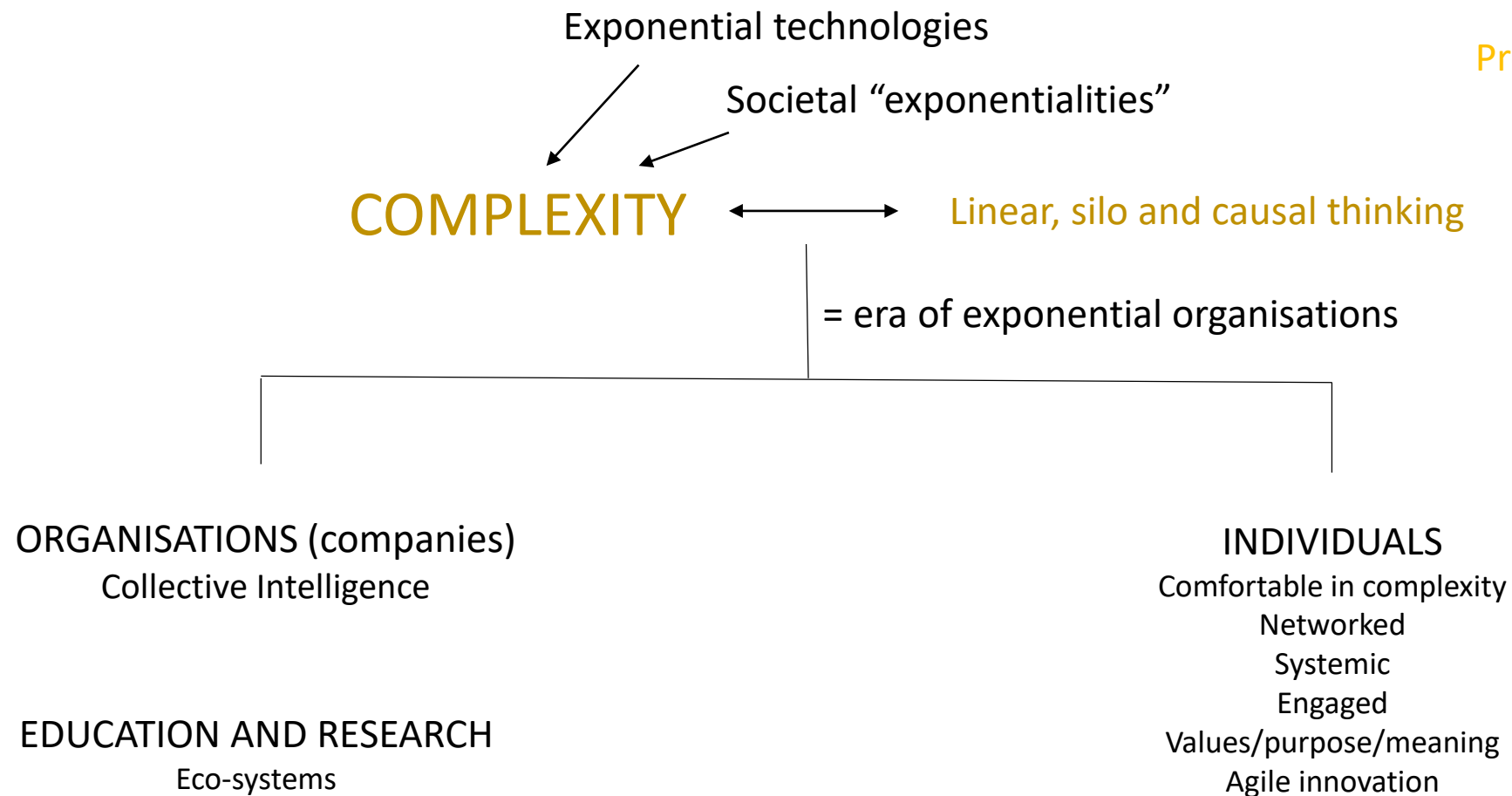




Onze exponentiële
wereld:

Wie orde zaait zal chaos
oogsten

Prof Walter Baets, PhD, HDR



We cannot continue to find remedies for the symptoms, we need to work on the causes
The next new skill set will not help us

TRANSFORMATION: from linear to complex

We are trapped in a linear and causal
way of thinking

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We do what we have always
done, and we get
what we always got

We cannot innovate,
we re-search



Flatland: Edwin Abbott, 1884

A. Square in search of the third dimension



Wanderer, your footprints are the path,
and nothing more.
Wanderer, there is no path,
it is created as you walk.
By walking, you make the path before you,
and when you look behind you see the path
which after you will not be trod again.
Wanderer, there is no path,
but the ripples on the waters.

ANTONIO MACHADO



MISSION STATEMENT FOR KAZURI Swahili for “Small and Beautiful”

The mission of Kazuri is to provide and sustain employment opportunities for disadvantaged members of Kenyan society.

In order to achieve this we must produce top quality Hand-made and Hand-painted Ceramic Jewellery and Pottery. This will ensure that we are well equipped to compete in both the international and local market place.

The Kazuri workshop in Karen employs over 340 women, mostly single mothers.

It is equipped with a Clinic, providing free medical care for the employees and their immediate family. Kazuri also absorbs 80% of the medical bills outside the Factory Clinic.

In the developing world of today's Africa, the greatest contribution we can make is to create employment, especially for the disadvantaged and this remains our guiding philosophy. The result is reflected in the strength of the Kazuri Family and the beauty of our products.

Mark and Regina Newman
Nairobi, Kenya
1st January 2006

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Alice in Wonderland



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A very great musician came and stayed
in our house
He made one big mistake...
He was determined to teach me music
and consequently, no learning took place.
Nevertheless, I did casually pick up from him
a certain amount of stolen knowledge

RABINDRANATH TAGORE



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Learning and the
learning organisation

The signature of co-creation

Consciousness (awareness)

PRINCIPLES OF MANAGEMENT AS A LEARNING LAB

It is about transformation, and transformation takes time

Transformation, and therefore innovation, needs personal commitment (you need authentic leaders)

Learning by doing (learning and doing go hand in hand; learning without doing, and doing without learning won't work)

Learning within a diverse eco-system (collective intelligence)

Peer-learning and peer coaching (co-creation and feedback loops; collective intelligence)

Self-designed and individualised learning (learning contract and learning log)

Design thinking enriched with systems thinking (there is no path, you lay down the path in walking)

Systems are:

- Dynamic
- Tightly coupled
- Governed by feedback
- Nonlinear
- History dependent
- Self organising
- Counterintuitive (a-causal)
- Policy resistant (little and adverse impact)
- Characterised by trade-offs
(long versus short term)



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Artificial life research / Interacting agents (John Holland; Chris Langton)

The mechanism of collective intelligence

- Self-organization of bees
 - A soccer game
 - An orchestra/jazz/flamenco
 - The role of autonomous agents
-
- Artificial Neural Networks
 - Agent Based Simulations

The conditions for collective intelligence to work (the soccer metaphor)

- Are all players good (not necessarily excellent)?
- Is the playing field correctly defined?
- Do all players share the same goal?
- Did we agree on a minimum set of interaction rules?
- The role of the coach, trainer, conductor

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Editions Universitaires Européennes, 2017

<http://gsbblogs.uct.ac.za/walterbaets>





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If you want to build a ship,
call people together and
give them a desire
for the endless sea

Antoine de Saint-Exupery