Chapter 13

The Tantalizing Potential of a Permanent Race to the Top

IMAGINE A WORLD WHERE ALL ELECTED LEADERS ARE MOTI-VATED TO DO THE BEST THEY POSSIBLY CAN for the people as a whole. The universal goal of all governments and politicians would be to optimize quality of life for the common good of all, for those living today and all those who come later, because the entire world is now in a permanent race to the top. Governmental corruption and incompetence would be a distant hazy memory. [76]

It sounds too good to be true. And it would be, if it was based solely on an *intuitive vision* of how things could be. But this vision is based on something completely different: an *analytical vision*. It rests on the same foundation as astronomy, medicine, physics, chemistry, and other fields of science: a collection of comprehensive principles. These principles allow the building of scientific models that, as a field matures, provide extraordinary explanatory and predictive power.

The particular branch of science we are concerned with is social system engineering. This is in its infancy when it comes to government social control models. Presently these are not engineered, but thrown together with great big lumps of intuitive insights, based on what worked and what didn't in the past. All this would change if social system engineering was a mature science.

Because the science used to create social control models is immature, the particular model that civilization uses to run itself can handle some problems and not others. The model can handle the basic needs of nations. But it cannot handle their more advanced needs, such as how to solve the sustainability problem. This places the world's social control model in the Model Crisis step of the Kuhn Cycle. Let's examine this proposition.

The Kuhn Cycle

All fields of science are built on standard accepted models of explanation and prediction. In 1962 Thomas Kuhn's *The Structure of Scientific Revolutions* stunned the scientific community with the theory that the history of these models is not a slow, progressive, evolutionary accumulation of knowledge. Instead, science is continually undergoing a predictable cycle that includes violent intellectual revolutions. This violence stems from the way old para-

digms are shattered by new ones, and the way supporters of old and new paradigms battle it out until the new one wins. The five steps of the cycle are shown.

In Kuhn's terminology, a model is the shared mental model (really a problem solving process plus facts) being used by a scientific field to solve problems in that field. At first, in the **(1) Normal Science** phase, the model works so well it is supported by all. But then, as new problems arise that it cannot solve, the **(2) Model Drift** phase begins. As more and more problems remain unsolved, Model Drift increases. Eventually it deteriorates to the point that it can no longer explain and predict what it should, causing the model to enter the **(3) Model Crisis** phase. In this phase those using the model have fully awakened to the fact that their beloved model, the one that worked so well for so long, is now ready for the trash heap because it no longer works. But because they have nothing to replace it with, the model users are in crisis. They cannot make sound decisions anymore and they know it. About all they can do is try to patch and plug the old model, and use brute force to try to make it work better. While such heroic effort is commendable, it cannot be productive because the model is broken. It no longer works.

The Model Crisis phase continues until the first realistic candidate to become the new model/process appears. This initiates the **(4) Model Revolution** phase of the Kuhn cycle. In this phase the old paradigm and the candidates to become the new paradigm battle it out in a prolonged struggle for survival of the fittest. Eventually the competition evolves into a viable replacement for the old paradigm, and the jostling between those supporting the old and the new begins to quiet down. This signals the beginning of the **(5) Paradigm Change** phase, during which the new paradigm is taught to newcomers and those using the old paradigm. For major paradigms this usually takes at least a generation, because there are so many people habituated to the old paradigm that despite all evidence the new way is ten times better, they refuse to give up the old way, and take it with them to the grave.
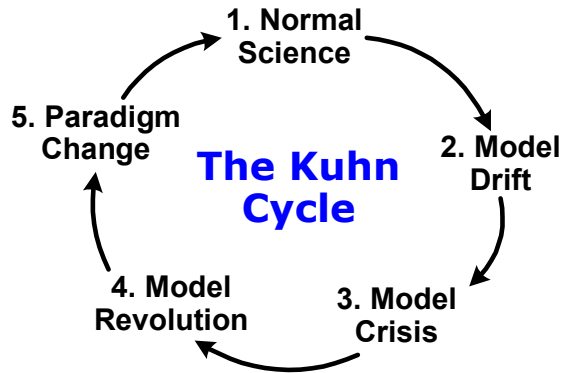
The Paradigm Change phase is where severe change resistance occurs. People find it hard to change core beliefs. As John Kenneth Galbraith explained, "Faced with the choice between changing one's mind and proving that there is no need to do so, almost everybody gets busy on the proof."

But with the passing of enough time, the new paradigm gains the support of the majority and becomes the new **(1) Normal Science.** The cycle then starts all over again, because our knowledge about the world is never complete.

Applying the Kuhn Cycle to the Democratic Model

The fog of history hides more than we will ever know. The Kuhn Cycle allows us to peer through this fog, and see that the science of social system engineering has already passed through several cycles. Today, due to inability to solve the sustainability problem, social system engineering and the government social control models it creates are in the Model Crisis phase of the Kuhn Cycle.

In the current cycle the Normal Science is *liberal representative democracy*. (This discussion will omit the free market and corporate parts of the model for simplicity.) The current model was born in the Model Revolutions of the American and French revolutions of 1776 and 1789. Paradigm Change has taken some time. France wavered between empire, monarchy, and a democratic republic for 75 turbulent years. It has taken 200 some years for the new paradigm to displace the old one.

Today the vast majority of nations have adopted the new model. The lone large holdout, China, is still in the Model Crisis phase of an old paradigm, communism. Incremental progress is being made toward the new paradigm. It will not be long before China finds it and moves into Model Revolution, as Russia already has, and then stumbles its way through Paradigm Change, as Russia is now doing.

As good as the new Normal Science of democracy is, it could be better. The model deals awkwardly with problems like discrimination, crime, and minority interests. It has failed repeatedly with the problems of war, corruption, and economic inequality. And now, for over thirty years it has failed to solve the global environmental sustainability problem, ever since it was identified in 1972 by the *Limits to Growth* project. The result is civilization is facing ecological disaster. *Thus we are now in the Model Crisis stage of the Kuhn Cycle, because the model of government currently in use is unable to solve major problems. It is no longer achieving its goal of running civilization well.*

The democratic model embodies an ambitious promise. In general the model says that if a nation's citizens are allowed to freely elect their leaders, if there are adequate checks and balances on these leaders, and if the lawful rights of citizens are protected, then the political system will behave in the best interests of the people and provide them with the best of all possible worlds, within a reasonable range since complete perfection is impossible. *By comparison to the old paradigms of dictatorship, monarchy, aristocracy, and military empire, the new Normal Science of democracy was at first a radical improvement.* But now, by comparison to what is needed, the model is broken and obsolete. It is in crisis. The present mechanisms of democracy are incapable of solving the difficult problems civilization faces today.

How then can the model be fixed? What will the new paradigm be?

The history of other branches of science holds the clues to how these questions may be answered. *In every case it was the invention of new fundamental principles and tools that allowed a new paradigm to grow on top of the old one, thus evolving the old model into the new one.*

Consider this classic example of a Kuhn Cycle: Not so long ago astronomers were unable to correctly *explain* why the heavens moved the way they did. Nor could astronomers *predict* when a comet would return. For 2,200 years, from the 6th century BC of ancient Greece up until the 16th century, the geocentric model of how the heavenly bodies moved held sway. It could explain and predict some things. But there was so much it could not that it entered the Model Crisis step. Soon Model Revolution began in earnest when Copernicus proposed in 1543 that the Earth and other planets revolved around the sun. After the telescope was invented in 1609 and was used to prove the new model was true, Paradigm Change swept the field and the heliocentric model became new Normal Science, in what has become known as the Copernican Revolution. Today the heliocentric model, Kepler's three laws of planetary motion, and Newton's law of universal gravitation and his three laws of motion form the foundation of all of astronomy.

Notice how the new paradigm grew on top of the old one, by discovery of a series of powerful new principles and tools. The first breakthrough was invention of the heliocentric model. This kept the idea of heavenly bodies moving around a central single body and rejected the rest of the geocentric model. But the new model lay unaccepted for decades, until the critical mass of further inventions necessary for model maturity appeared. These included the telescope, Kepler's three laws of planetary motion, and Newton's law of universal gravitation and his three laws of motion. Once these inventions were applied, the new model's explanatory and predictive power was so much bet-

ter than the old one it became the new paradigm, and another Kuhn Cycle was complete.

This shows that *for an old model to progress to a new one, a number of breakthrough discoveries are required*, enough to achieve a new critical mass of explanatory and predictive power. The previous chapter explored what these discoveries might be. If they can be accelerated, then a field can move from Model Crisis to Model Revolution to Paradigm Change and finally to the new Normal Science in as little as half a generation, though unfortunately it usually takes several.

The Critical Mass Components
of the New Model of Social System Engineering

Like the Copernican Revolution, the new model will evolve from the old one, using a critical mass of newly invented components. Revisiting the previous chapter, here are the five components that appear to be needed:

Component 1 – A System Modeling Tool

The Copernican Revolution ushered in the greatest change the field of astronomy has ever seen, with its radical notion that the sun, and not the earth, was the center of our little nook in the universe. It would help greatly if the first new component is as staggeringly powerful as the one that launched the Copernican Revolution.

As this book and others such as *Limits to Growth* have demonstrated, a new component that may prove to be just as crucial already exists: system dynamics. This tool reveals the structure of social systems just as clearly as the Copernican model showed the true structure of the heavens. There are other modeling tools that will be also necessary, but system dynamics has the advantage of simplicity and emphasis of feedback loops.

However, like the invention of the heliocentric model, system dynamics alone is not enough to achieve the critical mass necessary. More new components are needed.

Component 2 – The Boundaries of Memetics

Another key component of the new model appeared in 1976 in *The Selfish Gene*, a book by Richard Dawkins, a British evolutionary biologist. In the final chapter Dawkins dropped an intellectual bombshell when he wrote the following electrifying words. In so doing he coined a new word that has now entered the Oxford Dictionary: (Italics are his)

"For an understanding of the evolution of modern man, we must begin by throwing out the gene as the sole basis of our ideas on evolution.

"What after all, is so special about genes? The answer is they are replicators. All life evolves by the differential survival of replicating entities. The gene, the DNA molecule, happens to be the replicating entity that prevails on our own planet. There may be others. If there are, provided certain other conditions are met, they will almost inevitably tend to become the basis for an evolutionary process.

"But do we have to go to distant worlds to find other kinds of replicator and other, consequent, kinds of evolution? I think that a new kind of replicator has recently emerged on this very planet. It is staring us in the face. It is still in its infancy, still drifting clumsily about in its primeval soup, but already it is achieving evolutionary change at a rate that leaves the old gene far behind.

"We need a name for the new replicator, a noun that conveys the idea of a unit of cultural transmission, or a unit of *imitation*. 'Mimeme' comes from a suitable Greek root, but I want a monosyllable that sounds a bit like 'gene.' I hope my classicist friends will forgive me if I abbreviate mimeme to *meme*. If it is any consolation, it could alternatively be thought of as being related to 'memory,' or the French word *même*. It should be pronounced to rhyme with 'cream.'

"Examples of memes are tunes, ideas, catch-phrases, clothes fashions, ways of making pots or of building arches. Just as genes propagate themselves in the gene pool by leaping from body to body via sperm and eggs, so memes propagate themselves in the meme pool by leaping from brain to brain via a process which, in the broad sense, can be called imitation. If a scientist hears, or reads about, a good idea, he passes it on to his colleagues and students. He mentions it in his articles and his lectures. If the idea catches on, it can be said to propagate itself, spreading from brain to brain."

A ***meme*** *is a copied mental instruction capable of affecting behavior.* All memes are learned from others, either directly from other people or indirectly through a transmission medium, such as books or television. All words, unless you made one up yourself, are memes. All learned values, such as "trustworthiness is good," are memes. Reading, writing, and arithmetic, because we learned them from others, are gigantic sets of interrelated memes. Thus the entire foundation of all fields of traditional knowledge, such as biology, physics, and mathematics, are memes.

Memes are a concept so intriguing and vitalizing they breath a flurry of insights into any discussion of how social systems work, just as the discovery of gravity did for astronomers. Memes, combined with the three steps of evolution, instantly provide a comprehensive explanatory foundation for all of human learning, culture, and cultural evolution. This is no small feat.

All of culture is memetic, including every last word in a constitution. Thus if we can understand how and why memes serve to drive social control models, we can understand how and why models of government work. Once we understand that, we will be a giant step closer to being able to *proactively* engineer social control models, instead of letting them evolve *reactively*, as we do now.

Without memes we would have been unable to build the Dueling Loops model, because at the heart of the model is the creation and transmission of memes by those seeking supporters.

Memeticists have now had 30 years to mature their field. It has not advanced far, as many who were attracted to it fervently hoped. But the concept of memes has been chewed on so thoroughly that I had no trouble finding numerous interpretations and elaborations that greatly helped me in my work.

The field's boundaries are complete, however, as this definition from the Journal of Memetics shows:

> "**Memetics** is the theoretical and empirical science that studies the replication, spread and evolution of memes. Its core idea is that memes differ in their degree of 'fitness', i.e. adaptation to the socio-cultural environment in which they propagate. Because of natural selection, fitter memes will be more successful in being communicated, 'infecting' a larger number of individuals and/or surviving for a longer time within the population. Memetics tries to understand what characterizes fit memes, and how they affect individuals, organizations, cultures and society at large." [77]

Component 3 – The Fundamental Principles of Memetics

Although the boundaries of memetics are known, the field itself remains immature because its fundamental principles are incomplete. The most important principle of all—that memes behave as evolutionary replicators just as genes do—is well established. The rest remain undiscovered. Because they hold the key to understanding the social side of the human system, and that is arguably more important than the technical side as we have now so suddenly discovered, *the most important frontier in all of science has yet to be explored.*

Only a few intrepid innovators have set foot in this new science. Almost no one has followed them.

The urgent need to find the fundamental principles, once widely known, should serve to attract the first wave of explorers. It is they who will soon provide the foundation for solving the toughest and most important problem our species has ever faced: How can global civilization, which depends on the coordinated behavior of all seven billion of its members, govern itself effectively enough to avoid mass ecocide?

The problem will only be one percent solved once the fundamental principles of memetics are known. The rest, as Thomas Edison knew, is the ninety nine percent perspiration needed to DO something with this knowledge. As far as we can tell, the bulk of the work will center on the next two components.

> ## No Predictions Here
>
> You may be wondering why this chapter has not provided any detail about what a permanent race to the top would look like. We leave that to the futurists.
>
> The important thing is to engineer structural incentives into the system that cause the system's dominant agents to automatically evolve the system toward an optimum future. What that will be exactly, particularly more than one generation from now, no one knows. But with proper analysis and design, we do know that it will be desirable, equitable, and about the best that a species endowed with the ability of hyper-reasoning can achieve.
>
> And it will be sustainable.

Component 4 and 5 – Memetic Calibration Techniques and Fundamental Social Control Model Parts

Both of these areas are nearly completely unexplored. For example, I have yet to run across even the simplest memetic driven simulation model that has been calibrated, though there must be some out there. This includes my own. Calibration takes a lot of expertise, time, and money for the results to be statistically valid. As to whether any fundamental social control model parts exist in system dynamics form, they may.

This review of what it will take to achieve critical mass has been necessarily speculative. More inventions will be needed. Once there are enough for engineers to design solid, flexible, self-managing human systems, we will have the real breakthrough: the ability to proactively engineer large social systems so that the systems achieve their design goals.

This has never been done. All past social control models, including cities, corporations, nations, and political parties, evolved through trial and error and intuition. They were never rigorously engineered. They couldn't be, because the means did not exist.

But once it does, there will be little stopping progressives from:

Making the Race to the Top Permanent

Page 167 lists the ten steps of the System Improvement Process. *To make the race to the top among politicians as permanent as permanent can be, we must successfully execute all ten steps in the process.*

Excluding the first step of Problem Definition, another way to view the System Improvement Process is shown in the table on the next page. HLPs are high leverage points. The System Understanding step finds the root cause of a subproblem (the diagnosis) and the related HLPs (the deep insights needed to create solution elements). Solution Convergence treats the HLPs as high level solution strategies and converges on how to best push on the HLPs, through further analysis, modeling, and experimentation. In Implementation, pushing on the HLPs by scaling up experiments resolves the root cause and the subproblem is solved. All three subproblems must be solved for the complete sustainability problem to be solved.

1. Problem Definition	**The System Improvement Process**		
	A. Change Resistance	**B. Proper Coupling**	**C. Model Drift**
2. System Understanding **ANALYSIS** **WHERE to tap**	- **Root cause** is inherent structural advantage of the race to the bottom among politicians - **High leverage point** is general ability to detect political deception	- **Root causes** are low maturity of property rights and low quality of servant design, plus an unchangeable root cause. - **High leverage point** is motivation for the New Dominant Life Form to be sustainable	- The model of interest is the social control models that nations use to run themselves - **Root cause** of excessive model drift is quality of political decision making is too low - **HLP** is the process of political decision making
3. Solution Convergence **HOW to tap**	- Six solution elements - Works by strengthening an existing feedback loop: **You Can't Fool All of the People All of the Time**	- Ten solution elements - Works by strengthening the **Corporate Benevolence** and **Corporate Cooperation** loops	- Politician decision ratings - Works by providing voters with a missing feedback loop: **Politician Ratings**
4. Implementation	- Need to implement first - Will succeed if steps 2 and 3 are done well	- Best implemented after change resistance is resolved, because after that the system will want to be properly coupled	- Usually last, but do sooner if change resistance is overcome earlier than usual and it will speed up proper coupling

The first step is defining the problem. The remaining nine steps are shown in the *gray box*. Conceptually, we need to start at the upper left, at cell 2A, and work our way toward the lower right. This should not be done sequentially, or it will take too long and lack integration and proper iteration.
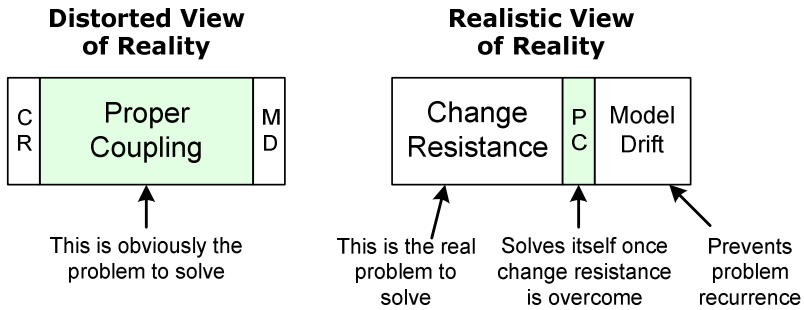
The material in this book and The Proper Coupling Package chapter in *Analytical Activism* (This book has since been replaced by *Common Property Rights.*) allow us to fill in the upper two rows of the gray box. The System Understanding row contains strong, promising hypotheses of the root causes and high leverage points of all three subproblems. It is up to those who take up the challenge presented in this work to prove or disprove these hypotheses, and if disproved, to find the correct root causes and HLPs.

The Solution Convergence row contains well thought out solution elements designed to push on the identified high leverage points. These elements are ready for experimentation. If they prove to resolve the root causes, then with refinement and further experimentation they can be scaled up to solve the three subproblems. The scaling up is where Implementation occurs. Because of a long smooth scaling up via progressively larger experiments, there is no sudden big bang, which too often results in a big bust. Nor is there a wild, intuitive guess as to whether a solution will work. Instead, we have solution elements that are the output of a process that fits the problem, rigorous analysis, and experimentation. Solutions like these are likely to work the first time.

Due to extreme depth of analysis, the root causes and HLPs of all three columns are *generic*. Thus so is their solution. Therefore the solution applies not just to the sustainability problem, but to all problems whose solution would benefit the common good. This is required if we are to achieve the full potential of a permanent race to the top.

This book argues that column one, change resistance, must be executed before it will be possible to implement a solution to the proper coupling subproblem in column two. *Change resistance is thus the real problem to solve.*

But that's not the way the world sees it. Instead, most problem solvers

Distorted View of Reality		**Realistic View of Reality**	
C R	Proper Coupling M D	Change Resistance P C	Model Drift

This is obviously the problem to solve

This is the real problem to solve

Solves itself once change resistance is overcome
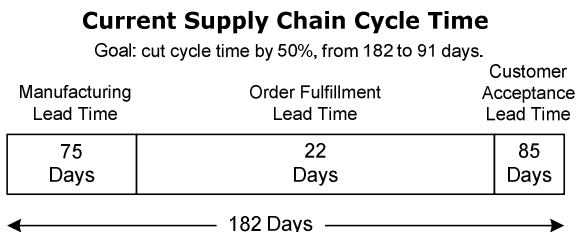
Prevents problem recurrence

have a distorted view of reality, as the diagram below shows.

The distorted view arises from the way most problem solvers approach the sustainability problem. They use common sense and the same methods that work on normal everyday problems. Thus proper coupling is obviously the problem to solve. This mindset makes the change resistance (CR) and model drift (MD) subproblems small or invisible. But a realistic view of reality sees a different picture. Change resistance is big, because it is *the* problem to solve. Proper coupling is small and insignificant, because it will solve itself once change resistance is overcome. Model drift is medium size, because it must be solved to prevent problem recurrence.

All conscious decisions are the based on mental models. The distorted view is an example of a flawed mental model of a problem. This is common. To illustrate how common, below is an actual drawing from a consulting case at the Organizational Learning Center at MIT.[78] A company's managers were having trouble reducing total time from customer order to acceptance. The managers viewed order fulfillment lead time as the biggest delay. It was thus seen as the real problem to solve, even though the managers had data showing otherwise. Their mental model was so distorted that they drew *a scale model* reflecting their erroneous thinking. Take a look at their amazing blooper:

Notice how the order fulfillment block is the biggest. But it should be the smallest! This is the same trap those working on the sustainability problem have fallen into. Once

Current Supply Chain Cycle Time

Goal: cut cycle time by 50%, from 182 to 91 days.

Manufacturing Lead Time	Order Fulfillment Lead Time	Customer Acceptance Lead Time
75 Days	22 Days	85 Days

◄──────────────── 182 Days ────────────────►

their mental models were set, they never changed.

The moral of this story is to be skeptical about everything, particularly your own mental models of the world and the processes you are using to solve problems. This brings us back to the nine process steps in the gray box.

The goal of the System Improvement Process is to make the entire process of solving difficult social problems as efficient, effective, and as fast as possible. If you think your way through the gray box and what each of its cells means, turning back to the process steps on page 167 as needed, you will have a crystal clear vision of how the *complete* process can be executed for the *complete* sustainability problem.

Once you see that, then you may conclude, as I have, that there really is a path forward for progressives to achieve their ultimate goal—permanently.

How Progressives Can Find Their Way Again

This book promised to crack the mystery of why progressives are stymied and how they can find their way again. Here is a look back at how we unraveled that mystery, and a brief look at one way to move forward:

The progressive movement finds itself in the predicament of being blocked from achieving its ideals. This is an eternal paradox, because progressives throughout history have always tried to optimize the human system for the good of all, while the opposition has done just the opposite: optimization of the system for the good of the few. It would seem that that now that democracy is the norm, the system should welcome such unselfish effort. But no. It is the selfish side that is winning. This causes the system as a whole to lose.

The *intermediate cause* of this paradox is systemic change resistance. When change resistance is present a problem is several orders of magnitude more difficult to solve, because vast portions of the system's behavior as an emergent whole must be changed. Most progressive problem solving failures are due to strong and/or system wide change resistance, while most successes are due to the fact that change resistance was weak and/or local. *Few activists can tell the difference*. The result is success on a few problems, failure on the rest, and tremendous frustration.

This frustration should end, now that we know the *root cause* of change resistance is a dominant race to the bottom in a social structure called The Dueling Loops of the Political Powerplace. This provides a satisfying hypothesis for the main reason progressives are stymied. It explains why they are unable to solve their top problems and why corruption is so common, despite repeated efforts at reform. It also shows The Battle for Niche Succession is underway. *Homo sapiens* is losing badly to the New Dominant Life Form, which is the modern corporation and its allies, notably the rich.

This hypothesis demonstrates the critical importance of being able to "see" the structural behavior of social problems, such as the way the models in this book let us see much more clearly how political powerplaces work. *A central message of this book is that until activists can see the social structure of the problems they are attempting to solve, they will be unable to tell the high leverage points from the low leverage ones, and will be unable to solve difficult problems reliably.* Only seeing social structure allows correct diagnosis, and only a correct diagnosis allows the patient to be correctly treated.

For example, only after they could "see" and understand the structure of molecules could chemists reliably solve their problems. The same pattern holds for physicists, astronomers, biologists, doctors, architects, and more. Until they could correctly comprehend the structure of what they were working on, they were blind and groped around in the dark for centuries, often with disastrous results, and always with slow progress.

Progressives tend to be a minority force compared to the status quo. They must push on high leverage points, because they simply do not have the force needed to make pushing on low leverage point work. Therefore a structural analysis with a formal model is required.

This is a bit of work. But once the structure of the fundamental behavior of the problem becomes visible, where the high leverage points are is relatively obvious. *Each high leverage point is a solution strategy.* There are many ways to push on high leverage points, which is the same thing as saying there are many ways to implement a strategy. To illustrate how this can realistically be done, this book presented seven solution elements: Freedom from Falsehood, the Truth Test, Truth Ratings, Corruption Ratings, No Servant Secrets, the Sustainability Index and Decision Ratings. These are only educational examples, however. Much further analysis, experimentation and iteration remains.

Progressive philosophy was carefully defined as a comprehensive rationale and value set whose goal is optimizing the human system for the common good of all and their descendents. Thus progressives are humanists. *Therefore, if the Dueling Loops exist, then progressives may not realize it, but their central strategy is the high road of winning the race to the top.*

This has been their strategy all along. The only thing that has changed is it now has a name.

Notice, for example, how virtuous politicians hesitate to resort to *ad hominem* attacks as an election draws near, while their degenerate opponents go on the attack early and often. Notice how progressive writers and think tanks stick to the truth, while those serving the New Dominant Life Form mix

fallacies with fact routinely. And so on. These behavior traits are the consequence of relying on race to the top or bottom strategies.

The Dueling Loops also explain why one side is so dependent on a dogmatic ideology, while the other side has no dogma and is more of a flexible philosophy. Pursuit of the truth allows a loose, multifaceted approach based on an evolving, constantly challenged philosophy. But reliance on falsehood requires a tight, dogmatic, centralized managerial approach, both to manufacture the lies and market them. The aggressive, well orchestrated marketing of these lies requires those peddling them to dogmatically stay "on message," and thus appear to be more consistent and hence more true. This prevents the web in "Oh what dangerous webs we weave, when we practice to deceive" from unraveling.

All this leads to how progressives can find their way again:

Step 1 – *Progressives need to verify the Dueling Loops exist, and then agree that their top solution strategy needs to be making the race to the top go dominant.* Or if the Dueling Loops do not exist, then they need to find the real root cause of the paradox and develop an alternate solution strategy. Either way, the strategy becomes their explicit new goal.

Step 2 – The second step follows logically. *The only reliable way to achieve a difficult goal is to develop a plan and then implement the plan.* In this case the best way to do this is to adopt a process that fits the problem, just as scientists and business managers do. A *strategic process* that fits the problem is Analytical Activism, which is the use of the Analytical Method to achieve activist objectives. However, any process that fits the problem would do.

The **Analytical Method** is a nine step generic process combining the power of the Scientific Method with the use of formal process to solve any type of problem. Step two requires selection of a *tactical process* fitting your particular problem. An example of one that fits most difficult activist problems is the System Improvement

The Analytical Method

1. Identify the problem to solve.
2. Choose an appropriate process.
   3. Use the process to hypothesize analysis or solution elements.
   4. Design an experiment(s) to test the hypothesis.
   5. Perform the experiment(s).
   6. Accept, reject, or modify the hypothesis.
   7. Repeat steps 3, 4, 5, and 6 until the hypothesis is accepted.
8. Implement the solution.
9. Continuously improve the process as opportunities arise.

Process, due to its ability to handle difficult social problems, especially those where change resistance is high.

How to apply these processes to activist problems is described at length in the larger companion to this book: *Common Property Rights: A Process Driven Approach to Solving the Complete Sustainability Problem.* This gives a thorough introduction to solving difficult activist problems using the most efficient and effective methods available. The book practices **Analytical Activism,** which is a problem solving approach allowing activists to base their key decisions on sound reasoning and facts, instead of intuition and optimism.

Step 3 – Let's assume the Dueling Loops exist. The third step, once the second step is well underway and begins to succeed, is to *raise the bar and make the goal a permanent race to the top*. This becomes the core of the next generation model of democracy. Until permanent dominance of the race to the top loop is achieved, progressives will find themselves struggling to solve a never ending series of waves of activist problems, due to the cyclic nature of the Dueling Loops.

What would a permanent race to the top look like? What will happen when politicians are in a permanent state of constructively competing to see who can do the best job of optimizing the human system for the common good of all and their descendents? Will they employ Decision Ratings to radically improve the output of political systems or will they find something even better? What will a global society with no corruption and no control by special interests be like? Where will this extraordinary mode change take civilization over the next few centuries?

No one knows, because the race to the top has never stayed dominant for long. But we do know that compared to its predecessor models of ruthless dictatorship, oppressive monarchy, let-them-eat-cake aristocracy, and destructive military empire, the present model of democracy is an improvement by an order of magnitude over the old ones.

The next model will make just as large a leap.