

(24) **MULEJ, M.,<sup>1</sup> HRAST, A.<sup>2</sup>**

***A requisitely holistic approach and (ethics of) interdependence - precondition for healthy food***

*A holisztikus megközelítés követelménye és a kölcsönös függőség etikája – mint az egészséges táplálék alapfeltételei*

[mulej@uni-mb.si](mailto:mulej@uni-mb.si)

<sup>1</sup>University of Maribor (EPF) and IRDO Institute for Development of Social Responsibility, Maribor, Slovenia  
[info@irdo.si](mailto:info@irdo.si)

<sup>2</sup>IRDO Institute for Development of Social Responsibility, Maribor, Slovenia

***Abstract***

Care for healthy food tends to depend on specialists of single professions, whose education for inter-disciplinary creative cooperation is very rare, rather than on persons with knowledge of systems theory. Bertalanffy (1978: VII) created his General Systems Theory against over-specialization, i.e. to support interdisciplinary creative cooperation as the best way toward the necessary holism of approach and wholeness of outcomes of human activity. But he did not support his intention methodologically a lot. Mulej did it with his Dialectical Systems Theory (DST). Narrow specialization is still necessary, but equally so is the other specialists' capacity: cooperation that helps humans to prevent oversights and resulting failures, because it enables more holistic thinking/behavior. The role of the narrow specializations is so strong in the current practice that people hardly see that holistic thinking/behavior – enabled by interdisciplinary creative cooperation, backed by (ethics of) interdependence – makes specialization of any profession much more beneficial than any operation inside a single specialization alone. Nobody, whatever their profession, can live well without co-operation with people of other professions. De Bono's '6 Thinking Hats' support it, so does DST from the same period of time. Both of them have been fruitfully applied all four decades since. A new support was recently offered: social responsibility (SR) with its all-linking concepts of (1) interdependence and (2) holistic approach is close to DST and (liberal rather than neo-liberal) economics, as authors understand the essence of the recently published ISO 26000 on social responsibility and European Union's (2011) support to it. Here, the author addresses use of DST (via SR) in management of healthy food in general terms; everybody is supposed to be interested in social responsibility as a source of their healthy food, but need knowledge and values to work on implementation of SR. The suggested findings should help humans find their way out from the publicized problems with food quality; this crisis results from obsolete management and government style, including the professional work.

***The selected problem and viewpoint***

Quality of food tends to be neglected in crisis times, especially after such a long period of relative spoiling. The current global socio-economic crisis differs from all of so far:

- (1) It came after a very long period without the usual crises of the market economy;
- (2) Practically nearly all countries of the entire world are about bankrupt after decades of spending beyond production;
- (3) Only 15% of humankind live on more than 6 (six) US dollars per day, providing more or less the only shopping capacity, but preferring in a high percentage greed over need;
- (4) Long decades of technological innovation replace humans in very many jobs and cause unemployment, while shorter working time is not found politically acceptable;
- (5) Many expensive social transfers are therefore needed, while the idea of the 'general basic income' is not found politically acceptable;
- (6) After the phases in which competitiveness has been based on (6.1.) ownership of natural resources, (6.2.) investment to use these resources better, (6.3.) innovation to use these resource even better, now

**LIV.**

**GEORGIKON NAPOK**

*54<sup>th</sup> Georgikon Scientific Conference*

the (6.4) phase of affluence has come with supply very much bigger than demand, while ambitions to work hard in order to have hardly exist due to affluence;

(7) After the phases of affluence (which is a personal perception with hardly any objective data), in history, destruction happened (the city of Rome lost population in a comparable phase - from a million to only ten thousand);

(8) Natural resources are now over-exploited, natural environment is badly damaged, so many billions of humans have never existed – these three facts are not the main problems of the modern humankind's civilization, but symptoms of the real problem, which is one-sidedness rather than requisite holism behavior of humans (made of watching, perception, thinking, evaluation, decision making, communication, and action);

(9) The neo-liberal economic theory made room for the concept of free market to be abused to the benefit of the monopolistic enterprises (only five hundred out of many millions of enterprises control 53% of the world market, only one single percent of Americans control 70% (seventy percent) of US wealth; the difference between an average manufacturing worker's salary and the general manager's income in a big US company has grown from 34 times in 1974 to 1.000 (one thousand) times in 2005 and fell a bit only afterwards; etc.); out of 30 million organizations only 147 control 40% of the world market;

(10) Data about the dangerous destruction of humankind's natural preconditions of survival are being collected in so many different ways that those who do not want innovation of the current practice have many chances to make it impossible.

(For details see: Mulej, Hrast, editors, 2010; Mulej, Dyck, editors, forthcoming).

### ***Social responsibility as a necessity and potential innovation***

The affluence phase (see 6.4. above) becomes a dead alley, once people lose ambition to work hard and create (so far they did so, in history). People therefore need:

- Either a prolonged innovation phase based on requisite holism (RH) of the invention-innovation-diffusion processes (IIDP) rather than one-sided processes, or
- A new phase, a 5<sup>th</sup> one; it includes, e.g.:
  - Creative happiness based on values-culture-ethics-norms (VCEN) based on practice of creative cooperation, especially the interdisciplinary one, and
  - Resulting ethics of interdependence and interdisciplinary creative co-operation as a permanent habit and practice,
  - With social responsibility (SR) replacing the content-empty phase of affluence;
  - For selfish reasons, people are less selfish, short-term thinking, and narrow-minded, and they apply more RH/SR, in order to survive.

In the current trends, innovation may not be reduced to IIDP of products and services; it must rather cover the non-technological issues, too, or even first of all (Ženko, et al, 2008; 2010; 2011; Ženko, 2001). Technology is an important tool, but only a tool of humans. See Table 1.

**Table 1:** 40 basic types of inventions, suggestions, potential innovation and innovations

'Innovation is every (!) novelty, once its users (!) find it beneficial (!) in practice (!)'.				
<i>Three networked criteria of inventions, suggestions, potential innovations, and innovations</i>	<i>(2) Consequences of innovations</i>		<i>(3) On-job-duty to create inventions, suggestions, potential innovations, and innovations</i>	
<i>(1) Content of inventions, suggestions, potential innovations, and innovations</i>	<i>1. Radical</i>	<i>2. Incremental</i>	<i>1. Duty exists</i>	<i>2. No duty</i>
1. Business program items	1.1.	1.2.	1.3.	1.4.
2. Technology (products, work processes)	2.1.	2.2.	2.3.	2.4.
3. Organization (process-based rather than subordination-based)	3.1.	3.2.	3.3.	3.4.
4. Managerial style (co-operative rather than one-way commanding)	4.1.	4.2.	4.3.	4.4.
5. Methods of leading, working and co-working (supportive of co-operation)	5.1.	5.2.	5.3.	5.4.
6. Business style (co-operation with business partners)	6.1	6.2	6.3	6.4
7. Governance & management process (supportive of co-operation)	7.1	7.2	7.3	7.4
8. VCEN (supportive of co-operation and reflecting interdependence)	8.1	8.2	8.3	8.4
9. Our habits (realizing contemporary VCEN in our practice)	9.1	9.2	9.3	9.4
10. Habits of others (realizing contemporary VCEN in their practice)	10.1	10.2	10.3	10.4

The 2008- crisis was not caused in 2008; it only surfaced then, as a consequence of the neo-liberal fictitious, rather than realistic, model of omnipotent market, causing also fictitious innovations by bank- and finance- people and the break of the fictitiously working real-estate market in USA). This crisis is obviously much deeper: the market cannot be relied upon, because the 'limited competition', i.e. monopolistic market, does not work as the market's invisible hand predefined by A. Smith (Smith, 2010). It does not prevent abuse of those with less bargaining power. It does not make the three notions of the French revolution – freedom, equality, and brotherhood – survive. Neither can governments be reliable, if they are biased and one-sided due to one-sided monopolization and outvoting by the winning parties rather than requisitely or even totally holistic approach of parliaments. Thus, they can hardly attain the requisite wholeness of their insights and other outcomes. See Table 2.

**Table 2:** The selected level of holism and realism of consideration of the selected topic between the fictitious, requisite, and total holism and realism

←-----→		
Fictitious holism/realism (inside a single (subjectively selected) viewpoint)	<i>Requisite holism/realism (a dialectical system of all (subjectively selected) essential viewpoints)</i>	Total = real holism/realism (a system of all (objective rather than selected) viewpoints)

The above briefed process of the historic changes of the basis of competitiveness has caused equally historic changes in human VCEN and behavior.

Progressive persons, including progressive entrepreneurs of the world-top companies (but not sufficiently many) started perceiving the blind alley decades ago. This resulted in 1992 Rio de Janeiro United Nations Summit and several later world-wide conferences and documents aimed at sustainable rather than one-sided and short-term oriented development. In 1998 progressive companies, and later on UN and European Union proclaimed that the neo-liberal economic theory and practice had been wrong, when they prohibited business-people’s social responsibility (by saying that ‘business of business is business for profit of company owners only’). The UN, EU and other documents of about a decade ago were completed up in November 2010 by ISO 26000 on SR (ISO – International Standard Organization has +160 countries members; professionals, politicians, and trade unionists from 90 countries and +40 other organizations worked on ISO 9000 for several years). Now, the new concept is here, but it needs time and action to become the prevailing VCEN and practice. In October 2011 European Union added a new action document (EU, 2011).

A brief summary of the essence of SR as a contemporary VCEN reads:

- The lack of SR that has destroyed the slaves-owning and feudal societies and has created room for democracy and free-market economy – is surviving, called financial, neoliberal or feudal capitalism. Legal names are different, not much else. This is why SR is so much needed and discussed today.
- The ‘Bubble Economy’ of neoliberalism cannot last. SR must replace it.
- But the content of SR is differently understood.

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) mentions 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 2011 EU launched a shorter definition: ‘social responsibility is responsibility of organization for their impacts over society’ (EU, 2011).

In literature on business excellence one requires more – upgrading of its measures with SR (For overview see: Gorenak, Mulej, 2010).

In further literature one sees connection between systemic thinking and SR (Cordoba, Campbell, 2008).

A fourth group of references links SR with world peace (Crowther, Caliyurt, 2004).

ISO 26000 (ISO, 2010) requires a holistic approach (based on interdependence) and includes seven content areas: (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. As you see in ISO 26000, the essential new features are the two interlinking concepts: (1) interdependence, and (2) holistic approach. Thus, it is visible, that the neo-liberalistic concept that

## LIV.

# GEORGIKON NAPOK

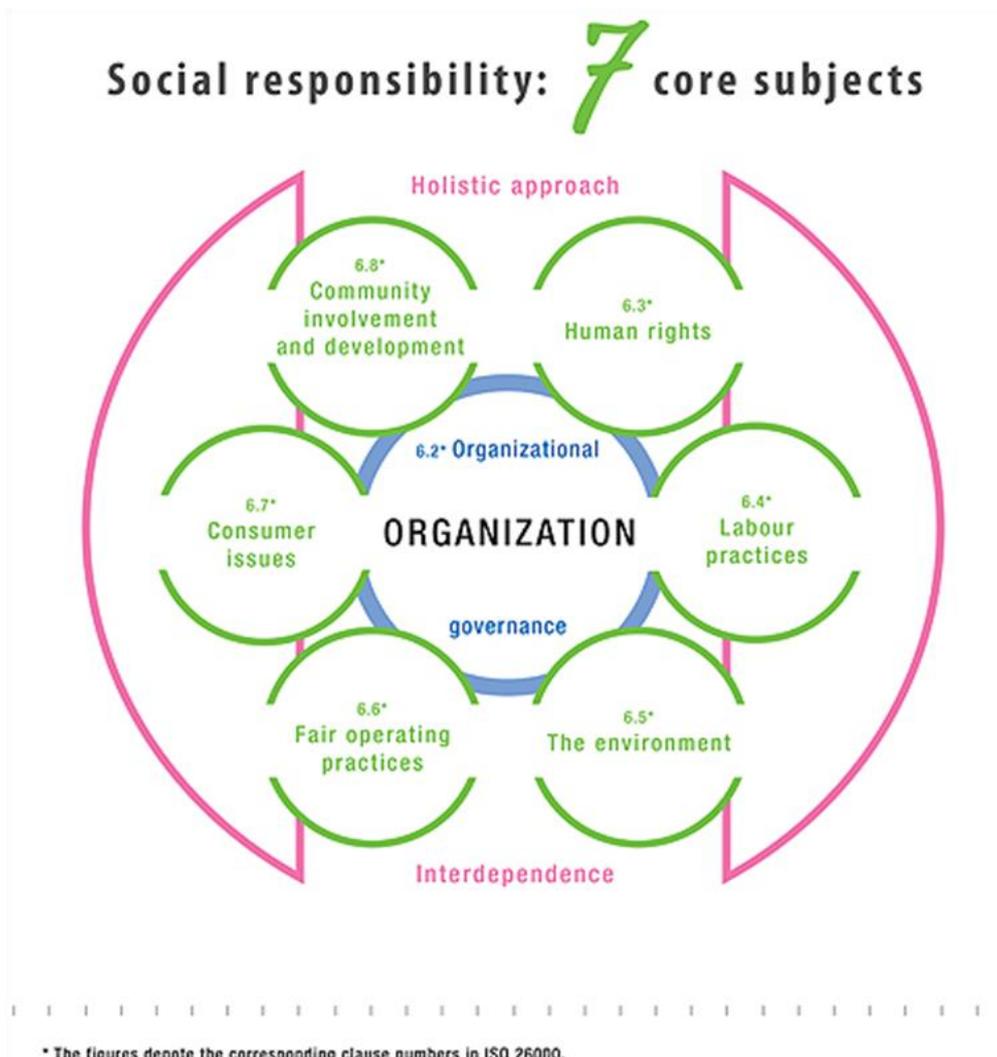
*54<sup>th</sup> Georgikon Scientific Conference*

wrongly understands A. Smith's invisible hand as everybody's right to be one-sided and feel independent is deadly dangerous for humankind.

European Union reminds that the corporate SR is not its lonely initiative any longer neither is this initiative self-sufficient, but obviously a tool for solving of critical socio-economic problems (EU, 2011)<sup>1</sup>. This is very much in line with the fact that ISO 26000 is introducing explicitly (1) interdependence and (2) holistic approach, which means a broader view rather than a one-sided one, making room for more thinking about preconditions for sense-making entrepreneurship and economic growth rather than the destructive ones of so far: humankind's prosperity is what makes sense.

European Foundation for Business Excellence also speaks in the same direction: it links social responsibility and business excellence directly (SFPO, EFQM (2010)).

*Figure 1: Summary of social responsibility in ISO 26000*



<sup>1</sup> Quotation: "A number of the Europe 2020 flagship initiatives make reference to CSR: the Integrated Industrial Policy for the Globalization Era COM(2010)614, the European Platform against Poverty and Social Exclusion COM(2010)758, the Agenda for New Skills and Jobs COM(2010)682, Youth on the Move COM(2010)477 and the Single Market Act COM(2011)206. In addition, the Innovation Union COM(2010)546) aims to enhance the capacity of enterprises to address societal challenges through innovation, and the contribution of enterprises is central to achieving the objectives of the flagship initiative "A Resource-Efficient Europe" COM(2011)21 and COM(2011)571.."

LIV.

GEORGIKON NAPOK

54<sup>th</sup> Georgikon Scientific Conference

Due to the lack of systemic/cybernetic behavior the practical decision making has a one-sided and therefore misinforming basis. This has lasted for the entire industrial and information society periods. The dangerous climate change, over-population, lack of natural resources, and destruction of nature, including waste - all result from this absence, or lack, of requisite holism. The recent decade has seen official awareness of this dangerous absence of holism: United Nations and European Union launched documents supportive of social responsibility. This is why we say that in 2010 the ISO 26000 went a crucial step further: it calls (1) holistic approach and (2) interdependence the two common denominators of social responsibility.

Thus, these documents are asking for innovation of VCEN and resulting habits for humankind to overcome its dangerous economic theory of so far – the neo-liberalistic abuse of Adam Smith's liberalism.

SR is offering a replacement for neo-liberalism of so far in socio-economic relations, although only organizations, but no governments and individuals, are mentioned explicitly.

ISO 26000 is not meant for certification, but for self-assessment and self-innovation reaching beyond technology to crucial non-technological topics.

The economic viewpoint of social responsibility reads:

(1) SR is VCEN and strategy of requisite holism (RH) based on interdependence, not (in)dependence reduces/eliminates troubles/costs caused by lack of satisfaction causing 'opportunity cost', which are difficult to see in accountancy, e.g. by:

- Strikes & poor work, hence lost production and other work;
- Lost markets, hence the need for costly effort to find and persuade new consumers;
- Lost suppliers, hence the need for costly effort to find new reliable suppliers of work, material, investment, and capital;
- Lost partners, hence the need for costly recovering of cooperation and reliability;
- Lost good image/trust, hence the need for costly building up the image again<sup>2</sup>;
- Riots, terrorism, which ruin the normal life and its infrastructure;
- Eco-remediation, because natural preconditions must exist for humans to live and be healthy, which are very costly to renew and maintain after periods of one-sided destruction;
- Medication, which requires a costly health service to exist and be developed; etc.

All these troubles, problems, and cost are caused by one-sidedness and abuse of power.

(2) SR supports (in wording in ISO 26000):

Competitive advantage;

Reputation;

Ability to attract and retain workers or members, customers, clients or users;

Maintenance of employees' morale, commitment and productivity;

---

<sup>2</sup> Two telling anecdotes: (a) when you want to say something about somebody, think (1) are you sure that the to-be-said message is totally true, (2) is it bringing benefit, if you say the message, (3) is it a good rather than a bad information about the tackled person; (b) a person about who such a message was launched, asked the person who had launched this message, to visit him at home and to cut a pillow full of feathers for the wind to carry feathers everywhere; then he asked that person to recollect feathers; when the person found this action impossible, the tackled/attacked person's response was: 'So is my reputation of an honest person.'

## LIV.

# GEORGIKON NAPOK

54<sup>th</sup> Georgikon Scientific Conference

View of investors, owners, donors, sponsors and the financial community; and

Relationship with companies, governments, media, suppliers, peers, customers and the community in which it operates.

ISO 26000 defines also the holistic approach and interdependence (lines 896 – 900 in ISO 26000): »An organization should look at the core subjects holistically, that is, it should consider all core subjects and issues, and their interdependence, rather than concentrating on a single issue. Organizations should be aware that efforts to address one issue may involve a trade-off with other issues. Particular improvements targeted at a specific issue should not affect other issues adversely or create adverse impacts on the life cycle of its products or services, on its stakeholders or on the value chain.«

Indirectly ISO 26000 addresses holistic approach and interdependence often with concepts such as:  
stakeholders, rather than shareholders,  
accountability, rather than irresponsibility,  
transparency, rather than hiding the data and information,  
ethical behavior, honesty, no abuse, no discrimination, no exploitation, rather than dishonesty and abuse of power and influence,  
respect for rule of law and other rules, rather than illegal activities,  
human rights, rather than mistreatment of coworkers and other partners,  
dialogue, rather than one-way commanding and resulting one-sidedness and failures,  
wider impact, rather than consideration of the very direct consequences only,  
healthy environment, rather than spoiling the natural preconditions of human life,  
etc.

Healthy food should be included more explicitly.

In summary, this means that interdependence is considered and hence the requisite holism is attainable by their interaction. This brings informal systems/cybernetics thinking/behavior in action, which is what might be the crucial novelty, after decades of specialists' opposing to systems theory and cybernetics as theories and practices of the requisitely holistic behavior.

### ***References on good practices to be followed***

There is no real need to invent practical references anew or in theory. Practical examples are published. One must only put them in a new synergy. They include:

Collins (first with Porras, then alone) found with their teams of empirical practice researchers that “visionary companies” have been best off over an entire century, and grew from good to great based on their socially responsible governance and management practices (Collins, Porras, 1997; Collins, 2001).

US Air Force General Wilbur. L. Creech showed, after 47 years of experience that he had stayed alive during thousands of flights by cooperating with rather than one-sidedly commanding his teams, which means use of ethics of interdependence for more holism (Creech, 1994).

Mondragon is an exemplary community in the Basque region of Spain, which during the past good seven decades has successfully applied co-operative ownership and management to its industrial production, schools, housing, banking, etc. R. Dyck, M. Mulej and coauthors (1998) include this and 30 other case studies.

Richard Florida's *The Rise of Creative Class* (2002) shows that the US regions with the highest 3T levels (tolerance, talents, technology) attract the most productive people and enjoy the highest standard of living.

# LIV. GEORGIKON NAPOK

*54<sup>th</sup> Georgikon Scientific Conference*

Jeffrey Sachs' crucial new book *The Price of Civilization* (2011) contains data and analysis showing why the US is in deep crisis, and also why SR is the solution.

Along with these models we suggest use of the voluntary international standard, ISO 26000 (2010), *Guidance for Social Responsibility*.

We could add N. Roubini's remark, in "Gordon Gekko Wakes up," in the Slovenian daily *Finance* (18 August 2010:10) that managers' pay needs a longer-term basis.

To persuade people one might use data summarized from five other books in Mulej's review (2010).

Action for promotion of social responsibility as the alternative to the obsolete neo-liberalism could be based on the new European Union's document on social responsibility (EU, 2011).

The process of making social responsibility a prevailing management and governance practice should be considered a complex non-technological invention-innovation-diffusion process applying the (dialectical) systems theory (Mulej et al., forthcoming in 2012).

Governments can support the process by requiring all suppliers to any organization in the public sector to prove to be the best in social responsibility, business excellence, innovation and sustainability (Mulej, 2007).

Cassiers (2011) points out another crucial view: crisis is multi-dimensional; the cases of Belgium, USA, Japan, France and Denmark showed no serious growth of prosperity in the period of the very rapid growth of GDP 1955-2010. Data also show that +5 decades of economic growth has neither increased life satisfaction in the West nor swept away world's misery. Hence, well-being is a crucial criterion, too (Šarotar Žižek, 2012).

There is one more poorly addressed issue: new jobs and profits cannot be generated in the absence of consumer demand; greed is no longer sufficient to operationalize an economy, since 95% of people around the world live on less than six US dollars a day. Shorter working hours may also be required to generate better distribution of employment. (See for some details: Mulej, 2010 and 2011).

Hence, non-technological innovation under the umbrella of social responsibility (covering systemic/holistic behavior by fostering interdependence) might be able to innovate the governance and management style toward a more holistic usage of macro-economics.

### ***Five basic lines of measures to be undertaken***

Five basic lines of measures to be undertaken are suggested:

Individuals: to understand and practice, as consumers, to prefer real need over greed, and to prefer suppliers having a well-grounded image of social responsibility. Both has started happening in USA before the 2008 crisis (Senge et al., 2008; Gerzema, 2010; Zgonik, 2011).

Organizations, both enterprises of all sizes and other: to understand and practice social responsibility as a human attribute and business strategy that prevents or diminishes, at least, cost resulting from dissatisfaction of people (e.g. in the form of visible and white strikes, cancelling and unreliability concerning contracts and resulting expensive search for new suppliers and customers, social riots all way to international terrorism, wars, etc.) and from unhealthy natural environment (e.g. in the need for eco-remediation and medication of humans and other nature; etc.).

Country/government: to understand and practice that the public sector, as a whole, is the biggest customer and can therefore include in its procurement preconditions the demand and unavoidable precondition, which says that any organization from the public sector (from kindergarten to government offices and army, etc.) may be supplied only by suppliers that can prove to be the very top

## **LIV.**

# **GEORGIKON NAPOK**

*54<sup>th</sup> Georgikon Scientific Conference*

in the combination of (1) social responsibility, (2) innovation visible in the top business excellence and total quality of its supplies and its internal and external business practice, all way to its 'systemic quality' as a systemic synergy of suitable prices, pay-role, development funds, technical and commercial quality, innovativeness all way to uniqueness of its supplies, suitable range offered, sustainable care for its natural environment and other contents of social responsibility, (3) attainment of the same attributes with its own suppliers and their care for the same attributes of their suppliers.

International community: understand and practice efforts to add to the international law, which is not obligatory and can therefore not be enforced except by agreement, especially concerning the multinational corporations, world peace, and the basic human rights, while only these three topics may be the role of the world-democracy including the world government made of very honest and socially responsible persons with no abuse of their influence.

Scientist and educators (including public media): produce and teach VCEN and methods supportive of social responsibility as human attributes and organizational vision, politics, strategy, tactics and daily practice, not limited to enterprises.

Among other consequences, the economic and social theory should stop seeing the only dilemma in either market or central planning, and the engineering and natural sciences should stop seeing the only important factor in the technological innovation.

### ***Method of creative cooperation for requisitely holistic approach of interdependent professionals***

The point of this new combination emerged from the insight that the Six Thinking Hats (6TH) method mostly covers the emotional part of the human personality, while the USOMID-SREDIM procedure covers the rational one. The combination means that in every step in Table 4 the appropriate hats are applied. About the essence of the 'hats' see Table 3.

The USOMID model of creative co-operation enables smooth work covering several professional views and organized procedures, thus leading toward the law of requisite holism. This enables a lot of creativity and a lot of innovation, not invention only. A problem that has remained unsolved over all 25 years is (1) relative waste of time, (2) fight / arguing and bad feelings. The organizational jobs are supposed to solve this problem, but it does not always work without trouble. This is where the 6TH applies.

The 6TH enters the scene as the third dimension along with SREDIM and the four USOMID steps in every-one of them. The 6TH namely enables all circle members to not argue, but to think in the same direction, and to do so in terms of the exposed part of values rather than of knowledge. Thus, our tendency toward the requisite holism is not blocked. The six thinking hats are namely neither used by one person each nor all at the same time, but all circle members use the same hat, and later on another one, at the same time. According to De Bono, this replaces the old western habit that the discussion participants close themselves in their respective viewpoints (like e.g. solicitors or politicians or armies or angry children) and fight for the upper hand rather than for mutual completion and shared and beneficial new solution (De Bono, 2005). In other words, the 6TH supports well the creative cooperation, but from different viewpoints than the above-summarized attributes of USOMID do: 6TH points more to the values-and-emotion part of the human personality than to the professional part. Both of them are interdependent anyway.

In 6TH all circle members think in the frame of the same hat at the same time. De Bono calls this manner »parallel thinking« that provides for the same orientation, i.e. looking for ideas and proofs. It lets nobody fight each other. Hats enter the scene as phases, ruled by emotional accents of thinking,

**LIV.**

**GEORGIKON NAPOK**

*54<sup>th</sup> Georgikon Scientific Conference*

thus providing the power of focusing, time saving, neutrality and objectivity, removal of »ego«: one viewpoint in one moment (by phases – hats). For the essence of hats see Table 3.

**Table 3:** *Essence of each of the six thinking hats*

- White = neutral, objective, facts without interpretation, like a computer;
- Red = feelings, emotions, intuition, irrationality, unproved feelings, no justification;
- Black = watching out, caution, pessimism, search for danger, doubt, critique; it all works well against mistakes and weak points of proposals;
- Yellow = optimism, search for advantages of proposals, search for implementation ways, sensitivity for benefit of the idea, constructive approach;
- Green = energy, novelty, creation, innovation, in order to be able to overcome all obstacles;
- Blue = organization, mastering, control over procedure, thinking about thinking.

**Table 4:** *Synergy of USOMID/SREDIM and 6TH methodologies in procedure of USOMID*

SREDIM Phases	1. Select problem / opportunity to work on in an USOMID circle	2. Record data about the selected topic (no 'Why')	3. Evaluate recorded data on the topic ('Why is central')	4. Determine and develop the chosen solution/s to the topic	5. Implement chosen solution to the topic in reality	6. Maintain implemented solution for a requisitely long term
USOMID Steps Inside SREDIM Phases						
1. Individual brain-writing by all in the organizational unit / circle	All 6 hats	White hat	All 6 hats, red, black, yellow, green first of all	All 6 hats, red, black, yellow, green first of all	All 6 hats in preparation of implementation	All 6 hats in preparation of maintenance
2. Circulation of notes for additional brain-writing by all	All 6 hats	White hat	All 6 hats, red, black, yellow, green first of all	All 6 hats, red, black, yellow, green first of all	All 6 hats in preparation of implementation	All 6 hats in preparation of maintenance
3. Brain-storming for synergy of ideas / suggestions	All 6 hats	White hat	All 6 hats, red, black, yellow, green first of all	All 6 hats, red, black, yellow, green first of all	All 6 hats in preparation of implementation	All 6 hats in preparation of maintenance
4. Shared conclusions of the circle	All 6 hats	White hat	All 6 hats, red, black, yellow, green first of all	All 6 hats, red, black, yellow, green first of all	All 6 hats in preparation of implementation	All 6 hats in preparation of maintenance

## Conclusions

Given the published references about neo-liberalism and its destructive consequences, including political statements and public press, an alternative must be found for human civilization to survive (Ećimović et al, 2012). Social responsibility exposes replacement of one-sidedness (called independence and meaning dependence, including most persons' right of irresponsibility and poor work) for ethics of interdependence and resulting requisite holism as the way out from the blind-alley of neo-liberalism. References on how to make the new way happen exist. The open problem lies in the political will of the current power-holders to allow for the alternative and to adapt the economic and legal policy measures.

## References

- CASSIERS, I. (2011) Beyond the crisis: what prosperity? *Acta Europeana Systemica*. 1, On-line journal of EUS (European Union of Systemics), <http://aes.ues-eus-eu/aes2011enteteAESZ011.html> N.B. The book backing the contribution: Cassiers, I. et alii: Redefinir la prosperite. Jalons pour un debat public. 2011, l'Aube.
- COLLINS, C., PORRAS, I. (1997) *Built to Last: Successful Habits of Visionary Companies*. Harper Business, New York.
- COLLINS, J. (2001) Why Some Companies Make the Leap ... and others don't. *Good to Great*. Random House, Sydney.
- CORDOBA, J.R., CAMBELL, T. (2008) System Thinking and Corporate Social Responsibility. *Systems Research and Behavioral Science*. May-June. 25, 3, 359-437. Special Issue.
- CREECH, B. (1994) The Five Pillars of TQM. How to Make Total Quality Work for You. *Truman Talley Books*, Dutton, NY.
- CROWTHER, D., CALIYUT, K. T., (2004a) *Stakeholders and Social Responsibility*. ANSTED University, Penang.
- DYCK, R., M. MULEJ and coauthors (1998) *Self-Transformation of the Forgotten Four-Fifths; Kendal/Hunt*, Dubuque, Iowa.
- EĆIMOVIĆ, T., et al (2012) »The World Thinkers' Panel on the Sustainable Future of Humankind«. In: HRAST, A., et al, editors: *The 7<sup>th</sup> IRDO International Conference – Social Responsibility and Current Challenges 2012, Innovation of culture toward more social responsibility - the way out of crisis*”, in Maribor, Slovenia, 8<sup>th</sup> – 10<sup>th</sup> March 2012. IRDO Institute for development of social responsibility, and partners.
- EU (2001) *Green Paper on Promoting a European Framework for Corporate Social Responsibility*. Brussels: European Union.
- EU (2011) Communication from The Commission to The European Parliament, The Council, The European Economic and Social Committee and The Committee of the Regions: A Renewed EU Strategy 2011-14 for Corporate Social Responsibility. *European Commission*. Com(2011) 681 Final. Brussels, 25.10.2011.
- FLORIDA, R. (2002, 2005) *The Rise of Creative Class*. (Translation to Slovenian, 2005). IPAK, Velenje.
- GERZEMA, J. (2010) *The Power of the Post-recession Consumer: strategy + business*. <http://www.strategy-business.com/article/00054?pg=all&tid=27782251>. Downloaded on 10 January 2011.
- GORENAK, Š., MULEJ, M. (2010) Upravljanje popolne odgovornosti kot pot do celovitega vodenja podjetja = *Total responsibility management (TRM) as an approach toward holistic business management*. Naše gospodarstvo, 56, 1-2: 22-31.
- ISO 26000; See: [http://www.iso.org/iso/discovering\\_iso\\_26000.pdf](http://www.iso.org/iso/discovering_iso_26000.pdf).
- MULEJ, M. (2007b) *Inoviranje navad države in manjših podjetij*. Koper: University of Primorska, Faculty of Management.
- MULEJ, M. (2010) [Five books review: stop hating your children and grandchildren] *Syst. res. behav. sci.*, 2010, 27, 1. Untitled book review.
- MULEJ, M. (2011) Socially responsible entrepreneurship and business ethics, *Workshop material*, KEN, in Graz. SBRA Slovenian Business and Research Association, Brusels.
- MULEJ, M., HRAST, A. (2010) *Eseji o družbeni odgovornosti*. [Zbirka Družbena odgovornost]. IRDO Inštitut za razvoj družbene odgovornosti, Maribor, ECPD Slovenija, Ljubljana, Ypsilon, Ljubljana.
- MULEJ, M., and co-authors (2012) *Dialectical Systems Thinking and the Law of Requisite Holism*. Goodyear, Arizona: ISCE Publishing.
- MULEJ, M., DYCK, R., editors (forthcoming) *Social responsibility as a way beyond neo-liberalism*.

LIV.

GEORGIKON NAPOK

54<sup>th</sup> Georgikon Scientific Conference

- ROUBINI, N. (2010) Vstajenje Gordona Gekka. *Finance* (18 Aug.:10).
- SACHS, J. (2011) The Price of Civilization. *Random House*, New York.
- SENGE, P., SMITH, B., KRUSCHWITZ, N., LAU, J., SCHLEY, S. (2008) The Necessary Revolution. How Individuals and Organizations Are Working Together to Create a Sustainable World. *Dobleday*, New York, London, Toronto, Sydney, Auckland.
- SFPO, EFQM (2010) *Priručnik z orodji za družbeno odgovornost podjetij*. SFPO (Slovenska fundacija za poslovno odličnost), Ljubljana.
- SMITH, A. (2010) Bogastvo narodov. Raziskava o naravi in vzrokih bogastva narodov. *Studia humanitatis*, Ljubljana.
- ŠAROTAR ŽIŽEK, S. (2012) *Vpliv psibične blaginje na temelju posameznikove zadržane in potrebne celovitosti na uspešnost (tranzicijske) organizacije*. UM, EPF Maribor.
- ZGONIK, A. (2011b) *Ovisnost od nakupovanja*. Delo, 25 January: 19.
- ZENKO, Z. (2011) Difuzija inovacij s primeri iz pridobivanja energije in onesnaževanja okolja: in *Boršič, D. and T. Štrukelj, ed. Sodobna ekonomija in poslovanje*, UM, EPF Maribor.
- ZENKO, Z. et al. (2008) A model of making theory as invention to become an innovation. In: Božičnik, S. et al. *Sustainable future, requisite holism and social responsibility: (against the current abuse of free market society)*. Penang: Ansted; Korte: SEM; Maribor: IRDO: 161-169.
- ZENKO, Z., M. MULEJ, S. BOŽIČNIK. (2010) Sustainable Future in Terms of Dialectical, Complexity, and Chaos Theories, the 4<sup>th</sup> Order Cybernetics, Interdependence, and Requisitely Holistic/Systemic Behavior. In: *Ečimovič, T. et al. The sustainable future of mankind III. Korte: SEM Institute for Climate Change: 80-96.*
- ZENKO Z., M. MULEJ (2011) Diffusion of Innovative Behavior with Social Responsibility. *Kybernetes*, 40, 9/10: 1258-1272.