laetus in praesens

2nd April 2008 | Draft

Governing Civilization through Civilizing Governance

Global challenge for a turbulent future

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Introduction: presentation sequence / structure

Consideration is first given, in a preamble, to the ways in which the challenges and opportunities of governance are explored -- seen as being fundamental to any improvement to the more obvious, frequently debated, issues of governance and civil society.

In Part A, this exploration first highlights a sets of "myths" governing the relationship between governance and civil society in a global context. It then notes a selection of past assessments of the challenges and status of non-state actors and relations to them and between them -- for the process of civilizing governance for the governance of civilization.

This provides a context for a tabular checklist of 16 items of future "thinking" and "doing" in relation to governance.

In Part B, the probability is first highlighted that collective thinking regarding the future of governance, and the relations between organizations, is metaphorically impoverished in ways that inhibit the viable creativity that is increasingly essential. Consideration is then given to the cognitive challenges of governance in a knowledge-based society. However the present knowledge society is populated by a multiplicity of more or less definitive "models". What then follows is therefore most usefully considered as a "non-model" that highlights the design challenge of knowledge tools in support of governance that recognizes the interweaving dynamics of problematique, resolutique, imaginatique and irresolutique -- inspired by "open source" as a metaphor.

In Part C, an integrative schematic is then presented to hold resolutique and problematique together with imaginatique and irresolutique. This is then used to hold a circular representation of the tabular checklist in a simpler and more elaborate version. Their relevance to any global identique is then briefly discussed, prior to a tentative indication of the necessary interdependencies of the thinking/doing initiatives.

In Part D a detailed articulation of the contents of the tabular checklist (of Part A), with indication of relevant documents (containing their own checklists and appropriate references).

The considerations below follow from the author's former responsibility for the *Yearbook of International Organizations,* the *Encyclopedia of World Problems and Human Potential* (from 1976) and development of their online databases -- through the Union of International Associations. This included development and maintenance of bibliographic databases on the problematique and resolutique, and included an *International Organization Bibliography and Resources* (from 1983). Web links to studies by the author in that context are used here as a means of elaborating specific arguments.

Preamble: meta-themes ("about" responding to the challenge)

The way in which the challenges and opportunities of governance are explored is as much a part of the challenge as the insights and possibilities that emerge from that process and how it might be improved. Some considerations:

- most of the topics have been (urgently) debated extensively over decades, raising the question of what is deficient in this process:
  - *Future of United Nations - Civil Society Relations: 257 questions in assessing the Report of the Panel of Eminent Persons in relation to the challenges of the 21st Century*. 2004
  - special attention has been given to the categories and functions of "civil society" as distinct from institutions of "governance" and of the "corporate" world of economic enterprise -- under various labels and in pursuit of various (partially undeclared) agendas
  - particular attention has repeatedly been given (notably by social scientists with membership in such bodies) to the question of whether civil society is in any sense effective and has any genuine role to perform
- it is readily assumed that social reality as it is experienced corresponds unambiguously, and for all concerned, to the categories which have been defined to apprehend it; this is notably the case with respect to "civil society" and its various components as discussed elsewhere:
  - *Framing NGOs in the Market for Change: comment on the report by SustainAbility*, 2003
  - *Category Manipulation in Global Dialogue,* 2000
  - *International Organizations: diversity, borderline cases, functional substitutes and possible alternatives*, 1977
- there is consequently a degree of "definitional game-playing" (and diplomatic tokenism) that reinforces assumptions about how different actors can be targetted, positioned and mobilized, most recently evident in the post 9/11 conflation of legislation on dissident civil society bodies with anti-terrorism measures:
  - *Interacting Fruitfully with Un-Civil Society: the dilemma for non-civil society organizations*, 1996
  - *Missiles, Missives, Missions and Memetic Warfare: navigation of strategic interfaces in multidimensional knowledge space,* 2001
- a stable context of distinct, well-bounded, concrete features tends to be assumed when an unstable, dynamic,

porous, hybridizing and virtual context is increasingly demonstrated and predicted (as highlighted below):

- this notably applies to any relationship between: "governance" and "civil society", "static" and "non-static" actors, "legal" and "illegal" initiatives, "profit-making" and "non-profit-making" agendas, etc
- given the challenge of voter apathy, democratic deficit and broken commitments on deliverables, it is increasingly less important whether "government" has any useful appreciation of "civil society" and more important whether civil society has any appreciation of government

- there is a probability that the same mistakes are made in reframing governance as have been encountered in responding to the problematique itself:
  - mirroring: the "vehicles" for understanding are currently as generative of problems as automobiles
  - inappropriate objectivity inhibiting appropriate self-reflexivity
  - inappropriate answers inhibiting appropriate questions
  - inappropriate directives inhibiting appropriate non-directives
  - inappropriate projects inhibiting appropriate generative metaphors
- given the questionable response to resolutions, declarations and global plans, the challenge for governance is to find better ways to elicit, order and communicate arrays of initiatives such as to render them collectively comprehensible, credible and engaging -- aesthetic approaches with mnemonic qualities may be the key:
  - *All Blacks of Davos vs All Greens of Porto Alegre: reframing global strategic discord through polyphony?* 2007
  - *A Singable Earth Charter, EU Constitution or Global Ethic?* 2006
  - *Polarities as Pluckable Tensed Strings: hypercomprehension through harmonics of value-based choice-making*, 2006
  - *Ensuring Strategic Resilience through Haiku Patterns*, 2005
  - *Structuring Mnemonic Encoding of Development Plans and Ethical Charters using Musical Leitmotivs*, 2001
  - *Poetry-making and Policy-making: arranging a Marriage between Beauty and the Beast*, 1993
  - *Aesthetics of Governance in the Year 2490*, 1990

There is therefore a case for reframing the "rules of engagement" with which these matters are envisaged and considered such as to:

- factor in the above developments beyond current "myths"
- provide specific points of focus: thinking and doing
- explore the nature of any integrative context through which they can be credibly framed
- shift cognitively "upstream" to an appropriately vigilant, self-reflexive "stance" (in martial arts terms)

Contemporary "myths" governing the relationships of governance and civil society?

Figure 1: Relationships of governance and civil society?	
Prevailing "myths"?	**Emergent "reality"?**
stable	dynamic (turbulent)
linear development	non-linear development (complex)
distinct, well-bounded	diffuse, porous
concrete (globalization)	virtual (globalization)
objective / explicit reality	subjective / implicit / tacit reality
factual, evidence-based reality	image-dependent, faith-based reality
geo-politically containable issue dynamics	subject to global geo-political issue dynamics
non-disruptive (predictable) surprises	disruptive (unpredictable) surprises (Black Swan)
probability of long-term evolution	probability of system collapse

culture independent	culture dependent
preference/bias independent	preference/bias dependent
personality independent	personality dependent
manageable information flows	information overload/underuse
adequate attention quality/time for governance	inadequate attention quality/time for governance
transparent "due processes"	non-transparent "undue processes" (classified, secret)
corruption-free processes	corruption-endemic processes
insensitivity to unforeseen feedback	hypersensitivity to unforeseen feedback
reliable allies / opponents	unreliable allies / surprising friendships
slowly changing allegiances	rapidly shifting allegiances
dependable/reliable actors/agents	unreliable (rogue) agents/actors
tradition-dependent viability	change-dependent viability
reliability of "tried & tested" methods	urgent need for "new thinking"
reliable, non-problematic technologies	unreliable, problematic technologies
reliable resources	unreliable resources
sustainable initiatives/processes	unsustainable initiatives/processes
capacity to elicit relevant feedback on complex issues	questionable capacity to elicit relevant feedback
capacity to deliver on commitments	questionable capacity to deliver on commitments
negligible cognitive gap between governors & governed	challenging cognitive gap between governors & governed
"typewriter" knowledge mindset	"web-related" knowledge mindset
cognitively unchallenged	cognitively challenged
reliance on duly certified authorities	reliance on practice, experience & capacity
well-defined (chain of) responsibility	plausibly deniable (network) of responsibility

Governance might be considered to be significantly challenged by a "myth" that democratic processes do "work" -- especially given widespread claims of vote rigging, even in the most "democratic" societies. It is in this context that popular feedback processes have been rendered suspect -- as exemplified by scandals regarding BBC participative phone-ins. What is presented as popular participation and feedback by millions, notably to their representatives and to overburdened international institutions, might be understood as having a probability of success analogous to that of national lotteries -- credible only to the "mathematically challenged".

How is democracy to be expected to work elsewhere, given the importance attached to provisions for armed militias in the Second Amendment, seen as essential to the coherence of the US Constitution -- and given the challenge to democracy by armed militias elsewhere (*Arming Civil Society Worldwide*, 2003)

Civilizing governance vs Governance of civilization?

Challenges and assessments have been variously documented:

- *Future of United Nations - Civil Society Relations: 257 questions in assessing the Report of the Panel of Eminent Persons in relation to the challenges of the 21st Century.* 2004
- *Recent Breakthroughs in Civil Society Research: Reactive vs Proactive Exploration of Opportunities and Alternatives?* 2004
- *Arming Civil Society Worldwide: Getting democracy to work in the emergent American Empire?* 2003
- *Global Civil Society: strategic comments on the path ahead,* 2003
- *Framing NGOs in the Market for Change: comment on the report by SustainAbility,* 2003
- *Undermining Open Civil Society: Reinforcing unsustainable restrictive initiatives,* 1999
- *Interacting Fruitfully with Un-Civil Society: the dilemma for non-civil society organizations,* 1996
- *NGOs and Civil Society - some realities and distortions: the challenge of "Necessary-to-Governance Organizations" (NGOs),* 1995
- *Levels of Civil Society and Public Policy Implications,* 1994
- *Problems Hindering Action of International Nongovernmental Organizations,* 1980
- *The Associative Society of the Future,* 1979
- *Comparative Evaluation of Different Types of International Organization,* 1972
- *International Organizations and the Generation of the Will to Change,* 1970
- *Evaluation of International Organizations: the need, current efforts, qualitative and quantitative methods,* 1969

Whereas the Universal Declaration of Human Rights makes it clear that "individuals" are not called upon to prove their right to exist or their social utility, there continues to be a sense that groupings of individuals in associations can be fruitfully called upon (even aggressively so) to prove to the satisfaction of others, according to the criteria of others, their right to exist and their social utility. There is no *Universal Declaration of the Rights of Human Organization* (1971).

Potential response conventionally presented: "Thinking" and "Doing"

Figure 2: Tentative clustering of "Thinking" and "Doing" items The significance of problematique, resolutique, imaginatique and irresolutique is discussed below Issues of viability and security of (non)governance systems are common to many of the items and are therefore not separately distinguished (links are provided to detailed articulation below)				
	Indicative labels	**"Thinking"**	**"Doing"**	**Docs**
Resolutique	Exploratory simulation (gaming)	Designing simulations to elicit (unconventional) options, associating them with openly accessible, attractive gaming to elicit cognitive entrainment	Dissemination of insightful, interactive gaming and pattern emergence; adaptation of virtual stock portfolio practices to governance options	[01]
	Sustainable dynamics	Exploring unforeseen potentials of complex dynamics of non-linear systems involving multiple actors	Implementing information systems to enable such structures to emerge and develop as appropriate	[02]
	Appropriate organizational architecture	Identifying structures of requisite complexity, viability and coherence and ensuring their emergence	Implementing information systems to enable such structures to emerge and develop as appropriate through self-organization	[03]
	Recognition of higher order challenges	Articulating challenges and possibilities beyond conventional polarization (and demonisation)	Creation of engaging activities that give credibility and viability to non-polarized initiatives	[04]

Imaginatique	Quality & Significance enhancement	Reframing "quality of life" and "pursuit of happiness"; implications of voluntary simplicity	Designing viable environments to sustain unconventional qualities	[05]
	Experimental alternatives	Recognizing and monitoring the viability of the widest spectrum of alternatives, in isolation and as necessary complements in any system	Implementation of experimental environments ("free zones", "socio-poles", "renaissance zones"); development of substitution databases ensuring that such options are considered	[06]
	Reframing assumptions (engaging with "nasty questions")	Cognitive vigilance and critical thinking appropriate to detection of vital insights readily suppressed by spin and advocacy of positive thinking	Develop processes for emergence of challenging and problematic perspectives (notably associated with the "unsaid")	[07]
	Self-reflexivity & Internalization	Identifying the conceptual challenges of cognitive embodiment of "external" reality and its role in psycho-social sustainability	Recognition, design and implementation of strategies that effectively mirror their environment and engage participation	[08]
Problematique	Insight capture	Designing open processes for gathering, configuring and disseminating insight -- in anticipation of it proving valuable	Implementing and assessing "wisdom" and innovation gathering systems (eg a strategic *Wikipedia*)	[09]
	Enabling & Facilitation	Designing processes to identify opportunities for enabling and facilitating innovative, regulatory and "best practice" initiatives	Implementation of enabling information processes and legislation	[10]
	Strategic comprehension & engagement	Identifying nature of coherent strategic representations capable of eliciting appropriate engagement; challenge of comprehension of complexity	Developing relevant software to facilitate configuring complexity	[11]
	Crisis preparedness	Identifying implications for social systems of the adaptive cycle, resilience and degrading gracefully under conditions of collapse	Introduction of relevant fall-back procedures and alternatives; development of a "cognitive toolkit"	[12]
Irresolutique	Credibility ("hearts and minds")	Rethinking destructive loss of confidence (as recognized by the military); meaning of confidence (as modelled by financial system) and eroded by tokenism and secrecy	Proactive assessment of confidence erosion (broken promises, tokenism, deception by authorities, etc) and consequent implementation of confidence building processes of appropriate complexity	[13]
	"Access" & Feedback to authorities	Identifying processes to enable meaningful access to authoritative focal points in highly asymmetric conditions (information overload & underuse)	Assessing and redesigning systems of public (taxpayer) interaction with government, media, corporations and academia (in light of realistic constraints and innovative possibilities)	[14]

Participation & Social networking	Exploring implications of web-enhanced (social) networking for new approaches to governance of requisite complexity	Implementation of systems facilitating emergence & viability of higher order configurations of knowledge and social groups	[15]
Dialogue (engaging with otherness)	Exploring the challenge of "designing in" otherness and disagreement beyond comfort zones (rather than harmonizing them "out")	Design of systems whose viability depends on the variety of intractable differences (as with resilient ecosystems)	[16]

Challenge of governance: metaphorical impoverishment?

Few would question the shift to a knowledge society -- now hyperdependent on the media and creative visualization for communication purposes and framing its future. A case can however be made that the repertoire of metaphors through which the challenges of governance are articulated is impoverished in relation to the quality of cognitive assistance that is required -- perhaps to be framed as "cognitive prosthetics". (see commentaries on Governance through Metaphor Project).

Some relevant explorations include:

- *"Tank-thoughts" from "Think-tanks": metaphors constraining development of global governance*, 2003
- *Governing Metaphors: the new policy frontier*, 2002
- *In Quest of Uncommon Ground: beyond impoverished metaphor and the impotence of words of power*, 1997
- *Richer Metaphors for Our Future Survival*, 1996
- *Metaphor as an Unexplored Catalytic Language for Global Governance*, 1993
- *Sustaining Higher Orders of Policy Consensus through Metaphor: towards a new language of governanc*e, 1992
- *Guiding Metaphors and Configuring Choices*, 1991
- *Identity of the United Nations: experimental articulation through a dynamic system of metaphors*, 1991
- *Metaphors as Transdisciplinary Vehicles of the Future*, 1991
- *Through Metaphor to a Sustainable Ecology of Development Policies*, 1989
- *Cooperation and its Failures: Metaphors towards understanding the dilemma for the 1990s*, 1988
- *Metaphoric Revolution: in quest of a manifesto for governance through metaphor*, 1988
- *Innovative Global Management through Metaphor*, 1988
- *Governance through Metaphor*, 1987

If importance is attached to the "images" through which organizations may be variously understood (Gareth Morgan, *Images of Organization*, 1986), what then of the images of governance and globalization? Morgan distinguishes eight: Machine, Organism, Brain, Culture, Political System, Psychic Prison, Flux and Transformation, and Instrument of Domination. Similarly, a symposium of the wise, to celebrate the sesquicentennial of Boston University (Lance Morrow, *Metaphors of The*, *Time*, 16 Oct. 1989) selected a Tessellation as the metaphor that best captured the spirit of the times.

In that light, a self-reflexive exercise was undertaken to explore a set of metaphors through which the operation and output of "think tanks" focused on global governance might themselves be understood. These metaphors included: Fish tank, Battle tank , Reservoir tank, Holding tank, Septic tank, Sensory deprivation tank (Float tank) , Cultivation tank, Simulation tank) (see *"Tank-thoughts" from "Think-tanks": metaphors constraining development of global governance*, 2003). Such considerations rause the issue of policy creativity and coherence for future governance (*Meta-challenges of the Future for Networking through Think-tanks*, 2007)

In this spirit what might then be the seven (say) guiding, generative and mutually challenging metaphors of governance and globalization?

The earlier exercise (*Cooperation and its Failures: Metaphors towards understanding the dilemma for the 1990s*, 1988) explored the metaphors of: Networking and teleconferencing, Revolution, Trade and Development, Sexual intercourse, Environmental ecosystems, Drama and Opera, Sharing in spirit, Building, Games and Teamwork, Celebration, Rule of Law, and Conspiracy of elites.

More fruitful complementary metaphors, to ensure better communication between governors and governed, might now include, for example:

- gardening: *Knowledge Gardening through Music: patterns of coherence for future African management as an alternative to Project Logic* (2000); *Gardening Sustainable Psycommunities: recognizing the psycho-social integrities of the future* (1995)
- agriculture: *Sustainable Cycles of Policies: crop rotation as a metaphor* (1988)
- music: *Polarities as Pluckable Tensed Strings: hypercomprehension through harmonics of value-based choice-making* (2006)
- songlines: *From Information Highways to Songlines of the Noosphere: global configuration of hypertext pathways as a prerequisite for meaningful collective transformation* (1996)
- poetry-making: *Poetry-making and Policy-making: arranging a marriage between Beauty and the Beast* (1993)
- snoring: *Snoring of The Other: a politically relevant psycho-spiritual metaphor?* (2006)
- martial arts : *Review of the Range of Virtual Wars: as a strategic comparison with the global war against terrorism* (2005); *Ensuring Strategic Resilience through Haiku Patterns: reframing the scope of the "martial arts" in response to strategic threats* (2006)
- drama: *Participative Democracy vs. Participative Drama -- lessons on social transformation for international organizations*, 1991
- ecology: *Enhancing Policy Forums through Ecological Metaphors*, 1991

A comparative study of the opponents in the Vietnam War suggested that the USA lost because strategically it was "playing chess", whereas its opponents were "playing go" (Scott Boorman, *The Protracted Game: A Wei-ch'i Interpretation of Maoist Revolutionary Strategy*, 1969). Provocatively, is it possible that the "success" of Al-Qaida is due to its framing of its strategies through richer metaphors? (cf *Transforming the Encounter with Terrorism*, 2002). Such points make it possible to suggest that **a desirable form of governance, in a knowledge-based society, might well focus its attention on the emergence and movement of policy-relevant metaphor-models in society** as suggested elsewhere (*Governance through Metaphor*, 1987).

Contemporary approaches to governance: "Crazy Enough" ?
Is the conventional thinking in the face of the extreme contemporary challenges of governance unworthy of a civilization "reaching for the stars" -- and potentially dependent for its energy on understandings of physics that defy conventional modes of understanding? The latter are famously dependent on the craziest "Theories of Everything", as illustrated by the much-quoted statement by Niels Bohr in response to Wolfgang Pauli: "We are all agreed that your theory is crazy. The question which divides us is whether it is crazy enough to have a chance of being correct. My own feeling is that it is not crazy enough." To that Freeman Dyson added: "When a great innovation appears, it will almost certainly be in a muddled, incomplete and confusing form. To the discoverer, himself, it will be only half understood; to everyone else, it will be a mystery. For any speculation which does not at first glance look crazy, there is no hope!" (Innovation in Physics, *Scientific American*, 199, No. 3, September 1958)

Cognitive challenges of governance

The dynamics associated with an adequate response to the "emergent reality" noted above, needs necessarily to be of requisite variety consistent with any cybernetic analysis of governance as a control system -- especially for a system that is significantly "open". The schematic explored below is therefore understood as an effort to encompass the set of cognitive challenges of governance in a knowledge-based society, including:

- desirability of designing in challenging feedback loops in reframing governance so as to ensure:
  - quality of focus
  - quality of engagement
  - conservation of energy (especially as indicated by attention time as an increasingly scarce resource)
  - "resonance" with any expectation of engagement (as used in the French metaphor *caisse de résonance*)
  - increasing responsiveness of learning/action cycle
- necessarily self-reflexive fractal framing of new approaches to governance whereby the articulation of any non-model, such as follows, is continually open to challenge, as exemplified by:
  - excessive reliance in communication on the single-sense "vision" metaphor when in strategic and political practice there is typically as much reliance on complementary metaphors of "smell", "sound", "feel" and "taste" (*Metaphor and the Language of Futures*, 1992)
  - exacerbation of the governance processes highlighted in the previous point, with decision-makers having particular "sensual preferences" avoiding situations where other metaphorical senses are desirable, if not essential, and where multi-sensual competence might be vital for survival (*Cyclopean Vision vs Poly-sensual Engagement*, 2006).
  - capacity to elicit and consider questions of a higher order, notably to circumvent definitional game-playing (*Engaging with Questions of Higher Order: cognitive vigilance required for higher degrees of twistedness*, 2004)
  - application to the challenge of governance of knowledge management tools considered necessary for project management, given the probability of collective failure to learn from sophisticated systems, skillfully deployed -- and otherwise to be deplored as reliance on military metaphors (*Enhancing Sustainable Development Strategies through Avoidance of Military Metaphors*, 1998)
  - better metaphors for the process: designing musical instruments, *caisse de resonance*, etc (*Playfully Changing the Prevailing Climate of Opinion: climate change as focal metaphor of effective global governance*, 2005)
- design challenge of knowledge comprehension and knowledge compaction (as the process of decontextualization and formalization, with the goal of decreasing modification times as well as increasing lifetime, commitment, and visibility) exemplified by the absence of any "Google Earth" equivalent for the global problematique, resolutique, imaginatique and irresolutique:
  - *From ECHELON to NOLEHCE: enabling a strategic conversion to a faith-based global brain*, 2007
  - *Enactivating a Cognitive Fusion Reactor: Imaginal Transformation of Energy Resourcing (ITER-8)*, 2006
  - *Simulating a Global Brain: using networks of international organizations, world problems, strategies, and values*, 2001
- capacity to evoke competence, insight and creative engagement wherever it is to be found, such as to elicit:
  - imaginative questions not just imaginative answers (which emerge as a consequence)
  - imaginative metaphors not just imaginative projects (which emerge as a consequence)
  - imaginative myths not just imaginative declarations (which emerge as a consequence)
  - engaging media not just engaging strategies (which emerge as a consequence)
  - integrative images not just integrative knowledge (which emerge as a consequence)
- realistic concern to focus on higher order complementary opportunities rather than seeking vainly to redesign legacy systems (or undermining those variously committed to them), as suggested by the emergence, evolution and reliance on:
  - world wide web
  - global media
  - imaginative metaphors (notably as formulated by lyricists at the grassroots level)

Contrasting caricatures of "harmonization" in governance?

Top-down "static" vision? "explicit imaginary"	Bottom-up "non-static" vision? "implicit real"
EU "non-Constitutional" Reform Treaty (in process of ratification under questionable conditions of "democratic deficit") suppressing reference to the EU anthem (Beethoven's *Ode to Joy*)	Eurovision Song Contest Winner (Athens, 2006) Elected overwhelmingly through a record Europe-wide popular "democratic process" (Lordi's song *Hard Rock Hallelujah*)
If aesthetic harmony (notably musical lyrics) offers a way forward, possibilities might include: *A Singable Earth Charter, EU Constitution or Global Ethic?* *All Blacks of Davos vs All Greens of Porto Alegre: reframing global strategic discord through polyphony?*	

A necessarily questionable "open source" articulation ?

In a knowledge society, populated by a multiplicity of more or less definitive "models", what follows is most usefully considered as a "non-model" that highlights the "open source" design challenge of knowledge tools in support of governance -- generalizing beyond the application of "open source" to software development.

Use is tentatively made here of the distinctions highlighted by the Club of Rome:

- **problematique**: the configuration of problems for which a strategic response is sought through appropriate analysis.
- **resolutique**: the configuration of strategic initiatives through which progress to a preferred condition of humanity could be achieved

These correspond to the author's responsibility (from 1972) for the comprehensive online databases on world problems and global strategies within the framework of the *Encyclopedia of World Problems and Human Potential.*

The above set was further elaborated to distinguish the:

- **imaginatique**: the totality of potential patterns on which the imagination can draw to order conceptual and organizational initiatives -- beyond simplistic orderings of integrative concepts, values and strategic initiatives that are neither adequate nor engage commitment.
- **irresolutique**: the challenge of resolve, resolution and political will -- typically characterized by (partially denied) dysfunctional interpersonal and institutional game-playing through which appropriate responses are avoided

This four-fold schema has been detailed elsewhere (*Imagining the Real Challenge and Realizing the Imaginal Pathway of Sustainable Transformation*, 2007). This endeavours to benefit from insights into mapping the dynamics of complex systems using the "real" and "imaginary" axes of a complex plane. As clarified in Figure 3, the problematique and resolutique are then to be associated with the **imaginary as explicated**, whereas the imaginatique and irresolutique are then to be associated with the implicit **real as experienced**.

In this context, the explicit "imaginary" is understood as associated here with a Thinking/Doing axis and the implicit "real" with a Re-imagining/Game-playing axis, where

- **Explicit** ("above the table"):
  - ❍ Thinking (as typically performed "collectively" by policy think tanks) is primarily associated with the **Resolutique**, based on learning from the Problematique
  - ❍ Doing (as undertaken "collectively" through typical projects and programmes) is primarily addressed to the **Problematique**, informed by learning from the Resolutique
- **Implicit** ("under the table"):
  - ❍ Game-playing (as undertaken "individually" by all actors) is primarily associated with the **Irresolutique**, inspired by the Imaginatique. Strikingly exemplified both by online interactive gaming and by the current internet "cold war" between China and the USA.
  - ❍ Re-imagining (as promoted by the media, and undertaken by cultural creatives and through individual recreation) is primarily associated with the **Imaginatique**, based on learning from the Irresolutique. Strikingly exemplified by news management and "spin".
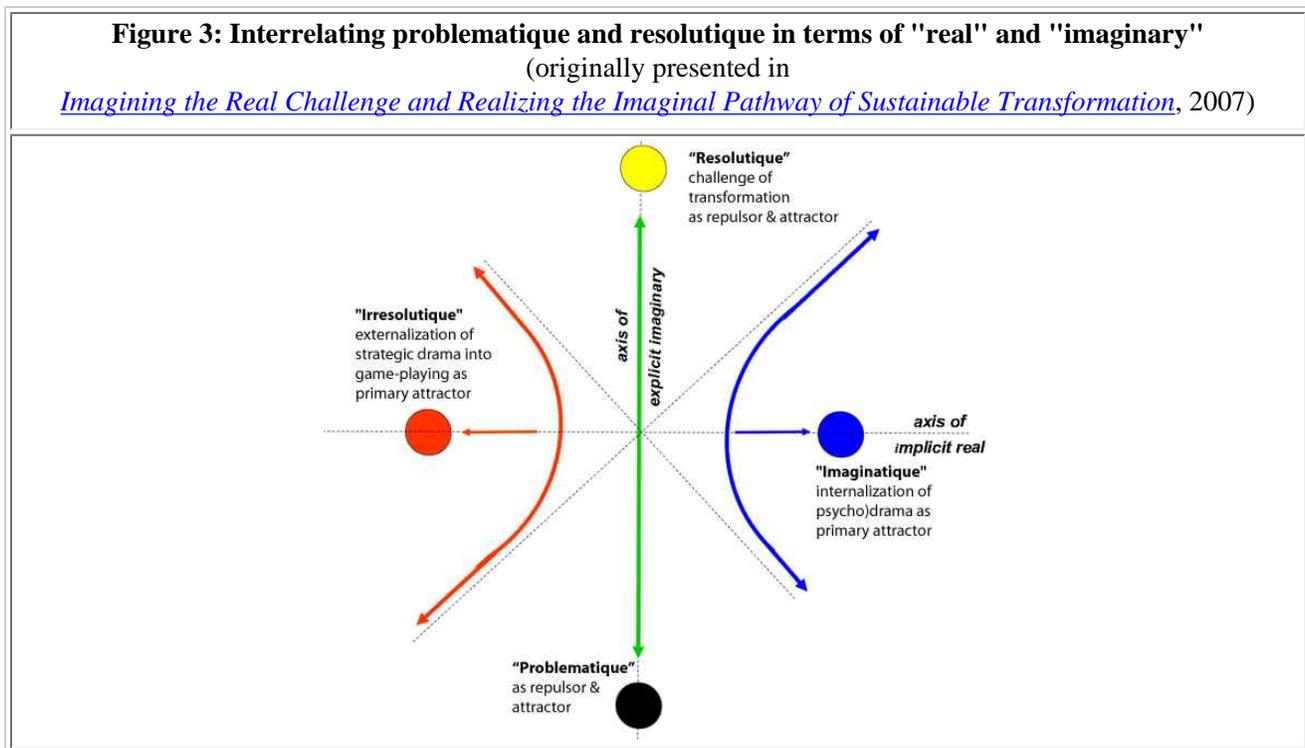
The above ordering of the array of thinking/doing items as a checklist lends itself to a fruitful critical process in terms of the **number** of categories (*Representation, Comprehension and Communication of Sets: the Role of Number*, 1978) and its configuration as a **table** rather on some more complex **surface** (*Comprehension of Requisite Variety for Sustainable Psychosocial Dynamics: transforming a matrix classification onto intertwined tori*, 2006; *Spherical Configuration of Categories -- to reflect systemic patterns of environmental checks and balances*, 1994).

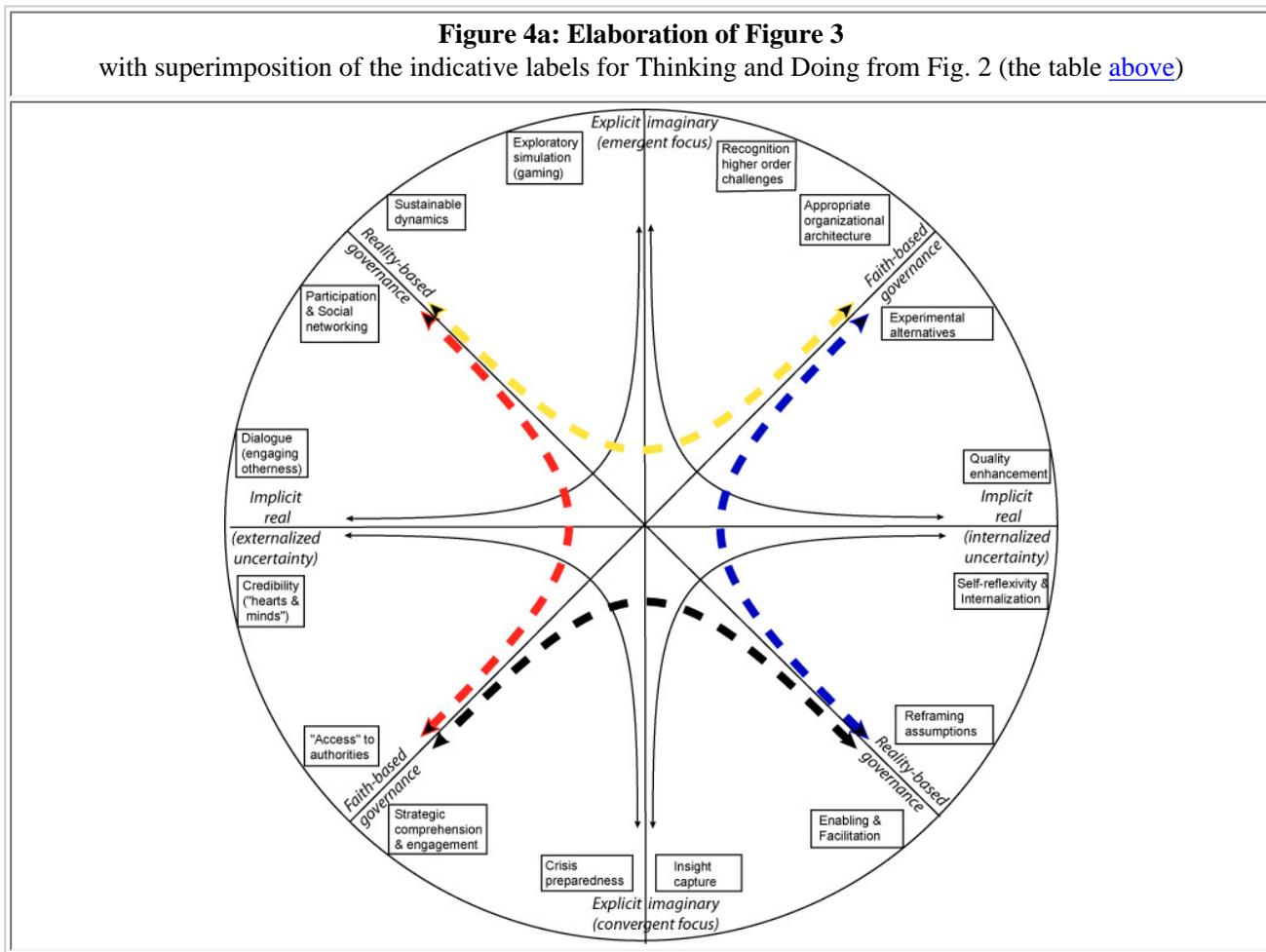**Exemplification of the "implicit" challenge of global governance?**

With respect to the strategic integration of a future Mediterranean Union, as proposed by Nicolas Sarkozy, President of France and opposed by Angela Merkel, Chancellor of Germany, Ian Traynor (*Germany pours cold water on Sarkozy union*, *The Guardian*, 14 March 2008) comments:
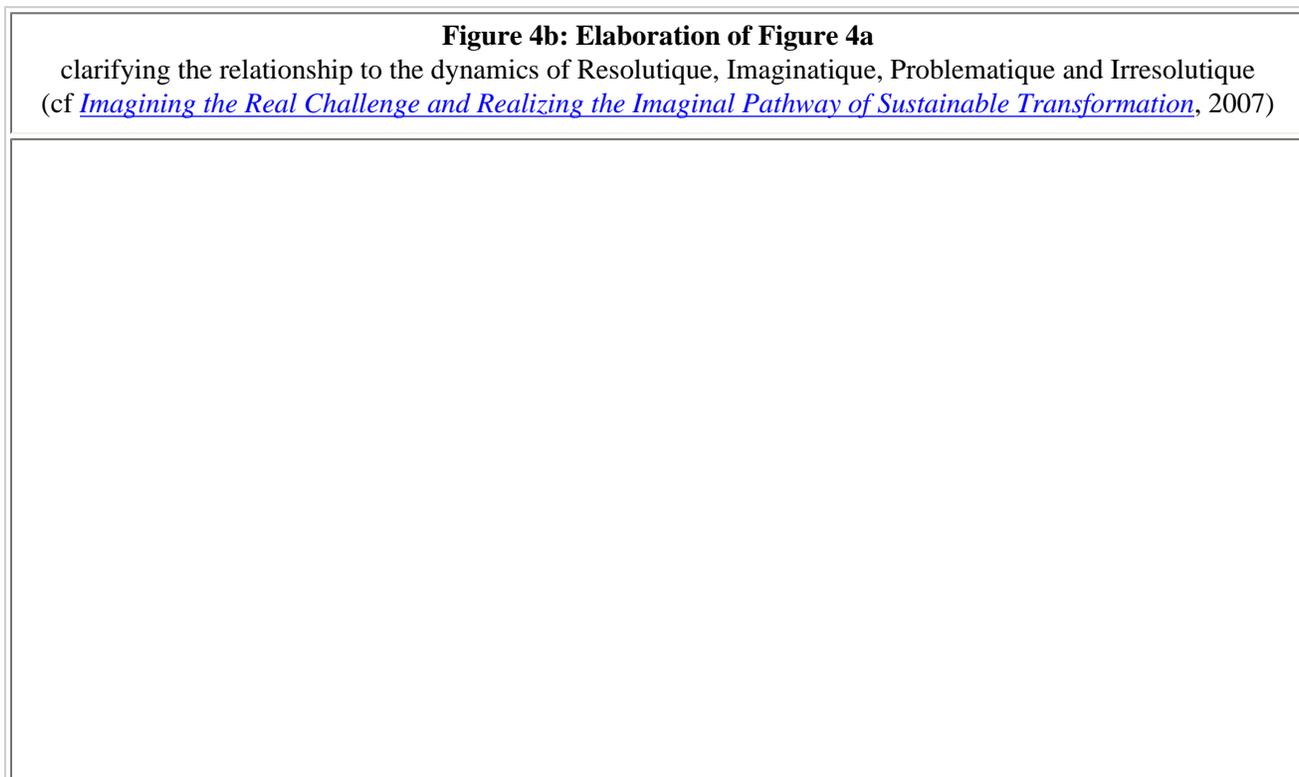
> Diplomats say the fundamental problem is one of personal chemistry, with Merkel's self-effacing sobriety jarring with Sarkozy's attention-seeking theatricality.

Integrative schematic: Resolutique & Problematique -- with Imaginatique & Irresolutique

Figure 3: Interrelating problematique and resolutique in terms of "real" and "imaginary"
(originally presented in
Imagining the Real Challenge and Realizing the Imaginal Pathway of Sustainable Transformation, 2007)

Circular configuration of Thinking/Doing categories

Figure 4a: Elaboration of Figure 3
with superimposition of the indicative labels for Thinking and Doing from Fig. 2 (the table above)

Figure 4b: Elaboration of Figure 4a
clarifying the relationship to the dynamics of Resolutique, Imaginatique, Problematique and Irresolutique
(cf *Imagining the Real Challenge and Realizing the Imaginal Pathway of Sustainable Transformation*, 2007)

Elaborating a richer "global identique"

The challenge of communicating and comprehending the dynamics of the above figure has been presented separately (*In Quest of Mnemonic Catalysts -- for comprehension of complex psychosocial dynamics*, 2007). This relates to the challenge of the identity of a globalized knowledge society -- possibly to be termed its "**identique**" (in Club of Rome parlance) -- and how governing of civilization is then framed dynamically by such an identity. The multi-media computer innovations, currently evoking widespread enthusiasm, need to be harnessed in response to that challenge, creating a richer representational bridge between the conceptual and the strategic -- and the possibility of a global "identique" of as yet unforeseen complexity. .

This might well also be understood as a powerful attractor/repulsor -- a fifth -- matching those of problematique, resolutique, imaginatique and irresolutique. This would confirm the value of the circumferential circle introduced into Figure 4 (cf *Experimental Articulation of Collective Identity -- through a dynamic system of metaphors*, 1991; *Identity of the United Nations: experimental articulation through a dynamic system of metaphors*, 1991). Globally the set of associated processes might be fruitfully related to those discussed by Peter Senge (*The Fifth Discipline: the art and practice of the learning organization*, 1990).

Rather than definitive, the challenge of "operating" a civilization through a schematic such as Figure 4 might be better compared to designing, tuning and playing a complex musical instrument such as a sitar -- requiring continuing development and re-invention.Assumptions that it might be "steered" like an ordinary automobile are as dangerous as applying such optimism to piloting a helicopter. ***

Any "identique" is of course also to be associated with the role of symbolic devices such as the EU Anthem or any "Eurovision"-style song (mentioned above) -- what they evoke and how they "move" (*Moving Symbols: radical change in religious psycho-social energy policy?*, 2008).

Interdependence of governance / civil society initiatives

There is clearly a need for a degree of coherence in integrating any array of initiativies (cf *Coherent Policy-making Beyond the Information Barrier: circumventing dependence on access, classification, penetration, dissemination, property, surveillance, interpretation, disinformation, and credibility*, 1999). Hence the need for looking at the web of interdependcies that contribute to that integration and for which approipriate communication protocols are desirable.

Figure 5: Tentative indication of interdependencies between thinking/doing initiatives (of Fig. 2 & 4)
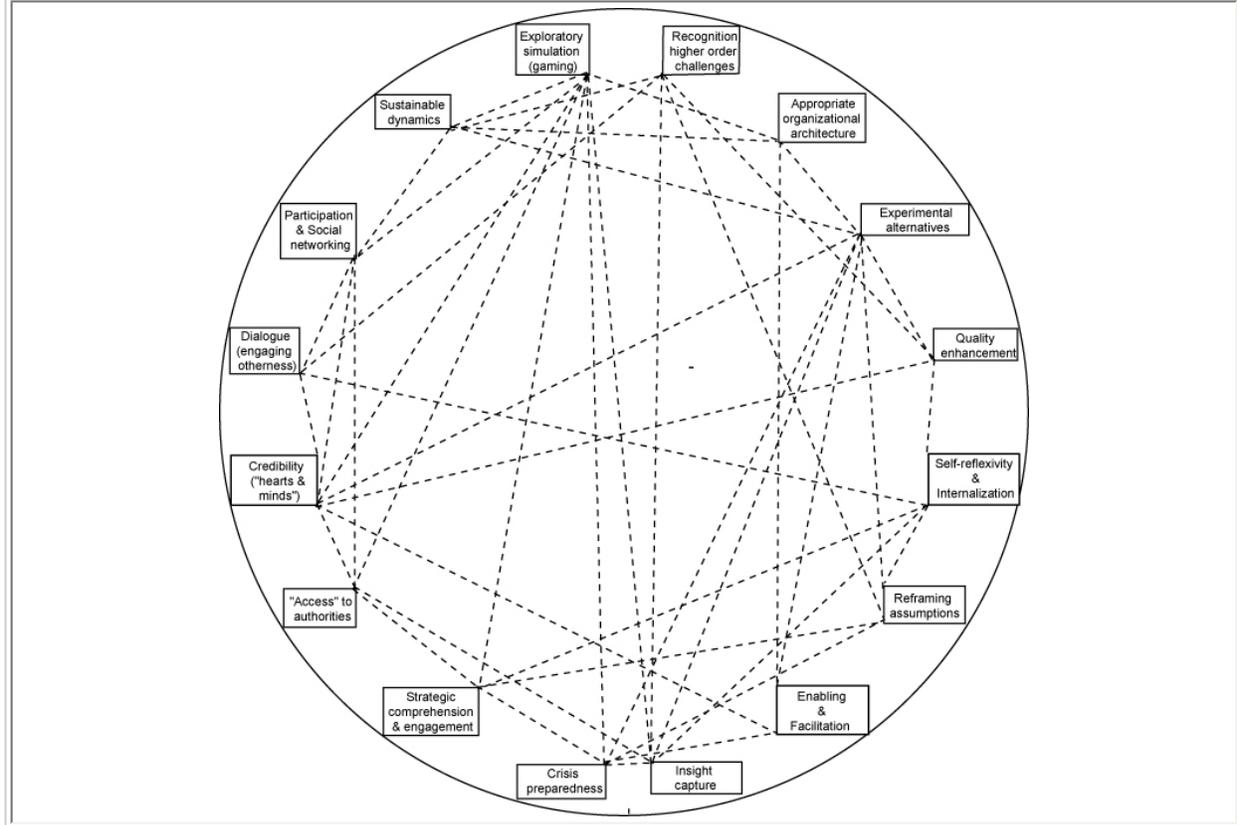
Detailed articulation of tabular presentation of Thinking/Doing (with indicative documents)

Documents are included here merely as an indication of the range of topics which might be addressed under any of the 16 thinking/doing items. They are potentially helpful in any further elaboration of the scope of the item and identifying further resources from within their respective bibliographies.

Links are provided below back to the table above (which itself has links to items below). The following articulation could be developed to point to the relevance of complementary preoccupation with the Imaginatique and Irresolutique

Resolutique ("explicit imaginary")

Exploratory simulation (gaming)

- T: Designing simulations to elicit (unconventional) options, associating them with openly accessible, attractive gaming to elicit cognitive entrainment; learnings from the successes and failures of "peace games" and "war games" in enabling constructive rather than purely destructive outcomes (notably reminiscent of imperial/ colonial historical patterns); development of intelligent agent-based simulations; exploration of enabling simulations for emergence of more complex memetic and social structures (beyond the constraints exemplfied by simplistic and negative prefixes)
- D: Dissemination of insightful, interactive gaming and pattern emergence; adaptation of virtual stock portfolio practices (as promoted by some banks as learning devices for clients) to enable exploration of governance

options
- Docs:
  - *[Playfully Changing the Prevailing Climate of Opinion: climate change as focal metaphor of effective global governance](#)*, 2005
  - *[Simulating a Global Brain: using networks of international organizations, world problems, strategies, and values](#)*, 2001
  - *[Human Values Stock Exchange: Investing in shares in a value market of fundamental principles](#)*, 2006
  - *[Simulation Possibilities for Complementary Currencies](#)*, 2005
  - *[New Paradigms via a Renewed Set of Prefixes? Dependence of international policy-making on an array of operational terms](#)*, 2003
  - *[And When the Bombing Stops? Territorial conflict as a challenge to mathematicians](#)*, 2000
  - *[Conceptual Distortions from Negative Descriptors: non-governmental vs. anti-governmental](#)*, 1974

Sustainable dynamics

- T: Exploring unforeseen potentials of complex dynamics of non-linear systems involving multiple actors
- D: Implementing information systems to enable such structures to emerge and develop as appropriate
- Docs:
  - *[Emergence of Cyclical Psycho-social Identity: sustainability as "psyclically" defined](#)*, 2007
  - *[Sustainability through the Dynamics of Strategic Dilemmas: in the light of the coherence and visual form of the Mandelbrot set](#)*, 2005
  - *[Cardioid Attractor Fundamental to Sustainability: 8 transactional games forming the heart of sustainable relationship](#)*, 2005
  - *[Spherical Accounting: Using geometry to embody developmental integrity](#)*, 2004
  - *[Dynamically Gated Conceptual Communities](#)*, 2004
  - *[Enhancing the Quality of Email Dialogue using Artificial Intelligence](#)*, 2001
  - *[From Statics to Dynamics in Sustainable Community](#)*, 1999
  - *[Envisioning the Dynamics of Partnerships for Change](#)*, 1993
  - *[Inter-organizational relationships: in search of a new style](#)*, 1973

Appropriate organizational architecture

- T: Identifying structures of requisite complexity and coherence and ensuring their emergence, especially those in which intractable differences and incommensurabilities are designed in rather than out
- D: Implementing information systems to enable such structures to emerge and develop as appropriate; application in support of face-to-face and virtual assemblies of "static" and "non-static" actors
- Docs:
  - *[Consciously Self-reflexive Global Initiatives: Renaissance zones, complex adaptive systems, and third order organizations](#)*, 2007
  - *[Future World Council Creation: reflections of an ancient futurist](#)*, 2005
  - *[Planetary Challenge of 12-fold Strategic Marriage: Bonding Empire + Alternatives, Global + Local, and Behavioural + Depth psychology](#)*, 2003
  - *[The Challenge of Cyber-Parliaments and Statutory Virtual Assemblies](#)*, 1998
  - *[Spherical configuration of interlocking roundtables: Internet enhancement of global self-organization through patterns of dialogue](#)*, 1998
  - *[Future Operation of International Organizations within an Electronic Environment](#)*, 1997
  - *[Coherent Organization of a Navigable Problem-Solution-Learning Space](#)*, 1996
  - *[Policy Options for Civil Society through Complementary Contrasts](#)*, 1994
  - *[Configuring Globally and Contending Locally: shaping the global network of local bargains](#)*, 1992
  - *[Creative Identification of Appropriate Social Structures through Metaphor](#)*, 1990
  - *[Alternation between Variable Geometries: a brokership style for the United Nations](#)*, 1985

Recognition of higher order challenges

- T: Articulating challenges and possibilities beyond conventional polarization and demonisation; naming higher order challenges ("wolves in sheep's clothing"; "white-anting"; "Emperor's new clothes", etc)
- D: Creation of engaging activities that give credibility and viability to non-polarized initiatives
  - instead of addressing the dynamics of why a particular behaviour occurs (drugs, pedophiles, theft, violence, etc) focus is mistakenly placed on stopping it by incarceration in the light of an inherently simplistic and restrictive worldview
  - delay of "governance" with respect to uptake on new possibilities (eg the web, social networking, etc)
- Docs:
  - *In Quest of Mnemonic Catalysts -- for comprehension of complex psychosocial dynamics*, 2007
  - *Dynamic Reframing of "Union": Implications for the coherence of knowledge, social organization and personal identity*, 2007
  - *Governance through Patterning Language: creative cognitive engagement contrasted with abdication of responsibility*, 2006
  - *Governance and Spin in the Knowledge Universe: implications for governance, sustainability and alternatives*, 2006
  - *Generating a Million Questions from UIA Databases: Problems, Strategies, Values*, 2006
  - *Conformality of 7 WH-questions to 7 Elementary Catastrophes: an exploration of potential psychosocial implications*, 2006
  - *Meta-challenges of the Future: for Networking through Think-tanks*, 2005
  - *Engaging with Questions of Higher Order: cognitive vigilance required for higher degrees of twistedness*, 2004
  - *Critical Factors for the Long-term Survival of Humanity*, 2000
  - *Paradigm-shifting through Transposition of Key*, 2000
  - *Living Differences as a basis for Sustainable Community: ecosystemics of designing, configuring and driving a difference engine to avoid quenching enthusiasm, magic and the life of the spirit*, 1998
  - *Discovering richer patterns of comprehension to reframe polarization*, 1998
  - *Higher Orders of Inter-sectoral Consensus*, 1991

Imaginatique ("implicit real")

Quality / Significance enhancement

- T: Reframing "quality of life" and "pursuit of happiness"; implications of voluntary simplicity -- Bhutan ***
- D: Designing viable environments to sustain unconventional qualities
- Docs:
  - *Enhancing the Quality of Email Dialogue using Artificial Intelligence*, 2001
  - *Enhancing the Quality of Knowing through Integration of East-West metaphors*, 2000
  - *Knowledge Gardening through Music: patterns of coherence for future African management as an alternative to Project Logic*, 2000
  - *Sustainable Occupation beyond the Economic Rationale: Reframing employment, non-profit-making and voluntary*, 1998
  - *Being Other Wise: dynamics of a meaningfully sustainable lifestyle*, 1998
  - *Musings on Information of Higher Quality*, 1996

Experimental alternatives

- T: Recognizing and monitoring the viability of the widest spectrum of alternatives, in isolation and as necessary complements in any system
- D: Implementation of experimental environments ("free zones", "socio-poles", "renaissance zones"); development of substitution databases; undertaking proper experiments with alternative modes of organization; encouraging experimental alternatives to "downsizing"; challenging simplistic demonisation of alternatives

- Docs:
  - *Consciously Self-reflexive Global Initiatives: Renaissance zones, complex adaptive systems, and third order organizations*, 2007
  - *University of Earth: Questing for a more comprehensive dream*, 2007
  - *Product / Service Substitution Database: proposal in support of sustainable lifestyles*, 1999
  - *Sustainable Occupation beyond the Economic Rationale: reframing employment, non-profit-making and voluntary*, 1998
  - *Sustaining a pattern of alternative community initiatives: based on their differences from the conventional economic rationale*, 1998
  - *Social Experiments and Sects: beyond category manipulation by advocates and opponents*, 1997
  - *Being Employed by the Future: reframing the immediate challenge of sustainable community*, 1996
  - *Gardening Sustainable Psycommunities: Recognizing the psycho-social integrities of the future*, 1995
  - *Research Network on Catalytic Imagery for governance in impossible situations*, 1991
  - *Transnational Network of Research and Service Communities: proposal for an organizational hybrid*, 1974

Reframing assumptions (Nasty questions)

- T: Cognitive vigilance and critical thinking appropriate to detection of vital insights readily suppressed by spin and advocacy of positive thinking
- D: Develop processes for emergence of challenging and problematic perspectives (notably associated with the "unsaid")
- Docs:
  - *Responsibility for Global Governance: Who? Where? When? How? Why? Which? What?*, 2008
  - *All Blacks of Davos vs All Greens of Porto Alegre: reframing global strategic discord through polyphony?* 2007
  - *Root Irresponsibility for Major World Problems: the unexamined role of Abrahamic faiths in sustaining unrestrained population growth*, 2007
  - *Emergence of a Global Misleadership Council: misleading as vital to governance of the future?* 2007
  - *Global Market in Indulgences: extending the carbon trading model to other value-based challenges*, 2007
  - *From Patent Rights to Patent Responsibilities: Obligations incumbent on owners and licensors of intellectual property*, 2007
  - *Participative Development Process for Singable Declarations: Applying the Wikipedia-Wikimedia-WikiMusic concept to constitutions*, 2006
  - *Distinguishing Levels and Patterns of Strategic Obsolescence*, 2006
  - *Governance through Pattern Language: creative cognitive engagement contrasted with abdication of responsibility*, 2006
  - *Question Avoidance, Evasion, Aversion and Phobia: why we are unable to escape from traps*, 2006
  - *Ensuring Strategic Resilience through Haiku Patterns: reframing the scope of the "martial arts" in response to strategic threats*, 2006
  - *Norms in the Global Struggle against Extremism: rooting for normalization vs. rooting out extremism?* 2005
  - *Future World Council Creation: reflections of an ancient futurist*, 2005
  - *Review of the Range of Virtual Wars: as a strategic comparison with the global war against terrorism*, 2005
  - *Humour and Play-Fullness: Essential integrative processes in governance, religion and transdisciplinarity*, 2005
  - *Being Positive and Avoiding Negativity: Management challenge of positive vs negative*, 2005
  - *Liberating Provocations: use of negative and paradoxical strategies*, 2005
  - *Global Strategic Implications of the Unsaid: from myth-making towards a wisdom society*, 2003
  - *Varieties of the Unsaid in sustaining psycho-social community*, 2003
  - *Future Challenge of Faith-based Governance*, 2003

- ❍ *Groupthink: the Search for Archaeoraptor as a Metaphoric Tale*, 2002
- ❍ *Web resources on "breaking the cycle"*, 2002
- ❍ *The "Dark Riders" of Social Change*, 2002
- ❍ *Globalization: the UN's Safe Haven for the World's Marginalized*, 2001
- ❍ *Sustainable Improvement in the Quality of Corruption*, 2000
- ❍ *Questions to which Many deserve Answers*, 2000
- ❍ *Undermining Open Civil Society: Reinforcing unsustainable restrictive initiatives*, 1999
- ❍ *Recontextualizing Social Problems through Metaphor: transcending the switch metaphor*, 1991
- ❍ *Checklist of "Nasty Methodological Questions" regarding development analyses and initiatives*, 1981

Self-reflexivity / Internalization

- T: Identifying the conceptual challenges of cognitive embodiment of "external" reality and its role in psycho-social sustainability
- self-critique
- D: Recognition, design and implementation of strategies that effectively mirror their environment
- Docs:
  - ❍ *Consciously Self-reflexive Global Initiatives: Renaissance zones, complex adaptive systems, and third order organizations*, 2007
  - ❍ *Conditions of Objective, Subjective and Embodied Cognition: mnemonic systems for memetic coding of complexity*, 2007
  - ❍ *My Reflecting Mirror World: making Joburg worthwhile*, 2002
  - ❍ *Psychology of Sustainability: Embodying cyclic environmental processes*, 2002
  - ❍ *Personal Globalization*, 2001

Problematique ("explicit imaginary")

Insight capture

- T: Designing open processes for gathering, configuring and disseminating insight -- in anticipation of it proving valuable
- D: Implementing and assessing "wisdom" and innovation gathering systems
- Docs:
  - ❍ *Transforming Static Websites into Mobile "Wizdomes": enabling change through intertwining dynamic and configurative metaphors*, 2007
  - ❍ *Preliminary Netmap Studies of Databases on Questions, World Problems, Global Strategies, and Values*, 2006
  - ❍ *Hyperaction through Hypercomprehension and Hyperdrive: necessary complement to hypertext proliferation in hypersociety*, 2006
  - ❍ *Complementary Knowledge Analysis / Mapping Process*, 2006
  - ❍ *Issues too Important to be Left to Specialists: Selected web resources*, 2004
  - ❍ *Towards a web framework for synthesis in dialogue: insight capture from the flow of conference interventions*, 1996
  - ❍ *Insight Storage and Retrieval in a Computer-supported Environment*, 1993

Enabling / Facilitation

- T: Designing processes to identify opportunities for enabling and facilitating innovative, regulatory and "best practice" initiatives
- D: Implementation of enabling information processes and legislation
- Docs:
  - ❍ *From ECHELON to NOLEHCE: enabling a strategic conversion to a faith-based global brain*, 2007
  - ❍ *Product / Service Substitution Database: Proposal in support of sustainable lifestyles*, 1999

- ❍ *Legal status of international NGOs: overview and options*, 1996
- ❍ *Facilitating Community through Information: suite of software-enabled participation tools*, 1996
- ❍ *Proposed International Conventions on Nongovernmental Organizations: Comparative table*, 1988
- ❍ *Problems Hindering Action of International Nongovernmental Organizations*, 1980

Strategic engagement / comprehension

- T: Identifying nature of coherent strategic representations capable of eliciting appropriate engagement; challenge of comprehension of complexity
- D: Developing relevant software to facilitate configuring complexity
- Docs:
  - ❍ *In Quest of Mnemonic Catalysts -- for comprehension of complex psychosocial dynamics*, 2007
  - ❍ *Resonances between Challenging Psychosocial Change Initiatives: Selected web resources*, 2007
  - ❍ *Universal Declaration of Patent Responsibilities: a draft proposal*, 2007
  - ❍ *From Patent Rights to Patent Responsibilities: obligations incumbent on owners and licensors of intellectual property*, 2007
  - ❍ *All Blacks of Davos vs All Greens of Porto Alegre: reframing global strategic discord through polyphony?* 2007
  - ❍ *A Singable Earth Charter, EU Constitution or Global Ethic?* 2006
  - ❍ *Creative Cognitive Engagement: beyond the limitations of descriptive patterning*, 2006
  - ❍ *Governance through Patterning Language: creative cognitive engagement contrasted with abdication of responsibility*, 2006
  - ❍ *Governance through Patterning Language: creative cognitive engagement contrasted with abdication of responsibility*, 2006
  - ❍ *Animating the Representation of Europe*, 2004
  - ❍ *12 Complementary Languages for Sustainable Governance*, 2003
  - ❍ *Evaluating Synthesis Initiatives and their Sustaining Dialogues*, 2000
  - ❍ *Coherent Policy-making Beyond the Information Barrier*, 1999
  - ❍ *Structuring Mnemonic Encoding of Development Plans and Ethical Charters using Musical Leitmotivs*, 2001
  - ❍ *Coherent Organization of a Navigable Problem-Solution-Learning Space*, 1996
  - ❍ *Envisaging the Art of Navigating Conceptual Complexity: in search of software combining artistic and conceptual insights*, 1995
  - ❍ *Future Coping Strategies: beyond the constraints of proprietary metaphors*, 1992

Crisis preparedness

- T: Implications for social systems of the adaptive cycle, resilience and degrading gracefully (Thomas Homer-Dixon, *The Upside of Down: catastrophe, creativity, and the renewal of civilization*, 2006) under conditions of collapse (Jared M. Diamond, *Collapse: How Societies Choose to Fail or Succeed*, 2005). Issues of preparedness in the light of black swan theory regarding high impact unexpected events (cf Nassim Nicholas Taleb, *The Black Swan: the impact of the highly improbable*, 2007).
- D: Introduction of relevant fall-back procedures and alternatives; implementation of emergency (default) configurations of the web in anticipation of collapse
- Docs:
  - ❍ *Reframing Sustainable Sources of Energy for the Future: the vital role of psychosocial variants*, 2006
  - ❍ *Attitude Entrainment: Communicating thrival skills and insights*, 2004
  - ❍ *Enabling Creative Response to Extraordinary Crises*, 2001
  - ❍ *Product / Service Substitution Database: Proposal in support of sustainable lifestyles*, 1999
  - ❍ *Sustainable Occupation beyond the Economic Rationale: Reframing employment, non-profit-making and voluntary*, 1998
  - ❍ *Richer Metaphors for Our Future Survival*, 1996

Irresolutique ("implicit real")

Credibility ("hearts and minds")

- T: Rethinking destructive loss of confidence (as recognized by the military); meaning of confidence (as modelled by financial system) and eroded by tokenism and secrecy
- D: Proactive assessment of confidence erosion (broken promises, tokenism, deception by authorities, etc) and consequent implementation of confidence building processes of appropriate complexity; proactive response to compromised authorities (political, financial / economic, value exemplars, environmental, health, judicial, religious, security)
- Docs:
  - *Future Challenge of Faith-based Governance*, 2003
  - *Mobilization for Alienation vs. Catalysis for Participation: choice for the United Nations system*, 1973

"Access" / Feedback to authorities

- T: Identifying processes to enable meaningful access to authoritative focal points in highly assymetric conditions (information overload & underuse). Challenge of the mathematics of meaningful communication between populations of millions and thousands (if not hundreds) of relevant agents of government: filtration, relevance, spam. Designing towards the ideals of democratic "participation" in a context of tokenism and spin.
- D: Assessing and redesigning systems of public (taxpayer) interaction with government, media and academia (in light of realistic constraints and innovative possibilities)
- Docs:
  - *Possibilities for Massive Participative Interaction: including voting, questions, metaphors, images, constructs, melodies, issues, symbol*s 2007
  - *Future of United Nations - Civil Society Relations: 257 questions in assessing the Report of the Panel of Eminent Persons in relation to the challenges of the 21st Century*. 2004
  - *Practicalities of Participatory Democracy with International Institutions: Attitudinal, Quantitative and Qualitative Challenges* 2003
  - *Nongovernmental Organizations and the Global Compact,* 2001
  - *Interacting Fruitfully with Un-Civil Society: the dilemma for non-civil society organizations,* 1996
  - *IGO-INGO and INGO-INGO Relations: a possible approach,* 1971

Participation / Social networking

- T: Exploring implications of web-enhanced (social) networking for new approaches to governance
- D: Implementatyion of systems facilitating emergence & viability of higher order configurations
- Docs:
  - *Possibilities for Massive Participative Interaction: including voting, questions, metaphors, images, constructs, melodies, issues, symbols*, 2007
  - *Playfully Changing the Prevailing Climate of Opinion: climate change as focal metaphor of effective global governance*, 2005
  - *Practicalities of Participatory Democracy with International Institutions: Attitudinal, Quantitative and Qualitative Challenges* 2003
  - *Participative Democracy vs. Participative Drama: lessons on social transformation for international organizations*, 1991
  - *Mobilization for Alienation vs. Catalysis for Participation: choice for the United Nations system*, 1973

Dialogue / Chemistry / Otherness

- T: Exploring the challenge of "designing in" otherness and disagreement beyond comfort zones (rather than harmonising it "out")
- D: Design of systems whose viability benefits from the variety of intractable differences; identification of the

variety of games as potential systemic attractors (and distractors); development of a continuing series of experimental dialogues (bringing together the wise and the model/solution advocates) and evaluating the dynamics of such gather and the degree to which lessons are integratewd into the models of the wise.

- Docs*:*
  - *Epistemological Challenge of Cognitive Body Odour: exploring the underside of dialogue*, 2007
  - *Interrelating Metaphors -- to enable a cycle of transformation between epistemological modes*, 2007
  - *Guidelines for Critical Dialogue between Worldviews*, 2006
  - *Norms in the Global Struggle against Extremism "rooting for" normalization vs. "rooting out" extremism?* 2005
  - *Dialogue Challenges towards the Year 3000*, 2000
  - *Developing an Internet Framework for Creative Dialogue on Irreconcilable Policy Differences,* 1998
  - *Typology of 12 complementary dialogue modes essential to sustainable dialogue*, 1998
  - *Living Differences as a basis for Sustainable Community: Designing a difference engine*, 1998
  - *Reframing Personal Relationships between Innovators or Leaders*, 1998
  - *Future Generation through Global Conversation: in quest of collective well-being through conversation in the present moment*, 1997
  - *Sustaining the Coherence of Dialogue through Apartness: configuration of entities through hypertext*, 1997
  - *Sustainable Dialogue as a Necessary Template for Sustainable Global Community,* 1995
  - *Systems of Categories Distinguishing Cultural Biases*, 1993
  - *Facilitation in a Cross-cultural Environment*, 1993
  - *Using Disagreements for Superordinate Frame Configuration*, 1992
  - *Transformative Conferencing: re-enchantment of networking through conceptware*, 1990

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