



Leading with Hope: Entrepreneurism in the 21st Century

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We live in a world of rampant change and uncertainty. On Main Street, people have lost jobs and homes, relying on unemployment. On Wall Street, unchecked capitalism has turned to greed, forcing taxpayers to support bailouts. Globally, people, starving and cold, need aid. Whether abroad or in the United States, it appears that the rich control the wealth and the poor look for handouts. Some blame the gulf between rich and poor on big business deregulation, working people, government, their boss; the truth is everyone is responsible. In the Bible, Jesus called for egalitarianism in the early Church, a society where people were treated as equals despite one's differences—a community of choice working toward a common purpose. Social entrepreneurship rallies behind a common purpose based on moral principles, crossing international boundaries and cultural divides, creating economic opportunities for rich and poor. The concept engages an attitude on how to do business, marrying morality and profit. This paper purports that a paradigm shift is occurring in wealth-creation and that the application of quantum leadership and the future-perfect organizational model, based on Biblical egalitarianism, lead to the emergence of new economies through creative-adaptive business strategies—the foundation of 21st century entrepreneurship.

Entrepreneurial Ecosystem

Fall, a great time of year—colorful leaves, cooler weather, and college football. Have you ever considered football as an ecosystem? You probably have thought about the team or the coaches, the stadium, the weather, or the fans, however, if you remove any one of those components, football, as you know it, would not be the same.

An ecosystem, comprised of a mixture of complex and interdependent relationships, includes living entities, environmental habitats, and area residents—healthy and sustainable when balance and biodiversity is found among its elements.¹ In football, it takes the offense, defense, special teams, coaching staff, and many other components to win or lose the game. A coach prepares his team by watching the other team's previous game tapes, but unpredictable elements can change the best-laid plans: a Florida-based team playing in snow, the leader on the offensive line taken out of the game, the lack of fan momentum, or bad calls. Yet, teams continue to win or lose, seeking balance, despite the elements and the continuous change.

Unpredictable, accelerated change, an applicable motto for 21st century business, encompasses the evolution of business strategies from past generations. Gone are the days of big company loyalty, gone are the days of the free-wheeling dot.com start-ups, gone are the days of innercountry hiring. Instead, businesses face demands of nimble and agile creativity, self-sustaining investment, and global outsourcing. In the United States, where unemployment currently hovers at 10%,² people face continual economic shifts, in addition to social, political, and cultural divisions, learning how to do business in a rapidly changing global marketplace³—a paradigm shift.

William Guillory posits:

The world is increasingly interdependent through globalization, technology is comprehensively escalating, highly skilled, knowledgeable workers are the norm, and customer expectations have transformed to anticipating wants and needs, rather than simply meeting and exceeding them. Amidst these changes, the reality of diversity is beginning to permeate every aspect of organizational operation—from people to systems to culture to customers. The underlying constant in all of these phenomena is accelerated change.⁴

Contemporary organizations throughout the world, learning how to seek balance in a global economy, struggle with the challenges of external elements, such as breaking through societal boundaries. Concurrently, these same organizations strive to adapt to internal modifications, such as incorporating innovation and hierarchical flattening.⁵ Learning how to adapt to these shifts prompts organizations to embrace radical transformation approaches, using organizational theory to gain insights on today's specific business challenges. Author Richard Daft states, "Organizational theory helps us explain what happened in the past, as well as what may happen in the future, so that we can manage organizations more effectively."⁶

As big businesses face their own economic evolution in the 21st century, what about the impact of change on regional or local economies across the globe? How can business strategies help those people struggling in developing economies compete in a global marketplace and create a long-tail approach of prosperity for their region?

In the midst of this business paradigm shift, entrepreneurial companies strive to seek balance in macro and microenvironments, among the changing elements, social barriers, and global challenges. In college football, players come and go, coaches design new plays, and conference rules evolve however, the adaptation success makes or breaks the team within the continuous change cycle.

In the following paper, I review the history of business through the lens of Biblical egalitarianism from the Book of Galatians, examine entrepreneurial foresight within the context of the futureperfect organizational model, and introduce an entrepreneurial ecosystem based on quantum leadership, self-actualization followership, and creative-adaptive business strategies (Figure 1)—catalysts for creating wealth and prosperity in the 21st century.

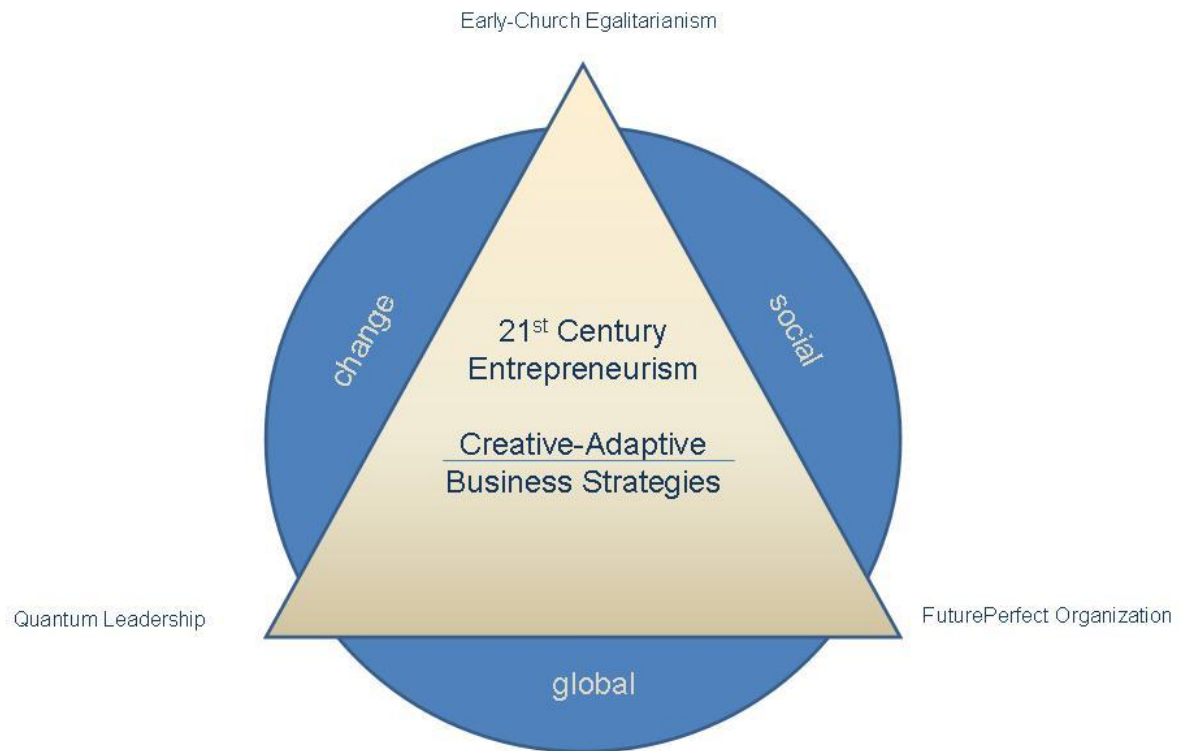


Figure 1. Entrepreneurial ecosystem in an organization's macro and microenvironments.

Egalitarianism in the Early Church

Galatians 3:23-29 (NRSV) reads:

Now before faith came we were held in custody under the law, being kept as prisoners until the coming faith would be revealed. Thus the law had become our guardian until Christ, so that we could be declared righteous by faith. But now that faith has come, we are no longer under a guardian. For in Christ Jesus you are all sons of God through faith. For all of you who were baptized into Christ have clothed yourselves with Christ. There is neither Jew nor Greek, there is neither slave nor free, there is neither male nor female—for all of you are one in Christ Jesus. And if you belong to Christ, then you are Abraham's descendants, heirs according to the promise.

Inner Texture and Intertexture Analysis

Paul, author of Galatians, confronts and dispels *stoicheia* throughout this passage. Author David deSilva defines *stoicheia* as “spiritual forces exercising authority over the human race . . . absolutes, thus enslaving people . . . represent[ing] the power of the basic principles of the world’s way of doing things.”⁷ Basic principles, based on beliefs in national governance, economics, and religious traditions, shape our society’s values and cultural frameworks.⁸ In his letter to the Galatians, Paul’s words influence the Christians’ traditional beliefs from the strict regulations of the law, shifting them into a new paradigm of relationship and love through faith in Jesus Christ. Further, Paul emphasizes throughout Galatians the importance of not being caught in a false sense of righteousness by conforming to traditional absolutes; instead, developing a relationship of freedom with Jesus through the Holy Spirit, manifesting it into humble and serving relationships with others in the community.⁹

Analyzing the selected passage reveals a thesis that all believers who choose to shift into a faith-based relationship with Jesus, a leader reliable and worthy of faith, as opposed to following traditional works-based rewards, are identified as children of God and one in Christ. Those who do believe in conforming to disciplinarian regulations, walk by the law and do not have real faith in Christ. Each believer accepts other believers regardless of differences in gender, culture, society, and tradition as equals in Christ, moving forward as a community of believers toward a promised inheritance.¹⁰

Four topics emerge from the thesis, including:

- a paradigm shift, transitioning from old traditions of conformity to new relationships of freedom;¹¹
- a sense of identity, choosing an identity through the action of baptism, being clothed with Christ;¹²
- a group acceptance, prioritizing relationships, treating people equally, not operating in ethnocentric discrimination;¹³ and
- a common purpose, inheriting the promise, unifying as one in Christ through faith.¹⁴

The definition of egalitarianism states: “(1) a belief in human equality especially with respect to social, political, and economic affairs; and, 2) a social philosophy advocating the removal of inequalities among people.”¹⁵ Based on the Galatians 3:23-29 analysis, this controversial term does not imply government-run socialism, nationwide entitlement programs, or leaderless, submissive activity,¹⁶ but instead, implies economic achievement as “helping the community at large become less dependent on international and foreign aid and more dependent on their own skills and economic prowess.”¹⁷

History of Business

Western society, based on Keynesian economics, supports a capitalistic, free market undergirded by deregulated business and private enterprise, supporting the concept of globalization. With the newly found trading freedom in the capital and securities market in the late 1980s, and the proliferation of technologies in the 1990s, such as mobile phones and the Internet, wealth

increased for some and economic instability ensued for others across the globe. This shift coupled with economic and monetary policy changes, such as a fixed currency exchange, resulted in today's gap between rich and poor. Further, during this period, governmental intervention increased, supporting those earning below a living wage through entitlement programs, redistributing wealth by way of taxes.¹⁸ Today, governments are going broke, economies are losing wealth, and people are going hungry, yet people unrealistically continue to demand the government or the system or wealthy individuals fix the problems.¹⁹

This historical snapshot of the latter-half of the 20th century portrays only a partial representation of Jesus' early church egalitarianism model. Throughout the Bible, Jesus purports freedom and prosperity through leadership, good planning, skills advancement, serving others, work diligence, and responsible stewardship—through accepting others and working toward a common purpose; not through coveting, slothfulness, greed, selfishness, or discrimination. As adversity continues to strike at the global economies, leaders must address the challenging issues, performing a meso-level of analysis among individuals, groups, and the organization,²⁰ adapting in times of chaotic change, paradigm-shifting the way business is done.

In college football, although a team's makeup changes season to season, most players are on one team throughout their college career. Each of those teams belongs to a regional conference. Each player is considered for the team based on his unique skills, whether running, receiving, kicking, blocking, or tackling. The coaches review the skills and the individual's contribution, including whether the player provides an essential element to the chemistry of the team. On recruiting the player, the team evolves, accepting that player, continuing its course toward the common purpose of winning games against other teams. The player, although imperative to the team, is no more or less important than his teammates.

FuturePerfect Organization

The best way to adapt to the future is to create it, then operate in the present as though the future existed today.

—William Guillory²¹

The entrepreneur, pursuing rationality in a chaotic market, seeks profit maximization and a return for stakeholders. Developing regional and local economies requires foresight capabilities, organizational development expertise, strategic intent, and a rapid response instinct for achieving strategic advantage through organizational performance in a competitive global environment. "The uncertainty of the evolving environment means that the entrepreneur, posited as a rational free decision-maker, faces a situation of 'bounded rationality'—because he or she is dealing with an environment (personal and global) that is changing in ways that are presently unknowable."²²

Entrepreneurial Foresight within the Organization

Organizational development, based on organizational theory, elicits an understanding of both structural and contextual dimensions of the organization within the macroenvironment, including “its size, technology, environment, and goals,”²³ and how the organization functions and responds to changes within that environment. Working with strategic intent directs “all the organization’s energies and resources . . . toward a focused, unifying, and compelling overall goal.”²⁴ Entrepreneurial foresight looks ahead toward opportunities and threats, understanding possibilities of unrealized technologies, undeveloped markets, resource shifts, and environmental changes. This concept recognizes “the entrepreneur and the enterprise exist now, but always with a view to the context of the future. The implications of today’s decisions are realized tomorrow . . . and all decision-making becomes more complicated and potentially less rational.”²⁵ Strategic intent, coupled with entrepreneurial foresight, provides a semblance of order within the organization “by acquiring multiple views that describe a range of opportunities,”²⁶ lending itself to a more stable business environment for rational organizational decision-making and exceptional performance.

FuturePerfect Model

The futureperfect organization, a blend between the future outlook of tomorrow and the business opportunities of today, results in a “systematic process of literally ‘pulling’ the organization into that futureperfect state [today] . . . ‘leading from the future.’”²⁷ Although chaos theory suggests “relationships in complex adaptive systems—including organizations are nonlinear and made up of numerous interconnections and divergent choices that create unintended effects and render the whole unpredictable.”²⁸ William Guillory posits a paradigm shift for 21st century business, learning how to navigate that continuous wave of chaos:

- Strategic objectives: Creating, accepting and living the organizational vision, values, and mission.
- Fast response work force: Continuous assessment of the external business environment and the internal operation, flexibly addressing any changes or challenges, producing products and services at the highest level of efficiency and effectiveness in “rapid response” mode to the business environment.
- Knowledge management: Continuous process of collecting data and information, brainstorming their relationships, themes, and patterns to create new knowledge which is the basis for new products and services and the sharing of information—locally and globally.
- Cultural inclusion and alignment: Creating a workplace environment where all employees experience equity of opportunity for success, free of the organization’s issues of diversity; employees feel wanted for their membership, appreciated for their unique contribution, and valued for their perspective in shaping the consciousness of the organization.
- Creative adaptation: Anticipating, embracing, and proactively responding to whatever changes are necessary for exceptional performance using comprehensive, collaborative, self-driven learning.

- Customer integration: Establishing a seamless relationship with customers, such that there is little distinction between the provider and customer to produce an exceptional product or service.
- Cooperation: Supporting self-directed, special teams of multidimensional employees where cross-functional skills are taught for agility, job security, and high-value implementation tactics, and rewards given for making someone else successful.²⁹

The futureperfect organization supports Jesus' egalitarianism model, including creating a paradigm-shift from old ways of hierarchical, strict, rules-based conformity and linear thinking to new ways of relationship-based, integrated, adaptive approaches, embracing a common purpose which brings focus and portrays strategic intent. In both collaborative models, people are valued, diversity accepted with no prejudices or superiority mindsets, allowing for freedom of differences and freedom from fear. This type of cooperation, inclusion, and alignment catalyze innovation and creative-adaptive approaches, allowing for rapid-response and interrelated initiatives in a continuous changing environment. "Even though profitability primarily drives the way things are done, such processes never compromise the organization's ethics and values. Therefore, from a diversity perspective, racial, cultural, gender, or class exclusion are [sic] unacceptable."³⁰

In 2008, Tim Tebow, quarterback for the Florida Gators, made a promise to the Florida fans after a loss against Ole Miss, that "you will never see a team play harder than we will the rest of the season."³¹ In the blogs, fans believed this statement inspired the team and propelled them toward the national championship that year. During the speech, Tim Tebow had his eye on the future and made a present-day, game-by-game promise for the team. Since that speech, even with the loss of some outstanding athletes, the Florida team won 22 consecutive games throughout the 2008 and 2009 seasons until their loss to Alabama in the 2009 SEC Championship Game.³²

Quantum Leadership

Give a man a fish and you feed him for a day; teach him how to fish and you feed him for a lifetime.

—Lao Tzu³³

Leadership, "a process whereby an individual influences a group of individuals to achieve a common goal,"³⁴ manifests itself in a variety of styles throughout an organization. The study of leadership theories and models helps understand leader-follower phenomena and the impact on organizations today and in the future. Quantum leadership, "an interactional field, where leader-followers relationship is the asset,"³⁵ promotes a leadership paradigm, managing organizational chaos and a dynamic environment. A quantum leader manages change and prepares people for that change through fostering engagement, delegating and sharing power, and managing conflicts, ultimately supporting followers' self-actualization.³⁶

Leadership in the Entrepreneurial Ecosystem

Quantum leadership, a leadership concept based on quantum physics, is grounded in four “gifting” principles as outlined by Bolman and Deal:

- Giving others love by extending caring and compassion,
- Giving others power by letting them have authority and influence,
- Giving others authorship by enabling accomplishment and craftsmanship on the part of others, and
- Giving others significance by weaving hearts and souls into a sense of shared destiny, and celebrating successes.³⁷

Quantum thinking draws a leader’s focus and energy from a deeper pool of vision and more lasting values, a source of embedded ethical principles. Quantum thinking expands a leader’s capability beyond serial and associative thinking, allowing him or her to see the whole picture and make decisions in the face of change using moral thinking processes. The quantum leader fosters members’ continuous growth, improvement, self-awareness, and self-leadership by working with the follower at emotional, value, intellectual, and technical levels. The quantum leader embraces diversity making a positive difference in the lives of employees, customer, and society at large. The quantum leader looks for the higher calling in his life, motivated to release the potential in others, creating a solid leader–follower alignment.³⁸

Harris and Brannick state:

Spirit-driven [leaders] are obsessed with creating environments that unleash the limitless creativity, enthusiasm, and energy of people. They often embrace a higher calling, a special cause, or a unique path to personal enrichment, all to better themselves and the world. What can be done to shape the work environment to better enable an employee’s natural gifts, values, and abilities to emerge is a top priority.³⁹

Urban Meyer, the Florida head coach, ranks seventh among active college coaches, with a winning percentage of 83.1.⁴⁰ Coach Meyer demands excellence from his players, but not with a punishment mentality. He considers his players family, promotes mentoring, academic tutoring, allows self-disciplinary action for mistakes, and rewards them with special privileges. His actions line up with his spoken promise “I will not quit on you.”⁴¹

Followership in the Entrepreneurial Ecosystem

Jesus’ egalitarianism model provides participants motivation to reach self-actualization. Self-actualization, the highest level of Maslow’s hierarchy of needs, realizes all basic living and mental needs of a person, increasing high motivational levels and maximizing abilities, growing that person to reach full potential. “Until an individual is freed from concern about a lower level (order) of need, he cannot be effectively or consistently focused on a higher order need . . . once freed from such lower order concerns, however, he can and will begin to explore his higher order growth needs.”⁴² In Galatians, Paul demonstrates that individuals, treated equally, regardless of differences, have the freedom to come together with a group for a common purpose—an

individual paradigm shift from a legalistic mindset to “the new era of Christ and its implications for Christians in living as authentic heirs . . . the difference between sonship and slavery.”⁴³

As paradigms shift, individuals react to change based on the shaping of prior experiences. Chris Argyris posits individuals vary between espoused beliefs and the behaviors employed, developing designs or templates, “unaware of the mismatch . . . do[ing] all this when the issues are embarrassing or threatening, the precise time when effective learning is crucial.”⁴⁴ Quantum leaders, leading their followers through chaotic times, recognize followers adapt and collaborate using available knowledge and cross-functional development, supporting Argyris’ idea that designs can change and followers shifted to new ways of thinking and behaving. “Managers and employees must . . . reflect critically on their own behavior, identify the ways they . . . inadvertently contribute to the organization’s problems and then change how they act.”⁴⁵

Some Florida players have had to shift their traditional view of football into a new paradigm of family-style environment based on encouragement, love, identity, acceptance, and significance. One person is no more important than another; each is a part of the whole, whether leader, player, fan, teacher, or coach. The whole reacts to chaotic events—a quarterback concussion, the offensive-line coach leaving, or preparing for a tough conference playoff. Learning to live on the edge of uncertainty, each unplanned event delivering rapid-response and creative–adaptive approaches.

Twenty-First Century Entrepreneurism

Nature is complex, in constant flux, chaotic, uncertain and ultimately self-organizing.⁴⁶

Authors Bolton and Thompson define an entrepreneur as “a person who habitually creates and innovates to build something of recognized value around perceived opportunities.”⁴⁷ Whether in public or private firms, large corporations or emerging growth startups, entrepreneurs champion innovation, willingly bear risk, and identify change initiatives, seeking to make a significant difference.⁴⁸ Social entrepreneurs also seek to be difference-makers, helping initiate innovation and bring about social change through enterprise solutions. Authors Roper and Cheney posit social entrepreneurship as “an important avenue toward responsible and sustainable business.”⁴⁹ This paper purports that 21st century entrepreneurs, embracing an early-church egalitarianism mindset, can build successful global, collaborative enterprises in a chaotic environment, concurrently seeking a return on investment, social change, and a sustainable economic development model, “giving people a handup rather than merely a handout.”⁵⁰

Table 1 integrates the concepts in this paper: (a) quantum leadership, (b) the futureperfect organization, and (c) egalitarianism. Each component contributes toward 21st century entrepreneurial concepts—the foundation for an entrepreneurial ecosystem.

Table 1: Comparison between Quantum Leadership, Egalitarianism, and Futureperfect Organization, Providing the Foundation for 21st Century Entrepreneurial Concepts

Quantum leadership based on quantum physics	Egalitarianism in the early Church	Futureperfect organization	21st century entrepreneurial concepts
Giving others love	Sense of identity	Cultural inclusion/alignment	Diversity
Quantum physics: Emphasize particle relationships, integration, and free-flowing interaction on its own or in part of a wave—dynamic energy with vibrations of future potential.	Biblical references: 1 John 3:11: love one another. Galatians 5:13: Through love, serve one another (based in freedom).	Build and value relationships (nourish and sustain). Build trust culture based on shared values and an ethic of respect and equal worth.	Cultivate individual potential. Draw insight and inspiration from the qualities of the group being led. Lessen fear. Self-actualization.
Giving others power	Paradigm shift	Creative adaptation Fast-response work force	Emergent self-organization
Quantum physics: Uncertainty and possibility allows for co-creating with environment, defining itself as it goes along, including spontaneous novelty from individual components.	Biblical references: Matthew 9:17: old to new wineskins. Hebrews 7:19: law made nothing perfect; draw near to God. Hebrews 10:22-23: hearts sprinkled clean.	Change is centered in people, not the organization. Recognize infinite number of possible paths into the future, heading toward common purpose.	Work with the flow of the interwoven patterns of dynamic parts, linking them and driving adaptability to change. Innovation. Contribution to team.
Giving others authorship	Group acceptance	Cooperation Knowledge management Customer integration	Global collaboration
Quantum physics: Quantum vacuum—infinite field of energy—the source energy, yielding	Biblical references: 1 Corinthians 1:10: end your divisions, be united in the	Change is continuous and starts anywhere in the organization, leading to change elsewhere.	Create interdependent network with other businesses in region. Encourage free-

Quantum leadership based on quantum physics	Egalitarianism in the early Church	Futureperfect organization	21st century entrepreneurial concepts
perturbations— recognizable patterns of energy and contextualism, relationships to all other parts of the field.	same mind and purpose. Deuteronomy 30:2-3: turn to the Lord, He will turn and gather you from where He scattered you. Colossians 3:11: Christ is all in all.		flow of information and feedback. Serving/giving heart. Community collaboration mindset.
Giving others significance	Common purpose	Strategic objectives/intent	Shared investment
Quantum physics: Individual particles just as important as collective. In complex systems prediction is impossible, indeterminacy and ambiguity exists.	Biblical references: 2 Timothy 1:9: called us with holy calling for His purposes. Galatians 4:18: good to be sought for a good purpose. Genesis 6:17: heirs to the promise, God's purpose unchangeable.	See the big picture and the tides in events. Build networks of relationships and social capital.	Individuals flourish both as individuals and as members of equality in larger innovative creative group. Startup team: co- creative partners sharing risk and building a better whole.

The concepts of 21st century entrepreneurship promotes a common purpose, aligns leader–follower relationships, creates wealth through value, encourages reinvestment, and provides a choice to participate in developing regional and local economies without discrimination and within societal frameworks. The transfer of wealth, whether raw materials, finished goods, or monetary resources, requires an entity structure which supports economic development and fair profit-sharing among organizational members. The entrepreneurial ecosystem (Figure 1) regards such a framework, grounding the future into the present, leading to a paradigm shift in the world of business.

Tischler posits:

The spread of wealth in a society does not immediately change social outlooks and attitudes; social changes seem to lag behind economic prosperity by a generation or two. Trust must evolve over time. . . . In addition, it is not the overall wealth of a society that leads to social change toward higher order levels of concern, but the spread of wealth to a majority of the society's people over time . . . it could be possible that if a society can spread and sustain its higher order mentality long enough, a new, higher-order consciousness could develop which locks the society into this mentality and in return supports the continuation of an economy that sustains the majority of the society's people.⁵¹

The Florida Gators did not win a national championship this year and ended the season with some leadership stumbles, including the surprise announcement of Coach Meyer's leave of absence. Regardless, the Gator ecosystem continues providing individuals the opportunity to walk out of each season "richer" than how they came in.

Creative-Adaptive Business Strategies

Creative adaptation: Anticipating, embracing, and proactively responding to whatever change is necessary for exceptional performance.

– William Guillory⁵²

The following creative–adaptive business strategies support 21st century entrepreneurial concepts, and provide the stepping stones into forming an entrepreneurial ecosystem, marrying morality and profit.

- Diversity: "Synonymous with people and the inherent differences they bring to everything they do. These differences include the ways people are (human diversity), the way people think (cultural diversity), and the ways people naturally do things (systems diversity)."⁵³
- Emergent self-organization: "To survive and grow in an era of continuous change, organizations must identify upcoming opportunities and threats early enough and address them in their strategic planning."⁵⁴
- Global collaboration: "Continuous learning, formal and informal, is needed to stay on the cutting edge in each field of knowledge. Broader and freer access to in-house and external information is needed. Broader and richer kinds of affiliations are needed: collaboration across internal departments and specialty areas, affiliation with external professional and industry groups, teamwork, open, trusting work with suppliers and customers."⁵⁵
- Shared investment: "The quantum administrator accepts a participative universe and views the organization, employees, customers and clients, the community, the market, and the ecology as elements that influence and mutually define each other – interconnected elements that co-create their realities and the futures."⁵⁶

“What’s on your mind, Trey?” George asked from his corner office on Wall Street.

“Well, sir, as you know I just got back from my visit to Iraq, and, they need help,” Trey breathed out in a rush of excitement. “I’m actually thinking about going back and helping this local group of women get their business up and running.”

George regarded Trey for a minute and said, “What kind of business?”

Trey looked up, “They have had a demand for various types of foods popular in the region, and have had success selling on the Internet and collaborating on the product.”

George asked, “In Iraq?”

Trey plowed on, “Actually, Iraq is working to strengthen its economy, GDP is over 7%,⁵⁷ women are in the workforce, and some people are going back to help their families.” Trey paused for a moment, “Would you like to help?”

George asked, “How much are you looking to raise? Do you have a business plan?”

Trey hesitated and said, “Working on it. But, you need to know upfront that this venture will run differently than the last few you invested in. You see, George, this is an important step for this village; they are the ones who need the return. This venture will be set-up as an equal partnership, helping lead them and get their local economy up and running. They do business a lot differently than we do here in the U.S., and we need to be sensitive to their needs.”

In a world where fear continues creeping into our society through poverty, bankruptcy, and class warfare, hope reigns.

About the Author

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