

## MAKING BEAUTIFUL MUSIC TOGETHER

Artists, musicians, performers, painters and poets have rarely been in a position to speak directly to those engaged in business, finance or government for most of human history. In other words, artists have been unable to serve the guiding institutions, Benjamin Zander told an audience of corporate executives and change agents in Sydney last month.

"In our new global society there is no guiding institution that speaks compellingly to the people. Markets have replaced government and traditional institutions as the regulating force, and markets do not converse in a human tongue. "This radical shift in the structure of the world

begs for creativity. It asks us to review who we are and who we can be as human beings."

The British-born, US-based conductor is known for his skill in sharing the lessons of leadership with a wide range of audiences. He estimates that some 250,000 people have attended his talks since he started giving lectures fifteen years ago, including senior executives, groups of schoolchildren and priests. He has addressed three meetings of the World Economic Forum in Davos. And in April the Australian Youth Orchestra helped him demonstrate his unique approach to leadership.

He enjoys telling the story of his own epiphany, at around the age of 45, when he suddenly realised that of all the participants in an orchestral performance, the conductor is the only one who doesn't make a sound.

"The conductor gets his power from his ability to make other people powerful.

"I realised my job was to awaken possibility in other people. Then I became very interested as to whether I was doing that or not. How do you find out? You look at their eyes. If their eyes are shining you know you are doing it. If they are not shining, the question is 'who am I being that my players' eyes are not shining?'"

His transformation, from old models of conducting to new, offers useful insights for people who

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are tackling the tasks of leadership in any environment. And it would be hard to imagine a more radical leadership transformation. As Zander puts it, "The conductor is traditionally the last bastion of totalitarianism in the world. Harvard studied 12 different professions in great detail and discovered orchestra players came in just below prison guards in terms of job satisfaction. Chamber music players came out number one. The only difference between playing a viola in a string quartet or an orchestra is the presence of a conductor." What does that tell us about creating the conditions to make other people powerful?

One of the conductor's favourite techniques is a simple method of seeking feedback from his



### INSIDE

- 3 HOW WILL WE LIVE? The future of housing
- 5 Global Futures Roundup
- 6 CLA: Drilling the future
- 7 WAKING UP AFTER THE WAR: Part 2
- 8 Signals in the Noise

**C**reativity could well be our theme for this issue.... ranging from the creativity of a famous conductor who uses his music to teach the principles of leadership, to the creativity of artists and poets who help us understand the un-articulated mythologies that guide our lives and our actions. And creativity is increasingly coming to the fore in dealing with the issues we face as a global community -- from the way we build our houses and manage our resources, to the way we address massive global issues like conflict and poverty.

There are some encouraging signs, as you will see from this issue, which reports fundamental changes in attitude by the power brokers of global trading as well as retreats from some of the more contentious frontiers of technology.

Another feature of the good news is the growing reach and recognition of the discipline of futures studies. If you want to know more, just google "futures studies" and spend an hour or so following the fascinating trails that lie before you.

And watch out for some more action on the ground: a number of members are seeking a renewal of member networking meetings and chairman Charles Brass is happy to oblige. Let's get together in a few weeks (we'll email a time and place) to talk about it.

Jan Lee Martin

# Making beautiful music together (cont'd)

players. Before his first rehearsal with a new group, he puts a sheet of white paper on each player's stand with an invitation for them to return it with "anything that will enable that player to play more beautifully." Some of the responses are simple and practical: for example, "I can't see you". But mostly, he says, the statements are about the music and sometimes about the conducting. He read out a handful of examples from the Australian Youth Orchestra members sitting in front of him:

- "this makes me feel I am taken seriously and not just an insignificant part of the machine"
  - "my instrument is now so much smaller than it was four days ago"
  - "I have no sense of time or effort.. this must be happiness"
  - "for the first time in my life I am disappointed when the break arrives"
  - "today for the first time I truly felt like I was not playing my instrument, I was playing the entire symphony."
- "Is this just young people speaking? or is this something special?," he asks. "Is there something going on here?"

Zander refers to the book he has written with his therapist wife, called *The Art of Possibility*.

"There is a world called the downward spirals.... we worry, think of all the problems, think we are not good enough, think it won't work out....downward spirals. I prefer to look at the radiating possibility... in the presence of possibility human beings have shining eyes - they have no control over it.

"Transformation is an act of the will. It calls for leaders to speak to the best part of the people you are dealing with."

When he is teaching, he uses an idea from his wife to transform relationships with his students. He had told her that the students were worrying about their course and their competitions and whether they would get jobs - that they simply "couldn't take the risks with them-

selfes that they need to take to be great artists". She proposed a new approach. "Now, at the first class I announce that as a member of this class they have a grade A. There is one condition: they have to write me a letter within the first two weeks of the year, starting, "Dear Mr Zander: I got my A because...."

"They have to write a letter describing who they will have become to justify an A. I tell them to fall passionately in love with the person who is writing that letter.. they see themselves as who they can be.

"When you give an A, the relationship is transformed. You talk and act differently to someone you are giving an A to, rather than someone you are giving a C to."

According to Zander, the duty of leaders is to believe in their people: "Never doubt the capacity of the people you lead to accomplish whatever you dream for them. It's a principle that leaders like Gandhi, Martin Luther King Jr., and Nelson Mandela have all embodied. Imagine if Martin Luther King had said, 'I have a dream -- I wonder if people will be up to it?'"

The trend to companies being more interested in how their employees think and feel about events - rather than just telling them what to do - fits this approach. In an interview with the *Financial Times* in London, Benjamin Zander said, "I could not have done what I do 25 years ago, given the 'command-and-control' way in which a lot of companies were then run. It's odd that an approach which would have been considered quirky or extreme then, has now become part of the mainstream."

Another interview, in *Fast Company*, captured his definition of leadership: "The new leader's job is to create a powerful vision that allows room for things to occur that are as yet undreamed of. The leader must hold the definition of the vision so clearly that all the players involved are able to align with it daily."

(Q: *How do you tune your organisation?* - Ed.)

For more information visit [www.benjaminzander.com](http://www.benjaminzander.com)

# HOW WILL WE LIVE?

**Possible futures for Australia in 2025 were canvassed at a Sydney workshop in a bid to identify emerging trends and technologies in building construction.**

*The year is 2025. Heading towards a stable population of about eight billion people, the world is both more global and more local. The notion of social security has become global, the developed nations realising that they cannot indefinitely cocoon themselves from the knock-on effects of poverty and misery outside their borders. A realisation of the fragility of the planet is showing up in global environmental initiatives.*

This was the opening brief. After dealing in more detail with technology and sustainability, the scenario closed in on Australia, with...*a population that is massively skewed towards the elderly, possibly asset-rich but income poor. Exacerbating the baby-boom effect, people are living longer, in part due to advanced modern medicine. This medical care, of course, comes at a cost: equitable accessibility to medical care is an issue. Conceding the reality of our national love affair with the car, planners now calculate on the basis of one car per adult.*

"How will all this impact on our lifestyles?" the Warren Centre asks. "What wise outcomes and cultural changes could/should we influence? What emerging technologies could be put to good use? What will or should the home of the future look like?"

And, since the project was being funded by the Copper Development Centre, it went on to ask what part in this world of change that particular metal might play.

Given the features of the starting scenario, perhaps it was not surprising that the four working groups should come up with broadly similar expectations of the location and density of future housing; of services that may be provided; the local amenity; the materials and systems in use; special design features; and the affordability of housing. But there were some futurists there, too, to remind the group of the importance of the "zeitgeist" -- the changing spirit of a changing world.

Highlights of the initial scenarios created by the working groups included:

- geo-politics: dominance of China, India; Australia choosing niche activities, specialising in capturing certain markets, e.g. sustainable technologies, exporting education and intellectual property
- local impact of globalisation accelerating our shift from manufacturing to knowledge industries and

**Smart homes in smart communities bidding for scarce natural resources.... Aussie kids learning Chinese at school.... automated local community management of energy.... onsite capture and treatment of water.... nano-coatings for thermal control.... smaller dwellings, factory produced to superfine tolerances to withstand extreme weather.... cultural imperialism shifting from Hollywood to Beijing....**

- consequent impact on housing needs
- ownership of homes may no longer be the dominant model: people may enter into service relationships with dwelling/habitation providers at individual or community level
- buildings are likely to harvest energy, with intelligent systems to coordinate use of resources. Local neighbourhoods might plug smart houses together to form smart communities -- a second level of optimisation and self-regulation which could become a bargaining position for bidding for scarce resources such as potable water
- production of houses and homes is moving into factories, with mass customising to get closer fits and tolerances to prevent thermal or air leakage. This factory production will displace traditional tradespeople in the building industry.
- house structures are likely to be very flexible... modular designs for rearrangement and recycling as families grow and change
- sensor technology will monitor the condition of buildings, also provide physical and biological security (the scenario had included possible global epidemics and impacts of climate change, and their consequences at the level of homes and communities)
- pressure of migration from south to north along coastal zones and into cyclone areas
- homes energy-smart, water-smart
- smart technologies to over-ride user failures (e.g. turn off lights)
- community water harvesting
- using the mass of stored water for thermal control
- diminishing use of individual cars as fuel prices climb and public transport alternatives improve.

The group's concern about the growing rich/poor gap was not simply moral: "We will have a working elite. There are



**Hosted by the Warren Centre at the University of Sydney, the April workshop included experts from a variety of fields in universities, business and government. Futures Foundation members who would like to participate, or to see the final report, should contact [warrenc@eng.usyd.edu.au](mailto:warrenc@eng.usyd.edu.au).**

# Voices of the living future

## HOW WILL WE LIVE?

(from page 3)

A focus group discussion with high school students, facilitated by the Warren Centre as part of its exploration of the future of the building construction industry, captured the young people's ideas about what the world would be like in 2025 (boys), and key features of what they would like the world to be like (girls). Mixed groups of boys and girls were also asked to identify the kind of housing that would be, or should be, available in 2025.

### The World in 2025 - Predicted

The world predicted by the boys for 2025 was marked by dramatic technological change and strongly contested power bases leading to major geo-political shifts.

Among the technology-based changes were:

- interactive 3-D television, which provided the basis for virtual holographic conferencing
- smart clothes capable of responding to ambient temperature (i.e. warming you up when it gets cold)
- continuing dominance of transport by cars, but powered by new energy sources
- space tourism well established
- genetically modified food widely consumed
- cloning of human organisms to provide spare parts.

The major geo-political and social changes resulted from:

- the US loss of world supremacy
- a high level of convictions of CEOs of global companies for fraud or other misconduct, leading to a loss of public faith in globalisation
- the abolition of the concept of privacy through the pervasiveness of IT-based information capture, storage and analysis.

### The World in 2025 - Preferred

The preferred future of the girls, in contrast, focussed much more strongly on issues of value and equity. The features of their 2025 included:

- international government
- a single global currency
- politics is open, with much more opportunity for direct public involvement
- poverty and starvation no longer exist
- cures are available for most physical and mental diseases
- universally accessible Internet
- all 'machinery' is eco-friendly – non-polluting and driven by renewable energy
- plastic bags are only seen in old films.

### Residential housing of the future

There was no strong differentiation between the probable and preferred futures. Major themes appeared to be higher density, decentralisation, use of new spaces, diversity, and internal flexibility. Key suggestions included:

- housing with a smaller footprint, particularly in the form of multi-purpose buildings ("tiered cities") providing for work, leisure, housing and other services all in one extended high-rise location
- cities composed of a single building providing all needs, with extended green space for leisure, agriculture and adventure around them
- most growth in housing to occur outside the capital cities, as telecommuting no longer requires you to live near where you work
- construction of housing in the sea, above and below sea-level (allowing that this level might change with global warming)

already signs of an underclass developing and we see that as a major problem in 2025.

What is the need for public housing and how will we go about it?

"We seem to be in a cleft stick. We have an elite that has access to everything on offer from education on, with the ability to keep that sort of world we are building around us. But a significant portion of our population will not be so well off and we don't really have a strategy for dealing with all this. How are we going to treat this emerging underclass? That is going to pull the economy back unless we can find other opportunities." *(Not to mention the society! - Ed.)*

Increased immigration to support population growth was anticipated by one group, with a positive view of this trend: "This is most likely to come from Asia and the Middle East. There will be more stability in the geo-political situation. Australia is seen as being a relatively safe haven, reasonably isolated from conflicts, a nice environment. It will continue to attract reasonably wealthy, younger people from, for example, China."

The second round of scenarios developed by the initial group closed in on topics of specific interest to the building industry and associated areas such as planning, transport, design and materials. It explored settlement patterns and new density distributions; looked at how services might be provided; and explored how system maintenance could be devolved to the most local level. *ff*

- complete internal flexibility in fit-out, so that rooms could easily be rearranged to fit changing needs of families at different stages
- new materials that remove the dominance of the straight line and the square in construction, creating more organic spaces. *ff*

## Monsanto abandons GM wheat

Monsanto has abandoned plans to introduce GM wheat to the world market, following pressure from US and Canadian farmers who feared its introduction would lead to the collapse of their billion-dollar markets in Europe and Japan. Monsanto, the world's biggest seller of GM seeds, had looked to GM wheat to fulfil a dream of dominating the world's bread market. However, activists should not consider this war is over, warns Sue Mayer of GeneWatch UK. While she notes that Monsanto's move follows other tactical withdrawals by the biotech industry (Bayer's GM maize in the UK, Syngenta's GM sugar beet in Europe), she sees much still to be done.

"It is a remarkable achievement that ordinary people and campaigners have been able to change the direction of the GM juggernaut," she wrote. "However, while the amount of GM food produced will be restricted, the use of GM feed for animals is likely to continue or increase as a largely 'invisible' use over which people have little influence... It is also likely that there will be attempts to use GM crops for non-food uses... which will have the potential to contaminate non-GM crops and wild related species. But it is the developing world that is likely to form the immediate focus of the biotechnology industry's market aspirations."

Author Colin Tudge takes issue with the global dogma of profit that maintains "agriculture is a business like any other", and its companion trend of transferring power from the many to the few. *The Guardian* 12 05 04

## ME++: the cyber self & the networked city

This journey into the future with William J. Mitchell, Dean of the School of Architecture and Planning at MIT, digs deep into community consequences of our love affair with the cyberworld. Fascinating insights include his notion that rather than humans moving into cyberspace, cyberspace is moving into human space, reports *Future Survey*. "Material things, with embedded computation and communications capabilities, were starting to function like on-screen graphic objects...through location tracking, physical artifacts could report where they were, much like cursors in screen coordinate systems. Through wireless communication, bodies, places and devices could be as densely, continuously and seamlessly interconnected as web pages...By the time the dot-com bubble burst and splattered, it was clear that physical space and cyberspace had actually become locked in an intricate, mutually transforming embrace, with functions shifting and dividing between the two in complex ways. By the early 2000s, bits had returned from cyberspace. They had gone on location in the material world."

*MIT Press October 2003*

## GLOBAL FUTURES ROUNDUP

### Australia's time (zone) is coming

Australian proteomics entrepreneur Keith Williams believes that "things are on the move, and that we live in the right part of the world to take advantage of where the growth is. "China and India are huge domestic markets that are undergoing rapid growth, as is the rest of Asia," he told a Sydney audience at the annual Innovation Lecture hosted by the Warren Centre. Although Dr Williams talked more about the challenges of growing a global biotech business headquartered in Australia than about the future of proteomics, it was clear that protein science will be the big news story of technology for years to come. At the level of the organisation, it also seems clear that for Proteome Systems, the Australian group that is pioneering the technology at the same time as it is marketing highly sophisticated products, innovation doesn't stay in the laboratory. Its own life story models a transformative approach to business and global alliances that is based on relationships as the building blocks of success. And its Australian base, says Williams, is an asset: "Possibly the most important attribute for a company with global ambitions is to have a truly global perspective and the flexibility to act in the light of that perspective. From Sydney we view the world strategically in a way that our US managers have trouble understanding. They find it difficult to look beyond the US, especially towards Asia."

[www.warren.usyd.edu.au/warren/2004InnovationLecture.pdf](http://www.warren.usyd.edu.au/warren/2004InnovationLecture.pdf)

## The "naked organisation"

The speed of global networking is seeing a shift from managing publicity to being prepared for full transparency, Andy Lark, NZ-born vice-president of Sun Microsystems in California, told the annual conference of the Public Relations Institute of New Zealand last week. Jan Lee Martin of the Futures Foundation, who also delivered a keynote address at the Auckland conference, reinforced his theme as she talked of the growing need for ethics and integrity. She argued that as we understand the role of relationships better, we begin to see communication as the single most critical business process. According to Lark, the new "naked organisation" now has about 30 minutes between a crisis and outside knowledge of its occurrence. And, he says, it takes about 45 minutes for a private internal email to hit the web and trigger inquiries from the media.

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# DRILLING THE FUTURE : Causal Layered Analysis

**Introduced by Professor Sohail Inayatullah, Causal Layered Analysis (CLA) has been used successfully in a variety of workshops and futures courses since 1990, and is still being developed and enriched through growing practice.**

As Inayatullah explains in his 2002 book, *Questioning the Future*, CLA is concerned less with predicting a particular future and more with opening up the present and past to create alternative futures. It focuses less on the horizontal spatiality of futures (in contrast to techniques such as emerging issues analysis, scenarios and backcasting) and more on the vertical dimension of futures studies.

CLA is especially useful in workshops that bring together individuals either of different cultures or different approaches to solving problems. It is best used before any scenarios work, because it opens up a vertical space for scenarios of different categories. It expands the range and richness of scenarios and allows for a range of transformative actions. The use of CLA moves the discussion beyond the superficial and obvious to regions that are deeper and more marginal. And Inayatullah points out that it appeals to, and can be used by, a wider range of individuals because it incorporates non-textual and poetic or artistic expression in the futures process. CLA can also be seen as an effort to use the concepts of poststructuralism not just as an epistemological framework but as a practical research method, as a way to conduct inquiry into the nature of past, present and future.

In the field of futures studies, CLA sits across the intersections of the three main domains: empirical, interpretive and critical futures studies, plus the fourth perspective of action research. Each dimension has different assumptions about the real, about truth, about the role of the subject, the nature of the universe and the nature of the future. Sohail Inayatullah prefers approaches that use all four: that contextualise data (the predictive) with the meanings we give them (interpretive), and then locate these in various historical structures of power and knowledge -- class, gender, *varna* and episteme (the critical). This entire process must however be communicative, he says: "that is, the categories derived through doing, interaction with the real world of others -- how

they see, think and create the future."

The first level for exploration is the 'litany'-- of quantitative trends, problems, often exaggerated or politically motivated, usually presented by news media. Events, issues and trends seem discontinuous. The result is often a feeling of helplessness or apathy, or projected action ("why don't they...?"). This is the conventional level of futures research.

The second level is concerned with social causes, including economic, cultural, political and historical factors (e.g. rising birthrates, lack of family planning). Data is interpreted. This type of analysis is usually articulated by policy institutes and published as editorial in journals. However, while the data is often questioned, the language of questioning does not contest the paradigm in which the issue is framed.

The third, deeper level is concerned with structure and the

discourse/worldview that supports and legitimates it (population growth and civilisational perspectives of family; lack of women's power; lack of social security, etc.) Discerning the deeper assumptions behind the issue is crucial here, as are efforts to revision the problem. The foundations for how the litany has been presented, and the variables used to understand it, are questioned at this third level.

The fourth layer of analysis is at the level of metaphor or myth. These are the deep stories, the collective archetypes, the unconscious, often emotive dimensions of the problem or paradox (seeing population as non-statistical, as community, or seeing people as creative resources, for example.) This is the root level of questioning, from the heart as well as the head. However, questioning itself finds its limits since the frame of questioning must enter other frameworks of understanding -- the mythical, for example.

In summary, CLA is based on the assumption that the way in which one frames a problem changes the policy solution and the actors responsible for creating transformation. Inayatullah argues that "futures studies should be seen as layered, both deep and shallow. Its textured richness cannot be reduced to empirical trends." So Causal Layered Analysis asks us to go beyond conventional framing of issues, to explore new ways of thinking about the future. *ff*

**"...futures studies should be seen as layered, both deep and shallow. Its textured richness cannot be reduced to empirical trends."**

**-- Sohail Inayatullah**

# WAKING UP AFTER THE WAR - Part 2

*In April we published a precis of the first part of Richard Slaughter's essay, **Waking up After the War**. The essay offers a brief analysis of the "global problematic", and looks at some of the ways that futurists can respond. It also explores the theme of what it means to 'wake up' at the cultural level. The next part of the paper introduces us to the idea of 'post conventional' futures work and the final part, to be published in June, summarises new tools, perspectives and capacities available to today's futurists and foresight practitioners.*

In the last 50 or so years, futures studies has followed a path of increasing integration and development. First there were many attempts to perfect the technique of forecasting. Over time the technique was largely abandoned by futurists although it was widely adopted in many instrumental contexts. Next came the exploration of divergence in the forward view, most often through scenarios (which then, as now, were highly successful in ideal conditions and greatly over-hyped and over-used elsewhere). Then we saw the rise of critical futures studies, followed by other developments. These stages were largely preoccupied with understanding and tracking changes in the world 'out there' -- and therefore overlooked the very means through which we can know anything at all: that is, the world 'in here'. This tendency was greatly reinforced by 300 years of cultural commitments that repressed the 'inner' and pretended that everything and everyone could be reduced to the 'flatland' exteriors favoured by empirical science. Now a 'critical turn' in futures studies has refocused attention on these overlooked interiors. It specifically highlights vital processes of social construction and social legitimation, of the uses and misuses of power, and of the underlying dynamics of the entire social world. The four domains of development outlined in the first part of this essay (inner individual, inner collective, external individual and external collective) engage the knowledge and insight of stage development theorists, cultural historians, empirical studies of the human being and empirical accounts of external societal development. These in turn map directly onto the Wilberian four-quadrant model (see *Future News* March 2004) that both advances the work of futures and decisively changes its character. A great deal of well-meaning effort has been spent

fruitlessly in attempts to understand and solve global issues on the basis of partial understandings and radically limited approaches. World problems cannot be understood, let alone resolved, on the level at which they are first presented or understood. Nor can the 'exteriors' of development, such as terrorism, war, poverty) be improved without deep understanding of human and cultural 'interiors' (individual and collective values, ideologies, formations of power and capital).

**"The drawback to conventional work is that it is immersed in social processes that it cannot see and from which it cannot extricate itself."**

In a paper called *V-memes at War*, Ray Harris applies Spiral Dynamics (see our March issue) to global conflict. He suggests that 'Islam is burdened by a red/blue centre of gravity', while the developed world is locked into the individualistic orange v-meme, which is 'definitely not about win-win, but about win-lose'. In other words, there are powerful inner forces at work in these conflicts. It is unlikely solutions can be found without a deep understanding of their inner structure.

Another scholar who has used the four quadrant model, Mark Edwards, discusses 'evolutionary' dynamics (basically the drive to grow, develop, dominate) and a corresponding set of 'involutionary' dynamics (the need to integrate, stabilise and sustain). He discusses three global developmental pathologies:

- the bias towards a progressive, growth obsessed worldview which dominates everything;
- a valuing of the individual and personal freedoms, rights and responsibilities over collective freedoms, rights and responsibilities; and

- an extreme emphasis on a material, external worldview of life and knowledge and a widespread neglect or even denial of the interior dimensions of life and knowledge.

Clearing the fog of conventional understanding is a necessary first step to becoming an effective foresight practitioner. A simple way to do this is to distinguish between pre-conventional, conventional and post-conventional work. Pre-conventional involves the process of 'learning the ropes', becoming socialised, competent and qualified in a chosen area. At the conventional stage one has arrived, and can work effectively in solving routine problems for which the existing culture has solutions. This is where most of the world's futures work to date has been done, with corporations, consultancies, government agencies and so on -- and almost all of it in the 'exterior collective' domain. The drawback to conventional work is that it is immersed in social processes that it cannot see and from which it cannot extricate itself. Post-conventional work explores very different territory. It consciously sees the self as a product of, and emergent from the social order, which in turn is clearly constructed, partial and problematic. Nothing can be taken for granted. Here there is vast openness that, on the one hand, can land one in the misery of existential angst or, on the other, open up one's entire being to a universe of deep significance and rich possibility. That is why we can say that 'conventional thinking is thinly disguised power'. It is also why conventional futures work is marginally useful but unhelpful at advanced levels. It plays with trifles and misses the main game altogether. Futurists and foresight practitioners need access to the new tools, perspectives and capacities that are now available to deliver depth insight, practical wisdom and a durable foundation for productive work. *ff*

# Signals in the noise

## Growth of urbanisation

Although the Warren Centre workshop reported on page 3 anticipated the growth of grids and networked satellite cities, other reports anticipate a solid urban growth rate that's double the rate of the total population, mostly in less developed regions. The UN reports that world urban population will jump from 2.9 bn people in 2000 to 5 bn by 2030. This will include 8.4% of world population living in cities of more than 5m by 2015, up from 6.5% in 2000.

*Future Survey*

*February 2004*

1197

## Privatisation or (inter)nationalisation?

In a fascinating twist to the privatisation phenomenon, the government of Singapore is buying into big business -- including billions of dollars worth of infrastructure in Australia. As well as its interests in telecommunications and health services (Optus and the Mayne group), the Singapore government has now added Australia's third-largest energy retailer to its portfolio for \$5.1 bn, making it Australia's biggest energy provider.

*Australian Financial Review*

*28 04 2004*

1198

## Changing tunes on global trade - at last!

In the same week that the World Bank's James Wolfensohn accused the rich G8 nations of hypocrisy, the World Trade Organisation attacked subsidies in the fishing industry and US and European agriculture (the latter currently running at a billion dollars a day). Wolfensohn told a development conference that the world's major governments were willing to spend US\$900 bn on defence, but provided just US\$60 bn for overseas aid, of which a fraction was in cash. Only Denmark, Luxembourg, the Netherlands, Norway and Sweden met the target agreed to by the G8 nations. In an editorial on the WTO decision, the *New Scientist* noted that trade, and the rules that are now starting to govern it on a global scale, has an ever increasing impact on how our species uses the planet. "No one can look at the wars, refugees and terrorism that spring from today's global divide between rich and poor and not want to spread the wealth more evenly. And the best way to do that is to arrange our global trading rules so that our irrevocably globalising economy becomes fair for everyone, not rigged for the rich."

*New Zealand Herald, New Scientist*

*05 and 08 05 04,*

1199

## Better decision-making?

The growing difficulty of decision-making has been recognised by futurists for years as a significant contributor to many of the problems that beset the global community. Now a process called "structured inquiry" is being used in the USA to conduct electronic polls that "offers a better alternative to argumentative decision making by debate." This e-Delphi method was used to gather community opinion about the reconstruction of the World Trade Centre complex in New York, where nearly 5,000 citizens, guided by facilitators, deconstructed the question and rendered their opinions using wireless keypads.

*The Futurist*

*May-June 2004*

1200

## Radio frequency ID tags everywhere

Already in limited use, radio-frequency identification technology (RFID) is expected to be widespread by 2010-2015. The tiny tags now in ID cards and auto windshields will spread to airline luggage, paper currency, cars and tyres, cartons and pallets and consumer goods. Automatic audit trails in a "totally tagged world" offer both benefits and downsides.

*Future Survey*

*January 2004*

1201

## Zen and the art of business

Tibetan teacher Sogyal Rinpoche has no problem seeing a connection between business and Buddhism, reports Bill Pheasant. In a discussion ranging from Right Livelihood to meditation, the teacher captured the essence of leadership: "If a leader has vision, he or she creates a business that has values and is socially oriented - and that creates a workplace people will be attracted to. People will also respect such a leader and follow them.... Business can make money and also have core values... you can make a profit, but also be of service to humanity."

*BOSS*

*April 2004*

1202

## Bums on streets - it's therapy

There's a chance the next person asking for "spare change" on the streets of London could be managing a bank or running a large company next morning. Afad that has been in full swing in the US -- the "street retreat" -- is spreading to the UK as well. Stressed-out executives submit themselves to the ultimate exercise in regaining their perspective on life by playing at being a street bum for a few days and nights. The experience is organised (carefully) by church groups and others.

*New Zealand Herald*

*05 05 04*

1203