Look around you. Look carefully for a few minutes, at everything that surrounds you in this very moment. Absorb everything. Now imagine the world you see, without fire. When is the last time you thought about the role fire plays in our life? Probably never. And here is the opening: You are the product of fire! Your life, in everything you know, learned, do, and desire to do, is the outcome of a discovery made 1.9 million years ago by one of your early ancestors.

This is a presentation about how you transformed that discovery into innovation, and how innovation has transformed you. About innovation as behavior, innovation as culture, and the hopes and outcomes of everyday life.

Fire was not an innovation; fire was a discovery. But the realized possibility of that discovery has changed the course of our history on this planet forever. The way we are, the way we want to be, and what we desire to become. A discovery has inspired in us possibility beyond the reach of all other animals. We are more. We will become more. We will transform fire into us, and transcend, moments at a time, our animal condition. By using fire to transform us, we became the innovation.

Fire. Welcome to the story of your life. And welcome to our economic system, our culture, and our business.

My position is that innovation is not a process, but an outcome. More precisely: innovation is the moment in which human behavior as outcome, is being changed by a particular invention, discovery or event, which in this work is referred to as an innovation object. This position challenges the current understanding of innovation, as well as the current ecology in which innovation operates in organizations: its management, methods, tools, language, focus and metrics. Naturally, the challenge extends to some of the labels currently applied to innovation typologies, such as ”disruptive innovation”, seen today as a label addressing purely the technological side of an invention, rather than the more complex motivational and behavioural side. It is my position that a disruption is not manifest in the moment a new technology is introduced. The disruption is manifest only when human motivation embraces the technology, and allows it to modify – enhance in a beneficial way – everyday life. The disruption is the human being. Our acceptance and appropriation of new technologies, creates the business disruption, seen here as a disruption of the current habit.
Innovation objects invite innovation questions, and I am an advocate of framing such questions every time we encounter technologies at the threshold of emerging as behaviours. Innovation objects require a different capability to carry through on their promises, because the nature of the promises changes with the very existence of the invention or discovery. When seeing the iPhone for the first time one can ask “What can this do?”, but the strategic questions we must ask is “What else can this be?”, “What would we become through using it?”. To be clear, the focus is not on what technology can do, but on what we can do with it. So here is the framing perspective for this conversation:

1. Invention is the moment of creating or discovering something new.

We don’t know yet if the “new” is “useful”, so new in this context is a statement and not a measure. This discovery is a disruption of our habit; if we are attracted by its potential – this is where value comes from in a new discovery – we can not look at the world the same way. Once we no longer ignore that fire exists, we must construct our lives differently, and we must think of the future in a different way.

2. Innovation is the moment of using that discovery.

Innovation is the moment in which behaviour, as outcome, is being changed by invention. Innovation is then a human activity, which resides in our motivations, and manifests itself as behaviour, once we have defined that something new is the right media for this manifestation. Once we have discovered fire, we have built civilization around it, and with it. We have found in fire multiple answers to the question ”how is this media for me?” Behaviour as outcome has been changed by discovery. From that moment on, fire became an innovation object; as we use it, our goals change, our motivation changes and we need new tools and technology to make manifest new behaviour, as we are called to revisit all our assumptions and wants. We can now desire more, want more, and will need more devices to accomplish these new goals. This is the economic system at work. We, humans, are “the Business”. And naturally, we are the Disruptive Business of the title of this book. It is our desires, wants and needs that created and sustain the economic system, commerce, science and technology. Culture.

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Your need for tooth paste and toothbrushes starts with your want to be part of civilized society. And this want is rooted in the desire to achieve, to be greater than yourself, to become. It is our shared history as humans that we desire to be more than what we are. We desire to learn, to know and to understand, to create images of our existence, to leave our mark. And on this journey, we transform desires into wants, and wants into needs, into the staples of our everyday life; into the roads, the automobiles, the subways, the airplanes and the ships caring the oil to feed them all.

QUESTIONS ARE WANTS

I believe that to be is to want – and that wanting is the critical condition of being human. In the pages that follow, I will look at the ways in which our desire for experiences inspires and shapes our wants. To want is to both recognize and desire new conditions. Beneath this desire is a value judgment – an implicit personal assigning of meaning to change – a tacit embracing and ranking of different states of existence. Against what criteria do we make these judgments? Is it because we hope for purpose that we feel the urge to pursue one destination more than another? Or is it the merely the belief in the destination that ensures that the journey will continue? Wanting is the pursuit of possibility, and implicitly assigns meaning to change. Beneath this is a tacit belief in different states of being. Perhaps because we mortal beings can imagine ourselves as different from what we currently are, we feel a responsibility: to become something more, to connect in order to understand ourselves through others, to pursue a destination. It is important to recognize the role of imagination in this pursuit. If we could not imagine a different way of being, then we could not feel guilt, or hope. We would not say “I remember when the world was...” and so never dream “I imagine a world where...”

To be is to want to become. We want to become, and for that we need to have. But what do we want to become? The latent destination of what we are, the thing that resides in us and is brought to the surface by new artifacts, technology or services – the possibility that was brought in us by fire.

In creating the platforms that inform hope for a new life, we need to identify the factors that change our definition of possibility. Tools are a good example: our tools are conditions of our existence in as much as they undeniably create the conditions to empower our imagination – new platforms for possibility and new destinations for becoming. Tools are momentary manifestations of our most recent best guess of this destination, and every choice we make is a best guess towards building a future self. Civilization is a journey towards creating the conditions we want. This is why humans are in constant need for “Media” – the tools that bridge the “what is” and the “what may be”. It is also why all human tools are ephemeral and prone to obsolescence. It is our wants that obsolesce our needs expressed by tools.
Tools are only temporary passports to our destination and not our reason or purpose for traveling in the first place. Our reason and purpose is the objective of becoming. It is thus wrong to reduce tools to being extensions of human ability. They are not. *They are the expression of the human will to achieve.* They are extensions of the will to become. But at which point do we transform these tools into more than extensions of our will? When we create anew, through new experiences, new moments, or new manifestations of ourselves. And what does this all mean for your business?

**FIGURE 1**

It means that a business is the organized and planned capability of creating the conditions for the manifestation of behaviour. Your business creates and markets the tools, objects and services through which people manifest what they want, who they are, and what they want to become/ Your business creates the media for the manifestation of behaviour. Successful companies create indispensable media; from detergents to instant coffee, from your trusted mobile phone to banking services, from subway trains to the newspaper you read while you ride them.

**FIGURE 2**

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**THE ECONOMY**
Successful companies also have the foresight to understand what behaviour we are likely to make manifest next, given the right tools. YouTube. Facebook. Twitter.

An organization exists to deliver the capability of a particular technology to a desired behaviour. The process of making this media suitable for behaviour is design. (Fig.1) There is no hierarchy, but rather a timeline from felt – understood and expressed – desire, to articulated want, to supplied need. In short, desire creates wants, which in turn create needs.

The equation “desire > want > need” is often ignored in consumer studies, and it may now be the most important piece of the puzzle in delivering innovation outcomes, as it concerns the very nature of what is an innovation.

Innovation is rooted in Desire, not need. The desire to become better through experiences of knowledge, education, literacy, tools, systems and services, all provisions for the achievement of our higher goals. An organization’s capability to meet this desire, directly contributes to the success of their products and services in the marketplace.

- I desire to live in comfort: I need Copper.
- I desire to cook my food: I need Iron, I need electricity
- I desire safety and security in the structures I build: I need Steel.
- I desire a light weight tools for everyday life: I need Aluminum
- I desire to adorn my body: I need Gold and precious stones
- I desire convenience: I need Kellogg Co.
- I desire soft shirts and sheets: I need Whirlpool
- I desire health and a soft skin: I need Procter and Gamble
- I desire a warm home, clean clothes, comfort: I need General Electric.
- I desire to know and to understand: I need Google
- I desire to be entertained: I need the Walt Disney Co.
- I desire to participate: I need Twitter, I need Facebook.
- I desire to leave a mark: I need YouTube

All these things are desired by humans, all are media for the satisfaction of conscious or subconscious goals, and the economic system and the market are the outgrowth and reflection of that. How can a product or service create value? By being media for the satisfaction of people’s motivating goals.
As desire is constant, innovation is also a constant; business is the variable. This last statement will make some of you pause. The value creating enterprise is not about profit, but about the difference it makes in people’s lives. The value creating enterprise discovers itself in the life and world of customers. It is a continuum of variable capabilities, constantly supplying the media we need in the present.

The tools, services and experiences, that make us happy NOW. Apple Corporation is such enterprise and the example of business as the variable. Apple consistently delivers on the definition of innovation as a behaviour outcome, by creating culture, not products. The iPhone is not an innovation in technology; it is an innovation in the ways of engagement with technology, for new, desired, and beneficial outcomes; ways to make us happy.

FIGURE 3

INNOVATION IS MEDIA FOR BECOMING

Consider this proposition before moving forward: that the single question, and the most relevant question we ask of everything is: “how is this media for me?” We ask of Dove soaps, Navteq maps, Knorr soups, Facebook, YouTube, Twitter, Starbucks, the iPhone, Google Earth, Ford automobiles the same question: How can I actualize myself through you? How can you satisfy my motivating goals? How can this mediate my relationship with life, my environment, my friends, my work? How is this media for me is the question that prompts the activity which creates the economy.

How can I have my voice heard through this? How can I have my ideas understood through this? Successful products, services and organizations have all provided the answer to this singular question. Conversely, if a technology, service or organization can not satisfy its role as a media for people’s motivations, they will invariably disappear.

The success or failure of any thing (technology, service, concept, etc) is directly related to its capability to be media for the satisfaction of our motivating goals. When something ceases to be media for peoples motivations, it is replaced by the artifacts/technologies that represent a better media for the satisfaction of same.

Every object, service and space is an answer. A chair is the answer to the question “how do I suspend the human body above the ground in a comfortable position?” A mobile phone is the answer to the question “how do I keep in constant communication with the ones I care about?” In the moment a product or service appears – people use it – it contains elements from all the categories labeled in the Innovation Map illustrated here. It has value as media, it creates an experience that includes a relationship, that leads wit either satisfaction. It involves action and behaviour. It includes a media – the product or the people and spaces of a service – it is rooted in motivations that stem from goals, which we set from desire.

Every object, service or system meets the conditions 1 to 6 in the moment of use, but does not necessarily meet conditions 7, 8 that lead to 9, the value of the thing as media. As expectations change, conditions 1, 2 and 3 change, with the result of a new media (4) being required. The need for innovation comes from the changing nature of Desires, Goals and Motivation (1, 2,3). This is why we perpetually seek media for a better self, and perpetually seek innovation. New goals add new features on existing media; very much like the birth of a new baby might require the expansion of your house by one room. Decreased experience (7+8) might result in redesigning the media (4). This innovation map can be used both in planning the design process for an innovation outcome, as well as for the diagnostic of low performing innovations and insights into where specific innovations are in the behaviour cycle.
As discussed in the next section, foresight as a business capability examines how conditions 1, 2, and 3 are changed by 4, 5, and 6. The existence and use of 4 (Facebook in this example) reshapes 1, 2, and 3, which starts a new behaviour cycle resulting in the seeking of a new innovation.

FIGURE 4
LOOKING AT THE WORLD TWICE

The proposition that innovation is a behaviour outcome is informed in part by my strategic foresight work for large organizations, and also by my academic practice at the Rotman School of Management, and the Ontario College of Art and Design in Toronto. What I hope to achieve here, is to have you learn to look at the world twice. When seeing a newspaper headline, when hearing about a new behaviour people engage in, when learning about a new way of doing things, step back. Look again, without jumping to judgment. See it twice, and look at it from a point of view outside your daily habit. See it from a position of understanding its future possibility.

I would like you to indulge the notion that the future may shape itself in the way we want it to. The way you and I can dream it to be. The way YOU want to make it. I ask that you allow yourself to return to the childlike state of being able to explore new ideas, without passing judgment, without once saying “this is impossible!”. Give yourself this gift of being ready to absorb all as possible. David Hume wrote: “The supposition that the future resembles the past is not founded on arguments of any kind, but is derived entirely from habit.” My request is that you suspend habit for the next little while, so you can enjoy, explore and discover, a few new ideas about the potential future of your business.

There is danger in assessing the future from the perspective of the present, and from the habits of everyday life. It is from habit that intelligent people make the silliest predictions. A few reminders will include:

- "I think there is a world market for maybe five computers.” (Thomas Watson, CEO of IBM, 1977)
- "There is absolutely no reason anyone would want a computer in their home.” (Ken Olsen, founder of Digital Equipment Corp. 1975)
- "640K ought to be enough for anybody.” (Bill Gates, 1982)

These statements were not “wrong” for the times in which they were made. For their respective places in time, they were absolutely right. But, as a vision of the future, they are absolutely wrong. So I urge you to keep your deep desire, your playful side, at the top of your mind while reading this book.

Three elements intertwine to shape the future, and the role you play – as an individual or as an organization –in their understanding and mastery is equal to the role you might play in shaping that future. The three elements that shape the future are motivation, technology and business capability. When these are aligned, we have services, we have products; we have a life in which all these services and products represent direct benefits to users, and to ourselves as makers.

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In a schematic way, you may look at behavior, technology and capability as three independent timelines. Motivation usually leads — we all want something. Technology follows, providing the solution to that want; at times, technology leads, creating a product or service, and then finding a want, an application for it. Organizational capability usually lags; the ability of an organized business entity to deliver on people’s wants with efficiency and effectiveness, takes trial and error, process design and redesign, all taking time as well as financial and human resources.

An often used example that illustrates this is Napster. The motivation behind the Napster behavior – peer-to-peer file-sharing – was in place before the service appeared in 1999. People had both mp3 files, and the desire to share them, bypassing the established recording music channels. What was lacking was a meeting place for all the parties interested in manifesting this behavior, and a business capability able to deliver file sharing in a secure and reliable way. The organizational capability did not exist yet, because the signal of the peer-to-peer file sharing behavior was not seen as a sufficient threat by industry incumbents, to prompt the investment of time and resources, in the development of large scale capabilities leading to a service that could be monetized. Napster – and the associated behavior – was seen by the record companies, the radio stations, the device makers, the music retailers, as something at the periphery of their business, an activity that “might go away”. But it did not go away – anything but.

Napster was an early demonstration of the empowerment and participatory nature of new communication technologies, and the power of this engagement to change habit and manifest new behaviors. Figure 2 illustrates both the business disruption and the behavior disruption. Figure 1 illustrates how Apple Corporation saw it: that Napster was a statement that users were dedicating their personal computers to music, to personal memories, to video. Apple introduced iTunes in January of 2001, nine months before the launch of its first iPod in October the same year. Apple Corporation made the media of peer-to-peer file sharing (MP3) suitable mass behaviour by design.
SEEING FIRE FROM HABIT AND FEELING FIRE FROM PASSION

FIGURE 5

Humanity before the discovery of fire, was a completely different place than humanity after the understanding of the benefits of fire. **Discovery can be a very abrupt ending for habit.** The “after” has nothing to do with the “before”, and this is hard for large organizations to cope with. But it is life. You can not raise a child with any lessons learned about pregnancy.

When observing a phenomena and experiencing it for the first time, we are immediately searching for a theory. What does this mean? Where does this belong in the order of the things I know, and learned? Where does it fit in my existing framework as an organization? We are looking for meaning; we are comparing the components of the frameworks we operate in, with something new, and something we do not fully understand. But to understand it, we must compare it with something. In this process we are comparing the resolution of this new thing that we don’t completely understand – its shape, size, impact – against our value system, our biases, our memories.
Measured against our habit, it is natural then to conclude that “nobody is going to use this” because “I don’t need it”. We are rarely able to see beyond the boundary of rationality. Which is why we need passion when trying to understand the new. We must open up with passion to the possibilities that something new holds. Passion is not a rational mode of existence. You do not fall in love from the brain, ever. Look briefly at the fire you just discovered, then close your eyes. Feel the heat. Understand its possibilities.

Once humanity was able to control fire – producing it at will, and maintain it – we changed how and what we consumed as food. We changed our immediate habitat into a warmer place, which allowed us to explore life in colder climates, and expand our territorial reach. We became masters at managing crops, using fire as a tool for land management and later, as fuel for the means employed to extract and fabricate metals, and harden our clay pots. Fire became light, and illuminated our quest for knowledge in the dark. The most powerful experience, is the experience of knowledge. Once embarked on the journey of growth through fire, we created the world as we desired it, tool by tool, engine by engine, one rocket at a time.

There is little we can bring from our past – before this discovery was made – on this journey, little that can be of use. Cooked meat has no relationship with raw meat; it is not just a transformation of our eating habits, but a different plateau of experience. Same thing can be said about electricity, the steam engine, the discovery and use of the World Wide Web. The web browser revolution took over the Planet in exactly two years, and nothing would be the same again. So you cannot look at what the world used to be before the browser and the Internet, for any lessons on what the world will be like after the maximization of this behaviour.

**EMERGENCE**

The signals of all the future behaviors it creates, or will influence, are present in the moment of the discovery and introduction of any new technology. In your current practice, do you see signals of emerging behavior? What would be their possibility to create new opportunities? What do you see as a signal with significant growth opportunity right now? In technology? In education? In culture? Where is, in your organization, the capability of transforming emergent behaviour and technology, into a new business opportunity, a new economic driver, and a new business model? Do you personally know anyone with this responsibility in your organization?

The reality is that most of the people you know are preoccupied with execution – for some reason, some very smart people have proclaimed execution to be the key capability of the competitive organization. Execution is one of the keys, for sure, if a strategic direction is in place, and if we know where we are going as an organization.
So who is in charge of keeping watch at the periphery of your business, noticing and interpreting the signals of emergence, transforming them in meaning for the organization? Philosophers used to do this for kings, as interpreting behaviour is more an art than a science, using insight and intuition, interpretation and unlearning. The art is in knowing how far and what to look for, how quickly you can redefine the path from the core of your business, to what has been the periphery. How quickly can you move from being a computer maker, to a mobile device leader, a music distributor and a cultural aggregator. Apple Corporation⁴, is an example of the permanent redefining of what is “core”. Is this an example of insight, or is it strategic foresight? Insight informs where to look; foresight paints a picture of what you may find when you get there, and what to do with it.

THE FUTURE: YOUR MOTIVATION, YOUR BEHAVIOR, YOUR ACTIONS.

What is the connection between needs-wants-desire, and how expectations change with our ability to participate in the shaping of culture in an interactive way? What new expectations arise from the ability to create, manage and distribute our own content, from the ability to collaborate on Wikipedia and broadcast to our own audience on Twitter? Are these the same expectations as we would have had five years ago, or did something profoundly change? And how is this affecting your business? We will explore these questions together, in the next chapters. For now, here is my definition of the future as a concept in the context of business:

As I use Apple Corporation as an example quite a bit, I want to make it clear that this is not a bias – I am a user of their products and services – but a pragmatic choice supported by the financial performance of Apple as a business. At the time of this writing in the summer of 2009, a comparative review of the financial performance of Apple against any number of businesses in a variety of market segments was positively favorable to the later. Try it out at for yourself at http://www34.wolframalpha.com/input/?i=Apple+
Motivation is the internal condition that gives rise to what we want to do, based on our goals, what we can do – behaviour – and what we will do – action. Behaviour is influenced and reacts to culture and its artifacts, to attitude, emotion, ethics, authority and persuasion. Action is what we actually do.

The future is the changes we make to the present through our motivation, behavior and action.

The future as a concept is different than the future as a timeline. Without changes, new behaviors and new actions, the future is just the present on a different calendar date, next week, newt month, next year. The future as concept means things that have not happened yet. The future involves actions. Future products, services and experiences will only be what we want to reveal next about ourselves.

AMBIGUITY AS A BUSINESS FUNCTION

When discussing the future, some might prefer to view it as a set of probable outcomes, and not as a specific set of circumstances that have inevitability, and that will come to pass. Believing that the future is a set of possibilities, cocoons executives in the comfortable zone of inaction – one can not plan for multiple sets of possibility, so one waits until a tangible manifestation of the future threatens the competitive landscape of the organization, and only then is the executive moved to act.

What are the sets of possible outcomes for the consumer electronics industry, following the invention of the transistor? Are we dealing indeed with sets of outcomes and randomness, or can we imaginatively use foresight to create a cohesive strategy, one that deals with the miniaturization of components and devices, lower costs, lower heat, resulting in the use of new case materials, portability resulting in the need for portable power, battery developments, etc. Sure, you might think this is now hindsight, and this is why it seems so obvious. So find some other example around you, and try to map the future it will create. This is not prediction, this is thinking. Sets of possible outcomes? What are they in the case of a technology called MP3? Is the MP3 compression technology, and the players that transform data into sound, just another of the possible outcomes, or the logical pathway when one starts thinking, debating and shaping the future of recorded music?

Lets accept for the purposes of this discussion, that the future is not a set of possibilities, but a pathway of ambiguous outcomes – ambiguous in the sense that we do not know precisely their shape, but we can intuitively see the general outlines. Five years from now people will continue to eat soup. We just don’t know which kind of soup. On the other hand, five years from now people will use something to communicate to one another. We don’t have a clue what. Or we can choose to design it.
What must the responsible organization do? Who in your organization is in charge of dealing with ambiguity? I assume that you cannot name anyone at this time, as most functions in your organization have been crafted to serve a specific purpose, a purpose that has a name, can be measured, and can be audited. A purpose that fits the current business landscape of your organization. The future? Surely someone at “headquarters” is looking after that. The reality is that no one at headquarters is looking after that, as no one likes dealing with ambiguity as a business function. Everyone likes dealing with precise frameworks, with measurable outcomes. This is what we learn in school. Ambiguity we learn in life, and at home. Human life is about ambiguity, about making choices based on the insightful interpretation of ambiguous signals. She loves me. She loves me not. We move mountains, if we need too, on the basis of ever changing ambiguous signals.

The interesting thing about ambiguity is that it is a dominant of your life, not the exception. Why is it that the same individual who masters ambiguity daily for personal survival, cannot be trusted to do the same in the organization? I don’t have the answer, but the question is worth asking. Until we can find ways to shape organizations around the core human competence of dealing with ambiguity as a life function, we need to separate the management of everyday tasks, from the management of innovation outcomes.

FUTURE AND FORESIGHT IN BUSINESS

The ambiguous nature of innovation is expressed in this question, asked of Michael Faraday, the inventor of the electric motor, by the then Prime Minister of England: “what use is electricity for?” What do you possibly answer? How electricity would transform the world? Would the answer be even believable – if you reply “imagine a day in which nothing around you will be possible without the direct or indirect use of an electric motor”. Here’s what Faraday answered: “Sir, there is every possibility that you will soon be able to tax it”. Faraday’s answer revolved not around the physical merits of the technology in question, but in its social, cultural and economic relevance, in the very near term (“soon”) for the Prime Minister and his government.

How do we get to “soon” from where we are today? Can you describe your life ten years from now? Did you ever asked yourself “who am I, in ten years from now?” Do you think that successful people and organizations have a plan, and they know what they are going to be ten years from now? People who have consequence have become so not by accident; they have designed it that way. So, if you have a vision of yourself ten years from now, it is a destination that can prompt you to action today. You can work towards that destination and design the tools you need to reach it, step by step, starting from today. Foresight is not about the future; foresight is about getting to the future.
Predicting the future of a signal of emergence is then not an exercise in connecting complex social, economic and political dots, but one of motivation centered questioning: *if this technology happens, what will people want to do with it?* (very much the same as “*what use is electricity for?*”)

Instead of relying on the reported needs of an established market, innovation at the strategic, pre-competitive level draws insight and direction, from detecting signals in the social, economic and cultural environment. Applying imagination and intuition, to an incisive reading of the current forces that influence your business (and even those forces that seemingly do not) is a capability of the strategic-level innovator. Beyond the ability to detect and interpret signals, a strategic innovator has an appetite for risk and the courage to set a precedent where none exists, translating insight into foresight, and foresight into action.

Foresight allows you to deploy energy towards the satisfaction of conditions not yet present to the senses. You are in charge of making them present; you are in charge of designing the game and the rules. The exercise is ambiguous because we are not used to writing our own rules. And we are not used to employ the imagination as a tool for business.

Think 50 years ago. 1959. What was going on then different from today? Desktop computers didn’t exist, Bob Dylan didn’t exist, nor did the Beatles, space travel or email. Mobile phones used by the masses were, at most, a science fiction fantasy. The information society and the digital revolution were not even talked about. Our lifestyle was completely different. Our hopes for the future were different. In 1965 Stanley Kubrick made the movie “2001: A Space Odyssey”. According to his vision, by 2001 humanity had mastered space travel to the point of resource extraction on the Moon and beyond. We are now in 2009, and we have mastered many other skills, but not resource extraction on the Moon.

Put yourself in a situation in 2019; you just got home from your office. What does your world look like? How did you get home? What is your work environment? How does your home look like? How do you do your laundry? Is there anything in your current ecology of objects, relationships, services and emerging trends, that might give you a signal of what your life would be like ten years from now?

Approaching new information as a signal of future possibility, formulating deep questions that motivate exploration and suit an organization’s goals, and fostering courageous, empathetic and diligent leadership, are all necessary aspects of a Pre-Competitive approach to innovation. To achieve this, it is essential to separate yourself from the problem-mitigation approach to innovation, and to understand that breakthrough innovations cannot be substantiated by reference to past precedents. The old habits and concepts that we bring to our notion of what innovation is, and can be, must be put aside if we are to move boldly forward in our explorations of what could be possible, both for our businesses and for ourselves.
Pre-Competitive Innovation is the capability of redefining and reformatting products, services and systems that realign people's needs and wants, with the potential of new technology, and the capabilities of organizations. It is not about the technology, but about having the courage to design new structures and organizational patterns, that address the possibilities that accompany new technologies and new knowledge. In this framework, innovation is about the creation of culture.

"Sir, there is every possibility that you will soon be able to tax it".
TAKEAWAYS:

- In “The Human Condition” Hannah Arendt there is the desire to leave a mark and to participate.
- Human motivation seeks the satisfaction of goals, identified as Physiological, Safety, Love, Esteem and Self Actualization.
- This is consistent with the notion of “self concept” according to which the most basic striving of an individual is toward the maintenance, enhancement, and actualization of the self.
- Latent needs derive from latent goals. We want, and permanently seek the conditions that will allow us to satisfy these latent goals. It is here, in the satisfaction of these goals, that humans find “value”.
- The success or failure of any technology, service or concept is directly related to its capability to be media for the satisfaction of our motivating goals.
- Conversely, if a technology, service or organization cannot satisfy its role as a media for people’s motivations, they quickly disappear.
- When something ceases to be media for people’s motivations it is replaced by the artifacts that represent a better media for same.
- How can a Product, Service or Technology become an innovation outcome? By becoming media for the satisfaction of user’s motivating goals!
- Your kitchen blender, your shower, shoes, clothes, your computer, Google, YouTube, MySpace, everything that you engage in using in order to maintain, enhance and actualize yourself, are all answers to the question: How is this media for me?
- Innovation is an outcome, a new behaviour or way of doing things.
- Humans are the subject of innovation.
- The verb and process of innovation is Design. Design makes media suitable for behaviour.
- Innovation is rooted in Desire, not need. Organizations need to reconnect with the core of makes us human: desire.
- A company’s ability to meet this desire directly contributes to the success of their products and services in the marketplace.
- As desire is constant, innovation is constant; business is the variable.
- Business is Organizational Capability of creating and distributing media for the manifestation of behaviour.

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6 Reference Carl Rogers
Media is a term covering technologies, objects and services through which people manifest in the present what they want, who they are, what they want to become.

Desire is the motivation for behaviour.

Invention is a moment of discovery or creation of something new.

Disruption is behavior as outcome changed by invention.

Disruptive Business means the sum of new behaviours and their support models.

Innovation is a moment of use, a manifest behaviour that engages an innovation object into new uses and modifies the conditions of the present.

Innovation Objects are the focus of discovery and design leading to innovation outcomes.

Motivation is the internal condition that gives rise to what do we want to do, based on our goals, what can we do – behaviour – and what we will do – action. Motivation is the Ethos of goal orientated behavior.

Innovation is both an object of the experience and the Value of the experience. Innovation is media for experience and object for commerce.