24 radiologists were asked to perform a familiar lung nodule detection task.

A picture of a gorilla, 48 times larger than the average nodule, was inserted in the last case. 83% of radiologists did not see the gorilla.

Eye-tracking showed that the majority of those who missed the gorilla looked directly at it.

“*The invisible gorilla strikes again*”  
Drew, Vo & Wolfe  
*Psychol Sci.* Sep 2013; 24(9): 1848–1853
Innate complexity

Ordered, chaotic & complex systems

Complexity requires theory informed practice

Innovation is not about creativity

Exaptative innovation

*it just called out to me*
Mapping & *shifting* dispositional states

- **Situation relevant to...**
  - Past
  - Present
  - Future

- **Pressure coming from...**
  - Management
  - Peers
  - Self-imposed

- **Sense of urgency is...**
  - Lacking and needed
  - Over the top stressful

- **Fairness is about**
  - Allocating responsibility
  - Creating new process
  - All about sharing failure

Well defined processes and procedures
Carbon is not silicon

Metaphor & abstraction
Embodied, enacted & extended (limits of digital)
Aesthetics in cognition & language development
Assemblages are scary
Ritual changes identity
Autonomic & novelty receptive
Epigenetic effects
Tribes, clans and herds

"Pooh?" said Piglet.
"Yes, Piglet?" said Pooh.

"Darmok and Jalad at Tanagra," said Piglet.
"Shaka, when the walls fell," said Pooh.
Three key needs

Rethinking metadata and search to allow for exaptive knowledge discovery: beyond information retrieval

From ‘Big Data’ analytics to distributed sensor networks & fractal citizen engagement

Critical thinking and engagement with the reality of a resource poor planet
Nothing pleases people more than to go on thinking what they have always thought, and at the same time imagine that they are thinking something new and daring: it combines the advantage of security and the delight of adventure.

*T S Eliot by Patrick Heron*