Knowledge Evolution

(UNT, 10/21/2020)

1. Introduction and Agenda
2. Background
3. **K**nowledge
4. **D**ecisions
5. **I**nfluence
6. Summary
7. Sample "Gems of **W**isdom"
8. Gifts and Presents
9. Future Experiments

1/1 Introduction and Agenda

Thank you for the opportunity to share with you the last three years of my research experiments *(the trials involve more than a 100 people :-D)*

Everything that I am going to present to you, **You already know** but not applying it effectively, or at all.

It is my Fourth Quarter

Disclaimer

anytime you feel uncomfortable – look at the icon on top right

My 13 Indoctrination Bubbles

WW2, Communism, Medical Sickness, "Chickens," ROTC, War, Navy, Education (25 yrs.), Buckeye, AT&T – BTL, Entrepreneurship, Consulting, Wandering

Addictions Developed on the way:

Metrics, Photography, Broadway, Nature, People Decisions, History and Hindsight

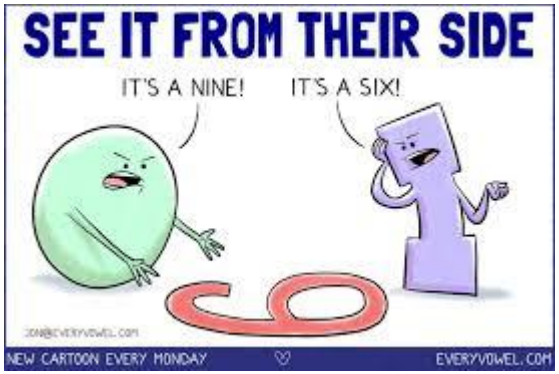
1/2 Agenda

- I am a very privileged person: keep learning every day, financially independent, frugal, aging well, family and a large network of friends.
- The Humility **Shock** (2019)
  - Started the Deep Dive into the **Unknown** (over 400 books, list provided)
- The **Incident** **Trauma** during a **Pandemic**(2020)
  - Reviewed 65 of My Key Decisions in Hindsight
  - **The Meaning of Life**

- **My Agenda**: Share our Accumulated Knowledge with You, to Make **Your Journey** More Predictable, Less Painful, and More Productive
  - Can it Be Done? **The Conventional Wisdom - Says NO, I say Yes**
  - **Business Sizes:** Education $761B, Influence $200B, Coaching $20B
  - **Universities spend $30,615** for full time student compared to the rich world of **$15,556**
- Every Information Exchange (IEX) is about Influence between individuals that accumulated Knowledge on **DIVERSE** Journeys
  - Everyone has a “knowledge and experience collection” that drives perspective

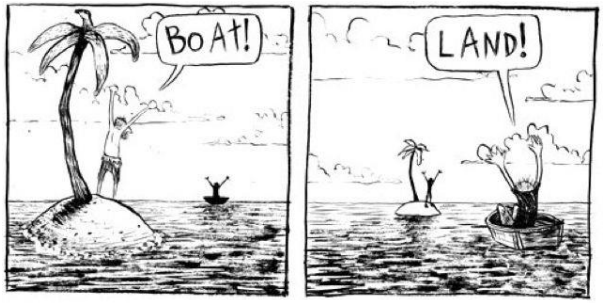
wheel.jpg

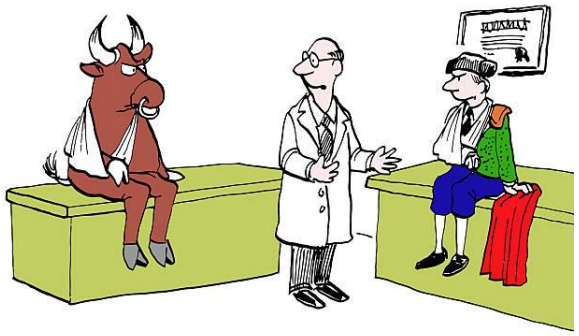
1/3 Different Perspectives



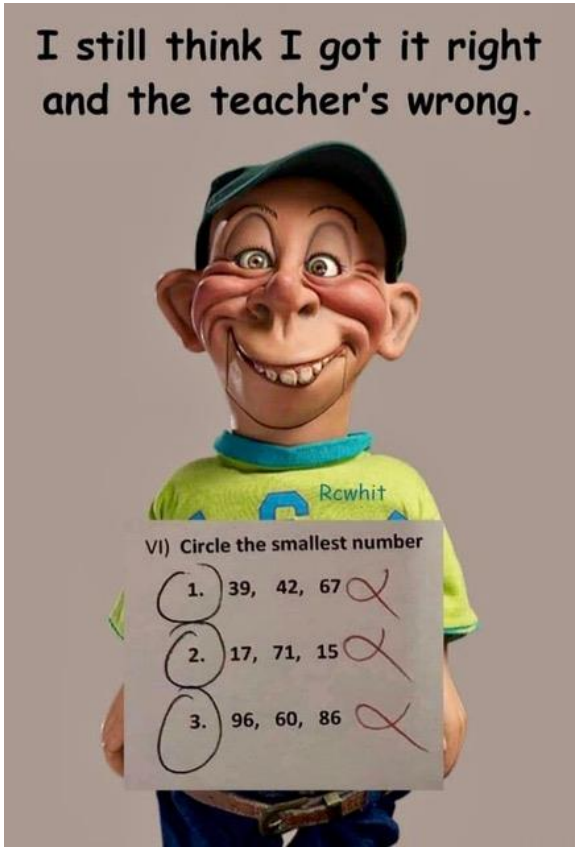
$$XI + I = X$$

$$X = I + IX$$





"Workplace conflict?"



2a. Background
The Journey

Romania – 12 (1946/1958)

- WW2 Survivor Family
  - Parents and Family Background (education, accounting/teacher/engineer bubbles)
- Sick Kid, missed ~1.5 years of school
  - Traveled alone to the Black Sea for MUD medical treatment
- A young communist pioneer – got my Red tie in second grade
- The Move to Israel *(doctors recommended to **not travel**)*
  - Apartment across the Pool, Surgery, Train and Flight tickets

Israel - 14 (1959/1973)

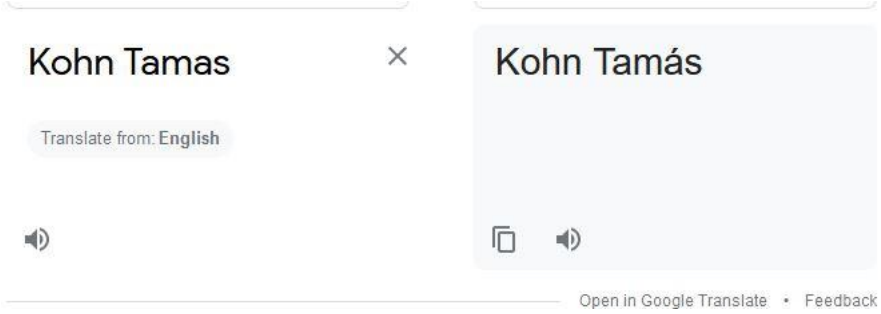
- A New Immigrant in a Foreign Country
  - Hebrew Language, Career Saved by Chickens, The Never forgotten Bar Mitzva
  - ROTC (influence, decisions, hindsight)
- Technion, IIT - Haifa (B.Sc. EE 1968, and M.Sc. EE 1972)
- Six Day War (1967)
- Navy Service (Boats of Cherbourg, Saar 3 Boat Maintenance Plan, ECM)
- **Married Shifra**, 1971 – Haifa Resident (High School friends)
- Director of Electrical Engineering, ORT Vocational School (while applying to colleges in the US)

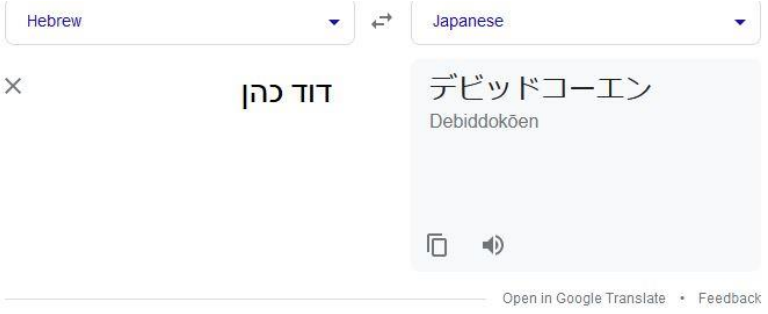
United States (almost 50 years)

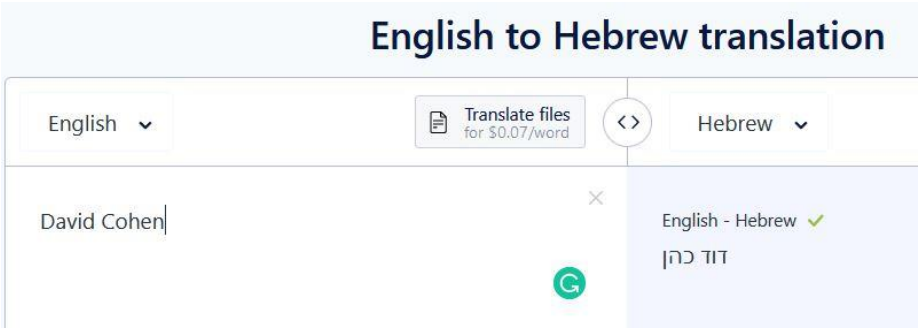
- Ohio - Ohio State University (4 yrs.) - **Arik Born 1974**
- New Jersey – Bell Laboratories (7 yrs.) - **Michael Born 1979**
- Texas (38 years)
  - **IEX** (1984/87) – consulting and software development
    - Telemarketing, Review Failing Projects in Telecommunications
  - **sente** (1987/1998) - consulting and software development
    - Atlanta (1987/1989)
      - Two Bell South Startups
      - Got the VP of Northern Telecom Fired (project review)
    - Phoenix, Washington, DC (1989/1996)
      - Iridium Satellite based global communication system
        - » The Italian Telecom Challenge
    - UK, HK, AUS, NZ (1996/1998)
      - Cable and Wireless
- "Mzungu" (wanderer in Swahili) **24 years so far**
  - **Hawaii, Alaska Summer, Great River Road, Antarctica**

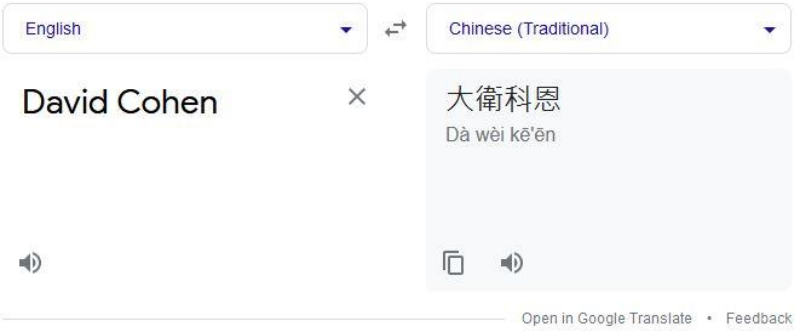
David Language Exposure

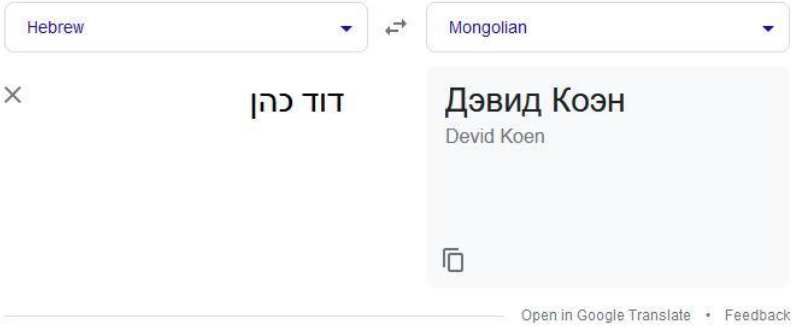
Hungarian, Romania, French, Russian, Chinese, Japanese, Mongolian, Spanish





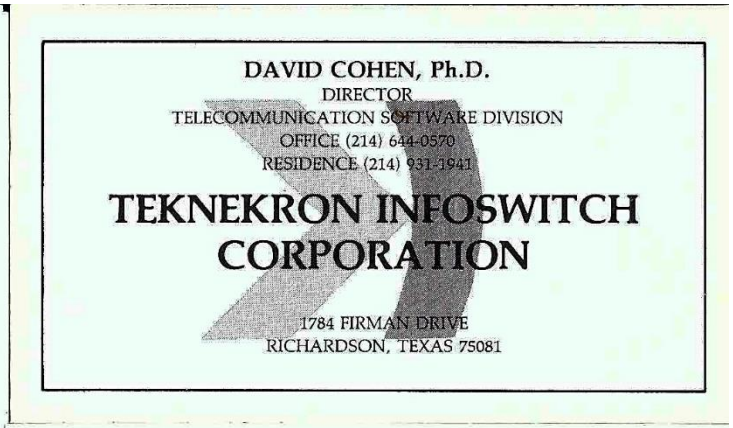


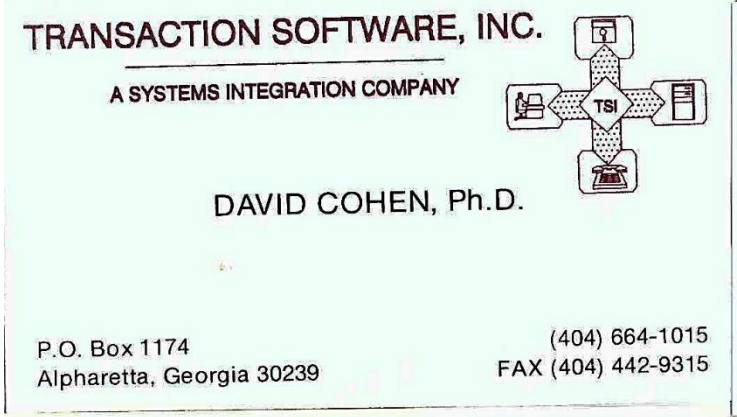


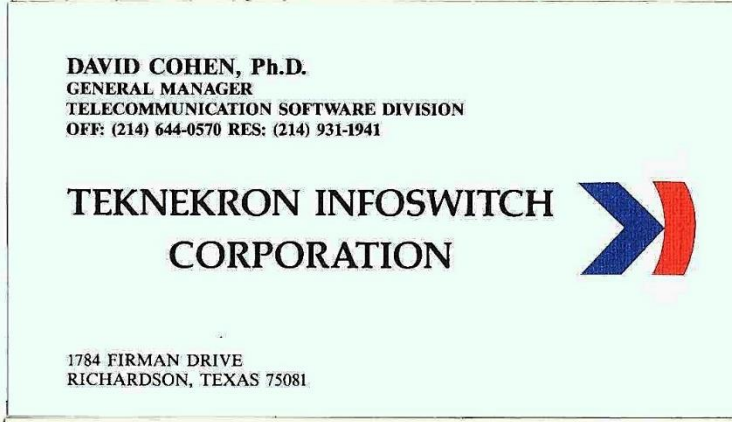


Adventures Summary

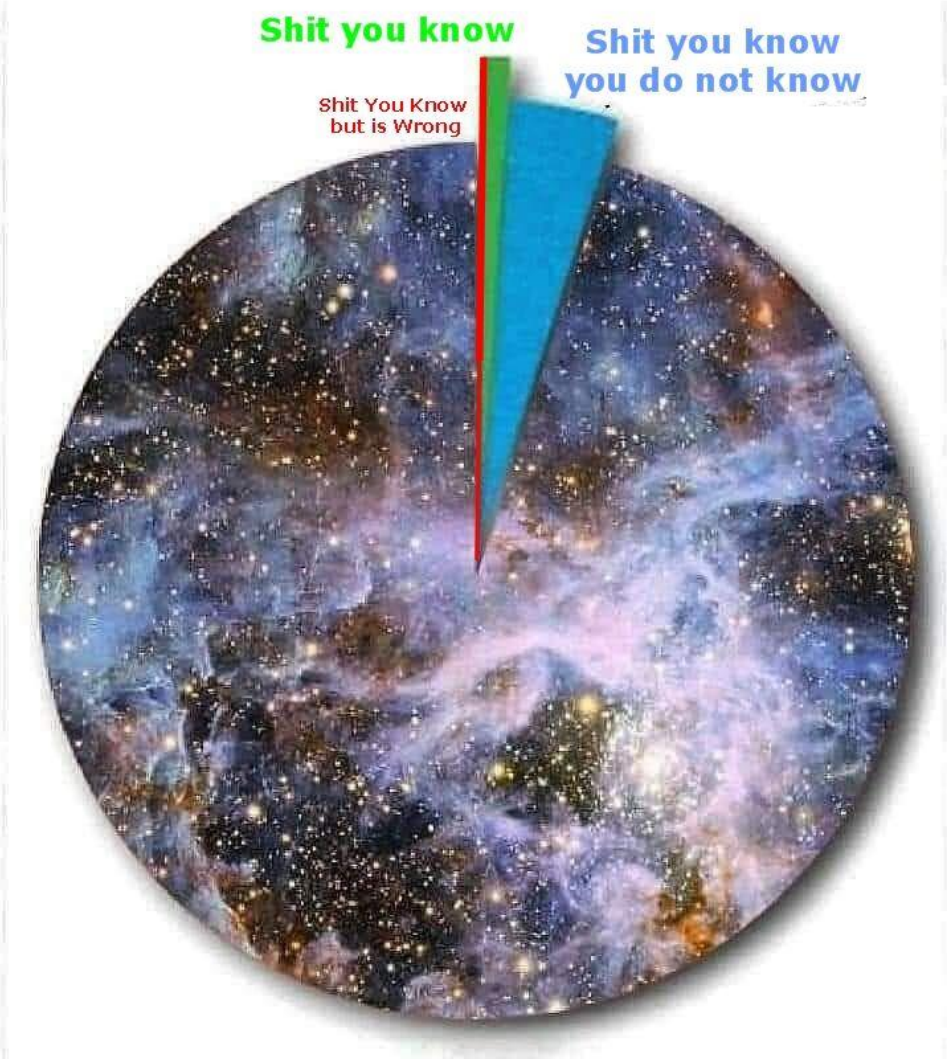
Teknekron, IEX, Bell South, sente







The Humility Shock



The Incident Trauma (1)

(12/17/2020)

Trinity River Trail

McDermott Bridge, **I**-30

"Out" for 20 minutes

God Said: Not Yet!

The Incident Trauma (2)

(12/17/2020)

South Methodist Hospital

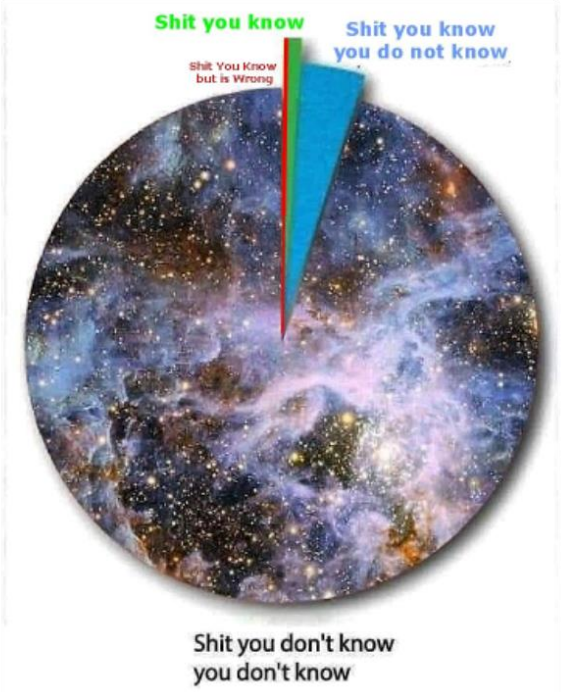
- Broken jaw, lost 12 teeth, damaged every part of the body
- SMH: 5 Episodes of Epilepsy
- Surgery resulted in a Misaligned Jaws
- The Escape ($128K in 2.5 days)
- Decisions (**4** +**1** experts consulted)
- The robber and how was he caught?
- Hindsight on SMH!

A Review of My Key 65 Decisions

- Once I completed the review, discovered during my deep dive (DD) that many did it before me *(a pattern that repeats in all my "creative" innovations, the UNKNOWN RULES)*
  - Ben Franklin, Washington, Madison, FDR, GW Bush, Eisenhower, etc.
- **NEWS FLASH: ~50% of my key decisions were not made by me!**
  - were done for me (parents, teachers, commanders, bosses, clients, etc.)
  - Sometimes I went along, and some other cases I refused (resisted) – how each category turned out? In many decisions, I got in TROUBLE and had to work my way out *(in hindsight it make me look "naïve" and "foolish, especially in the resist category)*
  - Found the two questions to answer – go along or refuse (will cover in section 4, Decisions) – none of the 100 people consulted in my research knew the answer
    - Tested it in all my key decisions *(in hindsight)* – **WORKED EVERY TIME**
      - Education, ORT Vocational School
      - A conflict with a Research Advisor (lost funding)
      - Funding 160 OSU Scholarships (women studies)

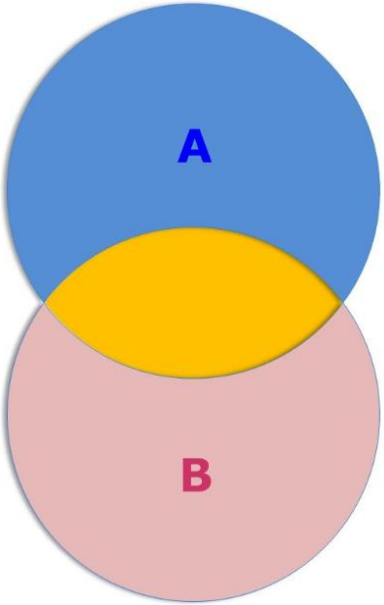
Summary - Punchline
In case You Have to Leave

HUMILITY



KNOWLEDGE/ DECISIONS

INFLUENCE



3a. Knowledge

Template: Data, Information, Knowledge, Wisdom

- You are born with a blank database – the fight (war) over control of the "filling station"

The Participants: Parents, Family, Teachers, Friends, Media, etc.

The **Brain Filter** Enters the Game (**comfort zone**, "fit in")

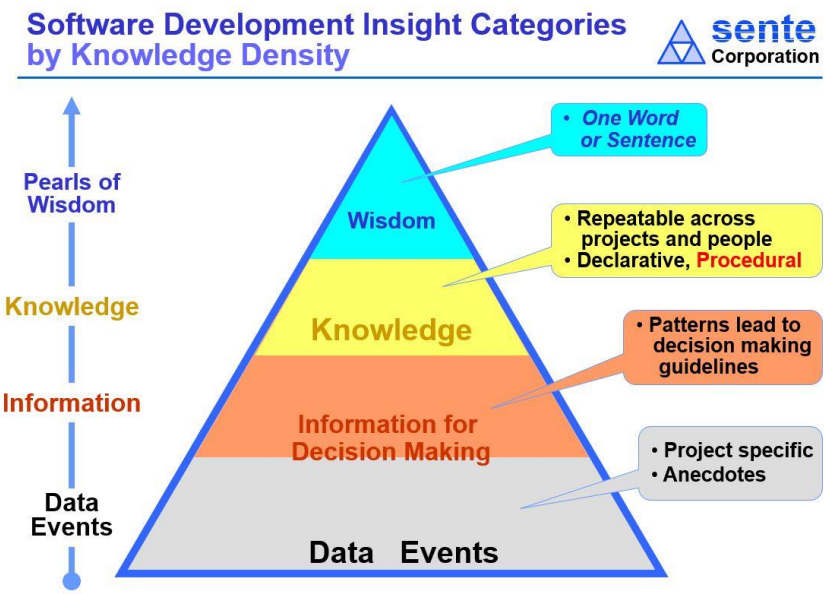
Will you be a "puppet," or a "puppet master"?

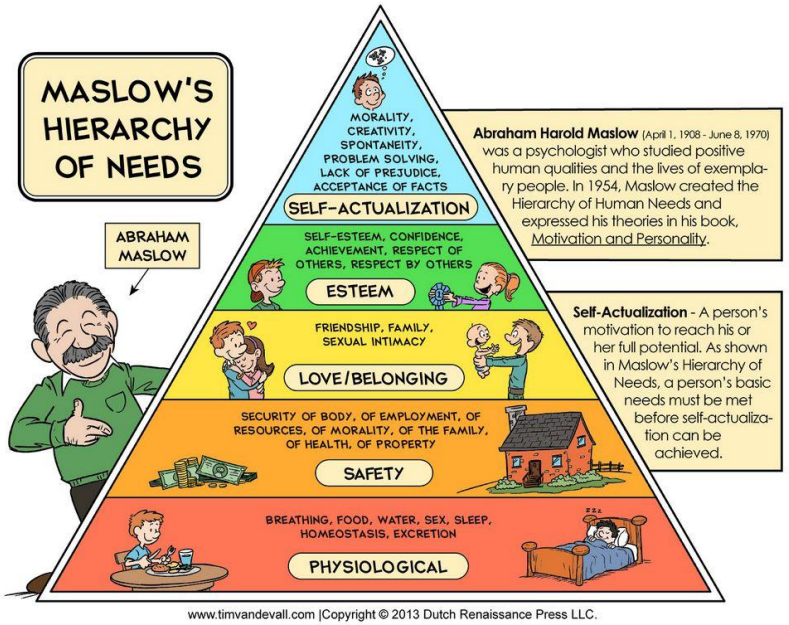
Control over the population ("influence") is major challenge (culture, religion, race, education, experiences, etc.)

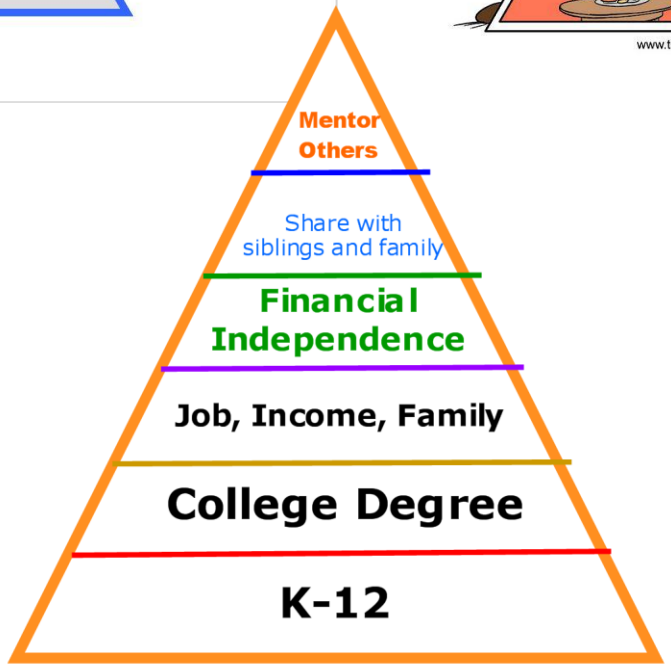
Coordinated effort to control the INPUT (i.e., eliminate parents, school, libraries, media access/filters) – ALL **IEX** IS ABOUT INFLUENCE

- Shifting Filter Definition from "Comfort Level" to "Brain Capabilities"
  - **Brain Overwhelmed** – tracking the body operations and external interactions, will resist any new information inconsistent/conflicting with existing knowledge base (default activities that require limited brain activity – repeats)
  - **The challenge of the "brain filter"** to **change opinions**, **update knowledge ("the echo chambers" we choose congregate)**
  - **Techniques to Bypass the FILTER** (in the books shared): 1. It is not new; you already know 2. entertainment 3. Find out how much you have in common with the audience, highlight the common 9"walking in the other person shoes – create shared knowledge base" 4. Reveal secret information, hidden from the audience – **Operation Paperclip**
  - **Reminder: All your decisions and predictions will be driven by your knowledge and the knowledge you have access to (family, team members, friends, web, books – the volume is infinite – how you find it)**
  - **IBM Course on KDIP ($8K for 10 weeks) – prediction uses the same knowledge** (i.e., polls)

3b. Knowledge Ratings







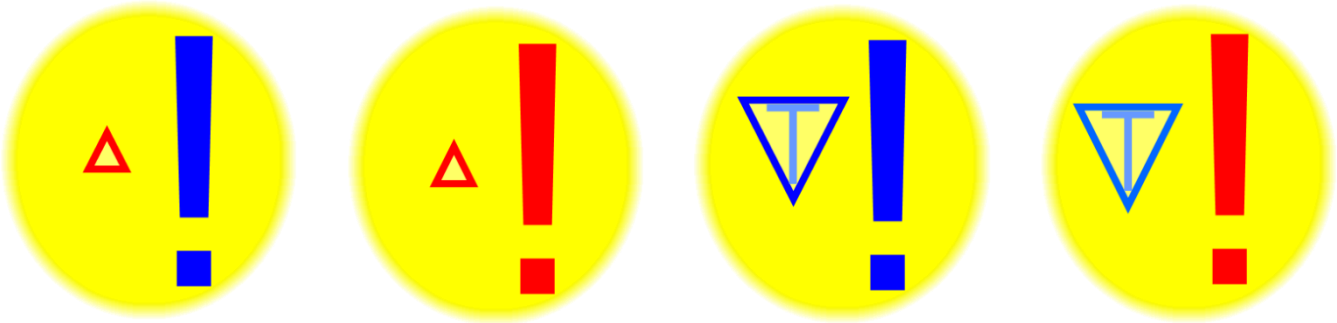
4a. Decisions

- Decisions are driven by **your knowledge and experiences** (supplemented by access to additional information from family, friends, team members, books, web, etc.) and **feelings** (i.e., reciprocity, authority, unity, scarcity, jealousy, circumstances, discounts, urgency, popular now (social proof), censorship (want something is banned), etc.)
- Most people do not realize how many of their decisions are driven by "feelings"
  - Amazon Pay to Quit $5K for people to quit – "we want here only people that want to be here"
  - Gun rule in Kennesaw, GA required everybody to own a gun and ammunition, under penalty of 6 months in jail and $200 fine (gun sales exploded by visitors)
- David Sample Decisions:
  - Refuse to go to school at age 12
  - Wanted to be a Chemical Engineer but the military needed Electrical Engineers (2+2 in hindsight)
  - Quit ONR Research at OSU when the Research Advisor demanded to restart research accumulated over 2.5 years
  - Would not Allow Archie Griffin to start a CIS course in "week 5" (Woody, University President, Department Chairman all got involved in less than 1.5 hours).
  - Quite IEX because investors would not accept a $195M offer in 1984; the division IEX was sold later for $395M in 2006, and my replacement got $32M
  - Did not quit Iridium when management refused to fund a third earth station for the constellation
  - Did not quit Iridium when our contract for software development was given to Telecom Italia
  - Decided not to fix my misaligned Jaw

4b. Decisions

How to Go Along or Resist Forced Decisions

- Rule #1: Is the person forcing the decision on you has a solid expertise in this domain area
- Rule #2: Is the person forcing the decision on you has financial interest(s) in the outcome.
- Decision Emojis:
  - short term long term
  - Good Decision Bad Decisions



  - Make the Best Decision you can make and continue working on it – keeping it **GOOD**

5a. Influence

- This is the biggest challenge – **dealing with people**
  - We need to share knowledge, budgets and workload while resolving conflicts and priorities; at the same time, we know very little, and the needed information is incomplete, “unknown”
  - Different cultures, race, language, appearance, education, knowledge and perspectives
- **David Examples:**
  - Weekly trips to Columbus, OH and Naperville, IL to workout technical issue
  - Failed at IEX getting a contract for over a year (the sente.66 solution)
  - The **sente** business card

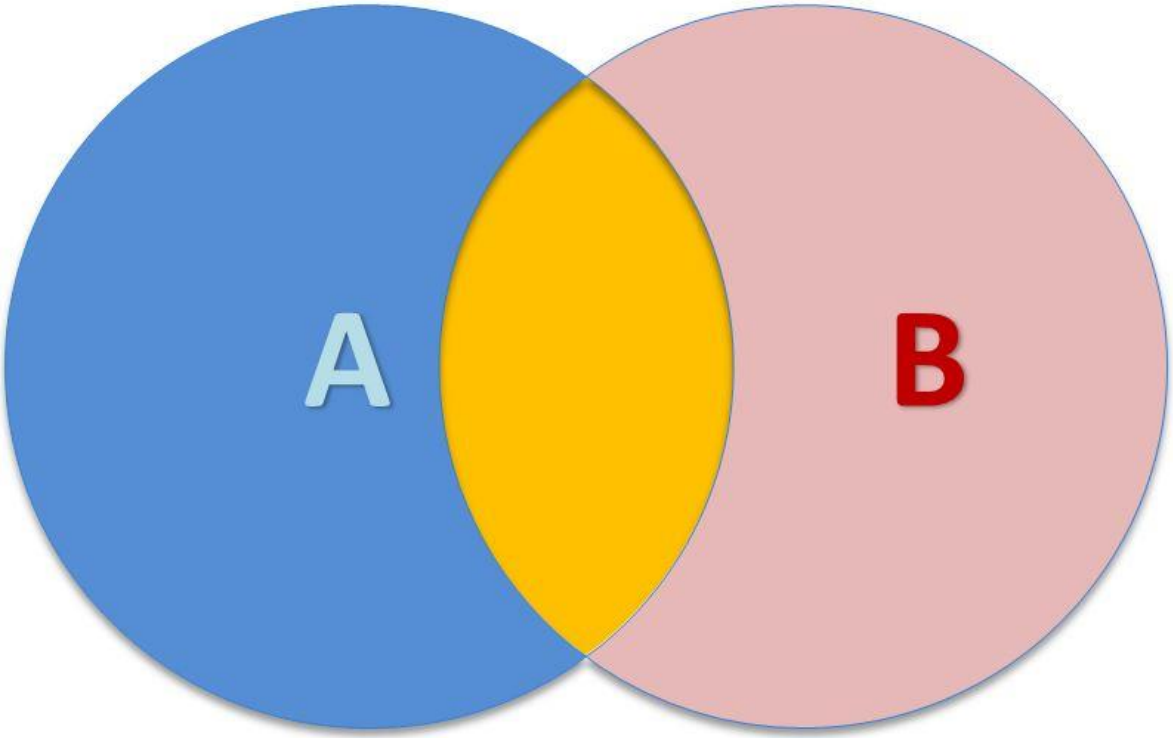
  - Welcomed the Italian team members to Dallas *(shut down Telecom Italy)*
  - You have a foreign accent, where are you from?
    - Options: Funny, Engaging, Cut it off *(Guess WW2, West Texas, Albania/Mongolia)*

5b. Influence

The Common is the Secret

How Much You Have in Common

w/Spouse, Family, Friend, Neighbor, Customer, Tribe, Community, Nation, Country

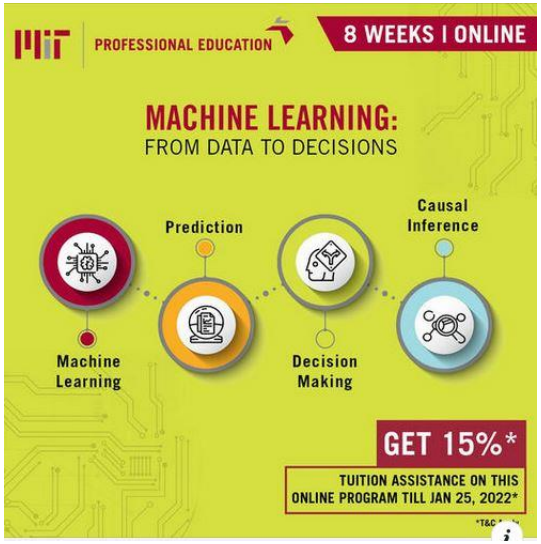


Shared Knowledge and Comfort

5c. Influence

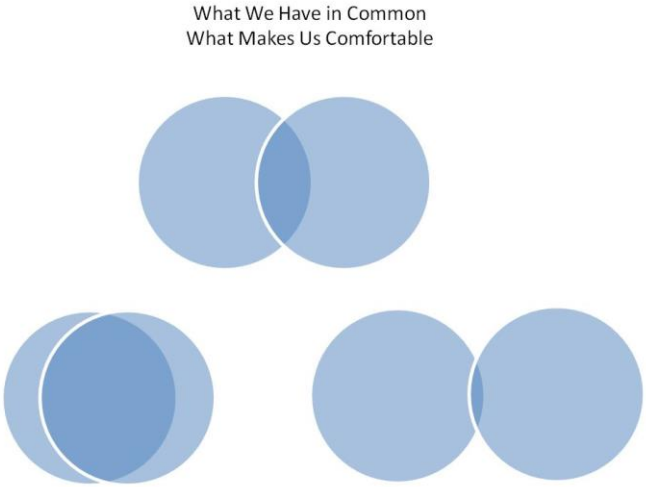
The sente business card welcomed in Japan and China

The IBM KFIP Course



5d. Influence

The secrets of “walking in another person's shoes”

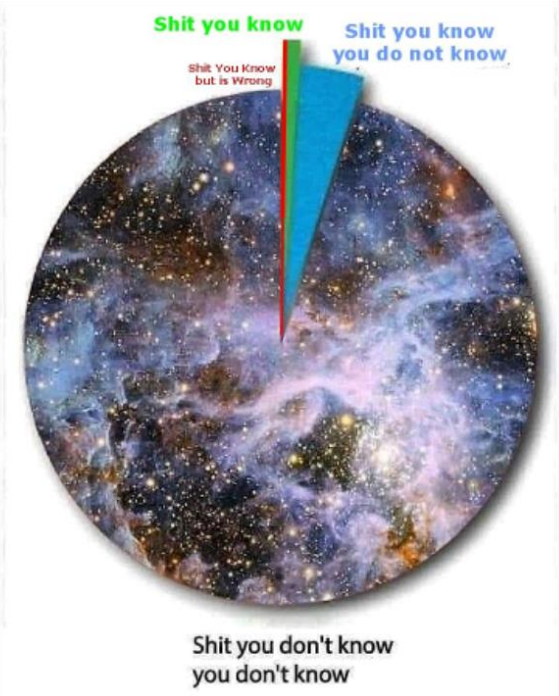


Influence Theater Play Trial **Life**

The Method

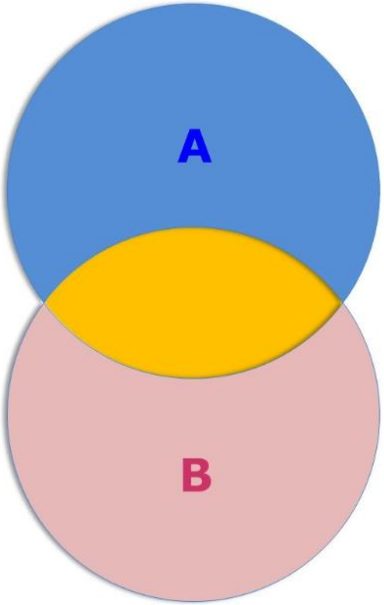
6. Summary

HUMILITY



KNOWLEDGE/ DECISIONS

INFLUENCE

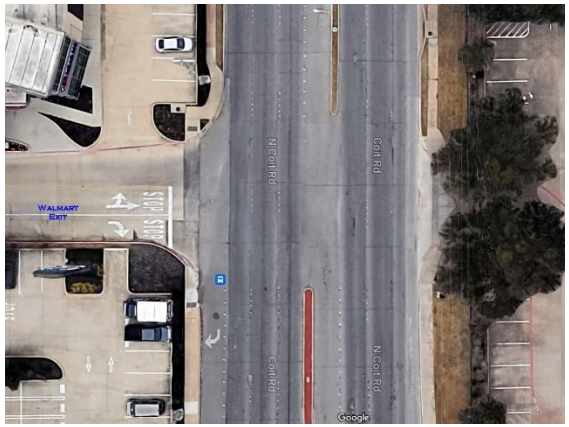


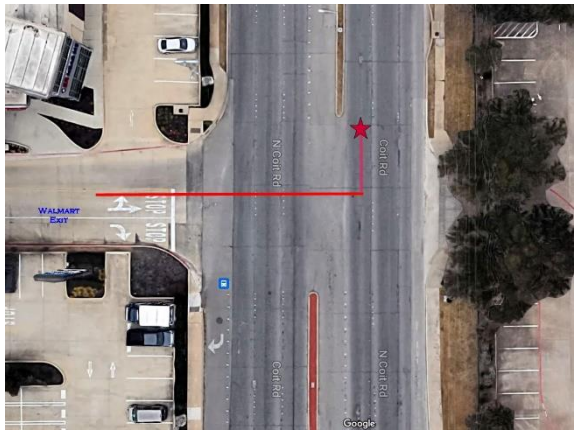
7a. Sample Gems of Wisdom (david)

- **Priority ONE** – make your boss, project succeed; when in trouble try to recover the investment and the people careers (your future will be taken care – do not worry)
- Turning Left on "Coit Road" *(save lives)*
  - NJ, CA, Dallas
- Picture Taking and Processing
- Mentoring (Scholarships, Education Space, Connections) – the purpose in life f(t)
- "One Unit of Work and Ten Units of Credit"
  - shared with me by boss, in 1979, book published in 1933, randomly/unpredictable!)
- Google Maps (Monthly Summary, Reuse)
- Fitbit – Start Taking Ownership of Your Medical Health
  - Hospitals, Doctors, Medication, Supplements, Radiation (Radar, X-Ray, MRI, etc.)
  - Gave away over 60 Fitbits (family, friends, team members)
  - My annual medical test
- Incremental Build
  - User Interface Customization (ROI)
- Reading Books, Articles, Interviews, Podcasts, etc.
  - What is the Agenda ($), Who is the Target Audience, **Hidden** Information (Calibre),
  - FREE - Dallas Public Library and the Net
- Strings of Knowledge (i.e., Languages)
- Evaluate Each Topics With Time and Global Perspective (Penguins and Reindeers, Musk Twitter Bid, AK Forest Fires)
- How to Handle a Debate and Potentially Change Opposing Minds
  - **Argue as if you're right** but **listen as if you're wrong** (and be willing to change your mind).
  - **Acknowledge where you agree** with your critics and what you've learned from them.
- Quotes from Smarter People (knowledge bases established – you can relate and apply)

7b. Save Lives

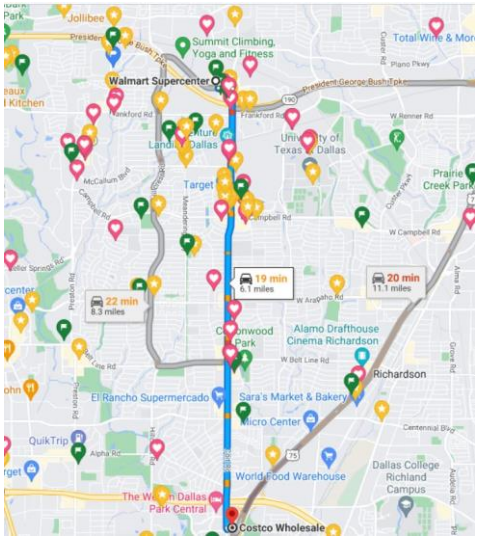
- Turning Left on “Coit Road” *(save lives)*
  - NJ, CA, Dallas

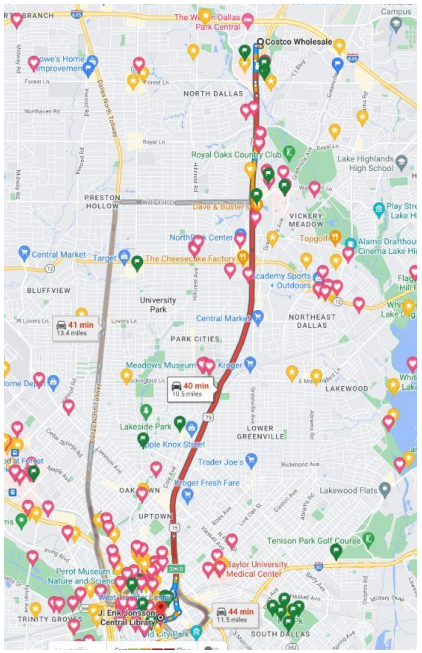




There are 2-3 accidents between GWB Turnpike and I-635

I-75 I-635 to Downtown is in RED





7c. Sample Gems of Wisdom (david)

- Picture Taking and Processing
  - Background, Keep it Straight (vertical line), Crop to Focus

- Fitbit – Start Taking Ownership of Your Medical Health
  - Hospitals, Doctors, Medication, Supplements, Radiation (Radar, X-Ray, MRI, etc.)
  - Gave away over 60 Fitbits (family, friends, team members)
  - My annual medical test

- Evaluate Each Topics With Time and Global Perspective (
  - Penguins and Reindeers,
  - Musk Buying Twitter Bid,
  - AK Forest Fires

8. Gifts and Presents

david@sente.com

- Download: https://drive.google.com/drive/folders/1h6IsKZKuY7WmlgMvpQ3MVAX3oZw5UB35?usp=sharing
- Presentation Slides (.ppt)
  - Pictures enhancing the script
  - Abstract and Bio
- Books and Articles
  - **Influence**, Robert Cialdini
  - **How to Think**, Alan Jacobs
  - The Happiness Hypothesis, Jonathan Haidt
  - **The Evolution of God,** Robert Wright
  - Why Buddhism is True, Robert Wright
  - The Coddling of America, Greg Lukianoff
  - **The Whole Truth** , David Baldacci
  - The Great Divide: Education, Despair, and Death, Anne Case and Angus Deaton
  - The Role of Perceptions about Trade and Equality, Barbara Dluhosch
  - **Professional Life**, Peter Denning (purpose in life)
  - **How to Stop Worrying and Start Living**, Dale Carnegie
- KDI Booklist and Gems of Wisdom Collection (B. Franklin, D. Carnegie, A. Jacobs, Regular people)
- Sample Papers and Presentations
  - David Cohen (application development , software investment)
  - Benjamin Franklin – Thinking Well With Others
- KDI Pin, Pad and Stickers

- **University Work Shops**
  - The faculty vs. student threat
  - Group projects (introduce yourself, investigate the target audience, learn to influence/compromise (SAME Dinner for a group of 4, FRWC, etc.)
  - Enhanced consumption of information from the books/news
- **High School Debate Teams**
  - The parent vs. school threat

Who is David Cohen (1)

Born in 1946 in Romania as Kohn (Nicolae)Tamas

- Named after my grandfather, Kohn David, a decorated Officer of the Austro-Hungarian Army in WW1
- Both Parents survived the Holocaust (liberated by US and Russian forces in 1945)
- Other family survivors, migrated to United States and Israel (1947, 1950)
- Received my **RED** tie in second grade
- Family was allowed to leave Romania in December 1958, migrating to Israel

The Family settled in Nahariya, Israel

- Could not handle 7th grade studies (language deficiencies), and was "shipped" to an agriculture farm of his cousin (CHICKENS save his career) [trouble]
- Reunited with parents in 8th grade, and graduated high school in 1964 (averages saved him)
- Joined **ROTC** in 1968, and participated in the Six Day War in 1967
- Graduated with B.Sc. EE from the Technion, IIT in 1968, and joined the Navy
  - Graduated with M. Sc. EE from the Technion, IIT in 1972.
- **Married Shifra Schneider** in 1971, and settled in Haifa
- In 1972, became Director of EE studies at ORT Kiryat Bialik (vocational school, teaching and coordinator of the department) while applying for advanced college studies in the US

Joined Graduate studies at Ohio State University

- Graduated with M. Sc. Computer Science in 1974
- Arik Cohen, a Buckeye, was born in 1974
- Was a Research Assistant (ONR) and a Teaching Assistant at the Fisher College of Business [trouble]
- Received US Citizenship in 1976
- **PhD Thesis**: "Context Sensitive Protection Mechanisms," 1977 [trouble]

David Cohen (2)

Bell Laboratories (BTL) in Holmdel, NJ (1977)

- Team member of Advanced Communication Service project – first commercial internet service in the US (systems engineering)
- Michael Israel Cohen was born, 1979
- In 1981, he joined the OSU, CIS Department Advisory Board (for ~40 years)
- Got promoted to supervisor in developing Intelligent Network Services (770, 800, 900) – responsible to requirement specifications (weekly travel to Columbus, Ohio and Naperville, IL, negotiating solutions with the development organizations)
- Started an Affirmative Action program with Grambling State University, LA [trouble]
- Became the first volunteer, to start a "INTRAPANEUR" program in BTL, that was shut down after a year, my AT&T management for political reasons
- Started funding 162 OSU scholarships in 10 years, 1982

Teknekron Infoswitch – Dallas, TX (1984)

- Joint a recently acquired start up funded by Teknekron, a California incubator
- Managed the Software Department of existing Telemarketing Platform and was funded to start a new consulting business in telecommunications (similar to the one started at BTL)
- Completed several large joint programs (products and training) with AT&T, NEC and Fujitsu
- The new profitable division, **IEX**, got a bid of **$195M** after three years (1987) – the investors rejected the offer, I quit and started a new company, **sente** (self funded)
- **IEX** was sold to NICE (an Israeli company) in 2006 for **$395M**, and it is still operating under the **IEX** label

sente – Dallas Texas (1987)

- Spent **two years**, supporting two Bell South startups (internet advertising and healthcare)
- Delivered several software project assessments of failing projects – trying to save large investments (10's of $million)
- Spent **seven years** developing requirements and software for the Iridium Communications program run by Motorola (residing in both Phoenix and Washington, DC)
- For **two years**, delivered project assessments for Cable and Wireless HQ in London (UK, EU, HK, AUS, NZ)

Mzungu – Planet Earth (1998 – Today)

- Europe, Asia, Africa, South America, Antarctica and Alaska
- National Parks and Hawaii