

## **Co-Mentoring, a Key to Deep Organizational Learning?**

*Charles Savage (Management Research), Knowledge Era Enterprises (Germany)*

As we know, corporations were never really designed as learning organizations. They are, in essence, “structured distrust” where people are more often devalued. The architect of this model, Adam Smith, profoundly regretted his creation and said so in his *The Wealth of Nations* (unfortunately most have not noticed). Moreover, a “corporation” is a competitive “association” by definition, and yet people long for a collaborative “community” where they feel challenged, valued and listened to. Through Co-Mentoring, we may be able to bring back the art of “deep hearing,” “powerful questions,” curiosity, courage and the ability to work together at the “tacit” level and across the artificial divisions of our companies. To get there, will it be possible for us to break out of Bernard Mandeville’s assumptions in his “Fable of the Bees?” And might we co-create our next economy (for the next quarter of a billion years), not based on hydrocarbons (they will soon be gone), but on the “energy within?”

I’ve also been teaching MBA Leadership classes (Soft Skills and Leadership Qualities) for several years at the FOM (Fachhochschule für Ökonomie und Management) here in Munich. This fall I’ll also be teaching in an Executive MBA program in Lund and an MBA program in Bangalore.