



# Going Home

by Robert Paterson

## Is This Your Life?

Imagine, you are lying on the floor in a corridor in your university. With so many students and so little space, this is what you do when you are tired. You have just left a class of two hundred other students. You have never met the professor. Your only contact with the teaching staff has been with a series of harassed TAs. You graduate soon and your nights of study are often punctuated with fears about what you are going to do. Your student loans are over \$30,000. You will graduate this year with thousands of others who also have no job. Everyone told you that you had to go to a university to get a good job and to have a good life. What is wrong with that advice? You feel helpless. You feel betrayed.

Imagine, it is lunchtime on Friday. You are 52 years old and have just left the deputy's office. You joined the health and social services department all those decades ago because you wanted to make a difference. But for many years you have only been able to put the time in. You can barely remember when you did anything that really helped. Now all you can do is to try to keep the wheels on. You have just taken early retirement. You wonder what happened to kill your dream. You feel betrayed and you wonder if you also betrayed those you once sought to serve.

Imagine, it is three in the morning and the bar is empty except for you and the other members of the band. They are celebrating. You have been noticed. After years of grind in bars like this building a sound and a repertoire, you are on the verge of signing a deal. But as your friends celebrate, you are thinking about what the deal really means. You will become an indentured slave. All the power is with the company. Is this deal going to be worth it? After all your years of effort, the pay-off is to become a prisoner. You feel helpless. You feel betrayed.

Imagine, it is midnight and you have won your seat in Parliament. Everyone around you is jubilant—but you are depressed. You went into politics to make a difference. You thought

that it would be all about the issues. But to win, you had to become a spin expert like all the others. Worse, you know now that you are good at it. The Prime Minister's Office has noticed you and is making warm noises about a cabinet appointment. You know that what they noticed was not your expertise or your passion for children and families but your big name as a sports legend. You feel helpless. You can't back out now and you will play the game. You feel that you have betrayed yourself. You wonder if you will now betray the country.

Imagine, you are in hospice in Charlottetown. You are scared. You look back at your life. You did all that was expected of you. You have been a pretty good husband and dad. You had the career that your father so wanted you to have. You did him proud, ending up a senior executive of a bank. But you are so sad. You are so sad. You always loved working with wood. After you retired, you discovered that you were a cabinetmaker. And what about Jean? She was your great love but you chose duty instead and backed away. Who have you betrayed most? You lived all those other people's plans for your life and you have missed your own.

Imagine the countless other stories: the bored schoolboy on Ritalin; the Pakistani doctor driving a taxi in Toronto; the laid-off coal miner. Imagine the life of a teacher or a nurse today.

Imagine your own story.

We surely live in desperate times.

# Living In The Matrix

I think that we, in the West, have been asleep for a long time. An idea put us to sleep.

It was a hundred years ago that Henry Ford took the Newtonian idea of a machine-like construction of the universe and made it manifest on Earth.

Now we take it for granted that education is a linear process that leads to a credential. Now we expect that health care is an intervention by special people who deliver drugs and procedures. We take it for granted in business that we can have an economy or a healthy biosphere but not both. We take it for granted that work, family, and education are separate processes that compete for our time. We think that it is normal to have a job and a manager. We believe that having more things will make us happy. We accept that we have no real say in the governance of our workplace. Bombarded by millions of messages telling us what to buy, what to eat, what to wear and what to do, we have no confidence in our own innate judgment about what is good for us.

This mechanical model of separation has us gripped so totally that we don't even know that we live in a kind of Matrix—straight out of the movie. For most of the last century the success of the Ford model of mechanical relationships worked. The model delivered a massive increase in overall well-being in a material way. We no longer experience this model as anything other than normal.

But the price has been the loss of our humanity and a growing threat to the biosphere that supports all life. Now we are restless. The system does not deliver what we want anymore. It just consumes more of our energy. We don't know what is wrong but we know that something has been broken.

At this moment of despair, a new culture is awakening. This new culture is the child of Einstein and the revolution in physics of the early twentieth century.

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for a long time. **An idea put us to sleep.**

I believe that “social software” is a vector for a return to an old culture.

When I say old culture, I mean the culture that fits the essential nature of humans and that fits nature itself. I imagine a return to the custom of being personally authentic, to a definition of work that serves the needs of community, and to a society where institutions serve to enhance all life.

This is surely good news, but I also fear that the road home will not be easy. Culture is tied into our identity. We do not give up our identity without a fight. A new culture is not, therefore, a new idea that can be sold by consultants. A new culture goes to war with the old in a fight to the death.

## Why Herb Laughs: Culture Wars

Why do Dell, Southwest, Starbucks, and Wal-Mart, who all share parts of the new culture, stand alone in their sectors? Why has there not been a rush to adopt their business model? Why are there not legions of consultants working with eager clients to jump on the bandwagon? It's not happening.

Dick Fosbury won an Olympic gold medal for the high jump by a foot. But you may be surprised to learn that other leading athletes did not rush to copy him, either. It took more than ten years for his technique—the “Flop”—to become standard. Why the delay when it was obvious to all that the Flop was decisively better than the oldstyle “Straddle”?

Imagine you have jumped using the Straddle for fifteen years. Your mind may want to use the Flop but your body will fail you as you approach the bar. It will try and Straddle as your mind tries to Flop. You will fail because your muscle memory is more powerful than your intellect. You cannot shake the habits of a lifetime. And it was not only the athletes who could not adjust. It was also the coaches. How can you coach using the Flop when your reputation has been built on the Straddle?

This is why Herb Kelleher laughs at his competition.

Herb laughs because you cannot buy your way into the new culture. You cannot will your way into the new culture. He is in a world that his competitors cannot reach. They are all trapped in the Straddle. Not only are his competitors trapped, so are most of those that advise them, such as the big consulting firms and the business schools.

You cannot argue your way into the new. People can see it or they cannot.

This is the struggle of perception that Howard Schultz (of Starbucks fame) had with his early owners. They saw the coffee business as being all about the transactional activity of selling beans. Howard saw it as being all about an emotional experience. They could not see what he saw. He had to leave to help them change their minds.

You **cannot buy** your way into the **new culture**.  
You **cannot will** your way into the **new culture**.

IBM sells its PC division. HP buys Compaq. Nobody copies Michael Dell's customer-driven process. Why? The idea of allowing the customer to drive the process is heresy for them. They would rather die than accept this idea. They will martyr themselves for their culture of control.

Think about Sears and Kmart. Sam Walton's huge idea was not about efficiency as an end in itself. He set out to listen to his customers and to give them what they wanted and not what he thought that they should have. So the polarity at Wal-Mart is from the stores to Bentonville, not the other way around. The guys at Kmart laughed. Who is laughing now?

I am not saying that all future success will be slavishly to copy Sam, Michael, Howard, and Herb. These are early days. The revolution has hardly begun.

So what side of the bifurcation are you on? Are you a Flopper or do you Straddle? One thing is for sure, I can never persuade you to change your belief by an argument. Like Galileo, I will do my best to show you instead.

# Back To The Future

We are going back to the end of the Middle Ages.

Like now, this is a turbulent time. War has been constant. Plague has killed off a quarter of the population over the last century or so. A new world has just been discovered that is going to pump money into Europe and pull adventurers away. Islam has just been driven out of its last European holding. A tidal wave of social and religious unrest has been crushed utterly by an invincible combination of a universal church and a set of temporal rulers who are gaining in power.

More powerful than the sword of the king is the power of the media. The pulpit fills the role of today's mass media. It is the only source of information for the mass of people. Literacy is confined to the Church. Books are rare and very expensive. They are written in Latin or Greek. Knowledge is locked up. Not only does the Church control the processes of communication, it has a tight control on the message as well. Its two main messages are that salvation is only possible if you give the Church your total obedience and much of your worldly wealth—and that God himself has appointed the temporal rulers over you.

Then on 31 October 1517 Martin Luther nails his ninety-five theses to the door of a church in Wittenberg. At the heart of these theses was a big idea: people need no institution between them and God.

A hundred years later, in 1633, the Inquisition convicts Galileo of heresy. His crime was to use evidence to refute the dogma that the earth was the center of the universe.

These are powerful ideas. But when faced with all this power against them, they needed a viral vector to spread. With all this power lined up behind the establishment, open war would have been suicide. Only a virus could get through the immune system of the time.



The viral vector began humbly in 1455, at the Frankfurt Book Fair.

In that year, Johann Gutenberg sold the first copies of his mass-produced German language Bible. He sold them for three hundred .orins each. This was the equivalent of approximately three years' wages for an average clerk. However, it was significantly cheaper than a hand-written Bible, which could take a single monk twenty years to transcribe. The viral vector was out and the ideas that it carried could not be stopped! The lock on communications was broken.

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Can we see our own predicament in this light today? Is this not our pattern too?

Is not our great problem that the great institutions of our time—government, health care, education, arts and entertainment, even business—no longer serve us but only themselves?

Is this idea of going direct the same for us as Luther's big idea that man could talk directly to God? Is not the new doctrine for organizations based on the observable working laws and designs of nature the same as Galileo's observations?

Is not the enabling vector a new type of communication device that is so simple and so inexpensive that it will give voice and hence power back to individuals and to their communities? Are we not standing at the beginning of a new reformation? Has the wheel of history turned full circle?

Let's find out. Let's jump forward in time to the near future. Let's pick 2009 and drop in on how some of the pioneers in 2005 have done. Let's go to where I live, Prince Edward Island, my adopted home. Let's have a look at what might happen to many aspects of our society as the freedom of blogging works its way through our institutions and our current habits.

## The Right Space

You are a leader in the Drupal Movement. You have just arrived in Charlottetown from Vancouver to visit your friends here. You have been developing the community education alternative to WebCT. Your toolset has become the new norm for an online university and, as Firefox broke through in the browser wars, so you too have broken through in education.

Will has picked you up at the airport and has delivered you to where you will stay, the Queen Street Commons.

You of course have your own version of the Commons, the Robson Commons, in Vancouver. In the last year The Commons Network (TCN) has erupted all over North America and in the United Kingdom. Like Visa International, the TCN is a nonprofit association that provides the connective tissue for thousands of local operations. With more than a million members and growing exponentially, TCN is now able to provide its members not only with a network of space but with the buying power to offer individuals the price of insurance and many other

services that could never have been accessed by individuals. TCN is a vast network of free agents who now have the power of the network effect behind them.

Your Robson Vancouver membership has given you the right to stay at Queen Street Commons for \$25 a night. It's like a home and not a hotel. It is clean and comfortable and, what is more important, it is full of your friends who spend a lot of their day working there. Your network is here. It is like going home but in another place.

The Queen Street Commons is a safe space that is designed to build trust and community. It is a physical eBay. It had some founders who set up the initial conditions but, as in eBay, the expanding community of members is taking it off into all sorts of directions that could never have been thought of when the doors opened in 2005. It is the very essence of the new worldview. It is a "generative space" that brings forth life from within and also replicates itself. It evolves into new forms as well that feed back on each other, changing all the time as new needs appear.

## The Media Revolution

The Commons has its own local radio station and TV, the PEI Broadcast Network. City Filter, the parent company of a large network of small town community newspapers, is also located at the Commons and is a partner of the PEI Broadcast Network.

This approach to local media is exploding around the world, and advertising revenues are shifting rapidly to the new medium as it gathers local support. This revenue shift started in classifieds but has now spread to the mainstream as context-sensitive advertising has replaced punting for consumers and as authentic word of mouth has replaced spin. The estab-

lished global media system is in shock as it is eroded from the small local markets up into the national and global markets.

The most recent provincial election has just taken place and the PEI Blog/Media was central to the emergence of the PEI Party, which has nine seats.

What was different was the demise of the sound bite. With the new media, the issues were finally put on the table and candidates had to get engaged in a dialogue. Claiming that you were going to get more money for health care raised the question of “For what?” Then the answer of “To hire more nurses” raised the questions of “how and why?” Then the debate really started.

Voters and their MLAs were starting to debate why the schools were not working rather than all assuming that simply more money would be the answer. Now more people could see that the real energy issue was not the price of gas but of how best to become independent of the use of oil. Now many could see that more doctors and nurses on their own could not make us well. What many could see was that we all had to get re-engaged in our lives and in the lives of our communities.

Consequently, there has been an earthquake in political policy development. Education, health care, and energy policy are all on a self-help and community track now. There is a growing recognition that more of the same is not the answer. As new community projects come online and work, the remaining pool of doubters shrinks further.

The country watches. There is no going back to the sound bite and to being bribed with our own money.

# The New Agricultural And Energy Revolution

In 2005, the Prince Edward Island (PEI) Food Local Network was born. It had a simple idea. Like eBay, it would create a safe space where small local producers, using a distributed network, could offer their eggs, their hens, their pork, their grass-fed beef, and their organic veggies to their fellow citizens. Now if you wanted good food, buying it was easy.

The key was social software. Every farm has its own blog that is aggregated into the main site.

The prices were good for all as the middleman was cut out. It was convenient; the scale of the network assured that everything in season was available. Most important, it was trusted. When you bought a chicken, you knew that this bird had had a good life and was healthy. You knew who had raised it. You knew that in buying it, you kept the money in circulation on PEI.

A great initial stimulus for the new food system was the PEI school system. As part of the new health awareness, the Eastern School Board contracted the PEI Local Food network to supply breakfast and then lunch for the kids. Within two years the results in the schools and on the land were enormous. We had a breakthrough in obesity with the kids who also took their new diet back into their homes and we had enough of a market to drive the growth of the supply side too.

The new farm is once again the old farm. The ideal is to have forty acres of mixed crops. Farming is becoming a way of life again. Good food is becoming commonplace. Our rivers and our soil are showing signs of renewal.

Many of the larger industrial farmers have also found a new way. The survivors, led by a group in Kinkora, shifted their focus from growing commodity potatoes to growing energy.

Now every community on PEI has a few turbines. It was a deal between the School Board and the local farmers that set this in motion. The School Board needed a hedge against \$100/barrel oil. It had a two-pronged strategy. It created a market for biodiesel for its school buses and it created a local electricity customer for wind power. The communities built out from these centers. In less than six years PEI is well on its way to being independent of oil.

The supermarkets still do well but all can see that the new way will eventually, like Open Source in software, overwhelm them. With this powerful concentration of power being eroded, they are acting much more like Microsoft did as the advent of Firefox revealed its vulnerability.

## The Health Revolution

The new health model is clear now. It started as an experiment for seniors on PEI. With help from the Federal government, a tiny project was launched in 2005 where a social networking tool was set up with a few seniors. The objective was to see what would happen if seniors were connected on the Web with each other.

Within two years, there were more than three thousand members and more than fifty groups on PEI alone, and the network is spreading all over North America.

Initially, the most popular groups were in health. The health groups grew up at first as support groups. The first was for people who had severe arthritis. Within months this group had become very expert. They were on top of the leading research and had lots of practical advice for each other. They provided not only moral support but also expert help. For a group for whom mobility was a challenge, the online aspect was a perfect fit. Many broke through their fears of the Web by taking lessons from other seniors in the Blogging 101 group.

Many who were disconnected from life now have a reason to get up in the morning again. The tracking research is showing us that the more connected the seniors were to each other and to the world, the better their overall health.

## The University And Consulting Revolution

UPEI began an experiment in the summer of 2006. Come to PEI for the summer and meet the other students and then go on to take an online master's degree in the natural economy. The Master in the Natural Economy (MINE) is a master's degree course that engages the learner in as many of the ideas and practices of the new ways of organizing and acting as possible. It embodies the ideas of our new time. It draws on hundreds of gurus who live all over the world and bring their own stories and experiences to bear. Students, who nearly all are employed, develop their own path of study within the context of the course intention.

The school initially emerged out of one course, "Marketing as a Conversation," inspired by *The Cluetrain Manifesto* and by the ongoing thinking and blogging of people like Seth Godin, Hugh McLeod, Johnnie Moore, and Jennifer Rice. Their marketing revolution was the first breach of the old system that took hold.

Students can take any of a number of paths, but all the work is founded in the ideas of how real relationships and real networks work. Paul Hawken is dean emeritus, and the current dean of the school in natural economy is George Dafermos, whose early writing on the use of Open Source as an organizational model has been so influential. Robert Scoble is the Visiting Guru this year and will be on PEI this summer offering workshops in voice and culture. He replaces Dave Pollard, who will be sorely missed.

Students spend a month in the summer here on PEI, where their task is to get to know each other and to decide on their focus for study. They then return home and form groups that are facilitated by the gurus. The full master's degree costs only \$7,000 and has no other costs. There are now 17,000 students in the system, which is four times the size of UPEI, a conventional undergraduate school.

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MINE graduates are in extreme demand as organizations struggle to understand the shift that they have to undergo. The traditional business schools have had great difficulty in moving this fast because they have such an investment in the old. Similarly, the major consulting firms have all but collapsed, as they too could not reframe their costs and their competence.

In their place have emerged networks of gurus like Hugh McLeod's Hughtrain Alliance that is recognized as the key talent pool that shook the marketing world. These networks have a very unique model and become partners of the host organization. They are not report-writing organizations with expensive offices and extreme hierarchies but are much more like coaches of a team. Most MINE students use their studies to solve real issues at their full-time jobs.

In effect, consulting has become an extension of the education process.



# The School Revolution

As with seniors, the revolution in PEI schools did not happen as a result of any deliberate transformation project. What is happening is that a series of projects designed to engage children have taken hold. This work did not even take place in the regular school day but in the afternoon.

The afternoon has become a place where children can do the one thing that they really love. The kids choose a favorite activity or subject area and then the community finds local experts to share their knowledge with the children.

This idea had its start in two areas, theater and sport. Theatre PEI began a community program in the afternoon to awaken kids to the thrill of theater. At the same time, Sports PEI began a similar program to offer the average kid more opportunities in sports. All this work was organized and expanded by the use of local blog sites that were designed to engage the local community. The resources came from adults who lived close by.

Now many other groups are filling the afternoon. The PEI Local Food Network has joined forces with 4-H to offer a successful program in growing and cooking food. Kids are learning the whole process from raising grass-fed cattle to slaughter and from butchering to cooking. It is now being seen as normal for people in the community to offer their help to kids at school. There is even a popular astronomy movement in the evening. We have all been surprised at the transformation of once bored children, who now are applying the kind of energy that used to be reserved for skateboarding to studying the night sky.

Overloaded teachers now have an army of allies and the schools have a new relevance as more and more is taught that makes sense to kids. The day curriculum, once so abstract, is rapidly moving to support the afternoon study. The astronomers drive a need for more

complex math. The theater group drove a study of literature. Everyone has to be able to read. School is becoming fun.

## Generative Space

I have only scratched the surface of what I can imagine. Can you see how each improvement in one place then acts to help another? In a network, every new node helps the whole. Imagine for yourself what can happen.

How different will be the experience of education, of government, of work, and of home lives?

So let's return to today. The two most important life-giving structures are in place: Google and the blog. These are both spaces in which life unfolds and then grows. They are inter-related and they support each other. They are both "generative spaces." It is their interaction that I believe will transform our world.

Let's start by looking at Google from this perspective of its being a generative space. What do I mean by this? How would you define Google? Does it act like a machine or does it act like an ecosystem?

How does Google make its choices about how to answer your search? It finds the answers ranked on authority. Google defines authority by a combination of page views and links. This is an evolutionary process where the world votes on value and the pages with the most votes rank first. This is how nature works.

Open Google News. You see a page full of news stories. There has been a choice as to what you see and this choice changes every minute of the day. What editor chose the stories displayed? There is no editor. The Google ecosystem selected the items.

Your Gmail from a friend mentions a vacation. On the right are a few ads for cottages. Unlike regular advertising, which comes at you for no reason other than your availability, these ads only show up when they are relevant. If you talk about food, food ads appear. If you talk about cars, car ads appear. Who selected these ads? The Google ecosystem allowed them to find you.

## Conversation will also **redefine** our understanding of **information, education, health, and community.**

You are fed up with most ads anyway. Who would trust them? What you trust is the word of mouth of your peers.

Think of the billions spent on marketing today. In 2003 the U.S. carmakers spent \$15 billion on conventional marketing. Only 15 percent of buyers made their choice because of this investment. More than 70 percent relied on word of mouth. Google will disrupt spin and place more value on word of mouth and on conversation.

Context-sensitive ads not only appear on your search but in your mail. Your mail is more you than your search. More and more of us are switching to Gmail because it brings context and hence meaning to our mail as well. Instead of an endless and meaningless list of entries, mail is being rearranged into contextual conversations.

Conversation will move into the center of the marketplace. Conversation will also redefine our understanding of information, education, health, and community.

In the pre-blogging world of four years ago, all you would find in your search was a static document. Now, increasingly, you find a conversation.

We are just starting to understand that the explicit information located in a document is only a small part of the value. It is in the tacit information that emerges from conversation that the gold is found. It is in conversation, in the context of a legitimate relationship, that learning and the best value occurs.

Knowledge is not an object.

The idea that knowledge is an object is an industrial artifact. Knowledge is more than facts; it is about understanding and participation. Google enables you to find the best person and the best conversation. This is what is behind the marketing revolution. This is what is behind the impending revolution in education and health. Conversation is also the force behind the generation of a new community.

Google provides the connective tissue that will make important conversations and communities the paramount places of informed power in the world and will put dogma back into the waste bin of history.

# Conversation, Voice, Community, And Identity

At the center of conversation is the blog.

At the heart of the blog is the authentic voice. The product of the authentic voice is community. The end game of community is identity. Identity is the answer of the greatest question that any human can ask: “Who am I?”

The machine world has progressively killed off our authentic voice. We instead struggle to fit into a machine structure that tells us who we should be rather than allowing us to become the person of destiny that we can be. We work to get marks at school rather than to learn about our world and our place in it. We end up in jobs where we give up ourselves. We are bombarded with messages that tell us what we should look like, what we should wear, who we should mate with, how to be happy, and who we should be. No wonder we find relationships difficult. How can we have a relationship with another when we have lost the core relationship with our own selves?

What is a blog then?

It is also a generative space in which we can give birth to our lost voice. As we find our voice, we begin to wake up. We start to become human again.

How does the blog awaken us? This open space invites us to speak in public. Hesitant, at first we speak the old way. But now and then the occasional real voice pops out. As it does, others notice and drop by and encourage us. Encouraged, we use our real voice more often. More people drop by and encourage us. Thank you, Peter and Critt—my first Angels.

Our voice is so strong that it can be heard around the entire globe. We are amazed to find others far away who can hear us and who have the same tone. Thank you, dear Dina.

Our voice is so strong that it **can be heard** around the entire globe. We are amazed to find **others far away** who **can hear us** and who **have the same tone**.

Community begins to form. This is not about the communities of A-list bloggers with thousands of readers. This is about having a small group of fifteen or thirty strong connections with an inner circle of five to eight. As much as we expand our RSS reader lists, we find that we can only manage these limited numbers. Why? These are magic numbers. They are the core numbers of our ancient tribal hunter-gatherer past. It should be no surprise that we become most human again in the context that we are designed to be most comfortable in, the tribe.

Once again we begin to experience the ecstasy of communion with our spiritual brothers and sisters. I use the word communion because community is now too pallid a feeling. I use the word ecstasy because that is the power of the feeling. No wonder blogging is addictive. What could be more addictive than finding out who you are in communion with people that you trust completely? Your new identity as a human being emerges in the context of this community.

## Power And The Web Of Life

Is this just a self-referencing talking shop? No. I am seeing powerful forces under way that demand action.

For tribes are not simply social organizations, like bridge clubs. Neither are they about work alone. Tribes are not separate from place, either. Most important, tribes know that wisdom comes from the group and that the future comes from their children. In the tribal world the wholeness is restored. The separations of the machine world are healed.

It is the tribes that will start to rebuild our culture and that will replace the machine institutions with new ones that support life. It is the network effect that will give these tribes power beyond their small cell size.

Imagine, the Web made flesh.

Like the Web itself, these interconnected tribes will have a resiliency and a power unimaginable to us today. If you doubt me, imagine the trajectory of the Open Source movement. Imagine what Wikipedia will be like in twenty years. The power of this new Web will be enhanced by the release of the power of the full potential of each of us as humans. In the machine world we lived a drab life. But as free men and women who have found their true path and their community, what will our power be like?

# Our Great Return

We are going home again to the place where humans fit.

Just as people at the end of the Middle Ages rediscovered the wisdom of the Classic world, so we are rediscovering the experience of tribal life. I don't mean by this that we will have to take up hunting and live in caves. For we have made a Great Return before and we know how it will play out. Renaissance men did not put on togas. What they did was to remember the wisdom of the Classic world that had been forgotten in a millennium-long dark age and applied this wisdom to the world of their time. So we too will begin to experience a new way of living and of being and apply this experience to our own time and to our own challenges.

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

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

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

—Hamish Miller and Paul Broadhurst, *The Sun and the Serpent*



# info



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## ABOUT THE AUTHOR

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Rob is an active social entrepreneur and has learned how to create influential organizations that work on important issues such as the environment and childhood. As an overseer of the Marion Foundation, he was instrumental in bringing the Natural Step to the US and subsequently to Canada and is a founding member of the PEI Chapter. As a founder of the Child Alliance, he has raised over \$5 million in the last 3 years to fund programs to support Early Childhood for PEI.

A graduate of Harrow School and Christ Church, Oxford, Rob is a student of history and the workings of the natural world. He is married with two adult children.

His manifesto is also featured in the book *More Space*.

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## WHAT YOU CAN DO

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## NAVIGATION & USER TIPS

Move around this manifesto by using your keyboard arrow keys or click on the right arrow ( → ) for the next page and the left arrow ( ← ). To send this by email, just click on .

## HAVING PROBLEMS SAVING TO DISK?

First, make sure you have the latest version of Acrobat Reader 6 which you can download from <http://www.adobe.com/products/acrobat/readstep2.html>. If problems persist, it may be due to your Acrobat Reader settings. To correct the problem (for Windows), a reader, J. Hansen, suggests going to your Acrobat Reader Preferences > Options > Web browser Options. Check the “Display PDF in Browser” option. Then click on Save to Disk .

## KEYBOARD SHORTCUTS

	PC	MAC
Zoom in (Larger view)	[ CTL ] [ + ]	[ ⌘ ] [ + ]
Zoom out	[ CTL ] [ - ]	[ ⌘ ] [ - ]
Full screen/Normal screen view	[ CTL ] [ L ]	[ ⌘ ] [ L ]

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## BORN ON DATE

This document was created on 14 December 2005 and is based on the best information available at that time. To check for updates, please click here to visit <http://changethis.com/20.GoingHome>

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