The

WIN ONE

The magazine of the

World Intelligence Network

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Edited by Graham Powell

Welcome to the magazine of the World Intelligence Network. The WIN is now a conglomerate of 46 High IQ societies, a number that has more than quadrupled since I got involved in the WIN nearly four and a half years ago.

This is also my 8th WIN ONE as editor, and, as such, I've felt it right to reflect on what has been achieved with the WIN ONE during my tenure. Accordingly, much of this WIN ONE has been produced to encourage readers to explore the previous editions of the magazine, right back to the days when it was titled the Genius to Genius Manifest; furthermore, I've tried to encourage members to comment on and participate in future editions. My own article (towards the end of this edition) has many links which I hope will be viewed and enjoyed by the readership; the BIG WIN Crossword has many clues which will require a return to reading and appreciating the members' work produced during the past decade or so. Also, the answers to the crossword will appear in the next WIN ONE, so the dopamine rush associated with exploring that magazine will be assured for the puzzle buffs amongst the readership!

For the first time in nearly a decade we have a poem which is written in a language other than English. It's the first time we've had a poem in German too, for which I thank Alexander Herkner. The poem is about a poet going into a wood and it's entitled "Poem from the small light." Other poets have contributed and I've spread their work throughout the magazine to bring moments of reflection as people course through the 40-plus pages. A big "Thank you" to Therese Waneck and Anja Jaenicke for their creations.

Alan Wing-lun has produced some vibrant pictures, mostly revolving around the theme of how famous artists might have produced 'smilies' in this modern, technology-orientated age. See if you can identify all the artists he acknowledges throughout this WIN ONE!

Louis Sauter has sent in a music score, plus a link. It's a piano piece. I have enjoyed listening to it whilst working on this WIN ONE and thoroughly recommend listening to more of Louis's excellent compositions. Check out the WIN Fanfare by Paul Freeman as well: it's on the WIN website.

Paul Peters has contributed some intriguing articles on both Human Resources and Evolution – to grossly over-simplify the arguments mentioned by him. Krystal Volney has once again written an informative, well-illustrated article on electronic communication, work which includes an interview with Dr. V.A. Shiva Ayyadurai, a pioneer in global communication technology.

Also, to enhance the sense of exploration, I've not produced a contents page this time. Just go from page to page and see for yourself what's there!

Above all, I hope you enjoy this magazine.

<div align="center">Graham Powell.</div>
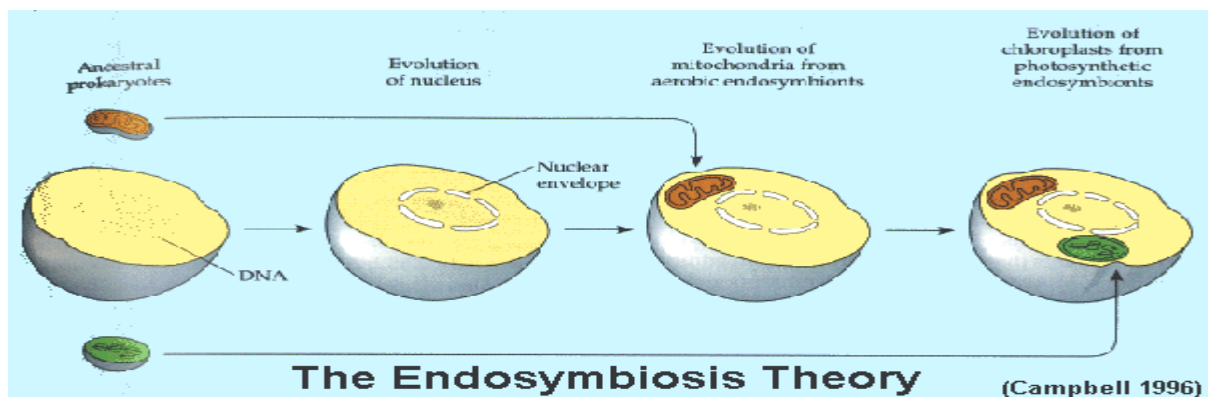
The End of Competition

By Paul Peters

Last weekend, around midnight on Saturday, and on my way home, a hedgehog crossed the road to my house. Juiced up by the joys of springtime, it had apparently decided to move from one field to the next, an endeavor to be undertaken in the midst of night which involved crossing a road where daytime traffic was too dangerous. Our little friend had picked a route heading towards a nearby streetlamp, but, even so, I only recognized it just in time, when it was lit by my car's headlights. Yet, instead of freezing up and rolling into a ball to have its spines pointing outward in defense of some imminent danger, he took a run for it. Too fast to brake, I steered along sideways, following the flow while centering the car above him. A quick check in the rearview mirror made sure he was still on his way. Thank Goodness…

At home a slight surprise surfaced as a result of the hedgehog's reaction. Resembling familiar strategies in facing up to times of crisis, its well-known characteristic is to roll up, just like a turtle retracts in its shell and an ostrich sticks its head in the sand. But a running hedgehog, that is something new. In fact, in Northern European countries the threat of being run over is so big that in populated areas so-called hedgehog-bridges and hedgehog-tunnels have been built so to connect habitats which have gotten fragmented and isolated due to roads and other constructs. For larger animals, like deer and wild boar, eco-ducts have been built so that these animals can avoid being confronted with dangers that they have not developed any viable answer to. Wondering whether some academic research group had already fixed their budgetary holes with EU R&D funding by exploiting the idea of guiding the hedgehogs to the appropriate crossings with Lego traffic signs, some admiration for the hedgehog's speed grew. Checking the internet reveals they can run with small speed bursts of some 9 miles per hour, about one third the speed of the fastest human.

Come to think of it, there's this odd notion about animals that their behavior is nothing more than variations on inherited instincts, a remnant of a long-lasting intellectual battle between the Vitalists and Mechanists, which seemed more or less settled around the turn of the 19th century. Not that the issue was resolved, but such rapid progress was being made with scientific breakthroughs, as well as technological innovations, since the spread of ideas reached a critical mass when the stream-driven rotary printing press and telegraphy networks were added to the mix. Either way, engulfed by novelty, the conflict moved out of sight, at least in the public view. In the Mechanist view, animals were nothing more than sophisticated machines and their behavior was just 'going through the motions', reacting in a fixed and predictable way, like a computer. In the Vitalist view, animals did have some sort of essence, a life force, a vital spark, but this 'animal soul' would merely focus on worldly pleasures, nicely adhering to Freud's pleasure principle. Contrary to us humans, animals lack a 'divine soul' to guide them to a higher purpose, a great excuse for occasionally indulging in the absurd delights of Florentine steak.

Darwinian evolution is often referred to as 'natural selection' or 'survival of the fittest', different ways of describing local adaptation. Natural selection comes in both positive and negative tastes and is more concerned with filtering and amplification of physiological characteristics by means of reproduction. Applied to a somewhat wider context, 'natural selection' became 'survival of the fittest' and concerned a possible comparative advantage between two or more variations of the same species and the increased likelihood of the one more suitable to survive times when existence was challenging, and in such a particular way that the combined selection criteria actually promoted the more useful variation. Whereas

'natural selection' appears to be more physiological as it concerns reproduction, 'survival of the fittest' can be seen as behavioral, or even social, as it concerns extinction. Although… here we're skipping stages of co-evolutionary variations in interdependent relationships with endosymbiont bacteria as possibly the most surprising. Endosymbionts indicate that our gut flora could be part of our own genetic code, that not only our body is a small group of different species, but even our genetic code could be a small group. Anyway, back to 'the fittest' and let's call it 'proto-social cooperative competition'. If the situation is not life-threatening, then competition actually requires cooperation, as research on game theory has regularly demonstrated. There are only winners 'if and only if' people stick to the rules of the game. Similar to enacting a theatre play, some collective agreement is needed on what conditions are considered as challenging. Competition is conditionally behavioral, a form of 'projective determinacy' to misuse the name of a most appropriately called mathematical axiom.

Ancestral prokaryotes — Evolution of nucleus — Evolution of mitochondria from aerobic endosymbionts — Evolution of chloroplasts from photosynthetic endosymbionts — Nuclear envelope — DNA — **The Endosymbiosis Theory** (Campbell 1996)

Ok, so, if we nowadays understand Darwinian evolution more as Darwin was trying to express it, how come we have this idea of 'survival of the fittest? Well, Darwin's "On the Origin of Species" had a very wide reach thanks to industrialized book printing. After the novel and fiction had rather saturated after more than a century, 'realism' had become popular and Darwin's book was wildly popular when it came out, with its first edition sold out the very first day. Besides a small elite, the remaining buyers concerned libraries, so people could share and discuss these books. And it was in fact the sociologist Herbert Spencer who coined the term 'survival of the fittest'. And now that we've started name-calling, Thomas Henry Huxley, "Darwin's bulldog" as he named himself, was largely responsible for placing the idea of morality outside a religious context. He took a narrow view on evolution as so to claim that all our mental and emotional abilities were inherited, either via natural selection or by breeding. Yet Huxley disagreed on how those abilities actualized. Our natural instincts were considered an opposite force dealing with the 'struggle for existence' and in no way could these give rise to mutual reciprocal behaviorisms. Until his death he remained a strong advocate of how our moral values and ethics were partly cultural, and partly chosen by us.

It would be wrong though to dismiss Huxley altogether, even though many recent findings regarding the biological basis or morality show otherwise. The way he classified abilities was too narrow, but his intuition was pointing to something more subtle. As a simple example, a knife has the actual 'property' of being sharp depending on its triangularity, but it has a potential 'capacity' for cutting. Whereas this static property is innate to a knife, the event of cutting is always contextual, in relation to something else. If we take this capacity, the possible uses, and if we try to map these uses according to any property's degrees of freedom, the mutual combinations; and if we superimpose all such possibilities onto each other, we construct a map of the potential, possible and even probable utilitarian merit of a knife. Then we may actually get an idea of 'fittest'. But even then, such a simple tool as a knife can be used to cut and carve a heart in a tree, but as carving grew into an art form, it also laid the foundation for the printing press. As people grew more skilled and versatile, carving evolved towards an open-ended range of possibilities, a local maximum in expressive power. This eventually evolved in woodblock printing, where entire pages would be carved and then printed as a whole. Yet with our reusable alphabet, it was just several

evolutionary steps further on when individual letters were carved and these could be stacked together to form a page, mimicking a woodblock, and this 'movable type' printing revolutionized our world. So, even though the pen is mightier than the sword, the combination of both is even mightier. Not only can a knife carve out the works of Shakespeare, which makes carving an open-ended information transfer medium, it can in turn carve out other tools which form building blocks for another open-ended medium. Can we even speak of "the fittest"? Is the knife the fittest, the act of carving, the woodblock, or our place-value based alphabet where we can so easily re-use letters? In the latter case, we have a closed-ended configuration space of properties but a practically open-ended configuration space of capacities - just like a running hedgehog is vastly more versatile than one rolling up.

Himself an autodidact, **Huxley** had a great influence on Britain's educational system, which may explain why, whereas his stance on morals was too black and white, Huxley did seem to foresee the idea of 'Homo Narrans', Storytelling Man. Studies on chimpanzees and gorillas, even though the variety in our genetic makeup differs some 5 to 6%, show a surprising similarity to our own behaviorisms. "There would obviously be no need for peacemaking if they lived in perfect harmony" as Frans de Waal writes, but he did find that they are capable of a surprising degree of altruism, compassion, empathy, kindness, patience, and sensitivity. The complexity of this extends towards conflict resolution, cooperation, inequity aversion, and food-sharing. We split off from our fellow apes some 6.5 million years ago and more than 4 million years ago we started walking upright. Evidently we used tools more than 2.5 million years ago, and when our brains had doubled in size some 1.5 million years ago, we also made a jump in the way we used tools, when we shifted from using natural artifacts to create things to using these natural artifacts to create tools to create things. Since we left our fellow apes behind, our brains have grown to three, four times its initial size. Compared with the strengthening of dampening features with the normal range of variety, this is really an excessive change, and it seems to share the same roots with our advanced tool use, music, language and play. Surely we did some hunting and gathering, but the rest of the day wasn't spent in front of the television.

Rhythm seems the most fundamental aspect and, as the 'postman always rings twice' shows, this is the most simple audible signaling pattern; but apes, dogs, cats, birds, all use tonal contrast to carry different meanings, often emotionally charged. As sounds don't need a direct line of sight, different sorts of calls are widely used to draw attention and as warning signals. Whale songs indicate that, when communication evolves, it nearly automatically follows a route through music as a means to separate signal from noise. Even monkeys beat hollow logs for long distance communication. Yet, going beyond imitation and enactment and intentionally creating musical instruments, it seems to have been something we probably started doing some 400 thousand years ago, and we've been pretty much the same ever since. Yet many of our tools did not leave an archaeological trace and excavations can only demonstrate that our creativity took off some 50-60 thousand years ago with ancient bone flutes, jewelry and other findings that survived such a long period of time. We have been dancing, stamping, handclapping and singing for at least some 2.5 million years, 150,000 generations. It takes only 8,000 generations to turn a wolf into a Chihuahua. We don't just make music, music has made us, and everything we do is a little song, every deed a little story. This two-way interplay between biology and culture, the nurturing of nature, the latent capacities of innate properties, and using the right story to access them, this is what Huxley sensed.

Albeit shortsighted, **evolution is not a blind force** blurting out life into the world. Evolution is better understood as a two-way interplay between part and whole, genes and organism, individual and population, population and habitat, habitat and geographical region. This mutual allometry works both bottom-up and top-down, and this dynamic mix appears to reach some local maximum when there are

sufficiently many components for qualitative discrimination to be juxtaposed with quantitative differentiation. Quantity has a quality all its own, and in the evolutionary hierarchy, both seem to alternate roles. That is, our complete set of hereditary genetic information, the genome, is spread over some 23 chromosome pairs, all of which hold some 20,000 genes, in total some 6 billion DNA base pairs, and which reside in every one of the 10 trillion cells our body is composed of. Our body, in turn, hosts some 100 trillion microorganisms in our bowel system and skin; and our bodies, we, also seem to live in ever growing social circles, starting with a small circle of best friends, families, clans, social in-groups, rural villages and ending with the tribe sharing a common dialect, shifting an order of magnitude onwards with a scaling ratio of 3, from 5, 15, 50, 150 and 500 to 1500. These social circles appear fairly consistent as far as archeological evidence shows and can be seen since the last Ice Age well into the Middle Ages. We have adapted to these scales and as Dunbar puts it "We know more people than this (the number of individuals we can recognize and put names to is around 1500), but the number we can be said to have meaningful relationships with seems to be restricted to the 150 that form the natural community size of small scale societies." On average humans have some 150 "friends" even though nowadays urbanization has taken us to ever large forms of cities which continue to follow a surprising regularity as far as power law distributions and allometric scaling laws go.

This urbanization trend is only energy efficient up to a certain scale; once it passes a certain threshold in population size, food and other resources, it needs to be gotten from so far away that explaining this purely from an economical point of view doesn't sketch a complete enough picture. Cities make more sense when arranged in cells. What happens is that the information flow, which emerged to coordinate the resource flow, takes over as the leading form of self-organization, and this web of communication is more efficient when people are closer. This efficiency makes communication more direct and more intense, and allows for ideas to mix and merge much faster than would happen in areas where fewer people gathered. Consequently this flow of novelty spreads from the city center outward towards the periphery, part of it concerning the increased need for food, clean water and all things needed to feed all the people that are there. In order to keep these dynamics going, these novelty waves need to bring value to the surrounding areas, as otherwise these would simply turn away. In mountainous areas, such a village could reside on a hilltop to provide protection in times of need, as again due to the wider view into the surrounding distance, avoiding sun gazing, plus gravity helping downward strikes and the outward spread of space, taking the 'high ground' is advantageous during a battle. Sounds nice, but that doesn't really explain the old feudal system, which is actually the fragmented remains of a previous, much larger, empire - in vulnerable, flat area cities, often resided near rivers so to allow for the concentration of trade in the forms of harbor and associated logistics, markets, warehouses and roads. Also, novelty tends to cluster, and due to task delegation, people formed specializations, which in turn led to the formation of merchant guilds and craft guilds. Very visible still in a city like Paris, the division in districts also reflected the concentration of trade crafts. Until this very day most Management Consultancy firms follow the same apprentice, journeyman, craftsman, master and grandmaster sort of organizational hierarchy, as was established by the guilds.

It seems that evolution not only moves upwards but also moves sideways, and the context of a part is the multiplicity of the neighboring parts which together form a unified whole. As much as any part contributes to forming a whole, so much does the whole reflect back onto itself to coordinate the parts. As research in the systemic interdependencies of population and habitat indicates, scale invariance ends up in a chaotic range, wide-open feedback, which is so unpredictable it becomes self-delimiting. Slow novelty continues to be predictable in the short term, but if it spreads too fast or too vast, a combinatorial explosion happens with such an enormous range of possibilities that we simply cannot tell what happens too far ahead. It is fundamentally indeterminate, although obviously one's step will not outpace one's stride. We can't say much about the medium turn, but we can about both the short term and the long term. We have execution and strategy and uncertain tactics in between. Luckily we are better at doing that thing, and this idea favors

the idea we can set sail for the sun and keep on steering by chaining up short term views. To make this somewhat tangible, in group dynamics, an attractor can emerge as a reference point, and as a coordinator for the systems as a whole. Whereas the members of a small rock group can still synchronize their actions amongst themselves, a large orchestra needs a conductor. Similar to a conductor changing scores to have the orchestra play another piece of music, an attractor who is complex enough (the conductor) can spawn an attractor for itself as well (the score). This second order attractor reflects back into the originated system and can allow it to display 'goal seeking' (back solving) behavior. So, the conductor's score has the conductor behave in a specific way which in turn coordinates the orchestra's doings. And likewise with evolution of organisms, it is with these nested attractors where things get tricky, especially if these allow for universal computation. This latter open-ended state can be associated with spontaneity while close-ended constraints lean towards autonomy. As with book printing, reusing the same letters of the alphabet constraints us to text, but what we can describe with such text has an endless richness and variety. This is the cusp of life, adaptive diversity, and this applies to organism, cities, products, markets. But when competition aims to guard the letters at the cost of the text, the past has plenty of lessons to teach us about what happened to the guilds when protecting 'novelty', that is, make one's specialization exclusive by means of exclusion, or, like with regional rarity in an increasingly globalized world. Longevity needs both. Natural resilience shows a clear preference for group level stable diversity. Redundancy is part of that, but often serves a purpose as a mean of collective self-dual error-correction and not as an invitation for extinction to figure out which copy is the 'fittest' and most likely to survive. We've come a long way since the 19th century, and are starting to understand evolution in terms like reentrant entrainment due to transparallel allometric asymmetries.

The people from the Long Now Foundation were kind enough to allow us to share in the memorable vision of Peter Warshall, with a lecture explaining the co-evolution of light, life and color, recorded less than half a year before he himself returned into the light. Warshall exposes an uncanny sense for when the pragmatic turns poetic, explaining how light is knowledge at a distance. During the course of evolution on earth, taking billions of years, this distance, this separation from touch, has become an integral part of the body, manifesting in anticipation, which later became expectation, which grew into yearning, which turned into desire, which in turn gave rise to hope and finally transcendence. A tree is water growing into the light. Everything a tree does is initiated by the sun. About two-thirds of a tree is water, with the stem and woody branches being somewhat dryer, while leaves, twigs and roots are a bit wetter. Having no skeleton to remain upright, it uses water pressure to give it its powerful tension, like a balloon. Wood is essentially a way to encapsulate and guide water. When sunlight hits the leaves, heat makes them swell a little and as leaves are watertight they suck water from the stem and branches into the leaf, making them expand a little more. On a sunny day so much of the tree is illuminated some excess pressure builds up, all the way from the roots to the leaves and it has to come out. Although some trees have pores and sweat more often, a slight pressure buildup occurs after which the water sprays out as vapor. When the air is not too dry or windy, the tree will hold fast to a thin mist in between the leaves, a mist that feeds the entire chemical processes going on, which will keep leaves moist enough and which is just as much part of the tree as the rest. Incoming light is captured in this mist, dissipated and lights it up as a sort of greenhouse. Light which is used again to mix carbon dioxide with the surrounding air, add some water to it, and transform it to the building blocks of the tree; the sugars which are used for wood and leaves and as a byproduct oxygen is created, which we humans need to breath. And if you look closer, these sugars form crystal fibers, woven together with threads and tubes of vicinal water, liquid crystal. A tree grows upside down, bathing in light, growing from the sky into the earth while feeding on light and air. What remains is frozen light. Just like with people.

Lately, the term Social Darwinism has grown increasingly popular again as part of laissez-faire capitalism and other free market propaganda, and essentially it tries to take the 'survival of the fittest' view and apply

that on sociology and politics. The 'struggle for existence' is used to justify all kinds of policies where "all animals are equal, but some animals are more equal than others" so that we either need to step back and let nature takes its course, or give nature a hand with letting the fittest survive. Of course we have our inertia-bias but taking a step back is a deliberate choice to refrain from performing a natural act, our 'natural story'. As much as we have stories evolve inside our head, in the three-quarters of our brain that we have gained, we are embedded in these stories, as mimetic enactments, acting out near-archetypical roles. In light of the future, do we roll up or run? Or shall we dance?

Poems by Therese Waneck

Child Carries the Lullaby

Silence slowly slips everlasting

As tiny fingers grasp heaven

Like a child grasping gumballs

Ready to chew up a smaller

Universe

Words of wonder wiggle turning

Tales of alien prattle twist

Tricking Father who rests and

Slumbers

Without a battle

As lullaby loyally lulls both to sleep...

Educated Mime

Lip pouting

Spooking pretenses

Waving scarecrow fingers

In predesigned fashion

Freeing embalmed voices

By the flick of a lash

Speaking out to no one

Alone...

Music Competition:

On the next page is a link to Louis Sauter's music and it is well worth listening to, perhaps while you read the rest of the magazine. Louis would like it if people recorded their own version of L'or du Rouillon and sent it to the WIN editor. A small panel of judges will choose their favourite interpretation.

For your information, the Rouillon is a small stream that flows through Balizy, where the Knights Templar supposedly hid their gold. The title is a pun on the French name of Wagner's opera "L'or du Rhin".

L'or du Rouillon

Louis Sauter

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GLOBAL COMMUNICATION AND MAIL, by Krystal Volney.

"The Internet lives where anyone can access it."- Dr. Vinton Cerf

The preparation of communication by written documents carried by an intermediary from one individual or location to another approximately dates back nearly to the invention of writing. On the other hand, development of formal postal systems transpired considerably later. The first documented procedure of an organized courier service for the diffusion of written documents is in Egypt, where Pharaohs used couriers for the diffusion of their decrees in the region of the State (2400 BC). The original remaining piece of mail is also Egyptian, dating to 255 BC.

Letter-sized mail involves the majority of the contents sent through most postal services. Typically, these are documents printed on A4 (210×297 mm), Letter-sized (8.5×11 inches), or reduced paper and positioned in envelopes.

Handwritten correspondence, although formerly a major means of communication between faraway people, is nowadays utilized less regularly due to the introduction of more immediate means of communication, such as the telephone or e-mail. However, old-fashioned letters are repeatedly deliberated to flash back to an "ordinary time" and are still used when anyone desires to be unhurried and attentive about his or her communication, depending on the courier mail service used. Bills and invoices are every so often sent through the mail, similar to consistent billing correspondence from utility companies and other service providers. These letters often hold a self-addressed envelope that permits the receiver to remit payment back to the company straightforwardly.

Despite the fact that it is still very common, many populaces now opt to use online bill payment services, which eliminate the need to receive bills through the mail. Paperwork for the approval of large financial transactions is often sent through the mail. Numerous tax documents are as well.

New credit cards and their equivalent personal identification numbers are sent to their owners through the mail. The card and number are usually mailed separately several days or weeks away from each other for security reasons. Bulk mail is mail that is prepared for bulk mailing, often by presorting, and handling at reduced rates. It is frequently used in direct marketing and other marketing mail, although it has other uses as well. The senders of these messages sometimes purchase lists of addresses (which are occasionally targeted towards certain demographics) and then send letters promoting their invention or service to all receivers. Other times, commercial solicitations are sent by resident companies advertising local products, like a café delivery service advertising to their delivery area or a sales store sending their weekly advertising circular to a general area. Furthermore, bulk mail is often sent to companies' present subscriber bases, advertising new products or services.

There are a number of other things almost without any exception sent absolutely as letters through postal services, like birthday and festivity invitations. Email has long been the most widely

used *Internet* application. For some people, it is also their most frequent form of communication. Email is also the technology underlying mailing lists.

Email servers exchange messages over the Internet using the SMTP protocol. Client applications log into the servers to send and receive email using one of several protocols, including POP3, IMAP, and MAPI. The following are necessary that provide more information:

- Email Addresses

- Email Servers

- Email Client Protocols

- Internet Message Application Protocol

- Messaging Application Programming Interface.

Who sent the first e-mail?

Ray Tomlinson was the first person to send out an e-mail in late 1971. The electronic mail was sent between two machines that were side-by-side and the only physical joining they had was through the ARPANet.

In 1978, Dr. V.A. Shiva Ayyadurai had been enrolled for programming projects at the University of Medicine and Dentistry of New Jersey (UMDNJ) in Newark, New Jersey. Dr. Leslie P. Michelson, acknowledged his talents and tested him to transform the conventional paper-constructed interoffice and inter-organizational communication system (i.e. paper-based mail and documents) to an electronic communication system.

Email is quite rapid and almost instant, while traditional post takes quite some time; e-mail usually arrives within minutes or seconds, depending on the type. This can be beneficial when people need a quick response, but a phone call would be far too expensive, depending on the budget of the individual.

With use of cryptographic signing, you can prove that the email came from you; this reduces the effectiveness of 'spoofing' and means that no one can pretend to be you. However, implementing cryptographic signing does require some end-user training, especially in ensuring that people observe proper security protocols.

Advantages of emails are-

- Emails are simple to use as global citizens can organize their daily correspondence, send and receive electronic messages as well as save them on computers.

- Emails are rapid. They are delivered at once around the globe. No other form of written communication is as fast as an email.

- The language used in emails is simple and can be informal.

- When you reply to an email, you can attach the original message so that when you answer the recipient, he/she knows what you are chatting about. This is significant if you get dozens or hundreds of emails a day.

- It is possible to send automated emails with a certain text. In such a way, it is likely to tell the sender that you are on vacation or busy at work. These emails are called auto responders.

- Emails do not use paper. They are Environment friendly and protect many trees from being cut down. In the past fifty years, much of the rainforest in Africa and Asia has been damaged. Large areas of rainforest are being removed, often in order to eliminate just a few logs, and the rainforest is being destroyed at double the rate of all previous estimates. Regrettably, this means that there is a very high rate of extinction, as the wildlife depending on the forest dies with it.

- Emails can also have pictures from events in them. You can send birthday cards or newsletters as emails.

- Merchandises can be advertised with emails. Companies can reach numerous people and inform them in a short period.

When I interviewed Dr. V.A. Shiva Ayyadurai, I asked him and he stated,

1*. How would you best describe yourself from now and when you first created email?*

I'm still the same boy who invented email back in 1978 at UMDNJ. In the sense, my curiosity, passion, love of creating new things, working with great people and a sense of mission to have an impact to make others' lives better, has not changed one iota --- if anything, I've become more of child as the years have passed. I still love the same things beyond innovation and science that I did then, baseball, design, music, cooking, and anything beautiful including people, homes, art, and nature.

2. In a growing age of internet technology, in your opinion should postal mail be stopped on a large scale and everyone should use their emails instead as an effective tool of communication?

When any new media, such as email emerges, people believe the thing that it is replacing will die; however, history shows, what actually happens, is that there is a kind of media natural selection process. By this I mean, that the media find their right "ecological niche." Handwritten, printed letters have their niche, and will email, due its unique properties. There is still something for some people about the experience of send and receiving flowers, for example, with a lovely card. Just as Radio did not disappear when TV appear or live performance and theater did not disappear with the advent of film. My view is actually quite the opposite, as I share in the Epilogue of my new book The Email Revolution: the postal system should actually embrace and take over email or at the least compete with the private companies such as Google and facebook. Today, we read a lot about Snowden's alarming citizens about the NSA spying on our emails; however, what we miss is that Google, Yahoo, HotMail, etc. have free reign over our email --- right when we sign up for these "free" services, we give away our privacy --- they can literally do anything with our email. However, over hundreds of years, the postal service, has a massive body of law, created to protect the tampering and transit of mail --- this body of law could be more easily applied to email, thereby providing the postal service the opportunity for citizens to likely get a more secure and private service at a nominal cost. Would you not pay say $50 per year to know that you email was secure, private and protected by the democratic laws, that YOU can still control?

3. What motivates you?

I am motivated by an addictive desire to change the world, vanquish evil and free the oppressed. My heroes growing up were Rama, Emiliano Zapata, Bhagat Singh, Che Guevara, Lenin, and those that saw the world where all of where ultimately brothers and sisters, fought, and when necessary risked their lives to create such a world. They were conscious enough to see that they were insignificant as one individual, but the right actions at the right time in history, even by the insignificant could have massive impact, like the butterfly effect.

4. Are there any new technologies that you plan to introduce with email in the present or future?

Yes, on the email side, we have released a version of EchoMail (www.echomail.com) for the mass of millions of small businesses, who also want the same technology we provided for nearly twenty years to the Global 2000 companies, to get, keep and grow customers. Separate from email, which I invented in 1978, 15 years later, fortuitously, and independent of that creation, I created another system called EchoMail, to automatically read, analyze, sort and route email. That technology developed out of my winning a White House contest to help President Clinton automatically sort his inbound email in 1993. EchoMail was advanced with many features to help businesses grow their businesses, and only accessible, until recently, to big businesses. It's a powerful tool. My vision is that small businesses, need the same powerful capabilities as the big businesses, and the new version of EchoMail is made very affordable for any business. Beyond my work in email and in media, by other love is medicine. Most recently, we just started a new company called CytoSolve --- if email was a big invention, I think CytoSolve will be bigger. CytoSolve allows the in silico modeling of human cells, so we can create new medicines without the need to torture and kill animals.

Global nations know that there are a lot of emails sent, opened and lost in the spam/junk mail every day. However, just how many emails are sent? What is the usual amount? How many of us open email on a mobile device? The numbers are astounding.

- Hotmail , Yahoo Mail and Gmail together account for well over 1 billion users.
- More than 294 billion emails are sent and received daily.
- Well over 100 trillion emails are sent per year.
- 3.5 million Emails are sent per second.
- 90% of the trillions of email messages are spam or viruses.
- Spam costs businesses over $20 billion in decreased productivity and technology expenses.
- Retailers send an average of 16 emails per subscriber in "busy" months.
- Average email campaign volumes increased 20% in 2012 over 2011 levels.
- 77% of us want to get marketing messages via email; and there's no close second place.
- 36% of all emails are opened on a mobile device.
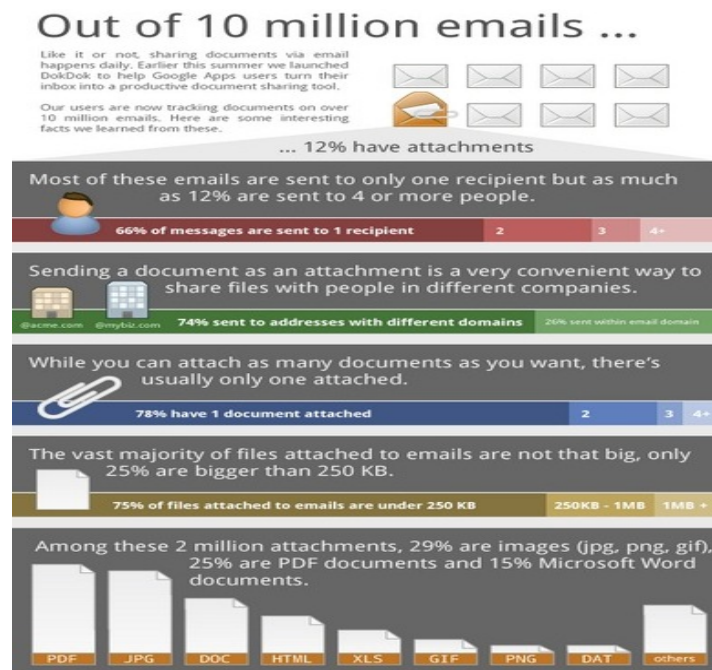- In 2011 there were over 400 million people who used smartphones or tablets to access email.

Figure 1.1 demonstrates sharing documents via email happens daily.

The existence of servers plays a fundamental role in Internet communications.

A server is a fast, dynamic computer or bank of computers with enormous amounts of data storage. The straightforward function of a server is to store data and then serve or deliver that information to users when requested. Servers are specifically designed for their function and there are many kinds such as e-mail servers, web servers, ISP servers, and DNS servers to name a few. They work together to make up the backbone of the Internet and allow our communications with it. These servers are normally located in an ISP office or many large web site search engines will have them as well.

Function of Email

It is imperative to understand that e-mail travels over the Internet from server to server. For case in point: If you send an e-mail to a friend or business colleague living in Japan or Canada, you would log on to your e-mail server, type the e-mail address in the "To:" box and then type the message. Once you select "Send", your server uses the address to forward the e-mail to your friend's server. Your associate then retrieves the e-mail during his next log on to his server.

ISP Based Email

As revealed before, e-mail is accessible through either an ISP or a free service. The provider's title is usually part of the address revealing what type it is. All ISP's give at least one e-mail account per customer but some people decide not to utilize it. They prefer instead to use a free e-mail account. It is common to access ISP e-mail with a client software package installed on the user's computer. Programs like Microsoft Outlook Express (included with Windows), Microsoft Outlook, QUALCOMM Eudora and Mozilla Thunderbird, in addition to many others are intended for this purpose. When a client program is unlocked, it contacts the ISP e-mail server and synchronizes to accept new e-mails or updates. The client program has all functions related to e-mail like composing and deleting. After making modifications, the user can close the client program or manually press a Send/Receive button to update the server. Once updated, the server will replicate the changes and send e-mails consequently. ISP's generally provide web-based access on their website allowing consumers to access e-mail from any web connection. This either can be for users who do not want to use a client or are not there from their normal computers.

Free E-MAIL

Numerous search engines and websites like yahoo.com, hotmail.com, and gmail.com propose free e-mail service. These e-mail accounts are entirely web-based and widespread notwithstanding the advertisements users must endure. Such reputation also creates a breeding ground for spam. Web based e-mail is accessible through web browsers. The web site supplies a web interface for handlers to gain access. Mail is under no circumstances stored on the user's computer unless it is purposefully saved there. This creates a security zone from malware and other uninvited items that might be hiding. Nonetheless, if an attachment is opened or a linkage selected, it will use a program on the operator's local computer hence opening the probability for infection.

Note well when signing up for free e-mail; it involves personal information during registration. Some people use fictional names as well as other false information. Users who plan to use the e-mail address for expert correspondence should deliberate on using their real name or initials. This name will be attached to all e-mail sent and might puzzle recipients. Certain free e-mail services do allow the sent name to be altered making it different from the registered name.

Spam

Spam is junk e-mail from advertisers, companies, or people you do not know. It is similar to junk mail sent to your household. Many times, it contains inappropriate words in the subject line as well as suggestive phrases. Most people wonder how they get Spam when they use antivirus protection software on their computer. Spam is not a virus- it is just undesirable e-mail. Moreover, it is normally stored on the server, not the user's computer. Many e-mail providers scan for Spam but are typically overwhelmed and miss some. Setting filter parameters is also complicated when discerning between Spam and legitimate e-mail. If a user checks e-mail with a web interface, there is no concern with Spam prevention on the local computer since it stays entirely on the e-mail server. Typically, there is a technique to designate e-mail as Spam that will try to block future e-mail from the same sender.

Finally, more than two billion people use the internet. The top five countries in internet usage are China, United States, Japan, India and Brazil. It is challenging to comprehend the notion of any given moment without someone in the world being connected to it for one purpose or another. Email is a virtual communication system that has changed the way companies conduct business. Email accelerates the exchange of information, eradicates global barriers, keeps communication costs low and allows business persons the flexibility to access their messages from anywhere in the world. By its very nature, companies benefit from the many advantages that email offers.
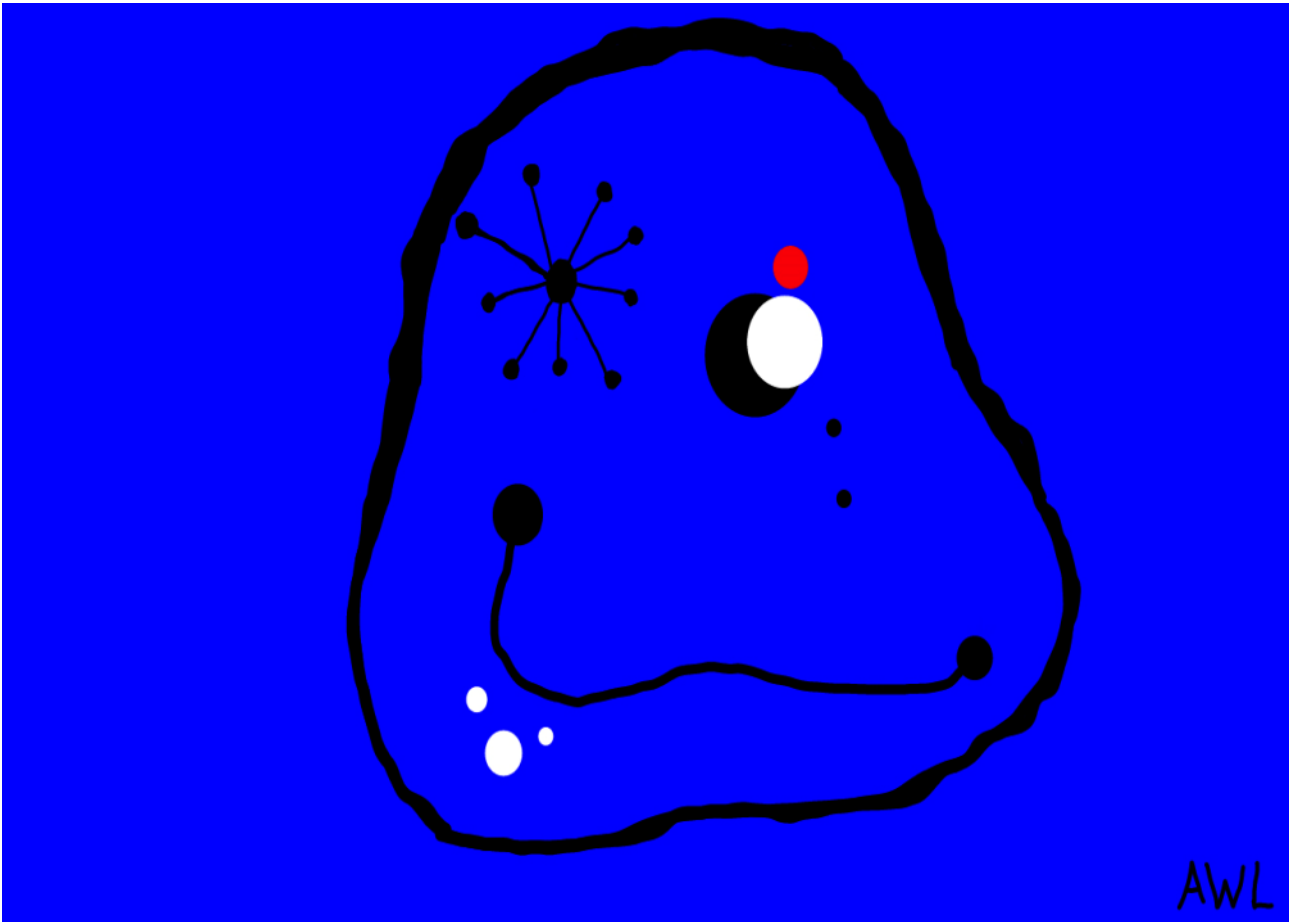
Reflections on Time and Darkness by Graham Powell

In the Museum of the History of Science

Dodgson's work is well preserved:

photos,

chemical creations crafted

in controlled light,

with a view

to a fixed longevity;

and the nearby board

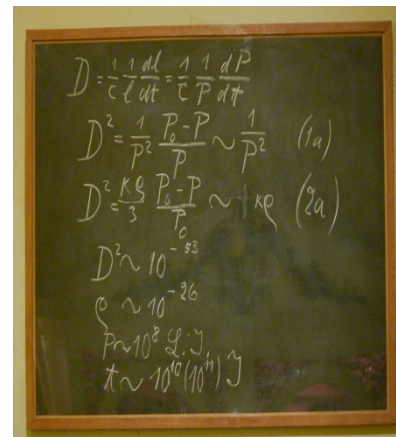shows Einstein's *lichtjahre* of

expanding space,

posing for me discerning

quandaries, like:

"How do I capture this?

 How do I keep it

 with a sense of enduring significance?"

I admire the scene,

as per my baby-forming years,

responding to faces with

a unique, personal sense

of time,

decisions made in the pre-conscious present,

though, in fact, made in a fractional past -

my conscious self;

and, as my vision extends,

like Einstein's work,

'the present' evolves as

the past, with

the Moon, the stars and the galaxies,

all I can perceive

with the instruments displayed,

yet 'saved' so banally by the shunting crowds.

"Every pixel tells a tale,"

I whisper (I hope) to no-one else,

the video surveillance making me nervous:

megabytes of life

preserved as an interim history,

like the digital snaps

just taken;

and across the globe,

billions of bits of life –

most destined for the scrunching bin –

are dismantled fragments

of pictorial history;

when deleted:

"Where do they go?

 Do they escape the agents

 of this 'crime-fighting' world?"

I wonder.

And, as I shuffle towards the exit door,

my preoccupations rise:

"What future will this work endure?

 Will it be known

 for its literary worth

 as merely words on a tangible page,

 or be part of the digital, "trashcan" age,

analyzed for non-literary signs

 and messages for censorial eyes?"

It's a fearful sense I have

for the longevity of art,

and the preservation of science,

some kept in Oxford, yes,

but to what ends?

For the zeitgeist of transitory and

intangible 'forms' greets my mind

like the setting sun,

which emblazons me now as I step,

enlightened, from the museum door,

and, with my head held low,

I button up

to journey out towards

that impending darkness.

Humanitarian Aid for Human Resource Management

By Paul Peters

Interestingly, it is a measure grown up in the gaming world that may help address one of a core set of human needs in the workplace, in this case the need to play. "Difficulty level" refers to the relative difficulty of completing a task or objective. Difficulty level can also easily be applied to a collective of tasks, functions and responsibilities that make up a job function, as often described with a simple list of competencies based on previous experiences at this junction of a company's organization. To ensure a person and the job match up correctly, seemingly unbiased standards like educational background, on-the-job experience, certification and training are valued, as well as references, recommendations and psychometric assessments. Often experience is expressed in number of years, as if this is a valid expression of the complexity levels encountered, and maybe even the accumulative learning curve gone through. In the end, it becomes like comparing one person with another, and if they prove to have some sort of 'equivalence', then it is assumed the other person may be suitable for fulfilling this particular job function as well. But, if one actually looks at how teams function, either closely knit or as an 'officialized' department, the emergent value network of skill propagation may look a lot different. If one looks at how high-value technical resources in the modern world of ICT are recruited, it is often nothing more than keyword matching. There seems to be very little adherence to a task's difficulty level, while this measure is especially important within the ongoing automation every industry is engaged in. Simple, structured, repetitive tasks continue to be automated, but it doesn't stop at that level: automation is being automated as well, and with the gradual maturation of artificial intelligence, this trend is not going to stop, especially as continuous technological improvement is a necessary ingredient of this collective, self-organized race condition. Just like the internet has changed the global landscape of commerce within its twenty years of existence, parallel with the ongoing workflow automation, this has led to a situation where a whole package of tasks can be performed elsewhere at some other location, and soon, if software machines can do it, the location won't matter at all anymore. The more work becomes like information science, the more intangible it becomes, and the easier it can benefit from 'economies of scope', such as on-demand elastic scalability. It is very easy to download a music record to your laptop, tablet, PDA, phone or MP3 player, and this reduced dependency on an underlying infrastructure, a carrier or medium like a CD, makes distribution as easy as typing in the right address.

We have a several medium-to-long term trends here, which give shape to a general setting of how work is going to evolve. As technological progress continues to happen in the areas of Information Technology, nano-technology, biotechnology and robotics, the front office white-collar worker is going to experience within a short period of time what has happened with the blue-collar worker in the factory hall. Standardization and re-use have pushed technologies towards local maxima of interchangeability such as electrical power sources and wireless communications, and all this cooperates towards workplaces which are both technically and functionally more or less "plug and play". What does this have to do with "difficulty level"? Well, if distributing music has become so easy you don't need to go to a physical music store anymore, any work related to the latter is becoming redundant, unless it complies with certain exclusive qualities appreciated by music lovers, or music freaks; but the general music store is no more. Also with automated tasks, if built-in workflow in an ERP system has the approval hierarchy worked out correctly, as well as authentication and authorization, there is no need to send paper copies throughout the company, and the mailroom gradually becomes less important. If the ERP system has automated auditing, archiving and retrieval of such information, storing it on electronic media, which have a longer lifetime than normal paper, there is no real need any more for manual archiving and, in most cases, no knowledge is

needed on the Dewey Decimal Classification system for libraries, unless for using a common language between different systems.

Likewise, all kinds of tasks have gradually become automated and easier, such as electronic tickets for air travel, online booking of a hotel, or starting a nightly batch-run for a financial report, while word processing tools allow for endlessly reusing copies of the same document; automated spelling checkers are built into it to help correct spelling errors, in as far as EDI and document processing haven't replaced these activities yet with fully automated procedures, not only has this reduced the associated workload for any paper-based company communication, it also has lowered the required skillset. These tasks have a maximum difficulty level, and automation has been able to encompass all this complexity and there is no replacement needed for any exclusive variations. These tasks have simply become part of the 'digitized background', and are not arbitrary, self-learning chatbots. They are already replacing helpdesks and are on the verge of having multi-lingual capabilities added, which allow cross-translation between some forty widely-used languages without a significant impact on its performance, and which is seemingly natural enough that end-users anthropomorphize the 'being' at the other end of the phone line.

If this is not enough, smart search engines can load up with specialized dictionaries and are able to perform legal searches retrieving relevant information with a 90+% accuracy. In this case it becomes socially irresponsible *not* to make use of such facilities, as the best scores obtained by human searches top off at 60%, and composing a valid case out of the right set of laws represents much of the art and wizardry that a legal representative has to offer, so it is obvious that any client will want this level of performance. The caveat is that legal searches are about 90% of what a law firm does, most lawyers' work is simply gathering supporting information with the right level of understanding and there is not some other hidden and neglected task waiting in line to replace this activity. Again, the task has a maximum difficulty level and although of course additional functions will be added, the core task itself does not need much

improvement anymore, at least not much more compared with the last 40 years - which have added to gradually realizing this automated task, but not to worry, current systems are designed to self-monitor and try optimize their tasks. Automation has started automating itself. Digitization started to kick-in around 1995, with a noticeable growth in labor productivity. Estimates are that the fully automated economy will surpass the physical economy in size in about two decades. As W. Brian Arthur (pictured) would like to stress "the precise figures can be disputed, but that misses the point. What's important is that the 'second economy' is not a small add-on to the physical economy."

What does this all mean for the future company, and especially, what does this mean for a company *now*? Well, for one it means that people are both underutilized and overused at the same time. Overall most people have been treated as interchangeable machine parts, and people have been evaluated according to the required functionality of these parts in the context of the aggregated machinery as well as how the parts relate to each other, or in systems engineering terms, the portability and interoperability of someone's activities are generally expressed in domain-specific cognitive skills, and the behavioral interpersonal skills. But if you take the average job description as used in recruiting or human resourcing, and erase the domain-specific adjectives, a fairly nonspecific picture arises, one that could apply to just about anyone if it were not for the difficulty level. That is because many jobs have actually been converging towards a fairly similar skill set, and besides the domain-specifics, have

become "asymptotic indistinguishable" - in the sense that the "just-noticeable difference" between one skillset and another have become so small in an absolute sense that it often does not matter that someone may be better qualified in a relative sense.

The competitive advantageous rarity of the actual job, as a unique collection of tasks, has saturated and any extra differentiating effort is showing diminishing returns, so this extra effort may be of better use somewhere else. And as more and more tasks become automated, the mix of aptitude and attitude has tipped the scales towards the latter, which are generally plotted out with the 'big five' personality traits:

1. Openness to experience – inventive/curious vs. consistent/cautious.
2. Conscientiousness – efficient/organized vs. easy-going/careless.
3. Extraversion – outgoing/energetic vs. solitary/reserved.
4. Agreeableness – friendly/compassionate vs. cold/unkind.
5. Neuroticism – sensitive/nervous vs. secure/confident.

Of course these characteristics are contextual, and depending on the job, you'd want people that have contradictory scores for any of these, either within themselves or within the team. For example, ensuring adherence to safety procedures in a nuclear power plant are best not left with a cautious bureaucrat but may be too dreary for someone inventive, so instead of having some symbolical function of security inspector, it would be more efficient to spread the task over an entire team, as well as automated procedures. It is not needed anymore for a single person to fulfill such a role, as with increasing computing power also translates into a reduced need for delegation in a company's organization as employees can now be involved directly with most decision-making processes tasks. Either way, effectively, these characteristics need to be seen in the context of the immediate team and the overall organization in the sense of 'company culture', shared values which are best described with two polarities: flexibility and discretion versus stability and control, and internal focus and integration versus external focus and differentiation, which were found to form four important types of culture:

1. Clan Culture - Internal focus and flexible - A friendly workplace where leaders act like father figures.
2. Adhocracy Culture - External focus and flexible - A dynamic workplace with leaders that stimulate innovation.
3. Market Culture - External and controlled - A competitive workplace with leaders like hard drivers
4. Hierarchy Culture - Internal and controlled - A structured and formalized workplace with leaders as coordinators.

So, if the interplay between an organization's cultural context and someone's character are fairly easy to determine in the way they describe a potential role that someone can perform, then why is recruiting and human resource management so inadequate in getting the right people for the right job? Are we using the wrong "trust rituals"? Are we using education and degree qualification as a token of someone's acumen while training often orients on filling the holes in someone's natural ability? Does that mean many people are actually selected on basis of their defects which they've been trying to straighten out? Well, research done by renowned psychologist Csikszentmihalyi on optimal performance (flow) showed that in order to be a productive, creative person, only a single common attribute was uncovered: a minimal intelligence quotient of 120, which places the person in the upper 10% of the Bell curve. Of course, for every individual case there were sensible causal correlations which could explain why someone became a prolific high-performer, and circumstantial factors can bump up a score by tens of points, but none served as a common attribute. In fact, much of the recent research in so-called 'positive psychology' indicates recruitment and resourcing not only use a large set of unsuitable tools to measure ability, both 'hard' and 'soft', but we are also making the wrong assumptions on personal motivation and a person's attitudinal make-up by assuming a static model for the personal traits, while not only are these dynamic to some degree, polar opposites occur in the same person and are very much intertwined with the context and group dynamics. If

we were to try to find a minimum set of characteristics that define the utilitarian merit of a human activity, we'd get to a three-way relationship of play, personal recognition and general purpose. Each of these characteristics can be positive or negative, and diminishing or increasing, we can see that even recruitment is a sort of play, a mixture of role play and sometimes iterated prisoner's dilemma, where often the formality of the selection process leads to a de-individuation and dehumanization of the (un-)willing participant, which in turn has been reason for many recruiters and hiring managers to skill themselves in mild forms of hypnosis such as neuro-linguistic programming, another working pseudo-science which has gained a level of importance far beyond its range of effectiveness, but at least tries to address the lowest level of play: attunement.

But wasn't Human Resource Management something that one was supposed to do? Well, this snippet of common sense originates in the 1930's with the Hawthorne Studies, an nine-year long study concerning the productivity of factory workers in relation to e.g. the amount of light bulbs, distance to the toilet, number of breaks, etcetera, which had uncovered that the workers actually reacted to the attention given by the researchers, and not so much to these circumstantial changes. Surprisingly, for these early psychologists, it turned out that working class people were humans too, something which appeared to have been not so obvious at the time. Along with the newly established compulsory education laws, which were, due to the large German population, based on the first modern educational system from Prussia, which in turn was introduced so as to produce more obedient soldiers and serfs, this was quite a breakthrough. Methodologies aimed to deal with "workforce management solutions" find their origin in practices that deal with tasks that are on the edge of mental retardation. The "difficulty level" of housekeeping or being part of a cleaning crew, expressed as an IQ, is about 50, which is about as smart as a parrot, chimpanzee or dolphin. It is no wonder that informal

selection and 'old boys' favoritism produce better results than the formal 'meritocratic' procedures. Why staffing firms have taken off to become such a dominating phenomenon in addressing our labor requirements may be because their service is not so much about added value, but about minimizing the costs of failure. There is a 'one size fits all' market of undifferentiated commoditized skills, and the niche of high-end executive search firms - and in between we are just fooling ourselves into making use of facilities which have an efficiency worse than random chance, but the industry as a whole has surpassed any individual measure while many depend on its mediation for their livelihood. The fact that things work out is mostly despite the methods used, and, as the article that is being exchanged is people, people adapt, and can (and will) amaze you if you give them the chance.

That is also something not so apparent with recruiting: you would assume you want to work with the best, but in many cases a maximum IQ score is applied, under the argument that those with overly-high IQs will become bored easily and exhibit high turnover in the job. Another prevailing idea is that high-performers aren't good as team players, and once having fulfilled a leadership position, they are treated with the latest anti-heroism, which has nothing to do with antiheroic character flaws, but avoiding that project success gravitates around a single individual. This is seen as a risk during the project execution phase, occurring at the chaotic level 1 of the Capability Maturity Model, but such unevenness is actually very normal within team dynamics and such 80-20 power law distribution should be put to good use on the road towards optimization, not sidestepped. The assumption of an even workload distribution is the anomaly, not the

norm, and it is a lot easier to make a planning fit human activity than to have human activity fit the outline of a work breakdown structure box. In fact, recent insights indicate a combination of small-world networks, and swarm intelligence is a more appropriate model for task allocation and project management, similar to how military units have adopted this model in behavior called swarming. Gartner's idea of "work swarms" is based on this; but, similar to how people group activities and act like a swarm, so do the tasks themselves, be they in the process of being actualized, or shifting in position to be the next one on the work queue.

If traffic behaves like this, why apply a method that is more appropriate for a freight train? The illusionary simplicity of boxing-in activities has given way to more biomimetic ways of task allocation, as the same technological trends, which are changing the shape of work, are also providing the key to several solutions: the push forward in complexity keeps pace with the problems it creates and the solutions it offers, but one has to keep up with its evolution; however, as swarms go, permanent roles will be an increasingly rare phenomenon, which raises certain dilemmas for the traditional way that companies are organized, as well as how traditional recruitment, staffing and employment arrangement is done. Having a large part of the workforce on the bench is like a professional army at peacetime, which may act in a preventive way by the impression created that it's serving as a vigilant, prepared group of skilled people; but with every further act of preservation, it is distancing from its original function. Whereas for employees (be it short-term, medium-term or long-term) you would want to have them nearby in a sort of consortium which combines the roles of labor union, staffing agency, expert cooperative, mentoring, center of continuous learning, plus a network for seed funding for those that desire to be an entrepreneur for a while. Instead of making such a clear but artificial distinction between contractor and permanent employee, it is much easier to work with different kinds of interim arrangements whereby someone can rotate between a select number of companies, job roles, challenges and even now and then try to realize their own dreams. Such a relatively simple model is held back by the practices of recruitment firms, in particular their enumeration, where it simply doesn't pay enough to provide the extra effort.

On the other hand, it also makes sense for more flexible ways of organization and using proven methods like "value networks" and "strategic alignment framework". Any organization and activity can be mapped out as part of a network organization which can manifest in any sort of hierarchical format, just not in an optimized way. Yet, every kind of organization is actually already in the process of becoming a fully dynamic network-centric service-oriented virtual enterprise, and this greatly simplifies certain assumptions and allows for an immediate adoption of a different 'demand'-model, that is, regarding a company as a network organization in transition, one moving towards reduced ideality where increasingly more of the design principles of the "Service Oriented Virtual Enterprise" are realized. In that respect, HR is a function, a role and a responsibility, but not necessarily a craft, a person or a whole department, at least not in the context of daily business for most organizations. Besides the HR specialist, HR is to be a pervasive aspect within company processes. Instead of an imprisoning structure with a rigid hierarchy, a company actually becomes a facilitating confederation of whichever function it needs in order to reach its set of goals. How a person fits within such a landscape, with modern tools, it should be simple to apply fact-based continuous event simulation on sampling the interaction between a person, the team, the department and the particular project and see how this plays out. People can do amazing things, but it is not black magic.

The fact that traditional recruitment is more or less running towards its end can be seen with the current shift to domain knowledge, where an attempt is made to find and provide experienced specialists, with experience in the particular industry and the type of work involved. In most cases this is nothing more than automated keyword matching, some peer pressure, and maintaining an aura of trustworthiness. Now that groupware has evolved towards cross-company collaborative suites and these technologies have started to evolve covering different stages of a product's life cycle, both from marketing and conception towards engineering, production and maintenance, more facilities are developing that can deal with ideas and meaning, and in order to speed up (e.g. the bid process for outsourced work) similar features will arise for on-boarding and in-sourcing, in the form of automated storyboarding, where an avatar acts as a supporting assistant, similar to how wizard-driven development guides a novice through a whole procedure, starting

from scratch and finalizing with a decent end result. Ideally, if any of the subject matter is new for the 'employee' this can be used to introduce new questions, ideas, approaches, which would never come up at

a regulated brainstorming session, but can still provide valuable input for this job or any future activity, and the avatar, being self-learning, can improve the dialectic way of ramping up someone for the tasks at hand. As many a teacher knows, you can recognize the smart students by the number of questions they ask, although, as John Taylor Gatto seeks to reverse, they are usually the students who retained that little vulnerable kid in themselves, and who haven't let compulsory education dumb down the wonder.

"When you take the free will out of education, that makes it schooling."
~ John Taylor Gatto
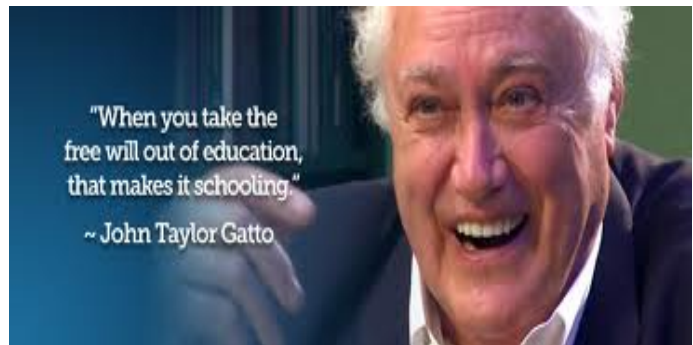
How to move ahead to get back to a more personal and humanly rewarding way of contracting, employing, cooperating and partnering involves revisiting the basic foundations of HR in the area of recruitment and resourcing. We come from an odd background full of formalized trust rituals to ensure that someone fits into a mold the way we have learned that someone should fit-in in order to get access to 'the tribe'; but we should, instead, learn from the Japanese management culture which is very informal, consensus driven and has the tendency to treat employees as if they were family. Borderline familialism is a system that works, like a meritocracy mixed with positive favoritism, because even when we make an attempt to appear objective, we neglect many of our built-in in-group biases, which makes it easier for us to recognize certain traits with somebody akin, so that we can officialize the mental leap needed to intersubjective anthropomorphization in a politically correct attempt to avoid any sort of discrimination. This is not an attempt to make a case for forced non-discrimination or total laissez-faire, but in the approach suggested, any personal characteristic is a skill or function, even regarding gender, age, or one's place of birth. All such characteristics can have positive or negative effects depending on the context; even bias conformity is a positive treat when it reduces the need for communication overhead. As the recent Supreme Court ruling on gay rights shows, just paying lip service to gay marriage is not sufficient. One has to dare to go all the way, equal rights are what is says on the label.

If, in an extreme case, a company, or an entire country, prefers nepotism to such a widespread extent, it becomes a sociological trend referred to as amoral familialism, like in post-Mussolini's Italy, or post-soviet Ukraine. They should be free to experience the long term results of such dimwitted behavior as a society turns to a state of autocannibalism. Now that the baby-boom generation has started to retire, societies at large are faced with inadequate pension plans due to increasing lifespans which put extra strain on generations to come, and although society eventually needs to adopt basic income schemes, not only does the pensioner's income make a dive of one third, the 'workforce slot' is filled up with someone at the beginning of their career earning close to the minimal wage which may be even less than the pension. For countries with an aging population, this means that more income will quickly return by being spent on the basic cost of living and hopefully some of the purchasing power will remain for the extras that make a country rich. Most EU countries have picked up on this and are trying to make people work longer, both reducing the pension burden as well as the double drop in income; but despite the added value of deep and varied experience and the effect this has on their own productivity and those nearby in the team, in the recruitment world many firms already avoid mediating for people as old as thirty, let alone forty. In hindsight we cannot but wonder why we ever adopted such inadequate means, which not only fail to add value, but even reduce it. The value of homogeneity and heterogeneity are primarily context-dependent and instead of having these baked in upfront, it should be part of the matching process itself. We need to acknowledge and understand our biases, the goggles through which we see and valuate someone else, which gives a late justification for all the trust qualifications and rites of passage that are being employed to establish or verify a collective identity.

On one side companies will continue to evolve towards more optimal and adaptive formats, more like virtual business parks and marketplaces, and on the other side a community is evolving dealing with job exchanges and more informal yet more informative ways of resourcing. Setting up the foundations for these remain as neighboring activities, but these are expected to happen anyway, one way or another. But there are businesses possible around small issues with large consequences, such as addressing the 'first scan issue'. The current way of selecting resumes of candidates who replied on a job advertisement results in the highly likely case of filtering out the best candidates. Due to the internet the number of candidates replying has increased one or two orders of magnitude and now often results in a few hundred replies, or a job request is addressed by searching a database containing many profiles. What even the most helpful recruiter does is print out the resumes, pile them up, and then spend on average ten seconds to scan the resume looking for similar experiences, background, education, residence, age, highlighted accomplishments, hobbies, and the general style, tone, and look and feel of the resume, and based on this matching process the aim is to reduce the pile to a maximum of five or ten possible candidates. Considering a pile of 200 resumes, this whole procedure takes more than half an hour of concentrated attention and a good understanding of all the aspects mentioned above. As a simple example, work in a cross-border region can be done by any inhabitant of the participating nations, whereas the average recruiter, if they don't recognize the place of residence will most likely default to the country of residence and filter out any viable candidate that may live within a fifteen minute driving distance of the workplace. But how about all the nuances of branch and function specific expertise, on-the-job self-education, or those people without a degree qualification who proved to excel in certain areas at their previous employer and who grew to a leading position because of hard work, demonstrated acumen, and natural ability and who are deemed unfit for mediation because with the workload and issues faced at the previous workplace they never got around to work for a degree as well? Why should they anyway? The degree is to indicate a minimum ability, a door opener but has little practical meaning beyond that. But it gets worse. Often this 'first scan' is done by an intern or assistant and what they do is try to get "a feel" of the candidate. Tests have shown that they spend four seconds looking at the name, date of birth, place of living, profession, employer and previous employer, and if they spend a longer time, eight seconds, they look at the same information twice…

In general recruitment firms can't make a valid case in favor of seniority, which is shameful. If recruiting isn't much more than keyword matching, there are better ways to do it, less harmful, and a combination of fact-engines and reasoning-engines can greatly help out here. What if there's a smart engine that can continuously tries to collecting and interpreting as much facts as possible to interpret someone's resume and online persona, to get to a sort of label-free evidence-based recruiting. Like IBM's Dr Watson or Autonomy's 'Intelligent Data Operating Layer' a mix of general factoids and occupational specifics can be obtained by reading and analyzing several online encyclopedias and professional dictionaries. Decades of research and development in artificial intelligence, such as natural language processing, have taught that it is as much as what one builds in, but also what one leaves out. Simple evolutionary mechanisms allow such a system to grow a certain level of understanding which increases in accuracy when being able to process feedback and adjust its understanding based on this. Computing science and computing power have now advanced to such a stage a simple adjustable map of how words are related (if they occur often in each other's vicinity etc.) can piggyback along on the underlying understanding and produce more accurate answers than any individual can. At the moment it is nothing more than a more user-friendly version of a polytechnic pocket book, but along with ability to provide is as-a-Service and its ability to learn from all users, it can rapidly grow and improve with every use. By using facilities like these we can augment our own capabilities and help introduce a more human and worthy means of cooperating.

A worthwhile approach is to assume that any specific person has evolved as the best answer to their own situation, in the sense that a person is an invention of itself. Taking the lessons of systematic invention methodology as a basis, people's knowledge, skills and abilities can be mapped out in a value network along with growth indicators, growth potential and attractors (like current interests and hobbies). Using self-learning techniques a 'first scan' system can read up on business organizations, job descriptions, requirements management, impression management, business- and HR-related ontologies and whatever knowledge general and specialized sources like Wikipedia have to offer. In the end the functionality that the task requires and the functionality that someone has to offer need to get together so that it maximizes merit, by increasing the values of play, purpose and recognition, which includes learning, growth, increasing of degrees of freedom, where it helps developing a more abstracted set of expertise beyond a narrow specialism. In the end, any company's survival is defined by the interplay of culture and strategy, and these are the sum-total of all the people involved, and even though people can externalize some of their being into automated tasks and procedures like a phone answering machine can reproduce someone's voice, it serves best to act as if the company's life force resides in the people. There is more than intellectual property alone, and although "heart and soul" aren't quantifiable it definitely serves to give them proper recognition, and looking at Japanese management style that goes beyond a five-minute pep talk and some collective cheerleading…

Poem by Anja Jaenicke.

An Artist's Confession

What is this excellent, magic power?

Conceived from the cave dwellers in the first hour

A possession so luxurious and supreme

The heaven's enlightened by a lighting beam.

Changing the wind the weather and the sea

And man's state of mind with this formula's key

How many shades of wrong and right

Create the illusion of day and night

While mother truth is a whore who cannot deny

That from a different angle she is only a lie

Free me from the bounds of future present and past

Take away all limits that aren't made to last

And let me fight and die standing upright in my shoes

This one moment in a battle that I cannot lose

Oh please unchain me from the wrong limitation

Let me pick up the concept of creative imagination

And let my true art flow free like Fortuna's gold

And for no money on earth let it be sold

Let me besiege the most exotic places at war

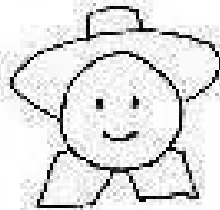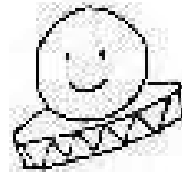And when the end comes I'll rise up like a star.
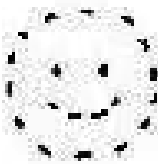
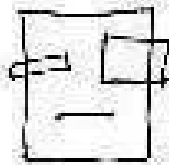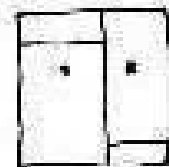# Art History, Simplified

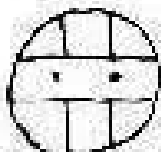DaVinci El Greco Rembrandt Hals Van Gogh

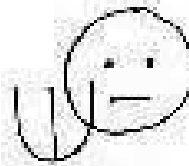Seurat Munch Braque Picasso Mondrian
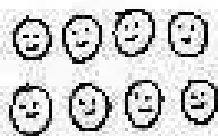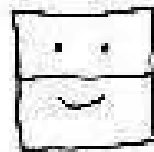
Malevich Gericault Wood Miro Kahlo

Warhol Rothko Pollock Kline Dali

Johns Close Keane Kinkade Mingo

Das Gedicht vom kleinen Licht

Unweit von einem Dorfe, direkt am Wegesrand,

befindet sich ein Walde,

im Dunkel nur gekannt.

Hindurch des Waldes Decke scheint nicht der kleinste Strahl, erst recht nicht die vom Monde,

welch`er Tags der Sonne stahl.

So leget sich ein Schatten, in jedem Augenblick,

im Herzen und im Auge, wenn ein Wandrer sieht zurück.

Im Wald selbst, da war noch keiner, doch man erzählt sich allerlei, was wohl dort so passieret,

wenn niemand ist dabei.

Man höret lauter Krächzen, vom innersten Geäst,

da muss doch was geschehen!

So was liebet keine Gäst.

Im Dorfe drin, da ist es helle, zu jeder Tageszeit,

es scheinen bunt die Lichter,

gibt´s keine Dunkelheit.

In allen dortgen Häusern, lacht und freut man sich,

am Licht und seinen Gaben:

Der Wärme und der Sicht.

Nur eine kleine Kerze, sieht klamm und traurig aus, niemand ist zugegen, ihr Licht ist lange aus.

Seit schon vielen Tagen, macht keiner mehr Gebrauch, von ihrer lichten Gabe.

Man fragt: Wozu denn auch?

Tags, da scheint die Sonne und wenn kommt mal die Nacht, wird ohne lang zu zögern,

die Lampe angemacht.

Das mag die Kerz´ nicht leiden, denn sie denkt bei sich:

Ein Lichtlein das nicht leuchtet...

Nein, das bin und will ich nicht!

Dacht´s und sprang hinüber, in den nächsten Raum,

hier soll sich's nun bald ändern:

Realität aus diesem Traum!

Der Kamin der lodert helle, blendend ist die Glut,

fordernd lodern Flammen, Kerz´, sei auf der Hut!

Ihr Wachs so schnell erweichet, durch das hitzge´ Feuerspiel, doch das Ziel sie locket,

nichts ist ihr zu viel!

Ein Zweig am Gitterrande, scheint wie dafür gemacht, flackert an dem Ende:

Die Aufgab´ fast geschafft!

„Nun gut, so werd ich´s wagen!" sprach sie und ging zurück,

der Anlauf muss schon stimmen,

der Rest macht dann das Glück.

Es folgen stramme Schritte, ein Sprung gleich einem Flug, die Landung wird es zeigen, ob dieser war genug.

Mit Ächzen und mit Krächzen, schaut die Kerz´ zurück,

hat fast sich übernommen,

es fehlt von ihr ein Stück.

Ihre Spitz, die ist geblieben, wo Flammenheere sind,

für deren heißen Dienste:

Umsonst sich gar nichts find!

Der Aufwand hat gelohnet, die Kerz´ hat wunderbar,

den Docht sich dort entzündet, wo vorher Spitze war.

„Schön, dass ich nun leuchte!" spricht die Kerze nun,

„Doch wenn ich´s überlege, gilt´s dem hinzu zutun".

„Um mich herum da scheint es, als wär es hellster Tag,

dabei sind es andre Lichter,

´s macht mich leicht verzagt!"

„Der Sinne meines Leuchtens, ist doch sein heller Schein,

der rings umher sich greifet,

was im Dunkel hat sein Sein".

„Drum will ich Lichte bringen, was nie das Licht gesehen,

der Wald, das ist mein Ziele,

heut soll dies geschehen!"

Der Weg, der führt durch Gassen, vorbei an Haus um Haus,

es wird schon um sie dunkel,

aus dem Dorf ist sie hinaus.

Jetzt sieht sie erst die Sterne, die schön und wunderlich, am Himmel oben prangen.

Im Hause? Sieht man´s nicht.

Ihr Blick geht nun hinunter, den Baum am Weg empor, wieviel tapferen Leuten,

der Mut wohl ging verlor.

Welch grausig Silhouetten, welch gespenstiges Geäst,

sich dort im Wald bewegen,

ist´s der Wind der nur bläst fest?

"Jetzt bin ich hier, hab´s fast geschafft, alldem ganz zu entgehen. Trostlos auf dem Tisch verweilen - ein Sinn ist nicht zu sehen".

Tiefer und noch tiefer, geht sie nun dort hinein,

der Weg von dem sie kame,

ist winzig, winzig klein.

Um sie herum kracht hölzern, irgendwas das hölzern klingt,

ihr wär´s wohl, sie würd es sehen,

die Angst es ihr dann nimmt.

Doch ihr kleines Lichte reichet, nur zum nächsten Baume hin, ist im Walde viel zu wenig, mehr Bäume sind hier drin.

Halt! Was war das vorne, ein kleines fein Geblink,

schwirret summend um die Hecke, was ist das für ein Ding?

„Hallo, Licht zum Gruße!", sprach das kleine Ding,

„hab dich von weit gesehen, als ich am Aste hing".

„Was bist du für ein Wesen, das leuchtend und klein gar, im Walde hier kann leben,

hier lauert doch Gefahr!"

"Das Dunkel ist für den, der darin gar nicht´s sieht, stets alles was er glaubt,

wo sein Herze ihn hinzieht."

Alexander Herkner

Evolution, Social Being and 'Supra − natural' Profiteering

A contemplative essay by Graham Powell.

Steven Pinker (in his book The Language Instinct) [1] purports, amongst other things, that language usage and development are as natural and as inevitable as walking, something we attain unless inhibited by some genetic or pathological factor. Along with language, we develop our cognitive processes, our thinking. The purpose of this article is to outline the links between the instinctive and the genetic-based faculties which have evolved within humans (of which language usage is an example) and to show how our social structure, our categorizing of humans, and our species variants across the globe, are fundamental to our outlook on society.

By 'thinking' I mean all forms of preconscious, subconscious and conscious cogitation, be it, for example, directed towards mathematical, scientific, artistic, experimental, innovative or creative endeavours. (2) Our notion of everything is further mitigated by the spectra along which we place our beliefs. An example of this is the *selfism-humanism spectrum*, (3) that is, the consideration of whether we think or act for the benefit of ourselves or of humanity in general. Along this spectrum I have indicated as 'autotelic' (4) something which is done 'for its own sake':

Humanism   Autotelic   Selfism.

It is also the consideration of telos, or 'purpose', (5) plus the teleological implications of 'For what is something thought, or done?' which feature heavily in our everyday lives. It is furthermore a case of hermeneutics, (6) or the interpretation of actions and thoughts, which gauge the reactions to what we say, or do, and the axiological implications of *where on the good-bad spectrum* we consider our value judgment, especially on how the thoughts and actions are perceived. (7) This is presented linearly below as various degrees of 'good', as, for example, expressed by philosophers such as Kant, Hare and Cummiskey. (8)

Highest Good   Good.

All this is within a fundamental context during our evolution: **who are our competitors**? (9) Nowadays, primarily, *we are our own competitors*, and, as such, we not only act as 'selfish people' or as 'altruistic' ones (or anywhere along that spectrum) but as people open to competition. Furthermore, whenever we create, experiment, think or verbally use language, we are subject to interpretation, then criticism, because a perceived outcome is placed temporally along the good-bad spectrum. Within the axiology of 'good' or 'bad', we also judge ourselves via all the categories we have for our species, be it nationality, ethnicity, race, creed, colour or religion.

Within the final category, we, as meta-cognitive beings, also evaluate how we will continue when the known consequences of our death are considered. Many people ponder soteriologically, that is, upon personal salvation, and the emotional impact of our death is directly related to the engagement we have had on an emotional level with the mourners over time. (10) Assessing how 'good' or 'bad' we have been, or whatever we have done, is as 'natural' as the use of those terms, to refer back to Pinker's book; even more significant now is the consideration that a language gene, the FOXP2, exists in humans, something hinted at in Pinker's book, yet only identified in 2001. (11) It gives new credence to Darwin's comment, in 1871, that:
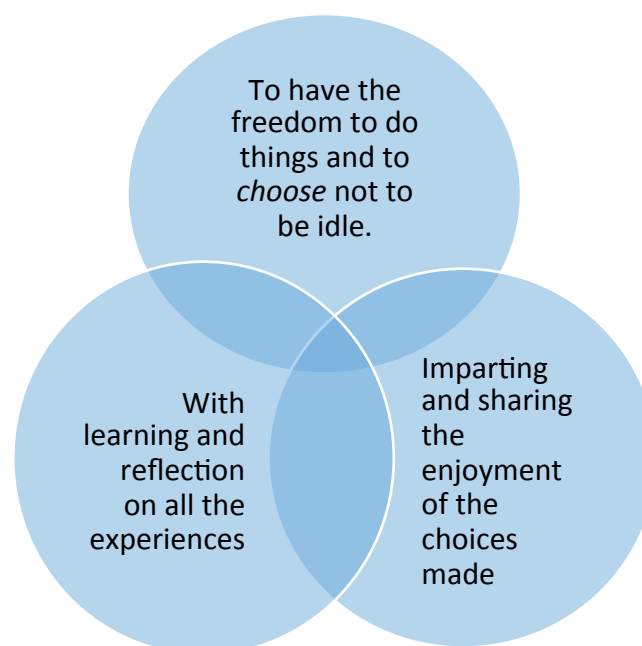
"Man has an instinctive tendency to speak, as we see in the babble of our young children, while no child has an instinctive tendency to bake, brew or write." (12)

To reiterate, one corollary of this discovery is that man has a genetically based capacity to express 'good' or 'bad'.

As this is the case, what of the future for human development? We are living in the Information Technology Age, where so-called 'advanced societies' are producing ever more complex nanotechnologies, plus information exchange devices. This is in contrast to the 'lesser developed societies' (as gauged by info'-tech criteria) (13) whose types of milieu often seem closer to being in harmony with the earth-climate and animal-vegetable kingdoms, at least temporally. It is a curiosity to me that as technology develops, and as it models itself ever more closely upon the atomic and sub-atomic structures found in nature, so we run the greater and greater risk of subordinating our sense of involvement and dependency upon certain forces in nature, and the multifarious but finite natural resources that are currently available.

Additionally, even as complex information and technological challenges abound, fundamental factors remain, for instance, when and how will we cease taking advantage of resources in ways which can ultimately destroy us?

As an individual, I am heartened by the realization that concepts of 'good' and 'bad' are as naturally determinable as the selection criteria in evolution. Perhaps it would be more prudent for each of us to accept this fundamental issue, **and not to prognosticate on when *we will all, collectively, address*** this matter, but rather, to develop *our own mode of accepting it* while living empathically by the values of freedom to do things and not to be idle; to choose things which make us import and share enjoyment, and, whilst learning and reflecting on those experiences, to maintain our sense of freedom. From this cycle, expressed diagrammatically on the next page, we may live harmoniously with a strong sense of self, plus evolve respect for others.

To have the freedom to do things and to *choose* not to be idle.

With learning and reflection on all the experiences

Imparting and sharing the enjoyment of the choices made

That stated, what has developed which seems 'supra-natural' (and which impinges on us as if it were a fundamental aspect in nature) is the accumulation of monetary wealth. (14) "The Economy" is, in some respects, a misnomer now, for it is not about 'economy' in the original sense (where the onus was on the family managing its resources efficaciously) but rather about 'profiteering': whoever can profit the most has the greatest advantage over the other, and this is expected to increase for as long as possible. In that sense, it is actually 'natural' because we, as humans, are aspects of Nature. Elements of domination, subordination and adaptation exist, and affect evolutionary development, to keep the focus on the

evolutionary principles of this essay; but, if we are to return to the fundamentals of enjoyment, learning and a sense of freedom, especially freedom to make choices which portend the first two, then tapping into the vast profits which are made globally seems justified. Steering our notion of 'economy' towards a world of learning, of enjoyment, plus the freedom of will to choose and reflect, *seems an infinitely better milieu than the profit motivated one we are actually developing.*

Of course, as stated at the beginning, the natural tendency for choices along the 'good-bad' and 'selfism-humanism' spectra will continue. A way of moderating the system could be to generate an equally 'supra-natural' ethos, one which is aided by **education**, and that incorporates **learning from experience**, plus **a global sense of freedom**; one which **promotes creativity and innovation for their own sake** and manoeuvres the majority of us towards **the autotelic mean along the 'purpose spectrum'.** As a neo-CEO of a company, plus a university lecturer, I am pledging to be, in words derived from Gandhi, *the change I wish to see in the world*. This essay is a plea for that consideration from others, and an invitation for comments which **will deepen both understanding and erudition** across the globe.

Graham Powell   grham.powell61 @ gmail.com

(1) Pinker, S.: The Language Instinct, Penguin, 1994.
(2) noun. mental <u>behavior</u> wherein ideas, pictures, cognitive symbolizations, or other hypothetical components of <u>thought</u> are experienced or manipulated. In this sense, thinking is inclusive of imagining, recalling, solving problems, <u>free association</u>, daydreaming, <u>concept formation</u>, and a <u>variety</u> of other procedures.

    Psychology Dictionary: <u>What is THINKING? definition of THINKING (Psychology Dictionary)</u> <u>http://psychologydictionary.org /thinking/</u>

(3) <u>http://n pcassoc.org/docs/ijpp/Paper_Hero_Rajshri.pdf</u> for more information on "Selfism".

(4) <u>http://www.unitrier.de/fileadmin/fb1/prof/PSY/PGA/bilder/Baumann_Flow_Chapter_9_final.pdf</u>

(5) <u>http://plato.stanford.edu/entries/teleology-biology/</u>

(6) <u>http://www.oxforddictionaries.com/definition/english/hermeneutic</u>

(7) <u>http://plato.stanford.edu/entries/value-theory/#VarGoo</u>

(8) <u>http://plato.stanford.edu/entries/kant-moral/</u>

(9) <u>http://www.agiweb.org/news/evolution/darwinstheory.html</u>

(10) A useful comparison with the metacognition involved in poetry analysis can be found at <u>http://onlinelibrary.wiley.com/doi/10.1598/JAAL.51.7.4/abstract</u>

(11) <u>http://www.evolutionpages.com/FOXP2_language.htm</u>

(12) Darwin, C.: The Descent of Man, Penguin Classics, 2004.

(13) <u>http://www.un.org/en/development/desa/policy/cdp/ldc/ldc_criteria.shtml</u>

(14) <u>http://www.parisschoolofeconomics.eu/docs/darcillon-thibault/lucasmechanicseconomicgrowth.pdf</u>

The BIG WIN Crossword

By

Graham Powell

Clues.

Across.

1. Surname of the man who wrote about contemplation and human existence in issue 6 of the WIN magazine. [9]

4. Third person singular of the verb 'to be', present tense. [2]

6. One of the articles in the English language. [2]

7. The second surname of the woman who wrote the first article in issue 8 of the WIN magazine. [3]

9. The second name of the artist whose pictures feature in WIN ONE number XI, but minus the 'e'. [3]

10. What the WIN ONE editor has to do to get people to submit things for the WIN magazine? [4]

13. Jung-Su _____, Helliq member number 92. [2]

14. Nervous; where it's advised not to put the knight on the board during a chess game. [2, 3, 4]

16. A conjunction in the English language used to introduce a consequence of the first clause. [2]

17. How to start the message in a letter written in English. [4]

18. Rhythm; the name given to a group of writers who became prominent in the 1950s. [4]

22. A definite article in several Latinate languages – popular in a Californian city? [2]

24. An adjective to describe a statement, for example, which expresses a non-belief in a god. [9]

26. In English, these letters go together to express the interdental fricative /Ɵ/. [2]

28. Acronym of the organisation you apply to if you want to attend university in the United Kingdom. [4]

30. Abbreviation, often used for the official dictionary of the English language. [3]

31. A metal alloy often used in the construction industry. [5]

32. Either… (In a choice). [2]

33. Ancient Egyptian god. [2]

34. Name and surname of the editor of the fourth edition of the WIN magazine. [4, 5]

Down.

1. Gina and _____ feature in a short sketch by Eric Trowbridge in issue 7 of the WIN magazine. [5]

2. _____ Fever, title of a painting by Stan Riha in issue 6 of the WIN magazine. [4]

3. A picture may be hung; but a person may be _____ . [6]

5. Title of a poem by Kay B. Lindgren in the second issue of the WIN magazine. [5]

8. Abbreviation for 'Honours' in a degree title written after your surname. [4]

9. Comic book exclamation! [3]

11. John Keats wrote one to a nightingale. [3]

12. A cast iron cooking stove. [3]

15. Particle which can be added alongside an infinitive in English. [2]

18. Surname of the Thomas whose first article about intelligence and competence is in issue 3 of the WIN magazine. [6]

19. Abbreviation of etcetera. [3]

20. A Norwegian pop group that wanted you to 'take on me.' [3]

21. Term of affection in Italian which means 'treasure'. [6]

22. Abbreviation for detective Columbo's rank. [2]

23. An acronym for a viral disease mentioned by Beaux Clemmons in issue 10 of the WIN magazine.

25. Unhappy about having a particular affective disorder. [3]

27. Surname of the Thomas who wrote "The Writer's Dilemma" in issue 10 of the WIN magazine. [5]

29. 'Decimal' machine mentioned in the first article of WIN ONE VIII? [4]

The answer grid to the crossword is in the 13th WIN magazine!

I hope you enjoyed this WIN ONE,

Graham Powell, Editor.