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PUTTING THE KICK  
BACK IN ROUTE 66

THE SCHOOLS: WHAT'S  
GOING ON IN STUDIO?

BARRAGÁN AS YOU'VE  
NEVER SEEN HIM



**"HONEY, I'M HOME!"**

DIGITAL ARCHITECTURE ENTERS YOUR WORLD

In the old economy, success meant doing or making the same thing year after year, decade after decade. Today, companies that are high performers generate more than half of their revenues from constant turnover in new products and services, said **Trevor Davis**, director of creativity and innovation for PriceWaterhouseCoopers. Davis has mastered the ability to quantify creativity and prove that companies that are more creative are not only more successful, but also more profitable.

In this new paradigm, everything is turned upside down. Leaders are those who were traditionally considered followers in the old hierarchy, he said. The sequence of brilliance has flattened — reliance on the corporate Einsteins is waning, and "Eurekas" are bubbling up from the lower regions of organizations. Companies that formerly sought to add quality to their existing ideas now seek a greater quantity and diversity of new ideas. Design is playing a fundamental role. With the Internet, presentation of content is increasingly important, and customers often find satisfaction through good design. Successful companies are "making innovation and design a core competency; recruiting and promoting people who build a stock of new, useful, and stylish ideas; and building design into the corporate strategy," Davis said.

**Elsie Maio**, an expert in holistic corporate branding, sees a powerful need for brilliance with a conscience. Pointing to the plight of the tobacco industry, the World Trade Organization protests in Seattle, and the quandary of the World Bank, she observed that the need for organizations to take an ethical stand will grow as technology skyrockets into the biotechnology arena. We are hurtling into an age where not just data, but genes — and all they produce — may be patented and owned by corporations.

In the very near future, brand acceptance and corporate loyalty will not be enough, Maio predicts. Companies will need to adopt a humanizing identity to cultivate the crucial relationship between customer and brand. This will be especially true with the next generation of consumers, who are already noted for their burgeoning social and political consciousness. "Can you imagine corporations positioning themselves around char-

acter? Well, we'll see that in the future," she said. "And the second aspect is that there has to be authenticity to it."

Sociate is an industry analysis, technology exploration, and brainstorming consultancy. Its president, **Jerry Michalski**, said that the Information Age is already yesterday's news. Actually, we're in the Relationship Age. Transactions — even those on the outer fringe of cyberspace — are the by-products of good relationship. As a matter of fact, he suggested that people replace the word information with relationship. There will be a positive attitude shift when companies establish a "relationship technology department," he said. "When you look at the world, information decays quickly. People in organizations must build and maintain relationships. If two service providers, makers of goods, or providers of professional services, who otherwise are equal, are vying for my business, I would probably buy from the one I have a better relationship with," he said.

Spending much of his time consulting with a plethora of companies has colored Michalski's view of business and culture. He feels that belief systems are spread virally and that we are at the dawning of a brand new Internet-induced belief system. Since the days of Plato and Socrates, worldviews have been Cartesian, Western, mechanic, hierarchal, and male, he observed. "The Internet may actually penetrate the world and infect it with another world — one that is less certain, squishy, systemic, distributed, feminine, spiritual, mystical," he said. "These worlds must mesh together. We are in that transformation."

The mystical is something that **Deepak Chopra**, founder of the Chopra Center for Well-Being, is thoroughly acquainted with. The world-famous author and motivational speaker tracked our evolutionary progress from being hunter/gatherers to farmers to citizens of the Industrial Age and the

Information Age. Now we're in the age of relationships, which should eventually lead to an age of awareness, consciousness, and, finally, an age of wisdom.

"Knowledge is information woven round context and meaning," Chopra said. "Wisdom is beyond knowledge. Wisdom is the knowledge that nurtures the web of life." As we move into these new ages, Chopra cautioned, we must do so from a new, less ego-based perspective. The Darwinian, survival-of-the-fittest evolution is nearly over, he said, predicting that soon our evolution will concern our consciousness and our awareness. The environments that designers cre-



From left: Trevor Davis and Elsie Maio

ate tomorrow must not only affect health, but they must be healing. He pointed toward hospital studies which have proven conclusively that wounds heal more slowly when a patient's primary view is of a parking lot. "If you look at something beautiful, your surgical wounds heal faster," Chopra said, urging attendees to "create healing environments."

Chopra concluded, "We need to think of ourselves not just as a skin-encapsulated ego, not just a physical body. I am the environment. I am the emotions, the mind, the soul, ultimately the spirit, and ultimately I am you. Unless we can think like that — whatever our endeavor is, architecture, design, whatever, our pursuit will be frozen in a very obsolete worldview. That worldview has no relevance. If we stick to it we risk our extinction. If we take the quantum leap, and actually for the first time we have the technology and the information to do so, we will discover the context and meanings that can nurture all of us."

*"There has never been a time in history where brilliance is more important, because how that brilliance gets used, stored, understood, and interpreted depends upon the people who give it thought, meaning, and its collective value — its sense of rapport."* **JIM TAYLOR** *Futurist*