

Beppe Carrella

PROVOCATIVE THOUGHTS FOR MANAGERS



Unconventional ideas
to unleash talent in organizations

APGEO

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Unconventional ideas to unleash talent in organizations

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Some characters
in this book



The Beatles, Woody Allen, Stromboli the puppeteer, Gianni Agnelli, Mina, Linus, Friedrich Nietzsche, Diego Velasquez, Rocinante, Beppe Carrella.

Some characters
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Preface

Why provoke managers when they have enough problems as it is?

This is worth thinking about: do managers solve problems or do they provoke them? The question may divide managers into different categories. There are managers who bravely face problems every day and work hard to solve them, independently if it regards concluding a contract, handling a difficult collaborator, identifying technical solutions or define development strategies, these managers have the common aim to work in a constructive way for the good of everybody. Their philosophy is that to contribute to improving the company, both as regards results and the working environment, which does not mean that they do not spend their energy. Then there is the other category, that of managers who face problems but with the main aim of “not exposing themselves”, which means that they provoke problems: decisions that are not made, vague responsibilities, unclear competences, contrasting messages leading to frustration.

Avoiding to be exposed is one of the crucial nodes in contemporary management: a completely legitimate behaviour that is considered to be right, facilitated and hidden behind the inevitable value of the superior entity “The Company”. And if the personality of the company who has undergone psychological tests did not appear to be entirely schizophrenic (as in the documentary “The Corporation”) we would all be happy and at ease.

Thence this is an issue of responsibility, or rather, lack of responsibility. Connected issues may be endless: from the theme of company ethic, which has been an object for conversation for ages, to the irresponsible exploitation of resources (natural, economic) to the waste of human capital, to urban waste: “there are many responsibilities but it is uncertain whose they are!”

However, responsibility should not evoke tiresomeness and morality: we only wish to take up “responsibility intended as the capacity of responding in a free and creative way ... with the soul, not with an egocentric and narcissistic superficial identity” according to the beautiful definition made by the philosopher Roberto Mancini (“Etica e Impresa: binomio impossibile?” “Ethic and Companies: an impossible combination?”, a convention that took place in Rimini on 13 March 2008).

To require this freedom is the key. It is not easy, but the journey towards this



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