

And we need that.\n00:13:19.000 If we want to continue to live togetheron this beautiful planet,\n00:13:22.792 we really need it.\n00:13:24.667 Thank you.\n00:13:25.958 (Applause)\n", "title": "tactiq-free-transcript-ygxh6KR4BPk.txt", "tether_id": null, "status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": {"command": "context_stuff", "is_visually_hidden_from_conversation": true, "message_type": null, "model_slug": "gpt-4", "default_model_slug": "gpt-4", "parent_id": "aaa283ad-cf48-4909-8759-42bde65ac110", "request_id": "885192159ecd0e93-MXP", "timestamp_": "absolute"}, "recipient": "all", "channel": null}, "parent": "aaa283ad-cf48-4909-8759-42bde65ac110", "children": [{"id": "d9976f83-7c5f-478a-9d30-f9a4c39ae44a"}], "d9976f83-7c5f-478a-9d30-f9a4c39ae44a": {"id": "d9976f83-7c5f-478a-9d30-f9a4c39ae44a", "message": {"id": "d9976f83-7c5f-478a-9d30-f9a4c39ae44a", "author": {"role": "tool", "name": "myfiles_browser", "metadata": {}}, "create_time": 1715927589.325246, "update_time": null, "content": {"content_type": "tether_quote", "url": "file-NPQG4A3ZOpkQGY7qAiPeomPO", "domain": "tactiq-free-transcript-lmdDnqBh-Zg.txt", "text": "# tactiq.io free youtube transcript\n# Steve Cohen, Sustainability Metrics\n# https://www.youtube.com/watch/lmdDnqBh-Zg\n\n00:00:00.740 we'll talk with you about how we define\n00:00:03.210 these metrics what aspects of\n00:00:07.259 sustainability should an organization\n00:00:09.120 measure which I think is one of the\n00:00:10.500 critical issues that we have to think\n00:00:12.509 about and then the relationship of these\n00:00:15.420 sustainability metrics to the\n00:00:17.580 organization's general performance\n00:00:19.500 measurement and management system the\n00:00:21.600 challenge is going to be to integrate so\n00:00:24.660 we have to develop these new ways of\n00:00:27.090 looking at the world and of\n00:00:28.740 organizational performance but then\n00:00:30.929 after a while it's going to be very\n00:00:32.430 important that they not be seen as\n00:00:34.559 something separate oh that's just the\n00:00:36.510 way we manage around here nothing\n00:00:38.879 different than our routine and really\n00:00:41.250 part of other types of metrics what are\n00:00:45.000 the methodological issues raised by\n00:00:46.770 measuring sustainability and I hinted at\n00:00:49.710 that before the complexity of this issue\n00:00:52.670 why it's important to do this and and\n00:00:55.410 what what does this all lead us to\n00:00:57.809 conclude with so how do we define\n00:01:00.780 sustainability metrics so since this is\n00:01:03.840 a course the sustainability management\n00:01:05.610 I'm going to have to give you a\n00:01:06.600 definition so they are an organization\n00:01:09.540 or jurisdictions indicators of resource\n00:01:13.799 utilization waste reduction and\n00:01:16.970 pollution discharges into the\n00:01:18.990 environment some being very focused here\n00:01:21.420 there's a lot of other things people\n00:01:22.560 might measure in fact in our case study\n00:01:25.259 they talked about a bunch of other\n00:01:26.850 things I'm going to try to focus on\n00:01:29.280 these three things now according to one\n00:01:32.610 set of authors that I'm quoting here it\n00:01:35.490 includes material intensity energy\n00:01:38.820 intensity water consumption toxic\n00:01:42.750 emissions and pollutants they're\n00:01:44.430 actually separating pollutants into\n00:01:46.500 toxics and other pollutants because put\n00:01:50.549 and toxic being those pollutants that\n00:01:53.310 are most intense that can poison life\n00:01:56.540 relatively quickly where some pollutants\n00:01:59.100 can simply change things not always for\n00:02:01.680 the better\n00:02:02.130 some forms of pollutants are really\n00:02:04.320 having too much of a good thing too much\n00:02:06.990 nutrient too much nutrition in a

lake creates a set of environmental impacts that you don't want but that's different than taking plutonium and dropping it off in the middle of the lake one of them is very toxic immediately and the other is simply a pollutant there are no agreed set of sustainability metrics everyone has their ideas about what's important and we should all expect that this is going to evolve for quite a while so let me focus on the aspects that I think an organization should measure and I should really say that these are starting points I'm really working and I do this here and I do this a little bit in my writing I'm trying to create some boundaries knowing the people are going to take potshots at it okay and that's okay that's really how these things start that's how they evolve so I don't want you to think oh he said it was this therefore that's true and in your final exam I'm not going to have a set of true or false questions or multiple-choice questions related to this in fact there won't be any true or false questions or multiple-choice questions anywhere in this course in part because we simply don't have that level of information here so material intensity is the first pounds of material wasted per unit of output in other words what is it that we're throwing away that doesn't go into the product okay that's one element of material intensity but also is their design for reuse does the product have the potential to be returned for remanufacturing or is it used up after it's used is there some element of it when you think about material intensity one of the questions is is this is it possible to recycle this are the materials being used for this product renewable or mined from one-time geologic resources so it's not so part of its can it be used again but part of it is is this something that we don't have to worry about whether it's recycled because we can make more of it because it's essentially solar and organic in its orientation so that's material intensity the second area is energy intensity and this is expressed as BTUs per unit it's a measure of the net fuel energy consumed to provide the heat and power requirements of the production process okay so that's energy intensity also again renewable versus fossil fuels so it's not just how much energy what's the source of the energy and also the efficiency of the use of the energy in other words how much of the energy in the production process could have been recovered so we'll have a production process that uses say a thousand dollars worth of electricity but it turns out 600 of that was wasted there was waste heat that went up the stack and we could have used it we could have used that energy for some other production process if we had recovered it so these are all factors the energy intensity that is related to

sustainability\n00:05:25.460 third factors water consumption\n00:05:27.909 expressed as gallons of fresh water\n00:05:29.960 excluding rain water consumed per unit\n00:05:32.300 of output how much water's is the stuff\n00:05:34.130 use when we're making it okay other\n00:05:37.820 factors though again with water the\n00:05:40.669 reuse of the water what's the the\n00:05:43.190 discharge when you release that water\n00:05:45.169 into the environment can it be reused or\n00:05:48.259 is it hopeless is it now water that\n00:05:50.630 can't be used for drinking or for\n00:05:54.430 growing plants also can we improve the\n00:06:02.449 efficiency through improved transmission\n00:06:05.180 reduced evaporation in the case of\n00:06:08.030 plants more efficient plants in their\n00:06:10.729 root structure so water consumption is\n00:06:13.729 an issue that we have to measure toxic\n00:06:18.289 emissions expressed as pounds of toxic\n00:06:20.449 materials emitted by the process per\n00:06:23.509 unit of output okay now these are all\n00:06:26.090 quotations from the work that I've cited\n00:06:29.150 here that I hope you've taken a look at\n00:06:32.110 toxic chemicals are defined by a number\n00:06:34.550 of pieces of US legislation we've gone\n00:06:36.320 through a number of regulatory processes\n00:06:38.570 to decide what's\n00:06:40.050 toxic and what isn't but other factors\n00:06:42.690 that need to be considered when you're\n00:06:44.069 thinking about toxicity is the degree of\n00:06:46.530 toxicity the treatment technology do we\n00:06:49.440 have a way of dealing with it and also\n00:06:51.659 even most importantly in my view is\n00:06:54.180 pathway of exposure is this a toxic that\n00:06:56.940 very easily gets into people's homes and\n00:07:00.419 then into their biological systems is\n00:07:03.000 there you know are these toxics that\n00:07:05.509 once they're released have less of a\n00:07:08.460 capacity to impair people's homes and\n00:07:12.870 lives okay so those are all factors that\n00:07:16.169 you have to think about and then there's\n00:07:18.270 pollutant emissions which can be\n00:07:20.520 expressed as pounds of pollutants\n00:07:21.870 emitted by the process per unit of\n00:07:24.060 output for every car there's X amount of\n00:07:27.750 pollution for every you know for every\n00:07:31.440 watch there's X amount of pollution so\n00:07:34.349 you want to measure that how much how\n00:07:36.060 many what kind of emissions are there\n00:07:37.650 now that's for greenhouse gas emissions\n00:07:39.539 but for other air pollutants also sulfur\n00:07:43.319 dioxide other kinds of some of our more\n00:07:47.520 traditional pollutants let's call it\n00:07:50.630 then we want to think not just of the\n00:07:52.860 pollution emissions but what's the\n00:07:54.479 health impact and are the health impacts\n00:07:56.789 things that we can do something about or\n00:07:59.550 are they things that we can't do\n00:08:01.469 anything about if the impact is asthma\n00:08:04.050 is that something that's treatable\n00:08:06.889 versus the impact being cancer which\n00:08:10.949 whilst treatable perhaps is less\n00:08:12.539 treatable so we actually have to look at\n00:08:14.400 those things though this may sound a\n00:08:15.900 little brutal but those are in fact\n00:08:18.060 things you have to judge how bad is this\n00:08:21.029 stuff is a question you have to ask and\n00:08:23.729 has to be answered no other factors are\n00:08:27.029 you know the issue of sustainability can\n00:08:28.830 differ by geography okay you can have a\n00:08:31.740 landfill in a desert and it's going to\n00:08:34.409 have less of an environmental impact on\n00:08:36.510 the surroundings because it's not going\n00:08:38.610 to do much to ground water you put a\n00:08:40.469 landfill you know you you know or you\n00:08:42.659 you know if you try to hydro frack

gas\n00:08:45.949 by the watershed that's a little bit\n00:08:48.870 different than if it's in a place that\n00:08:50.820 doesn't have a lot of groundwater\n00:08:53.020 not to say you should do in either place\n00:08:54.640 but that is something a sustainability\n00:08:56.560 metric would help you to measure and to\n00:08:59.860 weigh along with other kinds of issues\n00:09:01.899 and then you have to wait all this stuff\n00:09:04.770 water energy toxic pollutants what's\n00:09:08.980 more important as we develop the\n00:09:10.660 measures for our organization in this\n00:09:13.390 place all of which is going to vary by\n00:09:15.910 what we do where we are and what's the\n00:09:19.600 human settlement patterns are around us\n00:09:21.750 okay now again I said human settlement\n00:09:24.670 patterns there people would say well\n00:09:25.630 that's unethical we should worry just as\n00:09:27.399 much about the B's and the answers about\n00:09:29.350 people well I know that there people\n00:09:31.839 believe that and I I think that that is\n00:09:34.089 an ethical choice that they make I don't\n00:09:37.810 make that choice I'm more concerned\n00:09:40.510 about people so those are the problems\n00:09:46.029 in measurement I mean just think about\n00:09:48.070 what I've just laid out you know all of\n00:09:50.500 these different issues and all of these\n00:09:53.140 complexities and how do you measure that\n00:09:54.850 in an organization now\n00:09:57.070 having laid out how complex is let me\n00:09:59.230 just say that organizations do this all\n00:10:00.940 the time you have to measure what an\n00:10:03.640 organization does you have to measure\n00:10:05.709 its performance this is an aspect of its\n00:10:08.380 performance that's going to become more\n00:10:11.020 and more important in organizational\n00:10:13.120 management in part because of the\n00:10:15.100 regulatory environment because\n00:10:16.300 government's going to make people do it\n00:10:17.800 in part because resources themselves are\n00:10:21.399 becoming contaminated and scarce and we\n00:10:23.950 have no choice because otherwise we will\n00:10:26.829 degrade the resources of the providers\n00:10:28.990 with wealth government it may lead us to\n00:10:31.060 do that but corporations themselves may\n00:10:32.890 see the importance of doing it and some\n00:10:35.050 of them already have and then this is\n00:10:37.240 cultural change which i think is taking\n00:10:38.800 place which is to say that you know how\n00:10:41.829 do we define criminal activity in a\n00:10:45.250 society it's a cultural definition okay\n00:10:48.220 you know in one society you know you pay\n00:10:51.550 the trucker you know \$1,000 a month to\n00:10:54.670 make sure your truck doesn't get let's\n00:10:57.520 say hijacked okay in some societies\n00:11:00.370 that's the cost of doing business and\n00:11:02.560 other societies that's corruption okay\n00:11:05.650 those\n00:11:06.470 things are socially defined well what\n00:11:09.050 we're seeing is that increasingly and we\n00:11:11.570 saw a little bit this in the Starbucks\n00:11:13.490 case before that the social definition\n00:11:17.900 of a well-run corporation is becoming a\n00:11:20.900 sustainable corporation you and your\n00:11:24.110 friends don't want to work for a company\n00:11:26.660 that is doing evil\n00:11:30.080 what's the Google motto don't don't be\n00:11:35.900 evil don't do evil don't be evil okay\n00:11:39.380 now they're serious about that they\n00:11:41.780 actually think about is what we're doing\n00:11:44.060 somehow adding to pain and misery in the\n00:11:47.360 world okay that's become important to\n00:11:50.330 people and that's going to be helpful as\n00:11:52.610 we develop sustainability measures\n00:11:54.440 what's the relationship of\n00:11:56.710 sustainability

metrics to organizational performance and management systems now as the organization learns these new indicators that need to be developed as we figure out what we want to focus on as we come up with these metrics then they have to be developed collected and analyzed and reported at first separately from routine indicators but then they eventually have to be integrated they have to be part of routine management a key indicator of success in fact it's going to be the ultimate invisibility of distinct sustainability metrics there needs to become a time when we actually look at sustainability metrics just like we look at market share return on equity profit and other more non-financial performance indicators like you know how many things that we produced what's been the cost of breakage all sorts of indicators that organizations put in and what's what are our customers saying how many complaints do we have what's the level of satisfaction how much repeat business you think about all the things an organization measures itself against now in the public sector these can be things like test scores in a school system they can be things like in rates they can be indicators widely ranging sets of indicators number of homicides number of misdemeanors the number of the amount of time it takes to respond to a fire all of these kinds of indicators are how organizations are managed we managed and we define success and manage organizations around these indicators okay so when we created the masters of the sustainability management one of our indicators of success is how many applications did we get how many people did we admit we want to make sure we only admit about no more than half the people that that apply and then how many of those people come well we want at least half of those people to show up you know those are all indicators of success now in the program once it begins we don't want to see people dropping out because they hate it okay so our retention and attrition rates are indicators of success organizations run against metrics all the time and so what this is saying is we need to add sustainability indicators to that mix it's very straightforward what we're trying to do but it's very hard so it leads me to the fourth issue for today what are the methodological issues raised by measuring sustainability now part of the problem is when you can when you develop a measure you want the measure to be reliable and valid reliable means that every time you do the measure you're measuring the same thing you don't change it you don't change the goalposts you don't change the scoring system in the middle of of the measurement you know you don't decide oh this isn't going too well let's change the criteria okay that's that's a measure that's that's not reliable and then

they have to be valid you have to\n00:15:13.910 measure what you actually think
you're\n00:15:15.140 measuring okay and when you so that's\n00:15:19.130 the
creation of the measure itself but\n00:15:21.829 then once you decide what you want
to\n00:15:23.720 measure then you have to collect\n00:15:25.220 information you have
to collect\n00:15:27.589 information in the same way you know\n00:15:29.959 there was
a story I think it was a\n00:15:33.260 New York Times has a as a blog I
think\n00:15:35.480 its 5:28 or something like that or 538\n00:15:37.940 the number of
people in the Congress\n00:15:40.840 does their pull it's their
political\n00:15:43.600 polling oriented website and they were\n00:15:46.850 talking
about I think was Rasmussen the\n00:15:49.040 polling company and they discovered
that\n00:15:51.200 methodological II they had the worst\n00:15:54.440 polls during
this election they were off\n00:15:56.870 more than anybody else and they
looked\n00:15:59.480 at how they were collecting their\n00:16:00.950 information one
of the things you do\n00:16:02.720 when you do polling is you have to\n00:16:04.640
randomize at the place of you know went\n00:16:07.400 like when you make the call you
have to\n00:16:09.710 say you have to decide you want to talk\n00:16:11.420 to the
oldest female in the house and so\n00:16:14.600 if the oldest male in the house is
there\n00:16:17.150 you say no no I need to talk to you\n00:16:18.860 oldest female
she's not here you hang up\n00:16:20.660 you got to go to another person
that's\n00:16:22.550 how you randomize at the household\n00:16:24.500 apparently
they don't do it they do a\n00:16:26.840 few other things in their methodology
so\n00:16:29.420 how you collect information has a lot to\n00:16:31.970 do with the
quality of the information\n00:16:33.710 that you collect now when you're
new\n00:16:36.320 it's something when you're starting\n00:16:38.120
something for the first time you don't\n00:16:39.650 have a lot of experience
collecting it\n00:16:41.150 you make mistakes I mean you make\n00:16:43.700 mistakes
because you don't quite know\n00:16:45.140 how to ask the question you don't
quite\n00:16:47.900 know how to calibrate your measurement\n00:16:50.630 tools and so
as you're doing it you have\n00:16:53.600 to learn so after a while you figure
it\n00:16:57.050 out you get better at it you know you\n00:16:58.940 get better at
taking the measurement and\n00:17:00.800 so eventually the your collection
system\n00:17:04.160 or works better so you need to\n00:17:07.459 understand that the
second method issue\n00:17:09.619 here is the experience and skill in\n00:17:12.380
collecting information itself and then\n00:17:17.119 sometimes it's hard to know
what to\n00:17:18.410 measure you know we just went through\n00:17:19.490 all those
other measures right the whole\n00:17:21.589 field of sustainability water
energy\n00:17:23.650 material so what's more important in our\n00:17:26.089 area
and then how do I wait them are\n00:17:29.030 they all equal is some more is some
more\n00:17:31.670 important to my product or my\n00:17:32.990 organization than
others you know in a\n00:17:35.180 service business does it really is
there\n00:17:38.090 is material intensity is important for\n00:17:40.130 example is
energy intensity probably not\n00:17:42.160 but how much more important to take
a\n00:17:44.390 company like Starbucks a very\n00:17:45.980 interesting point
before\n00:17:47.120 is this a service business that creates\n00:17:49.610 ambience
and the coffee's incidental or\n00:17:51.440 is it a coffee company and the
service\n00:17:53.660 is incidental judging by the service I\n00:17:56.090 beginning I
think the service may be\n00:17:57.290 incidental but no the question here
is\n00:17:59.840 you have to make that decision as you\n00:18:02.870 create your
measurement system and you\n00:18:05.240 have to and what you decide to

measure\n00:18:07.640 then the and the definition of success\n00:18:10.700 has a direct impact on the behavior of\n00:18:14.330 the organization that's why this is so\n00:18:16.250 important you know in the school system\n00:18:18.410 when we start focusing on taking tests\n00:18:20.690 teachers start teaching to the test they\n00:18:23.840 don't care whether the kids are learning\n00:18:25.730 they care whether they're performing\n00:18:27.800 well on the test now if the two things\n00:18:29.030 are the same great but if they're not\n00:18:31.610 you've got a problem so measurement is\n00:18:34.550 not neutral and it's certainly not\n00:18:36.559 neutral within the organization okay so\n00:18:40.179 you need to understand that as you think\n00:18:42.890 about sustainability indicators and this\n00:18:45.260 issue of cherry-picking indicators you\n00:18:46.910 look to see what are we doing good at\n00:18:48.710 let's emphasize that makes us look more\n00:18:51.110 sustainable and particularly with the\n00:18:52.880 emphasis on green washing you have to\n00:18:54.380 watch for that weighting indicators in\n00:18:58.070 an overall scale can it can introduce\n00:18:59.960 bias and as we want to come up with an\n00:19:02.120 overall sustainability measure like the\n00:19:05.179 gross national product like market share\n00:19:08.240 like the bottom-line okay what's it\n00:19:10.790 going to be how do we put that number\n00:19:12.620 together how do we weight it so that's\n00:19:17.090 an issue that's still out there and I\n00:19:19.610 think will vary by organization by\n00:19:22.130 geography by product by service by what\n00:19:26.510 the organization's distinctive\n00:19:27.770 competences what is it trying to trying\n00:19:29.929 to do in some cases qualitative factors\n00:19:32.840 may be just as important as those things\n00:19:35.270 that you can measure some of the\n00:19:36.920 sustainability issues that are important\n00:19:38.570 to you aren't subject to measurement yes\n00:19:40.460 you know the fair trade issues you were\n00:19:42.980 describing before which aren't part of\n00:19:44.420 my measurement of sustainability but\n00:19:46.640 might be part of yours how do you\n00:19:47.990 measure that how do you measure\n00:19:49.700 satisfaction how do you measure then if\n00:19:52.790 you're comparing material intensity to\n00:19:55.220 water intensity to energy intensity\n00:19:56.780 which is more important but management\n00:19:59.060 has to make these decisions and\n00:20:00.559 one of the critical issues for a manager\n00:20:03.139 is decide what's the definition of\n00:20:04.850 success and how will you know if we got\n00:20:07.100 there so in sustainability is the same\n00:20:09.259 thing what's the definition of a\n00:20:10.970 sustainability success for organization\n00:20:13.100 and what are the indicators that I is\n00:20:15.320 the manager I'm going to use to measure\n00:20:18.559 against as we seek to perform it so\n00:20:21.259 despite all of these problems and I\n00:20:23.120 don't think I've been too shy about\n00:20:25.159 introducing them to you\n00:20:27.379 sustainability metrics are essential we\n00:20:30.830 really have to figure out how to do this\n00:20:32.990 we need to develop a way to\n00:20:34.730 operationally measure success in this\n00:20:37.369 area measurements force precision in\n00:20:41.809 defining goals and then force precision\n00:20:44.779 in the actions to achieve those goals\n00:20:47.240 now sometimes that means you make\n00:20:50.210 mistakes some of the first efforts at\n00:20:53.149 measuring performance in organizations\n00:20:55.759 were led organizations astray the\n00:21:00.169 classic was actually in the military\n00:21:03.470 during the war in Vietnam one of the\n00:21:05.990 first quantitative performance\n00:21:07.340 indicators used by Bob

McNamara was Secretary of Defense was body counts they measured how many people were dying they forgot something so they saw how many Americans were dying how many beaten to me soldiers were dying what they didn't understand is that our tolerance for loss was a quite a bit lower than the Vietnamese because they were defending their country and so if they lost a million or two million soldiers in the defense of their homeland they were going to put up with that if we lost 50,000 soldiers we weren't going to put up with it so the real measure of success probably should have been territory held or should have been something else besides body counts but you know look like a good measure seemed pretty important at the time just happened to be wrong now organizations always allocate scarce resources all organizational resources are always scarce and they allocate them to focus on goal achievement there's always a competition for the time and energy of the people who work in an organization and so that's the other reason you want sustainability indicators by creating those indicators you then get into the competition for money and people in an organization okay if you don't have those sustainability indicators then you know people will be managing the organization against other factors and so it's absolutely essential to develop these indicators or this activity will not continue in an organization so that's the the bottom line frankly of why these measures have to be developed the process of defining and improving organizational routines which is what we're talking about to make sustainability happen in an organization has to begin somewhere sometimes it begins with a small step something that you can get your arms around you can define so let's say it's let's reduce energy use okay let's just reduce our electric bills okay that will make us a more sustainable organization you see that happening people are putting in different kind of light bulbs and they're putting in you know electronic devices to control when the air conditioning comes on and when it goes off and motion detectors and all those kinds of things once the initial sustainability's are developed they can be applied they will be and then they can be refined so the indicators themselves are symbolic in its early stages in convincing people in the organization oh we're now being managed against this we're going to be asked how much water we use how much electricity we use we might even be asked how much garbage we're producing and how much of a recycling maybe we'll weigh it you start with the simple stuff the stuff that we know are relatively easy to do and then as time goes on you'll see the measurements become more sophisticated a benchmarking and learning new organization routines from other

organizations is essential in new management areas like sustainability and so what you're gonna see is a lot of people borrowing from each other people going to other organizations and trying to figure out well how do they do it at Starbucks how they do it at Walmart let's see let's try to imitate that let's see if that'll work here eventually you're going to start seeing the indicators get more common and in more general use you know we saw this actually in the financial world with the development of generally accepted accounting practices though those practices were not the first set of accounting practices those are the ones that developed over time as more and more organizations started to use them you're gonna see the same thing I believe happened here so what does this lead us to well first you know as I talked about during our class on performance management which is part of the first few weeks I went through all of the tools of management in order to manage something you have to measure it without measurement you can't tell if what management's doing is making it better or making it worse some measurements essential very often though when you start measuring something for the first time you make mistakes and so what's really important is that we program an organizational learning that we evaluate this that we keep trying to relate it to goals the other thing that happens in organizations is things get ossified people get in they say this is how we measure sedating ability around here I don't care how they do it at Walmart we're gonna do it this way that's a bad thing you want this change to take place early on we have a lot to learn and need to be open to listening observing and changing our sustainability strategies and the way we measure this success of sustainability itself so and I've made this point a number of times today that this is new we don't really know what we're doing yet we know that it needs to be done and I've actually seen I mean in in doing the book sustainability management and in preparing for for this session and for others there's been a fair amount of development than the last ten years enormous amount of progress have been made a lot of ideas that that were there at the very beginning of this literature have already been set aside by I think improvements and you're going to see a lot more

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 for Evolving Sustainability (Regenesi Group) (Z-Library).pdf", "text":
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 Sustainability\n\nPamela Mang \nBen Haggard\n\nRegenesi\n\n\n\nCover Design:
 Wiley\nCover Images: (bottom) \u00a9 Flickr/Nicholas A. Tonelli, Susquehanna River;
 (top, left to right) \u00a9 Michael Sotnikov, \nCheonggyecheong Festival; Courtesy of
 Playa Viva \u00a9 David Leventhal; Teachers \u00a9 Regenesi Group; \u00a9 Sasaki
 \nAssociates, Las Salinas Master Plan\n\nThis book is printed on acid-free paper.
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 www.wiley.com.\n\nLibrary of Congress Cataloging-in-Publication Data:
 \n\n9781118972861 (pbk); 978-1-118-97291-5 (ebk); \n978-1-118-97292-2 (ebk); 978-1-119-
 14969-9 (ebk)\n\nPrinted in the United States of America\n\n10 9 8 7 6 5 4 3 2
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it important to measure sustainability? \n\n**Response:** "Measuring sustainability is crucial because it provides a concrete, data-driven basis for understanding the impacts of our actions on the environment and society. Without such metrics, organizations and societies risk continuing harmful practices that contribute to environmental degradation and social inequalities. Metrics empower us to make informed decisions that align with our values of fairness, ecological preservation, and regenerative growth. They help us to hold corporations and governments accountable, fostering a transparent path toward a more sustainable and equitable world.\u301019\u2020source\u3011\u301020\u2020source\u3011."\n\nThese responses aim to articulate a comprehensive and critical view of sustainability in the context of systemic change, highlighting the need for metrics that support an equitable and ecologically sustainable future."]], "status": "finished_successfully", "end_turn": true

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Library of Congress Cataloging-in-Publication Data: www.wiley.com. \n\n9781118972861 (pbk); 978-1-118-97291-5 (ebk); \n978-1-118-97292-2 (ebk); 978-1-119-14969-9 (ebk) \n\nPrinted in the United States of America \n\n10 9 8 7 6 5 4 3 2 1 \n\n<http://www.copyright.com> \n<http://www.wiley.com/go/permissions> \n<http://booksupport.wiley.com> \n<http://www.wiley.com> \n\n\niiiii \n\nContents \n\nForeword

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215\n\nFurther reading\n\nThe file is too long and its contents have been truncated.\n", "extra": {"cited_message_idx": 20, "search_result_idx": null, "evidence_text": "source"}, "url": "file-effvXAG4wZcIYk9PNCgqnbeZ"}}, {"start_ix": 1640, "end_ix": 1651, "citation_format_type": "tether_og", "metadata": {"type": "file", "name": "Regenerative Development and Design A Framework for Evolving Sustainability (Regenesi s Group) (Z-Library).pdf", "id": "file-effvXAG4wZcIYk9PNCgqnbeZ", "source": "my_files", "text": "\n\n\n\n\nRegenerative \nDevelopment \nand Design\nA Framework for \n\nEvolving Sustainability\n\nPamela Mang \nBen Haggard\n\nRegenesi s\n\n\nCover Design: Wiley\nCover Images: (bottom) \u00a9 Flickr/Nicholas A. Tonelli, Susquehanna River; (top, left to right) \u00a9 Michael Sotnikov, \nCheonggyecheon Festival; Courtesy of Playa Viva \u00a9 David Leventhal; Teachers \u00a9 Regenesi s Group; \u00a9 Sasaki \nAssociates, Las Salinas Master Plan\n\nThis book is printed on acid-free paper. \n\nCopyright \u00a9 2016 by John Wiley & Sons, Inc. All rights reserved\n\nPublished by John Wiley & Sons, Inc., Hoboken, New Jersey\nPublished simultaneously in Canada\n\nNo part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any \nmeans, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section \n107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or \nauthorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood \nDrive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the web at www.copyright.com. Requests to \nthe Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River \nStreet, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permissions.\n\nLimit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this \nbook, they make no representations or warranties with the respect to the accuracy or completeness of the contents \nof this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No \nwarranty may be created or extended by sales representatives or written sales materials. The advice and strategies \ncontained herein may not be suitable for your situation. You should consult with a professional where appropriate. \nNeither the publisher nor the author shall be liable for damages arising herefrom.\n\nFor general information about our other products and services, please contact our Customer Care Department \nwithin the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.\n\nWiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with \nstandard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to \nmedia such as a CD or DVD that is not included in the version you purchased, you may download this material at \nhttp://booksupport.wiley.com. For more information about Wiley products, visit www.wiley.com.\n\nLibrary of Congress Cataloging-in-Publication Data: \n\n9781118972861 (pbk); 978-1-118-97291-5 (ebk); \n978-1-118-97292-2 (ebk); 978-1-119-14969-9 (ebk)\n\nPrinted in the United States of America\n\n10 9 8 7 6 5 4 3 2

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focus on the aspects\n00:02:42.940 that I think an organization should\n00:02:44.500 measure and I should really say that\n00:02:46.450 these are starting points I'm really\n00:02:49.270 working and I do this here and I do this\n00:02:52.330 a little bit in my writing I'm trying to\n00:02:54.340 create some boundaries knowing the\n00:02:56.500 people are going to take potshots at it\n00:02:58.270 okay and that's okay that's really how\n00:03:00.640 these things start that's how they\n00:03:02.530 evolve so I don't want you to think oh\n00:03:04.900 he said it was this therefore that's\n00:03:06.550 true and in in your final exam I'm not\n00:03:10.930 going to have a set of true or false\n00:03:13.170 questions or multiple-choice questions\n00:03:16.210 related to this in fact there won't be\n00:03:17.950 any true or false questions or multiple\n00:03:20.530 choice questions anywhere in this course\n00:03:22.150 in part because we simply don't have\n00:03:24.250 that level of information here so\n00:03:27.160 material intensity is the first pounds\n00:03:29.830 of material wasted per unit of output in\n00:03:33.370 other words what is it that we're\n00:03:35.800 throwing away that doesn't go into the\n00:03:38.320 product okay that's one element of\n00:03:41.370 material intensity but also is their\n00:03:45.670 design for reuse does the product have\n00:03:47.920 the potential to be returned for\n00:03:50.220 remanufacturing or is it used up after\n00:03:53.500 it's used is there some element of it\n00:03:56.140 when you think about material intensity\n00:03:58.000 one of the questions is is this is it\n00:04:00.190 possible to recycle this are the\n00:04:03.640 materials being used for this product\n00:04:06.480 renewable or mined from one-time\n00:04:09.160 geologic resources so it's not so part\n00:04:12.430 of its can it be used again but part of\n00:04:14.800 it is is this something that we don't\n00:04:16.930 have to worry about whether it's\n00:04:18.070 recycled because we can make more of it\n00:04:20.019 because it's essentially solar and\n00:04:22.919 organic in its in its orientation\n00:04:26.410 so that's material intensity the second\n00:04:29.600 area is energy intensity and this is\n00:04:32.120 expressed as BTUs per unit it's a\n00:04:35.060 measure of the net fuel energy consumed\n00:04:37.099 to provide the heat and power\n00:04:38.990 requirements of the production process\n00:04:41.020 okay so that's energy intensity also\n00:04:44.150 again renewable versus fossil fuels so\n00:04:47.300 it's not just how much energy what's the\n00:04:49.520 source of the energy and also the\n00:04:52.960 efficiency of the use of the energy in\n00:04:55.910 other words how much of the energy in\n00:04:59.300 the production process could have been\n00:05:02.620 recovered so we'll have a production\n00:05:05.120 process that uses say a thousand dollars\n00:05:07.520 worth of electricity but it turns out\n00:05:09.470 600 of that was wasted there was waste\n00:05:12.470 heat that went up the stack and we could\n00:05:13.940 have used it we could have used that\n00:05:16.310 energy for some other production process\n00:05:18.530 if we had recovered it so these are all\n00:05:21.050 factors the energy intensity that is\n00:05:23.720 related to sustainability\n00:05:25.460 third factors water consumption\n00:05:27.909 expressed as gallons of fresh water\n00:05:29.960 excluding rain water consumed per unit\n00:05:32.300 of output how much water's is the stuff\n00:05:34.130 use when we're making it okay other\n00:05:37.820 factors though again with water the\n00:05:40.669 reuse of the water what's the the\n00:05:43.190 discharge when you release that water\n00:05:45.169 into the environment can it be reused or\n00:05:48.259 is it hopeless is it now water that\n00:05:50.630 can't be used

for drinking or for growing plants also can we improve the efficiency through improved transmission reduced evaporation in the case of plants more efficient plants in their root structure so water consumption is an issue that we have to measure toxic emissions expressed as pounds of toxic materials emitted by the process per unit of output okay now these are all quotations from the work that I've cited here that I hope you've taken a look at toxic chemicals are defined by a number of pieces of US legislation we've gone through a number of regulatory processes to decide what's toxic and what isn't but other factors that need to be considered when you're thinking about toxicity is the degree of toxicity the treatment technology do we have a way of dealing with it and also even most importantly in my view is pathway of exposure is this a toxic that very easily gets into people's homes and then into their biological systems is there you know are these toxics that once they're released have less of a capacity to impair people's homes and lives okay so those are all factors that you have to think about and then there's pollutant emissions which can be expressed as pounds of pollutants emitted by the process per unit of output for every car there's X amount of pollution for every you know for every watch there's X amount of pollution so you want to measure that how much how many what kind of emissions are there now that's for greenhouse gas emissions but for other air pollutants also sulfur dioxide other kinds of some of our more traditional pollutants let's call it then we want to think not just of the pollution emissions but what's the health impact and are the health impacts things that we can do something about or are they things that we can't do anything about if the impact is asthma is that something that's treatable versus the impact being cancer which whilst treatable perhaps is less treatable so we actually have to look at those things though this may sound a little brutal but those are in fact things you have to judge how bad is this stuff is a question you have to ask and has to be answered no other factors are you know the issue of sustainability can differ by geography okay you can have a landfill in a desert and it's going to have less of an environmental impact on the surroundings because it's not going to do much to ground water you put a landfill you know you know or you know if you try to hydro frack gas by the watershed that's a little bit different than if it's in a place that doesn't have a lot of groundwater not to say you should do in either place but that is something a sustainability metric would help you to measure and to weigh along with other kinds of issues and then you have to wait all this stuff water energy toxic pollutants what's more important as we develop the measures for

our organization in this place all of which is going to vary by what we do where we are and what's the human settlement patterns are around us okay now again I said human settlement patterns there people would say well that's unethical we should worry just as much about the B&S and the answers about people well I know that there people believe that and I I think that that is an ethical choice that they make I don't make that choice I'm more concerned about people so those are the problems in measurement I mean just think about what I've just laid out you know all of these different issues and all of these complexities and how do you measure that in an organization now having laid out how complex is let me just say that organizations do this all the time you have to measure what an organization does you have to measure its performance this is an aspect of its performance that's going to become more and more important in organizational management in part because of the regulatory environment because government's going to make people do it in part because resources themselves are becoming contaminated and scarce and we have no choice because otherwise we will degrade the resources of the providers with wealth government it may lead us to do that but corporations themselves may see the importance of doing it and some of them already have and then this is cultural change which I think is taking place which is to say that you know how do we define criminal activity in a society it's a cultural definition okay you know in one society you know you pay the trucker you know \$1,000 a month to make sure your truck doesn't get let's say hijacked okay in some societies that's the cost of doing business and other societies that's corruption okay those things are socially defined well what we're seeing is that increasingly and we saw a little bit this in the Starbucks case before that the social definition of a well-run corporation is becoming a sustainable corporation you and your friends don't want to work for a company that is doing evil what's the Google motto don't don't be evil don't do evil don't be evil okay now they're serious about that they actually think about is what we're doing somehow adding to pain and misery in the world okay that's become important to people and that's going to be helpful as we develop sustainability measures what's the relationship of sustainability metrics to organizational performance and management systems now as the organization learns these new indicators that need to be developed as we figure out what we want to focus on as we come up with these metrics then they have to be developed collected and analyzed and reported at first separately from routine indicators but then they eventually have to be integrated they have to be part of routine management a

key indicator of success in fact it's going to be the ultimate invisibility of distinct sustainability metrics there needs to become a time when we actually look at sustainability metrics just like we look at market share return on equity profit and other more non-financial performance indicators like you know how many things that we produced what's been the cost of breakage all sorts of indicators that organizations put in and what's what are what are our customers saying how many complaints do we have what's the level of satisfaction how much repeat business you think about all the things an organization measures itself against now in the public sector these can be things like test scores in a school system they can be things like in rates they can be indicators widely ranging sets of indicators number of homicides number of misdemeanors the number of the amount of time it takes to respond to a fire all of these kinds of indicators are how organizations are managed we managed and we define success and manage organizations around these indicators okay so when we created the masters of the sustainability management one of our indicators of success is how many applications did we get how many people did we admit we want to make sure we only admit about no more than half the people that that apply and then how many of those people come well we want at least half of those people to show up you know those are all indicators of success now in the program once it begins we don't want to see people dropping out because they hate it okay so our retention and attrition rates are indicators of success organizations run against metrics all the time and so what this is saying is we need to add sustainability indicators to that mix it's very straightforward what we're trying to do but it's very hard so it leads me to the fourth issue for today what are the methodological issues raised by measuring sustainability now part of the problem is when you when you can when you develop a measure you want the measure to be reliable and valid reliable means that every time you do the measure you're measuring the same thing you don't change it you don't change the goalposts you don't change the scoring system in the middle of of the measurement you know you don't decide oh this isn't going too well let's change the criteria okay that's that's a measure that's that's not reliable and then they have to be valid you have to measure what you actually think you're measuring okay and when you so that's the creation of the measure itself but then once you decide what you want to measure then you have to collect information you have to collect information in the same way you know there was a story I think it was a New York Times has a as a blog I think its 5:28 or something like that or 538 the number of

people in the Congress\n00:15:40.840 does their pull it's their political\n00:15:43.600 polling oriented website and they were\n00:15:46.850 talking about I think was Rasmussen the\n00:15:49.040 polling company and they discovered that\n00:15:51.200 methodological II they had the worst\n00:15:54.440 polls during this election they were off\n00:15:56.870 more than anybody else and they looked\n00:15:59.480 at how they were collecting their\n00:16:00.950 information one of the things you do\n00:16:02.720 when you do polling is you have to\n00:16:04.640 randomize at the place of you know went\n00:16:07.400 like when you make the call you have to\n00:16:09.710 say you have to decide you want to talk\n00:16:11.420 to the oldest female in the house and so\n00:16:14.600 if the oldest male in the house is there\n00:16:17.150 you say no no I need to talk to you\n00:16:18.860 oldest female she's not here you hang up\n00:16:20.660 you got to go to another person that's\n00:16:22.550 how you randomize at the household\n00:16:24.500 apparently they don't do it they do a\n00:16:26.840 few other things in their methodology so\n00:16:29.420 how you collect information has a lot to\n00:16:31.970 do with the quality of the information\n00:16:33.710 that you collect now when you're new\n00:16:36.320 it's something when you're starting\n00:16:38.120 something for the first time you don't\n00:16:39.650 have a lot of experience collecting it\n00:16:41.150 you make mistakes I mean you make\n00:16:43.700 mistakes because you don't quite know\n00:16:45.140 how to ask the question you don't quite\n00:16:47.900 know how to calibrate your measurement\n00:16:50.630 tools and so as you're doing it you have\n00:16:53.600 to learn so after a while you figure it\n00:16:57.050 out you get better at it you know you\n00:16:58.940 get better at taking the measurement and\n00:17:00.800 so eventually the your collection system\n00:17:04.160 or works better so you need to\n00:17:07.459 understand that the second method issue\n00:17:09.619 here is the experience and skill in\n00:17:12.380 collecting information itself and then\n00:17:17.119 sometimes it's hard to know what to\n00:17:18.410 measure you know we just went through\n00:17:19.490 all those other measures right the whole\n00:17:21.589 field of sustainability water energy\n00:17:23.650 material so what's more important in our\n00:17:26.089 area and then how do I wait them are\n00:17:29.030 they all equal is some more is some more\n00:17:31.670 important to my product or my\n00:17:32.990 organization than others you know in a\n00:17:35.180 service business does it really is there\n00:17:38.090 is material intensity is important for\n00:17:40.130 example is energy intensity probably not\n00:17:42.160 but how much more important to take a\n00:17:44.390 company like Starbucks a very\n00:17:45.980 interesting point before\n00:17:47.120 is this a service business that creates\n00:17:49.610 ambience and the coffee's incidental or\n00:17:51.440 is it a coffee company and the service\n00:17:53.660 is incidental judging by the service I\n00:17:56.090 beginning I think the service may be\n00:17:57.290 incidental but no the question here is\n00:17:59.840 you have to make that decision as you\n00:18:02.870 create your measurement system and you\n00:18:05.240 have to and what you decide to measure\n00:18:07.640 then the and the definition of success\n00:18:10.700 has a direct impact on the behavior of\n00:18:14.330 the organization that's why this is so\n00:18:16.250 important you know in the school system\n00:18:18.410 when we start focusing on taking tests\n00:18:20.690 teachers start teaching to the test they\n00:18:23.840 don't care whether the kids are learning\n00:18:25.730 they care whether they're performing\n00:18:27.800 well on the test now if the two things\n00:18:29.030 are the same great but if they're not\n00:18:31.610

you've got a problem so measurement is not neutral and it's certainly not neutral within the organization okay so you need to understand that as you think about sustainability indicators and this issue of cherry-picking indicators you look to see what are we doing good at let's emphasize that makes us look more sustainable and particularly with the emphasis on green washing you have to watch for that weighting indicators in an overall scale can it can introduce bias and as we want to come up with an overall sustainability measure like the gross national product like market share like the bottom-line okay what's it going to be how do we put that number together how do we weight it so that's an issue that's still out there and I think will vary by organization by geography by product by service by what the organization's distinctive competences what is it trying to try to do in some cases qualitative factors may be just as important as those things that you can measure some of the sustainability issues that are important to you aren't subject to measurement yes you know the fair trade issues you were describing before which aren't part of my measurement of sustainability but might be part of yours how do you measure that how do you measure satisfaction how do you measure then if you're comparing material intensity to water intensity to energy intensity which is more important but management has to make these decisions and one of the critical issues for a manager is decide what's the definition of success and how will you know if we got there so in sustainability is the same thing what's the definition of a sustainability success for organization and what are the indicators that I the manager I'm going to use to measure against as we seek to perform it so despite all of these problems and I don't think I've been too shy about introducing them to you sustainability metrics are essential we really have to figure out how to do this we need to develop a way to operationally measure success in this area measurements force precision in defining goals and then force precision in the actions to achieve those goals now sometimes that means you make mistakes some of the first efforts at measuring performance in organizations were led organizations astray the classic was actually in the military during the war in Vietnam one of the first quantitative performance indicators used by Bob McNamara was Secretary of Defense was body counts they measured how many people were dying they forgot something so they saw how many Americans were dying how many beaten to me soldiers were dying what they didn't understand is that our tolerance for loss was a quite a bit lower than the Vietnamese because they were defending their country and so if they lost a million or two million soldiers in the

defense of their\n00:21:34.429 homeland they were going to put up with\n00:21:36.980 that if we lost 50,000 soldiers we\n00:21:39.679 weren't going to put up with it\n00:21:40.850 so the real measure of success probably\n00:21:43.639 should have been territory held or\n00:21:45.619 should have been something else besides\n00:21:47.840 body counts but you know look like a\n00:21:50.960 good measure seemed pretty important at\n00:21:52.519 the time just happened to be wrong now\n00:21:58.119 organizations always allocate scarce\n00:22:01.009 resources all organizational resources\n00:22:03.740 are always scarce and they allocate them\n00:22:05.710 to focus on goal achievement there's\n00:22:09.169 always a competition for the time and\n00:22:11.000 energy of the people who work in an\n00:22:12.320 organization\n00:22:13.700 and so that's the other reason you want\n00:22:17.059 sustainability indicators by creating\n00:22:20.059 those indicators you then get into the\n00:22:21.860 competition for money and people in an\n00:22:24.830 organization okay if you don't have\n00:22:27.529 those sustainability indicators then you\n00:22:30.559 know people will be managing the\n00:22:32.299 organization against other factors and\n00:22:34.070 so it's absolutely essential to develop\n00:22:36.679 these indicators or this activity will\n00:22:39.830 not continue in an organization so\n00:22:42.409 that's the the bottom line frankly of\n00:22:45.260 why these measures have to be developed\n00:22:48.309 the process of defining and improving\n00:22:52.159 organizational routines which is what\n00:22:54.139 we're talking about to make\n00:22:55.639 sustainability happen in an organization\n00:22:57.559 has to begin somewhere sometimes it\n00:23:00.860 begins with a small step something that\n00:23:03.350 you can get your arms around you can\n00:23:05.059 define so let's say it's let's reduce\n00:23:07.730 energy use okay let's just reduce our\n00:23:10.970 electric bills okay that will make us a\n00:23:13.850 more sustainable organization you see\n00:23:15.350 that happening people are putting in\n00:23:17.299 different kind of light bulbs and\n00:23:18.679 they're putting in you know electronic\n00:23:22.880 devices to control when the air\n00:23:25.190 conditioning comes on and when it goes\n00:23:27.260 off and motion detectors and all of\n00:23:29.600 those kinds of things once the initial\n00:23:35.980 sustainability's are developed they can\n00:23:38.809 be applied they will be and then they\n00:23:41.330 can be refined so the indicators\n00:23:44.630 themselves are symbolic in its early\n00:23:47.990 stages in convincing people in the\n00:23:49.880 organization oh we're now being managed\n00:23:52.370 against this we're going to be asked how\n00:23:55.399 much water we use how much electricity\n00:23:57.529 we use we might even be asked how much\n00:24:01.159 garbage we're producing and how much of\n00:24:03.409 a recycling maybe we'll weigh it you\n00:24:06.289 start with the simple stuff the stuff\n00:24:08.299 that we know are relatively easy to do\n00:24:12.110 and then as time goes on you'll see the\n00:24:14.659 measurements become more sophisticated a\n00:24:17.769 benchmarking and learning new\n00:24:20.510 organization routines from other\n00:24:22.100 organizations is essential in new\n00:24:24.730 management areas like sustainability\n00:24:27.320 and so what you're gonna see is a lot of\n00:24:29.270 people borrowing from each other people\n00:24:31.220 going to other organizations and trying\n00:24:32.780 to figure out well how do they do it at\n00:24:33.890 Starbucks how they do it at Walmart\n00:24:35.860 let's see let's try to imitate that\n00:24:38.180 let's see if that'll work here\n00:24:39.940 eventually you're going to start seeing\n00:24:42.290 the

indicators get more common and in\n00:24:45.950 more general use you know we saw this\n00:24:48.770 actually in the financial world with the\n00:24:51.260 development of generally accepted\n00:24:52.580 accounting practices though those\n00:24:55.160 practices were not the first set of\n00:24:57.440 accounting practices those are the ones\n00:24:59.390 that developed over time as more and\n00:25:01.520 more organizations started to use them\n00:25:04.070 you're gonna see the same thing I\n00:25:05.870 believe happened here so what does this\n00:25:10.370 lead us to well first you know as I\n00:25:13.640 talked about during our class on\n00:25:15.170 performance management which is part of\n00:25:16.940 the first few weeks I went through all\n00:25:18.770 of the tools of management in order to\n00:25:20.960 manage something you have to measure it\n00:25:22.430 without measurement you can't tell if\n00:25:25.010 what management's doing is making it\n00:25:26.990 better or making it worse some\n00:25:29.570 measurements essential very often though\n00:25:32.150 when you start measuring something for\n00:25:33.800 the first time you make mistakes and so\n00:25:37.100 what's really important is that we\n00:25:38.930 program an organizational learning that\n00:25:41.810 we evaluate this that we keep trying to\n00:25:44.210 relate it to goals the other thing that\n00:25:46.280 happens in organizations is things get\n00:25:48.080 ossified people get in they say this is\n00:25:50.600 how we measure sedating ability around\n00:25:52.040 here I don't care how they do it at\n00:25:53.810 Walmart we're gonna do it this way\n00:25:55.370 that's a bad thing you want this change\n00:25:58.370 to take place early on we have a lot to\n00:26:03.080 learn and need to be open to listening\n00:26:05.510 observing and changing our\n00:26:07.580 sustainability strategies and the way we\n00:26:09.860 measure this success of sustainability\n00:26:12.770 itself so and I've made this point a\n00:26:16.370 number of times today that this is new\n00:26:19.420 we don't really know what we're doing\n00:26:21.620 yet we know that it needs to be done and\n00:26:24.800 I've actually seen I mean in in doing\n00:26:27.950 the book sustainability management and\n00:26:29.930 in preparing for for this session and\n00:26:32.330 for others there's been a fair amount of\n00:26:34.340 development than the last ten years\n00:26:36.220 enormous amount of progress have been\n00:26:38.330 made a lot of ideas that that were there\n00:26:40.970 at the very beginning of this literature\n00:26:42.409 have already been set aside by I think\n00:26:45.500 improvements and you're going to see a\n00:26:47.539 lot more\n", "extra": {"cited_message_idx": 19, "search_result_idx": null, "evidence_text": "source"}, "url": "file-NPQG4A3Z0pkQGY7qAiPeomPO"}}, {"start_ix": 3057, "end_ix": 3068, "citation_format_type": "tether_og", "metadata": {"type": "file", "name": "tactiq-free-transcript-lmdDnqBh-Zg.txt", "id": "file-NPQG4A3Z0pkQGY7qAiPeomPO", "source": "my_files", "text": "# tactiq.io free youtube transcript\n# Steve Cohen, Sustainability Metrics\n# https://www.youtube.com/watch/lmdDnqBh-Zg\n\n\n00:00:00.740 we'll talk with you about how we define\n00:00:03.210 these metrics what aspects of\n00:00:07.259 sustainability should an organization\n00:00:09.120 measure which I think is one of the\n00:00:10.500 critical issues that we have to think\n00:00:12.509 about and then the relationship of these\n00:00:15.420 sustainability metrics to the\n00:00:17.580 organization's general performance\n00:00:19.500 measurement and management system the\n00:00:21.600 challenge is going to be to integrate so\n00:00:24.660 we have to develop these new ways of\n00:00:27.090 looking at the world and of\n00:00:28.740 organizational performance but then\n00:00:30.929 after a while it's going to be very\n00:00:32.430 important that they not be seen

as something separate oh that's just the way we manage around here nothing different than our routine and really part of other types of metrics what are the methodological issues raised by measuring sustainability and I hinted at that before the complexity of this issue why it's important to do this and and what what does this all lead us to conclude with so how do we define sustainability metrics so since this is a course the sustainability management I'm going to have to give you a definition so they are an organization or jurisdictions indicators of resource utilization waste reduction and pollution discharges into the environment some being very focused here there's a lot of other things people might measure in fact in our case study they talked about a bunch of other things I'm going to try to focus on these three things now according to one set of authors that I'm quoting here it includes material intensity energy intensity water consumption toxic emissions and pollutants they're actually separating pollutants into toxics and other pollutants because put and toxic being those pollutants that are most intense that can poison life relatively quickly where some pollutants can simply change things not always for the better some forms of pollutants are really having too much of a good thing too much nutrient too much nutrition in a lake creates a set of environmental impacts that you don't want but that's different than taking plutonium and dropping it off in the middle of the lake one of them is very toxic immediately and the other is simply a pollutant there are no agreed set of sustainability metrics everyone has their ideas about what's important and we should all expect that this is going to evolve for quite a while so let me focus on the aspects that I think an organization should measure and I should really say that these are starting points I'm really working and I do this here and I do this a little bit in my writing I'm trying to create some boundaries knowing the people are going to take potshots at it okay and that's okay that's really how these things start that's how they evolve so I don't want you to think oh he said it was this therefore that's not true and in your final exam I'm not going to have a set of true or false questions or multiple-choice questions related to this in fact there won't be any true or false questions or multiple-choice questions anywhere in this course in part because we simply don't have that level of information here so material intensity is the first pounds of material wasted per unit of output in other words what is it that we're throwing away that doesn't go into the product okay that's one element of material intensity but also is their design for reuse does the product have the potential to be returned for

remanufacturing or is it used up after\n00:03:53.500 it's used is there some element of it\n00:03:56.140 when you think about material intensity\n00:03:58.000 one of the questions is is this is it\n00:04:00.190 possible to recycle this are the\n00:04:03.640 materials being used for this product\n00:04:06.480 renewable or mined from one-time\n00:04:09.160 geologic resources so it's not so part\n00:04:12.430 of its can it be used again but part of\n00:04:14.800 it is is this something that we don't\n00:04:16.930 have to worry about whether it's\n00:04:18.070 recycled because we can make more of it\n00:04:20.019 because it's essentially solar and\n00:04:22.919 organic in its in its orientation\n00:04:26.410 so that's material intensity the second\n00:04:29.600 area is energy intensity and this is\n00:04:32.120 expressed as BTUs per unit it's a\n00:04:35.060 measure of the net fuel energy consumed\n00:04:37.099 to provide the heat and power\n00:04:38.990 requirements of the production process\n00:04:41.020 okay so that's energy intensity also\n00:04:44.150 again renewable versus fossil fuels so\n00:04:47.300 it's not just how much energy what's the\n00:04:49.520 source of the energy and also the\n00:04:52.960 efficiency of the use of the energy in\n00:04:55.910 other words how much of the energy in\n00:04:59.300 the production process could have been\n00:05:02.620 recovered so we'll have a production\n00:05:05.120 process that uses say a thousand dollars\n00:05:07.520 worth of electricity but it turns out\n00:05:09.470 600 of that was wasted there was waste\n00:05:12.470 heat that went up the stack and we could\n00:05:13.940 have used it we could have used that\n00:05:16.310 energy for some other production process\n00:05:18.530 if we had recovered it so these are all\n00:05:21.050 factors the energy intensity that is\n00:05:23.720 related to sustainability\n00:05:25.460 third factors water consumption\n00:05:27.909 expressed as gallons of fresh water\n00:05:29.960 excluding rain water consumed per unit\n00:05:32.300 of output how much water's is the stuff\n00:05:34.130 use when we're making it okay other\n00:05:37.820 factors though again with water the\n00:05:40.669 reuse of the water what's the the\n00:05:43.190 discharge when you release that water\n00:05:45.169 into the environment can it be reused or\n00:05:48.259 is it hopeless is it now water that\n00:05:50.630 can't be used for drinking or for\n00:05:54.430 growing plants also can we improve the\n00:06:02.449 efficiency through improved transmission\n00:06:05.180 reduced evaporation in the case of\n00:06:08.030 plants more efficient plants in their\n00:06:10.729 root structure so water consumption is\n00:06:13.729 an issue that we have to measure toxic\n00:06:18.289 emissions expressed as pounds of toxic\n00:06:20.449 materials emitted by the process per\n00:06:23.509 unit of output okay now these are all\n00:06:26.090 quotations from the work that I've cited\n00:06:29.150 here that I hope you've taken a look at\n00:06:32.110 toxic chemicals are defined by a number\n00:06:34.550 of pieces of US legislation we've gone\n00:06:36.320 through a number of regulatory processes\n00:06:38.570 to decide what's\n00:06:40.050 toxic and what isn't but other factors\n00:06:42.690 that need to be considered when you're\n00:06:44.069 thinking about toxicity is the degree of\n00:06:46.530 toxicity the treatment technology do we\n00:06:49.440 have a way of dealing with it and also\n00:06:51.659 even most importantly in my view is\n00:06:54.180 pathway of exposure is this a toxic that\n00:06:56.940 very easily gets into people's homes and\n00:07:00.419 then into their biological systems is\n00:07:03.000 there you know are these toxics that\n00:07:05.509 once they're released have less of a\n00:07:08.460 capacity to impair people's homes and\n00:07:12.870 lives okay so

those are all factors that you have to think about and then there's pollutant emissions which can be expressed as pounds of pollutants emitted by the process per unit of output for every car there's X amount of pollution for every you know for every watch there's X amount of pollution so you want to measure that how much how many what kind of emissions are there now that's for greenhouse gas emissions but for other air pollutants also sulfur dioxide other kinds of some of our more traditional pollutants let's call it then we want to think not just of the pollution emissions but what's the health impact and are the health impacts things that we can do something about or are they things that we can't do anything about if the impact is asthma is that something that's treatable versus the impact being cancer which whilst treatable perhaps is less treatable so we actually have to look at those things though this may sound a little brutal but those are in fact things you have to judge how bad is this stuff is a question you have to ask and has to be answered no other factors are you know the issue of sustainability can differ by geography okay you can have a landfill in a desert and it's going to have less of an environmental impact on the surroundings because it's not going to do much to ground water you put a landfill you know you know or you know if you try to hydro frack gas by the watershed that's a little bit different than if it's in a place that doesn't have a lot of groundwater not to say you should do in either place but that is something a sustainability metric would help you to measure and to weigh along with other kinds of issues and then you have to wait all this stuff water energy toxic pollutants what's more important as we develop the measures for our organization in this place all of which is going to vary by what we do where we are and what's the human settlement patterns are around us okay now again I said human settlement patterns there people would say well that's unethical we should worry just as much about the B&S and the answers about people well I know that there people believe that and I I think that that is an ethical choice that they make I don't make that choice I'm more concerned about people so those are the problems in measurement I mean just think about what I've just laid out you know all of these different issues and all of these complexities and how do you measure that in an organization now having laid out how complex is let me just say that organizations do this all the time you have to measure what an organization does you have to measure its performance this is an aspect of its performance that's going to become more and more important in organizational management in part because of the regulatory environment because government's going to make people do

it\n00:10:17.800 in part because resources themselves are\n00:10:21.399 becoming contaminated and scarce and we\n00:10:23.950 have no choice because otherwise we will\n00:10:26.829 degrade the resources of the providers\n00:10:28.990 with wealth government it may lead us to\n00:10:31.060 do that but corporations themselves may\n00:10:32.890 see the importance of doing it and some\n00:10:35.050 of them already have and then this is\n00:10:37.240 cultural change which i think is taking\n00:10:38.800 place which is to say that you know how\n00:10:41.829 do we define criminal activity in a\n00:10:45.250 society it's a cultural definition okay\n00:10:48.220 you know in one society you know you pay\n00:10:51.550 the trucker you know \$1,000 a month to\n00:10:54.670 make sure your truck doesn't get let's\n00:10:57.520 say hijacked okay in some societies\n00:11:00.370 that's the cost of doing business and\n00:11:02.560 other societies that's corruption okay\n00:11:05.650 those\n00:11:06.470 things are socially defined well what\n00:11:09.050 we're seeing is that increasingly and we\n00:11:11.570 saw a little bit this in the Starbucks\n00:11:13.490 case before that the social definition\n00:11:17.900 of a well-run corporation is becoming a\n00:11:20.900 sustainable corporation you and your\n00:11:24.110 friends don't want to work for a company\n00:11:26.660 that is doing evil\n00:11:30.080 what's the Google motto don't don't be\n00:11:35.900 evil don't do evil don't be evil okay\n00:11:39.380 now they're serious about that they\n00:11:41.780 actually think about is what we're doing\n00:11:44.060 somehow adding to pain and misery in the\n00:11:47.360 world okay that's become important to\n00:11:50.330 people and that's going to be helpful as\n00:11:52.610 we develop sustainability measures\n00:11:54.440 what's the relationship of\n00:11:56.710 sustainability metrics to organizational\n00:11:59.480 performance and management systems now\n00:12:02.930 as the organization learns these new\n00:12:07.160 indicators that need to be developed as\n00:12:09.170 we figure out what we want to focus on\n00:12:10.880 as we come up with these metrics then\n00:12:14.180 they have to be developed collected and\n00:12:17.450 analyzed and reported at first\n00:12:19.910 separately from routine indicators but\n00:12:23.660 then they eventually have to be\n00:12:25.340 integrated they have to be part of\n00:12:27.350 routine management a key indicator of\n00:12:30.740 success in fact it's going to be the\n00:12:33.470 ultimate invisibility of distinct\n00:12:36.290 sustainability metrics there needs to\n00:12:38.900 become a time when we actually look at\n00:12:41.540 sustainability metrics just like we look\n00:12:44.450 at market share return on equity profit\n00:12:47.570 and other more non-financial performance\n00:12:50.690 indicators like you know how many things\n00:12:53.300 that we produced what's been the cost of\n00:12:56.510 breakage all sorts of indicators that\n00:13:00.290 organizations put in and what's what are\n00:13:02.990 what are our customers saying how many\n00:13:04.820 complaints do we have what's the level\n00:13:06.350 of satisfaction how much repeat business\n00:13:08.510 you think about all the things an\n00:13:10.520 organization measures itself against now\n00:13:13.370 in the public sector these can be things\n00:13:15.620 like test scores in a school system they\n00:13:19.220 can be things like\n00:13:20.360 in rates they can be indicators widely\n00:13:25.190 ranging sets of indicators number of\n00:13:27.380 homicides number of misdemeanors the\n00:13:30.339 number of the amount of time it takes to\n00:13:33.110 respond to a fire all of these kinds of\n00:13:36.800 indicators are how organizations are\n00:13:39.170 managed we managed and we define success\n00:13:41.209 and manage organizations around these\n00:13:44.450 indicators

okay\n00:13:46.190 so when we created the masters of the\n00:13:49.070 sustainability management one of our\n00:13:50.690 indicators of success is how many\n00:13:52.700 applications did we get how many people\n00:13:55.160 did we admit we want to make sure we\n00:13:57.200 only admit about no more than half the\n00:13:59.420 people that that apply and then how many\n00:14:01.640 of those people come\n00:14:02.720 well we want at least half of those\n00:14:04.010 people to show up you know those are all\n00:14:06.079 indicators of success now in the program\n00:14:08.899 once it begins we don't want to see\n00:14:11.029 people dropping out because they hate it\n00:14:13.190 okay so our retention and attrition\n00:14:15.920 rates are indicators of success\n00:14:18.279 organizations run against metrics all\n00:14:21.290 the time and so what this is saying is\n00:14:24.920 we need to add sustainability indicators\n00:14:28.730 to that mix it's very straightforward\n00:14:31.579 what we're trying to do but it's very\n00:14:34.220 hard so it leads me to the fourth issue\n00:14:36.560 for today what are the methodological\n00:14:38.329 issues raised by measuring\n00:14:40.579 sustainability now part of the problem\n00:14:43.250 is when you when you can when you\n00:14:44.930 develop a measure you want the measure\n00:14:46.940 to be reliable and valid reliable means\n00:14:51.380 that every time you do the measure\n00:14:53.240 you're measuring the same thing you\n00:14:56.029 don't change it you don't change the\n00:14:58.040 goalposts you don't change the scoring\n00:15:00.829 system in the middle of of the\n00:15:02.839 measurement you know you don't decide oh\n00:15:04.820 this isn't going too well let's change\n00:15:07.220 the criteria okay that's that's a\n00:15:09.800 measure that's that's not reliable and\n00:15:12.470 then they have to be valid you have to\n00:15:13.910 measure what you actually think you're\n00:15:15.140 measuring okay and when you so that's\n00:15:19.130 the creation of the measure itself but\n00:15:21.829 then once you decide what you want to\n00:15:23.720 measure then you have to collect\n00:15:25.220 information you have to collect\n00:15:27.589 information in the same way you know\n00:15:29.959 there was a story I think it was a\n00:15:33.260 New York Times has a as a blog I think\n00:15:35.480 its 5:28 or something like that or 538\n00:15:37.940 the number of people in the Congress\n00:15:40.840 does their pull it's their political\n00:15:43.600 polling oriented website and they were\n00:15:46.850 talking about I think was Rasmussen the\n00:15:49.040 polling company and they discovered that\n00:15:51.200 methodological II they had the worst\n00:15:54.440 polls during this election they were off\n00:15:56.870 more than anybody else and they looked\n00:15:59.480 at how they were collecting their\n00:16:00.950 information one of the things you do\n00:16:02.720 when you do polling is you have to\n00:16:04.640 randomize at the place of you know went\n00:16:07.400 like when you make the call you have to\n00:16:09.710 say you have to decide you want to talk\n00:16:11.420 to the oldest female in the house and so\n00:16:14.600 if the oldest male in the house is there\n00:16:17.150 you say no no I need to talk to you\n00:16:18.860 oldest female she's not here you hang up\n00:16:20.660 you got to go to another person that's\n00:16:22.550 how you randomize at the household\n00:16:24.500 apparently they don't do it they do a\n00:16:26.840 few other things in their methodology so\n00:16:29.420 how you collect information has a lot to\n00:16:31.970 do with the quality of the information\n00:16:33.710 that you collect now when you're new\n00:16:36.320 it's something when you're starting\n00:16:38.120 something for the first time you don't\n00:16:39.650 have a lot of experience

collecting it\n00:16:41.150 you make mistakes I mean you make\n00:16:43.700 mistakes because you don't quite know\n00:16:45.140 how to ask the question you don't quite\n00:16:47.900 know how to calibrate your measurement\n00:16:50.630 tools and so as you're doing it you have\n00:16:53.600 to learn so after a while you figure it\n00:16:57.050 out you get better at it you know you\n00:16:58.940 get better at taking the measurement and\n00:17:00.800 so eventually the your collection system\n00:17:04.160 or works better so you need to\n00:17:07.459 understand that the second method issue\n00:17:09.619 here is the experience and skill in\n00:17:12.380 collecting information itself and then\n00:17:17.119 sometimes it's hard to know what to\n00:17:18.410 measure you know we just went through\n00:17:19.490 all those other measures right the whole\n00:17:21.589 field of sustainability water energy\n00:17:23.650 material so what's more important in our\n00:17:26.089 area and then how do I wait them are\n00:17:29.030 they all equal is some more is some more\n00:17:31.670 important to my product or my\n00:17:32.990 organization than others you know in a\n00:17:35.180 service business does it really is there\n00:17:38.090 is material intensity is important for\n00:17:40.130 example is energy intensity probably not\n00:17:42.160 but how much more important to take a\n00:17:44.390 company like Starbucks a very\n00:17:45.980 interesting point before\n00:17:47.120 is this a service business that creates\n00:17:49.610 ambience and the coffee's incidental or\n00:17:51.440 is it a coffee company and the service\n00:17:53.660 is incidental judging by the service I\n00:17:56.090 beginning I think the service may be\n00:17:57.290 incidental but no the question here is\n00:17:59.840 you have to make that decision as you\n00:18:02.870 create your measurement system and you\n00:18:05.240 have to and what you decide to measure\n00:18:07.640 then the and the definition of success\n00:18:10.700 has a direct impact on the behavior of\n00:18:14.330 the organization that's why this is so\n00:18:16.250 important you know in the school system\n00:18:18.410 when we start focusing on taking tests\n00:18:20.690 teachers start teaching to the test they\n00:18:23.840 don't care whether the kids are learning\n00:18:25.730 they care whether they're performing\n00:18:27.800 well on the test now if the two things\n00:18:29.030 are the same great but if they're not\n00:18:31.610 you've got a problem so measurement is\n00:18:34.550 not neutral and it's certainly not\n00:18:36.559 neutral within the organization okay so\n00:18:40.179 you need to understand that as you think\n00:18:42.890 about sustainability indicators and this\n00:18:45.260 issue of cherry-picking indicators you\n00:18:46.910 look to see what are we doing good at\n00:18:48.710 let's emphasize that makes us look more\n00:18:51.110 sustainable and particularly with the\n00:18:52.880 emphasis on green washing you have to\n00:18:54.380 watch for that weighting indicators in\n00:18:58.070 an overall scale can it can introduce\n00:18:59.960 bias and as we want to come up with an\n00:19:02.120 overall sustainability measure like the\n00:19:05.179 gross national product like market share\n00:19:08.240 like the bottom-line okay what's it\n00:19:10.790 going to be how do we put that number\n00:19:12.620 together how do we weight it so that's\n00:19:17.090 an issue that's still out there and I\n00:19:19.610 think will vary by organization by\n00:19:22.130 geography by product by service by what\n00:19:26.510 the organization's distinctive\n00:19:27.770 competences what is it trying to trying\n00:19:29.929 to do in some cases qualitative factors\n00:19:32.840 may be just as important as those things\n00:19:35.270 that you can measure some of the\n00:19:36.920 sustainability issues that are important\n00:19:38.570 to you

aren't subject to measurement yes you know the fair trade issues you were describing before which aren't part of my measurement of sustainability but might be part of yours how do you measure that how do you measure satisfaction how do you measure then if you're comparing material intensity to water intensity to energy intensity which is more important but management has to make these decisions and one of the critical issues for a manager is decide what's the definition of success and how will you know if we got there so in sustainability is the same thing what's the definition of a sustainability success for organization and what are the indicators that I the manager I'm going to use to measure against as we seek to perform it so despite all of these problems and I don't think I've been too shy about introducing them to you sustainability metrics are essential we really have to figure out how to do this we need to develop a way to operationally measure success in this area measurements force precision in defining goals and then force precision in the actions to achieve those goals now sometimes that means you make mistakes some of the first efforts at measuring performance in organizations were led organizations astray the classic was actually in the military during the war in Vietnam one of the first quantitative performance indicators used by Bob McNamara was Secretary of Defense was body counts they measured how many people were dying they forgot something so they saw how many Americans were dying how many beaten to me soldiers were dying what they didn't understand is that our tolerance for loss was a quite a bit lower than the Vietnamese because they were defending their country and so if they lost a million or two million soldiers in the defense of their homeland they were going to put up with that if we lost 50,000 soldiers we weren't going to put up with it so the real measure of success probably should have been territory held or should have been something else besides body counts but you know look like a good measure seemed pretty important at the time just happened to be wrong now organizations always allocate scarce resources all organizational resources are always scarce and they allocate them to focus on goal achievement there's always a competition for the time and energy of the people who work in an organization and so that's the other reason you want sustainability indicators by creating those indicators you then get into the competition for money and people in an organization okay if you don't have those sustainability indicators then you know people will be managing the organization against other factors and so it's absolutely essential to develop these indicators or this activity will not continue in an organization so that's the

the bottom line frankly of\n00:22:45.260 why these measures have to be developed\n00:22:48.309 the process of defining and improving\n00:22:52.159 organizational routines which is what\n00:22:54.139 we're talking about to make\n00:22:55.639 sustainability happen in an organization\n00:22:57.559 has to begin somewhere sometimes it\n00:23:00.860 begins with a small step something that\n00:23:03.350 you can get your arms around you can\n00:23:05.059 define so let's say it's let's reduce\n00:23:07.730 energy use okay let's just reduce our\n00:23:10.970 electric bills okay that will make us a\n00:23:13.850 more sustainable organization you see\n00:23:15.350 that happening people are putting in\n00:23:17.299 different kind of light bulbs and\n00:23:18.679 they're putting in you know electronic\n00:23:22.880 devices to control when the air\n00:23:25.190 conditioning comes on and when it goes\n00:23:27.260 off and motion detectors and all of\n00:23:29.600 those kinds of things once the initial\n00:23:35.980 sustainability's are developed they can\n00:23:38.809 be applied they will be and then they\n00:23:41.330 can be refined so the indicators\n00:23:44.630 themselves are symbolic in its early\n00:23:47.990 stages in convincing people in the\n00:23:49.880 organization oh we're now being managed\n00:23:52.370 against this we're going to be asked how\n00:23:55.399 much water we use how much electricity\n00:23:57.529 we use we might even be asked how much\n00:24:01.159 garbage we're producing and how much of\n00:24:03.409 a recycling maybe we'll weigh it you\n00:24:06.289 start with the simple stuff the stuff\n00:24:08.299 that we know are relatively easy to do\n00:24:12.110 and then as time goes on you'll see the\n00:24:14.659 measurements become more sophisticated a\n00:24:17.769 benchmarking and learning new\n00:24:20.510 organization routines from other\n00:24:22.100 organizations is essential in new\n00:24:24.730 management areas like sustainability\n00:24:27.320 and so what you're gonna see is a lot of\n00:24:29.270 people borrowing from each other people\n00:24:31.220 going to other organizations and trying\n00:24:32.780 to figure out well how do they do it at\n00:24:33.890 Starbucks how they do it at Walmart\n00:24:35.860 let's see let's try to imitate that\n00:24:38.180 let's see if that'll work here\n00:24:39.940 eventually you're going to start seeing\n00:24:42.290 the indicators get more common and in\n00:24:45.950 more general use you know we saw this\n00:24:48.770 actually in the financial world with the\n00:24:51.260 development of generally accepted\n00:24:52.580 accounting practices though those\n00:24:55.160 practices were not the first set of\n00:24:57.440 accounting practices those are the ones\n00:24:59.390 that developed over time as more and\n00:25:01.520 more organizations started to use them\n00:25:04.070 you're gonna see the same thing I\n00:25:05.870 believe happened here so what does this\n00:25:10.370 lead us to well first you know as I\n00:25:13.640 talked about during our class on\n00:25:15.170 performance management which is part of\n00:25:16.940 the first few weeks I went through all\n00:25:18.770 of the tools of management in order to\n00:25:20.960 manage something you have to measure it\n00:25:22.430 without measurement you can't tell if\n00:25:25.010 what management's doing is making it\n00:25:26.990 better or making it worse some\n00:25:29.570 measurements essential very often though\n00:25:32.150 when you start measuring something for\n00:25:33.800 the first time you make mistakes and so\n00:25:37.100 what's really important is that we\n00:25:38.930 program an organizational learning that\n00:25:41.810 we evaluate this that we keep trying to\n00:25:44.210 relate it to goals the other thing that\n00:25:46.280 happens in organizations is things get\n00:25:48.080 ossified

people get in they say this is how we measure sedating ability around here I don't care how they do it at Walmart we're gonna do it this way that's a bad thing you want this change to take place early on we have a lot to learn and need to be open to listening observing and changing our sustainability strategies and the way we measure this success of sustainability itself so and I've made this point a number of times today that this is new we don't really know what we're doing yet we know that it needs to be done and I've actually seen I mean in in doing the book sustainability management and in preparing for for this session and for others there's been a fair amount of development than the last ten years enormous amount of progress have been made a lot of ideas that that were there at the very beginning of this literature have already been set aside by I think improvements and you're going to see a lot more", "extra": {"cited_message_idx": 19, "search_result_idx": null, "evidence_text": "source"}, "url": "file-NPQG4A3ZOpkQGY7qAiPeomPO"}}, {"start_ix": 3068, "end_ix": 3079, "citation_format_type": "tether_og", "metadata": {"type": "file", "name": "Regenerative Development and Design A Framework for Evolving Sustainability (Regenesi s Group) (Z-Library).pdf", "id": "file-effvXAG4wZcIYk9PNCgqnbeZ", "source": "my_files", "text": "\n\n\n\n\nRegenerative \nDevelopment \nand Design\nA Framework for \n\nEvolving Sustainability\n\nPamela Mang \nBen Haggard\n\nRegenesi s\n\nCover Design: Wiley\nCover Images: (bottom) \u00a9 Flickr/Nicholas A. Tonelli, Susquehanna River; (top, left to right) \u00a9 Michael Sotnikov, \nCheonggyecheong Festival; Courtesy of Playa Viva \u00a9 David Leventhal; Teachers \u00a9 Regenesi s Group; \u00a9 Sasaki \nAssociates, Las Salinas Master Plan\n\nThis book is printed on acid-free paper. \n\nCopyright \u00a9 2016 by John Wiley & Sons, Inc. All rights reserved\n\nPublished by John Wiley & Sons, Inc., Hoboken, New Jersey\nPublished simultaneously in Canada\n\nNo part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any \nmeans, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section \n107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or \nauthorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood \nDrive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the web at www.copyright.com. Requests to \nthe Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River \nStreet, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permissions.\n\nLimit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this \nbook, they make no representations or warranties with the respect to the accuracy or completeness of the contents \nof this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No \nwarranty may be created or extended by sales representatives or written sales materials. The advice and strategies \ncontained herein may not be suitable for your situation. You should consult with a professional where appropriate. \nNeither the publisher nor the author shall be liable for damages arising herefrom.\n\nFor general information about our other products and services, please contact our Customer Care Department \nwithin the

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Library of Congress Cataloging-in-Publication Data:	
978-1-118-97286-1 (pbk); 978-1-118-97291-5 (ebk); 978-1-118-97292-2 (ebk); 978-1-119-14969-9 (ebk)	
Printed in the United States of America	10 9 8 7 6 5 4 3 2 1
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http://www.wiley.com/nii	
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\nDevelopment \nand Design\nA Framework for \n\nEvolving Sustainability\n\nPamela Mang
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	Library of Congress Cataloging-in-Publication Data: 9781118972861 (pbk); 978-1-118-97291-5 (ebk); 978-1-118-97292-2 (ebk); 978-1-119-14969-9 (ebk)	
	Printed in the United States of America	10 9 8 7 6 5 4 3 2 1
	http://www.copyright.com http://www.wiley.com/go/permissions http://booksupport.wiley.com http://www.wiley.com/nii Contents Foreword	
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Sustainability (RegenesiS Group) (Z-Library).pdf", "id": "file-
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\nDevelopment \nand Design\nA Framework for \n\nEvolving Sustainability\n\nPamela Mang
\nBen Haggard\n\nRegenesiS\n\n\n\nCover Design: Wiley\nCover Images: (bottom) \u00a9
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Data: \n\n9781118972861 (pbk); 978-1-118-97291-5 (ebk); \n978-1-118-97292-2 (ebk); 978-1-119-14969-9 (ebk)\n\nPrinted in the United States of America\n\n10 9 8 7 6 5 4 3 2 1\n\nhttp://www.copyright.com\nhttp://www.wiley.com/go/permissions\nhttp://booksupport.wiley.com\nhttp://www.wiley.com\n\n\niii\n\nContents\n\nForeword	
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<https://www.youtube.com/watch/lmdDnqBh-Zg>\n\n00:00:00.740 we'll talk with you
about how we define\n00:00:03.210 these metrics what aspects of\n00:00:07.259
sustainability should an organization\n00:00:09.120 measure which I think is one of
the\n00:00:10.500 critical issues that we have to think\n00:00:12.509 about and then
the relationship of these\n00:00:15.420 sustainability metrics to the\n00:00:17.580
organization's general performance\n00:00:19.500 measurement and management
system the\n00:00:21.600 challenge is going to be to integrate so\n00:00:24.660 we
have to develop these new ways of\n00:00:27.090 looking at the world and
of\n00:00:28.740 organizational performance but then\n00:00:30.929 after a while
it's going to be very\n00:00:32.430 important that they not be seen
as\n00:00:34.559 something separate oh that's just the\n00:00:36.510 way we
manage around here nothing\n00:00:38.879 different than our routine and
really\n00:00:41.250 part of other types of metrics what are\n00:00:45.000 the
methodological issues raised by\n00:00:46.770 measuring sustainability and I hinted
at\n00:00:49.710 that before the complexity of this issue\n00:00:52.670 why it's
important to do this and and\n00:00:55.410 what what does this all lead us
to\n00:00:57.809 conclude with so how do we define\n00:01:00.780 sustainability
metrics so since this is\n00:01:03.840 a course the sustainability
management\n00:01:05.610 I'm going to have to give you a\n00:01:06.600 definition
so they are an organization\n00:01:09.540 or jurisdictions indicators of
resource\n00:01:13.799 utilization waste reduction and\n00:01:16.970 pollution
discharges into the\n00:01:18.990 environment some being very focused
here\n00:01:21.420 there's a lot of other things people\n00:01:22.560 might
measure in fact in our case study\n00:01:25.259 they talked about a bunch of
other\n00:01:26.850 things I'm going to try to focus on\n00:01:29.280 these three
things now according to one\n00:01:32.610 set of authors that I'm quoting here
it\n00:01:35.490 includes material intensity energy\n00:01:38.820 intensity water
consumption toxic\n00:01:42.750 emissions and pollutants they're\n00:01:44.430
actually separating pollutants into\n00:01:46.500 toxics and other pollutants because
put\n00:01:50.549 and toxic being those pollutants that\n00:01:53.310 are most intense
that can poison life\n00:01:56.540 relatively quickly where some
pollutants\n00:01:59.100 can simply change things not always for\n00:02:01.680 the
better\n00:02:02.130 some forms of pollutants are really\n00:02:04.320 having too much
of a good thing too much\n00:02:06.990 nutrient too much nutrition in a
lake\n00:02:10.400 creates a set\n00:02:13.270 of environmental impacts that you
don't\n00:02:15.040 want but that's different than taking\n00:02:18.310
plutonium and dropping it off in the\n00:02:20.890 middle of the lake one of them is
very\n00:02:23.470 toxic immediately and the other is\n00:02:25.750 simply a pollutant
there are no agreed\n00:02:28.600 set of sustainability metrics\n00:02:31.270 everyone
has their ideas about what's\n00:02:33.610 important and we should all expect

that this is going to evolve for quite a while so let me focus on the aspects that I think an organization should measure and I should really say that these are starting points I'm really working and I do this here and I do this a little bit in my writing I'm trying to create some boundaries knowing the people are going to take potshots at it okay and that's okay that's really how these things start that's how they evolve so I don't want you to think oh he said it was this therefore that's true and in in your final exam I'm not going to have a set of true or false questions or multiple-choice questions related to this in fact there won't be any true or false questions or multiple-choice questions anywhere in this course in part because we simply don't have that level of information here so material intensity is the first pounds of material wasted per unit of output in other words what is it that we're throwing away that doesn't go into the product okay that's one element of material intensity but also is their design for reuse does the product have the potential to be returned for remanufacturing or is it used up after it's used is there some element of it when you think about material intensity one of the questions is is this is it possible to recycle this are the materials being used for this product renewable or mined from one-time geologic resources so it's not so part of its can it be used again but part of it is this something that we don't have to worry about whether it's recycled because we can make more of it because it's essentially solar and organic in its orientation so that's material intensity the second area is energy intensity and this is expressed as BTUs per unit it's a measure of the net fuel energy consumed to provide the heat and power requirements of the production process okay so that's energy intensity also again renewable versus fossil fuels so it's not just how much energy what's the source of the energy and also the efficiency of the use of the energy in other words how much of the energy in the production process could have been recovered so we'll have a production process that uses say a thousand dollars worth of electricity but it turns out 600 of that was wasted there was waste heat that went up the stack and we could have used it we could have used that energy for some other production process if we had recovered it so these are all factors the energy intensity that is related to sustainability third factors water consumption expressed as gallons of fresh water excluding rain water consumed per unit of output how much water's is the stuff we use when we're making it okay other factors though again with water the reuse of the water what's the discharge when you release that water into the environment can it be reused

or\n00:05:48.259 is it hopeless is it now water that\n00:05:50.630 can't be used for drinking or for\n00:05:54.430 growing plants also can we improve the\n00:06:02.449 efficiency through improved transmission\n00:06:05.180 reduced evaporation in the case of\n00:06:08.030 plants more efficient plants in their\n00:06:10.729 root structure so water consumption is\n00:06:13.729 an issue that we have to measure toxic\n00:06:18.289 emissions expressed as pounds of toxic\n00:06:20.449 materials emitted by the process per\n00:06:23.509 unit of output okay now these are all\n00:06:26.090 quotations from the work that I've cited\n00:06:29.150 here that I hope you've taken a look at\n00:06:32.110 toxic chemicals are defined by a number\n00:06:34.550 of pieces of US legislation we've gone\n00:06:36.320 through a number of regulatory processes\n00:06:38.570 to decide what's\n00:06:40.050 toxic and what isn't but other factors\n00:06:42.690 that need to be considered when you're\n00:06:44.069 thinking about toxicity is the degree of\n00:06:46.530 toxicity the treatment technology do we\n00:06:49.440 have a way of dealing with it and also\n00:06:51.659 even most importantly in my view is\n00:06:54.180 pathway of exposure is this a toxic that\n00:06:56.940 very easily gets into people's homes and\n00:07:00.419 then into their biological systems is\n00:07:03.000 there you know are these toxics that\n00:07:05.509 once they're released have less of a\n00:07:08.460 capacity to impair people's homes and\n00:07:12.870 lives okay so those are all factors that\n00:07:16.169 you have to think about and then there's\n00:07:18.270 pollutant emissions which can be\n00:07:20.520 expressed as pounds of pollutants\n00:07:21.870 emitted by the process per unit of\n00:07:24.060 output for every car there's X amount of\n00:07:27.750 pollution for every you know for every\n00:07:31.440 watch there's X amount of pollution so\n00:07:34.349 you want to measure that how much how\n00:07:36.060 many what kind of emissions are there\n00:07:37.650 now that's for greenhouse gas emissions\n00:07:39.539 but for other air pollutants also sulfur\n00:07:43.319 dioxide other kinds of some of our more\n00:07:47.520 traditional pollutants let's call it\n00:07:50.630 then we want to think not just of the\n00:07:52.860 pollution emissions but what's the\n00:07:54.479 health impact and are the health impacts\n00:07:56.789 things that we can do something about or\n00:07:59.550 are they things that we can't do\n00:08:01.469 anything about if the impact is asthma\n00:08:04.050 is that something that's treatable\n00:08:06.889 versus the impact being cancer which\n00:08:10.949 whilst treatable perhaps is less\n00:08:12.539 treatable so we actually have to look at\n00:08:14.400 those things though this may sound a\n00:08:15.900 little brutal but those are in fact\n00:08:18.060 things you have to judge how bad is this\n00:08:21.029 stuff is a question you have to ask and\n00:08:23.729 has to be answered no other factors are\n00:08:27.029 you know the issue of sustainability can\n00:08:28.830 differ by geography okay you can have a\n00:08:31.740 landfill in a desert and it's going to\n00:08:34.409 have less of an environmental impact on\n00:08:36.510 the surroundings because it's not going\n00:08:38.610 to do much to ground water you put a\n00:08:40.469 landfill you know you you know or you\n00:08:42.659 you know if you try to hydro frack gas\n00:08:45.949 by the watershed that's a little bit\n00:08:48.870 different than if it's in a place that\n00:08:50.820 doesn't have a lot of groundwater\n00:08:53.020 not to say you should do in either place\n00:08:54.640 but that is something a sustainability\n00:08:56.560 metric would help you to measure and to\n00:08:59.860 weigh along with other kinds of issues\n00:09:01.899 and then you have to wait all this stuff\n00:09:04.770 water energy toxic pollutants

what's more important as we develop the measures for our organization in this place all of which is going to vary by what we do where we are and what's the human settlement patterns are around us okay now again I said human settlement patterns there people would say well that's unethical we should worry just as much about the B's and the answers about people well I know that there people believe that and I I think that that is an ethical choice that they make I don't make that choice I'm more concerned about people so those are the problems in measurement I mean just think about what I've just laid out you know all of these different issues and all of these complexities and how do you measure that in an organization now having laid out how complex is let me just say that organizations do this all the time you have to measure what an organization does you have to measure its performance this is an aspect of its performance that's going to become more and more important in organizational management in part because of the regulatory environment because government's going to make people do it in part because resources themselves are becoming contaminated and scarce and we have no choice because otherwise we will degrade the resources of the providers with wealth government it may lead us to do that but corporations themselves may see the importance of doing it and some of them already have and then this is cultural change which I think is taking place which is to say that you know how do we define criminal activity in a society it's a cultural definition okay you know in one society you know you pay the trucker you know \$1,000 a month to make sure your truck doesn't get let's say hijacked okay in some societies that's the cost of doing business and other societies that's corruption okay those things are socially defined well what we're seeing is that increasingly and we saw a little bit this in the Starbucks case before that the social definition of a well-run corporation is becoming a sustainable corporation you and your friends don't want to work for a company that is doing evil what's the Google motto don't don't be evil don't do evil don't be evil okay now they're serious about that they actually think about is what we're doing somehow adding to pain and misery in the world okay that's become important to people and that's going to be helpful as we develop sustainability measures what's the relationship of sustainability metrics to organizational performance and management systems now as the organization learns these new indicators that need to be developed as we figure out what we want to focus on as we come up with these metrics then they have to be developed collected and analyzed and reported at first separately from routine indicators but then they eventually have to

be\n00:12:25.340 integrated they have to be part of\n00:12:27.350 routine management a key indicator of\n00:12:30.740 success in fact it's going to be the\n00:12:33.470 ultimate invisibility of distinct\n00:12:36.290 sustainability metrics there needs to\n00:12:38.900 become a time when we actually look at\n00:12:41.540 sustainability metrics just like we look\n00:12:44.450 at market share return on equity profit\n00:12:47.570 and other more non-financial performance\n00:12:50.690 indicators like you know how many things\n00:12:53.300 that we produced what's been the cost of\n00:12:56.510 breakage all sorts of indicators that\n00:13:00.290 organizations put in and what's what are\n00:13:02.990 what are our customers saying how many\n00:13:04.820 complaints do we have what's the level\n00:13:06.350 of satisfaction how much repeat business\n00:13:08.510 you think about all the things an\n00:13:10.520 organization measures itself against now\n00:13:13.370 in the public sector these can be things\n00:13:15.620 like test scores in a school system they\n00:13:19.220 can be things like\n00:13:20.360 in rates they can be indicators widely\n00:13:25.190 ranging sets of indicators number of\n00:13:27.380 homicides number of misdemeanors the\n00:13:30.339 number of the amount of time it takes to\n00:13:33.110 respond to a fire all of these kinds of\n00:13:36.800 indicators are how organizations are\n00:13:39.170 managed we managed and we define success\n00:13:41.209 and manage organizations around these\n00:13:44.450 indicators okay\n00:13:46.190 so when we created the masters of the\n00:13:49.070 sustainability management one of our\n00:13:50.690 indicators of success is how many\n00:13:52.700 applications did we get how many people\n00:13:55.160 did we admit we want to make sure we\n00:13:57.200 only admit about no more than half the\n00:13:59.420 people that that apply and then how many\n00:14:01.640 of those people come\n00:14:02.720 well we want at least half of those\n00:14:04.010 people to show up you know those are all\n00:14:06.079 indicators of success now in the program\n00:14:08.899 once it begins we don't want to see\n00:14:11.029 people dropping out because they hate it\n00:14:13.190 okay so our retention and attrition\n00:14:15.920 rates are indicators of success\n00:14:18.279 organizations run against metrics all\n00:14:21.290 the time and so what this is saying is\n00:14:24.920 we need to add sustainability indicators\n00:14:28.730 to that mix it's very straightforward\n00:14:31.579 what we're trying to do but it's very\n00:14:34.220 hard so it leads me to the fourth issue\n00:14:36.560 for today what are the methodological\n00:14:38.329 issues raised by measuring\n00:14:40.579 sustainability now part of the problem\n00:14:43.250 is when you when you can when you\n00:14:44.930 develop a measure you want the measure\n00:14:46.940 to be reliable and valid reliable means\n00:14:51.380 that every time you do the measure\n00:14:53.240 you're measuring the same thing you\n00:14:56.029 don't change it you don't change the\n00:14:58.040 goalposts you don't change the scoring\n00:15:00.829 system in the middle of of the\n00:15:02.839 measurement you know you don't decide oh\n00:15:04.820 this isn't going too well let's change\n00:15:07.220 the criteria okay that's that's a\n00:15:09.800 measure that's that's not reliable and\n00:15:12.470 then they have to be valid you have to\n00:15:13.910 measure what you actually think you're\n00:15:15.140 measuring okay and when you so that's\n00:15:19.130 the creation of the measure itself but\n00:15:21.829 then once you decide what you want to\n00:15:23.720 measure then you have to collect\n00:15:25.220 information you have to collect\n00:15:27.589 information in the same way you know\n00:15:29.959 there was a story I think it was a\n00:15:33.260 New York Times has a as a blog I

think\n00:15:35.480 its 5:28 or something like that or 538\n00:15:37.940 the number of people in the Congress\n00:15:40.840 does their pull it's their political\n00:15:43.600 polling oriented website and they were\n00:15:46.850 talking about I think was Rasmussen the\n00:15:49.040 polling company and they discovered that\n00:15:51.200 methodological II they had the worst\n00:15:54.440 polls during this election they were off\n00:15:56.870 more than anybody else and they looked\n00:15:59.480 at how they were collecting their\n00:16:00.950 information one of the things you do\n00:16:02.720 when you do polling is you have to\n00:16:04.640 randomize at the place of you know went\n00:16:07.400 like when you make the call you have to\n00:16:09.710 say you have to decide you want to talk\n00:16:11.420 to the oldest female in the house and so\n00:16:14.600 if the oldest male in the house is there\n00:16:17.150 you say no no I need to talk to you\n00:16:18.860 oldest female she's not here you hang up\n00:16:20.660 you got to go to another person that's\n00:16:22.550 how you randomize at the household\n00:16:24.500 apparently they don't do it they do a\n00:16:26.840 few other things in their methodology so\n00:16:29.420 how you collect information has a lot to\n00:16:31.970 do with the quality of the information\n00:16:33.710 that you collect now when you're new\n00:16:36.320 it's something when you're starting\n00:16:38.120 something for the first time you don't\n00:16:39.650 have a lot of experience collecting it\n00:16:41.150 you make mistakes I mean you make\n00:16:43.700 mistakes because you don't quite know\n00:16:45.140 how to ask the question you don't quite\n00:16:47.900 know how to calibrate your measurement\n00:16:50.630 tools and so as you're doing it you have\n00:16:53.600 to learn so after a while you figure it\n00:16:57.050 out you get better at it you know you\n00:16:58.940 get better at taking the measurement and\n00:17:00.800 so eventually the your collection system\n00:17:04.160 or works better so you need to\n00:17:07.459 understand that the second method issue\n00:17:09.619 here is the experience and skill in\n00:17:12.380 collecting information itself and then\n00:17:17.119 sometimes it's hard to know what to\n00:17:18.410 measure you know we just went through\n00:17:19.490 all those other measures right the whole\n00:17:21.589 field of sustainability water energy\n00:17:23.650 material so what's more important in our\n00:17:26.089 area and then how do I wait them are\n00:17:29.030 they all equal is some more is some more\n00:17:31.670 important to my product or my\n00:17:32.990 organization than others you know in a\n00:17:35.180 service business does it really is there\n00:17:38.090 is material intensity is important for\n00:17:40.130 example is energy intensity probably not\n00:17:42.160 but how much more important to take a\n00:17:44.390 company like Starbucks a very\n00:17:45.980 interesting point before\n00:17:47.120 is this a service business that creates\n00:17:49.610 ambience and the coffee's incidental or\n00:17:51.440 is it a coffee company and the service\n00:17:53.660 is incidental judging by the service I\n00:17:56.090 beginning I think the service may be\n00:17:57.290 incidental but no the question here is\n00:17:59.840 you have to make that decision as you\n00:18:02.870 create your measurement system and you\n00:18:05.240 have to and what you decide to measure\n00:18:07.640 then the and the definition of success\n00:18:10.700 has a direct impact on the behavior of\n00:18:14.330 the organization that's why this is so\n00:18:16.250 important you know in the school system\n00:18:18.410 when we start focusing on taking tests\n00:18:20.690 teachers start teaching to the test they\n00:18:23.840 don't care whether the kids are learning\n00:18:25.730 they care whether they're performing\n00:18:27.800 well on the test now if the two

things are the same great but if they're not you've got a problem so measurement is not neutral and it's certainly not neutral within the organization okay so you need to understand that as you think about sustainability indicators and this issue of cherry-picking indicators you look to see what are we doing good at let's emphasize that makes us look more sustainable and particularly with the emphasis on green washing you have to watch for that weighting indicators in an overall scale can it can introduce bias and as we want to come up with an overall sustainability measure like the gross national product like market share like the bottom-line okay what's it going to be how do we put that number together how do we weight it so that's an issue that's still out there and I think will vary by organization by geography by product by service by what the organization's distinctive competences what is it trying to trying to do in some cases qualitative factors may be just as important as those things that you can measure some of the sustainability issues that are important to you aren't subject to measurement yes you know the fair trade issues you were describing before which aren't part of my measurement of sustainability but might be part of yours how do you measure that how do you measure satisfaction how do you measure then if you're comparing material intensity to water intensity to energy intensity which is more important but management has to make these decisions and one of the critical issues for a manager is decide what's the definition of success and how will you know if we got there so in sustainability is the same thing what's the definition of a sustainability success for organization and what are the indicators that I as the manager I'm going to use to measure against as we seek to perform it so despite all of these problems and I don't think I've been too shy about introducing them to you sustainability metrics are essential we really have to figure out how to do this we need to develop a way to operationally measure success in this area measurements force precision in defining goals and then force precision in the actions to achieve those goals now sometimes that means you make mistakes some of the first efforts at measuring performance in organizations were led organizations astray the classic was actually in the military during the war in Vietnam one of the first quantitative performance indicators used by Bob McNamara was Secretary of Defense was body counts they measured how many people were dying they forgot something so they saw how many Americans were dying how many beaten to me soldiers were dying what they didn't understand is that our tolerance for loss was a quite a bit lower than the Vietnamese because they were defending their country and so

if\n00:21:30.889 they lost a million or two million\n00:21:32.809 soldiers in the defense of their\n00:21:34.429 homeland they were going to put up with\n00:21:36.980 that if we lost 50,000 soldiers we\n00:21:39.679 weren't going to put up with it\n00:21:40.850 so the real measure of success probably\n00:21:43.639 should have been territory held or\n00:21:45.619 should have been something else besides\n00:21:47.840 body counts but you know look like a\n00:21:50.960 good measure seemed pretty important at\n00:21:52.519 the time just happened to be wrong now\n00:21:58.119 organizations always allocate scarce\n00:22:01.009 resources all organizational resources\n00:22:03.740 are always scarce and they allocate them\n00:22:05.710 to focus on goal achievement there's\n00:22:09.169 always a competition for the time and\n00:22:11.000 energy of the people who work in an\n00:22:12.320 organization\n00:22:13.700 and so that's the other reason you want\n00:22:17.059 sustainability indicators by creating\n00:22:20.059 those indicators you then get into the\n00:22:21.860 competition for money and people in an\n00:22:24.830 organization okay if you don't have\n00:22:27.529 those sustainability indicators then you\n00:22:30.559 know people will be managing the\n00:22:32.299 organization against other factors and\n00:22:34.070 so it's absolutely essential to develop\n00:22:36.679 these indicators or this activity will\n00:22:39.830 not continue in an organization so\n00:22:42.409 that's the the bottom line frankly of\n00:22:45.260 why these measures have to be developed\n00:22:48.309 the process of defining and improving\n00:22:52.159 organizational routines which is what\n00:22:54.139 we're talking about to make\n00:22:55.639 sustainability happen in an organization\n00:22:57.559 has to begin somewhere sometimes it\n00:23:00.860 begins with a small step something that\n00:23:03.350 you can get your arms around you can\n00:23:05.059 define so let's say it's let's reduce\n00:23:07.730 energy use okay let's just reduce our\n00:23:10.970 electric bills okay that will make us a\n00:23:13.850 more sustainable organization you see\n00:23:15.350 that happening people are putting in\n00:23:17.299 different kind of light bulbs and\n00:23:18.679 they're putting in you know electronic\n00:23:22.880 devices to control when the air\n00:23:25.190 conditioning comes on and when it goes\n00:23:27.260 off and motion detectors and all of\n00:23:29.600 those kinds of things once the initial\n00:23:35.980 sustainability's are developed they can\n00:23:38.809 be applied they will be and then they\n00:23:41.330 can be refined so the indicators\n00:23:44.630 themselves are symbolic in its early\n00:23:47.990 stages in convincing people in the\n00:23:49.880 organization oh we're now being managed\n00:23:52.370 against this we're going to be asked how\n00:23:55.399 much water we use how much electricity\n00:23:57.529 we use we might even be asked how much\n00:24:01.159 garbage we're producing and how much of\n00:24:03.409 a recycling maybe we'll weigh it you\n00:24:06.289 start with the simple stuff the stuff\n00:24:08.299 that we know are relatively easy to do\n00:24:12.110 and then as time goes on you'll see the\n00:24:14.659 measurements become more sophisticated a\n00:24:17.769 benchmarking and learning new\n00:24:20.510 organization routines from other\n00:24:22.100 organizations is essential in new\n00:24:24.730 management areas like sustainability\n00:24:27.320 and so what you're gonna see is a lot of\n00:24:29.270 people borrowing from each other people\n00:24:31.220 going to other organizations and trying\n00:24:32.780 to figure out well how do they do it at\n00:24:33.890 Starbucks how they do it at Walmart\n00:24:35.860 let's see let's try to imitate that\n00:24:38.180 let's see if that'll work

here eventually you're going to start seeing the indicators get more common and in more general use you know we saw this actually in the financial world with the development of generally accepted accounting practices though those practices were not the first set of accounting practices those are the ones that developed over time as more and more organizations started to use them you're gonna see the same thing I believe happened here so what does this lead us to well first you know as I talked about during our class on performance management which is part of the first few weeks I went through all of the tools of management in order to manage something you have to measure it without measurement you can't tell if what management's doing is making it better or making it worse some measurements essential very often though when you start measuring something for the first time you make mistakes and so what's really important is that we program an organizational learning that we evaluate this that we keep trying to relate it to goals the other thing that happens in organizations is things get ossified people get in they say this is how we measure sedating ability around here I don't care how they do it at Walmart we're gonna do it this way that's a bad thing you want this change to take place early on we have a lot to learn and need to be open to listening observing and changing our sustainability strategies and the way we measure this success of sustainability itself so and I've made this point a number of times today that this is new we don't really know what we're doing yet we know that it needs to be done and I've actually seen I mean in in doing the book sustainability management and in preparing for for this session and for others there's been a fair amount of development than the last ten years enormous amount of progress have been made a lot of ideas that that were there at the very beginning of this literature have already been set aside by I think improvements and you're going to see a lot more", "cloud_doc_url": null}, {"matched_text": "\u0019\u0020source\u0011", "start_idx": 3057, "end_idx": 3068, "alt": null, "type": "file", "name": "tactiq-free-transcript-lmdDnqBh-Zg.txt", "id": "file-NPQG4A3Z0pkQGY7qAiPeomP0", "source": "my_files", "snippet": "# tactiq.io free youtube transcript\n# Steve Cohen, Sustainability Metrics\n# https://www.youtube.com/watch/lmdDnqBh-Zg\n we'll talk with you about how we define these metrics what aspects of sustainability should an organization measure which I think is one of the critical issues that we have to think about and then the relationship of these sustainability metrics to the organization's general performance measurement and management system the challenge is going to be to integrate so we have to develop these new ways of looking at the world and of organizational performance but then after a while it's going to be very important that they not be seen

as something separate oh that's just the way we manage around here nothing different than our routine and really part of other types of metrics what are the methodological issues raised by measuring sustainability and I hinted at that before the complexity of this issue why it's important to do this and and what what does this all lead us to conclude with so how do we define sustainability metrics so since this is a course the sustainability management I'm going to have to give you a definition so they are an organization or jurisdictions indicators of resource utilization waste reduction and pollution discharges into the environment some being very focused here there's a lot of other things people might measure in fact in our case study they talked about a bunch of other things I'm going to try to focus on these three things now according to one set of authors that I'm quoting here it includes material intensity energy intensity water consumption toxic emissions and pollutants they're actually separating pollutants into toxics and other pollutants because put and toxic being those pollutants that are most intense that can poison life relatively quickly where some pollutants can simply change things not always for the better some forms of pollutants are really having too much of a good thing too much nutrient too much nutrition in a lake creates a set of environmental impacts that you don't want but that's different than taking plutonium and dropping it off in the middle of the lake one of them is very toxic immediately and the other is simply a pollutant there are no agreed set of sustainability metrics everyone has their ideas about what's important and we should all expect that this is going to evolve for quite a while so let me focus on the aspects that I think an organization should measure and I should really say that these are starting points I'm really working and I do this here and I do this a little bit in my writing I'm trying to create some boundaries knowing the people are going to take potshots at it okay and that's okay that's really how these things start that's how they evolve so I don't want you to think oh he said it was this therefore that's not true and in your final exam I'm not going to have a set of true or false questions or multiple-choice questions related to this in fact there won't be any true or false questions or multiple-choice questions anywhere in this course in part because we simply don't have that level of information here so material intensity is the first pounds of material wasted per unit of output in other words what is it that we're throwing away that doesn't go into the product okay that's one element of material intensity but also is their design for reuse does the product have the potential to be returned for

remanufacturing or is it used up after\n00:03:53.500 it's used is there some element of it\n00:03:56.140 when you think about material intensity\n00:03:58.000 one of the questions is is this is it\n00:04:00.190 possible to recycle this are the\n00:04:03.640 materials being used for this product\n00:04:06.480 renewable or mined from one-time\n00:04:09.160 geologic resources so it's not so part\n00:04:12.430 of its can it be used again but part of\n00:04:14.800 it is is this something that we don't\n00:04:16.930 have to worry about whether it's\n00:04:18.070 recycled because we can make more of it\n00:04:20.019 because it's essentially solar and\n00:04:22.919 organic in its in its orientation\n00:04:26.410 so that's material intensity the second\n00:04:29.600 area is energy intensity and this is\n00:04:32.120 expressed as BTUs per unit it's a\n00:04:35.060 measure of the net fuel energy consumed\n00:04:37.099 to provide the heat and power\n00:04:38.990 requirements of the production process\n00:04:41.020 okay so that's energy intensity also\n00:04:44.150 again renewable versus fossil fuels so\n00:04:47.300 it's not just how much energy what's the\n00:04:49.520 source of the energy and also the\n00:04:52.960 efficiency of the use of the energy in\n00:04:55.910 other words how much of the energy in\n00:04:59.300 the production process could have been\n00:05:02.620 recovered so we'll have a production\n00:05:05.120 process that uses say a thousand dollars\n00:05:07.520 worth of electricity but it turns out\n00:05:09.470 600 of that was wasted there was waste\n00:05:12.470 heat that went up the stack and we could\n00:05:13.940 have used it we could have used that\n00:05:16.310 energy for some other production process\n00:05:18.530 if we had recovered it so these are all\n00:05:21.050 factors the energy intensity that is\n00:05:23.720 related to sustainability\n00:05:25.460 third factors water consumption\n00:05:27.909 expressed as gallons of fresh water\n00:05:29.960 excluding rain water consumed per unit\n00:05:32.300 of output how much water's is the stuff\n00:05:34.130 use when we're making it okay other\n00:05:37.820 factors though again with water the\n00:05:40.669 reuse of the water what's the the\n00:05:43.190 discharge when you release that water\n00:05:45.169 into the environment can it be reused or\n00:05:48.259 is it hopeless is it now water that\n00:05:50.630 can't be used for drinking or for\n00:05:54.430 growing plants also can we improve the\n00:06:02.449 efficiency through improved transmission\n00:06:05.180 reduced evaporation in the case of\n00:06:08.030 plants more efficient plants in their\n00:06:10.729 root structure so water consumption is\n00:06:13.729 an issue that we have to measure toxic\n00:06:18.289 emissions expressed as pounds of toxic\n00:06:20.449 materials emitted by the process per\n00:06:23.509 unit of output okay now these are all\n00:06:26.090 quotations from the work that I've cited\n00:06:29.150 here that I hope you've taken a look at\n00:06:32.110 toxic chemicals are defined by a number\n00:06:34.550 of pieces of US legislation we've gone\n00:06:36.320 through a number of regulatory processes\n00:06:38.570 to decide what's\n00:06:40.050 toxic and what isn't but other factors\n00:06:42.690 that need to be considered when you're\n00:06:44.069 thinking about toxicity is the degree of\n00:06:46.530 toxicity the treatment technology do we\n00:06:49.440 have a way of dealing with it and also\n00:06:51.659 even most importantly in my view is\n00:06:54.180 pathway of exposure is this a toxic that\n00:06:56.940 very easily gets into people's homes and\n00:07:00.419 then into their biological systems is\n00:07:03.000 there you know are these toxics that\n00:07:05.509 once they're released have less of a\n00:07:08.460 capacity to impair people's homes and\n00:07:12.870 lives okay so

those are all factors that you have to think about and then there's pollutant emissions which can be expressed as pounds of pollutants emitted by the process per unit of output for every car there's X amount of pollution for every you know for every watch there's X amount of pollution so you want to measure that how much how many what kind of emissions are there now that's for greenhouse gas emissions but for other air pollutants also sulfur dioxide other kinds of some of our more traditional pollutants let's call it then we want to think not just of the pollution emissions but what's the health impact and are the health impacts things that we can do something about or are they things that we can't do anything about if the impact is asthma is that something that's treatable versus the impact being cancer which whilst treatable perhaps is less treatable so we actually have to look at those things though this may sound a little brutal but those are in fact things you have to judge how bad is this stuff is a question you have to ask and has to be answered no other factors are you know the issue of sustainability can differ by geography okay you can have a landfill in a desert and it's going to have less of an environmental impact on the surroundings because it's not going to do much to ground water you put a landfill you know you know or you know if you try to hydro frack gas by the watershed that's a little bit different than if it's in a place that doesn't have a lot of groundwater not to say you should do in either place but that is something a sustainability metric would help you to measure and to weigh along with other kinds of issues and then you have to wait all this stuff water energy toxic pollutants what's more important as we develop the measures for our organization in this place all of which is going to vary by what we do where we are and what's the human settlement patterns are around us okay now again I said human settlement patterns there people would say well that's unethical we should worry just as much about the B&S and the answers about people well I know that there people believe that and I I think that that is an ethical choice that they make I don't make that choice I'm more concerned about people so those are the problems in measurement I mean just think about what I've just laid out you know all of these different issues and all of these complexities and how do you measure that in an organization now having laid out how complex is let me just say that organizations do this all the time you have to measure what an organization does you have to measure its performance this is an aspect of its performance that's going to become more and more important in organizational management in part because of the regulatory environment because government's going to make people do

it\n00:10:17.800 in part because resources themselves are\n00:10:21.399 becoming contaminated and scarce and we\n00:10:23.950 have no choice because otherwise we will\n00:10:26.829 degrade the resources of the providers\n00:10:28.990 with wealth government it may lead us to\n00:10:31.060 do that but corporations themselves may\n00:10:32.890 see the importance of doing it and some\n00:10:35.050 of them already have and then this is\n00:10:37.240 cultural change which i think is taking\n00:10:38.800 place which is to say that you know how\n00:10:41.829 do we define criminal activity in a\n00:10:45.250 society it's a cultural definition okay\n00:10:48.220 you know in one society you know you pay\n00:10:51.550 the trucker you know \$1,000 a month to\n00:10:54.670 make sure your truck doesn't get let's\n00:10:57.520 say hijacked okay in some societies\n00:11:00.370 that's the cost of doing business and\n00:11:02.560 other societies that's corruption okay\n00:11:05.650 those\n00:11:06.470 things are socially defined well what\n00:11:09.050 we're seeing is that increasingly and we\n00:11:11.570 saw a little bit this in the Starbucks\n00:11:13.490 case before that the social definition\n00:11:17.900 of a well-run corporation is becoming a\n00:11:20.900 sustainable corporation you and your\n00:11:24.110 friends don't want to work for a company\n00:11:26.660 that is doing evil\n00:11:30.080 what's the Google motto don't don't be\n00:11:35.900 evil don't do evil don't be evil okay\n00:11:39.380 now they're serious about that they\n00:11:41.780 actually think about is what we're doing\n00:11:44.060 somehow adding to pain and misery in the\n00:11:47.360 world okay that's become important to\n00:11:50.330 people and that's going to be helpful as\n00:11:52.610 we develop sustainability measures\n00:11:54.440 what's the relationship of\n00:11:56.710 sustainability metrics to organizational\n00:11:59.480 performance and management systems now\n00:12:02.930 as the organization learns these new\n00:12:07.160 indicators that need to be developed as\n00:12:09.170 we figure out what we want to focus on\n00:12:10.880 as we come up with these metrics then\n00:12:14.180 they have to be developed collected and\n00:12:17.450 analyzed and reported at first\n00:12:19.910 separately from routine indicators but\n00:12:23.660 then they eventually have to be\n00:12:25.340 integrated they have to be part of\n00:12:27.350 routine management a key indicator of\n00:12:30.740 success in fact it's going to be the\n00:12:33.470 ultimate invisibility of distinct\n00:12:36.290 sustainability metrics there needs to\n00:12:38.900 become a time when we actually look at\n00:12:41.540 sustainability metrics just like we look\n00:12:44.450 at market share return on equity profit\n00:12:47.570 and other more non-financial performance\n00:12:50.690 indicators like you know how many things\n00:12:53.300 that we produced what's been the cost of\n00:12:56.510 breakage all sorts of indicators that\n00:13:00.290 organizations put in and what's what are\n00:13:02.990 what are our customers saying how many\n00:13:04.820 complaints do we have what's the level\n00:13:06.350 of satisfaction how much repeat business\n00:13:08.510 you think about all the things an\n00:13:10.520 organization measures itself against now\n00:13:13.370 in the public sector these can be things\n00:13:15.620 like test scores in a school system they\n00:13:19.220 can be things like\n00:13:20.360 in rates they can be indicators widely\n00:13:25.190 ranging sets of indicators number of\n00:13:27.380 homicides number of misdemeanors the\n00:13:30.339 number of the amount of time it takes to\n00:13:33.110 respond to a fire all of these kinds of\n00:13:36.800 indicators are how organizations are\n00:13:39.170 managed we managed and we define success\n00:13:41.209 and manage organizations around these\n00:13:44.450 indicators

okay\n00:13:46.190 so when we created the masters of the\n00:13:49.070 sustainability management one of our\n00:13:50.690 indicators of success is how many\n00:13:52.700 applications did we get how many people\n00:13:55.160 did we admit we want to make sure we\n00:13:57.200 only admit about no more than half the\n00:13:59.420 people that that apply and then how many\n00:14:01.640 of those people come\n00:14:02.720 well we want at least half of those\n00:14:04.010 people to show up you know those are all\n00:14:06.079 indicators of success now in the program\n00:14:08.899 once it begins we don't want to see\n00:14:11.029 people dropping out because they hate it\n00:14:13.190 okay so our retention and attrition\n00:14:15.920 rates are indicators of success\n00:14:18.279 organizations run against metrics all\n00:14:21.290 the time and so what this is saying is\n00:14:24.920 we need to add sustainability indicators\n00:14:28.730 to that mix it's very straightforward\n00:14:31.579 what we're trying to do but it's very\n00:14:34.220 hard so it leads me to the fourth issue\n00:14:36.560 for today what are the methodological\n00:14:38.329 issues raised by measuring\n00:14:40.579 sustainability now part of the problem\n00:14:43.250 is when you when you can when you\n00:14:44.930 develop a measure you want the measure\n00:14:46.940 to be reliable and valid reliable means\n00:14:51.380 that every time you do the measure\n00:14:53.240 you're measuring the same thing you\n00:14:56.029 don't change it you don't change the\n00:14:58.040 goalposts you don't change the scoring\n00:15:00.829 system in the middle of of the\n00:15:02.839 measurement you know you don't decide oh\n00:15:04.820 this isn't going too well let's change\n00:15:07.220 the criteria okay that's that's a\n00:15:09.800 measure that's that's not reliable and\n00:15:12.470 then they have to be valid you have to\n00:15:13.910 measure what you actually think you're\n00:15:15.140 measuring okay and when you so that's\n00:15:19.130 the creation of the measure itself but\n00:15:21.829 then once you decide what you want to\n00:15:23.720 measure then you have to collect\n00:15:25.220 information you have to collect\n00:15:27.589 information in the same way you know\n00:15:29.959 there was a story I think it was a\n00:15:33.260 New York Times has a as a blog I think\n00:15:35.480 its 5:28 or something like that or 538\n00:15:37.940 the number of people in the Congress\n00:15:40.840 does their poll it's their political\n00:15:43.600 polling oriented website and they were\n00:15:46.850 talking about I think was Rasmussen the\n00:15:49.040 polling company and they discovered that\n00:15:51.200 methodological II they had the worst\n00:15:54.440 polls during this election they were off\n00:15:56.870 more than anybody else and they looked\n00:15:59.480 at how they were collecting their\n00:16:00.950 information one of the things you do\n00:16:02.720 when you do polling is you have to\n00:16:04.640 randomize at the place of you know went\n00:16:07.400 like when you make the call you have to\n00:16:09.710 say you have to decide you want to talk\n00:16:11.420 to the oldest female in the house and so\n00:16:14.600 if the oldest male in the house is there\n00:16:17.150 you say no no I need to talk to you\n00:16:18.860 oldest female she's not here you hang up\n00:16:20.660 you got to go to another person that's\n00:16:22.550 how you randomize at the household\n00:16:24.500 apparently they don't do it they do a\n00:16:26.840 few other things in their methodology so\n00:16:29.420 how you collect information has a lot to\n00:16:31.970 do with the quality of the information\n00:16:33.710 that you collect now when you're new\n00:16:36.320 it's something when you're starting\n00:16:38.120 something for the first time you don't\n00:16:39.650 have a lot of experience

collecting it\n00:16:41.150 you make mistakes I mean you make\n00:16:43.700 mistakes because you don't quite know\n00:16:45.140 how to ask the question you don't quite\n00:16:47.900 know how to calibrate your measurement\n00:16:50.630 tools and so as you're doing it you have\n00:16:53.600 to learn so after a while you figure it\n00:16:57.050 out you get better at it you know you\n00:16:58.940 get better at taking the measurement and\n00:17:00.800 so eventually the your collection system\n00:17:04.160 or works better so you need to\n00:17:07.459 understand that the second method issue\n00:17:09.619 here is the experience and skill in\n00:17:12.380 collecting information itself and then\n00:17:17.119 sometimes it's hard to know what to\n00:17:18.410 measure you know we just went through\n00:17:19.490 all those other measures right the whole\n00:17:21.589 field of sustainability water energy\n00:17:23.650 material so what's more important in our\n00:17:26.089 area and then how do I wait them are\n00:17:29.030 they all equal is some more is some more\n00:17:31.670 important to my product or my\n00:17:32.990 organization than others you know in a\n00:17:35.180 service business does it really is there\n00:17:38.090 is material intensity is important for\n00:17:40.130 example is energy intensity probably not\n00:17:42.160 but how much more important to take a\n00:17:44.390 company like Starbucks a very\n00:17:45.980 interesting point before\n00:17:47.120 is this a service business that creates\n00:17:49.610 ambience and the coffee's incidental or\n00:17:51.440 is it a coffee company and the service\n00:17:53.660 is incidental judging by the service I\n00:17:56.090 beginning I think the service may be\n00:17:57.290 incidental but no the question here is\n00:17:59.840 you have to make that decision as you\n00:18:02.870 create your measurement system and you\n00:18:05.240 have to and what you decide to measure\n00:18:07.640 then the and the definition of success\n00:18:10.700 has a direct impact on the behavior of\n00:18:14.330 the organization that's why this is so\n00:18:16.250 important you know in the school system\n00:18:18.410 when we start focusing on taking tests\n00:18:20.690 teachers start teaching to the test they\n00:18:23.840 don't care whether the kids are learning\n00:18:25.730 they care whether they're performing\n00:18:27.800 well on the test now if the two things\n00:18:29.030 are the same great but if they're not\n00:18:31.610 you've got a problem so measurement is\n00:18:34.550 not neutral and it's certainly not\n00:18:36.559 neutral within the organization okay so\n00:18:40.179 you need to understand that as you think\n00:18:42.890 about sustainability indicators and this\n00:18:45.260 issue of cherry-picking indicators you\n00:18:46.910 look to see what are we doing good at\n00:18:48.710 let's emphasize that makes us look more\n00:18:51.110 sustainable and particularly with the\n00:18:52.880 emphasis on green washing you have to\n00:18:54.380 watch for that weighting indicators in\n00:18:58.070 an overall scale can it can introduce\n00:18:59.960 bias and as we want to come up with an\n00:19:02.120 overall sustainability measure like the\n00:19:05.179 gross national product like market share\n00:19:08.240 like the bottom-line okay what's it\n00:19:10.790 going to be how do we put that number\n00:19:12.620 together how do we weight it so that's\n00:19:17.090 an issue that's still out there and I\n00:19:19.610 think will vary by organization by\n00:19:22.130 geography by product by service by what\n00:19:26.510 the organization's distinctive\n00:19:27.770 competences what is it trying to trying\n00:19:29.929 to do in some cases qualitative factors\n00:19:32.840 may be just as important as those things\n00:19:35.270 that you can measure some of the\n00:19:36.920 sustainability issues that are important\n00:19:38.570 to you

aren't subject to measurement yes you know the fair trade issues you were describing before which aren't part of my measurement of sustainability but might be part of yours how do you measure that how do you measure satisfaction how do you measure then if you're comparing material intensity to water intensity to energy intensity which is more important but management has to make these decisions and one of the critical issues for a manager is decide what's the definition of success and how will you know if we got there so in sustainability is the same thing what's the definition of a sustainability success for organization and what are the indicators that I the manager I'm going to use to measure against as we seek to perform it so despite all of these problems and I don't think I've been too shy about introducing them to you sustainability metrics are essential we really have to figure out how to do this we need to develop a way to operationally measure success in this area measurements force precision in defining goals and then force precision in the actions to achieve those goals now sometimes that means you make mistakes some of the first efforts at measuring performance in organizations were led organizations astray the classic was actually in the military during the war in Vietnam one of the first quantitative performance indicators used by Bob McNamara was Secretary of Defense was body counts they measured how many people were dying they forgot something so they saw how many Americans were dying how many beaten to me soldiers were dying what they didn't understand is that our tolerance for loss was a quite a bit lower than the Vietnamese because they were defending their country and so if they lost a million or two million soldiers in the defense of their homeland they were going to put up with that if we lost 50,000 soldiers we weren't going to put up with it so the real measure of success probably should have been territory held or should have been something else besides body counts but you know look like a good measure seemed pretty important at the time just happened to be wrong now organizations always allocate scarce resources all organizational resources are always scarce and they allocate them to focus on goal achievement there's always a competition for the time and energy of the people who work in an organization and so that's the other reason you want sustainability indicators by creating those indicators you then get into the competition for money and people in an organization okay if you don't have those sustainability indicators then you know people will be managing the organization against other factors and so it's absolutely essential to develop these indicators or this activity will not continue in an organization so that's the

the bottom line frankly of\n00:22:45.260 why these measures have to be developed\n00:22:48.309 the process of defining and improving\n00:22:52.159 organizational routines which is what\n00:22:54.139 we're talking about to make\n00:22:55.639 sustainability happen in an organization\n00:22:57.559 has to begin somewhere sometimes it\n00:23:00.860 begins with a small step something that\n00:23:03.350 you can get your arms around you can\n00:23:05.059 define so let's say it's let's reduce\n00:23:07.730 energy use okay let's just reduce our\n00:23:10.970 electric bills okay that will make us a\n00:23:13.850 more sustainable organization you see\n00:23:15.350 that happening people are putting in\n00:23:17.299 different kind of light bulbs and\n00:23:18.679 they're putting in you know electronic\n00:23:22.880 devices to control when the air\n00:23:25.190 conditioning comes on and when it goes\n00:23:27.260 off and motion detectors and all of\n00:23:29.600 those kinds of things once the initial\n00:23:35.980 sustainability's are developed they can\n00:23:38.809 be applied they will be and then they\n00:23:41.330 can be refined so the indicators\n00:23:44.630 themselves are symbolic in its early\n00:23:47.990 stages in convincing people in the\n00:23:49.880 organization oh we're now being managed\n00:23:52.370 against this we're going to be asked how\n00:23:55.399 much water we use how much electricity\n00:23:57.529 we use we might even be asked how much\n00:24:01.159 garbage we're producing and how much of\n00:24:03.409 a recycling maybe we'll weigh it you\n00:24:06.289 start with the simple stuff the stuff\n00:24:08.299 that we know are relatively easy to do\n00:24:12.110 and then as time goes on you'll see the\n00:24:14.659 measurements become more sophisticated a\n00:24:17.769 benchmarking and learning new\n00:24:20.510 organization routines from other\n00:24:22.100 organizations is essential in new\n00:24:24.730 management areas like sustainability\n00:24:27.320 and so what you're gonna see is a lot of\n00:24:29.270 people borrowing from each other people\n00:24:31.220 going to other organizations and trying\n00:24:32.780 to figure out well how do they do it at\n00:24:33.890 Starbucks how they do it at Walmart\n00:24:35.860 let's see let's try to imitate that\n00:24:38.180 let's see if that'll work here\n00:24:39.940 eventually you're going to start seeing\n00:24:42.290 the indicators get more common and in\n00:24:45.950 more general use you know we saw this\n00:24:48.770 actually in the financial world with the\n00:24:51.260 development of generally accepted\n00:24:52.580 accounting practices though those\n00:24:55.160 practices were not the first set of\n00:24:57.440 accounting practices those are the ones\n00:24:59.390 that developed over time as more and\n00:25:01.520 more organizations started to use them\n00:25:04.070 you're gonna see the same thing I\n00:25:05.870 believe happened here so what does this\n00:25:10.370 lead us to well first you know as I\n00:25:13.640 talked about during our class on\n00:25:15.170 performance management which is part of\n00:25:16.940 the first few weeks I went through all\n00:25:18.770 of the tools of management in order to\n00:25:20.960 manage something you have to measure it\n00:25:22.430 without measurement you can't tell if\n00:25:25.010 what management's doing is making it\n00:25:26.990 better or making it worse some\n00:25:29.570 measurements essential very often though\n00:25:32.150 when you start measuring something for\n00:25:33.800 the first time you make mistakes and so\n00:25:37.100 what's really important is that we\n00:25:38.930 program an organizational learning that\n00:25:41.810 we evaluate this that we keep trying to\n00:25:44.210 relate it to goals the other thing that\n00:25:46.280 happens in organizations is things get\n00:25:48.080 ossified

people get in they say this is how we measure sedating ability around here I don't care how they do it at Walmart we're gonna do it this way that's a bad thing you want this change to take place early on we have a lot to learn and need to be open to listening observing and changing our sustainability strategies and the way we measure this success of sustainability itself so and I've made this point a number of times today that this is new we don't really know what we're doing yet we know that it needs to be done and I've actually seen I mean in in doing the book sustainability management and in preparing for for this session and for others there's been a fair amount of development than the last ten years enormous amount of progress have been made a lot of ideas that that were there at the very beginning of this literature have already been set aside by I think improvements and you're going to see a lot more", "cloud_doc_url": null}, {"matched_text": "\u001020\u0020source\u0011", "start_idx": 3068, "end_idx": 3079, "alt": null, "type": "file", "name": "Regenerative Development and Design A Framework for Evolving Sustainability (Regenesi Group) (Z-Library).pdf", "id": "file-effvXAG4wZcIYk9PNCgqnbeZ", "source": "my_files", "snippet": "\n\n\n\nRegenerative \nDevelopment \nand Design\nA Framework for \n\nEvolving Sustainability\n\nPamela Mang \nBen Haggard\n\nRegenesi\n\n\nCover Design: Wiley\nCover Images: (bottom) \u00a9 Flickr/Nicholas A. Tonelli, Susquehanna River; (top, left to right) \u00a9 Michael Sotnikov, \nCheonggyecheong Festival; Courtesy of Playa Viva \u00a9 David Leventhal; Teachers \u00a9 Regenesi Group; \u00a9 Sasaki \nAssociates, Las Salinas Master Plan\n\nThis book is printed on acid-free paper. \n\nCopyright \u00a9 2016 by John Wiley & Sons, Inc. All rights reserved\n\nPublished by John Wiley & Sons, Inc., Hoboken, New Jersey\n\nPublished simultaneously in Canada\n\nNo part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any \nmeans, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section \n107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or \nauthorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood \nDrive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the web at www.copyright.com. Requests to \nthe Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River \nStreet, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permissions.\n\nLimit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this \nbook, they make no representations or warranties with the respect to the accuracy or completeness of the contents \nof this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No \nwarranty may be created or extended by sales representatives or written sales materials. The advice and strategies \ncontained herein may not be suitable for your situation. You should consult with a professional where appropriate. \nNeither the publisher nor the author shall be liable for damages arising herefrom.\n\nFor general information about our other products and services, please contact our Customer Care Department \nwithin the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.\n\nWiley publishes in a variety of print and electronic formats and by

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has an API or some way to interact programmatically. \n - Set up authentication and connection to Paltalk. \n\n3. ****Use OpenAI for Trivia Questions**** \n - Get access to OpenAI's API. \n - Use the API to generate trivia questions and answers. \n\n4. ****Write Bot Logic**** \n - Handle user interactions and trivia game logic. \n - Manage sessions and keep track of scores. \n\n5. ****Deploy and Test**** \n - Deploy your bot on a server or local machine. \n - Test extensively to ensure it works as expected. \n\n### Detailed Guide \n\n#### 1. Set Up Development Environment \n\n****Install Python****: Ensure you have Python installed. You can download it from [python.org](https://www.python.org/). \n\n****Create a Virtual Environment****: \n\n```\nbash\n python -m venv trivia-bot-env\n source trivia-bot-env/bin/activate # On Windows: trivia-bot-env\\Scripts\\activate\n ```\n\n****Install Necessary Libraries****: \n\n```\nbash\n pip install openai requests\n ```\n\n#### 2. Integrate with Paltalk \n\nIf Paltalk has an API: \n\n****Check Paltalk API Documentation****: Look for endpoints that allow sending and receiving messages. \n\n****Authentication****: Follow the API documentation to authenticate your bot. \n\nIf Paltalk doesn't have a public API: \n\n****Web Scraping or Automation****: Use libraries like Selenium to automate interactions with Paltalk's web interface. \n\nExample (if using Selenium for web automation): \n\n```\npython\nfrom selenium import webdriver\nfrom selenium.webdriver.common.keys import Keys\n\n# Set up the WebDriver\ndriver = webdriver.Chrome(executable_path='path/to/chromedriver')\ndriver.get('https://www.paltalk.com/login')\n\n# Log in to Paltalk\nusername =\ndriver.find_element_by_name('username')\npassword =\ndriver.find_element_by_name('password')\nusername.send_keys('your-username')\npassword.send_keys('your-password')\npassword.send_keys(Keys.RETURN)\n\n# Further interaction logic\n```\n\n#### 3. Use OpenAI for Trivia Questions \n\n****Get API Key from OpenAI****: Sign up and get your API key from [OpenAI](https://beta.openai.com/signup/). \n\n****Generate Trivia Questions****: \n\n```\npython\nimport openai\n\nopenai.api_key = 'your-openai-api-key'\n\ndef generate_trivia_question():\n response = openai.Completion.create(\n engine='text-davinci-003',\n prompt='Generate a trivia question and answer.',\n max_tokens=60\n)\n return response.choices[0].text.strip()\n\nquestion = generate_trivia_question()\nprint(question)\n```\n\n#### 4. Write Bot Logic \n\n****Handle Interactions****: Write functions to handle user commands, trivia sessions, and scoring. \n\n****Example Logic****: \n\n```\npython\nimport time\nimport random\n\ndef start_trivia_game():\n # Initialize game variables\n score = 0\n num_questions = 5\n for _ in range(num_questions):\n question = generate_trivia_question()\n print('Trivia Question:', question)\n user_answer = input('Your answer: ')\n # Simulate checking the answer\n if random.choice([True, False]):\n # Replace with actual answer checking\n print('Correct!')\n score += 1\n else:\n print('Incorrect.')\n time.sleep(1)\n print(f'Game over! Your score is {score}/{num_questions}')\n\nstart_trivia_game()\n```\n\n#### 5. Deploy and Test \n\n****Deploy on a Server****: Use a cloud service like AWS, Heroku, or a simple VPS to run your bot. \n\n****Testing****: Test the bot thoroughly to handle different scenarios and edge cases. \n\n### Additional Tips \n\n****Logging****: Implement logging to track the bot's activity and debug issues. \n\n****Error Handling****: Add robust error handling to manage API rate limits and connectivity issues. \n\n****User Experience****: Design the bot's

```

responses to be engaging and informative.\n\n### Example Project
Structure\n\n```\ntrivia-bot/\n\u251c\u2500\u2500 env/                                # Virtual
environment\n\u251c\u2500\u2500 src/\n\u251c\u2500 \u2500 \u2500 main.py                                #
Main bot logic\n\u251c\u2500 \u2500 \u2500 paltalk_api.py        # Paltalk API
integration\n\u251c\u2500 \u2500 \u2500 openai_integration.py    # OpenAI
integration\n\u251c\u2500 \u2500 \u2500 trivia_logic.py        # Trivia game
logic\n\u251c\u2500 \u2500 \u2500 requirements.txt                # Python
dependencies\n\u251c\u2500 \u2500 \u2500 README.md                    # Project
documentation\n\n```\n\nBy following these steps, you should be able to create a
functional Paltalk trivia bot using OpenAI."}], "status":
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PayPal REST APIs\u2020developer.paypal.com\u3011\nHere's how to get your client
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& Credentials. New accounts come with a Default Application in the REST API apps
section. To create a new project, select Create App. Copy the client ID and client
secret for your app. 2.\n# \u3010\u2020penAI
Platform\u2020platform.openai.com\u3011\nAn object specifying the format that the
model must output. Compatible with GPT-4 Turbo and all GPT-3.5 Turbo models newer than
gpt-3.5-turbo-1106.. Setting to { &quot;type&quot;;: &quot;json_object&quot;; } enables

```

JSON mode, which guarantees the message the model generates is valid JSON.. Important: when using JSON mode, you must also instruct the model to produce JSON yourself via a system or user message.

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announcements and updates . See Developer Portal. Explore how to integrate UPS's suite of APIs into your systems to provide a seamless shipping experience for your customers.

[FastAPI - tiangolo/fastapi.tiangolo.com](#)

Automatic interactive API documentation, including 2 alternative user interfaces: Swagger UI. ReDoc. Coming back to the previous code example, FastAPI will: Validate that there is an item_id in the path for GET and PUT requests. Validate that the item_id is of type int for GET and PUT requests.

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The UKG Pro API enables you to resolve integration needs by providing a programmatic interface to your UKG Pro data via SOAP-based and REST-based web services. The API enables the integration of UKG Pro data in a variety of use cases from API dashboards to data replication and custom reporting front-ends. The API supports the retrieval and ...

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Postmark will only accept attachments with specific file types, so please review our list of accepted file types. We also support inline image embedding. The maximum number of recipients for each email is 50, including all To, CC, and BCC recipients. Each recipient counts as a single Postmark email or a single Postmark credit for older accounts.

[Kite Connect 3 / API documentation kite.trade](#)

The current major stable version of the API is 3. All requests go to it by default. It is recommended that a specific version be requested explicitly for production applications as major releases may break older implementations. This version is a KiteConnect backend API version and should not be confused with the specific library release version.

[Navigate the APIs - Tenable Developer Hub developer.tenable.com](#)

Navigate the APIs. Welcome to Tenable API Explorer! This API Explorer provides complete reference documentation for all available Vulnerability Management, Web App Scanning, Identity Exposure, Cloud Security, Container Security, PCI ASV, Attack Surface Management, MSSP, and Downloads API endpoints based on OpenAPI 3 (formerly known as Swagger ...)

[Stripe API Reference docs.stripe.com](#)

Introduction. The Stripe API is organized around REST. Our API has predictable resource-oriented URLs, accepts form-encoded request bodies, returns JSON-encoded responses, and uses standard HTTP response codes, authentication, and verbs. You can use the Stripe API in test mode, which doesn't affect your live data or interact with the banking ...

[API Reference - Datadog Infrastructure and Application Monitoring docs.datadoghq.com](#)

API Reference. The Datadog API is an HTTP REST API. The API uses resource-oriented URLs to call the API, uses status codes to indicate the success or failure of requests, returns JSON from all requests, and uses standard HTTP response codes. Use the Datadog API to access the Datadog platform programmatically.

[Canvas LMS REST API Documentation canvas.instructure.com](#)

Canvas LMS includes a REST API for accessing and modifying data externally from the main application, in your own programs and scripts. This documentation describes the resources that make up the API. To get started, you'll want to review the general basics, including the

information below and the page on Authentication using OAuth2.\nVisible: 0% - 100%",
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 Select Apps & Credentials. New accounts come with a Default Application in the
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 format that the model must output. Compatible with GPT-4 Turbo and all GPT-3.5 Turbo
 models newer than gpt-3.5-turbo-1106.. Setting to { "type":
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 documentation is a set of human-readable instructions for using and integrating with
 an API. API documentation includes detailed information about an API's available
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 subject to server-enforced limits. This number may change as the client requests the
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 REST API consumers should also consider the field to be optional.\n", "pub_date":
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 documentation is the information that is required to successfully consume and
 integrate with an API. This can be in the form of technical writing, code samples and
 examples for better understanding how to consume an API. Concise and clear
 documentation \u002014 which allows your API consumers to adopt it into their
 application quickly \u002014 is no ...\n", "pub_date": "2024-05-16T08:03:00.000000Z",
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 Developer Portal", "url": "https://developer.walmart.com/", "text": "\nThe API
 documentation provides seller and supplier developers and partners with the tools to
 become Drop Ship Vendors (DSVs), Marketplace Sellers, or Content Service Providers
 along with the developer solutions to succeed with their customers. Get started now
 and begin the API integration process and access the API documentation.\n", "pub_date":
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tool/", "text": "\nQuickly create custom API documentation. Postman allows you to publish documentation quickly and easily. Postman automatically pulls your sample requests, headers, code snippets, etc. to populate your documentation page with dynamic examples and machine-readable instructions so you can easily share your API with the rest of the world.\n", "pub_date": "2024-05-16T00:40:00.0000000Z", "extra": null}, {"type": "webpage", "title": "API Documentation - Palo Alto Networks | TechDocs", "url": "https://docs.paloaltonetworks.com/develop/api", "text": "\nVM-Series Deployment Guide (10.1) VM-Series Deployment Guide (10.2) GlobalProtect Administrator's Guide (10.1 & Later) GlobalProtect App User Guide (6.2) SaaS Security Administrator's Guide Prisma Access Administration (4.0 & Later) Common Services: License Activation, Subscription, & Tenant Management Prisma Access Release Notes (5.1 Preferred and Innovation) Prisma SD-WAN Administrator's ... \n", "pub_date": "2024-05-15T22:58:00.0000000Z", "extra": null}, {"type": "webpage", "title": "APIs | eBay Developers Program", "url": "https://developer.ebay.com/develop/apis", "text": "\nAPIs. eBay offers developers a wide range of RESTful and Traditional APIs. For new development, eBay strongly encourages the use of our RESTful APIs. A key benefit of REST is that it uses less bandwidth and supports multiple formats including plain text, XML, HTML, and JSON while SOAP only supports XML. In addition, the syntax and protocols ... \n", "pub_date": "2024-05-16T13:37:00.0000000Z", "extra": null}, {"type": "webpage", "title": "Home [developer.oanda.com]", "url": "https://developer.oanda.com/", "text": "\nHome. Create, Innovate, and Automate Your Trading Experience. Connect directly with OANDA through our powerful API to develop trading strategies and automate your trading experience. New developer portal with improved documentation, new sample code, and improved search and support tools. Documentation.\n", "pub_date": "2024-05-16T03:10:00.0000000Z", "extra": null}, {"type": "webpage", "title": "Developer Resource Center for UPS APIs | UPS - United States", "url": "https://www.ups.com/us/en/business-solutions/expand-your-online-business/upgrade-digital-technology/developer-resource-center.page", "text": "\nUse our UPS Developer Portal to access documentation, request and manage API credentials and learn the latest about API announcements and updates . See Developer Portal. Explore how to integrate UPS's suite of APIs into your systems to provide a seamless shipping experience for your customers.\n", "pub_date": "2024-05-15T21:15:00.0000000Z", "extra": null}, {"type": "webpage", "title": "FastAPI - tiangolo", "url": "https://fastapi.tiangolo.com/", "text": "\nAutomatic interactive API documentation, including 2 alternative user interfaces: Swagger UI. ReDoc. Coming back to the previous code example, FastAPI will: Validate that there is an item_id in the path for GET and PUT requests. Validate that the item_id is of type int for GET and PUT requests.\n", "pub_date": "2024-05-15T07:07:00.0000000Z", "extra": null}, {"type": "webpage", "title": "GitHub REST API documentation - GitHub Docs", "url": "https://docs.github.com/en/rest", "text": "\nUsing the Deployments REST API, you can build custom tooling that interacts with your server and a third-party app. @GitHub. You can use the REST API to build GitHub Apps that run powerful checks against code changes in a repository. You can create apps that perform continuous integration, code linting, or code scanning services and provide ... \n", "pub_date": "2024-05-16T04:35:00.0000000Z", "extra": null}, {"type": "webpage", "title": "Welcome to the UKG Pro API", "url": "https://developer.ukg.com/hcm/reference/welcome-to-the-ukg-pro-api", "text": "\nThe UKG Pro API enables you to resolve integration needs by providing a programmatic interface to your UKG Pro data via SOAP-based and REST-based web services. The API enables the integration of UKG Pro data in a variety of use cases

from API dashboards to data replication and custom reporting front-ends. The API supports the retrieval and ...
{"pub_date": "2024-05-15T15:25:00.000000Z", "extra": null}, {"type": "webpage", "title": "Introduction | Postmark Developer Documentation", "url": "https://postmarkapp.com/developer", "text": "\nPostmark will only accept attachments with specific file types, so please review our list of accepted file types. We also support inline image embedding. The maximum number of recipients for each email is 50, including all To, CC, and BCC recipients. Each recipient counts as a single Postmark email or a single Postmark credit for older accounts.\n", "pub_date": "2024-05-16T02:55:00.000000Z", "extra": null}, {"type": "webpage", "title": "Kite Connect 3 / API documentation", "url": "https://kite.trade/docs/connect/v3/", "text": "\nThe current major stable version of the API is 3. All requests go to it by default. It is recommended that a specific version be requested explicitly for production applications as major releases may break older implementations. This version is a KiteConnect backend API version and should not be confused with the specific library release version.\n", "pub_date": "2024-05-15T03:16:00.000000Z", "extra": null}, {"type": "webpage", "title": "Navigate the APIs - Tenable Developer Hub", "url": "https://developer.tenable.com/reference/navigate", "text": "\nNavigate the APIs. Welcome to Tenable API Explorer! This API Explorer provides complete reference documentation for all available Vulnerability Management, Web App Scanning, Identity Exposure, Cloud Security, Container Security, PCI ASV, Attack Surface Management, MSSP, and Downloads API endpoints based on OpenAPI 3 (formerly known as Swagger ...
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{"pub_date": "2024-05-16T03:04:00.000000Z", "extra": null}, {"type": "webpage", "title": "Canvas LMS REST API Documentation", "url": "https://canvas.instructure.com/doc/api/", "text": "\nCanvas LMS includes a REST API for accessing and modifying data externally from the main application, in your own programs and scripts. This documentation describes the resources that make up the API. To get started, you'll want to review the general basics, including the information below and the page on Authentication using OAuth2.\nVisible: 0% - 100%", "pub_date": "2024-05-16T02:23:00.000000Z", "extra": null}, {"type": "webpage", "title": "Search results for query: Paltalk API documentation", "url": "", "text": "# \u0000Get Started with PayPal REST APIs\u0000developer.paypal.com\u0000Here's how to get your client ID and client secret: Select Log in to Dashboard and log in or sign up. Select Apps & Credentials. New accounts come with a Default Application in the REST API apps section. To create a new project, select Create App. Copy the client ID and client secret for your app. 2. \u0000OpenAI Platform\u0000platform.openai.com\u0000An object specifying the format that the model must output. Compatible with GPT-4 Turbo and all

GPT-3.5 Turbo models newer than gpt-3.5-turbo-1106.. Setting to { "type": "json_object" } enables JSON mode, which guarantees the message the model generates is valid JSON.. Important: when using JSON mode, you must also instruct the model to produce JSON yourself via a system or user message.

API Documentation: How to Write, Examples & Best Practices - Postman

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REST APIs - Atlassian

REST API consumers should also consider the field to be optional.

API Documentation Made Easy with OpenAPI & Swagger

API documentation is the information that is required to successfully consume and integrate with an API. This can be in the form of technical writing, code samples and examples for better understanding how to consume an API. Concise and clear documentation which allows your API consumers to adopt it into their application quickly is no ...

Developer Portal

Walmart Developer Portal

The API documentation provides seller and supplier developers and partners with the tools to become Drop Ship Vendors (DSVs), Marketplace Sellers, or Content Service Providers along with the developer solutions to succeed with their customers. Get started now and begin the API integration process and access the API documentation.

API Documentation Tool | Postman

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API Documentation - Palo Alto Networks | TechDocs

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APIs | eBay Developers Program

eBay offers developers a wide range of RESTful and Traditional APIs. For new development, eBay strongly encourages the use of our RESTful APIs. A key benefit of REST is that it uses less bandwidth and supports multiple formats including plain text, XML, HTML, and JSON while SOAP only supports XML. In addition, the syntax and protocols ...

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United States\www.ups.com\Use our UPS Developer Portal to access documentation, request and manage API credentials and learn the latest about API announcements and updates . See Developer Portal. Explore how to integrate UPS's suite of APIs into your systems to provide a seamless shipping experience for your customers.

FastAPI - tiangolo\fastapi.tiangolo.com\Automatic interactive API documentation, including 2 alternative user interfaces: Swagger UI. ReDoc. Coming back to the previous code example, FastAPI will: Validate that there is an item_id in the path for GET and PUT requests. Validate that the item_id is of type int for GET and PUT requests.

GitHub REST API documentation - GitHub Docs\docs.github.com\Using the Deployments REST API, you can build custom tooling that interacts with your server and a third-party app. @GitHub. You can use the REST API to build GitHub Apps that run powerful checks against code changes in a repository. You can create apps that perform continuous integration, code linting, or code scanning services and provide ...

Welcome to the UKG Pro API\developer.ukg.com\The UKG Pro API enables you to resolve integration needs by providing a programmatic interface to your UKG Pro data via SOAP-based and REST-based web services. The API enables the integration of UKG Pro data in a variety of use cases from API dashboards to data replication and custom reporting front-ends. The API supports the retrieval and ...

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Kite Connect 3 / API documentation\kite.trade\The current major stable version of the API is 3. All requests go to it by default. It is recommended that a specific version be requested explicitly for production applications as major releases may break older implementations. This version is a KiteConnect backend API version and should not be confused with the specific library release version.

Navigate the APIs - Tenable Developer Hub\developer.tenable.com\Navigate the APIs. Welcome to Tenable API Explorer! This API Explorer provides complete reference documentation for all available Vulnerability Management, Web App Scanning, Identity Exposure, Cloud Security, Container Security, PCI ASV, Attack Surface Management, MSSP, and Downloads API endpoints based on OpenAPI 3 (formerly known as Swagger ...

Stripe API Reference\docs.stripe.com\Introduction. The Stripe API is organized around REST. Our API has predictable resource-oriented URLs, accepts form-encoded request bodies, returns JSON-encoded responses, and uses standard HTTP response codes, authentication, and verbs. You can use the Stripe API in test mode, which doesn't affect your live data or interact with the banking ...

API Reference - Datadog Infrastructure and Application Monitoring\docs.datadoghq.com\API Reference. The Datadog API is an HTTP REST API. The API uses resource-oriented URLs to call the API, uses status codes to indicate the success or failure of requests, returns JSON from all requests, and uses standard HTTP response codes. Use the Datadog API to access the Datadog platform programmatically.

Canvas LMS REST API Documentation\canvas.instructure.com\Canvas LMS includes a REST API for accessing and modifying data externally from the main application, in your own

programs and scripts. This documentation describes the resources that make up the API. To get started, you'll want to review the general basics, including the information below and the page on Authentication using OAuth2.

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                "result": "# \u00100\u0020Paltalk APIs - imFiles\u0020www.imfiles.com\u0011\nThis basically makes an unattended mic timer glitchy af despite the best of code.) The idea is if one is running the timer unattended or simply letting it actively monitor the room\u0019s mic usage on its own, it would be better if it could detect a paltalk disconnect and reconnect to the room and resume timing.\n# \u00101\u0020Paltalk, Inc. Reports Increased Operating Efficiencies with 69% ...\u0020finance.yahoo.com\u0011\nPaltalk, Inc. is a communications software innovator that powers multimedia social applications. Our product portfolio includes Paltalk and Camfrog, which together host a large collection of video ...\n# \u00102\u0020Paltalk, Inc. Reports an Increase in Revenue of 5.5% in Third Quarter 2023\u0020finance.yahoo.com\u0011\nKey Financial Highlights for Third Quarter Ended September 30, 2023 Compared to Prior Year Period. Revenue increased 5.5% to $2.8 million. Subscription revenue increased 5% to $2.7 million ...\n# \u00103\u0020Q4 2023 Paltalk Inc Earnings Call - Yahoo Finance\u0020finance.yahoo.com\u0011\nOperator. Good morning and welcome to the earnings results call for Paltalk's fourth quarter and year ended December 31, 2023. (Operator Instructions) It is now my pleasure to turn the floor over ...\n# \u00104\u0020Video Chat | Paltalk\u0020www.paltalk.com\u0011\nJoin chatrooms with millions of people. Paltalk allows you to join into topic-based chatrooms where you can collaborate, share, and talk with 5,000 live chat rooms. A place to meet up regularly, talk about anything, and hop from room to room. Download Paltalk for Free.\n# \u00105\u0020Paltalk - Wikipedia\u0020en.wikipedia.org\u0011\nPaltalk is a proprietary video group chat service that enables users to communicate by video, Internet chat, or voice. It offers chat rooms and the ability for users to create their own public virtual chat room. Paltalk Desktop is available on macOS and Windows,

```

and Paltalk Video Chat App is available for Android and iOS. While basic services are free of charge and basic software is free to ... \n# \u30106\u2020Paltalk 9 WINAPI (API) Examples - imFiles\u2020www.imfiles.com\u3011\nHere are some examples for people that want to write programs in C/C++ Make sure iostream and windows.h are always included by trying any of these examples #include #include Getting Text (Last Line Written) int main() { HWND mywindowclass = FindWindow("DlgGroupChat Window Class", NULL); HWND wtlsplitterwindow = FindWindowEx(mywindowclass, 0, "wtl_splitterwindow", NULL); wtlsplitterwindow ... \n# \u30107\u2020Paltalk: Chat with Strangers 17+ - App Store\u2020apps.apple.com\u3011\nWith more than 20 years experience in social technology, Paltalk is ready to help you meet and connect. Download the free app and explore today. Features: -FREE: text, voice, and video chat are free with download; upgrade to view more cams and join more rooms simultaneously. Plus, no extra fees for international messaging or calling. \n# \u30108\u2020Sample code for programming Paltalk for Desktop - imFiles\u2020www.imfiles.com\u3011\nI'm including 2 things here. A greeter program for Paltalk for Desktop (a demo with limited functionality) and my Visual Studio project directory for the program. The greeter works by interacting with an intermediary program ReadRoom. The greeter code is in greeter.vb. The code that interacts with ReadRoom is in PaltalkModule.vb. PaltalkModule is kind of \u2026 Read More \u00bbSample code for ... \n# \u30109\u2020is there API for new versions of paltalk - China-Cheats.com\u2020china-cheats.com\u3011\nI'm trying to do a new program for paltalk .. but i can not find the API's for the new versions of paltalk.. is there any? 0 Report Dead Links . Direct Url: 06-22-2021, 07:03 PM #2: ghostriderofthenite. King Subscriber. Junior Member . Click 2 Check. Checking for Source Code Paltalk. I myself have been scanning the internet looking for source ... \n# \u301010\u2020Paltalk Rolls Out New Content Moderation Software for Increased User ... \u2020investors.paltalk.com\u3011\nPaltalk will also leverage the text moderation feature of the Hive software platform to moderate its new \u201cPaltalk Feed\u201d feature to ensure it is being utilized safely. Paltalk expects to detect content across multiple model classes in 16 languages, including profanity, NSFW, personal data, drugs, sexual, violence, cyberbullying, hate, and spam. \n# \u301011\u2020-uroid api-ins on Paltalk | Asia and Pacific - Pakistan\u2020www.paltalk.com\u3011\nJoin -uroid api-ins, a free online chat room on Paltalk.com or choose from over 5000 of our other chat rooms. \n# \u301012\u2020Paltalk: Chat with Strangers by AVM Software, Inc - AppAdvice\u2020appadvice.com\u3011\nPaltalk provides free group video chat to connect you to pals, peers, and potential friends around the world. Join one of our thousands of chat rooms to text, voice, and video chat live about ... \n# \u301013\u2020Compare Camfrog vs. Paltalk vs. Talview vs. User.com in 2024 - Slashdot\u2020slashdot.org\u3011\nWhat's the difference between Camfrog, Paltalk, Talview, and User.com? Compare Camfrog vs. Paltalk vs. Talview vs. User.com in 2024 by cost, reviews, features, integrations, and more ... API Access. Has API API Access. Has API API Access. Has API API Access. Has API Screenshots View All. View more images or videos. Screenshots View All. View ... \n# \u301014\u2020Paltalk Rolls Out New Content Moderation Software for Increased User ... \u2020finance.yahoo.com\u3011\nPaltalk expects to detect content across multiple model classes in 16 languages, including profanity, NSFW, personal data, drugs, sexual, violence, cyberbullying ... \n# \u301015\u2020AS18505 - Paltalk - PeeringDB\u2020www.peeringdb.com\u3011\nAS-PALTALK. Route Server URL Looking Glass URL Network Types Content. IPv4 Prefixes 15. IPv6 Prefixes 1 ... API. Documentation. Release Notes. FAQ. Governance. Status. Google Earth KMZ. Contact Us

support@peeringdb.com. Global System Statistics. 1189 Exchanges. 30283 Networks.\n#\n\u001016\u0020Free Chat with Api Project - Paltalk\u0020www.paltalk.com\u0011\nAbout Me: Hmmm... this person hasn't filled out the About Me section.\n#\n\u001017\u0020Easy Api Get Paltalk Text Area Flash Video -\nimFiles\u0020www.imfiles.com\u0011\nTha jsut to get the api of the paltalk message box, some peeps wonderhow to use the api too that so i made a little video 8) December 16, 2006 at 11:53 pm #190381. BattleStar-Galactica. ... i like the way loco calls it API when he does\u0019nt even know the meaning or what API even is\u0026 i suggest loco you go back to copy and paste like you always ... \n# \u001018\u0020Paltalk Alternatives: Video Calling Apps - Page 2 | AlternativeTo\u0020alternativeto.net\u0011\nThe best Paltalk alternatives are Skype, WhatsApp and Wire. Our crowd-sourced lists contains more than 50 apps similar to Paltalk for Android, iPhone, Web-based, iPad and more. ... Easily build video chats in your web or mobile apps with an API built on top of WebRTC or drop in the Prebuilt UI for fast video conferencing integration. 1,000 ... \n# \u001019\u0020Paltalk Rolls Out New Content Moderation Software for - GlobeNewswire\u0020www.globenewswire.com\u0011\nPaltalk will also leverage the text moderation feature of the Hive software platform to moderate its new \u001cPaltalk Feed\u001d feature to ensure it is being utilized safely.\nVisible: 0% - 100%", "summary": null, "assets": [], "tether_id": null}, "status": "finished successfully", "end_turn": null, "weight": 0.0, "metadata": {"_cite_metadata": {"citation_format": {"name": "tether_og", "regex": "\u0010(\\d+)(?: (\\d+))?\u0020(\\^\u0020\u0010\u0011)*[^\u0010\u0011]*?\u0011", "metadata_list": [{"type": "webpage", "title": "Paltalk APIs - imFiles", "url": "https://www.imfiles.com/topic/paltalk-apis/", "text": "\nThis basically makes an unattended mic timer glitchy af despite the best of code.) The idea is if one is running the timer unattended or simply letting it actively monitor the room\u0019s mic usage on its own, it would be better if it could detect a paltalk disconnect and reconnect to the room and resume timing.\n", "pub_date": "2024-05-14T01:28:00.000000Z", "extra": null}, {"type": "webpage", "title": "Paltalk, Inc. Reports Increased Operating Efficiencies with 69% ...", "url": "https://finance.yahoo.com/news/paltalk-inc-reports-increased-operating-113000733.html", "text": "\nPaltalk, Inc. is a communications software innovator that powers multimedia social applications. Our product portfolio includes Paltalk and Camfrog, which together host a large collection of video ... \n", "pub_date": "2024-05-14T01:21:00.000000Z", "extra": null}, {"type": "webpage", "title": "Paltalk, Inc. Reports an Increase in Revenue of 5.5% in Third Quarter 2023", "url": "https://finance.yahoo.com/news/paltalk-inc-reports-increase-revenue-210000805.html", "text": "\nKey Financial Highlights for Third Quarter Ended September 30, 2023 Compared to Prior Year Period. Revenue increased 5.5% to \$2.8 million. Subscription revenue increased 5% to \$2.7 million ... \n", "pub_date": "2024-05-13T21:43:00.000000Z", "extra": null}, {"type": "webpage", "title": "Q4 2023 Paltalk Inc Earnings Call - Yahoo Finance", "url": "https://finance.yahoo.com/news/q4-2023-paltalk-inc-earnings-022419983.html", "text": "\nOperator. Good morning and welcome to the earnings results call for Paltalk's fourth quarter and year ended December 31, 2023. (Operator Instructions) It is now my pleasure to turn the floor over ... \n", "pub_date": "2024-04-14T11:15:00.000000Z", "extra": null}, {"type": "webpage", "title": "Video Chat | Paltalk", "url": "https://www.paltalk.com/", "text": "\nJoin chatrooms with millions of people. Paltalk allows you to join into topic-based

chatrooms where you can collaborate, share, and talk with 5,000 live chat rooms. A place to meet up regularly, talk about anything, and hop from room to room. Download Paltalk for Free.

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-uoid api-ins, a free online chat room on Paltak.com or choose from over 5000 of our
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Compare Camfrog vs. Paltalk vs. Talview vs. User.com in 2024 by cost, reviews,
features, integrations, and more ... API Access. Has API API Access. Has API API
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contains more than 50 apps similar to Paltalk for Android, iPhone, Web-based, iPad and
more. ... Easily build video chats in your web or mobile apps with an API built on top
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1,000 ...\n", "pub_date": "2024-05-12T07:54:00.0000000Z", "extra": null}, {"type":
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new program for paltalk .. but i can not find the API for the new versions of paltalk.. is there any? 0 Report Dead Links . Direct Url: 06-22-2021, 07:03 PM #2: ghostrideroftthenite. King Subscriber. Junior Member . Click 2 Check. Checking for Source Code Paltalk. I myself have been scanning the internet looking for source ... \n# \u301010\u2020Paltalk Rolls Out New Content Moderation Software for Increased User ... \u2020investors.paltalk.com\u3011\nPaltalk will also leverage the text moderation feature of the Hive software platform to moderate its new \u201cPaltalk Feed\u201d feature to ensure it is being utilized safely. Paltalk expects to detect content across multiple model classes in 16 languages, including profanity, NSFW, personal data, drugs, sexual, violence, cyberbullying, hate, and spam. \n# \u301011\u2020-uio-d api-ins on Paltalk | Asia and Pacific - Pakistan\u2020www.paltalk.com\u3011\nJoin -uio-d api-ins, a free online chat room on Paltalk.com or choose from over 5000 of our other chat rooms. \n# \u301012\u2020Paltalk: Chat with Strangers by AVM Software, Inc - AppAdvice\u2020appadvice.com\u3011\nPaltalk provides free group video chat to connect you to pals, peers, and potential friends around the world. Join one of our thousands of chat rooms to text, voice, and video chat live about ... \n# \u301013\u2020Compare Camfrog vs. Paltalk vs. Talview vs. User.com in 2024 - Slashdot\u2020slashdot.org\u3011\nWhat\u2019s the difference between Camfrog, Paltalk, Talview, and User.com? Compare Camfrog vs. Paltalk vs. Talview vs. User.com in 2024 by cost, reviews, features, integrations, and more ... API Access. Has API API Access. Has API API Access. Has API API Access. Has API Screenshots View All. View more images or videos. Screenshots View All. View ... \n# \u301014\u2020Paltalk Rolls Out New Content Moderation Software for Increased User ... \u2020finance.yahoo.com\u3011\nPaltalk expects to detect content across multiple model classes in 16 languages, including profanity, NSFW, personal data, drugs, sexual, violence, cyberbullying ... \n# \u301015\u2020AS18505 - Paltalk - PeeringDB\u2020www.peeringdb.com\u3011\nAS-PALTALK. Route Server URL Looking Glass URL Network Types Content. IPv4 Prefixes 15. IPv6 Prefixes 1 ... API. Documentation. Release Notes. FAQ. Governance. Status. Google Earth KMZ. Contact Us support@peeringdb.com. Global System Statistics. 1189 Exchanges. 30283 Networks. \n# \u301016\u2020Free Chat with Api Project - Paltalk\u2020www.paltalk.com\u3011\nAbout Me: Hmm.. this person hasn't filled out the About Me section. \n# \u301017\u2020Easy Api Get Paltalk Text Area Flash Video - imFiles\u2020www.imfiles.com\u3011\nTha jsut to get the api of the paltalk message box, some peeps wonder how to use the api too that so i made a little video 8) December 16, 2006 at 11:53 pm #190381. BattleStar-Galactica. ... i like the way loco calls it API when he does\u2019nt even know the meaning or what API even is\u2026 i suggest loco you go back to copy and paste like you always ... \n# \u301018\u2020Paltalk Alternatives: Video Calling Apps - Page 2 | AlternativeTo\u2020alternativeto.net\u3011\nThe best Paltalk alternatives are Skype, WhatsApp and Wire. Our crowd-sourced lists contains more than 50 apps similar to Paltalk for Android, iPhone, Web-based, iPad and more. ... Easily build video chats in your web or mobile apps with an API built on top of WebRTC or drop in the Prebuilt UI for fast video conferencing integration. 1,000 ... \n# \u301019\u2020Paltalk Rolls Out New Content Moderation Software for - GlobeNewswire\u2020www.globenewswire.com\u3011\nPaltalk will also leverage the text moderation feature of the Hive software platform to moderate its new \u201cPaltalk Feed\u201d feature to ensure it is being utilized safely. \nVisible: 0% - 100%, "pub_date": null, "extra": null}], "original_query": null, "command": "search",

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apis/\n\n\u3010\u2020 Skip to content \u3011 \n\n[Image 0]\n\n *
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\u30103\u2020Login\u3011\n\n * \u30104\u2020New Topic\u3011\n\nSearch
for...\n\n[Image 1]\n\nNavigation Menu\n\nNavigation Menu \n\n *
\u30101\u2020Home\u3011\n\n * \u30102\u2020Support\u3011\n\n *
\u30103\u2020Login\u3011\n\n# Paltalk APIs\n\n * This topic has 8 replies, 3 voices,
and was last updated \u30105\u20201 year ago\u3011 by
\u30106\u2020attockonian\u3011.\n\nViewing 9 posts - 1 through 9 (of 9 total)\n\n *
Author\n\nPosts\n\n * \n\nAugust 5, 2021 at 1:13 pm \u30107\u2020#94317\u3011
\n\n\u30106\u2020attockonian\u3011\n\nMember\n\nAny paltalk http apis?\n\nOr is it
socket based?\n\nAny information \u2013 appreciated.\n\nAugust 5, 2021 at 2:14 pm
\u30108\u2020#94336\u3011 \n\n\u30109\u2020Admin\u3011\n\nAdministrator\n\nFor which
Paltalk the classic or the new one?\n\nNovember 26, 2021 at 9:13 am
\u301010\u2020#103781\u3011 \n\n\u301011\u2020cyberpunk\u3011\n\nMember\n\nHi Loco,
\nI could\u2019ve started another thread but this one seemed related enough to jump in
on. I\u2019m interested in how i might go about setting up your old vb.net code to
\u201cre-join\u201d a room on Classic (i.e. if Paltalk boots you and disconnects the
audio server you can no longer monitor the list for who is on the mic. This basically
makes an unattended mic timer glitchy af despite the best of code.) The idea is if one
is running the timer unattended or simply letting it actively monitor the room\u2019s
mic usage on its own, it would be better if it could detect a paltalk disconnect and
reconnect to the room and resume timing\n\nAny thoughts or help in the right direction
would be appreciated. I am savvy enough to use an API spy but so far I have not been
able to figure out how to get return codes on Menu options. I\u2019m not sure how you
and Autopilot, String and Departure got the return codes for the Pal Commands in
PalInfo module and I can\u2019t replicate the codes that are coded in the module. (not
sure if this is due to some change in the Paltalk program itself like when they

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changed the Read and Send Indexes. Or when they changed how the NicList is referenced (I\u2019d like to revisit the NicList reference issue with you later and see if you have found a way around it) \n\nI am able to fairly accurately, detect when I need to refresh the room if no mic activity yet the queue continues to change or just by receiving a command from an admin. My issue is how best to open up a room when the title is known. I suppose as a last resort I could use SendKeys to open menus and select it but it seems the proper way would be getting the timer re-enter the room it is monitoring without relying on it being on the Favorites list would be preferred. Any ideas?\n\nNovember 28, 2021 at 10:27 am \u301012\u2020#104037\u3011

\n\n\u30109\u2020Admin\u3011\n\nAdministrator\n\nWill you be the admin of the room, or just a regular user?\n\nNovember 29, 2021 at 3:53 pm \u301013\u2020#104181\u3011

\n\n\u301011\u2020cyberpunk\u3011\n\nMember\n\nShort answer is yes, because I would like it to dot those that refuse to get off the mic when certain triggers are tripped. But I think the Timer app could even be ran without Admin rights just with less features available. \n\nBeing able to re-enter the room would be a useful way to fix one of my major obstacles in releasing a version because it is just useless to me otherwise since ethernet connection on the machine I run Paltalk on is not an option for me. My wifi often is disrupted enough to bump me out of the room and back in without disconnecting from Paltalk though it kills the audio channel connection. \n\nIf I understood how to traverse the windows better I might be able to figure out how to access the syslist32 lists within the Paltalk Room Browser. Any help in how to open it and select a category would be greatly appreciated. \n\nI suspect I know why you are asking about admin rights and it has to do with a change Paltalk made in their later version, am I correct?\n\nNovember 29, 2021 at 4:16 pm \u301014\u2020#104182\u3011

\n\n\u301011\u2020cyberpunk\u3011\n\nMember\n\nAside from the issue I began with, I have most of the pieces needed working I am just trying to allow for as much custom configuration so that users can set the default times and behaviors and enable or disable features. I\u2019m also still trying to decide how I want it to look overall. But if I get to the point of releasing the project can I host it on your site? or will it just need to be shared word of mouth?\n\nFebruary 14, 2023 at 6:19 pm \u301015\u2020#199102\u3011 \n\n\u30106\u2020attockonian\u3011\n\nMember\n\nPosting to an older thread to keep it alive \u2013 \n\nAdmin, for both. Classic or newer. What\u2019s the way about coding a bot (say in python) that can do a simple task. Monitor who joined & bounced that user. \n\nAny feedback is appreciated. \n\nThanks\n\nFebruary 14, 2023 at 7:05 pm \u301016\u2020#199115\u3011

\n\n\u30109\u2020Admin\u3011\n\nAdministrator\n\nI don\u2019t think we should code for the classic paltalk any more because I think paltalk decision to stop it is final \n\nNow the best language to learn and if you plan to work with the new Paltalk is c# 2010 since the program that already been made for the new Paltalk are made on that language, I don\u2019t know it ehhe but if the codes are made public I will learn it \n\nFebruary 15, 2023 at 1:19 pm \u30105\u2020#199421\u3011

\n\n\u30106\u2020attockonian\u3011\n\nMember\n\nOkay c# 2010 it is. \n\nLet me play more and I am certain I\u2019ll come back with questions. \n\n * Author\n\nPosts\n\n### Related\n\n * \u301017\u2020Paltalk 9 new apis\u3011\n\n * \u301018\u2020Need info on Paltalk protocol. \u3011\n\n * \u301019\u2020Paltalk On Linux\u3011\n\n * \u301020\u2020paltalk sniffers\u3011\n\nViewing 9 posts - 1 through 9 (of 9 total)\n\n * You must be logged in to reply to this topic. \n\nLog In\n\nUsername: \n\nPassword: \n\nKeep me signed in\n\nLog In\n\n * \u30101\u2020Home\u3011\n\n * \u301021\u2020Links\u3011\n\n * \u301022\u2020Privacy

policy\u3011\n\n * \u30101\u2020Home\u3011\n\n * \u301021\u2020Links\u3011\n\n * \u301022\u2020Privacy policy\u3011\nVisible: 0% - 100%", "title": "Paltalk APIs - imFiles", "tether_id": null}, "status": "finished_successfully", "end_turn": null, "weight": 0.0, "metadata": {"_cite_metadata": {"citation_format": {"name": "tether_og", "regex": "\u3010(\\d+)(?: (\\d+))?\u2020(\\^\u2020\u3010\u3011)*[^\u3010\u3011]*?\u3011"}, "metadata_list": [{"type": "webpage", "title": "Paltalk APIs - imFiles", "url": "https://www.imfiles.com/topic/paltalk-apis/", "text": "\nURL: https://www.imfiles.com/topic/paltalk-apis/\n\n\u30100\u2020 Skip to content \u3011\n\n[Image 0]\n\n * \u30101\u2020Home\u3011\n\n * \u30102\u2020Support\u3011\n\n * \u30103\u2020Login\u3011\n\n * \u30104\u2020New Topic\u3011\n\nSearch for...\n\n[Image 1]\n\nNavigation Menu\n\nNavigation Menu \n\n * \u30101\u2020Home\u3011\n\n * \u30102\u2020Support\u3011\n\n * \u30103\u2020Login\u3011\n\n# Paltalk APIs\n\n * This topic has 8 replies, 3 voices, and was last updated \u30105\u20201 year ago\u3011 by \u30106\u2020attockonian\u3011.\n\nViewing 9 posts - 1 through 9 (of 9 total)\n\n * Author\n\nPosts\n\n * \n\nAugust 5, 2021 at 1:13 pm \u30107\u202094317\u3011\n\n\n\u30106\u2020attockonian\u3011\n\nMember\n\nAny paltalk http apis?\n\nOr is it socket based?\n\nAny information \u2013 appreciated.\n\nAugust 5, 2021 at 2:14 pm \u30108\u202094336\u3011\n\n\n\u30109\u2020Admin\u3011\n\nAdministrator\n\nFor which Paltalk the classic or the new one?\n\nNovember 26, 2021 at 9:13 am \u301010\u2020103781\u3011\n\n\n\u301011\u2020cyberpunk\u3011\n\nMember\n\nHi Loco, \n\nI could\u2019ve started another thread but this one seemed related enough to jump in on. I\u2019m interested in how i might go about setting up your old vb.net code to \u201cre-join\u201d a room on Classic (i.e. if Paltalk boots you and disconnects the audio server you can no longer monitor the list for who is on the mic. This basically makes an unattended mic timer glitchy af despite the best of code.) The idea is if one is running the timer unattended or simply letting it actively monitor the room\u2019s mic usage on its own, it would be better if it could detect a paltalk disconnect and reconnect to the room and resume timing\n\nAny thoughts or help in the right direction would be appreciated. I am savvy enough to use an API spy but so far I have not been able to figure out how to get return codes on Menu options. I\u2019m not sure how you and Autopilot, String and Departure got the return codes for the Pal Commands in PalInfo module and I can\u2019t replicate the codes that are coded in the module. (not sure if this is due to some change in the Paltalk program itself like when they changed the Read and Send Indexes. Or when they changed how the NicList is referenced (I\u2019d like to revisit the NicList reference issue with you later and see if you have found a way around it) \n\nI am able to fairly accurately, detect when I need to refresh the room if no mic activity yet the queue continues to change or just by receiving a command from an admin. My issue is how best to open up a room when the title is known. I suppose as a last resort I could use SendKeys to open menus and select it but it seems the proper way would be getting the timer re-enter the room it is monitoring without relying on it being on the Favorites list would be preferred. Any ideas?\n\nNovember 28, 2021 at 10:27 am \u301012\u2020104037\u3011\n\n\n\u30109\u2020Admin\u3011\n\nAdministrator\n\nWill you the admin of the room, or just a regular user?\n\nNovember 29, 2021 at 3:53 pm \u301013\u2020104181\u3011\n\n\n\u301011\u2020cyberpunk\u3011\n\nMember\n\nShort answer is yes, because I would like it to dot those that refuse to get off the mic when certain triggers are tripped. But I think the Timer app could even be ran without Admin rights just with less

features available. \n\nBeing able to re-enter the room would be a useful way to fix one of my major obstacles in releasing a version because it is just useless to me otherwise since ethernet connection on the machine I run Paltalk on is not an option for me. My wifi often is disrupted enough to bump me out of the room and back in without disconnecting from Paltalk though it kills the audio channel connection. \n\nIf I understood how to traverse the windows better I might be able to figure out how to access the syslist32 lists within the Paltalk Room Browser. Any help in how to open it and select a category would be greatly appreciated. \n\nI suspect I know why you are asking about admin rights and it has to do with a change Paltalk made in their later version, am I correct? \n\nNovember 29, 2021 at 4:16 pm \u001014\u0020#104182\u0011 \n\n\u001011\u0020cyberpunk\u0011 \n\nMember \n\nAside from the issue I began with, I have most of the pieces needed working I am just trying to allow for as much custom configuration so that users can set the default times and behaviors and enable or disable features. I\u0019m also still trying to decide how I want it to look overall. But if I get to the point of releasing the project can I host it on your site? or will it just need to be shared word of mouth? \n\nFebruary 14, 2023 at 6:19 pm \u001015\u0020#199102\u0011 \n\n\u00106\u0020attockonian\u0011 \n\nMember \n\nPosting to an older thread to keep it alive \u0013 \n\nAdmin, for both. Classic or newer. What\u0019s the way about coding a bot (say in python) that can do a simple task. Monitor who joined & bounced that user. \n\nAny feedback is appreciated. \n\nThanks \n\nFebruary 14, 2023 at 7:05 pm \u001016\u0020#199115\u0011 \n\n\u00109\u0020Admin\u0011 \n\nAdministrator \n\nI don\u0019t think we should code for the classic paltalk any more because I think paltalk decision to stop it is final \n\nNow the best language to learn and if you plan to work with the new Paltalk is c# 2010 since the program that already been made for the new Paltalk are made on that language, I dont know it ehhe but if the codes are made public I will learn it \n\nFebruary 15, 2023 at 1:19 pm \u00105\u0020#199421\u0011 \n\n\u00106\u0020attockonian\u0011 \n\nMember \n\nOkay c# 2010 it is. \n\nLet me play more and I am certain I\u0019ll come back with questions. \n\n * Author \n\nPosts \n\n### Related \n\n * \u001017\u0020Paltalk 9 new apis \u0011 \n\n * \u001018\u0020Need info on Paltalk protocol. \u0011 \n\n * \u001019\u0020Paltalk On Linux \u0011 \n\n * \u001020\u0020paltalk sniffers \u0011 \n\nViewing 9 posts - 1 through 9 (of 9 total) \n\n * You must be logged in to reply to this topic. \n\nLog In \n\nUsername: \n\nPassword: \n\nKeep me signed in \n\nLog In \n\n * \u00101\u0020Home \u0011 \n\n * \u001021\u0020Links \u0011 \n\n * \u001022\u0020Privacy policy \u0011 \n\n * \u00101\u0020Home \u0011 \n\n * \u001021\u0020Links \u0011 \n\n * \u001022\u0020Privacy policy \u0011 \n\nVisible: 0% - 100%, "pub_date": null, "extra": null}}, "original_query": null}, "command": "mclick", "args": [""0", "6", "8", "9""], "status": "finished", "is_complete": true, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4o", "parent_id": "31829705-a18e-4267-969d-3c344ba159b0", "request_id": "884dd8220b814c5c-MXP", "timestamp_": "absolute"}, "recipient": "all", "channel": null}, "parent": "31829705-a18e-4267-969d-3c344ba159b0", "children": ["49f7bffd-2236-4541-b13d-786e728a06ee"]}, "49f7bffd-2236-4541-b13d-786e728a06ee": {"id": "49f7bffd-2236-4541-b13d-786e728a06ee", "message": {"id": "49f7bffd-2236-4541-b13d-786e728a06ee", "author": {"role": "tool", "name": "browser", "metadata": {}}, "create_time": 1715888492.799476, "update_time": null, "content": {"content_type": "tether_quote", "url": "https://www.imfiles.com/topic/paltalk-9-winapi-api-examples/", "domain": "www.imfiles.com", "text": "\nApril 10, 2007 at 6:53 am \u001021\u0020#191231\u0011

\n\n\u00301012\u0020BattleStar-Galactica\u003011\n\nMember\n\nnok I will show the the step by step to get the last line of richtext control pt room\n\nfirst import some api const and function.\n\nnto able to use this function\n\npublic static string GetRichTextLine(IntPtr richedita)\n\n{\n\nint nblines = SendMessage(richedita, EM_GETLINECOUNT, 0, 0);\n\nint linelength = SendMessage(richedita, EM_LINELENGTH, nblines - 2, 0);\n\nIntPtr lpLocalBuffer = IntPtr.Zero;\n\nlpLocalBuffer = Marshal.AllocHGlobal(linelength + 1);\n\nSendMessage(richedita, EM_GETLINE, nblines - 2, lpLocalBuffer);\n\nstring retval = Marshal.PtrToStringAnsi(lpLocalBuffer);\n\nif (lpLocalBuffer != IntPtr.Zero)\n\nMarshal.FreeHGlobal(lpLocalBuffer);\n\nreturn retval;\n\n}\n\nbefore your form1 class; you will see some code using System; \u0020ect \n\nafter right there you have to do this\n\nusing System.Runtime.InteropServices;\n\nand in your form1 class public declaration import some api like this\n\npublic const int EM_GETLINE = 196;\n\npublic const int EM_GETLINECOUNT = 186;\n\npublic const int EM_LINELENGTH = 193;\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(\n\nIntPtr hwnd, int wMsg, int wParam, int lParam);\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(IntPtr hwnd, int Msg, int wParam, IntPtr lParam);\n\nApril 10, 2007 at 7:07 am\n\n\u00301022\u0020#191230\u003011\n\n\n\u00301012\u0020BattleStar-Galactica\u003011\n\nMember\n\nwhere is class I use to deal with paltalk, notice some win32 api are there for nothing(for future purpose)\n\nlearn this class, almost what you need.\n\nusing System;\n\nusing System.Collections.Generic;\n\nusing System.Text;\n\nusing System.Runtime.InteropServices;\n\nusing System.Threading;\n\nnamespace Win32ForPaltalk\n\n{\n\npublic delegate void NotifyNewLine(String newText);\n\nclass WIN32PaltalkApi\n\n{\n\npublic const int SM_CXSCREEN = 0;\n\npublic const int SM_CYSCREEN = 1;\n\npublic const int WM_GETTEXTLENGTH = 14;\n\npublic const int WM_GETTEXT = 13;\n\npublic const int WM_SETTEXT = 12;\n\npublic const int WM_KEYDOWN = 256;\n\npublic const int WM_KEYUP = 257;\n\npublic const int WM_CLOSE = 16;\n\npublic const int WM_LBUTTONDOWN = 0x0201;\n\npublic const int WM_LBUTTONUP = 0x0202;\n\npublic const int SRCCOPY = 13369376;\n\npublic const uint GW_CHILD = 5;\n\npublic const uint GW_HWNDNEXT = 2;\n\npublic const int EM_GETLINE = 196;\n\npublic const int EM_GETLINECOUNT = 186;\n\npublic const int EM_LINEINDEX = 187;\n\npublic const int EM_LINELENGTH = 193;\n\npublic delegate bool CallBack(IntPtr handle, IntPtr param);\n\n[DllImport("user32.dll")]\n\npublic static extern bool EnumWindows(CallBack cb, IntPtr param);\n\n[DllImport("user32.dll";, EntryPoint = "FindWindowA")]\n\npublic static extern IntPtr FindWindow(\n\nstring lpClasse, string lpTitre);\n\n[DllImport("user32.dll";, EntryPoint = "FindWindowEx")]\n\npublic static extern IntPtr FindWindowEx(\n\nIntPtr hwndParent, IntPtr hwndchild, string lpClasse, string lpTitre);\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(\n\nIntPtr hwnd, uint wMsg, IntPtr wParam, IntPtr lParam);\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(\n\nIntPtr hwnd, uint wMsg, IntPtr wParam, String Builder lParam);\n\n#if STRING\n\nIntPtr hwnd, uint wMsg, IntPtr wParam, string lParam);//lParam\n\n#else\n\nIntPtr hwnd, uint wMsg, IntPtr wParam, String Builder lParam);\n\n#endif\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(IntPtr hwnd, uint wMsg, int wParam, String Builder lParam);//lParam\n\n


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[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n    public
static extern int SendMessage(IntPtr hwnd, uint wMsg, int wParam, IntPtr
lParam);//lParam\n\n    [DllImport("user32.dll";, EntryPoint =
"PostMessage")]\n    public static extern int PostMessage(IntPtr hWnd,
IntPtr uMsg, IntPtr wParam, IntPtr lParam);\n\n    static string GetWindowText(IntPtr
hwnd)\n    {\n        int lgText = SendMessage(hwnd, WM_GETTEXTLENGTH, IntPtr.Zero,
IntPtr.Zero) + 1;\n        #if STRING\n            string sbTitle = new
string(&#x27;0&#x27;;lgText);\n        #else\n            StringBuilder sbTitle = new
StringBuilder(lgText);\n        #endif\n        SendMessage(hwnd, WM_GETTEXT, (IntPtr)lgText,
sbTitle);\n        return sbTitle.ToString();\n\n    }\n
[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n    public
static extern int SendMessage(\n        IntPtr hwnd, uint wMsg, int wParam, int
lParam);\n\n    [DllImport("user32.dll";, EntryPoint =
"FindWindow")]\n    public static extern int FindWindowA(\n        string
lpClasse, string lpTitre);\n    [DllImport("user32.dll";, EntryPoint =
"FindWindowEx")]\n    public static extern int FindWindowEx(\n        int
hwndParent, int hwndEnfant, string lpClasse, string lpTitre);\n
[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n    public
static extern int SendMessage(\n        int hwnd, uint wMsg, int wParam, int lParam);\n\n
[DllImport("user32.dll";, EntryPoint = "GetWindow")]\n    public
static extern IntPtr GetWindow(\n        IntPtr hwnd, uint uCmd);\n\n
[DllImport("user32.dll";, EntryPoint = "GetDesktopWindow")]\n
public static extern IntPtr GetDesktopWindow();\n\n
[DllImport("user32.dll";, EntryPoint = "GetDC")]\n    public static
extern IntPtr GetDC(IntPtr ptr);\n\n    [DllImport("user32.dll";, EntryPoint
= "GetSystemMetrics")]\n    public static extern int GetSystemMetrics(int
abc);\n\n    [DllImport("user32.dll";, EntryPoint =
"GetWindowDC")]\n    public static extern IntPtr GetWindowDC(Int32 ptr);\n\n
[DllImport("user32.dll";, EntryPoint = "ReleaseDC")]\n    public
static extern IntPtr ReleaseDC(IntPtr hWnd, IntPtr hDc);\n\n
[DllImport("gdi32.dll";, EntryPoint="DeleteDC")]\n    public static
extern IntPtr DeleteDC(IntPtr hDc);\n\n
[DllImport("gdi32.dll";, EntryPoint="DeleteObject")]\n    public
static extern IntPtr DeleteObject(IntPtr hDc);\n\n
[DllImport("gdi32.dll";, EntryPoint="BitBlt")]\n    public static
extern bool BitBlt(IntPtr hdcDest, int xDest, int yDest, int wDest, int hDest, IntPtr
hdcSource, int xSrc, int ySrc, int RasterOp);\n\n    [DllImport
("gdi32.dll";, EntryPoint="CreateCompatibleBitmap")]\n    public
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"text": "\nApril 10, 2007 at 6:53 am \u301021\u2020#191231\u3011
\n\n\u301012\u2020BattleStar-Galactica\u3011\n\nMember\n\nok I will show the the step
by step to get the last line of richtext control pt room\n\nfirst import some api
const and function.\n\nable to use this function\n\n        public static string
GetRichTextLine(IntPtr richedita)\n        {\n            int nblines = SendMessage(richedita,

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EM_GETLINECOUNT, 0, 0);\n    int linelength = SendMessage(richedita, EM_LINELENGTH,
nblines - 2, 0);\n\n    IntPtr lpLocalBuffer = IntPtr.Zero;\n    lpLocalBuffer =
Marshal.AllocHGlobal(linelength+ 1);\n    SendMessage(richedita, EM_GETLINE, nblines -
2, lpLocalBuffer);\n    string retval = Marshal.PtrToStringAnsi(lpLocalBuffer);\n
if (lpLocalBuffer != IntPtr.Zero)\n    Marshal.FreeHGlobal(lpLocalBuffer);\n\n
return retval;\n\n    }\n\nbefore your form1 class; you will see some code using
System;\n\u2026ect \nafter right there you have to do this\n\nusing
System.Runtime.InteropServices;\n\nand in your form1 class public declaration import
some api like this\n\n    public const int EM_GETLINE = 196;\n    public const int
EM_GETLINECOUNT = 186;\n    public const int EM_LINELENGTH = 193;\n
[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n    public
static extern int SendMessage(\n    IntPtr hwnd, int wMsg, int wParam, int
lParam);\n\n    [DllImport("user32.dll";, EntryPoint =
"SendMessage")]\n    public static extern int SendMessage(IntPtr hwnd, int
Msg, int wParam, IntPtr lParam);\n\nApril 10, 2007 at 7:07 am
\u301022\u2020#191230\u3011 \n\n\u301012\u2020BattleStar-
Galactica\u3011\n\nMember\n\nhere is class I use to deal with paltalk, notice some
win32 api are there for nothing( for future purpose)\n\nlearn this class, almost what
you need.\n\n    using System;\n    using System.Collections.Generic;\n    using
System.Text;\n    using System.Runtime.InteropServices;\n    using System.Threading;\n
namespace Win32ForPaltalk\n    {\n    public delegate void NotifyNewLine(String
newText);\n    class WIN32PaltalkApi\n    {\n    public const int SM_CXSCREEN = 0;\n
public const int SM_CYSCREEN = 1;\n    public const int WM_GETTEXTLENGTH = 14;\n
public const int WM_GETTEXT = 13;\n    public const int WM_SETTEXT = 12;\n    public
const int WM_KEYDOWN = 256;\n    public const int WM_KEYUP = 257;\n    public const
int WM_CLOSE = 16;\n    public const int WM_LBUTTONDOWN = 0x0201;\n    public const
int WM_LBUTTONUP = 0x0202;\n    public const int SRCCOPY = 13369376;\n    public const
uint GW_CHILD = 5;\n    public const uint GW_HWNDNEXT = 2;\n    public const uint
EM_GETLINE = 196;\n    public const int EM_GETLINECOUNT = 186;\n    public const int
EM_LINEINDEX = 187;\n    public const int EM_LINELENGTH = 193;\n    public delegate
bool CallBack(IntPtr handle, IntPtr param);\n    [DllImport("user32.dll";)]\n
public static extern bool EnumWindows(CallBack cb, IntPtr param);\n\n
[DllImport("user32.dll";, EntryPoint = "FindWindowA")]\n    public
static extern IntPtr FindWindow(\n    string lpClasse, string lpTitre);\n\n
[DllImport("user32.dll";, EntryPoint = "FindWindowEx")]\n    public
static extern IntPtr FindWindowEx(\n    IntPtr hwndParent, IntPtr hwndchild, string
lpClasse, string lpTitre);\n\n    [DllImport("user32.dll";, EntryPoint =
"SendMessage")]\n    public static extern int SendMessage(\n    IntPtr hwnd,
uint wMsg, IntPtr wParam, IntPtr lParam);\n\n    [DllImport("user32.dll";,
EntryPoint = "SendMessage")]\n    public static extern int SendMessage(\n
#if STRING\n    IntPtr hwnd, uint wMsg, IntPtr wParam, string lParam);//lParam\n
#else\n    IntPtr hwnd, uint wMsg, IntPtr wParam, StringBuilder lParam);\n
#endif\n\n    [DllImport("user32.dll";, EntryPoint =
"SendMessage")]\n    public static extern int SendMessage(IntPtr hwnd, uint
wMsg, int wParam, StringBuilder lParam);//lParam\n\n
[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n    public
static extern int SendMessage(IntPtr hwnd, uint wMsg, int wParam, IntPtr
lParam);//lParam\n\n    [DllImport("user32.dll";, EntryPoint =
"PostMessage")]\n    public static extern int PostMessage(IntPtr hWnd,

```

```

IntPtr uMsg, IntPtr wParam, IntPtr lParam);\n\n    static string GetWindowText(IntPtr
hwnd)\n    {\n        int lgText = SendMessage(hwnd, WM_GETTEXTLENGTH, IntPtr.Zero,
IntPtr.Zero) + 1;\n        #if STRING\n            string sbTitle = new
string(&#x27;0&#x27;;lgText);\n        #else\n            StringBuilder sbTitle = new
StringBuilder(lgText);\n        #endif\n        SendMessage(hwnd, WM_GETTEXT, (IntPtr)lgText,
sbTitle);\n        return sbTitle.ToString();\n    }\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;SendMessage&quot;)]\n    public
static extern int SendMessage(\n        IntPtr hwnd, uint wMsg, int wParam, int
lParam);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;FindWindow&quot;)]\n    public static extern int FindWindowA(\n        string
lpClasse, string lpTitre);\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;FindWindowEx&quot;)]\n    public static extern int FindWindowEx(\n        int
hwndParent, int hwndEnfant, string lpClasse, string lpTitre);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;SendMessage&quot;)]\n    public
static extern int SendMessage(\n        int hwnd, uint wMsg, int wParam, int lParam);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;GetWindow&quot;)]\n    public
static extern IntPtr GetWindow(\n        IntPtr hwnd, uint uCmd);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;GetDesktopWindow&quot;)]\n
public static extern IntPtr GetDesktopWindow();\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;GetDC&quot;)]\n    public static
extern IntPtr GetDC(IntPtr ptr);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint
= &quot;GetSystemMetrics&quot;)]\n    public static extern int GetSystemMetrics(int
abc);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;GetWindowDC&quot;)]\n    public static extern IntPtr GetWindowDC(Int32 ptr);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;ReleaseDC&quot;)]\n    public
static extern IntPtr ReleaseDC(IntPtr hWnd, IntPtr hDc);\n\n    [DllImport(&quot;gdi32.dll&quot;;, EntryPoint=&quot;DeleteDC&quot;)]\n    public static
extern IntPtr DeleteDC(IntPtr hDc);\n\n    [DllImport(&quot;gdi32.dll&quot;;, EntryPoint=&quot;DeleteObject&quot;)]\n    public
static extern IntPtr DeleteObject(IntPtr hDc);\n\n    [DllImport(&quot;gdi32.dll&quot;;, EntryPoint=&quot;BitBlt&quot;)]\n    public static
extern bool BitBlt(IntPtr hdcDest, int xDest, int yDest, int wDest, int hDest, IntPtr
hdcSource, int xSrc, int ySrc, int RasterOp);\n\n    [DllImport
(&quot;gdi32.dll&quot;;, EntryPoint=&quot;CreateCompatibleBitmap&quot;)]\n    public
static extern IntPtr", "pub_date": null, "extra": null}], "original_query": null,
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&quot;9&quot;"]], "status": "finished", "is_complete": true, "message_type": null,
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4623-ac43-00b8fea08690": {"id": "dfe9013e-6936-4623-ac43-00b8fea08690", "message":
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"https://www.imfiles.com/topic/sample-code-for-programming-paltalk-for-desktop/",
"domain": "www.imfiles.com", "text": "\nIf you want to distribute ReadRoom with
anything you write I have no problem with that. If I knew how to write a DLL I\u2019d
write it as a DLL. And if I was more comfortable with C I\u2019d use that instead of

```

Visual Basic. \n\nFebruary 16, 2023 at 3:30 pm \u301010\u2020#199772\u3011
\n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nThanks Man was this written under
visual basic 2022?\n\nFebruary 16, 2023 at 3:42 pm \u301012\u2020#199775\u3011
\n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nYeps is 2022 which anyone that wants
to work with the code you can get here
\u301013\u2020<https://visualstudio.microsoft.com/vs/>\u2020visualstudio.microsoft.com\u3011
the community version is free \n\nFebruary 16, 2023 at 10:44 pm
\u301014\u2020#199874\u3011 \n\n\u30109\u2020chicagodavid52\u3011\n\nMember\n\nYeah,
you should also be able to take your old vb projects and change only the parts that
read and write to the room. I took my old trivia bot project and did just that. I have
no idea what one would do if your project is in C#. But there are converters that
convert vb to C#.\n\nAnything else that manipulates the room, such as admin commands,
would be much harder to program. Paltalk doesn\u2019t expose any nickname content in
the room list.\n\nFebruary 17, 2023 at 11:17 pm \u301015\u2020#200279\u3011
\n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nWait so is your Roomread program on
c# or vb, sorry I am confused and if you ever had time to give tips on how you was
able to connect to the paltalk room be very helpful \n\nFebruary 21, 2023 at 12:27 pm
\u301016\u2020#201268\u3011 \n\n\u301017\u2020vipal\u3011\n\nMember\n\nHi Bro Admin,
\nI really need a source code for example \nDouble click to send text to Room with
picking nickname for New Paltalk \nIt s for a catholic room. If it s not a hardwork,
can you please help me to post it here. \nThe Source Code that i can edit with VB6,
or Visual Studio (Any Version) \nThank You Bro.\n\nFebruary 21, 2023 at 4:09 pm
\u301018\u2020#201332\u3011 \n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nWell the
new codes that people are currently working on are on C# so we need to learn that now
now the programmers haven\u2019t release the full codes because they probably want to
fine tune the code, like this one by \u30109\u2020 @chicagodavid52\u3011 and this one
\u301019\u2020<https://www.imfiles.com/c-paltalk-desktop-code/>\u3011 by \u301020\u2020
@NVYE\u3011 we just need to be patient til they ready, I am learning C# right now in
the mean time \n\nMarch 21, 2023 at 11:21 pm \u301021\u2020#208153\u3011
\n\n\u301022\u2020trumhamdoa\u3011\n\nMember\n\nmic button click\n\nMarch 28, 2023 at
9:56 pm \u301023\u2020#208778\u3011 \n\n\u301024\u2020VN\u3011\n\nMember\n\nHello
everyone \nPlease check this out and let me know, we need feedback. added support
into NG for CG bots \nVer 1.29.0.89227 GA
\u301025\u2020<https://downloads.paltalk.com/download/beta/PaltalkSetup.exe>\u2020down
loads.paltalk.com\u3011\n\nPs/ you can comment here or email me
paltalk.mobile99@gmail.com\n\nMarch 30, 2023 at 7:48 am \u301026\u2020#208952\u3011
\n\n\u301022\u2020trumhamdoa\u3011\n\nMember\n\nnautomatically login nick name
\nautomatically find the room and enter the room \nself mute room \nmanually skip
start webcam \nIf the room is out, then re-enter it automatically \nnif paltalk is
off \u2013 auto open paltalk and repeat\n\nMarch 30, 2023 at 4:04 pm
\u301027\u2020#209026\u3011
\n\n\u30109\u2020chicagodavid52\u3011\n\nMember\n\nTrumhamdoa, I think I would find
your room entry program useful. For my room, where my bot is always on mic, it would
be useful to have a toggle for the mic so that when the room is created and entered,
the bot then goes on mic. \nDoes it work in the case where Paltalk goes down for, say,
30 minutes? Will it try to enter the room for 30 minutes until Paltalk comes back
up?\n\nMarch 30, 2023 at 9:53 pm \u301028\u2020#209084\u3011
\n\n\u301024\u2020VN\u3011\n\nMember\n\nI think it\u2019s a good idea to upgrade this
program to a more professional version. have many choices. login nick automatically

according to paltalk's self-save password mode. right at the program window you should split into 2 parts. on the left is a list of nicks, and on the right is a list of rooms. in the list box of nicknames, when you click on nick A , then the rooms to enter of nick a will appear. and when you click on nick B, a list of nick B's rooms will appear

add 2 buttons at the nick list frame. 1 disable button, 1 enable button, alias disable function doesn't let it work. and add 2 buttons at room list frame + and \u2013 . when the user enters the room they click the + button it will add itself. and create a hand input text frame, when the user enters the path of the room they need to save, it will add itself to the room list. \u201cAuto show room name\u201d

March 31, 2023 at 6:40 pm \u301029\u2020#209349\u3011

\u301024\u2020VN\u3011\u3011Member\u3011the answer from the group \u20141. I need some way of sending text into the room. I can place text into

\u201cui::controls::EmojiTextEdit\u201d, but I don't see \u2014any way of sending that text into the room other than to send a newline character to the entire Paltalk application, \u2014which isn't ideal. Perhaps the \u201cInvoke\u201d of that automation element could send the line into the room.

This can be done using Win API on our latest build 1.29.0.89332. \u20131. Find \u201cDlgGroupChat Window Class\u201d window handler, FindWindowW can be used. \u20132. Find \u201cRichEdit20W\u201d window handler in the children list. EnumChildWindows can be used. \u20133. Send WM_SETTEXT message using SendMessage function to send a message to the room.

March 31, 2023 at 6:40 pm \u301030\u2020#209350\u3011

\u301024\u2020VN\u3011\u3011Member\u3011\u20142. I need some way of reading who is on mic. Nowhere in the Talking Now/Mic Queue/Chatting column of users does it show \u2014the name of the user, for example not shown in

\u201cui::widgets::UsernameWidget\u201d

This also can be done using Win API on our latest build 1.29.0.89332. \u20131. Find \u201cDlg\u201d, "title": "Sample code for programming Paltalk for Desktop - imFiles", "tether_id": null}, "status": "finished_successfully", "end_turn": null, "weight": 0.0, "metadata": {"_cite_metadata": {"citation_format": {"name": "tether_og", "regex": "\u3010(\\d+)(?: (\\d+))?\u2020([^\u2020\u3010\u3011]*)[^\u3010\u3011]*?\u3011"}, "metadata_list": [{"type": "webpage", "title": "Sample code for programming Paltalk for Desktop - imFiles", "url": "https://www.imfiles.com/topic/sample-code-for-programming-paltalk-for-desktop/", "text": "\u2013If you want to distribute ReadRoom with anything you write I have no problem with that. If I knew how to write a DLL I\u2019d write it as a DLL. And if I was more comfortable with C I\u2019d use that instead of Visual Basic.\u2013"}]

February 16, 2023 at 3:30 pm \u301010\u2020#199772\u3011

\u301011\u2020Admin\u3011\u3011Administrator\u3011Thanks Man was this written under visual basic 2022?

February 16, 2023 at 3:42 pm \u301012\u2020#199775\u3011

\u301011\u2020Admin\u3011\u3011Administrator\u3011Yeps is 2022 which anyone that wants to work with the code you can get here

\u301013\u2020https://visualstudio.microsoft.com/vs/\u2020visualstudio.microsoft.com\u3011 the community version is free

February 16, 2023 at 10:44 pm

\u301014\u2020#199874\u3011

\u30109\u2020chicagodavid52\u3011\u3011Member\u3011Yeah, you should also be able to take your old vb projects and change only the parts that read and write to the room. I took my old trivia bot project and did just that. I have no idea what one would do if your project is in C#. But there are converters that convert vb to C#.

Anything else that manipulates the room, such as admin commands, would be much harder to program. Paltalk doesn't expose any nickname content in the room list.

February 17, 2023 at 11:17 pm \u301015\u2020#200279\u3011

\u301011\u2020Admin\u3011\u3011Administrator\u3011Wait so is your Roomread program on

c# or vb, sorry I am confused and if you ever had time to give tips on how you was able to connect to the paltalk room be very helpful \n\nFebruary 21, 2023 at 12:27 pm \u301016\u2020#201268\u3011 \n\n\u301017\u2020vipal\u3011\n\nMember\n\nHi Bro Admin, \nI really need a source code for example \nDouble click to send text to Room with picking nickname for New Paltalk \nIt s for a catholic room. If it s not a hardwork, can you please help me to post it here. \nThe Source Code that i can edit with VB6, or Visual Studio (Any Version) \nThank You Bro.\n\nFebruary 21, 2023 at 4:09 pm \u301018\u2020#201332\u3011 \n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nWell the new codes that people are currently working on are on C# so we need to learn that now now the programmers haven\u2019t release the full codes because they probably want to fine tune the code, like this one by \u30109\u2020 @chicagodavid52\u3011 and this one \u301019\u2020https://www.imfiles.com/c-paltalk-desktop-code/\u3011 by \u301020\u2020 @NVYE\u3011 we just need to be patient til they ready, I am learning C# right now in the mean time \n\nMarch 21, 2023 at 11:21 pm \u301021\u2020#208153\u3011 \n\n\u301022\u2020trumhamdoa\u3011\n\nMember\n\nmic button click\n\nMarch 28, 2023 at 9:56 pm \u301023\u2020#208778\u3011 \n\n\u301024\u2020VN\u3011\n\nMember\n\nHello everyone \nPlease check this out and let me know, we need feedback. added support into NG for CG bots \nVer 1.29.0.89227 GA \n\u301025\u2020https://downloads.paltalk.com/download/beta/PaltalkSetup.exe\u2020downloads.paltalk.com\u3011\n\nPs/ you can comment here or email me paltalk.mobile99@gmail.com\n\nMarch 30, 2023 at 7:48 am \u301026\u2020#208952\u3011 \n\n\u301022\u2020trumhamdoa\u3011\n\nMember\n\nnautomatically login nick name \nautomatically find the room and enter the room \nself mute room \nmanually skip start webcam \nIf the room is out, then re-enter it automatically \nnif paltalk is off \u2013 auto open paltalk and repeat\n\nMarch 30, 2023 at 4:04 pm \u301027\u2020#209026\u3011 \n\n\u30109\u2020chicagodavid52\u3011\n\nMember\n\nnTrumhamdoa, I think I would find your room entry program useful. For my room, where my bot is always on mic, it would be useful to have a toggle for the mic so that when the room is created and entered, the bot then goes on mic. \nDoes it work in the case where Paltalk goes down for, say, 30 minutes? Will it try to enter the room for 30 minutes until Paltalk comes back up?\n\nMarch 30, 2023 at 9:53 pm \u301028\u2020#209084\u3011 \n\n\u301024\u2020VN\u3011\n\nMember\n\nI think it\u2019s a good idea to upgrade this program to a more professional version. have many choices. login nick automatically according to paltalk\u2019s self-save password mode. right at the program window you should split into 2 parts. on the left is a list of nicks, and on the right is a list of rooms. in the list box of nicknames, when you click on nick A , then the rooms to enter of nick a will appear. and when you click on nick B, a list of nick B\u2019s rooms will appear\n\nnadd 2 buttons at the nick list frame. 1 disable button, 1 enable button, alias disable function doesn\u2019t let it work. and add 2 buttons at room list frame + and \u2013 . when the user enters the room they click the + button it will add itself. and create a hand input text frame, when the user enters the path of the room they need to save, it will add itself to the room list. \u201cAuto show room name\u201d\n\nMarch 31, 2023 at 6:40 pm \u301029\u2020#209349\u3011 \n\n\u301024\u2020VN\u3011\n\nMember\n\nnthe answer from the group \n>1. I need some way of sending text into the room. I can place text into \u201cui::controls::EmojiTextEdit\u201d, but I don\u2019t see >any way of sending that text into the room other than to send a newline character to the entire Paltalk application, >which isn\u2019t ideal. Perhaps the \u201cInvoke\u201d of that

automation element could send the line into the room. This can be done using Win API on our latest build 1.29.0.89332. 1. Find `\u201cDlgGroupChat Window Class\u201d` window handler, `FindWindowW` can be used. 2. Find `\u201cRichEdit20W\u201d` window handler in the children list. `EnumChildWindows` can be used. 3. Send `WM_SETTEXT` message using `SendMessage` function to send a message to the room. March 31, 2023 at 6:40 pm \u301030\u2020#209350\u3011 \n\n\u301024\u2020VN\u3011\n\nMember\n\n>2. I need some way of reading who is on mic. Nowhere in the Talking Now/Mic Queue/Chatting column of users does it show >the name of the user, for example not shown in \u201cui::widgets::UsernameWidget\u201d\n\nThis also can be done using Win API on our latest build 1.29.0.89332. 1. Find `\u201cDlg\u201c`, "pub_date": null, "extra": null}], "original_query": null}, "command": "mclick", "args": [""0", "6", "8", "9""], "status": "finished", "is_complete": true, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4o", "parent_id": "49f7bffd-2236-4541-b13d-786e728a06ee", "request_id": "884dd8220b814c5c-MXP", "timestamp_": "absolute", "recipient": "all", "channel": null}, "parent": "49f7bffd-2236-4541-b13d-786e728a06ee", "children": ["08be408e-3312-4bfa-9d63-0f223142ae08"]}, "08be408e-3312-4bfa-9d63-0f223142ae08": {"id": "08be408e-3312-4bfa-9d63-0f223142ae08", "message": {"id": "08be408e-3312-4bfa-9d63-0f223142ae08", "author": {"role": "assistant", "name": null, "metadata": {}}, "create_time": 1715888492.799974, "update_time": null, "content": {"content_type": "text", "parts": ["Paltalk does not officially provide a public API for direct interaction. However, there are ways to create bots and automate tasks in Paltalk using other methods like Windows API calls and third-party libraries.\n\n1. **Windows API (WinAPI)**: You can interact with Paltalk's user interface elements using WinAPI functions. This involves sending messages to windows and controls within the Paltalk application. For example, you can use functions like `SendMessage`, `FindWindow`, and `EnumChildWindows` to send text messages, read text from chat, or manage other interactions\u30109\u2020source\u3011\u301010\u2020source\u3011\u301011\u2020source\u3011\u3011.\n\n2. **Example Code**": You can find sample code and discussions on how to implement these functions on forums like imFiles. Users share snippets and detailed explanations on how to use WinAPI to automate Paltalk. For example, sending a message to a chat room might involve finding the chat window handle and sending text using `SendMessage`\u30109\u2020source\u3011\u301011\u2020source\u3011\u3011.\n\n3. **Language and Tools**": Most of the existing code samples are written in languages like C# and Visual Basic. If you are comfortable with these languages, you can leverage the community's shared code. Visual Studio Community Edition is a good tool for developing these applications\u301011\u2020source\u3011\u3011.\n\n4. **Existing Libraries**": There are some libraries and tools that might help with specific tasks, although they are not official APIs. These can be particularly useful if you need to perform repetitive actions or monitor chat rooms.\n\nTo create a Paltalk trivia bot, you would typically:\n- Use WinAPI to detect the chat window.\n- Send trivia questions to the chat using `SendMessage`.\n- Monitor responses from users by reading the chat window's text.\n- Keep track of correct answers and scores.\n\nAlthough this approach requires a good understanding of Windows programming and handling WinAPI calls, it can be effective for creating bots on platforms without official APIs. For more detailed examples and community support, forums like imFiles are a valuable resource."}], "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": {"finish_details": {"type": "stop", "stop_tokens": [200002]}, "citations": [{"start_ix": 573, "end_ix": 583, "citation_format_type":

"tether_og", "metadata": {"type": "webpage", "title": "Paltalk APIs - imFiles", "url": "https://www.imfiles.com/topic/paltalk-apis/", "text": "\nURL: https://www.imfiles.com/topic/paltalk-apis/\n\n\u3010\u2020 Skip to content \u3011\n\n[Image 0]\n\n * \u3010\u2020Home\u3011\n\n * \u3010\u2020Support\u3011\n\n * \u3010\u2020Login\u3011\n\n * \u3010\u2020New Topic\u3011\n\nSearch for...\n\n[Image 1]\n\nNavigation Menu\n\nNavigation Menu \n\n * \u3010\u2020Home\u3011\n\n * \u3010\u2020Support\u3011\n\n * \u3010\u2020Login\u3011\n\n# Paltalk APIs\n\n * This topic has 8 replies, 3 voices, and was last updated \u3010\u2020 year ago\u3011 by \u3010\u2020attockonian\u3011.\n\nViewing 9 posts - 1 through 9 (of 9 total)\n\n * Author\n\nPosts\n\n * \n\nAugust 5, 2021 at 1:13 pm \u3010\u202094317\u3011\n\n\u3010\u2020attockonian\u3011\n\nMember\n\nAny paltalk http apis?\n\nOr is it socket based?\n\nAny information \u2013 appreciated.\n\nAugust 5, 2021 at 2:14 pm \u3010\u202094336\u3011\n\n\u3010\u2020Admin\u3011\n\nAdministrator\n\nFor which Paltalk the classic or the new one?\n\nNovember 26, 2021 at 9:13 am \u3010\u2020103781\u3011\n\n\u3010\u2020cyberpunk\u3011\n\nMember\n\nHi Loco, \n\nI could\u2019ve started another thread but this one seemed related enough to jump in on. I\u2019m interested in how i might go about setting up your old vb.net code to \u2013join\u201d a room on Classic (i.e. if Paltalk boots you and disconnects the audio server you can no longer monitor the list for who is on the mic. This basically makes an unattended mic timer glitchy af despite the best of code.) The idea is if one is running the timer unattended or simply letting it actively monitor the room\u2019s mic usage on its own, it would be better if it could detect a paltalk disconnect and reconnect to the room and resume timing\n\nAny thoughts or help in the right direction would be appreciated. I am savvy enough to use an API spy but so far I have not been able to figure out how to get return codes on Menu options. I\u2019m not sure how you and Autopilot, String and Departure got the return codes for the Pal Commands in PalInfo module and I can\u2019t replicate the codes that are coded in the module. (not sure if this is due to some change in the Paltalk program itself like when they changed the Read and Send Indexes. Or when they changed how the NicList is referenced (I\u2019d like to revisit the NicList reference issue with you later and see if you have found a way around it) \n\nI am able to fairly accurately, detect when I need to refresh the room if no mic activity yet the queue continues to change or just by receiving a command from an admin. My issue is how best to open up a room when the title is known. I suppose as a last resort I could use SendKeys to open menus and select it but it seems the proper way would be getting the timer re-enter the room it is monitoring without relying on it being on the Favorites list would be preferred. Any ideas?\n\nNovember 28, 2021 at 10:27 am \u3010\u2020104037\u3011\n\n\u3010\u2020Admin\u3011\n\nAdministrator\n\nWill you be the admin of the room, or just a regular user?\n\nNovember 29, 2021 at 3:53 pm \u3010\u2020104181\u3011\n\n\u3010\u2020cyberpunk\u3011\n\nMember\n\nShort answer is yes, because I would like it to dot those that refuse to get off the mic when certain triggers are tripped. But I think the Timer app could even be ran without Admin rights just with less features available.\n\nBeing able to re-enter the room would be a useful way to fix one of my major obstacles in releasing a version because it is just useless to me otherwise since ethernet connection on the machine I run Paltalk on is not an option for me. My wifi often is disrupted enough to bump me out of the room and back in without disconnecting from Paltalk though it kills the audio channel connection.\n\nIf I understood how to traverse the windows better I might be able to figure out how to

access the syslist32 lists within the Paltalk Room Browser. Any help in how to open it and select a category would be greatly appreciated.

I suspect I know why you are asking about admin rights and it has to do with a change Paltalk made in their later version, am I correct?

November 29, 2021 at 4:16 pm

cyberpunk Member

Aside from the issue I began with, I have most of the pieces needed working I am just trying to allow for as much custom configuration so that users can set the default times and behaviors and enable or disable features. I'm also still trying to decide how I want it to look overall. But if I get to the point of releasing the project can I host it on your site? or will it just need to be shared word of mouth?

February 14, 2023 at 6:19 pm

attockonian Member

Posting to an older thread to keep it alive

Admin, for both. Classic or newer.

What's the way about coding a bot (say in python) that can do a simple task. Monitor who joined & bounced that user.

Any feedback is appreciated.

Thanks

February 14, 2023 at 7:05 pm

Admin Administrator

I don't think we should code for the classic paltalk any more because I think paltalk decision to stop it is final

Now the best language to learn and if you plan to work with the new Paltalk is c# 2010 since the program that already been made for the new Paltalk are made on that language, I don't know it ehhe but if the codes are made public I will learn it

February 15, 2023 at 1:19 pm

attockonian Member

Okay c# 2010 it is.

Let me play more and I am certain I'll come back with questions.

*

Author

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Visible: 0% - 100%, "pub_date": null, "extra": {"cited_message_idx": 9, "search_result_idx": null, "evidence_text": "source"}}, {"start_ix": 583, "end_ix": 594, "citation_format_type": "tether_og", "metadata": {"type": "webpage", "title": "Paltalk 9 WINAPI (API) Examples - imFiles", "url": "https://www.imfiles.com/topic/paltalk-9-winapi-api-examples/", "text": "\nApril 10, 2007 at 6:53 am

191231

BattleStar-Galactica

Member

nok I will show the the step by step to get the last line of richtext control pt room

first import some api const and function.

to able to use this function

```

public static string GetRichTextLine(IntPtr richedita)
{
    int nblines = SendMessage(richedita, EM_GETLINECOUNT, 0, 0);
    int linelength = SendMessage(richedita, EM_LINELENGTH, nblines - 2, 0);
    IntPtr lpLocalBuffer = IntPtr.Zero;
    lpLocalBuffer = Marshal.AllocHGlobal(linelength + 1);
    SendMessage(richedita, EM_GETLINE, nblines - 2, lpLocalBuffer);
    string retval = Marshal.PtrToStringAnsi(lpLocalBuffer);
    if (lpLocalBuffer != IntPtr.Zero)
        Marshal.FreeHGlobal(lpLocalBuffer);
    return retval;
}

```

before your form1 class; you will see some code using System;

ect

after right there you have to do this

nusing

```

System.Runtime.InteropServices;

```

and in your form1 class public declaration import some api like this

```

public const int EM_GETLINE = 196;
public const int

```

```

EM_GETLINECOUNT = 186;\n    public const int EM_LINELENGTH = 193;\n
[DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;SendMessage&quot;)]\n    public
static extern int SendMessage(\n        IntPtr hwnd, int wMsg, int wParam, int
lParam);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;SendMessage&quot;)]\n    public static extern int SendMessage(IntPtr hwnd, int
Msg, int wParam, IntPtr lParam);\n\nApril 10, 2007 at 7:07 am
\u301022\u2020#191230\u3011 \n\n\u301012\u2020BattleStar-
Galactica\u3011\n\nMember\n\nhere is class I use to deal with paltalk, notice some
win32 api are there for nothing( for future purpose)\n\nlearn this class, almost what
you need.\n\n        using System;\n        using System.Collections.Generic;\n        using
System.Text;\n        using System.Runtime.InteropServices;\n        using System.Threading;\n
namespace Win32ForPaltalk\n    {\n        public delegate void NotifyNewLine(String
newText);\n        class WIN32PaltalkApi\n            {\n                public const int SM_CXSCREEN = 0;\n
                public const int SM_CYSCREEN = 1;\n                public const int WM_GETTEXTLENGTH = 14;\n
                public const int WM_GETTEXT = 13;\n                public const int WM_SETTEXT = 12;\n                public
const int WM_KEYDOWN = 256;\n                public const int WM_KEYUP = 257;\n                public const
int WM_CLOSE = 16;\n                public const int WM_LBUTTONDOWN = 0x0201;\n                public const
int WM_LBUTTONUP = 0x0202;\n                public const int SRCCOPY = 13369376;\n                public const
uint GW_CHILD = 5;\n                public const uint GW_HWNDNEXT = 2;\n                public const uint
EM_GETLINE = 196;\n                public const int EM_GETLINECOUNT = 186;\n                public const int
EM_LINEINDEX = 187;\n                public const int EM_LINELENGTH = 193;\n                public delegate
bool CallBack(IntPtr handle, IntPtr param);\n                [DllImport(&quot;user32.dll&quot;)]\n
                public static extern bool EnumWindows(CallBack cb, IntPtr param);\n\n
                [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;FindWindowA&quot;)]\n                public
static extern IntPtr FindWindow(\n                    string lpClasse, string lpTitre);\n\n
                [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;FindWindowEx&quot;)]\n                public
static extern IntPtr FindWindowEx(\n                    IntPtr hwndParent, IntPtr hwndchild, string
lpClasse, string lpTitre);\n\n                [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;SendMessage&quot;)]\n                public static extern int SendMessage(\n                    IntPtr hwnd,
uint wMsg, IntPtr wParam, IntPtr lParam);\n\n                [DllImport(&quot;user32.dll&quot;;,
EntryPoint = &quot;SendMessage&quot;)]\n                public static extern int SendMessage(\n
                    #if STRING\n                        IntPtr hwnd, uint wMsg, IntPtr wParam, string lParam);//lParam\n
                    #else\n                        IntPtr hwnd, uint wMsg, IntPtr wParam, StringBuilder lParam);\n
                    #endif\n                    [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;SendMessage&quot;)]\n                public static extern int SendMessage(IntPtr hwnd, uint
wMsg, int wParam, StringBuilder lParam);//lParam\n\n
                [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;SendMessage&quot;)]\n                public
static extern int SendMessage(IntPtr hwnd, uint wMsg, int wParam, IntPtr
lParam);//lParam\n\n                [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;PostMessage&quot;)]\n                public static extern int PostMessage(IntPtr hWnd,
IntPtr uMsg, IntPtr wParam, IntPtr lParam);\n\n                static string GetWindowText(IntPtr
hwnd)\n                    {\n                        int lgText = SendMessage(hwnd, WM_GETTEXTLENGTH, IntPtr.Zero,
IntPtr.Zero) + 1;\n                        #if STRING\n                            string sbTitle = new
string(&#x27;0&#x27;;lgText);\n                        #else\n                            StringBuilder sbTitle = new
StringBuilder(lgText);\n                        #endif\n                        SendMessage(hwnd, WM_GETTEXT, (IntPtr)lgText,
sbTitle);\n                        return sbTitle.ToString();\n                    }\n\n
                [DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;SendMessage&quot;)]\n                public
static extern int SendMessage(\n                    IntPtr hwnd, uint wMsg, int wParam, int
lParam);\n\n                [DllImport(&quot;user32.dll&quot;;, EntryPoint =

```

```

&quot;FindWindow&quot;))\n    public static extern int FindWindowA(\n    string
lpClasse, string lpTitre);\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;FindWindowEx&quot;))\n    public static extern int FindWindowEx(\n    int
hwndParent, int hwndEnfant, string lpClasse, string lpTitre);\n
[DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;SendMessage&quot;))\n    public
static extern int SendMessage(\n    int hwnd, uint wParam, int lParam);\n\n
[DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;GetWindow&quot;))\n    public
static extern IntPtr GetWindow(\n    IntPtr hwnd, uint uCmd);\n\n
[DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;GetDesktopWindow&quot;))\n
public static extern IntPtr GetDesktopWindow();\n\n
[DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;GetDC&quot;))\n    public static
extern IntPtr GetDC(IntPtr ptr);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint
= &quot;GetSystemMetrics&quot;))\n    public static extern int GetSystemMetrics(int
abc);\n\n    [DllImport(&quot;user32.dll&quot;;, EntryPoint =
&quot;GetWindowDC&quot;))\n    public static extern IntPtr GetWindowDC(IntPtr ptr);\n\n
[DllImport(&quot;user32.dll&quot;;, EntryPoint = &quot;ReleaseDC&quot;))\n    public
static extern IntPtr ReleaseDC(IntPtr hwnd, IntPtr hDc);\n\n
[DllImport(&quot;gdi32.dll&quot;;, EntryPoint=&quot;DeleteDC&quot;))\n    public static
extern IntPtr DeleteDC(IntPtr hDc);\n\n
[DllImport(&quot;gdi32.dll&quot;;, EntryPoint=&quot;DeleteObject&quot;))\n    public
static extern IntPtr DeleteObject(IntPtr hDc);\n\n
[DllImport(&quot;gdi32.dll&quot;;, EntryPoint=&quot;BitBlt&quot;))\n    public static
extern bool BitBlt(IntPtr hdcDest, int xDest, int yDest, int wDest, int hDest, IntPtr
hdcSource, int xSrc, int ySrc, int RasterOp);\n\n    [DllImport
(&quot;gdi32.dll&quot;;, EntryPoint=&quot;CreateCompatibleBitmap&quot;))\n    public
static extern IntPtr", "pub_date": null, "extra": {"cited_message_idx": 10,
"search_result_idx": null, "evidence_text": "source"}}, {"start_ix": 594, "end_ix":
605, "citation_format_type": "tether_og", "metadata": {"type": "webpage", "title":
"Sample code for programming Paltalk for Desktop - imFiles", "url":
"https://www.imfiles.com/topic/sample-code-for-programming-paltalk-for-desktop/",
"text": "\nIf you want to distribute ReadRoom with anything you write I have no
problem with that. If I knew how to write a DLL I\u2019d write it as a DLL. And if I
was more comfortable with C I\u2019d use that instead of Visual Basic.\n\nFebruary 16,
2023 at 3:30 pm \u301010\u2020#199772\u3011
\n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nThanks Man was this written under
visual basic 2022?\n\nFebruary 16, 2023 at 3:42 pm \u301012\u2020#199775\u3011
\n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nYeps is 2022 which anyone that wants
to work with the code you can get here
\u301013\u2020https://visualstudio.microsoft.com/vs/\u2020visualstudio.microsoft.com\u
3011 the community version is free \n\nFebruary 16, 2023 at 10:44 pm
\u301014\u2020#199874\u3011 \n\n\u30109\u2020chicagodavid52\u3011\n\nMember\n\nYeah,
you should also be able to take your old vb projects and change only the parts that
read and write to the room. I took my old trivia bot project and did just that. I have
no idea what one would do if your project is in C#. But there are converters that
convert vb to C#.\n\nAnything else that manipulates the room, such as admin commands,
would be much harder to program. Paltalk doesn\u2019t expose any nickname content in
the room list.\n\nFebruary 17, 2023 at 11:17 pm \u301015\u2020#200279\u3011
\n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nWait so is your Roomread program on
c# or vb, sorry I am confused and if you ever had time to give tips on how you was

```

able to connect to the paltalk room be very helpful \n\nFebruary 21, 2023 at 12:27 pm
\u301016\u2020#201268\u3011 \n\n\u301017\u2020vipal\u3011\n\nMember\n\nHi Bro Admin,
\nI really need a source code for example \nDouble click to send text to Room with
picking nickname for New Paltalk \nIt s for a catholic room. If it s not a hardwork,
can you please help me to post it here. \nThe Source Code that i can edit with VB6,
or Visual Studio (Any Version) \nThank You Bro.\n\nFebruary 21, 2023 at 4:09 pm
\u301018\u2020#201332\u3011 \n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nWell the
new codes that people are currently working on are on C# so we need to learn that now
now the programmers haven\u2019t release the full codes because they probably want to
fine tune the code, like this one by \u30109\u2020 @chicagodavid52\u3011 and this one
\u301019\u2020<https://www.imfiles.com/c-paltalk-desktop-code/>\u3011 by \u301020\u2020
@NVYE\u3011 we just need to be patient til they ready, I am learning C# right now in
the mean time \n\nMarch 21, 2023 at 11:21 pm \u301021\u2020#208153\u3011
\n\n\u301022\u2020trumhamdoa\u3011\n\nMember\n\nmic button click\n\nMarch 28, 2023 at
9:56 pm \u301023\u2020#208778\u3011 \n\n\u301024\u2020VN\u3011\n\nMember\n\nHello
everyone \nPlease check this out and let me know, we need feedback. added support
into NG for CG bots \nVer 1.29.0.89227 GA
\n\u301025\u2020<https://downloads.paltalk.com/download/beta/PaltalkSetup.exe>\u2020down
loads.paltalk.com\u3011\n\nPs/ you can comment here or email me
paltalk.mobile99@gmail.com\n\nMarch 30, 2023 at 7:48 am \u301026\u2020#208952\u3011
\n\n\u301022\u2020trumhamdoa\u3011\n\nMember\n\nn automatically login nick name
\n automatically find the room and enter the room \nself mute room \nmanually skip
start webcam \nIf the room is out, then re-enter it automatically \nif paltalk is
off \u2013 auto open paltalk and repeat\n\nMarch 30, 2023 at 4:04 pm
\u301027\u2020#209026\u3011
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\n\n\u030109\u030120Admin\u030111\n\nAdministrator\n\nWill you the admin of the room, or just a regular user?\n\nNovember 29, 2021 at 3:53 pm \u0301013\u030120#104181\u030111\n\n\u0301011\u030120cyberpunk\u030111\n\nMember\n\nShort answer is yes, because I would like it to dot those that refuse to get off the mic when certain triggers are tripped. But I think the Timer app could even be ran without Admin rights just with less features available.\n\nBeing able to re-enter the room would be a useful way to fix one of my major obstacles in releasing a version because it is just useless to me otherwise since ethernet connection on the machine I run Paltalk on is not an option for me. My wifi often is disrupted enough to bump me out of the room and back in without disconnecting from Paltalk though it kills the audio channel connection.\n\nIf I understood how to traverse the windows better I might be able to figure out how to access the syslist32 lists within the Paltalk Room Browser. Any help in how to open it and select a category would be greatly appreciated.\n\nI suspect I know why you are asking about admin rights and it has to do with a change Paltalk made in their later version, am I correct?\n\nNovember 29, 2021 at 4:16 pm \u0301014\u030120#104182\u030111\n\n\u0301011\u030120cyberpunk\u030111\n\nMember\n\nAside from the issue I began with, I have most of the pieces needed working I am just trying to allow for as much custom configuration so that users can set the default times and behaviors and enable or disable features. I\u03012019m also still trying to decide how I want it to look overall. But if I get to the point of releasing the project can I host it on your site? or will it just need to be shared word of mouth?\n\nFebruary 14, 2023 at 6:19 pm \u0301015\u030120#199102\u030111\n\n\u0301016\u030120attockonian\u030111\n\nMember\n\nPosting to an older thread to keep it alive \u03012013\n\nAdmin, for both. Classic or newer. What\u03012019s the way about coding a bot (say in python) that can do a simple task. Monitor who joined & bounced that user. \n\nAny feedback is appreciated.\n\nThanks\n\nFebruary 14, 2023 at 7:05 pm \u0301016\u030120#199115\u030111\n\n\u030109\u030120Admin\u030111\n\nAdministrator\n\nI don\u03012019t think we should code for the classic paltalk any more because I think paltalk decision to stop it is final\n\nNow the best language to learn and if you plan to work with the new Paltalk is c# 2010 since the program that already been made for the new Paltalk are made on that language, I dont know it ehhe but if the codes are made public I will learn it\n\nFebruary 15, 2023 at 1:19 pm \u0301015\u030120#199421\u030111\n\n\u030106\u030120attockonian\u030111\n\nMember\n\nOkay c# 2010 it is.\n\nLet me play more and I am certain I\u03012019ll come back with questions.\n\n * Author\n\nPosts\n\n### Related\n\n * \u0301017\u030120Paltalk 9 new apis\u030111\n\n * \u0301018\u030120Need info on Paltalk protocol.\u030111\n\n * \u0301019\u030120Paltalk On Linux\u030111\n\n * \u0301020\u030120paltalk sniffers\u030111\n\nViewing 9 posts - 1 through 9 (of 9 total)\n\n * You must be logged in to reply to this topic.\n\nLog In\n\nUsername: \n\nPassword: \n\nKeep me signed in\n\nLog In\n\n * \u030101\u030120Home\u030111\n\n * \u0301021\u030120Links\u030111\n\n * \u0301022\u030120Privacy policy\u030111\n\n * \u030101\u030120Home\u030111\n\n * \u0301021\u030120Links\u030111\n\n * \u0301022\u030120Privacy policy\u030111\n\nVisible: 0% - 100%", "pub_date": null, "extra": {"cited_message_idx": 9, "search_result_idx": null, "evidence_text": "source"}}, {"start_ix": 956, "end_ix": 967, "citation_format_type": "tether_og", "metadata": {"type": "webpage", "title": "Sample code for programming Paltalk for Desktop - imFiles", "url": "https://www.imfiles.com/topic/sample-code-for-programming-paltalk-for-desktop/", "text": "\nIf you want to distribute ReadRoom with anything you write I have no problem with that. If I knew how to write a DLL I\u03012019d write it as a DLL. And if I was more comfortable with C I\u03012019d use that instead of Visual

Basic. \n\nFebruary 16, 2023 at 3:30 pm \u301010\u2020#199772\u3011
\n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nThanks Man was this written under
visual basic 2022?\n\nFebruary 16, 2023 at 3:42 pm \u301012\u2020#199775\u3011
\n\n\u301011\u2020Admin\u3011\n\nAdministrator\n\nYeps is 2022 which anyone that wants
to work with the code you can get here
\u301013\u2020<https://visualstudio.microsoft.com/vs/>\u2020visualstudio.microsoft.com\u3011
the community version is free \n\nFebruary 16, 2023 at 10:44 pm
\u301014\u2020#199874\u3011 \n\n\u30109\u2020chicagodavid52\u3011\n\nMember\n\nYeah,
you should also be able to take your old vb projects and change only the parts that
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no idea what one would do if your project is in C#. But there are converters that
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would be much harder to program. Paltalk doesn\u2019t expose any nickname content in
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@NVYE\u3011 we just need to be patient til they ready, I am learning C# right now in
the mean time \n\nMarch 21, 2023 at 11:21 pm \u301021\u2020#208153\u3011
\n\n\u301022\u2020trumhamdoa\u3011\n\nMember\n\nmic button click\n\nMarch 28, 2023 at
9:56 pm \u301023\u2020#208778\u3011 \n\n\u301024\u2020VN\u3011\n\nMember\n\nHello
everyone \nPlease check this out and let me know, we need feedback. added support
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add 2 buttons at the nick list frame. 1 disable button, 1 enable button, alias disable function doesn't let it work. and add 2 buttons at room list frame + and \u2013 . when the user enters the room they click the + button it will add itself. and create a hand input text frame, when the user enters the path of the room they need to save, it will add itself to the room list. \u201cAuto show room name\u201d

March 31, 2023 at 6:40 pm \u301029\u2020#209349\u3011

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February 16, 2023 at 3:30 pm \u301010\u2020#199772\u3011

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\u301011\u2020Admin\u3011\u3011\u3011Administrator\u3011\u3011Yeps is 2022 which anyone that wants to work with the code you can get here

\u301013\u2020https://visualstudio.microsoft.com/vs/\u2020visualstudio.microsoft.com\u3011 the community version is free

February 16, 2023 at 10:44 pm

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\u301011\u2020Admin\u3011\u3011\u3011Administrator\u3011\u3011Wait so is your Roomread program on c# or vb, sorry I am confused and if you ever had time to give tips on how you was able to connect to the paltalk room be very helpful

February 21, 2023 at 12:27 pm

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\nI really need a source code for example \nDouble click to send text to Room with
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@NVYE\u3011 we just need to be patient til they ready, I am learning C# right now in
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automation element could send the line into the room.\n\nThis can be done using Win
API on our latest build 1.29.0.89332. \n1. Find \u201cDlgGroupChat Window Class\u201d

window handler, FindWindowW can be used. \n2. Find \u201cRichEdit20W\u201d window handler in the children list. EnumChildWindows can be used. \n3. Send WM_SETTEXT message using SendMessage function to send a message to the room.\n\nMarch 31, 2023 at 6:40 pm \u301030\u2020#209350\u3011 \n\n\u301024\u2020VN\u3011\n\nMember\n\n>2. I need some way of reading who is on mic. Nowhere in the Talking Now/Mic Queue/Chatting column of users does it show >the name of the user, for example not shown in \u201cui::widgets::UsernameWidget\u201d\n\nThis also can be done using Win API on our latest build 1.29.0.89332. \n1. Find \u201cDlg\u201c, "pub_date": null, "extra": {"cited_message_idx": 11, "search_result_idx": null, "evidence_text": "source"}}, "gizmo_id": null, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4o", "pad": "AAAAAAAAAAAAAAAAAAAAAAAA", "parent_id": "dfe9013e-6936-4623-ac43-00b8fea08690", "is_complete": true, "request_id": "884dd8220b814c5c-MXP", "timestamp_": "absolute", "content_references": [{"matched_text": "\u30109\u2020source\u3011", "start_idx": 573, "end_idx": 583, "alt": null, "type": "webpage_extended", "title": "Paltalk APIs - imFiles", "url": "https://www.imfiles.com/topic/paltalk-apis/", "pub_date": null, "snippet": "\nURL: https://www.imfiles.com/topic/paltalk-apis/\n\n\u30100\u2020 Skip to content \u3011 \n\n[Image 0]\n\n * \u30101\u2020Home\u3011\n\n * \u30102\u2020Support\u3011\n\n * \u30103\u2020Login\u3011\n\n * \u30104\u2020New Topic\u3011\n\nSearch for...\n\n[Image 1]\n\nNavigation Menu\n\nNavigation Menu \n\n * \u30101\u2020Home\u3011\n\n * \u30102\u2020Support\u3011\n\n * \u30103\u2020Login\u3011\n\n# Paltalk APIs\n\n * This topic has 8 replies, 3 voices, and was last updated \u30105\u2020 year ago\u3011 by \u30106\u2020attockonian\u3011.\n\nViewing 9 posts - 1 through 9 (of 9 total)\n\n * Author\n\nPosts\n\n * \n\nAugust 5, 2021 at 1:13 pm \u30107\u2020#94317\u3011 \n\n\u30106\u2020attockonian\u3011\n\nMember\n\nAny paltalk http apis?\n\nOr is it socket based?\n\nAny information \u2013 appreciated.\n\nAugust 5, 2021 at 2:14 pm \u30108\u2020#94336\u3011 \n\n\u30109\u2020Admin\u3011\n\nAdministrator\n\nFor which Paltalk the classic or the new one?\n\nNovember 26, 2021 at 9:13 am \u301010\u2020#103781\u3011 \n\n\u301011\u2020cyberpunk\u3011\n\nMember\n\nHi Loco, \n\nI could\u2019ve started another thread but this one seemed related enough to jump in on. I\u2019m interested in how i might go about setting up your old vb.net code to \u201cre-join\u201d a room on Classic (i.e. if Paltalk boots you and disconnects the audio server you can no longer monitor the list for who is on the mic. This basically makes an unattended mic timer glitchy af despite the best of code.) The idea is if one is running the timer unattended or simply letting it actively monitor the room\u2019s mic usage on its own, it would be better if it could detect a paltalk disconnect and reconnect to the room and resume timing\n\nAny thoughts or help in the right direction would be appreciated. I am savvy enough to use an API spy but so far I have not been able to figure out how to get return codes on Menu options. I\u2019m not sure how you and Autopilot, String and Departure got the return codes for the Pal Commands in PalInfo module and I can\u2019t replicate the codes that are coded in the module. (not sure if this is due to some change in the Paltalk program itself like when they changed the Read and Send Indexes. Or when they changed how the NicList is referenced (I\u2019d like to revisit the NicList reference issue with you later and see if you have found a way around it) \n\nI am able to fairly accurately, detect when I need to refresh the room if no mic activity yet the queue continues to change or just by receiving a command from an admin. My issue is how best to open up a room when the title is known. I suppose as a last resort I could use SendKeys to open menus and

select it but it seems the proper way would be getting the timer re-enter the room it is monitoring without relying on it being on the Favorites list would be preferred. Any ideas?

\n\nNovember 28, 2021 at 10:27 am \u301012\u2020#104037\u3011

\n\n\u30109\u2020Admin\u3011\n\nAdministrator\n\nWill you the admin of the room, or just a regular user?

\n\nNovember 29, 2021 at 3:53 pm \u301013\u2020#104181\u3011

\n\n\u301011\u2020cyberpunk\u3011\n\nMember\n\nShort answer is yes, because I would like it to dot those that refuse to get off the mic when certain triggers are tripped. But I think the Timer app could even be ran without Admin rights just with less features available.

\n\nBeing able to re-enter the room would be a useful way to fix one of my major obstacles in releasing a version because it is just useless to me otherwise since ethernet connection on the machine I run Paltalk on is not an option for me. My wifi often is disrupted enough to bump me out of the room and back in without disconnecting from Paltalk though it kills the audio channel connection.

\n\nIf I understood how to traverse the windows better I might be able to figure out how to access the syslist32 lists within the Paltalk Room Browser. Any help in how to open it and select a category would be greatly appreciated.

\n\nI suspect I know why you are asking about admin rights and it has to do with a change Paltalk made in their later version, am I correct?

\n\nNovember 29, 2021 at 4:16 pm \u301014\u2020#104182\u3011

\n\n\u301011\u2020cyberpunk\u3011\n\nMember\n\nAside from the issue I began with, I have most of the pieces needed working I am just trying to allow for as much custom configuration so that users can set the default times and behaviors and enable or disable features. I\u2019m also still trying to decide how I want it to look overall. But if I get to the point of releasing the project can I host it on your site? or will it just need to be shared word of mouth?

\n\nFebruary 14, 2023 at 6:19 pm \u301015\u2020#199102\u3011

\n\n\u30106\u2020attockonian\u3011\n\nMember\n\nPosting to an older thread to keep it alive \u2013 \u2013 Admin, for both. Classic or newer. What\u2019s the way about coding a bot (say in python) that can do a simple task. Monitor who joined & bounced that user.

\n\nAny feedback is appreciated.

\n\nThanks

\n\nFebruary 14, 2023 at 7:05 pm \u301016\u2020#199115\u3011

\n\n\u30109\u2020Admin\u3011\n\nAdministrator\n\nI don\u2019t think we should code for the classic paltalk any more because I think paltalk decision to stop it is final

\n\nNow the best language to learn and if you plan to work with the new Paltalk is c# 2010 since the program that already been made for the new Paltalk are made on that language, I dont know it ehhe but if the codes are made public I will learn it

\n\nFebruary 15, 2023 at 1:19 pm \u30105\u2020#199421\u3011

\n\n\u30106\u2020attockonian\u3011\n\nMember\n\nOkay c# 2010 it is.

\n\nLet me play more and I am certain I\u2019ll come back with questions.

\n\n *

Author\n\nPosts\n\n### Related\n\n * \u301017\u2020Paltalk 9 new apis\u3011\n\n * \u301018\u2020Need info on Paltalk protocol.\u3011\n\n * \u301019\u2020Paltalk On Linux\u3011\n\n * \u301020\u2020paltalk sniffers\u3011\n\nViewing 9 posts - 1 through 9 (of 9 total)\n\n * You must be logged in to reply to this topic.

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\u30101\u2020Home\u3011\n\n * \u301021\u2020Links\u3011\n\n * \u301022\u2020Privacy policy\u3011\n\n * \u30101\u2020Home\u3011\n\n * \u301021\u2020Links\u3011\n\n * \u301022\u2020Privacy policy\u3011\n\nVisible: 0% - 100%), {"matched text": "\u301010\u2020source\u3011", "start_idx": 583, "end_idx": 594, "alt": null, "type": "webpage_extended", "title": "Paltalk 9 WINAPI (API) Examples - imFiles", "url": "https://www.imfiles.com/topic/paltalk-9-winapi-api-examples/", "pub_date": null, "snippet": "\nApril 10, 2007 at 6:53 am \u301021\u2020#191231\u3011

\n\n\u00301012\u0020BattleStar-Galactica\u003011\n\nMember\n\nnok I will show the the step by step to get the last line of richtext control pt room\n\nfirst import some api const and function.\n\nnto able to use this function\n\npublic static string GetRichTextLine(IntPtr richedita)\n\n{\n\nint nblines = SendMessage(richedita, EM_GETLINECOUNT, 0, 0);\n\nint linelength = SendMessage(richedita, EM_LINELENGTH, nblines - 2, 0);\n\nIntPtr lpLocalBuffer = IntPtr.Zero;\n\nlpLocalBuffer = Marshal.AllocHGlobal(linelength + 1);\n\nSendMessage(richedita, EM_GETLINE, nblines - 2, lpLocalBuffer);\n\nstring retval = Marshal.PtrToStringAnsi(lpLocalBuffer);\n\nif (lpLocalBuffer != IntPtr.Zero)\n\nMarshal.FreeHGlobal(lpLocalBuffer);\n\n\nreturn retval;\n\n}\n\nbefore your form1 class; you will see some code using System; \u0020ect \n\nafter right there you have to do this\n\nusing System.Runtime.InteropServices;\n\n\nand in your form1 class public declaration import some api like this\n\npublic const int EM_GETLINE = 196;\n\npublic const int EM_GETLINECOUNT = 186;\n\npublic const int EM_LINELENGTH = 193;\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(\n\nIntPtr hwnd, int wMsg, int wParam, int lParam);\n\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(IntPtr hwnd, int Msg, int wParam, IntPtr lParam);\n\n\nApril 10, 2007 at 7:07 am\n\n\u00301022\u0020#191230\u003011\n\n\n\u00301012\u0020BattleStar-Galactica\u003011\n\nMember\n\n\nhere is class I use to deal with paltalk, notice some win32 api are there for nothing(for future purpose)\n\n\nlearn this class, almost what you need.\n\nusing System;\n\nusing System.Collections.Generic;\n\nusing System.Text;\n\nusing System.Runtime.InteropServices;\n\nusing System.Threading;\n\nnamespace Win32ForPaltalk\n\n{\n\npublic delegate void NotifyNewLine(String newText);\n\nclass WIN32PaltalkApi\n\n{\n\npublic const int SM_CXSCREEN = 0;\n\npublic const int SM_CYSCREEN = 1;\n\npublic const int WM_GETTEXTLENGTH = 14;\n\npublic const int WM_GETTEXT = 13;\n\npublic const int WM_SETTEXT = 12;\n\npublic const int WM_KEYDOWN = 256;\n\npublic const int WM_KEYUP = 257;\n\npublic const int WM_CLOSE = 16;\n\npublic const int WM_LBUTTONDOWN = 0x0201;\n\npublic const int WM_LBUTTONUP = 0x0202;\n\npublic const int SRCCOPY = 13369376;\n\npublic const uint GW_CHILD = 5;\n\npublic const uint GW_HWNDNEXT = 2;\n\npublic const int EM_GETLINE = 196;\n\npublic const int EM_GETLINECOUNT = 186;\n\npublic const int EM_LINEINDEX = 187;\n\npublic const int EM_LINELENGTH = 193;\n\npublic delegate bool CallBack(IntPtr handle, IntPtr param);\n\n[DllImport("user32.dll")]\n\npublic static extern bool EnumWindows(CallBack cb, IntPtr param);\n\n\n[DllImport("user32.dll";, EntryPoint = "FindWindowA")]\n\npublic static extern IntPtr FindWindow(\n\nstring lpClasse, string lpTitre);\n\n\n[DllImport("user32.dll";, EntryPoint = "FindWindowEx")]\n\npublic static extern IntPtr FindWindowEx(\n\nIntPtr hwndParent, IntPtr hwndchild, string lpClasse, string lpTitre);\n\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(\n\nIntPtr hwnd, uint wMsg, IntPtr wParam, IntPtr lParam);\n\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(\n\nIntPtr hwnd, uint wMsg, IntPtr wParam, StringBuilder lParam);\n\n\n\n[DllImport("user32.dll";, EntryPoint = "SendMessage")]\n\npublic static extern int SendMessage(IntPtr hwnd, uint wMsg, int wParam, StringBuilder lParam); //lParam\n\n\n