

future” where the relationships between components remained the same but the manner in which they were provided differed.

*Point 6* — The transition from product to utility for both compute and platform was going to enable all sorts of novel higher order systems to be created rapidly. I have no idea what these would be but within them there would exist many new sources of worth along with many more failed efforts. Everything novel is a gamble.

I sat in the boardroom looking at the huge map that I had created with James’ help. It was far more complex than the simplified version above and used slightly different terms for evolution. What was noticeable was for the first time in my business life then I was able to have a conversation about what we thought was going to change without resorting to popular memes and hand waving. Had you been in that room, you might have disagreed with how we had positioned the pieces or the patterns we saw but at least we could have had a good discussion about this. Our assumptions were visibly on the map not locked away in our minds. We had a common language through which we could use to discuss the future and collaborate over.

It felt exciting but also nerve wrecking. We were talking about fundamental changes to the computing industry starring us in the face with what seemed like blinding obviousness. I had a visual means of demonstrating what Nicholas Carr had described in his exceptional 2003 paper on “Does IT Matter”. As it happens, I was a huge fan of that paper and his subsequent prophetic book and had got into many any argument over it in those years. Most of my peers when I