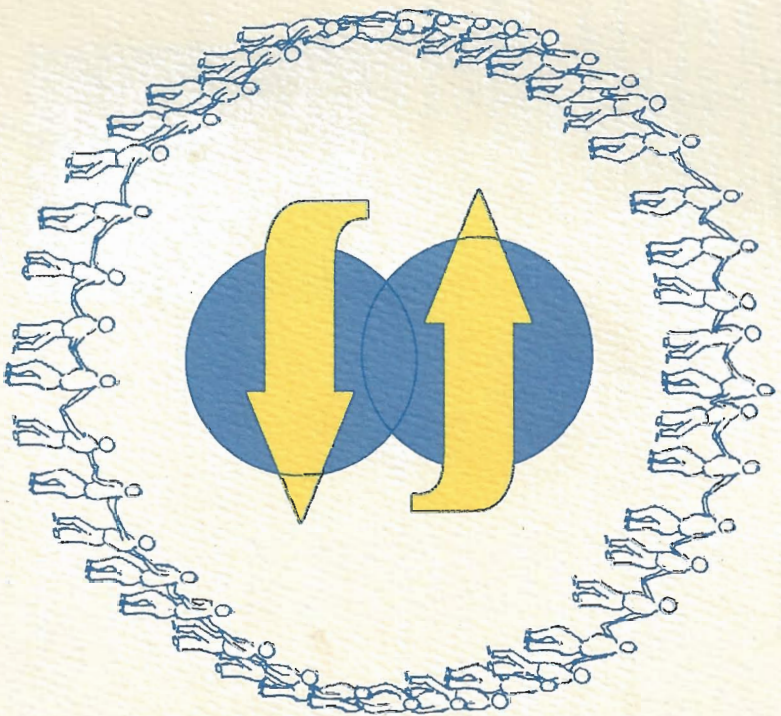


The Importance
of
NETWORKING



by A. Keith Smiley

The Importance of Networking

Introduction

If you read the following legend, you will want to read the rest of this booklet and share it with your friends!

Once upon a time many years ago the island which we now know as Shri Lanka was call "Serendip." It was a kingdom at that time. The king was having trouble with sea monsters off the coast that were interfering with the operations of his fishermen. The king sent his three sons to visit other kingdoms to ask for advice as to how to deal with the sea monsters. Though specific solutions were not forthcoming, prince to prince and king to king relations were strengthened among the countries surrounding the Indian Ocean. This legend has given birth to the English word "serendipity," meaning an unexpected benefit.

This booklet describes methods of sharing insights, ideas and information among two persons, groups of persons, or other inhabitants of planet Earth, for their mutual benefit.

Network the noun has been a part of American usage for many years by such diverse groups as fishermen and broadcasting companies. Much more recently the conversion to the verb form has occurred.

This booklet is all about:

*The
Importance
of
Networking*



A. Keith Smiley

A. Keith Smiley

The Importance of Networking

Contents

Networkers I Have Known
A rose, by any other name, would smell as sweet
Networkers of the Old Days
Expanded Horizons
A Stitch in Time Saves Nine
Friendly Sharing of the World's Resources
Great Oaks From Little Acorns Grow
He liveth best who loveth best all things, both great and small
A Humble Networker

Finding Facilitators for Nurturing Networks
Planetary Networking, Come of Age
Tongue in Cheek by a Poet
Public Humorist Makes Fun of Self
Over-the-Counter Communications
Emotional Simplicity
Network Across All Gulfs and Borders
Thumpers and Snorters Internet
Feathered Networkers
A Networkers' Storehouse
Mutual and Reciprocal Styles of Communication
Holistic Handles
The Thought Process
References
Related Sources

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Garth Cate

Networkers I Have Known

When we recognize that "to network" now implies an activity and not merely a fish net, it follows that the practitioner becomes a networker. This booklet provides an opportunity to express my gratitude for a long friendship with two accomplished networkers.

Garth Cate, journalist, travel consultant and conservationist, was a frequent visitor at the Mohonk Mountain House resort where I was employed for many years. One of his semi-professional roles was to encourage resorts to provide walking trails and to protect natural areas.

After his retirement in Tryon, North Carolina, Garth organized an annual "Conservation Round-up" in that part of the state. People involved with many aspects of land use practice became active participants. When I would discover a useful idea or the name of a someone to bring a message to the "Round-up", I would send a note to Garth.

Garth Cate's networking procedure was efficient and effective. During his very active "retirement years" in North Carolina he maintained what he labeled as a "Smiley" file. Whenever he came upon an idea he believed would be useful to me, he would drop a note in that file. Periodically, I would receive from him a collection of memoranda, such as suggestions for publicity, personal contacts and always reminders regarding the importance of keeping in touch about mutual concerns.

Networkers I Have Known

Robert Muller, another accomplished networker, has been urging me to add my witness to his relentless and significant support of the importance of networking. His experiences in Europe prior to and during the Second World War are described in his own books. They led to his dedication to the cause of international peace and to many years of service at the United Nations, which included close association with Dag Hammarskjöld and U Thant. After his retirement from the United Nations, he moved to Costa Rica, where he helped with the founding and development of the innovative University for Peace.

In Robert's books and other publications, there are frequent references to networking. The following example appears in a booklet entitled "Decide To," published by Acorn Publishing, "Centre for Inner Peace":

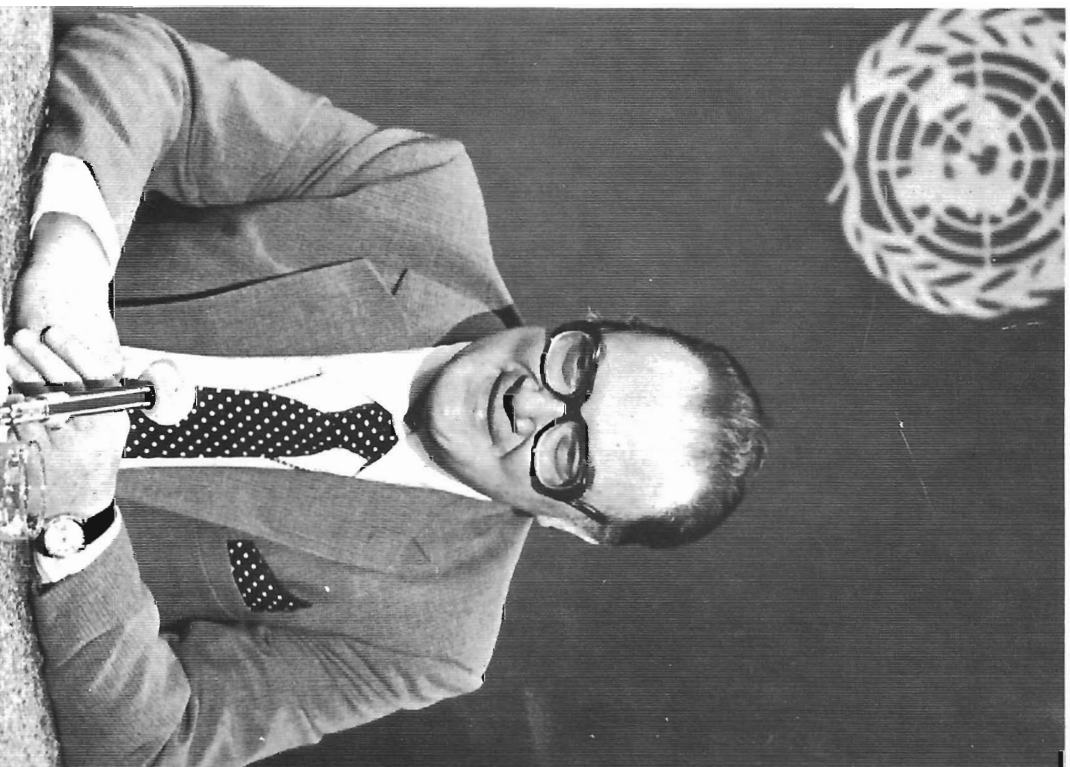
Decide to Network

Use every letter you write, Every conversation you have.
Every meeting you attend: To express your fundamental
beliefs and dreams. Affirm to others the vision of the
world you want.

Network through thought
Network through action
Network through love
Network through the spirit
You are the centre of a network

A portion of a letter from Robert, written in Costa Rica and dated 9 April, 1993:

"Your project to write a booklet on networking is excellent and timely. It is the new democracy, far superior and lasting than mere elections. The human brain functions through internal and external networking, and so will the global brain of humanity. Our networking is the beginning of its internal functioning. We are the only living perceptive units in this planet, and of the cosmos, who have consciousness of future destiny--"



Robert Muller

"A rose, by any other name, would smell as sweet"

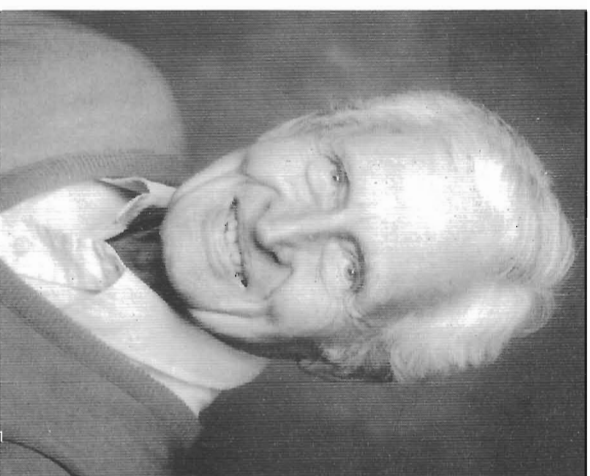
My personal experience with networking began with "unconscious networking." I reached a deeper level than we experience during usual one-way varieties of communication.

Evarts G. Loomis, a Haverford College classmate (1932), studied medicine after graduation and we kept in touch as fellow bird watchers. As part of his medical training, Evarts chose an unusual internship. He spent some months under sponsorship by the Wilfred Grenfell Mission in Labrador. While travelling by dog sled to remote villages, he observed the increase in various diseases, and taught the fisher folk how to improve their winter diet. He helped them learn how to improve their life expectancy, but they helped Evarts grasp a vision for his life work.

Through the ensuing years, this unintended message remained with Evarts. He became one of the pioneers in the development of the holistic concept. As the way opened, he networked widely as founder of Meadowlark at Henet, California, where many persons came for treatment and renewal, which included the nurture of body, mind and spirit. Also Evarts was one of the founders of the American Holistic Medical Association.

Many friends feel grateful for their friendships over the years. I must tell why this relationship has the "sweet smell," even though we never called it "networking."

After Evarts Loomis had founded Meadowlark, we went together to a Quaker conference at Silver Bay, New York on Lake George. We roomed together. Evarts observed my restless sleeping, and mentioned that he might alleviate these deterrents to well-being which probably resulted from the pressures of my work.



Evarts G. Loomis

The following conversation took place:

Keith: "How can you help me when you live in California and I live in New York state?"

Evarts: "No problem. You come and spend a week with me at Meadowlark, and we'll give you a full check up, and also show you how we provide wholesome food, discuss dreams, and practice meditation. And we can go hiking on the ranch."

Keith: "But I can't come to California until next winter. What happens in the meantime?"

Evarts: "We will arrange to have a telephone visit every month, or oftener if necessary. Quite often I can suggest Homeopathic 'health strengtheners,' and this can continue after your visit."

I believe that Evarts would agree that what he has learned from various Meadowlark "graduates" can be networked for the benefit of others, just as they have been for me.

Networkers of the Old Days

In the Old Testament book of Genesis we read about the adventures of Joseph. His brothers managed to have him sold into slavery in the Egyptian kingdom. After being employed as servant to Potiphar, Captain of the King's guard, Joseph became chief counselor to Pharaoh, the King because he proved to be an expert at interpreting the King's dreams. Years later, when there was a drought and famine among the people of Israel, a delegation including his brothers, came to Egypt to buy grain. By means of skilful networking, Joseph arranged for them to remain and prosper until the death of the King who had befriended them.

Genesis 37 and 39 through 50

Expanded Horizons

Jesus networks at the well in Samaria

The Gospel according to John contains the only description in the New Testament of the visit between Jesus and the woman of Samaria, which occurred when Jesus had crossed the "iron curtain" in order to travel by the best route from Judea to Galilee. He stopped for a drink of water at "Jacob's well" near the Samaritan City of Sychar. The woman had come to draw water. She was surprised when Jesus engaged her in discussions which caused her to sense that he was a "prophet". She invited him to come to the city and meet her family and friends. Jesus remained with the Samaritans for two days. This provided an opportunity for some very significant networking regarding their differing beliefs and forms of worship.

John IV, 1 through 42

A Stitch in Time Saves Nine

John Woolman belonged to a Quaker family which had come from England to settle in William Penn's colony in what is now part of New Jersey and Eastern Pennsylvania. He was deeply concerned by the fact that negro slaves had been brought from the Caribbean to work on the land owners' farms in Penn's colony and other settlements. He did not "lobby" among the slaves in order to bring about an uprising and the violence which could result. Instead, John Woolman traveled on horseback, visiting individual slave owners and quietly pointing out to them the ultimate difficulties for settlers who came to America in search of freedom. Quaker proprietors in "Penn's Woods" gradually responded and freed their slaves. This was not lobbying the government; it was networking by planting "seeds of ideas." If this mode of addressing the situation had been practiced more widely, the North-South conflict might have been solved less violently by means of "stitches in time."

Friendly Sharing of the World's Resources

Twenty-five years ago Quakers in Great Britain and the United States joined together in the search for ways and means of dealing more constructively with population increase and the pollution of natural resources. In its earlier years, Right Sharing of World Resources, like many other development organizations was engaged with financial, informational and technical assistance. In more recent years, the needs in the less developed world have evolved in the following ways: communications have improved, with increasing levels of local expertise regarding the process, and a resulting higher degree of "do how" experience. The result is that local Non-Governmental Organizations (NGOs) are engaging in networking among themselves, thus saving costs of providing such large amounts of field personnel from distant lands.

Great Oaks from Little Acorns Grow



The following "little acorns" dramatize the potential of acts of sensitive support and mutual benefit.

The first scene takes place in the Mohonk Mountain House dining room during the nineteen twenties. The head waiter stops at the table of the owner family and reports: "Mr. X is having lunch here today. As you know, he is owner/operator of that famous resort in New England." Mr. Smiley has a get acquainted visit. This brief contact leads to mutually beneficial cooperation among resorts in the Northeast during the difficult Second World War years.

The second scene is at the offices of the House manager of Mohonk Mountain House. It includes the desks of several Smiley owners as of the third and fourth decades of the 20th Century. A long-time guest, Theodore Marburg, former Ambassador and attendee at the Mohonk Conferences on International Arbitration, approaches Smiley at his desk and hands him what he describes as "a little memo which may be useful." The message suggested that a more useful supply of sturdy walking sticks be made available, and closed with the following comment: "Some of us older guests need a third leg." The network was nourished in due course! Another long-time guest carefully cut saplings in inconspicuous locations and made walking sticks in quantity, keeping a supply always available. On each one of them was a small inscription, consisting of three letters: PBP (pro bono publico).

Good pro bono acts from little memos grow!



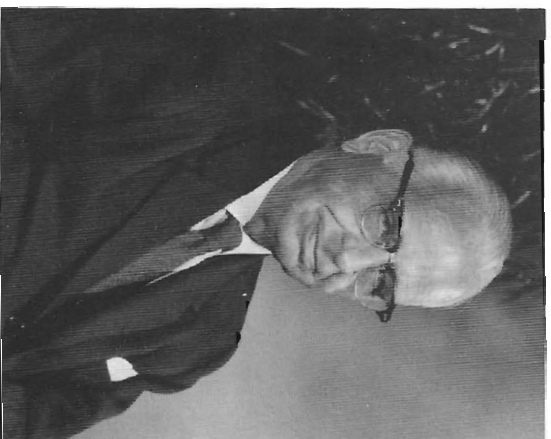
He liveth best who loveth best all things, both great and small.

D. Elton Trueblood was a well known philosopher and professor at Harvard University and at Haverford College and Professor at large at Earlham College during his later years. He was author of many books and founder of the Yokefellow Movement. The following quotation was a part of his quarterly *Yoke Letter*, of September, 1989, when he fully realized that his opportunity for sharing, in person, would be limited:

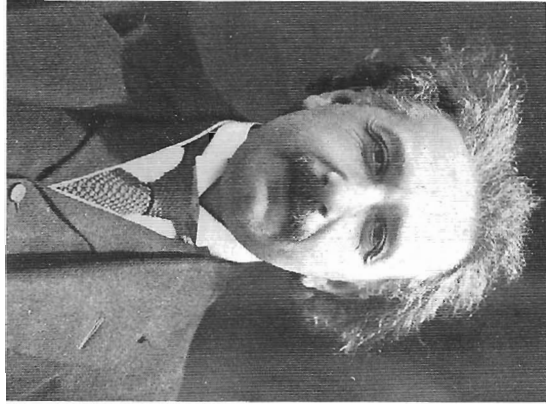
"Caring: The essence of all moral living is found, not in ourselves alone, but in our relations with other persons, for we effect the lives of others in nearly everything that we do. That is why our responsibility is not merely to have courage in ourselves, but to encourage other people. Opportunities to engage in the ministry of encouragement occur almost every day, in a variety of situations and good people are continually engaged in bearing one another's burdens. Even if I have

great knowledge or great wealth, but do not care, my life is essentially a failure. So now abideth *Courage*, *Fidelity*, and *Caring*, but the greatest of these is *caring*."

These are the words of a persistent networker, and a true Yokefellow, a term that is based on its use in Paul's letter to the Philippians (Chapter IV). Any one, who has seen a yoke of oxen in action, knows that two oxen pulling together *steadily and evenly*, exemplify networking of mutual benefit to their wellbeing and the work project in which they are involved.



D. Elton Trueblood



**Albert Einstein -
Princeton, 1931**

A Humble Networker

When we consider good deeds by dedicated networkers, we know that their example remains alive in the "memory of mankind."

It is now more than fifty years since Albert Einstein was living at Princeton, New Jersey. Yet we find his name arising currently in a variety of publications. For example, in *Leadership and the New Science*, learning about organization from an orderly universe, by Margaret J. Wheatly (first published in 1992), we find reference to Einstein in three places. In the Introduction, she emphasizes that Einstein claimed that new perspectives regarding his findings must continue to be developed through sharing.

A very popular book, first published in 1993, entitled *Ageless Body, Timeless Mind*, the Quantum Alternative to Growing Old, was written by Deepak Chopra, M. D., then Chief of Staff at New England Memorial Hospital. In this book there are eight references to Einstein.

In the nineteen thirties a book called *Living Philosophies* was published in the United States. It contained brief statements of belief by Albert Einstein and other distinguished people of that era. In four pages of timeless wisdom, Einstein testifies to the fact that other scientists had contributed immeasurably to his research and to his philosophy of life. There is abundant evidence that others continue to be influenced by the example of this brilliant yet humble networker.

Finding Facilitators for Nurturing Networks Musical Networking Builds Common Ground

The great composers and musicians of the European countries and elsewhere have created a "lingua franca" to which many listeners of very diverse cultural backgrounds respond and in which they participate. In this manner music has provided a solid basis for international understanding and mutual appreciation.

Planetary Networking, Come of Age

Al Gore's landmark book, *Earth in the Balance* was published in 1992. It includes his descriptions of his visits with explorers and scientists in remote locations, such as the polar regions. He helped these dedicated observers feel that they had a linkage with concerned citizens. Those who have learned of his networking travels have been encouraged to treat their part of the planet with greater care.

Tongue in Cheek by a Poet

Ovid, the Roman poet, is recorded as making the following humorous remark when re-reading his own words. (This is the English translation):

"When I re-read I blush, for even I perceive enough that ought to be erased, though it was I who wrote the stuff." No doubt some other writers could relate to Ovid!

Public Humorist Makes Fun of Self

Recent practitioners of humor for groups are becoming more aware of the need to avoid humor which hurts or angers another person or group of people. During his later years as a performer Will Rogers became one of the masters of healthy humor. In his column in the New York Times he once commented that on that day he had been too busy to do any work.

Over-the-counter Communication

A bookshop lightens the shock of the receipt confirming the purchaser's payment with the following touch of humor, which brightens the day:

"Philosophy is a study which enables a person to be unhappy more intelligently."

(Courtesy of Gothic Bookshop, Duke University, Durham, N. C.)

Emotional Simplicity

The right use of humor can elicit healthy networking by releasing emotions. A manager of a horse stable, known in my boyhood, was a natural pied-piper, sharing his joy of life with both animals and children. He used to share in a manner which was contagious. His way of expressing this feeling of love was to say: "You might as well laugh as cry."

Network Across All Gulfs and Borders

Where I lived as a boy in the Shawangunk Mountains of New York State there were very few human residents during the winter months. I used to put on my snowshoes and quietly wander across the fields and among the trees. My favorite time was late afternoon when shadows lengthen, and darkness gently creates new images. It was that setting which laid the foundation for my first piece of spontaneous writing. It was not an assignment by my teacher. The name of this essay is "The part played by nature in developing a sense of values." This "mountain top experience" laid the foundation for the crossing of the "gulf."

My next "border" experience occurred during my senior year at Haverford College in Pennsylvania. All seniors were given a writing assignment in a course taught by Rufus Jones, Professor of Philosophy. We were provided with a long list of subjects from which to choose. One title caught my attention. The suggested subject was taken from a book entitled *Mutual Aid*, by a Russian scientist named Peter Kropotkin. His basic message was thoroughly documented by observations of many forms of natural life. After completing the thesis, I became more sensitive in my own observations to the provisions for survival, by means of networking that occur among many different species which do not relate to human intervention.

The nineteen fifties, following World War II, turned the attention of many persons to new threats to the local and global ecosystem. A friend brought my attention to a book entitled *Kinship with All Life*, by J. Allen Boone, published by Harper and Brothers. The following is taken from a review by the Boston Sunday Post:

"One of the most remarkable and unique animal books we have ever read. Beginning with a magnificent preface, Mr. Boone leads the reader into some adventures that would be incredible, were they not so simply and sincerely described."

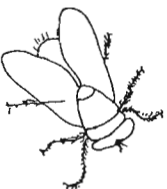
Upon reading the Foreword, I agreed immediately that Boone's experience was not only remarkable, but also that his message was intended for me! I must share samplings of the intricate networks which are described:

The German shepherd dog named Strongheart had become a popular movie star. Allen Boone was asked to be his companion, while those with whom Strongheart usually resided were absent from their home in Hollywood. Boone soon discovered that he was learning from Strongheart, as much, if not more, than he could contribute while they were getting acquainted.

Among the new lessons Allen Boone began to learn were the following: Patterns of communication with non-human living beings must be varied and based on mutual respect. Allen then discovered that there could be friendships with forms of life which had previously been looked upon as an annoyance.

A significant example of this unusual type of networking is illustrated by reference to Chapter 32, in *Kinship with All Life*. It consists of three pages under the title of "Shoo Fly!" (See appendix for additional reference). The following paragraph provides the setting and tone of Allen's relationship with Freddie the Fly:

"In the quiet and shelter of our little house, where we could experiment with life just as we pleased, Freddie and I were proving the truth of the saying, 'from things that differ comes the most beautiful harmony'. Few things could have differed more than the little housefly and I, yet at every tick of the clock we were discovering new harmonies between us."



Thumpers and Snorters Internet across all borders

We used to watch the rabbits on our lawn outside of the kitchen window. Sometimes they would bring the family, while the young were learning to chew the grass, as part of the weaning process. Suddenly father rabbit would rotate his ears toward some sound bearing a message of possible danger. His powerful hind legs do a "thump-thump-thump" and the family "tunes in" to the alert.

Sometimes I surprise a deer when it is too busy feeding to notice my presence until I come close. The startled deer reacts with an indescribably weird "snort." It always makes me shiver! I suspect that all creatures within net-working distance receive the deer's message: "Be ready to run or to hide!"

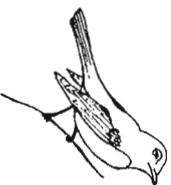


Feathered Networkers

When a robin sounds a special note, unlike its song or its usual inter-family talk, *all the bird neighbors* know that they must be on the alert. A hunting "house-cat" is on the prowl.

Various bird families are often aware of a change in tone of call notes, which spreads the signal that there is danger to them or their fledglings: "Hail neighbors, a marauder is in our village!"

The ubiquitous flocks of crows often assign a "watch-crow" to a tall tree while others are feeding in a nearby field. When a marauding hawk or a sleepy owl is discovered, the call changes in tone and the whole flock immediately responds. They persistently heckle the "enemy" and in so doing alert other residents regarding its location.





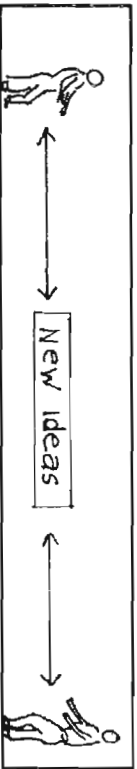
Dan Smiley

A Networker's Storehouse

Dan Smiley was a lifetime resident of New York State's Shawangunk Mountains, which were well known for their bio-diversity long before that term was in general use. Beginning in 1931, he kept records of a variety of natural phenomena, such as weather, water temperatures of lakes and springs, bird migration, and the life history of the gypsy moth.

One result was that during the rest of his life, more and more scientists and ecologists began to come to his residence to consult his records and examine his specimens. In the meantime he became one of the founders of the Mohonk Preserve which acquired a large tract of land along the Shawangunk Range. Several distinguished scientists were members of the Board of that organization. They assisted him in establishing a program for natural science associates of the Preserve's research center, and a summer intern scholarship for college students.

Dan Smiley believed in the concept of serendipity, as described in the Introduction to this booklet. Before his death in 1989, he had helped his co-worker, Paul Huth, to become thoroughly familiar with his philosophy of observation. He believed it avoided the restrictions of specialization and of laboratory research. The present result is that some 15,000 index cards containing field observations are being recorded on a computer for easier access. Many beneficiaries will be grateful for this networker's faith in the future, *and* for the greater prospect for survival of "beast, bird and fish", both locally and globally.



Mutual and Reciprocal Styles of Communication

The May/June Newsletter of the American Association of Retired Persons contains an interview, conducted by Geoffrey Norman, with the well known biologist, Edward O. Wilson. Dr. Wilson describes his prolonged observations of ant communities, as they exist in varied locations on Planet Earth. Their discussion raised fascinating questions as to how ants and other forms of life evolved and began to practice such a high degree of cooperation. His findings remind me of the experiences of other observers, such as the following:

- ◆ John Muir's relationship to "nature" in Yosemite National Park.
- ◆ Henry David Thoreau, whose years of quiet observation at Walden Pond nurtured his sensitivity to nature's network.
- ◆ Aldo Leopold, who was in friendly communication with the total web of life in the prairies, as recorded in *A Sand County Almanac*.
- ◆ Laurens Van der Post, whose many years of close contact with the bushmen has provided a first hand account of their "wireless" communication system in the Kalahari Desert of South Africa.

A contemporary example of the skills of the less strong is provided by Ruth Smiley and many other observers in their records of the Monarch Butterfly migrations. These fragile insects fly southward for thousands of miles and manage to gather in great numbers in one location.



These experiences exemplify what occurs when networking prevails over survival of the strongest.

In addition to the existing evidence, a new opportunity is becoming increasingly important. As networkers enter the twenty-first century, they will be capable of being in touch much more effectively with people and events *on the entire planet*. Through some thought, or message, or act of kindness, one networker may be in touch with a far distant person, and by so doing, turn a terminous into a mutual and reciprocal opportunity.

For readers' notes and reflections:



**John Burroughs, 1837-1921
and
John Muir, 1838-1914**

John Muir was the guest of John Burroughs at his cabin retreat in the woods near his home on the shore of the Hudson River in New York State.

Holistic Handles

A healthy method involving all levels of human communication is important under any circumstances, but especially as an aid to networking:

At the physical level, a hand-shake or an embrace may open the way to the mental level.

At the mental level, a lucid description of an experience, or of a project, builds a foundation for a meeting of the minds.

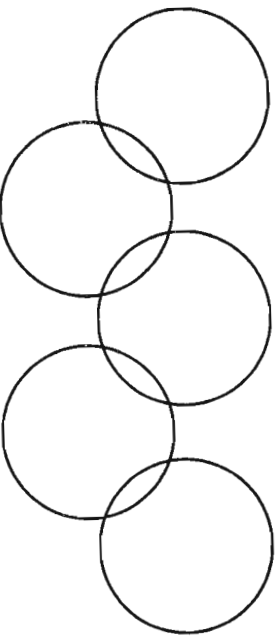
At the spiritual level, network partners are grounded by unseen ties which cannot be corrupted by "moth or rust", and are not dispersed by distance, or by local or national or international disputes.

For systematic sharing, experienced networkers include three levels of consciousness:

They exchange information.

They present ideas to each other.

They meditate upon their respective insights, nurturing some aspect of their vision for a healthy, habitable planet Earth.



Growth of Systematic Sharing

The Thought Process A Round-up Discussion between the reader and Keith Smiley

Why do you want to stay in tune with networking opportunities?

So that I keep asking myself: Who among my friends would be interested in hearing about news items, articles, books, some special research project, or other ideas.

Why do you think your friends would be interested in your thought process?

Because it becomes a two-way exchange, in which each of us can be a recipient and a provider. In that way it creates a foundation for the nurture of systems of wholeness.

What do you mean by a system?

When several streams of water join together, they form a river system. In a factory when a product is put together from several parts or pieces, a system of production is involved. A system for networking implies coordination of ideas, brought together for mutual benefit.

How would you describe the qualities of well coordinated networkers?
They feel cooperative, sensitive, responsive, tender, tolerant and full of the joy of living.

Is learning to network worth the effort?

Yes, if the networker:

Perceives problems as opportunities.

Has abundant expectancy, rather than specific expectations.

Believes there is a "more excellent way."

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