

## Secrets of the Masters: Marshall Thurber



**Marshall Thurber is an evolutionary event in time.**

In other words, he is changing the way that people see the world. He's an educator, a scholar, a businessman, an inventor, an attorney. He has been a real estate developer, been an editor, and an author. And throughout it all, he is and has been a visionary.

Marshall's most recent work is a new program called **The Success Secrets for the 21st Century**. This course combines his experience from the past 30 years of living Buckminster Fuller's generalized principles with his new research in the concepts of network science and positive deviancy. Marshall teaches that in our networked world, the most effective way to

run a profitable business is to employ 'win-win' strategies of cooperation that build integrity and foster social responsibility.

### Marshall on...

#### Positive Deviance

In a standard bell curve almost everybody falls into 99.997% of the area. But there are always a few people, less than one out of a thousand, that are outside of the bell curve, half on the negative side and the other half on the positive side. Whatever you predict, everything has a standard curve, and there will be a tiny number of people who are "deviants" who fall outside the curve on the positive side.

We can go into an organization and find these positive deviants very quickly, then create a special way to harvest their information and transfer that information so that the very best within the organization become the standard and you're able to get the rest to start behaving like the very best very quickly.

Every domain has these people. So, if you are looking for a business that you want to be in, first you've got to find something you're passionate about. Second, be of service. And, three, find the positive deviants and go study those people so you can behave like them.

#### Dynamic Value

You've got to be of service, add enormous value through what we call Dynamic Value. See the book *Blue Ocean Strategy* for a great treatment of DyVal.

#### Network Science

The next piece to understand is network science. What we've got now is enormous change that has taken place. You not only have to be able to use a computer, you also have to understand networks and how networks work. The internet is connected to the literate people of the world in such a way that it's a structural change. Network science has created such connectivity that it can bypass any type of political process and force.

### **The Importance of Integrity**

Integrity is the essence of everything successful long term. You've got to understand how science, network science, understanding the concept of power curves and understanding what a hub is and understanding what a threshold is, and understanding the strength of the weak tie, and understanding the need to cooperate and not to break, do not break a network. That means you have really no choice but to keep your integrity.

Integrity used to be do unto others as you wish done unto you. That's the golden rule. It's not longer the golden rule. It's a requirement, because as soon as you break your integrity, you've broken your network, and the rules are based now on network networks, and so you've got to move that way.

### **Sharing**

Information now is basically free. When you think about it, you go on and look at Google, and information is free. What is going to happen is you have to take that and filter it in some way and provide some sort of technical component to it that will leverage it for you because holding on to any type of information is suicide, and besides you can't – I share this information with you. It doesn't hurt me. Now the new paradigm is sharing more. We are in a critical phase of humanity where we need to cooperate, or we don't make it.

### **Where Real Success Lies**

You are paid in direct proportion to the amount of lives you impact and your ability to be replaced. So, you want to impact a lot of people's lives, and you want to make sure that you're providing dynamic value. We look at how can we be of service? What's the problem that we can solve? How can we help not just a couple of people, but how can we help the planet evolve, change, transform? Money is not going to be an issue if you follow this. What is going to be an issue is to make sure that you are in service because the service piece is where the happiness comes in. Making money is really not going to bring you the happiness. Studies have made it clear that there are lots and lots of people who made a lot of money who are not happy.

### **The Bottom Line**

We now have to work together as one world because things are rapidly converging. Problems are now global. There is no guarantee that we as Earthians are going to make it. But if we are, we're going to have to do it in a very different way, which is to realize that we are responsible for each other and we have to work cooperatively and do no harm to anyone

I just think we've got to understand that sharing is having more, and that is the space of abundance. If we don't operate from there, we're not going to make it as a planet. Bucky called it emergence through emergency, and that quite often behaviors have to come in a state of emergency. I think right now we almost are at the emergency. You see the weather changes, and you see the pollution and we're now getting to the point where there is a state of emergency, and that this cooperative behavior is going to have to emerge.

For more information about Marshall and his most recent program, go to:  
[http://www.positivedeviantnetwork.com/ss21\\_website/index.html](http://www.positivedeviantnetwork.com/ss21_website/index.html)