

**Question: “What is *PathFinder* Arc of Pragmatic Inquiry®?”**

**Answer: “It’s Strategic Planning for individuals,  
as well as for organizations.”**

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*Education is not the filling of a pail, but the igniting of a fire.<sup>1</sup>*  
W.B. Yeats/Plutarch

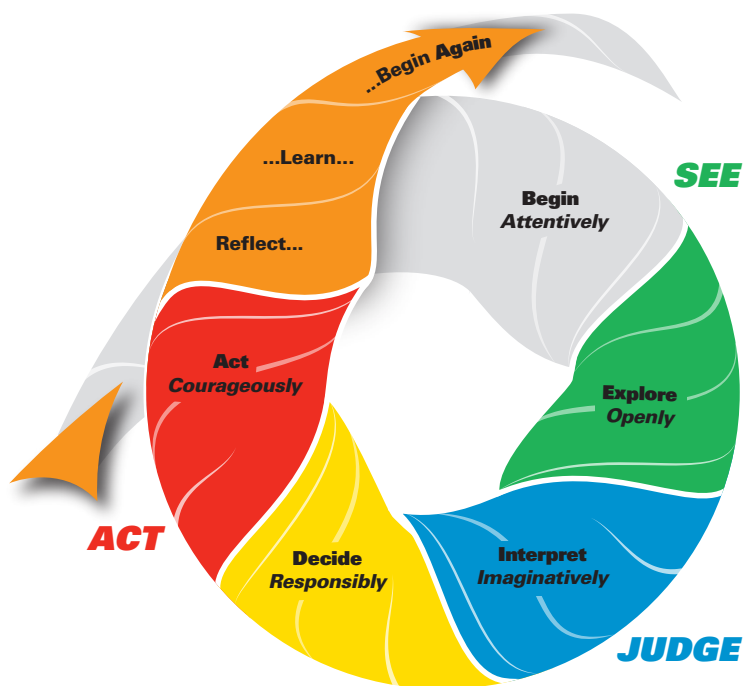
Find, reflect, & test your  
'values-based vision'  
to drive personal  
& organization  
performance  
...so that all  
Life flourishes.



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1. This ubiquitous phrase, even reported being seen in a fortune cookie, puts into words the ancient, archetypal symbol of education as the passing of the torch of knowledge and igniting the fire from one generation to the next.

## The Promise of the *PathFinder* Arc of Pragmatic Inquiry®



Given the seemingly intractable problems we face in the world today, many of us in management education have concluded that we need fundamentally better ways of thinking and learning, — a “Re- Enlightenment” - which is the promise of the practice of the *PathFinder* Arc of Pragmatic Inquiry. The shape of the Helix in the diagram above shows the way we visualize the practice. The *PathFinder* — so called to signify that the inquiry is a journey — is the place to put data, thoughts, and reflection, all of which build as strands in a cable to support innovation and drive action. The steps are similar to the movement of the familiar DIKW analytics framework: **D**ata to **I**nformation to **K**nowledge to **W**isdom. The colors represent different “mindsets.”

The popular “See-Judge-Act” inquiry method often used in college Service Learning programs provides a simple and useful process to help students structure community service projects. (The method dates back to the practice of the cardinal virtue of “prudence” in the Medieval Age.) But as we describe later, “seeing” is not easy. And the key to the practice of pragmatic philosophy is always: experience, reflect, learn...and begin again. It is our answer to this famous Challenge-question:

*“The task of our generation, I have no doubt, is one of **metaphysical**\* reconstruction...Education which fails to clarify our central convictions is mere training or indulgence.”*

E.F. Schumacher, “The Greatest Resource - Education,” Part II: Chap.1, *Small is Beautiful*.

\***Metaphysics**: Ontology - **Be** (“Who am I?”); Epistemology - **Know** (“How do I know who I am?”); Ethics - **Do** (“So what do I do?”)