



# **Unorganization: The Individuals Handbook**

**Simon David Buckingham**

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**Review By A Kathawala**



## **Introduction**

People are increasingly unwilling and unable to rely on the institutions such as business organizations that dominated and controlled yesterday's organized world in today's unorganized world. Such institutions do not represent the only, primary or best stage upon which individuals can earn a living and live their dreams. Why is this so? Because the world has fundamentally changed from the old, orderly organized world to today's unstable, global, diverse unorganized world. . .

*Unorganization: The Individual Handbook* sets out to explain the ways and means that individuals can thrive in the unorganized world. Basically, individuals need to go from being "rankers" in hierarchies to self-employed "branders". This transformation in attitude and activity is achieved by developing "lifestreams". This book explains that process. So what is a ranker?

## **Rankers**

Too often, people working in traditional hierarchical and less hierarchical organizations are inter-changeable units of economic production are called "rankers". Rankers encompass anyone who has subsumed their personal individual beliefs to those of their employer, or never had any views of their own. Few people are born average, we just accumulate more and more chains the older we get and spend most of our time organizing and worrying about these ties. Rankers are also extremely rank conscious and highly sensitized to the whims and foibles of those higher up the chain of command. They laugh at their seniors every joke, funny or not. If your gut wrenches in disgust at displays of this hyper-sensitized attention paying, then you probably want to be or are a brander.

## **Dismember membership**

The need to be a member, the existence of membership and the permanence of membership all constrain growth and reduce mobility and opportunity. We need to dismember membership for the unorganized world. We need multiple interests and the ability to follow each of those interests fully and flexibly: dividing our time, brain cells and presence according to our particular inclinations at that time. It is far better never to associate yourself permanently with any organizations: political, economic or otherwise. Never sign up formally. Go for informal and temporary associations. It is too constraining to need to be an organization's employee and reflect



their ways of behaving and thinking a management theorist; Charles Handy has described the different types of membership present in today's labor market. It has a professional core, a contractual fringe and a flexible labour force. (HANDY, The Age of Unreason, 1989). These three groups of organizational actors all have different relationships with organizations, in terms of pay, careers, importance and management supervision:

**The core workforce** represents the organization's main knowledge base. These people add the most value in developing solutions that meet customer requirements. They generally have careers and are encouraged to stay within the organization through interesting projects that largely determine the organization's overall success. Results achieved rather than hours worked and times served are emphasized because different people work best at different times and in different places.

**The contractual fringes** on the other hand are those people on the edge of organizations who are specialists in performing tasks which are very important but not a part of the organization's core activities. The contractual fringe includes consultants who work with different organizations on a temporary basis often for a particular project, and then move on to another organization.

**The flexible labour force** contains people who hold a series of jobs in different organizations at the same time. These people relate more to their profession, such as plumber or cleaner, than to any particular organization. People in the flexible labour force are paid according to their results, and cannot be supervised to the same degree as directly employed workers. They get paid as long as the jobs they do are completed within the stipulated time and to the required standard.

## **Career Anchors**

Individuals can help transform themselves by developing so-called career anchors (SCHEIN, 1978). Career anchors are patterns of self-perceived talents, motives and values that guide, constrain and integrate career choices. Individuals need to work out which career anchor most closely matches their work motivations.

There are several different career anchors:

### **Functional:**

This kind of career anchor is based around technical or functional competence. Career choices are then taken on the basis of allowing the individual to remain challenged in a functional specialization, rather than a desire to get into management.

### **Managerial:**

This career anchor tends to be held by those employees who have managerial aspirations and strive for general management positions. They base their managerial ability on analytical skills, emotional skills such as resilience to crises, and interpersonal leadership skills.

### **Creativity:**

This is the career anchor for individuals who are entrepreneurial in their need to create a product, service or company.



## **Independence:**

The career anchor for people who find themselves unable to work in a large organization or a hierarchy, and therefore adopt careers as consultants or freelance workers. In America, the entrepreneur legitimizes the company. In Britain on the other hand, the company legitimizes the individual. In Britain, the only person who gets serviced faster than someone from a large organization is a freelance journalist. The great thing about being a freelance journalist is that you can dress up in rags, bring your dog with you to interviews and still get access to senior executives and organizational strategies

## **Security and stability**

Some employees still aim for continuity in both their employment and their community. Only this career anchor is likely to be an untenable goal in the modern world of work. There is nothing wrong with seeking stability as, for example, a family person. However, the unorganized world, stability is likely to be the same person working in different organizations, rather than stability within one organization. However, there are still people (rankers) who are so average that they could only get a routine job in the hierarchy.

## **Enter the entrepreneurs**

Entrepreneurs are more important than ever in the unorganized world where fewer people can rely on organizations taking most of the risks. The very uncertainty that entrepreneurs move in is a fundamental characteristic of the unorganized world. As such we are all entrepreneurs now.

Like so much else these days, being an entrepreneur is all about attitude. To be an entrepreneur, you have to believe in something passionately. There is no such thing as a successful half-hearted entrepreneur. You have to live and breathe your business and be very dedicated to it for it to thrive. That is why turning your hobby into a business is a good idea: you tend to be passionate about your non-work interests because you spend time and money on them out of choice. As such, entrepreneurial success is less about presence and more about responsiveness and innovation. This is good news for entrepreneurs who are passionate, focused, committed and energetic. The enterprise culture is growing.

## **The economic value of branders**

Entrepreneurs are "branders". Individuals in today's unorganized world should be branders: people who think of themselves as brands. It is no longer just products that need a brand identity. Every individual needs to develop their own brand identity too. Outside of work, nearly everyone is a brand: we dress to express our personality, pursue different interests and hobbies, and take part in different activities with different people. Becoming a brander is developing and extending these differences into a way of making a living. Branders live life as if it is a resume, a curriculum vitae, adding qualifications and discoveries all of the time, learning, growing and changing continuously.

The branders earn more than the transfer earnings because they are in demand and cannot be in two places doing different things for different people at the same time. You have to pay economic rent to persuade special individuals to work for you rather than apply their scarce talents to some other task. After all, a unique film director cannot direct more than a couple of



films at once without the quality of their direction falling. If someone has a unique talent for directing, they are going to require payment at least equal to the level of transfer earnings to direct at all (rather than do something else such as say write scripts). Rewards paid to branders can take the form of pure cash payments or payments in kind such as trailers on the studio lot (the size of which depends upon the amount of income over and above the economic rent the branders bring in). The director will need to earn some economic rent in order to be induced by one studio to produce a certain film rather than some other of equal or similar interest. This has nothing to do with their productivity: it is not about how much they produce but rather about what they produce and its market value.

### **For self-employment success, have...**

In addition to the personal characteristics described for small business to get larger, there are some requirements:

#### **Talents**

What you are good at. Different people have natural and acquired aptitudes for different things. Some people draw well, some write, some learn languages, some play musical instruments or sport.

#### **Interests.**

What interests you and what you enjoy spending your time doing. People are interested in any of the many tasks and topics which affect us on this wonderfully diverse planet. Some people are interested in digging up old bones, some in looking after teeth, some in keeping fit. We should encourage and respect these different interests. With diverse skills and interests, we are most likely to be able to meet the diverse future challenges of the unorganized world.

We should try and dedicate most of our time and energy to our passions. Most interesting people have passions. People have diverse lifestyles. The good thing about earning a living from your passions is that you have to be passionate to succeed in your own business. Indeed, most self-employed people are passionate about what they are working on.

#### **Differentiators.**

Branders cultivate the differences that make them special. In the organized world, you could get by being average and ordinary. Indeed, this was positively encouraged and rewarded in hierarchies and queues. The imperative is no longer to be the same in order to fit into organized collectivist structures, but to be different in order to be invited into and valued in the dynamic interactions that dominated the very unorganized space.

All individuals are unique, and we each have a responsibility to cultivate our differences when trying to live a fulfilled and fulfilling life. We need to emphasize these differences rather than suppress them. Clearly, each of us has much in common: we all need to sleep, eat; all get thirsty, and so on. But beyond this common core, we should develop different skills, opinions and interests. We must develop our Unique Selling Points (USPs): the things that set us apart from other people such as unusual hobbies and collections. Without different opinions, we end up with too similar a response to a very diverse world. Viewing our great world through narrow fields of vision does not do it justice.



## **Content and Ideas:**

Without an idea such as a lifestream to set up a business, there is of course little chance of self-employment success. People need to generate content that is valued. Everyone, within both personal and professional contexts needs to have ideas and solutions that interest other people. The generation of content is the key currency in the information age of the unorganized world. Content is king because global distribution channels for content such as the Internet are widespread. Many of us just getting into business today are better off concentrating on research and development and sales and marketing rather than distribution or manufacturing.

### **A product or service**

Develop something that is either unique in the market place or aimed at a different part of the market or better than the market leader. Service your products and productize your services!

### **A brand presence**

People as well as companies and products must have a brand presence. Otherwise they are rankers; interchangeable units of economic production with no options and no leverage. Rankers are not special, and are therefore replaceable. People want to partner people who have unique knowledge or capabilities.

### **Good service**

For your customers, responsiveness is everything. Customers need to be able to get through to you straight away because they may not call back again. You have to make information about your company's activities readily available to potential customers and meet their needs closely and flexibly in a prompt and efficient way.

### **Finance**

Some money to invest in your company is going to be necessary. During the transition from employment to the self-employment, this investment could initially simply be an Internet site funded from work.

### **Networks of contacts**

The more people- potential partners and customers- you can call upon, the better. Never miss an opportunity to exchange business cards and make sure that when you assess someone's capability you are not just thinking about the current opportunities for your company but also the future applicability for other projects.

### **An Internet presence**



You have got to have a home page on the World Wide Web which you can refer people to and which other people can stumble across (again your customers visit you first!). Make sure people can contact you if they want to by having an email address. It does not cost very much to get yourself a professional looking Internet home page.

### **Technology**

These days you are going to need a mobile phone such as GSM mobile which can be used in over 50 countries world-wide. You will also require an Internet browser and email account so that you have access to all the information on the Internet and can cheaply and quickly contact people around the world. You will also need a personal telephone number such as an "07000" number in the UK that can be pointed at any other telephone number associated with any other telephone network or in any country. This gives your customers single number contactability if you are moving around a lot and changing premises. You are also going to need a laptop for portable computing power and customer presentations and a cellular data card that connects your mobile phone to your laptop via a PC Card modem.

### **Partners**

Set up business partnerships with people and companies who have complimentary skills and goals. Leverage your presence and enhance your credibility. Being partners can add a lot of value in terms of receiving customer support, equipment loans, up-to-date information about industry developments and initiatives, introductions to other partners and customers and so on.

### **Customers**

Clearly without customers, the survival of the business is jeopardized. Once customers have been signed up, you should produce case studies and showcase applications of successful applications that involve either well-known companies or interesting uses of the product or service.

### **Job security is having choices**

Another critical success factor for self-employment success is having multiple choices in everything from customers to sources of finance to ideas and talents.

What constitutes job security has changed fundamentally from the old orderly, organized world to today's unorganized world. Job security used to be an employment contract. But these days, your employer can give you a month's notice to leave the organization even if you are on a five-year contract. The truth is, your employer could restructure, downsize, downstructure, merge, be acquired, be divested, go bust on any day. And trade unions can help little if the demand for the products does not exist, in which case, employees had better accept the need to reinvent themselves in another role, firm or industry. Trade unions cannot engineer stability, they can only postpone (but not cancel) instability.

Job security is not what it used to be because the world, organizations and jobs are not what they used to be. No-one anywhere has a job that is secure from the perils of reality-



everyone's job is under threat from someone or something. These days, job security is having choices.

## **Lifestreams**

In the unorganized world, it is important that branders pursue multiple "lifestreams". Indeed, the systematic and deliberate development of multiple lifestreams is the primary means for creating an individual brand identity and conferring job security. Instead of one business trading in one activity, an entrepreneur in the unorganized world is more likely to have two or three different lifestreams, and develop them simultaneously.

Lifestreams are alternative means of making a living that develop from hobbies and talents and interests. A lifestream is more than just a hobby, although it often starts out that way. A lifestream is also something active: not just watching the sport, but organizing a fan club or an Internet site related to it. The first thing you need to do is work out what your personal lifestreams are. What are you interested in and good at? What hobbies and interests do you have and how can they be developed? What unique skills, resources or knowledge can you turn into lifestreams and earn a return from?

## **CHARACTERISTICS OF INDIVIDUALS**

Branders should exhibit a number of qualities to maximize their chances of success in the unorganized world. Rankers should not demonstrate these characteristics since they will be detrimental to their survival in organized organizations which covert compliance above all else. In particular, branders should be:

### **Energetic**

Adults are burdened with responsibility and worry because people's freedoms are suppressed by organized society. Societal pressure and systems ensure that people have to follow the adult conventions such as get a car, get a home- and try to pay for them. They end up traveling between different types of buildings trying to finance other buildings: going to the office in our car to pay for our home. Grown-ups waste their energy by spending it on busyness not business. They spend too much of their efforts getting in a position to get something done, rather than doing that something. They queue, justify and defend. They waste their energies on trivial things such as playing politics and worrying about the wrong things, for example, paying the mort-gage. Adults need to recapture the sheen of youth: not with cosmetics on the outside,

### **Honest**

Honesty is the first and foremost value that supports individual and organizational change and learning. Honesty is an ability to listen to how your heart responds to events and then work out why you felt that way. Learning is then modified action from the insight gained from turning your reaction into new truths. This is positive change, i.e. improvement- you avoid feeling that way again if it was a bad feeling and repeat it if it struck you to be true. You have to ask yourself why you did it that way and why you felt the way you did about it.

### **Charismatic**



A brander comprises an inner core of knowledge and ideas and an outer core of communication and networking. Charismatic leaders are great at the later, but the ideal situation is to have both a strong and balanced inner and outer core simultaneously.

In theory, ideas alone should be able to succeed- you should not have to be in a position of power or have charisma or be in the right place to succeed with your ideas- the only prejudice should be talent. Otherwise there are entry barriers in the way of success and this runs counter to the unorganization philosophy.

In practice, whether or not ideas without charisma succeed depends on the media you are communicating the ideas through. On the Internet, charisma is probably not as necessary- no one can see you or where you are. Charisma without ideas comes across as smarmy to me, ideas without charisma makes it difficult to get the message across. The combination of both is lovely...

### **Balanced**

Branders should take a balanced approach to life and try to see both sides of the story and weigh up situations fairly.

### **Multiple Lifestreams.**

By having more than one interesting and important interest in their life, people get balance and perspective (and security) and synergy!

### **Children**

Because of their focus on content rather than context, a child soon makes you see whether something is worth pursuing or not. Too often, adults pursue something primarily because other adults expect them to. Listening to the things that make children happy confers a deep sense of what is and is not important.

### **Complexity**

The author is skeptic about so-called "Complexity Theory", an inter-disciplinary means to understand the unorganized world combining science and biology and economics.

### **Art**

The pictures and painting the author likes are those which confer perspective by presenting an overall and interesting opinion or view. Through the overall design and placing in the piece, the viewer gets to see something more clearly from the artist's perspective.

Perspective is the ability to work out what is important in life and work and play and the overall mix of all these things. Perspective is essential for retaining a healthy balance in life.

### **Optimistic**



Branders have a positive mental attitude. They always look on the bright side of life. Other people do not want to deal with skeptical pessimists. New opportunities abound so don't let yesterday's failures or criticism get you down. Be positive, not negative. Successful people are also enthusiastic and recognize that "passion persuades" and "age may wrinkle the skin, but lack of enthusiasm wrinkles the soul".

### **Enactment not entrapment**

Institutions can take even less care of the future of individuals in these complicated times. However, individuals actually exercise a large degree of influence over their own personal situation and circumstances. They are actually more in charge of their own destinies than they often think. This truth is encapsulated in the concept of "enactment".

Enactment teaches us that individuals can create their own prosperity because they can enact the environment in which they operate through their actions. Enactment reverses the conventional wisdom and states that some things have to be believed to be seen. Individuals should not rely on and complain about the failure of governments and organizations to look after them. They can and

### **Open-minded**

Branders should not be suspicious of new people or technologies or things. In fact, individuals should not just be tolerant and used to diversity, but also cosmopolitan and actively welcome different people from different places. Such open-minded people enjoy other cultures and comparing different ways of doing the same thing around the world.

We should avoid following national stereotypes and assume that just because someone comes from somewhere, they will behave as the "typical" person from that country will. Typical no longer exists; we should look beyond skin and dress and keep an open mind. Similarly, not all products designed and manufactured in a certain country are automatically the best quality in the world just because they are made there.

### **Suspended Animation**

There is an optimal mental state for the unorganized world- something I call "suspended animation". It is a personal, individual thing, and has nothing to do directly with buildings, institutions, possessions or jobs. It is a frame of mind, a way of viewing the world and configuring our actions and behavior towards it.

Suspended animation is a state of mind where we hold no assumptions, where we take nothing for granted, where we disregard the past. At its heart is an understanding of the minimal and transitory nature of our power. You are only as good as your last project. Someone may run a department in an organization somewhere and have a few employees who report to us and do as we say. However, outside of that department, these people are free to think and associate and do as they please. As such, our control is illusionary because of its incompleteness and temporary nature.

### **Self-confident**



One of the most important characteristics that individuals need to thrive in the unorganized world is self-confidence. Too many people either have too much or too little self-confidence, and neither is good.

Individuals need to believe in their own abilities and carry their own convictions that what they are doing is right for them. When approaching business or personal opportunities, self-confidence is a pre-requisite, because it is not only dogs that can sense fear- it is communicated through our actions too.

A lack of self-confidence causes everything from the need to wear designer clothes, to the need to manage- to put in control structures and hierarchies. It can generate a superficial life, where in the absence of any firm moral intrinsic values, the consumerist vacant citizen will spend their life trying to hide their lack of internal self-confidence by trying to externally signal that they are a successful individual.

### **Attitude is everything**

In fact, attitude is everything. You know something, there is not much difference between a young executive and a juvenile delinquent of the same age- the main difference is their attitudes. And ironically, juvenile delinquents are free to do and be more- if only they could be bothered. Attitude determines success or failure. Lazy people do not make an effort. Pessimistic people think it's all going to go wrong. Technophobic people think that the Internet is difficult to use. Non-commercial people think that earning money is immoral.

Attitude has always played an important role, but now it is everything. In the organized world, you needed employment and contacts to break into opportunity arenas in addition to the right attitude. Now everything you need to be a success is accessible to you and there are a great number of opportunities available. We can achieve things if only we would just get up and try. Attitude is all about enactment. You don't fail trying anymore; you fail because you don't try.

### **Problems no more**

The problem with problems is that individuals who think they have problems end up having problems simply because they think they have problems and do not therefore see those problems as opportunities rather than threats. They become threats because they are treated as such. The mental model with which problems are viewed and framed determines the extent to which that problem becomes a problem. The author think that organized people like to create false theatrics and say that another disaster has been averted- just to fill in time and create talking points. Anything to make a ranker's life interesting.

Problems are just non-communicated differences. It does not matter if you have problems or weaknesses as long as you are honest and open enough to recognize them. And once you have recognized them, you can manage and deal with them. We all have paradoxes and dilemmas and face conflicts and strain and none of us are perfect. The secret to dealing with this fact is to recognize it and do something about it- either by changing ourselves or enlisting the help of others, and preferably a combination of both. We need to explicitly cite problems to indicate that we have recognized their existence to avoid difficulties with others. Honest and effective interpersonal communication is the means through which problems are surfaced and therefore avoided. A problem shared is a problem eliminated.



## IMPLICATIONS FOR INDIVIDUALS

This section is all about the theoretical framework that underpins and supports the need for individuals to change the way they work. Some people have always preferred and needed to work for themselves. So what has made this more essential and more achievable today and tomorrow?

### The fundamental flaws

There are some fundamental flaws with the organized business organizations that ruled the capitalist economic systems that prevent them from operating optimally. The author uses the term "organized business organizations" to refer to the static collectivist groupings such as organizations, hierarchies, downsized companies and so on that dominated the orderly organized world. These groupings are static in so far as, for example, membership is fairly fixed, with people working on fixed term contracts. These flaws are the reason why self-employment is positive. These flaws slow down the organized organizations and allow more dynamic entities to compete successfully against them. The fundamental flaws are:

Flaw	Business implication
Incentives, lack of	Employee and employer motivations deviate, necessitating management supervision
Bounded rationality, increasing	Interventions such as supervision and compensation are imprecise
Dependence, existence of	The sum of organizations is less than their parts because much work activity is busyness and not business
Force, existence of	Employees are compelled to carry out tasks, necessitating management supervision

There is a lack of adequate incentives within traditional static organizations. Employees are not directly rewarded for effort or initiative expended in meeting, for example, customer service standards. These faulty incentives mean that standards are only excellent when there is an intrinsic reward for the work done, such as pride and satisfaction felt at making a customer happy with the exceptional service rendered.

### The fundamental forces

Having established why traditional static business (and political) organizations are flawed, it is necessary to explore alternatives to supplant and replace them. Organized organizations have always been imperfect and wasteful environments. In the organized world



they were the primary mechanism for individuals to participate in democracy and wealth creation. This meant that those precluded from such static structures were unequal and disadvantaged. There are some fundamental forces for ensuring individuals have the opportunity to thrive outside of traditional organizations, and therefore make viable achievable choices over how they make their living and spend their working life.

The aim is to overcome the fundamental flaws of organized organizations by ensuring that the power conferred by the fundamental forces is widely available to every individual. We need to remove anything that prevents individuals from being able to realize their full potential such as static structures. To achieve this, we need to: introduce full and dynamic incentives that reward individuals for the value they add. The existence of adequate incentives insures that people are rewarded for positive contributions and not rewarded for negative contributions, including no contribution at all. Optimal and accurate incentives are best secured from market-based transactions. If the customer is mine rather than that of my company, then I will be motivated to meet and exceed that customer's expectation

To overcome the organized fundamental flaws and harness the unorganized fundamental forces, we need to target the implementation and realization in practice of the "Most unorganized" solutions listed and described below:

System	Most Organized	Organized	Unorganizing	Most unorganized
Individual	Robot	Ranker	Political/strategizer	Brander
Business	Hierarchy	Less hierarchical	Decentralized company	Unorganized company
Economic	Communism	Socialism	Capitalism	Technological Capitalism
Civilization	Fat Slavery	Lean Slavery	Lean Liberty	Fat Liberty

**The brander's technological raincoat**

The fundamental flaws and the fundamental forces provide the theoretical basis for individuals to thrive in the unorganized world. But it is new technologies such as the Internet, mobile communications and electronic agents that actually enable the implementation of successful self-employment in practice. Opportunities to demonstrate their talents are available via low entry barrier media such as the Internet. This removes the static notion of membership- currently either I am a member of the organization and am entitled to use the services and benefits it provides- or I am not entitled. Because communications technologies enable spontaneous, non-permanent collaboration, the traditional absolute choice between the individual and the group is gone forever. Individuals press their polling button when they need support from



another individual, thereby forming a grouping. Individuals can remain autonomous and yet join with others as the need or opportunity arises. Companies will become dynamic entities because they exist only if two or more people are connected via electronic signals.

Technology may give us the means to communicate but the willingness to cooperate will depend on who is asking. Because individuals are social beings and need to be kind now to get help later, the unorganized world will be more integrated and friendly too. People will be outward looking, rather than hidden behind their employer's organization.

### Technological capitalism

Individuals armed with these technologies will bring about what I call technological capitalism, in which individuals can participate more easily in, and benefit more fully from, free market economies. Technological capitalism is the opportunity to pursue the opportunities. Individuals should have the right to pursue opportunities, for example, their own prosperity and their dream of entrepreneurship. "This time next year we'll be millionaires". This is much more possible given the technological, commercial and social trends that have been described throughout this book. Technological capitalism will end the choice between capitalism and socialism: free markets will reign supreme, but honest individuals will be able to connect to both business partners and their family and friends using their technologies.

Basically, the author is a technological capitalist. He believes in a change in emphasis from institutions to all individuals as described below:

	Inequality	Equality
Private, individual, right	Capitalism	Technological capitalism
Public, institution, left	Socialism	Communism

### Fat Liberty

When the author look at the evolution of civilization. He sees the following development route:

Lean Liberty

Fat Slavery

Lean Slavery

Fat Liberty



Lean Liberty is the state of civilization in developing countries where there are no widespread government welfare programs such that people have to fend for themselves. It is like America was 200 years ago when the Founding Fathers wrote the Declaration of Independence. Everyone has the opportunity to make something of themselves- and the requirement to do so due to a lack of official safety net systems.

Fat Slavery is the state of civilization that gradually evolved in "developed" countries by the 1970s and 1980s. The Scandinavian welfare model is the classic example of Fat Slavery. Under Fat Slavery, individuals are not incentivized to do anything themselves except comply with institutional norms. Fat Slavery is the situation where large government and business institutions provide everything for citizens and employees- initiative is not encouraged, compliance is. The government accounts for half of all economic activity and hierarchical corporations in which people are employed account for a lot of the rest.

But Fat Slavery is becoming Lean Slavery- individuals suffer all the disadvantages of the fundamental flaws whilst receiving little in return. The fundamental flaws mean that both large governments and organizations are failing to deliver the improvements in state systems such as health and education that they promised, and employees are trapped in routines and bored in organizations. These organized systems of business and government are more trouble than they are worth- they take a lot out of us and from us and give us back very little of anything valuable in return.

And so civilization must evolve towards Fat Liberty- this is the combination of individual freedom and individual prosperity. Too often in the past, the choice was between Fat Slavery and Lean Liberty- you got more freedom if you "downshifted", but you could also be less prosperous. The fundamental forces mean it is now perfectly possible for individuals who think of themselves as brands and develop multiple lifestreams to achieve Fat Liberty.

The fundamental forces underpin the opportunity for more and more individuals to opt out of Fat or Lean Slavery either voluntarily or because they have no choice. Fat Liberty is the status that incorporates freedom from force, financial, intellectual and emotional independence and individuals in pursuit of realizing their full personal potential. Every individual can achieve the glorious combination of both autonomy and independence and wealth and prosperity. The achievement of Fat Liberty should be the goal of us all.