

# La philosophie au secours des managers ?

Laurent Ledoux  
Cercle du Lac – 13/09/13



LEADING WITH WISDOM

ARE YOU SURE IT MAKES SENSE?



PHILOSOPHIE &  
MANAGEMENT

[www.PhiloMa.org](http://www.PhiloMa.org)



## Lead India - The Tree

from **Kelsey Hayes** 3 months ago NOT YET RATED

<http://vimeo.com/59400135>

A young boy with dark hair, wearing a white short-sleeved school shirt with a circular emblem on the left chest, is leaning out of a window of a train. He is looking towards the camera with a serious expression. The background is blurred, showing the interior of the train and other windows.

# Discernment

Sagacity

Objectivity

Insight

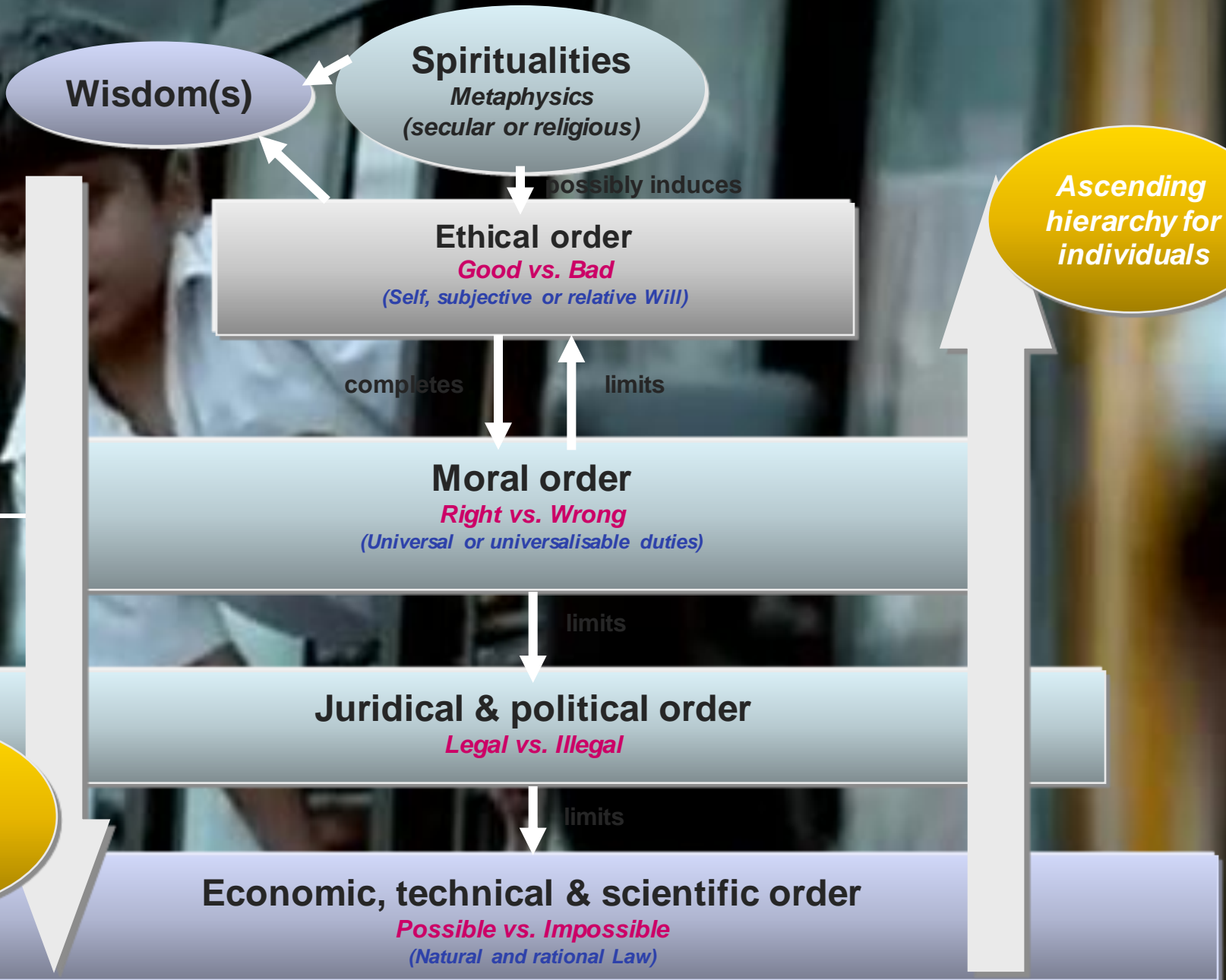
Deep intuition

Less driven by Ego

*“Get on the balcony”*

Heifetz

\* Synthesis based on the texts from André Comte-Sponville, Marcel Conche & François Jourde



# Courage

A man with dark hair, wearing a white short-sleeved button-down shirt, is crouching in a dark, murky environment that appears to be water or a swamp. He is looking down, his face partially obscured by shadows and water droplets. His hands are resting on a dark, textured surface in front of him. The overall mood is somber and contemplative.

Responsibility

Commitment

Promise

Imaginatio vera

Justice

*“Dare to speak into darkness  
on behalf of others”*

Strom



# Conversation

Dialogue  
Meaning  
Parrhesia

*“Renew the key missing  
conversation”*

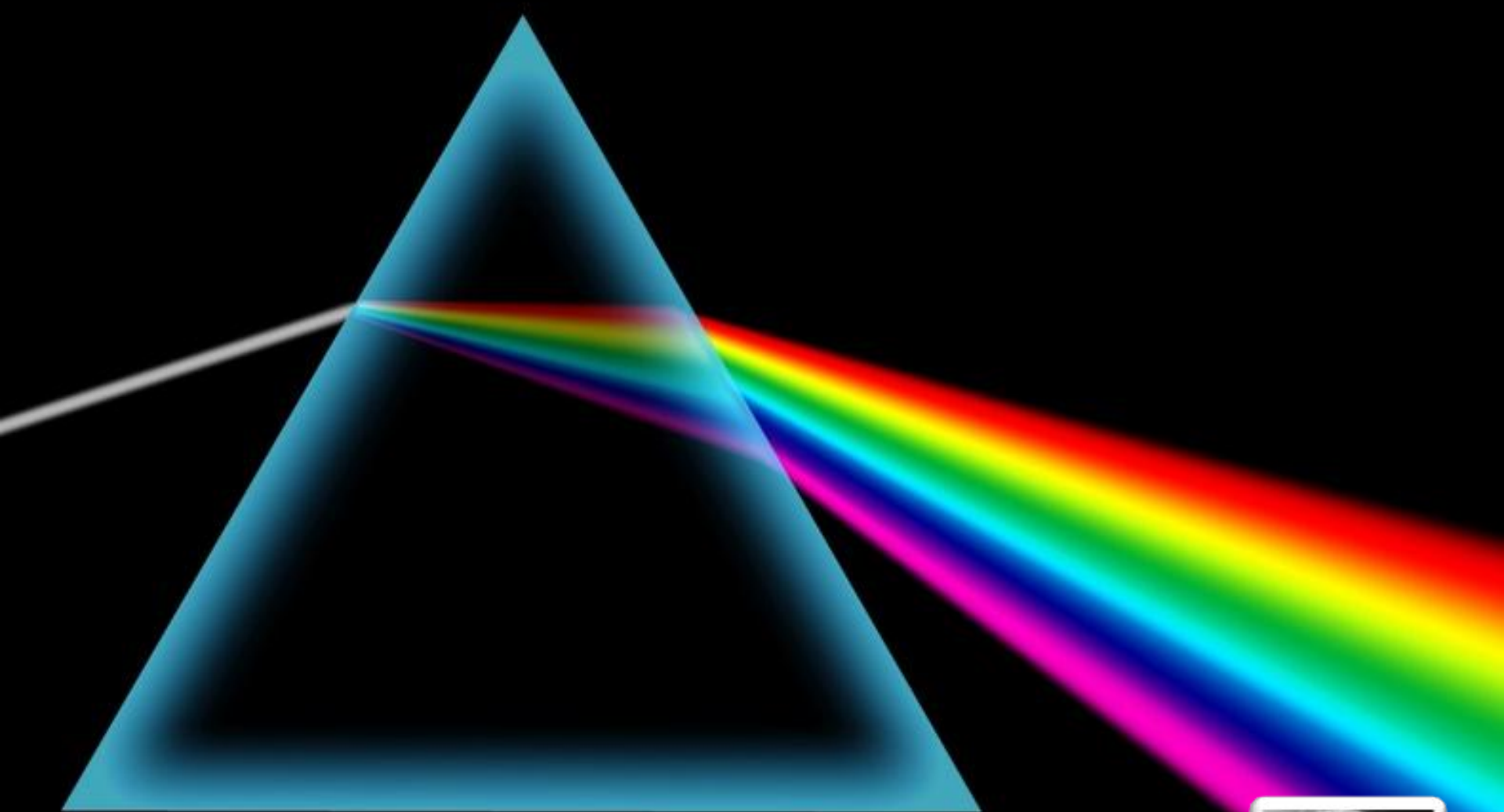
Strom

# Care

Sensitivity  
Generosity  
Elegance

*“Modulate the stress”*

Heifetz



**Prism of virtue**



Jankelevich



A young child with dark hair, wearing a white short-sleeved shirt and dark pants, is clapping their hands and smiling. They are in the center of a crowd of people, who are blurred in the background. The child's arms are slightly raised, and their hands are together in a clapping motion. The background shows various people, including a person in a green shirt on the left and others in darker clothing, all out of focus.

# Humility

Simplicity  
Frugality  
Obedience

*“The best leader  
is the one  
whose existence  
the group  
barely knows”*

Lao Tzu

A photograph of a busy street scene in India. In the foreground, a man in a light blue shirt and trousers is walking. Behind him, a woman in a dark blue shirt and a young boy in a white shirt and dark shorts are walking. To the right, a man in a striped shirt is walking. In the background, a sign for 'Star King' is visible. The text is overlaid on the left side of the image.

# To lead wisely

is to pay attention to,  
the very ordinary, yet difficult,  
human phenomenon of how a person

## *comes to the fore*

in one context &

## *gets behind*

someone else in another

Strom

# Inner calm

Interiority

Solitude

Work upon oneself

*“We only suffer  
from ignoring  
what is not lacking:  
inner peace”*

Castermane



# Leadership

A person with dark hair, seen from behind, wearing a white shirt and a tan backpack, stands in a city street. In the background, a large, dark, fallen tree trunk lies across the road. A white car is partially visible behind the tree. The scene is set in an urban environment with buildings and other vehicles in the background.

*“Mobilizing the group  
for the adaptive work”*

Heifetz

# Adaptive work



*“To diminish the gap between the values people stand for and the reality they face”*

Heifetz



A group of people, including children and adults, are gathered around a large, curved, light-colored structure that resembles a giant's foot or a large piece of art. They are all looking at the structure with interest and some are touching it. The scene is outdoors, and the background is slightly blurred, showing more people and structures. The overall tone is educational and collaborative.

**Adaptive work  
enables action**



# Wise leadership...

*...mobilizes the group  
to become conscious  
that all is one ?*

# All is one

Everything is connected

*“Wisdom is knowing  
that all is one”*

Hawley

# From shareholder value to Shared value

*Optimize the value  
for the society at large  
under the constraint of  
an adequate profit  
for shareholders*

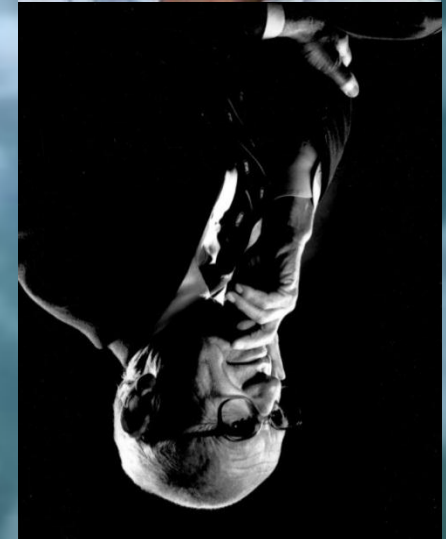


*Maximize the value  
(without limits)  
for shareholders  
under the constraint of  
the respect of the law*

Faber  
VP Danone



Friedman  
Chicago School







## Executive Programme en Management & Philosophies



NEUF JOURS POUR  
REPOUSSER LES LIMITES DE LA  
RÉFLEXION SUR LE MANAGEMENT

2013-2014 EDITION 2013-2014

en collaboration avec





## MONDE COMPLEXE ET MULTICULTUREL? 3.1.

### LES RÈGLES DU JEU EN CHINE

(25/04/2014)

#### QUESTIONS MANAGÉRIALES & PHILOSOPHIQUES

La globalisation et l'émergence de la Chine vont-elles changer les règles du jeu entre les entreprises et dans l'entreprise ?

Peut-on parler d'une "philosophie chinoise du management" ?

Que nous apprennent les principales philosophies chinoises ?

Quel impact pourraient-elles avoir sur l'économie de demain ?

Comment la philosophie chinoise se distingue-t-elle fondamentalement de la philosophie occidentale quant à la gestion des individus, du changement, de la complexité ?



Marc GRYNBERG,  
CEO d'Umicore



François JULLIEN,  
Philosophe et Sinologue  
Professeur à l'Université de  
Paris VII Denis Diderot ; Titulaire  
de la Chaire sur l'altérité au  
Collège d'Etudes Mondiales  
de la Fondation Maison des  
Sciences de l'Homme

## Management

## Philosophy

Creation  
of representations  
& meaning

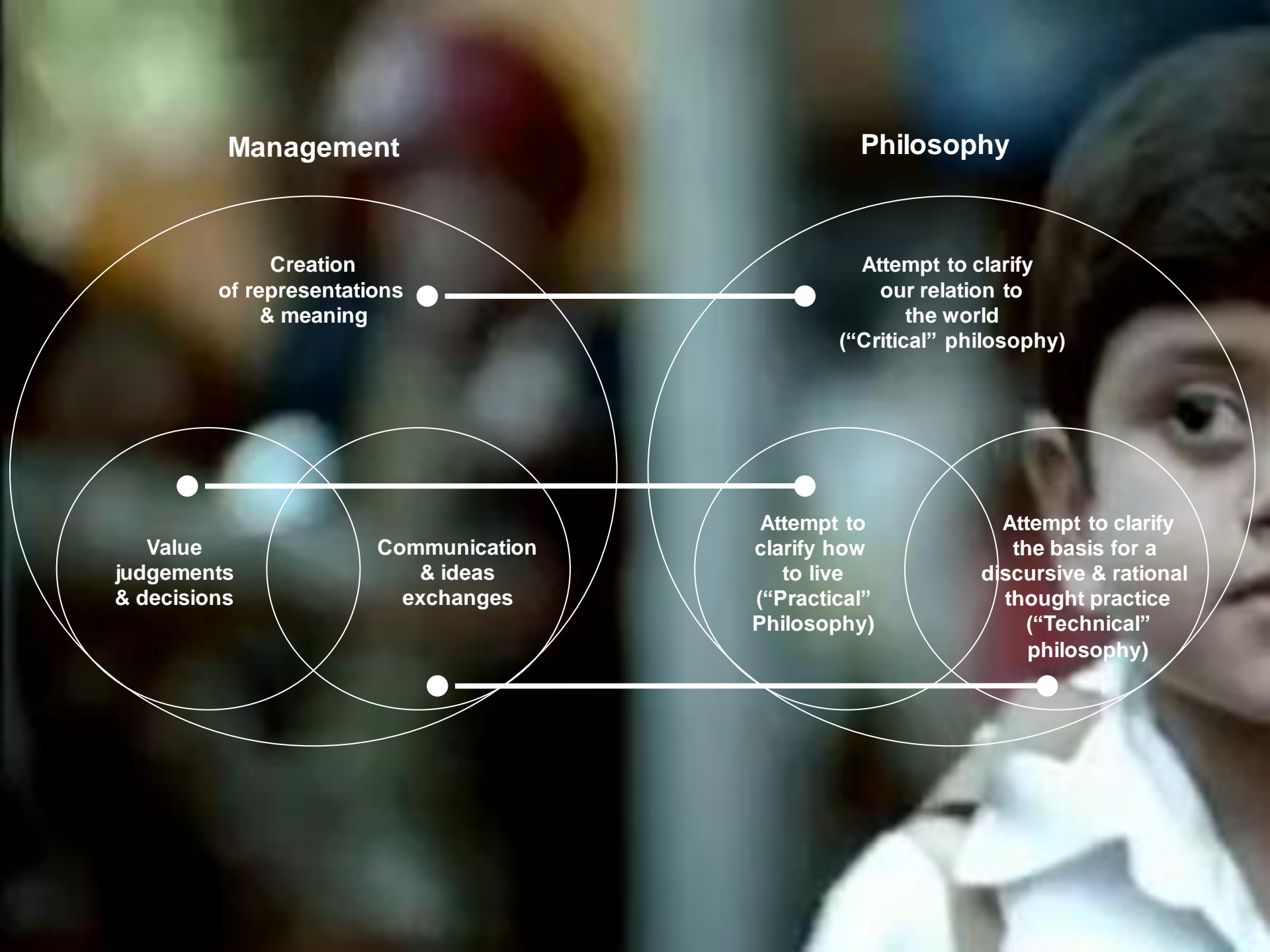
Attempt to clarify  
our relation to  
the world  
("Critical" philosophy)

Value  
judgements  
& decisions

Communication  
& ideas  
exchanges

Attempt to  
clarify how  
to live  
("Practical"  
Philosophy)

Attempt to clarify  
the basis for a  
discursive & rational  
thought practice  
("Technical"  
philosophy)



# “It” shoots

A man in traditional Japanese attire, including a dark brown kimono and a light grey hakama, is captured in the middle of a kyudo (Japanese archery) stance. He is holding a long, curved bow (yumi) with both hands, and an arrow is visible in his mouth. The background is a blurred natural setting with trees and foliage.

*“Be one with  
the bow, the  
arrow, the  
target &  
everything,  
everyone else”*

Anzawa

*“My capacity  
as a leader  
comes from my  
choice to allow  
life to unfold  
through me”*

Senge