We can only work toward the horizons on our mental radar at a point in time ↓

If you can see the road ahead ... → http://rlaexp.com/studio/biz/conceptual_resources/authors/edward_de_bono/wisdom.html#awareness ↓

History of the World in Two Hours :: The Alternative to Tyranny
“We know only two things about the future.

It cannot be known.

It will be different from what exists now and from what we now expect.” — PFD

Despite the reality just above, we need a pre-thought work approach for navigating a changing world – a world moving toward unimagined futures. This work approach has to adequate to the challenges ahead.

The alternative is to wait for a crisis – possibly trapped within a dying/radically changing organization or bored stiff – before navigating an effective way forward.

“The greatest danger in times of turbulence is not turbulence; it is to act with yesterday’s logic” PFD

“Decision-making is a time machine that synchronizes into a single time – the present – a great number of divergent time spans”

“We can make decisions only in the present, and yet we cannot make decisions for the present alone; the most expedient, most opportunistic decision–let alone the decision not to decide at all–may commit us for a long time, if not permanently and irrevocably.”

“The future requires decisions-now. It imposes risk-now.

It requires action-now.” – PFD

Thought-scapes, brainroads and brain-addresses for navigating a changing world – a world moving toward unimagined futures → http://rlaexp.com/intro-brainroad.html

What Everybody Knows Is Frequently Wrong: If You Keep Doing What Worked in the Past You’re Going to Fail::: Approach Problems with Your Ignorance—Not Your Experience::: Develop Expertise Outside Your Field to Be an Effective Manager::: Outstanding Performance Is Inconsistent with Fear of Failure::: You Must Know Your People to Lead Them::: People Have No Limits, Even After Failure::: Base Your Strategy on the Situation, Not on a Formula — A Class With Drucker: The Lost Lessons of the World’s Greatest Management Teacher

Note-taking apps + iPad + Apple Pencil → Concepts to daily action

Just reading is not enough. There has to be action – decisions.

MarginNote → https://www.marginnote.com

LiquidText → https://www.liquidtext.net

Deliberate thinking → http://rlaexp.com/studio/biz/conceptual_resources/authors/edward_de_bono/edb_bio.html#effective-thinking-course

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“To know something, to really understand something important, one must look at it from sixteen different angles. People are perceptually slow, and there is no shortcut to understanding; it takes a great deal of time.” [PFD](http://rlaexp.com/a-century-of-social-transformation.pdf) [read more](http://rlaexp.com/studio/biz/conceptual_resources/authors/peter_drucker/century_social_trans.html#introduction) and the [black cylinder experiment](http://rlaexp.com/a-century-of-social-transformation.pdf)

### A Century of Social Transformation → Ecological awareness

- [Introduction](http://rlaexp.com/a-century-of-social-transformation.pdf) (below)
  - The Social Structure and Its Transformations
    - The Rise and Fall of the Blue-Collar Worker
    - The Rise of the Knowledge Worker
  - **The Emerging Knowledge Society**
    - How Knowledges Work
    - The Employee Society
      - What is an Employee?
    - The Social Sector
  - **Knowledge Economy and Knowledge Polity**
    - School and Education as Society’s Center (not the present system)
    - The Competitive Knowledge Economy
    - How Can Government Function?
  - **Conclusion: The Priority Tasks** – The Need for Social and Political Innovations
    - **Bonus material**
      - Executive Effectiveness – executives really don’t understand the world they live in
      - Creating Tomorrow’s Society Of Citizens
      - Refining the Mission Statement
      - The importance of financial measurements and financial results
      - Disintegration
      - Trade Lessons from the World Economy
      - Transnationalism, Regionalism, and Tribalism
      - What do you want to be remembered for?

### Introduction

No century in human history has experienced so many social transformations and such radical ones as the twentieth century.

See the [History of the World in Two Hours](http://rlaexp.com/a-century-of-social-transformation.pdf) and [America before Columbus](http://rlaexp.com/a-century-of-social-transformation.pdf) for examples of patterns in history.
They, I submit, shall turn out to be the most significant events of this century, and shall be its lasting legacy.

In the developed free-market countries—only one-fifth of the earth's population, but the model for the rest—work and work-force, society and polity are all, in the last decade of this century, qualitatively and quantitatively different both from those of the first years of this century and from anything ever experienced before in human history: different ...

in their configurations, in their processes, in their problems, and in their structures.

Far smaller and far slower social changes in earlier periods triggered violent intellectual and spiritual crises, rebellions, and civil wars.

The extreme social transformations of this century have hardly caused any stir.

They proceeded with a minimum of friction, with a minimum of upheavals, and indeed with altogether a minimum of attention from scholars, politicians, the press, and the public.

To be sure, this century of ours may well have been the cruelest and most violent century in human history, with its world wars and civil wars, its mass torturers, ethnic cleansings, and genocides.

But all these killings, all these horrors inflicted on the human race by this century's Weltbeglucker (refers to those who establish paradise on earth by killing off nonconformists, dissidents, resisters, and innocent bystanders, whether Jews, the bourgeoisie, kulaks, or intellectuals—an untranslatable German term, alas) hindsight clearly shows, were just that: senseless killings, senseless horrors.

Hitler, Stalin, and Mao, the three evil geniuses of this century, destroyed.

But they created nothing.

Indeed, if this century proves anything, it is the futility of politics → http://rlaexp.com/studio/biz/conceptual_resources/toc_reviews/conceptual_resources_files/conceptual_resources_6767.html#new-polity.

Even the most dogmatic believer in historical determinism would have a hard time explaining the social transformations of this century as caused by the headline-making political events, or explaining the headline-making political events as caused by the social transformations.

But it is the social transformations, running like ocean currents deep below the hurricane-tormented surface of the sea, that have had the lasting, indeed the permanent, effect.

They—rather than all the violence of the political surface—have transformed the society and the economy, the community, the polity we live in.

...snip, snip ...

The twenty-first century will surely be one of continuing social, economic, and political turmoil and challenge, at least in its early decades.
The Age of Social Transformations is not over yet.

And the challenges looming ahead may be more serious and more daunting still than those posed by the social transformations that have already happened, the social transformations of the twentieth century.

Yet we will not even have a chance to resolve these new and looming problems of tomorrow unless we first address the challenges posed by the developments that are already accomplished facts, the developments reported in the earlier sections of this essay.

Everyone enters this world totally ignorant at different points in time and different situations.

This total ignorance is the foundation of their lives and frequently becomes a life-long mental prison.

Almost everyone gets their guidance from someone with a near total ignorance foundation rather than a social or political ecologist ↓

Peter Drucker—a social/political ecologist → http://rlaexp.com/studio/biz/conceptual_resources/authors/peter_drucker/social-ecologist.html

Concept of the Corporation had an immediate impact on American business, on public service institutions, on government agencies – and none on General Motors! → http://rlaexp.com/studio/biz/conceptual_resources/authors/peter_drucker/concept_of_the_corp/intros-epilogue.html#epilogue-83


... I have been urging this kind of self-knowledge for years, but now it is essential for survival.

People, especially the young, think that they want all the freedom they can get, but it is very demanding, very difficult to think through who you are and what you do best.
In helping people learn how to be responsible, our educational system is more and more counterproductive.

The longer you stay in school, the fewer decisions you have to make. ... And graduate school is much worse.

“Decision-making is a time machine that synchronizes into a single time – the present – a great number of divergent time spans”

We can make decisions only in the present, and yet we cannot make decisions for the present alone; the most expedient, most opportunistic decision – let alone the decision not to decide at all – may commit us for a long time, if not permanently and irrevocably.”

“The future requires decisions-now. It imposes risk-now. It requires action-now.”

“More than anything else, the individual has to take more responsibility for himself or herself, rather than depend on the company”

“Managers are synthesizers who bring resources together and have that ability to “smell” opportunity and timing.

Today perceptiveness is more important than analysis.

In the new society of organizations, you need to be able to recognize patterns – to see what is there rather than what you expect to see.”


Knowledge and technology → http://rlaexp.com/studio/biz/conceptual_resources/authors/peter_drucker/knowledge-technology.pdf

Notes from Drucker’s work on developmental directions → http://rlaexp.com/studio/biz/org_ev/blueprint/pd_view/pdviewnarrative.pdf

Notes on humor, hindsight and insight, creativity and lateral thinking, lateral thinking as process, judgment and provocation, the word “Po”, the stepping stone method, the escape method, the random stimulation method, general use of lateral thinking, the logic of lateral thinking → http://rlaexp.com/studio/biz/conceptual_resources/authors/edward_de_bono/notes-on-lateral-thinking.pdf


“The shift from manual workers who do as they are being told – either by the task or by the boss – to knowledge workers who have to manage themselves profoundly challenges social structure ...
It also requires an almost 180-degree change in the knowledge workers’ thoughts and actions from what most of us—even of the younger generation—still take for granted as the way to think and the way to act.“ ...  

"Managing Oneself is based on the very opposite realities: Workers are likely to outlive organizations (and therefore, employers can’t be depended on for designing your life), and the knowledge worker has mobility."


Specifically, executives scan these seven situations for opportunities:

▪ an unexpected success or failure in their own enterprise, in a competing enterprise, or in the industry;

▪ a gap between what is and what could be in a market, process, product, or service (for example, in the nineteenth century, the paper industry concentrated on the 10% of each tree that became wood pulp and totally neglected the possibilities in the remaining 90%, which became waste);

▪ innovation in a process, product, or service, whether inside or outside the enterprise or its industry;

▪ changes in industry structure and market structure; demographics;

▪ changes in mind-set, values, perception, mood, or meaning; and new knowledge or a new technology.


From *Post-Capitalist Society* – “When I decided ...”

“The change in the meaning of knowledge that began two hundred fifty years ago has transformed society and economy.* History of the World in Two Hours

A new view

Formal knowledge is seen as both the key personal and the key economic resource.

In fact, knowledge is the only meaningful resource today.

The traditional “factors of production” – land (i.e., natural resources), labor, and capital – have not disappeared, but they have become secondary.

They can be obtained and obtained easily, provided there is knowledge.

And knowledge in this new sense means knowledge as a utility, knowledge as the means to obtain social and economic results.

These developments, whether desirable or not, are responses to an irreversible change: knowledge is now being applied to knowledge.
This is the third and perhaps the ultimate step in the transformation of knowledge.

Supplying knowledge to find out how existing knowledge can best be applied to produce results is, in effect, what we mean by management.

But knowledge is now also being applied systematically and purposefully to define what new knowledge is needed, whether it is feasible, and what has to be done to make knowledge effective.

It is being applied, in other words, to systematic innovation or purposeful innovation.

This third change in the dynamics of knowledge can be called the “Management Revolution.”

Like its two predecessors – knowledge applied to tools, processes, and products, and knowledge applied to human work – the Management Revolution has swept the earth.

It took a hundred years, from the middle of the eighteenth century to the middle of the nineteenth century, for the Industrial Revolution to become dominant and worldwide.

Management and the World’s Work

It took some seventy years, from 1880 to the end of World War II, for the Productivity Revolution to become dominant and world-wide.

It has taken less than fifty years—from 1945 to 1990—for the Management Revolution to become dominant and worldwide.

Most people when they hear the word “management” still hear “business management.”

Management did indeed first emerge in its present form in large-scale business organizations.

When I began to work on management some fifty years ago, I too concentrated on business management.

But we soon learned that management is needed in all modern organizations.

In fact, we soon learned that it is needed even more in organizations that are not businesses, whether not-for-profit but non-governmental organizations (what in this book I propose we call the “social sector”) or government agencies.

These organizations need management the most precisely because they lack the discipline of the “bottom line” under which business operates.

Citizenship through the social sector

That management is not confined to business was recognized first in the United States.

But it is now becoming accepted in every developed country.

We now know that management is a generic function of all organizations, whatever their specific mission.

It is the generic organ of the knowledge society.

Management has been around for a very long time.
I am often asked whom I consider the best or the greatest executive.

My answer is always: “The man who conceived, designed, and built the first Egyptian Pyramid more than four thousand years ago—and it still stands.”

But management as a specific kind of work was not seen until after World War I—and then by just a handful of people.

Management as a discipline only emerged after World War II.

Management and the World’s Work

As late as 1950, when the World Bank began to lend money for economic development, the word “management” was not even in its vocabulary.

In fact, while management was invented thousands of years ago, it was not discovered until after World War II.

One reason for its discovery was the experience of World War II itself, and especially the performance of American industry.

But perhaps equally important to the general acceptance of management has been the performance of Japan since 1950.

Japan was not an “underdeveloped” country after World War II but its industry and economy were almost totally destroyed, and it had practically no domestic technology.

The nation’s main resource was its willingness to adopt and adapt the management which the Americans had developed during World War II (and especially training).

Within twenty years—from the 1950s, when the American occupation of Japan ended, to the 1970s—Japan became the world’s second economic power, and a leader in technology.

When the Korean War ended in the early 1950s, South Korea was left even more devastated than Japan had been seven years earlier.

And it had never been anything but a backward country, especially as the Japanese systematically suppressed Korean enterprise and higher education during their thirty-five years of occupation.

But by using the colleges and universities of the United States to educate their able young people, and by importing and applying the concepts of management, Korea became a highly developed country within twenty-five years.

With this powerful expansion of management came a growing understanding of what management really means.

When I first began to study management, during and immediately after World War II, a manager was defined as “someone who is responsible for the work of subordinates.”

A manager in other words was a “boss,” and management was rank and power.

This is probably still the definition a good many people have in mind when they speak of “managers” and “management.”

But by the early 1950s, the definition of a manager had already changed to one who “is responsible for the performance of people.”
Today, we know that that is also too narrow a definition.

The right definition of a manager is one who “is responsible for the application and performance of knowledge.”

The CEO in the New Millennium

Management Challenges for the 21st Century

Managing in the Next Society

This change means that we now see knowledge as the essential resource. Land, labor, and capital are important chiefly as restraints. Without them, even knowledge cannot produce; without them, even management cannot perform.

But where there is effective management, that is, application of knowledge to knowledge, we can always obtain the other resources.

That knowledge has become THE resource, rather than a resource, is what makes our society “post-capitalist.” This fact changes—fundamentally—the structure of society. It creates new social and economic dynamics. It creates new politics.”


Tribalism thrives precisely because people increasingly realize that what happens in Osaka affects people in Slovenia who have no idea where Osaka is and can hardly find it on the map.

Precisely because the world has become transnational in so many ways – and must become ever more so – people need to define themselves in terms they can understand.

They need a geographic, a linguistic, a religious, and a cultural community which is visible to them and which, to use an old cliché, they can “get their arms around.”

The Sorbs in the woods outside of Berlin do not cease to be part of Germany and German culture.

But they also see themselves—and demand to be seen—as something distinct.

The Latin American immigrants into Los Angeles—whether from Mexico or Central America—become American citizens as soon as they possibly can.

They expect to have the same opportunities as native-born Americans have.

They expect their children to receive the same access to education, to careers, to jobs.

But they also expect to be able to maintain their Hispanic identity, Hispanic culture, and a Hispanic community.

The more transnational the world becomes, the more tribal it will also be.

This undermines the very foundations of the nation-state.

In fact, it ceases to be a “nation-state,” and becomes a “state” plain and simple, an administrative rather than a political unit.

Internationalism, regionalism, and tribalism between them are rapidly creating a new polity, a new and complex political structure, without precedent.

To use a mathematical metaphor, the post-capitalist polity has three vectors, each pulling in a different direction.

But an equation with three vectors has no one solution.

In the meantime, as the old English saying has it, “the work of government must go on.”

The only institutions we have so far for this work are those of the nation-state and its government.

The first political task of the post-capitalist polity must be to restore the performance capacity of government, which the Megastate has so seriously diminished.
The second half on one’s life


Ten principles for finding meaning in the second half of life → http://rlaexp.com/ten-principles-for-finding-meaning-in-the-second-half.pdf

http://rlaexp.com/studio/images/career-time-view-pict.png

The memo they don’t want you to see → http://rlaexp.com/memo.html. They want you to stay where you are – beholden to them.

We can only work toward the horizons on our mental radar ↑ at a point in time