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## Fairness, Globalization, and Public Institutions

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cultural and industrial protection that seemed to fly in the face of the neoliberal version of globalization.

Then, with the events of September 11, 2001, the concerns of what was originally termed a “strange alliance” of a few labor unions, environmentalists, students, and America First! patriots in the United States (who first made major headlines at the anti-WTO [World Trade Organization] demonstrations in Seattle in 1997) suddenly lurched forward in the consciousness of most Americans. Foreigners of all stripes found it increasingly difficult to get into the United States even to attend scientific conferences. Foreigners were also imprisoned without arraignment or trial. American citizens were stripped of long-held fundamental rights. “Security” was said to take precedence over “trade,” and intrusive inspections of imports began. French fries were renamed and Dom Perignon champagne poured down toilets.

Then, after a series of vain attempts to find and punish the apparent sponsors of 9/11, Osama bin Laden and Al-Qaida, the United States turned its vengeance on Iraq and, acting without significant global or even regional support, launched an unprovoked attack on a country that even the American president had to admit had nothing to do with the 9/11 events but would be punished anyway. So what is next? What events or trends might shape further views and actions for or against globalization by the time you read these words?

## FURTHER THOUGHTS

### **From the Local to the Global**

*Walt Anderson*

MANAGEMENT THEORISTS SAY that executives fall into one or another of three categories: some have an ability to survey the grand scheme of things. Others lack that kind of vision but are nevertheless proficient at understanding the nuts-and-bolts realities of how things work at the lowest levels of the organization. The best and most effective are those who have learned to “helicopter,” integrating a vision of the big picture with practical application. Today it has become necessary (not only for executives, but also for ordinary people) to cultivate the third ability.

There was a time, not so long ago, when local knowledge and traditional skills (in such areas as agriculture, hunting, and crafts) were all that most people needed. The new discoveries of explorers, scientists, and inventors did little to alter the conditions or the tempo of everyday village, pastoral, or tribal life. That is no longer the case. Increasingly, all people everywhere are being drawn into an interconnected global civilization, impacted by technological changes and global forces (economic, political, cultural, biological) that can touch their lives

in many ways: a farmer may find that global climate change requires him to change his practices. A woman in a tribal community may find that she has internationally recognized rights that give her the power to make decisions about her reproductive life.

People continue to be members of local communities, but they are also awakening (sometimes slowly, sometimes rapidly) to the reality of being members of larger systems and networks of many kinds and learning how important the things that happen in those larger systems may be to them. In this world of open systems, local knowledge is not enough, certainly not enough to recognize the full potentialities of human life, and sometimes not even enough for survival.

### Notes

1. Robert O. Keohane and Joseph S. Nye, Jr., "Introduction," in *Governance in a Globalizing World*, ed. Joseph S. Nye and John D. Donahue (Washington, DC: Brookings Institution Press, 2000), 3.

2. On this date, the United States launched a "preemptive" war against Iraq.

3. Francis Fukuyama, *The End of History and the Last Man* (New York: Free Press, 1992).