



which set off violent acts as we have recently witnessed. They can also provide the balm which heals the wounded heart. We need to create a culture of peace in our schools, a curriculum of respect and standards of ethical behavior and measures of understanding. Jacques Delors says in Learning: The Treasure Within (Report to UNESCO) that we must reconceptualize the school. If it is to teach democracy, it must BE democratic. If it is to teach non violence, it must adopt the precepts of non violence and become a space of negotiation, of dialogue and true communication. It must extend the concept of the peace garden to the curriculum and rather than be an appendage to the building, peace must be its deepest principle and guiding precept.

The most powerful solution to the perceived epidemic of violence in the world today is community, the sense of community and the weight of public opinion. Public opinion, not guns, was responsible for the collapse of the Berlin Wall. The people's will, not bullets, stopped apartheid. Closer to home, it was said that people could not be bothered with recycling. Blue boxes won! When enough people demanded

(Jack Harich, Member of the US Association for the Club of Rome, 14 March 2006)

Can These Best Practices Make The Club of Rome Effective Once Again

Suppose the Club of Rome wanted to become effective once again. What would be the best approach?

I can think of no better way than to adopt the same key best practices that have worked so well for so many other organizations. From my experience the following practices are always present in all extremely difficult problem solving efforts that succeed:

civil rights, society changed. When enough people condemn violence, it will also stop. Of course we still will need laws and police but when the public's moral outrage boils to the surface passion will triumph, passion for our children's safety, passion for social justice, civil rights, morality and universal respect for humankind. We have many good reasons to be passionate. Education is the foundation on which we can build and nurture a society where violence is the rare case not the daily headline, where hope belongs to every citizen and where change is possible. This is my America and yours.

Biographical note:

Roseann Runte is the President of Old Dominion University. Her numerous boards and commissions include UNESCO, the National Bank of Canada and the Royal College of Physicians and Surgeons. She is President of the American Council of Education's Commission on International Education and a member of the International Parliament of Cultures.

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- 1. A true analysis of the problem is performed.** *Analytical* means the use of analysis to solve problems. *Analysis* is breaking a problem down into smaller problems so they can be solved individually. For a difficult problem, this has the effect of taking a giant Gordian knot of incomprehensible complexity and deftly turning it into a collection of much simpler and therefore potentially solvable problems. *In practice this decomposition is so powerful it can transform a problem from insolvable to solvable.*
- 2. Use of the Scientific Method to prove all key assumptions.** The SM

is the only know method for producing reliable knowledge. Without it you cannot build knowledge upon knowledge reliably, which will cause a complex analysis and solution to collapse before they are even a meter high. This is the same as saying that without the SM you cannot create the large body of sound knowledge necessary for solving a difficult problem. Without the SM you can only consistently solve easy problems.

- 3. The use of a formal continuously improved process that fits the problem.** If it is a good fit, then if correctly followed it will lead to solution or to discovery the problem is insolvable. A *process* is a repeatable series of steps to achieve a goal, such as a recipe or Robert's Rules of Order for parliamentary procedure. The process is continuously improved until it is mature enough to solve the problem or determines it is insolvable, as presently defined.
- 4. Learning from past mistakes and successes.** As George Santayana wrote in *The Life of Reason* in 1905, "Those who cannot remember the past are condemned to repeat it."

Can adoption of these four best practices guarantee the Club of Rome will become effective once again, and thus succeed in achieving its mission? *Yes, because whenever all four were present and performed correctly in other organizations, success always followed.* I know of no exceptions. Even when an organization's mission turned out to be unachievable, success followed anyhow, because the practices were used to deftly redefine the mission into one that was attainable.

It follows that the prime reason for the Club's ineffectiveness over the last few decades must be due to failure to follow these best practices. Let's perform an assessment of the Club to see how true that is.

Each practice will be rated on a scale of 0 to 100%, to the nearest 10%, with 100% being perfect or world class, and zero being no sign of the practice. The principal sources of data, in chronological order, are *A Future for the Club of Rome* (Khosla and Koerber, November 2004), *7 Steps to Implementation* (COR April 2005), *Reflections on 'A Future for the Club of Rome'* (Dennis Meadows, after April 2005), and *The COR's First 35 Years* (COR late 2005). The first document is a proposal for what to do. The second is an implementation plan. The third is a critique of the first. The fourth is a long history of the Club.

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The rest of this 23 page article is continued at www.thwink.org. Please click on Club of Rome Work. Most of the article consists of using the above documents to rate the Club in the four best practices in an analytical, educational manner. The rest of the article then more briefly rates several other organizations. The results are shown in the table below, with an empty column for you to rate your own organization. The numbers are rough estimates, but are good enough for comparative purposes.

The article argues that the Club's relatively low rating is *the* strategic reason behind why it has been failing to achieve its mission for the last several decades. The article also goes into some detail about how these other organizations, each facing missions just as challenging as the Club's, have achieved high or world class ratings and are thus able to consistently achieve their objectives. The final conclusion follows easily from the analysis: *The Club must score high or world class in all four best practices if it is to have any rational hope of cracking the toughest nut in the world: the complete problematicue.*



Comparative Best Practice Ratings						
Best Practice	Club of Rome	Limits to Growth Project	NASA	The Heritage Foundation	The Nature Conservancy	Your Organization
1. A true analysis of the problem is performed.	10%	100%	100%	70%	80%	
2. Use of the Scientific Method to prove all key assumptions.	0%	90%	90%	100%	80%	
3. The use of a formal continuously improved process that fits the problem.	0%	80%	100%	90%	100%	
4. Learning from past mistakes and successes.	30%	?	90%	100%	90%	
Average Rating	10%	90%	95%	90%	87.5%	

Biographical note:

Jack Harich is a member of the US Association for the Club of Rome. He is a systems engineer and self-styled "sustainologist" behind thwink.org. In 2001, he dropped his consulting career and switched to this work full time. He acquired skills in business management, technology innovation, process optimization, and system dynamics.

More information:
<http://www.thwink.org/sustain/general/Contact.htm>

Members:

Activities & Initiatives

HRH Prince El Hassan bin Talal, President of the Club of Rome, Jordan:

- Honours:
 - 9 November 2005: Award from the Academie Française
- Speeches and presentations:
 - 19 February 2006: US-Islamic World Forum (<http://www.us-islamicworldforum.org>) (organised by the Brookings Institution): Keynote address
 - 7-9 February 2006: 9th Special Session of the Governing Council/Global Ministerial Environment Forum (<http://www.unep.org/gc/gcss-ix/>): Speech during ministerial-level consultations on "energy and environment for development", "chemicals management" as well as "tourism and the environment"
 - 2 February 2006: Delhi Sustainable Development Summit (<http://static.teriin.org/dsds/2006/index.htm>): Keynote address
 - 10-11 October 2005: Forum 2000, Prague (<http://www.forum2000.cz>): Discussed mainly issues relating to energy, water and the environment.

Ashok Khosla, Vice-President of the Club of Rome, India:

- Speeches & public appearances:
 - 29 March 2006: As Chair of the International Jury, gave the EnergyGlobe Awards for 2006 in Vancouver, BC, Canada
 - 21 February 2006: Gave Keynote Addresses at Annual Conference of LEAD International on "Leadership"

and "Corporate Social Responsibility", Bhopal, India

- 8 December 2005: As Executive Committee Member of the Alliance for a New Humanity, lectured on "The Power of Nature" at the University of the Caribbean, San Juan, Puerto Rico
- 11 November 2005: As Chair of the International Jury, gave the EnergyGlobe Awards for 2005 in Wels, Austria
- 8 November 2005: Gave lecture on EcoCities at the Earth Charter + 5 Conference in Amsterdam, Netherlands
- 15 October 2005: Gave Keynote Address to the United Nations Environment Programme's Annual Youth Summit, Bangalore, India
- 6 September 2005: Gave the Veer Stichting Lecture on "Courage is a Must" at Leiden University, Netherlands

Eberhard von Koerber, Vice-President and Treasurer of the Club of Rome, Switzerland:

- Press statements:
 - 11 November 2005: Commented on the German economy in the German weekly magazine "Stern"
 - 10 September 2005: Analysed the economic future of Germany and the 2005 elections for the Bundestag (Lower House of German Parliament) in the German business daily "Handelsblatt"
 - 7 September 2005: Comment on the World Scout Movement and youth issues in the Swiss business monthly "Bilanz"
 - Since March 2005: Monthly column in German monthly political magazine "Cicero"
- Workshops: