

# In Doubt We Trust...?

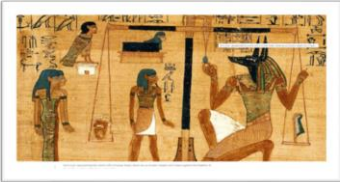


Using **Grounded Theory** methodology and **Garbage can Model** framework, how can Agents and Organisations learn & nurture good Doubt practices?

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## Doubt is...

The outcome



Ani's soul, represented by a bird with a human head, observes as Anubis weighs Ani's heart against the feather of Maat, the goddess of balance and justice. PHOTOGRAPH BY BRITISH MUSEUM, SCALA, FLORENCE

Image Source: National Geographic

The process



Papyrus of Ani: some of the 42 Judges of Maat are visible, seated and in small size. British Museum, London.

Image Source: wikipedia

In Decision-Making the outcome is often confused with the process, making doubt, albeit generative, an unconscious and unspoken practice.

Despite operating with an illusion of freedom of choice, Agents are constantly making tradeoffs between their personal beliefs and those of the Group & Organization.

In psychology, *"Doubt is the lack of confidence or uncertainty about something or someone, including the self."* (Beattie, 2022).



Source : CEO report, Embracing the Paradoxes of Leadership and the Power of Doubt, Saïd Business School and research & strategies.

"It is unwise to elaborate on the standard of proof: Ching (supra), although if an advocate has referred to beyond reasonable Doubt, the jury should be told that this means the same thing as being sure."

"What is required is a **clear instruction to the jury that they are satisfied so that they are sure** before they can convict". (Crown Court Compendium, 2023)

In Finance, specifically in Trading, the concept of Doubt is **mostly summarized to risk, or uncertainty**. When treated in the literature, it is viewed in its negative dimension only (Jouini and Napp, 2013)

**Doubt is a generative force to be harnessed, rather than a weakness to be cured.** (CEO report, 2023)

## ... under-utilised in Management practices

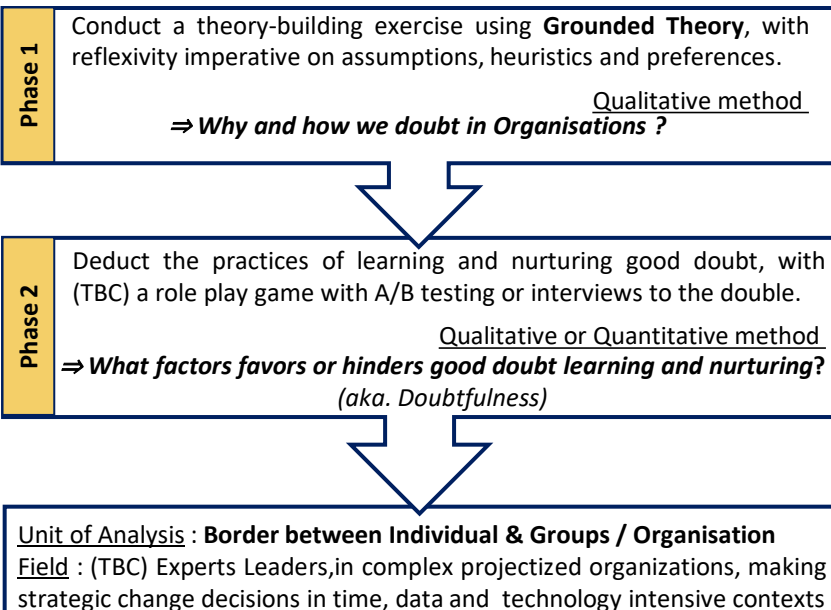
*"if you don't Doubt yourself in a constructive, positive way, you are borderline dangerous for your company"* (CEO report, 2023). Success is defined by performance whilst adherence to the norm. But **what happens when the agent's belief does not align with the group's belief?**

This is another instance where Doubt emerges. And **Doubt may lead Agents to question the organizational equilibrium formed.** *"Leadership remains disproportionately in the hands of those that fit our leadership norms – of certain men – even as the evidence builds that this is not solely or even – where leadership talent lies"* (Reindorp, 2023). Doubt avoidance, systemic or individual is a matter of organisational preservation.

Yet, Doubt is one of the essence of our humanity and our grey matter **key to innovation, creativity** and progress. *"Have we become so ingrained in our need for performance that we must forget our humanity in the process?"* (Zuboff, 1988).

**Doubt is a double-edge sword**  
(Spicer, 2021)

## Research Methodology



## Theoretical framework

James March **Garbage Can Model**, exploring **Doubt as a hidden force materialised in the model**: e.g. Organized Hierarchy, Flight or Oversight decision style selection rather Resolution, problem of persistence of choices over time.

**Benefit** : Contributes to Cognitive Decision-Making, with a potential explanation for how **Agents in Groups and Organisations negotiate, prioritise, handle complex decisions.**

## Literature cited

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**Are you satisfied so you are sure?**