

WAX LYRICAL

MINDHIVE PREMIUM

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FOUNDER WELCOME

by Bruce Muirhead



PHOTO BY THISISENGINEERING RAENG

AI-Driven', it's a phrase we've added to more and more of our lives throughout this past decade. Not just when discussing phones, personal computers and cars, –but thought, theory and conjecture as well.

Regardless of where it has found a home though, the simple fact of the matter is that AI has assimilated with enough systems now to truly be seen as a force for change.

AND THIS POPULATIONAL UPTAKE IS WHY THE TIME HAS COME TO OPEN UP MORE OF AI DEVELOPMENT TO PEOPLE FROM NON-TECH BACKGROUNDS.

The narrative surrounding artificial intelligence is one that reflects much of what we commonly associate with the peak of scientific and technological advance. That is to say that it's the realm of digital geniuses, so far along the cutting edge that the pursuits of so-called tech gods are now near indecipherable to the common man.

This is not only disingenuous to many people who work with AI-driven systems outside of the technology sphere but sets a dangerous narrative for the future growth of the artificial intelligence sector.

Stagnation is equivalent to death in the tech landscape, this is a truth seen in the demise of everything from outdated apps, to digital music purchases lapsing in the face of streaming.

WHAT COULD POSSIBLY HAVE SAVED THESE BYGONE RELICS WAS INNOVATION FROM PARTIES OUTSIDE THE TECH SPHERE.

This isn't to say that people from other professional backgrounds should replace the coders, devs and tech experts who actively develop these AI-driven systems. Instead, the answer lies in opening the form to input from other skillsets and finding new ways for them to contribute.

The merit to this idea is clear, as in past AI-driven systems have struggled in their ability to rationalise themselves to their audience.

To many, the concept of AI is little more than robots doing the thinking for us. This is a narrow scope of view that could affect both the uptake and viability of future AI systems.

By allowing more backgrounds into the internal fold of AI, the disconnect between the system and the outside user will begin to shrink naturally.

And as more people gain an understanding of the inner workings of artificial intelligence.

THE FLOW-ON EFFECT OF ADOPTING SUCH A GOAL BECOMES CLEAR.

AI will begin to do something it has only struggled to achieve in past, explain itself. This, in turn, will begin to move the needle on how, and most importantly, where people will see artificial intelligence as being able to assist them in achieving their own goals.

To ignore this potential for growth is a pathway that leads only to a greater disconnect and the stagnation mentioned earlier in this article.

BUT TO ADDRESS THE DEVIL'S ADVOCATE, THERE WILL BE TEETHING PROBLEMS.

As with all proposed advances, attention soon turns to how such immense change can be achieved.

After all, AI systems are incredibly complex and simply finding ways for those outside of specialist fields to contribute will be difficult.

While this is a valid concern, perhaps it is one born of a past definition of AI that has persisted even as it proliferated across industries and sectors throughout the world.

'Artificial intelligence is the peak of scientific and technological advance', as has already been mentioned. But a simple glance at where AI now sits in the everyday lives of its users tells that this doesn't at all mean it's out of reach.

TAKE OUR WORK AT MINDHIVE AS AN EXAMPLE.

We're bringing AI-driven collective intelligence to the fingertips of professionals worldwide. But without their input and expertise from a vast range of fields, we'd never have been able to refine our artificial intelligence practices to reach the point we have today.

What we've noticed, is that those with no background in artificial intelligence have been empowered to learn more about its inner workings, to better contribute in the future.

This is now the cycle of growth that underpins our work in the collective intelligence field. To bring more professionals into the system and show them not only how AI can augment their ability to create knowledge, but also how they, in turn, can contribute to it becoming better and better over time.

CONSIDER THIS CYCLE AS A TEST CASE FOR WIDER CHANGE.

The more uptake we have, the more varied and diverse the input into the direction of our AI becomes.

Something we think might be a future worth pursuing for artificial intelligence.



Data has a better idea

AUSTRALIA'S INNOVATION HANDBRAKE

by Ben Kehoe

One reason I wrote the book – Innovation in Australia: Creating prosperity for future generations is our complete inability to have a genuine conversation about innovation and wealth creation in Australia.

The last time we came close to having that conversation was during the period of microeconomic reform way back in the 1980s and early 1990s. Global competitiveness was the aspiration back then.

A key message in my book is that our Australian culture is devoted to a comfortable and complacent lifestyle. 29 consecutive years of economic growth between 1992 and 2020 reinforced our complacency. But that period is now over. COVID-19 has seen to that.

Australia needs to confront some brutal facts as we move into the future. We must both do better and be better.

OUR TRACK RECORD OF COMMERCIALISATION

Australia spends just under 2% (currently about \$32 billion) of our annual GDP on R&D.

That's a lot of money. We need to ask some tough questions:

- what is our innovation success rate (or even the return on our R&D investment)?
- what 'for profit' businesses, industries and Australian jobs have been created over the last 10/20 years?
- what Australian intellectual property has been commercialised over the last 10/20 years?
- what international revenue has been created for Australia?
- which Australian industries are growing because of our R&D investment?



PHOTO BY MATT ZHANG

"There are both cultural and systemic issues that make the commercialisation of Australian innovation more difficult."

Australia's track record of innovation commercialisation is modest at best.

A recent CSIRO report stated: "Australian is not a nation of creators, rather we adopt from others". So, we are officially 'a nation of adopters'.

Throughout our history, decisions have been made to NOT invest in the development of the following business ideas that had their origins in Australia: computers, the Black Box flight recorder, transistors, satellites and various space technologies!

SIX SPECIFIC CHALLENGES FOR THE COMMERCIALISATION OF AUSTRALIAN R&D

There are both cultural and systemic issues that make the commercialisation of Australian innovation more difficult. Let me name some – there are many more.

1. THE AUSTRALIAN CULTURE IS DEVOTED TO RECREATION.

For over a century, many of our major industrial relations debates have focused on recreation – (initially there was 2 weeks of annual leave, then 3, then 4). Even now we are still debating penalty rates.

2. OUR FOCUS ON NATURAL RESOURCES.

Australia has a long history of 'living off the sheep's back' and our mineral resources. The last 29 years of economic growth was underwritten by a major mining boom.

Business and innovation have run a poor second. In recent years, one business leader described the Australian economy as "a commodities bubble inside a mining bubble inside a property bubble."

3. THE ABSENCE OF GENUINE MODELS OF COMMERCIALISATION AND INNOVATIVE LEADERS.

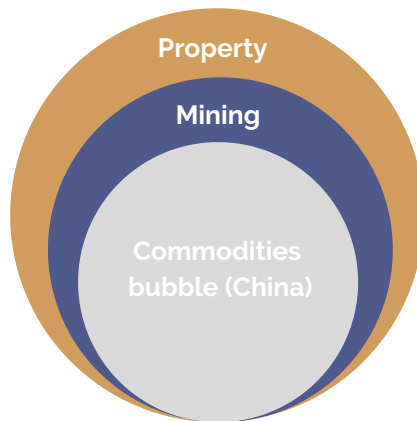
There are very few outstanding models of commercialisation that we might claim as Australian global business success stories. Many of our innovations have also been sold off internationally. Australian global brands are hard to name. Sweden (a country of only 10.5 million people) on the other hand has at least seven global brands operating in Australia.

Recently, successful Australian companies like Atlassian, Aconex, Canva and Airwallex have emerged as 'unicorns' – start-up companies valued at over \$1 billion. But how many Australians can name them? Why is that?

There is an absence of innovative business leaders in Australia to serve as role models. I suspect there are more Australian school students wanting to be professional sportspeople or members of professions rather than being builders of great businesses.

4. OUR LOW LEVEL OF MANUFACTURING COMMITMENT AND COMPETENCE.

Over 60 years, Australian manufacturing has declined to less than 6% of GDP.



While the low number is disturbing, what's even more disturbing is the rate of the decline since global competitiveness became an aspiration.

Some countries have significantly developed their manufacturing capacity over the last 30 years, including China, Mexico and Vietnam.

COVID-19 has highlighted the weakness of our national manufacturing capacity. However, redeveloping it is a thirty to fifty year journey. Do we have the will to do it?

5. WE HAVE A SYSTEM LIMITED BY OUR 20TH CENTURY WORLD VIEW.

Our government and business languages are limited by 20th century economic and financial paradigms. GDP, debts and deficits, productivity, unemployment, inflation, and revenue are all important, but they reflect an economic/financial view. Shareholder value is also a concept that has been found wanting.

The ASX further reflects our 20th century mindset. Of the current top 10 ASX-listed companies, all were founded before 1970. There should be top 10 ASX-listed businesses that have emerged as symbols of a 21st century economy.

6. THE ABSENCE OF A GREAT ASPIRATION.

In the 120 years since Federation, it is impossible to name any great aspirations for Australia as a nation.

Maybe we have created a recipe for mediocrity. What might a great aspiration (a 'moon shot' to help our commercialisation) look like?

I outlined 10 in my book:

- To become the healthiest nation in the world.
- For biotechnology to replace mining as the major driver of Australia's wealth creation.
- To develop a global top 5 food/fibre brand.
- To develop a national transport system modelled on the best in the world.
- To become a renewable energy hub for the world (and especially Asia).
- To become water-resilient for a far greater population than we have now. (50 million).
- To become one of the world's top 10 defence technology exporters.
- To develop an advanced manufacturing sector that contributes 15% of our gross value-added product.
- To develop trade links with Asia of at least 50% by 2050.
- Literally landing a person on the moon via an Australian space project.

THE CATALYST FOR CHANGE

COVID-19 can be the catalyst for change that Australia needs to embrace to ensure our long-term prosperity. We are now living in a world where the institutions which have sustained society for my lifetime and previous generations are under extraordinary pressure. We can choose to create a new paradigm – or the world will do it for us and we will be left behind. We need business leaders working with the government to deliver a 22nd century industry base.

[1] <https://www.amazon.com.au/Innovation-Australia-Creating-Prosperity-Generations/dp/192599922X>

[2] <https://www.afr.com/technology/amazon-spends-more-on-rd-than-all-australian-businesses-combined-data61-ceo-20180228-h0ws0u>

[3] <https://www.csiro.au/en/work-with-us/services/consultancy-strategic-advice-services/csiro-futures/futures-reports/innovation-and-business-growth/thriving-through-innovation>

[4] <https://www.goodreads.com/book/show/3593759-ideas-for-a-nation>

[5] <https://www.afr.com/technology/matt-barrie-says-doomed-australia-needs-an-apollo-program-20170919-gyknq6>

[6] <https://www.afr.com/technology/airwallex-becomes-the-fastest-aussie-unicorn-after-us100m-raise-20190322-h1covg>

[7] <https://www.abc.net.au/news/2020-07-23/coronavirus-pandemic-leads-to-australian-manufacturing-revival/12481568>

[8] <https://www.amazon.com.au/Innovation-Australia-Creating-Prosperity-Generations/dp/192599922X>

DISABILITY ENTREPRENEURSHIP IN AUSTRALIA? DISRUPTING THE STATUS QUO AND ENABLING A MORE INCLUSIVE FUTURE.



PHOTO BY ARIEL PILOTTO

by Dr Gary Allen

I know from personal experience that establishing and operating a business of my own had an enormous positive impact on my social engagement, mental health and my dignity. It allowed me to control my own life and accommodate my disability in ways that I had not imagined. Even a modest monthly income from a business endeavour could have a transformative effect on individuals with a disability and their loved ones. Enabled.vip is my way of sharing this pathway for others to follow.

In North America, the UK and Europe people who live with a disability tend to be more entrepreneurial than their able-bodied peers.

THE SAME IS NOT THE CASE IN AUSTRALIA. WHY?

People point to the lack of peer and professional support, poor information and insufficient resources as reasons why they cannot pursue their potential and their ideas.

The case for entrepreneurial endeavours is clear. The opportunity to design your own workplace, tasks and schedules to accommodate and mitigate (rather than compound) your own symptoms is liberating.

A cruel reality of many severe disabilities and chronic medical conditions is that people may not know day-to-day or even hour-to-hour if they will be up to working. This need for flexible conditions is incompatible with most forms of part-time or even casual employment.

Many people with disability who are working report their desire to escape toxic workplace prejudices, bullying and discrimination. Global efforts to reduce discrimination and build inclusive workplaces are crucial to the future of people with disabilities, but this approach alone is not enough. Focusing on 'regular' employment alone will not solve the challenge of employment exclusion.

This situation isn't the fault of employers or people who live with a disability, but it is something we can address by providing the right support.

Australians who live with a disability typically live on or near the poverty line to a far greater degree than their able-bodied peers. They are amongst the most vulnerable members of Australian society.

"Disability does not have to dictate one's potential or contribution, but isolation and lack of support can determine the future."

For those with deteriorating health conditions such as Multiple Sclerosis and Motor Neuron Disease or suddenly acquired disabilities such as brain and spinal injury, onset usually occurs when a person is at their peak working age. Most people are just starting their careers, looking for a life-partner, or saving for the start of a mortgage so a diagnosis of such a condition can be devastating.

THE PLATFORM WILL ASSIST MEMBERS TO:

1. Monetise a hobby or craft;
2. Establish a gig-based micro business; or
3. Establish a small business.

IT WILL SUPPORT MEMBERS WITH A COMBINATION OF:

- **Mentoring by experienced businesspeople** who live with a disability;
- A **Resource Library**, (with daily updates) including a combination of government, community and internally produced custom resources;
- **An intern peer support discussion board;**
- **Monthly webinars** involving practical tips as well as useful, inspiring and interesting stories;
- **Monthly blog posts** and a **quarterly newsletters;**
- A **learning space** (linked to Griffith University); and
- An **online marketplace** (linked to Fiverr.com) – to promote endeavours and sell gigs.

The goal is to establish and support a community of practice for disability entrepreneurship in Australia.

Experience and academic research suggest establishing and operating an endeavour could have a hugely positive impact on social engagement, mental health and dignity.

Even a modest monthly income from an endeavour could have a transformative effect on individuals and their loved ones.

The platform is a not-for-profit operation, where members can charge the fees to their NDIS plan. Fees are charged at the end of the month, based upon the services they have received:

- AUD400 to join.
- AUD 90/month membership.
- AUD 450 for 10h of mentoring.
- TBC Micro-courses

At the end of six months, it is hoped members will have made significant progress towards setting up their enterprise. Maintaining access to the community of practice and the marketplace stall should be great reasons to stay a member. We hope our graduates will become future mentors.

FURTHER INFORMATION

Web site
www.enabled.vip

LinkedIn
<https://www.linkedin.com/company/enabledvip>

3 minute animated video
<https://www.youtube.com/watch?v=OCVFwvVhkg>

Message from our Patron Dinesh Palipana OAM
<https://www.youtube.com/watch?v=hn31CR0yXQI>

WANT TO GET INVOLVED?

1. Volunteer to become a mentor – Around two hours desktop commitment per month.
2. Volunteer to speak for 45 minutes at a webinar.
3. Put us in touch with a corporate or charitable donor.
4. Suggest a resource for the Resource Library or topic for the blog.

Send an email to gary.allen@enabled.vip to discuss further.

A question we would like to pose to the Mindhive community is: Can you think of ways to promote and support enterprise disability entrepreneurship in Australia? Suggestions on how we might seek funding and promote the Enabled.vip platform, would be welcome as well.



PHOTO BY THISISENGINEERING RAENG

[1] OECD 2014

[2] This is despite the efforts of three levels of government to provide information and resources.

[3] UTS 2020

[4] Price Waterhouse Coopers 2011

[5] Productivity Commission 2011

[6] Providing initial webinar and meeting, Resource Library, webinars, blog and newsletter, learning space and stall in the online marketplace.

[7] In Australia we are partnered with MS Queensland who have agreed to accept donations and issue tax receipts on our behalf.

FEMINISM AND ITS IMPACT ON 'TOKENISM' WITHIN MALE-DOMINATED FIELDS

by Josh Winter

"Dubbed "Imposter Syndrome", people can spend their whole lives in fear of being found out they're not as good as the job they have"

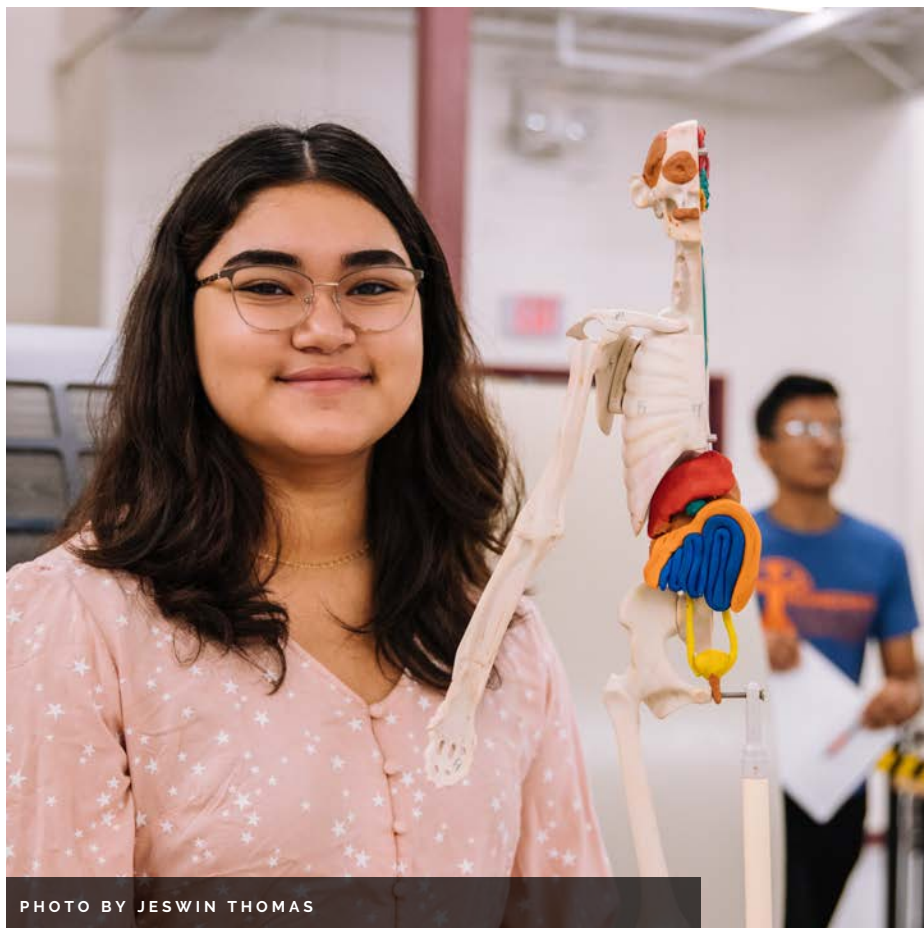


PHOTO BY JESWIN THOMAS

My daughter received a place on a school STEM trip. Not the first one she's had, but the first time she's questioned it.

Did I just get this because I'm a girl?

Hmm, well to be honest, I don't know. She's certainly bright, but I can't be sure, and more importantly, she can't be sure if she got the position because she earned it or because they needed some gender balance.

Thinking about this a little deeper, I had a quick chat to some people I know that work in male dominated industries, with, I guess you'd call them, "woke" employers. Off the record of course.

What were their thoughts when a Woman is employed. Some made no unremarkable comments, but some said they wondered if she got the job because she was a Woman.

So how do they react when you wonder if she got the job because she was a Woman. "Well, I just keep an eye on her work for a while, to see if she's up to the job" said one. And then similar words from another.

And yet another said "I generally don't pass much work on to her to start with if I can avoid it.

If she proves herself, then sure, if not, well, she won't ever get the sack, you'll just have to avoid giving her work best you can".

And so, reality collides with intent. As the saying goes "the road to hell is paved with good intentions".



PHOTO BY THISISENGINEERING RAENG

But is this just Australia, are we just a misogynist bunch. Well, actually... no. I remember reading of situations in the USA where black people were required in certain numbers on larger organisations. Some organisations gave up firing people that turned out to be not suitable, and just paid them to stay home.

An article I read years ago told of a person who was paid by three different companies not to go to work. Great work if you can not get it, but that doesn't really do you or people like you, or society, much good in the long run.

And so, to my daughter. Will she be condemned to go through life wondering if she's just a token. A joke. Someone to avoid giving work to if possible.

Psychologists often talk about the damage to people who think they're not worthy of the job they have. Dubbed "Imposter Syndrome", people can spend their whole lives in fear of being found out they're not as good as the job they have. Are we going to be adding to this with Token Syndrome.

Every time my daughter has a quiet period at work, is she going to be thinking "they're avoiding me". Every time she hands up a project plan, is she going to wonder if it'll be "given to someone competent to fix".

Is she going to wonder is she's an Imposter, and if so, that at some stage, if policies change, she'll be sacked because she "only got the job in the first place cause she's a Woman".

Will she wonder "no matter how good I am, people will always just view me as the Token".

The problem is, that she might. She's already wondering it now and she's only in middle teenage years.

And really, what does it say about Women that we need to "Tokenise" them."

It says "you're not good enough to get a job on your own merits, so here's some crayons, sit in the corner, try not to break anything, and we'll give you a business card that says Scientist (or Engineer or whatever)".

My daughter, in fact, both of my daughters, are extremely capable. Whatever they decide to do, they will be good at.

It would be an injustice to them, if they have to struggle with "am I just a Token, worse still, if they end up in a male dominated field and their colleagues view them as just a Token and they have to prove them wrong.

AND SO WHAT IS THE ANSWER?

The answer is clear, while "Employment on merit" has its faults, it's still the best system we have.

WHAT WILL AUSTRALIA DO?

We've already headed down the Token road, because it's never about logic and reality, it's always about who screams loudest and sadly, those that scream loudest rarely make any sense.

The reality is, I'm going to have to work hard to convince my daughters that they earned their school trips, their jobs and their careers. At time, that may mean lying to them.

Not every girl is going to have parents awake to the situation and some extremely capable girls will grow in to Women forever doubting themselves, thanks to Token Syndrome.

HOW CAN WE CHANGE THE SITUATION?

The only hope is if Women en masse stand up and say "This is ridiculous, I'm quite capable of getting a job on my own merits". Until this happens, it will only get worse.

TO FIX THE FINANCIAL SYSTEM, NATIONALISE MONEY, NOT THE BANKS

by Michael Haines



PHOTO BY MATHIEU STERN

Michael overheard me pontificating with a friend at my local café and we got talking. After lengthy emails on various topics including universal basic income, I invited him to post on Troppo – with this being the result. Michael has had 40+ years in senior management and consulting roles (including at CEO and board level), across: government, telecommunications, brewing, construction, consumer goods, car manufacturing, transport and logistics.

He was a Board Member of Australian Logistics Council and Chair of its ICT Committee, as well as Member of Austroads Intelligent Transport Industry Reference Group. In 2011, he established VANZI, a 'not-for-profit' Initiative in collaboration with a range of national stakeholders to broker development of the Digital Built Environment. In 2016, he led the team that wrote the Road Map for 3D Queensland.

THIS POST OUTLINES A NOVEL WAY TO STABILIZE THE BANKING SYSTEM BY:

1. converting all bank deposits AND loans to 'Central Bank Money', and
2. appointing each bank as 'Agent for the Central Bank'.

At present, only [3-4% of our money is 'risk-free national money' \(cash\)](#).

Most is in the form of deposits, created when loans are made by commercial banks, other deposit-taking institutions, and '[fintechs](#)' that have a banking licence (together called 'banks').

This [Bank of England paper](#) explains the process in detail.

The deposits are liabilities of the banks; placing our money 'at risk' if our bank fails.

As banks underpin the financial system, it is generally agreed that they have a responsibility to lend only at the 'low risk' end. Risky ventures are seen as the preserve of equity. Unfortunately, banks often abrogate their social responsibilities by taking on unreasonable risks.

This is largely a 'system problem', that requires a system solution.

The system shields bankers from the consequences of their decisions, resulting in 'moral hazard'.

We see it as some banks increase their risk profile to get more business, pulling other banks into the vortex to stay competitive; knowing deposits are guaranteed by the government.

While formal deposit guarantees are limited to a set amount, in practice, governments are forced to underwrite the solvency and liquidity of all the major banks, to prevent system collapse.

The system places the Central Banks in a dilemma. They need to support the banks, while also deciding when to pull the plug against many powerful interests. In practice, some banks may be shuttered, while the broad system is underpinned via massive bailouts, reinforcing 'moral hazard'.

Essentially, the problem is how to put banks on the same footing as any business, so that instead of the Central Bank having the main role in insolvency; the directors and auditors have principal responsibility under corporate law for deciding when to call in an Administrator and/or stop trading -without impacting depositors or anyone else.

I suggest appointing all banks as Agents for the Central Bank.

We can have the Central Bank buy all outstanding loans from the banks, with the money used to pay out deposits and inter-bank loans; all redeposited with the Central Bank. This can be achieved by having a 'round robin'.



The result would be that the loans and deposits would shift from the banks' books to 'subsidiary ledgers' of the Central Bank. This would have no effect on the net assets or profits of the banks.

Each bank would continue to manage the deposits of their customers, as Agent for the Central Bank.

Banks would also continue to assess borrowers. However, instead of making the loans as principal, they would do so on behalf of the Central Bank, with the right to earn the interest and fees, as now.

In consideration for the profits earned in the process, the banks would be required to guarantee the repayment of any loans to the Central Bank, effectively reversing the guarantee that is now in place.

Faced with the realization that the risk environment had changed, some banks may feel suddenly 'overly exposed'.

To mitigate the impact, we could provide a lead-in of (say) 5 years to enable them to alter their capital ratios, just as they must do now when the Central Bank believes there is a need to reduce risk across the whole sector.

Once in place, it would mean that if any bank loaned unwisely, so that its capital was lost, it would be wound up like any insolvent business.

This could be done without impact on depositors, or on any borrowers who were not in default.

"Essentially, the problem is how to put banks on the same footing as any business...without impacting depositors or anyone else."

Importantly, by taking inter-bank liabilities and deposits off the banks' balance sheet, it would eliminate any possible flow-on effects because of any single bank failure.

In the event of a failure, all deposits and loans would remain on the books of the Central Bank, managed by the Administrator using the failed bank's operational staff and systems, until they and the remaining business could be sold as a 'going concern' to another viable bank.

The bank officers would lose their jobs, the shareholders would lose their investment, and the defaulting borrowers would be chased for recovery.

Everyone else would carry on as normal.

IN SUMMARY

WHAT DOES NOT CHANGE

- the bank's relations with its customers
- the banks basic business model: hold deposits, operate the payments system, make loans
- the bank's net assets
- the bank's net profit (though profits could be boosted when the switch is made, as a sweetener)

WHAT CHANGES

1. Loans and deposits move from the books of the banks onto the books of the Central Bank.

This change is key to stabilizing the banking system:

- no deposits at risk
- no loans that are not in default at risk of being called in if a bank fails
- no need for interbank loans, eliminating flow-on effects from a single bank failure
- no more liquidity concerns, as the deposits and loans would not be on the bank's books
- no more bank runs

2. The 'guarantee' would be 'reversed'. Instead of the Central Bank guaranteeing deposits. The banks would guarantee repayment of the loans to the Central Bank. This change is key to reducing risk across the banking system

- eliminates 'moral hazard'
- eliminates any need for Central Bank intervention in the case of a bank insolvency
- ensures directors alone are responsible under corporate law to halt trading if insolvent

This reversal of the guarantee places banks in the same situation as all other businesses.

3. It opens the opportunity to create a Central Bank Digital Currency, turning 'deposits' into 'digital cash' with instant settlement, while maintaining the current levels of privacy.
4. The ability to offer instant settlement, with deposits and loans free of the risk of bank failure, would provide the banks with a competitive advantage.
5. It would enable more detailed real-time analysis of the money flows in the economy.

COLLECTIVE INTELLIGENCE: THE FUTURE OF SCALING BUSINESS.

by Bruce Muirhead

In the global business landscape, the term 'enterprise' has always held a sort of professional mysticism. Whether it's the multinational giants or a centralised business that boasts a one-hundred-thousand strong workforce, we're naturally inclined to look on with awe at the size and scale of these giants. After all, as business professionals, we look to those above us and hope that our chosen pathway will lead us to achieve the same operational scope as the companies that underpin our society.

But what we rarely consider is how that pathway or the process by which a business moves from small to large to enterprise operations is constantly changing. The route of many modern enterprise businesses stands in stark contrast to those that came before them.

Whether through changing societal conditions, or landmark advances in technology, the battle lines for growth are being redrawn at an ever-increasing rate.

Once, the internet was thought to be the single greatest conduit for business upscaling ever created. Now we face the potential of frontier concepts such as artificial intelligence and its possibility to foster positive growth in areas we've never even considered.

To open a dialogue about a small component of the larger conversation around artificial intelligence and its applications for business upscaling, consider the power of AI-driven collective intelligence for a moment.

In a similar vein to how large-scale enterprise businesses have grown with the power of the internet, the collective intelligence sphere, too, has consistently thrived over the past few years, enabled in many ways by its applicability to the potential offered by AI-driven systems.

AND IN A TIME WHERE MANY ENTERPRISE BUSINESSES ARE SEARCHING TIRELESSLY FOR THE MISSING LINK BETWEEN AI AND GROWTH, MAYBE THE ANSWER LIES IN THE COLLECTIVE INTELLIGENCE NETWORKS WHICH UTILISE THIS TECHNOLOGY EVERY DAY?



PHOTO BY KATE SADE



The power and importance of collated group thought that has passed through the rigours of constant debate and evaluation cannot be understated when discussing growth strategy from the point of view of an upscaling company.

In the fast-paced global business environment we now find ourselves in, the term 'grow or die' has moved from a light-hearted sentiment to a strictly enforced mantra that many professionals would say is the single greatest catalyst for their success.

But to achieve the speed of growth that many businesses now require to survive upscaling to enterprise levels, businesses must re-evaluate how they acquire expertise, where it comes from, and how it fits into the overall growth process. Collective intelligence is perfectly situated to cater to this need in a way that is much akin to the role that private consultancy currently fills in the large-scale business landscape.

Where the two differ, though, is in what they offer to the growth process, with consultancy aiming for strict end-goal oriented applications, while collective intelligence concerns itself with the entire process from start to finish.

BUT HOW DO WE BEGIN INCORPORATING COLLECTIVE INTELLIGENCE INTO GROWTH STRATEGY, AND WHERE WILL THIS EFFORT ULTIMATELY LEAD US?

The process of accepting collective intelligence into enterprise-goal growth strategy begins by taking a step back from the traditional problem-oriented mindset and instead seeking to augment the processes that facilitate growth on a more open-plan level.

Collective intelligence has already proven its worth for many cutting-edge businesses in recruitment, product optimisation and even multinational expansion.

But the objective for any business wishing to incorporate collective intelligence into their holistic growth strategy should be to find the areas where collective input can provide the most value.

Adopting such a view and embracing the potential of collective intelligence to work as an adaptive growth driver throughout multiple streams of an upscaling business will give business owners the power to apply expert input in areas where it matters most.

The potential that collective intelligence has to broaden the horizons of businesses invested in upward growth is profound, and with proper application and consistent revision, the input of expert networks could become the single greatest tool that any aspiring business has to reach enterprise heights.

Further reading:

- [The Future of Collective Intelligence](#)
- [Future of Crowdsourcing: Where AI meets shared insight](#)
- [Deloitte Insights: Superminds: How humans and machines can work together](#)

SOME FORESIGHT ABOUT THE FUTURE OF FORESIGHT

by **Mindhive**

Mindhive's CEO, Bruce Muirhead was interviewed by Antony Funnell on ABC Radio National's 'Future Tense' on 27 June, 2021, speaking to Mindhive, crowdsourcing and forecasting.

Listen here: [Future Tense with Antony Funnell](#)

Trying to predict the future is a timeless and time-consuming pursuit. Artificial Intelligence is increasingly being enlisted to the cause, but so too are “super-forecasters” – a new coterie of individuals with remarkable predictive powers.

But what are their limits and what does their rise say about the still popular notion of collective intelligence – the wisdom of the crowd. Future Tense looks at the changing role of humans in forecasting.

IMPORTANCE OF CROWDSOURCING FOR FORECASTING:

- At the crux of crowdsourcing, is the diversity of thought. The question of “are we missing something?” will always be asked by those who construct models to predict the future. The best way to ensure drinking water is absent of toxins is to add more physical or chemical filters. Bringing more people into the activity of prediction or problem solving is like adding more filters, and is the best way to catch everything we need.
- That's why, at Mindhive, we are enabling the practice of mass collaboration in prediction and problem-solving.
- Forecasting relies either on the understanding and analysis of causal relationships or access to big data with which to conduct predictive analytics.

WHEN IT COMES TO CAUSATION ANALYSIS:

- The idea is that in any problem about the effect of one thing on another, particularly the effect of something on the calculus of a human, the practice of breaking the affected demographic down into sub-demographics is important because they often all have different characteristics and reactions. Empathising with each sub demographic is really hard. The best way to do it is to hear from as many as you can. This means crowdsourcing their perspective.

WHEN IT COMES TO PREDICTIVE ANALYTICS:

- At the crux of crowdsourcing, is the diversity of thought. The question of “are we missing something?” will always be asked by those who construct models to predict the future. The best way to ensure drinking water is absent of toxins is to add more physical or chemical filters. Bringing more people into the activity of prediction or problem solving is like adding more filters, and is the best way to catch everything we need.
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WHAT MINDHIVE ARE DOING WITH FORECASTING:

- Will human immortality be possible in the future?
- Can Australia meet the demands set in the 2030 Sustainable Development Goals?
- What is the future of consulting?
- Future of Brisbane?
- What do you predict will be the fashion trends you'll be wearing in 2022?



PHOTO BY BEN SWEET

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of the Mindhive community**

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