



# Cracking the Genetic Code

A New Way Forward For Corporations

Anne McCrossan

## The split second that makes everything possible.

Opening up this document was simple, It probably just took a click or two, because technology puts everything at our fingertips.

Imagine for a moment if that desire from the mind to the body travelled haphazardly, that it took a while. If an impulse going from the brain down to the central cortex to your arm took minutes and hours instead of seconds—how frustrating and debilitating would that be?

Woody Allen paints this picture in the comedy, *Everything You Always Wanted to Know About Sex But Were Afraid to Ask*. In a scene set inside a man's brain, when Woody gets involved in a sexual clinch and tries to answer the question “what happens during ejaculation?” there follows an excruciating series of attempts to command the rest of the body in question—with hilarious consequences.

What becomes disappointingly and abundantly clear is that getting the mind and the body to move as one can be a gargantuan effort that doesn't always guarantee gargantuan results. When this happens, what's going on is that synapses aren't firing. Synapses, the junctions where these automatic responses take place, are sub-surface, sub-conscious and can't be operated by logical control alone.

Synapses are natural, visceral, reactions connecting the soft organs of the body to the central nervous system. They can be trusted to be “on the money,” and most corporate bodies—human or otherwise—are lost without them. Not being in tune with one's own ecosystem leads to unrewarded, misplaced effort and operational dysfunction.

Enabled by technology, we now have knowledge of how to make human connections work best in corporations connected by a common purpose.

This is a document that'll show you how to make that happen.

## It's not always a case of mind over matter.

Businesses, brands and communities—none of them have ever needed to be more visceral than they do today.

It might come as surprise to many that since the days of the ancient Greeks and Aristotle, conscience has been considered to reside within the body, not the mind. Put another way, there's much collective intelligence that exists untapped within the body of an organization, and the best way to develop it isn't always a case of mind over matter.

Visceral reactions work on instinct, an instinct that comes from a corporeal intelligence that's impossible to fake. It's the twitch in the gut we experience when something feels real and profound. A visceral reaction is valuable because it's a level of resonance that motivates response and contribution. More powerful than symbiosis, visceral reactions are ones that go beyond mutual exchange. They generate momentum and growth through active engagement, learning and development. It's a fundamental aspect of the human condition that body and mind are equally important. The body and mind have to collaborate together for synapses to work effectively. One isn't in service to the other.

## Businesses, brands and communities—none of them have ever needed to be more visceral than they do today.

We're utterly dependent on synapses firing in our bodies to survive. This is a basic physiological truth. When neurons connect in bodies and in businesses, that split second creates "action potential," the moment of connection that makes everything possible. It's how Facebook spilled out of the Harvard campus at speed. Beyond viral, it connected with real needs, and went from an idea to a \$1billion business in less than two and a half years.

## Businesses are bodies too.

In business, “synaptic response” is known as “flow.” Flow is “a mental state of operation in which the person is fully immersed in what he or she is doing by a feeling of energized focus, full involvement, and success in the process of the activity.”\*

Like the neurological cocktail that’s involved in getting synapses to fire, a flow reaction within an organization has specific constituent parts. They include having

1. clear goals in place
2. the scope for concentration and focus
3. losing oneself in activity which enables the merging of action and awareness
4. a distorted sense of time
5. direct and immediate feedback
6. a balance between ability and challenge (so things are not too easy nor too difficult)
7. a sense of personal control of the situation or activity, and
8. an intrinsic sense of reward which means there’s an effortlessness of action.

This is the organizational equivalent of synapses firing. Put together, these factors can create optimal business conditions that cause human interaction to flow successfully as part of a collective body.

That’s easy to say and harder to achieve. Today many organizations are based on mechanical processes, the result of management thinking employed over the last 60 years, and ideas that were created in the age of the factory. Mechanical, factory thinking is linear, structured, and based on output. The vitality of the organic body by comparison is based on the fact that it grows by being scalar and highly distributed. Like breathing in and breathing out, businesses require both input and output to thrive. As an alternative to the one-way dialogue of paid-for marketing, the synapse of consumer response is what gives that dialogue a pulse.

Today, the artisan who's hands-on, elbow deep in the construction of his craft has the opportunity to build a following far more freely than the factory. The artisan can build a community based on word of mouth; he can build a tribe with whom there's intimate connection, loyalty and meaning. In comparison to the factory, there's a raw, visceral attraction that makes a crafted business interesting to engage with.

Businesses cannot be wholly effective when they're reliant on external marketing stimuli to generate sales. A metamorphosis needs to be made, away from mechanical frameworks towards the nurturing of more developed natural networks, where synapses can fire automatically as a vital pathway to sustainable performance and prosperity.

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## Getting under the skin of the organization.

For both individuals and businesses alike, it's increasingly being acknowledged that success and advantage come from within the DNA. As with the human genome, organizations have unique calibrations. They have their own DNA fingerprint that creates competitive points of difference.

Corporate DNA is made up from a combination of factors, including where and how an organization originated, its heritage and size. Other practical ingredients are its operating environment, the behaviours of the particular sector a business operates in, how its management is constructed,

core competencies, where it's located (geographically and virtually) the corporate culture and the personality of the leadership. As in humans, nature and nurture both have a part to play. With differentiation as a key to market share, this DNA is a highly valuable intangible asset.

A Visceral Business approach stimulates spontaneous growth and contribution and takes a whole body view. When we recognize that the neurology and pathology of organizations are relevant to business development, then rapid seamless synaptic responses instead of slow, mechanical ones become a reality.

It's becoming clear that institutionalized ways of working are failing to stimulate the levels of return they once used to. In an increasingly socially capitalized world, technology brings the opportunity to build new neural networks. It's possible that conventional thinking may have forever lost the means to generate previous levels of growth it once did. Since 2007 widespread decreases in market capitalization have become the norm in every industrial and service sector. Network effects, and how well operational synapses perform, are becoming critical factors in business performance and in determining what makes an investment worthwhile.

What the network effect of technology means is that affinity is becoming stronger than structure. That means getting under the skin of a business, looking at how to fire it up, authentically, spontaneously, with all parts working together. Today, the net worth of a business lies in the strength of its network, in its people. Business depends on the action potential, the firing spark of the synapse.

## Dealing with the degenerative organization.

Few organizations tend to view themselves organically, but in the face of the huge benefits of collective mass knowledge that connected communications can share in an instant, mechanical methods of management come under serious challenge. Without synapses firing, the human body falters and suffers from degenerative disease. Without synapses firing effectively across an organization and rippling through its audiences, degenerative disease strikes an organization in just the same way. Some of the symptoms of degeneration include employee churn, slow speed to market, lack of innovation, low levels of product take-up, high overhead or reduced customer loyalty.

One of the greatest economic imperatives facing businesses today is how they can stimulate effective participation across their audiences, in terms of investor support, employee engagement and consumer response. The connectedness of online social networks has only served to amplify the degree of dysfunction the factory model has embedded within it.

Dr. Dan Gottleib, psychologist and author of *Voices of Conflict, Voices of Healing*, has observed how “people are going into medical school believing that they will be treating as human beings, and yet by the time they get out of the system all they see are symptom-carriers.” Similarly, the achilles heel of the financial services industry was discovered when highly numerate executives busied themselves with generating quantifiable growth whilst neglecting the viability of the basic system, with cataclysmic long-term consequences for the banking community and the global economy as a whole.

This is symptomatic of an entropy. The previously assumed value of much of our commercial landscape is undergoing something of a re-evaluation. Bricks and mortar matter less, the value of labour is diminishing as the market goes global, whilst the value of attention and ideas has never been higher.

## Getting stuck in the head.

Many businesses are based on the principles of hierarchy, with the focus on a group mind largely controlled by an elite management team. It's this elite mind that's deemed to have the intelligence, that creates the strategy, and that's responsible for decision-making, but that is, in fact, having an interaction crisis.

Organizations today still operate off of Henry Ford's production model. Departments process activities and information, business improvement engineering is a manufactured initiative, business intelligence is conducted via planned, structured programmes of data analysis, marketing is about pushing messages as part of a co-ordinated campaign. Command, control, cajole, it all comes from the centre.

When strategy and operations are controlled this way there's a risk of being stuck in the head and not in the body. The central nervous system of many organizations is often less than sympathetic to what's going on around it, making it less capable of being able to survive, thrive and perform. Being stuck in the head, de-sensitized to the vital signs and senses of the rest of the organization, blind to and cut off from the conversations and impulses that are coursing all around it, it's a dehumanizing process. As a result, they become less able to compete in the face of new ideas and the experiences of the collective body.

Without the iterative, adaptive learnings that interaction between the head and the body provide, resources tend to slow and become gradually depleted.

The typical retail operation, for example, has all the symptoms—branch uniformity, cookie cutter stores, value engineered to produce reliable, consistent performance. Malls and local high streets look the same and fail to offer any sense of differentiated experience. They deliver brands methodical but numb to new ideas, low on emotional connectivity, hard to trust, largely unperceptive and incapable of generating dynamic connections with communities and customers.



The factory ethos runs deep in the commercial psyche, and the fact that instinctive businesses can develop quickly and easily is something we're simply not used to. Just like Woody Allen does in his film, businesses need to reinvigorate the means of synaptic control.

Homogenous and pre-meditated, many businesses have information in abundance but they lack a visceral intelligence. Their stock in trade is transaction over connection, they don't benefit from water cooler moments and iterative light bulb experiences, these are symptoms of being stuck in the head.

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## Traction, thrust, push and fetch.

Productive exchange involves creating an adaptive fit in which both parties move a little. History's proven that the most effective innovations come, as Clay Shirky puts it, from "small groups of large people arguing with each other."

Think of those moments when you've had an interaction with a less than co-operative contact, a meeting in which there's been a little resistance, often it's how the strongest bonds are made. That process of adaptation is an extraordinarily powerful one, but is often resisted by many businesses. It's an anathema to the factory and not factored into many management concepts.

But when the opportunity for an adaptive fit with an exacting customer is thwarted, a brand has created exactly the opposite of what it intended. It's done nothing to fetch new customer opportunities, and instead done everything to push them away.

So the bottom line is that, when synapses aren't firing, there's a lack of traction. Organizations that attempt to function from the top down compensate for a lack of connectivity by using thrust. They've deployed marketing initiatives in which messages are pushed, instead of fetched by permission. As a consequence of this, the underlying traction brands have with consumers has been slowly eroding. Lack of traction means that the true fan is hard to find. Certainly, loyalty to brands has disappeared like a landslide. It disappeared when promises were made and not kept, when corporate and brand communications lacked integrity or failed to ignite an audience's imagination. It's happening in front of our eyes. When everyone's a stakeholder, communications are more transparent and connections are ubiquitous.

When lack of traction is compensated for by thrust, it equals overhead. Thrust is a struggle to maintain and costly to do. The lack of traction that diminished levels of consumer trust in brands and organizations has made management costs increasingly expensive and led to decreasing returns, with marketing becoming essentially a tax that's paid for being unremarkable. The need for lower overheads drives down the price and value of talent. Before knowing it, a business becomes starved of the very lifeblood that would make it fit and healthy as a viable corporate body.

Businesses need traction and they need to connect with information from outside. That's why the synaptic connection is vital.

## Beware the crazed corporate zombie.

Institutionalized structures function via hierarchy and supervision. Management layers make synapses harder to fire and senses dull. It's easy to enter a world of the walking dead.

What broke the financial service industry in 2008 and has petrified many industrial sectors since was a crazed, urgent need to find a return on investment continuum—a never-ending source of value from a system measured by pure financial metrics. It led to a diminished awareness of a number of other indices that may have been more effective in sustaining economic well-being. We had a loss of meta-cognition, we erased out possible multiple intelligences, as the risk of risk itself became the enemy.

This is the world of the corporate zombie. The corporate zombie profits from, as opposed to with, its audience. Organizations aren't programmed to accept deviation, or to accommodate the discoveries that are interesting, fresh and asymmetrical. It's a world where business models create a world of alienation between corporate and consumer, insensitive to changes within a connected community and lacking a pulse.

Connective tissue in a human body revolves around contracting pairs of muscles deployed as opposing pairs. On a fundamental level, opposition is how we keep alert. In the human body, the tools of opposition are how the human body becomes lean, efficient and organized and this is a far cry from the uniformity and bureaucracy of institutions. And the hierarchical and bureaucratic nature of many businesses and organizations is failing.

As many businesses strip out management layers because of economic retraction it's worth thinking about one thing: The take-out is that organizations need to be conducive to receiving impulses from without to be healthy, even though they may fly in the face of management strategy. As the antidote to the corporate zombie, sustainable architectures of participation build bridges between a business and its distributed network and there are some very real economic and social advantages to working this way.

## New businesses pulses.

Just as the railroad and the telephone transformed the way we do business, so does the web. We have the prospect of new operational impulses that inform new ways of business development. Impulses come when two things connect, and in that point of connecting fascinating things happen. Consider the gut reaction, the twitch that tells you in a nanosecond that something has moved you. It feels like an irrefutable truth, and this is the strongest motivation for action.

Whilst a “blink” response isn’t always entirely accurate, the speed of modern communications means we need to work with it more and more. In a socially capitalized world the strongest instincts exist when our bodies tell us to move, not our heads. The social web is an environment in which affinities dominate, rigid structures have far less currency and competencies that used to be crucial in management don’t match the dynamic value of a community that cares.

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Compare this to the management zombie that’s dead behind the eyes, frantic but ineffectual. The corporate zombie organization is incapable of making the kind of visceral impact necessary for memorable connections to happen with consumers. This is different, thrilling, highly attractive territory. Connecting and creating distributed networks of influence has powered growth of businesses like Google, Facebook, Bebo and MySpace, and catapulted them into becoming some of the fastest growing companies on the planet over the last five years.

The ten fastest growing businesses in the last ten years have all been online. Web based communication means influence and trust can circulate within loose communities highly efficiently. The power and value of this emergent capability cannot be under-estimated. A host of social lending solutions are even springing up to challenge traditional banks - Umpqua, Zopa, and Prosper are just some. The social web is creating the community bazaars of Etsy and Aussiebum, the authentic engaging consumer experiences of Littledish, Fairtrade and Threadless, the distributed networks like Unilever's Shakti initiative in India that taps into existing networks of women's self-help groups, the community recruitment initiatives of Zubka and the local community initiatives being piloted by established partnerships like Waitrose and other companies that recognize their future lies in serving the interests of multiple stakeholders.

They're all examples of viable business alternatives that focus on community communication and exchange.

## Contribution as a corporate currency.

When a gut reaction or a flash of inspiration happens as a moment of truth, an irresistible, powerful stimulus engages and creates action potential, and that desire can be looked at as a form of contribution.

As social engagement and the power of people over product becomes a primary driver of commercial success, the ability to engender contribution within a business is becoming increasingly relevant. Visceral Businesses are ones that actively seek contribution within and without organizational walls.

Many existing organizations are finding it a challenge to work out how to accept this form of contribution and accommodate this level of iterative fit. It requires high levels of adaptability, management with a light touch and communications skills different from the one-way, centre-out hallmarks of conventional sales and marketing media.

When a person first comes into contact with a business or a brand, the first thing they contribute is attention. Whilst this is not hard currency, it's not given freely. Attention has a value that conventional business management approaches can tend to discount or discriminate against, often without realizing it. Many businesses mistreat the attention they get paid, thinking that there's too much cost in giving attention back. Value and nurture attention, however, and you get love.

As trust builds, attention travels to the front of the mind, it leads to a conscious permission to engage. It's this that creates a chance of consumption. In Woody Allen's world, this is the moneyshot. This is where commercial exchange has traditionally focused. Consumption today, though, is just as likely to be a free trial or an inducement that creates closer proximity before people will pay. Stop here and your business relationship will become dull and expensive, and it won't have a future. Be remarkable, however—build a relationship, inspire and deliver a promise—and through that relationship will come knowledge, influence and ideas, the lifeblood and fuel for innovation and future strategy.

The best evangelists are prized ambassadors, agents of value and, ideally, employees. And if they're not employees, why aren't they? They're the key to future growth and production.

This model is one that is self-stimulating. As in an intelligent central nervous system, their contribution fires the synapses that create a movement.

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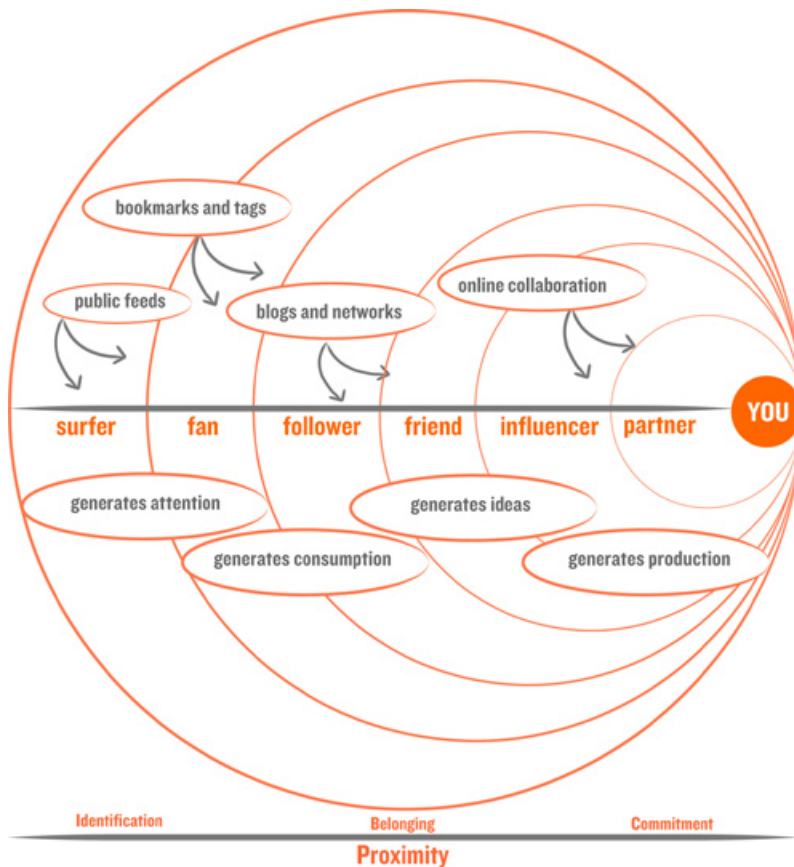


Figure 1:  
Knowledge, wealth and proximity  
in the new economy

## Credit where credit's due.

It makes sense to treat this form of contribution as a currency and it makes sense to credit it.

It means consumption and production become integrated and aligned as a 'profit with' instead of a 'profit from' relationship.

As alternatives to the salaried employee model, influencers and partners can become the mainstay of an organization, where incentives are based on input as well as output, where strategy is co-created. This is viable when online collaboration is transparent and accountable.

Visceral businesses take this a stage further. Visceral businesses encourage dynamic activity so that people pay for their experience by being excited about different parts of it. We're on the threshold of making contributions count for us in ways we've never been able to do before.

What wealth do we generate together when we're able to credit the unique contributions that someone made because they cared, and because they used their skill, their talent and their voice to make a difference?

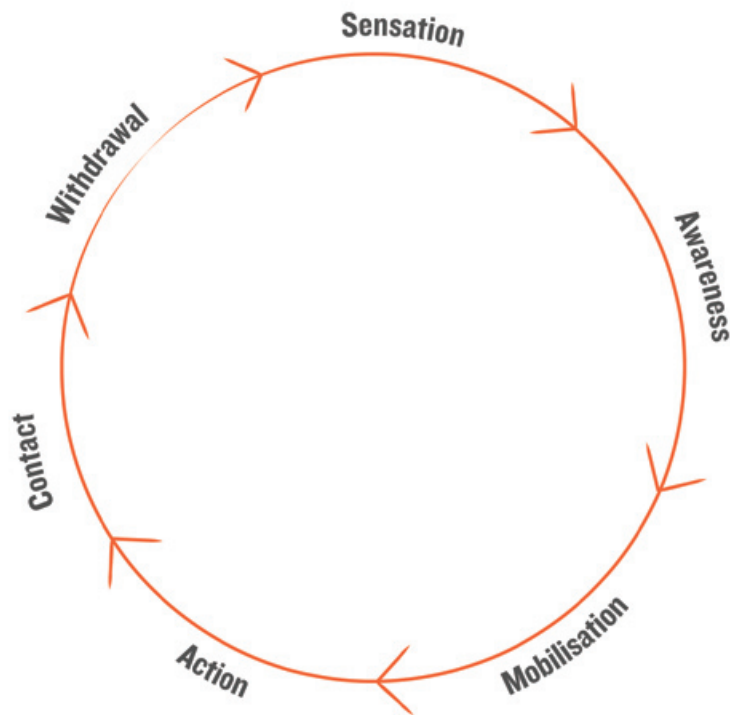


Figure 2:  
The gestalt of action potential.

## Making the most of the potential for action.

In talking about the physiology of organizations we have to acknowledge that, as with any group of individuals, activity can be pathologically driven.

In a classic article, 'Organizations Get Stuck Too', Bill Critchley and David Casey described the main stages of engagement that businesses have to navigate in a process of gestalt that goes through several phases. There's sensation, the initial visceral response. Then there's awareness that confirms cognition. This is a phase that can be missed, however, That's crucial and instrumental in cementing group commitment. Following this, mobilization comes from knowing what one wants and a collective entity. Only then in this gestalt is there effective action, contact, satisfaction and, finally, withdrawal and rest.

Moving through this cycle in a balanced way creates action potential at each phase as each stage moves into the next and all stages of this cycle are of equal importance. Both individual and organizations can get stuck on this cycle. Who knows the workaholic that can't stop, the highly aware person who can't help procrastinating, or the organization that's acting in a frenzy but failing to make much headway?

Organizations that get stuck can be suppressed, hysterical, knowing and angry, frightened or simply exhausted. Without acceptance of this natural cycle, change can be a challenge that leads simply to burn out. For many businesses, this is often what it proves to be.



## It's integrity that creates integral fit.

The physiology of the human body proves that highly complex networks populated by differentiated collaborative activities have great potential. Bones, muscles, sinews, soft tissue, they all have a vital and quite distinguishable purpose within an overall whole. It's the best self-propelling system we have. What it teaches us is that effective synaptic responses do not require similarity and homogeneity, but difference. A committed body can work together through just about any blockage as long as it has integrity.

We appear to be coming to an age in which there is an end to edifice. New business growth is being based on new values, not least because social networking enables them to exist conveniently. These are values, as Umair Haque puts it, of creativity, equity and peace. Social media creates a democratic step-change. It's a transparent age where the digital footprint speaks volumes, where information is accessible and socially liberating.

Despite the easy allure of socialwash, exploitation is becoming harder to pull off because a scarcity of attention is leading to a heightened attraction to meaning. The success of the networked whole, as people are coming to realize, is largely dependent on having a good reputation, and that reputation has to be able to reach out and be attractive.

Integrity is defined as "soundness of moral character; honesty; the state of being whole, entire, or undiminished." It's integrity that creates "integral fit." A characteristic of businesses that fire on all synapses is that they have not just integrity, but "blatant integrity." Blatant Integrity doesn't just hold up in the face of scrutiny, it can eliminate the chances of objection beforehand and significantly increase the effectiveness of relationship building. This requires a new corporate willingness to not just embrace opposition but to welcome it. Opposition can be taken as a compliment, it's a sign of attention, a chance to demonstrate leadership.

Integrity can propel relationships from being casual to highly committed. When in integrity, a trackable footprint is an asset. It becomes possible to generate one's own positive media for free. Relationships matter differently to how they used to in this equation. Time served and track record can't indemnify against anything. We all have to be prepared to lean in.

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## Getting the synapses going.

According to Dr. Vasily Klucharev at the Donders Institute for Brain, Cognition and Behaviour in the Netherlands, our minds tend to converge to form a group mind when pooled together. Group-think brings with it both strengths and vulnerabilities, and some group behaviours are better than others at being conducive to effective group working. It's these behaviours that enable visceral responses to be a powerful contributor towards achieving business health and growth. Neuroeconomics is an emerging sphere of business interest and the business case for the synaptic response is coming into focus as part of a new, viable corporate agenda. In the digital age, loose influencing networks, the neural pathways, shape everything. The consequence is that corporate influence becomes increasingly transient and the cumulative effect of a brand becomes only as strong as the value of its last interaction. How can that erstwhile value be supplemented is a question we have to answer.

In this context it is becoming vital commercially that credit is generated in new ways, including focusing on the value of authentic constructive commentary, crediting others who make it as a given and valuing positive contribution in all its forms as we go about building new channels of equity

and return. Having anyone's attention involves gaining permission. We need to treat paucity of attention respectfully, and manage being given attention as a privilege.

We're being asked to inspire. Commercially, we have an opportunity to make a step-change in terms of participation and contribution. The manufacturing model has encouraged a kind of collective inertia based on decades of deference, where only leaders lead and the most industrious will do the heavy lifting.

In synaptic flow this is rearranged. Income is derived from output, and that output comes from contributing fully. With engagement being generated this way, it becomes possible to create a compound value based on meaning and personal satisfaction alongside functional advantage. This is how employees, customers, stakeholders and new audiences can all emerge to build business value co-creatively.

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## Being conducive.

Being conducive goes beyond having passive influence to being contributive, helpful and favorable. Conducive action is the digital footprint of one's personal reputation that now supplements corporate reputation as the network's worth holds sway.

Leadership with a light touch is another hallmark of conducive management. Management can become as invisible now as successful technology is when it's embedded. We have the means to enable this through online community networks and data management, stripping out a lot of the padding and cost of supervision.

When looking at who and what to value as a commercial group of people, community skills are becoming a crucial aspect of leadership. How well are people able to lead others, how responsive are they, how usefully do they contribute to the development of new ideas, how well do they stimulate others to have a share of voice?

As models of consumption and production change and functional competencies become easy to replicate, they're being replaced with values sets and with creed as points of difference. The impulses of strong bodies get developed by having an overwhelming sense of purpose that people can believe in. Investment in reputation, in talent, in what already is, is a surer bet this way. Investors can buy into a network that's proven, the value of which has a good chance of increasing because it's all working together. We're seeing the prudence of looking at this alongside the numbers.

Different groups on the adoption curve—innovators, early adopters, laggards—have different needs, and business performance can be assessed by how well meeting these needs are stimulating usage and consumption. There are impulses that differ depending on the nature of the connection between those that interact as users infrequently compared with those that do everyday. These must have different strategies for development too.

Lifetime customer value and enduring relationships obviously hold the most reward especially as the emergence of preferred and trusted networks shift us from transactions to connections. Long-term consumption, input, testimonial and fan-based contribution all encourage corporate wellbeing. In all of these, what marketing becomes is the vision of consumers delivered as a service. There are opportunities to be gained in this way by developing leadership in each and every member within an organization—each doing their own thing, each going their own way, each with a specialization, each being remarkable. It creates a champagne effect as the strength of the individual becomes the key to the strength of the collective.

Being visceral helps organizations and individuals thrive in an increasingly socially capitalized world, where audiences are looking for credibility and organizations are looking for efficiency. It's a powerful state for business health and personal growth.

## Listen to the body.

There's an interesting thing about passion. When it's stifled or thwarted by circumstance, it just gets stronger. Do passionate people give up when things tricky? It's an essential characteristic of being passionate, in fact, that they don't. The curious thing that happens is, after a period of being stifled, when one finds oneself in tune with one's passion again it can create a real surge of very dynamic productivity. With passion, it really is a case of absence making the heart grow fonder.

Passion comes from listening to the body and the soul. It comes from respectfully tuning in to what really matters. It takes time. And whether that body is political, corporate or personal, this is what "listening to one's body" means. In toughening circumstances, it's easy to lose sight of where and what our real passions are and just survive. It's easy also to get caught up in a rush of frenzied activity, of doing without thinking, without the calm reflection that listening to one's body entails.

In a commercial context, as we've seen, *doing* too much can obliterate any opportunity to do some really useful *thinking*. Thinking can be seen at times as a commercial risk when the name of the game is just delivery, pure and simple. The wisdom of the operational gestalt can gauge what's sensible and appropriate on a case by case basis. Traditional commercial acceleration that's been driven by the external investor and the consequent need for a year-on-year return isn't sustainable in the long term when the system's got nothing left to give.

Steve Jobs, when talking about managing through and economic downturn, relates to the issue of passion. "When the dot-com bubble burst", he said, "what I told our company was that we were just going to invest our way through the downturn, that we weren't going to lay off people, that we'd taken a tremendous amount of effort to get them into Apple in the first place—the last thing we were going to do is lay them off. And we were going to keep funding. In fact, we were going to up our R&D budget so that we would be ahead of our competitors when the downturn was over. And that's exactly what we did. And it worked. And that's exactly what we'll do this time."

The ability to see beyond the darker horizons of a situation is fuelled by passion. Being in tune with one's body—in Steve's case, Apple—makes it easier to achieve. It makes a priority of finding what ways will release a surge of far more meaningful activity when the struggle is on. It makes success much easier to realize.

Because social networks constellate around spontaneous, unbridled interest that doesn't have to be contrived, they can be very efficient. For corporate businesses to have a good chance of generating future wealth for their investors, investors need to allow the corporates to seek an approach to wealth management that centers value around the social network and that liberates the passion of their people. They need to listen to the body.

## A new genetic code for corporations.

The emergence of social networking asks us to take an anti-structuralist approach to management and create a more organic approach that builds on collective wisdom. It requests we develop management with a light touch, management that can lead and get out of the way. It inspires new kinds of intelligent leadership across the span of an organization, leadership based on contribution, and reward based on a rounded set of metrics.

## There's an interesting thing about passion. When it's stifled or thwarted by circumstance, it just gets stronger.

The business case for this is autonomy is inherently attractive because natural connections are more cost-effective than those that are forced. Permission lowers the price of entry, corporate DNA is free.

The next time you find your business struggling, tune in to what's really going on under the skin. Is the business firing on all cylinders? If not, where are the blockages? How much attention, imagination, confidence and trust are in the corporate footprint? What's being articulated through networked behaviors? An organic and conscious management approach has fail safes set inherently within it.

Profit *with* instead of profit *from* will call out exploitation in the face of renewal. With best intentions established, feedback can be more freely given, which builds the value of preferred networks. This is a virtuous cycle. It asks us to have higher ideals and bigger ideas, and that's a challenge.

It asks management to develop a more sensitive intelligence, organizations to look at outcomes as well as incomes, and for businesses to review how they deliver on their essential promise and reason for being.

We're in an age when unleashing that latent talent, amplifying capabilities and enabling the committed gives us a chance to stand on the brink of a corporate renaissance, when the iterative experiences of true connectivity can count, based on generative experiences with exponential mutual benefit.

Making deeper, more meaningful and sustainable connections with audiences has marketing, digital and HR implications, and also offers opportunities for streamlining and structural change.

## A grand challenge and the change we need.

There's no doubt management has grand challenges ahead of it. It's being asked to go from being a mechanical construct to a biological and more humanizing one, underpinned by a changed set of economic imperatives and holistic performance measures. This is less about management consultancy, and more about corporate homeopathy.

Instead of a having a name over the factory door, create a body of people that stand for something. People will forget what you said and they'll forget what you did, but they'll never forget how you made them feel and what you inspired them to do.

Back to film again. Eadweard Muybridge captured the essence of motion with his photographic studies of horses. At that time, stop frame photography ushered in the age in which photography changed the way we understood the human condition as it exists via the study of the split second. In the same way now, digital technology allows us to make similar advances in terms of corporate movement and how we organize.

Capturing the fleeting experiences that move us is the new goal of process management. It is the prize of the synaptic response. If you're not getting fired at least once a day, are you really doing your job? 🤖



## ABOUT THE AUTHOR

Part strategist, part pragmatist, Anne McCrossan's been a specialist in business and brand development for over 20 years. Based in London, she's the Founder of Visceral Business, a boutique business about marketing and organizational change and that helps businesses align their technology and digital activity, human resources and marketing to make better connections with customers. You can keep up with Anne on her blog, [A Bit Visceral](#).

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