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Schematisation in the Work of G.P. Shchedrovitsky

07.12.2021

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INTRODUCTION

- concepts discussed so far: Business Process Modelling means inter-business verbalisation and abstraction of real business experiences
- large excess of theory building that is irrelevant in practice
- lack of a „theory of theory building“

→ Are there guidelines for the creation of methods and projects?

G.P. SHCHEDROVITSKY

- born in Moscow in 1929
- graduated in 1949 at Philosophy Faculty at the Moscow State University
- school teacher from 1951 to 1958
- first scientific article in 1957
- developed seminars that attracted scientists from different disciplines
- joined the Moscow Methodological Circle and took the leadership in 1954
- developed the activity theory

MOSCOW METHODOLOGICAL CIRCLE

Methodology:

“Methodology describes the theory of methods from a single discipline and the general theory of scientific methods as part of logic and philosophy.” [2]

“The essence of [Methodology] is the creation of methods and project.” [3]

MMC approach:

- schematize systematic situations in multi-position manner
- collective problem solving

MOSCOW METHODOLOGICAL CIRCLE

Basic concepts formulated as requirements to thinking [4]:

1. holism and reflexivity in relation to the other approaches and types of thinking
2. practical orientation
3. reflectivity as practical orientation of thinking to itself
4. the "methodological turn" from thinking about systems as objects to organizing, performing and reflecting the process of systems thinking in practice

METHODOLOGICAL SCHOOL OF MANAGEMENT

[5] Khristenko, V. B., et al. Methodological School of Management, Bloomsbury Publishing Plc, 2014.

- resources for self-organization
- collection of techniques, methods, rules based on the work of Shchedrovitsky
- addresses organizers, leaders, managers

METHODOLOGICAL SCHOOL OF MANAGEMENT

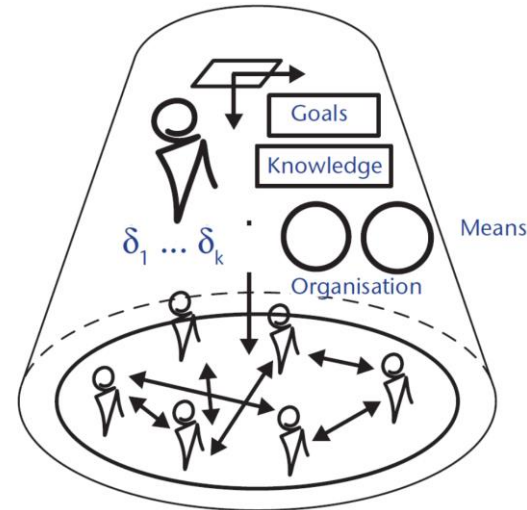
Activity theory by Shchedrovitsky [1]:

- naturalistic theory: world consists of human subjects and objects
 - now: objects are secondary constructs whose nature depends on the activity applied to them
 - activity is a system that determines how individuals behave
 - system analysis should be the analysis of a systems movement
 - system movement brings together representatives of different professions
- [3]

METHODOLOGICAL SCHOOL OF MANAGEMENT

Extensions by Khristenko [5]:

- activity of transformation: transform source material into a product by applying actions, tools or equipment
- activities can be related
- products of a leading person can organize the activity of other people



METHODOLOGICAL SCHOOL OF MANAGEMENT

- Shchedrovitsky: humans are machines that need to be programmed to perform different actions → leadership / management
- Leadership:
 - setting goals for other elements (people)
 - only leaders design development programmes
 - leaders don't do day-to-day operations
- Action plan:
 - draw work first, acquaint information later
 - overview about formal structure, group relations, personality
 - analyze real existing positions and which new techniques are needed

ORGANIZATIONAL-ACTIVITY GAMES BY SHCHEDROVITSKY

- development games aimed at handling certain problems or situations [5]

Initial Phase:

- problem that cannot be resolved with current potential
- participants from different fields of science (theoreticians and practitioners), methodologists, game technicians
- rule: if you suggest something you have to do it yourself

ORGANIZATIONAL-ACTIVITY GAMES BY SHCHEDROVITSKY

Phase 1:

- self-determination of every participants, set own goals
- objectives: professional, game and work related
- exchange of knowledge and work methods
- **result:** new perspectives, gap between resources and objectives, tension between groups

Phase 2:

- integration between methodologists and professional experts
- correct formulation of the problem
- **result:** what is needed to solve the problem

ORGANIZATIONAL-ACTIVITY GAMES BY SHCHEDROVITSKY

Phase 3:

- adoption to big situation
- balance between mind, claim and deed

ORGANIZATIONAL-ACTIVITY GAMES BY SHCHEDROVITSKY

Khristenko's experience with OAGs:

- 1988 junior manager at Chelyabinsk Tractor Plant
- participation in OAG “The development of a region within the framework of the development of a town”
- several suggestions for the development of the tractor plant as result:
 - old-school methods (12-hour shifts, extra work shifts, shouting at staff) should be abolished
 - plant should be independent and allowed to keep the ownership of the manufactured products
 - new organisation concept: production association, corporation, concern, consortium
 - move away from the idea of “production for the sake of production, meet the demands created by a marketing system

ORGANIZATIONAL-ACTIVITY GAMES BY SHCHEDROVITSKY

- more OAGs during the perestroika period:
 - “Ways of developing and raising the efficiency of the servicing of Kamaz Trucks for the national economy” (11 - 18 November 1988)
 - “Prospects and programmes for the development of automobile manufacturing in the USSR” (16 - 24 December 1989)
 - “A programme for the regional development of the city of Chelyabinsk and the Chelyabinsk Region” (26 November - 3 December 1990)

CONCLUSION

- Methodological approach and OAGs were common during the Perestroika period
- Khristenko introduced these methods in the development of Russia:
 - First Deputy Prime Minister from 1999 to 2000
 - Minister of Industry from 2004 to 2012
 - chairman of the Eurasian Economic Commission from 2012 to 2016