

The Lost Art of Thinking

Tony Sheehan
October 2008

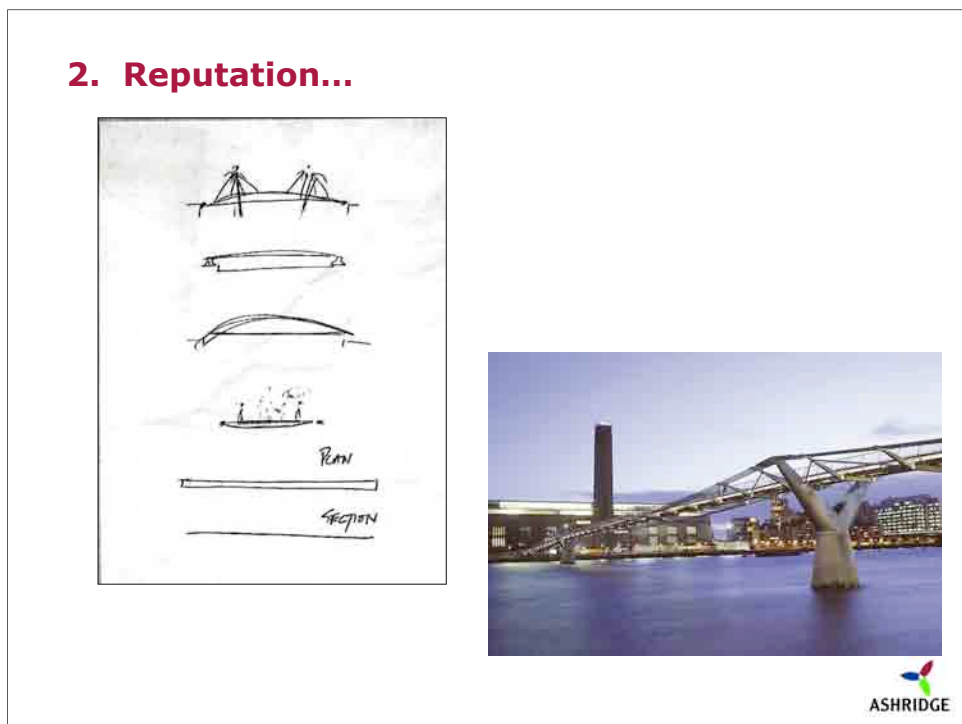


1. Change...



Acceleration

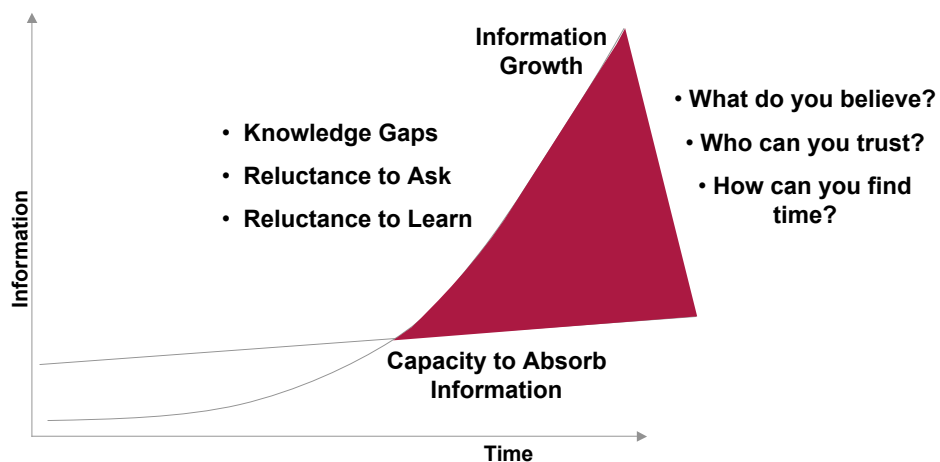




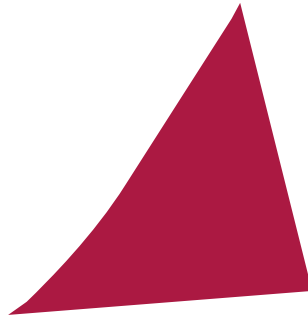
2. Reputation

The screenshot displays a corporate website with a focus on sustainability and reputation. At the top, there is a navigation bar with links for 'Sustainability', 'Case Studies', 'Home', 'Products & Services', 'Get more', 'Press Centre', 'Media Clips', and 'Job Opportunities'. The main content area features a large image of a room with dark flooring, titled 'InterfaceFLOOR: the flooring choice for professionals'. To the right, there are several smaller articles and videos, including one about 'Shell Eco-Drive' and another about 'Ferrari'. The 'One Planet zero impact' section is highlighted with a red circle. The 'ASHRIDGE' logo is visible in the bottom right corner.

3. Decision Making...



3. Decision Making...



**Foresight
Hindsight
Insight**



4. Complexity...



As we know,
There are known knowns.
There are things we know we know.
We also know
There are known unknowns.
That is to say
We know there are some things
We do not know.
But there are also unknown unknowns,
The ones we don't know
We don't know.



4. Complexity...

Watch One-Minute World News

Last Updated: Wednesday, 26 March 2008, 18:15 GMT

Watchdog admits failure over Rock

The UK financial watchdog, the Financial Services Authority (FSA), has admitted that it failed to regulate Northern Rock adequately.

The FSA said there had been "a lack of adequate oversight and review" by the agency of the troubled bank.

The Northern Rock Bank was nationalised on 21 February.

It said too few regulators were assigned to monitor Northern Rock, which ran into trouble in August.

The FSA said it would be overhauling its procedures as a result of the weaknesses identified.



The British Bankers' Association (BBA), the UK banking body, agreed.

"No amount of regulation can ensure that wrong decisions are never made," it said.

It said it would work closely with the FSA to make sure that it hired "people with comparable skills" to those who work at banks and who are "able to look clearly at the whole business rather than concentrating on one or two particular areas".



5. Links...

Lizard hormone diabetes drug hope

A drug based on a lizard hormone could help people with type 2 diabetes, researchers suggest.

Exenatide mimics the action of a hormone found in the



SEE ALSO:

- Pancreas stem cells for diabetes 23 Aug 04 | Health
- Buckwheat 'controls diabetes' 19 Nov 05 | Health
- Big cells 'could aid diabetes' 27 Aug 02 | Health

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'Most people fail to bring the right information into their conscious awareness at the right time'

amazon.co.uk

Bazerman and Chugh

Customers Who Bought This Item Also Bought



6. Communities...

The collage features several key elements:

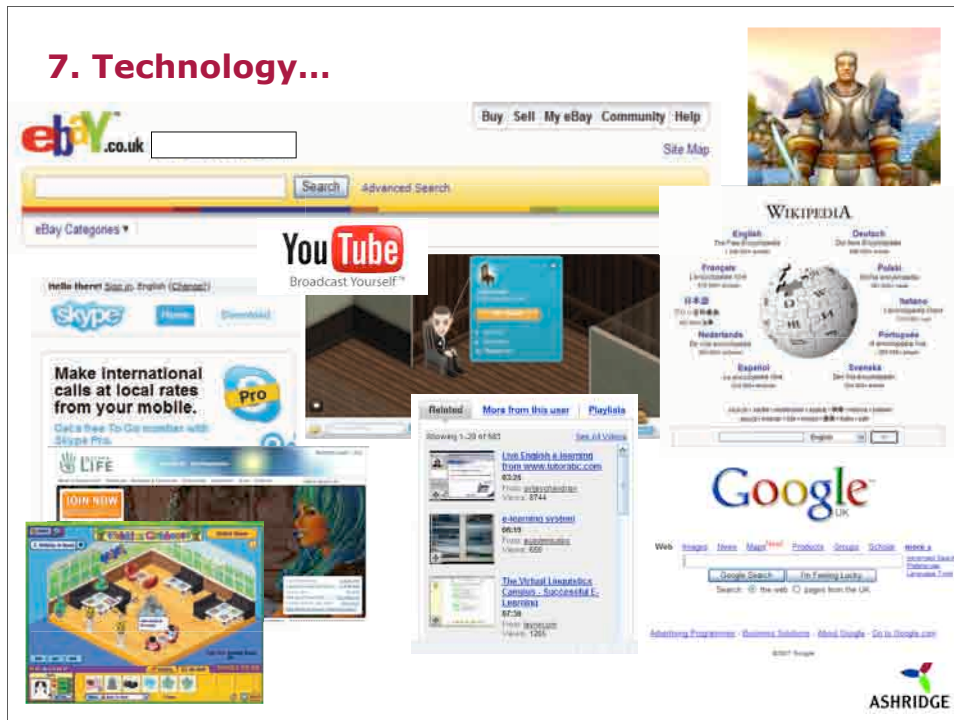
- Top Left:** A screenshot of a 'Main Page' showing a circular network diagram with various nodes and connections.
- Bottom Left:** The cover of the book 'THE WISDOM OF CROWDS' by James Surowiecki, with the subtitle 'Why the Many Are Smarter Than the Few and How Collective Wisdom Shapes Business, Economics, Societies and Nations'.
- Top Right:** A screenshot of an 'Anup people' profile for 'Liamis Torfy (Knowledge Officer)', showing contact information and a photo.
- Center:** A large, complex network graph with numerous nodes and connecting lines, representing a social or knowledge network.
- Bottom Right:** The ASHRIDGE logo.

6. Communities...

The collage features several key elements:

- Top Left:** A screenshot of a 'BuzzMachine' website with the headline 'The angry payment'.
- Top Right:** A screenshot of an 'Innovation Community' website with a 'WELCOME' message.
- Center:** A screenshot of a 'WebSense' error message stating 'Access to this web page is restricted.' with a 'Do Back' button.
- Bottom Left:** A screenshot of a website for 'my EBSFLEET UNITED'.
- Bottom Center:** A large, complex network graph with numerous nodes and connecting lines, similar to the one in the first slide.
- Bottom Right:** The ASHRIDGE logo.

7. Technology...



ASHRIDGE

7. Technology...

'People are exposed to great technology...

...and then they come to work'

J Patrick, 2008

ASHRIDGE

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'People are exposed to great technology...

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8. Time...



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'The quest for knowledge isn't a race, learn more by pacing yourself'

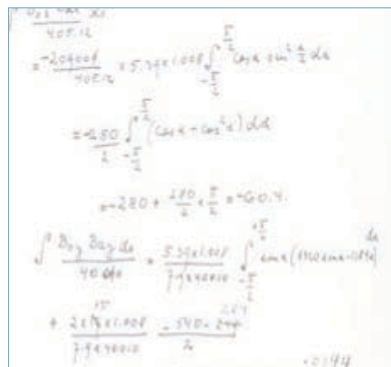
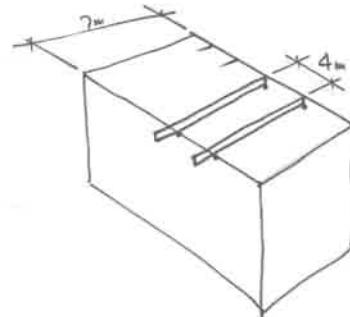
Eric Hegerman



www.iwantoneofthose.com



8. Time...



'Never assume you know all the right problems'



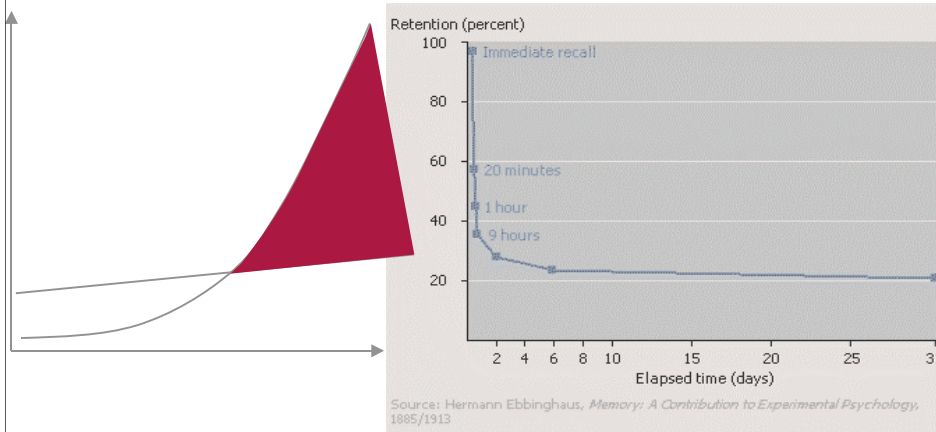
9. Knowledge Workers...



- Rich skills
- Technical awareness
- Emotional Intelligence
- Bridge Generations
- Team player
- Virtual and Face to Face
- Foresight, Hindsight, Insight



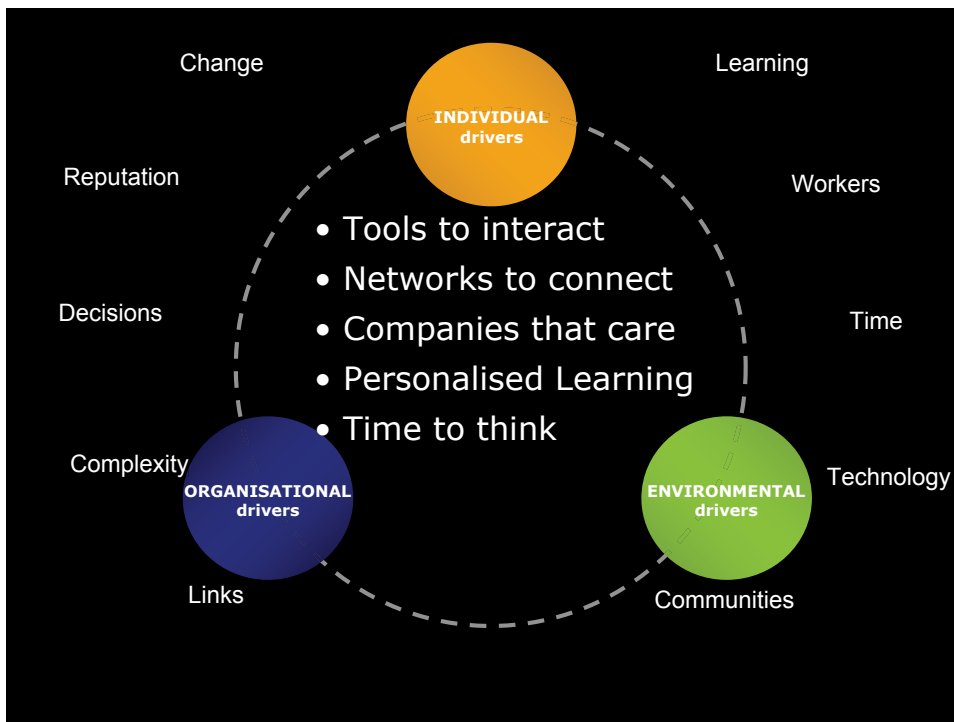
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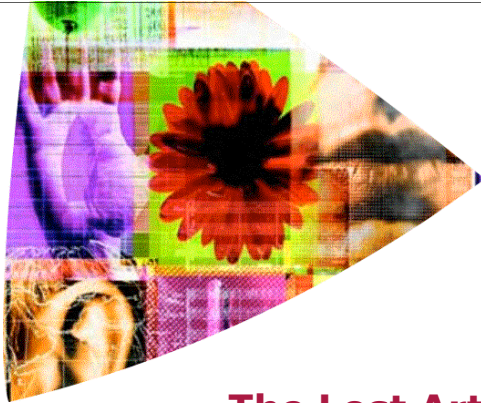


10. Learning...

Personalisation
→
Innovation

SHRIDGE
Evolution of Knowledge Management





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