



The Future of Work Summit

Summary

1. Igniting the Regenerative Economy
2. Tools & Techniques: Creating Mashups That Work
3. Creating Business Canvas for the “Work-Scape Of The Future
4. Cryptoequity, Cobudgeting, Currency
5. Bootstrapping Adaptive Organizations
6. Co-Creation of Work
7. Evolving Corporate Philanthropy: Corporate Culture as a Vehicle for Social Change
8. Talent Development for the 21st Century
9. Growing Thriving Ecosystem Cultures
10. Future Centered Design: Co-Creating With Global Millenials
11. Reframing the Working Narrative
12. Guerilla Guide to Collaborative Capacity

Book Design and Production by Clayton Meador

Introduction

Tirza Hollenhorst

The first Future of Working Summit was born out of my commitment to develop a community of practice, create future ready tools, develop transformational leaders, and raise awareness about the changes we are living through.

I see 5 central shifts that organize my thinking about the future of working.

Individual

The narrative of the individual in our time is changing. In the past, the individual could define their role (their personal narrative) by their place in the community or their place in the company. All of this has shifted. Life-long employment at a single company is no longer realistic and communities are just as dynamic. The individual is now responsible for their own narrative. Everyone gets to take ownership of their learning, their purpose, and their identity. The great gift of this shift, is the opportunity to see that truly we all create the world around us. And when we take ownership of what we see being created, we will create different things. When we truly step into agency, not only do we each become vibrant creators of our own lives, we can also, as compassionate humans, create a world that works for everyone.

The great challenge of this shift is that we must extend the same possibility for agency, learning, purpose, and value creation to everyone. People must have meaning. In the most limited of circumstances, women without agency will find

meaning in the care of family and the home, and men will find it in brotherhood. The future of working, must include paths for women to create enterprise, education, and prosperity, rather than living in poverty, oppression, and uncertainty. And we must create path to value creation, contribution, and purpose for all men, or they will join together to fight for a cause that gives them that purpose. And all of us need the guidance and support of each other to find ourselves and our paths in a deeply interconnected, rapidly changing world.

Team

The team is not a new metaphor, but today it has new meaning. Today, teams come together rapidly and for a specific limited purpose. People need to come to the team with their expertise and a whole set of capacities for facilitation, collaboration, emotional awareness and adaptability ready to go. There is not time to teach someone to be a team player. We all need to be team players. We are seeing a whole host of tools around decision making, collaboration and decentralization arise to enable rapidly forming teams. Central to this shift, is that the individual maintains their unique narrative and identity even as they join multiple teams. You can see the essence of this shift baked into the differences in how tools such as Asana and Salesforce are architected. Asana assumes that an individual might join multiple organizations and various projects under each organization. Salesforce assumes that one central organization owns the data and

every person is attached to an organization. The fundamental difference in orientation that lies between these two cannot be overstated.

Corporation

The corporation has a very different relationship to the people, society and its businesses than 20 years ago. There is no longer the expectation that people will remain with a corporation for a lifetime. And as people begin to develop their own narratives and move between teams, we will begin to see a different relationship between the individual and the intellectual property they produce. As the corporation has become more of a holding company it has actually begun to look more like an ecosystem of aligned businesses that are swapped in and out.

Ecosystem

Businesses are coming together in aligned ecosystems in a way that allows them to operate

and realize a new level of scale, innovation and impact. Smaller business are taking advantage of blockchain technology to share value and decrease transactional friction. And larger corporations are collaborating to innovate to meet customers with a more complete offering and address shared supply chain concerns. No business can ignore the changes in the ecosystem that surrounds them. Whether you are Heinz who gets to manage the future of tomato products in a California without water or Oscar Mayer, who will get to consider what else can be put on a hot dog. This is a cheeky example, but a very real one. In a world where change is exponential and everything is connected, every business gets to look not only at its competitors, but the entire ecosystem of businesses and resources that surround them.

Planetary Sphere of Concern

There is no longer a sphere of concern smaller than the planet that is appropriate when consid-

ering the impact of our actions. We are seeing an increase in the capacity to think globally and we are still woefully narrow minded in our thinking. There is no significant challenge in another part of the world that does not have impact on us here. And the reverse is true. Our climate, security, stability and quality of life in 2030 depend on a global sphere of concern. I am not suggesting that solutions are cookie cutter or that global action is the only path, rather that when we are considering how far to look, around the globe is very near.

With all of these changes there is real need for communities of transformational leaders to come together and develop a path to a positive future. I see incredible potential in this community. I see genius, creativity, commitment, capacity, and love. The document that follows is a testament to that. The outputs that follow were generated from 90 minute sessions. Imagine what is possible with a period of sustained collaboration.

Igniting the Regenerative Economy

Facilitators

David Hodgson Eden Brukman Flora Moon

Participants

Alex Baumgardt, Alex Iglecia, Antoine Moore,
Christopher Allen, Crystal Huang, Jeff Clearwater,
Oliver Harris, Shannon Lucas, Susan Stucky,
William Aal

We need to create a regenerative economy. One in which humankind treads lightly on the planet in order to contribute to planetary abundance. One in which we go beyond mere sustainability to create abundance for all of nature, and create a place where humanity can thrive. We must change how we see and interact with the world to a regenerative mind-set. Our existing organizations & institutions emerged from a mechanical mind-set, which kills the life in both human & ecological systems. And we must change our organizations & institutions to interact with the world from a regenerative frame, so that our planetary ecosystems will recharge to support all life on earth.

1. The regenerative mind-set

- Focus on the wellbeing of whole system
- Celebrate all life
- Be in a process of continuous inquiry

- Pay attention to all flows of value & wealth: ecological, social, spiritual & financial
- Explore the impact on 7 generations
- Strive for participatory decentralization
- Continually look for co-creative opportunities
- Bring forth the highest nature of all humans that you touch

2. How can we spread this regenerative mind-set in a strategic way to create the necessary change?

- First identify target markets - who has the leverage to make the change?
- Create persuasive communications
 - Pull, not push - use questions & modelling
 - Focus on the positive of what is working
 - Explore the painful situation that people are in now
 - Provide a short path to action
 - Facilitate a consistent & direct message

- Diffusion strategy
 - Viral peer transmission, leveraging technology enabled social network
 - Build a champion network based on person-to-person modelling
 - Create immersive learning experiences - to learn behaviors
 - Build on trusted relationships
 - Mobile is a key channel
 - Social media based games
 - Tap into volunteer networks
 - Leverage healthy competition between groups

3. Next steps

- Identify & engage key actors
- Define objectives & results
- Create initial communications
- Launch, watch, iterate - leverage data & visualization to monitor impact and continuously refine

1. Communication

- Social media-based games?

2. Target markets: who has the leverage?

- Mobile is key influence;
- Focus on the positive of what's working: Inequality, socially;
- The painful situation that people are in now;
- Tapping into volunteer networks (leveraging social media stuff);
- Consistency of message, direct;
- Short path to connection/action;
- Maintaining/increasing charge;
- Trust;
- The people are modeling the examples.

3. Communication is different

- In invitation: in PULL not PUSH;
- Using more questions and modeling;
- Basic training that includes learning inclusive behaviors;
- Person-to-person modeling;
- Healthy competition between groups of people.

4. Key Principles

- Strive for participatory decentralization;
- 7 generations;
- Look at wellbeing of whole system;
- Pay attention to multiple levels of value / wealth;
- Participants understand their own value;
- Continuous inquiry.

5. Implementation

- Early engagement of actors;
- Objectives & key results;
- Create language;
- Data for seeing impact continuously.





Tools & Techniques: Creating Mashups That Work

Facilitator

Jarod Holtz

Participants

Gabby Culver, Jim Best, Kyle Stewart, Lawrence

Wang, Mandar Apte,

Nicole Boyer

When we talked about tools and techniques (T&T), in this session we explored very broadly all of the small, large, subtle, and obvious things we use to collaborate with groups.

This probably means there are too many to count.

There was a deep frustration with having to choose a collection of tools and specific brands of tools based on what people are currently comfortable using at the outset of every project.

We speak different languages around these. We use different words to delineate and describe what each of these are and what they do. This makes it difficult to have conversations about what we need to use as a group at any one time and how these little pieces connect to the larger whole. But clearly they are crucial in leveraging our collective work -- especially when working remotely -- a big part of the future of working.

The desired outcome of this session was to take the first steps towards creating a pattern language that

might help people better understand the underlying purposes of any single T&T. That pattern language would ideally aid in selecting the most appropriate grouping or “mashup” when working with a particular group. The initial building blocks of the vocabulary of this pattern language were called “functions” -- and were pulled from clustering different types of tools and techniques named by the co-creators.

Though we didn’t reach a hard conclusion, the session did open the door of possibility for future learnings and perhaps even a new method for helping people wade through the swamp that is tools and techniques.

1. Over arching Thoughts

- There was a general thinking that exploit/execute side of an organization is more closely related to coordination of tasks, and the explore side is more closely related to collaboration. That could be a useful way to frame the use of tools and techniques depending on the main focus of a group;
- No real clarity on differences between cooperation v. coordination v. collaboration and how understanding them might support selection of T&T;
- Commonalities between tools existed but clearly people were thinking about them differently;
- Trying to determine groupings through affinity clustering was difficult as they cross-cut dimensions;
- Lots of function instances with some commonalities but it was unclear how to group them;
- Thinking about the functions as nodes in a network to be assembled as needed resonated. A building block approach has got good bones architecturally;
- A simple 2-D framework for thinking about T&T would be useful because it could be represented on a flat sheet -- even though a multiple dimension framework is needed for a complete representation. It could be A framework rather than THE framework;
- The 2-D framework created represented “Time” on the X-axis and “Context” on the Y-axis. What would comprise context wasn’t entirely teased out but it could relate to where you were in a project, what processes you wanted to support (exploit v. explore), or what aspects of collaboration you were trying to enable;
- Function grouping morphed from a time-based linear waterfall to a network of functions, it still wasn’t clear what the dimensions of a useful framework might be;
- While I think a pattern language would help people decide what types of tools they might need, I think people have a gut feel for that and might not need a language;
- Unclear how a pattern language would help people pick specific brands of tools, which is the problem most people said they had.

2. Report Out Contributions

(Science Fair-Style)

- The science fair report out sessions proved extremely helpful as they unearthed two individuals who were not part of the session with interesting inputs;
- During separate report-out sessions two of the creators of the “Group Works: A Pattern Language for Bringing Life to Meetings and Other Gatherings” found the possibility of creating a pattern language out of tools and / or techniques intriguing and viable;
- Bill Aal thought it could provide utility for people. He also acknowledged that it took a team of volunteers (including one person working $\frac{3}{4}$ time) 12+ months to complete -- though he thought it could have been done faster given their learnings and using a new set of “best practices”;
- Christopher Allen thought it was a fun possibility and talked at length about the best ways to look at it. He was intrigued about the possibility of creating a pattern language simply on techniques or “processes”.

2 GROUPS

Tool & Technique Functions Co-created
(Based on two groupings that emerged)

1. Function Grouping 1

- Getting Attention;
- Social bonding;
- Trust Building;
- Brainstorming;
- Explaining;
- Adaptive Learning;
- Convincing;
- Decision Making;
- Memory;
- Building;
- Visualization.

2. Function Grouping 2

- Measurement;
- Billboard;
- Review People;
- Co-located vs. Virtual;
- Asynchronous Communication;
- Synchronous Communication;
- Lists;
- Storage;
- Location;
- Time Focused;
- Synthesizer;
- Repository;
- Linking;
- Adding Detail;
- Hiding Detail

Actions

- Determine if developing a pattern language around T&T, or just tools, or just techniques would be a helpful product for people;
- If yes, catalog the best practices learned by the Group Works” team;
- Synthesize the above two groupings for a prototype.



A Business Canvas for the “Work-scape of the Future”

Facilitator
Tamara Samoylova

Participants
Frode Odegard, Joanna Dillon, Karen Lyons, Lani Davis, Max Schkud, Nicole Gillet, Tirza Hollenhorst

Background

We live in the rapidly changing world. As core digital technology continues to advance exponentially and the public policy continues to move toward liberalization, flows of knowledge, information, and resources across the globe become more intensified reducing barriers to entry, creating competition, and leading to increased uncertainty and more frequent disruptions. We, at the Deloitte Center for the Edge, call this trend the Big Shift. The Big Shift puts pressures on companies since most of businesses are optimized for efficiency, not learning. However, scalable learning, not

efficiency, becomes a key capability necessary for succeeding in the era of the Big Shift (source).

Companies should ask themselves: “How can I structure my work environment to accelerate learning and performance improvement?” However, many companies do not ask that question until it is too late. In fact, the focus on work environment and how we work does not become a focus until there is an issue and something goes wrong. Companies should pro actively focus on the way they work from the start, In fact, work environment may even need to be a key consideration when determining the company’s business model.

There is in number of tools available for companies to build and iterate on their business models. For example, the business model canvas provides a comprehensive lens through which to evaluate the way a company creates value. The business canvas framework is simple (one-page) and easy to use as a tool for a conversation and decision-making. The founders can attempt to find their product-market fit by looking at the problem they are trying to solve, the offering, the customer segment, and the revenues and costs at the same time. Once a decision is made in one area, the ripple effect on the other areas is visible and clear. However, there is no framework

for considering the key areas of a work environment designed to cultivate learning and performance improvement.

The goal of this session was to create a work environment canvas - a tool that allows companies to have a conversation about their work environment at various stages of the organizational development - from a start-up phase, through a growth phase, and into the maturity phase. Key design principles for the tool:

Simple but comprehensive

Allows to have a discussion by making invisible (or implicit) assumptions visible

Provides enough guidance but is customizable to diverse work environments

What is “work environment”? The definition of the work environment is no longer just the physical space or the office. It is a combination of physical and virtual environments reinforced by the management practices. Additionally, the work environment is spanning outside of the four walls of the company and into the ecosystem (source).

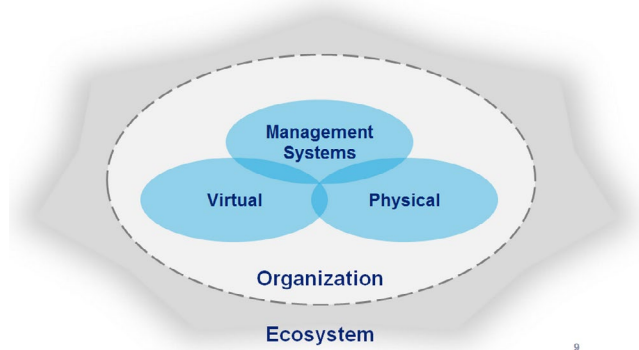


Figure 1: Work environments include physical, virtual, and management systems (source)

OUTCOMES

As organizations go through their maturity cycle, they tend to become less “organic” and more “mechanical.” Processes and structures become tightly defined and scripted in the attempt to ensure and maintain control. The company often becomes viewed as a separate entity from its workers.

However, as the world around us changes rapidly, organizations should strive to become resilient learning enterprises (source) - get stronger with every new challenge instead of crumbling under pressure and uncertainty. Tightly scripted processes and structures do not provide that type of resiliency - in fact they inhibit it.

By seeding the right elements of a learning organizations early on - at the start-up phase - companies may be able to avoid the unfortunate “future” of becoming a tightly scripted “machine.”

As learning enterprises, companies cultivate goals, activities, and feedback loops that enable both horizontal learning (expansion of skills) and vertical learning (expansion of the mind-set). Both of these types of learning combined should lead to resilience and the accelerated performance improvement required in the era of the Big Shift.

Below is a sample work environment canvas. The categories included are:

Why do we exist? What are the core objectives of the organization. What impact it the organization trying to make (including the impact on the business ecosystem)? As we defined above, work environment often spans outside of the organizational four walls and into the ecosystem. Companies should think about how they will

mobilize the ecosystem participants in order to leverage resources and capabilities. A compelling “narrative” is a key. Narrative is not a story. Narrative is larger than an organization itself. It is open-ended. It is something others can get behind in order to make significant impact (source).

What do we do? What are core activities that the organization performs? What are key processes and practices? For example, in the Deloitte Center for the Edge’s report Work Environment: Accelerating Talent Development and Performance Improvement (source) , we highlighted the need to have modular processes instead of the tightly defined ones. Modular processes define only the requirements for the hand off points and teams are free to experiment and innovate as long as the handoff requirements are met. This structure allows for experimentation and innovation without threatening the validity of the entire process. However, in addition to the processes, companies need the think about what practices they have in place. As opposed to processes, which are typically focused around a repeatable activity, practices emerge when teams come together to resolve an issues or address a problem. Key learnings emerge from practices. These learnings are the key to maintaining the organizational resiliency needed in the era of the Big Shift.

Who does the work? Who are the workers? How does the organization taps into the power of the ecosystem? Organizations should focus on what they do well and connect with multiple ecosystem partners to engage in the supporting activities around their core mission. Increasingly, the definition of an organization spans wider than its employees.

How do we work? What are the organizational values and governance? What are the operating principles? How does it communicate? What

feedback loops are put in place? What tools are deployed? What rhythms does the organization follow? Organizational values and governance principles are the key to ensuring that its mission and narrative are operationalized. Being clear and concise about the values and the governance can help attract like-minded individuals. Additionally, communication and feedback loops are essential for rapid learning and performance improvement.

Where do we work? What is the physical and virtual setting? Providing modular and adjustable space (both physical and virtual) can enable learning, performance improvement and even facilitate serendipity. The space should evolve as the organizational needs and rhythms change.

How do we evolve? What external trends are impacting the organization? How well is the organization fulfilling its narrative? How does it impact the ecosystem? As a learning enterprise, organizations should consistently take a step back and evaluate their performance. In addition to the key metrics, the overall impact on the ecosystem should be considered.

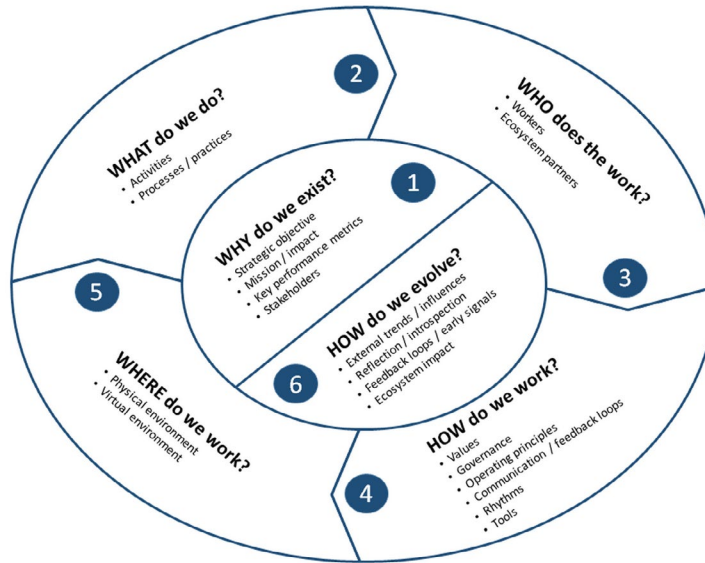


Figure 2:
Work Environment canvas

The Work Environment canvas above provides a common categories that should be considered as companies emerge, grow, and mature. The framework is meant to represent the codependent nature of the decisions that a typical organization needs to consistently evaluate. Startups should be aware of the lasting and interrelated nature of these decisions.

In the mature companies, unfortunately, often these decisions reside in different parts of the company. For example, the decision around where we work, resides in the real estate or IT depart-

ments. Meanwhile, what do we do often is decided by the senior management team and / the board of directors. There is an opportunity to put in place a new role - Chief Organizational Architect - that can bring these disciplines together and appreciate the codependency of various decisions (source).

Finally, this framework may serve as a good blueprint for individuals as well. The questions outlined can help navigate career and personal decisions and help individuals achieve personal impact.



Principles	Implementation	Invitation
STEVE PAW		
1) Participatory Design Centricity	1) Design Engagement + Actors	Peer to Peer Modeling
2) Participants Understand and Value	2) Design Objectives	Invitation: Pull and Push Basic Training
3) Multiple levels of Value	3) Key Results	Inclusion Behavior
4) Wellbeing of Whole System	4) Create language + Incentives	[insider + outsider]
5) Continuous Inquiry	5) Data for Seeing Impact Continuously	TAP INTO NETWORKS Lvl. Social Media
6) 7 Generations		Pain/Benefit Short path → Action Trust + Quality

IGNITE REGEN. ECONOMY

IGNITING THE REGENERATIVE ECONOMY

- LOOKED AT IMPLICATIONS AND PRINCIPLES OF DIFFERENT MODELS
- + DECENTRALIZATION
- + MULTIPLE LEVEL OF 'VALUE'
- + WELL BEING OF WHOLE SYSTEM
- + CONTINUOUS INQUIRY
- + LOOKING 7 YRS AHEAD
- LANGUAGE & INCENTIVE
- DATA FOR FEEDBACK/RESULTS REAL TIME
- PEER TO PEER NETWORK WITHIN COMPANY: MORE PULL, LESS PUSH
- TAP INTO SOCIAL/GLOBAL NETWORKS
↳ CREATE AMBASSADORS
- ADDRESS PAIN AND BENEFIT
- EMPHASIZE TRUST AND QUALITY
- IMPLICIT IN ALL OF THESE: DESIGN STANCE

DESIGN CATALYSTS

INCK: (CREATION ROOM)
RED DESIGN:

WITH GLOBAL MILLENNIALS

IONA: (INCEPTION ROOM)

S FOR THE
F THE FUTURE

ITE: (MAIN ROOM)

WARRIOR'S GUIDE FOR
CREATIVE CAPACITY
ANIZATION

EVOLUTION ROOM)

MECHANICS 1: CRYPTO
CURRENCY

IN: (DESIGN STUDIO)

THE WORKING

IGNITING REGENERATIVE ECONOMY

FUTURE CENTERED DESIGN CO-CREATING WITH MILLENNIALS

- THEY ARE THE FUTURE
- BY 2025: 75% OF WORKFORCE
- GROWN UP ON TECHNOLOGY:
DIFFERENT EXPECTATIONS/USAGE
- DISCUSSED PERSONAL EXPERIENCES/
ATTRIBUTES/OPPORTUNITIES AND
CHALLENGES
- NEW WORKING MODEL!
- OUTCOME: WE WANT TO TEST
THIS IDEA AND WHAT
ACTUALLY WORKS
- KEY INSIGHTS: TENSION OF
MILLENNIAL'S SENSE OF URGENCY
+ LACK OF EXPERIENCE



MARTI GRIMMOND

★ CO-CREATING WITH GLOBAL MILLENNIALS ★

ATTENDEES: TONY JEROME, ALAN
DAVIS, T. JAMES, WILEY, CORTINA,
CARL JARROLD

NOTES = SEE PHOTO
EXAMINING UP WITH

RESOURCES

STARTUP

TECHNOLOGY: CARRYING BUSINESS CHAIRS VIEWScape - FUTURE

STORY

Cryptoequity, Cobudgeting, Currency

Convener & Catalyst
Noah Thorp (Citizen Code)

Facilitators
Andrew Barr, Ed West (Hylo.com), Harlan T Wood (Enlightened-
Structure.net), Matthew Brown,

Presenters
David Thompson & Maysa Ibrahim (Artlery.com), Joel Dietz
(Swarm), John Light (P2P Connects Us), Matthew Deiters
(Assembly.com), Primavera De Filippi (Harvard, Artlery.com)

Participants
Christopher Allen (pre-session input), Danny Spitzberg, Eloah
Paes Ramalho, Jacob Heitler, Jennifer Sertl, Kyle Stewart, Lawrence
Grodeska, Lawrence Wang, Seb Paquet, Eloah Ramalho

Session content, audio recordings, and media available at

<http://fow.citizencode.io>

The Artlery Art Exhibited During the Day Included

Bradley Theodore

“I Took My Land”

New York, March 2015

Bazaar Teens

Angel of Mercy

New York, 2015

Jazon Frings

Z Lover Hedge Fund (Z Love Fond de Couverture)

Paris, 2015

Bazaar Teens

“The Riches of God’s Love Unto the Vessels of Mercy #8”

2015, New York

How can crypto-equity, co-bud- geting, and currency enable shared value creation for individuals, or- ganizations, and ecosystems?

In this session we looked deeply into the question of how collaborative capacities can be enhanced by emerging technologies. In other words, how can we design systems with non-zero sum game economics? The purpose of this session was to map the solution space. What follows is a high level summary.

Recently, a solution to recording transactions on trusted decentralized networks emerged. The key innovation is a distributed world wide ledger system using a technology called the block chain. Although block chain technology initially gained popularity via Bitcoin, the technical innovation transcends its initial context.

The implication of this technology is the potential replacement of banks as a source of 3rd party trust, the disruption of state issued fiat currency, the enablement of fully automated organizations, and the empowerment of cooperative funding structures. Although the general public is still unaware of the implications of this technology, many who have perceived its revolutionary potential have been highly motivated to secure its use for collective benefit rather than leveraging it solely for personal gain.

A block chain enabled technology called Crypto-equity has the potential to revolutionize investment into collaborative organizational ecosystems. Although the implementation is modern, the underlying ideas have their roots in Nic Szabo's 1994 conceptualization of Smart Contracts.

Swarm.fund makes use of Crypto-equity to scale collaborative investment. Swarm, in contrast to the Kickstarter model of project funding, allows funders to become partners and stakeholders. In the Swarm model, funders are incentivized through equity to participate in the success of projects rather than simply contributing because they want a gadget.

A related use of crypto-equity is being pioneered by Artlery.com. Artlery associates iBeacon sensors with artwork. The closest piece of art will show on the Artlery app. There's a button called "appreciate" for you to appreciate the art. When you indicate your "appreciation" in the app you receive partial ownership of the artwork. Artlery tracks this ownership on the Bitcoin block chain using Colored Coins. When the art sells you receive an immediate distribution proportional to your ownership.

Assembly.com is focused on helping people to collaborate and rewarding them for what they build using crypto-equity revenue sharing tokens. Engineers, product people, and designers collaborate from all over the world. Team members take ownership over what they build and Assembly distributes 90% of the revenue monthly to the creators. Assembly provides a good way to collaborate with strangers and to have common trust for profit distribution. The community rallies around what they like best.

There is a bounty system for design, copy, and code. The core team allocates bounties and people work for ownership of App Coins. App Coins are a project specific crypto-currency. These are stored on the Bitcoin block chain using Colored

Coins. At the end of the month Assembly pays the expenses and distributes the proceeds based on ownership.

Crypto-equity isn't just a convenient way to reduce transaction fees. Crypto-equity can revolutionize ownership, control, and collaborative capacity of organizational ecosystems. The use of crypto-equity funds for Distributed Collaborative Organizations (DCOs) can allow individuals to participate as owners and creators in an ecosystem of organizations rather than just one.

OUTCOMES

What would collaboration and organizational structures look like in an enlightened society of the future? Reverse engineer it.

- Abundance is foundational. People create value by doing what they love.
- Fractal equity based fluid organizational structures
- Money is less in your face. Life is more about being & interacting. All the value you create adds to your balances of various forms of currency.
- Individuals and groups have all the autonomy and privacy (even invisibility) they may desire, while also having great systems for discovering and interacting with collaborators.
- Personal insight mirrors. Seeing yourself more deeply, and collaborators as well.
- Visualizing existing projects in semantic space, according to your preferred system.
- View of the long now: foresight.
- Forkability of projects: if one fork goes off the rails, it need not effect other forks.
- Transparency of automation -- ability to introspect and see the processes by which machine intelligences are tracking complex conclusions.
- Keep the rules simple and understandable, to do this sometimes you need to leverage existing norms.
- Turn free riders into promoters with equity. The future is about incentivising distribution through equity rather than maintaining value through scarcity of product.
- Replace commons enforcement with cryptographic trust in a decentralized network. Block chain technology provides a model for solving the tragedy of the commons at scale.
- Decentralized on demand work could fill the coordination gap for collective organization of the freelancers movement. The best place to start is with existing collaborative organizations such as Sarah Horowitz's Freelancers Union.
- The short term goal of smart contracts and organizational automation is efficiency of accounting. The long term goal is the breakdown of organizational boundaries in a way that eliminates redundant services and allows for focus on core competencies.
- A decentralized system could provide a floor for basic income. One option would be a decentralized network of services that also issued "basic living coins" - like an allowance
- Distributed autonomous organization are less scary than their name. They can create efficiency without removing human judgement in necessary situations. This can create automated systems that include mercy. Also, when there is a leap of complexity human beings can and should be included to mediate. In these cases of mediation, a distributed block chain system can create transparency. You can see where a person was asked to make a decision and what they decided.
- When you combine the blockchain, cryptocurrency, smart contracts, and distributed hash tables you have the infrastructure for a distributed internet with value at the core. You can imagine a YouTube not owned by a central company, with files not stored on a central server, limitations on centralized surveillance, and distribution of value based on popularity.

Insights and pragmatic take aways:

John Light summed it up when he said, “The challenge will be to find the balance between the dry code of computers and smart contracts - and the wet code of our hearts.”

ACTIONS

Build decentralized market protocols and peer 2 peer friend networks compatible with blockchain technology. Primavera De Filippi, Noah Thorp, Joel Dietz, Matthew Deiters, Harlan T Wood, John Light, and others are actively furthering collaboration in overlapping projects.

Convene gatherings and keep collaborating. If you want to be involved talk to Noah Thorp, Ed West, or Matt Deiters.

RESOURCES

<http://artlery.com>

<http://assembly.com>

<http://p2pconnects.us> - John Light's podcast

<http://enlightenedstructure.net> - Harlan T Wood

Swarm.Fund

Swarm Working Paper - Distributed Networks and The Law

11 Reasons why cryptoequity may be better than normal equity

Ok Turtles Foundation - HTTPS is broken. DNSChain fixes it (from John Light)

Primavera De Filippi on Ethereum, Smart Contracts, etc

<http://www.gitbook.com> - publish books with version control on github

The Ethereum White Paper

DAOs, DACs, DAs and More: An Incomplete Terminology Guide

Some archived links on DACs from Christopher Allen:

<http://io9.com/how-much-longer-before-companies-start-to-run-themselve-1687015200>

<http://www.fastcolabs.com/3035723/app-economy/smart-contracts-could-be-cryptocurrencys-killer-app>

<http://btcgeek.com/dawn-of-autonomous-corporations/>

<http://bitstein.org/blog/nick-szabo-the-computer-science-of-crypto-currency/>

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<http://www.lifewithalacrity.com/2009/11/paying-for-favors.html>

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Bootstrapping Adaptive Organizations

Facilitator
Noah Thorp

Participants
Alexander Baumgardt, Crystal Huang, Eden
Brukman, Edward West, Frode Odegard, Harlan
Wood, Jacob Heitler, Jennifer Sertl, John Kelly,
Matthew Schutte, Maysa Ibrahim, Motaz Attalla,
Oliver Harris, Rashid Gilanpour, Seb Paquet,
Eloah Ramalho

In this session we worked in small groups to prototype simple and easily adopted operating agreements for self-organization.

Emergent teams in adaptive organizations and networks of freelancers need clear methods for delegating roles and making decisions. The need for effective methods increase as millions of free lancers move into ad hoc team relationships and open innovation efforts blend organizational boundaries.

Numerous methodologies have emerged for structuring these teams including the methods of Holacracy, Sociocracy, podularity, wirearchy, SEMCO, Enspiral, Valve, and Morning Star Farms.

One of the common criticisms of self-organizational approaches is their difficulty of adoption. In newly formed groups, there is little time to dedicate to learning new ways of operating.

The target of the session was to draft agreements that answered the framing question:

What simple seed agreements can enable 2-20 people with a common purpose to respond to rapidly changing conditions?

HOW CAN AN ORGANIZATION ALLOW FOR SPONTANEOUS LEADERSHIP?

Founding observations of adaptive organizations

“You need people who are adaptable because the thing that makes you the best in the world in one generation of games is going to be totally useless in the next. So specialization in gaming is sort of the enemy of the future. We had to think about if we’re going to be in a business that’s changing that quickly, how do we avoid institutionalizing one set of production methods in such a way that we can’t adapt to what’s going to be coming next.”

- Gabe Newell, Valve Software

“The business changes. The technology changes. The team changes. The team members change. The problem isn’t change, per se, because change is going to happen; the problem, rather, is the inability to cope with change when it comes.”

- Kent Beck, Extreme Programming Explained

“These people are leaving for home where they will manage their lives, why not here at work?”

- Chris Rufer, Founder & CEO of Morning Star

The agreements in the template that Noah created (following) were formed around Elinor Ostrom’s design principles for stable local common pool resource management:

1. Clearly defined boundaries (effective exclusion of external unentitled parties);
2. Rules regarding the appropriation and provision of common resources that are adapted to local conditions;
3. Collective-choice arrangements that allow most resource appropriators to participate in the decision-making process;
4. Effective monitoring by monitors who are part of or accountable to the appropriators;
5. A scale of graduated sanctions for resource appropriators who violate community rules;
6. Mechanisms of conflict resolution that are cheap and of easy access;
7. Self-determination of the community recognized by higher-level authorities;
8. In the case of larger common-pool resources, organization in the form of multiple layers of nested enterprises, with small local CPRs at the base level.

Before we prototyped agreements, we explored these questions in groups:

- What are the attributes of an organization that can respond to internal and external change?
- What values would you want your adaptive organization to reflect?
- How can an organization allow for spontaneous leadership?

Session Question Template

Each Groups Answers 1 of 3 questions and takes notes

What are the attributes of an organization that can respond to internal and external change?

What values would you want your adaptive organization to reflect?

How can an organization allow for spontaneous leadership?

Group Agreements #1

Agree on how the group will make decisions that apply to the whole group

Agree on how people will enter into agreements with each other

Group Agreements #2

Agree on how a person is permitted to participate in group decision making

Agree on how individuals are permitted to use common resources (e.g. money, a car)

Agree on how disputes between two people will be resolved

Agree on how people prioritize what they spend their time on

Agree on how sanctions are enforced for people who do not follow the agreements

OUTCOMES

The prototyping hit a chord.

Many participants expressed a need for:

- Many participants expressed a need for:
- A quick governance structure for groups of 2-20
- The question of how to enabling spontaneous leadership is critical
- Clarity around how a group decides things that affect the whole team. Deciding how the team decides is the core feature of a agreement that allows evolution.
- Deciding how you decide is a spirited topic. This is the second order problem of constitution framers.
- Simple understandable structure that the whole team can understand is needed
- Functional agreements should include a meeting cadence and communication structure
- Ability to act in an adaptive organization is related to being able to understand information about the total system. Dashboards and information maps are helpful.
- Be careful with your legal layer of governance. Intellectual Property is one area that might cause your legal council concern. Also, keep in mind that Corporate boards require specific voting rights for boardmembers and shareholders. LLC's are more flexible and are used by companies like HolacracyOne, Citizen Code, and Sociocracy companies.
- At the base of empowerment are the questions:
 - who decides compensation?
 - who participates in decision making?
 - who controls the assets of the group?
- One group converged on these insights (thank you to Seb Paquet of Enspiral for recording them). Spontaneous leadership is the ability to take action in response to new developments without prior authorization. Guiding principles:
 - Processes that default towards action while minimizing catastrophe. They should minimize friction.
 - There should be explicit permission to go forward without anyone's consent
 - There needs to be a context where you are allowed to make mistakes without punished
 - Two primary risks are economic and social. The organization must contain risks.
 - One method is to create an absence of formal leaders or rotating leadership roles
 - COHERENCE ALIGNMENT - The organization should have a method for creating a clear common picture, values, roles. There should be collective sense making to set the overall strategy. People should see the purpose in what the org is doing.
 - Process hackers everywhere: if you're in an area you have responsibility for innovating in your area
 - You have responsibility for innovating in your area.

NOAH THANKS:

Robert Master's of the Organizing Ecosystem Inquiry for providing him with "Cracking the Code of Human Ecosystems" which provided some background material for this session.
Howard Rheingold for introducing Noah to critical collaboration theory insights including the work of Elinor Ostrom on Common Pool Resource Institutions
Motaz Attalla for pre-session dialog and collaboration

ACTIONS

Convene again to create 1 page agreements that can be adopted by teams. Contact Noah Thorp (noah@citizencode.io) if you are interested in being a part of this community of practice.

RESOURCES

<http://fow.citizencode.io> related postings.
Elinor Ostrum - Governing the Commons;
Holacracy integrative decision making;
Reinventing Organizations;
Enspiral;



Co-Creation Of Work

Facilitator
Shannon Lucas

Participants
Antoine Moore, Jenny Yancey, Loni Davis, Maya
Ibrahim, Parker Thomas, Susan Stucky, Toby Jordan

Scribe
Julia Rose West

Resources
Two articles by Shannon Lucas;
Co-creation method at/process at Vodaphone.

CHALLENGES IDENTIFIED:

- Trust scaling;
- Replication Process;
- The learning challenge;
- Time;
- Staying relevant versus freedom to explore;
- Incentives;
- Motivation;
- Scaling trust relationships;
- Changing value definition;
- Learning from process – feedback loops;
- Limited resources;
- Managing expectations;
- Work styles defining.

INCENTIVISING:

- Strong focus on learning and development;
- Opportunities to travel;
- Peer recognition;
- Metric feedback;
- Money;
- Public speaking opportunities.

ACTIONS

Focusing on replicating a co-creation process beyond a conference, we collectively must build a system conducive to learning and set those conditions in the workplace. Building such an environment involves storytelling, stop valves, and thoughtful executive Approval.

Legitimate access;
Appropriate ask tolerance.

Scaling trust like a staircase: step by step, building a platform, integrating new job roles, inspiring connection and instituting the rules of engagement.

- Easy onboarding;
- Design Jam (behaviorist in room);
- Make it fun!

Manage expectations appropriately. Speak honestly, and define parameters up front. Maintain a culture of communication, and allow time for reviews, feedback, and to overcome challenges.

- Diagram process flow;
- Visual response.

Embrace differing work styles. In being aware of your own work preferences, allow for understanding of others' personal, professional, and cultural approaches to the topic at hand. Don't be afraid to ask clarifying questions and pay the cost of trust in curiosity.

- Metrics;
- Room in process for relationship;]
- Self awareness.

Change the definition of "value". Challenge the current methodologies around it and think how value stems from different backgrounds, and recognition of different experiences can vastly improve the implementation of a new workplace ideal. People are valuable in different ways, and utilizing the full potential of diversity.

- Replicating a Co-Creation Process / Learning
- Build or rebuild a process: storytelling, stop valves, thoughtful executive approval;
- Pre-conditions to learning: legitimate access, appropriate ask tolerance.

Scaling Trust

- Platform;
- New job roles, connection & cultural concierge;
- Easy onboarding;
- Rules of Engagement;
- Design Jam (behaviorist in room);
- Fun.

Manage Expectations

- Speak the truth!!!
- Define parameters up front (roe);
- Communication – frequent, shared language;
- Time for challenge /review / feedback;
- Diagram process flow;
- Response – Visual.

Differing Work styles

- Personal, professional, and cultural;
- Self evaluate work preferences – self awareness;
- Room in process for relationship;
- Ask clarifying questions;
- Cost of trust
- Metrics.

Changing the Definition of Value

- Different backgrounds;
- Recognition of different experiences;
- Challenge current methodologies of value = data;
- Making people valuable in different ways.

Incentivising

- Two forms of reference;
- Bring in a group of mid career professionals – to workshop;
- Entrepreneurs;
- Strong focus on learning and development;
- Opportunities to travel;
- Swagger;
- Peer recognition;
- Metric feedback;
- Money;

Evolving Corporate Philanthropy

CORPORATE CULTURE AS A VEHICLE FOR SOCIAL CHANGE

Facilitator

Milicent Johnson

Participants

Cynthia Jaggi, Lawrence Grodeska, Bobby Fishkin,
Magenta Ceiba, Jeff Clearwater, William Aal

The Average American currently spends 47 hours a week at work. It follows that the Culture and values of our workplaces dictate how we think about our personal relationships, the communities we live in, and our role in cities.

How can CSR programs use corporate culture as a tool to help bring about a resurgence of citizenship, personal philanthropy, and empathy? How can we create corporate culture and values that helps employees show up as better citizens and humans in community?

We have worked to create a guide for people to learn what they can do to help create cultures of citizenship, personal philanthropy, and empathy. Here are some suggestions:

Funders

1) Enter into a ethical agreement with those you invest in so that they have the agency to do business that reflects their values.

Founders/Management

- 1) Clearly define the value that your organization is delivering and to whom;
- 2) Look for funding focussed on long term value, not short term profit;
- 3) Have confidence in vision & business model in the face of calls to compromise your values;
- 4) Embed your values in the culture/DNA of org;
- 5) Facilitate empathy with your employees and encourage them to be empathetic to one another;
- 6) Practice radical listening take time to understand who your stakeholders are and what they need;
- 7) Work to create a culture that reflects and practices your values;
- 8) Look to hire whole people with diverse backgrounds who are well rounded, and show up as their whole selves in their careers;
- 9) Facilitate democratic process;
- 10) Provide livable wage for your employees, and ensure that contract workers are paid a living wage.

Employees/Members

- 1) Make sure that before you create something, you practice radical listening with your communities;

HOW MIGHT WE SUPPORT CORPORATIONS IF WE TREATED THEM AS WHOLE PERSONS?

- 2) Make things that are a valueadd instead of extractive/exploitative;
- 3) Support a culture of openness, inclusion, and empathy with colleagues ;
- 4) Find ways to express your company's values in your daily life and in your community;
- 5) Advocate for democratic processes in the workplace.

Consultants/Communities

- 1) Find allies in companies and help be the link between them and communities;
- 2) Support citizen councils with seats for local companies to make them partners in building a better community;
- 3) Vote with your wallet, engage with organizations you respect;
- 4) Work for organizations you respect.

We looked at the positive potential of corporate personhood, which is often seen as a negative. Specifically, our discussion focused on the generative question: How might we support corporations if we treated them as whole persons?

We generated ideas to support the development of the “whole corporate person”:

Intellectually;
Emotionally;
Physically.

We identified three practice areas and related specific practices that we thought could be most useful to explore:

1. Reflective practices including radical listening. This could include:
 - a. Active listening skills;
 - b. Incorporation of silence;
 - c. Group and individual reflection practices built into project management;
 - d. Constructive feedback;
 - e. Restatement practices.
2. Getting people outside the building to interactive with physical place and local community as geographically dispersed teams and technology can lead to physical disconnect with place
 - a. Use semantic grounding;
 - b. Encourage interaction outside campus/corporate community;
 - c. Find ways for people to connect with community that are organically connected to their interests;
 - d. Regular encouragement of interaction with nature.
3. Create spaces for connection and relationship across different dimensions (eg experience levels, locations, departments/expertise)
 - a. Bidirectional mentorship;
 - b. Cross functional projects and prototyping;
 - c. Innovation labs.

CATALYSTS PM SESSION CATALYSTS

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HANICS 1: CRYPTO

CURRENCY

DESIGN STUDIO)

WORKING

TIPAZA H. & JEANINE BECKER:

TALENT DEVELOPMENT FOR THE
21ST CENTURY

JAROD HOLTZ:

TOOL & TECHNIQUE MASHUPS THAT

NOAH THORP:

COLLABORATION MECHANICS 2:

BOOTSTRAPPING ADAPTIVE ORGA

JOHNSON:

CO-CREATING THE

LISA CHACON:

GROWING HIGH PERFORMANCE

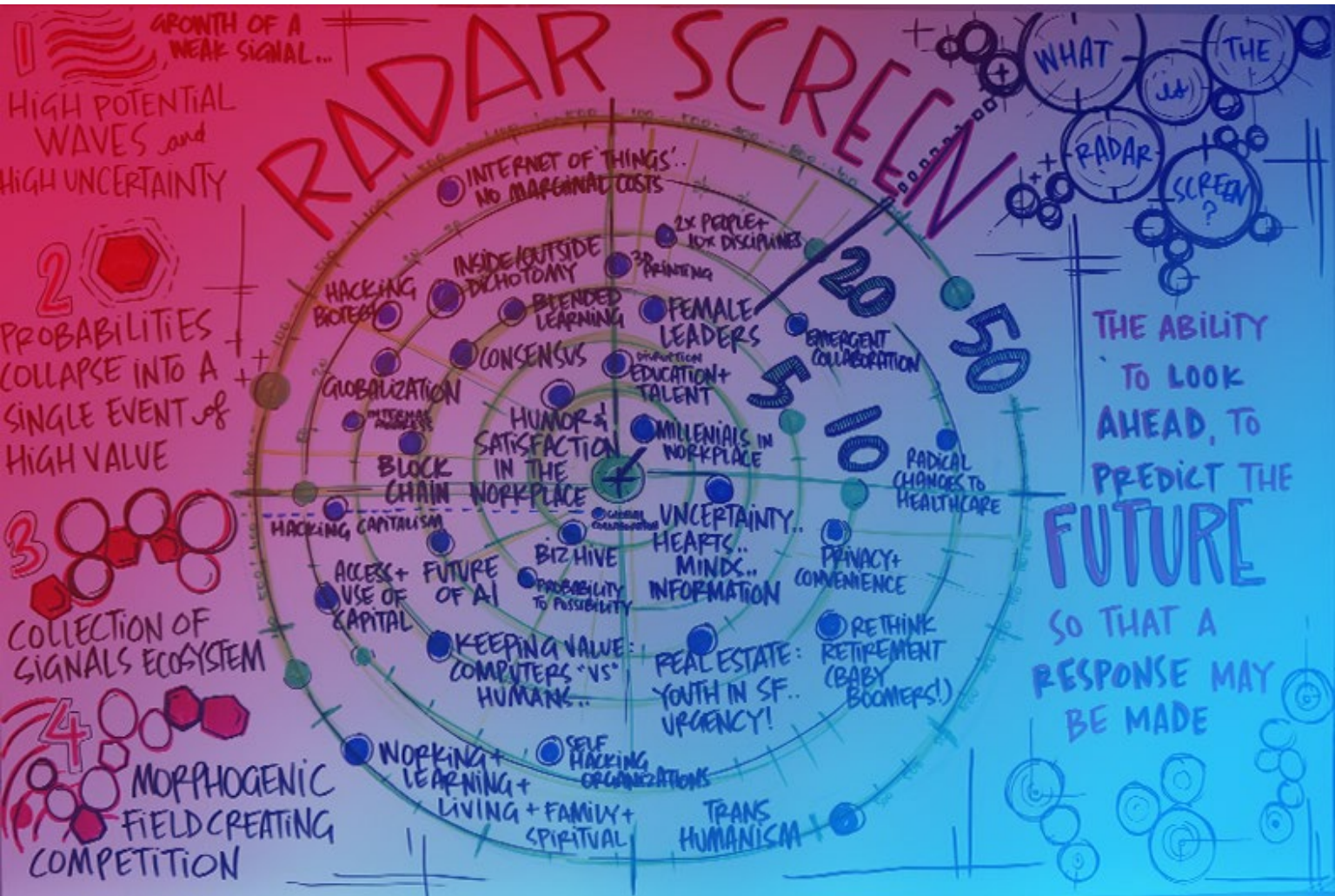
ECOSYSTEM CULTURES

ITIVE

RUST

NOVATION
HUNGRY





Talent Development for the 21st Century

Facilitators

Tirza Hollenhorst
Jeanine Becker

Participants

Adam Smiley Poswolsky, Ameena Rafanan, Andrew Barr, Danielle Zimmerman, Evo Heyning, Frankie Ridolfi, Gayle Karen Young, Jayne Hillman, John Light, Karen Lyons, Mandy Hamilton, Matthew Frost, Max Shkud, Minda Myers, Nicole Gillet, Philip Horvath

1. Practical (the why)

Talent is the one resource that does not devalue over time. In the words of John Hagel, “There are no caps to talent - no matter how good people are at what they do, there are infinite opportunities to deliver even more value.” And still there is an enormous gap in current workplace learning and development. Much of what we learn in training is not truly incorporated and this is especially true of “soft skills”.

Traditional L&D was originally designed by organizations to meet the need for their employee to develop a specific skill directly attributable to an aspect of the role, in the context of the organiza-

tion, and it falls short of the working environment and relationships that are coming into practice right now.

The development of and value of a whole human being is becoming increasingly normalized, and so talent development has to encompass a wider range of contexts than the organizational for the applications of skills. Additionally, people expect consumable content in smaller chunks, peer-learning and references from social circles as trusted sources, access to bite-sized pieces of knowledge from known experts through multimedia, on-demand, as-needed.

As the implicit social contracts between organizations and workers shifts from long-term employ-

ment to tours of duty, what necessarily needs to change (and be articulated) is the role of the organization and the individual in architecting the pathways of learning and professional development. I think we'll be shifting from an organizational agenda with an assessment of individuals to more of an individually driven agenda with awareness of organizational applications, offered across a variety of learning mediums, and developed into a comprehensive career package and platform. What that will require of organizations who want to retain and develop people is really fascinating....and a whole lot of fun.

- Gayle Karen Young, Chief Talent and Culture Officer, Wikimedia Foundation (Wikipedia)

2. The Learning Path Approach to Training and Development

As learning adults, taking ownership of our own development path, how do we access training when and where relevant so that it can be acted upon and integrated immediately? This is what we do with YouTube videos: in Eddefy's research on learning behaviors over 70% of people start their learning path on Google/YouTube. We watch how-to-guides on everything from painting and plumbing to origami and sewing to learn new tasks. We are acculturated to just in time content, delivered at the moment we are attempting the task.

Navigating the discovery and delivery of personalized content is the challenge Evonne Heyning is addressing at Eddefy, connecting expert learning paths for global knowledge sharing across organizations.

It is possible for people to incorporate new skills incrementally and deliver training that is mobile, easily accessible and customized to your own path of development.

Appropriately sized content can be delivered at the point of situational need:

"I am just about to meet a new team",
"I need to work with a colleague who challenges me",
"I would love to access more creativity this week"
would be practical and impactful to share with colleagues and guides.

Reflecting your personal learning behaviors and preferences creates a framework for charting your learning journey and navigating the sea of content for your strengths, interests challenges and goals.

Can learning paths customized to your strengths and challenges provide support, structure and on-the-job development? Being custom tailored to your strengths, your challenges and your vision of where you see yourself going, learning paths would be a useful tool for recruitment, establishing a cultural fit by aligning personal narrative (personal development and value creation) with the company narrative. Learning paths developed for particular situations would be replicable and allow people to find their allies and mentors. For example, a developer that is just starting a company or the subject matter expert becoming a leader.

There are ventures making the multiple systems of education, trainings, workshops, life experiences presentable as a cohesive whole in a more holistic format than a resume that can speak to the body of experience and work an individual has amassed. This emerging field merges big data, visualization, experiential learning and personalized content delivery.

3. Learning paths

Socializing the idea of personal development paths and the intersection with learning journeys changes the social contract implicit within organizations. A

new social contract between individuals and organizations that includes options and evolving narratives for the roles that individuals vs. organizations play in talent development, might leverage epic guild ideas like “Tour of Duty” from the Alliance.

Content

What subjects do you need available?

Addressing the Development of Different Intelligences

Physical Intelligence – The intelligence of the body. This includes nutrition, sleep, hydration, movement. It is the intelligence of the athlete, the yogi, the kung fu master. It is the intelligence of the ancients. It is the intelligence we use when we pay attention to how our body reacts to something. Are your muscles relaxed? Tight? How is your breath? Free flowing? Constricted? What are you feeding your body? Sugar and coffee? Apart from dehydrating your body, they also shut down your emotional intelligence.

Health and wellness program information

Emotional Intelligence – Your intuition, your gut feelings. Your propensity to like or not like something. It is the intelligence we have in common with animals. A dog knows what he likes or doesn't like. Cats are even more apt to show those emotions – unlike dogs, they don't seem to have the need to please their owners as much. They are in that regard more honest. Next time you are in a meeting, tap into your emotions. Are the ideas presented something you feel attracted to? Do you want to move toward them or away from them? This increased complexity will also demand new use of our mental intelligence. We will need to understand and discern patterns, engage in critical thinking and analysis, and have the ability to model ever more complex realities.

In our daily interactions we need to enhance our relational intelligence, understand networking and community building, in order to ensure we have access to others who might have information or influence that we require to get our work done.

Relational Intelligence – Often confused with emotional intelligence, relational intelligence is about understanding connections, feeling empathy, seeing how a room or a crowd moves. Understanding who is playing which role.

Creative Intelligence – Akin to your genius, this intelligence is about stepping outside of yourself. It's Einstein riding the light beam. The realm of artists. It's the realm of symbolic intelligence, of metaphor, of seeing something for what it is not.

Holistic Intelligence – Is about seeing the big picture, how something relates to everything. About understanding context rather than content. The ability to see ourselves or any chosen subject as part of an intricate interconnected and interdependent whole.

Conjuring Intelligence – Here we enter the realm of consciously programming reality for yourself and others.

How do you build a curriculum?

Review and apply beneficial practices of the Complex Theory of development to change the linear and dictated approach of current learning development programs to maximize just in time learning and engagement

- Assessment
 - Theory
 - Where you are now and where you would like to be
 - Skill-building
 - Personality & Temperament
 - Integration across Disciplines
 - Meta Model Orientations & Ways of Learning

What's needed

- Whole Brain Learning
- Personal Learning Journey Map
 - Integrates apprenticeships and mastery of knowledge, skills, abilities
 - Modular learning journey and/or standard learning journeys for specific skills development for specific career or life goals
 - Coaching around Belief and Identity Structures that limit and get in the way of learning and development
 - Differentiating learning into what is information gaps and what is wisdom/experience gaps and the appropriate delivery vehicle for both

What are the critical inflection points that require new level skills?

It's vital to pay close attention to job transitions because companies tend to mistake high performance for high potential. Corporate Executive Board's Corporate Leadership Council research shows that more than 70% of today's top performers lack critical attributes essential to their success in future roles.

- Out of college - first job
- First time manager (may or may not be a switch from technical or subject matter expert to management role)
- First time managing or developing a team
- New leader - first time VP
- CEO/Executive Director

1. Why do we need new skills
2. What skills do we need
3. How do we test outcomes
4. What is the ROI of the new skills?
5. What is not working now? And why?
6. What are the current obstacles to learning these new skills?
7. What is at stake if companies continue to train and develop with the current gap in learning and development

Next Actions

1. Define a list of committed players all bringing capacity and equity
2. Define a distribution model, business model, and equity/ownership model
3. Clarify the matrix of skills
4. Select assessment methodologies
5. Build starter content
6. Test with target audience
7. Rinse and Repeat



WHY do we exist?

Organizational strategic objective
Mission / Impact

WHAT do we do?

Activities
Processes / practices

WHERE do we work?

Physical environment
Virtual environment

HOW

External
Reflex
Econ

Stage: Growth

WHO does work?

Workers
Ecosystem partners

HOW do we work?

Values
Governance
Tools
Rhythms

WHY do we exist?

Organizational strategic objective
Mission / Impact

WHAT do we do?

Activities
Processes / practices

WHERE do we work?

Physical environment
Virtual environment

HOW do we evolve?

External trends / influences
Reflection / introspection
Ecosystem impact

Stage: Maturity

WHO does work?

Workers
Ecosystem partners

HOW do we work?

Values
Governance
Tools
Rhythms

Growing Thriving Ecosystem Cultures

Facilitator
Lisa Chacón

Participants
Alex Iglecia, Christopher Allen, Ferananda Ibarra,
Flora Moon, Kathia Laszlo

INTRODUCTION

An ecosystem is functional in direct proportion to its culture. If an ecosystem has a negative culture no one will play. We need to design everything to support the culture of the ecosystem. In this session we will explore the principles underlying highly functional, thriving ecosystem cultures, and their implications on organizational design.

We began with a brief vignette of creating Impact Hub Oakland and observing the community formation process over its first year. When we first opened, there were a bunch of people sitting around working on their laptops, and asking us, “who are all of these people, and what do they do?” After about six months, we began to see

new configurations of people sitting and talking together. When we asked whether they had met at the Hub, they yes they had, which was very exciting for us. About a year later we are seeing collaborations between organizations, companies, and educational institutions. This all happened very organically, with founders primarily functioning as connectors in the ecosystem.

We have all had experiences of non-functional ecosystems cultures, such as when many organizations are doing the same thing, but in competition and fighting over the same resources to tackle problems that are bigger than any one organization could make a dent in. There is clearly a need for

ecosystemic functioning that connects these organizations in a coherent way so that we can actually move the needle.

Before we dove into the inquiry, we began with a few definitions to ground ourselves on the nuances of “ecosystem” and “culture.”

Ecosystem

An ecosystem is a community of organisms interacting with each other and with their environment such that energy is exchanged and system-level processes, such as the cycling of elements, emerge. An ecosystem is a community of living organisms (plants, animals and microbes) in conjunction with the nonliving components of their environment (things like air, water and mineral soil), interacting as a system.

Culture

“That complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society.” E.B Tylor, founder of cultural anthropology (1871)

The set of shared attitudes, values, goals, and practices that characterizes an institution or organization <a corporate culture focused on the bottom line>

We also used a framework for our inquiry, the ABC’S of Social Change. This change model is derived from Ken Wilber’s Integral Theory and covers the four essential ingredients of social change – Awareness, Behavior, Culture and Systems. Each ingredient is critically important, but insufficient on its own to create lasting change. From an integral perspective, these ingredients can be thought of as “zones” that

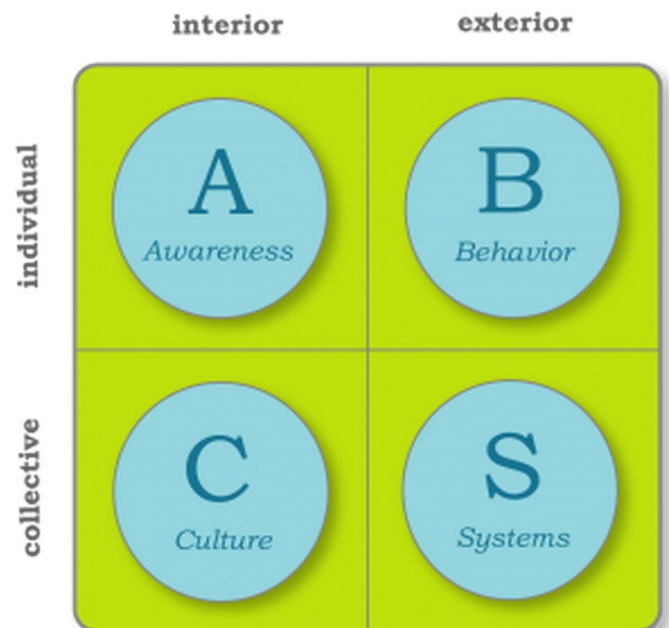
must be addressed simultaneously because they are the four basic threads that make up the fabric of social reality:

A = Awareness, or the interior experience of you being you – your mind, beliefs, values, intentions, motivations and emotions

B = Behavior, actions and anything others can directly observe about you – essentially, any aspects of A that you express outwardly

C = Culture, cultural values, world views and paradigms – similar to A, but at a group level

S = Systems and stuff – the human-built environment and products, and the earth, biosphere and atmosphere



These four zones arise as a result of transcending and integrating two fundamental dichotomies: interior-exterior and individual-collective. The four-box matrix shows how these axes and zones are related. “Interior” in this sense means the subjective, inner human experience, or simply – what is going on

inside your mind, or our collective minds. “Exterior” means the objective, tangible, material world, or simply – physical reality, at the individual and collective level. Usually we tend to focus on one or two of these zones and ignore the rest, but the framework reminds us that they are equally important if we want to create lasting change. In practice we can apply these perspectives, to diagnose the issues, identify the leverage points and design effective solutions. Each zone has specific tools and methodologies that are woven together to create a whole-system strategy for change. Using this model we explored the principles underlying thriving ecosystem cultures, recognizing that culture is interconnected with Awareness, Behavior and Systems. Each of these aspects of reality influence each other. For instance, increasing Awareness can change Behavior, and ultimately shift Culture and transform Systems. Systemic transformation is the ultimate goal that we are working towards. You can start in any corner of

this diagram and tell a story about how change in one zone can affect the others. However, Culture is a particularly powerful leverage point. In this session we recognized an important principle for ecosystemic culture, in cultivating a capacity to sense evolution and involution, or being aware of moving from the whole to the part, and from the part to the whole. We were introduced to the concept of Holopticism which described this ability of all the parts of the system to sense the other parts and the emergent whole in order to effectively coordinate actions.

**From our inquiry
we identified a few
principles in each
of the four zones:**

- Awareness. How do we get to Ecosystemic Awareness... ability for ecosystem to know itself?
 - Make the system visible
 - Listen to the system
 - Communication - system dashboard - “state of the system reports”

- Transforming identity, to see oneself as an integral part of the system
- Nurture - Nourish - Feel
- How can we operate at the meta level, what Behaviors are needed?
 - Self organization - the ability to know what to do and when, to participate in a collective process
 - Tolerance - and beyond (celebrating diversity)
 - Honor
 - Trust
 - Vulnerability
 - Gratitude
 - Allowing
 - Receive needs satisfiers
- How can we grow a Culture that supports thriving ecosystems and collaboration? What principles are needed?
 - Transforming identity
 - Collaboration - see chapter from Matthew Shutte’s session
 - Coherence - ability to tune in

How can we grow a Culture that supports thriving ecosystems and collaboration?

- Wisdom - influx of wisdom teachings in organizations
 - Shared Values
 - Shared Language
 - Integration - Breathing in - Convergence
 - Differentiation - Breathing out - Divergence
 - Adaptive organization
 - Recognizing shared values and language
 - Express Desires and Needs
- How can we create the Systems and structures that can support and scaffold these emerging ecosystems?
 - Holopticism
 - Energy flows (e.g. financial)
 - Sensing the parts
 - Orienting / Organizing / Collecting / Connecting the parts
 - Identifying the attractor that gives identity/ purpose to the ecosystem
 - Proactive disruption / change as the norm
 - Safety
 - Having clear boundaries of the ecosystem
 - Purpose
 - Function
 - Process
 - Flows
 - Structure
 - Allow for space, distance and boundaries

RESOURCES

Check out Hylo.com or reach out to edward@hylo.com to try it out
 Check out ParticipatoryEcosystem.com by Christopher Allen

SOURCES

<http://en.wikipedia.org/wiki/Ecosystem>
<http://en.wikipedia.org/wiki/Culture>
<http://www.merriam-webster.com/dictionary/culture>
 see <http://www.innovive.net/> "Our Change Model"
http://en.wikipedia.org/wiki/Ken_Wilber
<http://www.eoearth.org/view/article/152248/>

ACTIONS

Hylo is a new kind of social network designed to help people create things together. It is a way for ecosystems and ecosystem actors to coordinate and self organize around purpose. There are three basic types of posts - an intention, a need, and an offer. People can broadcast their intention and needs, and others who have aligned interests, or have what is needed can connect to support their efforts.

Future Centered Design

CO-CREATING WITH GLOBAL MILLENNIALS

Facilitator
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Participants
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Gabby Culver, Jarod Holtz, Mahdi Hamdi, Toby
Jordan

Scribe
Julia Rose West

SHIFTS

Attributes / autodidact

- Growing up with tech
- Unexpected enthusiasm
- Impatience
- Impermanence, fluidity, sense of identity
- Flexibility
- Optimism
- Purpose driven
- Mobility
- Connection globally and locally – pushing the ends of the spectrum out.
- Enthusiasm
- Inner wish for a deeper connection
- Sense of diversity, tolerance
- Authentic and transparency – demand of this
- Lifelong learners
- Brave / willing to take risks
- Social
- Philanthropic
- Entrepreneurial
- Blended work/life balance
- Create and demand their own choices... / pushback
- Sense of now
- Entitlement
- Egocentric

Opportunities

- Mill. have something to learn and to give as do other generations.
- Relating to community differently
- Infinite connection to information; how do we provide space for a search for meaning?
- The perspective of capital
- Navigation and trust
- The perspective of capital
- Lifelong learning opportunity
- how do people actually start a revolution or a start up.
- Uneven distribution of all this wherever you go.

Challenges

- Access to information causing jealousy and confusion
- Murkiness
- Not taking advantage of idealism / exploitation
- Realistic perception / its called a job for a reason
- Entitlement
- Lack of opportunity
- Income inequality
- Uneven distribution of all this wherever you go.
- Keeping attention

Cynthia: Globally or US?

Marti: Global. There are peer influencers that want to tap into a global network and bring it back to their community. Look at the work and the companies and industries how does this affect the work place. Let's frame this out. Are they pyramid shape – how does this change when you have a group of millennials.

Overall goal - design a new working model to include:

- Creative chaos
- Model address purpose
- Model addresses recognition
- Blend of impact and profit
- Fluidity – enter and exit the relationship
- Life coach replacing the HR department
- Tour of duty
- Accept the turnover
- Ambassadors for the company
- Allow freedom of movement while supporting the growth of the organization
- Multidirectional Mentorship – mill want multiple mentorships
- Peer to peer
- Rethinking hierarchy structures
- Value of failure
- Communication via tech / unplugging
- Social
- Building authentic relationships
- Multifaceted career
- Understand skills
- Sustainable
- Keeping attention

Next Steps

- AB testing, experiment
- Ecosystem for development
- Free agent economy

Reframing the Working Narrative

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Part 1

We define ourselves through stories. As individuals and in groups, as organizations, as nations and beyond. Stories and the archetypes invoked in them serve as the foundation for how we operate.

At the beginning of the 21st century we find ourselves at a new threshold. Various dynamics are at play that will drastically alter the way we live and work in the coming years.

Massive changes are occurring on all fronts:

Planetary consciousness - When the first astronauts experienced the pale blue dot that is earth from space, they had near mystical experiences. It shifted

their consciousness. Most of the people currently alive were born when there were already pictures of the earth from space. While many still live in flatland ignorance, the meme is in the noosphere. A growing number of people alive can no longer think in nations and separation. They understand that we are all part of a frail ecosystem roaming through space.

Automation of jobs and increase in artificial intelligence - an estimated 50 percent of jobs will no longer require a human within a decade. Considering exponential development trends, this will be an even higher percentage in the quickly arriving future - including formerly specialized work like the practice of medicine, law or finance.

Wealth leverages have changed - In the year that Kodak went broke and Instagram was acquired, they were valued roughly the same. While Kodak employed 145,000 people, Instagram had 15 employees. Kodak fed 145,000 families, Instagram made a couple of young people incredibly rich (at least ten of them have a net worth ten times that of George Eastman, the founder of Kodak). Just like machines made production manifold times more productive, software is allowing an exponential increase in efficiency across the landscape of work.

Mobility and virtual access - We can all participate in global work now. Through the virtual world we can engage with anyone around the planet.

Loss of Geo Arbitrage - Many of our current systems rely on ignorance of each other. We produce in low income countries to afford the shiny products we consume. This is going away as more and more people get access to the same information sphere. E.g. a kid in India can now look up salaries in San Francisco. Why would they then continue to work for their current wages?

New means of production and near zero marginal costs - From 3D printing, which is still in its infancy, to programmable matter,

which is arriving quickly, we will soon be able to create locally any item we require. There are even the first molecular printers. Instead of producing globally and wasting precious resources on shipping items across the globe, we will share software and virtual models and will be able to create any item locally at a fraction of the current cost.

Longevity - With all the exponential increases in technology, we are also seeing a drastic increase in human longevity. Whether that will indeed lead to the holy grail of immortality is to be seen, but in any case, we will have more humans being around for much longer than in the past - and able to be productive into ages well past the current typical retirement thresholds.

All these trends and others not mentioned here are massively disrupting the current world of work. Most of our current political, social and socio-economic systems will no longer provide feasible solutions in the future. We can no longer rely on old narratives and cannot simply adjust to the new times. We need radical new approaches to creating meaningful activity for the quickly growing population on this planet.

All these changes could mean that there is no more foundation

of survival for this many people. This would require some sort of mass extinction event, whether through a war or disease. Not a pretty notion. Most of our current science fiction is dystopian in nature. This is an issue since we are invoking those futures. If we want to build anything, we have to imagine it first. If we wish to build a table, we have to imagine it, then we can sketch it, decide on materials, make a picklist, get the materials and build the table. If we wish to have a future where humanity thrives, we need to imagine it first.

We need new stories and archetypes to serve as a foundation for the culture we wish to live in.

In order to construct these new stories, we need to choose some foundations, some core archetypes around which we can construct those stories:

Hyper global future - people will be able to participate in global workforce through virtual means. Asynchronous communication and business models will allow for compensation in time shifts. We will work and play around the planet and beyond.

Hyper local future - At the same time, production will to a large extent become local again. This will include the just in time

production of goods through technologies like 3D printing and soon programmable matter, as well as the collaborative production of food in community gardens and green cities. Both will address the current wasteful use of resources in our distribution system and corporate agriculture business.

Flexibility and adhocracy - While we will continue to have some form of lasting collective agencies (primarily to ensure infrastructures), we will see a lot more spontaneity around collective action. Clusters of individuals will form around guiding missions, and dissolve when those missions are complete. Longer term collectives will be learning organizations that adjust as new information is surfaced. Planning inside organizations will continue to change and adjust in near real time to ensure focus on the mission.

Personal mobility - individuals will continue to move - not just from area to area, but also from project to project, as well as vertically and laterally within organizations.

We have plenty of resources on this planet to provide for the basic inputs required by each human, namely food, clothing and shelter.

Input-process-output, metabolism, as criteria for life. Every individual has these three. Each individual has gifts to share. Our current education systems have created idiots. Focused on mental intelligence only, and limited through standardized testing, we have neglected many gifts that could have been shared while cutting off a large percentage of people from participating meaningfully in the economy.

Work/Play are becoming one - With layers of abstraction and gamification we will be able to continue to blend the lines between work and play.

While at the moment most people work in order to create time, space and resources to play, we will find that the two will continue to merge into meaningful activity. Instead of play as compensation for work, our daily activity will be more and more focused around enjoyable and beneficial activity. Value add will be a requirement not just of work, but also play. Already now we are seeing blending of play and value add, e.g. in abstracted computer games that are solving real world problems.

Meaning and Purpose - While seen as a luxury in today's wage slave economy and ignored by close to 80% of leaders in the current corporate culture, meaning and purpose will become central to our activities. With that will come clear and transparent missions of organizations - or whichever form collective action will take in the future. Each individual and each collective of individuals will have narratives about how their work is contributing to the achievement of their stated purpose. Transparency and new metrics will ensure that this purpose is kept alive and aligned, and will ensure accountability. Choice of work will be based on values rather than necessity. Individuals will choose loyalty to narratives that align with their personal values. Individuals will get acknowledgment for their uniqueness. We will be seen and appreciated.

While this is in no way an exhaustive list, it is a beginning on how to think about the future as we are starting nearly from scratch in constructing its underlying narratives. We need to encourage our creatives, our writers and storytellers to create new narratives based on some of these concepts instead of reacting to the challenges of our times with dystopian fantasies. There are some glimmers of this already, but we need a much more radical shift if we wish to create these narratives before it is too late.

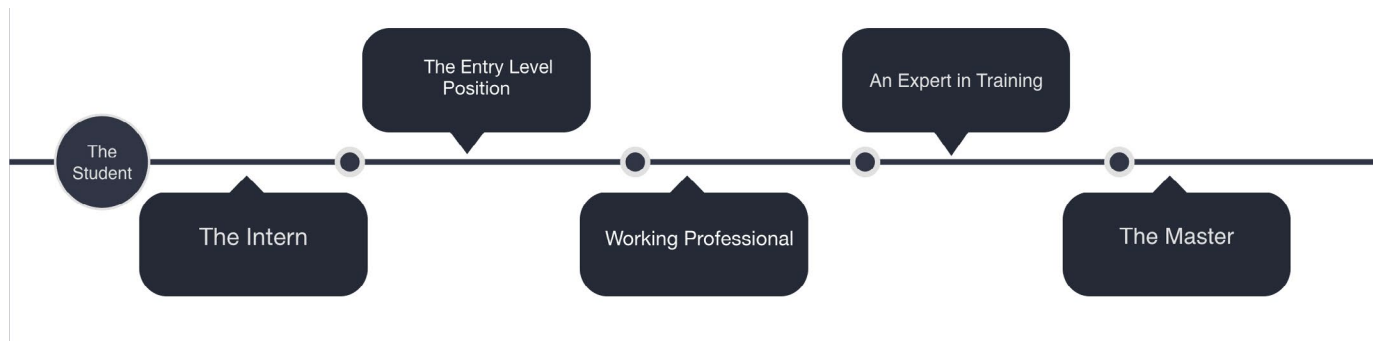
Part 2

How do you develop a blueprint for an agile, modular personal brand - in an ever changing working environment?

We are in the midst of a working revolution ,where a personal brand that is well crafted and positioned, can assist in creating meaningful work, a sense

of purpose and life connections. The importance of developing a personal brand, differentiates the working professional from the expert or even master of their field. The blueprint will take the reader on their own personal working journey to discover how to start approaching these questions, what core values one can explore, and what actions one can take in developing their personal brand. A brand that will assist them to become more marketable, recognizable and memorable in the over saturated, ever-changing working ecosystem.

Where are you on this arc?



Where do you want to be?

Use this blueprint to start developing your personal brand

1. Who are you?
2. What are you great at?
3. What gets you out of bed in the morning? Will you follow that passion?
4. How are you adapting to new ways of working?
5. Have you found work that aligns with your purpose?

6. Are you willing to sacrifice for following your passion?

7. What new ways of working have you learned?

8. How do you teach others to follow their passion?

Archetypes

Who are you within the current working environment ? How does new ways of working affect your working archetypes?



You are your own brand mentor.

What is your personal brand's gift?

On your journey to develop your personal brand, here are some core values and core actions you can explore.

Integrity

Practice presenting yourself in a genuine way:

- Be your word
- Honest and ethical
- People with integrity expect honest straight talk from others
- They are aware of their own inauthenticity

and where their values don't match their life

Exploration of Self and Others

Self:

- Try new experiences that take you out of your comfort zone
- Try to explore new hobbies or passion projects
- Seek out diversity in groups and cultures - actively push your edges to help you find yourself

Others:

- Go to networking events
- Explore group events and workshops
- Group exploration: Qualities: authenticity, integrity

Strategy

Develop a realistic strategy about time to scale your brand and develop hard skills:

- Develop your business and marketing strategy
- Micro prototype your brand and business
- Iterate

- Remember it takes time to develop a client base

Service

Learn through interning and volunteering :

- Volunteer in conference you may want to attend - be on the inner circle of people you want to learn and interact with
- Intern with people or companies you are interested in
- Mentor:
- Mentor others as a service and bringing your genius/gift to others and learning from others, even if you are one step ahead from them in knowledge.

Discernment

A great skill to develop:

- Learn to discern who could be a good mentor for you
- Develop search capabilities to lead you to share facts on your channels - and support your brand as being

Studio 2

Studio 1





Guerilla Guide to Collaborative Capacity

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Participants
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Jeanine Becker, Jim Best, Leslie Lawton, Lisa
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INTRODUCTION:

What does it take to build the collaborative capacity of a group -- that is, to improve their ability to have healthy, productive relationships both with one another as well as with others that are not a part of that group?

This is a simple guide of “DO’S” and “DON’TS” of practices for improving... or undermining, the collaborative capacity of a group.

Chapter 1: ENVIRONMENT

All architecture is shelter, all great architecture is the design of space that contains, cuddles, exalts, or stimulates the persons in that space.

- Philip Johnson

Don'ts

Make it Stuffy, Dark and Uncomfortable

Have No Place to Gather/Share

Have No Place to Share Privately

Have No Sanctuary Space

Do's

Create Spaces with Air, Light, and Comfort

Provide Space for Public Mixing, Small Group Interaction and Private Sanctuary

Give individuals control over which spaces to make use of for their needs

Provide Tools that Support Communication, Processes, Execution and Goals

Chapter 2: PURPOSE

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where--" said Alice.

"Then it doesn't matter which way you go," said the Cat.

"--so long as I get SOMEWHERE," Alice added as an explanation.

"Oh, you're sure to do that," said the Cat, "if you only walk long enough."

- Lewis Carroll, Alice's Adventures in Wonderland

Don'ts

Have No Purpose

Have an Unclear, Uncompelling or Unattractive Purpose

Pursue a Purpose that conflicts with your own Values

Mistake a "Purpose Statement" for Compelling Vision

Do's

Clarify your own Personal Vision

Help others clarify their Personal Vision

Develop a clear, relevant Shared Purpose

Ensure that Actions support Purpose

Chapter 3: PROCESS

A system fails when people with ability don't have authority and people with authority don't have ability.

- Amit Kalantri

Don'ts

Be Entirely Process Driven

Have no Process

Bury Others in Meaningless Work

Divorce Actions from Outcomes

Do's

Have Clear Processes for different Purposes

Make use of Rituals

Define Roles and Responsibilities

Have a Process for changing Process

Make the Value Visible

Make the Underlying Cultural Architecture Visible

Use Tools and Techniques that support your Processes and goals

Hold Frequent Unstructured Social Breaks

Chapter 4: AGREEMENTS

Once you agree upon the price you and your family must pay for success, it enables you to ignore the minor hurts, the opponent's pressure, and the temporary failures.

-Vince Lombardi

Don'ts

- Unclear Operating Agreements
- Break Promises
- Be a Hypocrite
- Assume Shared Language
- Rely exclusively on written communication
- Fail to write things down

Do's

- Regular Affirmation of Core Values & Commitment
- Build Shared Language
- Seek to Understand
- Create Clear Shared Agreements Through Verbal Discussion
- Memorialize Agreements in Writing
- Accountability with Compassion
- Make agreements Specific, Actionable and Realistic
- Define how Success will be Measured
- Create Clear Timelines and Goals
- Be Willing to Adjust Agreements when Circumstances Change

Chapter 5: CONFLICT

Tact is the ability to tell someone to go to hell in such a way that they look forward to the trip.

-Winston S. Churchill

Don'ts

- Focus Criticism on the Person, not the Problem

- Censor Yourself
- Censor Others
- Ignore Others
- Impose Your Will
- Treat interactions as zero sum

Do's

- Correct the Problem, not the Person
- Have Courage to Have Difficult Conversations
- Develop a language for Criticism
- Restore Integrity when it is lost
- Acknowledge Good Intent
- Hunt for Win / Win solutions

Chapter 6: MAINTENANCE

The study of the art of motorcycle maintenance is really a miniature study of the art of rationality itself. Working on a motorcycle, working well, caring, is to become part of a process, to achieve an inner peace of mind. The motorcycle is primarily a mental phenomenon.

- Robert Pirsig, Zen and the Art of Motorcycle Maintenance

Don'ts

- Overwork Yourself and Others
- Underpay Yourself and Others
- Be Hard on Yourself
- Be Hard on Others
- Derive all of your Self-Worth from your Status
- Stay Busy

Do's

- Eat, Drink, Sleep, Restore
- Breathe
- Be gentle on Yourself and Others
- Stay Emotionally Grounded

Take care of your Body
Take time for Food, Family,
Friends and Fun

Chapter 7: SAFETY

Play is often talked about as if it
were a relief from serious learning.
But for children play is serious
learning. Play is really the work of
childhood.
– Fred Rogers

Don'ts

Dominate
Exclude Others
Punish Questioners
Lash Out Randomly
Bigger Bonuses for Beer Buddies
Have a Hidden Agenda
Mistrust others

Do's

Be Playful
Fail Forward
Care for the Whole Person
Ensure needs are met for Money
and Time
Encourage a Learning Mind-set /
Embrace Failure
Constrain Risk to enable Explora-
tion
Err on the side of Trust
Risk Vulnerability

Chapter 8: INCLUSIVITY

Diversity, not uniformity, is what
works.
- Daniel Quinn, Beyond Civiliza-
tion: Humanity's Next Great
Adventure

Don'ts

Assume everyone sees the world
the way you do
Treat Disagreement as Bad
Overlook Race and Gender issues
Exclude Others

Do's

Be open to Disagreement
Suspend Judgment
Listen to All Voices
Value Difference
Invite Participation
Accept Help

Chapter 9: COMMUNICA- TION

You're short on ears and long on
mouth.
- John Wayne

Don'ts

Constantly Give Feedback
Give No Feedback
Gossip
Don't Listen
Be Unkind
Be Defensive

Have a Hidden Agenda
Withhold Information

Do's

Give Focused, Constructive
Feedback
Listen to their words
Listen For their Emotional State
Be Curious
Be Present
Share

Chapter 10: APPRECIATION

Give ten pats on the back for every
slap on the wrist.
- James Schutte

Don'ts

Censor Others
Give only Lip Service
Mistrust
Ignore Others
Impose

Do's

Show Appreciation
Be Generous
Be Kind
Build Trust by Being Trustworthy
Host Celebrations

Thanks

Gratitude is always a great place to begin. Thank you David Hodgson, for remaining steadfast in your belief that great things happen when good people come together. Without you, the room would have been empty. Thank you to Shannon Lucas and Vodafone for providing us space and gracious hosting. Thank you Ann Badillo for showing up with insight, experience, clarity, and immense capacity. Madison Riley, your assistance was the key to completion. Noah Thorpe, Matthew Schutte, Jarod Holtz, and Maya Zuckerman, my core team, without your consistency this vision would never have manifest. To the other facilitators Tamara Samoylova, Marti Grimminck, Milicent Johnson, and Lisa Chacon, thank you for your leadership. And to all of you who participated, thank you for your creativity, your dedication, and your willingness to experiment.

Co-Creators



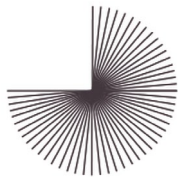
Collaborative Advantage



Institute for the Future



Deloitte Center for the Edge



Oberitas



The Badillo Practice



Hummingbird Labs



Saybrook University



Luman



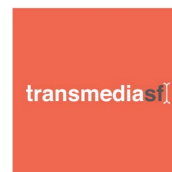
Impact Hub Oakland



Citizen Code



Vodafone



Transmedia SF

