



# MOVING MINDS

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## PSYCHOLOGICAL:

- Overconfidence
- Over-optimism
- Denial
- Hubris
- Stress/Anxiety
- Bounded Rationality
- Fear of Power Loss



## ORGANIZATIONAL:

- Org Size
- Org Age
- Org Insularity
- Bureaucracy
- Consistency Rewards
- Stability Rewards
- Group-Think

## STRATEGIC:

- Sunk Investments
- Past Success Bias
- Risk Aversion
- Niche Over-adaptation
- Current Competency Traps
- Competitive Hysteresis
- Entry/Exit Barriers

## INSTITUTIONAL:

- Vested Interests
- Perverse Subsidies
- Short Term Returns
- Political Capture
- Predictability Rewards
- Political Deadlocks
- Market Ambivalence



BIOLOGICAL MIND

THE



HISTORICAL MIND

THE

BIG



CONTEMPORARY  
MIND



PSYCHODYNAMIC  
MIND

PROGRAMMING

# BIOLOGICAL MIND

- ONE CAUSE – ONE EFFECT
- RELATIONSHIPS ARE LINEAR
- EXPERIENCE BEFORE ACTING
- MAINTAIN THE STATUS QUO
- DISCOUNT THE FUTURE

# HISTORICAL MIND

- HUMANS SEPARATE FROM NATURE
- CONQUER AND MASTER NATURE
- PARTS OVER WHOLES
- SELFISHNESS IS RATIONAL
- SEPARATE VALUES FROM FACTS

# CONTEMPORARY MIND

- GROWTH IS GOOD/POSSIBLE
- TECHNOLOGY SOLVES PROBLEMS
- CONSUMPTION = HAPPINESS
- CAPITALISM MAXIMIZES WELFARE
- GLOBALIZATION GOOD FOR ALL

# PSYCHODYNAMIC MIND

- REPRESS/DENY PAINFUL IDEAS
- IGNORE LARGE UNCERTAINTIES
- FUTURE IS CONTROLLABLE
- OTHERS ARE TO BLAME
- WE KNOW WHAT WE ARE DOING

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Dick Beckhard

# TRANSFORMATIONAL CHANGE

## CONSULTANTS EMPHASIZE:

Crisis/Threat/Urgency

Resistance

Leadership

Vision

Guiding Coalition

Communication

Culture & Values

Emotions/Feelings

Change Overload/Fatigue

Quite Difficult

High Failure Rate

**Consultants Needed!**

## ACADEMICS EMPHASIZE:

Complex Adaptive System

Path Dependence

Inertia

Nonlinear Dynamics

Tipping Points

Co-Evolution

Cross-Scale Interaction

Inevitable Surprise

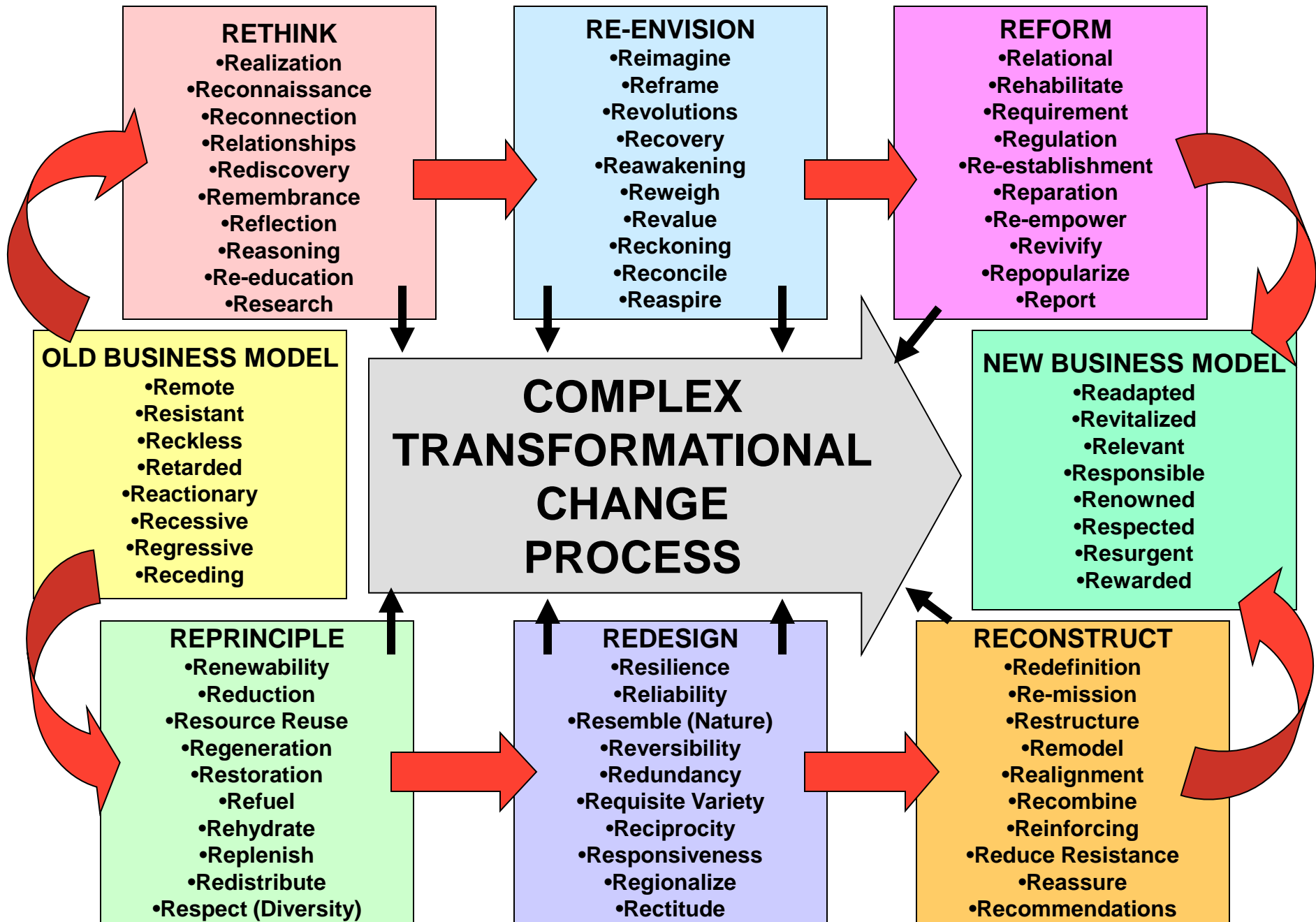
Age/Size Bias

Very Unpredictable


Not Well Understood

**Academics Needed!**

# “RE”MODELING AS A “RE”STORATIVE “RE”NAISSANCE

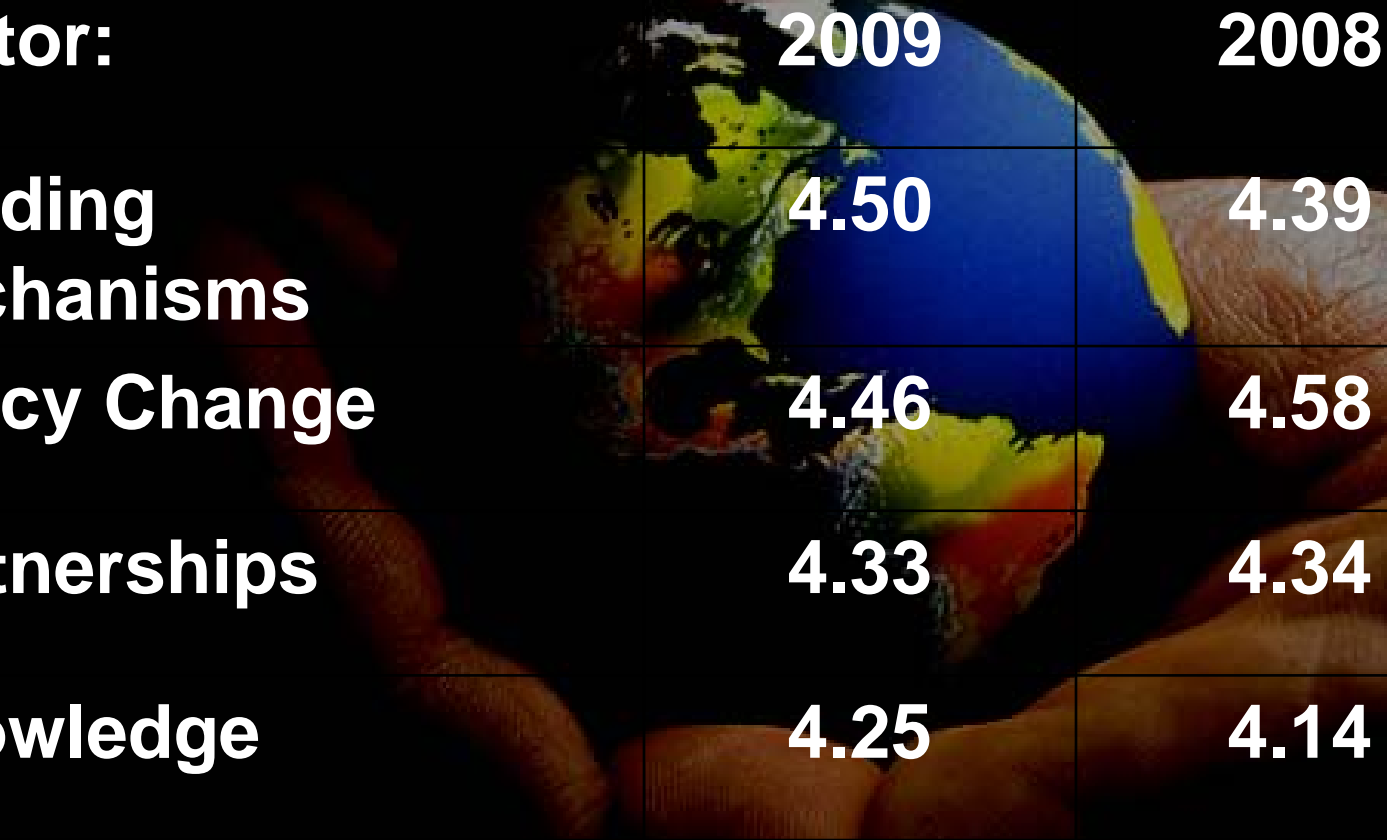


# Benefits of the Emerging New Mobility Economy

A hand holding a key against a blue sky background. The hand is positioned in the center, with the key pointing upwards. The background is a clear blue sky with some light clouds.

<b>Benefit:</b>	<b>2009</b>	<b>2008</b>
<b>Quality of Life</b>	<b>88%</b>	<b>80%</b>
<b>Revitalize Local Economies</b>	<b>75%</b>	<b>49%</b>
<b>Sustainable Markets</b>	<b>71%</b>	<b>67%</b>
<b>Business Opportunity</b>	<b>71%</b>	<b>57%</b>
<b>Job Creation</b>	<b>63%</b>	<b>54%</b>
<b>Social Equity</b>	<b>63%</b>	<b>54%</b>
<b>Save Public Money</b>	<b>63%</b>	<b>36%</b>
<b>Poverty Alleviation</b>	<b>50%</b>	<b>33%</b>

# WHAT IS IMPORTANT FOR THE TRANSITION?



<b>Factor:</b>	<b>2009</b>	<b>2008</b>
<b>Funding Mechanisms</b>	<b>4.50</b>	<b>4.39</b>
<b>Policy Change</b>	<b>4.46</b>	<b>4.58</b>
<b>Partnerships</b>	<b>4.33</b>	<b>4.34</b>
<b>Knowledge</b>	<b>4.25</b>	<b>4.14</b>
<b>Marketing</b>	<b>4.20</b>	<b>4.15</b>
<b>Research</b>	<b>4.13</b>	<b>4.07</b>

# PROMOTING OR BLOCKING NEW/SUSTAINABLE MOBILITY?

[5=Actively Promoting; 1=Actively Blocking]

Actor:	2009 Survey Means:
Public Interest Groups	3.84
City Hall Transport Experts	3.78
Local Consultants	3.71
The Mayor/City Manager	3.39
Local Business Groups	3.37
The General Public	3.35
The City Council	3.33
Local Media	3.28
Local Transport Providers	3.06
Local Auto-Based Industry	2.76

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

NICCOLO MACHIAVELLI

THE PRINCE

Niccolo Machiavelli,  
The Prince, 1532

TRANSLATED AND  
WITH AN INTRODUCTION BY  
DANIEL DONNO

