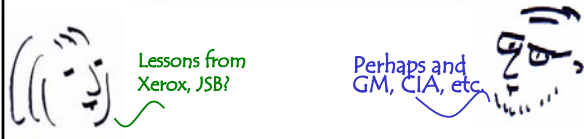


Mind Bugs or why 'seeing' is so damn difficult

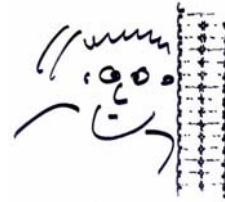


Lessons from Xerox, JSB?

Perhaps and GM, CIA, etc.

The Great Challenge

changing { one's own } beliefs/mental models
 { a corporation's } habits/social practices



brick wall

to create action

Tacit knowing is almost impossible to reflect on (accurately).



Try in safe place, pls.

No, it simply makes no sense

Bob Full, et al



bipedal location by octopuses in disguise – no rigid skeleton for muscle to work against



Seeing and Associated Mind Bugs: examples from the corporate world



JSB, please make them personal examples and tell us what we can learn from them...

Example 1 – Two things XRX did really right.

One brilliant insight that others overlooked:
Learnings – think about network effects.

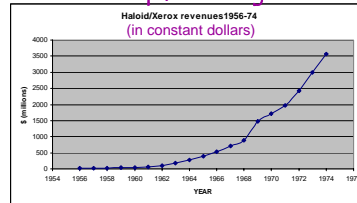


914 copier



ah, radical innovation changes
our work and social practices.

Growth of Xerox outpaces the growth of Microsoft



After 15 years, Microsoft was about 70% of what xrx was.

In radical innovation – tech & marketing often
need to be creatively coupled.



Fantastic wealth created because of TWO
complementary innovations – one tech,
the other marketing.

Example 2 – the personal computer or the awesome machine that changed the world and me.



The Alto

And it took Steve Jobs about a nano second
to get it. Why couldn't Xerox get it?

Example 2 – the personal computer



The Macho Syndrome:

Corporate Headquarters: Ok, so it's a cool machine
But don't you guys realize that its for crazy hobbyists
out there on the west coast. WE do serious stuff.

(but there are other versions, less spectacular)



Any chance you guys had it
too good. Your initial win
was so great you lost
the will and skill to fight a
fundamentally new game??

Perhaps blinded by your own past success..

Example 3 – The Magical 'Copier'

The Summarizing Copier
Put a large, paper document in
and out comes a one page summary
(& it works in nearly any language)



Hey, jsb. This is in their core business.
You must have been a hero with this.

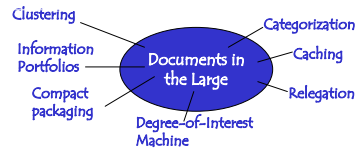


Nope. They were incredulous that I would suggest such a stupid idea.

Can anyone suggest why???

Well, it challenged our Architecture of Revenue. XRX makes most of its profit from TONER & this this radical innovation destroyed it.

Example 4: finding needles in haystacks.



- Clustering, relegation strategies
 - Semantic Similarity for non-text pages (cocitation)
 - Predict document life spans
 - Visualizations of large-scale Web structures
 - Identify usage surrogates
 - Mother of all caches
 - Integrated search
 - Multi-linguality on the Web
 - Fast-sequential clustering
 - Pre-packaged Internet representation
 - Degree of Interest Machine
 - History + Context algorithms
 - ... more definitely falls out
- An authority in the field of large scale network documents and services

Warning - A contra intuitive notion



Wisdom can stultify innovation. The more experience you have the more you know why something can't be done (or work).

A simple rule: ask why, why, why, why & why - like an inquisitive child..

Being first often ends in disaster - you know too much!

A driving metaphor: innovation ecology

Cross pollination of ideas, practices & craft is key: create spaces & means for these connections to happen both inside and outside the corporation

Also ecologies need to be porous:

Recognize that ideas will leak out but then other ideas will leak in. (being connected to the world)

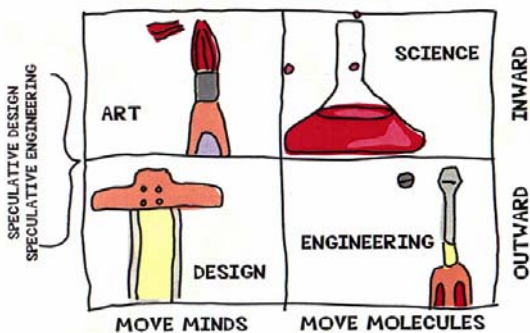


How did your lawyers take this???

Badly...

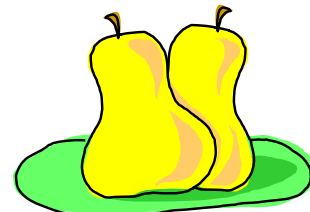
At the Meta Level

SUCCESS: ALL FOUR COMBINED



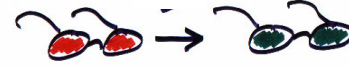
Pushing the Boundaries -

PAIR: PARC ARTIST IN RESIDENCE PROGRAM

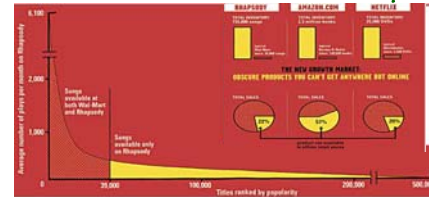


PAIRING ARTISTS AND SCIENTISTS, ONE ON ONE, USING TECHNOLOGY AS A COMMON LANGUAGE.

The Need for Seeing Differently.



A New Common Sense Model
is starting to emerge
The Rise of the Creative Class
thru participation in
niche communities-of-interest/practice



amateur _____ professional
from Latin - amator : lover

Pro-Am(ateur) Production

- Mimi Ito (USC)
- ◇ Appropriates, reshapes, repackages, "global" knowledge for local social networks
 - ◇ Relies on mid-scale network of informed peers
 - ◇ Peer-to-peer learning, assessment, and valuation-



Hmmm, where creating and learning becomes your hobby & your work.

consumer ← identity → producer
 connoisseur amateur

Digital life, Remix & Voice/Identity

New concepts of authorship

story telling to world-building 'games'

Shifts of power:

author/artist to networks of co-creators

Creating personal meaning

acknowledgement - via constructivism & OS accretion (persistent worlds)



Shifting from: I am what I wear/own
To: I am what I create and and others build on

A new kind of social capital is on the rise

"The future is already here, just unevenly distributed"

Pay attention to the edges of:

- > yourself
- > your cohort group
- > your experiences
- > your industry
- > your own culture
- > and especially kids as digital natives

Thank You



Two Ways To make connections.

The Toyota Way (creates innovation)

Productive friction

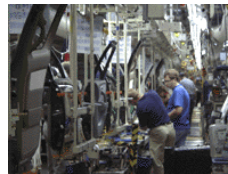
Lowest cost
Deep dialogue and collaboration
Bring us new ideas/innovations
Respect

The Detroit Way (little innovation)

Destructive friction

Lowest price
Diode, not dialogue - do it exactly as we say
Shop around new ideas from one supplier to others

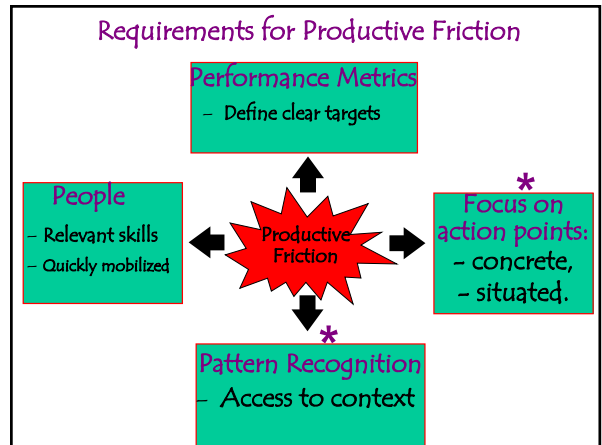
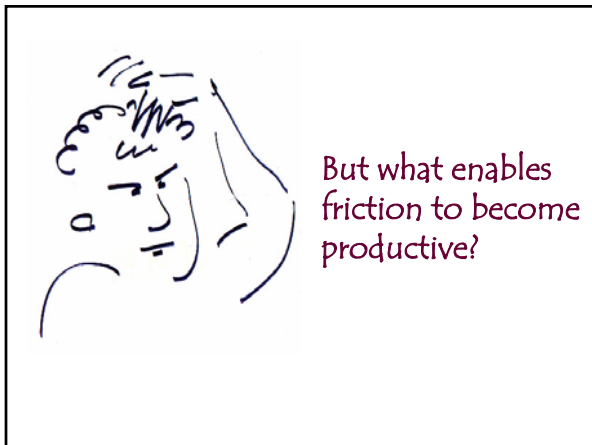
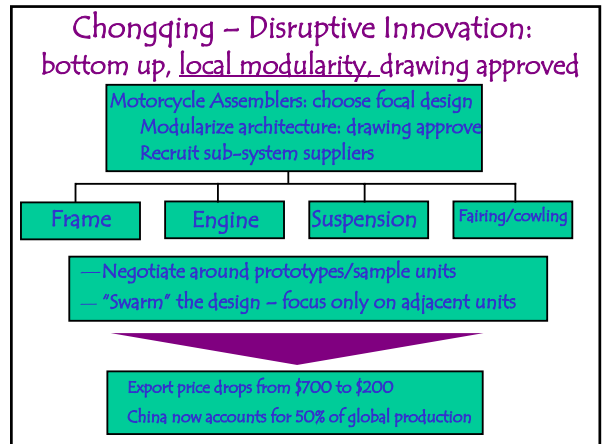
exception conditions as action points



the Andon Cord and board.

When an defect is found the person who finds it is to stop the entire line - freezing the context - til the source of the problem can be discovered.

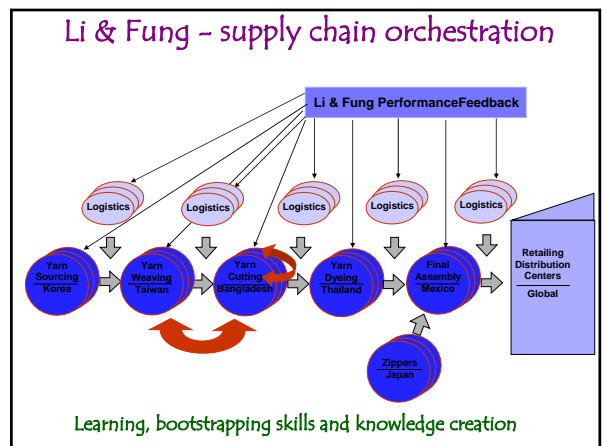
The board shows everyone in the factory where the defect was found



A key insight – making money will depend less on what you own than on what you can mobilize – orchestrate


5 billion rev-2002
1 million/employee
30-50% ROE
7500 suppliers
37 countries

Li & Fung Limited

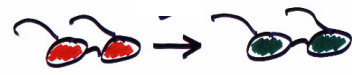


the purpose of the firm
 To accelerate capability building
 (getting better faster)
 (doing more with less)
 a form of open innovation: built
 around dynamic specialization,
productive friction & process
networks

Learning from others as they learn from you



Designing Evocative Experiences - beyond the cognitive




- ◇ engagement
- ◇ participation
- ◇ emotion
- ◇ gut


What! ... I thought logic reigned supreme.

No, no, narratives do - digital narratives.

The Unfinished Video - an experiment in technology transfer



Step 1: watching video



Step 3: story boarding

Video = 3 miniscenarios as intuition pumps

Story Telling - the secret weapon

master story teller
 Stephen Denning




Kinds of stories
 Ignite action
 Share knowledge
 Open possibilities
 Build community

but make them minimalist so that they can be retold in new contexts with new meaning

Conceptual Blending

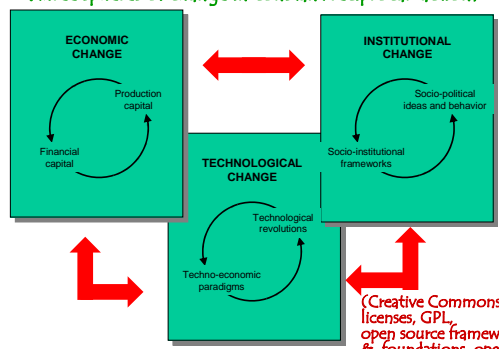
Through the narrative, we construct and reconstruct, and in some ways reinvent yesterday and tomorrow. Memory and Imagination fuse in the process.

Jerome Bruner



Telling and listening to stories, not a bad way to see things differently.

Morphing to the new Techno-Economic Paradigm (three spheres of change in constant reciprocal action)



(Creative Commons licenses, GPL, open source frameworks & foundations, open learning - OCA, etc)

Carlota Perez

Thank You



a social view of
knowledge
creation and sharing

