

FROM FLASH TO PHONEY TO FAKE?

Since the beginning of history, humans have dressed in their best for special occasions, been on their best behaviour when they wanted to impress. But our natural tendency to make a good impression turns sour when the outer image loses its connection with inner intent, when presentation becomes deception.

Is this happening more than ever before? How do we know?

As the scrutiny of political and corporate behaviour increases, so too do the arts and skills of those who seek to put the best face on their presentation. More than ever before, the preoccupation with superb presentation is making it difficult for the ordinary observer to detect the difference between the real and the fake. Even authenticity itself might be challenged as pol-

- 3 There will still be 186 hours in a week in the year 3000
 - 4 The bank that's Making a Difference
 - 6 Sustaining high performance in sports and management
 - 8 Signals in the noise
- 

"Everywhere we look there is a barely recorded struggle happening between real and artificial... far from experiencing the last twitches of the real world, this struggle may be a clue to the way the future is going to be."

Authenticity: Brands, Fakes, Spin and the Lust for Real Life, by David Boyle (Flamingo)

ished performance: where does identity begin and end? If art experts can't tell the difference between an Old Master and a perfect copy, what does this say about authenticity? If an individual acquires a certain gravitas, learns to present a particular persona, is this personal growth or just being a phoney?

The opinions of digitally-enhanced pop stars and air-brushed celebrities receive more airtime, in our modern world, than well-informed commentary. Companies and regions with a reputation for excellence are assuring themselves of future economic success through building on that reputation. The art of political spin has reached new heights, just as widespread cynicism seems to be making traditional politics almost irrelevant. And for teenagers, simply buying a new uniform is no longer enough for back-to-school week: it's manicures, pedicures and eyebrow waxes for the gen-

eration that has to be cool, according to a report in *The New York Times*.

It's not surprising, then, that author David Boyle seems to have hit a nerve with his book, *Authenticity: Brands, Fakes, Spin and the Lust for Real Life*. He has certainly triggered some impassioned responses from critics. Indeed, one wonders whether the acid wit of writers like Charlotte Raven, published in the *New Statesman*, might even enhance the book's appeal to the generation dubbed "cultural creatives".

"Boyle believes that the postmodernists, in league with the proponents of virtual reality, have been lobbying frantically for a world where 'meaningful communication [is] practically impossible' and 'everything from history to physics is relative and everything gives rise at best to a world-weary smirk'," she wrote. "This infernal plan might have succeeded were it not for the destruction of the World Trade Centre and the millisecond shift in focus that Boyle, rather sweetly, mistakes for a revolution in consciousness. 'There was suddenly a collective concentration on what was really important.'

"We all know what happened next. Celebrity magazines shut down, Wall Street brokers went on strike demanding the right to spend more quality time with their families, internet porn empires crumbled as users rediscovered the joys of real sex. At least, that's what was meant to happen. If it didn't, then it's only a matter of time before western



EDITORIAL

This month's issue returns to a favourite theme. While the main stories are, on the surface, about authenticity (p1), time (p3), cultural transformation in a bank (p4), and paths to sustainable high performance in sport (p6), the underlying theme that links them all is success. What do we mean by success? How do we make it, how do we manage it, and how do we measure it?

Organisations of all kinds have learned that their success -- their ability to reach their goals -- is determined by the way they manage their capacity to reach those goals. If, like good futurists, we drill deeper, we must ask what lies behind their capacity to reach goals? Managing the contributors to capacity intelligently helps organisations to achieve sustainable success -- without destroying the health of the system that's producing it.

And, it seems, these principles transfer to sports management and sporting performance. While Futures Foundation member Peter Spence writes that sport has much to learn from business (p6), his story shows that business can also learn from the management of high performance -- success -- in sport.

A quick taste of the sister subject of happiness (p7) could lead us into more next issue - any contributions?

Meanwhile, Charles Brass reaches deep into the long-term future, in his third paper for the Humanity 3000 series (p3). Inviting us to reframe the way we value our time, he challenges us again to consider what we mean by success.

-- Jan Lee Martin

From flash to phoney to fake (cont'd)

culture wakes up to what Boyle calls the New Realist agenda.

"According to his predictions, 'the demand for authenticity', now being expressed as a preference for organic chocolate, will evolve from a lifestyle fad into a global political movement that will define 'what comes after the demise of postmodernism'."

Raven goes on to attack Boyle's credibility because he suggests "that an unsullied, hype-free version of authenticity -- 'real real' as opposed to 'fake real' is available to those with the will and drive to seek it out."

But her most bitter attack is saved for Boyle's suggestion that business, too, might seek authenticity. He quotes a study of workers which showed that they regarded themselves as wasting their lives on meaningless, pointless work and longed, instead, for the chance to do "work for the common good".

"Rather than consider what this means," writes Raven, "Boyle proposes a solution that would reconcile them to their destinies. His 'authenticity agenda' for business is a series of guidelines for chief executives who want to make their workers and customers feel as if they are valued as individuals by an organisation that cares more about their humanity and creativity than it does about the bottom line. 'Most people can't bear to devote their lives to companies whose only purpose is to make a profit. They need a higher purpose.' A failure to recognise this could lead the disgruntled workers to vent their frustration by joining 'the revolt against globalisation'.

"It is quite a shock when this mild-looking book comes clean about its intentions to use authenticity as a tool for repression," she continues. "By giving workers the belief that they are in control, Boyle hopes to silence their legitimate desire for power. Like the fictional creator of *The Truman Show*, he wants to fashion a pasteboard version of a kinder world where neighbours still look out for each other and the food on the table is provided by local suppliers. The purpose of this is to convince the workers that what they have taken for reality is a con-trick perpetrated by the post-

modernists. In Boyle's parallel universe, their feelings of futility are shouted down until they are ready to be turned into pasteboard people who work 60-hour weeks for bosses devoted to their personal growth."

Hmmmmmm. Food for thought from an international supplier!

But perhaps the last word on the pursuit of image and authenticity belongs to one of those American teenagers reported in *The New York Times*:

"I feel like high school changes you so much," said Samantha Chaplin, 15.

"Earlier that day, her brown hair had received rivers of blond highlights, and a man had plucked her eyebrows with a piece of twisted thread.

"When we were in middle school, it was the outfit," she said. "Now, it's the whole package."

Still 168 hours a week in the year 3000

In his third paper prepared for the Humanity 3000 seminars in Seattle this year, Futures Foundation chair Charles Brass argues that one of the few certainties about the year 3000 seems to be that there will still be 168 hours in each and every week. "Creating a viable way for all humanity to use their 168 hours is a major challenge for the industrialized world, which currently seems at best only able to create such viable ways for a diminishing minority of its citizens," he wrote. For highlights, see next page.



There will still be 168 hours a week in 3000

For most of the past 200 years, in industrialized countries at least, questions about time use have been prefaced by the belief that time is inevitably divided into two categories – productive time (by which we mean economically productive) and personal time (by which we mean economically non-productive time, no matter how productive it might be in any other sense). Citizens are assumed to divide their 168 weekly hours between these two categories, earning enough in their productive time to enjoy their personal time.

Implicit in this belief is that all of society's wealth is created during productive time and consumed during personal time. This belief may be accurate (personally I don't believe it is) but accurate or not it doesn't provide a viable basis for a sustainable world for at least two reasons:

- a significant minority of citizens are excluded from participation in "wealth creation time" and hence are forced to become dependent on others for their sustenance
- a different significant minority are so fixated on their participation in wealth creation time that they have little effective personal time – and as a consequence cause significant damage to themselves, their community and their environment.

It is my opinion that the practical dilemmas created by this division of human activity are insurmountable, and hence a new model is needed.

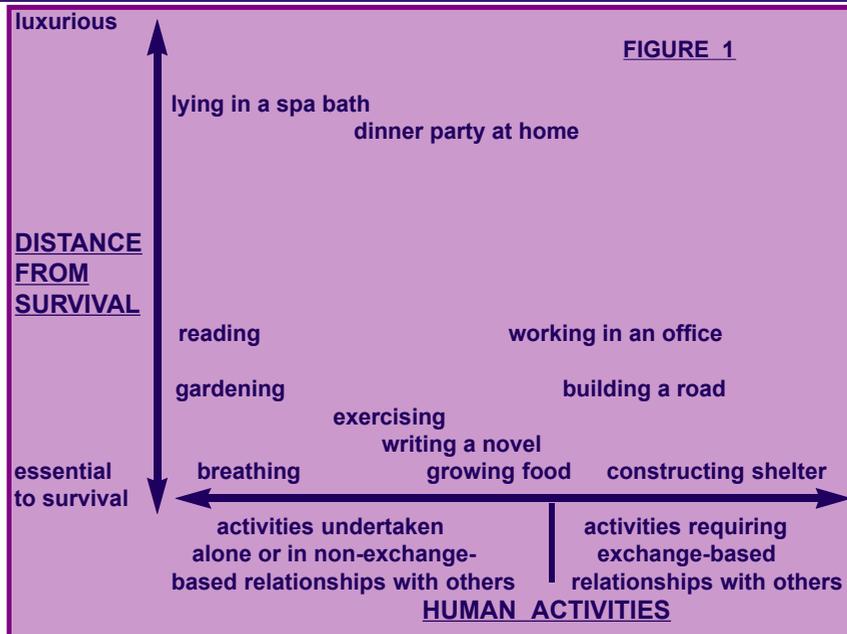
I propose a two dimensional matrix (see Figure 1). The horizontal axis is divided into time spent alone or in communal activities which are not exchange based, and time spent in exchange based relationship with others. The vertical axis is a (potentially infinite) hierarchy with activities that are essential to physical, emotional or spiritual survival at the bottom, above which are activities graded according to their 'distance' from being fundamental to survival.

This representation has the value of placing on a par both those exchange-based and those non-exchange based activities which are survival imperatives.

This model replaces one relatively arbitrary division (into productive and non-productive) with another (solo and relationship based activities and transaction based activities). However, the second dimension in the proposed model (the vertical axis) introduces a new concept – that of criticality to survival.

The current economic model clearly places greater importance on productive activities vis-a-vis non-productive ones irrespective of either's criticality to survival. Hence, unambiguously survival imperatives (such as conceiving, birthing and rearing children) which are devalued in the current model achieve equal status with other survival imperatives (such as producing food) which are given pre-eminence in the current model. Such a change in conceptual framework will, if implemented, have profound implications for the ways in which society organizes itself to get things done in the future.

Industrial era economics has been partially successful at extending the scope



of the dollar to reflect the value in a wide range of human services which were once outside the scope of the marketplace. But there are at least three reasons why dollars cannot be pressed into service much beyond their current scope to represent value:

- dollars are created by centralized institutions located well away from the communities where relationship value is created. It is difficult, if not impossible, for distant agencies to recognize this community value
- relationship value is by its very nature created by people in their local interactions and people by law are prevented from creating dollars to represent this value
- the value in relationships diminishes very quickly as one moves away from the communities in which it is created. Dollars, on the other hand, are designed to be equally valuable everywhere, and to be equally useful to whomever has them.

Hence, dollars are inadequate measures of the value inherent in either solo or relationship based activities. **The overwhelming conclusion is that economics as currently practised is inadequate for the task of identifying the**

(Continued next page)

The bank that's Making a Difference

Being invited to take part in a MAD workshop at a bank sounds a bit unlikely, but it turned out to be an illuminating experience. It's one reason I lost my initial scepticism about the National Australia Bank's cultural transformation program. Working as a coach in its groundbreaking executive development process was the other.

-- Jan Lee Martin

The most successful path to a better future -- for organisations, as well as for individuals -- is usually the one that begins with internal transformation. But real transformation is neither quick nor easy. That's why it is so often avoided at almost any cost by managers who are under pressure to produce results. Now, however, the costs of avoidance are becoming clearer. The consistent failure of quick fixes to create lasting performance improvement is pushing organisations to take a closer look -- not just at performance outcomes, but also at the inputs that make those outcomes possible. They are learning that, to create lasting success, they need to know more about what generates the sustainable capacity for success, and how internal changes can enhance that capacity. This sort of strategic thinking is what led to the National Australia Bank's decision to commit to a fundamental transformation process.

There will still be 168 hours (cont'd)

exchange value of the full range of activities which are essential to human survival.

My fundamental assertion is that if something is essential to survival, whether or not it is based on economic exchange, we must find a way to ensure that the value created when it is done is recognized and captured. The current system assumes this is impossible for some activities and relegates them to second class status. This same imperative exists, though with progressively less criticality, as the activities being considered are less essential to survival.

The fundamental premise of this paper then is that a system (or parallel systems) capable of recognizing and capturing the value inherent in undertaking all survival activities can be developed and implemented.

The day-to-day application of such a system would mean that every citizen would clearly (and valuably) be able to identify the contribution their activities made to their own survival and to the survival of others.

Less obviously, it would also mean that every citizen was part of at least one community within which they were engaged in valuable relationships.

For this reason, such a system will go a long way towards ensuring everyone has a viable place in the world (something which will please the huge numbers currently being displaced by economic development) and creating the possibility that every place will be viable.

Designed to improve the group's future by making changes in the present, the program, called *Revitalisation*, comprises a suite of initiatives aimed at

- helping the bank's people develop their own capabilities through a number of initiatives, including coaching;
- working towards a culture of trust, transparency and accountability; and
- setting new levels of quality.

These objectives were clarified by members of the project team only after they had done a lot of listening. They trawled the files for the results of staff surveys and audits, workshops and other inquiries into how the National's people would like to see the bank change. And they tapped the knowledge of the people in the business through face-to-face conversations, employee forums and other consultation. The overwhelming message that came back was that people wanted to be able to "make a difference" -- in their jobs, in their relations with customers, in their lives.

Continued next page



CULTURAL LEARNING

from CONTROL to PARTICIPATION

Top down	➔	Flatter networks
Owning information	➔	Sharing knowledge
Training	➔	Learning
Orders	➔	Empowerment
Enforcing	➔	Inspiring
Conflict	➔	Cooperation
Independence	➔	Interdependence
Individual achievement	➔	Collaboration, teamwork

JLM

NAB's transformation

(from previous page)

BEYOND RHETORIC

The scale and penetration of the National Australia Bank's culture change program is almost enough, by itself, to demonstrate the authenticity of the organisation's commitment to fundamental transformation. Some key indicators....

- More than 10,000 employees have taken part in *Revitalisation* initiatives since the project began in 2002. That's about one in four employees globally.
- This equates to more than 65,000 hours of development activity focused on transforming the organisation's culture.
- 95 *Breakthrough* teams (average eight people) have worked on projects to transform the organisation.
- More than 100 executives have taken part in the executive coaching program, with coaching support now being extended to other leaders.

crucial link spot between the teams is lead coach Craigie Macfie, who has managed similar processes for major organisations in the UK.

"A team of coaches functioning with a unified approach can form a web of strong relationships inside and outside the organisation," Dr Macfie told *Future News*. "That web acts as an anchor point for change that can help the organisation improve the quality of relationships at many levels. It is resilient, because it is broadbased and incorporates a great deal of diversity, but strong because it is consistent and coherent."

"These are issues that have not traditionally been part of corporate life, but perhaps it is time they were."

Next stage of the National's transformation program may be to look more closely at the way the bank and its people build deeper relationships with the world outside.

"An underpinning concept in this process is the need to recognise and honour people's personal search for meaning, as well as our shared purpose as an organisation," said Heather-Maree Thompson, who leads the *Revitalisation* program. "More and more people are looking for ways to find meaning in their lives. With so much time spent at work, obviously it is important to them to feel good about the work they do and its role in the wider world.

"These are issues that have not traditionally been part of corporate life, but perhaps it is time they were. At the very least, organisations need to avoid situations where people are finding their work in conflict with their personal values. The flip side of that is the huge opportunity for sustained high performance when people are fully engaged in work that they enjoy because it is what they want to do."

On this basis, the team decided upon four key initiatives to begin the process of change.

1. MAD workshops

The desire to *Make a Difference* led to a series of workshops with this unlikely title. Held at various levels throughout the bank, they explored different ways of thinking about relationships; studied different styles of behaviour; and helped people to understand their own styles and their effectiveness. As a participant at one of these, I was pleasantly surprised at the National's willingness to push the boundaries, from cognitive and behavioural psychology to the transcendental and back, and the willingness of participants to trust each other.

2. Career Power

A parallel initiative, called *Career Power*, was designed to coach people, especially high potential people, to manage their own career paths - even if this took them out of the bank. It offered tools and techniques that they could use to identify their values, assess their skill gaps, seek feedback from colleagues and managers, and identify career opportunities.

3. Breakthrough

In the *Breakthrough* program teams of eight or ten volunteers, supported by a senior mentor or coach, identify an aspect of the bank's operations that they want to improve -- providing they can fix it in ten weeks. Of course the process yields more value than simply achieving that goal. Participants learn about behaviour styles, develop team skills and leadership skills, interact with other parts of the business, and acquire new insights and understandings. The activity cuts across "silos" and creates new networks.

4. Executive coaching

While other initiatives were designed for people across different levels of experience and seniority at the National, the executive coaching program specifically targeted the organisation's most senior people. It has had a powerful impact on this group. Coaching began with the top management team and is still working its way through the organisation. The focus of this part of the program, called *Leader as Coach*, is on helping each leader to become a coach in turn, giving them the tools to develop their own people in a coaching rather than a paternalistic style.

The outstanding success of the coaching program has been reported in the prestigious Corporate Leadership Council journal as a case study (May 2003). The report noted that the way the program was organised and delivered "*creates a new standard for managing external executive coaches through the transparent allocation of ownership for decisions, clear accountability for action and results, and an effective mechanism for monitoring and managing coaching engagements*".

A key factor was the bank's decision to appoint a corporate team to manage, or "steward" the process, and a team of external coaches to implement it. Occupying the

Peak performance in sports and management

Extracts from a paper by FF member Peter Spence, Programs Manager, Victorian Institute of Sport

The mechanical worldview that still predominates in much of our society is being challenged. This traditional view, which casts the human body as a machine and continues to separate body and mind, is implicit in some of the existing theories on training. An alternative view, based upon the principles of sustainability and non-linear thinking, promotes a more suitable understanding of the human organism, in terms of complex, non-linear networks, rather than as a simple machine.

This new thinking has implications for the way in which training programs are planned, delivered and evaluated. Gone is the "one size fits all" mentality and individualisation is of paramount importance. Under this thinking, the place of measurement must be reconsidered. When we measure, we get what we are looking for but, in so doing, we neglect all other aspects that may influence performance.

Achievement of high performance requires improved relationships, empowerment of the athlete, a stimulating environment and a systematic, yet flexible approach.

Margaret Wheatley, in her landmark book, *"Leadership and the New Science"*, outlined some simple principles which can apply to the management of sporting as well as corporate performance:

- Let go of our rigid, machine-like models
- Establish a strong guiding vision and sound values, focused upon the development of the individual
- Shape behaviour through concepts – not hands-on control and elaborate rules
- Step back and view ourselves and our athletes in our wholeness
- Realise the dynamic and inter-connected nature of the world
- Watch for trends and flow, rather than causes and controls, in training and performance; don't use restrictive technical criteria to justify intervention that may disrupt the self-organising processes that are vital to unleashing true creative potential
- Understand that instability and chaos are not necessarily bad, as they may help to facilitate superior performance levels
- Don't expect immediate solutions (solutions are temporary events, specific to context and are relationship dependant)
- Don't base plans entirely on past experiences – each athlete and each situation is unique and deserves a "clear slate" upon which to develop the special potentialities that are available.

1. *Improved relationships*

Successful coach/athlete combinations frequently attain a level of empathy and understanding where one knows how the other is thinking. This can even develop into apparent telepathic abilities. If this level of relationship is achieved, there can be enhanced sensitivity and feeling that can contribute to performance leaps and the transcendence of performance expectations.

In western civilisation, we have been socialised to detach ourselves from nature and, in many ways, the mind and the body are still treated as separate entities. As a consequence of the prevailing mechanical worldview, we can neglect many of our innate capacities that may lead to the release of extraordinary potentialities. If we can awaken ourselves to the intricate workings of our body, mind and spirit, we may tap dormant capacities of unrealised power.

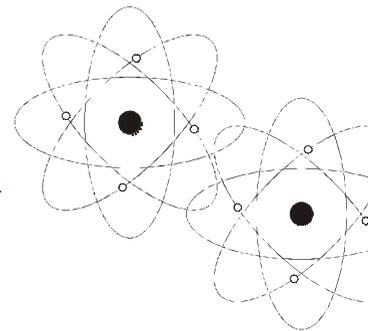
Communication is critical to the achievement of close and deep relationships between athlete and coach, all support personnel and significant others in the athlete/coach circle. Interpersonal skills are vital and must be continually developed. It is no accident that the most successful coaches are the ones with outstanding communication skills.

2. *Empowerment of the athlete*

It is essential that both athlete and coach grow and develop their respective and collective capacities. The athlete/coach relationship should be one of mutual respect and co-operation, not a power struggle for control. This principle applies to all aspects of the training program. It must be remembered that we are stimulating human beings, who have wondrous capacities and enormous potential. Training programs must be creative, innovative and dynamic, in order to embrace all the capacities and nuances that each athlete exhibits...and then go beyond these to discover new abilities. The athlete must be continually challenged and stimulated to excel.

3. *The provision of a stimulating environment*

The environment that is facilitated by the coach, in conjunction with the athlete, is the single most important contribution to the achievement of excellence. Whilst it must be safe, it must challenge and extend the capacities of the athlete. Particularly at the high performance end of sport, this must take the athlete beyond any "comfort zone" and challenge the apparently impossible. There is increasing awareness of the evolutionary journey that humankind is taking and that there are many ways by which we can



Peak Performance

(cont'd from p4)

tap into the enormous potential that humans possess. As stated by Michael Murphy, "We live only part of the life that we are given."

4. A systematic yet flexible approach

A systematic approach to program delivery that adapts and grows with the athlete, so that preconceived targets do not become limits, is essential to guide high performance athletes. There is a need to ensure that regular opportunities are provided for the athlete to model aspects of the program.... it is also necessary to ensure that rigid control does not dominate the program and restrict the achievement of excellence. Linear thinking can tend to promote incremental, step-by-step improvements that may develop sameness and establish limitations. Non-linear developments may provide more creative, lateral thinking athletes who may experience enhanced opportunities for breakthrough achievements and points of difference. Sometimes, ideas and innovations may come from the most unlikely sources. Thus, it is essential to consider developments in diverse sports, activities and industries.

Additionally, business can be a very productive nursery for change in the business of sport.

Creativity is vital to the on-going achievement of competitive advantage. Novelty, which provides the spark of enthusiasm for all concerned, is accessible to us all. We must find ways of developing this source of creativity...and not suppressing it, as frequently happens.

There is a need for us to go beyond the "either/or", cause and effect thinking of classical science and embrace the inter-connectedness that is highlighted in quantum thinking, progressive business practices and in the sustainability movement. It is now understood that individuals and groups have the capacity to spontaneously self-organise in such a way that they re-emerge at a higher level of complexity and performance – provided that the process is not compromised by efforts to control it. No doubt, this has implications for management systems in sport and life.

In many circumstances, technically based intervention and control can inhibit high performance outcomes. Under rigidly controlled conditions, it is most unlikely that self-organisation can occur. Less rigid conditions may facilitate self-organisa-

Fritjof Capra ("*The Hidden Connections*" p.202) identified the following principles of Ecology, which could equally provide guidelines for programs in high performance sport-ing excellence:

- Networks
- Cycles
- Solar energy
- Partnerships
- Diversity
- Dynamic balance

tion and thereby produce a level of performance beyond expectations of coach and athlete. This may help to tap the athlete's true innate capacities and provide a means of achieving performance levels that may be beyond the experience, commonly referred to as being "in the zone" of high performance.

On-going success requires systematic, yet flexible programs... this calls for a high degree of openness and a readiness to learn from a range of sources. If we are to establish sustainable programs for future generations of athletes, it may be that we need to consider the guidelines that have emerged from the sustainability movement.

We can conclude that a well-refined system is essential in programs that aspire to achieve excellence. Whilst structure is vital, care must be taken not to fall in love with predictability and order. Systematic planning is required but coaches and athletes should not restrict themselves to being content with achieving incremental steps alone. There must be a balance between design and emergence, control and creativity/innovation. However, it is clear that regular challenges are needed to facilitate breakthroughs and performance leaps. Be prepared to play with the opportunities and the range of stimuli that may be at your disposal. Think like an artist. Dance with the opportunities. Think DIVERSITY and excite yourself and your athlete(s). The future is full of promise for those prepared to work with this thinking, based upon interconnectedness and creativity.

THE PURSUIT OF HAPPINESS

It is the subject of countless treatises and self-help books. In the US, the quest for it is an inalienable right enshrined in the Declaration of Independence. Now, investigating it has become an academic discipline, says the *New Scientist* (4/10/03). It looks at the new science of how to be happy, asking where or how we are supposed to find happiness?

"Through good works and helping people, perhaps, or by finding religion or discovering the joys of 'downshifting'?"

Whatever strategy you choose, it helps if you live in Puerto Rico or Denmark, the journal says. (Australia ranked 20th in the World Values Survey, though it performed better for day-to-day happiness.)

"Over the past decade, the study of happiness...has morphed into a bona fide discipline. You can find 'professors of happiness' at leading universities, 'quality of life' institutes the world over, and thousands of research papers."

Regular readers of *Future News* will know this kind of peak performance has been one of our consistent themes, informed lately by Mihaly Csikszentmihalyi, Professor of Psychology at the Peter F. Drucker School of Management. We might explore this topic further in our next issue and would welcome contributions from members.

Signals in the noise

Advance guard

In the 21st century the countries and regions that excel will be those that are most successfully themselves, writes Deirdre Macken. There's no one formula for winning in rebranding the town, region or country left behind in the onward rush that is globalisation, though the Bilbao effect continues to be a model. (See also the work of Richard Florida at www.creativeclass.org.)

AFR Magazine 27 September 2003 1158

Let's get personal

What makes you you? How does it feel to be you? Outwardly we express personalities, while inwardly we feel a sense of identity. These are the things that define us as individuals. But where do they come from? Two articles investigate the emerging biological basis of personality.

New Scientist 13, 20 September 2003 1159

Y factor spells doom for men

A new book from Bryan Sykes, Professor of Human Genetics at the University of Oxford, argues that dwindling fertility and a decrepit Y-chromosome will consign the male of the species to the history books (*Adam's Curse: A Future Without Men*). Women, on the other hand, can look forward to plum jobs, good pay, tax deductible child care and global peace.

AAP 13 October 2003 1160

Tipping a future payment system?

Robert Woodhead argues that the tried and true practice of tipping offers a solution to the problem of finding a payment method for intellectual property. His own website, www.selfpromotion.com, demonstrates how the system can work and proves, he says, that most people are honest.

Living Ethics Spring 2003 1161

Bush AIDS 'gift' seized by industry giants

Fighting AIDS was supposed to show George Bush's softer side. However he has now reconsidered, first giving the top AIDS job to a Big Pharma boss and then breaking his \$3bn promise of AIDS relief, writes Naomi Klein. Now there are concerns he may sabotage a WTO plan to send cheap drugs to countries ravaged by AIDS.

The Guardian U.K. 13 October 2003 1162

Citizens strike back in intelligence war

With the demise of the Bush administration's controversial Terrorist Information Awareness program to monitor everyone in the US, citizens now have a chance to get their own back. A website to be launched later this year will allow people to post information about the activities of government organisations, officials and the judiciary. The two MIT researchers behind the project, Chris Csikszentmihalyi and Ryan McKinley, have trialled the site at MIT and are now seeking solutions to legal concerns before launching.

New Scientist 11 October 2003 1163

Teens hold the key

The biggest generation of adolescents in history -- 1.2 billion strong -- could be a launching pad for economic and social transformation, says the *State of World Population Report 2003*.

Sydney Morning Herald 8 October 2003 1164

Waging war and making peace

Global security problems seem to be growing, and our capacity to deal with them diminishing, writes Gareth Evans, president of the International Crisis Group. He argues that the most urgent need in the international security debate is to re-establish consensus about what the basic rules or principles governing the use of force should be, and how they should be applied.

AFR Review 3 October 2003 1165

US style democracy for Australia?

The battle between sitting member Peter King and political aspirant Malcolm Turnbull is introducing new levels of aggression into the Australian political process. King says it means we have seen the emergence of American-style politics for the first time in this country in a most unfortunate way, with paid political advertisements regarding internal preselection processes in the Liberal Party being aired on a Sydney commercial radio station.

AAP 14 October 2003 1166

More delivers us much less

Ross Gittins reports on a new book by Opposition telecommunications spokesman Lindsay Tanner (Pluto Press) which -- shock, horror! -- explores the "soft" topic of changes in relationships in Australia. After more than a decade of A-grade economic performance and rising prosperity, people are asking, if we're so rich, why aren't we happy? Tanner argues that developments in the modern world are causing our relationships to break down.

Sydney Morning Herald 17 September 2003 1167