

Short CV - Verner C. Petersen

Verner C. Petersen, M.Sc. and Dr. Phil., is Professor at the Department of Management at the Aarhus School of Business, University of Aarhus.

He is founder and leader of the research group CREDO (Centre for Research in Ethics and Decision-making in Organisations). The main purpose of CREDO is to carry out and further cross-disciplinary research in three areas: Value-based leadership and selforganisation;

Learning, problem-solving and decision-making in organisations; Public regulation vs. self-regulation. See CREDO homepage: <http://credo.asb.dk/>.

Since 1989 Verner C. Petersen and other researchers from the CREDO group have been pioneers in connection with researching and developing the theories of valuebased leadership and self-organisation, and the practical application of these theories. Thus the Aarhus School of Business possesses a unique competence in this area. The theories were met with scepticism in the beginning, but are now becoming more and more accepted, in step with the recognition, that more traditional approaches to management and organisation perhaps to a larger degree have contributed to new problems more than they have constituted solutions. Today it must be recognised that research in this area is of decisive importance for the renewal of traditional approaches to regulation and management of societies, as well as public organisations and private companies.

Verner C. Petersen has been a visiting fellow at The Colgate-Darden Graduate School of Business at the University of Virginia and at Harvard Business School. Working with a number of companies and institutions he has attempted to implement CREDO's ideas about self-organisation and value-based leadership in practice. Foremost amongst these is Jyske Bank A/S.

Verner C. Petersen has been a member of the Ministry of Business Affairs' "Vision group on the social responsibility of Business" and a member of the committee carrying out the evaluation of "The Faculty of The Faculty of Engineering, Science and Medicine" at Aalborg University for The Danish Evaluation Institute (EVA). He has participated in evaluations of The National Audit Office of Denmark's (Rigsrevisionen) assessments and methodologies. For the Danish Consumer Ombudsman he has recently finished an article on "Self-regulating responsibility instead of public intervention".

Current research interests

Currently Verner C. Petersen is occupied with critical studies of social science theories and problematic tendencies in developed societies. For instance the way in which economic theory and economic assumptions shape our views and practices in other areas, so that a belief in economic theory and economic assumptions in fact make even unrealistic assumptions become true; the possible implications of tendencies towards individualisation and dissolution in society; management tendencies in the public sector; the widespread application of measurements of quality and their problematic effects on behaviour.

Teaching and communication

Verner C. Petersen is responsible for teaching "Corporate social responsibility and ethics – theory, application and effects", "Value-based Leadership and Self-organisation",

“Inter-course – experimenting with the foundations of intelligent organisation” and is co-responsible for the leadership module at the Aarhus School of Business. He has also taught and lectured at the Local Government School (Den Kommunale Højskole), The Danish School of Public Administration (Danmarks Forvaltningshøjskole), The Leadership Academy, and the Confederation of Danish Industry. In addition to this, he is giving lectures to a broad selection of companies, institutions and professional associations.

Recent publications include:

Petersen, V.C. (2008). *Vildveje i velfærdsstaten*. København: Informations Forlag

Petersen, V. C. (2004 og 2005). *Hinsides regler – selvorganisering og ledelse med ansvar* [Beyond rules – self-organisation and leadership with responsibility]. København: Børsens Forlag

Petersen, V. C. (2002 and 2003). *Beyond Rules in Society and Business*. Cheltenham, UK • Northampton, MA, USA: Edward Elgar.

Selection of publications within the areas:

Social critique, critique of theories and methods, critique of management and measuring.

Value-based leadership and self-organisation

Ethics, the responsibility of companies and self-regulation

Tacit knowledge and social grammar

Publications on social critique, critique of theories and methods, critique of management and measuring:

Verner C. Petersen. 2006. *The Ship of fools – a society of selfish individuals*. Aarhus: Working Paper, CREDO/Department of Management, Aarhus School of Business.

Verner C. Petersen. 2006. *MBTI – distorted reflections of personality?* Aarhus: Working Paper, CREDO/Department of Management, Aarhus School of Business.

Verner C. Petersen. 2006. "Do unreal assumptions pervert behaviour?" in *QMOD06*. Liverpool.

Verner C. Petersen. 2005. *The Otherworldly View of Economics – and its consequences*: CREDO working paper, The Department Management and International Business, Aarhus School of Business.

Verner C. Petersen. 2004. "Autencitet i stedet for autisme." *Socialpolitik* 3:22-27.

Verner C. Petersen. 2003. "Arbejd altid med ret ryg." *AKF Nyt*:19-26

Verner C. Petersen. 2000. *Common chairs and chimerical measures*: Conference paper. QMED 2000, International Conference on Quality Management and Economic Development - Building People and Organisational Excellence. Aarhus, 21-22 August 2000.

Verner C. Petersen. 2000. "Politikker, regler og målinger er ikke løsningen." *Dansk Politi*:46-47.

Verner C. Petersen. 2000. *The care less society and the erosion of individual responsibility*: Conference paper. Year 2000 Conference, International Institute for Public Ethics, Ottawa, Canada, September 24-28, 2000.

Verner C. Petersen. 1999. "Som de der står på gadehjørnerne og glor på folk, der går forbi, således sidder de og venter og glor på de tanker, som andre har tænkt." Pp. 16-17 in *HR-Tænketaenker*, edited by K. S. Nielsen. Århus: Personalechefer i Danmark.

Verner C. Petersen. 1999. *The Care Less Society – or the erosion of responsibility*. Aarhus: CREDO working paper, Department of Organization and Management, Aarhus School of Business.

Verner C. Petersen. 1995. "Når politikken bliver for-styrende." *Universitetslæreren - DMs og DJØFs forskermagasin*:23.

Verner C. Petersen. 1992. "Ambitioner uden engagement." *Forskning* 1:20-21

Publications on value-based leadership and self-organisation:

Verner C. Petersen. 2005. *Hinsides Regler – selvorganisering og ledelse med ansvar*. Translated by E. Warberg. København: Børsens Forlag.[Paperback]

Verner C. Petersen. 2005. "Always work with a straight back" – the fallacies of modern management and the alternative." in *QMOD05, Quality Management for Organisational and Regional Development*. Palermo, Sicily.

Verner C. Petersen. 2004. *Hinsides Regler – selvorganisering og ledelse med ansvar*. Translated by E. Warberg. København: Børsens Forlag. [hardcover]

Verner C. Petersen. 2003. *Beyond Rules in Society and Business*. Cheltenham, UK • Northampton, MA, USA: Edward Elgar.[paperback].

Verner C. Petersen. 2003. "Bortom regler och instruktioner – självorganisering och ledare med hållning." *Ledmotiv*:18-30.

Verner C. Petersen. 2002. *Beyond Rules in Society and Business*. Cheltenham, UK • Northampton, MA, USA: Edward Elgar. [hardcover].

Verner C. Petersen. 2002. "Self-organisation and value-based leadership – a boy's game?" St. Anne's College, University of Oxford, Oxford.

Verner C. Petersen. 2001. "Management af menneskelige ressourcer eller ledelse og selvorganisering af tænkende mennesker?" *Personalechefen, særnummer*

Træfpunkt HR 2001:10-12 og 18.

Verner C. Petersen. 2000. *Making the leap of faith, part 2: From modern management to spirited, value-based leadership*. Aarhus: CREDO working paper, Department of Organization and Management, Aarhus School of Business.

Verner C. Petersen. 2000. *Making the leap of faith, part 1: From hierarchy to selforganisation*. Aarhus: CREDO working paper, Department of Organization and Management, Aarhus School of Business.

Verner C. Petersen og M. S. Lassen 1997. *Værdibaseret ledelse – et alternativ til styring, regulering og kontrol?* København: Dansk Industri.

Verner C. Petersen. 1996. "Jamen reglerne siger." *Officeren*:14-17.

Publications on ethics, the responsibility of companies and self-regulation:

Verner C. Petersen. 2006. "Weaving the moral fabric: Emergence, transmission and change of moral values." in *INTERNATIONALISATION OF COMPANIES AND INTER-CULTURAL MANAGEMENT*. Aalborg

Verner C. Petersen. 2006. "Selvregulerende ansvarlighed i stedet for offentlige indgreb." Pp. 11-20 in *Etik, Dialog, Ansvar 2*, edited by Forbrugerombudsmanden. København: Forbrugerstyrelsen.

Verner C. Petersen. 2006. "Self-regulating Responsibility Instead of Public Intervention." in *Ethics-Dialogue-Responsibility: Self-regulation in Business and Trade*, edited by D. C. Ombudsman. Copenhagen: Danish Consumer Ombudsman. http://64.233.183.104/search?q=cache:vs8ayxgsNPYJ:www.forbrug.dk/fileadmin/Filer/FO_English/EthicsDialogueResponsibility-UKPDF.pdf+Ethics+dialogue&hl=da&gl=dk&ct=clnk&cd=9

Verner C. Petersen. 2005. "One must know it! – arguing for self-regulation and responsible entrepreneurship." in *Philosophy of Management 05*. St Anne's, Oxford University.

Verner C. Petersen. 2000. "Frihed til Ansvar." Pp. 64-70 in *Rapport fra Arbejdsmarkeds-Etisk Råd 2000*. Randers: Arbejdsmarkeds-Etisk Råd.

Verner C. Petersen. 2000. *Containing the runaway logic – From voices of concern to responsible entrepreneurship*. Aarhus: CREDO working paper, Department of Organization and Management, Aarhus School of Business.

Verner C. Petersen. 1999. *Moral Decay in Business – Attitudes, mechanisms, and ambiguities*. Aarhus: CREDO working paper, Department of Organization and Management, Aarhus School of Business.

Verner C. Petersen. 1997. "Fællesskab uden ansvar." Pp. 39-66 in *Ansvar og værdier*, edited by P. T. Poulsen. Århus: Centrum.

Verner C. Petersen. 1995. "Du har et ansvar - et anderledes oplæg til diskussion af etik i din virksomhed." in *Etik, Dialog, Ansvar*, edited by

Forbrugerombudsmanden. København: Forbrugerstyrelsen.

Verner C. Petersen. 1994. "Upholding or Breaking Ethical Rules? - Responses to Ethical Problems." Pp. 28-51 in *Business Ethics in Progress?* edited by H. D. Geer. Berlin: Springer-Verlag.

Verner C. Petersen. 1992. "Betonklodser eller etik?" *Stads-og havneingeniøren*:28-29.

Verner C. Petersen. 1991. *Etik*. Herning: systime

Publications on tacit knowledge and social grammar:

Verner C. Petersen. 2005c. "At vide uden at kunne sige." *UFS, Kvartalsskrift Juni 2005*:10-13.

Verner C. Petersen. 2004d. "Frihed til Ansvar." *Forum for kristen sundheds- og sygepleje*:10-12.

Verner C. Petersen. 2002f. "Habits of the heart – Arguments for an ineffable, social grammar." Pp. 278-292 in *Moral Leadership in Action: Building and sustaining moral competence in European organisations*, edited by H. v. Weltzien-Hoivik. Edward Elgar: Cheltenham, UK • Northampton, MA, USA

Verner C. Petersen. 1999i. *Weaving the moral fabric – Emergence, transmission and change of social values and norms*. Aarhus: CREDO working paper, Department of Organization and Management, Aarhus School of Business.

Petersen, V. C. (1999). *Judging with our guts – the importance of an ineffable, social grammar*. Aarhus: CREDO working paper, Department of Organization and Management, Aarhus School of Business.

Verner C. Petersen. 1999g. *Thinking with our hands – the importance of tacit, nonalgorithmic knowledge*. Aarhus: CREDO working paper, Department of Organization and Management, Aarhus School of Business.

Verner C. Petersen. 1998f. *Tacit Ethics – Creation and Change*. Aarhus: Working Paper, Department of Organization and Management, Aarhus School of Business.