Unicist Conceptual Management
The Nature of Business Processes

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UNICIST CONCEPTUAL MANAGEMENT
The Nature of Business Processes
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Technical Knowledge is needed to Adminstrate. Conceptual Knowledge is needed to Manage.

The paradigm shift in sciences integrates the “KNOW WHY” required to apprehend complexity with the “KNOW HOW” provided by empiricism. It made complex adaptive systems become reasonable, understandable and predictable. The inclusion of the “KNOW WHY” required the comprehension of the nature of things and was provided by the unicist approach to complexity sciences.
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Prologue

Concepts to Deal with Adaptive Environments

Conceptualization is necessary to deal with complex problems in adaptive environments. The level of complexity of a problem depends on the quantity of interdependent autonomous entities that integrate the “unified field” of the solution of the problem.

The larger the number of entities, the wider the unified field is, and the more complex it is.

Concepts are not imagined they are discovered following an action-reflection-action process based on acting in the real world. It has to be clarified that conceptual knowledge implies having the abstract emulation of the concept in mind but also the operational procedures.

The more complex a problem is, the higher the level of conceptualization that is required.

As complex problems cannot be divided into parts without changing their nature, this is a limit to solve complex problems.

Brief History

The term Concept in Western philosophy can be found in the works of Plato and Aristotle. Their approach drove to the definition of concepts as describing the essence of things defined as a universal realm.

Ernst Cassirer (Substanzbegriff und Funktionsbegriff) included the definition that concepts not only define the essence of things but also their shape.
Descartes can be considered as the initiator of a new stage integrating the term idea as homologous to concept. But empiricism, with Locke and Hume gave the terms idea and concept only a psychological meaning.

Immanuel Kant gave the term concept a functional meaning, considering it as the framework of any possible action.

The Unicist Approach went further. The discovery of the ontogenetic intelligence of nature and the researches that led to the unicist approach triggered the development of a complexity science approach to deal with complex adaptive systems that integrated philosophy, science and action in a unified field: reality.

This unicast approach to what has been called extrinsic concepts, which are the concepts deposited by humans on the elements of their external reality, defined that such concepts have a functional structure that emulates the ontogenetic intelligence of nature.

The discovery concluded that such concepts have these three elements:

1) A purpose that is homologous to the purpose in nature.
2) An active function that is homologous to the active principle in nature.
3) An energy conservation function that is homologous to the energy conservation principle in nature.

The knowledge of the structure of concepts makes their access easier and allows using them as the “stem cells” of knowledge and actions.

This discovery included the development of the complementation and supplementation laws that are implicit within each conceptual structure, and the discovery of the concept of anti-concepts that is homologous to the concept of anti-matter.
With the unicist approach, the Western and the Eastern approaches were integrated but focused on a different purpose, which is adapting to the environment by generating value and earning from its counterpart in order to foster a sustainable evolution.

This work will give you access to the conceptualization process in order to be able to apprehend the nature of what is happening and influencing it while being influenced by the environment.

The Paradigm Shift in Sciences applied to Business

The Power of Simplicity

The paradigm shift is given by the conceptual approach to businesses and its integration with the existing technical analytical approach. It allows integrating the knowledge of the empirical observable facts with the knowledge of the “nature of businesses” in order to define what is possible to be achieved and the probability to make it happen.

The simplicity of the unicist approach to reality is based on using concepts, described by their ontogenetic maps, to define what is possible to be achieved and using logical object driven technologies to make it happen.

In the field of business, this approach becomes necessary when dealing with complex problems such as diagnoses, strategy building and architecture, since the structure of concepts used in the unicist approach allows individuals to apprehend the dynamics of adaptive systems and design objects to introduce in the processes of such systems.

About Conceptual Management

The management of the adaptive aspects of a business, where the feedback defines the actions that need to be done, requires knowing the concepts of the functions that are being managed. A concept is defined by the integration of a purpose, an active function, which
generates entropy, and an energy conservation function that sustains the achievement of the purpose.

When the concepts of a dynamic adaptive system are unknown, the functionality of such system becomes subject dependent and the system tends towards chaos.

It is necessary to clarify that concepts are cross-cultural and timeless. They exist as long as the function they describe exists. They are homologous to stem cells because they allow the development of multiple roles and actions to fulfill their purpose.

Conceptual knowledge is not deterministic; it defines the possibilities of a role or function that allow the development of alternative actions within the limits of the concept.

The knowledge of the concept that underlies a business role or a business function provides the essential structure that allows designing the necessary roles to fulfill its purpose.

Adaptiveness, which means being able to adapt based on the interaction with an environment, requires managing the concept of the role
or function. Concepts are discovered acting in the real world; they are not based on imagination.

That is why a concept is known when both the essential structure and the operational actions are managed.

A conceptual knowledge bank accelerates this discovery because it only needs to be rediscovered based on the guidance of its ontogenetic map.

Wisdom is naturally associated with conceptual knowledge.

When a concept is known, the individual has achieved wisdom in a specific field.

**Conceptualization:**

**the Pathway of Conceptual Management**

In plain language, conceptualization implies knowing what one is truly doing having the concepts of the actions, which includes having their functional structure and being able to transform the concepts into value adding actions.

Conceptualizing implies being able to have an adaptive behavior driven by the capacity of apprehending the nature of what one is doing while being able to apprehend the operational aspects of the actions.

The discovery of the ontogenetic intelligence of nature allowed finding the roots of evolution, involution and mutation.

This intelligence drives the purpose of the living entities in nature based on an active principle that sustains growth, change and mutation and an energy conservation principle that saves energy while it sustains the purpose controlling the entropy produced by the active function.
Conceptualization deals with any proactive action in the field of adaptive behavior. That is why it applies to individual, institutional and social behavior.

Conceptual thinking is an abstract thinking process that is based on discovering the concept at an operational level, emulating their structure in mind, and transforming this emulation into value adding actions.

The research on how the human logical thinking process works, allowed defining four levels: operational thinking that deals with the “HOW”, analytic thinking that deals with the “WHAT”, scientific / systemic thinking, that deals with the “WHAT FOR” and conceptual thinking that deals with the “WHY”.

The objective of any thinking process is to be able to emulate in mind the models that underlie the tangible aspects of the world that can be accessed through sensory experiences. The objective of conceptual thinking is to emulate the nature that underlies specific aspects of reality in order to influence the environment.

Functional concepts are cross/cultural and timeless. They remain unchanged as long as a function exists.

Having the concepts of what one is doing allows being extremely effective and flexible. An individual can adopt new operational technologies without needing to change because the concept remains the same.

Conceptualization enhances the human condition.
Part I
Introduction to Unicist Conceptual Design

The Unicist Conceptual Design System is the first structured system available in the world to make conceptual design to define the architecture of adaptive systems (including businesses). It is based on the discovery of the structure of concepts and the research of the different functions that integrate the business field.
Managing Concepts: A Unicist Logical Approach

The conceptual approach requires that people need to know “why” something is happening. This is unnecessary at an operational level, but is a basic question when dealing with strategic approaches. The “know why” is driven by a logical approach to reality that allows managing its concept making it reasonable, understandable and provable.

When the boundaries of an activity are being expanded, individuals need to apprehend the concept that is behind its operational aspects in order to influence a new environment. This implies apprehending the ontology (nature) of its concept and its dynamics.

On the one hand, the conceptual approach to reality became possible based on the discovery of the structure of concepts, defined by a purpose, an active and entropic function and an energy conservation function, which allowed apprehending the nature of facts and actions (unicist ontology).
On the other hand, the discovery that the concepts people have in mind work as behavioral objects that drive their behavior made this conceptual approach necessary to deal with strategic approaches.

The Origin of Conceptual Thinking

The endless “Why?” question posed by children (around 3 years old) is what allows establishing the neural network needed by a person to apprehend and manage concepts. This process starts when children begin to look for the origin of those things they are interested in.

This endless “why” questioning has three main benefits:

1) It sustains the development of the neural network that allows dealing with the origin of things and not only with the operational aspects.

2) It expands the language of the child driving her/him to deal with an implicit integrative, fuzzy and predicate logic.
3) It provides the “why” that allows children to approach their games, which develop their systemic thinking approach.

Conceptual diagnoses, conceptual design and conceptual management became possible using the unicist logical approach, which made “concepts” tangible and provided the structural functional approach to develop diagnoses, strategies and architectures.

Unicist Conceptual Design

Assuming the responsibility for results

The discovery that human actions are driven by the concepts people have, established a new stage in the understanding and influence of individual, institutional and social behavior. The paradigm shift in sciences that was introduced by the Unicist Theory, which is applied to individual, institutional and social behavior, is based on the discovery that human actions are driven by the concepts that individuals have.

It is necessary to acknowledge that concepts define the nature of things. These concepts are built in “mind” using the "ontointelligence", which is the intelligence to apprehend the nature of things and is integrated by the ethical intelligence, the strategic intelligence and the type of logical thought.

People who intend to assume the responsibility for the results of their actions need to be aware of the concepts of what they are doing. The unicist conceptual design is the methodology that allows transforming the knowledge of the nature of things into processes to make things happen.

It is necessary to be aware of the concept of a given reality in order to be able to assume the responsibility for producing results in adaptive environments. Those who cannot emulate the structure of concepts
can only assume the responsibility of operational tasks or use their preconcepts to develop an activity.

The discovery of the behavioral objects explained how concepts guide conscious actions. They integrate the available data in the long-term memory, which includes the semantic, episodic and procedural memory.

This explained that the capacity to emulate in "mind" the external reality depends on the level of conceptualization of an individual.

The discovery of the ontogenetic intelligence of nature allowed finding the roots of evolution, involution and mutation.

This intelligence drives the purpose of the living entities in nature based on an active principle that sustains growth, change and mutation and an energy conservation principle that saves energy, sustains the survival and the purpose and inhibits the entropy produced by the active principle.
This structure that regulates the nature of living beings was called intrinsic concept and is described by a unicist ontological structure that was called ontogenetic map.

In a specific living entity, the active principle becomes an active function and the energy conservation principle becomes an energy conservation function.

This structure underlies the living beings, their actions and deeds.

When dealing with inanimate functional entities, the concepts were defined as extrinsic concepts because they are deposited on them by the living entities. They also have a purpose, an active function and an energy conservation function.

These concepts are abstractions that describe the essences of the functionality of an entity.

It has to be considered that while the active function of a concept can be observed and measured, the energy conservation can be perceived and the purpose needs to be intuited.

As the structure of a concept in its unit is a complex system that cannot be observed, the only way to confirm conceptual knowledge is by measuring the results of the actions the concept regulates.

This implies that concepts can only be confirmed by the facts they produce.

Therefore, the confirmation of conceptual knowledge requires "predicting" the evolution several times and measure the results produced until the forecast becomes accurate and the structure of the concept can be considered as valid.

We consider that five accurate forecasts are necessary to validate a conceptual knowledge.
Concepts are the Behavior Objects that drive Actions

Concepts are the behavioral objects that drive the conscious actions of human beings; the level of depth of these behavioral objects defines the type of actions that are driven. The lack of concepts makes the data stored in "mind" behave as meaningless entities.

The behavioral objects are entities stored in the long-term memory that drive human actions. The functionality of these objects is to transform the data, stored in the long-term memory, into meaningful information to generate adaptive actions. A behavioral object is a type of knowledge object that is fully action oriented.

The research that led to this discovery showed that the concepts work as the behavioral objects that guide their actions.

It has to be considered that human actions are triggered by intuition.

The intuitive approaches are spontaneous impulses that are based on the analogies, the preconcepts or the concepts that individuals have in mind. In this sense, the analogies stimulate illusions and the preconcepts avoid personal risk-taking.

The concepts allow emulating in "mind" the nature of an external entity to drive conscious actions.
The research on the ontology of concepts described their structure composed by a purpose, an active function and an energy conservation function.

This essential structure, that is implicit in nature (ontogenetic intelligence of nature) and includes human beings and their creations, is the basis for conceptualization. Conceptualization is possible when the unicist structure of a concept has been apprehended. Then the individual is able to emulate in "mind" the structure of a concept.

The use of the unicist ontology of concepts began in the early ’80s. This allowed developing multiple applications with the participation of individuals who had different levels of conceptualization. The research of conceptual structures was developed using the complexity science research methodology.

**Personal Freedom is needed to Apprehend Concepts**

To discover a new concept, it is necessary to have the necessary external and inner freedom to open the "mind". This allows apprehending the concept without "transforming" the concept into a preconcept. That is why personal freedom is the psychological driver to apprehend concepts. Freedom, by definition, is associated to the assumption of a responsibility.

Personal freedom requires having assumed the responsibility to adapt to an environment, which implies being able to influence the environment while one is influenced by it. It implies that individuals are not observers but participants.

The external freedom drives the "maximal strategy" of the development of personal freedom. The expansion of freedom is a step by step process that begins by developing the freedom to do, being aware of the actions one is doing and ensuring that they are adapted and add value to the environment.
When external freedom begins to be earned, it is necessary to expand inner freedom which requires reinforcing the “responsibility to be”, which includes assuming a transcendent responsibility, a social responsibility and an individual responsibility.

Inner freedom also requires being able to make adapted decisions, which imply that the individual has the courage to do, the need to do and the true will of paying the necessary prices to expand this inner freedom.

It has to be considered that each “inch” of freedom that is gained requires leaving aside the solutions that were functional before.

The last step towards inner freedom is to have the necessary consciousness to integrate the outside with the inside but knowing the fuzzy limits that separate beliefs from external facts.

The individual needs to be able to discriminate the perceptions in order to go beyond analogical comparisons and be able to integrate them with homological comprehension.
This allows individuals "to introject" new elements based on the discovery of homologous patterns that allow recognizing an external reality.

Finally, the use of the "ontointelligence", meaning the integration of ethical intelligence, strategic intelligence and the type of logical thought, allows transforming abstract consciousness into functional knowledge. This closes the circle of the expansion of inner freedom.

The Background of the Unicist Approach

The term Concept in Western philosophy can be found in the works of Plato and Aristotle.

Their approach drove to the definition of concepts as describing the essence of things defined as a universal domain. Ernst Cassirer (Substanzbegriff und Funktionsbegriff) included the definition that concepts not only define the essence of things but also their shape.

Descartes can be considered as the initiator of a new stage that considered the term "idea" as homologous to concept. But empiricism, with Locke and Hume, gave the terms "idea" and "concept" only a psychological meaning.

Immanuel Kant gave the term "concept" a functional meaning, considering it as the framework of any possible action.

The author of the unicast theory went further. He developed a complexity science approach to deal with complex adaptive systems that integrated philosophy, science and action in a unified field: reality.

His approach to what he called extrinsic concepts, which are the ones deposited by humans on the elements of their external reality, defines that such concepts have a functional structure that emulates the ontogenetic intelligence of nature.
He discovered that such concepts have three elements:

1) A purpose that is homologous to the "purpose" in nature.

2) An active function that is homologous to the active principle in nature.

3) An energy conservation function that is homologous to the energy conservation principle in nature.

He also discovered the complementation and supplementation laws that are implicit within each conceptual structure and the concept of anti-concepts that is homologous to the concept of anti-matter.

The Unicist Approach to Epistemology developed by the author went beyond the use of falsification processes (Karl Popper and others) to confirm the validity of the knowledge of complex adaptive environments. It introduced an upgrade in epistemology based on the use of destructive tests and non-destructive tests approaches that allow building secure knowledge.
With the unicast approach, the author integrated the Western and the Eastern approaches but focused on a different purpose. This approach is based on adapting to the environment by generating value in order to foster a sustainable evolution.

The Structure of Conceptual Design

The development of solutions in complex adaptive environments requires developing the conceptual design of such solutions. Solutions imply developing systems that are integrated by processes and objects. It has to be recalled that complex systems are necessarily integrated by objects that drive their functionality.

The purpose of conceptual design is to define the process architecture of the solution. To make this solution possible, it is necessary to be able to emulate it in mind. Emulating in mind requires envisioning the final picture of the process and the results that will be achieved. This requires having the knowledge of the fundamentals of the process and a solution thinking approach that allows building the solution.
The emulation of the solution becomes possible if the conceptual knowledge of the solution is available. The conceptual knowledge requires managing the ontogenetic map that defines the functionality of the concept that drives the solution.

Thus conceptual design implies integrating the emulation of the solution and the conceptual knowledge of the process to build the process architecture.

The Ontogenetic Algorithm of Conceptual Design

The Guiding Idea

The driver of conceptual design is the need of a functional solution. The existence of this driver requires having an empathic relationship with the solution. The empathic relationship with the solution is the essential driver of conceptual design while the functional solution is the “functional driver”.

When the driver is given, it is necessary to be able to manage the ambiguity of complex systems integrating processes and objects to fulfill the objective of developing a solution.

This requires integrating the triadic structure that is implicit in the operational dualistic approach of building processes and objects. For this purpose, it is necessary to manage ambiguous language to integrate the apparent contradiction between processes and objects.

Evident examples of the need of ambiguous language is the integration of the concept of yin and yang, maximal and minimum strategies, active principles and energy conservation principles, processes and objects.
It has to be considered that ambiguous language is necessary to apprehend the integration of the triadic approach of nature and concepts.

To ensure the functionality of the definitions of the processes and objects it is necessary to define which will be the destructive tests that need to be done.

The Basics of Conceptual Design

The empathic capacity and the use of ambiguous language are basic to approach conceptual design. An individual can only develop conceptual design processes of entities where s/he has the necessary capacity to deal with the triadic structure of the concept of a solution.

The approach to concepts requires managing the operational contradiction between maximal and minimum strategies by managing the ambiguity of their integration.
The Maximal Strategy

The purpose of the maximal strategies is driven by solution thinking. Solution thinking is an approach to reality based on a conceptual solution an individual has in the specific field of the problem that is being solved or in a homologous field that can be used as a benchmark.

This approach can work as a pre-conceptual approach to reality that is driven by stagnated prejudices or can work as an adaptive conceptual approach driven by the capacity of adapting to the environment and the solution that is being built. Pre-conceptual approaches build utopias, while adaptive approaches expand the boundaries of a given activity.

The adaptive approach to conceptual design requires approaching reality using a backward chaining thinking process. This process requires emulating the final solution in mind and building the process from the end to the beginning. The backward chaining thinking process is necessary to manage the PERT (project evaluation and review technique) of CPM (Critical Path Method) processes.

On the other hand, it has to be considered that the GANTT method is based on a forward chaining thinking process, which builds the solution based on the addition of tasks. The backward chaining thinking requires having the “unified field” of the solution in mind in order to have always an alternative action that ensures the achievement of the results.

The backward chaining thinking process requires using an adaptive project management process that includes the use of plans A, B, C and D in order to ensure the achievement of results.

When this backward chaining thinking approach has been integrated with the adaptive project management model, there is a need to confirm the knowledge of the fundamentals of the specific environment.
The fundamental knowledge requires having sound knowledge and successful experiences in the specific field of action or in homologous fields.

The knowledge of the fundamentals is the catalyst of the process of ensuring the functionality of the conceptual solution of the problem.

The paradox is that it is a catalyst when there is a true valid knowledge but an inhibitor if the fundamentals are approached using rationalistic, subjective or any other fallacious approaches.

The maximal strategy expands the boundaries when the solution thinking allows emulating a solution in mind integrating the backward chaining thinking with the knowledge of the fundamentals.

When the emulation of the solution has been achieved, it is time to develop the minimum strategy, which requires confirming the conceptual knowledge that underlies.

The Minimum Strategy

The minimum strategy of a conceptual design process is to ensure the conceptual solution of the problem that is being managed. The conceptual solution is given by the functionality of the conceptual structure of the entity that is being designed. The first step is to know the essential structure of the concept, which defines the “unified field” of the entity.

With the unified field in mind, it is necessary to access the ontogenetic map of the essential concept. The ontogenetic map implies the description of the essential fundamentals following the laws of complementation and supplementation following the evolution cycle.

The ontogenetic map defines the ontogenetic algorithm to develop the conceptual design of the solution. Each of the fundamentals that
integrates the ontogenetic map works as an extrinsic object when it deals with the attributes of the entity or as a behavioral object when it deals with the approach to the external entity.

This ontogenetic map is in fact a knowledge object that defines the structure of the “unified field” that needs to be managed when developing the conceptual design. The risk of this knowledge is that it might be fallacious.

Therefore, the next step is to develop the necessary destructive tests to prove the limits of the validity of the knowledge.

**The Minimum Strategy is sustained by a Learning Process**

Unless the ontogenetic map is already installed in the long-term memory of an individual, the use of destructive tests of knowledge unavoidably drive to a learning process. These learning processes require following the stages of the learning of complexity management.

These destructive tests of knowledge are the entropy inhibitor of conceptual design. It avoids accessing a complex problem with hypothetical ideas that generate no results. This stage finishes when the knowledge demonstrates its functionality to apprehend the unified field of the solution that is being designed.

Thus a conceptual solution can be built in order to provide the necessary complement to complete the process architecture.

**The Conceptual Design of the Functional Solution**

The conceptual design of the functional solution is based on the integration of the emulation of the solution in the mind of the designer that drives the maximal strategy and the conceptual solution that drives the minimum strategy.
It has to be considered that the final purpose of the conceptual design is to build a solution in a complex environment.

This requires defining the processes and objects that will be used, making the necessary destructive tests of the processes to achieve a functional solution, which is used as the input for the design of the complex system.

Complex system building requires necessarily having a strategy to manage the feedback from the environment and the bi-univocal relationship among its components.

Therefore, the context of conceptual design is given by its integration with the purpose, which is the building of a complex system and the strategy that is needed to organize growth.

It needs to be clarified that a complex system cannot be transformed into an operational system with univocal cause-effect relationships. It remains complex.

What needs to be done is to develop simple tasks that can be managed by anyone in order to develop the necessary actions to produce results while the complexity is managed at a superior level.

Levels of Conceptual Design

Four levels of conceptual design have been discovered:

- **Level 1 - Guiding Idea:** that has the generic guiding idea of what is being designed.

- **Level 2 - Logical Design:** that has the logical design of the process.
• **Level 3 - Objects Design:** that deals with the design of specific objects.

• **Level 4 - Process Design:** that manages the unified field of the solution.

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### The Unicist Ontology of Conceptual Design

**Ontogenetic Map in Unicist Standard Language**

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**Level 1: Guiding Idea**

This level of conceptual design is based on the rational knowledge of the conceptual solution and the understanding of the ontogenetic map that allows apprehending the metaphors that are used to categorize the design of the solution.

This level of knowledge requires having operational experience in the field of action of the solution without having the knowledge of the unified field that is being managed.
Level 2: Logical Design

This level includes the preceding level and includes the capacity of managing the complete structure of the conceptual knowledge of the unified field of the solution.

It is based on having the capacity to manage the unified field of knowledge based on integrating it in reasonable and understandable terms as a sort of “semantic network” of interrelated concepts that need to produce a predefined result.

This level of design provides conceptual solutions that are controlled making the destructive tests of these solutions. It requires being able to apprehend the triadic structure of concepts.

This implies being able to manage the ambiguity of the conceptual structure, which includes, on the one hand, a maxima strategy and, on the other hand, an operational contradictory minimum strategy.

Level 3: Objects Design

This level includes the preceding level and includes the capacity of emulating in mind some of the objects that integrate the final solution.

On the one hand, Objects design requires having the necessary empathy with the functions that need to be built as objects and with the users of these objects.

On the other hand, the design of objects deals with the functional solutions, which requires emulating the solution in mind and developing a backward-chaining process to define the problem that needs to be solved.
This process has to be recycled until the final solution has been achieved or has been replaced by a solution of a superior level.

The contradictions that will be found in these processes need to be approached by upgrading to a superior level where these contradictions are integrating in a unified field.

The objects design is based on the knowledge of the fundamentals of the objects and the knowledge of the purpose to be achieved by the entire system.

**Level 4: Process Design**

This level includes the preceding level and requires being able to integrate the interdependent objects that have bi-univocal influence using a double dialectical approach.

This level allows integrating the maximal and minimum strategy of each object in order to ensure the achievement of the results.

The process is based on emulating the dynamics of the solution in mind in order to be able to develop adaptive solutions and manage the influence of the environment.

The process requires being able to manage the unified field of the entire system and its dynamics, which requires developing the necessary destructive tests of the processes in order to ensure the functionality.

The final functional solution needs to have a maximal strategy to expand the boundaries of the system and a minimum strategy to ensure its survival.

There has to exist an extreme level of empathy and ambiguity management, because a complex system is a composite object itself where all the ambiguous aspects of the objects and processes that integrate it need to be structured as functional conjunctions.
The Context of Conceptual Design

Conceptual design is only necessary where the knowledge of concepts is necessary. This is the case of complex systems and human adaptive systems.

Complex Systems

Complex systems are integrated by elements that are interdependent based on bi-univocal cause-effect relationships and therefore need to be managed as a unified field, which requires knowing the concept that drives the functionality of the system.

It has to be considered that complex systems are necessarily driven by an implicit or explicit strategy that allows expanding, building and sustaining the necessary vital space and that has a maximal strategy and a minimum strategy to grow and survive. The maximal strategy is the one that allows expanding the boundaries of the system in order to grow.
Conceptual design is the complement needed by any complex system building in order to manage the conjunction of objects, manage the openness of the boundaries of the objects and ensure the results that are being produced.

The conceptual design of a complex system building process ensures the functionality of the system and establishes the functional limits of the strategy that are being used.

A biological entity considered as a system is an example of a complex system.

### Human Complex Adaptive Systems

All those systems where the human being is part of their functionality or their user are defined as complex adaptive systems. All human systems are complex, by definition, because they are driven by conscious and unconscious stimuli. This makes human action complex and as such their systems always include complex aspects.
Human systems have open boundaries, are driven by a double dialectical behavior and are integrated by objects, which are functional adaptive systems.

Human adaptive systems building requires having a strategy that allows expanding the influence of the system and building the necessary vital space to be part of the environment. The building of a strategy implies the existence of a maximal strategy to expand the boundaries of the system and a minimum strategy to survive.

The complement that ensures the building of human complex adaptive systems is given by the conceptual design of their functionality. This provides their process architecture, which includes the emulation of the solution and the knowledge of the concepts involved.

Any information system, considering the integration of software, hardware and peopleware, belongs to this category.
Case: The Conceptual Design of Professional Relationship Building

The building of professional relationships requires being able to establish a complementary relationship that is driven by a value generating functionality and establishing a personal relationship that is centrally sustained by having a professional reliability.

There are several operational aspects included in this definition:

1) Professional relationships are established among peers or individuals who have an authoritative role in the environment.
2) Commercial relationships, which are not professional relationships, are built between individuals who seek to establish implicit alliances to profit from an activity.
3) Professional relationships cannot be built to take advantage from them. Advantage taking necessarily transforms professional relationships into commercial relationships.
4) Professional relationships are stable and commercial relationships are conjuncture driven.
5) Professional relationships require building complementary relationships while commercial relationships might be complementary or supplementary.
6) Commercial relationships suffice to do commercial activities but professional relationships are needed to develop business relationships.

The Unicist Ontology of Professional Relationship Building

The driver of professional relationship building is the need for developing synergy between the people who are related.

To begin to develop synergy it is necessary to start by having an asymmetric complementation with negative slope with the counterpart.

This requires having an authoritative professional role that allows approaching people with a superior added value in some field. Professional relationships can be built based on any true expertise that provides an asymmetric position.

Asymmetric positions are dysfunctional to build synergy because they drive towards a dominant-dominated relationship.

Therefore, the asymmetric role has to be compensated by a peer relationship, which implies that the asymmetry of the counterpart has to be recognized.

That is why a true professional relationship can only be built among people who have a “professional” role in the environment.
The symmetry of the relationship is based on the respect of each other’s activities.

That is why the building of professional relationships requires a true interest in the counterpart and being aware of the value one has.

This value can be given by the subjective value of the person or the functional value of the organization the person represents.

Maximal Strategy

The maximal strategy is given by the responsibility the one who proposes has, to ensure the functionality of the relationship.

This requires being aware of the needs of the counterpart and the characteristics of the environment that allow establishing a functional relationship. In plain language, the person has to be aware of the value the relationship adds.
This functionality requires having the necessary introjective empathy that allows understanding the counterpart in order to build upon real needs and possibilities. This empathy needs to be sustained by a sympathetic relationship that makes the professional relationship possible.

It has to be considered that the capacity to be able to establish a true empathic relationship is extremely powerful, which requires that it be compensated with a sympathetic influence to ensure that the value generation is not a univocal action but the consequence of the relationship.

**Minimum Strategy**

When the value generation has been ensured, it is necessary to confirm that there exists a professional reliability. Each part will evaluate the reliability of the counterpart, which will be demonstrated by the professional efficacy of the participants.

This efficacy has to be proven through the actions of the individual. The actions of individuals need to be based on the capacity of generating results sustained by the knowledge that is needed to sustain a professional relationship.

These actions are a demonstration that the individual can materialize the value generation in a stable environment.

To do so, it is necessary to have the necessary timing in order to add value when it is necessary.

This timing requires to be synchronic with the personal and functional needs of the counterpart, having the necessary “acceleration” to manage the opportunities to add value and the speed of actions that
Unicist Conceptual Management

requires having sound technical and conceptual knowledge in the professional field.

When this is given, the complementation building process can be achieved.

Levels of Relationships

The person who has the initiative of building a professional relationship needs to be based on the needs the counterpart has, which might work at different levels that need to be identified and covered.

We have identified four levels of structural collaboration:
Level 1) Operational Collaboration
Level 2) Technical Collaboration
Level 3) Problem Solving Collaboration
Level 4) Solution Building Collaboration
Operational Collaboration

This implies that the collaboration is based on the personal reliability of the individual who has the initiative and needs to have the necessary knowledge and skills to solve the operational problems the counterpart has. This activity is driven by the spontaneous synchronicity of actions to solve operational needs, which includes the capacity of providing solutions at this level.

Technical Collaboration

This level includes the preceding level and adds the possibility of having a sound technical expertise to solve problems that require managing the technology that underlies the operational solutions. This activity is driven by the expertise the individual has that is being continuously updated and upgraded by the new findings in this field.

Problem Solving Collaboration

This level includes the preceding level but includes a systemic approach to problem solving, which is based on the influence the individual has to generate value. It requires having the basic operational skills to transform the systemic approach into actions and the expertise to confirm the validity of the solution. It implies managing problems as systemic, non-complex systems.

Solution Building Collaboration

This level includes the preceding level and it is the upper level of collaboration, which requires managing the complexity of the environment with a solution thinking approach. This level requires using the introjective empathic capacity to apprehend the nature of things in
order to develop the necessary solution. This level of collaboration requires managing the complexity of the problem and its restricted and wide context in order to collaborate in the development of a reliable solution.

The Conceptual Design
Part II
Conceptual Business Management

- Business Diagnostics
- Business Strategy Building
- Business Architecture Design
- Object Driven Organization
Concept based Business Diagnoses

Etymologically, diagnosis means discerning, distinguishing. The everyday use of the word also implies seeking for the causes of a problem.

From a conceptual point of view, diagnoses are made to forecast and to exert influence on a reality. The level of the groundings upon which diagnoses are based defines its level of accuracy.

Diagnoses necessarily include intuitive aspects when approaching new situations. The difference between diagnoses does not lie in the intuitive approach, but in the processing of the information that intuition offers.

Five levels of diagnoses have been identified:

1) Intuitive-analogical
2) Descriptive
3) Static
4) Causal
5) Functional

Types of Diagnosis
and the Use of Personal Energy

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Intuitive-Analogical Diagnosis

The intuitive diagnosis approaches reality from the subjective perceptions of an individual. It does not use groundings to validate intuition, just intuitive analogies.

Descriptive Diagnosis

The outcome of this diagnosis is a description of the visible physical aspects of a reality. This diagnosis can help to solve simple problems.

The Static Diagnosis

This diagnosis is based on the analysis of a reality. It is called static because in order to analyze something, we need to consider it as a fixed situation in time and circumstances. This diagnosis helps solving simple problems in areas which involve formal or rational components.

The Causal Diagnosis

The causal diagnosis is a systemic approach to reality. It is a systemic diagnosis that analyzes the functionality of a given reality. It sustains the solution of complex problems with low ambiguity levels.

The Functional Diagnosis

This diagnosis is based on the understanding of the functional concepts that underlay a given reality. The functional diagnosis is necessary for the solution of highly complex problems with ambiguous components.
The Secure Diagnosis

A diagnosis is “secure” when it includes all levels of analysis. Secure knowledge has been achieved when this condition has been fulfilled. Secure knowledge requires a high investment of energy. Therefore people often prefer to use reliable but not secure diagnoses, and control the evolution of a given reality in order to validate the accuracy of such diagnoses.

The Unicist Diagnostics Standard

The unicist diagnostics technology was developed to provide a standard for the diagnosis of adaptive systems whatever the field of activity. It has been a methodology used in the Unicist R&D processes for years until it was approved as a standard.

The purpose of the diagnosis is to find a solution. That is why only those who know how to solve a problem can diagnose it.
Autopsies are not homologous to unicist diagnoses. A dead body is not considered an adaptive system and no solution can be found for it.

Unicist Diagnostics is based on fundamental diagnoses that deal with the unified field of the adaptive system and technical analytical diagnoses that deal with the signs and symptoms based diagnoses.

The Ontogenetic Map of Unicist Diagnostics

The purpose of the diagnosis is to improve the functionality of an adaptive system. To be able to achieve this purpose it is necessary to know the cure of the “problem” that hinders the improvement, and which are the palliatives that need to be used to make the cure possible.

The development of the maximal strategy to develop a solution requires having apprehended the unified field of the adaptive system. This knowledge allows deciding if the expansion of the unified field is possible.

If the expansion is hypothetically possible, the diagnosis based on the ontogenetic structures of the adaptive system allows learning how to do it and the falsification of the sign based diagnosis, as a destructive test, is used to confirm the possibility.

The minimum strategy is based on a symptomatic diagnosis which is based on the knowledge of the specific functionality of the signs that are measured during the process.

Making a signs based diagnosis is the way to implement the minimum strategy of a diagnosis. This provides the learning process for the symptomatic diagnosis.

The confirmation process is based on the validation of the sign based diagnosis by the comparison with the standards and the ontogenetic maps.
The process to develop a unicist diagnosis is the following:

1) Define the hypothetical solution that has to be achieved.
   A) Describe the cure to be used to make the hypothetical solution happen.
   B) Describe the palliatives that will be used to develop the hypothetical solution and the cure.
   C) Define the functionality improvement that has to be achieved.
2) Describe the actual unified field.
3) Define the fundamental diagnosis using ontogenetic maps.
4) Define and implement the destructive tests for the fundamental diagnosis.
5) Define the expansion of the unified field that can be achieved.
6) Define the symptomatic diagnosis that needs to be developed.
7) Define and develop the sign based diagnosis within the limits of the symptomatic diagnosis.
8) Validate the sign based diagnosis using preexisting standards.
9) Define the symptomatic diagnosis confirming the compatibility with the fundamental diagnosis.
10) Develop the necessary destructive and non destructive pilot tests.

Segmentation of Diagnoses

There is the need of segmenting the diagnosing processes in order to make them more accessible for the different levels of diagnosticians. Symptomatic diagnoses demand a lower level of knowledge and awareness than the diagnoses of the unified field of an adaptive system.

The segments are:

1) Descriptive Diagnoses
2) Static Diagnoses
3) Causal Diagnoses
4) Conceptual Diagnoses
Descriptive Diagnoses

They are based on a detailed description of the signs (facts) of the adaptive system within the limits of the symptoms defined by the responsible diagnostician or client.

Static Diagnoses

They are based on the development of a diagnosis comparing the signs with the categories of a standard or an ontogenetic map within the limits of the symptoms defined by the responsible diagnostician or client.

Causal Diagnoses

They are systemic diagnoses of the unified field of an adaptive system, in which a systemic compromise is made to deal with the functions of an adaptive system as variables. The limit of the diagnosis is the actual unified field of the adaptive system.

Conceptual Diagnoses

They are the diagnoses of the actual adaptive system and its possibilities for expanding, based on the ontogenetic maps that define its functionality. The limit of these diagnoses is the actual unified field and the possible expansion of the adaptive system.

Conclusion

The three essential functions to manage human adaptive systems are: diagnostics, strategy, and architecture building. These three elements have something in common. They require full awareness of the adaptive system and its environment.

Learn more:
Concept based Business Strategies

Universal strategy is defined as the conscious action to influence an environment to achieve an objective. This objective implies growth. The procedure to develop a strategy is defined by its ontogenetic map.

There is a universal taxonomy for strategy building, but each application field requires its specific taxonomy considering its ontogenesis.

Therefore strategy implies being aware of the actual reality, understanding the implicit trends and knowing the threats and opportunities.

Conscious actions imply necessarily a trade-off. Individuals and institutions grow because they appropriate more energy than they deliver.

Therefore strategies are only successful in the long run when the procedure of strategies includes a solution to minimize the cost of the delivered value.

Strategies always include the following agents: the individual or organization, a “competitor” and a “client”. Competitors are those who are willing to occupy the same vital space. Clients are those who receive the added value one delivers. The client can be the whole environment as an entity or an individual.

Strategies include naturally two elements to adapt to reality: an active function to increase the vital space while adding value and an energy-conservation function to ensure the survival of the organization or individual.

Thus from an operational standpoint a strategy is basically defined by the integration of a maximal strategy and a minimum strategy to adapt to the environment.
Adaptation does not imply over-adaptation. Adaptation implies influencing the environment while being influenced by it.

Strategies vs. Strategists

“There are no strategies but strategists”, because strategies begin to exist in the mind of the strategist. Therefore strategies are conscious processes that need to integrate what we have called value adding approaches to expand the boundaries of a business and the minimum strategies to survive.

Maximal strategies are value adding approaches and minimum strategies are “zero sum” approaches.

Value adding strategies require a high level of consciousness because they require an architectural approach that is based on envisioning the solution before beginning with the strategy building process.
Approaching a unified field demands a backward thinking process that ends emulating reality using the ontogenetic maps and their double dialectical approach.

Minimum strategies are “zero sum” strategies and sustain the maximal strategy. Minimum strategies require a win-win approach and paying prices to survive which is implicitly a “zero sum” attitude. They are based on the fulfillment of methodical procedures and forward chaining thinking that only demand the knowledge of the different tasks of the process.

Within the building of the minimum strategy the unified field is limited to each task that can be divided into sub-tasks if they cannot be managed as a unit.

**Universal Strategy Building**

To build a universal strategy it is necessary to define the wide context and the restricted context where the activity will be developed.
It has to be considered that a strategy is effective if it is materialized in a structural approach that we call architecture, which allows transforming such strategy into concrete operational actions.

Therefore, the unified field can be defined as the integration of the wide context, the restricted context, the specific strategy, the necessary architecture and the operation to transform plans into value.
Scenario Building

The wide context needs to be defined building the corresponding scenario to find which gravitational forces allow an actual expansion of the business. This implies defining the scenario of the region, country or culture that establishes the rules that regulate the environment.

The restricted context is the environment of an activity. It defines the rules that regulate the specific activity that needs to be developed. It is necessary then to build the scenario of the environment defining the aspects that can be influenced and the aspects that need to be accepted as limits of the activity.

This scenario is built in order to define how it is possible to gain vital space in the environment. It requires developing activities that generate new vital space due to the influence generated by the development of a new action.

The sharing of vital space is what allows accelerating the strategy implementation process. It works as a catalyst that minimizes the resistance to the actions that will be developed in the environment. The implicit purpose that is present in the ontogenetic map of a universal strategy is expansion. The purpose of strategies, in the long run, is to expand in an environment.

When the purpose is to survive we are not talking about a universal strategy, we are talking about a specific need of an individual or organization that is threatened by the environment.

In order to expand an individual needs to build a wider vital space. This building requires a conscious plan. That is what has been called strategy in the wide sense.

Learn more: http://www.lybrary.com/unicist-business-strategy-p-120817.html
Concept based Business Architecture

Unicist Business Architecture deals with the design of structural solutions for businesses integrating their unified field including the customer, the shareholder (owner) and the environment that influences them.

Unicist business architecture includes the fundamental diagnosis of the unified field of a business defined by its ontologies, the description of the business model, the development of the strategy to be used, the definition of the work processes and the business objects to be included in these processes.

This is an introduction to provide the unified field that defines the business architecture to all those who want to manage it.

The unified field of Business Architecture can be described as follows:

The Unicist Ontology of Business Architecture
Ontogenetic Map in Unicist Standard Language

(*) Unicist Thinking allows emulating nature and makes the integration of the two dualistic approaches possible.

The term “hyperreality building” is used to define the emulation of a reality which requires building a model that represents the architectural structure of a unified field.
The final purpose is to design a business model which requires being able to manage the unified field of a business and develop a strategy to achieve the results that are required.

Business architecture implies modeling a business considering it as a unified field with the environment.

But the abstraction of the unified field has to be put down to earth defining the model including their operational business processes.

Architectural approaches are counterintuitive for adults because they need to begin with the envisioning of the “unified field” and ending with the operational solutions.

This requires a backward-chaining thinking process which requires having the final solution in mind and developing the operational processes to materialize it.
The emulation of reality defines the purpose of business architecture. This requires being able to build a hyperreality based on the apprehension of both the functional and the essential reality in order to emulate it in a model that is seen at a more essential level than the business model.
The Unified Field of a Business Unit is defined by the concept of the business model which defines its ontological structure (genotype), the results driven organization model that defines the functionality (phenotype) and the operational methods that are the energy conservation function of the unified field.

**Synthesis**

Unicist business architecture deals with the design of businesses considered as adaptive systems. It implies dealing with the complexity of adaptive systems and transforms them into simple solutions.

It requires apprehending their unified field in order to make the operational solutions believable. No one can use the simplification of a complex unified field without having apprehended it first.

Learn more:
Concept based Business Organization

About Object Driven Organization

A unicast object driven organization is a model that, according to the predefined objectives, designs the necessary processes and uses and reuses business objects to produce the expected results.

Some Considerations on Objects

Objects are productive units that have a concept, an added value, the necessary quality assurance and a methodology to ensure the minimum strategy. To imagine an object please consider an automatic pilot in an airplane. It can be considered a “paradigmatic” object.

It would be useful to make a clarification of the difference between objects and things. Objects only exist within a process. When they are not part of a process they are things.
Objects produce an added value for someone in the process. When they do not produce added value they are things. Things can be such in some conditions and objects in others. The definition of an “object” is functional to a value that needs to be achieved.

For example, a commercial car is an object if there is a driver, if not it is a thing. But if it is a collection car it is an object for the owner and for those who appreciate its value. For those who do not, it is just a thing.

In the world of abstract objects a rumor is an object if it achieves the expected value. News is an object if it has a use for the one who receives it.

That is why it has to be clarified that objects depend on a given functionality within a process. A stone might be an object if it has a use, if not, it is just a thing.

That is why only people who have a sound knowledge on a process can design the objects that are part of the process.

In order to reuse objects in other homologous processes it becomes necessary to have an expert knowledge. Without it no homologies can be understood.
There are different types of objects:

- **Driving Objects**
  To drive processes

- **Catalyzing Objects**
  To accelerate processes

- **Entropy Inhibiting Objects**
  To inhibit the entropy of business processes

- **Inhibiting Objects**
  To inhibit dysfunctional events in a business

- **Gravitational Objects**
  To influence the results of processes

**Unicist Object Driven Organizations**

The object driven organization requires having a high level of maturity in business. It can be defined as the organization of processes and the use of objects to achieve the objectives that have been established in a strategy.
An object driven organization implies the development of a maximal strategy that includes the design of processes based on taxonomic procedures to put them into action and also a shared vision that makes these processes consistent with the business.

The vision of the organization is the catalyst of the minimum strategy and requires to be sustained. If it does not achieve its threshold, it works as an inhibitor of the minimum strategy and destroys the organization.

The minimum strategy is based on the use and reuse of objects within the context of methodic procedures to ensure their use and functionality.

This is sustained by an action plan (a “to do” list) to guarantee the fulfillment of the minimum strategy.

The methodic action plan implies that there is a system that is able to deal with extreme situations.

Extreme situations are the cases in which objects cannot solve the problems “automatically” and need to be taken care of.

The entropy inhibitor of the whole process is the action plan. As such it needs to be structured in order to ensure its fulfillment.

Considering the nature of object driven organizations it can be said that there are four different segments of object driven organizations:

1) Function driven
2) Objective driven
3) Consensus driven
4) Market driven
1) Function driven

This is an organization in which the functionality of the different processes basically prevails over results. This function driven segment needs to use objects based on a methodic approach. It is necessary to be sure that functionality doesn’t become an end in itself. Function driven segments need to have a strict control system to ensure the fulfillment of the action plans.

This segment is put into action by a market driven approach to provide meaning to the use of objects and is sustained by a consensus driven approach to ensure the fulfillment of the action plans.

2) Objective driven

This segment seeks for “bottom up action plans” to define the objectives to be achieved. The objects are used to fulfill the different goals established in the action plans. This segment is efficacy dependent in the use and reuse of objects. The structure of the solutions is always driven by the action plans established. Therefore there is a tendency to modify objects in order to make them fit into action plans. Only a strict methodic approach avoids the misuse of objects.

This segment is put into action by consensus, which is necessary to define the action plans and is sustained by a market orientation to envision the external goals to be achieved.

3) Consensus driven

This segment is driven by the objective of achieving the maximal strategy in an object driven organization. It fosters consensus to ensure the validity of the processes to achieve the goals established in
the strategy. It builds consensus based on the vision of the organization in order to achieve the goals.

The use of objects, as it is part of the vision of the business, is natural for this segment. It uses the object driven organization model to build the spirit de corps of the business.

This segment is put into action by bottom up established objectives to build consensus and is sustained by functional driven rules to ensure the responsibility of the members.

4) Market driven

This segment is driven by its adaptation to markets. It is the segment that integrates the vision of the “end client” within the organization. It follows strict taxonomic rules in the design of processes in order to ensure the production of results. Being driven by client needs, this segment avoids operational shortcuts to produce results. The vision of the business is a limit for this segment’s business approach. It uses objects to ensure the value added to the market.

This segment is put into action by the function driven responsibilities and sustained by the bottom up objective building process.

Learn more:
Part III
Some applications of Conceptual Management:

1) Performance Management
2) Object Driven Marketing
3) Change Management
4) Continuous Improvement
5) IT Architecture
6) Project Management
7) Object driven Leadership
8) Object driven Negotiation
9) Future Scenario Building
10) Superior Education in Business
1) Unicist Performance Management

Unicist fundamental analysis is an approach to diagnose business situations and possible evolutions.

Dealing with businesses as unified fields is extremely abstract and requires defining their fundamentals based on secondary information.

There is no possibility to measure most of the fundamentals in a direct way.

The Unicist Business Strategy Scorecard

The unicist scorecard is an objective strategy validation system. Its purpose is to validate the functionality of business action plans.

It is integrated by a Business Marketplace Index (BMI), a Business Credibility Index (BCI) and a Business Growth Index (BGI).

The integration of these indexes defines the possibility and probability to achieve the goals proposed in a strategy.

These indexes are built on objective information. Based on their origin, the information included can be classified in:

1) Quantitative (hard) information
2) Quantitative perceptions
3) Quantified opinions

The Unicist Scorecard is a complementary concept to the Balanced Scorecard.
While the Balanced Scorecard is a bottom-up tool to approach the execution of strategies, the Unicist Scorecard is a top-down tool to sustain the building of strategies.

Unicist business strategy scorecard

The nature of a business strategy is defined by

**Business strategy = BMI * BGI * BCI**

BMI: Business Marketplace Index  
BGI: Business Growth Index  
BCI: Business Credibility Index

**Business Marketplace Index**

**BMI = Natural Growth * Scenario Stability * Competitive Advantage**
Natural Growth = Functional Needs * Technological Trends * Expectations

Scenario Stability = Social Stability * Economic Stability * Political Stability

Competitive Advantage = Brand * Technology * Product Differentiation

**Business Growth Index**

BGI = Growth * Market Influence Factor * Overall Resource Effectiveness

Growth = Competitive Advantage * Innovation * Technology

Market Influence Factor = Business * Product * Marketing

Overall Resource Effectiveness = Productivity * Quality * Availability

**Business Credibility Index**

BCI = ORE * Market Influence Factor * ROI

Overall Resource Effectiveness = Productivity * Quality * Availability

Market Influence Factor = Business * Product * Marketing

ROI = Margin * Leverage * Rotation

Learn more:
2) Unicist Object Driven Marketing

The Unicist Object driven Marketing empowers the adaptiveness of marketing processes. It has been developed to include the use of objects in the buying process in order to ensure its critical mass.

These objects produce basically three noticeable effects:

1) They allow having the necessary critical mass to trigger the buying process.
2) They accelerate the marketing process, which shortens the time between the marketing stimuli and the buying action.
3) Saving energy in the marketing process which makes it more efficient.

There are 9 central aspects that sustain the use of Unicist Object Driven Marketing technologies to foster market expansion. Unicist Object Driven Marketing is supported by the use of commercial objects, se-
mantic objects, semiotic objects and functional, psychological, conceptual and lifestyle segmentations as well as adaptive CRMs.

1) **Unicist Commercial Objects**
Unicist commercial objects are adaptive systems that have been developed to install ideas in the mind of the potential customers. This implies that they are designed to sustain the marketing process of products and services that are being proposed and not just respond to the demand of a market.

2) **Unicist Semantic Objects**
Semantic objects are linguistics communications, in written or verbal format, that have the power to install meaningful knowledge in the long-term memory of an individual. Semantic objects are “adaptive systems” based on messages that use figurative communication to build meaningful knowledge.

3) **Unicist Semiotic Objects**
Unicist semiosis is integrated by the existence of a semiotic object, an interpretant that defines what is signified and a representamen, representing the signifier. The purpose of a Unicist semiosis process is to define a semiotic object that can be used as what underlies a sign to stimulate predefined actions.

4) **Unicist Branding Objects**
The purpose of a branding object is to foster an unidentified buying intention (goodwill) in the mind of the potential buyer. Brand power is the catalyst of the drivers of the marketing mix (catalysts are not part of a system). The purpose of the branding objects will have been achieved when the potential buyers enter into a comfort zone where the commercial objects can work smoothly.

5) **Functional Segmentation**
Functionality is defined as the capacity of something to fill an individual's need. Functionality is homologous to aesthetics. When talk-
ing about functionality we refer to the perceived functionality which defines what we call the hard segmentation.

6) Psychological Segmentation
It is the segmentation that defines the type of relation an individual has with a product/service. An individual adapts to reality within limits. Psychology establishes the limits of an individual's context.

7) Conceptual Market Segmentation
The conceptual market segmentation describes the nature of a product as perceived by the market. Conceptual market segmentation describes the concept implicit in a product or service, which means understanding the nature of what is being bought defined by the purpose, the active function and the energy conservation function of the product’s functionality.

8) Lifestyle Segmentation
Lifestyle segmentation underlies human behavior. They establish the parameters of normality and the "ethical mask" of a society. Describing the lifestyles of a country permits establishing the limits within which segmentations can work.

9) Adaptive CRM
The Adaptive CRM has been developed to allow an increase in the market share. It is based on the use of unicist segmentation and commercial objects to increase the influential power using the feedback from the environment in order to grow.

Learn more: http://www.lybrary.com/unicist-marketing-p-115811.html
3) Change Management in Organizations

Organizations need to change in order to adapt to the changes of the environment. Organizations have two alternatives.

1) Influencing the changes of the environment while making their own changes

2) Making the internal changes based on the external modifications

Organizations change from the outside to the inside and from top to bottom. This is the basic condition for change.

Change is not a desirable action; it is just a necessary action. Change implies reversing the energy that flows towards the “client” in order to use it to develop the necessary changes.

Change can be part of an organizational activity, and thus it occurs naturally within the working processes. This is the case of the organizations that work with continuous improvement processes.

Enterprises naturally need to change in order to achieve their transcendent goals. Therefore they are open to introduce all the changes they consider necessary to manage their business. That is why they accept making big changes.

Entrepreneurial businesses naturally accept those changes that increase their security because they are based on the personal goals of their members. That is why they are reluctant to make big changes.

Changes have to be managed considering their size

Big Changes
They are the changes that drive towards a higher level of structured action, responsibility or risk. Big changes require drivers and catalysts to be implemented. Big changes can be divided into structured medium changes.

Medium Changes

They are those changes that seek for a more structured activity with lower risks. Medium changes cannot be divided into small changes.

Small changes

They are changes that require no structural modifications.

Learn more: http://www.lybrary.com/unicist-organization-p-115628.html
4) Object Driven Continuous Improvement

The unicist continuous improvement is a culture-adapted continuous improvement methodology that uses “objects” to structure work processes and establish the operating rules that are functional to each business.

The unicist approach manages problems based on their nature. That is why unicist technologies are ontology based. Therefore, unicist diagnostics are far more secure and operational.

The unicist continuous improvement methodology is based on making “changes without changing”.

This implies to manage the variables of each culture and of each type of business to generate the changes that enable the increase in the competitiveness of companies and its members.

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Extrinsic concepts describe the functionality of the nature of “things”. Their functional structure of fundamentals is cross-cultural and timeless and exists as long as the function subsists. Their credibility zone varies depending on the environment.

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Construction of objects, management of customer-driven rules, personal motivation and institutionalization are the “hard” elements of the continuous improvement methodology.

The environmental conditions are given by the values of the culture of each country.

Its global application requires a conceptual management using ordinary “objective” tools but with “subjective” approaches in line with each culture.

It is based on a participative approach that begins with a diagnosis and a change strategy and ends with implemented improvements.

The technology includes aspects that deal with the hardware, software and peopleware improvements.

It is a fully business objects oriented approach that allows establishing a technology to deal with repair, update, upgrade and renewal of business processes.

It is a participative approach that allows generating improvements without generating resistance.

The segments of continuous improvement are:

1) Repair
2) Update
3) Upgrade
4) Renewal
Repair

These continuous improvement actions seek to ensure that all the tools, objects and procedures are working within an organizational process. The drivers for this segment are the incidents that might happen.

Update

This segment ensures the updating of all the functionalities of the tools, objects and procedures. The drivers for this segment are the scheduled actions that have been planned.

Upgrade

This segment is focused on upgrading the functionality of the tools, objects and procedures in order to achieve higher levels of effective-
ness. The drivers of this segment are the innovations that are available to be introduced in the working processes.

Renewal

This segment is focused on changing the operational structure of tools, objects and procedures in order to create new conditions to develop an activity. The drivers of this segment are the existence of new possibilities sustained by the available innovations.

Learn more:
5) Unicist Adaptive IT Architecture

The maturity achieved by the IT technologies allowed making the next step, the integration of hardware and software with peopleware.

The unicist ontology based and object driven business IT architecture is based on using the knowledge of the nature of a process, its components and its context to develop a system. This allows generating the results defined by the business model.

This technology uses a structural functionalist architectural approach to define the processes and the business objects that are needed and reliable to achieve the predefined results.

The purpose of IT architecture is to fulfill the mission of the system that is being built. The mission implies following a concept and generating an added value, having an adequate quality assurance that makes the mission reliable.
Functional IT Architecture includes the use of software objects to build a system that has the capacity to adapt to the environment by reusing the designed objects and just changing the processes in which they are immersed.

Object driven IT Architecture

A unicist object driven organization is a model that, according to the predefined objectives, designs the necessary processes and uses and reuses business objects to produce the planned results.

Business objects are productive units (adaptive systems) that have a concept, an added value, the necessary quality assurance and a methodology to ensure the minimum strategy. To imagine an object please consider an automatic pilot in an airplane. It can be considered a “paradigmatic” object.

That is why only people who have a sound knowledge on a process can design the objects that are part of the process.

In order to reuse objects in other homologous processes it becomes necessary to have an expert knowledge.

The Unicist Standard for Adaptive Systems

The Unicist Standard is based on the principle that every function has a unique unicist ontological structure which is cross-cultural and timeless unless the function does not exist any more.

The Unicist Standard was developed to sustain the building of Unicist Business Objects. Unicist Business Objects are adaptive systems that are designed to produce a predefined result in a process.
It defines the ontogenetic maps that have to be followed in an adaptive system in order to structure it and achieve the results that have been defined as possible.

The energy saving produced by the strict use of the ontogenetic maps of a function exceeds 30% (experience data). The use of the Unicist Standard is a condition for designing Unicist Architecture.

Learn more: http://www.lybrary.com/robotthinking-p-119806.html
6) Unicist Adaptive Project Management

The Unicist Project Management (UPM) was designed to manage adaptive projects in which the dynamic interaction with the environment requires managing feedbacks that change a project significantly.

This is the case, among others, of business processes, commercial processes, research processes and organizational processes.

These projects need to behave simultaneously as systemic projects, producing what depends on them, and as adaptive processes, in order to interact with the environment.

The unicist architecture of adaptive project management can be defined by the use of a business objects based execution that is driven by a solution approach and the development of adaptive project planning that includes the use of plans A, B, C and D to manage the adaptive project.
UPM begins with the establishment of the project as an adaptive system that has both adaptive and administrative aspects. The adaptive aspects are the drivers to develop an adaptive planning that includes, simultaneously a plan A, B and C in order to ensure the results.

It requires having a sound knowledge of the technology, peopleware, methodology and methods to be used to fulfill the goals of the system. It requires knowing the fundamentals of the project in order to be able to design the taxonomy and hierarchy and the ontogenetic algorithm of their solution.

Plan A

Plan A is the basic plan that follows the ontogenetic map of the solution of a project. It is the most participative project planning and management because it is based on the influence the manager exerts on the project.

It is based on the use of the established working methods and the objective is to ensure that what has to be produced exists on time. It requires that the manager be able to control the methods that are used in the project.

Plan B

Plan B is a superior plan that includes plan A plus an entropy inhibiting object for the resistance. It is based on inhibiting the entropy by using expertise driven objects and the management of the peopleware of the project.

Plan C

Plan C is a superior plan that includes plan B plus a catalyzing object to accelerate the change. It is based on the use of a technology that
allows establishing a superior, although less participative solution for the project.

Plan D

Plan D is a plan to abort the project if the possibilities of success are not given. It includes the development of a succedaneum solution.

It is based on having apprehended the wide context of the project and having the knowledge of its ontogenetic map. This allows the development of succedaneum solutions to achieve homologous goals.

Learn more: http://www.lybrary.com/unicist-organization-p-115628.html
7) Unicist Object Driven Leadership

This approach deals with leadership as the most adaptive role of an individual in order to achieve results.

A leadership strategy needs to integrate the authority an individual has, with the participation of others and the use of non-exerted power to sustain the role.

It requires developing unicist plans A, B, C and D to be able to assume the full responsibility for results.

Leadership is one of the core aspects that define success or failure when developing strategies at an individual or organizational level. Without an adequate leader, groups tend to anarchic behavior and the objectives cannot be achieved.

Every individual has a type of leadership that is functional. The awareness of one’s leadership type is useful to understand the effica-
cy of a group and the effectiveness of the work that is being done. Leadership complements define their flexibility. When leaderships are not complemented they stagnate and become dysfunctional.

The unicist approach to the authority concept is based on the capacity to develop a reliable organization to make things happen.

It is based on the delegation of tasks and the reversion of the responsibility involved.

The Unicist Standard defines that when individuals cannot assume the responsibility for their activity, the one who substitutes their function is their leader.

This implies that while tasks are forwarded, responsibilities are shared. And in this sharing both the individual who has to develop an activity and the one who delegated the task are involved, assuming each part 100% the responsibility for achieving the result.

The nature of leadership

The nature of leadership can be described using unicist logic:

Leadership can be described using the natural structure as defined by four basic drivers of leadership:

1) Democratic driver

2) Charismatic driver

3) Paternalistic driver

4) Laissez Faire driver
Democracy means consensus and/or the prevalence of a majority. Democracy implies a high level of responsibility of the members of a group. It is required that they have the necessary knowledge and awareness of what is happening in order to exert a valid decision.

Charismatic means that a leader is followed because s/he is “attractive”. Leaders are attractive because of two different reasons.

On the one hand, they are attractive because they preach by example and, in this case, people follow exemplarity. And on the other hand, people also follow those who cover their emotional needs.

Paternalistic means that the leaders represent a parental role.

The parental role can have two different aspects: the authoritative role, represented by those who have the necessary knowledge to lead and the authoritarian role, represented by those who have the power to impose their leadership.
The Laissez faire leadership implies being in power of doing what is wanted and letting others do the same.

It is the leadership role of those who are in power. It is ego and pleasure driven and supposes that what one and others want is what is necessary to be done.

Learn more:
8) Object Driven Negotiation

Unicist negotiation describes the nature of expansive negotiations. Expansive negotiations are those that generate additional vital space for the parts involved.

Defensive negotiations are triggered by a threat that endangers the vital space of the parts included. The first aspect that needs to be considered is the expansive negotiation capacity. Only those who have the attitudes and aptitudes to deal with maximal strategies can participate in expansive negotiations.

There is a threshold that needs to be achieved in order to make negotiations possible. This threshold, for expansive negotiations, requires a value adding attitude. Only defensive negotiations are possible if the threshold cannot be achieved.

Cooperation Building

Expansive negotiations seek to build a cooperation space that allows building synergy between the entities that are negotiating.
Ordinary people consider that only weak people seek for cooperation. That is why negotiation processes require that the part that proposes a negotiation has an evident dissuasion capacity and a competitive capacity that demonstrate that there is no need for cooperation. In this case cooperation becomes a superior goal with benefits for all.

Non-exerted Destruction Capacity

Negotiations are driven by the non-exerted destruction power while cooperation is built by the construction power.

The dissuasion capacity is what allows cooperation building. The dissuasion capacity is what makes a cooperation proposal acceptable. Without dissuasion capacity every negotiation capacity is perceived as inconsistent.

Construction Capacity

The construction power is what makes the building of complementation possible.

Construction requires having the necessary economic power, being driven by the need of building social capital and developing an expansive diplomacy during a negotiation.

Learn more:
http://www.lybrary.com/unicist-marketing-p-115811.html
The objective of the unicist approach to future research is to define a future scenario in order to adapt and influence it.

When an individual “looks back” at the history, the events that occurred are reasonable, understandable and logical. Therefore when approaching the future what is required is having the “logic” that is evident when analyzing the events of the past.

The building of future scenarios is based on the fact that the structure of the unicist ontology of a specific environment needs to be found in the past and that the facts of the present are used to infer the future.

The unicist approach to future research is based on inferring the future based on the laws of evolution established by the ontogenetic intelligence of nature, which allowed developing the unicist ontology of evolution. This allows building reliable future scenarios.
The Unicist Approach to Future Research is based on the research of the unicist ontogenetic intelligence of nature that started at the beginning of the 80’s.

It was a step by step discovery based on the apprehension of the nature of social phenomena entering afterwards in the institutional and individual evolution.

Its integration with biology and physics was the final stage that was achieved. This approach is based on the fact that future and past are not symmetric.

This is the case of all the environments that are evolving or involving. The past and the future are only symmetric in stagnated environments.

**Steps to Build a Future Scenario**

1. Define the unified field including the specific adaptive system, its restricted context and its wide context.
2. Have the ontological structures of these three levels of scenarios.
3. Define the local facts that define the credibility zone of the three levels
4. Define the concepts of the new technologies, their possible future and the technological trends.
5. Define the gravitational forces that influence the wide context, the restricted context and the specific field.
6. Define the consequences that the gravitational forces are expected to produce.
7. Define the changes of the credibility zones that are expected.
8. Define the consequences of each of these changes in the customs and habits of the people included in the system.
9. Describe the future scenario

10) Superior Education in Business

The Unicist Educational Approach was developed for superior educational processes in which the participants already have the professional tools to manage the systemic aspects of reality but need to deal with complex adaptive systems.

It is based on the goal of providing a learning process to allow individuals to deal with complex problems in adaptive processes.

It requires an ACTION-REFLECTION-ACTION process in which the apprehension of business concepts occurs while actual results are being produced.

This reflection process aims at apprehending the structure of business concepts to deal with their adaptive aspects to solve complex business problems. A concept is managed when it is transformed into actions and actual results have been produced.
It requires having a structural approach in order to be able to apprehend the fundamentals of reality and a functional approach in order to measure them in terms of results. In an adaptive environment “things” are not true or false, but functional or dysfunctional.

The Unicist Approach

The unicist educational approach has been developed to provide a methodology for superior education.

Adaptiveness is defined as the capacity of an entity to influence an adaptive environment while it is being influenced by it.

The unicist education model is based on five pillars:

1. An adaptive learning contract that defines the guiding idea of the learning process and the conditions of the teaching and learning activities.
2. The use of the double dialectical logic that allows emulating adaptiveness in mind in order to be able to diagnose, build strategies and architectures to generate value.
3. The development of business residencies, which are homologous to medical residencies, where the unicist reflection methodology is used to develop solutions.
4. The use of learning objects that allow managing the personalized learning program of participants.
5. The teacher’s role that is focused on ensuring the development of solutions while driving learning activities.

Learn more:
http://www.lybrary.com/the-ontogenesis-of-knowledge-acquisition-p-114397.html
Part IV
About Concepts
Conceptual knowledge is cross-cultural and timeless. Concepts are homologous to “stem cells” and define what is possible to be achieved.

**Concepts are Behavioral Objects**

The discovery of behavioral objects explained how concepts drive human conscious actions, integrating the data available in the long-term memory, involving the semantic, episodic and procedural memory.

It explained that the deeper the level of conceptualization of individuals is, the higher the level of abstraction capacity that is needed and the better their capacity to emulate a reality is.

Concepts are the behavioral objects that drive human conscious actions; the level of depth of these objects defines the actions that are driven.

The lack of concepts makes the information stored in mind work as independent meaningless entities.

Behavioral objects are entities stored in the long-term memory that drive human actions. They transform data, stored in the long-term memory, into meaningful information to generate adaptive actions. A behavioral object is a type of knowledge object that is fully action oriented.

The research that led to this discovery showed that the concepts individuals have work as the behavioral objects that guide their actions.

It has to be considered that human actions are triggered by intuition. Intuitive approaches are spontaneous impulses that are based on the analogies, preconcepts or concepts individuals have in mind. In this sense, analogies foster illusions, preconcepts avoid personal risk-
taking and concepts allow emulating in mind the nature of an external entity to drive conscious actions.

The research on the ontology of concepts described their structure composed by a purpose, an active function and an energy conservation function.

This essential structure that is implicit in nature (ontogenetic intelligence of nature) including human beings and their creations, is the basis for conceptualization.

When the unicist structure of a concept has been apprehended, conceptualization is possible, and the individual is able to emulate in mind the structure of a concept.

The use of the unicist ontology of concepts began in the early ’80s. This allowed developing multiple applications with the participation of individuals who had different levels of conceptualization. The research was developed using the complexity science research methodology.

This document describes the conclusions of how concepts work as behavioral objects establishing the framework that provides the necessary security to empower personal inner and external freedom to develop value generating actions.

**Unicist Concepts**

Concepts describe the living creatures’ essences and their evolution laws. That is what we call their ontogenetic intelligence.

Living creatures possess intrinsic concepts. This means that these concepts exist in themselves and only need to be discovered.

On the other hand, inanimate beings have extrinsic concepts, which are deposited on them according to their functionality.
Concepts define the natural behavior of living creatures.

As there is a generic concept for each species that defines its purpose, its expansion action (and entropy) and its conservation function, such concept is cross-cultural and timeless, as long as the species does not become extinct.

**Functionality/Credibility Zone**

Intrinsic concepts are functional. They do not exist because someone believes them or not. They exist intrinsically.

On the other hand, extrinsic concepts describe the ontology of a living being and depend, for their existence, on the fact that they are believed.

While intrinsic concepts are defined by their functionality zone, extrinsic concepts are defined by their credibility zone.

In both cases, concepts are not integrated by three different elements, they are “one”.
Complementation and Supplementation Laws

The purpose, the energy conservation function and the active function of a concept are integrated by logical rules which sustain their unity.

While the purpose and the active function are sustained by the supplementation law, the purpose and the energy conservation function are integrated by the complementation law.

Supplementation Law

The supplementation law is a relation between elements with redundant purposes and verbal functions, having a different homeostatic element.

One of the elements has a superior “myth” that challenges the evolution of reality.
Complementation Law

The complementation law is an interdependent relation between two elements, actions or ideas.

Each one of these elements has what the other element requires and they both have a coincident homeostatic element.

Concepts as Strange Attractors of Information

The idea of a concept is stored in the semantic memory and allows integrating the information that permits transforming the idea of the concept into actions. This role is homologous to the function of the strange attractor of the chaos theory.

The idea of a concept makes lateral thinking possible and allows understanding homological patterns going beyond analogical patterns.

A concept has been apprehended if it has been stored in the long-term memory.

Long-term Memory

The long-term memory is integrated by:

1) **Episodic memory**, to recall personal experiences from our past.

2) **Semantic memory**, to store facts, information, concepts, rules, principles, and problem solving skills.

3) **Procedural memory**, to remember how to perform or employ a strategy.
These three types of long-term memory are integrated. They store the cognitive objects that people need to respond on time to influence an environment.

**Knowledge Objects Storage**

The objects stored in mind must fulfill several conditions:

1) **They must include their conceptual structure to be meaningful.**

2) **They must be secure, to be reliable.**

3) **They must include the individual’s beliefs, to be remembered. When the individual’s beliefs are not included, they are forgotten.**

4) **They must include knowledge, which includes the possibility of application.**

5) **They must include groundings, which have to be reasonable, comprehensible and provable.**

6) **They must include action procedures to make the objects useful.**

**Knowledge Objects are stored in the long-term memory**

1) **Episodic memory pictures the object’s functional experiences, which permit an analogical approach.**

2) **Semantic memory stores the idea of the concept, its structure and mechanics.**

3) **Procedural memory contains the taxonomy to implement the actions that are included in the structure of the cognitive objects.**
Concepts as Behavioral Objects

Concepts regulate and drive human actions. The concept an individual has defines the purpose the individual wants to achieve. The absence of concepts generates meaningless actions or inactions.

Concepts have different depth levels according to the conceptualization capacity of an individual. These levels are:

1) The idea of the concept
2) The operational concept
3) The functional concept
4) The essential concept

Each of these concepts works as a behavioral object, which is a special type of knowledge objects that defines the possibilities of individuals’ actions. Understanding the functionality of these behavioral objects requires managing the rational description of their concepts and having a high level of consciousness.
Level 1) The Idea of the Concept

The functionality of the idea of the concept is a behavioral object that allows an individual to focus on a purpose and integrate the functional information that is necessary to build an intellectual image of what wants to be done. The idea of a concept gives meaning to the data included in the semantic memory and integrates it.

Level 2) The Operational Concept

This behavioral object includes not only the idea of the concept an individual has but also the behavioral patterns the individual has experienced, allowing the individual to categorize the actions in multiple ontological segments. It integrates the information included in the semantic and the episodic memory.

Level 3) The Functional Concept

This behavioral object includes the operational concept an individual has but also the procedures an individual needs to follow to achieve specific results. It allows following the necessary actions focusing on the different patterns of the ontological segments. It integrates the data included in the semantic, episodic and procedural memory.

Level 4) The Essential Concept

This behavioral object includes the functional concept an individual has and also the capacity of dealing with the future based on the knowledge of the nature of what is happening in the present.

The essential concept integrates the semantic, episodic and procedural memory with an extreme abstraction capacity that allows integrating the previous stages with the knowledge of the nature of the
environment. It integrates the data associated with the concept itself and the data associated with the concept of the environment in which it is included.

**Conclusions**

Concepts are the behavioral objects that drive human conscious actions; the level of depth of these objects defines the actions that are driven. The lack of concepts makes the information stored in mind work as independent meaningless entities.

People need to have concepts to associate the data they have in mind. Therefore the use of concepts is basic in any adaptive process or learning activity. Accumulating non-associated data in mind is a meaningless effort that can generate no intelligent action.

Analogies and preconcepts are a fallacious substitution of concepts to avoid needing to assume the responsibility for generating value. The lack of concepts is perceived through the actions of an individual that produce no results and destroy her/his reliability in the environment.

The level of conceptualization an individual has can be upgraded by developing actions and measuring their results in fields where the individual has assumed the responsibility for generating value. It takes time. In real life, these upgrades, based on personal experiences, drive individuals towards wisdom.
About Conceptual Thinking

Conceptual thinking is the most abstract thinking process. The research on how the human logical thinking process works, allowed defining four levels: operational thinking that deals with the “HOW”, analytic thinking that deals with the “WHAT”, scientific/systemic thinking, that deals with the “WHAT FOR” and conceptual thinking that deals with the “WHY”.

The objective of a thinking process is to be able to emulate in mind the models that underlie the tangible aspects of the world that can be accessed through sensory experiences. The objective of conceptual thinking is to emulate the nature that underlies specific adaptive aspects of reality in order influence them.

The purpose of conceptual thinking is to integrate with the environment in an adapted way. It implies establishing a symmetric complementation which allows influencing the environment while being influenced by it.
About the Fuzzy Logical Approach

An extrinsic concept has a credibility zone that defines the limits of its functionality. The active function of conceptual thinking deals with the fuzzy aspects of reality which require accepting that there are aspects that are certain but that conceptual knowledge has a limit where it becomes false.

The approach to the credibility zone of a concept needs to be done using a “fuzzy approach”. It requires knowing that at some level of the integration of the elements of a concept reality becomes “functionally absolute”. This means that it produces the results in all the cases where it is used.

But the limits of the zone are fuzzy because the concept has different levels of probabilities to function when the values included are subtly changed until the change exceeds the level of functionality and the credibility zone ceases to exist. Concepts cannot be addressed without having a “fuzzy approach” in mind.

About the Predicate Logical Approach

The energy conservation function of conceptual thinking is the predicate logic that sustains the action of the purpose in order to make concepts functional.

People tend to perceive concepts as “fixed assets”, as nouns. Therefore they tend to talk about concepts, on the one hand, and about the real world, on the other. A predicate logical approach is needed to perceive concepts as the “intelligence” that drives the actions of living and inanimate entities.

The most frequent fallacy is approaching concepts with a propositional logic approach which does not require actions.
The predicate logical approach allows dealing with the functional actions that the concept drives and the applicability of the concept itself, considering that this concept is cross-cultural and timeless. While the structure of the concept remains unchanged, its operational actions vary based on the available technologies and the culture.

The Structure of Concepts

The discovery of the ontogenetic intelligence of nature allowed finding the roots of evolution, involution and mutation.

This intelligence drives the purpose of the living entities in nature based on an active principle that sustains growth, change and mutation and an energy conservation principle that saves energy while it sustains survival and the purpose of controlling the entropy produced by the active function.

This structure that regulates the nature of living beings was named intrinsic concept and is described by a unicist ontological structure that was named ontogenetic map. In a specific living entity the active
principle becomes an active function and the energy conservation principle an energy conservation function.

This structure underlies the living beings, their actions and deeds. When dealing with inanimate functional entities the concepts were defined as extrinsic because they are deposited on them by the living entities. They are also defined as having a purpose, and active function and an energy conservation function.

These concepts are abstractions that describe the essences of the functionality of an entity. When approaching the concept of an entity it has to be considered that while the active function of a concept can be observed and measured, the energy conservation can be perceived and the purpose needs to be intuited.

As the structure of a concept in its unit is a complex system that cannot be observed, the only way to confirm conceptual knowledge is by measuring the results of the actions the concept regulates. This implies that concepts can only be confirmed by the facts they produce.

Therefore the confirmation of conceptual knowledge requires forecasting the evolution several times and measuring results produced until the forecast becomes accurate and the structure of the concept can be considered as valid. Five accurate forecasts are necessary to validate a conceptual knowledge.

Concepts are Homologous to Embryonic Stem Cells

Concepts describe the living creatures’ essences and their evolution laws. Living creatures possess intrinsic concepts. On the other hand, inanimate beings have extrinsic concepts, which are deposited on them according to their functionality. Concepts define the natural behavior of living creatures and their evolution.
As there is a generic concept for each species that defines its purpose, its expansion action (entropy) and its conservation function, such concept is cross-cultural and timeless, as long as the species does not become extinct.

The function of stem cells in the human body is homologous to the function of concepts in the field of human actions. While stem cells can give rise to specialized cells and thus organs, essential concepts allow building processes and unicist objects.

Properties of Stem Cells and Concepts

<table>
<thead>
<tr>
<th>Stem Cells</th>
<th>Concepts</th>
</tr>
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<tbody>
<tr>
<td>They are unspecialized</td>
<td>They are universal</td>
</tr>
<tr>
<td>They are capable of self-renewal</td>
<td>They are timeless</td>
</tr>
<tr>
<td>They can give rise to specialized cells</td>
<td>They allow building operational</td>
</tr>
<tr>
<td></td>
<td>functions</td>
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</tbody>
</table>

Thus, stem cells and concepts are homologous. While essential concepts allow the construction of objects to insert into human adaptive processes, stem cells allow the building of organs that work as unicist objects to sustain the functionality of a complex adaptive system such as the human body.

Why Go Beyond Dualism?

The neural functionality is dualistic. Neurons are “on” or “off”. Dualistic Dialectics vs. Double Dialectics is the battle between the disjunction “OR” and the conjunction “AND”.

The dualistic dialectics of Hegel and Marx transformed this dualistic approach into a social myth that provided an oversimplified perception of reality and a way to influence it. Both dialectics are fallacious because they do not emulate the structure of nature.
The dualistic thinking necessarily fosters a non-adaptive behavior that is driven by idealistic, ideological, materialistic, spiritual or egocentric needs. Dualism is necessary when personal needs prevail over functional adaptation.

The consequence of dualistic thinking is that people believe in a dialectical behavior. Adaptation becomes impossible when using dualistic thinking.

But dualistic dialectics has proven to be fallacious to understand and influence evolution.

The unicist double dialectical logic allowed using the dualism of neural functionality but emulating the functionality of nature. In the short run, the benefit of using dualistic dialectics is that it transforms humans in judges of reality instead of responsible participants.

The Unicist Logical Approach to Manage Concepts

The Unicist Logical Approach was developed to deal with adaptiveness. It is necessary to emulate the dynamic structure of adaptive systems in order to influence them. It allows dealing with living beings or any complex adaptive system.

It is based on the discovery of the intelligence that underlies nature and of the roots of human intelligence which allowed discovering and emulating the structure that underlies living beings and complex adaptive systems and drives their evolution. This structure was named concept.

Concepts define the intelligence of an adaptive system and are integrated by a purpose, an active function and an energy conservation function. The active function defines the maximal strategy of an entity to sustain growth, reproduction and change while the energy con-
The knowledge of the concept and the maximal and minimum strategies allows dealing with living beings or any complex adaptive system.

The Unicist Logical Approach was developed to deal with life sciences and personal, institutional and social behavior in order to develop strategies to influence the environment.

Adopting the Unicist Logical Approach to deal with the adaptive aspects of systems implies managing their concepts and using maximal and minimum strategies. The approach to conceptual structures of reality requires going beyond dualistic thinking to apprehend the dynamics of complex adaptive systems.

The Unicist Logical Approach

The Unicist Dialectics allows dealing with human adaptive systems managing the integration of their double dialectical behavior.

With this double dialectical approach (purpose - active function, purpose - energy conservation function) one can understand the structure of an adaptive system and its evolution.

Unicist Dialectics is based on the emulation of adaptive systems, emulating the ontogenetic intelligence of nature (purpose, active principle, energy conservation principle).

To approach a reality integrated by three elements with a dualistic mind it is necessary to consider it as a dualistic integration of binary elements. To perceive dialectics it is necessary to have a high abstraction capacity.
Those who do not have the abstraction capacity consider the dialectical behavior based on observable facts of reality. They cannot differentiate essential correlations from cause-effect relations.

Individuals who have the necessary functional intelligence and the will to add value to an environment, and are able to see the double dialectics, develop two different actions to ensure results: on the one hand, they impulse action and on the other hand, they develop actions to inhibit entropy.
Annex I:
Fundamental & Technical Knowledge
Fundamental Analysis & Technical Analysis for Foundations and Justification building

Complex problem solving requires having the concept that describes the nature of the solution, the actions that need to be implemented to expand the existing boundaries of the problem and the technical knowledge to develop the minimum strategy to produce results.

Concepts can be apprehended when the fundamentals of the solution have been integrated. It has to be considered that the intrinsic structures of fundamental knowledge and of technical knowledge are opposed to each other, but their effects are complementary to build a solution.

That is why only people who can deal with the integration of these oppositions can apprehend concepts. This is the case of the universal apparent dichotomy of yin and yang.

Unicist Ontology of Knowledge Acquisition

Fundamental knowledge without technical knowledge fosters "movement fallacies". Technical knowledge without fundamental knowledge fosters "inaction fallacies".
The Unicist Theory, based on the discovery of the ontogenetic intelligence of nature, allowed developing the unicist ontological structure of fundamentals, which made fundamental analysis "resurrect from the ashes".

Fundamental analysis is supposed to deal with the drivers of the nature of any entity but was transformed, probably influenced by technical analysis, into an analytic approach to standardized indicators.

The Unicist Theory provided the framework to research and discover the fundamentals of an entity and defined the structure of their integration.

Fundamentals are the elements that define the functionality of an entity. They define the structure of its unicist ontology and allow building its ontogenetic map.

The symbol of Yin and Yang, representing the TAO, necessarily emulates the structure of the ontogenetic intelligence of nature and is homologous with the Unicist Logic. If you are not aware of the scientific use of the TAO, we recommend reading the book “Tao of Physics” by Fritjof Capra.
Fundamental analysis is the approach that defines the limits of the possibilities of the evolution of a given reality.

Fundamentals define the boundaries implicit in the functionality of a given reality.

Technical analysis deals with the cause-effect relation between “variables” that have been identified making a systemic compromise.

The discovery of the unicist theory of evolution and the structure of concepts that regulate the evolution of living beings and their deeds, established the structure for fundamental analysis integrating it with technical analysis in order to develop reliable knowledge.

The purpose of a knowledge acquisition process is to obtain reliable knowledge.

Reliable knowledge is necessary when individuals are willing to ensure a minimum strategy or are exposed to uncertain or risky environments.

In everyday activities only operational knowledge is required.

This ontology is a final synthesis of the use of fundamental and technical analysis in the world of economic, social and business behavior.

Fundamentals describe the ontology of a given reality considered as a unified field.

Technical analysis describes the cause-effect relations of a reality considered as a systemic object.
When working in a known context there is only need for feedback (operational analysis), an analytic approach and intuitive / rational decision making. Technical analysis provides sufficient information and the necessary cause-effect groundings to make decisions.

When the context is uncertain the understanding of fundamentals is necessary.

Fundamentals are defined by the concepts that regulate the evolution of a fact.

Validation processes naturally degrade into fallacies when they do not include falsification processes.

Validation implies a non-destructive test and falsification is a destructive test measuring the accuracy and limits of a knowledge.
When a reliable knowledge is required to deal with minimum strategies, risks or uncertainty, the integration of technical and fundamental analysis is required.
The Business Intelligence Strategy

The driver of knowledge acquisition is the need for groundings in order to achieve a reliable knowledge to make decisions. Groundings are necessary when dealing with complexity (i.e. minimum strategies), risk or uncertainty.

The minimum strategy is given by technical analysis to provide the necessary cause-effect knowledge. The maximal strategy to influence the environment is given by the knowledge of the fundamentals.

The catalyst to accelerate the building of reliable knowledge with a minimum strategy is conceptual knowledge. Conceptual knowledge establishes the secure limits of cause-effect knowledge.

Fundamental analysis and technical analysis provide the operational structure to achieve the objective of having reliable knowledge to make decisions.
When technical analysis is not integrated with fundamental analysis it naturally derives into analogical/hypothetical knowledge. When reliable knowledge is needed both approaches must be integrated.

Conclusions

Fundamental analysis

Fundamental analysis is the approach that defines the limits of the possibilities of the evolution of a given reality. Fundamentals define the boundaries implicit in the functionality of that given reality.

Although adaptive systems and complex systems have open boundaries, they can only be managed when limits have been defined.

Defining limits based on the fundamentals of a given reality implies dealing with its nature and accepting its evolution laws. In the short or the long run the evolution of a given reality will drive towards its nature.

Fundamental analysis provides the tools to describe the nature of a reality in order to forecast its evolution. Evolution can be inhibited and catalyzed by human actions; but it cannot be changed.

Technical analysis

Technical analysis deals with the cause-effect relation between “variables” that have been identified by making a systemic compromise.

In order to be able to manage a reality in everyday actions it is necessary to define it with systemic tools.

Systemic tools are based on cause-effect relations and therefore the result of transforming a complex reality into a simple system down-
grades the possibilities of success. In technical analysis success becomes probabilistic.

Fundamental analysis defines the possibilities (0 or 1) and technical analysis defines the probabilities (from 0 to 1).

Fundamental analysis has been downgraded during the last 30 years. As there were no objective tools to approach it, it was considered as the “subjective” aspects of technical analysis.

The discovery of the unicast theory of evolution and the structure of the concept that regulate the evolution of living beings and their deeds, established the structure for fundamental analysis integrating it with technical analysis in order to develop reliable knowledge.
Annex II:

The Unicist Paradigm Shift in Sciences
An Emulation of Nature

The shift in sciences integrates the “KNOW WHY” required to apprehend complexity with the “KNOW HOW” provided by empiricism. It made complex adaptive systems become reasonable, understandable and predictable. The inclusion of the “KNOW WHY” required the comprehension of the nature of things and was provided by the unicist approach to complexity sciences. The emulation of nature became possible in the Era where complexity became manageable by emulating the logic that underlies nature. The paradigm shift is based on a pragmatic, structuralist and functionalist approach that subordinates the preexisting empirical approaches. It integrates the observable facts with the “nature of things”.
The Unicist Theory:
A Synopsis of the Paradigm Shift in Science

The objective of the Scientific Research developed by the author at The Unicist Research Institute was to deal with complex adaptive systems. These systems might be natural systems or artificial complex adaptive systems like cultures, institutions or adaptive information systems. The final goal was to find a solution for complexity as a universal problem. This drove to the development of the Unicist Theory and the shift it generated in sciences.

The unicist approach to complexity emulates nature to deal with natural or artificial complex adaptive systems. Such emulation is based on the discovery of the ontogenetic intelligence of nature that regulates the evolution of living beings and natural entities.

This ontogenetic intelligence underlies the actions of human beings, which are driven by the concepts individuals have. The concepts that guide human actions, which are homologous to the ontogenetic intelligence of nature, allow understanding the evolution of things and adapting in an environment.

The Paradigm Shift in Sciences

The emulation of nature requires having an adaptive behavior in the environment. Adapting requires: 1) exerting influence in the environment; 2) managing the influence of the environment. It requires using the conjunction “and” without using the disjunction “or”.

The shift is based on the integration of the “KNOW-HOW” that underlies the empirical sciences with the “KNOW-WHY” introduced by the Unicist Theory. It defines that to access reliable knowledge it is needed to know the concepts that underlie facts, which confirm the “KNOW-WHY”, and the justifications that confirm the “KNOW-HOW” of the facts.
The paradigm shift in sciences made the complex adaptive systems become reasonable, understandable and predictable. This paradigm shift allowed defining what is possible to be achieved and not only approaching reality with a probabilistic approach.

The shift in sciences is based on a pragmatic, structural and functionalist approach that subordinates the preexisting empirical approaches. It integrates the observable facts with the “nature of things”.

The History of the Paradigm Shift in Sciences

The paradigm shift, based on the emulation of nature, was developed to solve the need of having reliable knowledge to deal with complex adaptive systems. It was provoked by the fallacy of considering empirically-justified knowledge as reliable knowledge.

The paradigm shift was developed at The Unicist Research Institute where more than 5,000 unist ontological researches have been developed since 1976 in the field of individual, institutional and social evolution.
It became a paradigm shift in 2015, when the Unicist Epistemology was published, after having been used, in its final version, for more than 15 years.

A) The first stage of collective knowledge was covered by religions, that provided the “WHAT” was acceptable as necessary knowledge. In the times when the knowledge was based on religious beliefs, the emulation of nature was a heresy.

B) The second step was provided by the development of empirical sciences that provided the “KNOW HOW” to deal with the environment. In the era of empirical sciences, the emulation of nature was a utopia.

C) The last step was the inclusion of the “KNOW WHY”, which required the comprehension of the nature of things and was provided by complexity sciences. The emulation of nature became possible in the era where complexity became manageable by emulating the logic that underlies nature. This is the paradigm shift in sciences.
The paradigm shift was triggered by the need to understand complex adaptive systems. The shift implies having changed the empirical approach to sciences replacing it by a pragmatic, structuralist and functionalist approach to deal with complex environments that integrates, at an operational level, the preexisting empiricism.

This is a superior level in sciences that integrates complexity sciences with systemic sciences using the double-dialectical logic to emulate the ontogenetic intelligence of nature and using objects to emulate the organization of nature.

**Epistemology is the Core of the Shift in Sciences**

The unicist approach to Epistemology is based on the development of logical foundations and empirical justifications to sustain human knowledge. This epistemology is a pragmatic, structural and functionalist approach that allows building reliable knowledge that replaced the processes of the falsification of knowledge by destructive testing processes.

It is based on the Unicist Theory which is a paradigm shift of the scientific approach to complex adaptive systems. This theory provides an approach to complexity based on the use of the unicist logic that emulates the intelligence that underlies nature. It integrated complexity sciences with systemic sciences in a unified field.

The shift is based on the integration of the “know-how” that underlies the empirical sciences with the “know-why” introduced by the Unicist Theory. The “know why” is needed to deal concepts of complex adaptive environments.
It defines that reliable knowledge implies knowing the concepts that underlie facts, which confirm the “know-why”, and the justifications that confirm the “know-how” of the facts.
The integration of the unicist approach to complexity with the empirical sciences requires changing the Theory-Practice learning approach to an Action-Reflection-Action approach that allows apprehending the concepts that underlie facts and transforms them into value adding actions.

This approach integrates the "know why" required to understand complexity with the "know how" needed to generate value.

Introduction

The access to a paradigm shift in sciences requires accessing it with a different mind-set. It is necessary to have a personal experience in the field of adaptive behavior in order to categorize this paradigm shift.

The previous paradigm was based on an empiric framework that uses a dualistic logic to deal with reality. It is functional to deal with static systemic environments but does not allow managing complexity. The paradigm shift apprehends complex environments using a triadic approach that allows managing the dynamics of complex adaptive systems.

It has to be considered that dualistic thinking is an instinctive process driven by the fact that the neural process is binary (the neurons are ON or OFF). A triadic approach requires using a conscious approach to integrate two pairs of binary processes integrated by the “purpose” that is being achieved.

The Personal Experience Needed to Apprehend the Paradigm Shift

Human Adaptive behavior requires influencing the environment and manage the influence of the environment. The decisions of mature people naturally have a purpose, a maximal strategy in order to influ-
ence the environment to generate growth and a minimum strategy to ensure survival.

This behavior is the natural behavior of wise people who always have a maximal strategy and a minimum strategy to achieve a purpose.

The knowledge of both strategies allows people to have the concepts of what needs to be done. Concepts are the drivers of human actions.

Wisdom implies having conceptual knowledge in order to generate value for others.

This wisdom is possible because it has its origin in the intelligence that underlies nature. This intelligence also has a maximal strategy to expand the boundaries and has a minimum strategy to survive. Mature people naturally tend to emulate this intelligence of nature without even knowing that it exists.

The Core of the Paradigm Shift

The paradigm shift in sciences is based on the discovery of the ontogenetic intelligence of nature, which regulates its evolution. This discovery allowed making a shift in sciences based on introducing a pragmatic, structuralist and functionalist approach that subordinates the preexisting empirical approach to deal with adaptive processes and complex adaptive systems.

The Unicist Ontology belongs to the field of Sciences

It has to be considered that ontology describes the nature of beings and is part of metaphysics. The ontogenetic intelligence of nature provided the basics to define the nature of things and allowed developing the unicist ontology. This unicist ontology does not belong to the field of metaphysics but to the world of complexity sciences.
This knowledge provided the information that is necessary in order to build the ontogenetic maps and ontogenetic algorithms of specific aspects of the real world in order to operate with the nature of things using their unicist ontological structures.

Scientific Approach vs. Philosophical Approach to Logic

The discovery that the logical models are patterns of human intelligence that allow solving problems in the real world, changed the category of logic, which in the past belonged to the field of philosophy, and now belongs to the field of sciences.

The Unicist Ontology of the Type of Logical Thinking

INTTEGRATIVE LOGIC
DUALISTIC LOGIC
HIERARCHICAL LOGIC
RELATIONAL LOGIC
PREDICATES LOGIC
CLASS LOGIC
FUZZY SETS LOGIC

Maximal Strategy
SYSTEMIC THINKING WHAT FOR?
CONCEPTUAL THINKING WHY?
INTEGRATIVE LOGIC EXPANSION

Minimun Strategy
ANALYTICAL THINKING WHAT?
OPERATIONAL THINKING HOW?
DUALISTIC LOGIC CONTRACTION

Minimum Strategy
SECURITY
FREEDOM

Catalyst / Inhibitor of the Minimum Strategy
Entropy Inhibitor

It has been confirmed that the logic that an individual is able to use spontaneously in the real world depends on her/his type of intelligence. This transformed the philosophical approach to logic into a scientific approach to logic.

This knowledge provided the functionality of logical models to apprehend the nature of things by emulating the logic that underlies na-
ture. This allows apprehending the structure of concepts making them reasonable, understandable and provable.

Here you will find a synopsis of the different aspects of this shift.

**Synopsis of the Different Aspects of this Shift**

The objective of the Scientific Research developed by the author at The Unicist Research Institute was to deal with complex adaptive systems.

These systems might be natural systems or artificial complex adaptive systems like cultures, institutions or adaptive information systems. The final goal was to find a solution for complexity as a universal problem.

The origin of the Unicist Theory is the discovery of the Ontogenetic Intelligence of Nature, which is implicit in all the aspects of reality.

**The Unicist Paradigm Shift in Sciences**

- Discovery of the Ontogenetic Intelligence of Nature
- Discovery of the Basic Law of Evolution
- Discovery of the Complementary and Supplementary Relationships in Nature
- Development of the Unicist Research Framework for Complex Adaptive Systems
- Discovery of the Structure of Complex Adaptive Systems
- Discovery of the Human Intelligence that allows Apprehending the Nature of Things.
- Discovery that the Evolution of Living Beings is driven by a Purpose
- Discovery of the Organization by Objects of Nature
- Discovery of the Structure of Concepts
- Development of the Unicist Epistemology to build Reliable Knowledge
- Development of the Double Dialectical Logic
This synopsis describes the “before” and “after” the development of the unicist approach to complexity.

**Discovery of the Ontogenetic Intelligence of Nature**

**Before:** The structure that regulates the evolution of nature was unknown.

**After:** The structure of nature that regulates its evolution is given by the triadic structure of the ontogenetic intelligence of nature.

This intelligence is defined by a purpose, an active principle and an energy conservation principle that are integrated in their oneness defining the functionality of the entity. The active principle drives the evolution while the energy conservation principle sustains the purpose.

**Example:**

1) The structure of the human nervous system where the purpose is defined by the vital function, the active function is given by the motor system and the energy conservation is given by the sensitive system.

2) The structure of the atom where the purpose is given by the protons, the active function is given by the electrons and the energy conservation function is given by the neutrons.

**Discovery that the Evolution of Living Beings is driven by a Purpose**

**Before:** The evolution is random.

**After:** Evolution is purpose driven to sustain the survival of the species
Example: The evolution of finches explained by Charles Darwin. The beak of the finches evolves to ensure the survival of the species.

Discovery of the Basic Law of Evolution

Before: The structure of nature was unknown therefore there were no laws of evolution.

After: The evolution implies that the active principle drives the evolution of an entity while the energy conservation sustains the status quo. When the energy conservation principle prevails, the entity becomes stagnated in order to survive.

Example: 1) The change of the beak of finches is an example of evolution. 2) The encystment of microorganisms is an example of the prevalence of the energy conservation principle.

Discovery of the Organization by Objects of Nature

Before: The Complex Adaptive Systems were managed as systemic systems to manage their processes and functions.
**After:** Complex adaptive systems, being natural entities or artificially created, are integrated by objects, which are integrated in a unified field.

Each object is an interdependent autonomous entity that fulfills a function and has a quality assurance that ensures its functionality.

**Example:**

1) The human body is integrated by objects that are evident to everyone and other objects that are not. The organs of the body are objects that are evident and the amino-acids belong to the category of not evident objects.

2) Countries are social entities organized by objects that function as institutional roles.

3) Institutionalized businesses are complex adaptive entities that are organized by objects and functional roles to ensure their permanence.

**Development of the Unicist Research Framework for Complex Adaptive Systems**

**Before:** The Empiric frameworks were used in order to falsify hypotheses.

**After:** The use of a Pragmatic, Structuralist and Functionalist framework was the basis for the development of destructive tests to define the limits of knowledge and non destructive tests to confirm the functionality.

**Example:** 1) The research of complexity has to be done in a real environment and not in artificial environments. 2) The research of com-
plex environments requires an ontological research focused on the objects that integrate a complex adaptive system.

**Development of the Unicist Epistemology to Build Reliable Knowledge**

**Before:** Empiric knowledge is validated by confirming its justifications.

**After:** Reliable knowledge of complex systems is validated using "foundations" to confirm the functionality of their concepts and justifications to confirm the operational aspects.

**Example:** The statistical validity of human behavior needs to be applied based on considering that each conceptual segment of a population is an independent universe.
Discovery of the Complementary and Supplementary Relationships in Nature

**Before:** There was no knowledge about the conceptual structure of the relationships in nature.

**After:** The relationships between the elements that integrate a unified field are complementary or supplementary.

There are no other types of relationships among the elements that integrate a unified field than those of complementation and supplementation.

**Example:** The purpose and the active function of a concept have a relationship of supplementation. The relationship between the purpose of the concept and the energy conservation function is based on a complementary relationship.

Discovery of the Structure of Concepts

**Before:** (1724 – 1824) Immanuel Kant defined that concepts have a functional meaning that is the framework of any action.

**After:** The concepts of entities have the same structure of the ontogenetic intelligence of nature, defined by a purpose, an active function and an energy conservation function. These functions work as a unified field that drives human action.

**Example:** The concept of leadership is integrated by a purpose, which is to sustain the authority of an individual, its active function is given by the participation with the group and the energy conservation function is given by the power that an individual has to influence the context.

Development of the Unicist Ontology

**Before:** Ontology was an approach to apprehend the nature of reality, which belonged to the field of philosophy.
After: Unicist ontology is a structured approach to apprehend the nature of complex adaptive systems using an emulation of the ontogenetic intelligence of nature.

The unicist ontology is necessary to deal with Complexity Sciences because it allows defining the concepts that guide actions.

Example: The nature of any strategic approach to reality implies an emulation of nature meaning that there is a purpose to be achieved, the active function is given by a maximal strategy that drives beyond existing boundaries in order to provoke evolution, and the energy conservation function is given by a minimum strategy that ensures survival.

Discovery of the Roots of Human Intelligence that allow Apprehending the Nature of Things

Before: The apprehension of nature was considered as part of intuition and an evidence of wisdom.

After: The structure of ontointelligence, the intelligence that allows individuals to apprehend the nature of a reality, is integrated by the ethical intelligence, the strategic intelligence and the logical thought.

It opened the possibility of making the emulation of nature reasonable, understandable and provable. It defines the possibility of managing different levels of complexity in the real world.

Example: The ethical intelligence is the deepest intelligence of human beings that evolves with their maturity and defines the true intentions of individuals when dealing with the environment.

It is functional when it is consistent with the ethical intelligence of the environment.
Discovery of the Structure of Complex Adaptive Systems

**Before:** The complex adaptive systems were considered as systemic systems. They were managed considering their functional elements as variables.

**After:** A complex adaptive system is considered as an open system, in which the conjunction of objects and/or subsystems determines the functionality of the unified field.

These systems have no variables but objects that are integrated by the conjunction “and”. In complex systems there is no “or” in the relationships of their objects.

**Example:** The human body is a paradigmatic example of a complex adaptive system that has no variables. It has objects that fulfill functions and processes that establish the relationships between these objects. The organs of the body are evident objects.

Development of the Double-dialectical Logic

**Before:** The logical approach to deal with sciences was based on empiricism, which requires the use of a dualistic approach in order to disregard the unified field of complex adaptive systems.

Dualism has two main justifications that sustain the artificial isolation of aspects of reality.

On the one hand, the “Truth Tables” (True or False) are an example of dualistic logic that is functional to manage systemic functions. But they are dysfunctional to deal with the unified field of complex adaptive environments.
On the other hand, “Ceteris Paribus” is a fallacious solution to isolate variables or aspects of reality that is based on defining all other aspects of a problem as constants. It is used to confront adaptive environments without needing to adapt.

**After:** The double-dialectical logic is an integrative logic based on the use of conjunctions to define the structure of the unified field of complex adaptive systems using double-dialectical thinking.

The elements included in complex environments are not true or false. They are defined by their levels of functionality.

Their functionality is defined by the value generated by the integration of their triadic functions that require the use of the logic of double-dialectics in order to be understood.

**Example:** Both the dialectics of Hegel and Marx have a dualistic basis using a thesis-antithesis model that drives to a resulting synthesis.

But cultures have homeostatic elements that participate in the social process which implies a triadic dialectical approach defined by a thesis-antithesis-homeostasis model.

To access a triadic approach with a dualistic mind-set (the neurons are on or off) it is necessary to use a double-dialectical model that integrates thesis and antithesis in the active function with the thesis and homeostasis in the energy conservation function.

The double-dialectical logic is a mind-set that needs to be used to emulate the ontogenetic intelligence of nature in order to manage concepts to deal with complex adaptive systems.
You can access the main unicast scientific developments at:

Access:
www.unicist.org/pdf/100-major-unicist-discoveries.pdf
About the Author

Peter Belohlavek is the creator of the Unicist Theory and the founder of The Unicist Research Institute, a private global research organization specialized in complexity sciences, that has an academic arm and a business arm.

He was born on April 13, 1944 in Zilina, Slovakia. His basic education is in Economic Sciences. To apprehend "reality" as a complex unified field he completed his education with research driven guided studies in Psychology, Epistemology, Anthropology, Economics, Education, Sociology, Life Sciences and Management.

The Unicist Theory made adaptive systems manageable and gave an epistemological structure to complexity sciences. This theory established a new starting point in science which expanded the possibilities of human influence in adaptive environments.

The unicist paradigm shift in sciences drove from an empirical approach to a pragmatic, structuralist and functionalist approach to deal with complex environments, integrating observable facts with the “nature of things”.

This theory allowed managing the adaptive aspects from Life Sciences to Social Sciences. Its application provided the four scientific pillars to develop the unicist technologies: Conceptual Economics, Conceptual Anthropology, Conceptual Psychology and Conceptual Management.

As it is known, the management of complexity has been an unsolved challenge for sciences. Science dealt with complexity using multiple palliatives but without achieving consensus of what complex systems are.

This challenge has been faced in 1976 at The Unicist Research Institute, which became a pioneering organization in the development of concrete solutions to manage the complex adaptive systems by developing a logical approach that uses the Unicist Theory.

He discovered the intelligence that underlies nature, which gave birth to the Unicist Theory, and the ontointelligence that defines the roots of human intelligence. These discoveries and developments expanded the possibilities to upgrade education, to influence social and institutional evolution and to deal with markets.
The unicist logical approach expanded the boundaries of existing sciences. The Unicist Theory was used to develop applications in Life Sciences, Future Research, Business, Education, Healthcare and Social and Human behavior. Now complex adaptive systems became manageable and complexity science received its epistemological structure.

Among other roles, he leads the Future Research Laboratory of The Unicist Research Institute. It is a space to give access to information on country archetypes, future scenarios and trends to the worldwide community.

Scientific applications of the Unicist Theory that expanded the boundaries of existing sciences by solving their complex aspects:

**In Scientific Research - 1980:** Development of a unicist ontological methodology for complex systems research, substituting the systemic approach to research adaptive systems. **2014:** The integration of the unified field of macro and micro behavior. **2015:** Development of the destructive and non-destructive tests to research adaptive environments.

**In Life Sciences - 1988:** Discovery of the functional structure that regulates evolution and the unicist ontological structure of living beings as a unified field. **2006:** Discovery of the unicist ontological algorithm of evolution and involution. **2008:** Discovery of the two types of integration, complementation and supplementation, of elements in complex adaptive systems. **2012:** Discovery of the unicist ontology of biological entities. **2013:** Confirmation of the unicist ontology of viruses. **2014:** Discovery of the ontological structure of chronic diseases. **2014:** Discovery of the structure of therapeutics. **2015:** Discovery of the ontological structure of health.

**In Complexity Sciences - 1998:** Development of the unicist ontology emulating the ontogenetic intelligence of nature. **2003:** Discovery of the anti-concepts that work as antimatter. **2006:** Development of objects to manage human adaptive systems emulating the structure of nature. **2011:** Discovery of the unicist ontology of complex adaptive systems. **2014:** Discovery of the behavior of objects in complex adaptive systems. **2015:** Discovery of the essential opposition but operational complementation between the active function and the energy conservation function of concepts.

**In Information Sciences – 2002:** Development of unicist ontogenetic based ontologies replacing the empirically structured ontologies. **2014:** De-
velopment of unicist adaptive robotics. 2015: Development of prototypers. 2016: Discovery of the nature of conceptual design.

In Future Research and Strategy - 1984: Modeling of the ontological structures that allow inferring the evolution developing the ontogenetic maps of human adaptive systems. 2014: Confirmation of the functionality of ethical intelligence in future research. 2015: Discovery of the unicist ontology of personal strategies. 2016: Discovery of the nature of entrepreneurial strategies.


In Political Science - 1990: Development of the ontological algorithm and the ontogenesis and phylogeny of ideologies and their functionality. 2013:
Development of the unicist ontology of Social, Economic and Political Democracy.

**In Social Sciences - 1993:** Discovery of the collective unconscious and the unicist archetypes of cultures. **2012:** Discovery of the role of stagnant survivor elites in the stagnation of segments or cultures. **2016:** Discovery of the nature of social networks.

**In Linguistics – 2004:** Discovery of the unicist ontological algorithms of natural, ambiguous and figurative languages and the unicist ontology of words. **2014:** Development of semantic objects. **2015:** Discovery of the ontological structure of subliminal communication.

**In Mathematics - 1996:** Development of the conceptual basis of interdependent, dependent and independent variables. **2014:** Development of the mathematical foundations of reality indicators.

**In Philosophy - 1994:** Development of the unicist ontology integrating philosophy, science and action in a unified field. **1997:** Refutation of Hegel’s and Marx’s dialectics and the formulation of the laws of the double dialectics.

**In History - 2000:** Development of a historical analysis methodology based on the unicist double dialectics.

**In Cognitive Science - 2001:** Development of a methodology to construct knowledge with existing information through an integrative logic. **2002:** Development of the unicist reflection methodology to deal with the nature of reality. **2006:** Discovery of the object driven organization of mental processes and the development of cognitive objects. **2008:** Development of the ontological algorithms of fundamental analysis. **2013:** Development of the unicist ontology of erudition and wisdom (observers vs. participants). **2014:** Discovery of the structure of the emulation of reality. **2015:** Discovery of the unicist ontology of conceptualization.

**In Education - 1979:** Discovery of the ontogenetic algorithms of learning which has given scientific sustainability, amongst others, to Piaget. **2014:** Discovery and development of learning objects. **2015:** Development of Reflection Driven Education. **2016:** Discovery of the nature of learning by teaching.

In Semiology - 2012: Discovery of the unicist ontology of semiosis as a complex adaptive system. 2015: Development of semiotic role objects.

The trigger for his turning point

In 1975, being an executive at Siemens, he was kidnapped by the leftist guerrilla. After the kidnapping, he was pursued by rightist military forces because of being a possible freedom-fighter. These extreme experiences changed the goals of his life forever and drove him to develop works that allowed dealing with the complexity of human adaptive systems.

His works

He is the creator and developer of The Unicist Theory, which is based upon his discovery of the Ontogenetic Intelligence of Nature. Both, his discovery and models are the basis of natural laws to explain evolution.

His basic background is in Economic Sciences. He developed research and studies in the fields of Management, Anthropology, Economics, Education, Epistemology, Psychology, Sociology and Life Sciences. He dedicated his life to the research in complexity sciences, focused on the research of evolution in the fields of Human Behavior, Economics, Social Behavior and Management.

His work includes universal matters such as the Ontology of Evolution, The Ontogenetic Intelligence of Nature, the Structure of Concepts, the Laws of
Evolution, the Structure of Logical Thinking and the structure of Ethical Intelligence. Since 1976, he has developed more than 5,000 researches.

Peter Belohlavek’s research works include: Basic Research, Conceptual Developments, Scientific Developments, and Development of Cultural Archetypes. The work included the development of a standard. The Unicist Standard developed defined the structure of procedures and norms to manage the unicist ontological methods.

**Main companies that participated in the research**

The main companies that participated in the research, development and became users of the Unicist Object Driven Business Technologies are:


**Globalization & Main cultural archetypes of countries**

The unicist ontological approach to globalization is synthesized in Peter Belohlavek’s research works and publications and in the development of his global activities since 1964:


**Main archetypes**

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

**Researches in the field of social behavior**

Abstracts of the main discoveries in social behavior:

- The Unicist Ontology of the Collective Unconscious
- The Unicist Ontology of Democracy
- The Unicist Ontology of Economic Behavior
- The Unicist Ontology of Economic Growth
- The Unicist Ontology of Fundamentalism
- The Unicist Ontology of Fundamentalists
- The Unicist Ontology of Historical Evolution
- The Unicist Ontology of Ideologies
- The Unicist Ontology of Lifestyles
- The Unicist Ontology of the State-Nation
- The Unicist approach to Scenario Building
- The Unicist Ontology of a Country’s Social Scenario
- The Unicist Ontology of a Country’s Economic Scenario
- The Unicist Ontology of a Country’s Political Scenario
- The Unicist Ontology of Expansive and Contractive State Actions
- Unicist Ontological drivers of the Evolution of Countries
- The Unicist Ontology of the Operational Power of Nations
- The Unicist Ontology of countries' cultural change
- Unicist Anthropology
- The Unicist Ontology of Globalization and Sustainable Development
- The Unicist Ontology of the Social Power of Nations
- The Unicist Ontology of the Unicist Anthropology
- The Unicist Ontology of Social Myths
- The Unicist Ontology of the Power of Diplomacy
- The Unicist Ontology of the Dissuasion Power of Nations
- The Unicist Ontology of Countries’ Archetypes
- The Unicist Ontology of the Power of Nations
- The Unicist Ontology of Social and Individual Ideologies.

**Researches in the field of institutions and businesses**

Abstracts on the main discoveries in the field of businesses and institutions:

- The Unicist Ontogenetic Algorithm
- The Ontology of Institutions
- The Ontology of Enterprises
- The Ontology of Entrepreneurs
- The Taxonomy of Organizational Design
- The Unicist Design Methodology: Unicist XD
- The Unicist Ontology of Intellectual Capital
- The Building of Human Capital: an ontological approach
- The Unicist Ontology of Marketing Mix
- The Unicist Ontology of Family Businesses
- The Unicist Ontology of Object Driven Value Generation
- The Unicist Ontology of Cognitive Objects
- Unicist Ontology of In-Company Corporate Universities
- The Unicist
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