Dawn of the Nation

Chapter 1 The Company without a manager

BEGINNINGS

I am an electrical engineer. In my engineering school, I had to do an internship in a factory. I was taken for 1 month in the biggest cast iron foundry in Europe. The factory manager was a great manager and he hosted me in his house. I was given the task to follow-up the construction of a huge filter system to filter the smoke of the two huge cupola furnaces of the factory during the factory annual maintenance of one month. This was following the complaint of the nearby city about the smoke emitted by the factory. A German company was building the filter and I worked day and night to help the construction. We had frequent meetings and I could appreciate the high level of planning, engineering and complexity of the project. At the end the manager sent to my school an appreciation letter for my work. Then, after graduating, I got a job in a company making highly advanced gyroscopic system for aviation and rockets. The work was in a lab and I did not like the ambiance and the management and the too specialised work. Then I got other jobs, including in the foundry of my internship and I moved to technical marketing of heavy machinery and finally became a CEO of a subsidiary company, also in industrial machinery. This all gave me an extended experience of the reality of work in industry. I learned accounting and finally I also learned programming. In my last post, the head office IT department did not want to develop software for handling the sales and I developed the software myself. I was lucky later on to sell it for a good price. What I am trying to show here is that to be a manager (I call it later a guide), or an administrator of nation affairs, you need to have an extended experience of your field starting from the bottom up.

MOVE TO INDIA

In the mid-nineties, my Indian wife and I decided to migrate from France to India. At that time, India was opening up to the world and I felt that there would be a lot of opportunities to start businesses there.

Remember, it was after the beginning of the personal computer era and that also was a huge opportunity. India was already very much into software and I had contacts with software people in India.

So, we started 2 companies almost at the same time. The first was a joint venture with a French software company and we started from scratch, finding offices, hiring software professionals etc.

Then we started another company on our own to export high precision mechanical components. I knew this field quite well from my past experience. So, we setup a small factory with an advanced testing lab, offices, computer systems and logistics equipment. I hired mechanical engineers and workers, and as I was too busy with the software company, we hired a manager who was also a mechanical engineer.

SEARCH FOR QUALITY: ISO9001 AND THE MANAGEMENT EARTHQUAKE

Very quickly I realised that the main problem of both companies was quality. Lack of quality is very costly in terms of time, money loss and reputation. Getting a kind of certificate that you are giving quality products on time is important to convince potential customers.

So, with the help of a very good consultant, we got both companies certified for ISO9001, an international standard. We did it with all dedication and care and we kept the quality systems in place and improved them.

ISO9001 is a wonderful tool if it is used properly. Soon, I realized that not only it was bringing quality but it was completely changing the work culture, the management and the mentality and behaviour of the employees. They would not say “this incident is so and so fault” but they would say “let’s see what’s wrong with our systems and improve them”. The employees would also become very involved to serve customers well. And an extraordinary outcome was this: people worked less to do the same and saved time with improved quality. They knew when to do, what to do and how to do. ISO recommends to follow procedure for all works. The implementation is quite demanding but once it is done, there are immense benefits.

But what is ISO9001?

1) It has a very peculiar definition of quality "Satisfy the stated and unstated requirements of your clients, beneficiaries". It is a very difficult task to make the complete list of requirements.
2) It is not telling you how to get quality products or services. It tells you how to get organized for it and get the right procedures of production and quality checks.
3) "Write what you do and do what you write". You have to describe in procedures, processes, check-lists all what you do and then follow it. See that your procedures satisfy clients' requirements.
4) If there is an incident or complaint take corrective action (repair the damage) and take preventive action (change your procedure so that it does not happen again).
5) Take preventive actions even if there are no incidents, but where there could be potential incidents (for example think of putting a fire extinguisher somewhere where a fire could happen).
6) Keep a log of all incidents and regularly check that they are resolved with action plans and proper preventive actions taken.
7) Organize frequent internal audits (one employee audits another or could audit the management) and external audits by consultants. Audits consist in checking that people follow the procedures, analyse incidents and actions related.
8) Check regularly that your employees or candidates have the capabilities to perform the tasks of their job. Use what is called a competence matrix where you cross the skills required for the job with the skills of the person. Organize training to fill-up the gaps.

There is a lot of paper work in ISO9001, so I developed software to completely keep all documentation, planning, logs etc. in soft form accessible on a server.

I must add that there is another standard, ISO9004 that enlarges the scope of ISO9001 and is defined as "Managing for a sustained success of an organization – A quality management approach". It helps you define goals and strategies, evaluate your achievements and improvements.

THE MANAGER QUITS AND IS NOT REPLACED

After 4 years, I gave up the management of the software company and took more care of the engineering company but without constantly going to the factory as there was a manager and I was also busy with the customers' relations.

One day, the manager resigned.

With my wife, we discussed the option of hiring a new manager with all the uncertainty about having the right person. Then another option was to let the company without a manager. Big risk, but after all, I was not constantly in the factory and perhaps things would work out without a manager.

To reinforce this decision, there was also the very good and organized structure of work within ISO9001.

BREAKING THE MANAGEMENT TRADITIONS

My management experience was that it is not always the ones who talk the most who do the best work. Some shy people are excellent (introverts….). So, you have to create a work culture where egos and competition between employees are softened down a lot. If there is no manager, then an employee does not need to do things to please the boss, then overshadowing others. And to avoid competition and egos, we decided drastic changes that would be considered iconoclastic or ridiculous by many managers. But actually, it worked wonderfully. And this was to pay the employees and workers exactly the same amount at the same level of responsibility and work. All employees would know it. The goal was that they should work as a very effective and cohesive team, reporting all issues without fear. And my behaviour would be like a consultant or guide to the team advising what the possibilities are, more than being a decision-making manager.

In order to keep the team cohesive and get the information flowing, we decided to organize a meeting of all engineers on Thursday mornings for

about 2 hours to talk about issues, plans, customer complaints, ISO follow-up etc.

So, we informed all the employees of the new plan with no manager and I must say that they were thrilled!

HOW GENERAL CULTURE IS NEEDED AT THE WORK PLACE

I was conducting the Thursday meetings but more as a guide to the team and not as the boss. And I was very rarely going to the factory on other days. Soon, the employees started to consider that the company was in their hands and whatever they would do well, was for their own good as a result of the company's success. Another benefit was that the attrition rate became almost nil. The employees were staying in their jobs, happy.

In the meetings, the engineers in charge of a department started to say "I have decided that….". Then others would say "But did you think about this, that etc.?" and finally the decision was amended or taken as is or discarded and everybody was aware.

From the beginning of working with Indian employees I realised that they are very good at the specialty they have learned but they lack of general culture that we learn at school in the west, like history, geography, history of science, literature, philosophy etc. I think it is important to connect what you do and what you know to the past, the history, history of science, the thinking process so as to form a cohesive knowledge.

So, in our Thursday meetings I was always preparing a general culture subject that I would develop in about half an hour like "who was Archimedes" "evolution and Darwinism" "what is superstition" "inventions of Da Vinci" "relativity" "what is rationalism" "the ancient Greece and its legacy" etc. The fact to talk about things unrelated with the work and the fact that the employees learnt new things and perhaps understood better what they had learned at school was giving a completely different approach and interaction in the meeting. I saw that learning is a fantastic tool of motivation and that regular training is a necessity.

The fact that I was absent from the factory most of the time was drastically changing the ambiance and the attitude of people by giving them more personal responsibility. And we were communicating anyway a lot by email and telephone.

THE LACK OF WHY

From the beginning I also realised that the employees were often accepting things on face value without questioning. I guess it is a cultural trait here, due to the patriarchal type of society. It is best represented by the "guru" concept. The guru knows all and you don't question it. And it is essential for people to question things because only then you can detect failures, cheating or engineering design faults. So, in our Thursday's meetings, we were working on this with questions like "how does this device work" or "why did Hitler come into power".

THE END OF THE MASTER BUILDER

Here I wish to quote a wonderful writer, Atul Gawande, a general surgeon who talks in his book "The checklist manifesto" of the end of the master builder. In the past, buildings were built on the supervision of a master builder who was the most experienced builder. The cathedrals and castles were built under master builders. Atul Gawande says that today the construction of skyscrapers, malls etc. has become so complex that no one can supervise the construction and that only team work can achieve to deal with such enormous complexities. This applies also to complex operations in hospitals where so many specialised people have to intervene to save patients.

WHAT WE LEARNED FROM THIS EXPERIENCE

So, the company without a manager did very well and all the good systems we had and the good products we were delivering attracted the attention of clients. One of them, a big MNC wanted to buy the company. As we wished to give a stronger future to the employees, we accepted to sell it.

After I left the company, some engineers told me that what they were missing the most was my Thursday talk on general culture.

So, what did we learn from this experience and which questions come up from it?

We know now that a company without a manager works very well provided that there is a strong structure and systems of work like ISO9001.

It just needs a guide who comes from time to time to talk about ongoing problems, talk about strategies and future, and give glances of general culture.

We learned that internal and external audits are very important to assess what is going on in the company. In our choice for ISO9001 we excluded the accounting and HR. If I had to decide that again, I would include them now. I think that these audit systems should be used by governments and administrations. Employees and management know that they will be audited and audit reports generated. But audits are not tools for condemning people for faults, but again they are tools for educating employees and showing them what is lacking and what could be improved. They may also detect bad behaviours and report it.

Stopping competition between employees is a great tool and boosts the teams' performances. The individual ambition is replaced by everybody's ambition to make the company a success.

We learned that the very concept of leader is changing. There is no one deciding things alone, judging employees, creating competition between them etc. I think that we have engrained in our brains the behaviours of the chief of a hunting group in the hunters-gatherers era. Everywhere people want strong leaders capable of guiding the herd of sheep. But if you think of all the terrible leaders that have existed and still exist, we should admit that this concept has to change. Some of these leaders are even elected in democracies!

Chapter 2 Election or Selection?

When I was a kid, I always wanted to see what was in « the black box ». I would open the back of the radio set to see the valves and smell the odour of the electronics and valves heat. It looked mysterious and I absolutely wanted to understand how this strange box could talk and play music. One day I dismantled the electric iron of my mother and could understand how it was making heat from the wires. I was not able to remount it and got a slap from my mother's hand ornamented with a big precious stone ring. One day, in Madrid, in the house that we were renting, I found an old engineering book (I think from the 1920's) and I learnt some engineering in Spanish from that book. A treasure for me.

Later on, in my electrical engineering school, our technology professor had a very good exercise. He would give us a complex device (say a lift command box or something alike) and we had to discover and explain how it worked. This exercise enhanced my previous eagerness to understand the black box conundrum.

This helped me immensely in my career and I could never stop asking myself or others "HOW and WHY".

WHY

As I said before, after settling in India and creating an engineering company, I spent a lot of time teaching my colleagues how to ask "WHY" and to answer. In India, people tend to accept what they are told, given or ordered. Don't forget, it is the land of the "gurus" that you follow blindly.

But my "whys" were not only for technology. Very soon also, I started to question everything, including religion, politics, society and there also I gathered information to help understand my surroundings. A book opened a trove of answers: "Chance and necessity" by Jacques Monod, a French medicine Nobel Prize that he shared with the great François Jacob and André Lwoff. This book takes you to the micro universe of the cell

and talks about its phenomenal complexity. But it is also a vibrant plea for the evolution theory and Darwinism. Then, from that I was eager to read several Darwin's books and the very interesting ones of François Jacob.

The last sentence of "Chance and necessity" is "Man finally knows that he is alone in the indifferent immensity of the universe from which he emerged by chance. Neither his destiny nor is duty is written somewhere. It is up to him to choose between the Kingdom and the darkness".

I can say that this completely changed my way of looking at things and confirmed that to take charge of your destiny, you first have to understand what is happening and "WHY" without giving in to superstition and irrationality.

The other thing I learnt through this process of endlessly questioning is that there are things that we don't question and the media that flood us with information also don't question either. So, this essay is about questions that remain hidden, that people don't ask or take for granted, or maybe do not dare to ask.

I certainly do not have answers to all the questions, but asking a question is putting us nearer to the answer.

The important questions are those that impact our lives, the society and its stability, the economy and the future.

LEADERSHIP

The first question is about leadership. Everybody accepts that there is a need for a leader in any organization, company, nation and even sometimes at home. But why? Are leaders really effective? Can we do without? What is the percentage of good leaders and are we sure that what is achieved by their organization is due to their contribution? And leaders often use simplistic arguments and ideologies. And if there are failures, are they always responsible as the press keeps telling us? I wrote before about a company (my company) without a manager.

DEMOCRACY

The second question is about democracy. We love democracy as a system of government because it seems to put the future in the hands of people. But is it really true? Is democracy not another ideology? What are the objective facts to prove that it is the best system? Could there be a better system?

ELECTIONS

The third question is about elections. Is election the best system to select the ones who manage our nations? How is it possible that the main elections in the developed countries bring always around 50% to each camp?

Can a leader lead without a majority in the parliaments? Is it possible to imagine something different from elections to select the ones in charge? How can we accept that only powerful and rich political parties bring candidates in power?

GOVERNMENT SYSTEMS

Very unfortunately all government systems are based on ideologies. Think of kingdoms, emperors, communism, theocracies etc. Think of all the quasi dictators existing today. Even democracy is an ideology, thinking that the majority of a population can decide the fate of a country. But is it fact based? Can a majority understand the present complexities of societies? Infection by political rhetoric can switch majorities easily. Simplistic arguments by politicians are effective to overturn majorities. Think of all the present examples. And what about the use of propaganda nowadays?

QUALITY

There is another fundamental question that I learned during my career and learned from the companies I formed in India and this is QUALITY. The French partner of our software company told me that we should improve quality in our software developments. How to do it and more importantly how to teach employees to do it? That question was resolved

thanks to ISO 9001. I was lucky to find a very good consultant who helped us to certify for ISO 9001.

This international standard ISO 9001 is a treasure. It tells you what is quality. I talked earlier about that.

It tells you that quality is to satisfy the needs of the beneficiaries whether they are stated or unstated. It means that you have to find the unstated needs of the beneficiaries. We are all beneficiaries of the earth which is our most important resource. And earth is an unstated need. Climate change? Quality of water? Degradation of corals? Etc. etc.

Actually, ISO9001 talks about customers because it is business oriented. When my wife created an NGO to give micro credits in the slums, I felt that the customers concept of ISO9001 should be replaced by beneficiaries, more suitable for everything. You would not imagine a slum dweller as a customer.

And ISO9001 tells you how to obtain quality. If you follow these recommendations, your quality improves drastically and the way people work changes also drastically. Instead of blaming someone for a defect, you ask “what are the reasons for the defect?” and “how to resolve the problem caused by the defect?” and more importantly “how not to make the same defect?”. The defect may be caused by a lack of skills by employees? How to improve skills? Training. Defects may come from bad design: change it. Etc. Etc.

Then you start asking yourself: “But is quality not a fundamental question? Is it not impacting all our lives, the nature, the planet, the politics, the management of countries?” “What about the quality of air, water, health care, transport, durability of items, objects that you throw to the trash?” etc.etc.etc. It is a personal issue that each one should be aware and a collective issue that administrations, countries, world organizations must make their priority.

Quality implies beneficiaries to which it applies. In ISO 9001 it is not said but companies infer that they are clients. But can we consider that quality

must apply to everything? Clients, family, population, nature, animals, other populations, other genders, the planet and why not space (think of the too many satellites now in the sky and satellites attacks). And finally, why not politics, why not political systems.

Another important aspect of ISO9001 is feedback. You must have feedback from your beneficiaries otherwise you may not be sure that you satisfy stated and unstated requirements. Many companies apply this now with success.

INTROVERTS

Another big inspiration I had in my life is the book "Quiet" of Susan Cain. It tells you that introvert people can have fantastic qualities and can achieve marvels. An introvert is somebody who thinks a lot, speaks little and acts greatly. And our societies are mostly centred around strong extrovert speeches. I remember always the photo of Hitler rehearsing his speeches and looking at his expressions on a mirror and brandishing his fist.

CERTAINTY / UNCERTAINTY

Another big question is certainty versus uncertainty. We must realize that nothing is certain. Even mathematics and science do not give certainty. Only careful factual analysis, statistics, data science can give you good indications that we are in the right direction. And even then, we cannot be absolutely certain.

SUPER EVOLUTION

We must admit that evolution is an extremely complex process that created life but not only. It is accompanying us all along in our endeavours. Technology evolves: what would we be without the invention of the wheel by the first humans. Science evolves too. Darwin established the theory of evolution and at the same time Alfred Wallace discovered it too and they knew of each other's theories. Darwin was not ready to disclose the theory because he feared religious retaliations. But

the theory was in the air. The naturalist Buffon (18th century) had early evolutionary ideas. Same can be said of Einstein theories.

Countries evolve, politics evolve, and humans are making the earth evolve and even the space by launching innumerable satellites and objects on other planets.

Evolution means “chance and necessity” (Jacques Monod) or trial and error in another way.

WHAT WOULD BE THE BEST POSSIBLE GOVERNMENT

As I said earlier, there is no certainty and there can be only a best POSSIBLE government. That government should be based on selection and quality and not election.

Selection: have selection experts applying quality and selecting the best possible candidates for administration, heads of departments, government employees. Have a feedback system to ascertain their work and skills. Use the ISO system of competence matrix: row with required skills and columns with candidates’ actual skills. Where there is no match: training. And as much as possible candidates should have an extended experience of their field (see above).

Organize a quality management system to define the best policies and actions. Check all the defects of policies and actions, rectify and make preventive actions and policies.

Organize feedback system to check the satisfaction of the beneficiaries. That can be groups of beneficiaries in charge of giving feedback on all sorts of domains. These beneficiaries should also be chosen by the selection department.

Government should be composed of units: unit for economy, home, education etc. Each having a rotating coordinator. Feeback also organized into councils with representants of each kind of beneficiaries. All units formed by representants of each one in a final assembly to take the decisions.

All countries joined into a federation and a world council to make decisions for the federations?

Chapter 3 Is there an ideal government?

The ideal government for countries and even the world should be ruled by **quality standards** (what to obtain), **procedures** (how to obtain), **control systems** (how to control that quality standards are obtained) and **feedback systems** (how to get feedback from beneficiaries) based on a broad quality system.

Let's define this deeper.

1) **General quality standards (earlier constitution) should define:**

-The beneficiaries of quality standards: /humans (divided into genders, maybe children, adults, retirees, groups (companies, trusts etc.) etc, other nations, /nature (divided into animals, forests, earth, soil, sea, atmosphere etc.), /space (to control pollution by satellites etc.), /infrastructures.

-All beneficiaries should follow the quality standards

2) Drafting and implementing quality standards organisation composed of specialised units (old ministries and parliaments): finance, home, health, education, defence etc. Each unit is composed of members recruited by solid recruitment processes according to the ISO 9001 competence matrix. Members should have all the competence and experience required for the job. There should be a separate unit in charge of recruitment (HR). Another unit should coordinate all units. An assembly of all units could be formed. **Let us call the QSU (quality standards units) after this to shorten the txt.**

The **procedures** should be drafted also by the QSUs.

3) **Control of the quality standards**

-Units as defined above in charge of detecting and rectification the defects to quality standards (old army, police, courts). Use corrective and preventive systems. **Let us call them CSU (control standards units).**

4) Feedback on quality systems

-Important part of the whole system. Composed of units of feedback recruited in the same way at general and local levels (nation, regions, municipalities). The Other units of the system must take into account the work of the feedback units. An assembly of all could be organized. There should be units to assist beneficiaries in preventive actions (i.e. advocates). **Let us call them FSU (feedback standards units).**

So to sup up, we have:

-QSU (quality standards units)

-CSU (control standards units).

-FSU (feedback standards units)

Chapter 4: Is there an ideal tax system?

The big question is about the financing of quality standards government. Today all governments are not financed enough and have to borrow a lot of money to survive, and they have to pay huge amounts of interests on borrowing. So how to get proper financing?

I always thought that the tax system to finance the states was unfair, unequal and insufficient. It is basically composed of income tax and VAT (value added tax) or GST (general sales tax).

This is extremely complex, requires a lot of administration from the states and for the taxable entities. And it is unfair: it taxes much more relatively the poor than the rich who find all ways to escape the tax.

And it is insufficient. Most states are engulfed in unmanageable debt.

Long back I had the idea to tax all the bank transactions whether they are credit or debit, by a small percentage. After research, I found that this idea had already been expressed by several people in the world:

James Tobin USA, Currency transaction tax (Tobin Tax),
Edgar Feige USA Automated Payment Transaction (APT) tax,
John Maynard Keynes (early idea roots) UK Tax on financial speculation,
Marcos Cintra, Brazil Single Tax Reform via bank debit tax,
Thomas Piketty, France, Support taxing capital flows.

See also Wikipedia

Calculations show that, for example, 0.3% of such deduction by the banks would be sufficient to cover the government spendings.

The burden on citizens is very little and no more income tax returns etc.

Then the fact that there is no VAT would reduce the price of all goods by around 15% which would largely compensate the 0.3% deduction.

The control of the taxation would be very easy as the banks should have to produce all the income of the deduction at source of the transactions.

General quality standards system would be easily implemented

Let's give an example of calculations on the transfer of a salary of 1500 USD and a company's transfer of one million USD:

Receiver gets:	Emitter's transfers:	Tax deducted on emitter's bank	Tax deducted on receiver's bank	Total tax on the transacction
1500	1504.5	4.5135	4.5135	9.027
1000000	1003000	3009	3009	6018
Universal tax %	Factor			
0.3	0.003			

You can see that the government gets 9 USD with the tax on the salary and 6000 USD with the tax on one million. It shows how much equitable is this tax.

Let's draft a general quality standard for this universal tax system:

"All financial transactions must be done through accredited organisations by the Central QS units. These may be banks, cryptocurrency organisations etc. All these organisations should deduct at source a percentage to transfer to the central financial unit. This percentage (i.e. 0.3%) would be universal. Barter should also contribute the same percentage on the value of goods and services exchange. Notaries, advocates would control that. All these deductions would apply to all the incoming or outgoing transactions inside the nation or to or from other nations. All the deducting entities must give the information on the origin and destination of the deductions to the central financial unit. This information should be kept strictly private and used only in case of corrective and preventive actions. The central financial unit would use the funds to finance the expenses of the central and local units. The percentage should be adjusted as to match the expenses. All the accredited transactions unit would open an account for the central financial unit and transfer automatically the taxes deducted. Statements should be available for the central financial unit and kept strictly confidential showing amount, origin and destination of the transaction, and balance of the account. The central financial unit would use the balance to pay for the expenses and investments of the central and local quality standards units"

Chapter 5: Universal evolution?

As I have shown earlier, evolution is universal. It is not only the evolution of life explained by Darwin and others, but it is the evolution of everything.

Life evolves, the senses of animals and humans have evolved. Some animals have senses more acute than humans and evolved to give them some evolutionary advantage (example of dogs' smell). Language is also an evolution of animals and humans to help them communicate to each other. Intelligence (comprehension of the environment and other individuals) is also present in all animals and humans. Plants also have some sort of intelligence it seems.

Our planet is also evolving (formation and move of the continents etc.). The atmosphere is evolving, and climate is changing. Technology is evolving: invention of the first tools with a stone and a wood handle, the first wheel etc. Today the technology is evolving faster. Together, science has evolved too and discoveries happened. But they are not born instantly, they are the result of previous studies as the story of Buffon, Wallace and Darwin has shown in the establishment of the theory of evolution.

Evolution is the result of "Chance and necessity" has shown in the wonderful book of Jacques Monod, one of the 3 Nobel prizes for their discoveries concerning genetic control of enzyme and virus synthesis.

According to this, universal evolution does not always bring progress. The increase in world population, evolution of technology (cars, carbon burning, etc.) made the climate change. The universe evolves, it expands, galaxies change, stars explode, black holes are formed guzzling stars, some big meteorite can impact the earth killing life (this happened before).

Then comes the BIG QUESTION. Can man detect early bad trends of evolution and stop them. This question is arduous. For climate for example, would the first car manufacturers and owners, the first builders

of steam machine could have imagined the long-term bad consequences of their inventions? We are trying to stop the climate change although apparently not to reverse it. The question of stopping an evolution may arise also for the artificial intelligence and its negative effects (lack of consciousness and bad influence on young people, even helping suicide). But this can also happen of social media that mostly relies on algorithms.

And IA has started long before Chatgpt. Remember the first browsers and their intelligence at sorting all the web sites and giving you appropriate answers to your questions.

On the other hand, IA and social medias have their good sides: better communication (social media), access to a massive amount of data in an understandable way, help in redacting, coding etc. (IA).

So, the answer to these issues is education. And again, I come back to my leitmotiv exposed earlier “Why why why”. We must question what we see, what we are told, and this attitude must be strongly brought by education, by parents and schools. I think this is not done enough and not specially done. Ther should be special courses on this philosophical subject. We must question social medias, and IA. Social medias and IA could also warn of their dangers and benefits and how to limit their use. This is valid for other evolutions, like technology etc.

We also must educate young ones on evolution, and show how it can bring progress but also negative effects.

Chapter 6: What are rights?

We often confuse rights with equality. The constitutions in democracies say that all individuals are equal in rights. But what about other beneficiaries? (companies, animals, etc). And what about equality in quality of life? Should not it be a right too? Do the poorest people have the same rights are the richest? Yes, but they are not equal and their quality of life is not equal. And can a poor person defend her rights as well as a rich one? Can a poor person go to court and pay for an advocate? Is it not unjust? Is not the guarantee of a life salary for government employees a right and is it not anti-constitutional (all citizens are equal in rights)?

So, we must start from satisfying the fundamental needs (requirements) of beneficiaries. A list and definition has to be defined in the general quality standards (constitution). This replaces the rights. Not to forget that the beneficiaries are not only humans but also animals, planet etc.

In this new system of government, rights are replaced by quality standards that must be applied to all beneficiaries, and respected and followed by all beneficiaries. These quality standards define stated and unstated needs of beneficiaries. Breach of quality standards trigger corrective and preventive action, including modification of the standard or procedure if incomplete or outright wrong.

