

SHORT NARRATIVE DESCRIPTION OF THE MONOGRAPH

This three-part monograph contributes to management science as well as the study of dialectical thinking for the sake of delivering effective work. Thinking is seen as ‘work’ (following Hegel), and ‘work’ is seen as based on cognition (following E. Jaques). The monograph extends Elliott Jaques’ work on *Requisite Organization* (1998). Philosophically, it provides an epistemological counterpart to Roy Bhaskar’s ontological dialectic (1993), thereby extending Frankfurt School thinking.

To promote culture transformation in organizations, the book introduces professionals and academics to findings about the cognitive development of human resources over individuals’ lifespan, researched at the Graduate School of Education at Harvard since 1975. The progression from Part 1 to Part 3 is as follows: having outlined phases of cognitive development in Part I and exemplified diverse levels of cognitive development through an analysis of semi-structured interview examples in Part II, in Part III the monograph presents the only existing *Manual of Dialectical Thought Forms* (DTF). In most general terms, the monograph elucidates how dialectical listening in real time changes cultures of communication and cooperation, and facilitates team work, especially team work designed according to new, heterarchical governance rules. .

To demonstrate the broad applicability of dialectical thinking in business as a tool for listening, analysis, and self-development, the monograph throughout provides tutorial and mentoring materials in the form of discussions, examples, exercises, and practice reflections. These materials have been thoroughly tested over 20 years in the author’s international workshops in Europe, Japan, Chile, Malaysia, and the U.K.

Throughout, material is presented in a form conducive to promoting critical thinking, self-reflection, ‘out-of-the-box’ thinking, innovation, self-development, improved project management, strategy design (including app design), and organizational restructuring.

It is the main purpose of the book to assist organizations in updating their notion of human resources to a point where human and artificial intelligence can dynamically cooperate such that individual contributors receive workplace support in their developmental journey over the lifespan (often referred to by speaking of *deliberately developmental organizations*).