

INDEX

- Ackmann, Bill, 109
Adolphus, Gustavus II (King),
76, 196
Adverse Childhood
Experiences
(ACEs), 68–69
Airbnb, 2
Altruism, 130–132
Ancona, Deborah, 77
Apple, 1
Artists, 29, 31–33
Axelrod, Robert, 119

Balanced contribution,
94–95, 203
Barnstars, 108
Battle of Waterloo, 68
Bedingungsloses
Grundeinkommen,
234
Berners-Lee, Tim, 29, 93,
96
Betreibungsamt, 106
*The Better Angels of
Our Nature*
(Pinker, Steven),
130
Bocuse, Paul, 49
Body/wave duality, 61
See also Wave-particle
duality
Boyle, Robert, 74
Braque, 49

Central leadership, 92–94
Charles II, King, 74
Chesky, Brian, 79
Civilization, basis of, 27
CLNs. *See* Collaborative
Learning Networks
(CLNs)
C3Ns. *See* Collaborative
Chronic Care
Networks (C3Ns)
COINs. *See* Collaborative
Innovation
Networks (COINs)
Collaboration layer
collaboration, 132–135
collaborative competition,
141–143
collaborative competitors,
138–141
competitive collaboration,
139, 146–152
egoism, 130–132
violence, 136–138
Collaborative Chronic Care
Networks (C3Ns),
163, 220–223, 230
Collaborative competition, 25
Collaborative healthcare,
218–220
Collaborative individual
COIN, 170–180
COIN creation workshop,
180–182

- COINS course, 182–188
- happiness, 157–164
- renaissance humans, 190–193
- web, 164–169
- Collaborative Interest
 - Networks (CINs), 92
- See also* Collaborative Innovation Networks (COINs)
- Collaborative Innovation Networks (COINs), 3, 9, 73–74, 169–172, 174–183
- Airbnb, 80
- collective consciousness of, 88
- course, 182–188
- creation workshop, 180–182
- creative potential of, 85
- prototype of, 75
- quality of, 88
- role of leaders, 76–79
- strength of, 87
- Uber, 80
- Collaborative Interest Networks (CINs), 76, 79
- Collaborative Learning Networks (CLNs), 83
- Collaborative open source healthcare, 225–227
- Collaborative organizations, 200–201
- Collaborative society
 - benefits of collaboration, 243
 - bitcoin, 238–239
 - collective collaborative future, 250–254
 - economic success, 246–249
 - happiness, 246–249
 - social capital Trumps financial capital, 233–237
 - transparency Trumps privacy, 240–242
- Collective consciousness, 46, 47, 69, 70
 - innovation, 56–59
 - rise of, 52–55
- Communication, 2, 46, 122, 200
- Competitive collaboration, 139, 146–152
- Cooking, 49
- Customer satisfaction, 201–205
- Darwinist evolution
 - motivates, 27
- Dunbar, Robin, 47
- Editing wars, 42
- e-mail, 92, 163
- Emotional intelligence, 23–27, 61
- Empathy, 23–27, 59–62
- Employee dissatisfaction, 208–210
- Entanglement, 62–64
- Entrepreneurs, 29, 30
- Extrinsic motivation, 27–33
- Facebook, 2, 92
- Fairness, 3, 115–117
- First World War, 25

- Five-layer model of collaboration, 8–18
- Ford, 21, 22
- Ford Annual Reports*, 23
- Ford, Bill, 22
- Forgiveness, 3, 119–120
- Franklin, Benjamin, 74
- Free markets, 128, 144–146
- Frey, Bruno, 157
- Galilei, Galileo, 75
- Gates, Bill, 29, 30, 31, 58
- Gebbia, Joe, 79
- General Electric (GE) system, 22
- Generosity, 122
- Glory, bad motivators, 33–42
- Goleman, Daniel, 24
- Google, 2, 29, 130
- Google Ngram data collection, 137
- Grooming, Gossip, and the Evolution of Language* (Dunbar, Robin), 47
- Gropius, Walter, 49
- Heisenberg uncertainty principle, 64–66
- A History of Knowledge: Past, Present, and Future* (Van Doren, Charles), 115
- Homo collaborensis, 3, 128–153
- Homo competitivus, 3, 128–153
- Homophily, 28, 158
- Honest sentiment, 97–98, 204
- Honest signals, 99–100
- Honest Signals – How They Shape Our World* (Pentland, Alex), 92
- Honesty, 3, 117–119
- Hook, Sandy, 52
- Hopkins, Johns, 48
- Human communication, 46
- Human population growth chart, 134
- Human swarm, 2
- Infant mortality COINs, 223–225
- Inflammatory bowel disease (IBD), 220
- Innovation, 2
- Innovative biotech, 216–218
- Innovative employees, 212–216
- International Committee of the Red Cross (ICRC), 247
- Internet, 8, 76
- Internet-based crowdsourcing businesses, 80
- Internet Engineering Task Force (IETF), 169
- Intrinsic motivation, 27–33
- Invisible College, 75
- IQ, 25
- Jobs, Steve, 1, 2, 28, 57–58
- Junto, 74, 75
- Kandinsky, Wassily, 50
- Klee, Paul, 50
- Language, 47–48
 - of cooking, 49
 - defines, 46
 - of music, 48–49
 - of painting, 49–52

- Leibniz, Gottfried Wilhelm, 75
- Limb, Charles, 49
- Listening, 3, 121–122
- Louis XVIII, 124
- Managers, 29–30
- Mandela, Nelson, 121
- Marshall, S.L.A., 136
- McCain, John, 24–25
- McLuhan, Marshall, 164–165
- Mengele, Josef, 24
- Meritocratic rating system, 108, 111
- Mirror neurons, 26–27
- Money, bad motivators, 33–42
- Motivation pyramid, 33, 41
- Mulally, Alan, 21, 22, 117, 128
- Music, 48–49
- Musk, Elon, 2, 28, 76
- Nasser, Jacques, 22
- National Institute for Children Healthcare Quality (NICHQ), 163
- Networking layer
COINs, 76–82, 88
coolfarming process, 83–88
medical COIN, 82–83
- Newton, Isaac, 75
- New York Times*, 29
- Nobel prize, 198–200
- Nowak, Martin, 120
- Obama, Barack, 124
- Oldenburg, Henry, 74
- 1-9-90 rule, 76–79
- Page, Larry, 2, 28–29
- Painting, 49–52
- Payment enforcement, 106
- Pentland, Alex, 70, 92
- Physical layer
empathy, 59–62
entanglement, 62–64
language, 47–48
of cooking, 49
defined, 46
of music, 48–49
of painting, 49–52
reflection, 64–66
- Picasso, 49
- Pichai, Sundar, 29
- Pinker, Steven, 130
- Power, bad motivators, 33–42
- Predicting sales success, 210–212
- Ramachandran, V. S., 26–27
- Rapid response, 96–97
- Reboot, 66–70
- Reflection, 64–66
- Renaissance humans, 190–193
- Responsiveness, 204
- Rotating leadership, 95–96, 204
- Scientists, 31
- The Second Machine Age* (Brynjolfsson, Erik), 233–234
- Second World War, 66, 136, 137, 141, 143
- Self-criticism, 3
- Self-reflection, 3
- Shared context, 98–99, 124
- Sigmund, Karl, 120

- Signal layer
 balanced contribution,
 94–95
 central leadership, 92–94
 honest sentiment, 97–98
 honest signals, 99–100
 rapid response, 96–97
 rotating leadership, 95–96
 shared context, 98–99
 social quantum physics,
 100–103
- The Social Conquest of Earth*
 (Wilson, E.O.), 140
- Social network, 156, 161,
 163, 165, 166, 169
- Social Physics: How Social
 Networks Can
 Make Us Smarter*
 (Pentland, Alex), 70
- Social quantum physics, 46,
 69, 70, 100–103,
 196
- Sociometrics and Human
 Relationships*
 (Gloor, Peter), 163
- Sports, collaborative competi-
 tion, 25
- Stack Overflow, 147, 147,
 149
- Strong leadership, 122,
 196–198
- Swarm business, 2, 4–8
- Swarm leadership
 bad motivators, 33–42
 creators and executors,
 27–33
 emotional intelligence to
 empathy, 23–27
- Swarm, steps for building a,
 160
- Teachers, 29, 31
- Tesla, 2
- Theory of mind, 59–62
- Torvalds, Linus, 29, 41
- Transparency, 3, 112–115
- Trump, Donald, 24, 243, 246
- Twitter, 92
- Uber, 2
- Unconditional basic income,
 234
- Virtual mirroring, 101,
 206–207
 collaboration, honest sig-
 nals of, 122–125
 fairness, 115–117
 forgiveness, 119–120
 honesty, 117–119
 listening, 121–122
 ratings, 107–112
 transparency, 112–115
- Wall Street, 23
- Wave-particle duality, 59–62
- Welch, Jack, 22
- Wikipedia, 92
- World Wide Web, 93, 94, 98,
 212
- Yousafzai, Malala, 76, 77
- Zika virus, 82–83
- Zuckerberg, Mark, 2, 29,
 41, 76