

## **NARRATIVE DESCRIPTION OF THE MONOGRAPH**

This three-part monograph is meant to embolden the integral community, as well as a broad community of not so integral thinkers in business, policy making, strategy design, and business schools, to embrace the study of dialectical thinking, not just for the sake of increasing “efficiency of work”, but of rescuing human beings from a dilemmatic situation called ‘global warming’.

The book grew out of studies at the Frankfurt School during 1956-66 and was inspired by Elliott Jaques’ work on a *theory of work* as well as Roy Bhaskar’ work on *Critical Realism*, especially his rejuvenation of dialectical thinking for the sake of establishing an ontology.

The book has at least a threefold purpose.

1. To wean a thoroughly technological society from purely logical and algorithmic thinking that threatens to turn technology and the sciences into a control system rather than a support system for human flourishing.
2. To introduce professionals and academics to findings about adult cognitive development as one of the resources, not just for augmenting ‘productivity’, but for increasing society members’ fluidity of complex thinking on account of which the ‘real world’ shows up for them in a more accessible and hopeful way.
3. To support practical and academic training programs in dialectical thinking through the application of research findings about human cognitive resources developing over the entire adult lifespan, researched since 1975.

These purposes are achieved differently in each of the three parts of the monograph:

- Part I: Historical and philosophical introduction to dialectical thinking as the peak of human cognitive development, seen from R. Bhaskar’s dialectical ontology.
- Part II: Definition of a theory of work as a theory of thinking (and vice versa) in the sense of using ‘reflective judgment and discretion’ in work roles in organizations and institutions, in whatever intellectual pursuit and role.
- Part III: Presentation of the only existing Manual of dialectical thinking in the form of a ‘thought form manual’ detailing 28 individual thought forms derived from empirical research in cognitive development between 1978 and 1984 by M. Basseches.

To demonstrate the broad applicability of dialectical thinking as a listening, analysis, dialogue, and self-development tool, the monograph provides tutorial and mentoring materials in the form of discussions, examples, exercises, and practice reflections. Over 20 years, the author has thoroughly tested these materials in international workshops in Europe, Japan, Chile, Malaysia, and the U.K, based on his work at the Interdevelopmental Institute ([www.interdevelopmentals.org](http://www.interdevelopmentals.org)).

Throughout, material is presented in a form conducive to promoting critical thinking, self-reflection, developing an awareness of one’s internal dialogue, ‘out-of-the-box’ thinking, innovation, self-development, improved project management, strategy design, and effective organizational restructuring.