



THE THIRD AHA! SPOTTING A NEW PRINCIPLE

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"The Western Society is old and developed, like an old person who lives a comfortable life, but has lost vitality and wants to maintain status quo. Look at the east, especially Asia, where emerging countries are rising with a booming and vigorous economy and the more diligent people. The threat and competition they bring serve as a morning call to the West which has to take measure to face the challenge, or it will lose the chance to survive one day."

..... Erik Izraelewicz, When China Changes the World

"Globalism is a state of the world involving networks of interdependence with multi-continental distances."

..... Robert O. Keohane & Joseph S. Nye

"Economic planning fails to consider the effects of growth and industrialization on the ecological capital upon which human wealth relies."

..... Intersecting Disciplines, Forum on Religion and Ecology

"Because they can find workers and investment opportunities elsewhere, America's rich and powerful are abandoning the social contract that until recently had united the economic interests of all Americans."

..... Jeff Faux, The Global Class War

"The Intergovernmental Panel on Climate Change is expected to report soon that emissions from humankind are the only explanation for major climate changes on Earth."

..... BBC, March 1, 2006

RETHINKING ECONOMIC DEVELOPMENT IN A TIME OF GLOBAL TRANSFORMATION

In 1994, at the national Economic Development Institute (EDI), I introduced the concept of the need for an "electronic infrastructure" as a key economic development tool for the 21st century. In 1999, my emphasis turned to the role of human creativity as a future focus for economic development. Only a few who attended those initial sessions in Indianapolis and Oklahoma saw the relevance of these ideas because it wasn't in their base of economic experience.

Yet just ten years later, both the Web and human innovation are at the center of a new type of economy that has been emerging. In fact, we are in the midst of such historical change that there are three different types of economies in churn and mixed together...the last stages of an Industrial Economy, a transition time from now to around 2020 of a Creative Knowledge Economy, and the early "weak signals" of a Molecular Economy.

For the last decade, economic development has been in the process of such change that nothing less than a transformation of principles, concepts and methods is emerging. Since the turn of the millennium, economic development has been more than industrial recruitment. Now human capital is seen as important as financial capital.

So what is on the horizon for our society and our economy? How can we prepare for a interdependent global economy where continuous innovation is required? How do we take into account the costs of depleting the "natural economy" of our world? How can economic developers learn to collaborate at a deeper level with educators and others to learn how to help "electronic entrepreneurs" anticipate new knowledge that doesn't presently exist? How can this new knowledge add value for totally new economic ideas? What new leadership and management methods will be needed to complement and work in parallel with traditional leadership and strategic planning? How can economic developers become leaders for an age where ideas such as "self-organizing," "master capacity builders," and "global innovation networks" are quickly becoming a part of the natural economic language. And the final question...is there a new key principle that is appearing on the economic development radar screen that initially will be resisted by economic developers in the same way that the idea of the need for an electronic infrastructure was in 1994 and the concept of human creativity was in 1999.

THE EMERGENCE OF A NEW CONTEXT

To answer the last question, it is important to think about what is changing and what factors are emerging that will impact the context within which any economy works. A key reason the idea of an electronic infrastructure was identified as

potentially important in 1994 related to the fact that for those willing to step beyond linear thinking and a traditional view of reality , it became obvious that the world was shrinking as increased speed of communications and travel jump-started an exponential shift in the very concept of change. With this in mind, if one's filter began to look for new ways to connect people, ideas, goods and services more quickly and more efficiently, the concept of the web jumped out as a mechanism for such a transformation of how economic wealth would be created. In 1998, the advent of the "Asian Economic Flu" evidenced by the meltdown in Thailand and Malaysia, gave another weak signal beyond the obvious issue of global economic excesses.

For those looking for hidden messages, it became apparent that there was a major shift from an emphasis of economic national boundaries to that of massive global transfers of capital based on the pull of lowest costs in stable societies. At that moment, a perceptual tipping point of comparative advantage emerged as a weak signal.

From that point, industrialized countries, especially the US, would be required to realize that traditional factors of land, labor and capital, though still important economic assets, would pale in the ability to create wealth in the 21st century compared to the creativity of a workforce able to conceive new ideas in a culture of continuous innovation.

So what issues and situations are emerging throughout the world that need to be considered in relation to one another to provide clues of what will be the next important overarching principle for all economic developers to understand. What ideas and factors are in the process of emerging that will transform the context of opportunities and thinking for economic developers? What will they need to understand about a changing context as they ride the latest wave of a historical tsunami that threatens to overwhelm their ability to understand how to create wealth for local regions? Are there issues that, in the past have seemed outside the bounds of economic development that are crashing beyond old barriers to transform the very nature of how economic development will need to be conceived in the future?

The following offers short paragraphs to suggest factors and ideas that, in the opinion of this author, will cause economic developers to rethink much of their profession as they begin to realize what major forces are interacting in ways never before experienced. Not only will they need to understand the basics of financing capital flows, industrial recruitment, real estate development, and work force development and incentives, they will need to develop expertise in facilitating collaboration, identifying weak signals and trends to support innovation, finding market mechanisms to provide ecological repair, partnering with learning institution to insure a new type of workforce, and helping to seed transformational thinking in local leadership. It will be more important than ever for economic

development to be a part of dialogue beyond the traditional scope of their profession to help insure that their community leaders have an understanding of the change in local, national and international context within which they will be competing. It is the new "wild card" factors that are emerging due to international interconnections that will transform the very nature of the role of economic developers.

A Shift in Capitalistic Values

Capitalism has won the battle of economic philosophies related to creating material wealth. Books have been written about the contradictions of Capitalism. This economic philosophy traditionally has emphasized the values of competitive individualism, rational thinking and the scientific method, and success defined by material accumulation, while, at the same time, creating gaps of wealth between wage earners and owners of capital. The pricing mechanism of the market largely has defined what would succeed and what would not in any economy, as profit simultaneously serves both as a short term micro objective of business and a long term macro mechanism of the overall economy. What is now beginning to emerge is the realization that there is a need for a "next phase" of Capitalism....one which develops a sustainable global framework based on a set of values that is aligned with the emerging needs. This next phase of Capitalism will value interdependence, collaborations, and protection of the environment. Intuition and rationality will be dynamically balanced as factors of continuous innovation. Success will take into consideration that we are reaching a new level of global interaction where maximizing short-term profitability cannot sustain a complex world economy and the ecological system we call Earth. Our great-grandchildren would expect no less of us. It is time for economic developers and other leaders to find transformative ways to have the market and other societal institutions balance economic, environmental, human, ethical and moral values.

Economic Development Meet the New Ecological Realities

Recent studies have confirmed that the North Pole and the South Pole have started melting, species are becoming extinct at an increasing rate, biodiversity is decreasing, glaciers are retreating, birds migration patterns changing, and rain forests and coral reefs are receding often due to non-sustainable economic development.

Experts have long predicted that global warming would start to melt Greenland's two-mile-thick ice sheet, but they also thought the more massive ice sheet covering Antarctica would increase in the 21st century. It seems they were wrong. Recent studies have shown the both the North and South Poles are melting

"We now must choose between a serious problem that we can probably handle and, if we don't act soon, unmitigated disaster down the road," If the proper actions aren't taken, the sea level could rise as much as 80 feet by the time today's children reach middle age.

..... James Hansen, NASA, Director of Earth Science Research
New Challenges to Governance and Society

As populations in certain countries explode and other countries grow older, there is a natural tension in immigration patterns that will transform ethnic composition and increase international and civilization conflict as a natural aspect of the way the world operates. More countries will be multi-ethnic and multi-religious and will face the challenge of integrating migrants into their societies while respecting their ethnic and religious identities. No where will this be more intense than in the US. Increase in youth as a percentage of the overall population are expected to occur in most Middle Eastern, West African and Asian countries until at least 2010-15. This will occur in a time of high unemployment in many of these countries. Terrorism and internal conflicts will be exacerbated as a result. This will add to the pressure of cultural and civilization conflicts and will incapacitate many international institutions.

"Lagging economies, ethnic affiliations, intense religious convictions, and youth bulges will align to create a 'perfect storm' for internal conflict."

.... Pervasive Insecurity, National Intelligence Council

China and India On the Horizon

China and India are no longer sleeping giants. They are fully awake and ready to play major roles in the world's economy. China's economy has averaged a 9.6 per cent growth each of the past 28 years, which is rarely seen in world economic development history. China, growing fast economically, spent 28 years since 1978 achieving a 5 per cent GDP share in the world economy. Optimistic estimates put the size of the Chinese economy at 30 per cent of the world's total by 2030, exceeding the share of Japan and approaching the United States'. Today China is charging ahead with one of the fastest rates of increase of Internet and mobile phone users in the world, and is the leading market for broadband communication. To enhance it's growing economic status in the world, China will continue to search to maintain a balance between increasing openness of markets without relaxing political controls. China may pursue an "Asian way" of democracy that might involve elections at the local level and a consultative mechanism at the national level...with the Communist Party retaining control over the central government.

"Most important of all, peaceful international environs should be maintained at all costs. Wars only serve to kill development and prosperity. The Iran-Iraq War in the 1980s, for example, set back the economies of the warring parties several decades. There is only one way for the rise of China sticking to the road of peaceful development."

..... Feng Zhaokui, China Daily

While India has achieved remarkable economic growth in recent years, it now needs to attain 8-10% annual growth in order to alleviate poverty, achieve regional inequity, and absorb a growing segment of youth.

If India is to grow at 7-8% in order to get rid of poverty in the next 20 years, the country will have to increase the current production of oil from 32 million tons to 50 million tons in the next five decades. Gross production of natural gas will need to be boosted from 90 standard cubic meters a year to 200 million. Negotiations for an oil pipeline from Iran to India running through Pakistan were proceeding well and are expected to move forward significantly early next year.

India also accepted an U.S. offer to invest in the FutureGen project, a coal-based, emissions-free power plant that the Americans say could be a billion-dollar prototype for nonpolluting electrical generation systems of the future. It's still not clear where in the United States the plant will be built.

India is at the forefront of developing a growing middle class of technically knowledgeable workers possessing a strong work ethic. The India Institute of Technology is considered among the best in the world if not the best. Bangalore has become a world-class technology site. Bell Labs, G.E. and many other transnational corporations have established research centers there.

On the debit side, an inadequate supply of infrastructure is rated by business as the biggest obstacle to operating in India. Human resources in India are a real challenge from both a quality point of view and the number of trained Indians returning from abroad.

"It's not enough to become an industrial society; we must become an innovative society. The government should permit more foreign direct investment."

..... Finance Minister Palaniappan Chidambaram

Singularity and Emerging Technologies

There is no clear definition, but usually "The Singularity" is meant as a future time when societal, scientific and economic change is so fast we cannot even imagine what will happen from our present perspective, and when humanity will become posthumanity. At present, only a few tens of thousands of individuals have been exposed to the concept of Singularity, mostly through the web. But soon, the general concept of the Singularity will become even more mainstream.

"The merger of man and machine, coupled with the sudden explosion in machine intelligence and rapid innovation in gene research and nanotechnology, will result in a world where there is no distinction between the biological and the mechanical, or between physical and virtual reality. This is expected by 2040."

..... Ray Kurzweil

Nanotechnology is the science of working with matter that is at the scale of one-billionth of a meter. It is predicted that nanotechnology - the manipulation of atoms - will lead to incredible advances, ranging from new types of consumer items and materials to incredibly powerful computers that far outstrip the memory capacity of computers today.

In 2003, Harvard Scientists announced the development of a tiny nanowire sensor -- smaller than the width of a human hair, 1,000 times more sensitive than conventional DNA tests, and capable of producing results in minutes rather than days or weeks -- could pave the way for faster, more accurate medical diagnostic tests for countless conditions and may ultimately save lives by allowing earlier disease detection and intervention.

According to *New Scientist*, February 28, 2006, Japanese researchers have developed a laser display that can produce flash dots in the air. Their system can display 'real 3D images' instead of the pseudo-3D images on 2D planes created by current devices. In addition to conventional galvanometric mirrors, this system uses a linear motor system to control the position of the laser focal point. And the researchers said that these displays, which are still in a demonstration stage, could soon be used for a variety of applications, from huge 3D ads to emergency distress signals.

In "Mini robots to undertake major tasks?," *IST Results* describes an EU-funded project which allowed to build several kinds of microrobots in the last three years. These robots are very small (about 1.5 cm by 3 cm), have limited on-board intelligence and are wirelessly controlled by a central robot control system. A follow-on project has already started, with an even more ambitious goal: deploy "real" swarms of up to 1,000 robot clients. Such robot swarms are expected to

perform "a variety of applications, including micro assembly, biological, medical or cleaning tasks."

Israeli researchers have built a molecular computer using enzymes as logical gates, according to *New Scientist*. The scientists used "two enzymes -- glucose dehydrogenase (GDH) and horseradish peroxidase (HRP) -- to trigger two interconnected chemical reactions." And the enzyme-based computer was able to perform computations using these chemical logic functions. But don't rush to your computer store: this kind of computers is not designed for speed. Instead, it could be 'implanted' inside your body for intelligent drug delivery or to complex drug therapies.

Shifting in Energy Paradigms

The era of adequate supplies of oil is coming to an end. The convergence of enormously complex pressures - the threat of limited supplies, a dramatic increase in global demand, war, global warming, and the acceleration of major environmental disasters around the world - are pushing fuel prices ever-upward.

In simple economic terms, increasing demand and diminishing supply of a vital resource bode for tough times. Ultimately, this is a good thing. For whenever there's a market squeeze, social values shift, and the demand for innovation goes up. When prices double at the gas pump, as they have in this last year, and we see people jumping from Hummers to hybrids, it's a sure sign that the engine of social values is gearing up for a change in spending behaviors.

It is no exaggeration to state that reliable supplies of cheap oil and natural gas underlie everything we identify as the necessities of modern life -- not to mention all of its comforts and luxuries: central heating, air conditioning, cars, airplanes, electric lights, inexpensive clothing, recorded music, movies, hip-replacement surgery, national defense -- you name it.

"Now we are faced with the global oil-production peak. The best estimates of when this will actually happen have been somewhere between now and 2010. In 2004, however, after demand from burgeoning China and India shot up, and revelations that Shell Oil wildly misstated its reserves, and Saudi Arabia proved incapable of goosing up its production despite promises to do so, the most knowledgeable experts revised their predictions and now concur that 2005 was apt to be the year of all-time global peak production. It will change everything about how we live."

..... James Howard Kunstler

As a result alternative energy sources are no longer frills that only "greens" use, they will fast become the centerpiece of our society and world. The ability to understand and think about how alternative energy sources can be developed and implemented will be at the core of economic development over the next two decades. Just as important will be the ability to have entire communities work together to conserve as much energy as possible. The very way in which society is organized and operates will be transformed through the evolution of alternative energy.

Photovoltaic, or solar-electric, systems capture light energy from the sun's rays and convert it into electricity. Today these solar units power everything from small homes to large office buildings. Engineers have also developed a roofing material coated with the electricity-producing film. The roofing material withstands inclement weather and, on bright days, taps sunshine for electricity.

Wind energy projects around the world now generate enough energy to power nine million typical U.S. homes, according to the American Wind Energy Association, a Washington, D.C.-based trade group. One of the newest trends in wind power is the construction of offshore wind farms, clusters of electricity-generating turbines erected in open-water areas with strong winds.

Tapping into the ground offers another option to regulate household heating and cooling. Ground-source heat pumps, also called geo-exchange systems, use this relatively constant temperature to keep homes at comfortable temperatures. The devices employ a series of underground, liquid-filled tubes or wells. Liquid flows through the pipes into the home, where a heat exchanger either adds or subtracts heat from indoor air, depending on the season. In winter, that means added warmth captured from the ground.

Biomass, ethanol, wave energy and clean coal gasification continue to be researched to find new ways to provide the energy that will be required.

SHIFTING BEYOND TRADITIONAL THINKING

So what, you may ask. How can all these disparate trends, weak signals and new ideas be important to me as a local or state economic developer? You may say you see little connection and would rather be given a blueprint for the future of economic development that can be used as a model. That is where transformation of thinking is needed because the underlying assumption is wrong. In an increasingly complex world of constant change, there is no singular model, only emerging principles that need to be applied in different and appropriate ways according to each local and state situation.

Although a natural response, it reflects the very reason that most of those in my 1994 and 1999 classes were not able to see the importance of ideas that had not been in their base of experience or had been a part of their traditional view of the world and economic development. In 1994, if what was presented did not help economic developers be a better industrial recruiter, there seemed to be little value in what was said. Because of this traditional filter of seeing reality, any new concept that reflected a need to transform one's thinking was blocked.

Now that it is ten years later and the Web and electronic infrastructure is at the core of successful business and industry, anyone in economic development is involved and has developed expertise in ideas such as broadband infrastructure, web hosting, web design, e-commerce and b to b software.

The latest focus is to develop an environment so that creative people will be interested in coming to locate in one's community. Thus, a shift has occurred from recruiting financial capital and manufacturing only, to developing a workforce capable of innovation and creativity. Now it is time to search for new and emerging core concepts that will guide economic development over the next two decades.

The recent concept of linking creativity to electronic infrastructure is growing new ideas such as a 21st century workforce capable of continuous innovation as well as "global innovation networks." It has become obvious that the US and other industrialized countries will need to develop a capacity to connect new ideas, methods and skills as a system which supports creativity, collaboration, networking, innovation and transformation of thinking.

For this to occur no less that a transformation of local and state culture will be required...one that is aligned with the needs of a constantly changing, innovative oriented, increasingly complex and interconnected society and world. In other words the very nature of our culture needs to be transformed so that we will be competitive in a context of the world defined by the issues represented in the previous section of this article. It is a culture that is in the early stage of transformation from an Industrial Society/Economy to a Molecular Society /Economy. Some of the elements of such a culture can be spotted for those sensitive to changes in context of our society and world.

THE THIRD AHA!

As I looked at the various issues and needs introduced in this article of an emerging different kind of society and world, I began to shift from an Hmmm stage of looking for new connections to an Aha! stage of emerging understanding. Slowly, it began to register that a shift in culture and how citizens and local leaders see the newly emerging economy and society would be needed to help economic developers be successful in the early part of this 21st century. Although no one can predict with certainty that any new idea or weak signal will be of great importance

for the future, I have the same intuitive feel I had in 1994 when I suggested that electronic infrastructure would be just as important as roads and sewers for the development of local economies in the future. It is the same gut reaction that I had in 1999 when the idea of creativity and human capital appeared to be aligned with the need to create new ideas and innovations as a key mechanism of competition. I now realize that just recruiting creative people will not be enough to sustain breakthroughs of innovation unless the overall culture of a local and state area reinforces and enhances more risk, more collaboration and deeper relationship among diverse people, a different kind of learning, new forms of leadership to see transformation and an electronic infrastructure that allows broadband flows of information in real time.

The new principle I think will become just as important for economic developers as has electronic infrastructure and human creativity is this:

No local area or state will be vital, sustainable and competitive economically in a future society and world that is interconnected and constantly changing in real time without transforming the overall culture in the following ways that will support and enhance the need for continuous innovation:

- Create a community environment that thrives on and is comfortable with ambiguity and uncertainty.
- Develop core groups of "master capacity builders" that will complement traditional leaders. This is a new type of leader who understands the need and has different skills able to seed new ideas and let them emerge at a rate not predetermined by a strategic plan based on specific outcomes and quantifiable accountability.
- Rethink how educational systems develop skills in a 21st century workforce able to be continuously innovative. Add the skills of asking appropriate questions and seeing connections among disparate ideas to traditional content of knowledge....and expand and deepen multiple areas of knowledge to allow many diverse connections to be possible for new innovations to occur.
- Utilize the market system to design new ways to insure that local, national and international ecological habitats are conserved and transformed.

- Create community-based incentives and contests to draw diverse people into the "arena of creativity." Give awards of many types to reward transformative thinking and deeper collaboration among diverse people and groups in local communities and states.
- Develop networks of collaborators that model the development and implementation of creative ideas. Become a facilitator of creative thinking and action as a part of a team of local leaders to insure initiation, follow-up, building momentum and reward. The symbolism of an economic developer taking the lead to develop new processes of creative thinking and connections in a community will help others see the need to transform their own capacity to think differently and collaborate at a deeper level.
- Over time, redefine the concept of what it means to be successful from traditional concepts of control, competitive achievement, and making maximum amounts of money, to helping others succeed, developing innovation networks, building collaborative relationships and being creative for the sake of creativity. Respect, adequate revenue and achievement will emerge indirectly.
- Connect diverse people with each other for specific reasons as well as to dialogue and think about the future together. Utilize "master capacity builders" to develop the environment which will encourage the success of such activities.
- Create "global innovation networks" to illustrate the economic and social potential of connecting individuals and groups. Have new ideas emerge in various ways and celebrate all new ideas, whether projects or personal connections.
- Remember, to transform a community's culture from individual hyper-competitiveness to collaboration, from leadership by individuals to team leadership, and from being "practical" to being creative, requires a shift in thinking, in parallel process creation and in interactive behavior on the part of community citizens and leaders.

- Establish parallel processes so that short term strategic planning can occur at the same time that longer term "futures, adaptive planning" can be seeded with those interested early adapters.
- Establish community-based conservation and alternative energy contests that focus on local communities as well as interstate co-competition.
- Develop mentor networks among young and old, technically able and technically challenged, those with diverse ethnic backgrounds, and among various faiths.
- Establish "transformational learning" efforts in the schools, community college and in the community. Focus on creating the ability to think differently and to see connections among diverse people and ideas.
- Create Sister City relationships internationally and have many citizens become a part of the process using electronic methods.
- Identify ecological needs and dedicate greenspace.

CARPE DIEM (SEIZE THE DAY)

It is my opinion that the fast pace and complexity of the future will require new undergirding principles, ideas and methods that are seeded and developed systemically to help transform the culture over time so that it will support collaboration, communication, understanding, caring, continuous innovation and many avenues for creativity.

Counterintuitive principles such as 1) help each other succeed and 2) connected individuality will slowly replace hypercompetitive ideas and help any community learn to develop an innovative culture more quickly as well as eliminate barriers based on traditional turfdoms and control. As diverse people begin to realize that together they are creating a new type of society and economy that will be vital and sustainable over time, they will realize that the use of hypercompetitive methods were designed for a time when individuals didn't need to connect and work together to survive and prosper. What has previously been perceived and naïve and utopian, or nonexistent, will slowly be seen through a new filter as appropriate

as all citizens struggle to develop and maintain a productive economy that is organized and operative within the shifting context of global transformation, expanding internal and international conflicts, extreme gaps in wealth, a need for a sustainable environment and multi-ethnic and multi-religious interactions around the world.

The concept of what it means to prosper and be successful will not be limited to material success, achievement and the control of others. The ability to build relationships in global innovation networks to create diverse and multiple revenue streams slowly will be seen as more important than only maximizing short-term income from a job. The term job will quietly be eliminated from economic vocabulary over the next thirty years as the norm for economic organization becomes global innovation networks. Remember, the term "job" only entered the economic vocabulary as the Industrial Age evolved. What new word will emerge to be used to define how individuals work to sustain themselves and their family?

It is expected that 40-50% of all people will work from their home using broadband infrastructure by the year 2040. The idea of creating parallel connections and multiple income streams will become a foundation principle of sustainability in a world when short-term projects and constant innovation is the rule.

The use of the marketplace in appropriate ways to conserve the environment will be a major transformation. It is presently emerging as a weak signal as eco-tourism, conservation research projects and other methods begin to be utilized. Tax laws will be redesigned to allow those with large amounts of capital to provide capital for innovation networks that will help distribute income in new ways based on personal responsibility...leaving behind the obsolete dichotomy of capitalist and socialist.

There will be no short-cuts to economic development for a society and world in a process of total transformation. Individual projects will be seen within a larger framework of parallel and systemic processes that focus on continuous innovation and transformation of human and community capital as diverse ideas replace standard ways of working and evaluating. Standards will still be important in manufacturing, health care and situations requiring one best answers.

However, any local culture that needs to support continuous innovation and creativity will move toward 1) sustaining higher risks, 2) seeding new concepts and testing them, and 3) building deeper and more connected relationships among diverse people, organizations and communities.

It is a wonderful time for those economic developers willing to get beyond their limits of traditional thinking and willing to commit to seeding new principles, concepts, methods and skills important to help any local community transform it's culture. Will it be simple and certain? By no means. Can outcomes be predicted?

Not for longer term planning. Will people need to work together in different ways? By all means. Will it be at times frustrating and requiring new methods of evaluation? Absolutely. Will it be worth the effort in the long run? We have no choice. If we want to compete in this new and challenging world and economy, we have no choice but to charge ahead using the judgement of experience and the creativity that transformed thinking and deeper forms of collaboration will provide. And most of all, economic development will be done in teams of connected, creative, dedicated and caring people. No longer can one person provide economic leadership in a time of growing complexity and challenge.

As we think about what is emerging and how disparate issues, situations, discoveries, ideas and people connect in new ways, we will find the very act of being involved in new creation will give much more meaning than using any means to maximize individual and corporate wealth. And, by the way, our economy will be healthier and more sustainable in the long run because we were smart enough to identify the need and seed the transformation of our local and state culture to support real time innovation among diverse and creative collaborators. Helping each other succeed and developing the concept of connective individuals will be at the core of economic success in the 21st century. As Jeffrey Immelt, President of General Electric emphasizes for his firm's culture...."doing good is good business."

Ten years from now I hope my Third Aha! is as appropriate as were the first two.

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