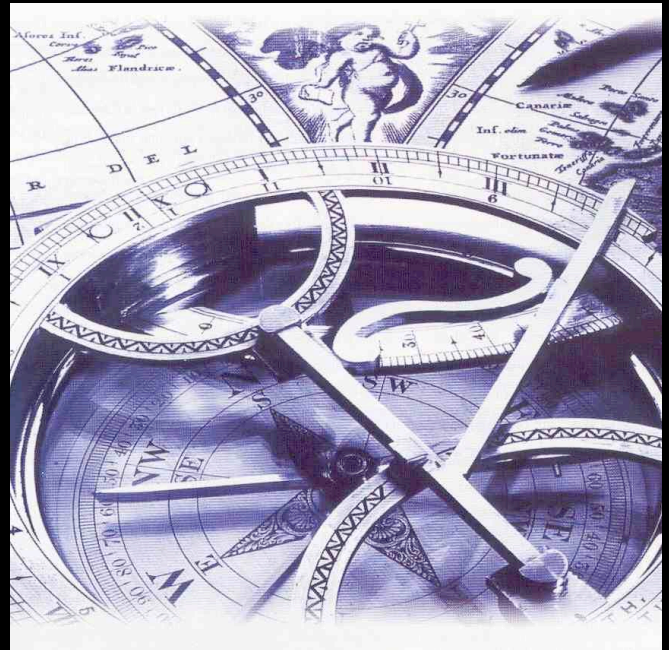


# Phronetic Leadership

“How to apply the philosophy and psychology of wisdom to make better decisions in tough times”



## Techniques to Connect with your Deepest Decision Strategies in Business and in Life

- ◆ Identify what makes decisions or actions in your own life either wise or foolish
- ◆ Appreciate the definition of *dilemma* in logic and decision making
- ◆ Understand wisdom as a *three-dimensional personality framework*
- ◆ Practice moral decision making
- ◆ Discover the 6 abilities of *phronetic leadership*
- ◆ Evaluate your scores on the LBS (Life Beliefs Survey)
- ◆ Practice applying the *Berlin Wisdom Paradigm*
- ◆ Recognize which values drive you with reference to your profile on the MVPI© (Motives, Values, and Preferences Inventory)
- ◆ Understand the *Balance Theory of Wisdom*
- ◆ Apply the *Wisdom Compass* for transforming dilemmas in business and life
- ◆ Practice *intentional wisdom* in discerning, deciding, and acting for the *common good*

## What is *Phronetic Leadership*?

*Phronesis* is the Aristotelian virtue of making decisions and taking actions that serve the common good. This is usually translated as “practical wisdom” and differs from *sophia* which is the virtue of thinking well about the way things are (also translated as “wisdom” but often equated with science).

Phronetic leadership is the capability to make the “right decision” in any given situation in order to enhance the quality of life for oneself and others. Phronetic leadership encompasses 6 abilities:

1. The ability to make a judgement on “goodness”.
2. The ability to create a shared sense of meaning from any context.
3. The ability to grasp the essence of things in any particular situation.
4. The ability to reconstruct particulars into universals.
5. The ability to use any available means well to realize concepts for common goodness.
6. The ability to foster *phronesis* in others in order to create a more resilient organisation.



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### Peter Webb

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Master Coach, Leadership Psychologist, Consultant and Author, Principal of Sydney-based consultancy **ITC** Pty Ltd., specializing in wisdom in leadership effectiveness in the Asia-Pacific Region. He is also an Associate Program Director at the Mt Eliza Executive Education Centre - part of Melbourne Business School, and an invited lecturer in Coaching in Organisations at the University of Sydney Coaching Psychology Unit.

More about Peter Webb at: [www.intentionalwisdom.com](http://www.intentionalwisdom.com)

*“Peter Webb brings us a stellar review of the wisdom literature and how he is applying this work in his coaching practice. He shares his passionate belief in the urgent need for wiser leaders to address the challenging issues of our time and offers two models coaches can use to bring forth greater wisdom in their clients”*

D.B. Drake, D. Brennan, and K. Gørtz (Eds.) (2008), *The Philosophy and Practice of Coaching: Insights and Issues for a New Era* (pp. xxi-xxii), San Francisco, CA: Jossey-Bass.

### Description

The PhL (Phronetic Leadership) program is a one-day experiential workshop designed to enhance decision making skill when confronted with *dilemmas* in business and in life.

Before the workshop participants complete the **MVPI**® (Motives, Values, and Preferences Inventory) [http://www.intentional.com.au/docs/1\\_page\\_mvpi.pdf](http://www.intentional.com.au/docs/1_page_mvpi.pdf), and the **LBS** (Life Beliefs Survey).

Individual reports are handed out on the day and referred to during the workshop.

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### Why Wisdom?

Wisdom is an ancient topic. Yet the study of wisdom in psychology is quite recent.

Wisdom is defined as “a high level system of knowledge and frameworks that helps individuals make difficult decisions about the meaning and conduct of life”.

Wisdom may be considered: (1) a system of expert knowledge, (2) a property of a person, (3) an interaction between person, task, and situation.

Wise leadership involves synthesizing intelligence (both academic and practical), creativity (skills and attitudes), and wisdom (balancing interests and responses, moderated by values, in pursuit of a common good) to achieve wise outcomes for all possible stakeholders.

Wise decision making is a pathway along which the leader takes into account: *Self-awareness* (the individual executive); *Family awareness* (the person’s nuclear and families of origin); *Group awareness* (the group with whom he or she works most closely); *Organisation awareness* (the organisation that the executive leads); *Situational awareness* (the complex situation that the leader faces at any point in time), and; *Moral and ethical awareness* (the moral and value lenses that often unconsciously influence the behaviour of the leader).

Wise leadership emerges as a result of *discernment* (a combination of rational and intuitive perception), *decision making* (time frame, perspective, planning), and *action* (implementation) linked dynamically and interactively with each other through *experience*, *feedback*, and *evaluation*.

Applying wisdom in leadership is about making the leader’s implicit *wisdom resources* more explicit in the form of a personal “compass” which may be harnessed to make deliberately wise decisions in the service of a common good.

Peter Webb, *Coaching for Wisdom: Enabling Wise Decisions* (2008)