



The Third Lens

Brussels, The Destree Institute
June 20, 2007

Mika Aaltonen





StraX

- StraX = the Research Unit for Strategic Intelligence and Exploration of Futures
- Board
 - Mika Aaltonen, Head & Chairman of the Board, StraX
 - Matti Alahuhta, CEO Kone, Chairman IMD, Board Member BT
 - John L. Casti, President, The Kenos Circle
 - Josephine Green, Director Trends & Strategy, Philips
 - Rolf Jensen, Chief Imagination Officer, Dream Company
 - Michael S. Loescher, CEO, Copernicus Institute
 - Dave Snowden, Director Cynefin Centre, Editor E:CO



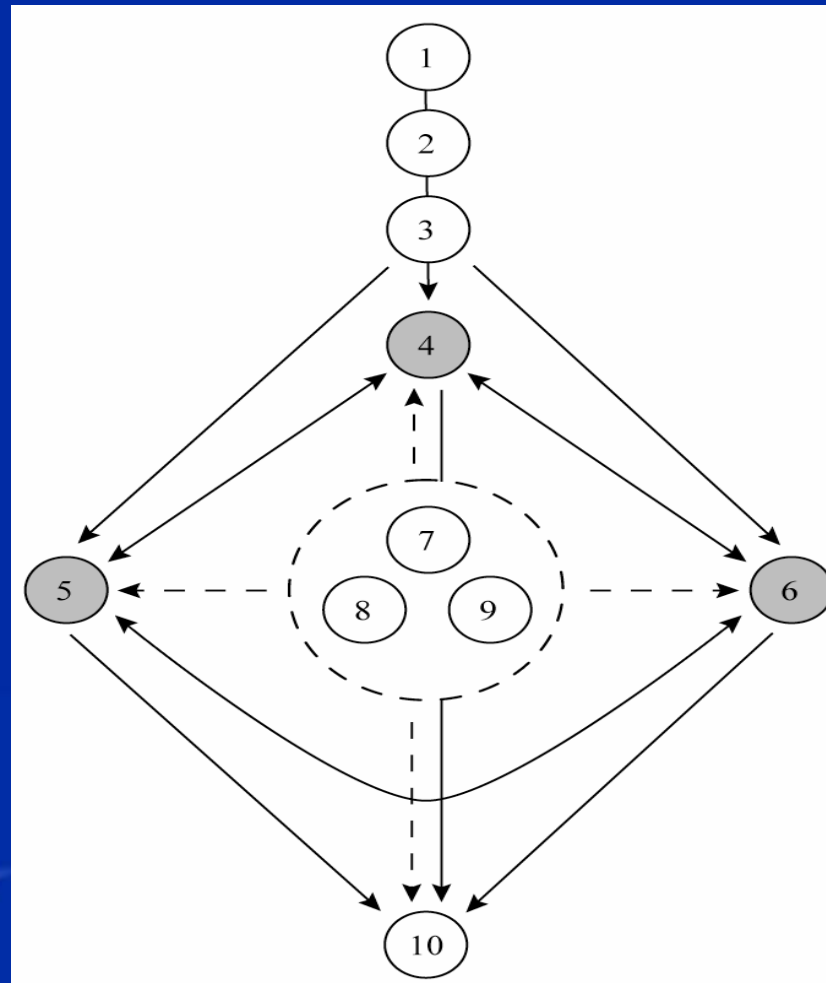


What Do the Colleagues Say?

- 'This is a must read for planners worldwide. *The Third Lens* dissects the complex tradeoffs between the properties of strategic landscape and time frame at stake to help you to see what you did not see before and to practice possibilities around you.'
 - Michael S. Loescher, CEO, *The Copernicus Institute, US*
- 'Multi-ontology sense-making, with its explicit recognition that there are differing types of system in which different causal assumptions apply offers a radically new way of approaching management in an uncertain world. Mika's book is a vital contribution to this field. I strongly recommend it.'
 - Dave Snowden, Chief Scientific Officer, *Cognitive Edge Pte Ltd, UK*
- 'There is no doubt that this book will become a cornerstone for multi-ontology sense-making. By reading this book, I realised how powerful such an approach could be.'
 - Patrick L. Hetzel, *Professor Panthéon-Assas; Rector of the Academy of Limoges and Chancellor of the University, France*



The Reading Map





The Intellectual Basis

1. The nature of a project, its work and the strategic landscape where the work is carried out should influence (the third lens, i.e. ontology) the two other lenses that create our understanding of the world we live in (i.e. our epistemological and methodological choices).
2. The importance of time in our analysis; especially the use of chronotopes, places in time, serve as reflection points for sense-making and strategic decision-making with respect to the situation where they take place as well as conceptual vehicles for managing multiple times and realities.





Planes of Influence

- Terrestrial. Geopolitical domains of air, sea, undersea, and land, as well as physical concentrations of wealth
- Space. The world of satellites and future space platforms
- Spectral. Electromagnetic spectrum, frequency management, and sensing
- Virtual. The global world of networks and connectivity
- Psychological. Media and conduits used to influence the hearts and minds of people





Time



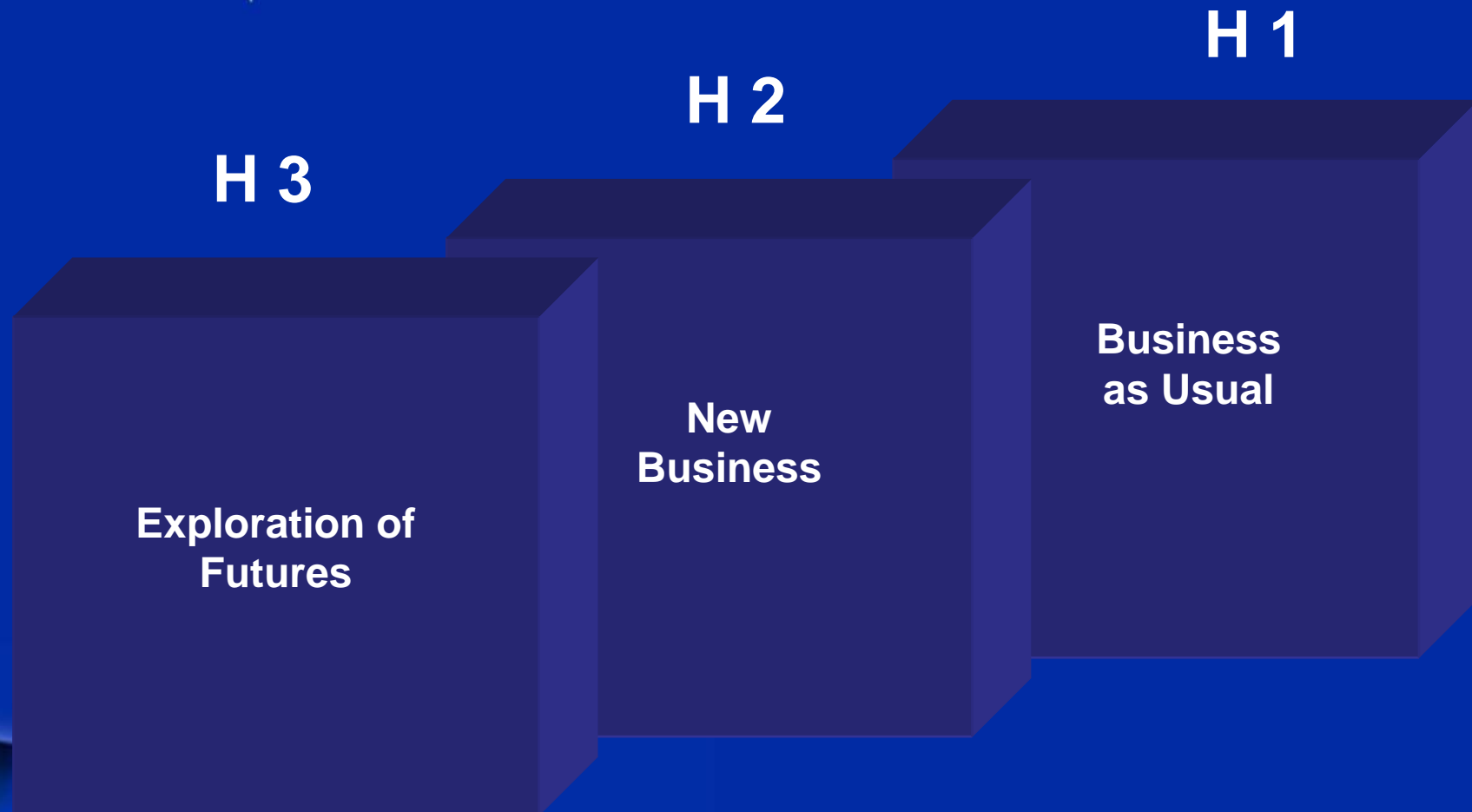


Time & Future





Time & Management



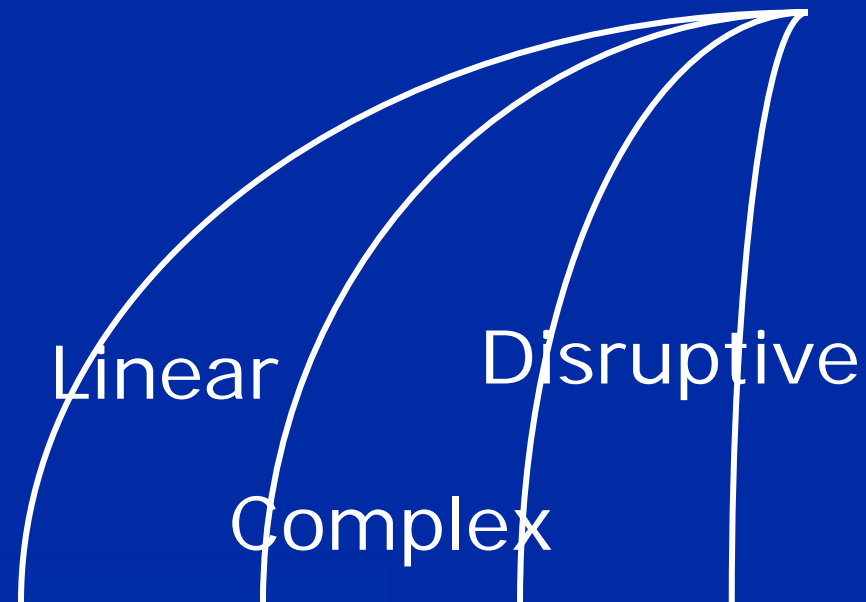


Landscape



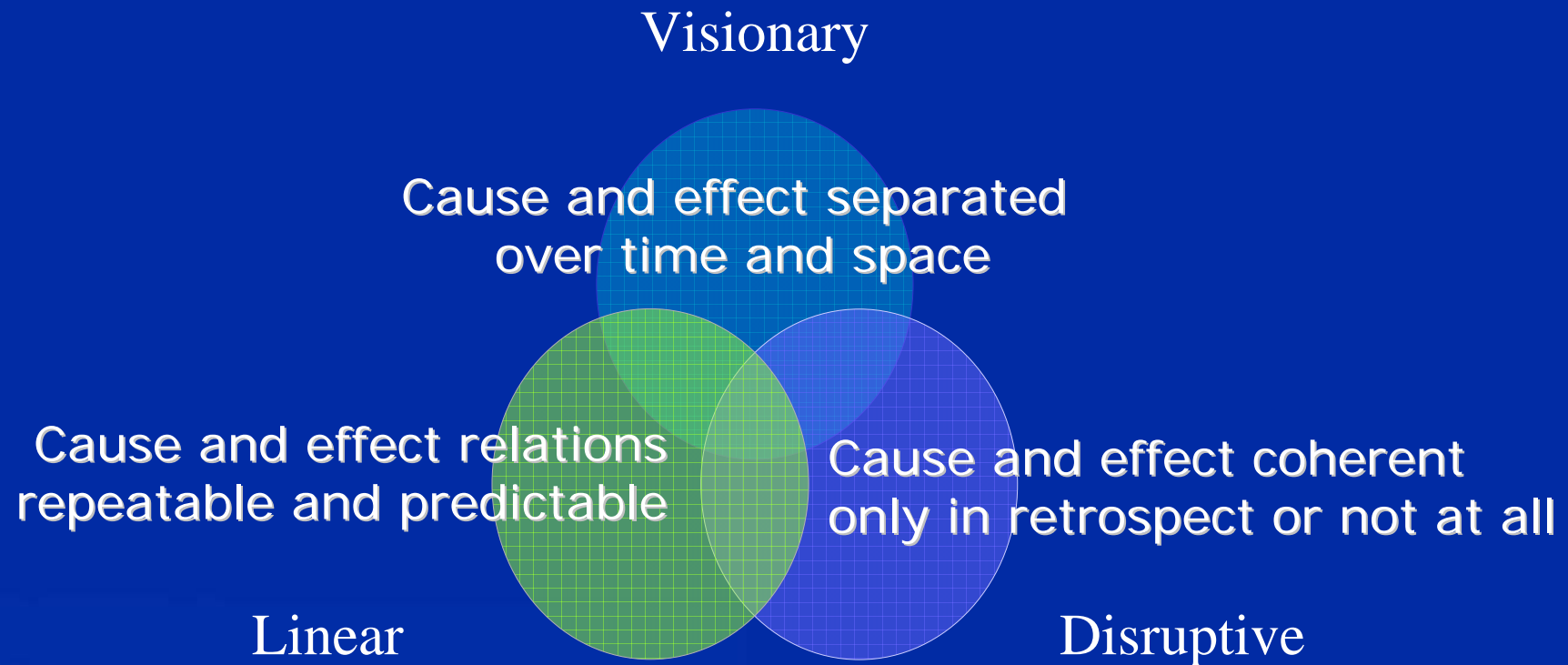


The Landscape of Management





The Landscape of Management





Sense-making & Decision-making





Sense-making

- How do we make sense of the world so that we can act in it?
 - Do we see the data (typically 5-10%)
 - Do we attend to what we see (only if there are past patterns)
 - Do we act on that we see (only if the context is right)





Time & Landscape

- Which future?
 - Matching the phenomena with its natural time scale
- Which landscape?
 - Explicit recognition that there are differing types of system in which different causal assumptions apply offers a radically new way of approaching management in an uncertain world



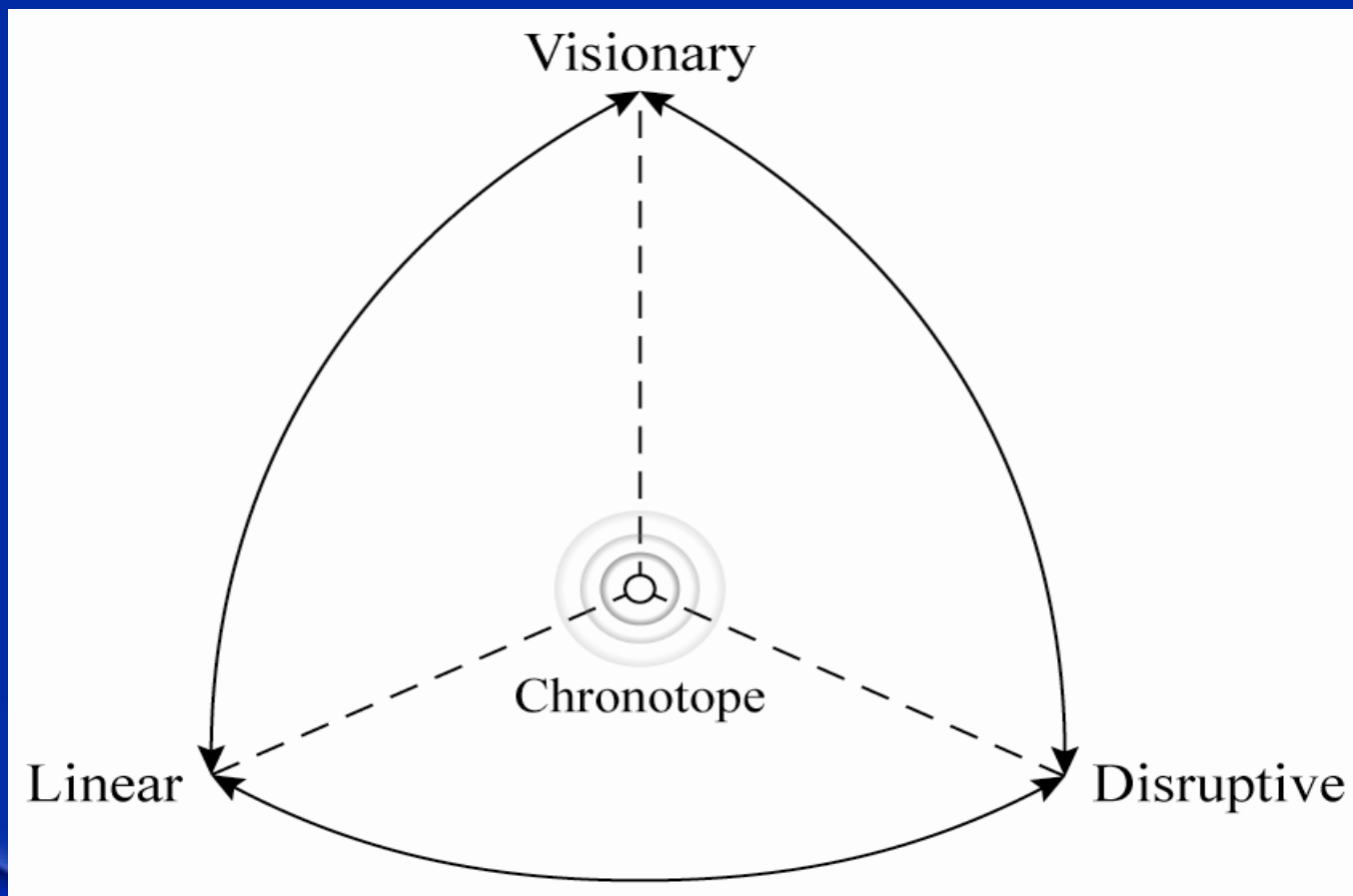


Chronotopes

- To reflect the qualities of a strategic landscape and our methodological and epistemological responses to it.
- As an instrument for organizing people and events with respect to different times and realities.



Chronotope Space





Thank You!

