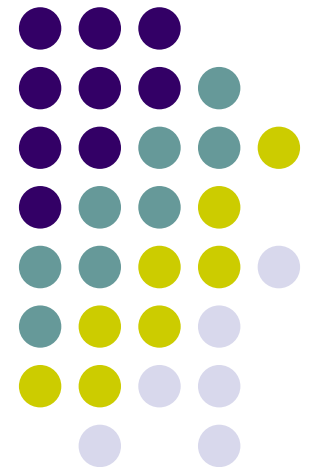


# Making the Case

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**Richard Ennals**  
**ennals@kingston.ac.uk**

**Kingston Business School**

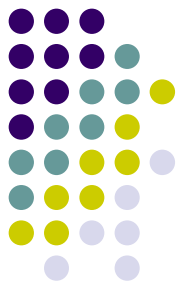




# Background

- Intelligent Knowledge Based Systems
- SRI International
- DTI Alvey Programme + industry, universities
- Kingston Business School
- Sweden, Norway, Lithuania
- UK Work Organisation Network
- UK National Commission for UNESCO
- Council for Education in World Citizenship

**International education, politics, technology, business**



# Introduction

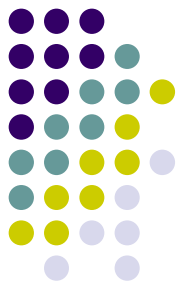
- turmoil
  - crunch
  - fear
- 
- making the case to the Finance Director
  - advice from the Mafia

**Funding the Logic Programming Initiative**

**An offer from the Pentagon: SDI**

**Fallout from the Bear**

# Making the Case for Collaboration



- Fifth Generation
- Alvey
- SDI
- AI Applications to Learning
- work organisation within and between companies
- collaborate or die: GEC / Marconi
- regional innovation systems

**Europe as a Development Coalition**  
**Promoting Learning Regions**



# Hard and Soft

- Return on Investment
- Cost Benefit Analysis
- learning and development
- workplace health promotion
- indicators

**European Network for Workplace Health Promotion**

**HSE Stress Management Standards**

**Lifelong Learning**



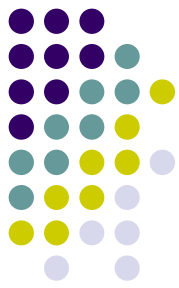
# Knowledge

- beyond computers and data centres
- valuing knowledge
- explicit
- implicit
- tacit
- automation, downsizing, retirement

**Dialogue, Skill and Tacit Knowledge**

**The Golden Link**

**Mash Maker**



# Health

- ill-health at work
- company omissions
- new health and well-being services
- conserving energy and health
- people, organisations, IT
- unequal access to partial knowledge
- beyond data centres
- healthy working centres

**EU Framework Directive 89/391**

**The Club of Geneva + World Bank**



# Company Health

- company health monitoring
- long term sustainability
- disasters, precautions, recovery
- organisations and stress
- status syndrome
- dialogue of the deaf
- discourse innovation

## **Business Continuity**

## **Kiss of Death or Spice of Life?**

# Disaster

- preventing IT disaster
- causing IT disaster
- rolling out initiatives
- disaster recovery planning

**Strategic Defense Initiative**

**Climate Change**

**Connecting for Health / Informing Health Care**

**Terminal 5**





# New Model of Business

- Adam Smith
- models and theories, not prescription
- intellectual systems
- human centred
- physiocrats
- dependence on nature

**A Theory of Moral Sentiment**

**The Wealth of Nations**

**Sustainable Development**

# Dialogue



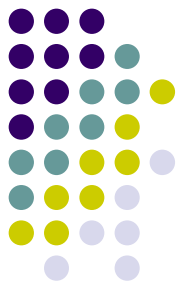
- common experience
- forms of life
- dialogue between specialists
- quality circles
- development organisations
- control and participation

**World Trade Centre**

**Regional Innovation Systems: Odde**

**2008 Nobel Peace Prize**

# Introducing New Vocabulary



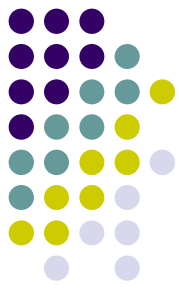
- investment, not cost
- carbon budgets
- projections of future energy costs
- carbon offsetting
- self-sufficiency in energy

**Solar Century: Leggett**

**Capitalism as if the World Mattered: Porritt**

**Heat: Monbiot**

**Development as Freedom: Sen**



# Bottom Lines

- economic sustainability
- environmental sustainability
- triple bottom line
- balanced score card
- corporate culture and cohesion

**Human Resource Capital Accounting**

**Accounting for Intangibles**

**Derivatives**

**Sub-primes**

# Quality and Energy Efficiency



- the language of quality
- products and processes
- the language of energy efficiency
- people and the planet
- human fallibility and greed
- catastrophe and probability

**Kyoto Protocols**

**Quality for Peace**

# Business Process Re-engineering

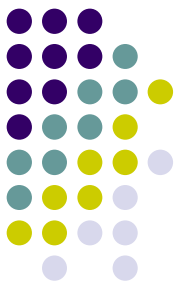


- positivists
- quantitative
- rear view mirror
- we are actors, not detached observers
- we draw on experience
- BPR to optimise energy use

**Business Success through Human-Centred Systems**

**Outsourcing moral responsibility**

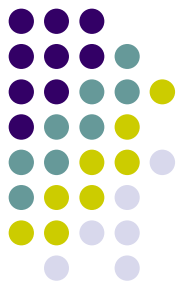
**The Electric Monk**



# Art and Wealth

- Adam Smith
- Joseph Beuys
- Paul Fentener van Vlissingen
- philosophical dialogues
- seeing oneself in relation to others
- ecological agenda and new social order
- capital is the human ability for creativity

## **Creative Accounting: Enron and PFI**



# Denial

- not just a river in Africa
- slavery
- recession
- stability
- equilibrium
- chaos
- incomplete information

**Return to Reason**

**From Slavery to Citizenship**

# Publications



***Star Wars: A Question of Initiative.*** 1986.

***Artificial Intelligence State of the Art Report.*** 1987.

***Taking Responsibility: IT.*** 1994.

***Preventing IT Disasters.*** 1995.

***Business Success through Human Centred Systems.*** 1995

***Work Life 2000: Quality in Work.*** 1999-2001.

***Dialogue, Skill and Tacit Knowledge.*** 2006.

***From Slavery to Citizenship.*** 2007.

***Learning Together for Local Innovation: Promoting Learning  
Regions.*** 2007

***AI & Society: the international journal of knowledge, culture and  
communication.*** 1987-