Mike Thompson
Perhaps the most common critique of B-school programs is that they impart plenty of moneymaking know-how but little sense of ethics, thus producing amoral guns-for-hire.

Barrett Sheridan and Adam B. Kushner

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...by propagating ideologically inspired amoral theories, business schools have actively freed their students from any sense of moral responsibility.

“We do not train for character, we do not select for character, and we do not reward character.”

…the necessary reform and transformation of management education is most likely going to be led by business school leaders and business faculty located and working with business leaders and business managers in the emerging markets…

THE WISDOM PROJECT

Where is the wisdom we have lost in knowledge?
T. S. Eliot, ‘Choruses from the Rock’
I think the main ingredient that wisdom adds is judgment that comes from a sense of perspective. To be wise one needs to consider many perspectives. Learning from the past, considering the context of the present, understanding the possible consequence and unintended consequences of a decision or action.

Queens Counsel, UK
2. Fact-based decision-making is insufficient

Wisdom goes beyond facts and data, it takes into account emotional intelligence; the ability to project how decisions will be received and acted upon by the individual, organization or the population. Wisdom enables you not to make the technically correct decision based upon "the facts", but one that will gain acceptance, be implemented successfully and get the ultimate result you seek.

Bruce Hoechner, President, Dow Advanced Materials Asia Pacific
2. Fact-based decision-making is insufficient

...any decision making should be taken on the basis of wisdom. A combination of rational elements and softer, intangible elements of decision making. This implies that in the course of decision making elements which at first stance are not given and obvious are anticipated and taken into consideration.... Wisdom adds a deeper understanding of the issue and helps to improve the decision taking process.
3. **Wisdom requires an ability to be unselfinterested**

Going through life reflecting on your experiences and learning. Pro-actively seeking experiences and learning.

Humility: a willingness to accept that with all my experiences I do not have all the answers. Avoiding pitfalls. I don't know all the answers nor do I need to know everything.

CEO, UK Dairy Company
4. **Wisdom can be nurtured and self-encouraged – “caught” more than taught.**

What is the source of wisdom?

*In order of importance:*

1) **Being around wise people**

2) **Experiencing situations where one can learn from practice**

3) **Studying, through case examples, the wise (and unwise) decisions of other people**

**Founding Partner, Chinese PE firm**
Wisdom: a definition

Wisdom is the practice of insight by an individual based on knowledge and perception which results in unselfinterested and just judgments that are respected by others.
Recruiters are saying two things:

First: “I need someone who is more immediately relevant, because I can’t afford the training cost. And so, make sure that they’re not just conceptually capable, but they’re practically available immediately.”

Second, they’re saying, “I need a different kind of person. I need a person who is more of a leader, but humble.”

Blair Sheppard, dean of Duke University’s Fuqua School of Business, McKinsey Quarterly, January 2010