

And yet . . . and yet . . . when he writes "the purpose of relation is the relation itself - touching the You " and "as soon as we touch a You we are touched by a breath of eternal life", I feel this as a warm glow in my belly and a lifting in my chest and the same "aha" sense of recognition and delight as when I recall Blake's lines.

*He who binds to himself a joy
Doth the winged life destroy
But he who kisses the joy as it flies,
Lives in eternity's sunrise.*

This all resonates with the Zen doctrine of non-attachment, letting go; with Castaneda's learning of "not doing"; with Christ's teaching that those who lose the world will gain the world. And this feels good. So, yes, it was good that I actually read him, even though a part of me already knew where he was going. So I am back to my holy mountain story (Self & Society, Vol. El No.6 page 161). By reading Buber I have learned that I did not need to read him, but I am glad to have made his acquaintance.

Chris Nicolson

Educating Craftsmen - Entrepreneurs self, business and society

1. INTRODUCTION: COLLEGE AND COMMUNITY

For the past two years, City University Business School (CUBS) and the Clerkenwell Workshops* have been exchanging non-monetary resources. Thus several members of the Workshops have offered their business problems 'for sale', and graduate students of management have 'bought' these problems off them. In the summer of 1979, a particular student set up an experimental 'Business Advisory Service', among the Workshops, to test the water. Specifically, in exchange for the offer of information and advice to the craftsman entrepreneurs, he was to gain knowledge of their particular needs. In the light of this knowledge, he would be in a position to recommend appropriate educational activities.

In effect, Chris Nicolou got involved with some 25 craftsman entrepreneurs in and around the Clerkenwell Workshops. While offering them information and short courses, particularly in book-keeping, he developed some valuable insights into their developmental requirements. These have implications, not only for the education of craftsman entrepreneurs, but for students of business and management as a whole.

2. STUDENT AS CATALYST

The nominal 'Business Advisory Service', once established, only began to make real headway once a specific service was offered. It was around this basic service that a wide-ranging approach was adopted. The student needed to bear in mind that:

- * there is a great mistrust of outsiders, offering to solve business problems free of charge
- * individual and business privacy is considered very dear
- * and time commitments are very tight, owing to the large burden of work the small business-person has to bear.

As a result it was necessary to convince the Workshop tenants:

- * of utmost confidentiality
- * of the student's personal commitment
- * of his interest in each individual, as opposed to a 'sample' of participants
- * of his willingness to contribute as much as possible to the solution of current problems, in spite of the experimental nature of the scheme
- * of the limitations of business advice
- * that the advice offered was not intrusive
- * that he was a person of integrity.

The entrepreneurial framework, adopted in the project, was drawn from Peter Drucker's work. Drucker lays down five survival needs that apply to any business:

- (a) a human organization, capable of perpetuating itself
- (b) an ability to anticipate and adapt to environmental change
- (c) a need to produce economically viable goods or services
- (d) a need to innovate
- (e) a need to generate sufficient profits to enable growth.

As far as the craftsman - entrepreneur is concerned, the definition taken from Crafts Magazine (May-June 1979), was as follows:

"if there is any definition of a craftsman, it is that he likes to oversee the whole production process, an insistence not possible in modern industry."

Thus he is someone very much involved 'in business', alongside any 'artistic' vocation he or she might have.

3. THE SELF-BUSINESS BARRIER

Craftsmen-entrepreneurs, particularly the very recent starters, are continually struggling to come to terms with the idea that, although the person and the business are inextricably interwoven - in terms of the whole effort of survival, in financial sense the two are different. This perception was revealed in the following ways:

- i) An absence of financial records of money invested in the business.
- ii) An absence of financial records of money drawn on the business.
- iii) Craftsmen operated only with one bank account.
- iv) They often admitted that debt collection had been ignored.
- v) They were terrified by the idea of doing their books.
- vi) Craftsmen were, of necessity, highly dependent on their accountant's goodwill.
- vii) They did not recognise the possibility of appraising business performance i.e. obtaining management information from a set of completed books. They considered book-keeping a necessary chore.
- viii) They were preoccupied with the idea of fiddling, even though the fiddles proposed would be equivalent to transferring money from one pocket to another.
- ix) During the book-keeping sessions they appeared to be very receptive and exhibited a great sense of relief, even though it seemed that a few would never actually get around to doing it themselves.
- x) They asked a large number of questions of the sort: How can I appear persuasive as a business-person?

This class of attitudes we consider important enough to be termed the **Self-Business Barrier**. Our contention is that the barrier is mainly a psychological one, and not one related to the capacities of the small business person. It seems to be caused by a sense of guilt at having neglected this aspect of business so long, which compounds itself to the point of obsession. Once the thing was explained, and the advantages of doing the book-keeping spelled out, tenants seemed more relieved than enlightened.

This symptom seems to be evident in the person who has been in business for a few months. During this early stage, the overriding survival need seems to pertain to Drucker's (A), namely that in order to survive, the enterprise must to some extent also be a human organisation capable of perpetuating itself. In the start-up stage, this involves organising and disciplining the Self with respect to the transaction system: inter-personal relations must first be got right, and credibility secured from peers, suppliers and customers. The administrative aspect of the business is necessarily secondary in importance and is thus neglected for some time.

In terms of our five survival needs, what happens is that during these first few months (A) is considered predominant; at the exclusion of (B) to (E), that is, adaptivity, and profitability. Consequently, s/he perceives business reality both as a transaction system (through which he is trying to gain entry either through his personality or his great business idea) and as an administrative maze.

3.2 RATIONAL MAN

In the next evolutionary stage, the craftsman-entrepreneur is likely to be involved not so much with a psychological 'hang up', but with a real business problem.

The following questions were a manifestation of this way of being:

- i) What is Marketing about?
- ii) Should I deal with a few regular customers or with a larger number?
- iii) What is my image in the trade, and is it consistent? How does that image affect my business?
- iv) How should I go about making my designs and work compatible with what I can sell?
 - v) Can I spend time designing prototypes?
 - vi) What should my turnover be so that I can cover my expenses?
 - vii) What should my turnover be so that I can safely hire someone without running into trouble paying his wages every week?
- viii) Do I lose out if I turn away orders when I'm too busy?
- ix) What sort of orders should I go after?
 - x) How should I cost?
- xi) How is it best to present my quotations?
- xii) How can I best promote this product?

During this stage the Craftsman is consciously involved in pursuing survival objectives (B) to (D). He is concerned with general change around him, with product viability and with innovation, and all the actions necessary to manage this aspect of the business. He has already overcome the Self-Business Barrier, he is "in business". He does not yet contemplate growth or the "long run". It is perhaps at this stage that he is most rational, most businesslike, most calculating. It is now that his decisions give shape to the transactional system of which he has become part, and it is now that he begins to think of survival as a task. He is fully conscious of the risks involved in opting for particular objectives and that certain objectives are incompatible. And although now he is in a very intense situation, he seems to be most in control of the business. He has organised himself and he is already experiencing that business is a process (see Appendix). He is aware of the type of decision to be made, and of the risks involved, and of the need to be rational; even though he does not perhaps know how to best go about making those decisions.

3. THE GROWTH PHASE

In this third stage, the craftsman's business is relatively mature and he is involved with growth. He will, at this stage, feel reasonably confident of the ability of the business to survive, and he will be wanting to establish some sort of longrun general direction both for himself and the business. His predominant objectives are now (A) and (E), that is those pertaining to the "human organisation" aspect of his business and to its growth. These objectives and attitudes were reflected in the following questions:

- i) Is it best to become a limited liability company or to remain a sole trader?
- ii) How does one go about registering a co-op, and what are the likely problems?
- iii) How much money must I earn so that in three years I can afford to work less hours?
- iv) Should I register under VAT? (**not** how do you do VAT?)
- v) Is my balance sheet liquid enough?
- vi) Will the bank think my cash forecasts good enough to finance the purchase of my new machine?
- vii) How can I minimise my working capital requirements?
- viii) I would like to put up an exhibition.
- ix) Should I advertise?
- x) What is business philosophy?
- xi) Is the rate of profit I am making comparable to the average rate for the economy?
- xii) What is the state of the gold market?

The interesting feature here is that none of these considerations were felt by craftsmen to be inimical to their survival. In fact, by raising such questions and issues, the craftsman is in a sense, accentuating success. At this stage s/he is less rational, more judgemental and less aware of risks and of the implications of his/her decisions. S/he is again contemplative, this time from a position of some experience, of the Self-Business relation. S/he has already been through the gruesome stage (3.2). S/e is confident of both himself and the business and the ability of the two to work together. S/e now begins to think of ways of rewarding the Self out of the Business - whether in financial terms or in terms of non monetary satisfaction. Whereas during the first stage it could be said that the Self was "given over" to the business, in the third stage the craftsman begins to think of the long run and of his/her personal development. What is it all about?

Perceptions of Business Reality and Training/Advisory needs

STAGE	TRAINING/ADVISORY NEED	SELF-BUSINESS RELATION	PERCEPTION OF BUSINESS
1	Book-keeping/ Administration	self-business	Transactional system
2	Rational Decision taking	self-business	World of crucial decisions
3	Long run decision taking/policy	self-business	World where direction must be given

3.4 MIXED EVOLUTION

The craftsman-entrepreneur can be at more than one stage of development, at a given time. In fact certain craftsmen were surprised to find out, during the course of a single advisory session, that their views on business were so varied. Therefore, we are not intending to give the impression that the three stages are wholly sequential. They are more like aspects of a person's perceptual map which may - and in the majority did - coexist. However one perception will dominate another, at a particular period of evolution.

In the first stage/aspect, craftsmen-entrepreneurs are unhappy with their administrative/book-keeping effort because they have been busy setting up a transactional system in which they must assert themselves and get themselves accepted. Their view of business reality as a transactional system inevitably leads to the Self-Business Barrier, which is the uneven **SELF-BUSINESS** relation which we refer to in the table above.

In the second stage/aspect, the craftsman-entrepreneur is unhappy with his/her ability to make rational decisions because now his world is one where crucial day to day decisions must be made. This view of business concurs with an even **SELF-BUSINESS** relation. If we think of it, it is the very essence of rationality that dictates that decision maker and business are one. In fact, the decision maker's role as 'rational being'an' depends on being able to block out other "human" attributes. He needs to be something of an enlightened computer.

In the third and final stage/aspect, the craftsman-entrepreneur is unhappy with his long run decision making abilities, and with his ability to form policy. Now he sees business over the long term and is aware of the need for direction, where the interest of the **SELF** are given priority over those of the business. Hence the uneven **SELF-business** relation.

4. CONCLUSION

The craftsmen entrepreneur evolves, to some degree, through three distinct stages of self-business relationship. These relationships override the conventional divisions into business functions (control, marketing, operations) or resources (premises, information, personnel, finance). They imply that the imparting of business techniques, serving rational man, are secondary, rather than primary. Moreover, a course in book-keeping, which is appropriate at an early stage, is a means rather than an end in itself. It is a means toward helping the individual overcome the self-business barrier. By developing accounts, she both separates herself from the business, and also gets to know it much better.

At each stage of the self-business evolution, therefore, we as educators need to take account of the learner's subjective consciousness alongside our objective knowledge and concerns. There is a direct analogy between our findings with the craftsman and inferences we have gained from management education. Students need to overcome the self-management barrier, before they can genuinely assimilate business techniques. Subsequently, they are in a better position to develop a genuine sense of self-managing direction.

Finally, we might draw inferences for education as a whole. Whether a person is studying law, sociology, engineering or geography, the linkages between the 'self' and 'subject' need to be created and developed. Unless this is done, the individual's 'consciousness' and 'action' maps remain unintegrated. The gap between the self and society remains unbridged.

- * The Clerkenwell Workshops form a 'working community', in that 150 small enterprises share a building, reception area, canteen and facilities management, and engage extensively in trading with one another.

Appendix 5

Dear Tenant,

THE CITY UNIVERSITY has set up a Business Advisory Centre here in Clerkenwell Workshops, in Unit 114, next to the canteen, for the purpose of providing advice to Clerkenwell workshop tenants.

AT THE SAME TIME we would like to help you develop your skills in the use of business techniques. We feel that a **do it yourself** method is best, so that you take it at your own convenient pace and, moreover, in a way that suits your own particular style and business needs.

WE FEEL THAT there are considerable advantages in becoming acquainted with the use of such techniques. Perhaps you are in business for the sake of being able to develop your skills and craftsmanship. Perhaps you feel that being a business person is secondary to being a craftsman or a designer. We hope to help you to learn business techniques not as an end in itself, but as a means to becoming a more successful craftsman or designer.

THE EMPHASIS will be on the common sense of business techniques and how they relate to your work:

MARKET RESEARCH
EVALUATION PRODUCT DESIGN

BOOK-KEEPING &
PAPERWORK

FINANCE

COSTING & PRICING

MARKETING & SELLING

WE WELCOME your comments. The more we understand your needs the more we will be able to assist you.

John Rowan

IMPULSIVENESS, CONTROL, SPONTANEITY

When in the growth movement we say that we are trying to enable people to be more spontaneous, the reaction is often ; "Oh, but wouldn't people go around killing people, having sex, being selfish?" It seems to suggest self-indulgence. And this is of course something that would put a lot of people off, as a totally adequate way of life- though it might be all right at odd intervals.

But there is a mistake being made here about what "spontaneous" means. And I'd like to clarify this by going back a couple of steps. I want to suggest that there is something called "impulsiveness" which is quite different from spontaneity, and much more primitive. I then want to suggest that we resort to control to get us out of the problems which impulsiveness gives us. And finally I want to suggest that control brings in such adverse side-effects that we need spontaneity to get us out of them.

Impulsiveness

When a child sees a friend on the other side of the street and runs to meet her, ignoring the traffic, that is impulsive. When a woman eats a whole box