Reimagining Capitalism

Applying Negative Dialectics for a Better Future

David M. Atkinson

York St John University

Series in Economics



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Foreword

This important book is written with Love, Care, Knowledge, Craft, Compassion, Thoughtfulness, and Positive Negativity! With such an endorsement, it cannot but fail. Hopefully, this cynical prediction will be disproved by the success that this book deserves, for David Atkinson deals with important and difficult, indeed "wicked" problems. This book deals with a vital, indeed perhaps *the* most vital, issue confronting the human race at this juncture, that of understanding the nature of the crisis that confronts us all. In developing this objective, he turns to Adorno's conceptualisation of "negative dialectics". To paraphrase a well-known legal meme, this reviewer avers that in Skirpenbeck, M'Lud they talk of little else.

At the time of writing this foreword, many of the world leaders are meeting at COP 27 to discuss in Egypt at the Red Sea resort city, Sharm El Sheikh. The conference is being live-streamed around the world and the preparation documents are widely available; the very title of the conference clearly demonstrates the many previous meetings that have failed to deal with these issues and there are countless implicit evidences and subtle reminders of the inevitability of consequential failure. But an apparently bland and almost unstated paragraph in one of the background papers circulated widely already notes the continuing lack of agreement about the definitions, multiple, competing and sometimes contradictory definitions in the official discourse of the very phenomena that are being discussed. It needs no latter-day Wittgenstein, even one who celebrated the possibility of writing a philosophical text consisting entirely of jokes, to remind us that if language is central to decision and must be understood in usage and practice, that this omission cannot be accidental but represents a symptom of a deeper and far more deadly malaise. For this is no joke. Doubtless the Wittgenstein who held that language must be logical had never heard Ken Dodd, Ivor Cutler or Stanley Unwin, although these sages and others could argue that its very illogicality and capability of multiple exceptions to its so-called grammar may help better than post-colonialism to understand why English has become the dominant language of the global markets. Reality trumps theory again as does the awful reality of Trump. (See what we did there?). The representative of Barbados at the COP talks has presciently recommended that the globe requires "a changed financial architecture" and Atkinson advises that if we want to agree to do that, we may have to go further back into the mind-sets that have generated the current versions of those structures.

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Atkinson interrogates the nature of depicting some of the potential future worlds that may prove to have developed ways of supervening the category mistakes that frame the political and social errors even 100 economists are capable of making, as they develop critiques of the current crisis. He invites the reader to "re-imagine" a post-capitalist society. To some like Fukuyama, who has risibly protested the "total exhaustion of viable alternatives to Western liberal capitalism", culminating in the "ineluctable spread of consumerist Western culture", possibly such outcomes may be literally unimaginable, inconceivable and incapable therefore of being dealt with by the available instruments of collective agency. To Marx, what is occurring was always inevitable (despite the distress these assertions were to cause the cautious Isaiah Berlin, who inveighed against the absurdity of Historical Inevitability) but had merely been somewhat delayed and as a balancing implication was not-surprisingly to cause not merely a new system and structures of economic organization, but the end of the hegemony of the human animal species on this planet.

Atkinson explores the nature of the contemplation of futures, following Robert Burns in noting that the "best-laid plans of mice and men gang aft agley" and implicating the logical inconsistency in believing both that the future is unknowable but that it may be controllable, thus depicting the impotence of the rational, economistic, individualistic model of the social order implicit in Fukuyama's celebration of a corpse that is already rotting.

His starting point is Theodor Adorno, relatively unknown in our current enfeebled Business school curricula, but known even outwith this barren territory, if at all, as a founder of the Frankfurt School, and familiar of the wild notions that to understand Marx, it was necessary to understand Hegel and also to deal with Freud and aesthetics, of musicology and modern music, and to embody these wider knowledge-spaces in concert-level performance and practice. Atkinson does not deal with the apparently broad scope of Adorno's formation but focusses on his treatment of the Hegelian dialectic in a discussion of the Theory of Mind (ToM) that supports it. Atkinson wishes to emphasize the importance of foundational and primitive concepts in situating simple mental assumptions about cognitive processes, such as the assumption that individuals necessarily think in the same way. Instead, he understands that they do not and assumptively cannot, thus "the axiomatic variability of an individual's mental states, ensures there can be no level of universal access to reality."

So Atkinson notes that a "dominant deconstructive interpretation" in Western philosophical construction has privileged a desire for immediate access to meaning" and "built its own metaphysics around the privileging of presence over absence". Thus in moving from "presencing" as a simple feature, Atkinson adds " a 'sixth sense' of social presence, comprises both 1) a rational mode of being with others in relation to a specified medium: a rationally bounded finite

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whole, that has both form and content, in essence a presence in a temporal, finite reality, and 2) an individual's sense of being with others, an irrational mode of being, influenced by the individual's personal psychology—a degree of mental presence" as an "irrational mode of 'sensory' being which is characterised, not by some ToM, but by its 'absence' ('ab-sense', or 'away/fromsense')". In returning to the classical formulation of thesis/antithesis/synthesis, Atkinson develops Adorno's concept of a "negative dialectic" and his critique of dialectics does not go along with the perhaps facile dismissal by Habermas in favour of the post-event acceptance of positive science or with Rose's argument that negative dialectics does not incorporate the phenomenological complexity of social relations. The Not-thing cannot be nothing even if it is a denial of the thing.

Along the way, Atkinson deals creatively with topics like Entrepreneurship, that current go-to Imaginary of the MBA classes, and with the doctoral naif's inescapable worrying about the status of auto-ethnographic reportage as the denial of self through the Othering of Self-involved in writing what one knows because one saw it, knows it or lives with its diurnal obligations; and he uses his own experience as an entrepreneur, scholar and administrative virtuoso to associate helpfully Montaigne and Morris Holbrook in a single sentence of assured and relevant scholarship. He draws out unfamiliar gems from textbook icons such as Maynard Keynes' treatment of the "Animal Spirits of Capitalism" and succinctly the more recent insights of the enormously important Damasio to explain *en passant* what Keynes probably did not mean by that curious phrase.

In this book, Atkinson deals with some complex imaginaries and the going does not always facilitate the swift skim-read or the injudicious and premature "I get it".

This is a really important book by a really thoughtful scholar that demands serious attention and *vaut bien le detour*. Read it, please and then read it again. There will be really hard questions much sooner than our current imaginaries permit us to sketch out. If we cannot re-imagine capitalism, it will not be the suspense that kills us first.

Preface

In August 2020, as I sat writing the first draft of the final chapter of this book, the European Commission (EC) issued a press release: *Commission Unveils Its First Strategic Foresight Report: Charting the Course towards a More Resilient Europe.* In the release, the EC quoted Vice-President Maroš Šefčovič, the person in charge of inter-institutional relations and foresight, as saying:

'The [Covid] pandemic has not only thrown a sharp light on our vulnerabilities, but has presented opportunities that the EU cannot afford to miss. It has also reaffirmed the need to make our policies evidence-based, future-proof and centred on resilience. We cannot expect the future to become less disruptive—new trends and shocks will continue to affect our lives. The first-ever Strategic Foresight Report therefore sets the scene for how we can make Europe more resilient—by boosting our open strategic autonomy and building a fairer, climate-neutral and digitally sovereign future.' ¹

In this single quote, I find the rationale for this book. Two words. One—resilience—an objective I believe is a distraction. The other—open—a thing I believe our autonomous societies are not. And the evidence? Well, this book is an antidote to the idea of 'evidence-based' policies. The idea that we might be able to future proof some 'thing', let alone a policy, and centre any such 'thing' on the concept of resilience, is questionable. Yes, the Covid-19 pandemic cast a spotlight onto our volatile, uncertain, ambiguous and complex world, as did Putin's invasion of Ukraine in February 2022—and those spotlights might well have reaffirmed a need for change in the future—but to many observers that need has existed for some time. As I will relate in this book, for at least 300 years.

The preface of a book is a place—an opportunity—for the author to convey something of the 'why' of the book's content. Many would gloss over this 'why'. Indeed, I have, on many occasions, done just that: glossing over the prefaces of other authors. But I believe it is important to at least set out my 'why'. This book follows a journey. That journey might be considered, variously: a journey of some 60 plus years of living in social systems; or of 40 plus years of working within socio-economic systems; or of 50 plus years

¹ European Commission, "Commission Unveils Its First Strategic Foresight Report: Charting the Course towards a More Resilient Europe."

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being an active component of educational systems—both being taught and sharing my academic knowledge; or of 50 plus years being an active subject of capitalism; or knowingly being party to legal systems—both subject to and seeking to apply justice. It might even be considered as a 60-plus year journey of being a minority—an autistic journey of learning 'systems' capabilities, not to change them, but to realise my strongly individual performance within them. However, these journeys represent the potential of other books to come. Largely, this present book follows a 20-year journey of critical study. I offer this book as a second-order, critical observation on the economy, work and enterprise. However, as I shall suggest in the chapters to come—drawing on the work of sociologist Niklas Luhmann—one cannot understand the true nature of a second-order observation if one does not understand the perspective of the observer.

As a minority—an autistic in a neurotypical world—I have drawn on an inherent adaptability as a human to adjust to my environment. To me, that is not resilience but adaptability. Resilience is a capacity to withstand or recover quickly from difficult conditions. Withstanding some difficulty is OK, if that difficulty is not so great that it fails to deviate you from your route or other goal-seeking activity. Recovery is OK if the difficulty is time or quantum limited and, once encountered, fades to an acceptable limit and you can return to that route or goal-seeking. One can be resilient in following a certain path. In the path of life, we might be resilient in health, continuing to work through a cold or minor irritation. Or we might show resilience in recovering from a more substantial ailment, like Covid-19, making a full or sufficient recovery to again function in the economic environment. We might even be resilient in becoming an amputee or suffer blindness or a life-changing stroke. But here, we must adapt before we are able to resume our meaningful purpose. Resilience assumes a status quo to be returned to, either desired, or necessarily so. We assume a resilient economy should 'bounce back' to that which subsisted before it encountered difficult conditions. We assume similar with a resilient society.

Economies and societies that persist in seeking resilience over adaptability are closed to ideas that change is required on the path ahead. This book is an argument—a provocation—that our socio-economic systems, our 'autonomous' societies, are not open but closed. One either fits within or does not. It really is that simple. It is our choice. If we choose not to fit, or are unable to fit for whatever reason, then we must adapt. If the environment outside us changes so drastically that difficulty is the new norm, then we had better improve our adaptability—and in short order, too. We must learn when to be resilient and, importantly, when not to be. In a volatile, uncertain, complex and ambiguous world, we must learn adaptability over resilience. If

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not, we are collectively headed only one way—our demise. It may be as simple as that.

This book's origin lay in a polemic, grounded in a critical perspective. It was inspired by a novel method of considering the future that I developed under the watchful eye of Jeff Gold. As a colleague and an established Professor of Organizational Learning, Jeff is a strong advocate of futures learning and actionable knowledge. He founded York St John University's Futures Research Group. I was an eager, early member. It is instrumental to my adoption of futures thinking that I found there to be a lack of any substantial underlying critical philosophy within it. In the chapters that emerged as my first draft of this book, I provided a conceptual-level text of critical, diverse thought about core, future uncertainties in economics, a post Covid-19 world of work, and enterprise in general. It introduced what amounted to me to be an (autistic) inquiry and provocation into the dance of capitalism, work and aesthetic enterprise. My aim at that point was simply to allow my ideas—as tentative (neuro)diverse and embryonic ideas—to inform future theory and practice; to allow them the space to enrich the ideas of others-part of a cycle of reflective, reflexive learning. I had thoughts that, in part, the book would champion the autistic, neurodivergent voice as a valuable contribution to problem-solving-a demonstration of cognitive diversity in the manner of Matthew Syed's Rebel Ideas.

I had offered my first draft of this manuscript for peer review. Kindly, Dr Marcel Lamoureux, a US political scientist, historian, and philosopher, affiliated with the UK's Staffordshire University—concerned with areas of interest to my work that I had only just begun to engage with—took up the challenge. In an early response, Marcel noted an implicit 'dialectical' theme. He made the instrumental recommendation that I consider a more explicit and analytic approach, further recommending that I look at Theodor W. Adorno's conception of *Negative Dialectics*. Here was the underlying critical (social) philosophy I had sought to support my mode of critical thought. Consequently, the book now aims to both deliver its provocation into capitalism and enterprise, and also—by setting it at the intersection with the idea of an imaginary plane—use its inquiry as an exemplar of a philosophically grounded approach to futures-focussed thinking. I have come to call this approach *Applied Negative Dialectics*.

In the manner of my previous work, *Thinking the Art of Management*, I hope I offer what is an interesting yet challenging and provocative read. In establishing and employing my conception of Applied Negative Dialectics to frame my inquiry, I ask you, what if we have got our ideas about change wrong? One of the most oft (and over) used idioms about our life in general, is that the only constant is change. This is with reference to the Greek

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philosopher Heraclitus, who was known for his doctrine on change and the idea that one may never step into the same river twice. We cannot change our conditions so that we can take up a given position within a given river, at a given time. We might only control the conditions that lead us to it. Importantly, this leads me to value the purpose of science in understanding our environment, not so that we can learn to exploit it to the maximisation of capital, but so that we can learn to manage our own poietic change toward our immortality within it—toward our own position in the river that constantly flows.

Unlike my previous work, I do not offer an *apolitical* perspective. As I explicate, siding with Foucault, all challenge to an incumbent source of power is political. However, although not siding with any specific political agenda (in the UK at least), I find my politics more drawn to the present UK Labour party. This is not that I see myself as in any way a socialist (of any flavour). Certainly, in my reading of Adorno's (and others') work on negative dialectics, I have purposefully avoided its typical application to Marxist thought. Yet, at the time of writing, I feel that in the UK, Labour is only the party in opposition that has the ability (as an insider to the political system) to enact some of the change I might seek. But it will require education and leadership. I am not so naïve as to believe my work will be accepted as an agenda for change. But if it can move one person to an alternative perspective. I shall feel a modicum of success.

Pickhill, 2022 D M A

Acknowledgments

After a twenty-year (part-time) foray into academic study, one meets many people who are more than worthy of an acknowledgement for their contribution to one's thoughts and words. On the journey of exploration that preceded this work, I have had the great fortune to have been richly influenced by a great number of such people in both the real and virtual (online) worlds. Here I would like to acknowledge a few, particularly representative of the many. Most fundamentally, as a past student of Lancaster University's MPhil/PhD programme in Critical Management, I shall forever remain indebted to its cofounders Professor Julia Davies and Professor Jonathan Gosling. It was Julia's passion for critical thought that encouraged me to challenge conventional wisdom, and to embrace the alternative thinking of which I have been capable. All others involved with that course of study, remain in my affections.

I am indebted to the thinking and wisdom of, and conversations with, Professor David Weir. I have never lost my desire to learn from him, from being a student over 20 years ago at Lancaster, to being a colleague at York St John University. With stimulating conversations over a glass or two of claret in one of our local York restaurants, David has provided thought-provoking comments on various drafts of my ideas—influencing some turns in my narrative. He has also been kind enough to provide the Foreword, introducing this work. Also, in similar regard, I am indebted to Professor Jeff Gold for his guidance and mentorship in my use and adaptation of futures and foresight thinking. As colleagues in the York St John University Futures Research Group, I delighted in learning from Jeff; much of the work in Part II of this book has benefitted from his sage advice, comments and encouragement.

As I highlighted in the Preface, I am indeed indebted to Dr Marcel Lamoureux. Without Marcel's generous support in peer-reviewing my earlier manuscript, and his helpful suggestions and critique on my revisions as I incorporated Adorno's negative dialectics, this book's critical foundations would be much less firm. Marcel's support has been unwavering and if there was only room for one name in this acknowledgment, it would be his.

I also remain grateful to my colleague (then PhD student), Enas Dahadha. We met at York St John University in 2018, on an introduction by David Weir. Chapter 9, "Emergence and the non-hero", is a much-adapted version of a paper we co-authored under the title Entrepreneurship as the Art of Enterprise: Re-conceptualising the Small Business Universe in Search of New Insights. Enas and I persevered in seeking an academic journal of standing, favourable to our ideas. We were unable to achieve that goal. Consequently, while Chapter 9

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no-longer reflects Enas' contribution around small businesses and entrepreneurial orientation, its existence cannot hide from her effort and support through the many discussions we held as we worked on its predecessor together. While it was a disappointment to us both that journal publication eluded us, it is a joy to reflect on her recent successful PhD defence. Beyond Chapter 9, several of the other chapters benefitted from peer-review feedback during the review process of earlier journal-format submissions; it would be remiss of me not to acknowledge the importance of such feedback. I therefore wish to also express my gratitude to the various editors and un-named peer reviewers for their contributions; I take my academic responsibilities seriously and have taken note of many of their comments in refining the manuscript before you.

As a practicing entrepreneur and manager, and therefore only a part-time academic, I have been privileged with membership of many eclectic groups of people in business over the years. There are many who come and go; some who pass by, never seen again—yet I learn from all of them. In the virtual space on LinkedIn, I learn from my many connections as they post from time to time. To single-out any name or group would be inordinately difficult and underplay the value I gain from the others. As reflected later in this work, I make no distinction, lest I set up some 'Others' as, in anyway, less important than other 'Others'. Safe to say, I value all my digital connections, regardless of the activity that may or may not occur between us.

If I am also not to 'other' Others from the academic world, I am grateful to Dr Bob Gammie, Dean of the York Business School, and my academic and non-academic colleagues at York St John University. While Bob's support has given me the opportunity to re-enter academic work, my colleagues have made me welcome. Finally, from the non-academic world, I owe a debt of thanks also to my friends and business partners, past and present, and to those who have lost or gained from my entrepreneurship. To my friend and neighbour, Ian Cross, a professional journalist and teacher of its practice, I offer many thanks for his companionship and his ability to craft a headline several of which I have used in Chapters 4 and 5. To my friend and ex-Royal Air Force colleague, Anthony Robinson, I owe much for his support as a crucially valuable sounding-board, coach, mentor, investor and friend. I also thank my deceased parents for my autism—I have no doubt this work would not exist without it. Lastly, I thank my wife, Yvonne—to whom this book is ultimately dedicated-for her long-suffering forbearance of my generally nocturnal and weekend writing habits, and for her unwavering love and support.

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