

# **Instead of Managerialism: From What Goes on Inside Our Heads to What Our Heads (and Bodies) Go on Inside of – the World between Us**

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## Review Essay

### **Theodore Taptiklis: Unmanaging: Opening up the Organization to its own Unspoken Knowledge**

Palgrave Macmillan, Basingstoke, UK, and New York, USA, 2008, pp. 237, € 31.99, Paperback ISBN: 978-0-230-57352-9

Theodore Taptiklis is a former McKinsey & Company consultant who, over the course of a 40 year career in business and organizations, undertook a wide variety of roles, including board member, senior executive, strategist and change manager, business development manager, and worked also in a variety of line-management positions as both an employee and as a professional advisor. He characterizes his professional life during that time as a progression from, not only a position of arrogant certainty to one of increasing ignorance, but also as one from realizing the all-consuming pervasiveness and insidiousness of traditional management doctrine (*managerialism*) to the possibility of more authentic and liberating ways of experiencing organizational life. The starting point for this process of ‘unmanaging’ ourselves, he suggests, is what we can *notice* each moment in our experience of the activities occurring between us in our everyday lives – a move from understanding our own practices as outside observers of them to engaged participants within them.

**Key words:** managerialism, utterances, responsiveness, systems thinking, life events