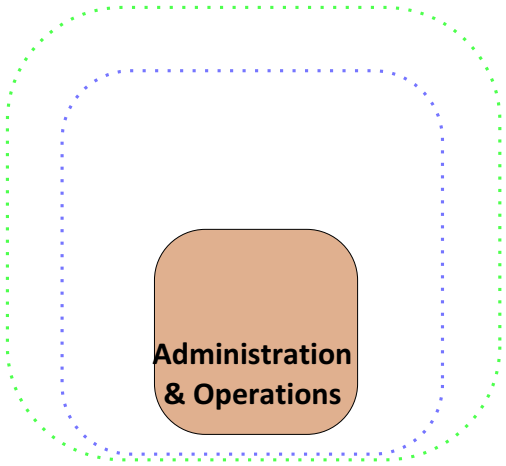
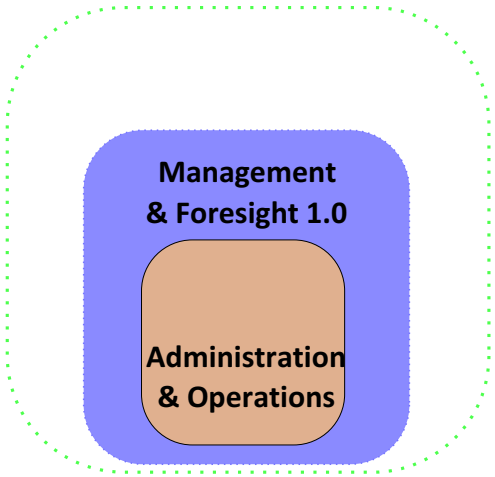
The Three Levels of the Good Governance/Leadership of Whole Systems

Images of the Levels			
The Level	**ADMINISTRATION & OPERATIONS**	**MANAGEMENT**	**WISE CIVILIZATIONAL LEADERSHIP**
The Work	DOING physical things in one's own life, family, organization, society	THINKING THINGS THROUGH and COMMITTING TO what one will do in one's life, family, organization, society	MAKING SENSE of the whole context in which one lives and may live and COMMITTING ACCORDINGLY
The Focus	Physical Work: Operations, Tactics, Logistics, Work Plans & Immediate Objectives	One's Core Mission/Roles, Present Goals, Policies, Strategies & Immediate Objectives	One's Changing Situation in History, Strategic Vision/Intentions/Directions for what one will be/become & undertake
Success Measured By	EFFICIENCY: Ratio of Results Achieved to Resources/Energy Expended	EFFECTIVENESS: Degree One's Goals are actually achieved through One's Activities	RELEVANCE: Degree One's Strategic Vision/Intentions/ Directions "fit" One's Evolving Situation
Outside Edge of One's Concern	Operational Planning & Operations Research	Corporate and Strategic Planning Foresight 1.0	Strategic Foresight 2.0
When Systematized	1900 - 1950s	1950s - 2000s	2000s - 2040s
How Widespread Now?	Virtually universal among educated persons and communities globally	Becoming a requirement of well-run organizations world-wide	Spotty, early networks now emerging; few have reliable/embedded routines
Support Systems	Elaborate: wide social acceptance, laws, regulations, books, courses, degrees, associations, research, journals, universities, websites	Elaborate: wide social acceptance, laws, regulations, books, courses, degrees, associations, research, journals, universities, websites	Scattered: few support systems, none truly adequate, few conferences, courses, degrees, research, networks, books, journals, websites