

Humanistic Management Network Austria Chapter

Business as *Unusual!*



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University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

8th Annual Humanistic Management Conference '*Unity in Diversity*'

4-6 November 2020



SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

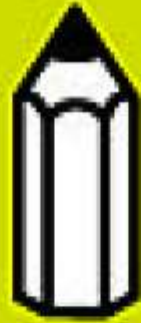
SUSTAINABLE DEVELOPMENT GOALS

2015-2030



1

**ERADICATE EXTREME
POVERTY AND HUNGER**



2

**ACHIEVE UNIVERSAL
PRIMARY EDUCATION**



3

**PROMOTE GENDER
EQUALITY AND
EMPOWER WOMEN**



4

**REDUCE
CHILD MORTALITY**



5

**IMPROVE MATERNAL
HEALTH**



6

**COMBAT HIV/AIDS,
MALARIA AND OTHER
DISEASES**



7

**ENSURE
ENVIRONMENTAL
SUSTAINABILITY**



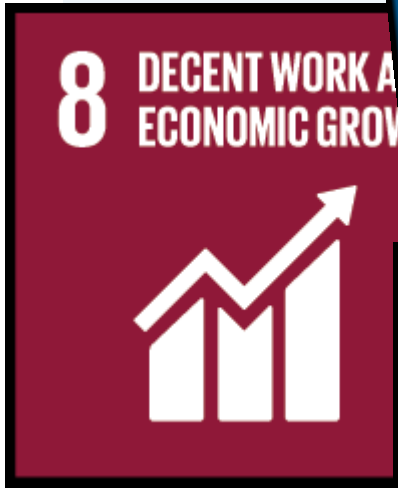
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**GLOBAL
PARTNERSHIP FOR
DEVELOPMENT**

UN Millennium Development Goals 2000-2015

Critiques of SDG's

- 'All vague and utopian', with few concrete goals (unlike predecessor)
- 169 'worse than useless ..commandments'
(The Economist)
- Can be all things to all people; hence provoke no fundamental change



fund

change

st)

However they..

- Have International/Institutional buy-in
- Were developed with global participation (Global North, South, East, West)
- Provide a template for HOPE; can be leveraged to elicit transformational change

However they..

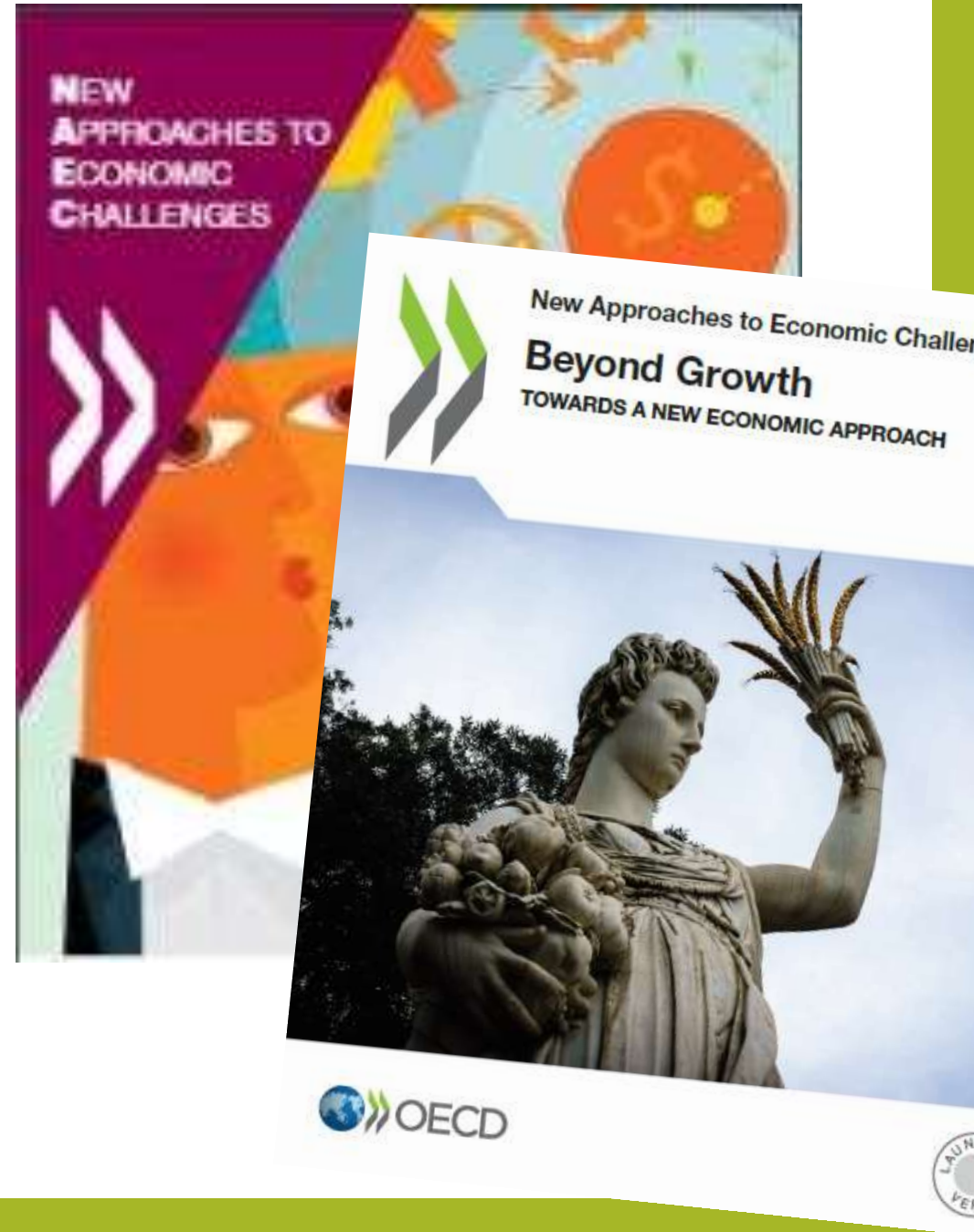
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The Deep Institutional Innovation for Sustainability and Human Development @ MaREI presents Mary McAleese



Deep Institutional Innovation for
Sustainability and Human Development





Deep Institutional Innovation for
Sustainability and Human Development

(Interconnected) Contemporary Societal Crises:

- Climate Change
- Environmental Degradation/Biodiversity Collapse
- Technological Disruption
- Democratic malaise
- International political crises
- Inequality and growing social unrest
- COVID-19 pandemic

Reimagining through Deep Transformative Institutional Change across:

- Democracy/Politics (too minimalist a view has been taken)
- Economics
- Religion
- Gender
- (Higher) Education

*'At this dangerous historical moment, social institutions must be **re-imagined** to contain toxicity and empower progressive change.'*

Ian Hughes (PI, DIIS)

<https://www.marei.ie/project/diis/>

DIIS Premise: *New Practices of Society are needed; based on appropriate NORMS And VALUES – to overcome polarisation and empower progressive change..*



Deep Transformative Institutional Change



Integrative Approaches; Embracing Interconnection



Previous and Current Work...

- *Sustainability Narratives*
- *Transformation*
- *Transdisciplinarity*
- *Integrative approaches*
-including qualitative and quantitative

Transdisciplinary Perspectives on Transitions to Sustainability

E. Byrne, G. Mullally & C. Sage (eds.) (Routledge, 2017)

Metaphor, Sustainability, Transformation: Transdisciplinary Perspectives

I. Hughes, E. Byrne, G. Mullally & Colin Sage (eds.)

(forthcoming, Routledge, 2021)



TRANSDISCIPLINARY PERSPECTIVES ON TRANSITIONS TO SUSTAINABILITY

EDITED BY EDMOND BYRNE,
GERARD MULLALLY
AND COLIN SAGE



The Humanistic Management Manifesto

"We want to
complement

..the **quantitative metrics**,
which hitherto define
managerial and economic success

..with
qualitative evaluation criteria
that focus on the
human dignity and well-being
of **every woman** and **every man**.

17 PARTNERSHIPS
FOR THE GOALS



**Integrative Approaches;
Embracing Interconnection**

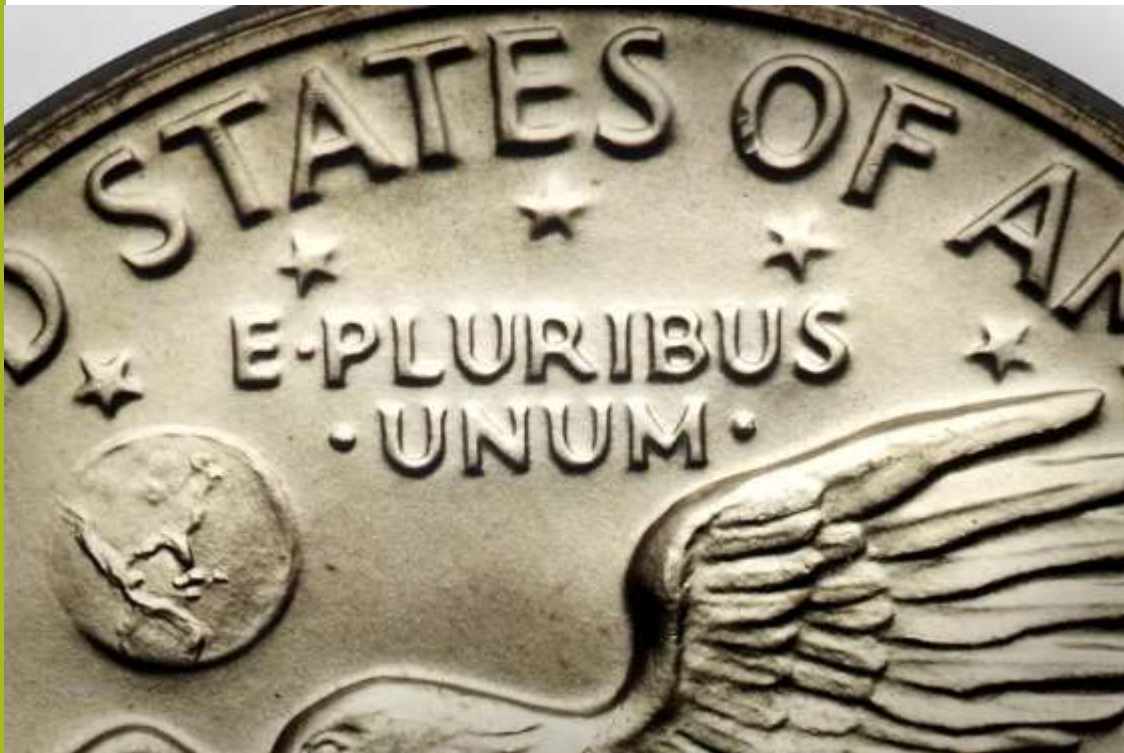
Date:	04. - 06 November 2020
Venue:	Online
Info:	www.humanisticmanagement.events

Supported by:

- LOGO
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Humanistic Management Network | Hoehenweg 2 • 9000 St. Gallen • Switzerland | www.humanisticmanagement.network

E Pluribus Unum
'Out of many, One'



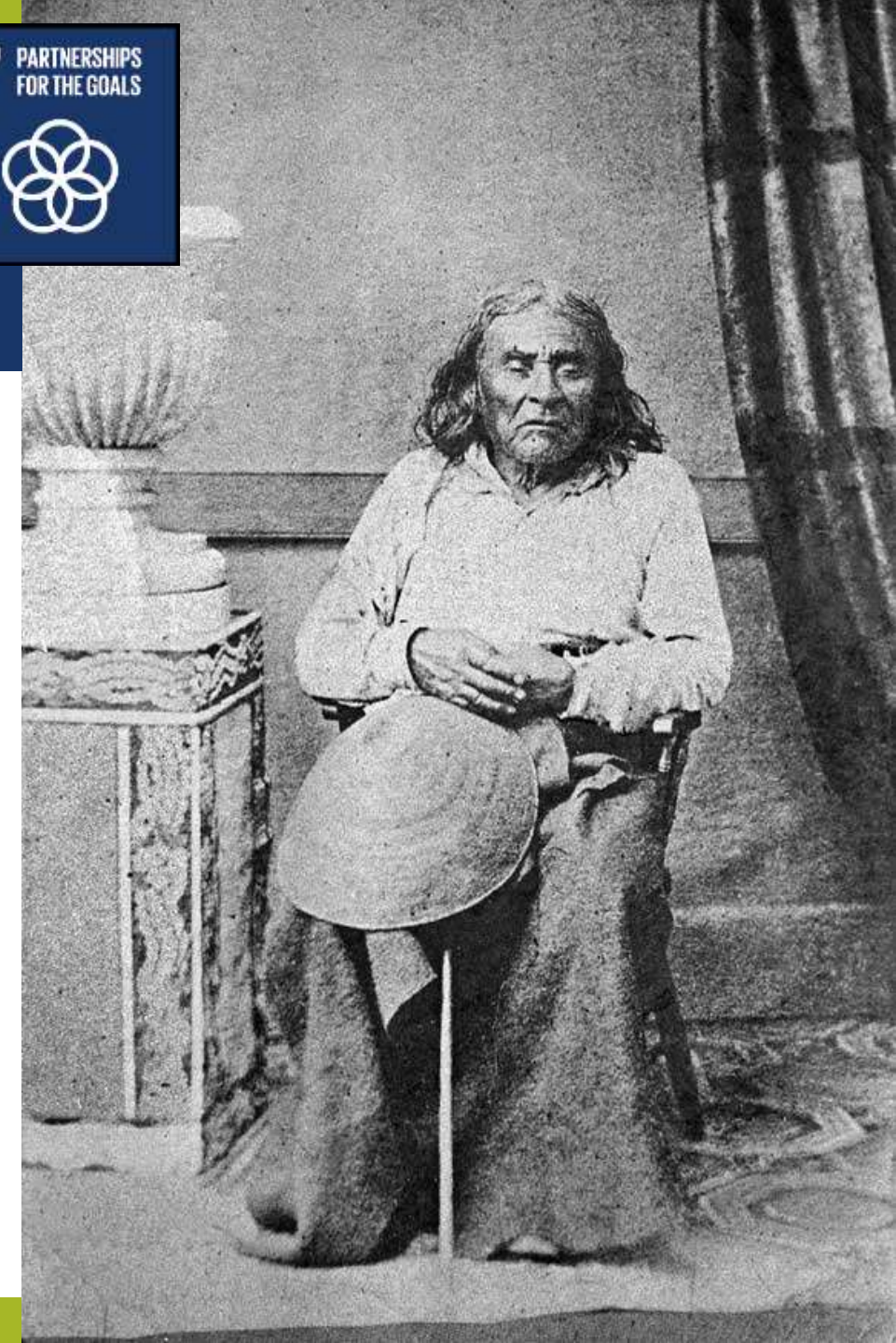


Integrative Approaches; Embracing Interconnection

“If you become conscious of **connections** to **everything**, not just the immediate world before you, you will experience a much broader and more powerful sense of **Being**. Some **Native Americans** talk of being part of the **web of life**. They **connect everything to everything** and so develop a respect for everything as **sacred**.”

John Ehrenfeld

(‘Flourishing; A Frank Conversation About Sustainability’, 2013. pp. 106-107)





Bsharre Grove ('Cedars of God'), Lebanon

(Source: iwanderwhy.net)

SILENT SPRING



The CLASSIC that LAUNCHED
the ENVIRONMENTAL MOVEMENT

RACHEL CARSON

Introduction by LINDA LEAR // Afterword by EDWARD O. WILSON



*‘The history of life on earth has been a history or **interactions** between living things and their surroundings.’*

Rachel Carson,
Silent Spring (1962)



Integrative Approaches; Embracing Interconnection

“We urgently need a **humanism** capable of **bringing together the different fields of knowledge**, including economics, in the service of a more **integral** and **integrating vision**.

..What is needed is a **politics** which is far-sighted and capable of a new, **integral** and **interdisciplinary** approach to handling the different aspects of the **crisis**.”

24 May, 2015

The Encyclical Letter *Laudato Si'*

ON CARE FOR OUR
**COMMON
HOME**



POPE FRANCIS

Fragments of Heraclitus (Fragment 51*):

Integrative Approaches;
Embracing Interconnection

"The *harmonious* structure of the world depends upon *opposite tension* like that of *the bow* and *the lyre*."



*Heraclitus, translated by John Burnet (1912)



Integrative Approaches; Embracing Interconnection



Niels Bohr
(1885-1962)

Niels Bohr; Physics Nobel Prize (1922)

"for his services in the investigation of the structure of atoms and of the radiation emanating from them"

Devised 'Principle of Complementarity' in quantum physics e.g. wave/particle and position/momentum – each are inherent functions of an observer

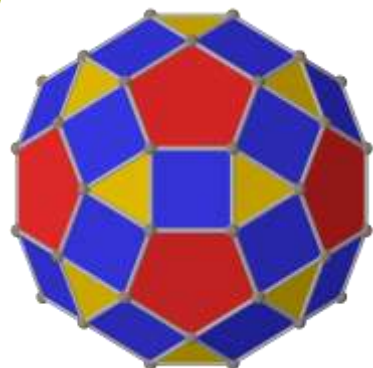
Recipient of The Order of the Elephant (Denmark's highest-ranked honour) 1947

*Yin and yang are **opposites**, though **interdependent**;
One cannot exist without the other.*



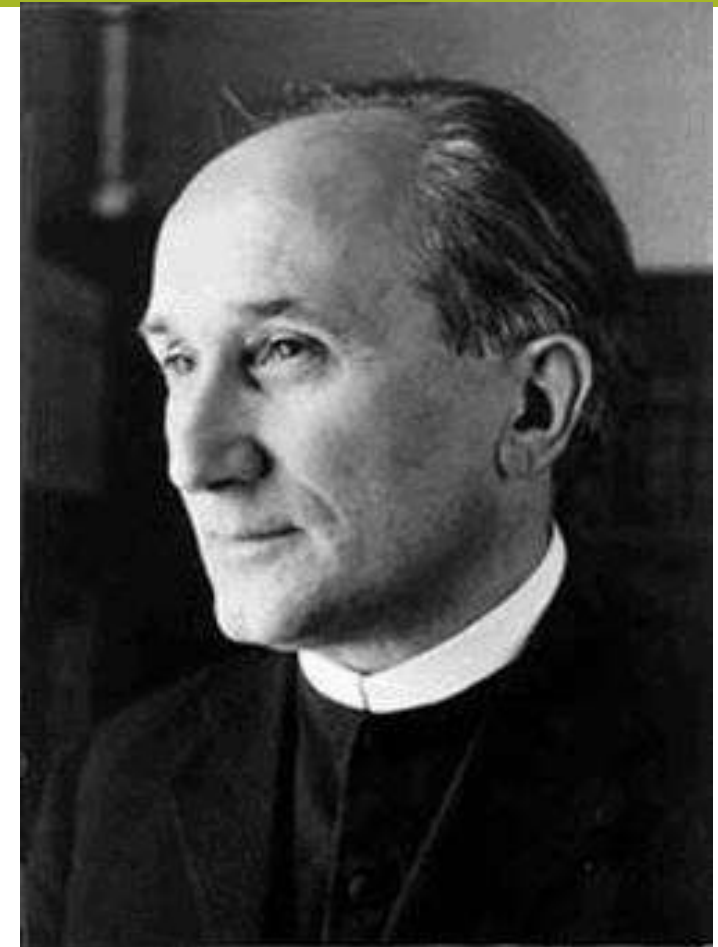
"The master of oppositions, of **bipolar tensions**, as we might call them, is Guardini, who teaches us this path of **unity in diversity**. What's happening today with fundamentalists? Fundamentalists lock themselves up in their own identity and don't want to hear anything else."

..We must not seek **synthesis**, because synthesis can destroy everything; we must tend towards the **polyhedron**, towards the **unity that preserves all diversities, all identities**. The master in this field – because I don't want to commit an act of plagiarism – is **Romano Guardini**"



Pope Francis

The Path to Change; Thoughts on Politics and Society with Dominique Wolton
(Pan Macmillan, 2018) p.11-12



Romano Guardini,
German-Italian priest, academic,
philosopher and theologian
(1885-1968)

**Integrative Approaches;
Embracing Interconnection**

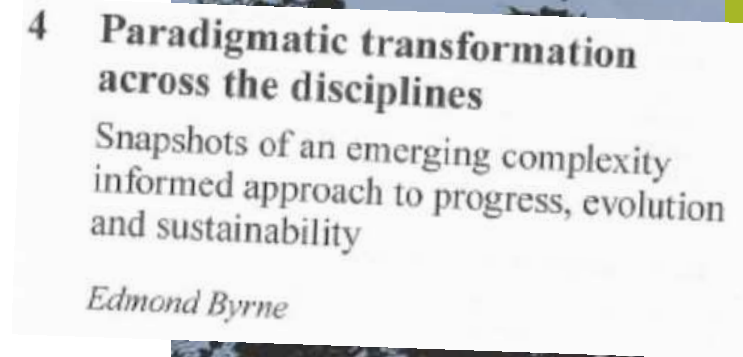
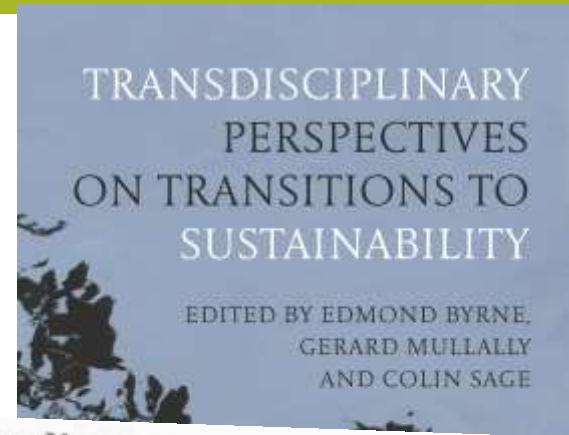
“There is recognition in the area of **leadership and managing people** of the need to strive to obtain a contingent and appropriate balance between respective **agonistic tendencies** of organisational **‘control’** and **‘autonomy’** as a means of driving organisational success and sustainability.

Hill, et al. (2014) resolve the opposing tendencies of **unleash (inchoateness) and harness (order)** into six constituent paradoxes, namely:

individual vs. collective identity, support vs. confrontation, learning and development vs. performance, improvisation vs. structure, patience vs. urgency and bottom-up vs. top-down.

A **pragmatic context dependent** management/leadership style is therefore required amid an ongoing **‘process of continuous recalibration’**”

*Linda A. Hill,
Harvard Business School*



“Petersen (2013, p.2) ‘..Using a *navigational metaphor* thus captures the concept more comfortably: *sustainability discourses help us steer in a sea of future challenges and navigate around the rocky patches of undesirable solutions.*”

Byrne (2017, p.49)



 SUSTAINABLE DEVELOPMENT GOALS



‘Unity in Diversity’

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