



## **Engaging Community Leadership: The Intersecting of Global Dialogue and Systems Change (Adaptive and Engaging Leadership with a Purpose in a Shifting World)**

James R. Calvin, Ph.D.  
*Associate Professor of Management*  
*Department of Management*  
*Carey Business School*  
*The Johns Hopkins University*

### **Abstract**

It has been said that living life is living history in the making. In the classic historically based book, *A Tale of Two Cities*, the author Charles Dickens writes in the classic book that “it was the best of times, it was the worst of times.” The Dickens saga was set in the years leading up to the French Revolution when globalization appeared different than it does now. The field of community development is expansive given the divergence of theories, concepts, training and approaches in institutes, colleges and universities. Around the world the changing and shifting circumstances of nations, cultural regions and communities presents significant challenges as well as opportunities at this point in time in the globalization journey. Globalization is also a driving factor and force in emerging trends toward community development research, theory, practice and potential outcomes and strategies. In our current time there are compelling events that have shaped and are shaping these times as we all go into the future amidst the swirling array of human dynamics, the quest for freedom, diverse groups of people and their leaders, human crises and needs, commerce and innovation, North and South perceptions and realities, and a changing global climate among other factors at play. Consequently, it is the view of this author that it is important to promote dialogue exchange as the pace, rate and reach of global systems change, human orchestrated and natural, continues full speed ahead. In this vein, the cacophony of regional and world events and forums for strategic contemplation, thought and action includes annual G7 or G8 summits, the World Economic Forum that is held in Davos, United Nations convening and other global implication summits and settings for years to come.

Still, there are naturally ascendant conditions that are challenging the knowledge transfer competencies that crosses at will all country and community boundaries to threaten diverse people in places, regions and countries that are aligning and realigning along racial, ethnic and cultural divisions and groups. In some ways it's people coming together in the pursuits of freedom and livelihood at times around conflicting views of reality. The intent in this exploration of ideas about community talking and eventual actions is to present and comment on some of the critical and key interrelated factors that are driving adaptive leadership strategies as communities confront and contend with a multiplicity of circumstances and situations that are interwoven that involves business, economic and social arrangements and strategies to manage affairs with a focus and eye toward the near future given the possibility that situations and other situations are still to arise. Moreover, all of these factors with complex connections also involve

the need for people and groups who are engaged in the contextual play between systems and freedom in all aspects of community life and livelihood.

### Introduction

As one considers the organizing theme, the visioning of community systems leadership development in a worldwide perspective I offer for consideration Thomas Friedman writing in *The World is Flat* (2006) where he states that Globalization 3.0 is different than Globalization 1.0 or 2.0 that he suggests briefly are two periods of European discovery in the world and the rise and expansion of transnational commercial organizations that are in some ways more connected in partnership with diverse communities. It is important to note that discovery is a two-way process and situation albeit the clarification is not always evident in the reporting of discovery when it involves city-states and nation states. Friedman offers that Globalization 3.0 is going to be more and more driven not only by individuals but also by a much more diverse-non-western, non white group of individuals because individuals from every corner of the flat world are being empowered, a new leveling of the playing field according to Friedman. Globalization 3.0 makes it possible for so many more people to plug and play, and you are going to see every color of the human rainbow take part. I also offer that the current globalization reality and trend is being aided by the flow of migrating knowledge workers whose competencies and skills are needed by the European Union, the Americas, Organization for Economic Co-Operation and Development (OECD) countries, and in Asia. The early data from what appears to be a strengthening movement is beginning to provide links between migration and development

I also think about the key factor of general systems theory as developed by Ludwig von Bertalanffy and Jay Forrester among others. Systems theory and its multiple applications and critical nuances in the realm of community development involving community leadership is important for unpacking, describing and understanding some of the major factors involved in community development such as connecting passion, interest and leadership, power and influence, inter-group relationships, development planning activities, asset mapping and measurement and other components of process and action. Clearly, the reality of community development when it is connected to or combined with community leadership engagement strategies is a complex human set of activity. I return again to the discussion of freedom as

emotional intelligence and as a mindset for building participative, empowering and diverse communities within and across societies. The view held by Friedman and the view held by George Soros on freedom are not so different as I reiterate that it is important to both think and act on the importance of freedom in these times. In a very short historical snapshot of the world the notion and meaning of freedom over the previous twenty centuries was experienced by fewer people for a host of reasons and situations. A single nation debate generally about the United States is being discussed more widely in the world as suggested by Christopher Hitchens as freedom for nations is coming more into question geopolitically. I will also in this paper refer to expressed voices to illuminate the picture that I seek to present. One of the voices is Amartya Sen the Economist who in *Rationality and Freedom* (2002) poses the dual questions of what is the place and process of perceived and actual freedom for individuals and communities; and what is freedom when referring to human welfare and economic progress by again linking freedom to opportunity and process? Amartya Sen in describing the place and process of freedom refers to T.H. Green who wrote in 1881 “that freedom, rightly understood, is the greatest of blessings; that its attainment is the end of all our effort as citizens. Sen further states, whether or not we “all” agree with so exacting a claim, it is hard to deny that ideas of freedom influence us deeply. We have reason to value our own freedom, and it is difficult to think of the excellence or the limitations of a society, or the rightness or wrongness of social arrangement, without invoking—in one way or another—freedoms of various kinds and their fulfillment and violation in the societies under scrutiny. Clearly Mahatma Ghandi, Martin Luther King, Jr., and most recently Nelson Mandela each had a vision of freedom as well as a voice for freedom to engage local and large communities.

It is also important to recognize that freedom is impacted by economic, social and governing factors at a time when four of the world’s five biggest economies including the U.S., the Eurozone, Japan and the U.K. are in decline with only China and India experiencing strong growth in the world into the coming year and the next year to follow (The Wall Street Journal, Friday, August 15, 2008). The authors of *Megacommunities* (2008) discuss and describe a deliberate equilibrium because the new complexities

are a natural consequence of a world made smaller by greater integration and interdependency. Again, economic freedom impacts economic potential, and social and education realities as I am also reminded of hearing the voices of middle school youth some years ago and more recently as many youth still are looking to find freedom to grow and to explore their knowledge and economic potential because the educational experience they were receiving was not adequate to meet their desires and needs.

There are other expressed voices to consider as well Ronald Heifetz & Marty Linsky in Leadership on the Line (2002), Niall Ferguson in The War of the World (Twentieth Century Conflict and the Descent of the West, 2006), Frances Hesselbein & Marshall Goldsmith in The Leader of the Future (Visions, Strategies, and Practices for the New Era, 2006) among other voices participating in the emergence of viable community building and engagement that encourages future thinking about managing multiple options for multi-cultural human groups and societies who are seeking practical ways for grasping and introducing adaptive, cultural and collaborative leader prospects and perspectives in the pursuit of community investment for renewal in coming years.

#### *As the World Turns, the World Shifts*

In this paper some of the ideas and themes are meant to foster as well as support community dialogue transitions is taken from three International Association for Community Development (IACD) region centric declarations where the strategic thinking outcomes were developed in partnership with participants in diverse stakeholders, partners, and communities around the world. These are The Hong Kong Declaration in 2007, The Yaounde Declaration in 2005, and The Budapest Declaration in 2004. Additionally, there will be reference to other ongoing efforts regarding strategic options and strategic thinking when the need is to focus on identifying, engaging and building linkages within and across communities where proactive engagement becomes a foundation for adaptive capable future leadership as facilitative methodology within a given community during uncertain shifting times now and for all time to come.

In brief, the introduction, advancement, and constructing of future community dialogues to establish shared community outcomes provides ample opportunity for broadening inter- community leadership involvement that is fundamental to discovering, seeing, and developing inventive ways to work with others for goals in common. To do so

involves human intuition, knowledge and flexibility for solution making across divergent systems that might include social agencies, NGOs, indigenous leaders, local and national government representatives, funders, business leaders, citizens and others who have stated interests for working together to achieve and sustain community based and community driven success—and the caveat that I add is that local decision making and local ownership remain important in such a process. One example is the recent report in the Washington Post in the United States that reported Cape Verde is rising to take its place in the world because of its freedom to embrace democratic values along with local and national will that are factors in expanding political and economic stability. This reemergence of Cape Verde is now being aided by a special partnership that was signed with the European Union in November 2007 that is focused on trade and security to which I add is gaining freedom. The Cape Verde partnership has lots of upside potential for that community for a long time to come. Cape Verde also receives investments from the Millennium Challenge Corporation (MCC), a U.S. Government entity that aggressively seeks to reduce poverty through rural economic expansion and infrastructure development. The World Bank is also a partner in this wide community and economic development partnership—to which I will add that in Cameroon a paper and meetings with local citizens at the 2005 IACD Africa focused conference helped in the decision making process to invest in infrastructure development. Cape Verde Prime Minister Jose Maria Perenia Neves who is quoted as saying the partnership is thriving because of local credibility. Meanwhile, the Minister of Finance and Public Administration Christina Duarte a former Citibank Vice President for Angola has been implementing policies that engender investments into the nation states general budget rather than a project aid modality where the community and country has little local control. As you are aware, there is also the building of a port in Cape Verde and a port in Burkina Faso as the process goes forward.

It is important to state clearly and strongly that this representation is not a formula rather it is recognition that the structures and conditions through which local results are achieved or made at the community level is often a long-term scenario, proposition and situation. An example of systems non-convergence and systems not coming together is reflected in some non-harmonious locations around the world including efforts in several American communities with local nonprofits that work with ex offenders, low skilled youth, and a host of city, state and national agencies

and foundation partners to create opportunity for economic advancement of young men and young women. These ongoing efforts involve shared interests and multiple levels of dialogue and constant action. Still, much of what is being accomplished while intense and purposeful is further influenced and impacted by increasing resource competitiveness, the ongoing public policy debate and direction, and the role of effective dialogue that is critical for getting to, getting through, and getting beyond the complexities of managing racial, ethnic or gender group held attitudes within a given society as well as the complexity of building sustaining mutual relationships. Dialogue is essential to a community generated and owned process of interacting and deepening involvement with a community that wants to or needs to come together to act together in community to embrace a mission as a group to strive for a common ideal, need or goal. In a given community within global society the needs will vary and for example there has been a recent request made to secure the participation of 5,000 African American adult males to serve as mentors to younger African American males to stem a major public and community crisis concerning the numbers of young African American men who do not graduate from high school nor are those young men participating in the labor force in Baltimore city or the region this long standing trend has further family and health consequences for the entire community and region.

The need for new approaches and ways and structures to engage and manage social, economic, and environmental change also helped foster the United Nations Global Compact (GC) that was initially launched in the year 2000. In 2007, the Global Compact achieved broad international signatory support and adoption and the GC involves more than 3,000 companies from more than 100 countries including Portugal. At the Setubal conference The First Lady of Portugal, Senhora D. Maria Jose Ritta delivered a speech in support of responsible corporate citizenship to also involve communities. Richard Howitt, European Union Parliament Rapporteur on ethical business was quoted to say that Europe strongly supports CSR. A footnote here is that there is no universally accepted definition of CSR and it must be viewed with a given context. Howitt went on to say that he welcomed the presence of the Global Compact at the Setubal conference, in the Portuguese context; and also the development of a Global compact network in Portugal was encouraged (United Nations Global Compact, 2003). Here and in other places is strategic potential for global extension to Asia, Africa and the

Americas as spiraling activities will in time impact and further encounter diverse communities in reaching for new potential.

Additionally, there are more than 700 civil society and international labor organizations and academic institutions all engaged in the initiative to ensure that business is part of the solution to the challenges of globalization. In this way the private sector in partnership with other social actors can help realize a more sustainable and inclusive global economy (The United Nations Global Compact, 2007). Also critical to the efforts that are being mounted by the Global Compact is the community strengthening and connecting potential of dialogue. By dialogue I mean it as expressed by Peter Senge author of *The Fifth Discipline* who offers a meaning for dialogue as community expressed in Native American Indian cultures, "you talk and talk until the talk starts." Senge then refers to the dialogue approach as presented by William Isaacs (*Dialogue and the Art of Thinking Together*, 1999) who defines dialogue as being about shared inquiry, a way of thinking and reflecting together. It is not something you do to another person. It is something you do with people." Thus, dialogue matters greatly in recognizing a challenge and then deciding to take concerted action such as the challenge as is now the case in Baltimore.

As such, I offer that it is critically important for citizens and community groups to be able to distinguish between technical challenges and adaptive challenges that are most often bound together. Ronald A. Heifetz and Marty Linsky (2002) make the delineation clear by posing the question what's the work and for this experience it is engaging and involving community? The illumination they offer is that the technical involves applying current know-how while the adaptive is learning new ways and for the learning I add extending learning to doing, then to envision, and then moving an action or process forward. At a parallel level the distinction between technical and adaptive is who does the work? The illumination for this is when being technical it's the authorities or officials, and when being adaptive it's the people who have the problem and I add that it the people or group who can create a solution together. In doing so, there is the possibility of erecting new scaffolding as a necessary foundation for building new community enterprise frameworks and doing so does require thinking to arrive at workable processes for devising effective strategies to meet desired needs in time and over given time. This I think is crucial for beginning to gauge the impact of challenges that are further influenced by

extrinsic factors and intrinsic factors when individuals and groups of people seek to grasp as well as adapt to managing change in a shifting environment. The question now becomes how to bring together those whose preference is being risk adverse with others who are risk taking because understanding the importance of different mindsets is also acting on the criticality of awareness of self and environment. Furthermore, it is recognizing that adaptive learning is an essential tool and technique for developing individual and group adaptive leadership strategy and practice through which authentic engagement takes place. There is still another parallel idea to be considered and the idea is that there is no real way to escape politics in life in addition to what is perception and what is reality.

In discussing and exploring the issues of technical and adaptive challenges side by side with perception and reality the current and previous classes of Harry and Jeanette Weinberg Foundation Fellows began to say what was on their minds. I think that the Weinberg Foundation Fellows are becoming a learning community in a multi-step process to becoming a more effective network community that will hopefully be more empowered to engage citizens in local communities because they are engaged in knowledge building that is meant to add to skills and current capacity to enhance the functionality and capability of their organizations to perform better, to promote future capacity building in the sector, to explore resource sharing, and networking as strategic outcomes that can be measured. The technical challenge for the Fellows as I have observed is 1) flexibility and becoming comfortable with the need to manage perceptions, reality and expectations, 2) becoming comfortable with the need or desire to learn new methods and ways to lead, follow and do, and 3) how to manage close and also distant relationships with board chairs, board members and existing and new relationships with donor agencies, funders, and social entrepreneurs during a time of diminishing financial resources and investments from national foundations. As I have talked and exchanged thoughts with the Fellows, and we will do so again in the coming months, there are two or three interrelated ideas that we will continue to explore in-depth. The first idea is that dynamic complexity matters—that is that all of the variables need to be accounted for when seeking to position as well as unravel a problem or challenge faced even when that problem situation appears to be small (and listening, observation, perspective and personal paradigms matter). The second idea is that the building, shaping, and applying of a community-oriented and based

remedy requires anticipation strategy planning, proactive partnering, and keeping an eye on improvement, authentication and lasting impact for the organization and the community that is being engaged and served.

I also think that the ideas that I am advancing are similar to an idea that has recently been put forth by Charles Handy (2006), a highly regarded and recognized management thinker whose work is interdisciplinary with wide implications. Handy refers to the time in which we are living being a prime space and time for ‘philosopher leaders.’ Handy’s idea stems from Plato’s seminal text *The Republic* and the notion is that philosopher leaders shape a perspective, seek understanding, and have discernment capacity to make decisions that affect fellow citizens. As was previously mentioned, there is always going to be politics as a part of life along with the simultaneity or difference between perception and reality. These are important variables found in all cultures and not necessarily with the same or similar meaning. GlobeScan, a Toronto, Canada based global public opinion and stakeholder research organization is one of a number of organizations that sheds light on perception and meaning—and there is more to mention a short time later in this paper. It is my further thinking that modern philosopher leadership is then transcendent in practical use and in resulting behaviors that are manifested because of contextual factors and situations. The point being made is that one person or a group or a community of people might or might not profess to a way of life while at the same time subscribing to or following a particular way of life in a given culture.

A brief time ago in this paper I mentioned GlobeScan (2008) an organization whose research suggests that people living in the North and South halves and regions of the world have different priorities about the world’s problems—and the south is more heavily populated than the North. Briefly, the South sees wars, conflicts, and terrorism as one set of problems among many problems. All together only 15 percent of the respondents to the poll in the South say that war, conflicts and terrorism related and as connected problems are the world’s most important problem, while 4 in 10 respondents in the South say its economic challenges. Meanwhile, in the North, one in three people interviewed or surveyed mentioned wars, conflicts, and terrorism as the most important problem. It is important to mention this dichotomy because GlobeScan collects and analyzes data annually on 55,000 people from around the world in

formulating the research opinions, conclusions, and positions that are taken by subscribing organizations and governments.

### **Adaptive Leadership Futures for Changing Times: Futures Can be Made**

Once more in these times there is challenge as well as opportunity for promoting community engagement because communities are places where needs, desires, and interests overlap for thinking, building and constructing practical and viable solutions arrived at by shared visioning and a congealing of voices that explore, share and communicate practical and useful engagement processes and tools. By intent and other factors people centered activity with a deliberate aim of advancing, recognizing, replenishing and sustaining individual and group efforts in a community can lead to culturally sensitive efforts to come because there is greater potential to facilitate the depth of shared effort and work in diverse communities as a concerted leadership strategy, and these efforts have the potential to be sustained. In doing so, I will discuss first hand or second hand ideas, and offer trends and practices that are emerging in Africa, Europe, Asia, Canada and the United States through the work of the International Association of Community Development (IACD), The World Bank, The United Nations and other associations and bodies doing work and supporting work in communities.

*The Hong Kong Declaration*—in late June 2007 more than 250 community development workers, academics, researchers, donors, policy-makers and representatives from government, civil society organizations and community groups came together in Hong Kong at an international conference Partnership for People-centered Development: Challenges and Responses in a Globalising World In total 30 countries were represented with the majority of countries from the Asia-Pacific Region. What emerged is that Community development is viewed as a way of promoting active civil society, sustaining peace based justice, and creating democratic life by prioritizing the decisions and actions of people, their communities, and their perspectives in the development of social, economic and environmental policy. It is both a process and a goal. Further, the delegates requested regional bodies and national and local governments, to commit themselves to work in genuine partnership, in building socially and economically inclusive, diverse, environmentally sustainable, gender-responsive and just societies. The expressed goals and resolve is to pursue opportunities

and strategies to achieve a wide range of goals and future outcomes.

*The Yaounde Declaration*—in June 2005 almost 400 delegates from across Africa and other parts of the world met at a international conference in Yaounde, Cameroon with the theme Building civil society through community development. A total of 25 African countries from all areas of the continent were represented in the deliberations. It was stated that that the practice of community development in Africa must also reflect and respect the African experience and culture – for example the existence of strong family, tribal and community roots. Furthermore, the requirement calls for both an African understanding of the meaning of “development” at a community level that also respects and recognizes basic human rights for all. Second, that infrastructure and rapid urbanization in the continent has placed great strains on both urban and rural communities and that rural development policies should be strengthened with a view of slowing rates of movement from rural to urban areas. At the conference it was firmly asserted that solutions to Africa’s problems must lie firmly and democratically in the hands of the African people themselves. Finally, The African Union should encourage more effective interaction between different levels of government, NGOs and also local and international groups within Africa

*The Budapest Declaration*—in late March 2004 one hundred thirty participants from 33 countries across the European Union (EU) and from other countries in the world met at a international conference focused on building civil society in Europe through community development. The partner sponsors were IACD, the Combined European Bureau for Social Development, and the Hungarian Association for Community Development under the Patronage of the President of Hungary. The delegates in attendance acknowledged the priority that was and is being given by the European Union to strengthen civil society and emphasize the important role that which community development can play in supporting that process and protecting the rights of all. The delegates requested the EU, national, regional, and local governments - as appropriate- to commit themselves actively to build a socially and economically inclusive, diverse, environmentally sustainable and socially just society, and to ensure the structures, policies and mechanisms are in place to support dialogue between the EU and member states on the one hand and civil society on the other. This will require both moral and practical support for community participation, and appropriate legal,

institutional and material conditions, but with specific support for community development itself.

Over the past six years the world-wide engagement by IACD with a wide number of community development groups, partners, governments, NGOs and others has been vital to the future direction of community development. Once more, there are many challenges and an equal number if not greater number of opportunities for advancing community development across the world.

### **An Expanded Role for Business: Global Social Responsibility**

As previously mentioned the question of what is the role of business in society and with communities is high on the agenda of business schools, a growing number of businesses who have joined together with the United Nations. The question was also addressed in 2006 by the Boston College Center for Corporate Citizenship (BCCCC). The Boston College Center in a report said that it is no longer a widely held view that social responsibility is simply a business increasing their profits, rather it is forging positive relationships with society that gives a firm identity while “defining who we are.” I think that the evidence of defining is going to take a lot of time to assemble as present conditions will change in future years to come. Thus, I offer that many more business organizations and NGOs are increasingly finding and moving to common ground under the umbrella of the green economy. If future business interests and community interests are going to be joined together in searching for sustainable and renewable natural resources then green enterprise can become an opportunity as Jack Welch, former CEO of General Electric (GE) would sometimes allude to the need for GE to know “who we are” in referring to the shifting influence of having the capacity to identify and meet opportunity. GE in 2008 is leading the way to green commerce and community investment under the leadership of current CEO Jeffrey Immelt is striving to become a trend setter and world leader in shaping the expanding green economy while also gearing up to build and fulfill orders for innovation laced locomotives that will be used to further transform the industrial capability of China to meet growing national demands and growth. The surge by GE and a growing number of leading business organizations toward a green economy in a competitive global environment is a complex situation that signals more change to come this year and in succeeding years to follow.

Concerning the question of the role of business in society and local communities, the Exxon-Mobil Company in the United States had sales of \$404 billion dollars in 2007 and this figure is greater than the GDP of more than 120 countries. There is a intensifying call by shareholders and the general public for Exxon-Mobil to be more community supportive as the role of oil in the global economy is itself shifting with worldwide production having peaked in the years 2000-2001. China, Japan and India need more oil and gas to fuel growth as does the United States and Europe to sustain high quality life styles as do other areas and regions of the world. This is important to consider because Brazil and Russia appear to be successfully transforming their economies Tata Motors in India will soon introduce an automobile that will sell for \$2,500 in US dollars in India and other countries in Asia and potentially Africa. Toyota is locked in a global battle with General Motors (GM) for primacy as the world’s largest auto manufacturer. China is on schedule in the year 2008 to surpass Germany to become the number one exporting nation in the world. The growth and expansion of large cities continues and Lagos, Nigeria followed closely by Dhaka, Sri Lanka is currently the world’s fastest growing city adding 58 new residents per hour. The unfolding scenario that is unleashed is an emerging reality of rising competition driven by an aging industrial model that by many estimates is not sustainable economically, socially, governmentally or practically in the world. Chris Moore refers to what Harvard professor Samuel Huntington has coined “The Davos Culture” which is a select group of globally based business, political leaders and social activists who meet in Switzerland each year to deliberate on business and social policy directions and decisions that have major implication on the social and economic conditions around the whole world. However, it is becoming increasingly clear that the role of globally competent and facile leadership will be vital in this unfolding scenario.

A question that is raised is what is the language and lexicon that is enabling of finding meaning, mutual agreement, and understanding in the community. Chris Moore a writer and researcher suggests that globalization is a philosophical quandary because globalization in his view calls for a consolidating of the world’s resources, combines aspects of co-mingling cultures, makes a point to display the imbalances that exist between fledgling economies and nations who must compete with a very small group of nations whose economic and political power is clear in all dimensions.

**Community Leadership and Management  
Innovation: Then, Now and Future**

It is generally agreed that the formal study of leadership and management in organizations became an organized field of study and research activity early in the twentieth century with Henri Fayol. The noted twentieth century economist Joseph A. Schumpeter offered and linked two important economic based theories together around entrepreneurship and innovation. In Schumpeter's view innovation and technology stems from entrepreneurs. Second, that the movers of innovation in a national economy are the big companies. It was the late Peter F. Drucker who often implied business cannot stand apart from society nor benefit communities and larger society by only existing and operating for profit.

Yes, there are many factors and influencers that converge on work, family, neighborhood and city sized communities. The rate and scale of systems change that includes work, technology, cultures, organization, and family and community that is the simultaneity of intersecting systems that will continue during advancing globalization. The community driven philosophy of Robert K. Greenleaf who as a early proponent the servant-leader is servant first recognized the societal need for dialogue driven leadership and followership that supports citizen and community owned responsibility for owning the process. There is promise to be further realized in Cape Verde, Brazil, China, India, and in Baltimore and in Portugal because I think that the action will be the result of local initiative that can benefit from external supports in seeking to balance power dynamics. The global issues of drinkable water, available food to feed a growing population, renewable energy sources, healthy and thriving oceans, and a changing global climate cast major challenges for now and the immediate future for all countries. The economic historian Niall Ferguson (2006) refers to the twentieth century and the more than 100 year trajectory of the western world as being a reorientation of industrial prominence from the West to the East. Ferguson's view is that the global shift that is underway is unstoppable, has involved and does involve conflict, and it is a comingling of cultures and all that comes with the journey. Once more, the direction of engagement is equally forceful North to South. It is the further interpretation of this author that the globalization shift is in full force and that the intensity of what human systems are facing is a constant shaking and stretching of life support systems and work systems that will severely test and overcome some models and approaches that cannot

be adapted in the production of goods, services, and human commerce and livelihood around the world. I stress that this assumption is not an end of the world declaration rather it is a call to take exploratory approaches and in some cases revolutionary thinking and action will more than likely be required to present risk taking ideas for finding the critical and needed solutions in which leadership and management practices are contributing factors for navigating change.

**A Closing Thought: Building Adaptive  
Community**

Going forward into the future Gary Hamel asks an important question in the Future of Management (2007), why does leadership and management seem stuck in a time warp? Hamel's answer begins with "we've reached the end of management—in the sense that Frances Fukuyama argues we've reached the end of history." Hamel goes on to refer to Stuart Kauffman an evolutionary biologist who has a notion of a "fitness landscape" in describing evolutionary progress that eventually reaches the summit of a local peak. I hope that the ideas that I want to convey indicate that communities can befall local peaks. Also at this time the insight and concept of reaching a local peak put forth by Kauffman I think is similar to continuing to push forward leadership and management ideas and processes against strong headwinds that are blowing from the direction of the future. I am in agreement with Hamel and the other voices regarding the plight of communities and community leaders and followers who as partners need supports and investment to build and maintain community focused processes for engaging in dialogue and actions that influence the responsiveness of external systems that ultimately affect expressed freedom to manage local circumstances as community systems and structures both locally and in a global context. It is also my view that what is needed is innovative efforts stemming from ideas and approaches to leadership and management practices that are future possible and future driven by engaging in open dialogue that results in active participation at community level as evidence that building community processes can lead to community resilience and increased community participation and healthier outcomes internally for improved systems that are vibrant and ongoing as favorable and unfavorable conditions come and go over time.

**References**

- Bergmann, F. (1977). On being free. Notre Dame, Indiana: University of Notre Dame Press.
- Calvin, J. (2007). Building organizations and leadership: Knowledge transfers in competitive environments. In Hopes and visions for the 21st century. Bethesda, Maryland: World Future Society.
- Ferguson, N. (2006). The war of the world (twentieth century conflict and the descent of the west). New York, New York: Penguin Press.
- Forrester, J.W. (1968). Principles of systems. Cambridge, Massachusetts: MIT Press.
- Friedman, T.L. (2005). The world is flat (a brief history of the twenty-first century). New York, New York: Farrar, Straus and Giroux.
- Gerencser, M., Van Lee, R., Napolitano, F., Kelly, C. (2008). Megacommunities (How leaders of government, business and non-profits can tackle today's global challenges together)... New York, New York: Palgrave Macmillan.
- Goleman, D. (2000). Working with emotional intelligence. New York, New York: Bantam Books.
- Googins, B.F. (2008, May). Confronting the global crunch. Boston, Massachusetts: Boston College Center for Corporate Citizenship.
- Hamel, G, Breen, B. (2007). The future of management. Boston, Massachusetts: Harvard Business School Press.
- Heifetz, R.A., Linsky, M. (2002). Leadership on the line (staying alive through the dangers of leading). Boston, Massachusetts: Harvard Business School Publishing.
- Hesselbein, F., Goldsmith, M. (2006). The leader of the future (visions, strategies, and practices for the new era). San Francisco, California: Jossey-Bass a Wiley Imprint.
- Hitchens, C. (2008, September/October). The case for humanitarian intervention. In Foreign Affairs. New York, New York.
- IACD. (2007, 2005, 2004). The Hong Kong Declaration; The Yaounde Declaration; The Budapest Declaration.
- Isaacs, W. (1999). Dialogue and the art of thinking together. New York, New York Doubleday Business
- Lahart, J., MacDonald, A., Walker, M. (2008, August 15). World economy shows new strain (European output shrinks, U.S. inflation jumps; fresh worries in developing nations). New York, New York: The Wall Street Journal.
- Lynch, D.J. (2008, May 13). Man who would be a philosopher king (Soros sees obscure economic theory as his life's work). Arlington, Virginia: USA Today.
- Powell, L. (2008, March 12). Cape Verde takes its place in the world. Washington, DC: The Washington Post.
- Sen, A. (2002). Rationality and Freedom. Boston, Massachusetts: Belknap Press at Harvard University.
- Soros, G. (2008). The new paradigm for financial markets (the credit crisis of 2008 and what it means). New York, New York: Public Affairs/Perseus Books Group.
- United Nations Global Compact. (2003, May 13). Global compact introduced to Portugal. New York, New York: The Global compact.
- Von Bertalanffy, L. (1968). General systems theory. New York, New York: George Brazillier