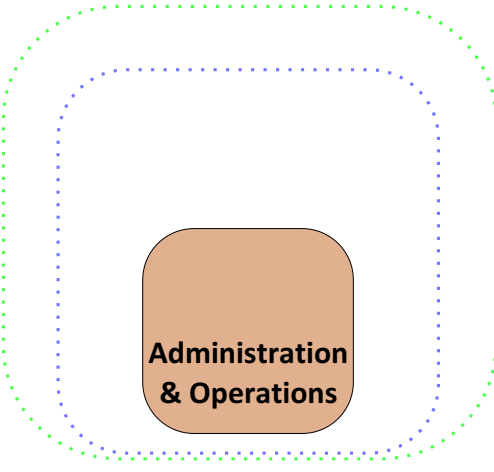
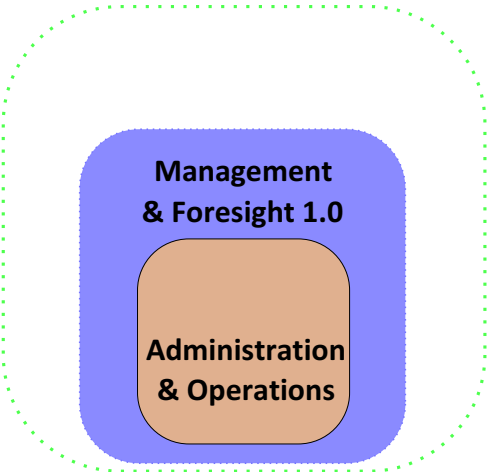



The Three Levels of the Good Governance and Leadership of Whole Systems

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