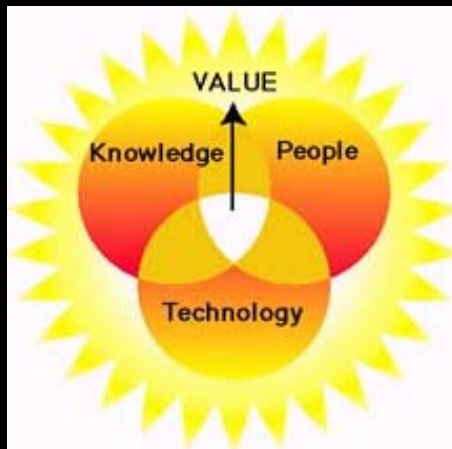
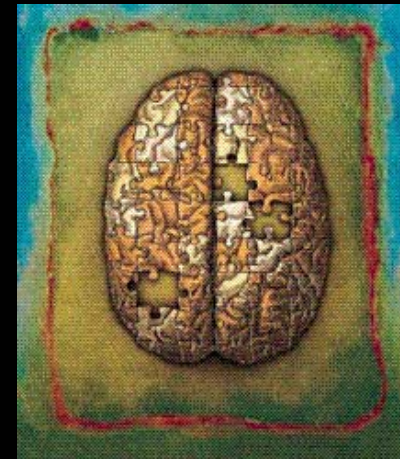


# IIR's Braintrust International 2004 Conference

Scottsdale,  
Arizona  
Februar 2004



From helpful KM models  
to the challenge of  
our brainpower.....



Torny Annina Berg  
[www.mindstep.no](http://www.mindstep.no)  
(Hydro Texaco AS)

## The Ethical and Mental Attitude as the Key Performance issue for KM and IC:

-- *From Helpful KM Models to the Challenge of our Brainpower* --



There are large common key issues to help us develop collaborative culture for the knowledge economy and to help us avoid corporate scandals, greediness, destructive capitalism.

These same key issues are behind Carpe Vitam/Homo Ludens - they help us make the best out of our lives, use our talents and tap into our dreams, creativity and quality relationships.

And then we also are triggering the innovation key, also wanted for a long time by the knowledge challenge.

What a key!



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**THE LEADING EDGE**

**You Think Your Company's So Smart? Prove It**

The only capital we have is intellectual capital--we need to learn about it.'

FORTUNE  
Monday, April 30, 2001  
By Thomas A. Stewart

  
Tom Stewart

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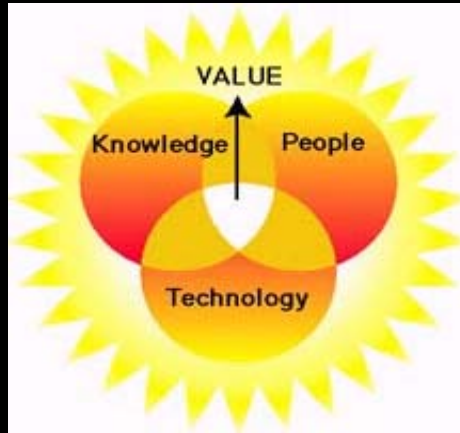
A whole lot of people are monkeying with accounting to uncover ways to measure--and so to manage--knowledge assets (see "[Accounting Gets Radical](#)" in the fortune.com archive). But some of the coolest work is nonfinancial--designed not so much for reporting to shareholders as for helping managers improve their businesses. A new idea I particularly like comes out of an advertising agency: Bates Gruppen, the Norwegian arm of Bates Worldwide, part of giant Cordiant Communications Group.

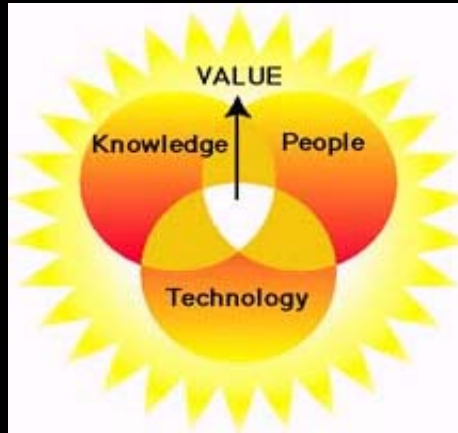
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Thomas Stewart also said in his book "The Wealth of Knowledge" that there are some IC developing that he particularly likes...





The single greatest challenge lies not in organizing for learning but in creating an environment that is conducive to learning.

The major element for creating this is relationship.

Relationship is an environment of respect, trust, lack of fear, openness and generosity. When relationship is pursued, it generates an increasing spiral. *-McMaster*





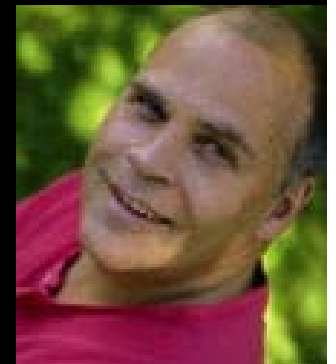
We long to heal the split between the strong human values we hold dear and old business models where they are irrelevant..., and It means mostly that we all must “break the old rules”.

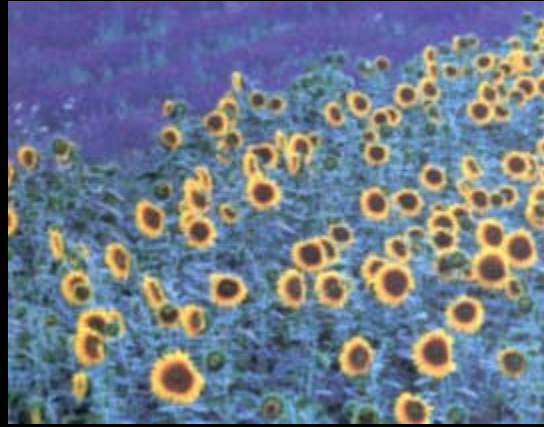
## 10 steps of working with values:

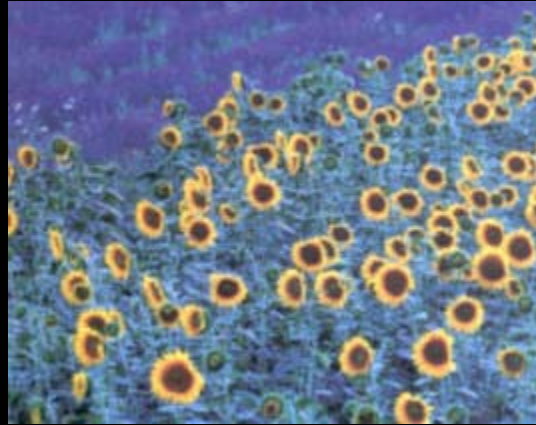
- 1 Communicate the challenge which will come before you begin, and why...
- 2 Present the information as an invitation. Who are involved? Who burns for this? Offer your honest opinion on what you see as weak or even dirty in our culture, and not to forget – what is good. You can also begin with a survey of attitudes, the type that is involving...
- 3 If the group is limited to 200 people or less, you can involve everybody in making the statements. Solid background material, well briefed group-leaders and a handful of high-profiled individuals who have the courage to open the discussion with some really stupid questions...
- 4 Workshops are best for small groups, limited to ten persons or less. Take two days with a boozy evening between them. Make the process informal, social and focused on values.
- 5 If there are more than 200 people involved, form a core-group who drives the work forward and are composed to involve all layers in the company, all teams, all staff-groups. Not only leaders or people of academic background to the core-group.

- 6 Be inquisitive and seeking. Do not let too much time pass before the core-group presents their thoughts. "So far we have reached...,what do you think?" Ask for the help of others outside the group to purify and distill, develop the original product into something most of the organizations recognize.
- 7 Make the products and the presentation along the way simple and comprehensible. The test should always be to ask yourself if an average high-school class would understand what you are saying here.
- 8 Think consequences from day one. What will this mean, what does it incur for every living human being in your organization on a daily basis?
- 9 Never show any new thoughts or grip without finding 2-3 consequences – as "this is what we will do at once, and more will come when we discuss it with our colleges".
- 10 Pick the lowest fruit! Some goals are quick fix also here, even not always measurable. You must recognize a change if you ask people after 2 weeks, then celebrate!

Ingebrigt Steen-Jensen:







When people are able to ask questions, embrace opportunities, take risks and experience life an enhanced and empowering way, they naturally contribute to the world around us. Their actions then generate prosperous outcomes for themselves and their businesses.

*- Robyn Allan*





The incentives we can get; bonuses, options and other carrots might be a surrogat for real involvement, “flow” and enthuisiasm in our work, matching the personal vision....

We can turn to Smart Rats (sorry it's a mouse), - speculative, short time focused... and greedy.





In Norway we had a very special media discussion on the aspect 'care' in good leadership which will recognize female attitudes...

It increases the ultimate knowledge asset, - but is it wrong if we all turn a bit more human?





Admit that you know that personal relations - and human capital development *is* important – but when born, raised and trained (as we all are) in our western society you push it in front of you in leaderpositions where it's uncomfortable, fuzzy or .....soft (?)

Especially if we not are measured or rewarded for it (sorry to say)...





If people were to think together in a coherent way,  
it would have tremendous power.  
Coherent movement and thought, also at a tacit level.

- *David Bohm*



When I watch the development of Scandinavian (pedagogic/sociologic) raise of children I see the same movements.....(relationship psychol.)!

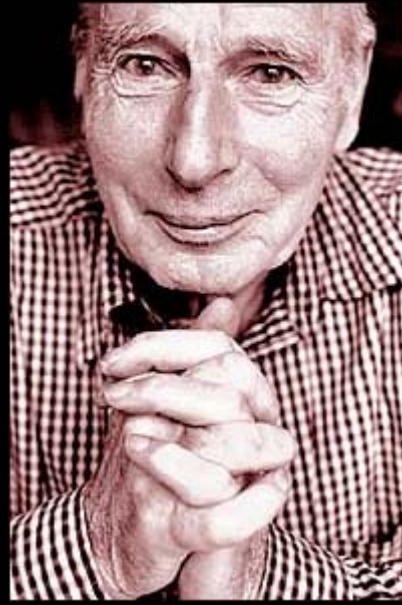


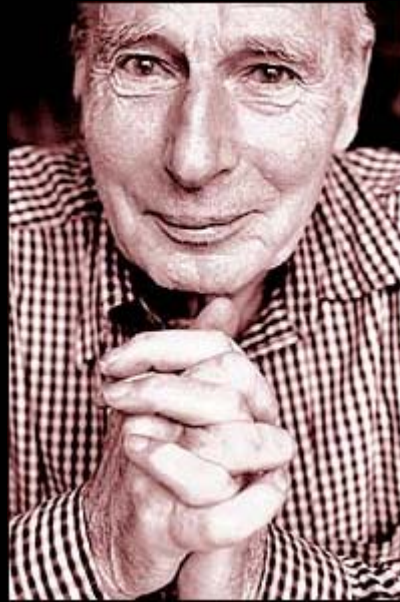
The key is respect, understanding emotions, don't mis-use the position, be a coach instead of a control freak, give the children values to live after and develop from. Not rules, fear and threats. Sensemaking....





Arn't we all trapped by all this transactions, trading, rational/physical, visible economy?





- Consciousness is really the trust in an inner voice, pointing out the direction you should choose. - *Arne Næss, filosofher, 92 years old*
- Then how do you get in contact with that inner voice?
- It is simply about taking three deep breaths, and feel. Feel the silence before choosing the road ahead. It means well developed consciousness.

*The fifth step...*



**1** The Neolithic age 7000 – 3000 bc

**Mindset:** Magical  
**Production:** Basic agriculture  
**Society:** Tribe, village, matriarchy  
**Moral:** The best for the group

4-7 yrs

**2**

**Mindset:** Mythical  
**Production:** Agriculture, craft  
**Society:** Empires, usurpers, tyrants, patriarchy, slaves  
**Moral:** Survival of the fittest, the right of the strongest

Ancient age 3000 bc – 500 ad



7-14 yrs

**3**

**Mindset:** Conventional, religious  
**Production:** Agriculture, craft  
**Society:** Hierarchy, feudal  
**Moral:** The law of God, law and order

Mediaeval age 500-1500



14-2

**4**

**Mindset:** Rational, materialistic  
**Production:** Industry  
**Society:** National state, democracy  
**Moral:** the rights of the individual, human rights

Materialism 1500 -

**5 ?**



Informasjon  
25 år



Archaic Man as a hunter-gatherer, living as part of nature



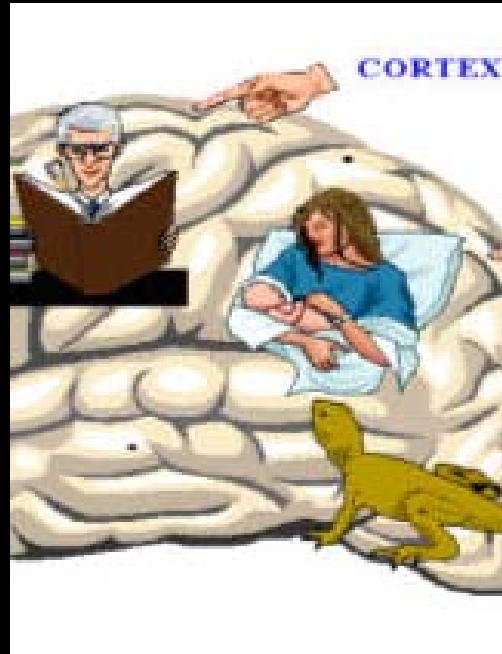
The epoch we like to call “the modern era”, which began with the “famous” renaissance five hundred years ago, bears evident signs of coming to its end. This epoch can just as well be recognized as “the materialistic era”, for it is characterized by both its perception of reality and its value-systems being materialistic.

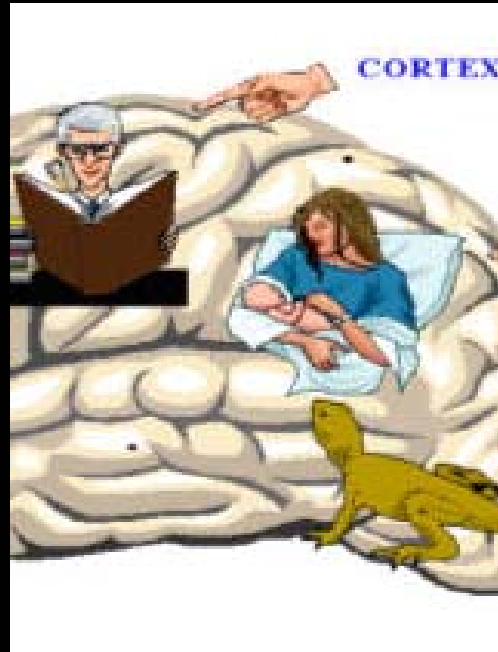


In fact has the period of transition (to the fifth step of culture )now begun.  
We are standing before a new reality.  
The most fundamental changes we are facing are non-physical of nature.

“They are no less “real”, but because centuries have made us accustomed to seeing the physical dimension as the only “real real”, we have trouble discovering the new reality that awaits us”. *-Dag Andersen 2004*

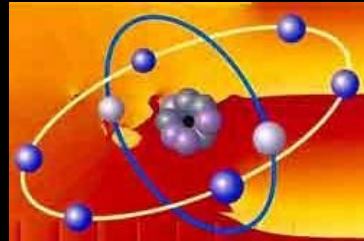
The philosopher also sees these steps of evolment as stages of foster, baby, child, teenager and soon adult – when the emotions are fully developed !





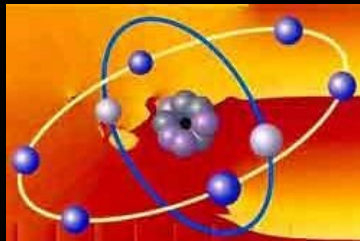
The difference from the physical and and rational presence is that we turn more and more concious the energi beyond the emotions. The leaders of the future understand how they develop individual and collective energi. Instead of the materialistic transactions logic – give and take, this law of nature tells us that emotional energi not is a scarce good, but that it will grow the more you use it.

"The winners" of the future will be the ones who practise give-give relations....



Margaret Wheatley (Complexity and Chaos scientist) believes in overcoming egocentric attitudes in business.

While most business books try to influence the reader's cognitive level, with rational arguments and informations she goes deeper, appealing to the reader's esthetic and emotional perception. “Our education made us believe that individuality and competition are basic facts of life. But this idea does not match the perception that life is effectively growing and diversifying over our planet.”



This can only be explained if we understand cooperation and creativity to be the basic facts of life!



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...the best present is....

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(Hydro Texaco AS)