











Examples of Intelligence & Stupidity		
 Think of organizations that have collapsed. Can this be explained as a lack in organization intelligence? Could the symptoms of unintelligence have been detected in advance? Could a greater degree of organizational intelligence have saved them? If so, how? 	 Think of organizations that have survived adversity, against the odds. Do you think this was sheer luck? What elements of organizational intelligence may have helped? 	 Think of organizations that currently survive, despite symptoms of extreme unintelligence. On what does their survival depend? How long do you imagine they might survive? How do you account for the lack of intelligence?

































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4 Ecosystems	publications	 Service Supply Ecosystem providing or delivering services through stable interfaces architecting services publishing available services Ecological principle: commodity (or availability)
	<i>V</i>	Device Supply Ecosystem
	Device Use Ecosystem configuring devices installing, connecting or calling devices predicting device behaviour predicting system behaviour Ecological principles: firmness (quality), flexibility, biodiversity	 architecting devices providing devices to deliver services (build, buy, assemble, reuse) managing devices as assets Ecological principle: conservation of energy (also known as economies of scale or reuse)















