

**Accountabilities of Democracies:  
Natural Organization of the Accountability Structures in Societies**

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Accountability and authority are at the center of all human relationships. The clarification of the required accountability and authority can have the most profound and lasting effects upon the ways in which people behave toward each other.<sup>2</sup>

Elliott Jaques

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<sup>2</sup> Jaques, Elliott (1998). On Leaving the Tavistock Institute. Human Relations, 51(3), 251-257.

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## **Abstract**

The author of this paper believes that the current state of social science in leadership, accountability, management, and organizations overall lacks a language that allows researchers and practitioners to communicate; thus, everyone is writing and talking in his or her own language, irrespective of others, disjointly, and usually without any rigor to be tested by other independent researchers, generally succumbing to common half-truths and vague general statements, such as leadership excellence, good stewardship, and other unknown, but noble-sounding words. The difficulty of not having a language in the social sciences is dangerous because no concept can be tested, advanced, and made use for the society.

The modern society has evolved to democracies from its struggles with various societal structures: tyranny, totalitarianism, democracies of various types, but the overall composition of the structure, even of such a great democracy as the United States is not well understood, and the author argues – misapplied in structures, creating drain, strain, and conflict. The author hypothesizes that democracy is a natural structure of the human species (and living organisms in general), requiring science-based structural organizations of associations and hierarchies. Where one begins and the other ends (and what these structures are) have created stress for the corporate and government systems because these structures have not been identified and understood (and thus, incorrectly used).

To overcome the language barrier, this paper has three main parts. The first part identifies and explains the new language and theory of the social science. The second part applies the theory to corporations to explain how the accountability structures apply there, and the third part applies the theory to the democratic society of the United States on an example of one department (Department of

the Army). The author then draws far-reaching conclusions of the inevitable conflict between the totalitarian regime and the natural needs of people for communal associations, breakdowns of which, as other researchers point out, lead to premature deaths and medical problems for vast majorities of the population. On the base of the theory, the author makes recommendations to amend the current law of the United States to adapt to the natural needs of the society, encourage rigorous research, and relieve stress from the corporate and the U.S. government accountability structures to maintain a viable, strong, and healthy democratic community.