

*In the name of Allah, the beneficent, the merciful*

شکست ها ، ناتوانی ها ، واماندگی ها ، عدم موفقیت و ناکامی های جهان امروز ( 284 )

The today's world failures, weakness, fatigue, success less and disappointments (284)

از محمود صانعی پور: خبره میان رشته ای و یادگیرنده مادام العمر

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LinkedIn: why we should talk about our failures?

When done with authenticity and humility, [discussing your failures with others can make you appear more relatable and more human](#), according to [research from Harvard's Alison Wood Brooks](#). And when we frame such conversations by asking others for help, we can even use such experiences to improve. Such revelations also stimulate benign envy, according to Brooks, which can motivate those we are speaking with to try harder in their pursuits.

**سوآلی که از طریق شبکه لینکداین مطرح شده است:**

چرا ما باید در مورد شکست ها ، ناتوانی ها ، واماندگی ها ، قصور ، عجز ، عدم موفقیت ، ناکامی ، زوال بطور جدی ، علمی وبر اساس قوانین وقواعد دانش مفید با هم صحبت کنیم ،وقتی ما به مصادیقی از پدیدهها ونشانه های درست در مورد فروتنی وفرهیختگی از سوی انسان های روبرو میشویم که به حق خود قانع بوده وبدون اینکه سابقه ای در چپاول گری داشته باشند وبر اساس حق وحقیقت سخن میگویند ، حال این انسان های شایسته از شکست بازار ، ناتوانی دولت ها دراداره کشور، واماندگی اقتصاد دانان در ارائه فرضیه های مقتضی زمان حاضر در توسعه واشتغال پایدار ، عجز ولابه دستگاه قضائی از فشار غیر قابل تصور ازحجم لوایح شاکیان، ناکامی بسیاری از واحد های تولیدی وخدماتی ، زوال اخلاق وگسترش فساد اجتماعی ، ضعف وسستی مقاومت در مقابل سختی ها ونقص تفسیری در داده های سیستم های اجتماعی وهزاران مورد دیگرانتقاد میکنند ، پس چرا نباید به این انتقاد ها توجه کنیم وبا منتقدین وارد مذاکره شویم واز راه حل های آنان استفاده کنیم و در مورد این مصائب که با زندگی یکایک ما سروکار دارد ،بی تفاوت باشیم؟، آیا خود بسندگی به صلاح ما است!؟.

**The question has been raised through the LinkedIn network**

Why we need to talk to gathers about failures, weakness, fatigue, fault, inability, missuses, disappointment, and downfall according laws and rules of useful knowledge seriously, when we encounter with the man who is humble and researcher and they speak according right to truth, now these wise men criticize such like situation as mentioned above, so why shouldn't we pay attention to this

criticism and critics negotiate with us and use from their solution ways and unconcerned about these matters , those deals with the life of our nation?, is it good for our self-sufficiency?!

کلمه " failures " در ادبیات فارسی بمعنی " شکست ها ، ناتوانی ها ، واماندگی ها ، قصور ، عجز ، عدم موفقیت ، ناکامی ، زوال ، ضعف ، عیب ونقص "آمده است واز هرمنوتیک وتفسیر معانی وکلامی ما منتج میشود ، این ترجمه دقیق وجامع است ، ولی دردو مقاله ای که در متن لینکداین به رنگ آبی مورد استناد این شبکه قرار گرفته واز مکتب کسب وکار هاروارد اخذ شده است ، بیشتر در سطح خُرد بوده وتحت عناوین حسادت خوش خیم " benign envy "و کاهش حسادت مخرب " mitigating malicious envy " تحریر شده وبا گفتمان ما که در سطح جهانی ،سیاست حکمرانی کشور ها ،تعاملات تجاری، جنگ بازار ونظایر اینها میباشد ، تفاوت اساسی دارد ، این دو گفتگو از نوع روانشناسی پزشکی بوده وبا کاخ های خیالی سیاسیون که در صدر کشورها وبخصوص کشورهای به اصطلاح قدرتمند،در ذهن میروانند وبا این کاخ های رفیع خیالی مردم را به وعده های شیرین ونوید های دل نشین امیدوار کرده وبه صبر وشکیبائی ومشارکت وهمکاری تشویق وترغیب میکنند، تفاوت های ماهوی دارد( خواننده محترم می تواند بطور مستقل به این دو مقاله به آدرس فوق مراجعه و آنها را مطالعه نماید ).

The word of "failures" takes meaning of weakness, fatigue, fault, inability, missuses, disappointment, in literature of Persian, this translation is careful and perfectly, but in two articles those it has put in LinkedIn,s text ( by blue color ) and Harvard Business School has been getting, was More at the micro level and has written as "benign envy "and "mitigating malicious envy" and is the main difference by our dialogue at the global level, Politics ruled countries, commercial transactions, market war and so on, these two talking about clinical and physician Psychology and it has substantive difference by castle building from diplomats those who is ssitting on top of powers countries and give the attractive promise to people periodically( the dear reader can refers to above two article's address ).

درمورد بیشتر شکست های جهانی ، باید بموقع ساختار شکنی میشد وشالوده های نوینی منبعث از فرضیه های مقتضی زمان حاضرکه سیستم های متکی بر داده های حقیقی ودرست آزمائی شده وساختار های مبتنی بر حق وحقیقت وحقوق مردم وصدها اقدام به موقع بوده ، انجام میگرفت ، دیگر دیر شده (other late) وجریان مقدرات عنان امور را دردست گرفته ودر این ابر چالشها ، ماموریت های غیر منتظره ایجاد شده وبا قوانین ودستور العمل های خودش به مصداق ( evidences ) عمل میکنند ، دراین مورد حق وباطل با هم آمیخته ودرست ونادرست ( right and false ) از هم قابل تشخیص نیست ، آمارها غلط وتفسیرهای دروغین از وقایع بر حسب نظر صاحبان قدرت و جو سازی ها ، موج ساختن ها ، ابزار های تبلیغاتی وشبکه چند رسانه ای منتشر میشود وچنان آشوبی به پا خاسته که صاحب حق محکوم

و حق گش پیروز است ، در تمام این جریان ها تاکنون 283 مقاله تحریر و منتشر کرده ام و آنچه در این مقاله (284) ملاحظه میشود به اختصار بوده و برای تفصیل این بحث ، خواننده محترم میتواند به سایت [www.elmemofid.com](http://www.elmemofid.com) مراجعه نماید .

In regarding oh global failures, should be timely deconstruction and according right , truth and human rights should be created satiable structures and hundreds necessity activities before, then other late and bridle of the fate current affairs took in his hands and in this mega challenges, created suddenness many missions and missioners those who acts to its evidences, herein mixed right and false , you cannot separate them , the false statistics and false interpretation of events are from those in power and space instruments, propagandistic tools and Multy medias and as chaos rose that unjust man to win the rightful owner is sentenced, I have written 283 articles in these currents and issued them and for destabilization this discussion the dear reader can refer to [www.elmemofid.com](http://www.elmemofid.com) .

در این خلال این گفتگو، مطلبی از آقای Michael Evans در لینکداین خواندم که برخی از مطالب این مقاله، پاسخی به اظهارات ایشان میباشد ، اظهارات نامبرده عیناً در انتهای این مقاله درج شده است .

In the course of the conversation, I read an article from Mr. Michael Evans on LinkedIn that ransom of this article is response to his comments, his comments is inserted just in end of this article.

### بازار های جهان شکست خورده است

شکست بازار یک مفهوم در تشریح نظریه اقتصادی است زمانی که تخصیص کالاها و خدمات توسط بازارهای جهانی و در بیشتر کشورها از کارآمدی ساقط میشود و فرضیه های تعادل بازار ، تجارت خارجی و جریان های سالم معاملات بین خریداران و فروشندگان و نظایر اینها از اختیار دولت ها خارج شده و بدست چپاول گران ، قاچاقچیان و دلال ها دنیا پرست می افتد، دیگر موضوع کشش بازار ، سهم بازار ، و کلیه شاخص ها و معیاری منطقی یک بازار سالم معدوم میشود ، چنین بازاری شکست خورده است و بایستی بازار اجتماعی و مردم مداری شایسته ای را ایجاد کرد تا از پیامد های ناگوار برای افراد مک درآمد ودهک های کم درآمد وضعیف حمایت لازم شود و موضوعات نظیر بهینه پاراتو و سایر مدل های فعلی برای بازاریابی از خاصیت بی فایده خواهند بود.

### Markets of the world have failure

The failed market is a concept in expelling of economic theory, once the allocation of goods and services by global markets is overthrown from

effectiveness in many countries and market equilibrium, foreign trading and healthy current deals between buyers and sellers go out from government's hands and holed by plunderers, contrabandists and worldly brokers, others will perish subject of stretch Market, market share, and All of the indicators reasonable criteria for a healthy market, Such a market has failed and should be create the social market and people-oriented fit, the necessary support of missing income people and poor and topics such as pareto optimality and other models for marketing Will be useless.

منافع عمومی مردم به منافع رانت خواران، قاچاقچیان، کسانی که بیشترین نقدینگی را دارا هستند در مورد حجم کالا، واردات و صادرات، قیمت فروش و نوع معامله و صدها مکر و حيله متعادل بازار های مکاره موجود منتقل شده و این گرگ های بازار هستند که به هیچ کس رحم نمی کنند و با القانات فریبده در دولت ها نفوذ کرده و کارکنان دولت را همراه خود ساخته و با هر قیمت که اغراض سیاسی و خواسته های ضد نظام و نارضایتی ملی است، کالاهای هدف را خرید و فروش کرده و یا احتکار نموده و تورمی سختی را به جامعه تحمیل میکنند تا از این طریق به کلونی های اقتصادی - سیاسی خود قوام بخشیده و به انباشت ثروت باد آورده بپردازند، لذا موضوع بازار به ذات بازار فی نفسه مربوط نیست، موضوعات زیادی از لحاظ مطامع سرمایه داری مسلط غربی که در تمام دنیا تعمیم یافته و جریان های چپاول گری ساختاری شده در کل دولت و بخش خصوصی نهادینه شده است و دست های نامرئی و غیره، بدنبال شکست نظام و ایده های نظیر اینها هستند.

The public benefits transferred to rentiers, contrabandists and those who have the greatest liquidity and hundreds tricks in the fair at sorochyntsies and these are wolves in markets who hasn't mercy to anybody and was infiltrated with deceptive in into the governments and they make its members are government employees and with political motives do its purpose of the dealing and goods or forestall the markets and impose Inflationary difficult to community, until this through forged to its economic-political colonies and for getting of its windfall Must include assets, Therefore, the issue is not related to the nature of the market itself, the structural plundering be institutionalized into all governments and private sectors and invisible hands and so on, get follow system failure and such these ideas.

شکست های بازار اغلب با اطلاعات نامتقارن، القانات، دخالت کارتل ها، تراست ها، بورژواها و قدرت های سرمایه ای یک کشور انجام میشود، بقیه سازمان ها و نهاد ها، شبکه ها و غیره ابزار های این جریان مخوف هستند، دولت ها بر احوالی قانع میشوند تحت عنوان فرضیه های کهنه اقتصاد کلاسیک و نوکلاسیک، کارگزاری بورس بانکداری و کارفرماهای دانه درشت بخش خصوصی، افرادی که با مداخله کنندگان

ماوراء بحار در ارتباط هستند و بسیاری از این دست ، وجود شکست بازار را مطلوب دانسته و همین ها هستند که در سفر های تجاری و کنفرانس ها و جلسات دولت – بخش خصوصی ، عنوان فعالان اقتصادی حضور داشته و از پخش اطلاعات استتکاف نموده و در تصمیمات دولت مداخله میکنند .

Market failures are done with asymmetric information, induction, interference, cartels, trusts, must include and powers of wealths, so, other organizations and institutions, networks and these tribble current are tools in their hands, governments are easily convinced under as old topics hypothesis in regarding of classical and neoclassical economics, banking stock broker and private sector employers coarse-grained, those who are associated with the handlers overseas, there is a market failure considered desirable and the same as entrepreneurs be presence in trading journeys and its conferences and governmental-private meeting and refused dissemination of information and the decisions of government intervention.

دنیای امروز ، دنیای القانات و نا متقارن است ، بیشتر برای پر کردن ذهن مردم ، کاخی از امیال ها و آرزوها می سازند و سرگرمی خلق میکنند که در این بازار های عجیب و غریب ، نقشه خالی کردن جیب مردم دنیا را طراحی کنند ، ذهن مردم را از حق و حقیقت دور نگه میدارند و با ادبیات شیطانی ، موضوعات حق خواهی و احکام الهی را که پشتیبان مردم است ، خُرافی و قدیمی القاء میکنند تا قُبْح اعمال زشت را از بین ببرند ، نتیجه این موج های ساختگی حالتی برای انسان های بمتابه گرفتاری و دست پاچگی ( Embarrassments ) ایجاد کرده است که همین دل واپسی ها برای بروز صدها بیماری غیر قابل علاج کفایت میکند و دکان های جدیدی را خلق میکند و به لیست دکان ها و بازار های مکاره می افزاید ، عجیب است عده ای پیدا میشوند که مردم به تساهل و مسامحه ( Tolerance & temporizer ) دعوت میکنند ، بی خیالی و سرگرم کردن و رهاشدگی و امثال اینها ، تا توجه دقیق مردم را از شکست بازار و شکست عرضه و تقاضا به جهات دیگری معطوف کنند ، غافل از اینکه فرهیختگان ملت ها در کشورهای جهان ، شبانه و روز بیدار هستند.

Today, the world is symmetric suggestions and inspired, more to fill the minds of the people as palace of dreams and hobbies, keep people's minds away from the truth and by satanic literature, in addition by the oldest superstitious induction, destroy indecent nature, results many such dummy waves that creating an manner for people as “Embarrassments” that the reactionary heart incurable disease, is sufficient for create stall markets ,it is surprising that some people find that invite people to Tolerance & temporizer , These fanciful and engaging in the armchairs and be released for close attention to the failure of the market and supply- demand

failure to another ways, unaware that wise men of nations in the world, night and day are awake.

جهان را نمی توان جزیره ای تلقی کرد ، امکانات و پتانسیل ها در نقاط مختلف این کره خاکی پخش است و کره زمین یک هیبرید کامل است ، همانطور که انسان یک هیبرید کامل است و کشوری در راه تکامل و توسعه پایدار گام بر میدارد که باین دو خصیصه تکاملی و تکوینی توجه دقیق داشته باشد وگرنه دچار شکست های پی در پی خواهد شد ، استقلال بمعنی جزیره ای عمل کردن ، اصلاً استقلال نیست ، با نقیصه ساختن است ، در حاشیه قرار گرفتن است ، از توانمندیهای کره خاکی عقب ماندن است ، از کل جهان ، به جزئی قناعت کردن است که با روحیه و طبیعت هیبریدی و فراکتالی جامعه وفق نمیدهد و عاقبت متضرر خواهد شد.

The world cannot be seen island, facilities and potentials in different parts of the globe have got distributed and earth is a perfect hybrid, as a human is a perfect hybrid and a county can enter to national sustainable development that For this two characteristics are the evolution and genesis careful attention and otherwise will involve to beat failures, independent as island act, not be independent but from the whole world be contented a part that does not fit with the spirit the hybrid nature and fractalism of community and the sequel will be affected.

#### در بازار های شکست خورده ، دلالتان عرضه و تقاضا را تعیین میکنند نه مردم

عرضه و تقاضا (supply and demand) یک مدل اقتصادی قدیم می باشد که اثر قیمت را بر روی مقدار در بازار رقابتی بررسی می کند، قیمت بر روی مقدار تقاضا از طرف مصرف کنندگان و مقدار تولید از طرف عرضه کنندگان اثر می گذارد. در نتیجه اقتصاد در قیمت و مقدار به تعادل می رسد، سایر عوامل مؤثر در تعادل اقتصادی نیز در این مدل باعث تغییر تقاضا و عرضه می شوند، مدل عرضه و تقاضا در واقع برای بازاری است که برای مردم آزاد بوده و در آن هیچ یک از خریداران و فروشندگان نمی توانند اثر زیادی و خود محورانه بر روی قیمت بگذارند یا اجناس را احتکار کنند ، مقدار تولید محصول توسط تولیدکننده حقیقی و مقدار تقاضا توسط مصرف کننده حقیقی تعیین میشود، در بازار شکست خورده و مسلط توسط دهک های درآمدی بالا که قادر هستند با قیمت نجومی کالاهای خاص را در مدت کوتاه از بازار خارج کنند و اثر تورمی این گونه معاملات حرام و غیر عادلانه روی کالاهای معیشتی مردم اثر تزیادی بگذارد ، عرضه و تقاضا یک مدل نمایشی برای دولت های ناتوان است که هنوز درک درستی از این مدل ندارند .

#### **In the defeated market, supply and demand determine the speculators, not people**

The term of supply and demand is an old economic model that the effect on the competitive market price checks, the price on the quantity demanded by consumers and the amount of the suppliers affects, As a result, the economy is in equilibrium price and quantity also the rest effective factors be cause to change equilibrium in the market, in fact, for the market supply and demand model that open to all people and where none of the buyers and sellers cannot a great effect on the price of their self-centered or hoarding goods to warehouses , in the failed markets by the decks high incomes who can get out their especial goods from market by high price and effective Inflation such these harm deals then multiplicative effect on people's livelihood unfair goods, the term of supply and demand is a showing model for weakness government that it hasn't right understanding of this model!.

در بازار های موصوف فوق ، جنگ تجاری جهان امروز ، تحریم های ظالمانه ، افزایش تعرفه های گمرگی بدون توجه به عواقب شوم آن ، و صدها نکته مهم دیگر مدل های استراتژی بازار و حتی تبلیغات وسایر بازار گرمی ها ، اثر خود را از دست داده است ، از خصوصیات این آشوب بوجود آمده ، مدل های همگرائی و هم افزائی که امروزه در روی میز مشاوران بازاریابی و استراتژیست بازار است از کارآمدی افتاده است ولی درنهایت و پشت پرده این آشوب ها ، آشوب گرانی وجود دارند که خیال میکنند با طراحی مبتکرانه خود میتوانند غول های تجاری جهان را بسوی منافع بزرگ خود سوق بدهند ، در این جا است که طی یک سری مقالات گفته ام ، شلاق تکوین ظاهر شده و خود هم واضع قانون است و هم جاعل دستورالعمل های آن و تنها کسانی گوی سبقت را در بحران های شدید و غیر مترقبه خواهند ربود ، که حامی حق و حقیقت باشند که خوشبختانه ، اندک اندک در حال شروع است ( به قوانین وقواعد دانش مفید از این مولف مراجعه شود ).

In above markets, today global trade war, crime embargo, increasing the customs tariffs without pay attention to disastrous consequences and hundred important points in creating of models market strategies and even propaganda and other sales talk so has loosed its effectiveness and caused the characteristics of this chaos, therefore, the models of convergence and synergy that is on the consultants of marketing and strategist's table was fall of any efficiency, but behind this chaos, there are many seditiousness those who think whit its plans can lead great tycoon of global trading through their benefits , herein I have written many articles about this matters that is genesis appeared whip and also the drafters of the law and only those will win ball of lead in hard crisis and accidental evidences those who be



supporter of right and truth that fortunately, step by step is starting(see this author's knowledge useful to the laws, rules).

نکته مهمی که می خواهیم به نظر خواننده محترم برسانم اینست که امروز های سعی فراوان میشود با توسعه ابزار های تبلیغاتی ، اطلاعاتی و آموزش های مشتری مداری و نظایر اینها به ثبوت بازار ها کمک کنند ، از نظر من ، شالوده های اصلی منسوخ و یا تخریب شده و ساختار های کسب منافع حرام و باد آورده در حال اضمحلال و نابودی است ، توسعه ابزار های apps، نرم افزار های محاسباتی برای ابر داده ها و فرایندهای سیستم گذاری آنها ، مثل کف دریا بر روی دریای پرتلاطم دنیای ماست ، این کف ها و موج های موج آن خیلی زیبا و فریبنده هستند ولی مقطعی و گذرا می باشند ، مشاوران بازاریابی نمی توانند روی کف های دریا های متلاطم حساب باز کرده و سیستم و ساختار پیاده کنند ، می توان درآمد های مقطعی ایجاد کرد و چون از قواعد اصیل منافع همگانی تبعیت نمی کند ، باید تاوان پس داده شود که خود یک مشکل جدید است.

The important point is that I want to comment dear reader those today's, it not possible trying for advertising and helping to market's development via developing of propagandistic tools, apps, customer oriented and so on, in my opinion, the mean fundamention was destroyed and structures of harms benefits and brought by the wind are vanishing brought is destruction, development of tools apps, big data processing and system processes such them like, sea foam of the turbulent sea is our world, this foams and waves are so much beautiful but the point is but transience , marketing consultants cannot open account on foams of sea lane and makes structure and system , maybe can create showing income and because not follows from public interest, must pay the price to be that is a new problem.

در شرایط جدید جهان امروز ، انسان هوش خود را متوجه کلونی هائی از کسب و کار و امور تجاری و معاملات نموده است که حتی المقدور پنهانی باشد و از قانون و سیستم های اجتماعی مستقل باشد و از قیودات رهائی داشته باشد ، لذا با آشوب دیگری روبرو هستیم که از امور نهانی نشات میگیرد ، شاید مظهر بارز و نمونه کامل آن همین ترامپ رئیس جمهور امریکا است ، که از اکثر سازمان های بین المللی که خود امریکا مسبب خلق آن بوده است ، خارج شده است از معاهده پاریس ، از یونسکو ، از حقوق بشر از نفتا و غیره ، کاری به عاقبت و خیم جنگ تجاری که راه انداخته است ، ندارد ، هرچه بادا باد ، واقعاً در این اوضاع و احوال چه به سر کمپانیهای بزرگ می آید ، با این تک نوازی ترامپیسم ( Trumpism concretization ) بدهی های دنیا که از تولید ناخالص کل جهان بیشتر شده و امریکا و اروپا با هم بیش از نیمی از بدهی 80 تریلیونی جهان را به دوش میکشند و سرمایه دارها بدنبال جای امنی برای انتقال سرمایه اشان میگردند.

In new condition of the world, human intelligence to understand your business clones of commercial affairs has and dealing that as far as possible be hidden and be independent of law and social systems and liberation from the fetters have, therefore, we are faced with another chaos those are secret affairs function, perhaps there is a perfect sambal of this affaires that was trump president of America that went out from the most of international organizations that America has cause be created them , from Treaty of Paris, UNESCO, The human rights of naphtha, etc, he doesn't pay attention to consequence of market war that has started , whatever you do , in truth ,in this condition what comes to big companies ,by this concretization Trumpism increase debts of the world especial America and Europe more than GDP them and The capitalists are looking for a safe place to transfer their capital.

در امور و جریان تکوینی تعجب نکنید ، بریتانیای کبیر امروز تاوان ظلم های دیروزش را میدهد ، اروپا فردا تاوان ظلم های امروزش را خواهد داد و امریکا پس فردا تاوان این تک نوازی ها را خواهد داد ، دیگر چیزی قابل ملاحظه ای از عظمت ، افسانه ینگه دنیا و قدرت فائقه نمانده است ، طلوع و غروب تمدن ها ، سقوط و ظهور تمدن ها در این آشوب که بخش اعظم آن در زیر آب بوده واز دیده ها پنهان است ، دنیا به یک مرکزیت رهنا نیاز دارد از فرهیختگان ، به دانش مفید نیاز دارد ، باید یاد بگیرد که هژمونی ( Hegemony ) ابزاری ، فناوری و هوش مصنوعی و ربات های سرگرم کننده وگفتمان هائی که بنام اقتصاد منسوخ شده به خورد مردم میدهند ، برای مردم نان و آب نمیشود، ما به یک مرکز هدایت نیاز داریم ، ما به اصول و مبانی زندگی اصیل انسانی نیاز داریم ، ما به مشارکت های انسانی که متضمن منافع همگان باشد نیاز داریم ، دیگر اصول و مبانی مدیریت فرایند (FBPM Fundamentals of Business ) (Process Management) گذشته در شرایط آشوب و ابر چالش های امروز جهان ، از خاصیت افتاده است ، ما به پروژه های خاصی نیازمند هستیم که بخشی از آنها در مقالات من آمده است.

Do not be surprised in the genesis flow, Great British makes good its yesterday injustice today, Europe makes good today tomorrow, and America the day after tomorrow will pay for this recital the day after tomorrow, it doesn't remain any else of magnitude, fabulous trip to this side is not dominant world power (America), rise and dawn of civilization, the emergence of civilization collapsed in the chaos that much of it was under water of the hidden, determine the duties, the world needs a central guide from many wise men, useful knowledge needs, should learn that hegemony of tools , entertaining robots and outdated economy, bread and water to people not, we need a center guide, we need to essential

humanity living , we need to humanity participation of people that containing of all benefits , other FBPM( Fundamentals of Business Process Management)has fallen from property in present chaos conditions, we need to many especial projects those are many of them in my articles.

ما شاهد ساختار شکنی قهری سیستم های مسلط جهانی هستیم

**We witness for deconstructing of commanded global systems automatically.**

ساختار (Structure) به لحاظ کلی به یک الگو یا یک نظم یا سازماندهی اجزای مرتبط در یک شیء مادی یا یک سیستم گفته می شود که با خارج خود در تعامل و ارتباط است ، ساختار ها بصورت مکانیکی ویا ارگانیک هستند ، ساختارهای مکانیکی از ثبوت ، مستحکم و غیر منعطف هستند و ساختارهای ارگانیکی که تعامل بیشتری با محیط متغییر دارند ، دارای انعطاف ، انطباق پذیری با اهداف صاحب سیستم داشته و طوری طراحی میشوند که تحت نفوذ و فرماندهی او باشند ، میزان خود کنترلی در سیستم های ارگانیک که خواسته های صاحب سلطه را ارضاء نکند ، به تدریج به ساختار مکانیکی برای مبادله اطلاعات مغرضانه و اجرای دستورات نظام سلطه تبدیل میشود و مردم دنیا دچار این معضل ناخواسته شده اند! ساختارهای ارگانیکی و مکانیکی کشورهای جهان در اختیار مسئولین نیست و بر آنها تسلط مدیریتی ندارند و این بمعنی رهاسدگی است.

Structure in general approach, is a system, a pattern or whole a part of an organization is called the structure that has interactions with the outside world, structures are organic or mechanical manner, the structures of mechanical fixation are rigid and non-flexible and organic structures that have more interaction with the environment variable, flexible, having compliance with the objectives of owner the system and are designed to be influenced by his commander, the weight of automatic control by his commander in organic system that doesn't satisfy his commander's orders , it changed to mechanical structure for the exchange of information is biased and doing of command control system and people of the world have involved to this unwished intricate!, the organic or mechanical structures of counties are not in available to authorities and they do not have the management control and this means the abandonment.

سیر جریان فوق از قرن هیجدهم آغاز گردید( به مقاله این مولف تحت عنوان تضاد و شکاف در نظام سرمایه غرب مراجعه شود) و باعث گردید که قلم های حقیقت خواهان ومدعیان عدالت اجتماعی ، فعال شده و به شالوده شناسی (foundation-logy) این ساختار پرداخته ونهایتاً تصمیم به شالوده شکنی ( de- foundation ) وساختار شکنی ( Deconstruction ) نظام سلطه بپردازند ، بطور کلی اهداف شالوده

شکنی نشان دادن تضاد های بنیادی فلسفه غرب ( به مقالات من در این مراجعه شود) و تقابل منطقی با خواستگاه ظالمانه غرب بوده است ، که امروز بصورت یک رویه جهان شمول درآمده و عنان غرب را از دستش ربوده است ، ریشه عمیق واصل ساختار شکنی پاسخی دندان شکن به مدعیان حاکمیت های نظری عقلی در توانائی اداره جهان ورهبری بی چند وچون کشورها ودرک قطعی ونهائی از ساخته ها وپرداخته های خودشان است که روزگار ابطال آنها فرارسیده است .

Above the course of the eighteenth century began (refer to my articles end of this article) and caused that the pens of truth wanted and claims for social justice got activated and pay attention to foundation-logy seriously and finally made decided to de- foundation and deconstruction about commanding systems , in general, the goals of deconstruction, it is showing of the philosophical contraries of the West( refer to my articles about this matter- [www.elmemofid.com](http://www.elmemofid.com) ) and the logical confrontation with the West has been oppressive origin that today's, just become a universal practice and has gobbled kidnapped the West's hand , deep roots and origin deconstruction is knockdown reply to claimants of sovereignties logical view those who can manage and lead the world without any dispute from the countries and certain and final decision their mads and created ideas that revocation of their time has come.

قرن بیستم را می توان قرن ساختار شکنان و شالوده برکنان نامید که سردمداران آن مارتین هایدگر ( martin Heidegger-1889-1976)، ژاک دریدا ( jack derrida- 1930-2004)، " پیتر آیزمن " ، " فرانک گری " ، " برنارد چومی " ، " کوپ هیمل بلاو " ، " رم کولهاس " ، دانیل لیبسکیند " و دیگران بر صحت افکار ژاک دریدا و این آراء عدالت خواهی مهر تایید زدند و به تدریج زمینه ها وفضاهای مناسبی برای توجه به زیست انسانی فراهم گردید ، گرچه آراء فیلسوفان بدکردار ( به مقاله من تحت عنوان شرارت وشریر مراجعه شود- مولف) وضعیت اروپا و بطور غرب را به گرداب فساد کشاند ، ولی در حوزه های مختلف بحث شالوده زدائی فاسد غرب ، یک جریان جدی گرفت واین جریان در سراسر جهان توسط مردان وزنان وفادار وشهادت طلب ، تعمیم یافت ، وموجب تنویر افکار حاشیه نشینان ، محرومان وفقیران جهان گردید ومركز دار جهان که فرمان میراند ،دستخوش پاشیدگی شد واین در حالی بود که خیلی ها در خواب بودند وهنوز هم در خواب به سر میبرند.

We can call the 20 century as those who made deconstruction and defoundation that have been ( martin Heidegger-1889-1976), Peter Eisenman, Frank O. Gehry, Bernard Tschumi, Kopp Hymel Blau, Remment Lucas, Daniel Libeskind have confirm on correctly of Jacques Derrida with regard to righteously and prepared contexts and suitable places for attention to humanity living step by step, although

the idea of bad philosopher's behaviours ( refer to my article about this matter), Europe Status heavily into the vortex of corruption led West but the discussions about deconstruction and defoundation in west became a seriously subjects and This generalized worldwide extended by faithful men and women seeking martyrdom and has been caused to enlightenment the marginalized of cities, and world's poor and the center of the world that commands ,was undergone degradation and it was while many were sleeping and still living in a dream.

آنچه ما از یافته های دریدا و هم فکران او در قرن بیستم درک میکنیم ، اینست که کلیه ساختار هائی که غرب پازل بندی کرده وچینش نموده وبه سیستم های مقوم تبدیل کرده است،بالخره بایستی از هم پاشیده شود ، وحاکی از یک تقابل جهانی علیه سرمایه داری ظالمانه است ، که از یک سوی سیستم های قدیمی را سلب میکند واز سوئی دیگر ایجاب نموده ویا مترصد ایجاد است وعده ای بی خبر از همه چیز به سرگرمی مشغول شدند وهستند ،اینک این آشوب های غیرمترقبه ، انقلاب های پی درپی وحوادث های مختلف را دارند تجربه میکنند ، فکر میکنند که امور جهان تصادفی است ، هنوز در فکر جمع کردن مقالات ، ضبط وربط درژونال های ینگه دنیا بوده ویا دنبال توسعه ایده ها وساختار فروافتاده سرمایه دارای غرب هستند، آخر خواب بودن هم اندازه ای دارد؟!.

Whatever we understood from Jacques Derrida and his like-minded in century 20, it is that all structures those it the West made Puzzle and arranged it as proof systems, should be decompose finally, and suggests a global confrontation against cruel capitalism is, on the one hand, stripping the old systems and on the other no longer have necessitated and or lying in wait for creating them and some were unaware of everything the busy entertainment and busy yet, now these unforeseen events, sequential revaluations and different events getting experience, they think that the world is coincidence ,still they are thinking of gathering articles and arrange them for into journals of bridesmaid of the world and or for seeking of idea and newel capitalism , the dream of being together is enough?!

### سخن آخر در این مقاله

خطر کلونی های امپراطوری مورچگان همه چیز خور را از یاد نبرید ، کلونی های پنهان وپشت پرده سیاست های اقتصادی ، بازار قرمز ، رقابت های کشنده وتورم زا ، رها شده از قوانین وقیودات ، وصدها نکته مهم دیگر ، موظب بازیگران پشت صحنه ها باشید ، آنچه میبیند صورتک است ، کف دریا است ، خیمه شب بازی است ، نمایش گری است ، رنگ ولعاب است ، و... مابه رستاخیزی عظیم نیاز داریم که توان رفع این مصائب جهانی داشته باشد وگرنه نباید تعجب کنیم که فرزندان مرفه ها که امروز در

طفولیت و یا نونهالی بسر میبرند در قیام فردای اطفال ونونهالان گرسنه امروز که به جوانان پر شور تبدیل میشوند! ، چه مشکلاتی خواهند داشت ؛ همه این رویداد ها طبق قانون "جری- انطباق" ( Current - conformity ) جزء ممکنات است ، خیال پردازی نیست ، که نشانه های روشنی را از "حکمرانی تطبیقی" مورد نیاز دارد ، در مورد این موضوعات تا کنون بیش از 200 میلیون مقاله نوشته شده است ، یعنی عده ای از فرخیتگان بیدار هستند و آنهاییکه بیش از اینها نوشته و هنوز منتشر نکرده اند ، از 200 میلیون بیشتر هستند ، خیال نکنید که تنها هستید ، وبه زندگی افقی ، تکراری و خسته کننده گرفتار آمدید ، 90 درصد کل مردم دنیا از خصیصه رنج میبرند!.

## Conclusion

- Remember the dangerous of the bolts ants empire those it everything eaten, the colonies intervention hidden policies, red market, the crime competitive and making of inflationary, unleashing of laws and obligations and hundreds important points, be care full of actors are behind the scenes, if he sees what is protraitism, The foam of sea, it is puppet-show, view Gary's, color is and mucilage and so on, we need a massive difference resurrection that can reminding these global disasters have and should not be surprised that welfare children at present time , will invaded with today's poor children in future don,t doubt! What problems they will have,all these events are according of "Current –conformity" are possible , not daydream, that is many clear signs about" governmental conformity" we need it ,about these matters have written two million articles yet , the number of wise men awake and those who wrote more than they have still not released more than two million , do not think you're alone and life, horizontal, repetitive caught covering come, 90% of people in the world suffer from these feature !.

Michael Evans



1st degree connection1st

Supermarket Consultant

Sydney, Australia

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Experienced General Manager with a demonstrated history of over forty years management and ownership in the supermarket industry. Skilled in Negotiation, Administration, marketing, advertising Strong sales professional graduated from Marist Brothers Auburn, Business Brokers Certificate

[Michael Evans Supermarket Consultant](#)

We are the laughing stock of the world a continuous rotation of leaders more the prestige of the position than policy's which leaves Australians frustrated. It's not what you can do for yourself it's what you can do for Australians AU (edited)

Again another company ripping off their employees, and now customers, only one solution go elsewhere

Flight Centre accused of 'ripping off' customers, underpaying staff in 'cult' workplace - ABC News

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**Flight Centre accused of 'ripping off' customers, underpaying staff in alcohol fuelled 'cult' workplace**

By [Pat McGrath](#) and [Jeremy Story Carter](#), ABC Investigations/7.30

Updated Tue at 11:45pm

[\*\*PHOTO:\*\* Current and former Flight Centre staff have been speaking out against the travel giant. \(ABC News: Jeremy Story Carter\)](#)

[\*\*RELATED STORY:\*\* Flight Centre fined \\$12.5 million over international flight price fixing](#)

**Australian travel giant Flight Centre has been accused of ripping off customers and underpaying staff, some of whom say working at the company was like being in a cult.**

ABC Investigations has spoken to dozens of current and former staff who said Flight Centre encourages its travel consultants to gouge customers by adding hundreds, sometimes thousands, of dollars to bookings.

"In training they are telling you that you can mark-up flights," said Olivia Little, who worked as a travel consultant at a Flight Centre store on the New South Wales central coast in 2016.

"It's not a secret thing."

The practice is not illegal and Flight Centre denies it is widespread among its more than 10,000 Australian staff.

Do you know more about this story?

But it's not just Flight Centre's dealings with its customers that have come under scrutiny.

Past and present staff has told the ABC the \$6.7 billion company is built on a "work hard, play hard" alcohol-fuelled culture that grinds staff down with miserable pay and excessive unpaid overtime hours.

The Fair Work Ombudsman is now undertaking an investigation into how Flight Centre pays its staff, prompting the company to scramble to fix its pay deal amid a growing staff revolt.

The mark-ups

The process staff have described for marking up bookings is remarkably uncomplicated and ad-hoc.

Staff detail a practice as simple as reserving a flight, then manually adding an extra amount to the booking in **Flight Centre's online system** — ranging from as little as \$30 to hundreds or even thousands of dollars — before revealing the total price to the customer.



**PHOTO: Olivia Little said she observed countless mark-ups of flights during her time working at Flight Centre. (ABC News: Dunja Karagic)**

Ms. Little marked-up flights during her 13 months working at Flight Centre and observed other team members doing the same on countless occasions.

"Say the flight was \$1,500 — they would mark-up and say 'oh the flight is \$1,800'. Or if it's a huge business class flight they would mark up a couple of thousand."

A current staff member, who worked at **Flight Centre in Melbourne** for over two years and requested not to be named, said for some workers, the practice was about seeing how much they could add-on and still get away with.

"You kind of pick and choose who you do it to," the woman told the ABC.

"You aim for a 10 per cent margin [on top of the cost of the flight]. I know consultants who aim for a 20 per cent margin."

Renee Olofsson, who worked at a NSW Flight Centre store, said customers are not made aware that the total cost of a booking is adjusted during the process of marking-up.

"The thing that sat, I guess, uneasy with me was that you weren't transparent with that actual cost," Ms. Olofsson said.

"It was as much money as you could get out of your customer that they would hand over. Sky's the limit on your mark up."

Far from a clandestine practice conducted by a few rogue travel consultants the importance of adding extra fees to flights is drilled into staff from day one, according to Ms. Olofsson.

**PHOTO: Flight Centre have maintained a huge number of bricks and mortar stores despite an increasingly online travel marketplace. (ABC News: Jeremy Story Carter)**

"It definitely wasn't hinted at. It was, 'this is how we operate. This is how you make money. This is part of your job'," said Ms. Olofsson, who worked at one of the company's 689 Australian stores.

"It wasn't uncommon actually that I would have a manager physically adjust the mark-up using my logins and on my customers."

Even though the scale of the mark-ups can vary booking to booking, the extra cost to the customer is justified internally as representing payment for the service provided.

In a statement to **the ABC, Flight Centre said like other retailers**, it earns a margin on the products it sells, but said it does not engage in "**excessive marking-up**".

"A central team in Australia proactively monitors margins on individual transactions and action is taken if the margin earned is considered excessive. Action can and has included dismissal," a Flight Centre spokesperson told the ABC.

**"The company strongly believes in a fair margin and refers to this in its philosophies."**

But one current Flight Centre staff member, who requested not to be named, said she feels like the process rips-off customers and there was a sense of guilt that came with marking-up.

"You don't do it all the time because you feel guilty. You're not human if you don't feel guilty for absolutely ripping-off customers."

The pay

The motivation for staff to mark-up on bookings — and overcome any sense of guilt attached to the practice — seemingly comes as a result of Flight Centre's low and confusing method of paying its staff.

**The current base wage for travel consultants in Flight Centre stores is \$33,500 — almost \$4,000 below Australia's minimum wage.**

The rest of their salary is made up from commissions, which are accrued on the sale of airfares, hotels, travel insurance and holiday packages.

<b>Current Position Title</b>	Novice Retail Travel Consultant
<b>Brand/Division</b>	Flight Centre
<b>Contract Effective</b>	July 2013
<b>Basis of Employment</b>	Full Time
<b>Hours</b>	40 hours per week

Your total remuneration package comprises of components outlined below.

- 1. Base Retainer**      \$31,500 gross per annum, in accordance with Flight Centre remuneration structure.
- 2. Incentives**      Based upon your achievement against target set in accordance with Flight Centre Limited policy as varied from time to time. Under the policy the criteria the company currently takes into account in determining the monthly payment of incentives includes one or a number of the following combination as confirmed with your Leader:  
 key performance indicators (task-based responsibilities);  
  
The amount of the Incentive depends upon your achievement against the set target so only the amount of your Retainer is guaranteed.

[PHOTO: A 2013 Flight Centre employee contract. The Base Retainer wage has since risen \\$2,000 \(Supplied\)](#)

But staff says the pay structure makes it almost impossible to earn a decent wage without resorting to marking-up.

"Towards the end of the month, if you're struggling to hit your target, you kind of have to pull the strings," a current staff member told the ABC.

"You have to do what you have to do to get you there."

If staff fails to make enough on commission over a month, Flight Centre tops up their pay to bring them in line with the minimum industry award wage.

But the ABC understands those top-ups have in the past been "clawed-back" from employees over future pay cycles. Flight Centre said it stopped the practice of clawing-back staff pays two years ago.

Employees are typically paid to be present at their stores between 9am and 5.30pm.

Yet multiple former staff members have told the ABC they were required to be present for unpaid daily meetings at least half an hour prior to the store opening were rarely able to take breaks and frequently worked long amounts of unpaid overtime.

**[PHOTO: Renee Olofsson is speaking out against her former employer Flight Centre \(ABC News: Dave Maguire\)](#)**

"I understand in most businesses there are reasonable additional hours, which it did say in my employment contract," Ms. Olofsson said.

"I don't think reasonable additional hours are being rostered in upwards of more than five hours each week on top of your employee hours."

Flight Centre said the company's fixed pay plus commission structure was both typical of the sales industry and served as a source of motivation for staff.

"Commissions motivate our front-line staff to give the customer the best experience possible to ensure they become loyal, repeat customers," a spokesperson told the ABC.

"Our people are guaranteed to earn at least the applicable minimum award wage. Most do so comfortably based on their fixed pay and commissions and there is no limit on the upside (incentives are uncapped for our sales people)."

The company subsequently admitted that around 30 per cent of staff do not meet the minimum wage mark on a month-to-month basis and require their pay to be topped-up.

Staff said their take-home pay is also whittled away by Flight Centre's policy of deducting the costs of mistakes made on bookings.



it's an absolute rort this kind of company practice and just goes to show that FC care's nothing for 'their' people. I feel like they should address how they consider 'their' people to be a top company priority. There practice and conduct clearly reflects we are not.

Like · Reply · 2d · Edited



The worst part is - we work so bloody hard and the moment we make a mistake nobody has our back. Like the neg isn't bad enough we are made to feel really dumb too. Human error is part of any job and I don't think it's ethical to make us pay a fine at our own place of employment. We're working on this for the new EA so fingers crossed. My advise is - make all your comm a forward for this month and if you have to transfer a negative then let it be - it's their rules, not yours.

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**[PHOTO: Flight Centre staff are increasingly taking to social media to express their frustration \(Supplied\)](#)**

Flight Centre conceded that "in some cases, consultants are required to rectify an issue from within their commission".

Flight Centre staff said they have at times been forced to bear the cost of the company's widely-advertised "Lowest Airfares Guarantee" offer.

"If someone comes into our store and they've found a cheaper price online or from a different travel agent — we have a guarantee [that] we have to beat it by a dollar. If they want to book with you at that price, you have to say 'yes'," a current staff member told the ABC.

"We have to wear that out of our pay."

Flight Centre denied it docks price beats from staff commissions. It said "to honour a price beat, the company foots that bill — not the consultant".

Rather, it said it provides staff with a \$500 allowance, against price beats. If that allowance is exhausted, a consultant "would simply not earn a commission on an additional price beat".

While numerous staff told the ABC they were confused about their pay structure, they believed at least a portion of the price beats is still "worn" by staff.

In April this year, Flight Centre [lost an expensive legal battle with the ACCC](#) and was ordered to pay a \$12.5 million penalty, for requesting international airlines not to list flight prices on their websites that were cheaper than those offered by Flight Centre.

Against the headwinds of an increasingly online-dominated travel marketplace, Flight Centre continues to grow and maintain its sizeable bricks and mortar store presence, an employee-heavy model.

The Flight Centre Travel Group now has operations in 23 countries, employing more than 19,000.

### Boozy 'buzz nights' and 'skroofies'

"We work hard and play hard. This means we're not for everyone and we're certainly not for the faint-hearted."

So reads the opening line under the "Vibrant Culture" section of Flight Centre Travel Group's careers page.

[PHOTO: Tom Walley, one of the most senior corporate figures at Flight Centre, at one of Flight Centre's Global Gatherings. \(Youtube: Flight Centre\)](#)

For many, the party culture at Flight Centre represents something of a pay-off for the long hours and low pay.

"The parties are insane — they are amazing," one Flight Centre staff member told the ABC.

There's the all-but mandatory booze-soaked "buzz nights". Held in pubs, restaurants and function spaces, the unpaid monthly events offer a chance to boast for those who have hit sales targets and are known to devolve into sexually-charged hard-drinking sessions.

The nature of buzz nights varies depending on the store, but those who don't attend are reportedly frowned upon and asked for a compelling reason for their absence.

"You are required to go to these staff nights, but I dreaded them," Ms Little said.

"There'd be new starters who they'd introduce to the whole group.

"In my area, when you were introduced, you either had to tell a joke, tell a funny story — which usually had to be quite dirty — or you had to flash. Not men, women.

"You'd have men in the back-row howling like fools."

Flight Centre said it was not notified of any such alleged incident.

**"We are not aware of the allegation [the ABC] have made in relation to initiation ceremonies and have not received any complaints of this nature. This would be completely unacceptable and immediate action would be taken."**

**[YOUTUBE: Flight Centre's Global Gathering - Las Vegas 2015](#)**

Then there's the annual Global Gathering.

Used as a carrot for staff throughout the year, only high-performing sellers are eligible to apply for "Global".

**[PHOTO: Flight Centre take a 'Skroffie' with company founder Graham 'Skroo' Turner at the recent Global Gathering in Berlin. \(Supplied\)](#)**

Those picked are flown on chartered flights to an international location — Las Vegas and Hawaii have played host in previous years — for an extravagant event that falls somewhere between a conference and a weekend-long party.

The 2018 Global Gathering was held last month in Berlin and included a private performance from Kylie Minogue. Chris Hemsworth was flown-in to give a motivational speech.

Bill Clinton, Gwyneth Paltrow, Duran Duran and Mark Ronson are among those who've appeared in the past.

**[PHOTO: Flight Centre's New Zealand arm came under fire for installing this mural in its Auckland headquarters in July. \(Supplied\)](#)**

Staff glowingly post videoed highlights from "Global" across social media and seek out selfies — called "skroofies" — with Flight Centre's founder and CEO Graham 'Skroo' Turner.

The work hard, play hard culture is seemingly instilled right across Flight Centre's international stores.

**In July, Flight Centre's Auckland headquarters came under fire in the New Zealand press for installing a mural of a scantily-clad woman.**

Under the headline "Made it to Global" the mural featured a picture of condoms with the caption "Naughty wise Ambassador — always prepared and ready to roll".

A section called "Memory fading in and out" has the woman asking — "Where's my handbag? Where did that bruise come from? What am I drinking? Did I really share that photo?"

'It's very culty'

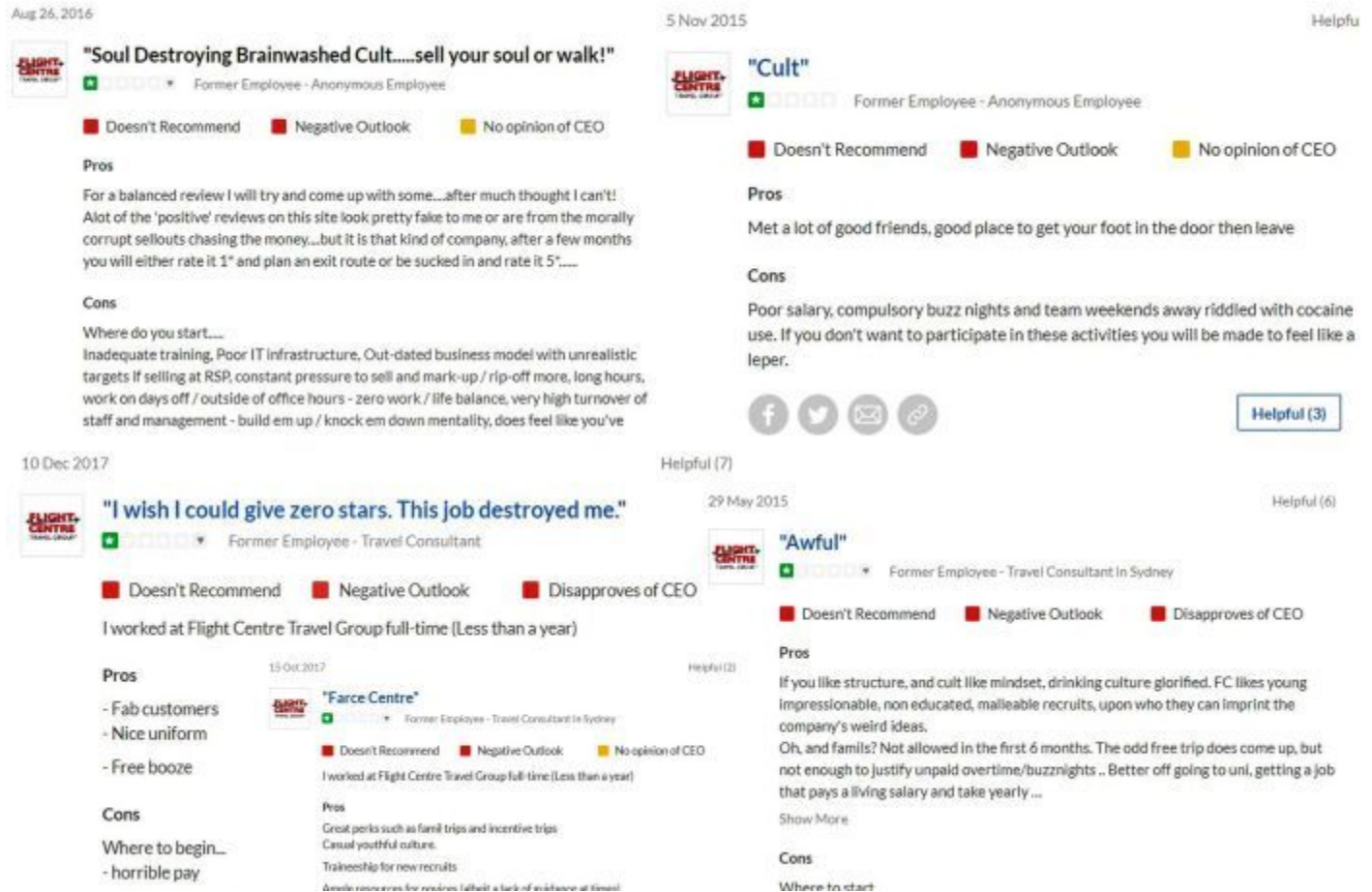
**There's one word that often crops up when ex-workers describe their experience at Flight Centre.**

**"If you're not in, you're not in," a former male staff member told the ABC.**

**"I feel like I've been part of a bloody cult."**

**The words "cult" and "cult-like" are used in countless reviews by apparent former Flight Centre employees on the employment review website Glassdoor.**





**[PHOTO: A selection of reviews from apparent former Flight Centre workers on the employment website Glassdoor. \(Supplied: Glassdoor\)](#)**

One former employee the ABC spoke to, who requested not to be named, said she and other staff would refer to the workplace as **"the Flight Centre cult"**.

"It works for people who want work to be their life — who only want to be friends with people from Flight Centre and date people from Flight Centre," she said.

**"It's very culty."**

Flight Centre said it fostered a positive culture that recognises the achievement of staff.

"We feel it is important to celebrate achievement and believe we have a reward and recognition culture, which is fairly common in sales-based organisations," a spokesperson said.

"In relation to alcohol consumption, people should not be pressured and should always be given the choice."

Flight Centre said staff criticisms of the company "don't reflect the majority's feelings".

Ombudsman investigating

That company culture and the way Flight Centre pays its staff has now attracted the attention of Fair Work.

A spokesperson for Flight Centre confirmed the company is currently under investigation by the Fair Work Ombudsman.

Flight Centre has now begun negotiations with staff over a new Enterprise Bargaining Agreement.



**PHOTO: A closed Facebook Group where Flight Centre staff have been discussing the proposed EBA. (Supplied)**

The ABC has viewed a closed Facebook group, designed for discussions around the EBA, where staff is increasingly venting their anger over both their current and proposed new working conditions.

Wages, commissions, working conditions and the company's price beat policy feature prominently in discussions.

The ABC has obtained a copy of Flight Centre's new pay offer to staff as part of the EBA negotiations.

It shows the company wants to set a new base salary of between \$41,000 and \$44,000, depending on whether a consultant works in a store that opens on weekends.

The offer reveals the company plans to offset the rise in base salary by lowering the percentage of commission offered to staff.

Flight Centre said it was still in the early days of the EBA process but the company was hopeful it would strike a positive agreement.

"At the moment, our people are having their say on what they feel are the key terms and conditions of employment that they would like to see included in the EBA. This is a normal part of the process and it's progressing well.

"We believe that we can deliver a better system that benefits both our people and the company's other stakeholders, through a tailor-made enterprise agreement."

*Watch more on our investigation into Flight Centre on ABC 7.30 tonight.*

**Topics:** [work](#), [law-crime-and-justice](#), [rights](#), [lifestyle-and-leisure](#), [travel-and-tourism](#), [australia](#)

First posted Tue at 11:31pm

**[Flight Centre accused of 'ripping off' customers, underpaying staff in 'cult' workplace — ABC News](#)**

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J. Michael Evans

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**John Michael "Mike" Evans** (born August 16, 1957 in [Toronto, Ontario](#)) is a former [Canadian rower](#) who has been a business executive at [Goldman Sachs](#) and [Alibaba](#). He currently serves as president of [Alibaba](#).

□

Evans was a member of the [Canadian men's eights team that won the gold medal](#) at the [1984 Summer Olympics](#) in [Los Angeles, California](#). His [twin](#) brother [Mark](#) was on the same winning team. He is a graduate of [Upper Canada College](#), [Princeton University](#) and [Oxford University](#). He had also previously studied at [University College, Oxford](#)<sup>[1]</sup> where he rowed at the stroke oar for Oxford in the [Oxford-Cambridge Boat Race](#).<sup>[2][3]</sup>

Evans was vice chairman of [Goldman Sachs](#), chairman of Goldman Sachs Asia<sup>[4]</sup> and for 20 years a partner in the firm. In 2015, he was appointed president of Group reporting to Daniel Zhang. Evans had served on the board of Alibaba since its September 2014 [IPO](#) and will continue on the board as a management member. He had known Alibaba founder [Jack Ma](#) since before 2005.<sup>[5]</sup> In the high-profile IPO, Goldman was one of six lead underwriters with Mark Schwartz, chairman of Goldman Asia Pacific, named as lead banker for Goldman in a lead-up New York *Times* report.<sup>[6]</sup>

Personal [[edit](#)]

Evans was born to Dr. John Robert Evans and his wife Gay. Besides his twin brother Mark, he has four other siblings: Derek, Gillian (Gill), Timothy (Tim), and Willa.<sup>[7][8][9]</sup>

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