



The Imaginal Manifesto

by Anton Chernikov, founder of The Exponentials



The monarch caterpillar is a voracious consumer that devotes its life to a convenient twig and encloses itself in a chrysalis. Once snug inside, it undergoes a crisis as the structures of its cellular tissue begin to dissolve into an organic soup. Yet guided by some deep inner wisdom, a number of organiser cells begin to rush around gathering other cells to form imaginal buds, initially independent multicellular structures that begin to give form to the organs of a new creature. Correctly perceiving a threat to the old order, but misdiagnosing the source, the caterpillar's still intact immune system attributes the threat to the imaginal buds and attacks them as alien intruders. The imaginal buds prevail by linking up with one another in a cooperative effort that brings forth a new being of great beauty, wondrous possibilities, and little identifiable resemblance to its progenitor. In its rebirth, the monarch butterfly lives lightly on Earth, serves the regeneration of life as a pollinator, and migrates thousands of miles to experience life's possibilities in ways the earthbound caterpillar could not imagine.

The metamorphosis of the monarch caterpillar into a butterfly is perhaps nature's strongest analogy for the fundamental idea behind this manifesto. The time has come **to change the way we design and build organisations**. The emergence of a global network of Imaginal Organisations (IOs) can lead us towards a more co-operative, sustainable and equitable future.

Context...

So often good intentions and talented people are let down by organisations and institutions that are just unable to adapt to our increasingly dynamic, fast-changing and interconnected modern world. Today, we still rely on old organisational paradigms that lock us into short-term scarcity driven command and control management behaviour.

Recently, we have seen the emergence of a few thought leaders who embrace the principles of self-organisation. Frederic Laloux's 'Teal Organization', Brian Robertson's Holocracy, Rick Falkvinge's Swarmwise, John Mackey's Conscious Capitalism, Giles Hutchins's The Nature of Business, Dave Grey's Connected Companies and Tony Hsieh's Delivering Happiness at Zappos begin to point the way towards new non-hierarchical self-organising forms of governance.

The purpose of this manifesto is to build on their great work, and explore what it would be like if we empowered the next generation of entrepreneurs and graduates to build careers and businesses in a fundamentally different way. What if instead of going to work for the caterpillar company, the smartest millennials from across the world chose to create their own imaginal networks and ventures that could serve to regenerate and replenish our world?

Richard Buckminster Fuller famously wrote, 'You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.'

This manifesto aims to paint you a picture of what this new 'Imaginal' reality could look like and then I will challenge you to get involved and make your contribution to building this new economy together.

The Imaginal Organisation Model (*IOM for short*)



This model can be represented by three circles. **There is a Socialist Core and a Capitalist Shell (SCCS).** The Socialist Core is driven by sharing economy principles, and the Capitalist Shell is made up of ventures & projects that are owned by core members of the IO. Then there is a wider circle labelled the 'Community of Stakeholders'. This wider network acts as a talent resource that strengthens the Capitalist shell. Dynamic and distributed flash teams can be instantly assembled and disbanded based on specific needs or opportunities. The surrounding blank space is representative of the market or economy.

The ultimate purpose of an IO is to enable individual small business owners, entrepreneurs and freelancers to co-exist within a larger organisation without giving up ownership or control of their own businesses and endeavours.

An IO (Imaginal Organisation) is a non-legal organisation that is bound by shared values and common purpose. The organisation is held together by a culture of trust, transparency and friendship rather than through contracts and term sheets. Legally the organisation doesn't exist. It doesn't have a bank account. It doesn't hold any assets. IO's are managed and maintained voluntarily by its founder tribe members. In many ways an IO could be described as a mastermind group or a leadership circle. All members join the tribe and give value and support to fellow members, knowing they will receive similar value in return. Everyone shares in the collective intelligence and benefits from the diversity of the group.

Where IO's go one step further than a mastermind group or a coaching circle is through the additional layer of commitment and commercial alignment, which is represented by the capitalist shell. The capitalist shell is made up of all the ventures and projects that tribe members are participating in. The purpose of the IO is not only to support members on an individual personal growth level, but to proactively seek out synergies and shared value between their various business endeavours. Every member of the tribe takes an active advisory role in each others projects and ventures. Members take the time to really understand what everyone else is working on and also how they can be of service beyond the occasional meeting or fireside chat.

An IO operates very much like a dynamic and diverse team or organisation, just without any centralised ownership or control. That ownership and control is fully distributed across ventures and projects in the capitalist shell. The purpose of an IO is not to merge multiple businesses into one. This will most likely end in disaster. Instead an IO creates the framework in which small businesses, entrepreneurs and freelancers can co-exist within a larger organisation without giving up ownership or control of their own businesses and endeavours.

The value exchanges that take place within the socialist core are non monetary. Inside the socialist core is a culture of trust, friendship and collaboration. IP, technologies, assets, contacts, skills, ideas and more are shared openly. Everyone understands how much learning and impact being part of the tribe generates and so they are happy to give away as much value as possible to fellow members, knowing that 'when one of us succeeds, we all succeed'. In a pay it forward culture you cannot anticipate or force a direct value exchange. You just have to take enjoyment from being of service to your friends and their businesses, and trust in humanity's innate drive towards reciprocity.

Perhaps, one ritual that can help is having a system of recording the value exchanges (in block-chain style). However, rather than the giver logging their inputs, it's the receiver who logs the value creation and impact that they have received. This is not only a way of saying thank you but also a great way of ensuring a genuine balance of value exchange within the social core without the need for a formal currency like money or a crypto-currency like Karma Points. We have seen over many generations the destructive impact that the prioritisation of profits over value creation has on people's lives and the wider world. The IO places value creation at the heart of its operations, and thus achieves a much more human and dynamic way of working.

With respect to the capitalist core it is important to mention that co-ownership and revenue sharing across all the ventures and projects is not necessary. In most cases the capitalist core will contain businesses that are owned independently by members. Eventually joint ventures or joint projects will emerge, but this should not be forced. An essential ingredient that makes the joint venture side of things work within IO's is transparency and a commitment towards fairness and creative commons within the group. All information about deals, payments and new joint venture

partnerships are shared openly with the tribe. If there is ever a conflict of interest or a situation where someone feels they are being exploited, this is identified and discussed as soon as possible.

When it comes to joint projects that require a flash freelance team to be built, there is a simple and effective structure that works well. A percentage of the project fee goes to the partner(s) who closed the deal (20%). Then everyone who will deliver the project quotes a day rate or a fixed price for their part of the work. The project is delivered and any surplus profit is shared fairly across partners. This team then disbands and can reassemble at any time, in a similar way to the movie industry.

An IO seeks to create a unique kind of self-organising, high trust, collaborative working culture that all of us would love to work in. It seeks to bring out the best in everyone. We invest in each other. We grow together. And best of all within the IO there is no hierarchy or controlling behaviour. Everyone is their own boss. We all have a portfolio of exciting ventures and projects we are working on at any one time. And of course we are all responsible for generating our own income. Some of the ventures and projects in the capitalist shell will be cash cows (profitable revenue generators) or at least potential cash cows, while others may be impact focussed without the need to generate any short term income. There may be times when some founding members of an IO will have cashflow challenges. For this reason it is crucial that there is a balance between short term revenue generation and long term visionary projects so that all members of the tribe, as well as the people working for member-owned organisations are taken care of. For an IO to thrive there needs to be a culture of abundance and not scarcity at the core. This is why it is so important to be highly selective and curate the right founding members. If you get the wrong people into the socialist core they will drain out the abundance then the capitalist shell will implode and your IO will no longer exist.

The three ingredients required for an IO to thrive are fairness, freedom and friendship. If you have a IO that is full of students who don't generate a stable income then you will not be able to build a stable capitalist shell and the IO will eventually die out, or will simply exist as a network of friends and not an active and engaged team of collaborators. Equally if you have an founding member who is working in a full time job, where they are not an owner or co-owner of their employer, or if that business has received venture capital and is held accountable by a board of investors, you may find it difficult to build the right cultural values for your IO to thrive.

Having financial freedom and autonomy over one's time is essential within the socialist core. Core founding tribe members need to be fully autonomous, which means being a director of a company (or perhaps a sole trader, but setting up as a business is more beneficial for tax reasons). You also need to have high quality skills and a way to bring in your own income. Your fellow tribe members will do what they can to support you towards financial independence, but this is your own responsibility. They will not be paying your salary. You need to be in a position where you can not only cover your own costs and manage your own income, but you also need to be able to contribute and give to the others in the tribe.

When inviting someone new into the core tribe, there needs to be unanimous consensus between all existing tribe members. If it's not a hell yes from everyone, then it's a no. Period. Even if it's a hell yes, it is recommended to have a trial period of partnership in one of the ventures, so that genuine trust can be established. If it's a no, this does not mean rejection. This is where the 'Community of Stakeholders' circle comes in. You can still collaborate on specific ventures together within the Capitalist Shell. Perhaps you can also set up another independent IO together. As long as you can maintain your commitment and contributions to both IOs, there is no reason you should not be able to participate in both. The IO framework is designed to be fully flexible and dynamic.

Ultimately, an IO's existence depends completely on the quality of relationships that exist within the socialist core. At the end of the day it is just a framework that enables genuine, lasting active collaboration between individual entrepreneurs and small business owners who want to follow their own path and yet crave the advantages of having a larger team and network behind them. An IO

seeks to establish trust through rituals of communication and collaboration, without creating any hierarchy or dependencies within the tribe. The core values of friendship, transparency and shared purpose encourage the members of IO to invest in each other and grow together from both a personal and business perspective.

This brings me to one of most crucial elements of the IO, the culture. Just like any organisation, an IO needs to attract members that have complimentary skillsets and alignment in both values and purpose. If there is an obvious tension and personality clash between members it is a good signal that potentially this is not a good fit. Also, if the ventures and markets that the founding members are working in are too divergent it will be hard to identify enough overlap and synergy early on to establish a strong, interlocking capitalist shell.

Culture exists not only in the big picture vision, but in the day to day details. A key part of establishing an honest culture is defining your priorities, not just your values. The model we follow at The Exponentials is as follows. Our core priority is the wellbeing of our inner circle or founding tribe. If there is a problem here, this takes priority over everything else. Then we move out and look at the health of the ventures and projects we work on. Then we look at the customers we serve and finally the market we wish to transform. We are constantly reflect on the relational side of our business and not just the bottom line. It is so important that these core are regularly repeated and discussed, and that we don't default to more transactional ways of working.

It is also important that every member of the IO is committed toward developing their own personal consciousness, mindfulness and self-awareness. We are all masters of self-deception and it is important, especially when addressing conflict within an organisation, to be aware of the illusions that our emotions can create. Without this inner work, the strong relational ties that hold an IO together will fade away. In many ways this inner work helps to form the cultural DNA of the IO culture. It helps us to see the world in abundance not scarcity. It helps us to look at value holistically, not just in terms of the bottom line. However, perhaps above all this deeper wisdom makes it possible for us to manage conflict in much more constructive ways. If the time comes when a member is no longer serving the best interests of the tribe, then we all work together creatively to find the best possible outcome. All opinions are shared and emotions are released. When you have nothing to own, nothing to control, nothing to fight over, the nature of the conversation changes. The ego has nothing to fight for. The IO is an intangible. It cannot be possessed by anyone. That's what makes it so powerful as an organising model. There is so much social capital in the Socialist Core that it creates the conditions for transparency, fairness and openness in the Capitalist Shell.

In conclusion, the purpose of the Imaginal Manifesto is to provide a new model for how we can build organisations, which are genuinely self-organising and non-hierarchical. Ultimately, what is needed is a very simple language that can enable groups of people to develop lasting partnerships and collaborations. The IO (SCCS) framework helps to provide this. It is designed primarily for small businesses, entrepreneurs and freelancers. However, we look forward to seeing how the principles of Imaginal Organisations can be applied across organisations of all shapes and sizes.

The wider purpose of this movement is to create a cultural shift within the business community, away from the destructive focus on short term profit maximisation and towards the more holistic long term purpose of value creation and wellbeing for all.



IMAGINAL
ORGANISATIONS

Here are three ways that you can get involved...

Help us fund an IO festival (unconference) in London. Donate what you can and you will get a free VIP pass to everything.

Join the IO tribe and tell us how you can contribute with your skills and networks.

Follow @ImaginalOrgs on twitter and spread the word.

These are the links to share: <http://bit.ly/imaginalorgs> and <http://imaginalorganisations.com/>

Tweet these links to your followers. Share them on your Facebook wall.
#ReinventingCapitalism

Putting the IO Manifesto into practice

The Imaginal Organisation was born out of a frustration that many freelancers and entrepreneurs face across the world. On the one hand you have the freedom and flexibility of having complete ownership and control over your time. However, you are also left isolated without a consistent team of co-workers. You miss out on the benefits of being part of a larger team. Everything rests on your shoulders. You are always on the hunt for work. Sometimes you catch a deal and you work like crazy. In other times work dries up and you lose momentum. You build a team only for that team to disband again. You find yourself moving from project to project, selling your time and services, but not building something bigger. This is the darker side behind the dream of working for yourself, where you are operating as a consultant, building a startup or both.

Clearly the answer lies in forging stronger collaborations and partnerships. The theory is simple. You have lots of independent partners self-organising around consulting projects and business ventures to create an abundance of value for all. You share resources, tools, networks, skills and job opportunities. You build and share common assets, without sacrificing your autonomy. Sounds perfect.

However, in practice, many collaborations and partnerships end in disaster, despite the best intentions. The devil is always in the detail. Our ego kicks in. We begin to see the world through a lens of scarcity and become protective over our networks and ideas. Everyone is the best of friends at the beginning, but the second money enters the equation everything changes. The partners end up battling for control and the ideal of building a self-organising, value maximising community culture descends into a transactional and political mess.

The purpose of the IO framework is to make collaboration easier and more effective for all of us. We plan to get into the depths of what it means to build successful collaborative organisations and networks. What does it mean to build a dynamic, self-organising non-hierarchical organisation? Clearly, we can't just talk about what IOs could look like. We need to build them out, model their functionality, demonstrate their multiple benefits and share this action learning freely.

An IO is built through relationship and not through legal contracts. Just as a lawyer would analyse the small print, we must explore the small rituals that establish trust within a group, which inevitably leads to effective collaboration and partnership.

For this reason we are undertaking a one year experiment where we shall seek to develop multiple Imaginal cells that exist within a wider Imaginal network. We shall start with the following framework, which we will continuously discuss and adapt throughout the duration of the year. We shall treat all our struggles as learning opportunities and future case studies. We shall share our ups and downs. We shall capture and record everything and then share the insights that we have gathered. We will start small with a committed group of people and just start putting the IO principles into practice. The wider imaginal network will then emerge organically.

Before we start, it's important to acknowledge existing organisations and networks, from which the IO model draws inspiration and context. The first inspiration is [Enspiral](#), a virtual and physical network of companies and professionals working together to create a thriving society. Their network is made of three layers; a foundation, service companies and startup ventures. The members of the spiral network share resources and jobs. They also form ventures together. The network contributes time, money and skills to the foundation and everyone decides on how to invest those assets through a democratic voting system. [This video explains the model.](#) Another inspiration is Sandbox, recently rebranded as the [Thousand Network](#). Thousand Network is a global community that works across sectors, borders and cultures and aims to help its members strive for their best potential. Their vision is to build a global community of exceptional, passionate pioneers who inspire and empower each other to create a better world. There is a

genuine culture of friendship and openness in the Thousand Network that binds the community together. There is a Facebook group for collaboration and a series of HUBs, events and retreats across the world.

It is also worth reflecting on Baller Dinners and also Live Your Legend. Baller dinners is a simple concept for growing a network of likeminded people. You host a dinner and invite two friends you know. Then they invite two or three more friends who don't know each other. Everyone enjoys a dinner and with the approval of existing members are welcomed into the community and are encouraged to run their own dinner. There is a super active Facebook group that underpins the dinners, which is a valuable resource to everyone involved. When it comes to Live Your Legend, they managed to scale their volunteer led meetups across 206 Cities in 57 Countries (and counting!). They modelled an event blueprint and then just let it grow organically.

These are just some of the many examples that exist today of collaborative self-organising networks and organisations. There is a wide range of network based organisations and consultancies to communities of likeminded people choosing to meet regularly and The IO experiment seeks to contribute to this growing collaborative intelligence.

Right let's dive in.

For any group or team to function effectively there is needs to be alignment and trust. Participants in the group need to be clear on their commitments and expectations. There also needs to be carefully designed communication channels and rituals than enables everyone to stay connected without being bombarded with messages and requests for help.

Diversity is important in any team or group, but there needs to be an underlying set of core values that are shared by all participants. Zesty is a great example of clearly communicated values.

These are the values we have defined for IOs...

Radical Openness.

Trust is broken when information is concealed from the group. All information should be transparency and accessible, especially when it comes to any financial and strategic matters.

Conscious Communication.

We must all be aware of how our emotions and our ego distort reality and influence our actions. We must strive to be mindful and demonstrate humility. We must not shy away from difficult and deep conversations. It is through these deep conversations that lasting friendships are built.

Friendship First.

What binds us together is not capital and contracts, but trust and friendship. We must always prioritise the relationship over any transaction or project.

Holistic Living.

We blur the boundaries between work and life and share in each other's adventures. We make a commitment to ensure the health and wellbeing of every member of the group is an important factor of how we all grow together.

Personal Growth.

Our culture requires high levels of empathy and consciousness within the group. We must all continue to develop our emotional and collaborative intelligence so that we can better serve each other and ourselves.

Abundance Mindset.

One of the biggest obstacles to genuine collaboration is scarcity driven competition. We protect our value and knowledge so that we can win a bigger piece of the pie. It is crucial that there is a give

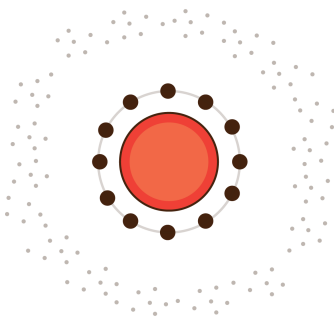
first abundance driven culture within the group. We all share in each other's successes and failures. We invest in developing the collaborative intelligence of the group.

Accelerated Learning.

It is so important that we all constantly aim to do things better than we've done them before. We all take the time to be aware and understand each other's ventures and projects. Then we proactively seek out ways to add value. We share processes. We share case studies and working files. We help each other to save time and money, and in doing so we create a culture of abundance.

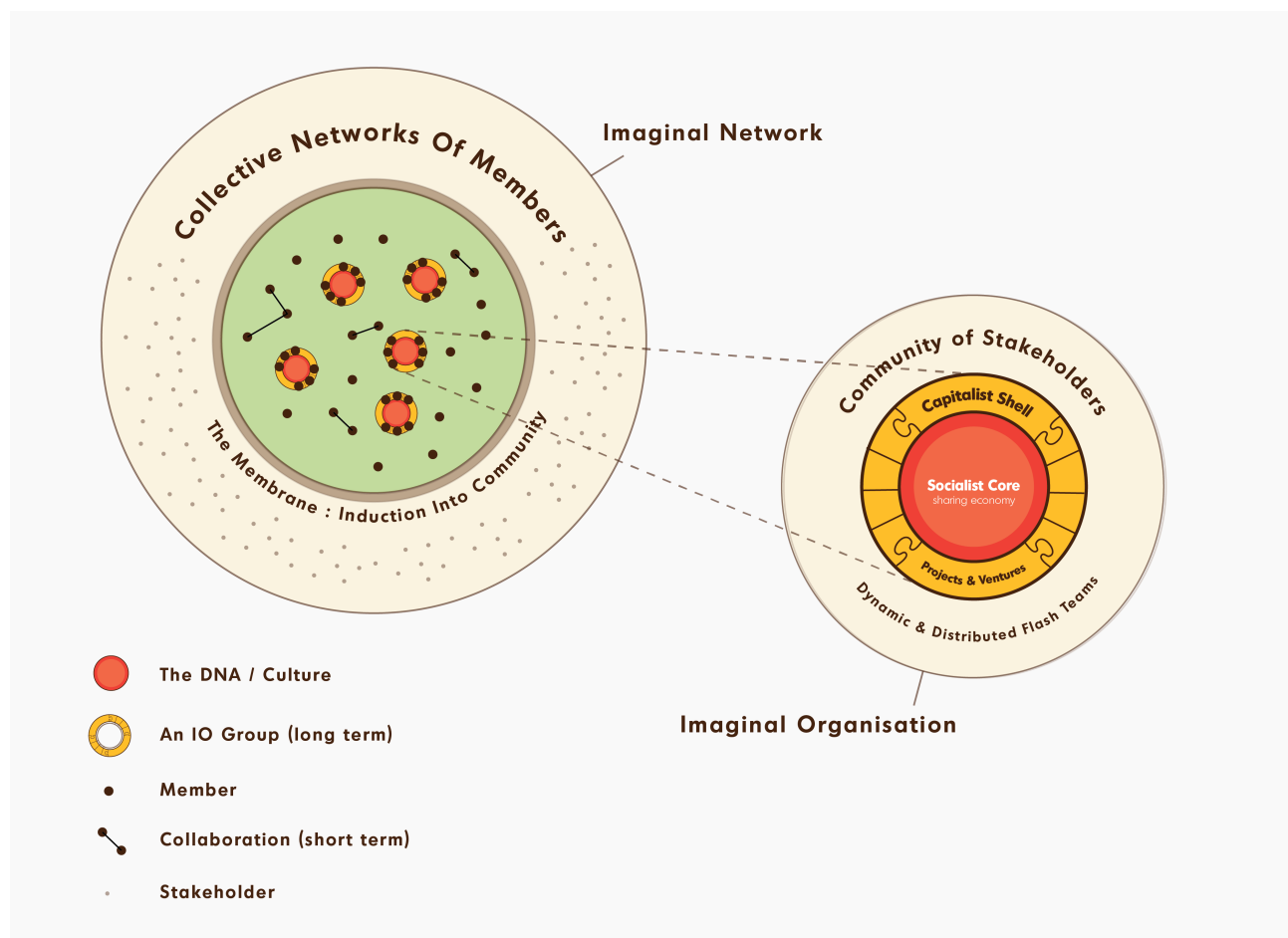
These values unite around a single purpose... **to create abundance for each other, and then the world.**

These values sound great but are still somewhat conceptual and abstract. We need to transform these values into practical rituals and tools.



The first stage is bringing together a group of founding members who not only define the culture, purpose and values (DNA), but also design the rituals, structures and processes that will maintain this culture as the community grows and evolves.

It is important that all founding members get a chance to meet in person and really connect on a one-to-one basis. A strong level of friendship and trust needs to be built as a foundation before new members can join. All tensions within the group need to be acknowledged and discussed before launching the network. A long weekend retreat somewhere in nature could be a great launchpad.



Ideally the founding group would be **as diverse as possible**. This means a diversity of skills and experience, and not just a diversity of gender, age and ethnicity. However, what is more important is the commitment of the members to the purpose and culture of the group. **There needs to be an alignment of values and working styles**. Otherwise you will have a lot of tension and friction in the group and nothing will get done.

Ultimately, the most important part of forming an imaginal network is to establish a strong foundation of friendship and trust between the founding members. The next stage is to establish the framework that will enable the network to grow.

The following points need to be explored and agreed upon by all the founding members...

What is the purpose of the network?

What core values do we share and how can we build a culture around those values?

What should be the name of the network and how do we present this network to the outside world?

Who do we want in our network?

How do we select the right people and ensure that as the network grows we don't dilute the network's core values and culture?

What commitment is required to be a member of the network?

What digital tools do we use to communicate and share resources / contacts?

How do we facilitate collaborations and the formation of IO groups within the network?

How do we deal with conflict within the network?

Together, the founding members must decide on a name, logo and manifesto for the network. It is best for everyone to meet in person and to make a decision together. You want everyone to feel a sense of ownership but equally you don't want the process to drag on and on.

Once you have all agreed on the brand and the narrative of the network, it's time to create a basic website with a call to action to apply to join the network. A simple Typeform application with a few open questions and data fields like name, location, email, Facebook, LinkedIn, Twitter, website, etc is more than enough.

A great way to launch the network is to get the founding members to host a dinner where they invite potential members for an open conversation around the values of the network. This is an opportunity for potential members to learn about the network and also for us to have a fun evening sharing stories and ideas. Initially only the founding members should host the initiation dinners. However, over time that duty can be distributed across the network.

Before joining everyone needs to have a clear understanding of the culture and the commitments that are involved in being a member of the network.

Commitments could include;

Having a **one to one coffee / drink / Skype call** with a member of the network that you don't know each week. This could later extend to a monthly meetup group. Instead of traditional networking and speaker events, these events should be fun, creative and informal so everyone can relax and just be themselves.

Inviting friends to sign up via the website and attend a dinner. If we choose to grow internationally this could be a hangout instead.

Attending the **live monthly hangout** between founding members to discuss the health of the network. We will be using Google+ live hangouts. Any member can tune in and share comments. However, only a small group will be participating in the call. The reason for this is because it's very difficult to manage a call with dozens and potentially hundreds of people trying to speak. Also, the hangout will be recorded and shared with everyone in the network.

Attending quarterly retreats, which could include one large annual festival. Every member will need to purchase a ticket to cover the costs of running the retreat and festival. It's also important that some financial contribution is made to the organisers, who are likely to spend

several weeks full time making sure the event runs smoothly. Once again all financial transactions should be transparent. We may come up with creative ways of funding these events through sponsorship or perhaps through a membership fee that could be a % of your annual income or just a fixed price.

The specifics of how community events are funded need to be initially decided on by the founding members. Eventually, these kind of decisions can be distributed to the network as a whole. However, a key point to reinforce is that simply defaulting to democratic 'consensus' voting and decision making is not the best approach. In the early days you need to be able to make decisions fast and establish a clear vision and structure for the network. You need to have a common language and a consistent message, however you do not need to wait for everyone to vote before you make a decision.

Another important process to get right is the etiquette of communication across the network. e.g. what is ok to ask for and what is not ok. This is why it is so important that in the early days we recruit members who are mindful and self-aware. No one wants to be spammed with email. Also, there will be times when we are busy and less available and times when we have more spare capacity. Everyone needs to make the network a priority and show commitment, however, this does not have to be rigidly enforced.

So far we have covered the social aspect of creating a network. It is also important to consider the commercial and professional aspects. How do we facilitate a genuine sharing economy within the network? How do we effectively share our ideas, skills, assets, resources and networks? How to do leverage the collaborative intelligence of the network to create abundance for all our members and also the wider world?

The **private Facebook group** and **member mailing list** can be used for promoting new projects, crowdsourcing feedback and making introductions. This works great for light touch informal collaborations. In fact we can even gamify these collaborations by encouraging everyone to say thank you publicly for the value that they received from other members. Think of it as a virtual gratitude ritual. By making it public in the Facebook group people the giving culture becomes self regulating. Human beings are wired with reciprocity. If we sense an imbalance where we have been taking more than giving, we will make a considered effort to find ways to contribute, without anyone needing to point figures.

Also, when it comes to offering voluntary support, it is so important that there is a focus on outcomes rather than inputs. Just saying I want to help is not helpful. Be proactive. Take the time to really understand someone's project or venture and offer specific and focussed support. It may also be useful to have a community manager that captures the 'Thank You's' on an impact wall hosted through the network website. The same can be done for useful resources and tools that are shared cross the network.

Another ritual that could be established within the network is for **everyone to create a Google doc where they outline all the things that are working on right now**. They can then continue to update their Google doc, sharing their weekly and monthly goals and also the challenges they are facing. They can also share a little bio that capture their strengths and passions. Some members will feel comfortable with sharing this document openly with the entire network, whereas others will prefer to share it with only their IO group and a few selected closer friends. The key point here is that members feel comfortable to be genuinely open, vulnerable and honest about both their personal and professional needs and challenges. The Google doc approach is a nice way to give members complete control over what they choose to share. All we need to do is create a password protected page with links to the Google docs of our members and then watch what happens. This could become a great way to spark more collaborations and shared value created across the network. Something worth testing for sure.

Right, it's now time to explore how members of the network can develop more committed partnerships and collaborations. This is where the Socialist Core Capitalist Shell (SCCS) model comes in, which we will call an IO group.

An IO group operates with the same level of commitment and engagement that you get inside a traditional business or organisation. There is a commitment to meet regularly (at least on a weekly basis) and to be actively involved in each other's projects and ventures. The skills of the group should be complimentary and there should be genuine accountability within the group. Members of the IO should be proactively finding ways to support each other. We share in each others successes and failures. We coach each other and make sure we are all growing exponentially. One culture hack could be to introduce monthly masterclass sessions where one of the members dives deep into their ventures and skills so that everyone can learn something new and spark new ideas for creating shared value. Within this group there is also an assumed creative commons principle, unless one of the members specifically requests that certain IP be kept private. This places the responsibility of the sharer to define how open they want to be with their content.

An IO group adopts a very similar culture and workflow to Holocracy / Teal organisations. However, the big difference is that there is no central organisation or complication co-operative ownership structure. No capital or equity needs to be exchanged. No contracts need to be signed. Members just assemble and experiment with different ways to work together. If it works then an IO group is formed, and if not, the members continue to collaborate through the network in a less structured and committed way. Members should be able to move in and out of IO Groups freely based on the commitments and contributions that they wish to make. Life happens and sometimes you need to step away from past commitments. The key is to be as transparent and open about your intentions as possible.

The purpose of the IO group is to enable members to commit to deeper levels of collaboration, where resources, skills, networks, ideas and assets are shared openly. In these IO groups genuine abundance and wealth can be created. An IO group can range from a mastermind group that is focussed on coaching, personal growth and leadership development... to a collaborative team of businesses and entrepreneurs who work together on a variety of ventures and projects. The key is to establish a give first culture where members are continuously thinking about how you can be of value to them. We are all invested in each other's success.

One thing that the network can do to enable more IO groups to be formed is to curate a common archive of business blueprints. We can all help each other find good work and reach self-sufficiency. We should also invest into creating our own internal learning culture across the network. In time open sourcing our tools and processes can become a great way for us to scale our impact across the world and attract more talented members.

In the network manifesto there can be a simple guideline that encourages members who experience significant financial success (e.g. big exit / IPO) to donate a percentage of their sale to a foundation that funds community events and projects. This is how the Founders Forum and ProFounders operate, another very high profile network and investment fund. We should also reference the PayPal Mafia, a group of entrepreneurs how have collective built businesses worth hundreds of billions of dollars.

Everything ultimately comes down to a very simple purpose... to create abundance for all our members and then the world. Within abundance inside the network we will be unable to make the impact that we wish to make outside of the network.

(This network would naturally appeal to a Millennial 'twenty something' crowd. However, we should also find ways to engage with elders and mentors, perhaps as speakers at events or advisors).

So let's recap...

We are looking for a maximum of 10 founding members to participate in this experiment / IO Prototype. We have created this document / IO framework to enable us to move quickly towards action and start implementing the model in our day to day lives. This framework is designed to be fluid and open to change. It is a starting point and I am sure we will be adapting and adjusting the framework as the network matures and evolved.

The plan is to ultimately publish a book and share this action research with the world.

Who should we invite?

Florian
Nasos
Steffen
Pheobe
Paula (if free)

Alison R?
Guy R?
Stephan?
Juan?
Marten / Melissa
Margherita?
Marcus / Simon -> landstory
Alex (Tomas's son)

Mentors?
Simon Hampel
Tomas (Sweedon)