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The problem

Why we need to value thinking in complex ways which are not complicated ways

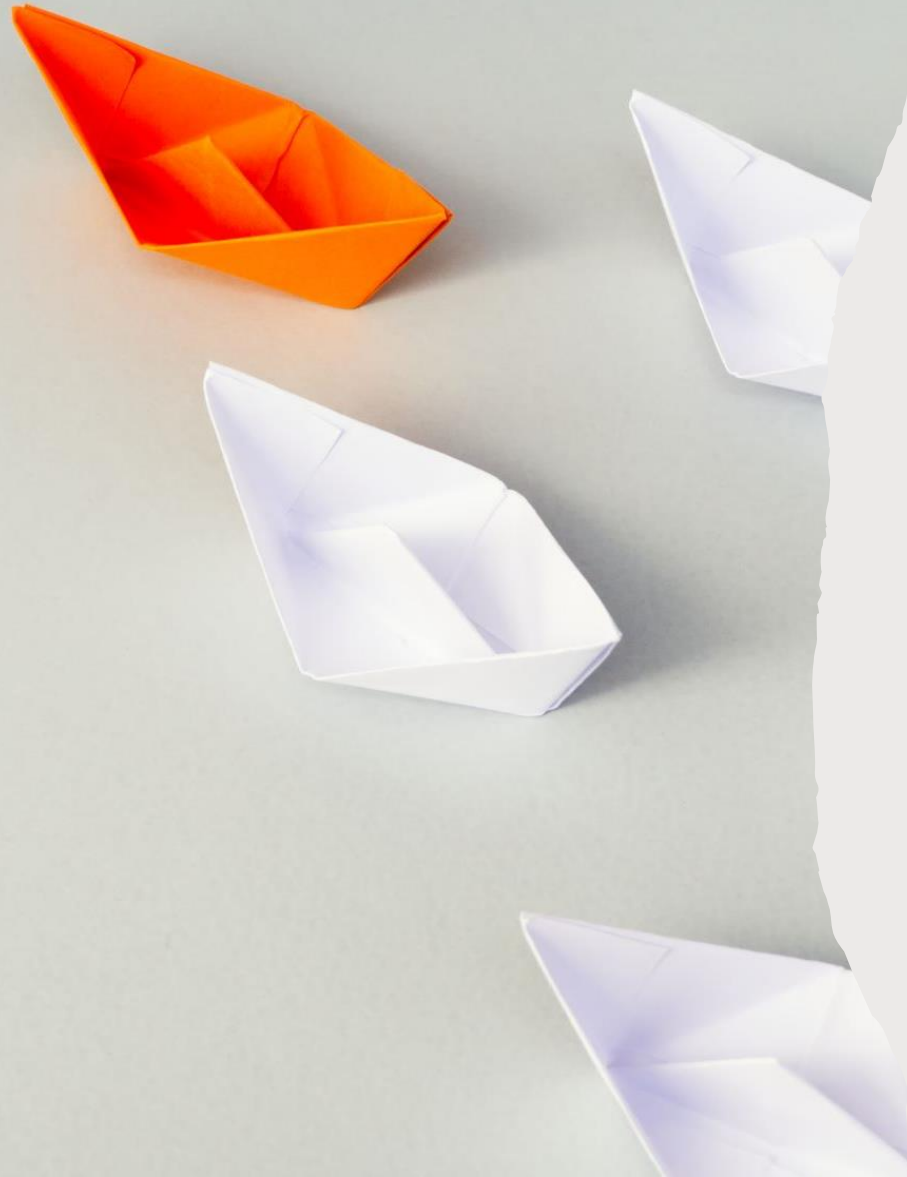


The differences between complex and complicated problems: why we get it wrong

- We identify journeys with pain-points, and agree the point on that journey where the client says the pain is greatest
- The reason for this is that where the pain is considered greatest is where the client is least reluctant to pay for our services
- With this process, however, the problem we're really solving is actually where supplier and customer may be encouraged to reach a contractual relationship soonest
- We are NOT objectively identifying, at any moment in this process, where the pain is profoundest species- or planet-wise



- I'm not saying it's a bad process on its own terms: it's achieved many fabulous moments of new tech in the past five or six decades
- But it is only capable of solving problems which are made simple. It's not able to handle – even conceptually – those problems which, to be solved, need to remain complex *at the moment they are dealt with*

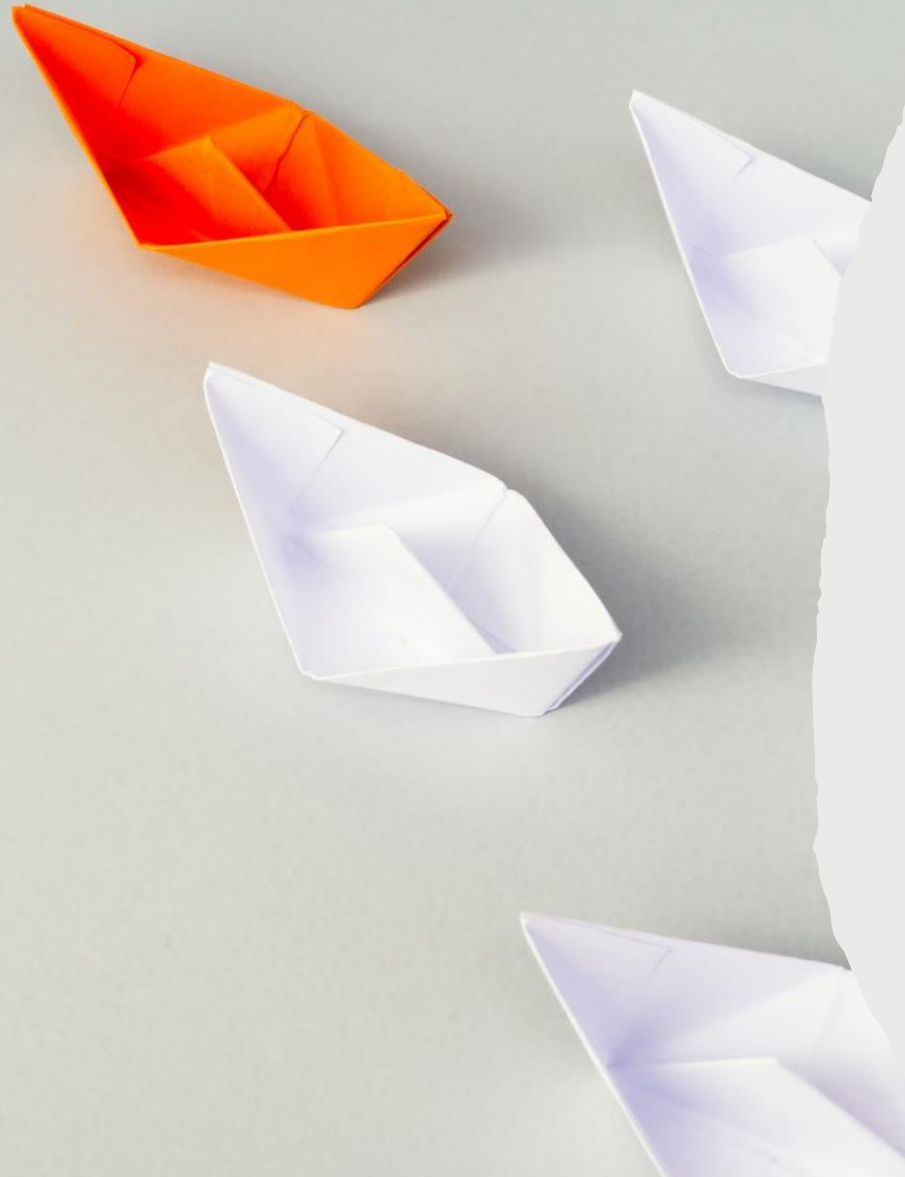


- The argument to date has been that if you can't explain your idea in the time it takes to ride an elevator you don't understand your problem well enough
- It's a sign you haven't simplified (because you don't have sufficient understanding) to the necessary maximum a problem you're still expressing in a complicated, and even confused, way



- But what if the time you need to express your problem relates, instead, to its complexity – that is, its number of necessarily simultaneous moving-parts *which in order to remain the problem it is must remain simultaneous* – and *not* because you are confused or unable to make it less *complicated* out of a lack of informed positions?





- Of course, all this you already know to be the case, but it's NOT how the most powerful tech ecosystems of startup choose to work globally
- So if you think I'm telling you something you already know, you're right
- I'm not proposing to change *your* world by changing what *you* do: I'm proposing we ensure the most powerful can't continue to organise our worlds as they do, when they suggest only their ecosystems' philosophies and tools should hold sway



- Wealthy people increase the wealth of their portfolios by ensuring that we majorly progress our societies through incremental change
- Incremental change for poor people means they remain poor for the whole of their lives
- It also means, when the increments are pushed in the wrong direction, it's really difficult to move quickly enough in the right direction – climate change and where we are now is just one such example





- Like a tanker which needs miles to change direction, societies based on incremental change only work when those directing the change do so in good faith for everyone
- The good faith of this incremental change only becomes apparent later; in the meantime, bad faith may be invisible to most citizens until it's far too late



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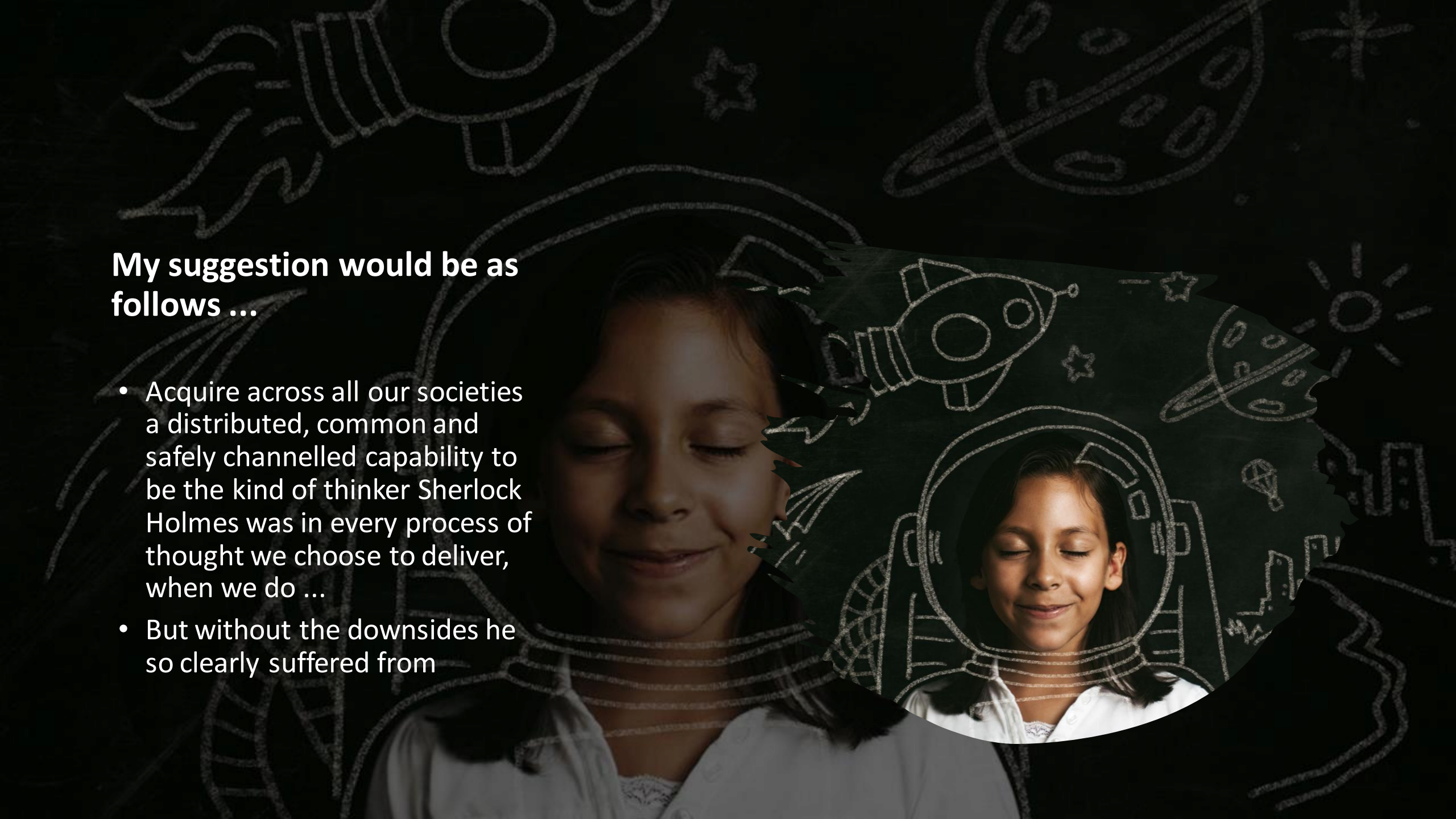
Beneficiaries

Who will benefit from complexifying how we think about problems



- Leaps of faith – substantial change which happens rapidly – may become something we lose the capacity to effect ever, if we don't develop our capabilities to break down complex problems *by not breaking them down*





My suggestion would be as follows ...

- Acquire across all our societies a distributed, common and safely channelled capability to be the kind of thinker Sherlock Holmes was in every process of thought we choose to deliver, when we do ...
- But without the downsides he so clearly suffered from

- This we would do with a newly inside-out set of technologies, safe for all vulnerable thinking to flower
- And *not* medicalise these capabilities for wanting to diverge permanently from supposed norms



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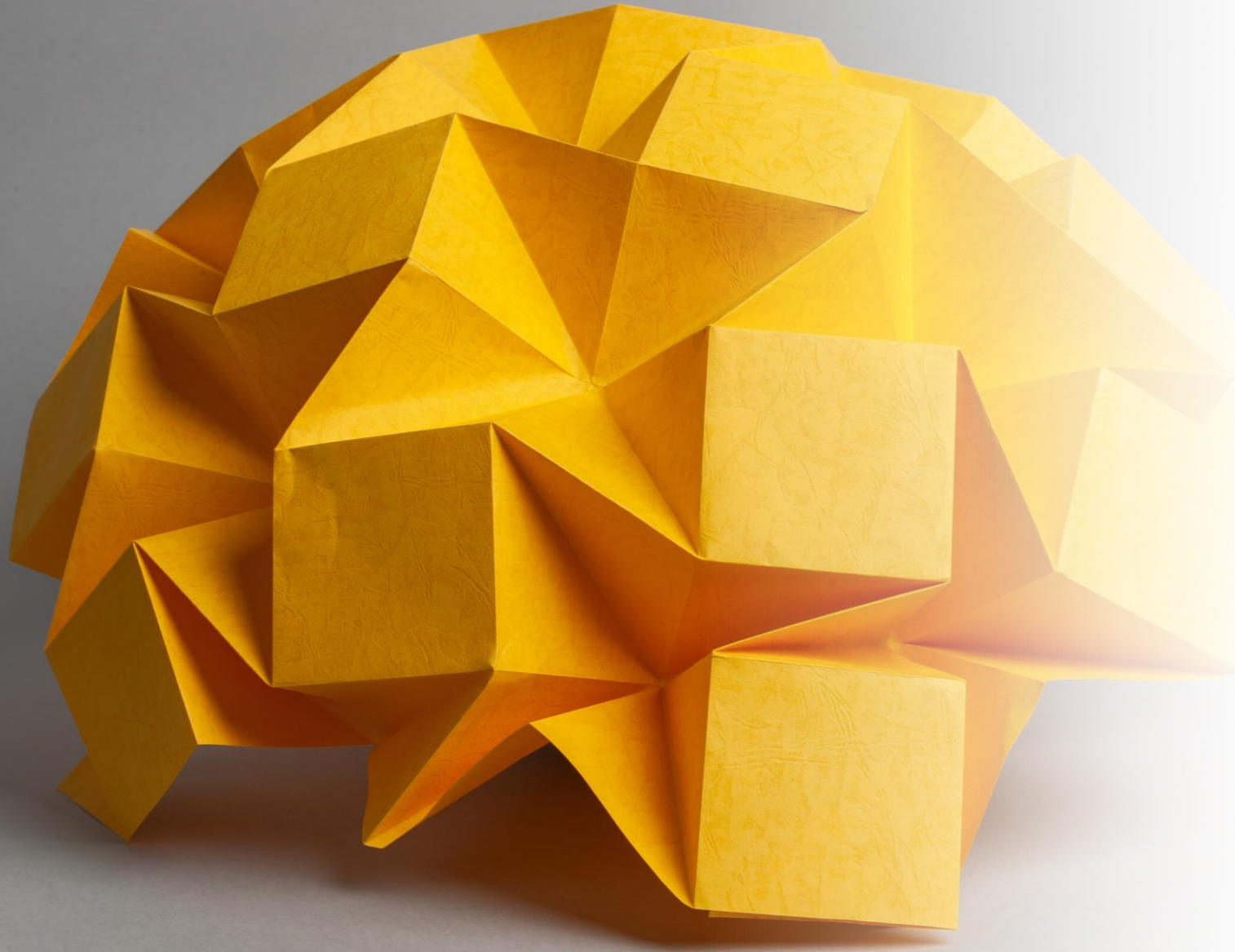
Outcomes

The goals we want to achieve



What will happen if and when we create tools for human beings to think complex not simple

- The problem we solve becomes not only how to earn a living the quickest way possible: it becomes how to square circles we never even thought about, *and yet still* turn that euro



- We begin to live not in the present, but the *future*-present: what we do today and what happens tomorrow are always linked and must be considered simultaneously
- We learn how easy it is to acquire a Sherlock Holmes' brain in order to do this – all without the trauma his fabulous flights of imagination and ingenuity sometimes brought to him



- Neuro-diversity doesn't then become only an act of inclusion, but a strategic societal choice to ensure our species' salvation
- Some might want to save their faces. Let them: they will continue to do the good which, even so, they are capable of
- But we choose to save a wider humanity – with our own very personal humanity ... by proactively making the software and hardware tools we deserve ... alongside the ecosystems needed to produce them


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Summing up

Next steps



Good faith versus bad faith: how it's time we didn't ... and did

- Most people don't set out to act in bad faith – in life or their careers
- But that doesn't mean the tools of the past can't outgrow their utility without anyone really noticing until it's too late





- Incremental progress is good when the hand on the tanker's tiller is steady
- It's stealthy and *underhand* when the captain is a pirate
- In respect of climate change, the big research institutions, some of them fossil fuel corporations, knew to the year where we would be today – and buried the results





- It's time we stopped using their incremental ways of hurting the planet as if no one was noticing
- It's time we created new tools to **complexify** our capacity to deliver real leaps of faith ... of a distributed, neuro-diverse genius which everyone can learn to channel, and then put into practice



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