



THE ART OF REVOLUTION

DON'T JUST BUILD A BUSINESS,
START A REVOLUTION

*"These ideas, sourced & assembled so uniquely and brilliantly,
strike me as crucial new thinking for our time." -Gary Goldstein,
Producer of Pretty Woman, CEO The Goldstein Companies*

J O N A T H A N F I E L D S

WHAT I'M ABOUT
TO SHARE WAS
NEVER
SUPPOSED TO
BE PUBLIC...



THE CRAZY BACK-STORY

It began as a personal research project, exploring how mass movements, revolutions, evangelist organizations and charismatic leaders capture the hearts and minds of millions and move them to action.

I was on a hunt for patterns. To see if there was a way to integrate all these worlds. To create a roadmap that could fuel not only social causes and movements, but launch bodies of work, businesses, products, brands and careers with the speed and power of a revolution.

Because, if you could do this, then you could not only launch or grow a venture exponentially faster and with a fraction of resources, you could massively expand reach and impact globally. The holy grail of launch and growth hacking.

I looked at everything from faith to felons, ministers to misfits, icons to infiltrators. I became obsessed with the way ideas and actions ripple into the collective consciousness, fueling mass

numbers of people to action.

I mined the language of influence, social dynamics, social-technology, mega-church evangelism, cultural anthropology, corporate culture and story-architecture. Then integrated what I learned with my experience as a lifelong maker, entrepreneur, artist, community builder and student of language, influence and writing.

At a certain point, a new way to fit all the puzzle pieces together began to emerge. And a coherent, powerful and robust “Framework for Nonviolent Consumer Revolution” took form.

As this was all happening in secret, a friend who was a conference organizer asked me to give a keynote at an event he was running. It was an invite-only gathering of 80 of the most-accomplished health and medical visionaries, educators and CEOs on the planet. No cameras, no recording, this was about two-days of raw truth and breakthrough ideas.

WHAT HAPPENED NEXT CHANGED EVERYTHING....

With a fair amount of reluctance, I offered to talk about what I'd been working on. Why the reluctance? Because this was never supposed to be public. It was for my own edification and application. I'd already put just a few elements of the framework into action and seen powerful results.

A few months later, I found myself standing in front of those 80 sets of genius eyes. Nervous as hell. These were people who could not be snowed. They represented billions of dollars of revenue, revolutionary ideas, and millions of people served on a global scale.

As I spoke, heads were down and people were furiously writing. There was almost no audience engagement. Kiss of death for a speaker. I thought I was bombing. I wondered if they thought I was just some lunatic with a radical idea. The one thing I did know was that they'd never heard anything like it. When I finished, the room remained silent...then erupted. After a fast and fierce Q&A, I walked out of the room to clear my head.

What the hell just happened?

I passed a man gesticulating wildly and panting into his phone. He grabbed me as I passed and shouted into the phone, "this is the guy, yes, he's here right in front of me." Then to me...

That was astonishing, I'm on the phone with my business partner, we're rebuilding our entire company around your framework!

What? But, it's not even complete yet?!

Over the next two days, a parade of similar conversations ensued with physicians, founders and CEOs. I've been writing and speaking for years in front of audiences of all sizes. And, in all that time, I've never received anything like the response that one talk generated.

Someone in the audience was running a conference in Vegas the next week and asked me to fly down to give the same talk. I did. This time, the audience ranged from activists to artists and corporate titans to educators. Same exact result. I've since shared it a few more times as a keynote. Every time, the same thing happens. People won't let me out of the room (which is just a wee bit uncomfortable for this introvert). They want

learn more, to go deeper. And they want help.

And, the big question, the one everyone asks over and over is...

What are you DOING with this?

My answer at first, "nothing, it's for me. This was never supposed to be a public thing. End of story."

"You can't DO that," came the replies, "I don't think you realize what you've stumbled upon."

Still I resisted. "Seriously" I answered, "there's nothing all that revolutionary about this. Of the core elements in the framework, I didn't create a single one. All I did was see a way to put them together. Plus, this isn't my THING, I'm building my own venture. I don't have time to make it my 'thing.'"

Again, came the reply.

You can't walk away from this, it needs to be shared.

To which I'd answer, "Just watch me."

BUT THAT ONE LINE BEGAN TO HAUNT ME.

"YOU CAN'T WALK AWAY FROM THIS."

I KEPT COMING BACK TO IT.

But that one line began to haunt me. "You can't walk away from this." I kept coming back to it.

And, so finally, I relented. I decided to share it as an experiment with a limited number of people in a private webinar at the end of 2013. I announced the webinar. Twenty-four hours later, nearly 2,500 signed up and I freaked out. We added an overflow webinar the next morning, because my webinar system only has 1,000 lines. In a matter of hours, another thousand signed up for that.

After the webinars, the reaction was the same. And I started to realize there was something bigger going on here. My whole team felt it.

This was never supposed to have been a "thing," we say. And yet, here we are...

The manifesto that follows is an edited and expanded version of that first webinar. It reveals

the full 18-element Framework for Nonviolent Consumer Revolution; a methodology that taps the power of revolutions and movement dynamics, blends them with story-architecture, response messaging and social technology to potentially launch a career, body-of-work, brand, business, product or idea exponentially faster, and with a fraction of the resources and effort.

But I do have one ask.

It's free. But it is to be used for good, not for evil. Like I said in the beginning, this was not created with the intent of anyone ever seeing it but me. So, I was never concerned with how people might use it.

With my decision to share it, though, it's something I now have to consider. In fact, after each of the keynotes where I've shared the framework, I've been asked by audience members "what if the wrong people get their hands on this?"

My answer is twofold...

One, the framework alone is neither good nor evil. It's all about the intent of the people who wield its power.

And two, the "wrong" people—from dictators to warlords and cult leaders to institutions that seek to disempower—have already figured out a lot of it. They use it every day to build vast movements of darkness.

If anything, I'm hoping to provide the forces of light...people like YOU...with a roadmap to build your own path, movement, business, venture or body of work that provides an alternative path. One that not only fuels your vision and venture, but inspires, supports and empowers people to connect and come alive. That creates benevolent engines of belonging and belief. Because, the world needs that right now.

With gratitude,

Jonathan





MY INCITING INCIDENT

Tunisia. December 17, 2010. Twenty-six year-old fruit merchant, Mohammed Bouazizi walks out into the street and lights himself on fire in protest to oppression and harassment. This incident incites deep emotion and mass response. Thousands of people take to the streets. Protests begin around the country, global media takes note and less than a month later, the Tunisian regime falls.

It is a stunning moment on so many levels. But, what happens next takes the world by surprise and by storm.

Tunisia becomes the Middle East's Roger Bannister. Bannister was the first person to break the four-minute mile running. Until he did, it was always assumed that human beings simply could not run that fast. Bannister proved everyone wrong and, in doing so, made the impossible possible. But here's where it got really interesting. In the years after he ran the first-ever sub-4-minute mile, dozens of others do the same. Because the thing that was stopping them wasn't as much physiological as it was psychological. In a heartbeat, the belief system within the global communities of milers changed. Assumptions about limitations were shattered and that inspired massive action.

This same thing happened in the wake of the Tunisian uprising. People living under the dark cloud of oppression outside Tunisia said "if it happened there, maybe it can happen here." Tunisia became the inciting incident for a revolution of revolutions. Uprisings broke out in an expanding wave of countries. Some successful, some not. Some still ongoing. Looking back, the world calls this the Arab Spring, a series of mass revolutions that would eventually change profoundly the face and even the geography of entire countries and millions of people's lives.

Watching this unfold, I was filled with emotion. So much pain intertwined with hope and evolution and power and transformation. I became fascinated by the raw power of movements and revolutions. By their ability to effervesce around a touch point and a message, to rally large numbers of people to action. To affect change on a mass scale in a stunningly short period of time. I was mesmerized by the phenomenon and its potential impact the human condition. But, at the same time, the entrepreneur in me, the founder and maker and seeker, began to ask a different, more narrowly-drawn question:

"CAN THE CORE IDEALS OF POLITICAL REVOLUTION BE APPLIED IN A CONSUMER CONTEXT, SO THAT YOU BOTH EMPOWER LARGE NUMBERS OF PEOPLE AND AT THE SAME TIME GROW A BUSINESS, BRAND OR BODY-OF-WORK?"

Or to put it another way, can you swap political defiance for consumer defiance? Or, would doing this so bastardize the process of what movements and revolutions are about that it just wouldn't work?

WHY DO YOU CARE?

On one level, this started as a personal project and a deep interest. But it became pretty clear that if you could tap the power of movements and revolutions to launch or grow a venture, the benefits could be game-changing. You'd gain the power to leverage:

- A virtual army of consumers and leaders and evangelists working for the cause
- A shared sense of ownership in the outcome that fuels massive, sustained action
- The ability to scale reach, income and impact at a fraction of the cost
- The ability to scale reach, income and impact exponentially faster
- A highly-motivated community working to do amazing things.

Most important—you'd get to build something that empowers mass numbers of people to join together, make something extraordinary happen and create their own new realities. To build not just a business but an auto-expanding engine of growth and impact.



THE SECRET **STRATEGIST**...

It turns out, when you want to find out about nonviolent revolution theory and dynamics, all roads point to an 86-year-old University of Massachusetts Dartmouth Professor Emeritus of political science named Gene Sharp. Sharp has spent his entire professional life studying the dynamics of non-violent political revolution. About 30 years ago, he distilled his ideas into a process and released them to the world in a book called *From Dictatorship to Democracy*.

In that mini-treatise, he laid out the critical elements and dynamics of nonviolent political revolution. And he shared why non-violent revolution very often is far more effective than any type of violent revolution. He also shared 198 forms of nonviolent resistance, incredibly powerful. Nearly every revolution in the last 30 years has used *From Dictatorship to Democracy* as a guidebook.

Powerful information, but still, the huge question lingered. **Can Sharp's work be adapted to support a non-violent "consumer" revolution? Can it rally people to help launch an album, an event, a brand, a product or an entire company, then fuel rapid growth, sales, expansion and impact?** The answer is yes, but it needs to be both adapted and complimented by other fields of knowledge, for a few reasons.

One, Sharp's methodology is more about "disintegrating" the current regime than detailing how and what to build in its place. This makes sense in the political realm, each culture and dynamic is so radically different, it is exceedingly difficult to provide universal guidance for durable democracy that applies across all cultures and geographies. In fact, one of the lessons from revolutions, and we see it in the Arab Spring, is that building a better future is often a far harder process than tearing down an oppressive current reality.

On the business, entrepreneurial or commercial side, even when it's cause-driven, we have a fairly strong set of processes that guide us in building what we want to create or moving large numbers of people to a better experience that already exists. Sharp's ideas don't speak to this.

Two, emergence of social technology as an organizing tool, action catalyst and message accelerant is a game-changer for both political revolution AND for business and artistic revolution. But, only if you deeply understand its capabilities, limitations and ethos and tap it in a way that allows you to ride the wave, rather than get pummeled by it.

Three, messaging and story-architecture is a critical

piece of the puzzle. In political revolution, it tends to emerge more organically, the story and rally-cry are fairly self-evident. In a commercial context, it can be equally powerful, but often requires more effort to craft deliberately. There is an assumption of “purer motivation” on the geo-political stage. But in the world of business, art, performance or for-purpose ventures, the “why” becomes much more suspect since the end goal eventually will involve money changing hands. So you need to be far more deliberate in how you tell your story to ensure you are not perceived as being in any way opportunistic or predatory.

And, four, most obviously, Sharp’s methodology is about regime change. It wasn’t about commercial endeavors. Truth is, I wondered whether that single difference would make all the tenets of revolutions and movements unavailable or ineffective. Turns, out, the answer is no. Sharp’s ideas can not only be applied in this new realm, they can be massively effective. But, you need to adapt and expand upon them, you need to bring them to life differently.



A NEW FRAMEWORK FOR “CONSUMER” REVOLUTION EMERGES...

Building on this foundation, I began to utterly geek out. I’m that oddball who latches on to channels of interest and explores them fiercely. Over the last two decades, these areas of exploration have included entrepreneurship, influence and the psychology of language and behavior-change, story-architecture, response-marketing, social dynamics and technology and evangelist growth mechanics. I know, like I said, total dork, but I’m somewhat obsessed with why people do what they do.

I began to bring my experience in these worlds into the quest to develop a robust framework for nonviolent “consumer” revolution. And, over time, patterns began to emerge. Data points from worlds I never thought would collide began to form a powerful mosaic. And a new methodology was born.

In the beginning it was entirely for me to apply, to my own ventures. But once I showed it to people, the response was, “this is larger than you. It can not only help a lot of businesses, but a lot of causes, foundations, artists and makers and other for-purpose ventures.” Put another way, it needs to be shared.

The framework is still a work in progress. My guess is this will always be true. I will constantly be researching, testing and refining it. But even in it’s current state, there is power in the application of even select elements of it.

In the pages that follow, you’ll learn the 18 elements. You don’t necessarily have to have every single one in place to get tremendous benefit. The more you integrate, the more powerful the potential compounding effect, and the more likely you’ll be to experience the potential for profound outcomes.

ONWARD THEN...

1

REVOLUTION AVATAR: WHO IS YOUR REVOLUTION SERVING?

To tap the power of revolutions, you first need to define what I call your revolutionary avatar or "RA." Who is that person who is going to join the revolution, become an advocate, a participant, a consumer, a listener, viewer or co-creator, a deeply committed member and potentially even become a leader that helps grow this venture far beyond you? This is a step that almost everybody skips, because it's hard work.

Skipping it, though, is a near death knell to your ability to succeed. Because you cannot effectively serve, speak to or rally someone if you don't understand (a) who they are, (b) what they care about, (c) what's wrong, (d) what they fear, and (e) where they'd love to go.

Defining your RA allows you to better understand what people need and how to give it to them or create it for them. It also lets you speak to that person in a powerful, direct, relevant way. Like you're in his head, you already know what he needs. And it also does one other thing, it helps ensure

you're truly connected to your RA, you care about them. Very often, because they are you. When you have that, people will feel your authenticity and your ability to truly connect and serve goes up exponentially.

So, who is this person you seek to serve and rally to join with others to solve a bigger problem? Where does she live? What's her mindset? What does she think about? What is her life like? What are her needs or aspirations, hopes, desires? This takes serious work to be able to do it effectively, but if you don't do this work, almost everything else that you try and do will fail. Without a well-defined RA as your starting point, your ability to serve, message and rally the right person at the right time in the right way will be left largely to luck.

Defining your RA applies in fields that might not be so apparent.

This applies whether you're an artist or an entrepreneur. What might happen if you went beyond just creating in a vacuum and hoping someone will like what you've made? What if you really took the time to understand what drives the people you most seek to connect with, touch, inspire or uplift? Who will join your army of listeners? What are their lives like? What makes

them who they are? What draws them to you and what you create? What will draw them to each other? Are they freaks? White-shoed toe-tappers? Metal-heads? Hipsters? What are their lives like?

Understanding these things is the difference between putting on a show and building a connected, mission-driven community. The latter is where the true power lies.

An interesting, non-traditional case-study is Rick Warren, the founder of Saddleback Church. Warren dropped into the middle of nowhere in Southern California and said, "I'm going to start a church." Rather than just showing up and hanging out and building what "he" wanted, he spent the first few years out in the community, interviewing people on a quest to understand the lens the locals brought to faith. He asked about their lives, what they needed, their views on God, church and commitment. He asked what was working for them and what wasn't. This allowed him to better get how to create a community and culture around faith that opened huge numbers of people to the Gospel who'd been turned off for years.

Warren is a polarizing person with very strong beliefs. That may resonate or repel you and we'll talk about beliefs later. I'm not asking you to

accept his views. I bring him up here purely as an extraordinary example of someone who has built a massive, mission-driven community by first understanding the needs of the people he sought to serve.

It's a fascinating example also, because, unlike entrepreneurs or brands who have the ability to create or modify their core offering from the ground up around the needs of their "market," his core product—the teachings—weren't something he felt

he could just "adapt" to make people happy. It was sacred. Many artists, performers and makers feel the same about their art. What he knew, though, was that the bigger experience and culture you create "around" the core offering plays a critical role in the way people interact with what you put into the world. And that is where there is immense room to play.

AND THAT IS WHERE THERE IS

IMMENSE ROOM TO PLAY.

THERE IS ALWAYS PAIN
HIDING IN THE
SHADOW OF DELIGHT

2

IDENTIFY SHARED PAIN

The second element is identifying a shared oppression or pain. You have to understand what people are living with. How is it keeping them from joy, belonging, awe, vitality, ease? What is the pain or unease or disease they would love to be free from? What is the driving emotion behind it? Beyond the feeling that I'm stuck, I'm in pain, I'm isolated, I don't have what I want, I'm not fully expressed, whatever it may be, it's the emotion behind that.

More important, what's that pain keeping you from doing? Is this thing felt or latent? Because if it's felt, then you can speak to it fairly easily, but a lot of people are living with some oppression or pain, and it's not on the surface. They bury it. They don't want to own it, because if they own it and they don't do anything about it, it creates even more suffering. So, they basically say, "I don't feel this." You've got to understand whether it's actually felt or latent, because you respond to that differently.

You need to understand the pain for a number of reasons. One, it allows you to solve it more effectively, if in fact you're capable. Two, it allows



you to build messaging that speaks directly to it. Three, it allows you understand whether it is a unique pain or a shared pain.

Unique pain is something relevant to only that individual or a small number of folks just like them. Unique pain does not lead to widespread, harmonized action, so it is not a great basis for a revolutionary or movement approach to career, brand or venture-building.

Shared pain, however, is something that exists across larger numbers of people. This is the type of unease that can serve as a powerful engine for connection. Shared pain binds people together. It also fuels action. It is far more difficult to sustain action when you're alone in what you're feeling than it is when you are part of a larger group acting in concert.

By the way, one of the greatest societal pains right now, both latent and felt, is loneliness. People

BY THE WAY, ONE OF THE GREATER
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IS LONELINESS.

can't find their people. Very often, the simple act of creating a vehicle to bring like-minded people together removes that pain. Add in the shared quest to do something deeply meaningful and you get a double-shot of belonging and purpose that transforms pain into power.

A fascinating example of this is the fitness industry in the US. I've founded, grown and sold ventures in this space, so, I know the industry well. For more than 30 years, 80% to 85% of US adults will not join or stay members of health clubs. At the same time, more than 90% say they must be exercising every day to live the life that they want to live.

There's this massive disconnect. People are in incredible pain. Obesity, disease, inflammation, chronic pain, anxiety and depression are rampant. Exercise is potent medicine for all. People know this and want to exercise, but the solutions that are being provided on a mass level by the industry are often a blend of terrifying, boring, alienating, ineffective, inconvenient or all of the above. It's just layering pain on top of pain on top of pain. Add in guilt, because folks know and want to exercise, but every time they try, they're terrified and rejected by the solutions available.

Crossfit is an interesting case-study. They see this pain and they're not wedded to the traditional model. So they basically create a solution that is the

exact opposite of the industry, and along the way they create a revolution in the way that fitness is experienced. Instead of boring, it's engaging, novel and exhilarating. Instead of alienating, you are an instant member of a mission-driven community that will support you until the end. Members become die-hard evangelists not just for each other, but for the bigger brand. Whether you agree with their fitness modality or not, the way they've tapped a series of longstanding, pervasive pains is a stunning example of what can be done when you understand and respond to pain..

But, what if your business is about expression and delight, not pain?

What about people like artists, musicians, professionals and makers who see themselves as operating largely on the delight side of the spectrum. We'll speak more about the delight side of the spectrum when we talk about where we're taking people in a later element. For now, a simple answer...

There is always pain hiding in the shadow of delight.

All emotions are rooted in contrast. Without the darkness, you cannot know the light. So, you create moments of awe and transcendence, which

simultaneously remove moments of complacency and futility. You create moments of connection and expression, which alleviate the pain of isolation, lack of belonging and an inability to be with people who accept you as you are. You create beats, canvases, verses, events that move people, and in doing so, lift them from the pain of a flat-lined life. It is the existence of pain that allows you and them to know when you are no longer in it.

So, when musician, Amanda Palmer, leverages Kickstarter to raise over \$1 million for an album, she's not just crowdfunding an album, she's tapping revolution dynamics to do something much bigger. She's creating a vehicle that lifts people out of the pain of isolation, end-running the pain of having to go through gatekeepers to hear and see great art, and rallying the energy of the collective to resolve the pain of a pervasive lack of purpose and giving them a mission to play a role in.

Final thought. People often struggle with the idea of leveraging some pre-existing pain as a motivator for action to remove it. What you've got to understand is that you didn't create the pain. You're simply asking people to own their current realities as a tool to inspire a better one. Pretending pain doesn't exist and refusing to explore it denies those you most seek to serve, inspire and connect with a strong motivator for action and elevation.

NEXT WE NEED
TO IDENTIFY
THE DICTATOR.

(IF YOU DON'T LOVE THE TERM,
JUST SWAP IN "SOURCE OF PAIN"
OR "COMMON ENEMY.")



3

WHO IS YOUR
DICTATOR?

This is maybe the single most contentious element of the framework. Most people don't like the thought of calling out someone else as "bad." So, I'm often asked, "do I have to 'name' a person and will I have 'take that person down?'"

Short answers, it depends and no. You DO have to identify a dictator, because it serves as an incredibly effective way to better understand how to get people out of pain and rally them to your cause.. But you don't necessarily have to publicly "name" it or any individual. And you don't have to destroy it in order to succeed.

Here's what I mean. In politics, very often the dictator is a person and/or a regime. Generally, they must be both identified and named. But in the business or for-purpose venture world, very often it's not an individual. The dictator is:

- A company or institution
- A paradigm or industry
- A defining trait or set of traits
- A societal norm, or even...
- An internal saboteur

Actually one of the most effective ways to harness the power of revolution without ever naming a person or company as your Dictator

is to identify the Defining Traits of that person, company or product that are causing harm and then call those traits out as the dictator.

Here's an interesting example. There's an infomercial that's been long-running for a line of hair care products. At a certain moment, the founder turns to the camera and says something like, "If it foams, it strips." He's taken a defining trait of every single competitive product and named it as the dictator. Every time someone lathers up, they'll be thinking bad things about their shampoo. What's really fascinating about this is that shampoo does not naturally foam. It foams because companies add a foaming agent to make people feel like something's happening. So, the psychology is stunning here. He's taken an element that's universal for all his competitors that doesn't exist naturally, that was added in to convince people the product is working and then named it as the dictator and said it's doing something terrible.

Another classic example is Apple's legendary 1983 television commercial that launched the Macintosh. It showed a woman running down an aisle of drone-like workers, throwing a hammer

to shatter a massive screen with that displayed a dictatorial figure. No company was ever named, but everybody knew it was IBM, and the pain or oppression was conformity.

Once you identify the dictator, you need to understand what is propping it up—the pillars of power, as described by Sharp—and create an alternative that is so much more compelling that those pillars move to support you. In this way, you don't have to topple or destroy the dictator, you just give its pillars of power something better to support and watch them move from the Dictator to you. Even if the dictator remains, it is left powerless and eventually either disintegrates on its own or becomes compelled to change its behavior and join forces with you

In political revolutions, these pillars are most often the population, police, military, industrial complexes and allies. In our context, they're most often some blend of customers/clients/patients, suppliers, vendors, distribution channels, trade organizations and more.

**BUT THE BIG ONE IS
CUSTOMERS.**

4

WHO IS YOUR LEADER?

We start with a really fascinating question: in this day and age with digital adoption and just mass proliferation of messaging, do you even need a leader? And the answer is maybe yes, maybe no, but for the most part, yes.

If you're looking to do something very short-term and not asking people to do a whole lot, you may not need that one person to organize and run things behind the scenes, because it happens so fast, and social technology can cause a big burst of energy that leads to a single action. But if you're looking to create something more sustained where there are more than a few basic behaviors that you're looking for people to take, you need somebody behind the scenes running the show.

One of the questions that emerges from this is "does it have to be me?" Or, "should" it be me?

What if you're introverted, or just don't have the need to be front and center? Do you have to be the person who's out there on the stump? Leading and rallying in a very public way? The answer, interestingly enough, is yes and no. You do need

to have or be a leader, but the leader can also be behind the scenes, organizing and orchestrating. In fact very often in political revolutions, the leader is hidden for safety reasons. We don't have that concern in the consumer context as a general rule, but even if the leader is obscured, there is always a leader.

So, what are the traits that you look for in a leader? Pretty basic, and you probably can guess a lot of these.

- **Humility**—you don't want a big ego-driven, arrogant person, because they won't connect with people.
- **Vulnerability**—someone who owns their humanity
- **One of us**—sharing a common pain and path cultivates believability
- **Trustworthy**—People need to believe what you say
- **Desire to serve**—lead by a true desire to serve

So, think about that if you want to step into that leadership role. And if not, is there somebody close to you who would be a better person to play that role.



5

CREATE AN INCITING INCIDENT

Every great story, every great revolution, every great movement generally starts with an inciting incident, an incendiary device that kick-starts all the action. Sometimes, it's naturally occurring. Sometimes, there's some geological thing that triggers mass action. Sometimes, it's political. Sometimes, it just happens.

More and more and especially in a commercial context it can be engineered, meaning that you actually create the moment that stops people in their tracks, introduces them to a new possibility and inspires that action needed to travel down this new path.

So when Apple would launch a new device that was destined to start a revolution, they would create a big, dramatic event. Most recently this has taken the form of giant events that are live-blogged to millions in real-time.

Increasingly, documentary film and online video are being used to create multisensory experiences that serve as inciting incidents. When James Colquhoun sought to launch a revolution to change the way people look at the food they put in their body, he

created a documentary called *Food Matters* that would serve as an inciting incident. He launched it online and it absolutely exploded. There was no theatrical release. But it rallied millions of people to watch, share, then change their behavior and tell others to join in.

Rallies, festivals, conferences, tours and pretty much any other kind of launch can serve this same purpose for those you seek to inspire and connect with.

One clarification, too. The inciting incident we are talking about here is, with rare exception, different than the inciting incident in your own person journey. In the example above, the thing that led James to start the Food Matters revolution was very personal. His father was getting sicker and sicker and he turned to nutrition as a way to help him get well. His father's illness was the inciting incident that led to his own awakening. And that, in turn, led James to create a similar experience of awakening on a more mass scale through an eye-opening, provocative media experience.

The *Food Matters* documentary, in fact served a dual purpose as an inciting incident in the form of a manifesto, which we'll talk about in more detail shortly.



6

IDENTIFY YOUR "AWAY FROM" RALLY CRY

We're now moving from the foundation elements into the key messaging elements, starting with identifying your "rally cry."

What are you rallying against? What is the source of pain? What do you want people to move away from? You need to identify this and also link it back to the dictator as a source. And, remember, in our universe, that Dictator very often is not a person or even an entity, it's a paradigm of defining trait. You may also have to do one other thing. If the pain is felt, then it's going to be on the surface and can serve as an effective rally cry. Your community knows what's not working, so they can see what they want to move away from. It's easier to say "We don't want X!" when they already feel X.

But if it's latent, meaning people are in a lot of pain but they're not owning it, then part of your job in crafting the

rally cry becomes understanding how to bring that to the surface. What conversations, experiences or proof can you create that will allow people to step into their reality enough to want to change what's not working?

You then harness this desire to create a shared rally cry that both expresses "what must end" and unites people in making it happen.

This is a really important thing, though. You can't stop there. A lot of people stop there. They're all about tearing down, laying blame and complaining about what's not right. That's a piece of your RA's reality, but you do them and you a deep disservice if you leave the conversation there. Because the power of the rally cry is that it leads people not only away from pain, but toward something better. You need to be a part of that solution. So, let's keep building.

7

IDENTIFY UNIFYING BELIEFS

Building on the rally cry, now we add in unifying beliefs. These are beliefs that bind us together, where you stand up and say, "This is what I believe. This is what my heart says is true. This is the core set of values that I'm going to bring to this revolution, this venture, this endeavor, this movement."

You need clarity around it and strength and specificity. Then you share these values in the form of a creed. Your creed is your statement of strong beliefs. It can be text, video, audio, art or any other medium. It can be a page long, like the Good Life Project Living Creed. Or it can be a single sentence, like "all beings are created equal, regardless of race, sex, ability or anything else." As long as it is clear, specific and easy for anyone to "get." You may believe an interpretative dance piece beautifully expresses your beliefs with absolute clarity, but if nobody else instantly gets it, then that form of expression is not adequate. Make it an automatic process.

**DON'T MAKE
PEOPLE WORK TO
UNDERSTAND YOUR
VALUES AND BELIEFS.**

Creating your creed becomes a massively important tool. From a messaging standpoint, it gives you a strong statement for people to say “hell yes” or “hell no” to. You want people to say one or the other. Revolutions polarize. Strong ideas, businesses, ventures and movements all provoke strong reactions. That’s a good thing. If people don’t feel strongly, they won’t act strongly. Nor will they share or become members of your community.

THE KISS OF DEATH TO YOUR REVOLUTION, CAREER, BODY-OF-WORK OR VENTURE IS FOR PEOPLE TO LOOK AT WHAT YOU STAND FOR AND SAY “**WHATEVER.**”

From a team-building standpoint, your creed also serves a key role later in the process, when you’re assembling a team to help you grow your venture. It becomes a strong decision-making tool to see who’s in and who’s out, and it’s okay for people to be out. It’s okay for people to not belong and people to not actually have that same set of shared

beliefs. But the people who are in, you want them to all be on the same page about what’s fueling them.

Zappos is a powerful example of a mission-driven brand built upon the Zappos Family Core Values, a deliberate set of openly-expressed values and beliefs. Ostensibly a “shoe” company, Zappos is really something much bigger. They are a billion-dollar venture built upon the dual quest to create the best culture in the world and the best customer service in the world. Everything revolves around the core values and beliefs. In fact, after an initial window at the company, employees are offered thousands of dollars to leave. This is a test. If you truly buy into the core beliefs and mission, you’ll laugh at the money. If you don’t, you’ll take it and run, and everyone is better because of that.

Not long into building Good Life Project, I realized I needed to create my own creed. So, we released the GLP Living Creed. It has since been shared all over the web, printed out and we’ve had many requests to turn it into posters. People want to not only raise their hands in agreement, they want to post it to signal to others “this is what I believe.”

DON'T TRY TO BE DIFFERENT, BE *fierce* WITH YOUR TIME, BUT
OWN THE FACT YOU ALREADY ARE. *generous* WITH YOUR HEART.

PRESENCE, ^{NOT} PRESENTS. The biggest wall you've gotta climb is the one you build in your mind, you don't need a hammer to knock it down, **JUST THE WILL TO ACT.**

FIND AWE, let it **SHAKE** you, **MELT** you, **LIFT** you, then *share it.*

RITUALIZE THE MUNDANE ^{TO} **MAKE ROOM FOR THE BRILLIANT.**

HAVE A STRATEGY, *but be open to serendipity,* THE BEST THINGS IN LIFE ARE RARELY PLANNED. LIFE IS A STORY, if you wouldn't read the one you're telling, **WRITE A DIFFERENT ENDING.**

GENIUS BEGINS WITH A BURNING QUESTION, *what's yours?*

YOU WILL NEVER HAVE PERFECT INFORMATION, ACT ANYWAY.

^{IT'S MORE IMPORTANT TO CHOOSE} **THAN TO CHOOSE RIGHT.** *Don't confuse genuine peace*

of mind with the **PASSING LACK OF ANGST** that follows the demise of a dream but precedes a mounting wave of regret. **EASY IS NOT ALWAYS RIGHT.**

EMBRACE ^{THE} **THRASH.** Uncertainty is a signpost of possibility.

When you align **WHAT YOU DO** with **WHO YOU ARE,** **YOU'LL BECOME WHAT YOU NEED TO BE.**

BUILD A TRIBE, PEOPLE MATTER.

Love so deeply it cracks open the world. **HUG PEOPLE**

HELLO, THEN HOLD ON TO THE ONES WHO DON'T RUN FOR THE HILLS.

SERVE OTHERS, BUT DON'T LIVE YOUR LIFE THROUGH THEM.

Expose your soul, *vulnerability* is a gateway to strength.

////////// PAUSE OFTEN, LISTEN DEEPLY.

MOVE YOUR BODY, FEED YOUR BRAIN.

Lighten up, if you can't laugh at yourself, others will happily do it for you.

The quest to create something from nothing is a wholly irrational act,

DO IT ANYWAY. Lean into the abyss, do the thing that scares you most.

CREATE, DON'T REPLICATE.

FAILURE IS ONLY FAILURE WHEN IT DOESN'T MOVE YOU FORWARD.

CHOOSE GRATITUDE OVER GREED.

A GOOD LIFE ISN'T A PLACE AT WHICH ^{YOU ARRIVE,} it is a **LENS THROUGH** **WHICH YOU SEE** ^{and} create your world. *Rise up. Be your own guru.*

THIS IS THE BIG SHOW.

MAKE MEANING.

THE GLP CREED



8

DEFINE YOUR "TOWARD" VISION

Building on the rally-cry and unifying beliefs, we add the messaging element of the "toward" vision or solution. Simply put, what are you building that will help people and rally them to join with you to make it happen? What will be so compelling that it will inspire the dictator's pillars of power to move from it to you and what you're building?

You need to create a clear vision for that new reality. And, here's an important point; it cannot be small. Especially if you're asking people to not only "buy your stuff," but make that stuff a reality. It is near impossible to harness people to become not just buyers, but fellow revolutionaries, evangelists and future leaders if you're thinking small.

The reason is simple. People don't rally to make small things happen. What they rally behind is, "Oh, wow. This is big. This is going to make a huge difference in my life and the lives of so many other people. I want to get behind this, and I'll sacrifice. I'll work. I'll go out there and spread the word and evangelize, because I

PEOPLE
DON'T
RALLY TO
MAKE SMALL
THINGS
HAPPEN.

believe so deeply, and the impact is so potentially big and profound.”

You need to paint a clear picture of that great shared outcome. Engage every sense. Make it real and, if possible, make it present tense. As if we’ve already arrived. We saw Martin Luther King, Jr., do this incredibly powerfully in his famed *I Have a Dream* speech. When he kept moving people to that future state “This is the mega dream. This is where we’re going. I have been there, now we are all going to go there together.”

And, here is a critical point....

This is where you integrate your product, service, brand, art, creation, experience or venture.

Because very often the toward, the better reality, is either participation in your service, experience, product, business or brand. Or it is the opportunity to join together, rise up and help you create or grow what everyone needs. Even if you can’t yet define the precise solution, you must be able to define the key qualities of it. And, by the way, a great way to get to those qualities is to look at the Defining Traits of the Dictator and list the exact opposite of them.

But, and there is a big but here, you must never force your product, service, experience, brand, solution or company into the role of the toward. It must:

- Be an organic fit
- Genuinely move people out of their shared pain
- Be directly relevant to the community, the RA you are looking to serve

Too many times, I’ve seen great marketers or copywriters see gaping needs, craft tremendous “marketing funnels” and irresistible copy and offers, but then try to slide in a product that really doesn’t fill the need. This never works. Even if you can sell it, the returns and blowback will be brutal. And in the context that we’re talking about, leveraging revolution and movement dynamics to build a venture, you may well be viewed as predatory and opportunistic. That is a label you do not want. More important, it’s a behavior you do not want to take on. If you can serve, solve and rally in an organic, deeply-aligned and authentic way, do it. If not, just walk away.

A few interesting examples. Over the last 7 years, acclaimed blogger, *New York Times* bestselling author of *The \$100 Startup* and entrepreneur, Chris Guillebeau, built a massive online army of mission-

driven creators. Instigators and makers, united around shared pain, beliefs and aspirations. He identified who they were. He identified the pain—conformity, stifled expression and isolation—then rallied his tribe to co-create a powerful “toward” vision called World Domination Summit (WDS). WDS is a 3,000 person conference/festival that consumes Portland for 3-days every July. The name is actually a play on words, what’s he’s really created is Woodstock for World Changers.

For 3 glorious days, 3,000 people who feel alone, different come together and realize, “Wow, there are 2,999 people just like me. I’m not alone.” This desire to make meaning and connect with fellow nonconformist sells WDS out in a matter of hours every year.

Let’s circle back to musician and performing artist, Amanda Palmer. She didn’t just create and sell music, she brought together thousands and kickstarted a revolution. When she leveraged Kickstarter to bring an album to market, it wasn’t just about raising money to launch an album. It was about joining together around shared interests, beliefs, values, pains and the desire to be a part of something.

It was about raging against the traditional music industrial machine and showing them you don’t control us anymore. It was about building an engine

for deep connection, personal expression and respect. It was about creating something bigger, integrating music, art and belonging. This dynamic led more than 25,000 backers to contribute over \$1 million to make Palmer’s “Toward” a reality.

One final note about developing your “toward.” And it links back to the Dictator. The end goal, your “toward,” should not be tied to “having to” eliminate the Dictator. Identifying and naming a Dictator can serve as a powerful rallying point. But, but your core mission, what you’re really in this for, is to create something great. Whether the Dictator falls along the way or remains as a disempowered shell once its pillars of power move to you doesn’t really matter.

IN FACT, SOMETIMES, A WOUNDED DICTATOR CAN AWAKEN TO YOUR CAUSE AND BECOME AN ALLY. THIS CAN BE A WIN-WIN IF YOU’RE OPEN TO IT AND A SOURCE OF POWER THROUGH RECONCILIATION AND MULTIPLIED RESOURCES.

9

BUILDING YOUR RESONANT STORY

If you want to rally people to some kind of cause, whether it's non-commercial or commercial, building a powerful shared story is a must. You need to ask what is my personal story or the brand's story and what is the story that we want to build the revolutionary movement around. What is my RA's story and how do they tie into each other?

The archetype that tends to be most effective and most real is the classic hero's journey described by Joseph Campbell. You start out in pain, though you may not even know you're in it yet. There's an inciting incident, still you're reluctant, eventually you cross the threshold and the journey gets rolling. You face tests, gain allies, meet mentors, face an ordeal, find the elixir/salvation, become resurrected and then return home to share what you've learned and play the role of mentor to others.

In sharing that story, you're simultaneously telling the story of every other person who you would like to move into this movement and revolution. And as you tell that story, they transfer into it. The story

becomes what David Gordon called a therapeutic metaphor. This creates an incredibly powerful state of deep connection and resonance. And of course, whatever story you tell, it must be based in truth. You never make stuff up, you just learn how to tell the story in a way that's most compelling.

Once you've returned from your own hero's journey, you're now in a position to play the role of the mentor in your RA's journeys. This is where you share your story, then tap all of the earlier steps to create a unified, powerful message that moves people to action. And you put it all together in the next element.

A WELL-TOLD STORY
ILLUMINATES THE HUMAN
CONDITION AND MAKES A
BEELINE TO THE SOUL.



10

CRAFT YOUR MANIFESTO

Time to integrate all the prior elements into a single work, the manifesto. We know who we're creating the revolution for (the RA), what's ailing them, what the source of that pain is what's keeping the source in a position of power. We've stepped into the role of leader, seen the importance of defining or piggybacking on a powerful inciting incident.

Now, in the manifesto, we tie the pain and source together in a rally cry, establish a set of unifying beliefs and craft them into a creed. We paint a clear picture of a better reality that we've either already created for our RA or will create with their help. And we link our product, service, book, brand, business, work of art or venture to that solution.

We map our own hero's journey and share it in a way that allows our RA to transfer into it. **And now we bring these all together in one powerful message, in one place.**

THEN WE ADD THE CALL-TO-ACTION.

We pace our RA's current state and then offer glimpses of a future that could be. We "have a dream" and call people to rise up, to come together, to work as one to make it happen. And to do it now.

This is the power of the manifesto. A well-crafted manifesto catches fire. A poorly-crafted one, or one with missing elements falls flat.

How to weave all of these moving pieces together in the manifesto with the right tone and in the right order is something that's taken years, and a lot of failed attempts, to figure out. Admittedly, it's part art and part science. For me, even though I've written a number of my own manifestos—one launched a book, another launched a business—and consulted on many others, a truly robust roadmap didn't fall into place until earlier this year. I literally woke up with what I now call The Manifesto Code™ channeling through my head (we teach this in RevolutionU, but it's a bit too involved to detail in this short exploration of the framework).

A few other key points about the manifesto...

It does not have to be written. It's going to be different for different people, depending on both who your revolutionary avatar is and what medium you feel most comfortable with. It can be print. It can be digital. It can be video. It can be audio. It can be pretty much anything, whatever is going to be most effective for you and for the people whose minds and hearts and souls you're trying to inspire.

Over the past few years, I've seen a rising interest in the use of documentaries as manifestos. With production costs plummeting and the world adopting online video at a stunning pace, this makes a lot of sense. The Food Matters documentary is a perfect example. It had every one of the above-noted elements powerfully bundled into a multisensory experience, capped by a call to action. It was viewed over a million times in a short window and mobilized hundreds of thousands of people to raise their hands and say, "This must change." It also led thousands of people to join together and "fund" the revolution, purchasing DVDs and books in support of the mission and generating not only a global community, but a highly-successful business venture along the way.

My first book, *Career Renegade*, invited people

to build a career or business around, meaning, purpose and joy. But it came out in January 2009 during the single worst week in the history of the economy since the Great Depression.

I was trying to figure out how to change the story and rally people to understand that something bigger and longer-term was happening. Immense possibility in the shadow of unexpected disruption. The chance to do the thing that you really wanted to do and not be judged. Because the thing you were doing simply didn't exist any more. I also wanted to condition the market to be more receptive to rallying behind the book when it came out.

So, two months before publication, I wrote The Fire Fly Manifesto to offer this bigger reframe and call people to action. The manifesto took off online, moved thousands of people to action and profoundly changed what we were able to do with that book launch (pre-selling thousands of books and convincing the publisher to up the opening print run by 50%).

What about large businesses or brands? Will this still work? If they are genuinely mission-driven and building around the framework, yes. We've seen how Zappos leveraged its values and beliefs

to build a giant business that has revolutionized corporate culture and customer service. Zappos' built on this with a manifesto in the form of CEO, Tony Hsieh's blockbuster book, Delivering Happiness. The ideas in this book-form manifesto so strongly resonated, the book launched an entirely new venture, a Delivering Happiness culture training company that seeks to teach others how to build cultures of joy, happiness and, yes, profitability.

Now, it's time to move into the final elements and shift from messaging to execution and action.

"...THROW OFF THE BOWLINES. SAIL AWAY FROM THE SAFE HARBOR. CATCH THE TRADE WINDS IN YOUR SAILS. **EXPLORE. DREAM. DISCOVER.**" –MARK TWAIN

FROM WORDS
TO DEEDS

11

DEFINE THE PATH

This is where we really get into the nuts and bolts. How do we take all the foundation, the messaging and turn it into a viable venture?

Step 1 – Define the actions you want your RA to take. What are the steps, the path, from the very first action to the very last? This will, no doubt, change over time, but the more work you do around this in advance, the better guidance you'll be able to give and the easier it will be to adapt the path as needed.

Start by asking:

What are the behaviors we want people to take to allow them to become empowered and then to empower the entire community and then to allow that community to empower an expanding wave of people beyond them?

So, we start with the outcome that



we're looking to create, the "toward," and we reverse-engineer the steps that we need to get there. One of the biggest decisions that you have to make up front is whether your endeavor is going to be transactional or is it going to be sustained. That determination will have a massive impact on the path that you choose to create, the channels you choose to bring your venture to life and the behaviors that you seek to inspire.

Let's define transactional versus sustained...

A Transactional Revolution generally requires only a short, one-time action or limited number of fairly simple actions over the short window of time. You can build a Transactional Revolution to launch a show, book, product, concept, company or event. Instead of rallying people to build or connect over time, you just want to harness the energy of the framework to inspire purchase and word-of-mouth. It works stunningly well if it's the right project, and if it's the right ethic and intention.

A Sustained Revolution requires a series of more involved action over a longer period of time and often builds a stronger, larger and more connected tribe along the way.

TRANSACTIONAL REVOLUTION PATHS.

As a general rule, Transactional Revolutions are about a single and immediate outcome, and the behaviors are limited to:

- Consume – Engage with media, messaging and, potentially, conversation
- Evangelize – Share how the above has moved you in a real way
- Transact – Take action to get what's being promised

I've been seeing a number of people tap crowdfunding platforms like Kickstarter and Indiegogo to launch Transactional Revolutions lately. A fascinating example of this is Jake Bronstein and his apparel company, Flint & Tinder.

Jake wanted to revolutionize and reinvigorate the American cut and sew industry, but nobody really cared. People don't get excited about reinvigorating the American cut and sew industry. Jake realized, however, people would potentially rally around something far more personal.

He launched a Kickstarter campaign. On the face of it, he was looking to raise money to create a \$90 hoodie that he guaranteed would last for 10 years.

His funding threshold was \$50,000. Thirty days later, he'd rallied more than 9,000 people to pledge over \$1 million dollars. How? Because he understood the power of this platform to launch a Transactional Revolution.

Instead of just trying to sell a hoodie, he laid out a powerful argument. It's not the hoodie that you're buying. We exist in a world where you've got multi-billion-dollar apparel companies who are designing and creating apparel based on planned obsolescence. They use things like coarse thread and delicate fabric, because they know that six months after you buy this it's going to fall apart and you're going to be forced to buy something else. That's not cool. That's not fair. That's causing pain. That's taking money out of our pocket. It's disgusting, so we need to rise up and show them we're not going to take it anymore.

People weren't just buying a hoodie for \$90, they were raising their hand and saying, "We've got to teach that dictator (predatory apparel industry) a lesson." The revolution messaging was so powerful, Jake raised more than 20 times the funding threshold.

And if you don't believe that this was actually a revolution and not just transaction, here is a Tweet

I got when I shared this campaign on Twitter, "@jonathanfields thanks so much for sharing! Just backed it...I'm so sick of clothing that falls apart! #wedeservebetter."

I can almost see this person's fist raised in the air as they're hitting the funding button on Kickstarter. The energy that you can create in a short, intense burst when you understand how to harness the psychology of the framework is stunning.

SUSTAINED REVOLUTION PATHS.

Sustained Revolutions are about inspiring people to act over a longer, sometimes indefinite period of time. In general, they require more energy, focus, sacrifice, investment of time, money, love and resources. The actions we want people to take are often more involved and the outcomes often taken longer to experience.

In traditional business, this is a brutal task. Most humans just aren't wired to invest effort in the name of long-term gain, when acting alone.

But, here's the amazing thing, Sustained Revolution dynamics are the great equalizer. They bring people together to create hyper-connected engines of belonging and action that support the ability of

each individual to accomplish what would be near impossible alone. This is why the average big-box health club that is built on the “repetition, isolation and distraction” model has a 40% annual drop-out rate, abysmal long-term participation rates and outcomes, while newer, revolution-dynamics-driven players like CrossFit and SoulCycle experience the exact opposite.

So what is the secret sauce in Sustained Revolution-driven ventures?

The Path. We create a simple, friction-minimized path that allows people to move from being outsiders to becoming increasingly committed, then devoted, then potentially even leaders and evangelists.

Here’s one example. Somebody stumbles upon you and your venture. She starts out consuming, and that’s all it is. Maybe, it’s just your content if you’re a blogger. Maybe it’s an idea, or maybe it is a keynote. Maybe they buy the smallest possible thing that they could buy, or they don’t even buy it. They just get something free. They consume it, and they think, “Oh, this is interesting.” Now they’re a “regular” consumer and a dabbling buyer.

Then, they start to connect with your message more

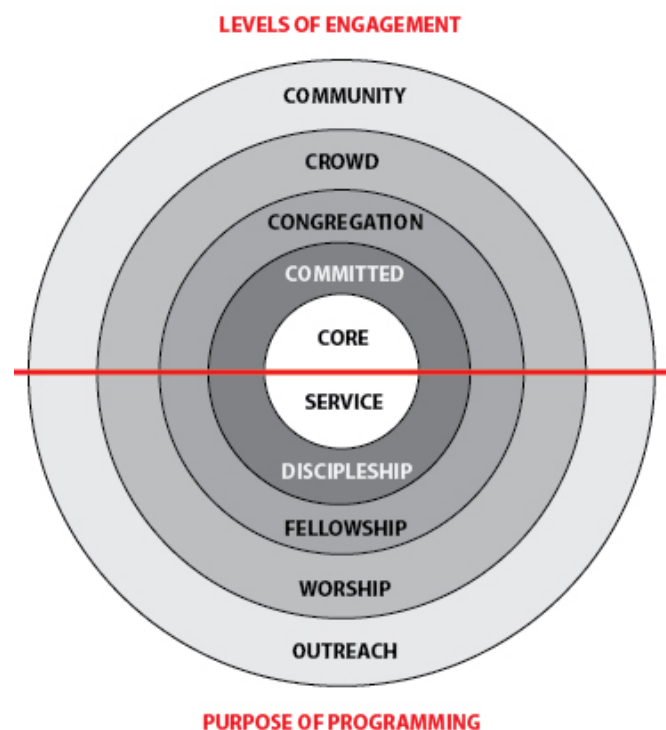
deeply and they participate a little bit more in the conversation, the community. And then, they start to move from there to starting to contribute. They build friendships around a sense of shared values and aspirations. And then, we move from there to becoming more committed. Maybe participating in helping to grow the venture or working in small groups, and then from there, taking that last step to then become a leader. At every step along the way, they’re also given opportunities and mechanisms to reach back out to individuals who are just at that very outsider level, and say, “Hey, there’s more. There’s more power here. There’s more work that we can do together. We can just create immense, amazing things together.”

Let’s circle back to Rick Warren at Saddleback Church for a powerful example. When Rick was starting his church, he identified as his revolutionary avatar the person he was serving, the “unchurched.” That is about the hardest possible person you could try to build the new church around. These aren’t just people who are unhappy with their current congregations. They don’t believe at all. So, you have to not only convince them that you’ll give them a better experience, you need to convince them to believe in God.

What Warren understood, though, was that he

couldn't just immediately walk in and force them to accept God. He had to meet them where they were, then take them where he wanted them to be. He also had an interesting challenge. The Gospel is the Gospel. He couldn't change that. But what he could work with was the way people were introduced to it and the culture that allowed them to experience and adopt it.

So, he built his path. He identified five rings in a circle, five levels of engagement, and those were:



- Community—people who stopped in here and there
- The Crowd—who participated more often.
- The Congregation—who joined and started to participate
- The Committed—loyal members of the Congregation and then
- The Core—those who helped build the organization and lead

These are the levels of engagement you see at the top of this bulls-eye chart.

At the bottom is the path that he built to move people from the Community to the Core. He realized he had to create different experiences and programming to accommodate each person at each level of the circle. The experience at each level had to both enable them to move deeper into their spiritual journey, then also inspire them to move from the outer ring to the next ring to the next ring to the next ring with the church. So, over time, they would become evermore deeply vested in the community, develop a sense of belonging and then become leaders.

Again, this is not about whether you agree with Warren's teachings or approach to the Gospel. It's about how one person built a revolutionary "avatar

path” that kickstarted a faith-based Sustained Revolution that has rallied mass numbers of people to action.

Fundamentally, what you’re trying to do with all of this is meet people where they are. Literally and metaphorically. Then give them a simple way to take the actions needed to get from where they are to where you all want to go together. Which brings up a little concept known as the Consistency Principle.

The consistency principle tells us that people are compelled to act consistent with their prior acts and statements. So, if you want to inspire them to take a series of actions, start with one that is so easy to take it’s almost impossible to say no, then slowly up the ante. Lay out a path of actions that ask incrementally more and are consistent with each prior act.

So, thinking about what you’re looking to accomplish, is the better model Transactional or Sustained revolution? Once you choose, what are the actions you’d like people to take and what will you do to foster them?



DEEPEN THE TRIBE MENTALITY

For shorter transactional revolutions, deep allegiance to the tribe is less important. For sustained revolutions, though, we need to build the most connected, engaged community possible. It will serve as powerful support for action and also create a force that is capable of accomplishing more than what any single member alone might accomplish.

All of the prior elements are critical in providing the structure, ideas, actions and stories that bring the tribe together and keep it together. Still, unifying all will remain a big priority. So, we move now to item number 12, and here’s where we start to deepen the tribe mentality.

When we think about messaging, part of what we want to convey the idea that you’re not alone. You belong to something bigger. That together we succeed and divided we fail. That united, we are capable of more. And that success is not just about you.



i started
a revolution

Two powerful mechanisms that we can tap to deepen this sense are symbology and language.

We all have images burned into our minds of people using color or bandannas to represent revolutions. We know a green revolution is one thing, and there's the orange revolution or the jasmine revolution. Shared symbology shows "I am a part of something." I am committed to this. It's incredibly powerful, and this symbology can also be leveraged in a commercial, artistic or for-purpose context.

Jumping back to that bastion of commercial revolution, when Apple came out with the first iPod, they made the headphones white. In short order, you saw millions of people walking down the street wearing white headphones. This was powerful, publicly-observable symbology. A statement that said, "Yeah, I'm in the Apple revolution. I'm part of that tribe. This is what I believe. I'm self-expressed. I'm not just a conformer."

New York-based SoulCycle is another amazing example of symbology that signals membership in a movement built around a commercial venture. What does a skull and crossbones have to do with indoor cycling? Well nothing, but it's on everything that they do. So when you look at SoulCycle bandannas, apparel, accessories, you'll find a skull and

crossbones, and this is a part of their symbology. And that's not all, they've even adopted a particular Pantone yellow as their color and a signature scent as their scent. The bright yellow and the skull with crossbones is part of what they're about.

Interestingly, too, people pay to wear the symbols all over New York City. So, they've not only turned certain icons, colors and scents into symbols of the revolution and belonging, they also made them revenue centers that help fuel the venture. The founders, by the way, know exactly what they're doing. Evidenced by the fact that when you walk into the studios, you see a wall of photos of all the people with a sign that says, "I started my revolution." On the back of this powerful experience and messaging, the company has exploded.

On the language side, an interesting example is what Zappos CEO, Tony Hsieh, is doing with the Downtown Project in Vegas. He's putting \$350 million into building a mini, hyper-creative, innovation-driven revolution within the city, and he's created his own language around it. Knowing and using this language signifies "I'm part of something bigger. I'm an insider."

When Tony tells you about what he's building, he

doesn't talk about revenue per square foot. He talks about an "insider" metric he calls collisionable hours, which is how often people bump into each other on the street, inspiring novel conversations, serendipity and innovation. Instead of the security guards who patrol the area while it's under construction, they're called Downtown Rangers. Instead of people who are interested in supporting the project, you're a subscriber. And when a subscriber comes to stay at one of the apartments at the Ogden to do work for the project, they're not apartments. They're crash pads.

It's amazing to see how symbology and language unify people and how different leaders are using them in different types of adventures. Live Strong had yellow rubber bracelets. The Grateful Dead had skeleton head illustrations. Glee has its Gleeks. Motorcycle riders have their brain buckets, armor, big slabs and burnout. These are just a handful of examples. Think about how you've seen others leverage symbology and language as a tool to unify a tribe and allow members to "show their colors" publicly. Then think about how you might bring this into your own endeavor.

13

ASSEMBLE YOUR TORCHBEARERS

Every great revolution needs its torchbearers. People who buy deeply into the vision, then go out into the world and become voices, advocates, evangelists for it. **You need to start asking critical questions to figure out who is on your team. Who are your zero-day true believers?** Most of us will start with some idea of who those early adopters, evangelists and co-creators will be. And once you start to go public with your messaging, more will arrive.

Similar to launching any new venture, you are looking for a blend of skills and abilities, social and risk orientations, creative orientations and, maybe more important than anything else, buy in. It can't just be about growth metrics or money or systems. There needs to be a deep and abiding belief in the core values, beliefs and mission.

So, how do you know who to let in and who to keep out? There is no simple answer, but a powerful threshold test, beyond having the core skills you need, is to share the manifesto or the elements that go into it then ask, "how does this hit you?" Listen

to the answer, but also watch for the answer. When people need to react to a powerful set of beliefs and mission, there should be a strong, physical embodiment, along with whatever comes out of their mouths. Look for that. Is it telling you they're truly lit up by what you want to build? Are they repelled by it? Or are they indifferent?

Your launch team must not only have skills, they need to buy into the bigger why and the long-term where. Determining this is incredibly important, and again, it's a step that a lot of people skip. They just want to get going, so they focus on skills, and devalue visionary buy-in. Big mistake. You need both.

Things will fall apart along the way, huge challenges will arise, doubts and fears and questions will be a natural part of the journey. If you don't have agreement on the values and beliefs that should govern decisions, you won't know how to navigate these critical moments. This is also why you need to do all that foundation work that we talked about in the beginning. It's important for solution-development and messaging. But it's also a critical tool to help determine who's in and who's out and how you'll make decisions.

THINGS WILL FALL APART ALONG THE WAY

HUGE CHALLENGES WILL ARISE,

DOUBTS AND FEARS AND QUESTIONS

WILL BE A NATURAL PART OF THE JOURNEY.

SOMETHING
INCREDIBLE
HAPPENS. YOU
BECOME A BEACON.



14

ID KEY RESOURCES AND ALLIES

Building on the torchbearers, we need to start to identify potential key resources and allies. These are people and entities who are not part of your core team, but who are well-aligned with what you are trying to create and are capable and interested in supporting you.

The list of potential resources and allies will be completely dependent on the nature of what you're building. But some general categories to begin mapping and detailing in anticipation of outreach include:

- **Influencers** who have access to well-aligned communities
- **Technology partners** who can help set up systems
- **Creative partners** who can help craft your solution and messaging
- **Well-aligned trade or interest-based organizations**
- **Legal partners** who can help with legal details
- **Aligned media editors, producers and journalists** who can help get the word out

- **Funding partners** who can help contribute to the cause
- **Many others**—create your own list

Now all of this begs an interesting question... How are all these potential contributors compensated?

Money is certainly one option. And, no doubt, that will be part of the equation. But I've found that when you build your venture around a deep sense of authentic alignment and service to a specific community, and understand how to tell your story, something incredible happens. You become a beacon. You start to radiate. And here's something I've come to experience...

Beacons exert a powerful gravitational pull. True beacons are such a rare occurrence these days, that when people find them, they flock to them. Resources and allies become attracted to you, your vision and your tribe.

This dynamic gives you a huge competitive advantage. It draws allies into your orbit who want to be part of the revolution not in exchange for money, but because they believe. They want to play a role in working with others like them to help bring something powerful to life. In some cases, they feel it's more than a want, it's a must.

This dynamic unfolds in political or cause-driven revolutions all the time. Nobody is getting "paid" in the traditional sense, but everyone's working hard, sometimes risking what they'd never risk in the name of just themselves. They're contributing on a level they'd often never work at for plain old cash.

Does that mean they're working for free? Not a chance. That's one of the big fallacies. They are simply receiving their reward, their compensation, but in a different way. One they place a great value on. Value that often "cash" would never approximate.

This is one of the most powerful benefits of building revolution-dynamics into a venture.

You gain the capacity to harness emotion, passion and effort in exchange for non-monetary compensation. People will work for the revolution in a way they will never work for a company or just a business or just a product or just a brand. Which, again, is why it is so important not to skip all of the elements in the first half of the framework. They're not just about messaging, they're about planting the seeds that allow you and your venture to blossom into beacons, then capturing the myriad benefits that derive from this status.

BEACONS EXERT
A POWERFUL
GRAVITATIONAL
PULL.

15

SWARM THE LAUNCH

Finally, we get to a point where we're ready to take all this work and flip the switch on. We call this swarming the launch. The idea, like everything else here, is not mine. Swarming is a concept that comes out of cultural anthropology and has been applied to all manner of business, brand and product launches. The concept is straight-forward—be everywhere, all at once. Don't just put up a blog post, create media for a dozen different channels—video, audio, print, digital, social snippets and objects, live engagements, speeches and appearances. The idea is to create the experience of being swept up in something bigger than any one person.

I've leveraged the swarm approach to launch everything from businesses to products to books. But the one big difference here is that it's not just about a product or company or piece of content. It's about an opportunity to join with others, connected by values, beliefs, shared pain and aspirations, to create an improved reality that, alone, would be near impossible. It's about being a part of something that matters. Belonging. Playing a role that not only solves your "problem," but

connects you with others and, in doing so, solves a deeper often latent pain, that of isolation.

At the heart of this launch methodology, the idea is to build ubiquitous messaging and action channels, then tap them simultaneously. So, we don't just try one tiny thing and then try another one and try another. It's not a sequential process. The idea is that we identify a whole bunch of ways to create this swarm effect where the experiences and the messages are coming to you from different places at the same time.

**EVERYWHERE YOU LOOK,
THIS IS THE THING PEOPLE
ARE TALKING ABOUT. THIS
IS HAPPENING ALL OVER THE
PLACE, AND THERE'S AN ENERGY
THAT YOU GET SWEEPED UP IN AND
CAPTIVATED BY, AND YOU FEEL
CALLED TO BE A PART OF.**

When that happens, it's incredible.

But, from the organizer's side, it's also incredibly complex. There are so many moving pieces and limited resources. So, you need to identify and tap channels that the people most seek to serve already use and trust. Then build messaging that tells your story and calls people to action (see the earlier elements). At the same time, you know some of these channels and bit of content will take off and some will fail. So, you're in constant test, observe and adapt mode, doubling down on channels and messages that are landing and cutting channels and messages that aren't.

The faster our community grows, the more people you get to serve, to inspire and to tap to turn around and become evangelists and advocates. And, of course, you'll also need to weigh the need for community in light of your choice of sustained versus transactional revolution. You may or may not need community based on how long or short this whole endeavor is designed to last and whether you're looking to create a moment of change or enduring change. The shorter it is, the less a need for in-depth community and the more you can lean on aligned messaging as a source of motivation for action. For a sustained revolution that asks for more action over a longer period of time, motivation and messaging alone won't get you there. You're going

to have to build community, and you'll do that in these channels where people already go.

So, what are some examples of channels to explore?

ONLINE/DIGITAL:

- Blog
- Facebook
- Twitter
- Tumblr
- Kickstarter
- Podcast/iTunes
- YouTube

OFFLINE:

- Small, local groups in the community,
- Mini Tribes
- Meet-ups
- Events

TRADITIONAL MEDIA:

- Print
- TV
- Radio

It's also important to understand that social technology is profoundly changing the game. It is massively compressing the time it takes for ideas to

spread and the resources needed to mobilize word-of-mouth or media distribution. Instead of having to pay thousands or tens of thousands or hundreds or millions of dollars, it can happen basically for free.

Actually, strike that, nothing is free. Ever. There is always a cost, even if it is measured in time, effort, heart and soul. That's where the idea of the beacon comes in.

The benefit of creating something that is powerful enough for thousands to want to share is that you get to harness the effort of a huge community in micro-bursts with their compensation coming in the form of:

(a) Social capital – they get credit for discovering and sharing something great

(b) Sense of contribution and belonging

(c) Ability to potentially benefit from the outcome created

Yes, you may be creating something that'll help thousands or millions of people. But it is also so important to honor the fact that those same people you seek to serve are making what you want to build possible. Continually honor that and offer appreciation at every step along the way.

Big question—Do you still need to swarm the launch if your revolution is sustained?

Answer—yes and no. Even though messaging and motivation alone won't get you where you want to go long term, it can serve as a powerful mechanism to rally enough people, resources and allies to get you to a point of self-sustainability faster. If the swarm approach doesn't resonate, though, you can move more slowly and build in a more organic groundswell manner. In the end, it may end up more a question of early resources than anything else. But it's important to know that if you don't feel you can pull off an effective launch swarm, that doesn't mean your venture is dead in the water, it just means you'll need to plan more for a longer-gentler path to where you want to go.

16

MECHANISMS & MILESTONES

Element 16 brings up the issues of measurement. We want to be able to track what's working and what's not. Having access to this information allows you to create clear intermediate milestones to work towards, so you know if you're succeeding or not.

There are many different tools that can be used to track messaging and channel efficacy now. Some are free, others paid. Choose the one that works best for the nature of campaign you want to run.

A word on transparency, too. Think seriously about building a transparent process. What does that mean? It means create a way to dashboard your data that is somewhat public, at least within your core team. You may even explore creating different levels of transparency for each level of engagement in the revolution. So your core team sees everything, then maybe your allies see slightly less and your community sees only what's relevant to them.

It is important to know what people are doing (or not doing) and what channels are and are not working. Sharing these metrics, being transparent

can also foster trust and action and allow more people access to information needed to come up with better ideas.

TRUST AND TRANSPARENCY

CREATES ACTION.

**REVOLUTION
IS COMING**



17

DESIGN FOR CONTAGION

When you think about the way you build your messaging, language and symbology and the actions you want to inspire, you may also want to keep their “propensity for contagion” in your head.

Wharton professor, Jonah Berger, spent years researching what makes ideas contagious, what makes them go viral? He found six core elements. The more you have, the more contagious an idea becomes. When you are designing your revolution, ask “can any of these six elements be organically integrated into what I’m creating?” The word organic is critical here, by the way. Never try to force something that’s not meant to be.

Here are Berger’s six elements of contagion:

- **Social currency**—having an idea that you want to get credit for when you share it. People share both online and offline, in part, because they want to be viewed as someone “in the know.” They want credit for having found something of value.
- **Triggers**—are there regular triggers that make people think about your idea? We used that example very early on, the “if it foams, it strips.”

So every time somebody goes in the shower and they lather up, there’s a daily trigger that reminds people.

- **Emotion**—does it trigger some sort of emotion?
- **Observable**—When you look at all the symbology and language we’ve talked about, that makes something incredibly observable. It’s something that other people can see, hear and ask about.
- **Practical value**—is there genuine value in the idea or solution? This is what the toward is about. We’re solving a problem, sometimes many, and there’s great value in that.
- **Stories**—Are you telling a compelling story, preferably one they can transfer into. Stories make an idea memorable and you share things you remember.

18

ULTIMATE STRUCTURAL GOAL: TIPPING POINT

All of these earlier elements move us toward that magical place, the ultimate “structural goal” of the revolution. Hitting a tipping point, where you no longer have to feed the beast constantly. It starts to become self-sustaining, to grow on its own and expand and generate beauty and evangelism and power and touch lives and help a lot of people become self-propagating and self-generating and auto-renewing.

At some point, once the idea begins to catch on in a larger way, you will also be faced with a certain reality. You’ll need to get comfortable with the idea of losing control over the messaging, having faith that you’ve done a good enough job of defining the core idea, beliefs, common pain, shared value and aspirations and your deeper intention that people will make the messaging and even the solution their own and that is okay.

The more you do the hard work of defining the earlier elements of this framework and identifying with so much clarity what it is you believe in and what people are working for, away from and toward, the easier it is to trust the power and integrity of the idea and let people make it their own.



MOVING
FORWARD

WHEN I LOOK AT THIS ENTIRE PROCESS,

HERE'S WHAT I'VE COME TO BELIEVE.

Creators, artists, entrepreneurs, makers, organizers, leaders and founders who learn and master these core elements of non-violent consumer revolution gain the capability to serve more people on a deeper level, magnify reach and impact faster, better empower others to self-actualize and create their own realities. Very often with a fraction of the effort and the cost. How amazing would it be to have the capability to do that instead of just building a business, body-of-work, product or brand the old way?

I want to leave you with two ideas that matter.

One, give people something or someone to believe in.

We live in a world where people have lost faith. If you create something for people to believe in or someone to believe in, it is massively empowering, not just for what you are trying to build, but for other people. And fundamentally, we're here to make a huge difference, not only in our lives, but in other people's lives.

Give people something to belong to.

I believe that we're in the throes of a global belonging crisis. People are out there feeling the pain of not having their people. I've seen this firsthand so many times as I've built a number of businesses of belonging around deeply connected communities. When you find your people, non-specific pain on many levels, often leaves. People come alive. Magic happens. If you can play a part in that process, if you can serve that role and that purpose with what you're creating, the outcomes can be stunning.

To your revolution!

With gratitude,

Jonathan Fields

OUR GREATEST OPPORTUNITY
FOR IMPACT LIES NOT JUST IN
CONNECTING PEOPLE TO US AND
TO OUR IDEAS, BUT IN CREATING A
SAFE PLACE WHERE PEOPLE CAN
CONNECT WITH AND SUPPORT
EACH OTHER IN **THE QUEST TO
TAKE THE SUSTAINED ACTION
THAT LEADS TO DEEP AND
PROFOUND CHANGE.**

WHAT IF YOU DIDN'T HAVE TO DO THIS ALONE?

The framework is a lot to take in. I get it.

Every time I've shared it, there's been a line of mission-driven world-shakers and venture-builders asking for more.

"Do you consult? Is there a hand-book or manual? Can you train me and my team to master each element AND bring the whole framework to life in MY business? Gimme SOMETHing!"

In the beginning, the answer was no. I never intended for this to be something beyond a roadmap. But after so many requests for help, my team and I finally decided to give you exactly what you need and want. The next giant step.

It's called **RevolutionU™**. Over 10 fiercely-immersive weeks, you'll not only discover how to apply every element of the framework to YOUR venture, you'll unlock a stunning level of insight about your business, the people you want to rally and serve and how to move them to action.

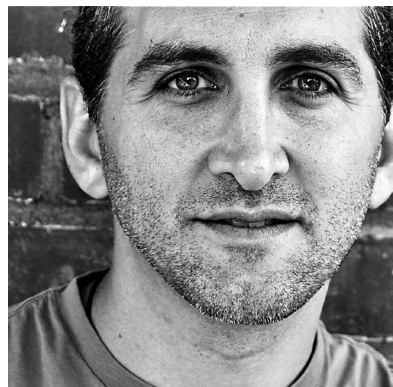
You'll also learn what's been called the "epic epicenter" of this training—The Manifesto Code™. This single roadmap reveals how to turn the foundation and messaging elements into a document, video or experience capable of moving large numbers of people to action.

It also includes live access to me and my team of mentors, and a global inner-circle of co-visionaries to support you, hold you accountable and help you execute something bigger than any single person alone could do.

If you're cool going it alone, that's great. Go for it! If you'd love help doing it right, however, check out the details at:

REVOLUTIONU.BIZ/TELL-ME-MORE

ABOUT THE AUTHOR



Jonathan Fields is a New York City dad, husband and award-winning author, producer, entrepreneur and blogger. His last book, *Uncertainty: Turning Fear and Doubt Into Fuel For Brilliance*

was named the top personal development book in 2011 by 800-CEO-READ. He's currently at work on his next book while continuing to build his media and education venture, Good Life Project®.

Jonathan also speaks on aligned entrepreneurship, movement-dynamics, mindful innovation and living a good life. He has been featured in *The New York Times*, *Wall Street Journal*, *BusinessWeek*, *FastCompany, Inc.*, *Entrepreneur*, *USA Today*, *Real Simple*, *HOW*, *O Magazine*, *Self*, *Outside*, *Slate*, *Vogue*, *CNBC*, *Fox News*, *PBS Nightly Business Report* and thousands of other places that sound cool, but don't impress his daughter

Jonathan first shared the ideas in this manifesto in a handful of keynotes and webinars. That was

supposed to be the end of it. These ideas were never developed for public consumption. But every time he shared them, people kept asking for help "bringing them to life."

Finally Jonathan stopped fighting the call and created RevolutionU™, an online training program and support community for those who seek to make the ideas in this manifesto a reality.

You can learn more about RevolutionU™ at <http://www.revolutionu.biz/tell-me-more>.

When not building ventures, writing and producing, he can be found dancing around his living room with his wife and daughter, writing in the third person and listening to "real music." **#AirSupplyFanClub.**