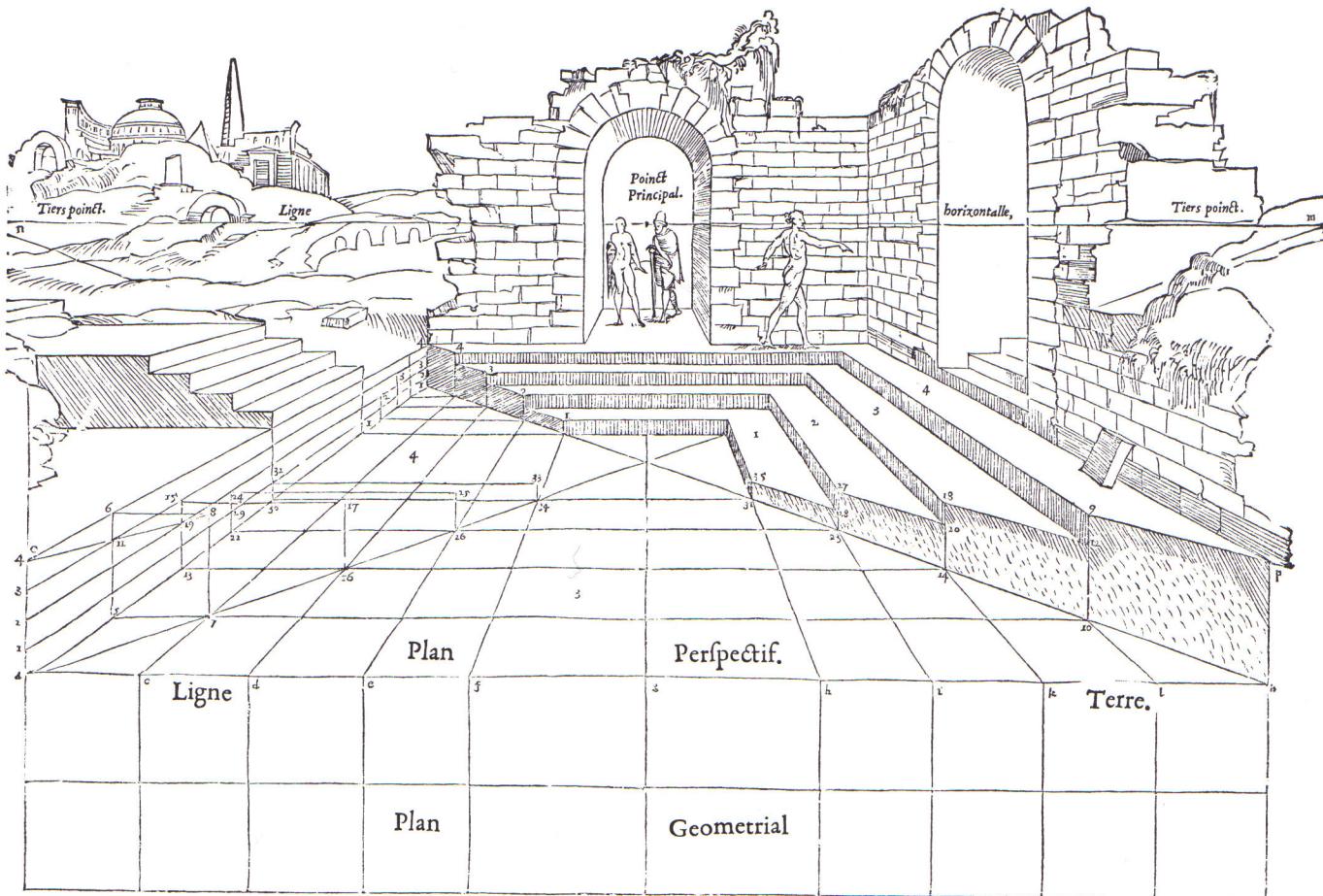
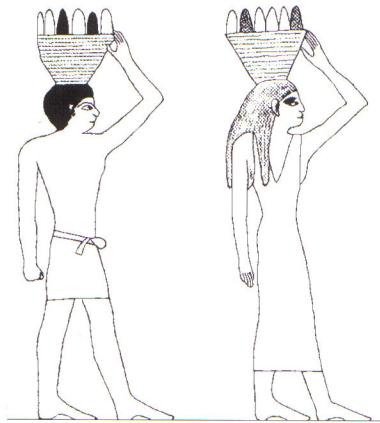


makes it easier for us to have foolish thoughts.” And thus our comparisons of the PP cognitive style with other tools; thus our analysis of the PP metaphors of marketing and hierarchy at work and play in bureaucracies.

What about some modest incremental reforms in the cognitive style of PowerPoint? The record is not promising. Throughout many versions of PP, the intellectual level and analytical quality has rarely improved. New releases feature ever more elaborated PP Phluff and therapeutic measures for troubled presenters. These self-parodying elaborations have made each new release *different* from the previous—but not smarter. PP competes only with itself: there are no incentives for meaningful change in a monopoly product with an 86% gross profit margin (as reported in antitrust proceedings). In a competitive market, producers must improve products and must operate under a philosophy that the customer is always right. Only monopolies can blame consumers for poor performances.

A better cognitive style for presentations is needed, a style that respects, encourages, and cooperates with evidence and thought. PowerPoint is like being trapped in the style of early Egyptian flatland cartoons rather than using the more effective tools of Renaissance visual representation.



Jean Cousin, *Livre de perspective* (Paris, 1560), I iiij.