

SOCIAL RESPONSIBILITY AS A NEXT STEP IN DEVELOPMENT OF SYSTEMIC BEHAVIOR TOWARD SYSTEMS SOLUTIONS OF SYSTEMIC PROBLEMS OF TODAY

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Abstract

Data are clear: humankind is facing a global socio-economic crisis. Global bodies search for solution in ending the neoliberal monopolistic, rather than free market, economy, and in introduction of systemic behavior under the label of social responsibility. To support this effort, the research that is reported about in this contribution, suggests systemic perception of social responsibility to cause the end of abuse, strategy of promotion of social responsibility, and of suitable economic preconditions, supported by several lines of action, which everybody can trigger.

Keywords: Neoliberal socio-economic monopolism, requisite holism, social responsibility, systemic behavior, strategy

1. Introduction

The benefit of the post-WWII neoliberal, i.e. monopolistic economic development belongs to too small a percentage of humans for the majority not to rebel: in USA one single percent of citizens owns now seventy percent of all wealth; this change from 37% was attained in only 12 years and makes USA ‘a banana republic’ rather than an honest, requisitely holistic and socially responsible (H/RH/SR) capitalism country (... Rop 2011). The resulting current crisis lasts for a decade, at least, and seems to require innovation of the concept of innovation of so far to include RH and SR as non-technological innovations

providing more reliable conditions of life and business. SR may support RH better than the practice of human relations of so far based on exaggerated selfishness and greed, narrow-minded and short-term behavior (Acemoglu & Robinson 2015, Dyck & Mulej 1998, Felber 2012, Lebe & Mulej 2014, Merhar et al. 2014, Mulej & Dyck 2014, Mulej et al. 2013, 2014, 2016, Piketty 2015, Varufakis 2016, Žakelj 2013, and references therein; public media).

N.B. 1: The ‘requisite holism’ reaches beyond Bertalanffy’s (1968) definition that he has created his General Systems Theory against

over-specialization, i.e. against the one-sidedness of specialists without interdisciplinary creative cooperation as a crucial precondition for wholeness of insights and findings. The real wholeness depends on real, i.e. total holism of approach that unavoidably includes totally all attributes from totally all viewpoints and specializations in synergy; this reaches beyond the human capacity. The 'requisite holism' aims at the middle way between the real holism/wholeness that cannot be attained by humans, and the limitation to a single specialization that causes one-sided insights and oversights, resulting in problems, all way to world wars and global socio-economic crises. The 'requisite holism' includes all and only crucial viewpoints in synergy (Mulej & Kajzer 1998); it is based on Mulej's (1974) definition of the 'dialectical system' (see also Mulej et al. 2013).

N.B. 2: Social responsibility means one's responsibility for one's impacts on society, i.e. humans and nature; all its contents are linked by the notions of interdependence and holism in ISO 26000 (ISO 2010). Hence SR supports informal systemic behavior, and so does RH.

Data explain why transition to RH and SR is unavoidable.

2. Some Data

The content of SR is differently understood (Dyck & Mulej 2014, Zore 2016, and references therein).

- The simplest version of SR is charity, but it might only be a mask for real one-sidedness rather than RH of behavior of influential persons and their organizations.

- European Union (EU 2001) mentioned

officially four contents of SR (of enterprises): the point is in a free-will-based acceptance of the end of abuse of employees, other business partners, broader society, and natural preconditions of humankind's survival, beyond law.

- In literature on business excellence one requires more – upgrading of its measures with SR.

- In further literature one sees connections between systemic thinking and SR.

- A fourth group of references links SR with world peace.

- ISO 26000 (ISO 2010) is (because ISO is a global free-will association including more than 160 countries) the globally accepted document on SR, formally; it requires a holistic approach (based on interdependence) and includes seven core contents: (1) organization, management and governance, (2) human rights, (3) labor practices, (4) environment, (5) fair operating practices, (6) consumer issues, and (7) community involvement and development. It treats them with 7 principles: 1. accountability, 2. transparency, 3. ethical behavior, 4. respect for stakeholder interests, 5. respect for the rule of law, 6. respect for international norms of behavior, and 7. respect for human rights (ISO 2010).

If one analyzes the cited issues with RH, one finds that SR only fictitiously and in a short term causes uncovered and avoidable costs (opponents of SR quote costs as reasons against SR, often; see public press). Costs of honest behavior replace – as an opportunity cost that is hard to see in book-keeping data – costs that are clearly visible in book-keeping data, although often indirectly, such as cost resulting from:

- Mistrust on the part of managers, coworkers, and business partners, and resulting costly double-checking;
- Double-checking of creditworthiness of new business partners, replacing the lost ones, and persuading them;
- Lack of well-being and dissatisfaction, causing poor work;
- Strikes, resulting from dissatisfaction, be them visible or white;
- Loss and regaining of high-quality co-workers and other business partners;
- Manager's and co-workers' routine-loving/addicted rather than creative/innovative behavior;
- Misery and poor health and illnesses (which are cured rather than prevented);
- Remediation of consequences of natural disasters, terror, and wars (which are cured rather than prevented);
- Etc.

Thus, SR changes the practice of ownership as defined by the – still accepted – Roman law saying that the ownership gives to the owner the right of use and abuse. SR upgrades the known practice calling co-workers process owners, i.e. responsible with no right of abuse of the given equipment etc.

3. Abuse must Be Replaced

Abuse must be replaced by SR/RH for humankind – and its organizations, for that matter – to survive as the current civilization. This civilization faces problems of (1) extreme division and (2) affluence, too, along with (3) destruction of the natural preconditions of humankind's survival. Affluence is subjective; it causes the lack of ambition to work hard in

order to have more, once one has everything one feels as a need (James, 2007). Need differs from greed that is said to mean that 'one buys things, which one does not need in order to impress individuals for who one does not really care'. Greed supports production beyond needs, by which it ruins nature beyond needs, too, and is detrimental, in the longer terms, at least.

Development of SR is, hence, aimed to be an innovation of human behavior toward systemic behavior by ethic of interdependence and resulting RH rather than abuse and end of survival.

3.1 Ethic of Interdependence, Affluence, and Systemic Behavior - RH by Social Responsibility

In preparation, passing, and realizing of decisions one succeeds, if one has attained RH. This does not depend on knowledge alone, but an equal importance belongs to values – culture – ethics - norms (VCEN), because VCEN directs the application of knowledge and equipment (if somebody has learned to shoot with a gun, it does not depend on knowledge and gun, whether the person shoots at a paper target or a human, but on values/VCEN). Therefore we speak of knowledge-cum-values management (Šarotar Žižek et al. 2014, Zlatanović & Mulej 2015); this approach is closer to RH.

The RH of specialists who need each other is expressed in their ethic of interdependence (Mulej & Kajzer 1998). It expresses the specialists' feeling that they complete each other up with their differences in order to make the RH and therefore success attainable. Due to these differences, clear boundaries and similarities are not enough: many in systems

theory emphasize similarities (i.e. isomorphism), as tools to transfer knowledge from one usual specialty of knowledge to another, rather than a tool of their inter-disciplinary creative cooperation (François 2004). RH is in line with European Union's definition of systemic thinking, since the total holism cannot be achieved (EU 2000). RH can be seen also in ISO 26000's holism.

The European Union, e.g., is trying to become a sustainable and knowledge/innovation-based society; the concept includes SR. European Union stresses that SR-behavior reaches beyond matching the legal obligations, and so does ISO 26000; hence SR reflects organizations' additional efforts to meet expectations of numerous/all stake-holders (EU 2011, ISO 2010). European Union passed also several other documents that support development of SR (e.g. EU 2000a, EU 2006b). They only partially cover the real contemporary needs:

(1) The creativity-based society is replacing the knowledge-based one that has replaced the routine-based one (Collins 2001, Florida 2004, Hofkirchner 2010, etc.).

(2) The concept of sustainable future must replace the concept of sustainable development (Ecimovic 2008, Ećimović & Mulej 2014, Goerner et al. 2008, Hrast et al. 2015), for humankind to survive, by preventing the practice that development is found more important than sustainability and survival. The long-term and broader view is able to contribute more to the daily business success, too (ibid; etc.): it makes employees and other stakeholders more interested, motivated, creative, and loyal to their organization by providing well-being to

them (ibid; etc.).

The European Union defined for the period until 2010 'A European Roadmap', stressing the sustainable and competitive enterprise, which considers both the short-term and long-term creation of value (Knez-Riedl 2007 a, b). Documents of EU have hardly changed EU's reality, because EU did not provide enough of tools and ways to make SR daily practice of many. EU passed hence another document (EU 2011).

For SR to become more than a word, a strategy of promotion of SR – as a potential non-technological innovation – might be needed (Hrast et al. 2015, Mulej & Hrast 2010)

4. Strategy of Promotion of Social Responsibility

SR is a demanding concept to promote as a specific case of RH having to do with the human approach to other people and nature. For success/survival many/all influential people should practice RH via SR. Work of a few individuals – professionals is not enough, except in the seeding phase, a general social support based on a clear strategy is needed, e.g. on the national, international, and world-wide levels. This is visible from the summarized data and above cited and new references. (e.g.: Bernard 2016, Blagotinšek 2016, Cunk 2016, Čuš 2016, Gorjup 2016, Kušnik 2016, Mulej & Dyck 2014, Mulej et al. 2016 a, b, c, Potočnik 2016, Rašič 2015, Rašič et al. 2014, 2016, Stvarnik 2016, Šarotar Žižek 2012, 2014 a, b, c, d, e, Štrukelj 2015, Zore 2016, Zorko 2016, Zrelec 2016, Zupančič 2016, and hundreds of references cited in them).

SR Mission should be to promote global

VCEN of SR in order to help humankind, including one-self, survive by doing something good to all stakeholders (based on RH and ethics of interdependence) rather than evil (based on one-sidedness and ethics of economic independence of bosses and dependence of subordinates) beyond the official legal obligation and limitation to stockholders or owners only, but extended to stakeholders.

A working group with an interdisciplinary composition should prepare a draft strategy. Later on a special Agency for Promotion of SR might have to be established, in any country, integration of states such as European Union, and world-wide. Its tasks should include co-ordination of country-wide and world-wide SR-related activities in co-operation with several professionals and institutions (the case of anti-corruption is one of them, so are efforts of UNICEF etc.). Thus, the following goals should/could be met:

1. To create a basic interdisciplinary core of researchers working on monitoring the situation concerning SR in the area under investigation, to compare the collected findings and suggest changes/IIDP and innovations in the given area.

2. To prepare legal draft bases for legislation changes, where they are needed to cover SR everywhere per areas/topics.

3. To prepare professional, RH bases for making up the SR program in all ministries.

4. To establish dialogue with professional associations, government bodies, public institutions, non-governmental organizations, businesses and other parts of society in order to attain a shared activity for promotion of SR.

5. To include topics on SR in primary, secondary, higher and life-long/adult education,

and to promote values of SR in daily mutual contacts of youngsters and adults alike.

6. To create and implement a national and world-wide program of public relations communication about SR in order to promote general awareness on how crucial a SR-based behavior of all humans and their organizations is for getting the society out of the current crises, as well as preventing long-term ones.

7. To establish portals for both-way communication in public relations concerning the SR-based behavior with both good and bad examples.

8. To collect good and bad examples of SR and related practices of RH and innovation based on SR rather than on one-sidedness, for the society to become, be and remain a RH/SR and innovative society with SR as a basic criterion of its excellence.

9. To collect information on development of SR anywhere and in the area under investigation in order to report about them.

10. To support initiatives of various stake-holders promoting SR and practicing it.

Tactics and operation should be defined per areas/topics, but in the style of a coordinated decentralization: whatever can be done on lower administrative levels remains there.

Let us repeat: what is currently being undertaken to fight bribery, multinationals' poor care for natural and human health, mafia, other forms of criminal, hiding money in tax heavens, etc., is a good part of effort aimed at RH/SR (see public press).

Ethic of interdependence expresses VCEN enabling the strategy of SR. This includes weighing and concerting of solidarity and economic efficiency, sufficiency, and

effectiveness by RH via SR. This may help humans to provide an equilibrium with no resulting need for too exaggerated solidarity (such as the ‘equal stomachs philosophy’ from the pre-industrial village solidarity) or too much protesting against the one-sided decisions and

actions of authorities all way to terrorism (See daily press).

This strategy and ethics of interdependence may be well supported by a RH approach to the governance and management process. See Table 1.

Table 1 The cybernetic circle of the preparation and implementation of the management process practicing SR (too) as a crucial IIDP (a simple model) (Mulej et al. 2013)

MANAGEMENT PHASES		PREPARATION PHASES
Definition of vision	←	Drafting of vision, mission, policy, strategy, tactics, operation
↓		↑
Definition of mission		Definition of starting points for drafts
↓		↑
Definition of policy/ies		Consideration of experiences
↓		↑
Definition of strategies	←===	Intervening when and where needed in all management phases
↓		↑
Definition of tactics		
↓		
Running the operations	⇒	Checking the results of operation

- *Vision* may be briefed as “survival on the basis of competitiveness by RH/SR creative work and cooperation aimed at a systemic quality in accord with customers’ requirements/needs.”
- *Mission*: “delight customers with an excellent systemic quality and attract them as sustained and sustainable customers.”
- *Policy*: “implement innovative business and SR as a source of a continuous systemic quality in all parts of the business process and all units.”
- *Strategy* towards implementation of such a policy may employ continuous self-assessment of one’s own quality in terms of the Deming Prize of Japan, the

European Excellence Award, or Baldrige Award of USA, or (as a first phase) attainment and re-attainment of International Standards Organization’s rules as ISO 9000, 14000, 27000 certificates, and/or something similar (See the Slovenian reward for SR HORUS at www.horus.si).

- *Tactics* for implementation of such an IIDP strategy include organized criticism, followed by teams, and task forces, to work on solution of the selected problems (on a free-will basis and on company/organizational time, one hour a week) with awards for inventions (symbolic in value, but with no delay) and innovations. Innovation reward is foreseen for all of the

innovative team, all members of their own organizational units, every organizational member including managers, while a half of the value created by innovation enters the company business funds to support further IIDP.

- **Practice:** permanent IIDP on a RH/SR basis as its management style and process.
- **Monitoring and Intervening:** Managers' committee for promotion of IIDP and excellence based on SR – in session once in 3 or (later) 6 months, agenda: 1. comparative assessment of all units; 2. variable part of income of units' managers depending on this assessment; 3. approval of new innovation (of all types) related objectives of units.
- **Rewarding:** non-monetary (justified feeling of being considered creative and innovative by peers and bosses) and monetary (e.g. 50% of innovation-based profit goes to enterprise funds, 50% to coworkers, of which: 30% to authors and coauthors, 10% to all in the innovative unit, and 10% to all in the enterprise, including managers).
- **Training:** in profession and creation, including creative interdisciplinary cooperation.

We learned from practice and its summary in e.g. Gladwell (2004, 2008, 2009) that a good preparation is crucial, but it includes consideration of conditions and preconditions, too.

5. Making SR an Attainable (Potential) Innovation – Some Practical Economic Preconditions

As components of the way to make SR an innovation concerning the socio-economic order

attainable, one can use several essential findings in economic literature, in a new synergy.

- Florida (2002, 2005) found in a comparative analysis of US regions that the best development had been attained in regions with the highest 3T: it is tolerance for differences between habits of people that attracts talents and thus it makes sense to invest in technology there. The creative class is growing beyond 35% and becoming essential, the traditional working class is diminishing due to technological development based on technological innovations, and the service class only works on preconditions for the creative class to create for all. (N.B.: In addition, these 35% should include the other 65% of people who must be creative to survive with the poor incomes.)

- Porter (1990, 2006) pointed out that the basis of competitiveness evolved in four phases: from (1) owning the natural resources via (2) investment into their exploitation to (3) innovation and then to (4) affluence, which people have always wished to have. But affluence has a crucial side-effect: affluent people have no motive any longer to work in order to have things, which results in a growing need of many citizens for solidarity, jobs, etc. In affluence sources are not scarce, but real needs are scarce, while marketing and advertisement try to persuade people to have wants/greed and try to buy like wants/greed would be (the preferential) needs. (See also: James 2007). Baumol et al. (2007) do not even mention or quote Porter (1990); they remind of this danger with a single quote on p. 288.

- The innovation of the traditional incentives for Total Quality as a way to innovation that are often taken in a too bureaucratic way to really

work as incentives for contemporary excellent quality as an incentive for innovation and RH to flourish by practice of systemic thinking and behavior at large (SFPO 2010, public media).

- One should add here the reality that the governments are covering the public sector, which makes them big buyers in a modern buyers' market, giving them the bargaining power; thus they can demand that only the suppliers attaining the highest levels of innovation, quality, and SR based on RH may supply the public sector with everything from e.g. toilet paper to scientific novelties (Mulej 2007b). This attributes apply to politicians' and public employees' SR, too.

- One should also add creativity-based ambition and life-style in both working and free time, and shorter working hours for people to have more time for their families and creativity of all contents from gardening and house-keeping to Nobel-prize winning results and artistic achievements, as well as political engagement.

- Everybody is paid on a longer-term basis, including in stocks and/or by application of the Mondragon model of management and ownership (Dyck & Mulej 1998).

- Etc.

The problem lies in transition of mentality that cherishes lazy life (like in times of too long working hours and work with stress and muscles without tools and brain/creativity) toward cherishing creativity (which is the basic human attribute and used to be disabled in an assembly-line style of work very much) – in humans' thinking and worldview as well as other values/emotions (Brown 2008, Ećimović

et al. 2002, Harris 2008, Korten 2009, Martin 2006, Mulej 1979, Mulej 2007a, 2007b, above cited newer references, etc.). One-sidedness results in a lack of contemporary excellence, which requires more RH of behavior for the humankind's future to exist. Baumol et al. (2007) fail to see this.

Thus, it is the practice of interdependence that makes people aware of their need for each other due to their differences in specialization, and their mutual complementary relations on the same basis; this leads them to using the briefed synergy in the form of ethic of inter-dependence and SR. This ethic is created in a circular process. See Table 2 (Potočan & Mulej 2007).

Table 2 Interdependence of values, culture, ethics, and norms

Individual values (interdependent with knowledge)	↔	Culture = values shared by many, habits making them a rounded-off social group
↓	⊥	↓
Norms = prescribed values on right and wrong in a social group	↔	Ethics = prevailing values about right and wrong in a social group

In other words: (informal) systems thinking/behavior in the form of RH/SR behavior is the background of the creative class and innovative society, which does not limit itself to technological innovation only. But the creative society and class needs motivation, which causes some differences, obviously, because not all people are equally capable of RH and creation, including innovation. Though, differences in the basic wages/salaries/pays are

one topic, differences based on innovation need not be limited; they take always a percentage of the newly provided benefit (Mulej et al. 2008). One might apply the income model that combines everybody's basic income from 'universal stock ownership', all employed persons' income from 'employee stock ownership' and/or Mondragon-style co-operatives ownership, from work, and 'innovation-based income' (Avsec 1987, 2013, 2014).

Hence let us repeat: Government should foster creativity and innovation – as a big buyer covering the entire public sector – by allowing only the most innovative organizations, including RH and SR into its criteria, to supply the public sector (Mulej 2007b).

Experience showed that it makes sense: it makes people more innovative, successful and therefore rich all way to affluence, and still remaining creative and ambitious (Dyck & Mulej 1998). The 'Universal basic revenue of every person' is a similar idea, which is quite well promoted (see: www.utd.slovenia.si); it is not yet reality. But the affluence phase might be a dead alley, if people lose ambition for creation (normally, they did so, in history so far). People therefore need either a prolonged innovation phase based on RH of IIDP rather than one-sided processes, or a new phase, a 5th one, the one of SR as the socio-economic order. Its essence is creative happiness based on ethics of interdependence and interdisciplinary creative co-operation with SR replacing the phase of affluence; for selfish reasons, people are less selfish, short-term thinking, and narrow-minded, and they apply more RH, i.e. systemic behavior (for details see: Mulej & Dyck 2014, Mulej et al.

2013, Mulej et al. 2014, Lebe & Mulej 2014, Mulej & Hrast 2010, Žakelj 2013).

Several lines of action might be necessary:

1. Humans as individuals act in the roles of consumers, too. Practice has already shown up that consumers prefer suppliers, who have the public image of SR. Greed is also less popular than it used to be. After a level of material satisfaction well-being depends on other factors (Šarotar Žižek 2012, 2014 a, b, c, d, e).

2. Humans as organizations act in three basic roles: (1) suppliers, (2) customers, (3) public awareness makers and users. In all of them they compete with others. The ones with the best image of RH innovators and SR actors in the market attract most customers and succeed. Reaching beyond law toward SR and RH helps competitiveness.

3. Humans as nations act via government and non-governmental organizations. Their bodies support competition and fight monopolies and other bases of abuse of influence of the more influential ones in their relations with the others. Thus, they support RH and SR with legal and moral tools.

4. Humans as nations do the same on the international levels, all way to the world-wide democracy, including a world government, made of very honest persons and coworkers.

5. Scientists of systems and cybernetic theories help people practice RS/SR based on ethics of interdependence; these are sciences of synergy, while the traditional sciences are more the ones of details and division, but able to join creative interdisciplinary cooperation, if practicing SR.

This might lead to RH in society and economy by/based-on SR (Hrast et al 2015,

other references cited above). Such attributes of behavior create new ambition, reaching beyond complacency of the affluent ones. No short-term efficiency, including e.g. abuse of external economics, or of the law of supply and demand, is enough. Then, a new economy and society can succeed.

6. Who Can Start the Process?

Table 2 suggests: Many influential persons made history by making their individual values a culture, shared by a group of their followers, who then diffused this culture in order to make it a socially acceptable ethic, resulting in the social norms. Via these norms, one influences the individual values of others who have a dilemma to face: accept the novelty and be acceptable in the society or refuse it and be outlaws. Norms may become law and support SR/RH, while SR reaches beyond law (ISO 2010), but is required by market. Legal preconditions for law and habits to be innovated in order to support RH/SR and resulting survival of humankind are also needed, but they exceed the available room here.

7. Concluding Remarks

In the contemporary conditions we humans are condemned to RH, SR and related invention-innovation-diffusion process (IIDP), in order to survive, be competitive and improve our quality of business and personal lives, solve the piled-up problems of environmental preconditions of our survival that we have not been able, willing or knowing how to solve so far. Non-technological IIDP, especially about management style and VCEN and resulting habits, is unavoidable, but nobody can master its complexity without creative interdisciplinary

cooperation matching RH and based on SR principles, i.e. on systemic behavior. Fictitious holism of isolated specialists does not help them create the innovation, which SR is supposed to become for human civilization to survive. Nature on the Planet Earth can live without humans, but humans cannot live without a healthy nature, therefore SR is unavoidable, and so is RH – systemic behavior.

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