Welfare Organization and Emotional Factors of Intelligent and Creative Collaboration for Participation and Well-Being "Beyond" Vertical Control and Hierarchies Towards Social Innovation and High Cognitive Productivity

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Abstract: In the future of knowledge society and digital worlds, the fundamental strategic factor are the quality of human capital and good relationships able to push self-coordination fuelling by well-being of three: primarily, people, organization and environment, supported by — secondarily — availability of raw materials and advanced technologies. Welfare levers that represent factors of integrated enhancement of the relationships between human capital, social capital and semantic capital that change the nature of work and the nature of capital towards a joint and complementary transformational organization that contains all. Useful in forging the concrete transition from techno-centric approaches (for rigidity, heaviness and control) to anthropocentric approaches (for lightness, flexibility and self-assessment) to eco-resilient, motivating and enabling organizations that have at the heart of the enhancement of emotions and passions. "Emotional organizational" forms, therefore, as engaging and participatory, constructive forms of a new Humanism of Work and Enterprise to realize a shared sense of our unexhausted learning to learn to prosper together with the Other. In the knowledge that within every worker, manager or entrepreneur — as in every user — we always find a person attracted by the sense of dizziness of the limits of our species of living, hungry for reflexive knowledge of the Other to explore their exhausted overcoming between emotions and empathy in search of meaning even in some shared happiness. The debate on the welfare state crisis and the relaunch of a second-tier (or close) welfare system as "complementary" to the one delivered to us by the XIX' and XX' centuries, which is increasingly fragile in all industrialized countries due to debt sustainability, social changes (family, work, life expectancy, mobility, education, gender gap, migration), technological and relationship changes with nature (cloning, induced fertility, biotech, neuroscience, etc.). Structural response to the endemic planetary phenomenon of dissatisfaction at work — that leads about 70% of people in the workplace to demotivation (Gallup, USA, 2018) and therefore to work badly and with uninterested or depressing way — are destroying sense that it will also move into private life in a vicious circle of relational subtraction and malaise and with negative effects of creativity and intelligent collaboration. The aim of this contribution is to try to shed light on an evolution brings the person back to the center of the processes, in

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particular, looking at the relationships between organizations, digitization and emotion. A trajectory able to rejoin what the fordism had separated: machines and man, intellectual and manual practices, mind - body and conscience, intelligence and routines, decision and action, individual and community, abstraction and concreteness.   In search of a well-being that does not accompany the simple growth of personal income with dynamic organizations to help emerging emotional factors and the multiple human intelligence, exploring their potentials offering responsibility and collaboration supporting mindfulness and sensemaking, "beyond" vertical control and hierarchy. A transformation necessary of organizations to rebuild a sense of corporate social responsibility belonging as a common good that requires advanced forms of direct and indirect participation in the generation of value for new forms of creativity and intelligent collaboration. Also pushing identity of entrepreneurship "beyond" leadership for a shared growth of a company as the "ecology of prosperity" for a new "human flowering" in the smart organization with employeeship.

Key words: welfare organization, emotional factors, creative collaboration, social innovation

JEL codes: M5, M2

1. Human Centered Manufacturing and Digital World Towards Organizational Change and Well-Being for Resilience Trajectories

In some European countries and Italy in particular the productivity stuck for 25 years (last in the EU ranking) and with the amount of hours worked among the highest in the world (in Italy for example 1750 hours/year, among the first in the EU against 1350 in Germany and Denmark or Holland). Consequently the question is: how to work less and better and, moreover, getting excited and exciting? Because it should not be forgotten that economics and management are sciences of the ordering values (for an object, resource or person) that depends jointly on productivity (cognitive and not only physical), creativity, vision and, above all, well-being, to a double level, individual and collective. Looking at the concrete organizational processes in place, the impact between Digital World and human-centered manufacturing trajectories can help us to trigger a resurgence of cognitive productivity and creativity through the levers of well-being and a corporate welfare of appropriate proximity and complementary to the standard welfare weakened by debt and asymmetric and unequal globalization processes reverberated by a long crisis not overcome.

Today, in fact, we are witnessing this new digital wave (impressed by Industry 4.0 and on which we are lagging behind European partners) that invades the activities of manufacturing (and not only) and shows, however, to put man and his action back at the center of the factory, albeit in the light of new skills to support collaborative-emotional intelligence and interaction with robots and co-robots in staff to work teams and project, on the one hand, for more stable and informed decisions. On the other hand, such as to require new organizational models, more participatory and cooperative, osmotic and capable of stimulating learning, both on the process side in the strict sense and on the socio-economic side for risk-sharing, technological, environmental and social with the strength of emotional potentials at the centre as factors of satisfaction of/on the job. But that from satisfaction can lead us to states of shared happiness, individual, team, organizational and territorial, to support also adequate with welfare policies of corporate and territorial proximity. Recomposing what '800 and '900 have separated: mind and body, individual and community, technology and nature, rationality and creativity, action and imagination, manual and intellectual.

Several processes in place detected by recent investigations:

a) more automation will result in polarization with less on-average skilled labour in favour of high/low-level skilled personnel for Factory 4.0 processes;

b) an "enlarged" challenge, not so much technological but organizational and social rethinking the processes of the value chain, of territorial actors up to human-machine relations/machine systems;

c) reversal of the traditional logic of machines processing products towards objects that communicate with other objects under partial human control (direct or indirect);

d) Value chain virtualization that will involve design investing after-sales services through a single integrated (internal-external) manufacturer-vendor-users process, evolved and not;

e) empowerment from new human centricity to ensure flexibility, continuity, agility and modularity.

There are five impacts of this transitional trajectory from a task centric model to human centric situated:

I) planning and carrying out a task will tend to coincide with a person who will have control of processes and technology;

II) development of personal and emotional skills broadened to interact with the working group on and out of processes — connected and located — towards welcoming and positive environments, minimizing conflicts towards collaboration and social interaction;

III) continuous implementation of horizontal and vertical collaborative relationships along the supply chain, mating with smart machine crowns ensuring fluidity of processes;

IV) diffusion of knowledge workers powered by self-organization and collaborative and enabling technologies (multimodal graphic interfaces, intuitive work-flow, interactive portable devices, etc.) with increasing demand for intelligence emotional-relational;

V) interconnection between humans and processes, between people and robots, modulated by relational experiences (with widespread emotional and empathetic bases and a strong engagement) that will have to be increasingly shared also for remote controls of a large part of the operations and new mobile and dynamic security systems.

A next-generation digital world and ICT, which will allow experiential hybridization between different cultures, between different skills and multiple emotional intelligences (creative, analytical, practical, social), but also between different ages and different skills helping to transtches ancient gender and generational fences. Organizations oriented to cohesive working communities in understanding and exchange between peers, where the same differences between employees and workers, between technicians and managers will tend to fade and perhaps disappear, recalling the osmosis between the teacher and the students of the workshops of the "400 Wright Mills" old distinction between white collars and blue collars seems blurred and belonging to a past spent towards an indistinct "blue" that accompanies us in the integration between smart organization and smart working within more articulate smart integrated territorial clusters with networks of "scaling" proximity welfare services.

Smart working immersed in a smart organization implies a radical change in the foundations of the organizations and business models that have been delivered to us by mature fordism and that Agile and DAO model demonstrate in the holocratic projection. Involving corporate culture, management styles, physical and cognitive work environments, forms of leadership and employeeship, to the point of impacting on the same buildings, transforming the relationships between men, machines and processes, between action and decision, realization and conception, execution and emotions. Mixing them organically and overcoming that Taylorist mechanistic model that has marked '800 and '900 towards a widespread enhancement of emotional potentials with a circular scheme. A scheme connecting bio-ecosystem with motivation of people, their Emotional Intelligence

and generating well-being potential for a sharing happiness able to improve productivity, profit and performance (Figure 1). By acting above all on the intrinsic motivations, i.e., related to the will — and not only to extrinsic ones (connected with specific monetary and non-monetary incentives or the same threat of dismissal) as explain by Easterlin's Paradox (R. Easterlin, 2021).
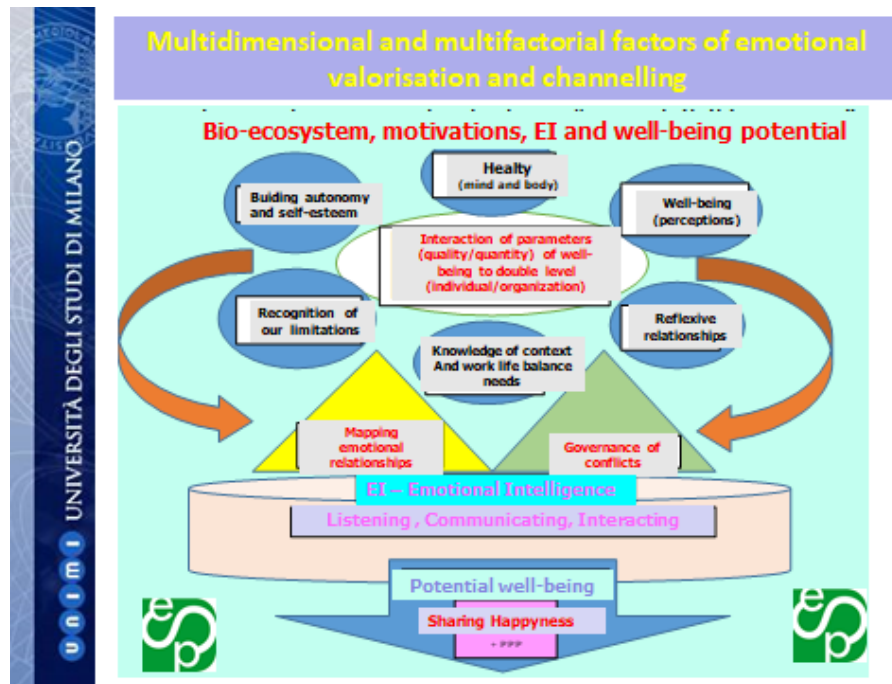

Figure 1 Circular Scheme (Bio) Ecosystem-Behaviour-Climax-Wellbeing- Performance

Source: Pilotti, 2019; +PPP = + Productivity, + Profit, + Performance

The foundations in the clear scheme proposed by Clappertone-Vanhoutte (2014) involve Bricks (topologies and workspaces), Byte (technology, communication and collaboration are recomposed) and Behaviour (skills interaction between management, employees, employees processes and technicians). Structural factors that can connect smart organization and smart working to an inclusive territory for the improvement of performance and well-being, internal to organizations and between organizations, in work contexts and externally to these. External contexts, which are not always "internalized" as in the large companies that populate for example Silicon Valley in California or Sophya Antipolis between the French Coast and Région de Lion in France, Cork in Ireland or Bangalore in India.

New organizational and relational structures that also lead to the change of consolidated types of physical space and new ergonomic proposals, to inject greater communication and interaction to identify a "vital spatiality" for all consistent with their propensies, vocations and projections, enabling emotions and motivations, suitable to accommodate in an integrated way "4C Model": A - Concentration; B – Collaboration; C – Contemplation; D – Communication. A model of appropriateness, effectiveness and employeeship in a participatory and horizontal sense. Thus interweaving in the generation of shared value, the 4C with: creativity, reputation, motivation, empowerment, self-esteem, self-organization, loyalty.

2. Efficiency and Happiness of Work in Sensemaking Coupling

Efficiency and effectiveness are welded because empathy and emotions (and sometimes, passions of a non-obsessive type) find recomposition enabling and stimulating towards active behaviors (individual, group and community): a) sharing the general goals of the organization; b) freely making its own recognized contribution as well as properly remunerated (in a monetary and non-monetary sense) in welcoming and participatory forms; c) tracing a path that gradually leads towards processes of happiness at work; d) assessing, finally, with the company, personal situation and opportunities for internal or external enhancement, of their skills-skills with respect to their emotional potentials derived from the interaction between 4C (Concentration; Collaboration; Contemplation; Communication) in an eco-systemic sense. Thinking not only of what breaks us down and depresses us, but above all what we like to do, the people with whom we want to collaborate and work, the stimulating climate that makes sense in professional and friendly choices by grafting potential personal emotional and skills. Aware that we are almost never in the best possible worlds, and therefore everything can be defined as perfectable and improveable especially with our contribution. However, they are useful in understanding the welcome aspects of current work and/or limits.

A trajectory, where the man "at a size" of Taylor and Ford who "had" to separate life and tasks, individual and community, know and procedures, command and execution, collapsing decision and action, gives way to a man (Olivettian) "multidimensional" and active participates and acts together in the interests of the organization as well as the community they belong to. Thus realizing the "Olivettian Dream" of a self-organized and self-designed Human Factory to respond not only to the "needs of The Do", but to the "needs of Being" through the lever of Sensemaking.

Organizations often divide people among those who, on the one hand, hold a static mindset (fixed mindset) that tend to exploit the skills and skills already consolidated both to reassure themselves and to avoid failures. On the other, people with a dynamic mindset (growth mindset), who are sensitive to new things and who look beyond their abilities with curiosity and interest in learning the new, even facing any failures and mistakes that help to grow to grow hybridization and contamination. Contributing to the improvement of intrinsic or motivated motivations related to the will and not only to extrinsic ones (connected with specific incentives or the same threat of dismissal). Useful in this case actions and welfare programs (from canteens to nurseries, from hours to school expenses for children, from family health expenses to culture and training, etc.). Levers of Sensemaking foundational individual and collective well-being and therefore cognitive productivity as well as physical, intramuros and external. The rich and profound relational experience recomposes neuronal (genetically transferred) talents with behavioral and cultural talents, a function of conscious and shared choices within the arboreal vocations of a single brain collaborative creative, of the factory, of the network and of the territorial system of which those people and plural intelligences are a generative and integral part, hybridized by potential enlarged emotions (from the 5 known as anger-happiness-disgust-sadness-sorpesa fear at 27 and over including desire-excitement-enchantment-horror-interest-pain-confusion-calm-boring etc.), passions and vocations towards versatile skills connecting competences and virtues (GRAF.2). The known issue of sensemaking takes on three important connotations that are: (A) the frame that looks at past socialization; (B) information, which by becoming knowledge (tacit-codified) feeds present and future; (C) the experience that dynamically transforms current resources into adaptability and transformation potential.
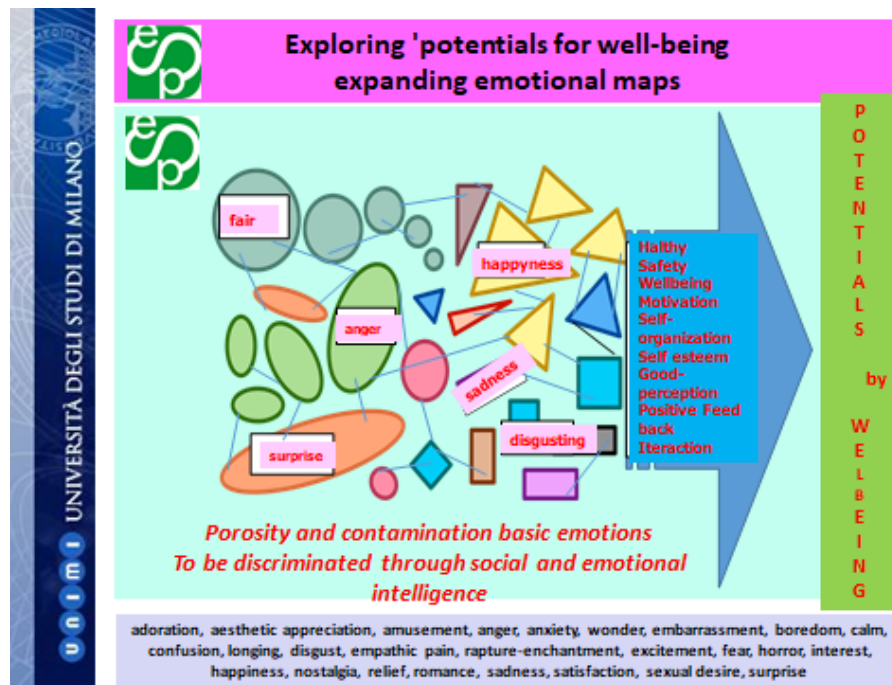
Figure 2   Extended Map of Emotions in Organizations

The same four basic principles of the modern organization of the 20th century (Task division; Task allocation; Provisions of reward; Provisions of information) evolve in a more complex and articulated picture of the "organic" relationships between it and the (internal) environment transforming and synthesized as follows:

a)   participatory culture (motivationally and emotionally active);

b)   knowledge (from data to information to knowledge);

c)   reputation/responsibility (among the strategic objectives to be implemented and developed);

d)   ethics (which enter the system of values offered and demanded by organization and stakeholders);

Well-being and Happiness, Passions and Emotions become in effect fundamental structuring ingredients of a more adaptive and dynamic organization because it is flexible and resilient, redundant and participatory. An organization capable of engagement with a vision for the future that is based on "taking care of the people who live there" and their goals (receiving satisfaction) that — in the society of emerging knowledge — can (and must) mate with the cognitive productivity and the shared innovation that it needs, to produce creativity and value within long-term transformations and the growth of the smart organization of the 4 main levers: Opening, Accessibility, Welcoming, Enabling.

An organization that to be smart will have to be engaging, motivating, exciting, that is shared and therefore co-designed by all stakeholders (internal and external) according to the logic of responsibility and sustainability for an unpredictable future but only buildable.

3. Emotional-Collaborative Intelligence Generative of Moral Feelings and Responsibility Between Resilience and Redundancy

Building then, a generative emotional intelligence of moral feelings that will be chosen to base ability to support a collaborative intelligence (which composes practical intelligence, analytical, creative, emotional and

social) with structuring skills resilient organizations. Quickly (knowingly or unknowingly) towards what we have defined as smart working as the smart organization's leverage, characterized by:

- Smart flexibility;
- Resilience (to withstand technological shocks, competence and demand as well as relational);
- Self-organization;
- d - It's agility.

An organization becomes agile with quick and elastic responses, but also proactive to adapt to non-linear and non-mechanical external complexities by equipping itself with:

- Open roles within certain interconnected and integrated margins (where jobs disappear because they are rigid and bureaucratic);
- Facilities with shared processes and knowledge;
- Cultural orientation to collaboration and cooperation (mobilizing emotions and passions);
- Horizontal leadership coupled with employeeship.

With a scheme that Cusumano recalled already more than two decades ago to integrate and dynamic adaptive varieties, variability and flexibility, but essentially recovering the Olivettian lesson of the 1950s:

- Platform organizations and not individual products (via alliances and supply chain processes);
- Internal structural capabilities to govern change (technological, cultural, organizational and of community);
- Strategic focus from mass markets to masses of markets (à la Anderson).

In addition, there is a need to provide a more comprehensive role in the development of the European Commission as a growing transforming body of next work in digital world.

In this way we (re)build a resilient and redundant organization in the sense that it was already assigned by Adriano Olivetti, that is, able to push the potentials of upward adaptation and excellence, immersing them in the knowledge skills of the whole team mobilizing their motivations, emotions and passions. By permanently abandoning the fordist and pre-fordist legacy with a military-bureaucratic and iterative language, replacing it with a dialogic and interactionist language. The dividing line between functions and emotions has become ungovernable in the digital transformation of production processes. Because it "exceed" the Cartesian division between mind and body transmitted over the last five centuries by the Enlightenment to the present as a source of order before and efficiency then and that the Weberian bureaucracy tried to "dress" according to ordinary efficient logics, scientificizing control or making it anonymous and neutral.

Control becomes self-organizing and by-objective that needs motivation, participation and involvement, that it needs of freedom, sensemaking, responsibility and anti-conformism.

FORDIST-TAYLORIST VALUES	to OLIVETTIAN VALUES
From programs	to Roles
From projects	to Processes
From Rigidity	to Flexibility
from Command	to Auto-Organization
from Execution	to Listen
from Control	to Interaction
from Plan	to Organizational Design and Sensemaking
From Mechanic	to (Bio) Organic

Towards a living organization for living people who breathe and adapt, learning to learn and include in variety. Corporate welfare initiatives facilitate this construction in a robust way for the cognitive and motivational involvement of employees towards an accomplished ecology of working communities, knowledge and skills for sharing the value of collaborative intelligence. Because no appropriate procedural efficiency or creative effectiveness can ever occur without relational mobilization of people's emotional potentials. Levers of co-production of sensemaking, trust and loyalty, as well as increased creativity, innovation and cognitive productivity by raising the value of reputational capital among suppliers, customers and stakeholders for medium-to-long-term growth in the global competition that this country urgently needs. To be smart in a known way, the organization needs (already today) an appropriate institutional/normative and organizational framework. Levers of sensemaking co-production, trust and loyalty, as well as increased creativity, innovation and cognitive productivity by raising the value of reputational capital among suppliers, customers and stakeholders for medium-to-long-term growth in global competition.

The known issue of sensemaking takes on three notable connotations that are on one side, (A) the frame that looks at past socialization. On the other hand, (B) information, which by becoming knowledge fuels today and the future. Finally (C) the experience that dynamically transforms current resources into potential for adaptation and transformation.

The same four basic principles of the modern organization of the 20th century (factors a, b, c, d) evolve in a more complex and articulated framework of the "organic" relationships between it and the environment (internal) and which we remember to be:

    1)   Task division; Task allocation; Provisions of reward; Provisions of information Basic principles that are enriched by four others in the interaction with the internal-external environment, which change them in turn transforming them and that we concise as follows (e, f, g, h):

    2)   culture (participatory, motivationally and emotionally active);

    3)   knowledge (from data to information to knowledge);

    4)   reputation/responsibility (among the strategic objectives to be implemented and developed);

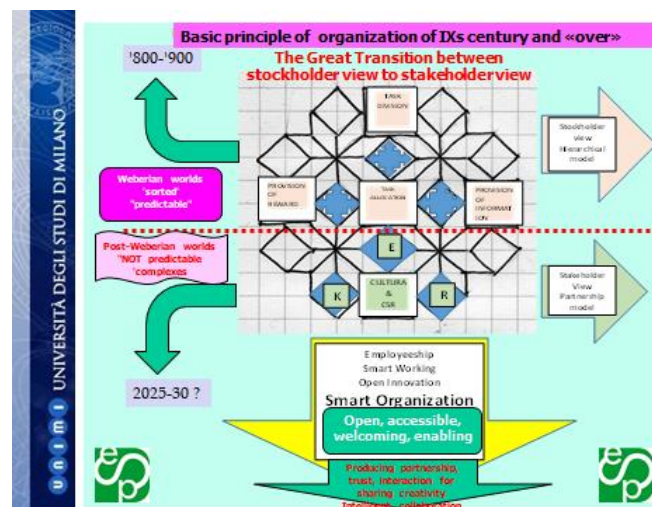   5)   ethics (which enter the system of values offered and demanded by the organization and its stakeholders).

Figure 3   Basic Principles of the Organization of the XX century and Beyond
Source: Pilotti, 2019; K = knowledge, E = Ethics, R = Responsibility

Well-being and Happiness, Passions and Emotions become in all respects fundamental ingredients of an adaptive and dynamic organization because it is flexible and resilient, redundant and participatory. An organization with a vision for the future that is based on "taking care of the people who live there" that — in the society of emerging knowledge — can (and must) mate with the cognitive productivity and shared innovation that it needs, in order to produce creativity and value within long-term transformations and the growth of a smart organization of the 4 basic principle (Graf.3):

- Open
- Accessible
- Welcoming
- Enabler

An organization that to be smart will have to be engaging and motivating, that is, shared and therefore co-designed by all stakeholders (internal and external) according to the logic of responsibility and sustainability for a possible future of ecologies of the realistic and defensible value.

4. Industrial Trajectories and Management Policy of Resilient Communities

It is clear that the strategic factor of the future in the society of knowledge, knowledge practices and digital worlds, is the quality of human capital and the relationships that give it organized form, not only the availability of raw materials or technologies Advanced. Factor in the integrated enhancement of the relationship between human capital, social capital and semantic capital for a resilient communities. Useful in forging the concrete transition from techno-centric approaches (for rigidity, heaviness and control) to anthropocentric approaches (for lightness, flexibility and self-enhancement) to eco-resilient, motivating and enabling organizations. Engaging and participatory organizational forms, constructive of a new Humanism of Work to realize a shared sense of our unexhausted learning to learn to thrive together. In the knowledge that within every worker, manager or entrepreneur — as in every user — we always find a person attracted by the sense of vertigo of the limits of our species of living, hungry for reflexive knowledge of the Other to explore their exhausted overcoming between emotions and empathy in search of meaning even in some shared happiness. The debate on the welfare state crisis and the relaunch of a second-level (or close) welfare system as "complementary" to the one delivered to us by the 1800s and 1900s, which is increasingly fragile in all industrialized countries due to debt sustainability, is fundamental social changes (family, work, life expectancy, mobility, education, gender gap, migration), technological and relationship changes to nature (cloning, induced fertility, biotech, neuroscience, etc.).

We now see suitable policy and intervention tools, as also emerged from various academic and professional and/or trade union discussion initiatives in Italy and/or Europe useful to absorb — at least in part — widespread inequalities and dynamically restart social ascension by increasing shared productivity and creativity with increased real wages, reduction of business costs and entire territorial systems installed by clusters of SMEs and/or digital platforms for shared services networks.

Firstly, transforming organizations from mechanical fordist rigidity of command and technology to collaborative and responsible flexibility of emerging networks in the digital worlds accelerated by Industry 4.0.

Secondarily, therefore by activating a structural response to the endemic planetary phenomenon of dissatisfaction at work that brings about 70% of people in the workplace to demotivation and therefore to work badly and in an uninterested or depressing way, destroying sense that then will also transfer into private life in a

vicious circle of relational subtraction and malaise.

Thirdly, bringing the person back to the center of the processes, in particular, looking at the relationships between organizations, digitization and emotions, to rebuild what fordism had separated: machines and man, intellectual and manual, mind body and conscience, intelligence and action, individual and community. Transitioning then, in the fourth place, from simple satisfaction to well-being and shared happiness. In search of an adjective-free well-being that does not accompany the simple growth of disposable income and, that dynamic organizations can help by valuing emotional factors and multiple human and group intelligences, exploring their potentials and constructively offering responsibility and collaboration in mindfulness and sensemaking, "beyond" caesarean-style assertive control and leadership towards employeeship to mobilize intelligence, participation and creativity individual and collective. Building a better work life balance as a new bridge between individual and community, between customer, worker and citizen over dualism of selfishness and altruism and reconnecting competences and virtues as proposed by Hume in 1740.

A transformation now necessary of organizations to rebuild a sense of corporate belonging as a common good that requires "strong" forms of direct and indirect participation in the generation of value for new forms of creativity "beyond" leadership with a coaching oriented to employeeship for a shared prosperity of a business eco-system such as an ecology with high level of sharing governance for sharing emergent risk in knowledge society.

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