Socio Economic Interventions

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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

- Dysfunctions in:
  - Working Conditions
  - Work Organization
  - 3 C’s
  - Time
  - Training
  - Strategic

- Behavioral:
  - Individual
  - Work Group
  - Professional
  - Pressure Groups
  - Collective

- Structures:
  - Physical
  - Technological
  - Organizational
  - Demographic
  - Mental

- Hidden Costs:
  - Absenteeism
  - Occupational
  - Injuries
  - Staff Turnover
  - Non-Quality
  - Productivity Gap
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

WEBERISM

FAYOLISM

TAYLORISM

SEAM-STORYTELLING

STORYTELLING DYSFUNCTIONS

DYSFUNCTIONS IN:
- Working Conditions
- Work Organization
- 3 C’s
- Time
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- Strategic

BEHAVIORAL:
- Individual
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HIDDEN COSTS:
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STORYTELLING Structures

STORYTELLING Behaviors

STORYTELLING Hidden Costs
Why SEAM is not AR or GT inductive fallacies

Scientific Method of Socio-Economic Method of Converting Downward Spiral into Upward Spiral Momentum

1. OBSERVATION-EXPLORATION (DIAGNOSTIC using DPIE of downward spiral of dysfunctions & hidden cost Qualimetrics)

2. CONCEPTUALIZATION (Formulate Hypotheses for PROJECT planning in DPIE) to transform dysfunction into functional uplift

3. MODELIZATION (Develop General Theories Double Spiral for PROJECT planning in DPIE) among consultants

4. EXPERIMENTATION (Testable predictions from theories for actual IMPLEMENTATION in DPIE) by consultant team

5. EVALUATION (Gather experiment data to evaluate hypothesis predictions in EVALUATION in DPIE)

6. VALIDATION & NEW MODELIZATION (Refine, Alter, Expand or Reject HYPOTHESES then develop the next DPIE) including Mirror Effect Meeting with client

7. FORMULATION Do next Mirror Effect Meeting (go to 1 & keep repeating 7 steps to bring about upward spiral momentum)

DPIE stands for Diagnostic-Project-Implementation-Evaluation cycle and is repeated at least three times in a consultation to convert downward (death spiral) into upward spiral momentum

Based upon (Savall & Zardet, 2008: 145, 148) Thank you, Rohny
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).

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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


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.


Some Savall and Colleagues'' Contributions


(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 HORIZERT).
5. Evaluation
6. Formulation of relevant and knowledge to be disseminated
7. Validation
Savall's depiction of Socioeconomic Dialectics of a Double Spiral (Savall, 1975/2010: 205)
4-Leaf Clover is first phase DIAGNOSTIC to develop INDUCTIVE HYPOTHESES for stage two verification/refutation in Project Experiments

DYSFUNCTIONS:
- Working Conditions
- Work Organization
- 3C's
- Time Management
- Training
- Strategic Implementation

STRUCTURES:
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BEHAVIORS:
- Individual
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- Productivity Gaps

EXCESS SALARY
OVERTIME
NON-PRODUCTION
OVER-CONSUMPTION
NON-CREATION OF HUMAN POTENTIAL & LOST REVENUE POTENTIAL

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

Corporate Social Responsibility (CSR)

HIDDEN COSTS: 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

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.