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IN SOCIOLOGY, CRIMINOLOGY, PHILOSOPHY AND POLITICAL SCIENCE

THE FATEFUL NATURE OF STATE-BUILDING PROJECTS

DUTCH NAVIGATION MODEL OF DECISION MAKING

MENTALITIES AND THE GLOBAL COVID-19 PANDEMIC

WHY FATE IS NOT POPULAR

EXPLORING THE HISTORY OF DECISION-MAKING

UNVEILING THE GENIUS MIND

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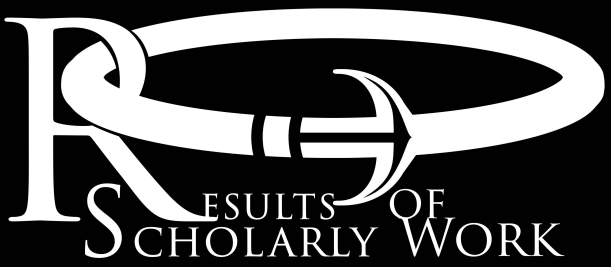

TOPICAL ISSUES IN DECISION-MAKING MECHANISMS

VOLUME 3, ISSUE 1, 2022

SCIENTIFIC JOURNAL «NEWSLETTER ON THE
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In the course of a lifetime, any person makes decisions on a daily basis: from picking a suit for a business meeting to choosing a life partner, future profession, and many other matters. When a person makes a decision, he makes mistakes that lead to non-fatal or fatal consequences. These errors can also affect other people who have not made any decision; for example, an error made by an aircraft pilot can be disastrous for hundreds of passengers.

World science has been considering human decision-making processes from different perspectives (psychological, sociological, philosophical), pursuing the goal of reducing the number of wrong decisions people make, among other things. However, people have made bad decisions in the past and continue to make them in the present. Therefore, the topic of decision-making remains crucial in any period of human history. In times of global challenges like the COVID-19 pandemic, it is essential to comprehend the mentalities of communities in order to make right decisions.

In this issue of our publication, we examine the subject of decision-making methods. To the attention of our readers, we are presenting the opinions of psychologists, sociologists, philosophers, criminologists, and lawyers.

Best regards,

Editorial Board

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WHY FATE
IS NOT POPULAR

ABSTRACT

In this paper, the author proposes a praxeological and epistemological reflection on the issue of why the phenomenon of "fate" has lost popularity in the 21st century, particularly in our current times. First and foremost, the very question itself is critically examined and empirically researched. The historical and socio-cultural preconditions for the genesis of the perception of the construct "fate" and its individual elements are reviewed. One of the practical innovations and discoveries presented in this scientific research involves models that provide an understanding of fate as a system, while also addressing a range of practical questions. These questions include how and why people perceive their fate, what the main barriers and "enemies' are that prevent people from learning to control their fate, and how they can realize the future they desire.

Keywords
fate, mechanisms of fate, perception, psychologeme, historicism, intuition, mental reactions, applied philosophy, fate-analysis

INTRODUCTION

Current research narratives in the social and behavioral sciences gravitate toward interdisciplinarity (Wu et al., 2017; see also Annan-Diab & Molinari, 2017; Koichu et al., 2022; Métayer et al., 2017; Moirano et al., 2020). There is an increasing emphasis on psychology (Bögel & Upham, 2018; Bruce, 2014; Kirwan, 2015; Lisciandra, 2018; Wal, 2022). We also observe that the discourse of scientists and various experts is aimed at prediction, fulfilling one of humanity's needs to know the future (Mangnus et al., 2021; see also Danaher & Hopster, 2022; Eom et al., 2021; Kolade & Owoseni, 2022; Sools et al., 2022). But then, why isn't concept of fate popular today?

The observations and experiments conducted prior to writing this article have shed light on certain intriguing trends. Among them, a notably straightforward experiment entails entering the term "fate" into the YouTube search engine. This experiment serves two primary purposes: first, to gauge the frequency with which this concept is addressed, and second, to explore the content offered to users. The results of this experiment reveal an array of domestic and foreign TV series titled "Fate." Curiously, the search yields little to no coverage of subjects such as scientific analyses, journalism, forensics, psychology, or philosophy concerning fate. It appears as though these topics have been omitted from the discourse altogether. Similarly, one can replicate this experiment with the assistance of Google searches. This platform offers a slightly broader selection, including references to TV series, feature films, and mentions of older shows and projects.

What might these experiments indicate? Does contemporary society lack interest in or curiosity about the concept of "fate"? Have modern individuals abandoned contemplating matters pertaining to fate? Could it be that "fate" has vanished from the sphere of human contemplation?

One might assume that such an essential subject should remain of significant interest. In an era characterized by the proliferation of self-education and self-affirmation tendencies, one might question whether the concept of fate — encompassing notions of the future, potential, probability, and improbability — remains relevant to human curiosity. Yet, empirical data suggest an unappealing hypothesis: that, for individuals shaped by the 21st-century, the subject of fate holds little importance. As marketing principles would suggest, the absence of search queries might indicate a lack of inherent motivation to delve into the intricacies of "fate." Consequently, outside the realms of cinema and media, it appears that few individuals are engaged with this topic, let alone contemplating fate as a comprehensive, controllable system.

In the context of this scholarly exploration rooted in scientific epistemology and praxeology, encompassing both cognitive and applied dimensions, the aim is to investigate experimental outcomes and discern the actual dynamics of "fate." The inquiry delves into whether the notion of fate has genuinely faded from general consciousness, including both the average person and the scientific community, or if statistical data conceals deeper insights. From a philosophical and logical perspective, the concept of "going to the source" redirects attention towards fundamental causes and origins. The initial step involves retracing historical developments and returning to a time when fate held prominence, desirability, and practical significance. Employing the methodological framework of prototypology and leveraging literary analysis, we initiate an immersion into the socio-cultural context of the 17th and 18th centuries. Lipot Szondi (1944), the founder of fate analysis, along with Herbert Silberer (1970), a philosopher and symbolism researcher who authored "The Problem of Mysticism and its Symbolism," Martin Achtnich (1971), the creator of the only valid projective test for identifying one's professional fate, and Carl Gustav Jung (1943), a distinguished psychologist and thinker, all delve into the trends of the 17th and 18th centuries with good reason. They reference their predecessors and historical documents from that era. This is because the concept of fate held significant popularity among individuals from various social strata, statuses, and privileges, capturing people's thoughts.

A prime example of the fascination with fate is found in A. Dumas' novel "The Count of Monte Cristo," where characters invoke fate as "providence" (Dumas, 1846). It is worth noting this specific term and posing the question: are "providence" and "fate" truly identical, comparable, or synonymous? Additionally, the noteworthy aspect of the novel being "fate-bearing" (a concept still renowned in the 21st century) should be underlined. A. Dumas' work indeed revolves around elements of fate as a central theme, serving as the pivotal axis around which events unfold. The term "elements" deserves special emphasis, as the scenes portray various facets and displays of fate. However, they do not comprehensively depict "fate" as an entire system.

Hence, this observation permits us to deduce that should we, as researchers, aim to comprehensively explore a phenomenon rather than merely its displays (or constituent elements), we must extend our investigations even further back, immersing

ourselves even more profoundly into the historical depths of the past. Without a doubt, among the most luminous monuments of ancient history and applied philosophy, a jewel within the realm of military science and victory is the opus "Philosophy of Arms" ("De la Filosofía de las Armas y de su Destreza y la Aggression y Defensa Cristiana" — 1569, published in 1582) authored by the unparalleled Jeronimo Sánchez De Carranza (1582).

"Philosophy of Arms" dedicates distinct sections (even beyond mere paragraphs) to the theme of "fate." In truth, extensive discourse pertains to fate and methodologies for "discerning the controllability of pivotal events," knowledge deemed essential for a warrior to possess (for, otherwise, the outcome could be catastrophic). Pertinent to our contemporaries, sections that contemplate the concepts of configuring interdisciplinary interactions, fundamentals of decision-making, systematic readiness for navigating unpredictability, probabilities, and even uncertainty serve practical utility. Destreza (the science of triumph) stands as a genuine, timeless treasury for those aspiring to master adept decision-making, sidestep errors, and equip themselves with rational and tactical models that enable the construction of problem-solving approaches on-the-fly (both in receipt of information and when devoid of it), and more. Nevertheless, a minor quandary or what one might term a perceptual impediment does arise. This emanates from the intricacies of presentation within the work authored by the commander of the Order of Jesus Christ — Jeronimo de Carranza (1582). Consequently, modern readers might find the reading process somewhat challenging. Notably, this challenge finds its roots in the fact that the book navigates the crossroads of not fewer than eleven (!!!) scientific disciplines — an accomplishment scarcely matched, perhaps, by any scientific undertaking of the 20th or 21st centuries.

> In his work, Jeronimo Sánchez de Carranza explores the realm of fencing at the crossroads of numerous sciences, demonstrating a remarkable ahead-of-his-time perspective. For instance, when selecting a particular action or maneuver in combat, it can be dissected as an amalgamation of disciplines such as mathematics, chemistry, physics, and physiology. By drawing a parallel to this principle within the context of daily life, it becomes evident that it operates at the convergence of knowledge from a distinct array of sciences. Consequently, in order to arrive at a decision and opt for the most fitting amalgam of the aforementioned sciences, it becomes imperative to have a clear understanding of the ultimate culmination of the endeavor (what should be achieved at the end). To put it differently, this brings the effectiveness of actions into fruition," — an excerpt from the book The Age-Old Deceiving. (Maltsev, 2018, p. 64)

METHODOLOGY

Emerging from the critical need for the skill of making flawless decisions, this article serves as a platform for a scientific exploration of the question "what is fate." However, before delving into this inquiry, it is essential to address a more intriguing question: why fate is not widely embraced or popular. This article is dedicated to addressing precisely this question.

A crucial aspect in comprehending the empirical findings is the coincidental disappearance of the term "fate" as a linguistic construct during bourgeois revolutions, influenced by geopolitical, social, and economic factors. Essentially, the 19th century witnesses the eclipse and subsequent resurgence of "fate" as a subject of significant scientific inquiry, exemplified notably in the work of Lipota Szondi. It is noteworthy that the analytical approach towards fate has evolved, transitioning from a philosophical to a psychological characteristic within the fate analysis discipline.

This study employs various scientific research methods, including historical and narrative analysis to explore the concept of "fate" across different historical periods, emphasizing literature from the 17th-18th centuries and philosophical works such as "The Philosophy of Arms" by Jerónimo Sánchez de Carranza.

Additionally, contextual psychological analysis is utilized to trace the conceptual shift of "fate" from a philosophical category to a psychological one, with a specific focus on the role of "drives" in influencing an individual's fate. The study also incorporates applied sociological analysis to examine the impact of social and cultural changes on the perception of "fate," particularly changes in societal norms and life values.

RESULTS

Today, extensive research is dedicated to understanding the art of making sound decisions and choices, underscoring the significance of this research field across various domains of human endeavor (Azarbakht et al., 2021; Gilbey et al., 2021; Tamò-Larrieux, 2021; Thomas et al., 2021; Webb et al., 2020). Emerging from the necessity of possessing the skill to render unequivocal decisions, we could have initiated a discourse aligned with the subject matter under analysis in this article, allowing us to delve into a scientific contemplation on the nature of "fate." However, our current conversation pursues a different trajectory: the inquiry into why fate is not popular.

The subsequent stride in unraveling empirical observations involves the realization that fate wanes as a linguistic construct due to a convergence of circumstances, encompassing geopolitical, social, and economic factors, particularly in the wake of bourgeois revolutions. In essence, the term "fate" fades from prominence in the 19th century only to resurface as a pivotal scientific subject within Lipot Szondi's body of work (Szondi, 1944, 1956). It is important to acknowledge that the school of fate analysis regards fate not any longer as a philosophical construct, but as a psychological one.

The philosophical notion of fate, previously explored by scholars like Levy-Bruhl (1931/1936), Paul Meyer (*Works by Paul Meyer*, n.d.), Martin Heidegger (1927/1962), and others, underwent a transformation through the lens of psychological methodologies, ultimately becoming the concept of "drives." Contemporary research narratives in the social and behavioral sciences seek to identify the reasons that motivate people to act in one way or another (Kim et al., 2020; Maund et al., 2020; Schildkraut et al., 2021; Senftleben et al., 2019; Yip & Lee, 2022). Lipot Szondi (1956) expounded upon and illustrated through models how explicit drives, including those of an unconscious nature, shape and construct an individual's fate. The realm of drive psychology thus unveils the mechanisms through which impulses, even of the unconscious variety, subconsciously drive one towards certain choices, empowering individuals to navigate them both in everyday life and professional contexts. However, again a dead end…

Fate analysis, as a practical knowledge system, resides within a realm of considerable complexity, often likened to advanced mathematics, trigonometry, or even Lobachevsky's geometry. Indeed, understanding it does not transpire within a matter of moments, nor can one master the art of making pivotal decisions with ease. Yet, even after decades of substantial and methodical endeavors by Lipot Szondi and his associates at the Szondi Institute in Zurich, Switzerland, an enigma persists. Curiously, no comprehensive study of fate as an integrated system, mechanism, or simple phenomenon has emerged. Furthermore, the allure of delving into the mysteries of fate dwindles as the intricacies of fate analysis become apparent, particularly as we transition into the 20th and 21st centuries.

Indeed, delving into the analysis of historical trends offers a dynamic portrayal of the evolution of perceptions and comprehension surrounding the phenomenon of fate, marked by periodic peaks of interest in the concept. Nevertheless, while historical analysis paints a picture of these shifts, it does not necessarily provide answers to the question of why fate has lost its popularity. Consequently, a logical progression is to employ an alternative method, that of substitution or replacement. In daily life, the Russian saying "a sacred space is never empty" resonates. In essence, voids in our understanding tend to be naturally filled; when one construct dissipates, another or a cluster of others takes its place. Put simply, when something is removed from an individual's daily life, something else is often introduced in exchange.

So, what has taken the place of fate in today's world? What serves as a substitute for fate?

Employing the descriptor analysis method, we can explore several concepts and categories that stem from the essence of "fate." What terms and ideas, linked to the concept of fate, are prominent in the modern lexicon?

Perspective, career, chance, path, and social program ("studied-married-died") emerge as significant contenders. Of particular interest is the concept of the "social program," which has assumed the role of fate's successor. Fate, in this context, has transitioned into a societal concern. Concurrently, the emergence of fate as a social phenomenon coincided with the rise of the business world, which presents itself as an alternative or counter-system to societal norms and conventional trajectories (kindergarten — school — university — employed — retiree). Interestingly, the development of business traces its origins back to the era of bourgeois revolutions in Europe, which offers insight into the decline of interest in "fate" during that period.

The business landscape serves as a distinct counter-system to established norms and accepted life paths. Put simply, should an individual choose not to follow the conventional social program or adhere to the widely recognized life script, they can pursue success in the realm of business — an option both acceptable and recognized. This reflects the common discourse of current interdisciplinary studies (Amorós et al., 2021; Andresen & Stapf, 2022; Beiler, 2017; Stephan et al., 2020; Yu et al., 2022). A secret and socially disapproved alternative system takes shape within the criminal environment. The exploration of trends or pathways into criminal environments across various countries could warrant an entire monograph, if not more. Nonetheless, these two spheres — the business and the criminal worlds — offer individuals the opportunity to diverge from the predefined societal template, albeit with their own set of risks and uncertainties. The decision to choose between these divergent paths remains an individual's prerogative: adhering to

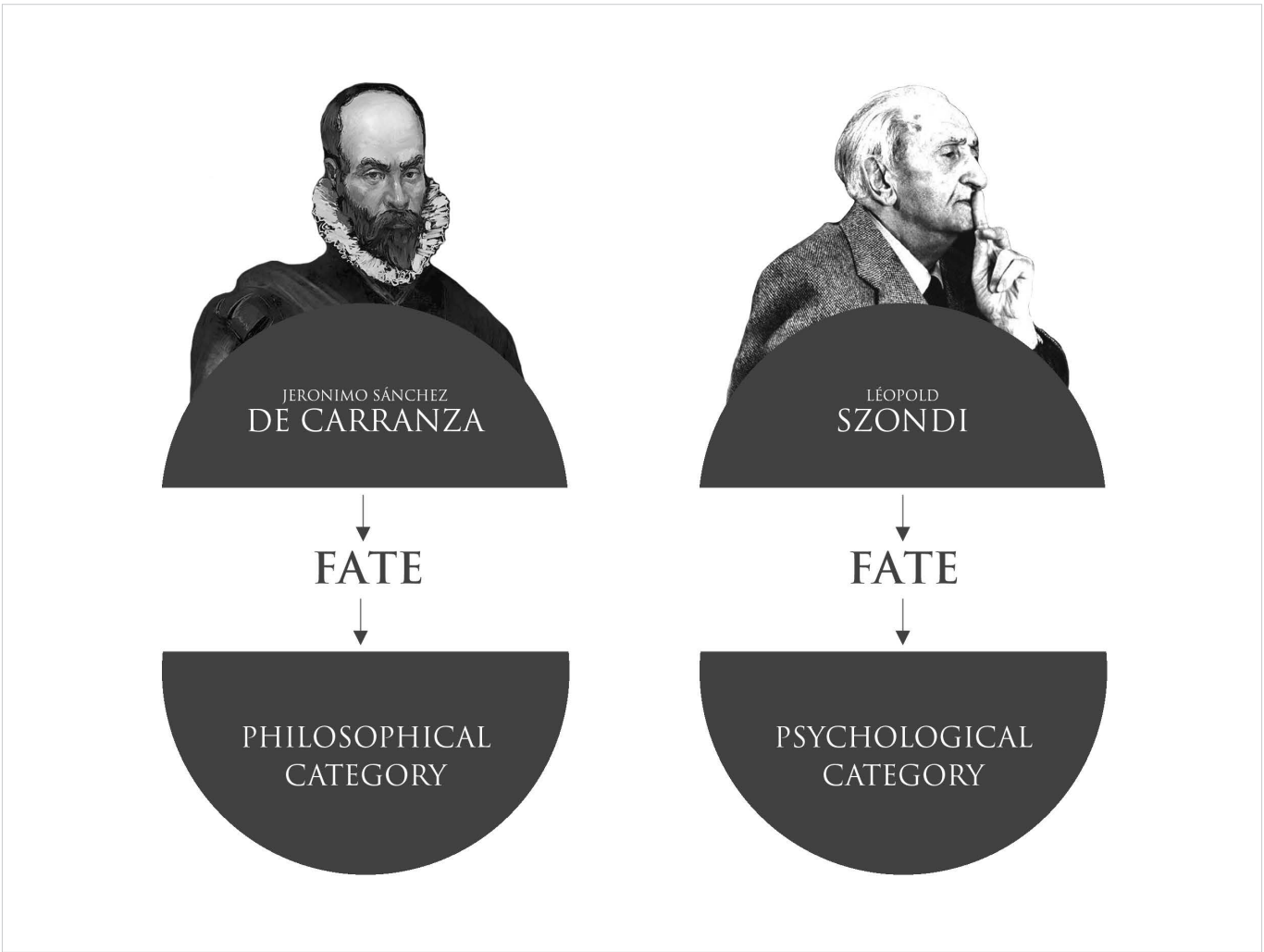

Figure 1. *Fate as philosophical and psychological categories*

the societal program or opting for the business trajectory. It is worth noting that the second path does not guarantee a desired future outcome within the business realm.

Business provides an alternative option to the customary social program. Likewise, the criminal tradition functions as another choice in contrast to the established societal framework.

Let us formulate the central question that underlies our contemplation: Where has the concept of fate gone? If "fate" has been supplanted by the notions of a social program, business, or criminal alternatives (business and criminal environments considered as arenas in which some individuals choose a distinct path from the societal norm), what becomes of "fate"?

Before "concealing" fate from an individual, the concept itself must undergo a transformation, a redefinition. In our present era, fate seems to take on a form of intangible and abstract substance, existing both as preordained inevitability (destiny, fate, predestined events) and as events lacking predetermined course (chance, coincidence, etc.). It is not without reason that the saying "in this life, every person is the blacksmith of his own happiness" resonates within the collective consciousness.

From an applied perspective, the most pertinent and significant subject of inquiry is not solely fate as a phenomenon, but rather the mechanisms enabling its manipulation. This encompasses tools, methodologies, models, and more. In essence, what resources are at an individual's disposal to facilitate making informed fateful decisions, predicting forthcoming events, and ultimately shaping the present's reality into a desired future? In the context of our era, what resources exist within our toolkit that empower each individual to steer their fate with intentionality? There is no doubt that this question holds substantial relevance, extending its relevance to every individual's personal journey.

The **Social Program** serves as a designated path, a standardized scenario, an algorithm that no one individual is accountable for executing. The notion of collective responsibility ("that is how things are done / it is the accepted way / but you won't starve this way, etc.") dissolves as an evanescent concept when the moment of personal responsibility for a task arises, irrespective of its complexity. While during Lipot Szondi's time, "fate" evolved into a psychological concept of "drive," the subsequent progression warrants scrutiny (Szondi, 1944, 1956). What form has fate assumed today?

- Fate
- Fate has metamorphosed into an "drive" (20th century)
- X-category. What has fate transformed into in the 21st century?

It is important to recall that the mere linguistic alteration of categories does not inherently provide an immediate solution regarding how to govern these categories or their practical application. Nonetheless, the logical sequence of changes attests to the fact that "fate" hasn't vanished or dissolved amidst historical shifts and reconfigurations. While "fate" remains a focal point, the concept itself has undergone a transformation, essentially being replaced by a different name.

From a psychological perspective, individuals often exhibit an unconscious inclination to substitute concepts, particularly due to lack of education, aversion to understanding an issue, or the subsequent benefit from such substitution. Such substitution is a natural tendency for a human. Delving into this phenomenon requires delving into linguistics and exploring the array of descriptors that, in one way or another, characterize the concept of fate and its components.

Human memory incorporates mechanisms through which unnecessary, irrelevant, and obsolete categories are "erased" and phased out. The mechanism of memory cleansing allows data banks to purge inappropriate information, consequently rendering certain words and linguistic constructs obsolete and archaic, relegating them to the dictionary's pages. Indeed, some terms that were prevalent in the 18th-19th centuries are scarcely employed today. For instance, "balyasnik" (banterer in Russian) which referred to a jocular storyteller, has faded from common usage, and many others. These words, once well-known even among young children, have now become vestiges of language.

Indeed, the phenomenon of the word "fate" has substantially declined in usage. Why has this occurred? This shift can be attributed to both a lack of necessity and an innate need. What becomes obsolete for an individual is precisely that which they either cannot or do not wish to utilize, specifically what they cannot practically apply. Following this cause-and-effect sequence, we can deduce: when knowledge and mechanisms for managing a phenomenon are absent, such information can be lost in the passage to the next generation. This might result from a lack of education or training in utilizing such mechanisms for practical purposes. As the years pass, interest dwindles as the information becomes non-functional and virtually irrelevant.

Consider the scenario where, centuries ago, there existed a practical science equipped with mechanisms for controlling fate, primarily accessible to a select group of individuals, which is rational given the close tie between such mechanisms and power. During that era, the concept of "fate" was not just a notion but a desired understanding. Yet, the inability to control or predict the uncontrollable makes knowledge inaccessible and eventually useless. Paradoxically, this fate befell the concept of "fate" itself over the course of a century. It might sound paradoxical, but over the course of a few hundred years, the concept of "fate" itself experienced a fate of its own.

Even though Lipot Szondi meticulously documented the details of fate and the logic underpinning, this scientific knowledge was accessible primarily to disciplined, diligent learners with intellectual acumen (Szondi, 1944, 1956). For comparison, today, to truly grasp the discipline of fate analysis at an expert level and comprehend "fate" as a psychological phenomenon, a minimum of a decade of dedicated learning is required — a commitment that modern individuals are generally unwilling to undertake.

However, this doesn't signify that the desire to live well and securely, anticipate tomorrow's events, choose a fitting career or deviate from the norm has vanished alongside the word "fate." In the 21st century, people continue to seek insights into what lies ahead. Evidently, numerous stories offer illustrative examples where, instead of seeking the counsel of consultants, individuals consult fortune-tellers and prophetic figures. Whether through coffee grounds, Tarot cards, or other mediums, these seers predict the unfolding of future events. The issue is not solely that such fortune-telling often becomes a performance for monetary gain, but more crucially, having an idea of potential events and outcomes does not inherently guarantee the ability to navigate them or make the right tactical decisions. Consequently, individuals find themselves relegated to the role of mere observers, uncertain of what lies ahead, yet desiring to uncover what will unfold next.

Indeed, "fate" has lost its popularity because it has ceased to be a vital, indispensable concept. To illustrate this, let us use a metaphorical example. Imagine you own a Mercedes-Benz car — a splendid vehicle that brings you joy and aids in resolving various tasks. Now, let us hypothetically envision that the Mercedes-Benz company ceases to exist. As a result, your car will eventually malfunction, and with the discontinuation of parts production, repairing it becomes impossible. In the absence of service and support, your once valuable asset becomes unusable. Translating this analogy to the current scenario, the concept of "fate" is akin to a company on the brink of extinction. However, this does not indicate a lack of interest in the phenomenon itself. On the contrary, modern interests are aligned with interpretations of fate and its constituent elements — comparable to car parts.

In essence, if you mention the term "fate" in a conversation or search for it online, it may not garner much attention. However, if you encounter terms like "human design" with promises of unlocking the "genetic code of success and self-realization," the concept sounds fresh, modern, and appealing from a marketing standpoint. Similarly, topics such as decision-making, though pertinent, might not be as enticing as the notion of "awakening your intuition to foresee events in advance." "Human design," intuition, astrology, various forms of divination — these subjects enjoy considerable popularity both on the internet and beyond. Nonetheless, not all individuals are comfortable with entrusting their fate to external predictors. Similarly, the idea of scientific experiments influencing one's fate might not resonate with everyone.

Let us consider one of the popular concepts, "human design," as an example. This teaching aims to decipher the mechanisms of the psyche in order to manage psychological reactions. However, delving into a single facet, akin to studying one wheel of a car, doesn't encompass understanding the entire vehicle. In essence, fate represents a phenomenon that should enable a person to lead a fulfilling life. Szondi argued that drives construct fate. He meticulously detailed both the logic and mechanisms in five books, notably in "Ego-Analysis" (Szondi, 1944, 1947, 1952, 1956, 1963).

In the context of this discussion, we can outline a logical sequence illustrating how fate takes shape: unconscious impulses drive individuals to make various choices, which is the cumulative effect of these choices (e.g., in terms of partners, professions, objects of affection, etc.) which molds fate. The outcomes of these selections shape an individual's life and its content. As these drives operate on an unconscious level, fate assumes a sense of inevitability. However, despite the inherent element of inevitability, every individual aspires not to live in mere "survival mode" but to thrive and lead a dignified life.

What hinders a person from simply accepting fate and predestination? Why does an individual resist these concepts? Why does one's unconscious yearning repeatedly draw them back to the notion of fate? This sequence of inquiries can be answered through the lens of applied Task Implementation Science.

An individual possesses a particular setup, a configuration of memory mechanisms, which consistently guides them to contemplate fate. This configuration operates in a manner familiar to everyone: it manifests as a form of thought process or ongoing reflection on justice and injustice. Questions like "Why am I struggling while others thrive? Why am I unlucky? Why was I born into poverty and not affluence? Why do I face hardships while those around me prosper?" Directly prompt individuals to deeply ponder over fate. Each instance of considering justice and injustice prompts individuals to contemplate their own fate, leading them back to this topic, often without even using the term "fate." Naturally, this inclination drives them to seek advice or consult written sources — anything that might shed light on changing or rectifying their perceived unjust circumstances.

Whenever someone contemplates justice and injustice, they are inherently pondering their own fate. This introspective journey occurs without explicitly labeling it as fate. At such moments, a natural inclination drives them to seek guidance, often through advisors or books, searching for sources that might illuminate ways to alter and rectify perceived injustices.

Intuition has emerged as a primary tool of fate in contemporary times.

Contemporary slogans reflect this sentiment, like "Want to avoid making mistakes? Make the right decisions? Ensure success? It is simple: you need intuition." Indeed, intuition has become a prominent and widely discussed topic today, both as a tool and a phenomenon. Intuition is a subject of conversation across the spectrum, from eminent scientists and applied cognitive specialists to bloggers and self-taught coaches. Yet, while discussing these topics in their proper context, it is important to avoid distorting the facts. In reality, very few people in the world truly understand intuition. While there are well-reasoned positions, hypotheses, various opinions, and ongoing debates, the landscape of intuition remains nuanced and multifaceted. It is worth approaching observations and conclusions critically, including those of

figures like Gerd Gegerenzer (2008), Amos Tversky (2004), or Daniel Kahneman (2011). Yet, amidst the limited number of ideas and achievements on a broad scientific scale, certain concepts fall into categories such as artisanal, amateurish, and commonplace. Most importantly, these ideas often lack substantial support or validation.

Considering the arguments, facts, and observations presented, a conclusion can be drawn that fate is a central theme within psychology today, albeit often expressed under different names. The term "fate" itself has largely fallen out of common use. Public interpretations of "fate" tend to manifest as statements of occurrences, such as "it happened" or "that's how things turned out." In essence, fate is no longer widely considered as a phenomenon. Instead, discussions often revolve around the consequences of "fate," though they might not always undergo thorough analysis.

Previously, debates centered on whether an event was attributed to "fate" or not. For instance, if someone experienced an accident, it was often attributed to fate. A poignant comment by my teacher Viktor Pavlovich Svetlov encapsulates this notion: "It is not fate; it is simply something with your reflex."

As we conclude our epistemological analysis, it is important to consider the perceived enemy of fate. Within scientific circles and beyond, there is a prevalent notion that uncontrollable beliefs stand as the primary opponent, or even enemy, of a favorable fate. Some researchers have even integrated "uncontrollable beliefs" as a factor triggering unconscious drives. However, reality diverges significantly from this stereotype. Impulsive drives and inherent reactions drive individuals to make choices, and the essence of those choices can directly contradict an individual's unconscious beliefs. At times, a person might find themselves unable to explain their actions. Furthermore, the cumulative effect of unfulfilled impulses can lead to a series of impulsive acts that bear no relation to an individual's beliefs.

Using the metaphor "the main enemy of fate," this article does not merely engage in a recap of

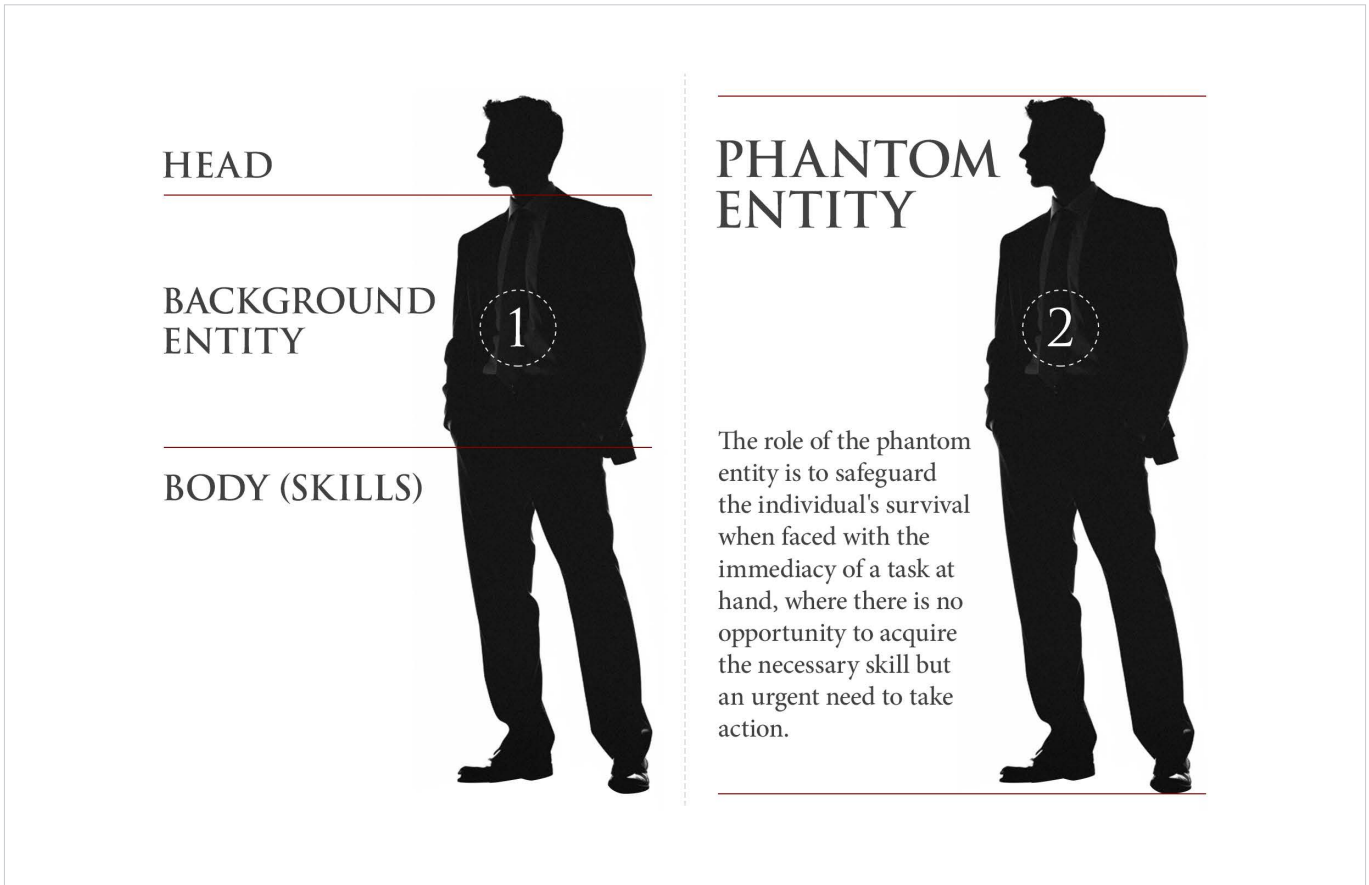

Figure 2. *Motor centers*

scientific debates; it offers a practical insight. Rather than delving into discussions, let us introduce a straightforward model to visually represent the core of this analyzed matter. So, what constitutes the principal enemy of fate? It is the background entity. This entity is a distinctive element within a person's spiritual, psychological, and biomechanical makeup, and altering it is an intricate and demanding endeavor. As we transition to practical tasks or endeavors necessitating new skills or learning, this model elucidates why learning often does not occur as swiftly, vibrantly, or proficiently as one desires.

When we examine the logic of learning, which involves consciously introducing changes to oneself, we recognize that individuals possess three motor centers:

1. "Head."
2. Background Entity.
3. Body.

Now, here is a pivotal question: Which of these three systems undergoes the fastest transformation? The head, characterized by operational control, emerges as the swiftest in adapting to change. In this center, restructuring and adjustments can occur in a matter of minutes. Sometimes, a mere 15 minutes is sufficient for an individual to grasp the significance of acquiring a particular skill.

However, mere awareness is insufficient. Even when the head has responded, two more elements — background entity and body — remain. Both of these elements not only resist change but also possess distinct characteristics that, if not understood, could lead to years of learning without substantial progress.

Returning to the model, it is important to note that the background entity cannot be rebuilt without the involvement of the head. Yet, instructions solely from the head are insufficient.

The background entity contains what could be termed a "timer," a regulator of the gradual and deliberate pace of change. This "timer" functions somewhat like a fuse, preventing the "head" from making constant alterations that could overwhelm the background entity. If a person were to learn to ride a bicycle one hour, write Chinese the next, and then create a press release for a new marketing policy for the logistics market in the third hour — all within the same day — it would quickly become unmanageable. Person would find it utterly impossible to survive even a single day. This concept pertains to the potential for changes in the skill system, not to the actual necessity or practicality (especially considering the impossibility of mastering such skills in just an hour, which is initially not apparent to the learner).

Hence, changes can be both temporary and permanent. For relatively simple tasks, individuals often acquire techniques or basic models that provide working frameworks for application. However, for sustained professional success, these techniques are inadequate, demanding a more developed skill set.

But there is more to it. Besides the "timer," another mechanism within the background entity can be likened to a time bomb. While long-term changes may not result in immediate dramatic breakthroughs, a disciplined approach sets off the mines' mechanism. This awakens the background entity, boosting the individual's confidence as they apply newly acquired skills, leading to observable results. Furthermore, the rate of cumulative progress is influenced by various conditions; for instance, individuals learn exceedingly quickly during wartime due to the stark necessity of survival.

Equally intriguing is the aspect that some individuals' background systems are inherently attuned to require not only a time component but also an element of force. In military training, for instance, a force component is introduced to facilitate the reprogramming of a soldier's automatic system of body. Mere verbal instruction is insufficient; therefore, exercises are essential. If a soldier shows reluctance during these exercises, specialized approaches are employed to address the issue.

In this context, we could tentatively conclude that the background entity possesses two types of "timers":

- A time timer, which is biologically inherent and regulates the pace of gradual changes.
- A force timer, which is historical (that is influenced lessons learned from events like wars).

The third motor center, the body, can be rebuilt to encompass a complex of skills, but its effective transformation depends on the synchronized efforts of the head and background entity. With the right training methodology and tactics, any skill can be imparted to this component.

There is also a fourth category, the phantom entity, which operates in parallel to enable a person to mimic a skill and manage certain tasks at a basic level. A classic example is acting, where actors portray characters, often with expertise far beyond their own.

For example, in the movie that a scout valiantly confronts the challenges of fate and adeptly accomplishes a formidable mission. However, the viewer remains oblivious to the fact that the scout is, in reality, an actor who has assumed the role and, in accordance with the script, enacts preconceived scenes directed by the filmmaker. Is it prudent to delve into the intricacies of this mechanism, especially in our demanding 21st century? In contemporary domains such as the realm of experts and professional services, many speakers, coaches, and trainers lack genuine expertise that aligns with industry requirements. Nonetheless, they assert themselves as professionals. This guise of being an expert, akin to "acting the part," aligns with the fourth component of our model — the phantom entity. The role of the phantom entity is to safeguard the individual's survival when faced with the immediacy of a task at hand, where there is no opportunity to acquire the necessary skill but an urgent need to take action.

Hence, the primary enemy and opposing force to controlled fate is the background entity, marked by its exceedingly sluggish "timers," necessitating adept management of an individual's time and force potential for adjustment. The background entity emerges as the chief hindrance to the mastery of fate. Correspondingly, the second impediment is the phantom entity, as it facilitates a person's inclination towards indolence. After all, if one can impersonate an expert or any contemporary hero, why invest 5–8 years (!) into mastering a skill when simulation suffices? Yet, each decision carries repercussions. Precisely when the phantom entity becomes routine for an individual, failure in a task is imminent, compelling them to account for their misstep. The nature of the consequence varies; for instance, a person might encounter an accident, ending beneath the wheels of an oncoming car, perishing before reaching medical care. At that moment, their kin may utter, "Well, it seems this is fate!"

Therefore, a person, due to his own negligence, finds himself in an accident, while onlookers attribute it to "fate." But is it truly fate? The model permits a resolute judgment and response: no, fate bears no connection to this outcome. Fatal accidents result from human choices. The individual himself previously opted for the phantom entity. He neglected learning traffic regulations, disregarded acquiring driving skills, failed to prepare for anticipating how to respond in critical situations, and so forth. In reality, the responsibility rests with the individual for the consequence. He elected to "play" rather than to "be"; he favored "figuring things out as they come" over learning; he leaned on chance, instead of consciously engaging in training. Rationality did not guide his actions in that circumstance; the "head" could not promptly adapt, and the body does not possess the mechanisms to competently address an inexplicable, unforeseen, extreme scenario.

Consequently, he inevitably succumbs to a mental freeze. For deliberate action in a critical situation, the phantom entity must be under control. Reflexes and instincts must be honed to the point that even extreme situations become ordinary for you. Why did not soldiers on the front lines go insane, freeze, or perish from the sound of gunfire? Because warfare became their norm. Life mandated and instructed them.

Let us redirect our focus to intuition. Why does the internet actively discuss this topic while largely bypassing the concepts of the background entity and phantom entity? The reason lies in the nomenclature; these "entities" are not commonly referred to by such terms. The phantom entity is akin to what is termed "acting skills," often rooted in the teachings of Stanislavski (1935/2013). Interestingly, a comprehensive repository of thoughts, ideas, concepts, and exercises for managing the phantom entity does not currently exist.

The background entity corresponds to an entire branch of psychology — behavioral science. For

those uninterested in behaviorist theory, an alternative is Durov's trainings (1924, 1937). The background entity is inherently tied to our animalistic aspect (biological nature). This principle allows us to deduce that the reins of human existence can also be held by the animal component, the background entity. Envision, for a moment, the potential ramifications if an aircraft were piloted not by a rational, skilled pilot or captain, but rather by the animalistic element within — a wolf, for example. What actions would the wolf take? More significantly, what actions would it be unable to perform? What consequences would arise? An accident would be one of them.

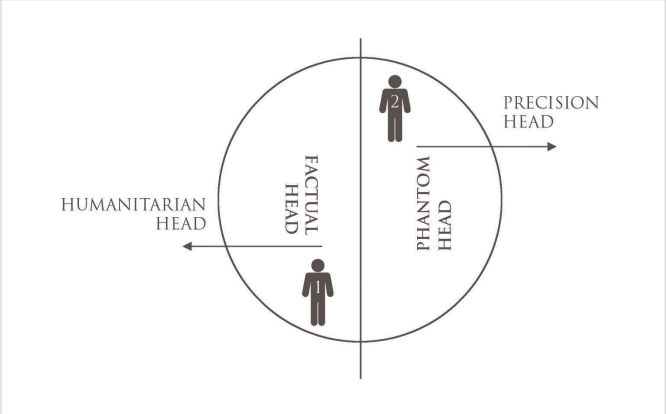

Figure 3. *Head*

What does this culminate in? Essentially, people have dissected fate into its constituent elements that partake in the process of shaping it. The intricate phenomenon of "fate," once intricate, has been dismantled into its building blocks, each part seemingly isolated, and the blueprint for reassembly has seemingly been misplaced. Accordingly, we will now compile an inventory of the phenomena that contribute to one's fate, and subsequently, we will arrange these elements into a machine of human fate:

1. Drives.
2. Psychic Reactions.
3. Intuition.
4. Background Entity.
5. Phantom Entity.
6. Choice Between Background and Phantom Entities.
7. Skills.
8. Head Center (Divided into Phantom and Factual).

These eight elements collectively hold sway over an individual's fate. Some researchers, notably neuropsychologists, contend that the catalyst for all human actions is the operation of either the left or right brain hemisphere. However, the brain serves as a control mechanism, not the ultimate cause. In actuality, the background element resembles a "humanitarian head," while the phantom component aligns with a "precision head."

Let us focus on the observation that among the eight components of the human fate machinery, when considering response speed, these elements can be categorized into three groups: long-term, medium-term, and short-term in duration:

- Drives: It has a short-lived impulse in its foundation.
- Phantom and Background Entities: Fall into the long-term category.
- Intuition: Falls into the medium response duration.

Graphically representing these three strata and assigning the discussed elements accordingly, a more concise depiction is achieved by eliminating derivative categories via the method of "dependent". Consequently, five fundamental elements remain: the phantom essence, background essence, psychic reactions, the "head," and intuition.

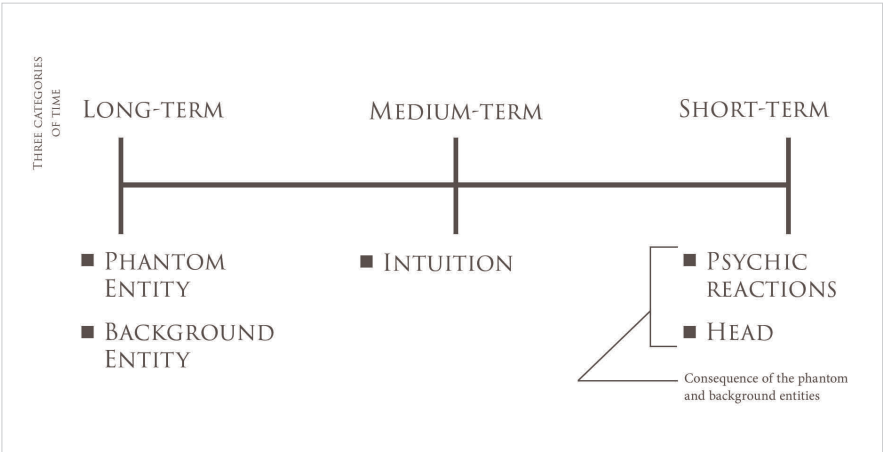

Figure 4. *Three categories of time*

DISCUSSION

The inquiry into why "fate" lacks popularity yields an insightful understanding. The concept of "fate," once a comprehensive construct resembling a coherent mechanism, has since fragmented into an array of elements. These include psychological functions, training functions, decision-formulating structures, psychic reactions (as explored by the "human design" concept, aiming to present a framework for envisioning and apprehending the future), and notably, intuition which supposedly bears relevance to decision-making.

The array of disciplines presently dedicated to dissecting the constituents of fate does not yield a comprehensive comprehension of fate itself. These disciplines fall short in providing the means to systematically amalgamate existing fragments of knowledge, often consisting of hypotheses and individual observations, into a coherent and directed approach. There is no solution to shape a future persona in line with aspirations. To illustrate, envision having a car and aspiring to learn how to drive it. However, instead of getting behind the wheel and experiencing actual driving, one devotes a lifetime to studying each individual component: first the pedals, then the brakes, and later the steering wheel. Inevitably, such a car remains immobilized, as the driver even failed to realize that they need to drive it. Similarly, certain "experts" in the elements of fate exhaust their lives scrutinizing individual facets, yet not realising oblivious to how they function.

CONCLUSIONS

The right to study separate elements is undoubtedly personal. Yet, it is illogical and counterproductive to anticipate the spontaneous acquisition of comprehensive skill through such an approach. Progress remains elusive under such circumstances. Moreover, while acting can be viable, it proves inadequate in situations necessitating genuine skill and proficiency rather than abstract notions. For instance, the successful removal of an appendix demands the surgeon's specialized expertise and skills. An actor attempting such a procedure would fail and it inevitably incur dire consequences.

Learning the mechanics of decision-making devoid of accompanying skills is an exercise in futility. The incapacity to exert influence or harness the potential of the phantom and background entities for personal benefit yields negligible practical changes and, by extension, minimal results.

Similarly, delving into the constituent components of the reconstructed fate machine, into which the original concept of fate has disintegrated, proves to be a futile endeavor. Engaging in intuition training, for instance, yields minimal results. Likewise, initiatives like "working on the inner child" and other therapeutic approaches often amount to mere theatrical displays. The head center operates with celerity but transiently, leading to situations where individuals formulate conclusions at night only to forget or neglect them the following morning (a classic illustration being making promises to exercise or eat healthily "tomorrow"). The head's functioning is characterized by intermittency. To genuinely acquire a skill, a comprehensive approach is imperative, necessitating the utilization of all systems — both the "head" and the background entity — alongside rigorous body training. While leaning on a phantom entity may offer momentary respite, its efficacy is confined to a restricted timeframe. This temporary respite could potentially provide solutions in specific scenarios, but in others, relying on the phantom entity's operation may culminate in adverse and even fatal outcomes.

The background entity emerges as the cornerstone of this construct, representing the most formidable and challenging element to reconfigure. Analogous to a weighty kettlebell or barbell that demands first to be lifted from the ground and then elevated, the background entity necessitates a similar gradual process of transformation. The pivotal realization here is that any of the eight components in isolation yields little value. True efficacy rests in orchestrating a harmonious, synchronized, and tactically adept manipulation of the entire fate machine. It is the key to liberating oneself from the shackles of others' misconceptions, personal ignorance, indolence, and insecurity.

Presently, we find ourselves amidst a complex predicament. On one hand, we have unraveled the central query, "Why is fate not popular?" On

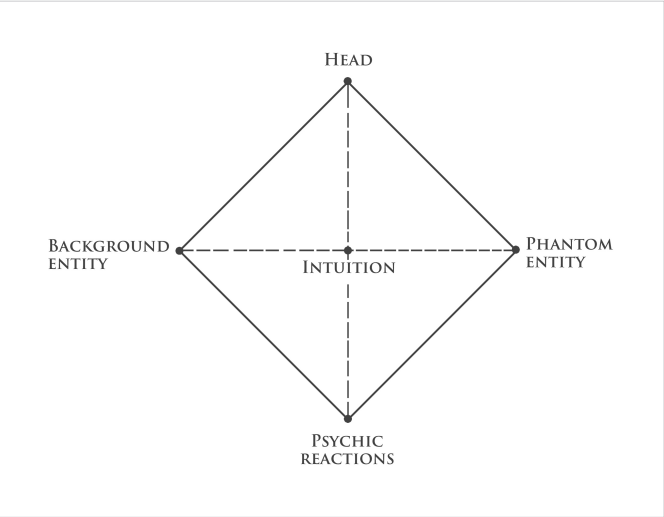

Figure 5. *The Machine of Human Fate Model*

the other, fate remains an exceedingly popular and sought-after subject, perhaps one of the most pertinent themes in every individual's life. However, the fate machine has been deconstructed. In the 21st century, individuals who possess but fragmented knowledge of fate's separate element teach assorted disciplines, promote courses, offer marketing solutions, and devise new projects, even though these endeavors fail to yield substantial success in comprehending the science of fate. In conclusion, encapsulating both the practical utility and the avenue for future methodological research, the "Machine of Human Fate" model stands as a pivotal proposition

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EXPLORING THE HISTORY OF DECISION-MAKING

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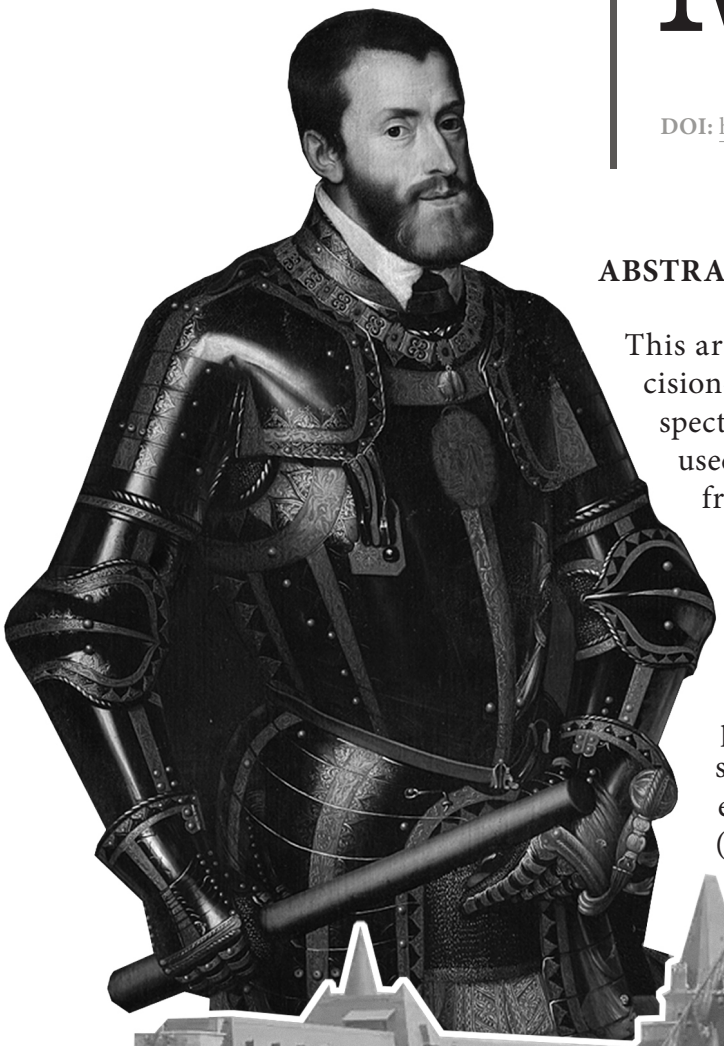


ABSTRACT

This article delves into the intricate realm of human decision-making, examining how individuals navigate the spectrum of choices in their lives. Aristotle's insights are used to analyze the different forms of decision-making, from actions rooted in ignorance to those driven by moral force. The article also addresses the interplay between probability and decision-making, delving into concepts like risk aversion and expected utility. The work of researchers like Daniel Kahneman and Gerd Gigerenzer is examined, showcasing the psychological intricacies involved in decision-making, such as the influence of emotions and cognitive biases, and the concept of antifragility by Nassim Taleb (Kahneman, 2011; Gigerenzer, 2008; Taleb, 2012).

The article concludes by discussing the concept of tacit knowledge and its role in decision-making, along with acknowledging the enduring relevance of historical thinkers' insights in shaping our understanding of choice and uncertainty.

INTRODUCTION

Human existence is marked by an unceasing series of choices and subsequent actions. Reflect on this for a moment: any individual choose the breakfast, clothing, whether to cross on a green traffic signal, the items to purchase, vacation destinations, companions, life partners, even the decision to bring a new life into the world or opt for a certain profession, how to live and for what. (Yet, amid this cascade of choices, there exists a perplexing facet that defies clear understanding — the phenomenon of self-inflicted, premature exits from life, often referred to as suicide. The motivations and intricacies driving such decisions remain elusive to modern psychology).

Decisions arise in a spectrum of tempos, spanning from impulsive, instinctual choices to protracted determinations (Brown et al., 2018; see also Dinu-Biringer et al., 2016; Halamish & Liberman, 2017; Meissner et al., 2021; Nofsinger et al., 2018). These choices can range from easy to difficult, from trivial to monumental, from delightful to distressing, and from hasty to calculated, it can be a fateful decision, with some even abearing the weight of life and death. Hence, the trajectory of an individual's life is fundamentally influenced by the decisions undertaken. Regardless of the unforeseen twists and turns, each twist is an outcome of a choice made.

The enigma persists: how does one navigate decision-making? How is the choice made? The answer is multifaceted, as diverse as the individuals themselves. Astonishingly, despite the strides of scientific inquiry, the intricate machinery behind human decision-making continues to elude precise explanation (Weiss & Shanteau, 2021; see also Evans, 2021; Koechlin, 2020; Paradowski & Drążek, 2020; Szöllősi & Newell, 2020). To minimize errors, models for decision making are being developed (Doshi et al., 2020; Evans et al., 2020; Serrano et al., 2017; Shevlin & Krajbich, 2021; Upadhyay, 2021). Some models include utilizing artificial intelligence (Campbell et al., 2020; Farrokhi et al., 2020; Khan & Al-Badi, 2020; Kuziemski & Misuraca, 2020; Vincent, 2021). However, these models are not infallible. It is important to delve into the origins of decision making. Let us embark on a historical journey into this field. By exploring the historical context of decision-making and delving into the scientific discourse surrounding this research area, our objective is to tackle these questions and uncover meaningful answers.

METHODOLOGY

A research methodology for decision-making encompasses various approaches and stages, with a historical review providing insights into the development of decision-making methods. The key components of such a research methodology include:

- Historical Literature Analysis: Scrutinize historical literature on decision-making, examining works and studies from different time periods to identify significant trends and changes in approaches.
- Analysis of Historical Events: Explore specific historical events and the decisions made within them, investigating the factors and methods influencing decision-making across different eras.
- Evolution of Technology and Information Systems: Evaluate how technology and information systems have impacted decision-making processes, focusing on changes in data gathering, analysis, and reporting methods.
- Study of Key Figures: Examine key historical figures in decision-making, such as scientists, politicians, and business leaders, to understand their approaches and methods, contributing to a comprehensive perspective.
- Comparative Analysis: Compare different periods and approaches to decision-making, noting similarities and differences, and extracting lessons from the past for contemporary decision-making.
- Critical Examination of Mistakes and Successes: Analyze cases of successful and unsuccessful decision-making in history, dissecting the reasons for both failures and successes to identify valuable lessons for future strategies.

- Explore the application of modern decision-making techniques by examining historical approaches, including data analysis techniques and decision modeling.
- Based on the conducted research, strive to synthesize historical data, trends, and lessons learned to formulate recommendations and conclusions. This synthesis aims to provide insights applicable to contemporary decision-making practices.

This comprehensive research methodology allows for an in-depth exploration of the evolution of decision-making, leveraging acquired knowledge to develop more effective strategies in the present.

Research methodology in decision-making encompasses several crucial factors:

- Sociocultural factors play a pivotal role in decision-making across different time periods. The evaluation involves assessing how societal values, cultural characteristics, and social changes have influenced the processes of decision-making.
- Analyzing institutional factors entails studying the institutional structures that existed in various historical periods and understanding their impact on decision-making. This includes an examination of the roles played by the state, corporations, and other institutions in shaping the decision-making process.
- Adopting a systems approach involves studying the history of decision-making by considering the interaction of various elements and factors within the decision-making system over time.
- Examining changes in the understanding of risk and uncertainty entails exploring how perceptions and evaluations of risk in decision-making have evolved over time. This includes an analysis of methods employed to manage risk in different historical periods.
- Incorporating teaching cases and learning from errors involves using historical scenarios in educational curricula to teach decision-making. This includes an analysis of how educational institutions leverage historical data to cultivate decision-making skills in future leaders.
- Utilizing project-based modeling entails reconstructing historical events and decision-making processes. This approach aids in a better understanding of the dynamics of events and the various factors that influence decisions.
- Adopting a cross-disciplinary approach involves incorporating research methods from history, sociology, psychology, and other fields. This holistic approach aims to provide a more comprehensive understanding of the evolution of decision-making.
- Assessing the effectiveness of decision-making methods provides an opportunity to gauge the success of different approaches used in various periods. This evaluation seeks to identify which methods have been most successful and the reasons behind their efficacy.

In essence, the goal of research methodology in the history of decision-making is to cultivate a broad and profound understanding of the evolution of this process. The ultimate aim is to derive valuable lessons and recommendations applicable to contemporary decision-making practices.

RESULTS

In our quest for insight, it is instructive to turn to the luminaries of antiquity, to Aristotle (1984), a paragon of profound contemplation. Within his work, Aristotle established a classification of actions, delineating a segment termed "Involuntary actions." Within this category, Aristotle acknowledged the subject's agency and capacity for choice. However, information concerning the factors that guide decision-making — encompassing the means and ultimate objectives — can undergo distortion, a distortion not attributable to any failing on the part of the individual. This distortion manifests in two distinct variants (Platonov-Polyakov, 2015):

- One form of distortion is rooted in ignorance, exemplified by instances where individuals are misled or possess false information. In these scenarios, the action undertaken might differ from what the person intended to commit. Deciphering whether an individual has been ensnared by erroneous information or has opportunistically exploited it is challenging from an external vantage point. To address this, Aristotle introduces an internal benchmark: "regret." This form of

regret is not outwardly observable but hinges on the subject's personal confrontation with the aftermath of their action. Essentially, Aristotle invokes the concept of conscience.
- Distortions in the perception of information can emerge due to the subject's pathologies. Aristotle alludes to conditions like madness, deafness, and blindness as contributors to actions "in ignorance." It is conceivable that the afflictions experienced by the individual extend beyond the realm of the physical or encompass dimensions beyond the purely physical manifestations.

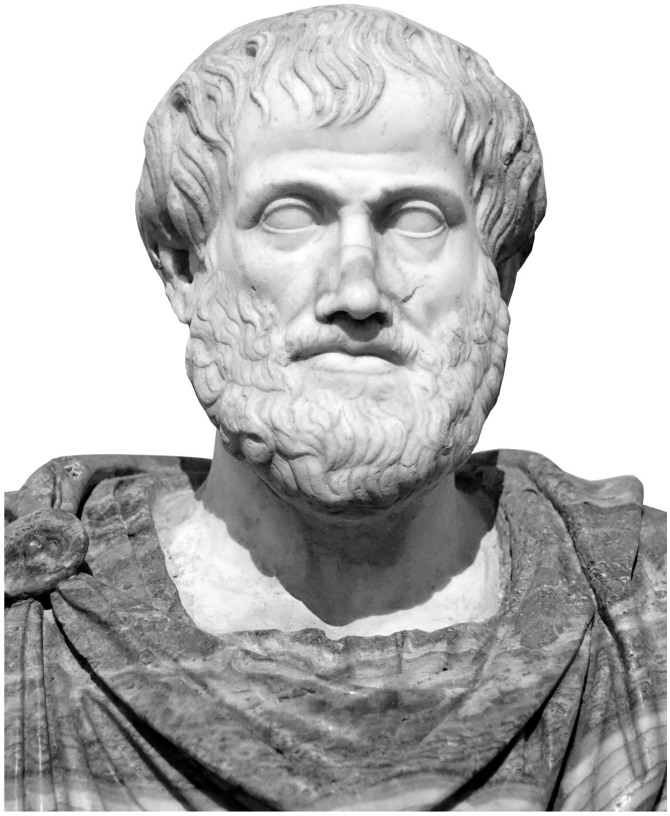
Actions of a mixed nature are those that occur "at a given time in a given circumstance." While the origins of such actions lie within the individual, complete with the capacity for choice and access to relevant information, the contextual backdrop often mirrors the essence of force majeure. Yet, this compulsion does not manifest as physical coercion; it instead resonates as a moral imperative. This moral force intricately propels individuals to meticulously construct their hierarchy of values. Thus, "in a storm one throws [one's possessions] overboard' or 'in the name of the great and beautiful one endures something shameful,' i.e., it is a choice that no one would make 'without regard to' the given circumstances — not preferable in itself." Nonetheless, Aristotle introduces a crucial caveat. He emphasizes scenarios in which individuals would rather endure the most extreme suffering than commit particular actions (Platonov-Polyakov, 2015).

Intentional actions, those consciously selected, constitute a distinctive subset within the realm of arbitrary actions. Aristotle directs his focus towards the intricate analysis of what he terms "conscious choice." This "conscious choice" is characterized by several key aspects (Platonov-Polyakov, 2015):

- The presence of reasoning.
- Orientation towards the means to the end and towards what 'depends on us and not always in the same way' and 'is realized in actions,' i.e., towards everything that we can change.
- Inclusion of vice or virtue.

It constitutes an action that is intricately built upon the foundational components of decision-making and choice. Decision-making itself entails a systematic process of "search and analysis," culminating in the identification of potential avenues. This process involves probing for means and methodologies, effectively rendering decision-making an inherently rational endeavor. Conversely, choice emerges as the outcome of this deliberation, a step beyond the rational realm. Aristotle acknowledges that choice can deviate from rationality, as individuals tainted by vice might opt for the wrong course. Vice and virtue are not inherent within the "search and analysis" stage. It pertains to the broader context of the individual's development, encompassing both intellectual and moral virtues, each serving as a prelude to individual deliberation.

Aristotle posits that in every specific instance of decision-making, an individual brings their entire life journey into play — not merely knowledge, but also skill sets, ingrained habits, and innate tendencies. Each decision undertaken becomes an embodiment and realization of the individual's essence. Consciously chosen actions extend their influence across the entirety of one's existence. As Aristotle observes, that mutual friendship thrives on conscious choice, while virtues serve as the foundations we consciously select (Platonov-Polyakov, 2015).



As an illustration, consider the notion of corruptness, which does not fall under the category of involuntariness, as it represents a consciously chosen state of ignorance. The "virtuous individual" continually finds themselves in the context of decision-making — perpetually navigating the process of making choices, steering clear of extremes. The societal role of an individual adept in the art of decision-making, a pinnacle exemplified by Aristotle's sage, holds paramount importance. This role remains irreplaceable by algorithms and directives, embodying the concept that "a virtuous individual is presumed to be a standard" in each specific circumstance (Platonov-Polyakov, 2015).

An illustrative example is well-known Pascal's "fear", in which he humorously confessed his apprehension of pure mathematicians, foreseeing the possibility of being reduced to a mere mathematical theorem. This issue has garnered significance among modern existentialists, who hail Pascal as one of their distant precursors (Streltsova, 1979). This sentiment encapsulates not fear — it delves into the inadequacy of mathematical understanding when applied to the intricate field of human cognition. The statement "Man is full of needs" serves as a prelude to this fragment. Even though mathematics represents the pinnacle of rational understanding, it falls short of capturing the entirety of human. The poignant observation by the eminent mathematician underscores the limitations inherent in purely rational comprehension, a realization that resonates more profoundly in the twentieth century.

According to Kozielecki (1978/1981), the investigation into decision-making emerged as a scholarly pursuit during the Second World War. This scholarly exploration was pioneered by Von Neumann and Morgenstern (1944), who published the seminal work 'Theory of Games and Economic Behavior.' In the subsequent edition, Von Neumann and Morgenstern (1947) introduced the theory of expected utility. The authors posited that the foundational concept of rational behavior, characterized by the maximization of utility or profit, central to economic theory, demanded a more quantified approach. This was driven by the understanding that participants in a social exchange economy are distinct in that the outcomes of their actions are contingent not solely on marginalist models, but also on the decisions of others. Each participant seeks to optimize a certain function, with not all elements of this function falling under their direct control.

The notion of expected utility and its quantification revolves around two critical facets: probability (which encapsulates uncertainty) and utility. Attitudes towards a potential outcome are inherently intertwined with the concept of risk. For instance, individuals who strongly dislike taking risks might be willing to pay to evade engagement in lotteries — a manifestation of probability, uncertainty — and might opt for insurance instead. In 1948, mathematician Leonard Savage and economist Milton Friedman formulated a theory concerning attitudes towards risk (Friedman & Savage, 1948). Their examination delineated two distinct categories of people's attitudes: risk preference (applicable to situations like lotteries, gambling, and investments) and risk aversion (pertinent to scenarios involving insurance).

In the realm of risk aversion, the notion of the credible equivalent of a lottery assumes paramount significance. In this context, individuals find the credible equivalent of a fair lottery to be more valuable, meaning they are willing to pay extra to ensure a win in a just lottery. Such individuals place a lower value on the opportunity to participate in the lottery itself than they do on its credible equivalent. Conversely, someone who is inclined towards risk-taking assesses the chance to engage in a lottery as more valuable than its credible equivalent, and is willing to pay an additional cost for the privilege of participating in a fair lottery. The widespread prevalence of both lotteries and insurance underscores the universality of these traits across all people, regardless of factors such as nationality, race, religion, social standing, or class. This aspect demonstrates a common thread that transcends geographical and social boundaries.

At the core of the concept of probability resides a fundamental query: is uncertainty rooted within the individual (subjective probability, indicating the measure of belief in the likelihood of events) or is it an attribute of the external world (objective probability, wherein random events unfold)? It is postulated that due to human rationality, the subjective probability of an event or outcome

is interconnected with objective probability and functions as a derivative thereof. As early as 1957, the American psychologist of Russian origin, Leon Festinger, introduced the theory of cognitive dissonance (Festinger, 1957). This framework highlights the tendency of individuals to engage in self-contradiction and, when faced with outcomes distant from their expectations, to recalibrate facts rather than altering their own perspectives. For instance, envision an investor who incurs losses due to a misguided decision. Research demonstrates that such an individual would more likely attribute the losses to the "irrationality" of the market rather than admitting personal error.

In 1969, O. K. Tikhomirov redefined cognitive psychology's principles through a groundbreaking monograph, revealing the incompatibility of thinking activity's structures with formal-logical frameworks (Tikhomirov, 1969). Tikhomirov introduced the entropy formula into the analysis of subjective uncertainty, which individuals surmount through intellectual strategies. In the realm of prospect theory developed by A. Tversky and D. Kahneman, subjective probabilities do not adhere to the axioms of objective probability functions (Kahneman & Tversky, 1979). For this theory, Kahneman was awarded the Nobel Prize in Economics in 2002 (Nobel Prize Outreach, 2002).

These investigations culminated in the emergence of theories commonly referred to as the theory of rational decision-making (Buskens, 2015) and the psychological theory of decision-making. The theory of rational decision-making is a subset of praxeology — the study of the rational behavior exhibited by individuals and groups. This theory outlines rational (optimal) approaches to solving specific problems, employing logical reasoning and selecting the best course of action devoid of emotional influences, entrenched dogmas, or biases, even in high-stress situations.

Nevertheless, the theory falls short of incorporating the specific attributes of decision-makers within distinct systems. Notably, crucial psychological variables such as cognitive limitations, learning capacities, and information processing speed are omitted when crafting optimal decisions. This theory disregards the role of the decision-maker, which could diminish its practical value. Relying solely on rational choice while overlooking psychological variables and the inherent nature of the decision-maker's thought process raises valid concerns.

Psychological decision theory endeavors to address inquiries such as: How do individuals truly exercise their choices? How do they navigate tasks necessitating decision-making? Does their behavior align with the fundamental tenets of methodological rationality? Tadeusz Tomaszewski (1975), a Polish psychologist and creator of the theory of action, characterized psychology as a discipline that explores human activity while solving various tasks, making decisions, and executing them.

People grapple with a diverse array of tasks, frequently making decisions on an ongoing basis — often without conscious contemplation. This spectrum encompasses a range of decision levels, spanning from everyday choices to momentous ones. Intriguingly, individuals do not invariably employ logic, mathematics, rationality, utility, or statistics when making decisions across these different levels.

Decision Making encompasses the process of navigating uncertainty within human cognitive activities. This intricate endeavor involves analyzing and juxtaposing available alternatives and pathways towards achieving desired objectives, culminating in a judgment regarding the optimal course of action. The term "Decision Making" emerged in the 1960s within the realm of cognitive psychology, and its scope later extended to the broader domain of management theory. This expansion was closely tied to the development of algorithms capable of facilitating automatic decision-making by complex programmable systems, as well as its application in the realm of business consulting. Specialized scientific associations, such as the Society for Judgment and Decision Making and the International Society on Multiple Criteria Decision Making, engage in thorough interdisciplinary studies of decision-making. Journals like the "Journal of Behavioral Decision Making" and focused scientific conferences delve into the nuanced challenges associated with decision-making (Leontiev, 2017).

Choice, often perceived as the culminating step of Decision Making, transcends this role. While

a finalized decision might be executed by an individual who was not involved in its formulation, choice is an ongoing life process. It encompasses not only discovering a decision but also assuming personal responsibility for it and its repercussions. Criteria for evaluating decision optimality are typically pre-established and unalterable, whereas criteria during the process of choice might evolve. This dynamic nature impedes the definitive optimization of profoundly significant life choices.

Kahneman's collaborative work reveals that individuals often rely on flawed models of intricate probabilistic processes and patterns when making decisions, leading to erroneous evaluations and predictions (Kahneman et al., 1982). The applicability of a wholly rational model of decision-making is severely constrained, and the role of emotional processes in decision-making can have positive implications. According to concept of Kahneman, the cognitive sphere's overall function hinges on two cognitive systems: one for deliberation and decision-making, the other for implementation those decisions. This framework introduces the concept of "heuristics" — mental shortcuts that introduce biases in information utilization, often referred to as "mind traps."

Gigerenzer argued that heuristics in human life serve not just, and perhaps not primarily, as "mind traps," but rather fulfill an adaptive function (Gigerenzer et al., 1999). He elucidates various other heuristics and connects their appropriate utilization to several indicators, primarily the level of predictive uncertainty associated with a task. Both the Tversky-Kahneman and Gigerenzer theories center on individuals basing predictions and judgments on their experiential knowledge. While these theories differ notably in their approach to representing uncertain conditions (through probabilities or frequencies), they both involve tying prediction and choice (decision or judgment) to the understanding and assessment of past events. However, these theories do not encompass the processes of anticipating and evaluating events that not only lie in the future but have not even been conceptualized by humans or mankind. It is to such events that N. Taleb (2008) directed his attention, introducing the concepts of the "Black Swan" as an unpredictable event and "antifragility" as a foundation for grappling with uncertainty.

In contrast, back in the 19th century, J. Boole (1854) presented a concept of uncertainty along with a straightforward but profoundly significant remedy: "Probability is expectation founded upon partial knowledge. A perfect acquaintance with all the circumstances affecting the occurrence of an event would change expectation into certainty, and leave neither room nor demand for a theory of probabilities" (Boole, 1854, p. 244).

Drawing from the **dialogue between Taleb and Kahneman** at the New York Public Library on February 5, 2013 (Pleasemishandle, 2013).

Taleb developed the notion that uncertainty is detrimental to fragility, yet it thrives under the banner of antifragility. This principle applies to the willingness of entrepreneurs to embrace uncertainty; adventurers, for instance, cherish uncertainty as it unveils novel opportunities. Certain systems also reap benefits from randomness, a property deeply ingrained within them.

Kahneman countered by asserting that, for the most part, humans prefer stability over antifragility. Taleb, however, contended that increased complexity or magnitude amplifies an object's fragility. In this context, decentralization diminishes fragility, rendering an object or system less susceptible to hazards like errors or destruction. Taleb offered an instance as an illustration: When a government is decentralized, it tends to accumulate numerous small errors. This can give the appearance of disorder, with these errors frequently making headlines in publications like the New York Times. While this might create apprehension and worry among people, a large, centralized government makes fewer mistakes due to smoother operations. However, the impact of these errors, when they do occur, can be significant and far-reaching. Taleb highlights that the repercussions of these two errors in the United States have endured for a decade. He cites the example of an individual who led the country into Iraq, resulting in a three trillion dollar cost, a figure that continues to rise. When you combine decentralization with mistakes, the impact is akin to small pebbles. While they may cause disruption, they are unlikely to lead to destruction (Pleasemishandle, 2013).

Kahneman expressed disagreement with Taleb's critique of individuals attempting to predict economic trends but struggling with foreseeing major events like crises. In response, Taleb emphasized that protection against perilous incidents, such as airplane crashes, necessitates the ability to anticipate not just isolated occurrences but a sequence of events. Extrapolating this notion to a societal context leads to the imperative of constructing a framework that remains resilient even in the face of individual forecasting mistakes (Pleasemishandle, 2013).

The author of "Antifragility," Nassim Nicholas Taleb (2012), amalgamated methodological and psychological facets of risk comprehension, unveiling the concept of possibility within thought itself. This entails broadening cognitive horizons and daring to consider the inconceivable and the unpredictable. Successful implementation of such a mindset enhances the capacity to navigate potential shifts in circumstances, consequently augmenting "antifragility." Taleb identifies an additional psychological quandary in conscientiousness. Namely, no one is more acquainted with a potential risk than the individual who has formulated the risky scenario (Pleasemishandle, 2013).

Hence, the role of conscientiousness — entailing the imperative of averting known risks — becomes pivotal. However, it is acknowledged that the stressors arising from risk factors cannot be altogether avoided. Excluding these stressors would render an individual within sterile conditions, unprepared for the proactive engagement necessary in confronting impending threats. Thus, control over uncertainty does not imply its elimination, reduction, or suppression, but rather entails readiness to confront the challenges posed by uncertainty. This readiness involves contemplating the unimaginable, embracing decentralization as a means to enhance antifragility.

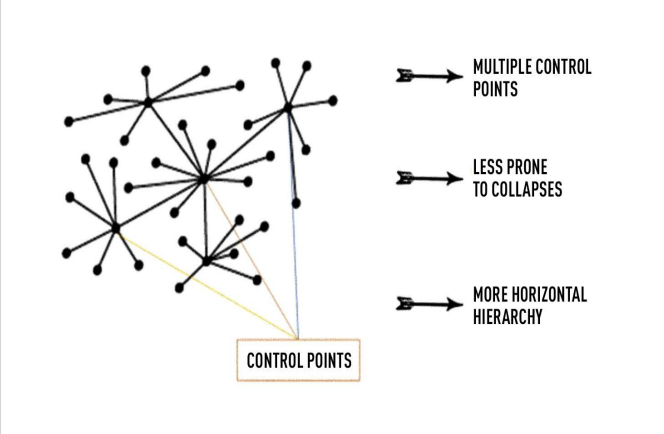


Figure 1. *Decentralized systems*

The theories of O. K. Tikhomirov and Y. A. Ponomarev have divergent approaches to the correlation between the intuitive and logical systems. In Y. A. Ponomarev's framework, these systems manifest as modes of operation within a unified cognitive sphere. Both of these systems stem from distinct types of individual experiences, albeit both forms are acquired in an effective manner (Ponomarev, 1976). The distinguishing feature between Tikhomirov's concept and these two approaches lies in the incorporation of the idea of mediation, wherein the subject surpasses the confines of individual experience (Tikhomirov, 1969).

The notion of tacit (implicit) knowledge, propagated by R. Sternberg, a prominent American researcher in the realm of thinking and intelligence, has gained traction in modern psychology (Sternberg et al., 2002). This concept emphasizes the utilization of the subject's individual experience. In Sternberg's theory, the cognitive sphere's structure is delineated by a three-level concept. Notably, intuitive decisions aligned with practical thinking have been subjected to particular examination due to the challenge posed by synchronous intuitive thinking assumptions. Tacit knowledge is precisely employed by the subject as it is implied and assimilated within action.

Tacit knowledge is accompanied by several drawbacks, including (Gardner, 1998; Swan et al., 1999):

- Difficulty of Explanation.
- Imprecision.
- Varied Relevance: It might not hold significance for others.
- Tacit knowledge exhibits considerable variability.
- It is closely tied to specific contexts.
- It can hold excessive importance for individuals or groups.

In the many works of human inquiry, the wisdom offered by luminaries such as Aristotle, Pascal, and J. Boole endures as a timeless beacon. Their insights, meticulously forged across the epochs, continue to illuminate the intricate labyrinth of decision-making that humans traverse. This lineage of thought transcends eras, guiding us through the complexities of choice, uncertainty, and cognition. Yet, as our journey through time advances, modern psychology navigates an evolving landscape. Strikingly, it sometimes navigates within the confines of ignorance and pathology, navigating the depths of human behavior without a full comprehension of the conscious underpinnings.

DISCUSSION

The evolution of decision-making throughout history reflects its adaptation to societal changes, technological advancements, and expanding knowledge. Presently, decision-making remains a pertinent and intricate field, necessitating the consideration of numerous factors and the adept balancing of interests, information, and values.

A crucial aspect within the history of decision-making is crisis response and risk management. Instances like financial collapses, natural disasters, or pandemics underscore the need for swift and well-informed decision-making. Response strategies, crisis planning, and risk management emerge as pivotal components in this context.

In the contemporary landscape, technology has fundamentally altered the decision-making process. Information systems, big data analytics, artificial intelligence, and machine learning facilitate the automation of analysis and prediction, diminishing the human element in decisions and enhancing their quality. Decision-making is increasingly recognized as a vital competency in both personal and professional spheres, leading to a surge in training programs dedicated to imparting decision-making skills and fostering adaptability in today's world.

On the global stage, cross-border cooperation in the realms of economy and politics has intensified. International decisions are now commonplace, with entities like the European Union or BRICS deliberating and deciding on matters that impact member countries and the global community. Concurrently, decision-making methodologies continue to advance, incorporating systems thinking, agile approaches, design thinking, and other frameworks that consider the complexity and dynamism of the modern world.

The concept of Decision Making under Uncertainty acknowledges the challenge of obtaining all necessary data for real-world decisions. In such scenarios, decisions rely on estimating probabilities and leveraging expert knowledge. Techniques like scenario analysis and decision-making under partial information are employed to address uncertainty.

Group decision-making, involving consensus, voting, deliberation, and other methods, is a collaborative process where decisions are made collectively. While it allows for the utilization of diverse perspectives and expert knowledge, group decision-making faces challenges related to conflicts of interest and the influence of group dynamics.

Modern scientific discourse recognizes various divisions and types of decision-making, with particular emphasis on the following within the context of this article:

1. Adaptive Decision Making: Emphasizing flexibility and adaptability in rapidly changing environments, adaptive decision-making suggests that decisions should be capable of change and adjustment as new information becomes available and circumstances evolve.
2. Strategic Decision Making: Focused on achieving long-term goals and strategizing for future success, strategic decision-making involves analyzing trends, assessing the competitive environment, and evaluating the long-term consequences of decisions.
3. Decentralized Decision Making: In certain organizations and systems, decisions may be made at a more decentralized level, closer to where the problem occurs. While this approach can enhance agility and flexibility, it also places demands on coordination and control.
4. Emotional Intelligence and Decision Making: Recognizing the increasing importance

of understanding and managing emotions, emotional intelligence plays a crucial role in decision-making. It contributes to areas such as interpersonal relationships, stress management, and decision-making that is oriented towards emotions and social contexts.

Each of these concepts and characteristics holds relevance and application in various aspects of life and work. Decision-making is a complex process that is context and task-dependent, requiring a combination of knowledge, skills, and intuition to achieve optimal results.

CONCLUSION

Decision-making is a intricate process involving the selection of a specific course of action or solution from a set of alternatives. This process can be either individual or collective, taking varied forms depending on the context (personal life, business, research, etc.). The key steps in decision-making include:

1. *Defining the Purpose.* Clearly articulating the purpose of decision-making is crucial. A well-defined purpose helps narrow down alternative choices and simplifies the decision-making process.
2. *Information Gathering.* Acquiring sufficient information about the alternatives is a pivotal step. The decision-maker's level of information greatly influences the likelihood of making an informed and effective decision.
3. *Analysis and Evaluation.* Analyzing the gathered information and evaluating it in relation to the decision objective is essential. This may involve weighing pros and cons, assessing risks, analyzing consequences, and more.
4. *Generating Alternatives.* Creating different solutions to achieve the goal is important. It is essential to look beyond initial ideas and consider a multitude of possible paths.
5. *Decision Making.* Choosing the best alternative, considering the analysis and the objective, is a critical step. Decision-making can occur through various methods, including intuition, formal models, and consultation with others.
6. *Implementing the Decision.* Once a decision has been made, implementation becomes necessary. This may involve developing an action plan, allocating resources, and putting the decision into practice.
7. *Evaluating the Results.* Evaluating the outcomes of the decision is crucial. This process helps determine the effectiveness of the chosen strategy, identify mistakes, and draw conclusions for future situations.
8. *Learning from Experience.* The decision-making process can be enhanced through learning from experience. Reflecting on previous decisions aids in improving future decision-making skills.

It is important to note that the decision-making process is not always linear and may involve iterations, especially when dealing with complex problems. Additionally, socio-cultural and ethical aspects should be considered in decision-making.

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UNVEILING THE GENIUS MIND:

EXPLORING STRATEGIC PLANNING, MANAGEMENT, AND PRACTICAL DECISION-MAKING IN UNCONVENTIONAL WAYS

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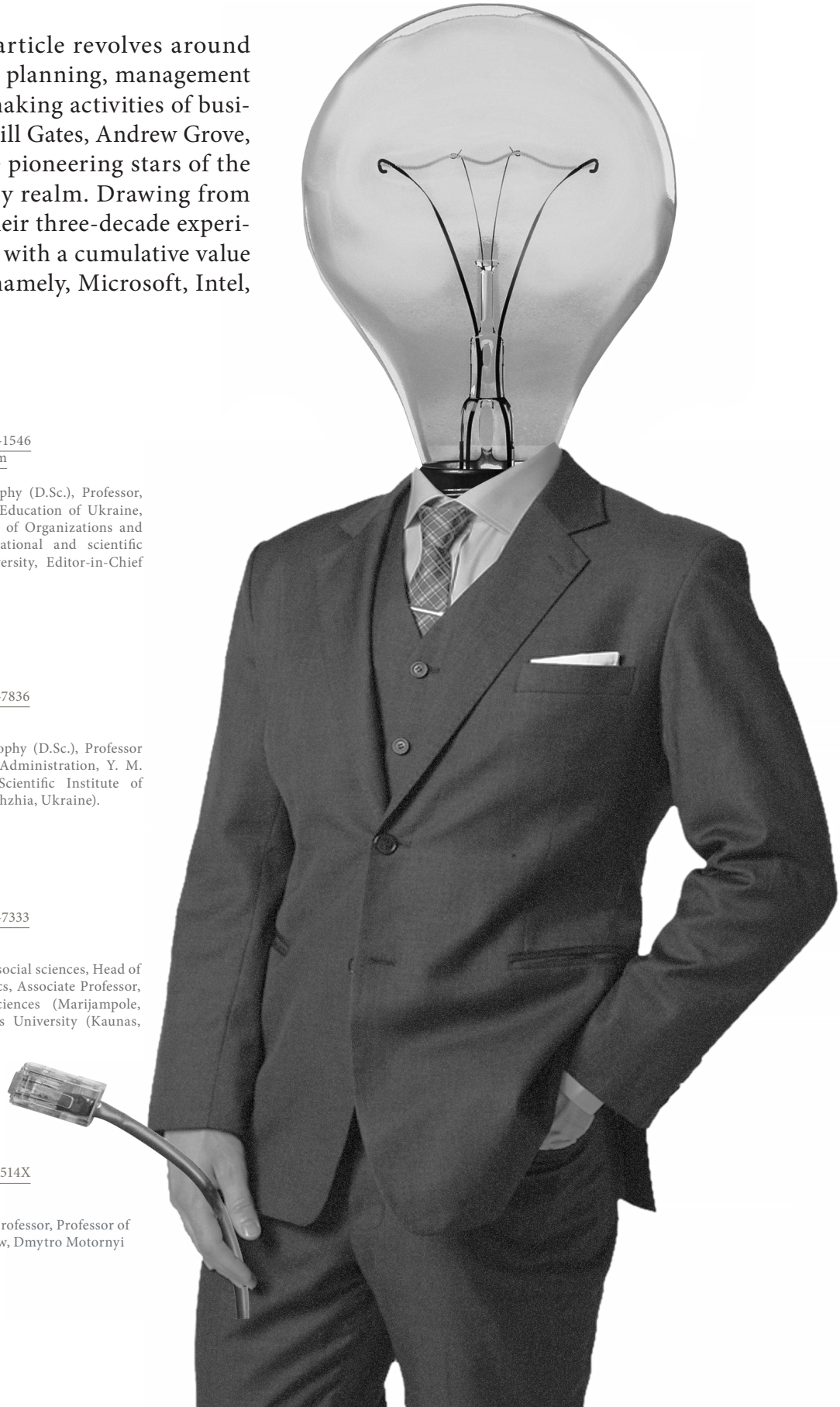
ABSTRACT

The focal point of this article revolves around delving into the strategic planning, management practices, and decision-making activities of business luminaries (such as Bill Gates, Andrew Grove, Steve Jobs) who were the pioneering stars of the contemporary technology realm. Drawing from an in-depth analysis of their three-decade experiences steering companies with a cumulative value of 1.5 trillion dollars — namely, Microsoft, Intel,



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and Apple — we have distilled five foundational principles that were consistently present in their strategic planning approaches. These principles not only empowered them to surpass competitors but also served as a guide for their unparalleled success. A shared attribute among these individuals was their adeptness at recognizing their weaknesses and orchestrating actions to counterbalance those shortcomings. They demonstrated a proclivity for enlisting executives who possessed traits, habits, and competencies they themselves lacked. Yet, despite their astute awareness of their own strengths and limitations, B. Gates, E. Grove, and S. Jobs exhibited some degree of error in crafting the management blueprint for their companies' future — tasks that eventually landed on someone else's shoulders.

Keywords
strategic planning of management geniuses, B. Gates, E. Grove, S. Jobs, management decision making

INTRODUCTION

The concluding lessons gleaned from the remarkable strategists such as B. Gates, E. Grove, and S. Jobs include two important caveats:

1. "Personal Anchors": While they can establish a robust foundation, they also have the potential to impose limitations.
2. Executives who "complement us" (bring added value to the team) play an instrumental role in our accomplishments. Nonetheless, it remains probable that they may not entirely step into our shoes as "replacement players."

As underscored by Ph. D. Oleg Maltsev and Prof. Elizabeth Haas Edersheim, the dichotomy between political and business realms is evident (Centre for Criminology, 2021a). Business executives are chosen based on their aptitude to drive results for the company, which sharply contrasts with the political arena where choices are often guided by popular sentiment (they are chosen by the majority).

These remarkable individuals have achieved unparalleled success, serving as beacons from which one can glean insights on triumphing, market conquest, attaining remarkable achievements, assuming leadership in their fields, mastering decision-making, and becoming adept strategists. Their achievements unveil a set of shared conditions underpinning successful strategies — a convergence of realization, entrepreneurial spirit, cohesive approaches to professional conduct, and shrewd managerial decision-making.

Their acumen in charting strategic courses and cultivating robust organizational cultures has consistently yielded staggering profits for their companies. As the helm of Microsoft, Intel, and Apple transitions to new leadership, the onus lies on these successors to carve their distinctive trajectories towards future prosperity. This entails reorienting their organizations around core values, ushering in novel strategies, attracting fresh clienteles, establishing innovative business models, and even redefining the rules of engagement to outpace the precedents set by these extraordinary figures.

Research into strategy and decision-making in contemporary business is a vital and evolving field that holds great relevance in the fast-paced business world. In an age marked by technological advancements and global complexities, organizations must grapple with multifaceted challenges, necessitating effective strategic planning and decision-making. Contemporary academic discourse seeks to provide solutions (Jabbar et al., 2020; Klimek & Klimek, 2020; Netz et al., 2020; Pereira et al., 2019; Wieder & Ossimitz, 2015). Learning from the past and drawing insights from historical leaders and exceptional individuals who have achieved remarkable success in strategic planning is of paramount significance (Hlavatý & Ližbetín, 2021). Within this research, there is a focus on drawing insights from notable figures who have excelled in their strategic acumen.

The article highlights the remarkable achievements of three exceptional strategists: Bill Gates of Microsoft, Andy Grove of Intel, and Steve Jobs of Apple. These visionary leaders assumed leadership roles in their respective companies in the 1990s and achieved extraordinary successes. Their experiences provide valuable insights into winning markets, achieving remarkable success, becoming industry leaders, mastering decision-making, and shaping strategic directions.

Bill Gates served as CEO of Microsoft from 1975 to 2000, overseeing the company's remarkable growth from humble beginnings to an annual revenue of $11 billion. Intel, established on July 18, 1968, is an American company renowned for its development and manufacturing of electronic devices and computer components, including microprocessors, system logic sets (chipsets), for client computing systems and for data centers, FPGAs (Altera), chips for artificial intelligence systems (Mobileye, Nervana[en], Habana[en]), non-volatile memory. During its prime performance era, Intel dominated the microprocessor industry, leading in terms of both microprocessor revenues and profits. In addition to microprocessors, Intel also manufactures semiconductor components for industrial and networking applications. The primary revenue sources are concentrated in four key countries: the People's Republic of China (including Hong Kong), Singapore, the United States, and Taiwan. Intel's strategic ambition is to shape the future of technology, aiming to become the undisputed leader in the industry and unleash the full potential of data. Andy Grove assumed the role of Intel's CEO in 1987, overseeing the company's revenue growth to $10 billion. Simultaneously, Apple, under the leadership of Steve Jobs, emerged as a dominant player in the personal computer and Internet markets (Yoffie & Cusumano, 2015).

The article underscores a common thread in the strategy formation and execution of these companies. Their strategies evolved over their careers, marked by numerous trials and errors. Their shared approach encompassed implementation, entrepreneurial spirit, uniform approaches to professional business, and strategic decision-making. Notably, the dynamic nature of business environments and diverse employee needs necessitates a conscious and adaptive approach to management, as highlighted by Dr. Oleg Maltsev and Prof. Elizabeth Haas Edersheim in the interview "History of business, management and technology" (Centre for Criminology, 2021b).

ARTICLE SIGNIFICANCE

Leadership is of scholarly interest to experts in many fields (Bakker et al., 2022; Brewer & Devnew, 2022; Duan et al., 2022; McCauley & Palus, 2020; Whyte et al., 2022). The significance of studying the actions of three exceptional CEOs and strategists — Gates, Grove, and Jobs — holds immense theoretical and practical value in the contemporary context. While we hold deep respect and admiration for these executives, it's important to acknowledge that none of them was immune to mistakes. They all encountered errors in both strategy formulation and execution. Instances included launching products that faltered or arrived late to the market, failing to meet expectations. All three exhibited moments of sluggishness and missed strategic opportunities, but having ample resources to recover later. Legal entanglements marked their leadership journeys. Each faced legal issues during their tenures, signing settlements with the U. S. Department of Justice or the Federal Trade Commission to curb monopolistic practices. Moreover, they confronted antitrust investigations on a global scale. Despite these challenges, we firmly contend that Gates, Grove, and Jobs stand as the most successful CEOs and strategists in the realm of high technology. Their ability to "not only solve problems quickly, but also to be very flexible, to look at changes in the market" underscores their prowess (Centre for Criminology, 2021b).

They were veritable masters of strategy and remarkably efficient organizers. They delineated long- and short-term objectives for their companies, crafting a trajectory for organizational triumph. Their leadership steered teams to unparalleled efficiency, establishing a dominant presence that endured for a substantial duration.

Outlined below are five fundamental rules that expound on their strategic approach and its execution. These principles stand poised to guide leaders in any organization towards a confident march into the future (Yoffie & Cusumano, 2015):

1. Foresee forward, reckon backward.
2. Make big bets, but do not put the company on the line.
3. Foster platforms and ecosystems, beyond product focus.
4. Harness leverage and power — act according to the rules of judo and sumo.
5. Structure the company around your own anchor.

Through adherence to these rules, Gates, Grove, and Jobs achieved unprecedented feats. As emphasized by the statement, "If we say that changes are necessary, we must carry algorithms with us. If we state that a series of changes must be implemented, new algorithms need development," these luminaries spent their initial five years as CEOs crafting algorithms that translated vision into tangible reality (Centre for Criminology, 2021c). They displayed an uncanny ability to swiftly transform ideas into strategies and actions, preemptively meeting consumer demands, curtailing competitor advantages, and steering industry trends to their favor. High-tech markets, driven by network effects, are known to evolve rapidly, where a momentary decision can crown one as a victor and another as a vanquished. While Gates, Grove, and Jobs did take bold risks and didn't always secure victories, they exercised caution, seldom venturing into territories where losses were irrevocable. A calculated approach to timing and strategic investments across diverse projects enabled them to curb risks.

Industries steeped in technology necessitate a broader perspective that transcends individual products and corporate boundaries. The wisdom of Gates, Grove, and Jobs teaches us to strike equilibrium between producing excellent products and erecting industry-wide platforms (Gawer & Cusumano, 2015). While individual products can stand independently, the triumph of industry platforms hinges on collective innovation from various market players. Acquiring the capacity to implement the executive principles that guided Gates, Grove, and Jobs on tactical and organizational levels is crucial. Their strategies mirror judo and sumo tactics, leveraging against rivals. By exploiting competitors' strengths as vulnerabilities and harnessing their companies' extensive resources to overpower rivals, Gates, Grove, and Jobs demonstrated their prowess as remarkable tacticians.

Bill Gates constructed Microsoft based on his profound grasp of software; Andy Grove guided Intel towards large-scale production of intricate semiconductors through rigorous discipline and technological optimization; Apple's foundation rested on Steve Jobs' fixation with the elegance and simplicity of product design, coupled with user feedback. Additionally, all three persons recognized their own limitations and offset these by assembling adept teams, motivating others, and deeply contributing to the establishment of their organizational culture and values. Of particular interest is the avoidance of the errors made by these geniuses by their successors, or the mitigation of detrimental consequences for their companies' futures. Notably, the strategies employed by Mark Zuckerberg, Jeff Bezos, Larry Page, and Pony Ma were influenced by Gates, Grove, and Jobs (Yoffie & Cusumano, 2015).

This article's purpose is to delve into the experiences of these geniuses in strategic planning, management, and practical decision-making, using the companies led by B. Gates, E. Grove, and S. Jobs as illustrative examples. Such an exploration aims to cultivate exceptional strategists and proficient managers. B. Gates, E. Grove, and S. Jobs were the initial luminaries of business stardom in today's technology-driven world. Analyzing their three-decade tenure at the helms of Microsoft, Intel, and Apple, companies collectively valued at 1.5 trillion dollars, this study elucidates five fundamental rules pivotal to their strategic planning, rules that enabled them to surpass competitors who disregarded these principles.

These very rules played a pivotal role in enabling the iPhone to dethrone industrial giants Nokia and BlackBerry. They also empowered the relatively modest Microsoft to outshine behemoths like IBM, then guided the faltering Intel to triumph over Japanese, Korean, and European competitors, securing its position as a world leader in the revolutionary domain of microprocessor production. Remarkably, Intel burgeoned from a financially strained company to one boasting a million-strong workforce. The insights provided by Dr. Oleg Maltsev and Prof. Elizabeth Haas Edersheim in their interview "History of business, management and technology" further underscore this trajectory of expansion. They underscore, "In 1850, the largest companies employed around 300 individuals. However, in today's landscape, Amazon employs over 1,000,000 individuals, while Apple boasts more than 2,000,000 employees. And if we account for their partners, these figures become absolutely staggering" (Centre for Criminology, 2021b).

METHODOLOGY

The research methodology involves employing analytical and synthetic approaches, abstracting and generalizing outcomes from scientific investigations. It incorporates historical and logical analyses, compares research findings, seeks correlations among subjects, models, and elements within the managerial paradigm of business. Utilizing the logic of transforming managerial concepts, the methodology includes constructing hypotheses, making inferences, and forming generalizations, aiming for absolute truth and enhancing a productive and rational research process. The approach emphasizes discarding incidental findings and embracing fundamental principles, fostering objectivity and utilizing systematic research methods. The study employed system analysis and synthesis methods, particularly suited for researching complex socio-technological systems like organizations. The synergetic approach, rooted in self-organization, involves identifying attractors and navigating bifurcation processes to address instability and uncertainty. Additionally, the Agile methodology, known for managing complexity, and a non-linear approach capable of analyzing organizations as intricate systems evolving amidst instability and information stochasticity were utilized.

The data-centric methodology, focusing on self-organization, was also applied. These methodologies offer valuable business intelligence and decision support for effective change management. The data-centric approach of INDUSTRY5G for analyzing agile management governance structures in digital transformation involves techniques to gather, organize, document, and recycle crucial data encompassing strategies, actions, and events commonly generated during change management processes. This poses a challenge for stakeholders, particularly in visualizing, overseeing, and reapplying previously successful change management strategies, hindering the realization of enterprise agility and effective change management. Details like attributes, primary and foreign keys, data types, and constraints can be tailored (or user-defined) based on specific data requirements for strategic planning, management, and decision-making in the realm of innovative thinkers. This customization allows for tracking and analyzing changes and indicators of change.

The decision-making prowess exhibited by exceptional strategists assumes an axiomatic nature (Suppes, 2015), demanding continual study and rigorous real-world validation, rooted in praxeological-theoretical cognitive models. This progression renders such decisions akin to incontrovertible truths (Voronkova et al., 2020). The managerial decision-making process undertaken by contemporary strategists is regarded as an inherent ability, wherein subjects reflect upon their managerial activities. This reflection rests on steadfast patterns within the objective realm, encompassing society, ontology, existence, nature, economy, and business. The axiomatic approach to comprehending the planning strategies of managerial activities is realized by leveraging the axioms rooted in the experiences and practical insights of geniuses such as B. Gates, E. Grove, and S. Jobs. These axioms are fortified by substantiated conclusions, steeped in a robust conceptual framework that employs scientific and praxeological hermeneutics, alongside task-solving algorithms. Within this paradigm, algorithms represent specialized modes, empowering managerial subjects to systematically resolve multifarious tasks hinging on the outcomes derived from preceding phases (Voronkova et al., 2021).

RESULTS

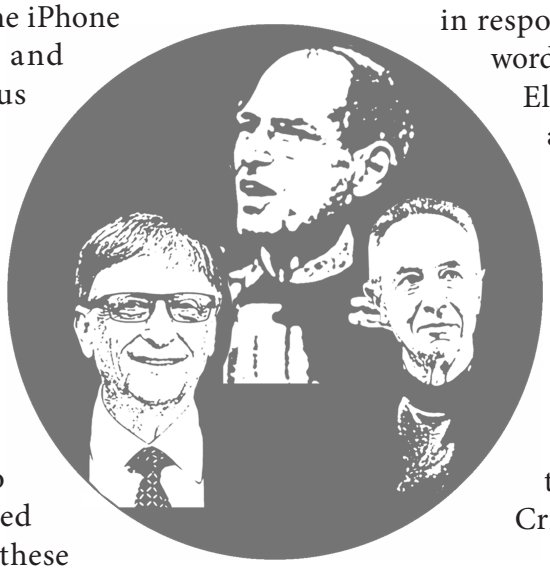
1. Lessons of B. Gates, E. Grove, C. Jobs for future generations

Our objective is to glean insights into the pathways of becoming extraordinary strategists, to uncover the traits that render CEOs the most exemplary figures worldwide, and to delineate the foundational tenets of the management styles espoused by luminaries like B. Gates, E. Grove, and S. Jobs. By dissecting the experiences of these visionary thinkers and doers, one can acquire the acumen to be a proficient strategist and leader. Inherent in these exceptional leaders was an abundance of intellectual acumen, boundless energy, and unyielding determination to achieve their objectives. However, their mastery of running companies was a gradual evolution acquired through experience. Their individual backgrounds and passions were pivotal in shaping their strategic approaches to company management and entrepreneurship as a whole. These

visionaries recognized that the technology sector pivots around expansive industry platforms rather than isolated innovations. Windows PC and the iPhone are paradigmatic examples — foundational products whose triumph hinges on garnering user and company support for supplementary products and services.

The proliferation of consumers and communication creators, referred to as "network effects" or "network externalities," escalated costs due to escalating demand for a specific platform. This dynamic compelled high-tech business leaders to make rapid, intricate decisions amid an environment offering scant assurance for the future. Optimal choices often reaped rewards, while missteps bore dire repercussions (Nikitenko et al., 2021).

The improbable rise of the iPhone reshaping giants like Nokia and BlackBerry into inconspicuous players, Microsoft's ascent from a modest Seattle-based enterprise to triumph over its chief client, the formerly most valuable company, IBM, and Intel's transformation from a near-insolvent venture engaged in semiconductor memory production — dependent on IBM's financial aid — into a market leader, all underscored the unpredictable trajectories these companies embarked upon (Yoffie & Cusumano, 2015).



2. Professional activities of B. Gates, E. Grove, S. Jobs

Distinguishing themselves from each other, B. Gates, E. Grove, and S. Jobs exhibited unique interests and talents. Gates was driven by a fervor for software, Grove thrived on discipline, and Jobs was impassioned by design. These inclinations organically became their contributions to Microsoft, Intel, and Apple, molding each company's organizational culture, shaping their achievements, and defining strategic trajectories. Amid an era of economic and business unpredictability, the leaders' personal predilections served as primary focal points, steering their companies clear of organizational tumult — a form of systemic "drift," harnessed by an "anchor" (Yoffie & Cusumano, 2015).

Yet, it's essential to note that an "anchor" can serve as both an asset and a detriment. An "anchor" could hinder progress and make a ship more vulnerable, similar to how relying heavily on one approach might impede adaptation and responsiveness in a business context, because fleet anchored in place becomes more susceptible to adversity. This dynamic wasn't lost on the three companies, as reliance on past success recipes didn't necessarily guarantee future triumphs. Therefore, affording top managers the opportunity to become potential leaders or selecting successors from within the company's ranks becomes crucial, forming a system that perpetually scrutinizes the market, anticipates trends, and crafts forward-looking strategies in response (Oleksenko, 2020). In the words of Dr. Oleg Maltsev and Prof. Elizabeth Haas Edersheim, such a system "constantly analyzes the market, constantly monitors what is happening in the market, tries to make forecasts and tries to develop concepts in accordance with these forecasts about how the company could behave in certain market conditions in the future" (Centre for Criminology, 2021c).

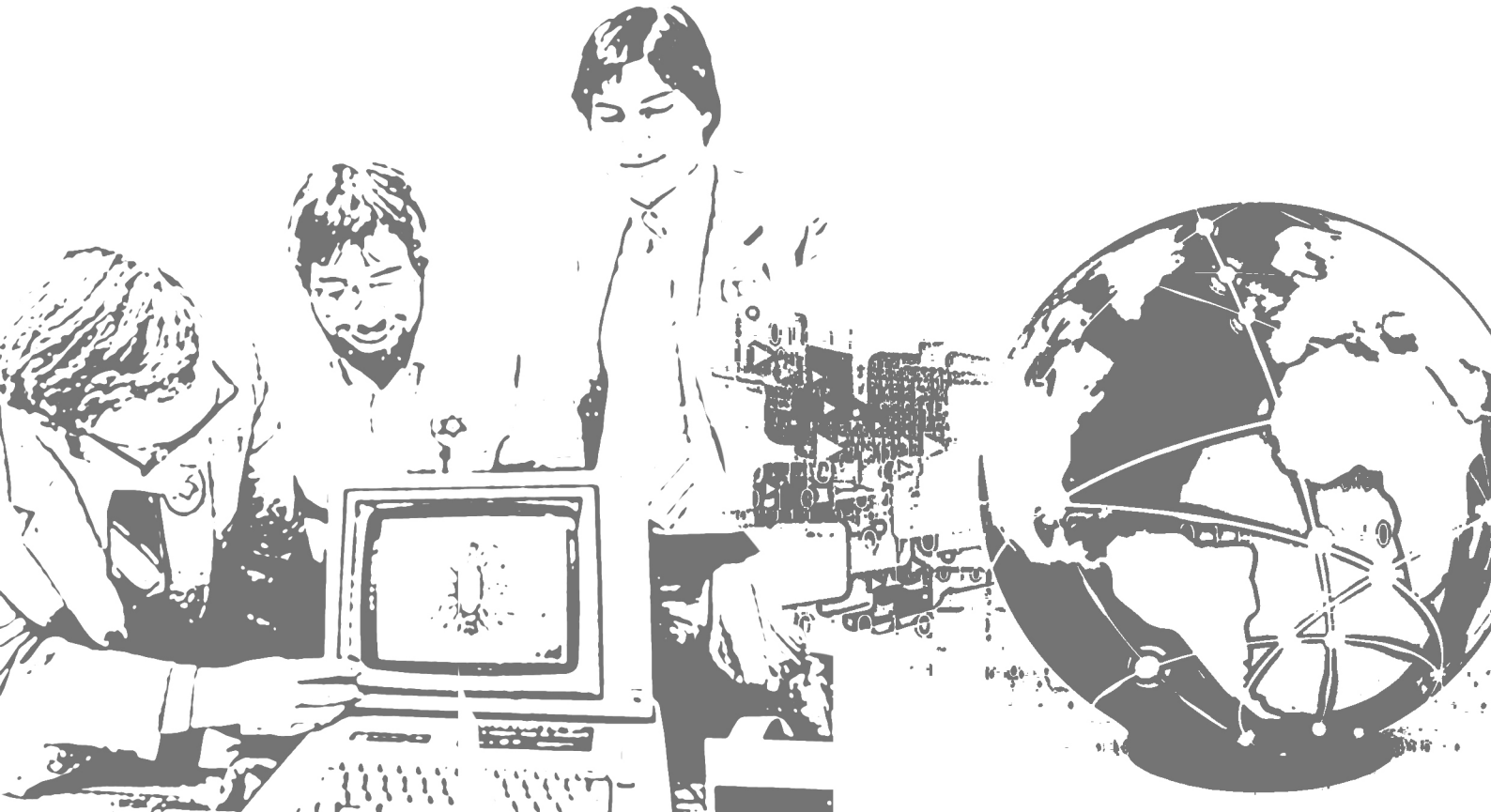
The successful transition of an organization to its successor is a crucial aspect, but it's important to understand that "complement" doesn't signify "replace." Steve Ballmer effectively complemented Bill Gates by focusing on employees and customers, while Gates concentrated on technology and strategy. Craig Barrett perfectly complemented Andy Grove; he managed manufacturing and operations while Grove oversaw strategy, marketing, and sales. Tim Cook's collaboration with Steve Jobs was impressive; Cook handled supply chain, operations, and sales, while Jobs maintained a watchful eye on product and marketing. The absence of Ballmer, Barrett, and Cook would hinder comprehension of the accomplishments of Gates, Grove, and Jobs, and their successors struggled to entirely fill their roles as CEOs (Yoffie & Cusumano, 2015).

Gates, Grove, and Jobs emphasized internal corporate development and innovation to boost productivity. In contrast, Ballmer and Barrett pursued changes in their companies, often resorting to costly acquisitions that rarely yielded positive outcomes. Barrett spent $12 billion during the Internet frenzy, leading to substantial write-offs. Ballmer invested $7 billion to acquire NOKIA in an attempt to rescue WINDOWS-based smartphones. Tim Cook's acquisition of the $3 billion BEATS headset maker signaled his attempt to chart a new course (Yoffie & Cusumano, 2015). The lack of an analytical approach in some companies contributes to persistent issues in this marketing segment (Centre for Criminology, 2021c). The selection of successors shouldn't be solely guided by team loyalty or tradition. Instead, successors should demonstrate a readiness to learn, adapt, and envision new possibilities. The ability to break away from the past when necessary and strive to create innovative products, services, and platforms is paramount (Strutton & Tran, 2020; see also Ahmed et al., 2020). Dr. Oleg Maltsev and Prof. Elizabeth Haas Edersheim underscore in their insightful discussion that management extends beyond financial considerations; an emphasis on improving people's lives should underpin managerial approaches. Unfortunately, not all adopt this approach, which exacerbates challenges (Centre for Criminology, 2021b).

DISCUSSION

Effectively comprehending and overseeing geniuses or exceptional individuals necessitates a distinctive approach to strategic planning, management, and decision-making. It's crucial to recognize that "geniuses" encompass a diverse range of individuals, such as talented scientists, artists, entrepreneurs, athletes, and others with unique abilities. Here are some facets of experience that can be beneficial when engaging with geniuses:

- Identifying Talent: The initial phase involves recognizing geniuses and discerning their distinctive abilities. This might necessitate specialized expertise and assessments to pinpoint the specific areas of their genius.
- Strategic Planning: A strategic blueprint should be formulated, centering on the cultivation and unleashing of the genius's potential. This plan should encompass defined goals, a roadmap for achievement, and the requisite resources for successful implementation.
- Support and Guidance: Geniuses may require mentorship and support for the enhancement of their abilities. Establishing an environment conducive to their learning and growth is crucial.
- Adaptable Strategy: Geniuses exhibit unpredictability and frequently diverge from conventional



norms and expectations. Maintaining an adaptable approach to management and planning is vital to accommodate their unique needs and working styles.

- Fostering Collaboration: Collaborating with other professionals and experts may be essential when working with geniuses. Successful management of geniuses frequently entails leveraging the perspectives and expertise of a diverse range of professionals.
- Prioritizing Health and Wellbeing: Geniuses, due to their exceptional abilities, may subject themselves to heightened stress and pressure. It is crucial to offer support and care for both their physical and psychological health.
- Adaptation and Change Leadership: The capabilities of geniuses may evolve with time. Effective strategic management involves readiness to adapt to shifts in their abilities and interests.
- Ongoing Assessment: Consistent monitoring and evaluation of progress are vital to ensure the attainment of goals.
- Ethical Considerations and Accountability: Geniuses should be instilled with a sense of responsibility and ethics aligned with their abilities, ensuring the utilization of their talents for the betterment of society.
- Navigating management and strategic planning in the realm of geniuses demands a specialized comprehension of their needs, development, and the broader implications on society and the world.

Bill Gates, Andy Grove, and Steve Jobs stand as renowned entrepreneurs and technology leaders who have made substantial contributions to the realms of computers, software, and consumer electronics. A concise overview of their contributions and achievements follows:

1. Bill Gates

- The originator and former CEO of Microsoft Corporation, a prominent global technology firm.
- He conceived the Microsoft Windows operating system and the Microsoft Office suite, both establishing standards in the PC domain.
- Bill Gates is acknowledged as one of the wealthiest individuals globally and an engaged philanthropist. Through the Bill and Melinda Gates Foundation, he has made substantial contributions to combat poverty, disease, and promote education.

2. Andy Grove

- Former CEO and Chairman of Intel Corporation, a key player in microprocessor manufacturing.
- A significant figure in advancing microelectronics and microprocessor technology, instrumental in propelling Intel to a global industry leadership position.
- Authored a pivotal book, "Only the Paranoid Survive," emphasizing the criticality of adapting and responding to change in the business landscape.

3. Steve Jobs

- Co-founder and former CEO of Apple Inc., the firm responsible for groundbreaking products like the iPhone, iPad, iPod, and Macintosh.
- Jobs played a pivotal role in shaping the design and user experience of Apple products, contributing to their widespread consumer appeal.
- He spearheaded the establishment of Apple Retail Stores and pioneered digital media services, including iTunes and the App Store.

These three entrepreneurs have significantly influenced the technology sector, reshaping the dynamics of our interaction with computers and electronics. Their fervor for innovation, entrepreneurial drive, and commitment to design excellence position them as enduring inspirations for many. Moreover, these three eminent experts have formulated distinct strategies and approaches for orchestrating the growth and advancement of their businesses and professional trajectories.

1. Bill Gates

- Gates directed his efforts towards the development of software and operating systems, starting with Altair computers and ultimately founding Microsoft.
- His conviction was rooted in the belief that the future pivoted on software and its distribution for personal computers.
- Crafting a enduring vision, Gates aspired to realize "a computer on every desktop and in every home.
- "This vision not only became Microsoft's overarching goal but also played a pivotal role in establishing the company's dominance in the PC industry.
- In addition, Gates actively engaged in forming partnerships with other companies to extend the accessibility of Microsoft products, including MS-DOS and Windows, to a wider spectrum of computers.

2. Andy Grove

- Grove prioritized innovation and technical prowess at Intel, guiding the company through the pivotal phase of microprocessor development, a crucial element in Intel's triumph.
- He underscored the significance of strategic analysis and adaptability to the evolving landscape of the semiconductor industry. In his book "Only the Paranoid Survive," Grove delves into the necessity for companies to anticipate unforeseen changes and reconsider their strategies.
- Competitiveness was another focal point for Grove, emphasizing how innovation serves as a linchpin for a company to maintain its industry-leading position.

3. Steve Jobs

- Jobs gained recognition for his emphasis on design aesthetics and customer experience. He held the belief that products should not only serve a functional purpose but also be visually appealing and user-friendly.
- Viewing product development as an art form, Jobs placed a strong emphasis on creating revolutionary products, exemplified by the likes of the iPhone and iPad.
- Jobs adopted a strategy of overseeing all facets of product creation, encompassing both hardware and software, to guarantee uniformity and excellence in quality.

What united their strategic planning was an unwavering determination, a pioneering mindset, and a readiness to adjust to evolving market dynamics. Each has brought distinctive contributions to the industry, leaving an enduring impact on the realm of technology.

CONCLUSIONS

B. Gates, E. Grove, and S. Jobs displayed unwavering determination, overcoming competition from Japanese, Korean, and European counterparts to establish global dominance in the cutting-edge field of microprocessors within a mere decade. These three pioneers were among the early visionaries and entrepreneurs who ventured into platform markets, delved into organizational strategy and history, and familiarized themselves with emerging technologies, novel business models, and nascent industries. Each of them felt the necessity to thoroughly dissect both their triumphs and missteps. B. Gates, E. Grove, and S. Jobs stand as the inaugural "business stars" in the contemporary realm of technology, building prosperous business ventures by adhering to the majority of these principles (Nikitenko et al., 2019).

As the 21st century progressed, a new generation of business leaders emerged, including Larry Page of Google, Mark Zuckerberg of Facebook, Jeff Bezos of Amazon, and Pony Ma of the Chinese internet firm Tencent. Upon examining the performance of this cadre of companies, we've identified notable parallels in their approaches to strategy, management, and practical execution. These commonalities bolster our conviction that the five delineated rules offer a comprehensive guide to optimal practices in strategic planning and entrepreneurial implementation within the present-day landscape.

Google's initial objective was to structure the global information landscape, beginning with the improvement of a search engine. As time elapsed, it became evident that the realm of computing was undergoing a revolutionary transformation toward the "cloud." This evolution seamlessly converged with Google's vision of itself as a universal provider of internet-based products and services, a venture sustained by revenue from advertising. We concur with Dr. Oleg Maltsev's assertion that analysts are tasked with processing all essential information and, at the primary level, formulating a conceptual framework for subsequent actions. The secondary level involves gathering both readily available and less accessible data. At the tertiary level, it's imperative to possess our own mechanism capable of shaping the desired market conditions to actualize our intended plans. In the classical model, these three tiers are the triad that unlocks solutions for market challenges, in essence, the keys to solving the equation (Centre for Criminology, 2021c).

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THE FATEFUL
NATURE OF STATE-BUILDING PROJECTS

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ABSTRACT

The article delves into an examination of pivotal state-building initiatives that have significantly shaped societal trajectories. The clash between the February project (Provisional Government) and the October project (Soviets) emerged as a decisive determinant in steering the socio-political course within the former Russian Empire in 1917. The confrontation between the anti-Soviet endeavor and the Soviet undertaking ultimately contributed to the demise of the USSR and the Soviet system. In the contemporary context of swift social dynamics and emerging threats, safeguarding the stability and coherence of societies and nations necessitates the formulation of a novel realm of social understanding. This is proposed to be encompassed under the scholarly discipline of "Theory of Fate Analytics of Societies, Peoples, and States."

Keywords
projects of state building, projects of February and October, Soviet project, anti-Soviet project, constitutional project, civil nation project, civilization project

INTRODUCTION

S. Kara-Murza (2008) in his books has extensively elaborated on the civilizational approach as a contemporary methodology, delving into the realm of social transformations at a civilizational scale through the lens of project technologies. He scrutinizes the emergence of Soviet society as an outcome of the realization of the Soviet project by the Bolsheviks. This trajectory was chosen by the peasant masses during a pivotal juncture characterized by the clash of major political factions. In 1917, grappling with the aftermath of a devastated nation, two divergent alternatives emerged — the February and October revolutions.

METHODOLOGY

The research methodology employed to address the issue of the inherent challenges in nation-building projects should adhere to a systematic and rigorously scientific approach to guarantee the production of dependable and valuable results. S. G. Kara-Murza (2008), a Ukrainian philosopher and publicist, has formulated a comprehensive philosophical concept and methodology with broad applicability for analyzing social and political processes.

1. Kara-Murza adopts a comprehensive method for scrutinizing social phenomena, incorporating cultural, historical, economic, and political dimensions. He contends that only a holistic comprehension enables thorough analysis and effective solutions to social issues.
2. Highlighting the significance of value pluralism and societal diversity, Kara-Murza advocates for the respect of diverse perspectives and encourages dialogue among various groups and cultures.
3. He places significant emphasis on the credibility of his arguments and supporting evidence. In his approach, clarity and accessibility of arguments for public discourse are paramount in his methodology.
4. Kara-Murza underscores the significance of democratic principles, encompassing human rights, the rule of law, and civil society. He views democracy as the optimal means for conflict resolution and the attainment of social justice.
5. His approach involves examining socio-cultural processes and enduring historical patterns, exploring the impact of cultural elements and ideas on politics and society.
6. Kara-Murza has introduced the "systemic crisis" methodology, facilitating the analysis of pivotal junctures in societal development where traditional structures and attitudes prove inadequate in addressing prevailing issues effectively.
7. Additionally, he advocates for the "informed choice" methodology, aiding individuals and society in making decisions grounded in available information and value orientations.

RESULTS

As Kara-Murza notes, Russia underwent a unique experience from February revolution to October revolution, one unparalleled in history. Simultaneously and without violent conflict, two forms of governance emerged in the country — the bourgeois Provisional Government and the Soviets. These

represented distinct paths and ways of life. For a considerable period, people were able to compare and contrast the two models. Ultimately, after seven months, the October path and the Soviet system prevailed. The October event wasn't so much a revolution as it was a fixed outcome: the authority of the Provisional Government waned, transferring power to the Soviets (Kara-Murza, 2008).

In examining the legitimacy of the state between February and October 1917, S. Kara-Murza (2008) contends that, on the whole, the bourgeois state was unable to secure legitimacy among any significant social group within the given historical timeframe.

According to the scholar, the primary factors behind this phenomenon were inherent to the project itself and the nascent nature of the entities that composed the Provisional Government. These underpinnings were also reflected in external political considerations. The architects of the February movement, the Westerners, envisioned a bourgeois republic underpinned by civil society and a market economy — ideals that had yet to truly take root in Russia (Kara-Murza, 2008).

The researcher underscores that even in the early months of 1917, Lenin recognized that the Soviets of Workers', Peasants', Soldiers', and other deputies embodied a novel form of statehood. While at the state level this marked a new type, at the local governance level, it echoed the traditional type characteristic of agrarian civilization — akin to the military, artisan, and peasant democracy of pre-industrial societies. In Russia, the Soviets were an outgrowth of the peasantry's notions of ideal governance. A. V. Chayanov (1966), a scholar specializing in the Russian peasantry, observed that the evolution of state structures follows a historical, rather than a strictly logical, trajectory. The Soviet regime mirrored the regime inherent to peasant Soviets. Among the peasantry, this form of governance was already in place well before October 1917, evident in the administrative framework of cooperative organizations (Kara-Murza, 2008).

S. Kara-Murza (2008) demonstrated that the strength of the Soviet project stemmed not only from its profound significance, representing the aspirations of numerous masses of peasants, but also from its emphasis on reestablishing the nation's unity and integrity. The scholar raises the query of what happened to the cultural forces that aligned with the "Whites" or remained unaffiliated with the Bolsheviks after the Civil War. Those individuals, who leaned towards parties like the Cadets, Mensheviks, and SRs, took up roles in the Soviet construction that suited their expertise and skills. V. I. Vernadsky, a member of the Central Committee of the Kadet Party and Deputy Minister of the Provisional Government, returned and emerged as a prominent figure in Soviet science. M. S. Hrushevsky, Chairman of the Ukrainian Central Rada, also returned and became an academician within the Ukrainian SSR's Academy of Sciences. While these individuals did not adopt Bolshevik ideology, such a conversion was not mandatory. Instead, by embracing the core essence of the Soviet project, they harnessed the cultural resources they had accumulated through their engagement with groups like the Cadets and Mensheviks, integrating them into their work (Kara-Murza, 2008).

The above depiction of the conflict between the primary state-building projects is presented at a broad level. It's important to acknowledge that the realization of the Soviet system project couldn't have transpired without incorporating a range of other initiatives, including countrywide electrification (GOELRO plan), industrialization, and the establishment of a robust educational and scientific framework. Notably, the achievements of scientists G. S. Popov and A. S. Yakovlev played a pivotal role in advancing Soviet science. Despite the challenges posed by war and revolution, these scientists, along with other Heidelberg University graduates, managed to build an advanced scientific landscape and an efficient training system for the military, intelligence, and other specialized services within the span of two decades. The journey of developing this personnel training project is detailed in the book "Knightly Order of Russian Thieves," a work of science fiction created through the amalgam method during the Heidelberg scientific expedition (June, 2019), under the auspices of the Expeditionary Corps of the Memory Institute, led by academician Oleg Maltsev (2019). This literary piece sheds light on the remarkable scientist, Dr. Grigory Semenovich Popov, a scholar in military sciences and a statesman. His

invaluable contributions to the formation and advancement of science in the USSR are immeasurable (Maltsev, 2019). The impactful creative contributions of such extraordinary figures serve as a prerequisite for the success of state-building endeavors.

When delving into the advancement of socio-philosophical knowledge, it's worth highlighting that while numerous theories regarding the origin of states have been developed, very few efforts have been directed towards formulating a comprehensive theory concerning the decline and dissolution of states (Breuilly, 2015; Guo et al., 2020; Onar et al., 2014; Sakwa, 2013). Notably, during the Cold War, think tanks in the Western world engaged in the creation of systemic theories that pertained to the decline of states, which ultimately furnished the West with socio-humanitarian technologies enabling the prevail of the USSR. Several sources elucidate the contemporary techniques employed to disrupt the social fabric of a nation, often possessing a project-like nature. These methodologies of societal degradation are discussed in various works, including: I. Froyanov's "Dive into the Abyss," A. Zinoviev's collection "Failed Project," S. G. Kara-Murza's "Anti-Soviet Project," A. P. Shevyakin's "How the USSR was Killed," among others (Froyanov, 2001; Zinoviev, 2009; Kara-Murza, 2002; Shevyakin, 2011). The comprehension of these societal destabilization technologies is indispensable for averting decay and the eventual downfall of a society. This topic is still the subject of interdisciplinary research by scholars and experts from various fields (Hamilton, 2019; see also Becke, 2019; Silve & Verdier, 2018; Taylor & Zuberi, 2015).

Kara-Murza (2002) undertook the task of describing the principal characteristics of the anti-Soviet project — a system of perspectives, concepts, logic, and style inherent in the cultural and political movement that played a pivotal role in perestroika and reform. Originating as a negation of the Soviet project, this endeavor manifested as a rejection of the foundational principles of the nascent life structure within the USSR. The proponents of the anti-Soviet mindset, upon attaining power, executed their project by dismantling critical pillars of societal existence. Regrettably, the potential for creation and construction was marginal. In order to delineate pathways for averting this catastrophe, it's imperative to grasp the philosophy and practices that underlie the anti-Soviet project (Kara-Murza, 2002).

The researcher reached a conclusive observation regarding the fundamental distinction between the Soviet project and the anti-Soviet project. The foundation of the Soviet way of life was shaped by specific natural and historical circumstances, upon which the generations instrumental in creating the Soviet system established their primary criterion for choice: the reducing of human suffering. Pursuing this trajectory, the Soviet system achieved

globally acknowledged successes: it eradicated the primary sources of mass suffering and apprehensions — poverty, unemployment, homelessness, hunger, criminality, political turmoil, and interethnic strife — within the USSR. These accomplishments came at the cost of substantial sacrifices, yet from the 1960s onwards, a consistent and escalating prosperity emerged. Alternatively, the anti-Soviet project championed the criterion of heightened pleasures as the cornerstone for selecting a way of life. During perestroika, its proponents persuaded the socially engaged segment of society to shift the central criterion of life structure choice — to favor the pursuit of increased pleasures while downplaying the peril of mass suffering. This marked a profound societal transformation, extending beyond modifications in political, state, and social frameworks (though these were inevitably affected as well). As a model of triumphant advancement along the path of heightened pleasures, perestroika's proponents presented the Western world as an illustrious myth. This example served as a template for the active populace, prompting them to evaluate their existing life structure as inadequate. Thoughts of "This is an unacceptable way of life!" started to emerge within the Soviet populace (Kara-Murza, 2002).

The aforementioned works delineate the process of Soviet society's deterioration, spurred by internal socio-political forces and assisted by external influences. The advancement of this realm of social knowledge is pivotal for comprehending the theory of state and society decline. Clearly, a methodically organized understanding of these processes is imperative for the ruling class and all echelons of elites. It equips them to discern the threats and forces that possess the potential to disintegrate societal and state unity, enabling them to devise solutions that not only surmount crises but also safeguard and regenerate society.

The concern surrounding the preservation of societies, states, and civilizations is far from novel within the realm of academia (Crank & Jacoby, 2015; Mukerjee, 2014; Som, 2019; Zhong, 2020). Spengler's seminal work "The Decline of the West" broached the subject of European culture's deterioration and the perils underpinning it (Spengler, 1922). Similarly, Buchanan's volume "The Death of the West" pulsates with apprehension for the destiny of Western civilization (Buchanan, 2010). He contends that between 1970 and 2000, America underwent a social and cultural upheaval that propelled it toward a trajectory of social and cultural decline. According to Buchanan, the traditional fabric of Western civilization is eroding. "A civilization, a culture, a faith, and a moral order rooted in that faith are passing away and are being replaced by a new civilization, culture, faith, and moral order" (Buchanan, 2010, p. 9). The scientific discourse today also continues these ideas and proposes new ones (Taylor, 2020; see also Gross, 2013; Katzenstein, 2013; Nyborg, 2012; Popescu, 2014; Talukdar & Dutta, 2020; Torres, 2018;). These texts serve as significant resources for dissecting the perils capable of ushering in the downfall of societies and nations. This specialized knowledge becomes particularly vital during times of unique socio-political crises within a given country, when its destiny hangs in the balance.

The nomenclature of this emerging realm of knowledge, colloquially labeled as "Theories of the Death of Societies and States," may exude a sense of pessimism and uninviting demeanor. However, in reality, this knowledge holds immense significance, as decisions informed by it, or made in its absence (sans reliance upon it), can carry profound consequences. The way forward from this juncture appears to lie in christening a novel domain of socio-humanitarian knowledge, one that scrutinizes both the forces bolstering and elevating states, as well as those engendering threats that herald the demise of peoples and states. This new discipline could aptly be denominated as the "Theory of Fate Analytics of Societies, Peoples, and States."

This scientific endeavor will adopt a complex interdisciplinary approach, drawing upon the methodological tools and conceptual frameworks from various fields of knowledge, including history, sociology, political science, social psychology, cultural studies, economics, social philosophy, synergetics, cognitive linguistics, and others. The object of study for this scientific research, termed "Theories of Fate Analytics of Societies, Peoples, and States," is the dynamic transformation of societies and states over time and within different spatial contexts throughout their historical existence. The subject of investigation within this realm is twofold: first, the

factors that underpin the emergence, growth, and sustenance of societies and states, ensuring their cohesion and integrity; second, the elements that contribute to their eventual downfall.

In 2015, Maltsev established the Research Institute "International Schicksalsanalyse Community Research Institute," an alliance of scholars in the field of applied psychiatry, psychoanalysis, and human psychology, adhering to the legacy of the scientific school of Leopold Szondi. Fate analysis, a branch of depth psychology, seeks to illuminate the latent ancestral influences on an individual's psyche. At the core of fate analysis lies the exploration of ancestral programs that operate unconsciously, aiming to liberate individuals from their grip. Grounded in Szondi's works, the "Solo (Solaris) Methodology" was formulated, enabling the diagnosis of individuals and even forecasting their future trajectories.

The concept of "fate" may not be a familiar term within the confines of traditional scientific discourse, yet it holds significant heuristic potential. "Fate" represents one of the most ancient and universal notions in the realm of social philosophy, carrying within it cultural and regional disparities in worldviews, cultural practices, and traditions. Conceptually, fate encapsulates a sequence of life events, subject to evaluation in either a positive or negative light, but more broadly, it encapsulates the overarching trajectory and outcome of an individual's life. While rationalists and scientists might label fate as a mythological construct, discerning thinkers do not dismiss this concept (Petrushenko, 2020). Viewing fate as an amalgamation of life events that collectively delineate a person's life journey leads to the realization that these events signify the realization of certain projects and programs.

DISCUSSION

Within this framework, fate analytics emerges as a distinct branch of analysis, utilizing specific methods and techniques to study individuals. Notably, Y. V. Kurnosov (2015), a notable theoretician of analytics, highlights a crucial aspect of this practice. He claimed that in the 21st century, the prominent issues of modernity have become more pronounced, spanning from the growing disparity in financial and material circumstances to the competition for various resources. Historically, societal development progressed more organically, with subsequent trends naturally stemming from preceding ones. However, the current context of an escalating global financial and economic crisis introduces a new global trend characterized by acceleration and discontinuity in many processes. Rapidly shifting scenarios across various facets of societal life necessitate swift and appropriate managerial decisions (Kurnosov, 2015). Thus, in the 21st century, the evolving global context of social processes underscores the increased significance of analytics and the pivotal role played by individuals and institutions engaged in analytical exploration.

In previous historical epochs, the existence, growth, and evolution of societies, nations, and states were largely shaped by variables such as population, territorial expanse, natural resources, geographical location, technological advancements, social structure, and political and military organization. However, the landscape has undergone a profound shift in the 21st century. Since the latter half of the 20th century, the availability of intellectual resources capable of conceiving ideas, formulating concepts, and assigning meaning has emerged as a pivotal determinant in the execution of state-building endeavors.

Kurnosov (2015) pointes out, the contemporary world has evolved into an arena where competition extends beyond economic, political, or social systems — it has transcended into the realm of ideas, meanings, and concepts. These elements often exist tangentially to conventional scientific frameworks. Scientific knowledge has become increasingly fragmented, with people now more inclined to embrace generalizations and concepts, often disregarding the intricacies of cause-and-effect relationships (so-called snapshot consciousness). As per several analysts, the present era witnesses a global reconfiguration of intellectual prowess, marked by intense rivalry among nations for the dominant possession of intellectual resources, primarily represented by exceptionally gifted individuals who harbor the potential to bear forth new knowledge (Kurnosov, 2015).

Given the advancements in social psychology's understanding of collective consciousness and the unconscious, it becomes apparent that supra-personal entities such as nations, societies, and civilizations embody significance and fate. Moreover, contemporary research narratives are increasingly gravitating towards psychology, recognizing its important role in various spheres of human activity (Bögel & Upham, 2018; Bruce, 2014; Emich et al., 2020; Lisciandra, 2018; Simková, 2014). Hence, drawing from the framework of fate-analysis, the evolution of the theory of fate-analytics for societies, nations, and states stands to empower analysts in concentrating their knowledge on managing processes that secure the continuity of societal and state integrity through strategic social design. This avenue of social knowledge bears immense significance in tackling the challenges of steering modern society out of crisis.

The fate-analytical approach can also be employed to scrutinize the social dynamics that impacted the integration or fragmentation of post-Soviet Ukrainian society. It is equally valuable for dissecting the state-building initiatives that manifested through the actions of distinct socio-political forces. By dissecting the primary state-building projects, one gains insight into their intrinsic fateful nature and identifies avenues to optimize the future trajectory of society.

The inaugural state-building project in Ukraine materialized amid the disintegration of the USSR, as key social and political forces — communists and national-democrats — forged an agreement. This consensus led to the adoption of the Declaration of State Sovereignty of Ukraine on July 16, 1990, by the Verkhovna Rada of the Ukrainian SSR. This declaration embodied the blueprint for constructing an independent Ukrainian state. The declaration pronounced the self-determination of the Ukrainian nation, charting a path toward a sovereign national state within existing borders, rooted in the inherent right of the Ukrainian people to self-determination. A pivotal provision asserted that the people of Ukraine, irrespective of nationality, constituted the nation's foundation, being the exclusive source of power within the republic. State authority, with its basis in the Constitution and laws, was accorded supremacy throughout the territory (Verkhovna Rada of Ukraine, 1990).

Economic independence was also enshrined, granting the Ukrainian SSR the autonomous right to establish and solidify its economic status through legislation. The exclusive prerogative of owning, utilizing, and disposing of Ukraine's national wealth was vested in the Ukrainian people. The section addressing "External and Internal Security" affirmed the Ukrainian SSR's right to establish its own Armed Forces, internal troops, and security organs. Additionally, the declaration laid the groundwork for Ukraine's future aspiration to be a perpetually neutral state, abstaining from military alliances and adhering to the non-nuclear principles of not pursuing, producing, or acquiring nuclear weapons.

The stipulations set forth in the Declaration of State Sovereignty of Ukraine formed the bedrock of the nation's state-building endeavor. These provisions garnered public endorsement through the All-Ukrainian referendum on support for the Act of Declaration of Independence of Ukraine on December 1, 1991 (Verkhovna Rada of Ukraine, 1991). This monumental step laid the groundwork for the subsequent development of the Ukrainian Constitution. Every clause of the Declaration found its place within the Constitution of Ukraine, which was officially ratified on June 28, 1996. Therefore, post-Soviet Ukraine not only crystallized its state-building project through a consensus among various factions of the ruling class but also surmounted the challenge of maintaining societal unity and coherence during the demise of the old state and the birth of a new one. Moving forward, subsequent events within post-Soviet Ukrainian society bear witness to the emergence of competing projects for state-building.

In the afterword of Mykhailo Hrushevsky's "Illustrated History of Ukraine," historian V. Verstyuk (1996) delves into the dynamics between the state and society during the era of Soviet rule. Drawing an analogy to a gardener and a tree, Verstyuk emphasizes the importance of adhering to the natural laws of development that govern this relationship. He underscores that a state nurturing the conditions for societal advancement will engender a robust society, thus fostering the power and prosperity of the state itself. Conversely, if the state maltreats society and seeks to impose alien developmental forms, short-term gains may ensue, but history will ultimately witness the downfall of

such despotic states. Such states will inevitably face a catastrophic collapse, leading to the affliction of a deformed and handicapped society with severe trials, underscores the gravity of the situation. The sole recourse in such circumstances is to revert to a mode of existence aligned with the inherent natural laws of development. These insightful words by V. Verstyuk (1996), found in his writings, were drawn upon to assess the era of Soviet rule in the life of Ukraine.

The essence of state-building projects is intricately linked with their stance on the international stage, particularly regarding the role a state assumes within the global framework. The scholars of the National Academy of Sciences of Ukraine have meticulously composed the National Report titled "Civilizational Choice of Ukraine: Paradigm of Comprehension and Strategy of Action" (Pirozhkov et al., 2016). In this comprehensive document, the intricate matter of Ukraine's ongoing civilizational trajectory is explored. Central to this exploration is the pivotal decision that numerous nations currently face, which centers around opting for either the Western world or the Eurasian sphere. Ukraine, nestled on the cusp of two civilizations — the Euro-Atlantic and the Eurasian — is a country where the facets of both these cultural streams intertwine, each displaying distinct manifestations across various regions. This geopolitical positioning situates Ukraine as either a bridge uniting civilizations or a juncture where they clash. However, for both the nation's internal welfare and its national interests, a different perspective is warranted — one that regards Ukraine's status as a complex unity harmoniously embedded within an indivisible state entity (Pirozhkov et al., 2016).

The National Report delves into the core tenets of the civilizational decision-making process. It elucidates that a "civilizational project" serves as a blueprint for the country's future, setting the groundwork for a strategy of untrammeled, dignified, and efficacious global integration. This integration is rooted in the honorable self-actualization of its citizenry, effectively blending their cultural identity with universal civilizational principles. A prosperous civilizational project propels a nation into the role of a historical actor, with its populace secure and liberated (Pirozhkov et al., 2016).

CONCLUSIONS

Analyzing the weighty impact of state-building endeavors on societies yields several noteworthy conclusions:

1. The lens of the civilizational approach enables us to interpret societal transformations as a contest among socio-political factions vying to realize their visions of state construction.
2. Within the context of the 1917 events in the fragmented Russian Empire, a clash between the February and October revolutions ensued, culminating in the establishment of the Soviet system, a preference embraced by a significant portion of the population.
3. The downfall of the Soviet system was linked to the execution of the anti-Soviet project by the ruling hierarchy of the USSR.
4. In today's world, we observe the weakening of societies and states, accompanied by emergent threats that endanger their cohesion; countering these threats requires systematic social understanding encompassing fundamental theories on the dissolution of states and societies (Skvorets, 2019).
5. To bolster the ability to confront these destabilizing threats, there's a proposal to forge a novel realm of socio-humanitarian comprehension termed "Theory of Fate Analytics of Societies, Peoples, and States."

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DUTCH NAVIGATION MODEL OF DECISION MAKING

ABSTRACT

In the contemporary consumer-oriented world, where desire often outweighs rationality, there is a growing significance attributed to specific-historical decision-making models, among which the Dutch navigational model stands out.

The article explores the primary dimensions of importance and universality inherent in decision-making mechanisms within human life. Specifically, it examines the case of the historical-cultural, semantic, and environmental legacy of the East and West India Company in Amsterdam through the application of visual sociology techniques related to the environment and decision-making culture in the field stage.

The examination of culture and the decision-making process, particularly within historical expansion processes as a scaling of outcomes, is intertwined with crucial dimensions of decision-making. These include aspects related to activity, volition, personal-status (social-power) attributions, and the consequential significance of decisions as agents shaping fate in history.

Political-strategic decisions made collectively at the highest echelons were harmonized through

a unified command structure with hierarchical elements, adherence to the ship's charter, the rationality inherent in navigational logic, and a system celebrating the success of the ship's crew upon the venture's completion. The core of the navigational decision system revolved around key inquiries that mirrored crucial stages of decision-making: Where am I (reconnaissance)? Where do I want to go (goal setting)? Which direction to go (orienteering)? How do I get there (tactics and ship navigation)?

Multimedia thinking, characterized by visual clarity and the openness associated with terrestrial geography, necessitated the integration of virtual marine geography. This marine geography not only reflected concealed but quantifiable underwater factors but also aligned with the invisible environment, reconstructed on maps. Additionally, it harmonized with subjective-architectural construction cartography, collectively fostering flexibility in decision-making.

Keywords
decision-making, Netherlands, heuristic techniques, East India and West India Companies

INTRODUCTION

The majority of an individual's time is often allocated to tending to desires, incorrectly assuming that desires dictate future decisions. In reality, desires frequently serve as the catalyst for external influences on decisions or even individual behavior. In contemporary society, the manipulation and impact of desires are intrinsic to the consumerist culture, functioning as tools of marketing, advertising, psychology, blogging, and other forms of mass behavior management. It is crucial to recognize that desires and decisions are not synonymous. Within today's cultural context, decision-making is imbued with characteristics akin to the "magic of superhuman" or the icons of mass culture.

Hence, it becomes imperative to shift the focus from analyzing the process of decision-making solely through the lens of mass culture to delving into concrete historical models that have demonstrably proven their effectiveness. Desire, as a substitute for decision, translates into mere "I want," while true decision-making entails a confluence of "I know," "I have the skill," and "I will implement." In the earliest iterations of worldviews, this contrast is explained to children through fairy tales, myths, and legends, which illustrate the distinction between a foolish king or capricious princess who merely "wants," and a hero who exercises responsible "has a skill," "gets to know," and "will implement." Decision-making necessitates the evaluative-volitional act of selecting an alternative within the framework of goal-setting, accompanied by resolute efforts to attain the desired objective through purposeful activity. Successfully reaching a goal in an activity may seem magical and miraculous to those who merely "want" to accomplish it, as they often disregard the required effort, willpower, and concentration. However, effective activity mandates not only setting a goal, particularly a long-term one, but also maintaining consistency in enhancing knowledge, honing skills, and cultivating capabilities. A subject of personal interest for me since 1998 has been the undergraduate course in Decision Theory, which boasts a toolkit of approaches, methods, and practices. Thus, it is pertinent to outline the contemporary landscape of decision theory.

METHODOLOGY

As we navigate an increasingly complex world, the relevance of decision-making research becomes ever more pronounced, offering a compass to navigate the intricate terrain of choice. It unravels the intricacies of human choices, influencing public policy, health outcomes, business strategies, and ethical discourse (Boffelli et al., 2020; Killen et al., 2020; Stanton & Roelich, 2021; Turner, 2020; Vergerio et al., 2018). Its relevance in contemporary research and society at large is profound, as it unravels the intricacies of choices that shape our lives.

In modern decision theory, the prevailing paradigms encompass various approaches to decision-making, including the "rational decision-making" approach supported by mathematical frameworks, as well as the "intuitive decision" approach which relies on non-mathematical or heuristic techniques. Additionally, the psychological theory of decision-making, along with methods like expert

and collective decision-making, holds significant importance.

Recent scholarly attention has been directed towards pivotal works such as Herbert Simon's exploration of artificial intelligence and decision-making, Daniel Kahneman's investigation into the dynamics of rational and intuitive decision-making, Gerd Gigerenzer's theory on intuitive and heuristic processes in decision-making, and Dan Ariely's examination of decision-making within behavioral economics (Simon, 1959; Kahneman et al., 1982, 2011; Gigerenzer, 2014; Ariely, 2008). As has been the case historically, decision-making often revolves around heuristic methods, which gained prominence in the 1970s. A well-structured theory in this realm is G. Altshuller's Theory of Inventive Problem Solving (TRIZ), which boasts its own community of scholars and devoted followers who firmly believe in its efficacy (Altshuller, 1984/1996).

Artificial intelligence has ushered in a new era of research into the decision-making process, encompassing the gathering, curation, and analysis of information, alternative selection, and the formulation of algorithms for computer programs (Cao et al., 2021; Ding et al., 2020; Krupiy, 2020; Vincent, 2021; Wang, 2021). Especially when dealing with large amounts of data, its advantages are obvious (Allam & Dhunny, 2019; Awan et al., 2021; Chang, 2016; Duan et al., 2019; Foresti et al., 2020).While artificial intelligence significantly outpaces human capabilities in information processing speed, the act of decision-making, especially in terms of creative solutions, remains a realm where human cognition holds the upper hand over artificial intelligence. However, it is important to note that this advantage lies in those humans who are trained and adept at making informed decisions. Experts from various fields conduct interdisciplinary research on this topic (Kittel et al., 2021; Murray et al., 2018; Reynaldo et al., 2021; Webb et al., 2020; Yoon et al., 2021).

The field of decision theory in business literature can be divided into two primary approaches for studying this subject: prescriptive, which provides normative guidelines, and descriptive, which offers real-world portrayals of situations and decisions through illustrative examples (Bagozzi et al., 2018; Balbontin & Hensher, 2021; Couck et al., 2019; Yang & Gabrielsson, 2017; Wieder & Ossimitz, 2015).

Modern decision-making processes require a significant amount of time to fully grasp. The field's challenges include underdeveloped systems for integrating various decision-making methods, a lack of clear and logical frameworks for effective training that fosters the skill of making unbiased decisions. Consequently, delving into the intricacies of complexifying decision-making — combining and creating comprehensive approaches — through the lens of historical actors who have demonstrated effectiveness over extended periods of time is particularly intriguing. Among these notable historical entities is the Dutch East India Company, founded in 1602, along with its subsidiary, the West India Company.

The research methodology employed in our paper involves several stages of analysis:

1. Identification of the primary axes of significance and universality of decision-making mechanisms in human life.
2. The field stage of the research involves employing methods from visual sociology of the environment and culture of decision-making, which consciously or unconsciously portray this process. The focus of our study is the historical-cultural, semantic, and environmental legacy of the East and West India Company in the city of Amsterdam.
3. Analyzing the primary expressions of the decision-making model and culture derived from the field phase of the study, with a focus on expansion as scaling decision-making in the case study. Key methods include desk research to understand the meaning and outcomes associated with the East and West India Company within Amsterdam's social context, and the utilization of visual sociology to capture and analyze historical and social elements that reveal the decision-making process, and to preserve meaningful aspects for practices.

The goal of this article is to explore the central manifestations of the model, mechanisms, and culture of decision-making during the expansion of the Dutch East and West India Company, utilizing

the urban sociology and visual sociology of Amsterdam's environment.

RESULTS

The sociocultural significance of decision-making unfolds within the tradition and inheritance of organizational processes, adapting to changes and innovations shaped by evolving concrete-historical conditions. Cultural heritage, representing the past in the present, and social innovations, embodying the modern in the future, constitute integral components of sociocultural significance in both the outcomes and ongoing processes of societal life activity. The universality inherent in decision-making allows us to explore both the national organizational ethos and what a nation preserves as timeless elements in its life activities. Decision-making, as a fundamental organizational process of management, holds paramount importance in researching the national specificity of performance in global history.

The quest for universality, as timeless in the history of the Netherlands, is manifested in expeditionary activity that incorporates observations of historical and cultural significance, concurrently holding value for contemporary Dutch society. The involved observations yielded characteristics and meanings unique to Dutch decision-making, recurrent in cultural heritage. These manifestations are evident in the portrayal of Dutch navigational culture in architecture, historical sources, museology, and the thematic popularity of maritime decision-making models in shipbuilding museums, including the historical state museum Rijksmuseum and science museums.

Crucial institutions embodying the Dutch decision-making model were the Admiralty and the East and West Indies Companies, acting as multipliers and the fractal body for replicating the model in society. The management and calculation of uncertainty and risk, coupled with the organization of reserves, created a balance and a resource field within the shareholder character of the East and West India Company. While acknowledging the positive nature of the Dutch navigational system of decision-making, it is essential to note its involvement in piracy, warfare, and the slave trade as a "capitalist predator of expansion." Simultaneously, an effective system and culture of decision-making stood out as one of the most crucial mechanisms that propelled the Netherlands to become a prototype of future nation-states, often federated or united during the stage of the United Provinces. This development involved the creation of mechanisms for balancing democratic and organizational-hierarchical models, blending collective intelligence with personal responsibility for decisions. However, these aspects will be subjects for subsequent scientific research.

DISCUSSION

1. Significance of the decision and its subject matter

To delve into the historical case study, let us first consider the timeless and "eternal significance" of decision-making for individuals. Firstly, decision-making stands as a paramount process within human activity, encompassing key attributes such as goal-setting, creativity, and efficiency. Activity, in this context, serves as a profound reflection of a person's essential forces, representing the manifestation of their free will, in contrast to mere labor that could be akin to slave labor. This notion was underscored by psychologist S. Rubinstein, who substantiated the theory of activity (Rubinstein, 1940/2000, 2002). Within this framework, activity gains significance through its core element of goal-setting, involving independent and reasoned goal selection, the alignment of efforts, the concentration of actions toward results, and the cultivation of novel creativity. Goal-setting, in essence, acts as a metric that defines individual subjectivity. The subject here pertains to the one who comprehends and engages in practical, transformative activity. Notably, the attributes characterizing the subject include decision-making, rationality, consciousness, a volitional foundation, and capability.

Secondly, decision-making, coupled with productive activity, serves as a direct testament to human free will. For many, including those who might be deemed incapable, decision-making represents a manifestation of divine or sacral essence, with figures and heroes embodying the concept of "divine providence" in human activity. Scientifically,

productive activity still necessitates technological preparation. The participants must possess skills, a high level of training, a cultivated intuition often referred to as a "God's spark," and intellectual acumen for the purpose of modeling and articulating outcomes. Concurrently, willpower functions as a potent attribute of activity.

In his final lecture, as conveyed by his grandson Dmitry Leontiev, Alexei Leontiev provided a comprehensive definition of will: "Volitional action is an action carried out by choice. Choice is a hallmark of volitional action. Where choice is absent, volitional action is also absent. When we discuss choice, it is natural to introduce another concept — decision-making. A volitional act takes place within the realm of choice and is grounded in making a decision." This description delves into the nuanced nature of volitional action: conscious choice doesn't necessarily equate to the actualization of a decision, as it demands the essence of volitional action — the capacity to overcome difficulties, underscoring the intricate facets of willpower. In such instances, volitional action inherently embodies two opposing motives (e.g., "to act" and "not to act") in dialectical opposition (Leontiev, 1999).

Thirdly, the socio-role foundation of decision-making plays a pivotal role in bestowing a "sacral halo," a magnetic allure, upon capable individuals — particularly among the younger generation aspiring for accomplishments and achievements. This sacral halo forms around capable individuals, those adept at making decisions, carrying out significant undertakings, and ultimately, achieving noteworthy feats. A person, imbued with the esteemed capacity for deeds, holds a much higher status than those who lack such volitional prowess. The capable, resolute, and effective individuals are often regarded as strong and spirited, while those who lack the same volitional fortitude are deemed weak. This characterization extends to larger entities as well, including groups, organizations, states, and international alliances.

Fourthly, the term "decision" carries profound implications, as evident in expressions like "irreversible decision," "erroneous decision," "fatal decision," "turning decision," and "brilliant decision." The intrinsic link between decisions and destiny, progress, and characterization of individuals, groups, and societies underscores their pivotal role in history and their continued significance in the future. This underscores the fateful nature of decisions, marking pivotal shifts, qualitative changes in situations, and events that alter social dynamics and human existence as a whole.

2. Investigation into the Dutch Navigational Decision-Making Framework

Let us emphasize the active, volitional, personal, and social status (social power) character, as well as the consequential weight (decision as a carrier vehicle of fate) of decision-making. To illustrate, we will turn our attention to the Amsterdam Raid (06.08.21–13.08.21) conducted by Professor Maxim Lepskiy and Dr. Nataliia Lepska in their research. One key focus of the raid was the exploration of the expansionist mechanisms employed by the Dutch East India Company, established in 1602, along with its subsidiary, the West India Company. For the scope of this article, we will concentrate solely on the outcomes related to decision-making.

Foremost, the united East India Company achieved remarkable strides in geographical exploration, contributing to significant discoveries around the world. Notable examples include the Cape Colony, various Southeast Asian nations, China, Japan (with sustained contact even during Japan's period of isolation), Australia (discovered in 1606 by Willem Janszoon and named New Holland), Brazil, and more. Interestingly, New York was originally named New Amsterdam and was founded under this societal framework (Sigmond & Zuiderbaan, 1979).

Certainly, the education of Peter the Great in Holland, particularly in the Netherlands, holds significance for understanding the foundational technologies that contributed to the formation of the Russian Empire. The Dutch maintained trade relations with the Moscow Kingdom, dating back to the early days of the Romanov dynasty. Starting from Tsar Mikhail in 1612, Dutch trade involved weaponry, technical innovations, and even, as noted by Ruslan Skrynnikov, the dispatch of two organ-making masters — Jagan and Melhart Lunev — from Holland. These craftsmen brought

an organ to Moscow, which was completed on-site (Skrynnikov, 2005).

During the reign of Alexei Mikhailovichi, a charter for the training and formation of regular troops was imported and translated from Holland. This was a free translation from German of the renowned work by Johann Jacobi von Wallhausen, titled "Kriegskunst zu Fuss," or "The Art of War on Foot." In Russian translation, it was known as "The Doctrine and Tricks of Military Formation" (Von Wallhausen, 1615/1647). It is worth noting that Johann Jacobi von Wallhausen (1580–1627) was a military writer and advisor to Maurice of Orange, renowned for organizing the Dutch tactical school. He was a reformer and the founder of the world's first military academy.

In the context of this work and its history, researchers Svetlana Mangutova and Tatiana Nikolaeva (2008) note that in a copy of "Teachings and Tricks of Military Formation" from the library of the Russian Geographical Society, there is an ownership inscription attributed to Prince Alexander Yakovlevich Lobanov-Rostovsky (1788–1866). He was the owner of the renowned "House with Lions" located near St. Isaac's Cathedral. This house held a treasure trove of valuable maps and books on military art. Notably, Lobanov-Rostovsky provided Thaddeus Bellingshausen with a map and atlas of the French navigator Nicolas Budin before Bellingshausen's departure to the southern polar seas (Mangutova & Nikolaeva, 2008).

As Alekseev points out, numerous researchers have recognized the establishment of ironworks by both foreign and domestic entrepreneurs as a pivotal stage in the development of Russia's domestic armory. V. Alexandrov, following the insights of I. H. Gamel, highlighted the high cost of imported weapons for Russia, underscoring the shortfall of domestically produced weapons for the army. This shortage became a significant driving force for entrepreneurs from Holland and Denmark, such as A. Vinius and P. Marselis, to initiate factory construction (Alekseev, 2019).

Alexeev's research highlights that the water-operating gun factory established by Dutch gunsmith F. Akin in Moscow along the Yauza River

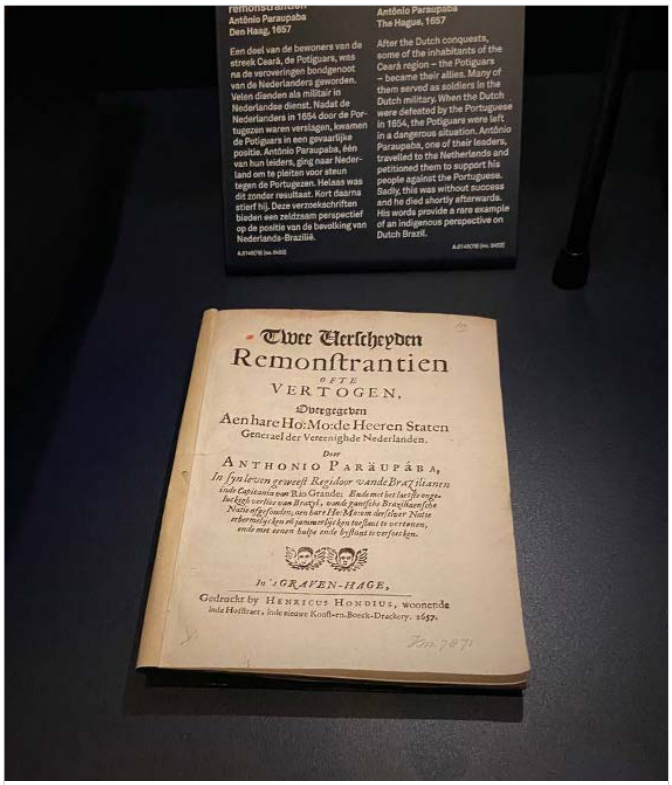

Figure 1. *"Twee Verscheyden Remonstrantien," by Antonio Paraupaba. The Hague, 1657. (Photo by M. Lepskiy)*

For instance, consider the case of Antonio Paraupaba's "Twee Verscheyden Remonstrantien" from 1657. After the Dutch conquest of the Ceara region, the Potigars, a local indigenous group, became allies of the Dutch. Many Potigars even served in the Dutch army. However, following the Portuguese victory in 1654, the Potigars found themselves in a vulnerable position. Antonio Paraupaba, a prominent leader, journeyed to the Netherlands to rally support against the Portuguese. Regrettably, his efforts were in vain, and he passed away shortly after. Nevertheless, his words offered a rare indigenous perspective, as evident in his work "Twee Verscheyden Remonstrantien."

in 1648 had a relatively short existence, lasting only until Akin's death in 1650. According to I. Afremov, the factory's owners brought in as many as 600 foreign craftsmen, with a key condition from the government that they should teach Tula self-steelers (Alekseev, 2019).

The history of empires often highlights their own achievements and greatness, yet it is noteworthy that many advancements, models, and technologies were frequently borrowed or adopted. Holland, for instance, contributed numerous technologies that had a global influence. This realm of exploration is incredibly intriguing, though for now, let us emphasize the key characteristics of decision-making

that facilitated the Dutch capacity and goal-setting, leading to their substantial effectiveness on a large scale.

1. The initial fundamental requirement for effective decision-making was the presence of tolerance and artistic freedom. The influence of tolerance is evident in the narrative of the Brazilian ruler's complaint against the Portuguese colonizers. He justifies seeking assistance from the Netherlands by highlighting it as a benevolent and tolerant nation. Ultimately, he relocated to the Netherlands. His book from 1657, depicted in the author's photo below, is currently exhibited at the Shipping Museum. Rulers of states that were unable to withstand European expansion, often due to their democratic and open nature, were more inclined to favor the Dutch over the Portuguese or Spanish.

Historical analysis often asserts that this approach is a result of the initial bourgeois revolution, but the reality is quite the opposite. Tolerance and openness served as a competitive advantage during expansion and emerged as the primary differentiating factor in the decision-making culture. This phenomenon can be attributed to the unity of the United Provinces, often referred to as the "golden age of the Netherlands," and the collaborative, collective nature of the Dutch East India Company.

This openness and collective approach in decision-making primarily influenced the highest levels of decision-making: political-military and political-economic realms. In strategic theory, this corresponds to the level of political-strategic decisions.These principles were not solely influenced by the peripheral status of Holland within Charles V's Spanish Empire. The emperor himself was raised in these territories, and the Order of the Golden Fleece, into which he integrated the Orange dynasty, held significant importance for Holland. The education of rulers was strongly connected to Holland's central role in this regard. For instance, Charles V personally oversaw the upbringing of William I of Orange, the future leader of the Dutch Revolution. William was raised at the court of the emperor's sister, Maria of Austria, who also served as the Stadtholder of the Netherlands and was a protegee of Charles V. Additionally, Charles V played a decisive role in arranging William of Orange's marriage.

In fact, Erasmus of Rotterdam composed his pedagogical works for Charles V. These works included "On the Initial Education of Children," along with other educational treatises such as "On the Education of Children," "Conversations," "Method of Teaching," and "The Way of Writing Letters" (Erasmus, 2019). These works were all aimed at the upbringing and education of Charles V's heir, Philip II. Hence, the Netherlandish approach to governance combined collective decisions with the principle of one-man rule, emphasizing the education and preparedness of the ruler to govern. This approach sought to establish a harmonious balance between collective decision-making and the singular authority vested in the ruler.

2. Decision-making, as a means of reconciling the contradiction between collective and individual interests, necessitated the presence of a well-developed humanistic philosophy (a worldview centered on human development) and a sophisticated ontology. Consequently, this requirement underscored the broader advancement of philosophy, logic, rhetoric, and the ability to substantiate, persuade, and provide evidence for goal-setting within practical endeavors. This progression, in turn, relied on a heightened capacity to work with information, including skills in communication, negotiation, analysis, synthesis, and intellectual innovation. Moreover, it called for knowledge acquisition and, consequently, the cultivation of philosophical and scientific worldviews. Here, we highlight the significant impact of the works of Baruch (Benedict) Spinoza, which exerted a comprehensive influence on European philosophy (De Spinoza, 1676/1996).

The coexistence of religious tolerance under Charles V, which encompassed his support for Protestantism and the humanism of figures like Erasmus of Rotterdam, contributed to an environment where Catholicism, Protestantism, and Judaism coexisted within the same territory. This unique religious landscape nurtured a sophisticated ontological (conceptions of being) and epistemological (theories of knowledge) complexity that marked the development of a highly intellectual solution. This dynamic complexity greatly influenced the progress of various scientific domains, with many Dutch scholars influencing science across other nations, including England (notably the contributions of

figures like Huygens) and France. This high level of intellectual analysis facilitated a fertile ground for creative decision-making, characterized by a well-developed ontology, epistemology, and practical application.

3. On the level of organization and logistics, the maritime context played a crucial role in shaping decision-making processes. This emphasis is exemplified by two paintings commissioned by the Admiralty and displayed at the State Museum (Rijksmuseum) in Amsterdam, both created by Ferdinand Bol. One of these paintings portrays a scene from Roman history, depicting the life of the consul Titus Manlius Torquatus, who ordered the execution of his own son for violating military discipline. This narrative serves as a justification for hierarchy, obedience, and performance. The second painting depicts the triumph of Aeneas at the court of Latina. This narrative is associated with successful diplomacy, negotiations, and the victory of the Trojans in their new land. Aeneas's skillful negotiations not only led to the settlement of the Trojans in Latium, an ancient region of Italy, but also enabled Aeneas to marry Latinus's daughter and become his heir. The nineteenth-century author Jakob Abbott eloquently summarized and described the legend of Aeneas at the court of Latina (Abbott, 1852).

The maritime decision-making process incorporated elements from both of these paintings. On one hand, there was a focus on hierarchy, ship's regulations, and unity of command within the internal organization of the maritime activities. This was symbolized by the first painting, representing the principles of order, discipline, and coordinated decision-making within the naval structure. On the other hand, the second painting depicted themes of triumph, politics, diplomacy, negotiation, and even military conflict — all reflecting the desire for successful outcomes in external relations. The latter motives shaped the decision-making system concerning interactions outside the organization, as showcased in the second Admiralty painting.

Later, the principles of centralized command and the introduction of a General Staff (often referred to as the collective "brain of the army," a term coined by General Boris Shaposhnikov) were

Figure 2. *Ferdinand Bol (1616-1680). Consul Titus Manlius Torquatus ordered his son beheaded. Dated to the 17th century. (Photo by M. Lepskiy)*

Figure 3. *Ferdinand Bol (1616-1680). Aeneas at the court of Latina. Dated 17th century. (Photo by M. Lepskiy)*

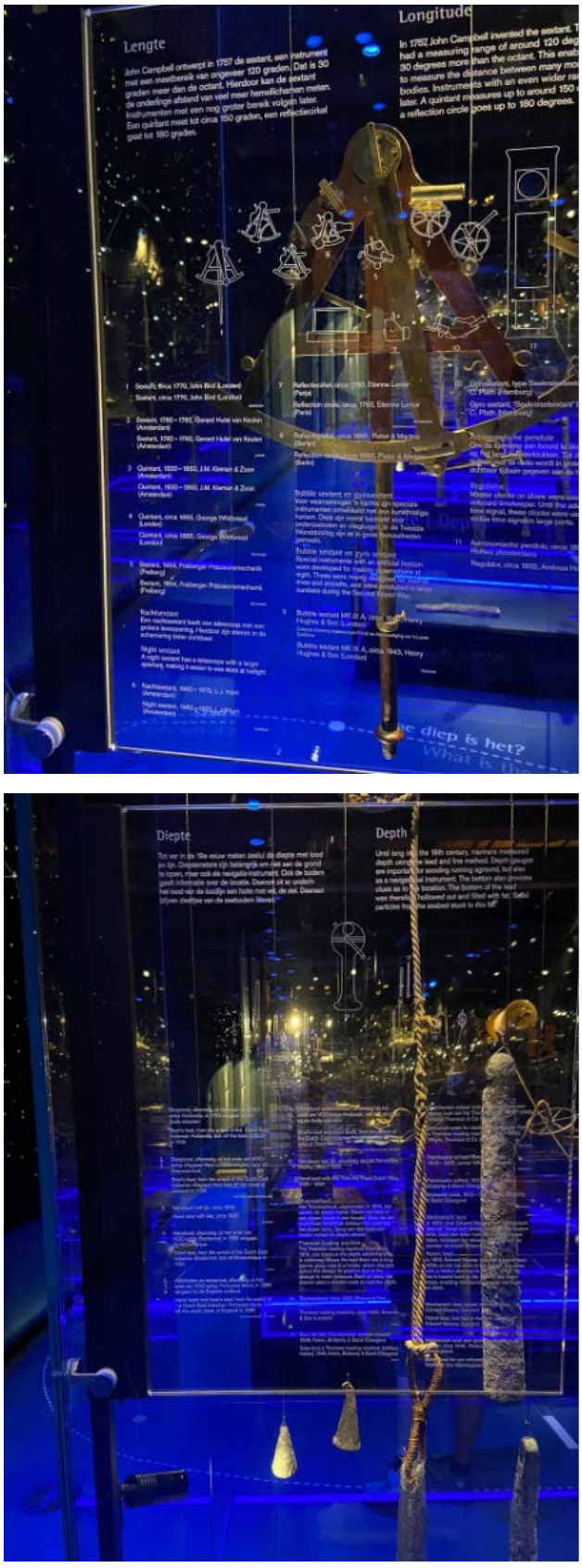

Figure 4-5. *Reconnaissance, bottom depth measurement, speed measurement, and orienteering instruments at The National Maritime. The National Maritime Museum. (Photo by M. Lepskiy)*

integrated into the management of all military forces, influenced by Prussian military thought. Similarly, the pattern of "tolerant" diplomacy and negotiation seen in the depiction of Aeneas at the court of Latina became a prominent model for the actions of the Dutch East India Company.

4. The concept of decision-making can be likened to a navigation scheme. Navigation poses fundamental questions that align with the essence of decision-making: "Where am I?" (reconnaissance); "Where do I want to go?" (goal setting); "Which direction should I take?" (orienteering); and "How do I reach my destination?" (tactics and ship navigation, encompassing factors like mapping routes, managing speed, assessing seasonal risks, potential adversaries, supplies, and more). Consequently, the field of scientific research and decision-making support includes mapping and geography, ascertaining coordinates using a sextant, orientation with a compass, speed determination, ship control (navigation), ship sustainability, organizational charters, hierarchy, and replacements in case of losses or repairs underway. Furthermore, research into wind patterns, currents, locations, depths, and underwater terrain is imperative.

5. The organization of daily life serves as a practice for training behavioral decisions "on the go." Several aspects specific to Amsterdam highlight this approach. The constant movement through three distinct environments — natural-landscape, artificial-urban, and aquatic — defines the city's character. The term "aquatic environment" encompasses the city's canals, river, and proximity to the sea. This perpetual transition across environments fosters diverse skill sets and the efficiency of cross-medium transportation. Architectural design, with houses facing the canal (and consequently being relatively narrow, as taxes were based on facade area), results in interior spaces that are larger than they appear from the outside. This architectural strategy can be traced back to the techniques of the Venetian Republic, which is why Amsterdam has often been referred to as the "Venice of the North."

6. The navigational and trade decision-making process's unique nature necessitated a foundation in science and technology to establish a professional division of labor. This notion is evident not only

in the organizational structure of settlements and the professionalization of daily life but also in the significance of professionalism as a category for education and the social role of individuals in society.

7. The maps of various countries and territories, often accompanied by separate books detailing ethnography, essentially provided a profiling — an insight into the character of other peoples, their rituals, and their systems of governance. In essence, these maps facilitated a social profiling of the state structure, offering a glimpse into the forces and power dynamics of other nations. This information was invaluable for negotiating diplomatic, trade, and military relations — akin to Aeneas's approach. Concurrently, these interactions also served to enrich (in multiple senses) the East India and West India Companies.

8. On the flip side of decision-making, we encounter risks that must be addressed. In the maritime context, two distinct approaches have emerged to study risks. The first approach was championed by mathematician Daniel Bernoulli (1738/1954), who developed statistical methods to calculate risk based on evaluating the returns and losses of ships, as well as profits and losses incurred at specific ports. This laid the foundation for the development of probability theory. Interestingly, the ideas formulated by Daniel Bernoulli in the 18th century formed the basis for the initial experiments conducted by Kahneman and Tversky (Kahneman et al., 1982). Bernoulli's theory of statistical risk was presented in 1738 in his work "Exposition of a New Theory on the Measurement of Risk," which utilized the St. Petersburg paradox to demonstrate the limitations of the theory of expected value in decision-making (Bernoulli, 1738/1954). The paradox revolves around a Dutch merchant's decision to insure cargo for a journey from Amsterdam to St. Petersburg in winter, taking into account the probability of ship and cargo loss. This decision, as Bernoulli argued, is rooted in expected utility rather than pure value.

The second approach is associated with Christopher Columbus and is commonly referred to as risk management. Rather than solely calculating probabilities of gains and losses, Columbus focused on implementing efficient ship control systems, using

Figure 6-7. *Reconnaissance, bottom depth measurement, speed measurement, and orienteering instruments at The National Maritime. (Photo by M. Lepskiy)*

Figure 8. *Cartography and description of ethnicities. (Photo by M. Lepskiy)*

Figure 9-10. *Daniel Bernoulli and Christopher Columbus*

large sails, and training his crew to swiftly manage them. Notably, the Bernoulli family had close ties to the Dutch Republic's seven United Provinces. Nevertheless, the ultimate image and outcome of this era were marked by the Dutch Golden Age, which served as a prototype not only for the establishment of New Amsterdam (modern-day New York) but also for the foundation of the United States of America (USA). The legacies of figures like Daniel Bernoulli and Christopher Columbus resonate through history, shaping the course of nations and influencing decision-making. The Great Assembly of the States General in 1651 depicted by Bartholomeus van Bassen and Anthonie Palamedes, held at the Great Hall of the Binnenhof in The Hague, captures the essence of these historic moments.

Figure 11. *Bartholomeus van Bassen (ca. 1590 -1652), Antoni Palamedes (1601-1673). The Great Assembly in 1651 the Great Hall at Parliament Buildings, The Hague, during the great meeting of the States General in 1651. (Photo by M. Lepskiy)*

The depicted painting captures the Ridderzaal (Knights' Hall) within the Binnenhof in The Hague. Suspended from the ceiling are captured flags from the southern Netherlands and Spain, symbolizing the end of the war. In the hall, representatives from the seven provinces of the Dutch Republic convened. Following the death of Stadtholder William II, son of Frederick Henry, at the end of 1650, most provinces, after thorough deliberation, decided not to appoint a new Stadtholder on August 21, 1651. The war had ended, and they believed that the country was ready to face the future without the House of Orange-Nassau. The central bottom of the painting features a quote from the ancient Roman historian Gaius Sallustius Crispus' work "The Jugurthine War": "Concordia parvae res crescunt, discordia maximae dilabuntur," which translates as "By concord, the smallest states are strengthened, from discord, the greatest dissolve" (Sallust, 40 B.C.E./1964). These ideas would significantly impact Europe in the years to come. In the 1920s and 1930s, the notion of a United States of Europe gained serious consideration, echoing the democratic ideals of the Seven United Provinces of the Dutch Republic. This vision took into account the ideological legacy of the centralized Holy Roman Empire of the Habsburgs.

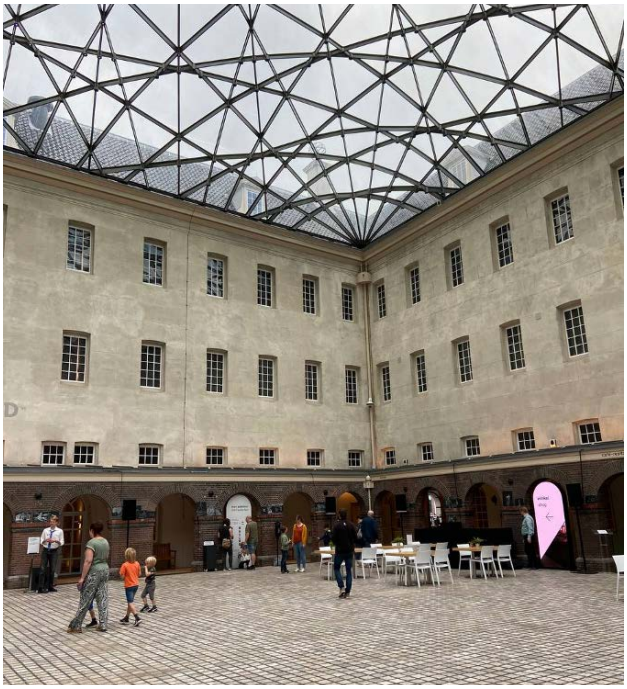

Figure 11-12. *East India Company warehouses. Now The National Maritime Museum. (Photo by M. Lepskiy)*

9. Within the navigational culture of decision-making, the calculation of reserves assumes a vital role. Reserves, which must be sufficient for the voyage, served as a mechanism for the equitable distribution of in-kind profits among the shareholders of the East India Company. These

reserves were stored in warehouses, acting as repositories for booty and "prizes" (the state's or the community's share of booty seized by Dutch ships). These warehouses were constructed like military fortresses, safeguarded from the land by a canal and a drawbridge, and from the open water by intricate barriers that restricted access. Chains and logs were employed to fortify these sectors. Today, this building houses a shipping museum.

To the shareholders of the East India Company, profits often came in the form of goods and spices, which created incentives for the Dutch to develop effective "selling techniques." These goods were characterized by low volume and weight but high value, aligning with the cargo capacity of ships and the desire for substantial profits.

The concept of reserves extended beyond the context of profits. It also encompassed the management of resources and economic stability. Reserves were accumulated to prepare for contingencies such as crop failure or war, serving as a form of insurance — a practice akin to Bernoulli's statistical risk management. These models of preparedness had been recognized since the Roman Empire, and even the Bible advocated readiness for "seven lean years" that might follow "fat years" (*New American Bible*, 2002, Genesis, 41:29).

The maritime culture of decision-making encouraged the production of energy-rich foods with extended shelf lives, essential for long sea voyages. Items like cheeses, cured meats, fish, and grains were essential provisions. The system was designed to yield surpluses when "lean years" were averted, necessitating the replenishment of reserves. This cycle of managing reserves, statistical risk management, and resource utilization efficiency played a critical role in shaping the specifics of decision-making and ensuring the necessary resource support for various endeavors.

Figure 13. *Doll's house. Rijksmuseum. (Photo by M. Lepskiy)*

10. Another significant aspect of Dutch navigational decision-making culture is the culture of modeling. At the Rijksmuseum (State Museum), you can find models not only of ships but also of Dutch houses, depicting every element of everyday life and household management in miniature. These models served as "simulators" for children, offering a hands-on learning experience, and as visual aids for understanding the structure and organization of homes for girls and ships for boys. The Amsterdam Shipping Museum showcases detailed and accurate models of various types of ships from different eras. These models could be assembled and disassembled, and they were utilized for teaching naval tactics, ship construction knowledge, and repair techniques.

A noteworthy example is the life-size ship of the East India Company, which was reconstructed by modern volunteers based on a ship model. This full-scale replica stands in the museum, impressing visitors with its authenticity and power. The practice of modeling objects and decision-making techniques has its roots in the maritime culture, reflecting the emphasis on hands-on learning and practical understanding.

Certainly, our exploration does not encompass every aspect, but we believe that we have covered the key elements and parameters of the Dutch navigational decision-making culture as demonstrated through the study of the East and West India Companies. The findings from this study can serve as a catalyst for further research and exploration.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

The exploration of culture and the decision-making process, especially within historical expansion processes that lead to the scaling of outcomes, is inherently intertwined with critical dimensions of decision-making. These dimensions encompass activity, volition, personal-status (social-power) attributions, and the profound significance of decisions as conduits of destiny within the tapestry of history. The manifestation of free will, distinct from mere willfulness, stands as an embodiment of essential human characteristics. It finds its nexus in the nexus of objective necessity, collective decision-making,

Figure 14. *Models of ships. The National Maritime Museum. (Photo by M. Lepskiy)*

Figure 15. *An East India Company ship reconstructed by volunteers. (Photo by M. Lepskiy)*

and the unity of command, underscored by personal accountability. This amalgamation is further enriched by intercultural tolerance, empirical substantiation, efficiency, and effectiveness at the highest echelons of political-strategic decision-making.

This amalgamation has given rise to intellectual intricacy characterized by diversity and innovative advantages within the realm of decision-making. Moreover, it has provided Dutch expansion with a competitive edge in contrast to the expansion of the Spanish and Portuguese empires, particularly in the context of military and diplomatic interactions between metropolis and colony, which more closely mirrored a center of gravity-periphery model.

A well-established principle posits that in encounters between disparate systems, the system that boasts heightened complexity, semantic diversity, and creativity emerges victorious. The complexity and diversity inherent in Dutch decision-making stemmed from the nurturing of humanistic philosophy and religious inclusivity, fostered through the development of advanced ontology and gnoseology. This intellectual foundation found its corroboration through the universality inherent in practical philosophy and the scientific methodology. The interplay of diversity and multifunctionality within the overarching navigational culture of decision-making curtailed gratuitous complexity, aiming to manage risk through expediency, thus mitigating unwarranted temporal losses. Additionally, statistical risk management facilitated the creation of a structured resource and reserve system within the corporatized East India Company, further refining the decision-making landscape.

The cultivation of diversity and multifunctionality was deeply ingrained within the fabric of urban everyday life. Multifunctionality was intrinsically linked to the universal nature of decision-making that occurred at the intersection of three distinct environments: the natural-landscape, the artificial-urban, and the aquatic realm. Simultaneously, diversity was interwoven with the bedrock of philosophical and religious tolerance, humanism, and variety of scientific inquiry. This practical orientation and universality inherent in the navigational model of decision-making found its counterpart in differentiation and specialization — the plethora of professions indispensable for the maritime expansionist culture of the Netherlands.

Within the framework of status, the diversity of labor division and activities engendered the formulation of the professionalism principle, which, in turn, shaped the urban organization. Political-strategic decisions at the zenith were harmonized through the unity of command, characterized by hierarchy and adherence to the ship's charter. This rational navigational logic, coupled with the structure of triumph that awaited the ship's crew upon the successful culmination of an enterprise, underscored the navigational decision-making system. The core of this decision-making system was marked by inquiries that mirrored the pivotal stages of decision-making: "Where am I?" (reconnaissance), "Where do I want to go?" (goal setting), "Which direction should I take?" (orientation), and "How do I get there?" (tactics and crafting).

Fostering a thinking with multiple mediums, which encompassed visual clarity and a deep comprehension of "land" geography, necessitated the unification of virtual maritime geography — revealing submerged yet measurable underwater dynamics — with the unseen and thus reconstructed realm on maps. Furthermore, this synthesis extended to subjective-architectural construction cartography. This amalgamation endowed decision-making with flexibility.

These distinctive attributes of decision-making played a significant role in shaping Dutch diplomacy and negotiation, warranting further exploration. The prevalence of freedom, mental agility, and openness proved more conducive to prosperous trade than being swayed by the fear imposed by empires. Merchants acted as bearers of knowledge and unique goods, displaying maritime responsibility and determination. The profound affinity for cartography also underscored the inception of early ethnographic studies, manifesting as a means to profile state structures and the disposition of other peoples when addressing practical expansion-oriented challenges.

The management and assessment of uncertainty and risk, coupled with the establishment of reserves, engendered a harmonious equilibrium

and a realm of resources within the shareholder framework of the East and West India Company. Naturally, while acknowledging the positive aspects of the Dutch navigational decision-making system, it is crucial to acknowledge that this "capitalist expansionist" ethos was also entwined with activities such as piracy, warfare, and involvement in the slave trade. Simultaneously, the effective system and culture of decision-making stood as one of the paramount mechanisms that facilitated the transformation of the Netherlands — during its United Provinces phase — into a prototype for subsequent nation-states, often united under federated frameworks. These nation-states exhibited a well-developed equilibrium between democratic and organizational-hierarchical models, seamlessly combining collective intelligence with one-man rule, resulting in personal accountability for decisions. However, we shall defer these inquiries for subsequent scientific exploration.

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MENTALITIES
AND THE GLOBAL COVID-19 PANDEMIC

ABSTRACT

This article explores the interplay between "mentality" and historical distortion, emphasizing the significance of understanding diverse mentalities in the context of the global COVID-19 pandemic. Linking "mentality" to a general "attitude," the discussion covers contemporary issues such as racism and authoritarianism, situating them within the pandemic's framework. The analysis integrates classical sociological perspectives, including Symbolic Interactionism and theories of solidarity. Examining the pandemic's impact, the article applies theoretical frameworks of risk and uncertainty, emphasizing disruptions to social interactions. It explores the role of information systems, digital technology, and media in shaping perceptions and disseminating misinformation. The latter part investigates global disinformation, resistance, and protests, highlighting varied responses influenced by regional, national, and local conditions.

Keywords
mentality, symbolic interactionism, solidarity, COVID-19, risk, uncertainty, disinformation, global protests

INTRODUCTION

Understanding the origins and trajectories of diverse mentalities, or Weltanschauungen on a grand scale, holds significant value. Such comprehension has the potential to mitigate human conflicts, particularly wars arising from opposing interpretations of situations, as exemplified by Samuel Huntington's incivil "Clash of Civilizations" (Huntingto, 1996). As a more seasoned scholar, I aim to contribute insights rooted in the pre-post-modern Dark Ages of Sociology, emphasizing the enduring relevance of social and cultural structures. As a I am a pragmatist, for me theory must have a contextual anchor, here I will discuss these interrelated issues in the context of the global COVID-19 Pandemic. To begin, for me, the term "mentality" is best described and discussed as a general "attitude." As it was most often described in the field of social psychology, attitudes are "propensity to act." In this regard, we might think of such current concerns in the United States of America as anti-Black and Asian Racism, Anti-Semitism, Authoritarianism, and other ideologies as negative attitudes or mentalities. Like almost everything else in society, such harmful mentalities/attitudes are created and maintained by a myriad of social and cultural values. Therefore, they are situational, in that their enactment is influenced, if not determined, by the social context or environment in which they take place.

In a nutshell, situationally-informed approaches to the analysis of qualitative data, such as ethnography, are firmly connected to grounded theory and methods, Symbolic Interactionism, and more recently with post-structuralist works such as those of Roland Barthes (1979), Jean Baudrillard (1998), Jacques Derrida (2002), Umberto Eco (1984), Michel Foucault (1995), and Julia Kristeva (1982). As one of the founders of Symbolic Interactionism, a theory in which I am immersed, W. I. Thomas and D. S. Thomas (1928) explained in what became known as the "Thomas Theorem," "If men define situations as real, they are real in their consequences," (pp. 571–572; see also Thomas, 2002) More simply put: when people believe things to be true (even if they are objectively not) they will be real in the consequences.

According to Charlotte Nickerson (2021) Indiana University was one of the three major Schools of Symbolic Interactionism. The others were the Chicago and Iowa Schools. However, I and my professors there, such as Alfred Lindesmith, were more modest in suggesting that SI at IU was an offshoot of the Chicago School. More to the point of mental attitudes, when I was in graduate school at IU in the 1960s, my Social Psychology professor, Frank Westie, was an expert on race relations. As to attitudes and the power of the situation, his research with Melvin Lafleur (Defleur & Westie, 1958) demonstrated that there was not a perfectly positive correlation between the attitudes expressed by people towards a subject and their behaviors toward the same subject. For example, in reference to intergroup race relations, in an important study of housing discrimination a sample of real estate agents were interviewed to assess their negative attitudes (negative biases) toward Black clients. (Defleur & Westie, 1963) Not so surprisingly, agents who did NOT express negative attitudes toward Black clients

during interviews, were just as likely as those who did, NOT to give Black clients the same availability options as they gave to White clients. Essentially, the situation of answering questions during the interview was different from giving clients information. This insight into the primacy of actual social behaviors and actions has influenced all my subsequent academic and activist endeavors.

Many years later (1977), while conducting activist-research on racial discrimination against African Americans in Brooklyn, New York, I spoke with a neighbor of mine, Mel Leventhal, who had served as lead counsel for the National Association for the Advancement of Colored People (NAACP) Legal Defense Fund in Mississippi during the tumultuous years of 1969–1974. At the time we were living in a neighborhood that was stigmatized because it had undergone residential racial change, from predominately White to predominately Black. In the course of our discussion of the racial bias and discrimination from which our neighborhood was suffering, he explained that the NAACP's practical policy goals were less aimed toward changing people's negative attitudes and negative stereotypes of Black Americans than it was preventing biased people from harmful actions against Black Americans. He explained that this legal strategy was an outgrowth of the experiences and ideas of Thurgood Marshall (1908–1993). Marshall was the United States Supreme Court's first African-American Justice, and was noted for having successfully argued several cases before the Supreme Court, including the momentous Brown v. Board of Education (1954) while he was head of the NAACP Legal Defense Fund. Brown v. Board of Education made illegal the de facto racial discrimination in public facilities that was rampant in the American South and only less so in Northern States, such as New York. This priority of preventing, or changing, actions as opposed to changing attitudes was a powerful lesson that I learned which influenced my own future activism in and out of academe. As a result, I cared less about what people thought, or said they thought, about others but to concentrate on how they behaved/acted towards others.

(Despite my reservations about the use of racial terms, it should be noted that Melvyn Rosenman Leventhal (white), was the spouse of the renowned author Alice Walker, (black) for a decade. They held the distinction of being the inaugural legally wed interracial couple in the history of Mississippi.)

METHOD

This research adopts a multi-disciplinary approach encompassing sociological, psychological, and media studies methodologies to comprehensively examine the intertwined dynamics of "mentality" and the distortion of history within the context of the global COVID-19 pandemic.

- Literature Review: A thorough review of existing literature on mentality, symbolic interactionism, and theories of solidarity serves as the foundation. This establishes a theoretical framework for understanding mental attitudes, historical distortion, and their relevance in contemporary society.
- Case Study Analysis: Utilizing case studies, particularly focusing on instances of racism, authoritarianism, and misinformation during the pandemic, we extract real-world manifestations of mentalities. These cases provide insights into the situational nature of attitudes and their impact on behavior.
- Theoretical Application: Applying classic sociological theories, including those of Max Weber (1922/1966) and Emile Durkheim (1977), helps contextualize societal responses to the pandemic. The analysis explores how differing rationalities and types of solidarity contribute to conflicting mentalities, hindering collaboration in addressing global challenges.
- Global Protest Tracking: Incorporating data from the Carnegie Endowment for International Peace's Global Protest Tracker to examine protests related to the pandemic worldwide. This quantitative approach enables the identification of patterns, regional variations, and the role of societal factors in shaping resistance movements.
- Media Analysis: A media analysis component investigates the role of information systems, digital technology, and traditional media in disseminating information and misinformation during the pandemic. This involves scrutinizing key narratives, identifying influencers, and assessing the impact on public perception.

Through the integration of these methodological components, this paper aims to provide an understanding of how mentalities, influenced by historical distortion and societal factors, shape responses to the challenges posed by the global COVID-19 pandemic. Let's move into classical theoretical underpinnings essential for grasping socially problematic attitudes and mentalities.

RESULTS AND DISCUSSION

From a modernist perspective, much of the conflict and competition over ideas and ideologies in contemporary society revolve around conflicting notions of rationality and irrationality. What seems to us to be irrational in the attitudes and actions of people who are not like us, or with whom we disagree, can be completely rational for them, and vice versa. Simply-speaking, Max Weber (1922/1966) categorized social actions into four "ideal" types: "instrumentally rational" where the conduct is oriented toward a specific goal, "value-rational," where the goal is the value itself, and "affectual," where the goal or outcome is emotional and "traditional" where the conduct is habitual. Of course, these were not exhaustive. Weber also offered three bases for the legitimacy of social authority Traditional, Legal-Rational, and Charismatic, which need no further elaboration as they generally correspond with the ideal types of rationalities. In these regards, it is easy to see how these differing bases for "common knowledge" can result in radically conflicting mentalities, and how difficult, if not impossible, it can be to come to agreement on and to collaborate on important issues. Of course, in real life, perfect correspondence within or between these ideal types is seldom found. For example, we can see this in the influence of traditions even within highly bureaucratized organizations, and the bureaucratization of traditional values. We should also note here that different bureaucrats within the same organization can hold different traditional values. Such intersectionality is increasingly the case in our globalized and increasingly digitalized economies. Obviously, these competing structures are impediments to building solidarity in complex societies in which the number of permutations and combinations of mentalities/attitudes/ideologies/beliefs, etc., is vast. As in the normalization of intra and international conflicts in today's tempestuous world, bringing people together, building solidarity, and finding common bases for agreement is major problem.

Again, a classic reference is pertinent. Like Weber (1922/1966), Emile Durkheim (1893) had an over-generalized set of conditions for societal cohesiveness (social glue). The first instance, historically as well as logically, was Mechanical Solidarity, or the social cohesiveness of small, undifferentiated societies derived from the homogeneity of individuals, who people feel connected to each other due to similar work, education, religious training, and lifestyle. This type of solidarity is usually found "traditional" and small-scale societies. For example, in less complex tribal societies, kinship and familial networks are the social adhesives. Durkheim also described Organic Solidarity that can exist (note "can" exist) in and societies with complex divisions of labor. The cohesiveness derives from the necessary interdependence of those engaged in specialized labor and other important social relations. Here difference requires complementary (symbiotic) relations which he saw as developing in the complex divisions of labor found in "modern" and "industrial" societies (Durkheim, 1893). As is true of Weber's typologies, there are degrees as well as mixing of potential types of solidarity in actual societies. For example, within a modern industrial society, traditional groups and systems can, and do exist; in some cases, even as parallel social worlds. For example, while some forms of organic solidarity might dominate, in corporate business worlds, at the same time corporate executives might go home to their very traditional domiciles, families, places of worship, etc… At macro-societal levels, we can think of the difference between "instrumentally rational" economic bases for warfare versus "value-rational," ethnic ones, and consider how do these structural differences impact both the prevention as well as the solution of large-scale conflicts.

As a sort of theoretical *déjà vu*, Emile Durkheim (1893), also had in-between state of affairs which he obviously was witnessing in the 19th Century mega-technological and political transitions. While society is in flux, norms and values, weaken and become less effective as mechanisms

of social control. New norms and values, such as those needed for the future (ideally organic) basis for solidarity, are either nor yet developed or widely shared. The term for this socio-cultural vacuum is "anomie," which is often translated as "normlessness," even though society is never completely without rules (Merton, 1968) This unstable state of affairs seems to be permanent in postmodern society, and therefore it is impossible to single out the dominant discourse. I am certain that we currently exist during a time of global anomie, and perhaps I have been living in it for my entire life. I guess, I have to get used to it, as I occasionally ask myself "What is solidarity today? As it seems that people no longer have shared definitions in order to justify personal or group sacrifices for the common good. But, as we are still social beings, we must belong to something connect with others. For too many people, this need is resolved by allegiance to authoritarian personalities or ideas which are both cause and effects of historical distortions and propaganda; as in contemporary Fake News and disinformation.

The Case of the Global COVID-19 Pandemic

Mahmoud Dhaouadi (2021) argues that the pandemic has "struck at the most basic social parameter of human collective existence: social interaction." "Stay home" became the key global message, and as a result, normal social interactions between individuals, groups, collectivities, and societies around the world have been damaged in all societies. For example, in individualistic western advanced societies social media networks have hardened the core of that individualism. Anti-corona measures favoring social isolation also strengthened individualism and loneliness in non-Western societies.

Reviewing an enormous library of studies about responses to the global pandemic it seems that two major theoretical themes dominate; that of Risk (Beck, 2017) and Uncertainty (Luhmann, 1979; Bauman, 2000). Jens Zinn (2021) discussed the main theoretical approaches such as rational to non-rational approaches to risk in everyday life, othering social groups, inequality, cosmopolitanism, legitimacy, as well as the fake news and conspiracy theories that have also infect public discourses around the world. As to risks, Sasskia Sassen (2007) argued that risks have become even more complex due to our reliance on the dominant techno-scientific rationality and related trust in expert systems (Giddens, 1990). Ironically, contemporary psychic investments in scientific expertise have not eliminated the unpredictability of danger, as it seems that both distrust and uncertainty (Luhmann, 1979; Bauman, 2000) have increased. Few will argue today that the processes that constitute globalization have not made society riskier. Juergen Habermas (1998) might ascribe this uneasy attitude toward the increased differences encountered in everyday life as a new cosmopolitanism. And as Ulrick Beck has averred, these collective risks cross social as well as territorial borders and therefore we must adapt by becoming more accustomed to them (Beck, 2017; Adam & Beck, 2000; Tooze, 2020).

According to Beck, as modern societies shifted from industrial society risks became endemic due to natural and human-made changes. Of course, risks and related uncertainties, are not limited to environmental and health domains but inhere to other changes and hazards such as fluid employment

patterns, heightened job insecurity and the waning influence of tradition and custom in family patterns as well as personal relations. The management of risk is the major feature of what some refer to as post-modern society. The Covid 19 pandemic (in our neoliberal world) is merely another risk, with its many complication permutations and combinations, to be managed in our Global Risk Society. Marina Ciampi (2021) noted that the pandemic has changed even the common ways we live in our domestic worlds by modifying the understandings we have of concepts such as distance/proximity, public/private, community/society, inside/outside, and open/closed. Thusly, the pandemic resulted in a "New Relationship between body and space."

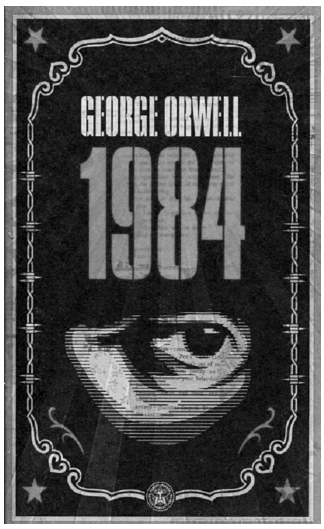

Figure 1. *Cover of book "1984" by George Orwell*

Risks and uncertainly are enhanced by information systems, and help explain why even the most outrageous statements about Covid 19 are so commonly taken as truth or facts. In this regard, Manuel Castells (1996) noted that because power is information, societal "Spaces of Places" have been superseded by networks of information or "Spaces of Flows, which he (naively/hopefully) felt had liberating potential. As we have seen however, these spaces also have been essentially appropriated by the usual suspects. Advanced digital technology has made it easier to produce false reality, fake news, alternative facts, and the perfect consumer. With a faint nod to Jean Baudrillard (1998), these we might see that simulation technologies also makes it possible to commodify "virtually" everything including Pandemics. Social, and non-social media like *Facebook, Twitter, Instagram*, etc… and virtual emporia like *Amazon*, produce followers (buyers) as well as influencers (sellers). Users, knowingly or not, share their personal data which are used to produce algorithms to which selective information flows. A major function of the mass media is the sale of advertising and the consumers themselves; simulated as algorithms. This process creates perfect consumers, who are themselves consumable. In fact, algorithms make it possible for us to consume each other and ourselves (auto-cannibalism). As opposed to George Orwell's *1984* and Ray Bradbury's *Fahrenheit 451* because people have learned to share their personal data, we have moved toward an oppressive *voluntary*, as opposed to *involuntary*, surveillance society or panopticon (Bradbury, 1953; Orwell, 1949). (For panopticon see: Jeremy Bentham, and Foucault, 1995). Fake news and misinformation regarding COVID-19 has also been manufactured and disseminated in more traditional as well as cable television, radio, and print media. Speaking of such "freedom," for Juergen Habermas (1975), social structures are free from constraint only when for all participants there is a symmetrical distribution of chances to select and employ speech acts, and an effective equality of chances to assume dialogue roles. "Truth," therefore, cannot be analyzed independently of "freedom" and "justice."

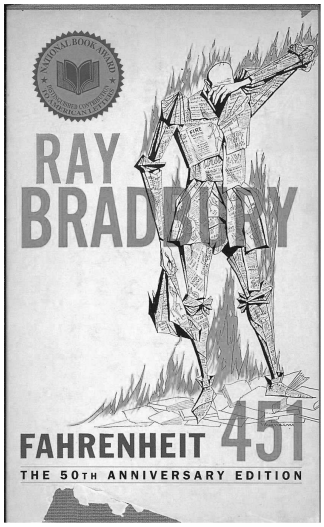

Figure 2. *Cover of book "Fahrenheit 451" by Ray Bradbury*

Since we base our decisions on the information we have learned, even the freedom of free choices is problematic. Much of this intentionally misguiding information should simply be seen as propaganda. A half century ago, Alfred Mcclung Lee and Elizabeth Brian Lee wrote *The Fine Art of Propaganda* (1939). The Lees saw propaganda as not limited to ideology but as part any individual's or a group's drive to advance what it regards as its own interests. In essence, propaganda is advertising (Duggal, n.d.). Ever since Plato's "Socratic Method," most educators and learning theorists have understood the importance of

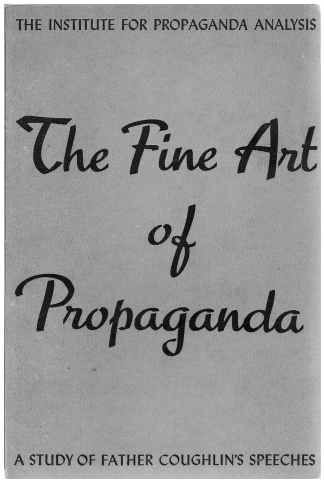

Figure 3. *Cover of book "The Fine Art of Propaganda"*

uncertainty in the form of questions or doubt for effective learning. Tomatsu Shibutani (1966) in his study of rumor analyzed a common manifestation of uncertainty. Shibutani studied the development of rumors in 60 case studies of historically ambiguous events. He found that they were not, as many would think, irrational, pathological social traits, but the result the search for meaningful interpretations, especially when questions are raised in stressful situations. As already noted, in the 1980s, Ulrich Beck (1992) wrote "Modern society has become a risk society in the sense that it is increasingly occupied with debating, preventing and managing risks that it itself has produced." Like Castell's misplaced optimism in spaces of flows, Beck saw in this new problem an opportunity for freedom from structural constraints and an opportunity for new forms of solidarity like the as of yet unfulfilled promise of Emile Durkheim's "Organic Solidarity" (Durkheim, 1997).

In "Why people believe Covid conspiracy theories: could folklore hold the answer?" Leach and Probyn (2021) wrote about researchers who used artificial intelligence (AI) and a model of Danish witchcraft folklore, to analyse thousands of social media posts to map the web of onnections underpinning coronavirus conspiracy theories. The tool enabled them to find the key people, things and relationships and piece together the underlying stories in coronavirus conspiracy theories. Bill Gates was discovered to be the reason why conspiracy theorists connect 5G technology to the virus. His world-wide prominence in computer technology and vaccination programs closed the link. Timothy Tangherlini, one of the researchers whose specialism is Danish folklore, saw a lesson for today in how conspiratorial witchcraft folklore took hold in the 16th and 17th centuries (Leach, & Probyn, 2021).

> *Whereas in the past, witches were accused of using herbs to create potions that caused miscarriages, today we see stories that Gates is using coronavirus vaccinations to sterilise people. A version of this story that omits Gates but claims the vaccines have caused men's testicles to swell, making them infertile, was repeated by American rapper Nicki Minaj* (Leach, & Probyn, 2021).

A less amusing understanding of the phenomenon was provided almost a century ago by Bronislaw Malinowski who recognized among primitive people and their primitive "science," that magic, religion, and myth all developed to explain the unexplainable. Their social function, or role, was to help social groups to deal with stress, disruptions of social order, and to deal with unpredictable circumstances and control, at least symbolically, uncontrollable situations (Malinowski, 1948).

Max Fisher (2022), writing in *The New York Times* commented on the epidemic of misleading revisionist history as something that is plaguing both autocracies and democracies. In this regard the practice is aimed not simply to "correct' the past but to shape the future of uneasy societies. One cited research study found the most effective propaganda messages use appeals to group identities such as ethnicity, race or religion. For example, Christian Americans who were told that Christianity itself was under attack, were more likely to accept American historical and political disinformation. In this regard, University of California propaganda scholar Andrew T. Little (2017) noted: "We want to believe that we are capable and decent, that our friends and favored relatives share these traits, and that the groups we belong to are on the right side of conflicts."

With a sharp focus on Italy, Mariella Nocenzi (2002) analyzed the evolution of "risk society" in Italy in the 1990s through a wide spectrum of sociological literatures. She drew out relevant ideas that can help us to understand the ways that risk, uncertainty, and societal evolution are inexorably intertwined from theorists beginning with Auguste Comte. Because we increasingly live in societies dominated by mass communication as a force independent of its content, Nocenzi showed how risk is conveyed to the masses via the media through the prisms of influentials in various fields. Special notice was taken of how public trust in the source of information is undermined when, like today, "scientific" experts disagree with each other. Her timely examples were about the risk to people of eating genetically modified food products and the danger of microwave towers, but can easily be applied to pandemic misinformation. As today in America, the ever-wary Italian public then already had come

to mistrust economic, political and mass media institutions; therefore, uncertainty generated even more risk and added to the growth of a culture where risk comes to be expected as an aspect of everyday life. Observing how the Covid 19 pandemic has impacted social life in Italy, Giuliana Prato (2020) noted some interesting, and puzzling, contradictions. On one hand it brought out a shared sense of civic responsibility. On the other hand, according to Prato, governments appeared use the 'state of emergency' to establish new forms of control (for a more local perspective see Krase & Krase, 2019).

Disinformation and Resistance around the World

Disinformation about COVID19 and resistance to public and private prevention and mitigation efforts is a global problem. Although they share many features in common, their iterations can vary greatly because of different regional, national, and local political, economic, and cultural conditions. Fabrizio Di Mascio et al. (2021) focused on false information "…deliberately created and disseminated for economic gain or to intentionally deceive the public." and toward which The EU and national governments have responded. European social media companies, for example, have come under attack for allowing disinformation to circulate during the 2016 Brexit referendum vote, the 2017 French presidential and 2019 European Parliament elections. They also noted that the uncertainty surrounding the novel coronavirus gave rise to an "infodemic" characterized by a mix of facts, rumors, and speculations, which in turn created the realization that governments needed to better communicate with their publics (Coombs, 2020). At first, governments promoted improved media literacy and visibility of authoritative content, these softer efforts were not successful and resulted in stricter approaches. Fabrizio Di Mascio et al's analyses of EU national policies demonstrated a shift to Covid-19 disinformation, because disinformation made efforts to achieve public acceptance of mitigation measures and vaccination more difficult. The infodemic peaked when online spread of false claims so great they could no longer be ignored. "The urgency of the crisis led policymakers to focus on the platforms supplying disinformation in the short-term to provide the impression that they are quickly responding to the infodemic while measures focusing on the demand for disinformation have remained comparatively weak as they pay off in the long run" (Di Mascio, 2021).

Some mention of the more dangerous claims must be made in the context of misinformation. Arwa Mahdawi (2022) provided some rather bizarre, examples of misinformation about Covid cures, stressing the importance of holding spreaders of dangerous falsehood to account which undermine trust in vaccines. Among the examples she cites are the following:

> *Christopher Key, the leader of an anti-Covid-19 vaccine group called the "Vaccine Police", posted videos online extolling the health benefits of what he described as "urine therapy". According to the wizard of wee, there is "tons and tons of research … [and] peer-reviewed published papers on urine"; so if you do your own pee-search you will discover it is God's own antidote to Covid-19. "This vaccine is the worst bioweapon I have ever seen," Key said. "I drink my own urine!"*

Former US President Donald Trump had barely distanced himself from statements that malaria treatment could cure Covid –19 before moving on to a more unorthodox suggestion.

> On Thursday night White House officials shared pretty predictable findings: that sunlight and common cleaning supplies can kill a virus within minutes when applied to different surfaces. But then the president had to take it to another level: "I see the disinfectant where it knocks it out in a minute," Trump said. "One minute! And is there a way we can do something, by an injection inside or almost a cleaning? Because you see it gets in the lungs and it does a tremendous number on the lungs, so it'd be interesting to check that. So, that you're going to have to use medical doctors with, but it sounds interesting to me" (Noor, 2020)

Poppy Noor (2020) also noted the Ivermectin-mania of 2021 as well as conservative media personalities such as Fox News's Tucker Carlson touting Viagra as a potential cure, as well as Candace Owens and Infowars founder Alex Jones who hype colloidal silver as a virus preventive. Mahdawi (2020) wrote however, that despite these dangerous ideas, pharmaceutical companies and wealthy nations, by hoarding vaccines, were the greatest contributors global spread of Covid-19.

On November 21, 2021 the British Broadcasting Company International News program reported on "Huge protests across Europe" over new Covid restrictions. In response to the restrictions, and lockdowns, marches, demonstrations, and occasionally riots took place in Belgium, Croatia, France, Germany, Italy, The Netherlands, and the United Kingdom (BBC News, 2021). In November, Yan Zhuang (2021) reported in *The New York Times*, in cities across Australia crowds rallied against vaccine mandates and pandemic restrictions. For example, protesters gathered in Melbourne to oppose a bill that would allow state officials in Victoria to enforce rules well after the area's state of emergency lapses.

As of December 9, 2021, the Carnegie Endowment for International Peace's Global Protest Tracker had recorded more than twenty-five significant protests directly related to the coronavirus pandemic (*Global Protest Tracker*, n.d.). In October 2021, the Council on Foreign Relations reported that the pandemic was shaking up politics in Southeast Asia where it was undermining confidence in governments (Kurlantzick, 2021).

Although there are many methods that government use to control dangerous behavior during the current pandemic, local police in The Peoples Republic of China has employed some rather unique ones. As reported in *The Guardian* in Jingxi, armed police paraded four alleged violators of Covid rules through the streets "… wearing hazmat suits and bearing placards showing their name and photos designed to deter 'border-related crimes'" (Guardian Staff Reporters, 2021). A common practice during the Cultural Revolution, such shaming was officially banned but reemerged locally in efforts to enforce China's zero-tolerance Covid policy. Following public reports on the incident, there were 350m views and more than 30,000 comments on the topic.

Ever since the start of the pandemic in 2019 The Peoples Republic of China has used its centralized system of power to use extraordinarily strict measures to the successfully limit the impact, especially per capita deaths, due to Covid-19 and its mutations. It has also gathered a great deal of negative attention from outside. Although criticism from the inside is seldom reported, a few examples should suffice to outline their unique methods and resulting issues. As noted by Oleg Maltsev (2021), Jean Baudrillard offered an understanding, but not a solution, to the (purposive) constant state of risk and uncertainty. As quoted by Maltsev (2021):

> *The social game of human relations in a bureaucratic society is different from the terrible hypocrisy of Swift's servants. It is a gigantic model of "simulation" of absent reciprocity. It is not stealthy, but functional simulation. The minimum life of social communication is achieved only at the cost of this relationalist training in which everyone is included — a magnificent optical illusion designed to mask the objective attitude of alienation and distance directed from everyone to everyone.* (Baudrillard, 1998, p. 163)

In essence, Baudrillard's work provides an understanding, not a solution, of the situation of the current hyperrealities created by simulations and simulacra that guarantee there is no escape from the structural, as well as post-structural, risks and uncertainties that abound within the real and imaginary global COVID-19 Pandemic.

CONCLUSION

As societies grapple with risks, uncertainties, and the evolving nature of solidarity, this examination provides insights into the challenges we face in deciphering and addressing the intricate web of mentalities that shape our collective existence. The article prompts reflection on the imperative of critical thinking, information literacy, and a nuanced

understanding of the socio-cultural landscapes that influence our perceptions and behaviors.

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