

# PIONEERS PARADIGM 2001

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## **INTRODUCTION**

**THE BOOKS INTRODUCES A NEW  
PARADIGM**

**INTEGRATING THE LEADING PARADIGMS  
OF DIFFERENT SCIENTIFIC DISCIPLINES  
FOCUSING IN THE SECOND SECTION ON**

**HOW YOU**

**CREATE**

**MOVING ON TO HOW YOU SUCCEED IN**

**PIONEERING**

**FINISHING WITH THE NEW TOOLS**

**SYMBIOSIS**

**BETWEEN MAN AND COMPUTER**

**CHANGING PARADIGM**

**IS TUFF STUFF**

**MY AMBITION IS TO MAKE IT EASIER**

**USING AN INFORMAL**

**AND HUMOROUS**

**LANGUAGE**

**THE BOOK IS WRITTEN LIKE A POEM**

**ONE ON EACH PAGE**

**TO MAKE YOU**

**...STOP**

**...WONDER**

**...EVALUATE**

**...REFLECT**

**AND RETURN TO THE ISSUES**

**USING THE BOOK**

**AS A GUIDE TO THE FUTURE**

**ENJOY YOURSELF**

**THANKS TO EVERYBODY**

**WHO MADE THIS BOOK REAL**

**AND A SPECIAL THANKS TO**

**PETER BUSCH**

**CHARLOTTE MOLTKE**

**BIRGITTE MOLTKE**

**FOR INSPIRATION AND CONSTRUCTIVE CRITIC**

# **PARADIGM**

## THE NEW PARADIGM

THIS BOOKS NEW UNIFYING PARADIGM  
INCLUDE PIONEERING PARADIGMS  
FROM MANY DIFFERENT DISCIPLINES  
AS SPECIAL TOOLS  
IN ONE UNIFIED  
LIVING PARADIGM

USING  
DIFFERENCE MAKING A DIFFERENCE  
AS MEASURE

FOCUSING ON

...LIFE

...IMPORTANCE

...INTEGRITY

...CURIOSITY

...SENSUALITY

...ENTHUSIASM

...SYMBIOSIS

IN NETWORK

CREATING ORDER AT A HIGHER LEVEL

AS ALWAYS AMONG THE LIVING  
THE CAPABILITY TO HANDLE LARGER  
COMPLEXITY

IS THE MEASURE OF WINNING PARADIGMS

THE NEW PARADIGM EXPLAINS ISSUES  
THAT HAD NO EXPLANATION  
OR WERE INVISIBLE IN THE OLD

PARADIGMS ARE BACKWARD COMPATIBLE  
BUT NEW PARADIGMS MIGHT SEEM NONSENSE  
TO THOSE STILL USING THE OLD

IT IS LIKE TRYING TO SE DRAWINGS FROM WORD  
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USING WORD 95

I INTERPRET THE TECHNOLOGICAL  
DEVELOPMENT

AS THE CHANCE

EITHER TO FOCUS ON HUMAN CORE  
COMPETENCES

OR BECOME OBSOLETE

I CHOOSE HUMAN CORE COMPETENCES  
WHAT IS YOUR CHOICE?

## PARADIGM

WE SEE WHAT WE EXPECT TO SEE  
OUR BRAIN IS A NEURON MAP OF THE REAL  
WORLD

SCIENCE AND DISCIPLINES ARE SHARED MAPS  
PARADIGMS

ABSTRACTIONS

COMPREHENDED DURING OUR EDUCATION  
AND BELIEVED BECAUSE

...THEY PREDICT ACCURATELY IN EVERYDAY  
LIFE

...ARE CONSISTENT AND WITHOUT  
CONTRADICTIONS

...MAKE THE WORLD EASIER TO UNDERSTAND

...ARE SIMPLE AND STRUCTURED

...LEAD TO FRUITFUL DEVELOPMENT

A DISCIPLINE HAS A COMMON LANGUAGE  
BASED UPON SHARED

...BELIEF IN THE DISCIPLINES THEORY

...VALUES IN EVALUATION OF THE PROBLEMS

...REFERENCES TO EXPERIMENTS

...TACIT KNOWLEDGE

ACHIEVED THROUGH SHARED PRAXIS  
MAKING DESCRIPTION OF OBJECTS EASIER

PARADIGMS ARE VERY STABLE

AS PROFESSORS AND AUTHORITIES

WHO CONTROL OFFICIAL CHANGES IN  
PARADIGMS

ARE THOSE WHO BELIEVED IN THEM FOR A  
LIFETIME

PARADIGMS ARE "HARD WIRED" IN OUR BRAIN  
WE CANNOT THINK FREELY

UNTIL WE RECOGNISE THAT PARADIGMS ARE

ONLY

"MAPS"

ABSTRACTION AND REDUCTION

NOT THE TRUTH

EVEN WORSE THAN RIGID PARADIGMS ARE  
WHEN YOU DON'T EVEN HAVE A PARADIGM

AND NEED TO START FROM ADAM AND EVE  
OR RELY ON DOGMA

THE SHIFT IN PARADIGM

IS NOT EFFICIENT UNTIL

THE OLD PARADIGM HAS LOST ITS CASE  
WHEN THE DISCIPLINE HAS BEEN PERSUADED

THAT

THE NEW PARADIGM IS MORE FRUITFUL

CREATING NEW CHALLENGES

DESCRIBING NEW PHENOMENA

OR WHEN THE NEW PARADIGM BREAKS OUT  
CREATING A NEW DISCIPLINE

## FORESIGHT

IT IS DIFFICULT TO MAKE PREDICTIONS  
...PARTICULARLY ABOUT THE FUTURE

MOST PROGNOSSES  
CONSIDER THE FUTURE  
TO BE A LITTLE MORE OF THE PRESENT

GOOD PREDICTIONS ARE BASED ON A  
THOROUGH UNDERSTANDING  
OF THE ENTIRE COMPLEX SYSTEM  
MAPPING THE INTERACTION  
OF FORCES CREATING CHANGE  
AND THE BARRIERS PREVENTING CHANGE

WE HUMANS ARE FAIRLY CONSTANT  
BIOLOGICALLY  
BUT OUR:  
...CULTURE  
...KNOWLEDGE  
...ORGANISATION OF COLLABORATION  
...TECHNOLOGY  
...AND WEALTH  
ARE GROWING EXPONENTIALLY

FORESIGHT IS ABOUT  
SEEING THE IMPLICATIONS  
IN DEVELOPMENT  
AND INTERACTION OF  
...ORGANISATION AND ECONOMY  
...KNOWLEDGE AND ECOLOGY  
...ETHICS AND VALUES

MY PREDICTION:  
DEVELOPMENT IN DECADES TO COME  
WILL BE BASED UPON  
...SHIFT FROM A MECHANICAL TO A LIVING  
PARADIGM  
...NETWORKING  
...GLOBALISATION  
...ICT  
...GENETIC TECHNOLOGY  
...NANOTECHNOLOGY

BARRIERS:  
OUR PRESENT PARADIGM AND ORGANISATIONS

## RENAISSANCE

THE RENAISSANCE 1.0  
HALF A MILLENNIUM AGO  
WAS A SHIFT OF PARADIGM  
FROM THE MEDIEVAL RELIGIOUS DOGMATISM TO  
...SCIENCE  
...HUMANISM  
...APPRECIATION OF THE INDIVIDUAL  
AND LATER ENLIGHTENMENT

RENAISSANCE 2.0  
IS A SHIFT OF PARADIGM  
MADE POSSIBLE BY ICT  
FROM THE DOGMA OF  
...MATERIALISM  
...ECONOMY  
...NEWTONIAN PHYSICS  
...TANGIBLE MATERIALISM  
TO INTANGIBLE KNOWLEDGE

FROM MECHANICAL TO LIVING  
...MACHINE TO ECOLOGY  
...HIERARCHY TO NETWORK  
...CORE COMPETENCE TO CREATIVITY AND  
INNOVATION  
...MANUFACTURED TO SELF GROWN  
...THINGS TO RELATIONS

RENAISSANCE 2.0  
REBIRTH OF THE RENAISSANCE GENIUS  
A VIRTUAL LEONARDO DA VINCI  
REBORN AS A TRANS DISCIPLINARY  
NETWORK TEAM

RENAISSANCE 2.0  
IS IRONICALLY ALSO A  
REVIVAL OF THE MEDIEVAL QUALITIES  
..CLOSE RELATIONS  
..COMMUNITIES  
...GUILDS

RENAISSANCE 2.0  
IS AN OPPORTUNITY  
MADE POSSIBLE  
BY THE DEVELOPMENT OF COMPUTERS  
TAKING OVER THE MATERIAL WORK  
PRODUCTION AND ECONOMICS  
MAKING THE ORDINARY MAN  
RENAISSANCE NOBILITY

## LAW OF LIFE

FROM DUST TO DUST

HAVE YOU EVER CONSIDERED  
THAT THE LAW OF ENTROPY  
EVERYTHING BECOMES

...MIXED UP

...WORN DOWN

...AVERAGE

IS THE LAW OF THE DEAD THINGS

EVOLVEMENT OF DEAD THINGS

IS SLOWING DOWN

FROM THE INCREDIBLE SPEED OF THE FIRST  
MOMENT

THE "BIG BANG"

TO THE SLOW WEAR AND TEAR OF THE  
MOUNTAINS

EVOLVEMENT OF LIVING THINGS

IS ACCELERATING

FROM THE VERY SLOW START

TO EVER MORE COMPLEX

ADAPTABLE CREATURES

LIKE YOU AND ME

ARRIVING WITHIN THE LAST PERCENT  
OF BIOLOGICAL HISTORY

THE LAW OF LIFE IS RENEWAL

AND INCREASING:

...DIFFERENCE

...COMPLEXITY

...VARIETY

ALL THE OPPOSITE OF ENTROPY

OUR KNOWLEDGE IS GROWING EVEN FASTER

DOUBLING IN MAYBE 10-20 YEARS

EVERY NEW GENERATION

ADDS AS MUCH KNOWLEDGE

AS ALL PREVIOUS GENERATIONS

COMBINED!

DEVELOPMENT OF THE LIVING

IS GAINING

INCREDIBLE SPEED

IN SYMBIOSIS WITH COMPUTERS

## FROM THE MECHANICAL TO THE LIVING

ARE YOU A SMALL WHEEL IN THE BIG  
MACHINERY?

ARE YOU IN YOUR RIGHT POSITION?

ARE YOUR PROJECTS ON TRACK?

METAPHORS ARE FROM THE WORLD OF  
MACHINES

FROM WHEN MECHANICAL STRENGTH  
IMPRESSED

WITH A PARADIGM INSPIRED BY PHYSICS  
WHERE THE WHOLE COULD BE CUT IN PARTS  
TO BE UNDERSTOOD

AND REASSEMBLED WITHOUT LOSS  
WITHIN A SIMPLE CAUSE-EFFECT PARADIGM

BUT THE WORLD HAS NEVER BEEN LIKE THAT  
ENTIRETY IS MORE THAN A SUM OF THE PARTS

CAUSE AND EFFECT ARE RELATED

IN A DYNAMIC SYSTEM

WITH COMPLEX FEED BACK

SEPARATED IN PLACE AND TIME

IF YOU CUT A BREAD THROUGH THE MIDDLE

YOU HAVE TWO HALF BREADS

IF YOU CUT A MAN THROUGH THE MIDDLE

YOU HAVE A DEAD MAN

EVEN IN QUANTUM PHYSICS

HEISELBERG SHOWED US THAT WE INFLUENCE

THE OBJECTS WE MEASURE

CHAOS THEORY IS A SORT OF DIALECTICS

ECOLOGY

WHERE TENSION IS BUILT UP

RELEASED IN LEAPS

BECOMING PART OF NEW TENSION

IN THIS NEW PARADIGM

DEVELOPMENT IS

DISCONTINUITY

A BUILD UP OF TENSION

RELEASED IN CHANGE

THE LIVING WORLD

IS SELF ORGANISING

THERE IS NO MASTER PLAN

NO MANUAL FROM GOD

THE COMPLEX LIVING ORGANISM OF  
INDIVIDUALS

ADAPTS TO NEW ENVIRONMENTS

THE SUCCESSFUL CHOOSE CHANGE

AS IT CREATE LESS STRESS THAN FLEXIBILITY

## SATISFACTION

MATERIALISM IS  
GOD  
IN THE INDUSTRIAL PARADIGM  
WHATEVER YOU CAN MEASURE IS REAL  
AND THE REST IS NONSENSE

THE CHINESE PRIME MINISTER  
CLAIMS THAT THE SCIENTIFIC MATERIALISM  
IS BEST ON DEVELOPING PRODUCTIVITY  
AND HE SEEMS TO HAVE A GOOD CASE  
WITH THE CHINESE 7% GROWTH RATE

THE PURE MATERIALISM  
IS GOOD AT PRODUCING  
MATERIAL THINGS  
BUT IT CREATES LITTLE SATISFACTION  
WHICH FROM A MATERIALISTIC POINT OF VIEW  
IS GOOD  
BECAUSE IT MAKES YOU BUY MORE

FROM A HUMAN POINT OF VIEW  
SATISFACTION IS WHAT IT IS ALL ABOUT

THE CONFLICT BETWEEN  
UNLIMITED APPETITE FOR CONSUMPTION  
OF THE MATERIAL  
AND EVASIVE SATISFACTION  
IS DRIVING THE EARTH TO  
ECOLOGICAL DISASTER  
UNLESS WE SHIFT FOCUS  
FROM THE MATERIAL PARADIGM  
TO A PARADIGM OF SATISFACTION

SATISFACTION IS ABOUT  
ENJOYING  
TASTING RATHER THAN EATING  
LOVING RATHER THAN FUCKING  
SOMETHING SPIRITUAL  
A CHANGE OF PARADIGM  
WHERE PERCEPTION  
AND RELATIONS  
ARE MORE IMPORTANT THAN THE MATERIAL

## SYMBIOSIS

OUR SPECIES HAS RULED THE EARTH  
BECAUSE WE WERE SMARTER  
AND BETTER ORGANISED  
THAN THE REST

WITHIN 30 YEARS  
COMPUTERS  
SOLD FOR 1000 US \$  
WILL CATCH UP  
WITH US

WHAT WILL HAPPEN  
WHEN COMPUTERS ARE FAR SMARTER  
AND FAR BETTER ORGANISED  
THAN WE ARE?

REMEMBER THE Y2K PANIC?

SOMETHING HAS ALREADY HAPPENED  
IN THE WESTERN WORLD  
MAKING IT POSSIBLE FOR  
1% TO PRODUCE OUR FOOD  
10% TO PRODUCE OUR INDUSTRIAL GOODS  
AND FOR COMPUTERS TO  
...MAP THE GENOME AUTOMATICALLY  
...DRIVE CARS  
...FLY PLANES

MOST OF THE TECHNOLOGY  
DESCRIBED IN THIS BOOK  
IS ALREADY AVAILABLE  
...IN PROTOTYPES  
...ON SUPER MAIN FRAME COMPUTERS  
...IN LABS

PIONEERS PARADIGM  
IS A BOOK ABOUT AN ALTERNATIVE PATH  
TAKING CONTROL OF DEVELOPMENT  
PUTTING HUMANITY IN CHARGE  
AIMING AT  
...SYNERGY  
...COLLABORATION  
...SYMBIOSIS  
BETWEEN MAN AND COMPUTER

## BRAIN VS. COMPUTER

OUR BRAIN IS HOLISTIC  
HARDWARE, SOFTWARE AND MEMORY  
INTEGRATED IN THE SAME NETWORK OF  
NEURONS

EACH NEURON A MILLIONS TIMES SLOWER THAN  
THE COMPUTER

BUT ALL HUNDRED OF BILLIONS CAN WORK IN  
PARALLEL

EACH ONE NETWORKING WITH HUNDREDS OF  
NEURONS

IN MAYBE 100<sup>100.000.000.000</sup> WAYS

THE NETWORK BETWEEN THE NEURONS IS MOST  
EFFICIENT

WHEN WE COMPREHEND  
REALIZE CONNECTIONS

RELATE:

...KNOWLEDGE

...EXPERIENCE

...THEORY

IN AN EFFICIENT WAY

BECAUSE THE BRAIN CELLS ARE INTEGRATING

...HARDWARE

...SOFTWARE

AND MEMORY

THINKING CHANGES THE BRAIN

WE THINK WITH THE ENTIRE BODY

...SENSING IS PART OF THINKING

...THE IMMUNE SYSTEM IS RELATED TO THE  
BRAIN

...THERE IS NO SEPARATION OF BODY AND SOUL  
THE WHOLE OF US

IS

THINKING

THE BRAIN IS BETTER THAN COMPUTERS AT

...CREATIVITY

...EMPATHY

...COMPLEXITY

COMPUTERS ARE BETTER THAN US AT THE

ACCURATE:

...REPETITION

...CALCULATION

...ADMINISTRATION

...ROUTINE WORK

WHAT DO YOU WANT TO BE BETTER AT?

## BRAIN VS. INTERNET

INTERNET RESEMBLES THE BRAIN  
FAR MORE THAN THE SINGLE COMPUTER DOES

IMAGINE EACH COMPUTER IN THE NET

BEING A NEURON

CONNECTED TO OTHER COMPUTERS

DEPENDING ON THE USER'S

...INTEREST

...HISTORY

...ASSOCIATIONS

THE FACTUAL INFORMATION

ON THE WEB SITES

RESEMBLES OUR MEMORY

INACCURATE

AND SHORT LIVED

AS IT MAY BE

THE LINKS WE SAVE

WEB SITES WE RETURN TO

PORTALS WE TRUST

REVIEWS WE ACT UPON

RESEMBLES OUR KNOWLEDGE

WHEN WE SURF THE NET

YOU GET A WILD OFFER OF ASSOCIATIONS

LINKS

TO MEMORY WHICH

MIGHT

BE INTERESTING

WE NEED

...ETHICS

...GOALS

...VALUES

TO FIND

WHAT IS VALUABLE

THE COMPLETELY

UNPREDICTABLE NATURE OF THE

INTERNET

RESEMBLES OUR

UNPREDICTABLE

THOUGHTS



## TURING TEST

TURINGS TEST:  
"A COMPUTER IS INTELLIGENT  
WHEN YOU CAN'T TELL  
IF YOU ARE TALKING WITH A PERSON  
OR A COMPUTER"

COMPUTERS GETS TWICE AS CLEVER IN 18  
MONTH  
A THOUSAND TIMES IN 15 YEARS

IT'S LIKE A LANDSCAPE BEING FLOODED  
WHATEVER IS ABOVE SEA LEVEL  
MORE CLEVER THAN COMPUTERS  
IS THE COMPETITIVE ADVANTAGE  
OF HUMAN INTELLIGENCE  
AND IT IS SHRINKING EVERY DAY

OUR UNIQUE INTEGRATION OF INTELLIGENCE IN  
BRAIN AND BODY  
FROM THE VERY CELL  
ALL THE WAY THROUGH THE IMMUNE SYSTEM  
...NERVES  
...SENSE ORGANS  
...TO BRAIN  
WILL HARDLY BE FLOODED

BUT CONSIDER PEOPLE  
ACTING VERY BUREAUCRATIC AND MACHINE  
LIKE  
LOSING IN THE TURING TEST  
TAKEN FOR A COMPUTER  
WHILE THE MORE INTELLIGENT COMPUTER IS  
TAKEN FOR BEING HUMAN

THAT'S COOL

THE KEY TO PASS THE TURING TEST  
IS BEING  
...HUMAN(E)  
...EMPATHIC  
...COMPASSIONATE

## GLOBALISATION

GLOBALISATION BECAME POSSIBLE  
AS TRANSPORTATION AND COMMUNICATION  
BECAME  
FAST AND INEXPENSIVE

THE DRIVING FORCE IN GLOBALISATION IS  
...CHEAP LABOUR  
...NATIONAL BOTTLENECKS IN COMPETENCE  
...AND NEW MARKETS

GLOBALISATION MEANS INCREASED  
INTERNATIONAL SPECIALISATION AND  
NEAR MONOPOLY  
ON COMMODITIES  
A HANDFUL OF GIANT CORPORATIONS PRODUCE  
80% OF THE GLOBAL CONSUMPTION IN SECTORS  
LIKE  
IT, MULTIMEDIA, ENTERTAINMENT, PLANES,  
CARS, APPLIANCES, MEDICINE

KNOWLEDGE  
REPRESENTED MAINLY IN ENGLISH AND  
NUMBERS  
IS SPREAD INSTANTLY VIA INTERNET

FASHION IS EVERYWHERE SIMULTANEOUSLY  
EXOTIC FOOD IS SERVED GLOBALLY  
SUSHI IN COPENHAGEN  
DANISH PASTRY IN TOKYO

WE MOVE LIKE NEVER BEFORE  
STUDY AND WORK GLOBALLY

AT THE PREVIOUS TURN OF THE CENTURY  
THERE WAS A MASSIVE MOVE FROM  
COUNTRYSIDE TO CITIES  
THE NEW NOMADS  
MOVE TO KNOWLEDGE HOT POTS  
LIKE SILICON VALLEY  
AND ON TO NICE SUNNY PLACES UPON  
RETIREMENT

THE GLOBAL VILLAGE IS HOWEVER STILL  
DISTANT  
THE MAJORITY OF THE WORLD POPULATION IS  
STILL  
DISCONNECTED ALMOST WITHOUT  
...COMMUNICATION  
...TRANSPORTATION  
...RESOURCES

## **DEMOCRATIC INTRAPRENEURSHIP**

OUR DEMOCRATIC SYSTEM  
BASED ON HUMAN RIGHTS AND  
ENTREPRENEURSHIP  
HAS PROVEN SUPERIOR TO  
TOTALITARIAN SYSTEMS WITH PLAN  
ECONOMY  
BECAUSE  
DEMOCRATIC SYSTEMS ARE BETTER AT:  
...LEARNING  
...ADAPTING  
...TRYING ALTERNATIVE SOLUTIONS  
...MAKING THE BEST OF INDIVIDUALITY  
...CREATING ENTHUSIASM

AMONG THE HUNDRED LARGEST ECONOMIES  
49 ARE COUNTRIES  
AND 51 ARE CORPORATIONS

IMAGINE THE POTENTIAL  
IF THE CORPORATIONS BECAME  
DEMOCRATIC  
NETWORK INTRAPRENEURS ON INTERNAL  
MARKETS

IMAGINE A CORPORATE CONSTITUTION  
GRANTING RIGHTS AND DUTIES FOR  
EVERYBODY  
EXPRESSING THE ETHICS OF THE BRAND  
AND SEPARATING POWER BETWEEN  
...PARLIAMENT OF PARTNERS DECIDING THE  
RULES  
AND ELECTING THE PRESIDENT  
...PRESIDENT AND PROJECT INTRAPRENEURS  
MANAGING BUSINESS  
...ETHICAL COUNCIL SETTling DISPUTES  
PREVENTING DISASTER

THE CUSTOMER AND CLIENTS  
BRAND THE PRODUCTS  
IN COLLABORATION WITH THE ETHICAL  
COUNCIL

THE NETWORKS ECONOMY IS PRIVATISED  
INTRAPRENEURS RECEIVE THE TOTAL  
REVENUE AND PAY FOR ALL SERVICES OF  
THE NETWORK

YOU DON'T JUST GET LICENCE AS  
INTRAPRENEUR  
YOU NEED TO PROVE YOURSELF WORTHY BY  
HAVING A INDEPENDENT RECOGNITION  
BRANDING BY THE CUSTOMERS  
OR A GOOD RECORD  
AS SUBCONTRACTOR TO THE NETWORK

## **TECHNOLOGY**

## TECHNOLOGY

TECHNOLOGY  
IS EMPOWERMENT  
AND AN EXTENSION OF US  
SOMETHING ENABLING US TO DO MORE THINGS  
FASTER AND BETTER:  
...MACHINES MAKING US STRONGER  
...TRANSPORTATION MAKING US MOVE FASTER  
...MEDICINE MAKING US MORE HEALTHY  
...MEDIA INCREASING OUR COMMUNICATION  
...SHARING OF KNOWLEDGE  
...IT ENHANCING OUR BRAIN CAPACITY

SO FAR THESE TOOLS HAVE BEEN EXTENSIONS  
NOW WE ENTER AN ÉPOQUE OF  
INCORPORATED TECHNOLOGY  
...GENES  
...BODY PARTS  
...NERVE INPUT  
...AND MAYBE MINDS  
FORCING US TO CHANGE  
TO A PARADIGM  
WHERE THINGS ARE NO LONGER THINGS  
BUT PART OF A SYSTEM  
PART OF US

WE WILL BE COMMUNICATING  
INTUITIVELY VIA  
SOMETHING WE WEAR  
THE FAR FRONTIER OF OUR SENSES

THINGS CHANGE  
FROM BEING DEAD  
TO BEING ALIVE  
...ADAPTIVE TO OUR NEEDS  
...CHANGING SHAPE, COLOUR, SIZE,  
TEMPERATURE, TEXTURE  
...MOVING AROUND  
...GETTING SMARTER  
...LEARNING FROM US

THE COMING TECHNOLOGY WILL BE  
MORE INTELLIGENT  
CHALLENGING OUR INTELLECT AND HUMOUR  
ADAPTING TO OUR SATISFACTION  
CUSTOM MADE TO OUR INDIVIDUALITY  
MAKING US FEEL  
SPECIAL

## MINIATURE ICT

TODAY  
WE COMMUNICATE  
ON THE CONDITIONS OF ICT  
THROUGH DIFFICULT USER INTERFACES

BUT THE DEVELOPMENT  
...MAKING COMPUTERS TWICE AS FAST

...HALVING WEIGHT  
...AND BATTERY CONSUMPTION  
EVERY 18 MONTH  
DOUBLING  
...INTERNET TRAFFIC  
...BANDWIDTH  
...ALSO WIRELESS BANDWIDTH  
EVERY HALF YEAR  
CONTINUES FOR THE NEXT DECADES

IT TOOK HALF A CENTURY FOR COMPUTERS  
TO CATCH UP WITH THE BRAINPOWER OF A BIRD  
WITHIN THE NEXT DECADES IT CATCH UP WITH  
US

COMPUTER SHRINKS INTO THE MOBILE PHONE  
THAT SHRINKS INTO THE HEADSET  
SHRINKING TO CONTACT LENSES AND HEARING  
AIDS  
AND SOME DAY CONNECTS TO OUR NERVES

THAT WILL ENHANCE OUR  
...EYES TO SEE GLOBALLY  
...EARS TO HEAR GLOBALLY  
...VOICE TO REACH GLOBALLY  
...MEMORY TO REMEMBER EVERYTHING  
GLOBALLY

THE CONCEPT OF MINIATURE MOBILE ICT  
COINED THE "I-COMPANION" IN THIS BOOK  
IS ABOUT ENHANCING AND EXTENDING OUR  
SENSES AND CAPABILITIES  
AS HUMANS  
"CONNECTING PEOPLE"  
(WO)MAN-(WO)MAN INTERFACE

THE TRUE BENEFIT OF MOBILE ICT IS  
...FREEDOM  
...RELATING TO TIME AND PLACE  
...BEING WHERE THE MOST EXCITING THINGS  
HAPPEN  
...(NET)WORKING TOGETHER WITH OUR  
PARTNERS  
...LEARNING AND WORKING IN THE REAL  
SITUATION

## I-COMPANION

"I-COMPANION"  
IS MY NAME FOR A NEW IT CONCEPT  
ENHANCING OUR  
SENSES  
AND BRAINPOWER

I FOR IMAGINATION INTELLIGENCE,  
INFORMATION  
I FOR EYE  
I FOR MY ALTER EGO

IMAGINE  
HAVING SOMEONE INTELLIGENT  
ALWAYS THERE  
FOR FEED BACK  
CAPABLE OF SIMULATIONS  
3D  
PRESENTING TO YOU  
DREAMS IN MOTION AND COLOUR  
PLAYING MUSIC  
ENHANCING YOUR MEMORY  
SIMULATING YOUR FUTURE  
VISUALISING THE INVISIBLE

THAT COULD BE THE  
DESCRIPTION OF AN  
"I-COMPANION"  
IN TEN YEARS TIME

COMBINED WITH  
...AUTOMATION OF TRIVIAL WORK  
...LIBERATION OF THE WORK PROCESS  
...A SHIFT IN PARADIGM  
"I-COMPANION"  
COULD FREE OUR BRAIN  
TO BE TRULY  
CREATIVE

MOST MAGAZINES DESCRIBE DEVELOPMENT IN  
TECHNICAL TERMS  
...3G MOBILE PHONES  
...UMTS BANDWIDTH IN KBIT/SEC  
...CONVERGENCE BETWEEN MOBILE PHONES  
AND COMPUTERS

THIS BOOK IS WRITTEN FROM  
OUR  
HUMAN  
POINT OF VIEW

## GENETICS

MEDICAL SCIENCE HAS MAINLY BEEN  
HIGH LEVEL  
TRIAL AND ERROR  
BECAUSE OUR GENETIC SYSTEM WAS A BLACK  
BOX  
OBSCURING COMPLEX CAUSE-EFFECT LOOPS

FOR THE FIRST TIME  
A SYSTEM OF COMPUTERS  
MADE A SCIENTIFIC BREAK THROUGH  
AT NOBEL PRIZE LEVEL  
MAPPING THE GENETIC CODE  
TESTING BILLIONS OF SAMPLES  
PUTTING THE PUZZLE TOGETHER  
PIECE BY PIECE  
WITHIN A BREATHTAKING SHORT NUMBER OF  
YEARS

IN THE DECADES TO COME  
GENETIC SCIENCE WILL  
OPEN THIS BLACK BOX  
AND MAKE US UNDERSTAND HOW  
...OUR BODY FUNCTIONS  
...WE AGE  
...MEDICINE AND CHEMICAL INFLUENCE OUR  
BODY  
...WHY WE BECOME ILL

GENETIC TECHNOLOGY  
MIGHT ALSO MAKE IT POSSIBLE TO DESIGN  
MEDICINE  
AND HUMANS  
SO WE DON'T GET ILL  
OR AGE

YET ANOTHER EXAMPLE OF  
CHANGE IN PARADIGM  
FROM THE MECHANICAL SURGEON AND  
THE CHEMICAL MEDICINE  
TO THE BIOLOGICAL  
LIVING PARADIGM  
ENHANCEMENT OF THE BODY'S OWN CODE  
...IMMUNE SYSTEM  
...GENETICS  
...SYMBIOSIS

THE PERSPECTIVE IS FANTASTIC:  
...PROMISING FOR THOSE WHO GET WELL  
...HORRIFYING BECAUSE THE EARTH IS  
ALREADY OVERPOPULATED

## NANOTECHNOLOGY

NANOTECHNOLOGY IS  
KNOWLEDGE MULTIPLICATED WITH MATERIAL  
A NEW PARADIGM FOR  
MATERIALS AND PRODUCTS  
GROWING BY THEMSELVES  
BASED ON PHYSICAL/CHEMICAL REACTIONS  
IN COMBINATION WITH CODE  
JUST LIKE IN YOURS AND MINE BODY

WE ARE USED TO

...JOINING  
...GLUING  
...CUTTING  
...CASTING

USING OUR MECHANICAL PARADIGMS WITH  
ENVIRONMENTAL SIDE EFFECTS LIKE  
...ENERGY CONSUMPTION  
...WASTE  
...POLLUTION

NANOTECHNOLOGY IMITATES

...THE INCREDIBLE STRONG THREAD OF SPIDERS  
...SHELLS OF SNAILS STRONGER THAN  
CONCRETE  
YET MADE AT AMBIENT TEMPERATURE

NANOTECHNOLOGY IS DESIGNED TO PRODUCE  
ONLY THE NEEDED  
WITH A MINIMAL CONSUMPTION  
USING AN ARMY OF SMALL  
"CREATURES"  
THAT MIGHT EVEN REPRODUCE THEMSELVES

THE ULTIMATE VISION

IS A 3 D PRINTER IN EVERY HOME  
...PRODUCING WHATEVER YOU NEED  
...CUSTOM MADE  
...IMMEDIATELY  
...FUELLED BY LIFE'S SUBSTANCES  
...NETWORKED TO IT DESIGN DATABASES  
END OF STORY FOR  
...FACTORIES  
...TRANSPORTATION  
... WASTE

NANOTECHNOLOGY PRODUCTS ARE SO  
MINIATURE

THAT THEY CAN TRAVEL IN OUR BLOOD  
REPAIR OUR ORGANS  
ENTER OUR BRAIN

## ECOLOGY

ECOLOGY  
SCIENCE ABOUT RELATIONS  
BETWEEN LIVING BEINGS AND THEIR  
ENVIRONMENT  
IS A CORE SCIENCE  
IN THIS NEW PARADIGM

ECOLOGY IS CIRCULAR THINKING  
RECYCLING  
"REBIRTH" RATHER THAN "CRADLE TO GRAVE"

WE DON'T CONSUME THINGS  
WE PRODUCE A SIDE PRODUCT  
WE SHOULD FIND USE FOR  
RATHER THAN WASTE

DEAD THINGS ARE SUBJECT TO  
ENTROPY  
GETTING MIXED UP  
UNTIL THEY ARE USELESS

AS A CONTRAST  
ECOLOGY IS ABOUT SEPARATING  
WHAT HAS BEEN MIXED UP  
THE LESS YOU MIX  
THE EASIER TO RECYCLE

ECOLOGY  
USES THE PRINCIPLES OF LIVING THINGS  
RECOVERING MATERIALS  
LIKE MANURE  
MAKING PLANTS GROW  
TO FEED ANIMALS  
TO MAKE MANURE  
ALL RUNNING ON  
SOLAR ENERGY

A GOOD WAY OF CLOSING  
THE CYCLE  
IS TO LET ONE ORGANISATION  
OWN THE ENTIRE (RE) CYCLE  
LEASING THE USE OF THE PRODUCT  
RATHER THAN SELLING IT TO "CONSUMERS"  
WHO THROW IT AWAY AS WASTE

A LEASING COMPANY WILL  
IMPLICITLY  
WANT DURABLE QUALITY  
EASY TO MAINTAIN

## TRAGEDY OF THE COMMON

IF RESOURCES ARE FOR FREE  
DISTRIBUTED ACCORDING TO  
THE LAW OF THE JUNGLE  
THOSE WHO TAKE THEM FIRST  
GET THEM  
AND NOBODY HAS THE RIGHT TO PROTECT THEM

THAT'S HOW

...OUR OCEANS ARE EMPTIED FOR FISH  
...ENDANGERED SPECIES ARE BECOMING  
EXTINCT  
...RESOURCES ARE WASTED  
...WATER POLLUTED  
...CO<sub>2</sub> IS CREATING GREENHOUSE EFFECT

IT IS ALSO THE STORY ABOUT ACTIONS  
BEING OK WHEN FEW DO IT  
AND DEVASTATING IF WE ALL TRY TO DO IT  
CHALLENGING THE MECHANICAL  
INTERPRETATION  
OF CAUSE AND EFFECT

THE FIRST CAR OWNER SAVES A LOT A TIME  
BUT WHEN MILLIONS HEAD FOR WORK  
THEY ARE STUCK IN TRAFFIC JAM  
THE FIRST TRAVELLER ENJOYS THE PACIFIC  
PARADISE  
BUT MILLIONS OF TOURISTS DESTROY IT

THE REAL TRAGEDY IS  
THAT THERE IS NO FAIR WAY TO STOP  
EXCESSIVE USE OF  
...CARS  
...NATURAL RESOURCES  
...TRAVELLING  
...MEAT EATING  
EXCEPT TAXES AND ETHICS

PROTECT THE COMMON  
AND ALWAYS LOOK FOR  
SECOND, THIRD AND FOURTH ORDER EFFECTS

## EMERGENCE

INTELLIGENCE CAN BE DISTRIBUTED AND  
ADDED  
TERMITES CAN BUILD IMPRESSIVE  
CONSTRUCTION  
WITHOUT BLUEPRINT  
TWO DIMINUTIVE CELLS ADDS UP TO BE  
BILLIONS OF CELLS COLLABORATIVELY BEING  
YOU

BLUEPRINTS ARE REPLACED WITH CODE  
PRINCIPLES FOR  
ACTION AND REACTION

ICT, BIO TECH AND NANO TECH  
IS ABOUT CODE  
FROM THE INFAMOUS VIRUS CODE  
TO THE BLESSING OF THE INTERNET

WHILE TANGIBLE THINGS CAN BE CONTROLLED  
CODE IS OUT OF CONTROL  
IF IT CAN REPRODUCE ITSELF  
AND MUTATE  
LIKE THE LIVING ORGANISM

THE NEW TECHNOLOGIES ARE PARTICULARLY  
DANGEROUS WHEN THEY CAN REPRODUCE  
AND HORRIFYINGLY OUT OF CONTROL  
WHEN THEY BOTH REPRODUCE AND MUTATE  
VERY FAST LIKE AIDS

THE MORE WE RELY ON COMPUTERS  
...GENE THERAPY AND MODIFICATION  
...NANOTECHNOLOGY  
THE MORE CONTROL WE LOSE  
BECAUSE THESE "LIVING" TECHNOLOGIES  
HAVE TAKEN OVER CONTROL  
FOLLOWING THEIR OWN MUTATED CODE  
AND EMBEDDED INTELLIGENCE

IF THIS DISTRIBUTED EMBEDDED INTELLIGENCE  
STARTS COMMUNICATING  
LIKE OUR IMMUNE DEFENCE SYSTEM  
AND OUR BRAIN CELLS  
WE COULD FACE INTELLIGENCE  
IN A SCALE HARD TO IMAGINE

I HOPE IT WILL BE FRIENDLY

**INCREASING RETURNS**

**IN THE MATERIAL WORLD  
RETURNS DECREASE WITH THE LAST EFFORT**

**IN THE KNOWLEDGE ECONOMY  
RETURNS INCREASE EXPONENTIALLY  
WITH PROLIFERATION AND EFFORT**

**DOUBLE NUMBER OF NETWORK SUBSCRIBERS  
AND TRAFFIC QUADRUPLE  
WITH ONLY A MARGINAL EXTRA INVESTMENT**

**DOUBLE THE NUMBER OF CD OR SOFTWARE  
USERS  
AND THE PROFIT INCREASES DRAMATICALLY  
AS THE MARGINAL COST IS ONLY ONE DOLLAR  
EACH**

**THE RETURNS ON YOUR DIGITAL SERVICE IS  
INCREASING  
WHEN MORE USERS GO DIGITAL  
ULTIMATELY WHEN THE LAST PAPER USER  
CONVERTS**

**THE VALUE OF KNOWLEDGE AND COMPETENCE  
INCREASES STEEPLY WITH ITS UNIQUE QUALITY  
MOVING UP FROM A SECOND TO A FIRST  
POSITION  
YIELDS MORE THAN MOVING FROM #199 TO  
#200**

**INCREASING INVESTMENT IN ADVERTISING  
SUDDENLY PAYS BACK WHEN YOU ENTERS  
THE TOP 5 BRANDS THAT EVERYBODY TALKS  
ABOUT**

**MOORES LAW ITSELF IS INCREASING RETURNS**

**INCREASING RETURNS ON THE INVESTMENT IN  
ICT  
SKY ROCKET WHEN THE ENTIRE PROCESS IS  
DIGITAL**

**ANY ORGANISM OR ORGANISATION  
THAT CAN HANDLE MORE COMPLEXITY  
INTELLIGENTLY  
WILL HAVE A COMPETITIVE ADVANTAGE**

**THE BENEFIT OF RESPONSIBILITY INCREASES  
THE CLOSER YOU GET ULTIMATE  
RESPONSIBILITY  
INNOVATIVE ENTREPRENEURS**

**HOWEVER CHOICE, COMPETENCE AND  
RESPONSIBILITY  
GOES TOGETHER**

**THE ULTIMATE CONSEQUENCE OF INCREASING  
RETURNS IS  
PROLIFERATE OR DIE  
WINNERS TAKES ALL**

**CREATE**

**CREATIVITY=INTELLIGENCE X IMAGINATION**

INNOCENT CREATIVITY  
SEEING OPPORTUNITIES  
BECAUSE YOU ARE NOT AWARE OF THE  
BARRIERS

IS VERY DIFFERENT FROM THE  
MATURE CREATIVITY  
SEEING OPPORTUNITIES  
WELL AWARE OF THE BARRIERS

MANY CREATIVITY TOOLS ENHANCE INNOCENT  
CREATIVITY  
FORCING YOU TO FORGET ABOUT LIMITATIONS  
BREAKING OUT OF THE DEADLOCK  
CREATING A LOT OF IMPOSSIBLE SOLUTIONS  
AND A FEW BRILLIANT ONES

INTELLIGENCE IS THE ABILITY TO COMBINE  
INFORMATION

CREATIVITY IS THE ABILITY TO COMBINE  
INFORMATION  
IN A NEW IMAGINATIVE WAY

INNOVATION IS MAKING YOUR CREATIVITY COME  
TRUE

HOWARD GARDNER DEFINES 7 INTELLIGENCES

...LOGICAL  
...LINGUAL  
...MUSICAL  
...SPATIAL  
...BODY KINETIC  
...PSYCHOLOGICAL  
...SOCIAL

THERE ARE THE SAME 7 KINDS OF CREATIVITY

YOU NEED TO BE INTELLIGENT IN A CERTAIN  
FIELD  
TO BE CREATIVE  
THE MATURE WAY  
APPRECIATING THE BARRIERS

THE CHALLENGE IS TO MAKE IT  
FROM INNOCENT CREATIVITY  
TO MATURE CREATIVITY  
WITHOUT  
LOSING YOUR ABILITY  
TO BE CREATIVE



## VISIONS

VISIONS OF  
...FLYING

...COMMUNICATION IN SPITE OF DISTANCE  
...MOTION PICTURES  
...CURING DISEASES  
CHANGED THE WORLD

INITIALLY VISIONS ARE CONSIDERED  
UNREALISTIC  
OR SOMEBODY ELSE  
WOULD ALREADY HAVE MADE THEM REALITY

START WITH A VISION OF SOMETHING REALLY  
WORTHWHILE  
IMPORTANT TO YOU  
AND MANY OTHERS

CREATIVITY IS ONLY FRUITFUL  
IF THE NEW IS BETTER THAN THE OLD  
...HEALTHIER  
...MORE FUN  
OR DEVELOPS YOURSELF

FORGET ABOUT COMMON SENSE  
INCREMENTAL IMPROVEMENT  
POSTPONE YOUR THOUGHTS ABOUT ECONOMY  
OR TECHNOLOGY  
THINK BIG  
GO FOR SOMETHING THAT REALLY MAKES A  
DIFFERENCE  
AND IMPROVES LIFE

LOOK FOR VISIONS AMONG THE STRONG  
EMOTIONS  
...LOVE  
...FRIENDSHIP  
...HAPPINESS  
...FREEDOM

THINGS WE REALLY WANT  
CAN BE MADE  
AND IN DUE TIME BECOME COMMODITIES  
BUT THINGS NOBODY CARE ABOUT  
CANNOT SELL  
EVEN IF THEY ARE INEXPENSIVE

“FEEL THE FORCE”  
IS YOUR IDEA WORTHWHILE THE STRUGGLE?

## SEE!

NOTICE WHAT FIRST CATCHES YOU ATTENTION  
AND TRY TO REMOVE IT FROM THE PICTURE  
AND FROM YOUR THOUGHTS

LOOK BEHIND  
SEE THE HIDDEN DIMENSION

OUR BRAIN IS HARDWIRED FOR  
...RECOGNITION  
...ZOOMING IN  
...FOCUSING  
ON WHAT WE FROM EXPERIENCE  
OR BY INSTINCT  
PRESUME IMPORTANT  
THE OBVIOUS “FIRST IMPRESSION”

A COMPETITIVE ADVANTAGE  
IN EVERYDAY LIFE ON THE SAVANNAS  
BUT A LIMITATION IN A CREATIVE PROCESS  
BECAUSE IT MAKES US FAIL TO SEE  
THE CREATIVE SOLUTION

WE ARE TRAINED TO QUICK ANSWERS  
IT IS PRESTIGIOUS TO BE BUSY IN OUR CULTURE  
URGENCY HAS PRIORITY  
BEING FAST AND WORKING LONG HOURS  
IS THE KEY TO PROMOTION AND HIGH SALARY

CREATIVITY IS DIFFERENT  
TAKING DAYS, WEEKS, EVEN YEARS  
FINDING THE MOST IMPOSSIBLE INFORMATION  
COMBINED IN A VISIONARY WAY  
CREATING AN INVENTION

WE NEED TO SUPPRESS THE QUICK SOLUTIONS  
MAKE ROOM FOR EXTENDED THINKING  
PLENTIFUL ASSOCIATIONS  
LEADING TO CREATIVE SOLUTION

CREATIVITY CAN NOT BE PACED  
ONE CANNOT MAKE A PLANT GROW FASTER  
BY PULLING ITS LEAVES  
WE DON'T CONTROL OUR CREATIVITY  
THE BRAIN NEED  
UNDISTURBED  
TIME TO CARRY THE ASSOCIATIONS  
TO UNKNOWN FRONTIERS

## FLIP YOUR THOUGHTS

CREATIVE SOLUTIONS ARE  
AS FAR AWAY FROM THE OBVIOUS  
AS POSSIBLE  
OR IT WOULD HAD BEEN FOUND A LONG TIME  
AGO

LOOK WHERE SOMETHING IS TAKEN FOR  
GRANTED

WHERE SOMETHING IS  
"IMPOSSIBLE"  
AND MAKE IT POSSIBLE  
TURN THINGS UPSIDE DOWN  
...DO THE OPPOSITE TO THE OBVIOUS  
...DO WHAT NOBODY HAS DONE BEFORE  
...MAKE BLACK WHITE  
...INSIDE OUT  
...FLIP EVIL WITH GOOD  
...BACKGROUND WITH FOREGROUND  
...USE SOMETHING SOFT INSTEAD OF HARD  
...BE SLOW WHEN SPEED IS SUSPECTED TO BE  
GOOD  
...SMALL INSTEAD OF LARGE  
...THINK COMPLEXITY WHERE SIMPLICITY IS  
WANTED

PLAY WITH THE WORDS DESCRIBING YOUR  
PROBLEM  
DESCRIBE YOUR PROBLEM WITH ONLY ONE  
WORD  
AS AN ADVANTAGE RATHER THAN A  
DISADVANTAGE

MAYBE THE ENVIRONMENT IS THE PROBLEM  
DESCRIBE BARRIERS AND POWERS  
ACTING ON THE SYSTEM

COMBINE WHAT CAN'T BE COMBINED  
COMPARE YOUR PROBLEM WITH SOMETHING  
IT'S DEFINITELY NOT  
FIND THE NEW VIEWING ANGLE  
CHANGE LANGUAGE AND DISCIPLINES  
USE A DIFFERENT COORDINATE SYSTEM

IMAGINE NATURE ALREADY HAS A SOLUTION  
IN A PLANT OR INSECT  
READY FOR YOU TO EXPLORE AND TRANSFER  
SOLUTIONS FROM A DIFFERENT DISCIPLINE OR  
SCALE  
IN A PRODUCT FOR A DIFFERENT PURPOSE  
OR FROM AN UNKNOWN CULTURE  
LOST IN HISTORY

BE LIKE A CHILD AGAIN  
ASK QUESTIONS  
EXPLORE THE FRONTIERS

## **SENSE!**

WE HAVE 5 SENSES  
SOME EVEN HAVE A SIXTH SENSE

WE SEARCH FOR  
MEMORIES AND KNOWLEDGE  
USING WORDS AND NUMBERS  
LIKE A COMPUTER  
BUT ALSO USING  
...PICTURES  
...SOUNDS AND TUNES  
...SCENTS  
...TASTE  
...FEELINGS

WHEN WE SMELL TAR  
IT PROVOKES MEMORIES OF OLD SAILING SHIPS  
AND HARBOURS

MEMORY AND THOUGHT ARE INTEGRATED  
HARDWIRED IN OUR BRAIN  
SENSING IS  
KEY TO MEMORY AND THOUGHT

THE MORE SENSUAL OUR ENVIRONMENT IS:  
...HECTIC LIFE IN THE CITY  
...STIMULATIONS OF THE BAZAAR AND SHOPS  
...NATURE'S MANY WONDERS  
THE MORE ASSOCIATIONS WE GET  
THE MORE CREATIVE WE ARE

A CREATIVE LIFE IS A JOURNEY  
A "ROAD MOVIE"  
DEVELOPMENT  
IN A FEED BACK PROCESS  
BETWEEN SENSING AND CREATING

A CREATIVE PROCESS  
FLIPS BETWEEN  
INSPIRATIONS  
AND MEDITATION  
SENSING  
AND THINKING

## CREATIVE CHAIN REACTION

BRAIN SCIENCE  
CAN TRACK BRAIN ACTIVITY

ASSOCIATIONS AND CREATIVITY  
ARE SPREAD OUT IN THE ENTIRE BRAIN  
INPUT FROM OUR SENSES RUNS  
LIKE A CHAIN REACTION  
THROUGH IT'S NETWORK OF NEURONS

USUALLY WE ACT ON THE QUICKEST  
STRONGEST REACTION  
BUT IF WE ARE NOT DISTURBED  
THE CHAIN REACTION PROCEEDS  
CREATING NEW  
SURPRISINGLY STRONG RESPONSE  
INTERFERENCE  
WHEN SEVERAL WAVES OF THOUGHT OCCURS

INPUT FROM SEVERAL SENSES  
INITIATING THE CHAIN REACTION FROM  
SEVERAL CENTRES  
ALTERS THE BRAIN PROCESS  
CREATING DIFFERENT  
INTERFERENCE AND  
DECISIONS

CONSIDER THE BRAIN  
A GIANT ASSEMBLY OF  
HUNDRED BILLION PEOPLE  
COMMUNICATING  
TRYING TO CONVINC EACH OTHER  
AND FINALLY VOTING

IF YOU POLL IMMEDIATELY  
YOU GET ONE RESULT

IF THE DEBATE GOES ON  
AND THEMES ARE CHANGING  
YOU GET A DIFFERENT RESULT

CREATIVITY PROSPERS WHEN  
YOU  
HAVE PATIENCE FOR THE LONGER DEBATE  
"SLEEP ON IT"  
AND GET THE SOLUTION NEXT MORNING  
OR NEXT MONTH  
DURING YOUR SHOWER

## FIND YOURSELF

CREATIVITY  
ASSOCIATIVE THOUGHTS  
ARE STOPPED BY  
...TABOO ISSUES  
...REPPRESSED EMOTIONS  
...CONFLICTING VALUES

IF CONDITIONS ARE CONTRADICTING  
CREATING "DOUBLE BIND" SITUATIONS  
OF BIGOTRY  
LEAVING YOU A FALSE CHOICE BETWEEN  
SOLUTIONS  
BOTH OF WHICH MAKE PEOPLE MAD  
YOUR THOUGHTS ARE ARRESTED IN A ETERNAL  
LOOP  
LIKE IN A BAD SOFTWARE

IF YOU ARE VERY VULNERABLE TO CRITICISM  
GET HURT AND ANGRY  
YOU HAVE DIFFICULTIES IN COLLABORATING

IF YOU FACE THE CONFLICT WITHIN YOU  
YOU CAN HANDLE THE ENVIRONMENT

THERE IS NO OTHER WAY  
YOU HAVE TO KNOW YOURSELF:  
...CONQUER THE KEY TO YOUR  
SUBCONSCIOUSNESS  
...TRUST YOUR INTUITION  
...BE IN CONTACT WITH YOUR EMOTIONS  
...HAVING SELF ESTEEM

IT IS PARTICULARLY DIFFICULT  
TO BE GENUINELY OPEN  
WHEN YOU CREATE TOGETHER WITH OTHERS

BEING CREATIVE TOGETHER IS A LITTLE LIKE  
FALLING IN LOVE  
LOVE DOES NOT MAKE YOU BLIND  
IT MAKES YOU SEE

CREATIVITY IS ABOUT INTEGRITY  
...HEELING  
...HEALTH  
...HOLISM  
CONNECTING PEOPLE AND THINGS  
IN A NEW AND BETTER WAY

## THINK FLUENTLY

BE CONCENTRATED  
FOCUSED  
TAKE A WALK IN NATURE  
LISTEN TO THE BIRDS  
THE WAVES  
LET YOUR THOUGHTS COME IN A STATE OF  
"FLOW"  
WHERE ASSOCIATIONS CHAIN REACT

SOMETIMES  
...NO SENSING  
...NO INPUT  
...MEDITATION  
...SLEEP  
IS WHAT THE BRAIN NEEDS  
TO PROCESS CREATIVE THOUGHTS

FALL ASLEEP WITH THE PROBLEM IN MIND  
...LET THE IDEAS COME TO YOU  
...DON'T ACCEPT INTERRUPTION  
...RECORD THE IDEAS YOU GET  
...EVEN IN THE MIDDLE OF THE NIGHT  
...BE PATIENT  
UNTIL YOUR STREAM OF CONSCIOUS  
HAS TOLD THE ENTIRE STORY

IT IS SOMEWHAT LIKE SLEEP WALKING  
IF YOU "WAKE UP"  
YOUR CREATIVE THINKING IS LOST

IDEAS ARE LIKE GARDENING  
PLANT A LOT OF SEEDS  
GET MANY DIFFERENT IDEAS  
WAIT BEFORE CHOOSING  
UNTIL YOU CAN TELL THE BEAUTIFUL PLANTS  
FROM THE REST  
AND THEN WEED OUT

BE AN IDEA GARDENER  
GENEROUS  
AND YET WITHOUT MERCY

## JOKE

HUMOUR IS:  
...IMAGINING THE UNEXPECTED  
...INTERPRETING THINGS IN A DIFFERENT WAY  
...UNDERSTANDING A MISUNDERSTANDING  
...SPOTTING BIASED PERCEPTIONS  
AND PERCEPTION OUT OF CONTEXT

CREATIVITY IS LIKE UNDERSTANDING A JOKE  
IT'S A JOYFUL RELEASE  
WHEN YOU APPRECIATE THE  
UNEXPECTED  
SOLUTION

MEDICAL SCIENCE HAS SHOWN THAT WE  
RECEIVE  
HORMONAL REWARD  
BOTH WHEN WE UNDERSTAND THE JOKE  
AND WHEN WE HAVE A  
"AHA" EXPERIENCE  
OR FLASH OF GENIUS

THINK OF CREATIVITY AS HUMOUR  
UNPRETENTIOUS  
PLAYFUL  
INVOLVING ALL MUSCLES AND NERVES  
BOTH IN FACE AND BODY

YOU CAN  
...ROAR WITH LAUGHTER  
...JUMP FOR JOY  
...RADIATE ENTHUSIASM  
...BOIL OF CREATIVITY

THE ESSENTIAL IN JOKES  
AND CREATIVITY IS  
...TIMING  
...SURPRISE  
...REFERENCING TO SHARED EXPERIENCE

## LISTEN TO YOUR DREAMS

DREAMS ARE NOT MALFUNCTIONS IN YOUR  
BRAIN  
THEY ARE INDEED FUNCTIONS  
MOST OF OUR BRAIN ACTIVITY IS  
SUBCONSCIOUS  
EITHER THE SHORT SUBCONSCIOUS PATH  
TO QUIZ KNOWLEDGE  
USED IN EXAMINATIONS  
OR THE LONG PATH TO  
CREATIVITY

ACTUALLY VERY LITTLE OF WHAT WE DO  
WE KNOW  
WHY WE DO  
BUT FOR SOME REASON  
IT IS TERRIBLY IMPORTANT TO PRETEND  
WE DO KNOW WHY  
IF I CANNOT EXPLAIN SOMETHING  
NEITHER SCIENTIFICALLY NOR PROFESSIONALLY  
IT IS IN - CREDIBLE  
IN - SANE  
AND MOST LIKELY CONSIDERED WORTHLESS

THOUGHTS WE CAN'T EXPLAIN  
MIGHT HOWEVER MEAN A LOT TO US

IS IT MORE IMPORTANT TO EXPLAIN WHY YOU  
ARE IN LOVE?  
WHY YOU LOVE YOUR KIDS?  
THE JOY OF A BLOSSOMING SPRING DAY?  
OR IS IT MORE IMPORTANT TO EXPERIENCE IT  
WITH AN OPEN MIND

THE IMPORTANT THING IS  
TO RECOGNISE YOUR  
FEELINGS AND  
DREAMS  
EVEN THOUGH YOU CAN'T EXPLAIN THEM  
AND THEN  
TRY TO UNDERSTAND THEM  
RATHER THAN JUST  
TO EXPLAIN THEM

## NORMALITY

WHAT WOULD YOU DO  
IF YOU WERE TAKEN TO A PSYCHIATRIC  
HOSPITAL  
BY MISTAKE?  
HOW WOULD YOU PROVE NOT TO BE INSANE?

THAT WAS ONE OF MY NIGHTMARES  
UNTIL I FOUND THE ANSWER  
"BEHAVE EXACTLY LIKE THE STAFF"

WE LACK A CONCEPT FOR PSYCHOLOGICAL  
HEALTH  
SO WE USE NORMALITY INSTEAD

BUT IF NORMALITY IS OUR MEASURE  
WHAT ABOUT CREATIVITY  
OR ORIGINALITY  
IS THAT INSANE?  
OR IS THE MEASURE INSANE?

WE COULD HAVE A DIFFERENT MEASURE  
FOR PSYCHOLOGICAL HEALTH  
...CARE  
...EMPATHY  
...SOLIDARITY  
...HOLISM  
...ETHICS

DON'T EVER EXPECT AUTHORITIES  
TO RECOGNISE GENIUS  
AUTHORITIES PUT ALL THEIR EFFORTS IN  
...NORMS  
...PROCEDURE  
...QUALITY CONTROL  
...CERTIFICATION  
...NORMALITY

A VARIANT OF THE LAW OF ENTROPY  
EVERYTHING'S REDUCTION TO THE SAME  
BECAUSE IT IS EASIER AND LESS EXPENSIVE

WE DO INDEED NEED NORMS AND NORMALITY  
TO MANAGE KNOWLEDGE AND PROCESSES  
BUT CREATIVITY MUST TRANSCEND NORMS

## **SURPLUS**

RECOGNITION OF PROBLEMS  
IS BASIS FOR SOLUTIONS  
BUT FORGET ALL ABOUT

“NECESSITY IS THE MOTHER OF INVENTION”  
IN THAT CASE SILICON VALLEY  
WOULD BE IN SOMALIA

CREATIVITY GROWS OUT OF SURPLUS

...FREEDOM

...COMFORT

...TRUST

...ENCOURAGEMENT

YOU NEED BOLDNESS

SELF ESTEEM

TO BELIEVE IN YOUR

CREATIVITY

ADMITTING THAT YOU WANT SOMETHING  
BEING VULNERABLE TO REJECTION  
RISKING THAT YOUR DREAMS DON'T COME TRUE

DISTRIBUTE THAT RISK  
BY HAVING MORE THAN ONE VISION

CONFIDENCE SHOULD BE

...WITHIN YOU

...YOUR NETWORKS

...FRIENDSHIP

YOUR CONFIDENCE IS LARGEST

WHEN BUILT UPON YOUR:

...COMPETENCE

...RESULTS

AND NETWORK OUT OF YOUR BOSS' CONTROL

DON'T THINK ABOUT YOUR ENERGY  
AS A BATTERY RECHARGING WHEN YOU DON'T  
ACT

ON THE CONTRARY

WE GET ENERGY FROM OUR ACHIEVEMENTS

AND LOSE ENERGY

WHENEVER WE ARE STUCK

WHEN PEOPLE ARE ABOUT TO DIE  
THEY MORE OFTEN REGRET WHAT THEY DIDN'T  
DO  
THAN WHAT THEY ACTUALLY DID

## **INNOVATION**

## FROM VISION TO REALITY

### STRATEGY

THE PATH TOWARDS THE VISION  
IS BEST DESCRIBED BACKWARDS  
FROM THE GOAL  
JUST LIKE LABYRINTHS

WHAT IS THE JOURNEY?  
WHERE ARE THE GOOD ROADS?  
WHERE ARE THE BARRIERS?  
WHERE ARE THE FRIENDLY CITIZENS?  
WHERE ARE THE ENEMIES?  
WHO CAN BE YOUR PILOT?  
WHO CAN SOLVE THE PROBLEMS YOU  
ENCOUNTER?  
WHO CAN COMMUNICATE WITH THE LOCAL  
TRIBES?  
WHO CAN MEDIATE RELATIONS TO THE  
HOSTILE?

IT'S ALL ABOUT COMPETENCE  
OF THE KIND WE KNOW FROM  
CLASSICAL FAIRY TALES  
COMPETENCES TO FIND THE INNER RESOURCES  
"FEEL THE FORCE"  
FIND A WAY AROUND THE WORST HAZARDS  
CREATIVITY RATHER THAN RAW FORCE  
FRIENDSHIP AND NETWORK  
...UNITY  
...ENDURANCE  
...RESOLUTE ACTION  
...ROCK STEADY POSITIVE VALUES

THE CLASSICAL FAIRY TALES IS THE MANUAL  
FOR INNOVATION  
AND REMEMBER  
IN THE FAIRY TALES  
THE GOOD WITH THE CLEAN HEARTS  
WIN

## STRATEGIC MOTIVATION

THE WAY YOU INTERPRET THINGS IS  
IMPORTANT

DO YOU INTERPRET THE GLASS  
HALF FULL  
OR HALF EMPTY?

DO YOU FOCUS ON THE BARRIERS  
OR THE GOAL  
WHEN YOU ARE HEADING FOR A GOAL

DO YOU FOCUS ON THE PAIN  
HITTING THE BARRIER  
OR ON THE REWARD  
AWAITING YOU WHEN YOU GET THROUGH

IT'S ALL ABOUT PERSPECTIVE  
LOOKING BEYOND EVERYDAY TROUBLE  
BUT WITHOUT  
ESCAPISM OR  
DAY DREAMING

INTERPRET THINGS STRATEGICALLY  
USE THE GOAL AS MOTIVATOR

THEN  
...LOSSES  
...BARRIERS  
...PAIN  
WILL BE COMPARATIVELY SMALL

PARTICULARLY IF YOUR OVERVIEW  
IS LARGE ENOUGH  
TO FIND LOOPHOLES

EXPERIMENTS OVER SEVERAL DECADES HAVE  
SHOWN  
THAT THE ABILITY OF KIDS  
TO TRUST AND WAIT FOR REWARDS  
IS A BETTER INDICATOR FOR  
SUCCESS IN LIFE  
THAN IQ

## CONCURRENT

### CONCURRENT PROCESS

HAVING ALL PARTNERS ONBOARD  
FROM DAY ONE

CONSIDERING

..DIFFERENT SCENARIOS

...IDEAS

...OBJECTIONS

FROM ALL PARTNERS IN THE VALUE CHAIN  
WHILE IT IS STILL POSSIBLE TO OPTIMISE  
MAKING THE PROJECT EVER MORE

...SPECIFIC

...DETAILED

...VERIFIED

...TESTED

### CONCURRENCY

KEEPS OPPORTUNITIES OPEN LONGER  
CONTRARY TO THE SERIAL ASSEMBLY LINE  
THINKING  
WHERE THE FIRST IN LINE  
REDUCES THE POSSIBILITIES DOWNSTREAM  
RECOGNISING MISTAKES TOO LATE

### SHIFTING FROM

SERIAL TO CONCURRENT PROCESSES  
REDUCES TIME TO MARKET  
WITH MORE THAN 50%

DEVELOPMENT DURING THE FIRST HALF  
OF YOUR COMPETITORS SERIAL PROCESS  
IS ALREADY KNOWN TO YOU  
BY THE TIME YOU START  
YOUR TWICE AS FAST  
CONCENTRATED CONCURRENT PROCESS

FAST PARALLEL PROCESSES PROSPERS USING

...OPEN SOURCE

...NETWORKING

AND CREATE VITALITY AND ENTHUSIASM  
IN THE TEAMS  
...SYNERGY

IN A CONCURRENT PROCESS  
THE ENTIRE CONCEPT IS THERE  
SIMULTANEOUSLY  
LIKE A NEW BORN CHILD  
GROWING  
AND IMPROVING COMPETENCES

## WHY DIDN'T IT WORK LAST TIME

THE ACCUMULATED EXPERIENCE IS OFTEN  
"WE HAVE TRIED IT, IT DID NOT WORK"

FIND OUT EXACTLY WHAT WENT WRONG  
MAYBE THE PROBLEM CAN BE FIXED  
WITH TODAY'S TECHNOLOGY

WAS THE FATAL BARRIER:

...TECHNOLOGY?

...MATERIAL?

...MARKET?

...INFRASTRUCTURE?

...FUNDING?

...USER COMPETENCE?

LEONARDO DA VINCI INVENTED THE  
HELICOPTER  
CENTURIES LATER SIKORSKY MADE IT FLY  
AFTER INVENTION OF ENGINES AND ALUMINIUM

PLANNING IS AN EXTENSION OF THE KNOWN  
WHILE CREATIVITY IS A JOURNEY INTO THE  
UNKNOWN

TOO MUCH SCHEDULING  
WILL KILL THE CREATIVE PROCESS

FLYING A JET  
THE SHORTEST WAY IS A STRAIGHT LINE  
CREATIVE PROCESS IS MORE LIKE A SAILPLANE  
TAKING ADVANTAGES OF THE WIND  
THE THERMIC AROUND THE MOUNTAINS

YOU CAN'T CONTROL OR SCHEDULE CREATIVITY  
BUT YOU CAN BE PREPARED FOR THE  
CHALLENGES

RATIONAL ANALYSIS  
IS FRUITFUL IN UNDERSTANDING  
...THE NATURE OF THE BARRIERS  
...WHY NOBODY BEFORE YOU HAS SUCCEEDED  
...THE CORE OF THE PROBLEM  
...WHO CAN SOLVE IT

BUT THE SOLUTION COMES TO YOU  
IN YOUR DREAMS  
IF YOU ARE RECEPTIVE ENOUGH  
TO NOTICE WHEN YOU ARE LUCKY



## LUCK

YOU NEED LUCK IN ANY INNOVATIVE PROCESS  
LIKE ON ANY EXPEDITION INTO THE UNKNOWN

OF COURSE YOU CAN'T PLAN LUCK  
BUT YOU CAN GET BETTER IN NOTICING IT  
WHEN IT STRIKES

PENICILLIN WAS INVENTED BY ACCIDENT  
FLEMING'S GENIUS WAS  
REALISING THAT HIS FAILURE  
WAS HIS LUCK

COLUMBUS DIDN'T FIND INDIA  
BUT HE OPENED A NEW WORLD TO US

EVOLUTION OF SPECIES  
IS A SERIES OF SELECTION OF GENETIC  
FAILURES  
THAT PROVEN TO BE  
SUCCESSFUL

MAYBE THE REALLY INTERESTING CHALLENGE  
IS IN  
...THE DECIMAL YOU THREW OUT  
...THE ROTTEN SAMPLES YOU THREW IN THE  
CAN  
...A SMALL NOTICE IN YOU LOCAL NEWSPAPER  
...YOUR RECENTLY FAILED EXPERIMENT  
IT COULD MAKE US PARANOID  
IF IT WASN'T  
THE FUN OF THE GAME

WHAT DOES LUCK LOOK LIKE?  
HOW DO YOU RECOGNISE IT?

RECALL  
CIRCUMSTANCES  
MOODS  
WHEN YOU WERE FORTUNATE?  
WHEN YOU MET THE LOVE OF YOUR LIFE  
OR OTHER LUCKY EVENTS

HOW DID YOU NOTICE THAT YOU WERE  
FORTUNATE?  
ANALYTICALLY OR INTUITIVELY?

IT IS WORTHLESS TO BE FORTUNATE  
IF YOU DON'T RECOGNISE IT

## SYSTEM THINKING

SYSTEM THINKING IS ABOUT  
...COMPLEX RELATIONS  
...INTERACTIONS  
...FEED BACK  
...TIME DELAY

IF THE COST CUTTING CEO  
SAVES ON R&D  
PROFIT INCREASES

LATER  
WHEN HE HAS MOVED ON TO HIS NEXT JOB  
PRICES ON THE PRODUCTS DROPS  
ITS TECHNOLOGY IS NO LONGER  
COMPETITIVE  
AND HIS SUCCESSOR IS BLAMED

WHEN YOUR CAR IS STUCK IN SNOW  
THE SOLUTION IS NOT MORE POWER  
WHICH IS ABUNDANT  
BUT MORE FRICTION  
WHICH IS IN SHORT SUPPLY

REMOVE BARRIERS  
INSTEAD OF INCREASING FORCE

THINK IN LONG TERM EFFECTS

MAKE THE FORCES WORK IN FAVOUR OF YOU  
INSTEAD OF DEFEATING THEM

MAP THE COMPLEX NETWORK  
OF CAUSE-EFFECTS

SYSTEM THINKING IS DIFFICULT  
AS MANY ENTITIES ARE  
INVISIBLE

IN OUR ECONOMIC SYSTEM:

...CLEAN WATER

...FRESH AIR

...FISH

...WILDLIFE

...HAPPINESS

...HEALTH

...NATURAL RESOURCES

AIM FOR THE VIRTUOUS CIRCLE  
WHERE THE FEED BACK WORKS FOR YOU

## SCENARIOS

SCENARIOS FORCE YOU TO  
EXPLORE YOUR PARADIGM  
FROM THE POINT OF VIEW OF

...SOCIETY  
...ENVIRONMENT  
...TECHNOLOGY  
...POLITICS  
...DEMOGRAPHY

CHECK IF THE SCENARIO IS COHERENT  
OR CONTRADICTIONARY  
ARE THERE AREAS

THAT MAKE THE SCENARIO UNLIKELY  
OR EVEN BLOCK ITS CRITICAL PATH

INVITE YOUR PARTNERS TO BE  
THE DEVILS ADVOCATES  
BUT DON'T EVER MIX THAT  
WITH THE CREATIVITY PROCESS

WHAT WOULD HAPPEN IF YOU HAD IT YOUR WAY  
ALL THE WAY?

WHAT WOULD HAPPEN IF YOU CONTINUED WITH  
BUSINESS AS USUAL?  
HOWEVER UNLIKELY THAT MAY BE

WHAT WOULD BE THE WORST CASE  
FOR YOUR SCENARIO?  
AND THE BEST POSSIBLE?

WHAT IS SO POWERFUL  
THAT IT COULD CHANGE YOUR SCENARIOS  
COMPLETELY?

IT IS HARD TO GUESS RIGHT  
BUT IT IS WORTHWHILE  
A GOOD EXERCISE IN  
MAKING ROBUST INNOVATIONS  
AND WHO KNOWS

...DISCOVERIES  
...NEW PARADIGMS  
..."KILLER APPS"

INVENTIONS THAT SUDDENLY MAKE  
THE PRESENT SOLUTIONS  
OBSOLETE

## IT'S NO SHAME TO TURN BACK

THE MOST IMPORTANT RULE WHEN SKIING IS  
"ITS NO SHAME TO TURN BACK"  
EXACTLY BECAUSE WE ARE BROUGHT UP TO  
THINK

IT IS A SHAME INDEED TO QUIT

WE WILL OFTEN COVER FAILURE  
RUNNING AN EVEN LARGER RISK  
SOMETIMES EVEN DO ILLEGAL THINGS  
RATHER THAN FACE FAILURE

THERE IS ONLY ONE THING MORE DIFFICULT  
THAN CARRYING A PROJECT THROUGH  
THAT'S GIVING UP IN TIME

YOU CAN CATCH A MONKEY BY  
PLACING A FRUIT BEHIND A HAND-SIZED GRID  
IT WON'T LET GO OF THE FRUIT  
AND IT CAN'T WITHDRAW WITH THE FRUIT IN  
HAND

ARE YOU REACTING LIKE THE MONKEY?

IF ONLY ONE IN TEN OR HUNDRED IDEAS  
BECOMES A SUCCESS  
IT IS PARTICULARLY IMPORTANT  
FOR INNOVATIVE PEOPLE  
TO BE ABLE TO TURN BACK  
RATHER THAN BECOMING OBSESSED

IT IS EVEN MORE IMPORTANT TO GIVE UP  
WHERE YOUR IDEAS ARE WRONG

YOU ARE THE MOST BIASED PERSON  
ASK THE PEOPLE YOUR TRUST  
TO HAVE HONEST MOTIVES  
TO BE THE DEVILS ADVOCATES

LET THEM TEST YOUR IDEAS  
TRY THEM OUT IN DAILY LIFE  
WILL YOUR IDEA CHANGE LIFE  
FOR THE BETTER?

FIGHT HEROICALLY AND STRATEGICALLY  
FOR YOUR GOOD IDEAS  
BECAUSE TO WIN TAKES MORE EFFORT AND  
TIME  
THAN YOU WOULD EVER IMAGINE

## **COMMUNICATION**

### **DIFFERENCE MAKING A DIFFERENCE**

**IN BATESONS DEFINITION OF INFORMATION  
"DIFFERENCE MAKING A DIFFERENCE"  
INFORMATION INCREASES  
WHEN MESSAGES ARE COMPRESSED OPTIMALLY  
(DIFFERENCE #1)  
AND WHEN RECEIVERS DECODES THE MESSAGE  
AND PAY ATTENTION TO IT  
(DIFFERENCE # 2)**

**THIS DEFINITION MEASURES THE EFFECT  
INSTEAD OF BITS AND BYTES  
TRANSMITTED BY A TECHNOLOGICAL MEDIA**

**DIFFERENCE IS A GOOD MEASURE BECAUSE  
OUR SENSES  
AND BRAIN  
REACT TO DIFFERENCES  
STIMULATIONS OF THE NERVES  
WHILE WE ARE "SNOW BLIND" TO CONSTANT  
INFLUENCE**

**KNOWLEDGE IS INTEGRATED  
IN THE NETWORK STRUCTURE OF OUR BRAIN  
A BIOLOGICALLY HARD WIRED PARADIGM  
WE CHECK ALL INFORMATION AGAINST**

**SOMETIMES WE DON'T BELIEVE OUR OWN EYES  
WHEN SOMETHING CONTRADICTS OUR PARADIGM  
OUR READING SLOWS DOWN  
WHILE WE MAKE UP OUR MINDS  
IF SENSES OR PARADIGM ARE TRUE**

**IF YOU ARE USING THE MEASURE  
"DIFFERENCE MAKING A DIFFERENCE"  
REPEATING YOURSELF DOESN'T ADD  
INFORMATION**

**CULTURE, RELIGION, LANGUAGE, AND  
EDUCATION  
AS WELL AS EMPATHY  
HAVE A GREAT IMPACT ON DECODING**

**TRUST AND CURIOSITY  
ARE BANDWIDTH OF COMMUNICATION  
AS NO ONE CAN DECODE MORE  
THAN YOU TRUST THE MESSAGE  
AND WANT TO RECEIVE IT**

## CONNECTING MINDS

CONNECTING MINDS  
COMMUNICATING  
COMPRESSING THE MESSAGE INTO CODE  
TRANSMITTING IT VIA A MEDIA  
LETTING THE RECEIVER DECODE IT

THE COMPRESSED CODE  
IS MUCH LESS THAN WE HAD IN MIND  
THE RECEIVER DECODES IN A WAY  
DIFFERENT FROM WHAT WE ANTICIPATED  
THE NARROW BANDWIDTH FORCES US  
TO TELL THE ESSENTIAL  
"DIFFERENCE MAKING A DIFFERENCE"  
AND TO UNDERSTAND THE RECEIVER SO WELL  
THAT WE CAN GUESS  
HOW HE WILL DECODE IT

THIS GUESS IS GREATLY IMPROVED BY  
...TEAM BUILDING  
...COLLABORATION  
...BODY LANGUAGE  
...MIMIC  
..DIALOG  
TEACHING US WHICH CODE CAN BE DECODED

A PICTURE TELLS MORE THAN A THOUSAND  
WORDS

USE PICTURES, SKETCHES, MOVIES  
VISUALISE WITH METAPHORS  
BUT BE AWARE  
THAT PICTURES ARE DECODED  
EVEN MORE SUBJECTIVELY THAN WORDS  
AS THEY COMMUNICATE MORE DIRECTLY WITH  
OUR SUBCONSCIOUSNESS

WE CAN EVEN COMMUNICATE WITH DEAD  
THINGS  
ART, ARCHITECTURE, SKETCHES, AND TEXT

IN NATURAL COMMUNICATION  
WORDS ARE 7%  
INTONATION 35%  
MIMIC AND BODY LANGUAGE 58%

MAKE THE BEST OUT OF ERRORS IN (DE-  
)CODING  
MAKE ROUGH SKETCHES  
SPEAK IN METAPHORS  
CREATE SPACE IN CREATIVE COMMUNICATION  
AND USE ERRORS AS A SOURCE OF CREATIVITY

## COMMON LANGUAGE

GOD STOPPED THE CONSTRUCTION ON  
THE TOWER OF BABEL  
BY GIVING THE WORKERS  
DIFFERENT LANGUAGES

EVERY YEAR WE GET A  
NEW SCIENTIFIC DISCIPLINE  
CREATING ITS OWN  
VERY SPECIALISED CODE  
TO GAIN DEEPER UNDERSTANDING

WE NEED  
A NEW KIND OF LANGUAGE  
CONNECTING  
ALL THIS SPECIALIST KNOWLEDGE  
NEITHER A NATURAL LANGUAGE LIKE ENGLISH  
NOR A DIGITAL LANGUAGE LIKE HTML  
BUT ONE THAT CAN

COMMUNICATE  
"HARD" AND "SOFT" ISSUES  
A RICH LANGUAGE  
COMMUNICATING WITH  
...PICTURES  
...METAPHORS  
...MIMIC  
...SOUND  
...MUSIC  
...TASTE  
...SCENTS  
...SENSES  
...WORDS  
...NUMBERS

"DIFFERENCE MAKING A DIFFERENCE"  
IS THE BASIS FOR SUCH A LANGUAGE  
"CODE"  
FOR EVERYBODY

TASTE WOULD SUDDENLY BE SOMETHING THAT  
INDEED COULD BE DEBATED

## CODE

CODE IS THE WAY  
WE CHOOSE TO SEND AND  
INTERPRET MESSAGES  
AND DEPENDS ON  
THE CULTURAL CONTEXT  
WE ARE COMMUNICATING IN

CONTEXT	CODE
ECONOMY	MONEY
POLITICS	POWER
SCIENCE	TRUTH
FAMILY	LOVE
RELIGION	FAITH
ETHICS	MORALITY
ART	EXPRESSION
JURIDICAL	LAW
SUB CULTURE	LOYALTY
SOCIAL SYSTEM	CARE
MEDIA	INFORMATION
EDUCATION	KNOWLEDGE

IF THE MESSAGE IS SEND IN ONE CONTEXT  
AND RECEIVED IN A DIFFERENT CONTEXT  
MOST OF THE MESSAGE IS MOST LIKELY  
MISINTERPRETED

THE SPEED OF  
CODING AND DECODING DIFFERS  
FROM PERSON TO PERSON  
AND FROM SITUATION TO SITUATION

WE CAN RECEIVE  
TEXT, VIDEO AND INTERNET  
AT OUR OWN PACE  
STOPPING AND SEEING THEM TWICE

MOVIES, TV AND RADIO  
BROADCAST  
ON THE CONTRARY  
WE HAVE TO INTERPRET SIMULTANEOUSLY  
ALLOWING FOR MUCH LESS COMPRESSION

## TRUST

TRUST IS THE BANDWIDTH IN COMMUNICATION

WHO WANTS ADVICE  
FROM A PERSON THEY DON'T TRUST?

WHO WILL BELIEVE IN INCREDIBLE  
CREATIVITY  
WITHOUT TRUST?

YOU SHOULD SHOW CONFIDENCE IN EVERYBODY  
UNTIL THEY DESERVE TO LOSE IT  
TRUST IS A GIFT

DON'T EVER START A CREATIVE PROCESS  
WITHOUT TRUST  
CREATE TRUST FIRST  
AND YOU WILL HAVE DEVELOPMENT

TRUST  
IS WHAT EVERY CONSULTANT SELLS  
AND IT MIGHT BE THE ONLY THING TO SELL  
IN A FUTURE OF  
AUTOMATICALLY PRODUCED  
COMMODITIES  
BESIDES  
...CARE  
...ENTERTAINMENT  
...ADVENTURE

## REALITY?

IT IS IMPOSSIBLE TO JUDGE WHETHER  
WHAT WE EXPERIENCE IS  
DREAM OR REALITY  
BOTH ARE EXPERIENCED THE SAME WAY  
IN THE BRAIN

THE NORMAL SOLUTION TO THAT PARADOX  
IS TO CONSIDER WHATEVER  
A (LARGE) MAJORITY  
INTERPRETS THE SAME WAY  
SIMULTANEOUSLY  
IN ANY GIVEN PLACE  
TO BE REALITY

THE DANGER IS THAT  
WE ARE ALL EASILY FOOLED BY  
OPTICAL ILLUSIONS  
FALSE PERSPECTIVE

UNFORTUNATELY  
WE TEND TO BELIEVE  
WHAT OTHERS BELIEVE IN  
DOGMATICALLY  
"IT WOULD BE NICE TO KNOW  
IF THE MAJORITY IS RIGHT OR ONLY THE  
MAJORITY"

THERE IS MOST LIKELY ONLY ONE REALITY  
AND IT IS WAY TOO BIG TO BE INSIDE OUR  
HEADS

EXPERIENCES AND THOUGHTS  
ARE ONLY MAPS OF THE REAL WORLD  
EVEN GOOD MAPS  
ARE NOT REAL TERRITORY  
INFORMATION IS LOST  
MISINTERPRETATIONS OCCUR

TRUTH IS SELDOM ETERNAL TRUTH  
BETTER EXPLANATIONS TAKE OVER  
AND BECOME NEW TRUTH

INVENTIONS FLOURISH  
WHEN WE DOUBT THE DOGMA

## THE GOOD STORY

THE GOOD STORY  
IS A LIE  
TELLING THE TRUTH  
CODE  
SO WELL COMPRESSED  
THAT THE DOCUMENTARY VALUE  
IS TRANSFORMED INTO MYTH

ART IS IN  
TRANSFORMATION AND ABSTRACTION  
TO THE LEVEL OF  
THE GOOD STORY  
SIMPLE AND YET COMPLEX  
COMPRESSED TO FIT INTO OUR HEARTS  
AND MINDS

IF YOU CAN TELL SUCH STORIES  
IF YOUR DREAM  
YOUR VISION  
IS SO STRONG  
IT WILL DEFINITELY SURVIVE ANY ATTACK

IMAGINE YOU WERE THE  
...HERO  
...VILLAIN  
...MACHO  
...WIZARD  
OF THE PLAY

ART IS A KIND OF SIMULATOR FOR  
TRAINING EMPATHY  
IN SITUATIONS  
YOU REALLY CAN'T REHEARSE  
BECAUSE THEY ARE  
...DANGEROUS  
...IN THE FUTURE  
...IN THE PAST  
...YOU ARE NOT A MAN OR WOMAN  
...YOUNG OR OLD

USE ALL OCCASIONS  
TO WATCH ISSUES FROM DIFFERENT  
PERSPECTIVES

THAT IS GOOD TRAINING  
IN EMPATHY AND  
CREATIVITY

## DIRECT COMMUNICATION

WHEN YOU TELL A STORY TO YOUR BOSS  
AND HE TELLS IT TO HIS BOSS  
AND...  
AND HE TELLS IT TO HIS BOSS  
INFORMATION IS LOST EVERY TIME  
AND PERSONAL OPINIONS ARE ADDED  
MEMOS BEING THE ONLY CONTINUITY

IN THE AGE OF MOBILE PHONES AND E-MAIL  
COMMUNICATION SHOULD BE MORE DIRECT  
PROVIDING A FORUM FOR Q & A

IN MOST ORGANISATIONS  
MANAGEMENT BROADCAST INFORMATION VIA  
INTRANET AND INFORMATION MEETINGS  
KNOWLEDGE MANAGEMENT  
AND IS IN RETURN FLOODED WITH E-MAILS  
SERVING AS THE KIND OF LIFE INSURANCE:  
"YOU WERE INFORMED"

WHY NOT TURN IT UPSIDE DOWN  
MAKE EVERYBODY RESPONSIBLE FOR  
SEARCHING INFORMATION  
LEARNING RATHER THAN KNOWLEDGE  
MANAGEMENT  
AND PROVIDING IT IN A WAY IT CAN BE FOUND

THE BENEFIT OF THE SEARCH CONCEPT IS:  
...EVERYBODY WITH A MESSAGE IS HEARD  
...A PERFECT OVERVIEW IS CREATED  
...FOCUS SHIFT FROM URGENCY TO IMPORTANCE  
...INFORMATION IS UPDATED  
...MANAGEMENT KNOWS WHO IS WORKING ON IT  
...IT SUPPORTS COMMUNITIES OF PRACTICE

EVERYTHING IS OPEN SO THE QUESTIONS IS:  
"WHY DIDN'T YOU ASK"

R&D FUNDING COULD BE GRANTED BY A  
VENTURE CAPITAL BOARD  
EVALUATING PRODUCT AND SERVICE IDEAS  
WITHOUT CONSIDERING LINE ORGANISATION  
POLITICS

SIMILAR BOARDS COULD EVALUATE IDEAS FOR  
...MARKETING  
...ADVERTISING  
...CUSTOMER RELATIONS  
...EDUCATION PROGRAMMES

## LEARNING

## LEARNING

GIVE A MAN A FISH  
AND HE HAS FOOD FOR THE REST OF THE DAY  
TEACH HIM TO FISH  
AND HE HAS FOOD FOR THE REST OF HIS LIFE

TEACHERS CATALYSE THE LEARNING PROCESS  
MAKING LEARNING IMPORTANT  
BY THEIR OWN ENTHUSIASM  
SUPPORTING  
THE KNOWLEDGE TRAINING AND COACHING  
TO CONTINUE WHERE OTHERWISE STUCK OR  
LOST

TEACHING IS A BRILLIANT LEARNING PROCESS

LEARNING IS A COMBINATION OF  
THEORY AND PRACTICE  
IN PROCESSES IMPORTANT TO THE STUDENT

YOU CAN LEARN WITHOUT UNDERSTANDING  
"LEARNING BY DOING"  
TACIT KNOWLEDGE  
OR LEARNING BY RECOGNISING TYPICAL  
SOLUTIONS  
"OH YES, THIS IS SOLUTION 7B"

THESE WAYS OF LEARNING  
MAKE IT DIFFICULT TO TRANSFER KNOWLEDGE  
TO QUITE DIFFERENT SITUATIONS

YOU CAN ALSO LEARN BY  
READING AND HEARING ABOUT THINGS  
BUT PURE THEORY IS DIFFICULT TO  
...COMPREHEND  
...REMEMBER  
...USE

OUTSIDE THE SCHOOL  
WITHOUT THE OPPORTUNITY  
TO TRAIN IN REAL LIFE

IT'S LIKE HAVING THE MANUAL THIS YEAR  
AND YOUR NEW VCR NEXT YEAR

THE MOST EFFICIENT IS TO LEARN IN THE  
SITUATION  
EXACTLY WHEN YOU REALISE  
THAT YOU NEED NEW KNOWLEDGE  
AND ARE ABLE TO TRAIN IT IN PRAXIS  
"LEARNING ON DEMAND"  
EITHER WITH YOUR TEACHER RIGHT AT HAND  
OR VIA AN "I-COMPANION"

## THE DIFFICULT SWITCHES WITH TRIVIAL

"DEEP BLUE"  
VICTORY OVER KASPAROV  
THE WORLD CHAMPION OF CHESS  
MARKED THE TURN OF THE TIDE

A COMPUTER  
WITH A CAPACITY OF LESS THAN  
ONE PERCENT  
OF THE HUMAN BRAIN  
SUCCEEDED IN THE MOST DIFFICULT GAME

POCKET CALCULATORS  
HAVE BEEN BETTER AT CALCULATING THAN WE  
ARE  
FOR DECADES  
BUT THEY ARE NOT SO IMPORTANT  
THAT YOU CARRY THEM ALWAYS EVERYWHERE  
SO THERE WAS STILL REASON  
TO BE ABLE TO CALCULATE  
WITHOUT CALCULATOR  
AND WRITE WITH A PENCIL

CONSIDER THE CURRICULUM OF SCHOOLS  
ALL THE HOURS SPENT ON LEARNING TO  
...READ  
...WRITE  
...MANIPULATE NUMBERS  
...LEARN FOREIGN LANGUAGES

WITHIN THIS DECADE COMPUTERS WILL ALSO  
BECOME BETTER AT  
...DICTATION OF TEXT  
...SPELLING  
...TRANSLATING  
AND IT WILL BE WITH YOU  
ALWAYS  
EVERYWHERE

WHAT IS REALLY TUFF TO COMPUTERS  
AND IMPORTANT TO HUMANS IS  
...EMPATHY  
...CREATIVITY  
...INTUITION  
THAT IS WHERE EDUCATION SHOULD FOCUS



## CURRICULUM

IN A LIFE  
IN SYMBIOSIS WITH ICT  
LEARNING WILL BE ABOUT  
...METHODOLOGY  
...PARADIGM  
...RELATIONS  
...EMPATHY  
TRAINING AND DEVELOPING  
OUR SEVEN INTELLIGENCES  
...LOGICAL  
...LINGUAL  
...MUSICAL  
...SPATIAL  
...BODY KINETICALLY  
...SOCIAL  
...PSYCHOLOGICAL  
MOVING THROUGH PHASES OF  
INTELLIGENCE:  
COMBINING INFORMATION  
CREATIVITY:  
COMBINE INFORMATION IN A NEW IMAGINATIVE  
WAY  
INNOVATION:  
MAKING CREATIVITY COME TRUE  
UTILISING SYMBIOSIS WITH ICT  
TO THE LIMIT

THIS NEW CURRICULUM IS EMPHASISING  
...METHODOLOGY RATHER THAN FACTS  
...UNDERSTANDING RATHER THAN KNOWLEDGE  
...HUMANISTIC RATHER THAN TECHNICAL  
ISSUES  
...LEARNING RATHER THAN EDUCATION  
...COMMUNICATION RATHER THAN LANGUAGE  
...INNOVATION RATHER THAN DISCIPLINES  
...NETWORKING RATHER THAN CLASSES  
...ETHICS RATHER THAN RULES

LEARNING WILL BE EXTENDED  
FROM SCHOOL  
TO THE ENTIRE LIFE  
FROM CLASSROOM  
TO EVERYWHERE  
LEARNING ON DEMAND  
IN SITUATIONS WHENEVER YOU NEED IT  
BASED ON UNDERSTANDING  
AND PARADIGM

## TACIT KNOWLEDGE

EXPLICIT WRITTEN KNOWLEDGE  
CAN EASILY BE SHARED  
BUT TACIT KNOWLEDGE  
THE KIND OF KNOWLEDGE WE CANT EXPLAIN  
IS DIFFICULT TO SHARE WITHOUT BEING  
TOGETHER

THINK ABOUT HOW YOU LEARNED RIDING A  
BICYCLE  
OR TAUGHT SOMEBODY  
TO RIDE THE BICYCLE

SAME THING WITH CREATIVITY  
CREATING IN SYNERGY  
WITH OTHER CREATIVE PEOPLE  
IN A DAILY PRAXIS  
SHARING  
...KNOWLEDGE  
...TRICKS OF THE TRADE  
...METHODOLOGY  
...WAYS TO TURN PROBLEMS UPSIDE DOWN  
AND GETTING AWAY WITH IT

CREATIVITY IS ALIVE  
ORGANIC  
AND SHOULD BE TREATED LIKE SOMETHING  
ALIVE

A GREAT TEACHER  
A MASTER  
CAN HELP YOU FINDING YOUR  
...TALENT  
...INTEREST  
...SKILLS  
AN MAKE YOU DEVELOP THEM

GOOD LEARNING  
TAKES ENTHUSIASM  
SPREADING FROM THE TEACHER TO THE  
STUDENT  
OR VISA VERSA  
IGNITING A CHAIN REACTION OF  
...DIALOG  
...INVESTIGATION  
...EXPLORATION  
...UNDERSTANDING  
...SYMBIOSIS  
...MASTERY

WE LEARN FROM PEOPLE  
KNOWING THE THINGS WE DON'T KNOW  
THOSE WHO ARE DIFFERENT FROM US

## SIMULATION

### SIMULATION

DOING THINGS IN VIRTUAL REALITY  
AND YET EXPERIENCE THE EFFECT  
IS THE EMERGING TOOL IN EDUCATION  
COMBINING THE ADVANTAGE OF  
EXPLICIT AND TACIT KNOWLEDGE  
THEORY AND PRACTICE

SIMULATION TRANSCENDS THE BOUNDARY  
BETWEEN THE KNOWN  
AND THE NEW TO EXPLORE  
AND EMPHASISE LEARNING  
ACTIVELY INVOLVING THE LEARNER

EDUCATION HAS ALWAYS BEEN  
VIRTUAL REALITY  
AS OPPOSED TO LEARNING BY DOING  
IN WORLD OUTSIDE THE SCHOOL

MODERN EDUCATION IS ALSO INTERACTIVE  
DIALOG  
IN THE CLASSROOM

THE ADVANTAGE OF GOOD SIMULATION TOOLS IS  
THAT THEY HANDLE  
...COMPLEX  
...HOLISTIC  
...SYSTEMS

AND THAT EVERYBODY IN THE CLASSROOM  
CAN BE IN INTENSE DIALOG  
SIMULTANEOUSLY  
...EXPERIENCING  
...TRAINING  
...TESTING  
THEIR NEW KNOWLEDGE  
INDIVIDUALLY  
AND TOGETHER

BEING FAMILIAR WITH SIMULATION  
MAKES LEARNING ON DEMAND  
IN THE SITUATION  
MUCH MORE VERSATILE

## POWER OF EXAMPLE

### EVERY DAY

CHILDREN REMIND US  
ABOUT THE POWER OF EXAMPLE  
THEY DON'T DO WHAT WE TELL THEM TO DO  
BUT IMITATE US

POWER OF EXAMPLE  
IS THE WAY WE HAVE LEARNED  
SINCE THE DAWN OF TIME  
LEARNING FROM MASTERS  
TRANSMITTING TACIT KNOWLEDGE

ACTION IMPLIES IMPORTANCE  
YOU SHOW WHAT YOU BELIEVE IN  
BY DOING IT

THE POWER OF EXAMPLE  
IS THE KEY TO THE IMPORTANCE OF  
...COLLEAGUES  
...CLASS MATES  
...TEACHERS  
AS ROLE MODELS IN LEARNING

DON'T ATTEMPT TO DENY  
THE POWER OF YOUR EXAMPLE  
IT DOESN'T WORK TO SAY IN A FURIOUS WAY  
"I'M NOT ANGRY"

GLOBAL MEDIA  
CREATE VIRTUAL ROLE MODELS  
LIKE LARA CROFT  
CONFUSING LEARNING BY EXAMPLE  
AS YOU CAN'T POSSIBLY DO OR BE LIKE THEM  
AS THEY ARE NOT REAL

YOU WILL NEVER KNOW IF  
VIRTUAL ROLE MODELS  
ARE SUCCESSFUL IN REAL LIFE  
OR ONLY IN THE MEDIA

## COMPREHENSION

YOU HAVE MOST LIKELY HAD AN  
"AHA" EXPERIENCE  
A SUDDEN UNDERSTANDING  
LIKE A FLASH OF GENIUS

THE BRILLIANT MOMENT OF LEARNING IS THIS  
QUANTUM LEAP

COMPREHENSION  
IS LIKE REINVENTING

OF COURSE  
REINVENTING IS EASIER THAN  
INVENTING  
AS THE TEACHER CAN GUIDE YOU TOWARDS  
EXPLICIT COMPREHENSION

COMPREHENSION  
IS THE TOOL FOR TRANSFERENCE OF  
KNOWLEDGE  
FROM ONE DOMAIN TO ANOTHER  
GETTING READY FOR  
MATURE CREATIVITY

ADDITIONAL KNOWLEDGE  
BECOMES CORRECTIONS TO YOUR PARADIGM

BUT AFTER A WHILE  
LEARNING GETS SLOWER  
BECAUSE THERE ARE MANY  
INCOHERENCIES AND  
CONTRADICTIONS  
IN YOUR KNOWLEDGE

YOU ARE NOW READY FOR A NEW  
"AHA" EXPERIENCE  
AND WHO KNOWS  
NEXT TIME IT MIGHT BE A REAL  
DISCOVERY

LIFE IS EXPERIENCED FORWARD  
BUT UNDERSTOOD BACKWARD

COMPREHENSION REDUCES CHAOS IN THE  
BRAIN  
CONNECTS INFORMATION MORE EFFICIENTLY  
MAKING RELATIONS MORE  
...EXPLICIT  
...ACCESSIBLE  
AND EASIER TO USE

## SCIENTIFIC SCALES

EVERYTHING CAN BE REDUCED TO PHYSICS  
EVEN OUR MINDS  
BUT THAT DOESN'T TELL US  
WHAT WE THINK  
OR WHY

SCIENCE DESCRIBE ISSUES ON DIFFERENT  
SCALES

ZOOMED OUT SCALES CAN DESCRIBE THINGS  
THAT ARE INVISIBLE ON THE ZOOMED IN  
SCALES

WHILE THE ZOOMED IN SCALES DESCRIBE  
THINGS IN A:

...PRECISE  
...QUANTITATIVE  
...DOCUMENTED  
...PROVEN  
WAY

THE MOST ZOOMED OUT SCALE IS  
PHILOSOPHY, ETHICS  
SCIENCE ABOUT THE WORLD OF IDEAS  
DESCRIBING ALMOST ENTIRELY QUALITATIVELY  
WITH A PRECISION IN LOGICS  
BUT IMPOSSIBLE TO PROVE

SOCIOLOGY AND ECONOMICS  
SCIENCE ABOUT THE LARGE SYSTEMS  
DESCRIBE SOCIETY WITH THE SAME METHODS  
AS  
BIOLOGY  
CHAOS THEORY AND STATISTICS

PSYCHOLOGY  
SCIENCE ABOUT MINDS  
DESCRIBES IN QUALITATIVE TERMS  
MOSTLY ON AN INDIVIDUAL SCALE

BIOLOGY  
SCIENCE ABOUT THE LIVING  
DESCRIBES SPECIES AND ECO SYSTEMS  
USING CHAOS THEORY AND STATISTICS

PHYSICS AND CHEMISTRY  
THE MOST ZOOMED IN CLOSE SCIENCE  
DESCRIBES QUANTITY WITH GREAT PRECISION  
USING THE CLASSIC MATHEMATIC.

NO SCIENCE IS BETTER OR MORE PRESTIGIOUS  
YOU JUST NEED THE RIGHT TOOL  
TO DESCRIBE A SPECIFIC PROBLEM

## PROFESSIONALISM

PROFESSIONALISM IS WHAT WE KNOW HOW TO  
DO  
ACCORDING TO NORMS

I AM HAPPY TRUSTING PROFESSIONAL  
...PILOTS  
...MEDICAL DOCTORS  
AND OTHER PROFESSIONALS  
WITH MY LIFE IN THEIR HANDS

PROFESSIONALISM IS ALSO TO RECOGNISE  
WHAT YOU DON'T KNOW  
AND WHO KNOWS

ALWAYS ASK PROFESSIONALS  
THEIR OPINION ABOUT YOUR INVENTIONS  
ASK THEM TO EVALUATE  
YOUR CREATIONS  
WITHIN THEIR DISCIPLINES  
USING THEIR PARADIGM  
"STATE OF ART" KNOWLEDGE  
EXPERIENCES FROM THEIR DISCIPLINE  
EVEN TACIT KNOWLEDGE  
AND COMMON SENSE

THEIR OBJECTIONS ARE VALUABLE  
GUIDING YOU TO IMPROVE THE INVENTION  
UNTIL OBJECTORS ARE CONVINCED

PROFESSIONAL ADVICE IN ONE DISCIPLINE CAN  
BE  
UNPROFESSIONAL IN OTHER DISCIPLINES  
WITHIN A DIFFERENT PARADIGM

CREATIVE PEOPLE  
ARE PROFESSIONALS IN  
WHATEVER  
NOBODY KNOWS  
YET

## (NON-) DISCIPLINES

WE ACADEMICS  
INVENT PROBLEMS  
WHICH WE ARE THE BEST ONES TO SOLVE

DISCIPLINES CUTS THE PROBLEMS INTO PIECES

IF YOU CAN'T EXPLAIN THE  
...REMAINING  
...UNEXPLAINABLE  
...NON DISCIPLINARY PART  
IT IS CONSIDERED  
NOT IMPORTANT

OR BECOME THE PROBLEM OF SOMEBODY ELSE

R&D WITHIN THE PARADIGM  
IS FINANCED BECAUSE SUCCESS IS  
PREDICTABLE  
BUT OUTSIDE THE PARADIGM  
YOU RISK THAT THERE ARE NO SOLUTION  
WITHIN DEADLINE

WHEN FAILURE IS PROHIBITED  
FEW DARE  
EXPERIMENTS

IT'S A PARADOX  
THAT THE OBJECTS OF SCIENCE  
THE PROBLEMS  
GET EVER MORE COMPLEX  
WHILE THE DISCIPLINES GET MORE SPECIALISED  
NARROW

THE FIELD OUTSIDE ONE DISCIPLINE GROWS  
FASTER  
THAN WE GET WISER  
LEAVING IT TO INNOVATIVE NETWORK  
OF PEOPLE UNDERSTANDING EACH OTHERS  
CODE  
IN CONCURRENT PROCESSES  
TO SOLVE THE REAL PROBLEMS  
TRANS-DISCIPLINARY

## HYPertext AND RELATIONS

“SEEING IS BELIEVING”

THE TANGIBLE THINGS ARE EASY TO SEE  
BUT THE RELATIONS

...INTERACTION  
...“FEED BACK”  
...SYNERGY  
...IN SYMBIOSES  
ARE OFTEN MORE IMPORTANT

NEW TOOLS  
VITAL TO THE NEW LEARNING PROCESS

LIKE:  
...HYPertext  
...MIND MAPS  
...RELATION MAPS  
...CONCEPT MAPS  
ALL MAKE RELATIONS VISIBLE

PREDICTING  
...OBSERVING  
...EXPLAINING  
...PROCESSES  
IS A PORTAL TO  
TRAINING IN SYSTEM DYNAMICS  
DESCRIBING COMPLEX CAUSE EFFECT LOOPS

NETWORKING COULD REPLACE  
CLASS  
AND PROJECTS SHOULD TRANSCEND  
...DISCIPLINE  
...AGE  
...GENDER

THERE IS OFTEN A  
WINDOW OF OPPORTUNITY  
IN LEARNING PROCESSES  
DON'T MISS IT

## EMPATHY

EMPATHY  
ABILITY TO SHARE ANOTHER PERSONS  
FEELINGS  
PUTTING ONESELF IN AN OTHER PERSONS  
PLACE  
TESTING SYMMETRY AND FAIRNESS IN  
DECISIONS  
IS A CORE COMPETENCE FOR  
...NETWORK BUILDERS  
...ENTREPRENEURS  
...INNOVATORS

EMPATHY AND  
ETHICS  
ARE CLOSELY RELATED

EMPATHIC PERSONS  
FOCUSED ON UNDERSTANDING OTHERS  
USUALLY ACTS MORE ETHICAL  
THAN THOSE WHO DO NOT  
OBSERVE OR APPRECIATE  
WHAT THEY DO TO OTHERS

YOU NEED EMPATHY  
TO EXTEND  
AND STRENGTHEN  
RELATIONS  
IN NETWORKS  
AND IN THE MARKET PLACE

LEARNING IS BASED ON THE SAME ABILITY TO  
...OBSERVE  
...LISTEN  
...WATCH  
...ASK  
...INVESTIGATE  
...RECAPITULATE  
AS EMPATHY

IMAGINING YOU ARE SOMEBODY ELSE  
IS A VERY GOOD EXERCISE  
IN CREATIVITY

MASTERING EMPATHY  
IS HALF WAY TO EMOTIONAL INTELLIGENCE  
MAKING THE RIGHT THINGS HAPPEN  
IN A SOCIAL CONTEXT

## GOLF COMPETITION

COMPETITION  
EVEN COMPARISON  
BETWEEN PEOPLE  
PROVOKES  
...JALOUSIE  
...ENVY  
...REVENGE

WHY NOT DO AS IN GOLF  
COMPETE WITH YOURSELF  
IMPROVE YOUR HANDICAP  
PLAY BETTER

IMAGINE A SCHOOL  
WHERE YOU SCORE MARKS  
ON YOUR IMPROVEMENT  
RATHER THAN YOUR POSITION  
IN THE RACE

THE REAL ISSUE IS  
AVOIDING LOSERS  
THOSE WHO STOP RUNNING  
BECAUSE THEY ARE ALREADY TOO FAR  
BEHIND

RUNNING AGAINST YOURSELF  
YOU CAN DECIDE TO WIN

RUNNING AGAINST OTHERS  
THEY MIGHT DECIDE YOU LOSE

THE SUCCESS OF ANY  
...PARTNERSHIP  
...COMMUNITY  
...CORPORATION  
...SOCIETY  
IS TO ENCOURAGE EVERYBODY  
TO CONTRIBUTE THEIR BEST

RUNNING AGAINST YOURSELF CREATES  
MORE WINNERS  
AND FEWER LOSERS  
WHILE THE NORMAL COMPETITION  
CREATE A FEW GLOBAL WINNERS  
AND BILLIONS OF LOSERS

## SEARCH

WHEN YOU SEARCH FOR INFORMATION  
TO SOLVE A PROBLEM  
DOCUMENT A SOLUTION  
SEE WHAT OTHERS HAVE DONE  
YOU OFTEN NEED PART OF THE SOLUTION  
SO COME UP WITH THE GOOD  
SEARCH WORDS

WHEN YOU HAVE MADE A DISCOVERY  
OR INVENTION  
OR MAYBE ONLY A REINVENTION  
YOU KNOW HOW TO DESCRIBE  
WHAT YOU ARE LOOKING FOR  
SO WELL  
THAT YOU CAN FIND MORE

INTERNET AND LIBRARIES  
ARE GOLD MINES FOR THOSE WHO KNOW  
WHAT THEY ARE LOOKING FOR  
AND A JUNGLE  
FOR THOSE WHO DON'T

KNOWLEDGE YOU ARE LOOKING FOR  
WILL OFTEN CONFIRM  
YOUR SPECIFIC UNDERSTANDING  
AS THE WAY YOU SEARCH  
DOESN'T LEAD YOU TO  
ALTERNATIVE OPINIONS

TRY INSTEAD  
TO LET GO  
FORGET ABOUT GOLD MINING  
SPECIALISE IN RECOGNISING KNOWLEDGE  
OF QUALITY  
AND LET THE ANSWERS COME TO YOU  
LET COINCIDENCE GUIDE YOU  
SIEVE THE GOLD OUT OF THE STREAM

THE KNOWLEDGE YOU FIND SIEVING  
THE FAST STREAM OF INFORMATION  
WILL BE MORE INSPIRING  
SURPRISING  
AND IF YOU ARE LUCKY  
IT MIGHT CHANGE YOUR HYPOTHESIS  
AND CHALLENGE YOUR PARADIGM

## TEST

THEORY IS GOOD  
BUT PRAXIS IS THE MEASURE OF SUCCESS  
...DOES IT WORK?  
TEST YOUR IDEAS  
FIRST ON YOURSELF  
DOES IT FEEL GOOD?  
DO YOU LIKE THE RESULT?  
DOES IT CREATE ENTHUSIASM?  
A BETTER LIFE?

SOMETHING IS IMPOSSIBLE TO TEST BECAUSE  
IT IS TOO DANGEROUS TO YOU  
OR FOR A DIFFERENT KIND OF USERS

ANYWAY  
HAVE IT TESTED  
AS SOON AS POSSIBLE  
IN REAL LIFE  
OR SIMULATORS  
IN A WAY WHERE YOU CAN FEEL THE RESULTS  
WITH ALL YOUR SENSES  
ALSO THE SIXTH ONE  
...SENSE IT WITH YOUR FINGERS  
...TASTE IT  
...SMELL IT  
...LISTEN TO IT  
...STARE AT IT

CREATE A FEED BACK LOOP  
IDEA-TEST-EVALUATION-IDEA  
BECAUSE THE LOOP SHOWS YOU WHAT WORKS  
AND WHAT DOESN'T WORK  
AND THUS NEED MORE CREATIVITY

TESTING IS PART OF THINKING  
A DIALOG BETWEEN  
THE BRAIN AND ITS BRAIN CHILD  
BETWEEN THE PRODUCT AND OTHERS MINDS  
CREATIVELY BYPASSING YOU CONSCIOUS SELF

WHEN YOUR PRODUCT STARTS WORKING  
YOU KNOW HOW TO DO IT  
THROW IT AWAY AND START OVER AGAIN

EVALUATIONS SHOULD INCLUDE  
...EMOTIONS  
...MOOD  
...ADVENTURE

**SPACE**

## ROOM FOR CREATIVITY

WE ARE IN THE MIDDLE OF A SHIFT IN  
PARADIGM  
FROM THE BELIEF IN  
"FORM FOLLOWS FUNCTION"  
TO A DARWINIST PARADIGM OF EVOLUTIONS  
WHERE BUILDINGS ARE ALIVE  
INSPIRING SPACE FOR EXPRESSION OF  
LIFE

CREATIVITY IS A FEED BACK PROCESS BETWEEN  
...SENSING  
...SUBCONSCIOUS ASSOCIATIONS  
...PRAXIS  
...LOGICAL EVALUATION

IN THE PHYSICAL SPACE  
WE RECEIVE MORE SENSORIAL  
IMPRESSIONS  
VIA MORE SENSES  
CREATING MORE ASSOCIATIONS  
THAN ANYWHERE IN CYBERSPACE

BUILDINGS FOR CREATIVITY SHOULD BE  
SENSUAL  
WITH A MULTITUDE OF  
...MELODIC  
...RHYTHMIC  
...HARMONIC  
SPACES

BUILDINGS SHOULD PROVIDE SPACES FOR ALL 7  
INTELLIGENCES  
...STRUCTURE AND GEOMETRY  
...DIALOG  
...SPATIAL CHALLENGES  
...ACOUSTIC COMFORT  
...ROOM FOR MEDITATION  
...MEETING PLACES  
...SPACE FOR PHYSICAL ACTIVITY

SPACES COULD ALSO BE TOWNSCAPES  
THE OLD CITY CENTRES ARE AN  
...IMPRESSIVE  
...MULTITUDE OF  
...SENSUAL  
...SPACES

THE ARCHITECTS OF THIS NEW PARADIGM ARE  
ALTO, GAUDI, HUNDERTWASSER, UTZON,  
GEHRY, GROFF, PRINCE, MAKOVECZ,  
HASAGAWA, MOZUNA

## BUILDINGS ARE INTELLECTUAL CAPITAL

INTELLECTUAL CAPITAL  
THE VALUE OF  
...COMPETENCE  
...COLLABORATION  
...INNOVATION AND  
...CUSTOMER RELATIONS  
IS MORE VALUABLE FOR A COMPANY  
THAN THE TRADING PRICE OF ITS REAL ESTATE

INTELLECTUAL CAPITAL IS ENHANCED IN  
BUILDINGS TAILORED TO:  
...VALUES  
...VISIONS  
...STRATEGY  
...STORIES  
OF AN ORGANISATION  
WITH SPACES FOR COLLABORATION  
STRUCTURES FOR SHARING KNOWLEDGE

THE BUILDING IS BY ITSELF  
CUSTOMER RELATION  
A PROUD LOGO  
ON AN ATTRACTIVE LOCATION

GOOD ARCHITECTURE CAN PROMOTE  
...CORPORATE CULTURE  
...ENTHUSIASM  
...CREATIVITY

HEALTHY BUILDINGS  
MEAN LESS ILLNESS  
AND FEWER WINTER DEPRESSIONS

LOOKING AT BUILDINGS AS INTELLECTUAL  
CAPITAL  
SHIFTS FOCUS FROM EXPENSES  
TO:  
...BRAND VALUE  
...STOCK VALUE  
...INNOVATION  
...INVENTION  
...COLLABORATION  
ARCHITECTURE AS AN ASSET



## MULTIMEDIA ART

ART IS A SUBLIME COMMUNICATION FROM  
SUBCONSCIOUSNESS TO SUBCONSCIOUSNESS  
DIFFERENCE MAKING A DIFFERENCE  
A SIGN OF THINGS TO COME

BUILDINGS COMMUNICATE DIRECTLY  
WITH THE USERS SUBCONSCIOUSNESS

ARCHITECTS CAN TELL A TOUCHING STORY  
CREATING SENSUAL SPACE  
USING SENSUAL MATERIALS

THE BEST ARE NARRATED BY ARCHITECTS  
WHO TRUST THEIR FEELINGS AND INTUITION

MANY THINK OF ARCHITECTURE A MEGA  
SCULPTURES  
BUT SCULPTURES ARE USUALLY STATIC

IN OUR ICT AGE  
ARCHITECTURE SHOULD BE DYNAMIC  
INTERACTIVE MULTIMEDIA

ARCHITECTURE IS MEASURED WITH OUR SENSES  
AND EVALUATED SUBCONSCIOUSLY:  
...PSYCHOLOGICALLY COLD OR WARM

MATERIALS  
AND COLOURS  
...PLEASANT TO TOUCH  
...SAFE AND HEALTHY  
...ODOUR OR SCENT  
...CALM AND HARMONIC  
...DYNAMIC DISHARMONIC

ADVENTURES IN A FIELD OF TENSION BETWEEN  
...SPACE  
...MATERIALS  
...NATURE  
...LIGHT  
...TOWNSCAPE  
AND LAST BUT NOT LEAST  
YOURSELF

THE FASHIONABLE, CONTEMPORARY, EFFECT  
HUNTING, MANIC STYLISH WEAR DOWN  
AS BUILDINGS ARE USUALLY EXPERIENCED  
OVER AND OVER AGAIN

THE AMBITION IS "CULT" MOVIE  
RATHER THAN COMMERCIAL

## AFTER "NEW OFFICE"

"NEW OFFICE" IS DEFINED BY  
...DIVISIONS  
...SECTIONS  
...DEPARTMENTS

IN THE HIERARCHIC ORGANISATION  
DESIGNED FOR TOP DOWN CONTROL  
AND FOR THOSE WHO LIKE "POSITIONS"  
FORTIFYING THEM TO WIN INTERNAL BATTLES  
AT MEETINGS WHERE YOU DECIDE  
WHAT (OTHERS) SHOULD DO  
LIKE TRIBAL CHIEFS HAVE DONE FOR  
MILLENNIUMS

AS A "DESKTOP OFFICER"  
YOU HAVE A PLACE  
CHAINED TO THE DESKTOP COMPUTER  
AND A HARD WIRED TELEPHONE  
A PHYSICAL COORDINATE  
WHERE COLLEAGUES AND LETTERS CAN FIND  
YOU

A MODERN VERSION EITHER OF  
THE MONKS CELL IN THE MONASTERY  
OR BUREAUCRATIC EQUIVALENCE OF THE  
FACTORY:  
THE OPEN PLAN OFFICE

IMAGINE AN OFFICE  
WHERE SHELVES BECOME OBSOLETE  
BECAUSE PAPERS SHRINK INTO THE COMPUTER  
THAT DISAPPEARS INTO THE MOBILE PHONE

IMAGINE YOU TALK  
WITH YOUR COMPUTER  
AND EACH OTHER  
AND PRESENT PICTURES WIRELESS ON THE  
WALL  
MAKING THE DESK TOP OBSOLETE

YOUR COLLEAGUES  
YOUR NETWORK  
ARE THE REASON TO MEET  
BECAUSE TOGETHER YOU CAN ACCOMPLISH  
MORE

IMAGINE THE OFFICE AS A PEDESTRIAN CITY  
CENTRE  
WHERE YOU MOVE AROUND  
MEET  
DO THINGS TOGETHER  
CREATE ACTIVITY AND SYNERGY  
"MANAGEMENT BY WALKING AROUND"  
IN AN ENTIRELY NEW MEANING

## NETWORK OFFICE

YOUR WORKPLACE COULD BE DESIGNED FOR  
CREATIVITY  
AROUND THE TASK AND CLIENT  
FOR A COLLABORATIVE NETWORK OF  
COMPETENT PEOPLE  
"COMMUNITIES OF PRACTICE"

IMAGINE AN OFFICE AROUND THE ARENA FOR  
...CASUAL MEETINGS  
...DEBATES  
...INTERACTION

SURROUNDED BY ROOMS FOR TASKS AND  
CLIENTS

WITH THEIR CONCURRENT ENGINEERING  
NET-WORKSHOP IN THE CENTRE  
DESIGNED FOR COLLABORATIVE  
PARALLEL CREATIVITY  
A SOLUTION CENTRE

SURROUNDED BY NICHES FOR MEETING  
FOR REAL CLOSE COLLABORATION  
CONCENTRATED INNOVATION  
IN A MULTITUDE OF GESTALTS

DECORATED WITH INSPIRING OBJECTS  
A KNOWLEDGE BAZAAR

A FRACTAL REPETITION OF THE NETWORK  
THEME  
...DYNAMIC  
...MOBILE  
...CONNECTING  
...HOLISM

SUCH A CREATIVE OFFICE IS MUCH MORE LIKE A  
...HOME  
...CAFÉ  
...TOWN  
...SCIENCE CENTRE

A MULTITUDE OF ADVENTURES  
SPACE YOU POSITIVELY CHOOSE TO ENTER  
PLACES YOU THRIVE AND PROSPER  
SPACE YOUR GUESTS WANT TO VISIT  
AN ATTRACTION IN ITSELF  
A CULT SPACE

## RESORT

IMAGINE THAT THE NEW NETWORK OFFICE IS  
LIKE A RESORT  
...WITH LARGE INDOOR POOL  
...ALL KIND OF SPORT FACILITIES  
...CONFERENCE AND MULTIMEDIA FACILITIES  
FOCUSING ON PHYSICAL ACTIVITIES  
A HEALTHY SOUL IN A HEALTHY BODY

IMAGINE THIS NEXT GENERATION OFFICE  
IS THE CENTRE  
OF A RESORT LIKE VILLAGE  
WHERE ALL THE NETWORKERS  
AND THEIR FAMILIES LIVES  
CONNECTED BY GLASS COVERED STREETS

IMAGINE THAT THE LOCAL SCHOOL  
SHARE THESE FACILITIES  
INSTEAD OF HAVING SEPARATE FACILITIES FOR  
...WORK  
...SCHOOL  
...HOME

IMAGINE THE SIZE OF EACH DWELLING  
CHANGE WITH TIME  
USING HOTEL ROOMS  
AND SMALL DWELLINGS FOR YOUNGSTERS  
AND SENIOR CITIZENS  
DISTRIBUTED AMONG THE DWELLINGS  
AS JOKERS IN THE GAME

IMAGINE THE RESORT SHARING CARS  
TROUGH THEIR OWN RENTAL COMPANY  
AND SUPPORTING MOST SERVICES AS  
...RENT  
...LEASE

IMAGINE THIS VILLAGE OF 1000 PEOPLE BEING  
DENSE TO REDUCE FOOTPRINT IN NATURE  
AND GREEN TO BE NATURAL

IMAGINE THE RESORT  
NEXT TO  
...OPEN LAND  
...BEACH  
...FOREST  
AND YET CLOSE TO TRANSPORTATION

## ATELIERS

THE REAL PHYSICAL ROOM IS  
SPACE FOR PRAXIS  
WE CAN READ A COOKING BOOK ON THE  
INTERNET  
BUT IN THE PHYSICAL SPACE WE CAN  
...COOK  
...SMELL  
...BITE IN  
AND TASTE THE FOOD

WE CAN COMMUNICATE WITH ARCHITECTURE  
...SENSE IT  
...SHAPE IT  
...COLOUR IT  
...DECORATE IT

MEETING ROOMS AND AUDITORIUMS  
ARE DESIGNED FOR PRESENTATIONS  
OF WHATEVER IS ALREADY DOCUMENTED

BLACKBOARDS HAVE TECHNICALLY DEVELOPED  
VIA WHITEBOARD AND OVERHEAD PROJECTORS  
TO  
IT PROJECTORS AND LARGE FLAT SCREENS  
BUT THEY ARE STILL USED TO TEACH  
MOSTLY ONE WAY

BROADCAST:  
...TV  
...COMMERCIALS  
...LECTURES  
...LEADERS  
FIGHT FOR ATTENTION

BUT CREATIVITY IS ABOUT  
...PARTICIPATION  
...DIALOG  
IN ATELIERS  
WHERE WE BUILD PHYSICAL AND VIRTUAL  
MODELS  
SHARING VISIONS AND KNOWLEDGE

## ETERNAL ENVIRONMENT

SUBCONSCIOUS ASSOCIATIONS  
ETERNAL MOODS  
INSTINCTIVE PLEASURES  
FLOWERS  
WATER  
RADIANT SUN LIGHT  
FLAMES FROM THE FIRE  
COLOURS OF THE SUNSET

WE ARE ANIMALS  
LIGHT IS OUR FUEL  
BIOLOGICALLY AND PHYSICALLY  
WE NEED TO SEE SUNLIGHT TO  
...PRODUCE HORMONES  
...STRENGTHEN THE IMMUNE SYSTEM  
...SLEEP WELL  
...BE LESS SLEEPY DURING THE DAY  
AND LESS TEMPTED TO ABUSE  
...SUGAR  
...ALCOHOL  
...NARCOTICS

WE ENJOY THE:  
...CHIRPING OF BIRDS  
...NATURAL SCENTS  
...FRESH AIR  
LIKE IN A GARDEN  
BUT PROTECTED AGAINST  
...COLD  
...RAINY  
...WINDY  
...NOISY  
ENVIRONMENT  
AND BUGS

WE RETURN TO NATURE AND OUR ETERNAL  
TASKS WHEN  
VACATIONING  
...FISHING  
...HUNTING  
...GARDENING  
...BUILDING

## CONNECTING PEOPLE

BUILDINGS AND TOWNSCAPES  
ARE MEDIA  
CONNECTING PEOPLE

CONTACT  
IS MORE LIKELY  
IN ADVENTUROUS  
...SHOPS  
...CAFÉS  
...ON PARK BENCHES

PEOPLE ARE THE MOST EXCITING TO WATCH  
...THEIR RADIATION  
...COSTUMES  
...BODY LANGUAGE

AS PREDATORS  
WE ONLY SEE A FIELD 180 DEGREE AHEAD  
SO WE WANT TO SIT WITH OUR BACKS  
PROTECTED  
AT THE ENTRANCE TO A CAVE  
WATCHING WHO PASSES BY

CONTACT IS MADE  
...IN PROTECTED AREAS ALONG THE PATH  
...AT INTERFACES LIKE THE SIDEWALK CAFÉ  
...SEATED IN EYE LEVEL WITH THOSE  
WHO PASS SLOWLY BY  
...EXPOSED AND WITH AN OVER VIEW

WHEN CONTACT IS MADE  
AND CONNECTIONS ESTABLISHED  
WE WANT TO BE SECLUDED  
FOCUSING  
ON THE GOOD COMPANIONS

THIS  
FILTER-INTERFACE  
FUNCTION  
IS ESSENTIAL IN GOOD ARCHITECTURE

## HUMOROUS SPACE

HUMOROUS SPACE  
...INFORMAL  
...SURPRISING  
...FUN

SPACES FOR CREATIVITY

IT IS DIFFICULT TO BE DEAD SERIOUS  
AND CREATIVE

IT IS DIFFICULT TO BE CREATIVE  
IN AN ARROGANT FORMAL ROOM SIGNALLING  
...ORDER  
...POWER

BUILDINGS ARE METAPHORS FOR  
COMMUNICATION  
CREATIVITY GROWS WITH  
...INTENSITY  
...CRITICAL MASS  
...CONTAINMENT  
AND YET OPENNESS FOR  
IMPRESSIONS AND INSPIRATION  
IN A MULTITUDE OF DIFFERENT ROOMS

IT IS BENEFICIAL TO MOVE AROUND  
ALSO PHYSICALLY  
BETWEEN  
...SENSING  
...THINKING  
...MODELLING  
...EVALUATION  
MOVEMENT IS CREATIVE  
CREATIVITY IS MOVING

LOOK AROUND FOR SPACES WHERE  
PEOPLE ARE HAPPY  
SMILING AND LAUGHING  
HAVE A DYNAMIC BODY LANGUAGE  
MOVE LIKE RUBBER BALLS  
RADIATE ENERGETIC CONCENTRATION  
RELAX CONFIDENTLY

THE SPACES AND SITUATIONS ARE  
...(TEAM) PLAY  
...SPORT  
...DANCE  
...DIALOG  
...COLLABORATION  
...FLIRT

## SPACE FOR PLAY

ONE THING WE KNOW FOR SURE  
WE HAVE ALL BEEN KIDS

KIDS WANT TO TRY THING OUT  
PLAY ROLES

STRETCH THEIR LIMITS

REALISING WHO THEY ARE AND WHAT THEY  
CAN DO

KIDS PLAY TO SIMULATE SITUATIONS  
AS IF THEY WERE REAL  
"VIRTUAL REALITY"

WE GROWN UPS SHOULD ALSO PLAY  
TRY NEW ROLES  
ASK QUESTIONS

FIND NEW DIMENSIONS WITHIN OUR SELVES  
LIKE WHEN WE PLAY THEATRE, MUSIC OR  
FOOTBALL

PLAY AS KIDS DO

PLAY MUSIC AND PLAY AT A THEATRE  
DIFFERENT MEANINGS OF THE SAME WORD  
PLAY IS SERIOUS  
SIMULATION

PROVIDING SPACE FOR MISTAKES, FAILURE,  
TEASING AND HUMOUR

AN ESSENTIAL PREREQUISITE FOR CREATIVITY

SPACE FOR PLAY IS

...MYSTICAL, SURPRISING, ADVENTURES

...SPACE FOR EXPRESSION

...COMMUNITY AND PARTIES

...CALM CAVES AND OASIS

...TRAMPOLINES AND CLIMBING WALLS

...DIVERSIFICATION

...WORKSHOPS FOR EXPERIMENTS

...SYMBOLS OF OUR CULTURE AND HISTORY

...FREEDOM OF CHOICE

...HEALTHY MATERIALS

LIVING ARCHITECTURE CHANGES WITH THE  
USERS

...OPENS AND CLOSES

...GROWS AND SHRINKS

...EVOLVES LIKE A GARDEN

...FACILITATE THE USERS DRAMA

...CHALLENGES THE AUDIENCE TO BECOME  
ACTORS

...TELLS STORIES ABOUT YOUR PREFERENCES

...VISUALISE YOUR HOBBIES, AMBITIONS.  
VICTORIES

...FEATURES FASCINATING TABLEAU'S

## SCANNING AND SAMPLING

EUCLIDIAN GEOMETRY

...LINES

...CIRCLES

...RIGHT ANGLES

...SQUARES

...CUBES

...SPHERES

SHAPES NORMAL BUILDINGS

COMPUTERS BRING NEW POTENTIAL

FRACTALS

STRUCTURES OF THE LIVING

DESIGN BASED ON

...DNA

...VARIATION

...ADVENTURE

...BEAUTY

BREAK OUT OF THE BOX

SCAN IN 3 D

FROM HUMANS TO STATUES

SPIDER WEBS TO ROOF STRUCTURES

TREE STRUCTURES TO FLEXIBLE

CONSTRUCTIONS

CLIFF TEXTURE TO CONCRETE WALLS

ENLARGED OR DIMINISHED

TWISTED IN X-Y-Z DIMENSION

THE POTENTIAL IS UNLIMITED

IMAGINE A CANYON

A RIVER CUTTING A GORGE

WIDENING INTO A LAKE

RE-ENTERING A GORGE

IMAGINE THAT THE RIVER IS THE PATHWAY AND

THE LAKE SQUARES

FAST AND SLOW

IT IS DIFFICULT TO BUILD ANYTHING BUT THE

EUCLIDIAN GEOMETRY

USING CONVENTIONAL TECHNOLOGY

BUT IMAGINE A GIANT 3D PRINTER BUILDING

THE HOUSE

# **PIONEER**

## **PIONEERING**

**I PREFER THE TERM PIONEERS TO  
“CHANGE AGENTS” AND “CHANGE  
MANAGEMENT”**

**BECAUSE PIONEERS  
“WALK THE TALK”**

**INNOVATE RATHER THAN CHANGE  
BEING UPFRONT WITH THE STAFF  
HEADING TOWARDS A GENUINE GOAL**

**DEVELOPMENT MAKES NO SENSE WITHOUT  
SHARED REASON**

**PIONEERS LEAD BY EXAMPLE  
CAN HANDLE ERRORS**

**FOCUS ON IMPORTANT GOALS  
MAKING EVERYBODY TAKE OWNERSHIP  
KEEP STRATEGIC GOALS IN MIND  
UNDERMINE BARRIERS WITHOUT CREATION OF  
FEAR  
AND USE CHANGE IN END USERS NEEDS  
AS MOTIVATION FOR DEVELOPMENT**

**PIONEERS ARE ROCK STEADY IN THEIR GOALS  
AND FLEXIBLE IN THEIR MEANS OF GETTING  
THERE**

**ADJUSTING AND CREATING...INCENTIVES  
...SUCCESS CRITERIA  
IN ORDER TO SUPPORT THE  
DEVELOPMENTTURNING INNOVATION INTO A  
SPORT  
MAKING EVERYBODY RESPONSIBLE AND  
COMMITTED**

**LET THOSE WHO WANT TO LEAD  
SHOW THAT THEY CAN  
AND SUPPORT THEM TO SUCCEED**

**EMPLOY PEOPLE WHO SHARE VISIONS  
AND ENJOY DEVELOPMENT  
LET COLLEAGUES FIND WAYS  
TO THEIR DEVELOPMENT BRINGING  
...RELEVANT  
...INSPIRING  
...UNUSUAL  
DISCIPLINES**

**INTO YOUR ORGANISATIONAND CONNECTING IT  
WITH EXCITING NETWORKS**

**TRY TO OVERCOME THAT DISAPPOINTMENT  
LASTS LONGER AND HURT MORE  
THAN IMPROVEMENTS SATISFY**

## PIONEER PROFILE

NOBODY IS PERFECT  
BUT IT TAKES EXCELLENCE  
TO BE A PIONEER

WHAT DO YOU NEED TO LEARN  
TO MATCH THIS PROFILE:

*SHARING THIS PIONEERS PARADIGM*

*INNOVATION AS CORE COMPETENCE*

**TRUST WORTHY:**

...RESPONSIBLE  
...QUALITY CONSCIOUS  
...SINCERE  
...HONEST

**NETWORK BUILDER:**

...EMPHATIC  
...ETHICAL  
...SHARING  
...LOYAL

**DISCOVERER:**

...CREATIVE  
...CURIOUS  
...ENTHUSIASTIC  
...EMOTIONAL  
...OPEN MINDED  
...INNOVATIVE  
...COURAGEOUS

**SOLUTION PROVIDER:**

...COMPETENT  
...CROSS DISCIPLINARY  
...ENTREPRENEURIAL  
...AMBITIOUS  
...SERVICE MINDED

## MISSION

WE NEED VISIONARY  
MISSIONS

WE CAN APPROACH INCREMENTALLY  
LIKE IN THE MOBILE TELEPHONE BUSINESS  
INTEGRATING IN PROTOTYPE AFTER PROTOTYPE  
INTERNET, DICTAPHONE, COMPUTER, RADIO, TV,  
CAMERA, CAMCORDER

THE GOAL IS QUALITATIVE  
SYMBIOSIS

“CONNECTING PEOPLE”  
SPACE FOR DEVELOPMENT  
IN DECADES TO COME  
WITHIN THE SAME MISSION

LOOK AT THE SUCCESSFUL ICT

MOBILE PHONES  
E-MAIL, CHAT, SMS  
GAMES

THEY ARE NOT “MAN-MACHINE” INTERFACES  
THEY ARE (WO)MAN-(WO)MAN INTERFACES  
CONNECTING US

SHAREHOLDER MISSION STATEMENTS LIKE  
EIGHT PERCENT GROWTH  
SEVEN PERCENT INCREASED EFFICIENCY  
CREATE NO ENTHUSIASM

SOMETHING EVERYBODY SUPPORTS  
”FOR A BETTER WORLD”  
IS INSUFFICIENT WITHOUT A HINT OF  
HOW  
TO GET THERE

TOO SPECIFIC MISSIONS  
LIMIT YOUR THINKING  
TO THE WELL KNOWN SOLUTIONS

MISSION STATEMENTS  
SHOULD BE ABOUT A GOAL  
FOR YOUR CLIENTS  
AND INCLUDE A PATH  
TO THAT GOAL

## WINDOW OF OPPORTUNITY

INVENTORS  
...INNOVATORS  
...ENTREPRENEURS  
LOOK FOR THE WINDOW OF OPPORTUNITY  
WHERE THE MARKET IS READY  
TECHNOLOGY AVAILABLE  
AND YET  
WHERE THE LARGE CORPORATIONS  
ARE TOO SLOW TO MOVE IN  
BECAUSE THE PRODUCT IS  
CONSIDERED OUTSIDE THEIR CORE BUSINESS

THE MARKET IS READY WHEN  
...COMPETENCES  
...SOCIAL CULTURE  
...ORGANISATIONAL RULES  
ARE READY  
TO WELCOME THE NEW PRODUCT

TECHNOLOGY IS READY  
WHEN THE PRICE OF THE PRODUCT  
AND ITS MAINTENANCE  
IS ATTRACTIVE  
COMPARED TO  
COMPETING  
OPTIONS

YOU COULD BE THE NEXT  
"BILL GATES"  
FINDING A MARKET  
READY TO TAKE OFF  
GETTING THE R&D FOR FREE  
AND BENEFITING FROM AN "IBM"  
CONSIDERING "PC"  
BEING OUTSIDE CORE BUSINESS

MANY ENTREPRENEURS  
JOIN SUCH RACES  
BUT FEW ARE AROUND  
AND EVEN LESS ARE PROSPEROUS  
AFTER A FEW YEARS

ONE COULD EVEN SUSPECT  
THAT THE LARGE CORPORATIONS  
SAVE ON R&D IN ORDER TO  
BUY THE SURVIVORS  
AND LETTING THE REST LOSE THEIR MONEY

## GENERATIONS

THINK OF DEVELOPMENT  
OF ENTERPRISES  
AS A HUMAN LIFE  
HAVING AN  
...INCREDIBLE EXPANDING CHILDHOOD  
...MATURING  
...AGING  
...DYING

FARMING STARTED 3-4 MILLENNIUMS AGO  
PEAKED LAST CENTURY  
AND TODAY IN THE INDUSTRIALISED COUNTRIES  
ONLY A FEW PERCENT  
PRODUCE ALL OUR FOOD

INDUSTRY STARTED LAST CENTURY  
PEAKED AROUND 1960  
TODAY 10-20 PERCENT  
PRODUCE AL OUR GOODS

ADMINISTRATION STARTED TO GROW WILD  
AROUND 1960  
AND PEAKED LAST DECADE  
AND WILL SOON BE HISTORY

THE LIFECYCLE OF THE WEB INDUSTRY  
PEAKED ALREADY AFTER FIVE YEARS

THE GENERATIONS GET EVER SHORTER  
BUT THE PATTERN IS THE SAME:  
ENTREPRENEURS  
INTRODUCE A NEW  
WINNING  
TECHNOLOGY  
AND BUSINESS CONCEPT

OVER TIME  
THE MORE SUCCESSFUL  
EAT THE LESS FORTUNATE  
GROW IN SIZE  
EMPLOY MORE PEOPLE  
HIT THE SATURATION CEILING OF THE MARKET  
FOCUS ON EFFICIENCY  
FINALLY TAKING THE BUSINESS  
ALL THE WAY  
TO AUTOMATION  
COMMODITY  
AND MONOPOLY



## LIFECYCLE COMPETENCE

DURING THE LIFECYCLE OF A BUSINESS  
THE WINNING COMPETENCE CHANGES

NEW BUSINESS IS STARTED BY  
PIONEERS  
DARE DEVILS  
WHO SEE THE POTENTIAL  
WHERE NOBODY ELSE SEES IT  
WHO CAN DO THINGS  
THEY ARE NOT EDUCATED TO DO  
AS THERE IS NO EDUCATION  
YET

WHEN DEVELOPMENT SATURATES THE MARKET  
AND COMPETITION GROWS FIERCE  
COMES MANAGEMENT PEOPLE  
TUFF ORGANISERS  
PROCEDURE BUILDERS  
GOOD AT BEST PRACTISE  
BACKED BY  
EDUCATION AND  
CERTIFICATION

NEXT COMES INCREASING  
MONOPOLY  
AUTOMATION  
WHEN THE BUSINESS  
BECOMES  
COMMODITY

BUT EVEN IN AN COMMODITY BUSINESS  
NEW TECHNOLOGY  
AND NEW SERVICES  
RESTART THE LIFECYCLE  
ALL THE TIME

THE CHALLENGE FOR  
COMMODITY CORPORATIONS  
IS TO MAKE ROOM FOR  
PIONEERS  
OR BUY THEIR PRODUCTS IN DUE TIME

THE CHALLENGE FOR PIONEERS IS TO  
START ALL OVER AGAIN  
INSTEAD OF BEING  
CAUGHT IN BUREAUCRACY

## SCRIPTS OR IMPROVISATION

ORGANISM AND ORGANISATIONS  
ARE HOMEOSTATIC  
STRUGGLING FOR EQUILIBRIUM  
SURVIVAL  
WITHOUT CHANGE

PARTS CAN DIE  
WITHOUT THE WHOLE ORGANISM  
OR ORGANISATION DYING  
INDIVIDUALS CAN BE REPLACED IN THE  
HIERARCHY  
WITHOUT CHANGING THE ORGANISATION

WE PLAY A ROLE  
BUT OTHERS CAN REPLACE US  
WE ARE GIVEN THE PART  
AS LONG AS YOU FOLLOW THE SCRIPT  
WRITTEN FOR YOUR ORGANISATION  
AND WE ARE REPLACED  
IF WE DON'T

ONLY THE AUTHORS OF THE SCRIPT  
CAN CHANGE OUR ROLE

THAT HAS WORKED FOR CENTURIES  
UNTIL DEVELOPMENT GAINED SPEED

CONTEMPORARY ORGANISATIONS ARE FLEXIBLE  
SHUFFLING PEOPLE AROUND WITHIN THE PLAY  
BUT ONE FLEXIBILITY RESTRICTS THE OTHER

THE ALTERNATIVE TO FLEXIBILITY IS CHANGE  
A NEW PLAY  
IMPROVISATION THEATRE  
WITHOUT SCRIPTS

YOU PLAY DIFFERENT ROLES  
IN DIFFERENT SITUATIONS  
WHICH DO YOU REALLY ENJOY?  
TRY SOME OTHER GOOD ROLES  
TO TEST THEM OUT  
FLIP FROM

...DEVILS ADVOCATE TO OPTIMIST  
...SENSIBLE TO EMOTIONAL  
...EFFICIENT TO CREATIVE  
..FAST TO DEEP

WHO KNOWS  
YOU MIGHT FIND YOUR SELF IN ONE OF THE NEW  
ROLES

## IMMUNE DEFENCE SYSTEM

CONSIDER THE SIMILARITIES  
BETWEEN THE IMMUNE SYSTEM  
AND THINKING

UNTIL YOU ARE FAMILIAR  
WITH A PERCEPTION  
OR THEORY  
YOU MOST LIKELY  
REJECT YOUR SENSES  
JUST LIKE THAT

CONSIDER THE SIMILARITIES  
BETWEEN THE IMMUNE SYSTEM  
AND ORGANISATIONS

NEW IDEAS  
PRODUCTS  
SERVICES  
ARE ALMOST BY DEFINITION  
NEITHER CORE BUSINESS  
NOR CORE COMPETENCES  
AND THUS NONE OF OUR BUSINESS

CONSIDER THE SIMILARITIES  
BETWEEN THE IMMUNE SYSTEM  
AND CONSERVATISM  
REJECTING  
EVERYTHING  
UNKNOWN

THESE KINDS OF IMMUNE REACTIONS  
ARE BARRIERS TO DEVELOPMENT

SOME IMMUNE REACTIONS  
SAVE US  
AND SOME CREATE ALLERGIC REACTIONS  
OR KILL US LIKE SCLEROSIS AND ASTHMA

HIV / AIDS OVERCOMES IMMUNE DEFENCE  
MUTATING FASTER THAN THE IMMUNE SYSTEM

CANCER IS STEALTH  
TO THE IMMUNE SYSTEM

MAYBE THESE STRATEGIES  
CAN BE USED TO CREATE POSITIVE RESULTS  
FOR INNOVATION

## POWER (LESS)

SAIL YACHTS ADVANCE IN HEAD WIND  
YOU CAN THRIVE ON CRITICISM  
USING IT TO IMPROVE YOUR COMPETENCE  
EVEN WHEN ITS NOT FRIENDLY

MANY CONFRONT INVENTIONS WITH CRITICISM  
BECAUSE THEY ARE NOT INVENTIVE  
"WE HAVE TRIED THAT, IT DIDN'T WORK"

ASK THEM EXACTLY WHAT WENT WRONG  
LIKE INVESTIGATORS AFTER A PLANE CRASH

NO FAILURE IS ENOUGH  
TO PROVE ANYTHING IMPOSSIBLE

OTHERS MIGHT EXCLUDE YOUR IDEA FROM THE  
AGENDA WITH COMMENTS LIKE:  
"WE DON'T DO THIS IN OUR CORPORATION  
"THIS IS NOT OUR CORE BUSINESS"  
JUST FIND SOMEBODY ELSE AS PARTNER

ECONOMY IS OFTEN USED AGAINST NEW IDEAS  
IN SPITE OF THE OBVIOUS FACT THAT  
NEW IDEAS ARE POWERING OUR ECONOMY

ALL DESTRUCTIVE CRITICISM IS A SYMPTOM OF  
LACK OF COMPETENCE  
IF PEOPLE HAD THE COMPETENCE  
THEIR OBJECTION WOULD BE HELPFUL AND  
CONSTRUCTIVE

HELP THEM TO SEE OPPORTUNITIES  
CREATE CONFIDENCE IN THE PROCESS  
LEAD THEM BY THE HAND  
INSTEAD OF GETTING HURT AND ANGRY

POWERFUL PEOPLE CAN OFTEN BE  
POWERLESS  
WHEN THEY CAN'T FIND SOLUTIONS

THE KEY TO THEM IS  
SOLUTIONS

SUCCESS IS THE ULTIMATE ARGUMENT

## **MAKE ALLIANCES**

### **DEVELOPMENT**

**...DEMAND NEW COMPETENCES**

**...BREAK WITH PROVEN ROUTINES**

**...THREATEN EXISTING STRUCTURES OF POWER**

**DEVELOPMENT IS RISKY**

**IF YOU SUCCEED THE FUTURE IS BRIGHT**

**IF YOU DON'T YOU FUTURE MIGHT BE IN RUINS**

**BUT IF EVERYBODY DOES NOTHING**

**YOUR BUSINESS**

**IS OUT OF BUSINESS**

**CREATE CONFIDENCE THAT YOU WILL INDEED**

**SUCCEED**

**RATHER THAN MAKING GOLDEN PROMISES**

**IN CASE YOU SUCCEED**

**START WITH THE THINGS YOU CAN INFLUENCE**

**AND EXTEND YOUR**

**"CIRCLE OF INFLUENCE"**

**WHENEVER YOU SUCCEED**

**GOOD REFERENCES**

**IS THE BEST WAY OF CREATING CONFIDENCE**

**SO BE BOLD ENOUGH TO STOP**

**WHEN YOU EXPECT AN EXPERIMENT TO FAIL**

**NAVIGATE HIERARCHY**

**AVOID GETTING TRAPPED IN ONE**

**SECTION/DIVISION/DEPARTMENT**

**BECAUSE THAT MAKES YOU**

**THE ENEMY OF ALL THE OTHER SECTIONS**

**HEAD STRAIGHT FOR THE DECISION MAKERS**

**BE HAPPY TO SHARE THE HONOUR OF SUCCESS**

**OR NOBODY WILL RUN THE RISK OF SUPPORTING**

**YOU**

**WELL AWARE**

**THAT MOST ORGANISATIONS**

**PUNISH FAILURE MUCH MORE**

**THAN SUCCESS IS REWARDED**

**THE BEST ALLIANCE IN DEVELOPMENT**

**IS THE END USER**

**WHO'S NOT SUBJECT TO YOUR BOSS**

## **NETWORKING**

## NETWORKS EVERYWHERE

WHEN YOU UNDERSTAND THE FUNCTIONALITY  
OF NETWORKS:

...SYMBIOSIS  
...EXCHANGING KNOWLEDGE  
...COORDINATION  
...DISTRIBUTION OF RESOURCES  
...ALLIANCES ABOUT MUTUAL BENEFICIAL  
SOLUTIONS  
...POOLING COMPETENCES  
YOU SEE NETWORKS  
EVERYWHERE

WE HUMANS ARE A  
NETWORK

FROM THE SINGLE CELL ORGANISM  
NETWORKING IN OUR CELLS  
OVER THE CELLS NETWORKING IN ORGANS  
NETWORKING IN OUR NERVOUS SYSTEM  
AND IN THE IMMUNE SYSTEM  
COORDINATED IN THE BRAIN  
A GIANT NETWORK OF NEURONS

WE HUMANS ARE ALSO PARTICIPATING IN MANY  
NETWORKS

...FAMILY  
...FRIENDS  
...COLLEAGUES  
...NEIGHBOURS  
...COMMUNITIES  
...SOCIETY  
...MANKIND

THE WORKPLACE  
IS A NETWORK  
WITHIN NETWORKS

## NETWORKS ARE CLUBS

NETWORKS ARE LIKE PARTNERSHIP  
HOWEVER DRIVEN VOLUNTARY BY  
ENTHUSIASM, CURIOSITY AND CONFIDENCE

NETWORKS ARE FUELLED BY  
"DIFFERENCE MAKING A DIFFERENCE"  
A WINDOW TOWARDS OTHER DISCIPLINES  
EXCITING PEOPLE  
NEW POTENTIAL

NETWORKS ARE FUN  
FOR US WHO LIKE TO GET TOGETHER  
AND HAVE A GOOD TIME

NETWORKS SHOULD BE LIKE CLUBS  
CONNECTING PEOPLE  
ALSO IN REAL LIFE

THERE IS ALWAYS SOMEBODY IN A LARGE  
NETWORK  
HAVING SOMETHING TO SHARE  
BY MAIL OR ON VIRTUAL CONFERENCES  
PROVIDING SOME  
"PERMISSION MARKETING"  
CATCHING THE ATTENTION  
BUT DON'T EVER DISTRIBUTE COMMERCIALS  
THEY KILL NETWORKS

THE LARGE NETWORKS CAN DEVELOP INTO  
CLUBS  
WHERE PEOPLE DEVELOP  
TRUST AND CONFIDENCE  
CONNECTING ACROSS THE BORDERLINE  
OF CORPORATION AND DISCIPLINE

NETWORKS CAN BE SMALL AND INTENSIVE  
WITH REAL DIALOG  
SHARING TACIT KNOWLEDGE AND STRONG  
EMOTIONS  
DEMANDING A LOT OF ENGAGEMENT AND  
EFFORT

TO SURVIVE  
ANY NETWORK NEEDS A LEADER  
A SOUL BURNING FOR THE NETWORK  
PROVOKING EVERYBODY TO DO THEIR OUTMOST  
CREATING EXCITING EVENTS

## **GIFTS**

**THE MOST IMPORTANT THINGS IN LIFE  
YOU RECEIVE AS A GIFT**

**...LOVE  
...FRIENDSHIP  
...HONOUR  
...TRUST  
...RESPECT**

**THAT IS SOMETHING YOU CAN  
NEITHER BUY NOR STEAL  
ONLY DESERVE  
BY GIVING IT**

**YOU CANNOT ACHIEVE IT IN ISOLATION  
ONLY IN RELATION TO OTHERS  
IN MUTUAL  
INTERACTION**

**SUPERFICIALLY  
AN AFFAIR LOOKS LIKE LOVE  
ACQUAINTANCE LOOKS LIKE FRIENDSHIP  
CELEBRITY LOOKS LIKE HONOUR  
SMARTNESS LOOKS LIKE WISDOM  
POWER LOOKS LIKE RESPECT  
BUT THE REAL THING  
GROWS IN  
MUTUAL  
SYMPATHY**

**THE REAL THING IS A DELICATE  
LIVING THING**

**YOU KILL IT IF YOU ARE  
...SCRUPULOUS  
...GREEDY  
...EXPLOITING IT  
...LYING  
OR BEING TOO SMART**

**GIVING  
CREATES NETWORK AND FRIENDSHIP**

## **COMMON**

**WHEN YOU CONNECT TWO CONTAINERS  
WATER FLOWS FROM THE HIGHER LEVEL TO THE  
LOWER**

**MANY CORPORATIONS FIRMLY BELIEVE  
THAT THE LEVEL IS HIGHER IN THEIR  
ORGANISATION  
THAT THEIR KNOWLEDGE IS SO UNIQUE  
THAT THEY NEED LOCKED DOORS AND  
CONFIDENTIALITY  
AND THAT YOU CAN GAIN KNOWLEDGE  
WITHOUT SHARING IT**

**IMPRISONING PEOPLE IN ISOLATION  
MAKES PEOPLE CRAZY FROM  
LACK OF FEED BACK**

**HOW CAN ANYBODY EXPECT ISOLATION TO BE  
SUCCESSFUL  
IN A R&D DEPARTMENT?**

**THERE ARE 6 BILLION PEOPLE OUT THERE  
DAILY ADDING MORE SITES TO THE INTERNET  
THAN YOU COULD READ IN A LIFETIME  
DAILY PRINTING MORE PROFESSIONAL TEXT  
THAN YOU COULD EVER READ  
SO EVEN IF YOU ARE SMARTER THAN THE  
AVERAGE  
THE LEVEL IS HIGHER OUTSIDE YOUR  
CONTAINER**

**OPEN SOURCE  
NETWORKING  
IS THE ALTERNATIVE TO LOCKED DOORS AND  
“NEED TO KNOW” MANAGEMENT**

**CONSIDER YOUR KNOWLEDGE PART OF A  
COMMON  
WHERE IDEAS AND KNOWLEDGE GROW AND  
THINK OF YOUR CORPORATION AS THE PLACE  
WHERE KNOWLEDGE IS TRANSFORMED INTO  
MONEY**

**WHEN THE DOORS ARE OPENED  
THE CHALLENGE IS  
..TO LEARN FASTER  
AND TURN KNOWLEDGE INTO PRODUCTS  
FASTER THAN YOUR COMPETITORS**

**BUT OF COURSE  
WE ALL HAVE SECRETS  
THE ART IS TO KEEP THEM DOWN TO THE  
STRICTLY ESSENTIAL**

## OPEN SOURCE

INFORMATION IS AVAILABLE FOR FREE  
ALMOST UNLIMITED

CREATIVITY GROWS WHEN SHARED LIKE

...LOVE  
...FRIENDSHIP  
AND KNOWLEDGE  
BUT ONLY IF THE DIALOG IS  
CONSTRUCTIVE  
IN SOLIDARITY

OPEN SOURCE BUILDS ON  
"LAW OF INCREASING RETURNS"

THE VALUE OF A  
...TELEPHONE  
...FAX  
...EMAIL

INCREASE EXPONENTIAL  
THE MORE PEOPLE WHO ARE IN THE NETWORK  
SAME THING WITH KNOWLEDGE AND CREATIVITY  
THE MORE PEOPLE THINKING TOGETHER  
THE WILDER IT BECOMES  
ONE WORD MAKES ASSOCIATION TO THE NEXT  
ONE IDEA GIVES BIRTH TO THE NEXT

IN THE PRESENT  
SELF MADE  
"A BRAND CALLED ME" SOCIETY  
NETWORK AND FRIENDSHIP  
IS THE ARCHIMEDEAN POINT  
IN A FLUID WORLD

NETWORKS ARE THE SPACE WHERE WE SHARE

...VALUES  
...EMOTION  
...LANGUAGE  
...SENSING  
...DREAMS

A NETWORK DEVELOPS YOU WHEN IT  
...HAS CONFIDENCE IN YOU  
...SUPPORTS YOU  
...ENCOURAGE YOU

BUT NETWORKS CAN ALSO LOCK YOU IN  
CONCRETE  
IF IT EXPECTS YOU TO STAY IN THE ROLE  
YOU USUALLY PLAY

**ALLIANCE**

**INTELLECTUAL CAPITAL**

INTELLECTUAL CAPITAL  
THE VALUE OF THE COMPANY  
...COMPETENCE  
...CUSTOMER RELATION  
...PROCEDURE AND KNOWLEDGE TOOLS  
...INTELLECTUAL PROPERTY  
EXPLAINS WHY THE SHARE VALUE  
CAN BE SEVERAL TIMES LARGER THAN  
BOOK VALUE  
FOR BRAND BUILDING COMPANIES  
OR NEW .COM ENTERPRISES

IMAGINE A COMPANY BEING  
PURE INTELLECTUAL CAPITAL  
POSSESSING NOTHING  
LEASING AND RENTING EVERYTHING OF  
BOOK VALUE  
FOCUSING ON BEING A GLOBAL KNOWLEDGE  
BRAND  
BASED UPON  
...THE BEST GLOBAL MINDS  
...WITH A TRUE PIONEER APPROACH  
...ETHICAL WIN-WIN DIALOG WITH THEIR  
CLIENTS  
...PROCEDURES AND KNOWLEDGE TOOLS  
COMPLYING WITH  
THIS NEW PIONEERS PARADIGM  
...INVENTING AND INNOVATING  
NEW PROCESSES, SERVICES AND PRODUCTS  
FOCUSING ON INTELLECTUAL PROPERTY

THAT'S IS WHAT THIS CHAPTER IS ALL ABOUT  
THE INTELLECTUAL CAPITAL ALLIANCE  
UNITING FREE PIONEERS  
IN A COMMUNITY OF PRACTISE MORE  
...MUTUAL OBLIGATING  
...DEMOCRATIC  
...ETHICAL  
THAN EVER BEFORE

## COMMUNITY OF PRACTICE

KNOWLEDGE IS DEVELOPED  
IN COMMUNITIES OF PRACTICE  
A KIND OF FRIENDSHIP  
AND INFORMAL NETWORK  
BETWEEN PEOPLE SHARING INTEREST  
AND PARADIGM  
MAKING EXCHANGE OF KNOWLEDGE  
PARTICULARLY FRUITFUL

COMMUNITIES OF PRACTICE  
ARE BOTTOM UP  
OUT OF CONTROL OF  
...HIERARCHY  
...CORPORATION  
..BUREAUCRACY

THE STRENGTH OF COMMUNITIES OF  
PRACTICE  
IS THAT RECEIVERS CHOOSE  
TO ASK FOR KNOWLEDGE  
LEARN  
AND ADAPT NEW PARADIGMS  
FROM THOSE THEY  
...TRUST  
...ADMIRE

THE REALLY VALUABLE KNOWLEDGE IS  
IN THE HEADS OF PIONEERS  
WITH A NEW PARADIGM  
ONLY BACKWARD COMPATIBLE WITH THE  
CORPORATE PARADIGM

LIMITATION OF KNOWLEDGE MANAGEMENT  
IS  
THAT THE RECEIVER  
CONTROLS THE LEARNING PROCESS  
AND THAT THE CORPORATION  
HARDLY INTERPRET THE ENTIRE MESSAGE  
AS IT IS EXPRESSED IN A NEW PARADIGM

SO WHEN KNOWLEDGE CREATORS LEAVE  
KNOWLEDGE ONLY STAY  
WITHIN THE MINDS OF PEOPLE  
WHO SHARED PARADIGM AND PRACTICE  
WITH THE CREATOR  
AND THEY MOST LIKE LEAVE TOO

## CORE COMPETENCE AND PARTNERSHIP

CORE COMPETENCE IS NOT  
"WHAT WE USUALLY DO"  
BUT  
WHAT OTHERS THINK WE ARE PARTICULARLY  
GOOD AT

YOU NEED PARTNERS  
TO SOLVE A COMPLEX PROBLEM  
PARTNERS WHO  
CAN IDENTIFY THEMSELVES WITH THE PROBLEM  
AND TOGETHER  
SOLVE THE ENTIRE PROBLEM  
THROUGHOUT THE VALUE CHAIN  
IN SYMBIOSIS  
WITHIN ONE ORGANISATION  
ALLIANCE  
WITH SHARED INTEREST IN THE FINAL RESULT  
"MARRIAGES"  
AND WITH THE ONE WITH THE KEY TO SUCCESS  
LEADING THE PROJECT

ONE PROJECT SHOULD BE ONE TEAM  
WITH ONE BUDGET  
AND ONE LEADER

THE ENTIRE TEAM  
SHOULD COMPREHEND THE WHOLE PROBLEM  
AND SPEAK THE PROFESSIONAL LANGUAGE  
OF EACH OTHER  
STAYING CONNECTED

THE TEAM SHOULD BE AS SMALL AS POSSIBLE  
KNOW EACH OTHER WELL  
AND EVOLVE ALONG THE EVOLUTION OF THE  
TASK

LARGE CORPORATIONS  
WITH CORE COMPETENCE  
FOR THE ENTIRE PROCESS  
HAS A COMPETITIVE  
ADVANTAGE IN THEIR INTERNAL NETWORKS  
BUT USUALLY A DISADVANTAGE  
IN EXTERNAL NETWORKS  
BEING TOO PROPRIETARY



## **WHO CAN?**

**YOU HAVE A FAIRLY SPECIFIC DREAM  
ABOUT GREAT DEED  
AND ACHIEVEMENTS**

**YOU NEED THE TEAM WHO CAN DO IT  
LIKE IN THE FAIRY TALES  
THOSE WITH X-RAY VISION  
THOSE FASTER THAN THE WIND  
WITH MAGICAL GIFTS  
ALWAYS RECOGNISABLE BY THEIR RESULTS  
AND THEIR VISIONS**

**WHEN YOU FIND THIS TEAM  
YOU CAN (NET)WORK MIRACLES**

**IT IS IMPORTANT THAT THE TEAM HAS  
COMPETENCE FOR ALL CHALLENGES  
THAT YOU ARE MUSKETEERS**

**TRUST EACH OTHER  
SHARE ETHICS  
UNDERSTAND EACH OTHERS LANGUAGE  
ACROSS DISCIPLINARY BOUNDARIES**

**INVEST ENERGY  
AND EMOTIONS  
IN MAKING FRIENDS  
BEFORE YOU START THE JOURNEY  
THE PROJECT IS NOT JUST A TASK  
TO BE SOLVED  
QUICK AND DIRTY**

**BE AWARE THAT  
CREATIVITY CONQUERS NEW TERRITORY  
CONSIDERING AND TESTING  
YOUR TEAMS ABILITY TO ACT  
WHERE THERE IS NOT YET PROCEDURES**

## **POWER AND RESPONSIBILITY**

**POWER AND RESPONSIBILITY  
ARE TWO SIDES OF THE SAME COIN**

**IF YOU HAVE POWER  
SOMEBODY HAS DELEGATED YOU THIS POWER  
AND HOLDS YOU RESPONSIBLE  
FOR THE RESULTS  
SHAREHOLDERS DELEGATE POWER TO THE  
BOARD  
WHO DELEGATES POWER TO THE CEO  
WHO DELEGATES IT TO THE OTHER MANAGERS**

**THE MORE RESPONSIBLE PEOPLE ARE  
THE LESS POWER IS NEEDED TO GUIDE THEM  
AND WHERE LESS POWER IS USED  
PEOPLE BECOME MORE RESPONSIBLE**

**IT IS YOUR CHOICE  
IF THE DESCRIPTION ABOVE IS A  
VICIOUS CIRCLE OR A  
VIRTUOUS CIRCLE**

**THE TRUE ADVANTAGE OF DEMOCRATIC  
SOCIETIES IS  
THAT THE MORE WE UNDERSTAND  
WHY WE DO AS WE DO  
AND AGREE UPON THE GOALS  
THE LESS GUIDANCE AND CONTROL IS  
NECESSARY  
AND THE MORE POWERFUL WE BECOME**

**THE WORST THING IS  
TO ACCEPT RESPONSIBILITY  
WITHOUT HAVING THE APPROPRIATE POWER  
DELEGATED**

**...EVEN WORSE  
TO SERVE IRRESPONSIBLE POWER PEOPLE**

## GROWING RESPONSIBILITY

HAVE YOU EVER CONSIDERED THE PROXIMITY  
BETWEEN THE WORDS  
RESPONSIBILITY  
RESPONSE ABILITY?

IN THE FEUDAL TIMES  
WORK WAS A NECESSITY TO SURVIVE  
AND THE POWERFUL  
COULD FORCE PEOPLE TO WORK  
BECAUSE THEY DID NOT NEED  
RESPONSIBILITY COMPETENCE, COLLABORATION

WITH LARGE INVESTMENTS  
IN MACHINES AND FACTORIES  
RESPONSIBILITY AND COLLABORATION  
BECAME MORE IMPORTANT

YOU DON'T TRUST A MILLION \$ MACHINE  
TO A SLAVE  
SO THE BALANCE SHIFTED SLOWLY  
FROM BRUTE FORCE TO REWARD AND SALARY

IN THE ADMINISTRATIVE BUREAUCRATIC  
ÉPOQUE  
GOOD DECISIONS BECAME WORTH MILLIONS  
LOYALTY AND RESPONSIBILITY WERE NEEDED  
AND A HIERARCHY OF POSITIONS  
ADDED RECOGNITION TO REWARDS LIKE  
STATUS SYMBOLS AND ADVENTURES

IN THE NEW CREATIVE NETWORK ECONOMY  
WITH ULTIMATE RESPONSIBILITY  
ENTREPRENEURSHIP AND ETHICS  
AND EXTRAORDINARY COMPETENCE  
CREATIVITY AND INNOVATION  
IS NEEDED

WORK IS MORE OR LESS AUTOMATED  
AND WE NEED TO SELL SERVICES ON THE  
MARKET  
ADD VALUE AND ADVENTURE TO PRODUCTS  
CUSTOMISE SERVICES, PRODUCTS, PROCESSES  
IN COLLABORATION WITH THE CUSTOMER  
INTEGRATING PSYCHOLOGY IN THE DESIGN

KNOWLEDGE PIONEERS  
PREFER FREEDOM AND IMPORTANCE  
TO POSITIONS AND MONEY

## TIME

CLOCKS ARE USEFUL  
FOR SYNCHRONISATION  
WHEN YOU WANT TO MEET SOMEBODY

SCIENTIST MEASURE TIME WITH A CLOCK  
ECONOMIST MEASURE TIME IN MONEY  
BUT FOR THE REST OF US TIME IS MORE  
COMPLICATED  
A BRILLIANT MOMENT  
OR TRAUMATIC EPISODE  
LAST FOREVER  
WHILE MOST THINGS ARE SOON FORGOTTEN

WHEN WE ARE DEEPLY OCCUPIED  
TIME FLIES BY  
BUT TIME MOVES AT A SNAILS PACE  
WHEN WE ARE WAITING

EXPONENTIAL DEVELOPMENT IS MEASURED IN  
DOUBLING TIME  
...KNOWLEDGE IN TEN YEARS  
...TECHNOLOGY IN FIVE YEARS  
...COMPUTER POWER IN 1½ YEARS  
...DATA COMMUNICATION IN HALF A YEAR

THESE TIMES SCALES ARE SO DIFFERENT  
THAT WE NEED TO CONSIDER  
SHIFTING BALANCE BETWEEN TECHNOLOGIES  
AND CHANGING PRIORITIES  
DUE TO ONE THING  
BECOMING OBSOLETE IN YEARS  
WHILE OTHERS LAST FOR CENTURIES

DO COWS ONLY PRODUCE MILK WHEN MILKED  
OR ALSO WHEN GRASSING ON THE FIELD?

IS CREATIVE TIME  
THE SPLIT SECOND YOU GOT YOUR FLASH OF  
GENIUS  
OR THE YEARS YOU HAVE BEEN THINKING  
ABOUT THE PROBLEM?

CREATIVITY HAS ITS OWN TIME  
WHEN TIME IS RIGHT  
THE CAPACITY OF THE BRAIN CHARGED  
THE FLASH OF GENIUS SPARKS  
CREATIVE IS NOT MEASURED IN TIME BUT IN:  
"DIFFERENCE MAKING A DIFFERENCE"

## WORK PARADOX

IMAGINE YOU ENTER A CAR DEALERS SHOP  
HE OFFERS YOU A CHOICE BETWEEN  
A COMPUTER MADE CAR  
MADE IN EIGHT WORKING HOURS  
A HAND MADE CAR  
MADE IN EIGHT THOUSAND HOURS

HE EXPLAINS TO YOU  
THAT THE WORKERS WHO MADE IT  
BY HAND  
WORKED REALLY HARD  
EVEN DURING HOLIDAYS  
AND HARDLY SAW THEIR FAMILIES  
WHILE MAKING YOUR CAR  
THAT THEY WERE LOYAL AND DEVOTED

YOU ASK WHY THEY DIDN'T USE MODERN TOOLS  
...COMPUTERS  
...ROBOTS  
AND HE EXPLAINS  
THAT THEY DIDN'T HAVE THE TIME  
TO GAIN COMPETENCE  
OR INVENT NEW TOOLS  
THEY WERE TOO BUSY MAKING YOUR CAR

ASSUMING THE CARS ARE EXACTLY EQUAL  
QUALITY  
WOULD YOU PAY THE 7992 EXTRA MAN HOURS?

PROBABLY NOT  
AS YOU COMPARE THE PRODUCT  
THE RESULT OF THE PROCESS

BUT MOST LARGE ORGANISATION  
PAY FOR LOYALTY AND DEVOTION  
LONG WORKING HOURS  
RATHER THAN FOR RESULTS  
BECAUSE THEY LACK A MEASURE  
FOR RESULTS

MEASURING RESULTS IN HOURS  
IS LIKE USING THE THERMOMETER IN THE CAR  
FOR NAVIGATION

THE PARADOX IS THAT OUR CUSTOMERS  
OUR SELVES AS CUSTOMERS  
USE THE MEASURE OF RESULTS  
BUYING VALUE FOR MONEY  
WITHOUT CARING ABOUT WORK HOURS

## INTRAPRENEURSHIP

DEMOCRATIC FREE ENTERPRISE  
HAS PROVED MORE EFFICIENT THAN  
PLANED ECONOMY  
AMONG NATIONS

AMONG THE HUNDRED LARGEST ECONOMIES  
49 ARE COUNTRIES  
AND 51 ARE PRIVATE ENTERPRISES

IMAGINE THE POTENTIAL  
IF THESE ENTERPRISES BECAME  
DEMOCRATIC  
WITH INTERNAL ENTREPRENEURS  
INTRAPRENEURS

THE FIRST STEP IS THE INTERNAL MARKET  
CHANGING INTERNAL FREE SERVICES  
TO SERVICES SOLD  
ON OPEN MARKET CONDITIONS  
MAKING THE SERVICES MORE COMPETITIVE

THE NEXT STEP IS  
MAKING THE CUSTOMER KING  
RELATING CUSTOMERS AND INTRAPRENEURS  
DIRECTLY  
CHANGING THE ENTERPRISE  
INTO A VENTURE CAPITALIST

WHAT IS LEFT IS SOMETHING LIKE  
NIKE  
VIRGIN  
CISCO  
A BRAND  
INVESTING IN INNOVATION  
A PORTAL SELLING SERVICES AND  
PRODUCTS  
OUTSOURCING PRODUCTION TO  
...SUBCONTRACTORS  
...ENTREPRENEURS  
...INTRAPRENEURS

THE NEXT STEP IS REDUCING THE POWER OF  
SHAREHOLDERS  
CISCO HAS ALWAYS KEPT THEIR PROFIT  
LEAVING ONLY INCREASING SHARE VALUE  
TO THE SHAREHOLDERS  
NEW ENTERPRISES MIGHT GO EVEN  
FURTHER  
HAVING THE INTRAPRENEURS AS INVESTORS  
LIKE IN ALLIANCES

## **BRAND**

**IN THE GOOD OLD DAYS WE  
KNEW THE CARPENTER AND BLACKSMITH  
KNEW THEIR STRENGTH AND SHORTCOMINGS  
THEIR REPUTATION**

**IN A GLOBAL WORLD  
PRODUCERS ARE COMPLETE STRANGERS  
EXCEPT FOR BRANDS  
THE GLOBAL CURRENCY OF  
CONFIDENCE AND REPUTATION**

**YOU TRUST BRANDS TO DELIVER QUALITY  
SAVING THE EFFORT  
OF COMPARATIVE TESTS  
TRUST BRANDS TO BE YOUR GUIDE TO:  
...FASHION  
...HIGH TECHNOLOGY  
...LIFESTYLE**

**YOU MAKE BRANDS THE SIGNAL OF  
WHO YOUR TRUST  
THE SUBCULTURE YOU WANT TO BELONG TO  
WHO YOU WANT TO BE COMPARED TO  
WHO YOU ADORE**

**YOU CANNOT CREATE A BRAND  
ONLY ENCOURAGE AND DESERVE  
THE BRANDING FROM YOUR CUSTOMERS**

**CUSTOMERS CAN USE SHOPPING  
TO FORCE BRANDS TO ACT ETHICALLY**

**BRANDING IS MAKING SOMEBODY TRUST  
THAT YOU ARE ESPECIALLY GOOD**

**IF YOU ARE THE ONLY ONE BELIEVING  
YOU ARE THE NEW NAPOLEON  
YOU END UP IN CUSTODY  
IF YOU MAKE A LOT BELIEVE IT  
AND CONTROL THE MEDIA  
YOU END UP AS  
PRIME MINISTER IN ITALY**

**BRANDING IS THE ONLY WAY OF  
MAKING MONEY ON COMMODITIES  
SOMETIMES USING ACCUMULATED CONFIDENCE  
TO SELL OVERPRICED JUNK**

## **RELATIONS**

**BUSINESS IS EVER MORE ABOUT RELATIONS  
...WITHIN THE COMPANY  
...WITH NETWORK AND PARTNERS  
...WITH CUSTOMERS AND END USERS  
...BETWEEN END USER AND PRODUCT**

**IN THIS NEW BUSINESS ENVIRONMENT  
HIT AND RUN ACTIONS  
SELLING JUNK  
EARNING FAST MONEY  
DOES NOT WORK**

**THE ALLIANCE PARADIGM  
BUILDING LONG TERM RELATIONSHIP  
MARRIAGES  
GOES TOGETHER WITH BUSINESS CONCEPTS  
LIKE:  
...LEASING RATHER THAN SALE  
...SOLUTIONS RATHER THAN CONSULTANCY  
...PROCESSES RATHER THAN PRODUCTS  
...CUSTOMIZING RATHER THAN MASS  
PRODUCTION**

**BUILDING STEADY RELATIONS  
TRUST  
AMONG END USERS  
DEMANDS NEW COMPETENCES  
...EMPATHY  
...NETWORKING  
...RELATIONS  
...INTEGRITY**

**IF YOU LET THE CUSTOMER DOWN  
FOOL HIM WITH HIGH MAINTENANCE COST  
BAD PERFORMANCE  
OR REFUSE TO REPAIR BROKEN PARTS  
YOU LOSE HIM FOR GOOD**

**THIS CUSTOMER POWER  
CAN BE ENHANCED BY  
CONSUMER ORGANISATIONS  
REVIEWING AND PUBLISHING PERFORMANCE  
ON THE INTERNET**

**THE FUTURE WILL BE SEGMENTED IN  
COMPANIES  
WHO CARE ABOUT REPUTATION AND RELATIONS  
ETHICS  
AND THOSE WHO DON'T**

## SOCIAL RESPONSIBILITY

GREAT CHALLENGES OF DECADES TO COME ARE:

...UPGRADING TO SYMBIOSIS WITH COMPUTERS  
...LIFTING DEVELOPING COUNTRIES OUT OF  
POVERTY  
...USING LESS RESOURCES IN A HEALTHIER WAY

BRAND IS BECOMING EVER MORE IMPORTANT  
AND EVER MORE VULNERABLE TO BE RUINED  
YOUR SATISFIED CUSTOMERS BRAND YOU  
AND THE DISSATISFIED CAN RUIN IT  
OVERNIGHT

### BAD PRODUCTS

BACTERIA IN THE PERRIER WATER  
COSTING A THOUSAND TIMES TAP WATER  
USED TO BE THE WAY TO RUIN A BRAND  
BUT SHELL SINKING OF A POLLUTING DRILL  
PLATFORM  
OR THE PHARMACEUTICAL INDUSTRY ATTACK  
ON  
NELSON MANDELA  
ARE JUST AS SUICIDAL

THE CUSTOMERS DEMAND ETHICS  
WITHOUT COMPROMISE

WHEN MICROSOFT WAS ACCUSED OF MONOPOLY  
THEIR ANSWER WAS A LARGE FOUNDATION  
TO FIGHT MALARIA IN THE POOREST COUNTRIES

### INTRAPRENEURSHIP

INCREASES THE ECONOMIC RISK IN EVERYDAY  
LIFE  
SO INTRAPRENEUR ENTERPRISES SHOULD  
PROVIDE  
RISK COVERAGE FOR THE NEW PARTNERS  
AND INVESTMENT SUPPORT FOR THE  
ESTABLISHED

### TO DESERVE LOYALTY

INTRAPRENEUR ENTERPRISES NEED TO PROVIDE  
HELP TO THOSE PARTNERS WHO NEED IT:  
...THE ILL  
...PREGNANT  
...PARENT WITH ILL KIDS  
...INTRAPRENEURS WITH A DYING FAMILY  
MEMBER

ETHICAL DECISIONS CAN COST THE  
INTRAPRENEUR  
BUT UNETHICAL DECISIONS COST THE VICTIMS  
AND THE ENTIRE BRAND  
THAT IS ANOTHER GOOD REASON TO HAVE  
"ETHICAL COUNCIL"  
INVOLVED IN ALL DECISIONS

## CONSTITUTION

AN INTRAPRENEUR ALLIANCE IS  
AN UPSIDE DOWN CORPORATION  
AS INTRAPRENEURS GET THE FULL REVENUE  
AND PAY FOR SERVICES

IT IS LIKE VISA AND STAR ALLIANCE  
THAT HAS TO JUSTIFY ITS EXISTENCE  
ADDING VALUE TO ITS PARTNERS

ALLIANCES NEED RULES FOR SURVIVAL  
A CONSTITUTION  
GRANTING RIGHTS AND DUTIES FOR  
INTRAPRENEURS

EXPRESSING THE ETHICS OF THE BRAND  
AND SEPARATING POWER BETWEEN  
...PARLIAMENT OF INTRAPRENEURS DECIDING  
THE RULES

AND ELECTING THE PRESIDENT  
...PRESIDENT AND INTRAPRENEURS MANAGING  
BUSINESS  
...ETHICAL COUNCIL NEGOTIATING AND  
SETTLING DISPUTES

THE CONSTITUTION SHOULD BE BASED ON:

...QUALITY UNDERSTOOD AS A RELATION  
BETWEEN  
PRODUCT AND END USER  
...FREEDOM ENCOURAGING INITIATIVE  
...SOCIAL AND ENVIRONMENTAL  
RESPONSIBILITY  
...DYNAMICS IN OPEN SOURCE NETWORKS

CONSTITUTION SHOULD ENCOURAGE  
...ENTHUSIASM AND CREATIVITY  
...EMPATHY AND CARING

CONSTITUTION SHOULD LIMIT THE CARDINAL  
SINS

...ANGER  
...PRIDE  
...LUST  
...LAZINESS  
...GREED  
...ENVY  
...FURY

## ETHICAL COUNCIL

COURT  
JUDGEMENT

PUNISHMENT AND PRISON

ARE NOT LIKELY TO WORK IN AN ALLIANCE

WE NEED PREVENTION RATHER THAN CURE  
WISE PERSONS

...PARTICIPATING IN WRITING THE CONTRACT

...FOLLOWING ALL DECISIONS

...MEDIATING IN ALL POTENTIAL CONFLICTS

ALWAYS TRYING TO CREATE WIN-WIN

SITUATIONS

THIS "ETHICAL COUNSELLOR" SHOULD BE A  
VERY

...EXPERIENCED

...CREATIVE PERSON

SEEING WIN-WIN OPPORTUNITIES

WHERE OTHER SEE CONFLICT

THE "ETHICAL COUNSELLOR"

IS RESPONSIBLE FOR THE CORPORATE BRAND  
AND THE BRANDING BY THE CUSTOMERS

CUSTOMERS EVALUATION

NEGOTIATED WITH THE "ETHICAL COUNSELLOR"

TO MAKE SURE IT IS FAIR TO THE

INTRAPRENEUR

THE "ETHICAL COUNCIL"

IS RESPONSIBLE FOR ENCOURAGING

LEARNING ETHICAL ISSUES

INCLUDING THE CONSTITUTION

INTRAPRENEUR APPRENTICES

ARE LICENSED AUTHORITY AS INTRAPRENEURS

AFTER APPROVAL BY THE ETHICAL COUNCIL

BASED ON THE INTRAPRENEURS

...EXAMINATION TEST

...PRIOR WORK RESULTS

...PEER RECOGNITION

...INDIVIDUAL CUSTOMER BRANDING

...RECORD AS SUBCONTRACTOR

ADVICE AND DECISIONS BY THE COUNSELLOR

RESPECTS THE CONSTITUTION

AND CAN BE TRIED AT THE ETHICAL COUNCIL

WHERE ALL THE COUNSELLORS ARE PRESENT

COUNSELLORS ARE ELECTED BY PARLIAMENT

BUT ONLY COUNCIL CAN DISMISS COUNSELLORS

## PRESIDENT AND PARLIAMENT

THE PRESIDENT

IS ELECTED FOR 4 YEARS

BY THE PARLIAMENT OF INTRAPRENEURS TO

...BUILD THE BRAND

...PROPOSE STRATEGIC ACTIONS

...CREATE STRATEGIC CONNECTIONS

LEAVING RESPONSIBILITY FOR THE ECONOMY

TO THE INTRAPRENEURS

IMAGINE A LEADER

SUPERIOR AMONG PEERS

CHOSEN

...GRANTED COMMITMENT

...MANDATE

FROM THE INTRAPRENEURS:

HIERARCHY UPSIDE DOWN

THE SUPPORT OF THE INTRAPRENEURS ARE

VITAL

SO PRESIDENTIAL ELECTION SHOULD CONTINUE

UNTIL A MAJORITY OF THE POTENTIAL VOTERS

SUPPORT THE NEW PRESIDENT

AND THE PARLIAMENT OF INTRAPRENEURS

CAN ELECT A NEW PRESIDENT

IF A MAJORITY OF VOTERS

ARE DISSATISFIED WITH THE PRESENT

THE PARLIAMENT

PROPOSE AND APPROVE

STANDARD CONTRACTS AND CONDITIONS

ALSO FOR SOCIAL AND ENVIRONMENTAL

OBLIGATIONS

FOR ALL INTRAPRENEURS TO FOLLOW

DECISIONS OF BOTH

PRESIDENT AND PARLIAMENT

CAN BE TRIED BY THE "ETHICAL COUNCIL"

IF THEY VIOLATE THE CONSTITUTION

THIS DIVISION OF POWER

LEAVES NOBODY WITH ABSOLUTE POWER ABOVE

THE LAW

AND HAS PROVED TO MINIMISE

...BAD

...BIASED

...CORRUPT

DECISIONS

IN DEMOCRACIES

## **ALLIANCE §**

### **§1**

**ALL PARTNERS ARE FREE AND EQUAL AND  
HAVE ONE VOTE IN PARLIAMENT OF PARTNERS**

### **§2**

**TRUST AND INTEGRITY SHOULD NEVER BE  
COMPROMISED**

### **§3**

**POWER IS DISTRIBUTED BETWEEN**

- 1. PARLIAMENT OF PARTNERS DECIDING  
RULES AND STANDARDS AND ELECTING  
PRESIDENT**
- 2. THE PRESIDENT IS RESPONSIBLE FOR  
BRAND BUILDING**
- 3. ETHICAL COUNCIL RESPONSIBLE FOR  
FAIR WIN-WIN COLLABORATION**

### **§4**

**COLLABORATION AMONG PARTNERS AND WITH  
CLIENTS SHOULD BE FAIR WIN-WIN**

### **§5**

**PARTNERS SHALL SUPPORT EACH OTHER AND  
NEVER COMPETE ABOUT THE SAME TASK**

### **§6**

**PARTNERS MUST BE APPROVED BY BOTH  
PARLIAMENT OF PARTNERS AND THE ETHICAL  
COUNSEL**

### **§7**

**COLLABORATION IS BASED UPON STANDARD  
CONTRACTS APPROVED BY THE PARLIAMENT OF  
PARTNERS**

### **§8**

**THE SOCIAL RESPONSIBILITY IS BASED UPON  
RULES APPROVED BY THE PARLIAMENT OF  
PARTNERS**

### **§9**

**SEED CAPITAL AND INVESTMENT CAN ONLY BE  
MADE IN PARTNERS PROJECT AND JOINT  
VENTURES**

### **§ 10**

**THE ALLIANCE DOES NOT ACCEPT FOREIGN  
INVESTORS**

### **§11**

**PARTNERS CAN NOT BE EXCLUDED UNLESS  
THEY VIOLATE: CONSTITUTION AND RULES,  
BRAND, ETHICS AND VALUES OR DUTIES TO  
PARTNERS AND/OR ALLIANCE**

### **§12**

**PARLIAMENT OF PARTNERS ELECTS A  
PRESIDENT FOR A 4 YEAR TERM. THE  
PRESIDENT IS RESPONSIBLE TO THE  
PARLIAMENT OF PARTNERS, SUBJECT TO THE  
CONSTITUTION AND MUST FOLLOW DECISION BY  
THE ETHICAL COUNCIL. A 66% MAJORITY CAN  
DISMISS THE PRESIDENT WITHIN THE ELECTION  
PERIOD**

## **ETHICS**

## ETHICS

THE FUNDAMENTAL IN ETHICS IS

...HUMAN LIFE  
...INTEGRITY  
...HUMAN RIGHTS

MAN IS THE GOAL  
NOT MEANS TO A GOAL

IT IS NOT ETHICAL TO USE OTHERS  
AS TOOLS  
AS SOMETHING YOU SHAPE TO YOUR NEEDS  
AND DISPOSE OF LATER

THE PROBLEM IS  
ETHICALLY  
THAT USING AND EXPLOITING PEOPLE IS  
EXACTLY  
WHAT OUR ECONOMICAL SYSTEM IS ALL ABOUT

WE ARE CONSIDERED  
...WORKERS  
...CONSUMERS  
...TAXPAYERS

A JOINT STOCK COMPANY FOCUS ON  
RETURN ON INVESTMENT AND SHARE VALUE  
LEAVING LITTLE ROOM FOR ETHICS  
REDUCING WORKERS AND CONSUMERS TO BE  
MEANS FOR INCOME

NO WONDER EMPLOYEES THINK THE SAME WAY

DEVELOPING COUNTRIES ARE DOUBLE VICTIMS  
AS THEY CANNOT EVEN AFFORD TO BUY THE  
STUFF

HALF THE GLOBAL POPULATION  
GETS LESS THAN 3% OF THE MEDICINE  
ALLTHOUGH THEY HAVE MORE ILLNESSES  
THEY ARE WEIGHED ON THE GOLDEN SCALE  
AND FOUND TO LIGHT

## ETHICAL DILEMMA

OBVIOUSLY

COMPETITION AND FREE ENTERPRISE  
ACCUMULATING CAPITAL FOR INVESTMENT  
HAS BROUGHT A TREMENDOUS WEALTH  
BUT ALSO CREATED A  
GROWING GAP IN WEALTH BETWEEN  
THE TOP AND BOTTOM 20% OF NATIONS  
150 YEARS AGO THE GAP WAS 1:2  
100 YEARS AGO IT WAS UP TO 1:10  
40 YEARS AGO IT WAS 1:30  
AND NOW IT IS MORE THAN 1:60

ZOOMING IN ON THE NATIONS  
A SIMILAR GAP IN WITHIN THE POPULATION  
AND AMONG CORPORATIONS

SO WITHOUT COMPETITION  
DEVELOPMENT IS TOO SLOW  
AND WITHOUT REDISTRIBUTION OF WEALTH  
THE GAP GROWS TOO BIG

WITH THIS DILEMMA COMES A PARADOX  
WHILE 10% STARVES  
PRICES ON AGRICULTURAL PRODUCTS FALL  
AND SURPLUS GRAIN IS STORED

THE COST FOR ADVERTISING AND MARKETING  
IS A INCREASING PERCENTAGE OF THE PRICE  
BECAUSE ALL INDUSTRIES HAVE SURPLUS  
CAPACITY  
AS THE POOR BILLIONS CAN'T AFFORD TO BUY

POVERTY IS A MAIN DRIVER IN  
...EPIDEMIC DISEASES  
...MALNUTRITION  
...CRIME  
...PROSTITUTION  
AND POLITICAL INSTABILITY

ALL THIS CALLS FOR  
ACCUMULATING CAPITAL FOR INVESTMENT  
COMPETITIVE ENTERPRISE TO CREATE WEALTH  
COMBINED WITH ALTRUISM TO SHARE IT:  
...LOCALLY  
...NATIONALLY  
...GLOBALLY



## ETHICAL DILEMMA 2

FOR THOUSAND OF YEARS  
WITH A BRIEF EXCEPTION 2500 YEARS AGO IN  
ATHENS

DEMOCRACY FAILED IN NATIONS  
UNTIL THE US CONSTITUTION 200 YEARS AGO  
AND EVEN THEN GRANTED ONLY TO  
MALES OF A CERTAIN AGE AND KNOWLEDGE

SO FAR DEMOCRATIC ENTERPRISES HAVE  
FAILED

IN COMPETITION WITH STOCK COMPANIES  
BECAUSE THEY FAIL TO  
...ACCUMULATE CAPITAL  
...INVEST IN NEW TECHNOLOGY

...MAKE THE NECESSARY BUT UNPOPULAR  
DECISIONS

ENTERPRISES HAS BECOME STOCK HOLDER  
DEMOCRACY

WITH A VERY SIMPLE CONSTITUTION:  
MAXIMISE RETURN ON INVESTMENT

DEMOCRATIC RIGHTS ARE USUALLY  
...WON IN STRIKES

...PRACTICED IN COLLABORATION COMITIES  
...SETTLED IN COURT ROOMS  
DEMOCRACY WITHIN THE CLASS STRUGGLE  
PARADIGM

CONSIDER A FUTURE WHERE  
EMPLOYEES BECOME INTRAPRENEURS  
CAPABLE OF:

...ACCUMULATION OF CAPITAL  
...INVESTMENT IN NEW TECHNOLOGY  
...MAKING THE NECESSARY DECISIONS  
AND THESE INTRAPRENEURS ARE STOCK  
HOLDERS

IN CONTROL OF THEIR COMPANY  
AN ALLIANCE OF INTRAPRENEURS  
INTEGRATING ETHICS  
IN THEIR CONSTITUTION

## INTEGRITY

INTEGRITY IS THE QUALITY OF BEING:

...COMPLETE  
...WHOLE  
...UNIMPAIRED  
...HONEST  
...SINCERE

HOW COULD ANYBODY  
TRUST  
A PERSON  
OR AN ORGANISATION  
WITHOUT INTEGRITY

LEADERSHIP  
BASED ON VALUES RATHER THAN CONTROL  
IS ONLY POSSIBLE  
WHEN THE LEADER HAS INTEGRITY  
IS PREDICTABLE  
KEEPS HIS WORD  
WHATEVER OTHERS MIGHT SAY

IN A WORLD  
WHERE TRUST IS THE NEW CURRENCY  
INTEGRITY IS MORE IMPORTANT THAN EVER

THE PROBLEM IS HOWEVER  
TO MAKE SHAREHOLDERS UNDERSTAND  
THAT YOU CAN'T COMPROMISE  
ON INTEGRITY  
THAT YOU NEED TO BE CARING  
IF YOUR BRAND IS ABOUT  
CARE

BRANDS ARE VULNERABLE TO  
BIGOTRY  
SCANDALS  
DEMONSTRATING THAT THE BRAND:  
...TREATS SOMEBODY BADLY  
...COMPROMISES ON HEALTH AND SAFETY OR  
...USES POWER TO CHEAT OTHERS OF THEIR  
RIGHTS

BEHAVING GOOD TO EARN MORE MONEY  
IN THE LONG RUN  
IS BETTER THAN BEHAVING BAD

## QUALITY

QUALITY IS A RELATION BETWEEN  
SATISFIED USER AND PRODUCT

THE PRODUCT IS NOT QUALITY UNTIL ITS IS  
...EXPERIENCED

...SENSED

...USED

SOMETHING YOU GROW MORE FOND OF  
AS YEARS PASS

SO YOU BETTER MAKE IT DURABLE

THINGS LAST AS LONG AS WE LOVE THEM  
SUFFICIENTLY TO MAINTAIN THEM

IF THINGS CREATE AFFECTION  
IF THEY ARE PIECES OF ART  
WE WILL TO GO THROUGH THE HARDSHIP OF  
MAINTENANCE

PRODUCT LIFETIME DECREASES  
SOONER  
WITH INCREASING MAINTENANCE  
AND DECREASING AFFECTION

THINK ABOUT  
...VINTAGE CARS  
...ANTIQUES  
...MONUMENTS

THINGS WHICH ARE PART YOUR OWN STORY  
PART OF YOUR

...CULTURE  
...SOCIAL LIFE

ARTEFACT OF YOUR NETWORK

HARLEY DAVIDSON ADVERTISE  
THAT THEY PRODUCE THE BRAND  
TATTOOED ON MOST BODIES

## WIN-WIN

WE COLLABORATE IN MANY WAYS:  
...IN SITUATIONS WHERE BOTH PARTS WIN  
...WHERE I WIN AT YOUR EXPENSE  
...OR YOU WIN AT MY EXPENSE  
...OR WE BOTH LOSE

THE ONLY STABLE OPTION IS  
SYMBIOSIS  
WIN-WIN  
FORGET ABOUT THE ZERO SUM GAME  
ENHANCE THE SUM IN COLLABORATION  
INSTEAD OF FIGHTING FOR A LARGER SHARE

IN WARS  
SOME LOSE A LOT  
AND SOME LESS  
BUT VERY FEW WIN

LOSSES HURT OUR PRIDE  
CALL FOR A RETURN MATCH  
REVENGE  
REDUCE OUR ABILITY TO MAKE WISE CHOICES

MOTIVES TO CONQUER THE LIONS SHARE  
GREED AND EGOISM  
IS EXPOSED WITH THE SYMMETRY TEST:  
CUT THE CAKE  
AND LET THE ONE WHO DID NOT CUT  
CHOOSE FIRST

DO TO OTHERS  
WHAT YOU WISH THEM TO DO TO YOU

OUR EXPERIENCES WITH OTHER PEOPLE  
GOOD AND BAD  
ARE SAVED ON AN  
EMOTIONAL ACCOUNT

WITH WHOM DO YOU HAVE EN EMOTIONAL  
ACCOUNT  
WITH BLACK FIGURES  
AND WHO HAS BLACK FIGURES ON YOUR  
ACCOUNT

## ALTRUISM

IT IS NEITHER THE BIGGEST  
NOR THE MOST POWERFUL  
WHO ARE THE FITTEST  
BUT THOSE WHO PROSPER IN THE ENVIRONMENT  
BECAUSE THEY AS SPECIES ADAPT FAST  
TO CHANGE IN THE ENVIRONMENT:  
BACTERIA

...OR BECAUSE THEY  
ARE SMART  
WELL ORGANISED  
PROTECT THEIR CHILDREN  
SHARE AND ACCUMULATE KNOW HOW  
DEVELOP TOOLS TO  
TO COUNTERACT CHANGES IN THE  
ENVIRONMENT:  
HUMANS

THE STRENGTH OF LARGE ORGANISATIONS  
ARE  
...GLOBALLY DISTRIBUTED RISK  
...REDUCED COST OF  
MARKETING, DISTRIBUTION AND SALE  
...DISCOUNT WHEN BUYING LARGE  
QUANTITIES  
...RESOURCES FOR R&D  
...CONTROL OVER THE ENTIRE VALUE CHAIN

STRENGTH OF SMALL CREATIVE  
ORGANISATIONS:  
...DYNAMIC DEVELOPMENT AND  
...ENTHUSIASM

IMAGINE THAT YOU COULD  
COMBINE THE BEST OF BOTH WORLDS

RUN A "SEARCH AND REPLACE"  
REPLACE POWER WITH  
...SHARED VISION/MISSION  
...TRUST  
...EMPATHY  
REPLACE RULES WITH  
CREATIVITY

THINK OF ALTRUISM  
AS A SOCIAL CURRENCY

THE CREATIVE ORGANISATION:  
...COLLABORATES FOR A GOOD CAUSE  
...ENCOURAGES PERSONAL DEVELOPMENT  
...AND EMPATHY  
IN A MULTITUDE OF DIFFERENT WAYS

## EQUALITY OR UNIFORMITY

UNIFORMITY  
IS LIKE OFFERING  
EVERYBODY  
THE SAME SIZE SHOES

EQUALITY IS OFFERING  
EVERYBODY  
SHOES THAT  
FITS

FEET ARE NOT EVEN THE LEAST UNIFORM  
PART OF US

CONSIDER  
...GENDER  
...PSYCHOLOGICAL PERCEPTION  
...INTELLIGENCES  
..TASTE

UNIFORMITY IS EASY TO MANAGE

EQUALITY IS HARD TO MANAGE  
IN A CENTRALIZED WAY  
BUT IMAGINE YOU MAKE PEOPLE CHOOSE  
WITHIN A BUDGET

## NETWORK ETHICS

VIRTUES IN THE INDUSTRIAL CULTURE:

- ...PROTESTANT WORK ETHICS
- ...UNITARIANISM
- ...POSITIVISTIC SCIENCE

IS BASED ON THE QUANTITATIVE VALUES:

- ...MONEY
- ...WORK
- ...OPTIMISATION
- ...FLEXIBILITY
- ...STABILITY

ETHICS OF THE NETWORK SOCIETY IS BASED ON

- ...QUALITY
- ...ENTHUSIASM AND EMOTIONS
- ...FREEDOM
- ...MAKING A POSITIVE DIFFERENCE
- ...OPEN MIND
- ...TRANSCENDENT DYNAMICS
- ...EMPATHY AND CARING
- ...CREATIVITY

MANY OF THESE VALUES CONFLICT WITH AN  
INDUSTRIAL WORK ETHICS

DISCONNECTED FROM CONTENT  
"MONEY DOESN'T SMELL"

WORK IS VALUABLE WHATEVER YOU DO  
AS LONG AS SOMEBODY PAYS

FREE GOODS LIKE NATURE, HEALTH AND  
ECOLOGY

ARE NOT PART OF THE OPTIMISATION

FLEXIBILITY IS NOT BALANCED BY HUMANITY

STABILITY AND PREDICTABILITY IS IN CONFLICT  
WITH DEVELOPMENT

LOYALTY IS TO YOUR SUPERIORS

PARADIGM OF INDUSTRIAL SOCIETY RESEMBLES  
THE

PATRIARCH FAMILY

THE NETWORK PARADIGM RESEMBLES THE  
MODERN FAMILY

WITH ITS NETWORK OF FRIENDS

WE WANT THE LOVED ONES TO LOVE US  
UNCONDITIONALLY

WE WANT TO CREATE SOMETHING REALLY  
ENJOYABLE

NOT JUST DOING OUR DUTY

WE WANT TO DEVELOP IN CURIOUS SEARCH

## URGENT OR IMPORTANT

WE TEND TO BELIEVE WE ARE  
IMPORTANT  
IF WE ARE BUSY

SOME AMONG US GET UNEASY IF WE ARE NOT  
BUSY

UNLESS IT'S SCHEDULED LIKE  
HOLIDAYS

I'M NOT SUGGESTING THAT YOU ARE BUSY  
BECAUSE BUSY-NESS

BUSINESS  
IS AN EXCUSE PROVIDING  
...CHOICE

TO AVOID UNPLEASANT:  
...SITUATIONS  
...AND WORK

SIGNAL VALUE IS HIGH  
EVERYBODY WANTS YOU  
YOUR COMPETENCE  
YOUR CAPACITY

BUT ARE THE THINGS WE ARE BUSILY OCCUPIED  
WITH

IMPORTANT  
OR JUST URGENT

URGENT TASKS ARE OFTEN  
THE PRIORITY OF  
THE MOST DEMANDING  
GETTING IT THEIR WAY

IMPORTANCE IS DIFFERENT  
IT COMES FROM WITHIN

FROM PRIORITIES  
...VALUES  
...STRATEGY  
...ETHICS

AND HOPEFULLY ALTRUISM

## CHOICE

CREATIVITY WITHOUT SELECTION IS CHAOS  
SELECTING WITHOUT CREATIVITY IS  
CONSERVATISM

CHOICE IS NAVIGATION TOWARDS THE GOAL  
CHOOSING THE IMPORTANT DREAM  
THE RIGHT PARTNERS  
NOTICING YOUR GOOD LUCK  
SEEKING INSPIRATION  
BEING OPEN MINDED

ETHICS AND VALUES GUIDE OUR CHOICES  
...GOOD, BAD OR EVEN EVIL  
...IMPORTANT OR JUST URGENT  
...HEALTHY OR DANGEROUS  
...BEAUTIFUL OR UGLY  
...COMFORTABLE OR PAINFUL  
...FREE OR FORCED

CHOICE ARE OFTEN SUBCONSCIOUS  
WE HAVE A GUT FEELING  
TENSE MUSCLES  
THE HAIR RISES DOWN OUR NECKS

OUR BODY IS PART OF OUR THINKING  
DON'T FOOL YOURSELF  
BELIEVING YOUR CHOICES ARE PURELY  
RATIONALE

WHAT ABOUT LAST TIME YOU BOUGHT A CAR?  
YOU DIDN'T CHOOSE THE LOVE OF YOUR LIFE  
RATIONALLY  
EXCEPT IN MARRIAGES OF CONVENIENCE

CHOOSING INTUITIVELY  
WE USE MUCH MORE OF OUR BRAIN  
OUR BRAIN NETWORK 100 BILLION NEURONS  
BUT WE CAN KEEP ONLY 7-10 NEW PIECES OF  
INFORMATION IN OUR SHORT TERM MEMORY

THE WORLD CHAMPION IN CHESS  
WAS DEFEATED BY A COMPUTER  
WITH LES THAN ONE PERCENT  
OF OUR BRAIN CAPACITY  
THINK ABOUT IT  
WE CAN ONLY FOCUS THAT LITTLE BRAIN  
POWER

IT IS MORE POWERFUL TO USE THE ENTIRE  
BRAIN  
USING OUR INTUITION  
PAYING ATTENTION TO EMOTIONS AND DREAMS  
TAKING OUR TIME  
SLEEPING ON THE SOLUTIONS

## FREEDOM

WE ARE FACING A REVOLUTION  
WITHIN THREE DECADES  
A 1000\$ COMPUTER  
WILL BE ABLE TO DO ALL ROUTINE WORK  
AND WE COULD BE FREE  
TO CREATE WHATEVER WE CHOOSE  
-THAT IS IF WE UTILISE ICT  
TO MAKE LIFE BETTER  
MORE ENJOYABLE AND  
ADVENTUROUS

COMPUTERS BECOME BETTER THAN US AT  
...CONTROL  
...ACCURATE PRODUCTION  
...UNIFORMITY  
...CALCULATIONS  
...ADMINISTRATION  
...MAINTENANCE

ARE YOU TRYING TO COMPETE WITH COMPUTERS  
WHERE THEY ARE BETTER  
OR DO YOU WANT TO BE THEIR MASTER  
GETTING BETTER AT THE COMPETENCES  
HUMANS ARE BETTER AT  
...EMPATHY  
...COMMUNICATION  
...CREATIVITY

WE CAN ALSO CHOOSE 80% UNEMPLOYMENT  
WEARING THE EMPLOYED DOWN  
OR EMPLOY 94% IN BUREAUCRACY LIKE IN  
KUWAIT

THE CHOICE IS OURS  
BOTH AS INDIVIDUALS  
ORGANISATIONS  
AND CITIZENS  
BUT ONLY IF WE DO SOMETHING ABOUT IT  
FREEDOM IS HOWEVER NOT ANY FREEDOM

FREE AGENTS  
WITHOUT COMMUNITY OF PRACTICE  
ARE TEMPS

BE FREE  
OR LIFE AS A  
"FREE AGENT"  
IS SLAVERY

## **RETURN TO POLITICS**

**DURING CENTURIES LAND WAS ACCUMULATED  
BY  
...FARMER  
...COUNTS  
...DUKES  
...MONARCHS  
AND YET LOST WHEN WE CLAIMED DEMOCRACY**

**DURING THE LAST CENTURY INDUSTRIAL  
ASSETS  
WERE ACCUMULATED BY:  
...PATRONS  
...INDUSTRIAL ENTREPRENEURS  
...SHAREHOLDERS  
...FOUNDATION  
...INSURANCE COMPANIES  
MAKING THE POLITICIANS EVER MORE  
POWERLESS**

**DURING THE PAST DECADES  
POLITICAL POWER HAS BEEN ACCUMULATED IN  
...WTO  
...EUROPEAN UNION  
...G8  
MAKING DEMOCRACY POWERLESS**

**DEMOCRACY IS LOSING GROUND IN ELECTIONS  
ONLY HALF THE POPULATION VOTE IN US AND  
EU  
SPONSORSHIP OF MEDIA CAMPAIGNS  
HAS CORRUPTED POLITICS:  
...BERLUSCONI, OWNER OF THE MEDIA  
...BUSH HEADING THE OIL INDUSTRY  
ARE EXTREME EXAMPLES**

**EXTREME CONCENTRATION OF ECONOMIC  
POWER  
HAS MADE IT A CHEAP SOLUTION TO BUY  
POLITICIANS**

**GLOBAL CORPORATIONS DO NOT PAY TAX  
ANYMORE  
A SIGNIFICANT COMPETITIVE ADVANTAGE**

**IT IS DUE TIME  
TO REINVENT DEMOCRACY  
REGAIN DEMOCRATIC CONTROL OF POLITICS  
GAIN DEMOCRATIC CONTROL OF THE ECONOMY  
AND GAIN DEMOCRATIC CONTROL OF WORK LIFE**

**NOBODY EVER OFFERED DEMOCRACY  
WE HAVE TO FIGHT FOR IT**

# **SYMBIOSIS**

**(WO)MAN-(WO)MAN  
INTERFACES**

FUTURE ICT WILL  
ENHANCE COMMUNICATION BETWEEN HUMANS  
ON OUR TERMS  
CONNECTING PEOPLE'S MINDS  
EXCHANGING EMOTIONS  
SHARING DREAMS

HOW WOULD YOU LIKE TO LIVE  
IF YOU HAD AN UNLIMITED CHOICE  
UNTIED FROM:  
...OBLIGATIONS  
...WORK  
...MACHINES  
...ORGANISATIONS

WHAT IS REALLY IMPORTANT?  
WHAT IS HUMAN?  
...LOVE  
...FRIENDS  
...EMPATHY  
...AFFECTION  
...SENSUALITY  
...ADVENTURES

THE "I-COMPANION"  
IS A NEW KIND OF  
SYMBIOSIS  
BETWEEN  
MINDS  
MIND AND KNOWLEDGE  
MIND AND INFORMATION  
MIND AND COMPUTERS  
CREATING SPACE  
FOR HUMANS  
TO BE  
HUMANE

**CONNECTING PEOPLE**

SUCCESSFUL TECHNOLOGIES ARE  
CONNECTING PEOPLE:  
...MOBILE PHONES  
...E-MAIL  
...CHAT

WHILE THE PURELY COMMERCIAL  
TECHNOLOGIES LIKE  
WAP  
HAVE NOT BEEN SUCCESSFUL

WHY NOT AIM AT A NEW DIMENSION  
OVERCOMING THE ETERNAL PROBLEM  
"EVERY MAN IS AN ISLAND"  
BRIDGING THE GAP  
...WITH "I-COMPANION"  
...BRAIN LINKS  
...ALWAYS WITH YOU  
...AUGMENTED REALITY  
...MEDIATED REALITY

START SHARING YOUR  
...DREAMS  
...THOUGHTS  
...VISIONS  
...KNOWLEDGE

WITH PEOPLE PRESENT OR  
VIA WIRELESS CONNECTION  
...SHOWING PICTURES  
...PLAYING MUSIC  
...QUOTING MOVIES

## RESPONSE ABILITY

"I-COMPANIONS"  
ARE ABOUT  
THE ABILITY TO RESPOND  
RESPONSIBILITY  
GETTING ANSWERS  
WHEN YOU NEED THEM

THAT WILL CHANGE EVERYTHING

SCHOOLS ARE PREPARING FOR THE UNKNOWN  
WORK IS ABOUT SCHEDULING AND PLANNING  
WE ARE TOO OFTEN  
PLANNING INSTEAD OF DOING  
BUT FOR GOOD REASONS

WE HAVE LOST THE ABILITY TO IMPROVISE  
BECAUSE OUR ACTION IS  
EMBEDDED IN  
...ORGANISATIONS  
...SOCIAL SYSTEMS  
OUT OF OUR CONTROL

TRANSFERRING  
KNOWLEDGE SUPPORT  
FROM YOUR ORGANISATION  
TO YOUR "I-COMPANION"  
WILL CHANGE MUCH MORE  
THAN THE INTERNET DID TO  
BUSINESS AND BANKING

WHEN "I-COMPANION"  
BECOMES RELIABLE  
YOU CAN GET THE GOOD ANSWERS FROM  
YOUR NETWORK OR  
THE ICTS INTELLIGENCE  
RIGHT HERE AND NOW

## NATURAL COMMUNICATION

NATURAL COMMUNICATION  
IS THE TRUE POTENTIAL OF  
"I-COMPANION"

TELL YOUR GOOD STORY USING  
...SPOKEN LANGUAGE TO EXPLAIN  
...PICTURES TO SHOW  
...MUSIC TO CONVEY MOODS  
...MOVIES TO VISUALISE MOVEMENT AND  
CHANGE  
...SIMULATIONS TO COMMUNICATE  
OPPORTUNITIES  
...INTERACTIVE GAMES FOR TRAINING

WHAT WE USUALLY DO ON COMPUTERS IS LIKE  
SPEAKING FROM A MANUSCRIPT  
ONE WAY

NATURAL COMMUNICATION  
IS TRULY INTERACTIVE  
DIALOG  
WHATEVER YOU SAY  
WILL CHANGE WHAT I ANSWER  
YOUR PICTURES WILL INSPIRE MY PICTURES  
YOUR TUNES WILL MAKE ME SING  
YOUR SIMULATIONS WILL CHANGE MY PROJECTS



## THE MEDIA IS THE MESSAGE

"I-COMPANION"  
IS A COMPLETELY NEW MEDIA

THE DESKTOP COMPUTER  
MIMICS THE DESKTOP AT THE OFFICE  
LOOK AT YOUR WINDOWS/APPLE INTERFACE  
WITH ITS  
...DESKTOP  
...FILES  
...RECYCLE BIN

YOU OPEN A DOCUMENT IN "WORD"  
AND IT LOOKS LIKE A PAPER  
AND PDF IS EVEN WORSE  
A KIND OF FAX  
YOU ARE FORCED TO PRINT ON PAPER

"POWER POINT" IS ABOUT PLASTIC SHEETS  
TO BE PRESENTED ON AN OVERHEAD  
JUST AS NON INTERACTIVE  
ONE WAY  
BROADCAST

"ACCESS" IS A FILE CABINET

"OUTLOOK" MIMICS PAPER MAIL  
AND ADDRESS BOOKS

THE ENTIRE MICROSOFT UNIVERSE  
IS A METAPHOR FOR BUREAUCRACY

WHATEVER YOU DO IN THIS ENVIRONMENT IS  
...CANNED  
...LOCKED  
...FINISHED

WOULD YOU LIKE TO WALK AROUND WITH YOUR  
OFFICE  
OR  
DO YOU WANT TO REINVENT IT  
LIBERATED FROM THE CONSTRAINTS OF  
BUREAUCRACY  
BEING TRULY INTERACTIVE

## TACIT KNOWLEDGE

IT SOUNDS LIKE A PARADOX  
COMMUNICATING TACIT KNOWLEDGE  
ON A PHONE

80-90% OF ALL LEARNING  
IS TACIT

"I-COMPANION"  
RELATES TO  
... TASKS  
...CONTEXT  
...TIME  
...PLACE  
AND USE NATURAL MEANS OF COMMUNICATION  
JUST LIKE TACIT LEARNING

EXPLICIT LEARNING  
...MANUALS  
...SCHOOL BOOKS  
...CURRICULUM  
ARE MAPPING REALITY  
USING LETTERS AND NUMBERS

TACIT LEARNING IS  
SHOWING  
HOW TO DO  
BY EXAMPLE

TACIT AND EXPLICIT LEARNING  
ONLY MERGES IN ON PLACE:  
THE HELP FUNCTION  
IN A COMPUTER  
BUT MOST OTHER E-LEARNING  
IS EXPLICIT

THE POTENTIAL OF "I-COMPANION"  
IS RECONNECTING  
THE PROBLEM  
WITH THE ANSWER  
USING THE POWER  
OF EXAMPLE

## VIDEO-PHONE

DIALOG IS  
7% WORD  
35% INTONATION  
58% MIMIC

COMPRESSING DIALOG INTO E-MAIL  
KILLS 93% OF THE MESSAGE  
A PHONE CALL KILLS 58%  
THAT IS IF YOUR KNOWLEDGE OF THE PERSON  
DOESN'T FILL THE VOID

VIDEOPHONES  
AND VIDEO CONFERENCES  
HAVE BEEN AROUND  
FOR DECADES  
WITHOUT GREAT SUCCESS

BUT THEY CAN'T FOCUS ON THE PERSON  
TALKING  
ZOOM IN ON THE FACE  
ZOOM OUT ON GESTURES  
FOLLOWING THE PERSONS MOVEMENTS  
CHOOSING WHO TO WATCH

WE DO THOSE THINGS  
AUTOMATICALLY  
MOVING OUR EYES  
DIRECTORS MAKE ACTORS DO IT IN GREAT  
MOVIES  
BUT VIDEOCONFERENCES  
TAKE THAT POTENTIAL AWAY

WE NEED TO PUT REMOTE CONTROL  
OF YOUR CAMCORDER  
IN THE HANDS  
OR RATHER EYES  
OF THE RECEIVING PERSON  
USING EYE TRACKING TO FOLLOW  
THE EYES OF THE SENDER  
TO SEE WHAT HE LOOKS AT  
OR TO PAN AND ZOOM THE CAMERA  
ON THE SENDERS FACE  
WHEREVER HE MOVES

WE NEED TO REINVENT  
COMPRESSION  
EXCHANGING THE SHARP PICTURE OF THE  
FURNITURE  
AND THE BLURRY SQUARES OF THE MOVING  
PERSON  
WITH PICTURES FOCUSING ON  
FACES AND MIMIC

## BEAM CARDS – FLASH TICKETS

USE  
"I-COMPANION"  
TO SEND  
...POSTCARDS  
...BUSINESS CARDS  
...ILLUSTRATIONS  
...MOVIE SAMPLES  
...MUSIC SAMPLES  
WHATEVER YOU WANT TO SHARE  
CREATING DIALOG  
EXCHANGING EMOTIONS  
MAINTAINING YOU SOCIAL NETWORK  
UPDATING YOUR FRIENDS  
INCREASING YOUR EMOTIONAL BANK ACCOUNT

YOU CAN  
BEAM THE MESSAGE  
WHILE YOU ARE TALKING  
FACE TO FACE  
OR ON THE PHONE  
MAKING IT EASIER  
TO EXPLAIN  
WHAT YOU HAVE IN MIND

THE "I-COMPANION"  
MAKES ALL THE CREDIT CARDS OBSOLETE  
AS YOU CAN FLASH  
...TRANSACTION RECEIPT TO THE SHOP  
...TICKET RECEIPT WITH SEAT RESERVATION IN  
THE CINEMA  
OR WHEREVER YOU NEED DOCUMENTATION  
THAT YOU HAVE  
RESERVED  
AND PAID

## DIALOG VS. BROADCAST

THE REAL ADVANTAGE OF  
MOBILE WIRELESS CONNECTING  
IS DIALOG  
INTERACTION

WATCHING FOOTBALL  
IS A SOCIAL EVENT  
THE IMPORTANT PART IS THE EXCITEMENT  
DRINKING BEER AND CHEERING  
WITH YOUR MATES

WATCHING A MOVIE  
IS A SOCIAL EVENT  
SHARING YOUR IMPRESSIONS  
AFTER THE MOVIE

WHILE THE WALKMAN BECAME A HIT  
THE VIDEO WALKMAN NEVER DID  
NOT BECAUSE IT WAS VERY EXPENSIVE  
MORE LIKELY  
BECAUSE YOU DON'T ENJOY  
MOVIES  
FOOTBALL GAMES  
TV  
THAT WAY

IT IS UNLIKELY THAT  
THE 320 X240 PIXEL SCREEN  
ON THE POCKET PC  
OR EVEN VIDEO GLASSES  
WILL BE THE GREAT MEDIA FOR SUCH EVENTS

AND IT IS HIGHLY UNLIKELY  
THAT YOU WILL PAY A LOT OF MONEY  
TO WATCH BROADCASTS  
AT MOBILE TELEPHONE RATES  
ON YOUR  
"I-COMPANION"

## INSTANT TRANSLATION

TRANSLATING  
FORM ONE LANGUAGE TO ANOTHER  
USING A LARGE NETWORK COMPUTER  
IS ALREADY AVAILABLE

YOU CAN CALL SOMEBODY IN ENGLISH  
TALK TO A TRANSLATION COMPUTER  
AND THE RECEIVER WILL HEAR IT FRENCH

WHEN THE "I-COMPANION"  
INCREASES CAPACITY  
TRANSLATION  
REAL TIME  
WILL BE AVAILABLE  
EVERYWHERE

INSTANT TRANSLATION  
WILL REMOVE BARRIERS FOR  
...TOURISM  
..GLOBAL TRADE  
...MIGRATION  
AND INCREASE TRANSPARENCY  
TO KNOWLEDGE  
...WRITTEN  
...SPOKEN  
OR EXPRESSED IN  
..BOOKS  
...MOVIES  
IN A DIFFERENT LANGUAGE

INSTANT TRANSLATION COULD REDUCE  
LOCAL CONFLICTS  
CAUSED BY LANGUAGE PROBLEMS  
AND REDUCE RISK  
THAT CONFLICTS ESCALATE  
DUE TO MISUNDERSTANDINGS

## **MOBILITY**

### **FREEDOM TO MOVE**

**"I-COMPANIONS"  
ARE FREEDOM  
TO CHOOSE TO STAY  
OR MOVE TO THE PLACE WHERE  
IMPORTANT THINGS HAPPEN**

**FREEDOM IS A PREREQUISITE FOR  
UTILISING THE FULL POTENTIAL OF  
"I-COMPANION"**

**THE TARGET GROUP FOR "I-COMPANIONS" ARE**

**...FREE  
...MOBILE  
..INDIVIDUALS  
LIKE  
...TEENAGERS  
...STUDENTS  
...ARTIST  
...FREE AGENTS  
...SELF EMPLOYED CRAFTSMEN  
...TRADESMEN  
...ROAD WARRIORS  
CHOOSING TO BE WITH PEOPLE  
WHERE THINGS ARE HAPPENING  
IN THE REAL WORLD  
INSTEAD OF  
BEING WITH  
...INSTITUTIONS  
...TOOLS  
...OFFICES  
TECHNOLOGY  
IN THE VIRTUAL WORLD  
CALLED  
WORK**

**THE FULL POTENTIAL OF "I-COMPANION"  
WILL ONLY BE UTILISED  
WHEN WORK IS NO LONGER A QUESTION OF  
PRESENCE  
AT THE WORK PLACE  
BUT PRESENCE IN THE SITUATION**

## **TELECOMMUTING VS. MOBILITY**

**TRUE MOBILITY  
CHANGES THE TOOL INTO A BODY EXTENSION  
SOMETHING YOU ALWAYS BRING ALONG LIKE  
...A PAIR OF GLASSES  
...HEARING AID  
...WATCH**

**TRUST  
IS THE TRUE ADVANTAGE OF  
"I-COMPANIONS"**

**YOU CAN ONLY ENTRUST A TOOL  
TO ENHANCE YOUR INTELLIGENCE  
AND MEMORY  
IF YOU ARE ALWAYS ON**

**INTELLIGENCE  
MEMORY  
ARE ALMOST WORTHLESS  
IF ONLY AVAILABLE CERTAIN PLACES**

**THE CONCEPT OF TELECOMMUTING  
IS RELATED TO THE CONCEPT OF WORKPLACE  
WHILE THE CONCEPT OF "I-COMPANION"  
IS RELATED TO A NEW CONCEPT OF WORK  
EVERYWHERE**

**HIGH BANDWIDTH  
COMBINED WITH WLAN  
IS A VERY COMPETITIVE ALTERNATIVE TO  
WIRELESS MOBILITY  
IF TELECOMMUTING IS THE VISION  
EVEN EXTENDED TELECOMMUTING  
WORKING WITHIN THE NETWORK OF  
...YOUR BRANCH OFFICES  
...OFFICES OF PROJECT PARTNERS  
...HOTELS  
...AIRPORTS**

**BUT WLAN IS NO OPTION  
FOR "I-COMPANIONS"  
BECAUSE IT IS NOT  
EVERYWHERE**

## **REINVENT TIME AND PLACE**

**IN THE REAL WORLD  
EVERYTHING HAPPENS AT  
A SPECIFIC  
TIME  
AND  
PLACE**

**TIME AND SPACE ARE IMPORTANT KEYS TO OUR  
MEMORY**

**THE INTERNET IS BASICALLY  
DISCONNECTING US  
FROM TIME AND PLACE  
OPENING A  
...GLOBAL  
...VIRTUAL  
...WORLD  
OF INFORMATION TO US  
A GIANT VIRTUAL LIBRARY**

**THE MOBILE INTERNET SHOULD BE  
CONTEXTUAL  
REINVENTING TIME AND SPACE**

**YOUR SEARCH ON THE MOBILE INTERNET  
SHOULD BE BY  
POSITION  
USING GPS  
OR WIRELESS TRANSMITTER INFORMATION  
TO COMBINE INFORMATION OF  
POSITION AND REQUEST  
INTELLIGENTLY**

**AUGMENTED REALITY  
OVERLAYING OUR OWN SENSES  
WITH ICT INFORMATION  
IS THE NAME  
OF THAT GAME**

## **SEEING THE INVISIBLE**

SEEING IS BELIEVING  
IS A SAYING FROM BEFORE  
DIGITAL IMAGE PROCESSING

TODAY YOU CAN SEE THE INVISIBLE USING

...RADAR  
...ULTRA SOUND SCANNING  
...CRT SCANNING  
...RÖNTGEN RAYS  
...ELECTRON MICROSCOPES  
...ASTRONOMIC TELESCOPES

“AUGMENTED REALITY”  
OVERLAY YOUR NATURAL SIGHT  
WITH IMAGES  
AND INFORMATION  
NORMALLY INVISIBLE

“MEDIATED REALITY”  
SELECTS RELEVANT INFORMATION  
TO LIMIT THE INFORMATION DISPLAYED

“VIRTUAL REALITY”  
CREATE FICTIONAL MULTIMEDIA  
TO SUBSTITUTE NATURAL SIGHT  
OR TO OVERLAY IT

WHEN THE DIFFERENT “REALITY”  
TECHNOLOGIES  
REACH THEIR POTENTIAL  
WE CAN SE  
“EVERYTHING EVERYWHERE”  
IN OUR “I-COMPANION”  
CONNECTING BY BLUETOOTH  
TO IMAGE PERIPHERALS

THE VIRTUAL OBJECT  
CAN BE IN 3D  
YOU CAN WALK AROUND  
AND SHARE 3D WITH OTHER PEOPLE  
ON THE SIDEWALK

IT WILL BE HARD TO TELL  
WHO IS NUTS  
OR JUST DESIGNING  
(IN) THE FUTURE

## **”I-COMPANION” PLUS PERIPHERALS**

TODAY YOUR BUSINESS TRIP LUGGAGE  
IS FILLED WITH A

...PORTABLE COMPUTER  
...DIGITAL CAMERA  
...DIGITAL CAMCORDER  
...MOBILE PHONE  
...PDA FOR YOUR APPOINTMENTS  
AND DIFFERENT CHARGERS FOR ALL OF THEM

”I-COMPANION” INTEGRATES ALL THIS  
HARDWARE  
CREATING AN ENHANCED FUNCTIONALITY

”I-COMPANION” DOUBLES AS AN ORDINARY  
COMPUTER  
WHEN YOU AD A BLUETOOTH KEYBOARD  
CONNECTS TO THE INTERNET  
MAKE PAPER COPIES ON A BLUETOOTH PRINTER  
OR SHOW PICTURES ON A BLUETOOTH  
PROJECTOR

THE DIGITAL CAMERA / CAMCORDER  
RESOLUTION  
IS SUFFICIENT IF YOU PAN AND ZOOM IN  
JUST LIKE YOUR EYES DO IN REAL LIFE

VOICE IS RECORDED DIGITALLY  
EDITED ON THE ”I-COMPANION”  
AND SUBSTITUTES  
WRITING.

WHATEVER GEAR IS DEVELOPED  
SHOULD BE INVISIBLE  
AND DIMINUTIVE  
LIKE CONTACT LENSES  
OR HEARING AID  
OR DOUBLE AS JEWELLERY  
OR ENHANCE THE FUNCTIONALITY OF YOUR  
WATCH  
THE KEY TO VISUALISE THIS FUTURE IS SIMPLY:  
BEING NATURAL  
ENHANCING OUR SENSES  
CREATE INVISIBLE BODY EXTENSIONS  
DOING WHAT WE ARE ALREADY GOOD AT  
BETTER  
OVER FURTHER DISTANCE  
WITHOUT COMPROMISING THAT  
“EYES ARE THE MIRROR OF THE SOUL”  
NOT TO BE OBSCURED  
BY REFLECTING VIDEO GLASSES

## **UMTS VS. COMPRESSION**

**THE LARGE TELEPHONE COMPANIES  
HAVE PAID ALMOST 100 MILLION US \$  
FOR UMTS LICENCES**

**WHAT WE REALLY NEED TO TRANSMIT IS  
DIFFERENCE MAKING A DIFFERENCE  
WHICH CAN BE ACHIEVED  
BY HIGHER BANDWIDTH OR  
MORE COMPRESSION**

**IMAGINE WHAT KIND OF COMPRESSION TOOLS  
A SIMILAR AMOUNT  
AVAILABLE FOR THE LINUX  
OPEN SOURCE COMMUNITY  
COULD HAVE GENERATED**

**COMPRESSION AS WE KNOW IT  
FROM MPEG AND JPEG  
IS NOT VERY INTELLIGENT  
CONSIDERING PIXELS AS PIXELS  
RATHER THAN PART OF A PICTURE**

**INTELLIGENCE  
COMBINING INFORMATION  
UNDERSTANDING THE CONTEXT  
PUTTING THINGS ON EQUATIONS  
IS A COMPLETELY DIFFERENT PATH  
SAVING ON DEMAND FOR BOTH  
BANDWIDTH  
AND  
MEMORY  
IN THE "I-COMPANION"**

**SERVICES**

## **GAMES**

**KIDS NAVIGATE A NEW WORLD  
MORE PROMISING THAN THE ONE  
COLUMBUS FOUND**

**THE VIRTUAL  
SIMULATION  
WORLD OF GAMES  
IS THE FORERUNNER FOR SIMULATION TOOLS  
ENABLING US TO DO  
THE RIGHT THINGS  
RIGHT  
IN THE SITUATION  
OR TO MAKE EFFECTIVE DISASTERS**

**NAVIGATING VIRTUAL WORLDS  
IS A NEW DISCIPLINE  
TAUGHT ONLY THE TACIT WAY  
TRAIL AND ERROR  
SUPPORTED BY GOOD ADVICE FROM YOUR  
FRIENDS**

**GAMES WILL BE THE BIG THING ON  
"I-COMPANIONS"  
INTERACTIVE GAMES  
WHERE YOU PLAY TOGETHER IN SPITE OF  
DISTANCE**

**THE WAY YOU NAVIGATE GAMES  
ALWAYS PREPARED FOR SURPRISES  
MOVING IN A 3 D UNIVERSE  
WHERE TIME AND SPACE COUNTS  
COULD BE  
YOUR FUTURE "I-COMPANION" INTERFACE  
MUCH MORE LIKE REALITY  
THAN DESKTOPS  
OR NOTEPADS**

**TOO BAD  
MOST OF THE KID GAMES ARE SO VIOLENT**

## **EMERGENCY HELP**

**STEVE MANN  
PIONEER OF THE WALKING WEBCAM  
IS RECORDING WHATEVER HE SEES AND HEARS**

**END OF PRIVACY  
BUT MAYBE ALSO END OF CRIME  
OR FEAR OF CRIME**

**IMAGINE THAT YOU ARE WALKING DOWN AN  
ALLEY  
WEARING YOU "I-COMPANION"  
RECORDING WHATEVER YOU SEE.  
AND A CRIMINAL THREATENS YOU  
HE IS RECORDED LIKE IN A BANK  
AND THE POLICE IS ALREADY ON ITS WAY**

**MANY CARS CAN CALL EMERGENCY CENTRE  
WITH IT'S CRASH POSITION  
IF THE AIRBAG IS RELEASED**

**IMAGINE YOUR  
"I-COMPANION"  
CALLING FOR HELP  
WITH POSITION AND PERSONAL DATA  
IN CASE YOU HAVE A HEART ATTACK  
OR ARE INJURED IN AN ACCIDENT**

**THE BUILT IN VIDEOPHONE  
COULD PROVIDE EMERGENCY STAFF  
WITH VALUABLE INFORMATION  
AND PROVIDE THE VICTIM  
WITH FIRST AID ADVICE**

**A LOT OF HOSPITALISATION  
COULD BE SAVED  
IF YOUR HEALTH COULD BE MONITORED  
24 HOURS A DAY  
EVERYWHERE  
YOU CHOOSE TO GO**



## **E-BUSINESS**

**E-BUSINESS  
IN THE FUTURE  
WILL BE ABOUT CHOICE OF PRODUCT  
LEAVING IT TO THE "I-COMPANION"  
TO FIND THE BARGAIN  
MAKING COMPETITION ON PRICE  
OBSOLETE  
AS "I-COMPANIONS"  
HAVE ALL THE TIME IN THE WORLD  
TO FIND THE CHEAPEST OFFER**

**MOBILE  
E-BUSINESS  
WILL BE CONTEXTUAL  
LOOKING FOR THE BEST OFFER  
RIGHT NOW AND HERE  
IN THE NEIGHBOURHOOD**

**YOUR "I-COMPANION"  
COULD EVEN BE PROGRAMMED TO  
BARGAIN  
ACCORDING TO YOUR SPECIFIC PREFERENCES  
PROVIDING YOU A FEW GOOD OPTIONS  
TO CHOOSE AMONG  
"MEDIATED REALITY"**

## **LEARNING ON DEMAND**

**LEARNING ON DEMAND  
A HOTLINE TO  
WHATEVER KNOWLEDGE  
YOU NEED IN THE SITUATION  
ACCESSED VIA THE  
"I-COMPANION"  
TO INFORMATION SITUATED IN ITS  
...MEMORY  
...CALL CENTRES  
...VIRTUAL CALL CENTRES**

**TURINGS TEST OF ARTIFICIAL INTELLIGENCE  
STATES THAT:  
"A COMPUTER IS INTELLIGENT  
WHEN YOU CAN'T TELL  
IF YOU ARE TALKING WITH A PERSON  
OR A COMPUTER"**

**LEARNING ON DEMAND CONTENT PROVIDERS  
WILL HAVE TO PASS THAT TEST  
DEVELOPING E-LEARNING  
FROM PRESENT STATE MAIL EDUCATION  
TO A TRULY  
...CONTEXTUAL  
...INTERACTIVE  
...MULTIMEDIA  
EDUCATION**

**DIAGNOSIS  
KNOWING THE PROBLEM TO BE SOLVED  
IS A KEY PERFORMANCE  
IN LEARNING ON DEMAND FROM  
...MEDICAL DOCTORS  
...LAWYERS  
...CRAFTSMEN  
...TECHNICIANS  
...MAINTENANCE EXPERTS**

**TRUST  
IS THE CURRENCY  
OF ADVICE  
AND CONTENT PROVIDERS  
WILL BE HELD RESPONSIBLE**

**WE WANT SOLUTIONS TO A SPECIFIC PROBLEM  
HERE AND NOW  
WITH GUARANTY**

## **LEARNING ON INTEREST**

LEARNING ON INTEREST  
IS A CONCEPT COINED IN THIS BOOK  
GETTER WISER  
IMPORTANCE RATHER THAN URGENCY

IN THE OLD DAYS  
YOU WOULD HAVE TURNED ON THE RADIO  
...COMMUTING IN THE SUBWAY  
...DRIVING YOUR CAR  
...WAITING IN AN AIRPORT  
BUT WITH THE  
"I-COMPANION"  
YOU CHOOSE SOMETHING MORE INTERACTIVE

LEARNING ON INTEREST  
WILL BE  
...CONVERSATION  
...CHAT  
...QUESTIONS AS MUCH AS ANSWERS  
LIKE BEFORE EDUCATION WAS INVENTED

THE CONTENT PROVIDER WILL BE RESPONSIBLE  
FOR LEARNING CONTENT  
VIRTUAL DIALOG  
COMBINED WITH MULTIMEDIA PRESENTATIONS

STUDENTS  
SUBSCRIBERS TO THE SYSTEM  
VIRTUAL CLASS MATES  
WILL BE ON A CONFERENCE CALL  
READY TO DEBATE CONTENT  
VIA THE "I-COMPANION"

LEARNING ON INTEREST  
IS CONNECTING PEOPLE  
BUILDING NETWORKS  
AND WHO KNOWS  
FRIENDSHIP

LEARNING ON INTEREST IS A  
FUN  
AND INEXPENSIVE SOLUTION  
TO LEARNING YOUR ENTIRE LIFE

## **SEARCH**

ONE OF THE CHALLENGES IS SOFTWARE  
ENABLING YOU TO FIND  
...TUNES  
...PICTURES  
...MOVIE CLIPS  
RIGHT HERE WHEN YOU WANT TO ILLUSTRATE  
YOUR VISION  
AND SHARE YOUR DREAM

WE USE WORDS TO SEARCH FOR EVERYTHING  
TRY FINDING A PICTURE ON THE WEB  
THEY ARE MOST LIKELY NAMED PIC 201  
OR SOMETHING AS INFORMING

PICTURES SHOULD BE FOUND  
THE WAY WE REMEMBER THINGS  
BY PERSON  
...PLACE  
...TIME  
...CONTEXT  
...IMPORTANCE  
DIFFERENCE MAKING A DIFFERENCE

MUSIC SHOULD BE FOUND  
...LISTENING TO THE TUNE  
...SENSING THE RHYTHM  
...RECOGNISING THE MELODY

THE INTERNET  
AS WE KNOW IT  
WONT EVER WORK ON "I-COMPANION"  
BECAUSE IT IS TOO MUCH TEXT

YOU CANNOT GET RID OF THE TEXT  
BY TALKING AND LISTENING  
BECAUSE YOU NEED TO LOOK  
TO SORT OUT  
CHAOS  
IN YOUR 14673 HITS

WE NEED A BETTER SEARCH ALGORITHM

## **20 QUESTIONS TO THE PROFESSOR**

**TO FIND SOMETHING  
IN CHAOS  
ON THE INTERNET  
WE NEED KNEW TOOLS  
LIMITING THE NUMBER OF HITS  
FAST**

**THE GAME  
20 QUESTIONS  
CUT OPPORTUNITIES IN HALF  
FOR EACH  
INTELLIGENT QUESTION  
LIMITING THE FIELD  
BY A THOUSAND  
AFTER 10 QUESTIONS  
AND BY A MILLION  
AFTER 20**

**THE SMART THING IS THAT ALL QUESTIONS  
CAN BE ASKED BY VOICE  
AND ANSWERED  
YES OR NO  
USING THE JOYSTICK ON YOUR MOBILE PHONE**

**THE TOUGH PART IS  
ASKING THE INTELLIGENT QUESTIONS  
BUT THAT IS WHAT NEURAL NETWORKS  
ARE GOOD AT**

**THE NEURAL NETWORK  
ON YOUR "I-COMPANION"  
WILL KNOW  
YOU  
SO WELL  
THAT IT WILL FIND AN  
EVER SHORTER WAY  
TO YOUR ANSWERS**

## **BLUETOOTH KEY**

**"I-COMPANION  
IS YOUR GLOBAL KEY TO EVERYTHING  
USING BLUETOOTH  
TO SEND YOUR PIN CODE TO  
OPEN DOORS YOU HAVE ACCESS TO  
UNLOCKING YOUR CAR**

**ADJUSTING  
...SEAT  
...MIRROR  
...AIR CONDITION  
...GEAR SHIFT MODE  
IN THE CAR  
TO YOUR PREFERENCES  
SETTING  
THE LIGHT IN THE LIVING ROOM  
THE AIR CONDITION IN THE HOUSE  
OR WHATEVER YOU LIKE**

**WITH THE "I-COMPANION"  
ALWAYS WITH YOU**

**...CAR  
...HOUSE  
...WORKPLACE  
RECOGNISE  
YOU  
AND REACT ON  
YOUR  
SPECIFIC  
PRESENCE**

**YOUR "I-COMPANION"  
WILL SEND A UNIVERSAL CODE  
YOUR SETTINGS WILL WORK  
IN DIFFERENT  
...CARS  
...HOUSES  
...WORKPLACES  
WHEREVER YOU ARE AUTHORISED TO BE  
OVERRIDING THE LOCAL CONTROL OF  
AUTOMATION**

**IF SOMEBODY  
UNAUTHORISED  
ENTERS THE HOUSE  
OR CAR  
HE NEEDS TO BE INTRODUCED  
AND ACCEPTED FOR A LIMITED TIME  
OR THE SYSTEM WILL CALL THE POLICE**

## **EXTERNAL MEMORY**

**WHILE WE HAVE AN ALMOST UNLIMITED  
MEMORY  
OUR CONSCIOUS SHORT TERM MEMORY  
IS LIMITED TO LESS THAN  
TEN ENTITIES**

**"I-COMPANION" IS THE PERFECT TOOL  
TO ENHANCE THIS CAPACITY**

**NOTEPADS  
HAVE SERVED THIS FUNCTION  
FOR CENTURIES  
BUT IMAGINE  
SAVING PICTURES AND SOUNDS  
SUPPORTING YOUR MEMORY**

**IMAGINE A MEETING  
WHERE EVERYTHING IS RECORDED  
AND TRANSCRIBED  
SIMULTANEOUSLY AS  
SUBTITLES**

**WHENEVER YOU WANT TO QUOTE  
YOU PRESS A BUTTON  
MAKING THE MINUTES ON THE GO**

**YOU CAN USE THE QUOTES  
DIRECTLY IN THE DEBATE  
BUILDING ON THE OTHERS IDEAS  
INSTEAD OF FOCUSING ON  
YOUR OWN  
NEXT STATEMENT**

**PART OF THE NEGOTIATION PLAY IS  
CREATING ROOM FOR SECOND OPINIONS  
SO DON'T ABUSE QUOTATIONS**

**WHAT EVER YOU FORGET  
COULD POP UP  
CONTEXTUALLY  
LIKE SHOPPING LISTS  
VIRTUALLY ON THE WALL OF THE STORE**

**YOU CAN ALREADY CARRY A LOT OF  
INFORMATION ON  
PERSONAL DIGITAL ASSISTANTS (PDA)  
A THOUSAND MB IN 2000  
A MILLION MB IN 2010  
PLUS WHATEVER INFORMATION  
AVAILABLE ON THE INTERNET**

## **"I-COMPANION" AT WORK**

**IMAGINE THE CRAFTSMAN  
AT THE BUILDING SITE  
USING AN "I-COMPANION"  
TO SEE INVISIBLE PIPING UNDERGROUND  
BRINGING THE EXACT POSITION OF THE PIPES**

**IMAGINE THE DOCTOR  
MAKING TELE-DIAGNOSIS  
SEEING YOU ON HIS "I-COMPANION"  
CONTROLLING YOUR CAMERA AND  
RECEIVING INPUT FROM YOUR MEDICAL  
PERIPHERALS**

**IMAGINE THE DOCTOR  
COMING TO  
YOUR BED  
AT THE HOSPITAL  
WITH ALL THE GEAR  
SEEING THE INVISIBLE  
FINISHING TEST AND DIAGNOSIS  
RIGHT HERE AND NOW  
TELLING YOU WHAT TO DO**

**IMAGINE A MEETING  
WHERE EVERYBODY BRINGS THE "I-  
COMPANIONS"  
...SHARING PICTURES  
...SOUNDS  
...SKETCHES  
...SEEING VIRTUAL OBJECT IN 3D  
..TOUCHING THESE VIRTUAL OBJECTS**

**DURING THE MEETING  
YOUR SAVE QUOTES OF EACH OTHERS IDEAS  
AND BUILD CREATIVELY UPON THEM  
IN A CONCURRENT PROCESS**

**YOU COULD MEET ANYWHERE  
AS YOU DON'T NEED  
...WHITEBOARDS  
...TABLES  
...ELECTRICITY**

## **THINKING MODES**

**ALL OF US ARE UNIQUE  
AND ACCORDING TO NLP:**

**SOME THINK  
VISUALLY  
IN IMAGES  
“SEEING IS BELIEVING”**

**OTHERS THINK  
AUDITIVELY  
...HEARING  
...TALKING  
...TELLING**

**AND SOME US THINK  
...KINAESTHETICALLY  
...MANIPULATIVELY  
MOVING AROUND**

**SCHOOLS  
AND OFFICES  
ARE FOR THE VISUAL  
THE AUDITIVE DISTURB  
UNLESS IN DEBATES  
AND THE KINAESTHETICALLY  
ARE KICKED OUT OF CLASS**

**CONSIDER “I-COMPANION”  
A MEDIA FOR TAKING ADVANTAGE  
OF ALL THE DIFFERENT KINDS  
OF THINKING MODES  
PROVIDING PICTURES TO THE VISUAL  
GIVING THE AUDITIVE A CHANCE TO TALK  
AND THE KINAESTHETIC  
ABILITY TO MOVE AROUND  
STREAMING THEIR  
(SUB)CONSCIOUS  
TO THE NEW MEDIA  
THINKING WHEN TALKING  
SEEING  
WALKING**

## **USING THE 7 INTELLIGENCES**

**DECISION MAKERS  
IN OUR PRESENT SOCIETY  
FOCUSES ON THE FIRST TWO  
OF OUR SEVEN INTELLIGENCES**

1. LOGICAL
2. LINGUAL
3. MUSICAL
4. SPATIAL
5. BODY KINETICALLY
6. SOCIAL
7. PSYCHOLOGICAL

**THE CONSEQUENCE OF  
MOORES LAW  
INCREASING CAPACITY IN COMPUTERS  
IS TO MOVE ON AND FOCUS ON  
ALL SEVEN  
USING OUR ENTIRE BRAIN**

**MUSIC  
ENHANCE THE STORY TELLING  
CREATING MOODS  
WHY NOT INCLUDE THAT IN OUR  
COMMUNICATION**

**YOU CAN OFTEN REMEMBER  
WHERE ON A PAGE  
YOU READ SOMETHING**

**WE COULD REINVENT SPACE IN THE NEW MEDIA  
TO UTILISE OUR SPATIAL INTELLIGENCE  
LIKE THEY DO IN THE COMPUTER GAMES**

**OUR BODY LANGUAGE COULD BE REINTRODUCED  
IN TELECOMMUNICATION  
USING VIDEOPHONES**

**THE SOCIAL DIMENSION IS  
“CONNECTING PEOPLE”**

**THE PSYCHOLOGICAL POTENTIAL IS YET TO BE  
DISCOVERED**

## **(DIS-)ABLED**

IN A WORLD  
WHERE EXPLICIT KNOWLEDGE  
IS SHARED BY TEXT  
...BLINDNESS  
...DYSLEXIA  
...ILLITERACY  
EXCLUDE YOU FROM KNOWLEDGE

WORLDWIDE  
EVERY FIFTH OR MORE  
ARE ILLITERATE  
ADD TO THAT A SIMILAR NUMBER  
WITH GREAT DIFFICULTIES READING  
OR VIEW IT THE OTHER WAY AROUND  
ONLY ONE OF TEN  
HAVE READ A BOOK WITHIN THE LAST MONTH

IMAGINE THE POTENTIAL  
KNOWLEDGE REVOLUTION  
WHEN KNOWLEDGE  
IS SHARED  
INTERACTIVELY  
2 WAY  
...USING  
...SPEECH  
...PICTURES  
...MOTION PICTURES

SIMULATION GAMES  
SUBTITLES  
MIGHT EVEN TEACH PEOPLE TO READ  
IN A KIND OF REVERSED  
KARAOKE WAY  
LIKE THE SPELL CHECK  
CAN TEACH YOU TO SPELL

PEOPLE WITH DIFFICULTIES READING  
ARE OFTEN GOOD AT THE 6 OTHER  
INTELLIGENCES  
WHICH TEND TO BE  
OBSCURE FOR THE SCHOOL SYSTEM

IMAGINE THE POTENTIAL  
FOR THEM  
AND SOCIETY  
IF THE "I-COMPANION" OVERCAME THAT  
PROBLEM

## **SYMBIOSIS**

IMAGINE  
HAVING SOMEONE INTELLIGENT  
ALWAYS THERE  
FOR FEED BACK  
CAPABLE OF SIMULATIONS  
3D  
PRESENTING TO YOU  
DREAMS IN MOTION AND COLOUR  
PLAYING MUSIC  
REMINDING YOU OF YOUR PAST  
SHOWING YOUR FUTURE

THAT COULD BE THE  
DESCRIPTION  
OF "I-COMPANION" IN TEN YEARS

COMBINED WITH  
AUTOMATION OF TRIVIAL WORK  
LIBERATION OF THE WORK PROCESS  
AND SHIFT IN PARADIGM  
"I-COMPANION"  
COULD FREE OUR BRAIN  
TO BE TRULY  
CREATIVE

THIS IS A PROSPEROUS VISION ABOUT  
...SYNERGY  
...COLLABORATION  
...SYMBIOSIS  
BETWEEN MAN AND COMPUTER  
IQ WELL OVER THOUSAND  
IN 2030

THE MOST BRAINY SPECIES  
RULES THE WORLD

THE NIGHTMARE SCENARIO  
COMPETITION BETWEEN  
MAN AND COMPUTER  
WILL EVENTUALLY LEADING TO  
DEFEAT OF MAN

ANOTHER NIGHTMARE SCENARIO  
IS THE BIG BROTHER I-COMPANION  
CONTROLLING OUR LIVES THROUGH ADVICES  
WITHIN A LEGAL AND IDEOLOGICAL FRAMEWORK  
WE CANNOT FIND ALTERNATIVES TO

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## IVAR.MOLTKE@CREATE.DK

IN THE PAST YEARS  
I HAVE EXPLORED  
THE POTENTIAL OF A NEW PARADIGM  
WHICH COULD RELEASE  
THE POTENTIAL OF SYMBIOSIS  
HUMANS AND ICT

A TOUGH CHALLENGE  
REWARDED AND THIS YEAR WITH A  
1. PRIZE IN THE GLOBAL COMPETITION  
"TECHNOLOGY FOR PEOPLE"

BACK IN 1981 I GRADUATED AS AN ARCHITECT

AFTER TWO DECADES AS LEADER OF R&D  
PROJECTS  
STUDIES OF MORE THAN 500 BOOKS  
AND COUNTLESS MAGAZINES AND INTERNET  
PAGES

I BECAME AUTODIDACT TRANS DISCIPLINARY IN  
PSYCHOLOGY, PHILOSOPHY, SOCIAL SCIENCE,  
PEDAGOGIC, IT, TECHNOLOGY, MANAGEMENT.  
AND IN SOMETHING NOT YET A DISCIPLINE  
CREATIVITY!  
...MY HOBBY  
...MY WORK  
AND MY COMPANY CREATE.DK

AMONG MY PROFESSIONAL HIGHLIGHTS ARE:  
DESIGN AND BUILDING THE FUTURISTIC  
VILLAVISION \*)

FIRST PRIZE IN GLOBAL COMPETITION  
"TECHNOLOGY FOR PEOPLE" 15.000 \$ \*\*)  
AND INVENTION OF A NEW COMPUTER  
INTERFACE \*\*)

SPIESFOUNDATION 12.000 \$ SCIENCE AWARD  
ART FOUNDATIONS GRANT FOR ARCHITECTURE  
HONOURED FOR PRIZE ENTRY ABOUT FUTURE  
TECHNOLOGICAL SERVICE \*\*)

LEADER OF THE VISION DEPARTMENT AT  
DANISH TECHNOLOGICAL INSTITUTE FOR A  
DECADE

MY FIRST PATENT APPLICATION AT THE AGE OF  
18  
SEVERAL GRANTED SINCE

I KEEP DREAMING OF BETTER LIVES  
IN BETTER ORGANISATIONS  
IN BETTER ARCHITECTURE  
..AND I DO WHATEVER I CAN  
TO MAKE THAT DREAM COME TRUE

\*) WITH FLEMMING SKUDE  
\*\*) WITH PETER BUSCH