



formerly World Federalist Assn.

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Servant Leadership

by John Ewbank

Throughout history, military necessity has led to an authoritarian style of leadership apt for motivating soldiers to face the rigors of battle. This same style is prevalent today in many large businesses and government bureaucracies. While effective, it is neither efficient, humane, nor is it without ethical dilemmas for those involved. The idea is to win: whether money or a more dominant position.

Also throughout history, another style of leadership has been taught and practiced. Mark's gospel reports that Jesus called the twelve and said, "If anyone wants to be first, he must be the very last, and the servant of all." Muhammad put it this way, "...a leader of the people is their servant." The best known contemporary advocate for this collaborative style of leadership is Robert K. Greenleaf, a business management consultant who wrote many books about "servant leadership." Greenleaf's books and essays are now a part of the training of business management students in many universities worldwide. His style of management is taught from a pragmatic standpoint, because it generally enhances the bottom line.

The growing fear of world government – evident in western society's retreat from the concept, which had been so popular as WWII came to a close – is a consequence of our instinctive hostility to authoritarian domination. In no small measure that hostility has advanced as our own government has become less collaborative and its policies increasingly dictated by moneyed interests and the requirements of a military busy in pursuit of world domination. To defuse this understandable hostility, realistic World Federalists should recognize that our message needs to (pg. 3 →)

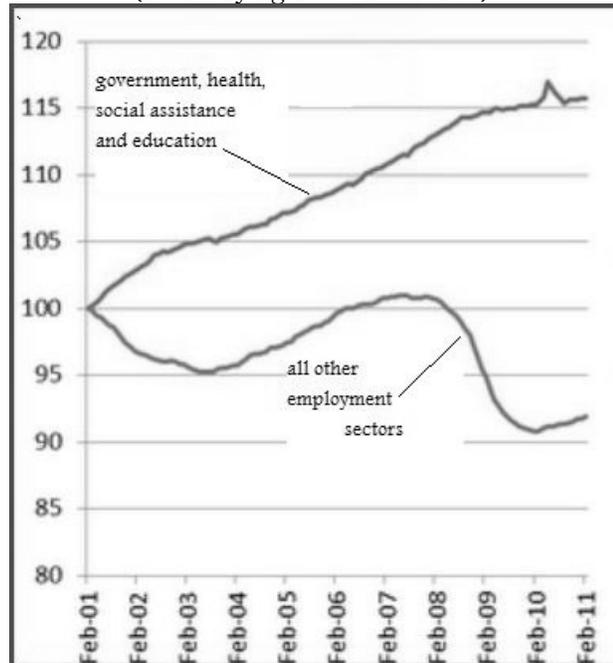
Special Report

Unstable Global Financial Relationships... - is a "Global Solution" the alternative to disaster ? -

As the chart below demonstrates at a glance, the oft-repeated mantra that business is the engine of jobs growth has had no relationship to the situation in the US over the past decade. Instead, business employment has contracted in a way unprecedented since the great depression, while employment in public services, health, and education has done all the growing. Since these services are largely funded by taxes, while the business sector provides the lion's share of tax revenue, the result is an unsustainable financial squeeze. The EU and Japan have similar problems. This newsletter examines some of the issues.

The article beginning below examines how the global economy has changed the industrial map of the world... to the point that historic relationships are now under severe strain and tectonic financial shifts are beginning to happen as a result. An article on the currently unfolding EU crisis begins on page four. Finally, check-out page five for an analysis of the asymmetric benefits of neo-liberal global capitalism, and how US zeal to impose on the world what we perceived to be good for us is beginning to look like a lesson in "be careful what you wish for!"

US Employment 2001-2011
(February figures - 2001=100)



source: Bureau of Labor Statistics

Will the "Global Economy" submit to Global Regulation?

World trade today operates on an economic playing field where labor cost bottom fishing and regulatory arbitrage are the norm. This was not the case as recently as the mid '80s when the Reagan administration used and adjusted tariff policy to counteract foreign mercantilism and non-tariff barriers. Properly implemented, tariff policy can also support fair domestic wage rates and protect industries with high regulatory or environmental burdens from being driven out of business by cheap imports from nations lacking responsible regulations.

The "conventional wisdom" holds that protected industries become fat and lazy price gougers. Free trade, on the other hand, supposedly benefits all nations by spreading industrial development around the world, bringing the benefit of cash wages to third world populations who can then become consumers of goods that globalization has made cheap enough for them to afford. Thus an upward global spiral of prosperity "will raise all boats", and in fact something like that (pg. 2 →)



Will the "Global Economy" submit to Global Regulation?

(continued from pg. 1)

...crisis might be to agitate for a reform of the WTO. What we would be looking for is a set of WTO rules with the objective of keeping every country within a reasonable range of import/export equilibrium.

Up to this point one of the chief objectives of the WTO has been to encourage lower tariffs, together with national commitments to "bind" those tariffs so once they are lowered they can't be raised up again. But when some country begins running an unsustainable chronic trade deficit, common sense tells us that temporary adjustments to that inflexible tariff landscape are needed. Tariffs are actually the oldest, simplest, most flexible, and most directly expeditious way to regulate trade. Of course, what we are talking about is regulating trade to prevent destabilizing imbalances. Even though this is a simple idea, it has never been considered because tariffs have always been associated with colonial era mercantilism – the manipulation of a country's trading relationships by its government to serve that country's narrow interests. Here we are turning that association on its head, proposing to use tariffs to protect the interests of the global community at large while also protecting innocent working and middle class populations from unemployment and financial punishment.

This simple expedient is not going to be popular on Wall Street because doing away with imposed austerity will make punitive loan rates, privatizations, and related asset liquidations far less likely. Wall Street profits from hedging and

currency speculation would also be sharply reduced. Rules promoting trade equilibrium may also be opposed by countries currently pouring exports into the US consumer market, because such imposed national tariff adjustments would temporarily make their exports less affordable here. Offsetting those negatives, the Armageddon of a \$ panic will be averted, so countries holding our IOUs will be protected and central bankers and governments that otherwise might be urged to participate in a bailout of unprecedented proportions will be able to relax.

While we are at it, logic tells us that if tariff adjustments can be used as tools to promote trade equilibrium among nations, there is no reason why those same tools can't also be applied to promote policy objectives relating to factors that give (pg. 7 →)

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(continued from pg. 1)

...emphasize servant leadership as the sine qua non of any prospective supra-national federation we might advocate.

Merely spreading the message that we advocate servant leadership as a governing style is no guarantee we will be understood, or even tolerated. For example, in 1943 the House Un-American Activities Committee accused the officers of the Peace Now Movement of sedition because at a peace rally at Carnegie Hall it had distributed a flier suggesting that the world "choose a global president." This flier suggested Albert Schweitzer, Jawaharal Nehru, and a U. S. Supreme Court Justice as possible Global President Candidates. Luckily for "Peace Now," US Attorney General Francis Biddle defended them. In a press release he clarified that among the freedoms of a democracy is the freedom to advocate the selection of a Global President. We have to admire Biddle's integrity, while wondering what our current Attorney General would do if Congress issued a similar indictment against a peace group?

For those of us moved to emulate the "Peace Now Movement's" initiative, let's imagine a method for choosing global servant leaders today; how would we go about it? Instead of power politics as usual, I would suggest selection by "Competitive Ratification Contests." The first step in any such contest would be to bring forth a roster of qualified candidates. We might imagine a sequence of contests: for delegates to the global constitutional convention; for members of the global parliament (assuming the global constitution specified a parliamentary type of government); for a global president (assuming a government with a directly elected executive); or for other offices as required by the prospective constitution. The key feature of the proposed ratification contests: in order to become a candidate for nomination, an aspiring person would first have to pass an examination of his understanding of the principles of servant leadership, and a personal evaluation of his suitability to be a servant leader. Perhaps this might be analogous to the ancient Chinese examination for Mandarins, where one part of the test was to compose an original poem on an assigned topic.

Those passing the examination would then have to win the endorsement of their local town or county governing board. This step would tie the global government to a constituency of local governments, establishing home rule close to home as the fundamental level of support. Then, after some specified number of local jurisdictions in a province had recommended candidates, the provincial assembly would choose one candidate from among the locally chosen ones. Instead of involving the national legislature in the next step, I suggest going directly to a direct global election choosing among those nominated at the provincial level.

The idea here is that national governments will continue to be concerned with and influential in world affairs, regardless, while provincial governments will feel more connected to the global picture having nominated the pool of people from which those who will manage global affairs for all of humanity will be chosen. With each of the three traditional levels of government empowered to some degree: local, provincial and national, we have the essential ingredients for home rule globally. Fundamentally this means that local issues will be dealt with locally, provincial ones at the provincial level, national issues nationally, and global issues prospectively will be handled by servant leaders at the global level. □
