

The Third Lens

Multi-ontology Sense-Making and Strategic Decision-Making

Mika Aaltonen

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The Third Lens is written for 21st century strategists, people and organizations, who struggle daily with multiple co-existing ontological, epistemological and methodological discourses.

Two ideas form the intellectual basis of *The Third Lens*. Firstly, the nature of a project, its work and the strategic landscape where the work is carried out should influence (the third lens, i.e. ontology) the two other lenses that create our understanding of the world we live in (i.e. our epistemological and methodological choices). Secondly, the importance of time in our analysis; especially the use of chronotopes, places in time, serve as reflection points for sense-making and strategic decision-making with respect to the situation where they take place as well as conceptual vehicles for managing multiple times and realities.

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Michael S. Loescher, *Executive Director, The Copernicus Institute, US*

'Multi-ontology sense-making, with its explicit recognition that there are differing types of system in which different causal assumptions apply offers a radically new way of approaching management in an uncertain world. Mika's book is a vital contribution to this field. I strongly recommend it.'

Dave Snowden, *Founder & Chief Scientific Officer, Cognitive Edge Pte Ltd, UK*

'There is no doubt that this book will become a cornerstone for multi-ontology sense-making. By reading this book, I realised how powerful such an approach could be.'

Patrick L. Hetzel, *Chaired Professor of Management Sciences, University Panthéon-Assas, Paris; Rector of the Academy of Limoges and Chancellor of the University, France*

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