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EXPLORING THE LIMITS OF DIVERSITY FOR C2 AGILITY

WHY DIVERSITY?

- ✘ C2 agility – response to limits of predictability
 - + Complexity
 - + Dynamics
 - + Responsiveness rather than speed alone in decision loops
 - + Open ended outcomes
 - + Uncertainty
 - + Ambiguity
 - + *Understanding* the environment in the evolving logic in through the eyes of a broad range of actors
 - + *Classification* of actors – and of ourselves

TUNNEL VISION?

- ✘ A general human trait
- ✘ Unfreeze established knowledge
- ✘ Learn to learn over and over again
- ✘ Naming and framing
- ✘ Make environments fit the professional terms
- ✘ Seeing and blindness of aspect
- ✘ Academic tribes
- ✘ Relevance?
- ✘ Ontology and epistemology - a Peter Pan syndrome?
- ✘ Intersubjectivity

DISCIPLINE OR TOPIC ORIENTATION?

- ✘ Discipline orientation
 - + Theoretical orthodoxy
 - + Methodological conformity
- ✘ Topic orientation
 - + Practical problem solving
 - + Diversity of perspectives

THREE TRADITIONS

- ✘ I. Biases and heuristics
- ✘ II. Situated cognition
- ✘ III. Classical organization theory

I. BIASES AND HEURISTICS

- ✘ Individual decision makers
- ✘ Cognitive psychology
- ✘ Experimental methods

- ✘ Criticizing "economic man" rationality
- ✘ Bounded rationality
- ✘ OODA-loops?
- ✘ Human shortcomings in decision making or efficient adaptation to ill-structured problems?

WHAT RATIONALITY?

- ✘ 60 Biases

- + Anchoring
- + Status-quo
- + Sunk cost
- + Framing
- + Overconfidence
- + Prudence
- + Recallability

- ✘ Bounded rationality

- + 1. As-if (they were optimizing)
- + 2. Cognitive illusions
- + 3. Ecological rationality

II. SITUATED (& DISTRIBUTED) COGNITION

- ✘ Cognition through social context and artifacts
- ✘ Collective cognition
- ✘ Ethnographic methods

- ✘ Collective sensemaking
- ✘ Relevant level/unit of analysis?
- ✘ How science is *made*
- ✘ Constructionist

COGNITION IN THE WILD

- ✗ Navigation as computation
 - + Western tradition vs. micronesian techniques
 - + Western: direction, position and distance via angular measurement and universal time standard
 - ✗ Precalculations: layers of calculations and artifacts
 - + Micronesian: the *star path*
 - ✗ Linear constellations – a representational artifice
 - ✗ Projection of an external structure (the stars) and internal structure (the patterns) onto a *single spatial image*

III. CLASSICAL ORGANIZATION THEORY

- ✘ Decision-making in organizations
- ✘ Bounded rationality
- ✘ Qualitative methods – *understanding* rather than explaining and predicting

- ✘ Academic or popular management books?
- ✘ Perspectives on organizations
- ✘ Divergent results: optimization, power, rituals

THE PRACTICE TURN

- ✘ Decisions: separate events or a continuation of unfolding social practices?
- ✘ Business-as-usual and rules-of-thumb
- ✘ Rational in its own sense, in its own context
- ✘ *How* decision-makers *do* strategy, decisions etc
- ✘ What a thing *is* depends on what it *does*

CONTRIBUTIONS

- ✘ I. Notions of rationality – as-if, cognitive illusions or ecological rationality?
 - + Might as well trust gut-feelings?
- ✘ II. Organizing - division of cognitive labor; diversity abounds
 - + A matter of organizing so that differences are exposed to each other
- ✘ III. Practice – what we *do* is what we see
 - + Understanding human intelligibility; narrative modes of cognition

DIVERSITY – MORE TOPIC ORIENTATION?

- ✘ Talking more to each other
- ✘ Improving C2 agility?
- ✘ Improving research on C2 agility?
- ✘ More topic-oriented and less discipline-oriented research?
- ✘ A moral imperative?