

Research Series on Responsible Enterprise Ecosystems

Series Editors: Samuel O. Idowu · Nadia E. Nedzel

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People and Organizations

Humanistic Management



Springer

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This book series focuses on sustainability, governance, and diversity in SMEs, small businesses, and startups. The series aims to unlock the potential of sustainability, governance, and diversity within SMEs, fostering a new era of responsible and inclusive entrepreneurship.

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With each volume maintaining a coherent pedagogy and content style, the series is a must-have resource for educators, managers, entrepreneurs, and scholars alike.

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The Reasons

The motivations for this contribution are to be found within the narrative plot of the writer, the reader, and the scientific community of those who welcome the reflections to build new thinking, a new study perspective, analysis, and development of crucial skills. The opportunity arises from the design of the Master's programme Leadership and Humanistic Management, which was designed and delivered in agreement with educational stakeholders. A notable contribution to the Research Centre of the Rome Business School, which by institution and talent attributes a specific role to the production of research and methodologies. Therefore, grasping the final objectives, we imagined an audience of students to whom we could present the evolution of organisational models, visions of practices, and tools to help them read contemporary organisations critically.

The need to find business models attentive to social, moral, and ecological sustainability is a big trend. From the vantage point proposed here, however, it is not a matter of making piecemeal corrections but of completely changing the paradigm of prevailing economic theories and practices in favour of genuinely 'humanistic' management. This call for humanistic management serves as the introduction to this paper. The growing literature on humanistic management suggests the need to review the concept's origin and the different meanings scholars attach to it. Despite their apparent differences, we have found that most of these interpretations are generally not incompatible but complementary. They have in common the defence of people-oriented management and the pursuit of profits for higher human ends.

Despite their apparent differences, we have found that most of these interpretations are generally not incompatible but complementary. They have in common the defence of people-oriented management and the pursuit of profits for higher human ends. This contrasts with other types of management that are essentially profit-oriented, in which people are seen as mere resources for this goal. Based on the origin of the word 'humanism' and the concept of humanitas from which the former derives, management can be defined as humanistic when its perspective emphasises everyday human needs and is oriented towards developing human virtue, in all its forms, to its fullest extent.

The first chapter focuses on the importance of human values and virtues in management. It describes how the contemporary economic system, which only marginally considers these aspects, is the cause of many of the social and ecological crises that humanity is currently experiencing. The history of the concept of humanistic management is explored, highlighting its evolution over time and the multiple interpretations attributed to it by scholars. Some of these interpretations focus on the ethical dimension of management, considered fundamental to creating a sustainable and socially responsible economic system. Humanistic management contrasts with other types of management, which are primarily profit-oriented and see people. It is a mere resource to be exploited to achieve this goal.

In contrast, humanistic management has as its primary goal the satisfaction of everyday human needs and the development of human virtue in all its forms. Seven propositions characterise authentic humanistic management: wholeness, global knowledge, human dignity, development, common good, transcendence, and management sustainability. These propositions contribute to an economic system based on human values, which respects the environment and promotes social well-being.

In conclusion, the first chapter highlights the importance of humanistic management for creating a sustainable and socially responsible economic system. The author invites readers to carefully consider the ethical implications of their managerial choices and develop a business vision that considers human values and virtue.

In the second chapter, different approaches to humanistic management are explored. A comprehensive understanding of humanistic management requires a thorough knowledge of human beings and their societal role. The chapter discusses the importance of studying organisational culture and its impact on individuals. It is argued that organisational culture plays a significant role in shaping the behaviour and attitudes of individuals towards work. Therefore, managers need to understand how the organisation's culture affects their employees and how it can be modified to promote a more humanistic approach to management. Thus, four characteristics of a humanistic ethical approach to management are presented: the view of the individual and human work, the role of the individual in society and its interaction with nature, the role of the organisation in society, and the purpose of the organisation. A humanistic approach to management should prioritise people over profits and aim to create a sustainable and socially responsible organisation. The chapter concludes with practical suggestions for implementing a humanistic approach. The author suggests that managers should create a work environment that promotes employee well-being and personal growth. She also recommends that organisations should prioritise social and environmental responsibility and should strive to create a positive impact on society. Overall, the second chapter provides a comprehensive overview of different approaches to humanistic management. The author argues that a humanistic approach to management is essential to create sustainable and socially responsible organisations that prioritise people over profits. The chapter provides practical suggestions for implementing a humanistic approach to management and emphasises the importance of organisational culture in shaping the behaviour and attitudes of individuals towards work.

In the third chapter, four characteristics of humanistic ethics for business management are analysed: the view of the individual and human work, the role of the

individual in society and in interaction with nature, the enterprise, and the purpose of the enterprise in society.

With regard to the first characteristic, the view of the individual and human work, it is argued that the humanistic approach must consider the human being in his or her entirety, that work must be understood as an integral part of the individual's life and not as a mere remunerative activity.

Furthermore, humanism must promote the individual's creativity and self-realisation through work so that they can develop their full potential.

Regarding the second characteristic, the role of the individual in society and in interaction with nature, the importance of a holistic view of human beings and their relationship with the world around them is emphasised. This means that humanism must promote an ethic of environmental and social responsibility so that businesses do not only act for profit but also in a sustainable manner that respects the environment and the communities in which they operate. Regarding the third characteristic, the company and its purpose in society, the author argues that humanism must promote an approach to business management based on creating shared value for all stakeholders, not just shareholders. This means that the company must be seen as a social actor, capable of producing economic, social, and environmental value, not just a profit-making entity. Finally, the importance of an organisational culture that promotes the ethics of humanism and creates a working environment that fosters the development of human virtues is emphasised. This means the company must promote unity, mutual trust, collaboration, and solidarity among its members to develop an organisational culture based on responsibility and sharing humanistic values.

The fourth chapter focuses on dialogue and participation in humanistic management. It is recognised that the humanistic approach must involve all organisation members in an ongoing conversation about the vision and goals of the company and the values and practices it should adopt. It emphasises the importance of open and transparent communication between members of the organisation so that everyone can express their ideas and concerns and feel part of the decision-making process.

Furthermore, the chapter addresses the issue of employee participation in the management of the company. It is argued that employees must actively define the company's objectives, plan activities, and evaluate results. This requires greater employee autonomy and responsibility and greater trust and respect on the part of managers. The text presents several examples of companies successfully adopting an employee participation approach, such as the Mondragon group in Spain and Semco in Brazil. These companies have demonstrated that employee participation can lead to higher motivation and productivity and greater employee satisfaction and loyalty to the company. However, it recognises that employee participation also presents some challenges. In particular, it can be difficult for managers to give up some of their decision-making power and grant more autonomy to employees.

Furthermore, employees may struggle to take on more responsibility and effectively manage their time and resources.

Finally, the text concludes by emphasising the importance of dialogue and participation in humanistic management. It is argued that these elements are essential to create a healthy and productive work environment where all organisation members feel involved and responsible.

Dialogue and participation are key to creating a sustainable and socially responsible organisation.

The fifth chapter summarises the Rome Business School in determining and focusing on finding the best teaching practices. In this chapter, the authors delve into various aspects related to the curriculum and design of the Master's programmes offered by RBS. They highlight the importance of incorporating soft skills for lean management, as well as the teaching of non-cognitive skills in business schools. Additionally, the introduction of humanistic management into the curriculum is explored, specifically focusing on how Rome Business School has integrated this approach. Rome Business School's commitment to humanistic management is reflected in its curriculum, which aims to develop technical competencies and ethical and social skills among its students. By emphasising the importance of values and empathy in business education, RBS seeks to prepare future leaders who are capable professionals and responsible and compassionate individuals.

In conclusion, the chapter underscores the significance of a holistic approach to business education that goes beyond technical knowledge. By integrating humanistic principles into the curriculum, Rome Business School aims to nurture well-rounded professionals who can navigate the complexities of the modern business world with integrity and empathy.

In conclusion, the chapters on dialogue, participation, and mindfulness in humanistic management underscore the importance of fostering open communication, collaboration, and self-awareness in organisations. By promoting dialogue and participation, leaders can empower employees, build trust, and create a shared decision-making and responsibility culture. Individuals can develop emotional intelligence, empathy, and cultured resilience by cultivating mindfulness, leading to more effective leadership, teamwork, and well-being. These chapters offer practical insights and strategies for implementing humanistic principles in management practices and creating a more humane, sustainable, and ethical business environment.

In a world increasingly defined by technological advancements and digital transformations, the principles of humanistic management offer a valuable compass to navigate the complexities of the modern business landscape. By prioritising human dignity, holistic development, and ethical leadership, organisations can cultivate a culture of empathy, collaboration, and sustainability that benefits both individuals and society at large.

In addition, with the use of existing chat boxes in mind, we wanted to experiment with the use of the AI LOGARITM system to represent the summaries for each chapter through inclusive tools such as mental maps.

The Assessment section is accessed via QR code, which provides an individualised simulation of the learning assessment for each chapter—returning a simultaneous quantitative response.

As we conclude this exploration of humanistic management in the age of AI, we invite readers to reflect on the profound implications of embracing human-centred values in their organisational practices. By embracing dialogue, participation, mindfulness, and ethical decision-making, we can pave the way for a more compassionate, resilient, and prosperous future.

I would like to thank Antonio Ragusa, author of Chap. 5, for his unwavering belief in this cultural project. His dedication to exploring the intersection of humanistic management and mindfulness has been instrumental in shaping the narrative of this book. I am genuinely grateful for his insightful contributions and collaborative spirit.

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Furthermore, I thank Rome Tre University for providing a platform for academic exploration and intellectual growth. The support and guidance of the university have been crucial in fostering a community of scholars and practitioners dedicated to advancing the principles of humanistic management.

I am grateful for the opportunity to engage with colleagues at Rome Tre University, whose diverse perspectives and collaborative efforts have enriched the discourse on ethical leadership and organisational transformation.

I would also like to acknowledge the contributions of colleagues worldwide who have shared their international case studies and insights, enriching the global perspective on humanistic management. Their participation has broadened the scope of this book and highlighted the universal relevance of human values in organisational practices.

To the companies that have participated in and facilitated opportunities for collaboration, I offer my sincere thanks for their commitment to ethical business practices and sustainability. Their engagement and partnership have exemplified the potential for organisations to create positive social impact and drive meaningful change in the business landscape.

Above all, I extend my gratitude to the students I have had the privilege of meeting and those I have yet to encounter. Your enthusiasm, curiosity, and dedication to learning inspire me to continue exploring the transformative potential of humanistic management. Through your engagement and commitment to ethical leadership, we can collectively shape a more sustainable, humane, and inclusive future. In closing, we encourage readers to immerse themselves in this book's transformative insights and practical strategies, inviting them to embark on a journey of discovery, reflection, and growth. Together, let us continue to champion the principles of humanistic management and embrace a vision of business that prioritises the well-being of individuals and the planet. Thank you for your unwavering support and dedication to this shared journey towards a more compassionate and ethically conscious world.

Valeria Caggiano

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