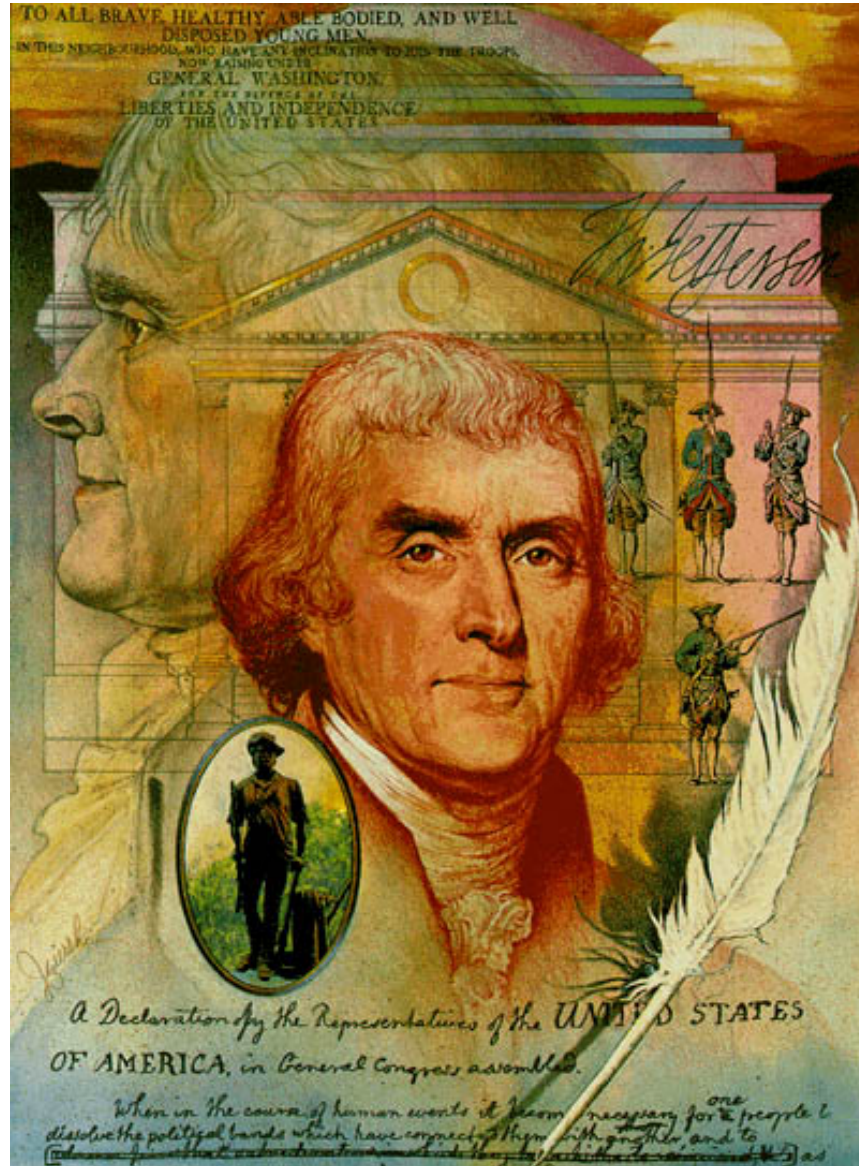


Creating the Space



Moving from Theory to Action

The Meaning of New Realities – Part 2

Rob Paterson June 2006

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Summary – Breaking Through the Mindset Barrier

The key insight of the New Realities (NR) process is, that while you have discovered what to do to be successful, you do not appear to have either the energy or the resources to engage the large agenda that you have identified as being essential.

I believe that you are only a step away from seeing your situation in another light where all the resources and energy will become available. The key is to be found in a shift in world view or mindset. In part 2 of the NR report, I offer my opinion as to how I envision an adoption of the ‘Many to Many’ mindset will give you an opportunity to make this shift.

I have organized part 2 of this report as follows:

- **The Block** - We will review your ‘Barrier’.
- **Your New Model** - I explore the principles that others are using to show you key success principles that you can use to guide your decisions in key areas
- **An Action plan** - In conclusion, I make a series of recommendations for action and direction that I believe will get you started.

Context – It is more about context than doing things

“Change is difficult,” Kuhn states. “Awareness is prerequisite to all acceptable changes of theory. It all begins in the mind of the person.”¹

The issue of mindset is central to opportunity. Realizing the full power of the participative world demands being comfortable in the new paradigm.

You will find you have everything you need to be successful when you absorb the new ‘Many-to-Many’ business model as a strategy. The energy, the resources to do all the work, the power to succeed will become available when you design and establish the conduit for the mission.

¹ <http://www.taketheleap.com/define.html>

A Review of Your Emergent Plan and Your Barrier

Your emergent business plan is to develop a different type of relationship between you and the listener. Understanding this difference precedes all tactical work. This relational context must inform all subsequent actions.

As you will see, you have collectively and intuitively reached the threshold of a now well-understood new reality of doing business.

Specifically you have discovered that:

- Successful stations (stations with high loyalty and high support) have extended the relationship with the listener from product/commodity to service. The listener has come inside the station as a participant and the station has moved from airwaves to act as a civic facilitator or social convener.
- Stations that are successful (high loyalty and support with less internal competition from other PR stations, lower programming and funding costs per listener, and more scope for delivering more diverse programming) are increasingly working in the context of regional networks where resources can be shared and a wider range of non-canceling programming can be offered. The station-to-station relationship is changed from an atomized to a molecular approach.
- The workshops have shown that the stations and NPR have to work more closely with each other. This decision has the potential to change the producer/station relationship from arm's length to intimate partnership.
- Intuitively you know that you had to find a way to take the clarion call of NR of 'Collaborate' from hope to method. You 'know' that the answer will be in finding a more cohesive way of working with each other. You have discovered that the public radio system is no longer only a label but an organic system that acts symbiotically.
- You have accepted that there is an emergent leadership available for this 'system'. By acclamation in May you supported Martin Neeb's idea of having leading stations and producers create a realistic plan. You have accepted a form of group leadership that could help with system-wide decision-making. Your proviso is that such a group operates transparently.
- In the workshops and in the May meeting, you developed a wide range of exciting ideas, and Expeditions, to approach the new media environment. This is the tactical or the 'do' part of your emergent plan. You know what to fear from your competitors. You know what you have to do to expand your hold on the listener and to become competitive – 'Have it your way'; more exciting programming (KDEAD); enable Communities of Interest as well as Communities of Place; increase diversity; build common infrastructure such as a back end, create the

‘town hall’ and so on. You know what to do. There is hardly an idea that was not considered.

In all the discussion there was no dialogue that produced a plan that would provide you with the resources, in the time that you needed, to pull off such a major body of work. This is the strategic void that has to be filled.

When we talked to a number of experienced fundraisers, they said that the mission for public radio, as it was evolving in New Realities, would be easy to fund. But what was crucially missing was the supporting organization that would give the funders confidence that you had structure to support your action plan.

This structural resource block is also confirmed by the 2004 CPB report, ‘Having it all’ and by the new report in 2006 ‘Losing our Grip’. These reports confirm your trepidation that you do not possess the conventional system resources to invest in yourselves in the way that your new agenda suggests. And you are witnessing diminishing listener loyalty – the most important aspect of your system’s health.

By adopting the ‘Many-to-Many’ model, you will transform the resource issue from simply the acquisition of funds to not only gaining the resources that you need but changing the rules of competition to give you the advantage.

If you were to get into an ‘arms race’ over money, you would lose against the big guys. In a monetary contest, they would win. If you fight using guerilla tactics and harness the resources of your community, that’s when they would lose.

When you understand and adopt the principles and organization implicit in all successful ‘Many-to-Many’ groups, you will create the resources and also be able to work at the accelerated pace demanded by your situation.

Summary of the Key Principles for “Many to Many”

Here are some of the key business model principles for the “Many to Many” model that we will explore in this report.

- **In the new model, the customer and the supplier are one and the same.** They both live inside the trusted space, or the ecosystem, created by the enterprise. Hence, there are no customers or suppliers there are only true ‘members’. We loosely call many who listen to public radio ‘members’ but they are not like eBay ‘members’. They do not live inside nor do they act as suppliers. Only 10% of them support us. Public Radio needs real “Members.”
- **In the new model, most of the work is done for free by the ‘members’ themselves.** Most of the capital then is human and is off the balance sheet thus allowing a significantly higher ROI than a Ford model can. It is the members who do the training, the marketing, the selling, the buying and also most of the logistics. Participation is not an add on but is central for this model.
- **In the new model, the role of the enterprise leadership is to set the environmental/ behavioral/cultural DNA at the principle level to set up self-governing systems that default to trust and to quality.** In the new model, the operational focus of leadership is on building and protecting the quality of this container so that it gives the Members the value that they seek from being inside this container. The leadership task then, like good parents or good gardeners, is to set up the ecosystem, or cultural conditions, that build the health of the container.
- **In the new model the currency that is paramount is Trust. Unless the ‘members’ can trust the space, they will stop working for it.** Trust is the lifeblood of the new model. So that is what must be measured most carefully. Trust is what the model offers as a tool for personal development of the members. If trust drops so do all the financial numbers. Trust drives the P & L. To have trust, you have to embody it at all levels. It is more about how you are than what you do that is the measure. The goal is therefore “to be” or “to become a state” rather than an action.
- **In the new model, revenue is driven by a tax on value and transactions that occur inside the container. Consequently, revenue grows as the value grows and as the scale of the enterprise grows.** Consequently, the interests of the shareholders and of the members coincide. This alignment does not occur in the Ford model where the interests of the enterprise overrule all others and lead to exploitation of all stakeholders.
- **In the new model, revenue growth outstrips the rate of growth of costs as the system itself grows.** This is the opposite of the Ford model, where direct costs and friction grow in track with revenues and in some cases faster.

- **In the new model, quality is derived from the self-correcting power of an ecosystem.** Wikipedia and Open Source Software have bugs, but the eyes of many correct them more quickly and with less cost than a fact checking process found in the Ford model.
- **In the new model, complexity can be dealt with as part of the power of the wisdom of crowds that is an underlying principle of an ecosystem.** Ask yourselves what is blocking Microsoft in launching their new operating system? Has it been lack of resources? If you are honest you will acknowledge that their block is one of complexity. Only an Open Source approach can cope with the complexity of what is required today. Imagine the complexity of what you have to cope with in public radio.

In the new model, it's all about the value and the trust found inside the 'container' or in the 'trusted space' in which the 'member' now lives.

The member is both a provider and a supplier.

The business imperative is to attract and hold the 'Member' for as long as possible inside the container. The more time they spend there, the better. They are attracted and they stay inside the container because of the value or the experience that they have inside. Members therefore provide most of the human and the intellectual capital for the enterprise.

Trust is therefore the critical factor. Trust is the glue! Trust is what attracts and holds the member inside the space.

So the new model is not about product. eBay had a poor website, Skype did not win by having a good tool. No one part of Google is the only attractor. Your success will not be about the tool but about the experience that draws the customer inside your container.

Nor is the container a summary of features. It is about "the whole" or the entirety. It is a kind of world.

This report will explain how these principles have emerged and will expand where necessary. I will close with 3 related recommendations.

Lesson from the frontline – Your Choice

In this section, I use case studies to demonstrate the organizing principles that I believe you have to understand and adopt to be successful. I believe I can open your eyes to that most challenging of all things: a new paradigm that is emerging from chaos into a fully realized form.

In 1905, Henry Ford introduced a new model for organizing work. Applied initially only to manufacturing, it spread to all sectors of the economy and has overwhelmed all other ways of organizing work. It is so familiar that we take it for granted as normal.

However, in response to a jump in complexity, we have seen a new model emerge that has principles that are entirely opposite to the Ford model of centralized control. This model is based on how nature itself works. It is distributed and controlled through a few principles that create deep structure.

The Internet itself is the most powerful metaphor and example of this new organizing system. It is also the force that is driving the interconnectedness and hence the rise in complexity that is overwhelming the system of command and control.

We are seeing already that networks empowering ‘Many to Many’ are supplanting monoliths of all kinds. Craigslist shatters the newspapers’ hold on personals. eBay redefines retailing as ‘Many to Many’. Google and Wikipedia provide in effect a space for the ‘Many to Many’. Open Source will supplant the top-down method of software development. Open Space will supplant the top-down conference.

The new model destroys its Ford competition in key areas that we will explore in more detail below. It drops design and development costs radically while also radically reducing new product risk; it reduces the effective costs of marketing; it raises the barriers of competition and it works incredibly quickly. Above all, it re-engages the human spirit lost in the Ford model’s demand for obedience and fitting in. Thus it harnesses the true creativity and energy of people as employees and customers.

In this new model, human capital trumps financial capital.

Financial capital is still important – it still supports human capital. In the Ford model, financial capital dominates. This is the essence of the ‘Copernican revolution’ under way. It is the primacy of the human over the abstraction of money itself. This is why it allows the small to defeat the large. This is why this ideal fits public radio so well.

So the new model drives a new leadership focus.

While the leaders of the new model still pay a lot of attention to money, they pay more attention to what drives the money. The new lever for the P & L is ‘trust’. Consequently, the new leaders pay as much attention to how their decisions affect culture and hence,

trust as they do about how they affect cash flow. Trust also creates competitive barriers that are not about scale and financial might but that are cultural and not easily replicated.

This is why these competitive barriers are, in effect, so high. If you are small, the only way that you can take on and decisively beat the big boys is to adopt this new way of doing business.

Enough theory. Let's look at how the exemplars of the new are driving out the principles that you will need and see how they are killing the giants in their sector

Let's start by looking at Wikipedia².

² From Church of the Customer - http://customerevangelists.typepad.com/blog/2006/05/charting_wiki_p.html

Wikipedia and Development – The Pure Distributed model

	Jan.01	Jan.02	Jan.03	Jan.04	July 04	June 05
Contributors*	10	472	2,188	9,653	25,011	48,721
Active contributors**	9	212	846	3,228	8,442	16,945
Very active contributors***	0	31	190	692	1,637	3,016

* Contributed at least 10 times
** Contributed at least 5 times in the last month
*** Contributed at least 100 times in the last month

(These excerpts are from the Church of the Customer³)

Wikipedia has become a vital part of where many people obtain information, including some of the best coverage in breaking news. It now competes effectively with Britannica in both scale and accuracy.

Understanding how Wikipedia is resourced will enable you to see your need for resources in a new way. In five years, Wikipedia has gained nearly 50,000 contributors. Imagine – 50,000 contributors to content for public radio!

Look at how small the central effort was in the early years. Less than 35 active contributors set this in motion. In effect, five set up the DNA and the operating principles as defined by the template and by the rules of participation.

The costs of this model are relatively tiny. When we delve more deeply, the costs are even more skewed in the community group's favor.

³ http://customerevangelists.typepad.com/blog/2006/05/charting_wiki_p.html

For instance, in June 2005 Wikipedia had a total of 68,682 total contributors. Wikipedia founder Jimmy Wales is reported to have [told a library group](#) that month:

- 50% of all Wikipedia edits are done by 0.7% of users
- 1.8% of users have written more than 72% of all articles

If we also add evidence [from Bradley Horowitz](#) that roughly 1% of Yahoo's user population starts a Yahoo Group, we seem to have The 1% Rule: Roughly 1% of your site visitors will create content within a democratized community. (Horowitz also says that some 10% of the total audience "synthesizes" the content, or interacts with it.)

In an email, Erik from ProductWiki says the 1% Rule applies to ProductWiki as well; he has about 350 total contributors, more than Wikipedia had in its first year of operation.

To some marketers, the polar opposite of the 1% Rule -- the Law of Big Numbers-- might doom any decision to dedicate resources toward a democratized community. Should it? Not necessarily, although any community organizer should be prepared to accept the reality of slow, incremental growth, not a big, Hollywood-style opening.

It would appear that small groups of people often turn out to be the principal value creators of a democratized community. Over time, their work fuels widespread interaction that engages the non-participating community and attracts new ones. If continually nurtured, the community can become a self-sustaining generator of content and value.

Erik and his ProductWiki co-founders are off to a great start but probably have a few years ahead of them to reach the big numbers.

(from the Church of the Customer⁴.)

Principle - The 1% Resource Rule - Here is an important operating principle. In communities organized for 'Many to Many', or Open Source, only about 1% of the community, many of which are not on the owner's payroll, drive most of the work.

This opens the door to the scarcest and conventionally most expensive resource of all – TALENT! Open Source environments attract talent like no other. Without pay!

What does the talent get out of this? It gets what they desire the most – reputation and identity. This model fully engages the human spirit and it is the human spirit as free people that drives the new model.

Principle - Money is only a hygiene factor in motivation. It is only an extrinsic reward. Intrinsic rewards are the most powerful and the most sustainable.

⁴ ibid

Emergent Signs of this working in public radio

I can hear some of you now. “This will never work in public radio – especially in the news area where we have such strict needs for trust and quality”.

Of course, I am ignorant of how you really work, but I am impressed by MPR’s experience with Public Insight Journalism.

Here is how Michael Skoler describes the resource issue⁵:

Ever since entering journalism, I have delighted in finding the hidden story or fact or source that no other reporter had. So I cultivated sources, did endless research and took every opportunity to talk with strangers. That’s how I got my very best stories. At Minnesota Public Radio, we’ve found a way to have those sources and stories come to us.

Seventeen thousand people, at last count, have volunteered to share what they know about their communities, their work and their lives to help us find and tell important stories. Many have given us leads we might never have found. Our network of public sources continues to grow (by roughly 1,000 a month) and so does its contribution to our coverage.

In the Twin Cities, the MPR reporting staff is outnumbered 7 to 1 by the major daily paper. (And by public radio standards, we are a large newsroom.) We assigned four reporters to the story when Northwest Airlines mechanics went on strike last fall and Northwest later declared bankruptcy. But more than 120 people in our Public Insight Network supported their reporting effort.

Here he talks about the quality issue:

Our approach to citizen journalism is different from other news organizations’. We are not turning over editorial control to our listeners and web readers in a separate section labeled ‘citizens speak.’ Rather, we are embracing people in our audience and the public at large as smart, connected, engaged partners who often know more than we do. We bring their knowledge into the newsroom and into our daily reporting. In many ways, this is a more radical shift than simply handing the pen or the microphone to non-reporters.....

Reporters in our newsroom frequently use Public Insight Journalism to reach beyond the activists and their personal networks to find people with specific experience. When consumer records were stolen from the credit-verifying agency ChoicePoint, reporter Dan Olson needed sources for a story on identity theft. A public insight analyst e-mailed a query to a range of people in our network, including those who worked in high tech. Within an hour, Olson started hearing from both victims of identity theft and people who had become expert in protecting their identities.

It’s all about how trust is found today:

Mainstream media has lost much of its connection to the audience. As columnist Nicholas Kristof wrote in a New York Times op-ed, “If one word can capture the public attitude toward American journalists, I’m afraid it’s ‘arrogant.’ ” And if we think that public broadcasting is immune to that eroding public trust, we are fooling ourselves. The same surveys that show we are more trusted than commercial media also tell us that a third of Americans don’t trust us, either.

⁵ <http://www.current.org/news/news0608skoler.shtml>

Here, I believe, is a signpost to your future. What would it be like to have a National newsroom with 50,000 contributors? What would it be like to have a global newsroom with 150,000 contributors?

Let's see what other have decided and let's start with eBay⁶.

⁶ The J P Morgan Global Internet Conference March 14 2006

Ebay and The Whole

In nature, if the environment is right, then life develops easily to its potential.

Life wants to move to its design ideal or to its “Whole”. The seed wants to be a tree. The tree wants to be a wood. The wood wants to be a forest. The baby wants to be an adult. The adult wants to be a parent. The parents want to become part of a community. Where is public radio on this continuum?

Do you have the ideal environment set at the station and at the system level for you to reach your ideal?

Let’s look at eBay to see what this idea means in practice today

We have an incredible set of assets

Marketplaces	Payments	Communications
<ul style="list-style-type: none">• #1 eCommerce brand (now in 33 markets)• 98% avg aided brand awareness in key countries• 2.0B searches/month – on par with Google• 724k Americans and 171k people in the EU use eBay for primary/secondary income• 25k outside developers using API <p>Shopping.com</p> <ul style="list-style-type: none">• #1 comparison site <p>Kijiji / Marktplaats / craigslist</p> <ul style="list-style-type: none">• #1 in C2C Classified websites WW• 30+ countries, 300+ cities and regions <p>Mobile.de / Rent.com</p> <ul style="list-style-type: none">• #1 in cars in Germany and Apartments in the US	<ul style="list-style-type: none">• Online payments standard• \$1B revenues in 2005• 96M accounts as of Q4-05• \$27B TPV in 2005• 10% share of US eCommerce, 5% globally• Becoming leading Merchant Services provider• ~2,500 outside developers using API	<ul style="list-style-type: none">• 75M accounts in 2005• ~\$200M+ revenue in 2006• Adding 190K+ users / day• 5.2M concurrent users• Presence in 255 countries• Skype is a verb• Thriving ecosystem, ~1,500 developers• Great synergies with eBay and PayPal

Principle – Natural Systems require very small resources to reach critical mass. What they require is an environment that supports system development.

Remember that eBay started from nothing – a few friends in deck chairs in Pierre Omidyar’s apartment. Secondly, let’s recall that they had positive cash flow from the outset. Finally, be mindful that Pierre Omidyar’s abiding leadership discipline was community first. Omidyar was disciplined. The community and hence, its supporting environment, was what he would pay the most attention to.

For Pierre Omidyar and Jeff Skoll, the ‘whole’ was always the community environment. Most of the work that built the site, built the support and the systems was either generated by the community or was forced on eBay by the community. In effect most of the work to get eBay up to critical mass was done by the community. The website was very shaky in the early years.

Principle – It is not technology per se that builds community but setting the ideal environment. It was not the tool but the underlying idea that drew the users. This is a very important issue to consider. It was the value that eBay offered its community rather than the slickness of the tool that was the key.

As we fuss about the back end and the web, we have to remember this imperative. It is the value to a person in the context of a community that is the prime engagement factor not the slickness of any tool. (See Skype)

Principles for Building the Whole –

- **eBay changed the rules of retailing by putting the transactions inside the enterprise.** This is THE INSIGHT that is relevant to all successful executions of the ‘Many-to-Many’ model. In the ‘One to Many’ the enterprise externalizes all relationships and controls the product. In eBay, the enterprise controls the environment in which the transactions occurs and is largely indifferent to the product. The social community, rather than the impersonal institution, will become the context for transactions in the 21st century.
- **eBay’s larger product is TRUST. It is TRUST that enables people who don’t know each other to do business with each other. That is its business model! eBay creates an environment where people who could not trust each other, now can and can do business with each other.** eBay establishes the conditions for trust by introducing not a mass of controls but by setting up a simple self organizing DNA for behavior that makes good behavior the default action of the participants. If Omidyar had used the Ford Model, eBay would have collapsed under the burden of control and too many participants would have gamed the system. Public Radio too has to create a Trusted Container so that “Members” can interact with each other safely.
- **Always build the trust and the value by listening to the customer –** eBay now owns PayPal. It tried to have its own payment system but the eBay community preferred PayPal. So eBay gave up the service that its community did not like and bought PayPal. That’s listening! Having an easy to use payments system was critical to the overall health of the whole system. Having eBay behind PayPal increased the level of trust in PayPal. So the joining of the two systems increased the health of both and of course increased the health of the ‘whole’. This is a strategic principle. Always add new things that strengthen the ‘whole’ and that fit culturally.

- **Always build the value by building more trust** – Why did eBay buy Skype? Starting with trinkets, eBay’s focus is expanding in two key areas. It is making inroads in very large ticket items such as cars and it is now serving more and more small businesses that wish to trade globally. The issue of trust becomes ever more paramount as the size and as the complexity of transactions increase. eBay saw that their customer needed to be able to speak to each other directly without driving up costs for either eBay or the customer. Hence Skype. When eBay paid \$US2.2 billion for Skype, they did not buy a tool. They bought a ‘Many-to-Many’ ecosystem like their own. Vonage has a tool and is struggling because it is a ‘One-to-Many’ culture that drives an \$US800 cost for each new customer. Skype was built as a community where users brought in the new customers. The cost of customer acquisition was all but zero. For Skype used its own members to virally build a community first and then leverage this community into purchasing additional value. Once again, eBay was buying not a tool, not a site but a trusted customer-driven site. Has eBay paid too much? We don’t know yet. But many analysts are missing the point. Each new layer that eBay adds only reinforces all other aspect of their system. They have their eye on the ‘whole’.

Some Principles - What are the implications for public radio as we look at the eBay example? To recap, here are some of the key business model principles that we see as we look more deeply into the model?

- **In the new model, the customer and the supplier are one and the same.** They both live inside the trusted space, or the ecosystem, created by the enterprise. Hence, there are no customers or suppliers there are only true ‘members’. We loosely call many who listen to public radio ‘members’ but they are not like eBay ‘members’. They do not live inside nor do they act as suppliers. Only 10% of them support us. Public Radio needs real “Members.”
- **In the new model, most of the work is done for free by the ‘members’ themselves.** Most of the capital then is human and is off the balance sheet thus allowing a significantly higher ROI than a Ford model can. It is the members who do the training, the marketing, the selling, the buying and also most of the logistics. Participation is not an add on but is central for this model.
- **In the new model, the role of the enterprise leadership is to set the environmental/ behavioral/cultural DNA at the principle level to set up self-governing systems that default to trust and to quality.** In the new model, the operational focus of leadership is on building and protecting the quality of this container so that it gives the Members the value that they seek from being inside this container. The leadership task then, like good parents or good gardeners, is to set up the ecosystem, or cultural conditions, that build the health of the container.
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lifeblood of the new model. So that is what must be measured most carefully. Trust is what the model offers as a tool for personal development of the members. If trust drops so do all the financial numbers. Trust drives the P & L. To have trust, you have to embody it at all levels. It is more about how you are than what you do that is the measure. The goal is therefore “to be” or “to become a state” rather than an action.

- **In the new model, revenue is driven by a tax on value and transactions that occur inside the container. Consequently, revenue grows as the value grows and as the scale of the enterprise grows.** Consequently, the interests of the shareholders and of the members coincide. This alignment does not occur in the Ford model where the interests of the enterprise overrule all others and lead to exploitation of all stakeholders.
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In the new model, it's all about the value and the trust found inside the ‘container’ or in the ‘trusted space’ in which the ‘member’ now lives.

The member is both a provider and a supplier.

The business imperative is to attract and hold the ‘Member’ for as long as possible inside the container. The more time they spend there the better. They are attracted and they stay inside the container because of the value or the experience that they have inside. Members provide most of the human and the intellectual capital for the enterprise.

Trust is therefore the critical factor. Trust is the glue!

The new model is not about product. eBay had a poor website, Skype did not win by having a good tool. No one part of Google is the only attractor.

Your success will not be about the tool but about the experience that draws the customer inside your container. It is about “the whole” or the entirety.

This is not only true with software. Even manufacturers are exploring using ecosystems to reduce complexity and development costs. We all know about Toyota, so here is a new example that you may not have heard about. Boeing is using this approach to develop its new airliner – the 787 Dreamliner.⁷

Even more innovative for Boeing is the way it makes the 787. Most of the design and construction, along with up to 40 percent of the estimated \$8 billion in development costs, is being outsourced to subcontractors in six other countries and hundreds of suppliers around the world. Mitsubishi of Japan, for example, is making the wings, a particularly complex task that Boeing always reserved for itself. Messier-Dowty of France is making the landing gear and Latecoere the doors. Alenia Aeronautica of Italy was given parts of the fuselage and tail.

Nor are these foreign suppliers simply building to Boeing specifications. Instead, they are being given the freedom, and the responsibility, to design the components and to raise billions of dollars in development costs that are usually shouldered by Boeing.

This transformation did not come overnight, of course, nor did it begin spontaneously. Boeing changed because it had to, analysts said.

"Starting in 2000, Airbus was doing well," said Richard L. Aboulafia, an aerospace analyst with the Teal Group, an aviation research firm in Fairfax, Va. "Boeing had to reconsider how it did business. That led to the framework for the 787 -- getting the development risk off the books of Boeing and coming up with a killer application."

BOEING plans to bring the 787 to market in four and a half years, which is 16 to 18 months faster than most other models. All of that is good,

Boeing is not only reducing its complexity costs but is also reducing its development risk. Are not these ideals demanded in all types of development in public radio?

Having used eBay as the survey ideal, I want to show you some of the detail by using a few other examples. I will move on to Google and how the idea of the container, or trusted space, and ‘members’ drives a variant on the eBay revenue model.

Google the Container, or Trusted Space, and how the money works

In nature, nothing is identical - not even two snowflakes - but there are a number of shared deep designs. Public radio will not have to look like eBay or Google but if it adopts this design it will share most of their DNA.

Google is so powerful and so pervasive today, that it is easy to forget that they did not exist before 1998. Neither did they start with a mass of resources. (Principle #1)

Like eBay, independent humans, acting as true ‘**members**’ provide most of what is valuable inside the Google container. The member does most of the work – in Google ‘I search to find what you wrote’. Google merely connects us. The value is in finding what we need inside the Google container. Google’s strategy is clear. They, like eBay, work in a focused way to improve the felt value of the user to spend more and more time inside the Google container. This is their business plan.

The Business Principle - To attract and keep more and more people inside a container doing more and more so they can harvest the value of our interaction.

This is what all successful exponents of the new do. They pull people inside their system.

⁷ NYT Boeing Bets the House by Leslie Wayne May 7 2006

Business Principle – Keep adding attractors to the “Whole” - To pull us inside, Google adds mail to search. They add chat, pictures, and calendar to mail. They add video to mail. They continually add value for the user to spend more and more of their day inside the Google Container.

Value Principle – Harvest what the members do inside the container - Where the value comes to Google is that they see everything that we do! We provide more and more of the information about every aspect of our life to Google. The more value we as members create in the container, the more information they get in return.

This is the value in their model. They are capturing the intellectual capital of the world! This drives their balance sheet and goes way beyond any of their tools. What is important about Google is not any of their tools per se but is their success in adding value to their ecosystem to capture our knowledge. They gain their P & L by taxing this knowledge, by transforming advertising from a hit or miss bombardment to a tailored process whereby they offer value to both the advertiser who can target their investment and to the user who only sees what is relevant.

Google drives member loyalty by driving intense member value. They drive value from the perspective of the complete user/member experience.

Technology Principle - No one tool is as important as the value of the ecosystem itself.

Capital Principle - The user provides most of the capital to the system. As with eBay there are not really any suppliers or consumers in the Google world. They are both and can be described then as ‘members’ of the system.

Focus Principle - Trust is the key. I trust Google with all my email. When I do not any longer, I will leave. If enough people lose trust and leave, then Google will be in financial trouble.

Principle Summary - In the new model, it’s all about the value and the trust found inside the ‘container’ or in the ‘trusted space’ in which the ‘member’ now lives. The member is both a provider and a supplier. The business imperative is to attract and hold the ‘Member’ for as long as possible inside the container. The more time they spend there the better. They are attracted and they stay inside the container because of the value or the experience that they have inside. Members provide most of the human and the intellectual capital for the enterprise. Trust is therefore the critical factor.

The new model is not about product. eBay had a poor website, Skype did not win by having a good tool. No one part of Google is the only attractor.

Your success will not be about the tool but about the experience that draws the customer inside your container. Our best teacher for this lesson is Howard Schultz at Starbucks.

Starbucks and Moving from Product to the Experience

The Ford model is all about making a thing cheaper and cheaper and selling it to a mass market. It is all about a product. This applied originally to a car but now applies to every part of life. For instance, education has become an industrial process where the product is a credential.

Howard Schultz (HS) has done more to help us understand the difference between selling a product and selling an emotional experience. You have to make this shift as well.

When Howard joined Starbucks, coffee was a commodity in America. The customer issue was how to get it cheaper. The large coffee firms were in a race to offer the cheapest and hence the lowest-value coffee to the consumer. Price was everything. The business model was all about scale. To deliver the price you had to be very large. Only the big global good companies could compete.

Starbucks was a small retailer of high quality coffee beans, its founders filled a very small niche in selling high quality beans to a small group of connoisseurs. Does this sound familiar to any of you?

Then one day HS had an epiphany. While on vacation in Italy he experienced for the first time what coffee could be like as an experience when consumed in a great place where the whole culture was about good coffee and good conversation served by people who are experts. He returned to Seattle ready to convince the owners that, if they could move beyond their product niche in high-quality beans and provide instead the emotional experience of drinking high-quality coffee in a true coffee environment, that they would have much better business.

He failed. The owners could not see what he saw. They held onto their own experience of confining their business to a product niche. HS quit and formed his own company.

After some time, the owners saw what he meant in action, they realized their mistake. HS also now had backing and bought them and the name Starbucks.

Principle The Emotional Experience - In the new model, the member has to have a compelling emotional experience. Public radio has to transcend merely being a trusted news or entertainment source and become an emotional necessity for its members. To do this you have to stop thinking only about your own station and your own organization. People experience public radio. They brand it as NPR. You have a national brand. The quality and the health of the entire system will drive your business model.

Principle – All for One and One for All – You are as strong as your weakest link. You stand together or not at all! To do this you will also have to stop thinking that you can allow many stations to operate below the standard by which this experience is delivered. How many outlets can Starbucks allow to fail their customer experience standards? 10% - 5% - 2% - Any?

Starbucks have been very deliberate in designing the perfect store and in discovering what is needed and how to apply these principles throughout their system.

Starbucks

Finding the Perfect Store



In 1995 the "Stores of the Future Project was set up

Planned growth is looking at at least 10,000 stores in the US
15,000 stores internationally

Starbucks management looked upon each store as a billboard for the company and as a contributor to building the company's brand and image.

Each detail was scrutinized to enhance the mood and ambience of the store, to make sure everything signaled "best of class" and that it reflected the personality of the community and the neighborhood. The thesis was "Everything matters."

The company went to great lengths to make sure the store fixtures, the merchandise displays, the colors, the artwork, the banners, the music, and the aromas all blended to create a consistent, inviting, stimulating environment that evoked the romance of coffee, that signaled the company's passion for coffee, and that rewarded customers with ceremony, stories, and surprise.

Starbucks was recognized for its sensitivity to neighborhood conservation with the Scenic America's award for excellent design and "sensitive reuse of spaces within cities."

This project was one of the most critically important for Starbucks. It enabled them to define the structural and cultural principles for delivering a scaleable experience that has enables them to expand at a torrential pace.

Do you know what the perfect station looks like? Should you? How many stations are now substandard? I won't guess but you can and your research tells me that it is a number well in excess of even 10%.

In this new world, you cannot sit by and allow your brand to be sullied by poor performers in your system. You cannot sit by and passively observe poor performers take down your whole system. Neither can you set out to manage everyone in the system. What you can do is to define standards for stations and for groups of stations as implied in your emergent plan.

System Health Principle - You have to set up the principles for a healthy ecosystem and you have to work as deliberately as Howard Schultz does to ensure that every part of your system is healthy.

Interac and an ecosystem of competitors

But, you complain to me, all my examples are from simple organizations run by entrepreneurs. We in public radio do not have the advantage of having one driving entrepreneur at the top nor are we a start up like Google or eBay.

In my pre-project report, 'Looking above the Storm', I offered an example of a system that was just like you. This system is made up of many diverse organizations that like you are widely different in scale. Like you, many do not like each other. Like you, some are extreme competitors. Like you, all jealously protect their unique identity.

But to do what they had to do to serve their customers and to keep their own costs in control, they found a way of forming a coherent collaborative ecosystem that has delivered a compelling experience to the Canadian citizen and has put Canada, a small country of only 30 million, at the top of the tree in electronic banking. Here is a reprise of what I said then.

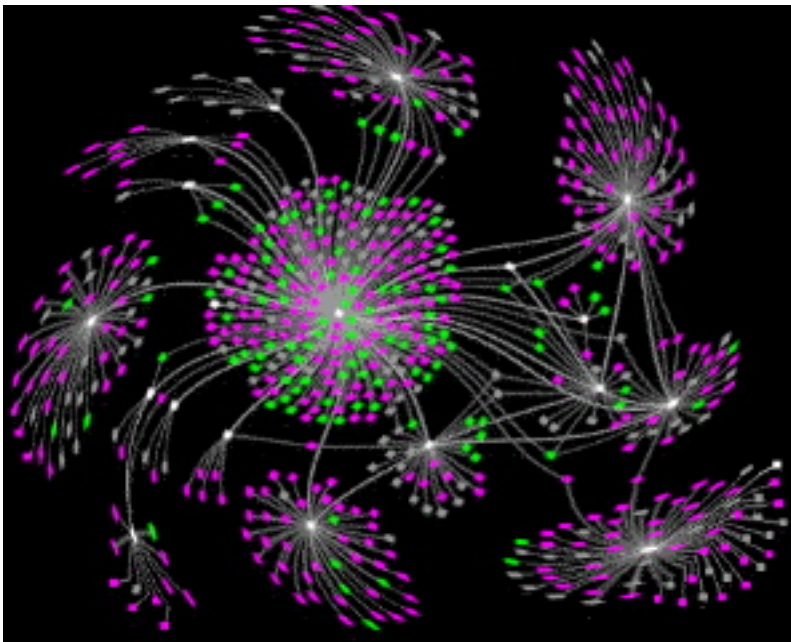
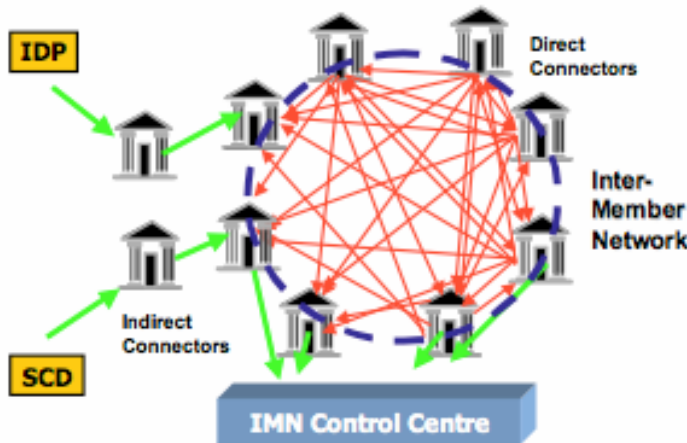
The Interac Association is a non-profit cooperative owned by the members. Who would imagine banks running a coop? The Association's main purpose is to set and enforce the rules governing transactions in the network and to manage the operations of the network.

The association also provides common marketing services and promotes the use of the Interac Network for its members. Members can also conduct their own marketing.

A 14-member board governs the Association. Each year, members appoint directors to the board based on the transaction volume. Appointments are also subject to additional criteria to ensure that all perspectives are heard.

Today any company incorporated in Canada can join. There are two types of members. The 'Hub Members' who are called Direct Connectors who have to maintain direct connections to all other Direct Connectors and 'Node Members' called Indirect Members who connect only via a Direct Member.

The system is connected by a series of protocols.



By the way, when we talk about Systems and Organizations, this is what I mean. This is a picture of how a virus spreads. It creates hubs. This is what the Internet looks like and we are discovering that this is how all natural networks emerge. When you talk about the 'System' in public radio, this is what you will see if you look using 'System Eyes'.

In Interac, as with you, the system is completely decentralized. There is no single switch and hence, no single point at which the entire system can fail. This redundancy gives the system great robustness that has been tested when occasionally a direct member has had a major system failure that has not taken down the whole system.

The Interac Association does not set or collect fees from its cardholders – the end customers. It charges its members its costs. Members, however, can and do charge their customers for transactions made using the Interac service.

Has this been successful? Canadians are now the most active users of non-branch services and the Canadian retail banking system is among the world's most profitable.

Even the most challenging group of potential members can find a way of being separate and together in this new model. There is a generation of experience to prove this model.

In conclusion of this journey, what does this mean for you a leader and what does this mean for your organization. What are the leadership principles? What are the internal organizational principles? What is your own personal take on this?

To find these answers we go to the star organization of the new natural model – Southwest.

Southwest – the Brand and the ‘Be what you sell’

But Southwest is not a network, you might say. It is a single-purpose organization. No. Southwest is a dense network. It only looks like a conventional machine organization to those who cannot see systems. Most analysts and most competitors routinely miss this aspect of their competitive edge.

Southwest’s brilliant business plan is rooted in Herb Kelleher’s outsider’s perspective (he was a lawyer and not an aviation insider). His insight was that, to make more money in the airline business you had to do two things well – with one proviso. You had to keep the planes in the air for more time than your competitors could (high use of capital plant) and that you had to deliver value to the customer as defined by a combination of the lowest price and the best human experience.

The Southwest Paradox Principle - The lowest price is not derived from superficial costs cutting but from systemic cost saving. The best experience is not rooted in meals, drinks and legroom. These can all be replicated by the use of money. No the best experience is rooted in the nature of the most human experience as defined by customers interacting consistently with highly motivated and happy staff. The Southwest experience is embedded in the relationship that the staff have with each other and then with the customer. This impossible-to-replicate ingredient was the cultural aspect of the plan. Herb saw that the key to outperforming the formula was not merely to find more mechanical efficiency but to find more cultural lubrication between all the parts that had to collaborate. He had to find a way of getting all the parts to work well with each other and not just in their silos.

Southwest has eight unions all of whom interact on the ramp. The ramp is where the turnaround happens and is the key to fleet utilization. A fast turnaround on the ramp drives the point-to-point design and drives part of the trust issue, reliability.

The Competitive Principle – Compete by Using Culture. Herb saw that all his competitors had adversarial cultures where cooperating was exceptionally difficult. All had antagonistic management/unions norms and union-to-union norms. In this context, he saw how he could create a competitive barrier that they could not cross. So what was his big idea? It was to create an internal container of culture where cooperation was the highest goal of the enterprise.

If you go to the ramp for a Southwest flight, you may see flight attendants clean, pilots welcome passengers on board and engineers carry bags. You will see the smallest span of control in any airline team – usually less than 8-1. You will see a different kind of supervisor, the equivalent of a Warrant Officer in the military, whose work is to lead as an expert who shares the work with her team. Want to get fired today at Southwest? Be rude to anyone – especially to another employee.

The Organizational Principle in Cultural Competition - Every major process must be 'seen' in a collaborative context and matched with a cultural plan to ensure the maximum collaboration.

The Managerial Focus when Competing by Culture - Trust up and down and across the hierarchy is the fuel that drives the enterprise. Herb won this trust in the third year of operation. That was a bad year for the industry. Southwest hit an earning downdraft. What did his competitors do? They took it out on the staff. What did Herb do? – the executive took the hit and vowed from then on always to carry enough reserves to carry them through the inevitable bumps that would be in the future. They plan for bad days so that they can reduce the impact. Trust at Southwest is not about words but about how actions speak and how processes are designed to both create it and to sustain it.

The Time and Money Principle - Internal collaboration is their business plan. It is what drives their costs and their revenues. The result? Southwest pays their staff more than most US airlines. Yet it consistently offers lower fares. Customers get the value of low fares that are generated by the operation of the 'whole' where every part adds to the health and to the value. This all happens because of the container, or trusted space, that Southwest has built for all of their employees. All Southwest staff have lots of room for personal expression and initiative. 'Have Fun!' is a mantra. Hence they are happier than most airline staff. This is a vital part of the customer experience. Instead of interacting with sullen serfs, customers meet vibrant human beings. Who does not value that?

The Motivational Principle – Intrinsic versus Extrinsic. So what Herb has done is to build and operate the optimal container for a network of groups, the unions, and individuals to meet their deepest goal for expression and creativity inside the enterprise. Many who are millionaires as a result of the profit sharing plan, still work for Southwest. When asked why they still work, they answer that they cannot leave. This is the place that has made them most human and the most happy.

Branding Principles in a Cultural Context - Southwest's brand is not some marketing wheeze. It is the expression of the experienced reality of its culture and what this culture delivers to its employees first and then as a consequence of what its employees deliver as an experience to the customer. In the new model, the brand is driven by how you are as a person and as an organization.

Being versus Doing Principle - To deliver on the new model, you have to be the new model. This is why it is so hard to execute it and why it builds such high walls for competition. If you seek to offer this type of experience to your members, then you as leaders will have to offer this experience to all that work for you as your first priority.

Strategic Recommendations

I will embed my recommendations in three examples that set the context for a list of recommendations. Each has a key directional recommendation. I will then follow on with a series of tactics that I believe will help you enact these strategies.

1 - Expeditions and the Mission – Set the Context

When we first met, I reminded many of you of one of the great founding stories of your great nation. I advocated that you send expeditions, like Lewis and Clark, into the future and not to take the risk of building railways too early. I hear that several such expeditions are in the final planning stages and that there is a lot of enthusiasm to get started. Good for you. A word of caution before you set off.

The issue is context. It is important to see what Jefferson saw when he commissioned the expedition and how different his context was to most people in the elite of the time. The elite saw the Louisiana Purchase as an intemperate land deal. They saw it merely as a transaction.

Jefferson saw the Purchase, and hence the context for the expedition, in a much larger light than a land deal and the need to have a map made. He saw the deal and the expedition in energetic or spiritual terms as well. It was not just land or a map but an opportunity for freedom and for building a nation.

To bring the people to fill the space, he needed a myth and not a map! Millions come not because there is a map but because they are called by a story.

The picture on the front of this report is of Jefferson and his own handwritten opening of the Declaration. For Jefferson, as today for us, the space was not just real estate but it had to become the ‘Land of the Free’. He saw his fellow Americans as being physically and spiritually hemmed in by a mountain range and by a culture of colonialism.

He could see that the real opportunity was for America to build a vast container of personal liberty in a world where only a small elite had such freedom.

He intuitively understood that if he could offer freedom of space and freedom of opportunity that this would create America. He therefore saw the space offered by the Louisiana Purchase as more than a physical landscape but also as a vast spiritual landscape that could unlock the power and potential of the human spirit. We can see from the perspective of history that he was right.

His greatness was in ‘seeing’ the context for the expedition. Jefferson saw I believe, the ‘whole’ that was to become the culture of America. He saw beyond the Faux-Britishness of the founding colonies to the bustling pioneering, self-fulfilling take-charge, can-do culture that would replace the colonial mindset.

Your expeditions have to have a spiritual goal similar to Jefferson's. Why? Because if you really want to attract millions and even billions, then you have to offer them a compelling vision of what this freedom could mean to them.

Recommendation 1 – Your Mission and its context – If your expeditions are to have an impact you too have to have a Jeffersonian insight about the 'whole' of what public radio can do in America and importantly in the world.

You have to see this potential in energetic and in spiritual terms. For once again, most people only think that they are free while in reality they are, as Rousseau pointed out, back in chains.

Your responsibility is to set a context for greatness that will enable public radio to capture the spirit of the billions who grind their way through a life governed by obedience to a culture of command and control.

The new 'New World' is the new culture of participation and of self-initiation. This 'new world' is a virtual place is where each of us take back control of our lives from institutions.

With a great context mission, all who participate will know what to do all by themselves. After all there was no plan to settle the west.

2 - Collaboration is a Discipline or Hope is not a Method

If you hope only for collaboration, you will fail.

Here is a story about how an American helped part of my country. The story is I believe a direct parallel to yours today and I think offers guidance to the steps that I think you must take.

In the early 1920s, wheat farmers in Saskatchewan were desperate. New, large, global grain traders, using the power of the new communication systems of radio and steam, had upset the balance of power between the producer and the trader. So long as wheat farmers acted alone and acted only locally they were being crushed by the global power of the trader.

Then along came a strange man with a strange message. His name was Aaron Sapiro. He was an American and he was Jewish. He was a real outsider. He traveled the farm country, telling suspicious farmers that, so long as they remained competing with each other, the big traders would drive them into failure or into serfdom. As many were ex-serfs from Ukraine, this was a message that they understood.

His recommendation was that they create a cooperative that would buy all the grain and would sell from a position of power equivalent to the traders. The choice was freedom as a group versus slavery as individuals.

This appeal to the highest needs of the farmers for freedom enabled them to get over their lesser need to remain competing with their neighbors. After a great struggle, this idea of total cooperation was accepted and the Pool became one of the great businesses of its era and transformed for two generations the experience of the wheat farmer.

So this then is your lesson. So long as you think you can take on the global power of the traditional forces lined up against you as independents, you will surely fail or become helots dependent on underwriting from your masters.

So how then did the Pool get formed? The founders realized that merely asking farmers to cooperate was not going to do it. Generations of individualism were not going to pull this cooperation off. Hope is not a method⁸.

They developed an operational plan to build the container for cooperation. There were two main components for the plan. The first was a process designed to break the habits of separateness. To do this, 13 'Field Officers' were appointed and given regions to work in. They were the evangelists and the missionaries.

Their role was to do anything that would knit the community more tightly together. Their job was to facilitate the changing of norms by actively setting an example of selflessness

⁸ I found this phrase in the title of a book by General Gordon Sullivan describing his lessons learned from trying to reform the US Army before Gulf War I

and by intervention at times of friction on behalf of the ‘whole’. No group of people was ever more highly valued in the province and no work more deeply fitted to the noblest aspirations for service. These men were indeed the servants of their people and were treated accordingly.

The other platform for the plan was the Pool newspaper. This was the container where the communities and people traded stories with each other about how best to do things, about who they were and about what they felt was import. The paper gave them their voice. Naturally, the letters page was the most popular part of the paper.

The Field officers formed the hubs and the paper connected the hubs into a system. This is I believe a useful model of the two actions that will help public radio best form its own “System” and hence give you the power that you need to gain the resources and the support that you need.

Recommendation 2 – Become a “Whole” - That you have to work deliberately to fashion all the parts of public radio into a coherent space, or structure, that can then unleash the potential of the context/mission. In nature all life has a boundary of some sort.

Specifically I think that you need to agree that you have to become a real system and recognize that system health drives everything.

How you may ask? The process that Martin Neeb suggested and that was acclaimed in the May meeting offers you a way to think more about all these issues on behalf of the system. Set a group. Set a date. Act in public.

When an initiating group forms, I see no alternative but to work to look more deeply at the essence of the business models that drive the organizations that I have described to you as exemplars. Ask how you get real ‘members’ inside? Ask yourselves inside what? What is the value that they get? What then is the ‘whole’? What is their experience? How will you tax their participation? How will you measure trust and participation? How will you measure how trust and participation drive revenue? How will you make the program and the infrastructure development shift to an Open Source and participative model?

As you do this, I see no alternative to establishing a group of Field Officers or Evangelists whose job it will be to facilitate the cooperation. They will not only help connect you all but will embody the Mission and the Mission context.

As you look at the whole system, you also have look at the parts. You have to do the work that Starbucks did in finding the perfect store and that Southwest did to find the perfect internal structures and processes.

I suggest that you each start this internal work locally. In each of your organizations ask what being disciplined about creating a trusted space will entail. Review everything you

do and every way you do things and ask if it adds or subtracts from the cultural aim of creating the most trusted and hence, attractive space for people to work in.

You need your version of the Wheat Pool newspaper as well. I see no alternative to being deliberate as to how you will all communicate across the system. Sandbox is a Beta version of the kind of tool that you need for this work. It is the modern version of the pool newspaper. You can use an Open Source approach and improve on it continually.

3 - The Real New Reality – Moving from Ford to Einstein

The most difficult part of all is that you have to innately understand the cultural revolution that is underpinning all of this.

Now, imagine that I am Galileo and some of you are the Pope and the Inquisition. Imagine that I am Pasteur and you are the 19th century medical establishment. Imagine that I am Einstein and you are a Newtonian physicist.

I have no doubt that you see my point. It's not enough that I tell you. It is not enough that I even show you. If you are embedded in the prior system, you cannot get what I am all about and you will have to attack me. If I cannot hope to persuade you all, then what do we do?

Recommendation 3 – Get Help from those that know more than I

Most of the leaders who have done the work that I have told you about are strongly aligned to Public Radio.

I think that if you told the Google guys, Herb Kelleher, Howard Schultz, Pierre Omidyar and Jeff Skoll how you see your new mission and your future and you asked for their design advice, that they would be thrilled to help you.

No more consultants! Now you have the participation of the real experts. With participation, you will learn what you need. With participation you will create engagement. With engagement you will get not only advice, but also the use of their own network resources and the support of their brand and maybe even some of their money.

By asking for help like this, you not only make the process more fun and more secure, but you also model everything that you want to do.

As MPR's Public Insight Journalism experiment shows, there are people out there who know far more than we do. So why not ask their help. If the underlying context is exciting enough, they will say yes. If they say yes they will bring all of themselves to the work. In bringing all of themselves, they will attract others, who in turn will attract others.

And that dear Public Radio person is the proof of the entire idea.

Closing

In closing I would like to share this passage with you.

“There will come a time when humanity will choose to go against nature, to exploit her bounteous gifts, causing a sickness across the planet. People will forget the ecstasies of communion, and life will become drab and colorless.

In these coming dark ages, though, a deep sense of loss will cause the beginnings of a Great Return. They will look at the landscape and the old temples, built to withstand the cataclysms of millennia and understand once again the sacred laws of Existence.

When this day comes, humanity will have come of age.

It will consciously acknowledge its role in the creative impulse that comes from the Sun, fertilizes the Earth, and calls forth the flame in the hearts of men and women to worship Life and the miraculous forces behind Creation”.

Miller, Hamish & Broadhurst, Paul. The Sun and the Serpent: An Investigation into Earth Energies

I think that we live at this momentous time. I think that more than any other factor, a communication system that supported this re-awakening would be the greatest gift that any of us could ever leave to our children and to all that share our planet with us.

Thank you

Robert Paterson

June 2006

Prince Edward Island