Proposal of Integrated Reference Model
For Realization of Dream and Transformation

3rd September 2018

Dream Architecting Manufactory

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Contents
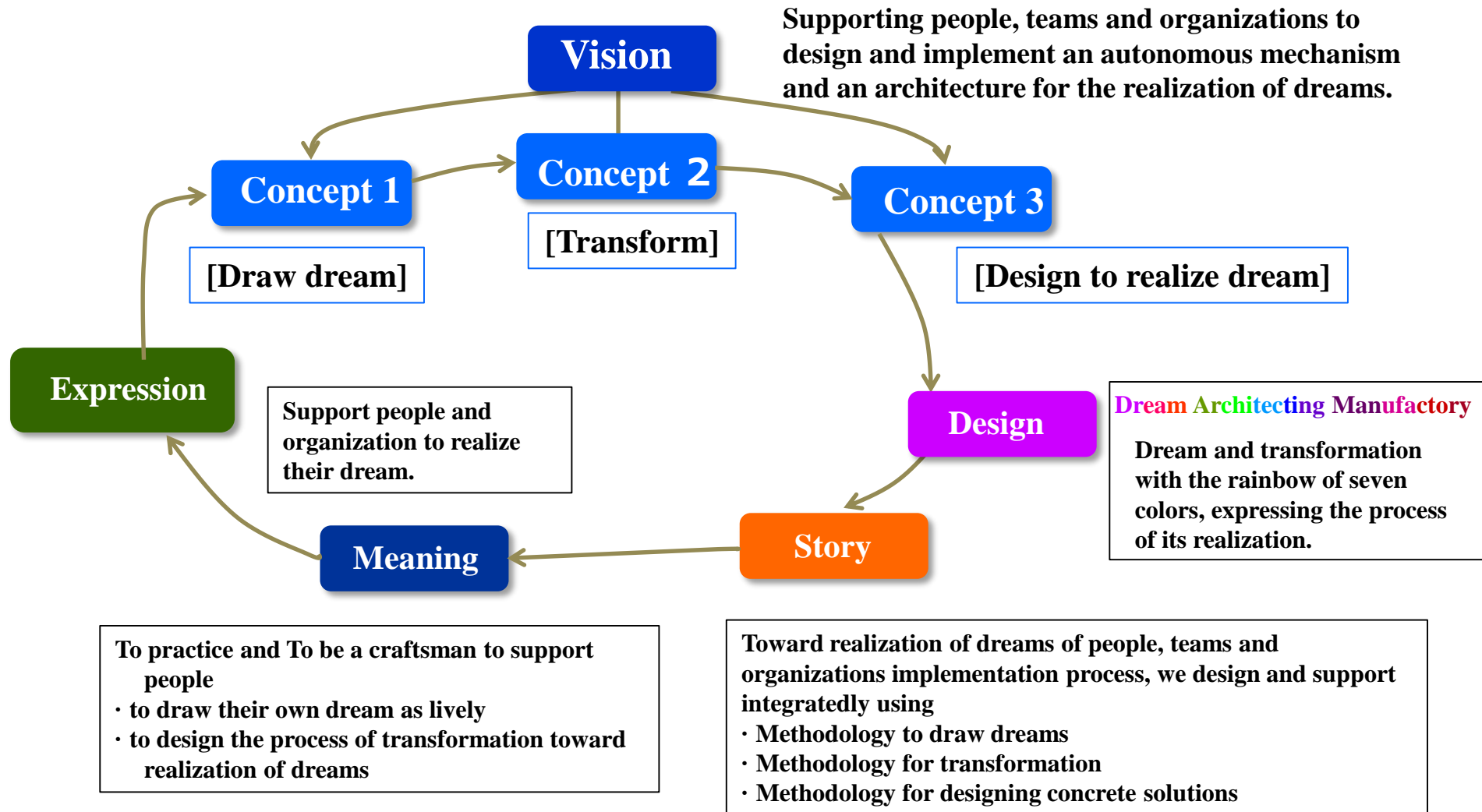
I. Introduction

Dream Architecting Manufactory

Vision

Supporting people, teams and organizations to design and implement an autonomous mechanism and an architecture for the realization of dreams.

Concept 1

[Draw dream]

Concept 2

[Transform]

Concept 3

[Design to realize dream]

Expression

Support people and organization to realize their dream.

Design

Dream Architecting Manufactory

Dream and transformation with the rainbow of seven colors, expressing the process of its realization.

Story

Meaning

To practice and To be a craftsman to support people
· to draw their own dream as lively
· to design the process of transformation toward realization of dreams

Toward realization of dreams of people, teams and organizations implementation process, we design and support integratedly using
· Methodology to draw dreams
· Methodology for transformation
· Methodology for designing concrete solutions

[Purpose of the Research】

1. I would like to express the vision of Dream Architecting Manufactory with a compact model.
2. Especially, I would like to express "drawing a dream", "transforming", "designing to realize a dream" with an integrated model.

Dream Architecting Manufactory

Vision — Supporting people, teams and organizations to design and implement an autonomous mechanism and an architecture for the realization of dreams.

Concept 1 [Draw dream]
Concept 2 [Transform]
Concept 3 [Design to realize dream]

Expression — Support people and organization to realize their dream.

Design — Dream Architecting Manufactory: Dream and transformation with the rainbow of seven colors, expressing the process of its realization.

Story
Meaning

To practice and To be a craftsman to support people
· to draw their own dream as lively
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Toward realization of dreams of people, teams and organizations implementation process, we design and support integratedly using
· Methodology to draw dreams
· Methodology for transformation
· Methodology for designing concrete solutions

Process for Realization of Dream and Transformation

Draw dream

Prototype & Perform

Transform
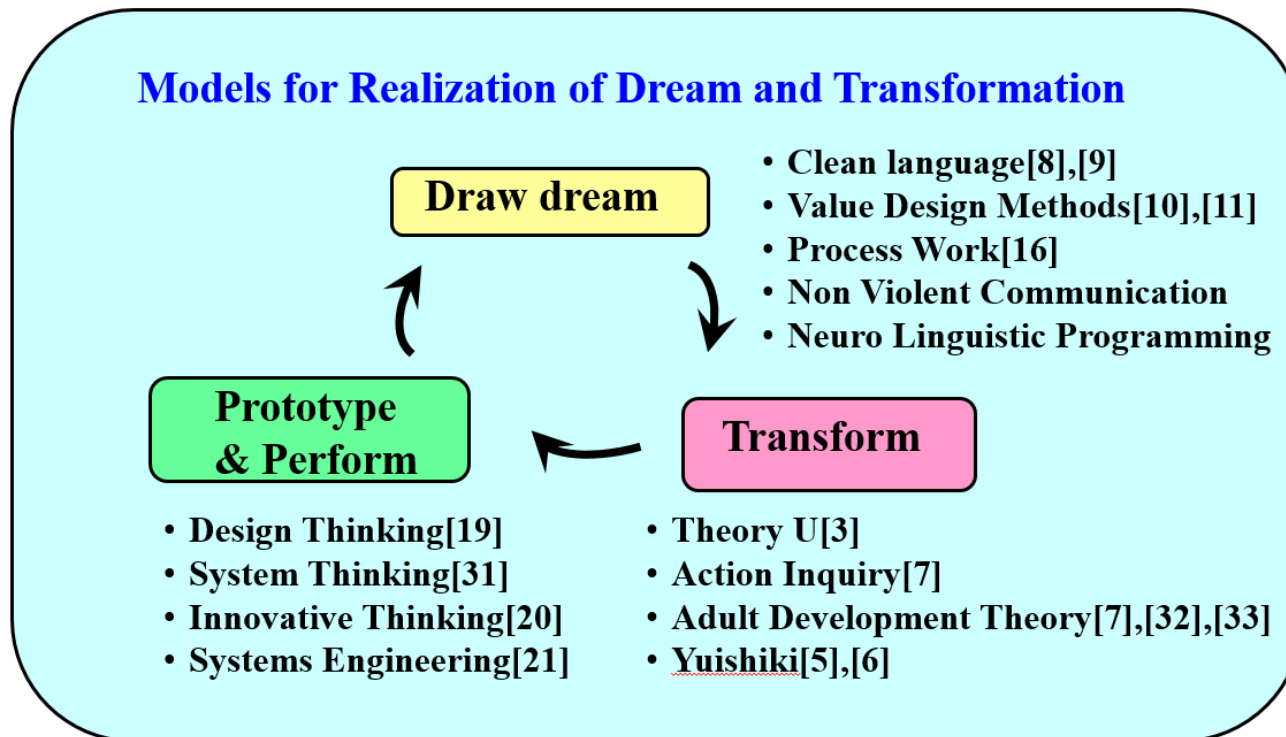
Models for Realization of Dream and Transformation

Draw dream

- **Clean language[8],[9]**
- **Value Design Methods[10],[11]**
- **Process Work[16]**
- **Non Violent Communication**
- **Neuro Linguistic Programming**

Prototype & Perform

Transform

- **Design Thinking[19]**
- **System Thinking[31]**
- **Innovative Thinking[20]**
- **Systems Engineering[21]**

- **Theory U[3]**
- **Action Inquiry[7]**
- **Adult Development Theory[7],[32],[33]**
- **Yuishiki[5],[6]**
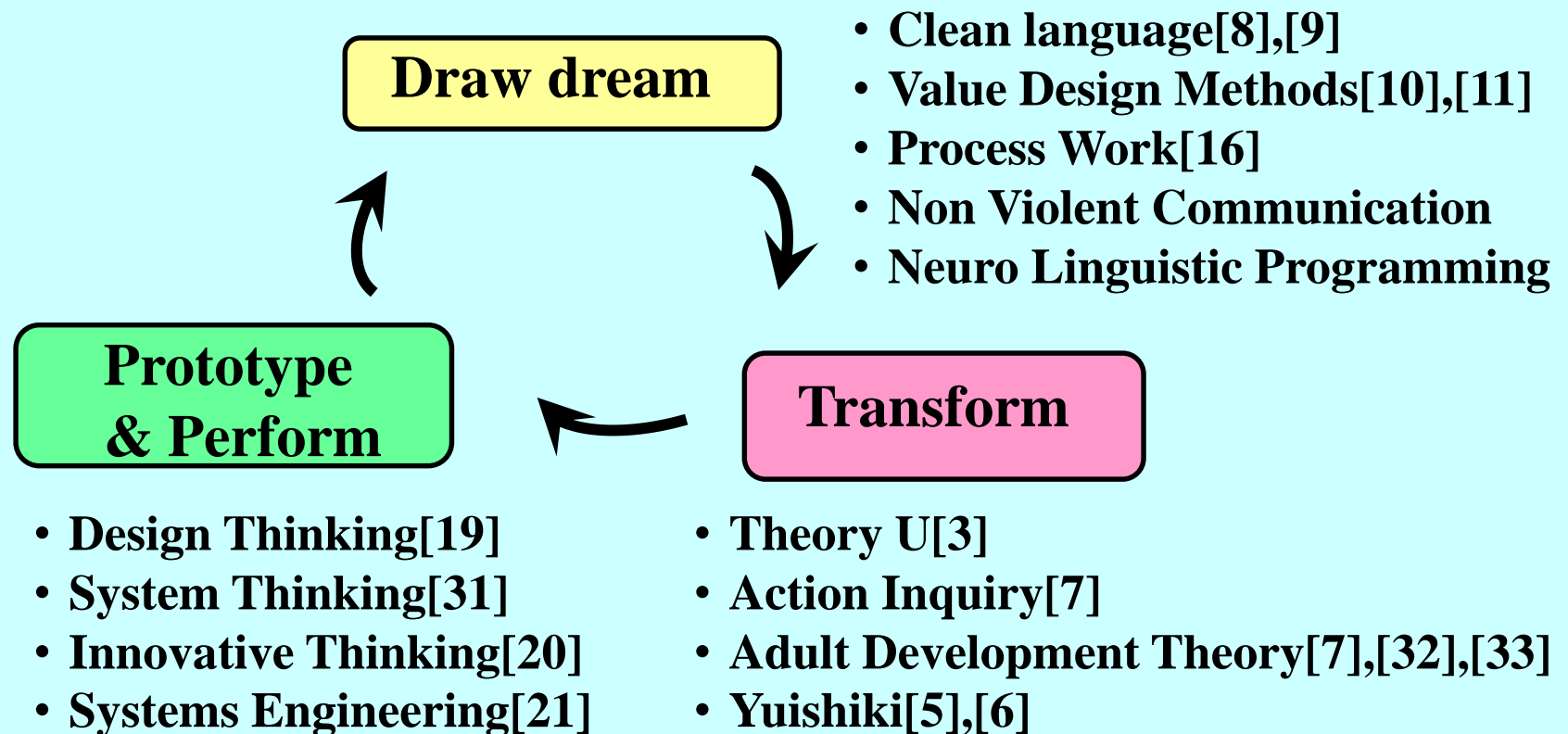
[Basic Questions]

1. **What is the relationship between these Models for Realization of Dream and Transformation?**
2. **How to integrate these models?**
3. **How to utilize the integrated model in everyday life?**

Models for Realization of Dream and Transformation

Draw dream

- Clean language[8],[9]
- Value Design Methods[10],[11]
- Process Work[16]
- Non Violent Communication
- Neuro Linguistic Programming

Prototype & Perform

Transform

- Design Thinking[19]
- System Thinking[31]
- Innovative Thinking[20]
- Systems Engineering[21]

- Theory U[3]
- Action Inquiry[7]
- Adult Development Theory[7],[32],[33]
- Yuishiki[5],[6]

[Outline]

1. We propose an integrated reference model called IRMDT to comprehensively overlook the relationships of these models for realization of dream and transformation.

2. Based on this reference model IRMDT , we propose a visualization model for human thought processes called MVRDT, from multi-layered perspectives of U process, purpose and means system for realizing dream, reflection process, and belief system.

3. We demonstrate the effectiveness of the IRMDT and MVRDT by describing Mr. Masato Tahara's reflection process, who is a innovative social entrepreneur and self-organization facilitator.

II. Models for realization and transformation of dreams

1. Models for Realization of Dream and Transformation

1. Theory U
2. Action Inquiry
3. Adult Development Theory
4. Architecture Meta Model
5. Systems Engineering

1. Theory U

1. **Methodology** Theory U
2. **Advocator** Otto Schamer
3. **What is Theory U?**
   A theory expressing principles and practical methods for causing transformation and innovation in individuals, pairs, teams, organizations, communities, and society which is not just on the extension of the past.
4. **Feature of Theory U**
   Instead of paying attention to the "way of doing good leaders", it focuses on their "inner way of being," that is transformation of consciousness , when advanced performance and changes occur.

Otto Schamer

THE U PROCESS

DOWNLOADING
past patterns

PERFORMING
Operating from the Whole

SEEING
with fresh eyes

PROTOTYPING
Linking Mind, Heart & Hand

SENSING
into the Field

CRYSTALLIZING
Vision & Intention

PRESENCING
Connecting to Source
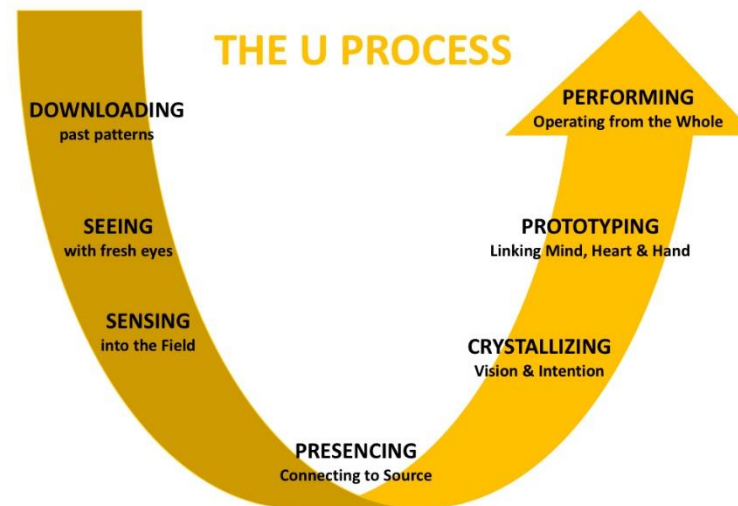
[3],[4]

2. Invisible area that affect results

1. **The leaders' inner mind.**

2. **Source, which is a core of the leader which any other person cannot know.**

3. **There is a great correlation between "source" and performance.**

4. **Each person has his own unique individuality and personality. We assume that the source is producing individuality and personality of each person.**

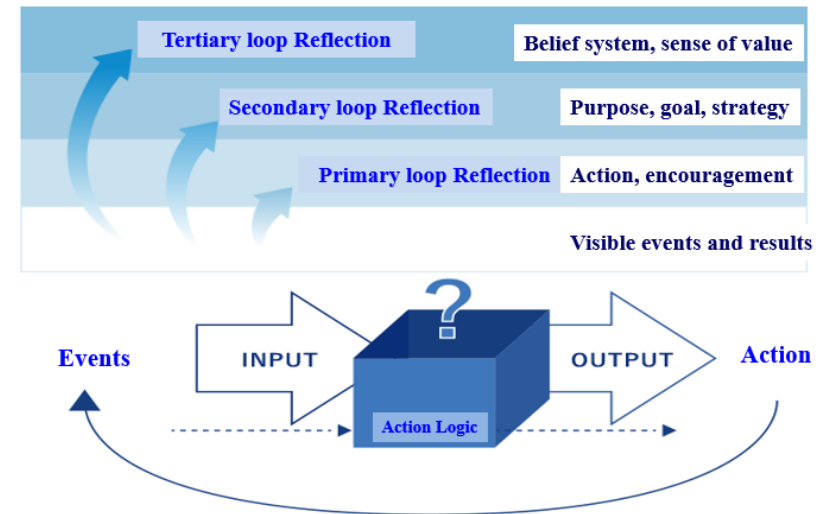**Invisible Area**

Result
WHAT

Process
HOW

Source
WHO
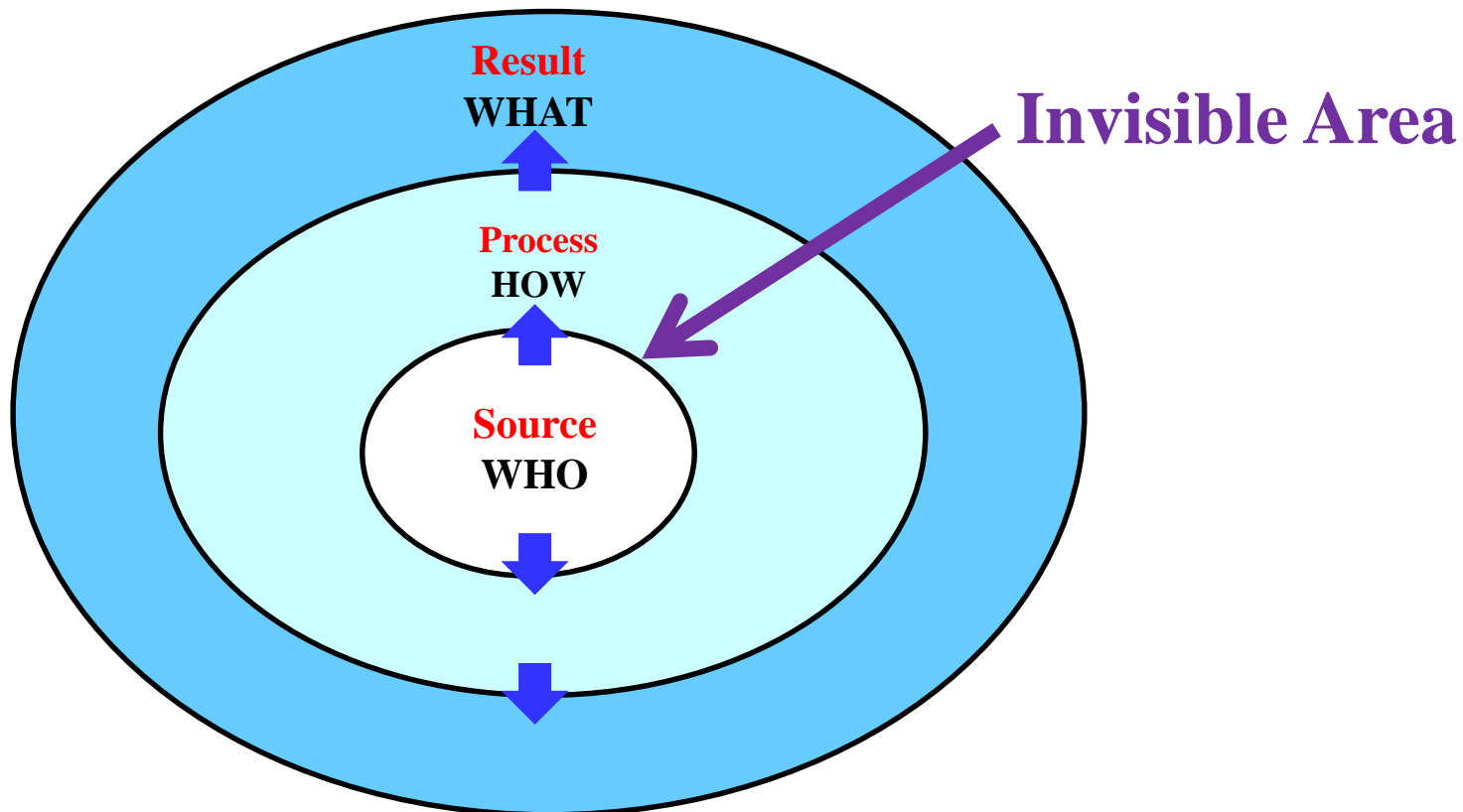
[3],[4]

3. Action Inquiry

1. **Methodology** Action Inquiry
2. **Advocator** Bill Torbert
3. **Stakeholder** Person, organization, society desiring transformation
4. **Concern** Action Logic, Four areas of person's awareness
5. **Viewpoint** Feedback Learning (Primary loop Reflection, Secondary loop Reflection, Tertiary loop Reflection)
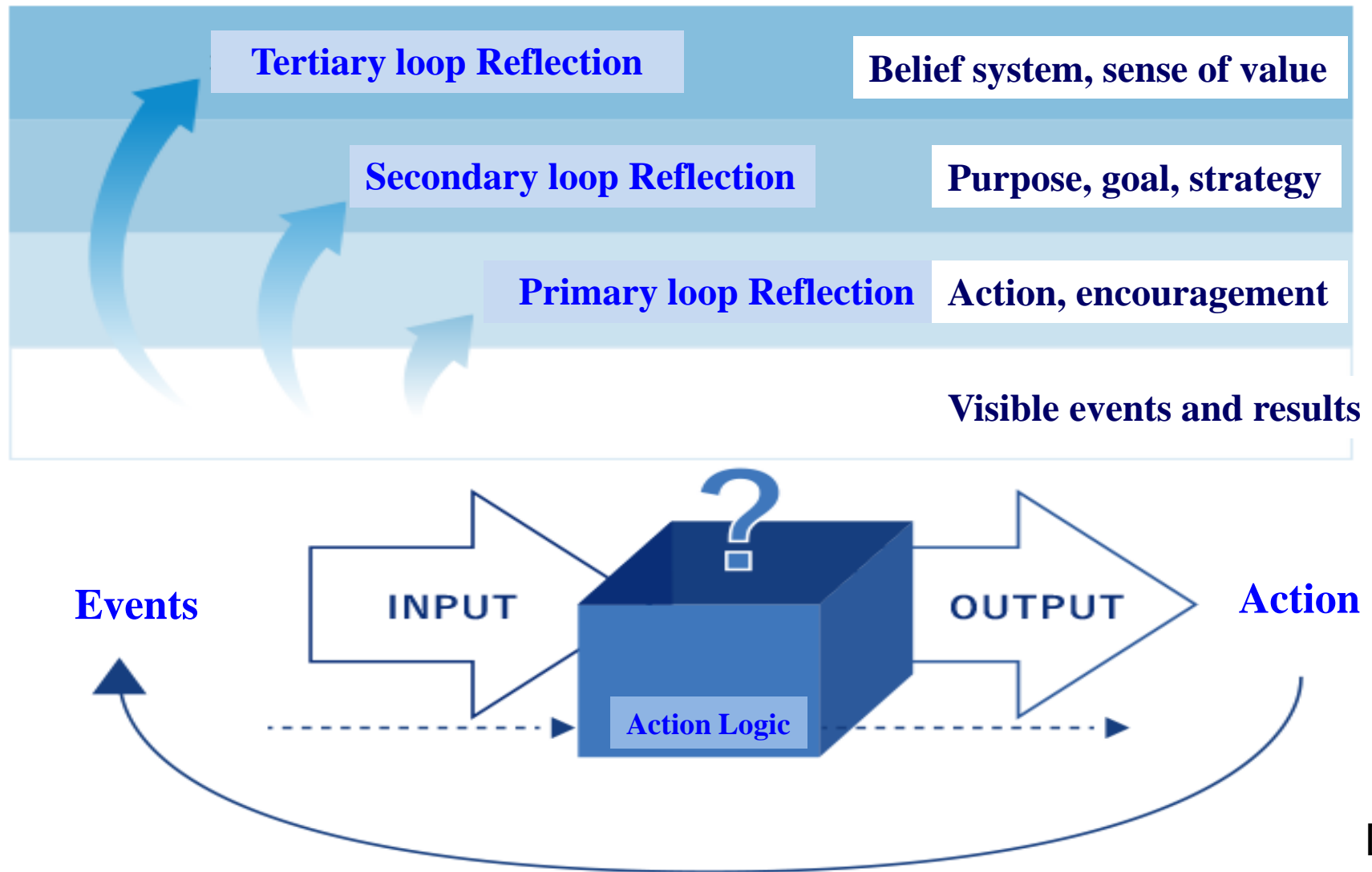
[Key Concern]

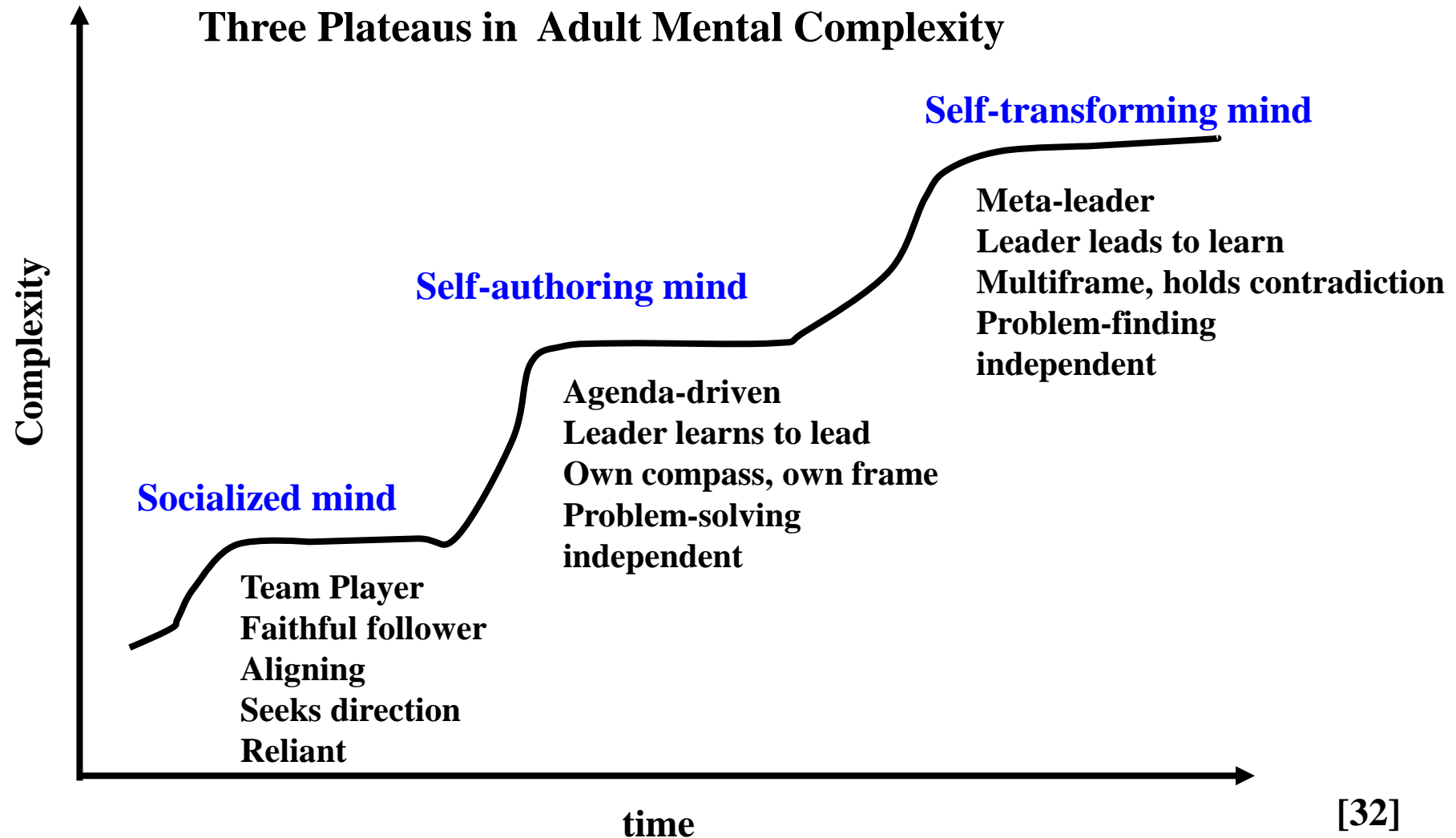What are the daily practical behavioral principles for transformation and the source of growth?
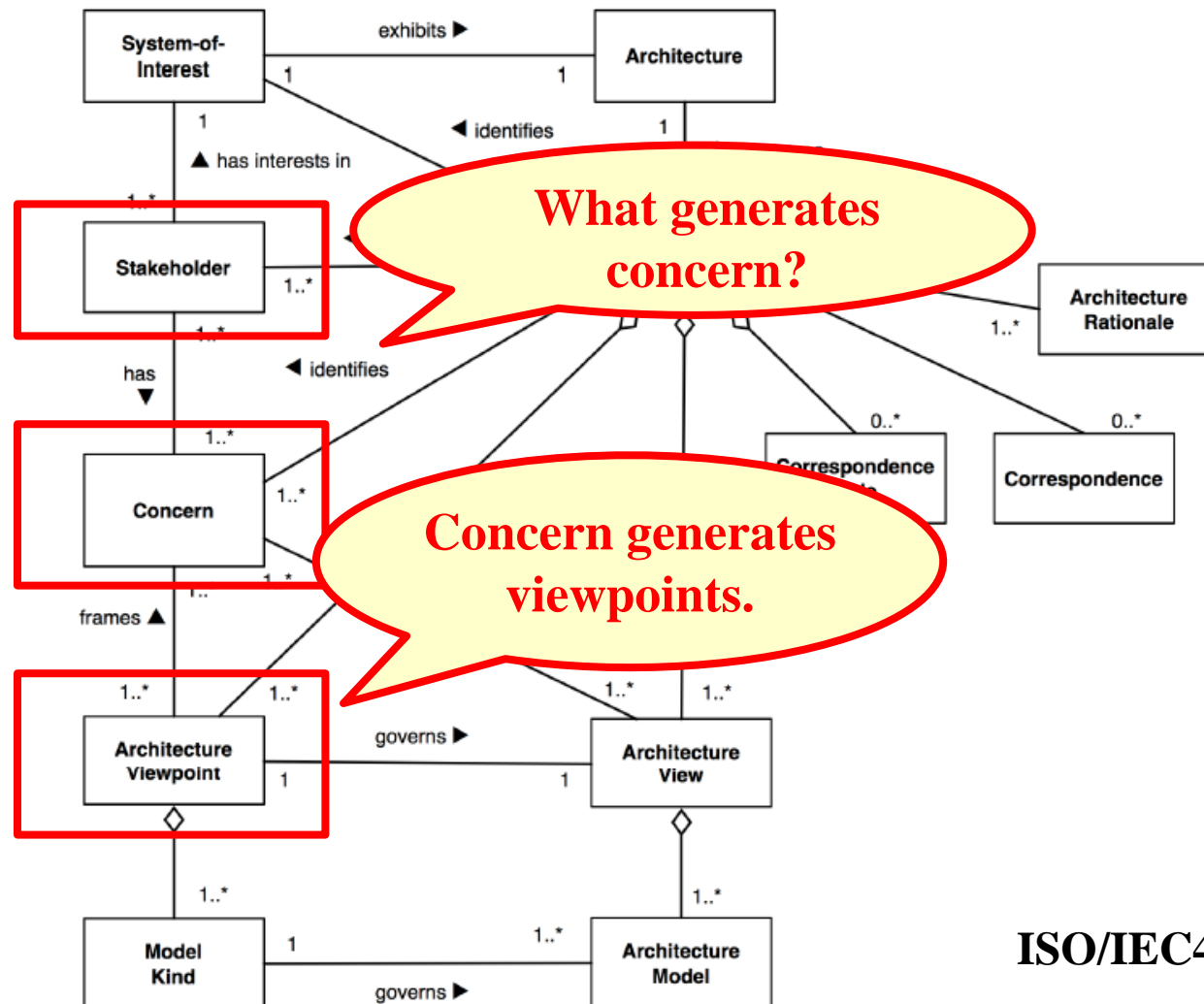

Tertiary loop Reflection	Belief system, sense of value
Secondary loop Reflection	Purpose, goal, strategy
Primary loop Reflection	Action, encouragement
	Visible events and results

Events INPUT OUTPUT Action
Action Logic

[7]

4. Three levels of reflection

Tertiary loop Reflection — Belief system, sense of value

Secondary loop Reflection — Purpose, goal, strategy

Primary loop Reflection — Action, encouragement

Visible events and results

Events — INPUT — ? — Action Logic — OUTPUT — Action

[7]

Three Plateaus in Adult Mental Complexity

Self-transforming mind

Meta-leader
Leader leads to learn
Multiframe, holds contradiction
Problem-finding
independent

Self-authoring mind

Agenda-driven
Leader learns to lead
Own compass, own frame
Problem-solving
independent

Socialized mind

Team Player
Faithful follower
Aligning
Seeks direction
Reliant

Complexity

time

[32]

ISO/IEC42010:2011

7. Realization Cycle of things(Mono) and events(Koto)

Prototype (Desired State of Target System, Oneself）

Performing

Prototyping

[4]Evaluate Prototype.

[3]Create Prototype.

Reality（Target System, Oneself）

Dream (Desired State of Target System, Oneself）

[2] Draw Dream.

[1]Recognize target system and oneself based on its own concern and view points.

[20],[21],[3],[4]

Presencing　　**Crystalizing**
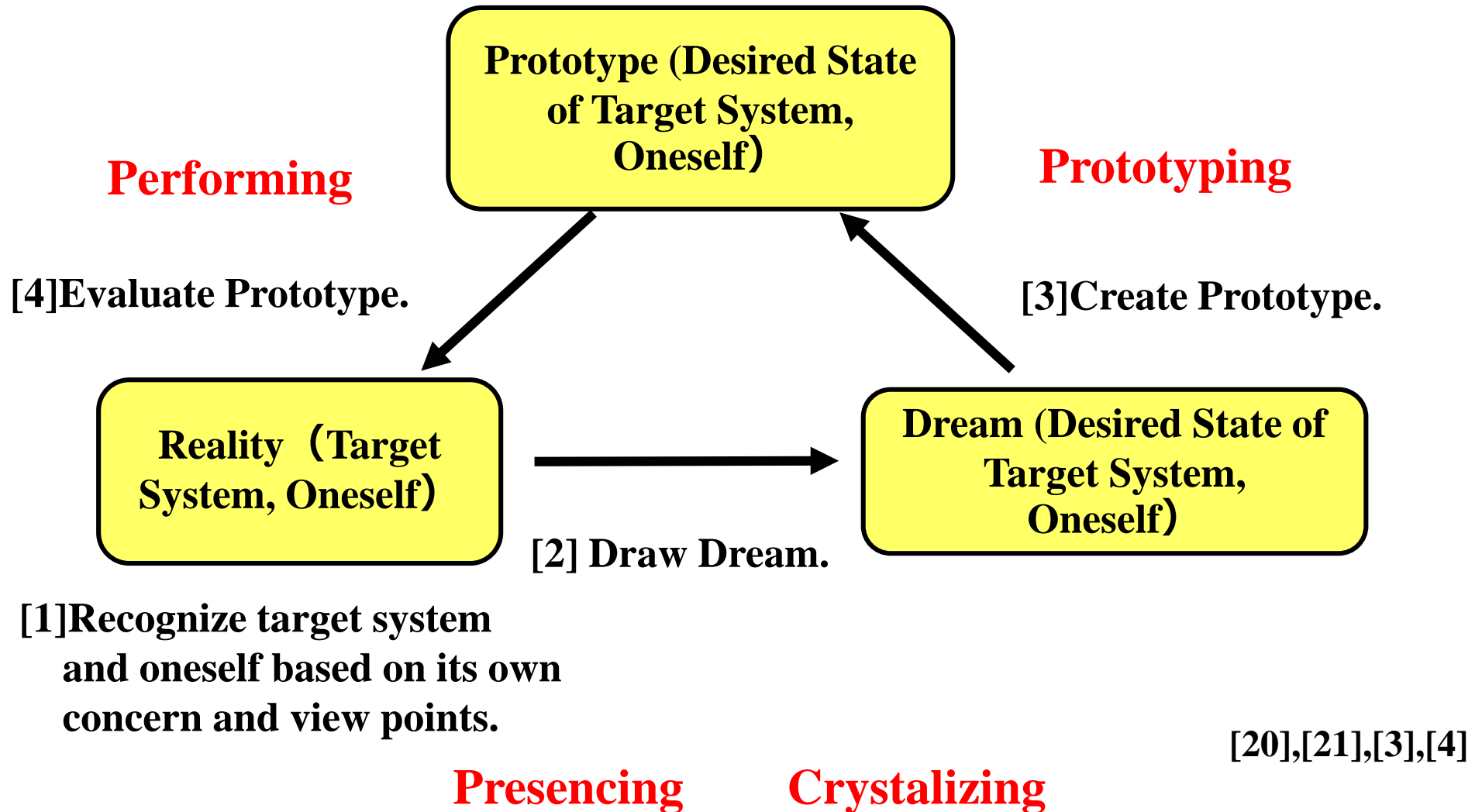
III. Reference model for realization of dream and transformation

1. Requirements for Integrated Reference Model (1)

1. It consists of the individual (inside) and the environment where the individual acts.

2. Starting from "Source" indicating personal characteristics.

3. "Emotion", "Desire", "Belief System (Sense of value)", "Way of Being (BEING)", "Value" and "Attitude" are included in the map in addition to "Source" as components of the individual's inside.

4. The above elements of the individual's inside produce individual "Concerns".

5. Personal "Concerns" produces "Viewpoints" of seeing the target system and the world.

6. Draw "Reality" recognized from the above viewpoint and "Dream" as the form that it wants to be, and make them components of the map.

7. Let your intention to transition to a specific U process state at that moment, as the property of "Attitude (direction of attention)".

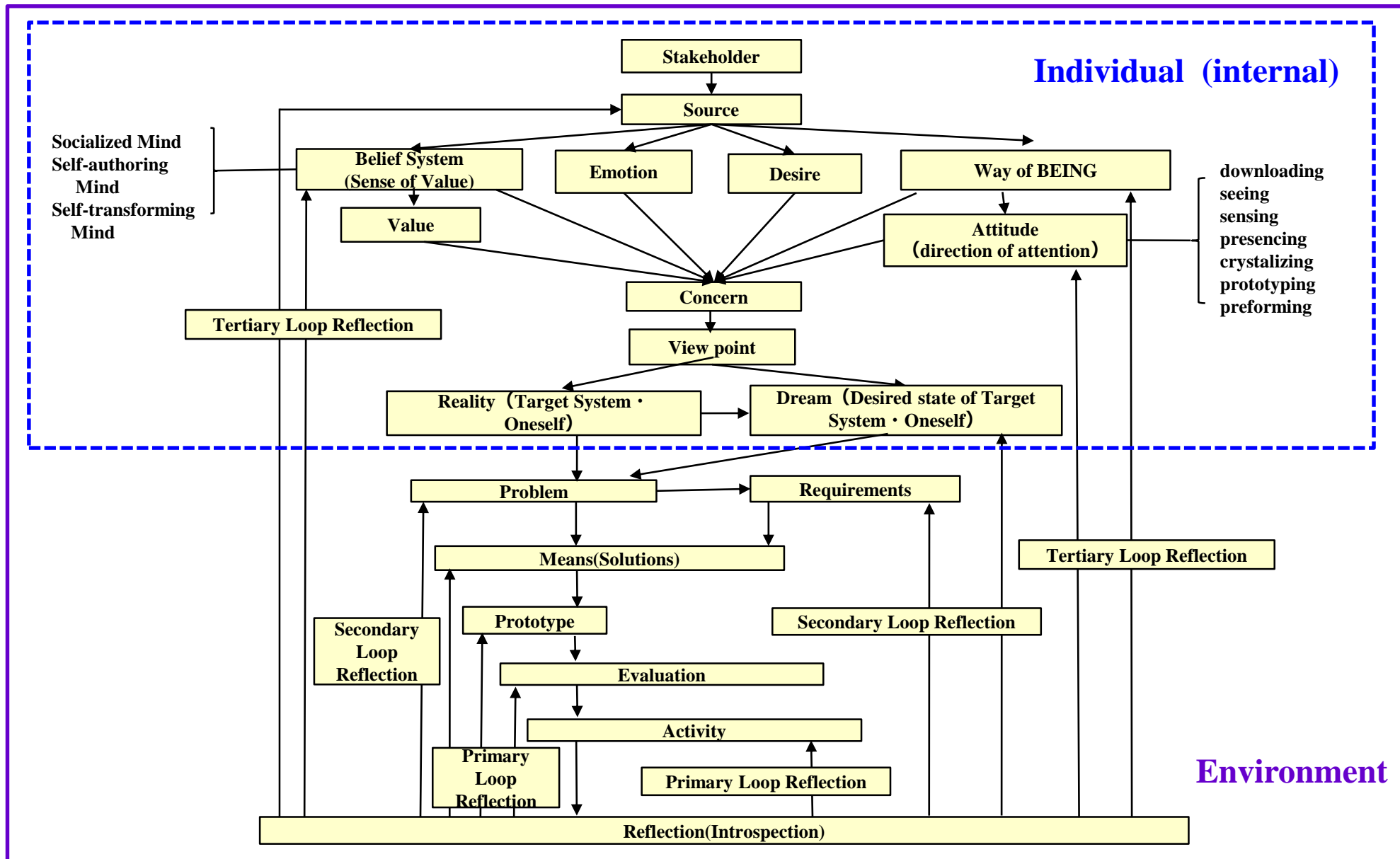# 4. Integrated reference model for internal of the individual (2)

8. "Problems", "Requests", "Solutions" necessary for the realization of dreams are components of the map.

9. "Prototype", "Evaluation", "Activity", "Reflection" are provided as activities of individuals in the environment.

    Following three types of reflection are modeled;

    (1)"Primary loop Reflection" to see the results directly taking place as reflection and to review their own actions,

    (2)"Secondary loop Reflection" to review the strategies and goals that are the premise of their thinking,

    (3)"Tertiary loop Reflection" to extend consciousness to the intention and vision of our source at a deeper level.

10. As a possible property of the belief system, three types of mind by Robert Kegan or seven types of action logic by Bill Torbert are introduced based on adult development theory.
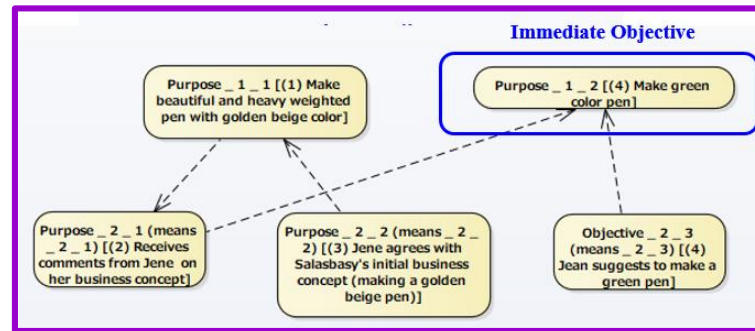
Individual (internal)

Stakeholder

Source

Socialized Mind
Self-authoring Mind
Self-transforming Mind

Belief System (Sense of Value)

Emotion

Desire

Way of BEING

Value

Attitude (direction of attention)

downloading
seeing
sensing
presencing
crystalizing
prototyping
preforming

Concern

View point

Tertiary Loop Reflection

Reality（Target System・Oneself）

Dream（Desired state of Target System・Oneself）

Problem

Requirements

Means(Solutions)

Tertiary Loop Reflection

Prototype

Secondary Loop Reflection

Secondary Loop Reflection

Evaluation

Activity

Primary Loop Reflection

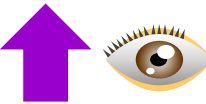Primary Loop Reflection

Reflection(Introspection)

Environment

IV. Multilayered Visualization Representation for Dreaming and Transformation
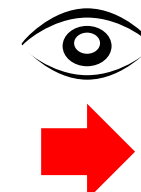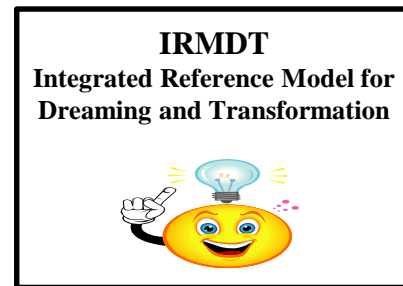
1. MVRDT (Visualization Model for human thought Process)

Immediate Objective
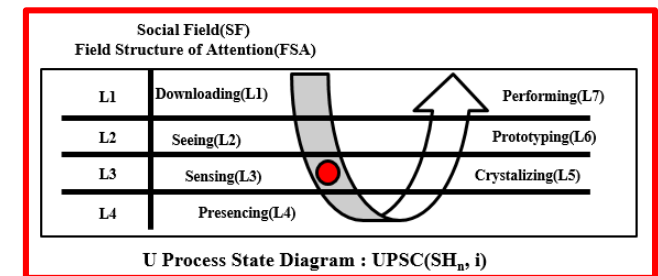
Purpose _ 1 _ 1 [(1) Make beautiful and heavy weighted pen with golden beige color]

Purpose _ 1 _ 2 [(4) Make green color pen]

Purpose _ 2 _ 1 (means _ 2 _ 1) [(2) Receives comments from Jene on her business concept]

Purpose _ 2 _ 2 (means _ 2 _ 2) [(3) Jene agrees with Salasbasy's initial business concept (making a golden beige pen)]

Objective _ 2 _ 3 (means _ 2 _ 3) [(4) Jean suggests to make a green pen]

Objective and Means View

Objective and Means Point of View

Three Plateaus in Adult Mental Complexity

Self-transforming mind
- Meta-leader
- Leader leads to learn
- Multi frame,
- holds contradiction
- Problem-finding
- Independent

Self-authoring mind
- Agenda-driven
- Leader learns to lead
- Own compass, own frame
- Problem-solving
- Independent

Socialized mind
- Team player
- Faithfull Follower
- Aligning
- Seeks direction
- Reliant

Mental Complexity / Time

Belief State View

Belief State Point of View

IRMDT
Integrated Reference Model for Dreaming and Transformation

U Process State Point of View

Social Field(SF)
Field Structure of Attention(FSA)

L1	Downloading(L1)	Performing(L7)
L2	Seeing(L2)	Prototyping(L6)
L3	Sensing(L3)	Crystalizing(L5)
L4	Presencing(L4)	

U Process State Diagram : UPSC(SH_n, i)

U Process State View

Reflection State Point of View

Teritary Loop Reflection	Belief, Values
Secondary Loop Reflection	Objective, Target, Strategy
Primary Loop Reflection	Action
	Visible Events, Results
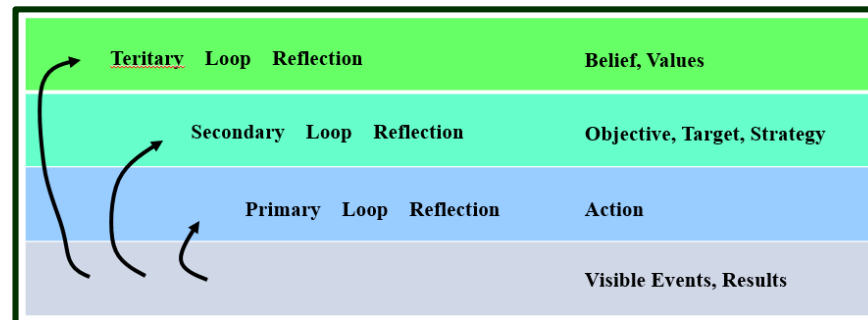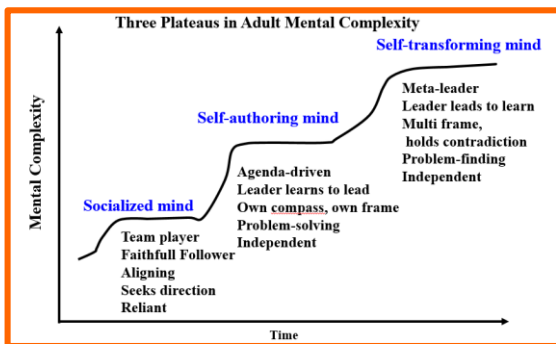
Reflection StateView

MVRDT

<u>M</u>ultilayerd <u>V</u>isualization <u>R</u>epresentation for <u>D</u>reaming and <u>T</u>ransformation

【Upper Model】 （Scenario View）
Describe the stakeholdere's thinking process, reflection process, multi-stakeholder dialogue with scenario sentences.

【Lower Model】 (Multiple Views other than Scenario View)
・ Thinking target view
・ Objective and means system view
・ U process state view
・ Entrepreneur's Behavior Logic View
・ Reflection process view
・ Belief System view
・ Optionally select other view (view with viewpoint of interest)

Based on this representation, we visualize dynamic processes such as thought, emotion, reflection, belief system, U process state etc. from these multilayered viewpoints.

Upper model

[Scene 5] Connect with your authentic self (i=5)

I continued dialogue with Mr. Nakanishi 's face for 6 hours. The first 2 hours were trying to convince Mr. Nakanishi about the reason why Mr. Nakanishi should be truncated. After continuing persuading about 4 hours, my own words began to hear frightfully. I realized that it was a word to convince myself what I did not want to do. Logically, it may be correct to truncate Mr. Nakanishi, but I realized that my soul does not want to do it. An answer came out when I thought that the organization I would like to do is an organization that gives priority to soul rather than rationality.
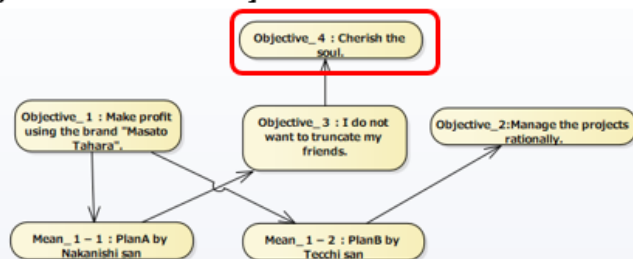
Lower model

i=5

[Action Logic] [E3] Principle of Crazy-Quilt
Negotiate with all the participants who are willing to commit, and build a partnership without performing sophisticated competitive analysis.
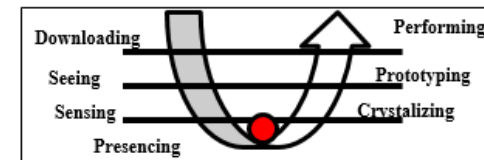
[Tertiary loop reflection]
Reflection on Belief System and Being

[Objective and means]

Objective_ 4 : Cherish the soul.

Objective_ 1 : Make profit using the brand "Masato Tahara".

Objective_ 3 : I do not want to truncate my friends.

Objective_ 2:Manage the projects rationally.

Mean_ 1 – 1 : PlanA by Nakanishi san

Mean_ 1 – 2 : PlanB by Tecchi san

U Process Context =
(5, UPS (Masato Tahara,5)=Presencing)

Downloading — Performing
Seeing — Prototyping
Sensing — Crystalizing
Presencing

UPSC (Masato Tahara,5)

[Belief System]
(1)To cause a social trend of self organization with a biological paradigm change.
(2) I do not want to truncate my friends.
(3) Cherish the soul.

1. **Describe the thought / reflection process in the target time interval by dividing it into N scenes (time sections).**

   scene number i
   Time interval $T_i = [t_i^s, t_i^e]$, i = 1, 2, ..., N corresponding to scene number i
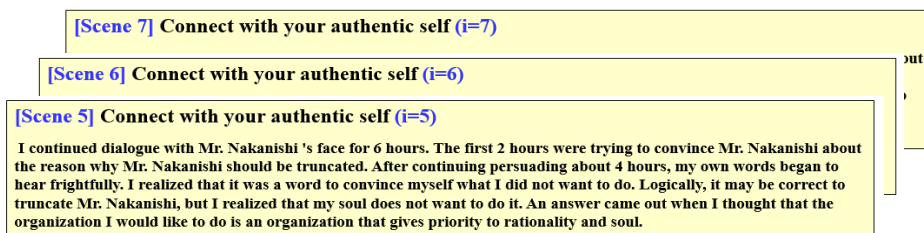
2. **Assign a pair (upper model, lower model) to each scene number and describe each scene as follows.**

   (1) In the upper model, describe the thought / reflection process in the scenario.
   (2) In the lower model, select the view of the lower model necessary for the scene and express it with the corresponding model.
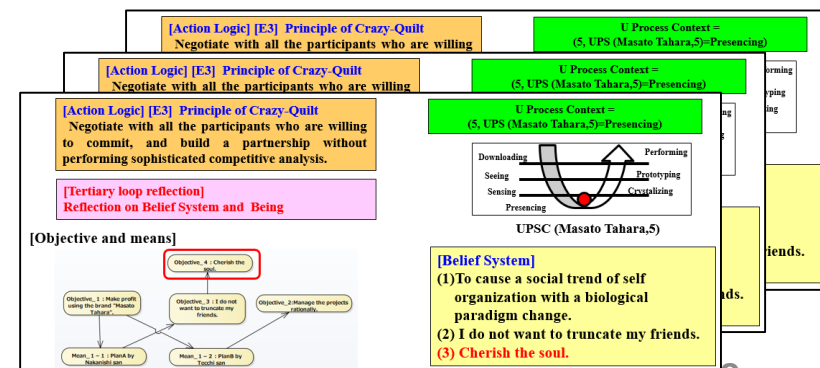
3. **Using the above model, reproduce the thought / reflection process of the stakeholder in the order of the scene number like a picture-story show.**

Upper model

[Scene 7] Connect with your authentic self (i=7)

[Scene 6] Connect with your authentic self (i=6)

[Scene 5] Connect with your authentic self (i=5)

I continued dialogue with Mr. Nakanishi 's face for 6 hours. The first 2 hours were trying to convince Mr. Nakanishi about the reason why Mr. Nakanishi should be truncated. After continuing persuading about 4 hours, my own words began to hear frightfully. I realized that it was a word to convince myself what I did not want to do. Logically, it may be correct to truncate Mr. Nakanishi, but I realized that my soul does not want to do it. An answer came out when I thought that the organization I would like to do is an organization that gives priority to rationality and soul.

i=7
i=6
i=5

Lower model

[Action Logic] [E3] Principle of Crazy-Quilt
Negotiate with all the participants who are willing

U Process Context =
(5, UPS (Masato Tahara,5)=Presencing)

[Action Logic] [E3] Principle of Crazy-Quilt
Negotiate with all the participants who are willing

U Process Context =
(5, UPS (Masato Tahara,5)=Presencing)

[Action Logic] [E3] Principle of Crazy-Quilt
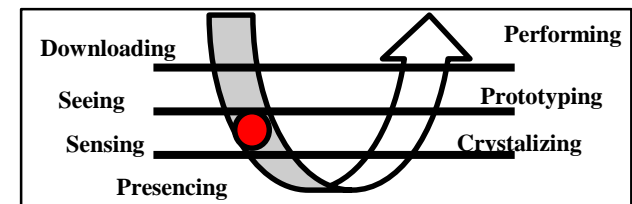Negotiate with all the participants who are willing to commit, and build a partnership without performing sophisticated competitive analysis.

U Process Context =
(5, UPS (Masato Tahara,5)=Presencing)

[Tertiary loop reflection]
Reflection on Belief System and Being

Downloading — Performing
Seeing — Prototyping
Sensing — Crystalizing
Presencing

UPSC (Masato Tahara,5)

[Objective and means]

Objective_4 : Cherish the soul.

Objective_1 : Make profit using the brand "Masato Tahara".
Objective_3 : I do not want to truncate my friends.
Objective_2:Manage the projects rationally.

Mean_1 – 1 : PlanA by Nakanishi san
Mean_1 – 2 : PlanB by Tocchi san

[Belief System]
(1)To cause a social trend of self organization with a biological paradigm change.
(2) I do not want to truncate my friends.
(3) Cherish the soul.

30

Masato Tahara's Profile

- **Self-organizing facilitator[45],[46],[47]**
- **Online Education Producer**
- **Representative of Flip Teaching(Reversing Teaching)**
- **Representative of "Fizzyovi" (Internet preparatory school of physics)**

In 2005, he launched an internet pre-school for physics (Fizzyobi) .

With the encounter with the reverse teaching, he began to question the hierarchical social system and educational system.

He came across self-organization through dialogue.

Self-organization occurred in the online community , and it became possible to create circulation of collective intelligence → value creation → value proposition.

In order to share the experience, he started activities as self-organization facilitator.

[43],[44],[45],[46],[47]

[Scine 4] **Conflict with Nakanishi san(i=4)**

At that time, I had the opportunity to travel by plane for 7 hours.

I did a work to interact with the physical symptoms that appear in the process work in the cabin.

When I listened to what the numbness of the right arm talked to myself, an image of a serpent wrapped around the right arm came up, and the face of that serpent became Nakanishi.
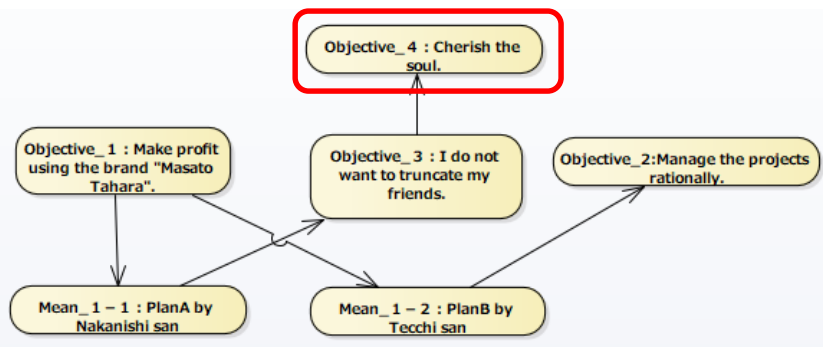
[Action Logic] [E3] Principle of Crazy-Quilt
Negotiate with all the participants who are willing to commit, and build a partnership without performing sophisticated competitive analysis.
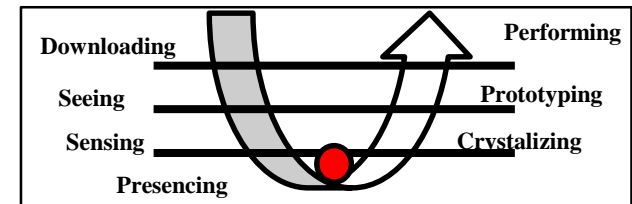
[Secondary loop reflection]
Reflection on Strategy and action logic

Objective_1 : Make profit using the brand "Masato Tahara".

Objective_3 : I do not want to truncate my friends.

Objective_2:Manage the projects rationally.

Mean_1－1 : PlanA by Nakanishi san

Mean_1－2 : PlanB by Tecchi san

Conflict

Opposition
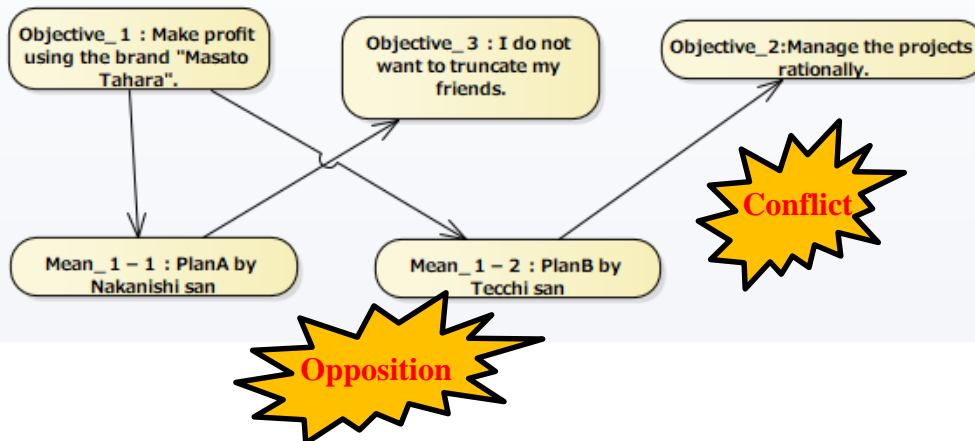
U Process Context =
(1, UPS (Masato Tahara,1)=Sensing)

Downloading　　　　　　　Performing

Seeing　　　　　　　　Prototyping

Sensing　　　　　　　Crystalizing

Presencing

UPSC (Masato Tahara,1)

Numbness of the right arm

[46]

[Scene 5] **Connect with your authentic self (i=5)**

 I continued dialogue with Mr. Nakanishi 's face for 6 hours. The first 2 hours were trying to convince Mr. Nakanishi about the reason why Mr. Nakanishi should be truncated. After continuing persuading about 4 hours, my own words began to hear frightfully. I realized that it was a word to convince myself what I did not want to do. Logically, it may be correct to truncate Mr. Nakanishi, but I realized that my soul does not want to do it. An answer came out when I thought that the organization I would like to do is an organization that gives priority to soul rather than rationality.

[Action Logic] [E3] Principle of Crazy-Quilt
  Negotiate with all the participants who are willing to commit, and build a partnership without performing sophisticated competitive analysis.

[Tertiary loop reflection]
Reflection on Belief System and Being

[Objective and means]

Objective_4 : Cherish the soul.

Objective_1 : Make profit using the brand "Masato Tahara".

Objective_3 : I do not want to truncate my friends.

Objective_2:Manage the projects rationally.

Mean_1−1 : PlanA by Nakanishi san

Mean_1−2 : PlanB by Tecchi san

U Process Context =
(5, UPS (Masato Tahara,5)=Presencing)

Downloading — Performing
Seeing — Prototyping
Sensing — Crystalizing
Presencing

UPSC (Masato Tahara,5)

[Belief System]
(1)To cause a social trend of self organization with a biological paradigm change.
(2) I do not want to truncate my friends.
(3) **Cherish the soul.**

[46]

33

Ⅴ. Effects and application methods of the integrated reference model

1. Effects and application methods of the integrated reference model (1)

1. By being aware of what state we are in the reference model **IRMDT**, we can objectively look at ourselves calmly in whatever circumstances.

2. Even we are in a panic, or in a mentally, physically extreme crisis situation, it is relatively easy to return to our own standing position (base state) by returning to our source with this reference model as a clue in the dark.

3. We are relatively free to intentionally transition to a specific U process state by utilizing **THORY U** which is a technology of transformation.

4. We can intentionally perform each level of three types of reflection such as primary level, secondary level, and tertiary level of reflection.

5. By recognizing where we are in the reference model, we can select and apply an appropriate methodology according to the situation by referring to various methodologies for problem solving.

5. Through these activities, we can constantly refine the system of these wisdom by updating the new knowledge and methodology as reference model and methodology for solving problems.

6. By carefully describing the process of transformation using the proposed MVRDT, it can be used for reflection of individuals and teams, internal growth, sharing of process of transformation.

7. This makes it possible to utilize it as a practical means of problem definition and problem solving related to people and organizations such as human resources development, coaching, facilitation, vision construction, organization development, and so forth.

2. The next deployment

1. In order to realize general purpose artificial intelligence and artificial consciousness, it is considered to be essential that the AI system has to have models for itself and environments in its internal world, to see them objectively, to evaluate the plural solutions which is generated by itself, and to reflect its thoughts and activities.

2. Also, in the study of artificial consciousness, when fundamental reflection (for example, reflection of the first loop) is realized, it is considered to be needed to realize functions of more advanced secondary loop reflection and/or tertiary loop reflection in the thought process of a person's instantaneous time.

3. In such a case, it can be expected that the thinking model including the reflection of the primary, secondary and tertiary loop proposed such as IRMDT, will be a candidate for requirements or properties to be satisfied by such advanced artificial consciousness.

VI.   Conclusion

1. Conclusion

1. We outlined the methodologies for the realization and transformation of dreams.
2. We also proposed an integrated reference model IRMDT for overlooking and utilizing these as individuals, teams and organizations themselves.
3. we also proposed a visualization model called MVRDT, from multi-layered perspectives of U process, purpose and means system for realizing dream, reflection process, and belief system.
4. By using IRMDT and MVRDT in conjunction with various methodologies for problem solving, it is possible to calmly grasp the current situation of the person oneself, to appropriately select the methodology necessary for problem solving and transformation at the moment so that the dreams can be realized.
5. In addition, the significance of the proposed integrated reference model in the researches on general purpose artificial intelligence and artificial consciousness is also discussed.

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