

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^{100.000.000.000} 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
...CO₂ 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

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

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**

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 CONVINCE 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 CONTRADICTORY
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 COMMITTEES
...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

S

**(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 YOUR 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