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How Private Happiness involves greater Economic and Social Efficiency? A New Paradigm adapted to the World Knowledge Economy

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AGRO CAMPUS OUEST

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Mots-clés : approche par la **c**omplexité, avantage bonheur, avantage concurrentiel, réseaux, intelligence émotionnelle, intelligence économique.
Keywords: complexity approach, happiness advantage, competitive advantage, network, emotional intelligence, competitive intelligence.

Résumé : L'objectif de ce travail est de montrer que les individus et les organisations peuvent devenir plus efficaces si elles acceptent d'élargir leur point de vue et de mobiliser des facteurs qui étaient supposés être hier opposés, comme par exemple l'utilisation simultanée des passions et de la raison, de l'intuition et de l'organisation. Dans une économie de plus en plus inclusive, il nous semble important de combiner l'analyse économique (menée par Lundvall sur le rôle de la connaissance et par Porter sur la stratégie) et l'analyse psychologique (Langer, Kahneman) dans une approche plus large formalisant la complexité. Dès les années 50 par de grands théoriciens (Simon, Piaget, Morin ou Atlan) ont mis l'accent sur la complexité des acteurs et des situations mais leur études sont restées, malgré la formalisation effectuée Le Moigne dans les années 90, trop peu utilisées en économie. L'objectif de cet article est ainsi de s'interroger, à la suite des travaux de Shapiro et Stiglitz en 1984 sur le salaire d'efficience, sur ce qui peut stimuler la coopération entre les agents économiques dans une économie de la connaissance mondialisée de façon à analyser les relations qui unissent la recherche du bonheur privé et celle d'une plus grande efficacité économique. La première partie du travail s'appuie sur la formalisation des approches par la complexité pour appréhender les conséquences des mutations de l'économie mondiale sur les interdépendances croissantes qui existent entre les acteurs et sur leur types de comportement (rationnel et émotif) pouvant initier un cercle vertueux qualitatif et dynamique entre le bonheur des individus et leur efficacité économique et sociale. La seconde partie montre comment une prise en compte de « l'intelligence émotionnelle » (fondée sur notre capacité à nous connaître et à comprendre les autres) peut aider les acteurs à co-construire des stratégies de long terme inclusives fondées sur une recherche simultanée du bonheur et d'innovations. La dernière partie propose enfin des actions concrètes mobilisant « l'intelligence économique » (transformation des informations brutes en informations utiles pour l'action) pour que les acteurs puissent pro-agir sur la réalisation de leur bonheur et de leur efficacité économique.

Abstract: The aim of the paper is to understand how individuals and organizations must learn to live with opposite factors as emotion and reason or intuition and organization. More precisely, in a world knowledge economy, individuals and organizations may be happier and more efficient if they use emotion and reason in order to increase cooperation relationships. The objective of this study is to understand the cooperation foundations in a world learning economy and understand the relations that exist between mindfulness and business. In a dynamic and inclusive world economy, the paper proposes to rely the economic approaches (the learning economy of Lundvall and the strategic economy of Porter) with the psychological approaches (the positive psychology of Langer and the behavioral economy of Kahneman) into the complexity approaches which were formalized by Simon, Piaget, Morin, and Atlan during the sixties and the seventies then largely diffused by Le Moigne during the nineties and the twenties. First, the paper analyzes how recent world changes evolve to use the complexity approach based on qualitative inter-dependences between rationality and emotion to reach rising economic and social efficiencies. Second, the study demonstrates that the use of our emotional intelligence (co-building with others in using our self awareness and empathy) allows us to build long run strategies which reach to greater happiness and efficiency. Third, the paper proposes some concrete short run actions based on competitive intelligence (pro-action in transforming information into useful information for concrete strategies) to reach greater individual and collective well-being and efficiency in a knowledge economy.

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Abstract

Over the last 20 years, the world economy has evolved at great speed. Globalization induces rising competition and the Knowledge Economy induces rising cooperation. On these evolutions, the gap between being potentially happy and the reality of happiness has never been as wide as today. For a long time, the assumption made by the philosophers and the economists (since the early XVIII[e] century) is that the progress involves happiness and the increase of wealth is a condition to be happy. However today, more and more economists and positive psychologists suggest on the contrary that happiness is a condition for efficiency. The aim of the paper is thus to understand how individuals and organizations must learn to live with opposite factors as emotion and reason or intuition and organization. More precisely, in a world knowledge economy, individuals and organizations may be happier and more efficient if they use emotion and reason in order to increase cooperation relationships.

The objective of this study is to understand the cooperation foundations in a world learning economy and understand the relations that exist between mindfulness and business. In a dynamic and inclusive world economy, the paper proposes to rely the economic approaches (the learning economy of Lundvall and the strategic economy of Porter) with the psychological approaches (the positive psychology of Langer and the behavioral economy of Kahneman) into the complexity approaches which were formalized by Simon, Piaget, Morin, and Atlan during the sixties and the seventies then largely diffused by Le Moigne during the nineties and the twenties. First, the paper analyzes how recent world changes evolve to use the complexity approach based on qualitative inter-dependences between rationality and emotion to reach rising economic and social efficiencies. Second, the study demonstrates that the use of our emotional intelligence (co-building with others in using our self awareness and empathy) allows us to build long run strategies which reach to greater happiness and efficiency. Third, the paper proposes some concrete short run actions based on competitive intelligence (pro-action in transforming information into useful information for concrete strategies) to reach greater individual and collective well-being and efficiency in a knowledge economy.

Keywords: Complexity Approach, Happiness Advantage, Competitive Advantage, Network, Emotional Intelligence, Competitive Intelligence.

JEL Classification Code: F40, L14, L16

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Introduction

Over the last 20 years, the world economy has evolved at great speed. Globalization induces rising competition and the Knowledge Economy induces rising cooperation. On the basis of these opposite evolutions, the gap between being potentially happy and the reality of happiness has never been as wide as today. Moreover, with the competition of emerging countries and the decrease of economic GDP rates in all the advanced countries under 2% a year, it is thus impossible to workers living in these countries to obtain rising wages or better conditions of life. In the Social progress index built by Porter and his team (2015), the USA for example reaches the 6^{th} world range for its GDP/head in PPP $ but only 35^{th} range for the wellbeing index. Fro a long time, the basic assumption made by the philosophers of the XVIII century and the economists since Smith is that the progress involves happiness and the increase of wealth is a condition to be happy. However today, economists (such as Stiglitz**)** and positive psychologists suggest on the opposite side than happiness is a condition for efficiency. In world knowledge economy, thinking and acting must be founded on a dynamic process based on co-building networks in order to increase social wellbeing and economic efficiency.

The aim of the paper is thus to understand how individuals and organizations must learn to live with both opposite factors as emotion and reason or cooperation and competition relations. More precisely in a world knowledge economy, individuals and organizations may be happier and more efficient if they accept and use both of their two parts of their brains: emotion and reason in order to increase cooperation relationships that are necessary to increase qualitative innovations and well being in the whole society. The main objective of the paper is therefore to understand the cooperation foundations in a world learning economy and understand the relations that exist between mindfulness and business. The paper will thus study the dynamic interactions that exist between mindfulness and business through networks organisation, mindful leadership, mindful contagion, and learning by sharing process. In a dynamic and inclusive and world economy, the paper proposes to rely the economic approaches (the learning economy of Lundvall (1998) and Muldoon (2013) and the strategic economy of Porter (1985) and Kotter (1990) with the psychological approaches (the positive psychology of Seligman, 1998 and Langer, 1997 and the behavioral economy of Kahneman (2011), Thaler & Sunstein (2012), Dolan, 2014) into the complexity approaches which were formalized by Simon, Piaget, Morin, and Atlan during the sixties and the seventies then largely diffused by Le Moigne during the nineties and the twenties. The complexity approach is important today to propose for the individuals and the organizations of a world knowledge economy a new vision able to propose a new way of thinking and acting.

In the first part, the paper analyzes how recent world changes evolve to use a complexity theory (Piaget, 1976, Morin 1977, Le Moigne, 1990) to propose the qualitative inter-dependences between rationality and emotion in order to reach a rising economic and social efficiency. In the second part, the paper demonstrates that the individual strategies of the agents, created for increasing their happiness feeling, also induce long run innovations for the society as a whole. In the third part, the paper proposes some concrete short run actions in order to begin acting for a greater individual and collective well-being and efficiency for all agents in our world knowledge economy. In conclusion, studying well being and efficiency conditions of both individuals and organizations shows that, in an evolving learning economy, the happiness of individuals and organizations causes their efficiency. On that basis, individuals and organizations may reach greater happiness and efficiency in using emotion and reason to co-build cooperative networks in a world economy.

I. The evolving world induces paradoxes: increase of wealth and decrease of happiness

This section analyzes how recent world changes evolve to use the complexity approach based on qualitative inter-dependences between rationality and emotion to reach rising economic and social efficiencies. Over the last 20 years, the world economy has evolved at great speed. Every good, capital asset, knowledge is mobile and induces rising competition (Porter, 1990; Aghion et al, 2005). The knowledge economy induces rising cooperation with the "Division of Cognitive Labor process" (DLC) which induces a specialization within knowledge (Brown and Duguid, 1991, Muldoon, 2013). In this process, agents need to cooperate with others in order to co-build new knowledge. Despite these two evolutions, different paradoxes seem more and more important in daily life. In effect, the increase of technological progress seems to have been accompanied by a decrease in happiness (Eeasterlin, 1974, Inglehart, & Baker, 2000, Senik, Flèche and Clark, 2012). The Attali Working Group on the "positive economy" remarks for example, that France is ranked 5th for her economic activity but only 22nd for her social and environment activity (Attali, 2013). In order to solve this problem, most of the agents tent to follow linear solutions. Some of them recommend using "economic war" tools in order to increase their economic power on the world market (Baumard, 2012; D'Aveni, 2012, Harbulot, 2014). On the contrary, others dream of a rising human development where everybody could live in happiness (Morin, 2011, Attali, 2013). However, these binary answers could become dangerous because no interaction is proposed, between these two approaches. In the world knowledge economy, understanding and learning how one should think and act in a complex world is difficult. This is because the factors involved in the dynamic of individual and organizational development are often opposed: local or global approaches, long run or short

run analyses, rational or emotional behaviors (Kahneman, 2011, Dolan, 2014)…

In an evolving world economy, the complexity approach is the only approach which is able to take into account at the same time opposite factors and which thus analyze the qualitative inter-dependences between order (organization) and complexity (innovation). Through this dynamic process, the cognitive sciences analyze these interdependences across several time periods (long and short run) and several areas are considered (local and global).

1. Globalization induces both competition and cooperation

When the "economic policy" started to become known, the classical theory (Smith, 1776; Ricardo, 1846) sought to separate economic relationships (founded on the "labor value theory") from the social relationships (depended from the 'fair price' of Santa Thomas Aquinas) and the political relationships (developed by the Mercantilism theory). But Smith in his first book on the "theory of moral sentiments" (1750) and others economists as Hume (1759) or Mills (1948) wanted to understand the interrelations which exist between these three different types of relationships. On this economic and social approach, the institutional approaches (Veblen, 1925; Polanyi, 1944) insist on the role of the institutions in order to stabilize the economic and social relationships. During the post-second war period (1945-1975), the role of the social institutions is given less study, except for the post-Keynesian economists, particularly the French School of Regulation (Aglietta, 1976; Boyer and Mistral, 1978). The use of the complexity approaches in economic analyses during the 80's remains rare. However, E Morin (1974), and, A Koestler (1988) insist on the key role of the dynamic interactions between opposite factors. In these approaches, the interactions of agents are able to co-create some intermediary levels which stabilize the behaviors of the individuals in producing "regularities by disorder" and in producing "complexity by disorder" (Atlan, 1968).

With the globalization and the crisis of the quantitative system, we observe the renewal of the complexity theory (Le Moigne, 1990, Foray, 2000). Economists such as D Cohen (2013) or J Attali (2013) consider the rising necessity to study the conditions of the individuals' well-being in order to propose a new kind of economic regime more founded on qualitative relationships. The complexity approaches interlink different analyses of society (such as psychology, sociology, economics, philosophy…) in order to explain the way of thinking and acting of individuals and society. These authors go on to emphasize the complex process of the Cognitive Division of Labor (CDL). Thus, the relationships between the individuals are seen to be more important than the knowledge that they create as individuals". In this knowledge process, Brown and Duguid (1991) and Cohendet & al (2000**)** show how the new intermediary networks, called "communities of practice"

must be flexible enough in order to help the individuals adapt their strategies to the changing world knowledge economy.

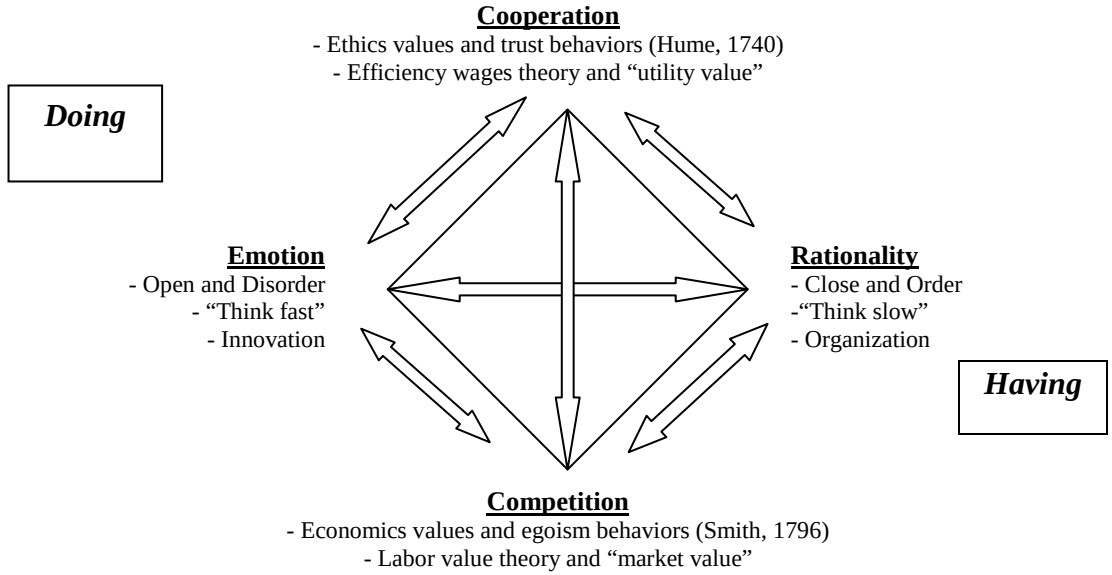
The complexity approach formalizes the dynamic interactions which exist between the agents, the organizations, and the environment which are co-built by a combination of all. In an economy which tends to become "inclusive", it is important to analyze the contradictory relationships which exist between the degree of liberty of each individual and the degree of organization of the whole society. In this analysis, the agents have to stay "open" to the external environment in order to innovate and have to be "constraint" by the internal organization through the "path dependency". The key factor of the complexity approach is to connect dynamically the competition and the cooperation relationships, relationships which are contradictory. On the one hand, the cooperation relationships involve some increasing scale economies for all the agents. On the other hand, the authority relationships give a stable direction that agents must follow over a certain period of time. The disorder process and authority process co-evolve in order to exploit the innovations which emerge from these frequent interactions. In the "hard sciences" as mathematics, Atlan, 1968 and Morin, 1977 show that the "negative feedbacks" (orders created by disorder) are more important than the "positive feedbacks". Contrary, for the "soft sciences", as human sciences, the positive feedbacks (complexity) are more important that negative feedbacks (order).

Poets such as Paul Valery, philosophers such as Gaston Bachelard, and engineers such as Jean-Louis Le Moigne (1990) analyze the specific case of the "engineering sciences" which are in between the "hard sciences" and the "soft sciences". This intermediary position is interesting because this level has specific proprieties. Upon this subject, Leonardo da Vinci already mentioned concerning the painting Mona Lisa how he wanted to paint "*a budding smile*". Along the same lines, Paul Valery evoked the specificity of the "*water's surface*" which is neither water, nor air but in between. These "intermediary levels" are used to mix opposite factors such as ethics and sciences, emotion and rationality, dream and reality (Piaget, 1976, Le Moigne, 1990, Kahneman, 2011, Taleb, 2012). In this organizational process, order is related to complexity by the concept of "emergence proprieties". In emergence proprieties, the relationships between individuals are more important than the individuals alone and the interactions finally create organizational levels which could become independent from the individuals. The emergences proprieties could therefore stabilize the behaviors of the individuals and the whole over a certain period of time by co-creating intermediary levels. These specific levels could play the role of a "*meta levels*" (Watzlawick, 1972) which edict general rules stabilizing the agencies' behaviors or a "*meso levels*" which authorize a kind of flexibility within the global system (Atlan, 1968). This intermediary level escapes therefore from the binary approaches which oppose the "individualism approach" and the "holism approach".

2. Complexity approach formalized the link between opposite factors: rationality and emotion

The complexity approaches take into account two opposite behaviors (competition and cooperation) in order to explain paradox situations between the rising economic efficiency and the decrease of social efficiency without leaving any contradiction. As the world changes induce rising paradoxical situations, today all agents must think and act in this new way, which is more adapted to the rising "radical uncertainly", in using reason and emotion, cooperation and competition (cf. Figure 1).

Figure 1. Cognitive Sciences: Think fast and slow to co-build individual happiness and collective wellbeing



Source: Léonardo da Vinci, 1519, Valery, Bachelard, 1938, Tati, 1949, Piaget, 1976, Atlan, 1977, Le Moigne, 1995, Kahneman, 2011, Taleb, 2011…

To go further in to the analysis of the world knowledge economy, it is interesting to analyze the approaches developed by psychologists. They propose a new way of thinking between reason and emotion. The "positive feelings" could in these analyses effectively increase the rationality as in the Shapiro-Stiglitz theory of efficiency wages (1984) where an increase of wage induces an increase in the productivity. Contrary to the systemic approaches, which give the same weight to all the opposite factors, the psychologists propose to inverse the relationship between rationality and emotion. Emotions (and positive feelings in particular) could make the people innovative and pro-active in the knowledge economy. "*Your life therefore goes well when you feel happy*" (Dolan, 2014: 5). In a knowledge economy, being rational (in supposing that agents know how to define rationality **(1)**) is

not sufficient. The use of emotion in the decision making is analyzed by all behavioral economists. Daniel Kahneman (2011) determines how agents must think both "slow" ("system 2", with their rationality) and "fast" ("system 1", with their emotion). From this analysis, we could rethink the feedbacks between competition behaviors and cooperation behaviors. The use of the emotion in the decision making is also analyzed by the researchers in management. Goffe and Jones (2000), Collins (2001) and Goleman, 2011 point out the key role of "emotional intelligence" to build a positive leadership adapted to the knowledge economy. The psychologists working on happiness (Langer, 1989, Seligman, 1991, Ben-Salar, 2007; Achor, 2010) point out two main characteristics to obtain better economic and social results for individuals and society. First, in developing a "positive spirit", all the individuals would be able to work longer, harder, quicker. Second, the agents would have to exchange a "perfectionist" behavior (work hard to be happy later) for an "optimalist" behavior (be happy today to have better results tomorrow).

Using the analysis of behaviorist economy and psychologist in economy, we could analyze in depth, the real contradiction which exists between cooperation and competition in a knowledge economy. In such an economy, control becomes thus impossible and we observe more and "free rider" behaviors. So controls must be replaced with the "pre-choice" and the "pro-action" of the actors. The pre-choice (Kahneman, 2013) and the nudge (Thaler and Sunstein, 2007) are developed by the policy makers or the leaders for helping people make good decisions. For Garvin and Roberto (2001), the decision making is now a processes and the new manager has to be sure that everybody of his organization will has a real interest in applying the company's strategies. And in doing so, the manager does not have to control the agents. The new leader has to innovate into a new kind of management: which leaves the agents autonomous and inventive without constraints. In the firms as well in the whole economy, the Competitive Intelligence approaches are looking to formalize the information cycle processes in such a way that individuals and organizations would be able to integrate the complexity of the world knowledge economy and pro-act in such a moving world. Competitive Intelligence approach is a new "way of thinking" about the complexity of the world and the new "way to acting" (pro-action behaviors) in this evolving world (Massé, 2000, Levet, 2001).

II. Long run: "Design" your happiness and competitive advantage by cultivating your emotional inteligence

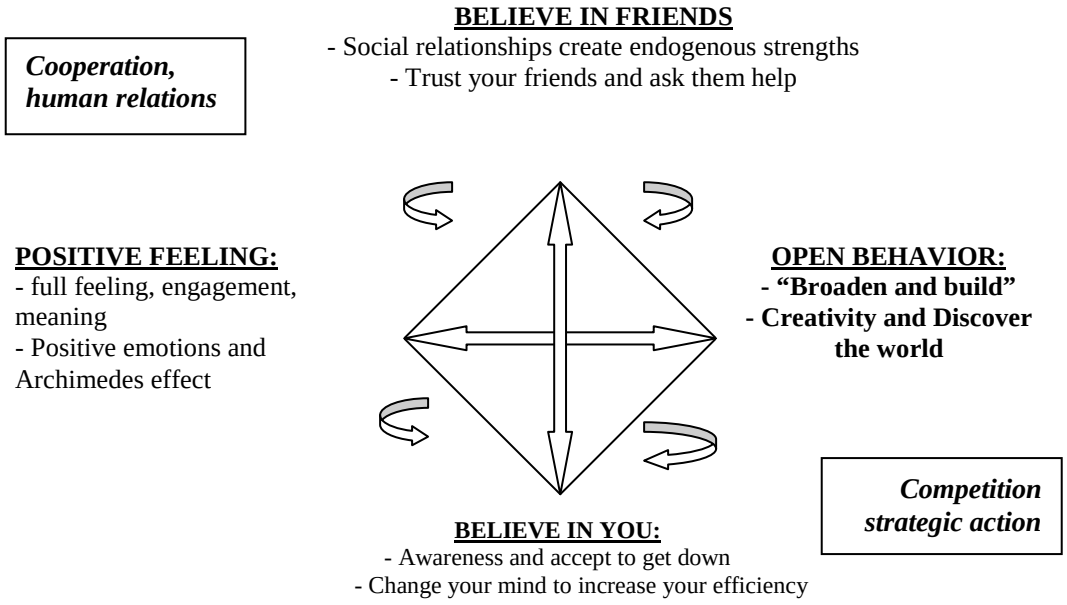
This section proposes new long run strategies, based on the emotional intelligence (Langer, 1989, Goleman, 1998, Collins, 2001), which are capable of reaching greater happiness and efficiency in promoting "ethic" and "trust" for innovating within network organizations (Nelson et Winter, 1982). The knowledge is a dynamic process where innovations are continuous. Two different steps will be analyzed here in order to adapt the individuals to the

moving world. The first step is to understand how the individual behavior works in emphasizing the key role of positive feelings in the determination of the individuals' way of thinking. On the base of this individual way of thinking, the second step is to build a collective thinking which interlinks cooperation and competition in order to innovate in the long run.

1. How the individuals build their long run "Happiness Advantage"?

This paper studies how the individual behaviors mobilize different factors to increase happiness in order to induce cooperation amongst individuals. In effect, it is quite impossible to "order" individuals to cooperate with one another. With the aim of encouraging people to form cooperation relationships, it seems important to understand the interrelations which could exist between opposite feelings such as being close and being open. In building the "happiness advantage", Achor (2010) and other psychologists (Langer, 1979, Ben Sahar, 2010, Seligman, 2011, Kahneman, 2012, Dolan, 2014) use the studies carried out using the complexity approach. The "feedback effect" is a key factor for creating the "emergence proprieties" described by Atlan (1968). In the "happiness advantage" (cf. Figure 2), four factors seem important in order for individuals to increase their long run happiness: have positive feelings, to be open, trust others and trust themselves.

Figure 2. New thinking in long run for promoting happiness in the evolving world: the "happiness advantage" for the individuals



Source : W. James, 1892, Langer, 1979, Csikszentmihalyi, 1990, Ben-Sahar, 2007, Achor, 2012, Inglehart & Baker, 2000, Seligman, 2011, Kahneman, 2011, Goleman, 2011, Senik, Flèche et Clark, 2012, Dolan, 2014.

To develop his "positive feeling", each agent must be able to change his mind and learn to think positively. For example thinking about their actions in the long run (inventions, projects, way of life…), having positive feelings induces the three components of happiness: "*pleasure*", "*engagement*" and "*meaning*" analyzing by Martin Seligman (2011) in his concept of "*full feeling*" (closed to the concept of "*Eudaimonia*" of Aristotle). For Paul Dolan, "*happiness is experiences of pleasure and purpose over time*" (Dolan, 2014: 3). This definition of happiness induces a two by two model which mixes feelings (positive or negative) and purpose (motivation or without motivation). With this analysis, we understand not only the power of positive feelings (such as joy or excitement), but also the power of the motivation (which could be associated with negative feelings such as anxiety or anger) which have the power to transform weaknesses into strength and threats into opportunities. The knowledge economy process involves thus the emergence of a new paradigm concerning the scientific process. It is happiness which creates success and not the opposite reversal (2)**.** A lot of experiments carried out in psychology show that "thinking positively" makes us more intelligent, more motivated and more powerful (Langer, Kahneman, Ben-Sahar, Dolan).

The second factor of happiness process is to "think out of the box". In being "open" to innovations, individuals can avoid what Achor calls the "Tetris effect"**.** The Tetris effect is an addictive video game which creates "repeat cognitive pictures" in our brain. So people, who are video game addicts, are not capable of thinking in a different way from their usual way of thinking.

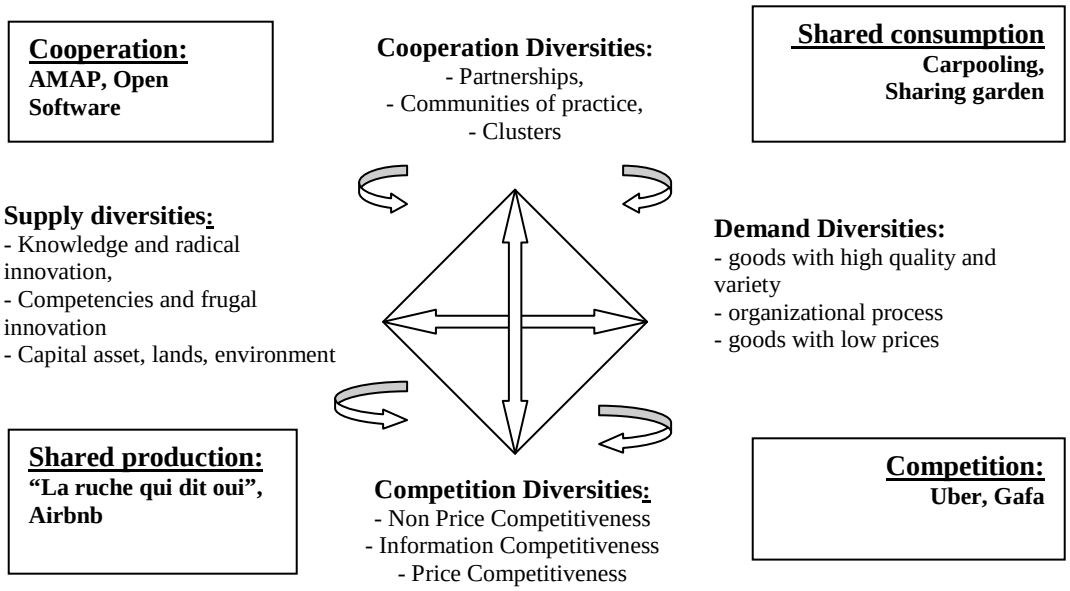
The third factor required in order to reach happiness is that the individuals must be able to think for themselves. In order to innovate, each person must believe in his power. It is the famous "lever effect" described by Archimedes: "*Give me a place to stand and with a lever I will move the whole world*" (3). In everyday life, the "place to stand" could be represented by the capacity we have inside ourselves and our knowledge that we can improve each day. The "lever" could be represented by the state of spirit we have when we want to change the world. Changing our mind and deciding to have positive thoughts and feelings could induce the success of our actions (4)**.**

The last factor of the happiness process is to develop confidence in our friends: S Achor describes in his book a fireman's exercise he carried out when he was young and where the confidence in others was crucial. Every time we face difficult situations the "panic feeling" is the worse solution as it overwhelms us and we forget to trust others. For most psychologists (Kahneman, Langer, Selingman, Ben-Sahar, Goleman,..), social relationships represent a powerful investment required in order to build a real "competitive advantage". When you are supported, it is easier to manage adversity and transform it into opportunity for personal development. All together these four psychological factors: positive feelings, openness, self-confidence, and confidence in others therefore interlink and connect individuals to the others by creating sustainable happiness advantages for all.

2. How organizations build their "competitive Advantage" through a network

In this section, the analysis of individuals who seek happiness is enlarged to several individuals working in networks. The objective is to show how the creation of collective networks in a world knowledge economy could help all kinds of organizations (community of practice, firms, clusters) to co-build long run sustainable "competitive advantages" (cf. Figure 3**)**.

Figure 3. New thinking in long run for promoting public well-being in the evolving world: the "competitive advantage" for the organizations



Source: Porter (1990, 2011,2015), Kotter, 1990, Foray and Lundvall, 1996, Drucker, 2004, Baulant (2007, 2015)

The results of psychologists' research concerning happiness (Kahneman, Dolan, Ben-Sahar, Achor…) could be used to reach the "competitive advantages" created by Porter in 1990. In effect, the building of "happiness advantages" seems important for the motivation of the agents co-building cooperation networks. In this analysis, the social efficiency (happiness advantage) induces the economic efficiency (competitive advantage). In this analysis, the paper seeks to enlarge the concept of "competitive advantages" in taking into account the key role of the agents' "diversity" and environment. In such a way, it is possible to co-build new relationships between supply and demand factors, and between cooperation and competition behaviors capable of inducing a rising social and economic efficiency. The use of competition relationships is thus more and more costly and difficult to settle in a knowledge economy. In such a society, qualitative networks must be introduced for co-building efficient competitive

advantages. In this qualitative approach, social and economic efficiencies are co-built by the agents. The rising efficiency is obtained in combining cooperation and competition relationships in order to innovate on the whole "share value chain" (Kotter, 1990, Foray and Lundvall, 1996, Drucker, 2004, Porter and Kramer, 2011, Porter, 2015). Cooperation and competition networks could therefore generate rising internal scale economies for each agent (more wealth and profit for each agent) and rising external scales economies for the society as a whole (more knowledge and well-being for society). The "strategic" choices of each agent, analyzed by Herbert Simon in 1955, remain fundamental to increase the global efficiency in an uncertain world. Because of a "limited planet" and limited wealth, the "coopetition" process is useful in order to avoid the situation where the gain of a few agents corresponds to the loss of the majority. In the sustainable competitive advantages, all the agents are able to reach "win-win situations" by co-building networks. All agents could therefore propose their own specific supply factors (in labor, capital assets, raw material, explicit knowledge, tacit knowledge..) or their own specific demand factors (goods or services in high, middle or low quality, high, middle and low priced goods and services) and finally obtain new innovations of a different nature ("radical innovations", "market innovations" or "frugal innovations"). The competitive advantage approach is therefore far away from the "non price advantage theory" of Helpman and Krugman (1985), where the success of the firm depends on its size. Porter's analysis, considers that it is more important to be "flexible" in order to be able to place one innovation on the market that is well adapted to the consumers' needs. This approach is close to Morin's or Koestler's analyses, where the co-building of networks always induces an output which will be more than the sum of its parts.

III. Short run: "Act" with competitive intelligence to increase happiness and efficiency

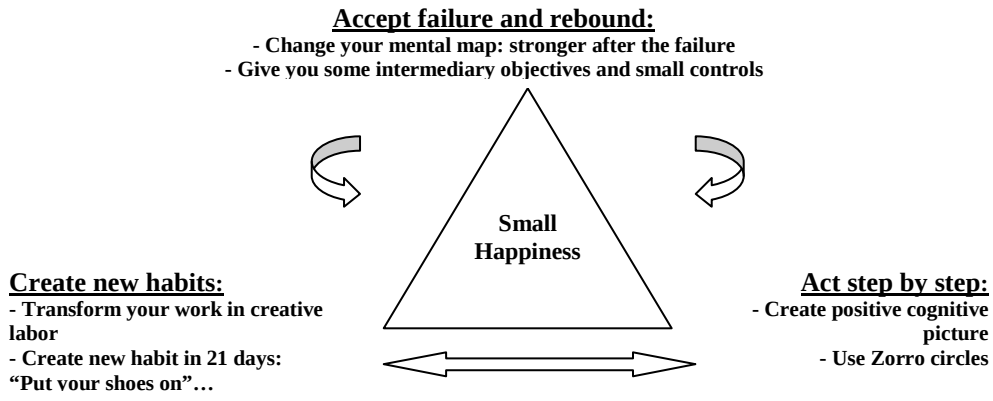
The last section proposes concrete actions based on competitive intelligence (pro-action in transforming raw information into useful information for concrete strategies) to reach greater individual and collective well-being and efficiency in a knowledge economy. In a world knowledge economy, each agent has to pro-act in the short run. The decision making process gives therefore a key role to the "strategic relationships" which induce some competition feedbacks developed in the behaviorist approaches (Simon, 1961, Watzlawick, 1972). The competition relationships remain determinant on the short run horizon. As a result, the organizations must constantly face significant constraints of time, space, technological and social dependency path, and the constraints of their competitors who have also innovated on the same type of product. However, the new type of action induced by the network economy, the increasing competition relationships would concern the presentation of alternative innovations and the making of constructive criticisms. The most difficult thing for this action is always "*to put our shoes*

on", as William James, the famous psychologist of Harvard used to say. The first part of this section develops the factors used by individuals for acting. On the base of these individual actions, the paper then enlarges the study to the collective action. In the two cases, the action is more and more a dynamic process where all the people co-build their moving, with the others and with the environment, in order to reach positive scale economies.

1. How individuals can create new habits to be happier

To reach a greater efficiency in an individuals' action, the question is for each individual to know how to begin to act. The researches of psychologists (Ben-Sahar, 2007; Achor, 2010) show that it is impossible for people to be courageous and efficient all their life. Therefore habits and routines seem much more powerful than motivation, when spurring action. The "action triangle" that I propose (cf. Figure 4) summarizes the three main actions that individuals should undertake in order to begin to act positively.

Figure 4. Pro-action: be happier by using new habits



Source: James, 1892, Simon, 1951, Watzlawick, 1972, Ben-Sahar, 2007, Achor, 2010, Kahneman, 2011, Thaler &t Sunstein, 2012, Dolan, 2014

The first factor is to create new habits. William James (1875) analyzes all the actions that the people practice each day (have a show, brush their teeth, put the alarm clock on …). These actions do not require effort as they form part of a daily routine. Achor enlarges this analysis to other topics which also induce collective consequences. For example, most people agree to never drive when they feel that they have drunk too much alcohol. However it is difficult to know if people are able to drive after one or two glasses. Therefore Achor proposes to individuals in his study, to just decide not to drive when they drink any amount of alcohol. In taking this type of action, people don't have to ask themselves the question: "*Am I OK to drive?*" This pre-choice is very useful as it helps individuals become more efficient as they don't have to ask themselves the question each time they drink alcohol they can choose the "lazy" option. Following the same kind of approach, Thaler

and Sunstein (2007) show the role of the "nudge" used to make these pre-choices. Nudges are the specific habits which help people make the "right" decision, as for example encouraging the practice of sport to avoid stress and health problems. The analysis of a nudge is interesting because it can be applied at all levels of decision making. The idea of a nudge (5) for decision making could be applied for establishing new public policy at a macro level. For example, changing the law concerning organ donation, where consent is presumed unless an individual has registered a prior refusal, as in Wales, UK from 1st December 2015. This new law could enable more lives to be saved without any constraint or action from individuals.

The second factor for spurring action is to "walk one step at a time". S Achor makes reference to the famous hero of Zorro in his book "How to become a contagious optimist". He uses the example of Zorro to demonstrate the transformation from someone afraid, lacking self-confidence to the story's hero. Before leaving one's comfort circle, people need to learn to control emotion, to know their capabilities, to trust that their capabilities will enable them to reach their objectives. They have to concentrate their efforts on limited objectives that they know they are able to attain. Achor uses an interesting example of an ill old woman, living in a retirement home, who increases her health and her moral by taking care of a house plant. Tal Ben-Sahar (2007) also suggests that the people need to switch from a "perfectionist" attitude to an "optimist" attitude.

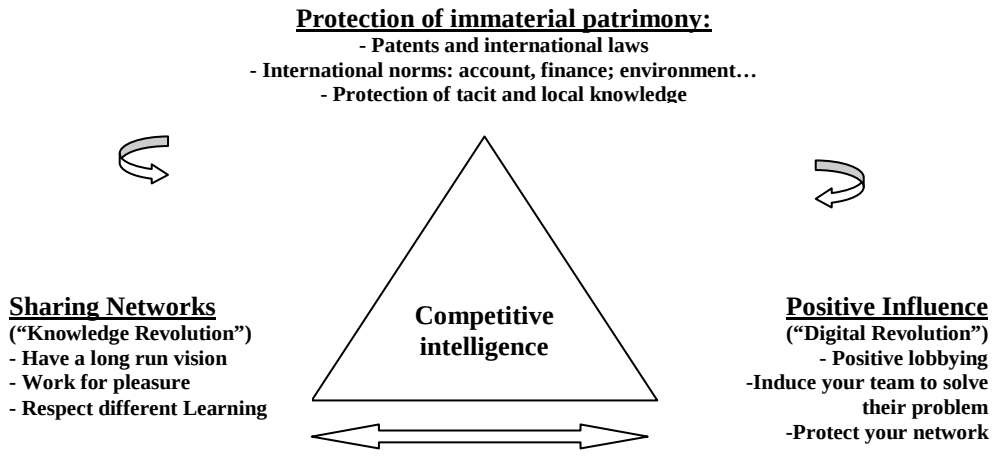
The third important factor required in order to act efficiently is to know how to take risks and to be able to accept failure. Individuals could accept failure in two cases. First the individuals consider that they fail because of the "external" competition and they thus compare their action with those of the other people. Second, the individuals consider that they are to face an "internal" competition and they in this case compare their present performance to the expected performances they thought able to reach. Psychologists remind us that most famous people succeed because they failed in the past (for example Edison who tried several times before succeeding to invent the telephone). If we accept failure and are willing to try again, we will enter into a dynamic process which transforms weaknesses into strengths and threats into opportunities.

2. Use Competitive Intelligence to be more efficient together

During an action, to take into account in the short run other people and the environment, the agents have to co-build networks with other people in order to increase the power of their action. In a knowledge economy, everybody can create long run innovations (by frugal or market innovations for example). It is thus important to pro-act their innovations in the short run in order to be sure that these innovations will be fully integrated on the international markets. The agents have to manage different kinds of short run competitiveness. With the ICT revolution, the use of competitive intelligence

involves a greater economic and social efficiency for all world knowledge economy actors. Three tools of "competitive intelligence", which had been described by Baulant (2007, 2013, 2015), are playing a rising role in the world knowledge economy as the "information competitiveness" involves the "whole information cycle". Hence, the competitive intelligence approaches, which begun during the sixties (6), have known a kind of rebirth during the nineties because information and knowledge are now more and more important for the stimulation of new production and the consumption processes. The aim of the competitive intelligence methodologies **(**Wilinski, 1967, Ansoff, 1975, Martre, 1994, Baumard and Harbulot 1997, Lesca, 1989, Bloch, 1999, Jakobiak, 2004, **)** is therefore to increase the information competitiveness of agents in transforming "information" into "knowledge" and then, in transforming new knowledge into "useful information" which permits the actors to act quicker and with greater depth in the world economy. This information management cycle is quite different from the price competiveness mechanisms (to have low costs and low prices) and from the non price competitiveness approach (to develop oligopolistic positions to avoid competition). Because information and knowledge are two "public goods", the actors must cooperate on pro-active networks in order to benefit from rising scale economies. For increasing their competitiveness on the world markets, the agents have to create different kinds of pro-active networks (cf. Figure 5).

Figure 5. Pro-action: more efficient together by using Competitive Intelligence:



Source : Wilinski, 1967, Ansoff, 1975, Martre, 1994, Baumard and Harbulot 1997, Lesca, 1989, Bloch, 1999, Jakobiak, 2004, Baulant, 2015

The first step to co-build information competitiveness concerns the creation of a "sharing network". This sharing network is today crucial to co-build new knowledge and to induce useful learning processes between all agents (within a community of practice or a firm). With the I.C.T. Revolution, Internet

networks become more and more important for co-acting in a knowledge economy (as the social networks fro example). The second step is to develop "positive influence" within networks. However, this influence power is today more democratic because of the fact that "positive influence" can be as powerful as "negative influence". In negative lobbying, agents pro-act the information which allows them to have increased power in economic, political, social spheres. In "positive" lobbying, the agents pro-act a true and fair information which allows and a rising well being for all the people around the world and a rising preservation of the planet. The last step of information competitiveness is to co-build 'institutional networks" capable of protecting the long run knowledge and innovations. Institutional networks protecting immaterial patrimony help to establish a new kind of action that aims to increase the economic and social efficiency of all agents. For example, local institutions help agents find financing for their individual invention in using the crowd-funding systems on social networks. The local networks can be also very useful for small firms in order to protect their immaterial knowledge by helping them depose patents in international institutions. Finally, local networks can help consumer or producer associations to use the international laws for defending their rights. All these local networks (as regional organizations or non governmental organizations…) help all agents (firms, clusters, countries) act efficiency and protect their knowledge. Because of the globalization, the local institutional networks can also inform agents about new changes in international laws or norms. Thus, even if the agents are not powerful enough to change the international laws that they dislike (for example the "value account reform" based on market prices), they can adapt their organization to this new norm before the other competitors. Using the three tools of competitive intelligence is therefore important today to protect what the agents require the most: their knowledge, their health, their friends, the earth upon they live and their feeling of fulfilment and happiness.

Conclusion

The globalization and the knowledge economy lead to an increasingly complex world. In such a world, the first result of the study shows the role of the complexity approaches which are used to link opposite factors (emotion and reason) and different approaches (psychology and business). These approaches are useful for agents to improve their reasoning and their action in a world knowledge economy. The interrelations between contradictory factors are necessary to preserve the diversity of all the points of view. More precisely, the interrelations between cooperative and conflict relationships induce the co-building of dynamic organizational networks that are able to be flexible enough to invent new solutions and fixed enough to stabilize the behaviors of agents in the uncertain world.

The second result shows how it is important to understand the willingness of the agents to cooperate with others to think and live in an "inclusive economy" able to reconcile the economic efficiency with the social efficiency. On this particular point, the time horizon plays a key role in the cooperation process. In long run, the individuals and the organizations have to think by themselves and create the cooperation relations on the basis of their diversity (diversity in their feeling, in their think, in their confidence to them and to others). The results of psychologists' researches concerning the building of the "happiness advantage" can be used by the economists to build the "competitive advantage". The feedbacks between opposite factors induce a rising economic and social efficiency that generate more happiness for individuals and more innovations for the whole society. In mixing the supply and demand factors and the cooperation and competition relations, the paper shows that that everyone may invent his own "competitive advantage".

Even if the long run strategies are able to induce higher efficiencies, the agents live and work in a concrete reality where things can sometimes go quickly and sometime slowly. In short run, each agent must become "pro-active" and not only adaptive or anticipative. And acting is founded on the confrontation of all the agents with the others. Acting necessitates for agents to take into account the crude reality of competition and path dependencies. Acting and working together is difficult because the "invisible hand" of the markets often fails to reach economic and social efficiency. It is therefore important to analyze how each individual act for reaching an increasing state of happiness. In the short run, individuals have to adopt strategic behaviors. They have to invent new habits, to work steps by step, and to ask help to the others (organizational networks or official institutions). All the agents may become happier if they consider their diversity as strength rather than as a weakness. Individuals who succeed are often individuals who had accepted failure and sought to help others (Abraham Lincoln, Thomas Edison, Michael Jordan…). In putting human feelings in the center of the objectives, the short run acting will be more efficient economically and socially. The study argues that the people who manage their individual life with happiness will be also able to manage their collective acting in a world economy, more efficiently. In a knowledge economy, people have to learn to be more autonomous and also more required by others. With the ICT revolution, the information competitiveness authorizes to quickly transform "raw information" into "knowledge" and into "useful information for concretely acting". To build this virtuous "information cycle", building networks is the first step and stimulates different kinds of learning. Then, the agents have to practice positive influence within and outside the networks in order to diffuse their knowledge (and innovations) all around the world. At last, the agents have to trust the institutions which protect their innovation (by patents, norms, and laws) in order to pursue their innovations and obtain a rising economic and social efficiency.

The third result of this study stresses on the link that exists between the individual happiness and the collective efficiency which may be used to understand a lot of concrete economic and social problems: environment problems, rising inequalities, and unhappiness. In each case, working together in network will involve happiness and efficiency for individuals, organizations, and countries. For all of these agents, thinking different and sharing with others authorizes the building of organizational networks where the whole is more than the sum of the parts. The famous Newton's sentence in the XVIII^{e} century remains therefore cutting edge: we are "*dwarfs mounted on the shoulder of giants*". The cooperation relations, founded on the basis of the diversity of agents and of tastes, will promote the development of an inclusive economy where people will be able to more respect environment, happiness, quality of life and economic efficiency.

Notes

(1) The rationality studies are more complex that it seems. Simons (1951) distinguishes the "procedural rationality" and the "bounded rationality". The last one seems to be well adapted to the situation of radical uncertainly. The agents just adopt the first best solution they meet.

(2) The knowledge economy and the ICT Revolution involve a new paradigm which could be compared today to the "Copernicus Revolution" (1542), where Copernicus discovered that the earth turns toward sun.

(3) Archimedes: "*Give me a place to stand and with a lever I will move the whole world*" in Chiliades 2, p 129-130 (translated by Francis R. Walton)

(4) For the same reason, it is so difficult to change bad habits because people do them without effort and without of thinking of the consequence (free rider behaviors for example). Most of psychologists (William, Schwartz, Gardner, Langer, Selingman, Collins, Gilbert, Achor, Ben-Sahar) recommend that we should create new small habits. The authors of the behaviorist approach of economy (Kahneman, Dolan, Thaler, and Goleman) and the authors in management and business administration (Porter, Drucker, Davenport, Kotter, Ancona, and Garvin, Roberto) also take into account the key role of habits for making the good decision.

(5) On the same topic, if we put candies out of sight children in the store, the public decision will involve less consumption of unhealthy food, better health, and decrease of the deficit in social welfare system. It is clearly a win win system without constraining people.

(6) Even if Business Intelligence is not new (Wilensky 1967, Ansoff, 1975), the Business Intelligence practices sharply increased from 1990, with the end of the "cold war".

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