

Critical Experience Told by Time: A Brief Report Outside the Books

Time is the name I got from human beings. It's a little weird for me, but I'm used to it. That's because I watched humanity evolve and change, even when it not did have some qualities that differentiate it from all other beings: conscience and the ability to analyze its actions, perform its tasks, plan its activities and put them into practice, thus together they allow them the ability to lead as well as critical thinking.

All though some people in society not used so effectively these intellectual tools - see you people are beings in continuous learning and glad we have it - was long periods until you reach the time you are reading reader. Evolution, revolutions, transformations ... in short. I will tell a story starting with a place that has incredible diversity in a recent era. I decided to start with it, because a composer of that nationality, known as Caetano Veloso, called me "one of the most beautiful gentlemen", made me a sung poetry¹ and I liked it.

Brazil, January 23, 1637. On a sunny day, typical of the tropical climate of the place, Count Maurício de Nassau disembarks in a city in the northeast of the country that today is called Recife. The German born from a noble family with a tolerant and friendly profile² would be responsible for leading the structural and economic development for the region that now belonged to the Netherlands. And he did it, he did great things like building the first bridge in Latin America, the first botanical garden in the Americas and great palaces³. The people of the new province under the Dutch administration were courting the great hero of Mauritius and his actions.

Going back years of these milestones, who dominated before were the Portuguese, who had the main objective of just exploring the captaincy and its natural resources, such as sugar cane, brazilwood and tobacco. However, it was noticeable that there was no new concern to develop and make the newly discovered colony worthy. So much so that those sent to populate the new territory by Portugal were destitute. The europeans from the Iberian Peninsula were not strategic in progress, however they had influence. The count, who was also in the military, expelled them in addition the spaniards who lived here (little did he know that the same would happen in the future). He enjoyed strategic leadership that at that time did not yet have a clear definition, which according to Fisher & Scriven, would be "the ability to predict, imagine, maintain flexibility, think strategically and work with others to initiate

¹ Google, "Oração ao Tempo"

² Google, "Recife recebeu primeiro jardim zoobotânico do Brasil"

³ Ireland and Hitt (1999)

changes that will provide a viable future for the company.”⁴ Now, its application was not in a private corporate setting as exemplified, but in a setting of public administration in which he found fertile ground (he was not a fool either, he wanted to explore the land he found himself in, but in another way)

How I quoted quickly, the leadership of the Netherlands did not last long, about 24 years (counting the time before the arrival of Mauritius), until its expulsion by the Portuguese and all the achievements in that period, such as the synagogue Kahal Zur Israel, the first in the Americas, was ruined. Nassau was no longer here when the episode happened, he was discharged in 1643, received the Letter of Dismissal from the General States and returned to the Low Countries.⁵ The Dutch and the Jews who were here, had to go to other lands, some returned to Europe, others to the Caribbean, and a group went to North America and founded New Amsterdam, now New York.⁵

In 1654, the Portuguese Crown recovered what had been taken, but the local leadership remained to continue the exploration, without looking at the people. During this period, it was one of the greatest absurdities in the country's history with the slavery of Africans. The territory that was neglected began to be analyzed differently only in the 19th century, when the Portuguese court was transferred to Brazil in the reign of King João VI. The king needed to be what Peter Drucker calls the effective executive, that is, to take the lead efficiently in the Brazilian nation. People expected this from their new manager, because "it is from the effective executive that, due to his position or his knowledge, important decisions are expected, with a positive impact on the entire organization, its functioning and its results".⁶ In view of this, there is the creation of several institutions, among them, teaching institutions to contemplate the most noble. As this point, which brought a delay in critical thinking and leadership in young Brazilian of this century.

On his voyage of a few months, inside his vessel, the monarch decided to adopt the teaching model imported from Prussia, the result of the decree of King Friedrich Wilhelm I, who believed that children were mere instruments of manipulation, aimed at forming contingents for the army. People who in the future would be disciplined, ruled, submitted to an authoritarian regime that could not themselves express⁷, why, if that happens, there is a restriction on critical thinking, since it is an “empowered and active [tool of] interpretation and evaluation of observations, communications, information and reasoning”⁸ of the facts.

⁴ Gislane Reinaldo Azevedo and Seriacopi, *story single volume* (São Paulo: Editora Attica, 2007), 592

⁵ (Ibid.)

⁶ Peter Drucker “The Effective Decision” (1967)

⁷ Murray Rothbard “Education Free and Compulsory” (1979)

⁸ Fisher & Scriven, 1997, p. 20

Prussian-style instruction has not only gained notoriety in Brazil, but has been adopted by governments around the world. She found roots that gripped tightly, like a palm tree well planted to the ground, during the period of Revolutions Industriais. What the school lady offered was what the owners wanted: workers who did not criticize, but who were agile, standardized to produce in an assembly line process. The poor worker was simply despised. This shows how society lived in the period, with its struggles in search of reforms that humanized capitalism, seeking better living conditions for workers. The purpose of labor action in companies was not the subject of studies related to workers. The mentality of those who controlled the productions did not consider the worker as a resource, as Drucker said, the workers were not leaders, but led, or better headed.

This mentality persisted for long periods, since she was the one who sustained it school, so that it became a vicious social cycle and within the corporations the activities remained with a little touch up, we can say that pseudo-changes, but same way as your original model.

Society was quite limited. The exhibition ideas did not fit the good of the people, however, only a layer of individuals considered intellectuals who began to drag crowds with his thoughts. Industrial advances have certainly been fundamental to the world we see today. It took a lot of effort and application of the scientific method - despite its emergence as an object of dominance and control - which is well rooted in criticality, so yes, despite strong problems existing in the society of significant developments, this period was one of great discoveries and inventions and the spirit of personal leadership was essential for such thinkers to take the reins and apply "rules [like the one] that Hippocrates established for medical diagnosis more than 2000 years. These are the rules of scientific observation [(observation, hypothesis formulation, experimentation, interpretation of results and conclusion)] first formulated by Aristotle and reaffirmed by Galileo 300 years ago. In other words, they are well-known and tested rules that an executive can learn to apply systematically"⁹ in order to innovate.

These thinkers like Jean Paul Sartre, Auguste Comte, Martin Heidegger and Carl Menger were, above all, managers of themselves, because "in the knowledge economy, those who know themselves are successful. Your strengths, your values, your areas of best performance"¹⁰.

Okay, sometimes I end up sharing too much. Let me also consider a few things: although we have seen several advances in the past centuries, they were also periods of domination and this, again, due to the thing called school that did not open

⁹ Peter Drucker "The Effective Executive. The Definitive Guide to Getting the Right Things Done "(2006)

¹⁰Peter Drucker" Managing Oneself "(2005)

space for the critical spirit that is proper and characteristic of the *homo sapiens*, so much so that a terrible guy named Hitler said "what luck for dictators that men don't think", by his phrase, you can see how people lived a little during his dictatorial government. Let us consider that submissive, Euripides already said that not saying what you think is the condition of a slave.¹¹

The questioning was and is essential for the advancement of any society. Drucker said it is essential to understand "what the world really is like"¹². To seek to improve our understanding of the natural world and our social world is to improve our abilities to analyze, examine, reflect and seek knowledge. A true leader of himself never stops seeking knowledge, on the contrary, his endless search is for knowledge.

In another period, and a visionary woman, also known as a prophetess of management, has contributed to humanity through her works, research and investigations. You would be influenced by her, even if you didn't even hear her name, Mary Parker Follet. She was one of those responsible for bringing a more focused approach to the social issue that would impact information in order to incite the spirit of leadership and critical discernment in all people. Follet brought the focus on social issues and stated in a splendid way that this topic is not only of interest to the State, NGOs or non-profit organizations, but saw companies as an instrument to make society more just.¹³ This need be obvious for society! Issues that belong to human beings themselves, in the end the benefits belong to them.

We are going to Austria now, in 1909, Peter Ferdinand Drucker was born, I consider Follet's "soul mate" for his works. Significantly, its approaches that were highly focused on management, had a surprising impact on the whole society, causing changes in the way of leading and thinking about organizations and, consequently, in the social context. He observed that that being in the factories would start to change, because the world was changing. Despots would start to fall because relations were changing. Knowledge workers will now be in possession of power and knowledge will determine the success or failure of institutions, were his assertions. Leadership on the part of each person has started to be increasingly required. The 21st century, my dear, has demanded more leadership at the strategic, visionary and management levels of each individual. Relations have been modified and now the human being is at the center of hers.

In 2002, Peter said that society would be more important than the economy and this was confirmed in 2019 along with the growth of neoliberal thinking, placing it at the

¹¹ "Phrases Administrators" accessed by

¹²Peter Drucker "Managing in Turbulent Times" (2006)

¹³ Graham Pauline "Mary Parker Follett: prophet of management - a celebration of the writings of the 1920s" (1997)

center of human needs. That same year something happened that no one expected, a pandemic on a global scale with a very lethal virus, just made this statement clear. You were already addressing this claim with something you call social entrepreneurship, which focuses on problems and aims to benefit your communities. Another prophetic vision of him that surprised me: in 2030, power will be more in people's hands¹⁴. You will discover this soon. However, I can say that more and more control has been decentralized in research ecosystems, public agencies, non-profit entities, etc., with decentralization being a better form of community coexistence. An author named Paul Baran published in 1964 a diagram that allows a better understanding of the ideal network model for communities: the distributed one, forming a large web totally interconnected in different points, where we do not need to know where things start, but how they are connect and feed back - resuming the central discussion, do you see why more and more leadership will be more intrinsic in the next people of this generation?

Okay, let's move on. Before, people didn't have as many choices as citizens in the 21st century, and I'll tell you why. Once the person was born in a post, on a line. The son of a peasant would be a peasant, analogous to what the french philosopher Gilles Deleuze stated in his deterministic theory. Nowadays there are choices, there are new possibilities due the psychological process called globalization¹⁵. The new century has demanded new philosophies, new thoughts, new economies and new behaviors. So, yea, this century has demanded more questioning insight, so that the new generation can survive in this new system world. It is essential to get out of the box to see new perspectives in order to understand the world you are in. More than ever, the critical look within organizations, politics and the family was essential.

The information produced from the media, social networks, television, radio, newspapers, websites in the last decades surpass what humanity has produced over several centuries, given the creation of the internet and the event that the globalized world has reached. Therefore, it is at this juncture that the subjects need to be more attentive to validate the true facts of the false ones or else they will enter a vicious cycle of disinformation and consequently will walk erroneously, deceived citizens, malformed leaders. Perhaps this is where the 21st century has demanded from you: more critical thinking.

The conduct of leadership has never been stronger than before, as I said, people were born and had to do what was already determined for them, but now it is different: those who do not make decisions for themselves will end up being left behind. This in the sphere of your life until the place where you work. For example, Starbucks executive Howard Schultz realized that the world was not really the same

¹⁴ Peter Drucker, "A Functioning Society: Community, Society, and Polity in the Twentieth Century" (2002)

¹⁵ "Terror reflects the political and economic failure of Islamic countries" Intermanagers, newsroom (2001)

when it comes to work and decided to look after his employees and take advantage of them as contributors to the organization¹⁶. Before, the worker who was a cost to companies in an old market philosophy exemplified by General Motors; Schultz's reasoning connecting with Drucker's thought that a worker is a resource and taking advantage of it is essential to make not only his company good, but society¹⁷.

At no other time have I been able to observe decisive attitudes (proportional to the problems you created for yourselves) starting from *homo sapiens* because of this new world they built. This system states that it is useless to say that you want to be good, you need to show efficiency. Interest in today's society has been the subject of much discussion. Your species has shown itself to be empathetic, supportive and also critical. You have a very activist youth who are eager for transformations and changes and this shows the characteristic of leading this generation's eccentric. Of course, while some advance, others retreat... and what scares me the most is "how much ignorance is your defense. If the non-knowing lasts longer, someone will soon appear saying they have discovered ... the wheel!"¹⁸ So do not stop exploring new possibilities in order to reduce the repressive effect of bureaucracy on creativity and innovation that demands a lot of functioning of the left hemisphere of your brains, responsible for logical thinking and communicative competence to remain highlighted in the present.

It is true that you have a long way to go, I will be watching you and I will assist in this ephemeral process for an individual, but continuous for the collective. Remember that in order to remain in this leadership standout and critics in this second millennium - and in the next ones - it is essential that they know how to manage themselves. Follow the instructions of Peter F. Drucker: to lead an organization well it is necessary, first of all, to know how to take care of your emotions, your daily chores (focusing on the small things represents a lot in the results) and your own home. This is a strong characteristic of a good leader. Look at Facebook, IBM, Google, Apple. Why do they thrive? The professional is someone worthy and the managers of the corporations had to pay attention to this fact. The work environments are no longer the same. World relations have changed and now you are in charge and at the center of interests. More than ever, knowledge was needed. So, in this respect, I can consider that you have evolved in thinking, but there is still more. I emphasize and remember the quality that differentiates you from other beings, critical thinking and leadership will be indispensable for you to exercise the quality of a good leader in this and the next millennia.

¹⁶ Schultz and Yang, 1997; Starbucks (1997)

¹⁷ Peter Drucker, "The Concept of the Corporation" (1946)

¹⁸ Mordecai Richler "Play Power" (1970)

