

SENSEMAKING IN AN AGE OF *ACCELERATION*

Bob Prieto

AGENDA

Sensemaking

Think Again

Theory Must be Supported by Facts

Noble Purpose

Radical Empathy

Dancing Robots

Provocations

SENSEMAKING

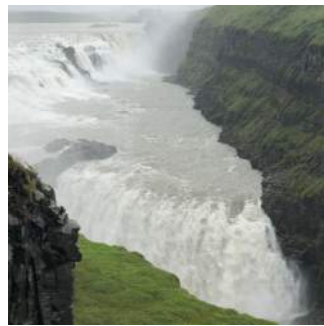
Sensemaking is the process by which people give meaning to their collective experiences. Its introduction into organizational studies was intended to **shift the focus from decision-making and towards the processes that constitute the meaning of the decisions** that are enacted in behavior

THINK AGAIN



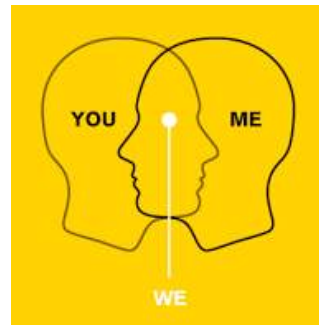
MUONS

Is the Standard Model Broken?



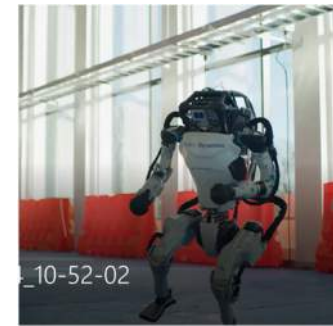
NOBLE PURPOSE

Reversing Global Warming



SOFT IS HARD

Radical Empathy



DANCING ROBOTS

Do you love me? -

Boston Dynamics

MUONS

THEORY MUST BE SUPPORTED BY FACTS

Theory of Physics

Newtonian → **Relativistic** (*Einstein Standard Model*) → ??? (**Muon** Spin Rate)

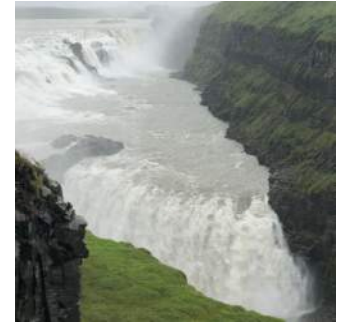


Theory of Projects

CLASSICAL: Gantt/Fayol (*Decomposable/Bounded*) → 2/3 Large Complex Projects FAIL → **NEOCLASSICAL**

Shortcomings of Classical Theory:

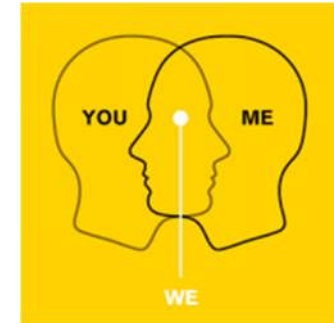
- Understanding
- How they move
- How they relate



NOBLE PURPOSE SETS STAGE FOR TRANSFORMATIONAL CHANGE AND ACCOMPLISHMENT

...Or at least clear, shared **strategic objectives**

SOFT IS HARD RADICAL EMPATHY



New Focus

Governance vs Management

Engagement vs Stakeholder Management

Sentiment Analysis

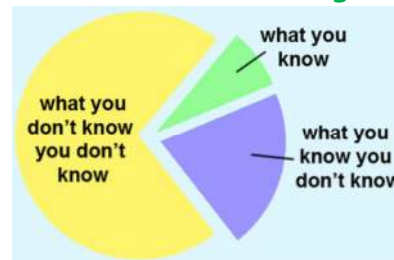
RADICAL EMPATHY

New Skills

Social Sciences

Communication

What are we licensing?



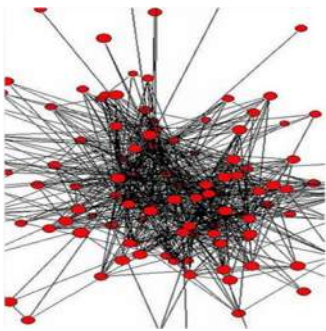
Sensemaking

New Ways

Rethink the position of the **individual**

Rethink concept of **community**

DANCING ROBOTS



Framework

Systems Thinking



Acceleration

Master Builder



Convergence

New Accelerator



Creativity

Post Human

PROVOCATIONS

- P1 ————— Today's engineer is not being **trained for the potentials of tomorrow**

- P2 ————— The siloed nature of the industry makes **systemic innovation improbable** and has destroyed the value previously brought by the **Master Builder**.

- P3 ————— The Theory of Projects fails at scale and a new **System of Systems** model is required with new and **expanded governance and engagement** models.

- P4 ————— Risk appetite is a principal barrier to innovation and technology adoption. The industry is **undercapitalized for long term survival** and success.



THANK YOU

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