

Organizational Curiosity

Prof. Dr. Gunter Dueck
dueck@omnisophie.com
www.omnisophie.com
[Wilddueck](#) @Twitter





ORGANIZATIONAL CURIOSITY



The ability and willingness of an organization to systematically ask questions, explore the unknown, and actively use uncertainty.



CORE IDEA

When individual curiosity is:

"I want to understand."

Then organizational curiosity is:

"We as a system want to understand – and build structures for it."



Efficiency makes you good at what you do.

Curiosity determines whether you are still doing the right thing.

“

The most important resource of an organization is not capital, but its ability to ask better questions.

– Unknown

Panksepp's 7 Primary Emotional Systems (Basic Instincts/Drives)

Affective Neuroscience – The Foundations of Emotions and Motivated Behavior

1

SEEKING

Exploration, Curiosity, Motivation



Brain Systems:
Mesencephalic Dopamine System

Core Feelings:
Excitement, Interest, Anticipation

Key Functions:
Exploration, Novelty Seeking, Goal-Directed Behavior, Learning

2

RAGE

Anger, Frustration, Assertiveness



Brain Systems:
Medial Amygdala, Periaqueductal Gray

Core Feelings:
Anger, Irritation, Frustration

Key Functions:
Defend Territory, Establish Boundaries, Overcome Obstacles

3

FEAR

Anxiety, Worry, Caution



Brain Systems:
Lateral Amygdala, Periaqueductal Gray

Core Feelings:
Fear, Anxiety, Nervousness

Key Functions:
Avoid Danger, Ensure Safety, Risk Assessment

4

LUST

Sexuality, Attraction, Reproduction



Brain Systems:
Medial Preoptic Area, Hypothalamus

Core Feelings:
Sexual Arousal, Attraction, Desire

Key Functions:
Reproduction, Pair Bonding, Romantic Attachment

5

CARE

Nurturance, Compassion, Bonding



Brain Systems:
Mediobasal Forebrain, Oxytocin Systems

Core Feelings:
Tenderness, Warmth, Compassion

Key Functions:
Parental Care, Bonding, Altruism, Social Connection

6

PANIC/GRIEF

Separation Distress, Sadness, Loss



Brain Systems:
Anterior Cingulate Cortex, Periaqueductal Gray

Core Feelings:
Sadness, Loneliness, Despair

Key Functions:
Maintain Bonds, Signal Distress, Seek Reassurance

7

PLAY

Joy, Playfulness, Social Engagement



Brain Systems:
Ventromedial Striatum, Opioid Systems

Core Feelings:
Joy, Playfulness, Amusement

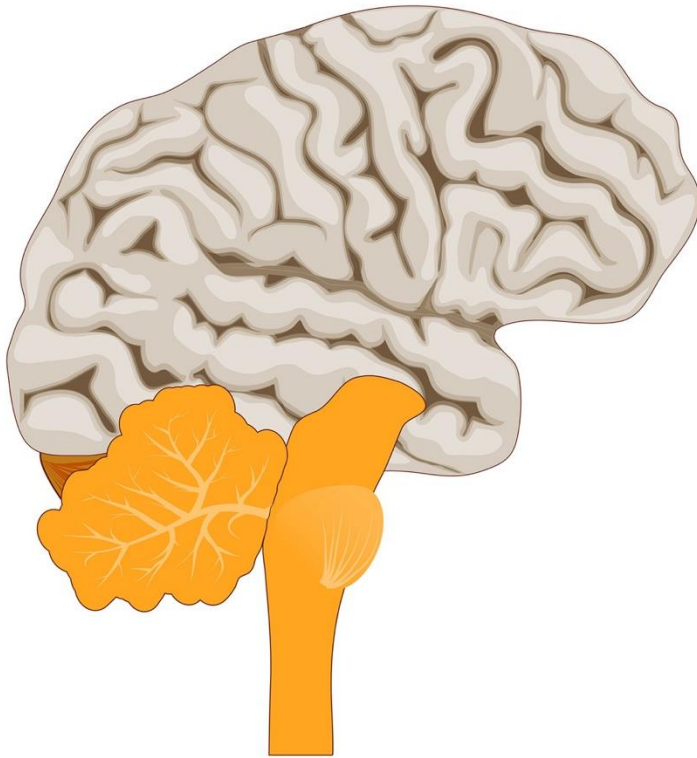
Key Functions:
Social Bonding, Learning, Rehearsal of Skills, Resilience



These seven systems operate in the subcortex and limbic regions of the brain. They generate the core emotional experiences that drive all motivated behavior.

*"Emotions are not the products of cognitive appraisal; they are the primary regulators of cognition and behavior."
– Jaak Panksepp*

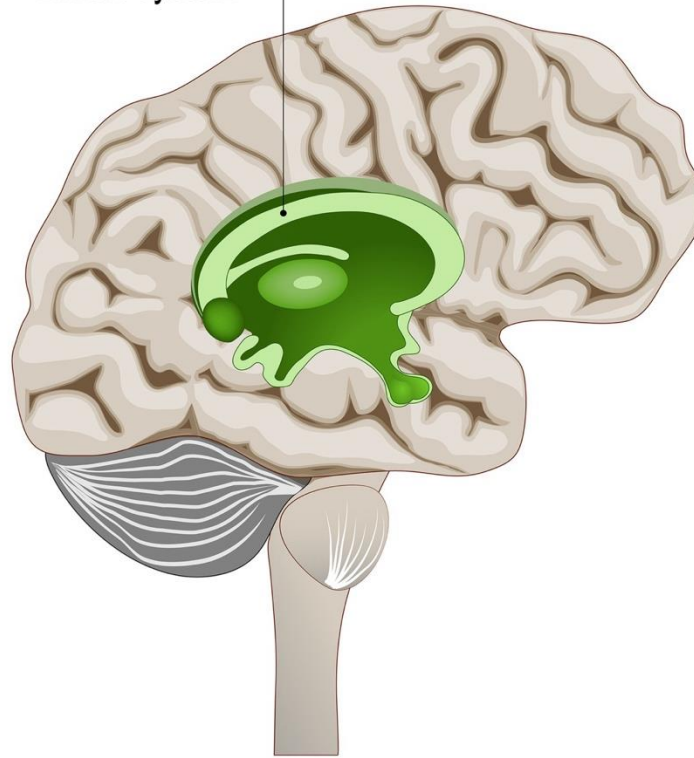
The triune brain hypothesis



REPTILIAN COMPLEX

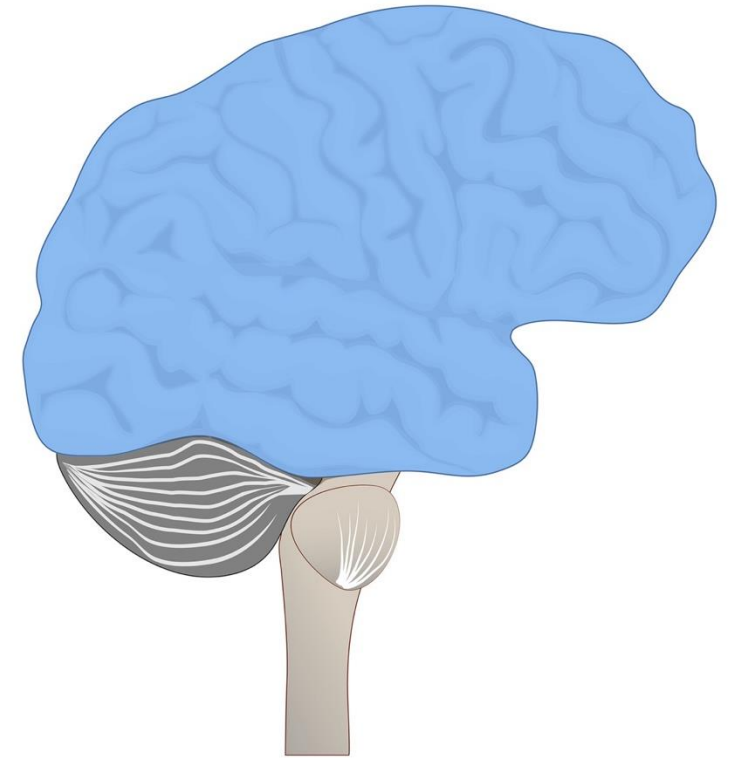
typical instinctual behavior, aggression, and dominance

Limbic system



PALEOMAMMALIAN COMPLEX

motivation and emotion, reproductive behavior, and parental behavior



NEOMAMMALIAN COMPLEX

ability for language, abstraction, planning, and perception

Panksepp's 3 Levels of the Mind

From Affective Foundations to Cognitive Reasoning

3



COGNITION

Thinking & Reasoning

Higher-order thinking, logic, planning, problem-solving, language, and abstract reasoning.



KEY FUNCTIONS

- Reasoning & planning
- Language & symbols
- Inhibition & flexibility
- Perspective taking
- Conscious reflection



EXAMPLES

- Solving a math problem
- Making a decision
- Understanding time
- Abstract thinking
- Future planning



BRAIN SYSTEMS

Neocortex
Prefrontal cortex, association areas, hippocampus

2



RULES

Social & Emotional Regulation

Processes that regulate and organize affective drives in social contexts; norms, values, and attachment bonds.



KEY FUNCTIONS

- Emotion regulation
- Social bonding
- Empathy & guilt
- Norms & internalized rules
- Attachment & trust



EXAMPLES

- Following social norms
- Feeling empathy
- Keeping promises
- Cooperating
- Feeling loyalty



BRAIN SYSTEMS

Limbic System
Anterior cingulate, orbitofrontal cortex, amygdala, insula, hippocampus

1



AFFECTS

Primary Emotional Systems

Innate emotional systems that generate core affects and motivate all behavior.



KEY FUNCTIONS

- Generate core emotions
- Motivate behavior
- Signal needs & states
- Activate approach/avoid
- Drive survival & thriving



EXAMPLES

- Seeking pleasure
- Fear & anxiety
- Rage & frustration
- Care & nurturance
- Play & joy



BRAIN SYSTEMS

Subcortical Systems
Brainstem, hypothalamus, periaqueductal gray, nucleus accumbens, amygdala



"Affects create, rules regulate, and cognition reflects."

– Jaak Panksepp

These three levels are deeply interconnected. **Affects** provide the energy, **rules** provide the guidance, and **cognition** provides the insight.



„Organisierung“!

1. Idea & Dream
2. Foundation & Exploration
3. German: „Organisierung“ inside (production delivery)
4. German: „Organisierung“ outside (customers, marketing)
5. Organization, Optimization, Efficient Processes
6. German: Einigeln („hedgehog curling up into a ball“)
7. Death, because every problem and especially every innovation is attacked by means of a „reorganization“, not by a new phase of „Organisierung“; sometimes, a new CEO has an effect like a „Organisierung“



Allegory of the cave – Plato Panksepp: FEAR

BEYOND THE WALLS: A WORLD OF POSSIBILITIES

STAY CURIOUS. KEEP LEARNING. SHAPE THE FUTURE.



HUMANOIDS



CHINA



KOREA



ROBOTICS



INNOVATION



RENEWABLE ENERGY



ROUTINE
COMPLIANCE
KEEP IT SIMPLE
DON'T QUESTION

CURIOSITY
LEADS TO
UNDERSTANDING
UNDERSTANDING
LEADS TO
GROWTH
AND FREEDOM



FOCUS ONLY
ON TODAY'S
TASK



QUESTION
what you do



LEARN
from the world



ACKNOWLEDGE
what others
have discovered



COLLABORATE
across borders
and disciplines



APPLY
and create
better solutions



SHAPE
the future
together

CURIOSITY OPENS THE DOOR. KNOWLEDGE LIGHTS THE PATH. ACTION BUILDS THE FUTURE.



It will not work.

It is not new.
Bad efficiency.
High cost.
No need for it.
Not our business.
Many failed already.
Too much risk.
No skill here.
No expertise here.
No budget.
Not in our DNA.
Will cost our bonus.

„Loser Talk“:

High energy prices
Lame Government
Bureaucracy
High taxes
Lazy Gen Z
No skilled workers
Thoroughness takes time
Security eats up our funds
No Chinese Scrap

Panksepp's Affect GRIEF/PANIC
„Mom, help! Where are you?“





loser talk

KI-Modus **Alle** Bilder Videos Kurze Videos News Web Mehr ▾ Suchfilter ▾

◆ Übersicht mit KI

„Loser Talk“ ist ein **Begriff, der in verschiedenen Kontexten verwendet wird:**

- **Entschuldigungen/Ausreden:** Laut [Gunter Dueck](#) bezeichnet es typische Ausreden, Phrasen und Hinhaltenaktiken in Unternehmen, wie etwa „Wir arbeiten dran“ oder „Prioritäten haben sich verschoben“. Es wird genutzt, um mangelnde Ergebnisse oder Niederlagen zu rechtfertigen.
- **Sport-Kontext:** Wird oft verwendet, um Behauptungen zu entkräften, dass Schiedsrichter eine bestimmte Mannschaft (z.B. die Kansas City Chiefs) bevorzugen – diese Beschwerden werden als „Loser Talk“ abgetan.
- **Podcast/Gesundheit:** „Loser Talk With Lar“ ist ein Podcast, der sich auf Gewichtsabnahme, Resilienz und persönliche Weiterentwicklung konzentriert, wobei „Loser“ hier positiv als jemand verstanden wird, der Gewicht verliert.  YouTube · NFL +4

Der Kern des Konzepts (im Business-Kontext) ist die Ablehnung von Rechtfertigungen und der Fokus auf direkte Verantwortung statt auf Ausreden. 

What The ... Is a Pre-Frame? and why is it so important to your business?

The official explanation: "Pre-framing is a very powerful tool that allows you to let someone know in advance what is going to happen and what they should make it mean."

A pre-frame is simply the state of mind you place someone in before they experience something. So, in our case (marketing) it's about the state of mind your potential customer is in before they enter your sales funnel.



XIAOMI VISION: HUMAN × CAR × HOME

A CONNECTED INTELLIGENT ECOSYSTEM FOR EVERY MOMENT OF LIFE

One Person • One Ecosystem • Unlimited Possibilities

HUMAN

The Interface to You



Premium Smartphones



Wearables



Personal AI Assistant

MiMo

MiMo LLM
(Own Large Language Model)

- Understands you
- Learns from you
- Supports you
- Your personal intelligent companion

CAR

The Mobile Space



Xiaomi EV (SU7)
Software-Defined Vehicle

HOME

The Living Space



Smart Home Appliances
(IoT Devices)

- Connected and automated
- Adapts to your life
- Saves energy, simplifies tasks
- Creates comfort and safety



ONE ECOSYSTEM.
ENDLESS BENEFITS.



SEAMLESS EXPERIENCE

One account, one connection, seamless across all devices and scenarios.



DATA SYNERGY

Secure data flow enables personalization and intelligent automation.



HIGH PERFORMANCE & EFFICIENCY

Powered by our own chips for top performance and energy efficiency.



PRIVACY & SECURITY

User privacy is a top priority with on-device and cloud protection.



CONTINUOUS EVOLUTION

OTA updates and AI learning make the ecosystem better every day.

TECHNOLOGY FOR EVERYONE
Innovation that improves lives

THE TECHNOLOGY FOUNDATION



XIAOMI CHIPS (O-ring)

In-house chip design for maximum integration, performance and security.



XIAOMI MIMO (LLM)

Our own Large Language Model enables natural interaction, reasoning and personalization across the ecosystem.



HYPEROS

Unified operating system across phone, car, home and more – built for connectivity and intelligence.



CLOUD + EDGE AI

Powerful cloud services combined with on-device AI for speed, reliability and privacy.

INNOVATING ACROSS CATEGORIES



Humanoids



Premium Phones



Smart Appliances



EV Cars



AI & Software
(LLM, HyperOS)



PREMIUMIZATION

Elevating Experiences. Building Aspiration.

Xiaomi is committed to premiumization across all categories – delivering high-end design, superior quality and innovative technology that exceed expectations and enrich lives.



Premium Design



Premium Quality



Premium Innovation



Premium Experience



Premium Brand

XIAOMI IS BUILDING AN OPERATING SYSTEM FOR LIFE.



SMART DEVICES
We build.



INTELLIGENT CONNECTIONS
We connect.



MEANINGFUL EXPERIENCES
You live better.

HUMAN × CAR × HOME
BETTER TOGETHER.

Xiaomi will not have to ask for curiosity

- Creates a large space of possibilities
- Provides many points of engagement
- Makes momentum and progress visible
- Rises proud by premiumization

SEEKING emerges!

**Do not manage curiosity cognitively,
It emerges as an affect.**

NEURVERSE: HUMANOIDS × SKILLS × ECOSYSTEM

A CONNECTED INTELLIGENT ECOSYSTEM FOR HUMAN-MACHINE COLLABORATION

One Vision • One Ecosystem • Unlimited Skills • Endless Impact



ONE VISION.
ENDLESS SKILLS.
REAL IMPACT.

HUMAN-CENTERED
Augmenting human potential through intelligent robotics.

OPEN ECOSYSTEM
Open platform for developers, partners and enterprises.

SCALABLE IMPACT
From one robot to thousands – seamlessly.

SECURE & TRUSTED
Privacy, safety and security by design.

CONTINUOUS EVOLUTION
AI-driven updates and new skills every day.

BUILDING A BETTER FUTURE TOGETHER.



VISION: HUMAN × HEALTH × LIFESTYLE

One Person. One System. Continuous Care.

From Fragmented Care to **Integrated Health Intelligence**

TODAY: FRAGMENTED CARE



- Diabetologist**
Sees only diabetes
- Nephrologist**
Sees only kidneys
- Cardiologist**
Sees only heart
- ... and many more
Everyone sees a fragment

THE RESULT

- ✗ Fragmented data
- ✗ Duplicated tests
- ✗ Conflicting treatments
- ✗ Reactive instead of proactive
- ✗ Patient is the coordinator



TOMORROW: INTEGRATED CARE

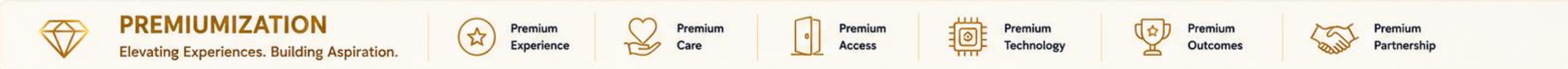
- Whole-Person Understanding**
All data, all systems, all connected
- Personalized & Proactive**
Risks predicted. Interventions before disease.
- Better Outcomes**
Right treatment, right time, better quality of life
- More Efficient**
Less duplication, lower costs, smarter resources
- Empowered Person**
You understand your health and make informed decisions

The Right Care. For the Right Person. At the Right Time.

THE OUTCOME

LONGER LIFE. BETTER HEALTH. MORE LIFE.

A system that understands the human being – not just the disease.



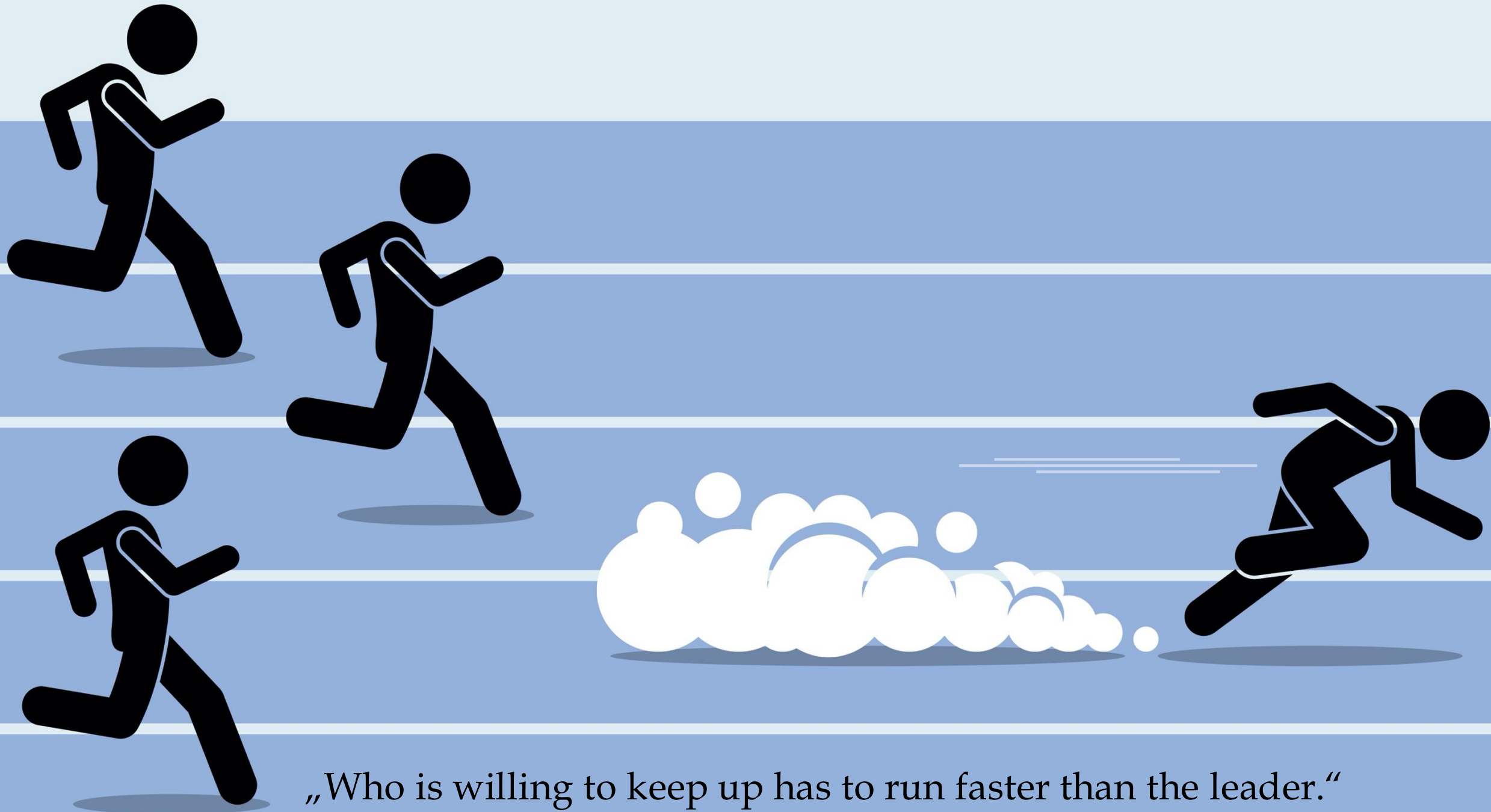
HUMAN × HEALTH × LIFESTYLE – ONE ECOSYSTEM FOR A HEALTHIER, LONGER, BETTER LIFE.



THE FUTURE IS
NOT BORN.
IT IS DESIGNED.
EMBRACE AI.

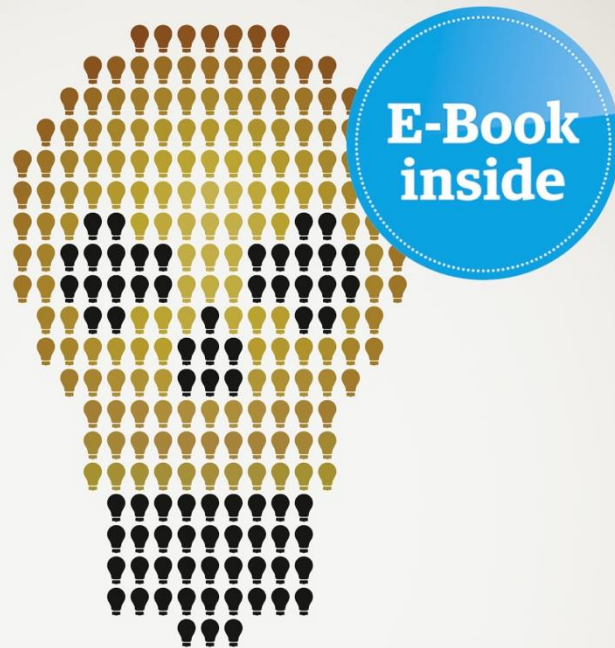
AI
LEARN
PREDICT
ADAPT
ELEVATE

AI is everyone's METIS



„Who is willing to keep up has to run faster than the leader.“

GUNTER DUECK



**DAS NEUE UND
SEINE FEINDE**

**WIE IDEEN VERHINDERT WERDEN UND
WIE SIE SICH TROTZDEM DURCHSETZEN**

campus

GUNTER DUECK



**KEINE
SINNFragen,
BITTE!**

**Wir arbeiten leidenschaftlich –
für die Tonne**

campus