TENDING THE IMAGINATIVE WEB

Its Deep Psychology
Reimagining Knowledge Flows
Plotting a Course

Robert Roan
December 18, 2009 v 1.2
805-624-6356
Robert.Roan@post.harvard.edu

CONTENTS

TENDING THE IMAGINATIVE WEB

Robert Roan
Robert.Roan@post.harvard.edu
Copyright 2009

Introduction

This paper provides strategists and planners a model of the foundational psychological terrain of Enterprise 2.0 that's built around the ideas of Carl Jung and other depth psychologists.

Different terrains support different kinds of growth and this model supplements the traditional management approach with insights from the science of the mind to help you understand the various imaginative processes at the core of innovation.

The central theme is that Enterprise 2.0's defining characteristic is the combination of asynchronous and synchronous realms and this makes it as different from Web 1.0 as Web 1.0 was from its predecessor. The primary goal is to provide you with a lens into a new perspective that deepens your understanding of Enterprise 2.0 and helps you design, nurture and understand the different psychological ecologies of blogging, tweeting, facebooking, youtubing and wiking.

The paper begins with a description of what Gaston Bachelard (1884-1962,) in his book "Water and Dreams," called the material and formal imaginations. Next, it explains why business processes contain so little material imagination and how this shortage is connected to our current malaise. Then it illustrates how to combine synchronous online meetings and asynchronous collaboration into a four stage cycle that rebalances the imaginations and nourishes powerful new energies.

It contains five appendices:

> Appendix A contains an exercise you can use to explore the imaginative terrain of your Enterprise 2.0 initiatives,
> Appendix B uses insights from dream work and mythology to develop some nuts and bolts advice about Enterprise 2.0 systems,
> Appendix C shows how to apply the ideas in this paper to customer wikis and other collaborative support systems,
> Appendix D describes a prototypical meeting/collaboration cycle and support tool that can be used for internal purposes, and
> Appendix E contains a list of words and concepts associated with the formal and material imaginations.

If Bachelard is correct and "matter is the unconscious of form" (p 50), then restoring the material imagination to our work life is potentially as significant an undertaking as Freud's rediscovery of the unconscious and one of our best hopes for returning to the kind of holistic creativity that's the only way to achieve sustainable prosperity.

Formal and Material Imaginations

Bachelard used Plato's ideas about form and matter to identify two axes along which the imagination develops and tells us (p 13):

> "An extensive examination of kneading and modeling would have to be the point of departure for any description of the real and experienced relationship between formal and material causes. An idle, caressing hand that runs over well-modeled lines and surveys a finished sculpture may be charmed by seemingly effortless geometry. Such a geometry leads to the philosophy of a philosopher who sees the worker working. In the realm of aesthetics, the visualizing of finished work leads to the supremacy of formal imagination. Conversely, this working, controlling hand learns the essential dynamic genius of reality while working with a matter that resists and yields at the same time, like passionate and rebellious flesh. It amasses all ambivalences…The experience of fluidity and pliability is (critical) to an understanding of the creative unconscious."

Historical Background

The industrial revolution bifurcated the imagination. It spread and multiplied the formal imagination through mass production and eviscerated the material imagination by replacing the "working, controlling hand" with a machine. (For the story of how it changed our relationship with synchrony and asynchrony, see my article "The Next Generation of Clocks.")

The image driven medial age began with advertisements designed to excite consumers' formal imaginations into demand. Its quick cuts and high intensity simultaneously simulate clarity and frustrate the slow meandering of the material imagination. The supremacy of "seemingly effortless geometry" has created a form obsessed popular culture in which most people can probably name more designer brands than four year colleges (and we don't even flinch when thinking of colleges as brands.)

Today, because "in order to project our will successfully, we must be alone" (p 168,) the material imagination is primarily in the worlds of art and ideas, where dialogue is what "resists and yields at the same time" and the professor's office and artist's studio nourish the solitude diminished by corporate cubicles.

The World Out of Balance

The way we approach Nature reflects our inner nature.

For years, the form our agricultural policy took was obsessed with increasing crop yield at all costs. As a result, we marginalized the soil material's imagination with new forms of chemicals we called fertilizers. Those forms have run amok and devastated the soil's life giving magic.

Similarly, the form our economic and cultural aspirations took has fixated on increasing production and consumption at all costs. As a result, we've marginalized our deep imagination with newer and newer forms of ego gratification and this unchecked formal imagination has drained our enchantment with substantial realities. As Neil Postman famously observed, we're "Amusing Ourselves to Death."

The economic, environmental, cultural and other world crises are among the most visible results of what happens when financial, industrial, social and consumer design become disconnected from their inherent complexities and deeper ecologies. But the challenge is systemic, not symptomatic.

This imaginal imbalance has led to a one dimensional kind of creativity in which innovation has become a race to a common destination instead of a tapestry of possibilities, patterns and directions. Financial rules, recycle bins and celebrity activists are just band aids, forms designed by the formal imagination to exploit the illusion of self correction and regulation.

A Rediscovered Paradigm

The only way to build true sustainability into the fabric of our decisions is to once again make it psychologically impossible to be charmed by form without being touched by depth. There are many tempting shortcuts but the single reliable solution is to fill the threads of our awareness with "the essential dynamic genius of reality" by reconnecting our imaginations one business process at a time.

Because the formal and material aspects are as distinct and interdependent as the conscious and unconscious, this will require separate environments to cultivate each and a new way of being that combines our best business practices with the body of knowledge that's been developed using the scientific methods pioneered by Freud and Jung to explore the imaginative processes of the unconscious realm.

Synchronous meetings and asynchronous collaborations are fertile settings for the imaginations (keeping in mind the 80/20 rule that reminds us that purity is a mistake.)

The objective stance we've been perfecting for the last century requires objects and objects exist in time and space. Synchronous encounters like meetings create a common space at a common time and therefore support the objects and objectivity that appeal to the formal imagination.

However, there is no common time in asynchrony and the shared document is a mediating concept, not a location. Timeless, shifting, abstract realms allow us to explore at our own pace and draw us into the subjective unconscious where "progressively deeper and more tenacious images" (p 5) engage the material imagination.

Because transitions can be tremendous sources of creative energy as well as bottlenecks, we'll need to spend as much time and energy traversing the axis between the imaginations as we do nourishing them.

Here are some important things to understand about the dynamics of each stage of this cycle.

Transition from Material to Formal Imagining

When it becomes time to prepare for the meeting, collaboratively prepared word limited topic summaries are good vessels for moving from the material to formal axis of imagination. Topic summaries give forms to ideas, collaboration requires people to form a shared perception, and word limits focus attention on the "seemingly effortless geometry" formed by grammar and syntax.

Synchronous Meetings and the Formal Imagination

The formal imagination is comfortable in meetings because they're essentially forms that use forms to create forms.

As structures, meetings are forms and forums for interactions. They use formalized power to bring closure and fix knowledge, instincts and ideas into a permanent form. The teams, people, agendas and discussions that characterize meetings are all forms. The decisions, plans and minutes they produce are forms. The pecking orders, hierarchies and boundaries that define the team's form are reinforced through the shared experiences formed in the meeting.

The (20%) material imagining should develop awareness, not insights, because the rapid back and forth of a meeting leaves no time for things to sink in and very little quiet time. Instead of words, use voices. Tell stories about asynchronous activities that showed teamwork, people stretching themselves into new places, successes and failures. Encourage people to share flow experiences and things they did that surprised them.

Transition from Formal to Material Imagining

When the meeting ends, the transition from formal to material imagining begins.

"One cannot dream profoundly with objects." Because "to dream profoundly, one must dream with substances" (p 22,) dreamlike behavior will beckon the material.

Dreams generate confusion and ask questions. Encourage people to mine their indirection and explore what they don't know. Dreams are ambiguous. What's unclear? Dreams are disorienting. Where are people lost? Dreams are disorganized. What about our approach doesn't make sense?

Asynchronous Collaboration and the Material Imagination

Bachelard tells us what to expect from our time in the asynchronous collaborative space (P 107):

> "This duration, then is not formed. It does not have the different resting places provided by successive stages that contemplation finds in working with solids. This duration is a substantial becoming, a becoming from within. It too can provide an objective example of inner duration, a poor, simple, uneven duration that can be followed only with hard work... Nevertheless, it is a duration that is progressive and productive. It is truly a duration associated with work. True workers are those who have taken the matter in hand. They have the will to produce."

The asynchronous document is an ambiguous, open and indeterminate liminal space where individual material encounters the collective "matter that resists and yields at the same time."

Instead of an agenda, there's an exploration informed by instinctual curiosity. You engage what you want on your own terms. No one tells you where to go or how long to stay there. Because there's no one to clarify what something means, your experience "amasses all ambivalences" and normal limits to thought, self-understanding, and behavior are relaxed, giving you the "experience of fluidity and pliability (that) is critical to an understanding of the creative unconscious."

The (20%) formal imagining in the asynchronous space should engage what Plato's Allegory of the Cave called the "Capital F" Forms and Jung called archetypes such as the Boss, the Expert, the Stranger and the Trickster. As a locus of authority, respect and parental energy, The Boss is a particularly energetic form.

An Offer You Can't Refuse

The asynchronous collaborative space is a reminder that we should be careful about what we wish for because we might get it. Businesses want to become more human and this is a compelling opportunity. However, it requires acknowledging, integrating and honoring their unconscious causes. Even though the vibrancy this awareness brings to the rest of life is clear, the concept of the business as a well oiled machine is deeply embedded in (ironically) our unconscious and makes it very tempting to look at Enterprise 2.0 as an extension of normal business processes.

Businesses that insist on remaining in their comfort zones may experience adequate, though frustratingly empty, results for a while. On the other hand, those that embrace and yield to the material imagination are the ones who will gain sustainable and deep competitive advantage.

Summary

The combination of synchrony and asynchrony that's Enterprise 2.0's defining characteristic represents one of the most important paradigm changes since the Industrial Revolution because it reenergizes the material imagination, a kind of creativity that's been slowly disappearing for many years as the synchronizing nature of the modern organization has made the formal imagination dominant.

Enterprise 2.0's primary strategic imperative is to integrate and balance the synchronous and asynchronous elements to create a holistic imagination. This involves:

- Identifying the synchronous and asynchronous spaces. Nothing is all one or the other,
- Adjusting goals and expectations to match the space. Synchronous environments are places to be objective and asynchronous spaces are places to be subjective,
- Understanding that asynchronous environments cannot be managed in the traditional way because management has an innate impulse to synchronize. Instead, use the ideas and approaches that Freud, Jung and others have developed for relating to the unconscious and the dream world,
- Facilitating a flow of creative energy. The two spaces can only nurture each other if the process moves between them, so transitional environments are critical, and
- Looking at the outcomes and rebalancing your spaces.

The following exercise can get you started.

APPENDIX A: EXERCISE

Here's an exercise to help you understand where your formal and imaginative powers are, how efficiently they're being nourished, whether you're asking them to do the things at which they're best and how effectively your creative energy moves between them.

Choose one of your Enterprise 2.0 initiatives (e.g. customer service, strategic planning, product or product management) and list:
- Its operational elements, which are a combination of
    - The space (e.g.. meetings, blogs, wikis, twitter,) and
    - Your goal for the space, i.e. what you hope will happen there,
- The participants, and
- The stakeholders.

For each element:
- Identify who's involved,
- Give a rough estimate (a scale of 1 to 5) of how much time and energy is spent there.
- Use the concepts in the <u>glossary</u> to classify, on a 1 to five scale where 1 is very material and 5 is very formal, the imaginal nature of
    - The space, and
    - Your goal for the space
- Calculate the imaginal nature of the element as the average of the space and the goal,
- Calculate the conflicted factor as the absolute value of the difference between the imaginal natures of the element and the space. For instance a very material space (1) with very formal goals (5) has an imaginal nature of 3 and a conflicted factor of 2. However, a space with an imaginal nature of 3 and imaginal goals of 3 has the same overall imaginal rating of 3 but with a conflicted factor of 0.

Create an attention cycle which shows the order in which your focus moves between elements.

Ask these questions about your elements:
- Do you have elements across the imaginal spectrum?
- How much time do you spend in each of the five imaginal natures?
- How can you decrease the conflicted factors?
- Are your 2s, 3s and 4s functioning as transitional stages preparing people to move to a 1 or a 5 or do you have other goals for them?

Ask these questions about your cycle:
- Does your cycle flow from 1-2-3-4-5-4-3-2-1?
- Does the cycle repeat regularly or whimsically?
- How much of your attention flows? Do you really leave elements or are you substantially involved with some or most of them all of the time?
- How long does it take to go from 1 to 5? From 5 to 1? Are they roughly the same?

APPENDIX B: GUIDELINES

Realizing that we do not control our imaginations but they control us is the basis for "tending" the Imaginative Web. Treating what Jung called the Collective Unconscious as alive and fairly autonomous involves listening to its intelligence and responding to its needs instead of focusing single mindedly on managing and exploiting its potentials.

Here are some suggestions from mythology and dream work for navigating the asynchronous collaborative space. Many of them support and explain the conventional wisdom and others read between the lines.

Be humbly authentic: For the same reason that it's a joke to think you can trick your unconscious, you'll be engaging in a very dangerous delusion if you try to use collaborative technologies to manipulate.

Be helpful: A good way to approach dreams is to wonder what they want. Asking a dream how you can help is asking the imagination what it needs. A healthy imagination is a powerful ally. Respond to the collaborative web's requests for help and look for ways to be helpful.

Look in corners: Because creativity usually happens on the edges, a dream's main characters are often not the most important or interesting ones. If someone seems lost, inarticulate, an insignificant contributor or on the intellectual periphery, give their comments a second and third look. Questioning your assumptions can be much more fruitful than reinforcing them.

Go to the flow: Although we can control our conscious actions, our unconscious is another matter. It doesn't come when it's called or do what it's told. We relate to the unconscious on its terms and that's how to approach the material imagination of the collaborative web. Journey to Google Docs, Facebook, LinkedIn, Twitter, and wherever else the material is imagining, observe the imaginings and join in.

Cede Control: Don't set up web sites and systems and expect the material imagination to come to you, fit into your forms, and imagine what you want and in the way you prescribe. Understand and honor what's already happening and find ways to support it, not demand that it change.

The Gods Like Sacrifices: Inner work is never easy. Money pays for the therapy session, but that's just the start. What difficult things will you do? What cherished parts of the corporate persona will you give up? Control? Your carefully crafted image?

Get the Boss and Other Archetypes Participating: The asynchronous collaborative space needs forms, which can be people not engaged in the matter at hand of project management, customer work, etc. Involve people such as Bosses, Thought Leaders, Outsiders and others who represent what Plato called the "Capital F Forms."

Don't Use Surveys: Asking people to fill out an online form about their needs is an appeal to the formal imagination.

APPENDIX C: CUSTOMER WIKIS

The main thing to realize about customer wikis and other collaborative tools is that they have a very strong tendency to create authentic relationships. It will be very difficult to prevent this, so your goals should be built around authentic understanding in both directions.

Expectations

Authenticity undermines control. You've got to be willing to cede substantial power to your customers' material imaginations for the same reason Jungian analysis requires you to yield control to your unconscious.

There's no turning back. If you lose interest and pull out, their community will continue, but with a sense of abandonment (which is not a good way to have customers think about you.)

Authenticity requires clear boundaries. You need to be consistent and honest about what you're willing to do. Don't pretend you're giving customers more power than you are. Hidden boundaries are very destructive.

Even if you're the primary participant, you're still just one of many. Although you'll be building relationships with customers, they'll also be building relationships with each other and the sheer number and nature of connections in the latter will make those relationships more valuable. You're replaceable (with, gulp, another vendor.)

Doing Research

Begin by understanding what kind of relationship you want to nurture. Is it about existing products, new product development, store layout, customer service, consumer generated content or something else? This knowledge will help you understand where to start looking for conversations to join.

Find out what's being said about you on the web, in blogs, social networking sites like Facebook, Twitter and other online spaces. Identify yourself because deception is contrary to the authenticity ethic and is unsustainable.

Management Systems

Decide how much attention to pay to each space, who should pay the attention, what kind of responses to make, how you'll look for new relevant spaces and how you'll evaluate and modify your approach.

Getting Started

Once you start participating, you need to be open to learning what customers are saying about what they need and the topics with which they want you to be concerned. You should also establish yourself as a trusted source that responds to concerns, confirms information, corrects errors and changes misconceptions.

Make sure you establish good relations with the thought leaders and people who maintain the sites.

After you've earned a good sense of what's happening, think about how and why you could increase the quality of the discourse. What are people still looking for? Are there a lot of low volume sites that could benefit from the economies of scale? What other needs are there? Do you understand why people go to some sites and not others?

Only add new venues if your customers need them or there is a commanding business need that will make it worth the investment to attract and build a community.

Guidelines

A successful customer system depends on the same fundamentals as described in the paper. For example:

Go to the flow: How does it help your customers' workflow? Repeat purchases have a place in their lives that provides an opportunity for you to make a direct contribution. Less common purchases may need to be aggregated conceptually into a conversation about the department layout or check out process. Insights about other interactions may depend on your customer facing representatives.

Look in corners: Don't ignore your critics and people who make off the wall suggestions. Loose cannons need a lot of attention or they explode. Respecting everyone is a way to show new customers how you'll treat them.

Engage the archetypes: Get your decisions makers and executives involved. Have experts participate and offer more than just shopping advice. Remember, it's not just about your products.

Have meetings: Decide how you'll choose who to invite, and then follow the same process outlined previously. Figure out a way to involve and reward participants.

APPENDIX D: AN INTERNAL SYSTEM

This appendix applies these concepts to an internal system for managing projects or other tasks. It goes through the cycle step by step and describes some useful features of a [collaboration support tool](#).

Activity Cycle

Preparing for the Meeting

The cycle begins when the group facilitator generates the [meeting preparation form](#), suggests various times and constructs the invitee list.

Appropriate people receive a link to the form and a description of the [topic summaries](#) for which they are to provide the first draft.

People give feedback on their availability and a date and time are finalized.

Other people indicate if they want to attend.

The first drafts of the [topic summaries](#) are prepared

The other participants collaboratively edit the topic summaries.

The [agenda summary](#) is generated.

People indicate if they agree with the summary and any proposed actions.

If they don't agree, they elaborate on what they disagree with and why. This will provide the basis for a discussion at the meeting and can include links.

People can suggest ways to resolve the disagreement, such as getting new information, or reorganizing the topic.

The Meeting

The [agenda manager](#) is generated.

The [participant coordinator](#) ensures that the appropriate people are logged in.

For each topic:
  Discuss the [topic summary](#) to make sure there is a common understanding. Intersperse [stories](#) about the asynchronous activity as appropriate,
  Discuss people's comments if there is a disagreement,

Decide what to do, and
Assign any necessary tasks such as
Locating information,
Getting certain peoples' feedback, or
Reorganizing topics.

Activate new topics for the next meeting

After the meeting
The post meeting summary form is generated
A link to the form is sent to the appropriate people.
People are sent an email describing their specific responsibilities.

First drafts of the meeting activity descriptions are prepared.

People add to the meeting activity descriptions.

Meeting activity descriptions are finalized.

Asynchronous Collaboration Resumes

Until it's time for the next meeting.

Collaboration Support Tool

The collaboration support tool is a conceptual model because a key principle is the necessity of adapting to and supplementing what people are already doing and how they're doing it. So this is a starting point for one possible knowledge and work flow that can be accomplished many ways.

The tool's main goals are to:
>	Support the flows of the material and formal imaginations,
>	Assist in administration and record keeping,
>	Act a central resource, and
>	Coordinate access and privacy

The collaborative tool is both a hierarchy of topics and subtopics and a history.

Topic Hierarchy
The topic hierarchy contains the following information about each topic and subtopic:
>	When it was added,
>	People who want to follow the topic,
>	What information we need to process this topic:
>>		Where it comes from:
>>>			Other groups making decisions,
>>>			Resolution of some of our topics, or
>>>			It already exists, and
>>		Who will obtain the information,
>	What happens when this topic has been resolved:
>>		To whom is the resolution sent,
>>		Where it's posted,
>>		How it can be modified and elaborated.
>	Who has topic privileges (if they differ from overall privileges) to
>>		Follow
>>		Comment
>>		Manage
>	The current status
>>		Active
>>		Resolved
>>		Other: There may be topics we've thought of but we aren't actively working on. We may be designing a product, but people have ideas about the marketing literature.
>	If the topic is active
>>		Who prepares the first draft of the
>>>			[Topic summary](#)
>>>			[Meeting activity description](#)
>>		A word limit for the topic summary

For each meeting for which the topic was active
 Meeting date,
 [Topic Summary](#).
 A yes/no place for people to indicate if they agree with the topic summary and proposed actions
 A place for comments and links that can be called up during the meeting
 [Meeting activity description](#)
 Any necessary action and who will carry it out

Topic Summary

The topic summary is a word limited description of the status of the current discussion about the topic. It includes the proposed actions for the next meeting, which could be as simple as continuing the discussion until the following meeting.

Meeting Activity Description

Unlike the word limited topic summaries, these are cumulative and narrative. Because they're meant to move from the formal to the material imagination, they should have the [dreamlike characteristics](#) that support that transition.

Meeting Preparation Form

The meeting preparation form is generated every time we start preparing for a meeting and contains:
 The people who get a link to it,
 A [meeting attendee registration module](#),
 Information about each active topic:
  The person responsible for preparing the first draft of the [topic summary](#),
  Who's getting a link to just this summary, and
  A [topic attendee registration module](#) (for people who aren't attending the entire meeting,)
 A way to add additional topics,
 Information about the topic summaries:
  The person who will prepare the first draft,
  A list of the completed first drafts,
  A list of those that aren't complete, and
  When they should be complete.

Each person on the team gets:
 A link to this form, and
 A list of the topic summary first drafts for which they're responsible and when they should be complete
Appropriate non team members get a link

Attendee Registration Module

A meeting to work on an aspect of a project may not involve everyone on the team, and may involve non team members interested in a particular topic or with special knowledge. People may attend different parts of the meeting.

The meeting and topic attendee registration models include a way to
- Invite people
  - Let them indicate their availability,
  - The meeting level module lets you suggest multiple dates and times
- Let people with certain permissions indicate they'll attend,
- Let others ask to attend
  - Respond to their requests
- Indicate the capacity in which people will attend
  - Observers
  - Participants

The Agenda Summary

The agenda summary is automatically created. It contains
- A list of meeting attendees,
- The meeting date, starting and ending times,
- For each active topic:
  - Who will attend (if they aren't attending the entire meeting,)
  - Time to be spent on this topic,
  - A link to the topic summary,
  - A link to the topic history,
  - Who agrees and disagrees with the proposed actions,
  - A link to the comments
- The link to the agenda summary is sent to the appropriate people

The Agenda Manager

The Agenda Manager helps with the administration of the meeting. It expands the Agenda Summary and links to the Topic Hierarchy. It includes
- A time manager that
  - Allows us to change the time allocated for the topics,
  - Show's how long each person has been speaking, and
  - Shows when the meeting will be over if the rest of the topics take their allocated time.
- A way to change the order of topics and add new topics,
- For each active topic
  - If we're discussing the topic
    - It lets us refer to comments and other notes,
    - It tells us when we're half way, three quarters and all done with the time allotted to the topic, and
    - If the allotted time runs out for a topic, we can reallocate topic times.

When we finish with a topic, we indicate what actions we took:
    Action to communicate to the external world, or
    Continuing it to the next meeting
        If so, have we added new information requirements?
        If so, who needs to get them?

Participant Coordinator

The participant coordinator uses information from the attendee registration modules to make sure the appropriate people are logged in.

Prior to the meeting, it logs in all the meeting attendees. During the meeting, as we move through the topics, it
    Contacts people who will participate in a later topic and tells them when it's estimated to begin,
    Logs in new participants as their topics approach, and
    Logs people out if they are not participating in this topic.

Post Meeting Summary Form

The post meeting summary form is generated immediately after the meeting and includes
    Date, start and ending time of meeting,
    The names of the attendees,
    For each topic that was discussed at the meeting
        The attendees (if they weren't there for the whole meeting)
        The person responsible for the first draft of the meeting activity description, and
        Who'll get notified about this topic (if they don't get notified for them all)
    The new topics and who's responsible for their topic summaries,
    The status of the meeting activity descriptions
        The person who will prepare the first draft,
        A list of the completed first drafts,
        A list of those that aren't complete, and
        When they should be complete.

A link to the form is sent to all interested people.
People are sent an email describing their specific responsibilities.

APPENDIX E: GLOSSARY

Here are some terms and concepts that can be associated with the formal and material imaginations:

Formal imagination	Material imagination
Synchronous	Asynchronous
Meeting	Space
Skills	Dispositions
Expressions	Archetypes
Preparing	Entering
Explore	Participate
Web 1.0	Web 2.0
Receive	Give
Composition	Combination
Transcendent	Immanent
Narrative	Poem
Intense	Subtle
Clarity	Ambiguity
Entertaining	Thought provoking
Immediate	Iterative
On message	Wandering
Scientific	Alchemical
Manage	Embrace
Product	Process