

Riding the Whirlwind: Managing Turbulence

Peter Benton and Bruce Lloyd

Bruce Lloyd in discussion with Peter Benton, Director General of the British Institute of Management 1985-1991 and author of Riding the Whirlwind, (Paul Blackwell (1990), 206 pp., £16.95).

Managing Turbulence

BL: Can we start with a summary of the central message of your recent book *Riding the Whirlwind*?

PB: You can see from the subtitle *Managing Turbulence* that this is the subject of the book. How can people manage turbulence successfully; manage the forces that are present in turbulence so that organisations can benefit, rather than get swept away by these apparently unpredictable events? The main title *Riding the Whirlwind* was taken from Addison's poems in praise of Marlborough, written about the battle of Blenheim: 'Calm and serene he drives the furious Main, . . . Rides in the whirlwind, and directs the storm.' The image is of Marlborough, the leader, a calm and serene mind, dispassionately reading the energy, the forces of the battle, shaping those forces towards victory. The theme right through the book is then first that we, in industry, commerce, and indeed in much of our society, are moving from the planned economy 1940s era in which fierce forces cause turbulence. And secondly that the individual can draw immense benefit from the energy unleashed in this process, but only if he or she reads the battle, shaping the forces, instead of opposing or ignoring them.

BL: One of the paradoxes that struck me from reading the book was that the whirlwind and turbulence was such a natural part of life and history, that the key thing was to recognise that it was the natural state of the life in the world as we know it. And the ability of the individual to be comfortable in living with themselves in that natural state is one of the important lessons to be learned from history. The question is how do people learn to do it, or learn to do it better.

PB: You are quite right. Turbulence is a natural state, but there have been quite extended periods of history where turbulence has been very strictly constrained by the structure of society. There are benefits in a historical perspective. If we go back to the Middle Ages we see a period of several hundred years when the structure of society constrained turbulence, initially by deliberate choice, and then by codification of the systems. It is quite understandable. After the Roman Empire broke up, life was hell almost everywhere. There were ferocious barbaric raids in areas that had been peaceful, fertile and civilised, and so any warlord who could provide some local protection soon gathered followers. That warlord system developed into the feudal structure, all growing out of the perfectly natural human desire to minimise destructive and barbaric turbulence. And then 500 years ago the Renaissance was an extraordinarily instructive period. After hundreds of years of unnatural restrictions, there was turbulent and very exciting development in art and other aspects of society.

Since the beginning of the Second World War we have seen a somewhat similar development. In the book I quote from an article by Geoffrey Crowther, a great editor of *The Economist*, that appeared in *Fortune* magazine in 1941:

'The public has not lost the desire of having the public sector controlled and somewhat. It has demanded a greater infusion of funds into a system that was generally very largely one of freedom. It seems as if has decided, controlled, limited, managed and used the public sector, with the result that the extraordinary opportunities for private individuals have been enormously reduced . . . it is the desire to prevent existing business, existing markets, existing employment that leads one naturally after another to try (a) "subsidy" (b) other forms of the same sort.'

That comment shows how deep is the desire, even in the most freedom-loving and capitalist sections of the world, for stability. And so we have had, for the past 50 years a managed economy—everywhere, we have had it in the U.S., we have had it in Britain, we have had it, in Europe, we have had it in Eastern

Riding The Whirlwind Benton On Managing Turbulence

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Riding The Whirlwind Benton On Managing Turbulence:

Riding the Whirlwind Peter Benton, 1990-01-01 *Strategische Frühaufklärung* Franz Liebl, 2018-12-17 Das Werk versucht neue Konzepte der Informations und Wissensverarbeitung zu nutzen um damit unerschlossene Potentiale der strategischen Frühaufklärung zu realisieren Constituting Management Gill Palmer, Stewart Clegg, 2017-11-07 No detailed description available for Constituting Management The Bass Handbook of Leadership Bernard M. Bass, Ruth Bass, 2009-12-01 For thirty three years and through three editions Bass Stogdill's Handbook of Leadership has been the indispensable bible for every serious student of leadership Since the third edition came out in 1990 the field of leadership has expanded by an order of magnitude This completely revised and updated fourth edition reflects the growth and changes in the study of leadership over the past seventeen years with new chapters on transformational leadership ethics presidential leadership and executive leadership Throughout the Handbook the contributions from cognitive social psychology and the social political communications and administrative sciences have been expanded As in the third edition Bernard Bass begins with a consideration of the definitions and concepts used and a brief review of some of the betterknown theories Professor Bass then focuses on the personal traits tendencies attributes and values of leaders and the knowledge intellectual competence and technical skills required for leadership Next he looks at leaders socioemotional talents and interpersonal competencies and the differences in these characteristics in leaders who are imbued with ideologies especially authoritarianism Machiavellianism and self aggrandizement A fuller examination of the values needs and satisfactions of leaders follows and singled out for special attention are competitiveness and the preferences for taking risks In his chapters on personal characteristics Bass examines the esteem that others generally accord to leaders as a consequence of the leaders personalities The many theoretical and research developments about charisma over the past thirty years are crucial and are explored here in depth Bass has continued to develop his theory of transformational leadership the paradigm of the last twenty years and he details how it makes possible the inclusion of a much wider range of phenomena than when theory and modeling are limited to reinforcement strategies He also details the new incarnations of transformational leadership since the last edition Bass has greatly expanded his consideration of women and racial minorities both of whom are increasingly taking on leadership roles A glossary is included to assist specialists in a particular academic discipline who may be unfamiliar with terms used in other fields Business professors and students executives in every industry and politicians at all levels have relied for years on the time honored guidance and insight afforded by the Handbook **Catastrophes and Conflicts** Klaus Gottstein, 2018-12-17 First published in 1999 this book describes what the International community of scientific institutions could do to reverse this trend by pooling its know how and resources in International and interdisciplinary working groups and standing committees by preparing options for action and by standing the possibilities for overcoming the political and economic obstacles to the implementation of expert advice The reasons are given why

neighboring groups of people sooner or later start fighting each other unless certain conditions are fulfilled These conditions are enumerated Historical examples are presented Since lack of mutual trust often based on inherited enemy images is at the roots of many conflicts is shown how trust among former opponents can be created by working on joint projects particularly when both sides are threatened by the same danger In previous history this danger was often a common enemy Today we must learn that all of mankind is threatened by environmental and other global problems which can only be mastered by joint efforts forgetting the enmities of earlier generations Furthermore it is explained that many catastrophes could be avoided if risks were properly assessed and taken seriously and necessary precautions not avoided for financial reasons just hoping for the best

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