

智庫文化

《紐約時報》暢銷書《2000年大趨勢》作家

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2010

大趨勢

(上)

自覺資本主義的興起

MEGATRENDS

2010

THE RISE OF CONSCIOUS CAPITALISM

徐愛婷 譯

Advance Praise for *Megatrends 2010*:

“A new ethic is arising in the business world, a perspective based on consciousness, spirit, and responsibility to the earth and all its creatures. If we are to survive and flourish, this approach is not optional but mandatory. *Megatrends 2010: The Rise of Conscious Capitalism* is an inspiring blueprint for this transformation. Whether you run a corporation or a household, this book should be required reading.”

—Larry Dossey, M.D., author, *The Extraordinary Healing Power of Ordinary Things, Reinventing Medicine, and Healing Words*

“We’ve come a long way since Adam Smith spoke of the amoral ‘invisible hand’ in the late eighteenth century. In this fast-paced book, Patricia Aburdene describes the new, sophisticated, and morally rich influences that shape successful businesses over 230 years later. It’s a great read!”

—Joan Bavarian, CEO, Trillium Asset Management

“In *Megatrends 2010*, Patricia Aburdene puts a mirror to the heart of business and concludes that the spirit of the people will drive performance and shareholder value. We’ve experienced this reality in creativity, dedication and double-digit annual results. At REDKEN 5th Avenue NYC, we continue to develop a high-performing team through every person performing every job function. *Megatrends 2010* is a must-read.”

—Patrick T. Parenty, Senior Vice President, L’Oreal USA,
General Manager REDKEN 5th Avenue NYC

“Today’s best companies succeed by balancing the needs of all their stakeholders—not just shareholders. This book effectively highlights that trend and offers compelling evidence for the business case for corporate responsibility and conscious capitalism through integrity, transparency and good corporate governance.”

—Michael Mitchell, Director Corporate Communications and Investor Relations, Chiquita Brands International, Inc.

“Right on the mark. Patricia Aburdene weaves together seemingly disparate themes and builds the case that they are all part of a whole, all ingredients in the rise of conscious capitalism. And she’s right. A sea-change is underway in how the world works, and this is good news for all of us. Read it, enjoy it, and feel uplifted by it.”

—Amy Domini, Founder, CEO, Domini Social Investments

“The way we work together can change business and, even more importantly, the world. This book is inspiring because it communicates the powerful connection between our spirit and the work we do.”

—Eileen Fisher, Founder and CEO, Eileen Fisher Inc.

“When IBM’s Watson spoke the words ‘Put your heart in your business and your business in your heart,’ little did he know that Patricia Aburdene would seek out and spotlight those companies that live the creed and profit from it. In *Megatrends 2010* she proves the unmistakable connection between the collective heart of a high-performing team and the individual heart of the employee who feels important, informed, and included. Read this fascinating book for yourself; read it for your business.”

—Ann J. Mincey, Vice President Global Communications,
REDKEN 5th Avenue NYC—a division of L’Oreal USA

“*Megatrends 2010* filled me with insights about how we conduct business today and inspired me to rethink my own brand of leadership. From meditating CEOs to the financial benefits of ‘doing the right thing,’ Patricia Aburdene serves up the trends transforming business—and shows you how to capitalize on them! This book is a winner.”

—Deborah Wahl Meyer, Vice President, Lexus Marketing,
Toyota Motor Corporation

“*Megatrends 2010* confirms the idea of a paradigm shift from matter-based science to a consciousness-based science, and also the idea of a subtle evolution of consciousness that is under way. Believe it! In the mean time, God bless you Patricia Aburdene for your work. This is a must-read for all optimists.”

—Amit Goswami, author, *The Self-Aware Universe*,
Physics of the Soul, and *The Quantum Doctor*

“In the concept of ‘conscious capitalism,’ the author elegantly frames the argument that we are no longer in the one-dimensional corporate world where shareholder concerns always reign supreme. Success is not only measured through a shareholders lens, but also on behalf of a wider stakeholder constituency where, increasingly, ‘values’ play a role. If you care about a more sensitive capitalism, this book is a must-read.”

—Robert Glassman, Cofounder, Wainwright Bank

“*Megatrends 2010: The Rise of Conscious Capitalism* brilliantly articulates something I’ve always felt but couldn’t prove: spiritual values such as integrity and trust translate into healthy profits. *Megatrends 2010* provides incontrovertible proof that doing good and giving back pays off for everyone. This book is thrilling.”

—Christiane Northrup, M.D., author, *Mother-Daughter Wisdom*

“I’ve long believed corporate responsibility is simply good business. *Megatrends 2010* explains why that’s true and hits on key trends like the importance of individuals in corporate transformation and the growing power of socially responsible investing. If you want the ‘Big Picture’ on the changes rocking business, this book is for you.”

—Dave Stangis, Director, Corporate Responsibility, Intel Corporation

Preface

I come to the study of Conscious Capitalism as a trend tracker. My number one bestseller, *Megatrends 2000* (William Morrow, 1990), co-authored with John Naisbitt, predicted the prosperous, networked, technology-driven era of the 1990s. Today, however, we live in more perplexing times. In *Megatrends 2010*, I will describe the social, economic—and spiritual—trends transforming free enterprise in this tumultuous decade. But before we begin, I'd like to tell you a little about myself.

I am a capitalist and a spiritual seeker. Every weekday, I dwell in each of these very different worlds. Early in the morning I light a candle and journal with my favorite fountain pen. Then I usually meditate. Before settling down at the iMac, I observe one final ritual, switching on the business-oriented cable station, CNBC. From the sublime to the ridiculous, I suppose, but on July 16, 2002, CNBC finally covers the story I've waited 15 years to watch:

The public denouncement of Gordon Gekko.

Gekko is of course the character Michael Douglas plays in the 1987 film *Wall Street*. The arrogant dealmaker who stands up there at the shareholders meeting in his expensive suit and slicked back hair and shamelessly preaches the capitalist doctrine of the era. "Greed is good. Greed is right. Greed works," Gekko proclaims. "Greed clarifies, cuts through and captures the essence of the evolutionary spirit . . . Greed, you mark my words, will not only save Teldar Paper, but that other malfunctioning corporation called the U.S.A."

Over the years, as we all know, Gekko spawned numerous executive offspring. Except that as I watch CNBC, in the belly of the worst bear market since the Great Depression, the cost of greed is in our collective faces. Trillions of dollars in shareholder wealth have vanished into thin air. The markets are jittery and many look to the man who has come to symbolize the

true glory of free enterprise to restore calm. Today he speaks before Congress on the dire financial consequences of Gordon Gekko's favorite vice.

For me this is no ordinary day, no routine testimony. I've spent a decade searching for the facts and figures, the stories and examples to illustrate what I hold as economic and spiritual truth: that transcendent values like Trust and Integrity literally *translate* into revenue, profits and prosperity. As you might well imagine, finding Spirit in capitalism has not been exactly easy.

But now the puzzle piece that has eluded me—the formal admission of the intolerable cost of greed—is rolling across my TV screen, uttered by none other than Federal Reserve Chairman Alan Greenspan.

"An infectious greed seemed to grip much of our business community," he says, which "perversely created incentives to artificially inflate reported earnings in order to keep stock prices high and rising."

Fraud and falsification, says Greenspan—inspired by greed, one might add—"are highly destructive to free-market capitalism and, more broadly, to the underpinnings of our society."

Exactly. Not only has greed already cost us plenty, it keeps would-be investors and their money on the sidelines.

"Our market system depends critically on trust," says Greenspan, as I sit on the edge of my sofa glued to his every word, "Trust in the word of our colleagues and trust in the word of those with whom we do business."

Alan Greenspan, the official voice of capitalism, is connecting the dots, linking, in the most explicit terms I've heard yet, the virtue of Trust and prosperity on the one hand, and the vice of greed and economic self-destruction on the other.

The prime factor predicting whether a company will be honest or not, he adds, is the character of its CEO. "If a CEO countenances managing reported earnings, that attitude will drive the entire accounting regime of the firm. If he or she instead insists on an objective representation of a company's business dealings, that standard will govern recordkeeping and due diligence."

With Greenspan's words, the illusion that greed is beneficial to society is officially shattered and the truth rings out loud and clear. Greed *destroys* wealth. Trust and Integrity, by contrast, foster prosperity.

Gordon Gekko is, at long last, history.

Thank you, Mr. Greenspan, for ringing the opening bell, so to speak, on the age of Conscious Capitalism. Because now out of the ashes of crisis, corruption and public distrust, a grassroots movement to revitalize the ethics and Spirit of free enterprise is gaining momentum and attracting millions. In *Megatrends 2010*, you will meet the investors, activists, CEOs and consumers whose courage and commitment are building a new world where money and morals thrive side by side.

Introduction

In *Megatrends*, published in 1982, John Naisbitt and I talked about the birth of the Information Economy. For millennia, the West's developed economies had been based on agriculture. That was how people made their living. Then came the Industrial Revolution. Sometime in the 1960s or 1970s, we argued, another, more subtle upheaval occurred: More and more people held jobs in which they created, processed or manipulated information.

By 1982, the Information Economy was up and running, but it was still a controversial idea. "Information?" some folks scoffed. "There can't possibly be any economic value in *that*." But by the 1990s, the Information Economy had blossomed into the age of high technology, now a trillion-dollar industry.

Today we are on the brink of another extraordinary revolution. The Information Age is already over and an exciting new epoch is taking its place.

Remember, the key point is this: When wealth is derived from a *new* source—say information rather than industry—a new economic era is born. In time, people's jobs reflect that new activity. That said, consider the following:

It is often argued that the soul of a technology-driven economy is *continuous* innovation. No successful enterprise can pat itself on the back for last year's software, for example, then sit around until customers demand a better product. Corporations must lead the market by initiating change.

But the same is true whether you're a tech firm, a consumer-products company or a public relations agency: Creativity and innovation are the name of the game.

Medical tech device maker Medtronic, for example, invented pacemakers in 1957. Today, for each new product launched, the company is working on *four generations* of upgrades. That steady stream of innovation has translated into more than 20 percent a year in earnings growth for over a decade.

How do corporations achieve the challenging but lucrative goal of continuous innovation? The short answer, the *only* answer, is through the genius inherent in human consciousness.

In fact, there can be no invention in business or technology *without* human consciousness.

What is consciousness? I use the term in the spiritual sense, to mean presence or alertness—the awareness of awareness, the willingness to observe without attachment, the gleam of Spirit that animates humanity.

When an engineering whiz is patiently contemplating a complex problem, submerged for hours on end, he or she is living in the Now, dwelling in the realm of consciousness. Consciousness, the prime ingredient in creativity, represents a higher intelligence than the mind. When consciousness guides our mental facilities, the result can be brilliant.

Technology is consciousness externalized.

We've reached the point in economic history where human consciousness—the capacity for quiet, detached observation—is the raw material of innovation and, ultimately, of corporate money making. We will return to that point often in these pages. Consciousness is now as valuable to business as mundane assets like capital, energy or even technology. And the best way to cultivate consciousness is through techniques like meditation. As you will see in chapter six, that's exactly what many companies are up to.

To those who claim high tech is dead and that computers have become replacement industry (like refrigerators), I would reply: One highly conscious individual can—and will—create the “killer app” (a software application that's so popular and universal, like word processing or email, that it drives hardware sales) that will launch a \$100 billion industry.

Welcome to the New Economy of Consciousness.

Charting the “Inner” Dimensions of Change

Megatrends 2010 chronicles the social, economic and spiritual trends transforming capitalism into a new, more wholistic version of itself.

What is a megatrend? It is a large, over-arching direction that shapes our lives for a decade or more. Like the megatrends books I co-authored in the past: *Megatrends 2000*, *Megatrends for Women* (Villard, 1992), *Re-inventing the*

Corporation (Warner, 1985) and *Megatrends* (Warner, 1982) on which I served as John Naisbitt's collaborator, this book is full of the facts, figures and vivid examples that *quantify* social change. But *Megatrends 2010* takes it one step further—it depicts the *internal* dimension of change.

Because the inner world of ideals and belief shapes our actions.

Let me tell you what I mean.

The search for morals and meaning at work, as well as the desire to experience the peace and purpose of the Sacred in the stressful world of business, are “inner” truths, alive in the hearts of millions of people. These internal realities profoundly influence people's behavior—like the choice to invest in a corporation that embraces higher social, environmental and ethical standards than its peers; the decision to work only for a company that honors your soulful, creative instincts; or the pledge to shop only at retailers who refuse to traffic in “sweatshop” labor.

These inner truths are our values—and they play a crucial role in change.

How does transformation happen? In *Re-inventing the Corporation*, John Naisbitt and I suggested a formula that I think is especially useful today. Social transformation, we wrote, “occurs only when there is a confluence of changing values and economic necessity.”

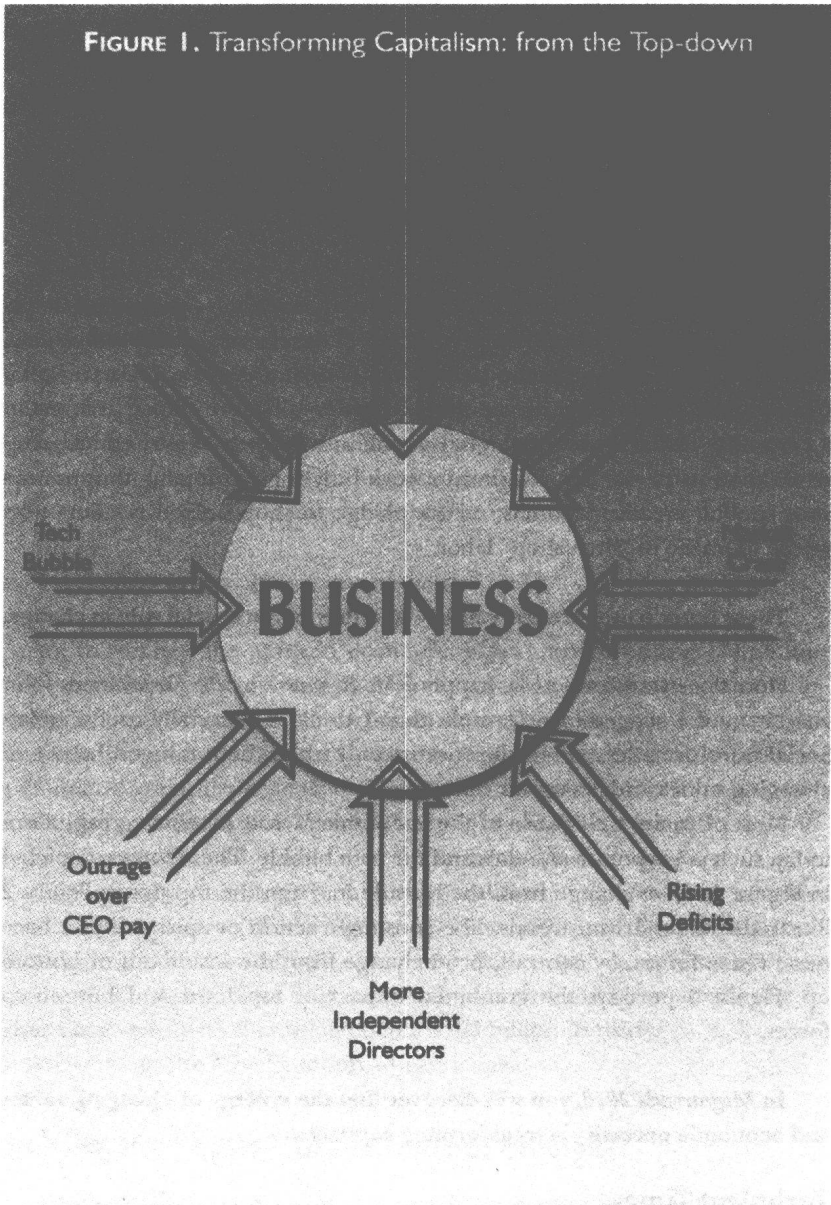
Most of us are well aware of the economic factors pressuring capitalism today, such as corporate scandals and the tech bubble. These forces, depicted in Figure 1, drive change from the outside in, from the top down. Figure 2 illustrates values-driven trends, like consumer action or spirituality in business. These forces, by contrast, prod change from the inside out or bottom up. Figure 3 portrays the combined impact of top-down and bottom-up forces.

In *Megatrends 2010*, you will discover that the synergy of changing values and economic necessity is transforming capitalism.

Turbulent Times

Business has yet to recover from the jolting events of recent history: recession, the market crash and corporate accounting scandals. Yet we now face new challenges—growing deficits, soaring energy and healthcare costs,

FIGURE 1. Transforming Capitalism: from the Top-down



Economic Necessity → Transformation of Capitalism

Transformation of Capitalism
→ Changing Values

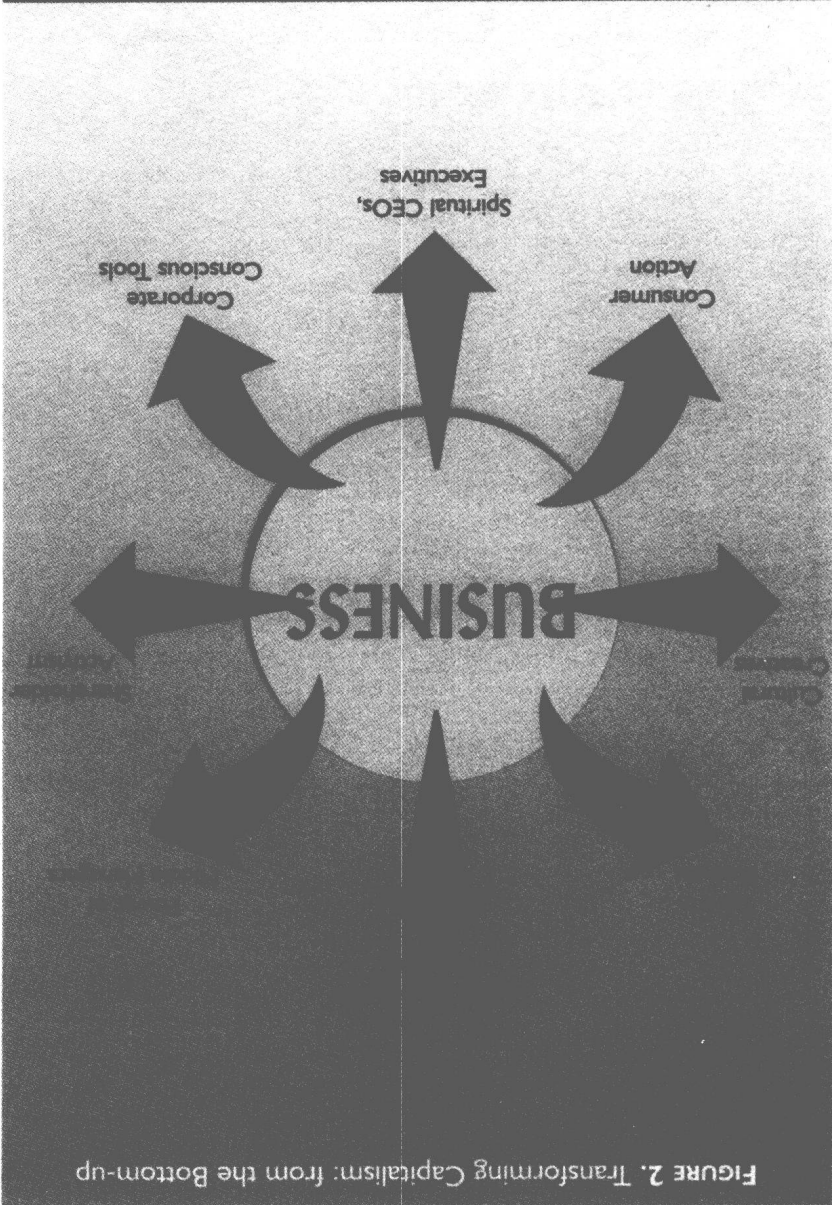


FIGURE 2. Transforming Capitalism: from the Bottom-up

FIGURE 3. Transforming Capitalism:
from the Top-down and Bottom-up

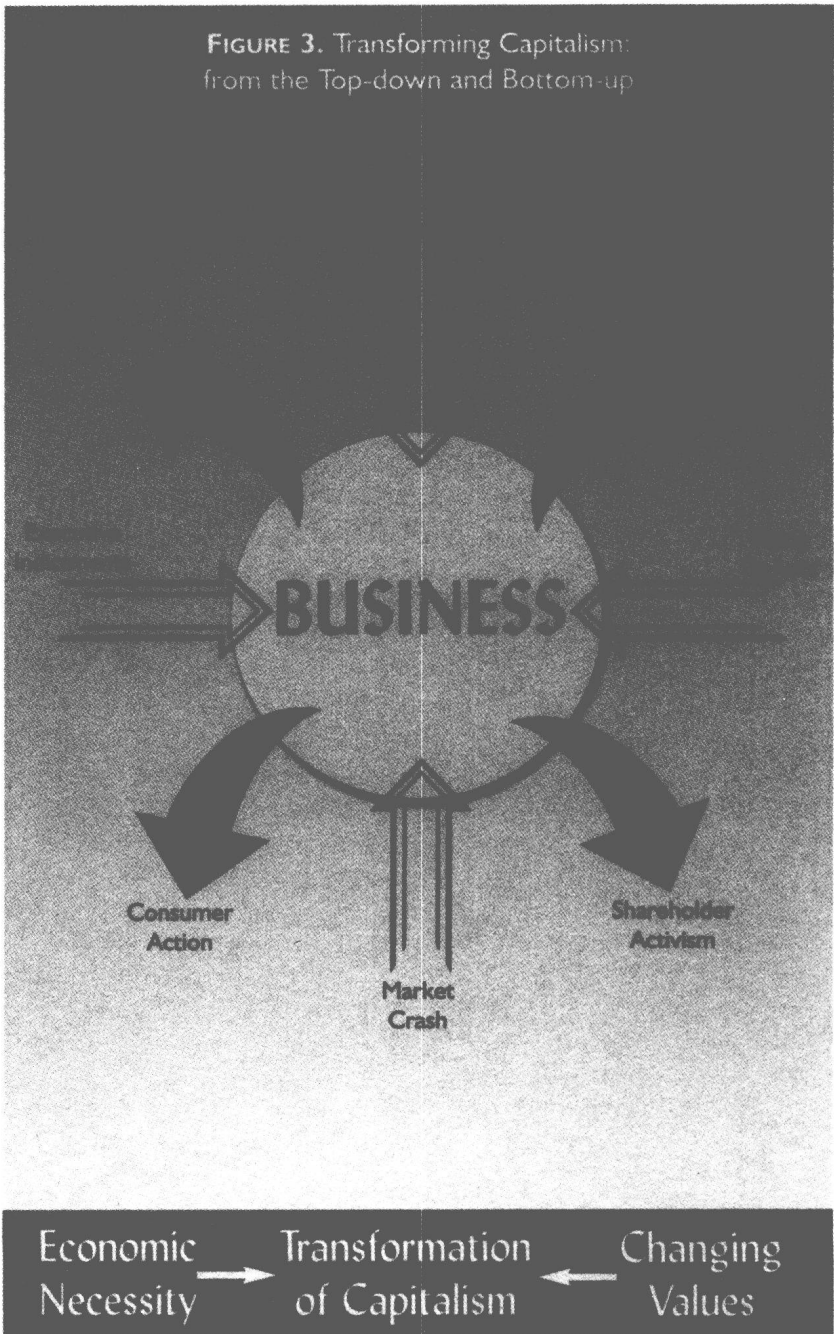
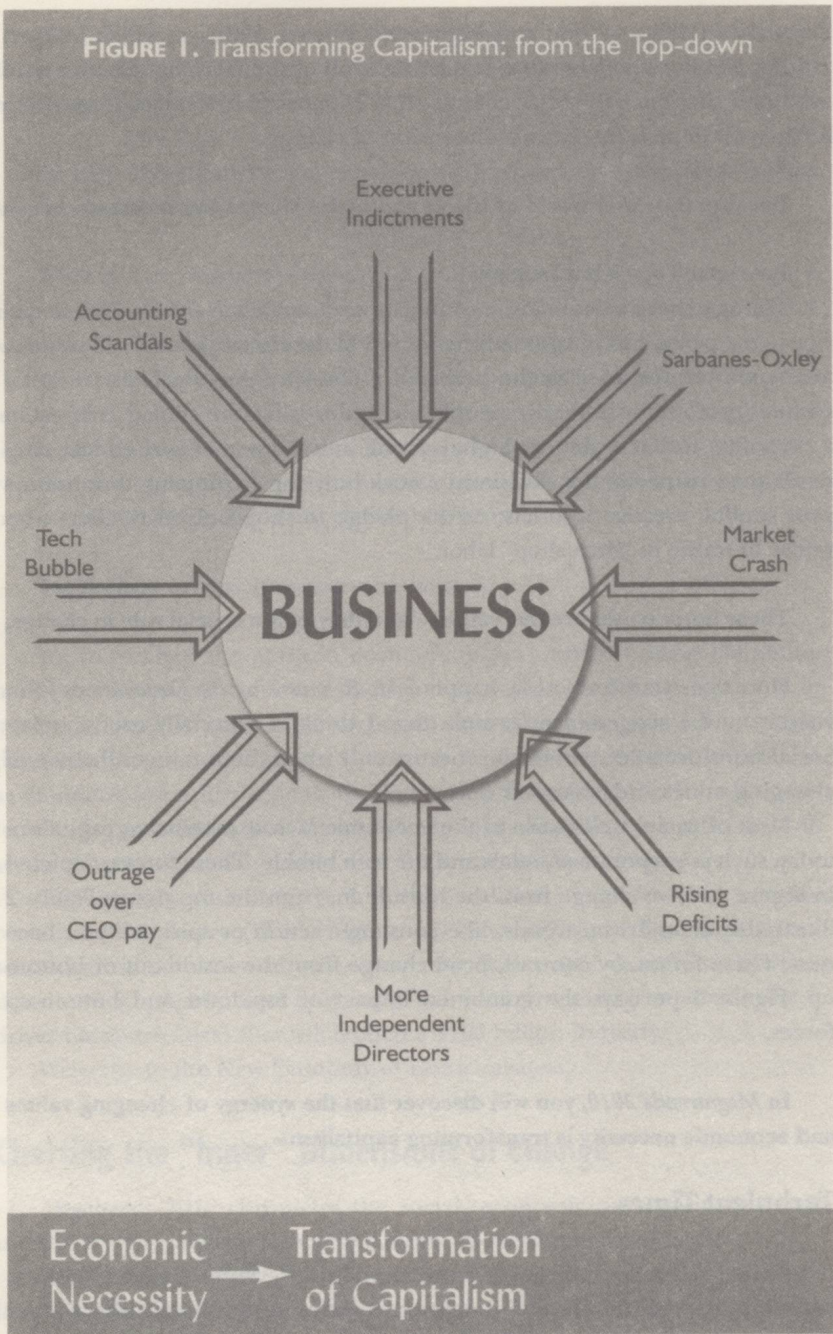


FIGURE 1. Transforming Capitalism: from the Top-down



Transformation of Capitalism
→ Changing Values

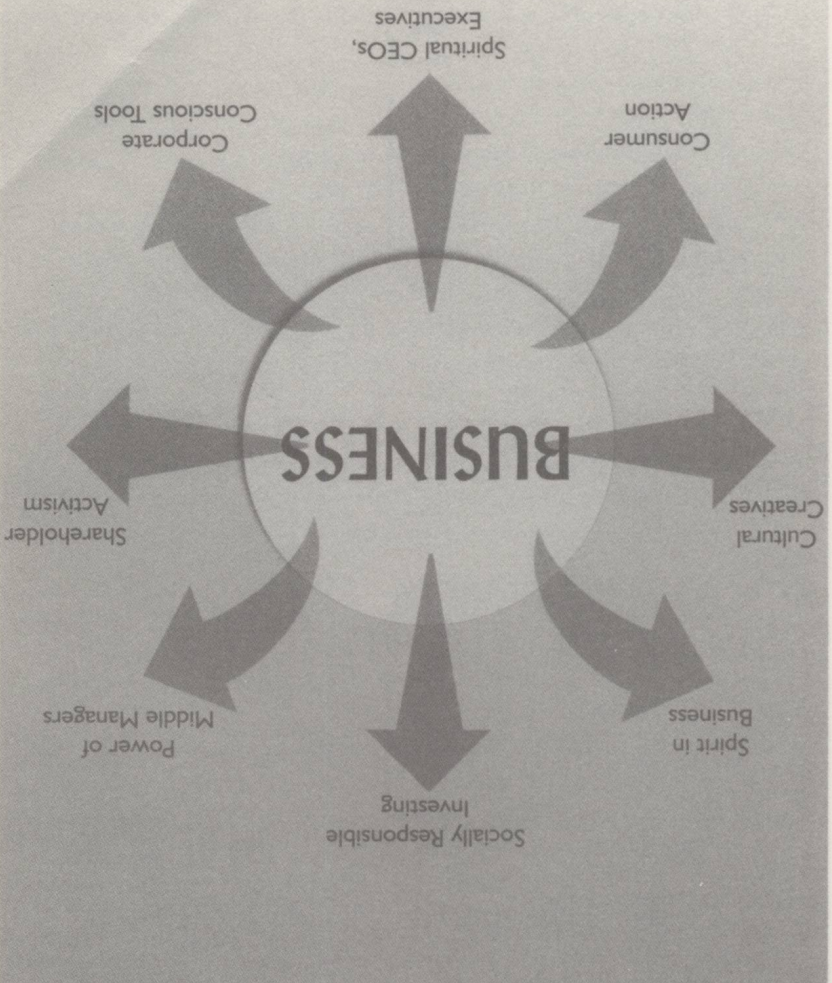
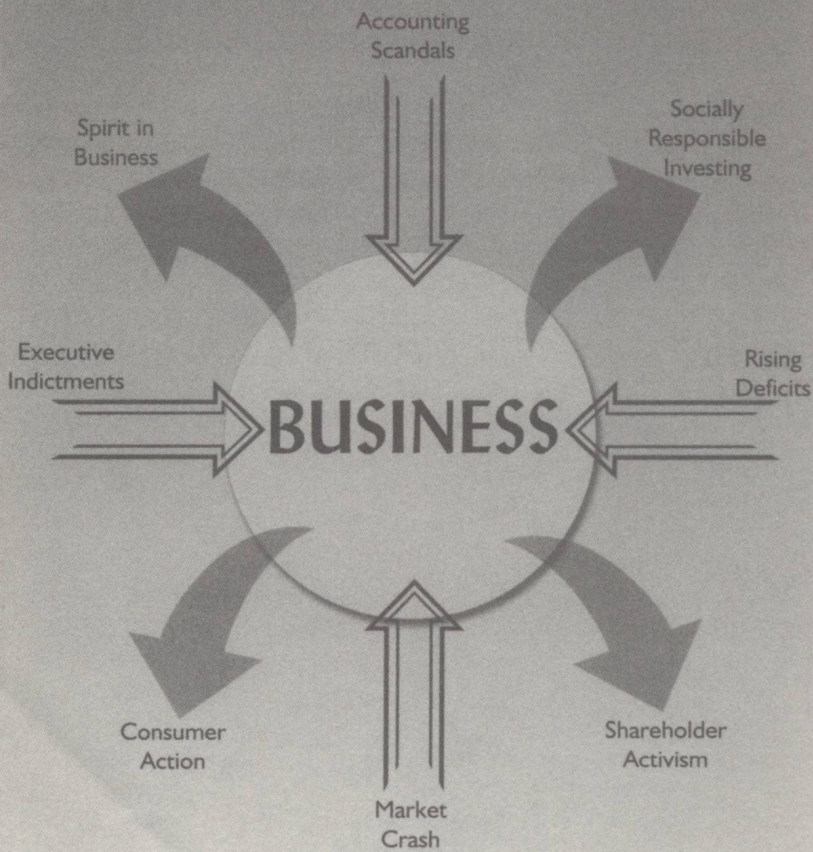


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from the Top-down and Bottom-up



Economic Necessity → Transformation of Capitalism ← Changing Values

In *Megatrends 2010*, you'll see why Conscious Consumers are a \$250-billion dollar market that's changing free enterprise for the better.

Success and Consciousness: The Missing Link

"Spirituality" in business sounds lofty. How practical is it?

The answer is "very." There's a fundamental way in which Spirit and consciousness contribute to worldly success—and it has long been ignored. (In chapter six, you'll meet the fascinating individual who clued me in on it.)

As experts, authors and gurus often note, the game of business is to influence the external world. But here's the point: How can you control your environment if you can't even manage your own thoughts and emotions? In other words, how do you rule the world without first mastering yourself?

The cornerstone of effective leadership is self-mastery.

But that's exactly what's missing in business today. Lack of self-mastery is why so many business heroes wind up in court—if not the jailhouse.

The fallen heroes of free enterprise who parade across our TV screens illustrate the irrational, self-destructive choices we make without the grounding, illuminating power of self-mastery.

And the surest route to self-mastery is spiritual practice. Time spent in peaceful reflection or mindful meditation clarifies thought, sharpens intuition and curbs unhealthy instincts. Spirituality, it turns out, is a lot more practical than most of us ever thought.

Am I saying a dedicated meditation practice would have helped people like former Tyco CEO Dennis Koslowski, former AIG chairman Hank Greenburg and many others?

Yes. I certainly am.

Worldly power without self-mastery is the downfall of leadership.

Why Now?

Meaning, morals and self-mastery are what's missing in business, all right. But the legal limits of capitalism warn us that high-minded ideals are no substitute for success. Business is obliged to turn a profit. Besides, without cash flow and profit, how does a company hire people, attract shareholders, pay suppliers or invest in R&D?

In the midst of recession, corporations executed harsh measures to restore profit. But today, the layoffs are behind us. Hiring is finally picking up.

Profits are back, mostly because of cost-cutting. Now business must again start to focus on growth. How do you *grow* a business? With people. You need a strategic plan, of course, but what good is that without the right people to execute it?

People alone drive peak performance.

Studies like McKinsey's much-quoted "War for Talent" show the best people are attracted to companies that fulfill the deep, personal need for meaning while making contributions to society—beyond the profit motive.

That's exactly what the companies cited in *Megatrends 2010* do. Moreover, this is the ideal point in the business cycle to invoke the power of consciousness, values and Spirit. The seeds of corporate transformation grow best when a high performance culture is already in place, says Michael Rennie, the top McKinsey honcho (and powerful corporate shaman) you'll meet in chapter six. In high performance cultures, meaning and morality deliver the elixir of superior productivity, but, says Rennie,

"You actually have to create a performance ethic first."

At this point in the business cycle, corporations have achieved *that* goal. The next step is to recognize the power of their human assets—people who are full of wisdom, consciousness and Spirit. The time is now and the task at hand is the moral transformation of capitalism—while growing prosperity.

This book's message is simple and clear: 1) we the people have the power to heal capitalism; 2) capitalism has the power to change the world.

Isn't it time we got started?