



# The WiseUp Cube Framework

for Practitioners

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WiseUp2Succeed - Learning Spaces for Sustainable and Responsible Decision-Making



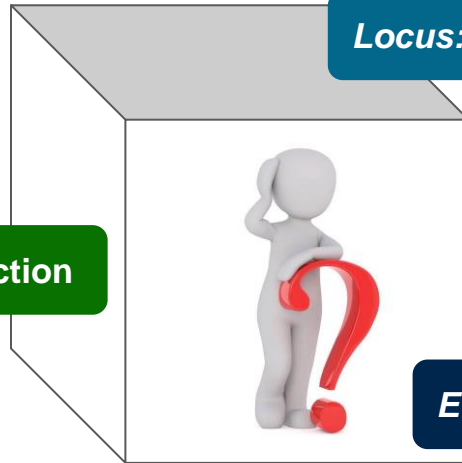
# *Practically Wise Business Successor (PWBS)*

- PWBS think ahead, **plan** strategically, and **anticipate** the consequences of their actions/decisions (McKenna et al., 2009). They craft compelling **future visions**, providing **normative guidance** and motivation for action (Antonacopoulou, 2010).
- PWBS critically **examines the past** and **reflects** on successes and failures. This approach identifies **cause-and-effect relationships** (McKenna et al., 2009).
- PWBS take a **holistic perspective**: They accept and seek to understand the social, cultural, ecological, and ethical **complexity and interdependence** of decision-making situations (Dickie, 2011). They transcend egocentrism and short-termism (Bachmann et al., 2018): They weigh and integrate divergent interests (e.g., individual vs. community) for the **common good** (Alammar & Pauleen, 2016).

# *Practically Wise Business Successor (PWBS)*

- PWBS understand the **particularities** of a given decision-making situation. They are **empathic** and understand the **underlying motivations** and **emotions** of those involved (Moberg, 2007; Bajwa et al., 2015). They understand hidden **moral values** (Jones, 2005) and make ethically sound decisions (Ames et al., 2020).
- PWBS learn from and with **peers**, in particular **ethos** and **values**. They engage in higher order learning and are able to transfer learnings to their own context (Bateson, 1987; Antonacopoulou et al., 2019a, 2019b).
- PWBS are **open in their thoughts and actions**. They are inspired by others to expand their repertoire of decision-making and problem-solving capabilities. This helps them deal with **ambiguity** in complex environments (McKenna et al., 2009).

# Learning Perspectives to Cultivate Practical Wisdom



**Time: Vision and Reflection**

*Temporal source of learning:*  
Reflection of experiences and  
(normative) imagination

**Locus: Ego and Eco Transcendence**

*Boundaries of the system considered:*  
In-depth understanding of individuals (ego)  
and their embedding in social and natural  
ecosystems (eco)

**Ethos: Peer Learning and Inspiration**

*Intradisciplinary and transdisciplinary learning:*  
Social learning from peers and role models

# WiseUp Cube Framework for Decision-Making Practice

**Approaching a decision-making situation from ...**

**... ahead:**  
Envisioning (desirable) future(s)

**... above:**  
Understanding complexity, interrelatedness, and embeddedness

**Time: Vision and Reflection**

**Ethos: Peer Learning and Inspiration**

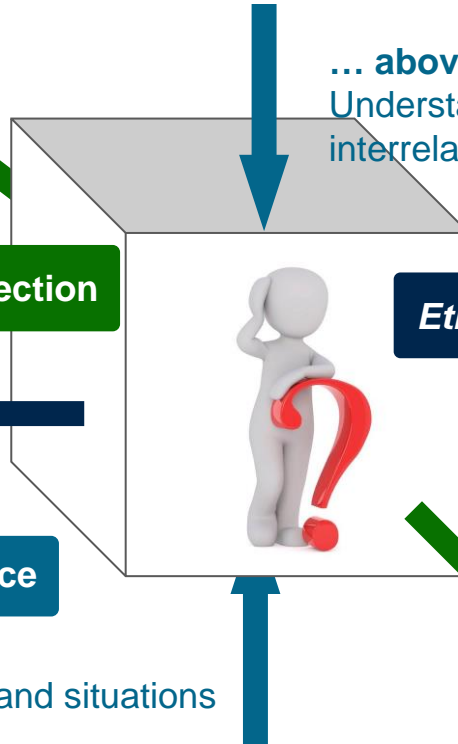
**... near:**  
Learning and being inspired by peers

**... far:**  
Learning and being inspired by others

**Locus: Ego and Eco Transcendence**

**... below:**  
Grasping the essence of people and situations

**... backwards:**  
Critically learning from the past



# Viewing Backwards

*Time: Vision and Reflection*

This perspective involves learning from past experiences and reflecting on their implications.

- *What similar situations have you encountered in the past, and what were the outcomes?*
- *What lessons can you draw from your company's history and past decisions?*
- *How can you apply the insights gained from previous successes or failures to the current scenario?*
- *What would you do differently if faced with a similar situation in the future?*

# Viewing Ahead

*Time: Vision and Reflection*

This learning perspective focuses on anticipating the future impact of your decisions.

- *What are the long-term consequences of your decision?*
- *How does your decision align with your company's vision and values?*
- *What trends or changes in the industry might affect the outcome of your decision?*
- *How can you plan for potential challenges or opportunities that may arise?*

# Viewing from Above

*Locus: Ego and Eco Transcendence*

This perspective encourages you to consider the bigger picture and the broader context of your decision.

- *How does your decision fit into the larger industry or market landscape?*
- *What are the potential impacts of your decision on different stakeholders (e.g., employees, customers, community)?*
- *How does your decision align with ethical and social responsibility considerations?*
- *What are the environmental implications of your decision, and how can you mitigate any negative impact*



# Viewing from Below

*Locus: Ego and Eco Transcendence*

This perspective focuses on understanding the ground-level realities and the human aspects of your decision.

- *How will your decision affect the day-to-day experiences of your employees or customers?*
- *What are the emotional and psychological impacts of your decision on those directly involved?*
- *How can you communicate your decision effectively and address any concerns or fears?*
- *What support or resources might be needed to help those affected by your decision adapt and thrive?*

# Viewing Near

*Ethos: Peer Learning and Inspiration*

This perspective involves learning from the experiences and insights of those close to you or within your industry.

- *What can you learn from the successes and challenges faced by your peers or competitors?*
- *How can you seek mentorship or advice from experienced professionals in your field?*
- *What best practices or innovative approaches have others in your industry adopted, and how can you apply them to your situation?*
- *How can you collaborate with others to gain fresh perspectives and ideas?*

# Viewing Far

*Ethos: Peer Learning and Inspiration*

This perspective encourages you to think outside the box and draw inspiration from diverse sources.

- *What can you learn from industries or fields that are different from your own?*
- *How can you apply creative thinking or innovative approaches from other domains to your decision-making process?*
- *What unconventional or disruptive ideas might offer new solutions or opportunities?*
- *How can you foster a culture of curiosity and continuous learning within your organization?*

# Summary: Six Learning Perspectives

Perspective	Skills	Perspective	Skills
Ahead	<ul style="list-style-type: none"> <li>• Foresight</li> <li>• Long-term orientation</li> <li>• Anticipate impact</li> </ul>	Near	<ul style="list-style-type: none"> <li>• Learning from role models</li> <li>• Ethos interpretation</li> <li>• Reflective integration</li> </ul>
Backwards	<ul style="list-style-type: none"> <li>• Critical self-reflection</li> <li>• Legacy analysis</li> <li>• Unlearning</li> </ul>	Far	<ul style="list-style-type: none"> <li>• Open and creative thinking</li> <li>• Intentional curiosity</li> <li>• Ambiguity tolerance</li> </ul>
Perspective	Skills		
Above	<ul style="list-style-type: none"> <li>• Understanding social, cultural, ecological, and ethical complexity</li> <li>• Integrating divergent interests</li> </ul>		
Below	<ul style="list-style-type: none"> <li>• Stakeholder empathy</li> <li>• Awareness of social dynamics</li> <li>• Moral understanding</li> </ul>		



# Conclusion

The WiseUp Cube Framework for decision-making

- translates the conceptual understanding of practical wisdom for educational practice (entrepreneurial decision-making),
- extends the Responsible Management Education agenda to VET, and
- provides a ‚methodological substitute‘ to compensate lacking entrepreneurial decision making experience.



# Partnership



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