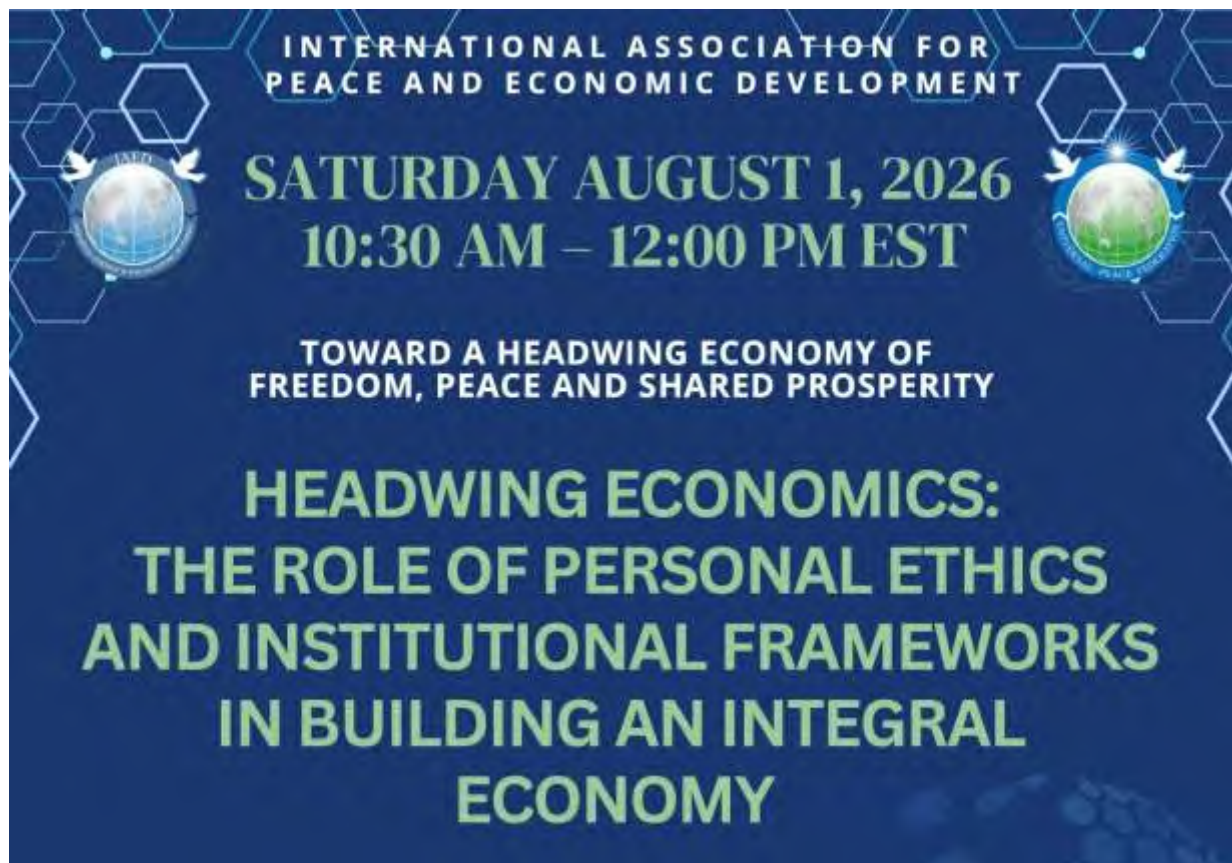


Roger Wetherall
July 25, 2026



Dear,

Voices from all sides of the political and economic spectrum are raising concerns with the direction of the economy and its effect on social cohesion. From the concentration of economic wealth and power of global corporations, the unaccountability of large bureaucratic institutions to the feelings of many that the system is rigged against them, there is a need to find clarity on central issues and consensus on an upward path toward a better world of mutual prosperity and peace.

IAED has been leading a conversation to talk about these central issues. We have submitted a paper entitled [Headwing Economics: A Framework for Sustainable Growth and Shared Prosperity](#).

Today's program is the first in a series on *Building an Integral Economy* using the lens of the Headwing paradigm to gain clarity on the complementary roles of personal ethics and ethical frameworks for the impersonal institutions that govern our economy. A question for all of us might be: How can we reform and improve our society if we don't understand the root causes and where to begin? Join us for an eye-opening discussion on ethics and the economy.

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New York, USA (EST): Saturday August 1st, 2026 at 10:30 am – Noon

Europe (CET): Saturday, August 1st, 2026 at 4:30 – 6:00 pm

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Gordon L. Anderson

President, Paragon House Publishers

Headwing Economics: The Role of Personal Ethics and Institutional Frameworks in Building an Integral Economy

Gordon L. Anderson has a Ph.D. in Philosophy of Religion from Claremont Graduate University. He developed a broad understanding of social systems working with Morton A. Kaplan, Distinguished University Professor at the University of Chicago. This included organizing major conferences on the Soviet System (1985), the Chinese System (1987), and Liberal Democratic Societies (1989).

As the President of Paragon House Publishers (1994-), Anderson published a series of books on integral philosophy including writings by Ken Wilber, Allan Combs and Steve McIntosh. He also served as an adjunct professor at the California Institute of Integral Studies. As Editor-in-Chief of International Journal on World Peace (1992-2021) Anderson edited articles related to governance, the economy, and society.

Anderson has related practical experience as chair of the finance committee of the University of Bridgeport, and as President of the Legislative Evaluation Assembly of Minnesota.



Michael Greaney

Center for Economic and Social Justice

Building an Integral Economy: The Just Third Way

Mr. Greaney, a Certified Public Accountant, is Secretary, Director of Research and Executive Committee Member of the [Center for Economic and Social Justice](#), an interfaith, all-

volunteer 501(c)(3) research and educational organization. He has audited profit and non-profit organizations throughout the world, with the American Red Cross, Georgetown University Medical Center, and the U.S. Federal Election Commission. Mr. Greaney has authored books, numerous articles and a daily blog on expanded ownership, money and credit, and social justice. In 2020, he co-authored with Dawn Brohawn the book [Economic Personalism](#): Property, Power and Justice for Every Person, relating the economic justice and expanded capital ownership financing reforms of the late Louis Kelso and Mortimer



Pat Hickey

**Vice Chair, The Kenny Guinn Center
for Policy Priorities**

Reflections and Commentary

Pat Hickey is a fourth-generation native Nevadan from a pioneer family in Lake Tahoe. Besides being a local business owner, he has worked as a journalist and editor for various Nevada news outlets covering the Legislature and Nevada politics. He was elected to the Nevada Legislature in 1997. He served as Assembly Minority Leader, where he championed educational reforms, greater accountability, and increased education funding for Nevada schools.

Mr. Hickey also serves as Vice Chair of [The Kenny Guinn Center for Policy Priorities](#), a nonprofit, nonpartisan policy center addressing key challenges faced by policymakers in Nevada.

Pat is currently a Sunday columnist for the Reno Gazette-Journal. His weekly "[Memo from the Middle](#)" column is the most widely read of local columns in the Reno-Gazette Journal.



Alan Jessen

Moderator, IAED

North American Coordinator

International Association for Peace and Economic Development

We look forward to your participation and engagement in this event.
You can download our framework document at the link below.

[Headwing Economics Framework](#)



International Association for Peace and Economic Development

We affirm our belief that business leaders have the opportunity and responsibility to work in collaboration with other sectors of society to make the world a better place, addressing its most significant challenges, and promoting world peace, long-term mutual prosperity and truly sustainable development



INTERNATIONAL ASSOCIATION FOR PEACE AND ECONOMIC DEVELOPMENT

The International Association for Peace and Economic Development affirms the role of businesses, business leaders, and investors to make the world a better place, addressing its most significant challenges, and promoting world peace, long-term mutual prosperity and truly sustainable development. IAED encourages business leadership around the world to contribute to making our nations safer, more secure, more affluent places to live, reducing poverty and creating opportunities for more people to live purposeful and meaningful lives..

- The Inaugural IAED Resolution (South Korea, 2020)
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Nigerian Stakeholders Plan Inauguration of IAED



US Real Estate Investors Help Renters Become Homeowners



Civic Innovator Proposes Solution to Homelessness in U.S. Cities

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HEADWING ECONOMICS: A FRAMEWORK FOR SUSTAINABLE GROWTH AND SHARED PROSPERITY.

Executive Summary

The International Association for Peace and Economic Development (IAED) presents **Headwing Economics**, a new framework designed to address 21st-century economic challenges by harmonizing the strengths of free-market capitalism and social democracy, grounded in universal, ethical and spiritual values. This approach seeks to transcend ideological polarisation and build an economy that supports sustainable growth, shared prosperity, and strong families.

Context and Rationale

Today's global economy faces persistent inequality, limited access to capital ownership, environmental degradation, erosion of ethical governance, demographic decline, and rapid technological disruption. While free markets have generated unprecedented wealth, they have also contributed to wealth concentration and social fragmentation. Social democratic systems have promoted welfare and equality but can inhibit innovation and personal freedom. Both systems fail to address the deeper cultural and ethical foundations needed for societal flourishing.

The **Headwing Economic Framework** proposes a higher unifying perspective and practical shift designed to reverse these trends and establish a values-based, justice-driven economic system that harmonises both private and public purposes to achieve a sustainable and peaceful civilization.

Principles of Headwing Economics

Headwing Economics places **ethical leadership (the "head")** at the centre of economic governance, ensuring that **individual enterprise, efficiency, and creativity (right wing)** and **social responsibility (left wing)** operate in harmony. Rooted in universal values—interdependence, mutual prosperity, and righteousness—it draws on Unification Thought to position the family as the essential cornerstone of ethical economic development and social cohesion.

Headwing Economics is based on the following key philosophical pillars:

- **The sovereignty of the person:** Human dignity, free will, creativity, and responsibility.
- **The right to private property:** Essential for empowerment and broad-based capital ownership.
- **Cooperation over conflict:** Mutual benefit as the engine of growth.
- **Moral motivation ("Heart"):** Ethical conscience guiding economic decision-making.
- **Integral governance:** Cultural, political, and economic spheres aligned by shared values.
- **Reasonable ownership:** Emphasising stewardship over accumulation.

Core Components

Headwing Economics promotes:

- **Family-centric economic governance:** Economic policy must support the stability and prosperity of the family unit as the primary engine for human development and ethical formation.
- **Broader access to credit and capital:** Structural reforms to the financial system to make capital and credit more accessible.
- **Balanced economic governance,** modelled after the human body, where individual autonomy coexists with central coordination.
- **Free markets with ethical oversight,** ensuring innovation while curbing greed, corruption, and monopolistic practices.
- **Transparent, accountable governance,** safeguarding property rights, enforcing contracts, and fostering a fair business environment.
- **Strong but limited social safety nets,** preventing inequality without undermining personal responsibility.
- **Global trade** that embraces a fairer multipolar system requiring new commercial and financial contracts, WTO reforms and global North-South cooperation.

Implementation Pathways

The Headwing Economic Framework is a comprehensive strategy to move beyond the limitations of purely capitalist or socialist models. Its successful implementation is projected to result in:

1. **Sustainable and harmonious society:** An economy that generates prosperity while protecting the environment and fostering social unity.
2. **Shared prosperity:** A system where economic growth benefits all participants through equitable distribution and broad capital ownership.
3. **Balanced foundation for trade:** A new model for global trade and cooperation that transcends zero-sum competition, replacing fragmentation with interdependence and mutual growth

By restructuring the economic landscape around these core ethical and distributive principles, Headwing Economics aims to create a truly sustainable global economy that works for progress, people, and the planet.

Next Steps: The IAED team is actively engaging stakeholders to refine policy proposals for implementation, focusing on legal frameworks, financial system reforms, and educational initiatives to further develop and advance this new paradigm.

You can find the complete [Headwing Economics Framework here](#).

- December 13, 2025

Inaugural Resolution of the International Association for Peace and Economic Development (IAED)

We, the undersigned, as participants in the World Summit 2020 sponsored by the Universal Peace Federation and the HJ Magnolia Global Foundation convened in Seoul, Korea, on February 3-7, 2020, on the theme "Interdependence, Mutual Prosperity and Universal Values — the Role of Business Leadership," affirm our belief that business leaders have the opportunity and responsibility to work in collaboration with other sectors of society to make the world a better place, addressing its most significant challenges, and promoting world peace, long-term mutual prosperity and truly sustainable development.

We applaud the leadership of Dr. Hak Ja Han Moon, and her husband, the late Rev. Sun Myung Moon, for their vision and work over many decades to create "one family under God." This includes their founding of UPF, an NGO in general consultative status with the Economic and Social Council of the United Nations.

Business leadership has contributed to making the world a safer, more secure, more affluent place to live, reducing poverty and creating opportunities for more people than have existed at any time in human history, driving innovations that have reduced famine, improved health care and built a travel and communications network knitting our world together in ways unimaginable even few decades ago. We believe the private sector has an increasingly vital role to play to support human flourishing and address transnational critical challenges.

Therefore, we propose to inaugurate the International Association for Peace and Economic Development, a project of the Universal Peace Federation, to work in conjunction with International Summit Council for Peace, International Association of Parliamentarians for Peace, Interreligious Association for Peace and Development, and International Media Association for Peace.

WHEREAS, businesses continue through risk-taking investments, public-private partnerships and corporate social-responsibility programs seek to improve the lives of all the people of the world, even the poorest among us;

WHEREAS, continuing unspeakable and inarticulable human misery due to poverty, inequality, environmental degradation, terrorism and insecurity, among other challenges, threatens to undermine and even reverse the human progress to which business has contributed and continues to contribute;

WHEREAS, recognizing that such problems cannot be attributed to any one country but in the globally interconnected world adversely affect us all, and that businesses possess resources and the capacity for innovation making the corporate sector uniquely able to address such problems, for their own sake as well as to ensure long-term mutual prosperity for the people of the world;

FURTHER, believing that in an intertwined world economy, we are all truly connected and that a prosperous, peaceful world must be based upon a moral core of universal values, we affirm our intention to work together to create a family of nations, a better world of peace and human flourishing based on principles of "Interdependence, mutual prosperity and universal values;

WE, THE UNDERSIGNED, endorse the proposal to establish a new association of businesses, business leaders, investors, thought leaders, government economic officials, business school academicians and other concerned citizens to be known as the International Association for Peace and Economic Development.

Signed this day, February 5, 2020, in Seoul, Korea.

If you find this page helpful and informative please consider making a donation. Your donation will help Universal Peace Federation (UPF) provide new and improved reports, analysis and publications to you and everyone around the world.
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IAED: Headwing Economics - The Role of Ethics in Shaping a Just Economy of Freedom, Peace and Shared Prosperity

Date & Time Aug 1, 2026 08:30 AM in [Mountain Time \(US and Canada\)](#)

Description Voices from all sides of the political and economic spectrum are raising concerns with the direction of the economy and its effect on social cohesion. From the concentration of economic wealth and power of global corporations, the unaccountability of large bureaucratic institutions to the feelings of many that the system is rigged against them, there is a need to find clarity on central issues and consensus on an upward path toward a better world of mutual prosperity and peace. IAED has been leading a conversation to talk about these central issues. We have submitted a paper entitled Headwing Economics: A Framework for Sustainable Growth and Shared Prosperity. Today's program is the first in a series on Building an Integral Economy using the lens of the headwing paradigm to gain clarity on the complementary roles of personal ethics and ethical frameworks for the impersonal institutions that govern our economy. A question for all of us might be: How can we reform and improve our society if we don't understand the root causes and where to begin? Join us for an eye-opening discussion on ethics and the economy.



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INTERNATIONAL ASSOCIATION FOR
PEACE AND ECONOMIC DEVELOPMENT



SATURDAY AUGUST 1, 2026
10:30 AM – NOON EST

HEADWING ECONOMICS: THE ROLE OF PERSONAL ETHICS AND INSTITUTIONAL FRAMEWORKS IN BUILDING AN INTEGRAL ECONOMY

From the concentration of economic wealth and power of global corporations, the unaccountability of large bureaucratic institutions to the feelings of many that the system is rigged against them, there is a need to find clarity on central issues and consensus on an upward path toward a better world of mutual prosperity and peace.

SPEAKERS



Gordon Anderson
Ph.D. in Philosophy of
Religion, President of
Paragon House
Publishers

**Headwing Economics:
The Role of Personal
Ethics and Institutional
Frameworks in Building
an Integral Economy**



Michael Greaney
Certified Public
Accountant,
Secretary Director of
Research & executive
committee member-
Center for Economic
and Social Justice

**Building an Integral
Economy: The Just
Third Way**



Patrick Hickey
Local business
owner, journalist and
editor, Vice Chair of
The Kenny Guinn
Center for Policy
Priorities,

**Reflections and
Comments**



Alan Jessen
North American
Coordinator
International
Association for
Peace and Economic
Development

Moderator

[Register for the Zoom Meeting](#)



Headwing Economics: A New Framework for Sustainable Growth and Shared Prosperity

IAED Collaboration Team:

Abdoulay Wone (Africa)

Dr. John Bellavance (Australia)

Roger Wetherall (USA)

Alan Jessen (USA)

First Version: March 2025

Revised: December 2025

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1. Introduction

In a world increasingly marked by uncertainty, rapid technological advancements, and widening inequality, there is an urgent need for new economic paradigms that promote sustainable growth, inclusivity, family formation, and shared prosperity without succumbing to repressive government controls. Marxist economic theories have failed across the globe, and even Communist China's economic success is largely attributed to Deng Xiaoping's pivotal 1978 decision to return to a market economy, embracing private initiative and ownership of production enterprises. This was significant because it was not only for Chinese citizens but also for foreign capital, which had previously been criticized as a source of exploitation.

Meanwhile, traditional models of capitalism and social democracy, while successful in many contexts, are proving inadequate to address the multifaceted challenges of the 21st century. Issues such as the rapid rise of Artificial Intelligence, environmental degradation, wealth concentration, and exclusionary financial systems are pressing global concerns that demand fresh solutions.

We also recognize that the economic and social stability of a nation is fundamentally rooted in the health of its families. Values and ethics such as mutual responsibility, cooperation and empathy are first acquired within the family and form the bedrock for all broader social interactions, including being productive members of society and its economy.

It is within this context that the International Association for Peace and Economic Development (IAED) introduces an innovative framework called "Headwing Economics." This framework aims to transcend traditional left-wing and right-wing ideologies by bringing together people from diverse ideological, political, and cultural backgrounds, offering a higher, unifying perspective rooted in spiritual and moral principles.

IAED promotes a fresh approach to harmonizing values and guiding economic systems towards more equitable and sustainable outcomes. It advocates for a model that blends the dynamism of free markets with ethical governance, family-focused policies, and widespread ownership, enabling families and individuals to thrive within a justice-driven economy. Economic and social justice does not require the forcible redistribution of wealth through coercive governmental policies. Instead, it consists of organizing and working with others to reform economic and social institutions by making it possible for everyone to participate in them fully and realize the just benefits due from their contributions to the economic process (Ferree, 1998)

The intention of this booklet is to stimulate dialogue and cooperation among all stakeholders, allowing us to unite around a vision of a more just and sustainable economic system. It explores the principles of Headwing Economics and outlines the path toward its successful implementation for the benefit of future generations. The attempt here is not to present a definitive framework for a values-based justice driven economy, but to invite a conversation with others who aspire and work for this goal to realize a world of true interdependence and peace.

2. About IAED

The International Association for Peace and Economic Development (IAED) is a global association that brings together business leaders, government officials, thought leaders, and key economic

stakeholders, including trade unions and consumer representatives, to address today's most pressing economic challenges. IAED is one of eight associations under the Universal Peace Federation (UPF), a 501(c)(3) organization with General Consultative Status at the United Nations under the Economic and Social Council (ECOSOC). IAED collaborates with diverse partners to promote a new vision for economic development based on ethical governance, sustainability, and shared prosperity.

IAED's Vision

As an association of UPF, IAED is founded on the belief that economic development must align with ethical and spiritual values guided by the three pillars of the Universal Peace Federation for the realization of a sustainable global society.

Those Three Pillars are:

1. Interdependence

Interdependence refers to the mutual reliance and interconnectedness of nations, communities, individuals, and our natural environment. It stresses the importance of collaboration, cooperation, and shared responsibility among individuals and nations. Humanity can reach its full potential only through mutual support and collective effort. In a healthy family, interdependence fosters cooperation, trust, and shared responsibility (Kumi, 2014).

Headwing Economics relies on certain moral values and attitudes such as our sense of interdependence and mutuality as a human race. To fully embrace interdependence, there must be a profound shift in mindset, recognizing that one's well-being is intrinsically tied to the well-being of others. As Martin Luther King Jr. articulated, "All life is interrelated. We are all caught in an inescapable network of mutuality, tied into a single garment of destiny."

Approaches:

- **Good Governance and Collaboration:** Since de-globalizing ecology, scientific development, and the economy is impossible, our only option is to globalize good governance, collaboration, and shared responsibility with the understanding that global prosperity is achieved through cooperation. By leveraging a network of current and former heads of state, parliamentarians, academicians, and religious leaders, IAED seeks to promote global citizenship rooted in interdependence and mutual respect.
- **Family as a Foundation for Ethics and Prosperity:** UPF leads a movement to strengthen marriages, encourage family formation and promote values and character education centered around universal values. IAED is working together with UPF to promote a *headwing economy* where families flourish and generate strong *Social Capital* for the benefit of the whole society.

2. Mutual Prosperity

Mutual prosperity refers to shared economic growth that benefits all participants in the global economy. It advocates for an inclusive approach to development where economic systems are

designed to allow everyone the opportunity to participate fully and reap the rewards of collective success.

Genuine prosperity can only be realized when we prioritize fairness over individual gain and work to diminish greed. Despite efforts by many leaders to alleviate suffering and establish lasting peace and stability, the world is still filled with hollow promises. Both democratic capitalism and communist socialism have failed to address global issues, allowing materialism to diminish the value of human life. - Rev. Dr. Moon

Approaches:

- **Economic Development:** IAED seeks to support businesses and entrepreneurs who are fostering innovation, job creation, and sustainable practices that can thrive in a microeconomic business and entrepreneurial culture. In the area of macroeconomics, IAED collaborates with economic thought leaders to highlight the best ideas and policies to advance justice-driven economic systems and reforms.
- **Tangible Programs and Partnerships:** IAED seeks to expand its impact by developing partnerships with local and international organizations and nonprofits.
- **Banking and Credit Institutions:** To achieve true economic justice, it is essential to ensure that banking and credit institutions are designed to facilitate broad participation, creating a framework where all citizens can access the resources necessary for their family well-being and entrepreneurial pursuits.

3. Righteousness (Universally Shared Values)

IAED's commitment to universally shared values fosters an ethical approach to economic governance, ensuring that economies serve individuals and society. Righteousness is the application of universal ethical values, such as respect, justice, equality, and compassion. It refers to the commitment to do what is right. In a global economy, righteousness ensures that actions and policies are aligned with these values, safeguarding the common good.

Approaches:

- **Promoting Ethical Principles and Rooting Out Corruption:** IAED advocates for a global framework built on shared ethical values. IAED aims to eliminate corruption and establish systems that prioritize accountability, transparency, and fairness within corporate governance structures to ensure that business success benefits all stakeholders and supports the common good.
- **Leadership Development for Good Governance and Strong Families:** Working with its UPF partner associations, IAED offers programs and workshops focused on cultivating leaders who embody righteousness in their actions and make decisions that serve the individual while promoting family formation and a good society.

3. The Current Economic Landscape

Free trade has had a beneficial effect on a global level by bringing millions out of poverty. The underlying structure of the market-based capitalist system is the self-interest of the individual

coupled with freedom of opportunity, which has resulted in unleashing individual effort, entrepreneurial activity, and innovation. Policies manifested through private property rights, free markets, and trade liberalization have created great wealth, forging closer geo-political relations through trade agreements and stronger political ties. Free-market systems outlined above are important for both individual and mutual prosperity. However, some of the principles and applications of free market capitalism have their shortcomings and create obstacles to mutual prosperity. For example, the growth principle that maximizes shareholders' value and profit is driven by narrow self-interest and must be re-examined.

Today's global economy faces unprecedented challenges that demand a fundamental rethinking of how economies are structured and operated. From rising inequality to environmental crises, the current economic models need to be revised to address these complex, interrelated problems. Below, we outline several of the most pressing economic challenges:

If developed nations cannot have a noble thought greater than the pursuit of profit, they will end up declining, no matter how hard they try to prosper. How can we be at peace when our neighbor is dying because of hunger, disease, and ignorance? - Rev. Dr. Moon

a. Concentration of Wealth and Inequality

It is important to discuss how the increasing concentration of wealth presents a significant barrier to achieving a world of mutual prosperity. Recent economic data has underscored a growing imbalance in the distribution of Gross Domestic Product (GDP) between capital and wages. Over the past few decades, the share of GDP allocated to capital has risen substantially while the portion directed toward salaries has stagnated. This trend reflects a deeper shift toward the concentration of wealth among owners of productive capital with far-reaching consequences for income inequality and societal well-being. According to the World Inequality Report 2022, the richest 1% of the global population now owns more than 45% of the world's wealth, while the bottom 50% collectively controls less than 2%. Other research suggests that in rich countries, the top 5% of people hold as much wealth as the bottom 95% (Richardson, 2023), while the lower half of the global population collectively own less than 1% of global wealth.

This stark disparity is not merely a reflection of individual success or failure but is shaped by systemic factors that amplify inequality. Tax policies often favor the wealthy through lower rates on capital gains and inheritance, while globalization has enabled multinational corporations and their shareholders to benefit disproportionately at the expense of local labor markets. Technological advancements, such as automation, have further widened the gap by rewarding capital owners over workers, and monopolistic market practices have concentrated economic power in the hands of a small number of dominant corporations. These factors collectively exacerbate wealth inequality, undermining efforts to create a more equitable and prosperous global economy.

b. Access to Capital Ownership

One of the fundamental structural concerns with the current economic system is the widespread lack of access to capital ownership. When ownership of capital becomes overly concentrated, it perpetuates inequality, limiting social and economic mobility. This imbalance is further exacerbated in modern economies, where technology-driven productivity disproportionately benefits owners of

capital while wages stagnate, leaving the labor force further behind. Current Keynesian and neoliberal economic theories fail to adequately address the causes of this disparity, allowing for wealth and economic power to concentrate further.

A study by the Center for Urban Entrepreneurship and Economic Development at Rutgers University highlights how disparities in ownership often precede broader wealth gaps, pointing to the concentrated ownership of commercial real estate (CRE) in urban areas by non-local investors. This limited access to capital not only exacerbates economic inequality but also hinders the growth and valuation of CRE markets (Richardson, 2023).

One analysis that deserves further study is the work of Louis Kelso. Together with American philosopher Mortimer Adler, Kelso authored the book *Capitalist Manifesto* in 1958. His background and experience as a corporate finance lawyer enabled him to identify why ownership of productive capital tends to concentrate to those who already have access to credit. Kelso's work led to the USA Federal ERISA legislation in 1975 that created in law the Employee Stock Ownership Plans (ESOP's) where workers were able to buy-out the owners of companies and become equity owners in the businesses. The Center for Economic and Social Justice carries on this work and is advocating for "The Economic Democracy Act" which promotes monetary and tax reforms that would expand the ESOP model of democratizing capital ownership to all citizens (Kelso, 1958).

Another competing approach is the World Economic Forum's (WEF) vision "Stakeholder Capitalism" which shifts focus from maximizing shareholder profits to creating value for all stakeholders, including employees, communities, and the environment. This approach does not directly expand access to capital credit and ownership but seeks to balance profit-making with social and environmental responsibilities, promoting fair wages, human capital investment, and sustainable practices (Schwab, 2021)

c. Environmental Degradation

Human economic activities have had a devastating impact on the planet's ecosystems. Climate change, pollution, and deforestation threaten the sustainability of future economic growth. Despite the urgent need for a transition to green energy and sustainable practices, many businesses continue operating with short-term profit motives, prioritizing economic gain over environmental stewardship. Another systemic problem is the conflict between our desire for infinite GDP growth, that current economic logic demands, with the finite resources of planet Earth.

d. The Global Economic System Challenge

Another problem is the greed and corruption in the global economic system. Since the end of the Cold War, the world has transitioned from a system built around walls to a system increasingly built around networks, which have created many opportunities. However, the globalized world is both a source of progress for some and a source of vulnerabilities for many. Since the 1990s, academics, economists, and politicians have been challenged to cope with the impact of global and regional interdependence. Developed countries should be ready to make sacrifices for the sake of underdeveloped countries. This approach will not bring about the decline of rich countries; the opposite will happen: prosperity will increase. (Moon H. J., 2020).

4. What Would be the Purpose of Headwing Economics?

Headwing Economics seeks to harmonize the strengths of both free-market economics and capitalist social democracy while proposing some approaches to overcome their inherent weaknesses. Although free market systems have created unprecedented levels of innovation and wealth, they have also led to growing inequality and environmental degradation. Social democracy, on the other hand, has historically prioritized collective welfare, but often at the expense of individual freedom and economic efficiency.

Headwing proposes that both left-wing and right-wing ideologies are incomplete on their own. By placing ethical leadership at the center of economic decision-making (the "head"), Headwing Economics seeks to balance the productive forces of individual enterprise (democratic right-wing) and social responsibility of the state (democratic left-wing), ensuring a more just and prosperous future for everyone. (Moon S. M.)

Another view for understanding the left-wing and right-wing complementary attributes is expressed as follows: Left-Wing is taken to mean a focus on social and governmental institutions that seek to support a level-playing field of equal opportunity and reward by regulating society, while Right-Wing refers to Individuals as the primary moral agent that can bring about change in the world.

Headwing Economics seeks to synthesize the best of both systems and encourages the development of a framework of ideas to help advance that synthesis.

5. Philosophical Underpinnings of Headwing Economics

a. Headwing Framework

Headwing seeks to harmonize shared values, truth-seeking, and good governance in politics and economics with the spirit and principles of faith traditions. Coined by Dr. Moon in 2002, this ideology integrates the spiritual, ethical, and material dimensions of human life, providing a comprehensive framework for addressing societal challenges.

Dr. Moon emphasized the limitations of materialistic humanism, stating: *"Humanism based on materialism is not enough. How wonderful would it be if God can be above it."* This vision reflects the core of Headwing thought, which transcends purely material concerns by embedding universal moral principles into political and economic systems (Moon S. M.).

As a unifying ideology, Headwing thought connects human ethics with religious ethics, creating a shared foundation across diverse faiths and cultures. It addresses both spiritual needs by fostering a connection to divine principles, and material needs by promoting equitable and sustainable governance. Headwing especially focuses on the political and economic sectors, bridging the gap between the sacred and the secular, ensuring that justice, truth, and compassion guide human progress.

Central to this thought is the belief that God, humanity, and the material world must be united through love. This unity is best expressed in the family where love is first experienced and realized. It is within loving families that standards of value, ethics and order in relationships are set and

acquired which are then extended to society. From this foundation, practical systems of governance and economics that prioritize the well-being of all can arise. By harmonizing these dimensions, Headwing provides a universal approach to creating societies that reflect both spiritual and material prosperity.

The first important value consideration of Headwing is that it advocates for a third way which integrates the positive aspects of both the left and right wings, aiming to create a balanced and harmonious society based on universal values such as truth, love, and justice. In practice, Headwing emphasizes the importance of designing social and economic institutions that are centered on family values, moral integrity, and the pursuit of peace through freedom and justice.

Dr. Lee, the author of an initial formulation of Unification Thought based on Dr. Moon's Unification Principles, calls a good civilization a "Moderate, Harmonious Civilization". Such a society harmonizes the various elements of human civilization (moral/spiritual, political, economic, and social institutions) to act as one for the benefit of humanity and the natural environment based on a standard of value (Lee, 1981) (Kumi, 2014).

Dr. Gordon Anderson maintains that a Headwing civilization is an integral society where social consciousness (moral and spiritual values) and social institutions (family, religion, and education) are harmonized with the social body (politics and economics). An integral society is created by a social consciousness rooted in a view that both the needs of the whole of society (the social contract) and the needs of the individual must be met (Unification Thought Institute, 2006).

Heart Sets the Standard of Value

In Unification Thought (UT), reason guides our moral decisions and behaviors, but it is *Heart* and love that is the driving fundamental motivation to consider the needs of others. Therefore, reason alone is not enough to motivate moral actions (Lee, 1981).

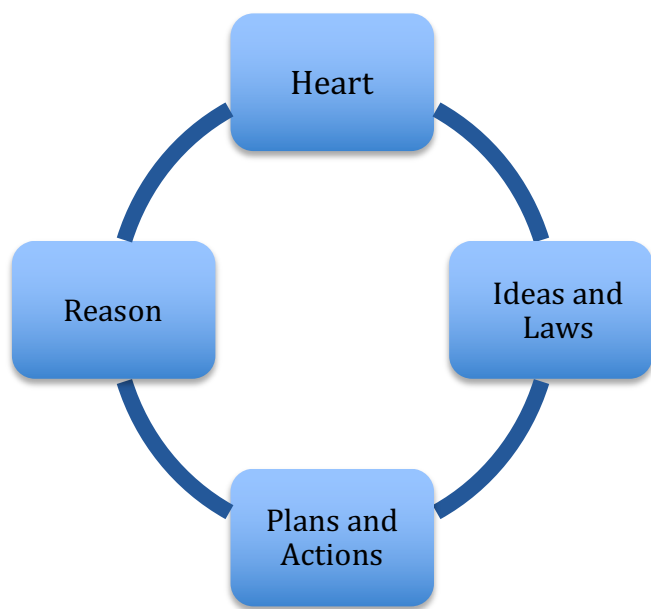


Figure 1

How does *Heart* apply in daily life? With *Heart* as the motivation, reason enters into giving-and-receiving action with ideas, morals, and laws. Plans are produced and actions are taken based on these plans (see Figure 1). Since *Heart* (the desire to love and be loved) is the motivation, this sets the purpose and direction. Hence, love sets the direction for plans and actions which leads to goodness (the benefit of the whole) (Lee, 1981).

The Role of the Cultural Sphere

Anderson maintains that the cultural sphere must take the leading role in guiding the political and economic spheres because it shapes human consciousness by transmitting values, goals, and knowledge that enable individuals to pursue relationships, economic necessities, and a good

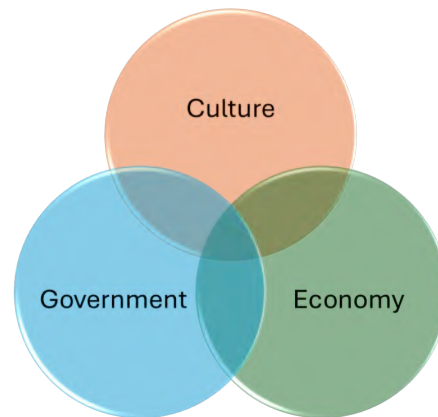
life. Higher values and social consciousness are required for the proper development of cultural, political and economic institutions (Anderson, 2012) (Unification Thought Institute, 2006)

b. The Sovereignty of Man

The second important value consideration is that the human person is distinct from other beings in the creation. This is foundational to understanding economic activity. A person is not merely a materialistic manifestation of the universe, but is a divine being, blessed with the directive to form families that exist to be the owners, caretakers and co-creators of the rest of the created world.

We propose that there are five essential characteristics of a person:

- **Divine Character:** The human person is a special creation, differing both in degree and kind from every other creature: sentient, animate, or inanimate.
- **Unique Value and Human Dignity:** Every person is worthy of being honored and esteemed.
- **Determinable, Instead of a Determinate Nature:** Our destinies are not controlled by fate, but we can mold ourselves according to our creative and intellectual decisions.
- **Self-Determination:** All people have free will and responsibility for their actions.
- **Freedom of Thought and Association:** People can create new ideas and associate together within a consciously structured social order, being both individuals and members of society (Greaney, *The Greater Reset; Reclaiming Personal Sovereignty Under Natural Law.*, 2022).



c. Private Property

The third important value consideration is that every person has the right to life, liberty, and private property. Whether carrying out individual or social acts of virtue, the means of empowering individuals as members of groups is private property in capital. Recognizing private property as a universal human right is a crucial difference between economic personalism¹ (which prioritizes the individual at the center of economic activity) and both capitalism and socialism. Marxist economics in particular are incompatible with these ideas as they are based on the belief that the human being

¹ *Economic Personalism* posits that there are universal moral values and principled yet effective means for reforming human institutions to liberate and empower every human person... The idea of *Economic Personalism* as a “Just Third Way” above and beyond Capitalism and Socialism has the potential to bring about a new era of justice, ownership, freedom and peace for all people throughout the world.

is nothing more than a material being that labors, and ownership of property should be vested in the “state collective.” (Greaney, 2022) (Greaney & Brohawn, 2020)

d. Cooperation, Not Conflict

Unification Thought maintains that it is the cooperative, symbiotic process that occurs in the give and take between complementary parties that creates the growth and transformation needed for higher forms of a society or economy to develop. This is the fourth important value consideration. There is a need for healthy competition to provide incentives for change and new ideas to develop, but competition is secondary to the growth that happens within a company or between companies or individuals when cooperation and mutually beneficial agreements are realized.

Global Trade in the multipolar era is facing a dangerous drift toward economic fragmentation where “we are witnessing the unraveling of decades of integration replaced by barriers, friendshoring and financial decoupling”. (Sanz, 2025) Professor Sanz suggests we are stuck between a false choice of globalization or deglobalization. He believes strongly that “Headwing Economics can provide a blueprint to move from confrontation to cooperation, not as an idealistic aspiration, but as a strategic necessity.” At a recent online summit sponsored by IAED, he concluded his talk by proposing that building a fairer multipolar trade system would require a new commercial and financial contract between countries of the Global North and Global South. To facilitate this, a first step would be to undertake a global trade governance agenda addressing the reform of world trade organization.

e. Capital, Money, and Profit

The fifth important value consideration is the need for better financial literacy within the general public. An example would be how we understand capital, money, and profit. Real capital is the “stuff” that is needed to produce something, such as land, factories, offices, equipment, infrastructure, etc. that a person, business, government, or social organization needs to produce something of value. Typically, the value of this capital is expressed in terms of a monetary amount. It is within the free exchange of goods in a fair market that the prices of goods and services are set. The amount of money available in a society must be tied to the productivity of the society to avoid the pitfalls of excessive inflation or deflation.

Profit represents the additional value that the seller has been able to realize through the investment of their capital, labor, and creativity into the production of the good or service.

Capital, money, and profit are not good or evil in themselves. They are the mechanics by which the economies of the world operate, and it is important to understand their usefulness in this context. There are competing theories on how an economy should be run by the supply and demand signals of the market or managed by government authorities. These theories have a tremendous impact—for good or bad—on the welfare of the citizens of a nation due to the realities of global trade and competition in our interconnected world.

f. The Effect Theory of Value

Philosophers have given much thought to determining the value of a good or service. The ‘Labor Theory of Value’ and ‘Theory of Surplus Value’ developed by Marx and Engels implied that the value

of an object is determined by the number of hours of labor that are invested into the creation of the good or service. If a price is set above that value, then this profit for the manufacturer is a theft of value from the laborers who produced the goods. Capitalism, on the other hand, maintains that value is determined in the market through the mechanics of supply and demand.

Headwing Economics provides a comprehensive critique of Marxist economics and, while it recognizes the validity of supply and demand as an explanation for the rise and fall of prices, it invites reflection on the motivation that should guide supplier and consumer alike. The 'Effect Theory of Value' is proposed as an alternative to the supplier's profit motive and the buyer's pursuit of a perceived need, acquired at an acceptable price. According to the Effect Theory of Value, both the vendor and the buyer should approach a transaction with both an individual purpose and a purpose for the whole.

- The Vendor:
 - Desires to realize value by creating something that improves the lives of consumers. (Whole purpose)
 - Desires to receive value by getting rewarded for their creative effort by earning a fair profit. (Individual purpose)
- The Buyer
 - Desires to recognize the efforts made by the vendor/supplier to produce a product of quality and value. (Whole Purpose)
 - Wants to purchase the product at a reasonable price. (Individual Purpose)

In this process, it should be acknowledged that decisions of value are often made based on an emotional impulse rather than on an exclusively rational or logical one in the case of both the buyer and seller.

The determination of a price as an expression of this value is also influenced by extraneous factors such as taxes, government regulations, 3rd party interests or influences. (Lee, 1985)

6. Core Components of Headwing Economics

Following are the core principles at the heart of Headwing Economics to guide future discussion and its implementation by like-minded stakeholders.

a. The Human Body: Model of an Ideal Economic System

Headwing Economics can be seen as operating like the human body with a harmonious balance between individual freedom (cells) and central coordination (body systems). The "head" represents ethical governance and leadership, ensuring that moral values and principles guide the economy. The "left" and "right" wings represent social responsibility and individual initiative respectively, necessary for the economy to function effectively. Just as the body cannot function without balance, Headwing Economics promotes a balance between the personal sphere of individuals and the public sphere of social institutions in society. The more we examine in detail the functioning of the body, the more we see a remarkable balance between central coordination and individual autonomy and decision-making. The body is a God-given model of a proper economic system.

b. Sovereignty, Empowerment, and Ownership

Headwing Economics recognizes the sovereignty of everyone, treating every person as an empowered agent capable of contributing to society. It promotes economic systems that value creativity, initiative, and personal accountability.

This emphasis on sovereignty also supports the right to private property, ensuring that individuals can own and control their assets, but are responsible for using those assets ethically. In this way, Headwing Economics empowers individuals to pursue their goals while contributing to the broader good. Aside from individual property ownership, other business models such as Employee Stock Ownership Plans (ESOPs), Cooperatives, and various structures of mutuality can exist in a Headwing economy, advancing both personal and collective prosperity.

Ownership in Headwing Economics, therefore, is not limited to a wealthy elite, but is distributed across society through innovative business models like ESOPs, Cooperatives, Public Benefit Corporations, and community-owned enterprises. In an economy with the intention to broaden capital ownership, workers and communities would have a real stake in the economy, aligning their interests with the success of businesses. These diverse ownership structures foster innovation, create resilient local economies, and promote a more inclusive form of capitalism that builds a sustainable and equitable society benefiting a broader segment of the population. Additionally, a culture of shared responsibility and accountability emerges, where employees are motivated to contribute to the organization's success.

On an even broader scale, through enlightened reforms to central banks and the banking systems at large, Headwing Economics envisions a system of democratizing access to capital where more people are participating and benefiting directly from economic growth, reducing wealth concentration and promoting social stability.

This approach may realize a form of “economic democracy” where wealth creation is broadly and naturally shared, giving more people a stake in the economy and potentially limiting the need for government intervention and extreme income redistribution. When individuals and communities are directly invested in the success of businesses and industries, they are more likely to contribute to their growth and sustainability, resulting in a higher level of social stability. Mortimer Adler wrote in the preface to *The Capitalist Manifesto* that for political democracy to survive, it would require a counterpart system of economic democracy to evolve (Kelso, 1958)

c. Economic Governance to Support Healthy Family Formation

Fostering families grounded in strong values is essential to addressing many pressing contemporary challenges, including declining birth rates, mental health crises, spiraling welfare costs, and poverty. The ageing of the population presents great challenges for governments in terms of social security expenditure and economic growth and may struggle to provide the necessary care, leaving more individuals without the support they need. (OECD, 2011)

Headwing Economics recognizes the essential role of robust and stable family structures in creating a prosperous and just economy. Economic governance under this model would be designed to encourage and support marriage and childbirth at sustainable levels. A Headwing Economy would

recommend that all policies - both political and economic - be tested to determine if they support or undermine strong and healthy families where values and cultural identities are transmitted. Young families should not have to forgo childrearing due to economic conditions and policies. This would include the use of tax incentives, affordability of housing and healthcare, flexible work policies, a culture that embraces family formation, and the provision of social safety nets adequate for the caring of children, the elderly, and those unable to work.

Countries successful in reversing fertility decline are combining serious family policies with a culture that cherishes children and upholds a mission of national renewal. As an example, Hungary spends up to 6 percent of its GDP on measures to encourage family formation and the raising of children. (Roberts, 2024)

d. Reasonable Ownership and Development of Conscience

Ownership in Headwing Economics is about more than just financial gain. It emphasizes reasonable ownership guided by the conscience, where individuals are expected to use their wealth responsibly and in ways that benefit society. Those who own assets are encouraged to act as stewards of those resources, using them for the greater good.

Headwing Economics believes that an economic system is possible where the harmony of production, consumption and distribution activities by economic subjects is based on a higher principle of interdependence where greed, collective egoism and obsession over private ownership is kept in check. The basis that makes this possible is a change in the view of ownership that is guided by conscience and prioritizes coexistence, interdependence and symbiosis. This could be called a theory of “reasonable ownership” in which the purpose for the whole and the purpose for the individual are harmonized. (Sun, 2015)

e. Free Market System with Ethical Oversight

Headwing Economics supports a free market system, recognizing that markets efficiently allocate resources and meet consumer needs. The underlying structure of the market-based capitalist system is the self-interest of the individual coupled with freedom of opportunity, which results in unleashing individual effort, entrepreneurial activity, and innovation. Those who innovate, work hard, and invest in themselves through education and savings receive relatively more rewards than those who make other choices. Policies manifested through private property rights, free markets, and trade liberalization have created great wealth, forging closer geo-political relations through trade agreements and stronger political ties.

However, it also acknowledges that greed, monopolistic practices, and a lack of ethical oversight can distort markets. As such, it advocates for a regulated free market, where the government plays a referee role in maintaining fairness and ensuring that all participants are treated justly. This system allows for innovation, competition, and economic dynamism while preventing the adverse effects of unregulated capitalism, such as exploitation, environmental degradation, and inequality. By balancing freedom with accountability, Headwing Economics ensures that markets work for the

benefit of all. Only a free-market system provides economic agents with reliable liberties, free creativity, and respect for private property.

f. Ethical Governance and the Role of the State

Headwing Economics envisions the state's limited but crucial role in regulating the economy. The government's primary responsibilities include: ensuring social safety nets for the vulnerable, family-supportive policies, promoting good governance, upholding laws to protect private property rights, and consumer safety, among others. It can also play a role in curbing excessive concentrations of wealth and power through anti-monopoly laws.

The tax system under Headwing Economics is designed to promote the goals of mutual prosperity. Progressive taxation ensures that the wealthy contribute their fair share while avoiding over-taxation that stifles entrepreneurship. The state also has the responsibility to advance a well-managed public sector—such as education, infrastructure, and healthcare—that enables the private sector of individuals, families and businesses to flourish.

Good governance is central to this effort. Headwing Economics calls for governments to be transparent, accountable, and free from corruption. Legal frameworks must be in place to protect property and consumer rights, enforce contracts, and ensure that the economy operates under the rule of law. By promoting good governance, Headwing Economics fosters a fair and predictable business environment where innovation and entrepreneurship can thrive, free from excessive interference.

g. Broader Access to Credit and Capital

Broader access to capital and credit, ensures that entrepreneurs, small businesses, and marginalized communities can fully participate in the economy. Headwing Economics seeks to promote this practice which helps to level the playing field, reducing inequality by allowing more people to build wealth and contribute to economic growth. Innovative financial models such as community investment funds and social finance are encouraged. These models promote fairness, inclusion, and shared prosperity.

h. Harmonizing Self-Interest with Social Interest

Humans are inherently motivated by both self-interest and a concern for the collective good. Headwing Economics seeks to balance these forces by promoting an economic system that encourages personal success while ensuring that the benefits of that success are shared with others. A market system is not morally validated because it is productive, but because it is built upon the liberty of its participants and the common good. This is in line with the Unification Thought perspective, which maintains that no individual purpose exists apart from the purpose of the whole.

i. Strengthening Social Safety Nets

Notwithstanding the inevitable inequalities generated by the capitalist system, the growth in wealth through the latter half of the 20th century brought some critical economic, social, and health benefits for many citizens. Businesses prospered, labor unions secured higher wages and benefits for workers, and governments created new social programs to support those in need. However, the

intention is not to undermine personal responsibility wherein governments become like “Big Brother.”

7. Possible Applications of Headwing Economics

For Headwing Economics to be realized, effective strategic planning and coordinated action will be needed at multiple levels including businesses, governments, and civil society. The following framework outlines the necessary steps to bring this vision to life and ensure a more equitable and sustainable economic system for the future.

a. Assessment and Analysis

The first crucial step in implementing Headwing Economics is to conduct an in-depth and comprehensive assessment of the economic landscape. This involves meticulously identifying and analyzing the key challenges and opportunities within the current economic system. It is imperative for governments and businesses to engage in a systematic and ongoing evaluation of economic conditions. Simultaneously, it is essential to recognize and explore opportunities for growth, such as tapping into emerging markets, embracing green technologies, and leveraging social finance innovations.

b. Sustainable Growth Initiatives

To see the emergence of a Shared Prosperity economy, businesses and governments need to prioritize long-term sustainable growth over short-term profits. Some examples would be:

- **Developing Sustainable Business Models:** Firms should adopt business models that prioritize the sustainable use of resources. For instance, moving toward circular economies—where products are designed to be reused, repaired, and recycled—can reduce environmental degradation while generating economic value.
- **Corporate Social Responsibility (CSR):** Headwing Economics emphasizes ethical governance, including a commitment to corporate social responsibility. By investing in their communities, companies can build stronger relationships with their stakeholders and contribute to social and environmental well-being.

c. Inclusive Governance and Community Engagement

For Headwing Economics to be successfully implemented, it must involve the active participation of all stakeholders including businesses, governments, and civil society. Inclusive governance means that all individuals—regardless of their socioeconomic background—are involved in decision-making processes that affect their lives and communities.

d. Participatory Economic Models

Governments should promote models that empower citizens to participate in decision-making processes, such as participatory budgeting or local community development funds. This approach

ensures that economic policies reflect the interests and values of the broader population, fostering greater inclusivity and equity.

When considering the existing “Excellence” models in various regions worldwide (Japan, USA, Europe), it's worth noting that models like EFQM (European Foundation for Quality Management) are remarkably adaptable. These models, which align with the Headwing economic principles, assess enterprises based on economic profit and factors such as consumer satisfaction, employee well-being, and social impact. They take a participative and holistic approach to evaluate leadership, strategies, human resource utilization, efficient use of resources, and ongoing efforts to enhance procedures and products. The European Commission has even adapted this model for public administration, creating the Common Assessment Framework (CAF), which closely resembles the EFQM model. (EQFM, 2025)

8. Conclusion

Headwing Economics is a new approach to creating an economy of shared prosperity by accepting the premise that the cultural sphere must take the leading role in guiding developments in the political and economic spheres. Solidly centered on universal values such as the sovereign dignity of each person, righteousness, justice, and love, a Headwing Economy can be built upon the foundation of strong families and the renewal of social institutions that integrate and lift up existing economic systems, creating a harmonious balance between economic growth, freedom, and social responsibility. It will be what some have called an Integral Society of Interdependence and Mutual Prosperity.

9. Join the Movement

The International Association for Peace and Economic Development (IAED) is thrilled to warmly invite business leaders, policymakers, and economic thought leaders worldwide to join us in a conversation about how Headwing Economics can move forward. Through collaboration and collective effort, we can make a meaningful impact and pave the way for a prosperous future.

Let us unite our efforts, share our knowledge, and work together to forge a brighter future for all.

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