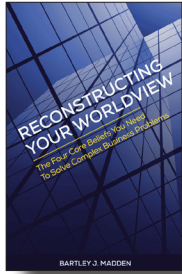


Reconstructing Your Worldview: *The Four Core Beliefs You Need to Solve Complex Business Problems*



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www.learningwhatworks.com
978-0-9885969-2-4 (paperback)
978-0-9885969-3-1 (hardcover)
ASIN: B00P3IHQ4C (e-book)

By Bartley J. Madden

PRAISE FOR RECONSTRUCTING YOUR WORLDVIEW

This fine book is a down-to-earth primer on what every businessperson in a dynamic economy needs to know about modern knowledge in economics, psychology, and philosophy.

—Edmund Phelps
Columbia University
Nobel Laureate in Economics

The power of this short and incisive book is its bringing together some of the key insights from neuroscience, psychology, systems thinking, and culture studies. Madden shows us how our brain, our perceptions, our prior experience, and especially our language predispose us to certain ways of thinking and acting that are not always ‘realistic’ or in our own best interest. With powerful organizational examples the book shows us how we can gain insight into how we function and how to improve on existing processes.

—Edgar H. Schein
Professor emeritus
Society of Sloan Fellows
MIT

The cognitive and affective suppositions that people rely upon to define ‘reality’ and to manage their lives is what we call a worldview. At least since Benjamin Whorf, behavioral researchers accept that worldview, language and culture are intimately linked. Much has been learned recently as is reflected in Bart Madden’s excellent new book that applies the insights of brain science, linguistics and psychology to business management. Madden’s book provides a cognitive roadmap to achieve triumphant strategic thinking and wealth creation.

—Werner De Bondt
Driehaus Professor of Behavioral Finance
DePaul University

What Bart Madden writes is always usefully informative and very readable, and all the more so in this book. However, even more impactful is that what he writes here provokes my own thinking. What I discover for myself out of what Bart writes makes a profound difference in my own performance beyond being merely informed, and makes a difference in my quality of life as well. I can be unreserved in recommending this book.

—Werner Erhard

I remember the first time I accessed Google Earth on my computer. Having always been interested in maps, atlases and geography, I was thrilled by the ability to look down on any part of the planet and zoom in from the broad expanse of mountain ranges, deserts and oceans to the finer details of streams, neighborhoods, city streets and individual

houses. Doing so, I gained an entirely new perspective of where I lived and its relationship to the rest of the planet.

Madden's book provided me with a similar intellectual experience. Each one of us is used to seeing our world from the confines of our homes, communities and work places, a view that is largely determined today by what we have experienced in the past. We are accustomed to using certain words and phrases to describe the parts of our world, words that make assumptions about the characteristics of these parts and how they are interconnected. When something goes wrong, we often attempt to isolate the problem and come up with a quick fix without always being aware of the possible unintended consequences of our solution. And when we encounter a family member, friend or associate whose behavior is puzzling or disconcerting, we try to figure out what is making this person act the way he is.

Madden's 'Google Earth' perspective provided by his four core beliefs provides a fresh look at one's world and the assumptions one makes living in it. And this perspective includes both high-altitude perspectives of the general principles of his four core beliefs as well as zoomed-in looks at specific illustrating cases involving Wal-Mart, the smallpox vaccine, the spread of cholera, financial trading and the approval process for drugs.

We often hear today of the need to think 'outside the box' as our rapidly changing world makes current practices obsolete and poses new problems requiring innovative solutions.

Madden's book is a four-pronged tool for getting outside the box to better see what is inside and for constructing new boxes that provide better ways of meeting our objectives.

—Gary Cziko
Professor emeritus
College of Education
University of Illinois at Urbana-Champaign

Bart Madden has presented a way of thinking and real world examples that provide great insight for business leaders and business schools. The way we can become more successful as individuals, organizations and societies is to change the way we think in a positive and powerful way. The purpose of reconstructing our worldview according to Madden is about 'getting smarter' in the way we see, think and solve the complex problems in our rapidly changing business environment. This book provides a clear roadmap on how we can get smarter about the way we think about strategy and the way strategy is designed and executed. The four core beliefs presented in the book should be taught at our business schools to better enable our students to solve the complex problems confronting them now and in the future. I highly recommend this book.

—Mark L. Frigo
Ledger & Quill Alumni Foundation
Distinguished Professor of Strategy & Leadership
Director, Center for Strategy,
Execution and Valuation
Kellstadt Graduate School of Business
DePaul University

Madden provides a cognitive scaffold for a restructured worldview that will be eye-opening and valuable for all interested in improving their investments and ability to think.

—Victor Niederhoffer
Author of *The Education of a Speculator*

Bartley J. Madden's book *Reconstructing Your Worldview* is a little gem. In just a few short pages, Madden lays out four core beliefs that undergird his presentation. Madden's exposition of these four core beliefs is clear and engaging. He illustrates his points with a number of real-world examples. Madden shows the importance of worldviews by contrasting Kmart's and Walmart's business plans. A discussion of Edward Jenner's route to the development of the smallpox vaccine illustrates the role of language in both Jenner's work and that of his critics. Madden gives a number of illustrations of 'lean thinking' to show the necessity for systems thinking. Finally, he introduces the reader to perceptual control theory (PCT), a revolutionary new approach to human behavior. PCT constitutes a devastating critique of stimulus-response, linear causation dogmas in mainstream psychology. PCT provides an empirical and testable model for determining what people are actually doing and shows why most conceptions of incentives in the management literature are hopelessly inadequate. Madden brings all of these insights together in his detailed exposition of the case study 'Free To Choose Medicine.' This critique of the FDA's hidebound, costly, and sometimes deadly approach to approving new drugs is devastating.

Madden's alternative suggestions give promise of providing better drugs, sooner, at lower cost—what the Food and Drug Administration ought to be about instead of protecting its image with lengthy, costly, and often inadequate statistical tests.

Read this book. It has the potential to change your worldview.

—Hugh G. Petrie
Professor emeritus and former dean
Graduate School of Education
State University of New York at Buffalo

Bart Madden's book is well researched, well written, and highly likely to be useful to the business audience for which it is written. My own field of research is perceptual control theory, one of the four core beliefs around which Madden has structured his book. I am impressed by how clearly and accurately he explains the ideas behind perceptual control theory, and I recommend this book as an excellent introduction to the ways that incorporating this powerful theory into one's worldview can benefit the businessperson.

—Kent McClelland
Professor of Sociology
Grinnell College