— [CHÔRA] —

A Blueprint for Change

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Chôra

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This Blueprint...

This document establishes a social contract: it structures a coming together, forms an intent, engages those present to it in an exchange of possibilities. Our expectation is that this Blueprint will be a utility for a constituency of creative partners who will convene to design and develop CHÔRA. It is also our expectation that it will foster threads of thinking that will attract a broader community to help enhance utility and extend relevance beyond our current horizon. The document is an open invitation to join, it is meant to be drawn from as a source and used as a reference to engage in a creative experience.

We look to this Blueprint as a means to make things happen, in our space and elsewhere. We want it to be handled, turned over, observed, stretched, decomposed and reassembled so that it can feed the mind and the intent of all who are interested in the making of CHÔRA and in bringing to the world transformational capabilities. We understand it to be a proposition that will seed descendants.

We have a genuine curiosity about how this document will stir the air, will utter itself toggling between geometric ebbs of instruction and loose flows of creative quirkiness, and how it will discover pathways of realisation, learning itself into being. Now is its moment: we will observe its unmooring from "here" with a mild nostalgia, and we will experience its getting "there" with enchantment.

We offer here a texture of knowing and models with which to bring CHÔRA into being. Like the "space" it seeks to make happen, this document is not an enclosure, but a first stepping into the "in between", a starting weft in the fabric of ideas that will generate learning and model outcomes. At its core this Blueprint expresses a will to form action, hints to unfolding possibilities, wants to give presence, to reveal and discover how things might be so that they can be made to be.

To provide context and terms of reference to our endeavour, to sources our thinking and to support our generative intent, this document is structured to lay out:

1. what we understand the problem to be

2. what the solution we intend to develop is

Contents

Problem

But now the argument seems to require that we should set forth in words another kind, which is difficult of explanation and dimly seen. What nature are we to attribute to this new kind of being? We reply, that it is the receptacle, and in a manner the nurse, of all generation

Plato, Timaeus, 49a, 50c

Uncertainty

Change is Changing
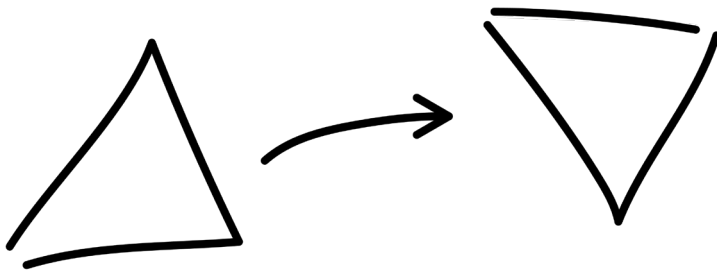
The modern world was aptly named the Risk Society. It was born of the breaking down of geographical barriers and of extraordinary intellectual achievements. This world's capability to radically reduce uncertainty by modelling outcomes induced progress and gave growth. The availability of abundant data and the new probability theory with which to interpret it were leveraged to make sense of the future and thus venture into discovery, invention and enterprise. As the spectrum of possibilities widened, new aspirations emerged and technological developments realised them: with this expansive surge in experience came also an exponential increase of complexity. Most importantly, in a fundamental challenge to decision-making, the progress fostered multiplied the instances of contexts relevant to us and accelerated their transitions.

A new post-modern world has since emerged: multidimensional, fast and nonlinear in its evolutions. Here the generation of relevant intelligence about changes, the possibility of informed choices, the timeliness and effectiveness of our commitments to action is no longer given. Risk is a "measurable uncertainty", but now there are only few instances where what is measurable is also most relevant to the making of decisions and the determination of actions. The value of a reliance on probability when anticipating the nature and evolutions of our context is diminishing rapidly. It is in fact a cognitive bias that limits access to the possibilities that lie outside the cone of probability. Probability constrains the thinking and the conversation, reducing our options for action. Our context is, and increasingly will be, 'unmeasurable', and our uncertainty a condition that can only be resolved by emergent, discursive, contingent processes of perpetual learning, adaptation and self-renewal.
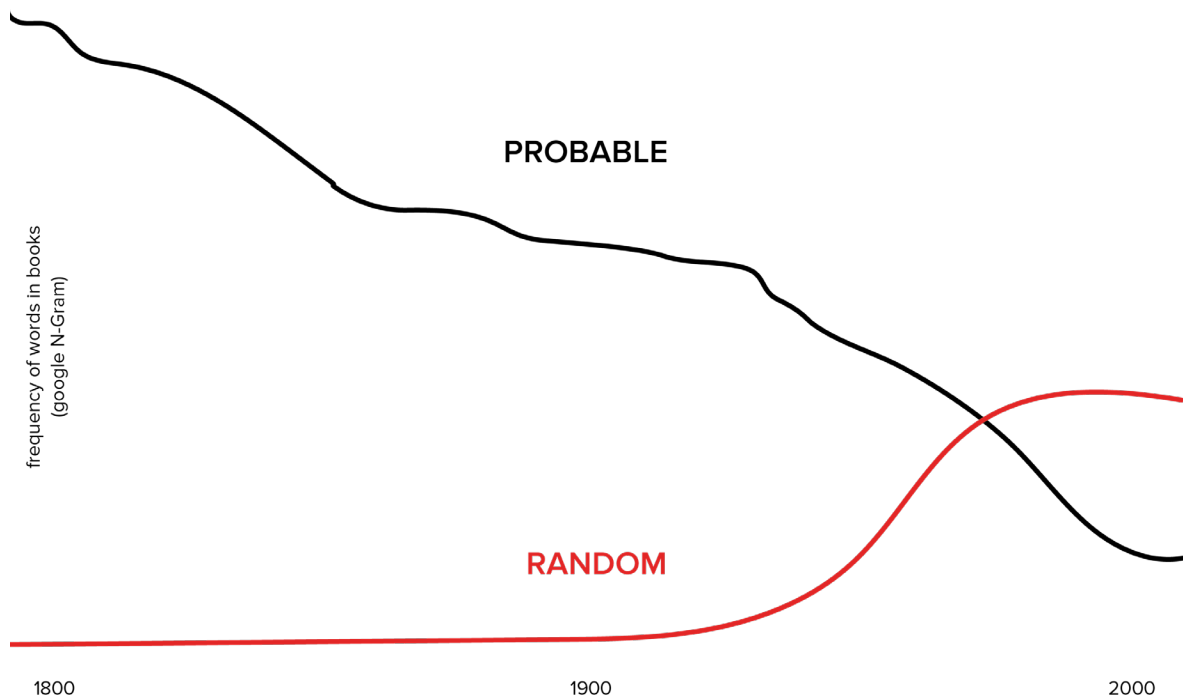
The Meaning of Change

Learning calls for the orienting beacon of relevance, for a rationale that will determine intent and discipline effort. The degree to which change is relevant, and thus an object of interpretation and an argument for action, is not in it happening, but in its happening to 'us'. The fact of change doesn't matter, but the relevance it assumes on account of who we are does matter, enormously.

In all the efforts to foster innovation, in the design of its policies and of the organisational systems intended to make it happen, seldom is it appreciated that innovation has a transitive property: there is 'something' here that wants to renew itself, that makes itself the object of a process of renewal. It is this 'thing', this identity at play, that establishes coherence, generates meaning and thus structures choices, investments and activities.

Our sense of self, the robustness of the critical reflection that generates and hones it, the extent of the engagement it emerges from and the richness of its representation give human systems relevance and, therefore, induce engagement and produce effectiveness. A full appreciation of the idiosyncratic significance of one's relation to change is fundamental to resilience and eventually to generating outcomes predicated on distinctiveness and timing.

Here is where "risk" becomes meaningful, where choices can be argued and purposeful actions can be taken to resolve uncertainty. It is here that strategic leadership matters. The leadership qualities called for in the renewal of an identity are 'critical', as in capability to engender an organisational reflective 'crisis', an interrogation of fundamental assumptions that acknowledges the need for difference in the way we are. The constancy of change is generative of meanings emerging from the relation between who we are and where we are.

The Effect of Change

Most human systems understand strategic renewal as essential for survival, and recognize therefore the need to invest in innovation. However, only a few know how to use innovation to transform their core identities, whether institutional or business, and even fewer know how to transform themselves so as to create space and develop capabilities to innovate structurally and continuously.

renewal   decay

innovation   no innovation

risk   no risk
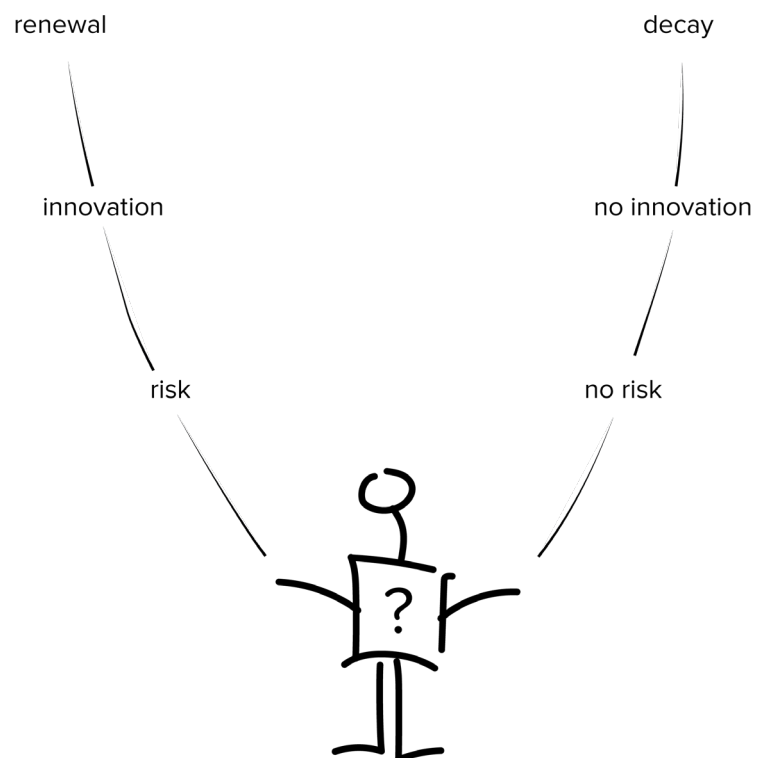
There is an imperative to innovate echoing across social systems, markets, organisations, lecture theatres, design labs and beyond. There is also a blindness to this effort, a hit-and-run inefficiency seldom questioned. To reduce the uncertainty of outcome renewal intents seek and apply funnelling and evidence-based processes of innovation. What they reduce is the very stuff of which innovation is made: dense diversity, dynamic and open exchanges, creativity, serendipity, experimentation and learning.

The effect is an overwhelming reliance on opportunistic and incremental developments of current value propositions: a tactical, and often very wasteful, innovation activity lacking the relevance and rigour of a robust strategic rationale. The paradoxical consequences of this approach are strategic single-mindedness, operational short-termism, the burrowing and the modesty of innovation efforts. This is a consequence of governance systems where decision-makers adjudicate innovation rather than assume responsibility for fostering it, arguing its case and leveraging its value. If innovation is a response to change, and change is constant and erratic, modest and reductive approaches to innovation can only increase the risk to viability.

The Challenge of Change

In all this, there is a challenge to transformation and renewal intents. The landscapes across societal models and industries evolve in irreversible path-dependent ways where existing systems and forms rapidly become outdated and irrelevant. Identities are frail, incumbency is vulnerable, formulas once successful are quickly replaced. The potential impact of these exposures is significant and can make-or-break social systems, institutions, organisations.

The challenge is of existential proportions: it calls for initiatives, capabilities, systems that can generate new identities, new forms, new pathways of change; that can churn out a difference, a strategic otherness that can more effectively "go" there and "be" there. But strategic renewal appears to be so difficult to pursue: it calls for intellectual capabilities and financial commitments projected in an uncertain future.

The challenge of change is that one needs to change, to assume new identities as context evolves, to design new forms with which to "be there". The forms, here, must cohere with the contextual dynamics, they can no longer be representatives of the stale model of bounded systems, of the closed, static and unresponsive organisation predicated on stability, linearity and rational projected distribution of effort and resources. It must, instead, claim an organic paradigm, a restless, dynamic, transmorphing system that learns itself into being there, meaningfully and effectively. For these conditions to be met two things are needed:

1. new capabilities

2. new systems.

What Change Needs

The new change dynamics highlight the ineffectiveness of systems anchored to a worldview of closed and controlled structures, linear evolutions and predictable dynamics. Action in the world, and its decision-making corollary of rationale and commitment, must establish relevance of the multiple emerging changes, anticipate their implications and mitigate their effects engaging in adaptive responses and learning from them what works in practice and what does not.

Change calls for sustained investment in imagination, in exploratory experiences, in the development of processes and tools with which to establish the relevance of change, with which to design the activities that will produce intelligence about change, that will give access to resources and articulate models with which to change.

Change needs the capability with which to consolidate a broad spectrum of experiences in a persuasive and compelling argument that can foster new intents and induce appropriate commitments; that can give structure to the effectuation of innovation so as to shift systems by leveraging evolutionary dynamics and the aggregative power of meaning.

Change needs a system inherent capability of seeding and facilitating the strategic social conversation that forms a collective agency. Success here depends on the flexibility of a strategic identity, on the speed at which it transforms, and most importantly on whether that identity can supply itself with a rich range of renewal options: here is a formidable argument for commitment to innovation, for sustained investments in developing capabilities and building delivery mechanisms to enhance innovation efforts.

Managing the new order of change, and its implications, calls for a curriculum of distributed transformational leadership qualities: reflective, imaginative, designerly, interpretive, argumentative, communicative. The renewal that social systems must engage in requires a robust framework of concepts, a structure of protocols and processes, access to transformational heuristics and tools. To form and leverage this articulate set of capabilities a dynamic delivery mechanism is required. Renewal protocols must be rendered as source language that forms, enables, guides and provides a tempo of innovation, a heart beat that saps the system lines of effort and action with its transformational capabilities.

For system transformation to be "designed" a new paradigm of the structure of socio-technical systems is required, one that offers access to a robust capability and aggregates the "presences" that can furnish the multiplicity of interests, the density of renewal intents, the richness of resources and solutions, that leveraging a backbone transformational language can "drive" the urgency and the possibility of change and can with it form actions and assure their effects.

A space of change is needed for all this, a space that seamlessly plugs-in to the decision-making concern of all systems, institutions and organisations responding to change, that are willing to change as they do so. This should be a renewal agora, a dynamic and expansive social, technical and entrepreneurial space that enables and disciplines innovation activities, that grows exponentially as interactions and transformations occur. This is what CHÔRA is about and what this Blueprint ignites.
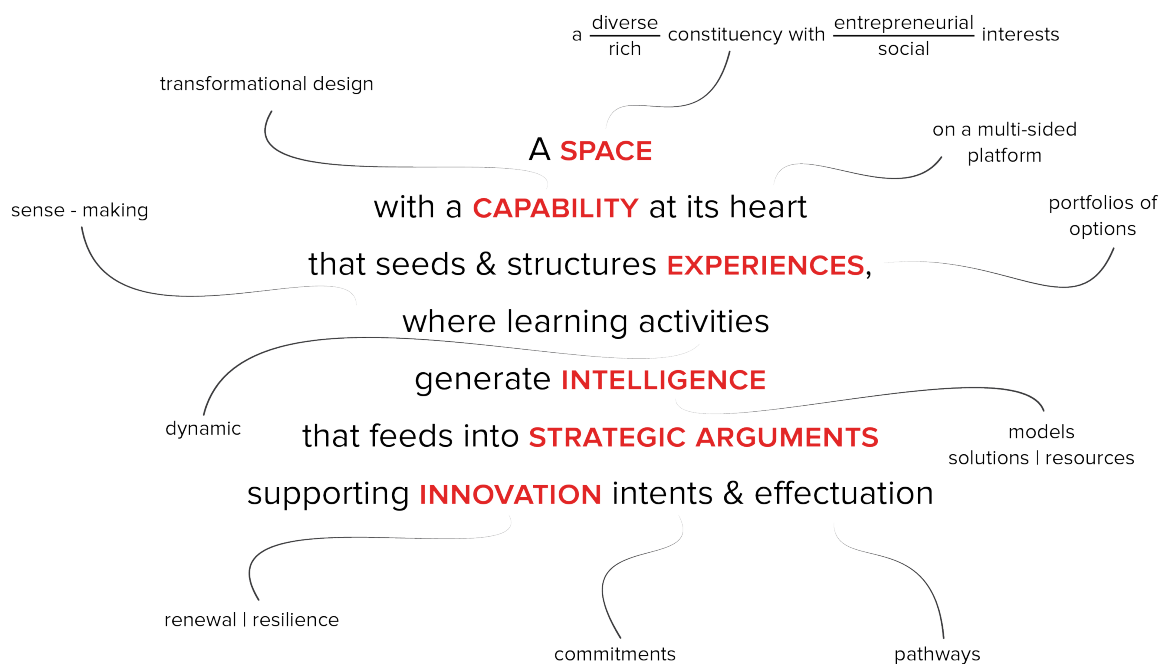
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Solution

...she is the natural recipient of all impressions, and is stirred and informed by them, and appears different from time to time by reason of them. But the forms which enter into and go out of her are the likenesses of real existences modelled after their patterns in wonderful and inexplicable manner...

Plato, Timaeus, 49a, 50c

CHÔRA

System Architecture

a $\frac{diverse}{rich}$ constituency with $\frac{entrepreneurial}{social}$ interests

transformational design

on a multi-sided platform

A **SPACE**

sense - making

portfolios of options

with a **CAPABILITY** at its heart

that seeds & structures **EXPERIENCES**,

where learning activities

generate **INTELLIGENCE**

dynamic

that feeds into **STRATEGIC ARGUMENTS**

models
solutions | resources

supporting **INNOVATION** intents & effectuation

renewal | resilience

commitments

pathways

CHÔRA brings about a system that aggregates and engages a diverse and rich set of agents with entrepreneurial and innovation intents, from which a space of renewal activities and solutions emerges. CHÔRA's architecture is the enabler of a system that delivers resilience and renewal capabilities and assets in more effective and efficient terms than current models.

CHÔRA is a space with an attractor that brings everything there, a transformational design Capability that seeds and structures experiences, arranges them as portfolios of Strategic Options, and delivers from them intelligence about the possibility and the forms of innovation. The presences that are drawn to this space, the activity that is structured by the protocols inherent to the strategic design Capability, the projects and materials that are made and progressed, all contribute to creating an open, creative, dynamic space of transformational effects rigorously disciplined by relevance, design and sense-making practice.

CHÔRA is where the possibility of things is imagined, ideated, decanted and eventually actioned. It is a space of reflection, of learning, of representation of how things might be, of how they could be. The Capability it provides, and the creative density of the entrepreneurial efforts it enables, attract resources and create opportunities, generate a febrile, rich and diverse fabric of social and economic activities. Solutions are produced here, capabilities and intelligence shared as innovation emerges, effects accelerate and change happens.

CHÔRA offers access to a language, a creative protocol of transformational capabilities and behaviours that form actions, induce learning and model outcomes. This Capability is the "core" feature of the platform: it instructs the design practice, it informs the sense-making and it forms the strategic arguments. A multiplicity of users, relationships, activities and experiences are attracted to it, and all seek it to make and transform.

CHÔRA creates space, seeds and hosts all this. This "maker" language enables and rigorously manages strategic pathways and solutions that lead from conditions of uncertainty and concerns with resilience, to arguments for and commitments to renewal, thus disciplining intents and efforts. It is a dynamic and generative architecture of concepts, processes, tools that originates from an original, robust, end-to-end [framework](#) for Strategic Innovation.

CHÔRA's intent is to offer a solution to the problem of system resilience and renewal by establishing an architecture that leverages the seamless integration of two elements:

1. an original and robust capability of design, sense-making and strategic innovation;

2. an open platform model for efficiently accessing that capability and the creative entrepreneurial constituency it attracts.

The Platform

CHÔRA at its heart has a Platform, in fact a multi-sided Platform. It is here that the Strategic Innovation Capability is grounded and rendered, has a place and exerts a gravitational pull on all the other entities in the system. On the Platform a conceptual Framework and an extraordinary design practice that mines it are enmeshed, so co-implicated as to be one in terms of how they are experienced and "used". In CHÔRA, Platform means a model and not a technology or a material infrastructure. So, to this extent, if the Capability were merely embedded in a set of printed manuals or in a wiki, that would be the "plat" of our "form".

CHÔRA's intent is to apply the most uptodate technologies and solutions so as to make access to the Capability it hosts seamless and effective. The dominant design principle for the Platform is the extent to which it is engineered to make possible, enhance, draw upon a genuinely co-creative and collaborative approach to the design and sense-making activities. It is the progressive, dynamic, streaming set of activities that the Framework enables and directs that gives structure to the Platform and induces effects. As Users of the Capability progresses through the various stages in the evolution of the design and sense-making activities, the design of Options and of Portfolios creates a surround density, a proliferation of engagements and interactions, a surge in creative febrility: this is the "space" that forms in which all the various agents, all at different stages in their pathway to transformation and renewal, are present and where the effects of their encounters and exchanges play out inducing proliferation, enhancement and a layered acceleration.

CHÔRA, like all social formations, requires an image of itself, an avatar by which to observe and engage in its organic, dynamic, expansive, febrile activities. The ebb and flows of its constituent presences, the fluid interactions that occur amongst them, the effects that these produce require technological solutions that can model the dynamics of complex adaptive systems and can provide all agents and materialities at play in the system with an experience of location, of "being there", knowing and knowable.
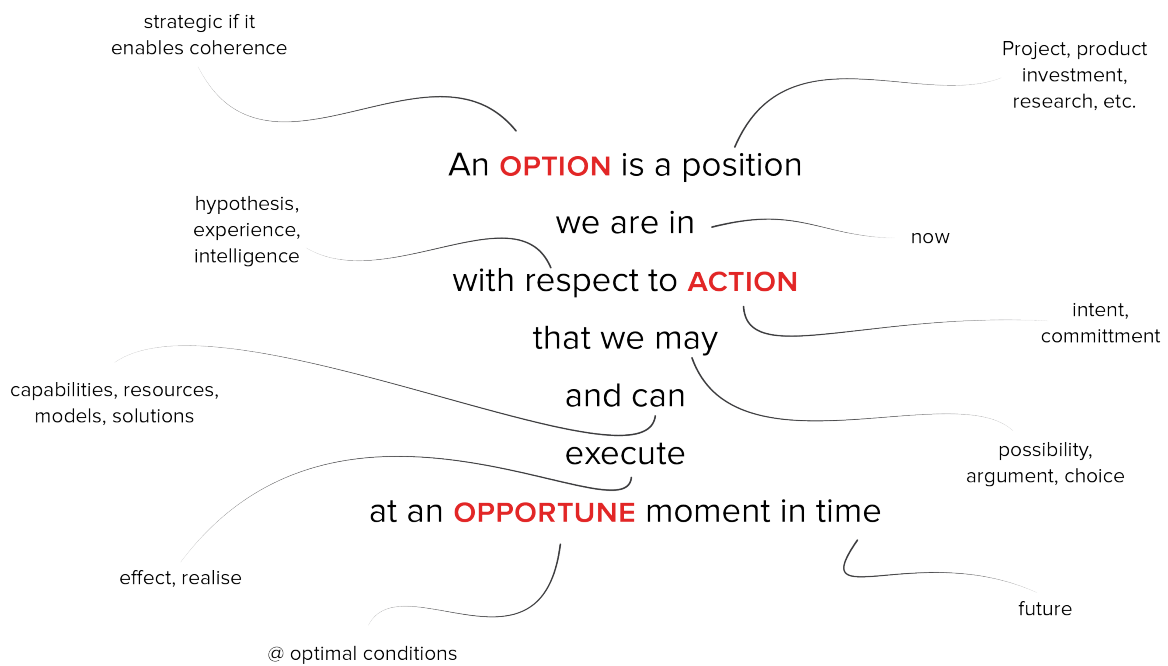
The Capability
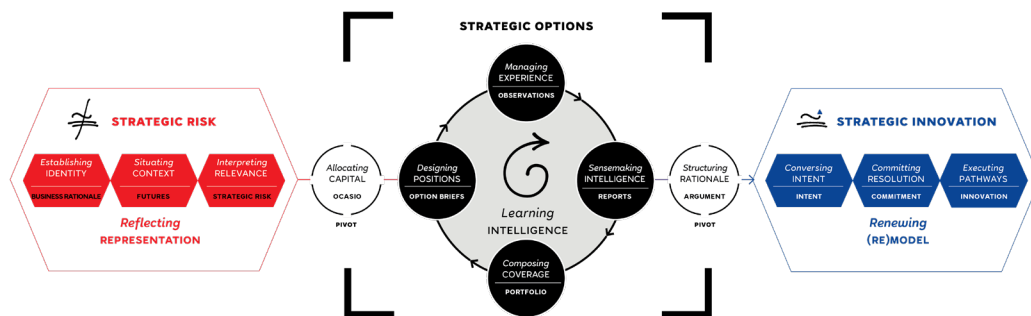
CHÔRA's system architecture provides access to a distinctive and robust intellectual capital anchored in a Strategic Risk and Innovation Framework. This Framework is founded on an understanding that uncertainty is best negotiated through innovation that emerges from the experience matured across a portfolio of Strategic Options. The outcomes in the application of this Capability are the intelligence that is derived by applying an intense and dynamic sense-making, and the new models that are formed and feed into a robust, compelling Strategic Argument with which to commit to new strategic intents.

The Capability that the CHÔRA Platform gives access to and makes available to a co-creative and collaborative effort is a core feature of the original Framework. It stands at the point in which the renewal intent of any organisation and institution must seek externalities, must "look out" and beyond itself. And that is the point at which a rigorous discipline of design, sense-making and modelling of decisions and commitments is called for to provide activities with a rationale, a mastery of practice, processes and tools that can generate renewal effects.

Design

strategic if it
enables coherence

Project, product
investment,
research, etc.

An **OPTION** is a position

hypothesis,
experience,
intelligence

we are in

now

with respect to **ACTION**

intent,
committment

that we may

capabilities, resources,
models, solutions

and can

execute

possibility,
argument, choice

at an **OPPORTUNE** moment in time

effect, realise
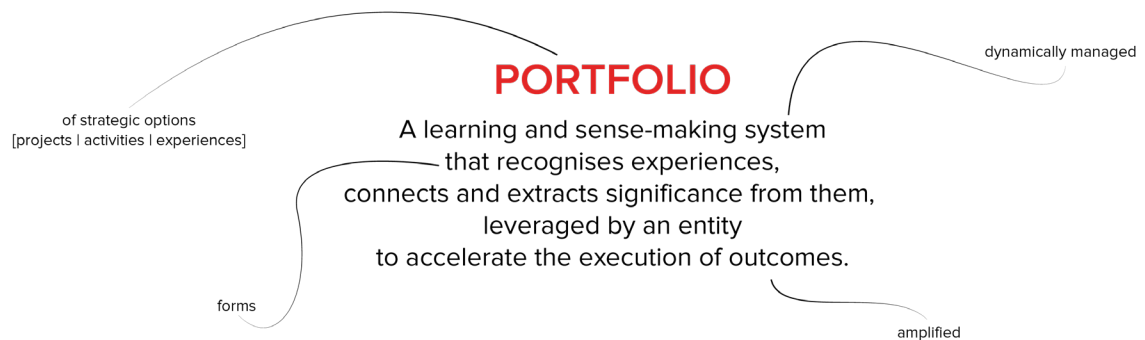
future

@ optimal conditions

The core activity that the Capability enables is the design of Strategic Options and the dynamic management of Strategic Portfolios. Options here are learning hypotheses, positions through which to experience and reflect on the dynamics of change in the environment and develop insights and capabilities with which to modify the organisational and business identity and thus enhance resilience and competitiveness.

An Option can be said to be 'strategic' when designed to enable coherence. What may give the positional value of an Option varies: it can be a project, a product, an investment, a research program, etc. What is essential is that the Option is a position that is taken 'now', i.e. that the experiential value that it might give is immediately activated. The action that the Option prepares for is a decision of strategic nature with a commitment to a new identity. The core value of an Option is the extent to which it sustains a choice, it establishes the possibility of an argument for change, provides resources and models with which to change.

Portfolio Sense-making

of strategic options
[projects | activities | experiences]

dynamically managed

PORTFOLIO

A learning and sense-making system
that recognises experiences,
connects and extracts significance from them,
leveraged by an entity
to accelerate the execution of outcomes.

forms

amplified

The macro-cellular fabric that is observable when one looks into CHÔRA's space are Portfolios of Strategic Options. Portfolios are the standout features, the organic elements that discover and learn about the nature and dynamics of the changing landscape. Their boundaries are ectoplasms, allowing for an osmotic openness to new relevant sollicitations. Portfolios are the objects and vehicles of activities, they carry the purpose and ultimately form the outcomes. Everything inside the space is structured to draw from the Capability to generate and leverage these elements. So it is this Capability that really structures the space, that makes it happen. At the core of CHÔRA is a songline that provides a "rhythm", a tempo of optional positioning and strategic enhancement that dynamically forms the space.

Portfolios are objects of design and of qualitative judgement expressed by agents with a transformational intent. Their quality is a function of the diversity and breadth of the experiences they subsume, of the expansive effects they produce, of the febrility and density of the internal interactions they induce, the speed at which they re-form, of the difference they produce. Portfolios are sensemaking and layering mechanisms that derive from the underlying activities the intelligence, the resources, the models and the solutions that are fed into Strategic Arguments.

Argument
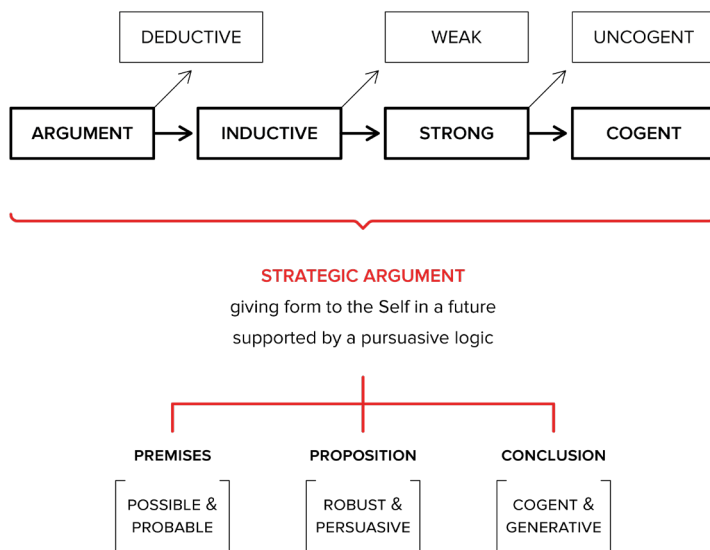
Robust Strategic Arguments articulate and support new intents, determine strategic commitments, allocate resources and effectuate innovation.

It is the insightfulness, the robustness and the models articulated in a Strategic Argument that enable Users of the platform to derive from their presence in the space the means with which to determine intent, identify opportunities, model value outcomes, scope pathways and ultimately engage in a purposeful commitment to Strategic Innovation effectuation.

The Space^{FORM}

PLATFORM

MULTI-SIDED
PLATFORM

SPACE^{FORM}
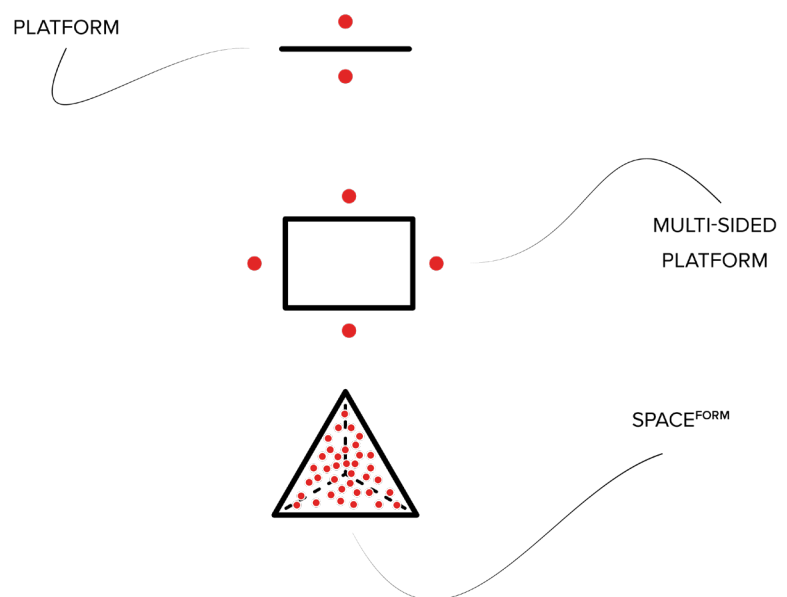
One could easily claim that CHÔRA is a multi-sided platform (MSP), i.e. a model that creates value enabling direct interactions between distinct types of affiliated participant groups. Yet, the recent emergence of MSP as a term is an inefficient attempt to understand and leverage the dynamic, interactive and complex social experience that occurs when diverse agents aggregate and engage in generative activities and exchanges.

The term MSP, and the epistemology that has evolved with it, seeks to capture an evolution of the Platform and a more articulated representation of its workings. Yet, MSP remains semantically moored to the static one dimensional flatness of Platform, merely adding "sides" to increase the types of observable exchanges. The flat image that Platform carries is a semantic legacy of the "grounded" meeting place that markets used to be, a legacy that has recently been reduced into the "motherboardness" of technology platforms and of technology enabled two sided match-making exchanges.

Despite the fact that Platform has now become an epitome of technology, it is in fact not a technology but a model with an infrastructure that enables markets to happen. It is a model that technologies have found most effective in rendering their utility, and one that in turn they have enhanced and structured with their expansive and accelerating properties. What technology has afforded now is for individual actors, or clusters of them to "make the market" and thus generate and regulate the exchanges between convening parties. The term MSP remains semantically trapped in the "flatness" of the Plat-form and ends up merely multiplying the number of agents involved without identifying a different social form.

This is an instance of a shift in paradigm that has not fully accomplished its intent: it fails to recognise and engage with the extent to which a social space emerges in the surround of exchanges, where presence is multidimensional, interactions are multilayered, and the density of intents, interests, actions and outcomes is vibrant, complex, dynamic and yet structurally arranged around an attractor, a magnetic force that consolidates the system organically and drives its evolutionary dynamics. In CHÔRA we have a different and better paradigm to bring to the understanding, the design and the transformations of social systems: a **Space^{FORM}**.

Spatiality, the robust and interdisciplinary conceptual architecture that we source here, affords a more organic representation of the system at play, and therefore greater purchase on the mechanisms that structure the activities that occur within it and on account of it.

Perhaps the most significant effect of the shift from more static and flat system models is the notional disentanglement of Platform (now truly the place where a Capability is "grounded" and offered) from Space: both remain co-implicated in the **Space^{FORM}**, but the functionality of the whole system can now be perfected by focusing on the specific design requirements of each element, and expanded by leveraging the more articulated and organic arrangement of the elements present in the system. When the Capability the Platform provides access to is a design and sense-making one that enables resilience and renewal what emerges is CHÔRA's uniqueness: a **Strategic Options & Innovation Space^{FORM}**.

Space^{FORM} Structure & Dynamics
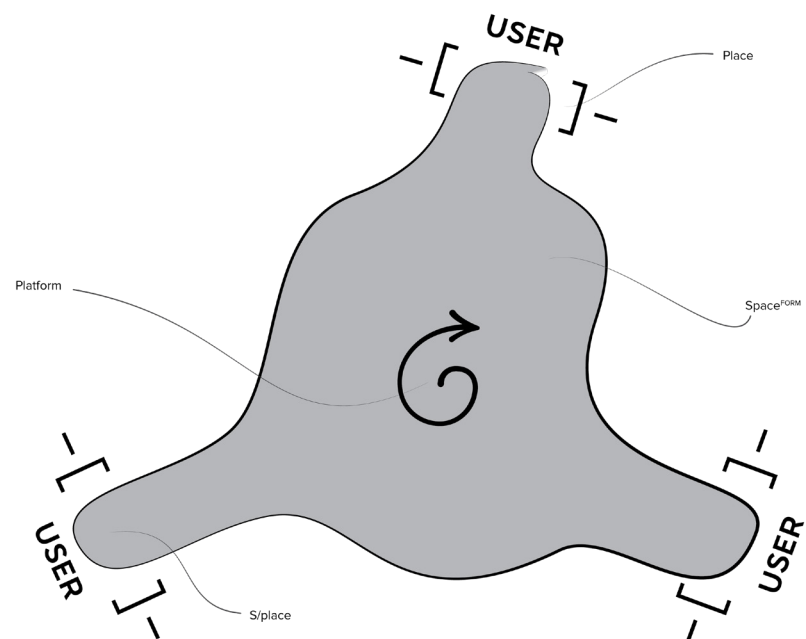
Spatiality

Spatiality has long been a concern of Geography, where it has generated a deep understanding of the forms of human presence and of the effects of those experiences. Specifically with respect to the dynamics of knowledge production and distribution within and across social systems, the entangled relationship between knowledge and space has been the object of a recent groundbreaking interdisciplinary research effort. In conceiving of CHÔRA and in developing it as a learning social system engaged in transformational activities, we draw on the body of work that is currently issuing from spatial studies.

Spatiality subsumes the experiences, the interactions and the exchanges that occur in human systems on account of their being present there and to each other. As the intent and the interests that are expressed by situated agents has them engage in interactions and generate effects, presence acquires density and flow, and space is formed.

Spatiality recognises the extent to which space is a function of it being "experienced" and therefore a function of the distributed information that agents have of "where am I" and "what is there", and therefore ultimately reliant on location awareness and communication across the system. The experience of space is also an effect of identities at play that relate to each other and through interactions produce outcomes that over time change them. The convening that "makes" the space is induced by the interest they share in being there and bounded by the value they derive from that. This social coming into being creates a configuration that has its own singularity, expresses an overall identity that reflects back to those that are active and present in the system: as space is formed, its own presence exercises influence on the presences it hosts.

CHÔRA has its own distinctive spatiality, a function of the principles and objectives that are inherent to it, of the technical mastery it offers to those that are present in the system and of the choices and activities that they determine and engage in. By drawing on a spatial epistemology the system design of CHÔRA can configure its working arrangements, the forms of ownership, the terms of utility, the productive and exchanging mechanisms, the flows and the overall control and administration processes, and thus the context of presence and practice that make it a uniquely effective innovation habitat.

CHÔRA's spatiality may appear to have no horizons, no boundaries that define it and hold it there and together, but it has a core that centripetally attracts. It is the interplay of pulls and pushes that structures the space, bounds it by means of presence and relevance. It is this relational fabric that extends the space coherently until it is relevant and necessary. Its openness, therefore, is not open-ended. Most distinctive in this system are the ebbs and eddys that come of users engaging with a generative and transformational Capability and drawing its value and significance back into their situation. As the aggregation intensifies and evolves, structured features emerge that consolidate and influence the dynamics of the system.

S/places

ATTRACTION AREA
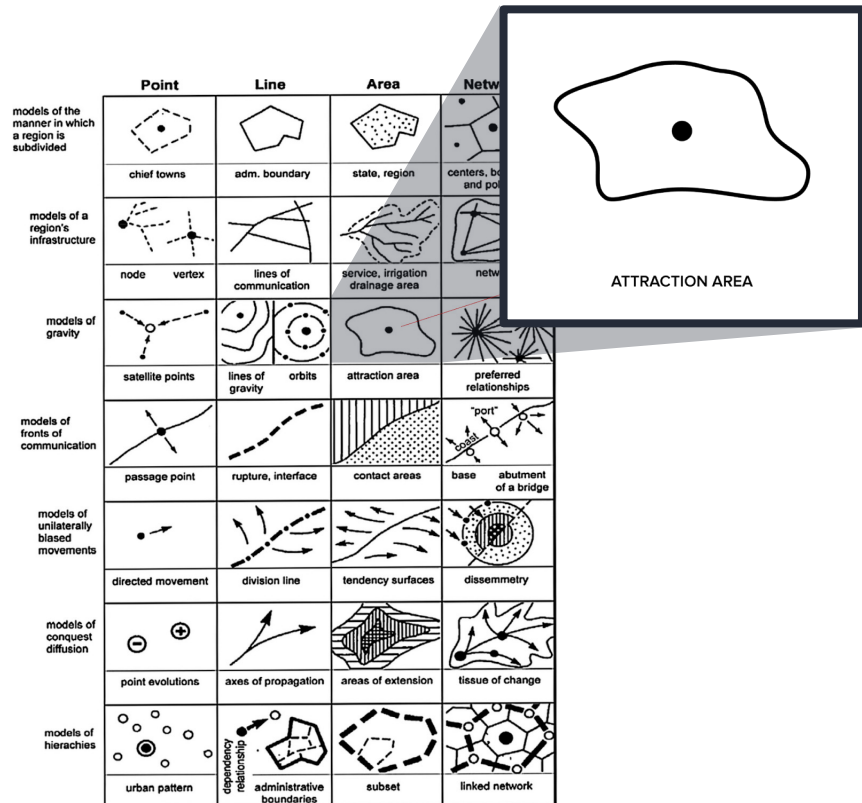
There is in the CHÔRA **Space**FORM an attractor Place, the lieu in which a specific Capability is situated. The density of knowledge that can be sourced at this Place exercises a gravitational pull to itself of all the primary agents of the system: the Users interested in developing Strategic Options and the Option Partners interested in offering their presence to satisfy that intent. The particular social and physical dynamics that thus emerge are a type identified by the French geographer Brunet in his categorisation of spatiality in terms of Chorems, thus making CHÔRA a special kind of Chorem.

CHÔRA's intent is to create the effect of a space that plugs itself in the place of the User of the platform and simultaneously draws her out of here-there in order to be there-here. This is a distinctive operational feature, one that the **Space**FORM generates and recognises, and one that we name a S/place.

The dynamics of a social space are in a significant way dependant of an agent's location, of it being in a place and seeking in/from here other places in which to be and act, from which to draw resources, engage in encounters, interactions and exchanges of stuff or meanings. The act of imagining where one might be, the stretch this imposes on one's "place", in effect creates another "place", one to be reached and used. The mobility effects that thus occur may seem to "take place" over time, and it is here that the current technological revolution compressing time toward zero is in fact building an experience of non-proximous propinquity, of a situational co-location, of being here and there in an entangled presence.

The recognisable "S/places" in CHÔRA's **Space**[FORM] are the system, institutional and organisational places, be they areas, domains, departments, functions, projects or activities, in which a need is established to "go elsewhere", displace the activity so that externalities may be engaged, so that difference may be engendered, so that new relationships may be activated that will bring with them access to new resources and better capabilities with which to realise the possibility of a transformation.

Presences

That which comes to be there is present and made present by the surround experience it has of being there and of what is there with it. The sense of space is progressive. It emerges as actors make themselves present on stage. CHÔRA as a **Space^{FORM}** has an inherent attractor: the Strategic Options design and sense-making Capability that is offered by its Platform. It is on account of it that a social dynamic can be observed to form, as users of the Platform seek to access it. Their engagement with the Platform Capability and with the Service providing Partner is what draws them in and makes them present. Their presence and its interaction with the Capability generates new presences in the form of Options and Portfolios of Options, and the space has a micro-cambrian evolution where its density and fibrillation of interactions exponentially grows to a point of sufficiency, an equilibrium of elements.

Every presence, eventually and in the course of being, incorporates its own specific qualities, but categories can be identified, and to each of them qualities can be attributed so as to represent a full **Space^{FORM}** ontology, and thus conceive, design, develop and materialise it.

Founders

An act of will, a sense of agency, a collective intent must be there for the form to exist. Activating the intent, generating the necessary conditions for the **Space^{FORM}** to emerge, drawing upon human, intellectual and financial resources to seed the intent and distribute the determination is the role of Founders. To the extent that a **Space^{FORM}** is clearly a social constituency, a structure in which a multiplicity of diverse agents come to be together and interact, the founding effort is a multi-stakeholder process that creates collective resolve in offering value and negotiating interests and concerns. It is a design principle of CHÔRA that Founders should not be exclusive owners of the system, but rather that ownership should evolve to adequately represent engagement, which could occur by establishing rights of ownership accrued through terms of usership.

Founders are primarily attracted by an image, a projection of what the **Space^{FORM}** could be, and a reciprocal recognition of each others Capability in contributing to the making it happen. Their incentive is the social and intellectual outcomes, the economic and cultural values that they seek to make emerge and to distribute. As owners of the system Founders have the primary responsibility of switching the system on, bringing it to life, assuring the necessary supplies of intellectual and financial resources. To the extent that the system they generate is relevant to a distributed usership and successful in generating effects that are valued by Users and all other agents involved, the rewards are likely to be at scale and not exclusively limited to the revenue streams their ownership stake affords, but primarily

on account of their deep presence, their Capability to observe, serve and leverage all interactions and all effects that occur, whilst constantly supplying new possibilities and new outcomes.

Users

Users of any **Space^FORM** are entities that find within it a utility of value to them. This gives Users a motive for "being there". In fact, their going there is the generative first instance of the space coming into existence. In the case of CHÔRA, of which the overall utility is the design and management of Portfolios of Strategic Innovation Options, Users are entities that have a primary interest in gaining access to the design and sense-making Capability to design Options, articulate Portfolios and use these for Strategic Innovation effectuation. Users also appreciate that the utility of the Capability is compounded by the entrepreneurial density and diversity that they can observe as other Users enter the space to do the same activities, a feature that they can leverage to multiply inputs, increase intelligence, pool resources, develop partnerships.

Options & Option Partners

The primary effect of Users accessing the Capability is to design and activate Options and use them to articulate Portfolios. Strategic Options are learning devices, intelligence gathering assets that acquire a position, establishing a relationship with some material presence in the world that affords experience and ultimately leads to outcomes in terms of resources and models for future transformation.

Option Partners are relationships that provide positional location, they give the place of experience and of learning effects. Their typology is varied, but ultimately all Partners are actors that are engaged in an interaction with a User. It is at this level that CHÔRA as a **Space^FORM** begins to form its density, for every partner is not merely a single system agent, but in most instances represents a cluster of subsumed presences all multiplying the social effect and the potential for expressing differences and access to elements of interest and exchange.

Strategic Partners

The role of Strategic Partners is to make the parts connect and work together. They possess space specific capabilities, their presence in the **Space^{FORM}** is infrastructural, they are servicing utilities that increase efficiency, sinews that connect functionally and allow all other agents to move fluidly across their activities and engage more effectively with each other in reaching their primary objectives. The system's density, the dynamic transformative activity, the constant need to progress, evolve and adapt, produce a high degree of complexity. It is therefore essential for the effectiveness of the system that it should have by design an integral array of service providers, arranged so as to afford an organically structured articulation to support and enhance the system's dynamics.

Space^{FORM} Management

CHÔRA challenges current operational stereotypes of efficiency from centralised and unified structural arrangements, unmooring itself from the static view of the organisation. The success of a more organic model of agency is dependent on the system's capability to project and embed an image of itself at every instance of the execution of an activity, and to make itself and its purposes inherent to the individual agent. This is a "service" function, an enabler and caretaker of the system. Given the extraordinary importance that the image of the system has it is expected that the management entity will be developing and using a whole system dashboard that will allow it to sense and respond in real time, report and monitor.

The **Space^{FORM}** is an organisational model that challenges the traditional view of the firm as the single entity form in which all functions and resources are concentrated and from which a centralised model of organisation of effort and of rational distribution of resources is hierarchically managed. In order to make the system lean, responsive and adaptive, organically articulated, and thus more effective in providing its services and delivering its value, many of the functional activities are outsourced to select providers, and this is the case with the function that has overall management responsibility.

The role and responsibility of the management entity is to assure the overall functioning of the system by identifying and engaging Users, by overseeing the delivery of the Capability and by enabling activities and exchanges.

The Design Service

For the Strategic Innovation Capability to be efficiently leveraged an expert practice is called for that knows-how to mine the Capability, interfaces with Users and Partners, seeds and structures the design and generative activity, enables and facilitates the direct engagement of all parties and their effective collaboration and cross-fertilisation. This is a distributed and spawning constituency of people and technical know-how with a unique mastery. Their role is to maximise platform effects and emergent technologies to multiply, distribute, enhance the Capability. This constituency of talents and change agents is an attractor in itself, a presence that exerts its own gravitational pull to the space.

The profile of people best suited to master such a practice is characterised by a natural inclination to interdisciplinarity; an imagination empowered by articulate visual thinking; a cross-sectoral experience and a cross-cultural mindset; an open disposition toward serendipity and discovery; a keen sense of irony and a cosmopolitan attraction for diversity; a creative burning of purpose and yet a rigorous pragmatic recognition of context and of its possibilities. Renewal in human systems is reliant on individuals committed to making change happen, servant leaders, comfortable in ambiguity, dexterous in complexity, blitzers in execution, sharp in the pursuit of objectives and fast at adapting. They are digital savants, 360° executives with project, program and portfolio management competency; they are at ease with decision-making processes and the dynamics of governance, they are resolute and yet humane. They are talented designers, natural strategic thinkers, quirky and funny. They understand systems and work across them. They leverage technology to extend, enhance, multiply and ultimately discover new ways: they spread ideas, they crack language, they hack tools and they rock.

InnoSpaces

The arrangement of a place of creativity is source and condition for the creative process, and Inno[SPACES] are physical environments that by their arrangement, the models, tools, resources, visual references they make available to those that enter them immediately set up a difference, open up cognitive spaces of association and enquiry that allow for and support the generation of ideas and their transformation in solutions.

CHÔRA is a space of intense creative and entrepreneurial activities and effects, and Inno[SPACES] are different from the standard "garage"-like innovation labs and accelerators on account of the distinctly strategic nature of this context of activities: the level of intelligence, of sollicitations, of contaminations and fertilisations and the febrile intensity with which they are pursued mean that the Inno[SPACES] enjoy a uniquely privileged context in which to operate and generate value.

Investment Fund
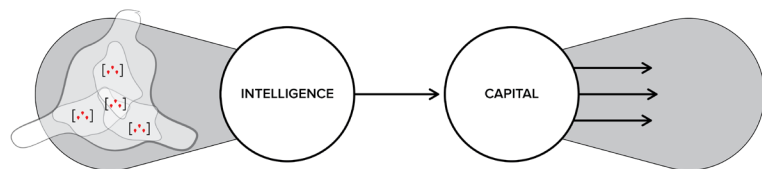
CHÔRA as a Strategic Innovation Space**FORM** gives access to intense and frontline transformational experiences from which advanced meta-intelligence about change dynamics can be derived and with which actions can be formed. The founding and governing constituency of the space enjoys an exclusive opportunity to observe and consolidate the entrepreneurial insights, the social projects and their effects and extract from this unique "Portfolio of Portfolios" an argument with which to direct investments in the market and in the global context of social and economic impact.

The CHÔRA Fund is an investment vehicle that derives is strongest rationale from the growing need to allocate capital more coherently with the nature of intents and of contextual dynamics. The Fund draws meta-intelligence from the Space**FORM** to design and develop investment thesis and dynamically allocate the capital. It consolidates the spatial meta-intelligence by engaging in an intense and highly iterative four-level deep sense-making process which is, in fact, a meta-version of the Portfolio Sensemaking process inherent in the platform Capability.

As we develop this feature of the Strategic Innovation Space**FORM** we will be seeking to leverage technical partnerships interested to develop an investment "solution" that shifts away radically from the current stale paradigms of venturing and small scale linear effects typical of start-up funds and accelerators. We will also seek to leverage new and more distributed forms of access to capital, and similarly to engage in more distributed value outcomes. Our intent is to displace the modest and ill-distributed effects of dominant capital management theories and practices, and develop a new model that can produce the economic and social impacts that ultimately lead to large scale system transformation.

Rhizosphere:
A Space of Space^FORMS

... one can hardly escape the impression that growth of the [...] image is an orderly process of development, almost one might say from within.

Kenneth E. Boulding,
The Image. Knowledge in Life and Society
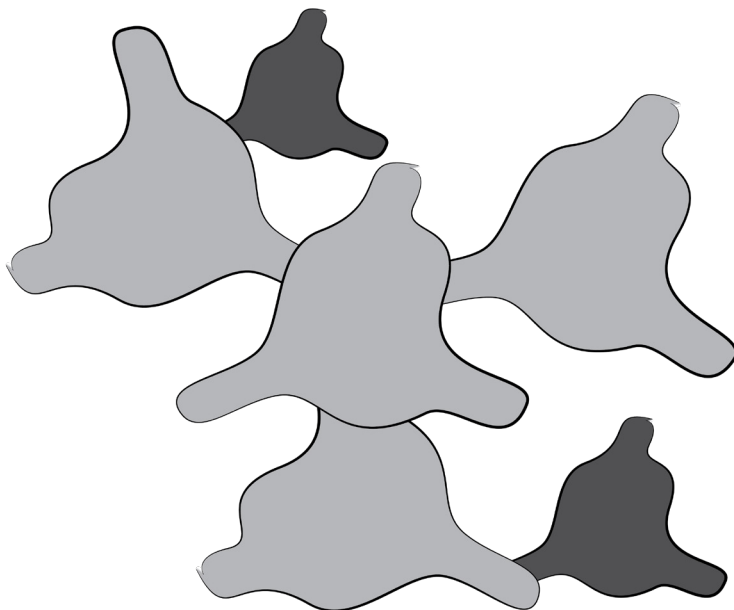
CHÔRA is the proto-**Space^FORM**: as it comes into being it introduces a new organisational model, a spatial arrangement of intents, activities, resources and effects that is deliberately conceived and constructed as an open autopoietic system that attracts, engages and generates value by leveraging distinct capabilities and the convening of diverse interests and concerns.

CHÔRA will learn itself into being, responding to context while driven by intent: there is no reason why we should not be bold, imagine the possibility of things and extend our aspirations. We hold an image of the **Space**FORM as a system that does not grow in scale beyond that which is sufficient and necessary to its constituents. When an organic scale has been reached coherent with intent and context at play, we expect (and design the system to self-induce) a partenogenesis, which we imagine occurring as an extrusion, an extension of itself rather than a cloned separation. In this way the fundamental structure and dynamics of the **Space**FORM remain as forming archetype, a meta-image that transmits the architecture of being with which to multiply and evolve.

As the **Space**FORM reaches a dynamic equilibrium, value is created through replication. Similar or differentiated Strategic Innovation platforms are sprouted, with flavours that can be different by sector, geography, purpose, problem situation. This allows us to see the archetypal **Space**FORM as being applied across diverse domains of interest, where spatiality is the emergent property of a problem solving concern, a regional development intent, a collective effort toward sectoral renewal, a located intervention or self-managing intent, an experience of being "there here". The rhizomic extrusion and propagation of the **Space**FORM system is a property that significantly enhances CHÔRA's value by multiplying its relevance and applicability across a global spectrum of economic and social landscapes.

Therefore, we expect to see a proliferation of budding axilos in the years to come.

What is in a name?

CHÔRA

The naming of the space we are designing and creating is a deliberate act of presence: naming makes things be, and so does the name CHÔRA. This name harbours a density of formative significance that we draw from to make CHÔRA happen, and to design it as it happens. We would like there to always be in the space we have named CHÔRA an appreciation of the beauty of things, and of the mastery it takes to make them, whether material as the places we move in, the projects we run, the products we develop, or immaterial as the ideas that we hold. Since we will always strive to derive meaning from coherence and difference, and will craft this space accordingly, in "naming" it we have sought an essence of trait, an aesthetic exactness in the representation of who we are, to reflect in the name we have chosen our intent to create value by being different, by discovering pathways, going elsewhere and bringing others along.

Our name says out there that in here we are the "in between", the plug-in that bridges, that affords a transition from one end, resilience, to the other, renewal. And as we do so, we acknowledge that CHÔRA is the "core", the "cuore", the coral centre of what we seek to create and transform.

CHÔRA has a dense tradition of meaning, stemming from the Greek language where it would originally indicate an outlying territory, a space outside the city. It was Plato that gave it the intensely creative significance it has since acquired, by associating it with a notion of interval, of a space in between where things have yet to become, where the idea of them has yet to translate in a material substantiation. In Plato's Timaeus CHÔRA is the ur-Form that gives form, it is that which "gives space", that brings about a creative beginning. CHÔRA is a creative "she" space, a matrix and a womb, a decanter and an organic incubator.

CHÔRA's dense conceptual "softness" allows for a semantic pluralism, an openness, a richness of possibilities. And that, of course, is what CHÔRA is to us: an intelligence about the world that seeks in the fabric of this space a place in which to be, an experience and a transition, a multiplicity of options, and ultimately a coming into existence.

Creative Principles

In the name we have chosen is immured an intent: to make a space, to endow it with a capability, to offer it for use. In that name is a collation of significance that gives a fabric of design principles that we refer to in order to generate and regulate the development of functions, activities, experiences and behaviours.

Communication is the fabric of social spaces, the material enabler of the perception all agents have of each other, of their location, interests and concerns. As all things are located and recognised, a situation is given and exchanges are possible. A proto-principle that In designing CHÔRA enables the generation and the management of the system is to identify and leverage the conceptual and technological means by which the system can be represented in such a way as to allow this representation to be a meta-presence, a comprehensive simulation that affords both purchase on the whole and constant perception of presences in the particular. The explicitation of the system's ontology will give terms of reference to all agents in it, so that they can recognise their "being there" and the interests and effects that come of that. It is the image that all agents have of themselves "being there" that creates and defines the space.

The image of the system, its evolving avatar, is an inherent property of it as well as being an exostructure; it is a representational capability that allows constant perception across the whole, establishes organising features, issues reifying impulses that generate and regulate. The image one holds of CHÔRA is the conceptual sheath that defines, as a filtering ectoplasm, an osmotic membrane, the "in" and the "out" in a fluid and emergent way, regulating the system in an effective homeostatic way.

The design of a social space is the design of an experience, within which the makers learn and discover the unravelling dimensions that their experience opens up to. The principle of design to be applied here is one of pre-extant simulation that leads to the generation of an emergent simulacrum, a representation that grows from within itself. The name of CHÔRA ushers an image of a form, a system stereometrically and expansively designed from its kernel. In the image of itself it has the basic structure, it has a blueprint, an architecture of how to be.

It is a principle of CHÔRA to make itself happen, as it happens.

Appendix

Strategic Innovation Manifesto

Our Principles

With change comes a consequence, a responsibility to bear: toward what needs changing, to how change is experienced and to where changing will deliver us. This Manifesto does not explicit how we think the world should change – it establishes the principles by which we wish to conduct ourselves as we change it. To this extent, it is a founding spectrum of values that will seed and structure our intent (to make available renewal and change capabilities and possibilities) and its outcomes (that we expect to be formed by the principles that follow):

WE ARE RESPONSIBLE

we address the difference in the world, we give its aspirations a dignity equal to our own and we believe that we have a role in producing resilience, creating meaningful and sustainable options, generating arguments for radical change.

WE ARE COSMOPOLITAN

we acknowledge the plurality of our world, we marvel at its diversity, we are attracted by its opportunities.

WE ARE CRITICAL

we question ourselves and our relationship with the world, to seek a transformation that is a function of learning and intent rather than a progress blinded by servitude to the Self.

WE ARE CARE-FUL

we are drawn affectively to all forms of human experience, we empathise and extend our solidarity to them, and we will be custodians of their rights to be and their forms of existence whilst seeding and nurturing their efforts of transformation.

WE ARE CREATIVE

we are chôraic: we create space, we open it up to seamless interactions, we engrave it with intelligence and pathways of sense-making, we seek and we try and we make and we exchange. And we know that value is the expression of a difference, the outcome of a conversation, the return of a possibility.

WE ARE HERE

we wish to be a presence, a style of being that is deliberate about being there, coherent with the moment and context, curious about the outcomes of chance encounters, firm in accepting serendipity, humane in pursuing purpose and aware of its fragility.

WE LOOK FORWARD

to a better world, of rich encounters and partnerships, of creative conversations, of dynamic resilience, of gentle challenges, of emergent identities, of shared experiences; a world where our time spent resolves itself in a legacy of meaning.

System Ontology

In the design of a **Space^{FORM}** it is necessary to identify how the elements at play come to be present in the system, who they relate to and the interests and intents that has them engage with each other. The system, as we have observed, is brought into being by presences that emerge on account of their interest in accessing a premium resource, the strategic design and sense-making Capability.

From the outset, therefore, Users establish a relationship with the Capability and the system keepers.

In the spatiality of a human system interactions assume and represent a reciprocity between two actors or objects situated in the system. The interaction typically triggers an exchange, of information, of materials and products, of experiences and capability. The occurrence of an interaction produces a change of conditions in one or both of the agents involved in the exchange. As it occurs the interaction precipitates the relationship in a temporal context, where it unfolds generating effects.

As a relationship is established the forms of its interaction enable it and create the condition for an exchange to occur.

That exchange will produce, outcomes that feed back into the system generating its intelligence, providing the value and the terms of reference for the dynamic redesign of Options and Portfolios.
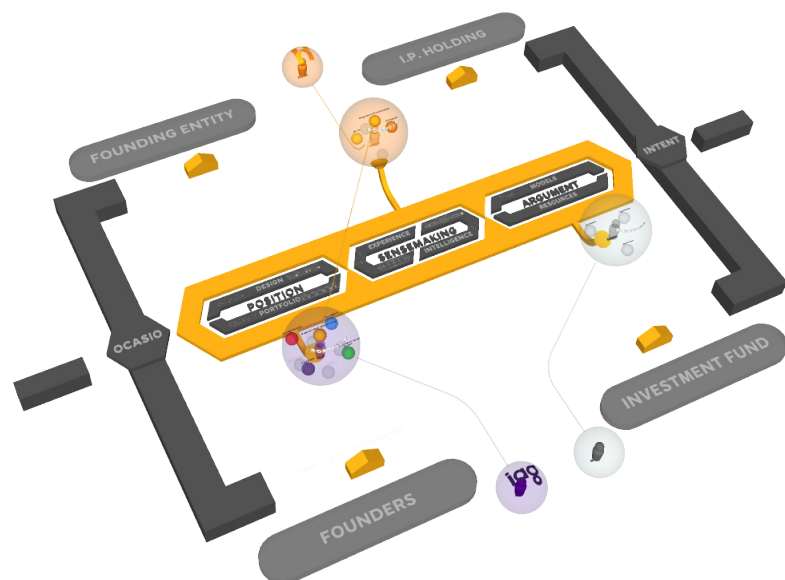
To effectively represent this ontology we have created an interactive visual within which we have made a first projection of how we expect this structure to acquire its dynamics of engagement and transformation.
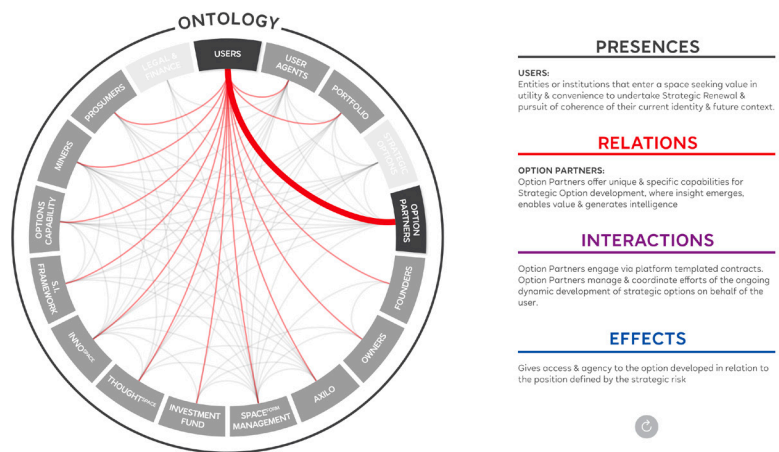
The 3D Model

To represent this ontology of presences within Chôra, we have created an interactive 3-Dimensional visual that makes a first projection of how this structure will acquire its dynamic effects from engagement and transformation.

By clicking on the image below will allow you to explore the 3D model within your web browser.

AXILO