

**THE**  
**NETWORKING**  
**BOOK**

Decide to Network

Decide to network  
Use every letter you write  
Every conversation you have  
Every meeting you attend  
To express your fundamental beliefs and dreams Affirm to others the  
vision of the world you want  
Network through thought  
Network through action  
Network through love  
Network through the spirit  
You are the center of a network  
You are the center of the world  
You are a free, immensely powerful source of life and goodness  
Affirm it  
Spread it  
Radiate it  
Think day and night about it  
And you will see a miracle happen:  
the greatness of your own life.  
In a world of big powers, media, and monopolies But of four and a  
half billion individuals  
Networking is the new freedom  
the new democracy  
a new form of happiness.

*Robert Muller*

#### The Authors

Jessica Lipnack and Jeffrey Stamps are founders and directors of the Networking Institute, Inc., Waltham, Massachusetts, publishers of the *Networking Newsletter* and *Networking Journal*. They hold executive positions with Internetwork Communications Inc., which offers electronic networking services. They are married, and are the parents of two daughters, Miranda and Eliza.

THE

**NETWORKING  
BOOK**  
PEOPLE CONNECTING WITH PEOPLE

**JESSICA LIPNACK  
AND JEFFREY STAMPS**

ROUTLEDGE & KEGAN PAUL  
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I

to  
Miranda and Eliza

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## Foreword

*by R. Buckminster Fuller*

The world-integrating networking self-multiplies and accelerates. Never ever traveling as a tourist, I myself have been induced into forty-eight complete encirclements of our planet and everywhere I go I meet more and more people whom I had met elsewhere. Ever more widely traveling, literate, well-informed individuals discover that they, and an ever-faster, increasing number of other humans, are becoming intuitively aware that life is breaking them out of the ages-long anonymous life patterning of the beehive drone. They experience newborn hope that humans have indeed a destiny of individual significance complementary to the integrity of other individuals.

The networking accelerates as does light in Einstein's equation  $E = Mc^2$ . The lower case  $c$  is the symbol for the linear speed of light, 186,000 miles per second. When not reflectively focused, light expands omniradially as a sphere growing in any one direction at 186,000 miles per second. The rate of surface growth of a spherical wave system is always the second power of the linear growth. That is why it is  $c^2$  in Einstein's equation, which means  $186,000 \times 186,000$  miles of surface growth per second. So it is with thought which travels outwardly in all directions to internet-work the people of our 8,000-mile-diameter spherical space home.

As the networking accelerates humanity into a spherically embracing, spontaneous union, yesterday's locally autonomous, self-preoccupied governments will find that trying to arrest networking is like trying to arrest the waves of the ocean.

Spaceship Earth now has 150 admirals. The five admirals in the staterooms immediately above the ship's fuel tanks claim that they "own" the oil. The admirals with staterooms surrounding the ship's

kitchen, dining rooms and food refrigerators claim they own all the food. Those with a stateroom next to a lifeboat claim that they own the lifeboat and so forth. They then have a ship's game called balance of trade. Very soon the majority of admirals have a deficit balance. All the while, the starboard-side admirals are secretly planning to list the boat to port so far as to drown the portside admirals, while the portside admirals are secretly trying to list the boat to starboard so badly as to drown the starboard-side admirals. Nobody is paying any attention to operating the ship or steering it to some port. They run out of food and fuel. They discover that they can no longer reach a port of supply. Finis.

Humanity is now experiencing history's most difficult evolutionary transformation. We are changing from a 95 percent illiterate and rooted lifestyle. We are almost unconsciously drifting away from self-identity with our for-ages-long-physically-remote-from-one-another existence as 150 separate, sovereign nations. Now the uprooted humans of all nations are spontaneously deploying into their physically integrated highways-airways, satellite-relayed world-around telephone speakways and big-city way-stationed world living system.

We may soon be atom-bombed into extinction by the preemptive folly of the exclusively for money-making supranational corporations' weaponry industry's political puppet administrators of the now hopelessly bankrupt greatest weapons-manufacturing nations.

If not bomb-terminated we are on our ever-swifter way to becoming an omni-integrated, majorly literate, unified Spaceship Earth society.

The new human *networks* emergence represents the natural evolutionary expansion into the just completed, thirty-years-in-its-building, world-embracing, physical communications network. The new reorienting of human "networking" constitutes the heart and mind pumped flow of life and intellect into the world arteries.



# *Preface*

This book wants to be in print.

In October 1979, we began our research on networks and networking by writing a short letter to one person in rural Alabama. Robert A. Smith, III, responded, sending us the names of nine people interested in networking.

We wrote to them, and they to us, referring us on to more people. By the time we finished the original research, we'd received the names of roughly 50,000 people and organizations around the world, from village councils to multinational corporations.

We wrote to 4,000 of them; 1,500 answered, and those were the people we wrote about in *Networking: The First Report and Directory*, published by Doubleday & Company in April 1982.

We continued to hear from networkers. At the end of that year, we incorporated The Networking Institute to publish information and develop tools for networking—a newsletter, journal, membership directory, and mailing list.

In 1985, we started to develop computer networking systems—using computers and telecommunications to help people connect with people—including the regional New England Commons and the larger-scale International Commons.

One of the people whom we contacted early in our network research is Yoneji Masuda, the Japanese computer visionary, author of many books, and an advocate of networking through telecommunications. In 1984, under the guidance of Mr Masuda, the text of the first edition of *Networking* was published in Japan by President-sha, having been translated by the Japanese government.

The lively Japanese interest in networking is a harbinger for the rest of the world. While the theme of our original book was

“Another America,” the theme of this book is the “Invisible Planet. Networks around the globe connect people.

Eileen Wood Campbell, an editor at Routledge & Kegan Paul in London, encouraged us to revise the original text of the book, and republish it with her company.

What appears here includes many pieces that we have written for Networking Institute publications during the past several years. When it came time to revise the 1982 book, we realized that we had simply continued to “write” the revision manuscript since the book’s first publication.

And that process continues.

## Acknowledgments

Thousands of people have helped this book along, beginning with the very first people we wrote to for information in 1979, and continuing through the members of The Networking Institute. Thank you, one and all, for your thoughtfulness and inspiration as world-class networkers.

For this edition, we are particularly grateful to R. Buckminster Fuller, who wrote the Foreword in 1982, just as the original book was going to press, a little more than a year before the death of him and his wife Anne. It was too late to add Bucky's contribution to that book, and we held it, with the hope that there would be another edition. Many thanks, Bucky.

And, we are grateful to Robert Muller, who wrote the poem on the first page of this book. Robert's poem just arrived as a gift through the mail one day. Our original interview with Robert in 1980 had profoundly deepened our understanding of networking, and we are honored that this book will carry his poem around the world.

We would not know Robert Muller, or thousands of other people, were it not for Robert A. Smith, III, our friend for many years now. Bob set up the initial set of connections that has led to the work we are doing now.

Yoneji Masuda, responsible for the publication of our book in Japan, is another to whom Bob Smith led us. This English edition of the book allows us to thank Mr Masuda in print and in public for his critical contribution to the development of global networking.

The logo on the cover of this book is another gift that simply came through the mail. Just as we were starting The Networking Institute (known as TNI), we received a sketch of this networking

“mark” from J. Gordon Lippincott, who has designed logos for many of the world’s largest corporations. In his final design, Gordon bent the connecting lines into the arcs that give the logo its “global” feel, and we thought it belonged on the cover of this Invisible Planet book.

We know Virginia Hine would agree with us. Ginnie, as she was known to her friends, helped us considerably with the original edition. We feel extremely fortunate to have become friends with her before she died in 1982, and we feel her inspiration still.

Ron Bernstein, our literary agent, has seen our work develop from a four-page book proposal to now this edition, and we appreciate his continuing advice.

There would be no new publication were it not for Eileen Wood Campbell who perceived the need and created the opportunity for this book. A bow in your direction, Eileen. And we are grateful for the encouragement and effort of Marion Russell.

Since the time we started TNI, the staff and projects have grown from just the two of us to many. Three people who helped immeasurably with this edition: Jean Sullivan, Linda Ottavi and John Boynton. Thank you, you three, for the many ways in which you’ve contributed to this process, many times late into the night. We also appreciate Dianne Brause’s contribution as the first person to join our work at TNI.

We’ve benefited from the support of Bob and Suellen McAndrews, who made their maiden voyage to visit us in West Newton just as we began our research in 1979. That they are now neighbors, and that Bob is now our business partner, makes us happy indeed.

Through Bob’s involvement here, we were able to launch our computer networking enterprise, but not without the help of Bill Johnson of Digital Equipment Corporation. Keep the faith, B.J.

Larry Brilliant and Ron Weiser have helped us shape an idea into a real business, practicing the best of networking principles as they go. We feel blessed to have met you, Larry and Ron.

June Mullen has been a mainstay in our daily support, coming and going since the early days of our research, making numerous trips to the printer, and generally caring for our family in ways one would expect from a much older person.

Our friends at Roberts Printing, Tom Larson, Frieda Campbell and Gary Walsh, who have printed everything we’ve published at The Networking Institute, including the periodicals in which much

of the material included here first appeared, deserve more credit than acknowledgments provide.

So do other friends and colleagues who have encouraged and supported our work again and again: Tom Hargadon, Jimmy and Holly Morris, Lucrecy Johnson, Mirtala, Lisa Woody, Emily and Tom LaMont, Judy Smith and Robb Burlage, Priscilla Harmel and Alan Shapiro, Kate and Ben Taylor, Ron Blau and Judy Levin, Angela Smith, Phil Collier, Stan Pokras, Christine Siegrist, Frank Catanzaro, Gerald McDade (senior and junior), Bill Ellis, Richard North, Bill Reckmeyer, Pat Wagner and Leif Smith, Darrell Icenogle, Eric Williams, Kim Lanzillotta, Anne Marie McDonald, Jody Tamis, Bob Mueller, and Peter Russell.

One friend, also a colleague of several years now, has enabled us to see what a miracle networking can be: Sandra Gear. The early and continuing support of Mark Horowitz and Abby Seixas is also much appreciated.

Our relatives have been our friends too: Ann Stamps, Ethel Lipnack, Eric Lipnack, David Stamps and Susan Stamps.

Finally, we have our children, Eliza and Miranda, to thank as well. Precious girls, we love you. You give us strength and understanding.

Jessica Lipnack  
Jeffrey Stamps

West Newton, Massachusetts  
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