

Connecting Evolution and Involution to Create a Positive Foundation for an Eco-Civilization

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Abstract

Many evolving patterns of behavior and the needs of today's society encourage us to recognize the emergence of a new civilization. It is clear that the first evidence of the new civilization and our experiences with it, are occurring at the systemic civilization leverage points, such as ways of organizing, ways of learning, ways of understanding, ways of being, ways of doing, and ways of evaluating. These, most of all, contribute to the changes that take place in our interactions, especially in the process of learning, cooperation, co-creation and in our coexistence. Life invites us to recognize the necessary changes, which need to be implemented in our structures, values, processes, evaluation criteria and the definition of success. The major contribution to the emerging new consciousness, and to the enriching relationship with ourselves and with the world around us has been made by the philosophy of innovation, by the behavior of innovation ecosystems, and by the growing use of systemic thinking and system science. Even more, the changes, provoked by problems and opportunities of the emerging innovation-based thinking environments, and the intuition-based conscious environments, are redirecting our attention from evolution towards the involution, only to balance them in equilibrium of the whole. This is a practitioner's point of view. Therefore, I will support my arguments with findings from my experiences and innovative solutions that I have used in my daily practice in corporate environments and at the level of local communities.¹

Keywords: evolution, involution, thinking environments, conscious environments, innovation ecosystems, holistic development

1 Emergence of new civilisation

"We live in a moment of disruption, death - and rebirth. What's dying is an old civilization and mindset of maximum "me" - maximum material consumption, bigger is better, and special-interest-group-driven decision-making that has led us into a state of organized irresponsibility, collectively creating results that nobody wants.

*What's being born is less clear but in no way less significant. It's something that we can feel in many places across planet earth... It's a future that requires us to tap into a deeper level of our humanity, of who we really are, and who we want to be as a society. It is a future that we can sense, feel, and actualize by shifting the inner place from which we operate... It is a shift from an ego-system awareness that cares about the well-being of me to an eco-system awareness that cares about the well-being of all, including myself..." (From: *Leading from the emerging Future. From Ego-system to Ecosystem Economics* [Otto Scharmer](#) (Author), [Katrin Kaufer](#) <http://www.amazon.com/Leading-Emerging-Future-Ego-System-Eco-System/dp/1605099260>)*

Even in our lifetime we can sense changes in our behaviour, in our needs, our perceptions, values and in our actions. Eco consciousness, self-realisation, a critical vision on materialism, on capitalism, and global order are just a few categories that have not been even discussed a couple of decades ago by the general public. Today they are mainstream. They are discussed by mainstream media, be it professional or yellow press. Distributed networks, more and more network-based applications

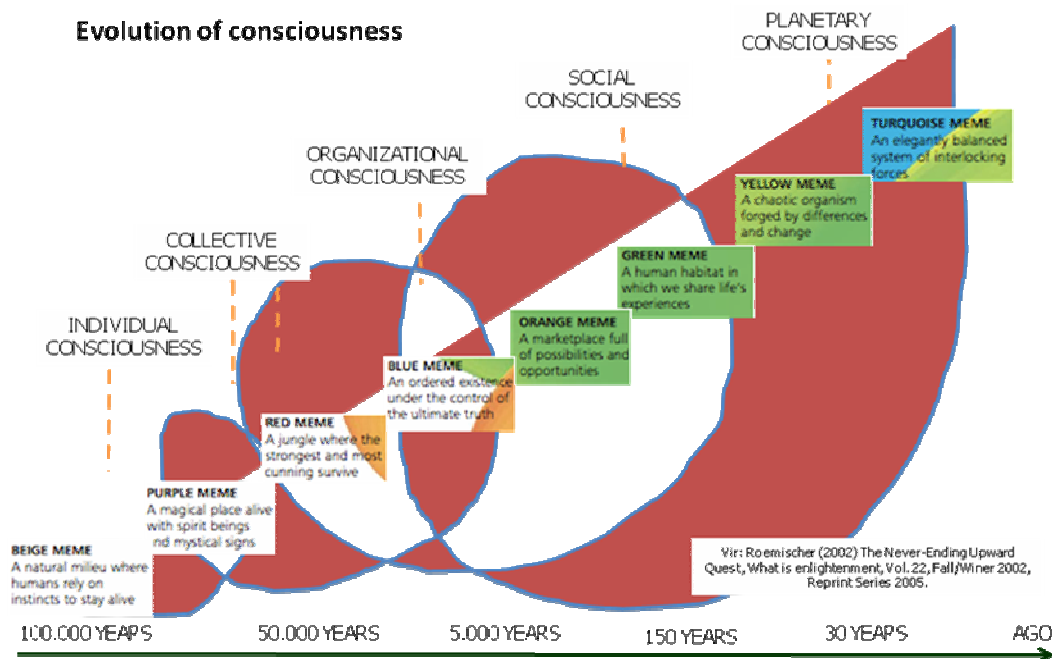
¹ I would like to stress at the beginning that the following article is written from a practitioner's point of view. It mostly presents my personal experiences and points of view that were generated over the last 25 years of my engagements with corporate environments and within local communities. There are hardly any references to academic literature; that will be my next step. At the same time, I am aware that many of my thoughts and conclusions are influenced by people, customers, partners that I have met in my practice, and I am deeply grateful to all of them to challenge my perceptions. But most of my thoughts – they simply have evolved over time and I hope they will contribute to your knowledge, as well.

available, and the emergence of stronger and stronger global economy, are changing not only the way we co-operate, but also our thoughts, our perceptions and self-awareness.

Civilisations around the globe differ from each other in the fundamental characteristics of the perception of themselves, of the world around them, of the value systems, the elements of value creation, of social structures, and the attitude towards the sources of power.

The current civilisation is known for its pursuit of achievements in science and technology, its vertically focused structures, closed systems and an analytical manner of thinking, understanding and interpreting of the interdependences between what we are and what we coexist with (*Figure 1*).

Figure 1: Evolution of consciousness



Source: Roemischer [2002]. *The Never-Ending Upward Quest, What is ?*

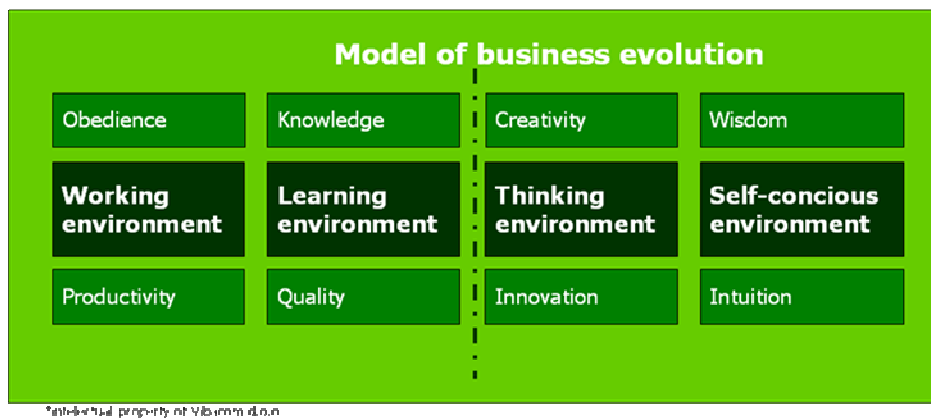
In our civilisation science dominates and influences our common perception of the world around us and within us. However, this belief has been challenged recently with a need for balancing the material world with the spiritual world. Our attention is increasingly focused on the enhancement of the individual and collective conscious with an organisational consciousness (*Figure 1*). Or, as the authors of the spiral vortex say, it “best depicts the emergence of human systems, or memes, as they evolve through levels of increasing complexity. Each upward turn of the spiral marks the awakening of a more elaborate version on top of what already exists, with each meme a product of its times and conditions. And these memes form spirals of increasing complexity that exist within a person, a family, an organization, a culture, or a society. We all live in flow states; there is always new wine, always old wineskins. And you can see that this whole evolutionary process is working because we’re still here, because we’ve been able to survive thousands and thousands of years of coping

with what has been quite a hostile environment. So we have a wonderful species that has an innate capacity to renew itself. That's what makes us human" [Roemischer, 2002].

Over the past 200 years, as it is well summarised by Jessica Roemicher [2002], certain social characteristics had started emerging, which eventually indicated the coming of a new era at the end of the previous century. They have been visible in the behaviour of individuals and the society, especially on the level of structures. These characteristics encourage us to recognise them for more than just changes in the culture. They invite us to start thinking about a new civilisation whose form is becoming increasingly apparent in the stronger presence of elements, such as: systemic method of thinking, open models of collaboration and co-creation, global networks, participative decision-making models, eco-consciousness, interwoven internal and external worlds, managing social and planetary consciousness, emergence of global values, etc.

Regarding the above, I believe that our awareness is becoming increasingly more substantial. Simultaneously, changes and events also happen with increased frequency (*Figure 1*). So, a new eco-oriented **civilisation with a global character** has all the potential to occur. Yet, when it happens, it will be something quite different than the previous ones. All civilisations of the past were continental in character, both in origin and in their characteristics. The new civilisation is likely to be global, planetary.

Figure 2: Evolution phases



Source: Bulc, V. [2006]. *Ritmi poslovne evolucije (The rhythms of business evolution)*

Due to the above define, e.g. changes, trends, calls for changes in structures in which we jointly live and create are becoming more audible, particularly regarding the structures within which we learn, train and grow. Systems and individuals are reacting to these mutually invoked conditions. In the chapters that follow we will try to address the changes that are happening at the level of the systems (evolution) as well as on the level of individuals (involution) and try to show how they are complimenting each other for the better of the system as a whole (new civilisation) as well as the individual elements (organizational or individual),

2 Evolution of systems

For a few hundreds of years - up until the end of the previous century, the development of the business world was commonly linked to technological milestones, such as: the steam engine, the electromotor, the microchip, or new materials (nanotechnology). Hierarchical thinking and hierarchical relationships dominated the organizational behaviour. People were predominantly treated as a necessary **working force** that should be exploited. The leadership style was top-down using discipline as the primary element of (business) relationship. The core values of that phase were hard work, obedience and “the norms” (*Figure 3*).

The dominance of productivity as value creation started to change by the proliferation of global economy, connecting continents, opening state boundaries and encouraging free trade and global cooperation. With these changes occurring, Europe could no longer compete in the global market only on the basis of price [European Commission, 2013].

So, in the 1980s, a new driving force for a value creation swept across the globe – “the quality” driver (*Figure 2*). The increase of internationalisation and globalization in business started pushing, for example, those European companies that persisted with creating productivity-based value add, further towards the margin of survival. This was a result of the growing prices of energy, labour, and raw materials. In order to maintain a strong position in the global economy, the European economy needed to use **quality** as a new driving force for value creation.

With quality as the new driver of value creation, new needs and new opportunities arose for system development and organizational behaviour. The differentiation among companies was expanded to services and work practice that provided solutions for market penetrations, value chain improvements, integrated solutions, and methods for a successful teamwork. The **process** became the key subject of business

Figure 3: Organizational behaviour and the system evolution

Source: Bulc, V. [2006]. *Ritmi poslovne evolucije (The rhythms of business evolution)*

Model of System Evolution			
Working environment	Learning environment	Thinking environment	Self-conscious environment
Obedience	Knowledge	Creativity	Wisdom
Productivity	Quality	Innovation	Intuition
Working force	Human resources	Human capital	People
Steep hierarchy	Flat hierarchy	Networks	Spider net
Production facilities	Process	Market segments	Opportunities
Top-down	In-front	Within	Be
Discipline	Co-operation	Co-creation	Co-existence

observation. The **process of constant improvement** became the primary tool in the hands of management for staying in the competitive game. To support the needs of quality based systems a new management style needed to be introduced. The hierarchy becomes more flat; more people were included into decision-making process. A new set of values, like knowledge, teamwork, and co-operation emerged.

They were more geared towards individual people that were officially called within an organization “**human resources**” (*Figure 3*). However, this new rhythm presented systems with a new issue – the issue of the absorptive capability of the people who were responsible for implementing changes on the strategic and operational levels, as well as, for the markets and supply chains, to recognise the value that innovative ideas bring. This is why, in addition to motivation, a more comprehensive development of individuals that are flexible and opened to change [InnoGrips, 2012] was necessary.

While productivity was a driving force of added value for a few hundred years, quality held this place for a mere twenty years. Yet, it enabled an increasing interest in knowledge and cooperation, and brought attention to different markets (industries, quality segments, regions). Markets were no longer looked at as a single entity but rather as diverse segmented groups, based on the expected quality and the associated price.

Due to the growing influence of the Internet and other modern information technologies that enabled global communication, trade, and co-operation, the central driving force of generating added value at the beginning of the 21st century, became **innovation**. And that is still the case today. The need for establishing identity at the levels of the objects, individuals, groups and structures, is on the rise. Those needs are becoming increasingly diverse. Instead of products and processes, **correlations** and understandings of relationships are of a growing importance. Therefore, in addition to technical innovation, **organizational and marketing innovations are emerging s key issues**. Innovation is driven by the relationship with markets based on the needs and behaviours of the targeted groups of customers, by the diversification of local environment, and the new vibration of the Planet itself.

In addition, open innovation ecosystems have been established as a new form of co-operation and co-creation and these, in addition to the internal resources (employees), also include external stakeholders (strategic partners, suppliers, knowledge holders, the environment) who are actively included in the process of innovation [Chesbrough, 2003]. The number of active participants is growing and so are the number and complexity of innovation propositions. Companies that do not succeed in activating a mass approach and a new set of values as co-creation, collaborative networks, shearing of knowledge and experiences, lose ground with respect to the market, thus failing in terms of (business) success.

To ensure that thinking environments have an absorptive capability, a **comprehensive development of competences** of individuals, teams and communities needs to be present. **Cross-structural teams**² prove to be the most efficient, for within them, participants stimulate each other's growth by challenging each other, encouraging each other to expand beyond the known, and discovering new insights and solutions through a new visions and proactive points of view. According to Simard and West [2005] deep networks and their knowledge are easily accessed, but the knowledge they possess is usually redundant and can lead only to minor changes and innovation. On the other hand, “wide ties provide the benefit of access to non-redundant

² In professional literature the expression inter-structural has also been noticed.

information and thus a greater potential for innovation, but without the trust inherent in deep ties. Wide ties are also hence more difficult to manage, particularly in capturing and re-combining these, sometimes disparate, information elements into new knowledge. Again, a major role for informal ties makes it difficult to predict, capture and plan the role of such ties”³.

Thus, a **horizontal innovation infrastructure** is being established in a support to the innovation process and development of the innovation culture. The innovation infrastructure helps to maintain transparency and visibility of innovation proposals and ensures a unified model for assessing innovation proposals, as well as, provides tools and knowledge resources for encouraging ‘out-of-the-box thinking’. It is essential that those terms are aligning with the **organizational strategy and vision**, as well as with the corporate values and mission.

As explained through the model of business and innovation evolution (*Figure 1 and Figure 2*), every phase brings a need for more organizational and horizontal involvement of all the participants of business ecosystems. Therefore, by establishing **mass innovation** and establishing appropriate **absorptive capability** of the ecosystems, we do not merely insure the growth in generation of innovative ideas, but also simultaneously ensure a suitable environment for the development of premium innovation, e.g., the so-called **breakthrough innovation**. It is worth pointing out that the concept of absorptive capacity received considerable attention in the last two decades [Flatten, Engelen, Zahra, Brettel, 2011]. It has been shown, that absorptive capacity influences organizational innovation performance [Tsai, 2001], as well as inter-organizational learning [Lane, Salk, Lyles, 2001]. The pioneers of absorptive capacity [Cohen, Levinthal 1990] conceptualized absorptive capacity as the firm’s ability to “recognize the value of new information, assimilate it, and apply it to commercial ends.”

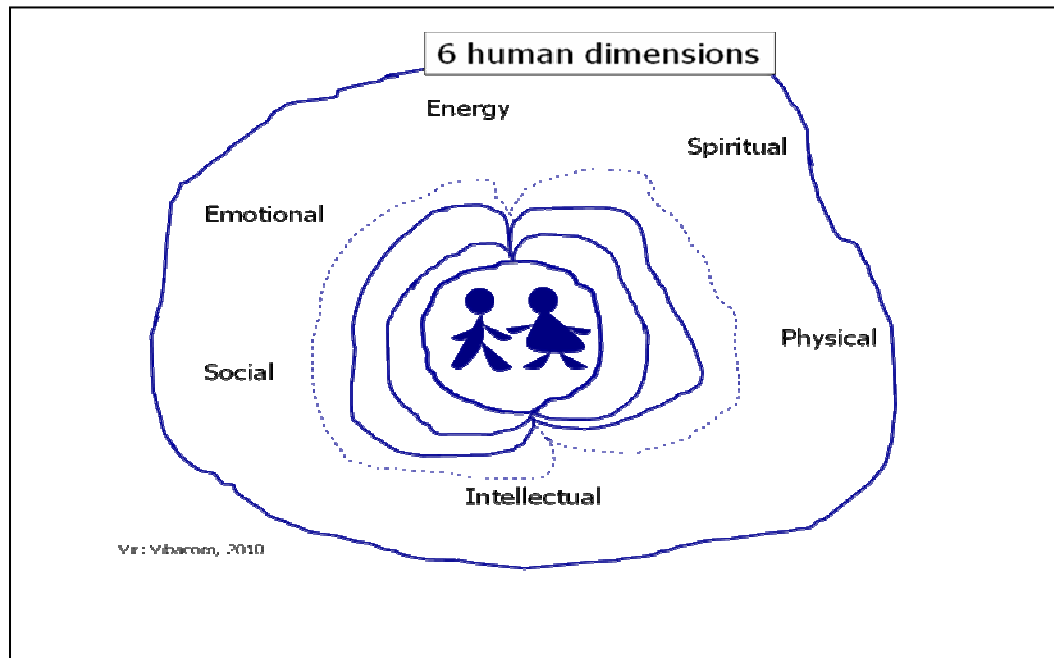
The experiences show us, that only when the (business) environment has established a broader support and readiness for mass innovation, such an environment can also successfully absorb the needed changes and adjustments for a radical innovation to take place on the level of the organization and the entire innovation ecosystem.

However, being in the middle of the “thinking phase” at the moment in Europe, we can notice that there is already emerging yet another enabler of value creation, intuition, as well as a new set of values, e.g., glocalization, sustainability, eco-conscious. Innovation pushed us beyond the logical mind, beyond the rationalization. In the process of creating ideas we realized that there were many moments that contributed to new ideas to emerge, yet we could not really explain where they came from, how they emerged. The exploration of the “pre-idea” phase opened up the door towards subconscious mind and intuition as a tool to reach information stored there. More and more professional literature points out to intuition as the new tool for being able to sense what is going on in the world, to understand needs of different societies and to be able to address them with appropriate solutions. So, a new set of values like co-existence, integrity, identity, loose networks (spider-net) emerged and joined the group of the previous ones only to upgrade them and broaden the holistic perception of individuals and systems (*Figure 2, 3*). This phase is called self-conscious phase and it made room for development of a completely new set of competences that are putting a human being, who is finally called human also in professional circles, at the core of an organization, of a human-made system. Such a change in perception

3 Simard and West (2005)

allowed people to start interacting with the rest of the natural systems on a direct, energetic level. Increasingly we feel the connectedness with the entire Planet Earth and other ecosystems around us. That is the foundation for a new way of thinking, and perhaps offers one of the leverage points of a new civilization.

Figure 4: 6 dimensions of an individual



3 Involution of individuals

“The human nature is not fixed; we’re not set at birth. Rather, we have the capacities, in the nature of the mind/brain itself, to construct new conceptual worlds. So what we’re trying to describe is simply how humans are able, when things get bad enough, to adapt to their situation by creating greater complexities of thinking to handle new problems” [Roemischer, 2002].

As showed in the first chapter, the human evolution has not been happening only in the material world and in the society, but we can see the same shifts and sustainable changes in the process of involution, in the inner world of an individual. The inner development can be described through our perception of the human capital (inner levels) and the structural capital (results of our actions).

The understanding of the dimensions of **human capital** has changed, at least in a business world, quite a lot. If even 15 years ago we were engaging consciously mostly physical and intellectual levels of people, today’s understanding of human capacities shows a different picture. In today’s business practice we are addressing systematically already all six levels of an individuals (*Figure 4*): physical, intellectual, emotional, spiritual, energy level, and the social one. I can see in my own practice that a critical mass of people got inspired by many new vibrations and open platforms where they can exchanged thoughts, by the hands-on experiences and their own/individual breakthroughs in perception, by the inspirations that touched them, and by the power of heart intelligence and intuition [Bulc, Kovačič, Batellino, 2013]

that are in the process of awakening. Those new approaches are gaining in strength and spreading in a day-to-day practice.

Consequently we see a difference in the content of a **structural capital**. More and more products, services, solutions are becoming eco conscious, socially responsible and are a result of a systemic view that brings a higher level of inter-operability and connectivity to what we produce and re-use. Consequently, we are shifting our attention from only technical innovation to more non-technical ones with a special stress on social innovations. Therefore, new social models are emerging that recognise the need for horizontal, network-based cooperation and co-creation on a local and global level.

4 Emergence of innovation ecosystems

Since the very beginning, innovation has been one of the driving forces of humanity [Bulc, 2012]. Throughout the various phases of our civilisation, innovation has been perceived from different points of view and manifested in different forms: in a relation to different economic environments and its layers, and in respect to different social impacts.

Innovation ecosystems⁴ are an effective form of co-operation, co-creation and co-existence in modern organisations and in society as a whole. They encourage **horizontal** integration of all stakeholders, who jointly **co-create mutually beneficial results** using a diversified set of tools and approaches along the way.

Innovation ecosystems can be developed within an individual sector, industry, local community, state or a region. They can also integrate various groups of stakeholders, interest groups, and sometimes individuals, owners of knowledge, owners of needs or/and any other subgroups of interest. They can be geographically or virtually delimited. Regardless of their type or nature, they share a common characteristic: namely that a successful development of innovation initiatives⁵ is based on **larger number of participants**, interconnectedness, integration, and mutual benefits, based on **systemic (comprehensive) thinking and systemic solutions**.

But this was not the case in the past. The generation of initiatives used to be predominantly limited to small groups of experts. These groups used to seek solutions for the foreseen needs or identified problems and applied them as products on the market, usually in the form of **technological innovations**.

The need for innovation has increased with the reinforcement of globalisation and a free flow of goods. In order to be globally present, one needs to differentiate oneself from the others; one needs to establish one's own recognizable identity. Thus, the concept of innovation was extended further to innovative **services, organisational innovation, marketing innovation, and social innovation** (Figure 5). These types of innovation significantly broadened the circle of stakeholders necessary to generate enough ideas⁶, inventions⁷ and innovations⁸. The innovation process started to include

4 An environment and a group of different stakeholders co-creating (added) value. There are two types of innovation ecosystems – open and closed [Chesbrough, 2003]. **Closed** innovation ecosystems share and apply the results of their work **internally** in order to create a new value **within** a defined ecosystem. **Open** innovation ecosystems **share** the results of their work, against payments or free of charge, with external stakeholders.

5 Ideas with the potential to become innovations (formally drafted and submitted for review)

6 A new view, a new understanding

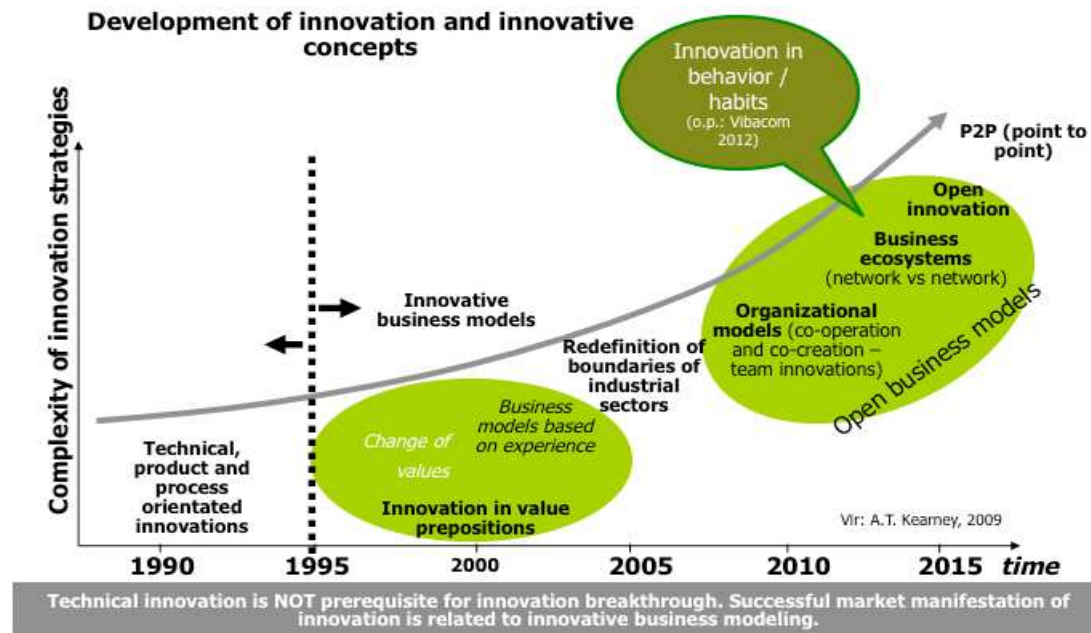
7 A new idea successfully implemented in practice; a new idea that works

8 A new idea that works and generates (added) value

an increasing number of individuals and groups that had the needed competences (knowledge holders).

The ability to shape a **business culture** that encourages and develops innovation environments that could handle a large number of participants (**mass innovation**) has become a distinctive identifiable element between **successful** and less successful companies [Bulc, 2012].

Figure 5: Development of the perception of innovation



Source: A.T. Kearney, IER, Vibacom [2009].

With the increasing number and broadening variety of innovative initiatives, and the increasing need for mass involvement of a broader (open) number of participants in the process of value creation, the micro and macro environments were faced with a new challenge, i.e. their **absorptive capability** for successful development and placement of innovative initiatives and by the need for a safe environment where they could create fully and freely. As the analysis of over 15 local organizations has shown [Bulc, 2013] that the majority of people consider to be in a safe environment when there is a sufficient flow of information, team work and trust present. In other words, they were challenged by their own ability to **understand** the advantages and weaknesses of innovation, and to **comprehend** the environments where it could be generated, as well as, to **adapt** to all the necessary adjustments for their successful implementation.

5 Cases that prove the point

There are many cases on the local as well as global level that prove the arguments for change and create potentials for emergence of a new paradigm, possibly a new civilization. Those presented are either from the Slovenian environment or initiated by a Slovenian team. I will try to present them from the evolutionary and involutory point of view, based on the (model of) criteria presented in the *Table 1*.

Table 1: The criteria used for the evaluation of cases

<i>Criteria</i>	<i>The value of criteria</i>
Values	Productivity/obedience, quality/knowledge, creativity/innovation, intuition
Type of collaboration	follow the command, co-operate, co-create, co-existence
The # of participants	individual, team, mass participation
The impact	low, middle, large
The type of change	Improves the existing conditions, changes the boundaries, changes the foundations
The dynamics	adjustments, involution, evolution

Development Centre of the Heart of Slovenia⁹

The beginnings of the Development Centre of the Heart of Slovenia go back to 1997 when the office of the Mayor of Litija supported the idea of the establishment of the local entrepreneurship centre. The centre was founded in 2000 as a Development Centre Litija, its primary task being acceleration of the entrepreneurship of small businesses in the municipality of Litija.

Through the years the Development Centre of the Heart of Slovenia started outgrowing the boundaries of the municipality of Litija and linking up with other municipalities. Today we are known as the coordinator of development projects in the region of closely interlinked municipalities of Dol pri Ljubljani, Domžale, Ivančna Gorica, Kamnik, Litija, Lukovica, Mengeš, Moravče, Radeče, Šentupert, Šmartno pri Litiji, and Zagorje ob Savi. Our projects are becoming recognized in a wider regional and European environment.

The projects introduce innovative approaches to educational, economic and local areas, interlinking them with each other. They act as development agents in the area of regional development partnership, titled the Development Partnership of the Centre of Slovenia, with interconnections based on new development possibilities (*Table 2*).

Table 2: Evaluation of the Heart of Slovenia

<i>Heart of Slovenia</i>	<i>Phase 1 (2000/06)</i>	<i>Phase 2 (2007/11)</i>	<i>Phase 3 (2012/on)</i>
Values	Discipline, knowledge	Knowledge, creativity	innovation
Type of collaboration	Follow	Co-operation	Co-creation
The # of participants	Individual	Team	Mass participation
The impact	Low	Low-middle	Middle-high
The type of change	None	Improvements	Change of boundaries

⁹ more information on: <http://www.razvoj.si/?lng=en&>

The dynamics	Adjustments	Evolution	Evolution, involution
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Challenge:Future (C:F)¹⁰

C:F is a global platform for youth empowerment. In the last 4 years it has developed a unique innovation model built on the principles of true empowerment, balanced innovation, and active co-creation of the future. For over four years C:F has demonstrated repeated success in the large-scale engagement of global youth aged 18-30 in more than 200 countries worldwide. This success is built on its capacity to accelerate learning, innovation, and impact by creating a variety of unique innovation ecosystems. C:F's most recent annual project: The Future of Work is a perfect illustration of such capacity. The project managed to engage 1.360 teams of students from 106 countries, C:F platform received 700.000 page views and the community benefited from a record-high participation in the voting process with 22.000 votes. All in less than four months! Challenge:Future leans strongly towards the use of human-centered innovation methodologies while solving personal, business, and global challenges. May it be participatory, user-centered, or integrated design, the goal is the same: to foster dialog, engagement, and collaboration among all parties involved (Table 3).

Table 3: Evaluation of the Challenge Future

Challenge Future	Phase 1 (2009/10)	Phase 2 (2010/11)	Phase 3 (2012/on)
Values	Creativity	Creativity	Innovation
Type of collaboration	Co-operation	Co-creation	Co-existence
The # of participants	Team	Team	Mass participation
The impact	Medium	Medium-high	High
The type of change	Change of boundaries	Change of boundaries	Change of foundations
The dynamics	Evolution	Evolution	Evolution, involution

InCo movement¹¹

InCo movement is a movement for an innovative breakthrough in/of Slovenia and beyond. It has been promoting active cross-structural dialogue and development of tools for sustainable development of an innovative society for the last 7 years. InCo is an acronym of innovation communication, which has grown from a concept into a movement connecting various stakeholders in society.

The InCo movement is a case of social innovation, which by its uniqueness gives an

¹⁰ <http://www.challengefuture.org/>

¹¹ [www.incomovement.eu](http://www.incomovement.eu;); www.themagicofcontribution.si

important impulse in local and global space and shows the ways of future acting of civil society.

The movement has created numerous opportunities, insights, new models, rewards and new understandings of the modern society, all of which they have shared at numerous domestic and international events, papers, interviews, and activities. It has engaged over six thousand people in their activities and introduced many important topics in local environment with a global impact. The movement's major contributions have been in the field of **innovation** and **intuition**. The movement integrated the two topics into Slovenian space as important tools for value generation on all levels of society (in business, for NGOs, in public sector and on a level of local communities) (*Table 4*).

Table 4: Evaluation of InCo movement

<i>InCo movement</i>	<i>Phase 1 (2006/8)</i>	<i>Phase 2 (2008/10)</i>	<i>Phase 3 (2011/on)</i>
Values	Innovation	Innovation	Innovation, Intuition
Type of collaboration	Co-operation	Co-operation	Co-creation
The # of participants	Team	Mass participation	Mass participation
The impact	Medium	High (in numbers)	High (in intellectual capital)
The type of change	Change of boundaries	Change of foundations	Change of foundations
The dynamics	Evolution	Involution, Evolution	Involution, Evolution

BTC Corporation¹²

BTC has been established in 1954 and has been since a very successful corporation with a strong socially responsible policy and with a strong dedication to sustainable development, creative solutions, well being of their employees and an open innovation policy for all major participants of their innovation ecosystem. Their business model is based on a balanced offer of business, commercial, recreational, entertaining and cultural events at one location with strong logistics service that acts as a local (Slovenian) loop provider for many international partners. The premises of which BTC is the manager, have been declared the largest shopping city in Europe. This year they won the European award for CSR (*Table 5*).

Table 5: Evaluation of BTC

<i>BTC</i>	<i>Phase 1 (1954/90)</i>	<i>Phase 2 (1991/2010)</i>	<i>Phase 3 (2011/on)</i>
Values	Productivity/obedience	Quality/knowledge	Creativity/Innovation
Type of collaboration	Follow the command	Co-operation	Co-creation

¹² <http://www.btc.si/eng/index.php>

The # of participants	Team	Team	Mass participation
The impact	High	High	High
The type of change	Improves the existing conditions	Change of boundaries	Change of boundaries
The dynamics	Adjustments	Evolution	Involution, Evolution

Comments

First, let me explain the nature of these cases: all three are examples of a social and a business innovation, e.g., they are all based on an innovative business model, connecting the participants of their model in a unique way, addressing their needs by innovative solutions that create value for their customers, and they create new types of relationships in a society by overcoming and replacing the old structures and replacing them with those that enable the creative power of the community to thrive in a sustainable manner.

Second, they were all established based on a passionate call of an individual or a team. All four examples are still managed by the same person/group who generated the original idea and created the organization, and who still keep the inner passion of the project alive and burning.

Third, all the organizations have evolved their core visions and missions around serving both individuals and society as a whole. They all use systemic approach in their evolution process. They all act as connecting nodes for prosperity. They are all strong advocates for responsible businesses and lifestyles based on eco consciousness. In all these cases the **evolution of the organization and the involution of the leading people have been intertwining all the time**. They have supported each other in the process of constant transformation, improvement, adjustment and generation of value. In addition, the involution at all levels of human dimensions (*Figure 4*) has been successfully spreading from the leading individuals or the team to all employees or co-creators of the project. In a parallel development, the participants have supported transition towards thinking and self-conscious environments (*Figure 2*).

We can see from the criteria charts that there has been a noticeable change in the shift of values, of impacts and other criteria that corresponds with the process of involution and evolution. One cannot but notice that the values have been shifting in sync with the values in the society. As a co-creator of the stories of all these cases in Slovenia, I can make a general observation that they, in turn, have been co-creating those shifts in values themselves.

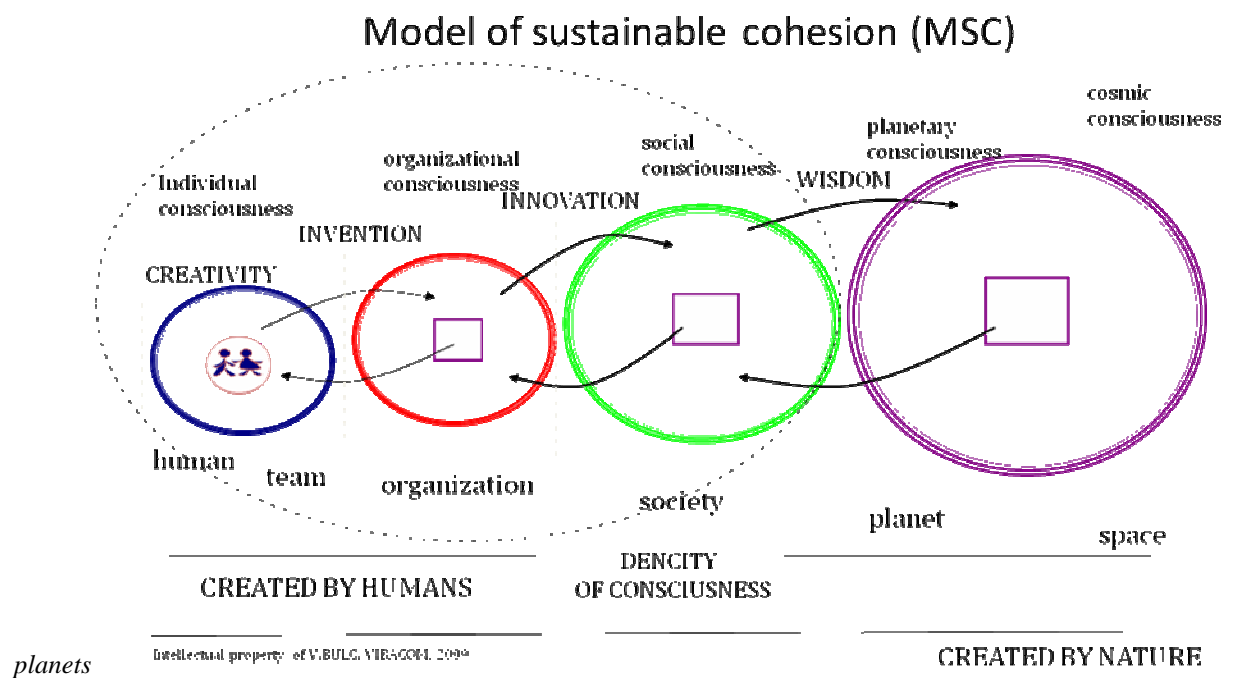
In the shift of criteria we could start recognizing more than just another re-adjustment. The changes on both the individual level and the organizational one have shifted from the external, tangible, noticeable, easy to measure ones, towards more internal, non-tangible, spiritual, character-based ones, which could suggest a move of a society and individuals towards a larger paradigm shift, maybe even a move towards a new eco civilization.

The mutual influence of involution and evolution on each other and the behavior of the systems at the connecting, overlapping points will be a very interesting field for exploration, systemic analysis and new discoveries. This paper is trying to open up the topic and encourage even more people to take a closer look at it.

6 Connecting points

I can only hope that the arguments and the practical cases clearly highlighted a close interconnection between structures and individuals. They have been complimenting each other in a sort of spiral path of development. Involution and evolution seem to be connected with each other on very fundamental levels. They are supporting each other in a highly co-dependent relationship without favoring one before the other, regarding their importance or priority ranking. It is obvious from a distance, how closely they are connected, and are interdependent, as shown in the *Figure 6*. Even more, I feel that they are not bonded by time but rather by the density of consciousness that drives the change.

Figure 6: Sustainable cohesion between individuals, organisations, societies and



I believe that because of our higher personal sensitivity, holistic development of individuals and systemic approach to life, we are changing also our consciousness. Based on the hands-on experiences of which the presented cases are good representatives of, we might be able to sense that we are at the verge of something new. Something so different that we still cannot quite see it, but we can sense it. We are changing our values based on this sense and in a not so far future, we might find ourselves in a new civilization that will recognize and value equally the tangible and intangible levels of our lives. What a time to live in!

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