Knowledge Evolution

(OSU-CIS, 111/28/2022)

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
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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:

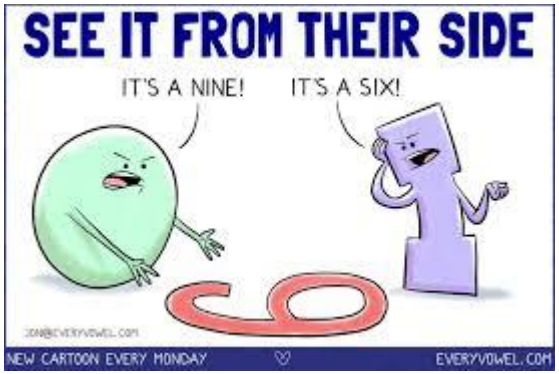
Metrics, Photography, Broadway, Nature, Observing People's Decisions, History and Hindsight

1/2 Agenda

- To share our Accumulated Knowledge with You, Making **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 in the US spend **$30,615** for a full-time student
    - I am a 1977 OSU graduate, that was given huge opportunities in my career: I still keep learning every day, I am financially independent, frugal, aging well, have a family and a large network of friends.
- The **Humility Shock** (**2019**)
  - Started the Deep Dive into the **Unknown** **(over 400 books, list provided)**
- The **Robbery Incident** during a Pandemic (**2020**)
  - Made me Review my 65 Key Career Decisions - in Hindsight
  - **The Meaning of Life -** *Overtime*
- Every Information Exchange (IEX) is about Influence between individuals that have enjoyed **DIVERSE** Journeys/Experiences
  - Everyone had/has a different "knowledge and experience collection" that drives perspective and decisions

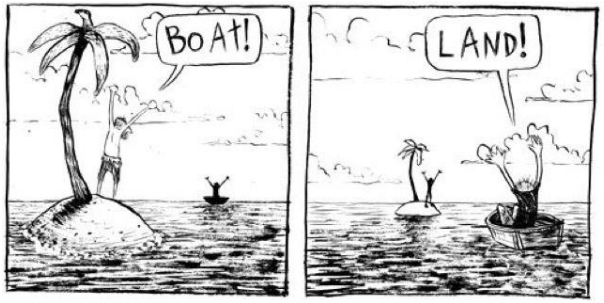
wheel.jpg

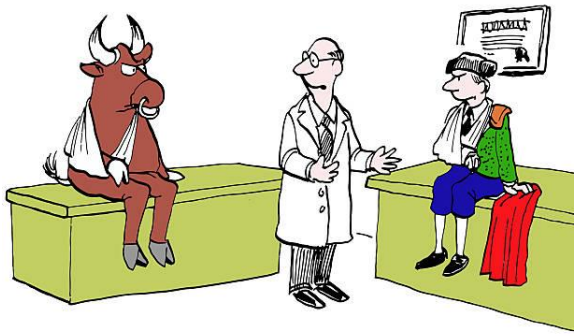
1/3 Different Perspectives



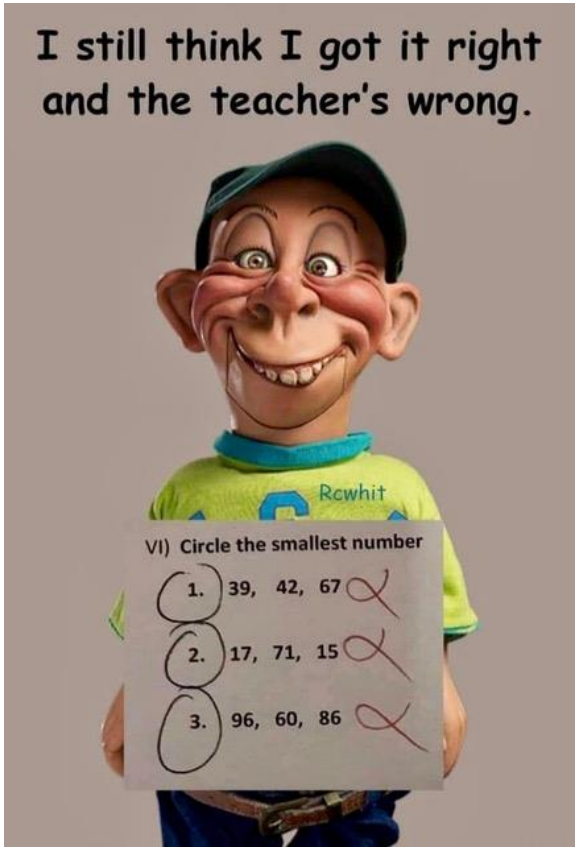
$$XI + I = X$$

$$X = I + IX$$





"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)

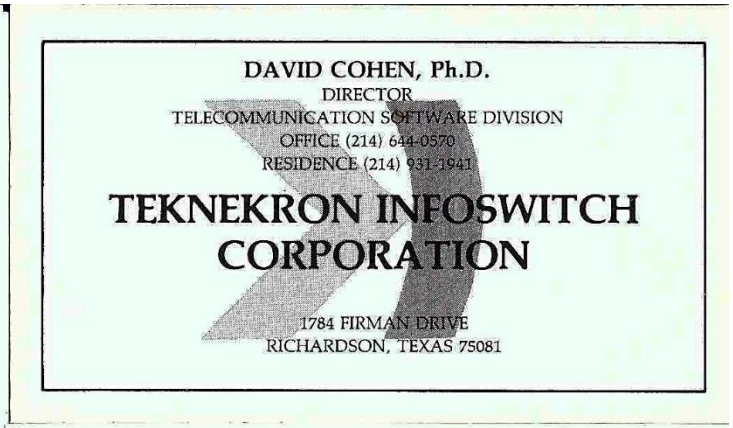
- A New Immigrant in a Foreign Country
  - Hebrew Language, Career Saved by Chickens, The Never forgotten Bar Mitzva
  - ROTC (influence, decisions, hindsight)
- Technion, IIT - Haifa (B.Sc. EE 1968, and M.Sc. EE 1972)
- Six Day War (1967)
- Navy Service (Boats of Cherbourg, Saar 3 Boat Maintenance Plan,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

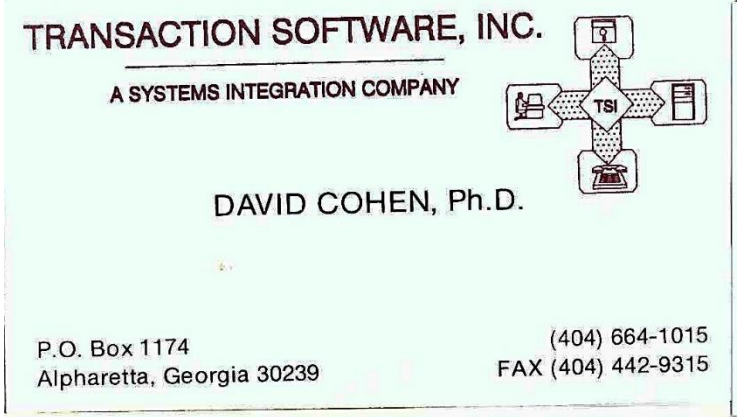
United States (almost 50 years)

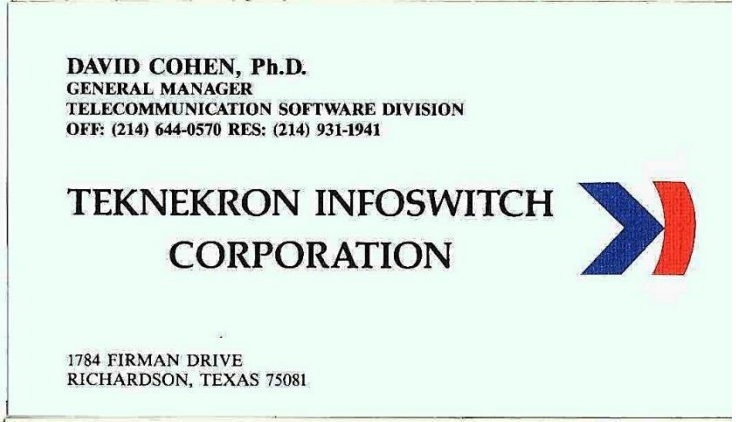
- Ohio - Ohio State University (4 yrs.) - **Arik Born 1974**
- New Jersey – Bell Laboratories (7 yrs.) - **Michael Born 1979**
- Texas (38 years)
  - **IEX** (1984/87) – consulting and software development
    - Telemarketing, Review Failing Projects in Telecommunications
  - **sente** (1987/1998) - 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**

Adventures Summary

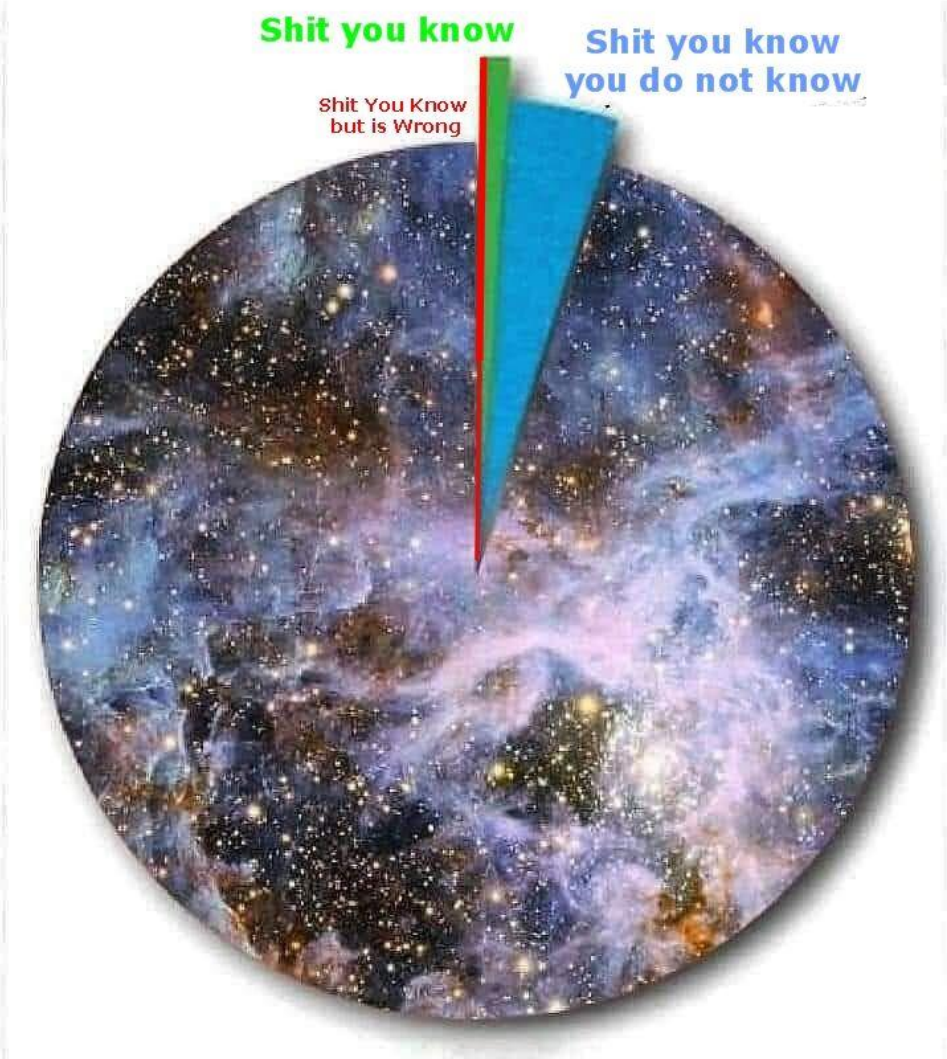
Teknekron, IEX, Bell South, sente







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!

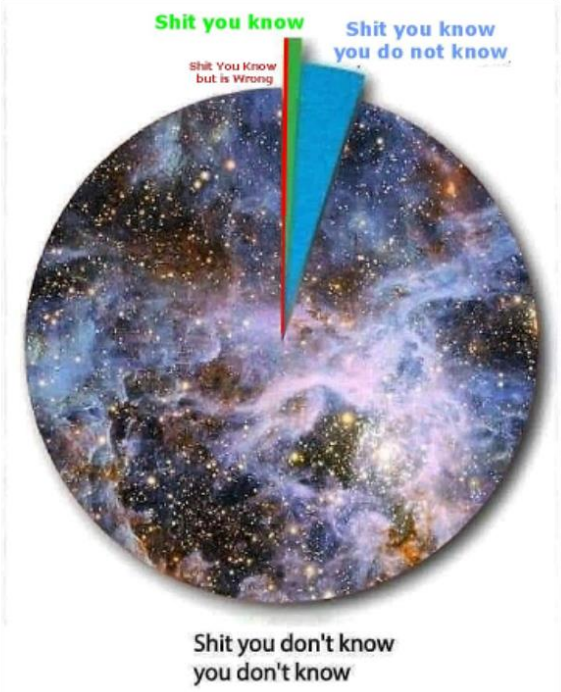
A Review of My Key 65 Decisions

- 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

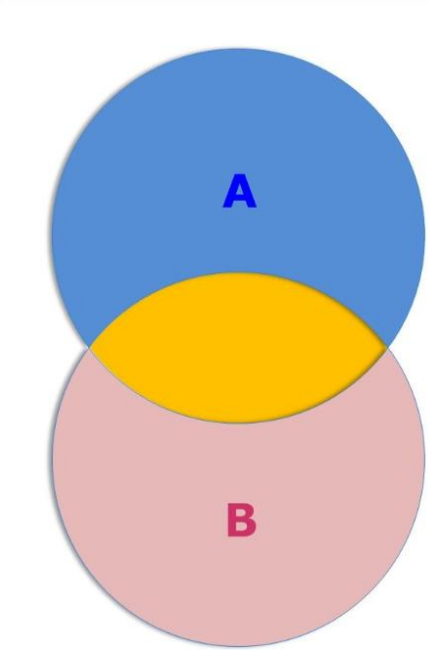
In case You Have to Leave …

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")

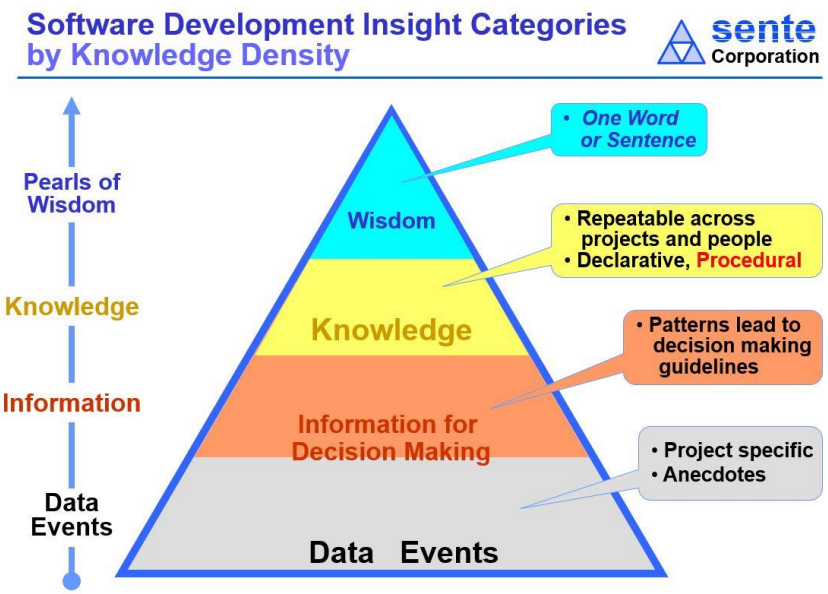
Will you be a "puppet," or a "puppet master"?

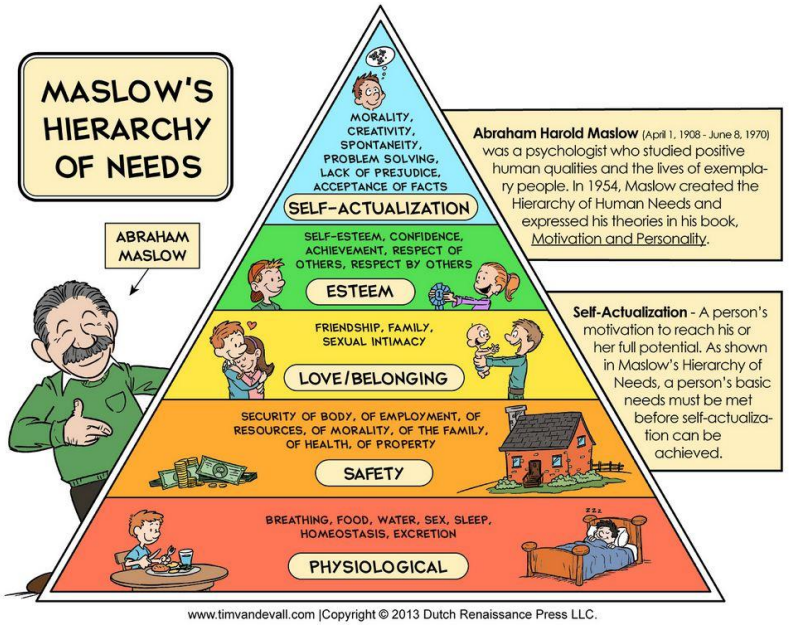
Control over the population ("influence") is major challenge (culture, religion, race, education, experiences, etc.)

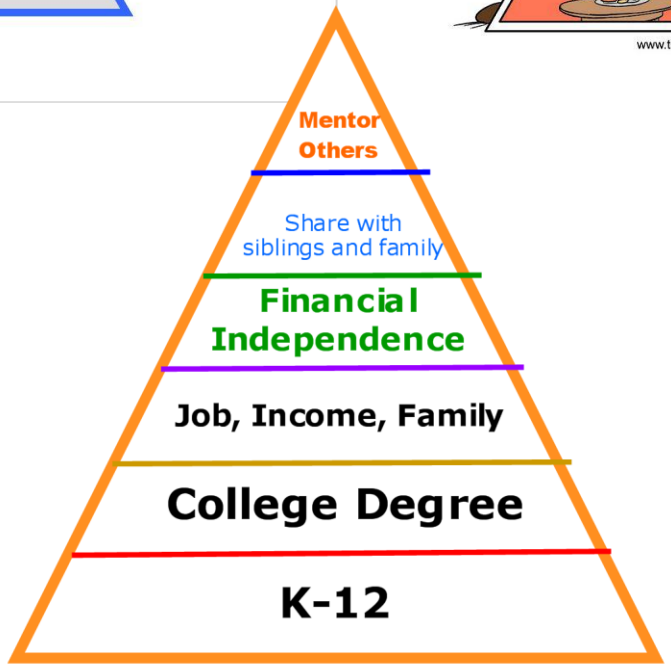
Coordinated effort to control the **INPUT** (i.e., eliminate parents, school, libraries, media access/filters) – ALL **IEX** IS ABOUT INFLUENCE

- Shifting The 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 ("walking in the other person shoes – create shared knowledge base") 4. Reveal secret information, hidden from the audience (i.e., **Operation Paperclip or Code Breaker)**
  - **Reminder: All your decisions and predictions will be driven by your knowledge and the expanded knowledge you have access to** (family, team members, friends, web, books – the volume is infinite – how do you find it)
  - **IBM Course on KDIP ($8K for 8 weeks, online) – prediction uses the same knowledge** (i.e., polls)

3b. Knowledge Ratings







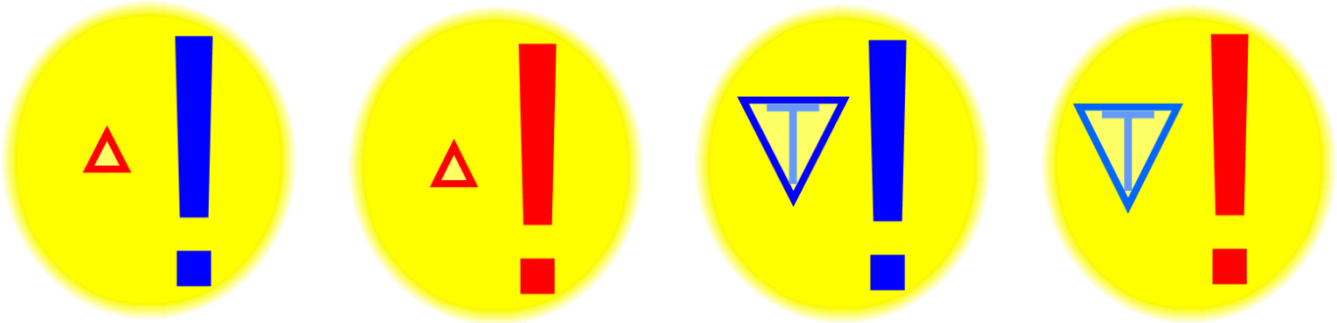
4a. Decisions

- 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's Pay to Quit $5K program, 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)*
- A Sample of David's 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 already accumulated/completed 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 90 minutes).
  - Quit IEX because the investors would not accept a $195M offer in 1987; the IEX division 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 perspectives
  - Good Decision Bad Decisions



  - Make the **Best** Decision you can make and continue working on it – to keep 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 still know very little, and the needed information is "in hiding," unknown
  - Different cultures, race, language, appearance, education, knowledge and perspectives
- **David Examples:**
  - Weekly BTL trips to Columbus, OH and Naperville, IL to workout "technical issues"
  - Failed at IEX getting a contract for over a year *(the sente.66 solution)*
  - The **sente** business card

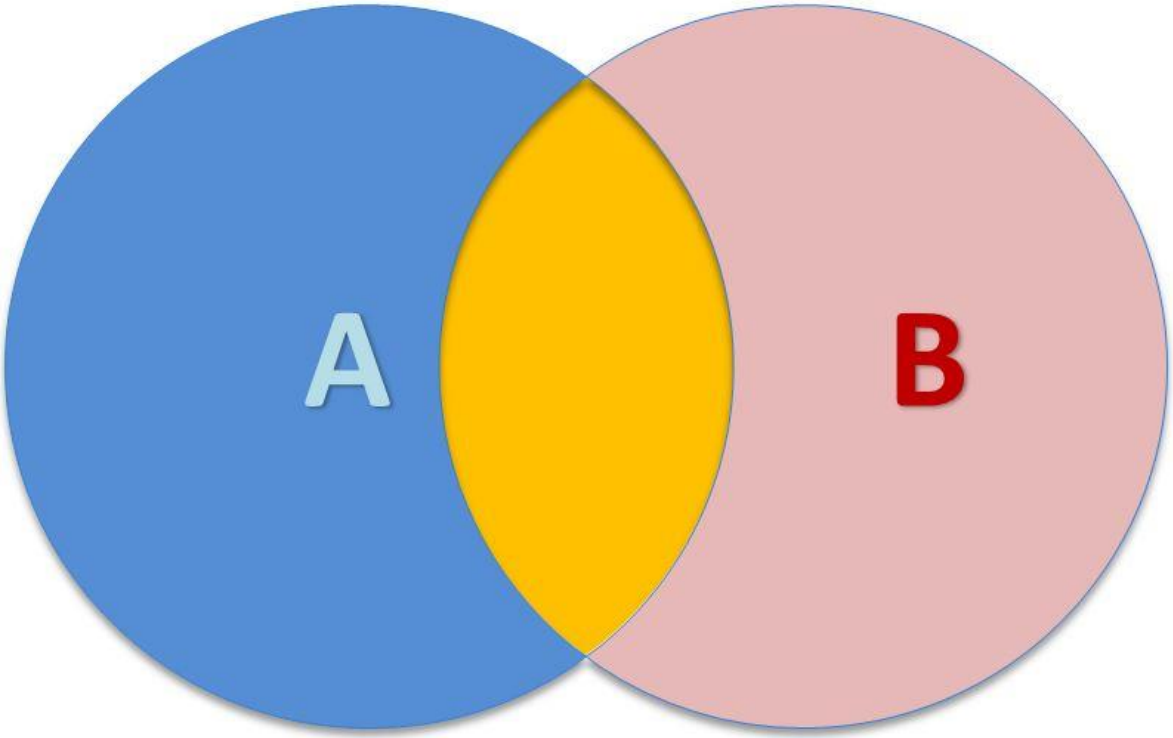
  - Welcomed the Italian team members to Dallas *(and, shut down Telecom Italia)*
  - You have a foreign accent, where are you from?
    - Options: Funny, Engaging, Brief *(Guess WW2, West Texas, Albania/Mongolia)*

5b. Influence

The Common is the Secret

How Much You Have in Common

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

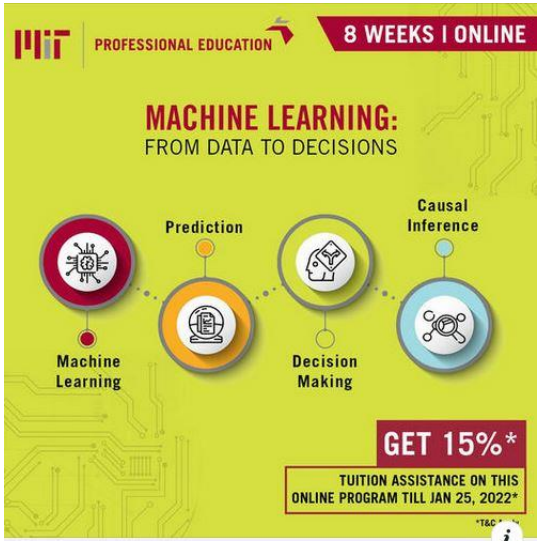


Shared Knowledge and Comfort

5c. Influence

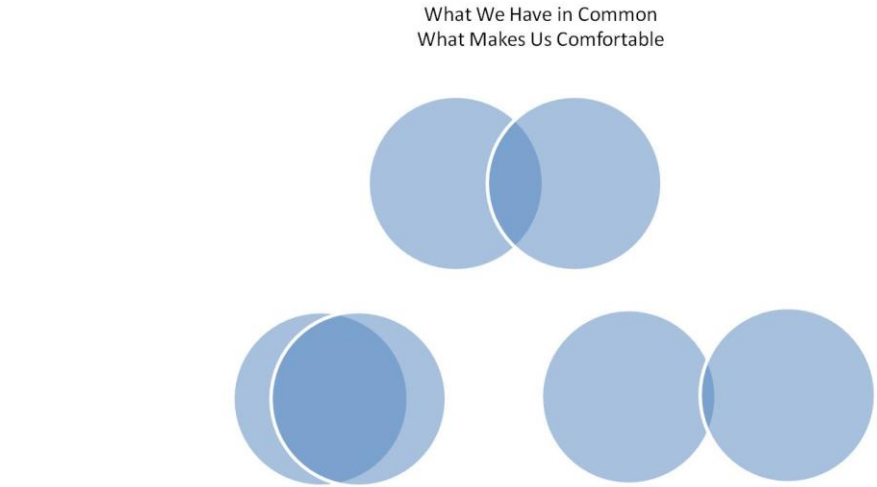
The sente business card impact in Japan and China

The IBM **KDI**P Course



5d. Influence

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

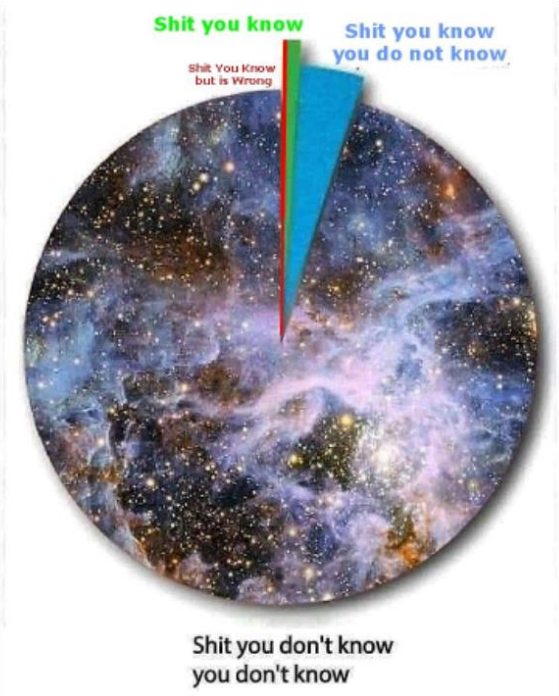


Influence Theater Play Trial **Life**

The Method

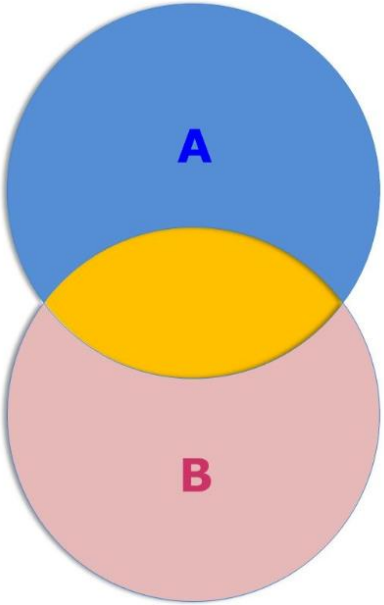
6. Summary

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, a book published in 1933 has 3 chapters on this, acquiring knowledge is 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" of 6 Trails (Bryce, Arches and Grand Canyon, NPKs)
- 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),
- 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)

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