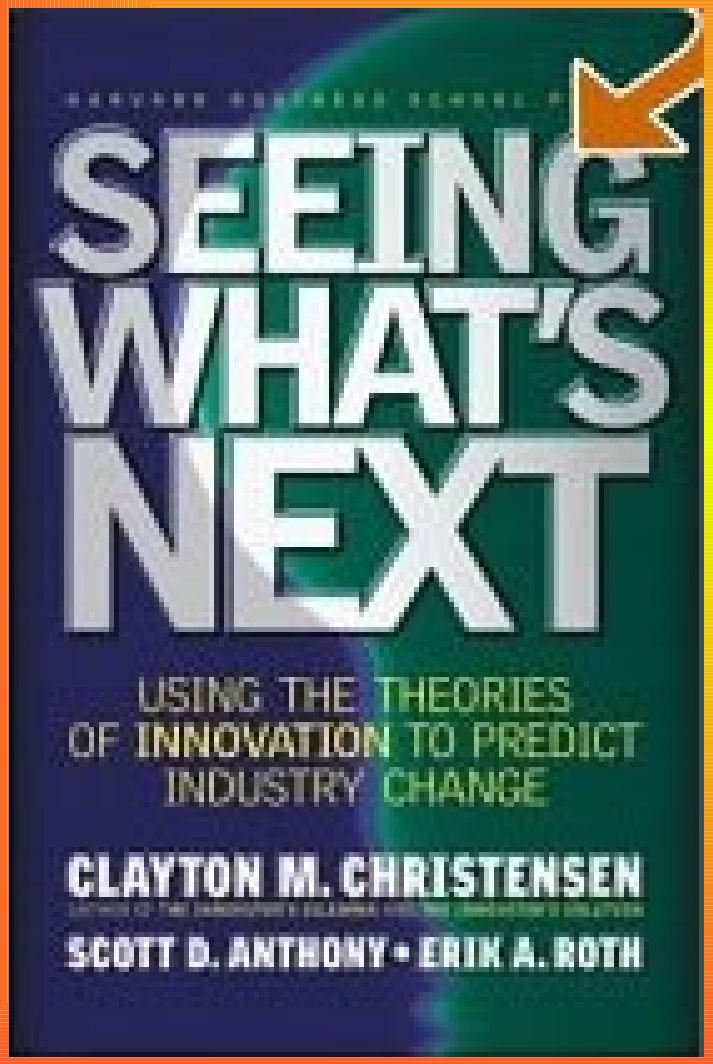
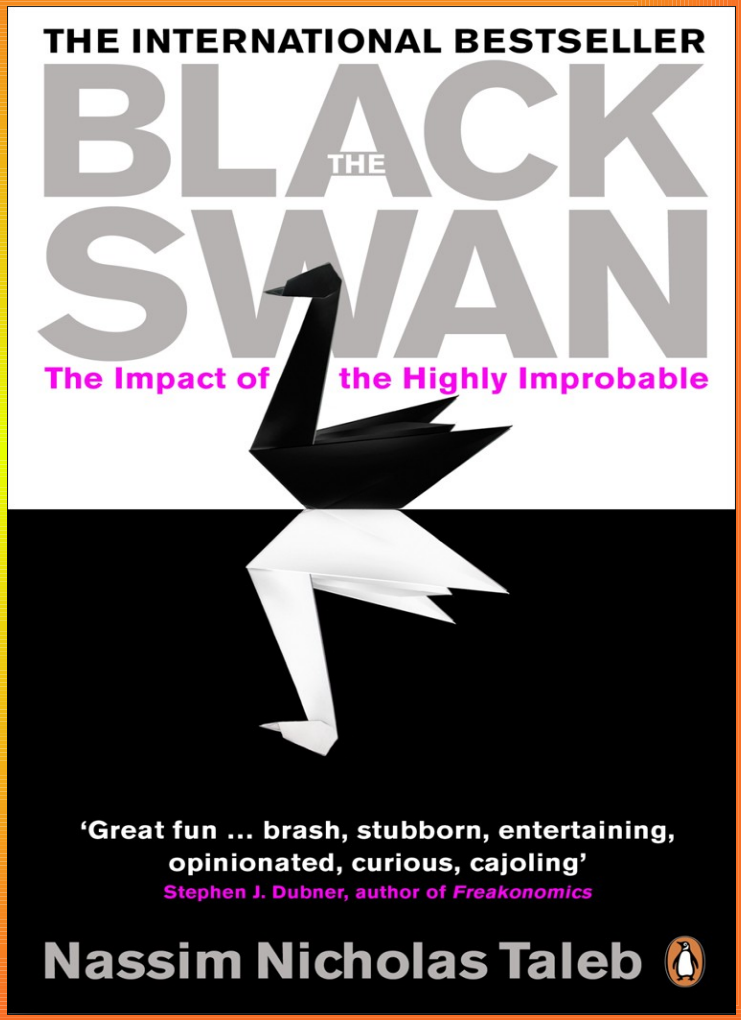
Divining vs. Defining the Future



- Tech Goals
- Tech/Biz Trends
- Collaboration Barriers
- Conflict & Backlash
- Killer Products

Unknown Unknowns



Cycles or Singularities?

Technology Goals

"efficiency & effectiveness"

- **Reduce institutional costs**
  - By achieving synergy
  - By leveraging tech gains
- **Increase individual effectiveness**
  - Any time/place/device access to everything (for everyone entitled)
  - Accelerate innovation by improving collaboration

Technology & Business Shifts

- Technology
  - Smaller/bigger, faster, cheaper, greener
    Info producers & consumers → drowning in data
  - Dedicated resources → Virtualization
  - Thick clients, local hosting → Cloud-computing
  - Desk-centric computing → Mobility
- Business
  - Enterprise driven → Consumer/commodity driven
    (e.g. laptops for the 2nd billion Internet users)
  - Standards driven → Proprietary silos
  - One-time-purchase → Subscriptions and “free”

Collaborative Latency Conjecture

- Premise: as complexity grows, innovation depends increasingly on effective collaboration.
- Conjecture: Innovation rate is inversely proportional to response latency (delay).
  Caveat: ultra low latency → instability
- The value of a collaboration network is proportional to its S/N ratio divided by the response latency of the collaborators.

Reliability/Responsiveness Conjecture

- ***Computers*** are becoming **more** reliable & **more** responsive
  (Save perhaps Vista :)

- ***People*** are becoming **less** reliable & **less** responsive

Caveat: "All generalizations are false"

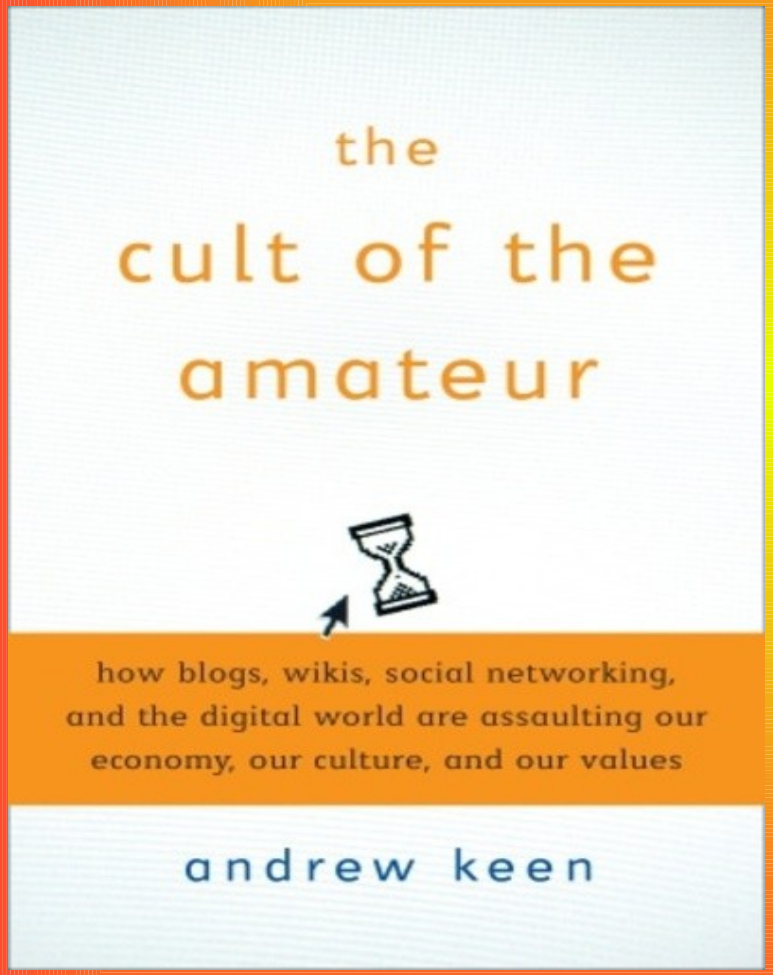
Why???

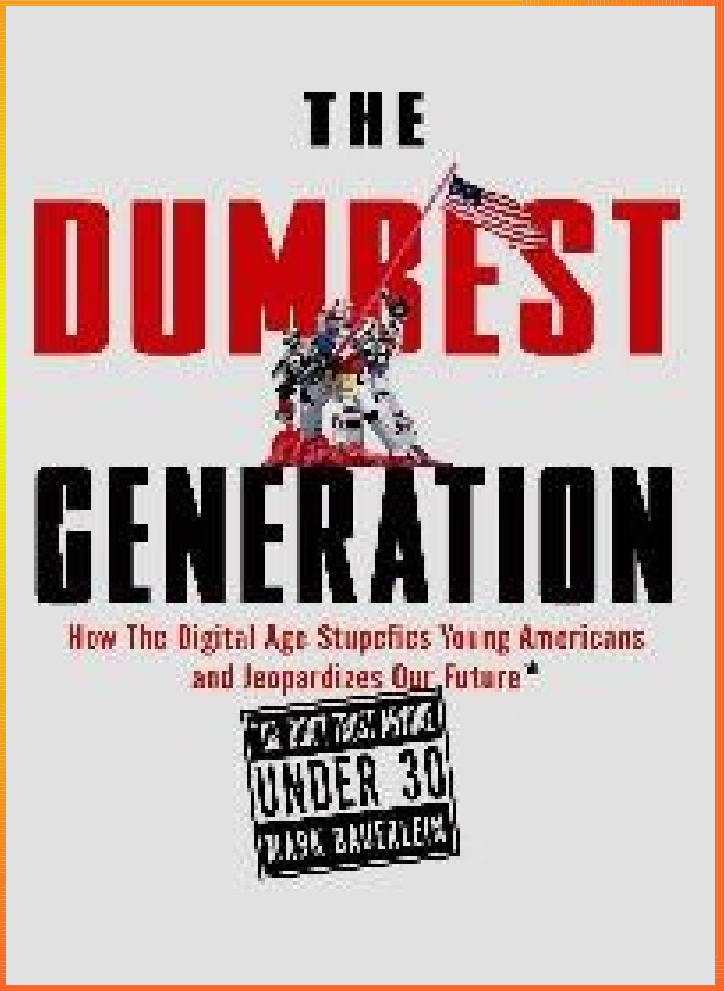
Trends increasing collaboration latency

- Information Overload → “Attention Crash”, unplug
- Interaction Overload → “Facebook Fatigue”
- Needing a zillion different logins to do anything
- Shift from 2D to 4D media (text → audio/video)
- Demise of email → telephone tag (async → sync)
- Fewer choices → more choices → chaos

Social Networking Backlash

The Dark Side of Crowd-Sourcing





Jefferson, Meet Hamilton...

crowds v. experts v. algorithms

WIRED MAGAZINE: 16.04

Algorithms Are Terrific. But to Search Smarter, Find a Person.

By Brendan I. Koerner 03.24.08 | 6:00 PM

Newsweek

Revenge of the Experts

The individual user has been king on the Internet, but the pendulum seems to be swinging back toward edited information vetted by professionals.

Tony Dokoupil
NEWSWEEK WEB EXCLUSIVE
Updated: 11:42 AM ET Mar 6, 2008

Example Debate

“The democratization of publishing is without a doubt a revolution. When we're all dead and gone, **the 21st Century will be remembered as a Digital Renaissance -** one that rivals the original that preceded it by 700 years.”
--Steve Rubel
http://www.micropersuasion.com/2008/02/the-digital-cur.html

“Yes traditional print is dying, but I see no sign of quality replacing it. **A new intellectual dark age seems likely**.”
--Mike Gale
http://www.britannica.com/blogs/2008/04/the-great-unbundling-newspapers-the-net/

"I had my own blog for a while, but I decided to go back to just pointless, incessant barking."

REBOOTING THE WORKFORCE

WEB WORKER DAILY

A GIGAOM NETWORK SITE

Social Networking: Modern Tulip Mania?

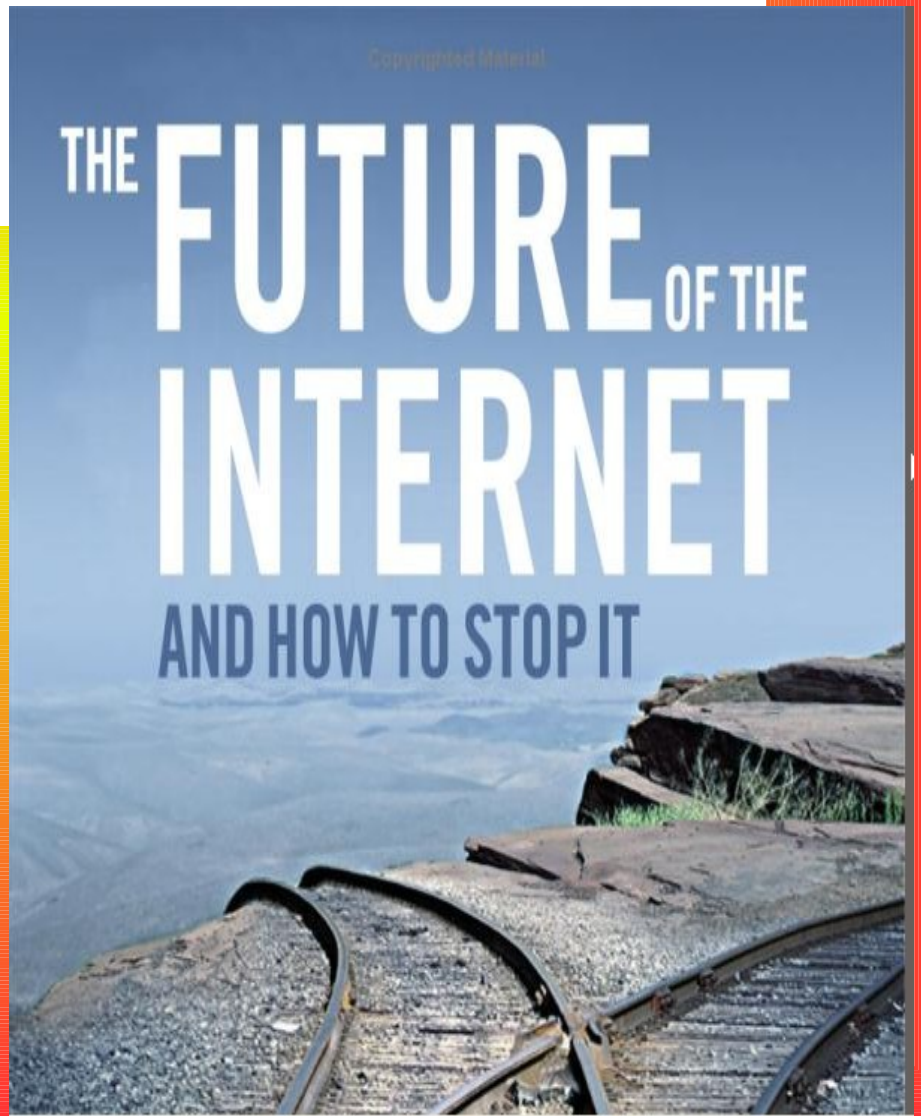
March 9th, 2008 (8:55am) Mike Gunderloy | 8 Comments

Newsweek

A Killer Product

Will closed devices like Apple's iPhone murder the Web?

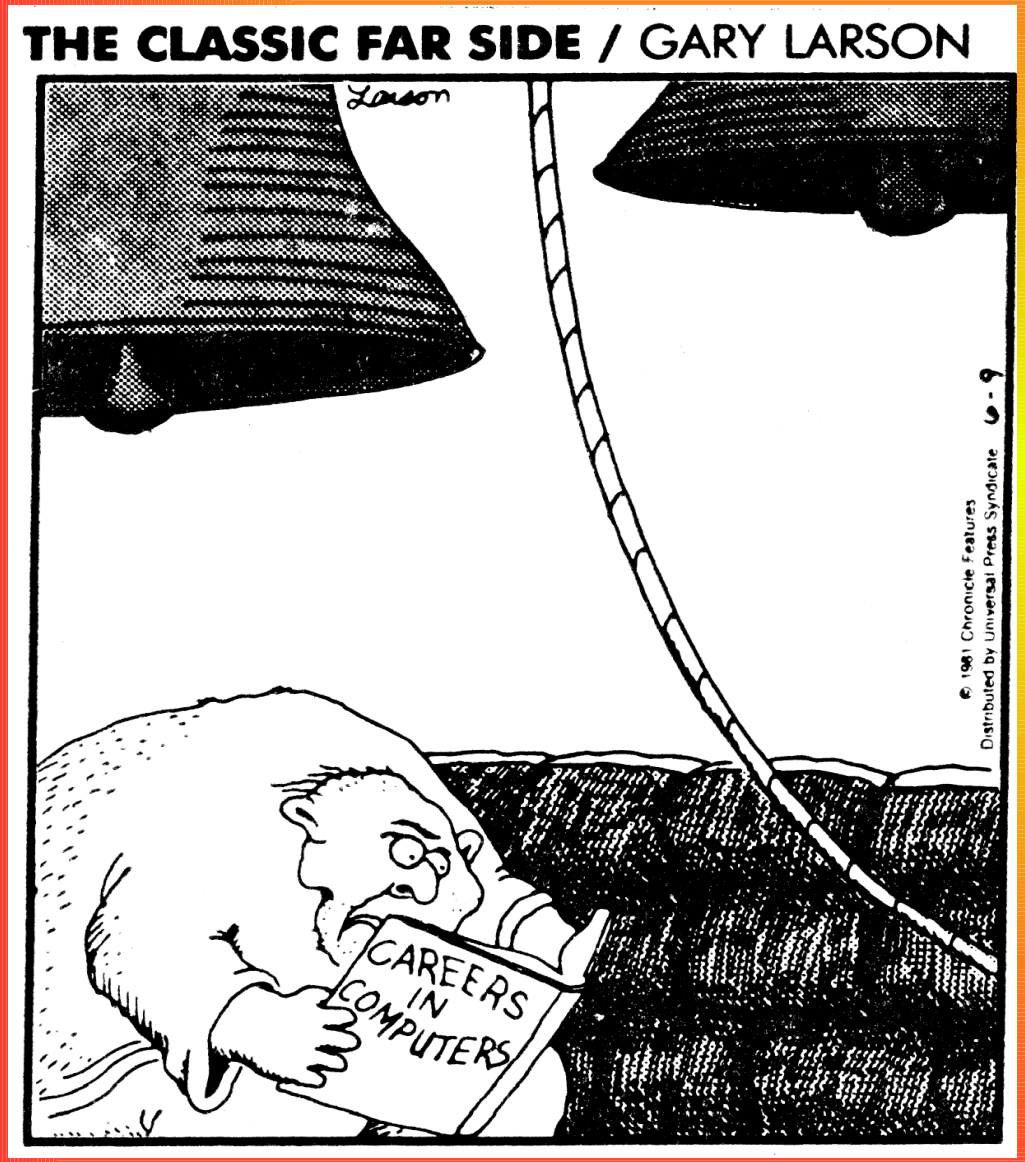
Brian Braiker
NEWSWEEK WEB EXCLUSIVE
Updated: 1:56 PM ET May 2, 2008



Innovation at the edge vs. controlling the core

Jonathan Zittrain

Top Takeaways



- Goals & Trends
- Collaboration Barriers
- Social Networking Battle
- Web Control Battle

Comments?