

The Economy Is Shifting From Things To Flows

Background

Most of us were taught to think about the economy through land, labor, capital, and technology. That model explained much of the industrial world. Yet many of today's most valuable organizations appear to operate less like factories and more like hubs. Products, services, money, data, sensors, satellites, communications, and decisions flow through interconnected networks.

A Question About Value

When we look at companies such as Uber, Amazon, Google, NVIDIA, Visa, and SpaceX, a question emerges. Are they primarily product companies, or are they marketplaces, decision systems, and flow coordinators?

A Question About Expertise

A surgeon studies books and diagrams, then spends years in residency transforming knowledge into experience. Similar patterns appear in aviation, engineering, consulting, emergency response, baking, construction, and entrepreneurship.

A Question About Capital

Perhaps experience, judgment, trust, pattern recognition, networks, guild knowledge, and reputation behave like forms of capital. These capabilities accumulate over time, improve performance, reduce risk, and create economic value.

A Question About AI

AI can retrieve information, generate alternatives, identify patterns, and perform calculations. As these capabilities improve, judgment, framing questions, evaluating assumptions, and understanding consequences may become increasingly valuable.

Where This May Lead

The future may not be humans versus machines. It may be humans, experience, judgment, machines, data, networks, and flows operating together.

Next Steps

The next step is observing real problems and how people solve them through AskDave problems, Rings, workshops, and discovery exercises.