

SYSTEMIC QUEST FOR JUST CIVIC GOVERNANCE: A CASE IN ROVANIEMI, LAPLAND

Partow Izadi
UNIVERSITY OF LAPLAND

COMBATTING THE PARALYSIS OF WILL

In the face of an uncertain but simultaneously global and diverse future, pressing acute problems demand immediate solutions, on the one hand, but also optimistic hope must be induced to motivate and mobilise and to bring vitality and goal-orientation, on the other. This is to say that we need both *pragmatic vision* and *idealistic vision*.

However, there is a paralysis of will: the majority of people long for peace and harmony but, at the same time, the majority of people also believe that human beings are incorrigibly selfish. The dilemma of stagnation coupled with this paralysis of will has infected the political and administrative machinery as well as our communicational and educational practices.

To combat this dilemma, we can make use of the visions provided by progressive modes of thinking, such as evolutionary futures studies. Pragmatic development calls also for a theoretic or philosophical realization -- an understanding that all systems undergo an unfolding evolution in which their ideal potential is progressively revealed and manifested (from simple and meager beginnings to a more complex and abundant accomplishment). This indicates that growth, crisis and possible victory are intrinsic in all systems and that the element of chaos is a normal phase before evolutionary breakthroughs. The traditional dichotomy and conflict between idealism vs. pragmatism is, in this light, rather seen as a question of transition from the *cynicism of disorder* (belief in the finality of chaos and destruction) to the *realism of evolution* (fulfillment of potential and possibility of breakthrough).

While a philosophical notion, this idea has practical implications on how the governance of the society is organized and how those involved in administration or occupying leading positions approach their work. In the Finnish context, I would say based on my experience that, if realistically planned, visionary projects for long-term development are better received among public servants than among elected representatives (i.e. politicians). The latter are prone to suspicion or are otherwise reluctant to embark on such excursions (the results of which can never be solidly guaranteed). On the other hand, the situation is quite different in many other parts of the world -- the full support of high officials (including elected representatives) is usually necessary before anything can be done about the matter.

If positive and realistic visions are to be created among public servants and elected representatives, the question is: *How to generate visions that are simultaneously positive yet realistic, as not to result in frustration?* Only a satisfactory response to this question can arouse a sufficient interest and motivation of public servants and local politicians to embark on a visionary development project. On the level of application, I have been working on systematic models to respond to this need for community development and organisational management.

My various approaches have all been based on a simple three-phase process of applying vision to practice: (a) creating a *vision of a desirable future* ("Where do we want to go?"); (b) outlining a *strategy for approaching that future* ("What routes can take us there?"); (c) designing a *working plan for starting to work towards that future* ("What are the immediate steps to be taken on the chosen route?").

Creating the vision can be rather abstract and idealistic -- and so it is supposed to be in order to allow the mind to free itself from the daily strain of pragmatism. Outlining a strategy needs, however, to be more tangible in that it must identify those practical changes that must take place before the vision can come true; the strategy implies also choosing one of these essential changes as a first point of focus for action. Designing a working plan, then, requires identifying the practical implications of the chosen change area(s) -- especially, in terms of resources allocation so that the available resources would fully support the chosen vision and the strategic route to it. By resources we mean here at least the following: time, talent and manpower, information, authority, facilities, money.

In taking all these three steps, the fundamental prerequisite is adopting the method of *sincere consultation*. It is very hard and often frustrating to train hardcore projecteers (both elected representatives and public servants) into such a mode of consultation. The intention, however, is for them to get a chance to try out for themselves the conditions and benefits of such consultation: an atmosphere that reconciles frankness and politeness, listening and contributing. This includes getting accustomed with the idea that true consultation requires that one is not offended by opposing ideas, on the one hand, and that one is detached from one's ideas and open to new ones, on the other. For the projecteers, the participatory principles of such consultation could, perhaps, be summed up as: holistic, factual, truth seeking, intelligent, frank, and cordial -- i.e. completely void of the practised mode of party-oriented negotiations.

ROVANIEMI 2010: The Project Concept

For the goals and visions to be realised in daily work, a *systematic goal and future orientation* is needed: a realistic plan through which the city and its various agencies can credibly, determinedly and efficiently pursue the future vision they have described in their plans, and apply that vision to the reality around them -- and to the reach of future generations. The keyword here is "*apply*".

During 1997 I conducted a comprehensive project with the city of Rovaniemi for producing a futures policy for the city. The main purpose of the project was: *To create positive and attainable visions and a realistic strategy* for the development of the Rovaniemi region towards a desirable future. The process, first, focused on determining an unambiguous and generally agreeable future *vision* for the city. Second, from this vision, a *developing strategy* was derived -- a perspective of the process towards the desired vision. Third, that strategy was applied into the actual *working plans* of the city's various executive bureaus and agencies. The inhabitants and the non-governmental organisations of the area have also been involved, through various fora, in producing this futures policy.

As a result of the project, two sets of documents were to be produced for the city of Rovaniemi: (1) a *proposal for development strategy* (both on the general synergic level and on the level of each executive branch), (2) a *draft for working plans* (on the level of each executive branch and their respective agencies). These two sets of documents were meant to aid the city of Rovaniemi and its agencies and bureaus to improve the relevance of their goals-setting and activity -- and to do this with allocating the available resources as optimally as possible.

Getting Started

Several of the city's agencies had already a future-oriented vision and a dynamic mode of thinking. Despite this, they often lacked a consistent futures strategy and a systematic working approach to help them pursue the desired vision. Often, high goals and visions designed during the thinking process -- although well argued and necessary -- tend to remain as abstractions on paper, and will not show in the practical process of planning and work.

It should also be borne in mind that in 1997, cities and municipalities were the scenes of the final episode in a decade of economic recession in Finland. These cities and municipalities had tremendous difficulties with their annual budgets and were sore pressed with lack of financial resources, with constant cuts impending, with insufficient and overworked manpower etc. The city of Rovaniemi was not among the most fortunate local economies during this period.

The idea for this project came originally from me. I proposed this idea to the educational, youth and cultural branches of the city administration (with whom I had close contacts), and they immediately showed interest in such an undertaking. However, they were also aware that such a project would take up a tangible portion of their already scant working time. Moreover, although I had offered my own share as the main consultant for free, I too was

pressed with time (with three projects in my hand); I needed some assistance with secretarial and manual work involved in the project, which would require some financial input on the part of the city.

After some negotiations, the bureau of central administration (office of the city chief secretary) felt that, if they were to put their time as well as some money into this, it would be worth for the project to involve the entire city administration and not only the three branches that I had contacted. Thus, the city agreed to enlist as my project assistant a young fellow whom I knew, who was familiar with my thinking and was performing his civil service period (the costs of maintaining a civil service employee are 73% lower than those of a regular employee with ordinary secretarial tasks). He was employed, for the duration of his civil service, at the University of Lapland as my assistant; the city paid his costs.

This is how the project became to be designed for the entire Rovaniemi city administration and its various executive branches specialised in different fields of activity involving a total of some 2000 employees. These fields of activity include: formal education, youth activity and sports, culture (library, museums, theatre, events), social care and health, technical infrastructure, and central administration. The aforementioned educational, youth and cultural branches had already exhibited special interest on this project; many other branches were generally uninformed of it and had to be acquainted with and motivated towards the purpose and methods of the project. Thus, each executive branch participated as its own resources allowed, especially time wise.

Prerequisites for Success

The project was designed to last for one calendar year. About 35% of this time was spent on creating the vision; some 25% on outlining the strategy; and the remaining 40% on designing the working plans. The first period of the project was the most important because during that phase people were also trained to think *on the level of principle* and were helped to focus on fundamental values and the basic motivation of their work -- a task not customarily associated with nor included in their daily responsibilities. Therefore, in the beginning there was some scepticism among some of the public servants and many of the elected representatives. But, gradually as we approached the level of application, the credibility of the method became more plausible to the participants of the project.

It became also clear that the degree to which each executive branch would be able to achieve the desired results (i.e. updating their working plans and implementing these reforms) would depend on their own motivation, activeness and the commitment of their employees to the projected change. A lot also depends on the initiative and enthusiasm of individual employees. It is, however, important to notice that results are not gained by 'driving' people collectively to an activity the rationale of which is not, perhaps, clear to them.

The key to practical success is *personal commitment* to the process of change. This commitment cannot be achieved in an artificial manner. A common development is that, when a few motivated individuals or small groups achieve a sufficient degree of visible results through their more mature thinking, others will gradually see the sensibility of such thinking and can commit themselves to such mental and functional change. This can be described as a contagious process where personal commitment is achieved socially through example and action. In this approach there are no shortcuts: lasting collective changes need systematic and sustained work -- and patience -- in order for this 'contagious process' to effect a critical mass among the employees.

This, of course, means that a one-year project like this can hardly put in motion the actual change process -- only initiatives and humble beginnings for its achievement. For this reason it is important to ensure, one way or another, that at least some of the executive branches and, more importantly, a sufficient number of their key employees will continue developing, after the project, the strategies and working plans produced during the project -- and to do this over a long period of time determinedly and patiently so that the 'contagious process' could take place. To help with this, I promised to be available as a consultant also after the project. In fact, through various other undertakings related to (but not resulting from) the outcomes of this project, I have been able to continue my work in encouraging and supporting the most committed participants of the project.

The Vision

The first phase of the project was creating the future vision for the city of Rovaniemi. The envisioned time span stretched, supposedly, until 2010; practically, however, the vision's span remained rather vague throughout the working process. Vision is a description of what Rovaniemi should be like in the future -- a goal considered worth pursuing. Formulating the vision was guided by the following questions:

- * *Vision of basic values:* To which kind of immaterial goals has the city of Rovaniemi committed itself in 2010?
- * *Vision of the social system:* After which form of a community paradigm do the inhabitants of Rovaniemi model their lives in 2010?
- * *Vision of the practical setting:* By which type of factors are the living conditions of the inhabitants of Rovaniemi shaped in 2010?

It happened that the commencement of the project coincided (it really was a coincidence) with the taking of office of the newly elected members of the City Council for their next four-year term. As it has been the custom, a joint seminar weekend -- a kind of orientation session -- was organised for them (and some of the key public servants) in the beginning of this new term. It was decided to dedicate this entire weekend for the contemplation and drafting of this vision. The above-mentioned questions, thus, became the focus of the deliberations of the Council members, both collectively and in smaller groups, during the weekend. As a result of this seminar and, later, the extensive deliberations with each of the executive branches of the city administrations -- and after several 'bounces' and compromises from the City Council -- this process of incubation resulted in the following formulation of the vision for the city of Rovaniemi in 2010:

1. *Rovaniemi as a northern, international and versatile city:* (1a) Rovaniemi is an internationally inclined and, simultaneously, nature oriented and homey community in the reach of international connections; (1b) the diversity of the inhabitants of Rovaniemi, together with the influences of a multicultural world, promotes spiritual, intellectual and material civilisation.
2. *Rovaniemi as a community that builds a civic society:* (2a) the inhabitants of Rovaniemi grow to a sense of initiative and community responsibility; (2b) Rovaniemi is a community where individuals and civic organisations take active responsibility of creating their own wellbeing and that of others, and participate in the process of the preparation of decision making and the implementation of the decisions.

It was also my task to help each executive branch of the city administration to create its vision on its own area of work (based on the collective vision). The process of achieving this articulation of vision was, admittedly, arduous and the outcome is just a tentative statement and a rather general compromise. For instance that bit on the citizen's participation in the process of decision-making was tough to get through with the decision-makers themselves (i.e. the politicians in the City Council and the City Government). This was done through a similar process. Yet, as stated earlier, the process itself was, perhaps, more important than the outcome; the process was good mental training for finding the balance between idealistic goals and realistic conditions. It is also important that the outcome is something that everybody could accept (which is why it is so general).

The Strategy

After the first phase, it was time to start working out the strategy. This was mainly done with each executive branch separately but also with some collective efforts included. The outcomes of the seminar weekend for the City Council members also bore relevance on this phase. Strategy is an interpretation of the vision in terms of those essential changes that must take place before the vision is realized; the strategy includes also identifying critical turning points in the process and choosing one or two of these to be the first focus of attention as a basis for actual working plans. Identifying the strategy was marked by the following questions:

- * *Intermediate phases leading to the vision:* Which process, what phases, must be completed on the way to the realisation of the vision?
- * *Critical firming points in the process leading to the vision:* Which epochal changes are to be expected in the process towards the vision?

A lengthy and arduous planning task had to be undertaken in order to approach tangible and coherent strategic views with the help of these questions. This was done mainly with the officials of the executive branches of the city administration -- the key public servants who were involved in this process. This process of contemplation, formulation and reformulation for applying the vision to the above mentioned questions helped gradually identifying the critical changes needed for the vision to be realised:

1. *Developing the economic life:* Participating in projects for the reform of economic structures and creating new production activities in pursuit of not only economic development but also the promotion of civilisation, community life, internationality and learnedness.
2. *Promoting employment:* Focusing the promotion of employment on those fields that support the economic development strategy of the city, and also making use of the 'third sector' (civic or non-governmental organisations) as potential employers.
3. *Promoting tourism:* Developing tourism for enhancing the international civilising influence and increasing knowledge and interaction; simultaneously supporting, through tourism, the economy and employment of the region.
4. *Education for a sense of community:* Encouraging individuals and communities towards conscious action aimed at the promotion of a shared identity as well as the participation in collective concerns and taking responsibility over one's own affairs.
5. *The administration reaching out to the community.'* Creating an open and live interactive relationship between the city administration and the civic community so that the administration becomes capable of accepting influence from outside and bringing its own constructive input to the community; here, conscious reform of the city administration is essential.
6. *Enhancing connections and expanding the network:* Creating connections between the national and international organisations, the 'third sector', the economic life, the public sector, the educational institutions and the University (of Lapland); here, special attention must be paid to the requirements of internationalisation and civic society.
7. *Improving skills of acquiring and producing essential knowledge:* Developing the skill and creating the opportunities to pick up from the abundantly available amount of information that which is essential and relevant for understanding and activity, and to produce such knowledge and apply it to one's own use and that of others.
8. *Developing conversation skills:* Promoting a culture of discourse where all involved feel they can commit themselves to the new views created together through a process of consultation.

The Working Plan

The making of the strategy was the factor, which helped the participants of the projects to develop a deeper trust in this method. The making of the vision seemed still too abstract to most of the officials but, as we worked on the strategy, they realised that an abstract vision need not, necessarily, be an unrealistic and wishful expression of hope. This became especially evident to the participants as we embarked on working out the plans of each executive branch. The working plan consisted of a *plan of activities* and a *resource allocation plan* -- i.e. it answers the question: Which activities are essential and possible to realise the chosen strategic foci?

The working plans were made, primarily, separately per each executive branch of the city administration. All working plans were thought to have the following elements: *goals & activities* and *resource allocation*. On this level, we mean by goals such rather concrete objectives that are set for immediate plans of actions. Such goals are

statements about the factual state of affairs thought to be the immediate next milestone on the path outlined by the strategic choices. These goals can, furthermore, be divided into two categories:

1. *The main goal* is derived directly from the chosen strategic focus by restating it in the form of a *practical outcome* of action -- a 'mini vision', if you like (and not as an area of activity, as it is stated in the strategy)
2. *Sub-goals* are derived from the main goal, so that there are a number of sufficiently narrow areas to enable and ease the planning of actual activities.

On the basis of these goals the actual plan of action were, then, to be designed and specific activities identified. The activities, on their part, consist of *general activities* and *project activities*:

- I. *General activities* (existing ones and those to be devised because of the strategy): these activities are either continuous or do not necessarily involve a clear beginning and ending, activities that are essential for the general maintenance and administration of affairs; such activities are usually internal to each executive branch and do not require a specific person in charge; optimally, such activities are limited to mere routine administration.
2. *Project activities* (existing ones and those to be devised because of the strategy): these activities are distinct projects with a clear beginning and ending and having a specific and verifiable objective for promoting a limited sphere of issues; such activities can often overlap the boundaries of executive branches calling for cooperation between them and need a specific person in charge; optimally, such activities comprise the very substance of development.

After identifying goals and specifying the activities attention must be turned to planning the allocation of available resources. This is really the most critical part of formulating the working plan and it may require that the designed activities or even the main goal and sub-goals be reassessed so that the plan would be realistic. At least the following types of resources can be identified (in the given order):

1. *Time*: Allocating time means synchronizing the various activities and projects with each other and identifying sensible timing points and limits; the outcome of the allocation of time is a multifaceted *working schedule*.
2. *Human resources*: In addition to manpower, these resources include the human diversity (i.e. harnessing the unique attributes of individuals for the promotion of activities), authority (e.g. the appointment of the persons in charge of each project), management (choice of the type of issues to be decided on each level of management) and also knowledge (the persons or sources for relevant information); the outcome of the allocation of human resources is the *working organisation*.
3. *Equipment*: This refers to the fair allocation of facilities, spaces, instruments and materials so that they are developed and assigned according to the needs and exigencies of each activity and situation; the outcome of the allocation of equipment is the *working environment*.
4. *Money*: The allocation of money is difficult due to continual cuts and decreasing financial resources; this is why the allocation of money must be considered only after it is known what is ideally needed and sought, otherwise money will dictate the very contents of activities making the working plan just a banal reflection of the scarce financial resources; this way the compromises necessary for financial reasons will not change the direction but only the intensity of activities; the outcome of the allocation of money is, of course, the *working budget*.

Ideally, these areas of resource allocation should be planned in the above given order. Due to an extremely tight budget-planning schedule during the fall of 1997, the various branches had no way of dealing with the first three items *before* starting with the budget. There was a great danger that the resource allocation plan and the budget planning would become two separate and unrelated processes. Therefore an 'emergency plan' had to be devised -- a compromise that would allow merging together the demands of a tight schedule and the long-term planning process. The compromises had to be made in issues that would not cripple the whole process from vision to strategy down to working plan.

On these grounds the following compromises were made which could considerably speed up the planning process: (a) the *main goal* were to be taken directly from the chosen strategic focus without restating it in the form of a practical outcome or deriving sub-goals; (b) the *activities* were to be reformulations of existing ones so that at least one project activity is thoroughly and specifically reformulated to serve directly the main goal; (c) the *allocation of resources* was to be planned in a different order than ideally suggested (4-2-3-I in stead of 1-2-3-4).

Making all these compromises contained an imminent danger that the created vision and the chosen strategy would be lost in the mesh of the day-to-day problems and banal pragmatism. For this reason complying with these compromises was conditioned upon a definite requirement: *each decision that is made, while designing the working plan or the budget, was to be made in conscious awareness of both the vision and the chosen strategy.* This is to say that, before each decision is finalised, its contents and consequences must be checked against the strategy and, in the final analysis, the vision -- i.e., it must be ascertained how the decision would promote or hinder their realisation.

As stated earlier, each executive branch participated in this project as its own resources allowed. The issue of personal commitment and motivation on the part of key persons played also a central role in the intensity of the participation of each branch, as explained earlier. Thus the produced working plans exhibited to varying degrees the idea, substance and method of the project. Not all the executive branches of the city administration were able to see through this process with sufficient diligence. However, in all branches there are key officials who have remained, after the project, keen on the mode of thinking introduced during that period and have been willing to accommodate its implications, at least in their own personal work input.

IMPLICATIONS ON JUST CIVIC GOVERNANCE

All this has had a broader and more profound rationale, as mentioned in the beginning. Today, there is an ever-increasing need for our decision-making mechanisms to become holistic and to abandon the traditional fragmental and atomistic approaches -- a major factor in many strategic failures of mankind. This implies a deeper soul-searching on the part of both the decision-makers as well as the rank and file of the citizens of our planet.

Consultation, Social Authority and the Pursuit of Power

In the day-to-day politics, producing the necessary perspectives and applying them to daily activities need decisions that are arrived at through a *consultative process*. However, quite unlike current party-oriented modes of decision-making, such a consultative process needs to include both decision-making *and* advisory fora and must be void of all partisan grouping. Otherwise, it is simply impossible to achieve *solutions that are both rationally most viable and ethically most justifiable*. It requires an atmosphere that reconciles the interaction of different and opposing ideas, on the one hand, and personal detachment of one's opinions and openness to new ones, on the other.

It is decisions arrived at through such a process of consultation that could be the real *source of social authority*. The groups of individuals constituting the membership of administrative institutions are not the carriers of authority but, rather, the decisions, which these institutions arrive at through the consultative process -- the members are themselves subject to the authority of those decisions. *The authority of governance lies in consultative decisions not in groups of individuals.*

So, the issue is how do those who are entrusted with the usage of power apply their authority. This, in turn, has to do with *how individuals end up in positions of leadership*. The problematique of a viable model of social organisation is, in the last analysis, that of just governance and leadership. In today's political and, more generally, democratic systems it is taken for granted that people get elected to high positions only through a process of *pursuit after power*: individuals must run for the position, only selected candidates can be voted for in the elections, candidates seek to demonstrate their excellence to convince the electors etc. -- all features of pursuit after power. The whole electoral system is founded upon the principle of pursuit after power. It enables only those to reach

positions of authority that actually crave for such power. Thus, making such craving the decisive criteria of those who are elected instead of making possible the election of such individuals that would, without passionate pursuit after power, be best fit for the task.

Moreover, candidates in most elections represent a specific interest group (e.g. a political party) with its own program and agenda, hindering the person from following the dictates of his own conscience concerning the best interest of the generality of the populace. Those elected should be free of such fragmental or party commitments.

Enlightened Governance: A Paradigm Shift

The exercise of power and the existence of authority are necessary for the administration of the affairs of humankind and for the useful coordination and channeling of human activities. Such leadership must, however, become completely freed and void of qualities that emphasize the importance of the *individuals* in power; leadership and the use of power must become a *collective* attribute of the society, not the personal attribute of the individuals. This means that the position of those in authority is the virtue of the society they serve, not their personal achievement and not a result of their pursuit of power -- leadership is a position of service. This implies that, whereas before it was said that "Power corrupts man", now it should be said that "*Pursuit* of power corrupts man and the society".

Thus, a paradigm shift in the pattern of human governance would seem to require at least two structural reforms: (1) all forms of candidacy are renounced and all manners of propaganda are stopped; (2) a continuous and long standing civic participation and discussion is started as a result of which must, gradually, emerge collective conceptions and understanding on what is a good use of power, what is true leadership, and what are real voting criteria for each to follow as a guideline. In such a system all those who vote can also be voted for (i.e. are candidates') and, because of the keener understanding now reached on leadership, those who are best fit for the job would occupy it through the majority of votes they have received. Of course, in the beginning, the votes will be highly scattered among a vast number of individuals but, if that parallel process of collective discussion and reflection would really also take place; gradually votes would get better focused.

In such a system, those elected would be truly representative of the generality of the populace, would be free of unfounded party commitments and would be able to assume a much greater personal responsibility of the whole instead of some obscure and ill-defined interest group. This would resonate with the, ever-increasing need for our decision-making mechanisms to become holistic and abandon the traditional fragmental and atomistic approaches that is a major factor in many strategic failures of mankind.

Removing the Barriers

The only reason such nonconformist measures may seem utopian or too idealistic is our own inertia against change. But there are also hopeful signs. The UN Commission on Global Governance, chaired by Ingvar Carlsson of Sweden and Shrinath Ramphal of Guyana and with a membership of twenty-six (26) world leaders from around the globe, suggested in its report, *Our Global Neighborhood* (New York: Oxford University Press, 1995), similar approaches to be adopted on the global level by the end of the millennium. While the projected schedule has proved too optimistic, this process has, already, been promoted by the fact that the UN has, during the past decade, involved the NGOs in the preparation and process of its summits on vital global issues. Moreover, the role of the NGOs in the world organisation has, during the decade, become a matter of continual debate and is under great pressures towards reform. This new trend, although mostly a symbolic gesture at present, is an indicator of the positive direction after which international politics may be taking shape and provides an opportunity for the grassroots level, the rank-and-file, of mankind to participate in the shaping of our common future

Such models of governance are better welcomed among NGOs than within the political machinery, the chief beneficiary of the obsolete paradigm. Indeed, there encouraging examples of efforts, among some NGOs, point to this direction. For instance, the Baha'i International Community (BIC) has adopted such measures of governance

and cooperation and has been testing it for decades from the beginning of this century. This century-long experiment has not been an easy project but it has been accompanied with highly encouraging results, and the merits of its model of administration has been a focus of interest among many futuristic and other developmental circles.

In the face of stubborn and obsolete administrative traditions of the world, any attempt to adopt such modes of governance -- whether by the world community, by governments, by NGOs or by academic organisations -- will require patience and wisdom as well as a tenacious, systematic and gradual implementation of its principles.

This is what my experiment in Rovaniemi was all about. That is to say that I did not expect it so much to produce sustainable *practical* results than to effect a *shift in thinking and attitudes* which, in the long run, is the foundation for sustainable practical solutions as well.

EPILOGUE

Two facets characteristic to us humans appear to be of critical significance here: *world order* and *world view*. The one indicates the system of our social organization -- i.e. our governing principles and administrative machinery; the other signifies our belief system -- our perception of reality, our view of man and, especially, our collective and personal values. It is the development of these two facets that will determine the course of our future. While a paradigm shift in world order appears to be the key to the solution of our pressing global problems and is thus significant to the immediate future of mankind, an even more profound shift in world view is the factor that will shape the form of our distant future and is thus the essence of true evolutionary change.