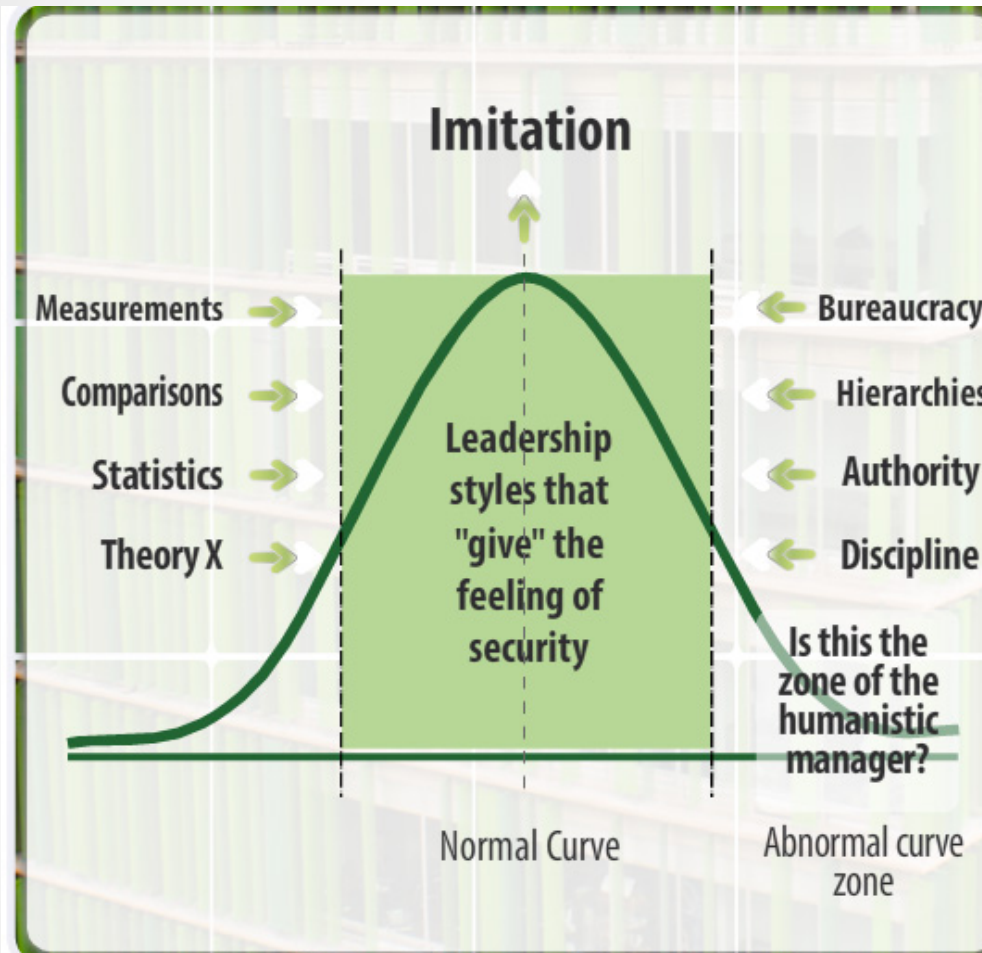
Have you ever  
compromised a secret  
wish due to peer pressure?

# Managers are individuals too

...

They suffer from the same pressure





Why managers do not follow these proven examples of humanistic and participative business?

→ Fear

→ Vulnerability



## Exercise

Have you ever  
compromised a secret wish  
due to peer pressure?

# Capitalism and Management in the Age of Quantum Physics

*The positive consequences of  
shifting paradigms in  
Concreto S.A.*



Don't believe  
anything I say

*Let Heisenberg tell you*

# Effects of paradigm shifting are real

• • •

The double slit experiment



# Epigenetics



# Politics



# Lifestyle



## It happens in business



# Why not management?

...

Why not Capitalism?





# How?

...





# *Infrastructure construction business*





## Meet this man

Juan Luis Aristizábal

# Meet his challenge

2001

- Lost 3 infrastructure megacontracts (out of 4)
- Filing for bankruptcy
- Obsolete business model
- Family feuds



# Business challenges

From

- Bricks and mortar
- Construction as a product

To

- Clicks and mortar
- Construction services value chain
  - Real estate promotion
  - Financial projects
  - Leasing and administration
  - Etc...



# Paradigm challenges



# Engineers vs. yuppies



# Decision making process



# Innovation

How did Conconcreto  
identify these 3 paradigms?

...







# How?

Meet Robert Kegan



Can they  
really work  
together?

Engineers



Yuppies



# How?

...



- Organizational culture change

They could

- Efficiencies
  - Paychecks
  - Learning curve
- Diversity and creativity



# Lessons learned

...



# How it all fits together

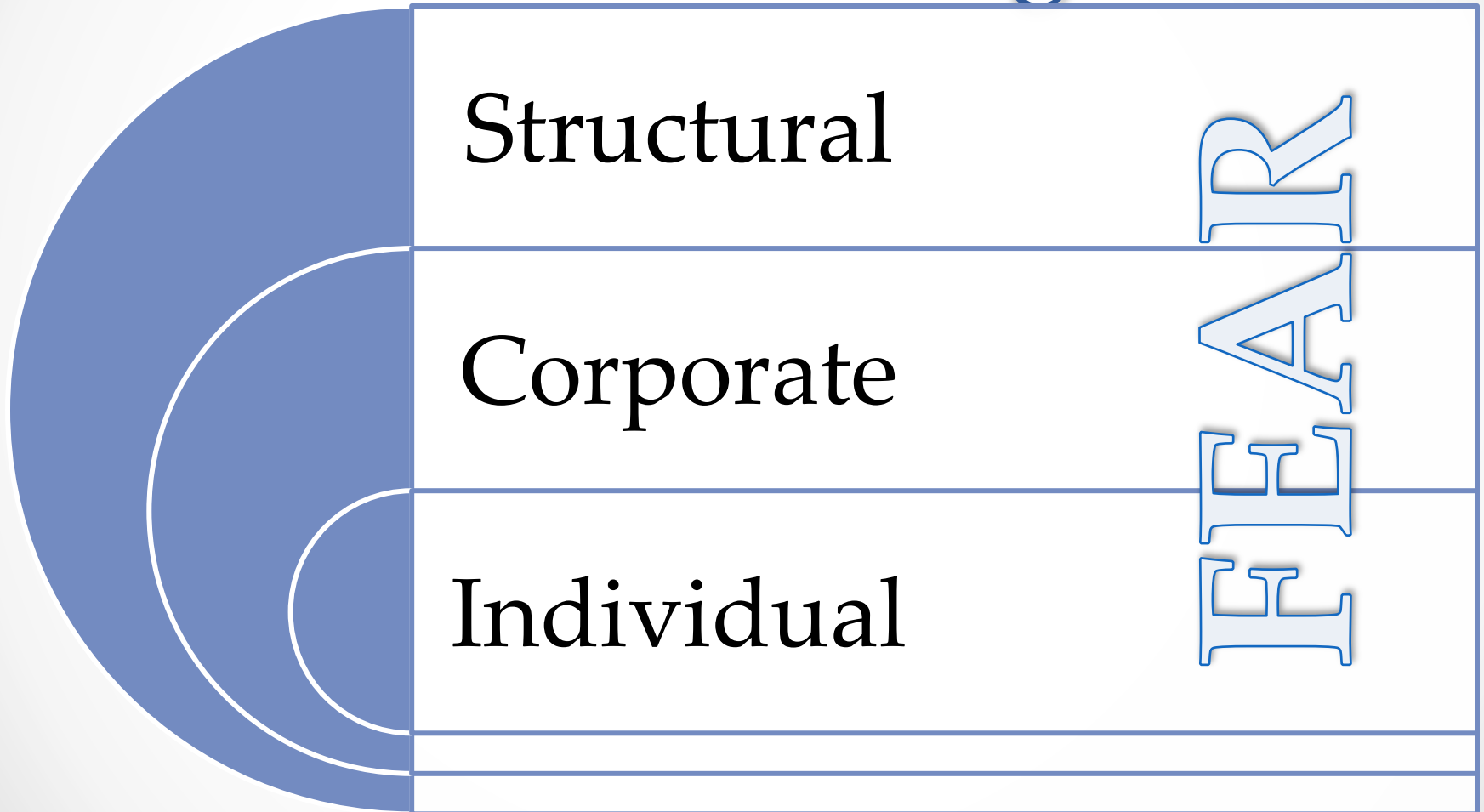


Structural

Corporate

Individual

# How it all fits together





# FEAR

False Evidence Appearing Real

# *Shifting paradigms in*



- Quantum physics has *scientifically* proven that changing an attitude or a paradigm can change the outcome itself
- As you read Bruce Lipton on what is now called epigenetics, you realize that the power of our intentions, the ability to shift paradigms, and believing in things that you cannot see can drastically change the outcome

# *Shifting paradigms in*



- Managers under high pressure cannot afford to treat their people well or to invest in talent/leadership development. Achieving results means burning executives as a necessary evil.
- In short, savage capitalism unfortunately implies savage leadership

# Shifting paradigms in



- Most managers in charge of bankrupt companies chop it up to pieces, cut costs in unseen ways, and all in all, follow a linear approach to the P&L. Mr. Aristizabal chose not to. Two important elements became part of the turnaround strategy:
  - Modify the business model from bricks and mortar to construction services—a very leading edge strategy at the time,
  - and to **shift the paradigm** of having to get rid of old school engineers in favor of young executives that could develop the service strategy, having them coexist and collaborate.

# The Humanist Experience: You Go First!

*A philosophical approach to Humanist  
Management in a capitalist world*

## Workshop



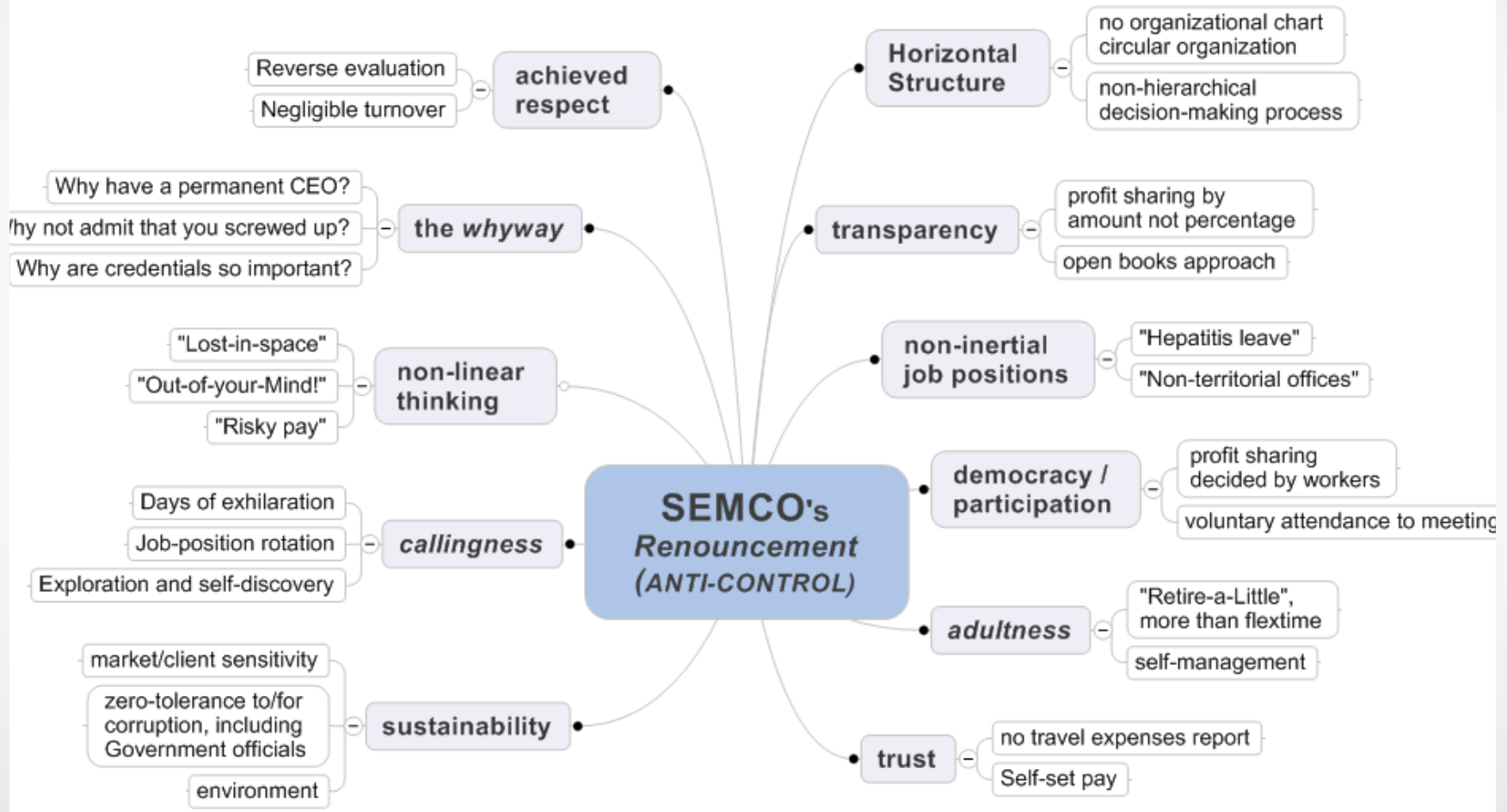


# Shifted Paradigm

Juan L. Aristizabal's personal case  
as CEO of Conconcreto

# SEMCO, Brazilian TNC

5,000+ employees, < 1% turnover, 2digits growth p/y



# Patterns in Humanistic Management Companies



Fuente: Johanna Pinzón y 15 estudiantes de la clase de Gerencia Humanista 2011, Universidad EAN



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## Thanks

## Questions/Comments?

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