### DRUŽBENA ODGOVORNOST - PREDPOGOJ ZA ZDRAVJE

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**Povzetek**: Nisem zdravnik ali psiholog, ampak ekonomist s specializacijo na teorijo sistemov kot vedo o človekovem bližanju zadostni in potrebni celovitosti in na invencijsko-inovacijsko-difuzijske procese kot vedo o uveljavljanju novosti, koristnih za njihove uporabnike. Zato se bom omejil na družbeno odgovornost kot (novo) **odgovornost** vsakogar za **vpliv na družbo** na osnovi upoštevanja in prakticiranja **soodvisnosti** kot pogoja za zadostno in potrebno **celovitost**. Izpostavljata ju teorija sistemov in ISO 26000 o družbeni odgovornosti. Stanje – žalostno in nevarno – v družbi kaže dejstvo, da so ta standard sprejeli le kot svetovalni, ne kot obvezni, kot da je družbeno zdravje nekaj manj pomembnega, ne pa bistveno. Na osnovi raziskovalnega programa, ki ga kot Znanstveno raziskovalni center IRDO izvajamo zadnja leta, bom pokazal, kako raznoliki so lahko prispevki k družbenemu zdravju kot enemu od smotrov družbeno odgovornega obnašanja ljudi. K prostovoljnemu sodelovanju smo pritegnili okoli 500 avtorjev iz več deset držav, predvsem s prispevki za devet konferenc IRDO, pa tudi za 5 knjig pri mednarodnih založbah in 3 zbirke člankov v vrhunskih mednarodnih revijah o teoriji sistemov in kibernetiki. 'ResearchGate' objavlja podatke o zanimanju mednarodne publike za avtorje; n.pr. za tekste Matjaža Muleja se je v letu 2013 zanimalo preko 1.200 bralcev.

**Ključne besede**: družbena odgovornost, družbeno zdravje, Znanstveno raziskovalni center IRDO, mednarodno sodelovanje, 'Social responsibility beyond neoliberalism and Charity', Bentham Scientific, 'Social Responsibility – measures and measurement', Systems practice and action research journal, 'Social responsibility – a new socio-economic order', Systems research and behavioral science journal, 'Social responsibility and holism in tourism', Kybernetes journal, Research Gate

### SOCIAL RESPONSIBILITY - PRECONDITION FOR HEALTH

I am neither physician nor psychologist, but an economist with specialization in systems theory as a science on human attainment of requisite holism and in invention-innovation-diffusion processes as a science on implementation of novelties with benefit for their users. Hence I will focus on social responsibility as everyone's (new) responsibility for his/her influence on society on the basis of practicing interdependence as a precondition for requisite holism. Both interdependence and (requisite) holism are exposed by both systems theory and ISO 26000 on social responsibility. The – unfortunate and dangerous – situation in society is well clarified by the fact that ISO 26000 was passed only as an advisory rather than obligatory standard; this means that the social health is considered less important rather than crucial. On the basis of the research program which we have been performing as the 'Scientific research center of IRDO', I will show how diverse can be contributions to the social health as one of the purposes of the socially responsible behavior of humans. We attracted about 500 authors from several ten countries as volunteers, mostly with contributions to nine IRDO conferences, but also to five our books for international publishers and three collections of articles in the top international journals on systems theory and cybernetics. 'ResearchGate' publishes data on interest of the international audience in authors; in texts by Matjaž Mulej, e.g. beyond 1.200 readers were interested in 2013.

**Key words**: social responsibility, social/societal health, 'Scientific research center of IRDO', international cooperation, 'Social responsibility beyond neoliberalism and Charity', Bentham Scientific, 'Social Responsibility – measures and measurement', Systems practice and action research journal, 'Social responsibility – a new socio-economic order', Systems research and behavioral science journal, 'Social responsibility and holism in tourism', Kybernetes journal, Research Gate.

### The selected problem and viewpoint

Health belongs to the most important values of humans at large: physical, mental, psychical, and social, in synergy. Obviously, humans with the strongest impact on the world-wide life reality often tend to prefer their own short-term and narrow-mindedly defined profits over the general human health. This global very dangerous fact may be seen as a crucial reason for United Nations, European Union, associations of progressive companies, International Standards Organization to pass their documents on social responsibility and consider social responsibility the way out from the current socio-economic crises. Many persons ask 'What do I have to do with social responsibility? What and how can I contribute? How can I benefit?' I wish to help them in this overview of our five recent books and three recent guest-edited journals, which the IRDO Scientific research center has generated in volunteering international cooperation. We have no room here for details about the nine IRDO conferences and the IRDO commissioned research projects, which have also been crucial.

### 'Social responsibility beyond neoliberalism and charity'

This project started five years ago in the basis of invitation of the world-top publisher 'Bentham Science' located in USA, United Arabic Emirates and several more countries. It grew to four books with 33 chapters by 48 authors from 13 countries under editorship of Professors Matjaz Mulej and Robert Dyck; a foreword by Prof. Dr. Danilo Türk, former President of the Republic of Slovenia and former top official of United Nations is in all four books (over his entire period as President, the IRDO conferences and HORUS were under his auspices).

Volume 1 is titled: SOCIAL RESPONSIBILITY – A NON-TECHNOLOGICAL INNOVATION PROCESS. It contains four longer chapters, after a preface and a foreword:

- Radical Innovation of Values, Culture, Ethics, and Norms Required for Social Responsibility; Matjaz Mulej and Robert G. Dyck
- 2. Human and Organizational Social Responsibility; Matjaz Mulej and Anita Hrast
- 3. Crisis? What Crisis? John Raven
- 4. Towards A New Economic Paradigm: The Parallel History of Economic Thought and the Way Forward; Gergely Toth

Volume 2 is titled: SOCIAL RESPONSIBILITY - RANGE OF PERSPECTIVES PER TOPICS AND COUNTRIES. It contains eight chapters, after a preface and a foreword:

- 1. Responsible corporate management and community involvement; Štefka Gorenak
- 2. Social responsibility and the rule of law; Breda Mulec
- 3. Well-being as the basic aim of social responsibility; Simona Šarotar Žižek
- 4. First responders in regional disasters: a case of social responsibility; Gerhard Chroust, Günther Ossimitz, Markus Roth, Nadine Sturm, Peter Ziehesberger
- 5. Requisite holism of behavior when facing complexity of pandemic diseases new trends in Healthcare information system (HIS); Teodora Ivanuša, Matjaž Mulej, Iztok Podbregar, Bojan Rosi
- 6. Innovation of managerial attributes to incorporate a more systemic world-view; Matjaž Mulej, Tatiana A. Medvedeva, Vojko Potočan, Zdenka Ženko, Simona Šarotar Žižek, Anita Hrast, Tjaša Štrukelj
- 7. The economic and environmental decline of Atenquique, Mexico, associated with socially irresponsible corporate ownership; José G. Vargas-Hernández
- 8. Socially responsible business in the "BRICS" economies: the way to a sustainable future; Zhanna S. Belyaeva Alberto G. Canen

Volume 3 is titled: Social Responsibility -Sustainability, Education and Management. It contains 8 chapters, after a preface and a foreword:

- 1. Avoiding a Global Transport Crisis Following the Depletion of oil and Gas Supplies: A Crucial Case of Social Responsibility; *John Kidd*
- 2. The Role of Indicators and Scientific Research in the Sustainable Development of Croatia: An Overview; *Emira Bečić and Jadranka Švarc*
- 3. Social Responsibility Promotion by a Learning Region for Sustainable Development: A Case from Slovenia; Ana Vovk Korže and Mojca Kokot Krajnc
- 4. University Education on Sustainable Development as a Contribution to the Shared Responsibility of Experts and Knowledge-Based Society; *Jan W. Dobrowolski*
- 5. Performance Levels of Roma Pupils in Foreign Language Learning: Social Responsibility in School; Saša Jazbec, Branka Čagran and Alja Lipavic Oštir
- 6. Can Strategic Management Show the way out from the Current Crisis towards Social Responsibility? *Tjaša Štrukeli*
- 7. Family and Non-Family Enterprises: Differences in Core Values, Culture and Ethical Climate as Signs of Social Responsibility; *Mojca Duh and Jernej Belak*
- 8. Socially Responsible Management in Public Administration; Nina Tomazevic

Volume 4 is titled: SOCIAL RESPONSIBILITY - METHODS, DILEMMAS AND HOPES. It contains thirteen chapters, after a preface and foreword:

- 1. Support to Ethics of Interdependence and Holism by Edward de Bono's Methods of Thinking; *Matjaz Mulej* and Nastja Mulej
- 2. Capability of New Systems Theories to Help Escape the Crisis; Vesna Čančer and Matjaž Mulej
- 3. Trust Management by Computer Simulation: Towards a Fair, Responsible and Sustainable Economy; *Denis Trček*
- 4. A New Fractal Metric for Social Responsibility; *Robert G. Dyck*
- 5. The Syntax of Autocratic Systems and the Cybernetic Alternative of Systems Based on Social Responsibility; *Matjaz Mulej, Kazimierz Turkiewicz, Domenika B. Turkiewicz*
- 6. Use of System Theory Through Corporate Social Responsibility in the International Company Novartis and its Sandoz Generic Division; *Matjaz Mulej and Siniša Petrović*
- 7. More Social Responsibility by Learning Foreign Language and Culture: Case of Slovenian Pre-Primary Education; *Mihaela Brumen, Branka Čagran and Fanika Fras Berro*
- 8. Justice, Justness: How to ACT Right Pivot of the Ethics of Interdependence; Helmut K. Loeckenhoff
- 9. Implementation of Corporate Social Responsibility: Can we manage to Save Our World in Time? *Grażyna O'Sullivan*
- 10. New Economy and Social Responsibility; Robert G. Dyck
- 11. Self-Determination and Self-Esteem of Employees as Factors of Managers' and Employees' Social Responsibility; Simona Šarotar Žižek, Sonja Treven, Danica Svetec and Vesna Čančer
- 12. Requisite Personal Holism as a Basis of Social Responsibility; Simona Šarotar Žižek; Zdenka Ženko and Sonja Treven
- 13. Living Networks of Networks: The Societal and Environmental Responsibility of Humanity in the Fight between Humans and the Wild; *Pierre Bricage*

### Social responsibility – a new socio-economic order

The Systems Research and Behavioral Science Journal published our collection of 15 articles electronically in 2014, too, while their publication on paper is foreseen in 2015:

- 1. Toward more social responsibility as a new systemic socio-economic order or disappearance of humankind; Matjaž Mulej, Anita Hrast, Robert Dyck
- 2. A Comparative Analysis of International CSR Standards as Enterprise Policy/Governance Innovation Guidelines; *Petya Dankova, Milena Valeva, Tjaša Štrukelj*
- 3. Social Responsibility and Citizen-Driven Innovation in Sustainably Mastering Global Socio-Economic Crises; *Gerald Steiner, Filippina Risopoulos, Matjaz Mulej*
- 4. Youth education for social responsibility; *Robert Dyck*
- 5. Management with a Frame of Mind for Systemic Thinking: A Conceptual Condition Setting Tool: *Jean-Paul Ngana*
- 6. Ethical Tax Corporate Governance of State-owned Enterprises; Lidija Hauptman, Jernej Belak

- 7. Restorative Practices: A systemic approach to support Social Responsibility; Markus van Alphen
- 8. Toward more Governmental Social Responsibility; the Case of Natural or Intentional Outbreaks of Highly Contagious Diseases; *Teodora Ivanusa, Iztok Podbregar, Bojan Rosi*
- 9. Educational Model for Promoting Creativity and Innovation in Primary Schools; *Borut Likar, Franc Cankar, Blaž Zupan*
- 10. Social Participation of High-School Students with special Needs a case of promotion of systemic behaviour and social responsibility; *Majda Schmidt, Edvard Protner, Branka Čagran*
- 11. Social Responsibility, Human Resource Management and Organizational Performance; Borut Milfelner, Amna Potočnik. Simona Šarotar Žižek
- 12. A new socio-economic order: evidence about employees' values' influence on corporate social responsibility; *Vojko Potocan, Zlatko Nedelko*
- 13. Integrated Approach to Social Responsibility: a Model of Stakeholders Interaction in Russia and China; *Zhanna Belyaeva, Alexander Kazakov*
- 14. Eco-labels- and Schemes: A Requisitely Holistic Proof of Tourism's Social Responsibility? *Sonja Sibila Lebe, Igor Vrečko*
- 15. Transparency as a Precondition of Systemic Behavior: the Case of European retailing Banks regarding Social Responsibility Communication; *Mirjana Pejić Bach; Mislav Omazić; Jovana Zoroja*

### Social Responsibility - measures and measurement

In Systems Practice and Action Research our guest-edited issue was published online in 2013. We focused on another viewpoint: 'Social Responsibility – measures and measurement'. In contains an Editorial and eleven contributions:

- 1. Editorial; Matjaz Mulej, Anita Hrast, Zdenka Zenko
- 2. Social Responsibility Measures and Measurement as a Basis for Organizational Systemic Action; *Zdenka Zenko, Anita Hrast, Matjaz Mulej*
- 3. Transformation processes of the corporate development in Russia: social responsibility issues; *Zhanna S. Belvaeva*
- 4. The influence of employees' ethical behavior on enterprises' social responsibility; *Vojko Potocan, Matjaz Mulej, Zlatko Nedelko*
- 5. Measurement preconditions Systemic Action: the Case of Integral Low-Carbon Country and Sustainable Development Indicators: Emira Bečić, Darja Piciga, Anita Hrast
- 6. Corporate governance and the practice of business ethics in Slovenia; Jernej Belak
- 7. Critical self-evaluation an Attribute of Systemic Behavior:
- 8. Authors of Natural Science Learning Materials as Evaluators; Branka Čagran, Milena Ivanuš Grmek
- 9. Measurement of employees subjective well-being as an aim of social responsibility; Simona Šarotar-Žižek, Borut Milfelner, Vesna Čančer
- 10. Project management supports (requisitely) holistic socially responsible action in business systems; *Igor Vrečko, Sonja Sibila Lebe*
- 11. Competencies for mastering the crisis by corporate social responsibility; *Gerald Steiner, Filippina Risopoulos, Matjaž Mulej*
- 12. Social efficacy by responsible change management; Laura Pană

### Social responsibility and holism in tourism

Guest-editors of an issue of Kybernetes, devoted to Social responsibility and holism in tourism, as the very first issue, too, on this topic were Ass. Prof. Sonja Sibila Lebe and Prof. Emer. DDr. Matjaž Mulej. Texts were submitted in February 2014 to be published later in 2014. They include:

- 1. CSR-based model for HRM in tourism and hospitality; Marija Rok, Matjaž Mulej
- 2. Systemic integration of holistic project- and hospitality management; Igor Vrečko, Sonja Sibila Lebe
- 3. Building a Model of Researching the Sustainable Entrepreneurship in the Tourism Sector; *Katja Crnogaj, Barbara Bradač, Miroslav Rebernik, Doris Gomezelj*
- 4. Holism and Social Responsibility for Tourism Enterprise Governance; Tjaša Štrukelj, Metod Šuligoj
- 5. Institutional context and hotel social responsibility; María Dolores Sánchez-Fernández, Alfonso Vargas-Sánchez, Paula Remoaldo
- 6. The Systems Approach to the Improvement of Innovation in Slovene Tourism; *Marko Ropret, Tadeja Jere Lazanski, Borut Likar*

- 7. Complex tourism systems: a visibility graph approach; Rodolfo Baggio
- 8. A Systems Thinking-based Grey Model for Sustainability Evaluation of Urban Tourism; *Zheng-Xin Wang, Lingling Pei*
- 9. Systems thinking and alternative business model for responsible tourist destination; *Jelena Đurkin; Marko Perić*
- 10. Early-Warning Management of Regional Tourism Emergency: A Holistic Approach; Xie Kefan, Liu Jia
- 11. Social responsibility, motivation and satisfaction: small hotels' guests perspective; Saša Zupan; Borut Milfelner
- 12. Towards 2.0 systems thinking: a cross-cultural study of sustainable tourism ads; Wided Batat; Sonja Prentović
- 13. Industry specific effects of CSR initiatives; hotels and airlines; Ana B. Casado-Díaz, Juan L. Nicolau, Felipe Ruiz-Moreno, Ricardo Sellers
- 14. Branding paradigms and the shift of methodological approaches to branding; Marica Mazurek
- 15. Social responsibility in tourism: System archetypes approach; Mirjana Pejić-Bach, Jovana Zoroja, Marjana Merkač-Skok
- 16. A New Method for Evaluating Tour Online Review Based on Grey 2-tuple Linguistic; Chuanmin Mi, Xiaofei Shan, Yuan Qiang, Stephanie Yosa, Ye Chen
- 17. Education for responsible persons, tourists and hosts through knowledge of neighbouring countries' languages in cross-border areas; *Mihaela Brumen, Branka Čagran, Matjaž Mulej*
- 18. Managing Knowledge Transfer Partnership for a rural Community: the Outcomes at Wirksworth; Peter Wiltshier, Michael Edwards
- 19. Systemic thinking for socially responsible innovations in social tourism for people with disabilities; Zdenka Ženko, Valentina Šardi

### Dialectical Systems Thinking And The Law Of Requisite Holism Concerning Innovation

This book was published as the third volume in the series 'Exploring Unity through Diversity' by Assoc. Prof. Dr. Wolfgang Hofkirchner, Bertalanffy Center for the Study of Systems Science (BCSSS), Vienna, Austria. Its publisher was 'Emergent Publications', Litchfield Park, AZ, USA.

### CHAPTER 0—THE SELECTED PROBLEM AND VIEWPOINT OF ITS CONSIDERATION; Matjaž Mulej

- 0.1 Circumstances in which the Problem and Viewpoints of its Consideration are selected
- 0.2 Systems Theory as a Theory of Requisitely Holistic Thinking and Worldview

## CHAPTER 1—SYSTEMS THINKING: AGAINST CRUCIAL OVERSIGHT CAUSED BY OVER-SPECIALIZATION—

## CASE OF EVOLUTION TOWARDS SUSTAINABLE AND SOCIALLY RESPONSIBLE ENTERPRISE AND SOCIETY; Vojko Potočan; Matjaž Mulej

- 1.1 Requisite Holism in brief
- 1.2 Poor Understanding of Requisite Holism—Background
- 1.3 Sustainability and Social Responsibility—a Way of Requisite Holism
- 1.4 The Essence of Social Responsibility (SR); Anita Hrast
- 1.5 Four or Five Phases of Development of the Basis of Competitiveness
- 1.6 Conclusions from Chapter 1

## CHAPTER 2—FROM SYSTEMS THINKING TO SYSTEMS THEORY IN THE TURBULENT 20TH CENTURY; *Matjaž Mulej*

## Chapter 3—SYSTEMS THEORY AND CYBERNETICS—HOLISM AGAINST BIG CRISES CAUSED; *Matjaž Mulej*

- 3.0 The Selected Problem and Viewpoint for Dealing with it in Chapter 3
- 3.1 Holistic Thinking versus Narrow Specialization
- 3.2 Difficulties with Implementation of Holism following Bertalanffy
- 3.3 Economic Reasons Opposing Holistic Thinking in Practice: The Law of Requisite Holism in Decision-Making
- 3.4 Concluding remarks

## CHAPTER 4—REDUCTION, REDUCTIONISM, SPECIALIZATION, AND PROBLEMS OF COOPERATION; *Matjaž Mulej*

Chapter 5—COMPLEXITY, COMPLICATEDNESS, RELATIONS, EMERGENCE, SYNERGY VS. SIMPLICITY AND LOCKED-IN THINKING AND ACTING; *Matjaž Mulej* 

Chapter 6—KNOWLEDGE, INFORMATION, PROFESSIONS, ORDER; Matjaž Mulej

Chapter 7—SYSTEMS THEORIES: TOOLS OF HUMAN ACTION AND/OR HUMAN FORMATION; *Matjaž Mulej* 

Chapter 8—HOLISM VERSUS ONE-SIDEDNESS AND OVERSIGHT: REQUISITE HOLISM; *Matjaž Mulej* Chapter 9—THE BASIS FOR (REQUISITE) HOLISM TO BE ATTAINED: INTERDEPENDENCE AND ETHICS/VCEN OF

INTERDEPENDENCE; Matjaž Mulej

- 9.0 The Selected Problems and Viewpoint of Dealing with it in Chapter 9
- 9.1 Adam Smith was misread
- 9.2 General Systems Theory—Short of Ethics of Interdependence (in Practice)
- 9.3 Ethics and ethics of interdependence; Štefan Kajzer, Vojko Potočan
- 9.4 Lack of Consideration of Interdependence in 20th Century Practice: Causing the need for making of Systems Theory, not only Systems Thinking
- 9.5 Conclusions from Chapter 9

# CHAPTER 10—MODERN (MATERIALISTICALLY) DIALECTICAL THINKING—A FORERUNNER OF SYSTEMS/HOLISTIC THINKING AND CONSIDERATION OF INTERDEPENDENCE; *Matjaž Mulej* Chapter 11—SOME (SOFT) SYSTEMS THEORIES AND THEIR APPLICABILITY TO THE ISSUES OF REQUISITE

### HOLISM AND ETHICS OF INTERDEPENDENCE—A BRIEF OVERVIEW; Matjaž Mulej

- 11.0 The Selected Problem and Viewpoint of Dealing with it in Chapter 11
- 11.1 The Chaos Theory and Requisite Holism and Ethics of Interdependence
- 11.2 The Complexity Theory, Requisite Holism and Ethics of Interdependence
- 11.3 A Selection of Contemporary Soft Systems Theories—A Comparative View Concerning their Usefulness to the Issues of Requisite Holism and Ethics of Interdependence
- 11.3.0 The Selected Problem and Viewpoint of Dealing with it in Chapter 11.3
- 11.3.1. The Viable Systems Theory (VST); Duško Uršič
- 11.3.2 The Soft System Methodology (SSM); Duško Uršič
- 11.3.3 The Critical Systems Thinking (CST); Duško Uršič
- 11.3.4 Dialectical Network Thinking; Bojan Rosi
- 11.3.5 Control System Theory; Tatjana Mlakar
- 11.3.6 Cybernetics of the 1st, 2nd, and 3rd Order; Vesna Čančer
- 11.3.7 A New—4th Order Cybernetics; Stane Božičnik
- 11.3.8 The Role of Information in Systems Thinking
- 11.3.9 Some Tools Usable for Simplification of Management/Impact in Complex Processes and Situations
- 11.3.10 Historical Parallelism of Systems Thinking: Maya and the Evolution of Consciousness vs. Contemporary Systems Thinking; *Tadeja Jere Lazanski*
- 11.3.10.3. Conclusions from Chapter 11.3.10
- 11.3.11 Some Comparative Conclusions about the Selected Soft Systems Theories
- 11.4 Some Conclusions about Systems Thinking about the Contemporary Life Problems; Bojan Rosi

## CHAPTER 12—DIALECTICAL SYSTEMS THINKING: ABOUT COMPLEXITY, INTERDEPENDENCES, WHOLES AND REQUISITE HOLISM/WHOLENESS INSTEAD OF CRUCIAL OVERSIGHTS; *Matjaž Mulej*

- 12.0 The Selected Problem and Viewpoint of Dealing with it in Chapter 12
- 12.1 Dialectical System (DS) versus the System and the Object of Consideration
- 12.2 The Dialectical Systems Theory (DST)
- 12.3 Dialectical Systems Theory: Grounds of Human Interventions
- 12.3.0 The Selected Problem and Viewpoint of Dealing with it in Chapter 12.3
- 12.3.1 The General Ground: Entropy versus Evolution, Human Intervention
- 12.3.2 Grounds for Human Intervention: Objective and Subjective Starting Points
- 12.3.3 DST's Ten Guidelines concerning Influence over the Subjective Starting Points
- 12.3.3.0 Questions to be answered to define the Starting Points
- 12.3.4 DST's ten Guidelines concerning Implementation of Starting Points
- 12.3.5 The Law of Requisite Holism
- 12.3.6 Support to Requisite Holism by Contemporary Operations Research Methods
- 12.3.7 Typology of Systems and Models
- 12.4 Dialectical Systems Theory and its Application by USOMID

## CHAPTER 13—USOMID: AN APPLIED METHODOLOGY OF DIALECTICAL SYSTEMS THINKING; $Matjaž\ Mulej$

13.0 The Selected Problem and Viewpoint of Dealing with it in Chapter 13

- 13.1 The USOMID concept: a Reflection of the Seven Components of the Starting Points
- 13.2 Programoteque
- 13.3 The USOMID-SREDIM as the General Method of Creative Work and Cooperation Procedure
- 13.4 The USOMID Circle—an Organizational Possibility Supportive of Creative Cooperation
- 13.5 Combination of USOMID-SREDIM with the Six Thinking Hats Method; Nastja Mulej
- 13.6 Values and their Influence
- 13.7 Ethics of Interdependence; Vojko Potočan
- 13.8 Social Responsibility—a Way of Requisite Holism and Ethics of Interdependence; Jožica Knez Riedl
- 13.9 Sustainable Enterprise Ethics (SEE)—Another Way of Requisite Holism and Ethics of Interdependence; *Vojko Potočan*
- 13.10 From corporate social responsibility to corporate social innovation? Filippina Risopoulos; Gerald Steiner
- 13.10.1 Introduction
- 13.10.2 From CSR to CSI?
- 13.10.3 Corporate Social Innovation (CSI)
- 13.10.4 Implications for Corporate Social Innovation
- 13.10.5 Conclusions and Implications for Research
- 13.11 Some Conclusions from Chapter 13 concerning Ethics
- 13.12 Some Conclusions about USOMID as Applied Dialectical Systems Thinking

## CHAPTER 14—A CASE OF DIALECTICAL SYSTEMS THINKING: REQUISITELY HOLISTIC MANAGEMENT OF THE INVENTION-INNOVATION-DIFFUSION PROCESS; *Matjaž Mulej*

- 14.0 The Selected Topic/Problem and Viewpoint of our Dealing with it here
- 14.1 The Dialectical System (DS) in Chapter 14
- 14.2 The Invention-Innovation-Diffusion Process (IIDP)
- 14.3 Innovation Typology—an Additional Factor of Complexity of Requisitely Holistic IIP and KM in it, as well as Mastering of it; *Tjaša Štrukelj*
- 14.4 DS of Basic Preconditions for Invention to become Innovation
- 14.5 Application of USOMID-SREDIM/6 Thinking Hats Method
- 14.6 Application of Co-Laboratories of Democracy
- 14.7 Action rather than Thinking alone Makes Innovation from Knowledge and Invention—Diffusion of Novelties: *Zdenka Ženko*
- 14.7.0 The Selected Problem and Viewpoint of Dealing with it in Chapter 14.7
- 14.7.1 Action Based on the Theory of Diffusion of Innovation
- 14.7.2 Need for Spreading of the Novelty
- 14.7.3 Diffusion and its Preconditions
- 14.7.4 Change Agents
- 14.7.5 Opinion Leaders
- 14.7.6 Concluding Comments on Diffusion of Innovation
- 14.8 Innovative Business
- 14.8.0 The Selected Problem and the Viewpoint of its Consideration
- 14.8.1 Definition of the Innovative Business as a Dialectical System
- 14.8.2 Framework Model for Continuous Implementation of Innovative Business
- 14.8.3 Total/Excellent Quality and Hence Success in Market—Consequences of Innovation Process Based on Requisite Holism and Ethics of Interdependence
- 14.8.4 Innovation of Management Style
- 14.9 Innovative Society
- 14.10 Suggestion to Governments of Countries/Regions Trying to Catch Up
- 14.10.0 The Problem and the Selected Viewpoint for Dealing with it in Chapter 14.10
- 14.10.1 Creativity, Insight, and Quality Enhancement as Factors in Innovation Processes in Government and Other Public Offices
- 14.10.2 Roots of the Lack of Innovation Capacity in Government
- 14.10.3 A Dialectical System of Suggestions how to Make Public Officers
- Act as Role Models of Innovation
- 14.10.4 Some Concluding Remarks
- 14.11 Four times Ten Guidelines Enabling Innovative Business and Innovative Society; *Karin Jurše; Zdenka Ženko*
- 14.12 Some Conclusions about Innovative Business and Innovative Society; Štefan Kajzer

### CHAPTER 15—SUPPLEMENT: INTRODUCTORY THOUGHTS FROM THE EUROPEAN COMMISSION'S FIRST DOCUMENT AIMED AT ENHANCING INNOVATION AND SYSTEMS

### THINKING: GREEN PAPER ON INNOVATION (1995); Matjaž Mulej

- 15.0 Introductory Remark
- 15.1 Innovation, the Firm and the Society
- 15.2 Innovation and Public Action

## CHAPTER 16—CAN AND MAY ONE AVOID INNOVATION, ETHICS OF INTERDEPENDENCE AND THE LAW OF

### REQUISITE HOLISM? NO LONGER! Matjaž Mulej

### Chapter 17—CONCLUDING REMARKS; Matjaž Mulej

- 17.0 The Selected Problem and Viewpoint of Dealing with it in Chapter 17
- 17.1 Growing Dependence of Humankind on High Quality and Hence on Innovation
- 17.2 Growing Complexity of Innovation and Therefore Growing Dependence of Success on Systems Thinking
- 17.3 Need for Careful Choice of Systems Theory
- 17.4 The Seven Principle Attributes of Systems Thinking Applied in this Book
- 17.5 Suggestion concerning Systems Education
- 17.5.1 Introduction
- 17.5.2 Basic Contents to be Covered in Teaching of Systemic Behavior
- 17.5.3 Some Conclusions

### Concluding remarks

The essence of social responsibility is deeply in human attributes that are expressed with the seven principles in ISO 26000:

- 1. Accountability
- 2. Transparency
- 3. Ethical behavior
- 4. Respect for stakeholders
- 5. Respect for rule of law
- 6. Respect for international norms
- 7. Respect for human rights

And in two concepts from systems theory:

- a) Interdependence
- b) Holistic approach.

As the collected and analyzed data, which are above summarized in chapters and articles of my co-authors and myself report, nobody has any accuse to avoid these issues any time in any post and in any activity. Of course, our list is only indicative. We had no more room. What is briefed here is written on about 2.000 pages. The four books are e-published, so are the journal issues, too.

### **References:**

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