
CONFIDENCE CRISIS AND EXITING NAIVE REALISM THROUGH INTEGRATIVE THINKING

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*“My most unpleasant thought
is not knowing what’s left to hope for.”
Octavian Paler*

Abstract

The confidence crisis invites increasing emphasis on social responsibility as a corporate marketing strategy, adopted by management which cannot choose ethical indifference. We need better rules and people, the virtue that follows science heading us down the right path towards overcoming the paralyzing insecurity of economic blood flow and shaping the complexity of current affairs drastically but correctly, in order to develop social virtues and responsibilities. Since globalization is no longer what it used to be, and unfair competition is considered to be one of the causes of distrust in the corporate sector, being on the way towards the knowledge society, we are forced to become integrative thinkers and to identify solutions to the crisis, in a context in which economic concentration resulted in changing the nature of competition, and economists and politicians live in different worlds, it is imperative to harmonize in the identification of good measures of welfare research, understanding what must be adjusted and what mustn't. Travelling through time to the destination where our judges are the future generations, we owe it to them to find appropriate answers in relation to what is authentic in addressing the crisis of faith, who sells what and who is buying it, with the adequate mental model to break the cobweb of this confidence and regain trust. This is all based on an overriding need to produce knowledge for wisdom, maturing interdisciplinary dialogue, becoming architects of conversations generating responsible action, cultivating the ability to work with others with a similar vision.

Keywords: confidence crisis, courage, corporate social responsibility, economist, politician, conversation architect, clash model

JEL Classification: A11, M14, P16

1. Faced with the danger of disappearing faith: hope in the virtue that comes after science

One year ago, we explored the ethical promise – waiting binomial, specific to the business – consumer relationship, making us question not only why these ethical attitudes aren't transforming faster or always in ethical behavior cases, but what is actually happening in the relationship between the two behaviors in the permanent

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pilot workstation, the store¹. On that occasion, we recorded that ethics management is closely linked to social responsibility, but without being identical, the latter becoming a corporate marketing strategy adopted by management which cannot choose ethical indifference, it is the responsibility of industry and commerce to communicate adequately and to ensure consumer comfort, restoring their confidence; as the phenomenon of transformation in attitudes, ethical behavior will amplify ethically, the ethical business - consumer partnership will be recognized as the necessary wave of the sustainable future; robust economy requires individuals to be able to enter into economic cooperation relations of trust with people who are strangers; faced with the danger of confidence extinction, better rules and better people are needed, good business practices resulting from a combination of rules and good people, the formation of the latter (the process of forming the character) taking place well before they reach corporate level; people think and communicate in complex ways that traditional methods cannot capture; it is difficult to affect change in the long term, those prone to unethical behavior, social responsibility and business ethics managers (both philosophies starting at the lower levels of management in an organization) are extremely complex issues.

It is known that virtues are born and developed in the land of senses matched correctly. Virtue, which is science, is doing what is right, thus requiring a substantial effort to go down this path.

Roger Martin, Dean of Rotman School of Management, University of Toronto, made it known in March 2002 that he designed an analytical tool, "The Virtue Matrix"², to help executives think about the pressing issue of the importance of corporate responsibility (treated by Martin in the article as a good or service, thus identifying the forces that limit it, the supply and defining the likely measures one must take to enhance it), understanding what generates corporate responsibility leadership in social sectors. Martin highlights the virtues of this matrix, showing that it provides a conceptual framework to address questions about corporate responsibility, including the following: What drives the market for responsible corporate behavior? What creates public demand for greater corporate responsibility? Why the high globalization anxiety about corporate responsibility? Which are the barriers to increasing responsible corporate behavior? What strengths can be added to the offer of corporate responsibility?

In Martin's opinion, most of the offer of responsible corporate behavior is made at any time by instrumental practice (serving explicitly in enhancing shareholder value), supported by laws and rules or social norms and conventions. This behavior is increased by another set of activities (without guaranteeing the same thing for shareholder value) in which case management motivation is intrinsic (one's

¹ Purcărea, Theodor, Purcărea, Anca - Ethics, the current stake in restructuring commercial relations, *Amfiteatru Economic*, No. 23/2008, pg. 20-29

² Martin, L. Roger - The Virtue Matrix: Calculating the Return on Corporate Responsibility, *Harvard Business Review*, Vol. 80, No. 3, March 2002, R0203E, pp. 5-11

own reasons) and which can generate benefits for society. The difference in depth of civil foundations, considers Martin, can affect the global supply of corporate responsibility, both in positive and negative, but needs more work in calculating the net impact of globalization on corporate responsibility, the outcome apparently being determined by companies in countries with robust civil foundations. As he also points out that: before imposing a requirement for a business, regulators must be sure they have methods that allow assessment of whether the regulations exceed costs (or societal costs diminish the civil foundation); NGO pressure is important, but the most effective pressure on corporate leaders is probably the one they place on themselves; it requires brave, intrinsically motivated corporate leaders, to promote the notion of a global civil foundation from which to work in constantly modernizing businesses, together with governments and NGOs.

2. The full manifestation of uncertainty due to the transformation of the society and the economy

There are views stating that we are in the middle of a transformation moving our entire society and economy slowly but amazingly towards the “consumer economy” (a non-reality, unfortunately bringing along overconsumption with its harsh consequences: social insecurity, global warming, high medical costs, etc.; the grateful public applauds defeat when economists beat the recession and proved that depressions appear as aging; as consumption is two thirds of GDP, the strategy consists of supporting consumption, reducing taxes and / or interest rates; use of government money) to the “Responsible Capitalist”.³ Jack Lessinger argued that: in 2008 “consumer economy” no longer fits the future of our current economic science by failing to serve the main public interest as it once did; economic science transformation predicts a different direction (“responsible capitalism”) to society and the economy of the 21st century; the mission of "responsible capitalism" consists of rectifying damage caused by decades of overconsumption mentalities and entering more responsible public attitudes and values socially (in terms of: infrastructure, environment, education , global warming, the poor, the elderly, the sick), as well as in equitable relocating of the new industries and proper exercise of the socio-economic government functions. Lessinger emphasizes that: the current socio-economic transformation, destroying an old and familiar pattern of demand and supply produces a massive insecurity , paralyzing energy entrepreneurs - "like poison in the blood flow of the economy" - and slowing economic growth, an unsatisfactory period of economic growth will not be corrected until complete conversion is achieved by the new society and economy, and society is slowly changing; the obvious insecurity spiral track in 2008 suggests the likelihood of other depressions before the shaping of the new socio-economy (probably in the next decade).

³ Lessinger, Jack - Transformation, Socioeconomics Inc., Bow, WA, 2008, <http://www.jacklessinger.com/>

In this conception, transformation incurs five statements: depressions aren't overrated, depressions mark over many decades, unlike the recession, depressions are due to insecurity caused by the transformation of the society and economy; although it may not happen, the present transformation is likely to provoke a depression at any time period from 2008 to 2020. Lessinger mentions that: such probability justifies immediate defensive measures, supporting the old socio-economy of the 20th century, today's economic science powering the likelihood of depression; in our myopia, we have failed to appreciate the immense changes over decades and centuries and we may no longer continue to gain in the short-term and lose in the long-term.

Lessinger comes with an exciting array of ideas, starting with a confession: the beginning of his studies in the realm of economic science (University of California, Berkeley), resisted the central assumption of classical economic theory (the unending competition between rational individuals), considering that in every era, human connections, not always rational, rigged the competition and dominated economic activity; he didn't reckon technological innovation as the main economic and social tool of social and economic progress; prosperity returned, every time, with the explosion of new applications, markets opened, inventors awakened to the opportunity and new industries surfaced; through various creative exchanges, we redraw our common mind map; our economic science of transformation doesn't extrapolate, when studying how and why a socio - economy becomes obsolete and identifying the rise of its successor; "new view on the world transforms our society, our economy."

In the mid-eighties, someone born on our lands⁴ focuses attention, among others, on: the urgent need for structural reforms consistent with the general equilibrium almost anywhere in the world (the new message of the third revolution in the social economy, which is considered a more suitable replacement and more accurate for the usual evasive formula consisting of "appropriate or accurate social policies" - which, in practice, nobody knows how to apply to achieve desired goals, in this context, considering that this social evasive formula provides politicians the power to find a nominal legitimacy white card to impose an additional layer of fees on the industrialists and to spend money on a social pie in the sky), arguing that we do not need an open revolution (considered destructive in human terms, not resolving any social issues "per se") or to perpetuate the "status quo" - the modern capitalism, which has proven to be economically, beyond doubt, so productive and also destructive in social terms in the long run; that a social economist is required to primarily conduct a critical examination of the problems of the current regime in any country in order to develop a set of active objectives of the scientific (social virtues) and responsibilities (social troubles); the beginning of February 2009, at the

⁴ Rugina, N. Anghel - "Toward a third revolution in social economics. The pathbreaking role of Walras", Paper prepared for and presented at the 1986 annual meeting of the Association for Social Economics held in New Orleans, LA on December 28-30, 1986, p. 551.

conclusion of the works of the 01.02.2009 World Economic Forum in Davos, we are faced with an interesting picture in the context of the economic crisis crossed: “current confusion” and “lack of new ways to get out.” Chief editor of “Le Monde”, Frédéric Lemaître, reminded us that “we are living a perfect crisis”⁵ (quoting Russian Prime Minister Vladimir Putin), which is the result of a triple phenomenon (quoting the European Central Bank president Jean-Claude Trichet): “the classic end of a cycle of five years of exceptional growth worldwide, due to the extravagant depressed price of raw materials, especially energy, and a financial crisis that has worsened the situation considerably, and broken world trust”. Globalization is no longer what it used to be, and has even become a handicap, thus, for the resumption of growth it is necessary to act immediately, the problem is based on which decisions: short-term (saving the banks?), fast (favoring consumption?), structural (training an environmentally focused economy of tomorrow?). In this context, Lemaître also points out, both J. Stiglitz (“saving banks is risky”) and the Secretary General of the OECD, Angel Gurría (saving the good banks is the worst of all solutions except the others”) and former European Commissioner for competition, Professor Mario Monti, who noted that the states are neither truly Keynes nor partisan to “laissez-faire”, without daring to abandon the old economy (the automobile) and place all bets on the environment and innovation. This reminds me of the letter that professor Monti sent me on 11 November 2002, saying that he appreciates my commitment to build an effective policy in terms of competition. In this welcomed commitment fits the concern for considering corporate social responsibility (CSR) as an integral part of competition policy. Incorrect competition is considered one of the causes confidence in the corporate sector, as examples of the competition data can be incorrect when using big business and market power to obtain lower prices from suppliers (see the phenomenon and that I allowed myself to entitle “shelf war”⁶) or that some manufacturers give discounts for the same products sold to large firms without granting similar discounts to small business when the sales cost does not differ. Moreover, soon after receiving this letter, the European Commission (under the proposal of which, together with the representative of the Federal Trade Commission of the U.S.A, I became co-president of the working group for building the capacity of competition authorities at the International Competition Network - ICN) has proposed a strategy to promote CSR as a contribution to sustainable development, CSR is not considered an objective in itself, but a tool. This strategy was based on three priorities: promoting CSR practices takeover; accounting debate on CSR accounting practices, which was considered a matter of fair competition (competition distortion

⁵ Frédéric Lemaître - Davos face à la mondialisation fragile et à une «crise parfaite», Le Monde, 03.02.2009

⁶ Purcarea, Theodor - Razboiul raftului in economia conversatiei sau dincolo de conversatia cerere-oferta, Economistul, Nr. 2588, Luni, 24 martie 2008, p. 3.

prevention); the role of public policies in promoting CSR (CSR criteria included in government policies to regulate markets, criteria that allow fair competition).

3. Living in paralel worlds, that of economic analisys and political-economic analysis

Years ago, the famous British weekly "The Economist" published an article entitled "The Mysterious Failure of the Economy", consisting in the main assumption that the politicians do today what economists have always asked for but don't do for good reasons: they privatize not to improve the lives of citizens, but to increase their own expenditure. Recently, at the end of December last year, this prestigious publication drew our attention at the end of a suggestive article⁷, as in 1978, Alfred Kahn, one of the economic advisors of U.S. President Jimmy Carter, after being reprimanded by Carter for scaring people by warning them of the possibility of a depression, replaced in the offensive word, as follows: "We are in danger to have the worst banana in 45 years."

If the essence of the market economy is the exchange itself (FA Hayek), exchange is the key concept of marketing (P. Kotler); marketing specialists analyzed what each transaction requires in order to achieve successful trade, its dependence on the existence of a long term relationship. Kotler's mentor, Peter Drucker explains that "the new economy" may or may not materialize, but there is no doubt that "the next society", a knowledge based society will be with us soon. How I am part⁸- or at least like to think so – of the economists that toil on the road to "the next society" (a road dotted with many signs / phrases: "new society", "new reality", "new economy", "the new organization"...), I am still bothered by: as we are on the way to the knowledge based society, our advance is stumbled by a crisis of confidence; our scientific inability (temporary?) to have the opportunity to offer solutions in the operational output of the crisis, knowing that "Science should inform the news, not vice versa. Before we can commit to the public in an informed debate we need scientists to create science" (Rector of Imperial College in London, Richard Sykes, quoted by Rick Nelson, Editor in Chief "Test & Measurement World," in no. 11/1/2006, "Science in the pub". I expressed, along the years, opinions about:

- The real impact in terms of promotion of consumer welfare by encouraging competition and allowing the proper markets to allocate resources adequately; the good functioning of markets implies efficient and undistorted work; however, competition is often misunderstood and easily distorted by "players" acting on the markets, which leads governments to intervene with the necessary regulations (CUTS, "Towards a Healthy Competition Culture ..." Preface ii-iii, 2003);

⁷ Diagnosing depression, Dec 30th 2008, http://www.economist.com/research/articlesBySubject/PrinterFriendly.cfm?story_id=12852043

⁸ Purcarea, Theodor - Economistul la ora dezbaterii reale, in Convorbiri Economice, Clubul Economistilor Brasoveni, 2007

- The existence of a real need (such markets are complex and operate in real time) to consider the centrality of the consumer and understand how markets work, what encourages secret understandings that deceive to undermine competition, what it means to approach the consumer market; what it means to have equitable and efficient allocation, not only allocation effectiveness : “Pareto efficiency can be seen in conjunction with a Nash equilibrium” ("The consumer guide to competition: A practical handbook, Consumers International, March 2003, pp 7-8, 10, 12, 19, 24-25, 31-39);

- the fact that, in substance: “Life itself is a cruel competition ... Now civilization imposes rules (so-called middle class values) that allow some more successful at winning. Imagine yourself in a situation where only the fastest runner will get dinner. After a while, slower competitors will be awfully tempted to ... rather than try ineffectually to win in speed. The same thing goes with the competition in terms of intelligence”⁹ ;

- The position exposed by Hazel Henderson, who, starting from that competition’ benefits to society are widely recognized (boosting innovation, efficiency and driving economic growth and industrialization), we should consider going beyond the outdated theories (“efficient markets, human behavior as rational maximization of competitive individual self-interest”), stating that: “The economy (science, n.n.) is politics in disguise ... In our 21st century, we already see currencies as new weapons of choice, as well as better diplomacy, intelligence and information widely shared ... “¹⁰

- Fueling our economy is constantly full of surprises, and economists get ideas about what to ask looking at history.¹¹

"History will not ever be completely written, it is that of subjective plans enveloped in their aura of uncertainty," says French teacher Thierry de Montbrial, honorary member of the Romanian Academy¹². In his opinion: only "prospective" is the frontal approach to uncertainty, sanctions cannot be separated from predictions, they should be based on calculations that are intertwined, judged on past situations and assumptions of future environmental active topics, it need not be anticipated but rigorously related to immediate action and does not meet either exclusively or primarily by action, by rational activity, in the context of an approach that we want “rational” should be considered to identify events as possible and determine their degree of verisimilitude and even probability, if possible (by means of simulation trying to target levels of probability), the degrees of probability that require the use

⁹ Glad, John - “Future Human Evolution. Eugenics in the Twenty-First Century, Preface by Seymour W. Itzkoff, Hermitage Publishers, 2006, pag. 58.

¹⁰ Henderson, Hazel - “21st Century Strategies for Sustainability”, August 2005, www.hazelhenderson.com/

¹¹ Davis, Bob - The Lessons of History are Full of Significance for Today’s Economy, The Wall Street Journal Europe, September 26, 2002, p.1.

¹² De Montbrial, Thierry - Actiunea si sistemul lumii, Academia Romana, Fundatia Nationala pentru Stiinta si Arta, Ed.Expert, Bucuresti, 2003, pag.XXXVII-XXXVIII,89-93,121,414-427.

of all relevant information available, and the rules of logics formulated according to the coherent theory of probability, essential to the philosophy of knowledge and praxis, being a distinction between objective and subjective probability.

In the opinion of Edward Glaeser¹³ economists quickly assume opportunistic behavior in almost every step of life, in the context in which a central theme of economic science is respect for the material incentives. While this theory is applied to improve incentives in the tough world outside, the research methods used are based on the assumption that social scientists are robot saints. This is that no economist would present a model using assumptions about individual altruism behind statistical methods (a low number of econometric work in this area is probably better understood as the result of very low interest of researchers in using empirical techniques that correct extraction of data; the impact of these techniques should reduce levels of invariable significance of results; the same incentives that lead researchers to extract data will lead them to avoid techniques for adequate and accurate extraction of data).

Addressing the reductionist economy has generated strong criticism of economic theory, defending "anti-economist" Hazel Henderson as, mentioned above, offering alternative indicators which gradually replace the assumption that GNP is the only significant indicator. This evolutionist economist considers, for example, building a healthy community would be the dismantling of most of the economic assumptions that operate (lifestyle of the consumer rush to buy more extravagantly).¹⁴

Philosopher John Searle (Professor of Philosophy at the University of California, Berkeley) said that a slogan often used reminds us that "the mind is for the brain what the program is to the hardware". Addressing the Association of American Philosophy, Searle¹⁵ does not show how the brain processes information, it is an organ whose specific biological and neurobiological processes cause particular forms of specific intent ("intrinsically, in the brain there are neurobiological processes that cause consciousness").

In the last 25 years, stressed Barry C. Lynn (Senior Fellow at the New American Foundation, a business and politics journalist; expert in global industrial systems, corporate organization, trade, energy, emerging technology and developing nations with average income , author of the book "End of the line: Increase and decrease of

¹³ Glaeser, L. Edward - Researcher Incentives and Empirical Methods, Discussion Paper Number 2122, Harvard Institute of Economic Research, September 15, 2006, Second Draft, <http://post.economics.harvard.edu/hier/2006papers/2006list.html>

¹⁴ Henderson, Hazel - Healthier communities and "economism", article published as part of the Healthcare Forum's, Healthy Communities Action Kits, Module 3, in 1994, Joe Flower.

¹⁵ Searle, R. John - Is the Brain a Digital Computer?, cogsci.soton.ac.uk/~harnad/Papers/Py104/searle.comp.html

the global corporation, Doubleday, 2005) in April 2007¹⁶, the concentration of the economy led to the emergence of a whole hierarchy of power in November, the most important aspect of that is change in the nature of competition: but it is less and less in the open market and increasingly more networks inside are closed, authoritarian, corporate-controlled, consequently tending to become even less creative in nature and even more destructive. Lynn highlights in this context that: what makes our current system of production network so dangerous is that, due to consolidation, increasingly more of its component operations are unique in nature, the systems defined by a high degree of monopoly tending in time to erode any sense of ownership or responsibility; increasingly more, those who take care of the system and want to improve it cannot; any system that is personalized gains collective punishment, increasing temptations for individual risk taking that produces gain even if they endanger the system as a whole; what is ripped from the system by the most powerful people are pockets of accumulated wealth; for these workers, pockets of wealth are good salaries and pensions, while for the pockets of the company, assets are what makes a healthy industrial structure marked by variety, new technology and flexibility; The purpose of the School of Economics in Chicago (organized around the broad political writings of Friedman) was rather than to illuminate the nature of political relations of the market, to push politicians completely outside the rule of business and finance and to push “concepts of the market” in the policy rule; going forward, what matters is that we can apply engineering principles to our fresh global industrial network in a radically new way, beyond the purely materialistic and nuclear philosophy, fixed in monomaniacal pursuit of efficiency as measured by production of objects and increasingly more in cash; the mainstream science of the economy today is striving not to simply restrict the land made subject to a rational, but to replace the individual responsibility of citizens to pursue ethical policy results with low religiosity of a “market” that has been mechanically automated, which is really just a shame for the private political economy directorate of the immensely rich; presuming that there is a crack in human nature, the best way to control this crack is by building political institutions that are carefully calibrated and always in evolution and follow this approach through the entire system of human affairs, both private and public.

Economists complain that politicians do not have a healthy knowledge economy, and the latter accuses the first of not understanding politics. While the first are trained in the analysis of the economic system, the others are specialists in the political analysis and action within it. It appears as if they live in different worlds (as Joseph Stiglitz said in 1998¹⁷), each with its beliefs, goals, methods and limitations.

¹⁶ Lynn, C. Barry - Why Economists Can't See the Economy, *The American Prospect*, April 2007, http://www.newamerica.net/publications/articles/2007/why_economists_cant_see_the_economy_5058

¹⁷ Stiglitz, Joseph -The private uses of public interests: incentives and institutions, *Journal of Economic Perspectives*, 12 (2), 1998, 3-22.

On the one hand, politicians (with their hard-to policy entrepreneurs with management expertise in political processes, are subject to restrictions resulting from the ongoing political process and political constellation; the criteria for achieving their goals is partly individual and partly induced by the political system) require precise answers, and political decisions cannot be delegated to scientific procedures to produce objectively “the best”. On the other hand, there are the economists working with scenarios (with certain contingent statements and allegations regarding the development of the economy and society), and counselors should involve an interactive process, including defining goals and developing solutions (both being subject to political restrictions, and cognitive economy). Proposals for economic policy are often inconsistent or contrary to the rules, requirements and peculiar tempers of the political-administrative system. We consider¹⁸ that:

- It is very important to recognize that their own ideologies and beliefs made by politicians in this process may be in conflict with the belief of academic advisers are based on scientific paradigms and schools of thought;

- There are several obstacles to improving the effectiveness of policy reforms: to achieve more goals with one policy instrument is often ineffective but attractive from a political point of view, is unattractive cost transparency in political, adopting the principle of fiscal equivalence is unattractive from a political point of view;

- In democracy, ideologies are tools of rational self-engagement, which increase the credibility of policy makers and tend to reduce problems of inconsistency and temporal development of court decisions;

- Positive beliefs differ significantly between economists and others, and advancement in terms of “rationality” in economic development policy requires careful analysis and proper communication;

- Economic education, especially politicians and journalists may need improvement;

- The political process not only selects and solves collective problems, but selects beliefs and behaviors and to preserves the success until it arrives again.

- The distribution of policy or law systems appears more efficient than they really are, policy reforms still changing, usually in distributions of income, wealth, or rights, so losers often need to be compensated, which is not so easy.

4. The most important challenge faced by modern managers

Even if we are not usually aware of the fact that everything starts with the mental models, argues Roger Martin¹⁹, that we all use in our thinking. Concerned to identify how we can become integrative thinkers, from the patterns of thinking of

¹⁸ Tielman Slembeck - Ideologies, beliefs, and economic advice – Acognitive-evolutionary view on economic policy-making, Chapter 6 of *The Evolutionary Analysis of Economic Policy*, Edited by Pavel Pelikan, Gerhard Wegner, New Horizons in Institutional and Evolutionary Economics, Series Editor: Geoffrey M. Hodgson, Eduard Elgar, Cheltenham, UK, Northampton, MA, USA, 2003, pp.147-149, 151, 155

¹⁹ Martin, Roger - Becoming an integrative thinker, *Rotman Magazine* Fall 2007, pp.4-9

famous leaders (“Which way of thinking led to their achievement?” “Was there a common model in their mentality?”), Martin makes reference to John Sterman at MIT who explained that we think we see what is in reality, when in fact what we see is based on our mental models and we suffer, hence the “naive realism”. The result of this state of affairs is the most important challenge modern managers are faced with: “the collision of the model” (“Model clash”). Martin states that:

a) he has reviewed the decision to draft and it still consists of four steps: salient (what to choose and focus attention on and what not to, here showing features that are relevant to our decision), causal (as we understand what we see, what kind of relationship we believe exists between the different pieces of the puzzle), architecture (a new step, 2007, a model entirely built based on what we achieved in the first two steps), resolution (which is our decision based on our reasoning);

b) integrative thinkers approach each of these steps in a very specific way: consider several characteristics of the problem as salient to its resolution; consider causality multidirectional and oscillating between salient characteristics, are able to keep in mind the image (“big picture”) while working on individual parts of the problem, find creative resolutions to the tensions inherent in the architecture of the problem;

c) the most interesting part is that each builds their own understanding of the surrounding world in a similar manner, following either implicitly or explicitly steps one to four to build their mental models, with the result that the realities collide (“clashing realities”) and those who do not like the proposed model are seen as being uninformed (“stupid”) or ill-intended (“evil”), which creates tension, conflict and stalemate;

d) there are two ways to deal with the collision model: you are afraid and to avoid it, to deny the existence of fundamentals (this results in their own pursuit of a model like no other, trying to smite digging or other models in other models to avoid the inherent conflict) to search and multiply the collision model (this is far superior, this scenario is the source of great intuition and resolutions; there are no situations in which a better model can't be built).

After all, the approach described above that sustained the hope of building, in any situation, a better mental model, we cannot report it at the time "to prevent" our being organized in advance on the road to “the next” crisis of confidence. Continuing to think of trust (integrity, competence, consistency, loyalty, openness), the key ingredient for the working environment and to society in general. Chellie Campbell, said in “The Spirit wealthy” as: “Life is a self-improvement course, and we are all in the same classroom.” Campbell also shows on her website that: “...we are the only physical entities that get ourselves caught and snared in the trappings of the Big BUT Syndrome. When we lose our Big BUT we send pure energy signals to the Universe so the Universe can bring us what we DO WANT instead of more of what we don't want” (Chellie Campbell about “Kicking the Big But Syndrome” by Eddie Conner, iUniverse, 2004).

A year before, in 2003, a Nobel prize laureate for economics (awarded in 2002), the psychologist Daniel Kahneman²⁰ interested in building a science of experience that builds on the experience we solve as we tired to find a really good Scientific welfare measure. Kahneman forged a new field called hedonic psychology, the study of what makes life and experiences pleasant or unpleasant, wondering if we are able to predict the evolution of our tastes, given that: it is a matter for serious science, we have a different kind of access to the core of our experience and our past experiences, when the worst or best depending on experience and the top end of the experience (and do media if they can have a very good prediction of what people will say that we have experienced in general without taking into account how long the experience was) what we are actually in mind is not thinking about how new or how we evaluate ourselves, but it is more about quality experiences we have, the implications for measuring welfare.

Kahneman has identified a major paradox of our lives: life satisfaction does not follow the improvement in standard of living (improvement of one's ability to make economic choices of consumption), even if very many people would like to be richer than they are and think that if they were rich they would consume things they now must deny themselves, things they associate with a better way of life. Well, you get anywhere just because we adapt to things as they improve and should understand what pleasures we adapt and which not to.

We are all consumers (individual or organizational) and we obtain increasingly better values in the market, the market is in the center of our lives. In 1997, James R. Rosenfield²¹ showed us "Millennial Fever" (a phenomenon of inclusion, not exclusion) behavior leading to various interesting ways, meaning that offers marketing opportunities. The context was presented at large: companies and brands have to show a commitment to the future, but in a relaxed fashion and with user friendly "information" doubled in "information about information"; as we plunge into a ravine infinite regression, but it speaks with more than stress, with both entitlement increases to be stressed; contemporary attitudes towards customer service is a perfect reflection of the dematerialisation / materialization paradox, since people are overloaded with information, a list of few resonate as favorable because they promise facts into a finished and controllable package; cognitive self-absorption develops tolerance to the consumer today, people already feel insecurity about many things, including jobs, future financial and physical security, people are hungry for the end; good tracking equals the conclusion: new energies are triggered, travelling through time to a destination...

²⁰ Nobel Laureate Daniel Kahneman: Toward a Science of Wellbeing, 17 August 2003, <http://www.abc.net.au/rn/allinthemind/stories/2003/923773.htm> (listening to Danny Kahneman, guest of Natasha Mitchell on "All in the Mind" on ABC Radio National and internationally via Radio Australia and on the net as well; part of a public lecture by Professor Kahneman given at the University of NSW on the search for a science of well-being)

²¹ Rosenfield, R. James - Millennial fever, *American Demographics*, Ithaca, Dec. 1997, Vol. 19, Iss. 12, p. 47

After ten years of Rosenfield's signals, another author, Alison Dumas²², shows that it's not not only hard to get people, it's hard to understand them, what's available on the surface of things is sometimes richer than what has preceded but is far more polished, and self-conscious potential leading one to lack something.

It is well-known how examination of the microeconomics of how the behavior of individuals, households and firms are manifested by the decisions of allocating scarce resources, affects supply and demand for goods and services that determine prices, prices which, in turn, determine the supply and demand for these goods and services. Mental processes and behavior of individuals are indeed explained in psychology. Al Ries wrote well in the spring of 2006²³ to study marketing begins with the study of psychology: if the psychology is the systematic study of human behavior, then marketing is a systematic study of human behavior on the market. Virtually every principle applied in psychology is applied in marketing. If the halo effect is in psychology, for example, charging the people who look good as more intelligent, more successful and more popular, this effect works in marketing. For years, mantra (delight) was focusing the marketing message on a single word or concept. The idea taken one step further, can produce dramatic effects, because in today's society marked by over communication, those who want to move through cobwebs should invest money in marketing "the best horse." What I recommend is leaving the product/service to serve as a halo effect for the rest of the line. The best will sink into memory, first single from a brand new category as the best thing, original authenticity.

The "father of marketing", Philip Kotler, introduced the term "social marketing" in an article (co-authored by Gerald Zaltman) published in 1971 ("Social Marketing: An Approach to Planned Change", *Journal of Marketing*). In spring 2004, along with Nancy Lee, Kotler argues how targeted social marketing is always changing corporate behavior (in general for the sake of improving health, safety or the environment), which is the hallmark of corporate social marketing to other corporate social initiatives more familiar, such as corporate philanthropy and volunteering for the community, aimed at changing individual behavior. That is why the two would state that corporate social marketing is the "best of breed"²⁴ among alternative corporate social initiatives in terms of support for the goals and objectives of marketing, including brand positioning and preferably (in view of marketing as the art of building brand, according to Kotler) market development and increased sales. Reason for this is, in short, that a change in personal behavior raises a good chance of making a change in behavior. This is because "when people change in a way that works and then personally benefit from these actions it is likely to have a

²² Dumas, Alison - The limits of market-research methods, *Advertising Age*, Midwest region edition, Chicago, Oct 8, 2007, Vol. 78, Iss. 40, p. 27.

²³ Ries, Al - "Understanding Marketing Psychology and The Halo Effect", *Ad Age Daily*, April 17, 2006

²⁴ Kotler, Philip, Lee, Nancy - Best of Breed, Spring 2004, http://www.ssireview.org/articles/entry/best_of_breed/

powerful combination, with positive company urged change.” Kotler and Lee conclude that in the context of social marketing campaigns, corporate full success will bring more corporate footprints on society and, when you can get an advantage in the social marketing aspect of employment, a company would be irresponsible not to pursue.

What is authentic in addressing the crisis of confidence? What do you sell to and who buys it? Who is the responsible social advantage in tracking and marketing? What is the “best horse” to be invested in - and who is able to make, having the adequate mental model, and by multiplying the collision model - the cross-town cobweb crisis of trust and confidence play?

Against the background of huge pressure of restoring trust, are we striving to make such knowledge sufficient to wisdom, maturing interdisciplinary dialogue, in the conversation becoming architects of generating responsible action, preparing ourselves and pointing how to properly continue becoming complex natural adaptive systems, which interact, understanding that the company is located in the heart of sustainable development and corporate social responsibility becomes a marketing strategy adopted by the corporate management who cannot choose ethical indifference?

Quality of life is a concept considered as difficult to define and operate. However, it was widely defined in terms of happiness, and about the latter following Mahatma Gandhi said: “Happiness is when what you think, what you say, and what you do are in harmony.” On the other hand, Henry David Thoreau said a few years before the revolution in 1848 that: “A man is rich in proportion to the number of things that will allow you to dispense.” Why can we break and why not go rebuild trust?

Life has shown and demonstrated that even economics education holds a special place, notably the fact that the forces associated with globalization have conditioned the context in which it operates and educators have profoundly altered human experience in terms of formal and informal education. It is considered that the most significant aspects of current practice and educational experience are: the transformation in merchandise and corporate responsibility, autonomy of national educational systems threatened by globalization, relocation and orientation and changing technologies in education, the process of branding, and globalization process of learning to be consumers, etc. What is one to do - wonders MK Smith²⁵ - “in the context of societies and systems conditioned by globalization and neo-liberalism in which there are asymmetrical relations of power?” He responds: “Ways of alternative education well articulated concern for welfare and participation in common life” and “ability to work with others with a similar vision.”

²⁵ Smith, M. K. - “Globalization and the incorporation of education”, *The Encyclopedia of Informal Education*, 2002