

# Managing the Process of Changing Thought?

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# Thinking about Things : Types of Thinking

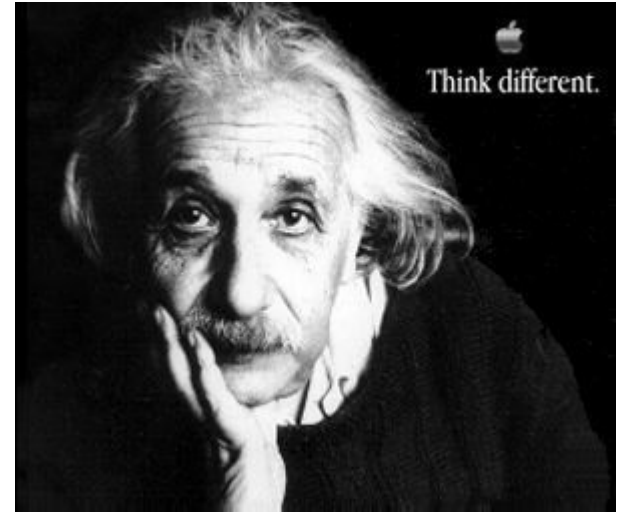
- Beliefs (how things are);
- Values (how things should be);
- Memory (how things were);
- Expectations (how things will be);
- Hopes (how we'd like things to be);
- Wants (things we would like);
- Metaphors (how one thing explains another);
- Reasoning (why something is like it is);
- Ideas and creative thinking (new things).



# New Thinking for Sustainability

**“The world we have created today ...has problems which cannot be solved by thinking the way we thought when we created them.”**

**Albert Einstein**



**“The time has come to break out of past patterns. Attempts to maintain social and ecological stability through old approaches to development and environmental protection will increase instability.”**

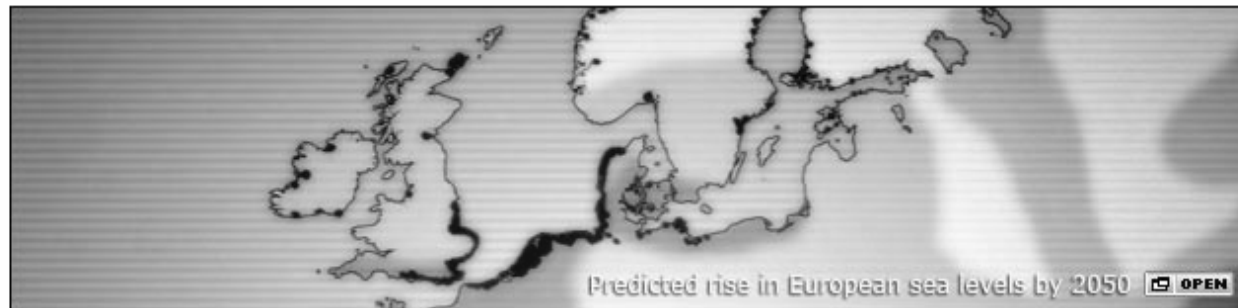
**Gro Harlem Brundtland**





# SHOULD I REALLY GIVE UP FLYING ?

FIND OUT HOW SCIENTISTS PREDICT BRITAIN COULD CHANGE BY 2050



BBC NEWS

Should I Really Give Up Flying?

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### Up and away?

More and more of us fly every year whilst greenhouse gas emissions continue to rise. Is it time to stop flying?



### Flight facts

Are you a carbon criminal or an eco-warrior? Take the Should I Really Give Up Flying quiz and find out.

Is our love affair with the plane going to cost us the earth? Should I Really Give Up Flying? - Wednesday 24th January, BBC Two, 21:00 GMT

### VOTE

Would you consider not flying to help save the environment?

- Yes
- No

Vote!

Results are indicative and may not reflect public opinion



### Carbon Clean-up Q & A

What is personal carbon trading and how can we offset our carbon emissions? Find out more.



### FROM BBC NEWS >> Gone to ground

A small number of people are shunning flying in an attempt to reduce carbon emissions.

### FROM ACTION NETWORK



### Get involved

How you can support or oppose airport expansion



### Have Your Say

Do you think that it's...



### Climate prediction

Your PCs help to...



### Climate change

Find out more about...

Would this have been considered a serious question a few years ago ?

# Thinking About Business & Management

A widely shared set of beliefs about business and management are along these lines :

Business involves a battle to meet the wants and needs of the consumer, with products they can afford, more effectively than the competition, and in line with the demands of the market.

.....but are we right to accept this ??

# If Business is a Battle ...

Marketing & strategy use the metaphor of military strategy to explain competitive behaviour (Kotler and Singh 1981, Parks et al. 1994), but the applicability, relevance, ethics and wisdom of this metaphor seem very doubtful.

*“Unfortunately for many firms, marketing-as-warfare may have produced a host of unintended consequences for both themselves and their customers.”*

(Rindfleisch 1996)



# If Business is a Battle ...

- The environment becomes “territory”;
- The competition becomes an enemy;
- Social impacts become “collateral damage”;
- An “*All’s fair in love and war*” mentality can affect business ethics;
- Issues are resolved through confrontation and not collaboration;



# Thinking About Meeting Wants & Needs

Wants and needs are accepted as the driving force of our economy, society and the disciplines of marketing, economics & SM.

However we continue to :

- Fail to distinguish between them properly;
- Privilege the present over the future;
- Assume they are insatiable, yet aim to create customer satisfaction;
- Treat them individually;
- Deny they can be created;



# Thinking About the Consumer

The principle (and metaphor) of consumer sovereignty is so deeply embedded in economics, marketing and strategic management that it goes unchallenged.

This is curious given that monarchies have generally failed as a way of running countries.



# The Madness of King Consumer ?

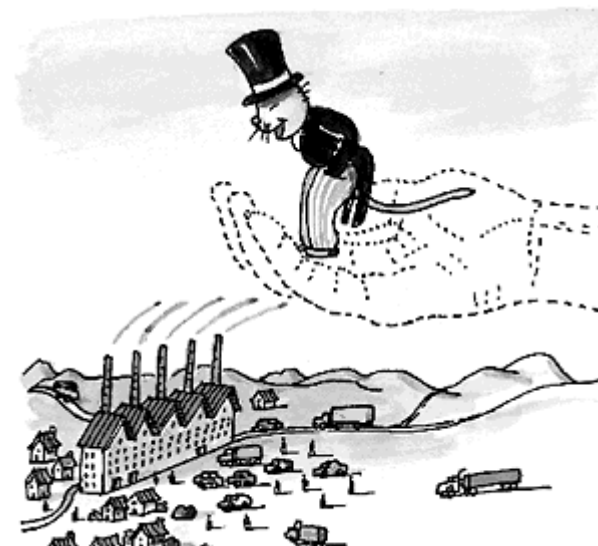
- Consumers exhibit Schizophrenic views:
  - the industrialised consumer lifestyle is bringing us an ever-improving quality of life;
  - it is impairing our quality of life as we become increasingly materialistic and self-centred;



# The Madness of King Consumer ?

.....and Paradoxical attitudes:

- a belief that market forces will encourage companies to be more responsible;
- coupled with a general lack of change in personal purchasing behaviour on the basis how firms behave;
- ie someone else's invisible hand will do the work;



# Thinking About Affordability

Question – if someone cannot afford your product, do they matter ?

What's wrong with this, one of the most commonly asked type of market research questions linked to the environment ?

***“How much extra would you be willing to spend to buy products that are better for the environment ?***

***Nothing, 5 %, 10 %, 15 %, 25 % or more”***

# Thinking About Affordability

The answer to that question, is that it does far more than ask for information;

- It reinforces a view of environmental protection as an optional added cost or luxury;
- It positions sustainability as the consumer's responsibility;
- It communicates that existing prices are the norm and prices that take account of environmental costs are abnormal.

# Thinking About Affordability

The question should be :

“Are you happy to continue buying goods that are cheap because they are subsidised by the destruction of the environment ?”



# Thinking About Products

**Why do we still think so much in terms of products ?**

**“The consumer consumes not things, but expected benefits – not cosmetics, but the satisfactions of allurements they promise; not quarter-inch drills, but quarter inch holes ...”**

**(Levitt, 1970)**



# Thinking About Effectiveness

- Within strategic management thought during the 1980s, there was a great emphasis on effectiveness (choosing to do the right things) rather than efficiency (doing things right), which had been much emphasised during the 1970s.
- For more sustainable business in future we will need to rebalance this to create ecologically efficient and effective organisations.

# Thinking About the Limits of Markets

The market mechanism “... *is totally blind to all biological, social, ecological, aesthetic and moral considerations of any sort, and (it) only responds to the shortest-term economic considerations.*”

Edward Goldsmith (1993)



# Some Concluding Thoughts

- Sustainability and strategic management have more commonality than most think;
  - Sustainability is not a strategic issue, an area of policy-making or an element of our educational curriculum .....
- ...it is an approach to strategic management, to policy-making and to education;
- Sustainability is the greatest 'paradigm shift' since we learnt the Earth was not the centre of the Universe – now we have to learn to put the Earth back at the centre of our thinking.

# Finally a Metaphor – The Monkey Trap

Monkeys are one of the most intelligent creatures on the planet, but are frequently captured because they can't relinquish a treasure that they know will cost their freedom.

Can we  
(as consumers,  
investors, voters  
& managers)  
think smarter  
than this?

