

Safar

ECON. & WORKPLACE

BUSINESS, ECONOMICS AND THE WORKPLACE  
Safari Report  
July, 1984

**THE SITUATION:**

1. The increase in international trade has been massive during the last decade. The attached chart illustrates the difference between 1975 and 1979.
2. The development of new technology is creating new jobs and making present jobs obsolete, such as in the development of robotics.
3. The need to conserve human and natural resources has become evident as they become scarcer and more expensive, financially and socially. One example is an increasing interest in investing in retraining employees.
4. Unemployment is affected by many factors not solveable simply by economic solutions. Many businesses have become more involved with schools or established their own programs to supplement education programs.
5. The high cost of money and the inability to service debt has made for national difficulties and an international financial crisis. A recent illustration is Argentina's interest payment schedule.
6. Changes in the workplace are happening faster than our ability to image or measure them. Economists are unable to project accurately, and no coherent theory has emerged to replace Keynesian ideas.
7. Demonstrations of rapid economic acceleration and decline have been due to a combination of economic, political and cultural factors. The success of the Pacific rim has resulted from strong cultural values and political instability has contributed to decline in African countries.

**THE DIRECTIONS:**

1. There is a direction toward forming small businesses and autonomous units within larger companies that have freedom and responsibility for their own results.

For example, the majority of new jobs created in the United States in the past few years have been generated by entrepreneurial activity.

2. The role of effective management is to foster a climate of vision and trust within the workforce that encourages innovation and growth.

This was illustrated by Bob Mancuso, a Chicago car dealer who encourages innovation among his managers by asking the question, "Is there any reason why we wouldn't go ahead and give this a try?" when a new idea is offered.

3. The increasing Planetary interdependence of economic relationships is irreversible and is eliciting realignment of financial, technological and natural resources.

For example, when multinational companies locate in third world countries they are frequently required to facilitate the transfer of technology to the local people.

4. The mode of employee participation is shifting from providing isolated input to taking responsibility for the whole job.

This is illustrated by companies like People's Express Airline which is employee owned and operated; by Control Data which is giving employees responsibility for their own quality control.

5. Cultural, political, environmental and personal values are increasingly important factors in economic decisions.

At the macro level this is illustrated by the East Asian growth economies whose success seems to be closely related to cultural and political factors. At the micro level we see individuals making career choices based on personal satisfaction as well as money.

6. Successful long-range business planning now relies on listening carefully to societal trends and is concerned with providing goods and services that help form the changes that are taking place.

This was illustrated in an interview with IBM executives that indicated that they listen to their customers and observe what's going on in society in order to discern the products that will be needed 7 years from now.

#### DEPTH HUMAN STRUGGLES IN THE ECONOMIC ARENA:

1. Caring for our natural resources through adequate distribution, balanced ecological lifestyles and counting the social costs.
2. Seeking a lifetime vocation through new images for meaningful engagement including new participant roles for the sexes.
3. Caring for our human resources by providing employable skills and sustenance for everyone.

## FORCES ACTIVE IN THE ARENA OF ECONOMICS &amp; THE WORKPLACE

<u>Positive</u>	<u>Negative</u>
1. Responsible <sup>use</sup> of natural resources (Recycling)	Irresponsible use of natural resources (Slash burn agriculture)
2. Increasing International relationships (Trade)	Fear of aggression (Excessive military expenditure)
3. Creative dialog in search of just solutions to impossible debt obligations	Third World debt situation
4. Employee sensitive management (Quality circles, employee wisdom utilized)	Employee just a worker
5. Urban growth reversal (some 1st World cities)	Rapid urbanization (3rd World in general)
6. Growing awareness and resistance to poor land practices)	Loss of productive land (urbanization, desertification)
7. Skill development motivation through entrepreneurial experiments	Continuing production line mentality
8. New workplace experiments (child care models, flexible benefit plans)	Benefits not negotiable
9. Decentralization of workplaces and service centers (computer enabled information exchange)	Centralized, less accessible information exchange
10. Laws promoting long-term plans	Investor demand and legal requirements for short-range profit reports
11. Union/Management cooperation	Union/Management adversarial mode
12. Creation economic pacts and alliances (EEC, Aridean Pact)	Protectionism
13. Voluntary simplicity (simple lifestyle, bartering, worksharing)	Conspicuous consumption

## PARADIGM SHIFTS IN ECONOMIC ARENA:

Authoritarian to Participatory Management

Isolated National Economy to Global Interdependence

Centralized Decision making to Decentralized Responsibility

Isolated Theory to Holistic Systems

Short Term Gains to Long Term Strategies

Proprietary Information to Knowledge Access

Ego-encapsulated Organizations to Business with Social Responsibility

THE GAPS:

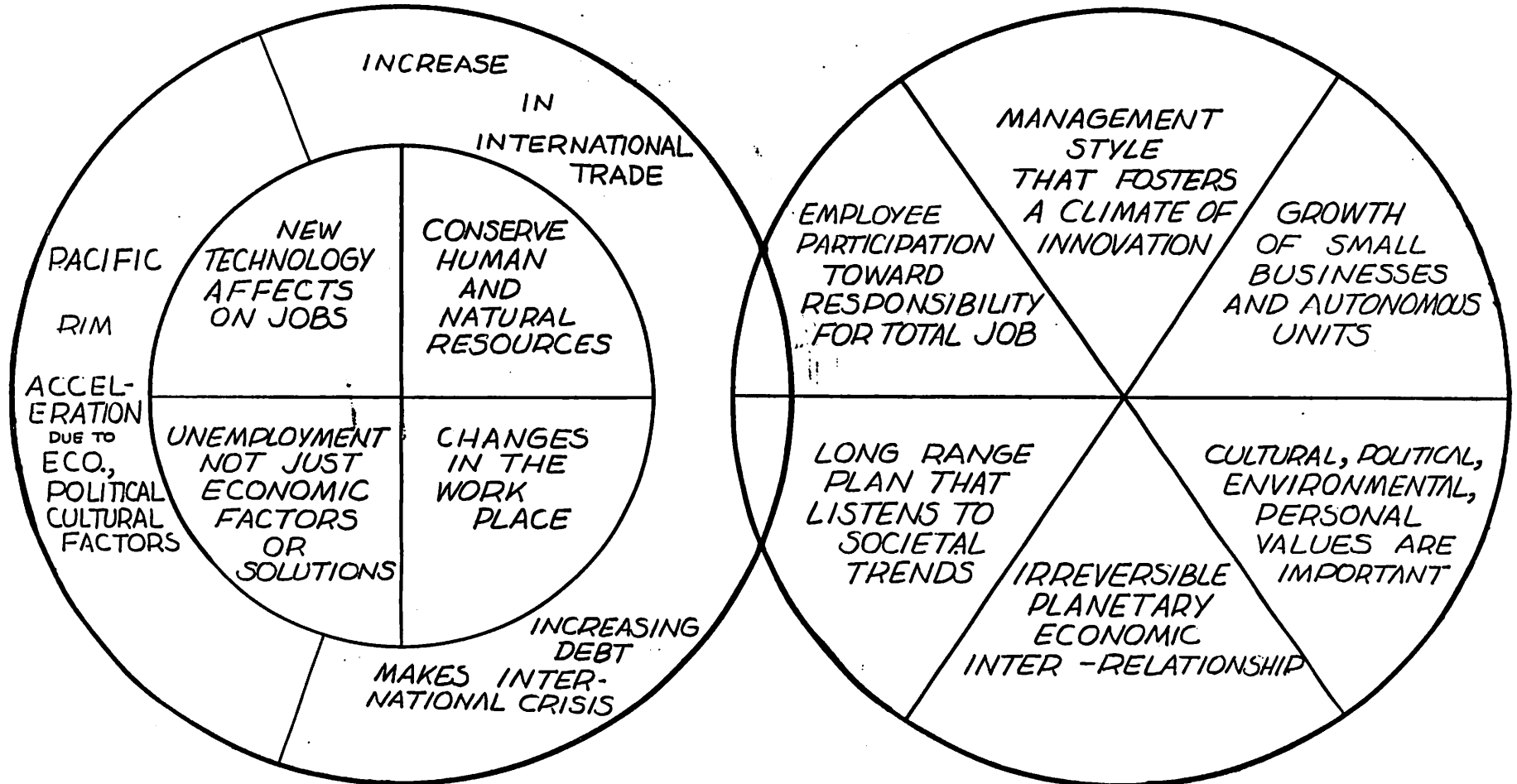
The central gap continues to be the increasing gap between the rich and the poor. Sub-points to that are as follows:

1. The successful breakthroughs that have happened in the third world are heavily dependent on Western markets.
2. Very restricted sources of money relative to the perceived need for acceleration of basic third world economic growth.
3. Inadequate number and scope of scenes or policies that allow engagement in needed production or services of an expanding planetary economy.
4. National plans do not adequately include input from regional and national economic sectors or realistic evaluations of anticipated social impacts.
5. Few alternatives for agricultural systems that are not energy consumptive, soil depletive or mono-cultural.

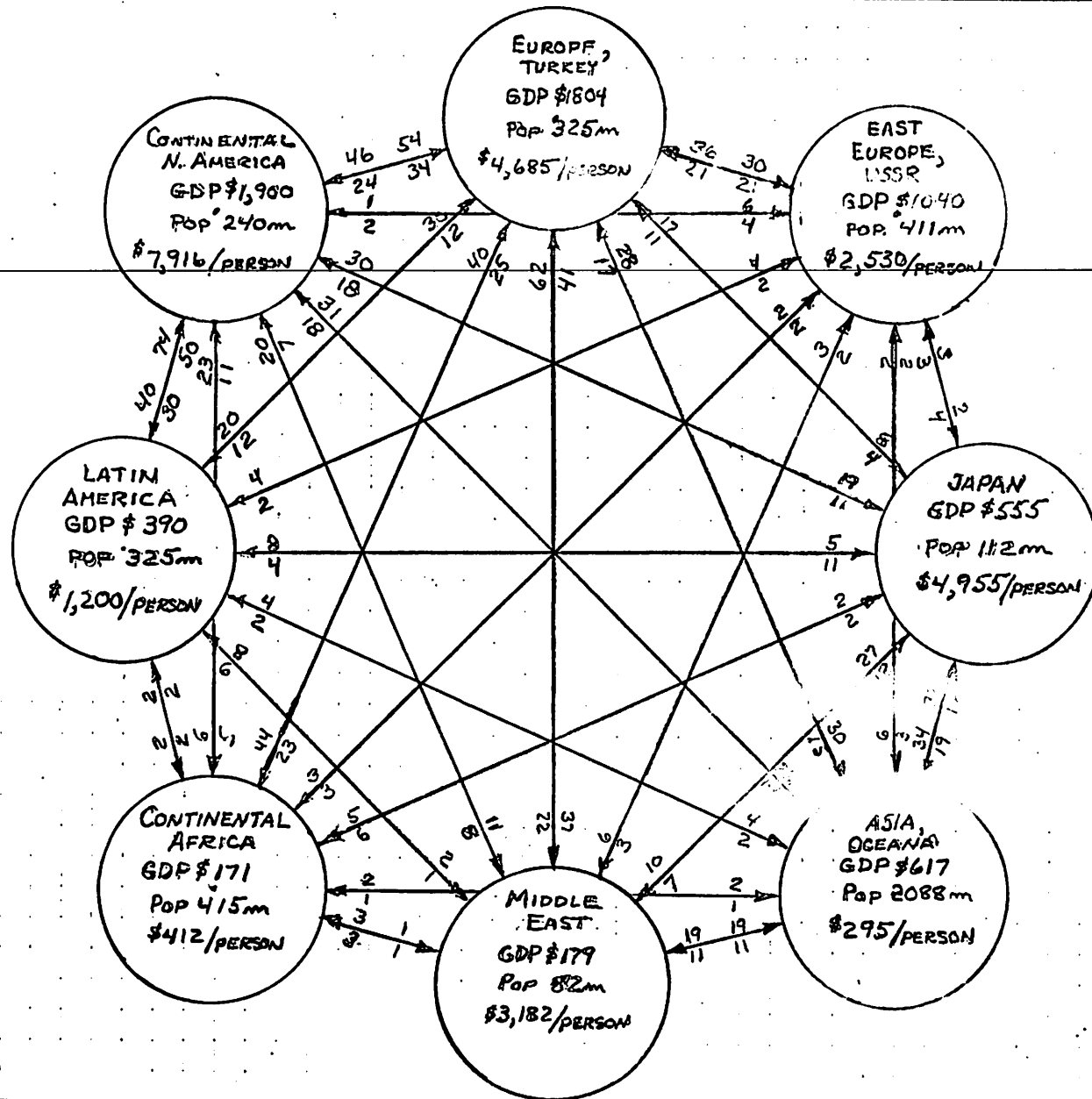
THE IMPLICATIONS FOR THE ORDER:

1. Research & Interchange. The implication for the Order is to intensify our relationship with the edge of change in economics through global networking, research & interchange.
2. Significant Volcation. The implication for the order is to become a more supportive and growing community through retraining ourselves for significant, job-related vocation and managerial responsibility.
3. Program Development. The implication for the Order is to develop programs in response to the new world situation with an expanded perspective, design, and implementation.
4. Primary Unit Innovation. The implication for the Order is to promote innovative primary units in order to allow transformational change.
5. Financial Viability of All Units. The implication for the Order is to ensure financial viability of all units through decentralized budgets, feasibility studies of ventures, long-term economic planning, continental economic implementation teams, globally related finances, fostering entrepreneurial spirit at house level.
5. Replicable Economic Forms. The implication for the Order is to create replicable economic forms by economic education, intensified economic emphasis in rural projects, restructuring to encourage local entrepreneurial skill.

# SITUATION DIRECTIONS



# GLOBAL TRADING OF GOODS & SERVICES



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