



Critical Reflection

The value of conversation in management

Caroline Ramsey:

Finally, research that I have done over the last few years, and this includes the work I did with Mike, has led me to focus much more closely on the social nature of managerial action. I'm interested in the way that conversations, rather than individual intentions, seem to create so much of our action. For me, a critical reflexivity involves being aware of how my actions are constrained or encouraged by what is going on around me. So critical reflexivity here, would involve students asking questions about whether the ideas they've met through their MBA studies fit the social constraints that they work within day by day.

It's worth noting that the three perspectives are not totally dissimilar, there is much that is common to each of them, but they do have slightly different emphases. Use each of them to help you notice

- Where issues of power affect how you can think or act and so, perhaps, encourage you in your academic work to challenge the appropriateness of some structures and practices.
- Where new ideas might challenge your own assumptions and give you an opportunity to consider new ways of working, and finally
- Take time to notice how the new ideas that you have learned about might be tailored to work within the moment by moment relations that make up your own managerial or executive life.

All the best, I do hope these musings of mine have been helpful.