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TO DR. BRUCE PIASECKI, AUTHOR — *WORLD INC.*

Immediately attached to this letter are my responses, including the contexts by which I've evaluated your remarkable, new book. How and where I place *World Inc.* might surprise you.

Let's start with page 228: "*This book...identifies a pattern within capitalism that is larger than any specific example of good corporate leadership. It offers lasting concepts on how, within society itself, there are forces that are pushing capitalism into new forms and responsibilities.*" That statement alone IS your book.

After careful evaluation of this remarkable book, I find it a privilege to recommend its use as a guidebook for those enhancing the bottom line of an organization while pursuing socially responsible strategies in the marketplace.

What made this a difficult book to analyze was the time it took to cross research your observations against (1) other current publications and articles, (2) my own 25-year observations, and (3) with several key listings my Institute has maintained for the past 15 years.

Not for many years has there been the privilege of reading something quite like your new book.

Best regards and continued success,

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RESPONSE TO *WORLD INC.*

I have not read in several years a book with such an immediacy of application. *World Inc.* presents an ability to integrate, in a simple and direct approach, an astonishing number of onrushing global variables in a way that can be quickly read, understood, internalized, and immediately related to a business executive's current pressures.

To read and appreciate the guidebook that *World Inc.* is, understand fully that unlike many others during the past 6 years of the "greening explosion," Dr. Piasecki has been deeply engaged in this overall field of thought application (which CIfAR regards as "Governance and Performance") for over a quarter century. Considering the incredible volumes being produced on such topics as sustainability and minimizing the carbon footprint — much quite literally as pop culture — the quality of thought focused in this book sits well above and outside of the standard.

A quick glance at a Google search reveals a staggering number of references to closely related topics. For example: Does one want to read about "green industries"? If so, a search will yield 125,000 references. How about checking a slight deviation to that topic by keying in "green industry"? The result is an astonishing reference figure of 532,000. Try "green environment"; that result is 307,000 references. "Green economy" offers the consumer 251,000 references, while a search of books about the environment will lead one to 108,000 references.

In short, what Dr. Bruce Piasecki has provided in *World Inc.* is a concise report on what all of us must see as an immediate concern. This is a book not only for the student of management, but the board member, the senior executive, the educator, the sociologist, the futurist, and the everyday person — the consumer.

World Inc. does more than integrate facts and corporate histories. Dr. Piasecki illustrates their interrelationships by constantly sharing extraordinary personal experiences and corporate perspectives, and does so in a manner readable within a few sittings. In shaping its brilliant third chapter ("Social Response Capitalism"), *World Inc.* merges considerable thinking in modern management, both theory and observation.

The environment of world commerce is filled with stunning examples of failure, but not much in the way of thoughtful comparison of successes. For example, China is a nation that behaves as a corporation. Once, China was simply resentful regarding its attitudinal treatment by the West. Now it is angry. Now, with its vast immediate and future markets (followed by India), China is fast, adroit, prideful, adaptive, and dangerously effective.

Thorough comprehension of Dr. Piasecki's optimistic worldview is critical for much more than just the imperatives of "strategic business." Without an understanding of *World Inc.*, and those writings of similar comprehension, many, many corporations are going to fail.

Dr. Bruce Piasecki is among the modern thinkers whose work and message in *World Inc.* provide a basis of thought regarding human applications of management, commerce, and change. *World Inc.* recognizes both the economic and strategic realities of mounting social pressures while offering solutions to corporate America and the corporate world. Global sustainability is the key issue that drives this book, and Dr. Piasecki's message is a clear one that provides us with a new wave of understanding.

CONTEXT FOR RESPONSE

This section is to provide you with further understanding of how I derived my opinion of *World Inc.*

The core of CIfAR's work is *comparative spatial inductive inference*. Since creation in 1973, we have seen only a small number of published books that in their way actually accomplish for the greater market what our work does for very select individuals and global affairs. *World Inc.* is now one of them; and with it, Dr. Piasecki joins a list of those thinkers, writers, and envisionists whose observations either substantially alter the landscape of applied thinking or should have been more directly recognized as doing exactly such.

Let me be clear to the point of possible redundancy. *World Inc.* comes at a time of curious convergence for all levels of global policy...and it arrives at this point when information, reaction, event, response, and new information are accelerating beyond all previously known human experience.

One of the great casualties of this acceleration is the collapse of what are/were genuinely great experimental Democratic institutions. Consider the following:

1. From a global perspective, Leadership is in a state of failed denial. Across all societal institutions it has either failed or has become unsustainable without intervention. The survival imperative for a sense of global identity has run up full force against every other form struggling for preservation. Today, religious, regional, nation-state, political ideological, ethnic, racial, and cultural identities all demand preservation; and deem war, death, genocide, intolerance, and deprivation on unimaginable scales to be *acceptable sacrifices*.
2. The United States lies within a 25-year erosion from a difficultly balanced form of government to centralized type of quasi-democracy organized around the retention of old definitions of power rather than the embracing of changes that can be neither stopped nor contained. (If nothing changes, then a future of societal chaos is assured by the consistently less than 34% national voting rate and a differential income polarization that no —repeat, *no* — civilization in history has ever long sustained.
3. The concept of Business per se (actually a late 17th century financing construct that arose with the age of the machine) cannot manage itself in that mode alone and in the absence of a full concept of the society in which it operates.

World Inc.'s recognition of both the economic and strategic realities of mounting social pressures, instead of rationalizing them away, is superb. Especially, Dr. Piasecki's integrating of such realities into an evolved way to understand — and act — upon global sustainability from a business sense of commerce is away and beyond how management is currently being taught.

REFERENCES

To provide examples of what we maintain as the CIfAR Core Lists, on the next page is a portion of the proprietary intellectual capital against which CIfAR bases the foundation of its analyses.

Key Publications: This is our private list of publications which have significantly, or even prophetically, altered or caused sea-level changes in how informed people perceive current global affairs. This is not meant as all-inclusive. The list is, however, reflective of significant understandings of what elements now drive modern *commerce*. The list does reflect our opinion of, to use a theoretical mathematics phrasing, “deep current analysis.”

- ⇒ *The Battle for the Soul of Capitalism* (Bogle, 2005)
- ⇒ *Between Two Ages* (Wishard, 2000)
- ⇒ *Bold New World* (Knoke, 1996)
- ⇒ *Capitalism’s Achilles Heel* (Baker, 2005)
- ⇒ *Catastrophe* (Keys, 1999)
- ⇒ *Confessions of an Economic Hit Man* (Perkins, 2004)
- ⇒ *Designing the Green Economy* (Milani, 2000)
- ⇒ *The Future of Freedom* (Zakaria, 2003)
- ⇒ *The Goal* (Goldratt and Cox, 2nd edition, 1992)
- ⇒ *Good To Great* (Collins, 2001)
- ⇒ *The Lives of a Cell* (Lewis Thomas, 1978)
- ⇒ *Megatrends 2010* (Aburdene, 2007)
- ⇒ *Mirror to America* (Franklin, 2005)
- ⇒ *Of Paradise and Power* (Kagan, 2003)
- ⇒ *Silent Spring* (Carson, 1962)
- ⇒ *The Tipping Point* (Gladwell, 2000)
- ⇒ *Wikinomics* (Tapscott and Williams, 2006)
- ⇒ ***World Inc.*** (**Piasecki, 2007**)
- ⇒ *The World Is Flat* (Friedman, expanded 2006)

Key & Unique People: These are the thinkers we have found whose works, publications, actions, etc. specifically, fundamentally, and profoundly altered the basis of commonly accessible thought regarding human applications of management, commerce, and change. They are/were integrationists in their thinking, each able to combine and synthesize extraordinary ranges and variances of data and producing a type of work that alters enlightened managerial and individual leadership perceptions.

- Isaac Asimov
- John F. Budd Jr.
- Ram Charan
- W. Howard Chase
- W. Edward Deming
- Peter F. Drucker
- Jay Wright Forrester
- John Hope Franklin
- R. Buckminster Fuller
- Malcolm Gladwell
- Eli Goldston
- Mason Haire
- Stephen Hawking
- Frank Herbert
- Joseph M. Juran
- Donald Kagan
- Herman Kahn
- William Knoke
- Donella H. Meadows
- Miyamoto Musashi
- John Naisbitt
- Tom Peters
- **Bruce Piasecki**
- Michael Porter
- Vincent Scully
- Lewis Thomas
- Alvin Toffler
- Barbara Tuckman
- Edward R. Tufte
- Sun Tzu
- Wm. Van Dusen Wishard