

# CONTENTS

<i>List of Illustrations</i>		<i>xxi</i>
<i>Introduction</i>		<i>xxiii</i>
<b>Chapter 1</b>	<b>Why The Way to Work</b>	<b>I</b>
	Shapeshifters	2
	eSun	8
	How It Feels	11
	The Virtue of Virtual Growth	15 22
<b>Chapter 2</b>	<b>Networks From Tribes to Networks</b>	<b>27</b>
	It's Official	27
	The Networked Community	28
	What's Old, What's New?	35
	Network the Ages	40
	Managing	43
	The New	44
	Personally Speaking	46
<b>Chapter 3</b>	<b>Teams Toward the Twenty-Second Century</b>	<b>47</b>
	Our Company Never Closes	47
	Team 101	55

---

	Four Ages of Small	58
	Crossing Boundaries	62
	The People Boundary	66
<b>Chapter 4</b>	<b>Trust</b>	<b>69</b>
	<b>Virtual Relationships</b>	
	Benefits	69
	Two Paths, Two Societies	71
	New Gold	78
	Capital Across the Ages	82
	Creating Social Capital	85
<b>Chapter 5</b>	<b>Place</b>	<b>93</b>
	<b>Home Is Where the Site Is</b>	
	Sun's Corporate DNA	93
	Moving from Place to Place	102
	Two Places	111
<b>Chapter 6</b>	<b>Time</b>	<b>115</b>
	<b>The Virtual Pulse</b>	
	Dimensions	115
	On the Wings of a Big Bid	115
	Five Phases of Flight	123
	Life Cycle	125
	Together and Apart	130
	Stretching Time	134
<b>Chapter 7</b>	<b>Purpose</b>	<b>137</b>
	<b>Why We Work</b>	
	Turning Hierarchy on Its Side	137
	Authority	145
	Why Cooperate?	149
	Discovering Purpose	152

---

<b>Chapter 8</b>	<b>People On the Ice Together</b>	<b>161</b>
	“All of Us Smarter than Any of Us”	162
	Reinventing Government	164
	Stress	169
	Members	173
	Leaders	175
	Levels	180
<b>Chapter 9</b>	<b>Links Being in Touch</b>	<b>187</b>
	Connecting across Centuries	187
	Circa 2086	189
	Four Ages of Media	196
	Atoms and Bits	202
	Communicating	208
<b>Chapter 10</b>	<b>Launch Do It Yourself</b>	<b>211</b>
	Your Journey	212
	Seven Steps	214
	Play It Again, Sam	225
<b>Chapter 11</b>	<b>Navigate Course Correction for Cyberspace</b>	<b>227</b>
	The Virtual Team Room	228
	Holding the Whole	234
<b>Chapter 12</b>	<b>Theory A System Science of Virtual Teams</b>	<b>239</b>
	The Periodic Table	240
	Pattern Language for Virtual Teams	243
	Systems	249
	Smart Teams	253

<b>Chapter 13</b>	<b>Think</b>	<b>255</b>
	<b>Reaching for Possibilities Together</b>	
	Mind	255
	How Groups Think	260
	Group Reality	265
	A Place to Think	268
	Learning	271
<b>Chapter 14</b>	<b>Future</b>	<b>273</b>
	Star Maker	273
	Searching for Intelligence	275
	At the Frontier	277
	Islands of Trust	279
	The Biological Internet	282
	<i>Notes</i>	285
	<i>About the Authors</i>	301
	<i>Index</i>	303

## LIST OF ILLUSTRATIONS

Figure 1.1	Global Internet Map	2
Figure 1.2	The Virtual Edge	8
Figure 1.3	Colocated to Virtual Distance	21
Figure 2.1	The Networked Community	32
Figure 2.2	Four Ages of Organization	36
Figure 2.3	Layers of Organization	42
Figure 3.1	Four Ages of Small	59
Figure 3.2	Varieties of Virtuality	62
Figure 4.1	Modern Outcomes of Ancient Social Capital	76–77
Figure 6.1	Four-Dimension Model	116
Figure 6.2	“Stressed S” Team Process	128
Figure 7.1	Eastman Pizza Chart	144
Figure 7.2	Sources of Authority and Power	148
Figure 7.3	Flow of Purpose	156
Figure 7.4	Corporate Purpose Breakdown	157
Figure 8.1	Roles Integrate “Me” and “We”	175
Figure 8.2	Rings of Involvement	181
Figure 8.3	Early Evolution of Team Levels	182
Figure 9.1	Communications Media Palette	199
Figure 9.2	Media Similarities and Differences	206
Figure 9.3	Communication Links	208
Figure 10.1	Name	215
Figure 10.2	Mission	216
Figure 10.3	Milestones	217
Figure 10.4	Goals	218
Figure 10.5	Team Table	220

Figure 10.6	Relationship Matrix	221
Figure 10.7	Media Plan	224
Figure 11.1	Virtual Team Process	231
Figure 12.1	Periodic Table of Organizational Elements	240
Figure 12.2	Hierarchy Ruler	247
Figure 12.3	“Glass Box” Network	250