

## Moral Modalities

	Unconditional Care	Guardianship	Conditioned Hierarchy	Exchange	Learning Network		
Public						Legalistic	
↑	<b>Public</b>	Social/ Emergency Services.	Religion. Monarchy/Presidency. Defence.	Leader-Follower. Obedience to Tradition. Rule of Law. Marketing.	Commerce. Free markets.	Education. Political Participation.	↑
	<b>Work</b>	Individual Creativity. Skunkworks.	Chairperson & Non- Executive Directors.	Boss-Subordinate. Bullying at Work.	Peer-Peer.	Apprenticeship. Mentoring. Good Management.	
↓	<b>Personal</b>	Motherhood. Love.	Fatherhood. Identity.	Authoritarian Parent- Child. Games People Play.	Parent-Parent. Sibling-Sibling. Friend-Friend.	Nurturing Parent-Child. Learning from each other.	↓
Private						Personal	

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Social Barriers to the  
Application of Systems  
Thinking

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# Key Question

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- **Why do we ignore what we already know?**

# Albert Einstein defined insanity as:

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- Doing the same thing over and over again and expecting different results.
- So what drives us to do that?
- If you never find yourself doing this, I congratulate you.
- You don't need to listen to the rest of this presentation.

# Some Examples

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- The Corporate Annual Budget Cycle.
- Giving up Cigarette Smoking.
- Dieting.
- Making & Keeping New Year Resolutions.
- Managing Health & Social Care.
- The Education System.
- Applying our knowledge of Systems Thinking to Solving Real-World Problems.

# The Disconnect Between What We Know & What We Do

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- Is This Caused By Original Sin?
- The Evidence Suggests Not :-)
- But a Contributing Factor Might be Disregard for Known Facts about Social Psychology.

# What Is Known About Social Psychology

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- We are likely to suppress our own perceptions if they conflict with those of our social group (Asch Conformity Experiments).
- We are likely to obey authority figures, even when we know this is causing suffering (Milgram Torture Experiment).
- Our decision-making is often based on quick rules of thumb that make little sense (Kahneman Thinking Fast & Slow).
- Even eye-witness accounts of events are extremely unreliable.

# This Knowledge is Fragmentary & Difficult to Apply

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- Scholars have uncovered this knowledge inside different disciplines.
- Somehow, even when we know about these matters, they do not apply to us, only to everyone else.
- Systems Thinker, Observe Thyself!

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Public  
↑  
↓  
Private

Legalistic  
↑  
↓  
Personal



# A Multi-Dimensional Moral Philosophy Compliant with the VSM

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- Unconditional Care - System 1 to Algedonic Signalling
- Guardianship - System 5
- Conditioned Hierarchy - System 1 to System 3
- Exchange - System 2
- Learning Network - System 4

# Moral Modalities in the Sport of Tennis

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- Guardianship - the Lawn Tennis Association
- Conditioned Hierarchy - The Competing Players and their Fans
- Exchange - The Referee
- Learning Network - Sports Science
- Unconditional Care - Charitable activities, looking after retirees, etc.

# Monstrous Moral Hybrids

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- Confusion between the Moral Modalities creates Monstrous Moral Hybrids.
- FIFA?
- Formula One Group?

# History of Islam

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- Exchange - Muhammed was a merchant in a Trading City.
- Guardianship - Muhammed and the Companions in Mecca.
- Conditioned Hierarchy - The Migration to Medina, Foundation of the Umma, Conquest of Arabia and Beyond. The Schools of Law.
- Unconditional Care - Zakāt.
- Learning Network - The Sufi Tradition.

# Adam Smith's "An Inquiry into the Nature and Causes of the Wealth of Nations"

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- Exchange - The Free Market
- Conditioned Hierarchy - The Pin Factory

# Thomas Kuhn's "The Structure of Scientific Revolutions"

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- Conditioned Hierarchy - Normal Science
- Learning Network - Extraordinary Science

# Geoffrey Moore's "Crossing the Chasm"

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- Learning Network - Early Adopters
- Conditioned Hierarchy - The Other Side of the Chasm

# Recognising a Conditioned Hierarchy - 1

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- Fixed Authority Figures & Prestige.
- Power Hierarchy (Barry Oshry's Power and Systems).
- Clock Time.
- Aristotelian Rationality.
- Keep on Keeping On.
- Competition and Social Satisfaction.



# Recognising a Conditioned Hierarchy - 2

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- Use of Marketing Techniques to Promote & Maintain Membership.
- Works Well While Structurally Coupled to its Environment.
- Goes Unstable When the Structural Coupling Breaks Down.
- Tendency to Assume Working Harder Will Solve the Problem when the Structural Coupling Has Gone.

# Recognising a Learning Network

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- No Fixed Authority Structure.
- Humour.
- Non-Linear Experience of Time.
- Socratic Enquiry.
- Feels Threatening to Members of Conditioned Hierarchies.
- People Join Because It Is “Cool”.
- Easily Reverts to a Conditioned Hierarchy.

# Conditioned Hierarchies Are Stores of Knowledge

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- This is Why They Have Value.
- This Value Can Get Lost When a Conditioned Hierarchy Collapses.

# Main Social Barrier to Adoption of Systems Thinking

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- Being Inside a Conditioned Hierarchy Without Realising It.
- Confusing the Container (the Conditioned Hierarchy) with the Content (the Knowledge it Embodies).
- The Cure is to Learn how to Be “In the World, not of the World”.
- Real Prosperity Consists of Being Able to Operate Knowingly in all the Cells of the Framework.

# Questions?

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