



# From the Enlightenment to Business Models Season III

## Episode 6 The Enlightenment and Freedom of Thought & Speech


[www.eleonoraescalantestrategy.com](http://www.eleonoraescalantestrategy.com)



# From the Enlightenment to Business Models

## Our Outline for Season III

Season 3  
Fall-Winter 2023

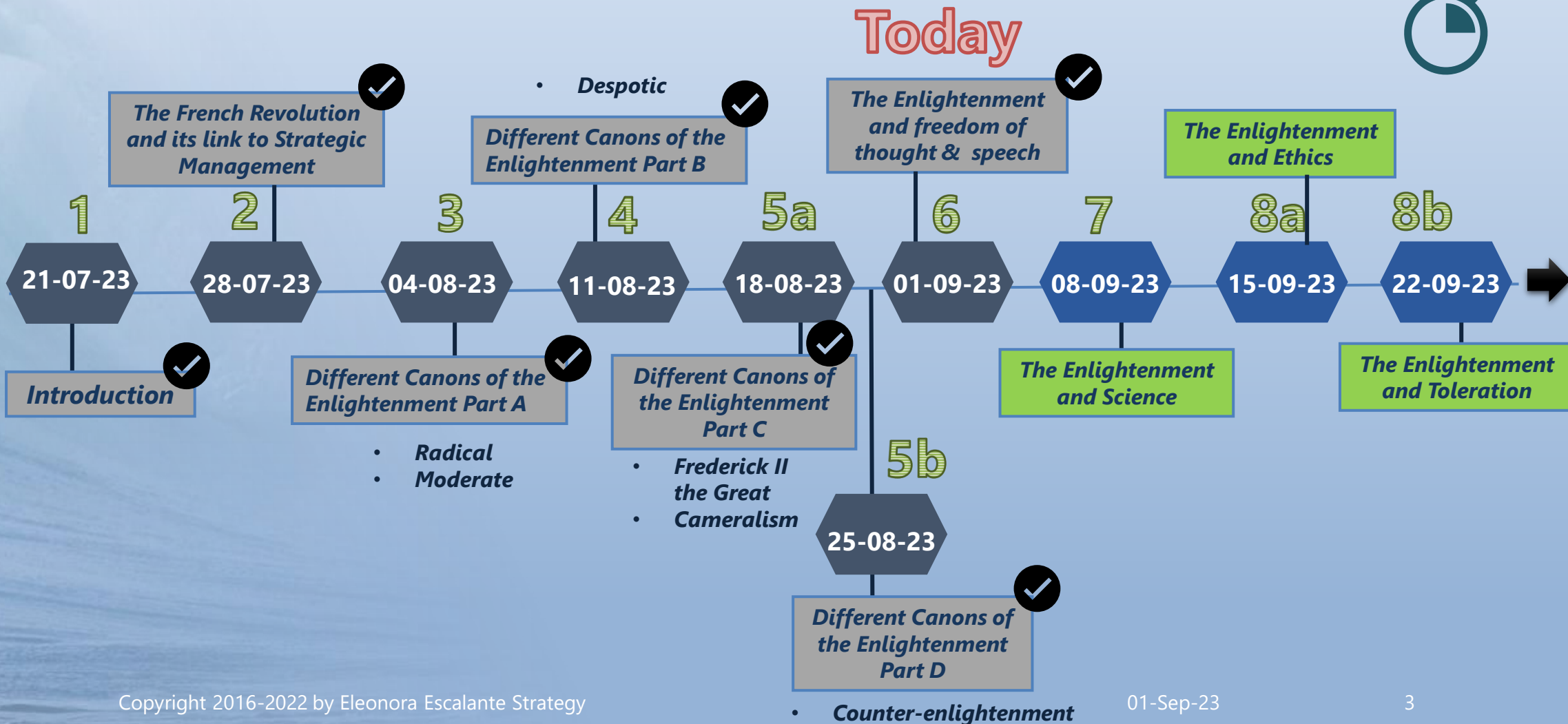
1. *Introduction* 
2. *The French Revolution and its link to Strategic Management* 
3. *Different Canons of the Enlightenment Part A: Radical & Moderate* 
4. *Different Canons of the Enlightenment Part B: Despotism* 
- 5a. *Different Canons of the Enlightenment Part C: Frederick II The Great and the Cameralism* 
- 5b. *Different Canons of the Enlightenment Part D: Counter-enlightenment* 
6. *The Enlightenment and freedom of thought & speech*  **Today**
7. *The Enlightenment and Science*
8. *The Enlightenment and Ethics*
9. *The Enlightenment and Toleration*
10. *The Enlightenment and Racial Differences/Slavery*
11. *The Enlightenment and Woman*
12. *The connection of the Enlightenment and Strategic Management*
13. *The Enlightenment philosophical premises found in Contemporary Strategy Analysis*
14. *The Enlightenment unearthed in corporate strategy formulation*
15. *The Enlightenment uncovered in corporate portfolio analysis*
16. *The Enlightenment found in Business Modeling*
17. *The Enlightenment and the Value Proposition Canvas*
18. *The Enlightenment premises in the MNCs value propositions*
19. *The Enlightenment found in the concept of Synergies*
20. *Research agenda for the transformation of Corporate Strategy Syllabus in Business Schools*
21. *Summary and Conclusions.*



# From the Enlightenment to Business Models

Our Proposed Timeline. We will publish every Friday. It is subject to change.

Season 3  
Fall-Winter 2023



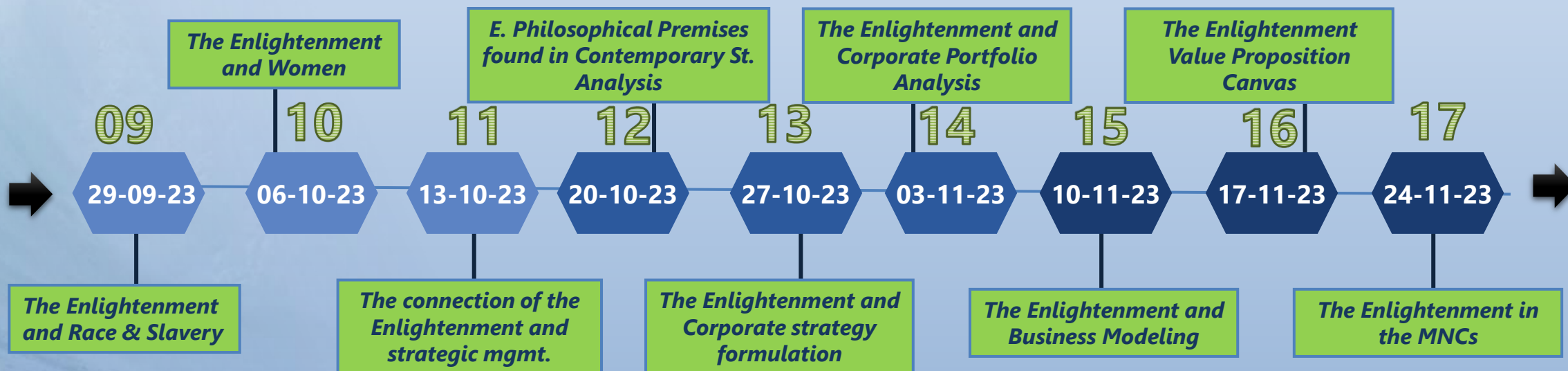




# From the Enlightenment to Business Models

Our Proposed Timeline. We will publish every Friday. It is subject to change.

Season 3  
Fall-Winter 2023





# From the Enlightenment to Business Models

Our Proposed Timeline. We will publish every Friday. It is subject to change.

**Season 3**  
Fall-Winter 2023





# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***United Nations as a relief of Freedom of expression occurred in 1948.***



***Let's understand first what is really freedom of thought, and why is this connected to the process of critical thinking that searches to be expressed using freedom of speech.***

***Article 19 of the Universal Declaration of Human Rights, adopted in 1948, states that:*** Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.





# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***What is the process of freedom of thought and communication.***

***The Freedom of Thought can't be exercised with balance and accountability unless we learn to think properly. I have gathered 4 frameworks that define critical thinking. Let's visit them.***

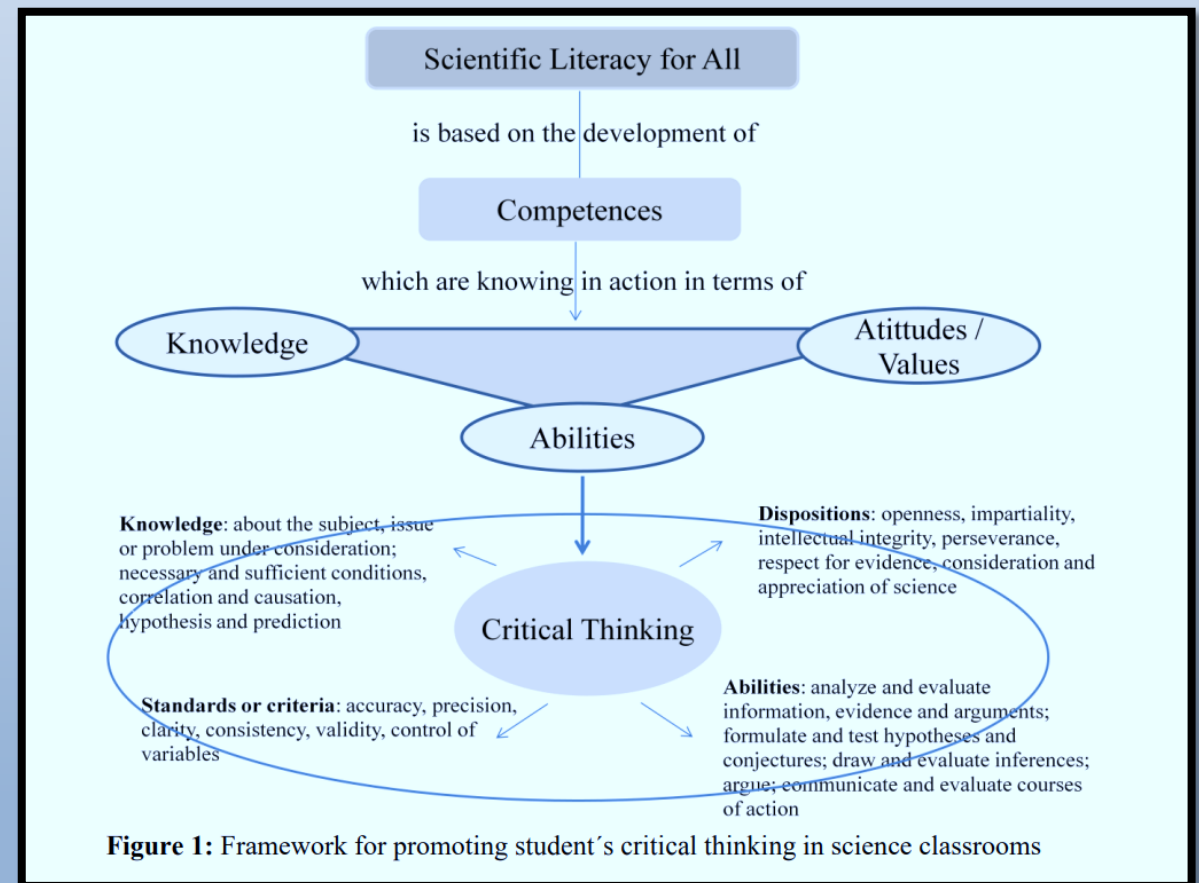
## Scientific Literacy is an important foundation for critical thinking

Scientific Literacy is the knowledge and understanding of scientific concepts and processes required for personal decision making, participation in civic and cultural affairs and economic productivity.

*National Research Council (1996)*

*This Framework explains the connection between the scientific literacy that is developed through personal competences. These competences are realized through actions that interweave knowledge, attitudes and abilities in particular **contexts**.*

*Critical thinking is a term with multiple definitions, but in this specific framework, the authors involve 4 factors that define Critical Thinking: knowledge, dispositions, standards and abilities.*



**Figure 1:** Framework for promoting student's critical thinking in science classrooms

Source: <https://www.semanticscholar.org/paper/Critical-thinking%3A-Conceptual-clarification-and-its-Vieira-Tenreiro-Vieira/4f0cd4a9f8b2c8aa76018725dfc4ede63de77728>



# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***What is the process of freedom of thought and communication.***

***The Freedom of Thought can't be exercised unless we learn to think properly.  
I have gathered 4 frameworks that define critical thinking. Let's visit them.***

## The Paul-Elder Framework of Critical Thinking

*The Paul-Elder framework of critical thinking is one of the most widely published and cited frameworks in the critical thinking literature. According to Paul-Elder Framework critical thinking involves three aspects:*



**Analysis of Thinking**



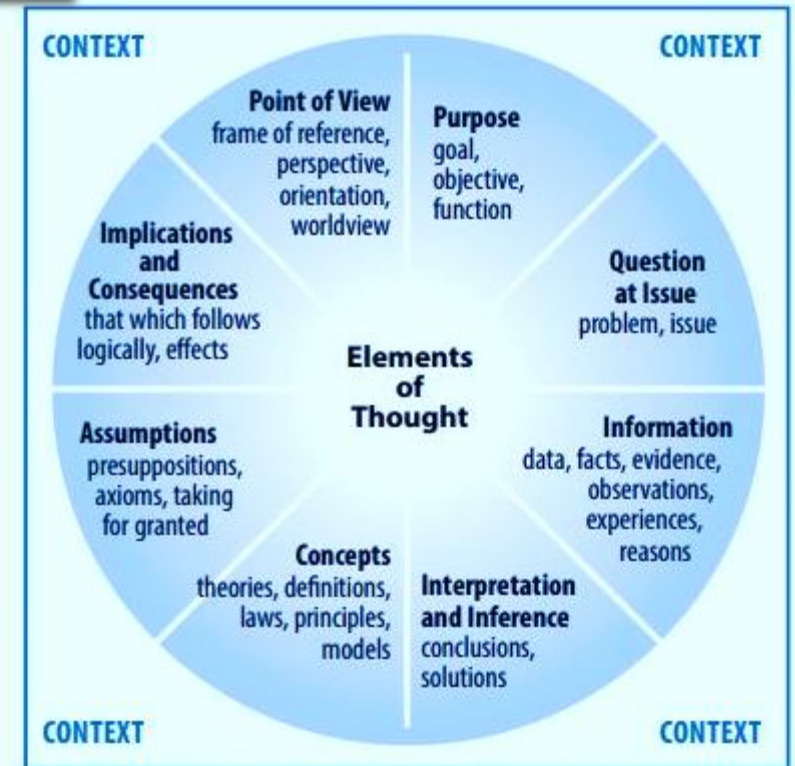
**Evaluation of Thinking**



**Improvement of Thinking**

## Analysis of Thinking

- generates purposes
- raises questions
- uses information
- utilizes concepts
- makes inferences
- makes assumptions
- generates implications
- embodies a point of view



Source: <https://www.criticalthinking.org/pages/critical-thinking-town-hall/1456>





# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***What is the process of freedom of thought and communication.***

***The Freedom of Thought can't be exercised unless we learn to think properly.***

***I have gathered 4 frameworks that define critical thinking. Let's visit them.***

## The Paul-Elder Framework of Critical Thinking

*The Evaluation of our thoughts should be based on universal intellectual values or standards that transcend subject matters. These intellectual standards are used by critical thinkers to assess if the logic of figuring out makes sense and is appropriately evaluated*



Analysis of Thinking



Evaluation of Thinking



Improvement of Thinking

Evaluation of Thinking	
Clarity	Could you elaborate further? Could you give me an example? Could you illustrate what you mean?
Accuracy	How could we check on that? How could we find out if that is true? How could we verify or test that?
Precision	Could you be more specific? Could you give me more details? Could you be more exact?
Relevance	How does that relate to the problem? How does that bear on the question? How does that help us with the issue?
Depth	What factors make this a difficult problem? What are some of the complexities of this question? What are some of the difficulties we need to deal with?
Breadth	Do we need to look at this from another perspective? Do we need to consider another point of view? Do we need to look at this in other ways?
Logic	Does all this make sense together? Does your first paragraph fit in with your last? Does what you say follow from the evidence?
Significance	Is this the most important problem to consider? Is this the central idea to focus on? Which of these facts are most important?
Fairness	Do I have any vested interest in this issue? Am I sympathetically representing the viewpoints of others? Have we fully and fairly considered all the important information relevant to the issue?
Sufficiency	Do we have sufficient information to answer the question? Are we unfairly leaving out information we would rather not consider in order to get more for our group while ignoring or downplaying the rights and needs of others?

Source: <https://www.criticalthinking.org/pages/critical-thinking-town-hall/1456>



# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***What is the process of freedom of thought and communication.***

***The Freedom of Thought can't be exercised unless we learn to think properly.  
I have gathered 4 frameworks that define critical thinking. Let's visit them.***

## The Paul-Elder Framework of Critical Thinking

*Once we have finalized our loop of analysis and evaluation of critical thinking, it is required that we pass the checks of intellectual integrity, humility, autonomy, empathy, courage, perseverance and the cooperation for others. It is not possible to be a critical thinker if we don't consider the impact on others.*



Analysis of Thinking



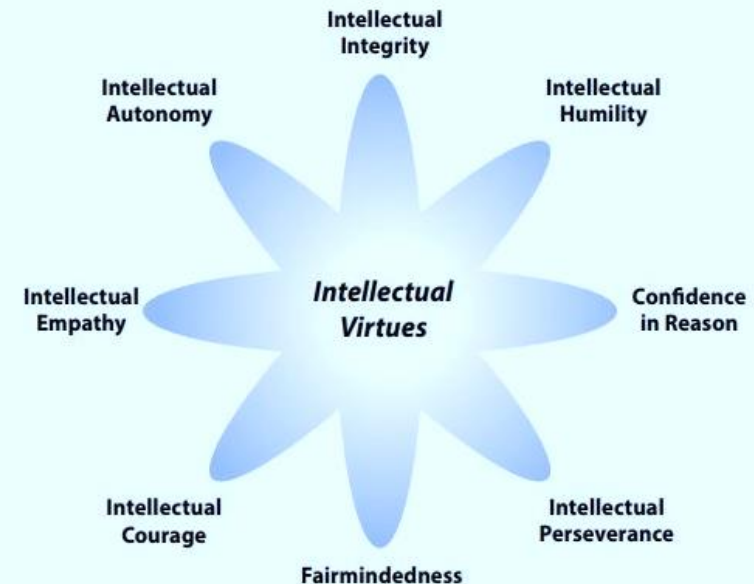
Evaluation of Thinking



Improvement of Thinking

### Improvement of Thinking

Fairminded thinkers pursue their own needs, desires, and goals while also considering, to the same degree and in good faith, the rights and needs of others. Yet it is possible to learn to use one's skills of mind in a narrow, self-serving way—many highly skilled thinkers do just that. Those who wish to develop as ethical critical reasoners work to embody the following character traits:



Source: <https://www.criticalthinking.org/pages/critical-thinking-town-hall/1456>





# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

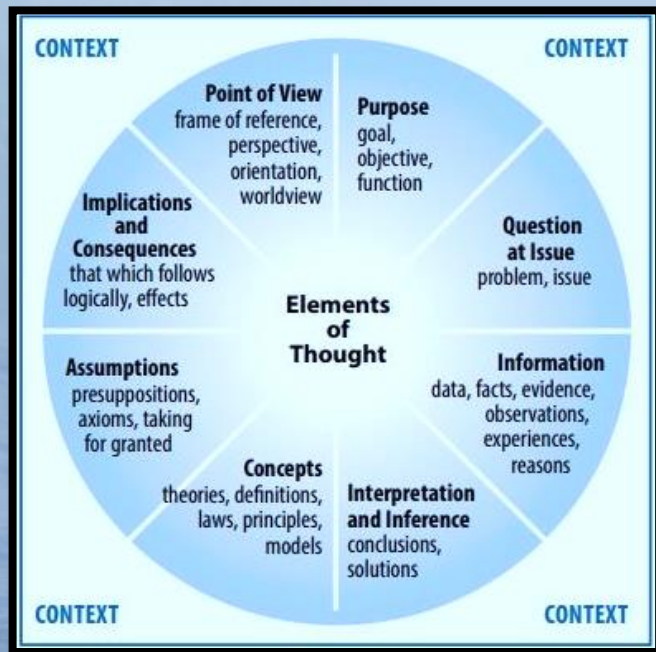
*What is the process of freedom of thought and communication.*

## The Paul-Elder Framework of Critical Thinking



### Analysis of Thinking

**Elements of Thought reveal the logic**



### Evaluation of Thinking

#### Universal Intellectual Standards

- Clarity
- Accuracy
- Precision
- Relevance
- Depth
- Breadth
- Logic
- Significance
- Fairness
- Sufficiency



### Improvement of Thinking

#### Intellectual Traits

- Integrity
- Humility
- Confidence in Reason
- Perseverance
- Courage
- Empathy
- Autonomy
- Fairmindedness

Source: <https://louisville.edu/ideastoaction/about/criticalthinking/framework>





# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***What is the process of freedom of thought and communication.***

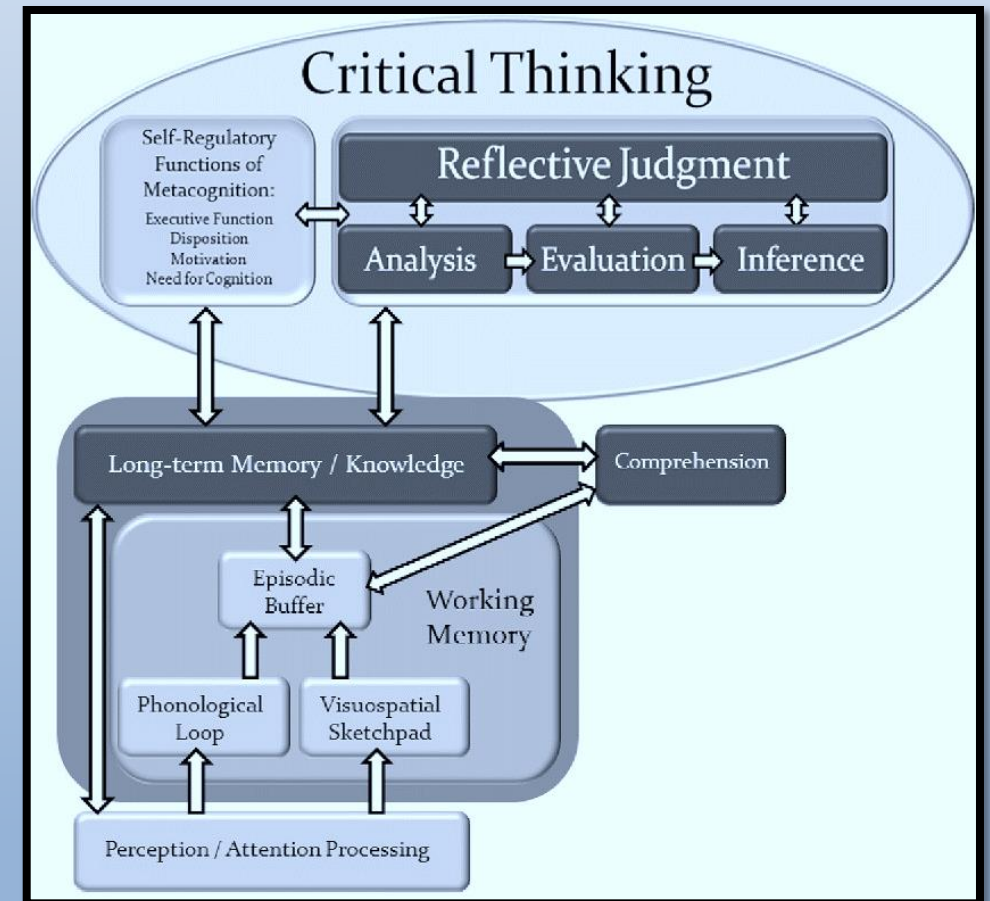
***The Freedom of Thought can't be exercised unless we learn to think properly.***

***I have gathered 4 frameworks that define critical thinking. Let's visit them.***

## The Dwyer-Hogan-Stewart Integrative Framework

Critical Thinking is seen as a metacognitive process based on the competence of reflective judgment, consisting of several sub-skills (analysis-evaluation-inference), that when used appropriately, increases the chances of producing a logical conclusion to an argument or solution to a problem.

- Higher-order thinking skills are dependent upon LONG TERM MEMORY to get to know.
- Comprehension is the ability to integrate schemas from Long Term Memory with new information simultaneously in what is called working memory.
- A Schema is a representation of knowledge assembled from previous experience that facilitate the assimilation of new knowledge.
- The Self regulatory functions of metacognition are:  
(1) the executive function (self-awareness of our own cognitive processes such as attention, memory processes, & higher order thinking skills). (2) Dispositions such as truth-seeking, confidence, maturity, inquisitiveness. (3) Motivation as a process used to activate the cognitive resources to conduct critical thinking, (4) Need for cognition.



Source: <https://www.semanticscholar.org/paper/An-integrated-critical-thinking-framework-for-the-Dwyer-Hogan/8a568dcd74f8d77a98b6ff745597e62047add49d>



# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

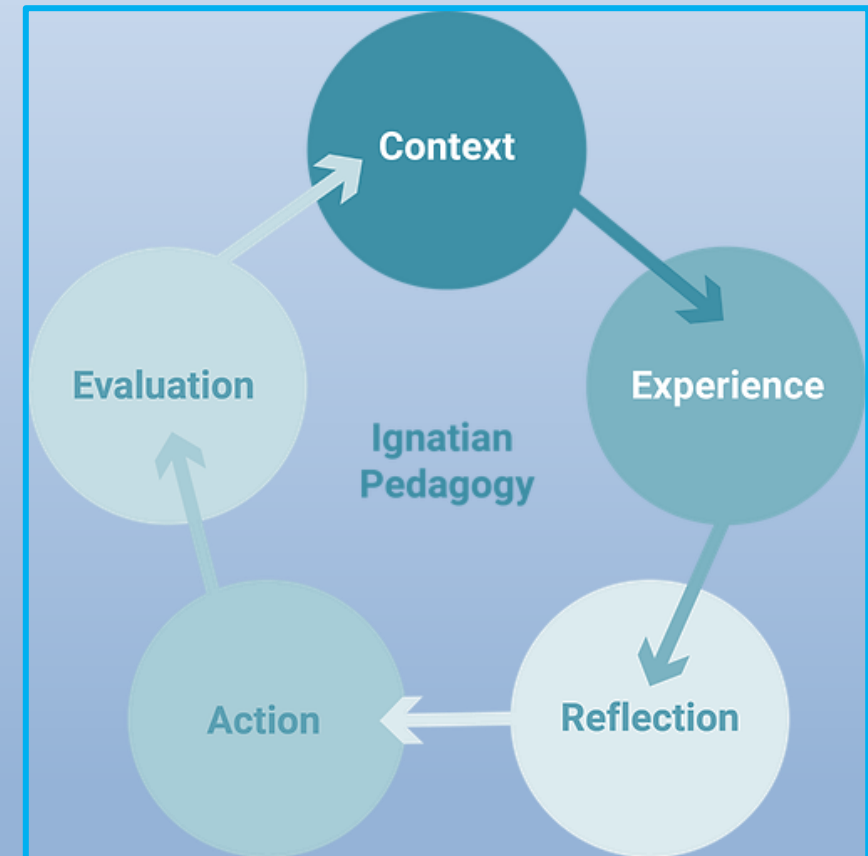
***What is the process of freedom of thought and communication.***

***The Freedom of Thought can't be exercised unless we learn to think properly.  
I have gathered 4 frameworks that define critical thinking. Let's visit them.***

## The Ignatian Pedagogy for Critical Thinking

*The Ignatian development of critical thinking is a continuum learning process. Its pedagogy can be summarized as follows:*

1. **Context:** What needs to be known about learners to teach them well (environment, background, community, potential).
2. **Experience:** What is the best way to engage learners as whole persons in the teaching and learning process?
3. **Reflection:** How may learners become more reflective, so they more deeply understand what they have learned
4. **Action:** How do we compel learners to move beyond knowledge to action?
5. **Evaluation:** How do we assess learners' growth in mind, heart and spirit?



Source: <https://cndls.georgetown.edu/ignatian-pedagogy/>





# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***Critical thinking and freedom of thought are married together.***

***During the 18<sup>th</sup> century, freedom of thought was taught at the University, and was spread and expressed in two medium directions.***

## **Richest Channel**

Best for engaging, creating trust/connection and emotional/complex messages

### **Physical Presence:**

- One-to-one meetings
- Events
- Coteries at the Salons
- Classrooms Schools & Universities



*The Salons of Paris 17th and 18th Centuries*

## **Leanest Channel**

Best for transfer of information, clarity and long-term impact

### **Non-Physical Presence:**

- Letters
- Books
- Pamphlets



*The Republic of Letters of Voltaire*

- Critical Thinking can't occur if there is not freedom of thought
- To communicate the results of critical thinking coming out of the graduates from Universities, the need for freedom of expression was required.
- Freedom of expression and opinion was an obligatory requisite for the diffusion of the Enlightenment messages





# From the Enlightenment to Business Models

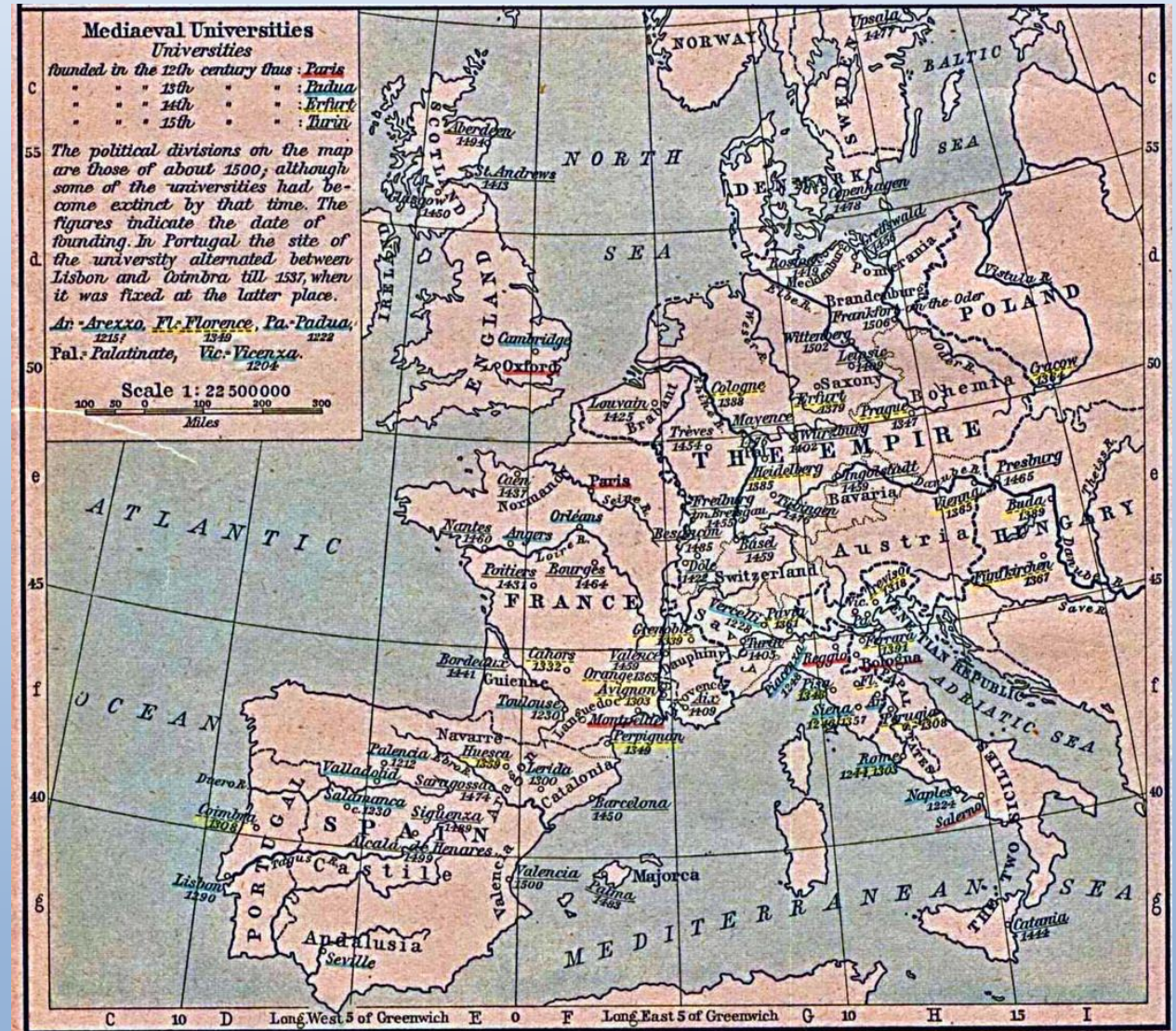
Season 3  
Fall-Winter 2023

## What is Freedom of Thought?

Origin of the freedom of thought is found in education.

Education at the higher-level of critical thinking started with the first universities established in the 12<sup>th</sup> century during the Middle-Ages: Paris, Bologna, Oxford, Salerno and Montpellier.

- It was during the latter half of the 12th century that universities began to create people (Masters and Students) who were able to understand and grasp the most rudimentary form of freedom of thought inside their academic institutions.
- The Universities at this time served to provide educated ecclesiastical ministers and government officials.







# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

## ***What is Freedom of Thought?***

*Between the 12th century and the 16th century, the medieval tradition was preserved with the people associated to the Development of the European universities. Latin continued to be the language of learning.*

*The need/want of freedom of thought emanated as a consequence of aggregated education of people in universities. These intellectual discoverers needed or wanted to communicate what they learned or learnt through their studies.*

The need for freedom of thought was triggered by 7 key developments which influenced universities between 1500 to 1789:



Literary  
Humanism



The  
Printing  
Press



The  
Oceanic  
Age



The  
Protestant  
Reformation



The  
Scientific  
Revolution



Power  
Centralizing  
States



The  
Enlightenment

Research cited: <https://www.barnesandnoble.com/w/a-brief-history-of-universities-john-c-moore/1129360120>

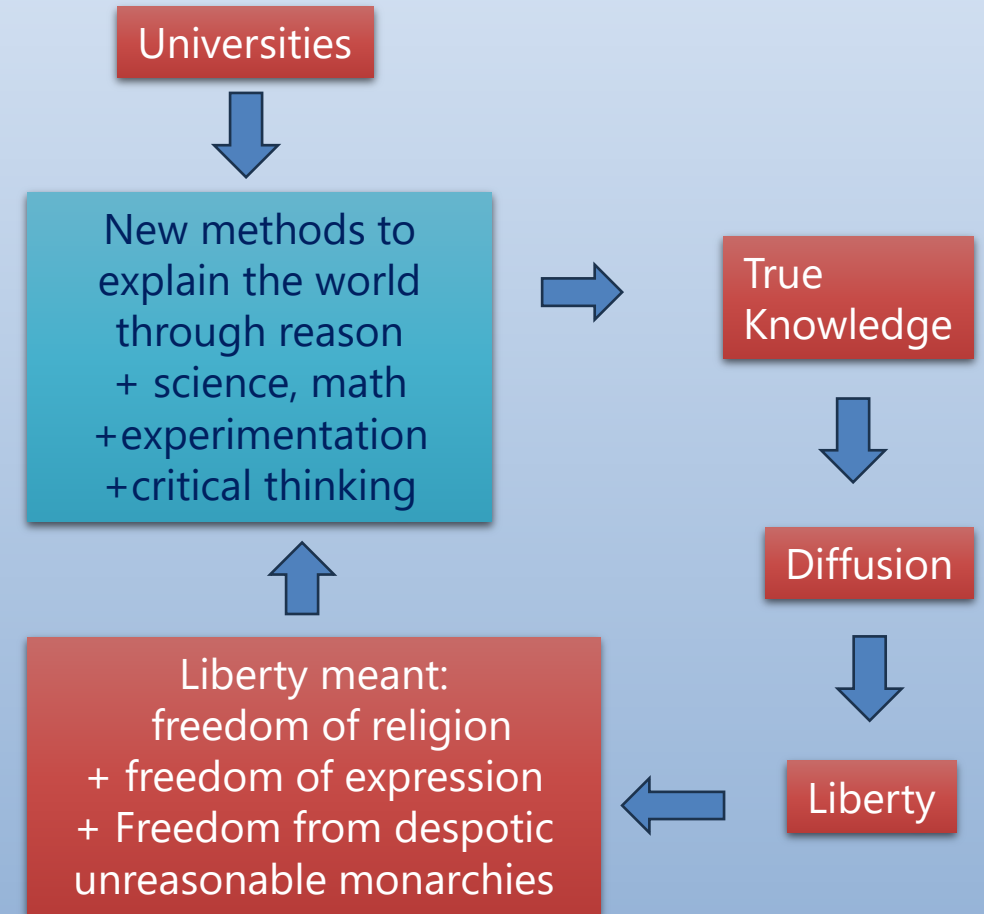


# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

## *The link between freedom of thought and the enlightenment*

- *The Enlightenment was one of the 7 factors in the development of educated people at the Universities.*
- *When universities began to produce scientists and philosophers who applied critical thinking to their research, then a movement of geniuses began.*
- *As Copernicus, Galileo and Newton totally reordered the physical universe; Spinoza, Locke, Kant, Diderot, Voltaire, Smith, Hume, and the rest of Enlightenment profiles began to re organize the natural laws governing a civil order and societies.*
- *The Enlightenment ideas in science, theology, medicine, & philosophy were extremely disruptive against the traditional structure of European kingdoms who ruled according to religious and hereditary aristocracy through the clerical authority.*
- *The Enlightenment theories and intellectual production were the consequence of freedom of thought, who required freedom of expression to be known.*



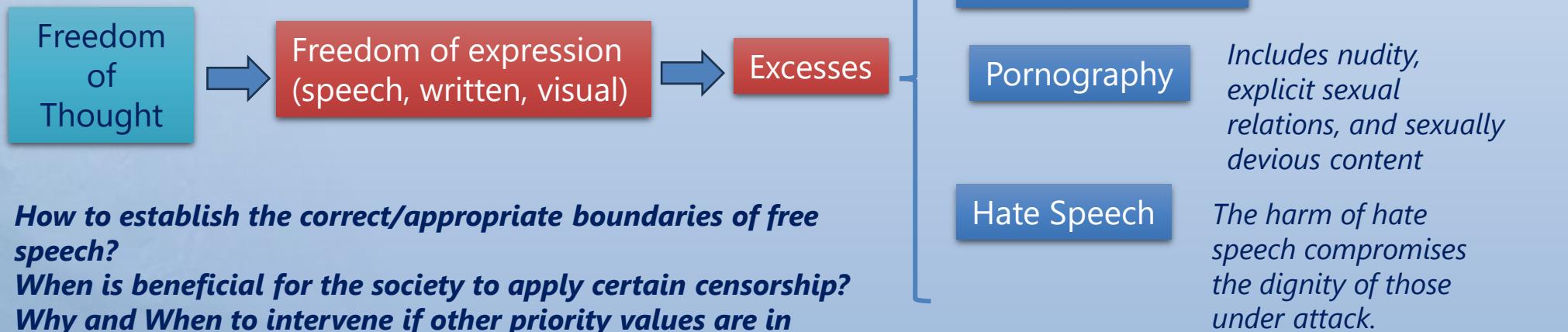




# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***After the first period of the Enlightenment (17<sup>th</sup> and 18<sup>th</sup> centuries), humans are learning to set constructive limits to the excesses of freedom of thought and expression***



- ***How to establish the correct/appropriate boundaries of free speech?***
- ***When is beneficial for the society to apply certain censorship?***
- ***Why and When to intervene if other priority values are in danger such as privacy, security, avoidance of harm, etc?***
- ***My personal view: With kids and teenagers. Certain content (such as pornography, LGBTQ promotion and hate speech) must be prohibited because it harms the freedom of thought of people beneath age of consent of sexuality (16 to 18 years).***

Source: <https://plato.stanford.edu/entries/freedom-speech/>

The reality is that: Each society places some limits on the exercise of free speech.  
In our current times, this issue is still outstanding under constant debate and reviews. Particularly within the context of Artificial Intelligence products such as Chat GPT, and others.



# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

***Artificial Intelligence is hurting Freedom of Thought, Critical Thinking and the ethics of Freedom of Expression.***

**Generative Artificial Intelligence**



Excess of the application of NAIQs



It affects directly the development of Critical Thinking

*Elements of thought*

*Universal Intellectual standards*

*Intellectual Traits*

***Some of the most famous Products that are affecting Critical Thinking***

- GPT-4
- DALL-E
- OpenAI Five
- ChatGPT
- OpenAI Codex
- Grammarly
- Hugging Chat
- Socratic
- Google Bard
- Jasper
- Perplexity AI
- Chatsonic

## ChatGPT Sprints to One Million Users

Time it took for selected online services to reach one million users



\* one million backers \*\* one million nights booked \*\*\* one million downloads  
Source: Company announcements via Business Insider/LinkedIn



statista

It is too soon for professors at schools and universities to accept the utilization of Generative Artificial Intelligence in the classrooms. All the Generative Artificial Intelligence products are still on the stage of conceptual testing, and these can't be released to the public. Not even in a decade from now.

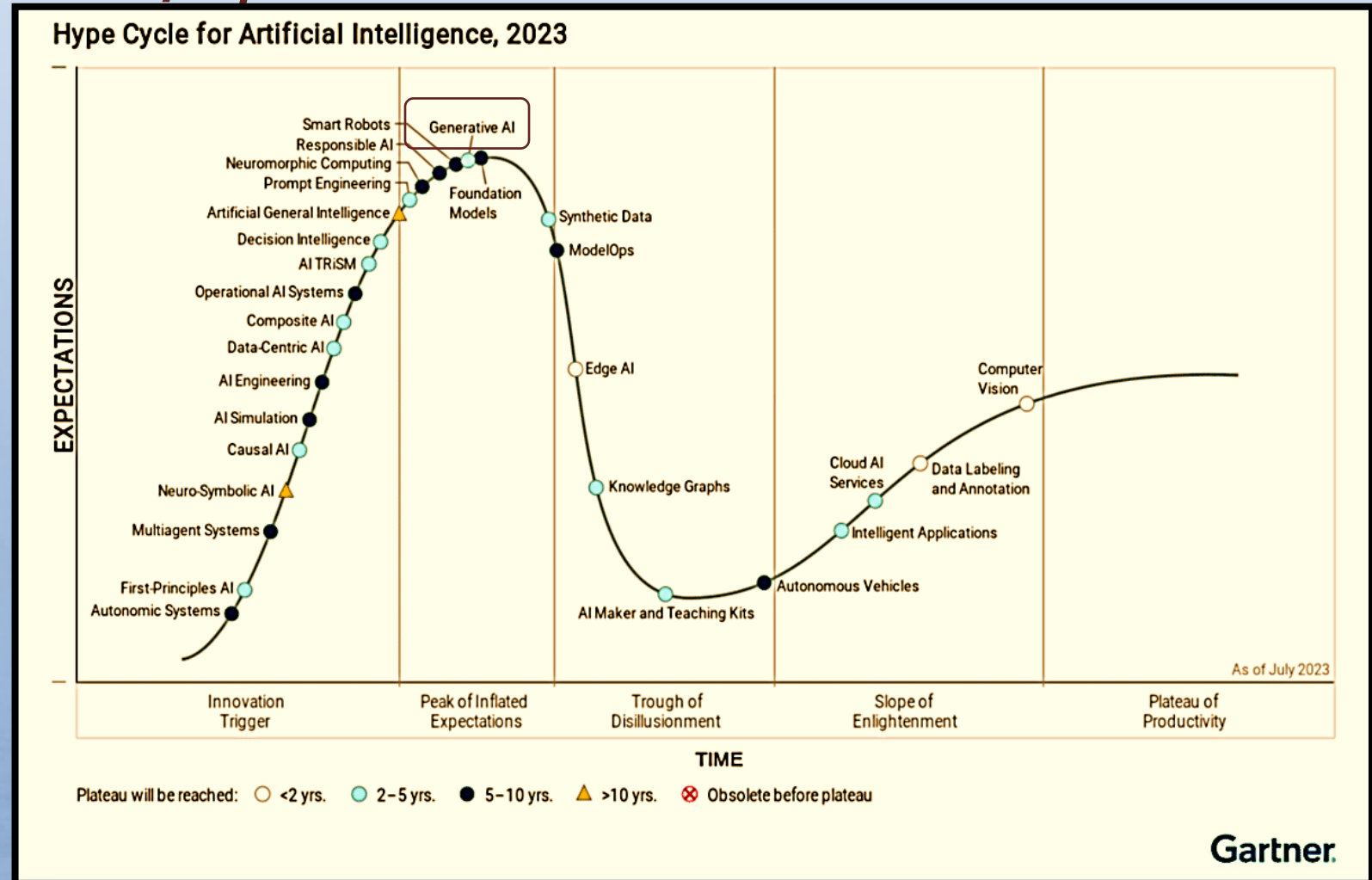


# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

*Artificial Intelligence is hurting Freedom of Thought, Critical Thinking and the ethics of Freedom of Expression.*

Generative  
Artificial  
Intelligence









# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

*Freedom of expression can be channeled verbally and non-verbally.*

Source: <https://www.becas-santander.com/en/blog/verbal-and-nonverbal-communication.html>

## Difference between verbal and non-verbal communication

	VERBAL COMMUNICATION 	NON-VERBAL COMMUNICATION 
DEFINITION	Everything we express in words	Everything we are able to transmit through gestures and body language.
LANGUAGE	Uses words and linguistic signs	Based on body language and paralinguistic features
CHANNELS	Spoken or written	Expression, gestures and body language, covering from facial expressions and movements of the extremities to posture
ADDRESSEE	Can be present or not	Must be paying visual attention
ADVANTAGES	<ul style="list-style-type: none"><li>• Fast and the message always tends to be clear</li><li>• Offers the chance for correction</li><li>• Conscious and reasoned</li><li>• Improves attention</li></ul>	<ul style="list-style-type: none"><li>• Conveys emotions and feelings</li><li>• Complements verbal communication as it helps to better connect with addressees and display other characteristics and qualities of the speaker</li></ul>



# From the Enlightenment to Business Models

Season 3  
Fall-Winter 2023

## Next Week: The Enlightenment and Science



**We will stop here today.  
Our next publication will be about the  
Enlightenment foundation: Science.  
Thank you. Have a nice weekend. See you next  
week.**