Resurgence of the

Barbershop Harmony Society

A View from "60,000 Feet"

**This document has been expressly written
to provide additional knowledge and
perspective regarding
sustainability issues for the
Barbershop Harmony Society.**

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**Please feel free to forward this link to anyone you think
would be well served by reading this material.**

Foreword

It's been five years since I researched and authored "Resurgence of the Barbershop Harmony Society—A View from 60,000 Feet." In the intervening time there have been opportunities to check or beta-test many of the original conclusions. Most of them are standing the tests of time and real-life experience.

However, there is one significant error. Originally I indicated that a vibrant Barbershop Harmony Society in the future would be comprised mostly of chapters "based in musical excellence first." That's wrong. Musical excellence is not a *basis* for a thriving healthy chapter—it's a byproduct, a goal. Goals do not make chapters successful.

Instead a chapter's success is determined by the strategic priorities and methods it uses. Strategic priorities clear the pathway to a chapter's goals. Strategic methods drive progress along the pathway. Together, they are the de facto bases for chapter success.

I train chapter leaders to use this Top Strategic Priority:
> *Seek, develop, use and enhance the skills and talents of each member to such an extent that progress seems limitless.*

It can clear the pathway to practically any goals the chapter may have.

Several readers have asked if this treatise copy is a revised edition or if there will be a sequel to "60,000 Feet." The original work is just as it was. For now, no revision or sequel is planned.

Chuck Greene
Spring, 2008

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A View from "60,000 Feet"

Abstract

Membership growth is the ultimate key to effectiveness in all Barbershop Harmony Society pursuits. Our Society's membership is dwindling, because we have not yet adapted correctly to forces in our changing sociological environment. The most injurious force, to which we have not adapted, is the 35-year trend of mass decline in the valuing of social capital—networks of social connection—by North American society at large.

In its first thirty years, our Barbershop Harmony Society grew by leaps and bounds through chapters based on social capital—a highly valued need of the time. We can no longer bank on what we used to bank on. To grow and thrive we must serve needs highly valued by society today—*currently relevant* needs.

We can market nationally to these needs. We can everywhere establish new chapters—hundreds of them—specifically designed to deliver on the marketing promises. These new chapters can evolve and retain value in at least two ways:
1. musically, through performance excellence of attractive music that has relevance for current North American society;
2. personally, through serving highly valued needs in chapter settings that consistently produce high satisfaction over time.

Resurgence of the Barbershop Harmony Society—a View from "60,000 Feet" provides:
- factual research proving that we can no longer grow by banking on social capital;
- current research on six additional forces that challenge our Society and/or provide positive opportunities;
- affirmation that our Society's founding premise—to improve lives through singing—still holds potentially prominent value for today's society;
- a list of currently relevant mass needs our Society can help fill through singing;
- many points of research valuable in marketing to such needs;
- examples of how this paradigm shift—prioritizing current relevance ahead of social capital—would affect decision-making at the Society Board level;
- a case for informed long term thinking as the key to building a great Barbershop Harmony Society.

Primary calls to action:
- make the shift in thinking from "social capital first" to "current relevance first;"
- establish a guiding coalition for transformative resurgence;
- prepare to hire a resurgence executive;
- create a powerful vision of a high profile, thriving, well-respected and valued Barbershop Harmony Society of the future;
- earn a national reputation for hosting and providing superior leadership training.

Resurgence of the Barbershop Harmony Society

A View from "60,000 Feet"

Executive Summary

"Resurgence of the Barbershop Harmony Society—A View from 60,000 Feet" contains heretofore missing information and wisdom necessary to initiate a successful resurgence and to evolve a sustainable Barbershop Harmony Society.

The "60,000 feet" reference is a three-way metaphor for:
   1.) clarity in historical perspective;
   2.) broad understandings of the current environment; and
   3.) the wisdom basis for future envisioning.
From "60,000 feet," the pathway to successful Society resurgence can be seen clearly.

Sources

This research paper looks at many of the factors that challenge organizational sustainability throughout North American society. A host of world-class organizational mentors and sociological researchers—renowned gurus such as Kotter, Drucker, Maslow, Senge and Hesselbein—have provided supportive concepts and data. With their knowledge and wisdom at hand, new perspectives are gained, and incisive thinking is brought to bear, clearing the path to adaptive resurgence. [Full source list: pages 51-52.]

Purposes

Each of the three Parts of this paper has a distinct purpose.

- Part One provides considerable socio-demographic knowledge, detailing forces and trends that have had huge impact on North American society and specifically on our Barbershop Harmony Society over the last half century. The *purpose* of Part One is to provide a wide angle view of the environment in which our Society exists, thereby raising our envisioning and decision-making perspective.

- Part Two examines the foundational elements of our Society—its fundamental reasons for existence, its bedrock ideology, its base strengths, its motivations, its goals, its relevance to the needs of current generations. The *purpose* of Part Two is to inspire in us high-level core thinking as a springboard to fresh, sharp visions of our Society's potential.

- Part Three is an incisive and uplifting examination of current Society Board issues—surveys, marketing, organizational culture change, relocation of Society headquarters, administrative leader training, and more. The *purpose* of Part Three is to help us become more excellent, envisioning decision-making leaders.

The overall purpose of this paper is to give Society leaders: new pertinent knowledge with keys to find more; innovative tools and the desire to create even better tools; insights and unlocked doors leading to more insights; and visionary inspiration to ignite a successful Society resurgence. All that from just a few hours of reading? Yes!

Part Synopsis

Part One—Elevating to the 60,000 Foot Perspective

The following seven major sociological trends in North American society are examined for their impacts on our members and our organization:

- The decline of social capital.
- The rise of the Creative Class
- The increase in the number of, and valuing of, knowledge workers.
- The drop in birthrate demographics and the rise in immigration.
- The dilution of respect-worthy male gender roles.
- The speedup (time shortage) in everyday life.
- The human history paradigm change from physical to imaginational.

Valuable Summary Notes close each of the seven sections in Part One.

Part Two—Cornerstone Premises

These three premises are explored:

1.) The Society can retain relevance for current generations through its potential to fill at least these seven mass needs:

- Each generation *needs* opportunities to hone civic skills, to learn to run meetings, to manage disagreements, to bear administrative responsibility, to experience the attitude and ethic of an adaptive learning organization and to develop leadership skills.
- Each community that intends to thrive as a creative class center *needs* organizations where the sharing of time, task and conversation between "technology creatives" and "artistic creatives" enlivens the efforts of both.
- Knowledge workers who have reached a top vocational plateau *need* an outside interest for personal contribution and achievement.
- To achieve its immigration melting pot ideal, America *needs* organizations and activities which generate inter-ethnic cooperation, trust and friendship, and music is a most prolific common ground.
- Male baby boomers and their "long-civic" fathers and Generation X sons *need* a cooperative forum with common goals where over time they can heal rifts, exchange wisdom and reestablish intergenerational ties and trust.
- The population at large *needs*, and is searching for, activities where satisfaction over time pays off every time they participate.

- Many members of society *need* a bridge of sanctuary and acceptance where *physical* cooperation in musical artistry links and lifts participants to a desired state of *"imaginational"* joy.

2.) The Society is best-in-the-world at teaching, coaching, evolving, creating and performing barbershop style musical artistry and entertainment, and can become best-in-the-world, "leading the cause of encouraging vocal music in our schools and communities."

3.) The Society can evolve leadership based in core ideology, inspired by long-term vision and guided within creative and adaptive "change agent" organization.

Part Three—Thinking in Perspective

These direct calls to action are requested:

- Make the shift in thinking from "social capital first" to "current relevance first."
- Establish a guiding coalition for transformative resurgence.
- Prepare to hire a resurgence executive.
- Make long-term thinking, informed by external data streams, the norm.
- Describe a fully-detailed future visionary setting.
- Enact steps to establish The Society as host of nationally renowned superior leadership schools.
- Get rid of barriers to resurgence at all levels starting at the top.
- Design a successful and repeatable proactive methodology for starting new chapters based in musical excellence first, and with musical and administrative guidance designed to generate value and relevance for current generations.
- Evolve rating and ranking criteria for communities that predict where barbershop chapters will have a high likelihood of built-to-last success.
- Aid evolution of the musical style toward relevancy by establishing a "Perpetual Tin Pan Alley."
- Buy, read and continually reference "Leading Change" by John P. Kotter.
- Establish website-available, updatable and abjectly honest assessment profiles on the International Society and on every chapter.
- Put the quantitative survey work on hold—it can be constructed to help us prioritize highly valued mass societal needs that the Society can help fill.
- Become, then attract, energize and keep, extraordinary leaders.
- Reprioritize the criteria for where to move Society headquarters. Send it back to committee with a copy of the fully-detailed future visionary setting.

Executive Summary Closing Remarks

The knowledge in the paper is very valuable—so valuable that with it, we can ignite a Barbershop Harmony Society resurgence!

Preface

Written in Respect

Many highly intelligent, deeply experienced and caring men have served The Society on staff, on the Board and in international level committees throughout The Society's life. During the last quarter century, many of them/you have taken responsibilities aimed specifically at solving sustainability issues. This paper in no way decries the huge investment of heart, time, effort, energy and resources poured into the problem-solving process. Instead, this paper is written in respect and *adds* necessary but missing perspective and information.

Additional Learning

Pertinent and consequential new knowledge is necessary to envision, design and enact a successful, thriving Society resurgence. This knowledge includes:

1) clarity on sociological environment shifts that began in 20th century America and their impact on organizational life and on our individual lives;
2) demonstrable proof that barbershop style singing is not a dinosaur and that The Society has the potential to fill at least one mass need for current generations;
3) the identity of, and prioritizing of, valued endeavors at which The Society can be the best in the world;
4) a fresh vision of effective leadership that habitually seeks new learning, stands ready to make changes based in the implications of that learning, and inspires and teaches such attitudes of adaptiveness—"change agency"—at every level.

Part One is devoted to enlarging our knowledge of sociological environmental forces. Part Two deals with Society relevancy through the filling of mass needs for current generations, a "best-in-the-world" concept and "change agent" leadership. Armed with the broad and long perspectives from Parts One and Two, we can plan and enact successful adaptation efforts—successful Barbershop Harmony Society resurgence.

Part One—Elevating to the 60,000 Foot Perspective

Life Sustainability Series

The environment of continuously shifting societal patterns forces organizations to change adaptively in order to survive. The following "life sustainability series" (event loop) is witnessed repeatedly in *thriving* organizations:

    1) experience and witness environmental forces;
    2) learn from experiences and by witnessing;
    3) adapt to the environment;
    4) grow and reproduce;
    5) thrive in system symbiosis;
    1) experience and witness…

As a Society, we know our experiences, but we have not learned enough about sociological environmental forces to adapt well and *thrive*.

Shifting Sociological Forces

Beginning approximately 35 years ago (mid-1960s through mid-1970s), the following seven trends began in America:

1) Social capital (networks of social connection) began suffering continuous decline and started the new millenium still in downtrend.

2) The creative class (among vocational societal classes) began growing, first at the expense of the agricultural class and the working class, then, with a sharp and continuing rise starting in the early 1980s, also at the expense of the service class.

3) The number of, and valuing of, knowledge workers began an uptrend still in vigorous expansion to the point that it's common reference now to speak of the "Knowledge Society" within the "Information Revolution."

4) The post-baby boomer birthrate demographics dropped and are still dropping in all developed countries except the United States. They would be dropping here, too, except for immigrants, who tend to have families of a size closer to norms in the still-developing and third-world countries from which they emigrate.

5) The traditional roles of males in American society have been questioned, attacked and diluted, and they have yet to shift adaptively and refocus into a respect-worthy gender identity. Wise mentoring fathers, who know how to teach, exemplify and cultivate inner-strength values *adaptively*, are becoming rarer in America's media-driven image culture.

6) Almost everything about our lives started getting faster and more complex. This speedup began as a competitive edge in improving services and product sales. Fed through faster "information-age" technological accessories, and pushed by burgeoning options for spending time, the pace has continued to accelerate.

7) We began struggling to adapt to the 20th century human history paradigm change from the physicality of cave man survival, the physicality of conquerors and explorers, the physicality of the Agricultural and Industrial Revolutions, to the new non-physical, info-tech and media *imaginational* frontiers.

External Data Streams

These seven sociological forces have vast influence in all our individual lives and in the life of our Barbershop Harmony Society. They are a set of given elements always in flux and are referred to as "external data stream" items. Most organizations have huge systematic access to *internal* data streams and use that information to make decisions, policies, strategies and forecasts. Very few organizations keep their ears perked for the *external* influences. To adapt, grow and thrive in today's environment, we need to devise systems for collecting, evaluating and using *external* data on a continuing basis.

In that these external data trends impact all facets of the organizational structures and strategies that support and guide our Society, let's examine them for pertinent influences.

I. Social Capital

Social capital has been in continuous decline since the 1960s. It is defined as "networks of social connection." Economic capital is money. Physical capital is, for instance, a screwdriver, a piano, or a cell phone tower. Human capital is a worker's knowledge and skills. Again, *social capital* is networks of social connection.

Any capital has to be *used* to derive value. Investing money (economic capital), playing a piano (physical capital), and applying skills (human capital) to accomplish a task, are examples of using capital to derive value. "Networks of social connection" among individuals give rise to trust and the potential exchange of reciprocal favors. If you are job hunting and you network your contacts, friends, and family, you are actively using *individual* social capital.

Social capital also has a *collective* aspect. The *collective* aspect comes into play when some third party benefits from individuals investing and using social capital. For instance, service clubs like Rotarians or Lions provide members with friendships and business connections which may pay off personally; however, members also come together to mobilize local energies in charitable causes, and third parties benefit from those member individuals investing in social capital.

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Just remember that social capital refers to *networks of social connection*—doing *with* others. Doing good *for* other people is not part of the actual definition of social capital, though thousands of times daily it is a valued part of the result.

Examples of social capital could include one's extended family, professional contacts, fellow civic organization members, a favorite internet chat group and countless other bonds including friends made through barbershopping.

As Barbershop Harmony Society leaders, it is very important that we have an understanding of social capital and the vastly pervasive effects of its downtrend. Our Society was begun primarily as a social capital organization with love of quartet harmony singing as the catalyst. The initial three decades of Society growth established many local chapters all based in the fact that men of those times highly valued close personal social capital bonds.

Starting in the mid-to-late 1960s, that has changed steadily. The Society can no longer grow by counting on a populace of men who highly value social capital—there are fewer every year. To grow, we must adapt by finding and filling different highly valued needs that are relevant to current generations. The only remaining generation of men who highly value social capital is the "long civic" generation—roughly those over sixty—over half of our Society members. This generation, comprising the majority of our upper level leadership, must remove the "value social capital first" burden from our growth efforts. Social capital will still be a strong and important facet of Society membership—but not the number one priority if we are to resurge.

The following paragraphs and appendices on social capital and generational values are offered in proof and support of the foregoing statements.

Social Capital Patterns of Decline

> In Organizations

  In 1997 there were 22,901 nonprofit organizations of national scope. The list includes Knights of Columbus, NAACP, Civitans, Jaycees, AA, Boys and Girls Clubs, 4-H, Optimists, American Legion, Elks, PTA, and trade unions, all of which have *community-based local chapter structures*. It is a *remarkable fact* that *each* of these organizations—very diverse in membership, age, and leadership—enjoyed rapid growth into the 1960s, followed by steady decline. Our Barbershop Harmony Society's membership decline, as a percent of market share, actually started in the 1960s—before the raw number began dropping in the mid-1970s. We are the *rule*, not the exception.

  The same pattern is true in membership rates of professional organizations such as the American Institute of Architects and the American Medical Association. [For fuller association list and decline statistics, see Appendix A.]

> In Social and Political Trends [For statistics on declining voter activity and survey information on dwindling participation in civic activities, see Appendix B.]

> In Church Membership and Participation Trends [For statistics on declining church participation, generational slippage differences and notes on how churches enrich communities by promoting activities that build social capital, see Appendix C.]

> In the Workplace [For statistics on declining union membership and notes on the decline in personal support networks and friendships at work, see Appendix D.]

> In Informal Settings of Friends and Families [For statistics on friendship declines, eroding family relationships, participation declines in card-playing, sports and the playing of musical instruments, see Appendix E.]

Quoting Dr. Robert Putnam in *Bowling Alone*,

> The [social capital] trends are down among women and down among men, down on the two coasts and down in the heartland, down among renters and down among homeowners, down in black ghettos and down in white suburbs, down in small towns and down in metropolitan areas, down among Protestants and down among Catholics, down among the affluent and down among the impoverished, down among singles and down among married couples, down among unskilled laborers and down among small-business people and down among top managers, down among Republicans and down among Democrats and down among independents, down among parents and down among the childless, down among full-time workers and down among homemakers.

Virtually all Barbershop Harmony Society chapters chartered before (roughly) 1970 were begun as rich bases for social capital. As mentioned before, it was the number one valued priority and the foundation bedrock of those chapters and the men who started them. Many of the chapters formed since have been more achievement or excellence oriented, pushing social capital into the second chair. On the whole, these latter are stronger thriving chapters. The shift toward entertainment excellence—depending much less on social capital—must continue to be part of our adaptive resurgence strategy.

What Has Caused Social Capital to Decline?

According to Dr. Putnam, there are four major reasons for declining social capital in America. [For a more complete list of influences and statistical support for the first three of the four major reasons for declining social capital, see Appendix F.]

1) **Pressures of time and money**, **especially the stresses of two-career families**, have contributed measurably (Putnam approximates 10 percent) to diminishing social and community involvement over the last three decades.

2) **Suburbanization**, **commuting and sprawl** have also played a role (estimated at 10 percent) in the decline of social capital. Living in a major metropolitan city, or suburb of such a city, weakens civic engagement and social capital. Getting involved in community affairs is more inviting when the scale of everyday life is smaller and more intimate.

3) **The effect of electronic entertainment—above all**, **television (and more recently computers)**—has been to refocus our time and energies away from social community and toward private vicarious entertainment. This third culprit negatively affecting social capital is responsible for roughly 25% of the decline.

   Television presents us with a direct and personal view of world events in a setting dominated by entertainment values. In so doing, it gives play to *personalities* over issues. Covering challenging issues in that way leads viewers to attribute problems to *individuals*—a short-sighted perspective—rather than to *societal* failings—the broader long-term view. In order for barbershopping to resurge, we must view our challenging issues with a long-term societal perspective, avoiding the short-sighted, quick answer habits that television teaches and reinforces. Quoting Putnam, "Nothing—not low education, not full-time work, not long commutes in urban agglomerations, not poverty or financial distress—is more broadly associated with civic disengagement and social disconnection than is dependence on television for entertainment." [Appendix F]

4) **Generational change—the steady replacement of the long civic generation (born roughly between 1910 and 1940) by their less involved children (baby boomers) and grandchildren (the "X generation")—**has been the most powerful factor in waning social capital, accounting for perhaps half of the overall decline. Each generation that has reached adulthood since the 1950s has been less engaged in community affairs than its immediate predecessor.

   The wisdom phrase "know thyself" is at least as old as Plato. In order to accomplish resurgence of the Barbershop Harmony Society, all the generations— long civic, baby boomer, X Generation and Generation Y—will have to work together well. Cooperation and respect will be mandatory and cannot be based solely in the expectations and values of the oldest generation. Each generation must "know itself" and learn to know and value the other generations better. We must see our differences in the larger context of long term trends and choose the best adaptive wisdom from each generation. We must foster new intergenerational understanding that leads to stronger ties and trust. [For short essays on the values, priorities and motivations of each of the four generations— long civic, baby boomer, X and Y, see Appendix G.]

Why Social Capital Matters

Communities of thriving social capital are *mandatory* for psychological health and economic viability in any human society. Large and extensive social networks connect

us to potential economic partners, provide high-quality information, vouch for us, and make us more valuable to an employer because of our connections. That's undeniable value, and it can work not only for individuals but for *organizations*, cities and even whole nations. The success of California's Silicon Valley is due largely to the horizontal networks of both informal and formal cooperation that developed among fledgling companies in the area. The route 128 corridor outside Boston did not develop such "inter-firm" social capital, but instead maintained traditional norms of corporate hierarchy, secrecy, self-sufficiency and territoriality. That philosophy is largely responsible for its poor performance relative to Silicon Valley. [For eleven additional reasons why social capital matters, see Appendix H.]

As the Society Board considers options for relocating Society headquarters, the value of networking in cooperation with organizational neighbors needs to be a high priority factor. We must avoid short term thought habits and view long term opportunities in a societal context.

Management Reactions to Declining Membership

During the 1960's, and with even greater fretting during the 1970's and since, the leaders of the Kiwanis, the League of Women Voters, VFW, unions, the PTA, AMA, etc., discussed what could be causing membership slippage. They assigned committees, appointed task forces and polled their current and prospective membership. *They attempted to manage change and resurgence without the wider perspective of sociological forces, and without adaptive leadership based in that wide perspective.* Excessive dues, stale programs, competing local associations, meeting time and length, and other possible causes were all examined, but no set of internal tweaks or "deck chair" adjustments made a lasting positive impact for any of these organizations. Concepts like "external data streams" and "social capital" were mostly unknown.

One successful turnaround—the Girl Scouts—was accomplished with a wide view of external influences (gender trend—Girl Scouts aligned with the women's empowerment movement) and future forecasts (population/immigration trend—Girl Scouts built ethnic and class diversity into their organization). Adaptive strategies were fashioned (Girl Scouts—'prospective members must look at our organization and *see themselves'*) based in those trends. With vision and with heart, they infused every part and level of their organization with a leadership culture of insightful transformative change.

> "To survive and succeed, every organization will have to turn itself into a change agent. The most effective way to manage change successfully is to create it. But experience has shown that grafting innovation on to a traditional enterprise does not work. The enterprise has to *become* a change agent. This requires the organized abandonment of things that have been shown to be unsuccessful, and the organized and continuous improvement of every product, service, and process within the enterprise… The point of *becoming* a change agent is that it changes the mind-set of the entire

organization. Instead of seeing change as a threat, its people will come to consider it an opportunity." —Peter Drucker

Summary Points on Social Capital

- Social capital—networks of social connection—has been declining since the 1960s, and The Society's membership downtrend is the rule, not the exception.
- In order to grow, "valuing social capital first" can no longer be the spearhead concept for chapter sustainability—current generations value social capital less.
- The Society must better enable itself by purposefully creating *intergenerational* social capital—deep, wide understanding leading to trust, cooperation and respect.
- Television is an enemy of social capital and teaches short-sighted individualistic decision-making.
- The opportunity to relocate Society headquarters so as to avail The Society of inter-organizational social capital, is a very high priority factor from a long term thought perspective.
- Management tweaks cannot possibly adjust to a mass cultural trend—adaptive "change agent" leadership is the key.

Our challenge as Barbershop Harmony Society leaders is to use wide knowledge of external influences to become every bit as visionary, smart and adaptive as any "change agent" organization on the continent, *and then be even better.*

II. The Creative Class (second of seven external data trends of sociological environment)

Social capital was the core strength of an entire generation of American society, but it has waned. Now, there is a new core factor powering the great ongoing economic and social changes of current times. This new core factor is the defining strength and common thread of current individualistic, and more materialistic, "television" generations.

It's Creativity. As human creativity drives the economy, it's having a secondary ripple effect on society. This creative "echo" is resonating in the spirit and character of our lives—how we relate to others, how we spend our leisure time, how we prioritize our values. Just as social capital was the core strength to survive, build and accomplish both vocationally and socially for the long civic generation, so now is *creativity* the core-strength and defining feature of current generations.

As barbershoppers, we are fortunate that what we do, while locking and ringing chords, is innately creative. We create overtones—expanded sound. We create arrangements that are marvelous innovations for our art. We create emotional visual and interpretive deliveries of our art that thrill, excite and inspire joy in others as well as ourselves. It's as if Fate got up one day and said, "Look, guys, we don't want you to whither and die like many organizations will. We're going to give you this built-in feature called *creativity*. When the generations and priorities of society change and shift, you will be able to

discover how to use this built-in creativity feature to continue prospering, to 'stay with the curve' on the new creative spirit of things."

Indeed, creativity thrills all three barbershopping "customer sets"—ourselves, our audiences and the next generation of singers. However, a large number of choruses and quartets in our Society see themselves not as creative musical artists but as preservationists. The majority of baby boomers and practically all of generations X and Y are attracted, energized, driven and inspired by creativity in both their vocational and personal lives. Creativity determines what they value, where they live and work, and how they spend their leisure time. Preservationist attitudes hold little if any appeal for them. In order to resurge and thrive, we must attract and inspire new members, audiences and the next generation of singers through *relevant creative* artistry. We must think of ourselves as *creative musical artists*.

The following paragraphs and appendices trace the meteoric rise, membership, values, habitats and characteristics of the Creative Class in North American society.

The Creative Economy

We now have an economy powered by human creativity—"the ability to create meaningful new forms" (Webster's dictionary). In virtually every industry— automobiles, advertising, entertainment, medical fields, information technology—the thriving, successful organizations are those who can create and keep creating in the long run. This has been true from the days of the Agricultural Revolution and the Industrial Revolution, but only in the past few decades have we North Americans systematically begun to challenge ourselves en masse to become more highly creative and with greater frequency. New economic infrastructure forms—vast R&D spending, high-tech startup companies, venture finance options—have evolved to support creativity and mobilize creative people around promising ideas, product innovations and artistic pursuits. [For statistics on patents, R&D investments and creative workers, see Appendix I.]

This creative upsurgence extends to manufacturing methods. [For "creative factory" notes, see Appendix I.]

Smart leadership teams are creatively guiding thriving, successful organizations by making shifts toward new economic systems and management priorities designed specifically to value, foster and engage human creativity. [For notes on the shift from control bureaucracies to managing for creativity, see Appendix I.]

In short, creativity is the most powerful driver in product innovation, artistic offerings, factory systems and management methods. As a result, it is now the *decisive* source of competitive advantage and the most highly prized human capital in the economy. For our Society to resurge, we must develop new, and improve current, "infrastructure forms" that inspire creativity in our pursuits and responsibilities. *Creativity* must become one of our competitive advantages in the arena of choices for spending leisure time.

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Impacts of Highly Valuing Creativity

Leaders and managers, attuned to the importance of attracting, motivating and keeping creative human capital, are creating flexibility in the workplace and hiring for diversity. [For specifics on creative thinking, the new order at work and diversity, see Appendix J.]

When technological and economic "creatives" mingle with artistic and cultural "creatives," all come away buoyed and inspired by the interactions. As a result, creative workers are choosing to live in places attractive and conducive to heightened creative interactivity, where their own innovative processes can be enlivened. In turn, access to creatively talented people is determining where companies locate and how cities must compete. Cities and regions with an open and inclusive populace are stimulating and dynamic places which appeal to diverse groups making up American society at large, not just the Creative Class. Those places are growing. Communities marked by more restrictive and monolithic institutions and attitudes are shrinking. For our Society to grow, new chapters must be small-scope creative class communities from the start, and current chapters must strive to become creative class communities. [For characteristics and examples of historical and current creative communities, see Appendix J.]

Membership of the Creative Class

> The Super-Creative Core

  The "super-creative core" of the Creative Class includes scientists and engineers, university professors, poets and novelists, artists, software innovators, entertainers, music composers and directors, designers and architects, plus the thought leadership of modern society: nonfiction writers, editors, cultural figures, think-tank researchers, analysts and other opinion-makers. [For fuller description, see Appendix K.]

> Creative Professionals

  The Creative Class also includes "creative professionals" who work in knowledge-intensive industries such as high-tech sectors, financial services, legal and health care professions and business management. [For fuller description, see Appendix K.]

> Creative Technicians

  Also, the Creative Class includes a number of technicians and others who apply complex bodies of knowledge to working with physical materials. [For fuller description and notes on vocational movement into Creative Class, see Appendix K.]

Vocational Class Comparisons

- The Working Class, in 1999, had 33 million workers—about a quarter of the U.S. workforce.

- The Service Class, in 1999, had 55.2 million workers—about 43% of the U.S. workforce.
- The Creative Class, in 1999, had 38.3 million workers—roughly 30% of the U.S. workforce—of which 15 million (12 %) were part of the super-creative core. The Creative Class was 19% of the workforce in 1980, soared to 25% by 1991 and topped 30% in 1999.

Of the three classes, *only* the Creative Class has been in *uptrend* throughout the 1990s. The missing 2% is the Agricultural Class, and it is shrinking like the Working and Service Classes. [For specific growth trend stats through 1999 and membership profiles of all three major vocational classes, see Appendix L.]

Values of the Creative Class

Significant shifting trends in values, norms and attitudes are accompanying the rise of the Creative Class. These new value priorities reflect the change from the economic survival and growth issues of the long civic generation, to the self-expression lifestyle values of current generations. To grow, barbershopping must be attractive to Creative Class people. Chapters can become Creative Class enclaves by embracing these value priorities:

- *Individuality*. Resistance to the conformity of institutional directives and traditional group-oriented norms has been and is a characteristic of creative class people. In fact, as this class creates self-reflecting individual identities, nonconformity to organizational norms is becoming a new mainstream value.

- *Meritocracy*. Creative people have always been motivated by the respect of their peers for their abilities and efforts. Rather than defining themselves by wealth or status, they want to be able to work in a true meritocracy, valued and rewarded for being excellent at what they do. As a result, they have a propensity for setting achievement goals, and they embrace hard work, challenge and stimulation when treated meritocratically. They specifically mistrust rigid hierarchical systems.

- *Diversity and Openness*. Organizations and environments in which anyone of "work merit" can fit in and get ahead, are very attractive to the creative class. Apparent classifications based on race, ethnicity, gender, sexual preference or appearance will disappoint and dissuade participation by members of this class. In sizing up a new company, a new community, or a new organization, the Creative Class looks for an environment open to differences where diversity is valued in all manifestations.

[For survey stats on values and motivations of creative IT workers, see Appendix M.]

The Creativity Index

In this creativity driven economy, regional growth is most stimulated when "technology, tolerance and talent" converge. Dr. Richard Florida has put together a "Creativity Index" comprised of four factors equally weighted:

- the Creative Class share of the workforce
- presence of high-tech industry (using Milken Institute's Tech Pole Index)
- innovation, measured as patents per capita
- Gay Index (indication of an area's openness to different people and ideas)

Using this Creativity Index, he has ranked city based regions in three city-size categories: large (over 1 million population); medium (500,000-1 million); small (250,000-500,000). There is a much higher incidence of healthier, more successful barbershop chapters in the cities with higher creativity rankings. *Creativity* throughout a community makes a huge difference—not just the size of the population. [For overall Creativity Index rankings and individual factor rankings for 61 U. S. cities, see Appendix N. For rankings of hundreds of additional U.S. cities, go to www.CreativeClass.org]

Summary Points on Creative Class Influences

- Creativity is the core strength and defining feature of current generations and, thus, a primary determining factor in their choices for spending leisure time.
- To attract and inspire members, audiences and the next generation of singers, our Society must establish relevancy through *creative* musical artistry.
- Our chapters must become Creative Class communities, attractive through diversity, openness, meritocracy and enlivening creative opportunities.
- Continuing the 1990s growth rate, the Creative Class will become the largest vocational class within 8 years (2011)—a spectacular target market.
- The Society can use creativity as part of our own ranking criteria to predict where barbershop chapters will thrive.

III. The Knowledge Society (third of seven external data sociological trends)

"It may ultimately be that American know-how will really be, so to speak, the American character."—Abraham H. Maslow, 1961

One of the largest Information Revolution impacts on American society has been the effect of the emergence of Internet e-commerce—worldwide distribution for goods, for services and for managerial and professional jobs. This economic sea change, driven by the cognitive science innovations of *knowledge workers*, is propelling changes in economies, in industry structures and in consumer values and behaviors worldwide. The traditional economic resources of capital, natural resources and labor are being re-prioritized—*knowledge* (human capital) is now number one. For society, especially the *knowledge society*, the greatest effect is in the way we see the world and ourselves in it.

Knowledge & Music

Knowledge is neat stuff. It can't be bequeathed or inherited. It has to be learned anew by every individual. And though the opportunity playing field isn't level, everyone starts out in the same state of ignorance. Unlimited access to knowledge and innovation anywhere, anytime via the Internet, levels that playing field enough so that *all* knowledge workers in this knowledge society are *expected to be successful*.

Given the stress of this "100% expectation of success" in the more level playing field, knowledge workers are constantly seeking an "edge"—a valuable niche, or expansion in knowledge or intelligence, that helps them grow and makes them more valuable. As they raise their children, they are seeking opportunity "edges" for them as well. This represents a startling marketing opportunity for our Barbershop Harmony Society. Take a look at these professional research findings:

- Vocal music training improves spatial temporal reasoning. (Lois Hetland, study published in Journal of Aesthetic Education, 2000.)
- Music instruction improves SAT math scores. (Kathryn Vaughn, study published in Journal of Aesthetic Education, 2000.)
- Music instruction improves reading achievement scores. (Ron Butzlaff, study published in Journal of Aesthetic Education, 2000.)
- Music study functions as a catalyst for social-emotional development. (Jayne Standley, study published in Journal of Research in Music Education, 1996.)

[Fuller discussions and parameters of these studies and many other related studies are available on the MENC website—www.menc.org]

Perspectives and Motivations of Knowledge Workers

Marketing the intelligence-music link may attract knowledge workers to The Society, but to keep them as members, we must understand their perspectives and motivations. Knowledge workers (roughly one third of the workforce) are people whose jobs require formal and advanced schooling. Since knowledge is a tool of creativity, knowledge workers are, or potentially are, part of the Creative Class. As with human creativity resources, key knowledge resources (human capital) are in high demand from growing enterprises and emerging industries. This has led to certain perspectives on the part of knowledge workers:

- They own the means of production and expect to be valued and respected for that.
- They are also owners in a traditional capitalist sense, with stakes in pension funds and as major shareholders of large knowledge-society corporations.
- They see themselves as equal to those who retain their services—fellow professionals rather than subordinate employees.
- They expect to continue education throughout their working lives to keep their knowledge base current.

- They view their work not as making a living, but as making part of a life—money has importance but is not their primary attraction and motivation.

[For notes on knowledge technologists as the largest segment of knowledge workers, see Appendix O.]

Successful performance, of enterprises within knowledge-based industries, depends on attracting, motivating and holding knowledge workers. The key to motivating knowledge workers is to treat them as *volunteers*, providing responsible and valuable services, tied to the firm by commitment to its nobler aims and purposes, and expecting to participate in its administration and governance. [For notes on managing knowledge workers, their self-identity views and upward mobility expectations, see Appendix O.]

The Role of an Outside Interest

The theoretically limitless upward mobility of the knowledge society, along with the expectation that everyone should succeed, does bring "rat race" type psychological pressures. Given this competitive struggle, many highly successful knowledge workers—business managers, professors, museum directors, doctors—plateau vocationally in their 40s or 50s. Aside from keeping current, they've hit their top achievement rank. Though a few drop back and begin retooling in a new knowledge field, most invest time in a nonprofit outside interest. Here's what Drucker wrote,

> If their work is all they have, they are in trouble. Knowledge workers therefore need to develop, preferably while they are still young, a noncompetitive life and community of their own, and some serious outside interest—be it working as a volunteer in the community, playing in a local orchestra, or taking part in a small town's local government. This outside interest will give them the opportunity for personal contribution and achievement.

The vast majority of knowledge workers are now in their 20s, 30s and 40s. If Drucker is correct, there is a great barbershop growth opportunity unfolding currently.

Summary Points on the Knowledge Society

- Knowledge has become the most highly valued economic resource, and, therefore, knowledge workers are all expected to be successful. The Society would do well to attract new members who bring this "expectation of success" attitude.
- Music training and study actually expands intelligence, opening doors to greater knowledge capacity and enhanced psycho-social development. Especially with knowledge workers, that's a Society marketing edge of immeasurable worth.
- Knowledge workers seek connection to the nobler aims and purposes of an organization, expecting to participate responsibly. They make such commitments as peers rather than subordinates.

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- Knowledge workers at vocational plateaus represent a rapidly expanding target market that can spur the growth of our Society.

IV. Birthrate and Life Expectancy Demographics (fourth of seven external data sociological trends)

Throughout history, the prevailing culture of a society has been made by the fastest-growing population group. For the first time in American history, the fastest growing group is *not* the young people. This fact results from the dropping birthrate coupled with the steady rise in life expectancy. The current United States birthrate, 2.2 babies per woman of reproductive age, is only the number needed to maintain (replace) a population. The U.S. is the only advanced country without a *declining* birthrate.

Immigration

The United States birthrate is holding because of its high immigration rate policies since the 1970s. Immigrants tend to have families of a size closer to the norms in the countries from which they emigrated. According to Drucker, we will be able to maintain the replacement population level over the next 30 years, maybe growing slowly, due to the immigration factor. [For census stats on the growing U.S. ethnic populations—31% as of 2000—and notes on the resulting social and political challenges, see Appendix P.]

Road to Diversity Through Relevancy

In describing how the Girl Scouts proactively accomplished diversity, Frances Hesselbein told of getting contacts and appointments through the school systems and going door to door in the ghettos, barrios and projects. Transportation was arranged and social class and monetary status were not allowed to block participation. Troops were established where whites were the distinct minority. The real diversity experience—the rich blending of perspectives and talent in trust and respect—came over time mostly through weekend inter-troop activities. The uniform came to represent acceptance, safety, opportunity, creativity and success.

The Society's road to diversity probably will include new chapters with white minorities. The appearance and sound of men harmonizing in the barbershop style is our "uniform." That "uniform" must no longer be based in the trappings of our cherished original myth. [See "New Myth" page 41.] We must evolve, and everywhere exemplify, a new "uniform" description such that diverse prospective members can look at us, "see themselves" and wear it with pride and confidence. It must represent relevancy— acceptance, safety, opportunity, creativity, success. It is not necessary to turn away from barbershop style melodies and harmonies. It is only necessary that we retain *relevance* for diverse current generations.

Referring to America's "aging, richly diverse population," Hesselbein cautions organizations that "governance amid diversity is the world's greatest challenge." Our Barbershop Harmony Society must prepare to meet this challenge proactively.

Older and Younger Population Trends Herald a Split Market

The older population—say over 50—is growing rapidly due to longer life-expectancy and the sheer number of aging baby boomers. [For specific expanding-older-populace future effects in employment, politics and education, see Appendix Q.]

The younger population—say under 50—is shrinking due to declining birthrate. It includes a huge proportion of immigrants and is no longer dominating mass market culture. [For other specific effects, see Appendix Q.]

Over the past half century, mass markets have been dominated by the values, habits and preferences of the ever larger youth populations. Now, the not-larger affluent middle-class youth market is becoming only a co-player with the larger older population. This is effectively splitting the homogeneous mass market of the last fifty years, and will have important consequences relative to our Society's expansion and marketing efforts.

A good example of a split market effect is the separate advertising that targets under-fifty high tech day traders of the 1990's and the over-fifty long term market investors.

An example of targeting split markets in a single advertisement is Pepsi's ad with Britney Spears, to reach today's youth, spliced with the "for those who think young" slogan from 30 years ago.

[For notes on Dell and Gateway examples of split market-forced *operations* adjustments, see Appendix R.]

In a split-market society, the successful organizations will survive because they establish strong presence *across* market segments. These successful organizations will not choose just one market segment, or pretend that there is still only one mass market. They will competitively create products and services of value for, and marketed for, the different needs, perceptions and priorities of each generation. They will proactively stay *relevant*.

Summary Points on Birthrate and Life Expectancy Demographics

- As the white birthrate falls and the ethnic immigrant birthrates stay higher, intra-organizational diversity in The Society becomes mandatory for relevancy.
- Current birthrate and life expectancy demographics have caused the advent of a split-market society. Presence, service and relevancy across market segments will determine The Society's image and its operational success.

V. Societal Role of the American Male (fifth of seven external data sociological trends)

During the New Deal 1930s, respected manhood became strongly aligned with building communities and establishing social foundations. This common man masculine ethic continued to be promoted during WWII years by media and authority institutions—the government, military services, corporations and churches. After the war, the returning "GI Joes" wanted to pass on, to their baby boomer sons, their heroically selfless manhood experience, the common man ethic, as a successful male role. When JFK was elected President in 1960, he spoke of these "young men coming to power" and the challenges of the space race and the defeat of communism that would be their proving ground.

Male baby boomers raised in the environment of these examples and expectations look back on the 1960s "decade of mission" as a time of betrayals and disillusionments. Space was not a frontier where communities and social foundations could be established. Vietnam did not defeat communism, did not establish a generation of proud brotherhood and did not lead to the loyalties and destinies inherently promised in the baby boomers' upbringing. They experienced massive betrayal—broken promises—from the most trusted of sources—the fathers.

These young men began experiencing the grief series—denial, anger, bargaining, depression, acceptance, recovery—as a huge generational group. Many are still grappling with psychological legacy issues as they try, but are unable, to live up to the traditional male roles their fathers endorsed and expected. The new frontier the sons faced was and is one of mass consumerism in an image-based commercial world.

[A fully detailed essay that traces and expands understanding of the forces that have driven these events of generational rift comprises Appendix S.]

Default Male Role

Our commercial world is driven by media—primarily television—and media does not nurture society. We need, instead, more wise *adaptive* socially mentoring fathers. We live in a society culture where manhood learned from media is decorative, ornamental, something to drape over the body rather than draw from inner strength resources. Magazines, ads, movies, sports, music videos all teach the notion that manhood is a performance game to be won in the marketplace of looks and fame, while still promoting the ideal of an American man who dominates his world.

The combination of society's expectation of male dominance, and the lack of a culture that encourages and respects traditional male societal roles, leaves males, especially young males, using appearance, swagger, attitude props, and sometimes even aggression and violence as glamorous ways to showcase themselves. Each generation of men since the 1960s has experienced less, and accepted less, guidance from their fathers. Quoting Susan Faludi: "In an age of celebrity, the father has no body of knowledge or authority to transmit to the son. Each son must father his own image, create his own Adam."

The vision of building together a great community-based society of the future needs to be revived. As men, we need to adjust our perspective, adapt and heal intergenerationally, and claim a new powerful relevancy. This great potential is before us. Given *adaptive* guidance, rising generations of young men will embrace certain cornerstone concepts of American manhood—stoicism, integrity, reliability, the ability to shoulder burdens, the willingness to put others first, the desire to create value and provide through efficient productive labor. These qualities have always led to relevancy.

A fresh vision of North American societal future is needed that inspires such relevant, high character traits among institutions, enterprises and organizations as well as among individuals. The Society, in cooperation with constituent partners from business, government and the private sector, can help spearhead such an envisioning effort.

Barbershoppers have represented themselves as "congenial men of good character" from The Society's founding days. We are positioned, as an international male organization, to take a high-profile stance as wise trustable mentors and intergenerational healers through music. Armed with a fresh vision of the future, we can help guide a new focus for respect-worthy male gender identity. This challenging knowledge work is the next great male frontier… and the next great leadership tool…and, possibly, a next great gift of the Barbershop Harmony Society to North American society.

Summary Points on the Societal Role of the American Male

- There is a generational rift between baby boomer sons and their long civic fathers which must be faced and healed. New understandings and admissions that lead to changed perspectives are needed. Our Society, like many organizations, will be growth-stunted until fathers, boomers, X-ers and Ys see each other not as intractable unapproachable authorities or lesser generations, but as responsible men. That cooperative ideal can only be achieved through blameless adaptive openness from men of all generations.
- Our Society must envision and describe the kind of future North American society we want to help foster and in which we want to thrive. It will base our leadership in broad common concepts, provide a larger-context sense of our Society's place and role, and enhance our marketability and relevance. It is an equal task in which all male generations can cooperate to earn the others' trust and respect.

VI. Speed: Scarcity of Time (sixth of seven external data sociological trends)

Starting as a competitive imperative in American business, speed has had a ripple effect throughout society. Time is a fixed-limit resource, but valued options as to how we choose to use it have multiplied many times. As demand for time rises, individuals as well as enterprises respond in these three ways:

1) choose activities that yield the greatest reward for each unit of time spent;
2) discover faster ways to accomplish tasks;
3) run a more tightly crammed schedule.

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Increased valuing of time in our lives accounts for innumerable pervasive social trends. By our actions we expect and demand more efficient use of time—speed—in almost every facet of living. [For time-saving trends, examples of sped-up living and the "leisure time dilemma," see Appendix T.].

This efficiency search for "greatest reward for each unit of time spent" is causing each of us to develop a personal valuation system in which we make activity decisions based on a satisfaction-over-time ratio.

Time-plus Vs Time-minus Activities

A "time-plus" activity is one where *satisfaction over time* (S/T) is increasing or can be increased. That is, satisfaction can be increased without a corresponding increase in time, or the same satisfaction can be experienced in a shorter time, or some combination of those two.

In "time-minus" activities, *satisfaction over time* (S/T) decreases. Either satisfaction is less, or the time it takes is increasing, or some combination. [S/T concepts and terms are from Lee Burns in *Busy Bodies*.]

[For examples and influences of time-plus and time-minus activities, see Appendix T.]

Effects of S/T on Reading Habits and Musical Performances

Really reading, really imagining, really dealing with complex masses of information, *really thinking*—they all take time. In a satisfaction/time (S/T) sped-up world, we do them less often and less well. For over thirty years national business, government and education leaders have been making more and more decisions based on short term gains and goals, because long term thinking, envisioning and planning require a lot of study and assimilation time. *The death knell of every failed empire, of every failed nation, of every failed society, of every failed enterprise, of every failed organization, has sounded louder as the decision-making bases became more and more short-term.* A long term perspective is paramount for our Barbershop Harmony Society to resurge. [For notes on how what we read affects long and short term decision-making, see Appendix T.]

Scarcity of time affects the music choices that are broadcast on radio. Scarcity of time also affects live concert and theatre attendance. [For specific effects on broadcast music listening and notes on how concert and live theatre performers have adapted by increasing S/T, see Appendix T. These adaptive adjustments may interest barbershop chapters experiencing similar attendance effects relative to events such as annual shows.]

Church Answers to the Satisfaction Over Time (S/T) Effect

There are two church adaptations:
1. Increase satisfaction by delivering the message of the church in entertaining and creative formats.
2. Serve diverse split market segments through different formats designed specifically with the different *needs* of the various segments in mind.

Televangelists with visually alive music shows and a sense of emotional theatre (raised S/T) have attracted many pew-sitters from mainstream protestant and Catholic churches, but that's only one adaptation. Assembly of God, the most thriving of the evangelical sects, uses both adaptations to grow. They offer participative creative theatre and conservative Bible interpretations in an atmosphere of missionary fervor (high S/T), and they serve educational, economic and cultural diverse market segments. By so doing, they have surpassed the membership of every U.S. mainline religious organization. They establish *at least* two churches per town, distinct by these types of metaphoric descriptions: 1) Oldsmobiles fill the parking lot, and handbills are passed out advertising the weekend retreat on how to invest money; 2) pickups fill the parking lot, and the square dance schedule is posted on the bulletin board. Quoting Peter Drucker, "People are turning to a church that asks 'What do these people need that we can give?' rather than 'How can we preserve our distinctive doctrines?'" They have successfully adapted to a sped-up society where the satisfaction-over-time ratio determines participation.

To adapt and prosper, our Barbershop Harmony Society will need to describe several distinct but successful (high S/T) chapter profiles and proactively start multiple new chapters per community, appealing to split market segments. Such profiles can be initiated by asking, "What do potential members *need* that a Society chapter can give?"

Summary Points on Speed: Scarcity of Time

- The North American populace, minute to minute, makes activity participation decisions based on the satisfaction-over-time ratio. Weekly barbershopping activities, and all public barbershopping activities, need to become "time-plus."
- Choices to participate in time-plus activities are usually based on short term gains. Barbershop leaders at all levels need to balance this tendency with planning based in long term perspectives.
- Combining the implications of the satisfaction over time ratio with our split market knowledge, multiple barbershop chapters per city-based area are preferable, and necessary for Society growth.

VII. From Physical to Imaginational: New Needs, New Desires (seventh of seven external data sociological trends)

Look back to the early centuries of humanity. Survival was physical. Meeting the necessities of protection, sustenance, clothing, shelter and procreation was physical.

Instincts such as "fight-or-flight" were physical. Advancing through the centuries, tool-making was physical, as was herding, agriculture, pyramid building, empire conquering, crusades, wars and trans-ocean exploring. Our American Agricultural Revolution was physical, as was the Industrial Revolution. Human living has evolved based on physicality. Even so-called conceptual functions—management, leadership, education, mentoring—have been based in physical presence and example. But now suddenly in the last fifty years, after tens of thousands of years of instincts, habits and intergenerational teaching based in physicality, humanity faces a new frontier: *imaginational living*.

Piece by piece our time spent in tangible experience is being replaced by two-dimensional screen images, virtual electronics and imaginational life in our own skulls. We have far fewer physical interactions, and most of us do not realize that we miss and crave more physicality. [For notes on non-physical reality hours spent, see Appendix U.]

The shift away from physical prowess as a valued necessity is threatening to men and empowering to women. Our culture now values knowledge, creativity and meritocracy far ahead of physical powers.

Imaginational Capitalism

The flagship industries of the American economy are no longer the ones which grow products or manufacture products. They are, instead, idea-driven industries that "think up" innovations and creations. The new American productivity, *creationism*, is accomplished, in Drucker's words, by "the application of knowledge to knowledge." [For more examples of imaginational capitalism and information on imaginational fears, see Appendix V.]

Coping

It takes some disciplined intentional living to play and work in imaginational existence and cope successfully with the sheer volume of brain stimulation. We are expected to assimilate larger amounts of information and make more decisions more accurately and faster. [For notes on the quality of what is fed to our senses, see Appendix V.]

Fast Company magazine has run a number of articles on slowing down. They report that by 1999, nearly 12% of Americans had joined some sort of "voluntary simplicity" movement to reduce sped-up overload. [For more on coping via "voluntary simplicity," see Appendix V.]

But read it the other way. From that 1999 report, 88% of us were *not coping proactively*, but were in reactive mode. The Centers for Disease Control and Prevention state unequivocally that 80% of our medical expenditures now are for stress-related ills. [For stats and more information on stress-related ills, see Appendix V.]

Perhaps the best coping initiative is "raising the level, and success, of all of our dealings with one another by recognizing that we are each responsible, in part, for the state of

mind of the people around us, and dealing with each other on that level." (Melinda Davis) That idea may certainly work between individuals in various disparate grassroots situations or perhaps in bounded communities. But to imagine that government, or media, or other major organizations would adopt such an attitude in their pursuits and actually help American society cope, is probably pipe-dreaming. And so, most of us are left individually *reactively* coping.

Reactive Coping

There is trauma to our deep innate senses caused by switching from a mostly physical reality to a mostly imaginational world. As we shift our primary stimulus bases away from the "beloved physical," there is great need, as a society, to work through the grief series. Unlike many human rituals of mourning where healing is known to be needed, and the road to acceptance and recovery is well-traveled, the need for this grief series is largely unrecognized. Instead of assessing this large societal pendulum swing and planning an adaptive course that adjusts for diminished physical dependencies— *proactive* coping, we are traveling the road unaware and leaving it strewn with knee-jerk responses to emotional blindsides—*reactive* coping. America is rife with indications of the grief series in progress:

- Denial—'What grief? It's not that big a deal; it's not all that earth-shattering and pervasive; we're actually handling it very well; and this compulsion toward escapism through video games, television, movies and other immersive stimulation activities is just light recreation.' Hmm....
- Anger—There are more everyday eruptions of anger and cranky mood than ever before in American sociological history. [For examples and stats on societal anger, see Appendix W.]
- Bargaining—This is the beseeching of invisible powers for a better deal—some cosmic intervention to sooth the frazzle or restore control or empower or provide haven or give back the sanity. [Appendix W.]
- Depression—Martin Seligman, head of the American Psychological Association, calls the doubling of the rates of depression incidence since World War II "an epidemic." Quoting Bernardo Carducci and Phillip Zimbardo from their recently completed study of depression, "As we approach the limits of our ability to deal with the complexities of our lives, we begin to experience a state of anxiety. We either approach or avoid. And indeed, we are seeing both—a polarization of behavior in which we see increases in both aggression, marked by a general loss of manners, and in withdrawal." [Appendix W.]

Reactive coping eventually brings positive results for society—but it takes a very long time. In the meantime as barbershoppers, we know that many of these coping symptoms can be relieved in part through participation in our choruses and quartets. We can market barbershopping in answer to mass desires springing from reactive coping. Weekly local participation can be creative, empowering, high quality and fun. We must make it so.

Maslow's Hierarchy of Needs

Abraham Maslow theorized that human beings have in common certain needs, and that, as a species, we have survive-to-thrive urges that drive us to seek fulfillment of those needs. Maslow suggested five distinct levels of those needs applicable for current civilizations, and he left the idea hanging that there may be other higher levels in the evolutionary long run. Here are the five need levels in descending order:

1.) Self-actualization—referring to one's desire for self-fulfillment, the tendency to become actually what one is potentially
2.) Esteem—self-respect, the need to value oneself plus the need to feel valued
3.) Social—belongingness and love, the need for positive relationships with other people
4.) Safety—protection from danger, attack or threat
5.) Physiological—air, food, water, physical health, the comfort of clothing, shelter from inclement weather

In using this intuitively reasonable hierarchy of needs, Maslow stated that humans would focus more on higher needs only after some degree of lower need satisfaction. Given that the great majority of people in North America have their physiological and safety "lower needs" met to a reasonable degree, the higher needs tend to dominate our behavior. But consider:

1.) Social capital has been falling for about 35 years. Though the number of contacts in our email directory has multiplied, the number of close, supportive familial and social relationships in our lives is down. Our interpersonal social needs (third highest hierarchy level) were filled better 35 years ago.
2.) Self-respect includes the need to feel valued. The filling of the need to feel valued springs from close, positive familial and social relationships, of which we have fewer. It also springs from appreciation and loyalties earned through community and vocational roles, but community participation is falling, and corporate loyalty bonds are rarer. Our esteem needs (second highest hierarchy level) were better filled 35 years back.
3.) Without a strong base of filled social and esteem needs, members of society focus less on self-actualization (highest need-hierarchy level), less on reaching *long-term* potential, less on a *greater vision*, less on developing the noble human capacities of integrity, compassion, creativity, beauty and love, and less on care for future generations. Decision-making bases become selfish and short-term.

This slippage back down the need-hierarchy ladder may be the strongest proof yet that we, as a society, are not coping well with the shift from physical to imaginational living. Focusing on the higher needs takes more time, and, in the stress-induced myopia of short-term thinking, striving for full, deep familial and social relationships and improving the world through genuine corporate caring in the work lives of human beings, are considered to be "time-minus" activities. As an American society, we are living sped-up, distracted lives instead of wise and intentional lives.

Human beings need many things. In this imaginational, but still Darwinian, world where adaptation is the key to survival, *wisdom born of accurate perspective, self-determination born of freedom and inspiration born of challenge are among the most important needs for individuals and organizations as well*.

Stress/Urgency Reaction Desires

Mental multi-tasking and the ability to assimilate and prioritize ever-more speedily, in the context of an ever-increasing information assault, have replaced strength, cunning and bravery as the most valuable explorer attributes on the frontier of imaginational living. The demand for such high-focus attributes is adding stress and urgency as we seek to fill our desires in American sociological culture.

- We desire a calmer, more peaceful state of mind—relief from anxiety and burnout. [For examples and stats, see Appendix X.]
- We desire imaginational shelter, grounding, solace—a way to "go home" through stronger and richer human connections. [For notes on how people bind together in imaginary settings and the role of The Barbershop Harmony Society in establishing better future societal living, Appendix X.]
- We desire to find a clearer path in the new imaginational landscape. [For notes on the rise of advocate service vocations and the lack of believable scientific, governmental, religious and business authority guides, see Appendix X.]

As barbershoppers, we have much we can offer in answer to certain needs and desires in current North American society. It is an incredible opportunity.

Summary Points on Needs and Desires in Imaginational Living

- Imaginational living has two components: two-dimensional, viewable electronic media; and the conceptual, mental, psychological and knowledge-based landscapes of our minds.
- The shift from physical to imaginational living is driven by Information Age technology and Knowledge Worker innovations, in a Creative Class economy. It is inescapable and fosters mass needs and desires.
- Barbershopping has vast potential to fill the upper three need levels in Maslow's hierarchy: social needs; esteem needs; and self-actualization needs. The extent to which we adapt our *long-term* perspectives and operations to serve these needs consistently and efficiently, determines our level of relevancy.
- North American society habitually expresses its needs through short-term-fix desires. The extent to which we adapt our *near-term* perspectives and operations to serve these desires consistently and efficiently determines The Society's ability to be attractive, to be marketable and to grow.

Epilogue to Part One

Part One in no way pretends to be the complete, final or definitive word on any sociological trends. The work of researching and tracking such external trends, discovering new ones and adapting to their impacts on sociological environment is virtually never done. Every trend will change direction or stop eventually, maybe even yesterday, and change-agent organizations will make fresh rounds of adaptive adjustments to survive. Among sociological trends we may want to research in the future, are those which spring from changing forces in the following American institutions:

- public, private, home-school and adult continuing education
- legal system
- health system
- popular music

Certainly there are many others, but now that we share at least some new knowledge, say 60,000 feet worth, it will be easier to see new possibilities for adaptive survival actions by The Barbershop Harmony Society.

Part Two—Cornerstone Premises

Preface Revisited

To foster a successful, thriving Barbershop Harmony Society resurgence, we need a body of pertinent and consequential knowledge beyond our current basis. This knowledge includes:

1) clarity on sociological environment shifts in 20th century America and their impact on organizational life and on our individual lives;
2) demonstrable proof that barbershop style singing is not a dinosaur and that the Society has the potential to fill at least one mass need for current generations;
3) the identity of, and prioritizing of, valued endeavors at which the Society can be the best in the world;
4) a fresh vision of effective leadership that habitually seeks new learning, stands ready to make changes based in the implications of that learning, and inspires and teaches such attitudes of adaptiveness—"change agency"—at every level.

Part One dealt with the first item—sociological environment shifts. Armed with the new perspectives from that research, we will examine, in Part Two, items 2, 3 and 4, and designate cornerstone premises from which a successful resurgence may be launched.

Dinosaurs

Potentially all organizations are dinosaurs. Correct adaptation is the only absolute requirement for thriving long term survival.

Think of barbershop style chords and melodies as the atoms and molecules that make up a dinosaur's body. They will still be available in a million years. The physics of sound event, where reinforced overtone nodes are created by locking root, third, fifth and flat seventh, was available in nature millions of years before man came along. This gift of nature cannot be depleted and never needs replenishing. The nurturing thrill we experience, singing in cooperative creativity with each other using natural physics, will be available as long as human beings survive as a species and beyond. Melodic progressions that imply circle-of-fifths chording are part of human cultures worldwide. Many of those cultures have never heard of barbershop, but their melody-composing musicians have been led by physical nature's built-in, reinforcing consonant harmonies. Barbershop melodies and chords need no preserving—they are preserved innately. It is the Barbershop Harmony Society, the organization of chapters, the dinosaur's body as an entity, that must adapt to external sociological environment changes.

Current Mass Needs

Barbershoppers have an extraordinary opportunity to help fill many mass needs for current generations. Quoting Peter Senge, "…we…can build learning organizations, organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together."

Here are seven mass needs we can help fill—one from every section in Part One:

- Each generation *needs* opportunities to hone civic skills, to learn to run meetings, to manage disagreements, to bear administrative responsibility, to experience the attitude and ethic of an adaptive learning organization and to develop leadership skills.
- Each community that intends to thrive as a creative class center *needs* organizations where the sharing of time, task and conversation between technology creatives and artistic creatives enlivens the efforts of both.
- Knowledge workers who have reached a top vocational plateau *need* an outside interest for personal contribution and achievement.
- To achieve its immigration melting pot ideal, America *needs* organizations and activities which generate inter-ethnic cooperation, trust and friendship, and music is a most prolific common ground.
- Male baby boomers and their long-civic fathers and Gen X sons *need* a cooperative forum with common goals where over time they can heal rifts, exchange wisdom and reestablish intergenerational ties and trust.
- The population at large *needs*, and is searching for, activities where satisfaction over time pays off every time they participate.
- Many members of society *need* a bridge of sanctuary and acceptance where *physical* cooperation in musical artistry links and lifts participants to a desired state of *imaginational* joy.

There is a mass *need* for barbershopping—the musical and social experiences arising from quartet and chapter participation—to grow, flourish and fulfill its greater potentials. And that's just outright *thrilling!*

Being Best-in-the-World—Ingredients, Choices and Measures of Success

Being "best-in-the-world" is a serious down-to-earth concept. Successful organizations all have one or more best-in-the-world competencies driving their economic engines. When an organization creates, produces or delivers valued products or services, its use of a best-in-the-world competency gives the organization its competitive edge. Successful organizations grow and thrive by marketing their competitive edges and by maintaining, increasing and adapting their competencies to stay at best-in-the-world level.

As a Society, we have a fundamental reason for existence, a deep collective emotional motivation, a core competency and a challenging vision goal in order as follows:

- *Fundamental reason for existence*: We improve lives through singing. We support and promote a network of member chapters and quartets which provide opportunities for participants to have their lives, and by extension the lives of their families, friends, associates and audiences, improved and enhanced through uplifting musical and social experiences.
- *Deep collective emotional motivation*: We absolutely love to *share* singing. Each of us cherishes the lifelong benefits that have come our way because we sing. Our introduction to singing may have been at the parlor piano, or at church, or on family trips, or in a glee club, or with Mitch Miller, or with guitar strumming friends, or ... The common aspects of all those settings—feelings of safety, happiness and warm interpersonal bonds—were reinforced each time we sang growing up. Now, as adults, singing is often a heartfelt activity because it stirs those warm and joyful feelings which inspire our lives. But an extra powerful emotional surge occurs when we successfully *introduce* people, especially young people, to singing, thereby kindling another's source for a lifetime of inspiration. Most of us have no idea of the strength of our deep emotional motivations that are tied to valuing and passing on the vocal music experience.
- *Core competency*: We teach, coach, evolve, create and perform barbershop style musical artistry and entertainment.
- *Challenging Vision Goal*: We envision becoming *the leader*, "leading the cause of encouraging vocal music in our schools and communities."

Best-in-the-World Litmus Test

Sometimes an organization has a core competency or chooses a challenging goal at which it cannot be "best-in-the-world." It must then make extraordinary adaptive changes, choose again or fail. The following three mandatory requirements are a litmus test for being best-in-the-world at any Society competency or goal:

1.) *To be best in the world* takes **passion**. We must be deeply passionate about the pursuit. It must align with both our social and achievement core values, and our Code of Ethics, and be authentically appealing to mass membership. It must feed and nurture our fundamental reason for existence, 'to improve lives through singing.'

2.) *To be best in the world* must be a real **possibility**. It must be truly possible, by dint of size, market positioning, tools, education, lack of competition, geography or other leverage, for us actually to be or become the best in the world.

3.) *To be best in the world* requires **payback**. We must be able to accomplish the pursuit in such a way that it drives our economic engine and/or provides other valuable and measurable returns of sustaining power.

Applying the Litmus Test to Our Core Competency and Challenging Vision Goal

First let's apply the litmus test to our *core competency*—to teach, coach, evolve, create and perform barbershop style musical artistry and entertainment:

1. Passion? Yes. Our mass membership is deeply passionate about our core competency, pouring in huge volunteer effort to further the many facets. As a happily done participant activity, this pursuit feeds and nurtures our 'improve members' lives' fundamental reason for existence. It appeals both to chapters whose prime motivation is social and to those driven to achieve;
2. Possibility? Yes. Due primarily to market position, education and lack of competition, we truly are the best in the world at this;
3. Payback? Yes. In that our harmony education schools and barbershop conventions are designed to break even or better, and in that sales of recordings, sheet music, learning tapes and the like are sold with a margin, the economic engine is being driven.

Now let's apply the best-in-the-world litmus test to our challenging vision goal, "leading the cause of encouraging vocal music in our schools and communities:"

1. Passion? Not Yet. Though there are pockets of passion relative to this, the membership at large has not yet rallied with heartfelt vigorous effort—but some strides are being made, and support is growing;
2. Possibility? Not Yet. Relative to the size of the challenge, we are sparsely positioned and understaffed—and we have shrinking membership;
3. Payback? Not Yet. It's a financial and human resource drain without large obvious direct membership or monetary returns, and there's no set up for rallying encouragement through publicized measures of incremental success relative to specific goals.

Quoting Kotter, "If people don't accept a vision, empowering individuals for broad-based action and creating short-term wins will fail. [They] will neither take advantage of their empowerment nor put in the effort to guarantee the wins. Swallowing our pride and reworking the vision is far more productive than heading off in the wrong direction—or in a direction that others won't follow." Acceptance of the challenging Society Vision goal ("leading the cause of encouraging vocal music in our schools and communities"), is expanding, just not as quickly as hoped. There have been a number of short-term wins over a number of years, but broad-based en masse chapter action has not kicked in yet.

Becoming the best in the world at a challenging goal is almost always accomplished out of the strength of one or more best-in-the-world core competencies. In order to accomplish the challenging Society Vision goal, we must use our best-in-the-world core competency, driven by rallying emotional energy from our love of sharing singing, and based in our fundamental reason for existence—to improve lives through singing.

A Fresh Vision of Leadership

John Kotter offers these two definitions in *Leading Change*:

Management: a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling and problem solving.

Leadership: a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.

The most successful leaders and the most successful organizations have always sought *new learning* relative to changing circumstances, and fostered and exemplified attitudes of adaptiveness. Quoting Thomas J. Watson, Jr., CEO at IBM during its rise to heyday years, "If an organization is to meet the challenges of a changing world, it must be prepared to change everything about itself except [its basic] beliefs as it moves through corporate life…The only sacred cow in an organization should be its basic philosophy of doing business." And as barbershoppers, our "basic philosophy" is our *core ideology*.

Core Ideology

The core ideology of an organization combines its innate authentic values with its innate authentic purposes. The core ideology is not something to be invented, decided, voted on, published and directed or commanded. It is, instead, an *authentic reflection* of whatever guides and inspires the people in the organization. In many cases, organizations have never articulated or written their innate core ideology even though it has been an unspoken operational prime directive since inception. In the case of the Barbershop Harmony Society, our Code of Ethics is the best written representation of our authentic values and purposes—our core ideology—as emphasized by these exerpts:

> The Society aspires to preserve for its members…the…right…to seek haven from the burden of their daily cares through indulgence in…vocal quartet harmony…

> We shall deport ourselves…to reflect credit upon the Society and its members.

> We shall accept for membership only congenial men of good character…

> We shall exhibit a spirit of good fellowship…

> We shall not permit the introduction of political, religious or other similar controversial issues into the affairs of the Society.

> We shall, by our stimulus to good music and vocal harmony, endeavor to spread the spirit of harmony throughout the world.

Our values—congenial men, good fellowship, reflect credit, not permit controversial…—blended with our purposes—haven from burden of daily cares, spread the spirit of harmony—express our basic philosophy, our organizational soul, our core ideology. No Society undertaking based outside these values and purposes—*the core ideology*—will experience any better than tepid success no matter how noble in concept. The Society's resurgence and growth must "be done in the spirit of reinvigorating the soul of the institution, not destroying it." (Frances Hesselbein on the Girl Scout turnaround)

This long lasting, intractable core ideology may seem constrictive but is actually very freeing. Absolutely *everything* else can be changed and adapted, and we should expect to do so sooner or later. Quoting Collins and Porras in *Built To Last*, "*Ideological* control preserves the core while *operational* autonomy stimulates progress…tightness around an ideology actually *enables* a company to turn people loose to experiment, change, adapt, and—above all—to *act*." [For notes on a Society Prime Directive and its use in decision-making, see Appendix Y.]

Leadership Characteristics—A Hierarchy of Leadership Levels

According to research and corporate studies, organized and accumulated by Jim Collins and his 20-member research team, and recorded in *Good to Great*, there are five distinct levels of executive capabilities as follows, quoting Collins, from the highest down:

- Level 5—The **Level 5 Executive** builds enduring greatness through a paradoxical blend of personal humility and professional will.

- Level 4—The **Effective Leader** catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

- Level 3—The **Competent Manager** organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

- Level 2—The **Contributing Team Member** contributes individual capabilities to achieve group objectives and works effectively with others in a group setting.

- Level 1—The **Highly Capable Individual** makes productive contributions through talent, knowledge, skills, and good work habits.

Level 5 leaders embody the characteristics of *all* five levels and are "a study in duality: modest and willful, humble and fearless." Their ambitious professional will is for the success of the organization first and foremost, not themselves, and they are driven to do whatever it takes to produce sustained results. Towering personal ego, social celebrity status-seeking and mesmerizing charisma are *not* Level 5 attributes. Level 5 leaders look in the mirror to assign blame for disappointing results, attribute success to outside factors and the work of others, and set up their successors for even greater successes—the only way an organization can go from good to great and stay built-to-last.

Every company that Collins' team was able to classify as having a successful good-to-great transition had Level 5 CEO leadership during the pivotal transition years. All but one company promoted their transition CEOs from *inside* their organizations. Those companies included Abbott, Circuit City, Gillette and Wells Fargo to name a few.

Charisma Cycle

Charismatic leadership sells the beliefs and decisions of one individual in the theatre of the moment. Though generally done with the best of intentions, and with enticing excitement and creativity, in the longer run this limits the growth and power of those being led. The knowledge and skill levels of the followers, and the success of the organization, become determined primarily by the charismatic leader. If that leader is extraordinary, vastly talented and continuously learning, his/her efforts may take the group of followers far. More often they take the group only so far. In either case, the followers remain incomplete in their own growth. They follow out of a need to emulate a stirring, confident theatrical example they perceive as successful. When the charismatic leader leaves, the organization suffers and discovers that it has not been built to last.

The usual reaction is to search for a new charismatic leader. It's the example they know first-hand and the example in many other organizations. The "charisma cycle" may then get revisited, but will still be limited and limiting.

A better way is through Level 5 leadership. The humble but fearless Level 5 leaders are driven to do whatever it takes to fashion an *organization* that produces continuously excellent results not dependent on any individual—fully independent from single leader charisma. They inspire and excite the groups they lead by setting free the creativity and innovations of others, by encouraging growth of every individual and by providing opportunities for others to fulfill their aspirations and needs. Level 5 leaders who have charismatic capabilities are careful not to use them to centralize power and create obedient followers. Such charisma is ego-based, and Level 5 leaders are more selfless. Their big priority is the organization—its well-being and longevity based in strengths from personal growth of individuals in the organization.

As savvy barbershop leaders, we must use charisma to enliven our creative and artistic stage performances—not to centralize power to lead our various organization levels.

Barriers to Leadership

Frances Hesselbein, in *Hesselbein on Leadership*, identifies a dozen institutional barriers that limit and inhibit the people, both volunteers and staff, of non-profit organizations:

- hierarchical structures that restrict, constrict, box people in
- cultures that encourage mediocrity and reward playing it safe
- cultures and practices that kill the messenger
- racism and sexism unacknowledged and unaddressed

- fuzzy lines of accountability
- lack of sharp differentiation between governance and management, and between policy and operations, with no clearly defined roles and responsibilities
- no mentoring plan for promising staff members
- not seeing *people* as the organization's greatest asset
- failing to build, now, a richly diverse, pluralistic organization that includes diversity on the board of directors and top management teams
- leadership whose behavior doesn't match its message
- static staffing structures, with no job rotation or job expansion
- lack of a formal, articulated plan for succession

To unleash the energy, innovation and self-development necessary for barbershop staff and volunteers to envision, to plan and to make into reality a successful Society resurgence, we must unlock or bulldoze barriers. [See Barriers page 42.]

Risk

Drucker, in *Managing the Non-Profit Organization*, writes of three kinds of risks:

1.) the risk the organization can afford to take—if it goes wrong or doesn't pan out, the decision can be reversed with comparatively minor damage;
2.) the risk of irreversible decision—failure may do serious harm to the organization;
3.) the risk the organization cannot afford *not* to take.

Any organization with continuously dwindling and aging membership will reach a point of *irrelevant critical mass*—too weak to effect a turnaround recovery—well *before* actually failing to survive. Drucker speaks of balancing risks in non-profits and is quick to say he's "seen more institutions damaged by too much caution than by rashness." Kotter, in reference to organizational growth, says, "sometimes complacency" and "sometimes…no clear vision," but more often "fear is [the] key issue."

Now, *right now*, while the Barbershop Harmony Society still has enough critical mass resources (staff, funds, membership, trust bonds with constituencies) to effect a transformative resurgence, we must assess and choose certain risks that we "cannot afford not to take." Adaptive change that attracts members and builds viable chapters is paramount. We have experienced many years of Society leadership. During certain periods, it has been aptly demonstrated that complacency, lack of adaptive vision with action, and sticking with safer "hedged" risks will not allow survival. Quoting Collins, "…those who turn good into great are motivated by a deep *creative* urge and an *inner* compulsion for sheer unadulterated excellence *for its own sake*. Those who build and perpetuate mediocrity, in contrast, are motivated more by the fear of being left behind."

Maslow: "We fear our highest possibilities…We are generally afraid to become that which we can glimpse in our most perfect moments. We enjoy and even thrill to the godlike possibilities we see in ourselves. And yet we simultaneously shiver with weakness, awe, and fear before these very same possibilities…"

It is the *responsibility* of leadership and management, to create vision, overcome fear and *not* "play safe" the Society's way to irrelevance.

Learn, Envision, Adapt, Grow, Inspire, Exemplify, Teach, Learn…

This is the great leadership mantra of the 21st century. Feel the truthful power of it screaming out of the wisdom quoted below:

> *The real power of a vision is unleashed only when most of those involved in an enterprise have a common understanding of its goals and directions. That shared sense of desirable future can help motivate and coordinate the kinds of actions that create transformations.*
> *—John Kotter*

> *The essence of a visionary company comes in the translation of its core ideology and its own unique drive for progress into the very fabric of the organization— into goals, strategies, tactics, policies, processes, cultural practices, management behaviors, building layouts, pay systems, accounting systems, job design—into everything that the company does. A visionary company creates a total environment that envelops employees, bombarding them with a set of signals so consistent and mutually reinforcing that it's virtually impossible to misunderstand the company's ideology and ambitions…We see vision as simply an enduring core ideology plus envisioned progress for the future.*
> *—James Collins and Jerry Porras*

> *What do the right people want more than almost anything else? They want to be part of a winning team. They want to contribute to producing visible, tangible results. They want to feel the excitement of being involved in something that just flat-out works. When the right people see a simple plan born of confronting the brutal facts—a plan developed from understanding, not bravado—they are likely to say, 'That'll work. Count me in.' When they see the monolithic unity of the executive team behind the simple plan and the selfless, dedicated qualities of Level 5 leadership, they'll drop their cynicism. When people begin to feel the magic of momentum—when they begin to see tangible results…--that's when the bulk of people line up to throw their shoulders against the wheel and push.*
> *—James Collins*

> *…those people at the top of enterprises today who encourage others to leap into the future, who help them overcome natural fears, and who thus expand the leadership capacity in their organizations—these people provide a profoundly important service for the entire human community.*
> *—John Kotter*

Learn, envision, adapt, grow, inspire, exemplify, teach, learn…*Lead.*

Part Three—Thinking in Perspective

Wisdom, knowledge and perspective are useless without specifically applied adaptive vision and inspired action.

Long Term Perspective

Our first challenge is to make long-term thinking the norm starting at the Society Board level. That cultural change must be accomplished by the Society Board on itself. Recognition of the need and urgency to do so is one of the purposes of this paper. Take on the challenge of elevating to Level 4 and Level 5 leadership. Organize pursuits of continuous new learning, vision expansion and fearless personal growth. These pursuits must become the example for anyone expecting to serve on the Society Board so that The Society can become a change agent and retain relevancy. From this effort, the necessary wisdom and long term perspective will emerge to make growth-inspiring decisions for The Society.

New Myth and the Fully-detailed Future Visionary Setting

The Society needs a new myth to retain relevance in this day and time. Myth and vision are intertwined—the myth takes place in the setting of the vision. The trappings of the old myth include performance attire of bygone eras and songs expressing sentiments or using word phrases in common use and acceptable in those eras. At the Society's birth, these myth elements worked as current popular music and style. Later they worked as nostalgic reminiscences. Today, these myth elements paint us corny, archaic and sometimes politically incorrect. Part of the responsibility for engendering a new myth belongs to the Society Board who must help paint a *fully-detailed future visionary setting*. That setting will include a description of the public image and reputation we, as a Society, aspire to. The new myth will evolve in that light.

The *fully-detailed future visionary setting* needs to be developed in concert with constituent partners in business and government as well as the private sector. This wonderful but challenging work leads to inspired long-term planning. It will include language indicating that ongoing adaptive adjustments to myth and vision are encouraged and necessary to stay relevant. This spirit of "change agency," inherently woven into the *fully-detailed future visionary setting*, will embolden The Society's long-term thinking.

Long-term Planning

Applying long term perspective to the need for a new myth, based in a *fully-detailed future visionary setting*, will necessitate long-term planning for The Society on an unprecedented scale. As an example:

   1. Picture North American society in the year 2020—its material, vocational and ethnic class structures; its principal sources of wealth; its cyber, biological and

personal fears; its travel habits, work habits and entertainment priorities; its trust of government, public education, big business and the medical community; its sense of interpersonal caring, its leisure time pursuits and its deepest mass needs.

2. Describe the perfect, ideal place and profile of The Society in that time if we did everything exactly right from now till then.

3. Working backwards, envision the adaptive changes The Society would have to make, and write a full-blown plan and time line to get there.

Five-year plans, with incremental goals and modest adjustments of governance, aspire to no long-range, hope-filled vision. Such plans constrain imagination and inspiration and limit accomplishments. We need to open up, get fearless—unlock self-imposed barriers.

Barriers

The barriers most injurious to the Society are members' differing attitudes tied to bedrock beliefs, or prejudices toward others. There are at least four responses to barriers: unlock, bulldoze, go around, outlive. The very riskiest response is "outlive" (a lazy, fearful gamble with no control—defensible *only* if short-run success is imminent). The second riskiest response is "go around" (severely short-term thinking to leave the barrier in place—sometimes defensible if a permanent warning for others is posted). The third riskiest response is "bulldoze" (produces results but incites anger—sometimes defensible after diligent attempts to unlock). The best and first response is "unlock."

Unlocking is done with keys of knowledge and attitudes of caring. It works with barriers carried by those wise enough to spot indefensible denial in themselves.

You've read Hesselbein's list of organizational leadership barriers. You know about the "charisma cycle" leadership pitfall. You've read of the intergenerational breaches of trust. You've read of the deep distrust of institutions of authority. You've read of the human diversity elements that inspire and drive the growth of creative centers. You've learned that evolving elements of our musical style in the absence of cohesive vision is a divisive hot button. You've learned that in order to grow new chapters and expand Society membership, prospective members must be able to look at our chapters, our quartets, our conventions and *see themselves*.

To unlock barriers to resurgence, the Society Board must procure or create leader education (keys of knowledge, wisdom born of perspective, attitudes of caring) at all levels, designed to reveal and deal with attitude and prejudice barriers injurious to Society growth, starting with Society Board members and staff. Discover and unlock denial stances. Grow personally. Create believability. *Earn* the right to bulldoze.

Growth

Music is the energy source driving every Society endeavor. It drives our service to all three customer sets—ourselves, our audiences, and the next generation of singers. The

greater the quality of musical artistry, the more powerful the drive and the better the service. Most chapters which prioritize social bonds over musical excellence are struggling, while most chapters whose top priority is musical excellence are stronger.

You've learned what attracts the Creative Class; you've read of the characteristics and expectations of knowledge workers; you know of the demise of social capital; you understand the implications of the satisfaction over time ratio; you've discovered mass needs that are part of the Society's path to value and relevance for current generations. *Our Society's growth must be based on quality artistic musical performance first, in musical and administrative settings designed to generate value and relevance today*.

The Society needs to evolve repeatable successful proactive methodologies (at least two to account for split-market effects) for starting new, built-to-last chapters. These chapters will be based in musical excellence first, with value and relevance for current generations. They will be infused with the creative and adaptive spirit characteristic of change-agent organizations. In city-based regions where the only chapter prioritizes social bonds over quality musical performance, the Society needs to consider proactively using the methodologies to establish additional built-to-last "excellence-first" chapters. [See pages 46-47 for leadership sources for these new chapters.]

The Society needs to evolve a city-based community rating criteria that predicts *where* startup barbershop chapters will have a higher likelihood of success. Multiple new additional built-to-last "excellence-first" chapters need to be proactively started in these communities using the successful methodologies.

A new balance of resource allocation needs to be struck between expanding the number of strong thriving chapters and teaching children to sing.

Evolution of the Musical Style and Perpetual Tin Pan Alley

Evolution by its essence is a set of responses to environmental stimuli. From our new perspective, we can see the environment for music is huge and uncontrollable. We are influenced by external stimuli—other musical styles, pop music hits, fads and trends, music industry technology, general public audience responses to our performances—as a given, not subject to any regulation. With internal stimuli—staff leadership, arrangers, coaches, performers, composers, judging system, preservation debates and directors, all trending internally (innovating)—the influences are even stronger, and only the judging system and staff are subject to some set of controls. In a world environment with ever larger numbers of random stimuli, where only adaptive "change agent" organizations survive, it is to be expected that our style must evolve. Change is the only constant.

We have three customer sets: ourselves, our audiences and the next generation of singers—students. Our relevance as an organization, *and therefore our musical relevance*, will be determined by how we inspire and serve the needs of the second and third customer sets in balance with our own needs. We cannot survive by remaining so overwhelmingly insular.

One desperately needed inclusion, in the *fully-detailed future visionary setting* the Society Board will help describe, is the establishment of a "Perpetual Tin Pan Alley." Such a composers' forum, open not only to barbershop and a cappella songwriters but to the fuller world of vocal music, could generate thousands of songs per year. Some would be based in the feel of traditional era melodies, lyrics and humor. Others would be hybrids—based in the feel of traditional melodies that imply circle-of-fifths, consonant barbershop style chording, but which have modern lyrics, snazzy cool rhythms, audience participation options and current day (still G-rated) comedy opportunities. Still others would be cutting-edge modern and would include such elements as non-rhyme lyrics, implications of primary dissonance and five-part chording, through-composition, extreme melodic range, and vocal percussion among many other inventions. Still others would include instrumental accompaniment. "Perpetual Tin Pan Alley" is not to be about winning or losing any musical style arguments or preservation debates, nor is it to be restricted for barbershopping uses only. To fulfill The Society's Vision, we need to encourage *all* of it. It will unlock barriers to relevance. It will preserve and create all at once. It will help us better serve our second and third customer sets. It will lead to valuable constituency relations in the world of professional entertainment. There's no downside.

Transformative Organizational Culture Change

The finest text on this topic, *Leading Change*, has been written by one of the world's most successful business leadership gurus: John P. Kotter. Read it. Own it. It provides clear, linear methodology based in genius-level conceptual perspective, backed by a list of eye-popping successes. No weekend seminar, no single-night cram clinic, no set of workshops, no stirring speeches can make anywhere near the difference we can make together as a guiding coalition with Kotter's mentorship.

As a Society, a network of chapters, we have some common organizational culture elements based in our core ideology—our authentic values and authentic purposes. Past that, individual autonomous chapters have widely variant organizational culture characteristics. The *fully-detailed future visionary setting*, that the Society Board will help evolve and periodically adapt, must include change-agent patterns and culture characteristic parameters designed to assure that newly formed chapters have a high probability of built-to-last success. Such patterns and parameters are not to constrain diversity in chapter organizational culture, but are to protect the Society's core ideology and reputation as defined in the *fully-detailed future visionary setting*.

Alignment within the *fully-detailed visionary setting* will expect similar patterns and parameters to be accepted and met by existing chapters. No chapter, new or existing, should ever be expected to accept patterns or parameters without a comprehensive and complete understanding of the fully-detailed future visionary setting and *their place in it*. Let's use Kotter's visionary leader wisdom, coupled with his eight-stage leader/managerial process and driven by our engaged hearts and minds, to help us unlock barriers and establish lasting successful transformation.

Marketing

The Society must thoroughly understand itself—who it serves, what needs it fills and can fill, its values, aspirations, priorities, activities, history, structure. A continuously updatable and abjectly honest full description and assessment of the Society, and individual abjectly honest assessments on every chapter, need to be internet accessible. Prospective members deserve no less, and we ourselves need the attendant inherent *new learning*. These website-available profiles will facilitate national marketing, create believability, raise the Society's image and attract prospective members.

The Society's thorough understanding of itself and the portrayal of the *fully-detailed future visionary setting* are mandatory cornerstones for any successful marketing effort.

Surveys

Our two largest pitfalls in initiating poll and survey research are:

    1) We are not prepared with a thorough enough understanding of our organization, and with a *fully-detailed future visionary setting*, to know how, why and to whom to ask questions and what to ask.

- The big question is not 'Where is our best market?'—it's 'How do we adapt to attract the markets we have to have to survive and thrive?'
- We need to list highly valued mass needs The Society can help fill, ask male survey respondents to prioritize them, and ask followup questions based on their answers.

    2) Even the best surveys are limited by rarely if ever adjusting for *what people know but don't realize*. Here are some samples:

- Most people don't realize they need intergenerational healing.
- Most singers don't realize they carry powerful and wonderfully inspirational emotions linked to their early singing experiences.
- Most people don't realize that music participation increases intelligence. Many in the knowledge society are still stuck on *what to be intelligent about*, but any day they are going to turn the corner and give more value to *how to expand intelligence itself.*
- Most people don't realize how many denial barriers they carry and how afraid they are of their own potential, and how that colors their view of everything.
- Most people don't realize they are part of a human society living through the denial, anger, bargaining, depression, acceptance, recovery grief series *as a society* on at least two rifts: loss of as many meaningful social capital relationships, especially intergenerational ones; loss of life's physicality to imaginational elements.

Observations like these are helpful in designing questions and in interpreting answers. Much more thorough preparation is needed. Put the quantitative survey work on hold until the investment can be made more valuable.

Leadership

So, where can we find more fine leaders?—envisioning leaders with long-term perspective?—leaders driven musically and administratively by creativity and adaptive innovation, as well as caring and hope?—leaders with a full understanding of their role helping others achieve personal aspirations and their own opportunity for personal growth in the *fully-detailed future visionary setting*?—leaders who joyfully mentor within the core ideology of their sphere of influence?—leaders who highly value expansion of their own and others' knowledge?—leaders who thrill to the sense of being part of an organization that's growing in numbers and perspective, that's contributing to a better human society, that *just flat-out works*? Such fine leaders are available and, once empowered, they mentor and evolve many more.

>Leadership from the Sidelines

Hundreds of savvy men—excellent musicians, many of whom have been front-line directors—are currently "on the sidelines" (no longer active but retaining arms-length interest in the fortunes of The Society). Likewise, hundreds of truly astute but disheartened administrators are also on the sidelines. These men experienced some combination of personal and chapter failure to fulfill their aspirations through participation. The common word for this is "burnout"—normally associated with tiredness, time crunch and longevity. But "burnout" is actually a screen word for dreams and expectations shot down. Many of these men aspired to sing fine performances or be in a century chorus and worked diligently toward such ends. However, they did so under a faulty premise: they thought they could inspire other men, who joined primarily for social capital aspects, to perform great music well.

The huge majority of Society chapters (estimate over 80%) operate from a core ideology based in valuing interpersonal social capital as their highest priority. Rarely do such chapters attract or keep motivated good musicians or motivated excellent administrators. Nothing The Society can offer these chapters will unseat social capital as their first priority or make them more attractive to motivated astute singers.

But many of the "sideline men," and many good young singers who visited but never joined, would give The Society another try. It would take circumstances where a new kind of chapter became available that would feed their needs and allow them to live up to their aspirations. These men comprise an untapped leadership pool, and some of them can be recruited to initiate these new chapters—hundreds of built-to-last chapters—across the continent.

>Leadership through Hosting Professional Leader Training

Historically, barbershoppers have mostly self-educated, both musically and administratively, through home-grown intra-Societal training. Our curriculums and manuals have primarily reflected managerial experiences of the long civic generation. These Level 1, 2 and 3 leadership curriculums fall short of our needs. In order to evolve Level 4 and 5 leaders, professionals such as Collins, Kotter, Hesselbein and Hall (see Sources pages 51-52) will need to teach and mentor both musical and administrative Society leader-trainers. Once the wisdom and perspective of The Society's leader-trainers is raised, our intra-Society schools can become much more effective. High level leader education is a mandatory ingredient in establishing new built-to-last chapters.

Professional leadership training is needed by many organizations and enterprises in the public and private sectors, as well as by affiliate a cappella organizations. Were we to host excellent professional upper-level leader training schools, preferentially serving our own needs, but with opportune openings for participation by others, the wider perspectives of these "outsider" participants would enliven and enrich our schools. New and potentially valuable constituency relationships could be developed. The Society could become renowned for fine high-level leader training. This niche desperately needs filling to counterbalance the sped up, short-term thought, sound byte mode that is rife in current North American organizational culture.

>Brand New Successful Chapters

Our experiences have taught us these two facts:

- Energy and resources poured into musical and administrative training only bear long-term fruit consistently in chapters where a sincere commitment to performance excellence is successfully carried out.
- Youth outreach programs only bear long-term fruit consistently when attractive chapters which perform well are available for them to join.

We need to evolve a brand new kind of consistently successful chapter, based in performance excellence and attractive through creativity and adaptive change-agency. We need to solve the associated leadership problems and construct successful and repeatable startup methodologies. Once patterns for success are evolved, the knowledge and training will be available to all chapters—the advent of many new successful chapters will *not* dilute Society services and opportunities available to existing chapters.

The brand new chapters, though committed to performance excellence, will not all be at the same level. A few may elect to pursue the gold medal level of the "big leagues." But, continuing the baseball metaphor, many more will be "1-A" or "2-A" chapters. These chapters would be attractive to astute singers not making the "big league" commitment and not attracted to a "3-A" or "4-A" chapter.

>Leadership Closing Summary

To attract, energize and keep fine leaders, we must *become extraordinary* leaders. As we do, a *bedrock conceptual change* will occur that will affect content, methodology and mission priorities of CSLT, COTS, Leadership Forum, Harmony College and Director's College. It will affect how we approach, earn and value constituent and affiliate relationships. It will undergird and enhance our youth outreach successes. This bedrock conceptual change will develop from our wealth of new leadership knowledge. It will be part of our profile within the *fully-detailed future visionary setting*. It will be advanced by unlocking barriers. Astounding leaders will emerge to help build innovative, adaptive training based on the new bedrock. We need to be the very best in every class, every curriculum, every leader example, in everything we offer in the leadership realm. We raise our own potential and the potential of those we lead by becoming more fearless, more powerfully wise, more empowering and more successful with every barrier we unlock.

Moving Headquarters

Long term thinking: Where must the Society be located geographically over the next 15 years to fulfill the requirements of the fully-detailed future visionary setting and to attract and hire top notch innovative and envisioning, entrepreneurial-style leadership thinking?

Long term thinking: Where must the Society be located to best-serve its three customer sets and to maximize its growth potential through strengthening old and forging new constituency relationships with private sector organizations, with business and government organizations and with media organizations, in positions to help us?

Long term thinking: Where must the Society be located to enhance its image and raise its profile among music organizations, educational organizations, social capital network organizations, male brotherhood and bonding organizations, original creative innovative organizations, extremely successful non-profit organizations and in the eyes of North American society at large?

There is no Level 4 and Level 5 leadership without long term thinking. The question of where to move Society headquarters needs to go back to committee with a copy of the fully-detailed future visionary setting.

Resurgence and the New Executive Director

The most important decision the Society Board faces is whether to embrace long term thinking and undertake the transformation to relevance that is necessary for resurgence. All other challenges, plans and personnel needs pivot on that decision. In light of our new knowledge and perspectives, consider these choices:

- Choice 1: Believe: that the Society is not in survival danger; that staying small is okay; that remaining an older organization that values social capital first will

continue to have at least some relevancy, so long term survival at some level will always be possible; and that proactive ideas suggested, directed and implied by this paper are not in the best Society interests.

- Choice 2: Believe: that the Society is probably not in actual survival danger; that some moderate growth, especially additional youth and diversity, is preferable for better organizational health; that initiating some innovative administrative strategies from time to time will inspire enough growth to keep the Society going; that major transformation to establish current relevance is not necessary; and that only a few ideas from this paper are in the best interests of the Society.

- Choice 3: Agree: that the Society really is in survival danger; and further, agree that the best way to meet our sustainability and vision goal challenges is through dynamic growth and expansion; and further, agree that such growth can only be accomplished through adaptive transformation to relevance for current and future generations; and further, are ready to initiate norms of long-term thinking and change agency while designing a widely encompassing master plan for Society resurgence.

If we go with Choice 3, the challenge is huge and spans a number of years. A Level 5 leader must commit full time for the long term, spearhead, coordinate and be responsible. If that individual is to be the Executive Director, we must trust and believe in him/her as our mentor, our visionary leader, our resurgence manager and our partner. We must give him/her more and different authority and respect than the Executive Director or any position has had historically. We must provide for him/her an extraordinary number of volunteer hours from far more members than have heretofore directly served the international level on a continuing basis.

If that individual is not to be the Executive Director, an *even better decision* is the establishment of a new staff position—a resurgence executive—with the same trust and understandings, answerable to the Board and partnered with the Executive Director.

A Final Word

> *When we listen to the spirit within, when we are called to lead—as all effective leaders are—we are leaders of change, not the protectors and perpetuators of a cherished, honored past. Leading the organization of the future in turbulent, tenuous times makes new demands on leaders: banning the hierarchy, building new and inclusive structures and systems that release the energies of our people, challenging the gospel of the status quo, and finding the leadership language that mobilizes our people around mission, innovation, and diversity. And leadership in these times means scanning the environment for those few trends that will have the greatest impact on the enterprise—identifying those few straws in the wind, not yet trends, that may change our direction.*
> *—Frances Hesselbein*

Epilogue

Thank you for your reading and study of these pages. Abjectly honest feedback from any viewpoint is highly valued here.

Feels like a good day to fire-up a resurgence…ready?

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APPENDICES

Appendix A

Membership in the American Institute of Architects more than doubled between 1970 and 1997, but the fraction of architects who were members (rate) fell from 41% to 28%. The number of registered nurses in America approximately doubled from 1 million in 1977 to 2 million in 1998, while membership in the American Nurses Association fell from 190,000 to 175,000. That means that the ANA's market share was cut in half from 18% of all RNs to 9%. Here's a sample list of professional organizations which experienced similar membership rate drops over roughly the same time: American Medical Association, American Dental Association, American Bar Association, American Institute of Certified Public Accountants, American Society of Mechanical Engineers, Institute of Electrical and Electronic Engineers, American College of Surgeons and American Society of Anesthesiology.

Appendix B

In 1960, 62.8% of United States citizens of voting age went to the polls to choose between Kennedy and Nixon. In 1996, after decades of slippage, only 48.9% of voting age citizens chose among Clinton, Dole and Perot. According to the *Statistical Abstract of the United States*, turnout in off-year and local elections is down by roughly the same amount. Sure, voting is done individually, but it's very much a *socially* embedded act.

The Roper Social and Political Trends archive includes surveys, done approximately every month from 1973 to 1994, polling thousands of Americans as to their community participation with a checklist of a dozen different civic activities. Here's the list and the percent of change (all declining) from 1973 to 1994:

1) served as an officer for some club or organization 42%
2) worked for a political party 42%
3) served on a committee for some local organization 39%
4) attended a public meeting on town or school affairs 35%
5) attended a political rally or speech 34%
6) made a speech 24%
7) wrote a member of congress or a senator 23%
8) signed a petition 22%
9) was a member of some "better government" group 19%
10) held or ran for political office 16%
11) wrote a letter to the paper 14%
12) wrote an article for a magazine or newspaper 10%
        participated in at least one of these activities 25%

Appendix C

Downtrends have marked church membership (- 10%), and also church attendance and involvement in religious activities (- 26%), from the 1960s to the 1990s. This blow to American social capital has had a much bigger impact than one may think. According to Robert Putnam's research, nearly half of all associational memberships in America are church related, half of all personal philanthropy is religious in character, and half of all volunteering occurs in a religious context. Churches provide opportunities for religiously active men and women to hone civic skills, practice societal norms, collectively support community interests, and learn to give speeches, run meetings, manage disagreements and bear administrative responsibility. Now, in that light, consider this information:

1) Two-thirds of all baby boomers reared in a religious tradition dropped out, while less than half of those have returned.
2) Of boomers entering college in 1968 and completing a standard survey questionnaire, 9% said that they "never" attended church services; by the late 1990's, when the boomers' children were filling out the same questionnaire, this complete disengagement from organized religion had doubled to 18%.
3) Those distancing themselves from religion have been the people whose religious involvement was modest but conventional. The result is that the country is becoming ever more clearly divided between the devoutly observant and the entirely unchurched.

Appendix D

More Americans are in the labor force than ever before—67% in 1997 compared to 59% in 1950. Historically, unions and professional societies have been organizations important for social solidarity and for bringing vocational peers together for mutual assistance and shared expertise. However, between 1953 and 1997, union membership declined by 62% within manufacturing, by 79% within mining, by 78% within construction, by 60% within transportation, and by 40% within the service sector.

Most employees have friends at work, but evidence suggests that they are likely to have fewer and less close friendships rooted at work than their parents did. Studies of personal networks find that co-workers account for less than 10% of friends. Workplace ties tend to be casual and enjoyable, not close and deeply supportive. Also, replacement of the tacit employment contract of the 1940s-1950s (once hired, you're a member of the corporate family for life) with "contingent" employment has had a negative impact on trust and social connectedness in the workplace. Competition among peers compromises teamwork when virtually all jobs are "contingent." Even in the economic boom year 1993-1994, nearly half of all firms laid off workers, layoffs averaging 10%.

Appendix E

Americans do connect with one another personally, but we do so less and less every year, to wit:

* According to the DDB Needham Life Style archive, the average American in the mid-1970s entertained friends at home between 14 and 15 times a year. By the late 1990s, that figure had fallen to 8 times per year, a decline of 45%. Another survey archive (Yankelovich Partners) reports a decline of nearly one-third between 1985 and 1999 in the readiness of the average American to make new friends.

* From 1977 to 1999 the fraction of Americans who say "our whole family usually eats dinner together" has declined from 50% to 34%. Meals are not the only family togetherness time that has fallen. Between 1976 and 1997, according to Roper polls of families with children aged 8 to 17, vacationing together fell from 53% to 38%, watching TV together from 54% to 41%, and "just sitting and talking together" from 53% to 43%.

* From 1975 to 1999, the frequency of card playing among American adults plunged from 16 times per year to only 8 times per year. Further, in 1999, the average age of members of the American Contract Bridge League was 64 and rising steadily.

* As a fraction of the population, participation in all of the following sports has fallen by between 10 and 20 percent over the last two decades: softball, tennis, volleyball, bicycling, skiing, hunting, fishing, camping, jogging and swimming. In reference to Putnam's *Bowling Alone* among the research sources for this paper, bowling is the most popular competitive sport in America. More Americans (91 million in 1996) are bowling than ever before, making it an exception. However, between 1980 and 1993, the number of bowlers increased by 10 percent, while *league bowling on teams decreased by over 40%*. We are assigning far less value to team play and social network connections.

* According to surveys conducted every year from 1976 to 1999, the average frequency of playing a musical instrument has been cut from nearly six times per year in 1976 to barely three times per year in 1999. The percentage of Americans who play a musical instrument at all has fallen from 30% to 20% over the same period. And, according to the National Association of Music Merchants, the fraction of households in which even one person plays an instrument has fallen steadily from 51% in 1978 to 38% in 1997.

Appendix F

Influences Possibly Causing Declines in Social Capital

- Busyness and time pressure
- Economic hard times, the movement of women into the paid labor force and the stresses of two-career families
- Residential mobility
- Suburbanization and sprawl

- Television, entertainment oriented news media, the technological revolution
- Changes in the structure and scale of the American economy, such as the rise of chain stores, branch firms, and the service sector, and globalization
- Disruption of marriage and family ties and growth of the welfare state
- Shifts in educational focus away from liberal arts and toward specialized technical knowledge, and away from standard public education toward smaller or less social alternatives such as charter schools and home schooling
- Vietnam, Watergate and disillusion with public life
- The 1960s-1970s cultural revolt against authority—women's rights, civil rights
- Exclusionary excellence leading to spectatorship instead of participation
- The differing, formative major-event experiences of successive generations from the long civic generation to their baby boomer children, to the X'ers, and now to generation Y

Appendix F (continued)

Pressures of Time, Money and Two-career Families

In the case of the *time* factor, there has actually been a 6.2 hour per week *gain* in free time between 1965 and 1995 for the average American. This is due mostly to less housework (domestic labor saving devices and fewer children) and earlier retirement. But, check the distribution of this free time:

First, much of the new free time comes in scattered minutes amid a harried schedule, and some in large involuntary chunks of forced early retirement.

Second, less educated Americans have *gained* free time, whereas their college-educated counterparts have *lost* it. (To wit: in 1969, college-educated employees worked six hours per week longer than high school dropouts, but by 1998 that difference had expanded to thirteen hours longer.)

Third, dual-career families are more common and are spending *more* time at work than they used to. Married couples, both spouses employed full-time, averaged *fourteen* more hours at work each week in 1998 than in 1969. In other words, for the well-educated middle-class parents whose energies historically provided a larger-than-fair share of the community infrastructure, the time bind is real.

Fourth, even if one finds a free hour to invest in social community, it may not be the same as another's because coordinating schedules has become more burdensome.

In the case of the *money* factor, as one's economic situation becomes more dire, focus narrows to personal and family survival. Financial anxiety is associated with less movie-going, as a thinner wallet might dictate, but it's also associated with less time spent with friends, less card playing, less home entertaining, less frequent attendance at church, less volunteering, and less interest in politics. Further, virtually all the

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increase in full-time employment of American *women* from 21% in 1978 to 36% in 1999 is attributable to financial pressures, not personal fulfillment.

(Appendix F continued)

Suburbanization, Commuting and Sprawl

According to the Census Bureau, the number of people living outside metropolitan cities and suburbs—that is, in small towns or rural areas—has fallen from 44 % of the population in 1950 to 20% in 1996. The percentage who live in the central city of a metropolitan area has remained almost constant—33% in 1950, 31% in 1996. And, the number who live in the suburbs has more than doubled from 23% in 1950 to 49% in 1996. The continuing eclipse of small-town America has not been positive for social capital. Our lives are now centered inside the house rather than in the neighborhood or the community.

And then there is commuting. Between 1969 and 1995, according to government surveys of vehicle usage, the length of the average trip to work increased by 26%, and the average shopping trip increased by 29%. Further, the number of commuting trips per household rose 24%, and the number of shopping trips per household almost doubled. American adults (each individual, not families or couples) average 72 minutes per day behind the wheel. Increased commuting time among residents of a community lowers average levels of civic involvement *even among noncommuters*. In short, we are spending more and more of our free time alone in the car.

So, in general, sprawl takes up time, because time spent in lonely transit means less time for friends, neighbors, meetings and community projects. Sprawl is associated with increasing social segregation, and it reduces incentives and opportunities for social networks that cut across class and racial lines. Finally, sprawl disrupts community "boundedness." The growing separation between work and home and shops has contributed to the demise and rarity of small, relatively independent "bounded" communities where wider civic engagement by residents has flourished.

Effect of Electronic Entertainment—TV and Computers

Nothing else in the 20th century has so profoundly affected our leisure time as television. In 1950, barely 10% of American homes had television sets, but by 1959, 90% did. That was the fastest diffusion of a technological innovation ever recorded until DVDs, which have not exactly decreased "tube time." Per capita home viewing grew by 18% during the 1960s, by an additional 7% during the 1970s, and by an additional 8% from the early 1980s to the late 1990s. According to time diary researchers, television absorbed almost 40% of the average American's free time in 1995, roughly a one-third increase since 1965.

The most important notable consequence of the television revolution is that it has brought us home. From the DDB Needham Life Style surveys from 1975 to 1999,

the number of Americans who reported a preference for "spending a quiet evening at home" rose steadily. More than half of all adults report TV watching "after work," and the TV watching peak, after dinner during the "prime time" hours, is 86% of all adults. And most of the time, we do not watch as families, but as separate individuals in the same house with multiple TV sets tuned to individual preferences.

Appendix G

> The Long Civic Generation

Mass-experienced generational events—the Great Depression, World War II—had a huge role in shaping the bedrock philosophy—the priorities, the values, the patterns of thought—of the long civic generation.

The core of the long civic generation attended grade school during the Great Depression, spent World War II in high school or in military service, first voted in 1948 or 1952, set up housekeeping in the 1950s, and saw their first TV in their late twenties or thirties. Despite receiving less formal education than its children or grandchildren, this generation has been exceptionally civic—voting more, joining more, reading more, trusting more, and giving more.

Given their history, that fact is not surprising. During the Great Depression, this wonderfully civic generation learned to barter, to scrimp, to value every small possession, to depend on neighbors and *every* contact for potential help, and to stand ready to help others reciprocally. They highly valued and earned social capital connections, on a habitual day-to-day basis, to strengthen their survival potential.

That mass survivalist thought mode of day-to-day living was carried by the military service recruits into World War II *and* by the wartime civilian volunteers back home. People bought War Bonds, donated scrap tin and scrap rubber, gave blood, practiced gas decontaminations and first aid drills, participated in rationing and involved youth in most of the civilian wartime activities.

Such incredible groundswell support was offered:

> *first*, because *nearly 80*% of the men born in the 1920s served in the military, very personally connecting virtually the entire populace to the effort;

> *second*, because the depressed latent energies left over from the 1930s economic hardships were ready to embrace the psychological uplift that comes from doing something positive and worthwhile together with others;

> *third*, because of the nationalistic and patriotic response to Pearl Harbor.

As to the military service personnel themselves, here is what JFK said while running for Congress in 1946, "Most of the courage shown in the war came from men's understanding of their interdependence on each other. Men were saving other men's lives at risk of their own simply because they realized that perhaps the next day their lives would be saved in turn."

Furthermore, FDR did regular "fireside chat" radio broadcasts. He used these to promote New Deal legislation and to pep-talk Americans to take heart, come together and pull out of the Great Depression. During World War II, FDR continued encouraging the American public by radio. A huge percent of the populace tuned in to his broadcasts, because without TV, there was very little media competition. He described a vision of how prosperous the country could become: three squares a day, a job for every worker, wages high enough to raise a family, a car in every driveway, and a framework for the nation, so strong democratically, socially, economically, and militarily, that the next generations would never again have to struggle through such hardships and horrors. Inspired by the mobilizing power of shared adversity, the long civic generation bought in, and began building, and living that vision.

(Appendix G continued)

> The Baby Boom Generation

The baby boom generation, born between 1946 and 1964 and now constituting more than one-third of the adult population, grew up and came of age amid an inordinately different array of national events and in vastly different social settings than their parents. They are the best-educated generation in American history. They experienced unprecedented affluence and community vitality in their youth. By the time the average boomer reached age 16, he or she had watched over 12,000 hours of television, thereby making first contact with the wider world through that medium, while reducing contact with peers and parents.

Though politically active in the 1960s, boomers were indelibly marked by the violent cultural clashes of the civil rights movement, the King and Kennedy assassinations, the deep trauma of Vietnam and the Watergate breach of trust. As a result, they tend to be distrusting of institutions, alienated from politics, and less involved in civic life. Instead, they put great emphasis on individualism, acceptance of diversity, and choices in place of normative social roles and mores. With most boomers, marriage and parenthood were choices, not obligations.

Events that can galvanize a generation involve widespread struggle against common adversity. The long-civic generation had the Great Depression and WWII. The baby-boomers were not united anywhere near the extent of the long civic generation, but they did struggle together in establishment protests. They consider racial integration, women's empowerment and the end to the Vietnam War to be their great victories. As a result, they have been less respectful, less trusting, less

participatory, and more cynical about institutions of authority—government, big business, mainstream religion. And their disillusioning experiences kept them from taking up the nation-building vision their parents wanted them to inherit.

Compared to the long-civic generation, boomers have been more self-centered, more materialistic and more comfortable on their own than on a team. They are a very tolerant generation, more comfortable with values than with rules. They are more open-minded toward racial, sexual and political minorities, and are less inclined to impose their own morality on others. In sum, these "free agency" attitudes, though admirable in some respects, have had a high social cost, reducing the vitality of American communities through less philanthropy, less volunteering, less trust, and less shared responsibility for community life.

Currently, the boomers are only in their 40s and 50s. Their impact as leaders, consultants and mentors has not been lived out, and the more lasting results of their current prime-of-life reign, as America's most influential population segment, cannot yet be assessed fully. That said, the boomers are creating, welcoming, supporting, managing and riding the accelerating waves of technology and innovation that are driving the most successful organizations in the economy. The Barbershop Harmony Society can become one of those successful organizations.

(Appendix G continued)

> X Generation

The "X Generation," those born between 1965 and 1980, has accelerated the tendencies to individualism and materialism found among boomers.

X'ers are the second consecutive generation of free agents, coming of age in an era that celebrated personal goods and private initiative over shared public concerns. They are visually oriented—habitual TV and Web surfers, multitaskers, interactive media specialists. As children of baby-boomers, mistrust of the institutions of authority (government, big business, religion, and even the medical and scientific authorities) has been a given, a fact of life from the start. They've never even been introduced to the idea of a collective long range nation-building vision. They would probably consider that an outdated concept, preferring to think of themselves as participants in a global Internet community.

They live and interact in American society without distinct right or wrong premises, but within a system of shifting patterns of moral ambiguity. In both personal and national terms, this generation is shaped by uncertainty, insecurity and an absence of collective success stories. That is, they were raised in the slow growth but inflation prone 1970s-1980s, they are children of the "divorce explosion," and they had no D-Day and triumph over Hitler, no liberating marches on Washington and triumph over racism and war—*no* great generationally galvanizing collective events.

Gen X'ers are more materialistic than their predecessors were at the same age. In the late 1960s and early 1970s, as boomers entered college, 45-50 percent of them rated keeping up-to-date with politics and helping clean up the environment as very important personal objectives, compared with 40 percent who rated "being very well off financially" that high. By 1998, as the last of the X'ers entered college, the ratings for politics dropped to 26% and ratings on the environment to 19%, while ratings on financial well-being shot up to 75%.

X'ers are much less likely to trust other people, than people their age twenty years ago. In 1976, 46 percent of high school seniors agreed that "most people can be trusted." Of the X'er high school seniors in 1995, only 23 percent were trusting.

On the more positive side, this generation is driven—hard-working, personally achieving. They are the knowledge workers at the heart and cutting edge of our technologically inspired economy. They are skeptical, but their trust can be earned through *long-term consistency in a meritocratic environment with growth opportunities and smart, respect-worthy management*. Once trust is earned, they contribute loyalty as well as vocational excellence.

That italicized trust-earning formula works on almost anyone. To grow, our Barbershop Harmony Society must earn trust and respect, especially from X-ers.

Remember that the X Generation is only in their 20s and 30s. It's too early to make many firm judgments as to their effects on American life, especially effects from management and leadership positions. However, like the boomers, they are full creative participants in driving the speeding technological innovations of our time.

(Appendix G continued)

> Generation Y

Generation Y, those born after 1980, have lived too few years to allow confident assessment of their characteristics, driving impulses and social sensitivities. However, these kids have had computers in their classrooms at least since high school—most since elementary school. Their technological comfort level and knowledge of the World Wide Web has given them a non-nationalistic world view, a global village view, a shrinking planet view that is part of their bedrock makeup.

As children of later boomers and early gen-X'ers, they also mistrust institutions and perceive actions of moral ambiguity as a fact of life—a view given full credence as they watched the OJ trial, the indictment of Wall Street brokerages, the Florida presidential vote count debacle, Enron and other less-than-ethical high profile institutional events. However, with their global community view, they see fewer boundaries and fewer differences, human being to human being, than any generation in history.

Encouragingly, starting in the 1990s and just catching the youngest Gen X'ers along with Gen Y, there has been an *increase* in volunteering and community service by young people. Of freshmen entering college in 1998, 74 percent reported volunteering during their last year of high school, compared to 62 percent in 1989. Volunteering on a regular basis also is up, with 42 percent of freshmen donating their time at least one hour a week, compared with 27 percent in 1987. With schools, public and private, teaching activity norms of a caring society by requiring volunteering, and with the global sense fundamental in Generation Y, we may see some extraordinarily positive effects from these young people. Their first class graduates from college this year (2003). If they really do value social capital more highly as adults, not shrugging off volunteering and social action as just school assignments, then they represent a great opportunity for the nation.

Appendix H

Additional Reasons Why Social Capital Matters

- Social capital allows citizens to resolve collective problems more easily—non-shirking cooperative democracy at work.
- Where people are trusting, trustworthy and subject to repeated interactions with fellow citizens, everyday business and social transactions are less costly—no wasted time and money making sure others uphold their end of an arrangement or penalizing them if they don't. Thus, social capital translates into financial capital.
- People with active trusting connections to others develop and maintain character traits that are good for society. These "joiners" become more tolerant, less cynical and more empathetic. Those lacking such connections, and thereby unable to test the veracity of their own views, are more likely to be swayed by their worst impulses. Random acts of violence (Columbine) tend to be committed by people identified as "loners."
- Networks of social capital serve to spread the flow of helpful information, thereby more easily or more quickly or more cheaply achieving almost any goal.
- Social capital improves individuals' lives biologically and psychologically. People whose lives are rich in social capital cope better with traumas and fight illness more effectively.
- Inequality and social solidarity are virulently incompatible. Excess hierarchical levels and "glass ceiling" hierarchies, caste systems, superficial discrimination and slavery are all enemies of social capital.
- Trust, social networks and norms of reciprocity, within a child's family, school, peer group and community, have positive effects on the child's opportunities, choices, behavior, development and test scores. To do it well *does* take a village.
- In areas of high social capital, neighborhoods and public spaces are cleaner, people are friendlier, and the streets are safer.
- The more integrated a person is with their community, the less likely that person is to experience colds, heart attacks, strokes, cancer, depression, and premature death of all sorts.

- Research on life satisfaction shows that happiness is best predicted by the breadth and depth of one's social connections and volunteer activities.
- Civic virtues, such as active participation in public life, trustworthiness, and reciprocity, along with civic skills, such as giving a presentation or running a meeting, are learned and honed in voluntary associations and churches.

Appendix I

Statistics on Patents, Investments and Creative Workers

- The number of U.S. patents granted annually has grown from 43,000 in 1950 to over 150,000 in 1999.
- R&D investments increased from roughly $5 billion in 1953 to more than $250 billion in 2000. Controlling for inflation, that's still an increase of *over 800 %.*
- In 1950, there were 400 scientists and engineers per 100,000 people in the U.S. By 1980, that figure had risen to 1,000 and by 1999, there were over 1,800 scientists and engineers (a *450% increase* in the scientific and technically creative workforce) per 100,000 people.
- There were roughly 350 professional artists, writers and performers for every 100,000 people in the U.S. in 1950. That number crossed 500 in 1980, and by 1999, there were over 900 of these people, making their living from artistic and cultural creativity, for every 100,000 population.

Creative Factory

In a "creative factory," workers contribute their ideas and innovative talent as well as their physical labor. "Just-in-time" inventory techniques to eliminate inherent waste in assembly lines, and "total quality" techniques to cut the waste associated with turning out a bad or defective product, are examples that involve energizing and using the intelligence and creativity of everyone in a plant to engage in continuous improvement. Quoting Akio Morita, former chairman of Sony, "A company will get nowhere if all the thinking is left to management…We insist that all our employees contribute their minds."

Shift to Creative Leadership and Management

Vertically integrated command-and-control bureaucracies lasted into the 1950s and 1960s. That organizational model tended to smother creativity from the factory floor, tightly prescribing limits for workers in the name of efficiency. Often it squandered the discoveries of scientists and engineers in the R&D lab by scoffing at their innovations. This classic conflict between creativity and control has been replaced with new economic systems and management priorities designed to value, foster and engage human creativity.   "It only makes sense…the *best idea* should win. It shouldn't matter whether it comes from someone on the assembly line, the sales department, a temporary worker in the mailroom, or one of the suits in the executive suite. …creating an environment where the best idea—*regardless of origin*—wins is an art [which when] not…mastered prevents

[organizations] from thinking fast." (Jason Jennings and Laurence Haughton in *it's not the BIG that eat the SMALL…it's the Fast that eat the SLOW.*

Appendix J

Creative Thinking; The New Order at Work; Diversity

Creative thinking is a four-step process: preparation, incubation, illumination and verification or revision. Though that sounds very systematic, workers' creative capacities cannot be turned on or off at will. Instead, they must be motivated and nurtured in many (you guessed it) "creative" ways. The result is a new order at work. Hiring for diversity has become a matter of economic survival because creativity comes in all colors, genders and personal preferences. Schedules, rules, workplace decor and dress codes have become more flexible to cater to how the creative process works. So valued is creativity, that the talents of heretofore excluded eccentrics, nonconformists and "bohemian fringe mavericks" are being used by placing some of those people at the very heart of the process of innovation and economic growth. Everything about how enterprises exist and run is being examined ever more closely to continue reducing the stifling effect of authoritarian organization and bureaucracy on individuality and creativity. Abe Maslow's words ring true: "The more evolved people get, the more psychologically healthy they get, the more will enlightened management policy be necessary in order to survive…and the more handicapped will be an enterprise with an authoritarian policy."

Characteristics of Historical and Current Creative Habitats

Signs that a community is a creative habitat may include a cutting-edge music scene or a vibrant artistic community, and attitudes accepting of ethnic and cultural diversity. Successful places don't just cater to a single industry or a single demographic group, but are full of stimulation and eclectic creative interplay with low barriers to entry. Historical examples of specific places, where creativity thrived, include classical Athens and Rome, Florence during the Italian Renaissance, and Elizabethan London. Today, Hollywood and Silicon Valley are successful examples, and cities like Seattle, Toronto and Austin have recognized the nature of this transformation and are energetically striving to become broadly creative communities, not just high-tech centers.

Appendix K

Super Creative Core

These people perform the highest order of creative work, "producing new forms or designs that are readily transferable and widely useful—such as designing a product that can be widely made, sold and used; coming up with a theorem or strategy that can be applied in many cases; or composing music that can be performed again and again." (Dr. Richard Florida). These core creatives are employed to do such imaginative and inventive work on a regular basis.

Creative Professionals

Drawing on complex bodies of knowledge, typically based in a high degree of formal education, these people do creative problem solving. They are required to think on their own, often applying standard approaches in unique ways to fit a given situation. Physicians, lawyers and managers do this kind of work in handling the many varied vocational events they encounter.

Creative Technicians and Vocational Class Movement

Like the "creative professionals," they are regularly engaged in creative problem solving. More and more in fields such as medical research, technicians are taking on responsibility for interpreting their work and making decisions—creative roles previously reserved for white-collar decision makers. As the creative content increases in any given line of work, due to rising complexity in the relevant body of knowledge, people become valued more for their ingenuity in applying such knowledge. This fosters movement from the Working Class or the Service Class into the Creative Class.

Appendix L

The Working Class includes people in production operations, transportation, repair and maintenance and construction. Working-class occupations comprised about 40% of the workforce in 1950, slipped to 36% by 1970, and had declined sharply to 25% by 1999.

The Service Class includes people working for low wages in low autonomy service jobs in health care, food prep, personal care, clerical work and lower-end office work. After over 8 decades of continuous rise, the Service Class peaked in 1980 at 46% of the workforce, held that till 1991, then began declining to 43% by 1999.

In 1950, the Creative Class was 17% of the workforce and only rose to 19% by 1980, but then soared to over 25% by 1991 and topped 30% in 1999.

Appendix M

Surveys, conducted by *Information Week* in 2000, 2001 and again in 2002, polled 20,000 information technology (IT) workers as to the top factors they wanted in a job. Of eleven individual job factors, the following four factors were the top-ranked items each year:

  1) challenge and responsibility;
  2) flexibility of schedule and environment;
  3) a stable work environment and a relatively secure job (Americans now change jobs every 3.5 years, those in their 20s switching every 1.1 years);
  4) base pay and core benefits.

Appendix N

The following 61 U.S. city-based regions are ranked as top ten or bottom ten in three city-size categories as of the 2000 census: large (over 1 million population); medium (500,000-1 million); small (250,000-500,000). The number to the left of each city-based area is the overall creativity index ranking. The four numbers after each area are the rankings in the four categories (Creative Class, high tech industry, innovation, Gay Index), in order. [For rankings of all cities, go to www.CreativeClass.org]

Large

Top Eleven
1. San Francisco 5,1,2,1
2. Austin 4,11,3,16
3. San Diego 15,12,7,3
4. Boston 3,2,6,22
5. Seattle 9,3,12,8
6. Chapel Hill 2,14,4,28
7. Houston 10,16,16,10
8. Washington 1,5,30,12
9. New York 12,13,24,14
10. Dallas 23,6,17,9
(11. Minneapolis 7,21,5,29)

Bottom Ten
40. Providence 41,44,34,33
41. Greensboro 44,33,35,35
42. New Orleans 42,45,48,13
43. Oklahoma City 29,41,43,39
44. Grand Rapids 48,43,23,38
45. Louisville 46,46,39,36
46. Buffalo 33,40,27,49
47. Las Vegas 49,42,47,5
48. Norfolk, VA 36,35,49,47
49. Memphis 47,48,42,41

Medium

Top Ten
1. Albuquerque 2,1,7,1
2. Albany, NY 1,12,2,4
3. Tuscon, AZ 17,2,6,5
4. Allentown, PA 16,13,3,14
5. Dayton, OH 8,8,5,24
6. Colorado Springs 10,5,1,30
7. Harrisburg, PA 11,6,13,20
8. Little Rock, AR 4,10,21,11
9. Birmingham, AL 6,7,26,10
10. Tulsa, OK 15,9,15,18

Bottom Ten
23. Honolulu 21,14,29,6
24. Springfield, MA 13,30,20,22
25. Fort Wayne, IN 26,17,8,26
26. Bakersfield, CA 18,22,27,19
27. Fresno, CA 27,24,30,2,
28. El Paso, TX 23,27,31,17
29. Stockton, CA 30,29,28,7
30. McAllen, TX 18,31,32,9
31. Scranton, PA 28,23,23,31
32. Youngstown, OH 32,32,24,32

Small

Top Ten
1. Madison, WI 6,16,4,9
2. Des Moines, IA 8,2,16,20
3. Santa Barbara, CA 19,8,8,7
4. Melbourne, FL 1,6,9,32
5. Boise City, ID 3,1,1,46
6. Huntsville, AL 2,5,18,40
7. Lansing, MI 4,27,29,18
8. Binghamton, NY 12,7,3,60
9. Lexington, KY 28,24,10,12
10. New London, CT 23,11,13,33

Bottom Ten
54. Hickory, NC 61,48,32,30
55. Lakeland, FL 59,56,53,5
56. Beaumont, TX 25,37,56,55
57. Fayetteville, AR 57,57,42,17
58. York, PA 54,54,26,52
59. Fayetteville, NC 16,62,62,49
60. Killeen, TX 47,47,51,53
61. Visalia, CA 52,63,60,11
62. Ocala, FL 63,61,52,24
63. Shreveport, LA 55,32,59,57

Appendix O

Knowledge Technologists

The largest segment of knowledge workers are the *knowledge technologists*, including physiotherapists, X-ray technicians, ultrasound specialists, psychiatric caseworkers, dental technicians, research lab technicians, paralegals, office managers and scores of others in computers, manufacturing and education. According to Peter Drucker, knowledge technologists will become the dominant workforce group in all developed countries within 20 years. That means *the Creative Class will become the dominant class* well before then.

Managing Knowledge Workers

American management has decades of ingrained habits and thought patterns oriented to considering immediate financial results first and foremost. For managers deeply anchored in such a financial result pattern, even admitting that there might be a need to balance financial priorities with the values of knowledge employees is a big hurdle.

Quoting Drucker, "What motivates knowledge workers is what motivates volunteers. Volunteers, we know, have to get more *satisfaction from their work* than paid employees precisely because they do not get a paycheck." Leadership in a knowledge-based organization must spend significant time with their knowledge professionals and knowledge volunteers. Getting to know them and being known by them, mentoring them, listening to them, recognizing their priorities and creating adaptive actions, challenging them and encouraging them are very important keys to an organization's performance.

Self-identity and Mobility of Knowledge Workers

Knowledge workers identify themselves with their knowledge, and their primary allegiance is likely to be to their specialized branch of knowledge instead of to an employer. This allegiance to knowledge specialty, before employing entity, leads to more frequent job switching, and knowledge workers are highly mobile.

If asked about vocation, knowledge workers are more inclined to say, "I'm a physiotherapist" rather than, "I'm with City Rehab in the physiotherapy unit." This does not mean that they are not proud of their employing organization, but they don't belong to it. They usually feel that they have more in common with someone practicing the same specialty in another institution, than with colleagues at their own institution who work in a different knowledge area.

Knowledge workers think nothing of moving from one university, one company or even one country to another, as long as they stay in their knowledge field. Since new knowledge, via modern electronic tools, can be made universally accessible quickly almost anywhere, staying with a mentor/teacher in one's trade is unnecessary, and

moving for career advancement is frequent. The knowledge society considers any impediment to such "upward mobility" a form of discrimination, implying that *everyone* is expected to be at least adequately successful.

Appendix P

Among immigrant Latinos, four children is still the norm. (Canada's birthrate stats are falling slightly, and Canada limits its immigration, partly by allowing only educated [read employable] immigrants.)

Total Population (US Census Bureau)

	1970	2000
White	83.3%	69.1%
Black	10.9%	12.3%
Hispanic	4.5%	12.5%
Asian	1.1%	3.6%
Other*	0.2%	2.5%

* Native Hawaiians, American Indians, Pacific Islanders, Arab-Americans

America leads the world in experience in immigration. We are culturally better attuned and have learned to integrate immigrants into our society and economy. However, the growth in the population proportion of immigrants still brings many challenges politically and socially. For instance:

- Hispanics now outnumber blacks, and Hispanic forefathers were not slaves in this country.
- Approximately 31% of America's population is ethnic minority, and that percent is growing.
- During the 1999 World Trade Organization meeting in Seattle, violent protests erupted against globalization plans for trade and labor. American trade unions' opposition to large-scale immigration put them in the antiglobalization camp.
- In that light, does the next Democratic presidential candidate oppose immigration to attract the union vote, or support it to get votes from Hispanics and other newcomers?
- Likewise, does the next Republican presidential candidate go for the support of business clamoring for workers, or for the votes of the white middle class that increasingly opposes immigration?

Will immigrants [average age in their 20s, but not adequately educated—for instance, among Hispanic immigrants 43% have no high school diploma and 27% have less than 9th grade] be able to add tremendous power to the workforce? Will they create a huge demand for additional education expenses on top of the capital investment drain for their integration? They are set up for resentment, negative stigmas and other divisive issues— how must they be treated?

Appendix Q

Rapid Growth in the Older Population

Much has been written in current-events media about the effects of baby boomers getting to AARP age. Here are some related trends, already underway, that Drucker predicts will have large implications over the next several decades:

- Within twenty years, up to half the people working for an organization will not be employed by it, especially the older workers. PEOs (professional employer organizations) comprised the fastest growing business service during the 1990s. Exult and Adecco are probably the best known.
- Since winning the votes of older people will continue to be a political imperative, three of the main issues will continue to be: 1) pensions; 2) health care; and 3) the hotly debated question of desirability of immigration to maintain population and workforce.
- Though politicians promise to save the existing pensions system, within twenty years people will have to keep working till their mid-seventies, health permitting, and the benefits of pensions will be less than they are now.
- A fifty-year working life (manual workers wear out, but knowledge workers can last for fifty) is too long for just one kind of work. At least two distinct workforces will become evident. The younger group, say under fifty, will need a steady income from permanent full-time employment. Older workers (over fifty) will cease to be nine-to-fivers and will participate in the labor force as temps, part-timers, consultants, freelancers and on special assignments. This older group will make choices as to how to balance their labor and leisure—already "second career" and "second half of one's life" have become American buzzwords.
- The fastest growing industry in *any developed country* may become the continuing education of already well-educated older adults.

Shrinking of the Younger Population

There's no roadmap or historical body of experience to tell exactly what repercussions or upheavals the shrinking of the younger population will have—last time this happened was during the dying century of the Roman Empire—but there are a few indications.

- Spoiled kids. In China, the middle class spends more on the one child they are allowed than they used to spend on all four they had before. As Americans have fewer kids, those kids get spoiled too.
- As a result of the shrinking supply of young people, the pushing of older managers and professionals into early retirement will all but stop. Enterprises will develop new flexible employment options to attract, hold and use the productivity of workers of retirement age.

Appendix R

Dell and Gateway Operational Adjustments to Split Markets

In addition to e-commerce, Gateway established a nationwide network of local stores to provide personal local service in the traditional manner, attracting and selling to the older market for home computers and to small businesses owned by mostly middle-aged local proprietors. But Gateway has had to adjust. It has shut down over half (and counting) of its stores, unable to maintain profitability with such a huge base of continuous local support expense.

Dell, on the other hand, has sold strictly via e-commerce, targeting young technophiles and big businesses which employ young technophiles to stay cutting-edge. Dell has also had to adjust. It has had to become much more accessible by phone for service and help, vastly expanding its support network.

Appendix S

During World War Two, Ernie Pyle (renowned columnist with the Washington Daily News), scribed a regular column until his battlefield death on Okinawa in 1945. He did not cover the war with headlines of daring aviator dogfights, brags of dead soldier counts or individual heroics. Instead, he lionized the not-individually-famous foot soldiers— men who demonstrated their virility by being quietly useful in war efforts and by supporting the welfare of their units. Other media of the time gave greater play to airborne heroics and individual Hollywood-type macho actions, but Pyle's view, as he personally marched with the common soldiers and emotionally recorded their daily lives, became the official view of the U. S. Government and the Pentagon. Government radio dubbed it the "little guys' war." Quoting Pyle: "They live and die so miserably, and they do it with such determined acceptance, that your admiration for them blinds you to the rest of the war." Quoting General Dwight D. Eisenhower at war's end: "All in that gigantic fighting machine agree in the selection of the one truly heroic figure in that war. He is GI Joe… He and his platoon leaders have given us an example of loyalty, devotion to duty, and indomitable courage that will live in our hearts as long as we admire those qualities in men." Together Pyle, Eisenhower and government media publicity elevated the WWII routine soldier to a *masculine emblem*—his manhood earned by contributing to teamwork in a worthy cause bigger than himself.

And so, with this masculine emblem in the heroic role, America told itself a repeating narrative story through news columns, movies and newsreels. It was [imagine Edward R. Murrow or Keith Jackson newsreel voice-over:] 'a tale of boys whose Depression-era fathers could not provide for them nor guide them into manhood. But in the army under the wing of strict but kindly senior officers [surrogate fathers—example John Wayne in *Sands of Iwo Jima*], they were initiated into manhood through the tempering forge of battle against malevolent enemies. They would return home ready to find wives, form families and take their places as adult men building communities, establishing the social

foundations for a free nation at peace and passing knowledge and social character to the next generation.' Yes, well…

…that was the story, but actually it was during the New Deal 1930s when respected manhood became aligned with building communities and establishing social foundations. During the 1930s the WPA (Works Progress Administration) spent *billions* building schools, constructing water and sewage facilities, stringing electricity to rural areas, accomplishing flood control and reforesting distressed land. The WPA also employed thousands of artists, writers, actors, playwrights and musicians who created a rich artistic legacy still with us. In New Deal, the masculine ideal was the selfless man who derived self-worth and identity from investing his individual effort into the common goals and common good of the community. This ethic was promoted strongly during the war years. In a 1942 speech entitled "Century of the Common Man," Henry Wallace (Vice President to FDR) envisioned a generation of ordinary workingmen who, if given a shot at decent education, jobs and housing, would pioneer a new frontier for expanded production, community well-being and democracy not only in the nation but throughout the world. He spoke of a United States ready to demonstrate maturity on the world stage by contributing to the needs of the world rather than aspiring to dominate it.

But this thesis had an anti-thesis. Henry Luce, founder and editor of *Time* and *Life* magazines, saw a different United States destiny. He wrote and spoke of average men acquiring a grander sense of self by association with an unapologetic forceful world-dominant nation. Luce asserted that citizens were failing "to play their part as a world power." During and at the end of the war, the conservative "get tough" Congress was much more in the Luce corner than the Wallace corner. VP Wallace was dumped and replaced by Harry Truman as FDR's running mate on the 1944 ticket. Quoting Wallace referencing WWII enemies and the autocratic Congress, "…the ideals of the defeated have been taken over by the victors."

[Appendix S continued]

The returning veterans of World War II were much more inclined to embrace the common man ethic of Pyle and Wallace. The majority were eager to live out a masculine ideal as providers rather than dominators. The war experiences that they deemed most important and instructive were the times spent giving support and comfort to one another, and that is what they wanted to preserve. Quoting artilleryman Win Stracke as recorded by Studs Terkel in *The Good War*:

> You had fifteen guys who for the first time in their lives were not
> living in a competitive society…There's a job to be done and everyone
> pitches in, some more than others. For the first time in their lives, they
> could help each other without fear of losing a commercial advantage.
> Without cutting each other's throat or trying to put down somebody
> else through a boss or whatever…I had realized it was the absence of
> competition and boundaries and all those phony standards that created
> the thing I loved about the army.

[Note the "some more than others" part of that quote. It was accepted and okay and not a stigma item if you pitched in with smaller effort than others. In our Barbershop Harmony Society, chapters giving highest priority to their social capital aspects act within this understanding often. Chapters giving highest priority to excellence act within this understanding less often.]

These returning war veterans became part of the heretofore referred to "long civic generation." They took full advantage of the GI Bill of Rights through college education, job skills training and VA financed housing. Many took defense-funded corporate and production-line jobs. "They were hopeful that their dedication, their anonymous service, their humble loyalty to the team would add up to something larger, something sturdy and generative that they could pass on to their sons." (Susan Faludi) These fathers who sired the baby-boomers wanted to pass on the heroically selfless manhood experience as a worthy successful male role.

And everywhere during the 1950s and into the 1960s were signs of that desire—it was the "era of the *boy*." Throughout the country the trendsetters and reflectors of American culture—television, news media, sports, advertising, cars—all fed into the manhood dream of what the sons of the vets would inherit, build and become.

- *Father Knows Best, Leave It To Beaver, Ozzie and Harriet, My Three Sons*
- *Follow Me Boys, Where the Boys Are, Adventures of Spin and Marty,*
- Roy, Audie, Gene and Hoppy
- Pop Warner, Cub Scouts, Little League
- Rocket clubs, BB guns, model car customizing clubs, balsa airplane clubs
- Football practice, lettered jackets, boys' contests, boys' championships, boys' scores, Keds and PF Flyers
- The *Life* pictorial where Dad shows Bill, nine, and Rob, eleven, "how to remove an old stoker motor from the furnace in the cellar."
- Hundreds of magazine ads that featured Dad beaming at either the younger, scampy cowboy-with-cap-pistol son, or the older, crew cut or waxed flat-top son, while selling a *way of life* as much as toys, hardware or tailfinned cars

In virtually all communities across the nation, parents, schoolteachers and coaches gave credence to boys' preeminence—automatically entitled, automatically powerful. The boys came to believe this entitlement, that as grown-ups they would have the control, dispense the gifts, lead the family and know best. Girls of the time watched with understandable envy that backlashed in womens' rights actions of the 1960s and 1970s.

[Appendix S continued]

When the youthful John F. Kennedy was elected President in 1960, he spoke often during the campaign and in his inaugural speech of "young men coming to power." Certainly his views of youth were part of his political stance, but he was also interested in rites of passage for the untested rising male generation. It was not enough that the fathers could win the world for their sons—each generation would need to earn that feeling for itself.

He said, "[T]he new frontier of which I speak is not a set of promises. It is a set of challenges." He spoke of cold war tensions, of Echo in answer to Sputnik and of a country defined by readiness to "pay any price" to thwart hostile powers. The prevailing thought was that the national super power that controlled space would wield vast powerful influence over the entire globe, and the prevailing fear was that a space station would be armed with deadly leverage. The space race was initiated to win world respect and assert control of Good vs Evil, the United States vs Russia, Democracy vs Communism. JFK stated that these challenges would be the proving ground for the rising generation of sons. The inherent promise was that they would earn their favored status. Quoting Faludi:

> The promise the president made to his nation of young men was the one the father made to the boy, the aerospace corporations made to their gray-flanneled male employees, the mission-control officials made to their astronauts, the expanded armed forces made to their cold warriors, the *Boys' Life* editors made to the readers they addressed as 'space conquerors' and 'rocket riders,' the aeronautical-engineer dad Fred MacMurray made on TV to his three sons, the Mattel toy makers made to the young buyers of their water-powered, two-stage plastic missiles. The promise was of a spectacular ascension, a vertical demonstration of prowess that would concentrate all of the masculine force and beauty of battle into one breathtaking explosion of exploratory power and muscle.

And quoting Kennedy, "…it will not be one man going to the moon…it will be an entire nation, for all of us must work to put him there." It was a government sponsored man-making mission for an entire generation. As an inspiring vision, it included these four aspects expected by our culture for American male passage:

1) a frontier to claim—space
2) a clear and evil enemy to defeat—the communist
3) a connected brotherhood—the Ernie Pyle-type anonymous loyal thousands sharing in the greater national success
4) a respecting family and community to provide for and protect

[Appendix S continued]

Federal funding from the WWII model had to be adjusted to a cold-war, win-the-peace-with-wartime-urgency model. Military airpower monies became funds for rocket power. Construction dollars for roads to support the military shifted to underwrite suburban construction and highways to carry the workforce or evacuate cities in the case of nuclear attack (The National System of Interstate and Defense Highways). There were subsidized jobs for many GIs in the expanding peacetime defense industry. The females of the WWII wartime workforce were sent home to be fulltime wives, mothers and consumers dependent on the demobilized soldiers' postwar wages. The National Defense Education Act gave extra science and math opportunities to the new space rocket warrior sons. Brand new, government-subsidized football stadiums were erected, providing

vicarious male battlefield bonding experiences for recruits of the cold-war domestic team. In all these actions, there were implicit promises to the men: *loyalty*—a guarantee that his company would never fire him; *loyalty*—his wife needed him and would not leave him; *loyalty*—the team he bonded with and rooted for would never pull up stakes.

[Appendix S continued]

Reality Strikes

Male baby-boomers who were raised in the environment of these loyalty-based expectations, who took for granted they would be in charge of their own destiny and the nation's, look back on the 1960s decade of mission as a time of betrayals, losses and disillusionments.

The space trip to the moon did not become the generational reflection of great shared accomplishment. The new frontier was hostile, barren and uninhabitable and could not fulfill the mythic purpose of frontiers throughout the eons: to test and teach the pioneer so that he could return with earned inner strength and confidence born of his new explorer's knowledge and lead the building of community into the new frontier. *Star Trek* on TV became the first of many stand-ins for this lack of realizable reality.

The Vietnam War was anything but a crucible of brotherhood or courage. The enemy was not obvious and visible. There were no front lines, no rallying ultimate objectives and no clarity connecting mission with a meaning of victory. The most famous Vietnam action was and is the My Lai massacre. On the whole, the experiences of military service during Vietnam years taught men to mistrust government, to mistrust military authority and to watch their own backs.

The Vietnam GIs returned home to wives and girlfriends in the midst of their own liberation, flexing their new sense of independence from dependence on men. The male expectation of supporting and protecting Susie Homemaker was a stance of authority frequently seen as oppressive. Communities greeted these returning servicemen with indifference and sometimes hostility.

The corporations and institutions promising masculine honor and pride through secure employment in exchange for loyalty, double-crossed the Vietnam era returning GIs. Actually, even the corporate promises to the WWII GIs, to continue their wartime experience of belonging and working together to accomplish a meaningful mission, eventually turned out not to be authentic. Bureaucracies flush with government contract funds offered secure jobs (paychecks) but no vital role. These sinecure make-work positions were distasteful—they did not fulfill the American male self-image desire to be sought and needed. And eventually beginning in the 1970s and rampantly in the 1980s and 1990s, both generations of vets found through layoffs and downsizings that "secure job" was a lie too.

[Appendix S continued]

Psychological Fallout

There is a grief series that human beings work through on the way to recovery from any large loss or rift: denial—anger—bargaining—depression—acceptance—recovery. The loyalty promises, especially from the most trusted of sources—the fathers—were broken. The male baby boomers experienced massive betrayal. Lost was the frontier, lost was the clear enemy, lost were the institutions of brotherhood, lost were the women in need of protection, and lost was the great promise of mastership in attained manhood. The boomers were devastated by the diminishment of the male role and beset by the grief series. Their fathers were in denial—judgmentally sticking to their social vision, blinders on to any thought that adjustments were needed in response to societal changes. They were not prepared to help themselves or their sons (grappling with anger and depression) with this new reality. The sons were stymied, steaming and stumped as to how to, and/or whether to, adapt at the foundational belief level, and redirect their life journeys. Many are still grappling with these bedrock psychological legacy issues as they try, but are unable, to live up to the traditional male roles their fathers endorsed and expected.

Appendix T

Time-use Shifts in Common Activities

- We've gone from mixing frozen orange juice concentrate to faster ready-to-serve cartons from the refrigerator.
- Instantly ready-to-consume soft drinks have replaced coffee as the number one beverage at work—no cream and sugar time, no cooling time.
- Power boats continue to steal market share from sailboats—reliance on unpredictable winds is a risk of wasted boating recreation time.
- Cats surpass dogs as the pet of choice because they require less upkeep time.
- Singles bars and matchmaker services have proliferated—shorter dating rituals.
- The 1960 census form took over 45 minutes to fill out, and response was large. In 1970 response tapered a bit, and in 1980 the response slacked off even more. The Census Bureau shortened the 1990 form to less than 30 minutes and publicized that attribute, successfully increasing response proportion.
- Time-saving electric razors have taken increasing market share from the shaving cream and straight razor market.
- We take more showers than baths because showers are faster.
- We sleep less.

Leisure Time Dilemma

People whose incomes are rising the fastest are those whose lives are most sped-up. The coupling of greater prosperity with greater busy-ness is due primarily to the leisure time dilemma:

Change leisure time to additional work time so there will be more income for greater rewards in leisure time, except then there's less leisure time; so to maximize, one works *faster* to try to keep work hours down and income up, and plays *faster* to cram in more rewards per unit of leisure time.

(Appendix T continued)

Time-plus Activities

Self-serving activities—cook, eat, shop, exercise, travel, entertainment—tend to be time-plus. An increase in health consciousness and increases in high-tech exercise equipment have made exercising a time-plus activity. Sprawl has increased commute time; however, car travel is time-plus because cars have become mobile offices, telephone booths, reading rooms, entertainment centers, breakfast and lunch nooks, dressing rooms, beauty parlors and, for those with sun roofs, even places to tan.

Time-minus Activities

Grocery shopping, waiting in line at the doctor's office and house cleaning are generally considered to be time-minus activities. A number of "other-serving" activities tend to be time-minus. Such quality-of-life activities as caring for the elderly, helping neighbors, volunteering and performing civic duties have limited possibilities for either increasing rewards or becoming more time efficient. Shortchanging these experiences, that are strong threads in the fabric of North American society, results in self-centeredness, loneliness of the aged, rudeness and growing relational instability.

Reading and Long-term/Short-term Decision-making

According to surveys of booksellers, reading habits have been trending toward business, law, technology, and medical fields, and away from art, poetry, history, literature and philosophy for over thirty years. As a result, there have been many positive technological and medical field innovations. However, less fortunately, many short term "humanities" decisions have been made that do not favor future generations. National business and governmental leaders need to balance short-term gains with long-term economic, moral, ecological, and philosophical imperatives and freedoms.

Time Scarcity and Broadcast Music Listening

Scarcity of time affects the type of music we listen to. Classical radio stations almost never play lengthy Mahler or Brahms symphonies because they cannot hold the listener long enough to get the advertising in. Instead, there's a steady diet of the older baroque pieces—Handel, Bach, Vivaldi—shorter segments that allow for ads while keeping the listener tuned in. The same is true for pop music. When broadcasting nostalgic hits from the 1960's, stations rarely play the full live "Hey, Jude" or "Alice's Restaurant," again because they cannot hold the listeners continuously for the full length of those recordings.

(Appendix T continued)

Effects of Time-scarcity on Concert and Theatre Performances

Scarcity of time determines whether we listen to live or recorded performances. According to surveys of concert-goers, the number one reason for slackening attendance at live cultural performances is the consumers' perception that they do not have enough time (read S/T is too low). Quoting Ernest Fleischmann when he was Executive Director of the Los Angeles Philharmonic, "The orchestra as we know it is dead, dead because concerts have become dull and predictable." He went on to explain that a repertoire of venerated masterpieces, that recede further into history each year, results in "re-creative" performance, rather than creative performance. Audiences were registering their opinion of "re-creative" art (lower satisfaction/time) by voting with their feet. At the same time, the remaining patrons stayed away from premieres of new modern works. Such fare was an exercise in forbearance for their conservative and unyielding preferences. This underscores the necessity of adapting to split market consumerism. In order to improve S/T, some orchestras have offered dinner-plus-concert events (lower T), and high-tech audio and visual effects to heighten the intensity of the experience (raise S).

By contrast, theatre audiences seem to crave innovation. The satisfaction level of theatre audiences is raised when they participate and have involvement with the stage action, rather than passively witnessing. Their energy and enthusiasm increases (S/T rises) when they become part of the creativity.

Appendix U

Nonphysical-reality hours spent now versus just 35 years ago:

        1.) working/playing at computer monitors, electronic games, TV screens
        2.) online transactions (stock, Ebay, Amazon, bank accts...)
        3.) email, pagers, cell phones, PDAs
        4.) chat rooms, virtual bulletin boards, Internet audio and/or video conferencing
        5.) distance micro-neurosurgery; distant learning centers
        6.) immersive "in the zone" experiences
        7.) time spent in meditation or other head-clearing anti-stress practices

Add to this the fact that 24/7 SIPS (Streaming Immersive Push Screening) is about to be introduced. SIPS uses a flat TV-screen "wall" to deliver personalized streaming video entertainment and information programmed to anticipate the owner's needs. Also, according to International Data Corporation, the number of people accessing the Internet with handheld wireless devices will top 61 million by the end of this year (2003). Not only that, but recent studies (Simmons media behavior data) show that Internet users are bigger consumers of all media—6% more primetime TV, 21% more late night TV, read more mags and newsprint—than Internet non-users.

Appendix V

Imaginational Capitalism and Imaginational Fears

Often a company's assets are intellectual property—imaginational. A company's worth is stock valuation based in imaginationally determined estimates of future earnings. An IPO is an investment opportunity *idea* about how another *idea* might make some money. Money? Cash and coin are long passé—there are many more debit/credit plastic options than monetary denominations. And pension funds lately have an imaginational disease called "evaporating wealth."

Speaking of imaginational diseases, there are computer viruses and hacker terrorist stratagems from which we have to be imaginationally defended. Many of our greatest fears are not attacks with conventional or nuclear weapons, but invisible attacks from anthrax, SARS, monkey pox, West Nile virus, and other pathogens and killer microbes, not to mention the cumulative toll (imaginational fear, plus time scarcity, plus information bombardment) on our mental (imaginational) health.

Quality of Media Feeding Our Senses

The quality and nature of what is fed into our senses, our unconscious psyches, is not consistently the good stuff or even the useful stuff. The leading stories on TV news are reports of crime or violence 77% of the time. Just on shows for kids, the average American child is exposed to 22 acts of violence on television every day. Via CNN, we not only absorb negative information about personal, local and national problems in America, but deal with a similar onslaught from all over the world.

Volunteer Simplicity Stratagems

Sample activities from volunteer simplicity movements include limiting tube time, sleeping longer and better due to pre-sleep brain calming time, taking regular hikes back to nature and evolving types of personal habits (meditation, Calgon time, tai chi) that ease stress and dissipate the angst from absorbed psychic insults.

Stress-related Ills

Insurance companies serving U.S. industry estimate that between 60 and 80 percent of industrial accidents are due to "stressed-out workers." Former U.S. Surgeon General David Satcher writes that up to 44 million adults and 13 million children in the United States have a diagnosable mental disorder—that's roughly 20% of us. A year 2000 study by the World Health Organization, the World Bank and the Harvard School of Public Health found that mental illness accounts for 15% of the disease burden in established economies like the United States. That's more than the disease burden of all cancers combined. In 1957, 19% of Americans said they had experienced feeling "on the verge of a nervous breakdown." In 1996, 34% of us reported having felt near to mental collapse. It's not fresh news that life used to be simpler, easier, slower and more secure.

Appendix W

Societal Anger

Over the last decade, according to the American Automobile Association, "unquestionably intended driver-to-driver violence increased 51%." Guns were used as a weapon in 37% of these incidences and the vehicle itself was used as a weapon in 35% of them. But road rage is not the only poster child for anger. "Going postal" is in common vernacular. Oklahoma City, Columbine, Paducah and Santee are synonymous with the horror of raging terror. The 1960s was the last decade marked by really happy music—the recent "rap decade" is full of vicious and violent lyrics and angry rhythmic feel. According to the Department of Justice, there are over 1,000 annual homicides from workplace violence—an average of twenty murder victims per week *at work*. There's increasing bad behavior among parents, coaches, officials and players at all levels of sport from Little League to pro hockey. The feminist movement, known primarily for its 'women are every bit as smart, capable and deserving of opportunity as men' position, now has an expanding radical fringe element sporting an anti-male in-your-face, goddess-superior, angry "butt-kickin' babe" stance. There are edgy angry attitudes everywhere.

Societal Bargaining

The rise of spirituality in American culture and interest in the metaphysical are markedly soaring. In 1992, 46% of us believed in angels—in 2002, 72% do. In 1992, 52% of us claimed belief in the devil—in 2002, 65% do. Gallop polls show that 91% of Americans believe in miracles. In this imaginational age of invisible powers we *do* control, turning to psychic or spiritual powers for help with things we *don't* control somehow seems appropriate.

Societal Depression

Research conclusions from a nine-nation, cross-cultural survey state that people born after 1945 are three times more likely to suffer depression than those born prior. In a year 2000 study by the World Health Organization, the World Bank and the Harvard School of Public Health, not only was it found that unipolar major depression is the number one cause of disability in the world, but that Americans lead the world in this malady. Of American psychiatric-related drug sales, 47% are for antidepressants. In 1997, antidepressant sales were $7.1 billion, and in 2002 they topped $15 billion.

Appendix X

Desire for Peaceful State of Mind

The demand for new ways to achieve such an altered state of mind is growing continuously. The spa industry grew over 600% from 1997 to 2002. Our cultural lexicon has new phrases—"pleasure imperative," "consciousness therapeutics," "pleasure

healing," "high-tech neurophysiology," "laughter workouts" and "cinematherapy." The heavy sweating no-pain-no-gain workout gyms are losing patrons to yoga and tai chi classes. Athletes of both genders and in every sport use a variety of psycho-spiritual, visualizational and meditational preparations for peak, mentally "in-the-zone" physical performances. The search for stress-free, ecstatic, blissful altered states has gone from the corner bar, to recreational drugs, to shamanic journeying, to foot-stomping hand-clapping Pentecostal talk-in-tongues evangelical-rock Christianity, to Buddhist zen, and to healing rhythm drumming circles. Just as primitive humans expressed profound awe at events in the physical world, we, at the cutting edge of this new imaginational world, are reacting similarly, painting our faces, piercing and decorating our bodies, beating our drums and dancing.

(Appendix X continued)

Desire for Imaginational Shelter and Grounding

The 20th century family trends—geographic and generational separation of extended families, the breakup of the nuclear family itself—along with the more recent "self invention" social trend, in which a person creates their own story to supply the identifiers that family history once provided, have left us with an absence of traditionally defined homes to which to return. To satisfy this desire to retreat to the safety of the tribal cave and feel less vulnerable in a scary world, we establish or choose belonging groups. These new home bases of imaginary shelter (mostly internet-based) bind people together on the basis of shared purpose, or shared demography, or shared appetites, or shared visions of the world, or shared angers, or shared pets or numerous other shared experiences and characteristics. Though we may have the profile of, or feel belonging connections to, a number of groups, many times it is the vision-of-the-universe group that is the most important belonging group in a person's life. The Barbershop Harmony Society must establish and market its vision of better future societal life and attract singers who want to help build it. Quoting Davis: "We seek out like-minded groups of people to help us deal with the special circumstances of our lives, and these days we are all living in special circumstances."

Desire for a Clearer Path in Imaginational Landscape

In the physical world we balance responsibilities tied to time and place. In the imaginational realm, we must navigate *shifts* of energy focus. We are challenged to balance creativity, analysis and happiness pursuits along with the physical world parts of our lives. In response to the "clearer path" desire, the service category of "advocates" (personal agents, counselors, guides, surrogates) has rapidly expanded. For instance, the number of certified personal trainers has doubled since 1997. And many other advocate services are seeing a sharp rise in demand—personal spiritual advisors, personal style consultants, personal organizers, personal nutritionists, personal speech coaches, personal image experts, personal computer tutors and personal shoppers, to name a few. We delegate to maintain energy focus for the things we must handle ourselves. But this

imaginational path-clearing task is made extra difficult by the lack of a guide, a clearly accurate and believable authority. It is scary and lonely to realize:

- that science will not figure out all the answers and will discover few if any absolutes;
- that the government will continue making decisions based on strongest political leverage;
- that our religious leaders will espouse old absolutes and act with moral ambiguity when we need a new pertinent myth and trustable examples;
- and that business corporate leaders will vie for short-run wealth and power, giving little more than lip service to the long-term guidance needs of society.

Appendix Y

Using a Prime Directive Concept in Leadership and Management Decision-making

From our Society's core ideology springs the concept for this founding prime directive: *Improve the lives of members and others through extending of the spirit of harmony, singing in the barbershop style and exhibiting qualities of high character and integrity.* [This prime directive statement is gleaned from observation, useful for conceptual points only and not quoted from any official source.]

This is the guiding and inspiring concept that informs *every* decision of *every* Society leader, staff or volunteer, at *every* administrative and musical level. Whatever sphere of responsibility leaders have, carefully honest answers to the following five questions will seat decision-making firmly on our prime directive foundation:

> What are the needs and ideas of the members who are impacted by our decisions?
> Are we listening to those ideas open-mindedly, and are our decisions serving their needs or our own?
> Will what we decide and do improve members' lives and spread the spirit of harmony?
> Are we deciding to do anything under Society auspices or with Society resources that does not improve members' lives and spread the spirit of harmony?
> Will our decisions cause members to reflect credit upon themselves, their chapter, and the Society?

Thoughtful, non-defensive answers to these questions can produce visionary leadership insights and managerial consistency, and actually *promote innovative, adaptive change.*