

Is there an Entrepreneurial Solution to Valuing Millennials' Sustainability Crisis?

INTRODUCTION TO 2015's PLACE IN FUTURE HISTORY

Is it good or bad news that the amount Western nations spend on communications has spun exponentially up from about 3% in 1948 to over 25% in 2015?

Forty three years ago I took up my first job at The UK National Development Project for Computer Based Learning and my father Norman Macrae's job at The Economist was mediating Keynes Hippocratic Oath of *System Design* aimed at *Ending Poverty*.

While my youthful innocence saw student experiments with early digital learning networks as huge fun, my father spent the next 12 years debating the compound opportunities and threats of the coming Entrepreneurial Revolutionⁱ of the net generation.

Today, I come to the same assessment as our 1984 book on how to prevent Orwell's Big Brother endgameⁱⁱ - human sustainability will depend on whether we can design the web to be the smartest open learning revolution in every Keynesian-spirited way opposite to that of how tv advertising ageⁱⁱⁱ during the second half of the 20th century:

- dumbed down,
- externalised risk onto the smallest or at the bottom of inequality's ladders (compounding risks at borders is the opposite of valuing safety in a borderless world of networks valued as connecting systems)
- deviated continuous improvement purposes of markets (including the place markets of public servants^{iv}) from sustaining human goodwill, diversity and thriving community
- professionalised zero-sum games of consuming up things instead of the above zero-sum opportunity of worldwide knowhow networking which multiplies value in use- as the modern-day father of computing Jon Von Neuman^v was the first to map te intergenerational revolution of investing in a death of distance age needed to celebrate every innovation opportunity involving abundancy of open systems and societies replacing scarcity manipualtions short-term games

I see no reason to alter our 1984 timelines that by 2025-2030 we will have exponentially designed- in human sustainability or its decline and fall all over our borderless planet. However back in the 1980s. when debates on how to replace superpower with empowering world citizen sustainability of a global village world appeared to be free in advanced nations, I did not begin to imagine the stark dichotomy that now spins:

The North West, on both sides of the Atlantic, would have spent the first 15 years of the new millennium being governed by **The Politics of Economic Stupidity**(Stiglitz^{vi})

The East South would be asking 30 future capitals^{vii} across the world to **celebrate mobilising village womens empowerment**

It might seem a tall order to ask whether Washington DC, where my family has mainly lived since the mid 1990s, could transform into a collaboration top 30 pro-millennial future capital. However our search networks of optimistic rationalists see one urgent window of opportunity. At Yazmi.com in Maryland's suburb of Silver Spring, the surprising spectacle of a 5 billion

person (pan-africa, pan-Asia) elearning satellite owned mainly by one Diaspora Ethiopian has emerged. And Women4Empowerment^{viii} has become the integral curriculum of job creating and sustainability millennials concerned with uniting the human race in the end of poverty. I invite you to verify this context and blossoming solutions. Please start our journey of valuing the opportunity of mobile connectivity from the mid 1990s viewpoint of the poorest microentrepreneurial mothers networks on earth. Their maps of how to unite the human race to end poverty started to be celebrated in open partnerships out of Bangladesh beginning with funding of Grameen Phone from George Soros, mobile infrastructure from Norway's Telenor, and wizard digital coding smarts from Boston MIT's, Muhammad Yunus, and let us see:...

Up to the end of the 20th century, village or rural poverty means no modern infrastructure:

- no running water or sanitation
- no electricity (sources of fire or light being non-ecological wood or sometimes kerosene)
- no phones (no way to relay information other than carried by person)
- no roads beyond a mud truck

Simply speaking: rural families (up to a third of the world's population to the 1990s) had been passed by up to 200 times more productive livelihoods than the industrial revolution had compounded over last 200 years

It turns out that extreme innovation collaborations both pre-digital (1970-1996) and as mobile started to partner poorest village women's networks have core design and co-creativity insights for millennials valuation and impact investors:

The pre-digital networks in world's poorest places (eg BRAC linking up to 100 million rural Bangladeshis and Partners in Health exchanging knowhow between world class Boston medics and rural Haiti) established some of the deepest one to one trust (and most joyful family-centred) communities that health, risk prevention and intergenerational banking and jobs have ever been developed round

Those who have mobile partnered these networks have in the last 20 years leapfrogged infrastructures (eg bring solar to those off grid or cashless banking to the unbanked) bringing order of magnitude more productivity and sustainable human growth

Open technology wizards in world leading connectors like Boston's MIT or Partners in Health have focused on the greatest innovations the mobile borderless age of apps can bring instead of rich youths trivial (often testosterone-founded communities including eg Facebook) - millennials world of education and development (in which knowledge-sharing multiplies value in use unlike consuming up things) next open tech innovations collaboratively inspired by women's empowerment and the generation village women nurture- eg Tim Berners Lee "**The Web as I envisaged it, we have not seen it yet. The future is still so much bigger than the past.**"^{ix}

2015 FUTURE NOW

The table shows four goal-driven deadlines to the future. They connect today's urgent calls to value millennials sustainability (such as the UN^x and pro-youth leaders of action2015.org) with the first Keynesian attempts to relate future history mediation of the post-industrial revolution anchored

around this 1972 survey on The Next 40 Years ^{xi} in The Economist.

<p>#2030now^{xii} is process for millennials sustainability happily evident in the relaunch of the World Bank from 2013 by Jim Kim - a South Korean^{xiii} American and one of health millennials^{xiv} most trusted global servants.</p>	<p>#2025now was reported in our 1984 book after my father's first decade of debating in The Economist whether the emerging net generation would be sustainable and what curriculum of Entrepreneurial Revolution would be required to openly value that exponential impact out of every global village</p>
<p>#2015now^{xv}: Opportunities to link in 2015's diary of networking and millennials-valuation summits: Who is walking and talking open society solutions to the Sustainability Crisis of the future 2015-2030? From 2015 on, collaboration formats for 1 to 3 year forward diaries need to be celebrated as transparently and collaboratively accessible^{xvi} if elders are to earn worldwide youth's trust that investment in the human race will urgently get back on a sustainable orbit.</p>	<p>#2018now links particularly to Scottish friends and family dreams of finding a fitting way for millennials to celebrate The Economist's 175th anniversary of being founded by Scot James Wilson. His 1843 mediation goal was to end hunger and end capital abuse of youth by political and other structures. James was himself an alumn of Adam Smith^{xvii} and the French enlightenment school that first coined the term Entrepreneur circa 1800 to integrate the productivity relationship of value exchanges^{xviii} which in the mass production age all too often become dismally dominated by demand-side planning and zero-sum mechanisms (eg paper-based currencies^{xix})</p>

It can be argued that the foundations of economics from Adam Smith to Keynes are intended to systemically improve human livelihoods across generations by encouraging family savings in next generation, sustaining social and business goodwill , and celebrating purposeful human endeavour optimistically and rationally beyond the grips of partisan politics -and the constraints that history can set in stone. This *free and happy purpose* ^{xx}of mapping a global village world was led by my father Norman Macrae (who first saw students testing digital learning networks in 1972^{xxi}) and became the curriculum of Entrepreneurial Revolution^{xxii} which he regularly updated in The Economist until our 1984 book: The 2025 Report^{xxiii}.

IMAGINE Connecting All the Dots of Post-Industrial Revolution and a Borderless World
 In 1984 the biggest multinational companies were still using telexes, by 1989 real time personal computer networking powered decision-making
 In 1984 there was no worldwide web, in 1989 ...

Father's optimism and freedom of human spirit came from being in the last class taught by Keynes at Cambridge that: economists are the profession whose Hippocratic Oath is to design systems to end poverty.

#2015now^{xxiv}: Who will walk and talk whole truth of Sustainability Crisis from 2015 forward?

In the report^{xxv} issued December 2014, the UN demands that 2015 be the biggest innovation year since its foundation. The process the UN uses for this challenge is redefinition of the millennium goals which it had asked leaders to navigate around 2000-2015, to sustainability goals for 2015-2030 . These can energise a new collaboration reality if they are facilitated to be empowered by millennials' action networks not just spun by brand images.

While I cannot think of anyone that emulates the cool and relentless patience of Ban Ki-Moon in every troubled spot he helps mediate, as a media analyst and pro-youth leadership valuation modeller, I recommend the framework of #2030now by another American South Korean Jim Kim^{xxvi}. Kim is one of the world's most valuable health servant leaders^{xxvii}. Moreover, as World Bank President since 2012, his accounting for global social value is grounded in practical actions of millennials' sustainability networks. Who will there be other practice leaders who help the net generation^{xxviii} design sustainable systems of the networking age?

We need to start a movement to end poverty -valuing millennials campaign #2030now Jim Kim ^{xxix}

Social movements that have a huge impact are often led by a small group of people

The student should never doubt the ability of themselves and a small group of like minded people to change the world it can happen

This has to be the next movement and if you look at all the steps that its going to take to end poverty its a pretty broad mix- and that's the great news!

The great news is we need everybody - we need writers who can write about this, we need engineers, we need doctors, we need lawyers, we need artists, we need everyone who can capture the imagination of the world to end poverty

There's a role- take a step back: say what is it going to take? what part of it can I take on? how can we really make it happen?

Being part of a social movement is going to be the most exhilarating memorable thing you are ever going to do but understand how hard it is and how serious you are going to need to be about everything its going to take to get to the change you want, and then take it on- as there is nothing better you can do

Kim is unique in the world of practice and strategy. His practice bow extends from being one of the 3 health servant leaders^{xxx} most trusted by millennials and the poorest. His strategic impact can be likened to that of an *undercover boss*; his term as President of The World Bank (2012-2017) is resulting in more interpersonal and youth empowered changemaking out of Washington DC than anyone else in my 20 year memory of reporting this Capital's consequences. He's also cool enough to rock with pop stars^{xxxi}

Kim's #2030now reveals a simple charter for valuing the unique purpose of millennials. In the knowledge networking economy they are to be invested in:

as the most connected , educated and potentially collaborative class the human race has ever had the joy to invest in

to search our any currently unsustainable practice area, which Jim Kim illustrates with his life passion of health service, and be empowered to socially transform its value chain. The future of any truly free market sector purpose can be valued according to its impacts on ending poverty and generating sustainable livelihoods out of every community

Moreover Kim reveals the multiple conflicts in the global social health chain that need to be simultaneously resolved. He has devoted his life to practising this in extreme local contexts. And recently he has invited Harvard's Michael Porter to co-author this strategy.^{xxxii} If Health millennials networks can transform their (one of the biggest of multi-trillion dollar markets) back to communal sustainability, why not every professional or practice millennials too?

Bear with me now as we flash back to the second quarter of the 20th Century to track how the Scottish school of economics offers further clues of how Jim Kim's valuation of millennials can be celebrated as a timely key to the door of transforming our whole planet back to sustainability by and for 7 billion beings.

Wars and Peace, and Free Markets -viewed from half century 1943 to 1992^{xxxiii}

My father Norman Macrae spent his last days as a teenager navigating RAF airplanes over modern day Bangladesh and Myanmar in World War 2. His diaries are peppered with the phrase *right old muddle*- often denoting an incident when a friend did not return from a mission. Later in The Economist this became a catchphrase of his for systems taken over by macroeconomic folies de grandeur and political chicanery amplified by particular ways tv media spun out of what became rich peoples' nations and offshore banks of 20th Century Q3 and Q4.

In the South East Asian amphitheatre of world war 2, Macrae had a lot of down time to study histories of how did the human race get to be here. Air Force duties also included a lot of instantaneous randomness. Imagine in 1943 how stretched communications lines of protagonists from London and Japan were when it got as far as Burma in an age with billions of times less communications capability than any of us living in 2015 can begin to imagine- let alone begin to truly analyse the compound consequences of.

Unlike history written to gratify the most powerful, father and peers with a curiously diverse mindset started to assemble future history pattern rules such as:

- peace - and peaceful access to energy - generate strong economies not vice versa
- next generations are typically the biggest losers in wars
- normally, youth have little or no voice in the failed historic system or the arrogant dictator who caused or declared the war,
- it was typically their lives that were committed on the line, and elders debts that the next generation would be chained to
- and while some modern wars may have been necessary to remove those who powered manically over everyone else, the idea that the winner of a war should want to take over whole lands and lives of peoples on them: wow that's likely to spin terrifying meta-muddles of cultural conflicts for generations to come^{xxxiv}

And as Einstein had already predicted (partly from information collected through his friendship with Mahatma Gandhi^{xxxv}) : man's geopolitical sweeps across the globe are likely to become ever less sustainable the more communications technology makes peoples' livelihoods interconnected beyond national frontiers. Media analysts should note that Hitler's persuasive "PR" rise was mediated by the seemingly minor media innovation of being the first to audio replay radio broadcasts infinitely often.

Fortunately, father survived world war 2, went up to Cambridge in time for the last classes taught by Keynes, and found himself with a life-time job mediating human interests stories at The Economist. As a Keynesian he swore to the Hippocratic oath of being systemically responsible in the way *that increasingly only economics rules*^{xxxvi} for futures around next generation's sustainability goals aligned around Keynes overarching purpose of ending poverty. If marketing and other professionals are to proactively celebrate innovation which designs futures round our grand children's sustainability - instead of just forecasting made on historic assumptions - then we should value bottom-up context and openness. Muhammad Yunus puts this well in his Nobel Peace Acceptance Speech 2006. You may feel that a peculiar missing opportunity is signaled by the fact that bit for bit computing collaboration has never since reached the quality of effectiveness and united race excitement as the 1960s moon race.

We Create What We Want.

We wanted to go to the moon, so we went there.

We achieve what we want to achieve.

We accept that poverty is part of human destiny. It's not!

We believe we can create a poverty-free world.

We need to invent ways to change our perspective.

We can reconfigure our world if we can reconfigure our mindset. .

Social business will be a new kind of business, making a difference in the world.

Human beings are a wonderful creation embodied with limitless human qualities and capabilities.

Entrepreneurs are not one-dimensional human beings, dedicated to maximizing profit.

They are multi-dimensional: political, emotional, social, spiritual, environmental.

The desire to do great things for the world can be a powerful driving force

Young people dream about creating a perfect world of their own.

Social business will give them a challenge to make a difference by using their creative talent.

Let us join hands to unleash our energy and creativity.

Collectively, we can create a poverty-free world.

As a mathematician who values bottom-up context, I like the analogy of a map. It may connect huge amounts of information and analysis, but its ultimate value is human simplicity, local usability and indeed empowering people to go safely to and fro. Mapmakers can also value Einstein's advocacy of micro: whenever man's science runs out of abundant value, model dynamic interactions at a more micro level to avoid being trapped in a failing knowledge system.

Father's career increasingly developed the role of future historian^{xxxvii} mapping back future goals of a kind that bridged hi-trust across all relevant constituencies of a value exchanges productive and demanding relationships. Particularly in these millennial times of unprecedented change , its worth noting that big systems can be defined to be those that have the most difficulty in leveraging change^{xxxviii} unless they are transparently led toward a Big Hairy Audacious Goal^{xxxix}

#2025now In our 1984 book timelining whether or not the net generation would be sustainable, Norman roughly estimated 30000 such microfranchises would need to be innovated by 2025, and he wished a peoples owned broadcaster like the BBC would play a signature world service role in blending mass and one-to-one media towards this future. To provide a market-conversation opener- 1984 also saw Macrae publish a third of a century survey on markets for health- over the next third of a century would health services become 3 times more costly or 3 times more

economic for peoples to access? What was not systemically likely to this biggest of all markets was something in between.



ⁱ to do full list of 1972-1982 Macrae surveys including 1972 next 40 years, 1975 Asia Pacific Century, 1976 Entrepreneurial Revolution, 1982 we're all intrapreneurial now, 1984 will health service become 3 times more or less costly

ⁱⁱ The 2025 Report

ⁱⁱⁱ See triple special issue of Journal of Marketing Management on Brand Reality that I guest edited in 1999 or Journal of Brand Management Special Issue on Total Corporate Brand Responsibility. These are examples of where I used to host dialogues that the least social and economic exponential compounding dynamic I knew about involved global brands spending up to a billion dollars a year of their own customers money in mixes designed to slow down innovation or confuse pricing or risk signals. Since then my family has settled in USA; I now realise that vested interest groups use much less money to make single issues politically impossible to change whether this is to do with guns, carbon energy, or too big to exist banking, or how bureaucrats including a segment of lawyers and insurers pad services such as health with ever more liability and other costs. I would particularly like to celebrate ypchronic millennials networks out of Harvard for what has become their annual presentations at the UN on this extreme form of anti-youth economics; and Jim Kim for his contributions enjoyed by the first 100000 alumni of the Change The World MOOC (see x11) concerning combinatorial challenges to be mapped in transforming a whole value chain- globally economically and locally socially.

^{iv} Normans final survey

^v Father's biography of Jon Von Neumann' Soros as the only Keynesian billionaire and only mathematical open system designer valuing such human qualities as recursion -note centenary debrief Greenwich University and Einsteins letters with Gandhi

^{vi} <https://www.project-syndicate.org/commentary/politics-of-economic-stupidity-by-joseph-e--stiglitz-2015-01>

^{vii} YunusCity.ning.com This is where friends and family update our Future Now survey of which 30 capitals value sustainability millennials most. Ironically Muhammad Yunus has talked CNN's Ted Turner and Nobel Peace Laureates into November 2015 summit with 10000 Youth in Atlanta (YunusOlympics.com). Will Coca-Cola decide that Yunus millennials movements of end unemployment and end poverty olympics are more valuable to sponsor and celebrate than sporting stars super-bowling alone?

^{viii} women4empowerment.org This is mediated by the first female director of Grameen Pone. Ms Chowdury now has twent year action learning curve of whom mobile partners poorest village moters to end poverty and leapfrog infrastructures to post-industrial sustainability. Of interest to #2015now: Kenya has gone beyond the spectacular innovation of Mpesa cashess (except for last mile) banking to nanocredit (2012 IBM entrepreneur of year); while

BRAC.net now partners MIT coders in the world's most socially valuable cashless banking bkaash.org and the club of global banks with values gabv.org

^{ix} <http://www.opening-governance.org/members>

^x UN Report http://www.un.org/ga/search/view_doc.asp?symbol=A/69/700&Lang=E

^{xi} Macrae's 1972 survey, Multinational Business - The Next 40 Years 2012-1972, The Economist (22 January 1972)

^{xii} #2030now launch mix of 2030now included the New York 92nd StreetY social mashup summit that started the UN Year 2013-2014 and the first Massive Open Online Course on Change the World <https://class.coursera.org/changetheworld-003> Typically this MOOC runs once a year and is estimated to have registered 100000+ students . It is to be hoped that the On-Demand MOOC partners of the World Bank will improve on this concept so that sustainable millennials have one worldwide alumni connection 24/7/365 . Google might be smart to offer a free link to this on its homepage

The author is also interested in mapping sustainability's most popular MOOCs and what content is shared on 3 billion millennials elearning satellite www.yazmi.com contact chris.macrae@yahoo.co.uk if you wish to collaborate in tracking this

^{xiii} The Birth of Korean Cool, by Euny Hong (Picador, 2014)

^{xiv} Partners in Health pih.org, Mountains Beyond Mountains by Tracy Kidder (Random House 2003)

^{xv} <http://2015now.blogspot.com/> My twitter account [globalgrameen](https://twitter.com/globalgrameen) invites you to help us research te 4 "do now" timelines of the social movement for millennials' sustainability: #2015now #2018now The 175th anniversary of The Economist being founded to mediate end of hunger and end of capital abuse of youth; #2025now and #2030now. In Bangladeshi, grameen signifies village -the bottom-up network building block of Open Society and ending poverty. In 40 years of writing leaders for The Economist my father as an alumn of Keynes and fan of Adam Smith valued bottom-up economic models as the sustainable way forward; in severely questioning system decision-makers ahead of time he found it natural to talk of millennials coming global village networking era . This paper argues that globalisation and global village networking need to be mapped as wholly different models of economics and of mediating professional trust and public service. Valuetrue.com : what father's peer journalists <https://www.youtube.com/watch?v=kT9gp7ORiJE> <https://www.youtube.com/watch?v=FbYo9daNiTY> credit his impact as in turning The Economist from 3rd ranked weekly British magazine to one of a kind global newspaper.

^{xvi} Second Youth Summit of World Bank October 2014

^{xvii} How Adam Smith can change Your Life by Russ Roberts (Portfolio Hardcover 2014) ; Adam Smith : Science and Human Nature, Andrew Skinner, The Journal of Social Business Volume 1 Number 1 January 2011; Radical Embrace of Change and Dynamism to Ensure a Prosperous 21st Century, Andrew Neil, republished Journal of Social Business Volume 1 Number 1 January 2011; 25 Presentations made to Muhammad Yunus at The Global Assembly convened by The University of Glasgow 4 July 2010 chaired by Professor Anton Muscatelli

^{xviii} The Economy of Love and Fear, Kenneth E Boulding (Wadsworth 1973)

^{xix} The Hobart Century, by Norman Macrae, Institute of Economic Affairs (1984)

^{xx} Reread how true American Entrepreneurship was born in 1776's Declaration of Independence- out of the innovation contexts of freedom and happiness. To celebrate markets and communities built by a place's own peoples instead of an empire enslaving an extractive history of controls and insensitive to local consequences of its global power over trade

^{xxi} The UK National Development Project for Computer Based Learning

^{xxii} In Macrae's 1976 survey, The Coming Entrepreneurial Revolution, The Economist (25 December 1976) and translated into Italian by Romano Prodi, the challenge to leaders was posed as: none of the 20th Century's three separated constitutional forms -corporate, government, charity - can sustain net generation. By 2015 we shouldn't just have been Mapping The 4th Sector (Conference convened 15 January 2015 George Washington University), te human race needs to sustainability needs it to be far the most valuable

^{xxiii} Our English version of opportunities and threats of the net generation's 40 years was published in 1984 in English as The 2024 Report (Norman and Chris Macrae) but the bestselling version widely accessible today was published in American in 1985 as The 2025 Report (Macrae and Macrae, Macmillan 1985 Other versions were updated as late as a version for the Nordica region in 1993

^{xxiv} My twitter account [globalgrameen](https://twitter.com/globalgrameen) invites you to help us research 4 "do now" timelines of the social movement for millennials' sustainability: #2015now #2018now The 175th anniversary of The Economist being founded to mediate end of hunger and end of capital abuse of youth; #2025now and #2030now. In Bangladeshi, grameen signifies village networking as core building block of Open Society and ending poverty. In 40 years of writing leaders for The Economist my father as an alumn of Keynes and fan of Adam Smith valued bottom-up economic models as the sustainable way forward; in contrast he saw macroeconomics as the tool of political chicanery and vested interests, When father's peer journalists <https://www.youtube.com/watch?v=kT9gp7ORiJE> <https://www.youtube.com/watch?v=FbYo9daNiTY> credit his impact in turning The Economist from 3rd ranked weekly British magazine to one

of a kind global newspaper, it was the bottom-up and open systems lens that Macrae's school of entrepreneurship celebrated. System theory suggests that the difference between these two economic mindsets is all or nothing. By 2030 will we be destined to a virtuous or vicious end game of how the human species and nature evolve?

^{xxv} Op cit v

^{xxvi} Kim transcripts on #2030now <http://normanmacrae.ning.com/forum/topics/the-gg-book-of-world-record-job-creators>

^{xxvii} see Kim's forward-leading testimonies on the Ebola Crisis, and note his lifetime contributions to ending outbreaks of multi-drug resistant Tuberculosis

^{xxviii} 2030now.blogspot.com

^{xxix} <https://www.youtube.com/watch?v=ecn13up-8JM>

^{xxx} As of 2015, three greatest heroes to learn from on how to most economically build health services for peoples who started with next to nothing are: Paul Farmer, Jim Kim of pih.org and Sir Fazle Abed of brac.net

^{xxxi} tedxwbg.com globalpovertyproject.com also search Kim and Gangnam Style

^{xxxii} Redefining global health care delivery: Farmer, Kim, Porter [Volume 382, No. 9897](#), p1060–1069, 21 September 2013

^{xxxiii} While Norman Macrae's last articles were with Muhammad Yunus in 2008, his last bestseller was the Biography of John Von Neumann published in 1992 John Von Neumann: The Scientific Genius Who Pioneered the Modern Computer, Game Theory, Nuclear Deterrence, and Much More

^{xxxiv} In 2015 the author chris.macrae@yahoo.co.uk would like to know of spaces where we are free to speak about such muddled histories of geopolitical borders. One benchmark is the annual Nobel Peace Summits nobelforpeace-summits.org which have been co-organised since 2000 by Club of Rome and Mikhail Gorbachev

^{xxxv} <http://streams.gandhiserve.org/einstein.html>

^{xxxvi} see last 3 pages of Keynes General Theory

^{xxxvii} From millennial goals 1984 to Jim Collins BHAGS to Yunus Nobel Speech

^{xxxviii} During 1996, my first year on the internet, I manually hosted an egroup on organisation creativity with R&D directors of leading multinationals. We ended up with a checklist of dozens of ways in which Organising Creativity had become an oxymoron for the biggest organisations of the 20th Century

^{xxxix} Collins and Porras Built to Last 1994