

Spirituality in Economics: National and Global Reform Strategic Planning Recommendations

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Abstract

The dramatic and rapidly unfolding domestic and global changes of the last quarter of a century demand that we review and revise our national and international premises, principles and structures without further delays. A fundamental re-focus is needed if we are, as a nation and as a global world, to optimize the opening opportunities and minimize both their intended and unintended negative effects. Some of these evolving shifts are to be found within the issues of Globalization, Religion vs. Secularism, Immigration, Balance of Economic and Political Power, Moral Values in the Family and in the General Culture, Political Systems, Ideologies and Corporate Corruption.

Good and honest business and political leaders are alike in their good intention of making their communities financially stronger and competitive across the globe. However, their strategies can be contradictory if not aligned with a common vision and long-term development strategies. This paper discusses the concept of market-based management practices for business leaders and offers a historical observation of where has been and where it can be going over the coming decades if economists, business leaders, and influential political giants all join hands toward one common vision for the global development purposes based on fundamental moral and ethical values. Suggestions, observations and implications for future competitiveness and development activities within the general frame of reference of spirituality in economics are presented.

It is also of utmost importance that we review and revise the validity of our self-perception and intentions as nation-states to more accurately understand and reflect the real motives behind general and specific actions. This reality check is very relevant so as not to delude ourselves and begin our path to revisions under a misguided evaluation of our real

intentions and hence of the objective and moral validity of our convictions and actions. For starters, we must realize that we do not hold neither ideological nor economic supremacies anymore, and that we are competing globally in both areas against viable opposition. Neither delusion nor arrogance can save the day anymore, if they ever really did. This may be a fundamental assumption in the relevance of the relatively recent introduction of the concept of spirituality in the study of economics. To this effect, we offer the following strategic plan.

Key words: competition, cooperation, corporate corruption. economics, freedom, human rights, ideologies, fairness, globalization, moral values in the family and the general culture, incentives, internalization of values, long range orientation, market-based management, nationalism, political system, private property, rule of law, spirituality, stability, strategic planning, self-stem, tolerance and trust.

Introduction

The dramatic and rapidly unfolding domestic and global changes of the last quarter of a century demand that we review and revise our national and international premises, principles and structures without further delays. A fundamental re-focus is needed if we are, as a nation and as a global world, to optimize the opening opportunities and minimize both their intended and unintended negative effects. Some of these evolving shifts are to be found within the issues of Globalization, Religion vs. Secularism, Immigration, Balance of Economic and Political Power, Moral Values in the Family and in the General Culture, Political Systems, Ideologies and Corporate Corruption.

Adam Smith, recognized as the founding father of modern day economics, developed an in depth understanding of ethics based on moral sentiments back in 1759 in *The Theory of Moral Sentiments*. Some consider this a possible contradiction with his subsequent and most famous writing *The Wealth of Nations*, where self-interest is introduced as a primary driving force. However, others view his previous book as one of the higher level perspective from which *The Wealth of Nations* was developed.

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fundamental assumption in the relevance of the relatively recent introduction of the concept of spirituality in the study of economics.

As we think about spirituality, religion also comes to mind and, we may find that the meaning of one can help in understanding the significance of the other. Based on Roof's research (1993), Conger (1994), wrote conclusions that distinguished between religion and spirituality; and stated that he saw religion as having:

"...an institutional connotation. It meant practicing rituals, adhering to dogma, and attending services. Spirituality... had more to do with life's deeper motivations and an emotional connection to God..." [4, p. 13].

We also find White (2006) stating that "spirituality is the view than an individual's constructed personal belief in a higher power or Supreme Being is not necessarily linked to any religious institution, orientation, or particular dogma". With all this taken into account, we offer a perhaps utopic strategic plan.

Propositionals

Representative Democracy and Industrial Capitalism, although exalted as the pinnacles of modern enlightened governance, are nothing more than processes designed to channel individual and social values and conduct. On the other hand, although less emphasized, values and conduct are the fundamental pillars of governance. They give birth and sustenance to the reigning political and economic systems in addition to determining their stability through time. It is of outmost relevance for societies and governments to guide their populations and cultures in the paths with the highest moral and spiritual contents. This focus on content, more than on process or structure, will provide to Democracy and Capitalism the raw materials with which to generate the greatest overall well-being in both the short and long terms. While conducting in depth research of companies for his book entitled *A Spiritual Audit of Corporate America*, Ian I. Mitroff, professor of business, found that "Spirituality could be the ultimate competitive advantage."

Many nations throughout history have been born out of the necessity of their people to revolt at the expanding corruption and general moral decay of their ruling classes. Unfortunately, it has also been often the case that their nascent leadership under the headiness of worldly attainments combined with the passage of time forgets the original lessons and begins anew a similar implosive cycle of corruption and immorality.

A nation, to remain stable and successful, must not produce leaders as well as common citizens drunk with power and/or blinded by arrogance. It should even less so hide from its collective consciousness immoral purposes and practices under a veil of self-righteousness. Furthermore, no nation can thrive and optimize the well-being of its citizens through laws or any other externally imposed controls. Only through individually accepted and internalized principles can a nation achieve and preserve its intended end with minimal governmental intrusion or popular deception. Only moral and spiritual values and conduct can provide and sustain such drive and protect the integrity of the contents in the processes of Democracy and Capitalism.

Principles

The subsequent six overarching principles are necessary conditions to shape the national character and guide its conduct. They must also take precedence over all others.

First – The primacy of spiritual values and moral and ethical conduct over all others, even over the possibility of a higher utility under a less virtuous path. Virtuous motives and moral processes must always guide the selection and implementation of national plans and policies. Moral and spiritual motives and processes are superior products on their own merit and will generate superior utility as a natural extension. In both the short and long runs, this first principle is superior to all others and must not be violated. These efforts will in turn lead to more prosperity, a word coming from the Latin root and literally translates to: “according to hope” or “to go forward hopefully” and, in its broadest sense representing “spiritual well-being.”

Spiritual Values	Moral Values
Giving and Sharing	The Golden Rule
Respect for Life and Nature	Ethical Conduct
Life Greater than Rituals and Symbols	Freedom/Liberty
Discourse over Destruction	Truth
Empathy and Understanding	Honesty
Compassion	Justice
Selflessness	Integrity
Quality and Balance of Life	Consistency and Transparency
Peace, Fullness and Joy in Living	Directness

Second – The encouragement, protection and exercise of maximum personal or individual liberty. This is a fundamental pre-condition for the individual to realize the vital importance of full personal responsibility in a cohesive society. It is also a must to validate the existential superiority of spiritual and moral values and conduct over all other approaches. Consider Adam Smith’s view in *The Wealth of Nations* that the role of government is to provide conditions under which people can fully enjoy their liberty.

Third – The attainment of individual well-being and a balanced life style and for both to prevail over unbounded economic growth and compulsive consumerism. Working to live and not living to work must set the tone behind the structure of national systems and institutions. The protection and improvement of the quality of life and nature must be of the highest priority in the design of public policy.

Moral and spiritual life styles increases the enjoyment derived from any given level of material acquisition, hence requiring less of it. Such perspective also increases the utility derived from cooperative social interaction as well as from the appreciation of nature and celebration of life. The resulting - “less and simpler is more”- promotes the preservation of our natural resources (renewable and non renewable), the protection and enhancement of the natural environment (ecosystems) and augments the quantity and quality of social constructive exchanges.

Fourth – The prevalence of a national focus and cohesiveness over special, sector or even regional interests. Emphasis on national goals and objectives aimed at the welfare of the general population and the security of the nation. Focus of analyses and solutions to be for the benefit of the entire nation and not any one group regardless of grievances. Rightful redress of current and historical grievances will be done on the march towards a stronger nation and always without risking its unity.

Fifth - No matter our degree of previous success, arrogance and self-righteousness in perspective and conduct must not be contemplated, much less tolerated. These dregs only serve to generate ineffective and inefficient decisions and discredit our national and personal images and influences with the rest of the world and ultimately within ourselves. Disparity of treatment more than disparity of income is at the roots of revolutions and deep social unrest.

Sixth – Promote a national mind-set that recognizes the value of legitimate immigrants and welcomes them with open arms and purpose. Establish policies that accommodate and expedite their bonding with their new culture and environment. Institute programs to purposefully capture for the entire nation, the benefits from their hard labor, their entrepreneurial spirit, and their global perspectives. Design national policies that prevent discriminatory tendencies and the recognition of groups that delay and add unnecessary friction and costs to such beneficial integration.

Seventh – Just as individuals must sacrifice personal goals and idiosyncrasies in order to belong to a group, and the members of groups to institutions, so must all of us as citizens, make the required adaptations to belong to our nation. Support for the promotion of a popular culture that endorses national unity and democratically derived universal goals as a guideline for public policies and for individual expectations across the range of daily decisions.

Vision

A nation whose pervasive popular and political cultures endorse moral and spiritual values first and foremost. In which national unity and democratically derived universal goals guide public policy and individual expectations across the range of daily decisions. Whose socio-economic system is shaped to optimize the attainment of individual opportunity and well-being over economic growth per se, in particular where additional growth is detrimental to the quality of life and the preservation of the environment and its resources. A nation that not only welcomes without hesitation and with open arms all its immigrants, but that also readily saddles their pronounced initiative, drive and entrepreneurial spirit in support of the national goals. Ultimately, a culture that recognizes that being an American is much more than a condition of birth or of a point in time, but of the personification of high ideals. A condition of constantly striving to attain the moral and spiritual values and conduct that defines our essence and place at the head of the family of nations.

Mission

Forge a comprehensive national strategic plan from which to derive effective public policy and programs as well as a companion national political platform. A plan that is capable of binding multiple ethnic and class perspectives into a unified and cohesive force. A plan consonant with the principles outlined in the Propositional and Vision statements above and capable of effectively implementing the national interests incorporated in the Goals and Strategies that follow.

Goals and Strategies

The following format categorizes the structure of the nation by component functional systems and assigns the related goals and strategies under the appropriate category. They represent what are considered significant changes from observed public and private sector practices. The overall and individual functional systems' structures and functions and feedback and control mechanisms are left to be developed by the institution(s) adopting them.

Cultural System

Goal #1

Achieve a national ethos with a dominant appreciation for the practical validity (at both the intellectual/rational and emotional/psychic dimensions) of moral and spiritual values and conduct. Attain their cultural primacy in particular over materialistic concerns and especially, over consumerism.

Strategies

1. Develop and offer to parents and other relevant adults training sessions on how to internalize in their children, from infancy on, an appreciation for the superiority of moral values and conduct to their emotional and physical well-being. An appreciation based on the values' intrinsic superior emotional pleasure and not from any form of intellectual dogma or mandate from authority figures.
2. Introduce mandatory courses at public and private school systems that teach our youth to experience and appreciate the personal intrinsic and public civic superiority of moral and spiritual values and conduct. Some such programs exist at the state levels, requiring students to complete community service hours for high school graduation and/or to qualify for merit grants towards their college tuition.
3. Offer through public media a mix of adult oriented programs contrasting and highlighting the greater benefits to individuals and societies of moral-spiritual values and conduct over traditional hedonistic and opportunistic-materialistic approaches.

Goal #2

All public media programming made free of licentious and also of gratuitous violent content.

Strategies

Assign to specific public agency (s) its monitoring and fining of violators expeditiously and without exception. Adult programming delivered through a private mode would be exempted.

Goal #3

Achieve top quality national civic conduct with a minimum degree of external laws and controls. Individuals autonomously guided by a self-internalized set of moral and spiritual values sustained by their superior existential merits. Nurture a culture that values maximum individual freedom and responsibility under voluntary self-imposed controls.

Strategies

1. Publicly endorses and actively promotes as role models admired individuals, institutions and processes that embody moral and spiritual values and conduct.
2. Develop public media programs validating the superior overall satisfaction and well-being derived from moral values and conduct.
3. Limit the eligibility to public office and the selection of public policies to participants and paths consonant with moral and spiritual contents. Disqualify through pre-determined public reviews and regulatory guidelines possibilities to the contrary.

Social System

Goal #1

Strengthen the soundness of the institution of the family as one of the cornerstones of the national social structure. Member families' cohesiveness and values determine the stability and durability of society.

Strategies

1. Parenthood and marriage are to require the satisfactory completion of preparatory courses on family and child rearing practices. Involved adults are fully liable for compliance.
2. Mandatory courses in public and private education systems on parenting/child rearing practices, marriage/family counseling and family and life-cycle transition stages.
3. Facilitate conditions and impose requirements for at least one of the parents or other adult member of the family to be always present at home to adequately supervise underage children.

Goal #2

Achieve maximum civility, respect and enjoyment in social exchanges between and within all age groups and socio-economic classes.

Strategies

1. Impart classes nationwide on life-stages preparation and successful transition. Require satisfactory completion throughout the public and private education systems prior to graduation.

Goal #3

The nation and all of its members seeing themselves for the most part as one entity, one culture, one set of pre-eminent values and conduct. Not a conglomerate of hyphenated and divided tribes of interest and minority groups.

Strategies

1. Public sector is to pro-actively redress both claimed and unclaimed individual, group and social injustices without undue delays. Nevertheless, it will do so “on the march” and with unity towards the national goals.
2. To respond to existing inequalities and discriminatory practices not by segmenting the responses by each aggrieved sub-group, but by integrating the responses in all encompassing approaches that condense the issues under the poor working class, immigrants and human rights as applicable.

Goal #4

All adults of sound body and mind needing employment should be able to gainfully do so or be under a viable re-training program. No adult is to receive social assistance unless it is of last resort. A re-payment schedule will be attached to each assistance provided.

Strategies

1. Group and other social recognition events at graduation.
2. Job placement assistance.
3. Re-location assistance.
4. Follow-up audits to graduates to evaluate success of training program and placement compatibility.

Educational System

Goal #1

School systems to actively involve and support parents in their responsibility to ensure the education and balanced development of their children. The “it takes a village...” variable is by necessity and circumstances in the hands of the parents and the school systems. Parental participation in their students' lives, can be spiritual in addition to emotional, financial, motivational, and educational. As an example, Friedlander et al. (2007) identified four types of parental support: “guidance and feedback (e.g., advice and instruction), non-directive support (e.g., trust and intimacy), positive social interactions (e.g., spending time with friends and family), and tangible assistance (e.g., shelter and money)” (p. 261). Furthermore, "Research shows that parent involvement in the school results in improved student achievement" (Louchks 1992)(p. 19).

Strategies

1. School hours and activities to be extended until the end of the typical workday.
2. Academic and occupational tutoring and sports activities to be offered from the end of the regular class period until the end of the school day.
3. Summer sports and academic camps made available for the entire length of the summer vacations. These camps will also extend their daily activities to match the end of the typical workday.

Goal #2

Schools will regain their responsibility and authority as centers not only of education, but also of socialization in preparation for responsible maturity. Expanding beyond Piaget’s two stage

process, Lawrence Kohlberg and his colleagues developed the "just community" approach for schools, which aims to promote moral development (Power, Higgins, & Kohlberg, 1989) by offering students the opportunity to be involved in a democratic community. Kohlberg further affirms that such a democratic family and school systems operating as such, are better to promote in students the development of internal self-controls jointly with moral growth than are authoritarian or permissive systems.

Strategies

1. Teachers to be given authority to impart reasonable discipline and at their discretion.
2. Dress code mandated by each school.
3. Parents directly responsible for the school behavior of their children.
4. Parents or adult custodians required to participate in PTAs.

Goal #3

Schools to be capable of preparing students for modern global economy requirements for technical/occupational education and a flexible re-training disposition.

Strategies

1. All high schools in the nation to offer alternative track for vocational-technical education.
2. School systems responsible to stay abreast of changing technical development and of the technical needs of emerging and expanding industries.

Economic System

Goal #1

Primacy of institutions and processes in support of free and competitive market forces, private property and the rule of law. Maintain minimal government interference in their operations. Limit public sector involvement to the four classical areas of providing for: Public Goods, Externalities, Industrial Concentration and Asymmetric Information.

Strategies

1. Increase the relative contribution by government in eliminating Asymmetric Information over the remaining three areas of responsibility. Improved public access to broader and better digested economic and market intelligence information.
2. Support and motivate the free and ready entry or exit of competitors and competitive forces in each market.
3. Limit the use of regulatory and other coercive methods to minimize industrial concentration. Capitalize instead in opportunities to increase the numbers and vitality/survival-ability of competitors.
4. Establish direct and precise public sector control over existing negative externalities when they involve the exploitation of non-renewable resources. The determinants of demand and supply including prices are inadequate to prevent their permanent depletion.
5. Relax market regulations to provide adequate incentives for the private sector to assume as much of the production of public goods as possible especially of goods generating positive externalities such as education, transportation and public safety.

Goal #2

Globalization embraced fully, with an open and unfettered mobility of the factors of production including labor. Nations of the world and their respective resources seen as flexible platforms for open production and employment, and not for protectionism or special interests' opportunism.

Strategies

1. Provide incentives for public and private sector institutions to increase their participation and speed in:
 - Re-training and re-locating labor to minimize frictional and structural unemployment and to service emerging and expanding industries in a timely fashion.
 - Re-tooling production facilities to speed up the transfer of jobs and output from old and declining industries to new ones with an adequate local resources fit.
2. Public sector to partner with private sector institutions to collect, maintain and make available global strategic industrial location information. Industries should be located according to the degree of fit between their input needs and the human and natural resources endowments of the areas under consideration.
3. Eliminate all barriers to trade, investment and factor utilization. Minimize initial disruptive and unevenly distributed impacts to change by anticipating and promoting the access to preventive and remedial inputs-adaptation programs.

Goal #3

Nationwide mechanisms adopted to attract and capture the extraordinary productivity, entrepreneurial spirit, location and training flexibility, and global market connections of first-generation immigrants. These mechanisms include their acceptance and integration in the national culture and in a social pro-active mode.

Strategies

1. Public institutions to facilitate the start-up of businesses by immigrants, especially in industrial sectors and geographical locations compatible with national and regional industrial development strategies.
2. Promote the creation of integrated schools, neighborhoods and social clubs with the help of local welcoming committees and individual ambassadors.
3. Area technical schools and institutes to widely promote and facilitate access to occupational skills training in conjunction with English as a second language, i.e. functional literacy approach.
4. Existing economic development agencies to actively support the formation of chambers of commerce for immigrants and the integration of the mainstream economy with immigrant business enclaves and ethnic market segments.

Goal #4

Federal funds will be allocated on a national then regional and finally local impact priority basis. Macro and interregional scope should take precedence over local or segregated approaches.

Strategies

1. Federal funds distribution based on cost-benefit analyses weighing preferentially national and regional impacts over local ones. Local interests to be tied to and benefited from the viability of more macro level programs.
2. Endorse the merging or alliance of resources above the established industrial concentration limits if shown necessary to compete successfully at a global scale.
3. Add to the existing measures of the industrial composition of GDP a new breakdown by “substantive” and “superfluous” output categories for each industrial classification.

Goal #5

Improvement of the overall and per capita “General Well-Being” of the population over the expansion of the Gross Domestic Product per se. This principle must be a key indicator of the soundness of the social and economic systems.

Strategies

1. Develop and implement macro and micro goals with measurement levels of overall wellness. These will include a broad index of socio-psychological and cultural measures of well-being and mental health.
2. Public cost-benefit analyses to incorporate and favorably weight these variables in the evaluation.
3. “Work to live well, constructively and happy” and not “Live to work and exist compulsively and anxiously” is to be a key evaluation criteria in all public policies and investment decisions.

Political System

Goal #1

Political decisions strictly based on ethical-moral principles under all circumstances and without exceptions. No opportunistic, relativistic or permissive stances will be considered. Moral principles and processes to always rule and override utilitarian gains derived from immoral conduct.

Strategies

1. Each public decision and policy will be guided and undergo a strict ethical-moral guidelines test by an independent private sector auditing team.
2. Public employees and political appointees will be thoroughly investigated utilizing ethical-moral historic conduct compliance guidelines prior to being hired or appointed.
3. All political candidates running in primary elections will be thoroughly investigated and publicly disclosed/exposed by the Office of the Inspector General on ethical-moral conduct. Findings, both positive and negative, will be made public prior to elections.
4. Politicians will be paid a minimal base pay supplemented by a year-end bonus. Bonuses will be based on precise measures of operational and strategic goals achievement. National and regional indicators will take precedence over local ones.

Goal #2

National and regional goals and objectives taking precedence over local ones. Decisions at the states level to be complementary and at worst neutral, with the national aims. When state

decisions impact their respective geographic boundaries only, the ones more consonant with the well-being of the state as a whole will prevail over more parochial ones.

Strategies

1. Implement a comprehensive cost-benefit analysis scheme for all public decisions giving priority to the decisions with the broadest geographical impacts.
2. Partisan redistricting prohibited.
3. Public policies shown to have processes and impacts counter to the goals for the general area will be automatically voided.
4. Heads of federal agencies and their divisions will be career personnel and not political appointees.
5. Heads of federal agencies will not have the authority to ignore, dilute or distort the established missions of the respective agencies without congressional approval.
6. Public agencies from all three branches of government to be frequently and randomly audit for mission performance and processes compliance by an independent private auditing firm.

Goal #3

Maintain a minimum number of politicians and staffers at the federal and state levels. This condition is consonant with Goal#2 above that intends to help minimize the influence of parochial interests.

Strategies

1. Reduce the number of members of legislative bodies and their staffs both at the federal, state and local levels.
2. Elected officials of any variety, to be limited to two four years term at most.
3. Political platforms of candidates will be clearly and fully delineated and made public by each candidate in advance to both primaries and final elections.
4. Political campaign adds to be limited to substantive platform issues and individual performance issues and not smear campaigns.

Goal #4

Congress at both national and state levels to be proactively engaged in its oversight responsibilities across all managerial levels of their assigned agencies and issues. A preventive perspective will set the stage and culture.

Strategies

1. Develop comprehensive sets of processed based (as against just outputs based) preventive administrative controls (PACs) to serve as performance compliance and achievement indicators for the applicable audit review.
2. Oversight committees to hire professional teams of auditors from the private sector. Audits are to be conducted frequently, at random and without any prior notification.

Goal #5

Only elected officials that have honorably completed their mandatory or voluntary military service obligations may hold office with any direct or indirect authority or influence over our military forces.

Strategies

1. Change existing legislation to achieve this goal.

Goal #6 – Governments at all levels are directly responsible for representing the interests of the majority of the people and promoting the strength and stability of the nation. These aims must be achieved while protecting the weakest members of society and also without diminishing the rights of others outside the majority.

Strategies

1. Governments to list clearly and up-front the mission, goals and strategies for their terms in office. These plans are to include contingency alternatives with their respective triggers.

International System

Goal #1 – The objectives and conduct of our public and private sectors representatives abroad are consistently and without exception beyond reproach. Their example is consonant with our domestically espoused spiritual and moral values. Our nation walks its talk abroad as well as at home.

Strategies

1. Audit teams hired by relevant Congressional oversight committees and the Office of the Inspector General will monitor conduct and compliance with agreements randomly and continuously. Termination of employment in addition to civil and criminal penalties will be readily meted out to violators from both the public and private sectors.

Goal #2

A nation should never become advertent or inadvertently a political or military outpost or satellite of any other nation, industry or special interest. Also any violation of expected moral conduct by any partnering ally will automatically result in the dissolution of the association.

Strategies

1. Support a universal set of laws and institutions on matters guaranteeing the protection of human rights and the integrity of public and private agencies both domestically and worldwide.
2. Our three branches of government in cooperation with the United Nations to provide independent evaluations on existing conditions relevant to this goal. Ultimate decision on compliance issues will be under the authority of Congress.

Goal #3

No association of any kind will be undertaken with despotic regimes, no matter what short-term gains could be attained. Also existing alliances with regimes exhibiting internal or

external conduct in violation of human rights and other moral and ethical principles will be terminated.

Strategies

1. Audit teams hired by pertinent congressional oversight committees and the Office of the Inspector General will ensure compliance. Violations will be punished severely and without exceptions.

Goal #4

International sanctions that do not discriminate between the guilty and innocent within the nation or region being punished will not be implemented. Only retribution with surgical impact will be entertained.

Strategies

1. Clearly determine the degree of popular participation and structural representation in the regime in question before initiating any punitive actions.

2. Smart sanctions that isolate the culprit regime and its cronies and not the innocent population will be the only included in the sanctioned list of choices.

Goal #5

Actively and openly undermine any foreign institution or government threatening to destroy or even debilitate our national integrity and overall strength.

Strategies

1. Undertake expeditiously the necessary diplomatic, economic and military actions to accomplish this end. However actions taken must be direct, ethical-moral and minimize the loss of life and human suffering.

2. Readily remedy any valid accusations of misconduct that contributed to the animosity.

Military System

Goal #1

Armed Forces placed under the command of the civilian government, but able through pre-established mechanisms to circumvent civilian control in extraordinary circumstances.

Strategies

1. Design a civilian panel with equal representation from existing political parties with the authority to review request from military and override established government policies if deemed necessary. Panel will also have the authority to cease our involvement in overseas hostilities after engagement.

Goal #2

Military to maximize the use of our surgical technological capabilities and minimize the use of ground forces as often as possible. Use special operations units' first and occupational forces as the very last resort.

Strategies

1. Continue developing superior technological capabilities for the exclusive and secret use of only our armed forces. Allies could receive cutting edge technologies as a last resort and only under conditions threatening our national survival.
2. Continue developing the capabilities and numbers of special operations units. Cross train them on conventional warfare capabilities too.

Goal #3

Maximize our civil defense and internal military response capabilities. Develop and deploy multiple response plans including secure locations for civilian population and reserve supplies and equipment.

Strategies

1. Re-introduce mandatory military or social service service of universal obligation for a one year period.
2. Develop and deploy both conventional and guerrilla national defense plans for each and every distinct terrain over the entire national territory.

Goal #4

The Senate and only the Senate by a $\frac{3}{4}$ vote has the authority to declare war, and to commit or maintain our troops on foreign soil under any and all circumstances. The President could on exceptions and only in domestic deployment cases, commit our troops.

Strategies

1. Introduce required legislation
2. The military application of National Guard troops will be at the command of the field leadership executing the applicable strategic plan.
3. The nation will enter in a estate of mourning and will cease all its leisure national events such as football and other popular games until the cessation of hostilities. Our military involvements and the survival of our troops must not become another media program.

Conclusions and Final Thoughts: Personality Development / Economic Underdevelopment

There are two preeminent principles any nation, and for that matter, any individual, must not disregard:

First, immoral individuals as well as national values and conduct will without a doubt develop into an accumulating and compounding self-destructive network of events. These are always the products of inconsistent and imbalanced opportunistic behaviors springing from a lack of principled self-sustaining convictions. Moreover, such weaknesses are compounded by equivalent responses from others in position of power and ultimately internalized by the entire culture. Furthermore, the ensuing corrupt and destructive activities are never effectively or efficiently controlled through legislation, on the contrary. In essence immoral conduct, even when justified with utilitarian rationale, will destroy its architectures as well as its architects.

Second, social, economic and political structures and functions based on irrational and especially on illogical designs, will generate exponential amounts of unintended self-defeating consequences independent of their underpinning value system. For example, it is impossible to achieve an optimal allocation of national resources towards the national well-being, through a decision mechanism involving a rapidly increasing number of compromising politicians each focusing on protecting their jobs by catering to an also increasing numbers of parochial special interests. Illogical designs such as this, leaves problems unsolved and conditions unstable at best.

Ultimately, it is more negligent and idealistic to continue operating under failing patterns, no matter how familiar and perhaps even successful they have been in the past, that to revamp a failing system from its foundations, no matter how foreign it may feel at first. Of course the entrenched vested interests would like the rest of us to believe otherwise.

Modern countries, as this essay outlines, need mayor revamping in both substance and structure and without delay. It must introduce to its culture, the relevance and intrinsic pleasure derived from common sense moral and spiritual values, and its superiority to its prevailing, but also failing, compulsive consumerism-materialistic outlook. It must also re-design its institutions with the principal mission of achieving the well-being of the nation as a whole, first and foremost. We hope with this contribution, to re-direct the national discussion towards the required course of action for this century and perhaps beyond.

We should remember that many of the attempts by developing nations to advance their economies under the free market or a market-oriented economic system approach have not failed for lack of adequate development policies or initial public support. Instead, their best efforts have been undermined by an ignored but critical cultural determinant or behavioral variable. The variable I am referring to is the “authoritarian personality” and its implications on the conduct of consumers and producers and on the integrity of strategies and institutions in place.

The modal authoritarian personality traits predominant in countries throughout Latin America, Africa, Asia and the Middle East, have played havoc with the capacity of their societies to fully accept and adapt to the cultural characteristics needed for successful economic growth. Their limits on individual freedom and on equality of opportunity, combined with political control and economic dependence on entrenched oligarchs, have promoted excessive compliance and submission by the majority of the population. Moreover in an attempt to survive and help their families and future generations to succeed, parents implement child rearing practices and family norms that reinforce the cultural status quo.

What are key social institutions and individual behavioral pre-requisites for a market-oriented economic system to succeed?

1. **Trust** – to expand and expedite transactions and minimize their costs.
2. **Stability** – to encourage investments by minimizing political and economic risks.
3. **Long Range Orientation** – to emphasize cohesive and coherent development.
4. **Competition** – to maximize productivity, consumer utility and product quality.
5. **Incentives** – to motivate entrepreneurship, output and productive behavior.
6. **Internalization of Values** – to minimize the need for laws and enforcement costs.
7. **Self-Stem** – to aim for and invest in continuous self- improvement.
8. **Tolerance** – to embrace change and diversity of ideas and individuals.
9. **Cooperation** – to support the rules of the game, i.e. socio-economic development.
10. **Fairness** - to promote justice and equal opportunity.

11. **Rule of Law** – to ensure equity of treatment and overall justice.
12. **Private Property** – to protect individual rights and enhance the value of resources.
13. **Freedom** – to foster creativity and innovation.
14. **Human Rights** – to block statist inroads.
15. **Nationalism** – to endorse national over parochial interests.

What are the prevailing attitudinal and behavioral characteristics of an authoritarian personality and its derived cultural norms? According to Adorno, T.W. and Becker, W.C. (1960s); Coleman, J.J and McCandless, B.R. (1970s); and Baumrind, D. and Maccoby, E.E. (1980s-1990s) the authoritarian personality has been described with the following behavioral traits:

1. Close minded and rigid in his beliefs. Not willing or accurately examines his own thoughts and adjustments. Preference for absolutes and intolerant of ambiguity. (hence with limited tolerance and unwilling to change or challenge the status quo)
2. Exaggerated respect for authority. Obedient of, if not submissive to, people with high social status. Obsession with rank and power. (hence supportive of dictators and oligarchs and supportive of limited individual freedom and rights)
3. Hostile and prejudiced towards groups other than his own. Ethnocentric. Categorizes people into “us” and “them” seeing his own group as superior. Suspects “evil” in others. (hence discriminates, supports class stratification and limits cooperation and fairness towards the “others”)
4. Pro absolute standards, often theologically motivated. Supports strict adherence to rules and a structured line of authority. Has limited self-esteem. (demands unquestioning obedience to established authority, dogmas and rituals).
5. Conforming and conventional. Upholds traditional values and outlook. (rejects change)
6. Arbitrary and inconsistent discipline. Low use of reasoning. (hence undermines development of trust and stability)
7. Promotes aggression and power assertion towards others. Preoccupation with power and toughness to protect status and secure compliance. (hence subjugation is preferred over voluntary cooperation).
8. Anger is easily aroused with a strong sense for justified retaliation.
9. Does not internalize conduct but instead responds to external control such as fear. (hence prone to fraud and corruption.
10. Reinforces instrumental values such as respect for authority traditional structures as against abstract values such as individual freedoms and initiative. (hence thwarts individual creativity and innovation)

Now, imagine the survival rate of the behavioral prerequisites for sustainable free and competitive markets, respecting human rights, under a culture dominated by the above syndrome. I would say and you probably would too, very, very small indeed!

Finally, as a summary, in contrasting the behavioral characteristics of the authoritarian personality and the attitudinal requirements for successful market system, we can readily observe that they are not only incompatible, but antagonistic as well. Traditional cultures with high

authoritarian personality content and corresponding child-rearing practices are captive to this inadvertent but detrimental determinant. We therefore must include along with effective micro and macro- economic policies at the regional and national levels, the required educational programs and behavior modification approaches at the family and child-rearing practices levels.

There are other child rearing practices besides the authoritarian variety in developing nations, such as the authoritative, indulgent and uninvolved classifications. These do not require the parenting style or result in the autocratic characteristics of the authoritarian personality. However, their relative numbers and in particular their influence on the general culture are minimal. Their influence tend to be drowned by the social coercion, economic concentration and physical force exerted by the prevailing authoritarian framework.

A permanent solution requires therefore addressing both the economic dimension in terms of effective economic policies and structures and the cultural dimension, in terms of effective child rearing practices and the promotion cultural norms and institutions compatible with market capitalism. Anything less comprehensive will be short lived or distorted to the point of irrelevance.

By the way, could it be possible that the authoritarian personality is always lurking and instigating opportunities that would help it regain center stage in all societies including the existing market-oriented ones? Would the ever present drive for political control, corruption, fraud and ethnocentric and other discriminatory expression by the haves and powerful be expressions of this ever present threat? If it is so, and if we are to prevent its fatal effects, all cultures and societies must be constantly alert and ready to aggressively defend the values and behavioral prerequisites for a sustainable market- oriented system.

If on the other hand, we are going to have to, or want to let it be, let's make sure the authoritarian personality is modernized enough to endorse at least in the economic realm, the attitudes and behavior compatible with the proven best economic system to date, that is, market-oriented model.

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