

41

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# **A Model of a Liberally Conservative Approach to Negotiation in Public Administration**

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## **Abstract**

### **Dagmar Svobodová: A Model of a Liberally Conservative Approach to Negotiation in Public Administration**

*The goal of this essay is to suggest a strategy based on Cartesian quadrants which the current liberal-conservative politicians could apply to their decision-making and negotiating with their partners in public administration, in terms of integral approach that is based on the integral theory with AQAL framework. In the review and relevant literature, the reader is presented with the concept of the liberal-conservative ideology that combines liberalism and conservatism where the liberal-conservative ideology complies with collective form of economy structure of the society. The models and data specification describes research methodology based on a comparison of the four key variables of the integral theory quadrants on the background of different aspects of the Cartesian ideology concept. The analysis and findings attributes and explains the key variables of the current liberal-conservative program of the ODS party to AQAL framework as the outcome of the integral approach of its current management. The conclusion summarizes the benefits of the integral theory as the intersection point of all four key variables of the AQAL framework quadrants for the current liberal conservative ODS members into one group where the negotiations and decision-making only work when being complex on a higher level.*

#### *Key words*

cartesianism, integral, liberal-conservatism

*JEL: H8, H83*

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## Introduction

The theoretical base of the article focused on the comparison of decision-making and negotiations of the liberal-conservatists in the public administration, is the integral theory with AQAL framework as the opposite of the Cartesian ideology. The research methodology is based on *theoretical comparison* (Reichel, 2009, p. 32, 124-130), in which four quadrants of the AQAL framework are being compared on the background of various aspects of the Cartesian thinking. The comparative analysis is based on the integral approach with comparison of the four key variables of the AQAL framework applied to the ODS liberal-conservative election program as an example.

The aim of the article is to identify and explain the impact of liberal-conservatism on negotiations and decision-making of the ODS liberal-conservative members with their public administration partners. The goal is to suggest a strategy based on Cartesian quadrants which the current liberal-conservative politicians could perform while decision-making and negotiating with their partners in public administration in terms of integral approach based on the integral theory with AQAL framework.

Due to the abstract liberal-conservative ideology, the ODS liberal-conservative members rely on *pragmatism* when negotiating with their public administration partners and making decisions. For this reason, they explain the necessity of maneuvering and sometimes they have difficulties to unify their opinion. Liberal conservatism, which acts as the base of their political agenda, combines liberalism and conservatism in the form of two divergent philosophical and ideological approaches.

### 1. Review of Relevant Literature

The literature review section is structured in with our research purpose of designing a strategy using cartesian quadrants that the current liberal conservatives of the ODS can apply to decision-making and negotiation with public administration partners with regard to an integral approach based on an integral theory with the AQAL framework from two points of view. *First*, to find out and justify the impact of liberal conservatism on the decision-making and negotiation of ODS liberal conservatives with partners in public administration, and *second*, how to implement cartesianism quadrants technique in their decision-making and negotiation with partners in public administration.

#### 1.1. Liberal-Conservative Concept

*Liberalism* according to Mises (1998), enhances each individual's personal freedom and believes that the freedom is limited by other people's intervention. He talks about the need for a small state that would protect each individual. Liberalism is based on the inherent natural law concept that entitles every person born in certain ethnic group to have rights that cannot be withdrawn. For the liberals, the natural law is inherent by transcendent source, often God or Nature. The liberal ideology was founded by the Scottish philosopher Smith (1723-1790). Smith's main works are *An Inquiry into the Nature and Causes of the Wealth of Nations* (1776) and *The Theory of Moral Sentiments* (1759) that describe *the theory of sympathy* and "*invisible hand*" in which he attributes the wealth and prosperity to *freedom, competition* and *division of labor*. Smith's economic analysis of the invisible hand emphasizes the importance of profession and marketed goods placement in relation with the balance of demand and supply

depending on price. Smith compares professions in terms of complexity, performance preparation, manufacture methods, risks and required physical effort including education and training. According to him the principle of capitalism is based on the fact that workers perform labor, but do not acquire any savings. The labor is intended to meet the worker's needs, while the capitalist invests his capital in order to raise it.

According to Johannis (2014), Smith describes the increase of labor effectiveness as a result of worker's focus on specific operation. He examines situations in relation with the employers' and employees' needs and describes the picture of the beginning and the meaning of the benefits of manufacturing plants. He also supports the idea of contracting parties equality and says the affiliation between employees and employers as well as sellers and buyers are based on free will. For this reason, there is no need to regulate these relationships. According to Smith, the employment is one of the funds accumulation functions. Due to the presence of savings, the funds can be accumulated and serve for raising the wage funds. The wages are close to the existential minimum and Smith compares the competition of workers with the capitalists competition. He describes the value of goods and converts it to the value of labor. He describes the mercantile system based on the identification of the place and kind of the wealth where money serves as the value measure and a market tool. Smith refuses the central regulation of society and promotes the slogan: *let it be* (laissez faire). In the international market, he indicates the customs duty restrictions as a trade barrier. According to Smith, the tax policy is supposed to inhibit the negative impact of taxes and allow the free market to support prosperity and wealth of the society.

*Conservatism*, according to Cabada and Kubát (2007), stresses the need to protect the society against fast changes and agrees with traditional norms. The father of conservatism is the politician Burke (1729-1797), who supports the values of family, authority, traditions, empirics and private property integrity and individual freedom. Burke's main work is called *Reflections on the Revolution in France* (1790), which can be considered a manifest of conservatism with a skeptical approach to rationalism. Burke's motto: "*A state without the means of some change, is without the means of its own conservation*", supports the institutions that had been proved effective and shouldn't be changed because a man is not able to build a better institutional system, according to Nisbet (1993). Conservatism is inclined to the idea of a strong state with powerful government. The citizens are loyal to the government and support all activities which strengthens their relationship to the state. They do not trust in undermining of authority. According to conservatism, the government shall protect a family, community, church and alliances as social forms that tutor the citizens to be loyal to authorities. The government shall ensure the material base of the society is able to meet the needs of all citizens, therefore, make their sense of loyalty to the government sustainable and growing. The citizens shall feel material security and shall not feel as though they are being an object of anonymous economy forces.

According to conservatism, the state needs partners in order to maintain its power and to ensure it's not omnipotent. The partners are civil society institutions which, in terms of social structures, act as the center line of the conservative thinking. The civil society institutions perform the following functions: social, educational, economic, they also support the individuals to fulfil their personal functions. According to Nisbet (1993), the conservative thinking is based on wisdom, because in case of crisis, a wise individual is not clueless and does not become confused and indecisive. Conservatism perceives an individual as a personality composed of rationalism, emotions, imagination and loyalty. According to Scruton (1993), conservatism develops traditional society, supports private ownership and considers

it a fundamental social institution. He disagrees with the urges to break the community ownership structure represented by guilds and families. According to conservatism, property plays a social role because it's connected to family life.

*The concept of liberal conservatism* represents liberal and conservative alliance where conservative thinking sympathizes with collective forms of economic structure. Liberal conservative members strive for social hierarchy because they consider equality of all people an abstract delusion. They suppose there could not be any kind of equality in terms of property, social status, authority and charisma or intellect. The issue of the relationship between liberal-conservative ideology and market economy has not been solved. Liberal conservatism has yet to solve the issues of religion and church by eliminating the church power that is considered to be one of the conditions of sense of loyalty to the state. Liberal conservatism is a version of conservatism that enhances personal and economic freedom, traditions, family and national pride. It promotes privatization and low taxes and encourages individuals' diligence and obedience. It is possible to consider liberal conservatism an economic-liberal clone of conservatism *that is one of the causes of the ODS liberal-conservatives' transitional neutrality in the public administration*. For the same reason, they cannot avoid maneuvering during negotiations and decision-making. *What causes their transitional liberal-conservative neutrality?*

## **2. Models and Data Specification**

Given the motivation of the ODS liberal-conservatists for pragmatism and maneuvering, it is possible to assume that the transitional neutrality applied to negotiations with partners in the public administration and decision-making could be influenced by Cartesian ideology founded by Descartes (1596-1650). The Cartesian thinking is based on methodological skepticism and doubting of the accuracy of perception in relation with mechanical understanding of nature and analysis in the form of research method. In his main works *Rules for the Direction of the Mind* (2000) and *Discourse on the Method* (1992), Descartes built a base of rational thinking while enhancing reductionism, skepticism, materialism and dualism which are all contrary to postmodern philosophy that promotes holism, pluralism, relativism and spirituality. Post-modernists criticize Descartes's opinions about rational thinking as well as the Enlightenment and modern science. Cartesian thinking supports mind-body and object-subject duality and sees the body and spirit as two different substances. In the Cartesian concept, Dennett (1991) points out Cartesian theater.

He considers it a remnant of Cartesian Dualism in the Cartesian materialism concept. Cartesian materialism seeks boundaries in the brain that would, according to Dennet, mark the place of signal and experience amalgamation because our awareness of what could happen is based on previous experience. In relation with consciousness, Dennet claims that when mind-body dualism is removed, the only thing left of Descartes' model is the vision of theatre in the brain in which a person performs the task of observing all the sensory data projected on a screen at a particular instant, making decisions and sending out commands. The picture of the Cartesian theatre has been brought back even though the Cartesian Dualism has been banned. According to Laloux (2015), Cartesian Dualism originates in reductionism that causes Quadrant Absolutism based on development levels reduction, lines, intelligence, stages and high complexity into one quadrant. In terms of Quadrant Absolutism, it is possible to assume that the ODS liberal-conservative members only apply two of the four quadrants of the integral theory AQAL framework to the process of decision-making and negotiating with

their public administration partners. They deny the presence of the other two quadrants altogether.

The Integral theory with AQAL framework originates in Holism. According to Koestler (1972), AQAL consists of holons that act as building particles of a complex structure and higher level of complexity. The holon consists of lines and intelligence (cognitive, ethical, aesthetic, logic-mathematical, affective and kinesthetic) with various levels of development. Holons are dependent on one another and can expand through a mutual convergence: the development and intelligence of one line is a condition of another line's development. Each line and intelligence has their own direction and uses their own instruments to reach a higher level of cognition.

According to Wilber (2000), it is necessary to examine the key cognition aspects of AQAL framework from four perspectives (subjective, inter-subjective, objective, inter-objective) in order to understand the key aspects. That way, AQAL framework directs the key aspects of cognition to Systems Theory and ensures their integration into one coherent model. Main benefit of the AQAL framework is clarity. The AQAL framework identifies the differences within cognition including the character of its development. During this process, the different aspects are localized in direct experience and they innovate the individual's view of the world. In terms of the innovation of the individual's view of the world, the AQAL framework forms the public administration in the integral stage of development into integral organization through these questions:

- 1) *How to make decisions in the public administration easily without unnecessary maneuvering?*
- 2) *How to understand the public administration partners and how to reach the convergence of views before negotiation?*
- 3) *How to ensure negotiating and decision-making balance in the busy public administration?*

The answer is the integral approach to negotiation and decision making in terms of individuals' relationship to themselves, the world and the character of their cognition development. The four modules *examined from four points of view* (subjective, inter-subjective, objective, inter-objective) divide the unity of holon into four quadrants of the AQAL framework as dimensions that could be examined from the internal point of view from the inside and external point of view from the outside. *The internal* point of view does allow to determine that the holon is composed of an individual and a collective part. These two parts together compose the higher complexity which they use as a source of sensibility. During the process, *the lines* and *intelligence* of the four quadrants of AQAL framework connect. They grow through many types of mutual dependency and various ways. The other dimensions of the four quadrants of the AQAL framework are *states* and *types*. States are temporary aspects of the inner and outer type including the stories that are formed among them. Each quadrant has its own specific states that represent repetitive types of cognition leading to fulfilment. *From the external* point of view from the outside, it is possible to examine decision-making and negotiation with partners in the public administration as an integral organization through the four quadrants of the AQAL framework. The right quadrants of the AQAL framework are focused on pragmatical reception of the situation in the integral organization. The right quadrants work with the key variables focused on the complexity of the organization systems and human behavior. The left quadrants of the AQAL framework are focused on interpreting

of a meaning of each information in the integral organization. The left quadrants work with key variables on a deeper level and they represent personal approach with particular culture.

According to the AQAL framework, both points of view (internal from the inside and external from the outside) are right because the upper quadrants and lower quadrants influence each other, making higher complexity. Any change in one quadrant influences the other quadrants. Wilber (2000) claims that the four quadrants of the AQAL framework demonstrate the depth of the connection between the *intentional approach* (upper left quadrant - I), *cultural* (lower left quadrant - We), *behavioral* (upper right quadrant - It) and *systems* (lower right quadrant - Its). According to Wilber, the AQAL framework creates an assumption *that the integral organizations consciously apply all four quadrants to the integral phase of their development*. For this reason, it is possible to suppose that *the transitional neutrality of the ODS liberal-conservative members applied to decision-making and negotiations with their partners in the public administration, could be caused by their single-minded focus on the left quadrants of the subjective approach with specific culture*.

Due to the focus on key variables of the left quadrants, it is possible to state that *the ODS liberal-conservative members probably omit the key variables of the right quadrants of behavioral and social systems that are necessary for the integral left part development*. In terms of the AQAL framework, decision-making and negotiation with partners in the public administration as an integral organization requires the perspective of all four quadrants (tab. 1):

- 1) *Upper left represents subjective Intentional quadrant (I) with key variables in the form of subjective thoughts, emotions, feelings, visions, ideas and experience.*
- 2) *Lower left represents inter-subjective Cultural quadrant (We) with key variables in the form of socially shared values, language, norms, ethics and specific approach to culture.*
- 3) *Upper right represents objective behavioral quadrant (It) with key variables in the form of factors about human body and factors that influence human behavior.*
- 4) *Lower right represents inter-objective Social quadrant (Its) with key variables in the form of society rules, environment, technology and economy and external relations.*

**Tab. 1: Four Quadrants of the AQAL Framework with Key Variables**

| Left Quadrants  | Right Quadrants  |
|---|--|
| Upper Left - I = Subjective Intentional Quadrant<br>subjective thoughts, emotions, feelings, visions, ideas and experience  | Upper Right- It = Social Behavior<br>facts about human body including factors about human body and factors that influence human behavior |
| Lower Left - We = Inter-subjective Cultural Quadrant<br>subjective social values, language, norms, ethics and specific approach to culture, specifically poetic culture | Lower Right - Its = Systems with collective social approach<br>society rules, environment, technology and economy and external relations |

Source: edited, based on Wilber (2000), p. 62.



### 3. Analysis and Findings

How to avoid unnecessary maneuvering when making decisions in the public administration? How to understand the public administration partners and how to reach the convergence of views before negotiation? How to ensure balance while negotiating and decision-making in the busy public administration? In relation to the integral left parameters development, Laloux (2015) notes that the culture of integral organizations (lower left quadrant - We) is based on the integral model of the integral organization members who have moral authority (upper right quadrant - It) and structures, procedures and practice of the lower right quadrant - Its. Maneuvering of the ODS liberal-conservative members declares that they tend to rely on the traditional principle of hierarchy more than on synergies when making decisions and negotiating with their public administration partners. According to Bělohávek, Košťán and Šuleř (2006), the traditional principle of hierarchy in the public administration represents a formal organization with these typical attributes:

- 1) *gradual, vertical structure,*
- 2) *technically and professionally organized into categories,*
- 3) *impersonal structure with clearly defined superiority and subordination,*
- 4) *normative structure of interpersonal relationships among members,*
- 5) *legal order and sanctions.*

*Synergies*, according to Lukášová, Nový et al. (2004), represent democratic organization in the public administration with these attributes:

- 1) *mutual member synergy and flexible coordination of performance,*
- 2) *participation on decision-making with operational negotiation with partners,*
- 3) *friendly mood and effective communication,*
- 4) *functional autonomy,*
- 5) *managers with visionary charisma.*

Due to the transitional neutrality, it is possible to claim that the ODS liberal-conservative members focus on the right side of the AQAL framework. Their work, values and self-management in the public administration are viewed from the outside through subtracting the information from the right quadrants of the AQAL framework. *How to find a solution of their transitional, liberal-conservative neutrality?* In order to answer the question: *What is going on with the ODS liberal-conservative members in the transitional neutrality?* The liberal-conservative members need to know: *What does the transitional, liberal-conservative neutrality mean for them?*

On the basis of the emotional dimension *pleasure - displeasure* for decision-making and negotiations with partners in the public administration, the liberal-conservative members apply pragmatical maneuvering that caused the transitional, liberal-conservative neutrality. The liberal-conservative neutrality declined to combine the key variables of the left quadrants with the key variables of the right quadrants. That caused difficulties in interpretation of variables of the left and right quadrants according to criteria of the liberal-conservative program. For the aforementioned reason, the ODS liberal-conservative members' complex view of decision-making and negotiations with their public administration partners was distorted. The liberal-conservative strict approach was replaced with an empty marketing with no actual liberal-conservative content and the authenticity of personality by hollow ego.

The dimension of the complex view and the integral approach combining the four quadrants into the integral organization as a collaborating, decision-making and negotiating unit, was omitted. The public administration lacked the synergies because the liberal-conservatists wasted most of their energy on rivalry. This caused the transitional, liberal-conservative neutrality. The ODS liberal conservative members are well aware of this situation in public administration. Maneuvering and supporting of hierarchy principles was very common. This approach combined with lack of synergies, hindered natural alliance and mutual influence in the public administration. Decision-making and negotiating with partners was not the way it was supposed to be and the ODS liberal-conservative members often asked *whether to trust the interpretation of their own liberal-conservative program or to rely on their pragmatic maneuvering.*

The extroversion of their liberal-conservative thinking did not accentuate the integral approach of the AQAL framework even though it was what the ODS liberal-conservative members needed the most when making decisions and negotiating with their partners in the public administration. In relation to searching for a solution, it is possible to state *that the transitional liberal conservative neutrality was one of the obstacles of effective decision-making and opinion unification of the ODS liberal-conservative members for their negotiation process without unnecessary maneuvering.* That was caused by the lack of internal space in which the left upper quadrant - I is on the same level as the lower left quadrant - We. For the aforementioned reason, the ODS liberal-conservative members need to know their own liberal-conservative boundaries and the content of liberal-conservative value orientation in order to be able to build their own decision-making and negotiating with their public administration partners strategy based on consistent liberal-conservative approach and the connection of the left quadrants of the AQAL framework.

The election of the current management of the ODS with Dr. Petr Fiala, Ph.D. LL.M. in the leading position resulted in an extensive self-reflection within the party. In terms of self-reflection, it is possible to ask: *How do the current ODS liberal-conservative members eliminate the transitional liberal-conservative neutrality of decision-making and negotiations with their public administration partners? What is the most effective way of decision-making and negotiating with partners in the hierarchy and management-control based public administration that lacks synergies, in order to maintain the performance of the liberal-conservative mandate?* According to the liberal-conservative value orientation and liberal-conservative agenda directed towards practical liberal-conservative policy and the vision of a stable country supported by liberal-conservative voters, it is possible to expect that the transitional liberal-conservative neutrality will be overcome by determined liberal-conservative approach before the parliamentary election in 2017.

The current liberal-conservative members are motivated to maintain the determination by the integral approach of the current ODS management for two reasons: *the need to shift the abstract liberal-conservative approach to more practical level and also, in order to develop and strengthen the consistency of the liberal-conservative approach which is a part of their liberal-conservative value orientation.* The results of the integral approach are the four quadrants of the AQAL framework with the current liberal-conservative ODS agenda key variables (tab. 2):

- 1) The upper left quadrant (I - personal approach with individual intention) consists of these key variables: *freedom, individuality, free will, diligence, politeness, experience, personal integrity, free business, innovations and inner safety.*
- 2) The lower left quadrant (We - cultural with individual approach) consists of these key variables: *family, guilds, traditions, authority, loyalty, private property integrity, educated society, liberal-conservative family and social policy, high quality health care and free and independent culture.*
- 3) The upper right quadrant (It - collective behavior) consists of these key variables: *national pride, external safety, competition, work efficiency, equality of parties, prosperity of the society, friendly public administration and digital society, effective transportation, strong industry and power industry, prosperity of the agriculture and provinces.*
- 4) The lower right quadrant (Its = systems with collective social approach) consists of these key variables: *free market and duty free trading, privatization, low and simple taxes, natural law, hierarchy-based country leadership, small and unbiased state, foreign affairs and European policy, liberal-conservative environmental policy and healthy environment.*

**Tab. 2: AQAL framework four quadrants with the ODS agenda key variables**

| Left quadrants   | Right quadrants   |
|--|---|
| <p>Upper left - I = personal approach with individual intention</p> <p>freedom, individuality, free will, diligence, politeness, experience, personal integrity, free business, innovations and inner safety</p>   | <p>Upper right - It = collective behavior</p> <p>national pride, external safety, competition, work efficiency, equality of parties, prosperity of the society, friendly public administration and digital society, effective transportation, strong industry and power industry, prosperity of the agriculture and provinces</p>         |
| <p>Lower left - We = cultural with individual approach</p> <p>family, guilds, traditions, authority, loyalty, private property integrity, educated society, liberal-conservative family and social policy, high quality health care and free and independent culture</p> | <p>Lower right - Its = systems with collective social approach</p> <p>free market and duty free trading, privatization, low and simple taxes, natural law, hierarchy-based country leadership, small and unbiased small state, foreign affairs and European policy, liberal-conservative environmental policy and healthy environment</p> |

Source: private, [ods.cz/program](http://ods.cz/program)

## Conclusion

With the reference to the key variables of the ODS liberal-conservative agenda linked with the four quadrants of the AQAL framework, it is possible to suggest the application of the integral theory as an intersection of the four quadrants to the process of decision-making and negotiating with the ODS liberal-conservative members' public administration partners. Each of the quadrants has its own scale, evaluation method and approach. For the current ODS liberal-conservative members, the benefit of the integral theory seems to be the combination of the four quadrants composing one complex unit (holon) based on development levels, lines, intelligence, states and types, applied to the process of decision-making and negotiation with

public administration partners with liberal-conservative determined approach grounded in higher complexity. In the higher complexity, they grow into independent units and applicable structures that can be used as a base for the current ODS liberal-conservative members' decision-making and negotiating strategy compliant with *Cartesian quadrants*.

The integral theory with AQAL framework as the opposite of the Cartesian thinking implements the Cartesian quadrants into the typical +/-, pros/cons evaluation and adds potential gains and losses dimension to + and - as an applicable possibility of decision making and negotiation. The answers of the determined ODS liberal-conservative members for decision-making and before negotiations with public administration partners to these questions make the base (tab. 3):

- 1) *What happens if the process of decision-making and negotiating in the public administration is performed in compliance with liberal-conservative agenda?*
- 2) *What happens if the process of decision-making and negotiating in the public administration is not performed in compliance with liberal-conservative agenda?*
- 3) *What will not happen if the process of decision-making and negotiating in the public administration is performed in compliance with liberal-conservative agenda?*
- 4) *What will not happen if the process of decision-making and negotiating in the public administration is not performed in compliance with liberal-conservative agenda?*

**Tab 3: Cartesian Quadrants of the AQAL Framework for Decision-making and Negotiation**

|        |       |
|--------|-------|
| 1) ++  | 2) +- |
| 3) - + | 4) -- |

Source: edited [www.aik.com](http://www.aik.com)

In order to maintain the liberal-conservative agenda, the current determined ODS liberal-conservative members may apply the Cartesian quadrants as a coaching method of decision-making and negotiating with their public administration partners through integral approach based on the development program *Integral Life Practice* (2008) that creates four different modules:

- 1) *Body - in order to raise the strength and energy with 3-Body Workout that consists of several forms of strength training (physical body), ancient energy practice (subtle body) and practices for entering the actual situation here and now (causal body).*
- 2) *Mind - in order to seek and discover the essence of the spirit on the background of various traditions and perspectives including the AQAL framework in integral maps as the most complex maps of human knowledge.*
- 3) *Spirit - in order to commence the sensual development through selected forms of group and individual meditation with the Big Mind process that combines western psychology and Zen practice.*
- 4) *Shadow - in order to restore emotional balance and to understand the lack of it - 3-2-1 Shadow Process or Big Mind as fast and effective techniques that uncover and integrate suppressed and unconscious (shadow) aspects of mind.*

Integral Life Practice (ILP) with four modules fully corresponds with the four quadrants of AQAL framework integral theory as the opposite of the Cartesian thinking. It supports the constructive post-modernism which can become a good source of enthusiasm and passion for the current determined ODS liberal-conservative members. The process of decision-making

and negotiations with public administration partners may be free of regression. It means striving to overcome the transitional liberal-conservative neutrality and establish liberal-conservative determination that would help them make decisions and negotiate with their public administration partners without unnecessary maneuvering.

In the light of pragmatism, according to the integral approach with AQAL framework, they will participate in the public administration and stable country management in compliance with liberal-conservative determination. The current determined ODS liberal-conservative members have a great opportunity to add balance to the busy public administration through synergies. That way they would base their decision-making and negotiating with their partners on effective liberal-conservative mandate, liberal-conservative values, self-motivation and efficient management. This is a difficult, but very curative approach.

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