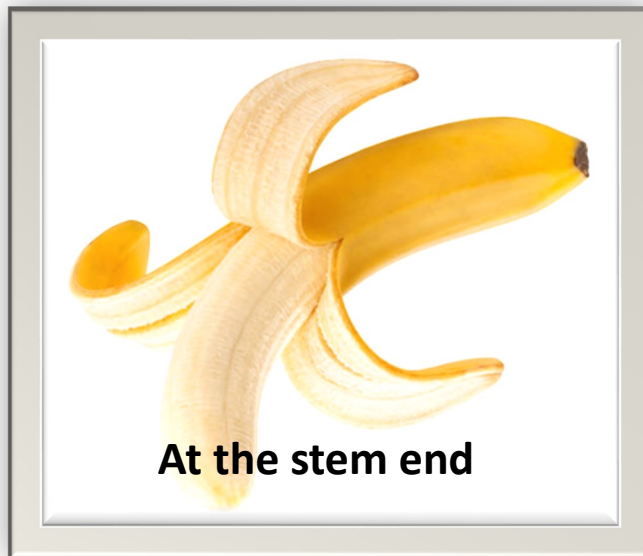




How to open a banana?

- You are never too old to learn new stuff.
- Think out of the box.
- You can even learn from monkeys.

Build your wisdom!



After retirement I watched
more TV, e.g.
films about monkeys



PMI Germany Chapter – Central Region: local groups Darmstadt, Frankfurt, Heidelberg, Kaiserslautern

Wisdom – how to survive and strive

Thomas Walenta, thwalenta@online.de

Frankfurt, March 2024

YOU are caring and helping.
YOU work in the field of Project Management.

This event is intended to surprise YOU, make YOU curious and at best, extend YOUR views.

You decide if YOU want to follow-up, read more, connect, and improve YOUR ethics and wisdom.

WE are all here to support
Project Management and US mutually.

WE need to be fair to US in the group, to OUR clients, and the world.

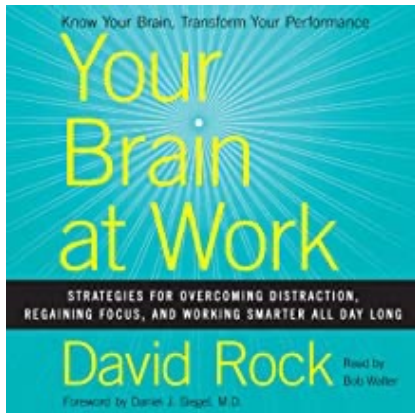


Self-control, Influence: Neuro-leadership

SCARF - tool to improve emotional intelligence

5 automatically triggered emotions (David Rock)

How humans feel if emotions are triggered negatively vs. positively



- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

- respected
valued
- courage
hope
- empowered
- protected
- equal

- inferior
- fear
- forced
- lonely
- unjust

How to become aware of ethical values

8 human values

Violation and observation of ethical values trigger emotions

Certainty

Responsibility, accountability

Status

Respect, mindfulness, tolerance, diversity

Fairness

Fairness, justice, equitable

Honesty, truth, integrity

Autonomy

Freedom, autonomy

Relatedness

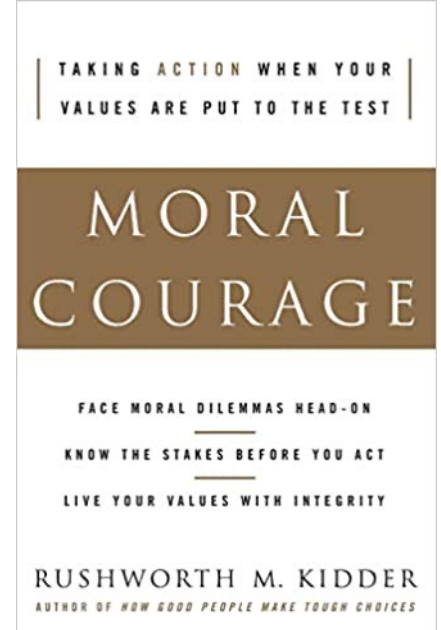
Community, family, relatedness

Compassion, care, love, help

Humility, reverence for life

PMI Code of Ethics and Professional Responsibility

Values unite
Beliefs divide



GOOD PERSON, TRUSTED LEADER, RESILIENCE



Yusra Mardini
from Damascus,
Swimming
Champion,
17 years old



Project 2015:
Go from Turkey to
Lesbos, 25km

- motor stopped, boat took water
- Yusra jumped in sea, followed by 3 others
- pulling the boat, keeping it afloat
- after 3 hours the motor started – all were saved

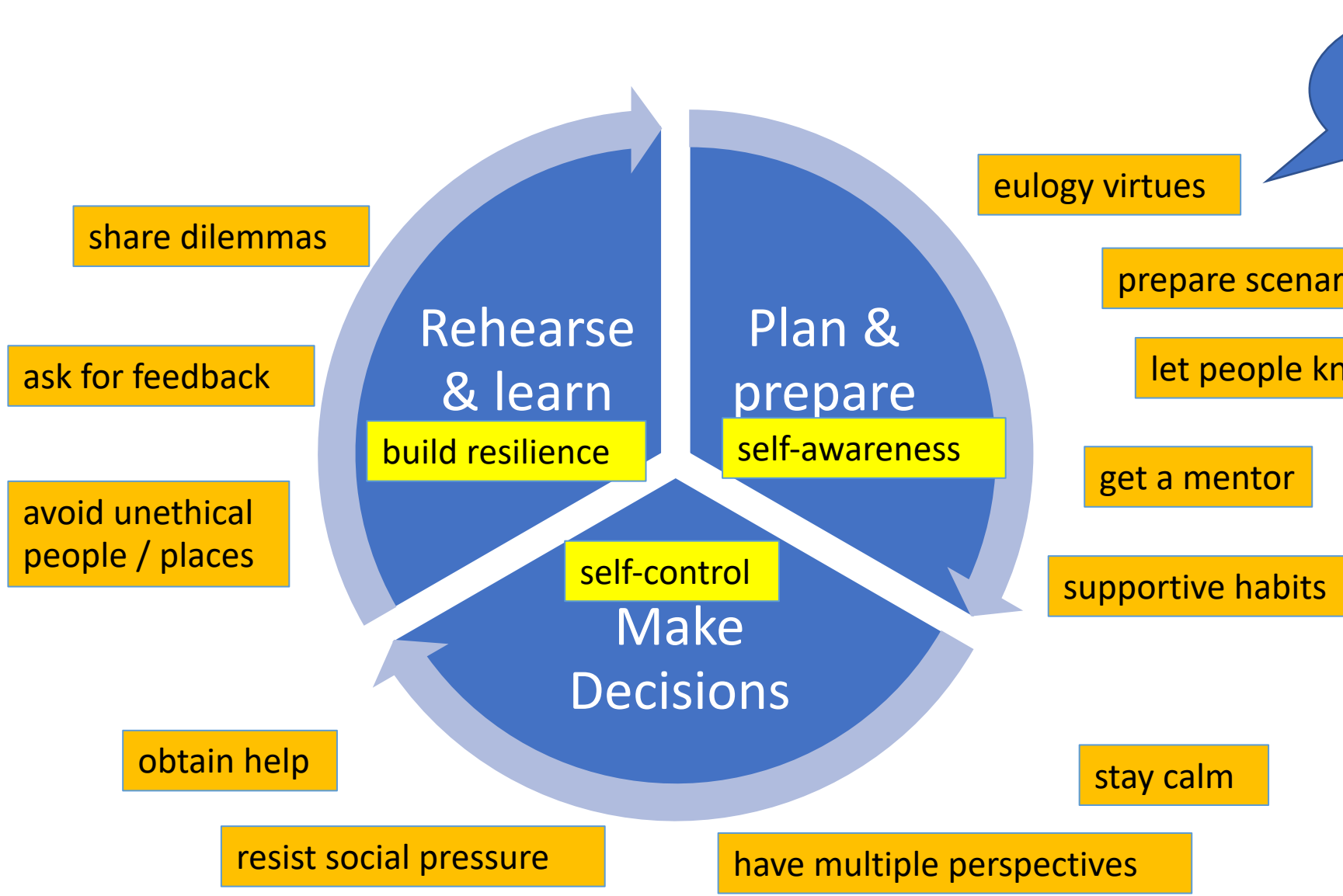


Tool: A motor dhangi
designed for 6,
loaded with 19

**Great
Leaders
show:**

- **Vision**
- **Action**
- **Results**

How to prepare ourselves for making ethical decisions



“become a good ancestor”

- Responsibility, accountability
- Respect, mindfulness, tolerance, diversity
- Fairness, justice, equitable
- Honesty, truth, integrity
- Freedom, autonomy
- Community, family, relatedness
- Compassion, care, love, help
- Humility, reverence for life

MANAGING YOURSELF
Building an Ethical Career
 by Maryam Kouchaki and Isaac H. Smith
 From the January–February 2020 Issue

Summary Save Share Comment Print PDF \$8.95 Buy Copies



Nishant Choksi

Becoming more resilient - six principles

(Martin Reeves/Simon Levin on HBR 01/2016)

Resilience is the capability to master deep change without crisis
– preparation for disruption (Hamel, 'Quest for Resilience')

Structure

- Modularity: autonomy, interconnected parts, known interfaces
- Redundancy: mutual backup/checks
- Heterogeneity/Diversity: multiple options, different perspectives

Behaviors

- Prudence: mindfulness, explore and test, expect surprise
- Embeddedness: sensitive to context, trust & reciprocity
- Adaptability: flexibility, sensing, feedback loops



What is Wisdom:

Medical

... a group of competencies helping to mitigate mental problems.

Wikipedia

.. ability to contemplate and act using knowledge, experience, understanding, common sense, and insight.

Philosophical

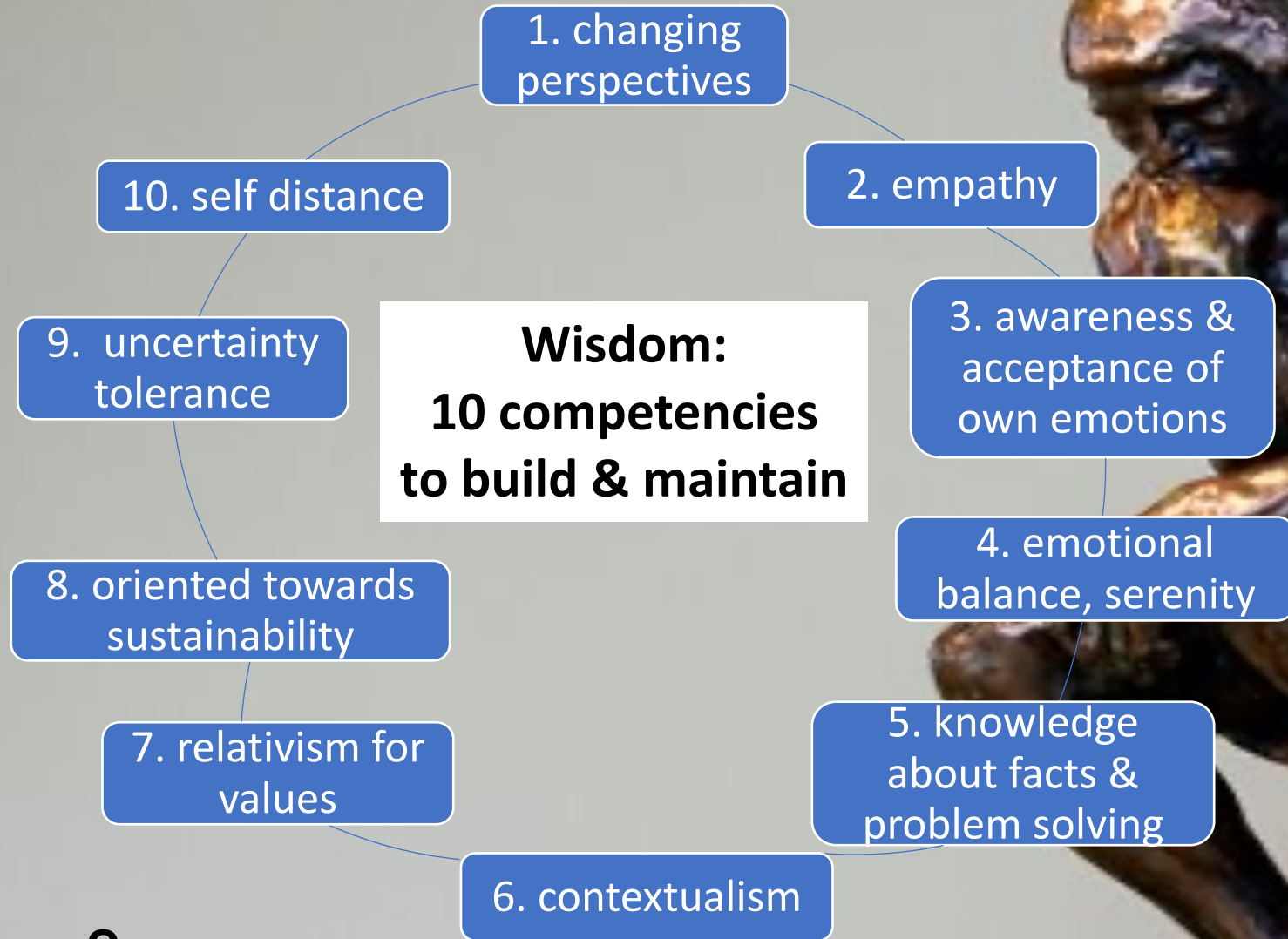
... is a goal each human may strive for in their life - make sense of life
... phronesis – Aristotle: practical wisdom, judgment, or prudence
... experienced judgment of what is good or bad for humans
... helps overcome any situation life presents to us

Cultural: A wise man (a sage)

... uses the situation (Chinese)
... uses other people (Western)



Ten Competencies from medical research



How to improve?

1. Competence to change perspectives



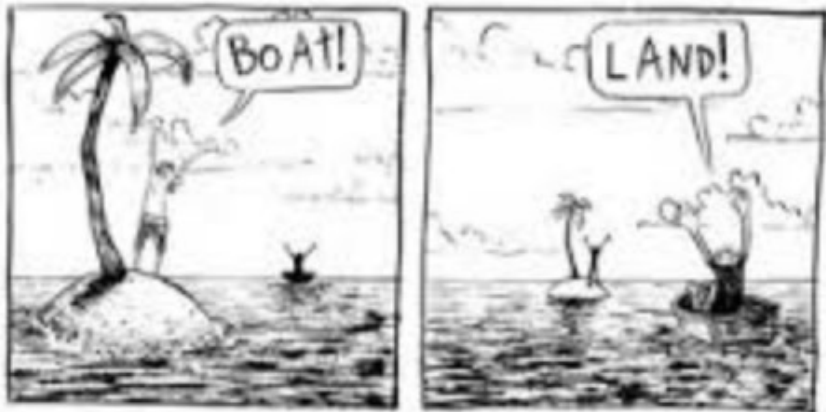
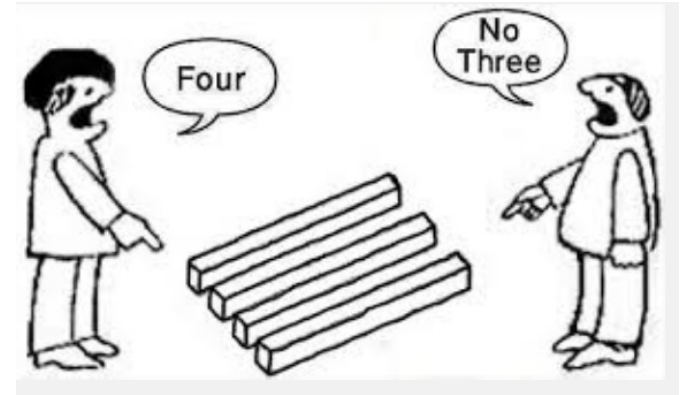
Related concepts:

- Cognitive flexibility
- Mental fluidity

- gain experiences that show that other's views can be a solution to my problems
- ability to see a situation from another's view
- examples: Salomonic solutions, Gordic knot, paradox intention, glass is half full, think outside the box
- **how to improve:**
change roles (role play, actor), try seven hats (deBono), look for alternatives, exercise design thinking, walk in the other's shoes, focus outside ..

**EVERY SINGLE
PERSON HAS A
DIFFERENT
PERSPECTIVE WHEN
LOOKING AT THE
SAME THING.**

- Edward Huang



Perspective...



2. Competence empathy



Compassion, care, love, help

- emotional competence to understand the other's feelings
- **examples:** feel touched, feel (un)fairness or (dis)respect
- **how to improve:** focus from inside to outside, active listening, watching, interacting, networking

Part of EI Emotional Intelligence

3. Competence to be aware of and accept own emotions



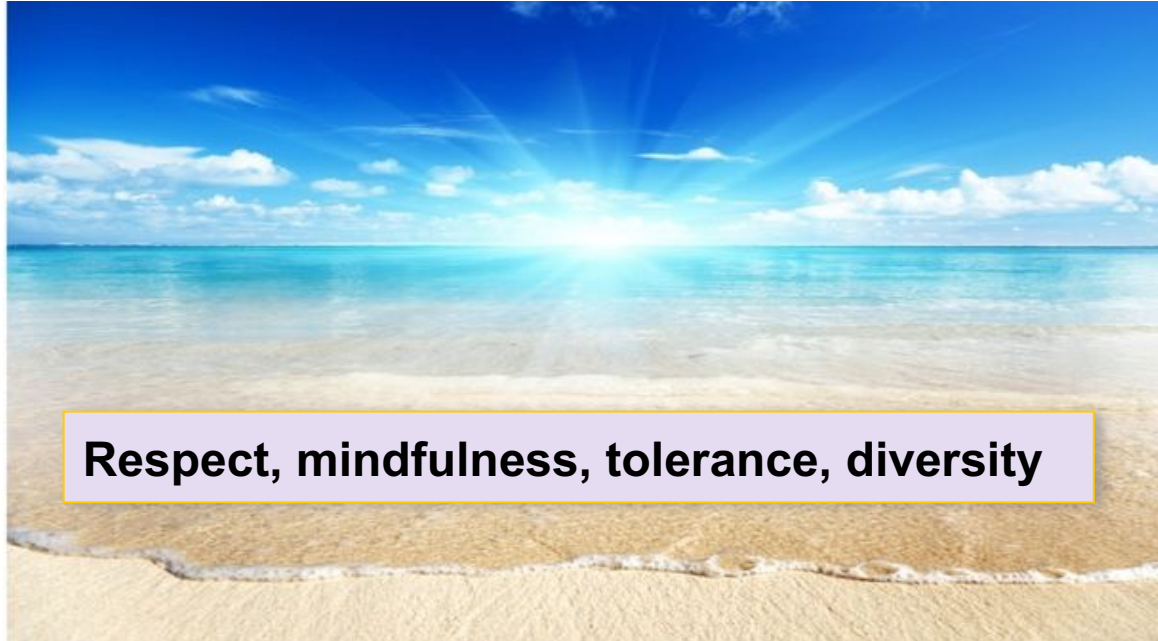
Part of EI Emotional Intelligence

- emotional competence to feel and differentiate one's own emotional states – **self awareness**
- and then being able to accept them (even if they are negative)
- leads to **confidence** and authenticity

- **examples:** grief – joy, crying in a movie, laughing, excitement

- **how to learn:**
name your feelings, feel them deeply, identify the triggers, JoHaRi Window

4. Competence to **balance** emotions, serenity, self-control



Respect, mindfulness, tolerance, diversity

- peacefulness, staying quiet, patience, balance
- control visibility of own emotions to others
- enables distance to triggers and freedom to act
- **examples:** poker face, amplification, masking, humor, self-irony
- **how to learn:**
meditation, being centered, mindfulness, know your triggers, get feedback, have a mentor, minimize blind spots

Part of EI Emotional Intelligence

Emotional Intelligence – core base for leadership

me

self awareness:
confidence, authenticity

self control:
mindfulness, resilience

ETHICS

observe

compassion:
self-motivation,
flow

act

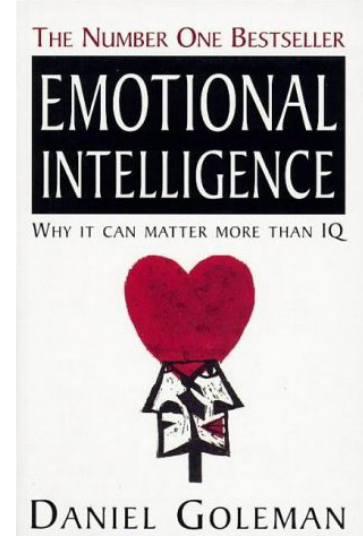
Stakeholder Management

empathy:
learning, understanding
organizational awareness

influence:
leadership, impact,
conflict handling,
negotiations

ETHICS

them



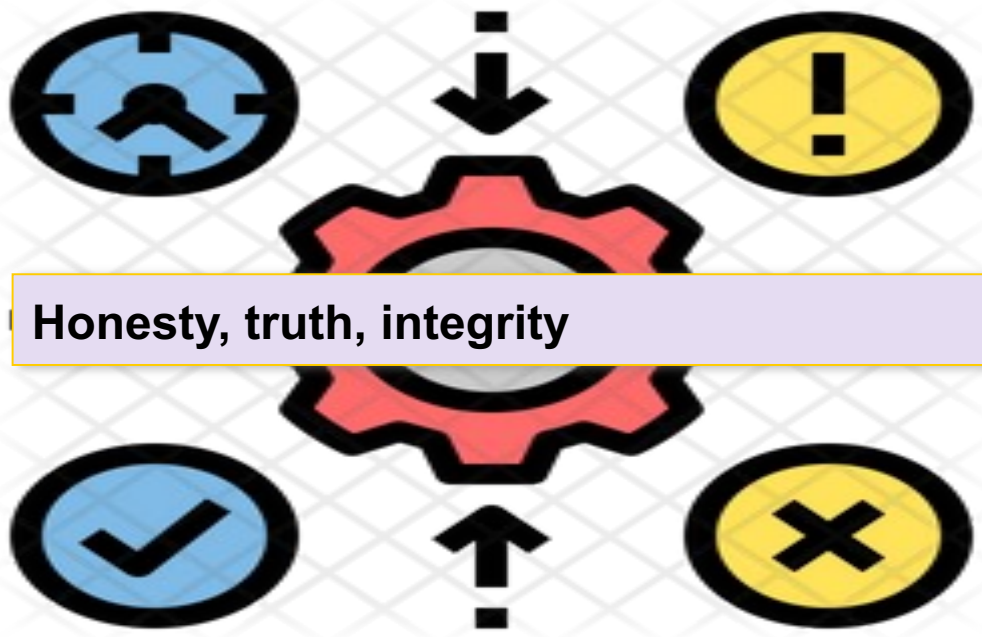
5. Knowledge about both facts & problem solving



It is better to dissolve a problem than to solve it (Ackoff)

- knowledge to survive and to strive
- **assimilation:** apply known schemes to situations
 - > heuristic intelligence, facts **WHAT**
- **accommodation:** find unknown schemes
 - > epistemic intelligence, know strategies about solving problems **HOW**
- **examples:** Delphi Oracle, Mentor, Nestor
- **how to learn:**
read, listen, connect, play (experiment) and exercise, design thinking

6. Contextualism



Answer to most questions:
It depends.

- events and perceptions depend on context
- classify events & perceptions based on situation, timeline, history, environment and social/cultural relevance, circumstance
- enables us to take another perspective
- promotes systems thinking
- **examples:** stakeholder analysis, design thinking, networking, exploring
- **how to learn:**
practice convex/divergent thinking, de-focus, widen your viewpoint, ask others, get a mentor
- There is no silver bullet
- No truth exists without context

7. Relativism for values / tolerance for pluralism (diversity)

- accept the value system of others while preserving your own perspective
- **respect other opinions** without seeing them as an attack to our own
- in contrast to rigidity and mono-causality
- **examples:** there are many truths (non monism), democracy, integration - not assimilation - of immigrants, learn Ubuntu (I am because you are)
- **how to learn:**
delay responses, ask for reasons, travel the world, read about other cultures, be open for strangers, **get close to universal human values**

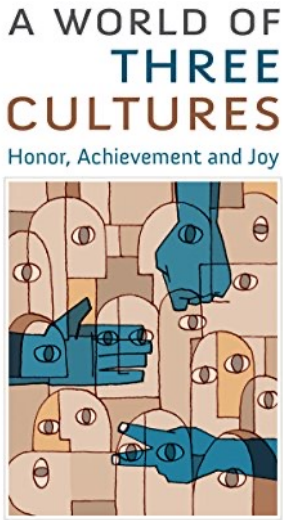


Compassion, care, love, help

One global human hive

Global cultural system – a model to understand others

(based on A World of Three Cultures: Honor, Achievement and Joy by Miguel E. Basáñez)

		Achievement	Joy	Honor
3 hyper cultures	 <p>A WORLD OF THREE CULTURES Honor, Achievement and Joy</p> <p>MIGUEL E. BASÁÑEZ WITH FOREWORD BY RONALD F. INGLEHART</p>			
Legal system, historic context		Roman law, industrial	Common/case law, post-WWII	Islamic law, pre-industrial
Typical behaviors		Punctuality / efficiency, rationality, job > family	Family / friendship, learning, sense of agency	Respect for tradition / authority, patriarchy, family > job
Key dominant values		Hard work reward / punishment (economic – harmony vs mastery)	Trust / family (social – autonomy vs embeddedness)	Autonomy vs obedience (political – hierarchy vs egalitarianism)
8 macro cultures	Main religions	Protestantism, Judaism, Confucianism	Catholicism, Buddhism	Islam, Christian orthodoxy, Hinduism
200 mezzo cultures	Nationality	Western Europe, US, China, Japan, Sweden, Norway	Latin America, European Catholics, Italy, Spain	Islamic countries, India, Zimbabwe, Pakistan
800 micro cultures	Language	9 Germany 100 Pakistan	35 97	93 2

DIVERSITY in action:

Local Group Darmstadt (LG Darmstadt@pmi-gc.de)

- **Member:** Thomas Walenta (Germany)
- **Member:** Florian Adrien (France)
- **Member:** Mohammad Rezaie (Afghanistan)
- **Group Lead:** Elena Petrevska (N. Macedonia)
- **Member:** Toufic Habli (Lebanon)



8. Oriented towards sustainability (will power)



- ability to delay gratification
- pursue and reflect long-term goals
- understand different consequences of decisions
- **examples:** marsh-mellow test, Hofstede's long-term-orientation in cultures
- **how to learn:**
look at positive/negative and short/long term consequences of any decision, be patient, set mid/long term goals, self-control

<https://youtu.be/Yo4WF3cSd9Q>

9. Uncertainty Tolerance



Freedom, autonomy

- Life comes with (is) uncertainty
- accept that no result is 100% predictable or controllable
- Panta Rhei (everything is in flow, Heraklit)
- **example:** swim in river, bungee jumping, start a project
- **how to learn:**
prepare for multiple outcomes (strategize), recognize positive surprises, ask 'what if.' questions

10. Self distance, humility

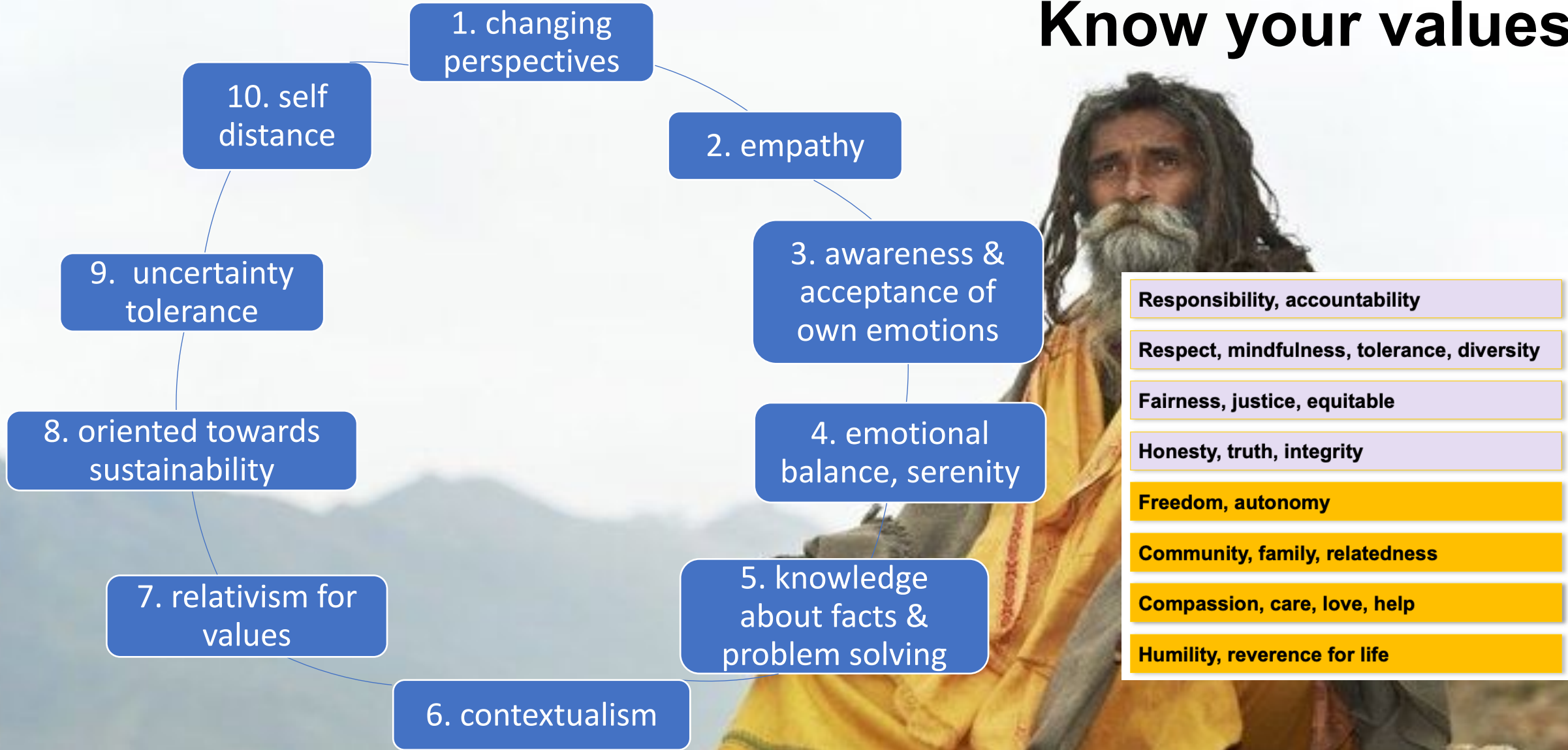


Humility, reverence for life

Move from subjective to situational view

- Accept there are higher goals than your own well-being
- Accept that you are not the center of the universe (anthropocosmic, not anthropocentric)
- opposites: **narcissism, envy, bragging, pride, greed**
- be a giver, not a taker (see Adam Grant)
- **examples:** 'I know that I know nothing' (Socrates)
- **how to learn:**
focus on others, be self-aware
remove accolades from LinkedIn profile name

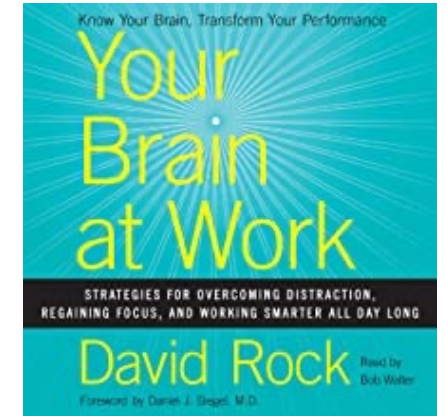
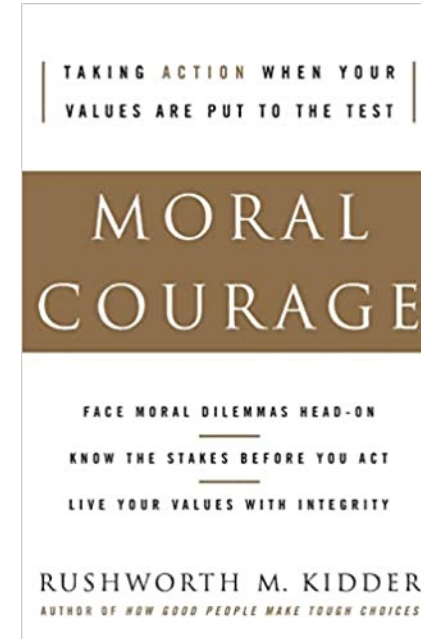
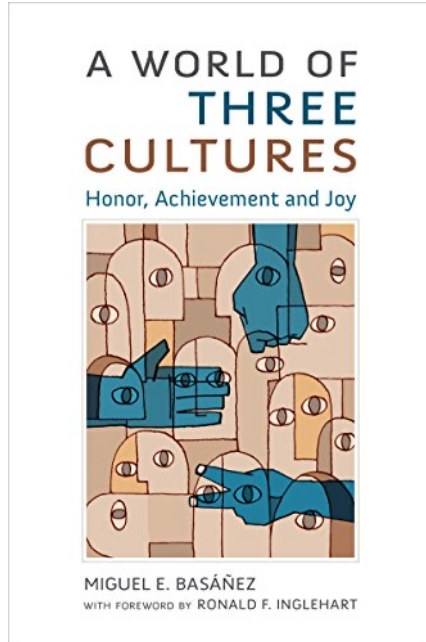
Improve competencies to increase your Wisdom level. Know your values.



Wisdom is Staying alive



References and further readings



For summaries of the topics:

<https://www.linkedin.com/pulse/wisdom-what-we-all-want-achieve-thomas-walenta>

<https://www.linkedin.com/pulse/world-three-cultures-thomas-walenta>

<https://www.linkedin.com/pulse/thoughts-agile-ethics-thomas-walenta>



**Now -
go and become wiser,
become more ethical,
master your life better,
improve society and the world.**