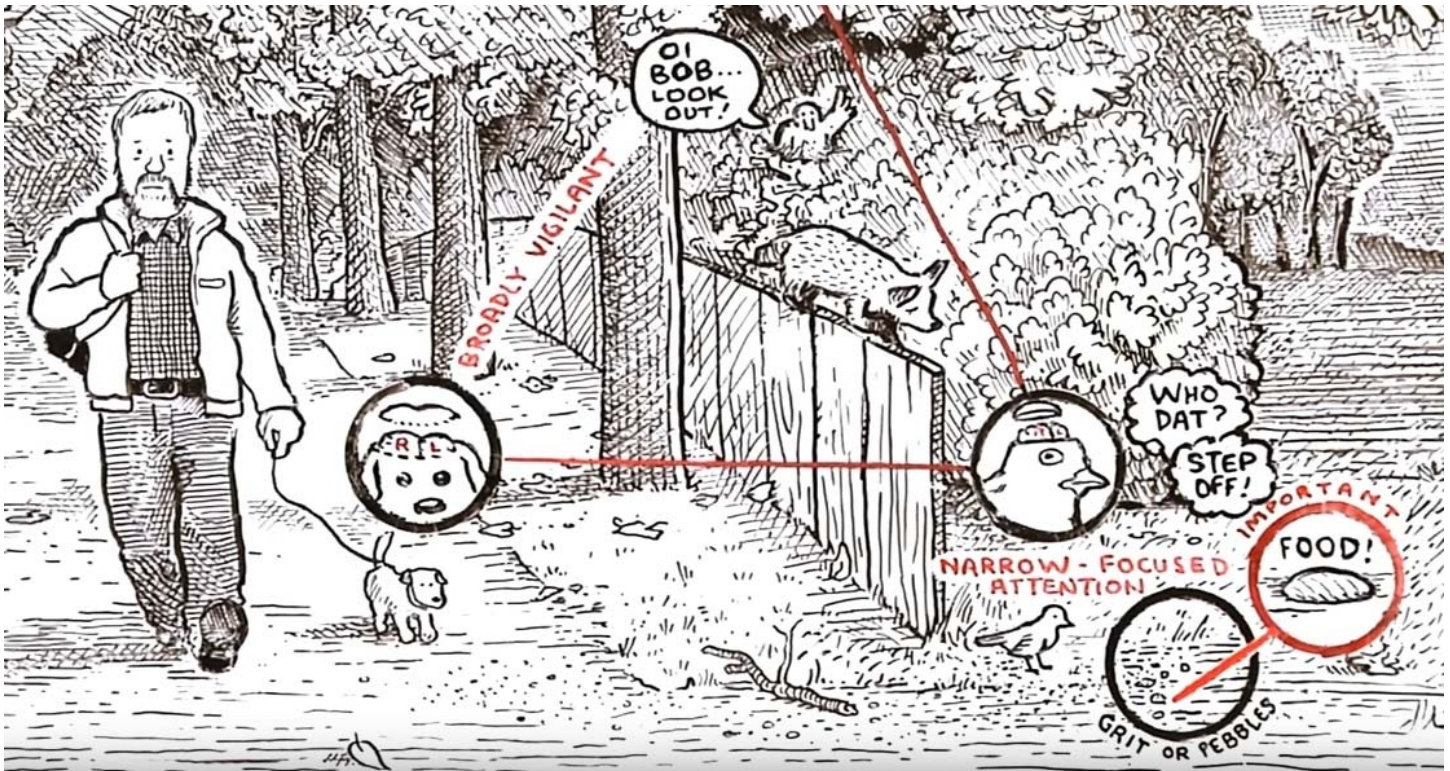


We have talked about augmentation, consultative and contingency -type projects. Another way to view all this occurred to me last weekend.

https://en.wikipedia.org/wiki/The_Master_and_His_Emissary
<https://www.amazon.com/Master-His-Emissary-Divided-Western/dp/0300188374>

Here is an 11 minute RSA video that basically explains the idea > <https://www.youtube.com/watch?v=dFs9WO2B8uI>

This screencap from the RSA video basically explains the concept...



The bird is hungry and needs to concentrate (narrowly) on finding food among the pebbles. This takes a huge amount of focus – in other words the left side of our brain.

While the bird is focused on distinguishing food from dirt, it must be aware of its surroundings – right side of our brain. Are there any threats/friendlies around me?

It's interesting the author uses a bird as the example. Birds are the same as humans and everything else with a brain. We have two halves... one that is narrowly focused and one that is broadly vigilant (if you believe this theory).

Many people in companies are very left-brain focused. Some want tactical solutions that help them find more bird seed. They spend a lot less time trying to understand the overall company/business environment.

Then we step into the CEO's office. Their brain is completely flipped. They are desperate to understand the environment. Who are the competitors? The threats? How should we position ourselves? They focus purely on environment so most of their employees can be more productive in their daily tasks. Tell me what to do and I will perform admirably. But who comes up with the "what to do?" Executive leaders.

Jeff Bezos is not interested in an incremental enhancement in how users submit reviews. That's left brain. He is more interested in an Alexa-based microwave that can replace all the food you are microwaving automatically with prime shipping... no shopping list required.

Microsoft CEO is making a huge bet on machine learning and artificial intelligence. Google is still working off an aging platform of search and adwords. Gmail and other big bets have not been (environmental) gamechangers, like PageRank was. Microsoft OS and Office is aging too. Facebook news feed is aging. These CEOs need big bets to keep their companies successfully at the environmental level.