

Stakeholders vs. Stockowners—The Dilemma of Future

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While portraying the lines of the foreseen new world-order, the author agrees to be what G. B. Shaw called the “unreasonable man” who tries to bring progress to the world. This work reviews some of the Capitalism’s main ideas and claims that many of them are irrelevant at present. It follows people’s change of mind as they wish to see Satisfaction, Pleasure, and Happiness becoming the leading elements in the search for meaning of life. As a result, the author poses some of future dilemmas: Who should gain from future activities, the traditional capital owners, or, maybe, the growing number of individuals who contribute competence, energy, and devotion to the new type of advanced high-tech industries? For resolving this dilemma, the essay claims that in the future meaning of life will rest more on talents feelings and emotions rather than on money or wealth. This fact must seriously be considered by the decision makers. For promoting its idea, the essay provides some concrete guidelines for establishing an advanced framework for the coming years. The author also believes that by increasing the stakeholder’s share in the firm’s revenues, the nation’s economy and society at all, will grow and prosper.

Keywords: stakeholders, stockowners, Capitalism, people-friendly economy, emotions-oriented management, meaning of life and happiness

Introduction: The Growing Irrelevance of Capitalism

The reasonable man adapts himself to the world: the unreasonable one persists in trying to adapt the world to himself. Therefore all progress depends on the unreasonable man or woman.

—George Bernard Shaw, *Man and Superman*

The reason for writing this work emerged from the author’s observation that the world is experiencing a significant change. It is our feeling that old and basic former principles are transformed and are replaced by new different social-economic rules. Thus, the author wishes to participate in portraying the main characters of such a foreseen new order, watching the world of today and examining global affairs leads us to accept a relative gloomy picture and a confused image of recent developments. Most world nations are slowly recovering from the COVID-19 pandemic while other mal-happenings happen and affect their social and economic life. With all respect, it is fair to assume that most professional and political leaders witness passively these events. It seems that the world is uncontrollably dragged to nowhere.

Digging little dipper reveals that the two major historical ideologies—Capitalism and Socialism—that have led the world for the last century are phasing out and do not provide at present either a theoretical or a practical guiding directing tool for the future. Examining major five Capitalism basic principles, easily supports this claim.

The Primary Goals and Basic Purposes of the Firm

All economic schools teach that the primary goal of every economic operation or enterprise is: Maximizing revenues and profits for finally provide them to the owners. At present, all around the world, many challenge this proclamation. Many call to change the existing arrangements. They insist on reorganizing the social-economic set-up while making the economy a more people-friendly system.

The Fallacies of Price Competition

Price competition was from the early days of capitalism and until today, the most important building-blocks of its ideology and practice. It was argued that this is the key for efficiency, for goods distribution, and for having a right and effective economic activity. Most of these arguments continue to lead public and private disputes despite the fact that they are not relevant. Most goods, materials, and oils are traded at present, by negotiations, contracts, bilateral and global agreements. Very little and unsubstantial amounts remain for small business arrangements. Thus, price competition has little effect and just marginal impact on basic economic life or on standards of living.

The Delusions of the Free Market

The Free Market is also a kind of a buzz word, used frequently even when it is just a theoretical term, which almost does not appear in real life. In the world of today most critical or essential goods or services' prices are determined by international bodies. Hence in many cases the effect on the end-user' price is almost marginal or even meaningless. It is amazing that just because this term appears frequently in theoretical or political brochures it is so popular despite it being wrong and irrelevant.

This case also well demonstrates that many prefer to follow old or fake statements rather than daring thinking and pursuing more relevant thoughts.

Wrong Advantages of Separating the Public Sectors from the Private One

Due to many reasons capitalist theoreticians always promoted the idea of a complete separation between the private and the public sectors. They have strongly advocated a clear separation between Government initiatives and private enterprises. This theoretical proclamation was irrational from its birth and of course totally unreal at the political framework the world is run today.

Unrealistic Benefits Referred to the Globalization

Many rational reasons support the promotion of global division of labor, which finally resulted in globalization increase. However, as in other cases, economic actions, even the most logical ones, cannot be separated from other local considerations. National and political interests play a critical role in the world of foreign trade. They should be considered when deciding upon global redistribution of production lines. Despite the economic benefits, other elements like, commodity prices, gas and oil cost location of key industries and so on, should be taken into account when redistributing industrial sites. It makes no sense discussing economic aspects when the final decision depends on totally different political views. The case of Russia-Ukraine war well demonstrates how a local conflict affects seriously world food supply.

Another additional point refers to the unjust aspect. A basic unjust occurs when nations are forced to be divided into exclusive groups of high and mid-tech industrialized countries, and low and basic manufacturing nations. In conclusion, it seems that the whole issue of foreign trade and globalization would soon be listed on the international agenda.

Unrealistic, Unjust, and Unacceptable Is the Concept of Capital Superiority

Capital superiority is among the most popular buzz expression which is going to be reformed in the coming days. Traditionally, many prominent professors of economics really believed and taught that “having enough money is the key for a secure and pleasant life”. Thus, “the rational person, along his or her life, should struggle and wrestle in order to win the survival war.” The unsaid conclusion from these claims was that “Money means Happiness” and “People’s Happiness, Satisfaction, and Pleasure could be achieved only by having enough money.” This point of view, therefore, justifies and promotes, directly and indirectly negotiation, tough work-place relationships, and sometimes even some violent measures. Further, a person must be strong and rough in order to survive in such social jungle. In this way students, who follow these arguments in universities, bring home behavior-modes that lately were copied by their children. This is just a simplified example of how a wrong capitalist approach contributes to social deterioration.

During the second decade of 21st Century, however, many, of all walks of life, oppose, reject, and deny this former capitalistic declaration. Earth, climate, health, personal satisfaction, and happiness, as well as other humanistic values, seem to lead and direct future endeavors. This point is further discussed in the coming sections.

The Core of the Dilemma

The dilemma of “who are the genuine beneficiaries from either an economic operation or a political-economic activity?” is the main concern of this essay. For over hundred years we were taught that the capital owners, or the stockholders are the legitimate and the exclusive ones for being rewarded. This, in fact was also and is still, one of the Capitalism’s basic grounds. However, as we face a continual trend of irrelevancy of many Capitalism symbols, it is assumed that this is also a proper time challenging the whole idea. This quest leads us further to ask a more philosophical question—When two major parties, like Labor and Capital, are involved in a joint action, like creating or manufacturing something, an activity similar, in a way, to the Divine Universe creation, how should the benefits of this endeavor be divided between the above two partners?

When an operation is divided between two, three, or more manufacturers, cost accounting technics find ways for exactly dividing the compensations to the relevant manufacturers. It is a simple technical procedure with little ideological involvement.

But, when the division of the returns refers to Capital and Labor, many ideologies emerge for preventing paying Labor for its proper contribution. We do not wish to argue with the supporters of these Capitalist view since we discussed precisely the irrelevancy of Capitalism to the current conditions in the 2020s. Further, a general framework for a more advanced, updated, and people-oriented political-economic scheme, is proposed. This proposition rests on a set of more fair, acceptable, democratic, and just principles. It recognizes that people were equally born as human beings but in fact they differed by their physiognomy, character, talent, and capabilities. Thus, they have different wishes, aspirations, dreams, and inside world.

In sum, and despite their dissimilarities, all people deserve having equal opportunities and should receive respectful and fair judicial process. As a matter of fact, the High-tech industry is working on bridging over this gap. It invests extra means in developing the candidates who are sent from the general Labor force. Thus, meaningful development of the labor-force should, therefore, be a main concern for those who think or wish to initiate in the future. The situation in the 21st Century clearly indicates, creative men and women, can produce or build assets with very little capital. Capital can do very little without Human-beings involvement.

The Stakeholders-Oriented Economy

The classical schools of economics teach for years, that the Capital's interest should always be separated from the Labor's one. They argued continuously that since these two production factors have conflicting interests they should be handled separately. They did not seek a smart solution that will be based on the common interest of the two parties—increasing the total output. So, usually Labor compensations were determined by firm negotiation between the Owners and the Trade Unions, while the capital returns and dividends were determined by management and the Board of Directors. This principal difference was the main reason for many long and severe disputes, disagreements, and clashes. It caused unnecessary battles and needless rivalry. However, as this layout was among the ground rules of the ruling Capitalist system, most nations accept it, even when it contradicts some democratic principles.

This phony state of labor relationships, which last in the first two first decades of the 21st Century, came to an end with the COVID-19 pandemic. This unexpected pandemic concluded with pointing out on several old and new action courses:

(1) The first conclusion indicates that *the Large Unknown Universe* disclosed by the pandemic, forces many to reexamine and rethink on their foresights and beliefs. The pandemic pointed out that the mysterious Universe is still, very large, huge, and is almost unmeasurable. Nevertheless, the advanced technology era we live in today, the Universe's mysteries, and the unexpected surprises are seriously intimidating and frightening people.

The best and promising way for overcoming these unknown dangers is by organizing *common interdisciplinary organs*, that will run with joint and effective scientific struggles. Here, like in other cases, ingenuity lays in corporation and collaboration rather than in competition.

Thus, the first lesson or command, derived from the COVID-19 pandemic is: Do not stop, continue examining, searching, and investing in studying the surrounding mysterious Universe.

(2) The second observation derived from the pandemic refers to the *Meaning of Life* people draw from the past pandemic. While concentrating on present occurrences like leisure time, family needs, and entertainments, they tend mistakenly, to disregard future requirements, such as, savings or pension funds. In addition, they tend also to challenge the Capitalism's No. 1 command: "Make More Money, or Maximize your Income." It is almost a world-wide phenomenon. People all over the globe, are in search of Satisfaction, Pleasure, and Happiness (SPH), rather than money or other financial assets. It is a well-known fact that money may assist and can open doors, but it cannot replace Pleasure and Happiness.

Thus, the second lesson learnt from the pandemic is that Inspiring, Enhancing, and Enriching (IEE) human life, is the fundamental meaning and the ultimate goal of most human beings. In addition, and also as learnt from the pandemic reality, many people, of all works of life, wish and tend to decrease their working hours, substituting them for more leisure and time spending with their families. This irrational economic decision contradicts teaching of economists who fail to explain logically this move.

The above-mentioned observations and many other, not to mention here, point out that *time comes for rethinking and reconsidering a different social-economic world-order*.

Some Refreshed Theoretical Rules

Before offering an innovative political-economic system it is necessary to set up the theoretical grounds upon which the whole system will be installed. Due to practical restrictions only few fresh aspects of the major

theories are discussed here. These fresh outlooks are important because they describe and explain how the author perceives the current situation and what is his view on the possible course of action. More information about the author's opinion and ideas upon these subjects could be found in Avny, A. (2021) "An ironic view on a convoluted reality: Part A", and also Avny, A. (2022) "Back to the genuine American dream: A call to move toward a people-oriented economics".

The Variability Range Replaces the Binary Calculation Method

The Binary system was the leading instrument for describing and explaining many phenomena in science. Many use it along history and during past century in particular, since it enabled easier computer analyses and calculations.

This approach was also widely used by the different religions for describing and portraying their demands and commands. Right or Wrong, Good and Bad were the terms used by this system for naming the required behaviors. With the introduction of computers and the digital way of computing, the Binary language reached its peak while dominating over most communication links.

The developments in the 21st Century teach us that this Binary language is short in describing and analyzing human feelings and behaviors. In reality, there are no Good or Bad situations. Most events occurred and run somewhere between the two contradicting poles. There are very few cases when population can precisely be divided into two groups only. When study was enhanced and emotional intelligence was recognized, scholars understood that the binary method should be replaced by a more useful tool, even if it complicates the scientific language.

Thus, by introducing the use of *the Variability Range* measure (1 to 10, or 1 to 100) a more sensitive accurate and authentic method is possible. This act enables to provide a better way for analyzing and describing real life and changing situations.

The Normal Distribution Theorem—A Way for Analyzing Populations

Several methods were used in the past for describing and analyzing individuals and groups of people. Since, mistakenly, all people were assessed evenly, almost like a herd of goats, little attention was given to the differences and the specific character of every member of the group. Mistakenly, all individuals were assessed evenly.

It is assumed that this past mistake emerged from the wish of social scientists to impose their view on equality on social relations and social just.

Since, we know at present, that *people vary in their internal soul as they vary in their physiognomy*, it is right to study them with a more appropriate instrument.

For some years now we call to change the former way while recommending the use of a more scientific method called "The Normal Distribution Theorem" or "the Bell-Shaped Curve" of population distribution. This method is a more advanced one since it rests on the advanced assumption that "all people are not the same". Although sometimes they seem even, but really, they vary significantly.

The Normal Distribution Model is used here for studying social affairs and human behavior. This type of analyzing social potentials, which reflects better societies' true image, is very helpful for further research. It also provide a more meaningful information and assists in providing and analyzing populations' behaviors.

According to this model, every group of human-beings contains three parties, two extreme ones, each with 20%-25% of the population and one the middle part, with 50%-60% of the population. When a certain group of

people is analyzed, the results indicate that about one quarter of the participants are excellent and good, about 50%-60% of them are medium and ordinary, while the rest, 20%-25% are less and poor performers.

As a rule of thumb, it could be said that the Normal Distribution Curve indicates how healthy and normal population is. When individuals are evenly dispersed among the different quality groups—it shows that society is healthy as every individual finds the group that better represents his place, needs, and desires. It is the meaningful liberal democracy. When most quality groups are held by a small group, it indicates that the regime is autocratic or even a dictatorial one. A more detailed discussion is presented in Avny's work: "An Ironic View on a Convoluted Reality: Part A" at *Open Journal of Philosophy*, Feb. 2021.

The Mysteries of Human Soul

Human soul and behavior were observed and described from the early days of written history. Unreasonable and complicated internal drives accompany human life along many years, as being told in the Bible story on Cain who slew his brother Abel (Genesis 4, 8). By citing this case we just demonstrate how evil, immoral, cruelty, and stupidity escort humankind from its early day of creation. These vices appeared with the Creation and seem to stay as long as humankind exist.

Moses descended from mount Sinai, facing the Israelites and proposing *the Ten Commandments* unto them, (Exodus 19, 20), is also an interesting event. It was an unexplained overwhelming and a transcendental spiritual stand which they have never experienced before. In this case also, one can learn that coming together and being inspired by great leaders with too high aspiration has a long history. As said in the Bible: "One generation passes away, and another generation cometh: but the earth abideth forever" (Ecclesiastes 4). This occurrence can assist in understanding how dictators, of all kinds, can gather and convince masses to follow them and their teaching. Although current mass communication was changed due to modern technology, the essence of intimate relationships between leaders and their people will continue to run even in the future.

Unfortunately, only few of the current social sciences' theories provide a thorough and satisfactory explanation to the above extreme cases. We bring these examples for supporting one of our main post-COVID-19 conclusions. We sincerely claim that the past pandemic convinced us that *the unknown universe in general, and human life in particular, contains still, many big unmeasured and complicated mysteries*. It is true that during the 21st Century's second decade, all branches of social sciences know much on many aspects of the field, like economics, psychology, behaviorism, and so on. However, all together, they are short of providing a comprehensive and integrative description that will be good enough and relevant for providing a satisfactory explanation to today's happenings.

Thus, for better understanding post-modern human individuals, we find it reasonable to present below some fresh ideas and worries on that issue.

(1) What is the essence of human Actions, Instincts, Drives, and Moves?

- How are they created and measured?
- How are they directed, steered, or controlled?
- Are they flows of Energy or moves of Masses?

(2) Is there a difference between Positive or Negative, Good or Bad moves?

- What are the differences between internal and external moves?
- What triggers human moves and what shapes them?
- What increases, decreases, or stops a given move?

- How long stays a given move and how can it be stopped?
- (3) What drives people?
- Are the driving agents, genetic, environmental, episodic, or continual?
- Can they be directed, inspired, or suppressed?
- Who can affect and monitor human drives?

The answer to the above worries is almost simple. Based on the denial of the binary perspective while being released from the demand of choosing between two options only—0 or 1, Good or Bad, White or Black, as discussed previously, the answer becomes obvious—first, that we know just little and secondly, many speculations and assumptions, are possible. *Human soul, spirit, ego, or internal self, are a combined bundle of parallel and contradicting vectors, that act simultaneously in all directions and strengths, as energies and masses, in controlled and uncontrolled manners and changing conditions.* This state of mind that started with the birth of Adam and Eve, and lasts thousands of years after, seems to prevail for many years ahead. Resulting from this situation, it is argued that Social Sciences, which along the last century, have focused on studying specific aspects and had specialized on given fields, *should promote interdisciplinary study and integrative exploration.* As a result, we hope to find in the near future economists who learn some psychology and psychiatrists who try to learn economics.

A New People-Oriented Social-Economic Set-Up

From the beginning, we find it important stating again and again, that the first and the foremost goal of every social-economic system is “to meet the citizens’ needs”. This assumption should be the main steering and leading directive for every public agency and service. Bureaucrats should always remember that they work for the people and act in their behalf. Thus, in general, people’s interest should precede those of any individual, organization, bureaucracy, and of the Governments. Although, this statement is self-explainable, since it is cited by the Constitution, it is necessary still, emphasizing it again and again. Unfortunately, many bureaucrats, clerks, and other public servants tend and pretend, to act as if they represent the organizations or the government’s interest or policy. This call, and the pursue of an advanced governing system, lead us to present the following program, which rests on the major principles detailed further.

Satisfaction, Pleasure, & Happiness—The Ultimate Human Goals

Happiness is the meaning and the purpose of life, the whole aim and end of human existence.

—Aristotle

This basic principle is very important because it combines present life with future expectations. It deals with individuals’ and organizations’ *Vision*, their *Goals*, and future *Undertakings*. We were triggered to this search because of the failure of the old traditional ideologies, both Socialism and Capitalism, to provide satisfactory solutions to the current social-economic threats. The troubles emerged from the COVID-19 pandemic just reinforce us in this search. The last pandemic showed that even wealthy individuals, with almost no financial limits, can die, unfortunately, from an uncontrolled reason. This situation leads many, of all walks of life, to realize that they should pursue different goals of life, for themselves and for their posterity. The post-pandemic reality indicates that many employees want to reorganize their home-workplace relationships. Many wish to work partly from home while other seek more leisure time for family and hobbies. Current tendencies at the high-tech industries just point out on the potential directions. The message is almost clear. It is supported also by current

tendencies in industrialized nations, where the employer-employees balance tends moving in favor of the employees. Resulting from the above-mentioned developments, and maybe as a sign of late maturity, the prior mark of Capitalism—*Making more and more Money*, is losing its glory, fame, and attractiveness.

Nowadays more people seek better meaning to their being while pursuing higher quality and more satisfactory course of life. Thus, the former materialistic goal of accumulating wealth is replaced by a more human-oriented approach. People are not ashamed admitting now that they pursue Satisfaction, Pleasure, and Happiness as their ultimate goals of life. Aristotle quote, at the top of this section, just indicates that that this valuable desire preceded Capitalism and is as old as the western civilization. Following this direction, we put the above three human desires as the ultimate and leading goal of future social-economic activities. Moreover, while promoting the idea that many future societies are, or will be heterogenic, it is reasonable to invite readers to choose their preferred definition of Happiness. Wikipedia notes 14,828 different quotes on Happiness. Eight are cited below, each expresses a different opinion. We invite the readers to choose those which better meet their nature.

Definition of Happiness:

“Happiness is not something readymade. It comes from your own actions.” Dalai Lama

“Happiness dose-not depend on any external conditions, it is *governed by our mental attitudes*.” Dale Carnegie (n.d.).

“Happiness always looks small while you hold it in your hands, but let it go. and you learn that at once how big and precious it is.” Maxim Gorky (n.d.).

“Happiness is when what you think, what you say, and what you do, are in harmony.” Mahatma Gandhi (n.d.).

“Happiness is that state of consciousness which proceeds from the achievement of one’s values.” Ayn Rand (n.d.).

“The greatest glory in living lies not in never falling, but in rising every time we fall.” Nelson Mandela (n.d.).

“In the end, it’s not the years in your life thar count. It is the life in your years.” Abraham Lincoln (n.d.).

“Life is either a daring adventure or nothing at all.” Helen Keller (n.d.).

Collaboration and Cooperation—The Leading Way of Work

The second point of our proposition discusses the mode of operation and its character.

It refers to *Collaboration* and *Cooperation* because they are the expressions that best describe the different or the new spirit of the proposed social-economic perception. This perception combines within one system the Capitalism’s strong points as promoters of entrepreneurship and development with the Socialism’s support aspects of supporting individuals and societies. This good and smart combination results with many benefits to all participants. *This proposed system serves well the Private and the Public sectors, it meets the interests of the Business, the Government, and the NGO communities, it satisfies the requests of both the Capital and the Labor production factors.*

At the 21st Century’s second decade, when the COVID-19 pandemic left many unmet issues, when Russia’s President Putin starts an unexplained war against the Ukraine, and by the way cut energy flow of Europe, at that intimidating time, we hope that the proposed program may point on a promising future. However, by the way to better days we have to discuss some crucial points.

Maximizing Public and Private Partnerships

Traditionally, schools of economics teach that a clear and firm separation should be maintained between the Public and the Private sectors. Even if such a separation was justified in the past it is not relevant any more at present. On the opposite, at today's situation these two sectors must work together, maximizing the advantages of every sector. Furthermore, this collaboration should look for more and more areas where this partnership may increase the public good.

Since, generally, most governments suffer from budget shortages, resulting from that situation, social services are the first to suffer, so it is suggested to act in according to the following rule of thumb. It is suggested that public budgets will concentrate on financing all kinds of social and human services, like, administration, defense, police, law, education, health, pension funds, welfare expenses, social security service, and so on. The private or business sector will finance all the expenses on material or commercial needs, like housing, infrastructures, etc. It is assumed that such a renovated approach may enable, all together, gathering larger funds for meeting the unending needs of a modern nation.

Balancing Between Local & Global Production Facilities

Theories well explain the mutual benefit from global division of labor. However, practical experience and political forces that play a significant role in international relationships tell a different story. It is obvious that rational thinking is not the only element participating in this game. Politics, national aspects, history, and frequently Leaders' prestige and stand are crucial affecting causes. Thus, maintaining a working logical balance between all the participating partners within this arena, is the best and the most recommended solution.

Promoting State Supported Social Services

This section is the main contribution of the Socialist ideology to the point of view to our proposition. Post-modern civil life and medicine substantive advancement prolong life by 10 and 20 years. They pursue quality and secured life. Additionally, more less-capable people or different disable ones seek also meaning in their being. Retirees and pensioners need also some support and assistance for winning better days.

National supporting social net-work can and should be the best qualified agency for providing these services. History teaches us that economic growth and increase of average per-capita GNP does not decrease the demand for those services. It only changes some of its functions. The private sector services are too expensive for most customers so they meet only a small part of the population.

The State Must Maintain a Fair and Just Police Force and a Reliable Legal Services

Well-ordered civil surroundings and tranquil running conditions are the minimum required for maintain normal life. No question that the state should provide them by running and directing the appropriate agencies and services. Social jungle as natural jungle is not the proper place for conducting civilized life. Although, in this case also, due to shortage of means, many countries are assisted by different types of private services for providing part of these services. This arrangement could work and last as long people are satisfied and the government is responsible for its quality and its high level of security.

Government Must Actively Fight Against Violence and Securing Personal Freedom of Citizens

In the 21st Century unfortunately, many nations face many troubles, unrests, skirmishes, and street fights that never before were so popular. All kinds of violent and terror attacks take place all around. We cannot explain why so many terrible behaviors appear at these days.

However, it is obvious that governments and their relevant services must provide the required quiet and tranquil environment. Terror attacks are so devastating that the relevant agencies should invest all available resources in the fights against them. It seems that sometimes the current rules and the existing legal system also should be changed in order to get suitable deterrence. Since at present, industries require from their employees many personal skills and new qualifications, management also should change some of its running practices. Rational approach and logical reasoning alone do not suffice for handling and solving today's people complexed personalities. Emotional intelligence and psychological know-how are always of great help in many embarrassing situations. Management should embrace workable agreements, enabling them to move people and lead nations.

In short, able and skilled management and human-resources management, particularly, should be led and be directed by competent sensitive leaders rather than by automated rigid bureaucratic creatures or even by brilliant robots. Many time, a warm complement or a sincere encouraging word could achieve more than a salary increasement.

Conclusion

All the relevant signs, local and global, indicate that the world today is going-crazy. There is no need to go into details. Every person, in his or her place, of every age and social status experiences this sick feeling. Quiet, honest ordinary citizens and tax payers feel in contempt and disregarded by big businesses, global organizations, and government agencies. Many want their money but, honestly, few rarely meet their demands. The Brutal Capitalism, which reigned over Western economies for about half a century, forced the ordinary citizens and taught them to be aggressive, decisive, competitive, and individualistic. They were indoctrinated from childhood to reject social responsibilities while ignoring wishes of less-fortunate and unprivileged fellow citizens. They were prepared to struggle for winning the social Darwinism selection.

This was the social-economic environment in many Western countries, where the COVID-19 pandemic suddenly appeared. The pandemic just worsened the situation. People feared from the unknown, many lost their jobs while others started to seek other and new chances. Like in other cases sometimes, *a catastrophe for one is a new opening for his/her colleague*.

In sum, while, many agree with this analysis, they still are in search for future resolutions. Sharing the same feelings and being attuned to people's call. We find out that we should join this effort by presenting our version of the revised world order. First, we published in 2016 the book *Essays of a Senior Optimist*, where the idea of Social-Capitalism was first published. Later, a supporting paper: "Back to the Genuine American Dream—A call to Move Toward a People-oriented Economics" was published by *ELP* journal in January 2022. The present essay, on the dilemma of compensating stakeholders rather than the former version of compensating the capital-owners only, sums up our perception on the issue. It fits also to the new spirit of the 21st Century. Although some may accuse us as Capitalism-enemy, we cite below a 70-year old quote of Paul Samuelson, who was one of the prominent economics professors with millions of students. He reminds us that many social organizations were originally created for providing communal services. Only later they changed their mode of operation and became an instrument for enriching the capital-owners.

The primary economic function of commercial banks is to hold demand deposits and to honor checks drawn upon them—in short, to provide us, the economy, with the most important component of the money supply. The second important function of commercial banks is to lend money to merchants, homeowners, farmers and individualists, and to hold government and municipal bonds. (Samuelson, 1955, Chapter 16)

So, let allow the banks to make money. But, let them divide differently their profits. Let them share the profits with the depositors, the creditors, the borrowers, and their employees, rather than leave them to the capital-owners. Even if such an idea is inspiring it is not new, it is the simple interpretation of Samuelson's quote cited above.

In conclusion, some important advices are added hereby for all levels of management. Although they may look like a priest preaching in Sunday's service, but, in fact, they emerged from and based on the author's long and vast practical experience. They proved to be effective assisting guidelines for managers of all ranks. These guiding advises inspired leaders and drive them continuously to strive achieving the organization's goals. For young or junior managers, a man or a woman we have some extra hints: Be a "mantsh" rather than a bureaucrat. Be an effective, and reliable team leader rather than a follower passive manager. Be positive and decisive pushing individual but also a fair and honest one. As long as you work with people or for them, show and tell them that you care for them. Even if sometimes it is not easy to be at the top, it is essential for getting experience. For those who work with, for, or on behalf of people these demands are crucial and recommended.

In short, *be a leader. Although, these individuals, talented and competent, are rare, they never forget that they have to lead people rather than things.* As for the *Stakeholders*, they will be compensated at the near future, similarly to the stockholders. We are almost sure that this way soon will be the main avenue for doing proper business.

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