

Can you teach a caterpillar how to fly?



Jan Bommerez
02 November 2015

The biggest lesson of this era is the total asymmetry between the past and the future. Never before was historical knowledge so irrelevant to understand the future.

Nassim Taleb

*Professor 'Uncertainty Sciences'
University of Massachussets*

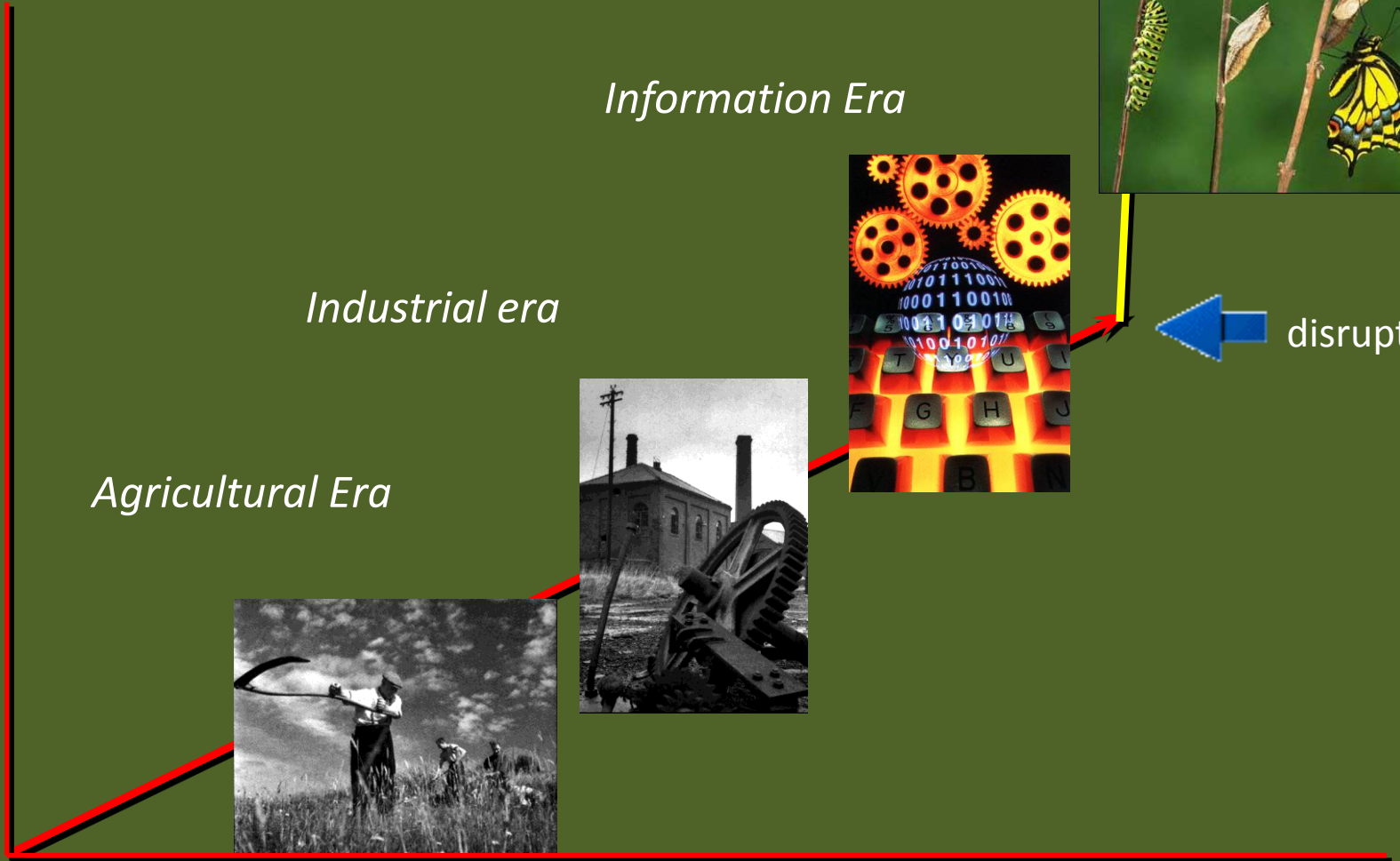


*Change is far too weak a term to describe what is currently unfolding. We are facing a **total transformation** of the culture. Managers have to prepare to let go of all they know about management and organizations*

Peter Drucker during a 'millenium interview' in the year 2000



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Agricultural Era



Industrial era



Information Era



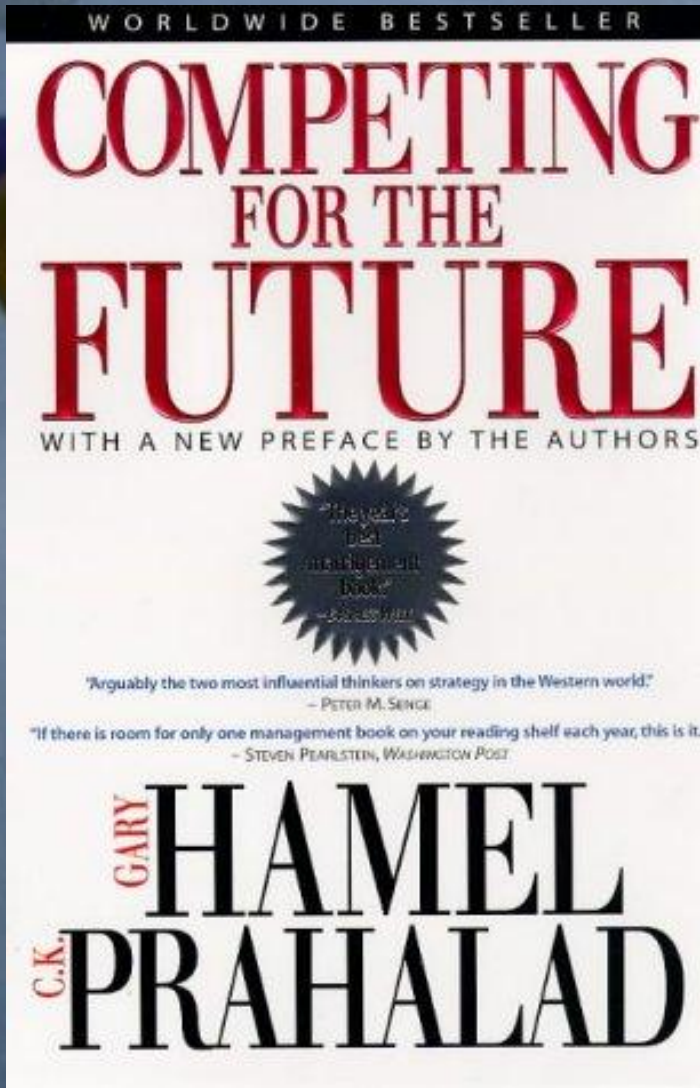
Transformation Era



disruption

Time

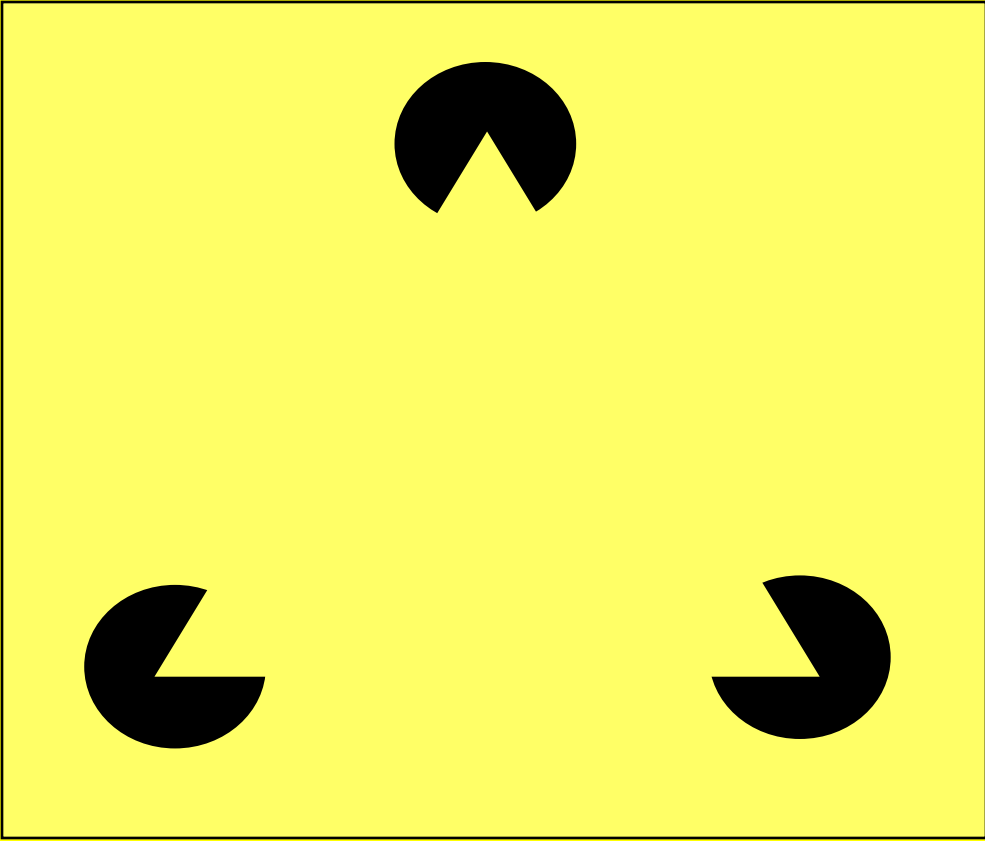




The future will be so different that the main skill will no longer be to learn *but to unlearn, to let go...*

C.K. Prahalad





Look at the dot on the nose
15 seconds

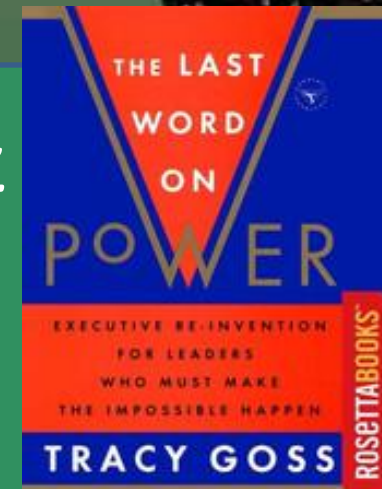
Now look here





*Transformation literally makes 'the impossible possible'.
A caterpillar cannot fly but a butterfly can!*

Tracy Goss in 'The Last Word on Power'



It's kind of fun to do the impossible...

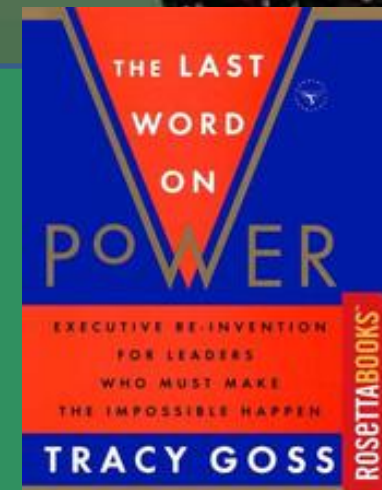
Walt Disney





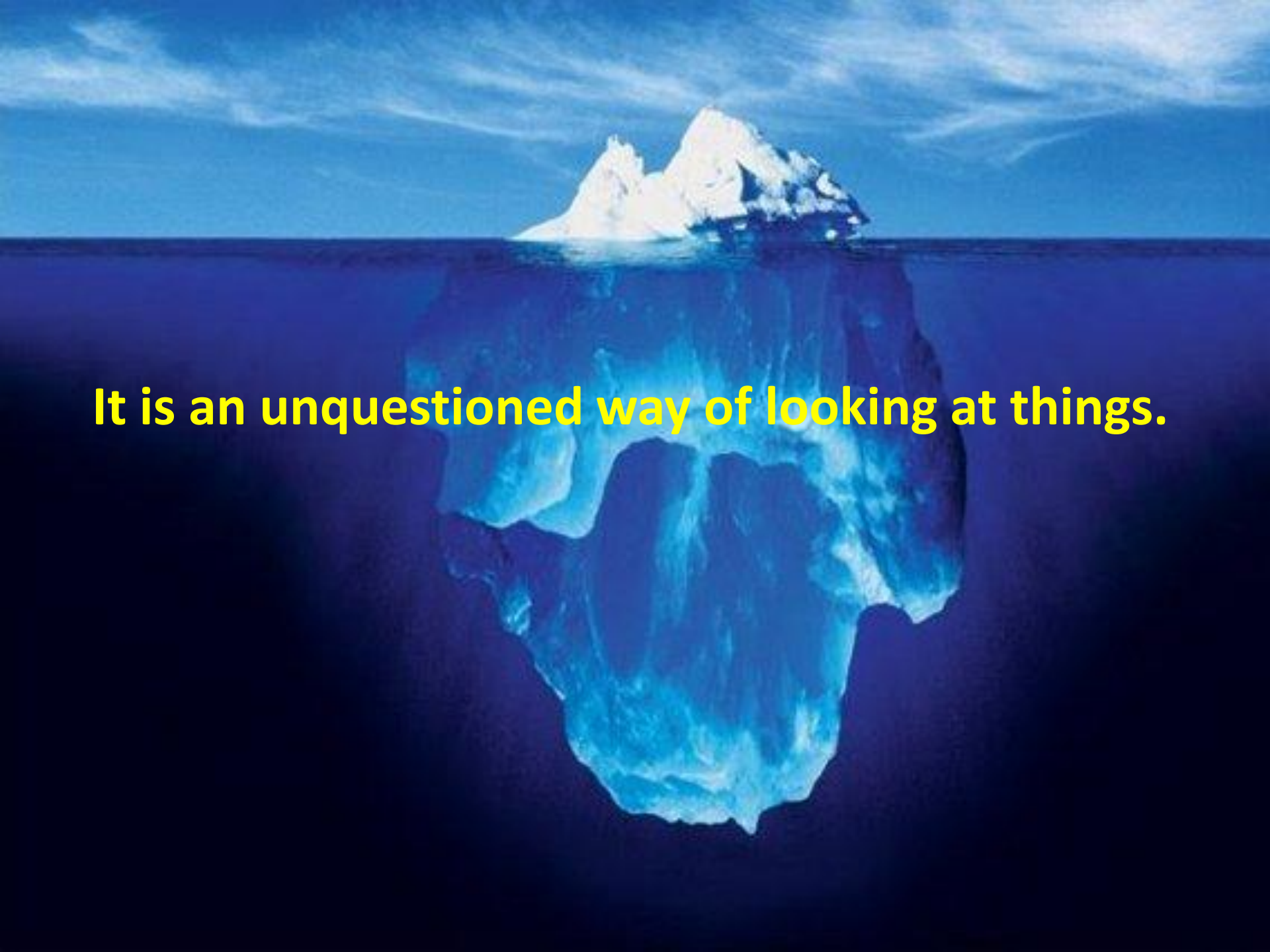
Our definition of 'impossible' depends on the paradigm we have embraced...

Tracy Goss in 'The Last Word on Power'





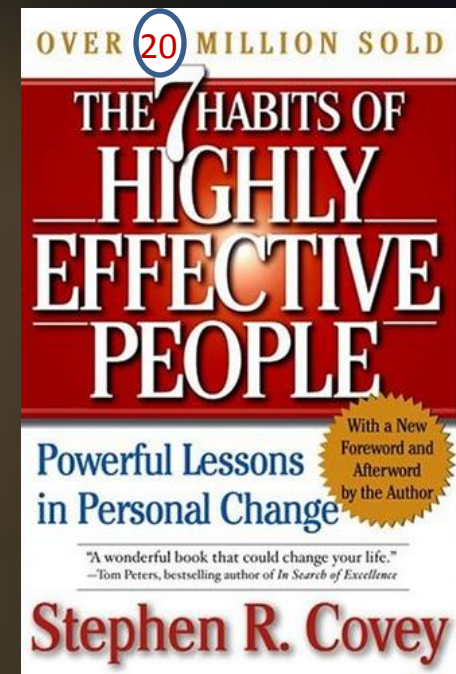
A paradigm is something we consider as a 'given'.



It is an unquestioned way of looking at things.

Not only do paradigms determine
what we look for, they also limit what
we can see...

Stephen Covey



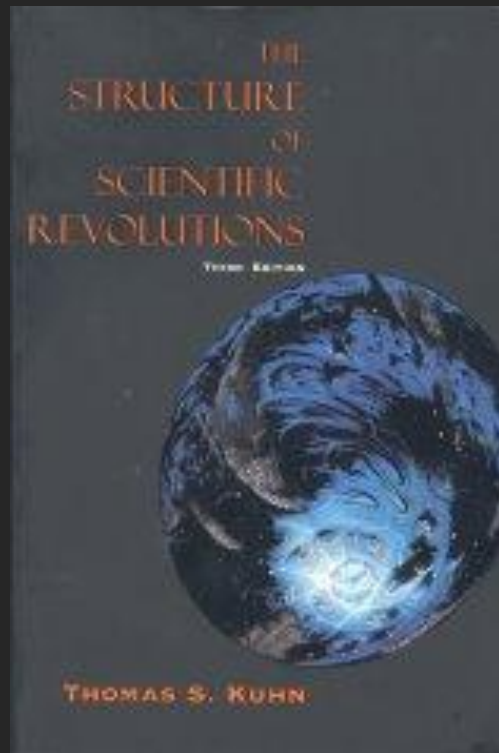
Can you see THE HIDDEN TIGER?



It takes a paradigm shift to see THE HIDDEN TIGER



The easiest bridge to a new paradigm is a new metaphor



Thomas Kuhn

(American physicist, historian,
and philosopher of science
who came up with the word *paradigm*)

Transformation Age

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Agricultural Era



Information Era



Machine



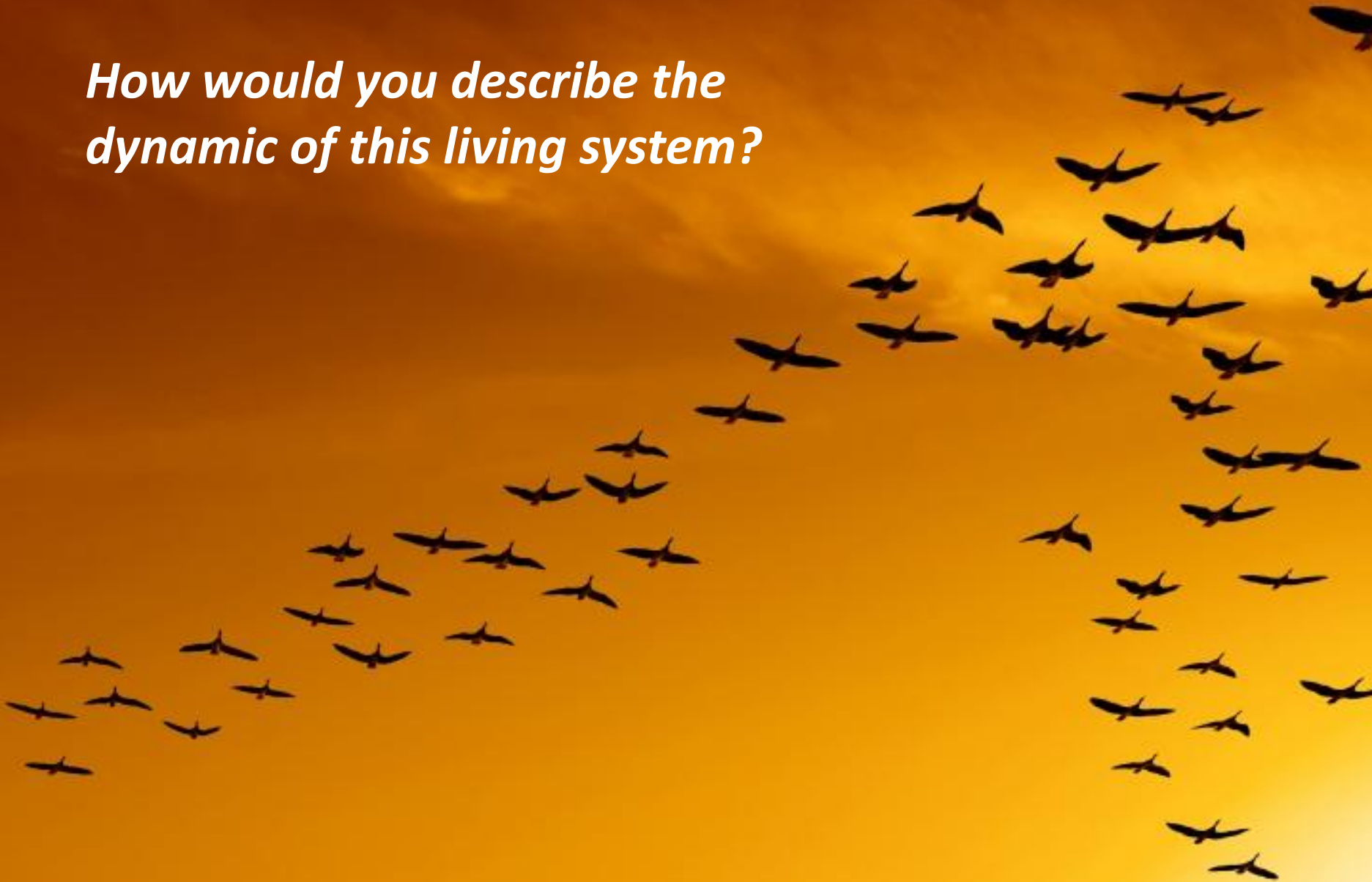
Living system

Network

Time



How would you describe the dynamic of this living system?

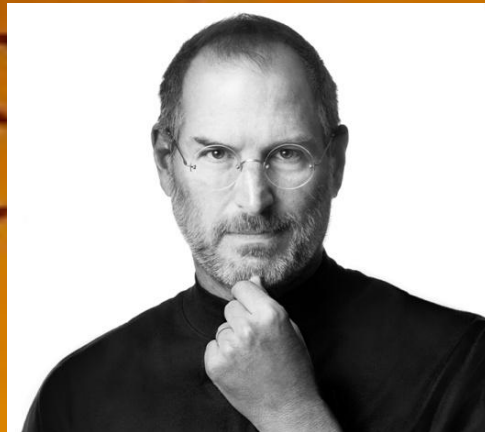


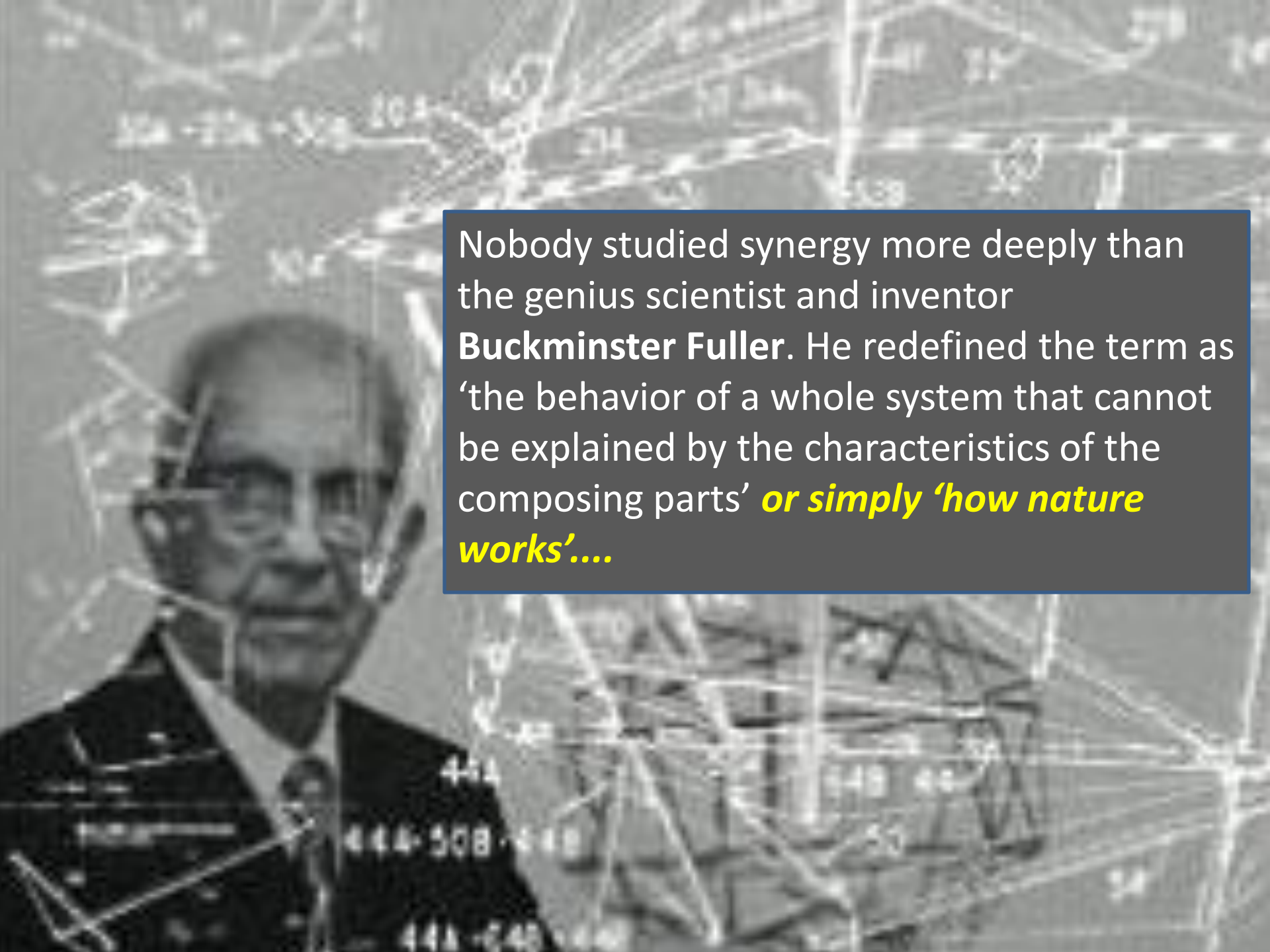
The key to this 'collective FLOW' is synergy.



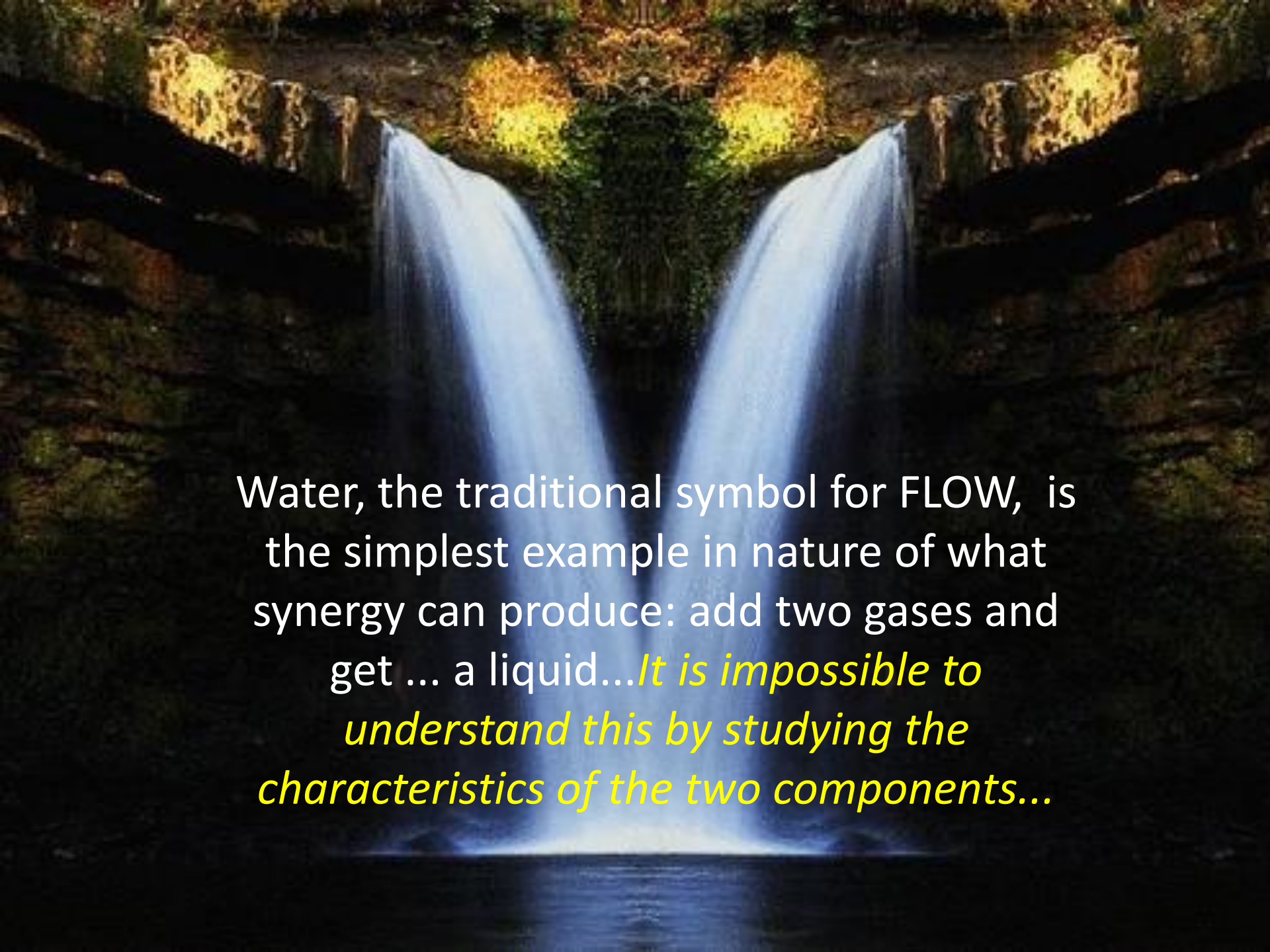
The Beatles are my business model: 4 individuals with talent who compensated each other's weaknesses and who brought each other in harmony. **The whole was greater than the sum of the parts.** *The secret of their magic was the synergy.* As a team the Beatles produced amazing innovation. After the break-up they were still good, but never again at that level.

Steve Jobs





Nobody studied synergy more deeply than the genius scientist and inventor **Buckminster Fuller**. He redefined the term as 'the behavior of a whole system that cannot be explained by the characteristics of the composing parts' *or simply 'how nature works'...*



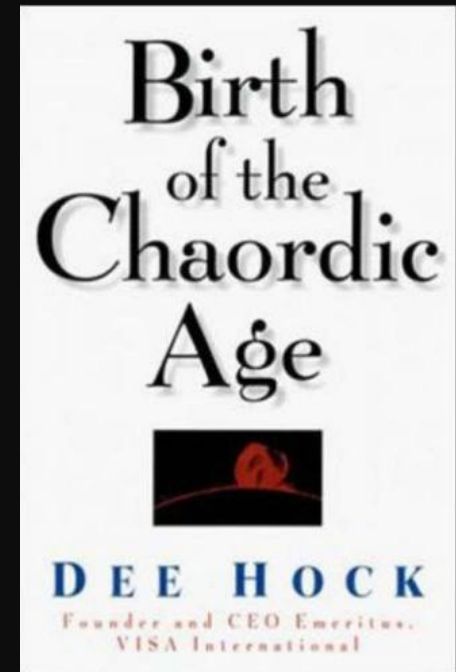
Water, the traditional symbol for FLOW, is the simplest example in nature of what synergy can produce: add two gases and get ... a liquid...*It is impossible to understand this by studying the characteristics of the two components...*

*The problem is not getting new ideas because that happens all by itself; **the problem is to let go of the old ones and that does not happen all by itself...***

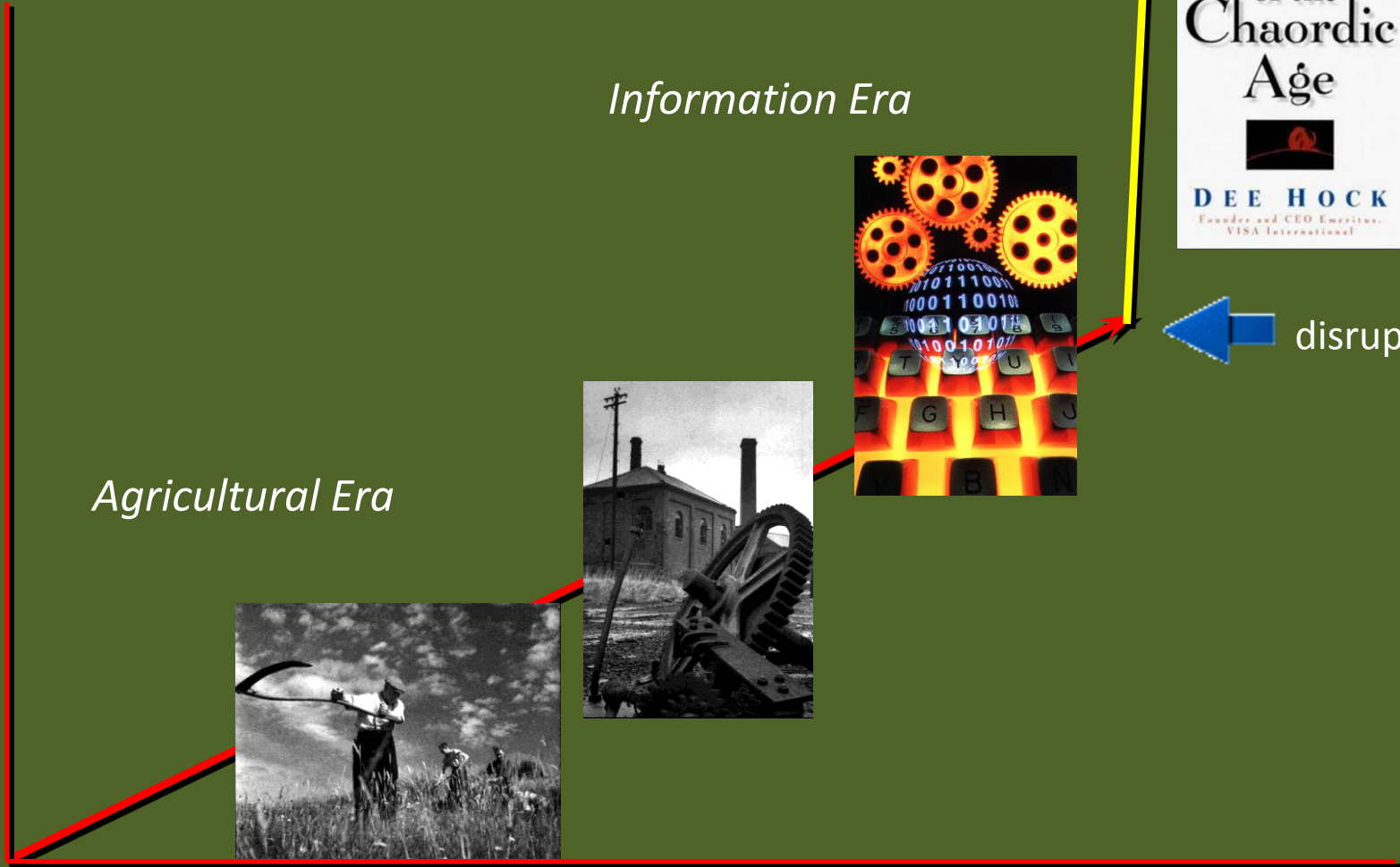
Dee Hock

Founder of Visa

Author of 'Birth of the Chaordic Age'



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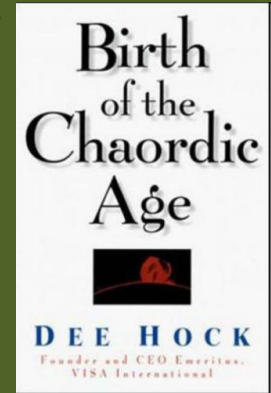
Agricultural Era



Information Era



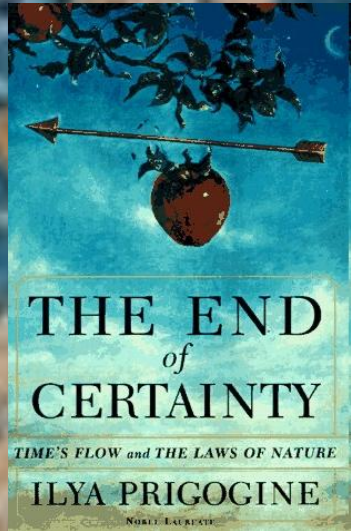
The chaordic age?



disruption

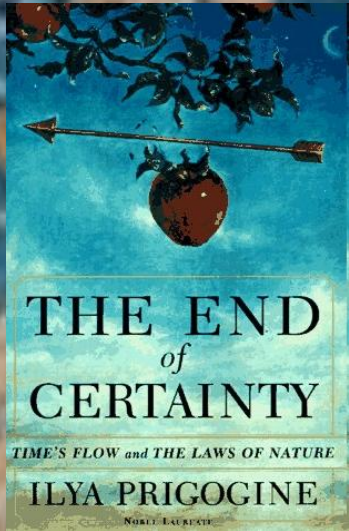
Time





The Belgian physicist Ilya Prigogine, won the Nobel Prize in chemistry in 1977 for *for his contributions to non-equilibrium thermodynamics, particularly the theory of dissipative structures* (how structures dissolve themselves to give way to a higher order).





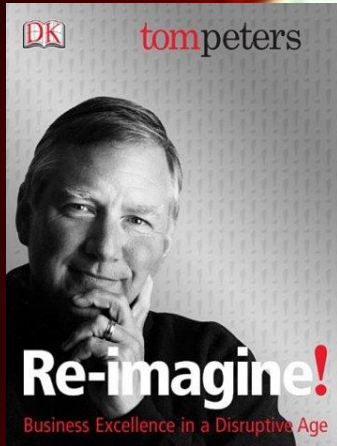
Prigogine discovered that evolution does not happen despite chaos but thanks to chaos: *'Systems build up chaos until they come to a bifurcation point with only two options: breakdown or breakthrough... A system either disappears or it 'escapes to a higher order'...*

A caterpillar literally becomes 'fluid' in the chrysalis stage: it has to let go of all old structures. *Then, out of that 'chaos' the higher order, the butterfly emerges.* The old order has to die for the new to arise... **That is why organizations resist transformation so much...**

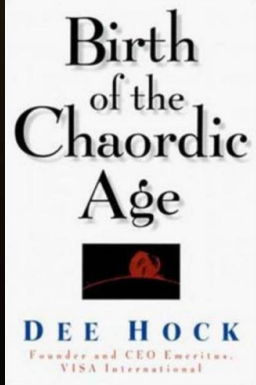


LIQUID

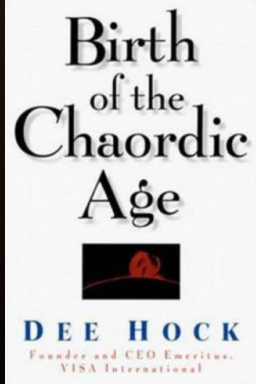
Organizations usually only transform after a near-death-experience...
But it doesn't have to be that way. If only managers would be willing
to let go of their dogma's... **Tom Peters**



The Greek concepts of CHAOS and COSMOS correspond to the Chinese concepts of YIN and YANG: the creative dance of the polarities...



CHAOS (the polarity of COSMOS) is not the same as 'disorder' (the opposite of cosmos). CHAOS means 'all possible orders' i.e. pure potential





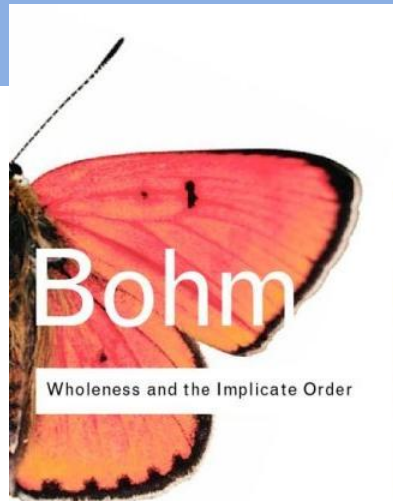
Birth
of the
Chaordic
Age



DEE HOCK

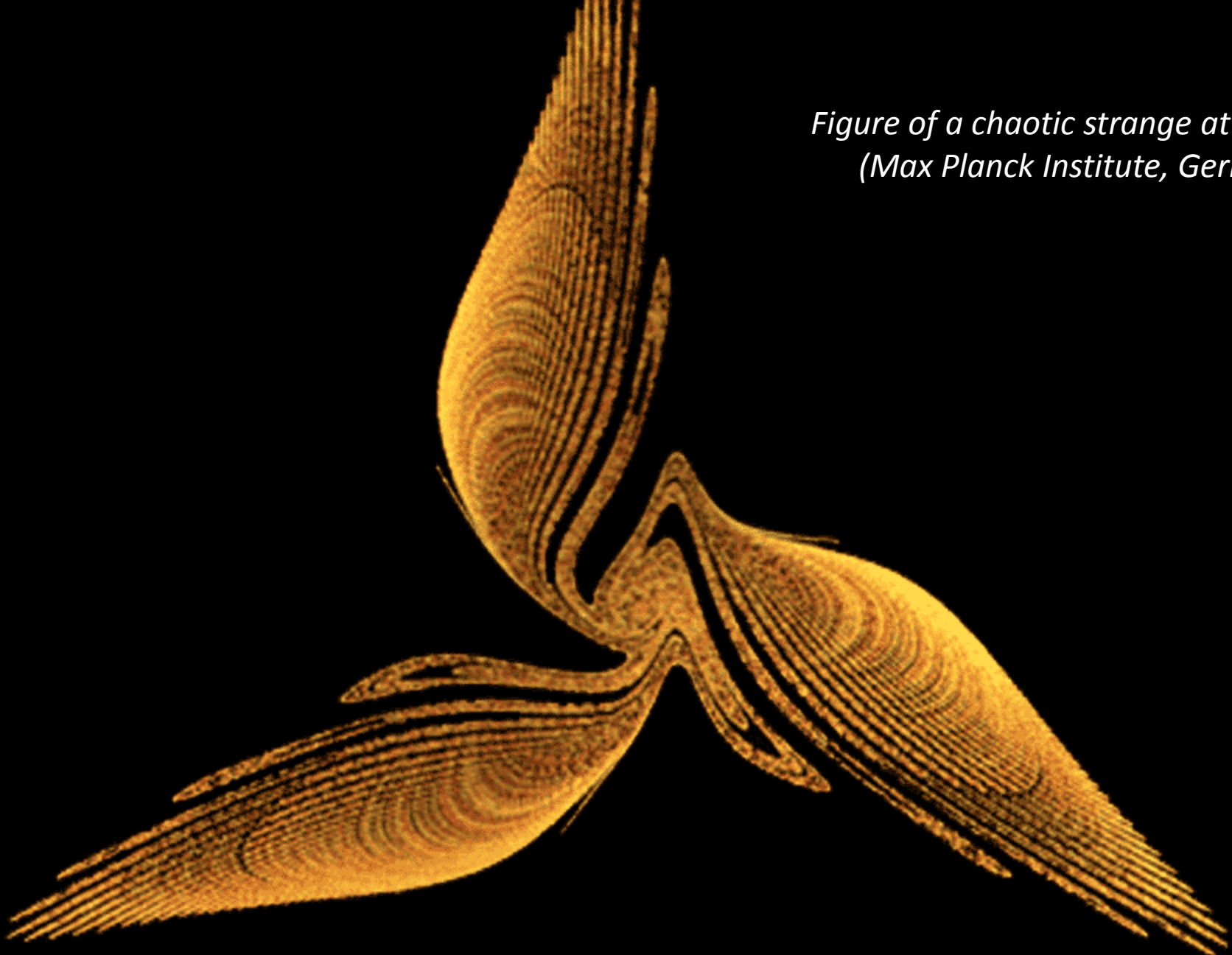
Founder and CEO Emeritus,
VISA International

In chaos theory and complexity science, a system is defined as chaotic when it is **impossible** to know what it will do in the next moment. The system never behaves the same way twice...



However, as demonstrated by chaos theory, if we observe a chaotic system over time, **it always also demonstrates an inherent state of order**; its ‘unpredictable’ actions remain within invisible boundaries. It reveals its inherent self-portrait as a beautiful pattern, its ‘strange attractor’...

*Figure of a chaotic strange attractor
(Max Planck Institute, Germany).*



The LORENZ attractor





Living complex systems in nature are 'chaordic': **fluid synergy** between chaos and order... Here starlings demonstrate 'strange attractors' in the sky...





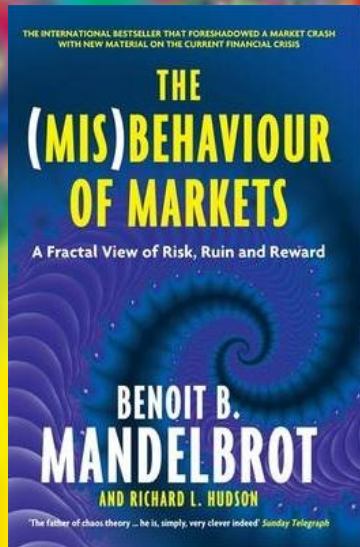
Birth
of the
Chaordic
Age



DEE HOCK

Founder and CEO Emeritus,
VISA International

‘Chaordic’ then means ‘allowing a margin for the unpredictable’ but within certain boundaries. That is how an organization becomes creative but not chaotic. The key factor is to let go of tight control and replace it by TRUST and self-control...



*Because of the current levels of connectivity, the behavior of markets and organizations more and more reflects a living complex system. **We can no longer trust current economic models based on Gaussian logic.** A normal distribution does not take into account the unpredictable. It thus can no longer reflect markets.*

Benoit Mandelbrot, ('The rock star of mathematics')

Sterling Professor of Mathematical Sciences at Yale University

Originator of FRACTAL MATHEMATICS

We live in a fractal world but students in business schools keep studying Gaussian theories. Even worse: Nobel prizes were given to Gaussian economists who were co-responsible for the big crash of the bank system in 2008. They thought everything was under control i.e. within 'normal parameters'...

Nassim Taleb, professor 'Uncertainty Management' at the University of Massachusetts



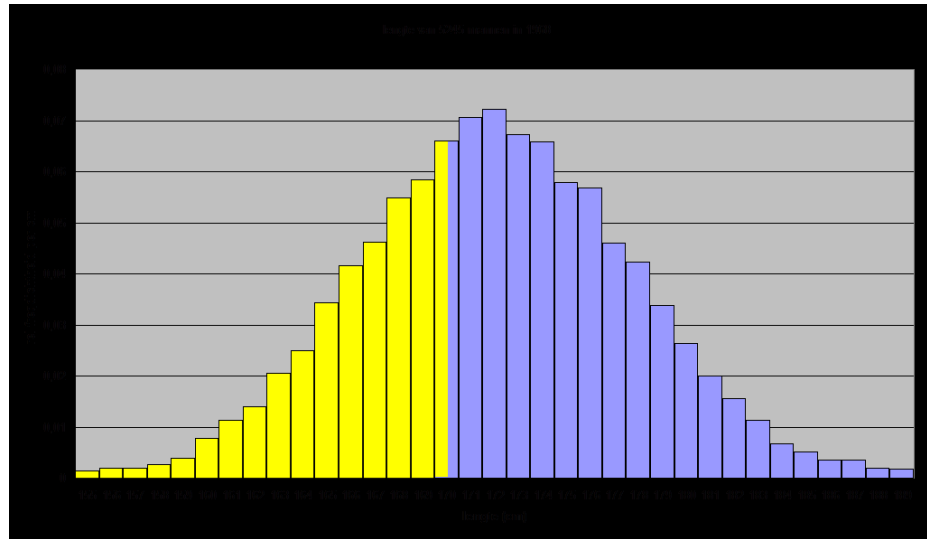
NEW WORLD

'the not-normal wins'

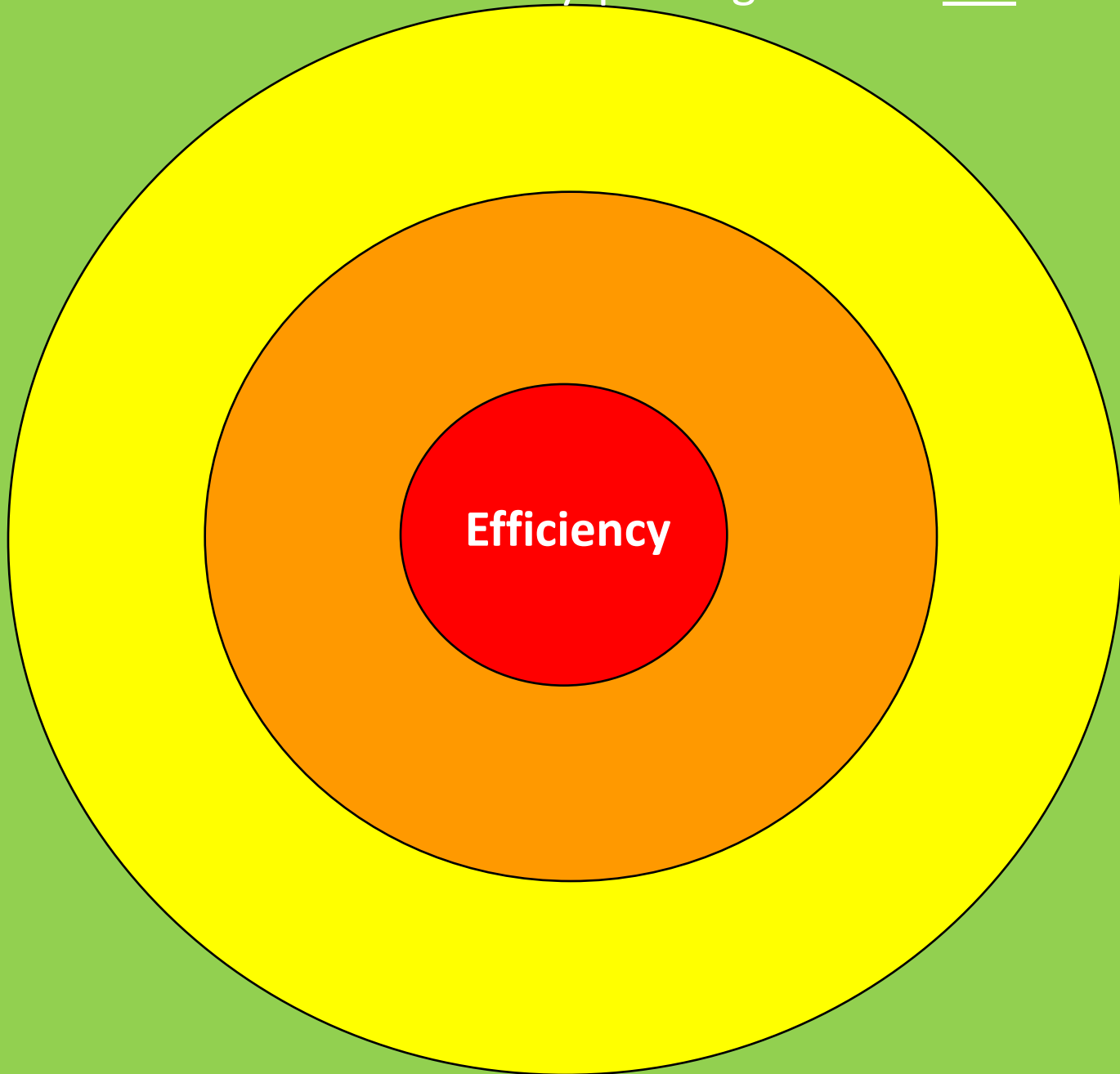


OLD WORLD

'a big big middle ground'



We have been trained in the efficiency-paradigm and it still rules our thinking...

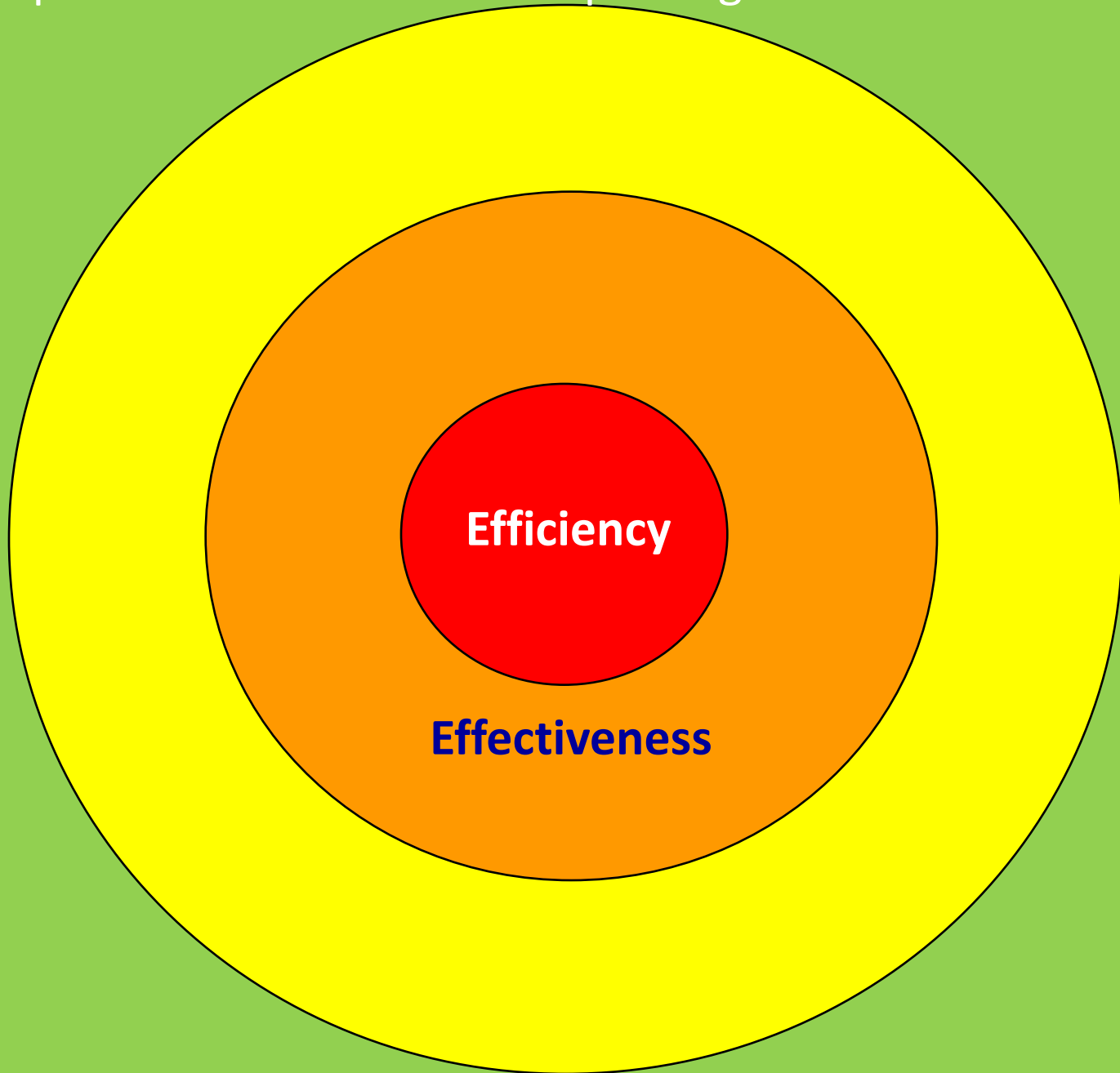




**How can we
do better what
we do?**

**Efficiency
thinking
focuses on
PROBLEMS**

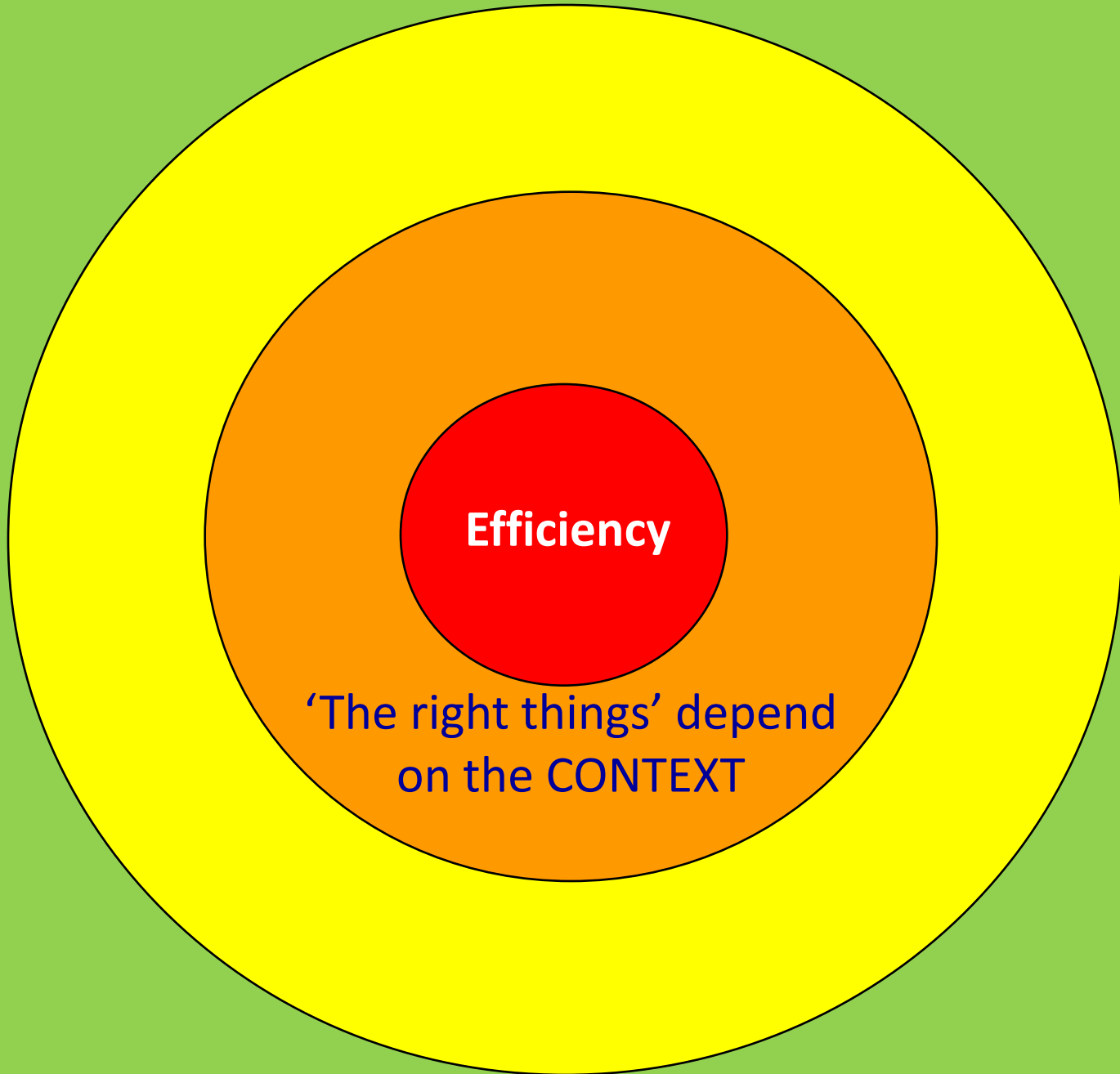
A wider perspective: the effectiveness paradigm





Efficiency

Are we still doing the right
things?



Efficiency

'The right things' depend
on the CONTEXT

The
Economist

Ideas Economy

Human Potential

September 15-16, 2010 New York City

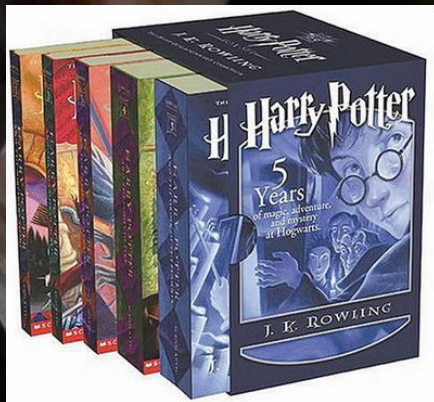
The new context is 'The Ideas Economy',
the "Transformation Age", the 'Chaordic
Era'...



Are you still FOCUSING on
problems or have you
learned to FOCUS on
possibilities?



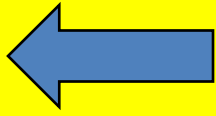
Nobody is a 100 times smarter than anyone else and nobody can work a 100 times harder than anyone else but still there are people and organizations performing a 100 times better than anyone else. This has nothing to do with positive thinking. **It has everything to do with mindset i.e. how you look at things.** *Most people see problems everywhere, I see possibilities everywhere...*



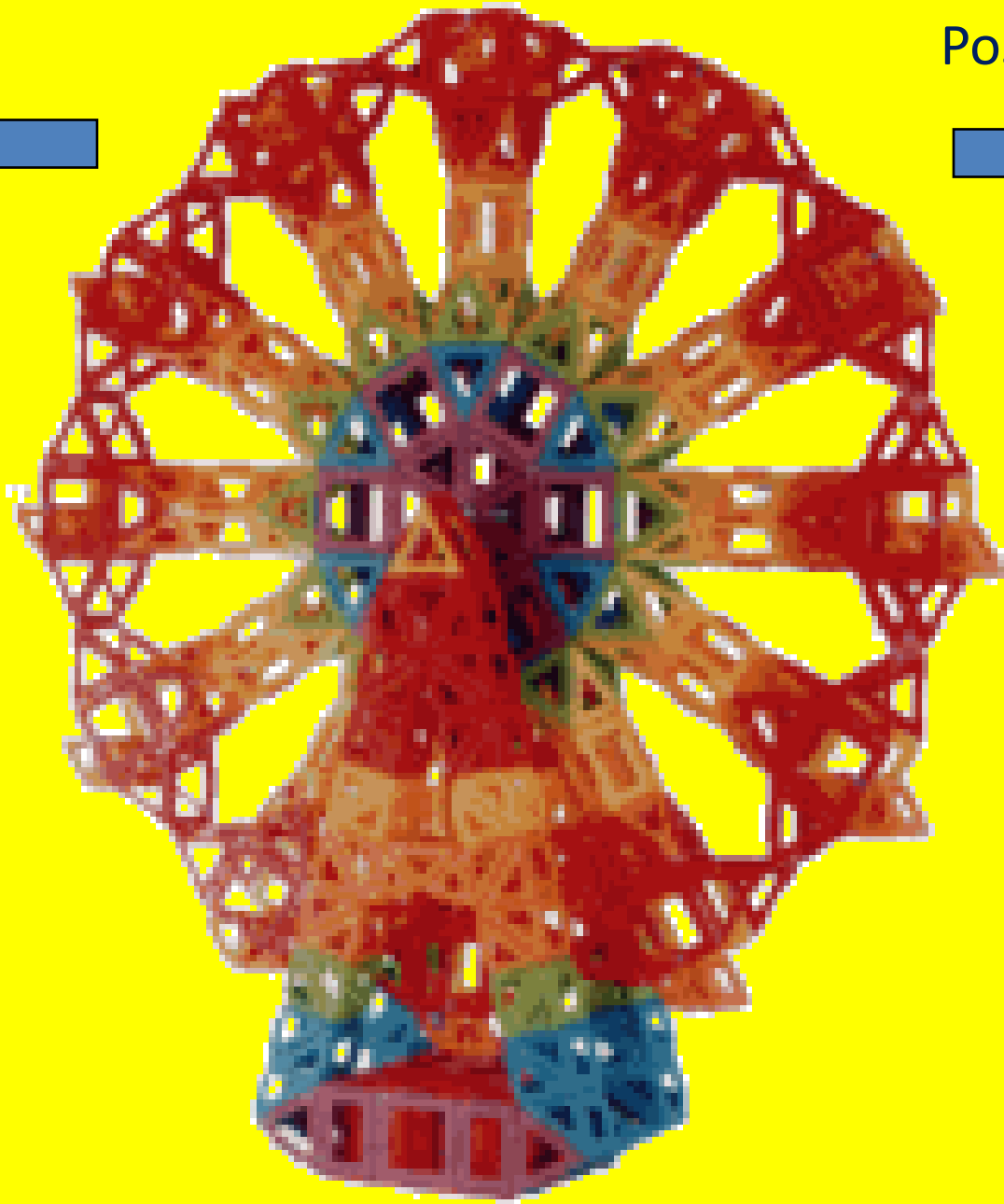
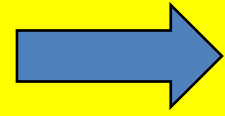
Jay Abraham
Marketing legend – creative genius



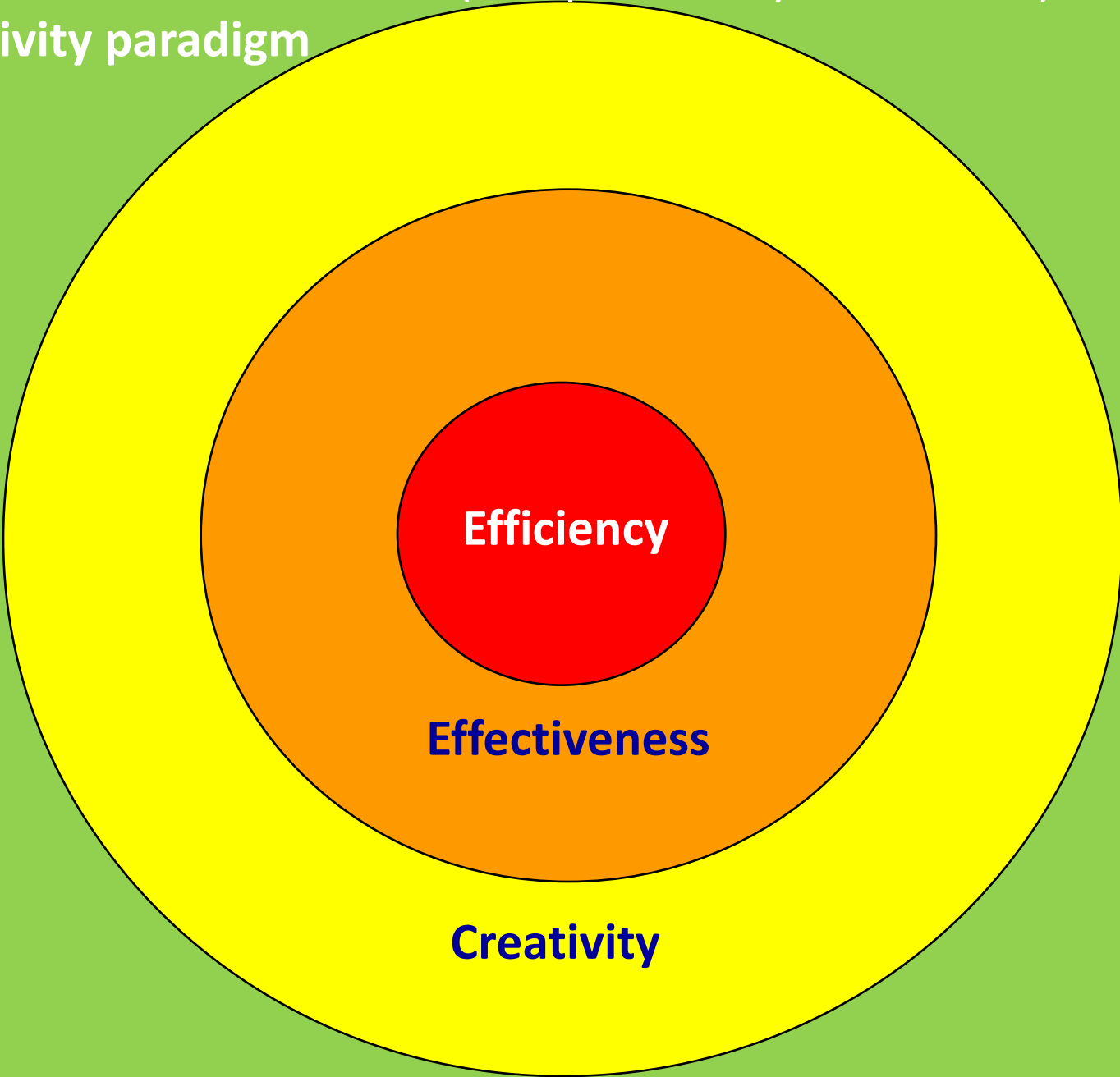
Problems



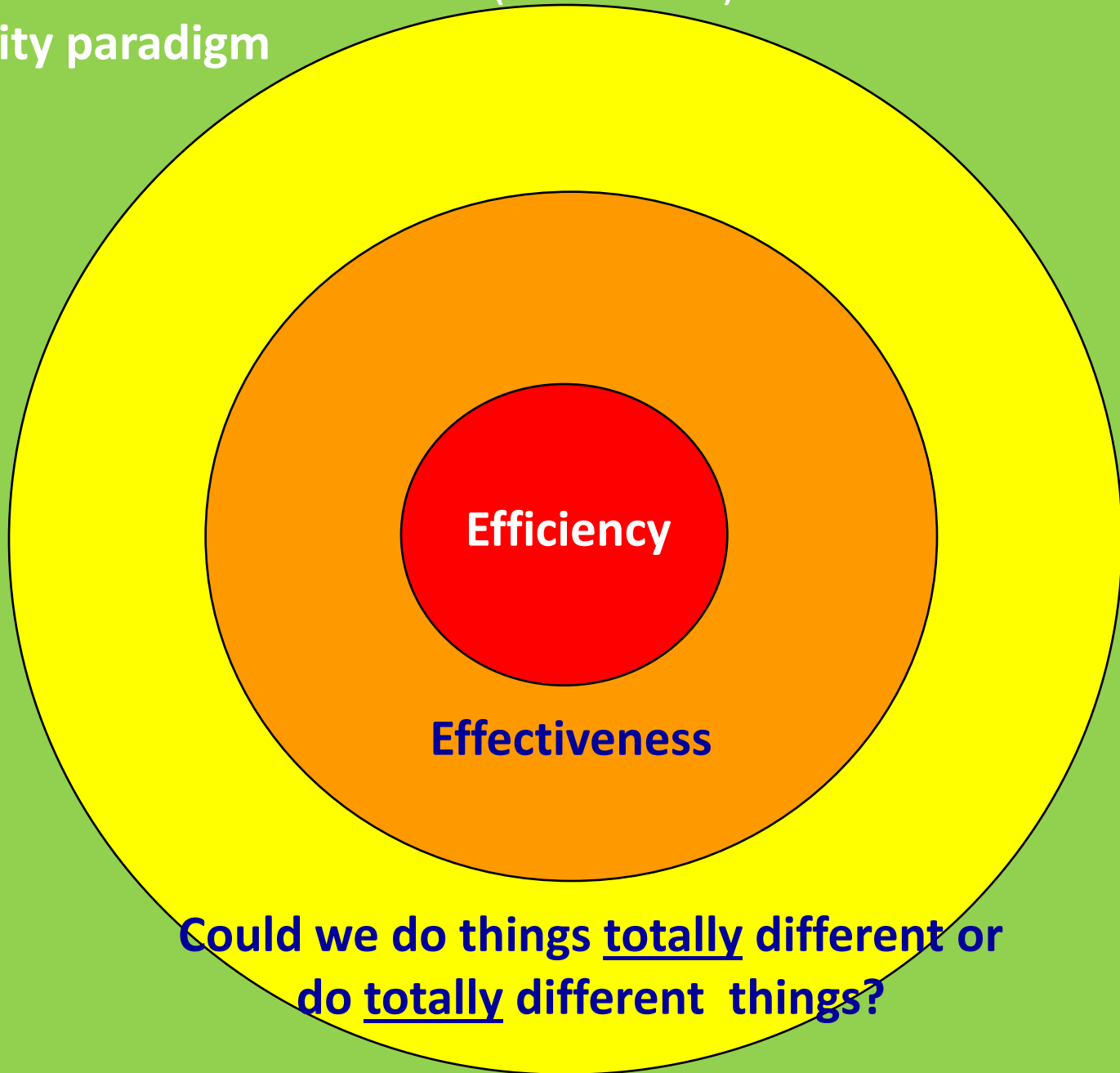
Possibilities



In the IDEAS ECONOMY the new (and potentially unlimited!) horizon is the **creativity paradigm**



In the IDEAS ECONOMY the wider (unlimited) horizon is
the **creativity paradigm**



**Could we do things totally different or
do totally different things?**

*I never try to achieve a 10% growth for a client.
I always aim for 'x10' or even more. That is how you
get out of your old mindset.*

Jay Abraham

**JAY
ABRAHAM**
WORLD'S NO 1 MARKETING GENIUS





Jay helped start-up Icy Hot to jump from a \$ 20.000 per year sales volume to a \$ 13.000.000 volume in less than a year. **That is x650.**



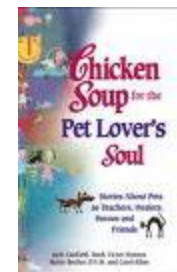
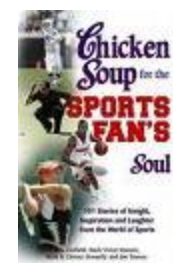
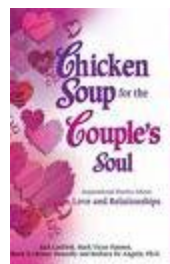
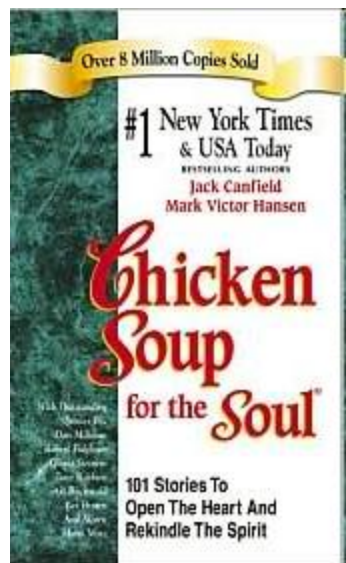
He offered radio and TV networks the **full profit** on **ALL** the ICY HOT sales they would generate with their advertizing *if they would be willing to use their unsold advertising blocks for it at no other charge.* He knew ICY HOT had a stellar re-order rate. The ICY HOT company got all the repeat orders and the founders were able to sell ICY HOT for \$ 60 million just one year later...



The key to mind blowing breakthrough results in the 21st century is: creative cooperation... Nowhere else is there so much extra potential without extra investments. **Jay Abraham**

One of Jay Abraham's marketing ideas sold more books than any other book series in history (even more than the Harry Potter books). You may know it as the 'Chicken Soup for the Soul' series, **selling over 500 million copies worldwide to date** (of which more than 110 million in the US alone).

"We openly credit the fact that Jay gave us the major idea behind our wildly successful Chicken Soup for the Soul series." **Marc Victor Hansen and Jack Canfield, authors**



How? Instead of a 'book' (object), Jay made it a brand ('idea') thus taking it out of the Newtonian world into the fractal world. The original authors then let other people write books with the same concept (heart warming, inspirational stories) under the Chicken Soup brand while taking a profit on every single book written by every single author who used the brand. There are now over 250 titles all selling like mad in over 100 countries...

The screenshot shows a web browser window with the address bar displaying www.chickensoup.com/books. The page content includes a navigation bar with a search box and a dropdown menu currently set to "<Any>". Below the navigation, a grid of eight book covers is displayed, each featuring the "Chicken Soup for the Soul" logo and a unique title and cover image. The books shown are:

- Merry Christmas!** by Amy Newmark, Foreword by Santa Claus. 101 Joyous Holiday Stories.
- Think Possible** by Amy Newmark & Deborah Norville. 101 Stories about Using a Positive Attitude to Improve Your Life.
- Dreams and Premonitions** by Amy Newmark & Kelly Sullivan Walden. 101 Amazing Stories of Miracles, Divine Intervention, and Insight.
- Raising Great Kids** by Amy Newmark, Dr. Milton Boniuk, and The Boniuk Foundation. Inspiring Stories about Sharing Values from Generation to Generation.
- Volunteering & Giving Back** by 101 Inspiring Stories of Purpose & Passion.
- Inspiration for Nurses** by 101 Stories.
- Create Your Best Future** by Inspiring Stories for Teens and Young Adults about Making the Right Decisions.
- Time to Thrive** by 101 Inspiring Stories about Growth.

The Windows taskbar at the bottom shows the system clock as 3:06 PM on 10/29/2015, along with various application icons.



This is the era of trust and co-creation.
Nothing is worth more than a life-time customer. It is stupid to try to maximize the profit on one or two deals. Instead invest in a long term relationship based on integrity. Learn to see every business relationship as a creative potential that can unfold and unfold and unfold and unfold...

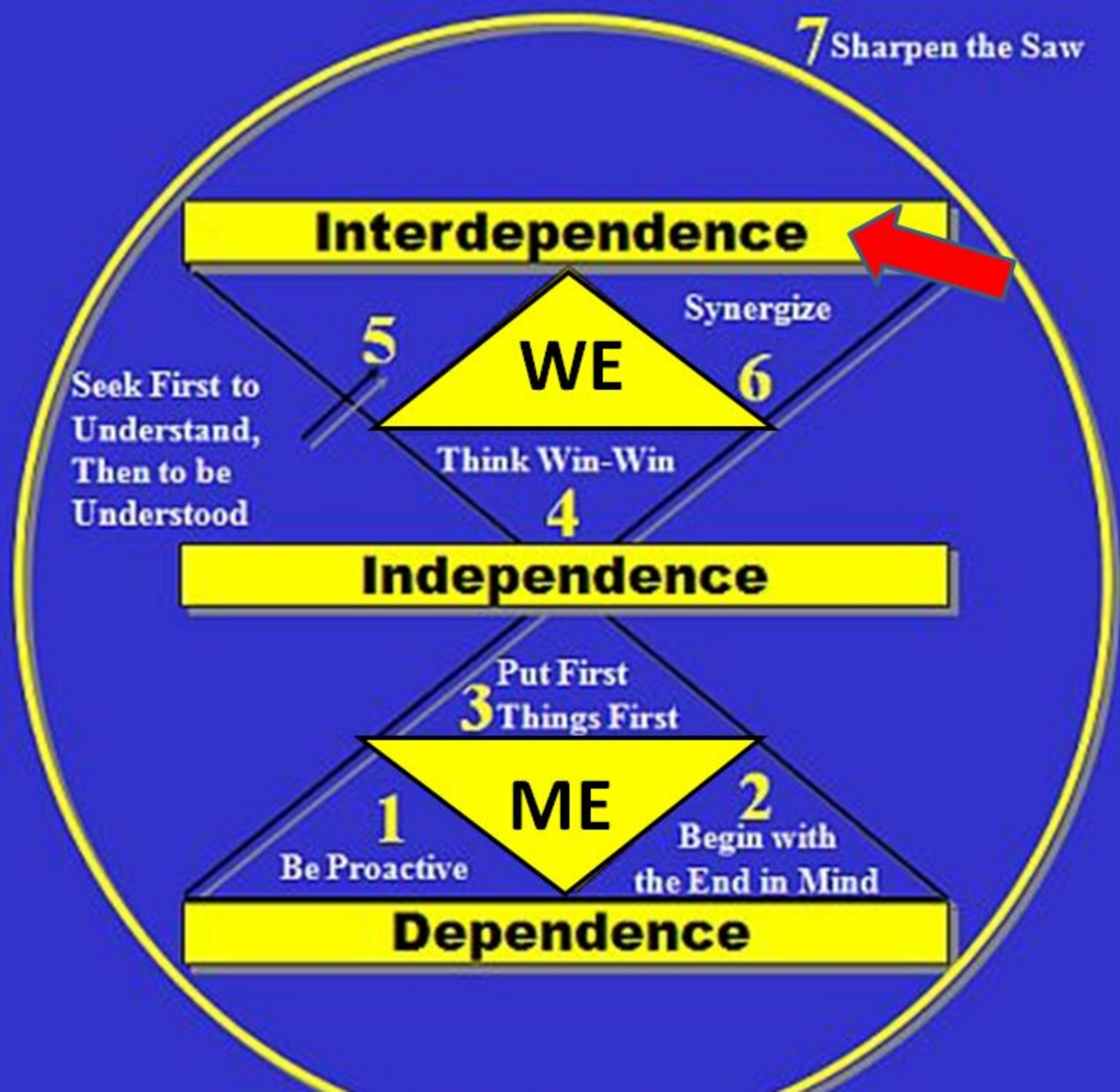
Jay Abraham

This tiny acorn can
TRANSFORM into a gigantic
oak... What does it take to
make that happen?



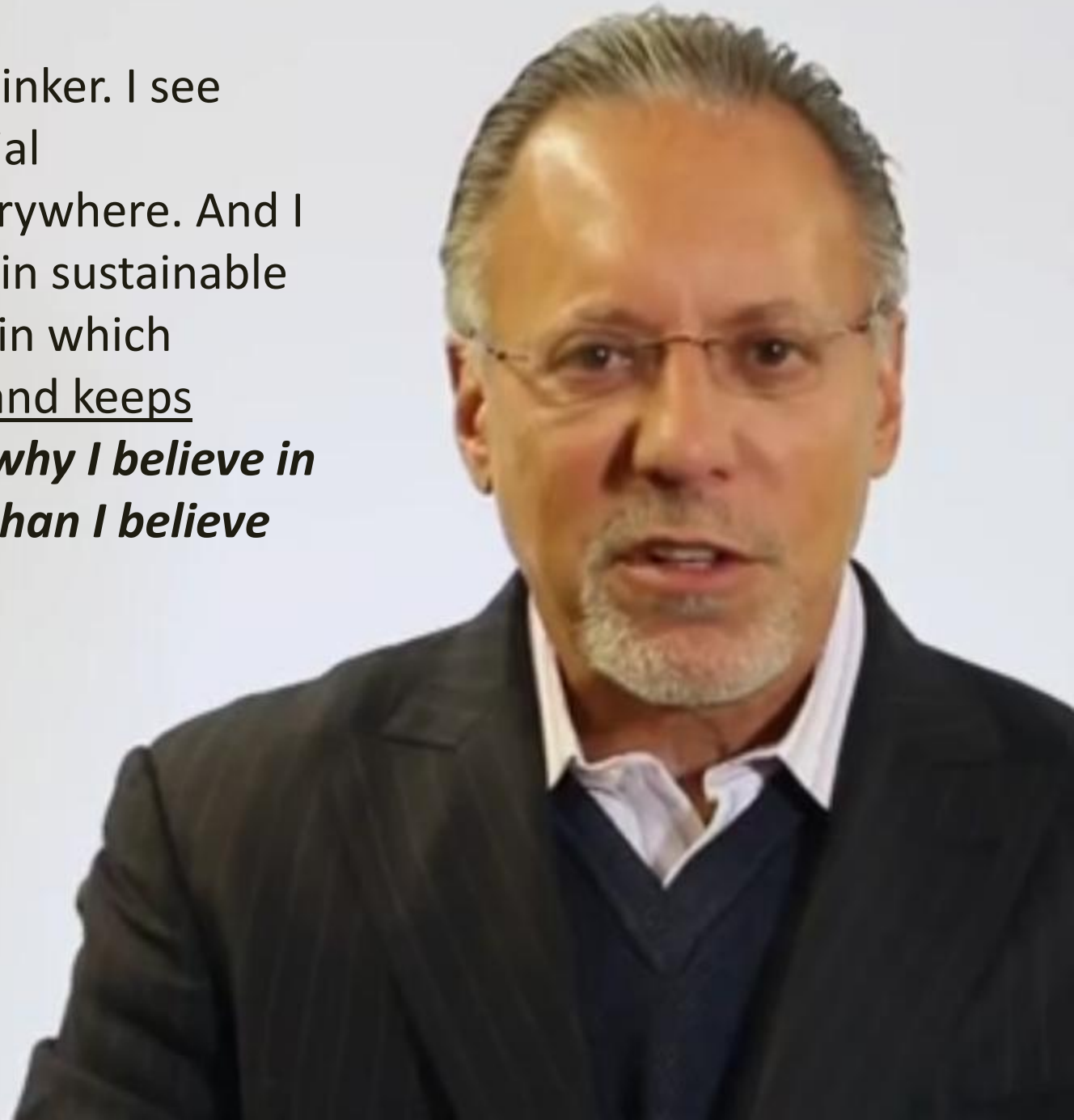


An entire ecosystem i.e. interdependence.



I am a systems thinker. I see mutually beneficial relationships everywhere. And I also only believe in sustainable relationships i.e. in which everybody wins and keeps winning. ***That is why I believe in principles more than I believe in techniques...***

Jay Abraham




Complex living systems are intelligent open systems. They synergize based on few simple **'organizing principles'**... The 'organizing principles' in complex living systems can be compared to the 'attractors' in chaos theory...




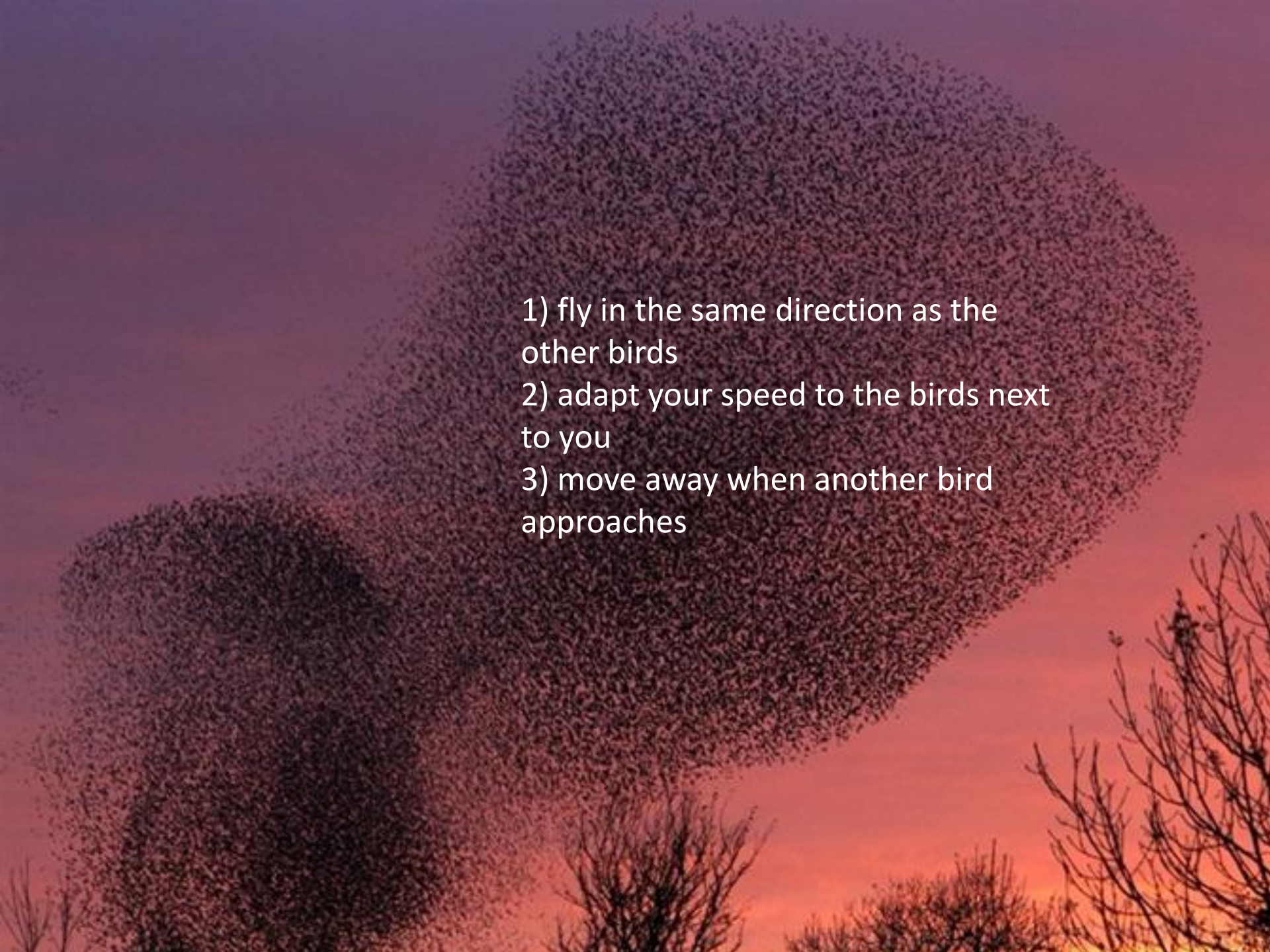
Dr. Craig Reynolds, professor emeritus at Stanford University, discovered that it only takes **3 organizing principles** to make a computer simulation of a flock of starlings that can do an infinite number of different moves...



A large flock of birds, likely starlings, is captured in flight against a vibrant sunset sky. The birds are arranged in a dense, circular pattern, creating a large, dark, textured shape that resembles a giant's head or a large letter 'O'. The sky transitions from a deep orange near the horizon to a darker purple at the top. The silhouettes of bare trees are visible in the foreground, framing the bottom and right sides of the image.

1) fly in the same direction as the other birds

- 
- A large flock of birds, likely starlings, is captured in flight against a vibrant sunset sky. The birds are densely packed into a large, roughly circular formation that dominates the upper half of the frame. The sky transitions from a deep orange near the horizon to a darker, purplish-pink at the top. The silhouettes of bare tree branches are visible in the lower portion of the image, framing the flock. The overall scene conveys a sense of natural coordination and movement.
- 1) fly in the same direction as the other birds
 - 2) adapt your speed to the birds next to you

- 
- A large flock of birds, possibly starlings, is captured in flight against a vibrant sunset sky. The birds are arranged in a dense, circular pattern, creating a large, dark, textured shape that resembles a giant eye or a stylized letter 'O'. The sky transitions from a deep orange near the horizon to a darker purple at the top. Silhouettes of bare tree branches are visible in the foreground, framing the bottom and right sides of the image.
- 1) fly in the same direction as the other birds
 - 2) adapt your speed to the birds next to you
 - 3) move away when another bird approaches

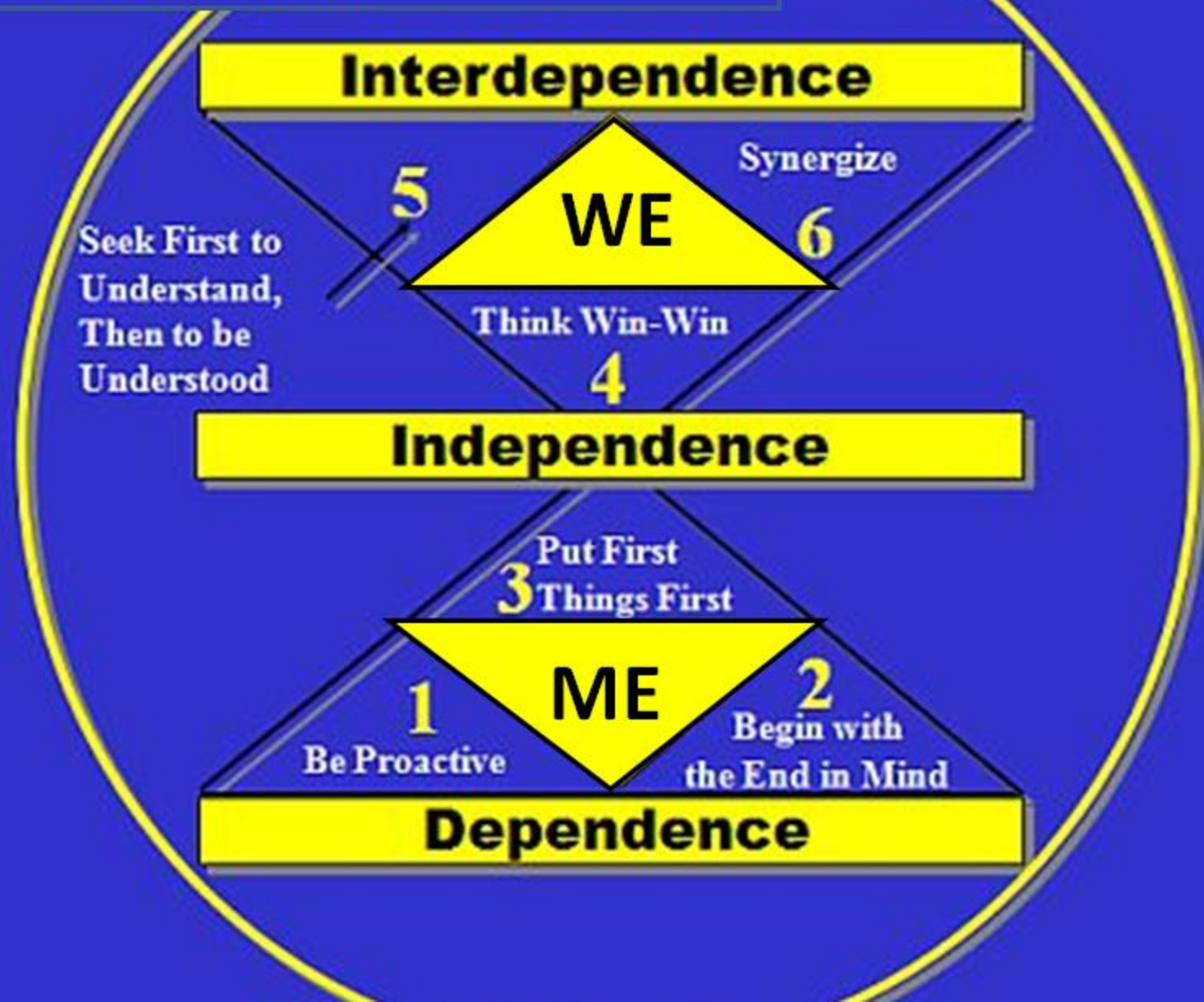


Compare to 'self organizing' freeways: all in the same direction, adapt speed to the flow, mind the drivers next to you...

In human relationships it also takes few 'principles' or 'attractors' to synergize: e.g. mutual trust, transparency, co-creation...



SYNERGY is the key to a living system with totally different capacities...



Termites are the 'master builders' in nature.

When you take into account the size of the termites compared to our size, a termite mound is easily the equivalent of a 180-story building (700m high).

In a termite colony the temperature is close to constant, even in desert areas with temperature variations between night and day of 40 grades Celsius or even more. Humidity also is close to constant. **In other words: it is an intelligent living system...**





Researchers in Africa poured liquid cement into a underground termite structure.. It took them 3 days and 10 tonnes of cement!



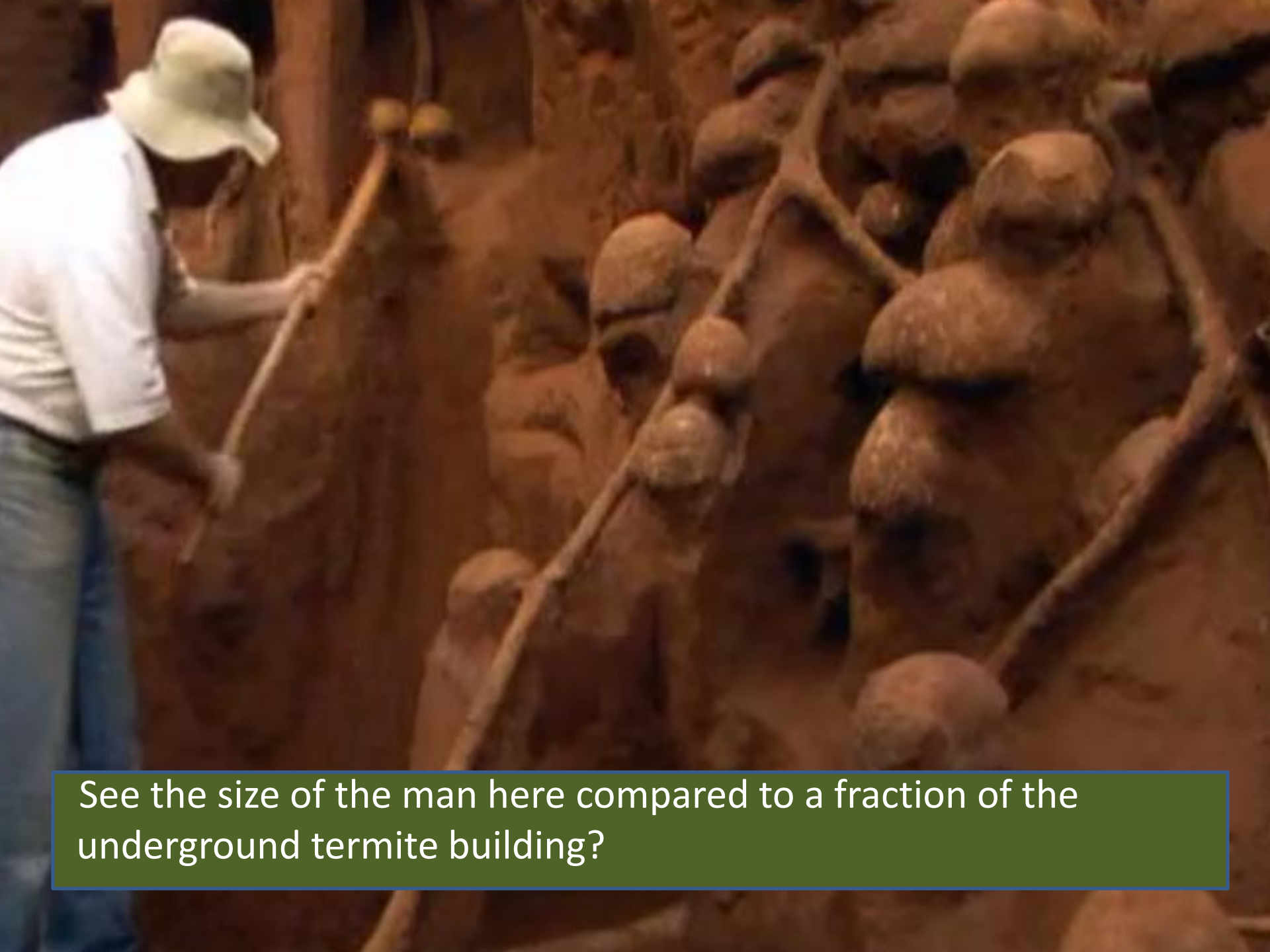
After a month they started digging...



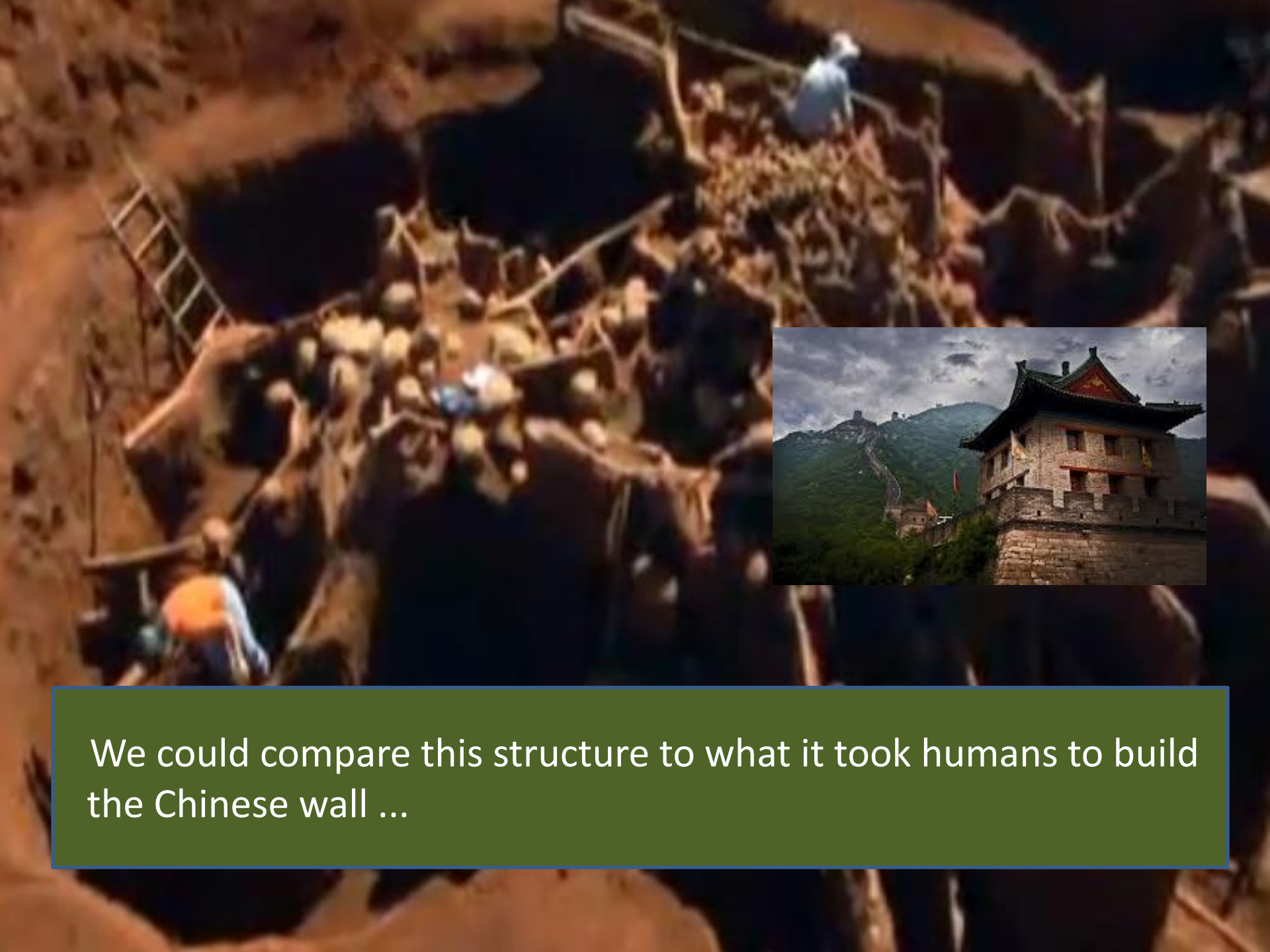
It took weeks to unearth an entire 'termite city'....



The structure measured 15 square meters and was 8 meters deep... The researchers had to dig out 40 ton of dirt...




See the size of the man here compared to a fraction of the underground termite building?



We could compare this structure to what it took humans to build the Chinese wall ...

And termites do not even have brains...





But they form a complex living system with a superior intelligence. **In systems theory this intelligence is called 'co-intelligence'.**

This super intelligence is not located in the termites but in the relationship between the termites (like with the sterlings and geese) and in humans this co-intelligence depends on EQ, not IQ

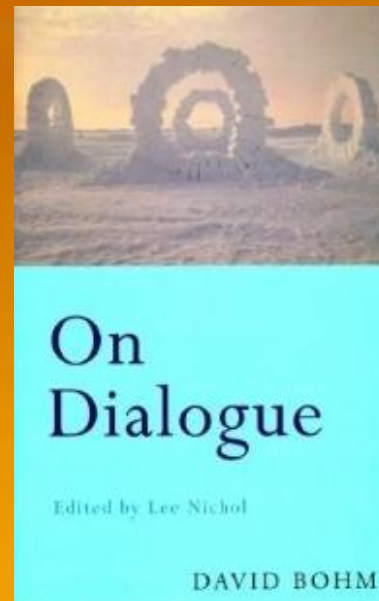


The type of communication needed to make co-intelligence emerge in a relationship, is what we call 'a dialogue'...



*Dialogue brings coherence in
human energy fields.*

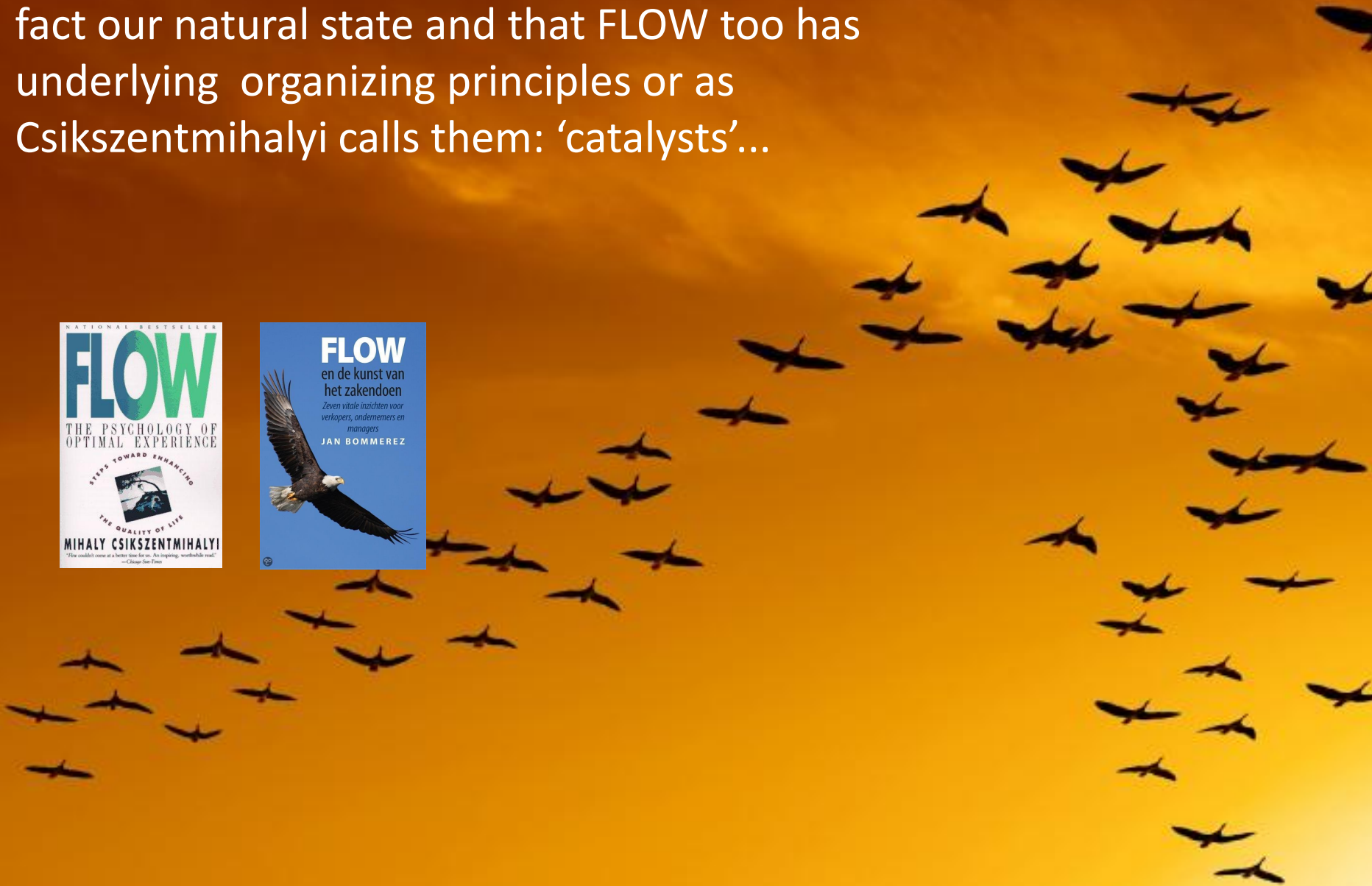
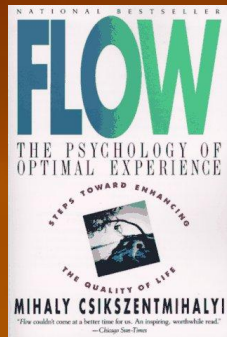
**Quantum physicist and philosopher David
Bohm**

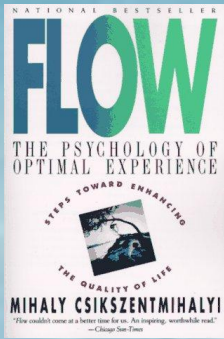




*True DIALOGUE is a **chaordic proces**, a conversation without an agenda, an intuitive FLOW...*

Mihaly Csikszentmihalyi discovered that FLOW is in fact our natural state and that FLOW too has underlying organizing principles or as Csikszentmihalyi calls them: 'catalysts'...





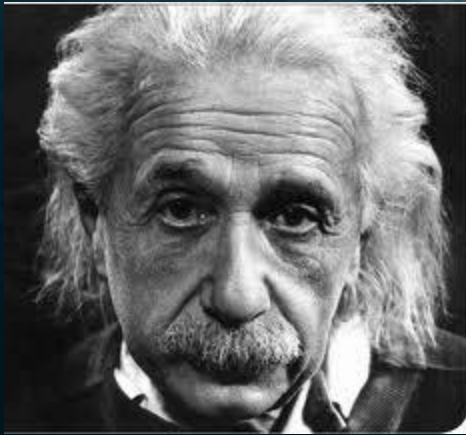
FLOW is the optimal human experience. It is a state of fully being present, fully connected. In FLOW pleasure and creativity spontaneously emerge and intuition is fully available..

Mihaly Csikszentmihalyi



Intellect plays a minor role in scientific breakthroughs. There is always a leap in consciousness that you can call intuition as far as I am concerned. The solution just comes to you and you have no idea how or why...

Albert Einstein



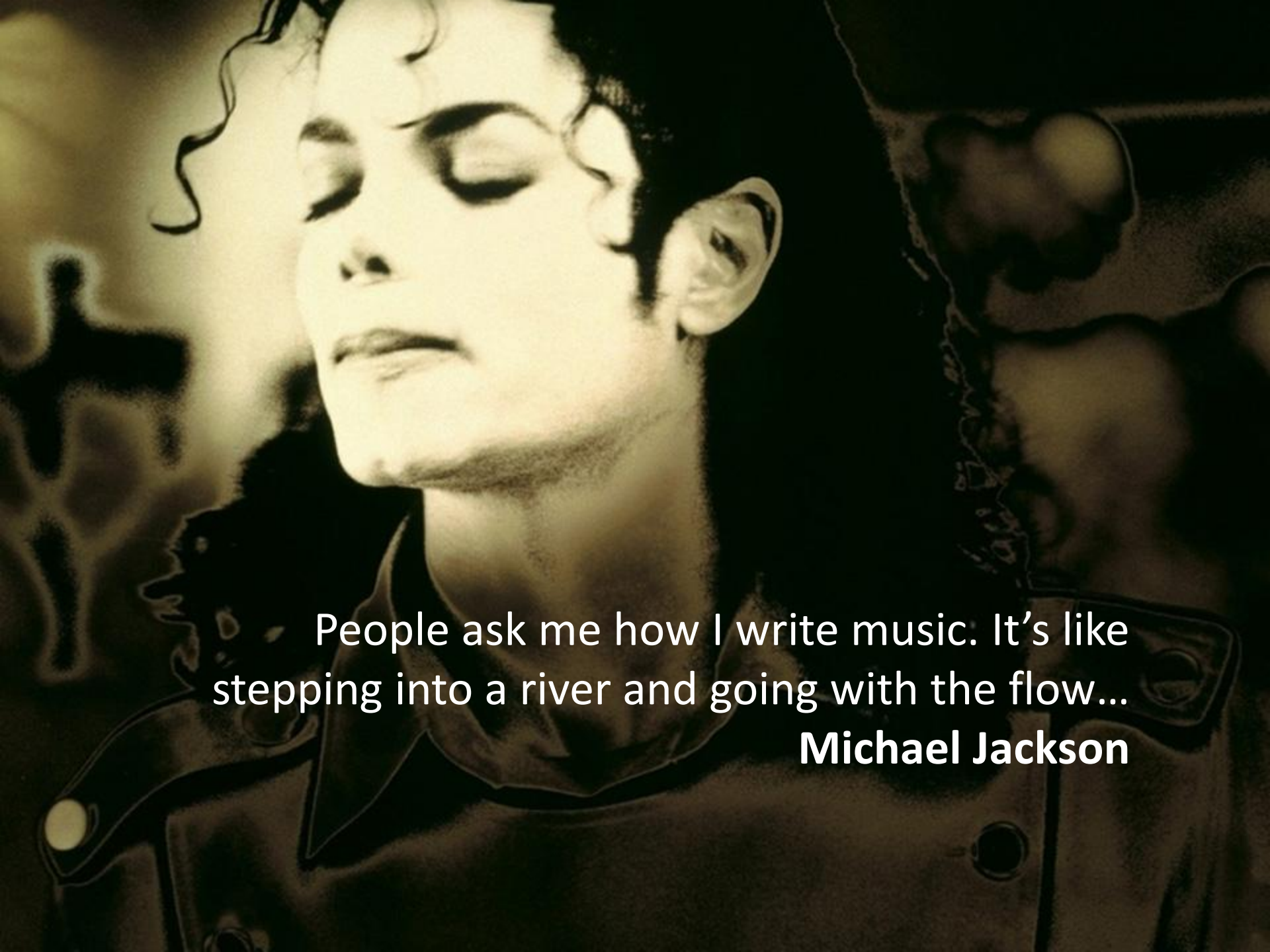


I do not invent anything. My ideas come to me when I least expect them... **Thomas Alva Edison**

Where do my ideas come
from? I cannot tell you.
They come when they
come...



Ludwig von Beethoven

A close-up, high-contrast photograph of Michael Jackson. He is wearing a dark, textured jacket with a high collar and buttons. His eyes are closed, and his expression is serene. The lighting is dramatic, highlighting the contours of his face against a dark background.

People ask me how I write music. It's like
stepping into a river and going with the flow...

Michael Jackson

The *FLOW* catalysts

Clarity

Choice

Challenge

Commitment

Confidence

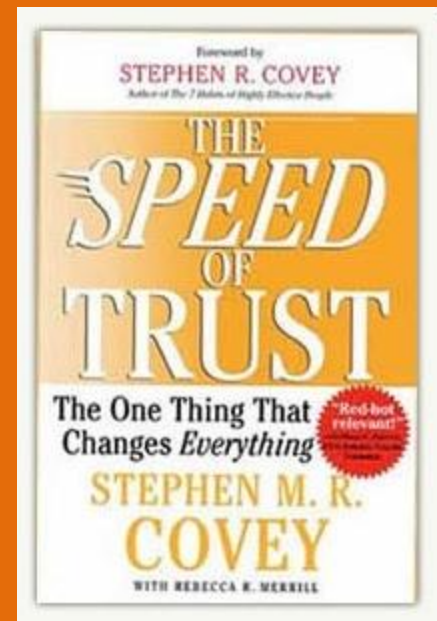
Centredness

A photograph of a waterfall with two main cascades, illuminated by warm lights, with the text "FLOW too is a state of synergy." overlaid.

FLOW too is a state of synergy.

Synergy is what produces 'miraculous' results in relationships and teams and nothing generates synergy like trust...

Stephen M.R. Covey





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