

<<March 22, 2007>>

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<http://www.smartcommunities.org/guidebook.html>

<http://www.iicom.org/intermedia/july2001/eger.htm> -- His paper on Smart Communities in InterMedia.

Dear E-Colleagues:

(1) **ATTACHMENT I** below is a msg I received from John recently.

Dear John:

Many thanks.

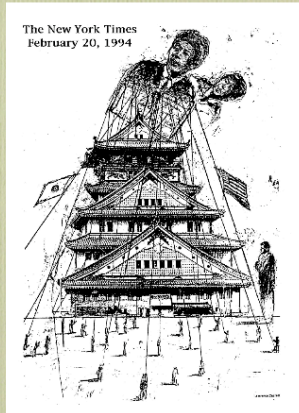
(2) Pls retrieve his previous essays at;

(12/16/06) Interesting article on creativity by Thomas Friedman

<http://tinyurl.com/2ehuw5>

(3) As said in John's recent essay and my contentions on Innovation vs Confucianism mentioned in the above previous list distribution, the pyramid-style or command-control style, social structure of the old industrial age is now start crumbling down, thanks to the proliferation of Internet -- see <Crumbling Feudalistic Hierarchy copy.pdf> <http://tinyurl.com/3252yn> and <PrivatevsPublicService-Acopy.gif> <http://tinyurl.com/2u8s22>;

Crumbling Feudalistic Hierarchy



Private vs Public Service



The Challenge seemed impossible. The performance was superhuman.
(The New York Times, April 17, 2005)

On the day of his first inauguration, March 4th 1933, Franklin Delano Roosevelt lifted America onto his shoulders, and never set it down again. He carried it through 4 consecutive presidential elections, for over 12 years. He carried it through a Great Depression that laid America low. He carried it in a World War against both Germany and Japan. He carried this crushing burden with such great flair, that most Americans were unaware that an earlier battle with polio left him unable to walk. To call his performance superhuman is not unreasonable.

(4) You may then be interested in reading the article appeared in BUSINESSWEEK -- **ATTACHMENT II**

As it says, money and high-tech alone are not enough to have democratic society.

In other words, we have a lot of things to do for changing the world for betterment of humankind — particularly with high quality content through broadband Internet.

Best, Tak

ATTACHMENT I

<http://tinyurl.com/34vup7>

San Diego Business Journal

'06 Year That Power Shifted From the State to the Individual

By - 3/19/2007

San Diego Business Journal Staff

BY JOHN M. EGÉR

Time magazine's Person of the Year was you!

A piece of reflective Mylar acted as a mirror on the cover of last December's issue, allowing each of us — subscriber or curious newsstand observer — a chance to see oneself on the cover.

As Time would have it, ostensibly, the cover gave each of us a chance to think about our newfound, empowered role in world affairs and as Time's editor Rick Stengel put it, thus "changing the nature of the information age" and "engage(ing) citizens of a new digital democracy."

It may well be that Time is right; that 2006 clearly marked the year that power has shifted from nation states and national and international political leaders, to each of us — to individuals and individual communities — as never before.

Clearly the Internet, with Web sites like YouTube and MySpace, or search engines like Google, has given us more access to more information than ever **before**.

Like Minded

Young people post their profiles and reach out to new communities of like minded young people (and some weirdos, too, we are finding); some of us have used Finder.com to renew old friendships; and more of us are blogging daily to affect U.S. political campaigns like George Allen's Virginia race for the Senate (remember Macaca) or to stop global warming.

In the long run, it may be argued that people are going online and influencing decisions about everything from art and politics to commerce.

This, in turn, is changing the way marketers and political strategists think about their product or their candidate, reflecting more of the interests and needs and concerns of the body politic.

We are being heard, Time says, and a new form of online governance is taking shape.

Maybe. But maybe not.

In the short run, as Dan Yankelovich, world-renowned research guru and pollster points out, fewer and fewer people are going to the polls, mostly because they don't think that voting is an effective way to express their hopes and dreams.

Sadly, as Yankelovich says, those that do vote aren't so sure their vote counts.

Thus, in the short run, more people are disheartened and disillusioned by their elected officials and those running their schools and our global corporations. Democracy seems like it's on a **downward spiral**.

Old Model Broken?

While the new Internet-based model is clearly having its impact, the old democratic model, it can be argued, is broken.

On the world scale, a majority of Americans want something different in Iraq. They want some solutions to global warming; they want alternatives in our foreign policy.

America knows, too, they need something more than the no-child-left-behind legislation; better partnerships between federal and state and local elected officials and between those representing so-called blue states from red.

In the long run, our individual advocacy using the Internet may bear fruit. In the short run, we need to organize ourselves and to be involved in the public policy arena.

Our freedoms — and our unique free enterprise system and our constitutionally protected rights of speech assembly and religion — are what have given us the most robust information economy in the world.

California alone produces more books, movies, software, information or knowledge products of all kinds than any other country in the world.

In this new global age, particularly the flattened world economy that (New York Times columnist) Thomas Friedman talks about, we need to strengthen our political and economic muscles as the line between the two blurs more *than we ever imagined*.

*John M. Eger, Van Deerlin chair of Com muni cations and Public Policy at San Diego State University, is a member of the Envision San Diego partnership, a media forum for discussing public policy issues **affecting the region**.*

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ATTACHMENT II

BUSINESSWEEK/**Technology** March 15, 2007, 8:23AM EST text size:

New Technology, Old Habits **Despite world-class IT networks, Japanese and Korean workers are still chained to their desks**

by Moon Ihlwan and Kenji Hall

Masanori Goto was in for a culture shock when he returned to Japan after a seven-year stint in New York. The 42-year-old public relations officer at cellular giant NTT DoCoMo ([DCM](#)) logged many a late night at his Manhattan apartment, using his company laptop to communicate with colleagues 14 time zones away. Now back in Tokyo, Goto has a cell phone he can use to send quick e-mails after hours, but he must hole up at the office late into the night if he needs to do any serious work. The reason: His bosses haven't outfitted him with a portable computer. "I didn't realize that our people in Japan weren't using laptops," he says. "That was a surprise."

A few hundred miles to the west, in Seoul, Lee Seung Hwa also knows what it's like to spend long hours chained to her desk. The 33-year-old recently quit her job as an executive assistant at a carmaker because, among other complaints, her company didn't let lower-level employees log on from outside the office. "I could have done all the work from home, but managers thought I was working hard only if I stayed late," says Lee.

These days, information technology could easily free the likes of Goto and Lee. Korea and Japan are world leaders in broadband access, with connection speeds that put the U.S. to shame. And their wireless networks are state of the art, allowing supercharged Web surfing from mobile phones and other handhelds, whether at a café, in the subway, or on the highway. But when it comes to taking advantage of connectivity for business, Americans are way ahead.

For a study in contrasts, consider the daily commute. American trains are packed with business people furiously tapping their BlackBerrys or Treos, squeezing a few extra minutes into their work days. In Tokyo or Seoul, commuters stare intently at their cell phone screens, but they're usually playing games, watching video clips, or sending Hello Kitty icons to friends. And while advertising for U.S. cellular companies emphasizes how data services can make users more productive at work, Asian carriers tend to stress the fun factor.

Why? Corporate culture in the Far East remains deeply conservative, and most businesses have been slow to mine the opportunities offered by newfangled communications technologies. One big reason is the premium placed on face time at the office. Junior employees are reluctant to leave work before the boss does for fear of looking like slackers. Also, Confucianism places greater stock on group effort and consensus-building than on individual initiative. So members of a team all feel they must stick around if there is a task to complete. "To reap full benefits from IT investment, companies must change the way they do business," says Lee Inn Chan, vice-president at SK Research Institute, a Seoul management think tank funded by cellular carrier SK Telecom ([SKM](#)). "What's most needed in Korea and Japan is an overhaul in business processes and practices."

TIME, NOT TASK.

in these countries, if you're not in the office, your boss simply assumes you're not working. It doesn't help that a lack of clear job definitions and performance metrics makes it difficult for managers to assess the productivity of employees working off site. "Performance reviews and judgments are still largely time-oriented here, rather than task-oriented as in the West," says Cho Bum Co, a Seoul-based executive partner at business consulting firm Accenture [Ltd.](#) (ACN)

Even tech companies in the region often refuse to untether workers from the office. Camera-maker Canon [Inc.](#) (CAJ) for instance, dispensed with flextime four years ago after employees said it interfered with communications, while Samsung stresses that person-to-person contact is far more effective than e-mail. In Japan, many companies say they are reluctant to send workers home with their laptops for fear that proprietary information might go astray. Canon publishes a 33-page code of conduct that includes a cautionary tale of a worker who loses a notebook computer loaded with sensitive customer data on his commute. At Korean companies SK Telecom, Samsung Electronics, and Ig Electronics, employees must obtain permission before they can carry their laptops out of the office. Even then, they often are barred from full access to files from work. And while just about everyone has a cell phone that can display Web pages or send e-mails, getting into corporate networks is complicated and unwieldy.

The result: Korean and Japanese white-collar workers clock long days at the office, often toiling till midnight and coming in on weekends. "In my dictionary there's no such thing as work/life balance as far as weekdays are concerned," says a Samsung Electronics senior manager who declined to be named. Tom Coyner, a consultant and author of *Mastering Business in Korea: A Practical Guide*, says: "Even your wife would think you were not regarded as an important player in the office if you came home at five or six."

These factors may be preventing Japan and Korea from wringing more productivity out of their massive IT investments. Both countries place high on lists of global innovators. For instance, Japan and Korea rank No. 2 and No. 6, respectively, out of 30 nations in terms of spending on research and development, according to the Organization for Economic Cooperation and Development. And the Geneva-based World Intellectual Property Organization says Japan was second and Korea fourth in international patent filings. But when it comes to the productivity of IT users, both countries badly lag the U.S., says Kazuyuki Motohashi, a University of Tokyo professor who is an expert on technological innovation. "Companies in Japan and Korea haven't made the structural changes to get the most out of new technologies," he says.

Still, a new generation of managers rising through the ranks may speed the transformation. These workers are tech-savvy and often more individualistic, having come from smaller families. Already, some companies are tinkering with changes to meet their needs. SK Telecom abolished titles for all midlevel managers in the hopes that this would spur workers to take greater initiative. Japan's [NEC Corp.](#) (NIPNY) is experimenting with telecommuting for 2,000 of its 148,000 employees. And in Korea, CJ 39 Shopping, a cable-TV shopping channel, is letting 10% of its call-center employees work from home.

Foreign companies are doing their bit to shake things up. In Korea, ibm has outfitted all of its 2,600 employees with laptops and actively encourages them to work off site. The system, which was first introduced in 1995, has allowed the company to cut back on office space and reap savings of \$2.3 million a year. One beneficiary is Kim Yoon Hee. The procurement specialist reports to the office only on Tuesdays and Thursdays. On other days, calls to her office phone are automatically routed to her laptop, so she can work from home. "It would have been difficult for me to remain employed had it not been for the telecommuting system," says Kim, 35, who quit a job at a big Korean company seven years ago because late nights at the office kept her away from her infant daughter. "This certainly makes me more loyal to my [company.](#)"

Moon is BusinessWeek's Seoul bureau chief. Hall is BusinessWeek's technology correspondent in Tokyo

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