

WHY? **Question for Discussion**

WHAT? How is your Agility being tested these days?

WHO? [Agility is the ability to adapt to rapidly changing circumstances: **VUCA**]

HOW?

WHERE?

WHEN?

Volatility
Uncertainty
Complexity
Ambiguity

The One Advantage in an Exponential Age:
How Will You Future-Proof Yourself by Developing a Collectively Intelligent, Peer-Powered Culture of Agility?

Mike Richardson
ORACONS THE AGILITY 0084

REF

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WHY? "The Only Constant is Change" ... But Change has Changed!

VUCA CHALLENGES AHEAD

[VUCA: Volatility, Uncertainty, Complexity & Ambiguity]

There's a Name for What You're Going Through: It's VUCA <https://itsvuca.com/>

Mike Richardson
ORACONS THE AGILITY 0084

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WHY? "The Only Constant is Change" ... But Change has Changed!

VUCA CHALLENGES AHEAD

Agility is the ability to adapt to rapidly changing circumstances

[VUCA: Volatility, Uncertainty, Complexity & Ambiguity]

while out-executing our competition and stakeholder expectations (of customers, employees, vendors, debt-holders/shareholders)

The Only Competitive Advantage with any Permanence These Days!

Mike Richardson
ORACONS THE AGILITY 0084

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WHY? ... and Because ChatGPT Says So!

Why is a collectively intelligent peer powered culture of agility so essential as the one and only competitive advantage that has any permanence these days in an exponential age?

In today's exponential age, businesses face unprecedented levels of change and uncertainty, making it challenging to maintain a sustainable competitive advantage. However, a collectively intelligent peer-powered culture of agility can help them do just that.

In summary, a collectively intelligent peer-powered culture of agility is essential in the exponential age because it provides organizations with a competitive advantage that is both enduring and adaptable. By leveraging the collective intelligence of their employees, organizations can become more responsive to changing market conditions, generate innovative solutions, foster a sense of community and purpose, and build resilience in the face of disruption.

Send a message...

Mike Richardson

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WHY? Because ChatGPT Says So!

Why is a collectively intelligent peer powered culture of agility so essential as the one and only competitive advantage that has any permanence these days in an exponential age?

In today's exponential age, businesses face unprecedented levels of change and uncertainty, making it challenging to maintain a sustainable competitive advantage. However, a collectively intelligent peer-powered culture of agility can provide organizations with a unique advantage that is both enduring and adaptable.

Innovative solutions, foster a sense of community and purpose, and build resilience in the face of disruption.

Send a message...

Mike Richardson

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WHY? Because ChatGPT Says So!

Why is a collectively intelligent peer powered culture of agility so essential as the one and only competitive advantage that has any permanence these days in an exponential age?

A culture of agility enables organizations to quickly adapt to changing market conditions and embrace emerging technologies, making them more responsive to the needs of their customers. By leveraging the collective intelligence of their employees, organizations can generate innovative solutions to complex problems and create new opportunities for growth.

Innovative solutions, foster a sense of community and purpose, and build resilience in the face of disruption.

Send a message...

Mike Richardson

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WHY? Because ChatGPT Says So!

Why is a collectively intelligent peer-powered culture of agility so essential as the one and only competitive advantage that has any performance these days in an exponential age?

In today's exponential age, businesses face unprecedented levels of change and uncertainty, making it challenging to maintain a sustainable competitive advantage. However, a

Moreover, a peer-powered culture of agility can help organizations build a sense of community and purpose, fostering a sense of belonging and engagement among employees. This, in turn, can drive employee retention and attract new talent, giving organizations a significant advantage in the talent market.

enduring and adaptable. By leveraging the collective intelligence of their employees, organizations can become more responsive to changing market conditions, generate innovative solutions, foster a sense of community and purpose, and build resilience in the face of disruption.

Send a message... Regenerate response

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WHY? Because ChatGPT Says So!

Why is a collectively intelligent peer-powered culture of agility so essential as the one and only competitive advantage that has any performance these days in an exponential age?

In today's exponential age, businesses face unprecedented levels of change and uncertainty, making it challenging to maintain a sustainable competitive advantage. However, a

Additionally, a collectively intelligent culture of agility can help organizations to build resilience and adaptability in the face of disruption. As technological disruption continues to accelerate, organizations must be able to pivot quickly and embrace new opportunities, and a culture of agility can help them do just that.

enduring and adaptable. By leveraging the collective intelligence of their employees, organizations can become more responsive to changing market conditions, generate innovative solutions, foster a sense of community and purpose, and build resilience in the face of disruption.

Send a message... Regenerate response

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WHY? Because ChatGPT Says So!

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In summary, a collectively intelligent peer-powered culture of agility is essential in the exponential age because it provides organizations with a competitive advantage that is both enduring and adaptable. By leveraging the collective intelligence of their employees, organizations can become more responsive to changing market conditions, generate innovative solutions, foster a sense of community and purpose, and build resilience in the face of disruption.

Send a message... Regenerate response

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WHY? Will You Be Replaced by AI?

HUSTLE Issue #246



Last August, **NetDragon Websoft** – a Hong Kong-based online gaming firm with \$2.1B in annual revenue – appointed a CEO to helm its flagship subsidiary.

The new chief, Tang Yu, was responsible for all of the typical duties of a company figurehead: reviewing high-level analytics, making leadership decisions, assessing risks, and fostering an efficient workplace.

She worked 24/7, didn't sleep, and was compensated \$0 per year.

But there was a catch: Yu wasn't a human. She was a virtual robot powered by artificial intelligence.


So far, having an AI CEO hasn't had any catastrophic consequences for NetDragon Websoft. In fact, since Yu's appointment, the company has outperformed Hong Kong's stock market.

March 12, 2023

Should we automate the CEO?
There has been a lot of talk about AI eventually replacing lower-rank workers. But why not start with the highest-paid corporate executives?
BY ZACHARY CROCKETT


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WHY? Working With AI

	Broad/General	Human Intelligence
 ChatGPT Generative Pre-trained Transformer	Narrow/Specialized	Artificial Intelligence

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WHY? Working With AI

	Broad/General	Human Intelligence
	Narrow/Specialized	Artificial Intelligence

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WHY? Working With AI

Broad/General Human Intelligence

Narrow/Specialized

"Humans are hard-wired to dream, to create, to innovate. But today, we spend too much time consumed by the drudgery of work, on tasks that zap our time, creativity, and energy. To reconnect to the soul of our work, we don't just need a better way of doing the same things. We need a whole new way to work. Today, we are bringing the power of next-generation AI to work. Introducing Microsoft 365 Copilot — **your copilot for work.**"

Artificial Intelligence

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WHY? Working With AI

Broad/General Human Intelligence

Narrow/Specialized

Collective Intelligence

Artificial Intelligence

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WHY? Generalizing Artificial Intelligence

Broad/General Human Intelligence

General Artificial Intelligence

Narrow/Specialized

Collective Intelligence

Artificial Intelligence

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WHY? Generalizing Artificial Intelligence

Broad/General Human Intelligence

General Artificial Intelligence

Narrow/Specialized

Collective Intelligence

Artificial Intelligence

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WHY? Do You Remember When?

The development of AI is as fundamental as the creation of the **microprocessor**, the **personal computer**, the **Internet**, and the **mobile phone**. It will change the way people work, learn, travel, get health care, and communicate with each other. Entire industries will reorient around it. Businesses will distinguish themselves by how well they use it.

Bill Gates, March 2023 (GatesNotes.com)

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WHY? Because of an Exponential Age

Share of United States households using specific technologies

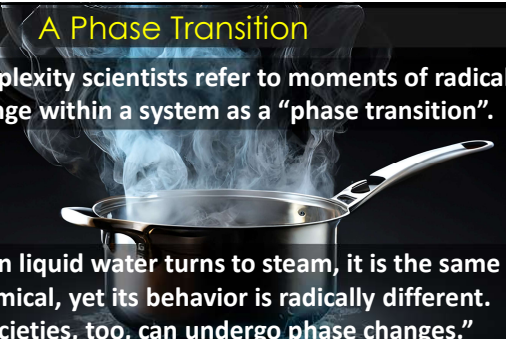
Tik Tok

Chat GPT

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WHY? A Phase Transition

“Complexity scientists refer to moments of radical change within a system as a “phase transition”.



When liquid water turns to steam, it is the same chemical, yet its behavior is radically different. Societies, too, can undergo phase changes.”

Azeem Azhar, The Exponential Age: How Accelerating Technology is Transforming Business, Politics and Society (2021).

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WHY? The More Things Change ...



... The More Some Things Remain the Same!

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The New Battleground (for being Future-Proofed)



Level 5: Intelligence Advantage “Supermind”
 .Shift: Collective Intelligence = Human Intelligence + Artificial Intelligence

Level 4: Advisory Advantage
 .Shift: External Input & Radar Scanning

Level 3: Agility Advantage
 .Shift: Operating System & 5 Roles

Level 2: Cultural Advantage
 .Shift: Creating the Conditions

Level 1: Peer Advantage
 .Shift: Success Factors “None of us is as good as all of us”

Begin a 5 Level Reset

Human Intelligence

Artificial Intelligence

Collective Intelligence

The Exponential Age

VUCA

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Developing Your One Advantage



The New Battleground (for being Future-Proofed)

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Begin a 5 Level Reset

Human Intelligence

Artificial Intelligence

Collective Intelligence

The Exponential Age

VUCA

Question for Discussion: How is your Agility being tested these days?
 (Agility is the ability to adapt to rapidly changing circumstances. VUCA)

Volatility
 Uncertainty
 Complexity
 Ambiguity

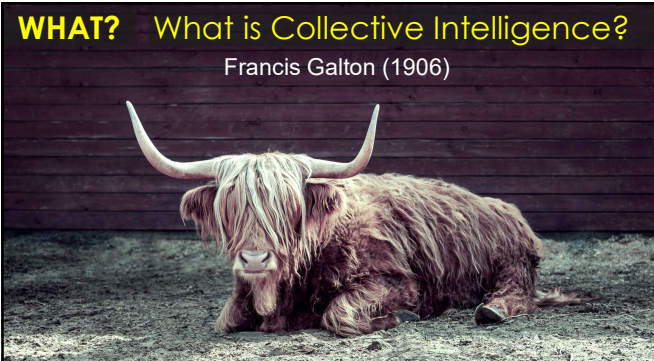
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Mike Richardson

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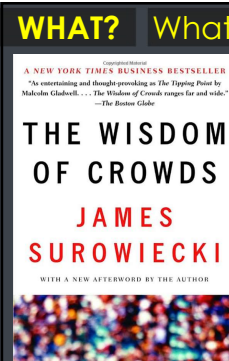
WHAT? What is Collective Intelligence?

Francis Galton (1906)




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WHAT? What is Collective Intelligence?



THE WISDOM OF CROWDS
 JAMES SUROWIECKI

Why the Many Are Smarter Than the Few and How Collective Wisdom Shapes Business, Economies, Societies and Nations (2004)



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WHAT? What is Collective Intelligence?

Let's See How Our Collective Intelligence Is!

From your phones go to [menti.com](https://www.menti.com) and input the number **64054832** (no space)

Then Submit Your Answer

Join of menti.com (use code 64054832)

Scales

Low High

How Many Golf Balls?

<https://www.mentimeter.com/apps/presentation/64054832/3tjz6iesknvmt0x1yy/b0wawvm6lsk1ed8t>

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WHAT? What is Collective Intelligence?

DARPA: Defense Advanced Research Projects Agency (2009)

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WHAT? What is Collective Intelligence?

Collectives in nature can have millions of individuals that cooperate to form complex structures.

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WHAT? What is Collective Intelligence?



We developed a simple low-cost robot called "Kilobot" which allowed us to produce a 1024-robot swarm for testing collective behaviors.

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WHAT? What is Collective Intelligence?

Programmable Self-Assembly in a Thousand-Robot Swarm.



Elapsed time 11:06 hours Elapsed time 11:71 hours Elapsed time 5:55 hours

This work demonstrates the ability to create and program a large-scale autonomous swarm which can achieve complex global behavior from the cooperation of many limited and noisy individuals.

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WHAT? What is Collective Intelligence?

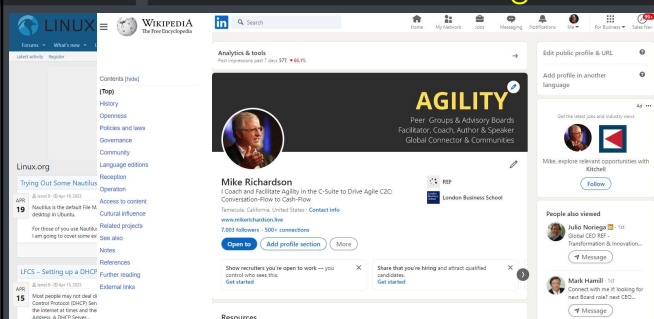
Prediction Markets



Hollywood Stock Exchange
hsx.com

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WHAT? What is Collective Intelligence?




AGILITY
Peer Groups & Advisory Boards
Facilitator, Coach, Author & Speaker
Global Connector & Communities

Mike Richardson
I Coach and Facilitate Agility in the C-Suite to Drive Agile CIO.
Conversation-Flow to Cash-Flow
San Jose, California, United States · [Contact Info](#)
[www.mikemichaelson.com](#)

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WHAT? MIT Center for Collective Intelligence



The MIT Center for Collective Intelligence explores how people and computers can be connected so that —collectively— they act more intelligently than any person, group, or computer has ever done before.

ABOUT CCI →

Kathleen Kennedy
Executive Director

Thomas W. Malone
Patrick J. McGovern Professor of Management Director, MIT Center for Collective Intelligence Sloan School of Management

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WHAT? "Superminds"

Superminds

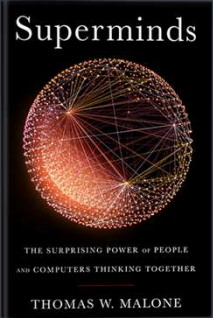
"We are spending too much time thinking about people or computers and not enough time thinking about what people and computers can do together that could never be done before."

"A new way of looking at the world ... to see powerful entities all around us all of the time that are mostly invisible unless you know how to look ... **"Superminds"**: Groups of individuals acting together in ways that seem intelligent, at least some of the time (Hierarchies, Democracies, Markets, Communities Ecosystems ... which run our world as groups of individuals working together over space and time) ... sometimes smart, sometimes stupid, sometimes evil".

THE SURPRISING POWER OF PEOPLE AND COMPUTERS THINKING TOGETHER
THOMAS W. MALONE

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WHAT? "Superminds"



Superminds
THE SURPRISING POWER OF PEOPLE AND COMPUTERS THINKING TOGETHER
THOMAS W. MALONE

"Computers have the potential to make these **Superminds** smarter and the potential to make Human-Computer Superminds that are smarter than ever before ... How can people and computers be connected so that ... collectively ... they act more intelligently than any person or group or computer has ever done before?"

"It will become increasingly useful to view all of the people and computers on our planet as a single global **Supermind** and perhaps our future as a species will depend upon how well we are able to use the Collective Intelligence of our global Supermind to make choices that are not just smart but also wise"

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WHAT? REF as a "SuperMind"



REF EN ABOUT REF WHY BECOME A MEMBER? OUR MEMBERSHIPS COMMUNITY ROLES BLOG LOG IN APPLY

It will become increasingly useful to view all of the people and computers in our REF network eco-system (members, partners, forum leaders, speakers, ambassadors, strategic alliances etc) as a single global Supermind and perhaps our future in our individual businesses, professional careers and personal lives will depend upon how well we are able to use the Collective Intelligence of our global Supermind to make choices that are not just smart but also wise.

Leaders Powered by Collective Intelligence

A Global Ecosystem of Collective Intelligence

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WHO? Who Will You Be in the Equation?




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WHO? A Collective Intelligence Turnaround

"I love The One Advantage as an expression of my 'Working Together' approach I used at Ford and Boeing. It is the only competitive advantage you really have."

—Alan Mulally, former CEO, the Ford Motor Company and Boeing Commercial Airplanes



Alan Mulally, CEO of Ford Motor Company from 2006 to 2014, pulled off one of the most agile, culturally transformative and peer-powered turnarounds in corporate history, resulting in a turnaround of Ford's Collective Intelligence from being Collectively Unintelligent (to put in mildly)!



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WHO? A Collective Intelligence Turnaround

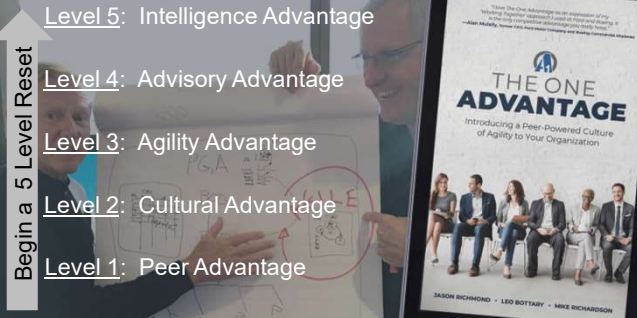




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WHO? A Collective Intelligence Turnaround

Begin a 5 Level Reset

- Level 5: Intelligence Advantage
- Level 4: Advisory Advantage
- Level 3: Agility Advantage
- Level 2: Cultural Advantage
- Level 1: Peer Advantage

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WHO? A Collective Intelligence Turnaround

Begin a 5 Level Reset

- Level 5: Intelligence Advantage
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- Level 1: Peer Advantage

Collective Intelligence

The Exponential Age

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"An intelligence advantage has always been essential for success in business, whether with airplanes, automobiles or technology. That is the essence of the "Working Together" leadership, management system, and its connected culture of love by design that creates value for the greater good, that we used at Ford and Boeing. It is based upon including the Human Intelligence of all of the stakeholders with all of their intelligences, knowledge, experiences, talents, wisdom, positive mindsets, and humility, love, and service. That is the fundamental foundation for our current Collective Intelligence! As Artificial Intelligence emerges mainstream to supercharge our Collective Intelligence, I believe those Human Intelligence foundations will become even more critical. There is nothing artificial about that, so I urge us to evolve some other words."

Alan Mulally, former Executive Vice President of the Boeing Company, CEO of Boeing Commercial Airplanes and CEO of The Ford Motor Company. Former member of the Boards of Directors of Alphabet and the Mayo Clinic.

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WHO? A Collective Intelligence Turnaround

Begin a 5 Level Reset

- Level 5: Intelligence Advantage
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- Level 1: Peer Advantage

Collective Intelligence

The Exponential Age

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WHO? CRACKING THE CODE

Begin a 5 Level Reset

- Level 5: Intelligence Advantage
- Level 4: Advisory Advantage
- Level 3: Agility Advantage
- Level 2: Cultural Advantage
- Level 1: Peer Advantage

2 TO

CONVERSATION-FLOW

CASH-FLOW

The Exponential Age

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"When I reviewed Mike's chapter about our "Working Together" approach at Ford and Boeing, I immediately called to tell him that it was one of the best descriptions I have read. He really gets it.

Our "Working Together" leadership, management system, and its connected culture of love by design creates value for all stakeholders and the greater good.

Mike's concept of "C2C: Conversation-Flow to Cash-Flow" gets to the heart of that challenge."

Alan Mulally, former Executive Vice President of the Boeing Company, CEO of Boeing Commercial Airplanes and CEO of The Ford Motor Company. Former member of the Boards of Directors of Alphabet and the Mayo Clinic.

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Alan Mulally Cracked the Agility Code. It was a turnaround of C2C: Conversation-Flow to Cash-Flow (and Share-Price!)

Alan drove a higher quantity of discussions and decisions across all of the initiatives Ford had in motion or needed to put in motion. He drove a better quality of discovery and dialog among all team members to solve difficult problems. He drove a faster frequency of closed loop accountability to adjust and adapt.

He moved the quantity, quality, and cadence of conversation flow onto a whole new trajectory. Soon thereafter, Ford's cash flow trajectory started to follow. Then its share price trajectory followed, for the whole world to see.

He cracked the agility code.

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WHO? CRACKING THE CODE

Level 5: Intelligence Advantage
 Level 4: Advisory Advantage
 Level 3: Agility Advantage
 Level 2: Cultural Advantage
 Level 1: Peer Advantage

Begin a 5 Level Reset

CONVERSATION-FLOW
 ... and I will show you a business with poor Conversation-Flow!
 (QQC: Quantity, Quality, Cadence)
 TO
 You show me a business with poor Cash-Flow
 (QQC: Quantity, Quality, Cadence) ...
 CASH-FLOW

The Exponential Age

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WHO? CRACKING THE CODE

Level 5: Intelligence Advantage
 Level 4: Advisory Advantage
 Level 3: Agility Advantage
 Level 2: Cultural Advantage
 Level 1: Peer Advantage

Begin a 5 Level Reset

CONVERSATION-FLOW
Meetings, Meetings, Meetings!
 TO
Agile Meetings not "Meetiocrity!"
 The Top 10 Tips for Agile Meetings
 CASH-FLOW

The Exponential Age

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HOW? 5 /Shifts of a "T-Shaped" Transformation Journey

Level 5: Intelligence Advantage
 /Shift: Collective Intelligence = Human Intelligence + Artificial Intelligence
 Level 4: Advisory Advantage
 /Shift: External Input & Radar Scanning
 Level 3: Agility Advantage
 /Shift: Operating System & 5 Roles
 Level 2: Cultural Advantage
 /Shift: Creating the Conditions
 Level 1: Peer Advantage
 /Shift: Success Factors

Begin a 5 Level Reset

"T" Shaped
 Board-Process
 Executive Process
 Drive Shift Business Process

The Exponential Age

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HOW? 5 /Shifts of a "T-Shaped" Transformation Journey

Top Down & Bottom Up, Meeting in the Middle

3.0
 "T" Shaped
 Board-Process
 Executive Process
 Drive Shift Business Process

2.0
 "T" Shaped
 Board-Process
 Executive Process
 Drive Shift Business Process

1.0
 "T" Shaped
 Board-Process
 Executive Process
 Drive Shift Business Process

The Exponential Age

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A Collective Intelligence Turnaround

WHY ENGLAND SLEPT
 INTRODUCTION BY HENRY R. LUCE
JOHN F. KENNEDY

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A Collective Intelligence Turnaround

The Collective Intelligence of an Integrated Air Defense System:

1. The Race to Develop and Deploy Radar
2. Human Observers, including the Royal Observer Corps, who filled crucial gaps in what radar was capable of detecting at the time
3. Raid Plotting
4. Radio Communications & Control of Aircraft.
5. The whole network was tied together by dedicated phone links buried sufficiently deep to provide protection against bombing.

The "Dowding System" of Detection, Command & Control

Churchill's War Rooms Bunker

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... How Will AI Change Search?

Certainly! I sourced my information on Claude Wilfred Lemmy from several online resources including:

1. The British Postal Museum & Archive website: <https://www.postalmuseum.org.uk/collections/people-to-postal-history/claude-wilfred-lemmy/>
2. The London Gazette: <https://www.thegazette.co.uk/London/issue/41143/supplement/2897>
3. The National Archives: <https://discovery.nationalarchives.gov.uk/details/r/X73990>
4. The Institution of Engineering and Technology: <https://www.theiet.org/about/the-library/whats-on/theses/theses/claude-wilfred/>

I hope this information helps!

Certainly! Here is a summary of the information I found at the sources I mentioned earlier:

1. The British Postal Museum & Archive website provides a detailed biography of Claude Wilfred Lemmy. According to this source, Lemmy began working for the General Post Office (GPO) in 1920 and was appointed as the Chief Engineer of the Post Office Telephone Service in London in 1945. During World War II, he played a key role in maintaining the telephone and telegraph networks that were used by the British government and military, and he was responsible for ensuring that communications remained open to Winston Churchill's war room bunker. Lemmy was known for his technical expertise and his dedication to his work. He retired in 1962 and passed away in 1980.
2. The London Gazette is an official publication of the UK government that contains information on appointments, promotions, and other official matters. In this case, the source found an announcement from 1952 that Claude Wilfred Lemmy had been appointed as a Companion of the Most Honourable Order of the Bath (CBE) in recognition of his services to the Post Office.
3. The National Archives is the official archive of the UK government and holds a wide range of documents, including those related to the General Post Office. The specific document I found is a personnel file for Claude Wilfred Lemmy, which includes information on his career and accomplishments.
4. The Institution of Engineering and Technology (IET) is a professional organization for engineers and technicians in the UK. Their website includes a brief biography of Claude Wilfred Lemmy, which highlights his role in maintaining communications during World War II and his contributions to the telecommunications industry as a whole. The IET also holds a collection of Lemmy's papers and other materials in their archive.

I came across the nickname "Jack" being associated with Claude Wilfred Lemmy in several online sources that referenced his role as Chief Engineer of the Post Office's Telecommunications Branch during World War II.

For example, the Imperial War Museum's online collection includes an oral history interview with a man named Sidney Babb, who served as a technician under Lemmy during the war. In the interview, Babb refers to Lemmy as "Jack" multiple times. Similarly, an article on the website of the Institution of Engineering and Technology also mentions Lemmy's nickname "Jack" in the context of his wartime work.

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HOW? Right Now: No Time Like the Present!

Q1: What is your biggest takeaway?

Q2: How do you sense you need to start grappling with Artificial Intelligence and Collective Intelligence in your role, department and organization?

Q3: How do you begin a 5 Level Reset for the new battleground of an Intelligence Advantage? What actions can you take at each of the 5 Levels?

Mike Richardson
DISRUPTING THE AGILITY GAME

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HOW? Resources to Develop Your One Advantage

<https://mikerichardson.live/t1a>

- Downloadable Resources (including eBook Link & Keynote Presentation PDF)
- REF's "AI Curious" Community Link (upcoming events)
- Opportunity Assessment (including Self-Funding Discovery)
- Free One Hour Consultation (for any purpose you choose)

Mike Richardson
DISRUPTING THE AGILITY GAME

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WHY? WHAT? WHO? HOW? WHERE? WHEN?

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Volatility
Uncertainty
Complexity
Ambiguity

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