On foolishness

Herminia Ibarra
The Charles Handy Professor of Organisational Behavior
London Business School
@HerminiaIbarra
www.herminiaibarra.com
“If we trust only when trust is warranted, love only when love is returned, learn only when learning is valuable, we abandon an essential feature of our humanness... the point is to be foolish without justification.”

James G. March
Two different logics

Technology of Rationality
- Primacy of ends, goals
- Value of consistency, continuity, prediction and control
- Follow the rules = be productive
- Outcome = Efficiency

Technology of Foolishness
- Primacy of means, enjoyment and discovery
- Value of surprise, serendipity, inconsistency, divergence, delay
- Suspension of usual the rules = waste time, take circuitous routes
- Outcome = Novelty, Flexibility
Banana Time