

# Open Global Mind: Business Plan

## Mission

In one sentence: OGM helps humans make better decisions together.

Assumptions:

- We are in the middle of [five crises](#), give or take.
- Discourse is broken. We are stuck in logjams, unable to work together on important issues.
- Some actors are intentionally undermining discourse and trust.
- This process has widened a global [cultural divide](#), making things worse.
- Our lack of a shared memory [makes us amnesic](#), dumber, easier to manipulate.
- [Emotion and membership trump reason most of the time](#).
- Business is more political than businesses would like to admit.
- We need better tools and techniques for sharing stories, facts and points of view.
- Those tools need to interoperate, as well as share trustworthy, linked, contextual data.
- The tools, techniques and data need to be as open and accessible as possible.
- Our platform needs to be credible and durable.
- That means it needs to help its participants make a living through their participation.
- We (OGM) don't have the best answers, but can help those who do (while absorbing their insights).

[Useful Metaphors](#):

- OGM is an estuary where nutrients feed different groups, who innovate together.
- OGM is like colonies of farmer ants, who tend to a fungus that feeds them all.
- OGM is part of a growing ecosystem of organizations prototyping the next economy.
- OGM reaches across to other organizations like mycelial hyphae, making contact and exchanging nutrients. We are part of a virtual [Wood Wide Web](#).
- In order to re-weave the fabric of society, OGM is helping weave a global brain.
- OGM uses Jerry's Brain as [sourdough starter](#), to stimulate creation of that global brain.

## Secret Sauce

We're meta: We're not out to create the one platform (or tool) that will conquer all, but instead to get many platforms (and tools) to shift toward cooperation and stewardship. By helping the best we find, making their insights easily available to all and internalizing those lessons, we become a triple-loop-learning hub.

We're glue: We build bridges to organizations that wouldn't normally know about one another. We motivate software developers to play together nicely. We pioneer hybrid technologies that help people know more and share it better.

[This future history of OGM](#), created for a workshop we ran, tktk

## Structure

We have an outer, informal layer, which is a community. That community cares about issues like knowledge representation, discourse and decision making, collective intelligence, visualization and more.

Inside that community, through a very permeable membrane, is a durable organization structured to make permanent contributions to many Commons while providing many ways for its participants to make a good living, but not allowing any of them to make a killing through a big "exit," or to throw a wrench in the whole works.

Right now that organizational structure looks like [steward ownership](#), which involves establishing a non-profit that owns all the shares in a for-profit. This combination allows the organization to engage in a broad spectrum of activities, from curating Commons to building profitable businesses. (Details in Revenue Sources.) It also makes the entity very difficult to acquire or disrupt.

Internally, OGM members can find their way into roles, join guilds to learn crafts and find work, join quests to undertake time-bounded projects, and form themselves into partner organizations.

Ttkk more on partner organizations, key activities.

Still to come: a method for sharing value flows fairly through OGM and neighboring organizations.

## Who We Serve

Broadly, we serve people who are working to improve the planet.

More practically, that means people who are:

- Sharing useful tools, insights and more.
- Building trust and bridging cultural divides.
- Solving major issues, such as social justice, climate change, radicalization and various forms of prejudice and inequality.

Ttkk practitioners and "consumers" of what we're creating. Design for customization, adaptation. Architectural goals?

## Communication

We will do little or no traditional marketing, beyond making our online presence clear and compelling. Instead, we will attract participants by being of service to them and the causes they care about, plus through word of mouth.

More specifically, an important facet of our work is the visualization of complex systems and issues, so we will be putting useful visualizations in the world, which should attract attention.

## Revenue Sources

The steward ownership structure allows us to host a wide range of activities, from those that nourish Commons, such as creating open-source software or curating open databases to for-profit businesses.

You'll find a draft Profit & Loss spreadsheet for OGM [here](#).

Multiple OGM participants have been working on passion projects for years, without any personal gain. Not all of them need funding for this work, but some of them lead precarious lives because these efforts don't help them cover their costs. We will create a pool of funds for OGM Fellows, then establish an equitable way to discern whom to make a Fellow and how to distribute those funds equitably.

That pool of funds will exist through grants and crowdfunding.

On the for-profit side, at this early point, it is easy to envision a series of for-benefit businesses built atop (inside?) OGM, such as:

- A [StoryThreading](#) service (and guild) that pioneers the next step in event recording and innovation stewarding.
- A [Design from Trust](#) consultancy that helps organizations find and flip their [hidden architectures of mistrust](#), occasionally turning their industries upside-down.
- A speakers bureau called [Outsider Speakers](#) that sources OGM-y talent for events.

Whether these businesses come to be depends mostly on finding individuals who would like to make them exist and thrive.

## Goals

Open Global Mind's laser is aimed at the mistrust and lack of shared facts that worsen the global cultural divides, all of which make it very difficult for us to solve urgent, global problems together, such as climate change, unemployment, racism and sexism, and surveillance and privacy. Our principal tool is collaborative sensemaking, built on trust.

We are by far not the only organization with such lofty goals. One of the ways to achieve our goals is to link arms with other organizations on resonant paths, helping us leverage what we all know and what we're doing by making our stories more compelling, our data visualizations more powerful, our conversations safer and more credible, and our collective actions more scalable.

Another way is to prototype and pioneer new tools and techniques for collaborative inquiry and visualization. Imagine a [Minority Report-style](#) conversation between several individuals who have been curating databases and maps that contain extremely useful narratives, lists, analyses and conclusions.

We have no desire to build the next Facebook or own or control all these organizations. In fact, the only way we can achieve our goals is by not owning them, but instead by leading them toward new tools, norms and platforms that create a world we all prefer to the current one.

## Measures of Success

Near term, the existence of the organizational elements described here, from guilds to ongoing businesses and fellowships, will be considered success.

Medium term, getting each of those projects and entities to long-term stability will indicate success. So will moving the needle on points of leverage, such as other companies shifting their structure and goals toward more OGM ones, which should lead to improvements in the statistics around the crises we've pointed to here.

Ultimately, if we do this right, OGM will be contagious, and our cascading, replicated ideas will shift nations and organizations away from radicalization and toward collaboration, with our many Commons improving over time, instead of being sequestered and depleted to extinction, as is happening today.

## Timeline

We are currently in the process of creating a formal organizational structure, which should take six months.

At the same time, we also have several sub-groups that are working on pieces of the larger OGM puzzle.

## Open Questions

What is the best organizational structure for OGM?

How might we distribute value through OGM?

How can we preserve and improve our culture and intentions as we grow?

How will we survive our assaults on today's acceptance of predatory capitalism, intellectual property overprotection, hidden architectures of mistrust and other dysfunctional systems? These systems are well defended.

For more questions, see [Early OGM Design Questions](#).

I'd like to see if we can further this with the "business" framings that identify partners, key activities/resources, value proposition, users/customers, channels for delivery, target customers, cost structure, and revenue. Cultural attributes (openness, inclusion, etc).

Peeragogy (mentoring),

What resources do we need inside? R&D? Operations? Army of interns? Exponential expertise? Media hacking?

More on change, change hacking. Getting people and orgs from A to B.

Not "what do you need?" but rather "where are you going?" and "where are you stuck?"

Human routers. Mentors. Shamans.