DEMOGRAPHIC EVOLUTION
How The Generations Differ

VETERANS

- Work Ethic / Values: Hard work, Respect authority, Sacrifice, Duty before fun, Adhere to rules
- Work is...: An obligation
- Leadership Style: Directive, Command-and-control
- Interactive Style: Individual
- Communications: Formal, Written
- Feedback & Rewards: No news is good news, Satisfaction in a job well done
- Messages that motivate: Your experience is respected
- Work & Family Life: T

GEN Y

- Work Ethic / Values: What’s next, Multitasking, Tenacity, Entrepreneurial, Tolerant, Coal oriented
- Work is...: A means to an end, Fulfillment
- Leadership Style: The young leaders century
- Interactive Style: Participative
- Communications: Email, Voice mail
- Feedback & Rewards: Whenever I want it, at the push of a button, Meaningful work
- Messages that motivate: Working with other bright, creative people
- Work & Family Life: Balance

BABY BOOMERS

- Work Ethic / Values: Workaholics, Work efficiently, Crusading causes, Personal fulfillment, Desire quality, Question authority
- Work is...: An exciting adventure
- Leadership Style: Consensual, Collegial
- Interactive Style: Team player, Loves meetings
- Communications: In person
- Feedback & Rewards: Don’t appreciate it, Money, Title recognition
- Messages that motivate: You are valued, You are needed
- Work & Family Life: No balance, Work to live

GEN X

- Work Ethic / Values: Eliminate the task, Self-reliance, Want structure and direction, Skeptical
- Work is...: A difficult challenge, A contract
- Leadership Style: Everyone is the same, Challenge others, Ask why
- Interactive Style: Entrepreneur
- Communications: Direct, Immediate
- Feedback & Rewards: Sorry to interrupt, but how am I doing? Freedom = best reward
- Messages that motivate: Do it your way, Forget the rules
- Work & Family Life: Balance
The new architecture of knowledge is a ubiquitous set of services that can discover, aggregate, filter and organize information in ways that are relevant and make sense for individual users on a frequent basis. Data is now instant and is not just about numbers or pictures, it’s about connections/collaborations to achieve the desired outcome of the individual, company or brand.

Data is the new social capital.”
New Mind Frame: Social Capital

Today’s cultural cybraries have no traditional boundaries and are seen as content captures used to stimulate the education and evolution of individuals, groups and society at large. Content can be purposeful or random captures. We will explore the mass use of these, where it is going and what is expected of content today ....
Empathy = Innovation
= 360 Degree Design
EMPATHY & INNOVATION

- Our role is to bring people together in meaningful interaction.
- It is now more about the energy around the product/service that serves a greater good than the product/service itself
- Energy building vs depletion
- Connecting and empowering
- If my “town” does well I do well, we all do well
Addressing the New Mind Frame - Bringing Social Capital.

COLLECTIVE CRAFT INTELLIGENCE: Multi-race -culture -class and – gender contribution… Everyone needs to show up to this table to address what needs addressing to make THIS THING we are doing work.

The DNA of COMMUNITY: Integrate this into everything we do going forward as we have blown out traditionalism/tribalism with globalization for better or worse. It is within the human calling to need community connection to excel.

KNOWLEDGE EVOLUTION: Ringing this bell. Like Boern Lasse Hermann founder of Super Cool School believes, the end of education means the beginning of learning for everyone … In education having equal access is the key, online is a part of this. The focus now is excelling outside of bounds or in spite of.
Community of Content: Walking The Future Together
DreamCompany.dk

**SenseMakers:** Researchers, trendhunters, strategists RIGHT/INTUITVE BRAIN

**Factuals:** Down-to-earth, statistics-driven researchers LEFT/CREATIVE BRAIN

**Innoventors:** Outlaw creative, putting together in new ways LEFT+RIGHT

**Connected Community:** Willing to support and amplify your vision/passion
Purpose Driven Market Place & Culture.
Life Purpose.
Life Path.
Life Mission.
Elevator Pitch.
Slogan.
Company DNA.
Company Brand Statement.
Basics of Innovation

1. Know Yourself
2. Know the World
3. Work Together
4. Design Meaning In
New Mind Frame

The Power of Pull: How Small Moves, Smartly Made, Can Set Big Things in Motion

by John Hagel III, John Seely Brown, Lang Davison
www.edgeperspectives.com/pop.html
4 BASICS: Online Attention

**Story of You:** Online blog about your real leadership, purpose, contributions

**Story of Us:** World content that links me up, makes me smarter, makes me want to share it with others. Workshops that hone my research/curation skills on and offline, mentoring/office hours via online chat.

**Story of Me:** Provide an opportunity for me to give back and contribute while sharing the latest knowledge tools like Google alerts, Tweet Beeps, Stumble Upon. Teach me how to curate high vs. low quality info, how to create knowledge support social networks.

**Story of We:** Connect us up via content or project sharing, give us a chance to share with each other. Online exhibits/competitions or Pecha Kucha styled knowledge sharing and building. Ning social networks on content obsessions… Let us shine together.
CultofLess.com is a site founded by 22 year old Brooklyn resident to chronicle and assist downsizing his life via tech. This stands as a GenY cultural trend of minimizing the amount of “stuff” owned by cleverly consolidating for mobility, with pride.

IT IS NOW LESS ABOUT STUFF MANAGEMENT, MORE ABOUT SOCIAL CONTENT MANAGEMENT.
TREND: ONLINE EDUCATION

CONCEPTS
DIY-U
Edu-preneurs
The New Architecture of Knowledge
Learning is People Driven, Not Info Driven
Donating Knowledge
Scalable & Social
Edu-punks

ONLINE BREAKTHROUGHGS
Supercool School
MIT Open Courseware/Open Video Courses
Animation Mentor
Chinese Pod
Stanford Web Consortium
Live Mocha
GrockIt
Sorento Hotel Night School
Peer To Peer University
Ted.com
Kaplan, Online Degrees
University of Phoenix, Online Degrees
TREND: ONLINE EDUCATION

Supercool School

Start your live online school

Supercool School is an online school platform that empowers everyone to create customized education environments for live online learning.

Start a free school in 60 sec
In May 2010, Sweden based Hyper Island School of Design (http://www.hyperisland.se/) launched a communication experiment called Whydeo (http://www.whydeo.com/). The service allows people from all over the world to ask and reply to questions using their webcams. There are no limitations on what can be asked and a map displays the location of the users who have asked the question.
TREND: DIY CREATIVE CONTENT CULTURES: INTEL+VICE MAGAZINE

GAMEMAKER 8
NOW AVAILABLE FOR DOWNLOAD

SOUNDCLOUD

CREATORS PROJECT
A free mobile location-based social networking app that allows users to “check-in”, connect with friends, and submit reviews from various locations around their city and worldwide.
LAYAR

How is Layar changing the mobile AR world?

Helpster: Filtering AR discovery
Layar's new AR data stream allows easy discovery and filtering of the increasing cybrary of AR content.

Buy the world you want to see
Layar's AR Content Store offers Layar browser-ready AR experiences for sale.
TREND: AUGMENTED ADVERTISING

“The (Adidas AR) neighborhood is displayed on a two dimensional computer screen, but you can use your shoe to control the angle and depth of view and zoom in and out, giving a 3-D perspective.”

~ Chris Barbour, Head of Digital Marketing, Adidas Originals.
WHAT IS STICKYBITS?

GEOTAGGING.

• A new mobile app that allows you to link anything in the real world with any content (photos, messages & documents, music, video, etc.) via mobile phone-compatible bar code stickers.

• Attaching their resume or portfolio to their business cards

• Attaching great recipes to the box, bottle, or package of a recipe ingredient

• Tagging a storage box and attaching pictures of everything inside

• In combination with FourSquare and a socnet to create location-based scavenger hunts
TREND: LIFECASTING or MEMETRICS

HELLO...
DAYTUM HELPS YOU COLLECT, CATEGORIZE AND COMMUNICATE YOUR EVERYDAY DATA.

VISUALIZE & CURATE MY LIFE, SIMULTANEOUSLY
TREND: CONSUMER DRIVEN STYLE STARDOM

Tavi Gevison is a famous and highly influential 14 year old American fashion blogger

Started her blog, Style Rookie, at age 11

Blog hits: up to 1.5 million hits/month

- NYC Fashion Week star
- GUEST of honor at a Comme Des Garcon’s Tokyo
- MUSE and inspiration for Rodarte Target line
WHAT IS POLYVORE?

- A powerful social networking-based consumer style and fashion influencer and online retailer
- 140 million page views per month, 6 million unique visitors
- Brands collaborate with Polyvore
The Hierarchy of Digital Distractions

- **Device Failure**
  - *Dark Night*
  - *Digital Pain*

- **iPhone**
  - Anything happening

- **Mobile Phone call**
  - *Deep Contact*
  - *Deep Appreciation*
  - *Mystery*

- **Twitter**
  - *Appreciation*
  - *Being Wanted*

- **Landline**
  - *Contact*
  - *Automatic*
  - *Reflexive*

- **Skype**
  - Linking to video of kitten frolicking

- **Email**
  - Instant messaging messages
  - Email from romantic partner

- **New Voicemail**
  - Email from a friend

- **Email**
  - Email from a friend
  - Email from group

- **Twitter**
  - Direct message
  - To find an event

- **Facebook**
  - New friend
  - Invite to holiday party

- **LinkedIn**
  - Analytics summary

- **Flickr**
  - New contact

- **Google**
  - Work-related email

- **Email**

- **Myspace**

- **Any Kind of Actual Work**
Best Jobs in America

CNN Money recently compiled a list of the best jobs in America ranked according to pay, security and growth prospects.

Top Paying Jobs
(Annual Salary)
- Anesthesiologist: $292,000
- Physician: $222,000
- Psychiatrist: $177,000
- Nurse Anesthetist: $157,000
- Sales Director: $140,000
- Actuary: $129,000
- Finance Dir.: $117,000
- Software Architect: $115,000
- Attorney: $115,000
- Insurance broker: $114,000

Most Secure Jobs
(By % who say their job is secure)
- Emergency Room Physician: 100%
- General Surgeon: 100%
- Marketing Manager: 100%
- Nurse Practitioner: 97%
- Software Development Director: 96%
- Physician Assistant: 96%
- Director of Communications: 96%
- Physical Therapist: 96%
- Speech-Language Therapist: 95%
- Attorney / Lawyer: 95%

Least Stressful Jobs
(By % who say their job is low stress)
- Education Consultant: 53%
- Physical Therapist: 41%
- College Professor: 35%
- Software Developer: 29%
- Technical Writer: 28%
- Telecommunications Network Engineer: 27%
- Systems Engineer: 27%
- Attorney / Lawyer: 27%
- Speech-Language Pathologist: 27%
- Nurse Practitioner: 27%

Most Job Growth
(By % 10-year growth)
- Physicians / Osteopaths: 44%
- Physical Therapist: 34%
- Business Analyst: 29%
- Senior Financial Analyst: 27%
- Petroleum Engineer: 27%
- Computer Network Systems Architect: 27%
- Computer Network Systems Engineering: 27%
- Speech Language Pathologist: 27%

Most Beneficial to Society
(By % who think their job makes the world a better place)
- Physicians / Osteopaths: 29%
- Physical Therapist: 28%
- College Professor: 28%
- Business Analyst: 27%
- Petroleum Engineer: 27%
- Computer Network Systems Architect: 27%
- Computer Network Systems Engineering: 27%
- Speech Language Pathologist: 27%
GOOGLE INSTANT: RESULTS FOR EVERY KEYSTROKE
On September 8, Google launched Google Instant, a new search feature that flashes instant results for each keystroke you enter into the search box. For example, when you start typing “New York,” the “n” brings up a results list starting with “Netflix,” once “new” is entered the top result flashes to “new york times”, etc. Early buzz: some are hailing the new feature as a much better version of predictive search word lists, while others wonder if it will be too distracting or dilute AdWord and SEO effectiveness.

GOOGLE ALERTS & TWEET BEEPS COVER GROUND
Google alerts and Tweet Beeps now cover a majority of the internet search… plug in your topic and await the onslaught. Put on your curation goggles…

GOOGLE’S GMAIL PHONE CALLING FEATURE: 1 Million Calls in 24 Hours
Google’s new Gmail phone call feature debuted in the US on August 27th. Similar to Skype, allows users to make free phone calls to the US & Canada and international calls starting at 2 cents/min. In the first 24 hours, over 1 million calls were placed by Gmail users. Google is also planning to install Google Voice phone booths soon at airports and universities so users can make free domestic and international calls.

TV REVOLUTION: GOOGLE TV & APPLE TV
The US TV and movie industries are worried about Google and Apple’s upcoming internet-based TV service and hardware releases. Google TV (with an Android powered set top box) theoretically provides users to BitTorrent sites and other free content access; the major update for the Apple TV box interfaces directly with iPhones and iPads and run apps. Either has the potential to lure a lot of consumers away from expensive cable and satellite dish TV services.
RESEARCH RESOURCES
Collative Learning
www.collativelearning.com

ESRI Geo Viewer
geoss.esri.com/geoviewer/

Design4Resilience
www.justgood.tv

Youth Noise
www.linktv.org/youthnoise

Holocaust Cybrary
remember.org

Child Research Cybrary
www.childresearch.net

Zite
zite.com

MIT Media Lab’s Personas
personas.media.mit.edu

SlashGeo
slashgeo.org

This Book Is Overdue: How Cybrarians & Librarians Can Save Us All
by Marilyn Johnson
www.thisbookisoverdue.com

CMS Wire
www.cmswire.com

Friends of Merry Meeting Bay
www.friendsofmerrymeetingbay.org/cybrary

National Digital Library of Korea
www.dlibrary.go.kr

Info Chimps
infochimps.org

Fleshmap
www.fleshmap.com

VI.SUALIZE.US
http://vi.sulaize.us

IdeaList
www.theidealist.com

See Change
www.seechangeevaluation.com
See Change InVision 2010 Conference
events.constantcontact.com/register/event?oeidk=a07e2sgsrxx425012b3

IdeaList
www.theidealist.com

Texts From Last Night
www.textsfromlastnight.com

DAYTUM
daytum.com

CREATIVE
www.creativeLIVE.com
www.shapeshifters.net
TREND
trendwatching.com (free ezine)
trendcentral.com
joshrubin.com
coolhunting.com
trendhunting.com
ubercool.com
psfk.com
joshspear.com
dailycandy.com
urbanjunkies.com
ubercool.com
springwise.com
ypulse.com

GREEN
Treehugger.com
Grist.org
Inhabitat.com
Gliving.tv
Branchhome.com
Greenergadgets.com
Sustainablemind.com
Iidealbite.com
Iidealbite.com
Ecolect.com
H.I.P.investor.com
Sustainable-everyday.net

ID MATERIALS
transstudio.com/tm (free e-sub of new materials)
Ecolect.com

CITY
tropolism.com/about.php
superfuture.com/city
flavorpill.com
gawker.com
googleearth.com (PC)
artkrush.com
kultureflash.net
buggaboodaytrip.com (children)

BRAND/MARKETING/ADVERTISING
influxinsights.com
agendainc.com/recent.html
sethgodin.com
madisonandvine.com
coolnews.com
brandchannel.com

TECH
Engadget.com
slashdot.com
gizmodo.com
Greenergadgets.com
ilounge.com
boingboing.net
weblogs.media.mit.edu/
SIMPLICITY/ or
lawsofsimplicity.com/
technature.com
Psfk.com
Coolhunting.com

MORE GREEN TECH INFO
Corporate Investors Open Wallets
For Green Tech
gigaom.com/cleantech/corporate-investors-open-wallets-for-greentech/

IDC Press Release: IDC Ranks Mobile Phone Manufacturers' Recycling Efforts

GREENPEACE ON MAKING TECHNOLOGY GREEN
An illuminating report from Greenpeace on how the explosion of smartphones, iPhones, and iPads are effecting the environment now and into the future.
DOWNLOAD:
“Today's citizen seems to have an insatiable appetite for information, but until recently making sense of all of that raw data was too daunting for most. Enter the new "visual scientists" who are turning bits and bytes of data -- once purely the domain of mathematicians and coders -- into influential and educational stories for our digital age.

Google has built a pretty good brand and business off of organizing the world's information, of course. Through its Search, Maps, Trends and Zeitgeist products (to name just a few), Google makes data more accessible to consumers in a meaningful way, all with an eye towards knowledge, content AND advertising on every byte of it. Google has even -- literally -- pursued this data route to Mars, and has scaled to the moon, sky and ocean, albeit the opportunity for advertising on these newer services is a bit murkier.

Now the mainstream is starting to follow suit: The New York Times, which has always done stunning infographic work, is helping to push data visualization to a mass audience with its "Visualization Lab" (http://vizlab.nytimes.com/)" The service, created in partnership with IBM, allows users to create visual representations of all sorts of information, such as charts, graphs and maps, and then share and comment. Similarly, the Economist employs data visualization to graphically represent an ongoing conversation as part of its "Debate" (http://www.economist.com/debate/debates/overview/140) series, which enables the user to track the developments and change in sentiment on a daily basis.

Flickr, the online photo-sharing service from Yahoo, has Flickr Clock a browser -- and very nifty advertisement, actually -- that showcases the videos that users are now able to upload to the site. The videos are graphically displayed in a scrolling timeline that the user controls. Agencies: The Flickr project was created by Stamen Design, a small San Francisco design studio that has been behind some of the most impressive work in the infographic space. The firm has created the SFMOMA ArtScope project which is a completely interactive and visual browsing tool that makes browsing the 3,500 objects from the museum both immersive and entertaining. The firm also created Oakland Crimespotting, a service that elegantly -- and frighteningly -- maps crimes occurring across the city and enables users to sort through the data in a personally meaningful way (e.g. block-by-block).

All of this is a way to tell stories (or create experiences) and provide knowledge leads out of the very base matter of the web itself and may be a catalyst for even more inventive ways of telling story, driving content and learning in the digital age.”
With the help of websites like YouTube EDU and iTunes U, a world-class education is available to anyone with computer access. Best of all, it's free. “PUBLISH OR PERISH,” went the old admonition about success in academia. These days, “upload or downsize” might be more to the point. Although YouTube—with its clips of piano-playing cats and break-dancing babies—isn’t the most intellectual online destination, the site took a step toward changing that last March with the launch of YouTube EDU, a channel that organizes videos of educators and other heady content in one brainiac-friendly hub. The clips may not look like much—a professor, a blackboard, a laser pointer—but they’ve become wildly popular—and not just with class-skipping students. Thanks to YouTube EDU and similar sites (iTunes U, Academic Earth and Fora.tv among them), anyone able to click a mouse can now devour a Yale literature course without spending a dime on tuition.

“It’s quality stuff on the cheap,” says Harvard professor Niall Ferguson, who has dozens of talks on history and the economy floating around the net. His lectures, along with others from top-flight universities like UC Berkeley, Stanford, MIT and Yale, routinely rack up tens of thousands of views, along with some pretty effusive comments. “Wow! I love her!” a viewer gushed of Berkeley Prof Marian Diamond’s talk on functional anatomy.

“After watching a video of dog tricks, it’s nice to actually learn something,” notes Swarthmore College psychology professor Barry Schwartz, a veritable star of the genre, whose lectures have more in common with George Carlin’s biting social satire than the dry talks heard in university classrooms.

“Ideas that challenge the way we commonly think” get viewers excited, says Peter Hopkins, president of Big Think, which produces videos with professors and other experts. Like TED.com, which posts clips of addresses given at the annual Technology, Entertainment and Design conference, Big Think is part of a new wave of slick sites working the lecture circuit.

The most popular online talks—like Berkeley professor Richard Muller’s series on “Physics for Future Presidents,” which has had around a half-million views on YouTube—have certain common traits: uncanny comedic timing, social relevance and clever visual aids. Now if Muller can just teach a cat to play piano, he’ll really be on to something.” (Article end)
"Today's idea: Filtering, not remembering, is the most important mental skill in the digital age, an essay says. But this discipline will come at a premium, since mental focus must take place amid the unlimited distractions of the Internet.

Internet | Edge, the high-minded ideas and tech site, has posed its annual question for 2010 to a slew of smart people — “How is the Internet changing the way you think?” — And gotten some interesting responses. They range from the technology analyst Nicholas Carr, who wonders if the Web made it impossible for us to read long pieces of writing; to Clay Shirky, social software guru, who sees the Web poised uncertainly between immature “Invisible High School” and more laudable “Invisible College.”

David Dalrymple, a researcher at the Massachusetts Institute of Technology, thinks human memory will no longer be the key repository of knowledge, and focus will supersede erudition.

Before the Internet, most professional occupations required a large body of knowledge, accumulated over years or even decades of experience. But now, anyone with good critical thinking skills and the ability to focus on the important information can retrieve it on demand from the Internet, rather than her own memory. On the other hand, those with wandering minds, who might once have been able to focus by isolating themselves with their work, now often cannot work without the Internet, which simultaneously furnishes a panoply of unrelated information — whether about their friends’ doings, celebrity news, limericks, or millions of other sources of distraction. The bottom line is that how well an employee can focus might now be more important than how knowledgeable he is. Knowledge was once an internal property of a person, and focus on the task at hand could be imposed externally, but with the Internet, knowledge can be supplied externally, but focus must be forced internally. [Edgevia The Daily Dish]

Technology is no longer an addendum to education; it is the platform and delivery of knowledge and ideas.

YoutubeEDU is referenced in this piece in regards to universities using it as a platform for continued learning, as well as sharing knowledge.

Additionally, towards the end of the article Ken Koedinger, Carnegie Mellon's Tepper School of Business Director is quoted around the idea of business schools being looked at as physical properties and how the future thinking is to view school as a "knowledge hub" that is virtual and can live anywhere.” (Article End)
Business Week VIEWPOINT January 21, 2010, Business Schools Beware: Gen Y is at the Door
By Matt Symonds

"In a few years, Generation Y will storm the gates of MBA programs that are ill equipped to teach them on their technology-focused terms. It's time for B-schools to embrace the future.

They say every army trains to fight the last war, not the next one. Could it be that business schools are in danger of falling into the same trap, gearing up to train the current generation of corporate leaders rather than the upcoming one? The bright young things that schools hope will become their MBA students in three or four years' time might look a lot like the occupants of today's classrooms, but they differ in one crucial respect. They don't just use the new technology that has revolutionized business over the past decade—they eat, sleep and breathe it. That means the lessons they will want to learn and the way they will expect delivery could be radically different.

Practically all major schools are addressing this development in various ways: by increasing the use of technology in the classroom; by including its employment in case studies; and by embracing social media such as Facebook, blogs, and Twitter. But all this is fraught with danger. Unless schools really understand the mind-set of the potential Gen Y MBA, they risk looking at best like enthusiastic amateurs and at worst like the embarrassing "cool dad" attempting to engage with their teenage children about the latest release by Jay-Z or Lady Gaga.

Virtual Classrooms and iPods
Warwick Business School (Warwick Full-Time MBA Profile) in England is one of the schools that seem to have grasped the fact that Gen Y really doesn't understand why its elders insist on working or learning on a face-to-face basis. As a result, it has constructed one of the most effective of the new breed of virtual classrooms. Going under the name of wbsLive, the system allows students to interact not only with their lecturer but also with fellow classmates, trading information and opinions and working together in project teams as if they were sitting side by side rather than on different continents. It's now being rolled out across the school's alumni community to encourage closer links between graduates and to bring a more personal element to the international mentoring scheme.

Also in Europe, HEC Paris (HEC Paris Full-Time MBA Profile) has shown much more than a flirtation with technology by signing a formal partnership with Apple (AAPL), allowing the school to equip every MBA student with an iPod touch that will be used as a platform for learning materials, FAQs, filmed lectures, and connecting with classmates and academics. The initiative is part of an increasing involvement by schools including Yale (Yale Full-Time MBA Profile), Cambridge (Cambridge Full-Time MBA Profile), and Duke's Fuqua School of Business (Fuqua Full-Time MBA Profile) in iTunes U, the online learning content available from Apple's iTunes store. Other schools have joined similar projects such as YouTubeEDU, which hosts content from the University California at Berkeley's Haas School of Business (Haas Full-Time MBA Profile), and Academic Earth, where business content is generated by Stanford (Stanford Full-Time MBA Profile).

Outside the business school community proper, other educational providers have begun to work with Gen Y through the media that fill not just people's working lives but also their leisure time. The leadership institute Mannaz has recently launched a mini-program with the provocative title "Are you an Orc?" The course examines the leadership tools and techniques used in the world's most successful online game, World of Warcraft, which currently has more than 11 million players, and applies them to the real-world workplace.

Collaboration and Consensus
The presumption is that managing and directing international teams means the traditional "face-to-face" model of leadership is no longer possible and, for younger employees in particular, not even relevant. In this context, leaders need to be collaborative, consensual, and inclusive. Ironically, that's exactly what a role-playing game like World of Warcraft teaches. It also seems to teach interesting ways of disposing of competitors using an eclectic mix of medieval weaponry, but nothing is ever perfect.
Continued from previous page
Perhaps the most forward-thinking ideas in this area have come out of the Pittsburgh Science of Learning Center, a sister institute of Carnegie Mellon's Tepper School of Business (Tepper Full-Time MBA Profile). The Center's director, Ken Koedinger, argues that to truly engage and excite the next generation of MBAs, technology should not just amend the current business school model, it should shake it up. He points out that we are only a step away from throwing out the idea of a business school as a set of buildings providing formal education and bringing in the concept of school as a knowledge "hub," perhaps a largely or even entirely virtual one. Traditional history-based case studies, the bedrock of so many MBA programs, would disappear, replaced by real-time, real-life case studies in which organizations work with students and academics to solve problems and meet challenges on a day-to-day basis.

It's an exciting prospect and, theoretically, one that could eradicate much of the herd mentality and stifled thinking that have led us into so many economic crises, from the South Sea Bubble to subprime mortgages. The question is: Who is going to have the vision and the courage to implement it?

FURTHER RESEARCH: Also, Nokia has a project called, Project Nokia Expand which aims to create a learning platform for children in developing countries in the form of a mobile device. The device will be durable, low-cost, lightweight, easy to use and contains components that enable the children to interact with their immediate environment. The example applications are based on extensive user studies across multiple countries and continents. They will support learning, communication, and playful interaction within and outside a school."