

# KAIZEN

CONTINUOUS  
IMPROVEMENT

Newsletter of the Center for Ethics and Entrepreneurship at Rockford College

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FEATURE

## William and Wilson Ling: Entrepreneur- ship in Brazil

ALSO INSIDE:

Professor Flamm on the  
New Ethics Minor

The New Philosophy and  
Film Series

**INTRODUCTION:** *William and Wilson Ling are shareholders and board members of Petropar S.A., one of the major producers of aluminum beverage cans and plastic closures in Brazil, and the world's second largest supplier of lightweight spunmelt nonwovens fabrics for disposable hygiene applications.*

**Kaizen:** Starting with your background and how Petropar began. You were born in Brazil?

**Wilson:** All four Ling siblings are Brazilian—Winston (born 1955), William (1957), Rosa (1959), and Wilson (1961).



**Kaizen:** Your parents immigrated from China in the 1950s?

**William:** Our father, Sheun Ming Ling, was born in Beijing in 1921 and was raised in Wenzhou. He left China in 1948, in the wake of the communist revolution, first to Taiwan. In early 1950 he went to Hong Kong where he met Lydia Wong who was born in 1928 in Shanghai.

He lost his father when he was young—at age 12. So he stopped studying and started working as an apprentice. He joined the China Vegetable Oil Company (CVOC), which was a large entity with state and private ownership that had a virtual monopoly in the vegetable-oil industry. It was there where he acquired all his experience in this industry. But he always worked as an accountant or as an auditor. He wasn't involved in operations.

**Kaizen:** His initial goal was to go to the United States, but he wasn't able to get a visa?

**William:** Yes. Since he never went to school, he wanted to attend college to get a degree.

So he went to Taiwan, visited a university, interviewed with a professor, and the conclusion was that he already knew so much about accounting that he was able to teach instead of study. The professor told him, "If you want to get further knowledge, go to the U.S." Then he thought, "Okay, I need to go to the U.S.; I need to get a visa." So he went to Hong Kong and applied for a visa. He wasn't able to get a visa in Hong Kong. He and a group of friends were told that it would be easier for them to get a visa at the U.S. Embassy at the Vatican in Italy, because 1950 was a special year, a "Holy Year."

**Wilson:** Rome was receiving people from everywhere. If you could claim you were a victim of religious persecution, you would be granted entry. So there were a lot of refugees in the Vatican that year.

**William:** He went to Rome, but his visa was denied. After six months, unable to get the visa, our father and his fellow Chinese emigrated to Brazil.

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## WILLIAM AND WILSON LING CONTINUED

### From the Executive Director

Mixed news about the state of entrepreneurship in America.

On the one hand, reports Reuters, "The pace at which new businesses are created in the United States dropped to a record low in 2010" and continues to decline. On the other hand, reports the Kauffman Foundation, "Fifty-four percent of the nation's millennials either want to start a business or already have started one."

The numbers are even more impressive for younger Latinos and African-Americans: 64 percent of Latinos and 63 percent of African-Americans plan to start their own companies.

In this issue of *Kaizen*, our feature interview is with Brazilian entrepreneurs **William and Wilson Ling**. Brazil is much in the news with its entrepreneurial boom and world class sporting events coming soon—the World Cup of Soccer in 2014 and the Olympics in 2016. I met with William and Wilson Ling in Porto Alegre, Brazil to talk about their success in several entrepreneurial ventures, the similarities and differences between business in the USA and Brazil, and Brazil's place in the world's dramatically changing business climate.

We also feature the new CEE sponsored **minor in Ethics**. Professor Matthew Flamm explains the value of the new minor. Also covered: the new **Philosophy and Film group**, our trip to the **Students for Liberty conference** in Chicago, and our viewing of *Atlas Shrugged: Part II*.

At the Center, our previous issues of *Kaizen* are available for your enjoyment. So please feel welcome to visit us on the second floor of Burpee—or online at [www.EthicsandEntrepreneurship.org](http://www.EthicsandEntrepreneurship.org).



Stephen Hicks, Ph.D.

**Kaizen:** Why did they choose Brazil?

**William:** His former coworkers at CVOC acquired Incobrasa, a vegetable-oil company based in Porto Alegre, the capital of the state of Rio Grande do Sul. Regarded as a very competent, high potential, and trustful young executive, our father was invited to join the group and move to Brazil. With no family and nothing to lose, he ended up here. He was 30 years old, had little money, and couldn't speak a word in Portuguese.

**Kaizen:** Growing up, what was your formal schooling like?

**Wilson:** Except for William, who attended the Military School of Porto Alegre, we all went to private schools in Porto Alegre. Our mom was a traditional Chinese "tiger mother" and ensured good academic performance; Winston and I always excelled at school.

**Kaizen:** Where did you go to college and what did you study?

**Wilson:** The four of us went to college in Porto Alegre: Winston studied economics and engineering; William has a BA in business administration; Rosa is an architect; I have a degree in systems analysis.

**Kaizen:** At that age, what were you thinking your likely career would be?

**William:** There was an expectation that we would go into the family business. When we were younger, they never explicitly told us, "You'll succeed us in the family business." But when we started thinking about working, this issue came out. Even when we were very young, our father used to take us to plant tours and to spend time at his office. We used to spend school breaks doing internships, learning the work flow in the office and the industrial processes in the factories. This exposure influenced our career choices.

**Kaizen:** You studied in the United States for your MBA degrees, at Stanford University and the University of Chicago?

**William:** Winston did graduate studies in economics at the University of Chicago. Wilson got his MBA from Chicago Booth in 1983. I went to Stanford Graduate School of Business to earn an MSc in Management in 1992.

**Kaizen:** Why Stanford, William?

**William:** The weather! I didn't want to face Chicago's winter. We went in different stages of life. Wilson graduated from Chicago at age 22. Winston was there in his early 20s. They

were single. In my case, I was married with two young boys. I chose the location thinking of them.

**Kaizen:** Wilson, when you finished your MBA at Chicago, you went and worked for some other organizations?

**Wilson:** I had brief stints in the financial industry after Chicago, first at Citibank's investment bank Crefisul in São Paulo, and after at Terramar, a brokerage firm controlled by the Ling family. When Petropar was formed, I joined as CFO.

**Kaizen:** Petropar was founded in 1988?

**William:** Yes. Petropar is a spin-off of Olvebra Group, founded in 1955 as IGOL.

Our father started the business with Charles Tse, his boss and mentor at CVOC, where he spent most of his career in China. They bought IGOL, a small soybean processing plant in Santa Rosa, in the Missionary Region of Rio Grande do Sul, the southernmost Brazilian state. They grew the business aggressively by acquisitions. IGOL became one of the largest soybean oil and meal producers in South America. Later on, it became a diversified industrial conglomerate and was renamed Olvebra Group.

**Kaizen:** What was the initial business plan for Petropar?

**William:** After Olvebra's restructuring, the goal was to grow aggressively in petrochemicals and plastics.

Our plans changed with president Collor's administration in 1990 and the Real Plan in 1994. The Collor Plan opened the economy and removed protection to local companies. The Real Plan eradicated inflation and raised interest rates to record highs. Petropar's old business model was successful in the past due to low competition, there being no need to invest heavily in innovation, the availability of tax incentives, and subsidized credit from government development banks. The new macro environment changed the critical fundamentals for business success.

**Kaizen:** Was the transition challenging for you?

**William:** [Laughs] We had to reposition everything; re-shuffle everything.

**Kaizen:** Why did you choose to move away from the food-based businesses?

**William:** The Olvebra Group was very diversified, which was an outstanding learning opportunity for us. During the Brazilian Miracle years of the 1970s and into the 80s, we diversified into plastics, textiles, packaging, navigation, petrochemicals, food and

CONTINUED ON PAGE 4

# CEE NEWS

## The New Ethics Minor

Professor Matthew Flamm (right), Chair of the Rockford College Philosophy Department, on the new Ethics Minor, which was established Fall 2011 with the support of CEE..

### What courses can a student take in the Ethics Minor?

Of course, at the Intro level there is an *Introduction to Ethics*; then there are our two most popular applied ethics courses, *Sports Ethics* and *Bio-medical Ethics*, taught respectively every semester by Dr. Shawn Klein and me. As well, there are the upper level ethics options, *Business and Economic Ethics* (taught by Dr. Hicks every year), and *Ethical Theory*.

### How would the Ethics Minor be valuable to a student?

The ethics minor is a valuable minor to accompany various major options. The ethics emphasis has relevance to a wide range of disciplinary tracks, including law, nursing, political science, anthropology/sociology, psychology, and of course philosophy. Students with aims to continue into graduate school and eventually careers in these fields can all expect to be well situated with a background in ethics.

### Besides the practical benefits toward their careers, are there other ways that students would benefit from the study of ethics?

The study of ethics enables students not only to strengthen pre-professional degree tracks, but to expand intellectually and personally. Thinking through questions of morality enhances moral reasoning in several ways. Applied areas of moral inquiry explore vital questions en-



countered by people every day: is it right for a physician to withhold information to a dying patient? (Questions of therapeutic privilege in medical ethics.) Is a business owner obligated to contribute to a perceived social good in addition to attending to his company's profit? (Social obligations in business ethics.) Additionally, questions of a broader, theoretical nature in ethics aid in expanding students' understanding of the scope and character of their native moral intuitions: What is "the Good?" How does it make a difference to raise moral questions in one way rather than another? What does it mean to appeal to consequences as a moral aim rather than to principles? And so forth. In these ways and beyond, study in ethics can be argued to have a more vital connection to daily life and personal development than any other form of study.

## Students for Liberty Chicago Regional Conference

On November 3, Professor Shawn Klein took a group of Rockford College students to the Students for Liberty Chicago Regional Conference at the University of Chicago. This day-long event featured tremendous speakers (including two-time CEE guest speaker Alexei Marcoux), panels, and breakout sessions on the ideas behind a free society and the actions necessary to implement them.



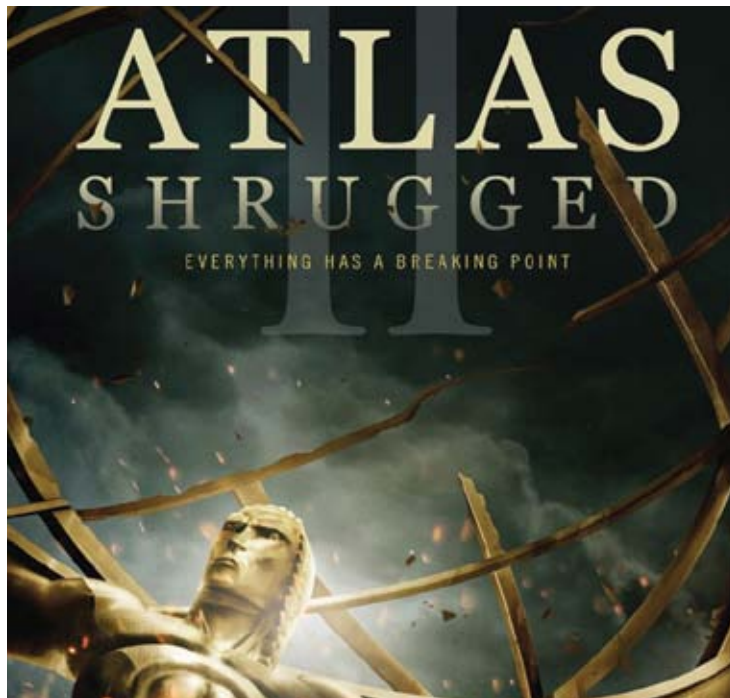
## New Philosophy and Film Series

This Fall, Professors Flamm and Klein led a new discussion group, The Philosophy and Film Series. The groups chose to watch *Blade Runner* and *Crimes and Misdemeanors*. Following the viewing, the groups discussed the philosophical themes presented in the films.



Jennifer Harole

## Atlas Shrugged: Part II



A group of students, accompanied by Professors Hicks and Klein, attended the October 12th premiere of *Atlas Shrugged: Part II*, the second installment of the three-part movie adaptation of Ayn Rand's magnum opus. Afterwards, the students and professors met for snacks and a discussion of the movie.

# PETROPAR



## WILLIAM AND WILSON LING, CONTINUED

agriculture, financial services, and forestry. We were driven by market growth, cheap and easy credit, and vertical integration opportunities.

Some of the key opportunities we invested in were: metal cans to pack soybean oil; woven plastic bags to pack soybean meal and fertilizers; fertilizers to leverage strong relationships with grain producers; and ships to lower the logistics costs of bulk soybean oil and meal.

Wilson, Winston, and I knew from experience that diversified conglomerates probably weren't the best way to structure a business because it would be very hard to be competitive in all of these activities. We didn't have the expertise needed across the board and were not willing to bear the level of risk, especially in the commodity side of the businesses. We wanted to act less as operators and more as strategy-setters for all the businesses. We didn't want to get involved in operations. We wanted to be what here we call entrepreneurs: "empresarios."

**Kaizen:** You saw strategic opportunities in petrochemicals?

**Wilson:** Not really. The reason why we had that portfolio in 1988 was because we needed to split the company. The industrial conglomerate named Olvebra Group was equally controlled by the Ling and Tse Families. The Ling Family had developed other businesses outside Olvebra, among them a Benetton franchise and microcomputers. The Tse family was basically interested in the soybean business, so they kept the food-related businesses. We took the other businesses.

**William:** Our partners were the operators, did the trading, and the day-to-day operations of the soybean business, which was the largest business of all.

**Wilson:** And they liked it, they were comfortable with it. In 1988 the two families, Ling and Tse, split. Olvebra Group restruc-

tured into Olvebra and Petropar divisions. Each family ended up controlling one branch. Olvebra retained the food-related business: soybean, metal packaging, and food. Petropar kept the chemical-related operations, thus the name (*petrochemicals participations*): the polypropylene joint venture, fertilizers, and plastics-related businesses.

**Kaizen:** You started out as a relatively small family business, but you are now among the world's largest in your fields. Currently you have two major businesses—aluminum cans and nonwoven fabrics. With the cans, you're in a joint venture partnership with Crown Holdings in America. They're the world's largest?

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**“NOBODY IN THE COMPANY HAS A PERSONAL OFFICE. ONE OF THE FIRST THINGS WE DID WAS BRING DOWN THE WALLS.”**

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**William:** They are the world's largest in metal packaging. But the joint venture is only in Brazil. Crown operates globally, and in certain geographies it has joint ventures. For instance, in Colombia they also have a joint venture with local partners.

**Kaizen:** You are also in the nonwoven-fabric industry. What are nonwoven fabrics?

**Wilson:** [Holds up a disposable diaper] Here's an example. You know our product.

**William:** This fabric is ours. The cover stock is also nonwovens and it's laminated with another plastic.

**Wilson:** All fabrics in this diaper are nonwovens.

**William:** Also in medical disposables such as surgical masks and gowns. Many types are used in agriculture to protect the crops, and in packaging.

**Kaizen:** If I can ask, what are Petropar's revenues in the recent years?

**Wilson:** We've been growing at more than 16 percent a year, for the last five years. 2011 consolidated net revenues were \$783 million (BRL), a 25 percent increase over 2010. With the acquisition of the nonwoven assets and the full utilization of the new plants built in the last year or so, we'll be able to generate an annual turnover in excess of \$1 billion (USD), more than doubling our size.

**Kaizen:** How would you characterize your current roles at Petropar—what are your primary responsibilities?

**William:** We are the guardians of the organizational values and culture. We set the strategic direction: which businesses we want to be in, how fast we want to grow. We define the corporate governance and organizational model. And we groom management leadership and appoint the top management of each business.

**Kaizen:** You're now a global company operating on four continents, so how much time do you spend reading about what's going on in the political economies of various parts of the world?

**Wilson:** A lot.

**William:** We can do it at home. Basically, at least once a month Wilson and I sit with the CEO and the CFO of Petropar and we go through the issues that the board follows and that we want to discuss with the board. We have seven board meetings a year and we chair these meetings. We have monthly review meetings with the management of all operations in person or by video. We have other functional committees: Financial and Tax Planning Committee, Human Resources Committee, where we also participate. When we meet the CEO and CFO, it is in their shared office. Nobody in the company has a personal office.

**Kaizen:** Is that to facilitate communication?

**Wilson:** Yes—a constant flow of information.

**William:** This has been like this since the beginning, 25 years ago.

**Wilson:** One of the first things we did was bring down the walls.

**William:** There is no policy in the company for this. We started doing this at headquarters, so they started copying. Today, all plants and all offices are built this way, and there is no policy. There is no smoking in our facilities,

but there is no policy saying that there is no smoking. This is the way we do things. There is very little written policy or manual of procedures.

**Kaizen:** So your management philosophy is to lead by example and to choose people whom you can trust who will then exercise good judgment?

**William:** I would say we grow people compatible with our culture inside the organization. Let me give you one statistic: 77 percent of our managers are promoted from within the company. We follow this metric closely. We believe the single most important aspect to rate the quality of a company as a working place is the real possibility for a young professional in the lowest ranks to become the CEO of the company through his or her own merit and hard work.

**Kaizen:** Part of your job is to define company strategy. How do you approach doing strategy?

**William:** We are constantly following the environmental trends. What's going on in the industry? What are the competitors doing? What are the threats and opportunities?

**Wilson:** I think our advantage is that, at the same time, we sit on the board, the executive committee, and at the meetings with the operations management to evaluate performance.

**William:** And we are also controlling shareholders.

**Wilson:** So we can make decisions very quickly and implement very fast. Usually, in other companies, when a team sees an opportunity, they have to make a report, they have to convince management, who has to convince the board, who has to convince the shareholders, and it's a lengthy process. It's all filled with bureaucracy and budgets and all kinds of constraints.

In our case, when an opportunity is identified, we move through the process very quickly. In the last few years, in all these strategic moves, I think our great advantage was that we were first to act.

**Kaizen:** In the early 1990s you were in petrochemicals, fertilizers, and plastics. Now you're focused on aluminum cans and nonwovens. How do you make the decision to get out of certain lines?

**William:** Fertilizers was a very difficult industry; a lot of interference from the government because it's related to agriculture, therefore a politically sensitive business. The market is cyclical, regulated, dependent on official credit for strategic reasons, and very dependent on imports of some key raw materials, for instance, potash. Most of the potash is imported. Brazil doesn't have good quality potash.

**Wilson:** There was a whole set of negatives and no positives, so it was an easy decision.

**Kaizen:** Too volatile, too risky, and too political?

**William:** Yes, and very competitive. There were a lot of players, so we didn't like it. It doesn't meet our attractiveness criteria. We want to be in a busi-



Itamar Franco, President of Brazil 1992-1994, credited with stabilizing the economy

ness with few players, formal players, and unregulated.

Our strategy is simple and straightforward: we operate in dynamic and formal markets; in industries with a low level of rivalry and not subject to regulatory agencies. We don't want to be dependent on the public sector as a supplier or customer; ours are business-to-business manufacturing operations. We compete by being the lowest cost, best service player in the industry.

**Kaizen:** Recent statistics show that Brazil's economy has been growing at twice the rate of Western European countries, and in 2011 Brazil became the world's sixth largest economy. What is Brazil doing right to make that happen?

**William:** Things have been going well since Itamar Franco took office in 1992, after the reinstatement of popular elections for president and governors, in the mid-1980s. The Real Plan, banking reform, the privatization of some key industries—namely telecom and electric utilities, banks, railroads and highways—and the Fiscal Responsibility Act limiting government spending all happened in the 1990s.

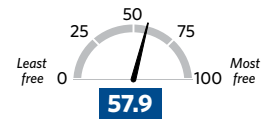
**Kaizen:** Is there more of an entrepreneurial culture in Brazil compared to 20 or 30 years ago? In the U.S., for example, each decade there is a higher percentage of young people who want to start their own business. Is that happening in Brazil?

**William:** Yes, there are entrepreneurs in Brazil as well. But entrepreneurship is not a first choice for most. The public sector is one of the favored career choices of good students: very high starting salaries, less demanding, generous benefits, and paid sabbaticals.

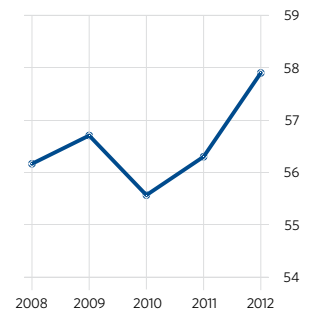
**Kaizen:** For foreigners who are looking to Brazil for business opportunities: aside from learning some Portuguese, what unique features of Brazilian culture would you recommend foreigners be aware of?

## Brazil's Economic Freedom in 2012

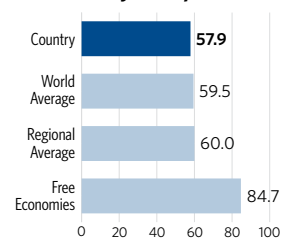
### Economic Freedom Score



### Freedom Trend



### Country Comparisons



### Quick Facts

**Population:** 193.3 million  
**GDP (PPP):** \$2.1 trillion  
 7.5% growth in 2010  
 5-year compound annual growth 4.4%  
 \$11,239 per capita  
**Unemployment:** 7.0%  
**Inflation (CPI):** 5.0%  
**FDI Inflow:** \$48.4 billion  
**Public Debt:** 66.8% of GDP

2010 data unless otherwise noted.  
 Data compiled as of September 2011.

Source: Heritage Foundation



2012 Ling Institute scholarship fellows with William Ling (front row, 5th from left) and the Lings' mother and father (front center)

## WILLIAM AND WILSON LING, CONTINUED

**Wilson:** One should notice that Brazilians are very pragmatic, “smart” people. Brazilian managers understand better how to navigate the hurdles and ambiguities of local laws and regulations. Expats have difficulties dealing with the “Brazilian Way” (*jeitinho*), so use local management.

**Kaizen:** Your family began the Ling Institute in 1995. What is its purpose?

**William:** Confucianism states that one needs to give back to the community that allowed him or her to prosper. The Ling family is grateful to the Brazilian society for being so hospitable. Our father and mother moved to Santa Rosa in 1955 and started from scratch with the support of the local, friendly community. Besides generating jobs and economic value to the Brazilian society, we feel we should do more by investing in the education of underprivileged Brazilian students.

**Kaizen:** You award scholarships for Brazilian students to study for the MBA or MPA in the USA and Europe. How many students is that?

**Wilson:** One hundred as of 2011. By July 2012 we'll nominate this year's scholars. Chicago, Harvard, Wharton, and London Business are the schools with largest number of scholars.

**Kaizen:** You also have scholarships for Brazilian students to study law in the USA and Europe?

**William:** Thirty students so far, mostly to Harvard, Stanford, Columbia, and NYU.

**Kaizen:** The institute's website mentions that you've given over \$2.5 million in scholarships so far. That is impressive.

**Wilson:** That is for students abroad. We have other programs domestically that are much smaller ones.

**Kaizen:** I like this statement of the Ling Institute's value philosophy: “The Family Ling be-

lieves that business activity is the main driver of wealth creation and welfare for a society. The freedom of initiative, access to knowledge, and the existence of an institutional framework that protects the fundamental rights of individuals are the pillars so that millions of people can give vent to their creativity and entrepreneurial energy.” Who wrote that value statement?

**William:** [laughs] Probably I did, but it doesn't matter. It reflects the family philosophy.

**Kaizen:** How did that become the family philosophy?

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**“WE WANT TO MAKE MONEY. WE DON'T WANT AN EMPIRE.”**

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**Wilson:** At the time Winston was studying in Chicago, Milton Friedman launched the *Free to Choose* TV series.

**William:** But before Winston was going to Chicago, there were a lot of discussions among our generation about what's happening to this country. What can we do about it? What should we do about it? There were few opportunities for political activism at the time. Everything was oppressed.

And when Winston went to Chicago, during his visits home, we started putting some structure on all these discussions and thinking. We ended up founding the Instituto Estudos Empresariais (IEE) in 1984, a leadership institute aimed at forging a new generation of businessmen committed to the ideas of liberty and to the conviction that entrepreneurial action is the main driver of economic and social progress. IEE is the promoter of Fórum da Liberdade, now in its 25th edition. The so-called busi-

ness leaders at that time wanted protection from the government and exchanged favors with the government.

We Ling siblings spent our childhood hearing stories about China, the horrors of the Japanese invasion, and the communist and cultural revolutions. During our adolescence and college years, Brazil was under a military dictatorship and had no political liberties. Neither system would bode well for the Lings.

Winston's studies in Chicago were instrumental to providing the conceptual framework for our value system. We became advocates of free markets, individual rights, the rule of law, and all institutions necessary to create a prosperous, open society.

In 1983 we joined Instituto Liberal, one of the first institutions in Brazil promoting the ideas of freedom. We founded the Rio Grande do Sul chapter of Instituto Liberal, which was first presided over by Winston.

We also support the Junior Achievement Association in Brazil. Wilson was President of the Rio Grande do Sul chapter of JA.

**Kaizen:** You have accomplished a lot with Petropar. What are your plans for the next few years, if I may ask?

**William:** To grow the business in a sustainable way and to prepare the next generation of leadership in the business and in the family in order to perpetuate the business and ensure the family values will continue guiding the company in the future.

**Wilson:** We want to make money. We don't want an empire.

**Kaizen:** Looking back, what has been the most enjoyable thing to you personally about your business career so far?

**William:** Doing the joint venture with Crown. The original joint venture was broader. It involved PET bottles, plastic caps, and aluminum cans. Today it is only aluminum.

**Wilson:** The most enjoyable project for me was the acquisition last year.

**William:** These two milestones were turning points in the history of the company.

**Kaizen:** Again looking back, what has been the most challenging or difficult thing for you about business?

**William:** All this turnaround process of selling old businesses and building new ones was very challenging. None of the businesses at the origin of Petropar exist today: we sold the stake in the polypropylene-resin company; we closed and sold fertilizers operations; we discontinued the fibers and textiles business. We built new businesses from scratch: PET preforms and bottles that are no longer in the portfolio for not matching our attractiveness criteria; two-piece aluminum cans and plastic closures; and nonwovens. We went from local to global players. We empirically verified the Schumpeterian creative destruction concept.

**Wilson:** There is not a most challenging aspect [laughs]. Every day was a challenge. The complete overhaul and turnaround of the company: it was like replacing the four turbines of a loaded Jumbo 747 flying at cruising speed.

**Kaizen:** Successful business professionals have to have judgment, initiative, guts, resourcefulness, perseverance, the ability to recover from setbacks, and so on. If you had to choose, what character trait would you say is the most important?

**William:** All the traits you mentioned plus the ability to attract and lead the right people. We are not looking for the brightest people; we want the people with talents and attitude that will match our needs.

**Kaizen:** What advice would you give to young people about how to cultivate those traits in themselves?

**William:** Know oneself. Be candid. Focus and build on your strengths. Try to be a real expert in one or two areas. Communicate well. Treat people with respect.

**Kaizen:** In closing, what advice would you give to young people just starting out in their careers?

**William:** Understand that to be truly an autonomous individual one must conquer three distinct freedoms: physical or material freedom, which is the ability to support your life; emotional freedom, to act on behalf of your interests and not to please others; and intellectual freedom, to think with your own mind.

And, most important, be prepared to fail. Chaos rules the universe. Failure is the natural outcome. Human action, creativity, management skills, courage, and resilience are necessary ingredients for success.

**Kaizen:** What freedoms do you find are the most difficult to achieve?



Wilson (left) and William (right) with their mother, Lydia

**William:** Basically, the traditional educational system is geared towards preparing the young for the marketplace and to be politically correct. I think intellectual freedom and emotional freedom are the most difficult to achieve because nobody talks about them. This is why Junior Achievement, IEE, and Language for Liberty are so important because they address more conceptual issues and stimulate students to think outside the box, to be contrarians.

**Kaizen:** What do you mean by “chaos rules the universe”?

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## “MOST IMPORTANT, BE PREPARED TO FAIL.”

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**William:** This is the history of the universe. Before the big bang everything was completely in order. After the big bang, the universe is expanding at a faster rate. Everything moves toward entropy; the chances of something going wrong are much higher than something going right. Things will go wrong if you don't do anything, if you just let it go.

**Wilson:** Nature will take its course; government will take its course.

**William:** Things will go wrong, so you need to act on nature with creativity, skills, courage, and so on, with the right set of values and institutions, the right governance—that is why this concept is so important.

*This interview was conducted for Kaizen by Stephen Hicks. For more information about William and Wilson Ling, Petropar, and the Ling Institute, visit <http://www.petropar.com.br/?lang=en>.*

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## The Many Uses for Nonwoven Fabrics:



- Baby diapers or nappies
- Feminine hygiene
- Wet wipes
- Bandages and wound dressings
- Disposable slippers and footwear
- Isolation gowns, surgical gowns, surgical drapes and covers
- Gasoline, oil and air filters



- Coffee filters and tea bags
- Agriculture mulch
- Insulation
- Pillows, cushions, and upholstery padding
- Consumer and medical face masks
- Mailing envelopes
- Tarps, tenting, and transportation (lumber, steel) wrapping

Source: Wikipedia



## IN THE NEXT **KAIZEN**

FEATURE

### **Magatte Wade:** Entrepreneur- ship from Africa to America

### **ALSO:**

Student Essay Contest  
Winners

High School Business Day

Marsha Enright on the  
Socratic Method



### **MORE INFORMATION ABOUT CEE AND ROCKFORD COLLEGE**



*Kaizen* is published by the Center for Ethics and Entrepreneurship at Rockford College. Founded in 1847, Rockford College is a four-year, independent, coeducational institution offering undergraduate and graduate degrees in traditional liberal arts and professional fields. The College offers over 80 majors, minors and programs, a return-to-college program in management studies, and masters programs in business and teaching. Due to its growth, Rockford College will become Rockford University in July, 2013. For more information, please visit us at [www.Rockford.edu](http://www.Rockford.edu).