

For more than two decades, we have also been alerting our clients to the trends and developments that have led to the current financial crisis. Below is a partial list of the white papers we prepared to keep our clients aware.

THE CONSEQUENCES OF THE DEATH OF MARXISM (June 1989)

"It would be a tragic error for business to assume that the death of Marxism means the end of the forces working to restrain business." The outlook is for greater scrutiny and more demands for accountability.

DECLINE IN OVERSIGHT CAPABILITIES (December 1990)

The speed of change in the financial system is leaving regulators further and further behind.

COMPLEXITY (September 1993)

Increasing complexity in finance is leading to more volatility, less predictability and more difficulty in measuring and regulating.

DERIVATIVITY (September 1994)

Derivatives are making it increasingly difficult to apply existing accounting and measurement systems and thus make finance more opaque.

GLOBAL COMMERCE: THE OFF-LINE GROWTH OF WORLD ASSETS (March, 1995)

Businesses are increasingly vulnerable to risks not currently assumed or accounted for.

UNAVOIDABLE BLAME: THE NEW ERA OF ORGANIZATIONAL ACCOUNTABILITY (September 1995)

Clinton-era regulatory reforms could weaken business accountability, but at a time when individuals are being told they are more responsible for their own financial well-being, they are likely to demand even greater accountability from businesses.

THE FINANCIAL ASTRONAUTS: MONEY AT ZERO GRAVITY (December 1999)

New forms of risk and risk transfer, accompanied by escalating returns, will require recalibration of all measurement and control systems.

ADDICTED TO ADRENALIN (September 2000)

Traders need increasingly risky ventures to feed their addiction to the rush from adrenalin.

LEGISLACK: THE GROWING INABILITY OF GOVERNMENT TO KEEP UP WITH CHANGE (June 2001)

Governments everywhere are finding it increasingly difficult to keep up with the growing complexity and speed of the global financial system.

LIVING IN AN ERROR/TERROR WORLD (June 2002)

Increasing complexity is raising the possibility of more inability to effectively manage and regulate financial services.

RESENTMENT RISING (June 2003)

Economic populism is on the rise as more people feel that business is too impersonal and indifferent.

RISK UNMANAGEMENT (March 2004)

The expansion of financial information is making it more and more difficult to be in control of the system.

LIFE IN THE SLOW LANE (March 2009)

With the economic downturn affecting the whole world, the fast-paced upwardly-mobile movement of people and organizations has stalled. Overwhelming numbers of people who had gotten used to a faster tempo in their own lives and all around them are now finding themselves with little to do, either because they are without work, or they cannot afford to spend their leisure in costly activities. They are filling more of their time with anxiety over their security and the ability to have the life they expected. The fundamental restructuring of the global economy comes as little surprise to those who followed the evolution of economies, from the Agricultural Age, through the Industrial and Post-Industrial, to what we now call the Emotile and into what we project to become the Virtual.

Perhaps the greatest consequence is that, while change continues to accelerate, people have been stopped in their tracks. Businesses are failing. Demand is dampened. Assets are unstable. People are not only being laid off, but are hard put to find jobs. This is unlikely to continue for longer than three years. But while the economy, and the societies that wrap themselves around it, continues to evolve, this interim period of retuning and reorientation will spell a personal and corporate move from the fast lane into the slow lane that will challenge us in significant ways.

In the next few years, each generation will be affected in its own way. Many of those who were preparing for a fun and varied retirement will have to reassess their options. Those who are at the other end of the work life spectrum, the Net Geners, had come to expect that work and fun should be the same thing, that feedback should be constant, career advancement should be rapid, and that everything should happen fast. These youngsters will likely retain their expectations, despite the current environment, but be much more cynical when these expectations are not met. They will approach work life in a different way, affecting the system for all who come after. The emerging middle classes in the developing world will have their dreams on hold for a while.

It is extremely important to recognize that millions of people who were, up until recently, gainfully employed and/or capable of living in the fast lane are not now. In the next few years, new products and services can arise to cater to this reality, and they may have long-lasting potential well beyond the current economic doldrums.

There will also be some positive implications, and some interesting opportunities that may eventually emerge, including renewed appreciation for family, community, nature and the spiritual. In the workplace, long term interruptions of work and sabbaticals could actually become the norm for more people, and financial planning, including health care, may increasingly come to take this into account. Lifelong reeducation may also increasingly occur, especially as it becomes abundantly clear that as the economy transforms, so must one's skills. We may also see more people living in virtual worlds, interacting with those they know and those they don't, playing games, building communities, and seeking out possibilities that complement their hobbies and interests.

Businesses will find opportunities for growth and profit in these areas.