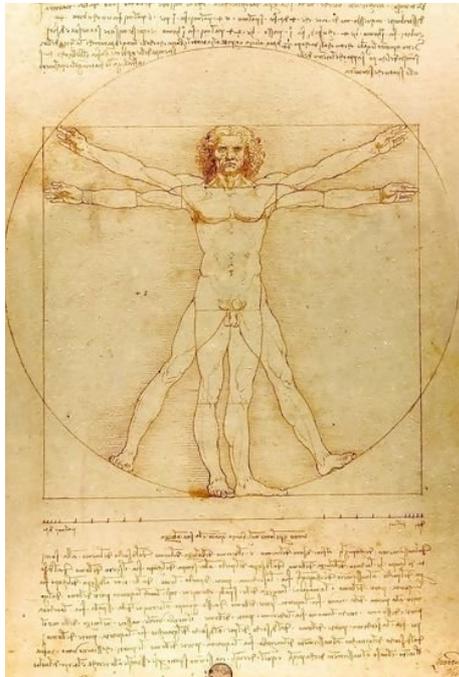


MANAGING THE CHANGE

Perfectly Inscribed in a Circle and Square



Picture 1: Vitruvian Man by Leonardo Da Vinci

AMBIDEXTERITY OF TIME

We are on the edge of a new civilization.

Managing change with ambidexterity might be the only method, that firms use, which will tend to survive. We call these organizations, ambidextrous organizations, because they live in the present as well as in the future and the survival is their existential responsibility. To survive, most of the firms base their activities on exploitation, at the same time, if they are not able to explore, they will be vanished. This allegory is similar with being able to use both hands at the same time. One hand creates, and the other hand rationally calculates.

In times of change we see, that a broad understanding of various disciplines, results in a better analysis of environment. In this regard polymaths are more flexible at implementation of concepts and abstract thinking. This results in a better managed environment; because managerial skills are based primarily on communication directed to value creation. On the left side, The Vitruvian Man (1490) describes many dimensions of the human and has not just structural but also conceptual meaning.

Human behavior, knowledge and culture have been gone through various stages during the late centuries. The philosophy evolved and adapted itself iteratively to cycles, waves and creative destruction.

CHANGING TIMES

The beginning of the Modern Age is characterized by the change in the contemporary perception in 15th and 16th centuries. After the Ottoman's capture in 1453, the intellectuals of Constantinople were moved and replaced to Italy. Through the rise of bourgeoisie in Italy, these intellectuals were supported financially to discover new areas of knowledge. In this time the usage of gunpowder, which was imported from Eastern civilizations, became common, which stimulated change in ruling systems in Europe. The invention of printing machine in 1450 gave tact to a chain reaction and led to knowledge sharing among different social classes. This resulted in Reformation, which was initiated by Martin Luther in 1517. In relation with the invention of the compass, America was discovered in 1492. The Copernican revolution took place in 1543 and the geocentric world view was replaced by the heliocentric. The joint effect of these new circumstances and many others resulted in the rise of globalization, colonization and the national state.

These Enlightenment elements are in analogy with our today's notion. In our contemporary world, we face the trade war between the US and China, the recession in the World Economy, the rise of populism, the invention of molecular technology, landing on Mars in 2008, moon missions, rise of space technologies, and space property rights, planetary mining, colonization of space, Smart Phones, IoT, AI, Smart Cities, Cloud Service Providers and the generation of Millennials.

In comparison to these two eras, Drucker on the other hand, faced modern and post-modern thought. He witnessed the World War I (1914–1918) as a child, the Russian Revolution and Communism, the Great

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Depression, the rise of national socialism in Germany and Italy, the replacement of intellectuals to US, the World War II and the Holocaust, the invention of nuclear weapons in 1930, the Cold War, the landing on the moon in 1969, the fall of the Berlin Wall, the dissolution of the Soviet Union, the rise of globalization, decolonization, national state, the invention of data processing and information technology operating systems, beginnings of Global Warming and Urbanization and the generation of Baby Boomers.

Between the two World Wars, Drucker was born just after Neo-Renaissance movement in Vienna, in his childhood he had the impressions of Jugendstil and Viennese Modernism. His early coevals were Friedrich August von Hayek, Ludwig von Mises and Joseph Alois Schumpeter. In economics, Austrian School of Thought was flourishing in the golden era of Neoliberalism (The Economist, 2016) with its methodological individualism.

Despite similarities, Drucker rejects to be classified as an economist of Austrian School. Peter Drucker denies explicitly himself being an economist, because he doesn't accept the Autonomous dimension of economics and he didn't believe in system. He argues that, "Rules exist to be broken." The "subjectivism" is our key element in Peter Drucker's theory. If we shift our focus from Macro to Micro and the market niches, we will have a slight idea where the innovation might take place.

AMBIDEXTERITY OF THE MANAGER

We speak of the ambidexterity of organizations mostly in areas where the entities have existed a long time and created regularities in the 'usual' way things are done. On the track of exploitation; they keep their presence as long as the business environment doesn't force them to change. These dominant mindsets in various industries build up the orthodoxies, which are pulling the organization to its cores like magnets and reacting on exploration. On one hand, this tendency contributes to corporate culture, on the other hand it resists the required change to survive. More responsibility or possibly a promotion comes at a right balance of exploration and exploitation in the organization. Performance is not just based on performance indicators, but also in recreating and challenging the existing values within the organization. If explorative and exploitative teams exist within an organization in contrast, the role of innovating will likely destroy the creativeness in every level, reducing the contra team to managers instead of leaders (Maier 2015, 91). That's why it is important to have both and have actors handling ambidextrous.

In the sense of ambidexterity, we observe various similarities between an artist and an entrepreneur such as willingness to take risks, being good observants, bending and reshaping realities within given circumstances with new perspectives, beginning with limited resources and ending up with results. These results might be irrelevant, inefficient and inadequate; but they have the power and motivation for creation/co-creation in comparison to non-entrepreneurial mind, which serves and keeps the status quo.

In our interconnected work, cross functioning is a must, in understanding how departments, firms, human capital and value chains constellate.

- I. A broad understanding of various disciplines results in a better analysis of environment for strategic work. In lean management literature, even in small steps, it is required to have a new perspective on processes for continuous improvement. For the change management, which is a basic need in our today's economies, general knowledge and curiosity is crucial for fulfilling basic operations to prevent alienation. In highly institutionalized organizations, the role of creativity might be well underestimated, but on the long run, artistic traits keep firms growing, adapting, evolving and generating added value. The same applies for the innovation.
- II. Abstract thinking is having a Rontgen machine, which helps to detect malfunctioning, improvement areas, inconsistencies within concepts and models. Polymaths are an advantaged group regarding complexity, since they commonly use not just left brain but also the right brain in combination. Just like painting from scratch on an empty canvas, ideas are developed and implemented. That is one of the reasons why today in project management we use similar methods such as project canvas and boards. In our project management terminology, we have Kanban boards, agile management and scrum approaches. We proceed with functional segregation not just because Adam Smith suggested it that way; but also, because we lack the human resources for the multidisciplinary

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perspective. Today's education doesn't provide us with that kind of creativity boost, it has to come intuitively just in the case of polymaths. On the level of portfolio management being multidisciplinary is an asset.

- III. Managerial skills are based on human interaction and communication. These skills are the most useful assets in combination with technical knowledge for value creation. Within functional borders, certain amounts of organizational blindness occur.

WHAT CAN A POLYMATH ACHIEVE?

Polymaths live in more than one world. *In the age of discontinuity* special talents are required. As Drucker stated, there should be a balance between continuity and change.

With pragmatism, if polymath succeeds in looking to the future, instead of looking past, while focusing on their strengths; they would be able to contribute to businesses and to social organizations in many creative ways. As Drucker in 1969 mentioned, there would be changes in the work force and a shift from capital to knowledge as a resource in the globalization.

Organizations are imperfect; and there is always the danger of centralized power. Drucker as an "architect of decentralized power" was able to study General Motors, General Electric, Ford, IBM, Unilever and Citibank as a consultant. He was also consulting the first two presidents of the World Bank. He was also interested in Japanese manufacturers such as Toyota as well as Japanese Art. Not just in business and economics, but also in arts he was an expert, because he could combine knowledge on various disciplines. He even wrote an article with the title "A view of Japan through Japanese art". He is the owner of the well-known metaphor in managerial trainings, "the conductor". He even has talked about the shape of piano having the origins of mathematical considerations from the 18th century. He advised reading Shakespeare, to gain understanding on many shades of human relations and states of being.

If we reflect on Leonardo's work, we might track a similar pattern, taken "the last Supper" as an example in to consideration. If we decode the art piece into various disciplines, we see knowledge of astrology, music, mathematics, arts, religion as well as geometry. Financed through rich princes in Italy, Da Vinci designed automobiles, bullets, tanks, helicopters before their time. He invested time in anatomical studies. As a joint outcome of his talents, he created Mona Lisa, St. John the Baptist, Vitruvian Man and Mary Magdelene.

In analogy to Leonardo and Drucker, the "Renaissance Manager" would be in the position to create value through the proper instrumentalization of technology, design and practical implementation of management theories. Culture is a key component in circulation of information as such. In today's world, contemporary art has merged with a commercial reflection of modern and post-modern thought. These deeper understanding of facets of people and thinking, would provide a better analysis and recreation of the world on digitalism and mass data. Knowledge on history, tradition, religion and identity builds up the manager of the future as a practitioner of reform and transformation for the better. Narrow mindedness is the opposite pole of what is required from managers in the new world. Tomorrows world will be connected through IoT, autonomous through AI, shared by the Society 2.0 and sustainable in terms of recycling through zero waste cycles, ecological production modalities and circular economies.

Tomorrow's manager is a cultural agent, a knowledge worker, whether as a generalist or as a specialist, building his/her master work on relational contracts. The tendency of tomorrows relational contracts is directed towards multilateralism rather than unilateralism. Manager applies the mind to his/her work and is a cultural hero in the next society.

A polymath as a manager would be in a privileged position by being able to read system dynamics, interdisciplinary sight, being able to provide knowledge required on various areas in synthesis, especially in typical "Project management" setting. Polymath would present alternative change management opportunities

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intuitively, show progress and improve his/her competency through constant learning and curiosity and confidence by being consciously competent on top, which results in resilience.

MANIFESTO OF MY CONSISTENCY

This essay is the manifesto of my consistency through the years by being a polymath, being an entrepreneurial spirit facing resistance. My daily reflections are based on being active in the digital age, living by the rules set by globalization; trying to cope with standardization and mass industrialization and new humanism with the tool of new intuitionism.

In one of the videos of a lecture given by Peter Drucker in 2001, he refers to globalization as a psychological phenomenon. He gives insights to the vision of owning an automobile in China, which is now considered a necessity instead of a luxury, and that this is what globalization means—a fundamental change in expectation and values. He names two implications of globalization: change in how competition is viewed and the inability to hide failure.

He mentions that the globalization has primarily something to do with the values of the society. That would be a reason why Islamic countries fail to develop in the universal sense with the exception of Turkey; and he also mentions that Japan should not be underestimated (Peter Drucker Institute, 2001). An example to the universal values he highlights is the gender equality in the perspective of the value production of the knowledge society. In finance women are overtaking the sector, this is also the case in accounting, and this goes further to other dimensions, to many other previously male dominant sectors. The global trade requires interactions and cooperation between the West and the East, this includes Middle East.

According to me, the contemporary constellation of Islamic Governments and Islamic state structures are not compatible with international economic system, since capitalism originally is an invention of central Europe as Max Weber put into his theory. There are differences in value systems, which makes it geographically hard for women to integrate into knowledge society in the most productive way, since there are no gender differences in the next society, and late comers do not always succeed. As we see, in paintings of Leonardo Da Vinci, mostly androgen figures were apparent. We can also meet the interpretation in his paintings, the acceptance of Mary Magdelene as a feminine figure, who is capable to co-create a new vision.

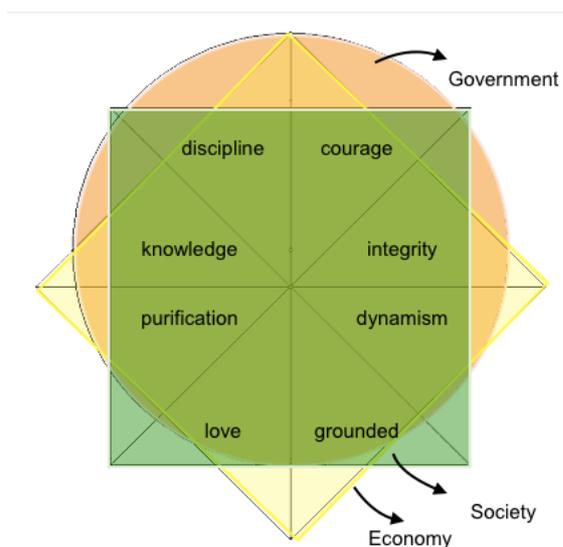


Figure 1: Compass of Values (by the Author)

Four years ago, in one of my struggling moments at work as a management trainee, crushed and burned between idealism and pragmatism, I folded a paper into a cootie catcher-origami and then instantly filled each inner layer with my most cared values. I asked questions to the cootie and got answers. Which value is serving me now, at this point of life? The answer is all of them. One has to stay centered and calm. Then recently I realized, that the written face of the folded square fits perfectly to the area around Vitruvian Man and the lines in between would represent directions, the same as a compass. If we project Vitruvian man into two dimensions, the cycle would be government, both squares economy on the next layer and society dimension, on which we embed the values. *Everything is perfectly inscribed in a circle and square.*

My values, as a woman living at the end of peripheral Europe, is integrity, courage, discipline, knowledge, purification, love, dynamism and being grounded. (Figure

1: Compass of Values) My purpose is to perform my values through management in a capitalist society, by revising each step and my environment. To do that I try to be active in various areas of living, in civic rights, being an intellectual, improve and develop my systematics not just in my private life; but also at work in an intrapreneurial way and in my relational contracts.

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My renaissance is waking up, deciding to use my intellect to rebuild after failed and succeeded attempts, having different identities and experiences such as being a lifelong learner, migrant, feminist, worker in any kind, responsible for function of any kind, experiencing and observing different social classes. With ups and downs in life I have been admired and convicted for being polymath, not fitting, being a change agent, catalyzing people and organizations out of their comfort zones. I found geniusness, a friendly conversation, positivism and understanding in works of Peter Drucker verbally, and in Leonardo DaVinci's works visually.

AN ALTERNATIVE KNOWLEDGE

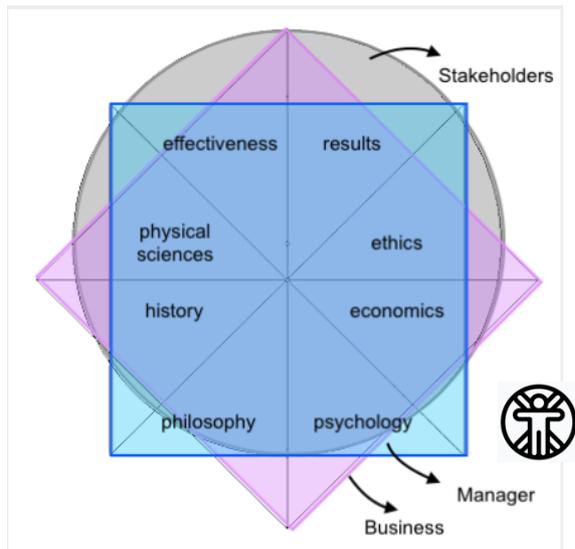


Figure 2: Competency for Liberal Arts- Drucker (by the Author)

Drucker wrote: "Management is what tradition used to call a liberal art: 'Liberal' because it deals with the fundamentals of knowledge, self-knowledge, wisdom, and leadership; 'art' because it deals with practice and application. Managers draw upon all of the knowledge and insights of the humanities and social sciences on psychology and philosophy, on economics and history, on the physical sciences and ethics. But they have to focus this knowledge on effectiveness and results." (Figure 2: Competency for Liberal Arts- Drucker)

These knowledge areas are extended to diversity, corporate culture, social entrepreneurship and corporate social responsibility. Triple strength leadership is a good example for what might be required for renaissance manager. Executives, which are capable of moving between business, government, and social entities. As in the near future new learning and teaching methods approach, the cross sectoral knowledge transfers would be more fluid (Lovegrove, Thomas 2013).

FOR THE NEXT SOCIETY

In our digital age, we experience a transition phase, the ending of an industrial era and the rise of a technology dominated new society with new traits. The future is now in the making, and the predominant existence of polymaths in institutions would lead us to a progressive and proactive human centered expansion of our civilization.

Polymaths would adapt to a multilateral global world, combining arts, business and science; or in other words beauty, power and knowledge. They would provide a broad understanding of various disciplines results in a better analysis of environment; would be flexible at implementation of concepts and abstract thinking and be managing the environment actively based on communication directed to value creation.

As Drucker said "Management is art." And as we read on the Secession in Vienna: "To every age its art, to every art its freedom."

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