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The Ultimate Hack: Re-Inventing Intelligence to Re-Engineer Earth

Robert David Steele

Abstract It is for me a huge honor to be invited to deliver the counter-balancing view within this distinguished gathering of counter-terrorism experts. Let me begin by emphasizing what I consider to be the “three strikes” or in international terms, the “side-out” of government counter-terrorism thinking today.

Strike One: Terrorism is a symptom, not a root cause or threat. Going after Al Qaeda has nothing to do with the more threatening fact that a corrupt Saudi monarchy embraces infidels at the same time that it is destroying its own commonwealth and sponsoring Wahhabism world-wide.

Strike Two: No government is trained, equipped, nor organized to understand, much less defeat, terrorism in detail. Although the United Nations (UN) has recently discovered Coherence, with the implementation meme of “Deliver as One,” and the US Government claims to be interested in Whole of Government operations, neither is actually real (yet).

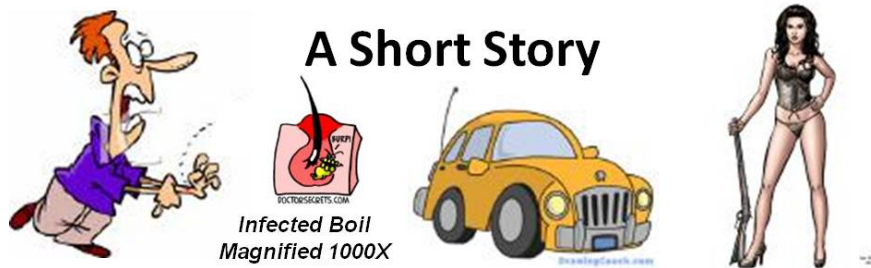
Strike Three: Earth is at a tipping point, with multiple catastrophic possibilities, all of them interacting in complex unpredictable ways. In this context, terrorism is the canary in the coal mine, not the lethal atmosphere itself.

I will review these, and then outline a strategy for all of us that addresses all ten high-level threats to humanity within which terrorism is but number nine, and then only because of a potential mass destruction event.

Robert David Steele
Earth Intelligence Network
e-mail: robert.david.steele.vivas@gmail.com

1 Strike One: Symptom not Root Cause

Consider, please, the illustration in Figure 1 and the short story that accompanies it—terrorism is a boil, nothing more.¹



A man is driving a car with a boil on his arm, he refuses to stop the car, so his wife goes to lance it with a needle while he is driving. However, she does not have a needle, only a rifle, so she decides to shoot the boil off after having the man open the window (we want to avoid collateral damage). The pain surprises him and he drives the car off the road. The car is destroyed, all of the passengers are injured, and the trip is interrupted at great expense.

Who is to blame: the boil, the rifle, the wife, or the man?

Fig. 1: Terrorism is a Boil — A Symptom.

¹ The original briefing as delivered with words in Notes format, can be found at <http://www.tinyurl.com/SteeleDK5>. A longer earlier version for engineers as delivered at the University of British Columbia can be found at <http://www.oss.net/HACK>.

I was inspired to develop this example after interviewing Steven Carmel, a senior executive with Maersk Line Limited, who pointed out to me in an interview for my latest book [39], that most terrorist or piracy events were in effect a minor traffic accident, and that it was the terrible decisions of the U.S. Government that were costing the shipping industry billions of dollars. What we do in the way of counter-terrorism is vastly more costly and more harmful to global and local societies than terrorism.

2 Strike Two: Politicized Ignorance, Institutionalized Incompetence

Figure 2 is the first of two graphics on this shortfall. We simply do not have access to, nor the ability to understand, most of the available relevant information necessary to achieve good governance at all levels.²

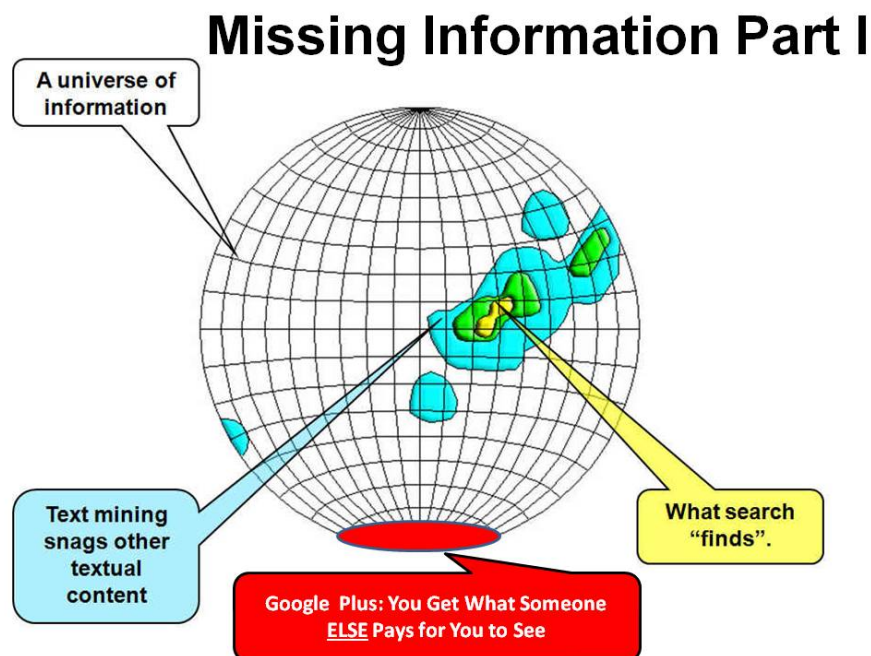


Fig. 2: Missing Information.

² Stephen Arnold, "Search panacea or ploy: Can collective intelligence improve findability?," in Tovey [43], pp. 375-388. Google portion added to this depiction.

Figure 2 is adapted with permission. I have added a depiction of how Google's programmable search engines can show you not what you need to know, but what someone else is paying for you to see. Still and all, even with the best of intentions and the application of all available technologies, we see a fraction of the relevant information-most of it unpublished or analog and in languages we do not read or understand.

Global Intelligence Failure

Breakdown in Collection and Understanding

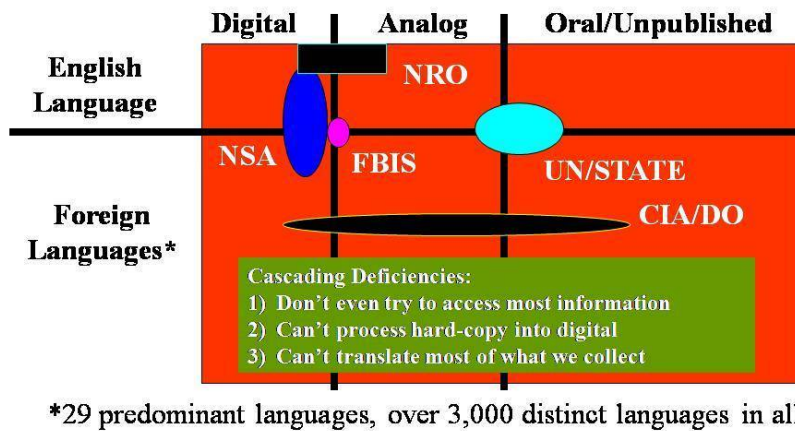


Fig. 3: Global Intelligence Collection Failure.

The second graphic (Figure 3), created in the 1990's, is still valid today, and shows the degree to which secret sources and methods fail to capture all of the relevant information in many foreign languages. Back then we focused on 29 languages and then on 33 languages, as well as twelve distinct versions of Arabic. Today the essential number is 183, with growing awareness of the urgency of capturing historic indigenous knowledge of sustainable agricultural and water conservation practices we have ignored for centuries.

My second graduate thesis³ captured the essence: the average Embassy accesses roughly 20% of the relevant information, and in the process of sending it back to their varied home agencies, spill 80% of that-Washington-and other capitals-are operating on 2% of the relevant information.

This politicized ignorance and institutionalized incompetence is tolerated because political ideology, not reality-based policy, is the dominant governance paradigm.

Before proceeding to discuss Strike Three, we must first elaborate on Strike Two, as political ignorance and institutionalized incompetence are condemning nation-states to bankruptcy, separatism, and internal strife.

Our political pathology consists of several related pathologies:

- Political segmentation within a two-party tyranny
- Disconnect between revenue (means) and ways and ends
- Stovepiped perspectives enabled by both of the above
- Fragmentation of knowledge across all disciplines & domains
- Persistent data pathologies and information asymmetries

All of the above can be viewed as a meta-architecture within which counter-terrorism as a focus of effort is doomed to failure. Every element of counter-terrorism, from the secret and open source intelligence needed to understand it to the political and financial arrangements needed to construct programs to deter, prevent, and recover from counter-terrorism, to the dissemination of knowledge to help citizens and private sector organizations prosper in a world where terrorism is now a “given,” these are all severely distorted, divorced from reality, and therefore lacking integrity in the “whole system” sense of the word. We cannot “do” counter-terrorism absent major changes in our system.

³ Robert Steele, National Security C3I3H3-Command, Communications, & Computing, Inter-Agency, Inter-Disciplinary, Inter-Operability, Heuristics of the Community Intelligence Cycle (Norman, OK: University of Oklahoma, unpublished MPA thesis, 1987); online at <http://tinyurl.com/Steele1987>.

2.1 Political segmentation within a two-party tyranny

The United States of America (USA) is in my view no longer a full democracy, but rather a hybrid regime in which a corrupt Federal Reserve serves as the front for a corporate state that has captured both Congress and the legislature. The USA is a two-party tyranny that no longer abides by the principles of the Constitution. Figure 4 is one depiction.⁴

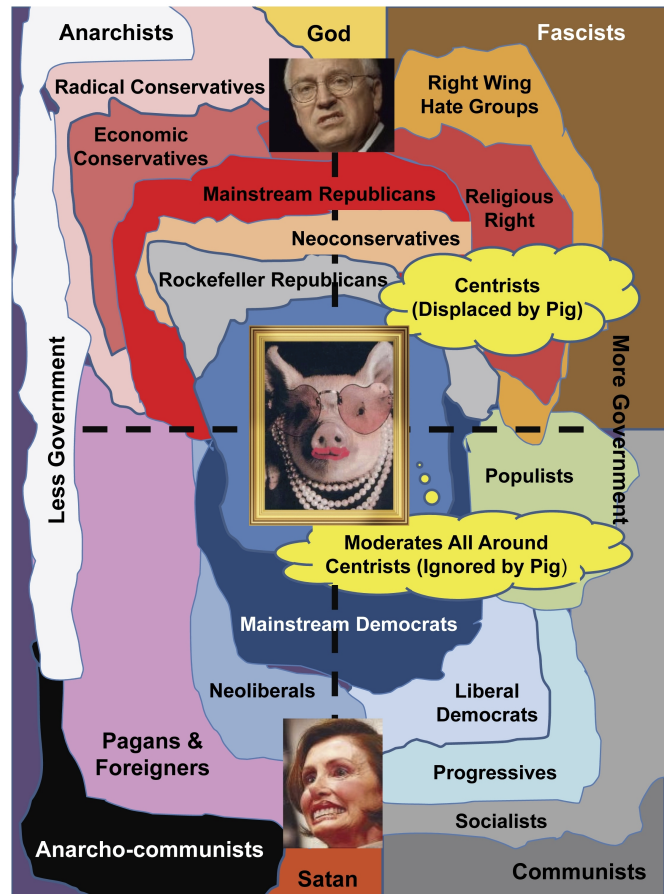


Fig. 4: Political Segmentation in a Two-Party Tyranny.

⁴ Adapted with permission from Crane [12]. See also Amato [2].

2.2 Disconnect between those revenue (means) and ways and ends

The failure of Congress, when combined with the failure of the Executive, has created a government in which the taxes that citizens and small businesses pay are earmarked by a corrupt Congress toward equally corrupt corporations-how the U.S. Government (USG) spends money has little to do with the public interest and all to do with perpetuating a two-party tyranny that feeds a corporate regime practicing unilateral militarism, virtual colonialism, and predatory capitalism-in effect, a global reign of terror in multiple forms.



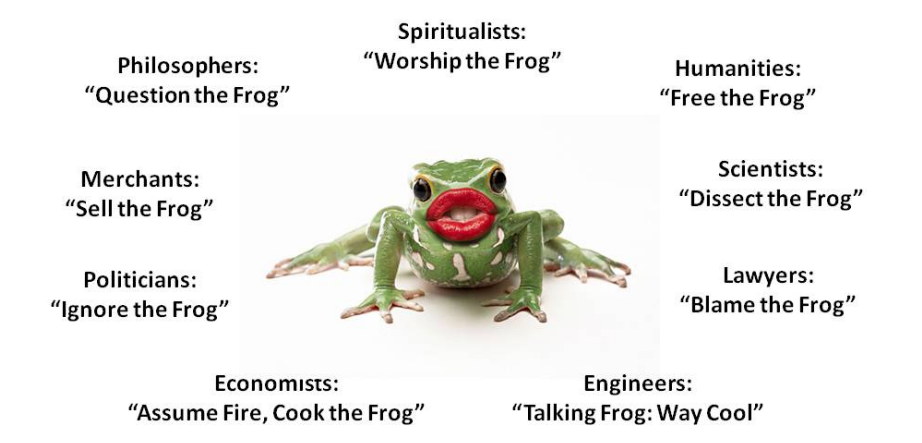
Fig. 5: Global Terrorism in Perspective.

Figure 5 integrates a few book covers representative of the pathologies within our system that make terrorism inevitable, and a rough depiction of the disconnect between citizens paying taxes, and how the tax revenue is spent.

2.3 Perspective stovepiping enabled by both of the above

This global reign of state-based and corporate-driven terrorism is made possible by the concentration of wealth after it leaves the public's pockets, and by the fragmentation of perspective and knowledge. We have lost all perspective including the all-important moral perspective. Here and on the next page are effect and cause.

Fragmentation of Perspective—the Illusion of Reality



***Neither our political leaders nor our professional leaders
have been held accountable for achieving coherence.***

Fig. 6: Empire of Illusion (Cf. Steele [35] and Edges [15]).

The point in Figure 6 is that all of these distinct communities are talking past each other-failing to communicate, they cannot make sense or counter terrorism by agreeing to eradicate poverty and other roots of violent rebellion.

2.4 Fragmentation of knowledge across all disciplines & domains

Here are illustrated the cause of our impotence as citizens, not just in the USA, but around the world: the poor are illiterate while the rich are ignorant (Figure 7).

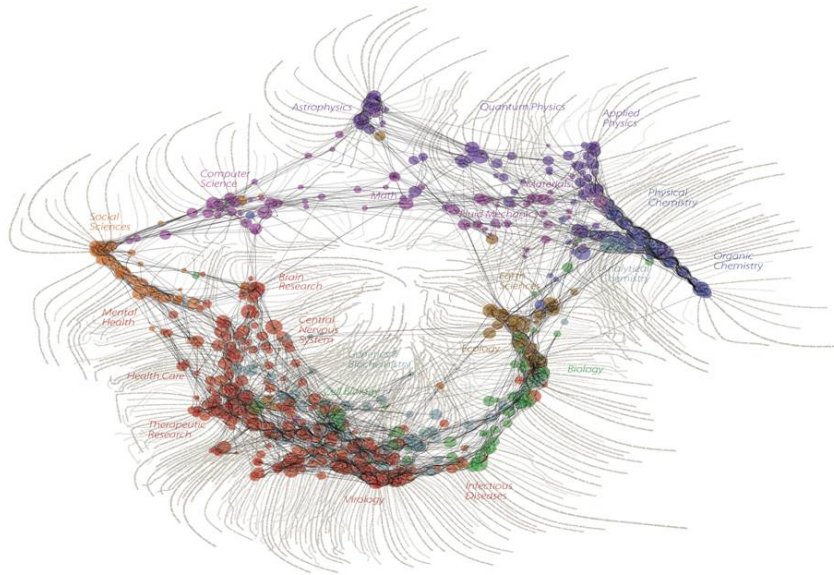


Fig. 7: Web of Fragmented Knowledge.

Above was created by Kevin Boyack in partnership with Dick Klavans and Brad Ashcroft, themselves pioneers in citation analysis, scientific & technical forecasting, and commercial intelligence.⁵

⁵ Cf. http://www.sandia.gov/news/features/mapping_science.html# and also see http://scimaps.org/maps/map/maps_of_science_fore_50/.

2.5 Persistent data pathologies and information asymmetries

The fragmentation illustrated in Figure 7, in combination with corrupt governments that allow ideology to displace intelligence and technology to displace thinking, leads to multiple data pathologies and information asymmetries (Figure 8), all of them very costly to the public and the Earth.

DATA PATHOLOGIES & INFORMATION ASYMMETRIES

- Forbidden Knowledge
- Lost History
- Manufacturing Consent
- Missing Information
- Fog Facts
- Propaganda
- Rule by Secrecy
- Weapons of Mass Deception

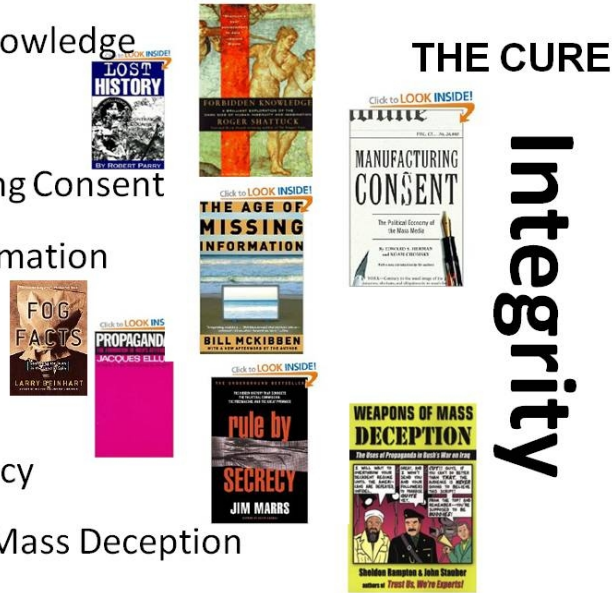


Fig. 8: Data Pathologies & Information Asymmetries.

I devised this modest typology based on the illustrated works by others, and have recently added Forgotten Knowledge.

All of the above prevent clarity, diversity, and integrity from achieving sustainability- they create lose-lose rather than non-zero outcomes for most.

Now, finally, we come to Strike Three. It is in the context of the multiple potential catastrophes that face the Earth that it is easiest to see that terrorism-and therefore counter-terrorism-are minor isolated and largely cosmetic symptoms of a system failure so large, so pervasive, and so imminent as to render completely irrelevant all efforts to “do” counter-terrorism. In this context, trying to do counter-terrorism is the equivalent of trying to design a better race car by focusing only on oil leaks. Figure 9 is a general depiction.



Fig. 9: Map of World Conflict & Human Rights Violations.

Created by Berto Jongman (NL), this map [20] is no longer updated annually but remains one of the best single depictions of the complexity and fragility of the human condition around the globe. It is a useful context for thinking about high-level threats to humanity.

3 Strike Three: Earth at Tipping Point, High-Level Threats to Humanity

Ever since Lakhadar Brahimi (AG) led the Panel on UN Peace Operations (2000), the UN has been evolving. Two other panels have been especially important: the Panel on High-Level Threats, Challenges, and Change (2004), and the High-Level Panel on System-Wide Coherence (2006). Prior to the 2004 report [44] from the UN High-Level Panel on Threats, Challenges, and Change, no one had ever put together a credible list of the top threats to humanity, nor placed them in any sort of priority order. This panel did both, and the fact that LtGen Dr. Brent Scowcroft, USAF (Ret), was the participant representing the USA, may help explain both the coherence of the report, and the lack of US ideological interference with the findings.

I list the ten high-level threats to humanity here in their original priority order (Figure 10).

Poverty
Infectious Disease
Environmental Degradation
Inter-State Conflict
Civil War
Genocide
Other Atrocities
Proliferation
Terrorism
Transnational Crime

Fig. 10: Ten High-Level Threats to Humanity.

This is not the place for a detailed discussion of these threats, other than to point out that “terrorism” is on this list solely because of its potential to cause mass casualties with nuclear, biological, chemical, or radiological weapons—something the USA corporate state does on a daily basis.

It also bears emphasis that poverty is the root condition accelerating and extending all of the other threats to humanity.

Taken together, the three endeavors represent the evolution of the UN away from a Member-dependent body for consultations, and toward an intelligence-driven body for harmonizing spending and actions in the field by both the UN and by others. Now here is a coherent view of the ten threats combined with twelve core policies and eight demographic challengers (Figure 11).⁶

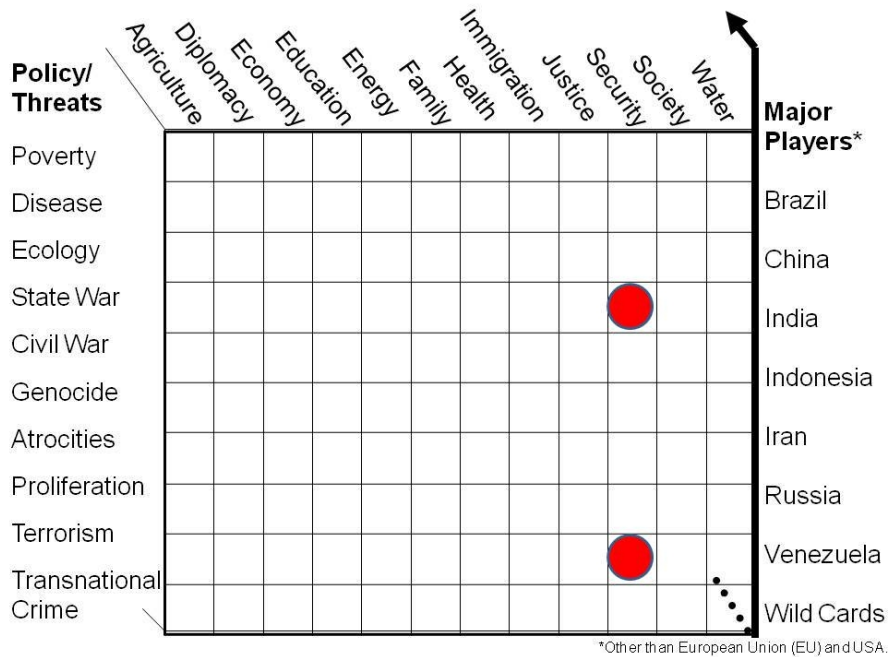


Fig. 11: Strategic Analytic Matrix for Achieving Coherence.

In this context terrorism is no more than one-tenth of the threat. Coherence demands that the UN, Members states, and all other parties not only understand the “true cost” of every course of action (and spending) under consideration, but that they understand this in a systemic context.

⁶ As devised by the 26 co-founders of the Earth Intelligence Network (EIN), at <http://www.earth-intelligence.net>. Its front end is <http://www.phibetaiota.net>.

As Russell Ackoff [1] has taught us, and Buckminster Fuller [19] would heartily agree-what is good for one part of the system may be very bad for another part of the system. It is all about balance, and balance cannot be achieved without both understanding by all parties, and harmonization of spending and behavior by all parties. Figure 12 in one means of seeing the Whole Earth.

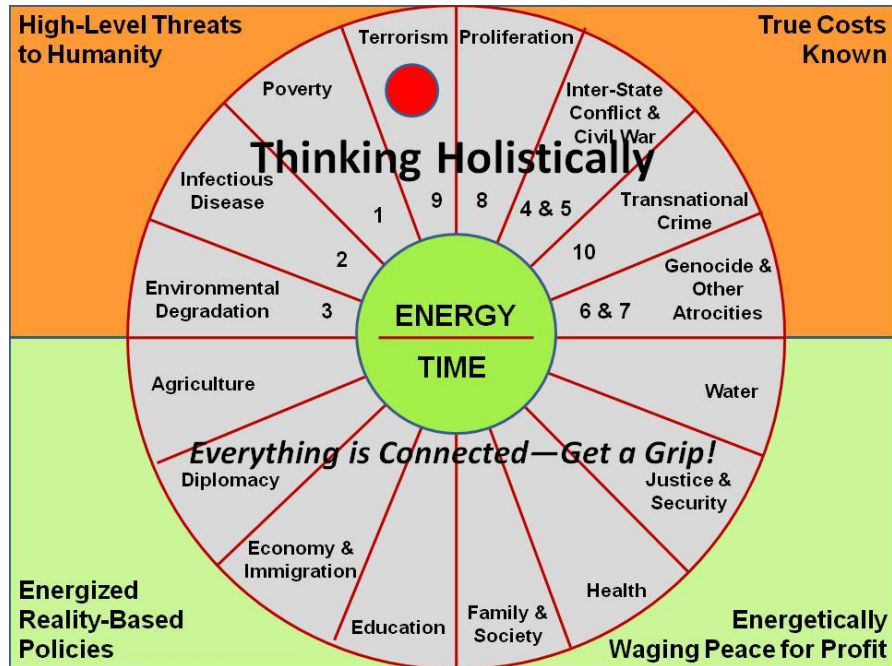


Fig. 12: Coherence Circle for Planning & Operations.

As with Figure 11, a red circle shows where the counter-terrorism investment is in terms of both relevance and scope. It is both excessive in cost within the USA-and negligible to counter-productive in relation to all else. It is helpful to appreciate the time-energy-cost of each alternative option.

There are just a few points that need to be made as we flesh out the context within which most counter-terrorism plans, programs, budgets, and operations are next to worthless in terms of achieving sustainable outcomes.

Keeping this at a very high level:

- Changes to the Earth that used to take 10,000 years now take three. Education, Intelligence, & Research (EIR) must move as quickly as possible toward real-time science and real-time policy.⁷
- Catastrophic accelerators are everywhere—from paving over the wetlands to storing chlorine in massive rusted tanks above super-highways; from cow shit into our spinach to cow methane into our atmosphere; from toxins and vaccines to new forms of resistant bacteria—we have created a petri dish for human extinction.⁸
- Nothing the USA does in the next twenty year is going to make a difference unless it decides to be serious about EIR, and foster a global environment in which every person has a cell phone, call centers educate the poor one cell call at a time, and the emphasis is on helping the eight demographic powers create infinite sustainable wealth, achieving the non-zero solution.⁹

⁷ I cannot find the specific book, and since George Mason University accepted my entire library as a gift when I joined the UN, I am at a loss. I was influenced by Brand [8].

⁸ Cf. Perrow [30]. His book, especially, relegates terrorism to the minor league in comparison with what our own nuclear, chemical, biological, and radiological industries do every day.

⁹ I am indebted to Tom Atlee [3], [4] – his mentoring changed my life. This specific point is made by a book he guided me to, Wright [47]. See also Benckler [6], Carter [10], Stewart [40], and Toffler [42].

3.1 What Is To Be Done?

The UN, despite its being an unhinged bureaucracy¹⁰, is on the right track. Intelligence is still a dirty word and most UN “elements” (none of them under the effective “command and control” of the Secretary General) would prefer to avoid any semblance of coherence. One third of the UN staff is comprised of individuals hired under a nepotism-patronage system, and one third of the UN staff appears to be professional intelligence officers whose invitations to lunch are always welcome, but whose incompetence at their cover jobs places a further burden on the remaining one third of the UN staff that is the “real deal.”

HOWEVER, significant progress has been made in three areas.

First, the value of intelligence as decision-support is now understood by the more serious and committed among the UN leadership. The Department of Peacekeeping Operations (DPKO) is the most serious of all, moving forward in the aftermath of the many constructive initiatives undertaken while MajGen Patrick Cammaert, RN NL (Ret) was Military Advisor to the Secretary General and then Force Commander, Eastern Congo. The Joint Operations Centres (JOC) and the Joint Military Analysis Centres (JMAC) are now standard. The Department of Political Affairs (DPA) and the Department of Safety & Security (DSS) are beginning to hire analysts, but they do not fully understand the intelligence process¹¹ and they especially do not understand how to maintain the integrity of the intelligence human, technical, & analytic processes.

¹⁰ The Secretary General has little meaningful authority over anything, and no authority at all over the Specialized Agencies (SA) that comprise the bulk of the UN. The UN “management system” is mostly about moving internal information (inputs and outputs), not about managing and certainly not about forecasting & adapting.

¹¹ Requirements definition; collection management; source discovery and validation; multi-source automated and human fusion; application of human expert judgment; visualization; and compelling timely actionable presentation. Cf. the various handbooks available at <http://www.phibetaiota.net/category/handbooks>.

Second, the Department of Field Support (DFS) has been split off and enhanced to the point that every element of the UN System that is in the field can rely in the future on world-class communications, computing, and logistics support. Eventually this should mean that the United Nations Open-Source Decision-Support Information Network (UNODIN) should be integral to every UN office at every location.¹²

Third, and for the first time, the UN has created a hybrid organization, the International Commission Against Impunity in Guatemala (CICIG). It is a hybrid organization because it was chartered to be an arm of the government it is supporting, with extraordinary intelligence and counterintelligence powers to include full access to human and technical sources, and also the unique right to polygraph all personnel, both international and local, both assigned to CICIG and within the government, so as to assure the integrity of the mission.¹³

It is my view that the Swedish military, long in the forefront of peacekeeping and peacekeeping intelligence, has put forth the correct solution: the future of international peace and prosperity is a hybrid future, in which the Swedish concept, as modified by Earth Intelligence Network (EIN), provides the coherence: Multinational, Multiagency, Multidisciplinary, Multidomain Information-Sharing and Sense-Making (M4IS2).

¹² As discussed in [39].

¹³ As the US prepares to abandon Afghanistan, one book Ossman [27] posits a UN hybrid International Reconciliation & Reconstruction Agency (IRRA) staffed almost exclusively by Muslim experts on detail from Indonesia, Iran, Malaysia, Nigeria, and Turkey. Such an organization, as an arm of the Afghan government but empowered with the polygraph and able to control corruption while avoiding the inevitable baggage of “infidels,” would be the new model for addressing failed states, and readily adapted to the needs of Haiti, Somalia, Yemen, and others. What has become clear is that neither governments nor non-governmental organizations such as the Red Cross can be relied upon in isolation. Coherence demands a hybrid approach that enables intelligence-driven harmonization of effort by all parties, while also providing the integrity protection of counter-intelligence.

3.2 Creating the World Brain & Global Game

¹⁴Terrorism, to use another analogy, is a cancer within the body of humanity. Pursuing that analogy, Figure 13 is an illustration of the four distinct aspects of health.

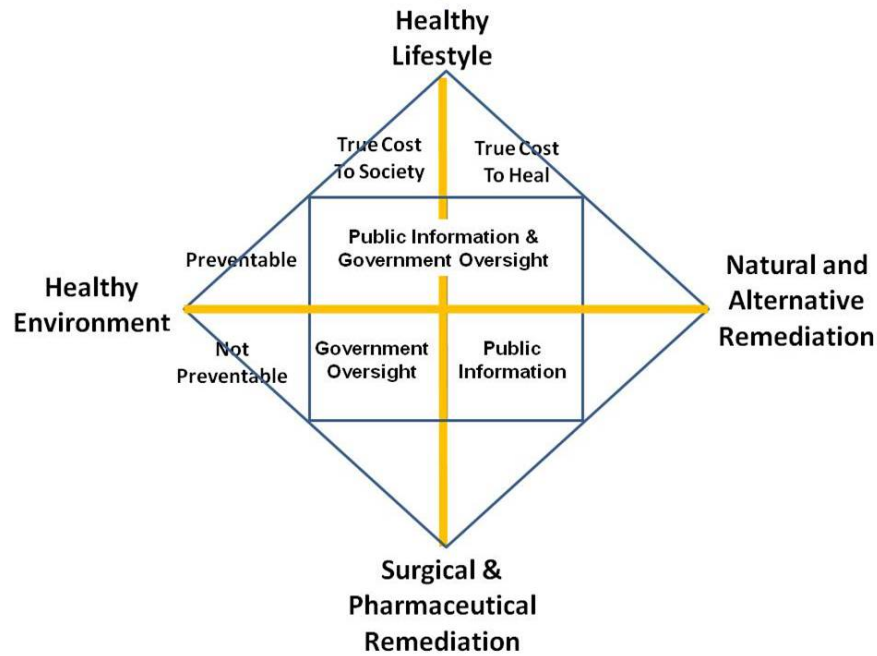


Fig. 13: Analytic Strategy for Health & Public Information.

Our approach to counter-terrorism, as with our approach to health or any other topic, is not just fragmented, it is focused on only one of the four critical aspects of achieving a healthy body politic. To defeat terrorism, we must eradicate the underlying conditions, including corruption, dictatorships, and poverty, that alienate the public from governments and corporations that are predatory and therefore lacking in legitimacy Manwaring [23].

¹⁴ Robert David Steele, "World Brain as EarthGameTM," in Tovey [43], pp. 389-398.

3.3 Whole Systems & M4IS2 Information Exploitation

The balance of this contribution will focus on how to eradicate terrorism, along with the other nine high-level threats to humanity, by using a Whole Systems approach, and the new M4IS2¹⁵ concept for harmonizing how all relevant actors spend and behave across the twelve core policies. I list them in Figure 14 for emphasis. This is a minimalist approach, a simple beginning.

Agriculture
Diplomacy
Economy
Education
Energy
Family
Health
Immigration
Justice
Security
Society
Water

Fig. 14: Core Policies for Information-Enabled Harmonization.

Here are the elements of the World Brain & Global Game that the collective minds of the 26 co-founders of EIN have developed:¹⁶

- Universal Strategy
- Information Operations Cube
- Four Quadrants from Knowledge to Intelligence
- Fifteen Slices of Human Intelligence
- Six Bubbles for Digital Information Exploitation
- Global to Local Range of Needs and Gifts Table
- Intelligence Maturity Scale

¹⁵ M4IS2: Multinational, Multiagency, Multidisciplinary, Multidomain Information-Sharing and Sense-Making.

¹⁶ Earlier summaries include the EIN brochure at <http://www.earth-intelligence.net>, and the chapter “World Brain & EarthGameTM” (Steele in Tovey [43]). EarthGameTM is trademarked to EIN co-founder Medard Gabel, Global Game is a more generic term.

3.4 Universal Strategy

Ethics—the heart of what Will Durant addressed in his 1916 doctoral thesis and seminal work, *Philosophy and the Social Problem* [13] is how civilization can evolve with each generation learning from the past at less cost of blood, treasure, and spirit. Morality, he and Ariel Durant tell us in *Lessons of History* [14] is a priceless strategic asset. The “Golden Rule,” common to all religions, can be universally implemented in a non-zero manner (Figure 15).

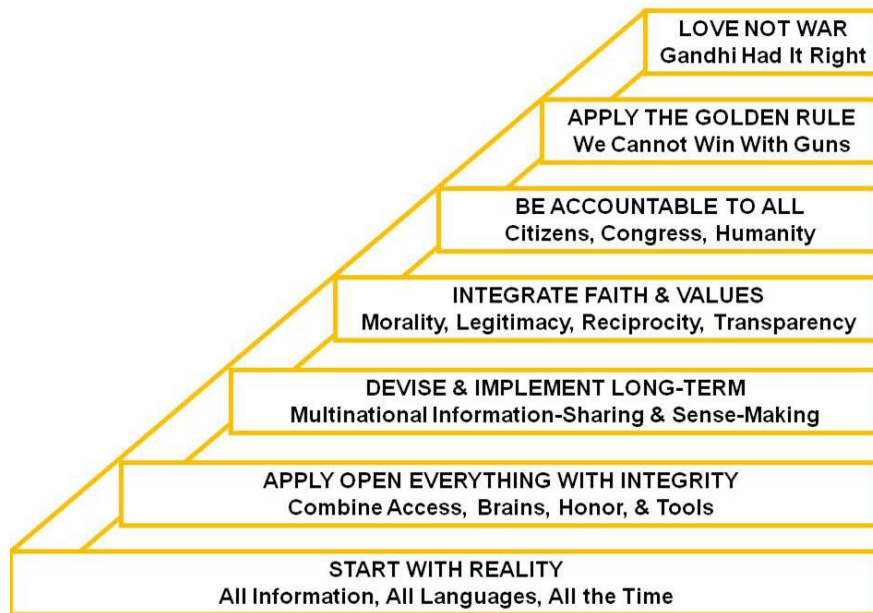


Fig. 15: Strategy to Create a Prosperous World at Peace.

3.5 Information Operations Cube

Earlier we addressed the pathologies that have to this day concentrated wealth while fragmenting knowledge. The catastrophic separation of the sciences from the humanities (Wilson [46]), the retardation of the social sciences, the vanishing of history, and the proliferation of data pathologies and information asymmetries must all be reversed if we are to implement the strategy. Figure 16 is one way of looking at how we must respect all information in all languages all the time.

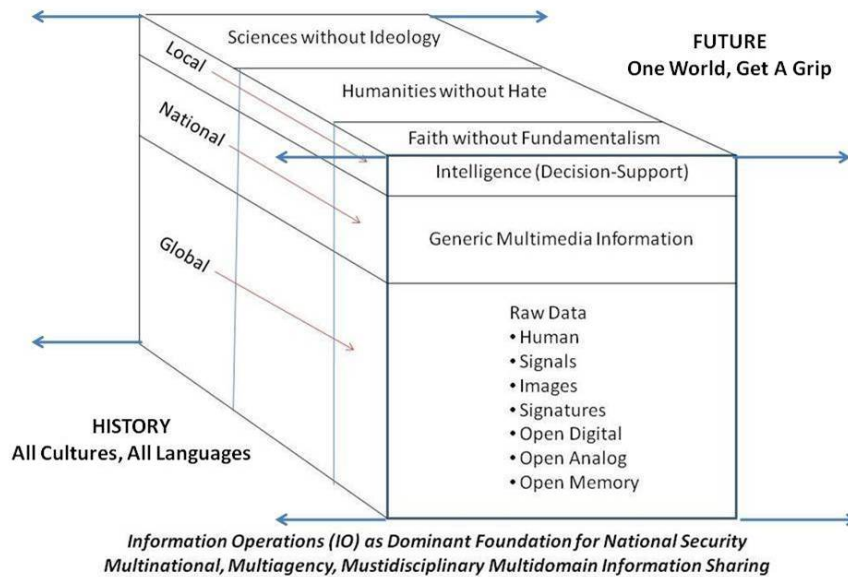
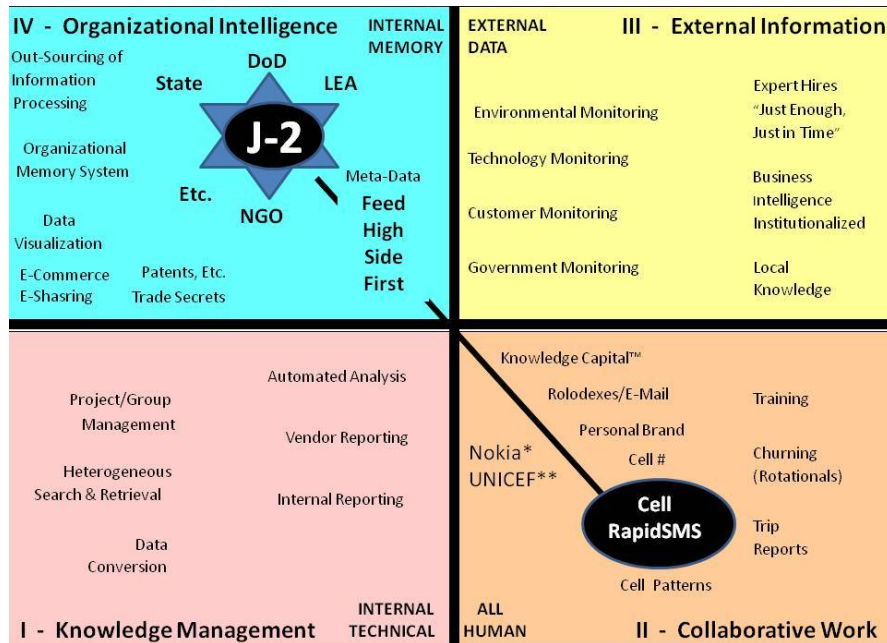


Fig. 16: Information Operations for World Prosperity & Peace.

Figure 16 is intended to show both the diversity of points of view that exist, and that must be reconciled in order to arrive at a “best truth.”

3.6 Four Quadrants from Knowledge to Intelligence

Appreciating the importance of accessing and exploiting all information in all languages all the time (Steele [37], [38]), we now turn to the four quadrants, each representative of a stage of modern civilized information management (Figure 17).



* Nokia phones charging on ambient waves. UNICEF expand RapidSMS to all UN/CA data inputs.

Fig. 17: Knowledge Management to Organizational Intelligence.

Most organizations are in Quadrant I, *avant garde* individuals in Quadrant II. Very few are deeply into Quadrant III, and virtually no one is in Quadrant IV.

Here again, Figure 17 strives to illustrate the diversity of opportunities to communicate & make sense that must be integrated to achieve full capacity.

3.7 Fifteen Slices of Human Intelligence

The on-going dialog over creating Whole of Government capabilities that can apply “soft power” is at root about integrating all human capabilities and enabling the sharing of all information across all human slices. From an expeditionary or “terrorism-prevention” point of view, Figure 18 shows fifteen slices of Human Intelligence (HUMINT) that are not being harnessed in tandem today because we have governments focused on turf and things rather than on “making sense” (Steele [36]).

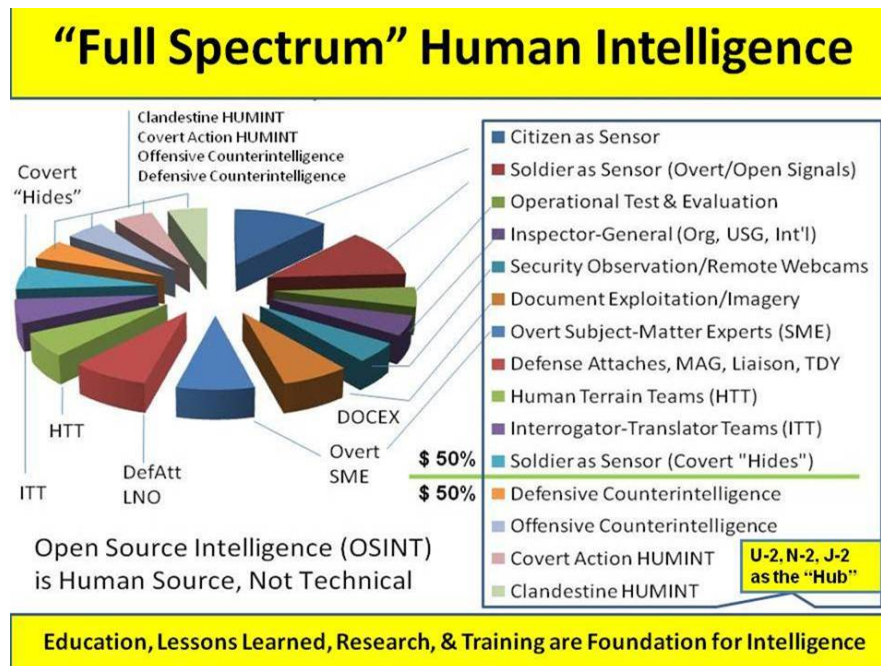


Fig. 18: Achieving “Full Spectrum” Human Intelligence.

90% or more of what can be known and shared in not federal, not expensive, and not secret. I have written and spoken extensively on this reality.

3.8 Six Bubbles for Digital Information Exploitation

Inspired by the UN High-Level Panel on Threats, Challenges, and Change, I funded and organized EIN to reflect on how to change the information and intelligence paradigm so as to achieve full-spectrum understanding. We concluded that the cell phone, not the laptop, was the device of the future, and that RapidSMS and Twitter were promising signs of the future of information sharing and sense-making. We can build this today (Figure 19).

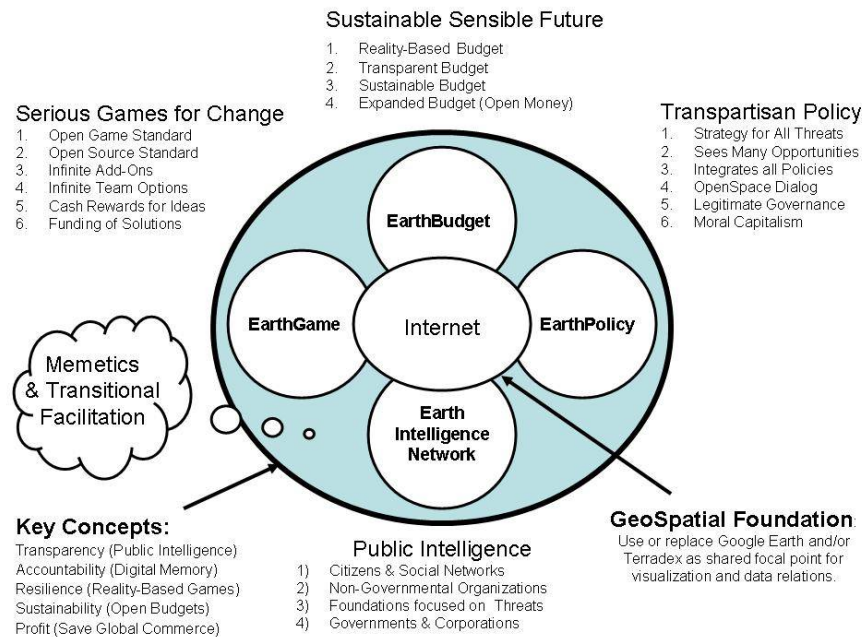


Fig. 19: Connecting All Humans to All Information.

Both oligarchs and governments are fearful of this, not realizing that their current wealth is insignificant and not worth redistributing-only the creation of infinite wealth sufficient for all will do-this does that-and non-violently.

3.9 Global to Local Range of Needs and Gifts Table

One insight that we achieved in the process of studying data pathologies and information asymmetries as facilitated by fragmented knowledge and pathological political arrangements, was that corruption and intermediaries are virtually synonymous—corruption here refers to both witting and unwitting misallocation of resources. We concluded that enabling intelligence-driven micro-giving and *ad hoc* social networking focused on “one gift at a time,” was the way to create a prosperous world at peace (Figure 20).

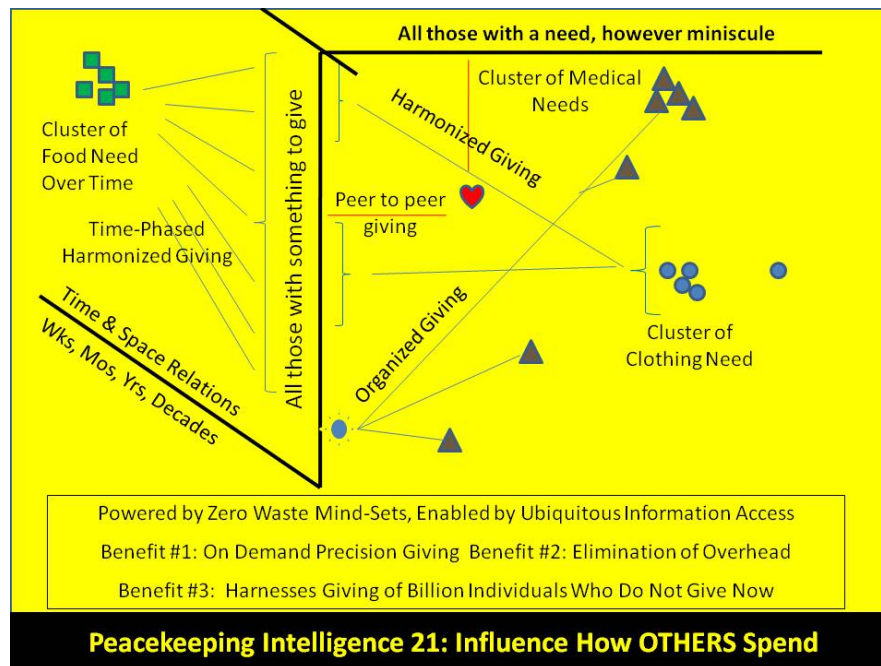


Fig. 20: Intelligence-Driven Harmonization of Gifts & Spending.

At the same time, we realized that for lack of transparency, major investments by the eight tribes of intelligence suffered for lack of harmonization.

3.10 Intelligence Maturity Scale

Our final insight was based on the realization that secret intelligence is very immature as well as very wasteful—in the USA \$75 billion a year produces “at best” 4% of what the President and a tiny handful of others require in the way of decision-support. Here we capture the needed change of perspective (Figure 21).

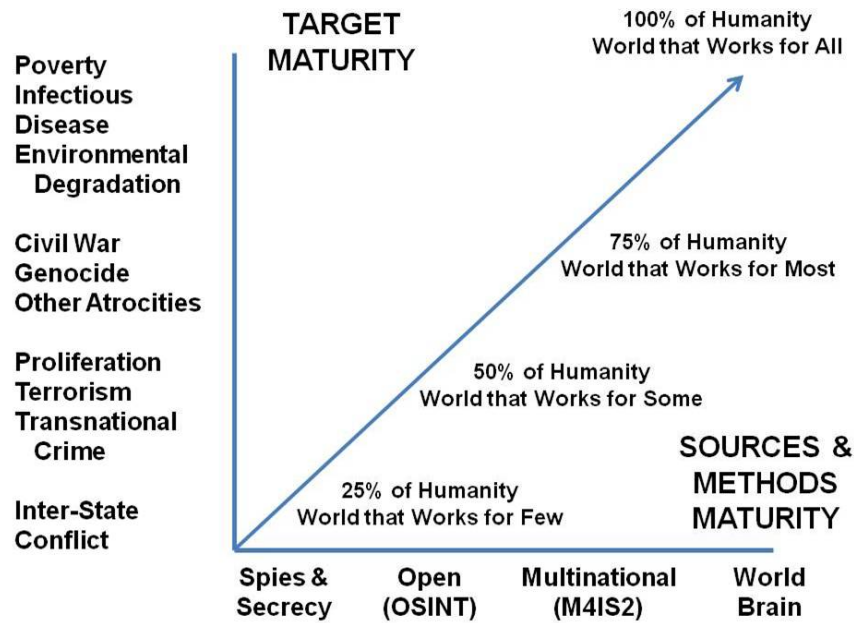


Fig. 21: Intelligence Maturity Scale.

Using the ten high-level threats to humanity, all associated with terrorism as a symptom, and our own knowledge of the possibilities for multinational, multifunctional information-sharing and sense-making, we conclude that the US Government is “out of control” in how it spends and that the public desperately needs to understand existing waste and imminent opportunity.

4 Conclusion Part I: Information Arbitrage

Long ago I coined the term “Information Arbitrage,” along with “Information Peace-keeping,” and I have focused for over two decades on how to use information to create a prosperous world at peace. Although we have a good ways to go, the plane of change is no longer flat—we are at the beginning of an almost vertical trajectory of positive change (Figure 22).



OLD: GIVE THEM FISH



CURRENT: TEACH THEM

Information Arbitrage: The process of converting information into intelligence, and intelligence into profit. *Information costs money, intelligence makes money.*



FUTURE: ANCIENT
WAYS, MODERN MEANS

Concluding Observations & Recommendations

1. Five billion poor are the center of gravity
2. Indigenous knowledge & energy are the way
3. Information arbitrage is the means
4. Denmark can influence other people's money
5. Denmark can make UN & NATO “Smart”
6. Denmark can save the North & restore the Earth



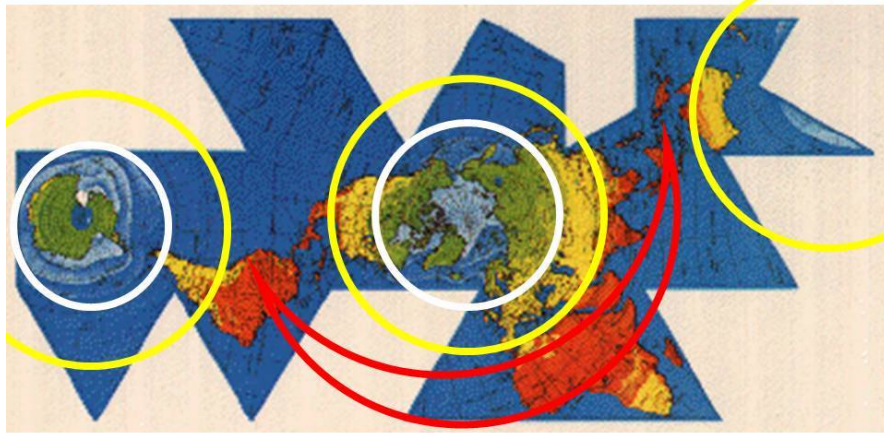
Fig. 22: Five Billion Poor, Ancient Ways, New Means.

Denmark specifically, and the other Nordic nations combined with Belgium, The Netherlands, and Luxembourg can make a difference. I recommend this new counter-terrorism center within the University of Southern Denmark seek to focus on counter-terrorism as a symptom in context, not as a threat in isolation.

5 Conclusion Part II: Arcs of Crisis & Collaboration

Although I have not spoken as much as I would have liked about Buckminster Fuller [18] and Russell Ackoff [1], they are present in my every breath. It is not possible to address terrorism without addressing the whole-isolated endeavors against terrorism alone are unaffordable and thus unsustainable. We must achieve economies of both scale and holistic understanding. I will end with this view of the Earth, one that I observe is essential to planning for the delivery of clean water, free electricity, and a sufficiency of food and shelter to every human being on the Earth (Figure 23).

Centers of Gravity



Arc of Crisis & Collaboration

Fig. 23: Rescuing the Arc of Crisis with Information-Collaboration.

With “tough love,” I must conclude that this center has promise, but only if you expand your thinking to include all ten threats across all twelve policies.

5.1 Next Steps

Responding now to questions and critical commentary on the presentation, I add some observations on stakeholders and next steps.

5.2 Stakeholders

There is only one stakeholder of consequence, the public. The public is *A Power Governments Cannot Suppress* [48] and it is the public that comprises an *Unconquerable World* [33]). It is a mistake to assume, expect, or seek stakeholders among governments, corporations, or even the UN-especially the UN. Figure 24 illustrates the shift in power and method from the past to the present and future.

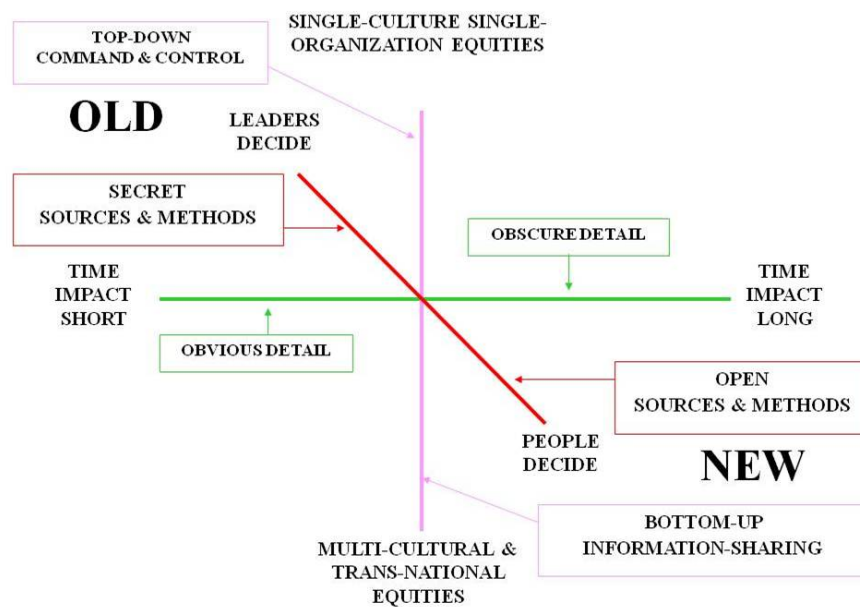


Fig. 24: Epoch B Bottom-Up Multinational Public Leadership.

It is now known that Central Banks, the International Monetary Fund (IMF), the World Trade Organization (WTO) and all other “international” organizations have in fact been participating predators in a Global Class War (Faux [17]). It is now known that capitalism lost sight of the circular connection between profiting from consumer purchases and recycling profits into communities of consumers. It is in this context that any strategy for the future of humanity must reject fixed structures as solutions, and especially reject any organization that aspires to be secretive, avoiding transparency and accountability. Instead, the stakeholders of the future will be the eight tribes of intelligence, networks of humans who share information and make sense together. This is illustrated in Figure 25.

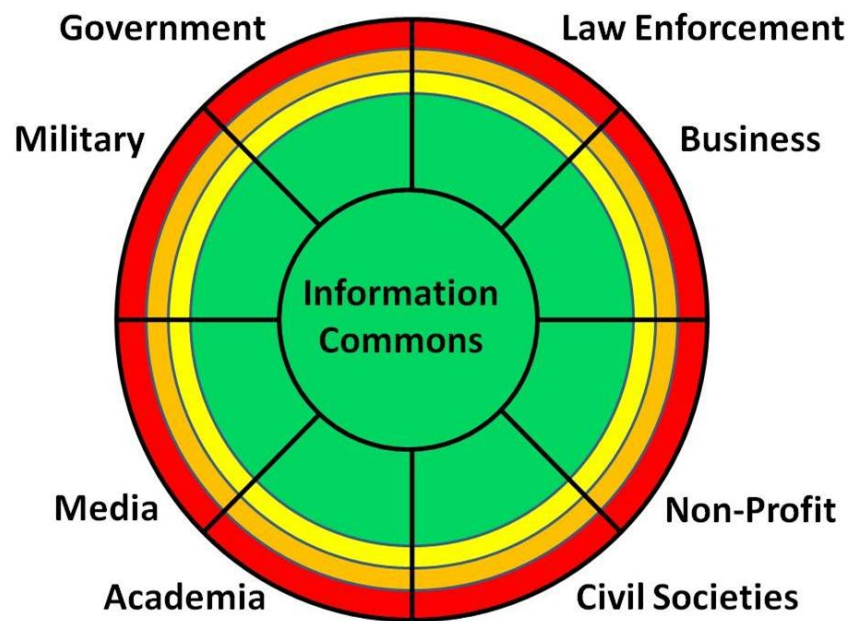


Fig. 25: The Global Information Commons.

The Information Era is the anti-thesis of the Industrial Era. Hierarchies are rigid and do not adapt. Hierarchies are part of the problem. Bureaucracy and the hoarding of information are part of the problem. As David Weinberger has pointed out, in this new era everything is “miscellaneous” and must be allowed to float freely precisely because any datum acquires more value the more people can access it [45].

5.3 Public Process Over Private Privilege

Transparency is the foundation for accountability as well as coherence and integrity of purpose and process. Corruption, so characteristic of the Industrial Era with its stovepipes and cubbies of privilege, is pushed back by transparency. Just as plane spotters exposed the Central Intelligence Agency (CIA) rendition flights in support of transfers for torture, so also is the public now delving deeply into the precise manner that Goldman Sachs, Citi-Bank, Morgan Guaranty, and others deliberately and with malice aforethought “exploded” the US economy first, and then the global economy.

It has become clear to the public that all of this started in 1981 with the Presidency of Ronald Reagan.¹⁷ Worse, it was carried on by Democratic Administrations—Wall Street bought Congress and the White House, with the result that wages for 95% of all US citizens dropped in relative terms, while “earnings,” generally from financial manipulations rather than physical productions, increased by five times a year for the top 5%.

In combination with the new awareness of the importance of “true cost” information—costs to the social and ecological fabric that are externalized to the public and not included in the “price” of a good or service, it is clear that the Information Era demands—and enables—public intelligence in the public interest.

¹⁷ An entire literature is emerging on this point. Two examples are David K. Johnston, “Scary New Wage Data,” in *Tax.com*, Oct. 25, 2010 04:35 AM EDT and Paul Craig Roberts, “America’s Jobs Losses are Permanent,” *Counterpunch*, October 28, 2010.

5.4 Hybrid Multinational Networks

Jean-Francois Rischard, at the time Vice President for Europe of the World Bank, is the first person I noticed who understood that the future would be governed by hybrid multinational networks sharing information and sharing the challenge of sense-making [32].

Having worked for the International Commission Against Impunity in Guatemala (CICIG) as the Threat & Risk Analyst, I can testify to the fact that hybrids do work, but I must also testify to the fact that hybrids corrupt faster and more deeply than traditional institutions if they are not forced to be completely transparent to the varied stakeholders and particularly the public.

I am persuaded that henceforth governments, corporations, and international organizations will be the beneficiaries of hybrid multinational networks that emerge to share information and to create public intelligence in the public interest. They will not be the benefactors, and I see many of the wasteful initiatives funded by government gradually being eradicated as the public learns how to spot and then kill initiatives that are proposed to benefit the few rather than the many.

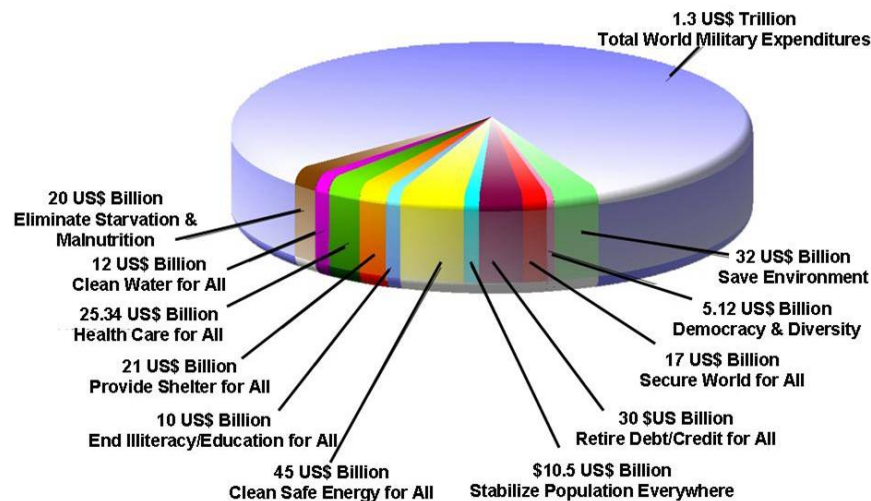
5.5 Intermediate Goals

Recently in the USA, our two leading comedian commentators, Jon Stewart and Stephen Colbert, sponsored a Rally for Sanity and/or Fear. Close to 250,000 people showed up, completely filling the Mall between the US Capitol and the Washington Monument; tens of millions more watched the rally on television.

The over-whelming message of this Rally was that the majority of Americans are in the middle of the political spectrum, desire civil discourse and sensible solutions, and are now “fed up” with the extremists on both sides of the political divide who substitute ideology for intelligence, and fear for common sense. The public is ready to demand and provide public intelligence.

The first and most important intermediate goal is to promulgate across the USA and then into other countries, a Strategic Analytic Model such as the Earth Intelligence Network has developed and as has now been put forth at the *Huffington Post*.

The second intermediate goal is to offer the below graphic, created by Medard Gabel, founder of BigPictureSmallWorld and the life-long assistant to Buckminster Fuller in creating and managing the analog World Game (Figure 26).¹⁸



1.3 \$ Trillion for War, When \$227.96 Billion Could Buy BOTH Peace & Prosperity

Copyright © 2007 Medard Gabel BigPictureSmallWorld. All Rights Reserved.

Fig. 26: Cost of War versus Cost of Peace & Prosperity for All.

¹⁸ For Earth Intelligence Network, Professor Gabel has also calculated how to build the digital EarthGame, at a cost of less than \$3 million a year. This would allow everyone to play themselves, permitting self-governance on all issues across all boundaries.

The third and final intermediate goal is to encourage all citizens to be students for life, and to focus on the “true cost” of every good and service (Figure 27).

True Cost of One White Cotton T-Shirt

Non-Organic, Foreign-Made, 200g/7oz

- Water : 570 gallons (45% irrigation)
- Energy: 8 kWh (machines), 11 to 29 gallons fuel
- Travel: 5,500 to 9,400+ miles
- Emissions: No_x , SO_2 , CO, CO_2 , N_2O , volatile compounds
- Toxins: 1-3g pesticides, diesel exhaust, heavy metals (dyes)
- Child Labor: 17 countries, 50 cents/day
- Buy Online: <http://true-cost.re-configure.org>

Fig. 27: True Cost of One Cotton T-Shirt.

It took Jason “JZ” Liszkiewicz a full year of detailed research including extensive direct telephone and other personal conversation, to arrive at the above “true cost” calculation, including a very detailed single page with very complete information. This must be done for every good and every service. As that information becomes public, there will be a shocking transformation of the public mind, and I anticipate a substantial turn away from petroleum and chlorine-based products (Thornton [41]), and a substantial turn away from meat, which consumes 5,000 gallons per pound of meat serves, as opposed to twenty gallons per pound of lettuce served (Lappe [21]).

E Veritate Potens-From Truth, We the People Are Made Powerful.

Note

The author is the #1 Amazon reviewer for non-fiction, across ninety-eight categories. See especially:

Worth a Look: Book Review Lists (Positive)

<http://tinyurl.com/SteeleBooksPositive>

and Worth a Look: Book Review Lists (Negative)

<http://tinyurl.com/SteeleBooksNegative>.

See the *Journal of Public Intelligence* and all past production from 800 international contributors on intelligence reform and open intelligence at

<http://www.phibetaiota.net>.

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