



PHILOSOPHICAL HEALTH INTERNATIONAL · SMILE\_PH

# The Philosophical Health of the *CEO*

*A structured eight-session programme of philosophical dialogue for executives who have stopped asking the question they most need to ask.*

EUDYNAMIA AB

# Alone with something you cannot name

*Every decision a CEO makes is, in its deepest layer, a philosophical decision. What is this company for. What counts as success. What kind of person does this choice ask me to become.*

You are trained to translate these questions into business vocabulary — strategy, vision, alignment. The translation is useful. It is also a quiet form of impoverishment. The philosophical content of your decisions does not disappear when you rename it. It accumulates, and becomes the silent weight that makes Sunday evenings harder than Monday mornings, that makes you suspicious of your own certainty, that makes the people closest to you feel further away than your board.

Most executives name this condition in one of three ways. *Isolation* — nobody in the organization can be spoken to as an equal about what actually matters. *Compression* — an entire self metabolized into a single role. *Drift* — the suspicion that the life being lived and the life once intended have quietly separated, and that nobody will point this out because nobody has the standing to.

These are not problems for executive coaches, nor for therapists. They are problems for philosophical practice.

## *Philosophical health*

Philosophical health is the capacity to hold a good, dynamic relationship with four dimensions of a life: the *person* you are (body, identity), the *places* that sustain you (nature, home, time off-work), the *work* you make and what it makes of you, and the *connections* that give your life its human weight. A life in philosophical health holds all four in living tension. A CEO's life, characteristically, has collapsed three of them into the fourth.

This is not a moral failing. It is the structural cost of running something at the scale you run it. But the collapse is reversible, and the work of reversing it is itself philosophical — more than therapeutic, more than motivational, more than strategic.

# The six senses of SMILE\_PH

*SMILE\_PH — Sense-Making Interviews Looking at Elements of Philosophical Health — is a structured dialogical method developed over a decade of philosophical counselling. The method works across six senses, which together form a map of where you actually live, as distinct from where your calendar says you live.*

## I · BODILY SENSE

### *Your relationship with your body*

What does running a company do to your body? Years of composure in rooms where everyone watches your face, pressure absorbed without being shown, sleep made instrumental — all of this leaves traces. A source of intelligence you have been overriding.

## III · SENSE OF BELONGING

### *Connection to others*

Where does a CEO belong? You are central to many, relied upon by many, and yet the asymmetry of the role can leave you feeling that you fully belong nowhere. Where, and with whom, do you find genuine reciprocity — beyond the network, beyond the board?

## V · SENSE OF PURPOSE

### *Direction, meaning, vocation*

What sustains your deep orientation when the work is relentless? Has the company's purpose quietly replaced yours? Executive burnout often signals a fracture in meaning — the moment when building no longer nourishes the builder's own sense of direction.

## II · SENSE OF SELF

### *Identity, coherence, authenticity*

Who do you become when you sit at the head of the table? The executive persona can become so practiced that the line between professional presence and personal identity blurs. Has the role expanded the person you are — or quietly eclipsed them?

## IV · SENSE OF POSSIBILITY

### *Openness to change*

Has leadership narrowed your own horizon, even as the company's horizon expands? The options you defend for the organization are often larger than the options you still permit yourself. How do you restore your sense that things, for you, could be otherwise?

## VI · PHILOSOPHICAL SENSE

### *Integrative reflection*

Can you think your own practice philosophically, beyond strategy? Frameworks and execution discipline are necessary but not sufficient for wisdom. What does it actually mean to decide for others, to shape a fragment of the world?

# Eight dialogues

*Eight structured dialogues of 45 minutes, online, at two to four sessions per month. The work moves through the six senses across the arc of the programme.*

**Philosophical Health Compass (PHC).** *Optional. A structured written assessment produced before the first session and after the last — a diagnostic baseline and a closing map of what has moved.*

**The Tetractys of Philosophical Health.** *Included. A framework used within the dialogues to clarify your greater purpose and the alignment between your revealed worldview and the strategic roles you hold.*

## Practical details

<i>Format</i>	Eight online dialogues · 45 minutes each
<i>Cadence</i>	Two to four sessions per month
<i>Language</i>	English or French
<i>Confidentiality</i>	Absolute
<i>Fee</i>	29,000 SEK + moms

## About your interlocutor



**Luis de Miranda, PhD (Edinburgh)**, is Associate Professor (Docent) in Bioethics at Uppsala University, Philosophical Practitioner in Residence at the Stockholm School of Economics, Marie Skłodowska-Curie Fellow at the Turku Institute for Advanced Studies, and founder of Philosophical Health International. He is the creator of SMILE\_PH and the first eudynamicist.

From 2004 to 2012, he was co-founder and editorial director of Max Milo in Paris, an independent publishing house known for its essays in philosophy, economics, and political thought. He has practised philosophical counselling since 2018, with more than a thousand documented hours. He works regularly with companies in Sweden and France — among them Vattenfall R&D and the Teaminside Group.

His recent books include *Philosophical Health: A Practical Introduction* (Bloomsbury, 2024), *Crealectics as a Creative Method* (Palgrave Macmillan, 2025), and *Being and Neanness* (MIT Press, 2019).

*To begin a conversation, write to  
eudynamia@gmail.com with a few sentences  
describing what you would wish this  
dialogue to address.*

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