

The Rise of the Creative Class:

How Combining Talent, Technology and Tolerance
Leads to Regional and Organizational Development

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Objectives

- ☑ Provoke thought by introducing current thinking on diversity & economic development
- ☑ Catalyst for dialogue and inquiry
- ☑ Provide useful information and frameworks that can ultimately become actionable

Framework for Presentation

- ★ **Context:** Present set of facts about Europe to establish a common “data set” for today’s discussion
- ★ **Research/Ideas/Interpretations:** Present range of research, thinking, and interpretations of the world economy, economic growth, and issues regarding inclusion & diversity
- ★ **Prescriptive:** Strategies for responding to challenges and opportunities identified

European Union - Snapshot



European Union – Immigration

- Western Europe immigration over past 50 years nearly equals intensity of America at turn of last century.



- From 1950-1988:
 - 24.5 million Germany
 - 21.9 million France
 - 25.0 million U.K., Switzerland, Scandinavia
Holland, Luxembourg, Belgium

European Union – Immigration



GERMANY - Example

- 1960 1/25 marriages had a foreign partner
- 1994 1/7 marriages one or both foreign

- 1960 1.3% births foreign mother or father
- 1994 18.8% births foreign mother or father/both

European Union – Immigration

- Net migration rate into Europe between 1990 and 1998 was 2.2 percent
- Net migration rate into US between 1990 and 1998 was 3 percent
- Net migration rate into Canada between 1990 and 1998 was 6 percent

European Union – Immigration

Social Implications

Simultaneous sociological impacts:

- Threat to national/religious culture can lead to cultural retrenchment and negative reaction to “others”
- + Fusing of cultural traditions can bring about cultural inclusion and sense of belonging to a broader universe –
“we are all children of the world”

European Union - Immigration

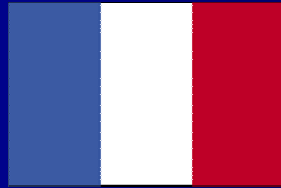
Human Reactions

- Prevailing view in Europe “ that immigration pressures have reached intolerable levels”
- The report warned that Europeans feel that their identities are being jeopardized by the onslaught of foreign nationals
- Recent poll conducted by European Commission said unemployed immigrants should be sent home

Source: Nyberg-Sorenson, Ninna, Nicholas Van Hear, and Poul Engberg-Pederson. “The Migration-Development Nexus Evidence and Policy Options.” International Organization for Migration. July 2002

European Union - Immigration

France – A Nation's Reactions



- In France, there are more than 50 professions that exclude non-EU nationals from employment. These include:
 - * Airline pilots
 - * Pharmacists
 - * Architects
 - * Funeral directors
 - * Mid-wives
- Foreigners are denied the right to obtain licenses to sell alcohol and tobacco.

European Union – Aging

- An aging population “could” result in Europe losing its competitive edge in the world economy in the 21st century.
 - France, by 2006 more people will be retiring than entering workforce. Proposed legislation would require 40 yrs/versus 37.5 years for full benefits.
 - Germany, 15% of GDP to retirees, by 2040 expected to be 26%.
 - Austria, cut pensions by 10%, raising retirement to 65

European Union – Aging

- Demographic reality places Europe in dilemma
- 1 million immigrants a year would need to come into Europe to make up for the slow population growth to counteract the current demographic trend
- Science Magazine, 2003, Wolfgang Lutz, Brian O’Neil, and Sergei Scherbov write,

European Union

The Challenge



While it's relatively easy to talk about encouraging diversity and promoting inclusivity, it is rather more difficult to open one's door to outsiders with whom native born share space and fortunes.

European Union

The Compelling Social/Economic Imperative of Diversity & Inclusion



World Class

Thriving Locally in the Global Economy

Rosabeth Moss Kanter

Guiding question for the study:

What positions companies, cities, countries

....

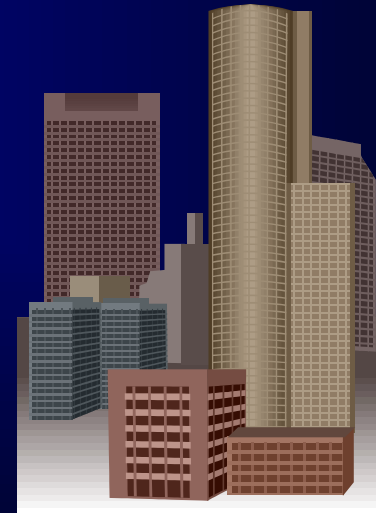
to be “World Class” in the Global Economy?



World Class

Thriving Locally in the Global Economy

- Analyzed data from 10,000 companies
- In-depth analysis of 5 US cities
 - Boston
 - Seattle
 - Cleveland
 - Miami
 - Spartanburg/Greenville



World Class

Thriving Locally in the Global Economy

Companies, Cities, Countries that were positioned to be “World Class” demonstrated:

- World Class Concepts – Innovators/Thinkers
- World Class Competencies – Mastered Execution
- World Class Connections – Broad Networks



World Class

Thriving Locally in the Global Economy

World Class Concepts
Innovation

World Class Competencies
Mastery of Execution

World Class Connections
Broad Networks



World Class

Thriving Locally in the Global Economy

- **Boston - Intellectual Gateway**
- **Seattle - Asia Gateway**
- **Cleveland - Product Gateway**
- **Miami - Latin Gateway**
- **Spartanburg/ Greenville - European Gateway**



World Class

Thriving Locally in the Global Economy

IN EVERY CASE –

NEW POSSIBILITIES WERE BROUGHT
TO A CITY BY A FLOW OF NEW
PEOPLE – “OUTSIDERS”

They came with different ideas and broad
international connections.



World Class

Thriving Locally in the Global Economy

In all cases, it was noted the role immigrants played in linking the city/region to a broader network and contributing new ideas.

Students, exiles, foreign born professionals, foreign companies, all brought cultural richness, new capital, new ideas, new man power to build a “new” city.

1/3 of all Silicon Valley high tech businesses were founded by new immigrants.



The Creative Class Will be the Engine of the 21st Century Economy

Richard Florida

“The economic leaders of the future will not necessarily be the giants of China and India. They certainly will not be countries that focus on being cost effective manufacturing centers.”



The Creative Class Will be the Engine of the 21st Century Economy

Rather, they will be the countries that are able to attract creative people – those who will come up with next generation products and business processes.

Creative Class is 1/3 of the workers in US

**Earn $\frac{1}{2}$ of wage salary income = 1.7 trillion
As much as manufacturing (working class) and service class combined.**

The Creative Class Will be the Engine of the 21st Century Economy

Premise 1

For most of human history wealth came from a place's endowment of natural resources, like fertile soil or raw materials.

But today, the futures indicator, the key economic resource is **creative people** – it is a highly mobile resource for which nations and regions will compete – for the “most creative” – best and brightest.

The Creative Class Will be the Engine of the 21st Century Economy

Premise 2

Key economic resource – **Creative People** – is **highly mobile**. Creative people gravitate toward places with distinct underlying conditions --

Tolerance & Diversity are cornerstones of these conditions

The Creative Class Will be the Engine of the 21st Century Economy

Premise 3

To achieve economic growth & vitality, a region should cultivate and understand what “Florida” calls the three T’s: **Talent**, **Technology** and **Tolerance**. These form the “Creativity Index”.

The Creative Class Will be the Engine of the 21st Century Economy

Talent, Technology, Tolerance

The three **T's**, in essence,
constitute the honey that
attracts the creative bees
-- that pollinate the
economic flower.

The Euro-Creativity Index

T - Talent

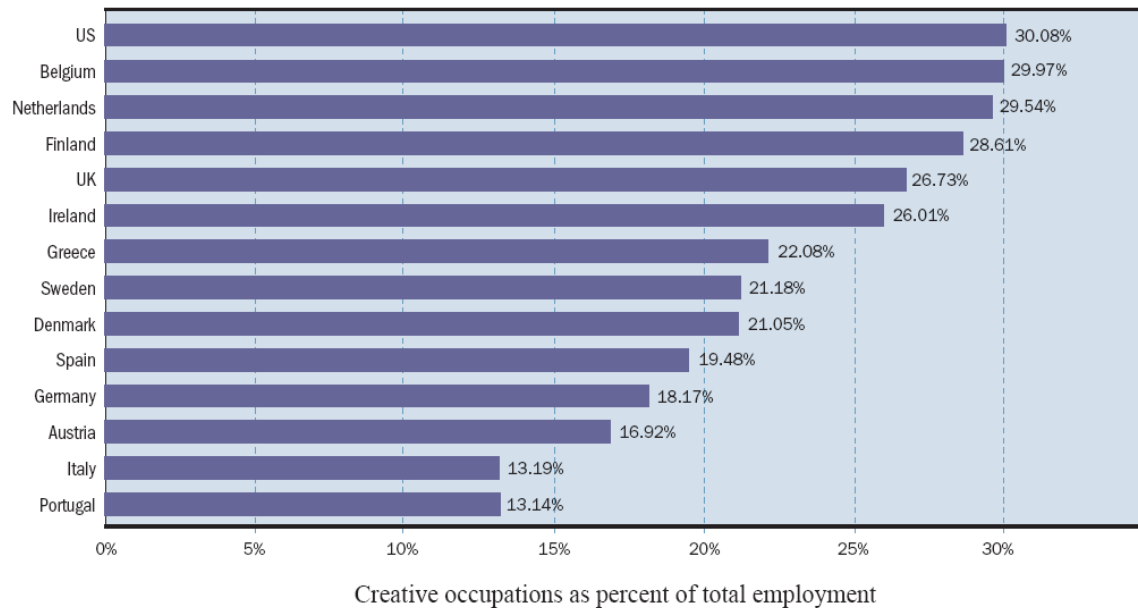
Euro – Talent Index combines three measures:

- ✓ Euro-Creative Class - Includes # of professionals, artists, musicians, scientists, economists, architects, engineers, managers and other workers who's jobs deal with creative, conceptual tasks.
- ✓ Euro-Human Capital Index - % of population age 25-64 with bachelor's degree or above
- ✓ Euro-Scientific Talent Index – number of research scientists and engineers per thousand workers



Creative Occupations % of Employment

Figure 2: The Euro-Creative Class Index
Creative Occupations as a percent of Total Employment (2000)

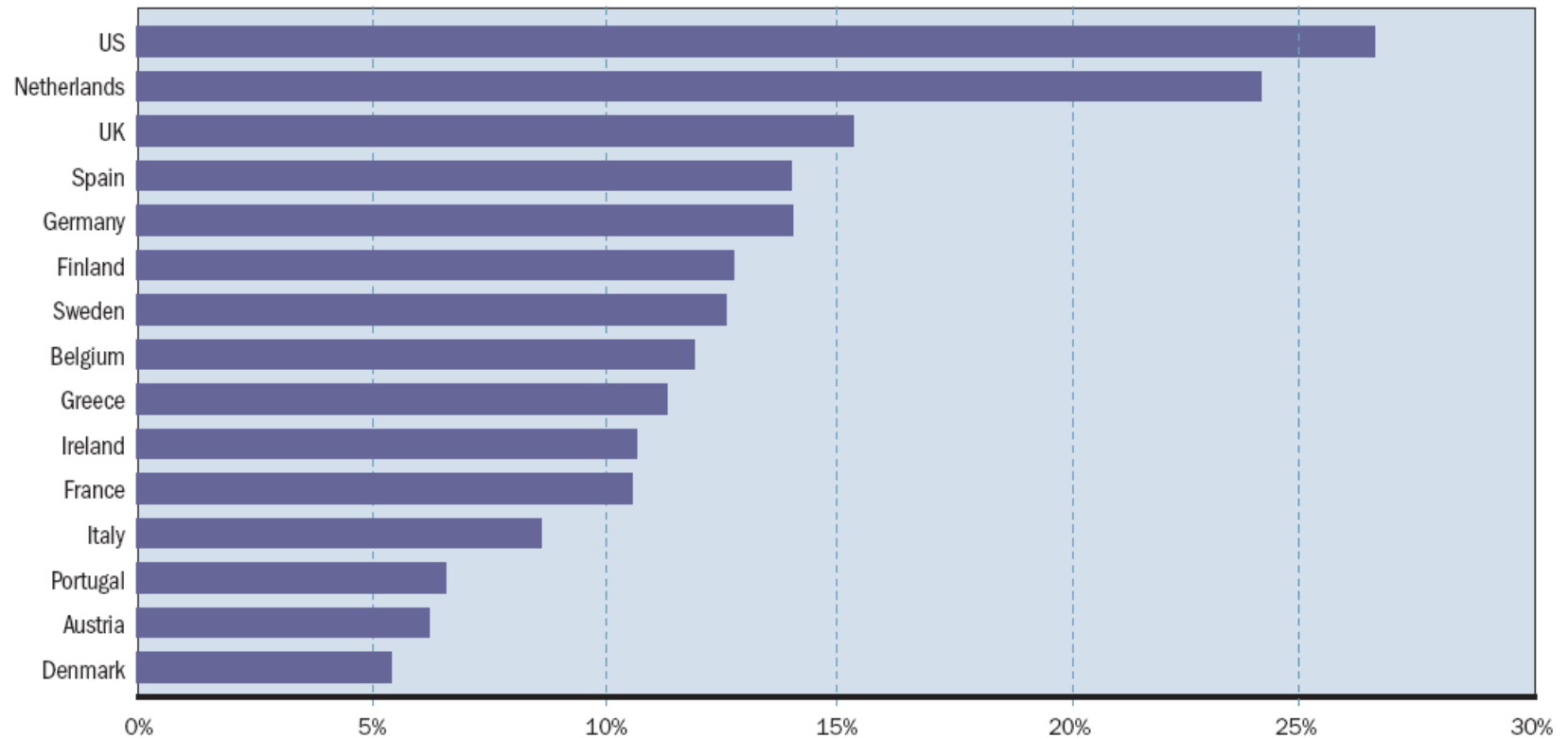


Source: ILO, LABORSTA Labour Statistics Database, <http://laborsta.ilo.org> for European countries, US Bureau of Labor Statistics for the United States. Note: All the data referring to European countries are classified according to the ISCO-88 standard. Last available year for Ireland, United Kingdom, US: 1999, Belgium: 1998; all other countries refer to year 2000.



% Population with University Degree +

Figure 4: Human Capital and Scientific Talent in Europe

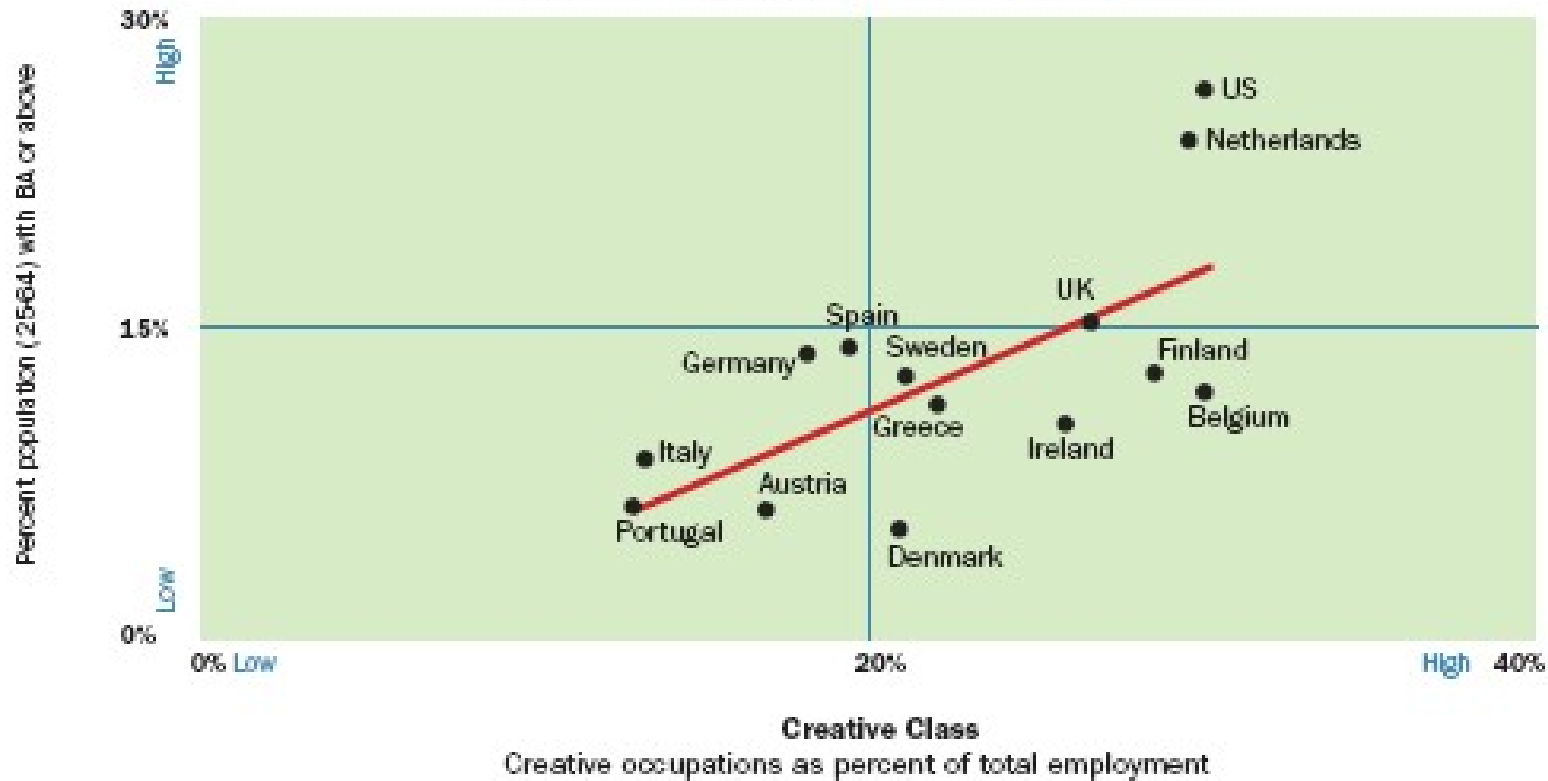


Human Capital Index

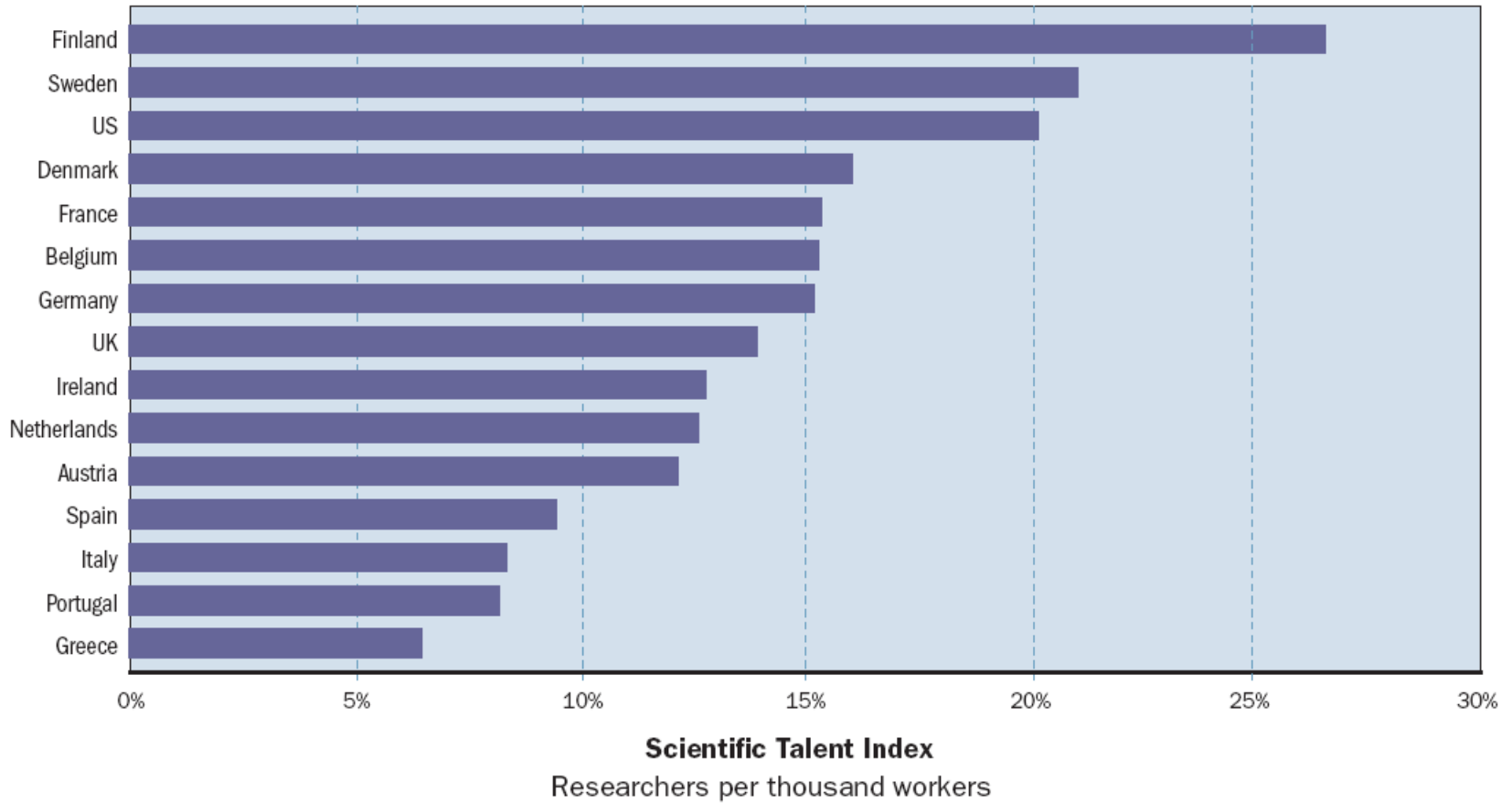
Percent population ages 25-64 with BA or above

% Population with University Degree +

Figure 5: Talent and the Creative Class in Europe
The Human Capital Index and the Creative Class

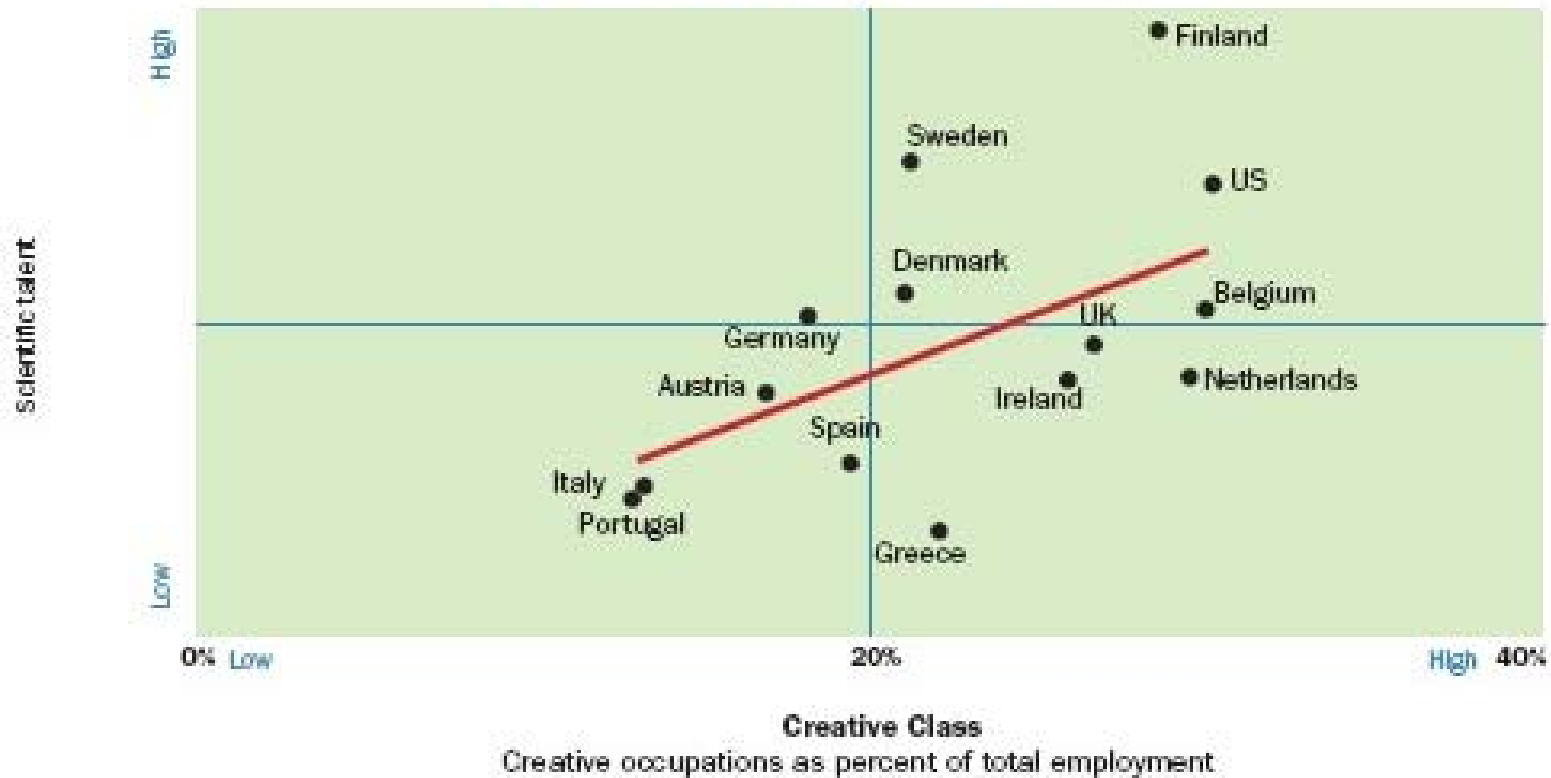


% Employed in Scientific Positions



% Employed in Scientific Positions

The Scientific Talent Index and the Creative Class



Composite: Euro – Talent Index

Table 1: The Euro-Talent Index

Euro-Talent Index		Creative Class	Human Capital*	Scientific Talent
Rank	Score			
1. United States	15.00	15.00	15.00	11.41
2. Finland	13.22	14.27	7.22	15.00
3. Netherlands	12.86	14.73	13.65	7.13
4. Belgium	10.95	14.95	6.65	8.63
5. United Kingdom	10.81	13.33	8.68	7.82
6. Sweden	10.72	10.56	7.11	11.92
7. Ireland	9.48	12.97	5.98	7.23
8. Germany	9.25	9.06	7.89	8.57
9. Spain	8.31	9.72	7.89	5.32
10. Denmark	8.21	10.50	3.05	9.12
11. France	7.93	n.a.	5.92	8.67
12. Greece	7.61	11.01	6.37	3.63
13. Austria	6.81	8.44	3.50	6.86
14. Italy	5.86	6.58	4.91	4.70
15. Portugal	5.37	6.55	3.67	4.62

Note: The numbers in column 2 represent the overall Talent score of each country on a scale from 0 to 15 points. The numbers in columns 3-5 represent the score on the single indicators. Sources: Creative Class Index: ILO, Laborsta, 2002; Human Capital: OECD, Education at a Glance, 2001 (data refer to 1998); Scientific Talent: Towards a European Research Area. Key Figures 2001. Special Edition Indicators for benchmarking of national research policies, European Communities, 2001, Figure 1.1.1, data refer to 2000 for Portugal, 1999 for Belgium, Greece, Ireland, Italy, Finland, Sweden, 1997 for the US, 1998 for all other countries).



The Euro-Creativity Index

T - Technology

Euro Technology Index combines three measures:

- ✓ **Innovation Index - # of patents per million people, based on data from US Patent & Trademark Office***
- ✓ **High-Tech Innovation Index - # of high tech patents drawn from European Commission data**
- ✓ **R&D Index – measures R&D expenditure as % of GDP drawn from European Commission data**



Composite – Technology Index

Table 2: The Euro-Technology Index

Technology Index		Innovation	High Tech Innovation	R&D
Rank	Score			
1.	US	15.00	15.00	10.62
2.	Sweden	10.92	9.33	15.00
3.	Finland	9.57	6.14	13.38
4.	Germany	6.97	6.33	9.97
5.	Denmark	5.89	4.48	8.39
6.	Netherlands	5.83	4.43	7.86
7.	Belgium	5.35	4.19	8.03
8.	France	5.34	3.29	8.80
9.	United Kingdom	5.01	3.43	7.58
10.	Austria	4.39	3.67	7.22
11.	Ireland	3.09	2.05	5.64
12.	Italy	2.40	1.52	4.22
13.	Spain	1.55	0.38	3.65
14.	Portugal	1.19	0.05	3.16
15.	Greece	0.83	0.10	2.07

Note: The numbers in column 2 represent the overall Talent score of each country on a scale from 0 to 15 points. The numbers in columns 3-5 represent the score on the single indicators.

Sources: Innovation Index and R&D Index: USPTO data- as reported by: European Commission, DG Research, Towards a European Research Area. Key Figures 2001. Special Edition Indicators for benchmarking of national research policies, European Communities, 2001, figures 3.1.3 and 2.1.1; High Tech Innovation Index: USPTO data as reported by: European Commission, Commission Staff Working Paper, 2001 Innovation Scoreboard, Brussels, 14.09.2001 SEC(2001)1414, figure 2.3.2.



The Euro-Creativity Index

T - Tolerance

Euro – Tolerance Index combines three measures:

- ✓ **Attitude Index – indicator of attitudes toward minorities**
- ✓ **Values Index - measures to what degree a country reflects traditional as opposed to modern/secular values.**
- ✓ **Self-Expression Index – captures the degree to which a nation values individual rights and self-expression.**



The Euro-Creativity Index

Tolerance – Attitude Index

Attitude Index – based on the results of the Eurobarometer Survey conducted by the European Monitoring Centre on Racism and Xenophobia (EUMC) and on the classifications made for the EUMC by the SORA Institute for Social Research Analysis. European countries were categorized:

Intolerant

Passively tolerant

Ambivalent

Actively tolerant



The Euro-Creativity Index

T - Tolerance

Values Index - measures to what degree a country reflects traditional as opposed to modern/secular values. It is based on a series of questions covering attitudes on:

God

Family

Religion

Women's rights

Nationalism

Divorce

Authority

Abortion



The Euro-Creativity Index

T - Tolerance

- ✓ **Self-Expression Index** – captures the degree to which a nation values individual rights and self-expression. Questions addressed:

quality of life

leisure

homosexuality

democracy

trust

protest politics

environment

science

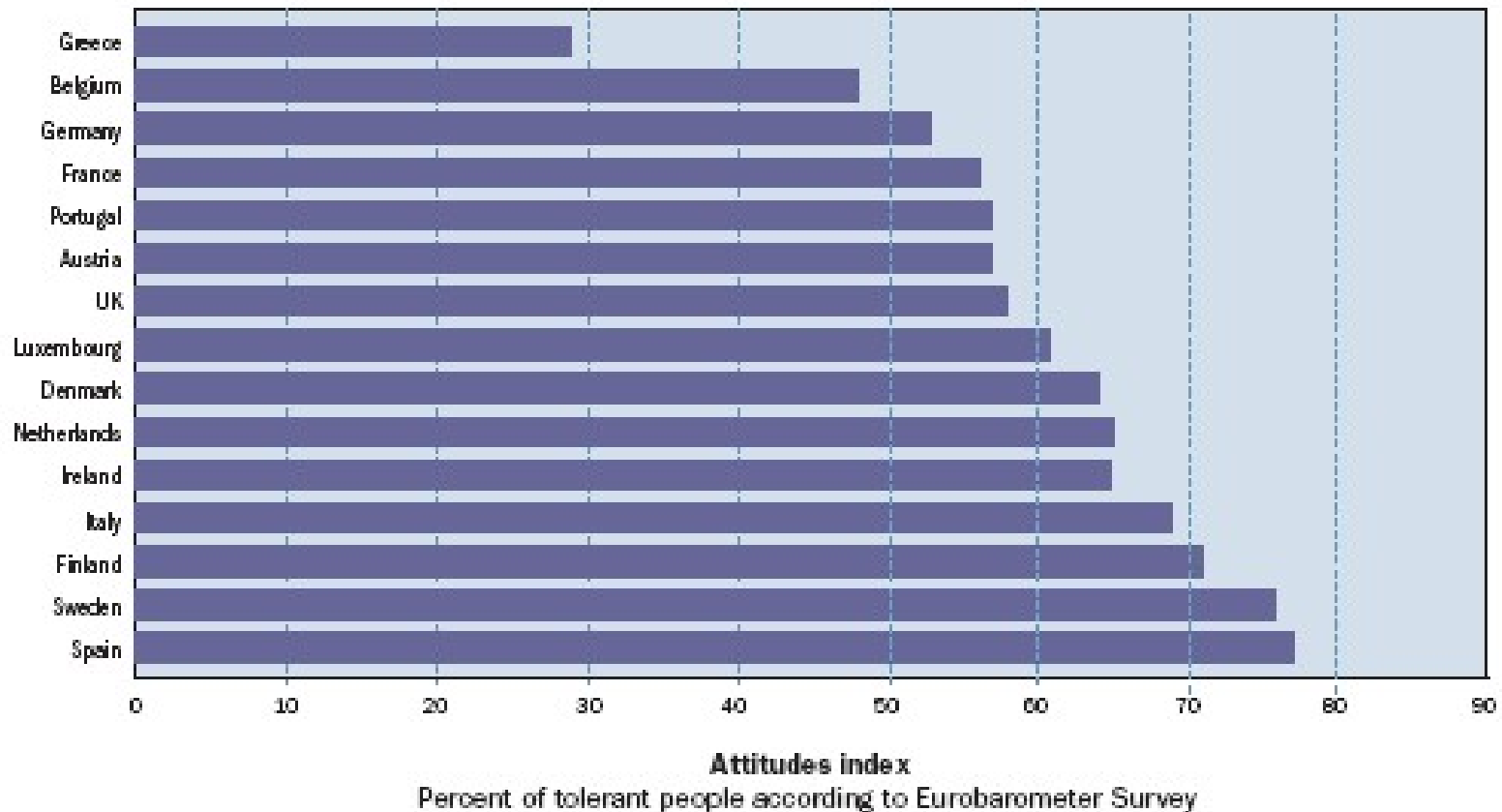
technology

immigrants



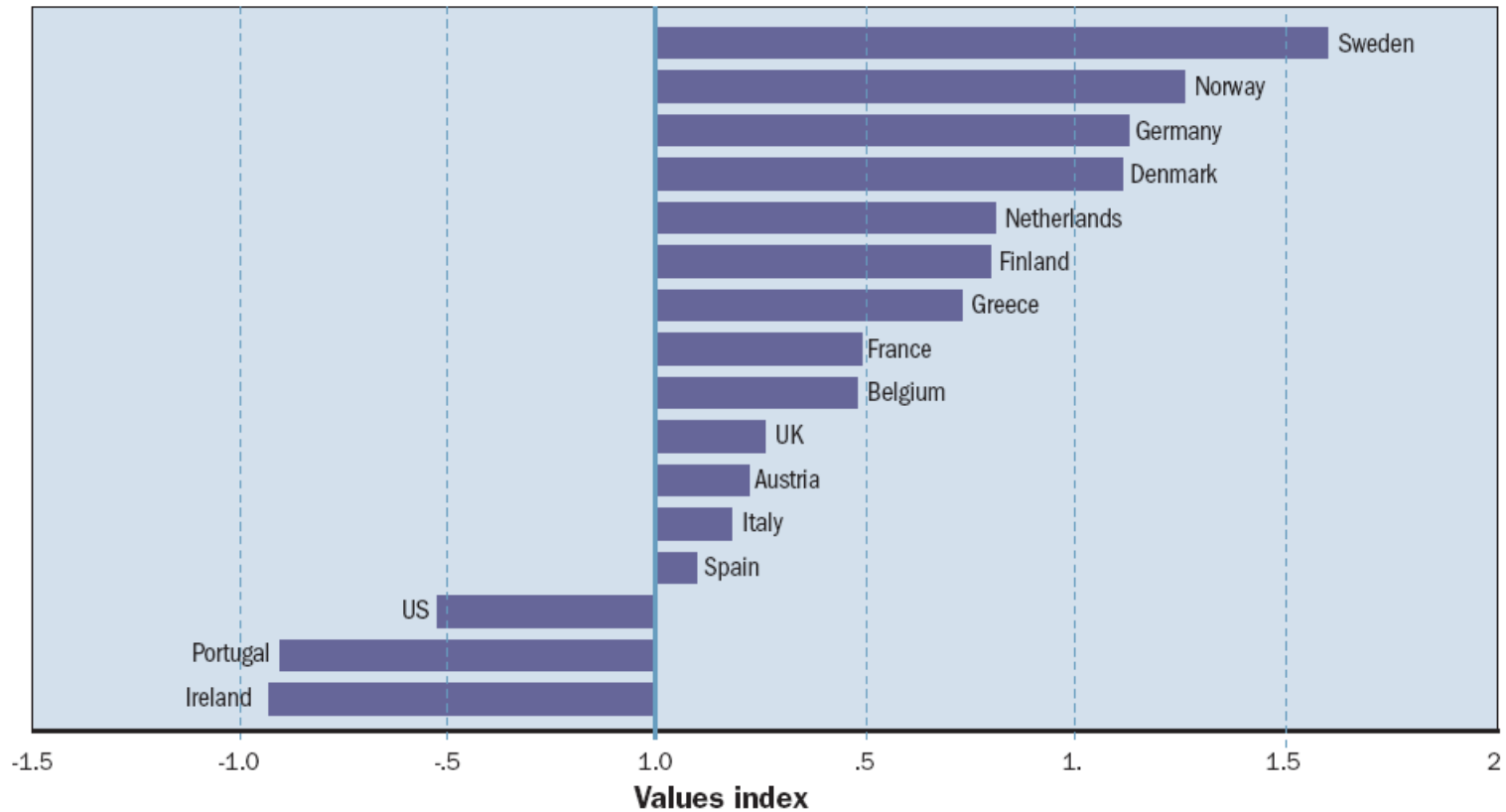
Tolerance - Attitude Index

Figure 9: Tolerance Indicators for the EU Nations



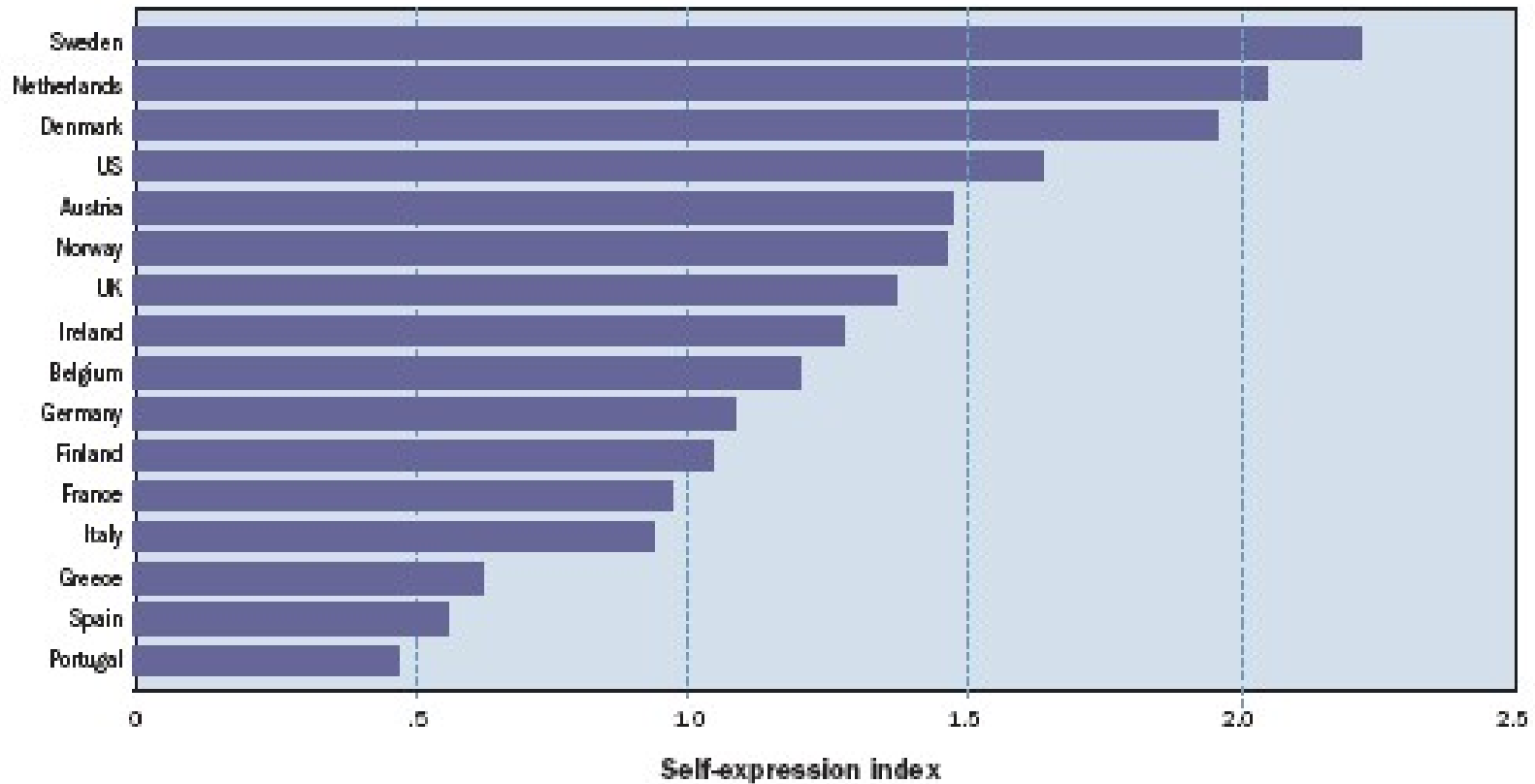
Sources: EUMC (2000)

Tolerance - Values Index



Source: Inglehart and Baker (2000)

Tolerance - Self Expression Index



Source: Inglehart and Baker (2000)

Euro Tolerance Index

Table 3: The Euro-Tolerance Index

Euro-Tolerance Index		Attitudes	Values	Self-Expression
Rank	Score			
1. Sweden	15.00	14.81	15.00	15.00
2. Denmark	12.09	12.47	10.41	13.24
3. Netherlands	11.42	12.66	7.59	13.85
4. Finland	9.49	13.83	7.50	7.03
5. Germany	9.45	10.32	10.59	7.30
6. Austria	7.76	11.10	2.06	10.00
7. United Kingdom*	7.70	11.30	2.44	9.26
8. France	7.38	10.91	4.59	6.55
9. Belgium	7.35	9.35	4.50	8.11
10. Italy	7.17	13.44	1.69	6.28
11. Spain	6.57	15.00	0.84	3.78
12. Greece	5.58	5.65	6.84	4.19
13. Ireland	4.22	12.66	-8.63	8.58
14. USA	3.07	n.a.	-4.97	11.08
15. Portugal	1.99	11.10	-8.34	3.18

Note: The numbers in column 2 represent the overall Talent score of each country on a scale from 0 to 15 points. The numbers in columns 3-5 represent the score on the single indicators.

**The scores on the Values Index and Self Expression Index refer to Britain (excluding Northern Ireland), Attitude Index refers to United Kingdom (Britain and Northern Ireland).*

Sources: European Monitoring Centre on Racism and Xenophobia, EUMC Information and Communication, Media Release 194-3-E-05/01; Vienna, 2001; Thalhammer et AL, (2001), Attitudes towards minority groups in the European Union - A special analysis of the Eurobarometer 2000 survey on behalf of the European Monitoring Center on Racism and Xenophobia, SORA, Vienna (Table 6); Ronald Inglehart, World Values Survey (<http://wvs.isr.umich.edu>).

The Euro-Creativity Index

**The Euro Creativity Index
is the sum of the scores
on these three indexes –
Talent, Technology and
Tolerance**

Euro – Creativity Index

Table 4: The Euro-Creativity Index

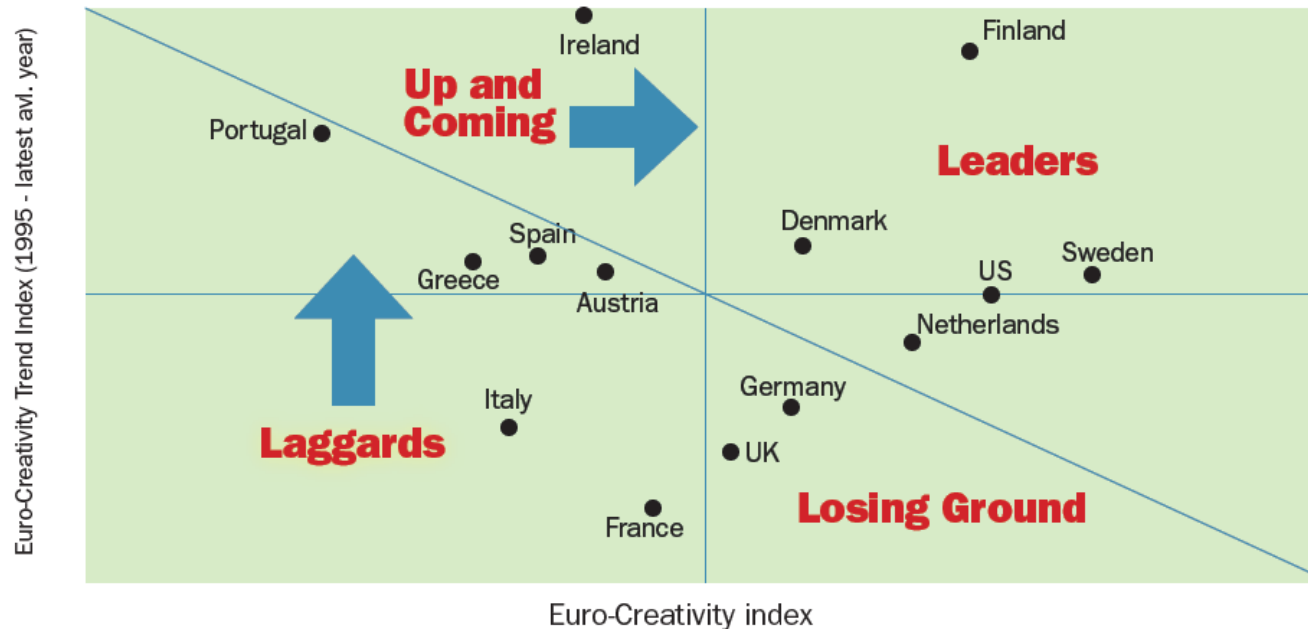
		TALENT INDEX			TECHNOLOGY INDEX			TOLERANCE INDEX		
Euro-Creativity Index		Creative Class Index	Human Capital Index	Scientific Talent Index	Innov. Index	High Tech Innov. Index	R&D Index	Attitudes Index	Values Index	Self-Express Index
Rank	Score									
1. Sweden	0.81	8	7	2	2	3	1	2	1	1
2. USA	0.73	1	1	3	1	1	3	n.a.	13	4
3. Finland	0.72	4	6	1	4	2	2	3	5	10
4. Netherlands	0.67	3	2	10	6	4	8	5	4	2
5. Denmark	0.58	9	15	4	5	5	6	7	3	3
6. Germany	0.57	11	4	7	3	6	4	12	2	9
7. Belgium	0.53	2	8	6	7	9	7	13	8	8
8. UK*	0.52	5	3	8	9	6	9	8	9	6
9. France	0.46	n.a.	11	5	10	8	5	11	7	11
10. Austria	0.42	12	14	11	8	10	10	9	10	5
11. Ireland	0.37	6	10	9	11	12	11	5	15	7
11. Spain	0.37	10	4	12	13	13	13	1	12	14
13. Italy	0.34	13	12	13	12	11	12	4	11	12
14. Greece	0.31	7	9	15	14	14	15	14	6	13
15. Portugal	0.19	14	13	14	15	15	14	9	14	15

Note: The numbers in column 3-11 indicate the relative position of the specific country with respect to the dimension reported in the column header (i.e. number 1 on the Human Capital column indicates that the country ranks first on human capital dimension). In bold, tied results.

* The scores on the Values Index and Self Expression Index refer to Britain (excluding Northern Ireland), for all other indexes scores refer to United Kingdom (Britain and Northern Ireland)

Euro-Creativity Matrix

Figure 13: The Euro-Creativity Matrix



Note: The separator axes between quadrants represent the average of the Index on the corresponding axis. For example, the right-hand quadrants include the countries whose score on the Euro-Creativity Index is above the average, while the left-hand quadrants include countries with below average scores. In this figure, the mean for the Euro-Creativity Trend Index is calculated excluding Ireland, because its extremely high growth values would have pushed the mean so high that all other countries would have fallen below it.

Finding

CREATIVITY FLOURISHES THE ECONOMY FLOURISHES

It is not that high tech industries are populated by great numbers of bohemians, immigrants and gay people.

But ... it is clear that places that are open and tolerant – places where gays, immigrants, bohemians, “others” feel at home, where there is greater racial and cultural integration

—
Where there is cross pollination, an environment of renaissance, an environment of expansive learning, sharing, understandingthis kind of environment both attracts and nourishes people and business

Practical Implications

“Creative Class” Indicators

These measures should be viewed as leading indicators of a creative ecosystem

Regions, nations, cities, companies that have such ecosystems --- that do the best job of tapping the diverse creative talents of the most people gain a tremendous competitive advantage.

The European Dream

How Europe's Vision of the Future is Quietly Eclipsing the American Dream

Jeremy Rifkin – Published – 2/04

“Europe can bring about a bold new vision for the future of humanity – politically, economically, and civically. It will depend greatly on the extent to which “INCLUSION” can be mastered and managed by the EU.”



Europe

A Kaleidoscope of Diversity

While the EU's motto is “unity in diversity”, subcultures across Europe are often insular and xenophobic and frightened about the effect Europeanization and globalization will have on **their communities.**



Critical Questions

Critical Challenge



The real question at hand for Europe is whether or not people can stretch their affiliations and aspirations from the particular to the universal and from local to global?



Is it possible to coexist and flourish in a world of so many divided loyalties, opinions, cultural orientation, views of the world?

Private Sector in EU

A New Vision -- New Role



Companies must view themselves as being part of a broader interconnected diverse communal system and must become more active and conscious about fostering communities where diverse people's thrive (men, women, children, young, old, sexual orientation, mainstream, sub-culture, race, disabilities, religion, etc.)

“Diversity & Inclusion”

The Competitive Advantage



Encouraging and supporting thriving diverse communities is not an altruistic endeavor, it is a pragmatic, economic competitive advantage and an investment in the future. The challenge is creating pluralistic communities that take into account different views, needs, values, cultures, orientations, socio-economic orientations.

Expanding the Scope of “Inclusion”



Companies/organizations have engaged and embraced to varying degrees the issue of “inclusion” and diverse workforces and thus have been engaged in debate and experimentation relating to promoting and managing diversity internally.



Expanding the scope of engagement into communities is the next natural extension given the new economic order

“Unity in Diversity”

Operationalizing the European Dream



Romano Prodi, the president of the European Commission, identifies a “**network Europe**”, EU institutions, national governments, regional and local authorities, business and civil society interacting in new ways: consulting one another on a whole range of issues; shaping, implementing and monitoring policy together.^[1]

[1] Prodi, Romano. “Towards a European Civil Society.” Speech at Second European Social Week. Bad Honnef. April 6, 2000.

The Business Community

Rising to the Challenge

IBM – Pragmatic Participant

- IBM took on diversity before legislation with an extensive diversity program – they defined diversity broadly – race, gender, age, physically handicapped/challenged, multi-cultural.
- What is interesting, is that this was not for altruistic reasons, but what “Stanley Litow, President of the IBM foundation calls **“enlightened self-interest.”**
- IBM saw it pragmatically -- good market positioning. Understanding the “marketplace”, becoming part of the community reflecting the marketplace and thus reaching all market groups

IBM – Picking a Focus

- IBM's "Reinventing Education" program, for instance, makes grants to advance education reform in the United States, Brazil, Ireland, Italy, the United Kingdom, Singapore, and Vietnam.

BP - “Rising to the Challenge”

- Lord John Browne, CEO, British Petroleum (BP), spoke on the relationship between multinational corporations and economic and social development.
- He emphasized that global companies had an important role to play in issues ranging from human rights to environmental policies

IMPLEMENTING
THE
“EUROPEAN DREAM”

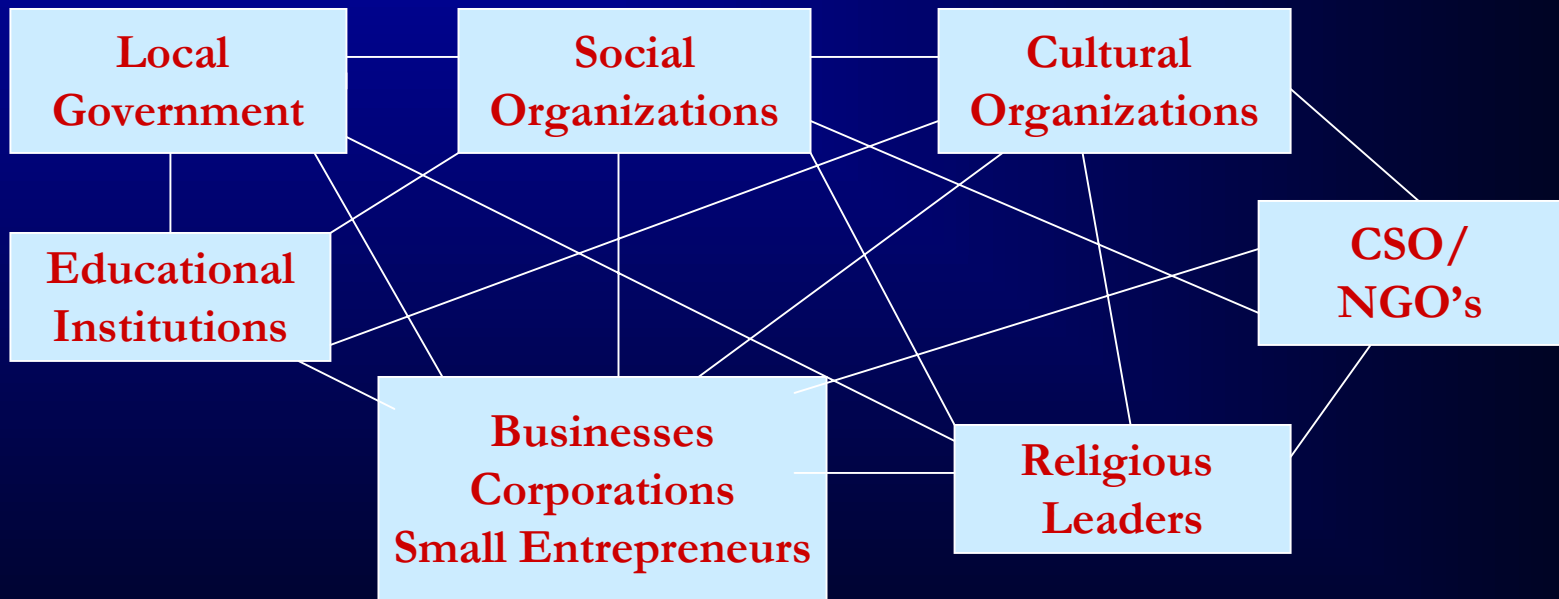


Challenge of Building a Broader Construct of “Community”

- Jean-Marie Guehenno, the former under-secretary-general for Peacekeeping Operations at the United Nations, said: “Having lost the comfort of our geographical boundaries, we must in effect rediscover what creates the bond between humans that constitute a community.”

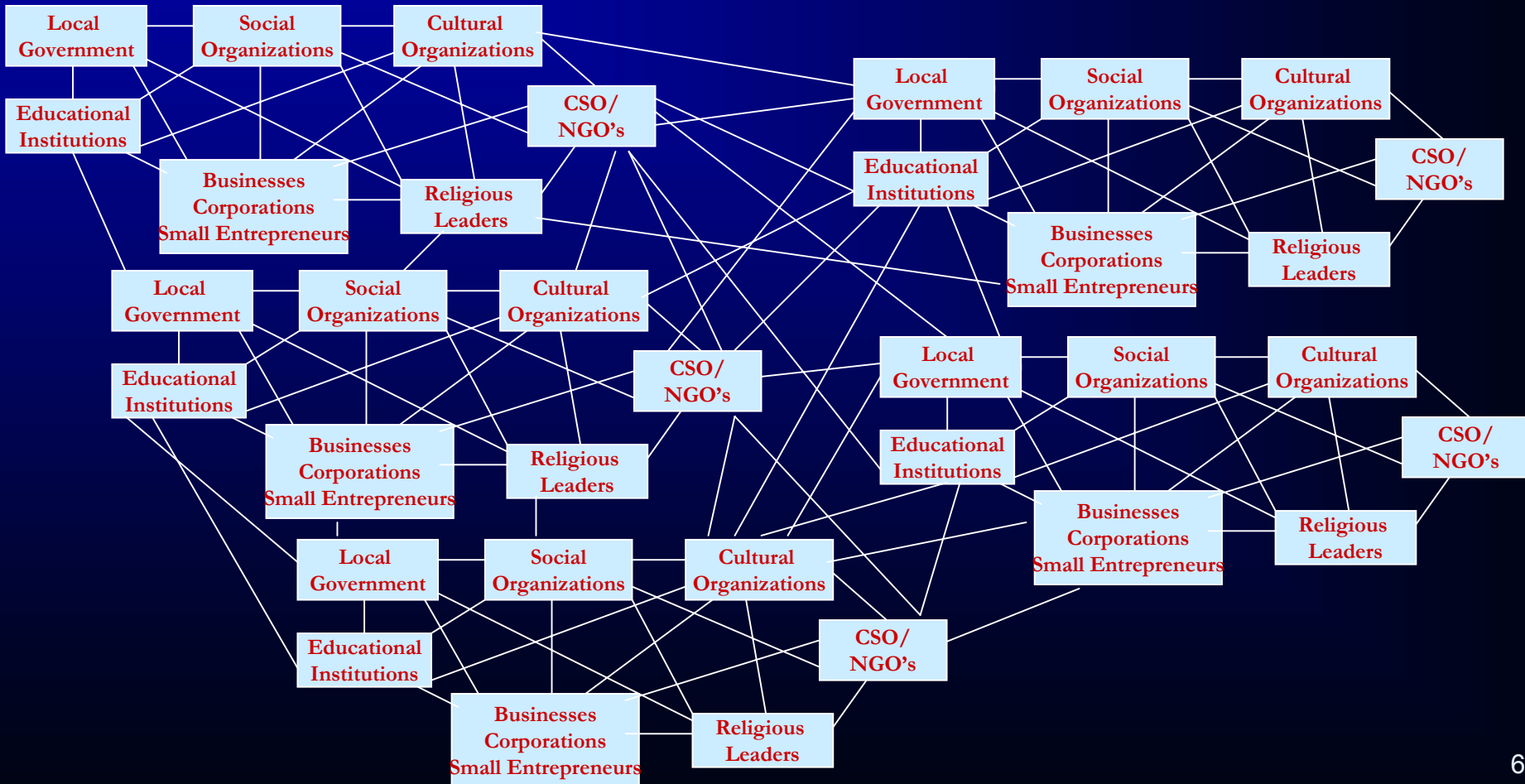
Structure for Building the Communal Bridges for “Inclusions” & “Creativity”

1st Step -- Map Out The Community Network



Structure for Building the Communal Bridges for “Inclusions” & “Creativity

Identify the Extended Networks
Cities, Regions, Nations, Interest Groups



Relationship Mapping

Connecting the Community

1. Identify Diversity Mix/Composition
2. Norms, Values, Traditions
3. Understand special needs/Integration issues
4. Areas of Resistance

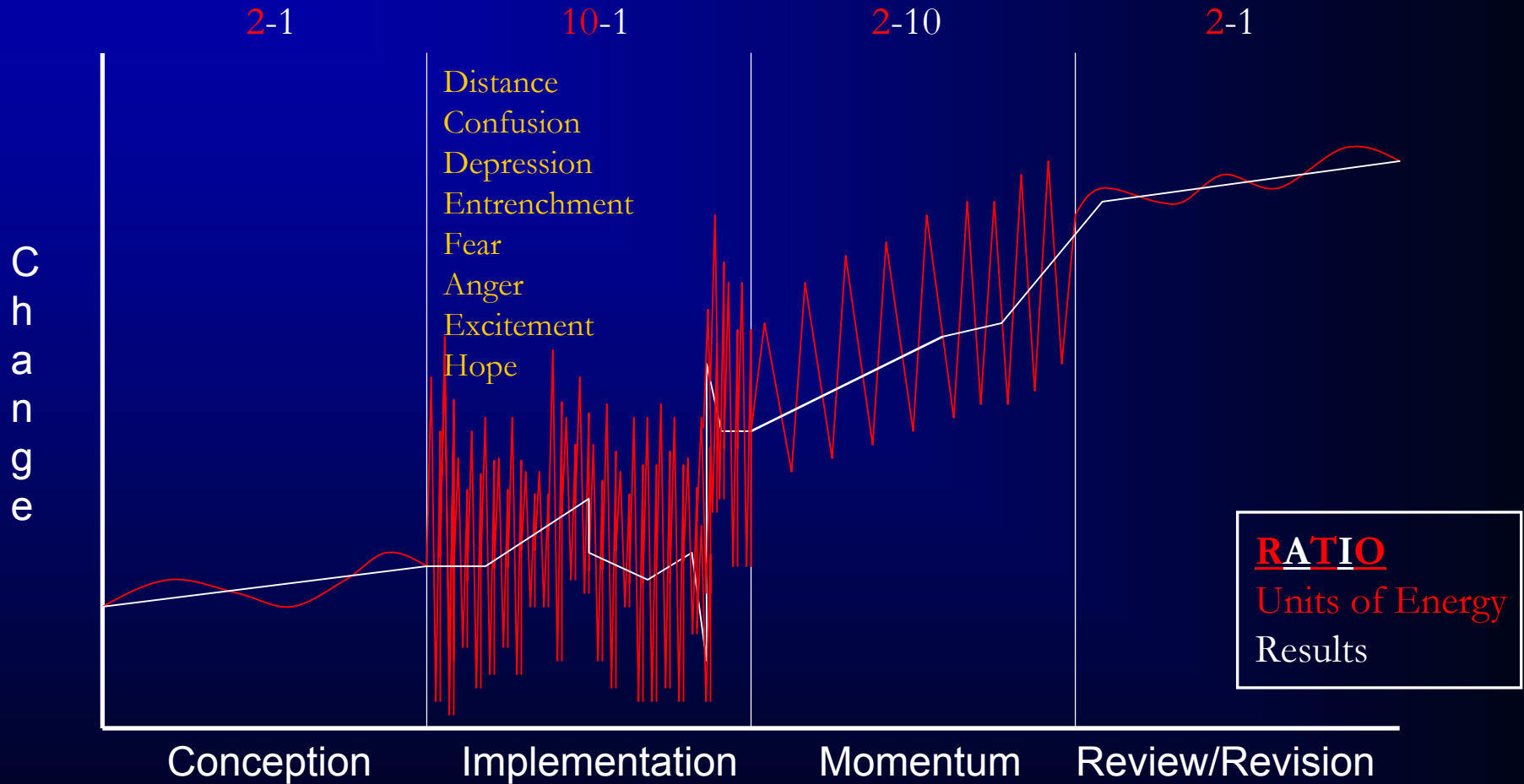
Only upon completion of the above process will the last and most important part be viable

5. Strategies & mechanisms for building consistent and ongoing contact and communication

Planning for the Human Dynamics

- Human beings are genetically coded – like other live beings to align with, associate with, and protect “like” beings .
- Human beings are inclined to “act” in accordance with the path of least resistance
- Human beings act out of self interest. The challenge is identifying interests and responding to them

Dynamics of Change



**Business
Government
Community**

In Action Together

Amsterdam's – Collaborative Kick-Off

AMSTERDAM - The Amsterdam Creative Class
Gets Organized – June 7, 2004



- Club of Amsterdam was initiated on June 7th
- City's first platform for the creative industries, entrepreneurs, world of finance, real estate, arts, etc.
- Mayor of Amsterdam, Job Cohen is spearheading the initiative. "Amsterdam is made for the future in the creative sector"



Amsterdam dance guru Duncan Stutterheim pleads for diversity



Liesbeth Jansen of the Westergasfabriek (left) and ING Real Estate's Renée Hoogendoorn exchange ideas



Job Cohen, mayor of Amsterdam, stimulator of the Creative Class



Generating Ideas in Club 11

The Business Leadership in the Community

- **Cleveland Tomorrow** – An organization of CEO's of the largest 56 companies of Cleveland, meet regularly to ensure that local concerns are high priorities for cosmopolitan companies.
- **Miami Chamber of Commerce**, sponsored by major corporations – Invited Latin community leaders from to join and participate in events about economic development and jobs
- **Seattle Chamber** – 300 business leaders, community leaders and civic leaders meet once a year going to off-site leadership conferences to create community development plans

The Business Leadership in the Community

Magnets:

Businesses can play a key role in initiating and supporting endeavors that “attract” and support diverse populations

Glue:

Social Glue as we have learned includes the quality of industry

interaction with the community and quality of life that holds people in the community. Business can be

The Business Leadership in the Community

- Create inspiring visions of quality and excellence, uniting business, community, government across jurisdictions to remove obstacles to creativity and excellence.



World Class Visionaries & Alliance Builders

The Business Leadership in the Community

- Increase business to business collaboration, helping small and mid-size enterprises join industry forums, find partners, tap international markets, transfer best practices, become connected to wider networks.



World Class Mentors for New Generation Businesses

The Business Leadership in the Community

- Cultivate foreign friendly environments, reach out and enroll the local immigrant community and support business initiatives helping them navigate the local business terrain.



World Class Incubators for Immigrant Business Initiatives

The Business Leadership in the Community

- Employment, Employment, Employment
 - Conscious hiring of very diverse population
 - Actively engage in community to train and bring in underemployed immigrant populations
 - Cultivate a highly creative and open environment



World Class Employers & Trainers

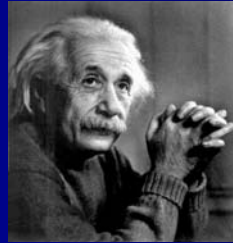
The Business Leadership in the Community

- Structure civic engagement, community service, and leadership development – make community participation part of business careers. Social capital is developed by teams of diverse people working together on community projects – builds social equity.



World Class Investors in Social Capital

Einstein



- **"We can't solve problems by using the same kind of thinking we used when we created them"**
- "Imagination is more important than knowledge"
- "Great spirits have always found violent opposition from mediocrities. The latter cannot understand it when a man does not thoughtlessly submit to hereditary prejudices but honestly and courageously uses his intelligence."
- "Peace cannot be kept by force. It can only be achieved by understanding."
- "Anyone who has never made a mistake has never tried anything new."
- **"The most incomprehensible thing about the world is that it is comprehensible"**