

# The Great Reset, an Opportunity or Threat: A Speculative Analysis

Maurice Yolles

January 11, 2024

8<sup>th</sup> Business Systems Laboratory International Symposium "*GREAT RESET. Opportunity or Threat?*"

Palermo, Italy

# The Background

# Market Ideologies

- **Adam Smith (1776):** The market is a self-regulating system that coordinates the actions of self-interested agents through the price mechanism (the visible hand) and the unintended social benefits of agent actions (the invisible hand), which mostly produce efficient and beneficial outcomes.
- **Karl Marx (1867):** The market is a macro-structure that consists of an interactive substructure and superstructure. For Marx, the substructure is the economic base of the forces and relations of production, which is the way that society organises its material and social relations through history and dialectics. The superstructure is the political, legal, cultural, and ideological aspects of society, which reflect and reinforce the substructure, creating a system of domination and exploitation.
- **Max Weber (1904 and 1905):** The market is a cultural and rational system that is influenced by the Protestant work ethic which fostered a spirit of hard work, thrift, and rationality among the market agents. Weber argued that this explained the differences in economic performance between regions and nations.
- **Richard Whitley (1992):** The market is a diverse and adaptive system that varies across different institutional contexts, which are influenced by four dimensions: the state, the skill system, the financial system, and trust/authority relations. Whitley's typology of business systems concerns the degrees of coordination and collaboration among the market actors.
- **Kurt Dopfer (2005):** The market is a complex and evolutionary system that is constituted by the rules and their populations of actualisations. It has a macro, micro and meso level , the latter being the domain of economic evolution, where change occurs through the emergence, diffusion, and retention of new rules and their actualisations in the market.
- **Richard Scott (2006):** The market is a social and institutional system that is influenced by the three pillars that make up or support the institutions, which are the social structures that influence the behaviour and outcomes of the market actors.

Set within Smith's idea that the market is a self-regulating system, Marx's substructure-superstructure can create a general model (Mahoney, 2004) that, for a market context, can efficaciously reveal economic relationships and power dynamics embedded within wider social structures.

It can also enable the market to be modelled as a complex adaptive system with properties of self-organisation and a capability to self-producing of its own elements.

# The Market is Culturally Diverse

It should be realised that the market is a culturally diverse place

- **Market cultural diversity** occurs with Ideational and Sensate value variations among agents in the market (cf., Sorokin, 1957), and market agents operate through a mix of these values:
  - **Ideational values** are reflected in cognitive attributes of agency, adopted by:
    - Consumers for the idea of needed or desired products or services.
    - Suppliers for the idea of viability, that assesses organisational quality.
  - **Sensate values** are reflected in material attributes of agency, adopted by
    - Consumers for cost of product or service.
    - Suppliers for suitable financial return.
- **Market cultural instability**
  - May occur when suppliers prioritise profits over business viability, disregarding consumer expectations or capacity for acquiring affordable value.
  - May also lead to market failure, which is a situation where the market fails to allocate resources efficiently or effectively, possibly resulting in a loss of social welfare.
- **How Cultural Instability may Result in Market Failure**
  - **Decreased Trust in the Market:** Consumers lose faith in the market due to low-quality products or unethical practices from profit-focused suppliers.
  - **Reduced Consumer Satisfaction:** Dissatisfaction increases as consumer value is neglected by profit-oriented suppliers.
  - **Negative Impact on Overall Market Activity:** Decreased demand and limited choices can lead to reduced market activity.
  - **Loss of Consumer Confidence:** Cultural instability erodes consumer trust and loyalty towards the market.
  - **Market Dysfunction:** Mismatch between consumer demands and supplier offerings leads to inefficient allocation of goods and services.
  - **Negative Social and Economic Consequences:** Reduced market activity can impact employment, economic growth, and overall societal well-being.

# The Great Reset

Clear issues resulting from the excesses of neoliberal capitalism have encouraged the World Economic Forum (WEF) to propose The Great Reset in June 2020, which aims to reshape the economic and social landscape for enhanced sustainability, equity, and resilience.

## To facilitate this it has proposed:

- **A Stakeholder Economy:** Moving away from neoliberal capitalism to stakeholder capitalism prioritises the interests of all stakeholders, surpassing the traditional focus on shareholders. A stakeholder economy includes consideration of employees, communities, and the environment.
- **Resilience:** Building an environmentally conscious, resilient, and inclusive system, assessed through Environmental, Social, and Governance metrics, offers a holistic view of impact beyond financial returns. Prioritising sustainability and social well-being fosters a robust and equitable future.
- **Innovation from the Fourth Industrial Revolution:** Using advancements in AI, biotechnology, and digital platforms to address global challenges and elevate quality of life. Example: AI for predictive healthcare or sustainable practices driven by digital platforms.

## Supporters and Deniers:

- Supporters embrace the change, others may for instance be sceptical, or promote conspiracy theories.

## The Global Control Conspiracy:

- Unevidenced allegations of a clandestine effort by global elites, acting as a cabal, to seize control of the world economy and establish a new world order.

# Evidenced Theories of Market Hegemony

Unlike conspiracy theories, evidence-based macroscopic theories of market hegemony focus on the control exerted by select powerful entities. With excessive selfish intent they can disrupt self-organising market processes, adversely affecting social welfare and equity associated with stakeholder interests. Developing from Burawoy's (1985) micro-market ideas that analyse power relations between workers and employers, macro-market hegemonic theory explores power dynamics between global actors, leading to concepts like platform capitalism, surveillance capitalism, technofeudalism, and market hegemony.

## **Market Hegemony:**

- involves the control exerted by select powerful entities, disrupting market processes and impacting social welfare.
- Is enabled through centripetal politics (Ionescu, 1975) and unregulated environments, allowing dominant entities to influence market mechanisms.

## **Platform Capitalism:**

- Is characterised by big tech dominance in data, cloud infrastructure, and economic activities.
- Is a development from Market Hegemony, and may lead to Platform Capitalism, where big tech's manipulation shapes the future, contributing to market control.

## **Technofeudalism:**

- Highlights control concentration, viewing consumers as serfs, fostering social inequality.
- Is a development from Market Hegemony, arising with diminished governance, as big tech extracts value, emphasising risks of unethical manipulation.

## **Surveillance Capitalism:**

- Is a distinctive control form within market hegemony.
- It is a development from Market Hegemony and emerges as corporations extensively collect and analyse user data for economic gain, influencing power dynamics.

So, Platform Capitalism and Technofeudalism can be outcomes of market hegemony, shaped by power dynamics, lack of regulation, and unethical practices by selfish organisations. Surveillance Capitalism, as a distinct form, arises within the broader landscape of market hegemony through extensive data collection and analysis, contributing to complex control mechanisms. All three reflect the interconnected nature of economic and societal structures within the overarching concept of market hegemony.

# The Purpose of this Presentation

To propose that The Great Reset provides an opportunity for improvement through its proposal to replace neoliberal capitalism by stakeholder capitalism.

To do this:

- Disregard conspiracy theories due to their lack of evidential support
- Speculate that market hegemony is a real issue that can disrupt social welfare.

Explain why this is the case by:

- Modelling the market as a complex adaptive system.
- Applying the Mindset Agency Theory (Yolles and Fink, 2021) to the market.
- Comparing neoliberal capitalism to stakeholder capitalism
- Considering under what conditions the market, whether through neoliberal or stakeholder capitalism, can fail, and exploring those conditions.
- Showing that there are at least 8 different types of stakeholder capitalism, some of which are better in dealing with issues arising from market hegemony.

# The Analysis



# Comparative Neoliberal-Stakeholder Capitalist Tendencies

Market Characteristic	Neoliberal Capitalism	Stakeholder Capitalism
<b>Profit orientation</b>	Prioritises profit maximisation and individual self-interest	Emphasises creating value for all stakeholders
<b>Regulation and ethics</b>	Lack of regulation and oversight leads to unethical practices, inequality, and exploitation	Recognises wider responsibilities beyond just shareholders
<b>Public institutions and social safety nets</b>	Weakens public institutions and dismantles social safety nets	Promotes inclusive economic growth and reduced inequality
<b>Time horizon and market dominance</b>	Focuses on short-term gains and financial market dominance	Emphasises long-term and sustainable perspective
<b>Environmental sustainability</b>	Neglects environmental sustainability	Addresses systemic barriers and ensures fairness
<b>Speculation and crises</b>	Excessive speculation and financial crises	Encourages collaboration and dialogue for collective problem-solving

# The Cultures of Neoliberal vrs. Stakeholder Capitalism

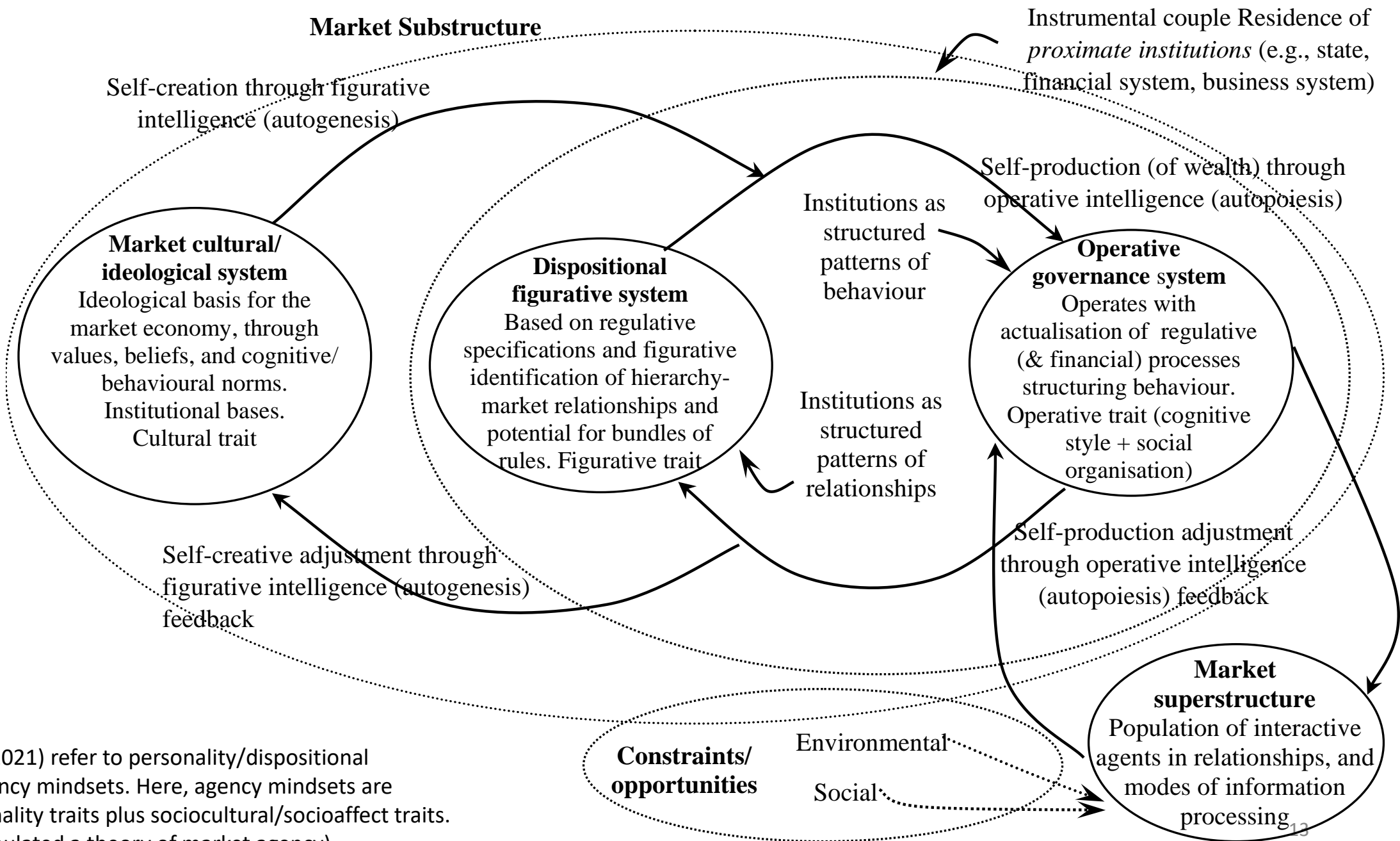
Neoliberal Capitalism	Nature	Instability Occurrences	Possible Pathologies
<b>Neoliberalist Culture</b>	Influenced by the ideology and rationality of neoliberal capitalism which promotes individualism, consumerism, competition, and market logic as the guiding principles of social life. May lead to the erosion of the public sphere, democratic values, and social justice.	Neoliberal capitalism can become unstable when its cultural hegemony is challenged by alternatives or oppositions that question or resist its ideology and power. For example, anti-neoliberal protests or new forms of activism can reveal the flaws and harms of neoliberalism, and propose different values and visions for society. These challenges can weaken the cooperation and consent of classes of agents, and cause social and political conflicts and crises that endanger the stability and sustainability of neoliberal capitalism.	Surveillance capitalism, which refers to the extraction and commodification of personal data by platform companies, resulting in the invasion of privacy, manipulation of behaviour, and concentration of power. Cultural regulation, which refers to the use of culture as a means of stabilising and legitimising neoliberalism, resulting in the co-optation, neutralisation, or marginalisation of critical or alternative voices. The new spirit of capitalism, which refers to the incorporation of the values of openness, diversity, innovation, and exploration into the capitalist system, resulting in the adaptation, renewal, and reproduction of capitalism.
<b>Stakeholder Culture</b>	Influenced by the values and practices of stakeholder capitalism, which promotes the interests of multiple stakeholders in shaping economic outcomes, not just shareholders. Focuses on long-term value creation, social responsibility, and inclusiveness. May create value conflicts among different stakeholders due to diversity.	Can become unstable when cultural homogeneity decreases among stakeholder groups leading to value conflicts, social fragmentation, and political deadlock; e.g., the clash of interests and values between labour and capital or between environmental and economic goals can challenge stakeholder assumptions of inclusiveness, responsibility, and long-term value creation.	Conformity, the tendency to adjust one's thoughts, feelings, and behaviours to match the expectations of the group, resulting in the loss of individuality, diversity, and creativity. Groupthink, when faulty decision-making in a group due to the pressure to maintain consensus and harmony, resulting in the disregard of alternative viewpoints, critical evaluation, and ethical standards. Platform market despotism and technofeudalism, which refer to the domination and exploitation of market agents by powerful platform companies, resulting in the erosion of democracy, sovereignty, and human rights

# Modelling the Market

# The Market Adopting a Marxian Style Macro-structure

Ontological Level	Description	Alignment
<b>Superstructure</b>	The observable market phenomena and interactions	Marx's market superstructure. Scott's market concept. Smith's inter-agent interactions
<b>Substructural ontology</b>	The underlying financial and political structures and processes that shape the market	Marx's economic base. Whitley's societal effects
<b>Operative level</b>	The formal rules, laws, and sanctions that govern the market transactions	Scott's regulative pillar, Smith's visible hand of the market, Whitley's governing aspects of business system
<b>Dispositional level</b>	The attitudes, expectations, and evaluations that are involved in market transactions and guide the market behaviour and outcomes	Scott's normative pillar, Weber's Protestant ethic, For Smith, agency disposition may be seen to deliver a regulatory emergence due to the interactions between self-interested agents. Dopfer's meso regulatory mechanism
<b>Cultural/ideological level</b>	The values and norms that influence the market behaviour and outcomes	Scott's and cultural-cognitive (culture and ideology), Whitley's cognitive aspects of business system

# Model of the Market as a Complex Adaptive System with Agency



(Yolles and Fink (2021) refer to personality/dispositional mindsets and agency mindsets. Here, agency mindsets are defined by personality traits plus sociocultural/socioaffect traits. Yolles (2016) formulated a theory of market agency)

# The Formative Traits

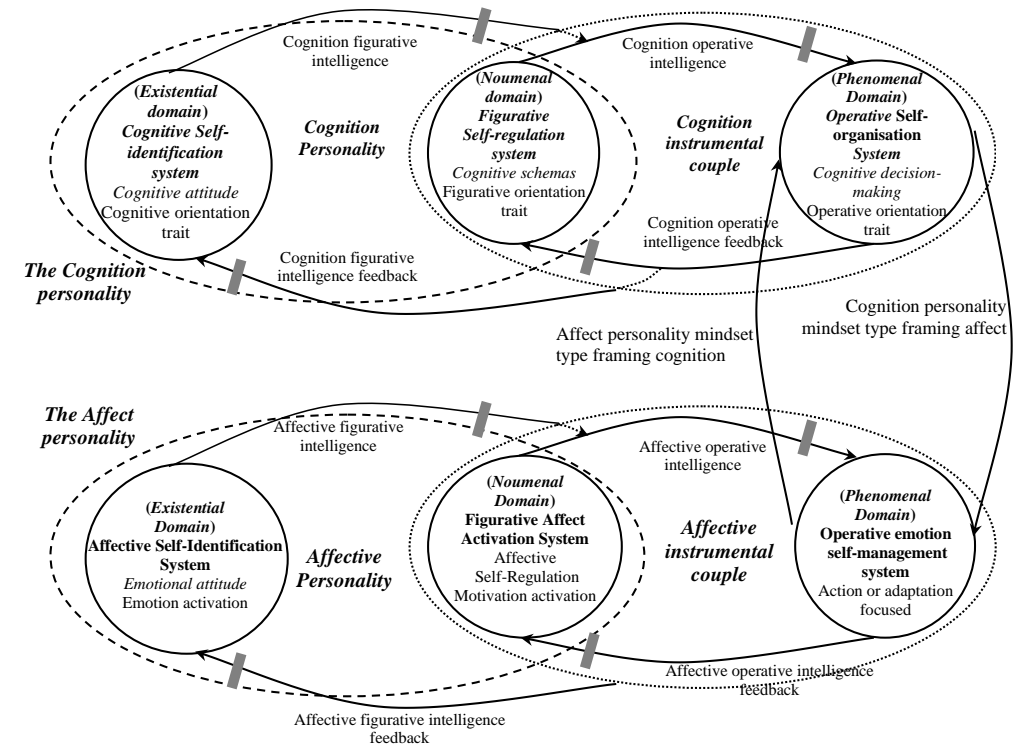
The dual agency model involves 5 formative traits for the Cognition sub-agency and 5 for the Affect sub-agency, recognising that the market. Disposition (also sometimes called personality) is an ontologically inferior agency embedded in a superior agency. The superior agency involves disposition + social and cultural influences+ influences.

The Cognition Agency has

- Cognition Dispositional traits :
  - Cognitive
  - Figurative
  - Operative
- Sociocultural Agency traits
  - Agency cultural concerned in part with information processing
  - Agency operative concerned with information management

The Affect Agency has

- Affect Dispositional traits:
  - Emotional Attitude
  - Figurative
  - Operative
- Affect Sociocultural Agency
  - emotional climate concerned in part with emotion processing
  - affect operative concerned with emotional management



Symbolic representation of interaction between cognition and affect dispositions, with possible process pathologies indicated (Yolles and Fink, 2021).

# Cognition Traits

Agency Mindset		Intangible Trait Value	Summary of Nature	Tangible Trait Value	Summary of Nature
<b>Cognition Type Agency</b>					
<b>Cognition Dispositional System</b>	Cognitive	Embeddedness	Collectivistic, social harmony/equality. Values group membership and identity, involves cooperation or compromise with others for the common good.	Intellectual autonomy	Individualistic. Self-reliance/autonomy. Values own opinions and interests. May challenge or ignore the norms and expectations of others.
	Figurative	Harmony	Tendency to accept and adapt to situations without resistance or complaint. Seeks to maintain peace and balance, may display tolerance or flexibility.	Mastery + Affective Autonomy	Self-assertion. Opinions/ feelings confident and open. Seeks to influence/persuade others. May display dominance or leadership.
	Operative	Egalitarianism	Equality. The belief that all agents have equal rights and opportunities regardless of social status or role. Agents seek to promote fairness and justice and may display solidarity or empathy.	Hierarchy	Conformity. Accept and follow norms and expectations of an agent's social position/status. Agents seek to fulfil and perform roles ,and display loyalty/obedience.
<b>Cognition Sociocultural System</b>	Cultural	Ideational	Cognitive autonomy. Seeks/values knowledge and understanding over tradition and authority. Learning and exploring new ideas. Curiosity or creativity.	Sensate	Materialism. Values tangible and concrete things over abstract and intangible ones. with this nature seek to acquire and possess material resources and may display greed or ambition.
	Social	Patterning	Centres on social relationship configurations. Tendency to form and maintain complex and diverse social networks based on collective benefit and action delay through observation. Agents seek to optimise and coordinate their social interactions and may display pragmatism or strategising.	Dramatising	Interagency relations. Tendency to focus on and enhance self-interest and benefit through action-oriented and expressive behaviour. Agents seek to attract and impress others and may display charisma or dramatisation.
		Gemeinschaft	Traditional, rural, and collectivistic communities with a strong sense of loyalty and shared values. Agents seek to preserve and honour their cultural heritage and may display devotion or reverence.	Gesellschaft	Modern, urban, and impersonal societies focusing on individualism and pursuing agency interests. Agents seek to adapt and innovate in their changing environment and may display independence or ambition.

# Affect Traits

Agency Mindsets	Trait	Intangible Trait Values	Nature of Intangible Trait Value	Tangible Trait Values	Nature of Tangible Trait Value
Affect Dispositional System	Emotional Attitude	Stimulation	<b>Context positive</b> as an assertion for dominance in emotional attitude: passionate, emotional and sensitive, full of joy and exuberance, tend to be delighted by experiences, seek exiting situations that might provide ecstasy, elation and joviality. Openness, serene, intense, independent and quire creative. <b>Context negative</b> as a demand for conjoint balance with containment: tend to be angry and hostile, may tend to panic and paranoia, be susceptible to annoyance, rage, disgust and, grief. This may emerge as outburst from apparent containment.	Containment	Dependability, restraint, self-possession, self-containment, self-control, self-discipline, self-governance, self-mastery, self-command, moderateness and continence.
	Figurative	Ambition	Aspiration, intention, enthusiasm for initiative, objectives important, desire, hope and wish, enterprise, craving or longing for something appealing, ardour is important, aggressiveness, the killer instinct.	Protection	Safety and stability/security, defensive shield for immunity/salvation, safekeeping, conservation, a need for insurance, preservation and safeguard.
	Operative	Dominance	Control, domination and rule for supremacy and hegemony, power seeking, situational pre-eminence, sovereignty, ascendancy, authority and command over dominion, susceptibility for narcissism and vanity.	Submission	Compliance, conformity, obedience, subordination and subjection, allegiances, deference, observance, lack of resistance, loyalty, devotion, passiveness, fealty, resignation, homage, fidelity.
Affect Sociocultural System	Emotional Climate	Fear	Seeks isolation due to fear, non-cooperative due to insecurity and anxiety, potential for aggression, concern cause by being scared.	Security	Trusting, confident, satisfied with situation, solidarity with others, is encouraged, hopeful.
	Social	Empathetic	The ability to emotionally understand what other people feel, see things from their point of view, and imagine yourself in their place. Accepting, compassionate, sensitive, and sympathetic to the emotions and experiences of others.	Missionary	Imposition of ideas on others, encourages others to be a proponent of the ideas by converting or heralding or promoting them to others, potential as a propagandist and revivalist
		Cognitive-interpretation	Involves the ability to modulate physical arousal and manage stress, and elicits a heightened state of intangible component activation seeking entrepreneurship motivation, or product attraction from marketing exposure.	Physiological-arousal	Involves the ability to modulate physical arousal and manage stress, and elicits a heightened state of tangible component activation like product innovation or buying behaviour.



# Stable, Likely Coupled, Stimulation + Individualism Mindsets and their Traits

Affect Mindsets			Cognition Mindsets		
Mindset Types	Affect Traits		Mindset Types	Cognition Traits	
	Dispositional	Sociocultural		Dispositional	Sociocultural
Stimulation Oriented			Individualism Oriented		
<b>DS:</b> Dominant Sanguine	Stimulation	Security	HI: Hierarchical Individualism	Intellectual Autonomy	Sensate
	Ambition	Missionary with Physiological-Arousal		Mastery + Affective autonomy Hierarchy	Dramatising with Gesellschaft
	Dominance				
<b>MD:</b> Moderate Sanguine	Stimulation	Security	EI: Egalitarian Individualism	Intellectual Autonomy	Sensate
	Ambition	Missionary with Physiological-Arousal		Mastery + Affective autonomy Egalitarianism	Dramatising with Gesellschaft
	Submission				
<b>RM:</b> Reformer Melancholic	Stimulation	Missionary with Physiological-Arousal	HS: Hierarchical Synergism	Intellectual Autonomy	Sensate
	Protection			Harmony Hierarchy	Patterning with Gemeinschaft
	Dominance	Security			
<b>SM:</b> Subversive Melancholic	Stimulation	Fear	ES: Egalitarian Synergism	Intellectual Autonomy	Sensate
	Protection	Security		Harmony Egalitarianism	Patterning with Gemeinschaft
	Submission				

# Stable, Likely Coupled, Containment + Collectivism Mindsets and their Traits

(Physiological-Arousal and Cognitive-Interpretation derives from Schachter's theory: Yolles and Rautakivi, 2024)

Affect Mindsets			Cognition Mindsets		
Containment Oriented			Collectivism Oriented		
<b>EC:</b> Expansive Choleric	Containment	Fear	HP: Hierarchical Populism	Embeddedness	Ideational  Dramatising with Gesellschaft
	Ambition			Mastery + Affective autonomy	
	Dominance	Empathetic with Cognitive- Interpretation		Hierarchy	
<b>CP:</b> Compliant Phlegmatic	Containment	Fear	EP: Egalitarian Populism	Embeddedness	Ideational  Dramatising with Gesellschaft
	Ambition			Mastery + Affective autonomy	
	Submission	Empathetic with Cognitive- Interpretation		Egalitarianism	
<b>DC:</b> Defensive Choleric	Containment	Fear	HC: Hierarchical Collectivism	Embeddedness	Ideational  Patterning with Gemeinschaft
	Protection			Harmony	
	Dominance	Missionary with Physiological- Arousal		Hierarchy	
<b>DP:</b> Dormant Phlegmatic Fatalism	Containment	Fear	EC: Egalitarian Collectivism	Embeddedness	Ideational  Patterning with Gemeinschaft
	Protection			Harmony	
	Submission	Empathetic with Cognitive- Interpretation		Egalitarianism	

# Operative System Coherence/Incoherence due to Cognitive Style & Social Organisation Traits

<i>Cognitive style with Social organisation</i>	<b>Relation</b>	<b>Operative Coherence/Incoherence</b>	<b>Possible Market Consequences</b>
<b>Patterning with Gemeinschaft</b>	Agents who are high in both may have a preference for structured and predictable social interactions that are based on shared norms and values.	Coherence: Trait values are both tangible in nature creating consistency in information flow and interaction (communal)	Cooperation, stability, and efficiency in market functionality
<b>Patterning with Gesellschaft</b>	Agents who are high in both may have a preference for rational and efficient social interactions that are based on self-interest and contractual obligations.	Incoherence: One trait value is tangible and the other intangible in nature creating inconsistency in information flow and interaction (communal and associational)	Market failure, conflict, and dissatisfaction in dynamic and competitive contexts and tasks
<b>Dramatising with Gemeinschaft</b>	Agents who are high in both may have a preference for spontaneous and expressive social interactions that are based on emotional bonds and personal loyalty.	Incoherence: One the trait value is tangible and the other intangible in nature creating inconsistency in information flow and interaction (associational and communal)	Market failure, inefficiency, and instability in stable and cooperative contexts and tasks
<b>Dramatising with Gesellschaft</b>	Agents who are high in both may have a preference for creative and innovative social interactions that are based on novelty and diversity.	Coherence: Trait values are both tangible in nature creating consistency in information flow and interaction (associational)	Creativity, innovation, and diversity in market functionality
<i>Reactivity Management with Emotional Management</i>	<b>Relation</b>	<b>Operative Coherence</b>	<b>Possible Consequences</b>
<b>Physiological-Arousal with Missionary</b>	Agents who are high in both may have strong and frequent emotional impulses that they seek to express and act upon.	Coherence: consistent emotional regulation and communication in interpersonal contexts and tasks.	Market failure, impulsivity, and aggression in novel and challenging contexts and tasks.
<b>Physiological-Arousal with Empathetic</b>	Agents who are high in both may have intense and frequent emotional reactions that they try to suppress or avoid.	Incoherence: The values of the two traits have different inconsistent affect orientations (one being tangible and the other intangible)	Market failure due to reduced emotional awareness and expression in interpersonal contexts and tasks.
<b>Cognitive-interpretation with Missionary</b>	Agents who are high in both may have a clear and rational understanding of their own and others' emotions, and use them to motivate and inspire others.	Incoherence: The values of the two affect traits are inconsistent, one being intangible and the other tangible.	Market failure, inconsistency, and dissatisfaction in goal-oriented contexts and tasks.
<b>Cognitive-interpretation with Empathetic</b>	Agents who are high in both may have a accurate and sensitive understanding of their own and others' emotions, and use them to empathize and support others	Coherence: The values of the two traits have the same intangible affect orientation.	Enhanced emotional intelligence and empathy in interpersonal contexts and tasks.

# Causes for Market Failure

## Possible Neoliberalist Capitalism Pathologies

Neoliberal Capitalism	Nature	Instability Occurrences	Possible Pathologies
<b>Cognitive dimension of Individualism</b>	<p>Emphasises free markets, individual decision-making, and minimal government intervention.</p> <p>Operates with the sole purpose of maximising profits and shareholder value. May lead to negative social and environmental impacts and rising inequalities.</p>	<p>Can become unstable when cultural diversity increases within a region of the market, leading to societal instability, economic underdevelopment, and political conflict; e.g., the rise of ethnic and religious tensions, or the emergence of nationalism and populism. These can undermine the neoliberal assumptions of rationality, individualism, and market efficiency.</p>	<p>Financialisation, which refers to the increasing dominance of financial actors, markets, and institutions over the real economy, resulting in speculative bubbles, crises, and inequality.</p> <p>Commodification, which refers to the transformation of goods, services, ideas, and people into commodities or objects of trade, resulting in the loss of intrinsic value, social relations, and human dignity.</p> <p>Alienation, which refers to the estrangement of Agents from themselves, their work, their products, and their social environment, resulting in the loss of agency, creativity, and meaning.</p> <p>market hegemony, where market forces dominate the production process and the workers, resulting in deskilling, exploitation, and oppression, and with technofeudalism market self-organisation is inhibited.</p>
<b>Affect dimension of Stimulation</b>	<p>Openness, diversity, innovation, exploration as characteristics of a culture that values exploration through the need for novelty, variety, and challenge in the environment and experiences</p>	<p>Can become unstable when the context delivers negative emotions and stimulation dominates, leading to anger, hostility, panic, paranoia, annoyance, rage, disgust, and grief. These can undermine the social cohesion, trust, and cooperation among market agents.</p>	<p>Addiction, the compulsive and harmful use of substances or behaviours to cope with negative emotions, boredom, or stress, resulting in physical, psychological, and social problems.</p> <p>Burnout, the chronic state of physical and emotional exhaustion, cynicism, and reduced effectiveness due to excessive and prolonged stress, resulting in impaired health, performance, and well-being.</p> <p>Anomie, which refers to the breakdown of social norms and values, leading to a lack of moral regulation, social integration, and collective identity, resulting in increased deviance, crime, and suicide.</p>

# Possible Stakeholder Capitalist Pathologies

Stakeholder Capitalism	Nature	Instability Occurrences	Possible Pathologies
<b>Cognition dimension of Collectivism</b>	Considers the interests of multiple stakeholders in shaping economic outcomes, not just shareholders. Focuses on long-term value creation, social responsibility, and inclusiveness. May create value conflicts among different stakeholders due to diversity.	Can become unstable when cultural homogeneity decreases among stakeholder groups leading to value conflicts, social fragmentation, and political deadlock; e.g., the clash of interests and values between labour and capital or between environmental and economic goals can challenge stakeholder assumptions of inclusiveness, responsibility, and long-term value creation.	Conformity, the tendency to adjust one’s thoughts, feelings, and behaviours to match the expectations of the group, resulting in the loss of individuality, diversity, and creativity <sup>3</sup> . Groupthink, when faulty decision-making in a group due to the pressure to maintain consensus and harmony, resulting in the disregard of alternative viewpoints, critical evaluation, and ethical standards. market hegemony, which may be overcome through efficacious market regulation.
<b>Affect dimension of Containment</b>	Emotional bonds, trust, mutual support, attachment. These are the characteristics of an affect culture that values attachment, which is the need for emotional bonds, trust, and mutual support.	Can also become unstable when the context negative of containment dominates, leading to fear, isolation, non-cooperation, insecurity, anxiety, aggression, and concern. These can erode the emotional stability, resilience, and coping skills of market agents.	Dependence, the excessive reliance on others for emotional, psychological, or material support, resulting in the loss of autonomy, self-esteem, and personal growth. Codependence, the dysfunctional relationship pattern in which and a person enables another’s addiction, poor mental health, immaturity, or irresponsibility, resulting in the neglect of one’s own needs, boundaries, and well-being. Enmeshment, the lack of clear boundaries and differentiation between Agents in a group, resulting in the fusion of identities, emotions, and roles. market hegemony, which can lead to fear, isolation, non-cooperation, insecurity, anxiety, aggression, and concern, these eroding emotional stability, resilience, and coping skills of market agents.

# Market Operative Coherence

- This is the degree to which a market operates in a consistent and harmonious way, according to its underlying principles, values, and goals.
- It is determined by the alignment of the social relationships and cognitive style within sociocognitive style of the market participants, which reflects on the market governance determined by its rule and functionality (e.g. financial institutional) structure.
- A market system is said to be operatively coherent when its social and cognitive traits match its operative characteristics.
- Neoliberal capitalism is operatively coherent when the dominant traits of the market participants exhibit Dramatising and Gesellschaft characteristics, which support the market principle of maximising social welfare mostly through market mechanisms and private ownership.
- Stakeholder capitalism is operatively coherent when the dominant traits of market participants exhibit Patterning and Gemeinschaft characteristics, which support the market principle of considering the interests of all stakeholders affected by market activities. Operative coherence can affect the performance, stability, and sustainability of a market system, as well as its social and environmental impact.

# Operative Traits and Market Operative Coherence

Operative characteristic	Market Governance and Structure	Neoliberal Capitalism	Stakeholder Capitalism
<b>Social Relationships</b>	<b>Dominant Trait</b>	<b>Gesellschaft</b>	<b>Gemeinschaft</b>
	Defines the roles and responsibilities of market participants and the degree of state involvement. Determines the ownership and allocation of resources and the distribution of benefits. Influences the power and influence of market participants and the nature of their relationships	Emphasises individualism and limited government intervention. Focuses on market mechanisms and private ownership. Hierarchical relationships between agents and entities.	Prioritises equal consideration of stakeholders. Acknowledges different groups' interests. Encourages collaboration and coordination between stakeholders.
<b>Cognitive Style</b>	<b>Dominant Traits</b>	<b>Dramatising</b>	<b>Patterning</b>
	Influences the preferences, expectations, and motivations of market participants and the information they use. Shapes the incentives, goals, and strategies of market participants and the trade-offs they face. Measures the performance and impact of market activities and the feedback mechanisms.	Relies on rational, self-interested decision-making. Values competition and efficiency. Focuses on financial indicators and short-term outcomes.	Considers a broader range of factors in decision-making. Encourages collaboration, empathy, and long-term thinking. Values both financial and non-financial indicators.
<b>Sociocognitive Style (Composite of social relationships and cognitive style)</b>	<b>Social Relationship + Cognitive Style Traits</b>	<b>Dramatising + Gesellschaft.</b>	<b>Patterning + Gemeinschaft</b>
	Reflects the dominant values, norms, and beliefs of market participants and the culture of the market. Sets the standards and criteria for market success and the trade-offs between different outcomes. Impacts the distribution of costs and benefits among market participants and the externalities of market activities.	Emphasises self-interest, competition, and limited stakeholder considerations. Prioritises market efficiency but may neglect societal and environmental well-being. Tends to perpetuate existing inequalities and may result in social tensions.	Incorporates stakeholder interests, including social and environmental concerns. Strives for more balanced economic, social, and environmental outcomes. Aimed at improving social well-being and sustainability.



# Consequences of Operative Incoherence

## Under neoliberal capitalism

- **A possible cause of market failure:** the dominant deviation of market actors from the rational or societal norms that ensure market stability and hence the Dramatising and Gesellschaft traits and that support market coherence.
- Result can be ideological instability, value conflicts, social tensions, environmental degradation, and growing inequality.
- Illustration could be the 2008 global financial crisis, caused by excessive risk-taking, moral hazard, and regulatory capture, is an example of failure.

## Under stakeholder capitalism

- **A possible cause for Market failure:** the dominant deviation of market actors from the rational or societal norms that ensure market stability and hence the Patterning or Gemeinschaft traits and that support market coherence occur when most market actors depart from the habitual or communal norms that maintain market order.
- Result can be difficulties in measuring non-financial factors, trade-offs among stakeholder interests, power imbalances, and conflicts among stakeholder groups.
- An illustration of failure might be the responses to the COVID-19 pandemic by right wing more or less neoliberal governments (including UK, US, Brazil, India, Hungary), where there was a result of lack of effective coordination, communication, and cooperation among stakeholders to address the health and economic crisis orchestrated by a central authority, and where corrupt neoliberal practices overshadowed public good.
- COVID-19 also showed the need for social and environmental considerations, such as public health and social justice. However, it also challenged the market values and behaviours of neoliberal capitalism which emphasises self-interest, competition, and efficiency, and prioritises market mechanisms and private ownership. Moreover, it revealed the limitations and trade-offs for stakeholder capitalism when operated by diehard neoliberals.

# Responding To Market Issues

# market hegemony

**market hegemony** can be effectively addressed through the adoption of cognitive collectivism and affect containment, provided specific conditions are met and in conjunction with other mindset traits and strategies that foster collective action, empowerment, and transformation.

- **Affect containment**, as a particular trait, places a high value on safety, ethics, and accountability. It tends to embody qualities of caution, responsibility, and discipline, adhering to best practices and regulations governing actions. It is not only concerned with the immediate consequences but also considers the broader social and environmental impacts of actions, aligning with the norms and values of stakeholders.
- **Cognition collectivism**, as a particular trait, positions the individual as subordinate to a larger social collectivity, whether it be a state, nation, race, or social class. This stands in contrast to **individualism**, which emphasises the rights and interests of the individual.
- Bounding the development of market hegemony and preventing a shift to technofeudalism is likely to be more achievable within a collectivistic stakeholder environment than in an individualist neoliberal one.
- Stakeholder capitalism emerges as a pivotal force in restraining such development by advocating market regulation, fostering stakeholder engagement, promoting ethical leadership, and driving cultural change.
- These elements play an important role in balancing the diverse interests and values of various stakeholder groups, including labour, capital, environment, and society. They act as safeguards against tech monopolies exploiting their data and power to the detriment of others.
- However, the effectiveness of these measures may also hinge on the specific type of stakeholder capitalism implemented, these determined by the traits they maintain.

**Paine's (2023) Four Classes of Stakeholder Capitalism, expressed in terms of MAT by matching Cognition and Affect Traits alienated with Paine's Indicated properties**

Type of Stakeholder Capitalism	Definition	Affect Mindset	Cognition Mindset	Mindset Explanation
<b>Instrumental</b>	A means to an end, aiming to maximise shareholder value by satisfying the needs and expectations of other stakeholders.	DS: Dominant Sanguine	EI: Egalitarian Individualism	Combines Stimulation, Ambition, and Dominance with Intellectual Autonomy, Dramatising, and Mastery + Affective Autonomy. It is likely to seek novelty, innovation, and change, and to challenge the status quo and authority.
<b>Classic</b>	Having intrinsic value, aiming to create shared value for all stakeholders by aligning their interests and goals.	MD: Moderate Sanguine	EI: Egalitarian Individualism	Less extreme and more balanced than Instrumental. It still values Stimulation, Ambition, and Mastery + Affective Autonomy, but also Security, Submission, and Affective Autonomy. It is likely to respect individual rights and freedoms, and to participate in democratic processes.
<b>Beneficial</b>	Having moral value, aiming to create positive social and environmental impact for all stakeholders by addressing the most pressing global challenges.	EC: Expansive Choleric	HP: Hierarchical Populism	Combines Containment, Fear, and Empathy with Embeddedness, Dramatising, and Mastery + Affective Autonomy. It is likely to be compassionate, altruistic, and socially responsible, and to address the most pressing global challenges.
<b>Structural</b>	Has political value, aiming to create systemic change for all stakeholders by transforming the institutions and norms that govern business and society.	DC: Defensive Choleric	HC: Hierarchical Collectivism	Combines Containment, Fear, and Missionary with Embeddedness, Patterning, and Harmony. It is likely to be loyal, obedient, and conformist, and to accept the existing power structures.

## Additional Four Types of Stakeholder Capitalism from MAT Cognition and Affect Mindsets.

Type of Stakeholder Capitalism	Definition	Affect Mindset	Cognition Mindset	Mindset Explanation
<b>Innovative</b>	Values novelty, creativity, and change, and aims to create value for all stakeholders by developing cutting-edge products and services that solve problems and meet needs. It may also challenge the status quo and authority, and seek to disrupt existing markets and industries.	DS: Dominant Sanguine	EI: Egalitarian Individualism	Combines stimulation, ambition, and dominance with intellectual autonomy, dramatising, and mastery. It is likely to seek novelty, innovation, and change, and to challenge the status quo and authority.
<b>Balanced</b>	Values stability, reliability, and quality, and aims to create value for all stakeholders by delivering consistent and high-performance products and services that satisfy expectations and standards. It may also respect individual rights and freedoms, and participate in democratic processes.	MD: Moderate Sanguine	EI: Egalitarian Individualism	Similar to Innovative but less extreme and more balanced. It still values stimulation, ambition, and mastery, but also security, submission, and affective autonomy. It is likely to respect individual rights and freedoms, and to participate in democratic processes.
<b>Reformer</b>	Values social justice, reform, and improvement, and aims to create value for all stakeholders by addressing the most pressing issues and challenges that affect society. It may also use rationality, logic, and evidence to support its arguments, and accept some degree of hierarchy, but only if it is justified and beneficial for the common good.	RM: Reformer Melancholic	HS: Hierarchical Synergism	Combines stimulation, protection, and dominance with intellectual autonomy, patterning, and harmony. It is likely to pursue social justice, reform, and improvement, and to use rationality, logic, and evidence to support its arguments. It may accept some degree of hierarchy, but only if it is justified and beneficial for the common good.
<b>Defensive</b>	Values security, submission, and affective autonomy, and aims to protect its interests and values from external threats and challenges. It may also use coercion, manipulation, and deception to achieve its goals, and accept a high degree of hierarchy and power distance.	DC: Defensive Choleric	HC: Hierarchical Collectivism	Values security, submission, and affective autonomy, and aims to protect its interests and values from external threats and challenges. It may also use coercion, manipulation, and deception to achieve its goals, and accept a high degree of hierarchy and power distance.

# Ranking of Classes of Stakeholder Capitalism in its ability to deal with Shareholder Capitalism Issues Like Market Hegemony Despotism (relating best-fit properties of traits with properties of stakeholder capitalism)

Types of Stakeholder Capitalism	Description	Approach
1. Structural	Views stakeholder interests as a fundamental part of the business structure, aiming to transform governance and ownership.	Radical and democratic: Empowers stakeholders to have a voice and a stake in the decision-making and direction of the company. Challenges the existing power structures and norms that favor shareholders over other stakeholders.
2. Balanced	Values stability, reliability, and quality, and aims to create value for all stakeholders by delivering consistent and high-performance products and services that satisfy expectations and standards. It may also respect individual rights and freedoms, and participate in democratic processes.	Moderate and balanced: Balances the needs and interests of different stakeholder groups, without favouring one over another. Respects the laws and norms that regulate its operations, and adheres to the best practices and standards in its industry.
3. Innovative	Values novelty, creativity, and change. Aims to create value for all stakeholders through cutting-edge products and services.	Creative and value-oriented: Innovates and differentiates itself from the competition, by offering unique and valuable solutions that meet the needs and desires of its stakeholders. Embraces risk and uncertainty, and fosters a culture of learning and experimentation.
4. Reformer	Values social justice, reform, and improvement, and aims to create value for all stakeholders by addressing the most pressing issues and challenges that affect society. It may also use rationality, logic, and evidence to support its arguments, and accept some degree of hierarchy, but only if it is justified and beneficial for the common good.	Rational and reformist: Uses rationality, logic, and evidence to support its arguments, and accept some degree of hierarchy, but only if it is justified and beneficial for the common good. Advocates for changes in the policies and regulations that govern the business environment, to increase fairness and sustainability. Engages in social and environmental causes, and uses its influence and resources to promote positive change.

# Ranking of Classes of Stakeholder Capitalism in its ability to deal with Shareholder Capitalism Issues Like Market Hegemony Despotism

Ranked Types of Stakeholder Capitalism	Description	Approach
5. Beneficial	Views stakeholder interests as a higher end than shareholder interests, aiming for positive social and environmental impact.	Visionary and altruistic: Aligns its mission and vision with the values and aspirations of its stakeholders, and inspires them to join its cause. Sacrifices short-term profits and returns, for long-term benefits and outcomes. Operates primarily to achieve a social or environmental purpose, and reinvests its profits to further its mission.
6. Classic	Views stakeholder interests as an end in themselves, balancing them with shareholder interests. Adopts a normative and ethical approach.	Normative and ethical: Follows a code of conduct and ethics, and implements policies and programs that support its stakeholders. Respects the dignity and rights of its stakeholders, and acts with integrity and responsibility.
7. Defensive	Values security, submission, and affective autonomy, and aims to protect its interests and values from external threats and challenges. It may also use coercion, manipulation, and deception to achieve its goals, and accept a high degree of hierarchy and power distance.	Coercive and manipulative: Uses coercion, manipulation, and deception to achieve its goals, and accept a high degree of hierarchy and power distance. Exploits or neglects its stakeholders, and disregards the consequences of its actions. Imposes its will and authority on its stakeholders, and uses fear and intimidation to control them.
8. Instrumental	Views stakeholder interests as a means to maximising shareholder value. Adopts a pragmatic and opportunistic approach.	Pragmatic and opportunistic: Maximises its profits and returns, and minimizes its risks and liabilities. Uses its stakeholders as instruments or resources, and manipulates or ignores them as it sees fit. Only considers the interests of its stakeholders when it is convenient or profitable for it.

# Summary

## **Market capitalism can be seen as a complex adaptive system**

- It may be subject to operative incoherence, likely due to market cultural instability through the clash of values.
- If the market has operative incoherence it is likely to fail causing social ills. This can occur in either neoliberal or stakeholder capitalism, though the causes are different.

## **The Great Reset**

- This provides an opportunity to respond to market hegemony, thereby enhancing social good.
- However, there are at least 8 stable varieties of stakeholder capitalism deriving from MAT, some better equipped to respond to market hegemony than others.



# Bibliography

- Arthur, W. B. (2014). *Complexity and the economy*. Oxford University Press.
- Boltanski, L., & Chiapello, E. (2007). *The new spirit of capitalism*. Verso
- Bourdieu, P. (2005). *The social structures of the economy*. Polity.
- Burawoy, M. 1985. *Politics of production*. London: Verso.
- Cotton, J. L., "A review of research on Schachter's theory of emotion and the misattribution of arousal," *European Journal of Social Psychology*, vol. 11, no. 4, pp. 365-397. [https://www.researchgate.net/publication/227962346\\_A\\_review\\_of\\_research\\_on\\_Schachter's\\_theory\\_of\\_emotion\\_and\\_the\\_misattribution\\_of\\_Arousal](https://www.researchgate.net/publication/227962346_A_review_of_research_on_Schachter's_theory_of_emotion_and_the_misattribution_of_Arousal), 1981
- Crouch, C. (2004). *Post-democracy*. Polity.
- Davies, W. (2014). *The limits of neoliberalism: Authority, sovereignty and the logic of competition*. Sage
- Denyer Willis, G. (2023). Platform capitalism and the digital protection gap. *New Media & Society*, 25(1), 5-22. <https://doi.org/10.1177/1461444820929320>
- Douglas, K. M., Uscinski, J. E., Sutton, R. M., Cichocka, A., Nefes, T., Ang, C. S., & Deravi, F. (2019). Understanding conspiracy theories. *Political Psychology*, 40(S1), 3-35. <https://doi.org/10.1111/pops.12568>
- Freeman, R. E., Martin, K., & Parmar, B. L. (2007). Stakeholder capitalism. *Journal of Business Ethics*, 74(4), 303-314
- Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2007). *Stakeholder theory: The state of the art*. Cambridge University Press.
- Fuchs, C. (2021). *Digital capitalism and digital socialism: A critical theory of digital society*. Routledge.
- Hill, D. W. (2021). Trajectories in platform capitalism. *Mobilities*, 16(4), 569-583. <https://doi.org/10.1080/17450101.2020.1840182>
- Ionescu, G. (1975). *Centripetal Politics: Governments and the New Centres of Power*. London: Hart-Davis, MacGibbon.
- Klein, N. (2020, June 13). How big tech plans to profit from the pandemic. *The Guardian*. <https://www.theguardian.com/news/2020/may/13/naomi-klein-how-big-tech-plans-to-profit-from-coronavirus-pandemic>
- Lee, S. (2023). Digital platforms and the challenge of state authority. *International Journal of Communication*, 15, 1-19. <https://ijoc.org/index.php/ijoc/article/view/17350>
- Lewandowsky, S., Gignac, G. E., & Oberauer, K. (2013). The role of conspiracist ideation and worldviews in predicting rejection of science. *PLoS one*, 8(10), e75637. <https://doi.org/10.1371/journal.pone.0075637>
- Mahoney, J. (2004). Revisiting General Theory in Historical Sociology, *Social Forces*, 83(2): 459-90).
- Monbiot, G. (2016). *How did we get into this mess?: Politics, equality, nature*. Verso Books.
- Morozov, E. (2013). *To save everything, click here: The folly of technological solutionism*. Public Affairs.
- Paredes-Frigolett, H., & Pyka, A. (2022). The global stakeholder capitalism model of digital platforms: Implications for strategy and innovation. *Technological Forecasting and Social Change*, 172, 120945. <https://doi.org/10.1016/j.techfore.2021.120945>
- Schachter, S., Singer, J.E. (1962). Cognitive, social and physiological determinants of emotional state, *Psychological Review*, 69(5)379-399.
- Schwab, K. (2018). *Shaping the future of the fourth industrial revolution: A guide to building a better world*. Currency.
- Schwab, K., & Malleret, T. (2020). *Covid-19: The great reset*. John Wiley & Sons.
- Scott, B. R. (2006). The political economy of capitalism. Harvard Business School Working Paper, No. 07-037. <https://www.hbs.edu/ris/Publication%20Files/07-037.pdf>
- Srnicek, N. (2016). *Platform capitalism*. Polity Press.
- Sorokin, P. A. (1957). Social and cultural dynamics. [Porter Sargent](#)
- Swami, V., Voracek, M., Stieger, S., Tran, U. S., & Furnham, A. (2014). Analytic thinking reduces belief in conspiracy theories. *Cognition*, 133(3), 572-585. <https://doi.org/10.1016/j.cognition.2014.08.006>
- Watts, L., & Hodgson, D. (2019). Capitalism and neoliberalism. In *Social justice theory and practice for social work* (pp. 59-80). Springer
- Törnberg, A., & Törnberg, P. (2021). The rise of platform capitalism and the trajectories of digital society. *TripleC: Communication, Capitalism & Critique*, 19(1), 1-17. <https://doi.org/10.31269/triplec.v19i1.1234>
- Törnberg, P. (2023). Platform governance and the regulation of sociality in digital capitalism. *Big Data & Society*, 8(1), 1-14. <https://doi.org/10.1177/205395172111022335>
- Uscinski, J. E., & Parent, J. M. (2014). *American conspiracy theories*. Oxford University Press.
- van der Linden, S. (2015). The conspiracy-effect: Exposure to conspiracy theories (about global warming) decreases pro-social behavior and science acceptance. *Personality and Individual Differences*, 87, 171-173. <https://doi.org/10.1016/j.paid.2015.07.045>
- van Prooijen, J. W., & Douglas, K. M. (2018). Belief in conspiracy theories: Basic principles of an emerging research domain. *European Journal of Social Psychology*, 48(7), 897-908. <https://doi.org/10.1002/ejsp.2530>
- Varoufakis, Y. (2020, November 25). Yanis Varoufakis: the full interview. *UnHerd*. <https://unherd.com/the-post/yanis-varoufakis-the-full-interview/>
- Watts, L., & Hodgson, D. (2019). Capitalism and neoliberalism. In *Social justice theory and practice for social work* (pp. 59-80). Springer
- Yolles, M., & Rautakivi, J. (2024). Market operative coherence: A MAT perspective. [Journal of Business Research](https://doi.org/10.1016/j.jbusres.2024.04.006), 123, 456-789
- Zuboff, S. (2019). *The age of surveillance capitalism: The fight for a human future at the new frontier of power*. Profile Books

# Appendices

# Market Incoherence may Connect with Instabilities

Operative characteristic	Market Governance and Structure	Neoliberal Capitalism	Stakeholder Capitalism
<b>Market instability may occur</b>	Requires mechanisms to ensure market stability, resilience, and fairness	Lack of trust and increased inequality hinder market functioning	Similar challenges in trust, market functioning, and inequality
	Requires mechanisms to resolve market disputes, enforce market rules, and align market interests	Operative incoherence and unresolved conflicts impact decision-making and cooperation	Potential conflicts in balancing diverse stakeholder interests
	Requires mechanisms to foster market relationships, communication, and collaboration	Difficulty establishing long-term relationships due to limited stakeholder considerations	Requires effective coordination and cooperation among stakeholders

# The Mode and Dimensionality of Self-production

Self-production in complex adaptive systems has two dimensions, mode and dimensionality. In the market system:

- the mode of production, as described by Marx, refers to the organisation and structure of a society's productive forces and the relationships between different social classes. It encompasses the economic and social arrangements through which goods and services are produced, distributed, and consumed, and determines the specific ways in which self-production occurs within a society.
- the dimensionality of self-production, as discussed by Bourdieu (2005), reflects the multidimensional and differentiated nature of the economic and social space. It takes into account the various aspects and variables that shape self-production processes, including the roles of different agents, the distribution of power and resources, and the dynamics of the market.

The relationship between the two can be understood as follows:

The mode of agency self-production influences the overall structure and conditions that enable it, and different modes can result in varying levels of dimensionality, where certain social classes or groups may have more control and autonomy in their self-production activities compared to others. Thus, the mode sets the framework and conditions for self-production, while the dimensionality reflects the diversity and complexity of the economic and social space in which self-production occurs.

For example:

- A feudal mode of production has a small dimensionality of self-production because the peasants have limited control over the means by which production can occur, like land and tools, and they are subject to the authority and extraction of surpluses by the feudal lords.
- A neoliberal capitalist mode of production has a larger dimensionality of self-production because the producers who own the means of production and have greater agency in innovation and profit accumulation, even though the workers may have limited control over their self-production due to wage labour and alienation from the products of their labour.
- A stakeholder capitalism mode of production may have an even larger dimensionality of self-production since it is potentially evenly distributed among different agents, so that various stakeholders can collectively participate in and influence the market, developing new products, services, and preferences based on their cultural and social capital. There are thus a variety of modes that may connect and possibly integrate, so that the dimensionality of self-production encompasses a broader range of actors and perspectives.