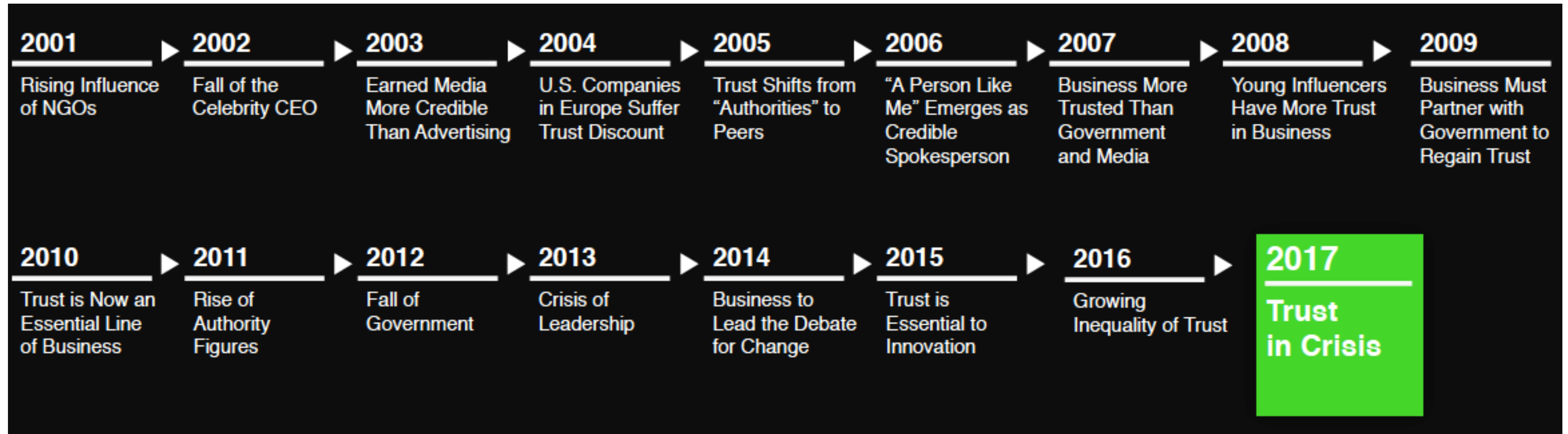




The Future of Trust

Jorn Bettin
December 2017

2017 Edelman Trust Barometer



See also

https://www.washingtonpost.com/outlook/we-are-in-a-crisis-over-trust-in-government-business-and-online-with-no-fix-in-sight/2017/12/08/d733b79e-d387-11e7-a986-d0a9770d9a3e_story.html

for an analysis that dances around the issues and stops short of identifying the ultimate root causes

2017 Edelman Trust Barometer

Methodology

2017 Edelman Trust Barometer

Online Survey in
28 Countries

17 years of data

33,000+ respondents total

All fieldwork was conducted
between October 13th and
November 16th, 2016



General Online
Population

6 years in 25+ markets

Ages 18+

1,150 respondents
per country

All slides show General
Online Population unless
otherwise noted



Informed
Public

9 years in 20+ markets

Represents 13% of total global population

500 respondents in U.S. and China; 200
in all other countries

Must meet 4 criteria:

Ages 25-64

College educated

In top 25% of household income per
age group in each country

Report significant media consumption
and engagement in business news



Mass
Population

All population not including
Informed Public

Represents 87% of total
global population

What is the trustworthiness of the trust barometer?

from [https://en.wikipedia.org/wiki/Edelman_\(firm\)](https://en.wikipedia.org/wiki/Edelman_(firm))

1. In the 2000s, Edelman created a front group called the Working Families for Wal-Mart, which said it was a grassroots organization, but was actually funded by Wal-Mart. It paid two bloggers to travel the country interviewing Wal-Mart employees, one of whom was a senior Edelman employee's sister. According to The New Yorker, "everyone she talked to was delighted with Wal-Mart". In 2006, BusinessWeek reported that the public relations effort, which was positioned as a grassroots blog, was actually paid for by Wal-Mart. The New Yorker called it a "blatant example of astroturfing".
2. In 2008 Edelman's work with E.ON, which planned to build a coal power station at Kingsnorth attracted protests at Edelman's UK headquarters. In 2009, to coincide with the weeklong "Climate Camp" range of protests, a group of naked protestors occupied Edelman's reception.
3. Edelman provided crisis communications to News Corporation during the phone hacking scandal. Other clients have included Vidal Sassoon, Red Cross, Cantor Fitzgerald, Royal Dutch Shell, The Church of Jesus Christ of Latter-day Saints, Starbucks, and the government of Saudi Arabia. It has used front groups to help the American Petroleum Institute reduce the perceived environmental damage caused by oil companies.
4. Edelman was commissioned by TransCanada Corporation to run campaigns supporting the Keystone XL pipeline, a proposed pipeline to carry tar sands oil from Canada to refineries on the Gulf coast of Texas. Edelman also developed a strategy for the proposed Energy East pipeline intended to carry tar sands oil through Québec, en route to a deep water harbor at Cacouna, Quebec for export abroad in supertankers and to refineries in New Brunswick. This resulted in a major controversy when documents leaked to Greenpeace revealed that Edelman had made some unethical proposals to sway public opinion in favor of its client.
5. In 2015, the firm announced that it would cease work for coal producers and climate change deniers.

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5. **In 2015**, the firm announced that it would cease work for coal producers and climate change deniers.

ha ha, jumping on the
bandwagon a bit late

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3. Edelman provided crisis communications to **Norwegian Cruise Line** during the phone-hacking scandal. Other clients have included Vidal Sassoon, Red Cross, **Canada's National Hockey League**, **Royal Dutch Shell**, **Church of Jesus Christ of Latter-day Saints**, Starbucks, and the **government of Canada**. It has used front groups like the **American Petroleum Institute** to reduce the perceived environmental damage caused by oil companies.
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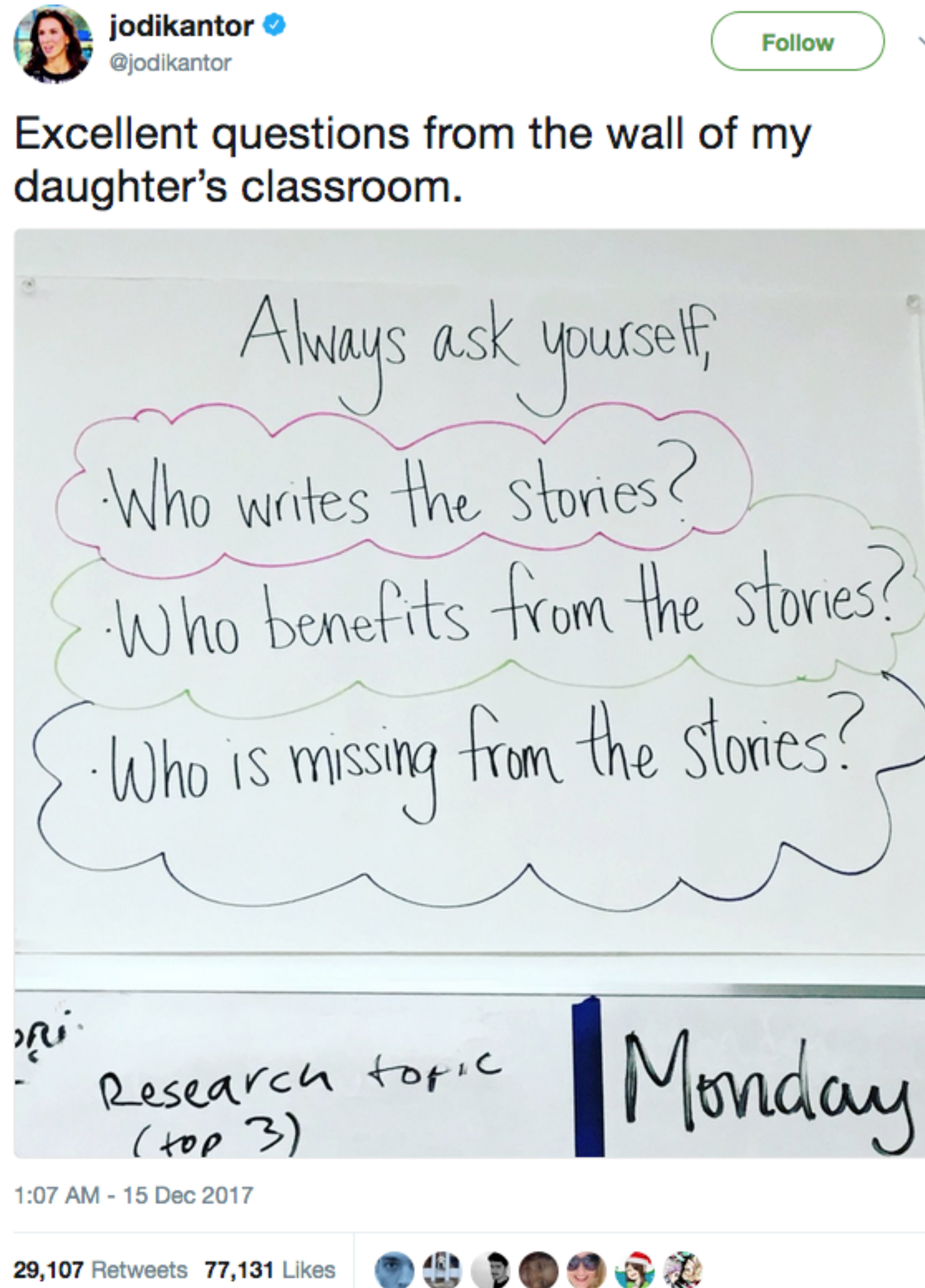
Trust is completely broken!
Edelman is a PR firm

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3. Edelman provided crisis communications for the BP oil spill, the 2010 nuclear power plant leaking scandal. Other clients have included Vidal Sassoon, Red Cross, Starbucks, and the government. Edelman also helped The Church of Jesus Christ of Latter-day Saints, and helped groups to help the American Petroleum Institute reduce the perceived environmental impact of the oil industry.
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2017 Edelman Trust Barometer

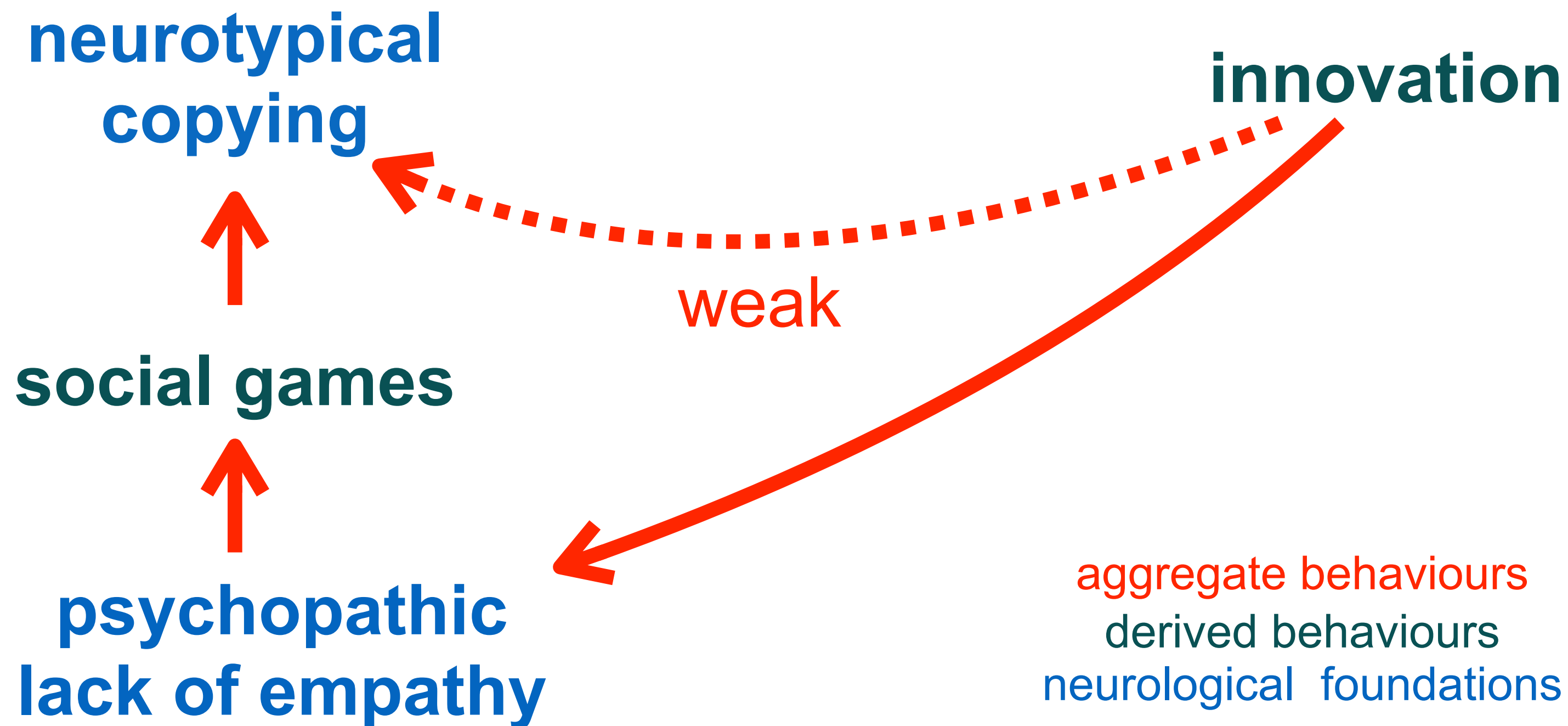
All-time Low for CEO Credibility

Percent rate CEOs as extremely/very credible, 2016 vs. 2017



Unusually bad CEO behaviour or busyness literate population?

“Gamification” of society



- Paul Babiak and Robert Hare, *Snakes in suits: When psychopaths go to work*, 2006
- Susan Long, *The perverse organisation and its deadly sins*, 2008
- Susan Long, *Socioanalytic methods – Discovering the hidden in organisations and social systems*, 2013
- The Milgram experiment <https://www.youtube.com/watch?v=8g1MJeHYIE0>
- The Stanford prison experiment <https://www.youtube.com/watch?v=sZwfNs1pqG0>
- The Asch conformity experiment <https://www.youtube.com/watch?v=TYIh4MkcfJA>

psychopathic traits are common in the upper echelons of the corporate world, with a prevalence of between 3% and 21%

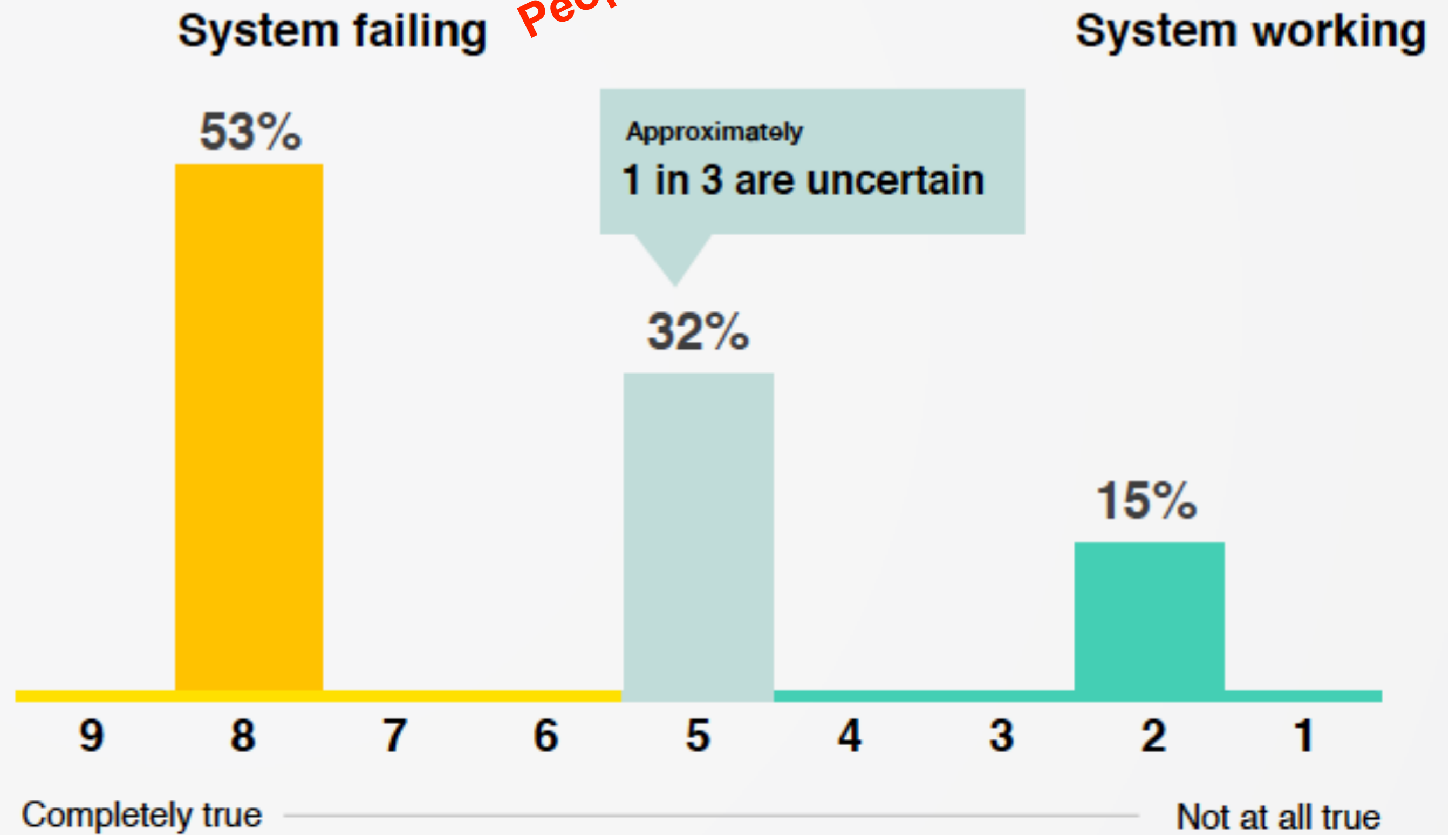
Nathan Brooks, http://www.psychology.org.au/news/media_releases/13September2016/Brooks, 2016

2017 Edelman Trust Barometer

Majority Believe the System is Failing Them

How true is this for you?

Sense of injustice
Lack of hope
Lack of confidence
Desire for change



End of story! Designing tools for the next 200 years

Time to stop confusing innovation with entertaining stories. Time for creating a **visual language** and **interaction style** that is better than English or any other linear language:

1. for validating and representing **knowledge**

- in a way that is intuitive and easily understandable for humans
- in a way that is easy for processing by software tools

2. for validating and representing **knowledge flows**

- between individual agents/teams/organisations/communities
- in a way that facilitates collaborative validation of knowledge and beliefs
- as a substrate for interdisciplinary innovation and the creation of context specific variants

3. for filtering, validating, and representing **economic flows**

- supports domain specific accounting of all kinds of knowledge flows
- using *Culture, Engineering, Maintenance, Energy, and Transportation* as the basic sectors for modelling economic value cycles
- **with explicit tools that assist with the detection of deception**



1. <https://ciic.s23m.com/2017/04/25/designing-filtering-collaboration-thinking-and-learning-tools-for-the-next-200-years/>
2. <https://ciic.s23m.com/2017/08/30/addiction-and-story-withdrawal/>
3. <http://s23m.com/about/index.html> – **Contact jorn.bettin@s23m.com for related PhD research opportunities**

2017 Edelman Trust Barometer

Even Those at the Top Are Disillusioned

Percent who believe the system is not working

Ah, now the clientele demands corresponding PR

The “educated” public is not stupid

But the uneducated population also isn’t blind!

High-Income	College-Educated	Well-Informed
Top quartile of income	College degree or higher	Follow business and public policy information several times a week or more
48%	49%	51%



We have perverted the definition of intelligent behaviour
ability to deceive others = “intelligent behaviour”

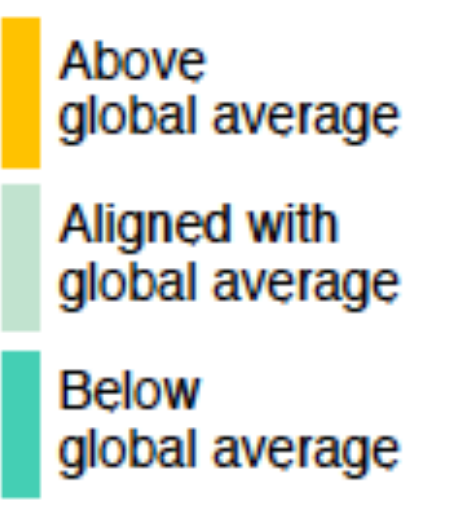
George Soros developed the theory of reflexivity based on the ideas of Karl Popper. Reflexivity posited that **market values are often driven by the fallible ideas of participants**, not only by the economic fundamentals of the situation. Reflexive feedback loops are created where **ideas influence events and events influence ideas**. Soros further argued that **this leads to markets having procyclical "virtuous or vicious" cycles of boom and bust**, in contrast to the equilibrium predictions of more standard neoclassical economics."

<http://www.tandfonline.com/doi/abs/10.1080/1350178X.2013.859415>

2017 Edelman Trust Barometer

1 in 2 Countries Have Lost Faith in the System

Percent of population who believe the system is not working



Systemic loss of faith restricted to Western-style democracies

Western culture may be the most gamified and deceptive

Doing work in Asia might be good for our mental health

Or is Edelman now under contract by Asian clients with deep pockets?

In 14 countries, the percent of population that has lost faith is above the global average

	Global	France	Italy	Mexico	S. Africa	Spain	Poland	Brazil	Colombia	Germany	U.K.	Australia	Ireland	U.S.	Netherlands	Canada	Sweden	Argentina	Malaysia	Turkey	Russia	S. Korea	Indonesia	Japan	India	Hong Kong	Singapore	China	UAE
System failing	53	72	72	67	67	67	64	62	62	62	60	59	59	57	56	55	55	53	52	51	48	48	42	42	36	35	30	23	19
Uncertain	32	22	24	25	24	25	25	25	27	26	29	30	26	33	33	30	29	29	37	31	28	41	40	45	45	50	43	47	40

Bullshit jobs



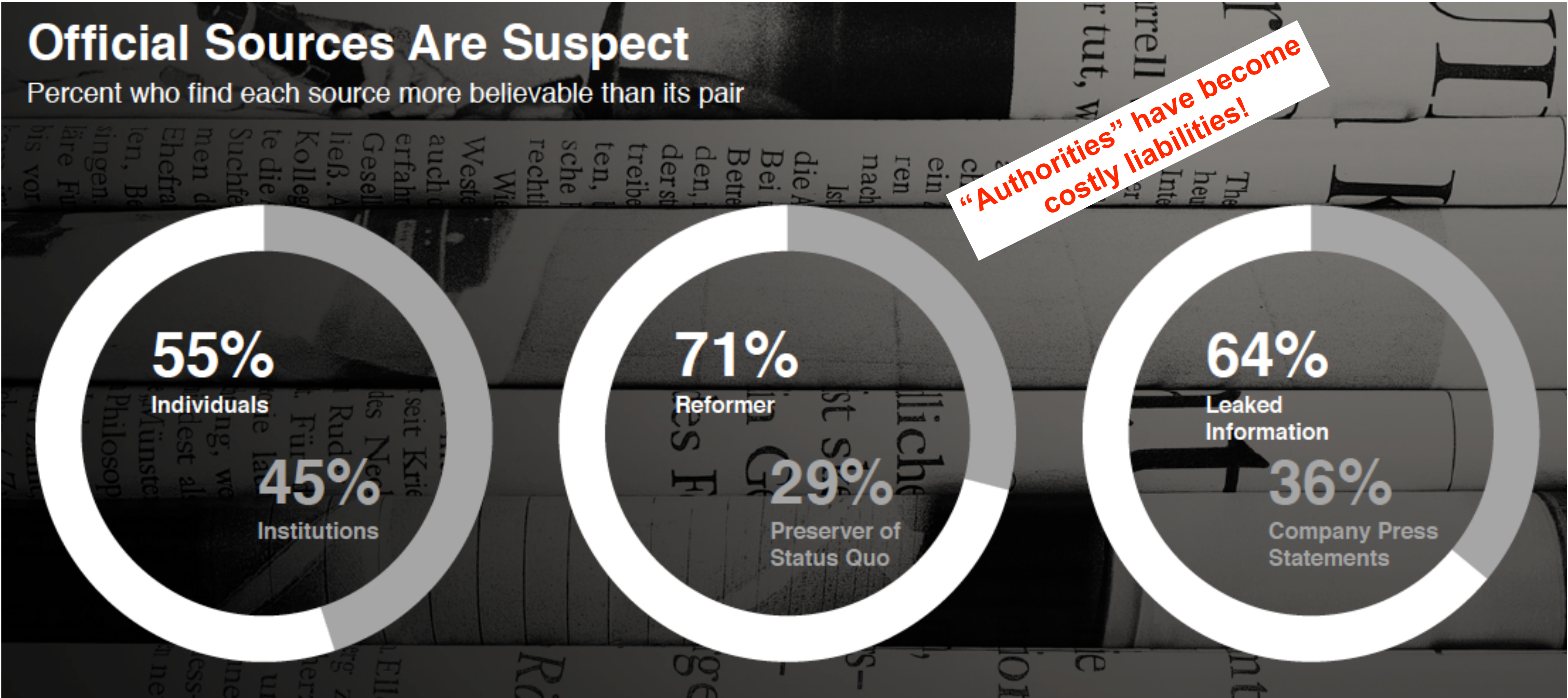
David Graeber has analysed the phenomenon of "bullshit jobs" in detail.

"In the year 1930, John Maynard Keynes predicted that technology would have advanced sufficiently by century's end that countries like Great Britain or the United States would achieve a 15-hour work week. There's every reason to believe he was right. In technological terms, we are quite capable of this. And yet it didn't happen.

*Instead, **technology has been marshalled, if anything, to figure out ways to make us all work more. In order to achieve this, jobs have had to be created that are, effectively, pointless.***

*Huge swathes of people, in Europe and North America in particular, spend their entire working lives performing tasks they secretly believe do not really need to be performed. **The moral and spiritual damage that comes from this situation is profound. It is a scar across our collective soul. Yet virtually no one talks about it. ...***

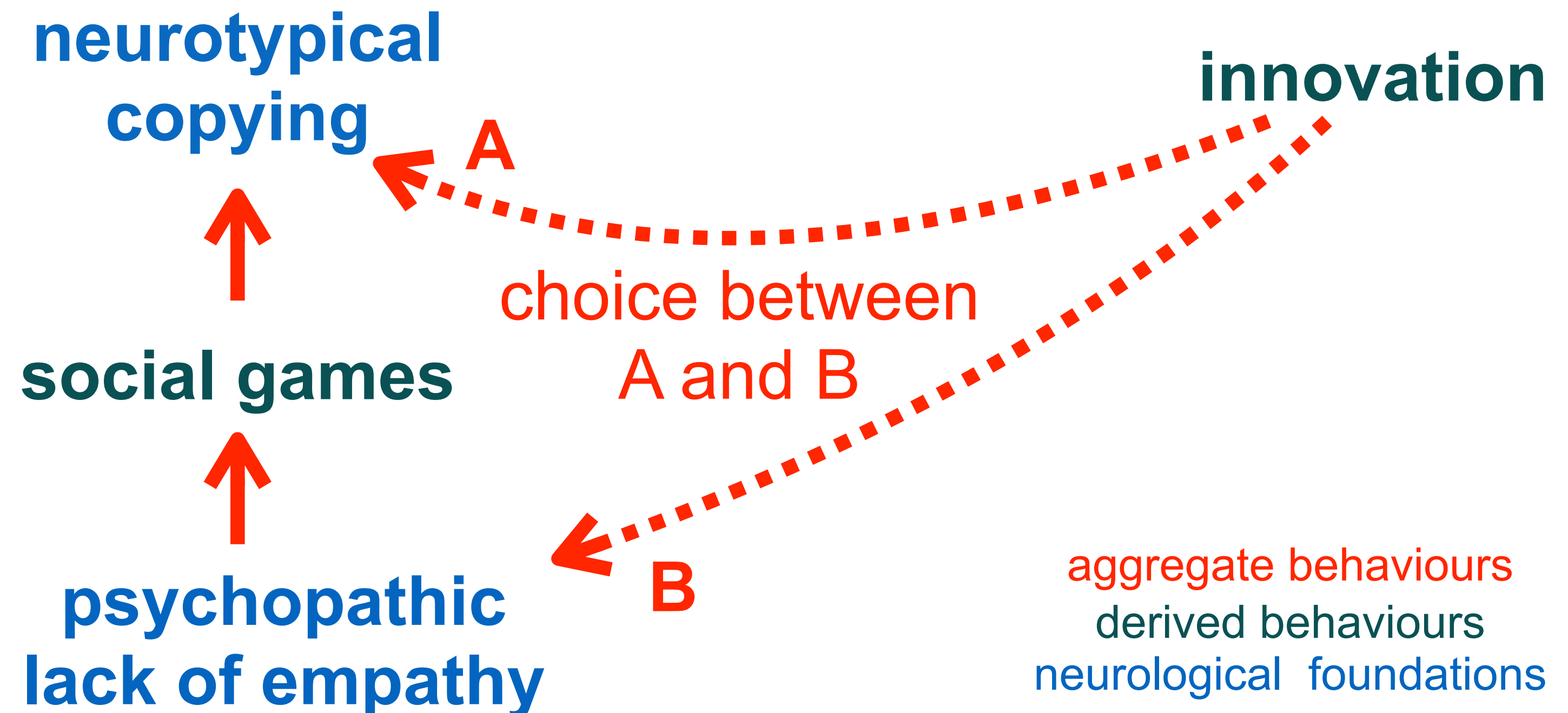
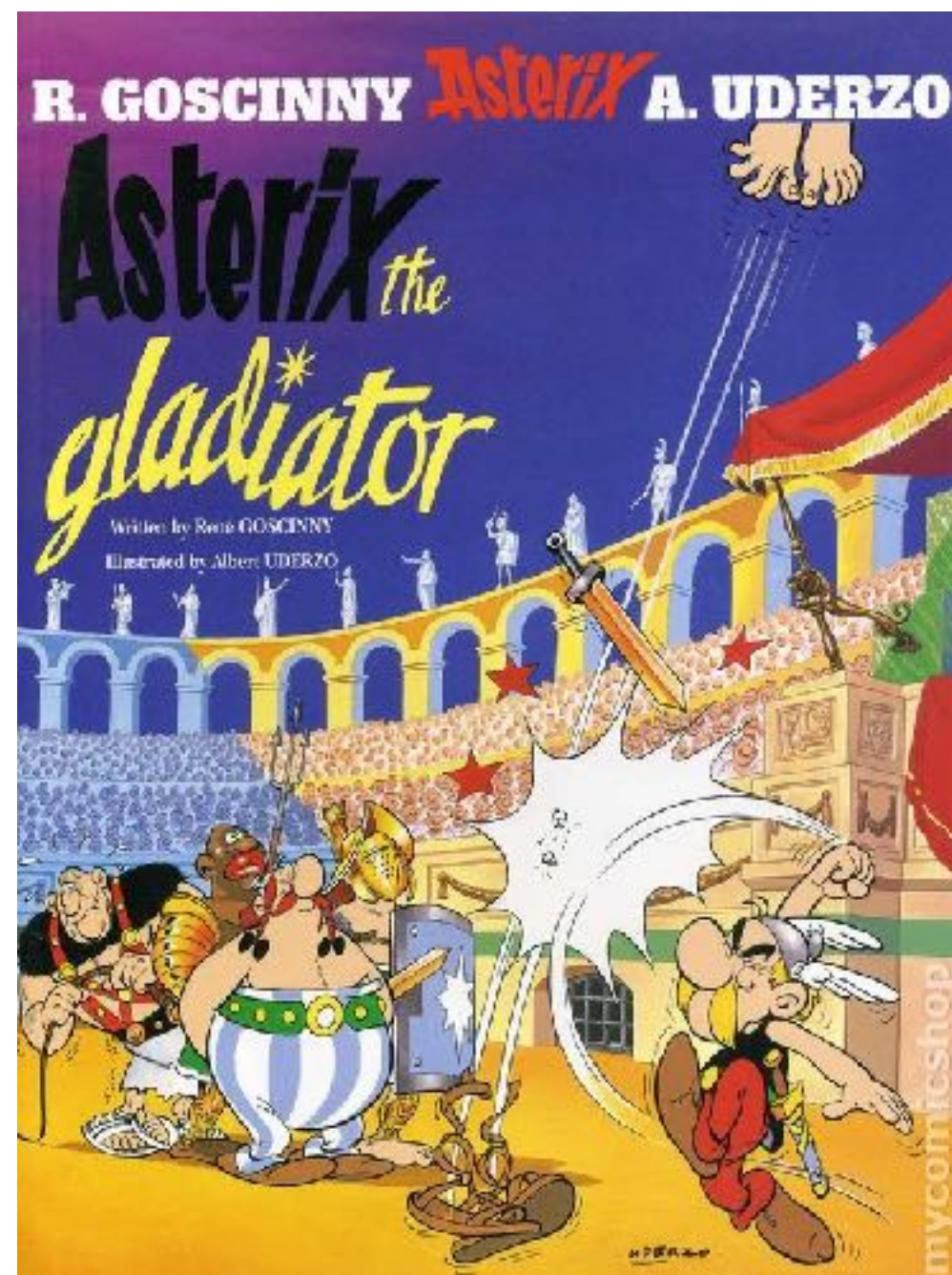
2017 Edelman Trust Barometer



The reason for **hope** and **despair** is one and the same

Typical humans are highly programmable ... mostly via social games
... and sometimes via scientific evidence and personal experience

The balance may shift if the social games become too costly! **80% disengaged at work** etc.



A < B : Social games (power hierarchies) prevent learning; **history repeats**

A > B : Learning from history at all levels of scale

2017 Edelman Trust Barometer

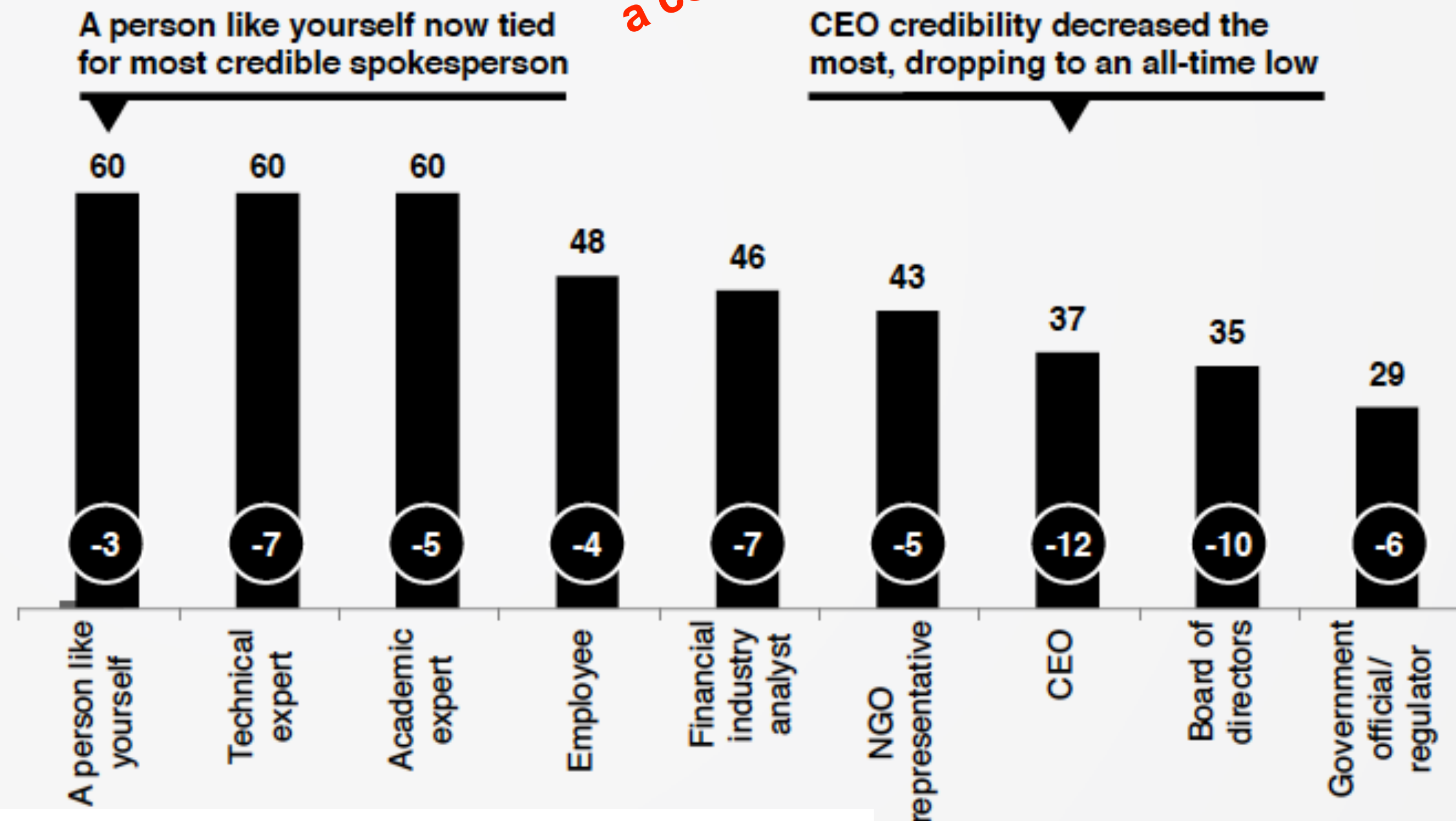
Peers Now as Credible as Experts

Percent who rate each spokesperson as extremely/very credible, and change from 2016 to 2017

– + Y-to-Y Change

“People in this country have had enough of experts.”

— Michael Gove,
Member of Parliament, U.K.



No surprise, people trust those who experience a comparable level of gamification and bullshit jobs

Now CEOs, directors, and governments will be asking Edelman to come up with ways of being seen to be listening and doing the right thing \$\$\$

Competence vs authority

Looking under the hood of any hierarchical organisation and analysing communication and collaboration patterns reveals three social structures:

1. **The official hierarchy**, which defines the scope of various “authorities” within the organisation.
2. **The unofficial hierarchy**, which reflects the actual coercive power structure, which inevitably emerges within all hierarchical structures, and serves as the rank climbing ladder within the hierarchical structure.
3. **The competency network** within the organisation, which is the union of all the multi-dimensional domain-specific competency rankings that individuals allocate to the other members within the group. Each individual independently allocates competency rankings to other group members, leading to a multi-dimensional network rather than a tree based on a unidimensional ranking.



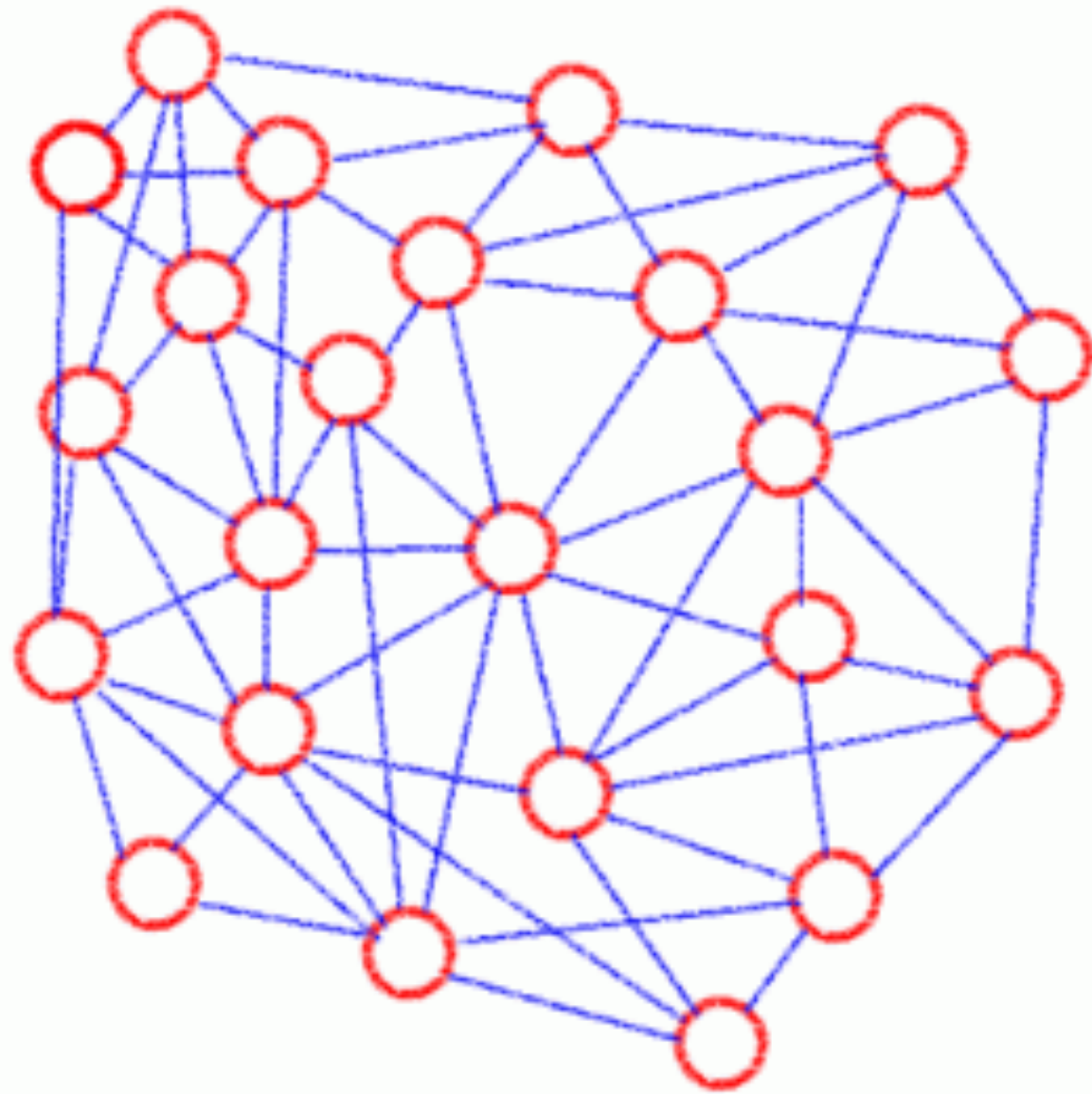
The competency network

... is the only social structure that directly supports the purpose of an organisation.

The existence of competency networks represents an inconvenient truth for all authorities, it contradicts the simplistic claim that a lack of hierarchy leads to chaos and dysfunction.

Those who claim that hierarchical organisation is an inevitable result of [human] nature confuse unofficial hierarchies with competency networks. The latter tend to be complex graphs that are not governed by any simple one-dimensional ranking. It can be argued that in terms of resilience and adaptiveness, **unofficial hierarchies are as least as counter-productive as official hierarchies.**

All healthy and resilient communities have a well-functioning competency network.



*This is accepted
business as usual*

2017 Edelman Trust Barometer

*It's what happens
if you optimise for "profit"
and not for trustworthiness*

First, Do No Harm

Actions business can take that would most damage trust in a better future (top 5 most-selected)

1.

Pay bribes to government officials to win contracts

2.

Pay executives hundreds of times more than workers

3.

Move profits to other countries to avoid taxes

4.

Overcharge for products that people need to live

5.

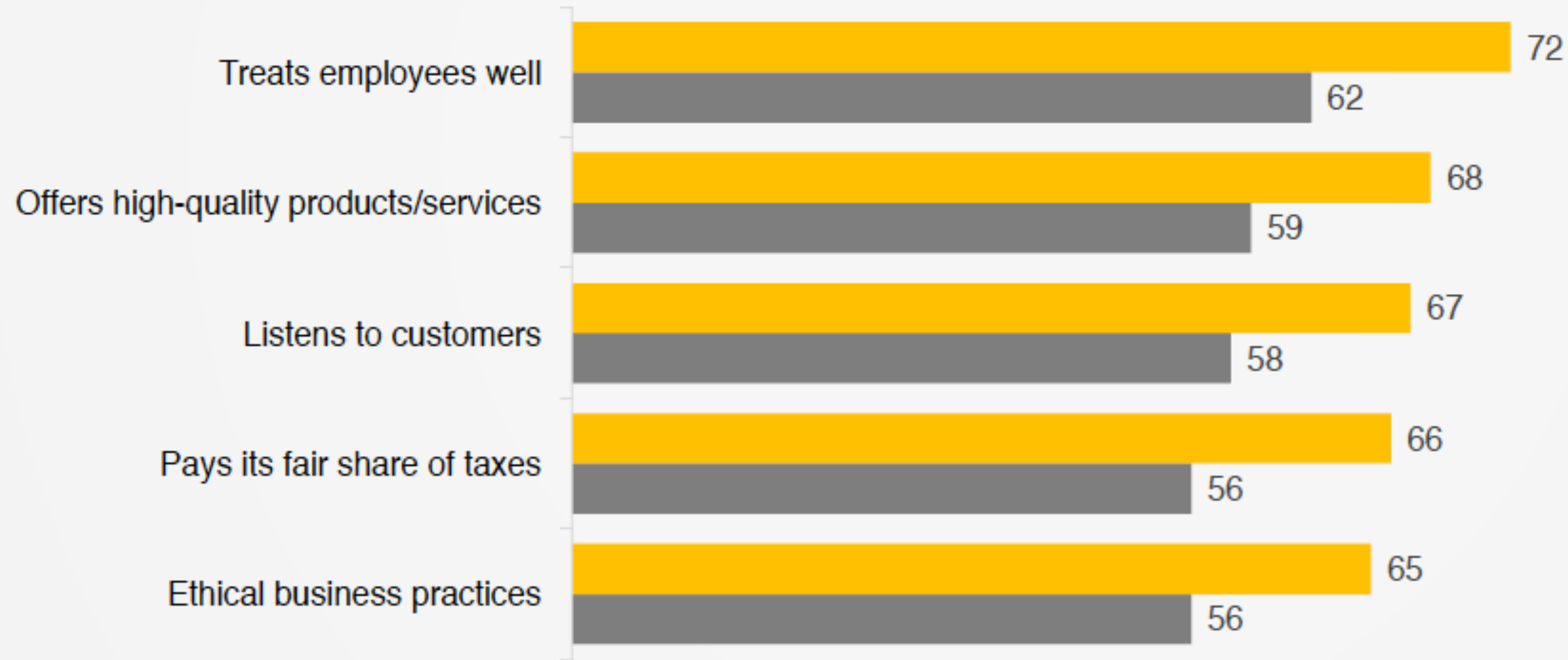
Reduce costs by lowering product quality

Message to clients: Contact us to reframe these activities into the lingo of new economics and sustainability \$\$\$

2017 Edelman Trust Barometer

When the System is Failing, Companies Must Do More

Percent who rate each attribute as important in building trust in a company (top 5 most important shown)

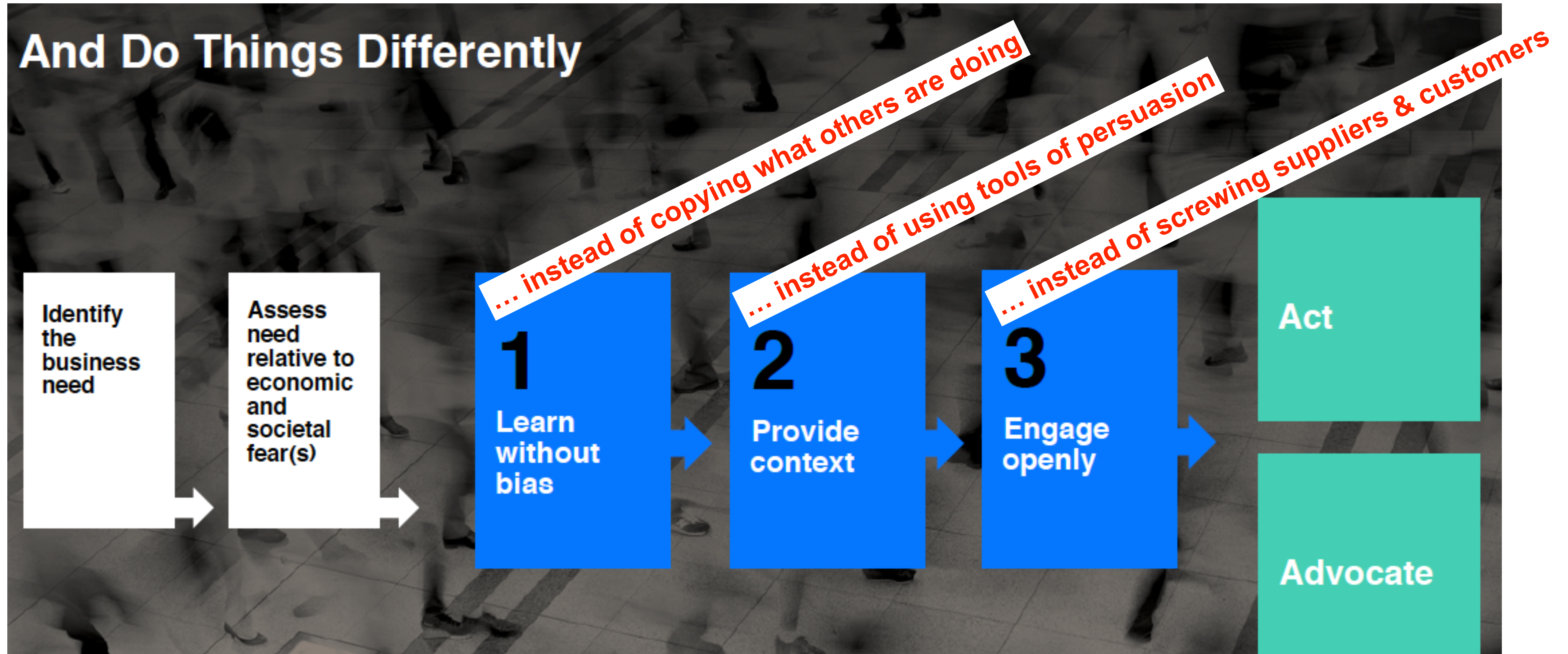


But busynesses still worship capital and not those who generate tangible value

On average
+9 pts
higher expectations

Among those who have lost faith in the system, expectations are higher across the board

2017 Edelman Trust Barometer



Adopt the lingo, then pervert the semantics, invent new social games, and voila, another 10 years of runway \$\$\$

Value creation fuelled by mutual trust and zero capital @ S23M

1. Clear purpose, a long term perspective, revenue sharing instead of salaries
👉 **resilience**
2. Purpose supported by 26 backbone principles
👉 an inclusive **culture of thinking and learning**
3. Employee ownership and zero debt
👉 **no distractions** by stakeholders with short term motivations and hidden agendas
4. Intensive 12 month induction and on-boarding process
👉 **a foundation of mutual understanding**
5. Organising around the talents and needs of specific people
👉 ability to benefit from an incredible **diversity of talents**
6. Relying entirely on equitable team-oriented incentives and zero individual incentives
👉 **elimination of in-group competition**
7. Operating an advice process instead of hierarchy
👉 **maximising learning opportunities**
8. Open source intellectual property
👉 **no barriers to flows of tacit knowledge**

**mutual
trust**

The 26 MODA + MODE principles

The 26 M+M principles provide a set of thinking tools that help overcome limitations to organisational learning. The essence of the S23M operating model as outlined at the last CIIC (previous slide) is one example result of applying these thinking tools.

From our perspective the characteristics I talked about are stable. I do not expect them to change over the next 200 years. The two places where I reference "salary" and "debt" are annotations that tie the core concepts to the current external economic context, essential now in terms of "implementation", but irrelevant in potential future economic contexts.

Collaboration and diversity

The underlying S23M organisational design is one that promotes collaboration and diversity at the same time, which takes its clue from evolutionary biology. **The level of collaborative practices within an organisation defines the level of diversity an organisation can support.**

Conversely **the level of diversity within an organisation** pushes the boundary of collaborative practices, and via organisational learning **leads to new forms of collaborations that in some aspects are unlike the techniques found in any other organisation.**

This is our unique strength, and it is the Achilles heel of most other organisations.

2017 Edelman Trust Barometer

Employees Most Credible

Most trusted spokesperson to communicate each topic



We know from CLIC that employees are more than happy to share what they see

Do away with hierarchies, ensure the organisation is owned by employees, and the credibility problem disappears



A simple advice process creates a learning organisation

Before making a major decision that affects others in the organisation

1. **A person has to seek advice** from at least one trusted colleague with potentially relevant or complementary knowledge or expertise.
2. **Giving advice is optional.** It is okay to admit lack of expertise. This enables the requestor to proceed on the basis of the available evidence.
3. **Following advice is optional.** The requestor may ignore advice if she/he believes that all things considered there is a better approach or solution. Not receiving advice in a timely manner is deemed equivalent to no relevant advice being available within the organisation. This allows everyone to balance available wisdom with first hand learning and risk taking.
4. **There is no need for a complex formal process for dealing with people who regularly ignore advice** (or consistently refuse to seek or give advice) and therefore regularly **cause downstream problems for others** as a result. Such situations are obvious for all involved. A persistent breakdown of collaboration either results in a significant change in behaviour once the downstream problems are recognised, or in the non-cooperative person leaving the organisation.

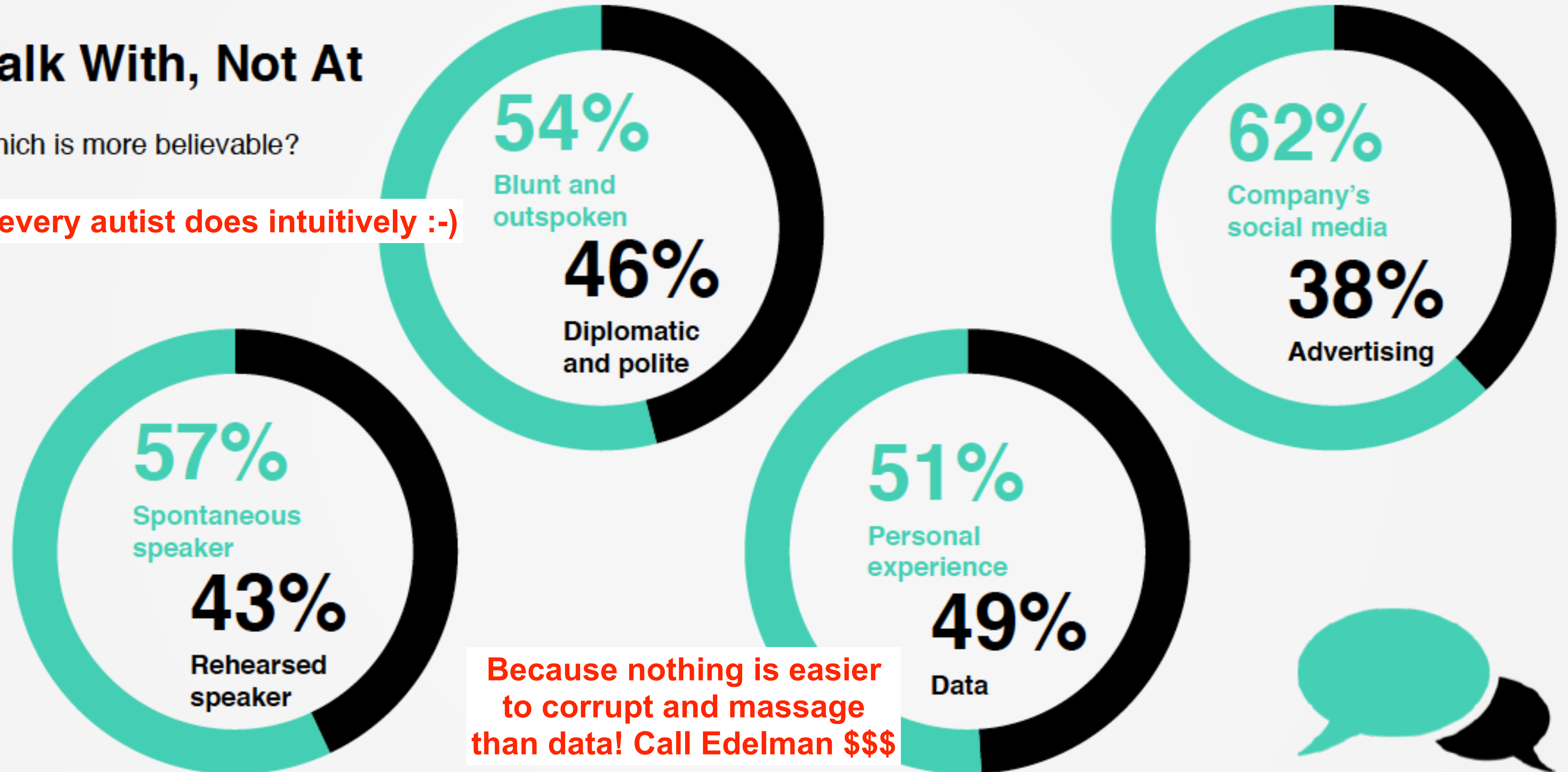
More information: Frederic Laloux, page 22 in *Reinventing Organisations* <http://www.reinventingorganizations.com/>

2017 Edelman Trust Barometer

Talk With, Not At

Which is more believable?

What every autistic does intuitively :-)



2017 Edelman Trust Barometer

A Fundamental Shift

For autists hierarchies epitomise what is wrong with human cultures
Edelman: Call us for a cloaking device for power and influence \$\$\$

Old Model: *For* the People

Elites manage institutions to do things “for” the people

Influence & Authority

Current Tension

Influence & Authority

Influence has shifted to the people; people using influence to reject established authority

New Model: *With* the People

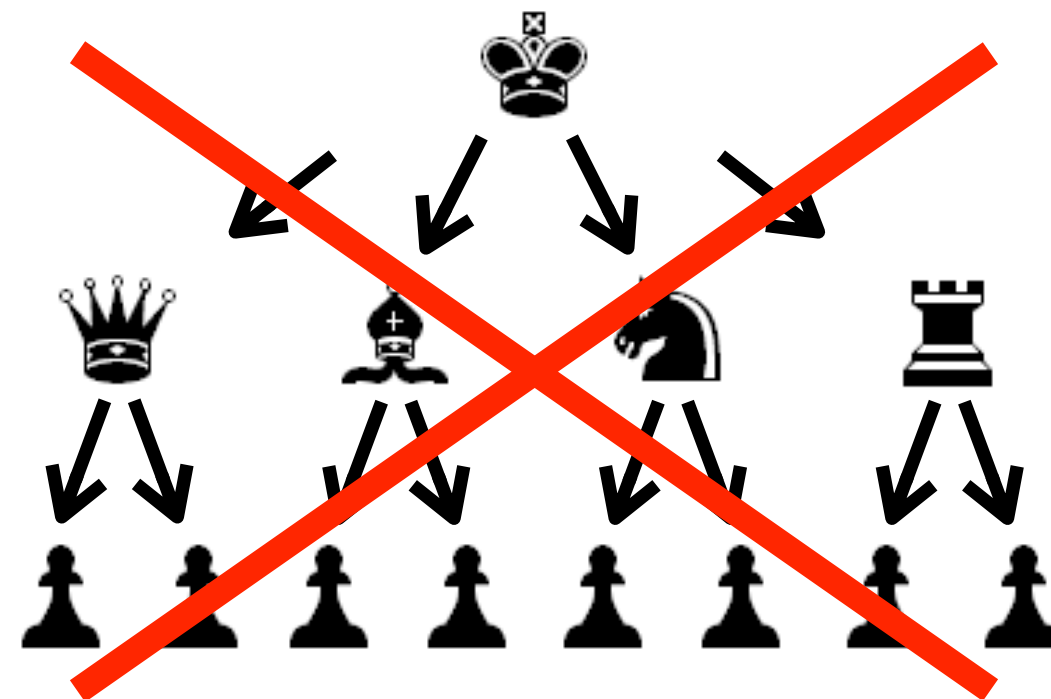
Influence & Authority

Institutions working *with* the people; institutional silos dissolved

Improvements and innovation

All effective approaches for continuous improvement (such as *Kaizen*, *Toyota Production System*, *Waigaya*, ...) and innovation (*Open Space*, *collaborative design*, ...) share one common principle.

In order to successfully identify and implement opportunities for improvement and innovation
the belief in the existence and relevance of social hierarchies must be suspended



Why is this the case? What does this tell us about society?

2017 Edelman Trust Barometer

The Trust-building Attributes

This seems like a pretty good set of trust generating factors

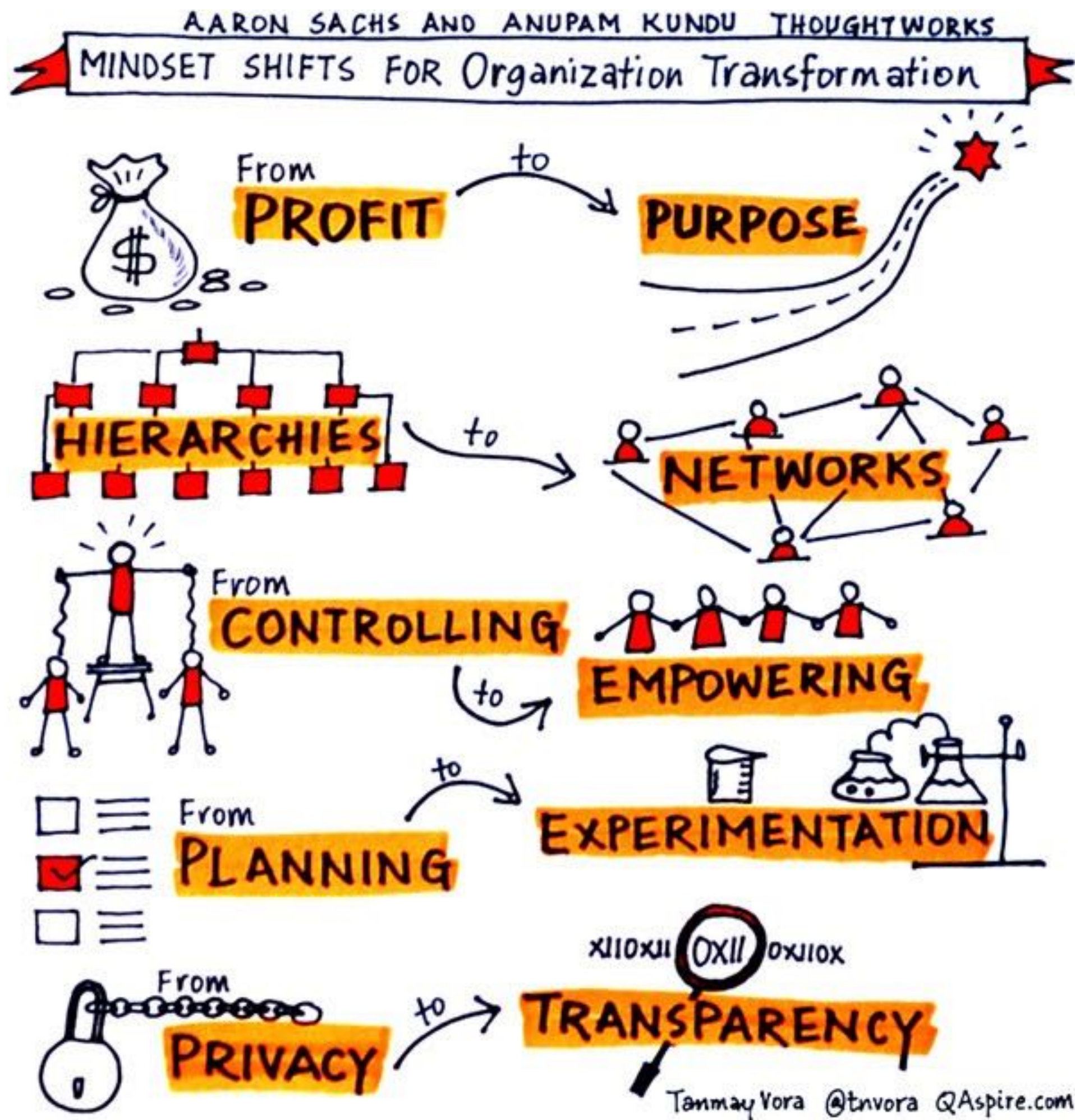
Company Importance vs. Performance

	% Importance	% Performance	Gap
Integrity	56	39	17
Has ethical business practices	56	40	16
Takes responsible actions to address an issue or a crisis	55	39	16
Has transparent and open business practices	55	39	16
Engagement	56	40	16
Treats employees well	62	43	19
Listens to customer needs and feedback	58	41	17
Places customers ahead of profits	55	38	17
Communicates frequently and honestly on the state of its business	52	37	15
Products	51	41	10
Offers high quality products or services	59	44	15
Is an innovator of new products, services or ideas	44	39	5
Purpose	45	34	11
Works to protect and improve the environment	52	38	14
Creates programs that positively impact the local community	46	36	10
Addresses society's needs in its everyday business	46	35	11
Partners with NGOs, government and third parties to address societal issues	37	30	7
Operations	40	34	6
Has highly-regarded and widely admired top leadership	42	34	8
Ranks on A global list of top companies, such as best to work for or most admired	38	34	
Delivers consistent financial returns to investors	38	34	

Of course these had to be on the list ;-)

World Economic Forum 2017

Adopting the lingo ...



Is the era of management over?

*... The bottom line is that the **hierarchical management mode is no longer suited for the challenges of the modern economy**. Every pillar of a traditional organisation is now in flux.*

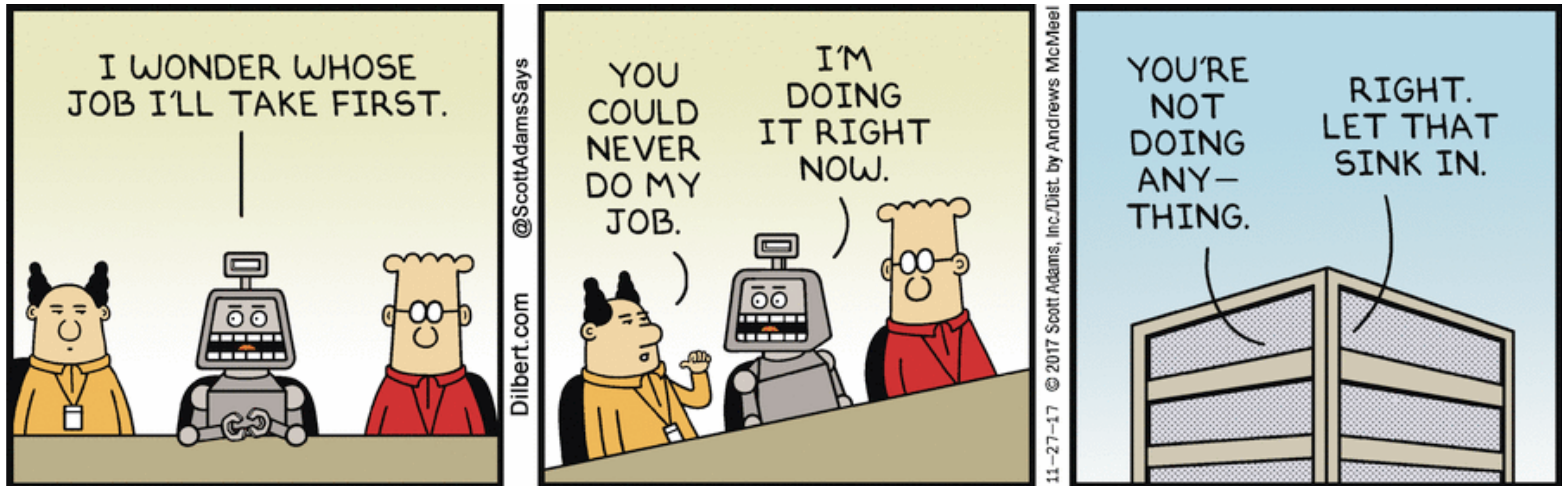
*The status quo is often protected by the vocabulary of business: **directors direct, presidents preside, and managers manage**. But all those activities are adding much less value than they used to be. **They constrain innovation and stifle creativity in the pursuit of order.** ...*

<https://www.weforum.org/agenda/2017/12/is-management-era-over>

The effect of hierarchical structures on innovation

1. Any form of hierarchy indicates a dampened feedback loop.
2. Power is the privilege of not needing to learn.
3. **A hierarchical organisation is the anti-thesis of a learning organisation.**

The future of management



All coordination is either non-productive guard labour or is ripe for automation!

Spurious cultural complexity is also known as **guard labour**

Guard labour is an increasingly common form of busyness, the term was coined by Arjun Jayadev and Samuel Bowles https://en.wikipedia.org/wiki/Guard_labor



*Guard labor is wage labor and other **activities that are said to maintain (hence "guard") a capitalist system.** Things that are generally characterised as guard labor include: **management, guards, military** personnel, and **prisoners**.*

*Guard labor is noteworthy because it captures **expenditures based on mistrust** and **does not produce future value**.*

Common psychological traits in group of Italians aged 90 to 101

<https://www.sciencedaily.com/releases/2017/12/171212091045.htm>

Study finds group displays distinct **optimism**, **stubbornness** and **bond with family, religion and land**

Not being distracted by what others are doing seems to be good for a healthy and long life

"The group's love of their land is a common theme and gives them a purpose in life. Most of them are still working in their homes and on the land. They think, 'This is my life and I'm not going to give it up,'"

"I have fought all my life and I am always ready for changes. I think changes bring life and give chances to grow."

"If I have to say, I feel younger now than when I was young."

"I am always active. I do not know what stress is. Life is what it is and must be faced ... always."

"I am always thinking for the best. There is always a solution in life. This is what my father has taught me: to always face difficulties and hope for the best."

Lessons from evolutionary biology (1)

<https://aeon.co/essays/how-evolutionary-biology-makes-everyone-an-existentialist>

*"... What biology teaches us about human nature is that, in a very real sense, **there is no such thing as human nature**. The only coherent attitude to that fact is that of the existentialist: **if there is any guidance to be found in nature, it is that there is nothing there to follow. Instead, we should aspire to create it.**"*

The industrial age was the age of simplistic cookie cutter approaches to everything. We now have to live with the consequences and find ways of undoing them.

Lessons from evolutionary biology (2)

<https://evolution-institute.org/article/the-evolutionary-ecology-of-cancer-an-interview-with-athena-aktipis/>

*"...one can **think of multicellularity as a supremely sophisticated cooperative system or set of systems** – we have different types of multicellularity — but what they all do well is to coordinate their parts in ways that are cooperative and allow the higher-level units to be functional and effective. Doing that requires regulating the behavior of the cells. In particular, **we've identified foundations of multicellularity** that we see in many different forms of multicellular life, which all seem to break down when we have cancer or cancer-like phenomena. **These include control of cell proliferation and death. They also include goods and services, the more economic side, which involves allocating resources effectively among cells, maintaining a shared multicellular environment and dividing labor. These foundations allow multicellular entities to function effectively and accomplish adaptive goals on the level of the collective**—and they all break down in one way or another with cancer..."*

Note that "higher-level" units are groups/networks of collaborating cells, and not hierarchical structures "led" by some "manger cell".

Thriving = minimising all forms of coercion

Cultural evolution is about improving human relations, and not about power politics

- 1. Humans have an innate bias towards collaboration**
2. Humans compete when their environment forces them to do so
3. With cultural transmission humans to a significant degree shape their environment
4. Competition is not a law of human nature
5. Equitable sharing of resources eliminates all incentives for in-group competition
6. Automation has significantly reduced the reliance on human labour for survival, and has minimised the group-level rationale for coercion
7. Appreciation of the value generating potential of diversity minimises the impulse to use coercion
8. Slipping into coercion can be avoided by asking about and appreciating individual needs and interaction preferences
9. Consistent modelling of desirable behaviour provides the best foundation for group-level learning and fosters a sense of individual agency
- 10. Genetic neurological differences define limits for cultural programming. If we all make an effort to accommodate the needs of others, we maximise the level of mutual trust, which in turn optimises the quality of collaboration and the level of overall group intelligence**

Where big ideas really come from

<https://eand.co/where-big-ideas-really-come-from-ae91d34c4630>

The big leagues of ideas operate at this level: dramatically raising the things which matter most a great deal, like elevating life expectancy by decades, or creating peace where once there was war, realizing potential in transformative, tangible, radical ways. So: does disparaging people lead us to big ideas? Of course not.

The biggest ideas** in human history, whether they are polio vaccines or political unions or world wide webs, **all come from a single source: a fierce belief in human possibility. Big ideas really begin, then, by having profound respect for human fragility, combined by unshakeable faith in each life's inalienable potential.

***We are playing in the little leagues now, having forgotten what the big leagues are entirely —chasing tiny marginal things like delivery times for snacks, instead of transformative, revolutionary, life-giving achievements.** And that, in turn, is probably because the luminaries that we turn to, wide eyed and breathless, don't have the faintest clue what big ideas ever were to begin with.*

Trusted collaboration at scale

Is there any scenario where coercion does create value?

- **Coercion may at times be necessary to enforce the social norm that no one should exert coercive power over others**
- This norm is many thousands of years old, possibly hundreds of thousands of years, it predates civilisation, and is a common thread in hunter gatherer societies
- Today this norm is reflected in the existence of police forces, which are tasked with policing individual and small group behaviour for abuse – a function similar to an immune system
- **The root cause of the problems created by “civilisation” is scale**
- Police forces with centralised governance at the scale of nations, states, and mega cities pose a risk of corruption
- Military forces, which are tasked with policing large scale group behaviour are dangerous and increasingly counter-productive by definition
- **The next step of progress in cultural evolution towards improved global collaboration is the roll-back of the frequency and scale of coercion in human societies and institutions**

Maximising **trust**, **resilience** and **learning**

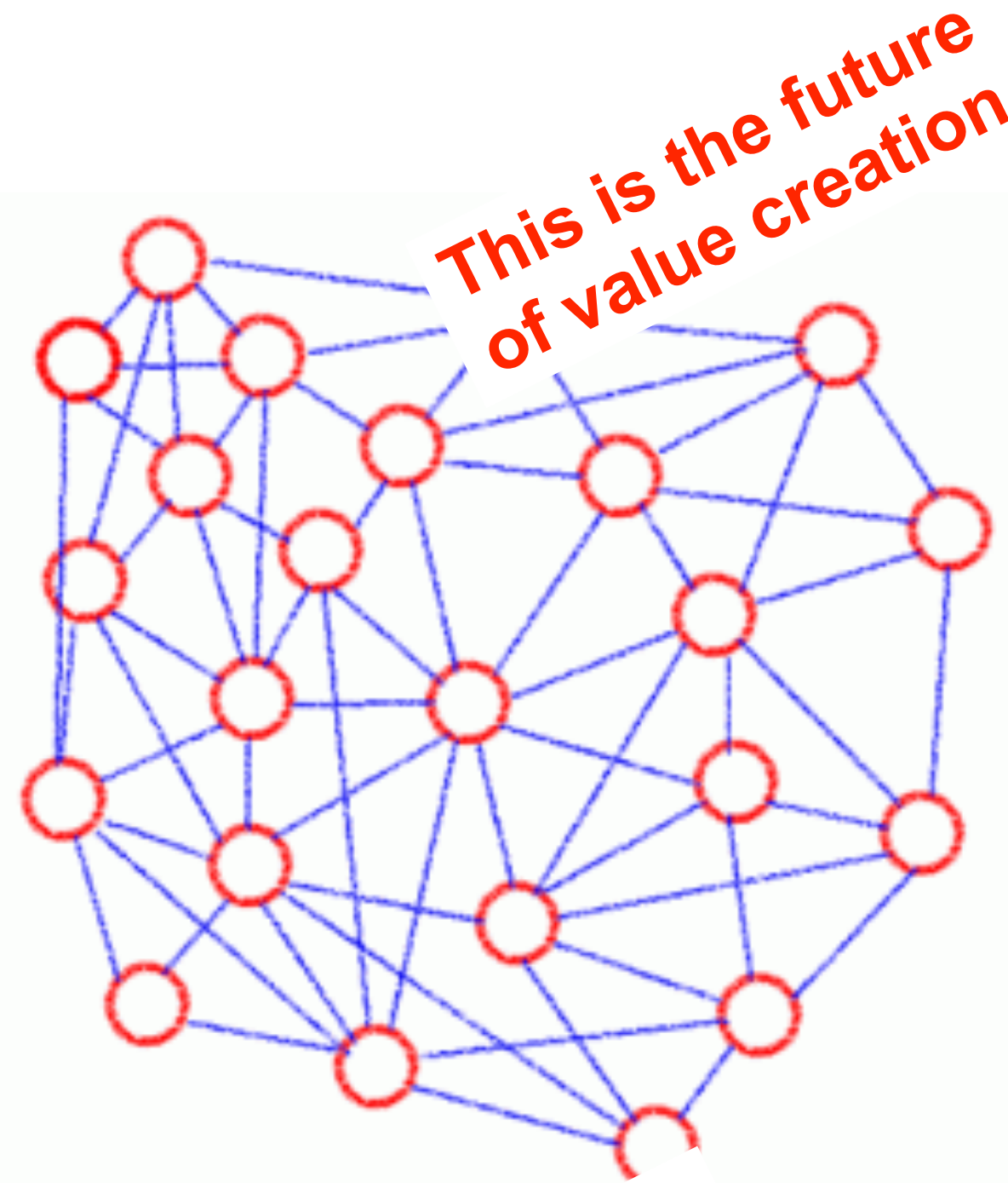
The **larger** a human social group

- The more **geographically distributed** it should be
- The more **open** it should be

The more **geographically co-located** a human social group

- The **smaller** it should be (Dunbar's number)

Formalising and digitising the competency network



Definition: *A competency network is the graph of experience-based pairwise trustworthiness ratings in relation to various domains between the members of a group.*

Trustworthiness ratings are tied to specific pairs of individuals; they are not directly transferable and they can not easily be aggregated. This limitation probably was one of the key reasons for the small size of pre-historic hunter-gatherer societies.

The age of digital networks gives us the opportunity to construct cognitive assistants that help us to nurture globally distributed human scale (= small) competency networks – networks of mutual trust.

Humans knew how to build and maintain mutual trust many hundreds of thousands of years ago, and our brains are still designed to operate on mutual trust. It is time to tap into this potential and to combine it with the potential of zero-marginal cost global communication and collaboration.

Thank you!

S23M

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*Nothing beats capturing the knowledge flow
of leading domain experts to co-create
organisations & systems that are
understandable by future generations of
humans & software tools.*

