



**Politics, Jobs, The Economy;
Business People, Workers, Class;
Politicians, Public Services;
Unions, Support, Fairness;
Dignity, Security, Equality;
Climate Change;
Identities, Racism, Nationalism;
Free Markets, Income, Wealth;
Opportunity, Poverty;
Media, Populism –
we flounder around in politics
because we don't examine the basics -**

the book **Look At The System**

**by Ed McDonnell
explains the basics of politics and jobs
from our everyday experience and will
help you to think and talk about them.**

A Ten Minute Read v.2019.40.
of Look At The System

Go By Facts Or Feelings?

Look At The System aims to help us all to understand and improve 'the system' of business, politics and work. It explains the relationships, what's wrong with them, and how we can improve them. But for many, the facts and issues of politics are too much to think through so they just go by what they feel.

They think 'politicians' are a public service, they 'run things', and all we do is choose between the politicians and parties on offer. Some choose a politician not for what their policies but because they 'like' them. Or won't vote for one because they 'don't like' them. Or they go with slogans rather than policies, like 'hope' or 'change' - 'I thought we should give the other lot a chance' - as if we just choose one set of managers over another. Or they'll go by feelings of 'belonging', and sometimes blaming, provided by '**identity politics**'. Going by these instead of policies and job, business and political relationships, is a poor way to use your political rights. But many do. It will be addressed at the end of this work.

But first, a factual analysis.

A System Analysis

A framework for political thinking and discussion

**Business people run the world.
It's because they organise and act together.
And because the rest of us mostly don't.
These basics shape all of politics and working life.**

Business people run the world because they organize most of the production, goods, services and jobs we need. Because they are 'the economy'.

People sense their power but don't say much about it or question it. They take the world as they find it and accept their power like they accept the sun comes up every day. They talk of things business people do as what 'they' are doing or as 'just what happens' or 'just one of those things'.

They don't talk of business people but of 'the system', as if it's a thing-in-itself, just 'there', above them. They don't understand it; think they haven't got the power to change it; and think you could only change it for another 'self-existing' system, socialism or communism, that most believe won't work.

So they accept how the everyday activities of production, trade and jobs are done, with business people having great power, as just how the world is. And, with them and the business system taken for granted, they turn to '**politicians**' to '**run the country**'.

They don't see that business people's power is so great that politics and politicians can only work within the limits business people will tolerate.

And politicians and political institutions aren't normally in instant, all-powerful control of society. Politics is an arena where relationships like those of the system can be disputed and changed. But most of them are long-established and determine what we experience day after day, independently of politicians.

And in many countries, these relationships were developed, by business people, before democracy; and we haven't yet developed the awareness and organization to regulate them. Or in un-democratic countries, business people get themselves political power that leaves their system free from regulation.

Some answer the question 'who runs the world' with conspiracy theories that 'reveal' that it's run by hidden groups. But there's no secret to it. You can see it in your home, in the high street, out on the road, in your jobs and in leisure. It's business people.

'The system' has never been explained and people have never discussed it or voted for it. We need to look at it, what's wrong with it, and what we can do about it. The book '**Look At The System**' does this and explains how we can regulate it and business people.

So we're not mature and organized enough to organize production and jobs ourselves, so we do depend on business people to do it. But that causes our main problems. Such as –

It is leaving vital **public** needs to be provided **privately**. We allow them to run our world economy, greedily and recklessly, with the unregulated free markets they insist are best, and they cause crashes like 2008's. In Britain, that gave the Conservatives an excuse to attack public services and support. It caused **Brexit** – 'we can't challenge them, blame foreigners'. The US business class caused the forty year standstill in American workers' living standards and the job losses in the rust-belt that gave us Trump.

They get ridiculously wealthy, from our work, while causing many millions to live in insecure poverty.

Insisting on a right to 'make a return on capital', they are generating needless growth that is wrecking our planet.

Since we depend on them, we do have to do deals with them, at work, and in politics. But we need better, fairer deals that make them behave better.

To start with, the worker majority need to see why business people dominate them.

First, we need a useable everyday term for 'the system'. 'Free markets', 'neoliberalism' and 'capitalism' - too abstract. **Business** is the common, everyday, physical experience of the system. So, 'the free market **business** system'? In practice, just **the business system** is best.

And we need to name business people as a group. Politicians and commentators, if they acknowledge that, call them, coyly, 'the business community'. Community?? They are a **class**, the **business** class. Especially 'the 1%', the corporate and financial operators. They are the **ruling class**, not vague 'elites'.

Conservative politicians and parties represent them. They exist to let business people do what they want (*laissez-faire*). Their key aim is to get the free-market business system accepted as the only system. The power the business system gives to business people is the main thing conservatives aim to conserve.

They cover up that they represent the business class by:

- promoting free markets as just the only system that works and the best one for everybody.
- having us see 'the system' as a self-existing entity. Just 'there', 'above' us. But it is just customary **human relationships**, used in trade everyday by business people and the rest of us.
- speaking of 'businesses', 'companies', 'corporations', multi-nationals and 'the markets' as if they are self-existing, extra-human entities. But they are just **people**, fellow-citizens we can hold to account.

- justifying business people's wealth and power as fair outcomes of a fair system. They aren't, it isn't. It is shockingly biased against the worker majority.

The business system has its points and the rest of us have no alternative to hand. But it's not our system, it's theirs, and however good they claim it to be, everyone knows it's nowhere near good enough.

We have **policies** that can make their system and life on this planet fair, civilized, stable and sustainable. **But we need a social and political force strong enough to implement them and regulate the business class.**

Progressive politicians limit their ability to do it by conceding to conservatives on the business system and free markets and by not seeing **just what it is about the system** that enables business people to dominate. And you can't expect them and hoped-for great leaders to do it on their own against the power of the business class. Progressive parties are limited too in what they can do by **voters themselves** not understanding the system and not voting in enough numbers, with enough conviction, for progressive parties to regulate business people.

We need to form ourselves into such a force. Central to this is for non-business people, mostly workers, to organise as workers, just as business people organise as businesses.

But first: **We need to grasp and spread knowledge of these basic features of the system:**

- **the economies of scale** in modern industrial society mean production, services and trade **inevitably** come to be dominated by fewer, larger operations; run by a minority; and to an **inevitable** majority having no option but to work for one or another of them.
- **business people are collectively organized and active.** A business **is** people organized, **at work**, with partners, shareholders, managers, suppliers, staff and customers.
- their collective organisation and activity **at work** makes them effectively **the economy** (or most of it), able to **dictate to governments**.
- when conservative parties win elections, **business people are the government**.
- some of them independently run mass media to set a **political agenda** and **political thinking** that is pro-business; although it is mostly done by diversion, diverting attention from them, their power and their privileges and directing it at other issues and people.

By taking the trouble to organise businesses, business people deserve more income than the rest. And we should credit them for the public utility of their organisation, enterprise, and risk-taking. But not as much as they credit themselves.

(Except in small businesses, **risk** is spread across projects and funds; successes cover losses; limited company and bankruptcy laws give them immunity.)

Some can be decent, some smaller ones and small traders. But they behave badly, or worse, as a class. And even the decent ones are pressured by competition to behave badly. (We need to regulate competition. It has its benefits, but not as many as co-operation.)

The Bad Deal Not On Trump's List

Those people who need jobs to make their living are workers. Blue-collar, white-collar, shop floor, office; manual, technical, engineer, teacher, lecturer. Even managers. The great majority of the population. The true working class. But that meaning is muddled by 'middle class', that takes consumer lifestyle and crude measures of income to be more relevant than **how** people make money or a living. So how about **the worker class?**

Unique to the book 'Look At The System', its central point, is showing what it is about the business system that enables business people, and public sector employers too, to overpower workers at work and also in politics. Workers desperately need a clear-headed view of this and how it justifies workers organizing together in unions. So do progressive politicians and parties.

Everyone knows the power an employer has over a worker. It governs the deal you make when you start a job; it governs how you have to behave while in a job; it governs how they can sack you.

This is why they have it:

... **economies of scale in industrial society mean most jobs are in workforces with many staff.**

... **with many others, employers can easily do without any one.**

In the trade between an employer and a worker, in the job deal, one worker is ten, a hundred, thousands of times weaker than the employer (depending on the size of the workforce). This ratio works against better-qualified, so-called 'middle class' workers as well as the less-qualified. It's why employers can say 'There's the door if you don't like it'.

Conservatives claim free markets mean **individual freedom** and **opportunity**. That 'You can make it by your own efforts' and, in the USA, achieve 'The American Dream'. In jobs, they call these terms of trade 'free labour markets'.

But most work, production and trade isn't individual, it's collective. Conservative claims of individual freedom collapse before this obvious basic feature of modern industrial and trading economies.

'Free' labour markets just mean people get really **bad deals in making their living** and employers being able to treat people worse than they should be able to treat fellow-countrymen and women.

And the unequal job deal enables business people to pay workers less than the value of what they do and to

take more money from the business than they deserve. This is where most **wealth** comes from and why we have such huge wealth inequality.

In a decent society, people shouldn't have to trade themselves in such bad deals to make their living. Organizing is the legitimate, mature, adult, response to the injustice of trading with employers one at a time.

Employers having many staff is what establishes people's right to organize in unions.

Inequality

This inequality of power between employers and workers enables unfair treatment of white workers and those of colour; of male and female; of old and young; and of public sector workers as well as those employed by business people. But we have not effectively made the case for our right to organize so it is ignored in politics.

Our historic failure to identify and challenge **this biggest of equality issues** is why some of 'the white working class' see action for equality on gender and race as minorities getting favours, turn resentfully on them and on liberals and progressive parties and, in the USA, vote for Trump's minority and liberal-attacking nastiness.

Liberals are fair-minded enough to act against the most obvious inequalities. But because they believe in the business system they don't see, argue against and act against this bigger inequality – the one between employers and **all** workers. They need to challenge **this** inequality as strenuously as the other ones, and support **all** workers, white, of colour, whatever, getting equal to employers by having the right to organize.

The business class in American treat 'the white working class' badly. Minority workers suffer both the anti-working class injustice of non-union free labour markets and from being a bit different in ways they can't control and are irrelevant. 'The white working class' should see non-union, free-labour-market job deals as an inequality, one that hurts minorities and them, that should be tackled **as well**, and organise along with the minorities.

And shouldn't vote for false-friend-of-workers businessmen like Trump, or, in the UK, for outsider-blaming policies like Brexit. That's no way to better their own condition.

The Case Summed Up

Look at all the collective institutions in society. Businesses have the right to operate – as **companies** - with protections like limited company status and bankruptcy laws. They have trade and employer organizations. There's government, government departments, city and town councils, courts, schools, hospitals, fire authorities, the police and military,

churches, printed, televised and digital media and more. These are all **organisations**.

For the majority of the population not to be organised in their jobs, in making their living, is ridiculous, from our side. And, by their hostility to workers organizing, vicious, from the conservative, business class side.

Base the case for the right to organize on the simple arithmetic that employers with many workers have an unfair advantage over them one at a time, and you can be confident in taking the argument to fellow-workers and even to conservatives.

For equality for workers all colours, genders and personal tastes, they have the right to organize and the right to union recognition from employers.

It is about having the right, and the sense, to participate in the economy as mature, dignified adults with equality of power. It is about civil rights and full citizenship.

This leads into

Class In Politics

So the case for people's right to organise **at work** is made. And they should base their activity in **politics** on being organised as workers.

This is a leap for most people. Conservatives claim union organization should only be about pay and conditions at work; that political rights are only exercised by individual voting in geographic, not economic, constituencies.

The dominant view of politics is: you vote in the geographic constituency you reside in; some fellow-constituents associate to form the various political parties; the constituency parties associate together to form national parties. In the years between occasional elections, the media (much of it owned for this reason by business people) is where you get information and debate about the parties' national leaders and policies. The daily deluge of information and views on politics and 'identities' from the media shapes most people's political opinions and voting intentions. The parties themselves contact you only during occasional elections; then you receive most of your election information and debate through the media; and you vote individually, secretly.

In the years between the occasional elections, or in the election campaigns, **voters don't talk to each other much about politics or how we vote.**

But political activity based on co-residing in place-based constituencies, with little association with each other, doesn't make as much sense as basing it on closely associating in the fundamental business of **making your living**, everyday. Business, the economy and jobs are the central activities in society, and are so are your relationships there with other citizens.

This is what business people do. Conservatives and business people base their political organization and activity on their economic, **work-based**, organized role.

Business people are organized, collectively, at work, by class. Without even being members of political parties this gives them serious political power because **governments rely upon them to organize most of the goods, services and jobs we need.** They have great power by being '**the economy**'. See the enticements governments, city and town councils give them, with grants, tax breaks, planning permission, low regulation, 'flexible labour markets.

They lobby politicians, as companies and as trade associations. Then, obviously, many of them are very wealthy. With that wealth, they fund **conservative parties**, candidates and campaigns. What look like individual donations to conservative parties and think-tanks is money they make from us, at work. They take money from us and use it against us in politics!

And wealthy business people who claim to be independent of conservative parties campaign mightily for conservative **politics** in their **collective** media businesses, in print, radio and digital media.

It all comes from the basic structure of society being collective. Conservatives always talk of **the individual**. True, we are individuals. But we are also hugely **collective and co-operative**, them especially, in businesses, companies, corporations and banks, in production, trade, and with us at work. It's them, employers, constantly industrializing work who **do** the collectivizing.

So, the business class build their political strength not as individual voters in the constituencies but as collective organizations in economic roles at work.

And so it needs to be for workers. But worker's organization in politics is pitiful compared to theirs. We accept constituency-based politics that atomises us, where we don't talk to each other about our shared class position, and can't develop class politics. Politics is a collective activity, it's about running the country together. Yet aside from a few party activists at election times, we don't do anything, individually or together. While in between elections, and during them, we ingest business class bias and politics in the media.

So, like business people, workers are entitled to, and should, base their political thinking, debate and activity on their **shared, work-based, economic role, on their work-based collective organisation.** They should use their meaningful relationships as union-organised fellow-workers to communicate with each other, daily, on political issues and voting choices. It goes from there into the constituency system, but from this independent, everyday, work-based organisation.

Wherever workers organize, the activists do act together politically. But it is marginalized, most

importantly in the minds of inactive members and those who are not organised. Just as the case for organizing together on pay and conditions at work needs to be more clearly made to workers, so does the case for using that as their main political base.

The central argument of 'Look At The System' is this: we need to establish, as a civil right, the right to organise as workers, and be recognized by employers; we need to actually organise, across the world; and if we are not to forever flounder around in the vague relationships of the electoral system, being bullied by conservatives and the organised business class, we need to use our workplace organisation as our main forum for developing worker's politics.

Wealth, Public Services, Support and Taxation

Business people make big decisions about money, marketing and managing in the activities we depend on to make our living. They 'take care of business'. They deserve a fair amount for that. But they take so much from these **collective** activities that they don't need **public services** and **public support**.

Then conservative parties say they get that money by **individual** effort. So they say people are **individually** responsible for everything they need and block public services, and income security for the worst-off, and the taxes for collective spending on them.

They call public services and welfare 'socialism'. Nonsense. Socialism would be running the economy collectively, as now, but with democratic control not private. Public services and welfare are just fellow-nationals backing each other up on basic needs, using the established practice of insurance - 'spread-the-risk-and-costs'. Conservatives support public collectivism when it protects the system that privileges them, such as the police and the military. And they drop individualism and make collectivism compulsory when it comes to patriotism and fighting wars. That's socialism gone mad!

But we can't just blame them. All this is our fault too, for not taking the trouble to understand 'the system'. We need to see how we relate to business people, public service managers and each other; to see that we are **the worker class**; to see it as our main **identity**; and to talk to each other about it all as **fellow-workers** and **mature citizens**.

And to **organize**. Business people are so organized, with company boards, many work sites, departments, managers, supervisors. Compared to them, we as workers are poorly organized. In fact we are mostly atomised.

Of course, some of us are organised. But not with enough conviction, and nothing like as many as needed. We need to **take the trouble** to organize at work, to trade and bargain with employers on equal terms. And to identify and organize distinctly as the

worker class in politics to regulate the whole business class.

But at present, we let them distract and disarm us with various shallow **identities**. Some unite us with them; others divide us against each other.

Conservative **parties** use the prestige and authority of the nation state to pressure people into **national** identities. **Independent** conservatives overwhelm people with it in print, radio and digital media. The national 'we' gives people feelings of significance, belonging and security from being in so strong an institution, and from being one of the many 'British', 'Americans', Russians, French, and the rest. And you don't have to do anything. You don't have to organize at work or in politics, you get to be one of a high-status national 'we' just by living in a country.

But conservatives completely contradict this 'we' with their key belief and policy - **'the well-off earn it from working hard; the poor are poor because they are idlers; those in trouble should not get state support; people should be left to sink or swim'**. That is, they believe 'the country' shouldn't support its citizens!

In our highly interactive, collective systems of production, with the unfair job deal, with the instability of the business system, this is nonsense. But most people do adopt the national 'we'. Workers drop their class identity in favour of it. Progressive parties lose themselves in it.

To conservatives, 'the nation' just means laws and institutions that enable business people to use, misuse, discard and abandon fellow-countrymen and women. Workers and progressives don't see how little meaning 'the country' really has to conservatives. They let them get away with using the 'we' to mask class identities and their class-biased policies. Crucially, the 'we' lets the business class recede into the background.

To take the edge off their brutality, conservative parties promise citizens their needs will be met, but by the business system. Of course, it doesn't do that and its failures mean they have to promise state support for citizens. But they do no more than the minimum they can get away with.

When you take conservative's treatment of their compatriots into account, nationality really just means people **co-reside in a system of politics and law**. There are practical things to it, and rights and obligations that you are entitled to or had better abide by. **But anything more depends on what fellow-citizens do with and for each other**. With the brutality of how business people treat workers and how they attack state support for citizens, workers should downplay 'the country' and not share with conservatives the flag-waving loyalty they cheekily expect.

But many do. And progressive parties too duck the clear conflict of interests in the business class/worker relationship. The national 'we' is the accepted framework for political thinking. And the business system is a key part of it.

So when it fails to meet people's needs, and conservatives deny it's the fault of business people and the shortcomings of the business system, and blame the abstraction of 'the economy', progressives have no answer. They go along with conservative talk of the problems affecting all of 'us'.

To take on the business class about its failings requires education, organisation and determination from a lot of people talking, organizing and acting together. We don't have that. Conservative politicians and, ferociously and continually, their media, tell 'Britons', 'Americans' etc. the problems are caused by 'outsiders', who they have an 'insider' entitlement over. So for workers, blaming outsiders is the easier option. Instead of taking on the power of conservative politicians, the business class and media, you only have to fall in behind them in their attacks on 'outsiders'. This is people who are unable to tackle the people **above** them turning on those **below** them. It's punching down instead of up.

As 'outsiders' to divert blame onto, there's people not from this system of politics and law, not members of the national 'we', i.e. 'foreigners'. For example, 'foreign competition' paying lower wages is blamed for job losses. Native business people do the same to fellow-nationals and it is accepted. Then there's foreigners who 'come here and take our jobs' - migrant workers, refugees.

Brexit in the UK is 'Blame foreigners not the business class'. Instead of blaming conservative free market madness for the 2008 crash, and the Conservative government for making them pay for it, 'leavers' blame the European Union. And they blame Eastern European workers who use EU free movement of labour to 'come here and take our jobs'; yet don't blame British business people for using **their** free movement for operations and investment to **export** their jobs.

Conservative politicians and media strengthen the 'we' that binds many workers to them by dividing compatriots into 'majority insiders' v. 'minority outsiders'. They separate minorities from the majority 'we' by colour or religious identity or on being different by personal things like gender, religion or sexuality. These national and white 'Identities' unite workers with the business class and set workers against each other instead of them.

How to challenge the 'outsider' and racist diversion: Don't allow the debate about the 'outsiders'. The bigotry is always based on an insider 'we', e.g. 'Americans' or 'whites', that is easily questioned. Ask

how much 'the country' really means to conservatives, how much they care about their fellow-nationals; how much does being 'white' mean to caring for other white people; how little does the 'we' of nation and colour really mean?

The Business System And The Voter

Progressive parties rely on business people to organize the economy. These people demand such incentives, and their system is so unstable, progressive parties can't deliver all they promise. Voters, blind to how business people's power limits progressive governments, see it as their fault when business people mess up the economy. E.g. after the 2008 crash, Labour in the UK in the 2010 election; the Democrats in the US in 2016.

Conservative parties talk big about patriotism and 'the country'. But they won't support the actual **people** who **are** the nation. In the US, not even with their health. Workers who vote for them self-harm.

When, because of business people's demands and failures, mainstream politicians can't deliver, some who rely on the national 'insider' promise turn to extreme outsider-blaming business people – to bombastic nationalist **populists**, like Trump.

We should call out conservative and populist business people on nationalism and patriotism. Ask them: Is this one society or is it not? What will they do, what will they give up, for their fellow-nationals? Will they be enterprising not just for their own greed but for fellow-nationals, for only fair rewards?

Will they agree their fellow-citizens shouldn't have to trade for their jobs in unfair deals? That they have the right to organise in unions and be recognized by employers?

If we vote in governments to regulate them, to make them act decently towards fellow-nationals and the planet, will they accept it? Or will they down tools, as conservatives threaten they will? What will they pay towards the taxes needed towards their fellow-citizens health and public services and to support them when they suffer from the unstable business system?

What To Do

We must spread the understanding of the system that Look At The System aims to provide.

We need to urge each other to use as **the framework for our political thinking** the business class and worker class system, and downplay the framework of 'the nation'. Urge each other to adopt the **authentic** identities that come from active roles, in making a living together as **workers**. Blue-collar, white-collar, shop floor, office; manual, technical; teacher, lecturer; and even managers (as workers); of all nations, colours, genders, ages and personal tastes.

So, Politics – Go By Facts? Or Feelings?

Business people inter-act every night and day to a **huge** degree in **work-based** business relationships, between countries, worldwide. **Convince each other of our right to do the same, to organize work-based relationships independently of them.** Base it on that simple arithmetic - employers having many workers makes the deal for each worker unequal and unfair.

Urge workers to see being a union member as normal, natural, everyday, expected. And to treat this relationship with each other to be as serious and meaningful as that we have with employers.

Say to each other 'Organized, you not alone against the boss; you get the **dignity** of being on an equal footing them; you get a feeling and a reality of support, security and fair treatment; and real action to protect and improve your conditions'.

Urge each other to **organize ourselves into groups** in almost every job, section, department, workplace and trade; between almost every workplace and industry, trans-nationally, worldwide. Then trade with business people and public service managers as near-equals.

And with class-based **politics** we can convince each other as voters not to fall for conservative myths of individualism, opportunity, and seemingly low taxation; nor let them divert us into targeting fellow-worker 'outsiders' instead of them.

Placing your hopes in great leaders won't work. On their own, they can't regulate the business class. We need an organised, everyday, permanent, social force that can match business people's everyday, permanent, recognized social force. **That's us, organised as what we are - workers.**

Conservatives should never get into government. We should always be able to vote into government strong progressive, pro-worker parties and back them to strike fair deals on worker's rights with the business class as a whole.

Very ambitious, all this? It would take many steps, taken by many millions, organizing and acting together. But it's what is necessary if we are to get our world into a civilized state and to not wreck it.

We can start by getting each other to see that the system is the problem, and to talk about it, as much as some talk about sport. And to agree that we are entitled to and should be organizing so we can play mature, active, dignified, adult roles in the system.

Returning to the issue of people not wanting to bother with all that and just go by feelings

Look At The System aims to help us get over that by giving people, for the first time, a clear, understandable explanation of the system, that anyone can understand, so they shouldn't find politics too much to think about.

But on addressing feelings as well as facts –

The many decent people, humanitarians, liberals, progressives, trade unionists and socialists have the strongest hand in making people feel they belong, are fairly treated, supported, secure and looked after.

Conservative identities - nationalist, white, nativist - and anti-outsider politics don't offer real support. They say nothing about what they would do for people if the 'outsiders' weren't there to blame. Nothing about how relationships would be **between** fellow-nationals and 'whites'. Nothing about what to do about business people's power, about jobs and incomes. Nothing about support at work, supporting each other in health, housing, education, social insurance.

And we can show how the 'individual freedom' conservatives claim to offer is cover for business people's collective seizure of wealth from the worker majority; that genuine freedom is based on support from each other, not abandonment. That where '**identities**' can't deliver, the **organisation** as workers and voters that 'Look At The System' argues for can.

At work, strong union organisation replaces feelings of powerlessness with feelings of real support and **dignity**. Progressive and socialist politics and governments give **genuine** support and security in income, health, education, equal treatment and equal opportunity and in regulating business people.

Conservatism aims for **unfairness, abandonment, and isolation**. But most people want fairness in society. The **fairness** that **progressive** politics is all about is a powerful appeal to people's feelings that conservatism can't offer.

And with wide, everyday organisation, we can get all this over to people, and deliver it.

So though this work offers not an appeal to feelings but a thought-through analysis, we can do that too.

More, much more, at www.lookatthesystem.com

and www.therighttoorganise.com

This Ten Minute Read is constantly improved.

For the latest version, go to the website.

Changes are usually just in sequencing and clarity.