

**Designing Freedom - The  
Disregarded Tools of  
Modern Man**

**Re-designing institutions**

**Social institutions need to  
be dynamic organizations**

**Key concepts: Variety,  
Relaxation Time, Stability  
and Potential Catastrophe**

**UNSTABLE: 1. Variety is  
less than custom =  
inadequate service  
2. Variety is more than  
custom = unprofitable  
business**

**STABLE: Variety matched  
on a 1:1 basis or many to 1  
basis**

**New Tools: Computers +  
Teleprocessing +  
Cybernetics**

**Ashley's Law of Variety  
Attenuation**

**Are we using tools such as a  
computer on the right side of  
the problem?**

**Intellectual Courage vs.  
Intellectual Conformity**