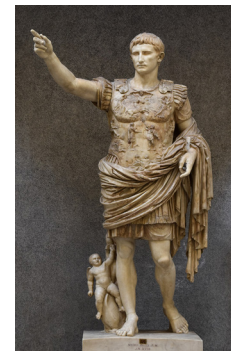
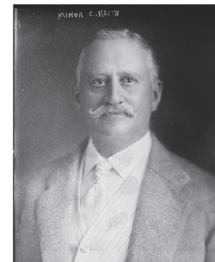


Empires



COVER

The *cover of this text depicts images of logos and founders of some of history's most memorable 'empires'* i.e. multi-national, successful, wealthy, families, countries, companies, and organizations that have dominated, in some way, the world order.

Starting with the Left Column, those images represent:

- the country of the **United States of America**
- **Beyonce and Jay-Z** -music and entertainment, fashion, pro-sports agency, technology, etc.
- the **Professional Golfers Association** -an American and emerging international golf league
- **Peter the Great**, Czar of the **Russian empire** (1682 -1725)

Center Column:

- **Phil Knight**, Founder of **Nike** - shoes, apparel, and equipment
- **Dutch East India Company** - the world's dominant trading company from 1602 to 1799: spices, cloth, coffee, ships, tulips, porcelain, tea, dyes and perfumes, gems, gold and silver, etc
- **Alibaba** -founded in 1999 by **Jack Ma**, Chinese multinational technology company specializing in e-commerce, retail, Internet, and technology.
- **Standard Oil Company** - founded by **John D. Rockefeller**, an American oil company that pumped crude oil from the ground, transported the crude oil in Standard Oil owned trains and vehicles to Standard Oil owned refineries, and advertised with a Standard Oil owned marketing company from 1870 to 1911.
- **MICROSOFT** - American software and cloud storage company; founder **Bill Gates III**
- **AMAZON** - American e-commerce company; founder **Jeff Bezos**
- **LEGO** - Danish producer of plastic construction toys founded by **Ole Kirk Christiansen**

Right Column

- the **People's Republic of China (PRC)**- 1949 to present, the Communist country of China
- **Minor C. Keith**, founder of **United Fruit Company** in 1899, now called **Chiquita Bananas**
- **NBA** - National Basketball Association, an American and emerging international basketball league
- **Octavian** - founder of the **Roman Empire**; he ruled the first Roman empire from **27 BC** (before Christ) until his **death in AD 14**.

The “*Empire*” lesson is a collaboration with multi-corporate partners of this class specializing in wealth creation and management. Guest appearances include several members of the **Fidelity Investments** team featured in the top photo as well as representatives of other investment firms like **Anthony Muhammed - Barclays Financial Services** shown in the bottom photo.:



GOALS for this lesson are:

- **increase** student self-esteem / **CONFIDENCE**
- **understanding MONEY:** how it's earned, best ways to manage it, for more of it
- **understanding** the concept of '**EMPIRE**'; including **country**, **corporate** and family '**empires**'.
- understanding **relationship** between '**EMPIRES**', **POWER** / **INFLUENCE** and **WEALTH**
- **understanding basic ECONOMICS, i.e.** the study of money, earning and spending; how money management affects the security and quality of life in countries, companies AND people, including



Daniela Pierre-Bravo

- how good money **management** or **lack of it** affects the '**WEALTH**' of '**empires**' and '**people**'. '**WEALTH**' is the **value** of the **assets** / **stuff** a person, company, organization, family, or nation possesses. '**WEALTH**' usually indicates the **value of ALL the things** a person, nation, family, company or '**empire**' **has** in their possession and the **level of economic success/prosperity/security** and other **benefits** (e.g. influence, power, etc) accompanying it.



Warren Buffet

• UNDERSTANDING HOW '**WEALTH**' is **CREATED**

- **wise management of money**, (e.g. good investments like stocks, bonds, real estate, crypto, commodities, etc; WHICH APPRECIATE / INCREASE IN VALUE and create **WEALTH**.

- a consistent source **of money; e.g. a reliable AND preferably enjoyable JOB providing regular income / pay** to **invest / save**; **difference between net vs gross income**

- **WELL MANAGED SPENDING AND DEBT - borrowing some money** can help create wealth BUT TOO MUCH BORROWING is a fast track to NO WEALTH. "**You can't continue to spend more money than you make.**" If you need to borrow to buy stuff that increases wealth like real estate / home or a computer with WiFi access, SPEND LESS then buy what you need or want with what you've SAVED. BORROW-

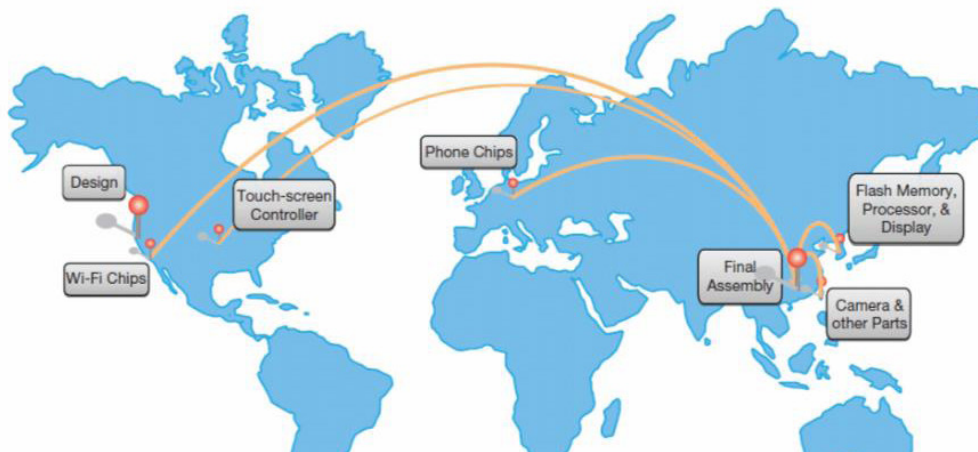
ING increases **DEBT**; **DEBT** creates a new expense which becomes one more bill you have to pay each month potentially **jeopardizing** your **WEALTH** possibilities. Smart investors like **Warren Buffet, Ray Dalio, Oprah Winfrey, Geraldine Weiss, Lee Kuan Yew, Daniela Pierre-Bravo, and Sally Lapides** would take the savings from not spending to buy 'stuff' that increases their wealth. Mr Buffet would buy 'stuff' like stock in a company like GEICO. Ms Lapides would probably buy real estate. Mr Lee would probably invest in his country, Singapore, their schools or infrastructure (airports, trains, etc). Focus on **spending your money** on '**stuff**' **that can increase WEALTH**; 'stuff' like a car, a home, a smart phone, WiFi access, or Ray Dalio's book "**PRINCIPLES: Life & Work**".

- **developing 'RESOURCES'** - Resources can be minerals, services, technology, land, etc AND, **MOST IMPORTANTLY, PEOPLE talent!**
- being in a country, state, and city with **SECURITY** (police, military, etc) that protects citizens / institutions / companies from theft, graft, cyber attacks, threats, nefarious political / criminal activities which take what lawfully belongs to others.
- strong **MILITARY** (army, navy, cyber security, technology, etc) and effective **DIPLOMACY** by **corporate** and national political leaders to **PROTECT** important '**SUPPLY CHAINS**'. **Supply chains** are complex '**logistics**' systems of **planning** that purchase then bring raw materials (plants like cotton or minerals like lithium, nickel) to factories to make finished products (Iphones, sneakers, computer chips, t-shirts, etc) and then send the finished products to stores or Amazon that sell (sometimes deliver) the finished products to consumers / customers.

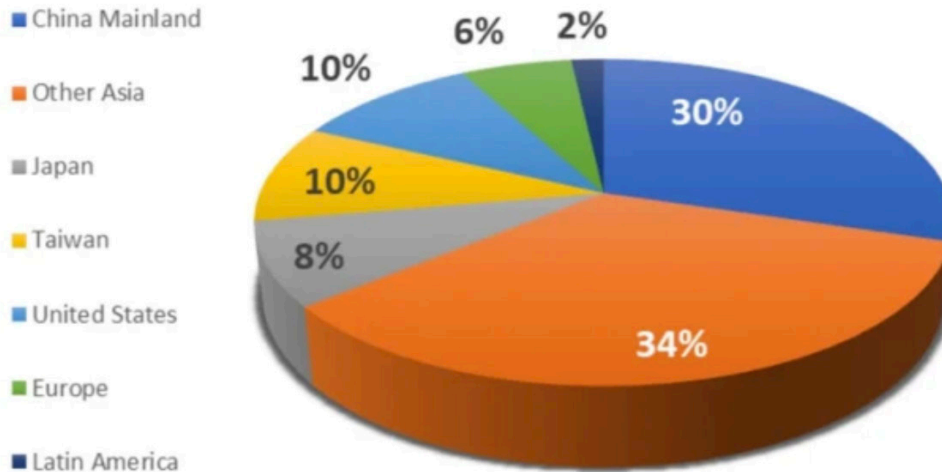
5

Supply Chain for Apple's iPhone

The iPhone is assembled in China from globally sourced components.



Location of Supplier Facilities by Main Region, 98% Of Total Spend



Apple's SUPPLY CHAIN was interrupted by COVID-19. Because the center of the pandemic was in Mainland China, China's factories that make Apple stuff were closed. The conversations between American and Chinese political leaders were accusatory and adversely affected the relationship between Chinese and American leaders. Apple and other American companies moved some of their supply chain from China to other countries (e.g. Mexico, Viet Nam). **48% OF APPLE'S SUPPLY CHAIN WAS IN CHINA. NOW, only 30% of APPLE'S suppliers are in China.**

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- being in a **CAPITALIST** country which permits and fosters **ENTREPRENEURSHIP** and **MERITOCRACY**, *i.e.* a country which allows and encourages private ownership of companies / property and the financial success / wealth from hard work, grit, courage, and achievement NOT simply from family **legacy**, **political affiliation**, etc.
- ♦ **ACCESS TO GREAT EDUCATION CHOICES** - schools with highly compensated, PROVEN, GREAT TEACHERS in schools with experiential learning options like internships, apprenticeships, etc that teach **skills / behaviors / competencies** **RELEVANT** to what's REALLY happening in the world economy so **ALL** citizens develop and exploit their **INHERENT** talent to create opportunities for themselves and their community's financial success / wealth
- wise corporate and / national political **LEADERS** who foster a fact based, non-partisan, environment for **GROWTH, INNOVATION** (*e.g.* inventing new technology / services like **ARCHER**, electric power flying taxi service; **CRISPR** - gene-editing technology allowing scientists to modify human DNA to cure diseases, etc; and **TESLA** electric cars, **SPACE X** rockets, **TESLA** batteries, **NEURALINK** brain implant computer chips...)

- **UNDERSTANDING HOW WEALTH is LOST / JEOPARDIZED:**

- ♦ **SPENDING MORE** money **THAN** a person earns (\$), company makes (profit -\$) OR a country / state / city / town collects in taxes -\$.

- ♦ **MISMANAGING DEBT** - i.e. borrowing too much money that can't be paid back **on time**. **EXAMPLE** - **America's** GOVERNMENT **POLITICAL LEADERS** CONTINUOUSLY SPEND MORE MONEY than the government collects in taxes and then must continually borrow MORE MONEY to pay the government's bills / debt **OR**, A **PERSON WHO** continually borrows more money than he or she earns to pay bills / credit card on the date it is due every month. **YOU PAY MORE TO BORROW MONEY when you haven't paid your bills ON TIME ALL THE TIME. FOR EXAMPLE** -

One of the world's 3 credit rating agencies, **FITCH, LOWERED AMERICA'S CREDIT (SCORE) in 2023** because **America keeps borrowing MORE AND MORE money to pay its bills AND** America's political leadership is perceived as 'dysfunctional' (incapable of doing a good job). **CONSEQUENTLY, American citizens NOW pay higher fees, MORE MONEY, for its government to borrow money to pay bills.**



flag of the country of **Greece**. Around 2010, Greece's credit rating was downgraded to "**junk**" status by major credit rating agencies. This downgrade made it more expensive for the Greek government to borrow money. Fewer investors wanted to buy Greek government **BONDS** which is how governments borrow money.

- ♦ **IMPACT of a POOR (LOW) CREDIT SCORE** means a person, country or company HAS HIGHER FEES TO PAY WHEN BORROWING MONEY; for a person when they buy a car or home or for the government to pay police and teachers. FURTHERMORE, some BANKs / INSTITUTIONs WILL NOT LOAN A COUNTRY, COMPANY, PERSON MONEY with a bad (low) CREDIT RATING.
- ♦ **POOR EDUCATION CHOICES** (e.g. government supported schools which DO NOT SUCCESSFULLY TEACH and MEASURE student learning of critical "**competencies**" (see President Paul LaBlanc, Southern New Hampshire Univ, on what should be education's primary teaching focus - i.e. '**competencies**') **AND** '**life skills**' (e.g. personal branding, networking, financial literacy, time management, communication, adaptability, empathy, listening and observation, critical thinking, etc - see Life Skills Syllabus at www.hopeliveskills.com) - **ALL RELEVANT for COMPETING SUCCESSFULLY IN TODAY'S DYNAMIC, TECH-CENTRIC, GLOBAL ECONOMY.**
- ♦ **INEPT / CORRUPT / HYPER-PARTISAN LEADERSHIP** (national and corporate)
- ♦ **ABSENCE OF EQUITABLE SECURITY** to consistently protect ALL citizens from graft, threats, cyber attacks, personal violence, racism, and corrupt leadership (both political and corporate) which prevent EVERYONE from developing their inherent talents

and the '*wealth*' that can accompany it. **SECURITY includes** -

- ♦ **WELL SUPPLIED, CREATIVE, HONEST MILITARY / POLICE** (ARMY, NAVY, CYBER SECURITY, SATELLITES, DRONES, etc) to protect PROPRIETARY **DATA / 'SUPPLY CHAINS', / PERSONAL SAFETY** etc
- ♦ **EFFECTIVE DIPLOMACY** i.e. nurturing relationships with foreign countries through empathy and peaceful, collaborative conversations NOT threats or violence
- ♦ places **WITHOUT** policies promoting **ENTREPRENEURSHIP, PRIVATE PROPERTY, AND GREAT EDUCATIONAL** experiences to **develop human talents which enable opportunities for every person to be successful AND create wealth**
- ♦ **NOT DEVELOPING NATURAL RESOURCES** - eg. minerals, land, and, **most importantly, human talent**, which can create wealth and its by-products (jobs, tax revenue, a good standard of living, etc) so government politicians can pay for GREAT education, security, state of the art infrastructure, personal safety, etc to benefit **ALL** PEOPLE

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Part of the mission of this class ALSO INCLUDES:

- ♦ an appreciation of the adage "*those who cannot remember the past are condemned to repeat it.*" Essentially, the study of history provides invaluable knowledge to guide people, nations and companies for a better future. (George Santayana).
- ♦ **students will hopefully understand** '*why*' and '*how*' the courage and freedom to ask **QUESTIONS are INVALUABLE** for helping '*empires*' AND PEOPLE be successful
- ♦ refine student **critical thinking** to recognize the **difference between** '*propaganda*' / *marketing and 'fact', 'partisan' and 'non-partisan', 'bias' and 'objective'* information
- ♦ students will hopefully **realize** the importance of **listening** to '*all sides of an issue*' before YOU DECIDE what is **FACT** based, non-partisan, un-biased, **'TRUTH'!**
- ♦ understanding **basic economics**, a social science that studies the development of resources (minerals, farm land, ESPECIALLY **human talent**, etc), as well as the profits from making '*stuff*' (production), exporting '*stuff*' (delivery), importing '*stuff*' (using **supply chain logistics**) and selling the '*stuff*' you make to consumers / clients. **Economics** involves the study of different economic principles and models like **capitalism** and **socialism** to understand why nations, companies and people behave the way they do.

GLOSSARY OF KEY TERMS:

PERSPECTIVE INTERPRETATION

“This text is not fact, rather the view of one author; consequently, it should not be automatically accepted as ‘truth.’ Two time Pulitzer Prize winning historian and author, Barbara Tuchman, stated ‘there is no such thing as a neutral or purely objective historian.... without an opinion, a historian would simply be a ticking clock....’ Your mission should be to determine the ‘truth.’ Your challenge will be to explain why anyone should believe you.”

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CREDIBILITY BELIEVABILITY

“It’s not a given, we acquiesce too quickly. Be respectfully skeptical. Do your homework; check the record and the resume. Ask the question – ‘should I trust this person as a credible source for the truth?’ Make it a prerequisite before embracing the claims of anyone who professes to have the ‘answers.’”

Class Plan:

This class will tell a story about different '***empires***'; whether those '*empires*' were / are countries or companies and how each developed power and influence to dominate specific areas of the world OR specific industries (e.g. fashion, sports, automobiles, tulips, technology, etc). As a result, these '*empires*' affect the world's economic, political, and military balance of power.

This examination of '*empires*' is **intended to generate a conversation among students as well as an occasional class guest** to discuss the different components of an '*empire*' which include:

- the definition of '***empire***' (***national, corporate, and personal***)
- **how** '*empires*' are created
- **why** '*empires*' thrive and dominate
- many forms of '***empire wealth***' from tulips to tungsten
- **how** '*empires*' fail
- **examining** multiple corporate and national '*empires*'

10 This conversation will be facilitated by an **app** called **Mentimeter**, or Menti for short. The Menti app accommodates online collaborations by ensuring each participant's contribution is **anonymous** and shared in *real time* using each participant's mobile device. The use of **Mentimeter is intended to increase student confidence** to ask questions or state opinions and not worry about peer or teacher judgements when asking their questions or stating opinions. A person's ability and willingness to ask questions during their life is a key factor for building networks of successful, influential, ethical and caring people who can help us achieve the success we hope for. In this class and life, "**QUESTIONS ARE MORE IMPORTANT THAN ANSWERS!**"

Mentimeter is a Swedish company based in the city of Stockholm that develops and maintains their app that is often used in environments promoting presentations, feedback and questions, both anonymously or with acknowledgements, in real-time.

see - <https://www.mentimeter.com/>



STUDENT SURVEY

1. Please answer the following questions:

- have you
 - set up a savings account at an FDIC insured bank? **yes or no**
 - recently deposited money in an FDIC insured bank savings account- **yes or no**
- have you ever invested in any of the following:
 - **stocks** - **yes or no**
 - **bonds** - **yes or no**
 - **real estate** - **yes or no**
 - **crypto** - **yes or no**
 - **art and/or collectibles** (e.g. stamps, baseball cards, coins, vinyl, etc) - **yes or no**
 - **commodities** (e.g. soybeans, wheat, beef, lithium, nickel, oil, etc) - **yes or no**
 - **401K** - **yes or no**
 - **Roth IRA** - **yes or no**
 - a **start up** / new business / new company - **yes or no**
 - **your own business** - **yes or no**
- Companies, governments, organizations and families prepare and follow a **fiscal OR financial PLAN** every year called a **BUDGET** to make sure their **company, organization, the country, state or city government, or family** will be successful. Please write a definition for each of the following terms or if you don't know, simply write "I don't know". -
 - **BALANCED BUDGET** _____
 - **BUDGET DEFICIT** _____
 - **BUDGET SURPLUS** _____
 - **WHAT IS the MOODY'S AGENCY AND THE FITCH AGENCY** _____
 - **WHAT does 'INTEREST' mean WHEN PEOPLE BORROW MONEY**

- WHAT does '**INTEREST**' mean WHEN PEOPLE SAVE MONEY? _____
- WHAT is the FINANCIAL DISEASE called **INFLATION** (**ask CHATGPT**)
- HOW does **INFLATION** hurt the average peron? (**ask CHATGPT**)
- WHICH of the following is your **PERSONAL CREDIT SCORE**-
 - 800 to 850 - **yes or no**
 - 700 to 799 - **yes or no**
 - 500 to 699 - **yes or no**
 - 499 to 300 - **yes or no**
 - "I DON'T KNOW" _____

♦ **IMAGINE** - you are thinking about buying a car. You have just been informed by a CREDIT RATING AGENCY like **Equifax, TransUnion and Experian** that your **PERSONAL CREDIT SCORE** has been **lowered**. Please explain in a well written sentences 2 major consequences of a LOW PERSONAL CREDIT SCORE. Well written sentences means perfect spelling, good capitalization and punctuation, good grammar and no run on sentences.

1. _____
2. _____

2. please indicate your level of confidence today about making **WISE DECISIONS about spending and investing your money** - place a check next to your answer

- VERY CONFIDENT _____
- SOMEWHAT CONFIDENT _____
- NOT VERY CONFIDENT _____
- NO CONFIDENCE _____

3. **IMAGINE** - You have inherited **\$10,000**. A TRUSTED, SUCCESSFUL, INFLUENTIAL **MENTOR suggested** you invest the \$10,000 you have inherited. Please answer the following questions:

- *what would be the first thing you would do to begin the investment process?*
- *what would be the goal of your investment(s) _____*
- *what would you consider a 'good' investment(s) _____*
- *what would you consider a 'bad' investment _____*
- ***HOW** would you determine an investment is a 'good' or 'bad' investment _____*
- *where would you go for TRUSTED, RELIABLE, investment advice _____*
- *what does the term '**return on investment**' (ROI) mean? _____*

4. Please complete our **NETWORKING INVENTORY** - .

This survey simply serves as a status report to measure your progress building and developing a network of successful, influential people you can call upon for advice and support throughout your life.

Fact - most career opportunities in life will come from someone in a person's **NETWORK**.

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- Name one of the **most important** people in your present network. _____
- Name or describe a **new person you've recently added to your personal network** and explain how this person has enriched your network;
- Has there been a **member of your network** you **decided** could **no longer be part of your present network**? **yes or no** If yes, please explain why you decided to no longer have this person part of your present network -- _____

- Give an example of recently extending yourself **out of your comfort zone**. _____

- if you feel comfortable doing so, please describe a lesson learned from a **recent mis-take or failure** which has made you a **wiser, stronger person**. _____
- if you feel comfortable doing so, describe a recent decision you made because it was the **'right thing to do'** _____

- Give an example of something **creative** you recently did. _____

- Give an example of a **kind act** you did for a person who needed some kindness. _____

- Name the **book you are PRESENTLY reading**. _____
- Have you created a **LinkedIn site?** *yes or no*
- Who is the most recent person you sent a **request to CONNECT** on LinkedIn? _____

- Name the most recent person you sent a '**congratulations**' message on LinkedIn acknowledging a promotion, new job, or birthday. _____
- What is the **latest personal accomplishment** you **added to your LinkedIn profile?** _____

- Name the person in your network you sent an email, text, or written note to saying '**thank you**' for something nice they did for you _____
- do you have a trusted, reliable **MENTOR** - *yes or no*
- what **BENEFITS** do you feel your **MENTOR provides** to you - PLEASE EXPLAIN IN COMPLETE SENTENCES _____

5. please place a check next to one **DEFINITION** below which best defines the word '**empire**'.

- one powerful, wealthy nation or successful company that influences or controls the decisions or actions of other places or large groups of people
- a person who acts as a referee or designated official judging a sporting event

Empire: Definition

EMPIRES are relatively big, powerful, influential, and rich countries, kingdoms, organizations, families, and companies.



'Big' means they take up a lot of 'territory' and 'space'

'Territory' means they're affecting many places throughout the world.

'Space' means popularity and influence in specific industries like fashion, energy, food, entertainment, cars.....

'Powerful' means they 'influence' decisions and/or lifestyles in many 'territories (countries)' or industries.

'Rich' means they make a lot of money!



ELON MUSK,
Founder and Leader of
TESLA EV cars, SPACE X ROCKETS,
THE BORING COMPANY,
NEURALINK brain implants
and **TWITTE** now **X.**
He has been called the richest man in
the world.

'Influencing' is usually the responsibility of the empire's leader who uses media and/or public attention to create a positive perception of the empire's 'brand'. Because Presidents of countries, Mayors of cities, and Governors of states and even Presidents OR CEOs (Chief Executive Officers) of companies are often in the news making speeches or being interviewed, they have an opportunity to influence people and corporate and national economies. This advantage is called 'THE BULLY PULPIT'. The term "bully pulpit" refers to a leader's unique opportunity to use their authority and their visibility in the news to promote their ideas and opinions (often 'partisan') to influence a favorable perception of their corporate or national brand. For example, Elon Musk is often in the news offering his opinions about his companies and the products



**American
President
Joseph Biden**



Marta Aparicio - born in Guatemala, emigrated to America as a 12 year old, living on her own at 17 years old while a junior at Hope High School in Providence, RI, graduated #1 in her class in 2010, full scholarship to Georgetown University in Washington, D.C., graduate studies 'fellowship' (scholarship) to Columbia University, New York City, majoring in *International Studies*, accepted into the United States State Department as a diplomat serving in the United States Embassy in the capital city, Vientiane, of the Asian country of Laos. In 2023, Marta assumed new responsibilities at the United States embassy in the country of Honduras. **Marta's brand says** honest, hard working, intelligent, smart, grit, empathetic, kind, adaptive, willing to push out of her comfort zone, 'growth mindset', and no excuses. Photo shows Marta using her 'Bully Pulpit' to share her story with Central High students in 2023.

his companies make (Tesla Electric cars, SpaceX rockets, Neuralink computer chips, Boring Company tunnels) or services (social media platform, Twitter NOW X). **Elon Musk's storytelling skills will affect how people feel** about Mr Musk's character as a person, his ability to lead his company as well as the opinions people have about the products or services his companies makes and offers: the popularity of his cars, space ships, and his social media platform, TWITTER now X, etc. Another example is American President Joe Biden. **President Biden's storytelling skills will affect how people in the United States and all over the world perceive his and America's brand:** his honesty, character, ability to lead, keep Americans safe and successful as well as the quality of the country's character and its ability to lead and its influence in the world.

This is a good time to **ask yourself**

'what is the perception of my brand when anyone meets or observers me in school or the community?'

Storytelling skills are not simply the way we speak with people. **Storytelling is anything we do or say, how we act, dress, or speak, our posture, or what we post on social media. All of these things shape the perceptions of your personal brand AND your potential opportunities for success.**

Every person has an empire to create and manage.

You most certainly have the potential to create an '**empire**'. The question is 'are you willing to **WORK HARD** for it'? Your '**empire's**' **SUCCESS** will be affected by the perception of your **BRAND**. What is the perception people have of your leadership of '**A FUTURE EMPIRE**'? The answer to this question will affect the '**empire**' you dream about, hope for, and aspire to in your life.

Creating An Empire

'Empires' are created in a number of ways:

#1. military conquest - armies and navies have been attacking and taking over 'places' for centuries (e.g. Spain attacked and took control of places in North and South America and Africa; Portugal attacked places in South America (Brazil), Africa (Angola, Mozambique), and Asia (Macau); England attacked and took control of places in North America, Africa, Australia, and Asia (Hong Kong, Singapore) in the 17th, 18th, and 19th centuries; Nazi Germany attacked and controlled many European and North African countries between 1936 - 1945; Netherlands (Dutch) once took control of New York City, places in India, and South America; Japan attacked and took control of places in Asia and islands in the south Pacific Ocean during World War II; and Russia's recent attempt to invade and control Ukraine in 2022)

#2. one of the benefits of a country being an 'empire' and staying an empire is the acceptance of the empire's currency (money); it becomes a '**reserve currency**'. A '**reserve currency**' is a specific country's money that is accepted for purchasing and savings in other countries all over the world. For example, the "**Dollar**" is America's national currency. The "**Pound**" is



the national currency in the United Kingdom (England, Scotland, Wales, Northern Ireland, etc.) The "**Yuan**" is the national currency in Mainland China. However, because the American dollar is perceived as the most valuable, trusted, and reliable CURRENCY and is associated with the American economy that is the largest

economy in the world, the **dollar is recognized as the world's RESERVE CURRENCY** and held in large quantities by foreign governments, their central banks, and other financial institutions for their international exchanges. **When a country's currency, like the American dollar, is the world's reserve currency, it adds to the country's influence and power in the world.** The United States dollar has been the world's reserve currency in the world since 1944. Prior to that, the **British Pound** was the world's reserve currency from the 1800s until the early 1900s.

#3. Innovation - creating a new product or service and starting a business that fills an anticipated need or interest. **Phil Knight** did it with a better sneaker, his **NIKE SNEAKERS**. **John D. Rockefeller** did it with his **oil company** to replace whale oil that was used for

making candles to light homes; oil also replaced wood and coal for heating homes. **Steve Jobs** did it with **personal computers** and later with **mobile phones**. **Madame CJ Walker** did it with **hair and beauty products**. **Elvis Presley** did it with **rock and roll music**. **Henry Ford** did it with **automobiles**. And, today, 2023, **Lionel Messi** is doing it with **soccer / football** (depending where you live). **Visionaries** like Jobs, Knight, Walker, Rockefeller, Elvis, Ford, Messi and others saw an opportunity that others either didn't see OR lacked the **courage to accept the risks** of investing their money, time, and brand reputation to pursue it. These coura-



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geous, creative, brave visionaries did, and, as a result, created successful business empires.

#4. 'marketing' is a form of **'storytelling'** used to create **'empires'**. **Marketing** is a process for promoting, communicating, advertising to prospective customers for "the sale and delivery of a company's products, services, or ideas." **Marketing is to business empires what armies, navies and air forces are to national or country empires.** **Marketing starts with** the collection of **data**. Data is information. Personal data is information related to a specific person. Data can include names, addresses, phone numbers, email addresses, photographs, social media posts, financial details, health records, biometric data, what someone buys, the web site people visit, and more. Data collection can take place with OR without a person's permission OR knowledge. Companies use data, especially personal data, to create specific messages on media a person most often uses (newspapers, videos, streaming channels/networks/platforms, etc), about the products or services the personal data indicates a person likes. Companies which collect and use personal data create personal messages and place these messages



on the channels, apps, videos, web sites, etc, that a specific person uses the most. A smart, use of data based marketing helps a company or nation become an *'empire.'*

*If enough people feel they **need or want** an empire's product*

AND the product is high quality,

AND, priced so people can buy,

AND the marketing messages are effective,

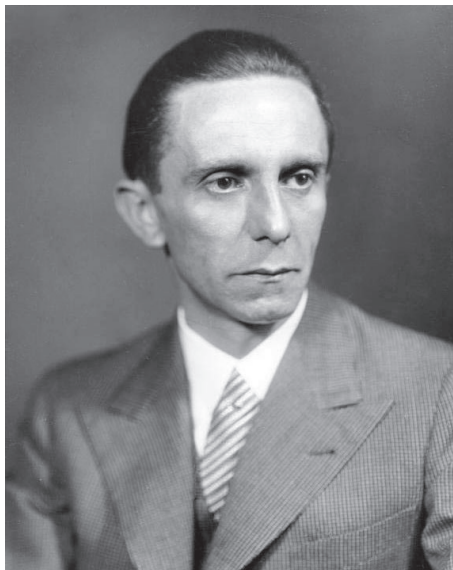
a company becomes an 'empire!'



NETFLIX



#4B. there is arguably a distinct *difference* between *'marketing' and 'propaganda.'* *"The key difference between marketing and propaganda is the intended use of the message, its truthfulness or lack thereof, who the message is intended for, and the source and control of the message."* Marketing aims to promote specific products or services; propaganda is used to manipulate, influence and too often harm political enemies of a leader. Many argue that political leaders, throughout history, have used 'propaganda' to convince specific groups of people to support their self serving, nefarious agenda.



Paul Joseph Goebbels was Nazi Germany's Reich **Minister of Propaganda** from 1933 to 1945. He was one of Adolf Hitler's closest and most devoted associates and known for his exceptional public speaking skills.

#5. Great Leadership - great leaders make a difference with any company, country, organization or family aspiring to be successful. **GREAT LEADERS come from a variety of backgrounds. Yet, all GREAT LEADERS have similar strengths and skills. GREAT LEADERS unite people to focus on a common goal;**

they don't divide people and cause hate in companies, countries or families like many leaders have done. GREAT LEADERS possess an insatiable curiosity for learning, courage to push out of their comfort zone to ask questions, take risks, and investigate new ways of doing things.

*The best leaders **ADMIT THEIR MISTAKES** and view 'mistakes' as opportunities to learn valuable lessons which help them becoming wiser and stronger.*

*The best leaders continually look to the future to **ANTICIPATE** impending challenges AND opportunities*

for the continued success of their 'empires'. Great leaders recognize the benefits of hiring the

*smartest people, empowering them with decision making authority and providing them a collaborative environment for creative thinking and innovation to ensure the success of their companies and countries. GREAT leaders have developed extensive networks of successful, influential people to continually speak with and listen to. GREAT leaders are the recipients of great educations whether they be traditional educations at elite elementary, secondary school and universities OR having the good fortune of a great experiential education like an apprenticeship, internship or job to learn **SKILLS** and **COMPETENCIES RELEVANT** to skills and competencies a person actually needs to be a successful corporate and national political LEADER. GREAT LEADERS HAVE MENTORS. Finally, most GREAT LEADERS often acknowledge the benefit of 'luck' or 'good timing' for their success. 'Good timing' or 'luck' could*



Entrepreneur and Corporate Leader - Babba Rivera, founder of the beauty brand **Ceremonia**, a clean haircare brand inspired by her heritage (her parents are Chilean). Rivera worked for corporate brands such as Uber and Away. Rivera combated stereotypes about Latino consumers by using hard data. She invested her own money in consumer data to informing investors she was asking to investing in her start-up company on the buying power and consumer spending numbers of Latinos in America. She showed them hard data proving Latino buying power is projected to reach \$3 trillion by 2025.



Entrepreneur Draymond John



Entrepreneur and Corporate Leader- Sara Blakely -

the founder of **Spanx**, an American intimate apparel company with pants and leggings.

mean being in the right place (country, city, state, neighborhood, industry, job, etc) at the right time when a fortuitous opportunity was made available to them, or meeting an influential, smart, successful person who shared valuable lessons, gave them the opportunity of a job or internship, or connected them to another influential, successful person. For example, **Draymond John** is an American businessman, investor, and television personality. He is the founder, president, and chief executive officer (CEO) of the clothing company, **FUBU**, and appears as an investor on the ABC reality television series **Shark Tank**. John is the founder of The Shark Group. He grew up in the Hollis neighborhood of Queens (New York City) and attended a private Catholic school for seven years. He began working at the age of 10 when his parents divorced. In high school, he participated in a program that allowed him to work a full-time job and attend school on alternating weeks to give him an **experiential education learning skills and attitudes RELEVANT to business success in today's global economy** WHICH complemented his traditional private Catholic school education which focused on math, reading and writing **also RELEVANT** to business and life success in today's global economy. Mr John credits this unique education to instilling his entrepreneurial spirit. After graduating from high school, he started a transportation van service and waited tables at Red Lobster. When John was 16, his mother had a boyfriend, an attorney, whom Draymond considered a stepfather and **MENTOR**. John started **FUBU** in his mother's house in Queens. With his entrepreneurial spirit, John thought about clothes for young men. His mother taught him to sew and sup-

ported him by allowing her house to be his company headquarters. Wool ski hats with their tops tied off with fishing line were popular at the time with a price tag of \$20. John went home and sewed 90 hats with his next-door neighbor and sold his homemade hats for \$10 each on the corner of Jamaica Avenue. He made \$800 in a single day. After the hats, he began selling screen-printed T-shirts. To make ends meet, he kept a full-time job at Red Lobster while working on the FUBU business between shifts. Sensing his potential, John's mother mortgaged their house for \$100,000 **TO INVEST in his growing business.** John recruited longtime friends J. Alexander Martin and Keith Perrin into the business, and began sewing the FUBU logo onto hockey jerseys, sweatshirts, and T-shirts. They loaned 10 **FUBU hockey jerseys** to rappers to wear during their music videos; in return, John got **free FUBU marketing** in the rapper's music videos. This **MARKETING** proved brilliant as his clothes were now perceived as a popular clothing brand despite being a small, start up company. Soon, stores started requesting FUBU branded clothes. John then convinced **LL Cool J**, a neighborhood friend **in his NETWORK**, to wear a FUBU T-shirt for a promotional campaign. While filming a 30-second commercial for The Gap, LL Cool J wore a FUBU hat in the commercial and incorporated the FUBU hat in the line "for us, by us". FUBU became an empire with over \$6 billion in global sales.

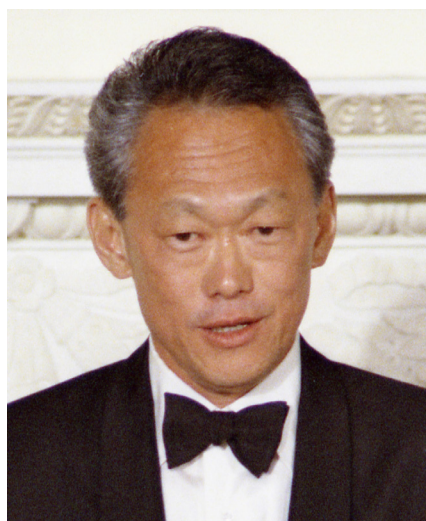


Corporate Leader - Jamie Dimon

A much different leadership story features **Jamie Dimon**, the billionaire Chairman of the Board of Directors and CEO (Chief Executive Officer) of JP Morgan, a historic and prominent American multi-national investment bank and financial services company. Mr Dimon's **grandfather was an immigrant** from Greece. Jamie Dimon was fortunate to attend **prestigious**, private schools starting with the college preparatory Browning School in New York City before attending Tufts University in Boston followed by Harvard Business School. Dimon was included in **Time Magazine's** 2006, 2008, 2009, and 2011 lists of the world's 100 most influential people. Forbes Magazine estimated Jamie Dimon's net worth at \$1.6 billion as of June 2023. **Sandy Weill was an important MENTOR** in the early stages **of Dimon's career.** Mr Weill is an American banker, financier and philanthropist who was a chief executive of-

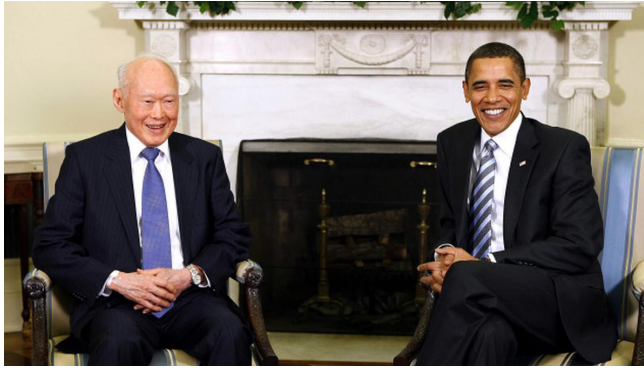
ficer (CEO) and Chairman of Citigroup, the third largest bank in the United States. Dimon has publicly acknowledged Weill's mentoring and his collaboration with Weill had a significant impact on Dimon's professional development and career success. Weill recognized Dimon's potential and offered him opportunities to advance in the investment / banking industry. Di-

mon expressed gratitude for the chance to work closely with Weill during their time together at Commercial Credit, Travelers Group, and Citigroup. Next - **Anthony Andrade**, a **Portuguese immigrant** who came to the United States from the Azorean island of Faial at 13 years old. Anthony was initially placed in the 3rd grade his first year living in America. The second year he was placed in the seventh grade. At the age of 16, Mr Andrade took a job at a printing company. While Mr Andrade did not have the opportunity to attend prestigious private schools like Jamie Dimon, Mr Andrade benefitted from an **exceptional experiential education** at his job working hard, observing, thinking, wondering, asking question and learning valuable business and life lessons in the process. These lessons gave Mr Andrade the **courage** and **wherewithal** to start his own business, a small copy center. After a few years of business success, Mr Andrade decided to look for a small printing company to buy. Mr Andrade was fortunate to be in the **right place at the right time and knowing the right people** when Everett Lang, the 2nd generation son and President of Universal Press, was looking to sell and retire. Mr Lang was impressed with Mr Andrade's **brand**. He perceived Mr Andrade as someone who was trustworthy with a strong work ethic and vision for the future. Mr Lang was so impressed with Mr Andrade's brand he 'loaned' Mr Andrade the money to buy his company, Universal Press!! Mr Andrade proved to be a wise, visionary leader of Universal Press as he continued to buy more printing companies, invest in the latest and best print technology, and hire great people for his growing company. Within several years, Universal Press became the leading printing company in the region with a estimated value of \$100 million dollars. Mr Andrade remains an engaged entrepreneur owning an international printing equipment company, a real estate company and a trucking company. He is a **MENTOR** for many people in the New England area of the United States.



National Leader - Lee Kuan Yew
in 1975

Finally, here is a story of a POLITICIAN and government leader deeply committed to the success of his entire country NOT just himself, his family and partisan supporters. **Lee Kuan Yew, is** considered the 'George Washington' of the country of **Singapore, i.e. Singapore's Founding Father**. **Mr Lee** was born into a Chinese family which **emigrated** to Singapore, then a small, island colony in the **British empire**. While his father had a job with the Shell Oil company in Singapore, Lee described his father as a man with a nasty temper with an addiction to gambling. Mr Lee credits his mother keeping the family together. Mr Lee had the good fortune of attending great primary, secondary, and university schools. However, while in college, World War 2 erupted. **The Japanese empire** invaded Singapore and



Lee Kuan Yew and Barack Obama

took control of the British colony. The Japanese attack and conquest of Singapore had a major impact on Mr Lee. He was initially incarcerated by the Japanese army and threatened with execution before being released. Mr Lee later stated “*in 70 days of Japanese surprises, upsets and stupidities, our British colonial society was shattered, and with it, the assumptions of British*

superiority”. In a 1961 radio broadcast, Lee said “*I emerged [from the war] determined that no one—neither Japanese nor British—had the right to push and kick us Singaporeans around... we could govern ourselves.*” It also *influenced his perception* about the priorities for government and *the effectiveness of harsh punishment for preventing crime*. In other words, the horror of the Japanese invasion and occupation changed his attitudes about how political leaders should run a country. Mr Lee believed *harsh penalties for breaking laws* were necessary to keep a country successful. After the defeat of the Japanese in World War 2 and the British relinquished Singapore from its control, Singapore became an independent country in

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1959. Lee Kuan Yew became the dominant political leader of independent Singapore creating new laws, regulations, and customs for the country.

In 1959, Singapore was poor and racially divided with a *negative brand*. In 1963, Mr Lee led Singapore into a union with the neighboring country of Malaysia. It didn't work. After 2 years, the Malaysia leaders expelled Mr Lee and Singapore from being part of the nation of Malaysia. The first years of Singaporean independence were turbulent with violent *race riots*. Despite having NO natural resources NOR fresh water, Mr Lee focused on *the most valuable resource Singapore had: its human talent*. *Education became Mr Lee's primary focus* to develop Singaporean human talent. He invested heavily in schools to make sure Singaporean schools were world class. As a result of this investment, Singapore was able to create high tech industries. It also became a place wealthy people and companies wanted to go to avoid the high taxes in other countries. This encouraged wealthy people and their companies to deposit their money in Singapore banks and bring their businesses and companies to Singapore. Singapore also attracted foreign investment because of its location in southern Asia near China, India and other developing nations. Because of Singapore's great schools, companies want to

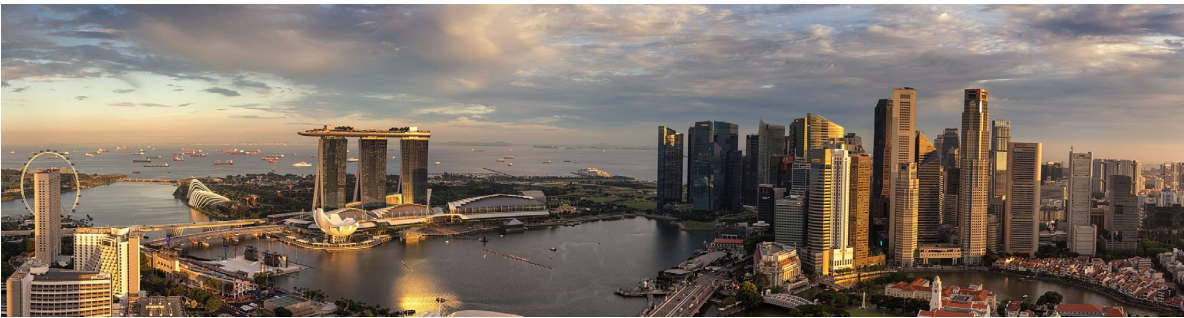


The **Merlion**, the official mascot of Singapore, located in the harbor of Singapore

open offices in Singapore because of its highly educated, skilled workforce as well as its advanced infrastructure (airports, trains, wifi, sea port) and **zero-tolerance for any kind of political corruption and crime**. Singapore leaders monitor most activities of the population to ensure public safety. Singapore is consistently ranked as one of the least corrupt countries in the world. Singapore imposes the **death penalty** for certain drug-related offenses, primarily **selling or manufacturing** large quantities of **heroin and cocaine**. For street art / **graffiti** /

tagging, male offenders under the age of 50 years of age can face '**caning**' where convicted '**taggers**' are **beaten with a rattan cane** multiple times. Because Singapore has only 5 million citizens, the country welcomes foreign workers; 44 percent of the Singaporean workforce is made up of non-Singaporeans. The Singaporean government places a heavy emphasis on **MERITOCRACY** where each person is judged by their hard work and proven ability. Singapore is a **racially diverse** country and **racism is not permitted**. Courts order offenders of racist activities to issue public apologies and provide payments to those affected by racist behavior. Singapore has been one of the few countries in the world with an AAA+ credit rating from the world's big three credit rating agencies (S&P Global Ratings, Moodys, and the Fitch Group). Singapore became the only Asian country to achieve this high credit rating because **Mr Lee's government doesn't borrow excessively and prudently manages its debt**. The government provides numerous assistance programmes to the few homeless people in Singapore. Some of the programmes for needy people include free medical care at government hospitals and paying for children's school tuition. Other benefits include payments for gym fees to encourage citizens to exercise; Singapore has one of the lowest obesity rates in the world. Singapore also provides up to \$166,000 to each citizen having a baby as well as heavily subsidized healthcare, financial aid for the disabled, provisions for reduced-cost lap tops for poor students, rebates for costs for public transportation and utility bills. Singapore is a major aviation, banking, investment and maritime shipping hub. It also has consistently been ranked as one of the most expensive cities to live for expatriates (e.g citizens from other countries) and foreign workers. Singapore has a home-ownership rate of 88 to 90%. Singaporeans enjoy one of the longest life expectancies, fastest Internet connection speeds, lowest infant mortality rates and the lowest levels of corruption in the world. Great restaurants too! **This is the country that Lee Kuan Yew created since the country's inception in 1964. Mr Lee died on March 23, 2015.**

Singapore



Photos: **top** - some of the **many security cameras** ensuring safety and low crime throughout Singapore; **middle** - Singapore **Business District**.
Bottom - Singapore **Security patrol** checking a person for proper credentials.

Types of Empires

#1. Business / Corporate Empires:

An '*empire*' that is a BUSINESS often refers to a large, successful company that is the most successful seller of a specific product(s) in multiple places, countries or industries (e.g. fashion, music, sports, mining, software, drugs, etc). These corporate or business '*empires*' often achieve their dominant '*empire*' status by buying other companies they compete with or by developing new products or services. For example, **Apple** started with personal computers before adding iPhones, iTunes, AppleTV, AppleWatch, AirPods, etc. Other examples of corporate '*empires*' include **Amazon**, **Google** (Alphabet Inc.), **Samsung**, **Nike**, **Facebook/Meta**, **Walmart**, **Toyota**, **Johnson & Johnson** (pharmaceuticals, medical devices, health care products like Neutrogena, Listerine, Tylenol, Band-Aids) and **Berkshire Hathaway** (GEICO, Kraft/Heinz, CocaCola, etc).



Photo above shows **Warren Buffett**, born in 1930, as chairman and CEO of **Berkshire Hathaway** investment company, speaking with then President Barack Obama in 2011. **ONE SHARE OF STOCK OF BERKSHIRE ON 8/11/2023 WAS \$542,900.00**

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#2. National / Country Empires

A national '*empire*' refers to a country that influences many other territories or countries in the world. For example, the **British Empire**, centered in England, once controlled today's countries of India, Pakistan, Australia, New Zealand, Tasmania, Canada, Hong Kong, Jamai-

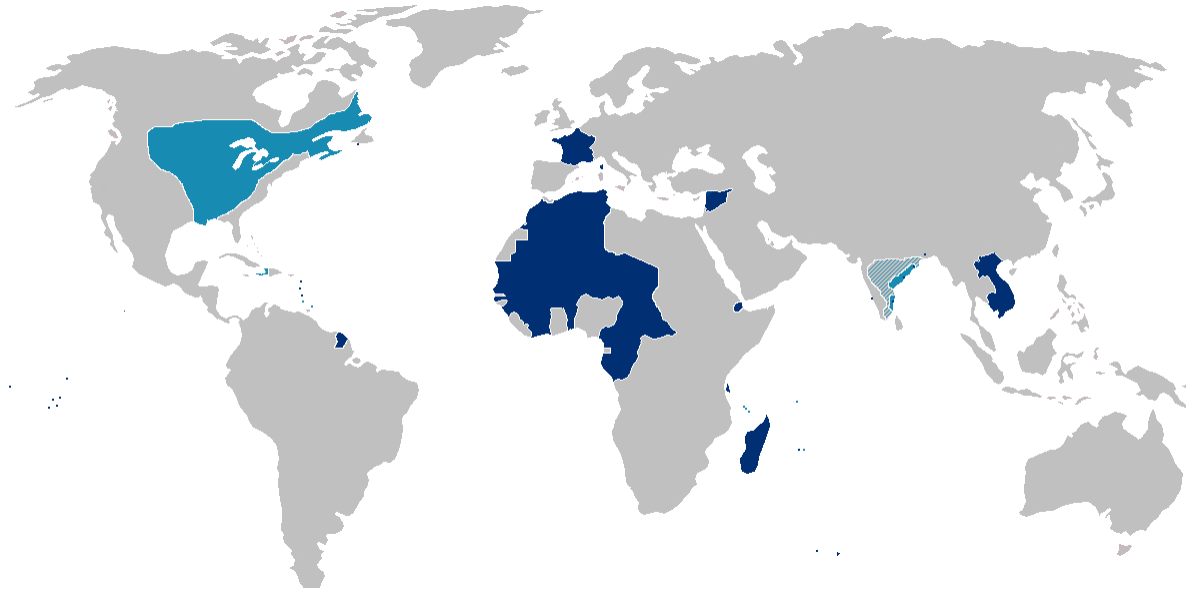
ca, Egypt, Nigeria, Uganda, Kenya, South Africa, Bahamas, and the United States of America. These 'other countries' provided the English King and his '*empire*' valuable natural resources like lumber, sugar, cotton, fish, tobacco, spices, tea, furs, rice, minerals, as well as strategic military and commercial locations to protect their influence and control of their '*empire*.' The 'other places' that became part of the British Empire started speaking the English language, used British currency (money), flew the flag of England, and adopted many English customs. Throughout history, many empires, like the *British Empire* of the 18th, 19th, and early 20th century, have risen and fallen: *Spanish Empire* (15th to 19th century), *Portuguese Empire* (late 15th to the 20th century); *Roman Empire* (27 BC - 476 AD); *Inca Empire of South America* (13th to the



The Spanish Empire (in RED) at its greatest from 1750 to 1800).



the English Empire (pink) at its peak in the 1700s and 1800s and early 1900s



the **first French Empire** in light blue includes New France (including Canada and Louisiana), the French West Indies (including Saint-Domingue also called Haiti, Guadeloupe, Martinique, Dominica, St. Lucia, Grenada, Tobago and other islands). Haiti was one of the wealthiest and most profitable colonies in the French colonial empire due to its large-scale sugar and coffee plantations worked by enslaved Africans. The **second French Empire** (dark blue) included the territories of Algeria and Tunisia in north Africa as well as Senegal, Mauritania, Chad, Niger, Gabon, Benin (Dahomey), Central African Republic, and Ivory Coast in Africa, the island of Madagascar off the southeast coast of Africa, Lebanon in the Middle East of Asia, Vietnam, Cambodia, and Laos in south east Asia, and French Guiana in South America..

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16th century), **Aztec Empire of Mexico (12th to the 16th century)**; **Ottoman Empire of Turkey (late 13th to 20th century)**, **Manchu Empire** of China (1644 to 1912), the **Dutch Empire (1602 - mid 1900s)** and **the First (1500s to 1814) and Second (1830 to 1960) French Empires**.

#3 Family Business Empires

A family 'empire' is the result of a family or a related group of people dominating the selling of a specific product or products in the marketplace. Family 'empires' can be considered business 'empires'. They are often built over multiple generations, beginning with a father or mother then handed down to sons and daughters, then grandsons and granddaughters. Family 'empires' can be found in many different industries from candy companies (e.g the **Mars family** ownership of **Mars candies**) to media companies (the **Murdoch family** ownership of **Fox News, The Wall Street Journal and The Australian newspaper**). Other examples of family empires include: the Chilean **Luksic** family ownership of the **Antofagasta mining** company, the Spanish **Botin** family ownership of **Santander Bank**, the Mexican **Slim family** ownership of numerous telecommunications, construction, and real estate companies lead by founder



ANTOFAGASTA PLC





María Asunción Aramburuzabala Larregui is a Mexican billionaire businesswoman. She is the chairperson of Tresalia Capital, a venture capital (investments) firm. As of March 2022, her net worth is estimated at **\$6.2 billion US dollars**. She was born on May 2nd, 1963. She is the granddaughter of Félix Aramburuzabala Lazcano-Iturburu, a Spanish Basque immigrant who co-founded the Mexican brewery Grupo **Modelo**, today the most popular beer sold in the United States (2023)



Henry Ford - 1919

Carlos Slim Helu, as well as the 18th century (1700s) German Jewish **Rothschild family** in insurance (**Royal & Sun Alliance**), banking, wineries (**Château Mouton Rothschild**), real estate, diamonds (**De Beers**) and more. The Rothschilds created a formidable empire!

Family empires are often created by aspiring, risk taking, creative entrepreneurs.

The **BEST ENTREPRENEURS** are **VISIONARIES,**

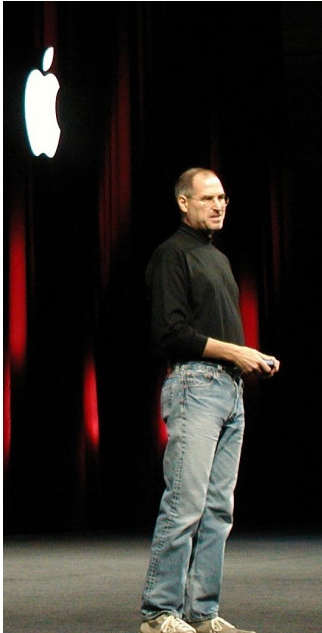
in other words, they LOOK TO THE FUTURE
to anticipate what the public may want
before the public knows they want it.

Visionaries like **Steve Jobs** who created the **Apple** empire AND **Henry Ford** who created the **Ford Motor Company** empire were “**proactive**”, in other words, they took the ‘**initiative**’ to anticipate an opportunity **BEFORE** competitors realized there was one. This is the opposite of being “**reactive**”, i.e. someone responding to challenges or problems **AFTER** they became obvious to all. **Ford** famously said

*“if I had asked people what they wanted,
they would have said faster horses”*

Jobs said “some people say ‘give the customers what they want.’ That’s not my approach.

*My challenge is to figure out
what people are going to want
before they do!*



Steve Jobs - 2005

*People don't know what they want until
you show them.*

*Our task at **Apple** is to read things
that are not yet on the page."*

Like the creators of national '*empires*,

business and family entrepreneurial LEADERS
think strategically and
are often exceptional
STORYTELLERS and NETWORKERS.

Most '*empire*' builders build strong brands and maintain a long-term vision for their business success.



Oprah Gail Winfrey is an American talk show host, television producer, actress, author, and media owner. Oprah, born in abject poverty in 1954 in rural Mississippi, developed one of the world's most admired personal brands and became the richest African-American woman of the 20th century and was once the world's only black **billionaire**. By 2007, she was often ranked as the most influential woman in the world. Her net worth as of 2021 was approximately **\$3 billion US dollars.**



Josephine Esther Mentzer, born in 1905, was an American businesswoman. Her nickname was "*Estee*". She co-founded her cosmetics company with her husband, Joseph **Lauder**. She was the only woman on Time magazine's 1998 list of the 20 most influential business geniuses of the 20th century. Despite wanting to be an actress, she became interested in her uncle's business, a chemist. He sold beauty products like creams, lotions, rouge, and fragrances. She was fascinated watching her uncle create his products. He taught Estee how to wash her face and do facial massages. After high school, she focused on her uncle's business. Net worth - **\$7 billion US dollars.**

Please remember, the word '*em-pire*' is used in different contexts with distinct and relative terms according to whether the '*empire*' is corporate/business, or a national/country, or a family empire.

The Fall of Empires

History has proven empires don't last forever.

Ray Dialo is an American **billionaire** investor and the Founder and co-chief **investment** officer of the world's largest **hedge fund**, Bridgewater Associates. He has studied successes



Ray Dalio (second from the left) at the International Achievement Summit's 2012 Banquet of the Golden Plate reception in Washington, D.C., with his wife, Barbara, and two Academy of Achievement student delegates, Philip Thigo of Kenya and Julia Fan Li of Canada.(Wikipedia)

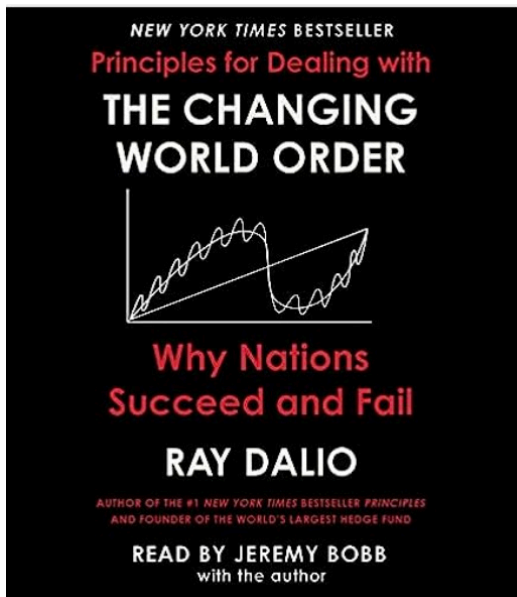
and failures of 'empires'. According to his Wikipedia profile, "Mr Dialo began investing at age 12, when he bought shares of Northeast Airlines for \$300 and tripled his investment after the airline merged with another company. By the time he

*reached high school,
he had created an
investment portfolio of
several thousand dollars.*

***Mr Dalio** was just
an average high school student.*

He found school repetitive and boring and saw no practical applications, i.e. NO RELEVANCE, for the skills needed to be successful in business. Because of this, he had trouble finding a college he liked. He finally applied and got into Long Island University (C.W. Post College). After graduating from college and attending one year of graduate school, Dalio and his friends created an investment company. It failed. But, by 2005, his new company, later called Bridgewater Associates, managed the world's largest hedge fund."

Ray Dialo has written a comprehensive '**study of empires**'



Dailo states in his best selling book “*The Changing World Order: Why Nations Succeed and Fail*”, success and failure of ‘Empires’ are cyclical. According to Dailo, the **most common reasons ‘empires’ FAIL** are:

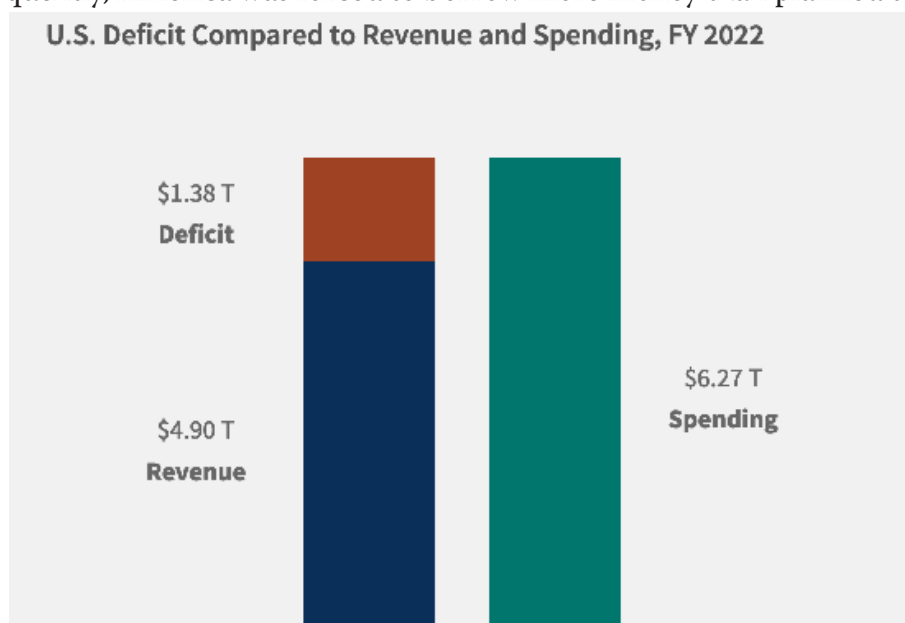
1. Debt: ‘empires’ become vulnerable when leaders of countries and presidents of companies **CHOOSE TO spend more money than they have**. In America, government politicians often **CHOOSE** to spend more money than the government collects in taxes and, consequently, forced to borrow more money to pay bills. **WHO DOES the AMERICAN GOVERNMENT BORROW MONEY FROM? - CHINA, JAPAN, AMERICA'S SOCIAL SECURITY SAVINGS ACCOUNT (retiree savings) and other INVESTORS**. By spending more money than a company, country or family has, it creates a **DEFICIT**.

What is the American Government Deficit?

DEFICITs occur when politicians leading a national government CHOOSE to spend more money than the country collects in taxes. The **American government spent \$1.38 TRILLION MORE THAN IT COLLECTED IN TAXES IN 2022**.

Consequently, America was forced to borrow more money than planned to pay bills.

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RIGHT GREEN COLUMN shows the amount of money the American government collected in revenue, i.e. taxes, fees, - **\$6.27 TRILLION** in 2022.

LEFT BLUE COLUMN, the amount of money (\$) American government spent in 2022 - **\$6.28 TRILLION**.

NOTICE - **blue** represents the amount of money the American government spent from the revenue it collected from **taxes and fees**.

red - GOVERNMENT **POLITICAL LEADERS CHOSE TO SPEND MONEY IT DID NOT HAVE**.

POLITICAL **LEADERS CHOSE TO BORROW MONEY TO SPEND** ON PROGRAMS IMPORTANT TO THEM.

THE WALL STREET JOURNAL.

By Matt Grossman and Andrew Duehren - Updated **Aug. 1, 2023** 7:25 pm ET

Fitch Credit Rating Agency

LOWERS AMERICA'S CREDIT RATING

*The Rating company says their downgrade reflects
'Erosion of Governance'*

The Fitch Ratings Agency, one of the world's 3 major credit rating agencies, downgraded the AMERICAN government **CREDIT SCORE** yesterday because Democrat President Biden and congressional Republicans have created a perception THEY CANNOT work together to communicate, collaborate, and compromise to effectively lead AMERICA. The new CREDIT RATING score also reflects Fitch's **concern** about AMERICA'S growing **DEBT**; AMERICAN POLITICIANS CONTINUALLY BORROW MORE AND MORE **\$**.

34 A **CREDIT SCORE**, assigned by the credit rating agencies
(**Standard & Poors, Moodys, and Fitch**),
is an evaluation of a country's ability to
pay its debts and meet its financial obligations.

America's CREDIT RATING DOWNGRADE, the first by a major ratings agency since **2011**, reflects the **CREDIT RATING** agency's grave concerns about the constant, divisive '*partisan*' arguments between American Democrat and Republican politicians. These arguments have a negative effect on the way American **politicians** manage (*spending and borrowing*) tax money as well as their **ability to lead** the country. Fitch's credit rating of the United States has been lowered from the best rating of AAA+ TO a lower **CREDIT RATING** of AA+.

An '**EROSION OF GOVERNANCE**' MEANS "*there is the perception there is a gradual decline in the effectiveness, efficiency, and overall quality of American government **political leaders**. 'Erosion of Governance' is a serious concern that can have significant implications on the stability, development, and success of a country*".

In a Boston Globe article, **Jay Zagorsky**, senior lecturer on markets, public policy, and law at **Boston University's Questrom School of Business**, stated Fitch's downgrade follows a history of the United States increasing the amount of money it borrows. Mr Zagorsky claims

***“the federal government has been living beyond its means
for several years”***

“Some people say debt's not important. ... I disagree,!” he said. “Before Fitch's statement, the United States paid a 4 percent interest rate on 10-year loans,” Zagorsky said. “Now,

***after the CREDIT RATING DOWNGRADE,
America's interest rate for borrowing money
has increased from 4% to 4.18%.***

***This is a 0.18% increase
in the cost to borrow money.***

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***This means America's government NOW has to
pay MORE MONEY to borrow!***

The problem is that the United States government has borrowed \$25 trillion,” Zagorsky said.

***“When you multiply America's present \$25 TRILLION debt by 0.18%,
that's \$45 billion dollars MORE
America has to pay each year to borrow money.”***

Zagorsky added that the recent rating downgrade could result in a “painful adjustment” for the US government **if** those who lend America money by purchasing **American government IOUs (BONDS)**, especially China and Japan, choose to stop buying AMERICAN BONDS. If no one buys American BONDS, the America government has fewer sources to borrow **\$**. Zagorsky agrees with Fitch's decision and emphasized the situation be **taken SERIOUSLY** not lightly.

The Congressional Budget Office, a NON-PARTISAN government agency established to provide **objective** analysis of America’s budget performance, echoes Fitch’s concerns, even projecting that America’s debt will continue to increase. The current **credit rating change** adds an unexpected **PROBLEM** - the higher 4.18% interest rate means “*every American man, woman, and child owes [roughly] \$77,000 MORE than they thought they did,*” Zagorsky adds.

This value was calculated by dividing America’s total debt — roughly \$25.7 trillion, according to the US Treasury — by the US population of about 330 million people.

The same calculation using the population and total debt held by the public **projected for 2028** will result in an **extra \$100,000 owed by every man, woman, and child**, Zagorsky said.

“What Fitch is saying is ‘we’re concerned,’ ” Zagorsky said.

One suggestion to restore confidence in America’s government ability to control its spending is to

require a BALANCED BUDGET

like some American states. A **BALANCED BUDGET** would be a law requiring government leaders **SPEND ONLY** the amount of money each year **the nation collects in taxes and fees**.

WHAT DO YOU THINK?

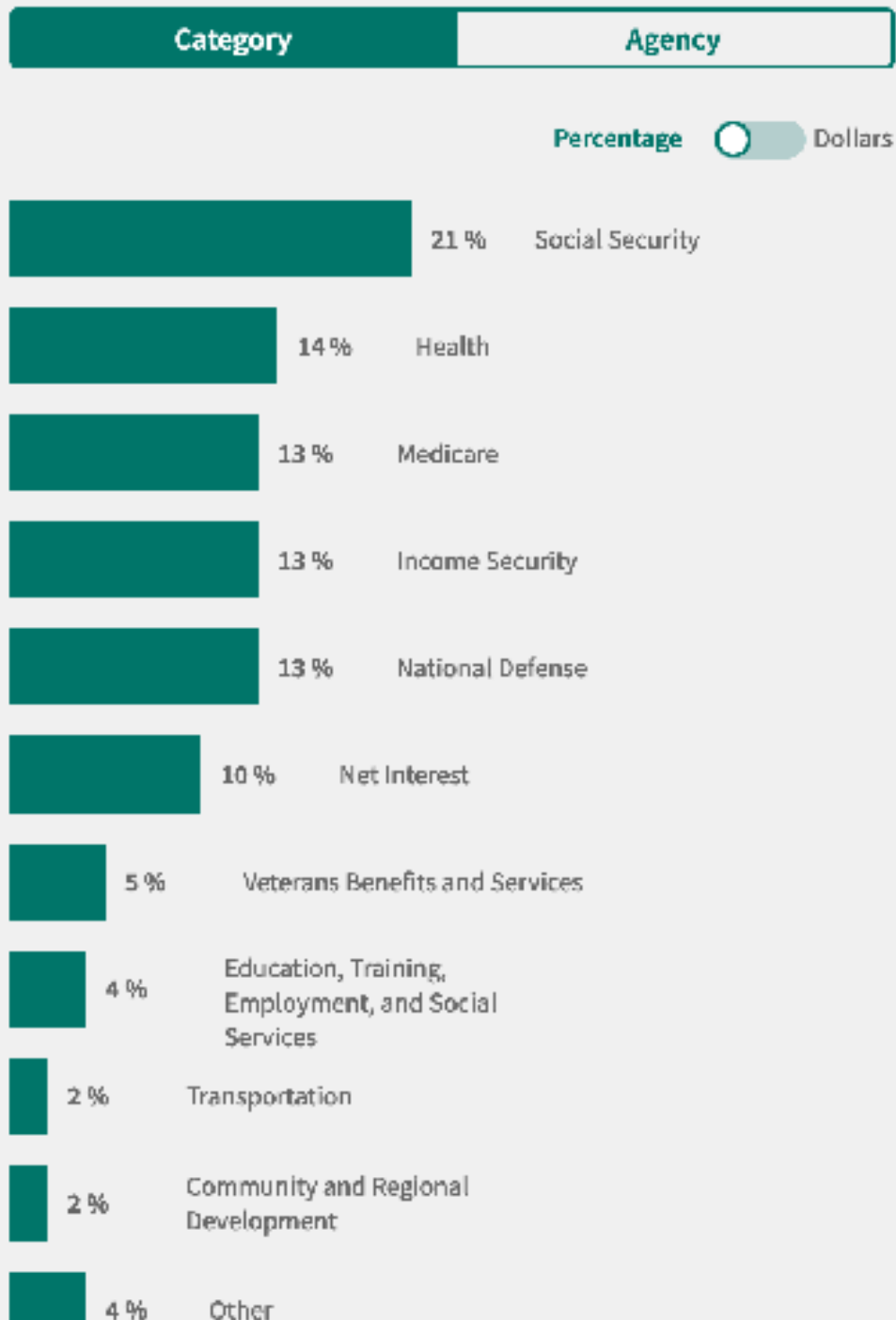
Please share your reaction to the downgrade of America’s CREDIT SCORE.

What do you think American leaders SHOULD DO?

What do you think American CITIZENS should do?

U.S. Government Spending, FYTD 2023

Top 10 Spending by Category and Agency



PLEASE NOTE THE NET INTEREST CATEGORY. *This is* what America pays to borrow money - **10%** of all the **\$6.27 TRILLION** the American government spends each year is on the cost of borrowing money (**DEBT**).

Sources of Revenue for the U.S. Federal Government, FYTD 2023

Revenue by Source Categories

Individual Income Taxes

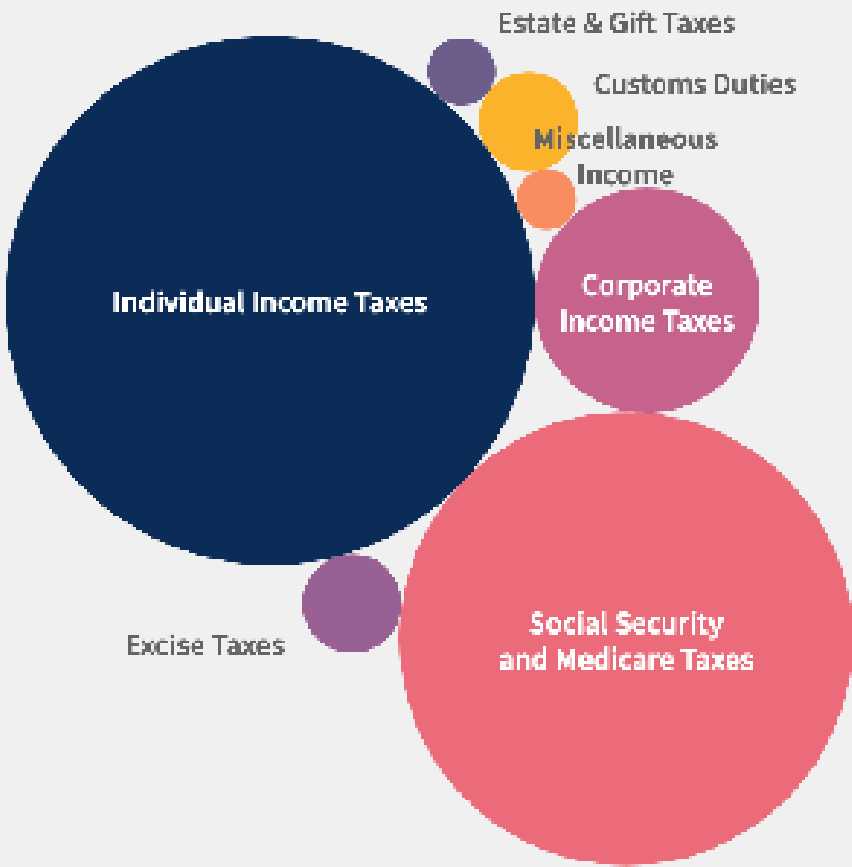
Category

\$1.69 T

Revenue Amount

50%

% of Total Revenue



Total Revenue: \$3.41 T

U.S. National Debt Over the Last 100 Years

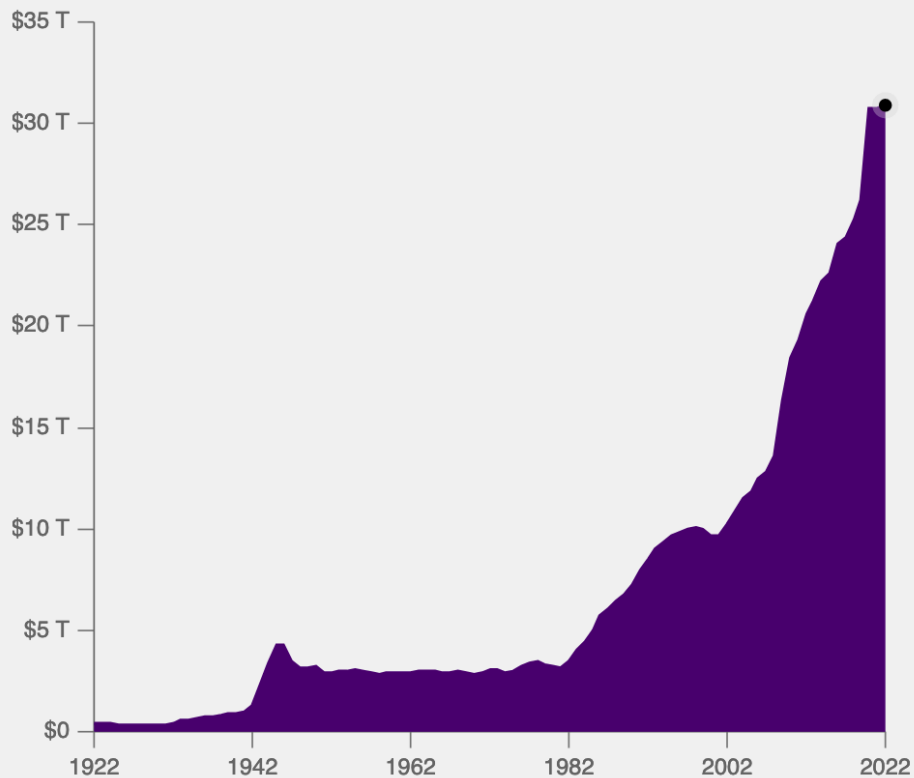
Inflation Adjusted - 2022 Dollars

2022

Fiscal Year

\$30.93 T

Total Debt



Visit the [Historical Debt Outstanding](#) dataset to explore and download this data. The inflation data is sourced from the [Bureau of Labor Statistics](#).

Last Updated: September 30, 2022

2. Challengers: COMPETITION FROM OTHER COUNTRIES or COMPANIES THREATEN AN EMPIRE'S SUCCESS. **China** is challenging America to be the world's dominate '*empire*'. NIO **challenges** Ford for selling more cars in China, America and



NIO is a Chinese electric vehicle (EV) manufacturer that focuses on producing high-performance electric cars, including electric SUVs and sedans.

the world. **The Industrial and Commercial Bank of China (ICBC) challenges** Bank of America. Challengers offer comparable, good quality products at competitive prices taking customers, market share and profits away from existing '*empires*'. Weak national or corporate '*empires*' often borrow more money to protect themselves from challengers causing increased **debt**. Ray Dailo believes **DEBT threatens empires** by causing **FEWER INVESTMENTS** (in entrepreneur *start ups* AND existing companies); **INFLATION** and **POOR PUBLIC EDUCATION** too. **EDUCATION, especially, is a necessary driver of invention / innovation** (new companies, new products, better systems of production, etc). **POOR**

EDUCATION prevents people from developing their talents which ultimately erodes a **national '*empire*'s** economic power and influence in the world OR a **corporate '*empire*'s** market share (the % of all customers who buy their products, services, etc)

3. Failure to Adapt to Change: A corporate or national ***empire's inability to adapt*** to changes in the world (**e.g challenges from rising countries like China, India, etc, supply chain challenges, cyber threats, climate, technology, etc**) lead to '*empire*' failure.

4. POOR Leadership: **Leaders** who are **WITHOUT EMPATHY, ineffective** COMMUNICATORS, who don't listen nor observe, who divide NOT unite people, who don't ADAPT to change, who blame others and not ACKNOWLEDGE their MISTAKES and learn from them, who cannot ANTICIPATE future opportunities and threats, who will not take **measured** risks, who choose NOT to RECRUIT / HIRE smart people and will NOT ACCEPT suggestions / constructive criticism, and who will NOT MANAGE MONEY PRUDENTLY (no excessive borrowing and paying bills on time). LEADERSHIP **BRANDS** must be PERCEIVED as **TRUSTWORTHY** and **ACCOUNTABLE** for their actions .

The International PISA test measures and compares MATH, READING and SCIENCE SKILLS of 15 year olds in 75 countries every 3 years.

Do PISA test scores matter?

"Although the top quarter of American students have improved their performance on the exam since 2012, the bottom 10th percentile of American students lost ground" according to an analysis by the American National Center for Education Statistics. The 10% of low performers on the PISA test are found mostly with low income Americans, mostly but not limited to, America's urban areas like Baltimore, Providence and Chicago. These students", the analyst asserted, "face daunting challenges to become the successful people they aspire

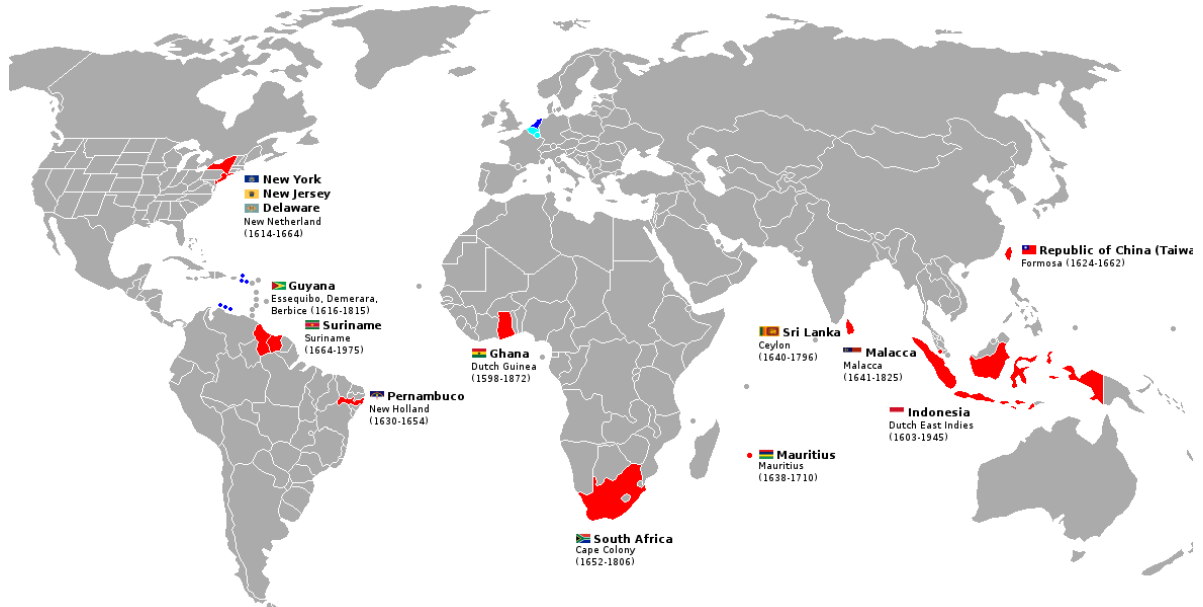
Mathematics			Science			Reading		
1	 China (B-S-J-Z) ^[a]	591	1	 China (B-S-J-Z) ^[a]	590	1	 China (B-S-J-Z) ^[a]	555
2	 Singapore	569	2	 Singapore	551	2	 Singapore	549
3	 Macau	558	3	 Macau	544	3	 Macau	525
4	 Hong Kong	551	4	 Vietnam	543	4	 Hong Kong	524
5	 Taiwan	531	5	 Estonia	530	5	 Estonia	523
6	 Japan	527	6	 Japan	529	6	 Canada	520
7	 South Korea	526	7	 Finland	522	6	 Finland	520
8	 Estonia	523	8	 South Korea	519	8	 Ireland	518
9	 Netherlands	519	9	 Canada	518	9	 South Korea	514
10	 Poland	516	10	 Hong Kong	517	10	 Poland	512
11	 Switzerland	515	11	 Taiwan	516	11	 New Zealand	506
12	 Canada	512	12	 Poland	511	11	 Sweden	506
13	 Denmark	509	13	 New Zealand	508	13	 United States	505
13	 Slovenia	509	14	 Slovenia	507	13	 Vietnam	505
15	 Belgium	508	15	 United Kingdom	505	15	 Japan	504
16	 Finland	507	16	 Australia	503	15	 United Kingdom	504
17	 Sweden	502	16	 Germany	503	17	 Australia	503
17	 United Kingdom	502	16	 Netherlands	503	17	 Taiwan	503
19	 Norway	501	19	 United States	502	19	 Denmark	501
20	 Germany	500	20	 Belgium	499	20	 Norway	499
20	 Ireland	500	20	 Sweden	499	21	 Germany	498
22	 Czech Republic	499	22	 Czech Republic	497	22	 Slovenia	495
22	 Austria	499	23	 Ireland	496	23	 Belgium	493
24	 Latvia	496	24	 Switzerland	495	23	 France	493
24	 Vietnam	496	25	 Denmark	493	25	 Portugal	492
26	 France	495	25	 France	493	26	 Czech Republic	490
26	 Iceland	495	27	 Portugal	492	27	 Netherlands	485
28	 New Zealand	494	28	 Austria	490	28	 Austria	484
29	 Portugal	492	28	 Norway	490	28	 Switzerland	484
30	 Australia	491	30	 Latvia	487	30	 Croatia	479
31	 Russia	488	31	 Spain	483	30	 Latvia	479
32	 Italy	487	32	 Lithuania	482	30	 Russia	479
33	 Slovakia	486	33	 Hungary	481	33	 Hungary	476
34	 Luxembourg	483	34	 Russia	478	33	 Italy	476
35	 Lithuania	481	35	 Luxembourg	477	33	 Lithuania	476
35	 Spain	481	36	 Iceland	475	36	 Belarus	474
35	 Hungary	481	37	 Croatia	472	36	 Iceland	474
38	 United States	478	38	 Belarus	471	38	 Israel	470

5. Isolation - isolation means being alone; NO awareness or contact with other places and the people / their ideas and development in these places. National empires, like Japan from the mid 17th century (1600s) to the mid 19th century (1800s), China in the 15th (1400s) and 16th (1500s) centuries, and Ethiopia in the 17th-19th centuries, chose **isolation** when their **leaders** decided to close their borders and **stop contact with other countries**. **This is iso-lationism**. Most observers believe isolationism hurts the development of a country's resources, especially their human talent, because isolationist policies eliminate the exchange of ideas with other countries. The **same can be said for companies** which refuse to network with other businesses in the global marketplace. **THE SAME FOR INDIVIDUALS**. Individuals should continually **NETWORK** with successful, influential, ethical people outside their immediate group of friends and associates to ask questions and learn new things. Individuals should continue to **NETWORK, add new successful, influential people to their personal NETWORK** and listen to their ideas.

6. Overextended Empires: When a country OR company expands its '*empire*' too much, IT EVENTUALLY BECOMES HARDER to keep '*supply chains*' secure, safe, and reliable. PROTECTING THE EMPIRE costs money for military / navies and their training, weapons, cyber security, satellites, etc. A '*supply chain*' is a network of suppliers providing important resources which are needed for a company or country to be successful. For example, Apple makes its iPhones in China. Apple relies on computer chips made in Taiwan only 90 miles from China. If and when China wishes to challenge the American '*empire*' or becomes upset with American policies, China can stop Apple's '*supply chain*' of Chinese companies making iPhones, computer chips made in Taiwan and other products / materials made or sourced in China. FOR EXAMPLE -

- The **Dutch Empire**, based in the country called **The Netherlands**, **once** controlled many places all over the world like **New York City** (1624 - 1644), the country of **South Africa**, sea **ports in India**, the island **nation of Sri Lanka**, **Indonesia**, the African nation of **Ghana**, South American countries of **Guyana** and **Suriname**, and multiple island nations in the Caribbean Sea (**Aruba, Curacao, and Sint Maarten**). The **Dutch currency, the GUILDER, was once the world's 'RESERVE CURRENCY'**. **The Dutch empire's** power, influence and the immense wealth (\$) once generated great power and international influence for the Dutch **beginning in the early 16th century** (1500s) until England's military power (navy and army) disrupted Dutch '*supply chains*' and attacked Dutch ports and territories. English pressure forced the Dutch to borrow heavily, caus-

ing excessive, unsustainable debt, and eventually forced the Dutch to withdraw from many of its colonies and territories in the late 18th and 19th centuries. **England replaced the Dutch as the dominant ‘empire’ in the world beginning in the early 19th century (1800s).** The Netherlands retained a few colonies (e.g. Aruba) in the Caribbean Sea off the northern coast of South America.



the Dutch Empire at its peak in the late 1500s, 1600s, 1700s and early 1800s.

- **Toys “R” Us** was once a successful, -profitable (\$), iconic toy retailer operating stores in the United States, Canada, the United Kingdom, Germany, France, Spain, Japan, Australia, and more. **Toys “R” Us** filed for bankruptcy and **went out of business** in 2017 **blaming** market challenges from companies like Walmart and Target. The company **borrowed heavily to keep its corporate empire competitive** against new competitors. **Toys R Us** also **struggled to adapt to compete with online retailers** (e.g. Amazon) and faced **increasing debt**, ultimately leading to the closure of its U.S. and UK stores. On **June 29, 2018**, **Toys “R” Us** permanently **closed**. **At its peak, Toys “R” Us had**



over 800 stores in the United States and hundreds more in other countries in North America, Europe, Asia, and other regions. The Toys R Us empire ended after 70 years of operations.

- Small, family businesses also face similar threats and challenges that nations and corporate ‘**empires**’ face. **Neil Amper**, a Rhode Island businessman, was a former executive and the son of the FOUNDER of a family company called **STEELMET**. **SteelMet** was a ‘multi-million’ dollar, successful company founded in 1961 and based in Pittsburgh, Pennsylvania. **SteelMet** bought and sold **scrap metal** (**aluminum, copper, brass, tin, lead, and more**) all over the world: Pittsburgh, Pennsylvania, Los Angeles, California, Miami, Florida as well as international cities in Germany, England, Japan, Greece, Taiwan, South Korean, and Turkey. In an interview with this author, Mr Amper said “*my family company was very successful. We made a lot of money; millions of dollars actually. We owned a yacht. We had a corporate airplane that took us on vacations all over the world. The ships we contracted for delivering SteelMet cargo often carried 20,000 TONS of scrap metal per shipment at a value of \$2 million per shipment. I was a millionaire at 28 years old. Life was good.*” When asked **what caused his family business to fail**, Mr Amper said “**DEBT**. The cost of borrowing money (interest rates) was high and kept increasing. When the price of the scrap metal we bought and sold dropped in price by over 25% at the same time the cost of borrowing money was high (interest rates of 16% plus), we couldn’t pay our loans to the banks NOR what we owed our vendors (services like insurance, cost for cranes to load our ships, etc and other materials). After months of stress and worry, in June of 1983, my father called me and said we were out of business; our company failed and we no longer had jobs.” What’s important to note in Mr Amper’s story is **the way he responded to adversity**. “First thing I did was call all the vendors we owed money to and apologized and then promise I would do whatever I could to pay our bills. Once that was finished, I used my NETWORK to look for another job. I had a family to support. Just as Jamie Dimon had someone in his network (Sandy Weill) help him, I too had someone in my network at Rodman Commercial Real Estate give me an opportunity to begin a new career in a new industry, commercial real estate. It’s worked out well.” Mr Amper has been and remains a Vice President at the Commercial Real Estate company, Capstone Properties.

7. Inflation - inflation happens when prices for the ‘stuff’ people buy increase. **NORMAL INFLATION** usually occurs every year with small price increases averaging 1% or 2%. BUT, **HIGH INFLATION**, when prices increase by a much higher %s than normal inflation, is **DANGEROUS** and **threatens the safety, wealth, and hopes for prosperity of an ‘empire’ and its citizens**. For example, United States inflation in the late 1970s and early

1980s was as HIGH - 14% or more each year; in 2022 AMERICA, it was HIGH AGAIN AT 9%. Other examples of HIGH INFLATION include the African country of Zimbabwe; it was as high as 175%. In the South American country of Venezuela in 2018, inflation was ACTUALLY 30,060%! **Prices for 'stuff' in Venezuela were doubling every 3 days.** According to Economics Nobel Prize Winner, Milton Friedman, **"ONLY GOVERNMENTS CAUSE HIGH INFLATION"**. According to Mr Friedman and many other economists, HIGH INFLATION HAPPENS WHEN governments *"print too much money"*; in other words, politicians running governments spend TOO MUCH money for questionable, partisan projects they like (e.g. \$3.6 million for a walking path in Georgia, \$536 million dollars for a new solar company (which went bankrupt), etc OR too much financial support for ALL citizens during threats like war, job loss, or pandemics. For example, during the COVID pandemic in 2021 and 2022, citizens lost jobs when supply chains were disrupted and factories that made 'stuff' were closed. Politicians decided to give MOST citizens money to spend



CAUSE of INFLATION
Nobel Prize Winning Economist,
Milton Friedman



INFLATION
video definition

for essentials like food and rent AND to keep the economy healthy. **The challenge is not giving away too much money to create inflation.** As citizens spent the extra COVID money, businesses stayed open, like Amazon and Loews, and sold lots of 'stuff'. BUT, as the 'stuff' on store shelves were being bought, 'stuff' on the shelves WAS NOT BEING REPLACED BECAUSE SUPPLY CHAINS WERE DISRUPTED. WHILE THERE WAS MONEY FOR PEOPLE TO SPEND, THERE WAS NOT ENOUGH 'STUFF' ON STORE SHELVES TO BUY. AS **DEMAND** for 'stuff' **INCREASES** at the same time **THERE IS MONEY TO SPEND BUT NOT ENOUGH STUFF TO BUY, PRICES INCREASE.** THIS IS INFLATION. **Imagine** - on February 1st, the price for a gallon of gasoline is \$3.25 today and eggs \$3 per dozen. Politicians decide the next day, February 2nd, to spend LOTS of money like the government did during and after COVID. A gallon of gasoline THEN SIGNIFICANTLY increased from \$3.25 to \$4.50 and eggs from \$3 to \$4 a dozen because the supply of eggs AND other 'stuff' in stores and at the pump have NOT INCREASED IN SUPPLY TO MEET DEMAND. THIS CAUSES

HIGH INFLATION, i.e.

money to spend and NOT enough to buy

CAUSES PRICES TO RISE.



Pain ahead as Britons braced for 11% inflation

Gove says ministers unable to help everyone

Steven Swinford Political Editor
Arthi Nachlappan
Economics Correspondent

Britain must accept there will be "pain" to come and that the government cannot help everyone, Michael Gove has said after the Bank of England warned that inflation could rise to 11 per cent this year.

The Bank raised interest rates yesterday for the fifth consecutive time

would tip the economy into a recession. Cabinet ministers privately questioned the decision to put up interest rates by a quarter of a percentage point given that the Federal Reserve, the US central bank, increased rates by three quarters of a point.

"It's surprising that the Bank of England is getting very different information from the Federal Reserve," one cabinet minister said. "Either the Federal Reserve is wrong or the Bank of

The Times CEO summit that there will be "difficult and challenging" times ahead as the government and the Bank of England try to "squeeze" inflation out of the economy.

He said that the government had a duty to help the very poorest but the pressure on the public finances meant it will not be able to support everyone. "Of course inflationary pressures are greater as a result of the war in Ukraine and the pressure that's placed on

we had in the wake of the 2008 financial crash, and as a consequence of Covid, has meant—in both cases lax monetary policy was justified—that a correction has to come and that is painful."

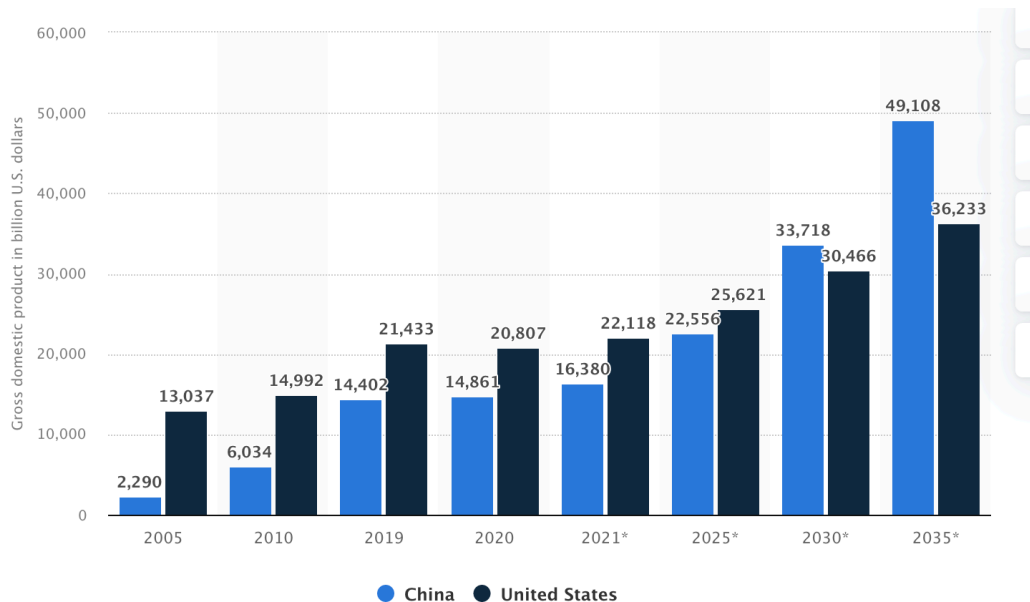
He said that the government and the Bank had a responsibility to "bear down on the root causes of inflation", adding: "It is inevitably the case when you're squeezing inflation out of the system that you will rely on the Bank of England, and indeed the government,

While there is much more we could discuss about **‘EMPIRES’** and the ways they rise and fall, we end our examination of them and **ask you to please analyze the following statements and charts and respond to the following questions.**

1. China President Xi is challenging America to be the World’s dominant **‘empire’**.



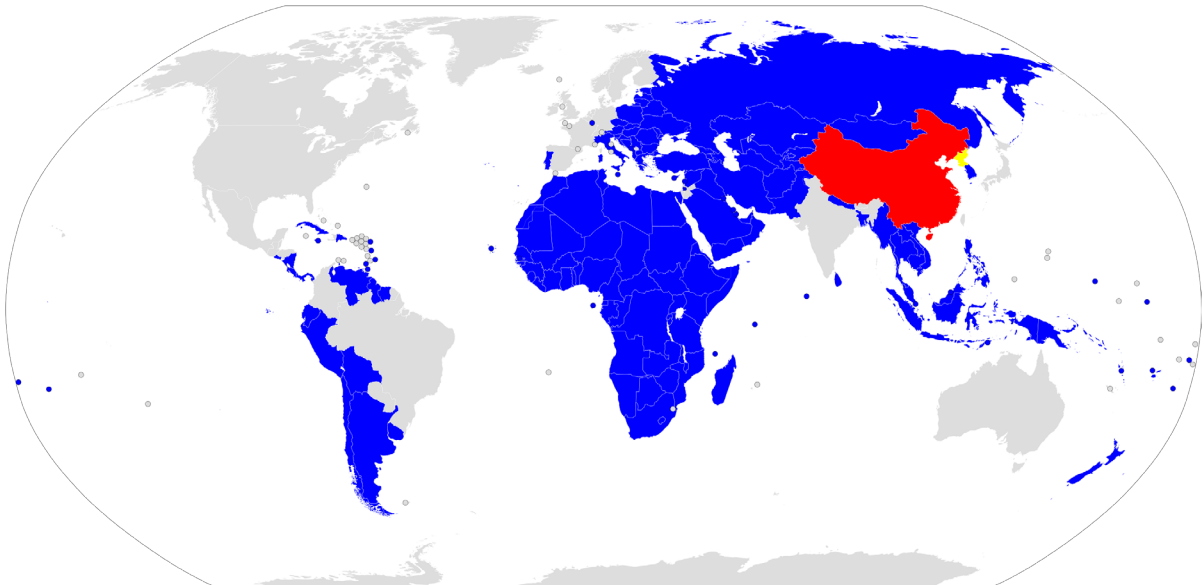
GRAPH BELOW indicates the **Gross domestic product (GDP)** at current prices in **China** AND the **United States** from **2005 to 2020** as well as a **forecast to 2035** (in billion U.S. dollars). **GDP**, or gross domestic product, **is** the \$ value of all the goods and services a country produces. See **page 29** in Hope Life Skills Syllabus book - hopelifeskills.com





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The Fujian is the first of the Type 003 class aircraft carriers built for the People's Republic of China navy. China has the largest navy per number of ships in the world. China's military spending is the second highest in the world after the United States. "



The **MAP ABOVE** shows the number of countries in **BLUE** agreeing to Chinese President Xi Jinping's foreign influence program called **Belt and Road Initiative (BRI)**. **China's location on the world map is shown in RED**. The **BRI's goal** is to expand China's international influence by loaning money at low interest rates to foreign countries to build new roads, railways, ports, pipelines, and energy networks. As of August **2023**, **155 countries have signed on to the BRI**. The participating countries include almost 75% of the world's population and account for more than half of the world's GDP. The BRI encourages cooperation among participating members in several economic areas like finance, industry, agriculture, and technology in order to help each participating country. FOR CHINA, the **BRI allows China to expand its geopolitical influence with participating countries.** (wikipedia and ChatGPT)

2. what does the word '*empire*' mean to YOU? Please respond in complete, well written sentences

3. please identify one **IMPRESSIVE** corporate '*empire*' which exists today. _____

4. please identify 2 THREATS you anticipate COULD HURT the success of the '*empire*' you cite in question THREE.

- _____
- _____

5. please list 2 reasons for the success of the corporate '*empire*' you cited in question THREE.

- _____
- _____

6. Please examine the chart on **page 37** of this text which shows the major categories American politicians spend the country's money. **After seeing WHERE AND HOW MUCH (%) American government leaders spend AMERICANS money, is there any CATEGORY and / or amount of money spent on any category that CONCERNS you?**

- category (ies) of **CONCERN** (*if any*) _____
- reasons for **CONCERN** (*if any*) _____
- **YOUR SUGGESTIONS** (*if any*) for changing how / where American politicians spend American citizen money _____

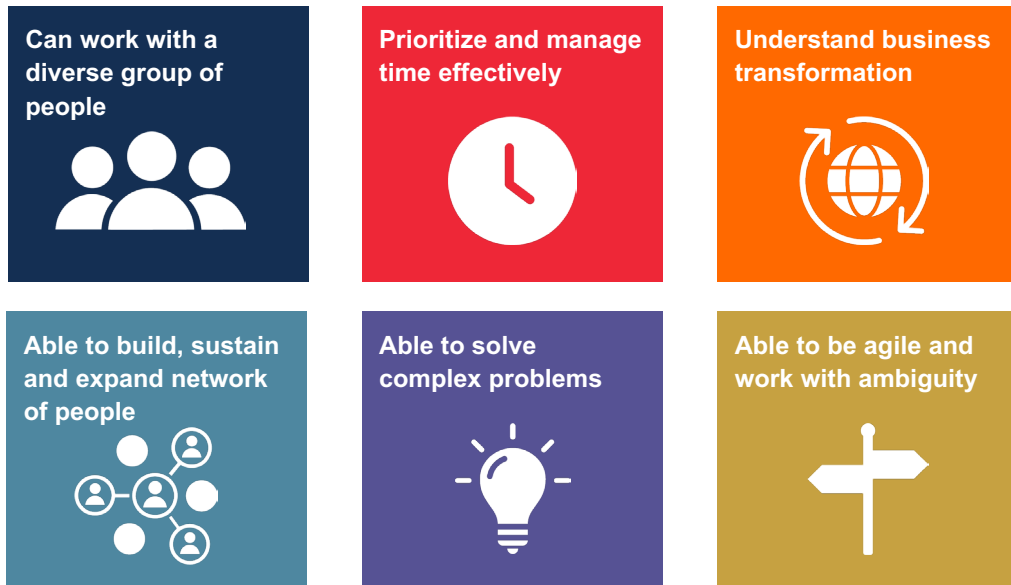
7. Please identify **3 THREATS** to the country of the United States of America's international influence and economic success in the 21st century (2000s).

- _____
- _____
- _____

8. Please anticipate the **3 CONSEQUENCES to the United States of America IF** CHINA BECOMES THE WORLD'S DOMINATE INTERNATIONAL EMPIRE:

- _____
- _____
- _____

9. The chart below lists the qualities/ skills/ behaviors leaders of **Businesses 'empires'** look for in their employees to ensure the success of their businesses IN TODAY'S **DYNAMIC** (ever changing), **TECHNOLOGY DRIVEN, INTERCONNECTED, GLOBAL ECONOMY**. Please respond to the following questions related to your mastery of these key life skills / qualities / / behaviors.



/23/23

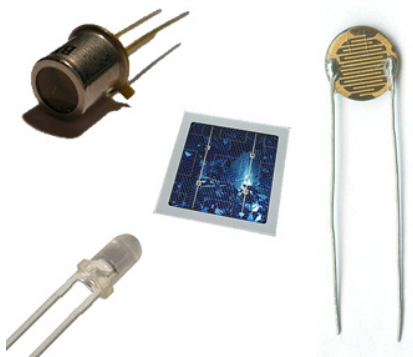
Adapted from <https://www.flickr.com/content/3380000-80fc-11e7-94e2-c5b903247afd>

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- can you EFFECTIVELY **WORK WITH DIVERSE groups** of PEOPLE - **yes or no**
- can you EFFECTIVELY **MANAGE YOUR TIME** focusing on completing your highest priorities before moving on to secondary or tertiary goals - **yes or no**
- are you able to **THINK CRITICALLY BY COLLECTING, ORGANIZING, and ANALYZING DATA** based on **FACT, NOT partisan information NOR bias**, for decisions to solve problems AND create opportunities for national, business and personal success - **yes or no**
- are you able to **BUILD, NURTURE AND UTILIZE NETWORKS** of successful, influential people to achieve your potential for personal success - **yes or no**
- are you able to **SOLVE CHALLENGING PROBLEMS** by ALWAYS **WORKING VERY HARD**, possessing **GRIT**, having **EMPATHY**, **thinking AND acting OBJECTIVELY WITHOUT BIAS**- **yes or no**
- are you able to **ADAPT** to new situations and challenges in your life and job - **yes or no**

10. In a well written statement with perfect spelling and capitalization, good grammar and no run on sentences, please explain **WHY** you should be considered the potential leader for YOUR future family or for YOUR future family business (empire). Please include in your statement the attributes / skills / attitudes / behaviors you have that would make you a good leader for YOUR family OR YOUR small family business empire. _____

11. **You will soon have a job or own a business competing for success in an INTERCONNECTED, GLOBAL economy.** Your job, potential customers as well as your supply chains will often reside in countries all over the world as well as the place(s) where you live. Your job or company will be continually disrupted (affected) by advances in technology especially **artificial intelligence / machine learning**. Finally, your life and career will operate within an interconnected environment now known as IOT. **The Internet of things (IoT)** refers to the objects in your life like computers, vehicles, household appliances, your gym equipment, your walking path / sidewalks, wearable devices, and more. All of these will be embedded with computer chips / sensors / software, and



the sensors / computer chips of the IoT

other technologies which collect data on what you're doing and then connecting and exchanging that data with other devices and systems over the internet. The result - valuable, real time, personalized **INFORMATION** about your habits and interests. Who has access to all the data collected on the IoT is a debate in progress. Having said this, **please explain**, in a well written statement, **3 things YOU SHOULD DO NOW to prepare for the numerous opportunities you'll have for SUCCESS in this interconnected, global world you will work and live in.**

- ♦ _____
- ♦ _____
- ♦ _____

12. One of the great challenges of leadership is understanding **WHY** people do what they do. This understanding requires **EMPATHY**. Today, (2023), there is tension, sometimes with violent overtures, between the '**empires**' of *China* and *the United States, Russia and Ukraine* and *Iran* and *the United States* and *its allies in the Middle East*. Please research **ONE** of the aforementioned relationships then use empathy to offer reasons why these countries may feel the way they do about the other.

Suggestion - please start your research by reading pages 27 and 31 in our **SYLLABUS** posted on our web site - www.hopeliveskills.com - for some historical context about China, Iran, Russia and their relationship with the United States and its allies

*“The **Empires** of the future
await in fertile minds
of those too young to know
only
to be nurtured and liberated by those who do.”*

Colin Casey 2023

*DIGITAL copies of the “EMPIRE” text as well as DIGITAL copies of ALL other Social Studies 2.0 texts reside on
www.hopeliveskills.com*