

# The Applied Philosophy Concept for Management and Leadership Objects Through the Company Democracy Model

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**Abstract:** Humans must be in focus when companies are improving their productivity, profitability and performance in business. Applied philosophy for management and leadership places humans in the company context as living entities aligned with the business management and leadership objects (MLOs) in the conscious experiences of the company workforce. Starting with Hellenic philosophy and drawing on more modern philosophies relevant to everyday business, the applied philosophy concept in management and leadership can harness business ontologies, taxonomies, classes and other knowledge classification techniques in order to create added value in companies. By interpreting knowledge from the Delphic maxims as the basis for many new and alternative MLOs, theories, approaches and practices can be generated. The holistic concept of man (HCM) and the circles of mind (COM) models open up the human mind and situationality in a new way, giving new alternatives in terms of understanding how humans, as decision makers, behave in a company context. This paper explores the applied philosophy concept for management and leadership in order to develop a more practical description of the company democracy model (CDM).

**Keywords:** Applied Philosophy, Delphi, Democracy, Episteme, Innovation, Knowledge, Leadership, Management, Shared Value, Sophia, Strategy, Techne.

## 1. Introduction

Creating a democratic company culture has for a long time been regarded as the ideal for many companies trying to accomplish harmony in management and leadership. Over time, this ideal has come closer and closer, with many business people and company executives searching for a democratic company culture that can be applied in practice. Bennis and Slater have written two articles for the *Harvard Business Review Classic* series, which claim that democracy is inevitable because it has strong fundamental effects in societies [1]. They describe democracy as the only system that can successfully manage the changing demands of contemporary civilization in business, as well as in government. They also see that democracy contains not only the ability to prosper, but also a new and modern way to survive in a changing civilization.

Bennis and Slater, who provide many examples of companies moving toward democratization, regard this progress to be based on a system of values, such as the following: 1) full and free communication (regardless of rank and power); 2) a reliance on consensus (rather than coercion or compromise when managing conflicts); 3) the idea that influence is based on technical competence and knowledge (rather than on the vagaries of personal whims or prerogatives of power); 4) an atmosphere that permits and even encourages emotional expression (as well as task-oriented behavior); 5) a basically human bias (one that accepts the inevitability of conflict between organizations and the individual, but is willing to cope with and mediate this conflict on rational grounds) [1].

Applying such values to a normal business world can be difficult and problematic. The main thing is that companies have to first create a democratic company culture before that can help their employees to behave democratically. They have to initially learn what democracy means and then how to apply it. It is not only the leaders who have to perceive, interpret, understand and internalize the democratic company culture, but also the whole organization. Democracy in a business context does not have to be an idealistic concept. It can simply be a way of working together by sincerely respecting each other. Respect is a simple way to communicate because it effectively allows everyone to share knowledge, ideas, visions and solutions in a democratic way. The practical meaning of democracy has to be understood at all company levels, as well as in the outside business world and wider society.

The system of values that form the basis of democratization in Bennis and Slaters' description is connected partly to the systemic view of a living system [2]. Their descriptions raise many how-do-you do (implementation) questions, such as:

- How do you keep the system in operation through full and free communication, regardless of rank and power?
- How do you reach and improve the reliance on consensus in the decision-making process?
- How do you appreciate how technical competence and knowledge can influence change without any whims or prerogatives of power?
- How do you encourage people to express their emotional intelligence and their task-oriented behavior?

- How do you minimize the inevitable conflict between organizations and individuals?  
[1]

According to Bennis and Slater, democracy is the only organizational system compatible with perpetual change [1]. All the values that characterize an organization are based on individual behavior. Therefore, this research starts by regarding the human being as an HCM [3] and as a living system within another living system, i.e., a living company or organization [2] [4] [5] [6].

The scientific framework in this research covers 'episteme', 'sophia', 'techne' and 'phronesis', applies different sciences, creates a strong theoretical framework based on different theories, uses available technical experience and skills, and creates a practical understanding of democratic business management and leadership. This work presents the way in which democratic basic principles and other important democratization issues can be applied in different organizations and companies, as well as explores how the applied philosophy concept for management and leadership can support the practical description of the CDM [7].

## **2. Scientific Framework**

### **2.1 Scientific Background ('Episteme')**

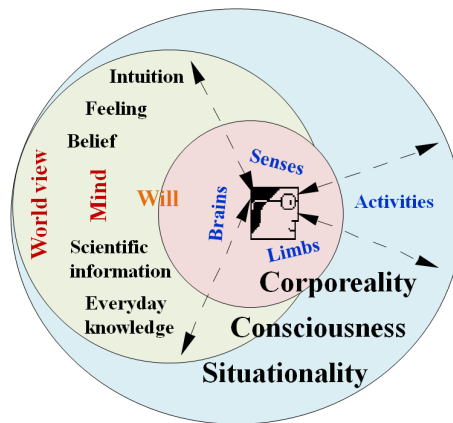
For the creation of a strong base with regard to focusing on humans, it is wise to utilize knowledge that derives from philosophy. The ancient Hellenic civilization has given important construction elements and materials to humanity for perceiving and understanding human behavior, as well as the picture of the ideal man. The ancient Hellenic philosophy has continued to develop through the ages, while, in modern times, several other philosophies have contributed to a much broader understanding of humanity than before. This paper uses both Hellenic philosophy and modern philosophy to create a kernel for democratic management and leadership [8] [9]. This scientific background places the human decision maker in relation to the living system as an entity. Taking this 'episteme' as a basis results in a totally new teachable knowledge regarding management and leadership efforts. In this context, this research is called applied philosophy for management and leadership.

#### **2.1.1 Background Philosophy**

An important source of knowledge, which has contributed significantly to the development of humanity, is found in the Delphic maxims of the Hellenic civilization. The Delphic maxims are aphorisms said to have been handed down by the god Apollo's Oracle at Delphi [10]. Written in the area of the Delphic Oracle, the maxims are 147 commandments, which were composed in the sixth century BCE, include much of the wisdom and teachings of ancient Hellenes in laconic sentences. The Delphi Oracle, on the slopes of Mount Parnassus, which was home to Pegasus, was built at the place considered to be the 'navel of the Earth' or the center of the world. The maxims themselves are also known as the 'Commandments of the Seven Wise Men' and are said to have been written by the seven sages of ancient Greece at Delphi, where they were inscribed. The seven sages were Solon of Athens, Chilon of Sparta, Thales of Miletus, Bias of Priene, Cleobulus of Lindos, Pittacus of Mytilene and Periander of

Corinth. The 147 maxims, consisting of no more than four words each, carry deep philosophical meanings, making their classification quite complex depending on the interpretation given.

The analysis of the Delphic maxims generates practical knowledge, which can be characterized as the origin of applied philosophy for management and leadership. In the same sense, the HCM, a philosophic metaphor described by the Finnish philosopher and psychologist Rauhala [3], integrates the meaning of the Delphic maxims with a definition of a mentally oriented knowledge-based 'engine'. Vanharanta et al. have applied the metaphor in the contexts of accounting research and computerized decision support [11]. Further, Rauhala's ideas have been acknowledged in several disciplines, e.g., theoretical information systems and knowledge management [12]. The concept of the HCM metaphor consists of a body, mind and situation [3]. The three dimensions of the HCM, representing the modes of existence of the actor or decision maker, are: 1) corporeality, 2) consciousness and 3) situationality (Fig.1).



**Figure 1.** The HCM: mental-physical contrast [12]

The three modes of existence are intertwined with each other, forming a holistic entity, where the wholeness of interactive modes builds up a 'regulative situational circuit' [3]. Corporeality maintains the basic processes of emergent existence, which are expressed as physical activities of a human being. In particular, the human brain and sensory organs are important in conveying objects and concepts to the decision maker as meanings in a specific situation. Consciousness stands for experiences and perceptions. It enhances the understanding of various phenomena, both inside and outside of oneself. Human beings use their outer and inner senses to receive physical signals from the environment in a certain situation, providing the consciousness with meaningful content, i.e. a conscious experience. Perceiving and understanding the object-concept relationships lead to the emergence of a set of meanings, which is available for use in the decision-making process. Situationality is the decision maker's relevant relations with the outer world, in all its multifaceted plural dimensionality. The situational components can be concrete or ideal; the former includes the external world, i.e., nature, buildings, technological equipment, hardware and software, while the latter includes the internal world, i.e., human values, norms and human relationships as experienced content. Impulses stimulated by philosophical wisdom and ideals can act as catalysts for information usage and knowledge creation.

For someone to understand and apply the Delphic maxims, it is important to first understand him/herself, that is, seeking 'gnothi seauton', the Delphic maxim for self-awareness. The idea of the human being in a specific situation as a totality [3] is not a sufficient metaphor on its own within the management and leadership context. The metaphor lacks the latest research findings on the unconscious part of the human brain, while it is also too simple for further use in terms of specific targets. However, it has the important situationality component describing the many connections in human life.

Baars [13] has combined psychology with brain science and the old conception of the human mind to create a metaphor based on the workspace of the mind. The totality can be explained through a theater metaphor, where the self as an agent and an observer behaves as if on the stage. Close to the stage is the unconscious part of the brain ('the audience'), which is divided into four main areas: the motivational system, the automatic systems, the interpreting system and the memory system.

The spotlight controller, context and theater director also belong to the totality in this metaphor. A combination of the HCM and Baars' theater metaphor has led to a new and very practical metaphor, i.e., the COM metaphor [14]. The COM metaphor was also designed as a physical entity, such that it may be used for many different purposes (Fig. 2).

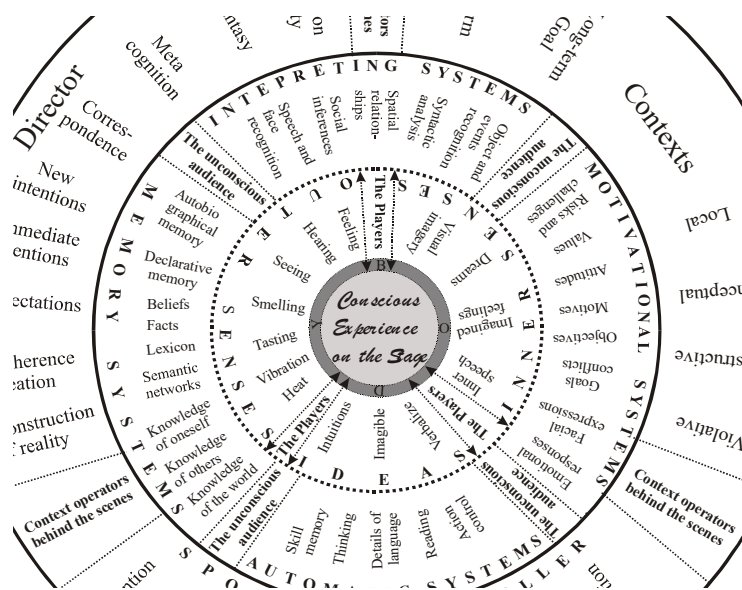


Figure 2. The COM metaphor [14]

This has led to the idea of a brain-based system, which contains the physical body, following the Cartesian mind-body relationships, i.e., as a thinking substance and an extended substance [15] [16]. 'Res cogitans' ('thinking substance') was evident, consisting of the four main parts of the important brain processes, which affecting the conscious experience on stage. In turn, 'Res extensa' ('extended substance') represents the other dimension of man, the physical dimension of the human being (i.e., the body) used on the stage.

This research work brings different MLOs to the conscious experience on the stage, so that they are perceived and understood from different angles, thereby giving us a holistic view of both the current and anticipated future conscious experience on the stage. Adding many of

these personal, individual views and perceptions results in the collective understanding of these MLOs, which are also important challenges for individuals and organizations. When the conscious experience of the human being on the stage consists of MLOs, we refer to this combination as a situation-based applied philosophy for management and leadership.

### 2.1.2 The Delphic Maxims and the COM

The Delphic maxims provide content and commands to ‘Res cogitans’, as well as ‘Res extensa’, when these two different philosophical perspectives are brought together. The three main maxims of ancient Hellenic wisdom can easily be part of the conscious experience on stage. The most famous of these maxims is ‘know thyself’, which focuses the thinking substance on the person him- or herself. People must ‘know themselves’; indeed, this is the most important factor for managers and leaders too, that they really understand themselves better and better. Through this thinking, the whole brain capacity should be used, i.e., each of the four different sections of the unconscious part of the human brain, together with the conscious part, which is created by the inner and outer senses of the human being. Thus, the situation or reality is understood and perceived in a holistic way. The Delphic maxims also provide commandments on how people should behave in different situations. ‘Nothing in excess’ offers fundamental recommendations on how people should see both ‘Res cogitans’ and ‘Res extensa’, so that the whole entity operates effectively in a sustainable way. ‘Be careful what you promise/wish for’, which is the third main construct in the Delphic maxims, can be translated in many ways, although, in management and leadership, this construct presents an overall recommendation in relation to the different situations that people find themselves in (Fig.3).

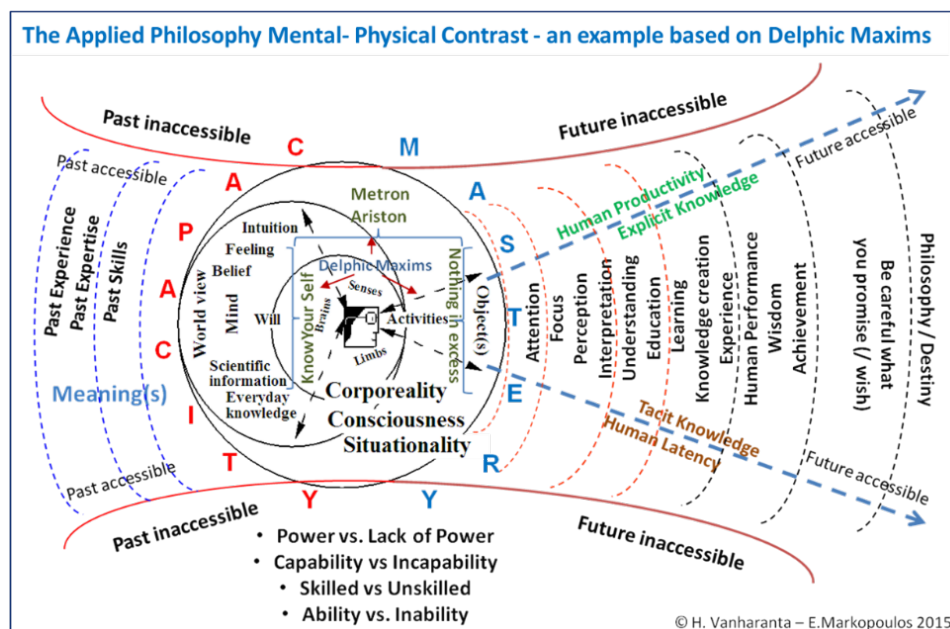


Figure 3. The applied philosophy mental-physical contrast [17].

In situations involving managers and leaders, MLOs are always part of their situationality. In turn, business situations change according to the decisions that managers and leaders make in the course of their activities. First, managers and leaders pay attention in a certain way,

then focus on the MLOs in hand, make perceptions, interpret the situation with regard to the objects, understanding them and their relations and interrelationships and cultivate knowledge, before finally making their decisions. Through their conscious experience, they gain daily experience and increase their long-term wisdom in business management and leadership. All activities happen in their future accessible area through their productivity activities and their use of latency [17].

The Delphic maxims' three basic statements open up a window for each manager and leader: namely, 'know yourself', 'nothing in excess' and 'be careful what you promise/wish for'. Ideal managers and leaders do not exist, but the path to an ideal is worth following. It is understood that everything depends on personal characteristics: capacity, skills, capability, will power, competence and maturity [18].

### 2.1.3 Applied Systems Science

Systems science offers the possibilities to integrate basic viewpoints of input, processes and output into the management and leadership context. In a living system, there is only information, material and energy as inputs. Then, there are the processes inside the system whose outcome is also information, material and energy. The important thing to notice is what is inside the system boundary. There are different systems and subsystems, with their inside variables controlling the activities. A system boundary is operated by 1) information and communication, 2) command and control, 3) maintenance and support, and 4) operational and production sections. Inside the command and control section is the decider. In management and leadership, all these supporting activities within the boundary must remain very clear in relation to hands and mind of the manager and the leader (Fig.4).

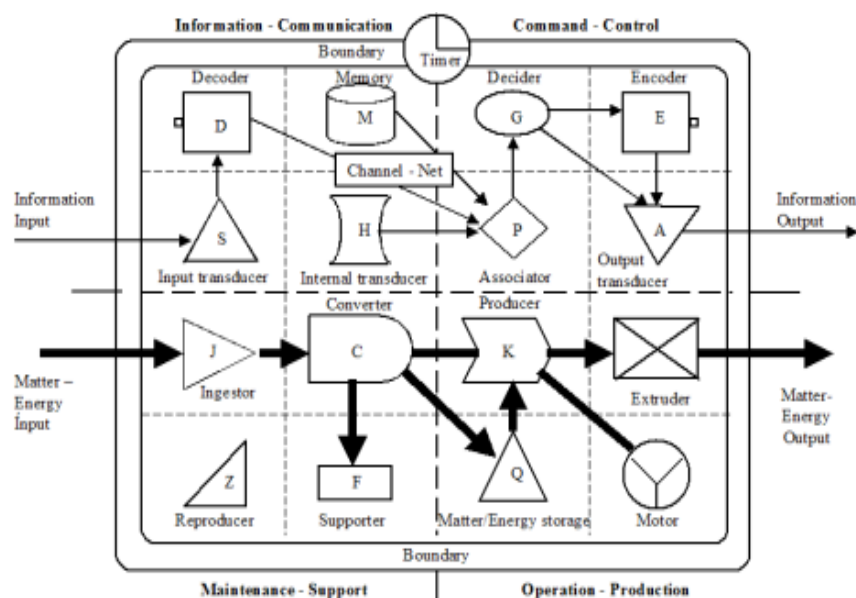


Figure 4. A living system with its components and activities [2] [4] [5] [6]

According to the Figure 4, the following should be applied:

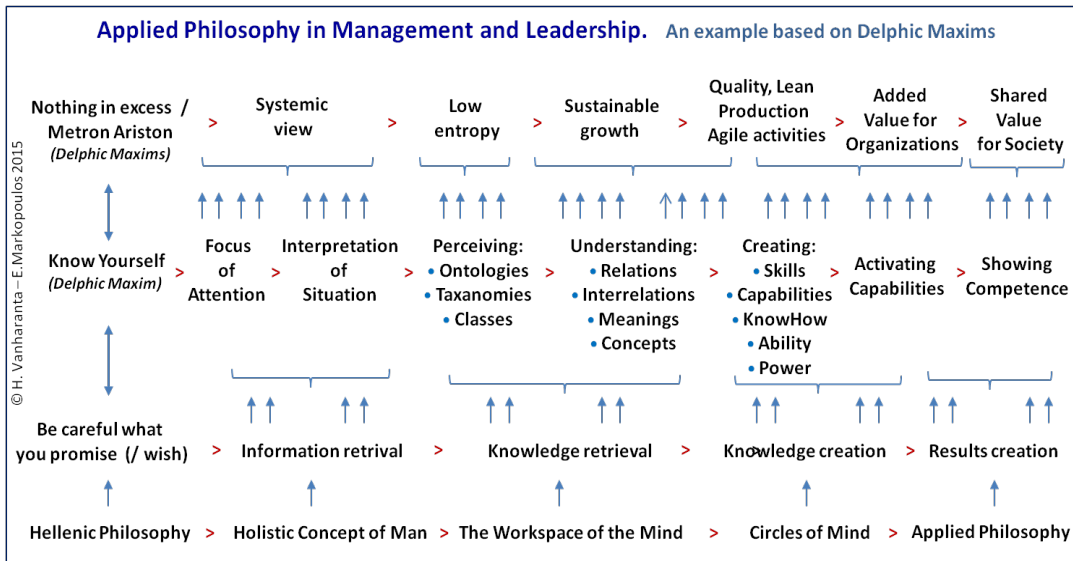
1. The information flow must be kept active, i.e., communication should be clear and free (cf. Bennis and Slater: “full and free communication, regardless of rank and power” [1]).
2. Command, control and decision-making in all activities through democratic processes (cf. Bennis and Slater: “to reach and improve the reliance on consensus in the decision-making practice” [1]).
3. Ensure effective maintenance and support concerning the workforce (cf. Bennis and Slater: “to encourage people to express their emotional intelligence and their task-oriented behavior” [1]).
4. See that all operations and real production activities are made efficient and effective, with a high overall performance and low entropy (cf. Bennis and Slater: “to appreciate technical competence and knowledge to influence change processes without any whims or prerogatives of power” [1]).

Everything is observed in the system through the passage time. Time is the most important asset, together with a company’s personnel. Over time, the object, i.e., the company, changes due to the decisions of the decision makers.

#### **2.1.4 The Compiled Concepts of Applied Philosophy in Management and Leadership**

Applied philosophy has a significant socioeconomic impact, which is not easy to measure and evaluate quantitatively. It takes much more than business sense to identify the tremendous benefits that philosophy can offer society and the economy, once it is effectively transformed into business management and leadership processes and practices. The great civilizations have contributed the most fundamental elements on which society can build today’s and tomorrow’s achievements. Anything created in the past was for a reason, a cause, a practicality, a justification and a return, not only for those creating, but also for society and the economy as a whole. Humanity managed to evolve due to such philosophy-driven thinking in the name of progress and prosperity of the community, not for the individual, but for common drivers and ideals. Shared value has been high on the list of expected outcomes of everything that has ever been attempted, designed and developed. Therefore, trying to understand the thinking of the Hellenic civilization and others is very important when developing sustainable business models, which can stand the test of time (see Fig. 5). Advancements in the development of classification techniques, processes and models not only utilize the dowry left to us by our ancestors, but also provide a deeper understanding on integrating this knowledge in today’s society and economy. Utilizing such a magnificent wealth of knowledge from the past can only be achieved if the mindset of those analyzing it, turning it into business practices as well as applying it, is not far from the mindset of their ancestors, as it is impossible to see what those people had seen. Without such a mindset, this knowledge, which might be able to solve many of the problems in the modern economy and society, will not be utilized effectively, despite the current advancements in technology and communications. As long as today’s managers value business more than society, without recognizing that society *is* the economy, then no classification of any such knowledge will be achieved effectively and for the benefit of everyone (Fig.5).





**Figure 5.** Applied philosophy-based knowledge management creation and utilization [17]

The main idea revealed in Figure 5 is that people have to first develop as humans in order to ultimately show their competences. The three aforementioned Delphic maxims are the starting points for applied philosophy in management and leadership. The HCM brings with it the important situationality of a human being and the workspace of mind, while the COM provides the conscious experience of different management objects for common decision-making. In the end, managers and leaders show how competent they are in their decision-making, as well as how well they have served and supported their coworkers, i.e., their workforce, in a co-evolutionary democratic environment [17].

## 2.2 Theoretical Background ('Sophia')

'Sophia' helps with reasoning with regard to universal truth. This research mainly uses living systems theory, systems theory, behavioral theories, motivational theories, management theories, leadership theories, economic theories, knowledge creation theories and learning theories. These theories are selected in order to construct a solid kernel for the CDM to be understood and applied effectively. The theoretical methods used mainly belong to qualitative research. Through the use of metaphors, ontologies are created in order to provide a better understanding of the different MLOs presented. The reasoning behind this approach is supported by soft systems thinking when trying to evaluate ontologies, taxonomies and constructs with multiple concepts inside each other. The currently available literature is used, information is retrieved and knowledge is discovered from all areas of the above-presented theories.

## 2.3 Technological Background ('Techne')

Through 'techne', we understand that, in this stage, specific skills are needed without the use of any specific technology. Research results are also created, which can be easily applied and

evolved at a later stage with modern computer technology for decision support purposes. The Internet, fuzzy logic, neural networks, simulation and situation-aware computing are useful tools for this purposes in the future.

#### **2.4 Practical Background ('Phronesis')**

'Phronesis' combines practical wisdom with skills, capability and competence with regard to rational thinking. This research uses much of our own experience with the above-mentioned scientific, theoretical methodological and technical skills, along with capability and competence to understand MLOs in a company context. This leads us to actions, which can provide us with the desired effects, i.e., to help managers and leaders in their important decision-making work.

### **3. The CDM**

The scientific framework described in the previous sections is nothing other than an applied philosophy framework. When activated, it is, in one respect, a common-sense approach, which is very important in business. In the business world, however, common sense is not that common. In order for this framework to be applied in practice, i.e., where its philosophy can be applied, an organizational management model, which shares the same principles and values, is needed. One such practical model for the realization of applied philosophical thinking is the developed CDM [19] [20].

The CDM [19] [20] is based on the wisdom of the ancient Hellenic Delphic maxims [21], primarily on 'gnothi seauton' ('know thyself'), 'metron ariston' ('moderation is best') and 'miden agan' ('nothing in excess'). The model is executed through a framework in which an organizational evolutionary spiral method is used for the creation and execution of knowledge-based democratic cultures. The co-evolutionary spiral method contributes to the identification and achievement of the capacity, capability, competence and maturity needed to turn data, information and knowledge into innovations. The spiral process, in this context, is based on the idea of the degree of democracy in organizations. The model is structured so that the method reflects co-evolution methodology [22] and its application in organizational democratic performance. Both co-evolution and the company democracy spiral method are aimed at the creation of an organizational knowledge-based culture [23]. Both methods utilize organizational knowledge by developing a culture that can constantly contribute to the organization through transforming tacit organizational knowledge into explicit knowledge [24].

The company democracy spiral method levels form a pyramid structure. The pyramid shape has been chosen to point out the incremental progression of the levels, as well as illustrate that not everyone who attempts this route can reach the top without real commitment, determination, organizational capability and maturity (Fig.6).

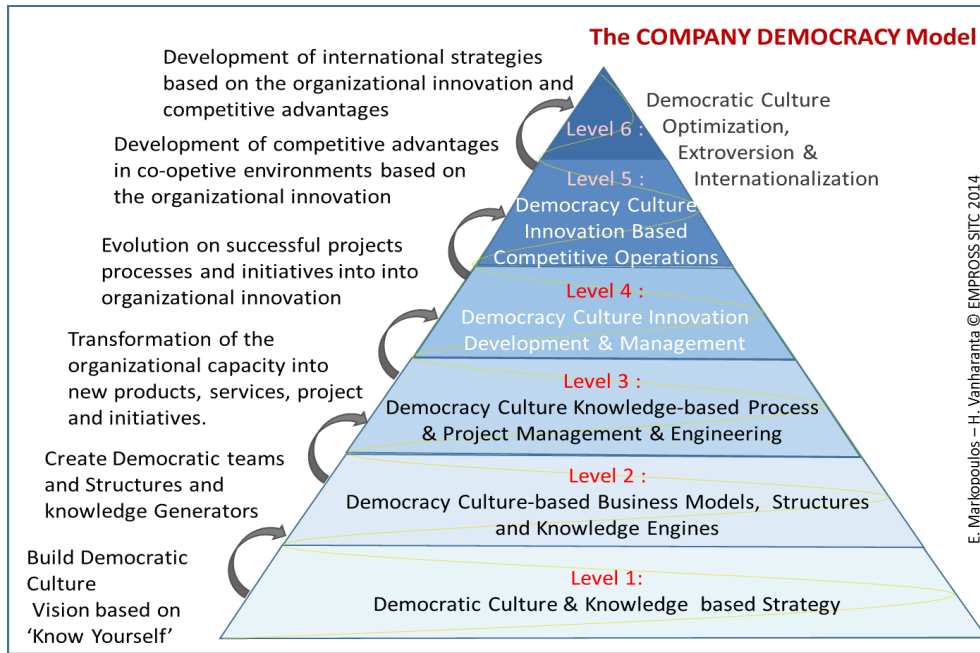


Figure 6. The CDM pyramid with structured stages [19] [20]

The CDM levels provide the actions to be performed in order to identify the extent of company democracy based on the individual and collective evolutionary dimensions (Fig. 7).

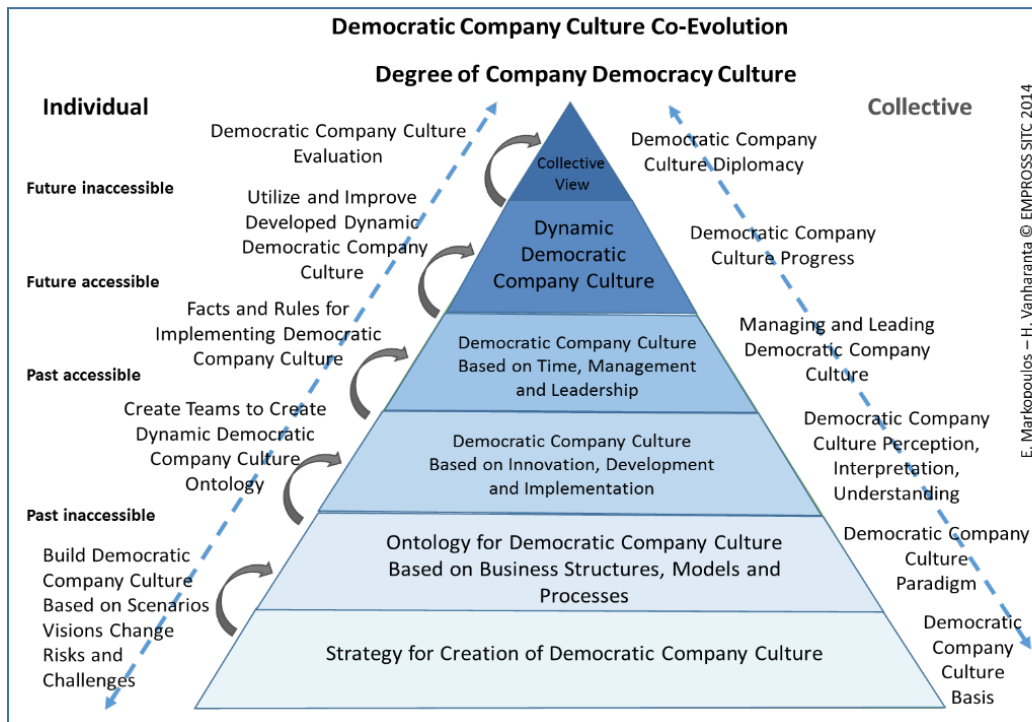


Figure 7. Co-evolutionary individual and collective dimensions in dynamic democratic company culture development [19] [20]

The individual side of the pyramid can remember and observe the previously inaccessible part of the company democracy process, which is accessible today and will remain so in the future. From a collective point of view, the basis of a democratic company culture must be firm, while the created paradigm must contain all the known information and the democratic company

culture must be understood, interpreted and perceived by each member. Therefore, for an organization, it is first important to understand the current extent of democracy and how this can be extended over time through democratically oriented changes.

The CDM provides a structured path to support an organization to realize democratic operations, management and leadership. As the goal is democracy in the pursuit of innovation, profitability, productivity, performance, competitiveness and extroversion, people must first learn to be cooperative in order to coexist and co-evolve. The CDM is both systemic and dynamic in nature.

#### **4. Applying the CDM**

The CDM provides both the technology and the methodology for creating business data and knowledge that contribute to the development of insights, ideas and innovations, which in turn create the necessary competitive advantages to achieve extroversion and modern entrepreneurship. It is a model for managing and leading innovative work inside a company, so that both the individual and the collective view on a particular activity is informed by each participant involved. The model and its concepts are based on their capability to recognize the data and knowledge that exist within a company. Data and knowledge transformations are converted into business processes. Meanwhile, their integration into the operations and productions of the company and, most importantly, the utilization of the knowledge produced by the company itself represent the latter's own core innovation engine.

The model is a coupling of administrative practices and technologies (strategic management, knowledge, innovation, human resources, technology, production, leadership, processes etc.) within a people-centered framework (human focus) of freedom of expression, which enables the production of knowledge as the raw material for personal and organizational development and growth. It leads off from the individual level towards the collective organizational level. The role of members throughout the model involves more learning, team working, participating and expressing new ideas, insights and innovations. It is a systemic way of activating individuals with regard to the most important activity inside the company. The nature of the model follows the principles of democratic company behavior.

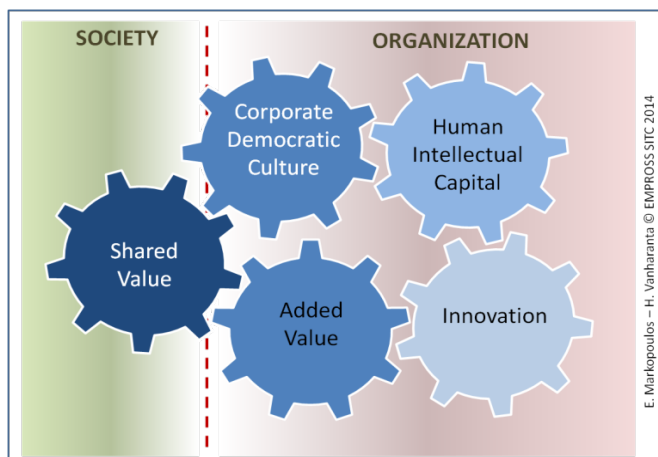
On the other hand, the model is NOT a classic and simplistic model of business reorganization, re-engineering, strategy, process improvement and quality assurance, nor indeed any other such model that has been espoused over the years ago and continues to be presented by non-specialized and general types of business consultants. In this sense, the model can be adopted in various ways within an organization: horizontally (directly across and throughout the entire organization), vertically (in a selected department, division or business sector of the organization) or as a pilot (in a selected group of people only, primarily for acquaintance or trial purposes).

The overall, gradual, tiered or targeted adaptation of the model requires limited commitment in terms of financial resources, manpower and corporate operations in order to not only generate the benefits, but also support the subsequent expansion of the model to other strategic business areas across the organization.

The model has no restrictions on the types of organizations from any business sector that are willing to adopt it. However, optimal implementation can be achieved in manufacturing organizations (engineering, heavy industry, shipping, defense, construction, development etc.), organizations that have considerable contact with customers (financial, commercial networks, tourism, sales etc.), organizations that have or require specialized knowledge (technology, energy, health, environment etc.), and in general any type of organization in any sector.

## 5. The Shared Value of Democracy

In the external as well as internal business world, organizations and companies have become aware of democracy's possibilities, along with its challenges and risks. In the company context, however, democratic culture does not possess any solid structure, meaning that it has been difficult to understand and perceive how people inside and outside companies and organizations think about democracy and how to behave accordingly. Generally speaking, democracy has been seen as the only construct and concept of both a living system and a vehicle, which can successfully cope with the changing demands of contemporary civilization in business as well as in governmental contexts. It has been said that the message of democracy is irresistible, while its progress is inevitable [1]. This means that management and leadership will be forced to pay more attention to it. Today, more than ever, the need to create space for company democracy is obvious: a real, as opposed to a virtual, space, in which such an important concept can be communicated, operated, controlled and maintained for the benefit of the organization, the economy and wider society in a shared value framework. Successful democracy in speech and actions can be demonstrated, based on the shared value produced. As democracy is for all the people, the results from exercising democracy must also be for all the people. The CDM is based on the utilization of organizational knowledge, through democratic methods and practices in knowledge culture, creation, extraction and sharing, towards shared value goals and objectives (Fig. 8).



**Figure 8.** The organizational shared value chain

The model promotes the concept of 'one person, one vote' for shared value, as it expects democratic reasoning, documentation and justification in return for each vote. Organizations fail, not because they are unable to solve their problems, but because they cannot identify them.

Problem identification and exploitation of possible solutions are approached within the context of the CDM by integrating the concept of democracy for everyone, as long as their problems, needs, ideas or wishes are supported by a solution, which offers shared value of any type or size. The CDM is, therefore, applied philosophy in business terms.

## **6. Benefits from the CDM**

Due to the shared value concept, which is represented and executed in the CDM, a number of other benefits can be briefly presented regarding individual and organizational impacts at the industry level.

Individuals are the ones who can directly impact anyone who specifically participates in the execution of the model. In order for a model and a practice to enjoy success and acceptance, people learn to associate their commitment and effort with personal direct or indirect rewards. By understanding the Delphic maxims' principles, as well as the HCM and COM metaphors, ontology-based management and leadership in innovation culture and innovation competences may be offered to the people. Such a culture enables individual growth development and performance with productivity and latency dimensions. It also facilitates the exploitation of emerging leaders and talents within the organization. Each person has the opportunity to prove his/her innovation management and leadership by utilizing his/her skills, capabilities, competence and organizational infrastructure to turn data and knowledge into usable end products and services. The model supports high levels of individual commitment and motivation within the organization in the form of cooperation and inclusiveness with regard to the decisions, plans and actions of the organization. People can work in co-evolutionary and cooperative ways, as opposed to competitive relationships between individual personnel, teams and departments, where responsibility – NOT irresponsibility – between personnel for taking initiative and sharing knowledge is supported with dynamic, continuous and democratic production of business knowledge for the benefit of all.

Organizational benefits are those associated with the overall organizational culture for dynamic and continuous tracking, monitoring and evaluation of the organizational data and knowledge. Such a culture also supports optimal management and leadership of human resources based on the continuous development of skills, capabilities, competences and experience in knowledge management. The creation of knowledge-based dynamic organizational charts and dynamic work positions, as well as knowledge analysis and processing as raw material for the development of new organizational services, products, projects, processes and initiatives, are also significant organizational benefits. Furthermore, the model promotes the identification and management of competitiveness, which derives from organizational insights and innovations, and the identification and management of extroversion, through the utilization of organizational competitiveness. With such knowledge, an organizational business strategy, based on operational

self-awareness processes and initiatives, can be generated and applied under shared value thinking for the benefit of the whole organization.

The individual and organizational benefits have direct financial impact to the organization. The financial benefits derive from the optimization of organizational operation, production and performance, the reduction of losses, errors, accidents and avoidance of inefficient practices and procedures. Financial benefits can also come from the strengthening of innovation activities, competitiveness and extroversion, the development of new services, products, projects, processes and initiatives, the creation of organizational knowledge by emphasizing on the human resources management utilization, and much more such as the development and implementation of feasible business strategies with widely accepted management and leadership.

## **7. Conclusions**

The applied philosophy concept for management and leadership through the CDM shows the practical ways to use philosophy as a start-up framework for human growth in a co-evolutionary way within a business context. Company democracy, however, is a difficult concept, such that evaluating the extent of company democracy with several different characteristics can only be done using fuzzy methodology, as democracy is always relative and situational.

This work discussed how applied philosophy can benefit management and leadership. More than that, it demonstrated how this philosophical approach can be applied to the democratization process inside companies and organizations. It also discussed problems related to democratization processes, concluding that the only way to start developing democracy within the context of business management and leadership is to do so on the basis of Hellenic culture and philosophy.

In addition, this work shows how to keep a democratic cooperative management and leadership system operational through full communication between employees, regardless of their rank and power. This work also demonstrates how to reach and improve the reliance on consensus in decision-making practice by using the Delphic maxims' three basic statements and adding the situational understanding of MLOs in the conscious experience of managers and leaders while 'on stage'.

Furthermore, this work shows how to inspire the workforce to innovate and rethink business processes through their skills, capability and competence, leading to the creation of new knowledge and the use of the workforce's technical skills for the benefit of the company's targets, objectives and goals.

In addition, as we have embedded the CDM into company development processes at many levels, we anticipate that conflict between individuals and organizations will decrease in turn. Being part of the system, managers and leaders activate all the systemic processes inside a company or any organization. The systemic view, for both humans and company or organizational systems, refers to the start-up for applied philosophy thinking.

The CDM is, therefore, a methodology in itself, which offers people the right to express their emotional and intellectual intelligence when they are working for the benefit of their own company. The model truly supports task orientation in a positive manner. Through the

methodology described, it is self-evident that 'one vote, many insights' is representative of each person working in a democratic company.

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