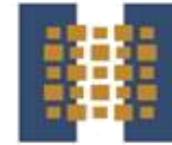




THE UNIVERSITY OF STRATHCLYDE
BUSINESS SCHOOL



Doctus
CONSULTING

Supporting the Decision Taker by Coaching and Expert System

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assumptions: the world of coaching

“As far as the laws of mathematics refer to reality, they are not certain; and as far as they are certain, they do not refer to reality.”

Albert Einstein



infectious behaviour

- ⇒ simple patterns spread exponentially
- ⇒ adherence to the mechanical idea that all tasks are well-structured and optima exist

false starting points

- ⇒ all things are measurable
- ⇒ all processes are deterministic
- ⇒ all systems are hierarchical
- ⇒ all future can be predicted and planned

context is missing, not knowledge

knowledge increase: what is the source?



we can learn the rules of measurement but not the perception

we can learn the rules of grammar but not the convincing speech

we can learn the rules of logic but not the hunch

the coach: a guy who is hard to define



“... the guy yelling, flailing, and running up and down at the sideline of the football field trying to force the win from the team without ever hitting the ball.”

what the coach is not

- ↪ exemplary leader
- ↪ confidential companion
- ↪ Jerry-Springer-show-man
- ↪ welcomed or hated kibitzer
- ↪ competence developer
- ↪ difference extinguisher

what the coach is

- ↪ context provider
- ↪ interpretation shifter
- ↪ organisational healer
- ↪ leaves when done

knowledge levels: mediocre and master



can Mozart play Salieri-style?

- ↪ maybe could not make himself
- ↪ but the other way around is definitely impossible

don't play football if you do not want to be the new Pele

- ↪ the beauty and ugliness of the lower leagues
- ↪ don't play if you cannot run or if you do not know when to do it
- ↪ many are dribbling - but which trick to use when?

who to learn from?

cheap solutions: mediocre coaching

“Again and again he jumped, scuffing and mangling the rug in his frustration; until finally he lifted one corner of the carpet and an angry snake slithered out.”

Peter Senge



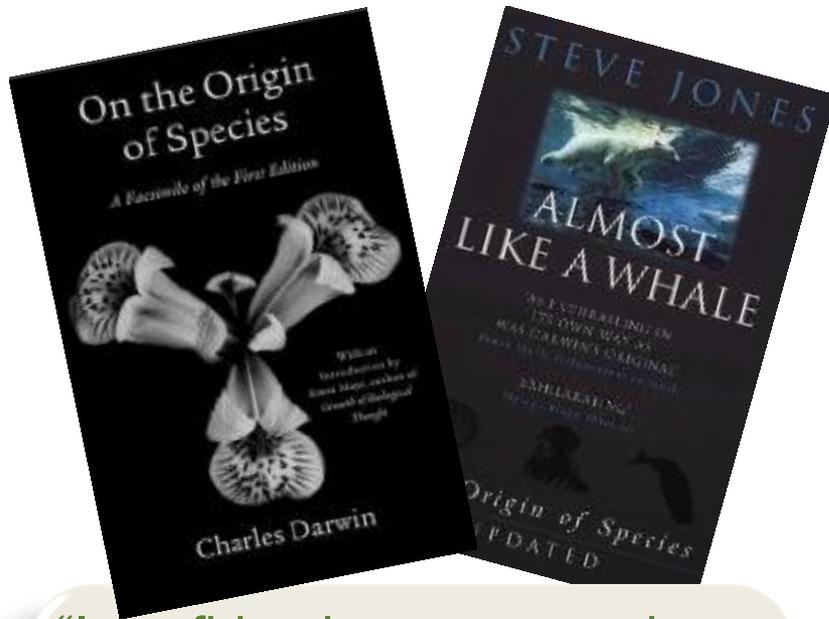
hanging on a method (tool)

- ↪ if you only have a hammer...
- ↪ fake problem-orientation
- ↪ hoping to find something where it is applicable
- ↪ tasks are mental constructions (not easy to construct)

data, data everywhere but not a thought to think (Roszak)

- ↪ why trying to squeeze out some blurred meaning from confused mediocre books
- ↪ accountants replaced by PCs

guru-solution: from the master-coach



“I confidently recommend Steve Jones’ book instead of Darwin’s original work. Today. In 20 years I will probably recommend another one - but again instead of the original.”

László Méréő

gurus

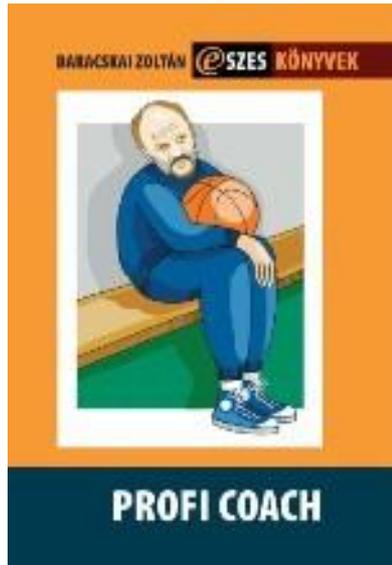
- ↪ proclaim the stories of the magical power of the new tool
- ↪ pull ideas from their sleeves and put them in context
- ↪ give their blessings for novelties
- ↪ lead successful movements

masters

- ↪ unmanageable fire-eaters
- ↪ do not waste time on ignorant
- ↪ do not try to fit in
- ↪ have their own worldviews

put the guru-stuff into new slang

essence: everyone in place



knowledge worker

↳ no one can tell you what to do

decision taker

↳ decides and talks on fuzzy future
trainer or facilitator

↳ creates the mood for teamwork
instructor

↳ designs, automated systems

coach

↳ puts the knowledge into context

mentor

↳ helps the protégé become adult

