

The previous entry discussed when the *Moment of Trust* reached within a business relationship. *Trust* is central to any successful relationship. And, it is even more essential to the New Global Enterprise where participants may be miles, even continents away. In a business relationship, *Trust* is born of respectful contention, mutual performance and authentic concern for others. Patrick Lencioni, in his popular business book from 1998, *The FIVE Temptations of a CEO, A Leadership Fable*, identifies *Trust* as the central characteristic of successful CEO leadership. *Trust* allows for the contention of alternative scenarios necessary to achieve clarity of direction to define the accountability of actions from which effective results are obtained. Lencioni's temptation of the CEO to the dark side at each link in this value producing chain of *Trust*, (Contention, Clarity, Accountability, Results) is Control, Harmony, Completeness, Popularity and Position. He builds the case from the bottom up starting with promoting Results over Position and ending with *Trust* over Control.

To illustrate the point here about how *Trust* is built from the top of this value chain of achieving effective results in a New Global Enterprise, I shall relate a real life fable from my personal experience. It dates from 1971-1980, entitled "Citizen Sherr" because of my social activities during that transitional decade. The *Moment of Trust* emerged at the Mariposa Food Coop one 1974 evening while smaller bags of flour were being packed out of a 50-lb bag, the smallest bulk quantity to buy from the dry goods distributor. A group of social activists (Citizen Sherr included) founded Mariposa in 1971 and by 1974 had figured out all the coordination roles and the individual processes necessary to deliver groceries to over 100 families and communal houses in West Philadelphia. The packing crew for that evening was a group of women from a communal house of seven radical feminist liberationist lesbians who called themselves The Pleiades (from Greek mythology, seven sisters, daughters of Atlas who were pursued by Orion and turned into doves by Artemis to avoid capture and rape—you can see the Constellation Orion frozen in his pursuit of the Constellation Pleiades in the sky on a clear night). Such was the poetry of alternative life styles in 1974 West Philly.

Dry Goods Manager (my role) involved (a) ordering the appropriate bulk amount of each item each week and (b) leaving packing and pricing instructions for the packing crew. Eleven 5-lb bags of flour had been ordered which meant that I would have to order two 50-lb bulk bags leaving a 45-lb inventory for the following week. Coop storage was not the best and we had plenty of vermin around. I made the operational decision to short 10 of the 11 bags by a half pound and order only one 50-lb bag to eliminate such a large inventory that would certainly be spoiled in a week. Having organization work to do at the Coop that 1974 evening, I was present as three of the Pleiades (they called themselves after Maia, Electra and Alcyone) work group began packing the flour and discussing feminist politics among themselves. Noticing they had ignored my written instructions (viz., one 5-lb bag, ten 4.5-lb bags), I interrupted and called their attention to the ignored paper. Maia looked at me with scorn and said "This is the way we always do it! We don't have to take orders from you, a man!" I replied with the reason for the unusual quantities for the week. Electra said "We don't care. We'll just do it our way." "This is not about sexual politics and who one likes to interact with, but just about having all eleven houses receive an allotment of flour for the week," I said.

They turned away and ignored me completely, going back to the measuring and packing of 5-lb bags of flour. A few minutes later, I said, “Did you order flour this week?” After a long pause, Alcyone, replied, “Yes, what’s it to you?” I said, “Okay then. If you pack 10 5-lb bags, we will be one order short for flour this week. Do you want your house to be that one?” They all paused and looked at each other. Alcyone then said, “Hmmm. You HAVE a point.” Alcyone and I became friends, working closely together to keep improving the Coop after that. The interaction that evening, though beginning in conflict, was a reasoned and respectful contention that led to the building of *Trust* where there was little before. That *Trust* built among Coop participants benefited the, then, New Local Enterprise. Mariposa Food Coop still exists in the same West Philly location to this day 31 years later. One such moment worth valuing, remembering and repeating for building *Trust* in the operations of New Global Enterprises.