Chapter 6

The Construction Project

Imagining Reality

Introduction

➢ The stance chosen by a prominently integrative thinker Victoria Hale is discussed in this story.

➢ Hale is a pharmaceutical scientist and the founder of the Institute for One World Heath (IOWH) – the world's first not-for-profit pharmaceutical company.

➢ She is focused on catering to the poor through her profession and has taken a prominent stance.

Introduction

➢ Hale could have easily secured a senior leadership position, either in government or at a major pharmaceutical company, but in 2000, at the age of forty, she stepped off that path to found IOWH, the world's first not-for-profit pharmaceutical company.

➢ IOWH's mission: to change the way in which drugs are developed—or more to the point, not developed—for diseases afflicting the world's poor.

Introduction

➤ The public health model, involves using subsidies, either from governments or pharmaceutical companies themselves, to make expensive drugs affordable for poor patients this is the second approach.

➤ Both models have their strengths.

  ✓ The for-profit model mobilizes hundreds of billions of dollars in capital to find new drugs for endemic diseases.

  ✓ The public health model leverages government and pharmaceutical company resources to help millions of people buy drugs they can't otherwise afford.

Introduction

- Public health organizations aren't in the drug-development business themselves, and they can't offer the for-profit companies sufficient economic incentives to focus on diseases that primarily affect poor people.

- As we can see their lies a vast gap between the two models in which major diseases flourish, with no attempt to find a pharmaceutical solution

Introduction

The basis for the formation of the IOWH was the gap in the two dominant models, which was not acceptable to Hale.

Hale keenly studied the problem of developing drugs for poor people; she came up with an integrative solution trying to combine the positive aspects of both the models.

Introduction

➢ Post three clinical trial concluded in November 2004, with researchers reporting that 95 percent of patients given paromomycin were cured.

➢ In August 2006, the drug- Controller General of India approved paromomycin to treat black fever in India.

➢ With the success of the substitute drug, and the cost being a mere $10 per patient for a full course of treatment, the government of India was able to cover the entire cost for its citizens.

Introduction

➤ Hale can be called as a true integrative thinker whose efforts are saving lives of thousands of people in poor parts of the world.

➤ She has taken personal responsibility for devising something better.

➤ She used her opposable mind to bring something new to the world: a not—for—profit pharmaceutical company.

➤ Rather than simply accepting the limitations of either model she has come up with her own integrative model.

The Integrative Thinker's Stance

➤ Even though there are Integrative thinkers come from different backgrounds they have common six key features in the stances they possess.

➤ Three concern the world around them; three concern their role in it.

➤ An important trait of integrative thinkers is their dis-belief in the existent models as a measure of reality.
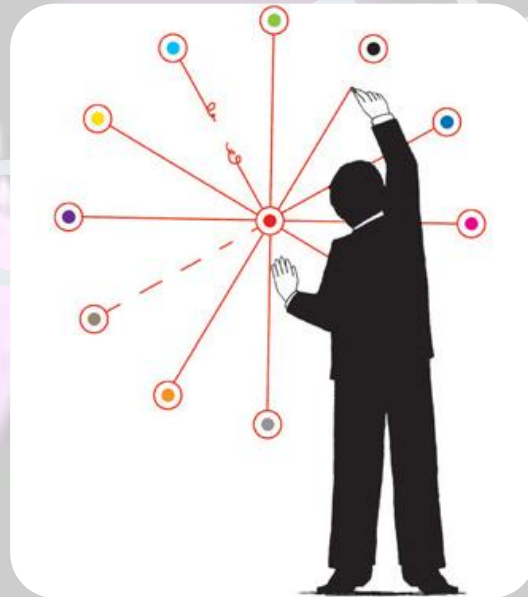
The Integrative Thinker's Stance

➢ Integrative thinking Leaders see a challenge and reward in difficult situations.

➢ They believe that conflicting models, styles, and approaches to problems are to be leveraged, not feared.

➢ One firm belief that Integrative thinking Leaders have is their belief in novelty and innovation.

➢ They believe that better models exist that are not yet seen.

The Integrative Thinker's Stance

➢ Integrative thinking Leaders have a firm belief in their own capabilities to bring a change and breathe life into a better model than the existing ones.

➢ Thus they believe that not only does a better model exist, but that they are capable of bringing that better model from abstract hypothesis to concrete reality.

The Integrative Thinker's Stance

➢ Integrative thinkers understand that the world imposes constraints on them, but they share the belief that with hard thinking and patience, they can find a better outcome than the unsatisfying ones they're presented with.

The Integrative Thinker's Stance

➢ A notable name in the Indian banking scenario is that of K. V. Kamath, who took the helm of a small Indian government-backed development bank in 1996 and turned it into ICICI Bank.

➢ With the efforts and integrative thinking put in by Kamath ICICI swiftly grew to dominate retail banking in India and are now localizing rapidly and taking on the world's long—established banks and winning. Like Sharp and Brown.

The Integrative Thinker's Stance

➢ Most integrative thinkers quite explicitly refuse to accept trade-offs that the rest of the world tells them are unavoidable.

➢ Meg Whitman CEO of eBay, is typical.

➢ She has innovatively combined the idea of community and commerce.

➢ She combined elements of both in such a way that it has become a worldwide hit in online e-commerce.

Cultivating Stance

➢ The stance of each person is unique and is based on their experiences and the tools they use to decipher the world around them.

➢ This it is essential to understand that it cannot be taught.

➢ Thus it is important as we continue the work of cultivating a stance, to remember that stance is not, as it were, freestanding.

➢ It exists only in the context of tools and experiences, which require time to accumulate.

Cultivating Stance

➢ The foundations are the six elements of stance:

STANCE ABOUT THE WORLD

1. Existing models do not represent reality; they are our constructions.
2. Opposing models are to be leveraged, not feared.
3. Existing models are not perfect; better models exist that are not yet seen.

STANCE ABOUT SELF

4. I am capable of finding a better model.
5. I can wade into and get through the necessary complexity.
6. I give myself the time to create a better model.

Cultivating Stance

➢ Existing Models Do Not Represent Reality:

  ✓ The first step toward a consciously cultivated stance is to learn distinguish between subjective constructions and objective reality.

  ✓ The insurance company sends Daniel, an independent contractor who works as a twenty four—hour on—call locksmith. Daniel, is a cultural outsider like Farhad.

  ✓ Daniel dresses like a member of one of the local gangs that plague Farhad's impoverished neighbourhood.

Cultivating Stance

➤ Existing Models Do Not Represent Reality:
- ✓ But in a few economical scenes, we glimpse another side of Daniel: a gentle family man who treasures his wife and young daughter.
- ✓ The family lives in a modest but immaculate house; we gather that Daniel and his wife have made deep sacrifices to send their girl to a private school.
- ✓ The first lesson dramatists learn is that every scene contains some form of conflict.

Cultivating Stance

➤ Existing Models Do Not Represent Reality:
- ✓ The crucial scene between Daniel and Farhad is all conflict, a clash between two subjective constructions of reality so completely at odds with each other, as well as with objective reality, that a tragic denouement is all but inevitable.
- ✓ A verbal conflict starts between Daniel and Farhad over a broken lock.
- ✓ Daniel recommends to Farhad that he needs to replace the faulty door and not just the lock.

Cultivating Stance

➢ Existing Models Do Not Represent Reality:

  ✓ Farhad is enraged that Daniel is cheating him.

  ✓ He is suspicious that Daniel has a friend who sells doors.

  ✓ Daniel requests Farhad to pay him just for the lock and not the service.

  ✓ Farhad refuses as Daniel has not fixed the lock. Daniel gets angry and throws the lock work order papers into the dustbin and leaves.

Cultivating Stance

➢ Existing Models Do Not Represent Reality:
  ✓ If there's an overriding lesson to take away from the story of Daniel and Farhad:
    o (1) Anything we think is real is actually a model of reality; and
    o (2) That model is probably imperfect in some important respects.

Cultivating Stance

➢ Opposing Models Are to Be Leveraged, Not Feared:
  ✓ We need to understand that no model is real it just shows a perspective of reality.
  ✓ By combining different models and experimenting we can come nearer to reality.
  ✓ Salient data that was once overlooked, causal patterns that formerly went unnoticed, architectural possibilities that once went unexplored, all begin to emerge.
  ✓ Opposing models, in fact, are the richest source of new insight into a problem.

Cultivating Stance

➤ Opposing Models Are to Be Leveraged, Not Feared:

✓ We learn nothing from someone who sees the problem exactly as we do.

✓ The agreement and reinforcement are gratifying, but that sense of gratification can be deceiving if we both have overlooked something crucial.

✓ Farhad and Daniel could have learned a lot from each other, and they hurt themselves by giving up on the effort.

✓ The most creative, productive stance is one that sees opposing models as learning opportunities to be appreciated, welcomed, and understood.

Cultivating Stance

➢ Better Models Exist That Are Not Yet Seen:

   ✓ Important to the belief of integrative thinking is the thought that better models of reality are there to be explored.

   ✓ At the broadest level, there are two conceptual approaches for considering and evaluating theories of how the world works.

   ✓ Contented model defense is by far the most prevalent model — it is the factory setting for most people, who are generally unconscious of its operation.

Cultivating Stance

➢ Better Models Exist That Are Not Yet Seen:

  ✓ When we engage in contented model defence, we adopt a theory and then seek to support and defend it.

  ✓ As we accumulate data in support of the theory we've adopted, we become more certain that our theory represents the truth and more content that we have achieved our ultimate goal, certainty.

Cultivating Stance

➤ Better Models Exist That Are Not Yet Seen:
- ✓ Within the contented model defence stance, an alternative or clashing model is a problem to be eliminated.
- ✓ Alternative models pose a threat to the veracity of the existing model and must be dis—believed, distorted, and disproved.
- ✓ Farhad's model didn't allow for the possibility that Daniel genuinely wanted to help him fix his problem.
- ✓ The existing model had to be protected and justified.

Cultivating Stance

Better Models Exist That Are Not Yet Seen:

- For optimistic model seekers, their resting state is not certainty.
- They are forever testing what they think they know against the best available data.
- Their goal is the refutation of their current belief, because refutation represents not failure but an advance.
- Just as Peirce suggested, each new model, while an improvement, is still imperfect and replaceable in due course with a still-better model.
- In essence, the stance can be characterized as optimistic because it implies optimism that future models will be superior to the current model.

Cultivating Stance

➢ Better Models Exist That Are Not Yet Seen:

   ✓ Students learn to examine the logic behind their own beliefs In the integrative thinking course that the author teaches at the Rotman School.

   ✓ They're usually surprised to discover that they can and do hold models to be true on the basis of little or no testing or evidence.

   ✓ The first step is to examine our own personal beliefs and determine how and why we maintain them.

   ✓ Logical circularity is another favorite strategy of contented model defenders.

Cultivating Stance

➢ I Am Capable of finding, a Better Model:

  ✓ The three stance statements concerning the self are harder to teach than the three elements of stance about the world.

  ✓ While one may believe that being an optimistic model seeker is superior and want desperately to be one, the desire does not automatically produce the desired outcome.

Cultivating Stance

➢ I Am Capable of finding, a Better Model:

✓ In truth, experience is the best teacher of these components of stance, because only through experience do we gain confidence that the statements are indeed true and only through experience do we gain skill and confidence can find the better model, handle complexity, and be patient with ourselves.

Cultivating Stance

➢ I Am Capable of finding, a Better Model:

  ✓ The human mind has a habit to rationalize in good and bad times.

  ✓ We tend to forget the series of actions which had gone behind the thought flow when a bad decision is taken.

  ✓ Instead, we tell ourselves that the anticipated outcome is, in fact, what we expected all along.

  ✓ To learn from our decisions and their consequences, we must be explicit in advance about the thought process preceding the decision.

Cultivating Stance

- I Am Capable of finding, a Better Model:
  - Assumptions and reality has to be differentiated from a model of reference in the process of reverse engineering.
  - Thus the group's members' focus should be on what would have to be true for the model to be valid, rather than what they think is true.
  - By taking the time to consider what would have to for the model to be valid, they gain practice in not rushing or disconfirm the veracity of one model or the other.

Cultivating Stance

➤ I Am Capable of finding, a Better Model:
  ✓ Seeking out disconfirming or undermining data was crucial to the exercise, because we want to avoid slipping into contented model defence.
  ✓ In order to do this the participants were then asked to arrange two sorts of data.
  ✓ One set would support each statement of what would have to be true.
  ✓ Another set would challenge each statement.

Cultivating Stance

➢ I Can Wade into and Get Through Necessary Complexity:

✓ A version of the reverse engineering is taught to students of the integrative thinking course at Rotman to build the confidence and skill in wading into complexity to get on the other side as did Victoria Hale

✓ The students build backward from the outcomes, to the actions that produced the outcomes, to the thinking behind the actions.

✓ This is called as sequence:

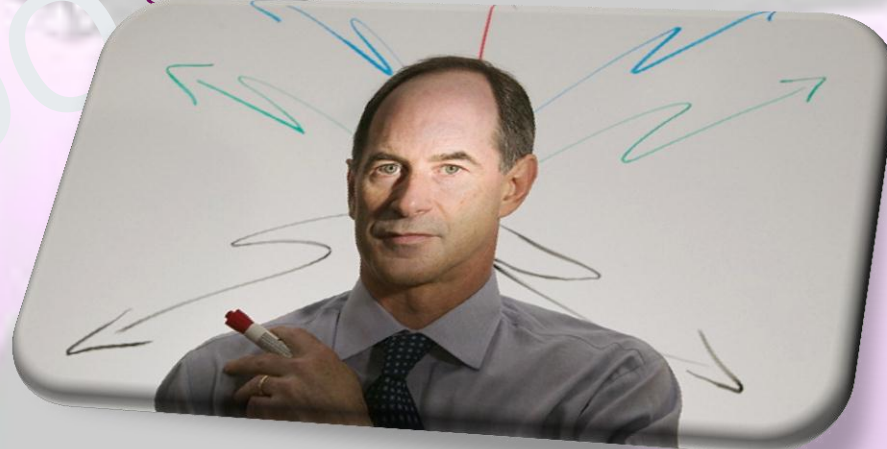o Thinking -> Actions -> Outcomes, or TAO.

Cultivating Stance

➤ I Can Wade into and Get Through Necessary Complexity:

✓ A standard business simulation game is created and the author and his colleagues make the students play it.

✓ Four years of operations for each company is represented in this game which consists of eight teams, or companies, each starring in the position.

✓ Each team chooses the region one of four in which it will produce its theoretical product.

✓ How will produce, how much it will advertise, how much it research and development, and at what level it will set its prices.

Cultivating Stance

➢ I Give Myself Time to Create a Better Model:

  ✓ An important factor in developing stance is the developing the quality of being patient.

  ✓ Perhaps the single toughest aspect of stance to teach is the element of patience.

  ✓ The only way students learn a patient stance is to experience unsatisfactory results of not giving themselves enough time.

Cultivating Stance

➢ I Give Myself Time to Create a Better Model:

✓ After the HR executive group and the MBA students in the business simulation game systematically reflected on their own thinking did they suddenly acquire the ability to wade into complexity and allow themselves the time to create a better model? Hardly.

✓ But the exercises helped lay the foundation for a stance more like that of an integrative thinker.

Cultivating Stance

➢ I Give Myself Time to Create a Better Model:

- ✓ By exploring their own thinking, they got a taste of complexity.

- ✓ And by understanding the flawed thinking behind the unsatisfactory outcomes they produced.

- ✓ They discovered why it was worth the mental and emotional effort required to accept complexity and take time to forge a creative resolution.