

value that contributors generate. That does not mean you can solve this problem by simply paying contributors for their time or contributions. As soon as we introduce money into a relationship—at least when it takes a form of paying monetary value in exchange for other value—it can dramatically change the dynamic.<sup>56</sup>

### **State your principles and stick to them**

Being **Made with Creative Commons** makes a statement about who you are and what you do. The symbolism is powerful. Using Creative Commons licenses demonstrates adherence to a particular belief system, which generates goodwill and connects like-minded people to your work. Sometimes people will be drawn to endeavors that are **Made with Creative Commons** as a way of demonstrating their own commitment to the Creative Commons value system, akin to a political statement. Other times people will identify and feel connected with an endeavor's separate social mission. Often both.

The expression of your values doesn't have to be implicit. In fact, many of the people we interviewed talked about how important it is to state your guiding principles up front. Lumen Learning attributes a lot of their success to having been outspoken about the fundamental values that guide what they do. As a for-profit company, they think their expressed commitment to low-income students and open licensing has been critical to their credibility in the OER (open educational resources) community in which they operate.

When your end goal is not about making a profit, people trust that you aren't just trying to extract value for your own gain. People notice when you have a sense of purpose that transcends your own self-interest.<sup>57</sup> It attracts committed employees, motivates contributors, and builds trust.

### **Build a community**

Endeavors that are **Made with Creative Commons** thrive when community is built around what they do. This may mean a community collaborating together to create something new,

or it may simply be a collection of like-minded people who get to know each other and rally around common interests or beliefs.<sup>58</sup> To a certain extent, simply being **Made with Creative Commons** automatically brings with it some element of community, by helping connect you to like-minded others who recognize and are drawn to the values symbolized by using CC.

To be sustainable, though, you have to work to nurture community. People have to care—about you and each other. One critical piece to this is fostering a sense of belonging. As Jono Bacon writes in *The Art of Community*, “If there is no belonging, there is no community.” For Amanda Palmer and her band, that meant creating an accepting and inclusive environment where people felt a part of their “weird little family.”<sup>59</sup> For organizations like Red Hat, that means connecting around common beliefs or goals. As the CEO Jim Whitehurst wrote in *The Open Organization*, “Tapping into passion is especially important in building the kinds of participative communities that drive open organizations.”<sup>60</sup>

Communities that collaborate together take deliberate planning. Surowiecki wrote, “It takes a lot of work to put the group together. It's difficult to ensure that people are working in the group's interest and not in their own. And when there's a lack of trust between the members of the group (which isn't surprising given that they don't really know each other), considerable energy is wasted trying to determine each other's bona fides.”<sup>61</sup> Building true community requires giving people within the community the power to create or influence the rules that govern the community.<sup>62</sup> If the rules are created and imposed in a top-down manner, people feel like they don't have a voice, which in turn leads to disengagement.

Community takes work, but working together, or even simply being connected around common interests or values, is in many ways what sharing is about.