



MATRIX informational

# BUSINESS OPPORTUNITY AWARENESS (BOA)

by

Willy De Maeyer, PhD – Business Coach  
Gabriele Breyer – Life Coach

[www.matrix-informational.com](http://www.matrix-informational.com)

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## Creativity and Innovation in the Board Room

***“The key role of information in a company is to realize the identity latent within each of the company’s activity. When companies are in the process of being set up or restructured, their resources and possibilities allow them to create numerous combinations. But how do they know the specific “right” way of combination? On many occasions they combine in the “wrong” way. Information is the vehicle for intelligence and awareness. Where money provides the corporate building blocks, information provides the corporate architecture. As fractals provide a bridge and language for linking internal and external environment, we can say that fractals provide the information bridge between the inside of the corporation, and its environment.”***

***Willy De Maeyer, Basel 10<sup>th</sup> May 2011***

At Matrix Informational we find it much better and rewarding to perceive a company as being a complex social system of different dimensions and components (employees, customers, suppliers, production processes, R&D activities, sales organizations, competitors and so on) instead of: “A company is a juristic person” or “in many ways a company is similar to a sole trader or partnership” or even better “as legal entity, a company can have assets and liabilities.”

The purpose of a company is to create value (not only for the customers but also for shareholders, management, workers and employees). In the mid-seventies, when I graduated from Antwerp University (Belgium), vertical integration was the business “Leitmotiv”, in other words the strategic business was concentrating on creating one-dimensional companies.

Today, almost 40 years later, this is no longer the case. The (linear) Porter value chains have moved into very complex, multidimensional business systems having sometimes extremely short life-cycles and most ending in a state of entropy (as do all systems in the Universe).

## **The Fractal Approach**

A deeper understanding of fractals helps to highlight and perceive the profound paradoxes that permeate life in our Universe, including economic and business processes. Just as business practice, fractals are dynamic process-structures. They can be considered as boundary keepers that negotiate various business interfaces between dimensions and components. Fractals provide the paradoxical foundation by which different levels in the complex business environment both connect and separate.

From our point of view, fractals provide a bridge and language for linking internal and external environment. Whether they occur on the strategic or philosophical planes, fractal boundaries reveal infinite, hidden frontiers in the space between ordinary, Euclidean dimensions. Fractals need therefore to be considered as important information carriers.

The key role of information in a company is to realize the identity latent within each of the company’s activity. When companies are being set up and organized, their resources and possibilities allow them to create numerous combinations. But how do they know the specific “right” way of combination? On many occasions they combine in the “wrong” way. Information is the vehicle for intelligence and awareness. Where money provides the corporate building blocks, information provides the corporate architecture. As fractals provide a bridge and language for linking internal and external environment, we can say that fractals provide the information bridge between the inside of the corporation, and its environment.

The first feature of fractal organizations is self-organization that implies freedom for the fractals in organizing and executing tasks. They may choose their own methods of problem solving including self-optimization that takes care of process improvements.

The second feature is dynamics where the fractals can adapt to influences from the environment without any formal hindrance of organization structure.

The third feature is self-similarity interpreted as similarity of goals among the fractals to conform to the objectives in each unit. In addition to the above characteristics, there is a need for the factory fractals to function as a coherent whole. This is

achieved through a process of participation and coordination among the fractals, supported by an inheritance mechanism to ensure consistency of the goals.

**The Symptomatic Business Approach – Big Trouble!**

At Matrix Informational we define business as a process which takes place in the unique space between people and events as an ongoing, resonant, co-creative, interactive and iterative process. Just as with any fractal, internal structure gets added or removed through the ongoing negotiation of boundaries between, for example sales and customers or production and R&D. This complex border area, where inner and outer, self and other are present, can be conceptualized in terms of fractal diaphragms.

A healthy business system is not defined by the number of brains; it is rather run by how much (new) information can be processed. The greater the level of processing, the greater will be the level of awareness. That is the reason why it is so important to listen instead of speaking all the time! So, exploring the information fields is a must!

The problem with modern business management is that it has been built up from a Newtonian “mechanical” point of view: everything is broken down in disciplines and subjects all obeying the cause and effect procedure. Everybody and everything knows its place, roles, authorities, responsibilities and so on. The result is the achievement of a “balanced” but “dead” and “passive” enterprise, far away from successful natural processes, or new sciences such as the ones we convey.

Consider the difference in vocabulary used:

<b>Newtonian Business Model</b>	<b>Informational BOA Concept</b>
Things	Patterns
Structures	Fields
Predictability	Potential
Uniformity	Diversity
Stability	Risk

Managers and consultants have too many symptomatic reactions. Common business analysis is only based on what is “visible” without even understanding the way how to explore the information fields.

Lots of theories are made which as a matter of fact turn out to be no more than “hot air”. Too many over-paid “crisis managers” who all have one thing in common: helicopter management, by which I mean that they just came into the company, turning everything upside down and making lots of wind (just like a helicopter) gusting up tons of sand, and when everything was over, and the dust settled down, nothing has changed.

Exploring the information fields is an ongoing activity enabling you to do things right from the first time and avoid (expensive) helicopter management. When applying the principles of Global Scaling, lots of problems can be avoided and the right moment can be chosen to make profitable decisions ([www.matrix-informational.com](http://www.matrix-informational.com)).

We mentioned already earlier that natural and man-made patterns (systems) are not distributed evenly along the logarithmic line of scales. There are “attractive” sections which are occupied by a great number of completely different patterns, and there are “repulsive” sections that most natural systems will avoid. Manmade systems, thus also companies can be designed the same way, so by avoiding repulsive sections.

Just as individuals have to make the right choices about their life, managers also have to make decisions about the operation of their enterprise or department. Even not making a decision is a choice! What makes decision making so difficult?

Because traditional managers only look at the Newtonian mechanistic point of view: something is wrong? Well, let's put some oil on the “hot spots”, or slow down the system, or use a spare part... instead of understanding that a universe full of solutions is available. Exploring the information fields will show the “real” underlying problems, offering the solution to the person's problem, as well as an increase of the informational and energetic level of the whole team. Underlying problems are more than “just the problems at home or with a lover”!

Using the science of Global Scaling we can find out very fast the “position” of the individual as well as his resonance with the position on the time line of the colleagues, department or even the company! Global Scaling offers the ideal tool to predict problem areas or healthy compression zones. In combination with the available information fields, it is easier to make moral or resource related decisions, without loss of integrity or inefficient allocation of resources.

## **Informational Creativity**

Creativity is about dynamic lability. It is only in these circumstances something new can submerge, and that habits change into dynamic opportunities. Once we know how something (a product, a system, a process, a lecture, a training, and so on) works, without causing any trouble, it becomes extremely hard for all of us to consider alternative ideas. In other words, we stop being creative. Why do some of us have a hard time, even if they have always been correct? Because this “hard” time is a wink from the Universe to become a little more inventive and try it another way around.

Exploring the information fields offers a unique opportunity to approach the BOA concept. BOA stands for Business Opportunity Awareness and is a portfolio of awareness creativity, developed by Matrix Informational [www.matrix-informational.com](http://www.matrix-informational.com). The approach is very unique and consists in studying and analyzing metaphors in order to “wake up” awareness of opportunities. Opportunities play a very important role in business.

Creativity is fine, but opportunity awareness is even better, because it opens up a view to issues and possibilities which are present, but to which most managers and leaders don't are aware of.

It's good to analyze the external and internal environments, but what is the value of these analyses when they only take into account the visible parameters? The environment is more than what we can perceive during traditional customer visits, or

checking bank accounts or developing products. The “visible” information is only a fraction of what is really available and accessible!

How can you define a business and a mission if you do not have all the elements (read: information)? How can managers formulate strategies and make tactical plans when they think to know the environment, but lack valuable information?

The BOA concept is a combination of the information fields and Global Scaling, opening up a completely new portfolio of business opportunities.

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