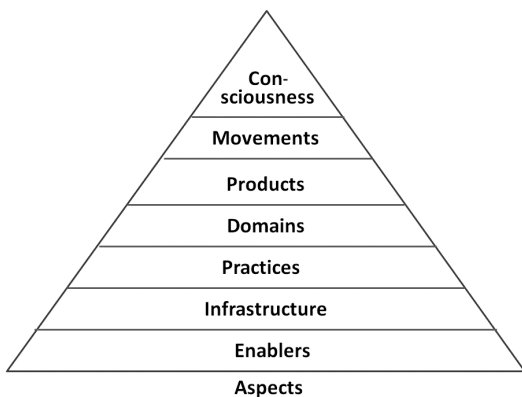


## CHAPTER 1

# Open Sesame

Open-Source Everything is a cultural and philosophical concept that is essential to creating a prosperous world at peace, a world that works for one hundred percent of humanity. As we know, the industrial-era formations of state and company and religion do not meet all our needs—they are exclusive rather than inclusive, hierarchical rather than egalitarian. They also encourage corruption and allow an egregious concentration of wealth in the hands of a few. Completely apart from the ethical atrocity, any concentration of this nature throws entire economies



**Figure 1: The Open-Source Pyramid**

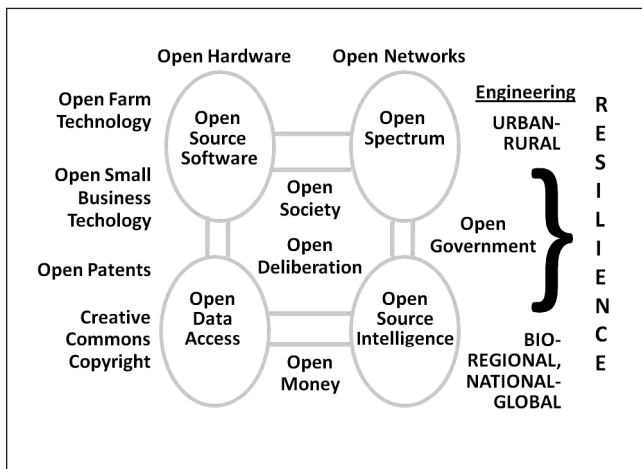
**THE OPEN-SOURCE EVERYTHING MANIFESTO**

out of balance. They become dysfunctional, and the “seed corn” of an economy, We the People, the “ninety-nine percent,” find ourselves being eaten by what is in essence a moral fungus or cancer spawned by the “one percent.”

The universe of Open-Source Everything can be visualized as a pyramid that ranges from concepts through practices and products to movements and consciousness. It is, in other words, potentially pervasive.<sup>1</sup>

Open Source is both a concept and a method. Adopting an open-source approach to everything at the local, state, and national levels might look like this below.

Using Figure 2 as an outline, we can see how life would be affected by an Open-Source Everything approach, with the deliberate and direct outcome of RESILIENCE.



**Figure 2: Basic Open-Source Approach to Resilience**

The core concept here, one that Buckminster Fuller would endorse, is of achieving ZERO RESISTANCE in the transfer of energy and information. Put in other terms (that Occupy, among other movements, would appreciate), the objective is to eradicate CORRUPTION and all “burdens” on human activity that have been contrived and imposed without the consent of the governed. Corruption and lies are “resistance” to optimal functionality. They are also not patriotic and are often impeachable acts in the public sector, tantamount to organized criminal activity in the private sector.<sup>2</sup>

In an open-source community, all costs are minimized and benefits are optimized. The combination of Open-Source Hardware, Free/Open-Source Software (F/OSS), Open Data Access (ODA), Open-Source Intelligence (OSINT), and Open Spectrum (unconstrained access to all frequencies, none sold or assigned to specific organizations or functions) makes information-sharing—including education, intelligence or decision-support, and research—virtually free . . . and not merely free, but a catalyst for the creation of infinite wealth for all those “jacked in” to the World Brain, including the five billion poor, if we do the right thing.

The widespread adoption of copyright and Open Patents<sup>3</sup> allows communities to rapidly build for themselves fully functioning engines, vehicles, power tools, and all other needed equipment, using readily available components, while avoiding esoteric materials including rare earths. This concept redirects “commerce” from the goal

of profit for the few to the goal of utility for the many at the lowest possible cost.

On this foundation, Open Deliberation and Open Money support Open Government and Open Society. Transparency and truth are the predominant attributes of the Open-Source Everything ecology, and trust is the tangible, persistent, and most valuable “spiritual energy” that sustains the community, ensuring resilience and sustainability. Trust between people is a substitute for money created by predatory organizations such as banks, which counterfeit “credit” they do not have to earn profits they do not merit.<sup>4</sup>

It is my thesis that the “Open” meme, first proven with Free/Open-Source Software, is now ready to be applied to the creation of Open Government and Open Society, with one big change from prevailing and preliminary practices: we create what we need in the way of Open-Source Everything, rather than being satisfied with lip service (Open Government) or foundation tokenism (Open Society). Creating an Open-Source Everything community on Earth will demand strength of will and stringent ethics. It will be done in the face of fierce opposition from industrial-era governments and corporations too long accustomed to hiding behind secrecy and externalizing costs (for example, selling bottled water or gasoline at a low price that does not factor in the costs to the public of waste, pollution, and depletion of scarce resources). It will probably succeed one transitional local community at a time,<sup>5</sup> *but* I believe that this period in and around the year 2012

is a time of potential transformation in which organized people can beat organized money without violence.

It is vital that Open not be confused with Free. Our model is the Free/Open-Source Software community, where open means open to inspection, all code visible and accounted for. It does not mean that the software is of necessity free—some will be, some will not be. The Red Hat community is a model for how to mix volunteer, free orchestrated, and for-fee commercial services, centered on the openness of the code, the transparency of what each individual and organization is seeking to accomplish, and the common utility that each participant derives, not necessarily equally, but each according to their contribution and need.

Free/Open-Source Software is both safer and vastly cheaper than proprietary software. The proponents of this movement are the model for a global Open-Source Intelligence network that leverages a mix of Open Data Access and a vast number of human beings who are able to operate in all languages, all the time. This network is capable of doing what no other network—and certainly no government or corporation—can aspire to: tell the truth, the whole truth, all of the time, rooted in transparency and building trust—this is the alchemy of the twenty-first century: share information, earn trust. Transparency, not secrecy, is what produces validated intelligence (decision-support) that is truthful and trustworthy and therefore priceless.

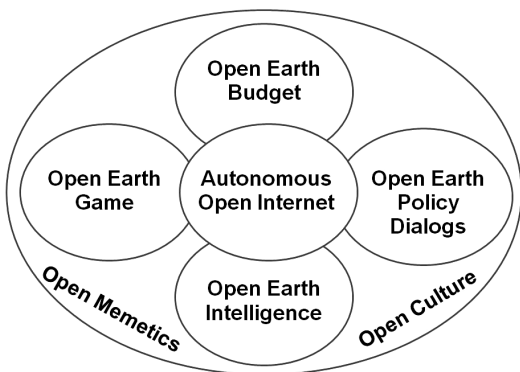
The global implication of F/OSS and OSINT, when

combined with a long overdue global migration to Open Spectrum, is quite straightforward: the three together with Open Hardware make possible the Autonomous Internet<sup>6</sup> and the emergence of the World Brain and Global Game.<sup>7</sup>

The World Brain is the 24/7 connection of all human minds in all languages to one another and to all information in all languages and mediums.

The Global Game can be described as the melding of the World Brain with the “Six Bubbles” concept devised by the twenty-four co-founders of the Earth Intelligence Network, a 501(c)3 committed to creating public intelligence in the public interest. These are illustrated in Figure 3.

Various thinkers on these topics helped me make the connection between free, infinitely scalable information technology—also known as liberation technology—and creating a prosperous world at peace.<sup>8</sup>



**Figure 3: “Six Bubbles” Approach to Open-Source Everything**

Liberation technology is distinct from open-source technology primarily because the function of liberation can be achieved with proprietary and expensive technology, which are not open-source. One example is the leasing of satellites to provide for direct links from ground stations in repressive countries—ground stations that are not easy to detect because they are sending and receiving “straight up.” Another is the purchase of encryption technologies including those that are “invisible” to censors, vanishing into photographs, a form of encryption known as steganography (hidden messages, often encrypted, inside of photographs). Where open-source technology excels is in scaling up—there is no way the five billion poor are going to be connected, much less educated, without a massive adoption of open-source technology such as has occurred recently within the universities of India.<sup>9</sup>

Liberation technology creates wealth, and open-source technology creates wealth. In both instances the “center of gravity” for dramatic change toward resilience and sustainability is the human brain mass of the five billion poor—the one billion rich have failed to “scale.” The human brain is the one unlimited resource we have on Earth.<sup>10</sup> The potential for innovation and entrepreneurship on the part of the five billion poor is the most under-developed and under-utilized resource. For lack of simple inexpensive hand-held devices and access via those devices to more sophisticated call centers that can educate them “one cell call at a time” (as envisioned by the Earth Intelligence

Network), the five billion poor live in desperate poverty and grinding subsistence mode.<sup>11</sup>

I leave the details of intellectual property and copyright to others, but I subscribe to the Creative Commons concepts of Lawrence Lessig.<sup>12</sup>

*Open-Source Everything scales that philosophy to encompass all human activity, all creations by humans, and human access to all historical knowledge.*

The future must be open, it must empower all human minds all the time, and it must respect the reality that the future will be defined by the poor, not by the rich. What this means is not that the poor will be with us forever and that we must define our world to their condition, but rather that the mathematics is simple: one billion rich adhering to industrial-era concepts of secrecy, selfishness, and hierarchy cannot elevate the five billion poor; only the five billion poor can do that. If one adds the concept of compound interest, then it follows that the waste of the one billion rich can only be contained, neutralized, and ultimately displaced by the right living of the five billion poor whose aggregate minds can move in a righteous direction—toward creating a prosperous world at peace.

**What we can do** is focus on empowering the five billion poor with access to the Internet and free to very low cost cellular capabilities such that they apply their five billion minds, their five billion bundles of energy and entrepreneurship, to create infinite wealth for themselves. TIRED: Give them fish. TIRED: Teach them to fish. WIRED: Give



them information tools and access to information to create infinite substitutes for fishing and fish.<sup>13</sup>

What has been lacking to date in the open world has been a strategic analytic model that allows shared information to leave no fraud, waste, or abuse (corruption) unnoticed, and to harmonize a diversity of endeavors without imposing “control.”

Although I have written multiple books on the “how” of information sharing,<sup>14</sup> it was not until I was inspired by the Collective Intelligence movement and came face to face with the Web 2.0 thinking of so many emergent pathfinders that I realized the value of my two decades of work as a contribution to the Open-Source Everything era that begins in 2012.<sup>15</sup>

We are all in the process of “changing the game.”

## Changing the Game

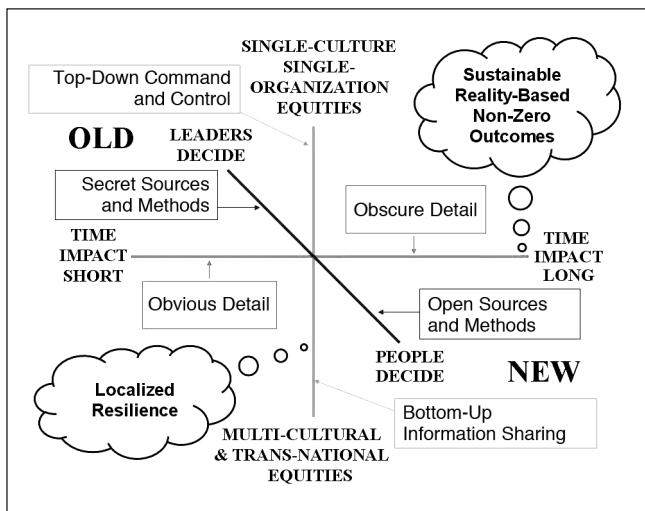
Tom Atlee, co-founder of the Co-Intelligence Institute and author of *The Tao of Democracy: Using Co-Intelligence to Create a World that Works for All*,<sup>16</sup> as well as the more recent *Reflections on Evolutionary Activism: Essays, Poems and Prayers from an Emerging Field of Sacred Social Change*,<sup>17</sup> has been the most important influence on my thinking and feeling since I first discovered his work. I got to know him after he spoke at one of my annual conferences for mid-career intelligence professionals.

Below I illustrate the contrast between what I’ll call “Epoch A,” the millennium of human organization

**THE OPEN-SOURCE EVERYTHING MANIFESTO**

characterized by increasing hierarchy, hoarding, and “command and control” from above, with “Epoch B,” the millennium of restored human community characterized (as were our indigenous forebears) by a flattening of decision-making with processes that are multicultural, deeply appreciative of diversity, replete with integrity, and very much “bottom up,” harnessing the distributed intelligence of all.<sup>18</sup>

Figure 4 illustrates both the traditional form of organization, called here “Epoch-A Leadership,” and the emergent form, “Epoch-B Leadership.” There are several major differences between the two: the first is that in relying on secret sources and methods that are not accountable to



**Figure 4: From Epoch A to Epoch B**

the public and that are easy to manipulate in the absence of “sunshine” (Epoch A), the leadership becomes isolated from reality and swims in its own hubris, earnestly believing that it knows better than all others (or worse, could care less but is not held accountable for making decisions so obviously against the known facts).<sup>19</sup> From the inception of the industrial era, governments as well as corporations have been set up according to the Weberian concept of organizational design, one that emphasizes command and control over a rigidly structured “top-down” form.<sup>20</sup> The worst aspect of this form of organization has been its proclivity toward limiting and hoarding information, and abusing secrecy.<sup>21</sup>

This form of organization and its inherent practices in turn make possible predatory capitalism, virtual colonialism, and many other acts of greed and insensitivity.<sup>22</sup> Corruption is endemic<sup>23</sup> in Epoch-A hierarchies of government, banking, and business as well as in civil society (labor unions, religions) and in non-governmental organizations. Bureaucratic agencies and ambitious or misguided individuals hoard information for selfish ends rather than sharing information for the “good of the group,” and in doing so, they sacrifice accountability and enable crime and treason. Government intelligence-gathering is conventionally focused on nuclear proliferation, terrorism, and transnational crime; in the emerging new epoch we are focused on preventing genocide and other atrocities, as well as on creating the necessary infrastructure for global networking. International relations should not be about

war, but about multinational information-sharing and sense-making.<sup>24</sup>

As far as the effectiveness of the intelligence garnered at the top of traditional Epoch-A hierarchies, the following quote from Daniel Ellsberg lecturing Henry Kissinger in the White House after Ellsberg's return from Viet-Nam is instructive; it refers to leadership's blind faith in the value of its narrow and often incorrect secret information:

The danger is, you'll become like a moron. You'll become incapable of learning from most people in the world, no matter how much experience they have in their particular areas that may be much greater than yours.<sup>25</sup>

This ineffectiveness does not apply only to governments with an obsession for secrecy above integrity. It also applies to corporations. Here is a companion quote, this time from Ben Gilad, one of the top pioneers and practitioners of commercial intelligence:

Top managers' information is invariably either biased, subjective, filtered or late . . . Using intelligence correctly requires a fundamental change in the way top executives make decisions.<sup>26</sup>

Another major difference is that Epoch A (the industrial era) tends to be unilateral in nature and non-consultative, much as the British and then the U.S. "empires" have been, and empires before them. Epoch B, in sharp contrast, is multilateral and collaborative in every sense of

the word. This means that no history, no perspective, is excluded, with the result that more broadly beneficial and sustainable decisions are reached, grounded in the collective intelligence of the group. Because Epoch B is the information era, we are developing a network capable of connecting all individuals to all information all the time, which has the potential to strip the power from “rule by secrecy” hierarchies. Ultimately, this new operating system will be more effective and efficient, serving all. It will also be autonomous<sup>27</sup> from governments and corporations, now that the Arab Spring and specific incidents of misbehavior (e.g., PayPal cutting off WikiLeaks without due process) and legislative insanity (e.g., the Stop Online Privacy Act, a corrupt proposition exceeded only by the Supreme Court decision in “Citizens United”) have demonstrated the absolute requirement for a public autonomous Internet.<sup>28</sup>

I now realize that neither governments nor corporations are “fixed” obstacles. In a world of constantly changing information, it is impossible for any structured organization to dominate a larger network—a hybrid network. Such broad, flexible governance without governments being “in charge” is where we need to go.<sup>29</sup> The objective: to implement transparency, truth, and trust across all boundaries.

David Weinberger<sup>30</sup> is a genius on this point: not only can no one person or even one organization or one country “know” what they need to know to make an informed decision, but if they fail to understand, respect, and “jack

in” to the knowledge network with full transparency as the method and truth as the objective, they will make very bad decisions. Of course this does not address the issue of corruption, and the raw fact that most governments and corporations could care less about objective truths, seeking instead to optimize profits for the few at the expense of the many, but their ignorance is our advantage. That is why We the People must recommit ourselves to Open-Source Everything, its underpinnings (transparency and truth), and its outcome: trust you can bank on without a bank.

I will say that again in a different way: the persistent unethical and ignorant emphasis on secrecy and on making decisions for partisan advantage or to pay off campaign contributors and select insiders is not sustainable. We the People have an opportunity to embrace this manifesto of Open-Source Everything and *bury* “rule by secrecy.” This is this is why I am optimistic about the future.

New, open-source, populist-based, information-era strategies will also serve our increasingly complex lives better in future situations of crisis such as natural disaster, war, and social disintegration. Collapse is cultural, systemic, a failure of process, not of any discrete event, institution, or location. The industrial-era model of command and control cannot adequately process information for a complex system, but an information-era model of distributed localized resilience can.

Collaboration and consensus is the Epoch-B way, but from the philanthropic foundations to the non-governmental organizations to all others, there is still a dearth of

information-sharing that is both expensive and incapacitating. While the United Nations has committed itself to coherence, with the meme of “Delivering as One,” they do not have the intelligence—or the integrity—to actually do that. Similarly, governments talk of “whole of government” operations, and corporations of “matrixed management,” but these also fail the intelligence and integrity tests.

Much has been written about how mass collaboration—alternatively called Collective Intelligence, Smart Mobs, Wisdom of the Crowds, Army of Davids<sup>31</sup>—has not been possible in complex situations in the past because the industrial era introduced (imposed) a cumulative series of information pathologies that deprived the group of access to all relevant information, while favoring an elite few with privileged access that allowed them to concentrate both power and wealth. In the public domain, many artificial—that is to say, contrived—obstacles to informing the public emerged in the past century, such as the following, each a book title:

**Fog Facts.**<sup>32</sup> These are facts that are “known” to some and publicly accessible but only if you know where to look. The mainstream media “blacks out” this knowledge. Modern examples include U.S. government support for dictators and U.S. government tolerance of massive fraud, waste, and abuse in return for fractional campaign contributions to presidential and legislative candidates who strive to remain in office “at any cost.”

**Forbidden Knowledge.** This includes both knowledge forbidden for public consumption by governments

(e.g., restrictions on pornography) as well as corporations (e.g., concealment of known pathologies such as the effect of tobacco on cancer, or toxins associated with household goods) and religions (the triumph of dogma over consciousness).

**Lost History.**<sup>33</sup> The most prominent modern example is the deliberate classification as secret of clandestine and covert operations by the U.S. government such that a modern history of foreign relations cannot be written—this is the documented complaint of the historians responsible for this task on behalf of the Department of State.<sup>34</sup> The role of the Central Intelligence Agency in the introduction of massive amounts of cocaine into the USA under the pretext of supporting “strategic” operations “at any cost” is especially frightening to anyone upholding the Constitution.<sup>35</sup>

**Manufacturing Consent.**<sup>36</sup> Noam Chomsky and Edward Herman first discussed this aspect of a modern democracy, and now, decades later, their work has been updated by Sheldon Wolin in his book, *Democracy Incorporated: Managed Democracy and the Specter of Inverted Totalitarianism*.<sup>37</sup> Corporations now “own” not just the legislative and executive branches of the U.S. government, but the judiciary as well, with the Supreme Court ruling on Citizens United being the more reprehensible evidence of the corruption of the highest court in the nation.

**Missing Information.**<sup>38</sup> Bill McKibben did something never done before—he recorded all the television channels being broadcast in his area in one twenty-four-hour



period, and watched them all over the course of time. He then spent twenty-four hours alone in the wilderness. Comparing the two experiences, he produced a truly brilliant exposition of how much “missing information” there is in our lives.

**Propaganda.**<sup>39</sup> Propaganda, put most simply, is the development of manipulated (i.e., not truthful) information and the delivery of that information to an audience in such a way as to impress upon them views and beliefs that are not rooted in fact or deliberative dialog. Propaganda, which includes advertising that itself fosters an appreciation for planned obsolescence, waste, and toxic foods and goods, is the antithesis of transparency, truth, and trust.

**Rule by Secrecy.**<sup>40</sup> As we have all now realized, and as Occupy is now confronting on Wall Street and around the world, secret banking networks, not governments, have been making decisions about war and peace, poverty and prosperity. It is banks that profit most from wars, followed by the Military-Industrial-Congressional Complex, and We the People that suffer most. Government secrecy enables massive lies—such as the 935 documented lies<sup>41</sup> delivered by Dick Cheney that took us into a multi-trillion dollar losing war in Iraq<sup>42</sup>—and this is one reason why I have committed the balance of my life to Open-Source Everything: transparency, truth, and trust are the true currency for human transactions, and everything else is a cancer.

**Weapons of Mass Deception.**<sup>43</sup> Whereas Rule by Secrecy is about secret cabals making decisions on the truth as they know it, Weapons of Mass Deception are about blatant

lies—many of them allowed to go unchallenged by the media, think tanks, university specialists, and all others who should be thinking in the public interest but instead choose to “go along” out of a selfish and unethical dependency on funding from the government doing the lying. A form of mass hysteria is achieved, one best illuminated by the manner in which the three singers of the band Dixie Chicks were treated when they publicly protested and questioned the veracity of the White House.<sup>44</sup> Now, years later, as with Jane Fonda on Viet-Nam, we know that the White House was committing treason, and the Dixie Chicks were both ethical and correct in their protestations. Mass hysteria—and mainstream media corruption—prevented the broader public from recognizing the truth at the time.

**Weapons of Mass Instruction.**<sup>45</sup> Underlying the ability of a treasonous White House and a complicit Congress (which must abdicate its Article 1 responsibilities when going along with known lies to permit an undeclared war at great cost) is a national educational system that is at best mediocre and at worst a crime against humanity. We are imposing on children of the Internet era—digital natives—an industrial-era system that is mindless: rote learning of old knowledge, sitting silent for hours on end, listening to lectures best left silent and so easily replaced by more vibrant multimedia communications. Teachers and the educational stakeholders who are complicit in the criminally negligent continuation of a retarded educational system are a foundation for an uninformed, unengaged public.<sup>46</sup>

Occupy as a meme and as a movement is challenging the status quo. So are Ron Paul, the Tea Party, the increasing numbers of Independents, and now the more active of the excluded political parties denied ballot access by the two-party tyranny: the Constitution Party, the Green Party, the Libertarian Party, and the Reform Party.

Now here is what they are *not* doing: getting a grip on public intelligence in the public interest. Of all the excluded parties, only the Green Party has a coherent set of core values and a truly distinguished coherent platform that sets forth its objectives. It does not have the capacity to challenge the factual platform of the incumbent Democratic president and his Cabinet, or the diverse Republican challengers among whom only Ron Paul is ethical and consistent. All candidates tend to lack intelligence or integrity to one degree or another—only a candidate willing to demand Electoral Reform, to announce a Coalition Cabinet and Balanced Budget plan in advance of the election, and able to commit to True-Cost Economics as pioneered by Herman Daly and others, is credible as a holistic candidate with intelligence and integrity.

To challenge those in power—and to win over those who have been sitting on the sidelines (half of the eligible voters do not vote) or “going along” with ideological idiocy whether from the extreme left or the extreme right (the other half)—the Third Wave must integrate public intelligence, public policy, and public participatory budgeting so as to demonstrate that We the People can not only self-govern, but we can reconstitute the “center” by

mobilizing sixty percent of the eligible voters. (Since only half vote, that means mobilizing the other half, and out of the total, pulling in sixty percent to displace the two-party tyranny.) Only when we have demonstrated that we can either reassert our control over or abolish the government that is now a corporate neo-fascist plutocracy of, by, and for the one percent who have leveraged corruption to concentrate power and wealth will we be free again, and in all likelihood, prosperous as well.<sup>47</sup>

The corruption of all three branches of the federal government that has enabled the exclusion by the one percent of the ninety-nine percent from the very fruits that the Preamble of the Constitution states are the purpose of our government is at a minimum a total breach of the public trust, and at worst, treason and a crime against humanity.

We the People of the United States, in order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

I contend that the open-source approach is consistent with the direction in which our Founding Fathers intended this nation to develop, with liberty and a sovereign people, not “subjects,” and also the direction in which societies want to go today. Evidence includes the fact that Occupy is a global movement, and the Arab Spring, like the freedom movements in the former Soviet

Union, is a regional uprising of people against corrupt and repressive governments.<sup>48</sup>

What the Founding Fathers did not articulate is the fact that sharing and the shared task of sense-making are what empowers the collective. It is not enough for the individual citizen to be smart or even good-hearted. They must be smart as a whole, a point made very ably by David Weinberger in *Too Big to Know: Rethinking Knowledge Now That the Facts Aren't the Facts, Experts Are Everywhere, and the Smartest Person in the Room Is the Room*.<sup>49</sup>

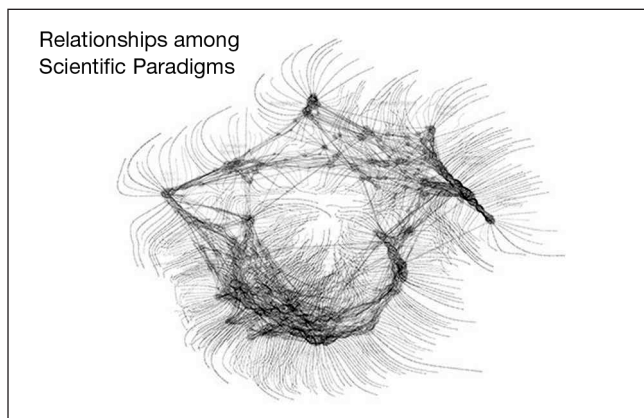
The contemporary challenge is our transition from the industrial-era worldview of unbridled consumption, selfishness, and “anything goes” to a new information-era worldview of “it’s all connected,” which means that we are all accountable for the whole. Resources are limited, brain power is virtually infinite. Open-Source Everything is the meme, the mind-set, and the method.

Today we are striving to both recreate the cohesive communities of the past, and to create a completely new discipline of intelligence (decision-support), one that elevates multinational collaboration and information-sharing to a much higher level. Multinational, Multiagency, Multidisciplinary, Multidomain Information-Sharing and Sense-Making (M4IS2) originated as a Swedish military concept focused on the multinational aspects; I added the information aspects. Eventually, given an investment in M4IS2 and a demonstration of its power to lower costs and increase both peace and prosperity, we should be able to create the “Web 4.0 World Brain” and eradicate poverty, infectious

disease, and environmental degradation. By this I mean the following, all together:

1. Adopt a **Strategic Analytic Model** for focusing our attention, our information, our tools, and our deliberative dialog.<sup>50</sup>
2. Accept the **Ten High-Level Threats to Humanity** as a common starting point for what stands in the way of a prosperous world at peace.<sup>51</sup>
3. Accept the **Twelve Core Policies** as a common starting point for how we plan and execute public programs.<sup>52</sup>
4. **Accept M4IS2**—and particularly its rejection of secrecy and the hoarding of information—as the method by which we can voluntarily harmonize public spending and behavior.<sup>53</sup>
5. Recognize the **fragmented knowledge structures** we have today (see Figure 5).
6. Accept personal responsibility for being a **citizen intelligence “minuteman”** who is engaged at least at the local level and ideally at all levels from local to global.<sup>54</sup>
7. **Demand transparency and truth** from every person, every organization, every government. Consider this the modern information-era equivalent of the Golden Rule.

Ultimately, this is about reaching the culminating point for humanity’s next stage of consciousness, what some call Panarchy, others the World Brain, Global Brain, Global Mind, or Web 4.0. This is about connecting all human minds, all information in all languages and mediums, all the time.



**Figure 5: Fragmentation of Knowledge**

## Panarchy

Panarchy is an ideal condition in which every individual would be connected to all relevant information and able to participate in every decision of interest to them, from local to global. Panarchy thus represents direct democracy within a nonhierarchical, open-source context. In the ideal state of panarchy, every citizen is fully actualized, deeply steeped in integrity and intelligence, and able to participate creatively in the constant social reproduction of their world.<sup>55</sup>

Panarchy is a conceptual term coined in 1860 by Belgian botanist and economist Emie de Puydt. It refers to government, but a form of complete integrated governance that encompasses all other forms of organization. Other terms coined in this timeframe include “ecology,” referring to an integrated system of living things, with the

term “synergy” eventually specifying that individualism in isolation was insufficient to survival—the whole is greater than the sum of the parts, the whole has a tangible value in and of itself. This is consistent with David Weinberger’s latest investigations in which he finds that in a room full of experts, the greatest intelligence is to be found in the room, not in the individual experts.

Over time that idea has blended with bottom-up concepts of self-governance to integrate the right of the individual to be a participant in any and all forms of governance touching his or her life, be they formal legal structures or informal cultural conventions. This model of decision-making and dissemination of intelligence has huge implications for the agility of communities to face catastrophic change, supporting self-sufficiency and resilience. At its best, panarchy provides for near-perfect resilience in the face of great complexity because it reduces the resistance between all human minds and reaction points to near zero. What this means is every human mind is connected to every other human mind, and to all relevant information; that observations by any human immediately reach all other humans (imagine super-Twitter); and that with tools for thinking, the relevant human intelligence can be aggregated and applied to any situation in near-real time. This is not something corporations or governments can do today.

Open-Source Everything and panarchy are symbiotic—a state of being, a state of mind, a state of the Earth.

José Argüelles, following French mystic Teilhard de



Chardin and others, has defined the term *noosphere* as a “collectively experienced ego-free state,” as well as a realm or “band” of equally accessible consciousness surrounding the Earth.<sup>56</sup> The organization of a planetary community based on panarchic principles could help bring about this noospheric condition by creating a society based on equals, where all have the same voice, the same freedom, and the same access to education. In other words, no corruption, no lies, no resistance. Only transparency, truth, and trust. Such an ideal condition of free being is, of course, threatening to those who believe that elite privilege and hierarchical domination are the only effective ways to organize and run technocratic civilization.

Panarchy is not linear—it is characterized by continuous cycles of growth (both evolution and mutation), accumulation, restructuring (including creative destruction), and renewal.

Both panarchy and resilience depend on good information and constant, rapid, truthful feedback loops at all points within each system and among systems. Panarchy focuses on the rights of the individual living being to be a part of the total communications environment—with voice and vote. Resilience is more of an outcome of panarchy, created when the feedback loops are so continuous, authentic, and truthful that they lead to early perception of problem areas, early consideration of alternative courses of action, and early reactions. In short, panarchy and resilience and innovation and systemic stability (not to be confused with *status quo*) are all related.

The deepest transformation that must take place is within each of us, as we all begin to insist on living life in panarchic form. We must each cast off our past indoctrination as cogs of little importance, and fulfill our promise as vibrant engaged beings who are capable of what Kevin Kelly and others have called “hive mind.”<sup>57</sup>

## Enter “Radical Man”

I’d like to introduce two graphics from the 1970s here, because the human is the heart of this story about the truth, and only the human can choose to be what Charles Hampden-Turner calls “Radical Man.” In a book by that title,<sup>58</sup> the first theoretical thesis ever accepted at the Harvard Business School (against enormous opposition), he examined the fundamental role of the individual human being within capitalism, demonstrating that when the human is commoditized, capitalism fails; when the human is unleashed, capitalism benefits all.

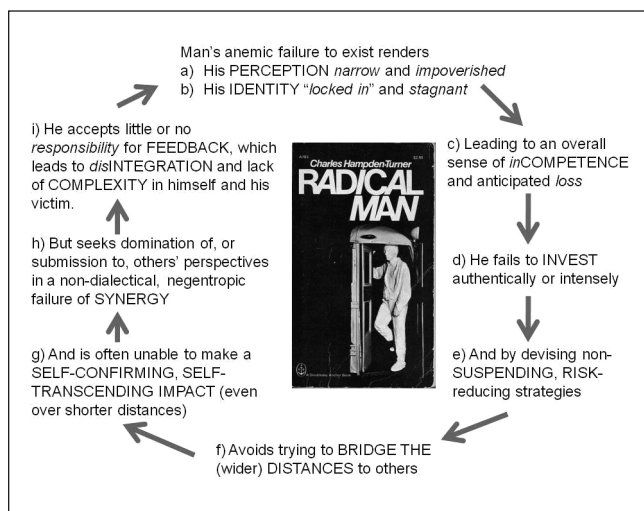
Defining, perhaps for the first time, nine specific attributes of the “fully functional” human being (Perception, Identity, Competence, Investment, Suspension and Risk, Transcendence, Synergy, Integration, and Complexity), his work remains highly relevant to the broad movement seeking to achieve evolutionary consciousness.

Figure 6 illustrates “Man as Slave or Commodity,” and in Figure 7 shows “Man as Free Spirit—Radical Man.” This could not be more vital to our understanding of how to create a prosperous world at peace: the one inexhaustible

resource and innovation source capable of rising to all challenges is the human brain. We billion rich have failed to create a prosperous world at peace—we must now do what we can to help the five billion poor connect, innovate, and sustain our Earth.

In sharp contrast, here is man operating at “full capacity.”

The integrative work of Hampden-Turner shows how vitally important it is to humanity and to our various forms of enterprise for each person to be a free self rather than a weak or controlled slave (even a fabulously wealthy slave). The industrial era sentenced most men and women and children to lives as inert “cogs” in a system that denies their humanity, and in denying that humanity, represses



**Figure 6: Man as Slave or Commodity**

## THE OPEN-SOURCE EVERYTHING MANIFESTO

the very God-given or cosmos-inherent capacities that we alone among all the beasts on the planet possess: the capacity to innovate and create beyond any individual's wildest imagination, but working together in the aggregate, using shared information and collective sense-making as a foundation for eradicating waste and achieving optimal harmonious wealth creation for all.

The similarity of the cycles of panarchy, nature, and life itself with creation, growth, conservation, and then rebirth is notable. In the first Hampden-Turner figure, man is dormant, waiting; in the second man is authentic, engaged, creative, and a full participant in the complexity that is humanity on Earth.

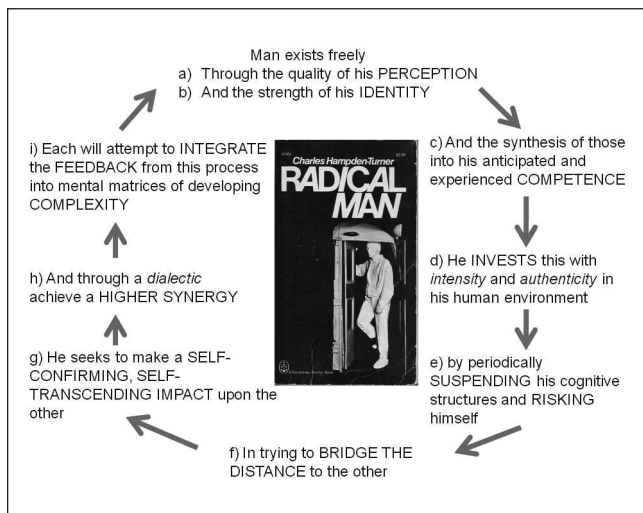


Figure 7: Man as Free Spirit—Radical Man

In my view, the many spiritual movements that seek to expand human consciousness and foster a sense of community have failed in one vital respect: they have not focused on the urgency of putting humans in touch with real-world information, not just “themselves.”

Open-Source Everything is about creating a World Brain and Global Game in which all humans play themselves, have access to all other humans and all relevant information, and therefore, as free spirits, are self-governing in concert with all others, using shared information as the means for voluntarily and peacefully harmonizing behavior and investment at all levels to achieve a world that works for all.

Public intelligence in the public interest. That is the missing ingredient.

## Terms of Reference

Sustainable resilient civilization is achievable, and the balance of this book discusses the specific strategy and tactics of achieving panarchy through Open-Source Everything. First, however, a few terms merit definition.

**Integrity** represents holistic completeness. In an integral system, all the dots are connected, and each node in the network has access to the complete knowledge of the whole, much as the synapses in our brain are interconnected through a holographic orchestration. On the level of government and the state, this means that the position of the

citizen trumps the status of the government employee—in other words, holarchy supplants hierarchy.

**Holarchy** is a term coined by Arthur Koestler, a combination of the Greek word *holos* meaning “whole,” and the generally understood word “hierarchy.” It treats every individual as both an individual and a vital part of a whole. Holoarchy has always been “reality,” but in our rush to implement the emergent concepts of the industrial era, we exceeded our understanding in adopting a “command and control” approach, a top-down “because I said so” approach that created a separation between “elites” and “all others.” Holarchy is the Epoch-B concept for self-governance within the whole.

**Hierarchy** is the Epoch-A approach to organization, in which everything from armies to religions has been organized in a top-to-bottom structure where rank matters more than knowledge, and the approach to knowledge is arrogant and insular—an assumption that being at the top implies nearly-divine powers, and certainly absolute authority over all that is “below.” As we can now see with the example of the U.S. government, including the corruption of Congress and the Executive branch and the Courts, and the massive financial fraud that was enabled by that corruption, the fact is that elites are ignorant, isolated, and not to be trusted. In the absence of the knowledge of the whole (the “hive mind”), elites thrive at everyone else’s expense.

This latter point is very important because too many senior executives and our most senior uniformed officers

(the four-star generals and admirals) in the U.S. government have been “going along” with impeachable offenses by political decision-makers because they confused loyalty to the chain of command with what should have been their only loyalty: to the citizens they serve and the legitimacy of the whole, which is founded on truth as well as service to the Constitution that they swear an oath to protect and defend. Lacking in integrity in the fullest sense of the word, these people in power of course also fail all those larger communities to which they have an implied responsibility—Earth, for example.

**Intelligence.** The purpose of intelligence-gathering is to support accurate decision-making. In no way should “intelligence” be confused with secrecy. The proper role of intelligence-gathering (providing support for good decisions to be made) goes back to ancient times, but it is not well practiced by bureaucracies that use secrecy to escape accountability. As a process and a function, the collection of intelligence includes some very specific elements and capabilities that can—and should be—applied in the Open-Source Everything spirit:

1. **Requirements definition.** Intelligence is decision-support—this means that a decision is required in which trade-offs have to be evaluated. If there are no trade-offs, there is no real decision. The questions have to be asked: What do you need to know? To what end? When? In what form? When serving larger community

groups, it is especially important to help them understand what they know, what they do not know, and what they need to know.

- 2. *Collection management.*** The biggest reason spies fail is because they only understand secret sources and methods. They are simply not serious about appreciating all that can be known legally and ethically through open sources. At the same time, in the private sector the craft of intelligence is not well-developed. Even the energy and the pharmaceutical companies—the very best in the business—lack the integrity to actually think through the sustainable economics and the holistic health alternatives. The acme of skill in collection management is to know who knows; to know what sources are likely to be most relevant and cost-effective; and to know how to determine and cope with inherent biases, a different bias within each source.
- 3. *Source discovery and validation.*** As stunning as it may sound, neither spies nor the private sector are as good as they should be about discovering all the human sources, all the analog sources, and all the digital sources relevant to their inquiry. In the past the “true costs” have been ignored, hidden, or externalized to the public. One of the most interesting aspects of crowd-sourcing (openly soliciting and appreciating contributions from everyone and anyone, instead of a narrow, pre-selected group of experts—a crucial part of Open-Source Everything) is that it harnesses the distributed intelligence—the distributed eyes, ears,



senses—of all human minds all the time. “Put enough eyeballs on it,” and not only is no bug invisible, but neither is any fact of corruption nor any relevant bit of information.

4. ***Information integration.*** This intelligence capability can be harnessed with ease or difficulty, but if you are organized such that information is hoarded as a source of (old) power, then the task is virtually impossible. This is how all governments and corporations from the industrial era are organized. Sadly, secret intelligence agencies not only distinguish among Confidential, Secret, and Top Secret, they also “compartment” information into smaller communities of access. What this really means is that no one, ever, gets the whole picture, even when working only with secrets from all secret sources. Combine that with the fact that outside the secret world there is no substantive appreciation for the craft of intelligence (decision-support), and you have the root problem of the human race today: we have forgotten our history, have no idea of our present, and have given up our future.
5. ***Analytics.*** The craft of analysis is a mix of art and science poorly understood in the domains of education, intelligence, and research. Analytics mixes the best of what machines can do (very large data processing to find patterns and anomalies difficult for individual humans to achieve) and the best of what humans can do (intuitive leaps of the imagination that no machine can accomplish).

6. *Visualization and presentation.* Visualization is also an art and science, combining deep knowledge of the subject matter with deep knowledge of the possibilities for concise, coherent, as well as compelling, actionable, timely presentation of the product of this process—intelligence—to the deciding person or group.
7. *Feedback.* This completes the “loop” such that there is continuous interactive relation among all those who are engaged in the craft of intelligence.

As we all become more familiar with the concept of “true cost,” using public intelligence to factor in all the costs that governments and corporations have learned to externalize to the public—water and electricity costs, pollution and other environmental costs, child labor costs, tax avoidance costs, to name a few—we are better able to demand complete integrity from others *and* offer it up ourselves. Integrity and intelligence at all levels across all topics are pre-conditions for creating a prosperous world at peace, for the simple reason that today corruption—a lack of integrity and a lack of intelligence—is consuming fifty percent of every dollar across defense, energy, health, and intelligence, to name just four high-cost domains.<sup>59</sup>