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> ICOR

**RESEARCH
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EMPOWERING CHANGEMAKERS FOR A BETTER SOCIETY

“LIVING IN THE TENSION - A REFLEXIVE AND PRAGMATIC APPROACH TO MANAGEMENT DECISION-MAKING”

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ABSTRACT

This paper pursues our research in decision-making theory and practice going beyond our extended open systems approach. We retain the cognitive and social dimensions of decision making as well as the dynamic unfolding of the decision-making situation. In this paper, we explicitly recognize the tension between existential and intentional consciousness that animates management decision-making situations. We present an Organizational Tension Framework, in which we explicitly link the decision-making opportunity to the intentional consciousness of decision-makers, the unfolding strategic response to their reflective consciousness, and the personal and organizational development of the decision-makers to their existential consciousness. Engaging with the intentional content of the decision illuminates the decision-maker, so that management decisions, which are in a sense ongoing commitment of resources to actions perceived as likely to lead to desirable outcomes, are at the same time personal and organizational growth opportunities. The unfolding strategy can be narrated as a recursive rational recollected recognition of the context of an evolving decision-making situation. In this paper we note that this may be done using different and complementary representation formalisms including strategy maps and contextual graphs, both of which serve as decision support tools.