

*business*

*nature*

*future*

*happy*

[ ]

*lab*

*playful*

*rebellious*

*immature*

**A PLAYBOOK FOR HEALTH, WEALTH AND HAPPINESS**

[ BETA VERSION 1.7.3 ]



PLAYBOOK

*To our grandchildren.*





*“Humanity has advanced, when it has advanced, not because it has been sober, responsible, and cautious, but because it has been playful, rebellious, and immature.”*

***Tom Robbins<sup>1</sup>***



1 - Source: Robbins Tom (1980) Still Life with Woodpecker. New York: Bantam Books

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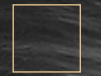
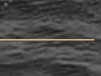
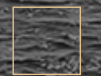
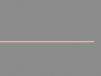














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# Foreword

By Seta Thakur, CEO öbu (Translated from German)

At the beginning there was an idea, immense generosity... and a lot of eagerness to go on an adventure. The initiators\* did not yet suspect that in the course of this exciting project journey, which finally led to the Happy [ ] Lab and the present playbook, a good portion of madness was needed as well. Supported by a philanthropist willing to take risks, öbu, the Swiss Business Council for Sustainable Development, launched ThinkPACT in 2015. The aim of the project was (and still is) to sensitize decision-makers in the Swiss economy to sustainability and encourage them to act consistently in their field of activity - but not in a typical “NGO way” that has been practiced for years, but in a different, unconventional and bold way.

ThinkPACT's design is impressively simple: A ‘creative mind’ receives about a year of time and a considerable sum of money to develop, in continuous dialogue with an expert advisory board, and eventually present a vision of an economy with a future, preferably in the form of a tangible, realizable project.

And so the adventure began. In August 2016, the expert advisory board, in its final composition consisting of an interaction designer, the patron, a banker, a federal representative, a city president, a sustainability researcher and myself, chose Jerónimo Calderón in an elaborate process as the first ‘creative head’ and curator of ThinkPACT.

In the spirit of the desired dialogue, committed, heated and controversial discussions on the procedure, objectives, measurability and much more followed. On the following pages you will find a detailed description of what Jerónimo has developed together with a vibrantly diverse team from this “carte blanche”.

To describe the experiences öbu made during this project journey as challenging is a blatant understatement. First of all, we reached our limits. Then, of course, there was a learning process. Happy [ ] Lab initially focuses on neighbourly, interpersonal relationships; “decision-makers in the Swiss economy” are not in the focus, but are of course included. Can we as a business association make sense of this approach? In fact, we can, like several representatives of the business community, some of whom have been involved in the process from the beginning, have confirmed to us. Listening intensely; letting go of old traditions; exchanging in the literal sense; creating space for new things; developing models, whereby failure is always an option: on the behalf of öbu we are now convinced of the potential and the burning relevance of this approach. The challenge at hand now, is to derive concrete, business-related projects for the sustainable development of our planet from this playbook. In this we have confidence, and wish you lots of fun and inspiration in reading!



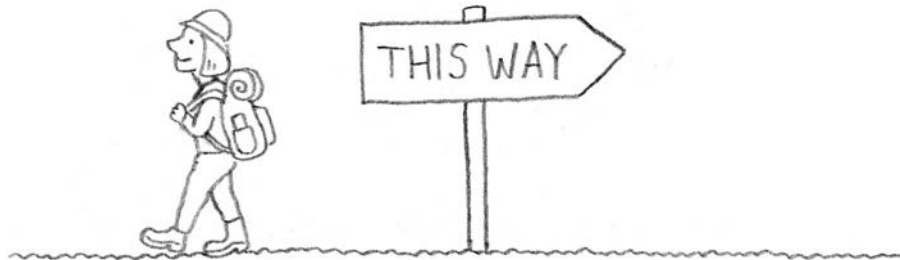
\* In this context we are deeply grateful for how Ursula Brunner, Joanna Hafenmayer Stefanska and Gabi Hildesheimer brought ThinkPACT to live together in 2013 with plenty of passion. I would also like to wholeheartedly thank Susanne Wittig. The Playbook (and much more) would not have been possible without her committed, empathetic project management and persistence.



# ***PART 1 - SPIRIT AND THE FRAME***

“THIS CONTEXT - THAT LIFE IS A SET OF PROBLEMS TO BE SOLVED - MAY ACTUALLY LIMIT ANY CHANCE OF THE FUTURE BEING DIFFERENT FROM THE PAST. THE INTEREST WE HAVE IN PROBLEMS IS SO INTENSE THAT AT SOME POINT WE TAKE OUR IDENTITY FROM THOSE PROBLEMS. WITHOUT THEM, IT SEEMS LIKE WE WOULD NOT KNOW WHO WE ARE AS A COMMUNITY. MANY OF THE STRONGEST ADVOCATES FOR CHANGE WOULD LOSE THEIR SENSE OF IDENTITY IF THE CHANGE THEY DESIRED EVER OCCURRED.”

**- Peter Block<sup>2</sup> -**



2 - Block Peter (2008). Community: The Structure of Belonging. San Francisco: Berrett-Koehler Publishers Inc.

3 - Since 1989 the Swiss Business Council for Sustainable Development supports its by now 360 members (SME, multinational corporations, organizations and institutions) in leveraging sustainability management as a strategic tool for business development. Source: oebu.ch

4 - In the Foreword, you can read what exactly ThinkPACT is.

5- Beta-Versions are used in software development to allow independent users to test and feedback on a computer program before its public release. Source: Wikipedia

6 - Stigmergy (Ancient Greek: stigma - sign / érgon - to act) is a term used in biology to describe environmental mechanisms for coordinating the work of independent actors (e.g. ants use pheromones and people weblog links to establish information paths for others to follow). Source: P2P Foundation



## *A call to adventure*

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**It all started with a visionary initiative created by öbu<sup>3</sup>: ThinkPACT<sup>4</sup>.** They sought a storyteller to redefine how businesses take on sustainability, and that is where we came into play. With substantial support by ThinkPACT and in partnership with unlikely allies from across the globe we set out to explore what is most needed in the world at this time.

**We began opening spaces for new narratives and eye-to-eye dialogue,** where we could ask hard questions and seek authentic answers: Why do we do the things we do? How do we want to grow up and grow old together? What does happiness, health, and wealth mean to you? To your family? To your neighbors? To your team? To your company?

**This is your personal invitation** to explore with us what becomes possible when we challenge our beliefs about how we play in the business of life. Part 1 of this playbook outlines the assumptions, hunches and values which oriented us in this experience. Part 2 is dedicated to experiments we ran, lessons we learned and anecdotes we cherish. And An Invitation to Play sums up what we are most excited to investigate next [with you].

**This playbook is only the beginning.** It is far from being perfect, actually, we deliberately chose to publish a Beta Version<sup>5</sup> that was simply good enough. We feel that is a more genuine call for

you to co-author the next version of this open work document with us, which to tell the truth, is the real purpose of all this. Each page offers you plenty of space to express your own thoughts, to annotate, to draw and to then bring the book with you to (y)our next get-together to share, integrate new perspectives and continue the prototyping.

**The system change we seek is not linear, neither is this playbook.** If you like stories, start with the chapter on Generative Tension, followed by the section on the Happy [ ] Lab. If you are more practice-oriented, pick a topic from More Stories, Less Plans and dive deeper into the corresponding tools, templates and examples we share open-source online on our stigmergy<sup>6</sup> page [[www.amanitas.cc](http://www.amanitas.cc)]. And if none of this resonates with you, just pass the book on to the next person you see. Either way, we hope this playbook may serve you across diverse professional contexts and during quiet moments of reflection that inspire the course of your own life.

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*Yours playfully, rebelliously and  
immaturely, Amanitas (100+  
practitioners, artists and designers of  
systemic [inner and outer] change)*

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## *The wild mystery*

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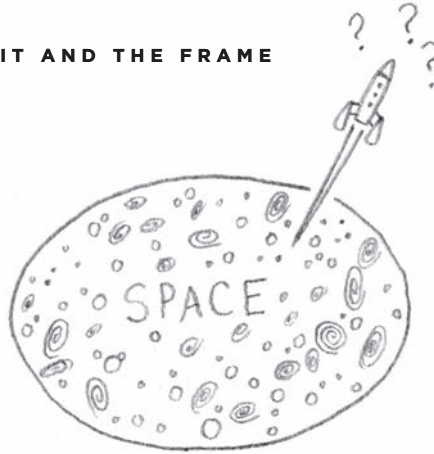


**Our current political, economic and ecological systems are at an edge, in a process of deep change.** There is uncertainty at a global level as to where we are heading. We are in the space of the unknown -- a space we have come to lovingly identify as liminality<sup>7</sup>. In this liminal stage, the human collective stands at the threshold. We seem torn between previous and emerging ways of structuring identity, time, and community, with only one thing we know for granted: change is inevitable.

**Many solutions to today's and tomorrow's most pressing challenges are already out there.** The relevant questions now are: What systemically needs to shift for the plethora of innovations to take root in our hearts, minds, and shared policies? How can we increase the chances of a human quantum leap<sup>8</sup> happening over the next 5 to 15 years? Why would we doubt this is possible? Who do we need to be (and become) to step fully into this next chapter?

7 - In anthropology, liminality (from the Latin word *limen*, meaning "a threshold") is the quality of ambiguity or disorientation that occurs in the middle stage of rituals, political and cultural change, when participants no longer hold their pre-ritual/change status but have not yet begun the transition to the status they will hold when the ritual/change is complete. During liminal periods of all kinds, social hierarchies may be reversed or temporarily dissolved, continuity of tradition may become uncertain, and future outcomes once taken for granted may be thrown into doubt. The dissolution of order during liminality creates a fluid, malleable situation that enables new institutions and customs to become established. Source: Wikipedia

## PART 1 - SPIRIT AND THE FRAME



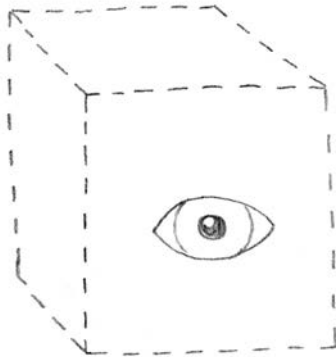
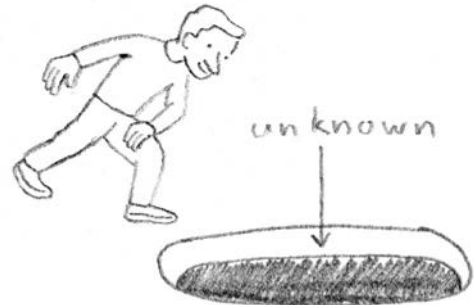
**It is time we embrace the liminality in which we are living.** We arrived at a point where it is less safe to resist change and continue clinging to the illusion of control than to risk our hard-earned status and assets in order to learn to deal with the unknown. When anything seems possible and nothing is for sure, our challenge is to live and work accordingly. That is scary! And uncomfortable. When was the last time you let go of everything you knew in order to take a big leap into the unknown? Stepping into liminality means incorporating powerful assumptions into our exploration that deeply shake who we truly are, why we are doing this, and how we are supposed to go about the [system] change we seek. We can only speculate where or how we will land and, frankly, this world has enough spectators already. So why not jump?<sup>9</sup>

NOTES:

8 - Inspired by quantum physics' observation of an abrupt transition of a system in atomic electron transition, Thomas Kuhn formulated the concept of epistemological paradigm shift. Scientists today are observing anomalies, such as climate change, increasing inequalities or volatile financial markets, which can no longer be brushed away as acceptable levels of error of the current "system", or simply be ignored and not be dealt with. In this context of crisis, gradual or incremental change seems less and less likely to be able to safeguard human life over the mid to long term. It is high time to prepare the grounds for a human quantum leap, testing ideas, perhaps ones previously discarded, to enable radically new worldviews. Source: Wikipedia

9 - In short, all of these questions point at one inevitable question: How come, given that we have all the wealth, technology and expertise required to solve today's and tomorrow's biggest challenges, we have not done so yet?!

**To travel through this liminal phase into a new paradigm means we can no longer blindly reference the tools and approaches we have used so far to navigate the world.** Concrete plans are becoming obsolete as we do not know where exactly we are heading. Management struggles when no single person or even team has the full overview any longer. Hierarchy becomes superfluous when decisions reach levels of complexity that can only be solved if the collective intelligence of everyone involved gets unleashed. As a generation, we feel we must trust even more in our inner compass as we are challenged to bring forth a mindset, which is at first, invisible to the eye. From this hunch, a set of powerful questions emerge:



**// What if we let go of [personal] agendas?** Are we listening or waiting to speak? What matters more, being right or finding common ground? What would happen if we were to build without boundaries? What if we overcome the silos in which we most often operate? Can we find the courage to experience life without fixed identities, compartments, rules, or regulations? Can we overcome rough edges to fully engage with each other with an open mind and heart?

**// What if we let go of objectives?** What if improvisation and creativity rather than efficiency and organisation were key to embracing our future? What if bullet-points and short-term plans have reached their limit? Where hard objectives artificially limit the set of possible outcomes, can we practice curiosity and patience to stay open to what may emerge over time? What if it were true that 'what you believe to be possible' is what is possible?

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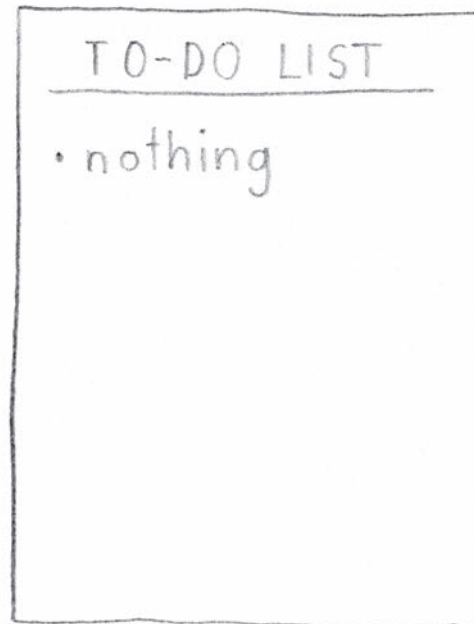
*These questions are the premise on which we built this experiment.*

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They are the hypotheses we set out to test. They were the mirror in which we wanted to look. Of course a plethora of new questions emerged as we started to dig deeper into the triggers, levers and subconscious of our world[s]. Together they form the starting point of what we are sharing in this playbook and serve as a humble reminder of how little we truly know.

**// What if we let go of truth?** May our deeply rooted belief in what we can see and measure prevent us from exploring what is currently beyond the grasp of science? What if we followed the path shown by visionaries like Lao-Tzu, Galilei, Lavoisier or Einstein: Accessing our intuition, exploring visions and dreams, playing with the “magic” and “alchemy” this world has to offer, and experimenting beyond reason, with what might seem to others as a touch of insanity?

**// What if we let go of security?** What happens really when we put ‘safety-third’, giving ourselves (and others) the real option to fail and to build the stamina required for beginning over and over again like a muscle? Our ecosystems are changing, should our mindsets and actions not do so too? What would happen if, rather than creating more of the same, we fostered more complementary approaches to [social] innovation? Would we dare to experiment if our reputation and status were at risk?



*Anything is possible,  
nothing is for sure*

---

Once you embrace the wild mystery and let go of what you know to be true, it is easy to get lost and difficult to start. So we defined five values to guide and inspire our experiment, integrating chaos, courage and a touch of 'crazy' to take the first step into the [dust] storm.

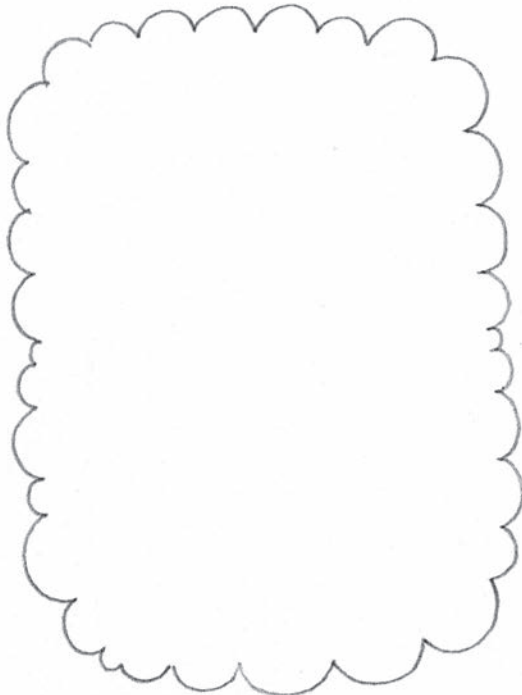


01

**The magic of nature** - We are dazzled and humbled by the superorganism we are inhabiting, planet earth. We find our inspiration in nature's wisdom, inventiveness and wonder, embracing our intrinsic interconnectedness<sup>10</sup>. We know that nature does not have one master plan, but has rooted its resiliency in diversity.

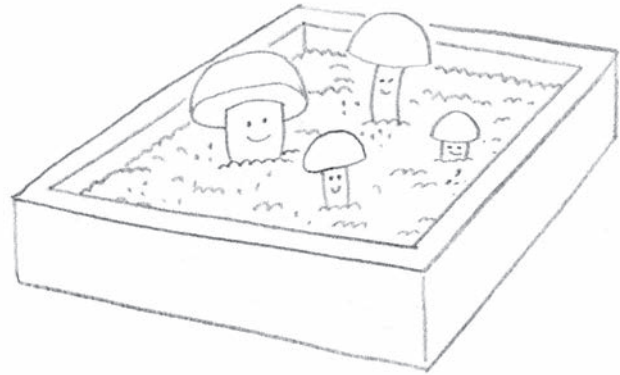
02

**Courageous curiosity** - We share a strong desire to learn and grow together. We are here to notice more, to share and appreciate that of which we are already a part. We are humble enough to know we do not have the answers. We dare to follow our hunches, to fail truly, to start over, to listen deeply, and to engage in unprecedented experiments.



← space for your  
own thoughts





**03 wholeBEING** - We start from our core with kindness and care, uncovering who we are to inform why and how we do what we do. Cultivating this deep inner alignment, celebrating authenticity and discovering our shared humanity, we seed wellbeing at the individual, community and global level. We embrace inner change as it leads to outer change, and vice-versa.

**04 The Global Commons** - We believe there are no limits to what you can achieve, if you are willing to give credit to others. We want to create more self-renewable resources that belong to everyone willing to share and steward them. Everything we learn, create, or receive will be shared open source to benefit the public good.

**05 Smart movements** - We commit to weaving a new tapestry of collaboration: Empowering the collective intelligence to emerge and inspiring everyone's full potential to flourish. We find the true art of [our] nature is collaboration. Which is also why this form of our experiment has a clear 3-year expiration date. We find this is enough time to inspire existing actors with what they need to tip the system towards true sustainability.

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*Over the following pages, we invite you to discover how we brought those values to life.*

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10 - Did you know that plants communicate with your subconsciousness through visual, auditory, olfactory and tactile stimuli? Are you surprised that in Japan doctors prescribe walks in forests (Shinrin-yoko), which have been shown to have positive effects on both mental and physiological stress levels, as well as human immune function? Did you ever consider how you would look at mountains if one day in your life lasted a hundred thousand years? Are you aware that what you eat, physically turns into "you"? Do you remember from physics 101 that your body is essentially empty space between occasional electrons, neutrons and protons? Source: Dr. Effenberger, Prof. Brenner, Prof. Myazaki, Dr. Li

# ***PART 2 - MORE STORIES, LESS PLANS***

“WHEN REALITY CONFLICTS WITH OUR BEST-LAID PLANS, REALITY USUALLY WINS.”

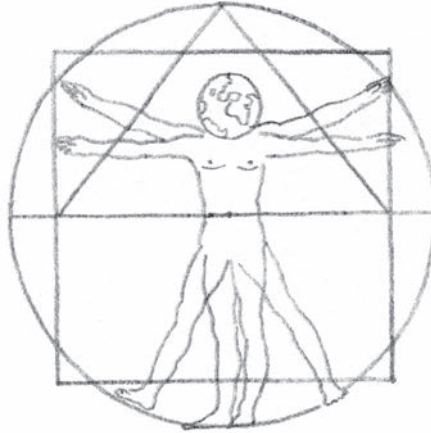
**- Brian J. Robertson<sup>11</sup> -**



<sup>11</sup> - Robertson, B. (2016) Holacracy: The Revolutionary Management System that Abolishes Hierarchy. London: Penguin Books.

## *Generative tension & Creative emergence*

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Everyone wanted to know, “What are you going to do with the generous fellowship you received from ThinkPACT?” We decided to resist the temptation of coming up with an answer. Instead, we wanted to challenge ourselves to try out an entirely new approach: Start with Who, then define the Why, deduce the How to inform the What! We really had no idea what we were doing. We were clueless as to how to begin until we understood that starting with Who means starting with Humans.

**That was when we decided that the human being was going to be the starting point for our experiment.** Rather than determining what we would do together, or developing a master plan and looking for the individuals who “fit the job description”, we worked the other way around. Radically “starting with who” meant reaching out to a wide variety of [very busy] people and trusting that the right ones would answer the invitation to gather for weeks at a time to “start with who”.

**Yes, it is as simple and complicated as that.** Of course, in reality, that turned out to be terribly challenging and way less linear than we imagined. Six months into our experiment, the board of ThinkPACT began to raise some serious doubts and very legitimate questions. The credit of “trying something new” was used up, we were expected to show results or at least how we intended to reach them. The entire collaboration was on the brink of being ended prematurely, nervousness spread and personal attacks followed suit.

**It seemed as if it was time to let go truly, to pay the price of risking everything to the point of real failure.** We clearly had ignored the importance of taking our board with us on our journey, we forgot to build the bridges to gap the divide in narratives. In retrospect, our communication was horrible. And we hold no grudge whatsoever towards our board, quite the contrary, we are very grateful we were not in their position. Imagine you give substantial financial resources to a team, mobilize your key stakeholders to support them and they travel off into the wide world to host “ReTreats”, telling you that the solution to their mission “will emerge”.

**Luckily, some brave souls were not yet ready to give up and stayed at the negotiation table** [always stay at the negotiation table!]. We managed to overcome our egos, be less strict about our principles and used the last day of a ReTreat that was going on at the time [and which we had primarily used to understand the situation and embrace our flop] to come up with a plan [within one hour!]. We subsequently took the time to meet our board members one at a time to outline how we intended to set up a groundbreaking “pop-up innovation lab for sustainable business 3.0”. Everyone loved it and the music started playing again. Naturally, that prototype never materialized. But that is besides the point, our dance could continue! And, in the end, many detours later, it deeply inspired the Happy [Bern] Lab<sup>12</sup>.



**What did we take away from this?** You have to earn “creative emergence” the hard way. Be prepared to face a lot of resistance on your way there, because paradoxically putting the focus on “being” [who] rather than “doing” [what] is incredibly uncomfortable for most of us. We are conditioned to be constantly productive, especially when meeting in a professional context [even worse when meeting with strangers]. We still define our self-worth primarily in function of external validation, which in our world comes in form of recognition of what is visible, say how you [or your possessions] look like and what you do. So, not having a clear role, concrete tasks and no results to work towards, makes most people feel lost, out of place, worthless and like they are wasting their time. How we treat and look at “unemployed people” as a society is a “good” illustration of that and all the more relevant as robots are predicted to massively replace human workforce over the next decades<sup>13</sup>.

**Looking back, we found these moments of wild discomfort and nerve-wracking tension to be incredible teachers.** The longer we could sit in the unknown and not jump into the hamster wheel of “doing”, the greater the creative emergence when the time was right. So be prepared to hold that tension! Having someone to support you [during potential meltdowns] and talking openly about what emotions and sensations are arising within you, helps to eventually transform this energy into action. Some have compared the process to giving birth: At the end you know you will have an amazing new baby, but the path there is quite

12 - See the chapter on the Happy [ ] Lab.

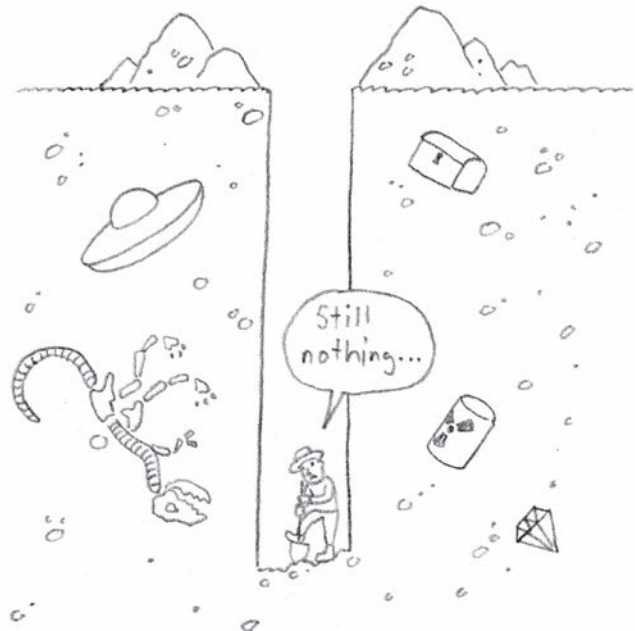
13 - Source: Chui, Manyika & Miremadi (2016) Where machines could replace humans—and where they can’t (yet). McKinsey Quarterly.

## PART 2 - MORE STORIES, LESS PLANS

painful, to say the least. And you are surprised about how quickly you forget that and end up trying it again.

**Why is this so important to us?** We believe that you cannot “plan” emergence, you can only understand paradigm shifts backwards. Just like in nature, to our limited mind, evolution borders on miracles and coincidences [for the lack of better vocabulary] of a plethora of conditions [the right chemical processes with the right temperature in the right time with the right air pressure, etc.], which are beyond our ability to grasp. Similarly, nobel prize laureates tell their tales of how they woke up in the middle of the night and suddenly, out of nowhere, a golden formula came out of the void into their mind and eureka!, a new neuronal connection is made, the missing piece for their game-changing mathematical formula, that would challenge our perception of reality anew, emerged.

**If we want to provoke similar processes for innovations in sustainability,** or at least increase the chances of them occurring, then we have to dare to create more such experimental spaces where we let things emerge. This means that we do not try to limit the set of possible results ex ante. It also implies that we wait for as long as [im]possible with defining our actions, because as soon as we do so, we create scarcity: We focus our attention and resources on one possible outcome, rather than staying curious to observe what else might happen, without judging it.





Flower



Experiment

**By creating more spaces to hold this generative tension, we step into the field of creative emergence** where everything and nothing are simultaneously possible. Opportunities and solutions begin to arise, which may never have come from a linear, step-by-step plan of guiding your “audience” to a previously defined outcome. Much of the work here is done below the surface, in the subconscious, in the relationships which are woven and the ideas and shifts which take time to root within the individual. So do not expect quick [or intuitive] results!

**C.G. Jung describes what we mean as synchronicity<sup>14</sup>:** When the right people meet in the right constellation, in the right place, in the right moment to have the right conversations and then deduce meaning from it without having any causal or rational explanation at hand as for why this happened. Yet we believe, exactly these encounters hold the potential to provide the kinds of radical innovations our world so direly needs. That does not mean that we have to stop doing everything else we are doing, we need a diversity of approaches! But we call for the courage to invest more consciously into these kinds of spaces for emergence [of synchronicities], mimicking what is happening at the level of nature and our brain, between human beings.



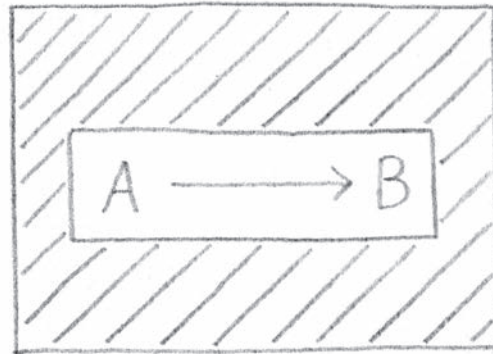
## PART 2 - MORE STORIES, LESS PLANS

**Over the course of this year** we experienced the dynamics described above to play out over short conversations, hour-long workshops, week-long ReTreats, as well as over the entire duration of our experiment. Many personal and collective aha-moments richer, we recognize that we still have a long path to go, plenty to learn and even more to let go of. In the end however, it all felt like magic, everyone's voice was in the mix, everyone had in their own way contributed, projects and collaborations were catalyzed across the world, everyone felt ownership and was deeply engaged. Unlike anything we have experienced so far, a true privilege. Thank you for bearing with us.

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*In short, to unlock paradigm-shifting innovation, we must dare to create more spaces for radical experimentation without attachment to outcomes.*

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☐ known

☒ unknown

## Learning from nature's genius

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A year ago we began our dance by going to the source of all inspiration: Nature. We were guided by the principles of Biomimetic design as defined by the Biomimicry Institute<sup>15</sup>: *"An approach to innovation that seeks sustainable solutions to human challenges by emulating nature's time-tested patterns and strategies."*

Thanks to scientific breakthroughs from ecologist Suzanne Simard and mycologist Paul Stamets, we learned how trees use a network of soil fungi to not only communicate their needs but also aid neighboring plants. The entire forest is a cooperative system animated by a (mostly invisible) interrelated net of fungi. These fungi have been compared to the elaborate neural networks in humans. They transfer nutrients, send warning signals about environmental hazard, and connect with kin<sup>16</sup>. We were so inspired by these learnings, we wanted to mimic the genius of the fungi kingdom in our own experiment. Thus, the properties of the family of mushrooms Amanita

(found on six continents and comprised of over six-hundred species<sup>17</sup>) gave the name to our emergent collective "Amanitas".

Amanita taught us many lessons and showed us the mirror. Even more, they revealed to us three superpowers we believe the world direly needs: Creating fertile grounds for [personal] transformation, weaving the mycelial<sup>18</sup> connection between people [who would usually not meet], and unleashing sparks of magic imagination [to turn sustainability into the adventure it ought to be]. We set out to replicate that in our own way.

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*As Buddhist nun Jeong Kwan so eloquently said: "Creativity and ego cannot go together. If you free yourself from the comparing and jealous mind, your creativity opens up endlessly. Just as water springs from a fountain, creativity springs from every moment."*<sup>19</sup>

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15 - The purpose of the Biomimicry Institute is to naturalize biomimicry in the culture by promoting the transfer of ideas, designs, and strategies from biology to sustainable human systems design: [biomimicry.org](http://biomimicry.org)

16 - Source: Barto, Weidenhamer, Cipollini and Rillig (2012) Fungal superhighways: do common mycorrhizal networks enhance below ground communication? Trends in Plant Science, November 2012, Vol.17, No.11, P. 633-637 // Simard, Perry, Jones, et al. (1997) Net transfer of carbon between ectomycorrhizal tree species in the field. Nature, Vol. 388|7, August 1997, P. 579-582

17 - Source: Wikipedia.

18 - Mycelium is the mass of hyphae that form the vegetative part of a fungus. It are the "roots" of the mushroom. The mushrooms we see at the surface are only the tip of the iceberg. The mycelium is often dubbed the "internet of nature". Source: Dictionary.com

19 - Source: Jeong Kwan (2017) Chef's Table. Season 3. Netflix.

## Fertile grounds



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*BIOMIMETIC TRAIT: A SITUATION, SPACE OR LAND, WHICH PROVIDES THE PERFECT CONDITIONS FOR EVOLUTION [THE EMERGENCE OF NEW FORMS OF LIFE].*

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**Members of the fungi kingdom have the gift to transform waste and toxicity (in soil) into fruitful, abundant, and life-birthing earth<sup>20</sup>.** We set out to replicate this ability by creating similar conditions for humans to flourish. By making time and space to listen to our patterns and beliefs (some proved toxic, some healthy), we were more fully present in each moment. Establishing fertile grounds brought us closer and closer to coherence, where systems of the heart, mind, and spirit work together in perfect harmony rather than in opposition.

**In practice, Fertile Grounds, invests in personal transformation** and involves many practices of inner work such as journaling, meditation and yoga. We also included a broader set of regenerative practices in this element, such as sports, the arts and nutrition, as well as healing

practices like massages, thermal baths, float tanks or sweat lodges.

**Imagine a board room full of executives who are utterly present** [no smartphones hidden under the table]: They put aside their individual agendas and division's interest and truly listen to their colleagues who openly discuss weaknesses and offer support to others far beyond their areas of responsibility. Picture executives who care deeply for their employees, suppliers, clients, society, and the environment at large. Taking the time to create fertile grounds is very powerful. And we are already seeing hints of it today: Some of the world's foremost entrepreneurs, managers, actors, athletes, politicians and academics have integrated inner work practices into their daily routines, meetings and retreats.

20 - Source: Stamets, P. (2005) Mycelium Running: How Mushrooms Can Help Save the World. Berkeley: Ten Speed Press.

## Mycelial connection



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*BIOMIMETIC TRAIT: THE INTERNET OF NATURE;  
A SENTIENT WEB OF CONNECTION ENABLING  
THE SHARING OF INFORMATION AND  
NUTRIENTS ACROSS THE EARTH.*

---

**Via a network of latticed fungi (mycelium) below the surface the cooperative networks of a forest are established.** These vital connections are the essential pathway for relationship building, communication and nutrient movement between trees and plants<sup>21</sup>. This design element of fungi inspired us to spend more quality time with friends and strangers without a personal agenda, ultimatum or objective. We made it a priority to strengthen connection and deepen trust by getting to know each other first and foremost on a human-to-human level.

**In practice, Mycelial Connection, makes time to build trust and create a welcoming space for everyone.** It recognizes the importance of feeling spaciousness for engaging with others and feeling secure to retreat for quality moments with self when needed.

SPACE FOR MAGIC:



**Imagine a city full of inhabitants, who let go of their prejudices and fears to engage authentically with people they disagree with** [or used to insult anonymously on the internet]. Imagine citizens who overcome their inhibitions to reach out to someone they seem to have nothing in common with, who leave their comfortable home to make a genuine effort to get to know their [grumpy] neighbours and political representatives... Investing in relationships unconditionally builds real resiliency, not only for individuals, but also at the level of communities. When crisis hits and it really matters, we will have real relationships to count on and the required skills to communicate with differently-minded people.

## *This world is made of magic*

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*BIOMIMETIC TRAIT: NEW IMPRINTS, STORIES AND VISIONS OF WHAT IS POSSIBLE; THE SEEDS OF FUTURE POTENTIAL.*

---

**Alice had to eat a fly agaric [*amanita muscaria*] to be able to go through the Rabbit Hole into Wonderland.** According to anthropological studies, shamans from Finland to Siberia have a long-standing use of the same psychoactive mushroom for spiritual development<sup>22</sup>. Terence McKenna even went as far as to suggest that human evolution itself, and the development of the use of language in particular, were linked to the ingestion of psilocybin-containing mushrooms<sup>23</sup>. Regardless of the actual relevance of these references to the manifold usages of psychedelic mushrooms, we believe that, at this stage in time, we need magic more than ever to be able to imagine entirely new scenarios for our future. As such, our third design principle is to create “spaces of radical imagination”: allowing for the possibility of new outcomes and fostering dynamics we could not have foreseen.

**In practice, magic imagination refers to moments of unreasonable creativity and uninhibited fantasy.** It is the time spent drawing on whiteboards, conversing, co-creating, writing, doing, and dreaming on emergent concepts of work, life and play.

**Imagine a world full of human beings who believe anything is possible.** People who have no fear of failure or judgement, who deeply understand the interconnectedness of everything and take the time to connect the dots. Individuals and communities who all share a plethora of utopian visions for sustainable business, society and planet[s]... Unleashing the collective intelligence of our generation is the single most potent recipe for change. The Internet Communication Technology is already out there to empower this. Now we need to develop the corresponding Human Collaboration Technology.

On the following pages we are sharing stories of experiments that empowered us to explore these bio-mimicry concepts in more tangible ways. We just gave it a try, practiced not being attached to outcomes, and were rewarded with [chain] reactions beyond our wildest imaginativeness [and any possible plans].

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*In short, our entire experiment was inspired by a biomimetic design approach of what we learned from a family of mushrooms called Amanita.*

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22 - Nyberg, H. (1992). “Religious use of hallucinogenic fungi: A comparison between Siberian and Mesoamerican Cultures”. *Karstenia*. 32 (71-80)

23 - McKenna, T. (1992) “Food of the Gods: The Search for the Original Tree of Knowledge – A Radical History of Plants, Drugs, and Human Evolution”. New York: Bantam.

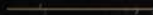


Fig. 1. Eccentric

Fig. 2. Diurnal Motion

Fig. 3. Apogee Triangulation

Fig. 4. Declination

Fig. 5. Declination

Fig. 6. Meridian

Fig. 7. Star



Fig. 8. Microscope

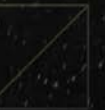
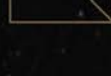


Fig. 10. Microscope



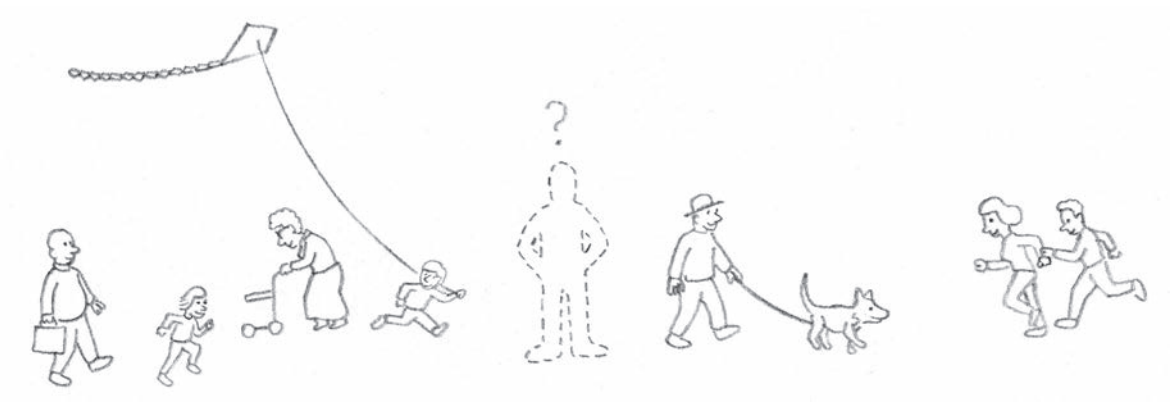




# ***PART 2 - MORE STORIES, LESS PLANS***

“TO AVOID CRITICISM, SAY NOTHING, DO  
NOTHING, BE NOTHING ”

**- Elbert Hubbard<sup>5</sup> -**



5 - Source: Hubbard, E. (1898) Little Journeys to the Homes of American Statesmen. (P. 370) New York: The Knickerbocker Press.

## The happy [ ] lab

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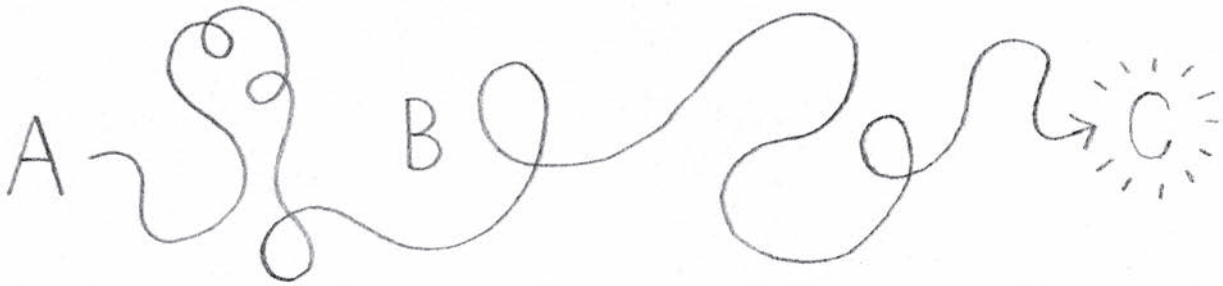


**Nine months into our experiment, it was again time for a ReTreat.** Heading into the last quarter of our one-year ThinkPACT mission, we wanted to rally the troops and set clear intentions for what we anticipated would be an intensive time of sharing everything we had learned so far with the larger public. The idea that had crystallized by then, in co-creation with relevant stakeholders, was to host a “future festival” in the capital of Switzerland, Bern. In contrast with past ReTreats, we were not looking to rent a location just for the duration of our gathering but for the entire summer. A few of us wanted to physically move to Bern for this final phase of putting together a festival.

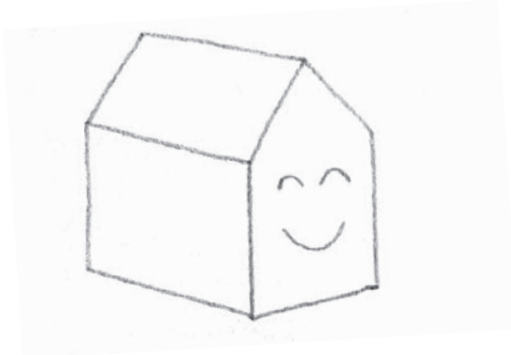
**And we really ended up [by miracle] finding a big family house** that we could temporarily use until it would be torn down half a year later. It was nothing special: Just another grey house in a quiet middle class neighborhood you would not have noticed when walking by. But our move-in date coincided with the first ever “day of the neighbours” in the city of Bern. So we wrote personal invitations to all our neighbours to come enjoy our beautified garden<sup>6</sup>. And it rained buckets. To our surprise, however, our closest neighbours [proximity matters even more when it rains], poured into our living room instead. We wondered what we could do with our new house to serve the community, and our first idea emerged over coffee and cake. Without our knowing, the course was set.



6 - Two local artists had come by in the meanwhile, profoundly transforming the vibes with an ingenious way of mowing the lawn that left little islands of higher grass and flowers stand out. And with the thoughtful installation of just a few well-placed, moveable drapes [that played in the wind], a greek statue, comfy long-chairs and a pink sheep, our garden had suddenly turned into a real artistic experience.



**The next day the sun was shining and the weather was so good** it almost made us sing out loud to welcome 40 makers and shakers of the city of Bern [and beyond] for a co-creation day. Of course, they all fell in love with the house and were no longer interested in the festival idea. We learned that what was really needed was a permanent physical space to prototype a sustainable future. Suddenly, the “pop-up innovation lab for sustainable business 3.0” made an unexpected come-back, with one important modification. We realized that if the focus was on business, we stayed at the superficial level that allowed people to hide behind their roles. We would become yet another initiative wrestling for the scarce attention of business executives in order to offer them our enlightened services to guide them towards the business models of the future.



One happy house  
is one happy house...

**As we dove into exploring what our lab could be about, the dots [of personal experiences] suddenly started to connect.** While humanity is divided into nations, communities of faith, political parties, income, age, and professional status, there is something all humans have in common: We strive for health, wealth, and happiness. Unlike “sustainable development” (which has, unfortunately, been burned for many people by divisive political agendas, technical definitions, and green-washing), we sensed that we were discovering an engaging new narrative to explore the exact same vision in a much more attractive dress. The Happy [Bern] Lab was born.

## PART 2 - MORE STORIES, LESS PLANS

**The intention was simple:** We turn the house into a commons, a safe space where people could meet (who would usually not meet) to explore what health, wealth, and happiness meant to them, their communities, and their city. We applied everything we had learned to spark unconventional examinations of self [and counterparts], to foster a culture of effortless encounters, and to incite the alchemy of shared intentions and sympathies into meaningful ideas and prototypes. As Gerald Hüther from the Academy for Leveraging Potential once said: “We need communities, whose members invite, encourage and inspire each other to outgrow themselves. For that we require a transformation of our current relationship culture.”<sup>7</sup>

**In just three months, over 250 people came to the Happy [Bern] Lab.** Top managers and owners of small, medium and large enterprises, refugees from Ethiopia and unemployed people from Bern, scientists and neighbors. The mayor of Bern came three times, and, like many others, overstayed his intended visit by hours [at least on one occasion]. They discussed how what seemed possible only here could be transferred into business or their own family. They wondered how a mindset that orients itself at the wellbeing of everyone could be safeguarded in a stressful daily routine against all other seemingly conflicting short-term interests?

**We shared with our visitors that this house would not exist any longer in just a few months.**

Therefore, any initiative we took would be unsustainable. We were just here to plant the seeds of imagination they would have to bring to bloom once we were gone. So we invited people for unconditional coffees, listened to what wanted to emerge, and offered our support to whoever wanted to start taking action. Our visitors began to organize free improv theater workshops, massages, Käfeles, dinners, foodsaver gatherings, business learning journeys and more -- all in our garden and home.

**A young farmer from the countryside came by**

and invited us to his farm, which he wanted to connect to our lab to create a virtuous cycle of urban to rural [and vice-versa] inspiration on sustainability, prototyping new forms of [economic] complementarity. A multi-billion strong international aid organization is now considering testing Happy [ ] Labs in their focus countries, inviting locals to move into a house where they can live, eat, and work for free in order to support their communities in solving their own challenges. A restaurant owner began inviting his staff to breathe together in silence before their hectic shift would begin. An executive started questioning whether it is really a good idea to replace their receptionists by computers.





**A social enterprise prototyped their own ReTreat.** A bank is considering hosting Kåfeles in their local branch. The mayor is looking into how to spread such houses across neighborhoods. A 17-year old shared with us how he got inspired to be less tough with himself and be more vulnerable, which “somehow” made the girl he had a crush on for ages fall in love with him. Someone offered to buy the house for us. And in three months, only one neighbor came by [at midnight] to ask us to lower the volume of our improvised open-air movie theater in the garden.

**The concept started scaling to Barcelona, Budapest, and Berlin** [interest has also been voiced in Zug and Wollishofen], where the local municipalities and major business owners are involved. We got invited to give keynotes and workshops on main stages at leading innovation conferences across the world, from the OuiShare Fest over Burning Man and Beyond - The Global HR Leadership Forum, to the Forum ö. Wealth holders approached us offering substantial investments and even physical land to replicate the experience in new locations. Multiple book projects were inspired, for instance a manifesto for sustainability innovation, a personal guide

to transform companies from within, a recipe book for having coffee without an agenda and a booklet to mess with your beliefs about who you really are and aspire to be. Not to mention a card game.

**Two months into our overwhelming experience in Bern, a neighbor from a few houses down the road came by and asked:** Did you notice the neighbours in the street, smiling, greeting and talking to each other? We answered that we did and that we felt very privileged to live in such a nice neighborhood with such extraordinary people (that made it all much more easy for us!). She replied with another question: Do you know when that started? And after letting us hang in surprise for a few seconds she closed with: Exactly two months ago, when you moved in. Apparently, our neighbors observed our behavior and the positive responses from other neighbors, and suddenly it became perfectly normal to engage with your [unknown] neighbors. A new norm and mindset was emerging.



## PART 2 - MORE STORIES, LESS PLANS

**If you want to explore similar questions** or try out the magic of the Happy [Bern] Lab yourself, you are more than welcome to pass by until March 2018 at Bürglenstrasse 35 in 3006 Bern. There is no need for a date, just come. And if one day you really visit that or another Happy [ ] Lab and wonder afterwards What the f\*ck is this? let that question settle. Your question is a result of all the possibilities you encountered. You will only know what they really are once you try them out and bring yourself in. The longer you hold the tension of not having to nail it down to one single purpose, the greater the chance you will find just the kind of Happy [ ] Lab you need. Welcome home!

**In conclusion**, the [ ] can be anything and everything -- it is up to you. It can be a physical space, something specific, or the exact opposite. It can be a time, e.g. The Happy [Summer] Lab, or a team, The Happy [Innovation Department] Lab. A Happy [ ] Lab is made and defined by the people living, working and staying there. It starts with you. We hope the idea will travel to many unexpected places and count on you to share the stories of that dance with us for the next version of our playbook.



...but many happy houses  
make one happy city.

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*In short, a Happy [ ] Lab creates  
a safe space to openly explore and  
spread health, wealth and happiness  
[in your business, team, community,  
family...].*

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## Wholebeing frame: Balancing being & doing

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*"There is a pervasive form of modern violence to which the idealist most easily succumbs: activism and overwork. (...) To allow oneself to be carried away by a multitude of conflicting concerns, to surrender to too many demands, to commit oneself to too many projects, to want to help everyone in everything is to succumb to violence. The frenzy of the activist neutralizes his (or her) work. It destroys the fruitfulness of his (or her) work, because it kills the root of inner wisdom which makes work fruitful." - Thomas Merton<sup>8</sup>*

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Being is not about not doing, it is about doing things differently. Grounding yourself in a being state, mindset and presence means enabling yourself to listen from your core. It means listening to the wisdom within each of us. As a consequence, a large part of our exploration consists in developing trust in our own abilities to sense (notice) and respond (act)<sup>9</sup>.

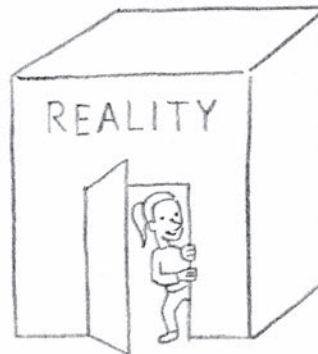
If you speak your needs honestly, are not afraid of saying no, and trust that everyone is doing their best, you begin to notice that everything starts to happen in the right place and time. Individuals take responsibility for action and experience while getting things done with their health and happiness intact. In view of these insights, a Wholebeing Frame emerged. It consists of two elements: First, explicitly matching the need for being and doing within "work settings", creating

fertile grounds, weaving mycelium and holding space for magic imagination. Second, to create conscious space to practice these new skills without fear of judgement or time pressure.

We used that reference frame to design and hold our retreats, co-creation workshops, and organizational structure. Balance was priority as we looked to support the whole human. We divided our time into three equally important sections and consciously invested [time, energy, and resources] in personal transformation, connection, and imagination, as outlined in the Chapter on "Learning From Nature's Genius". Many activities covered all three areas at once (e.g. holistic coaching sessions, a Neuro-Linguistic-Programming training or a workshop on transforming our relationship to money). Imagine these three tiers happening on a daily



## PART 2 - MORE STORIES, LESS PLANS



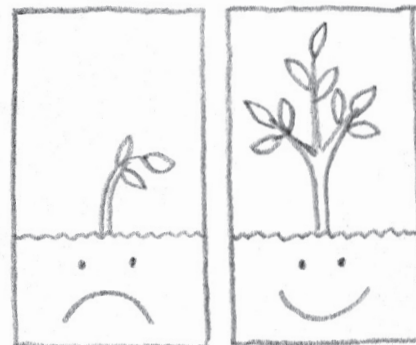
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*In short, investing unconditionally and consciously in the human being pays.*

---

basis, being integrated into your [company/organization/family] culture, and respected by everyone. You might guess what potentials such a process can unleash in you and your fellow humans.

There is a challenge and opportunity here to effectively articulate the value of investing in relationships and self-reflection when interfacing with traditional business metrics and philanthropic impact assessment. Concrete Key Performance Indicators are hard to define. Returns are, at times, non-linear and may appear to take a few steps back as participants take time to integrate new learnings into habits and action. Patience takes practice.



8 - Source: Merton, T. (1966) Conjectures of a Guilty Bystander. (p. 73) New York: Crown Publishing Group

9 - The Santa Fe Institute, the "world headquarters for complexity science", describes it as a Sense-Interpret-Decide-Act cycle: [www.santafe.edu](http://www.santafe.edu)

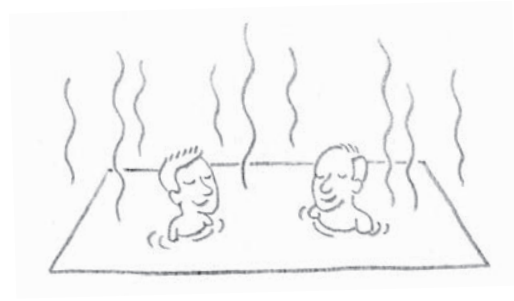
## ReTreats

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We knew we needed the proper time, presence, and trust to go beyond what currently exists and defy what seems impossible (a precondition for a quantum leap). As such, we have been experimenting with “ReTreats”. Within our hyperventilating ecosystem of change [government, society, economy, planet], “retreating yourself” means choosing to step off the hamster wheel, pausing our [overflowing] digital lives, and coming together offline, in-person, in real life and real time. We practiced treating ourselves again and again (Re-Treat) with moments of wholebeing, connection, and R.E.S.T. (Random Episodic Silent Thinking) to nurture radical creativity<sup>10</sup>.

Over the course of this year, we ran a number of ReTreats with people across all walks of life - from Silicon Valley to the Brazilian Rainforest, from OuiShare Fest to Burning Man, from our garden to private mansions. These ReTreats had no agenda, no strategy, and no need of exact results. Stepping into the space of the unknown, we started with “Who” and made it a taboo to talk about what we do.

We learned that ReTreats begin with the invitation. It sets the [participatory] tone, sparks curiosity and opens minds to something different. Ask simple questions to begin the process of self-inquiry already pre-ReTreat, while acknowledging the courage it takes to step into the uncomfortability of the unknown. Point out



that your ReTreat is embedded in a series of opportunities and a greater story. Trust: the people who attend are the right people [while making sure they come from diverse backgrounds]. Keep in mind, however, that for people who have a lot of questions already ahead of the experience: This might not be for them.

In the beginning of a gathering, we found it important to define self-organization with all participants. Three fundamentals which worked well for us, adapted from the Council Guide Training<sup>11</sup> were Self Respect, Self Responsibility and Self Authorship. In working with these three principles, everyone in the space is invited to be a host, to share the responsibility for co-authoring the time you will share together in the days, or project duration ahead. This for us represents a shift from “facilitation” to “hosting”, where no longer one or a couple individuals take responsibility for the experience of others but rather all show up on an eye-to-eye level.

For an effective, open and creative emergent space, a minimum viable [daily] framework is needed. Creating conscious moments of gathering as a group in the morning and evening offered the minimal structure needed for smooth self-organization. These “rituals” are a moment where you come together to share what feels relevant. These times can be used to address conflict, set daily agendas, organize the Wholebeing Frame or share insights. There must be a clear invitation and

## PART 2 - MORE STORIES, LESS PLANS

agreement made in the beginning to participate whenever possible in these moments together. It is the only thing you offer as a setting and it is best held as a responsibility of everyone [it helps when individual members take turns gathering people for a start on time].

Also, we found it powerful to actively create a space of beauty. Humans are sensory beings. It is key to set the stage in a mindful way which embodies and visualizes the tone, emotion, and vibrancy you hold as an intention for your experience. The music, the food, the scents, the location as well as the creative details of the space support our minds in opening to possibility. "Actions of an unconscious mind precede the arrival of a conscious mind -- that action precedes reflection.<sup>12</sup>" Make people feel at home, and they will open up more readily.



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*In short, re-treat yourself with being  
and restoring, and you will be surprised  
by what happens next.*

---

10 - "(...) unconscious processes play an important role in achieving creative insights. Neuroimaging studies of the brain during "REST" (random episodic silent thought, also referred to as the default state) suggest that the association cortices are the primary areas that are active during this state and that the brain is spontaneously reorganising and acting as a self-organising system." Source: Andreasen N. C., (2011), A Journey into Chaos: Creativity and the Unconscious. In: Brain, Mind and Consciousness: An International, Interdisciplinary Perspective (A.R. Singh and S.A. Singh eds.), MSM, 9(1), p42-53.

11 - The Concil Guide Training is an old northern american tradition of a leadership and personal growth program: <http://www.cgt.mono.net/>

12 - Source: Bargh J. A., Morsella E. (2008). The unconscious mind. In Perspectives on Psychological Science 3, P. 73-79.

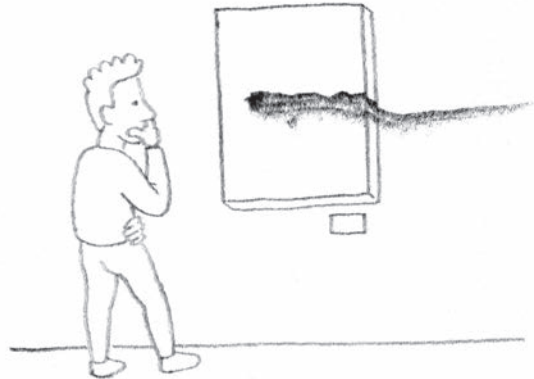
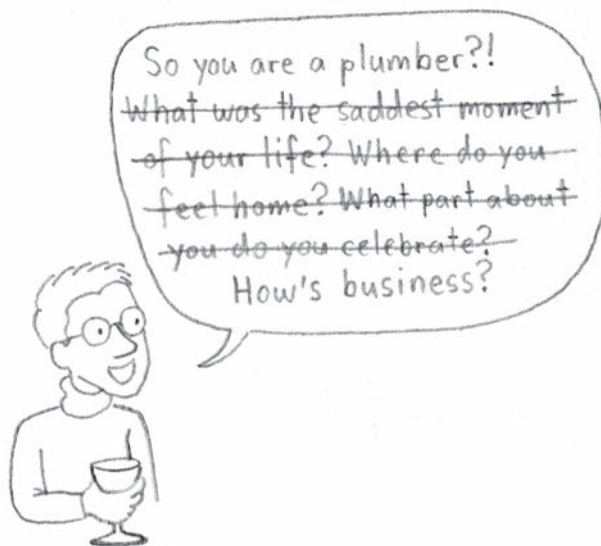
# Käfele - the art of having coffee

Dear reader, we would love to invite you [and whoever you want to bring with], to the following event: Käfele<sup>13</sup> in Bern! Really? Really. We believe that meetings with humans who think, live, and dream differently [and similarly] have the potential to expand our horizons, to add to our experience, and to inspire truly innovative ideas. We are fascinated by being able, for the duration of an authentic conversation:

TO DIVE INTO FOREIGN WORLDS,

TO BE ALLOWED TO ASK SINCERE QUESTIONS  
ABOUT [WORLD] VIEWS WE DO NOT UNDERSTAND,

AND, IN TURN, TO SHARE CANDIDLY WHAT IS  
CURRENTLY MOVING US.



We live in an increasingly anonymous, digitalized world. Smart algorithms make sure that we get in touch only with the kinds of opinions, people, and experiences of which we approve. Within this context, we sense it might become an essential precondition for a healthy living together that we get more opportunities to learn:

HOW TO LISTEN TO SOMEONE WITHOUT WANTING  
TO CONVINCE THAT PERSON OF YOUR OWN IDEAS,

TO PRACTICE HOW TO GET INVOLVED IN ENGAGING  
CONVERSATIONS WITH SOMEONE WITH WHOM AT  
FIRST SIGHT YOU HAVE NOTHING OR ONLY LITTLE IN  
COMMON,

TO FIND THE COURAGE TO GO BEYOND YOUR  
COMFORT ZONE AND GET TO KNOW YOUR  
NEIGHBOURS.



## PART 2 - MORE STORIES, LESS PLANS

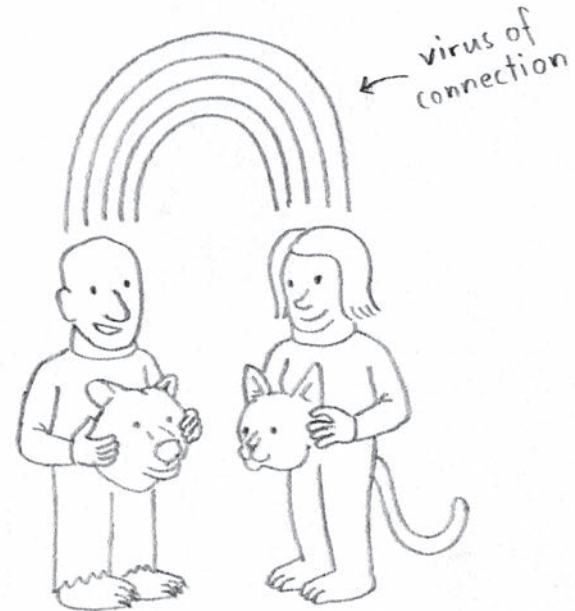
That is why we are meeting up! Every month or so, usually in the evening from 6.30 PM onwards in gardens, living rooms, and soon maybe in real cafés as well:

TO HAVE DINNER AND A COFFEE [OR ANOTHER DRINK OF YOUR CHOICE] WITH “STRANGERS”

TO DISCUSS WHAT WE DREAM OF, WHAT SCARES US AND WHAT LIGHTS OUR EYES ON FIRE,

WHAT NATURE, FRIENDSHIP, FAMILY, HEALTH, WEALTH AND HAPPINESS MEAN TO US,

AND OF COURSE ALWAYS WHY WE ARE AND DO SO.



After our conversations, we gather to think with you about the future potential of such gatherings, of how to spread it across the entire city and beyond. Our hope is that we might be able to put a “virus of connection” into circulation to offer unknowns a place in the world, away from the status of “nobodies” towards “somebuddies”.

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*In short, create more opportunities for having a meaningful coffee with a stranger [or friend] and be dazzled by what happens next.*

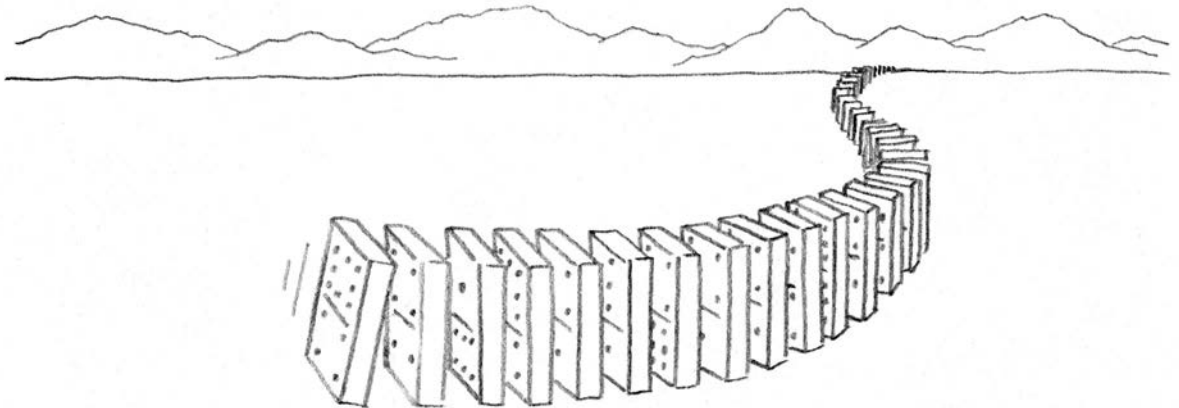
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13 - Käfele is a word in Bernese dialect that literally translates as “Coffeing” and refers to the practice of leisurely enjoying a coffee [and eating some delicious pastries] without a particular agenda in mind, just to hang out together. As an example, we know people in Bern who go Käfele with a friend without barely exchanging a word. It is an institution of its own.

# ***PART 3 - AN INVITATION TO PLAY***

“IT’S A TERRIBLE THING, I THINK, IN LIFE TO WAIT UNTIL YOU’RE READY. I HAVE THIS FEELING NOW THAT ACTUALLY NO ONE IS EVER READY TO DO ANYTHING. THERE IS ALMOST NO SUCH THING AS READY. THERE IS ONLY NOW. AND YOU MAY AS WELL DO IT NOW. GENERALLY SPEAKING, NOW IS AS GOOD A TIME AS ANY.”

***- Hugh Laurie<sup>2</sup> -***



2 - Source: Laurie, H. (1996) The Gun Seller. Washington: Washington Square Press.

## Human collaboration technology

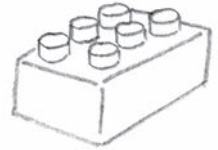
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### **How we live, work and play together matters.**

And its definition is becoming increasingly up for grabs as climate change displaces people, as pension systems collapse and as jobs disappear due to machine learning and artificial intelligence. Beyond how, we have to ask ourselves why do we live, work and play together? And what does that mean for who we choose to be and become? In the busy era we live, making time for these quintessential questions about our human condition, may reveal to be a powerful antidote to the danger of being left behind by our planet, economy and robots. Or in the words of Future Studies expert John Naisbitt: “(t)he most exciting breakthroughs of the twenty-first century will not occur because of technology, but because of an expanding concept of what it means to be human”.

**It turns out there is an art and a science to building our future.** More and more players from across the world and disciplines are giving rise to a field of research and action where collective intelligence, distributed leadership and uninhibited creativity reign. Goodbye hero-model and keynote-coma, hello hearts and minds on fire! Glocal festivals, maker-spaces, B Corporations, social labs, global impact visas, intrapreneurs, citizen-led political movements, sustainable city hackathons and other out-of-the-box experiments are prototyping [cultural] interventions to empower healthy, wealthy and happy individuals, communities, companies and eco-systems.

**We call for more inspiring tales** of how unreasonable innovators and game-changers are already pushing the boundaries of what we know is possible. Let us make visible and celebrate how the most exciting initiatives working for this transition are reinventing the levers of story, participation, money, infrastructure and wellbeing! We want you and us, [extra]ordinary people from everywhere to easily plug into this encouraging, vibrant, new movement of imagination.

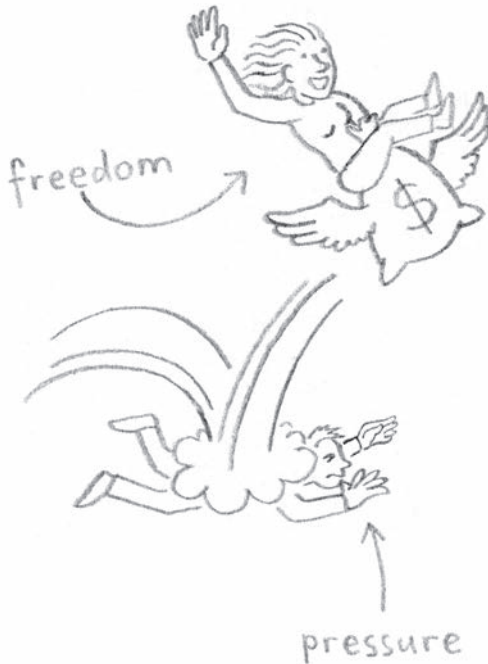


**We have a hunch** that tomorrow’s game-changing innovations will have origins in these emergent cultures of highly collaborative smart networks and neotribes. These self-organized, agile, ever changing teams of teams connect through open source knowledge and share dynamic purposes (and projects) that are in constant evolution (meeting the necessities of our time). Within this hyper connected world, authenticity eats strategy for breakfast.

### **Therefore, promoting and disseminating Human Collaboration Technologies feels crucial as we dive into the second year cycle of Amanitas.**

Can you envision what would become possible if people in [your] business, politics and society stopped fighting each other and started collaborating truly? Is that really such a crazy idea? Why are we not making it a priority to find solutions to *that* when faced with challenges that no nation, no company, no individual can solve any longer on its/their own? What are we willing to invest in the effectiveness, texture and learned practices of our being human together? How will we do “human” on earth in the coming years? What ideas should we test to allow people everywhere, all the time, to get out of the current matrix of fear, insecurity and scarcity? And what could happen if we were to succeed?

## The gift of abundance



**The acceptance and cultivation of abundance, both inner and outer, have been key to this experiment.** Let us be honest, we were only able to engage in this dance because we fit the criteria of privilege. We could afford to take the risk of not producing results. We were all, in traditional terms, highly successful [thanks to past entrepreneurial achievements], had nothing left to prove, and did not have [or choose] to worry about our reputation or other backlashes from over-stretching the trust put in us.

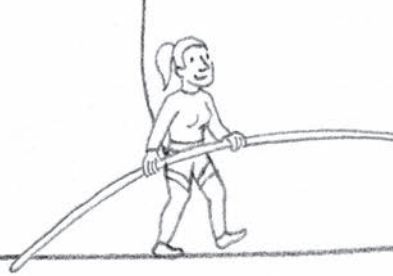
**Money can create a lot of pressure or it can do the exact opposite.** We felt financially safe, were not dependent on payments/salaries from ThinkPACT, and the resources it provided empowered us to not be limited by capital constraints in running our wild experiments. We believe this is one of the crucial characteristics of the ThinkPACT design and hope its pioneering approach will inspire many more to create such freeing and abundant spaces for creatives to radically explore sustainability innovation.

**The outer world is a representation of our inner world.** If our self-worth is solely defined by what we do, we start treating ourselves, others and nature as a resource that can be exploited to achieve the outer recognition we need to

3 - Investing as little as possible into projects that produce measurable impact on a short term horizon.

4 - Current prototypes include: Applying for key job positions across institutions and sectors as a collective to test leveraging a more effective smart network-approach to transforming companies from within and outside. We are considering co-creating a Jedi School to complement our current education system. And we are looking into setting up a new system change investment fund.

### PART 3 - AN INVITATION TO PLAY



thrive. At the edge of our current realities, where our beliefs evaporate into the liminal space, we meet the mirrors we prefer to run away from. True system change starts with pointing fingers at ourselves, not others. Inner work allows us to overcome feelings of division from ourselves, from others and from nature. That road is long and rocky [and we are only beginners], but as poet Machado famously wrote “Walker, there is no path. You make the path as you walk.”

**Hence, exploring and fostering [inner and outer] abundance will be a pillar of the second year cycle of Amanitas.** Imagine what would be possible if we used the same amount of resources, talent, and technology poured into Silicon Valley start-ups [or Social Media] to craft game-changing responses to climate change, poverty, and inclusion? How can we make this an adventure worth embarking on together? How can we complement “safe bet” funding concepts<sup>3</sup> in the social change area with “blank canvas” models? How can we enable more gifts, transcending the “mandate model” to redefine relationships between donors, entrepreneurs and the systemic changes we collectively wish for the world? What are the new commercial ventures we want to launch to offer system-changers more independence and wholebeing?<sup>4</sup>

## *Make it your own*

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It is high time that we take back control of our future and the stories we tell ourselves about it. Our world is longing for a new reality about who we are and who we aspire to be as humanity. The great news is, it is already happening! From Taipei, to Barcelona, from Bern to Bogotá, groundbreaking, citizen-led initiatives are using wit, open source digital technology and self-organization to transform their political, economic, ecological and cultural systems.

As part of this emerging narrative, öbu went out on a limb and decided to create ThinkPACT, offering us a creative playground to seriously re-imagine where humankind is heading. This is where we come into play, you, the reader, and us. In the spirit of true co-creation, we invite you to join our exploration of what is emerging globally. We are inspired by what feels most alive for us right now, and we would like to suggest you use your world as a blank canvas for rapid prototyping the “quantum leap” you need.

Right now, it is of utmost importance to recognize that everything is interrelated. We believe that we have to learn that water, trees, air as well as all living beings have the basic right of autonomy and freedom. Therefore, we believe that our elders and protectors of wisdom traditions are in a unique position to guide us in how to combine efficiency, focusing on what and how we do, with efficacy, exploring who and why we are. We believe a tremendous amount of energy and human potential can be liberated by





### PART 3 - AN INVITATION TO PLAY

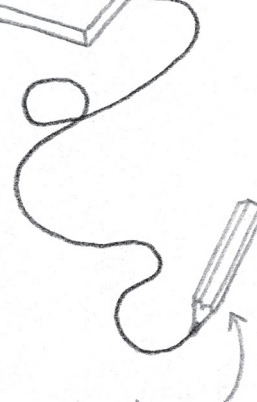
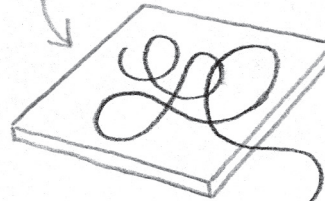
# DREAM!

fusing the human doing with the human being. We would not be stuck in the current “crisis” if we were to ask ourselves more often how to integrate paradoxical basic human needs such as security and freedom, contribution and personal development, consciousness and bliss, love for others and love for self.

We know that kindness and gratitude (towards ourselves, others and anything that exists and happens), are part of this emergent way of life that empowers us to find equilibrium within ourselves and harmony with our environment. This encourages us to dare to jump into the unknown of this uncomfortable liminal space in between stories in order to develop our agility, let go of control and re-gain our freedom to re-define what life actually is all about. And we are calling for more MAGIC! The kind that makes you wonder if you are crazy, if you are the only one who seems to be noticing or dreaming or making it up. That is the kind of cultural identity we want to feed to Artificial Intelligence, so we can partner with it, grow and learn together.

We would like to encourage you to enter the space of your own learning journey - gifting yourself with plenty of time to imagine, reflect, digest and, of course, dream. After all, when we proposed the question, “What is your advice for our generation?” to Nobel Peace Prize Laureate Desmond Tutu, he stopped in his tracks, lifted his head, lit his eyes on fire and answered: “DREEEEEEEAAAM!”

creative platform



creative act

your platform



**And we would love for you to join us** in co-creating the second version of this playbook as well as the second year of the Amanitas experiment. Here are a few ideas on how to get started on our stigmergy page [[www.amanitas.cc](http://www.amanitas.cc)]:

SIGN UP TO BE INVITED TO OUR NEXT RETREATS AND/OR TO HOST YOUR OWN “ACTIVITY” INSPIRED BY THIS PLAYBOOK. YOUR INFORMATION WILL FLOW INTO AN OPEN-SOURCE DATABASE ACCESSIBLE TO YOU AND PEOPLE JUST LIKE YOU [ESSENTIALLY EVERYONE WHO SIGNS UP FOR IT], SO THE SELF-ORGANIZATION CAN CONTINUE.

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SHARE YOUR INSIGHTS, INPUTS AND IDEAS ON THIS PLAYBOOK. TOGETHER WITH EVERYONE ELSE WHO FEEDS INTO THIS PROCESS, YOU WILL BECOME THE CO-AUTHORS, -EDITORS AND -PUBLISHERS OF THE SECOND VERSION OF THE PLAYBOOK.

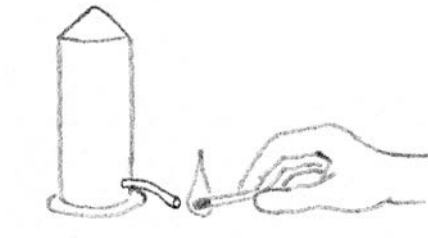
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WRITE A BLOG ARTICLE ON WHAT THIS PLAYBOOK BROUGHT UP FOR YOU, HOW IT CONNECTS OR DISCONNECTS, ANYTHING YOU DEEM USEFUL FOR THIS EXPLORATION. NOW SINCE WE ARE ALL HOSTS, IT WILL NOT BE A GUEST BLOG ARTICLE. IT REALLY IS YOUR BLOG, SO FEEL FREE TO WRITE SEVERAL ARTICLES.

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SHARE RELATED MATERIALS, LINKS, CALLS, QUESTIONS AND MORE ON THE OPEN GOOGLE DRIVE FOLDER AND MAKE SURE TO LET PEOPLE KNOW ABOUT IT IN THE CORRESPONDING SLACK CHANNEL [WHICH YOU CAN ALSO JOIN WITHOUT SHARING ANYTHING].

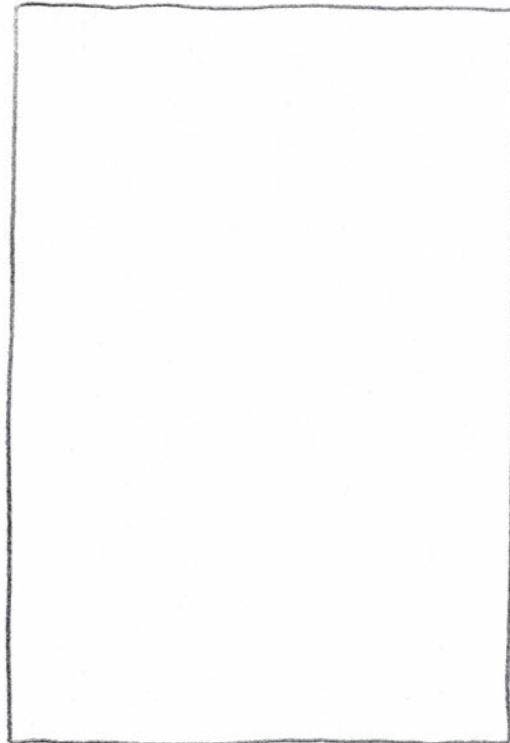
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### PART 3 - AN INVITATION TO PLAY

**In conclusion,** it both does and does not matter who your political leaders are (believe us, some of us live in the USA, UK and Hungary). In the end, we are ALL response-ABLE for the kind of world in which we live and the one we will proudly hand over to future generations. In doing so, let us fail fast, learn quickly and continue trying, so we do not only grow but also enjoy this joint exploration of life. Because that very process itself will most likely become the most exciting “story” to tell to our grandchildren anyway: The who, why, how, when, where, and what of our adventure to change our world. [There we go! Now we said it. We could not help it.]

THIS STAGE IS YOURS:



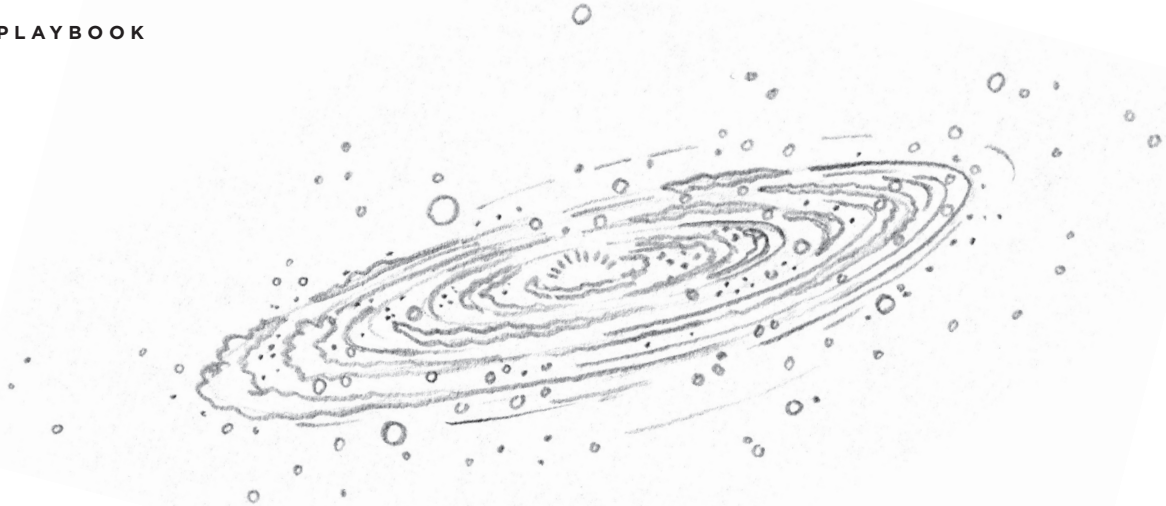
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*We are already looking forward to meeting up [again] at your or someone else's ReTreat.*

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P  
LAY  
BOOK



*“Existence, the physical universe, is basically playful. There is no necessity for it whatsoever. It isn’t going anywhere. It doesn’t have a destination that it ought to arrive at. But it is best understood by analogy with music, because music, as an art form, is essentially playful. We say you play the piano. You don’t work the piano. Why? Music differs from, say, travel. When you travel you’re trying to get somewhere. [...] In music, one doesn’t make the end of a composition the point of the composition. If so, the best conductors would be those who played fastest and there would be composers who only wrote finales. People would go to a concert just to hear one crackling chord because that’s the end! Same way with dancing. You don’t aim at a particular spot in the room because that’s where you will arrive. The whole point of dancing is the dance.”*

**Alan Watts<sup>1</sup>**

1 - Source: Watts, A. (2004) Out of Your Mind: Essential Listening from the Alan Watts Audio Archives  
- Part 1. Louisville: Sounds True, Inc.

## IMPRESSUM

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### **CO-AUTHORS, CO-CREATORS AND CO-STORYTELLERS**

Over 100 unlikely allies from all disciplines, origins and ages came together to co-create the stories of this playbook in workshops, at ReTreats and over coffee. Like David W. Orr said: “The plain fact is that the planet does not need more successful people. But it does desperately need more peacemakers, healers, restorers, storytellers, and lovers of every kind. It needs people who live well in their places. It needs people of moral courage willing to join the fight to make the world habitable and humane. And these qualities have little to do with success as we have defined it.” Thank you for being a part of this adventure!

### **ACKNOWLEDGEMENTS**

We would like to express our heartfelt gratitude to the members of öbu, the board and leadership of öbu, as well as the ThinkPACT board and project manager in particular, for enabling this incredible project and experience for us all! We are also deeply indebted to the dedication and efforts of all the co-leaders who prepared the grounds for ThinkPACT over the past few years leading up to its first realization. Last but not least, a huge special thanks goes to the visionary philanthropist who had the courage to challenge the conventions of impact funding and ultimately kicked this entire experiment of with her curiosity and eagerness to foster innovation that empowers present and future generations to live healthy, wealthy and happy.

### **WARNING**

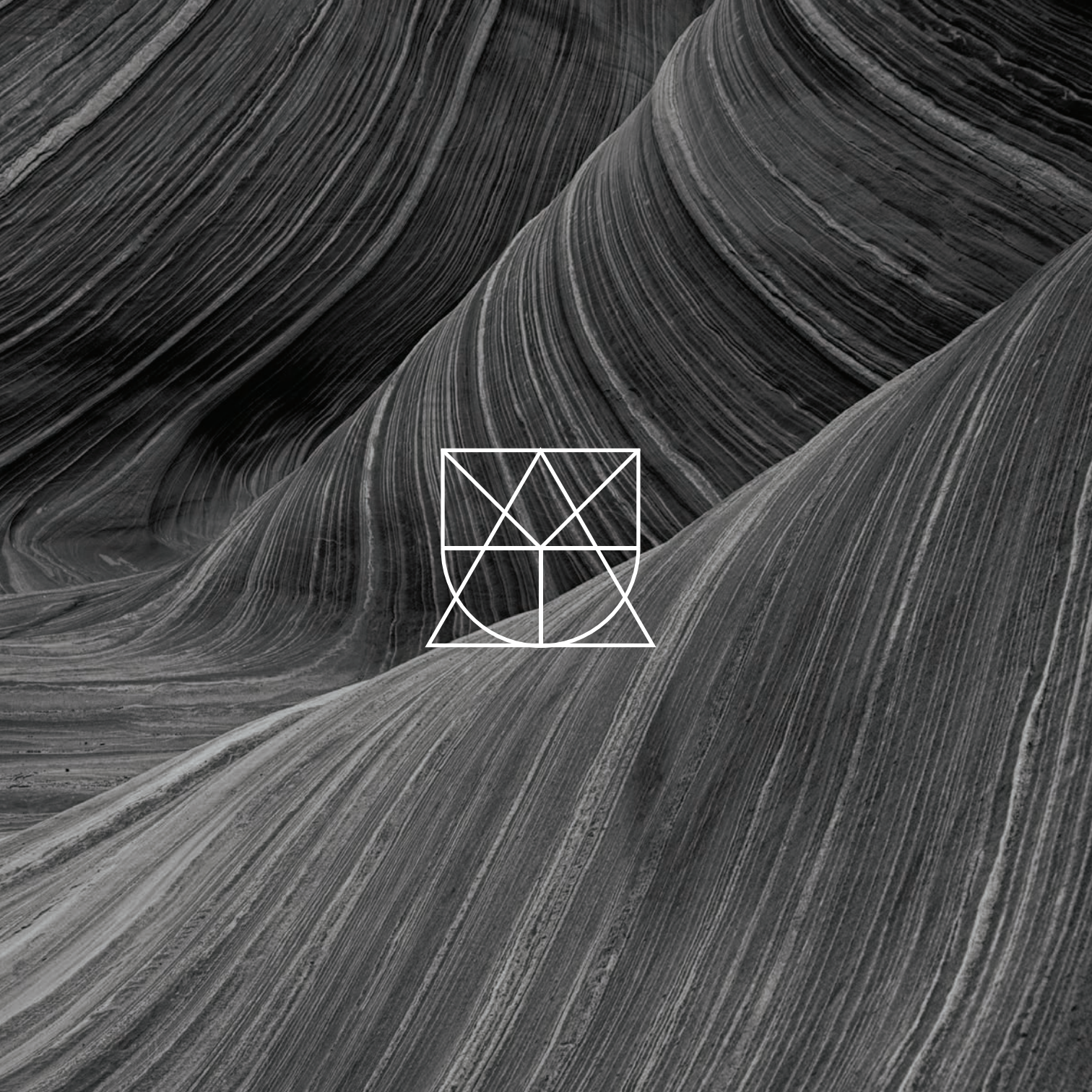
You might find some elements of this playbook deeply disturbing, offensive or inappropriate. Most likely that is because we do not share the same sense of humor. And if everything else fails, always remind yourself that we/the co-authors do not take ourselves very seriously.











PLAYBOOK

*To our ancestors.*



*business*

*nature*

*future*

*happy*

[ ]

*lab*

*playful*

*rebellious*

*immature*

**A PLAYBOOK FOR HEALTH, WEALTH AND HAPPINESS**

[ BETA VERSION 1.7.3 ]