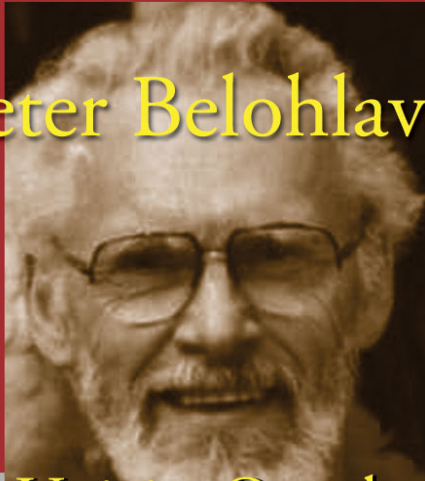
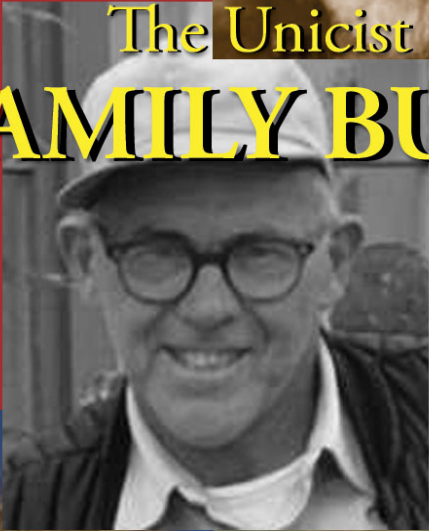


Peter Belohlavek



The Unicist Ontology of  
**FAMILY BUSINESSES**



Peter Belohlavek

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*Friendship generates no rights,  
only duties.*

***Peter Belohlavek***

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# The unicist ontology of Family Businesses

“Business-driven family company” & “Family-driven company”

To understand how a “business-driven family company” or a “family-driven company” works it is enough to assess the aspects that we have described in this synopsis which is the result of the research and actions we have carried out in countries such as Germany, the United States, France, Brazil, Chile and Argentina.

We have researched in widely-different cultures, developed, emerging and underdeveloped, in family-driven companies and business-driven family companies. There have been failures and successes. Both results gave rise to the research that is condensed here and that aims to provide an applicable conceptual framework to the family-driven company and the business-driven family company.

Over 80% of the large companies in the world are business-driven family companies. This percentage rises when we talk about small companies. Everybody is linked to some business-driven family company, whether it is ones own, that of a supplier, etc.

To understand the business-driven family company is a very simple task if it is dealt with from its concepts. If it is done so by appearances it is a highly complex system and with too many subjective elements, but if dealt with from its concepts it becomes simple and manageable.

Business-driven family companies are those where the company rules of the game apply to the family members. Family-driven companies are those where the family rules of the game apply to the company.

# The family

## The three family archetypes

The family takes on different forms in different cultures. When we use the concept of family it is interpreted rapidly as the archetypal family that each one knows and in which they have been raised.

However, when we talk of family we refer to the institution that a new-born child has to adapt to because it will be its support, its affective support, its route to social insertion and will establish the parameters of normalcy that will be with him for the rest of his life.

Across cultures the family adopts three predominant functions that determine its function and give rise to three types of families. These three types are of a non-conscious base which is why it is very difficult to be aware where each person is inserted.

### **The family focused on children**

Are those families where the children come before any other objective in daily affairs. When the family archetype of a culture arises from a focus on the children we are in a paternal type of culture.

### **The family focused on the couple**

Are those where the couple's relations are predominant above all others. In these families raising children is a stage to be fulfilled. When the family archetype of a culture is focused on the couple we are in a democratic type of culture.

### **The family focused on individuals**

Are those where personal interests predominate above all others. In these families children are necessary for the individual's personal

achievements and the couple fulfills a role. When the family archetype in a culture is focused on individual interests we are in an anarchy-based culture.

The family concept includes all three focuses. Cultures consider them archetypes when they are more inclined to one in particular. The analysis of the family archetypes in a culture enables one to know the predominant type of government and the type of business-driven family company that is natural to it.

The archetype can only be broken when the family's activity tends to be global and not centered in the environment in which it live

## The three roles of the family

Without touching on religious aspects, the family has three roles to carry out with a newborn.

- 1) Ensure its social insertion in the environment in which it acts.
- 2) Promote its economic capacity to ensure its subsistence when an adult.
- 3) Provide an affective framework to make him a balanced individual.

Different cultures, on the basis of the collective unconscious that predominates in them, prioritize one aspect or the other but all need to cover the three aspects besides a religious grounding that enables him to interact with individuals with absolute transcendence.

This synopsis gives rise to the logic of the family as an institution viewed from its members.

The family is an institution that, giving its members a structure that is made moveable by the family incidents and taking into account the individuality of its members, seeks to ensure the transcendence of the species.

## Conclusion

Business-driven family companies and family-driven companies are highly conditioned by the family archetype of each culture and the solution given to the roles that this fulfills. In the cultures where the affective predominates over the economic and social role, families that have businesses are highly inefficient and are always at risk as they don't stabilize as institutions (independently of their members).

In cultures where the roles are balanced, business-driven family companies and family-driven companies are distinct fundamentally for their capacity and speed of growth. Business-driven family companies grow more rapidly.

In cultures where the predominant roles in the family are social insertion and the economic role, families with companies have a powerful influence in the environment. Although structurally they have less capacity to grow, they compensate this with the influence exerted in the environment. In markets with imperfect competition they build very powerful empires.

## The business-driven family company

We will now analyze the functionality of a business-driven family company from a conceptual point of view and we will include an analysis of the fundamental difference between a business-driven family company and a family-driven company.

In a family-driven company the family game rules apply. That is, the roles in the company replicate the family roles. These companies have the big advantage in that they do not generate conflicts between the family roles and economic activity.

On the other hand they have a weakness in that they generate a contraction of the company as the roles that the company does not cover and the family does, the affective protection and the social insertion, generate compensating activities in the company that lead it to lose market orientation.

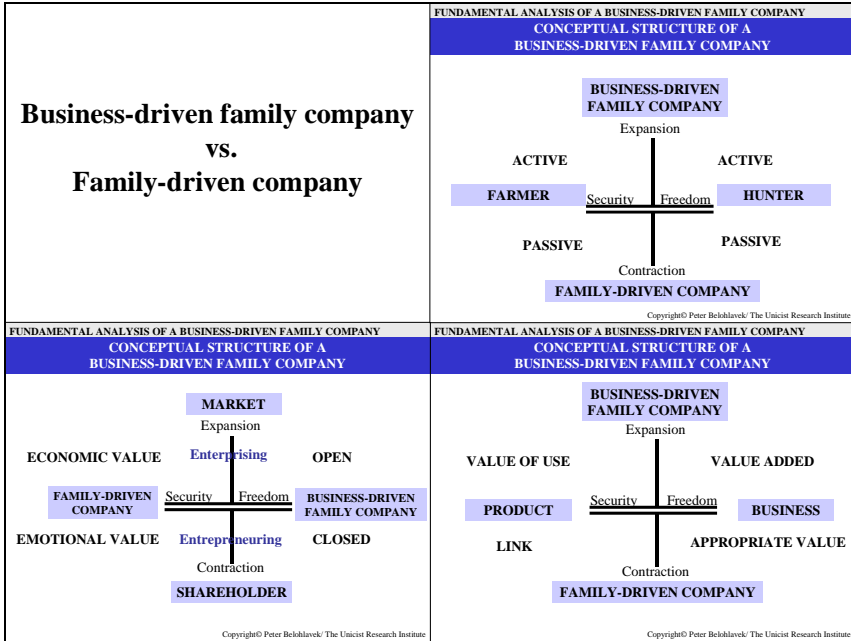
In the business-driven family company the company game rules apply. The roles are those of any company and the family is only an owner or a shareholder of the company. The company's activities take place in the same way as they would in an anonymous corporation.

The advantage is that the company's activity, as an intermediary between the customer and the owner of the capital takes place naturally. The stress felt by the individuals in the company to conciliate a customer's interests with those of the shareholders is prevalent and generates an expansive attitude towards the market. They have a disadvantage in that they generate family conflicts, as in the end conflicts of interest occur without the compensation of social and affective relationships.

The clash between business-driven family companies and family-driven companies leads to a lot of mixed companies. Mixed companies are those that take on both concepts of a company. These mixed companies require a logical sense of integration to function.

It is frequent to find these mixed companies among those set up by different families and those set up by the second or third generation to manage business-driven family companies.

The mixed company has the advantage of resolving family problems but has the cost of generating, in general, problems in the functioning of the company.



The question that should be raised is how to distinguish between business-driven family companies and family-driven companies. Actually, if one examines the work methodology and the way strategic decisions are taken, the difference between them will be noted. An evident symptom is if the roles of the decision takers are professionalized or not.

Conceptually, a role is professionalized when authority does not depend on a family tie. When only the family members have authority to take strategic decisions, then this is a family-driven company.

When talking of a company one considers it an institution, that is, it transcends in time beyond the life of its members.

When talking of a family one also talks of an institution that transcends in time beyond that of its members.

## Hunters and farmers

Economic activities can be synthesized in man's most ancestral pursuits: hunting and agriculture.

Man began hunting, in that era he was a nomad and that generated a series of individual and social attitudes and behaviors that accorded to that activity. There are company activities that have the same features of the hunt.

The construction, engineering, consultancy and direct sales are only a few examples of the hunt. The criteria of reality, astuteness and opportunity are the basis of the hunting business.

Man became sedentary when he learned to manage agriculture. Agriculture requires a series of preparatory activities, the availability of land to cultivate, fertilizers, etc.

It requires time management that implies, in traditional farming, preparing the earth, sowing, protecting what has been sown, harvesting and then separating the fruit from the rest of the materials that grow.

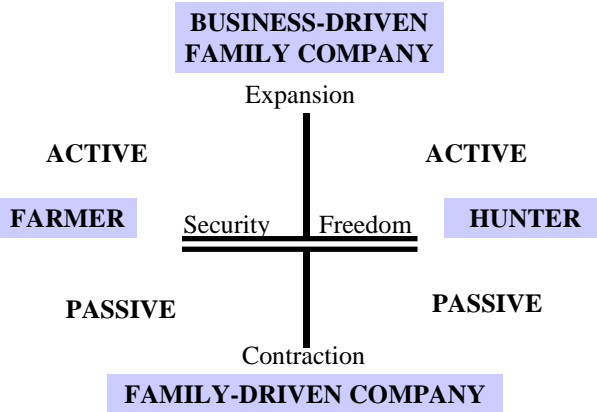
There are company activities that have the same features of agriculture. Farming, large-scale manufacturing, passive sales and communications, are only a few examples of the farming business. Adaptation to the environment, tenacity and heavy work are the basis of the farming business.

Obviously, there are variations in this classification, which have to do, for example, with whether it is small-game hunting or big-game hunting. Selling encyclopedias on CDs door-to-door is a small-game hunting activity. Extensive farming is not the same as intensive farm-

ing. And so we can find the nuances that mark the actions within a company, and categorize it according to its activity.

**FUNDAMENTAL ANALYSIS OF A BUSINESS-DRIVEN FAMILY COMPANY**

**CONCEPTUAL STRUCTURE OF A BUSINESS-DRIVEN FAMILY COMPANY**



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When we are dealing with business-driven family companies we can state that they are more effective than family-driven companies in the active roles, which are hunting, where one goes out to seek the animal in the market, and agriculture where intensive activities are developed.

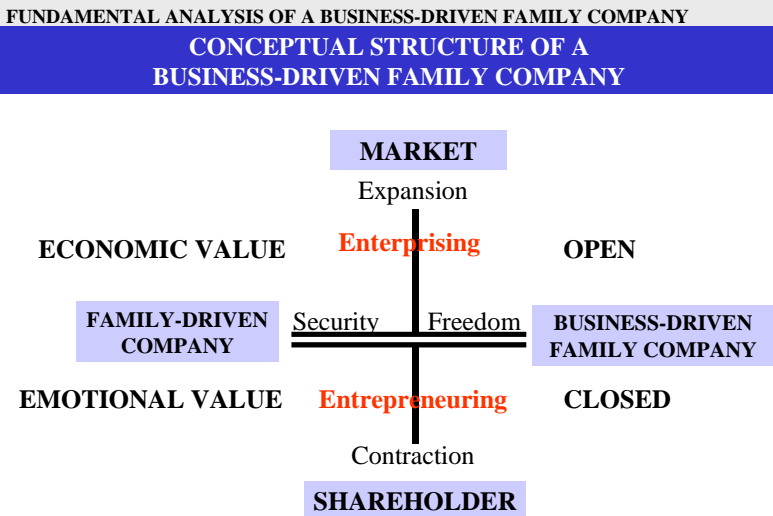
An efficiently organized business-driven family company is more effective in passive hunting where it works from the basis of the influence of the family brand, and passive agriculture where extensive is what counts.

Therefore each business-driven family company must know what market niche to occupy where it can best achieve results.

We want to highlight that in marginal markets with highly imperfect competition, these concepts have no effects in reality, which is managed by non-company relationships, where the family-driven company has the weight of the family in that society.

## Market bias and shareholder bias

What expands any company is its market orientation and what contracts it is its shareholder orientation. This is the huge difference between the concept of entrepreneuring and enterprising.



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Business-driven family companies have a natural capability to have an open share structure, and market oriented, family-driven company have a natural capability to be open to a handling that is naturally economic. This makes them powerful organizations capable of functioning as transcendental institutions.

However, when they are shareholder driven, that is, instead of looking outside they look at what the owner wants to do, then business-driven family companies close in on their share and power structure, and in those family-driven companies affective family ties tend to dominate.

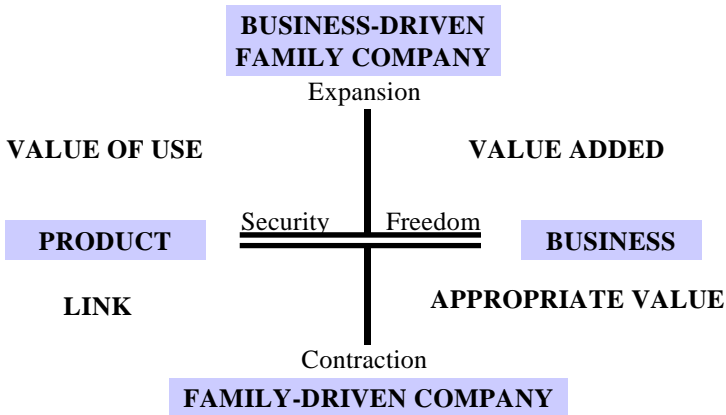
The capacity to expand is only there when the companies look to the market and not the shareholder. When they look to the shareholder they seek to grow generating imperfect markets to be dominated by regulations or “lack of regulations.”

## Bias to the product and bias to the business

When a company is biased towards security it tends to be biased towards the product, when it is biased towards freedom it is biased towards the business.

**FUNDAMENTAL ANALYSIS OF A BUSINESS-DRIVEN FAMILY COMPANY**

**CONCEPTUAL STRUCTURE OF A BUSINESS-DRIVEN FAMILY COMPANY**



In this decision the individual or particular group that creates a company takes part, but the culture of the environment also intervenes. Companies in cultures biased towards the security tend to be biased in this sense and the same applies in cultures biased towards freedom.

Business-driven family companies tend to incline towards the use value of the products and to add value to the environment. Family-driven companies, as they naturally assume its value given by the company itself, tend to operate from the link that products generate and to concentrate on the appropriate value for its members.

This generates two different cultures. The culture of the business-driven family company is much more expansive, but the family-driven company, when it has valuable products, is much more profitable.

## Business structure

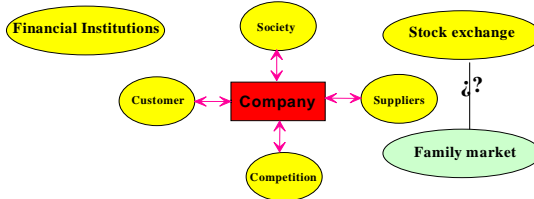
Business-driven family companies and family-driven companies naturally have the same business structure, but the business-driven family company can enter capital markets naturally to seek to structure its finances and develop new markets, however, the family-driven company only does so through the family market.

It is inconceivable in a family-driven company to be actively listed on a stock exchange. When they have no other recourse they do so through investors that will finance the family's operations at their own risk.

The market bias of business-driven family companies is greater than in family-driven companies. Family-driven companies, when structured efficiently, have a better link with the environment. They do so through family links, which are naturally more reliable than the functional links established by a company.

### BUSINESS STRUCTURE

- It is the business scenario. This scenario is configured by the company and its surroundings, understood as: customers, suppliers, the competition and the society in which it operates influenced by the monetary circulation determined by the financial institutions and the stock exchange.
- The relationships between these 4 groups configure the business structure.



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### Company positioning

There are four large positions that a company can have: Dominant (number one), Innovative (number two), influential participant (number three) and non-influential participant (marginal).

<p style="text-align: center;"><b>Company positioning</b></p> <p style="text-align: center;">Market</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td><b>DOMINANT</b> (NUMBER ONE)</td> <td><b>INNOVATIVE</b> (NUMBER TWO)</td> </tr> <tr> <td><b>INFLUENTIAL PARTICIPANT</b> (NUMBER THREE)</td> <td><b>NON-INFLUENTIAL PARTICIPANT</b> (MARGINAL)</td> </tr> </table> <p style="text-align: center;">Shareholder</p>	<b>DOMINANT</b> (NUMBER ONE)	<b>INNOVATIVE</b> (NUMBER TWO)	<b>INFLUENTIAL PARTICIPANT</b> (NUMBER THREE)	<b>NON-INFLUENTIAL PARTICIPANT</b> (MARGINAL)	<p style="text-align: center;">TANGIBLE</p> <p style="text-align: center;">INTANGIBLE</p> <p style="text-align: center;">Ethical Massive Functional</p> <p>Specialties</p> <p>Shopping-goods</p> <p>Commodities</p>																																				
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<p style="text-align: center;"><b>Marketing Matrix</b></p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td></td> <td>Distribution</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Need</td> <td>Brand</td> <td></td> </tr> <tr> <td>Use value</td> <td>A</td> <td>A</td> <td>Advertising</td> </tr> <tr> <td><b>Product</b></td> <td>Product</td> <td>Opportunity</td> <td><b>Communication</b></td> </tr> <tr> <td>Link</td> <td>I</td> <td>D</td> <td>Promotion</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Price</td> </tr> </table>		Distribution				Need	Brand		Use value	A	A	Advertising	<b>Product</b>	Product	Opportunity	<b>Communication</b>	Link	I	D	Promotion				Price	<p style="text-align: center;">COMPETITION</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>Objectives</td> <td>Technological</td> <td>Market oriented</td> <td>Results</td> </tr> <tr> <td>MAN ORIENTED</td> <td></td> <td></td> <td>TASK ORIENTED</td> </tr> <tr> <td>Procedures</td> <td>Professional</td> <td>Craft</td> <td>Operation</td> </tr> <tr> <td></td> <td></td> <td></td> <td>HIERARCHY</td> </tr> </table> <p style="text-align: center;">Copyright© Peter Belohlavek/ The Unicist Research Institute</p>	Objectives	Technological	Market oriented	Results	MAN ORIENTED			TASK ORIENTED	Procedures	Professional	Craft	Operation				HIERARCHY
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Number one sets market standards. There are markets where there is no number one. But if a company aims to be a number one it needs to be able to set the market standards. To achieve this it is logical that the objective relationships be more powerful than the subjective ones. That is why the business-driven family company has a lot of advantage over the family-driven company.

The type of products is one of the elements that determine the company's positioning. A number-one company has ethical concepts built into its products that are higher than the mean, which is what enables them to become standard. The standard of a market has ethical attributes that are higher than the mean, whether viewed objectively or subjectively.

Another element that has an influence is the type of company as concerns competitiveness. The number one company is naturally technologically based, but the number two company is market logic based. The innovator has to be very clever to occupy a free space which is the basis for the introduction of innovations.

The influential participant is naturally a professional-type company and the non-influential participant a traditional one.

That is not to say that there are organizations that are structured differently on the basis of organizations imposed by those who manage them. When this is so they tend to become unstable as they have very high costs to maintain organizations that aren't functional to the natural role they seek to occupy.

Another element is the marketing mix. Companies occupy a determined role when using a marketing mix that is functional to their activity. For example, brand management and its consequences on the marketing mix, in particular communication, are essential for a number one.

The management of influence and its consequences on the marketing mix are essential for the number two or innovator.

The management of gravitational forces (leaders' support points) and its effects on the marketing mix, in particular on the management of the customer link, are essential in the influential participant.

The management of niches and its effects on the marketing mix are essential in the non-influential participant.

## SWOT analysis

### **Strengths, weaknesses, opportunities and threats**

SWOT analysis is one of the elements that most distinguishes business-driven family companies from family-driven companies.

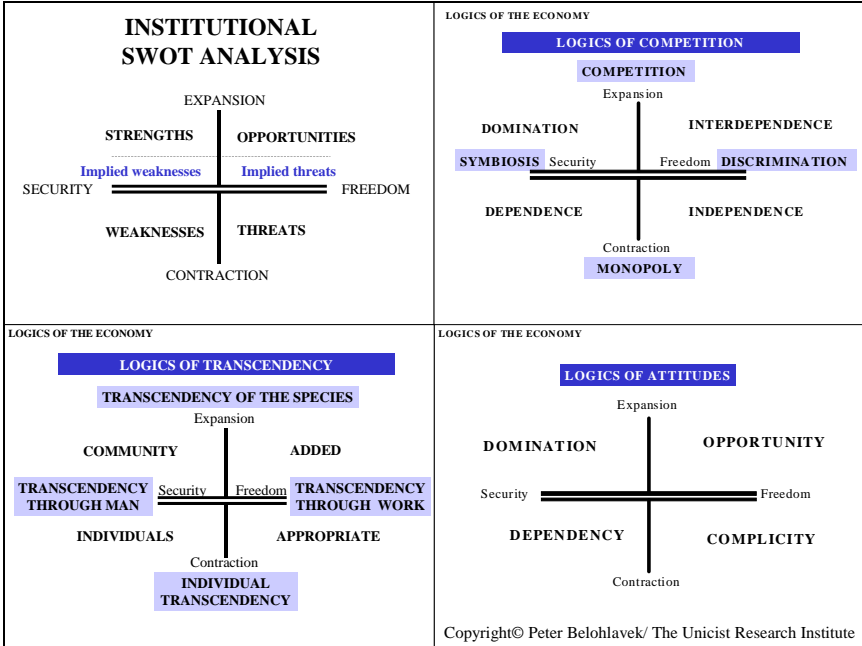
When family relationships predominate over business relationships, the possibility of leaving aside the subjective roles that affective relationships establish becomes very difficult and one tends to develop a system where one seeks to establish a rational objective division between product and person that in reality does not exist. In these companies the relationships that are predominant are of the functional affective type.

In the business-driven family company however, the SWOT analysis is a lot easier, as the relationships that are predominant are the functional operative type.

In contractive countries the perception of weaknesses and threats predominate. That is why in these cultures companies focus on power to neutralize weaknesses and focus on the perception of weaknesses to develop relationships among members.

Every strength has its implied weakness; opportunity also has its implied threat. The inability to distinguish weaknesses from threats, implicit and non implicit turns any company into a pile of rubble.

Eliminating implied weaknesses and threats destroys the strengths and opportunities.



Family-driven companies in which the management is governed through affectionate links and are inserted in developed or emerging cultures compensate for their lack of positioning through effort.

## Competitiveness

The first SWOT analysis of a company is its competitiveness

Competitiveness has to do with competition, defined as the capability to produce an event, discrimination, defined as the capability to separate oneself from reality, and symbiosis, defined as the capability to mesh with a reality.

According to how each company or individual works out this concept, it will have added value in one environment or another. It is implicit that one produces events to add value. Discrimination enables interdependent or independent relationships to be established. Those seeking absolute independence ostracize themselves from the medium in which they operate and can only survive as ascetics or in corrupt environments.

Symbiosis, which to some extent we all have with a reality, establishes the domination and dependence relationships with the environment. It is not possible to grow without a link. Domination can occur through imposition or influence. When it occurs through imposition, as a form of counter-dependence, it produces a rupture in the link with reality.

## Attitudes

The attitudes of companies condition their positioning. When it is a business-driven family company the attitude is established as the company's culture. When it is a family-driven company it is the family's attitude that is transferred to the company.

When it is an undertaking, the attitude tends to be based on situations and circumstances.

Conceptually, the attitudes that define the strengths and weaknesses of an institution are: opportunity, domination, dependence and complicity.

The predominant attitudes in a business-driven family company define its ability to take part in certain businesses.

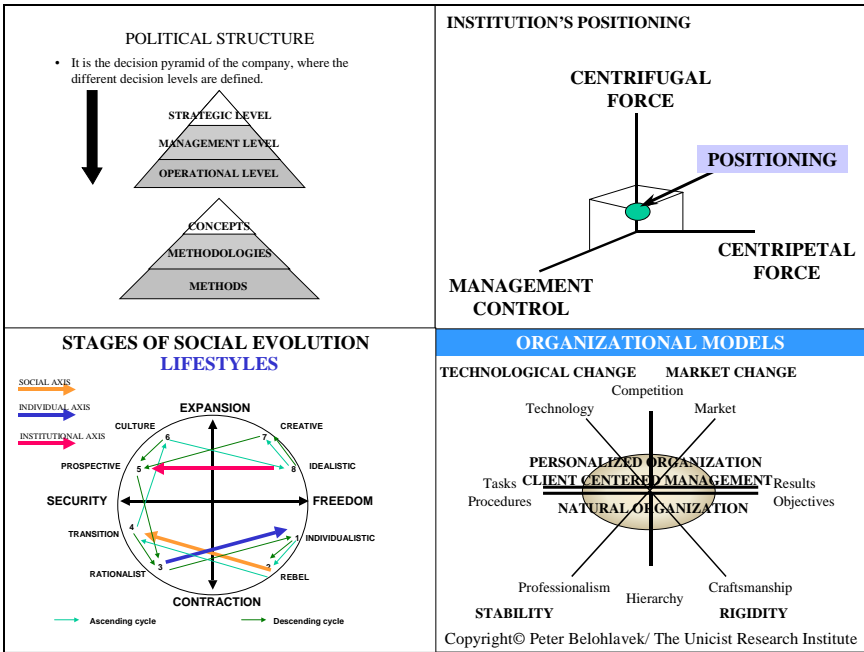
## Transcendence

Three workers build a church. One earns his daily bread, another, the family's keep and another, immortality. It is three different ways to

transcend. To understand a business-driven family company and a family-driven company one has to understand the way they transcend in the temporal world.

## Political structure

The political structure of a company can be synthesized in the existence of three levels: a strategic level, a management level and an operational level.



The strategic level is that which takes the decisions that are linked to the company's mission and the changes in course required for a better adaptation to the environment. In business-driven family companies there is a triple strategic function: one focused on the external medium, another focused on the owning family and another focused on the family itself.

This strategic activity can be handled by family members or non members. When they are family members there is the risk, on one hand, of giving priority to family relations. On the other hand there is, if the leader has an adequate level of objectivity, an integration of the three strategic objectives which is very functional.

The acceptance of a stranger to handle the conflicts generated by the company in the family is very difficult. Usually it ends with the expulsion of the stranger.

The political structure is imbued in the work methodology. At the same time this structure is made up of the positioning, the company's organizational structures, the collective unconsciousness of the society in which it operates, and the particular collective unconsciousness of the family or families that are a part of it.

The management level of the company is that which carries out the established strategies. It is interesting to note that in family-driven companies the strategic level is mixed with the management one. When this is the case, responsibility is lost for the development of the company and family consensus is gained in the everyday actions.

That is the reason for the trend in underdeveloped cultures, or in high-risk or uncertain situations to mix all the levels so as to avoid opening up family rifts that occur when mistakes are made.

The centrifugal force of a company is given by the action it exerts on the market.

The centripetal force is that which influences the market and generates the appropriate value that enables the company to grow.

Management control is the system of decision and control of objectives set by the framework of the company's centrifugal action and seeks to ensure the growth of the company.

The management control system is for the company what the nervous system is for man. When the system is not there or is imperfect man cannot distinguish whether he is cutting off his finger or his head. That is why we state that when the management control system is deficient, the company is disappearing.

## Strategic styles of those who lead

There are no strategies but strategists. Strategy has subjective components that cause men to be the central elements that determine its possibility. In business-driven family companies this is fundamental and in family-driven companies it is determinant.

There are four strategic styles that are interlinked, but man always has a dominant one which he uses to insert himself into his family group.

-The **warrior** is the one who earns his place breaking the rules in the group or medium.

-The **flank attacker** is the one who earns his place attacking the weak points of the group's members.

-The **frontal style** is the one whereby he aims to impose his own rules, exercising his strength over the group members.

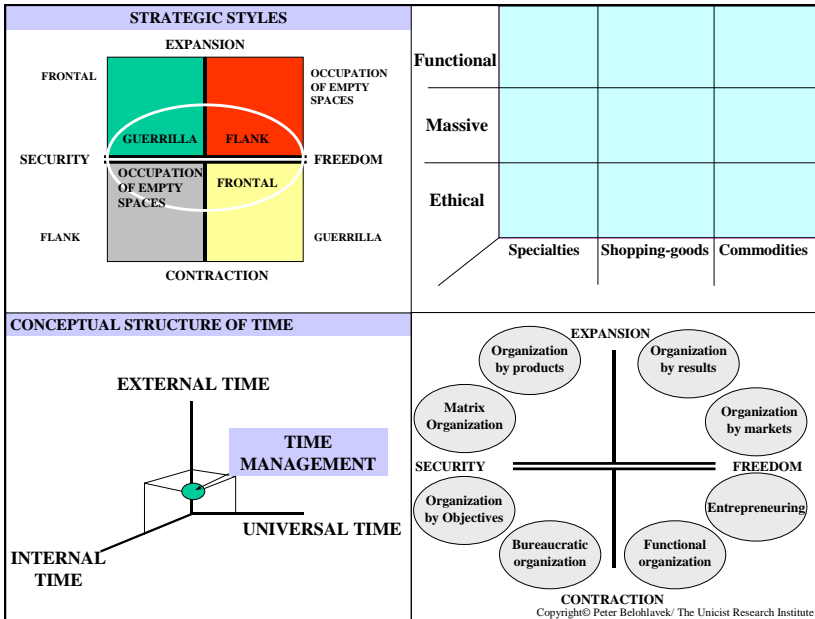
-The **occupier of empty spaces** is the one that conditions the others to make room for him.

Each style is in accordance to a type of business. It is determinant to organize the business-driven family company around the strategic styles that are functional to the business. Thus different business stages require different leaders. But this is only functional when the families accept that different stages require different leaders.

Family-driven companies have a lot more difficulties in changing leaders compared to the business-driven family company.

Product management, the organizational model and time management are the three elements in which the strategic style is imbued.

The natural organizational model determines the effectiveness of the organization both in internal and external terms. The products determine the strategy that is necessary in the external action and the way that time is managed determines the company’s capability to adapt to the environment.



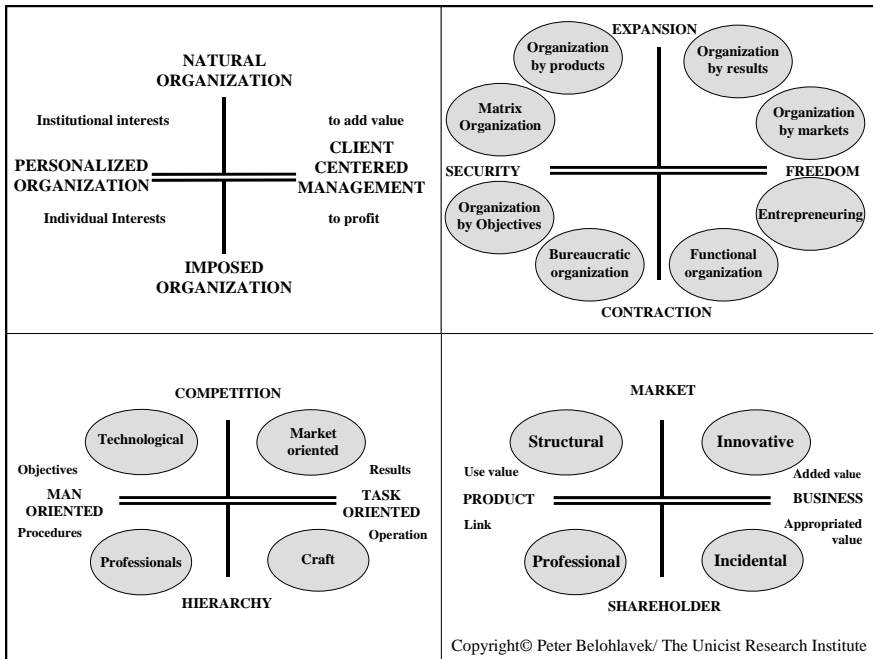
Each business requires a strategic style that is functional to it. The company requires that its management respond to these changing styles through leaders suited to each period.

## Natural organization

The natural organization of business-driven family companies is business related and not family related. This, in many cases, is a complete utopia.

When we are in family-driven companies, which because of the particular situation that the market is in can be managed subjectively, we will be faced with a circumstance that will make it difficult for the company to organize itself naturally.

To organize naturally implies establishing the natural operation model for the company, organize in the action an adequate customer orientation, and base oneself on a design that is sustained in the people that work in the company.



Natural organization implies the selection of the operational model that is suited to the market, the positioning of the company according to the market and according to competition. The alternatives appear clear, but the risk of being subjective is high.

There are no possibilities of developing natural organizations in companies that in reality seek the natural family organization. When

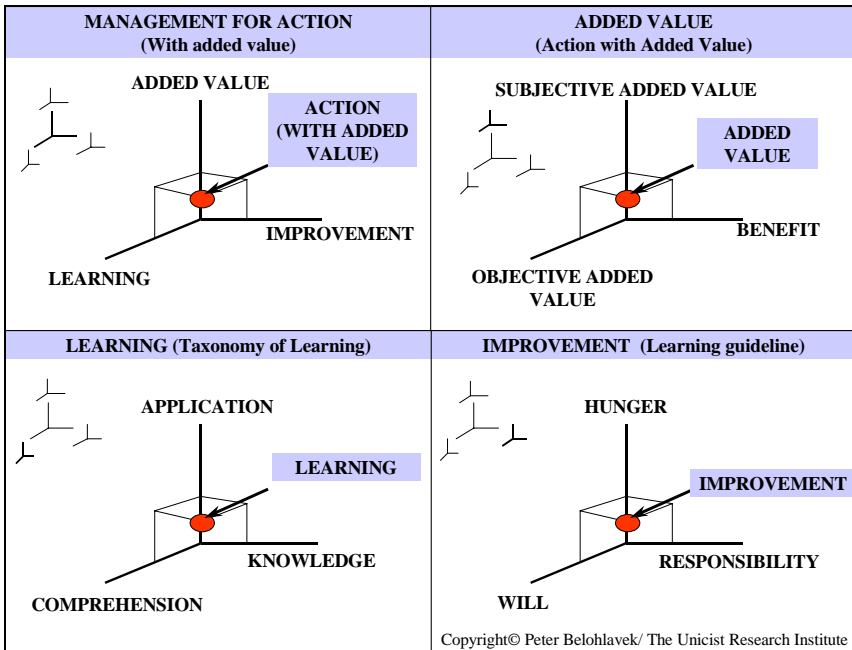
this is so, the tendency for organizational models to become bureaucratized is very strong, which generates an additional cost and puts a brake on the development in the market.

## Business-driven family company's management

Management's objective is to add value to the market, to the owner and to the company when it is an institution and not an undertaking.

When it is an undertaking management's objective is to achieve the established objectives. That is also the objective of management in companies, achieve the established objectives, but in these circumstances the obligation is more encompassing.

Undertakings seek immediate results according to the objectives set by those that developed them. Adding value to the market is an implicit objective in them that only conditions their commercial success.



For this, in companies, what needs to be done is add value, improve actions every day and have the learning capability so that the adding of value stabilizes as a growing element.

*“The cost of a glass is in its solid, the value in its hollow*

*Its cost has no value*

*Its value has no cost*

*But both of them are within the glass...”*

*Management’s task is:*

*Lower the cost of the solid every day, as in itself it is worth nothing.*

*Increase the value of the hollow, as doing so costs nothing.*

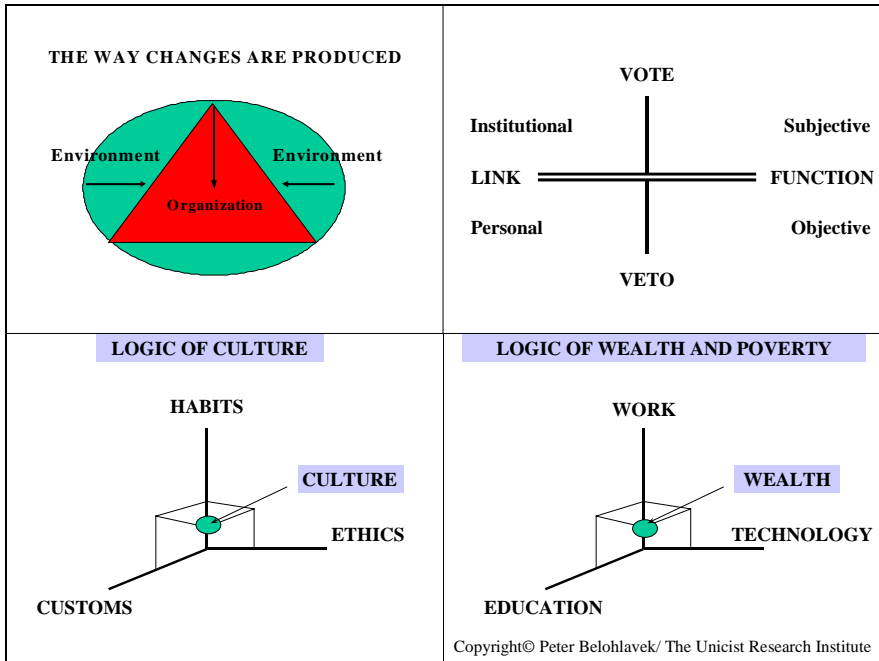
*Ensure that this process is maintained over time and with the market changes.*

When this is achieved, management is effective. Whoever organizes a company has to do so to not be there. When one organizes around oneself, nature causes the company to lose its centrifugal force and to spill inwards, which occurs when all the officials look to the owner before giving their own opinion.

## Management of change

One of the greatest difficulties that business-driven family companies have is linked to change. Change in the company represents a threat to the family’s stability, which naturally does not want change. Therefore business-driven family companies or family-driven companies that have difficulties in changing will tend to succumb when adverse structural changes occur in the market.

Institutional decisions always imply a vote and a veto. When the family takes part in the world of business, vetoes in particular tend to have a family component that function as prejudices.



The change, by definition, comes from outside inward, that is, it comes stimulated by the external medium, and takes place top downwards, from management towards the operation. When we are in a family-driven company it is fundamental that the family take part in the change. When it is a business-driven family company it is convenient that the agent of change be from outside the family.

Changes that are possible in a family are only small, operative. When the family-driven company needs to adapt its situation to a changing environment it is easier to change the environment than the family.

In cultures of wealth, which are the cultures of scarcity, change is a lot easier than in the cultures of abundance and inaction. In underdeveloped cultures changes tend to be annulled.

All changes begin by being a change in ethics, set by the rules of the game and they may or may not become a custom. When they become

a custom, change continues until it becomes a habit. Only then can we state that change has taken hold.

## Technological change

### **“Technology ensures results, man makes the difference”**

The basis of all evolution is the change of technology. We refer here to a technological concept with a socio-economic base. There is a change of technology when more is produced with less. All change of technology is such when something better is produced with the same or less.

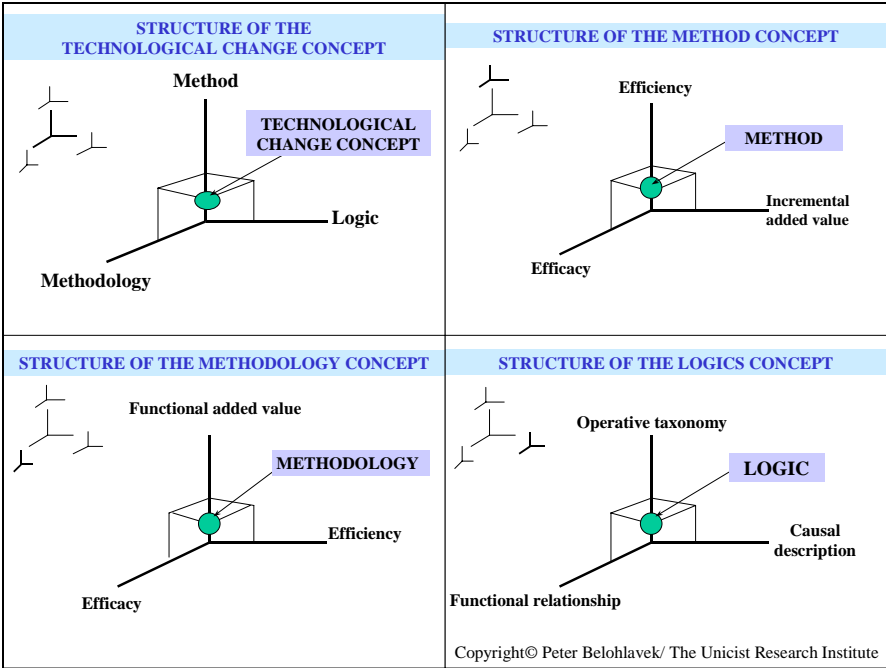
The technological change has two effects on business-driven family companies:

- 1) On the operation, in the sense of reaching another level of effectiveness.
- 2) On the ideology, as a technological change generates a modification of the prevailing ideology in the medium in which one acts.

When we produce technological modifications that do not produce qualitative changes but rather improve the processes as they are, we can state that the modification is relatively acceptable.

The problem appears when technological changes occur that imply a change in the logic of the operation. In that case changes of ideology occur and long adjustment periods are generated. To modify an operation logic is to change the preconceptions that define the automatisms of conduct.

A process of technological change that implies a qualitative jump is traumatic in business-driven family companies and almost impossible in family-driven companies. It tends to occur when the generations that manage them change, but the mortality rate of those changes is well in excess of 50%. Companies change by need rather than by decision.



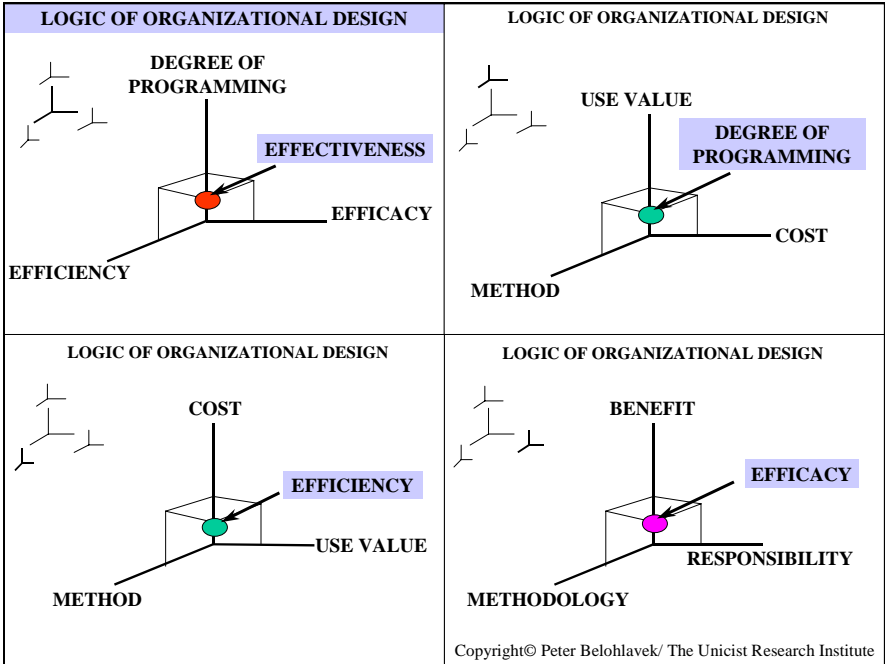
## Organizational design

To organize is to program an activity. Programs can be methodical, where the degree of programming is total; or methodological where a degree of freedom is given to man to transform the methodology of a method that is functional into the objective that is sought to be fulfilled.

To organize is to define how to use efficiency, efficacy and the programming of activities to arrive at a result that we call effectiveness, which satisfies the objectives of those involved.

We define efficiency as the potential capacity of systems to produce results.

We define efficacy as the capacity of men to produce results responsibly.



When we talk of business-driven family companies we can bear in mind all the elements of the organizational design concept in a balanced way. With the existence of the institution, this has a life of its own independent from that of its owners.

When we talk of family-driven companies, we are going to have to give more consideration to the subjective aspects on the one hand, and the hyper objectives on the other.

In this type of company the activity needs to be constrained by defined systems where the measure is not subjective. Otherwise a board

meeting debate will always end with the well-known “it isn’t quite like this” or “we will have to change the cost systems as they don’t reflect the reality” or “we have to change the accounting system, the accountants don’t understand the business.” So, the authority of whoever installs the systems is fundamental and paradoxically external people from outside the company have more authority than those within.

Besides, a system needs to be established where efficacy is rewarded, without which results are the minimum acceptable in a family culture. Rewarding efficacy implies an objective measurement system of personal actions according to the results.

Rewards also imply punishment; and the most difficult are the punishments as in family-driven companies they have an effect on relationships at the heart of the family.

When punishments do not exist because the family does not accept them, there is a need to ensure that the absence of rewards is punishment enough. This is achievable through significant financial rewards.

Finally, we wish to highlight that defining the organizational design implies having a clear idea of the company’s mission.

Defining the organizational design also implies bearing in mind the natural organizational model that corresponds to the business.

## Time management

Time is really the only resource that is scarce and non-renewable. Time lost can not be recovered.

We define time as the vital cycle space that passes by between two events.

Time is substantively external to man. There is a time to do things and that these work in accordance with the environment and objectives that one has.

To manage time man needs to have a clear understanding of universal time. In the world of business activity it is defined by cycles, defined by forces of gravity that cannot be overcome. One of the features of universal time is that it is irreversible, that there is no sense in fighting it.

Besides, there is an individual's internal time to adapt to the medium. What mainly defines internal time is evolution and in this man's action implies a permanent elaboration of frustrations. It is this speed of frustration production that defines the speed of internal time. Basically, internal time does not change, it improves with maturity.

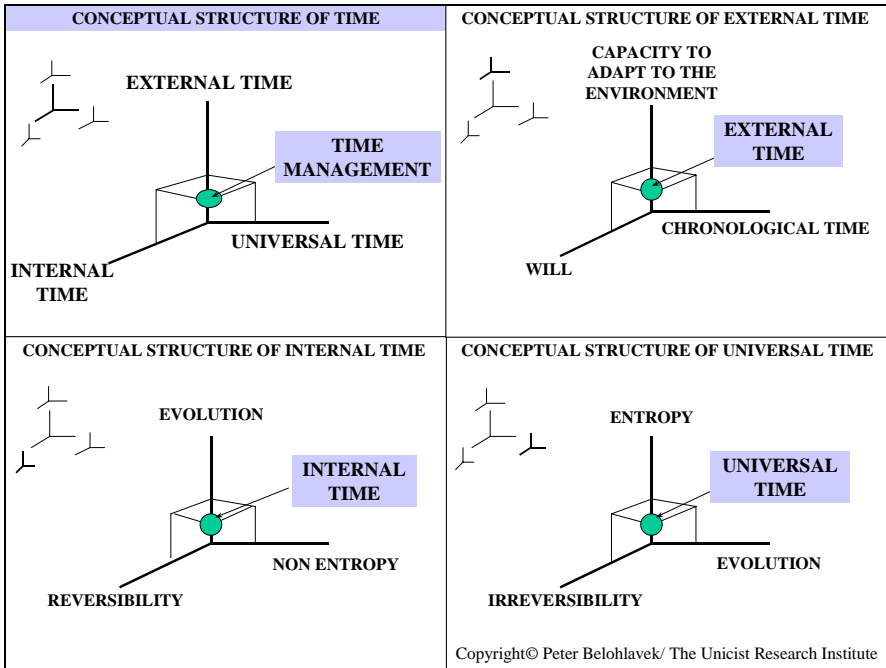
Men that recover instantly from results not up to their expectations have a very rapid internal time. Those needing a lengthy period to assimilate undesired situations have a slow internal time.

Organizations are normally run by he who most rapidly elaborates frustrations; when this is not so there is a marked loss of authority. In business-driven family companies, time management tends to be much better than in family-driven companies.

Family-driven companies tend naturally to require a double process of elaborating frustrations, one linked to activities in the company and another linked to family relationships.

When this is not resolved within the requirements of the external time the company runs the risk of being affected. That is why family-driven companies are very effective in the markets where the company does not manage the external time, or that external time management implies yes/no types of decisions. Agriculture is an example where the family-driven company functions normally without any problems.

In industry difficulties are notorious and in commercial activity external time is that which defines the opportunities to be taken. In a family-driven company that focuses on commercial activities, the key is to divide the company into “functional units,” almost independent, on the basis of the individual capacity of each member to adapt to reality.



Willpower is a very significant element in time management in companies. Willpower again is a little-modifiable element. When a person has been educated in an environment where he needs to overcome difficulties, his willpower is developed.

The energy that an individual exerts to develop an activity has to do with what he has available. Nobody can exert more energy than he possesses. Asking people for more willpower than they have leads a company to failure.

Management of external time is the biggest test of a person's capability. Companies can only be managed by those that have the capability of managing themselves within the parameters required by external time. When external and internal times do not harmonize people suffer from the resulting stress.

Each culture has its external time. External time is linked to the number of events that take place in a chronological lapse of time. Cultures tending to action are much faster than those tending to inaction.

In emerging countries external time is much shorter than in developed ones. That is why they emerge. In developed cultures external time is much shorter than in underdeveloped ones. That is why the underdeveloped ones are known for their relatively bad time management.

We say "relatively" because this is a comparison with another country. No culture is underdeveloped in itself; it is underdeveloped when compared with one that is more developed.

Time management is the most objective parameter that there is to define a culture's level of development. In a culture there are different "pockets" of development and therefore, of different time management capacities.

Companies need to place themselves in those "pockets" where time management is better than that of others operating in the environment.

## Conflicts in business-driven family companies and family-driven companies

All institutions grow by conflicts. After all, it is the conflicts of evolution that make institutions grow. Both the family and the company

are institutions. A family-driven company grows around a family's evolution of conflicts. A business-driven family company grows through the evolution of conflicts of the company.

However, it has to be born in mind that badly managed conflicts leads naturally to a bureaucratization of the conduct and a management of business through preconceptions that makes the company's actions rigid.

The bureaucratization of conduct occurs when the individual transforms the means into ends. Actions are more important than added value. Actions are transformed then into movements that appear to add value but don't.

The preconceptions appear to be concepts but instead of meaning the essential of a reality they seek to avoid the risk of the person managing them.

Bureaucratization is managed by preconceptions, but preconceptions do not mean bureaucratization necessarily.

When one has already operated in a field it is basic to have developed the corresponding preconceptions. They are automatisms that fire actions that, if reality has not changed, are totally functional to the activity that one expects to carry out.

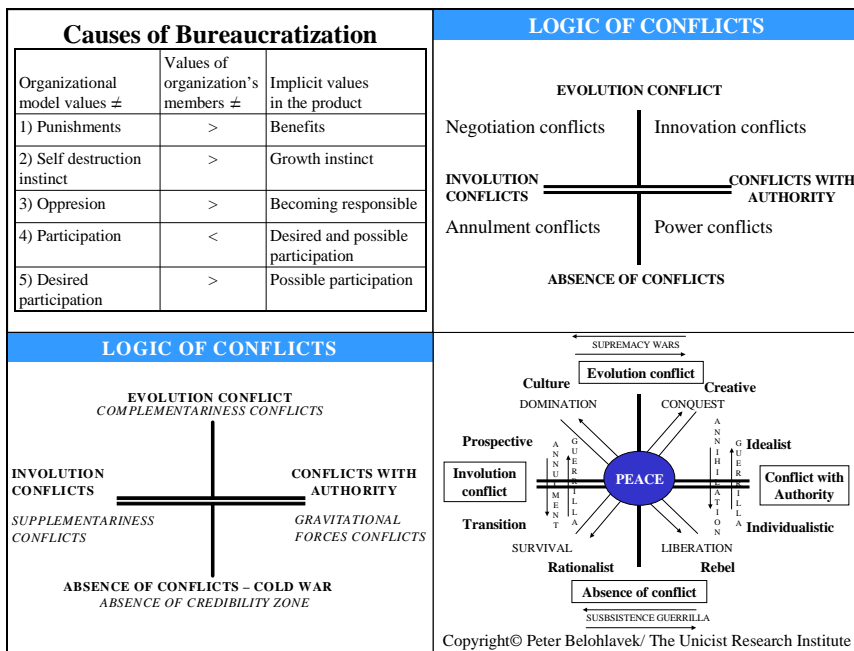
One has "lunch" using preconceptions, plate, spoon, fork, knife, and all the elements that are related to the lunch are used through habits, automatisms, which one has developed and that represent the action of preconceptions.

The problem of conflicts is that they represent changes. A conflict covers up a change, which one seeks to avoid or impose. When a conflict of annulment is brought about it is because one is seeking to avoid change. When a conflict of innovation occurs it is because one is seeking to produce a change.

When a power conflict is sought it is because one is seeking to avoid a negotiation, one is seeking to affirm one's own stance.

When a conflict of negotiation is pushed for it is because one is seeking a bridge between interests.

The great difficulty is the identification of the conflict. One has to be very aware of what is going on to know the possibilities of resolving the conflict or leaving it, because it covers up and avoids greater conflicts (there are conflicts that avoid greater conflicts and it is very useful to keep them alive if it is the case that the larger conflicts have no solution.)



Conflicts of evolution are naturally conflicts of complementariness. Conflicts of involution are conflicts of supplementation. Conflicts of authority are conflicts of gravitational forces. The absence of conflict

is the product of a lack of credibility and represents a cold war where the parties do not accept each other.

When conflicts overflow they become war situations. Internal feuds in companies and between different branches of the family are well known.

The objective of all wars is to occupy the other's space, or defend someone's vital space. Family wars are less cruel than feuds in the company as the fight includes an important level of fanaticism due to the play of affections.

Wars do not produce benefits. They need to be avoided, even if they are inevitable at times when the fight occurs between conflicts of evolution and conflicts of involution or conflicts of power. When this occurs conflict is bureaucratized and the company becomes a battlefield and in some cases a missile.

Bureaucratization of conduct needs to be avoided. Conflicts need to be managed.

Business-driven family companies have an advantage over family-driven companies because they only have one battlefield. Family-driven companies however, have two battlefields where conflicts develop: the family and the company.

In conflicts it is fundamental to try to avoid people being discussed and move on to discuss events. When conflicts are objectified they become relatively easy to solve. When conflicts are made subjective they are difficult to solve because they produce injured parties that seek revenge if they feel they have lost the battle.

Avoiding objectification of the conflict is the natural way followed by every individual who lives with the anti-concept of the company. This subjectification posed by the anti-concept wielder enables him to discuss decisions which fundamentally he can not even argue. The

business-driven family company and the family-driven company need to protect themselves from those using anti-concepts of them and keep them well away from company activity.

Scapegoats are the natural way to keep conflicts going that cover up bigger ones; however, abusing them leads to war.

We repeat, the greatest difficulty is the identification of the features of the conflict to be able to apply the suitable “antidote.” The key is to record the events that take place and not get lost in the interpretation, but to grasp their conceptual meaning.

## Corruption

Corruption occurs when bureaucracy becomes the norm. Conflicts are not managed and the needs of the members of the organization, family or company, are not satisfied.

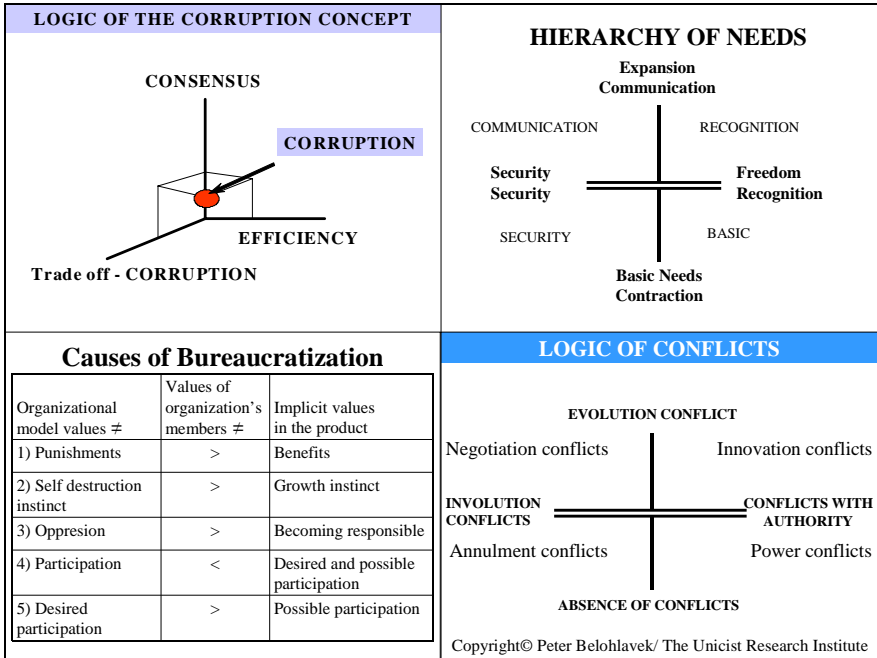
Corruption is an extreme price that is paid to achieve consensus when the system has become inefficient as a result of what was established in the preceding paragraph.

Corruption is a homeostatic element that is a balancer, therefore very difficult to eradicate. Corruption cannot be attacked except by making it unnecessary. Punishment for the corrupt is fundamental but does not attack corruption, rather its effects.

Corruption is a structural element, and when it becomes installed it makes individual objectives prevail over those of the institution, either the family or the company.

Corruption is fought by increasing the levels of efficiency in the organization and satisfying the needs of its members. To achieve this, the key is the management of conflicts.

Managing conflicts is the element that determines the possibility of developing the company without it being affected by corruption.



One of the problems that business-driven family companies or family-driven companies have is when they operate in countries where corruption is part of the culture. They run a very big risk of corruption, bigger than corporations, because naturally they are given a subjective value to justify the individualism that appears to “act as a defense” of the subjectivism of the country’s culture.

Corruption covers all spheres of human conduct. It includes money, power, transcendence and sex. When corruption becomes installed there are big problems because it becomes the norm for the management of conflicts. That is, the solution to conflicts is “purchased” with which corruption increases.

To exit the corruption cycle implies trusting in the members of the organization. Mistrusting the members of the organization generates corruption in itself.

## Conclusion

Management control is the nervous system of an organization. A good management control has, as it does in man, two nervous systems, one to act and another to measure the action.

Management control, which is based on trust, is the basis of the effectiveness of business-driven family company and family-driven companies.

It forces actions to be viewed objectively and allows men to feel that they are part of a higher-order system in which they have a growing place according to their added value.

# Ethical Intelligence

Ethical intelligence is the basis for:

- 1) Added Value Generation
- 2) Individuals influence on the environment
- 3) Time management
- 4) Strategic planning capacity

The systematic use of foundations is the natural catalyst for the development of ethical intelligence in the materialistic world.

It is the natural antidote for subjectivism in family companies.

## Definition

Ethical intelligence is the intelligence that structures stable and dynamic rules that determine the action of the individual in his environment. It determines his capacity to add value, his influence on the environment and on others and his time management.

On the one hand, the rules are stable since they respond to a purpose that is defined by the level of ethics within which the individual acts.

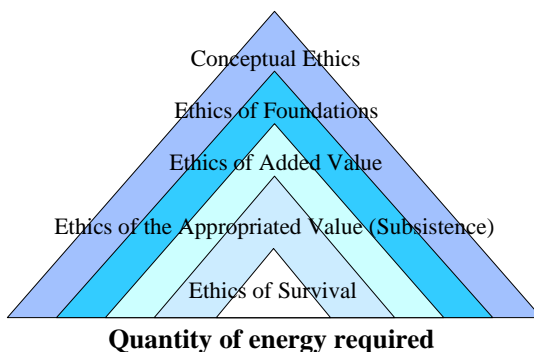
On the other hand, the rules are dynamic, because despite the fact that the individual is at a certain level, he is capable of determining alternative strategies that satisfy the objective he is seeking within that level.

Ethics is defined as a set of rules that are functional to a situation and to a certain perception of an accepted moral, and are supported by a complementary ideology.

From an institutional point of view, five levels of ethics have been found that sustain the behavior of the individuals in institutions.

- 1) Ethics of survival
- 2) Ethics of the appropriated value (Subsistence)
- 3) Ethics of added value
- 4) Ethics of foundations
- 5) Conceptual ethics

## **Pyramid of Ethics** related to the required individual energy



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### **Ethics of survival**

The ethics of survival is the type of ethics prevailing within the marginal areas of a culture or the marginal cultures.

The functional structure of this type of ethics is based on the need to survive.. People having this type of ethic permanently expect to avoid threats and use their strengths to compensate for their weaknesses.

For this reason people behaving according to this type of ethics are always concerned with avoiding costs or passing them onto others so as to appropriate as much value as possible thus securing their survival.

The individual that acts according to this type of ethics exercises influence upon others who are in the same situation, based on survivor-pacts. His time management is based on “the moment”, sustained by reactions based on intuition. He has a reactive tactic approach to reality.

## The ethics of the appropriated value (Subsistence)

This type of ethics seeks to add the minimal value possible to generate an appropriated value and to minimize costs in order to assure the subsistence level.

The individual behaving on the basis of such ethics exercises influence upon the ones who behave in accordance with the ethics of survival and upon the ones that add less value than he does.

He is able to manage short-term problems. Short-term is the lapse between adding value and generating the corresponding appropriated value. He has a tactical active approach to reality.

## The ethics of added value

This is the type of ethic that maximizes the added value to the environment seeking to optimize the relationship between added value and cost.

The individual who acts on the basis of this type of ethics exercises influence upon the ones who manage the ethics of survival, the ethics

of appropriated value and upon those that need to add more value than what they are adding.

Such individual manages the medium-term, which is the time to transform knowledge into added value. He develops medium-term strategies.

## The ethics of foundation

The ethics of foundation is used by individuals that consider that added value is secured by knowledge. The goal of such ethics is that the foundations or groundings for work be reasonable, comprehensible and proven.

The individual behaving on the basis of such ethics bears influence on the ones who manage the ethics of survival, the ones using the ethics of the appropriated value, the ones using the ethics of added value and on those who have less knowledge than he does to act within their environment.

Such individual manages the long-term, which is the time span between discovering a concept and transforming it into useful knowledge. He develops long-term strategies.

## The conceptual ethics

This is the intelligence used to maximize the added value by using a high level of energy to materialize the need to give.

Individuals behaving according to this type of ethics exert influence on the entire environment because of their energy. They manage universal time that is the time of the cycles, with no time limitations.

They do not take into account their own existence. They develop strategies using the available, possible and expected forces.

## Ethics as the ultimate purpose of intelligence

Ethics establishes a set of rules for the adaptation process to the environment. It is the purpose of intelligence. Ethics generates the human adaptive behavior and as such is the driver to develop his cultural behavior.

Ethics sets the individual and social culture into motion. Ethics is the culture verbal function (its procedure). But ethics cannot be observed or perceived, it can only be intuited. It can be observed materialized in facts.

Moral, as the engine behind ethic, is what may be observed. Besides being a value and having a high level of abstraction, moral can be observed. The limits to an individual's moral are noticeable when acting under the guidance of the superego.

Synthetically, it could be said that there is a moral geared toward the benefit of the community but there is also a moral oriented toward "being at peace with ones own conscience". This latter moral is called "anti-moral", since it denies the social function of moral.

We separate introjective moral from projective moral when analyzing the moral concept. When the purpose is to achieve a dynamic adaptation to the environment, in which the individual influences and is influenced in turn, moral needs to be introjective.

"Introjecting" implies finding within oneself the reflection of the reality one is facing. Only when one acts on the basis of finding the external reality within oneself can one say that an adaptative behavior could become possible. But the risk of falling into fallacies is always present.

On the other hand, when moral is projective one expects that the environment adapt to the needs of the individual. As mentioned in the book “Fundamentalism, the ethic of the survivor” by Peter Belohlavek, “Superego is the most sublime expression of egocentrism”.

The projective moral tends to be a representation of the “superego”. Since it is projective, it poses one main difficulty: it measures others by their actions but at the same time it measures oneself by intentions. It tends to generate a double moral which is one of the ways of the moral fallacy.

From the point of view of intelligence, ideology is a belief that uses a technology to satisfy an interest to confirm a belief. An ideology is materialized in a neural functioning that establishes the most economical way for ethical functionality.

Ideology can work either as an absolute value or a relative one. When it is absolute it becomes a purpose in itself and not a means, and it causes the ethics to cease to be functional to the environment to which it intends to adapt in a dynamical way.

Ethics as part of the ontological structure of intelligence has been disregarded not only by studies on intelligence but also by scholars who study ethics and who consider it a spiritual and not an intelligence function.

Spirit - never defined in a way that could be validated - from an ontological point of view, is the deepest concept that is subjacent in humans and cannot be demonstrated but in its effects.

The ontology of intelligence defines that the ethics, together with the strategic styles and the types of thought, define the most essential structure of intelligence. This research discovered that the intelligences classified so far are more operational expressions of neural functionality to which this ontological structure is subjacent.

Individual's purposes are subjacent to the different levels of ethics in his adaptive process to the environment.

The implicit purpose of the ethics of survival is to survive in a hostile environment. A new born baby is ruled by such ethic. Without this level of ethics he could not survive. Elderly people are also ruled by such ethics.

The purpose of the ethics of subsistence (appropriated value) is to guarantee subsistence, and for such reason the individual needs to appropriate value from the environment to avoid the risk of a threatening situation and of falling into survival ethics. Until adulthood, man needs the ethics of subsistence in order to act.

The purpose of the ethics of added value is to generate value in the environment within the context in which he develops and grows. Man uses such ethics while he is young. We define "young" as the man who is still growing in his environment.

The purpose of the ethics of foundations is to guarantee the influence of the individual on the environment, acting as a strange attractor (driver). The mature man uses the ethics of foundation to exert influence, avoiding pushing.

The purpose of conceptual ethics is to maximize the value added to the environment. Such ethics includes all the levels of ethics. It requires a detached attitude, because this intelligence departs from the assumption that everybody is right and that what varies is functionality. It is the intelligence of wisdom.

# The Unicist Ontology of Foundations

The use of foundations is the natural catalyst for the development of family businesses. It introduces objectiveness in business problem solving helping to preserve the personal relations.

As a catalyst it is based on the awareness of leaders that the company is a being with “artificial life” that should transcend the present generation.

To introduce grounded arguing in family businesses requires a consistent change management effort but it saves a lot of money and the family-bonds.

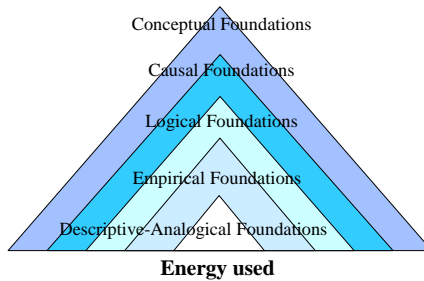
## Laying Foundations

Laying foundations for a reality involves providing reasonable, understandable and verifiable arguments. This implies explaining the way something works in such a way that it is comprehensible to anyone who has to interact with it. When foundations cannot be understood or tested, they become a statement of truth.

On this basis, we have discovered five levels of foundations:

- 1) Descriptive-Analogical
- 2) Empirical
- 3) Logical
- 4) Causal
- 5) Conceptual

## Foundations and the use of personal energy



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### Descriptive-analogical foundations

We make an analogy when, for example, we state that what happens to one person will happen to someone else just because he/she is a person too. In one way, analogy rules out foundations, because from this point of view, all realities seem to operate in the same way.

### Empirical Foundations

Empirical foundations result from the systematization of analogous experiences. Opinion surveys, statistical quality control and systems of analysis are examples of empirical foundations.

### Logical Foundations

Laying foundations through Logic implies the existence of formal rules of logical inference within a context, and explains a reality through logical analysis. It implies the possibility of formalizing a reality.

## Causal Foundations

Causal foundations describe the systemic structure of a specific reality, and understanding functional interrelations. It implies the use of scientific tools for analysis and synthesis, and it involves operating according to the cause-effect relations between the parts integrating the system.

## Conceptual Foundations

In conceptual foundation, we need to have access to the structure of the concepts that we are laying the foundations for. In order to make concepts operable, we also need to be able to analyze their sub-concepts. It implies knowing the natural laws ruling the particular field of reality being founded.

Each problem requires a specific level of foundations.

Empirical Foundations apply to the solution of operating problems – i.e. realities with measurable results.

Analytical foundations apply to problems with solutions requiring a high level of formality and rational construction.

Causal foundations apply to problems which are complex but not ambiguous.

Conceptual foundations apply to the solution of complex problems in ambiguous realities.

Analogical foundations are not functional to a problem. They are only an emergency solution when we completely ignore a reality, which is most probably not founded.

## Knowledge of the Subject and the Problem

Laying foundations is impossible unless we have comprehensive knowledge of the subject we are trying to found, and of the context where the foundation is to be applied – “the unified field”- Knowing the subject and the problem is absolutely necessary if we wish to develop well-founded arguments.

Making sure of the quality of foundations requires “self-exclusion” on the part of the participants. The phrase “I don’t know” works well in this context. Promoting the use of the expressions “I don’t know”, maximizes group synergy.

## The problems solved by foundations

Problems of planning, design, and interpretation of reality require conceptual foundations.

Problems of organization and technological and systems problems require causal foundations.

Problems of analysis, scheduling and “hard” techniques require logical foundations.

Operational problems, which are rational and structured, require empirical foundations.

Problems arising from operational fallacies require analogical foundations.

## *The Ethic of Foundations*

*When “the family feeling” prevails, discussions are a way to obtain personal recognition. By introducing the ethic of foundations it is possible to achieve, step by step, a higher level of objectivity.*

# The Ethic of Foundations

**An argument is grounded whenever it is reasonable,  
understandable and provable.**

**The management of foundation enables:**

Supporting of synergistic leadership

Matching of small and big, weak and strong

Promotion of working value as source of richness and  
personal fulfillment

Promotion of science and technology

Promotion of justice as equality of opportunities

Group synergy

Upwards leveling

# Globalization

Globalization is an ideology of the national and international reality promoting the development of countries by considering their common interests.

Sustainable globalization has to be seen as a balanced system, requiring that each culture, each region and each individual be self-considered as a member of this global system.

Dependency, domination, and marginality attitudes represent an obstacle to the existence of a sustainable globalization and development system. Globalization, built on common interests, involves an interdependency in which each one of its parties plays a self-defined and assumed role.

# Synergy

Social development is possible whenever a culture counts on synergy as the driving force of work.

Synergy is required within the group when individuals, who are capable of solving problems, decide to take action as a team in order to add value.

This synergy produces the so-called social capital, which is the strength of the relationship that integrates institutions and individuals of a society.

Elites lead the development of societies and ordinary people follow. Promoting synergy at work is one of the ways of growing towards a sustainable globalization.

But there is a previous condition to this, the integration of knowledge among members. This knowledge synergy among members is based on what is called as “ethics of foundation”.

## Synergistic Leadership

The promotion of synergy requires a synergistic leadership. Considering the conceptual structure of work-leadership we can describe the following segments of leaders:

**Creative-synergic**

**Constructive-synergic**

**Autocratic**

**Manipulative**

Based on behavioral researches it was proven that freedom to argue foundations is a necessary condition to support synergistic leadership in decision-making. Based on behavioral researches it was proven that synergistic leadership in decision-making is possible only when the freedom to present grounded arguments is structured in the organization.

Sustainable globalization and development represents in a society the predominance of synergistic leaders. The predominance of autocrats and manipulating leaders leads to a gradual destruction of the environmental-adapting capacity, and ends up in dependency or marginality.

## Foundation as driving force

As a concept, an argument is grounded whenever it is reasonable, understandable and provable.

Foundation as a concept can be based on:

**-Experience**

**-Logic**

**-Scientific knowledge**

**-Conceptual knowledge**

All ways of groundings are valid in a group provided the rest of the members are able to understand, prove, and reason them out. The “receivers”, whoever they are, evaluate groundings. Therefore it is required that members of working groups count on the required knowledge level to understand the foundations needed for developing a work.

## The Ethic of Foundations

Every cultural change is firmly established when it is integrated into the habits of the community. Before becoming a habit, it needs to be a custom. But customs must be supported by ethics. It all begins with a new ethic, then it develops into a custom and finally it becomes a habit.

Ethic, as a concept, is a functional rule based on moral values and an ideology.

The ethic of foundations represents a moral code related to the respect for others and their authority. Respect for others is necessary to be able to discuss our own arguments. Respect for others authority is the only way to accept their foundations as valid.

Foundations require a relative ideology. When ideologies dominating a certain activity field are absolute, there is no possibility of dis-

agreement. Absolute ideologies are fallacious in their reasoning for they look for self-confirmation.

Final achievement of groundings is that a reality is reasonable, understandable and provable. To this effect, an explanation of the casual relations of what is being analyzed or agreed is required.

## Foundations and globalization/development

A culture that makes use of groundings as a habit stands at a same level than any other in the world. If its knowledge is reasonable, understood and proven, there is no way of not matching the world.

The introduction of “grounding” as a habit among leaders results in a multiplying effect on quality and productivity.

### **Supporting of synergistic leadership**

Synergistic leadership represents a grounded coaching. The democratic aspects of organizations are provided by the consideration of the foundations of all the members of a working group.

### **Matching of small and big, week and strong**

Foundations are worth their own weight, regardless of who is arguing. The ethic of foundation requires that arguments be worth their own value over the subjective qualities of who argues. Therefore groundings have no rank, they are only applicable knowledge.

### **Promotion of working value as source of richness and personal fulfillment**

As a concept, work is an activity to produce an added value for others and a benefit for who develops it. Synergy is the basis of working in

groups, and there is actual added value whenever the operating knowledge upon it is based is a true one. Foundation is the basis of true knowledge.

### **Promotion of science and technology**

By definition science and technology imply groundings. Globalization requires leadership in technology. Only those who are technological leaders in certain fields are able to “globalize”. The ethic of foundations is the basic driving force of technological development.

### **Promotion of justice as equality of opportunities**

When foundation is worth its own weight, members’ value is measured by their added value. The ethic of foundations is therefore one of the driving forces leading to equality of opportunities.

### **It is the necessary basis of group synergy**

Synergy means to be capable of doing something by oneself, and to become member of a group in search of a higher added value to be achieved in a more effective way. Integration to a group implies sharing the groundings of an action.

### **Upwards leveling**

Lack of foundations naturally leads to an autocratic or manipulating leadership. The existence of foundations naturally leads to a synergistic leadership. Autocracy and manipulation require fallacious groundings. Foundations destroy autocracy and manipulation.

Foundation is an antidote to fraud, and takes all participants of a working group to multiply their capacity of providing higher added value. Therefore the value of the group and of its participants as individuals increases as well.

## Teamwork Agreement Ethics of Foundations

All members of a group agree to:

- 1) Explain the reasoning of what is stated in an understandable, reasonable and provable way for the rest of the group.
- 2) Count on the “paperwork” supporting their proposals, and explain it clearly to the rest of the group.
- 3) Invite only those persons having capacity to understand the reasoning grounds required by the problem to participate in working groups
- 4) Allow all individual members enough time for getting ready to deal with a problem, and to understand the groundings of the rest, whenever the problem is complex.
- 5) Have the necessary knowledge, beyond common sense, for solving all problems dealt with.
- 6) Explain the groundings when analyzing problems.
- 7) Explain the synthesis, but not the foundations, at the time of evaluating actions. However, upon request of the rest of the group, provide them with the grounds of the synthesis.
- 8) Take others’ groundings into consideration, and integrate them into our own ones, disregarding whom they come from.
- 9) Do not give an opinion when there is a lack of knowledge.
- 10) When working under uncertainty conditions, approach the problem explicitly from a groundless opinion, but be responsible for obtaining the necessary knowledge to achieve a grounded one.

The introduction of “The Ethic of Foundations” can be sustained by:

- 1) Banning groundless arguing
- 2) A fallacy-shooter role
- 3) An ethical commitment

# The Unicist Approach

The unicist approach was developed to solve complex problems using a conceptual approach to describe the nature (ontology) of things. This approach is based on more than 2000 researched conceptual structures -until 2007- that cover the following aspects:

- 1) Institutional evolution
- 2) Cultural scenarios (country and global scenarios)
- 3) Complex systems research
- 4) Learning ontology
- 5) Individual development

It integrates the complex system approach with an anthropological and with an ontological approach.

## Unicist Approach to Complexity (an ontological approach)

The Unicist approach transforms complex problems into simple solutions, and these simple solutions into “easy” actions.

We define a complex system as an open system, which determines the functionality of a unified field through the conjunction of objects and/or subsystems.

A complex system has the following characteristics:

- 1) It is an open system, meaning that the energy flows to and from the system itself.
- 2) The external limits of the unified field (its globality) behave as the ones of a fuzzy conjoint.

- 3) Functionality is determined by the “conjunction” of elements that influence each other, generating “loops” of cause-effect relations.
- 4) The “disjunction” does not exist in a complex system.
- 5) The sum of the results of the subsystems is not equal to the result of the total complex system.
- 6) Relationships among subsystems are not linear; they respond to the double dialectics laws (purpose-antithesis / purpose-homeostasis).
- 7) Complex systems generate their own energy transformation using their own energy and the energy from the environment.
- 8) Complex systems are composed of subsystems, which are also composed of other subsystems, until reaching a descriptive level that is functional to their purposes.
- 9) Complex systems cannot be observed. The observer is part of the system.

“The Unicist Theory of Evolution”, the “Unicist Logic” and the “Logic of Fallacies and the Anti-concepts”, made the conceptual modeling and operation of complex systems possible.

Some examples of complex systems can be found in the social, economical, political and cultural aspects of reality as well as in management, marketing, strategy (of countries, institutions and individuals), learning processes, continuous improvement and interpersonal relations.

Transforming complex systems into simple systems is making them operational in a univocal way, with cause-effect relations that permit to influence the environment. This means transforming strategy, which, by definition, is a complex system, into operation tactics.

Transforming them into an easy task implies materializing these tactics through well defined actions, using a language that could be un-

derstood by all participants and the proper tools that could be used by all of them.

Nevertheless, even though we operate with simple solutions, in their essence, these problems remain complex.

## What is the Unicist Anthropology?

The Unicist Anthropology is the scientific study of human behavior and the structural analysis of his deeds in order to forecast his evolution. It is an ontological approach to anthropology.

It surveys the evolution of Man as a species, as an individual; and the evolution of his institutions. It studies Man, his actions and his transcendence as “a unified field”.

Its main tool is the application of the Unicist Theory of Evolution, the Unicist Logic, and the laws of evolution of individuals, institutions and culture.

It studies the most intrinsic and extrinsic concepts that operate as “drivers” of cultures and individuals to use them as a basis for the causal-conceptual description of a reality in order to forecast it.

It conceptually structures taboos, myths and utopias that influence man’s actions.

Its main objective is to forecast the behavior of individuals, institutions and cultures so as to basically influence upon its evolution as of:

- The Collective Unconsciousness
- Ideologies
- Economic Structures
- Languages
- Technology
- Work
- Knowledge

- Ownership
- Transcendence
- Taboos
- Utopias
- Myths
- Ethics
- Communities
- Social Capital
- Cooperation
- Business structures
- Governmental structures
- State Structures
- Leadership
- Marginality
- Power
- Pleasure
- Nourishment/Feeding
- Tools/Hardware
- Communication
- Currency
- Money
- Added Value
- Appropriate Value
- Ideas
- Actions
- Conflicts
- Competitiveness
- Wars
- Social Structures
- Globalization
- Sex
- Assets
- Time management
- Family
- Health
- Art
- Aesthetics
- Clothing

The result of a Unicist Anthropological study is the actual scenario, the expected future scenario of a situation and the concepts that describe it.

It could be a cultural, institutional or individual scenario, or their integration.

## Unicist Ontology

The unicist ontology describes the nature of ideas, facts, individuals and things, regarded from their essential, causative or functional (operational) aspects. In the short or long run, living beings and their deeds are consistent with their nature.

The unicist ontology erases the existent barrier between the human arbitrary division of philosophy, science and action, by defining concepts that integrate them in a unified field.

Approaching complex systems requires the knowledge of its ontology. The ontology of a certain reality is unique, since its essence (nature) is unique. Therefore, the existence of different “ontologies” for one functional reality is not possible.

By knowing the ontology of a complex system, the system becomes reasonable, comprehensible and provable, and therefore it could be approached in scientific and operational terms.

The Unicist Ontological approach implies the description of concepts that describe different “causative” levels.

In living beings, the concepts that define their nature are included within their biological system. On the other hand, external elements have extrinsic concepts, which are deposited by men.

When the ontology of a certain reality is apprehended, it describes the most basic human functionalities. This explains why these functionalities do not mutate but just evolve.

Operational concepts describe the functional aspects of a reality. Functional concepts describe the causative taxonomies of a reality. Essential concepts describe their essence in its oneness.

Ontological research requires a very high level of abstraction: Reasoning processes are used to approach the research of rational aspects. Emotions are used to approach the research of emotional aspects. Reflection is used to approach the research of ontological aspects.

The hypotheses proposed by any of these three types of researches are falsified measuring facts.

The unicist ontology is the integrating element of the unicist approach.

Complex systems are open systems that determine the functionality of a unified field through the “conjunction” of objects and/or subsystems.

Unicist Anthropology is an ontological approach to anthropology. It integrates human behavior both in its individual and social aspects. It is the engine that impulses the development of men’s conceptual approach to reality.

Thus, the unicist ontology is an approach that sustains the management of complex problems by researching their conceptual structures.

# Unicist Glossary

## **Action guide**

It is the homeostatic element of a concept (see complementariness). It avoids the modification of the purpose of a concept promoted by the utopia.

## **Added value**

It is the incremental value added by an agent to a given reality.

## **Adverbial function**

Is the homeostatic function that sustains the substantive function to avoid the modification posed by the verbal function (See complementariness)

## **Analogous experiences**

They are those with a similar functionality.

## **Analogous**

Two elements are analogous when they have the same operational functionality. Considering the function of flying, a bird and a plane may be considered analogous.

## **Anticoncept**

An anticoncept is a conceptual structure that has the purpose of destroying a concept. It is sustained by fallacies and is the basis of paradoxical behaviors. When a concept and its anticoncept join, they both disappear.

## **Antithetic value**

It is the verbal function of a concept. It functions according to the law of complementarity (See complementarity).

## **Appropriated value**

It is the value obtained by a system, due to its action in the environment.

## **Archetype**

Is the conceptual structure of automatic behaviors that underlies and sustain spontaneous responses of individuals, groups or cultures.

## **Argument**

It is an opinion that includes no groundings about a certain reality. It is an affirmation or a negation based on a subjective perception of reality.

## **Attractors**

According to the chaos theory, attractors are elements that structure chaos. There are point, cyclic, torus, and strange attractors. Strange attractors are the drivers of complex systems' functionality.

## **Central value**

From a logical point of view, it is the purpose of a concept.

**Chaos**

It is an unpredictable situation for observers and participants.

**Complementariness**

It is an interdependent relation between two elements, actions or ideas. Each one of these elements has what the other element requires and they both have a coincident element.

**Complex Systems**

They are systems that structure open unified fields. The results of complex systems are unpredictable for ordinary people.

**Concept**

It is the logical or pre-logical structure that regulates beings with real or virtual life. It is also defined as the driver of complex systems.

**Contraction**

It is a conceptual function whose aim is to avoid that the death instinct prevails over the life instinct. Thanatos prevails in contraction.

**Contractive function**

It is the function that intends to avoid the destruction of a system (simple or complex).

**Credibility zone**

It is a participant's perception of the functional concept of a reality.

**Cross-cultural invariables**

They are human functional structures that are homologous in different cultures, such as the need for security and freedom.

**Dehumanization**

It is a kind of anticonceptual functionality. Functional actions become self-fulfilling and generate a materialistic behavior.

**Disequilibrating element**

It is the synonym of the antithetic element. (See complementariness)

**Drivers**

They are the functional concepts that define the evolution of a given reality. They can be assimilated to the strange attractors defined by the theory of chaos.

**Dual thinking**

It is the natural and basic way of human thought. Human beings use dual thinking when they are overwhelmed by facts.

**Effectiveness**

It is the integration of efficiency and efficacy.

**Efficacy**

The capacity of humans to produce results responsively.

**Efficiency**

It is the potential capacity of simple or complex systems to produce results.

**Equilibrating element**

It is the synonym of the homeostatic element. (See complementariness)

**Essential concept**

It is the “deepest” concept that structures a particular unified field. It is the structure of information that regulates the most essential behavior of complex systems and defines its long-term evolution.

**Ethics**

Rules of behavior for individuals, groups, institutions and cultures. Ethics has a functional structure, a dominant moral and is sustained by an ideology.

**Evolution stages**

Stages that describe the evolution cycle of a situation in which ontogenesis and phylogenesis are redundant.

**Evolution**

It is the ascendant cycle measured in terms of the improvement of species.

**Expansion**

A situation in which growth and life-instinct prevails.

**Expansive function**

It is the function that impulses the expansion of a simple or complex system beyond the limits of its unified field.

**Extrinsic concepts**

They are the concepts given by humans to elements, actions, ideas, facts or objects. They are described by their structural functionality and at the same time define it.

**Fallacy**

False perceptions built upon a logical structure. When individuals’ beliefs and needs prevail when making a judgment, fallacies are unavoidable.

**Falsification**

It is a process that seeks to prove that a hypothesis is false. When something cannot be proven to be false it is considered not-false. In common language it is called to be true.

**Foundation**

It is an argument that contains reasonable, comprehensive, and verifiable information.

**Freedom**

It is an internal structure that allows individuals to adapt to changing realities in a responsible way.

**Functional concepts**

They are the drivers of the behavior of living beings with real or virtual life. They describe the functional structure of complex systems.

**Functional structure**

The functional structure describes the structural relations within a simple or complex system. The functional structure of a complex system is given by the conceptual structure that regulates its evolution.

**Functionality zone**

It is the description of an intrinsic concepts' functioning.

**Gravitational forces**

They are the external forces that influence the evolution of a unified field.

**Homeostatic value**

It is the adverbial function of a concept. It limits the action of the antithetic value avoiding the modification or mutation of the concept (See complementariness).

**Homologous**

Two elements are homologous when they have the same essential characteristic. A whale and a dog are homologous, in the sense that they are both mammals.

**Hygienic**

It is an element necessary for a situation but which has no added value.

**Idea**

It is an intellectual structure of a reality. It is functional to the approaching of concepts for individuals with dominant analytical thought.

**Instability zone**

It is the place where the functional structure of a concept destabilizes. There are two instability zones:

- a) The situation in which the lack of energy produces the loss of functionality or credibility.
- b) The utopia point. It is the absolute point where reality vanishes.

**Integrative thinking**

Its a Intellectual approach to reality based on the conjunction "and". It does not consider the disjunction "or".

**Intrinsic concept**

It is the regulator of a complex system, whether it has real or virtual life.

It defines the functionality of the complex system and does not depend on the perception of the observer.

### **Intrinsic**

It is an internal functionality of a given reality whose existence is not conditioned by others' perception.

### **Involution**

It is a degradation cycle of a reality in terms of the evolution of species.

### **Life style**

It describes the adaptation of an individual to cultural mandates. His adaptive behavior involves the cultural values, the archetype and the dominant strategic style.

### **Maximal strategy**

The maximal strategy is the one depending on the environment. In this case the influence of a person, group or institution is insufficient to assure the result of a "strategic action".

### **Minimal strategy**

In this case, the result of a strategic action depends on the individual, group or institution exerting this influence.

### **Moral**

It is a conceptual structure that aims to satisfy the needs of a culture, the necessity of transcendence and the needs of individuals.

### **Myth**

It is an adverbial function that limits the action of individuals within cultures to assure the purpose of the evolution of species.

### **Object**

An element containing a concept, a purpose to be achieved and a quality assurance function.

### **Objects library**

A structure that contains objects designed to be used in simple or complex systems. Cognitive objects organize the objects library when a system is complex.

### **Operative concept**

It integrates two of the elements of a concept: it integrates the action (verbal function) within the limits of the adverbial function. The purpose of the concept is considered as given.

### **Opinion**

It is a judgment of something. The opinion is basically subjective. When it is grounded it is called a foundation.

**Over-contraction**

It is a situation in which destruction is challenged. It produces the implosion of the system.

**Over-expansion**

It is a situation in which destruction is challenged. It produces the explosion of the system.

**Paradoxical functionality**

A functionality that achieves opposite results from what apparently is seeking to achieve.

**Preconcepts**

Individuals' stratified conceptual structure, based on former experiences, created to avoid personal risks. They are a natural approach to reality based on automatisms.

**Procedure**

In functional terms, it is the active part of the conceptual structure.

**Purpose**

It is the final objective of a concept. It is the substantive function of a given reality.

**Reflection**

It is a process to apprehend a given reality that begins with a projection of an individual's opinions. Having solved the conflict of the projections, reality has to be introjected. It comes to an end when the internal and the external reality are homologous. This approach occurs within the unified field of an actual action.

**Security**

It is the need of human beings to attain an internal structure to avoid chaos or depression.

**Social capital**

The system of relations that defines the synergy of a group or culture. The strength of relations, when seeking for an objective, defines social capital.

**Strategic stereotype**

It is the name given to a stratified strategic style. In this case, a person loses its ability to adapt to reality, feels its survival threatened and seeks to obtain benefits from the environment.

**Strategic style**

It describes the way a person influences the environment and the way he manages the influence of the environment.

**Strategic thinking**

It is an intellectual approach to influence complex realities

**Structure of a concept**

From a logical point of view, the structure of a concept is given by its central value, its antithetic value and its homeostatic value.

From a semantic point of view, the structure is given by a substantive function, a verbal function and an adverbial function.

From a functional point of view, the structure is given by a purpose, a procedure and an action guide.

From a social point of view, the structure is given by a taboo objective, a utopical function and a mythical structure.

**Structure of functional concepts**

It is the structure of drivers regulating the evolution of a complex system.

**Sub-concept**

It is a complex sub-system within a complex system.

**Subsistence**

It is the description of a situation in which individuals, institutions or cultures have a security framework to assure their survival.

**Substantive function**

From a semantic point of view, it is the function that defines the purpose of a concept.

**Supplementarity**

It is a relation between elements with redundant purposes and verbal functions, having a different homeostatic element. One of the elements has a superior “myth” that challenges the evolution of reality.

**Survival**

It is a situation in which the individual perceives his life is being threatened. It can be real or not.

**Taboo**

It is a socially unacceptable situation. Accepting taboos implies generating chaos.

**True**

It is the situation in which the functional reality and its perception merge. From a transcendental point of view truth represents the absolute. The absolute implies the existence of the conjunction “and” with absence of the disjunction “or”.

**Type of thought**

It describes the structure of the mental process to approach reality. There are four types of thought to approach reality: the operative, the analytic, the scientific and the conceptual.

**Typology**

It defines a particular characteristic of the collective unconsciousness of a culture, segment or individual, based on their ultimate purposes.

**Unicist dialectic**

It is the description of human double dialectics. On one hand, there is the dialect of the central value and the antithetic value. And on the other hand, there is the dialect of the central value and the homeostatic value. Instantly, both relations integrate themselves to achieve the purpose of the central value.

**Unicist logic**

A logical structure based on the conjunction “and” to apprehend complex realities. It excludes the disjunction “or”.

**Unicist Ontology**

It describes the concept (nature) of a given reality considering its functional unique structure. Although the ontology of a given reality is unique the perceptions within the structure might be multiple. These multiple perceptions define the credibility zone of the concept.

**Unicist**

It is an operational, scientific and philosophic approach to reality. It considers reality as a concept driven unified field.

**Unified field**

It is a specific portion of a reality to be influenced that works as an open system and requires the definition of arbitrary limits to make it functional.

**Utopia point**

It is the condition of a reality when it turns out to be absolute. On the utopia point reality ceases to exist.

**Utopia**

It is an idea that seeks to improve a situation (a no-place en terms of its etymology).

**Verbal function**

From a semantic point of view, it is the function that defines the actions and establishes the utopias of a concept.

**Vital functionality**

The final purpose of living beings.

**Vocation**

It is the identity of an individual to fulfill his life plan consciously.

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## About the Author

Peter Belohlavek was born in Zilina, Slovakia, in 1944. He is the author of *The Unicist Ontology of Evolution and models applied to Future Research and Strategy in the Social, Institutional and Individual fields*.

He is the creator and developer of *The Unicist Theory*, which is based upon his discovery of the *Structure of Concepts*. Both, his discovery and models are the base of natural laws to explain evolution.

His basic background is in *Economic Sciences*. He developed research and studies in the fields of *Management, Anthropology, Economy, Education, Epistemology, Psychology, Sociology and Life Sciences*.

He dedicated his life to the research of evolution in the fields of *Human Behavior, Economy, Social Behavior and Management*.

*The Unicist theory* is the basis of modern future research and strategy. His work includes universal matters such as the *Theory of Evolution, the Structure of concepts, The Laws of Evolution, and the Structure of Thoughts*. Until 2007 the author has developed more than 2000 researches.

Many of Belohlavek's findings are synthesized in the *Encyclopedia of Concepts*, which reflects his 27 years of scientific research. Some of his applications were published in more than 20 books, among them: *The Unicist Theory of Evolution, The Encyclopedia of Business Concepts, Personal Strategies, Logic of Human Behavior, etc.*

Applications based upon his theoretical developments were applied in more than 500 institutions, companies and countries. Thousands of students around the world have already learned about his theory.

The conceptual development has not only changed the paradigms of thoughts but also the paradigms of philosophy by fostering the concept of “Action-Thought-Action” which sustains the “philosophy of the added value”.

Peter Belohlavek’s research works include: Basic Research, Conceptual Developments, Scientific Developments, and Development of Cultural Archetypes.

## **Main Breakthroughs**

### **Basic Research**

The Unicist Ontology of Evolution

The Structure of Concepts

The Unicist Logic

The Logical Structure of Fallacies

Unicist Methodology for the Research of Complex Systems

### **Scientific Applications of the Unicist Ontology of Evolution developed by Peter Belohlavek**

**In Life Sciences:** Development of the functional structure that regulates evolution and the development of the structure of living beings as a unified field.

**In Research:** Development of a methodology for complex systems research.

**In Philosophy:** Refutation of Hegel’s dialectic theory, as a particular case, and the formulation of the laws of the double dialectic.

**In Social Sciences:** Discovery of cross-cultural “invariables” and their laws of evolution.

**In Future Research and Strategy:** Modeling of the structure of concepts that allows inference of evolution.

**In Education:** Discovery of the concepts of learning which has given scientific sustainability, amongst others, to Piaget.

**In Anthropology:** Discovery of the “invariables” of human behavior.

**In Mathematics:** Development of the conceptual basis of dependence, interdependence, independence of variables.

**In Economic Science:** Discovery of the structure of Conceptual Economics. Development of the conceptual structure of Economic Schools and their functionality.

**In Political Science:** Development of the conceptual basis of ideologies and their functionality.

**In Cognitive Science:** Development of a methodology to construct knowledge with existing information through an integrative logic.

**In History:** Development of a historical analysis methodology based on the Unicist dialectic (double dialectic).

**In Logic:** Development and formalization of the integrative logic, sustentation for the unified fields’ theory in evolution.

## **Applications of the Unicist Ontology of Evolution**

- The Unicist Theory of Demand
- Development of a research methodology
- Unicist Country Scenario Building
- Development of a methodology for Historical Research
- The discovery of cross-cultural “invariables” and archetypes

## **Business Applications**

Fundamental economic analysis (macro)

Fundamental social analysis (macro)

Country scenario building

Business scenario building

Globalization analysis

Fundamental financial analysis (micro)  
Fundamental economic analysis (micro)  
Operation analysis  
Industrial analysis  
Commercial analysis  
Organizational analysis  
Strategic analysis  
Business analysis  
IT design  
Human Resources analysis  
Cost analysis  
Learning process analysis  
Management analysis  
Market analysis  
Object building  
Knowledge Management  
Market Laboratory  
Organizational Laboratory  
Project Management  
Research & Development

### **Some Companies where this methodology has been used**

ABB, A. G. Mc. Kee & Co., American Express, Apple Computers, Autolatina (Ford-Volkswagen), BankBoston, BASF, Bayer, Brahma, Ciba Geigy, Cigna, Citibank, Coca Cola, Colgate Palmolive, Deutsche Bank, Diners Club, Federación Patronal de Cafeteros de Colombia, Glasurit, Hewlett Packard, IBM, ING, Johnson & Son, Lloyd's Bank, Massey Ferguson, Merck, Monsanto, Parexel, Pirelli, Renault, Sandoz, Shell, Sisa (Citicorp), Telefónica, TGS, Worthington, Xerox, YPF (Repsol).

## **Cultural Archetypes of Countries**

Argentina, Australia, Belgium, Brazil, Canada Chile, China, Colombia, Costa Rica, England, Finland, France, Germany, Holland, India, Israel, Korean Republic, Mexico, New Zealand, Italy, Japan, Norway, Peru, Poland, Russia, Saudi Arabia, Slovakia, Spain, Sweden, Switzerland, Uruguay, USA, Venezuela.

## **Main Books Published in English**

The Unicist Ontology of Evolution

What is the Unicist Ontology of Evolution?

Unicist Riddles

Unicist Strategy for Family Businesses

Unicist Marketing Mix Strategy

Unicist Lean Management

Unicist Archetypes of Countries: SWEDEN

Unicist Archetypes of Countries: GERMANY

Unicist Archetypes of Countries: FRANCE

Unicist Archetypes of Countries: BRAZIL

Unicist Archetypes of Countries: AUSTRALIA

Unicist Anthropology: introduction to unicist country future research

The Unicist Price Elasticity of Demand

The Origin of Fallacies and Paradoxical Behaviors

The Ethic of Foundations

Unicist Human Capital Building

OEE – Overall Equipment Effectiveness – The Unicist Approach

Networking: the unicist approach to network building

Knowledge, the competitive advantage

Globalization, the new tower of Babel?

Counseling Driven Learning

How to deal with complexity: the unicist approach

Unicist Logic to approach complexity

Blue Book: Unicist Methodology for the Research of Complex Systems