

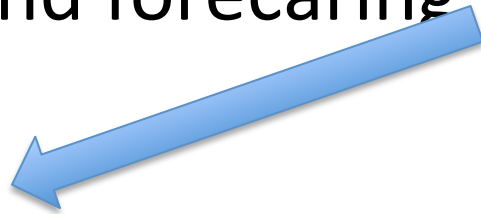
# Socio Economic Interventions

David Boje and Grace Ann Rosile  
Cabrini University Doctoral Seminar

# ***FROM FUTURING TO REHISTORICIZING***

Ensemble Leadership can also become Worker-Driven ***Corporate Social Responsibility***

***Futuring*** by prospective sensemaking, making new direction and forecaring in advance for its Becoming,



Then ***Rehistoricizing*** by picking out a past (or inventing a past) to legitimate the new direction.

# SEAM's Self-Correcting 'storytelling science' competitive advantages

- SEAM uses **Peirce's Abduction-Induction-Deduction** in Scientific Method of unleashing human potential
- Appreciative Inquiry is POSITIVITY of Confirmation without any Refutation
- Action Research and Grounded Theory are not doing self-correction refutation method

# TRILECTIC

This is a positive dialectics, the interplay of practical findings from application with academic canons in a “conflict-cooperation dialectical system” to sort a zone of convergence (Savall & Zardet, 2008: 80).

Savall and Zardet (2008: 21) cite Peirce’s (1955) logics of induction, deduction, and abduction, but prefers to move from abductive hypothesis selections from many possible ones, to deduction, and finally inductive reasoning.

# Hidden Costs Diagnostic Analysis

- The analysis can include five socio-economic



# Causes of hidden costs & general characteristics of the socio-economic method of enterprise analysis. (DYSFUNCTION, HIDDEN COST ANALYSIS, JOB-TRAINING)

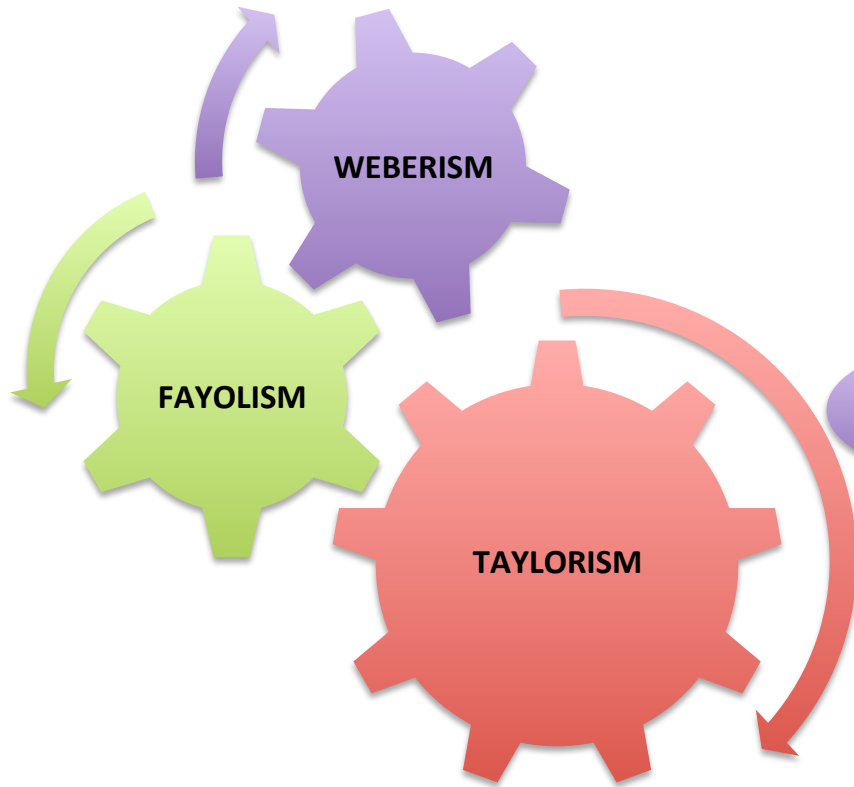
## CAUSES OF HIDDEN COSTS



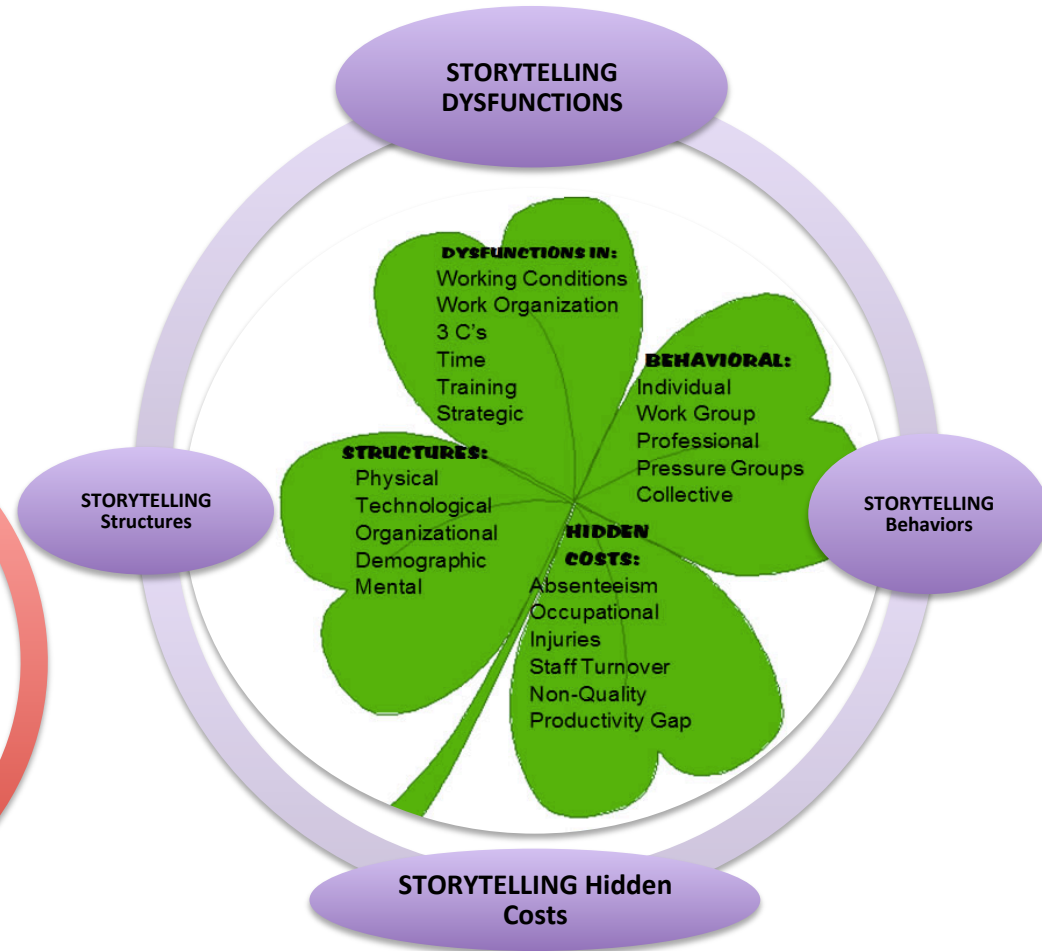
- **Structures and behaviors of company actors.**

# SEAM intervention-research is an Alternative to GT/AR & 10 Consultancy Giants

## TFW VIRUS



## SEAM-STORYTELLING







# Behaviors of business actors

- Behavior is the observed human action that has an incidence on the physical and social environment.
- Employees often can follow five behavior rationales or logics depending on the situation in which he or she is placed and on the nature of the problems that is faced with.
  1. Individual logic ( personality, and family)
  2. Group activity logic ( belongs to dept. – agency - ... etc ).
  3. Categorical logic ( job categories, job positions )
  4. Affinity group logic (groups membership as political, religious... etc)
  5. Collective logic ( behaving as expected .... (rare).

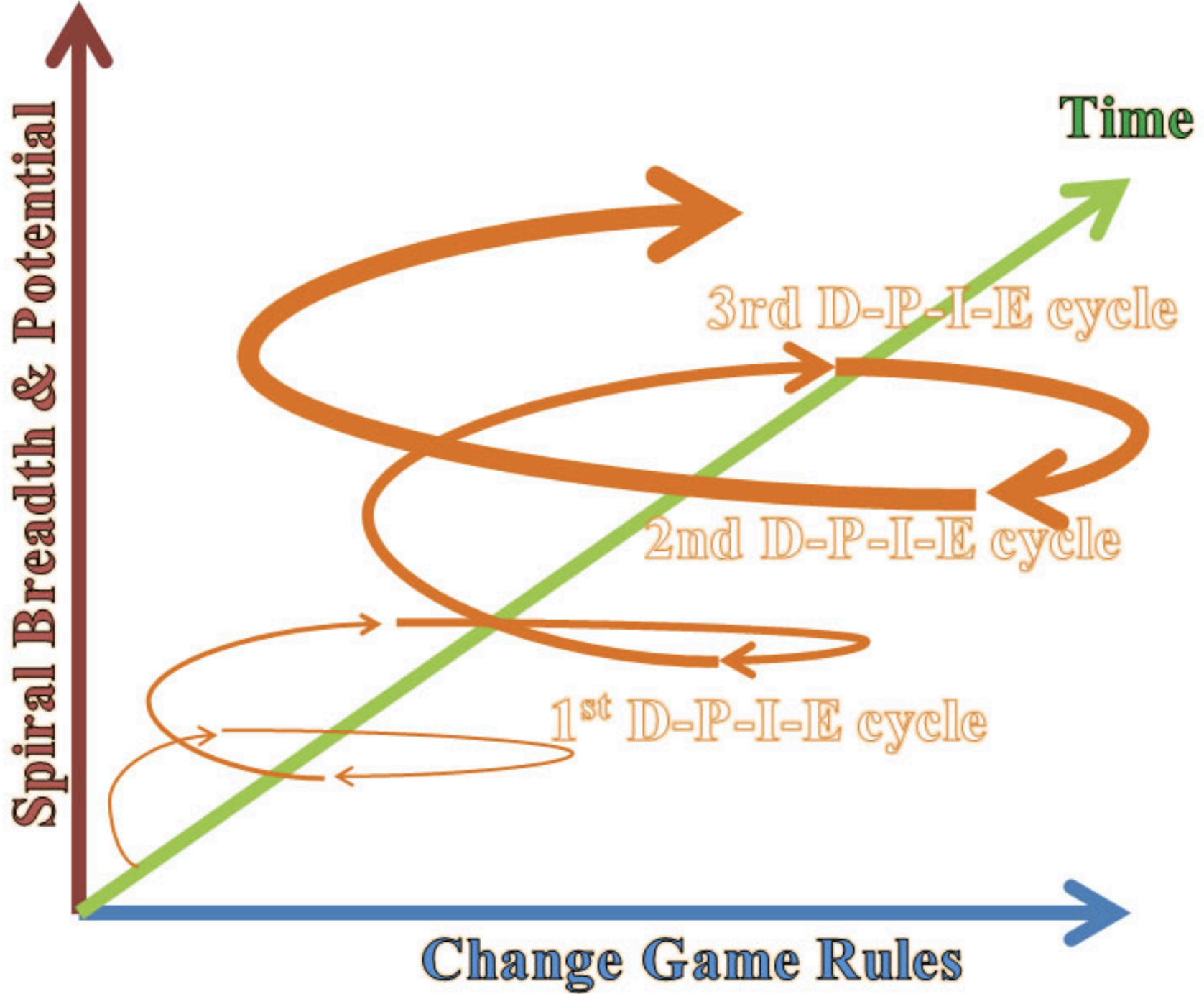
# **Socially Responsible Capitalism**

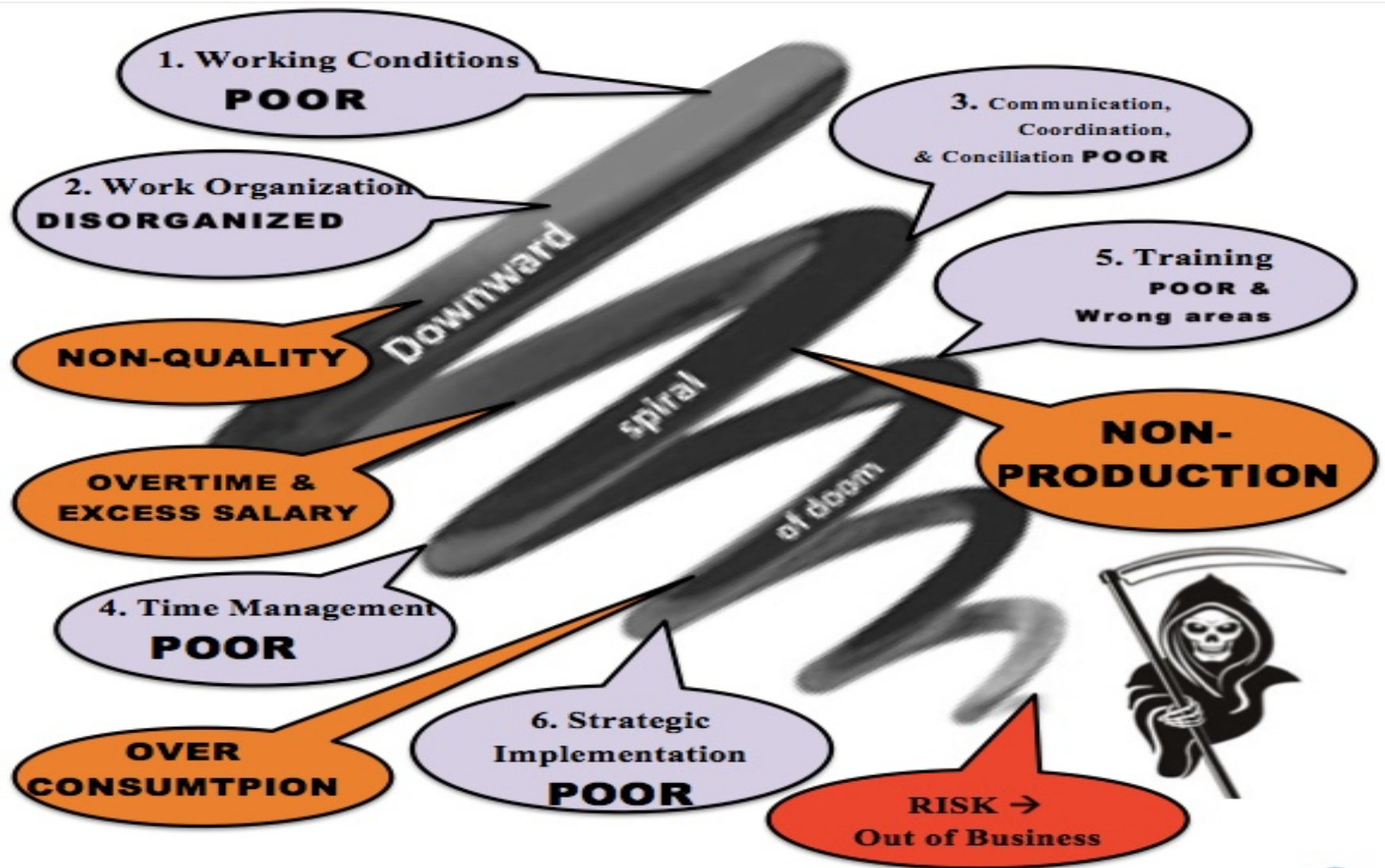
Instead of **WESTERN WAYS OF KNOWING (WWOK)** of Liquid Modernity (Post-Fordism + Neoliberal Globalization Progress-Narrative = Annihilation of **INDIGENOUS WAYS OF KNOWING (IWOK)** languages, their living story webs & 'Mother Earth' cultural practices).

# TRILECTIC

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**Downward Spiral of Doom becomes DEATH SPIRAL because Hidden Costs and Dysfunctions were not converted to Release Hidden Potential of the UPWARD SPIRAL OF GROWTH SOCIOECONOMIC DEATH SPIRAL**

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# Savall and colleagues (abbreviated) contributions

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Savall, H. (2001). interview with the SEAM Faculty (Henri Savall, Veronique Zardet, Marc Bonnet and Michel Péron), conducted by Grace Ann Rosile and David M. Boje, taped and transcribed, from, 2.

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Péron, M., & Savall, H. (2007). Raising the Curtain on Business Operation Theatrics. *Revue Sciences de Gestion*, (58).

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# Some Savall and Colleagues' Contributions

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Worley, C. G., Zardet, V., Bonnet, M., & Savall, A. (2015). *Becoming agile: How the SEAM approach to management builds adaptability*. John Wiley & Sons.

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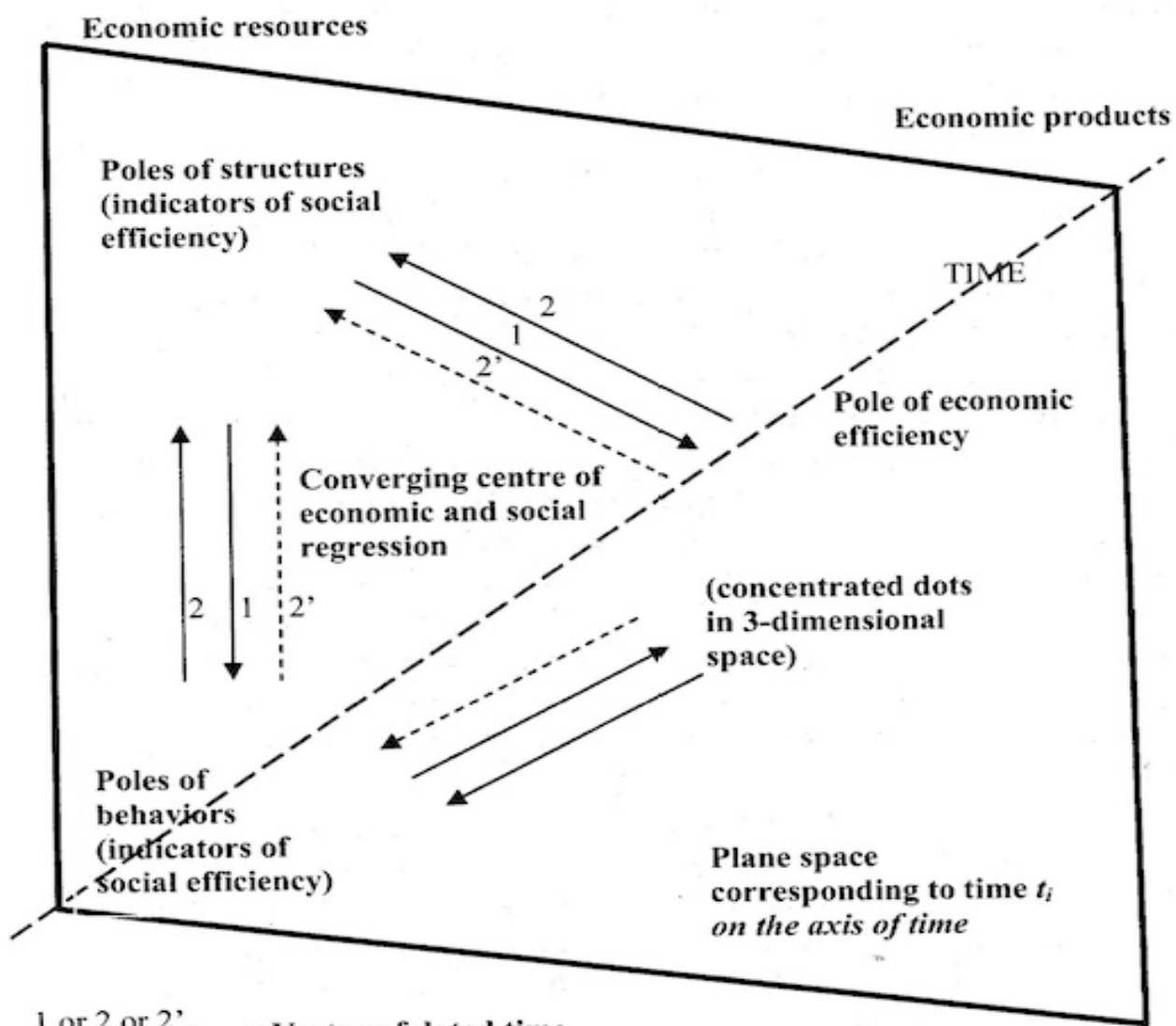
Savall, H. (2016). TFW virus concept history. In *Decoding the socio-economic approach to management: Results of the second SEAM conference in the United States*.

Savall, H., Péron, M., Zardet, V., & Bonnet, M. (2018). Socioeconomic Approach to Management. *Socially Responsible Capitalism and Management*, 73(90), 18.

# (Savall & Zardet, 2008: 145, 148)

1. Exploration in Diagnostic phase of DPIE
2. Conceptualization from In-Depth Observation
3. Modelization
4. Experimentation by implementing co-created projects (horizontally and vertically, in HORIVERT).
5. Evaluation
6. Formulation of relevant and knowledge to be disseminated
7. Validation



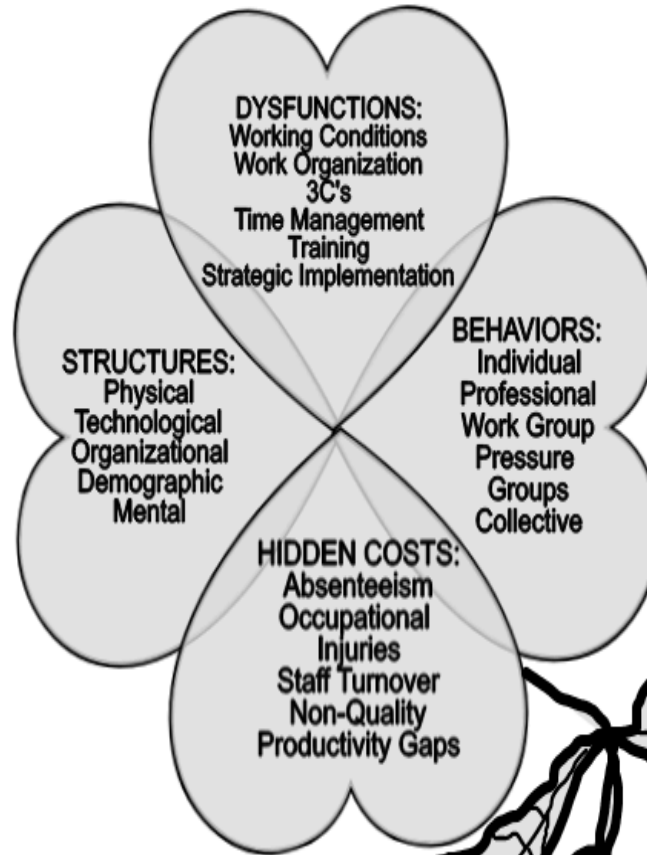


$\overrightarrow{1 \text{ or } 2 \text{ or } 2'}$  = Vector of dated time

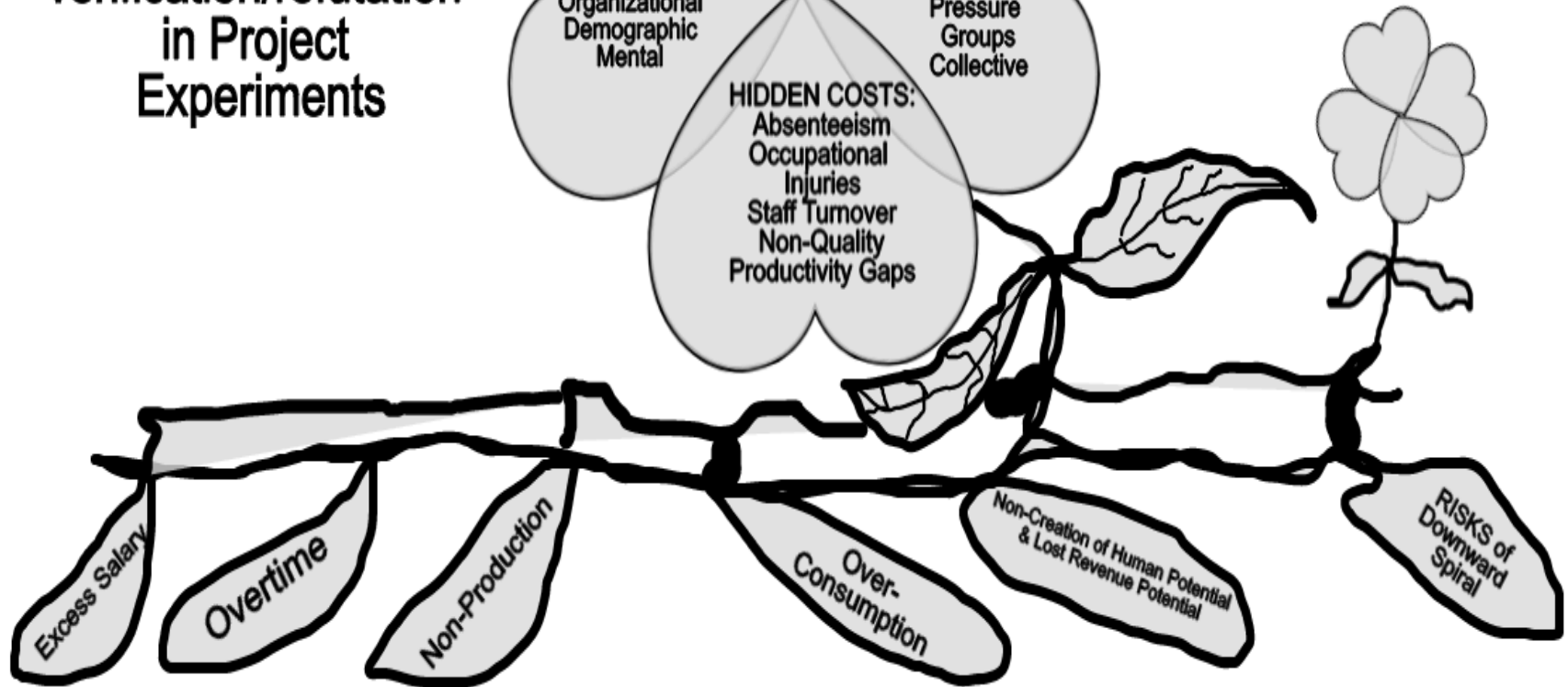
$\overrightarrow{2}$  = Explosive spiral leading to economic and social progress  
 [efficiency ( $t_i + 1$ ) > efficiency ( $t_i$ )]

$\overrightarrow{\text{or } 2'}$  = Implosive spiral which tends towards social and economic regression  
 [efficiency ( $t_i + 1$ ) < efficiency ( $t_i$ )]

4-Leaf Clover is first phase **DIAGNOSTIC** to develop **INDUCTIVE HYPOTHESES** for stage two verification/refutation in Project Experiments



4-Leaf Clover is a **RHIZOME** with above ground horizontal "Stolons" and below ground hidden 'Roots' that eventually turn upward, and new 4-leaf clover



**Are Triple Bottom Line Narratives about CSR & Globalization Part of the Problem?**

Western Ways of Knowing WWOK Globalization

**HIDDEN COSTS of GLOBALIZATION & our EXTINCTION EVENTS & GRAND CHALLENGES:**

Climate Change  
Nuclear War  
Pandemics

Toxic Emissions  
Gender Inequality  
Depleted Natural Resources

Poverty  
Wealth Inequality  
Racism

Labor Exploitation  
Corruption

War for Oil, Water, Land &/or Profit of Military Industrial Complex

Corporate Social Responsibility (CSR)

HIDDEN COSTS: Extinction Events & Grand Challenges

**Can Worker-Driven CSR be part of the Solution?**

Indigenous Ways of Knowing IWOK

**Can CSR/Globalization be Tamed by IWOK Methodology, Theory, & Praxis to Mitigate EXTINCTION EVENTS & GRAND CHALLENGES?**

# Can SEAM uses self-correcting 'storytelling science' to be Eco-Friendly?

- Water quality standards are high in France as they must comply with strict EU standards.
- 62 percent of drinking water supply is from groundwater and 38 percent from surface water.
- Veolia and Suez: Water privatization in France goes back to the mid-19th century when cities signed concessions with private water companies for the supply of drinking water.
- 75% of water and 50% of sanitation services in France are provided by the private sector, primarily by two firms, Veolia Water and Suez Environnement.
- Wastewater is a problem; twice EU threatened France with fines if not brought up to EU standards
- Agricultural is exempt from the Polluter-pays principle and that it continues to deteriorate the quality of groundwater with impunity.