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Collecting, Framing, Negotiating, and Connecting in Times of a GLocal[1] "Problematique"[2].

A HOLISTIC APPROACH TO COPE WITH GLOBAL CHALLENGES[3]

Heiner Benking
Independent Journalist and Scholar, Council of Global Issues, Tagore-Einstein-Council,
Positive Nett-Works e.V. – Open-Forum, Germany

Reynaldo Treviño Cisneros
Institute of 21st Century Agoras
Strategic Planner, Instituto Nacional de Estadística y Geografía in Aguascalientes, Mexico

Bethania Arango Hisijara
National Institute for Statistics and Geography, Communication Strategies Ibero-American Forum (FISEC), Mexico

Introduction

We dare to tackle big questions in this article. What are we "Collecting, Framing, Negotiating, and Connecting"? How and what do we frame and negotiate? If we can overlay and connect issues, patterns, fields, how can we identify root causes and actions and avoid "data islands or silos" of parallel, uncoordinated and often contradicting efforts?

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1 GLocal: a neologism describing the linkages of effects across scales. One source was calling the dimension magnitudes: micro-meso-macro cosmos. The Scientific Director of the Global Change exhibition, Dr. Manfred Lange called this "depth" of a "possibility" space "GLocal" in early 1990. See Wikipedia http://en.wikipedia.org/wiki/Glocalization#History_of_the_concept and Pointers to possibilities: Ekistics, Dymaxion World and Eco-Cube, http://kairos.laetusinpraesens.org/lifedisx_1_h_8

2 The „Global Problematique" and „Predicament of Mankind" or the central titles of the original reports leading to the formation of the Club of Rome in the late 60ies. This article refers to this early work originated by Erich Jantsch, Hasan Oezbekhan, Alexander Christakis. We recommend the interviews with Christakis by the author in Europe's World: Learnings and Vistas based on revisiting 40 years "Global Problematique" - summing up 40 years "Predicament of Mankind" (Club of Rome early report), look-outs, and new forms of structured dialog and deliberation / decision cultures in an Interview with Alexander Christakis, and The Predicament of the Individual, Communities, and Humankind in the 21st Century - Deliberations about Structured Dialogic Design, Systems Thinking, Policy-Making, Multi-track Diplomacy, Empowerment and the Wisdom of the People.

3 The authors have been aware of the Millennium Project since the mid 90ies and have independently considered the "15 Global Challenges to Humanity" http://millennium-project.org/millennium/challenges.html as an ideal collection to which to apply the Structured Dialogic Design Process (SDDP), presented here and developed further by the 21st Century Agora Institute. In APPENDIX A we provide more details about the Millennium Project, the Global Futures Intelligence System - GFIS the Union of International Associations - UIA and their Yearbooks and Encyclopedia, the MDGs and more. Have a look.

We live in times of "Big Data", but also "Big Noise and Confusion" and so the central issues around positions, perspectives, values, frames, scales, and orientations tend to be neglected. Let us sum up by keeping Margeaux in mind: Not only data, but even values, are meaningless when out of context.
Please take note: This contribution is based on taking on a very broad and birds-eye perspective, something we called a "Cognitive Panorama"; a viewpoint across cultures and mindsets, times, cultures and spaces. This was published in depth in the International Encyclopedia of Systems and Cybernetics[4] and elsewhere, and has been presented at the **Ecological Theology and Environmental Ethics** – ECOTHEE conference at the Orthodox Academy of Crete in June, 2008 under the title: "***Missing Context and Orientations in Modern Times - Outlining the Problématique of the Human Predicament and sharing Commons in a global Embodied Covenant".***

In the subtitle for the session we underlined that we not only collect, frame, negotiate, and connect words, but meanings in their context. In this way we have to deal not only with words or "dots", but any kind of Signs, Models, Repositories, Spaces, and Minds[5/6]. By the way, this is the original subtitle of the SAPREJ-12 session: ***Explorations into individual, socio-cultural collaborative and co-creative, and collective approaches towards tackling Grand Challenges***.

We are addressing a daunting task and challenge:

"Multi-track, multi-level, multi-sector deliberations, diplomacy and peace-making".

Please note: This paper is a record of a collaborative process which received a mayor impulse at the International SDDP Facilitators Training School[7] at the Future Worlds Center (FWC) in Nicosia in 2011, and this needs to be considered a preparatory session of at that time forthcoming symposium of The Hellenic Society for Systemic Studies (HSSS). Alexander Christakis urged us "to connect the dots". Yiannis Laouris added that even that is not enough, so he asked for a connection of the minds to better understand individual and collective reasoning and capacity building. This again provided an extra "impulse" for the author, as he since long introduced the positionality and perspectivity of views, "minds", paradigms and how they relate. This includes some concern about bridging the "incompatible" and "intangible" or the "odds" "along and across scales", wondering about the frames of references, the broader context and how this can be communicated and considered in our thinking and reasoning.

In July 2012 the 8th National & International HSSS Conference 2012[8] took place in Thessaloniki and with our virtual co-presenters at this SAPREJ-12 Conference at the OAC: Alexander Christakis, Yiannis Laouris, and

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4 See Cognitive Panorama, International Encyclopedia of Systems and Cybernetics http://benking.de/systems/encyclopedia/newterms/#_Toc87362164. At this point we only want to make aware of the dimensions, scales, width and broadness of the approach we are taking here and refer to the recent workshop by the International Society for Knowledge Organization (ISKO) and the paper on Formal Ontologies (Herre, H., Benking, H. 2013)

5 This paper includes a constructive/critical review of Reynaldo Trevino Cisneros new publication introduced below and "Imagining Future Urban Challenges - Imagining Canada's Future 2030" by Peter Jones, OCAD. See the slides presented at the OAC and for example check later the multi-cultural applications as presented by Paul Hayes about the AIO/AMO exercises since 2004 and the work of the other SDDP practitioners presented below. Including a featured special highlight (APPENDIX C) of this synopsis of our session in Crete was presented as a "HOLISTIC APPROACH TO COPE WITH THE MILLENNIUM PROJECT 15 GLOBAL CHALLENGES" outlining the "STRATEGIC ARTICULATION OF ACTIONS TO COPE WITH THE HUGE CHALLENGES OF OUR WORLD TODAY". See A SOCIAL SYSTEM APPROACH TO GLOBAL PROBLEMS by the Institute of 21st Century Agoras, Monograph Series No 1, https://www.createspace.com/3977896

6 For documentation and to include some visuals as unfortunately a video documentary is not available I urge you to check out PowerPoint slides as presented at the OAC in Crete at the SAPREJ-2012: http://de.slideshare.net/benking/connecting-dotsspaces as pictures can tell more than 10.000 words – see infographics roots: http://benking.de/infographics/

7 3rd International Facilitators Training School for the (SDD) Process took place in Nicosia, Cyprus between the 25th and 27th of July 2011. http://futureworlds.eu/wiki/3rd_International_SDDP_Facilitators_Training_School

Maria Kakoulaki, with special mention and many thanks. I am very grateful because she agreed at the last minute to jump in as moderator and introduced the topic in the lecture room in Kolympari as the author could attend only as a virtual conference participant.

The session provided an overview of the work from colleagues in Canada, Mexico, USA, Japan… Impossible to mention details, we have instead made available the slideshow[9] of the video conference. In view of the limited space available for this contributions we can only mention the paper of Alexander Christakis: "A MODEL DISCOVERD IS SUPERIOR TO A MODEL DELIVERED", and of Peter Jones, Yiannis Laouris, Jacqueline Wasilewski and Paul Hays, with their outstanding and avant-garde implementations of the structured dialogic design method in international projects over many years.

It is obvious that this paper is not another Structured Dialogic Design Process description. There are abundant books and conferences which have introduced the method over years. We therefore propose to visit the website of the Institute of 21st Century Agoras and check some links, get some books or see some videos.

Let us revisit now the above mentioned papers at the HSSS with the same main title:: ***Democracy in [R]evolution:*** and Alexander Christakis and Maria Kakoulaki's subtitle: ***"Why & How We the People Ought to Connect the Dots …" - Strategic Thinking and Interactive Systemic Practicing*** explaining: b*y connecting of the dots…" we mean the consensual "connection" of people's mental models, i.e., opinions, knowledge, understandings, wisdom and vision for the future,..,*"[10] and Yiannis Laouris' subtitle: ***"Why & How We the People Ought to Connect our Minds, Stakeholders' Strategic Perspective with Systemic Tools"*** *explaining how to develop "new concepts, scientific systemic tools and powerful social-media-based software capable of tackling contemporary multi-dimensional strategic complex problems"* and further down: *"Connecting our minds… will require new tools, which will enable the definition of shared problématique, as well as solution spaces through exploration and processing of diverse contributions and opinions regarding importance or influence relationships between statements. The new tools aim to support stakeholders to exploit their collective wisdom and reach consensus even when they are in large numbers".*

We can also resort here to an incredible source of practice and experience assembled in this Global Agoras group or around the GLOBAL AGORA sessions and SIS groups in Asilomar, or the IFSR Global Agora sessions in Fuschl. We are also documenting some of these steps on the 21st Century Agora website[11] and can build upon it for our purposes here. Please check the World Futures Center in Cyprus, and meetings in Asilomar and Fuschl sessions over the years. As an "appetizer"[12] this collaborative scripting of the boundary spanning narrative might be a point of departure for further study.

In this paper we can unfortunately only highlight a very small section of the work being done during the last 40 years and have to refer to the websites and long version of this paper in the internet.

See for example also the multi-cultural applications already done since 2004 in the Pacific region doing "Northeast Asia Boundary-spanning Dialog Approaches" (BDA) under the umbrella of the International Christian University based in Japan[13]. This "Boundary-Spanning Dialogue" made possible by an "Indigenous Leaders Interactive System" (ILIS) uses the same technology as the SDDP mentioned above and was

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8 8th. National & International HSSS Conference 2012, 5-7 July, 2012, see: Democracy in [R]evolution: Why & How We the People Ought to Connect our Minds - Stakeholders' Strategic Perspective with Systemic Tools by Dr. Yiannis Laouris, Cyprus Neuroscience and Technology Institute, and "Why & How We the People Ought to Connect the Dots …" http://www.2012.hsss.eu/1006_2/Keynote-Addresses

9 Please see a collection of 100+ PowerPoint slides for further details, maps, images and links for further study: http://benking.de/futures/connecting-dots&spaces.pdf

10 Contribution "Why & How We the People Ought to Connect the Dots …", Strategic Thinking and Interactive Systemic Practicing, by Alexander N. Christakis & Maria Kakoulaki, http://www.2012.hsss.eu/1006_2/Keynote-Addresses

11 21stCenturyAgora.org – see for example the Asilomar or Fuschl proceedings: http://ifsr.ocg.at/world/files/fu2004_proceedings_v1.0.pdf

12 http://redesignresearch.com/docs/Scripting_Collaborative_Narrative--Flanagan-2008.pdf

13 Boundary-spanning dialogue for the 21st-century agoras, Alexander N. Christakis, Sabrina Brahms, http://onlinelibrary.wiley.com/doi/10.1002/sres.508/abstract

developed by teams of Native Americans and later Maori tribes over nearly 30 years. So we are talking here about some expertise in multi-lingual, multi-cultural applications which included local and virtual meeting elements. Such pilot projects are milestones to tackle ultra sensitive cultural and historic issues and conflicts and help to explore different value systems, meaning and concepts. To give an example: the meaning of contrasting conceptions of "Harmony" in China and Japan. The procedure, outcomes and follow-up is published for example by the AIO in "The Ambassador" Newsletter[14].

To outline the stage we have to include the above projects and build further on them to address the modern challenges like the use of heterogeneous sources, stakeholders being on and off-line in synchronous and asynchronous settings, and address issues along and across[15] scales, sectors, resorts and cultures! Not a trivial task as you see the international community is struggling since more than 100 years to find organizational and structural approaches to the "Problématique". See the time-line laid out below in the Appendixes.

So let's get on with the tasks and challenges ahead of us. We need to go back now again to ongoing projects to structure issues, to do Root-Cause-Mappings and try to tackle issues where you cannot get all the stakeholders at any one time into one room. Such "Problématiques" more and more surface and so we need to look into pragmatic steps, widely scattered but maybe useful on the way, points of departure and reasons of failure.

Another arena of advanced international exercises in the direction we are targeting in this paper is the broad range of applications by the Future World Center (FWC) run by Yiannis Laouris (mentioned and introduced above) and the work of Peter Jones in Toronto with his "Imagining Canada's Future 2030"[16], as covered to some extent in the slide presentation from this event, and highlighting the project in Mexico by Reynaldo Treviño Cisneros and Bethania Arango Hisijara in **APPENDIX C**:

*"**STRATEGIC ARTICULATION OF ACTIONS TO COPE WITH THE HUGE CHALLENGES OF OUR WORLD TODAY**".*[17]

Summing Up

[14] AIO-AMBASSADOR Newsletter http://open-forum.de/dialog/interview-Christakis-LaDonna-Harris-p4-5-Summer%202005.pdf

[15] Access and Assimilation: Pivotal Environmental Information Challenges - Linking, Archiving, and Exploiting Multi-Lingual and Multi-Scale Environmental Information Repositories, Geo-Journal March 1992
http://benking.de/ceptualinstitute/access-assimilation.html
http://link.springer.com/article/10.1007%2FBF02629811

[16] Peter Jones, Shaping Tomorrow and Imaging Canada's Future 2030, see slide presentation:
http://benking.de/futures/Presentations-Benking-OAC-GYC-etc.pdf

[17] See footnote 5 and Appendix C

What we endeavour here in the texts and appendixes is to look at the "meta-level", onto the infrastructure and superstructure[18] of the "Problématique".

The approach used by Christakis and his colleagues is designed to check for the deeper meaning, the deep drivers and hidden agendas. I fully resonate with the SDDP approach because only by looking into influences we might be able to go deeper and not only establish "root causes" and also come into a mindset of questioning and even changing one's own reasoning and knowing. One key contribution can be seen in what John Warfield, a colleague of Christakis, called "groupthink" and "clanthink"[19]. The work of this group around Information Management (IM) between the 70ies and 90ies is immense. I invite to check these terms and approaches mentioned in the International Encyclopedia of Systems and Cybernetics: "overspecialisation", "undercomplex", "oversimplistic"...[20]. These phenomena can be understood as "natural" omnipresent human limitation and evolutionary survival factors, but definitely we cannot afford and they are not appropriate for modern, non-point, and vague cultural and technological problem areas we encounter increasing today, as predicted and described by Oezbekahn already in 1968. See also recent research on "unrealistic optimism"[21]. We are confronted here with "quick-fix" attitudes which ignore processes and effects and in particular the long view, any big picture approach, and the resulting effects such bad decisions have for groups, nations, and all living things[22].

It is obvious that Humanity is at the crossroad in danger of following what is technologically feasible but not appropriate. We collect and follow intransparent/opaque "indicators" or "signals" which are "interpreted" and selected on a statistical basis and might look awkward in living contexts. It seems indicated to have algorithms screen volumes of data, but how to understand and interpret outcomes and put them into perspectives? It is fashionable to consider "swarm intelligence" that cheers numbers but eliminates the single impulse and decision, but is this wise? Isn't that only a "lemmings' intelligence"? Not as earlier understood that lemmings all die on purpose and have no alternative, all hopping down the cliff like suicides. But they are robust and many survive, and find solutions the hard way definitely including lots of suffering and hardship. Is this the only solution?

Another blind spot is seen in that our dualistic, nominalistic reasoning is only considering one position, one perspective, the eye of the ego, even when we know that we are "image and model making animals" (adapted from UNESCO) and can live "excentric positionalities" (Hellmuth Plessner) and communicate and keep in mind "Me, You, They and Others and their Position, Perspectives, and Models without need to agree on any single "right" view[23].

One aspect of the described SDDP deliberation process seems to me most appealing. People can not only change their minds individually but also in group sessions, making use of a very central effect or phenomenon

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[18] See: International Council for Science, The Committee on Data for Science and Technology (CODATA) 2005, http://www.icsu.org/what-we-do/interdisciplinary-bodies/codata Maps and Models, SuperSigns and SuperStructures ICSU CODATA MIST 2005 http://benking.de/systems/codata/CODATA-MIST2005.htm , and maybe also Granularity, Topicality, and Generalization of Information, Reflections about maps and models, orienting generalizations and their possible pragmatic and ethical implications and challenges.

[19] WARFIELD, John N.: Underconceptualization. Systemica, Amsterdam, 1 (6/8) 1989a
WARFIELD, John N.: Groupthink, clanthink, spreadthink and linkthink. George Mason Univ., Fairfax, VA, 1993

[20] Please consult the International Encyclopedia of Systems and Cybernetics, mentioned before and for the educational aspects early aspects to come to a trans-disciplinary research agenda with reference to Nathan Keyfitz in the OAC - ECOTHEE publication mentioned above.

[21] http://bps-research-digest.blogspot.de/2011/12/brain-basis-of-unrealistic-optimism.html

[22] Are humans not cultured enough so they can look into inflictions of suffering? There is for example a science called Panetics http://en.wikipedia.org/wiki/Ralph_Siu, which looks into amount of suffering short- and long-term, severe and light suffering, so that alternative causes can be compared, and the invisible long range and qualitative factors can be considered as well. Nowadays after states looking into Human Happiness indicators, these old Eastern concerns of the dukkha and sukha – Suffering and Happiness. http://www.amazon.de/Panetics-Dukkha-Integrated-Infliction-Suffering/dp/1884437028

[23] Positions and Identities in Global Contexts: Awareness of Self and Others, with me, you, we, they and "others" models. Club of Budapest Members Meeting at UNESCO Headquarters, Paris 1997, http://benking.de/cob-paris.html

of Erroneous Priorities Effect (EPE)[24]. Simply put, when you vote for priorities instead of voting for influences, you have diametrically different outcomes, as scientifically demonstrated as a "spreadthink group pathology" by Kevin Dye. This has great influences on "evolutionary learning" and reconciliation.

This paper key author was personally very concerned when working to develop the "GLOBAL CHANGE – Challenges for Science and Politics" exhibition for the German Chancellery when policy advisers in 1988/90 were searching for the "Top 5" Problems, or the Top 5 Goals or Solutions. In short: Linear, Hierarchical, Nominalistic... thinking and reasoning. Where is the progress we expected 20 years ago?, and which points of departure prevented us to make a difference in our approaches?

Problems are connected, vicious, hidden and such "quick-fixes" to the GRAND CHALLENGES might be misleading, as the root causes remain hidden. This can also be seen in the efforts to identify syndromes[25]. A clear indication of unscientific "searching in the dark", trend-extrapolation: without any questioning of scales, proportions, consequences, dynamics and feedbacks. It is indicative that we have after 30 years a discussion about tipping points, but the "Leverage Points"[26] outlined by Donella Meadows have not been taken up; we discuss footprints, but ignore our handprints and mindprints[27].

At this point we can only maintain that human cultural expressions, presentations and artefacts go far beyond words, and we need to consider all signs and senses and learn to apply also maps and models, schemas and performative expressions, as certain issues are between and beyond "words and lines". A short reference to George Lakoff "Whose Freedom?" and the "Spectrum of Meaning", Models Theory, and NeoPragmatism by Herbert Stachowiak will help to follow that tangent.

We are presently working on "Collaborative Positive Futures Creation"[28] an Open Workspace where we looked back nearly 50 years, when MANKIND 2000[29] was founded in 1964 by James Wellesley-Wesley and many others, also people mentioned in this article, like Oezbekhan, Jungk, Galtung…, and celebrated 30 years of the World Futures Studies Federation, and start a collection of old and new efforts needed for Futures Creation.

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[24] Erroneous Priorities Effect Dye, K. (1999). Dye's law of requisite evolution of observations, in Christakis, A.N. and Bausch, K. (Eds.): How People Harness their Collective Wisdom and Power, Information Age Publishing, Greenwich, CT, pp. 166–169.

[25] Syndromes of Global Change: The First Panoramic View, Science for Policy Making, Matthias K.B. Lüdeke*, Gerhard Petschel-Held, and Hans-Joachim Schellnhuber, AIA - Ecological Perspectives for Science and Society, Volume 13, Number 1, 1 January 2004, pp. 42-49(8), oekom

[26] http://en.wikipedia.org/wiki/Twelve_leverage_points

[27] www.mindprint.tv

[28] Here you find a growing space for collaborative approaches in Futures Creation. Many contributors of the session at SAPREJ-12 have been also involved in this exercise for the World Futures Studies Federation Conference (WFSF) 40 years celebrations and symposium. See http://benking.de/futures/WorkshopSpace1-Outline-Backgroundmaterial-Rules-PDF.pdf and http://www.newciv.org/nl/newslog.php/_v396/___show_article/_a000396-000237.htm

[29] http://www.m2000.org see also Appendix B and "the Problem with the Problems" and Problems on their own" WALL STREET JOURNAL http://online.wsj.com/article/SB10001424127887323717004578158742420230924.html

APPENDIX A

The authors have been aware of the Millennium Project since the mid-90ies and have independently considered the "15 Global Challenges to Humanity" http://millennium-project.org/millennium/challenges.html as an ideal collection to which to apply the Structured Dialogic Design Process (SDDP), presented here and developed further by the 21st Century Agora Institute. As the report by Treviño Cisneros and Arango Hisijara was only available in Spanish, this session introduced the forthcoming expanded translation into English and included the then about to be announced "Global Futures Intelligence System" (GFIS). http://millennium-project.org/millennium/GFIS.html and see: http://www.wilsoncenter.org/event/launch-the-global-futures-intelligence-system-and-the-2012-state-the-future-report

The Millennium Project collected 10,000 pages of futures research and 1,300 pages of methods. The Union of International Organisations (UIA) later produced two Volumes of an International Encyclopedia of World Problems and Human Potential, and a recent 3rd Volume on Actions, Options, Strategies (see **APPENDIX B:** The Problem with Problems), and conducted pilot projects over years to relate alternative measures and actions. Now in times of Big Data" projects like the Future ICT http://www.futurict.eu/ are about to get launched to collect even more data (being even called BIG DATA – BIG SCIENCE in the announcements). As the International Agenda is a central concern here, we should also look into the Millennium Development Goals (MDGs) and now for the next decade, the Sustainable Development Goals (SDG's). It is obvious that such Goals should be addressed in a comprehensive and concerted way. Addressing health, education, security, justice, production, technology… policies in isolation is obviously doomed to failure. We recommend here the work of Anthony Judge on Inter-sectoral Strategic Dilemma[30], tabled with the United Nations University before Rio 1992 and the work of the FWC in Nicosia, exploring options to address the Teach MDG's[31] in workshops with young Eastern European participants, or most outstanding in my view is the CARDIAC[32] project on research strategies for the European Commission.

What we are presenting here is one pilot project to connect issues based on the original work of Oezbekhan and others and feel that focus should be given to connecting, synthesising and transcending instead of only applying automated, quantitative processes because number-crunching capacities allow processing volumes of data.

APPENDIX B

Tackling 100 years the "problem with the problems" - The Problématique today and an excursion into the "PROBLEM WITH PROBLEMS" over the years.

We are confronted with a tough evolutionary problem. When confronted with overwhelming dynamics and complexity humans have developed a survival strategy of being "unrealistic optimists"[33] - they simply ignore anything beyond direct experience and touch, anything on another time-scale, anything on different levels, granularities, abstraction planes, anything they consider endangering.
But as Doxiadis has shown, we can create maps and models. He could develop an Ekistic Grid to show how issues cross scale platforms, connecting patterns and issues in time and space. And this is how we came to our present title: Connecting Dots and Spaces. The philosopher Hans Jonas requested in his Principle Responsibility to address "Ethics to be considered in Future with Space and Time Horizons".

See below excerpts[34] from the Yearbooks and the Encyclopedia of World Problems and Human Potential of the Union of International Associations UIA: "While the difficulties and dangers of problems tend to increase at a geometric rate, the

[30] Inter-sectoral Strategic Dilemmas of Sustainable Development, prepared for the Rio de Janeiro Inter-Sectoral Dialogue 1992 and presented at various Preparatory Commissions in the year before http://kairos.laetusinpraesens.org/a11aa_et

[31] Teach MDG's: http://www.teachmdgs.net

[32] Coordination Action in R&D in Accessible and Assistive ICT FP7-Coordination Action – CARDIAC- http://www.cardiac-eu.org http://www.academia.edu/2888022/Technology_Transfer_Road-map_for_WP1

[33] See footnote 21

knowledge and manpower qualified to deal with those problems tend to increase at an arithmetical rate."[35] ... *"Social institutions face growing difficulties as a result of an ever increasing complexity which arises directly and indirectly from the development and assimilation of technology. Many of the most serious conflicts facing mankind result from the interaction of social, economic, technological, political and psychological forces and can no longer be solved by fractional approaches from individual disciplines."* (Bellagio Declaration on Planning. In: Erich Jantsch (Ed) Perspectives on Planning. Paris, OECD, 1969).

8. Institutional difficulties in identifying problems

The "Bertrand Report", a recent major internal review of the difficulties afflicting the United Nations system. Maurice Bertrand. Some Reflections on Reform of the UN. Geneva, UN Joint Inspection Unit, JIU/REP/85/9 notes: *"In short, it is the sectoralized, decentralized and fragmented structures of the System that are the reason for its failure to adapt to the solution of development problems."* (para 104) *"The countries concerned need a World Organization capable of facilitating syntheses, organizing co-ordination, helping to find long-term financial arrangements, and granting many-sided aid to solve the most urgent problems. What the United Nations System offers them is a series of divergent and contradictory recommendations, some 30 bodies whose action has to be coordinated with that of some 20 sources of bilateral aid, but it does not help them to solve their medium and long-term financial problems."* (para 106).

"In other words, since the Organization here is confronting the essential mission it should fulfil, we have to ask ourselves whether it is properly equipped to do so; whether the results obtained so far are satisfactory or negligible; and whether the Organization really does possess the organs capable of reflecting upon and identifying the problems and the framework of negotiations which the modern world needs. The replies to these questions are inevitably negative; the machinery of negotiation is not easily identifiable and separable from the rest of the activities under the various sectoral programmes and does not constitute a coherent system. The results achieved relate only to a few limited fields and do not represent solid progress in the direction of changing world consensus. This situation has its political reasons, which are well known, but they do not explain everything. Actually, it is the structure of negotiations offered by the World Organization that is ill-adapted to solving the problems of the modern world." (107-8).

"They call for considerable preliminary efforts to identify the problems which are susceptible to negotiation before any negotiations can begin. This work of identification is complex, and it comes up against difficulties of a cultural, technical, ideological and semantic kind; it can often only be concluded when a preliminary agreement is beginning to take shape on a given concept; so that it is no longer surprising that it implies attempt after attempt at formulation, often clumsily done, and that it is a source of endless talk. Negotiation among 160 parties presents specific technical difficulties other than those of the size of the meeting chamber or the organization of simultaneous interpretation. It involves the definition of interest groups whose composition and dimensions vary according to the subjects dealt with, and the method of representation of these groups."(para 109)

9. Absence of consensus concerning problem priorities
http://www.un-intelligible.org/projects/problems/11sign1.php

APPENDIX C:

STRATEGIC ARTICULATION OF ACTIONS TO COPE WITH THE HUGE CHALLENGES OF OUR WORLD TODAY[36].

Since the creation of the Club of Rome around 1970, the need for a holistic conceptualization of the world problématique and of strategies to overcome in a collective yet systematic way the challenges this

[34] See Significance: Acknowledgement of the universe of problems - World Problems Project http://www.un-intelligible.org/projects/problems/11sign1.php see WSJ footnote 28

[35] Yehezkel Dror. Prolegomenon to policy sciences, AAAS symposium, Boston, 1969, See also the Club of Rome Report CAPACITY TO GOVERN and 6 recommendation presented at the UN Climate Summit 1995. Co-authors Anthony Judge and Heiner Benking. http://www.benking.de/Global-Change/governance.html

[36] See footnote 5 and this Institute of 21st Century Agoras Monograph Series No 1, https://www.createspace.com/3977896 and the 21stCenturyAgora.org website.

problématique presents to humankind, took form in the minds, first of scientists and planners, and later of many people who thought that our planet Earth could be considered a web of intrinsically interrelated facts all along its pattern of evolution.

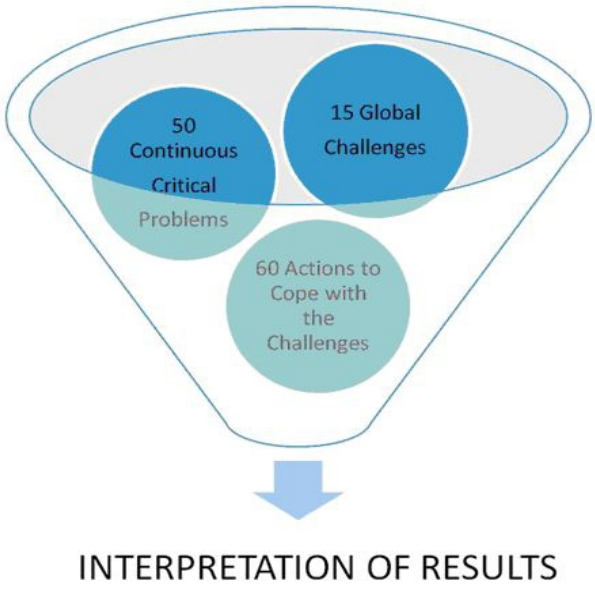
Were those facts totally separate from each other? Were they connected in such a way that anything occurring in one corner of the planet exerted a measurable influence over the rest of facts involved in ulterior states of its evolution? Could there be a fact, or a group of facts, influencing the Earth to enter into irreversible action, and bring it to an unstable and degrading form of existence? Are we humans responsible for installing on Earth facts contributing to harmony or to wreckage? Thinking of today global conditions, which of the consequences would be the most likely to occur? How can we become responsible for Earth's sustainability as a whole?

These questions hit from time to time the minds and hearts of social leaders and society members, especially if they have connected themselves to cooperate with many others to change whatever states of affairs have been perceived, understood or judged as wrong, bad, or unfair to actual and future generations.

A trial to collect the best answers to those questions for the benefit of Earth as a whole emerges as a newly-born imperative. We are now demanding impartial, honest and applicable answers generated by an ever increasing number of human communities that can finally make a difference in re-directing Earth's evolution to its most harmonious path of development.

MAIN METHODOLOGICAL IMPUTS

- The Millennium Project 15 Global Challenges as identified in 2010, by the big group of international collaborators guided by Jerome Glenn, Theodore Gordon and Elizabeth Florescu, after a large Delphi process that began in 1996.
- The 49 Continuous Critical Problems presented in 1970, in the paper by Hasan Ozbekhan "The Predicament of Humankind", to the Board of Members of the Club of Rome, which in our opinion still are valid in our present global context.
- The Structured Dialogic Design methodology and software, both created by Alexander Christakis, based on the methodology of Interactive Management by John Warfield and Alexander Christakis himself, to cope with highly complex problems in a democratic decisions environment.



See also the PowerPoint slides and the recent English translation of the expanded original study.

Beside the presentation slides available in the internet from this SAPREJ-2012 session pls. see also below the contribution: REFLECTIONS AROUND A PLAUSIBLE GLOBAL STRATEGY TO HARMONIZE OUR PLANET EVOLUTIONARY PROCESS by Reynaldo Treviño Cisneros, Aguascalientes, Ags., January 31, 2013.

In Strategic Articulation of Actions to Cope with the Huge Challenges of Our World Today, Bethania Arango Hisijara and Reynaldo Treviño Cisneros invite people from different walks of life in the world to reflect as follows:

The analogy of the Web (Earth) as an intricate Tangle of threads of different diameters and longitudinal sizes preventing the use of its components as a highly functional configuration (with fluid interactions) leads us to think that we need to dismantle or loosen certain knots, to untie the threads, classify them, order them, and arrange them in order to make possible to weave them in a new configuration usable by the whole of the Web in its evolutionary process. The demand of a process of harmonization between the subsystems and between the Web and its environment becomes predominant. Its main effect should be the global ecological balance and, consequently, the survival of the Web.
A list of the subsystems here implied could be the following: ecological, political, socio-demographic, economic, physical-chemical, biological, psychic, ethical and juridical-legal. They can be influential in areas of justice management, religion, communication, techno-science, and culture. Subsystems are permanently interdependent and interacting through flows of matter, energy, information, knowledge, emotions, behaviours and values.

Besides, all the subsystems through their own interactions at different paces might incorporate some factors into the Web, whose random combination could produce determinate effects in certain stages of its evolution. No factor alone might be the cause of a global challenge, i.e., none might become a necessary and sufficient cause to produce complex effects of the nature and intensity of the global challenges. The random combination of sets of factors is responsible for raising continuous critical problems to the rank of global challenges. Sometimes, the continuous critical problems are bonded together and produce bottlenecks and vicious cycles that are constituents of the global challenges. There is the need to try to produce, through strategy, diverse combinations of factors that might dissolve bottlenecks and investigate factors that are capable of eliminating vicious cycles in the subsystems and in the Web.

It is a huge endeavour. The methodology employed by Reynaldo and Bethania is reproducible in its fundamental procedures. However, it might be enriched through a structured dialogic process, which fosters boundary-spanning processes and encourages collective intelligence, intra, multi and trans-discipline perspectives, and the emergence of progressive and more embracing insights.

The design of a Global Strategy cannot remain inside the established frontiers given in this research. New design efforts should go beyond these results and give free play to uncountable questions such as the

- "motivational why",
- the "transformational what for", and most importantly to
- the "how, where, for whom, with whom, in spite of what obstacles, with which resources,
- what are the departing points, what resources might be added in intermediate stages, what indicators and detection systems might be employed to evaluate and ponder progress and possible achievements,
- what sub-products or collateral effects emerge,
- what values are shared all along the implementation process,
- how often the monitoring is required and, also,
- what emergent properties might become usable to improve, accelerate or decelerate according to new necessities, or possibly, to change the route after the learning obtained.

One cannot conclude that a Strategy of the dimensions here articulated will be deployed without the contributions of additional systems for detecting errors and deviations. Many actual events (Fukushima and other nuclear plants in the world, the civil war in Libya, Haiti and the scourging poverty of its inhabitants) call us to continue reflecting over the Web itself and our interventions in it. The price of not doing this, is the increased burdens we levy on future generations, and possibly the irreversible decline of the Web.
Nevertheless, the possibility of a suitable Global Strategy raises the hopes of mankind for new ways to reach the harmonization of subsystems with the Web, and the harmonization of the Web with its environment and in its evolutionary process.

For further details please check: Institute of Theology and Ecology of the OAC: SAPREJ 2012 (PDF) Institute for 21st Century Agoras 21stCenturyAgora.org Open Forum Council on Global Issues
Reynaldo Treviño rtrevino8522@yahoo.com.mx Heiner Benking heiner@benking.de