

IT is transforming the nature of borders, and hence of state sovereignty. The uncontrollability of information flows is challenging the power of governments to maintain "national" policies, foreign and domestic. Policy is increasingly integrated, or "**inter-mestic**". As the lines between domestic and external spheres blur, inter-state dimensions are increasingly sensitive to domestic publics, and domestic policy becomes more and more mindful of international standards, expectations and players.

Governments will, as a result of all this, be ever **less able to compel**; they will **have to convince** publics and special interests of policy, for them to be given effect. They have increasingly to deal with "publics" and interests outside their jurisdictions who care about issues that transcend borders, not about the prerogatives of sovereignty. Power is increasingly escaping the existing frameworks of polity. At the extreme of this continuum, criminality is becoming globalized, challenging states to share sovereignty among themselves, if they are to be able to exercise it effectively.

Work and Workers

Large **hierarchical institutions** are under severe pressure, inside and out. They rush to flatten structures to be faster, to be better informed, more flexible and, more responsive, as IT enables unprecedented competition from niche competitors. They are also pressured by shareholders (or taxpayers) to provide greater returns (including through lower costs).

The private sector is layering with various degrees of vision and success. Some companies, looking to the future, have rebuilt their corporate structures to provide both greater flexibility and savings, but also to give the greatest scope to their (reduced) workforce. (see *The Horizontal Organization: What the Organization of the Future Actually Looks Like and How it delivers Value to Customers* by Frank Ostroff as well as the excellent paper on the Workforce Website on this subject by Chris Burton: *Putting Information Policy in Context: Benefits and Drawbacks of the Information Age*)

Knowledge industries locate where the best knowledge workers are available on the best terms. Knowledge workers, for their part, are also increasingly mobile, able to follow opportunities regardless of geography, participating (as medieval stone masons did) in a global market for their skills. Neither work nor workers in the knowledge economy will be as tied as they were, to location or jurisdiction.

Workers' expectations of society, especially the expectations of the best educated, most mobile members of the workforce, are changing in this environment.

Knowledge workers are confident in their autonomy, regarding their career less as a covenant with a single institution than as a series of contracts with those who meet the worker's personal expectations. Job security is not necessarily the most important of these expectations (at last in good economic times). Gratification in the form of mobility, variety, financial compensation and personal validation rate higher.