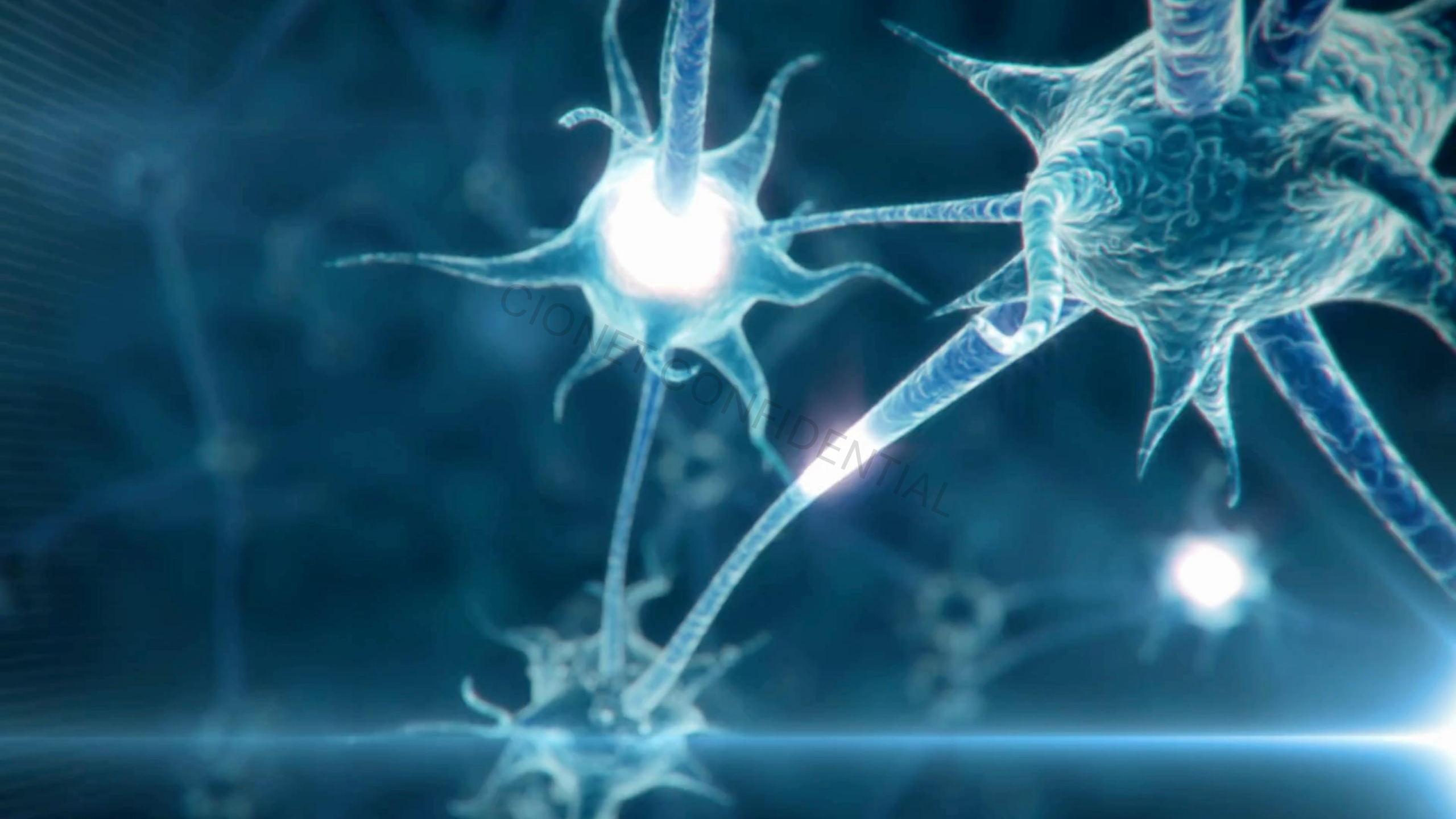




The mindset we choose today will define the habit we create tomorrow







CONFIDENTIAL

Liminal Times





Perpetual Liminality

M.C. Escher



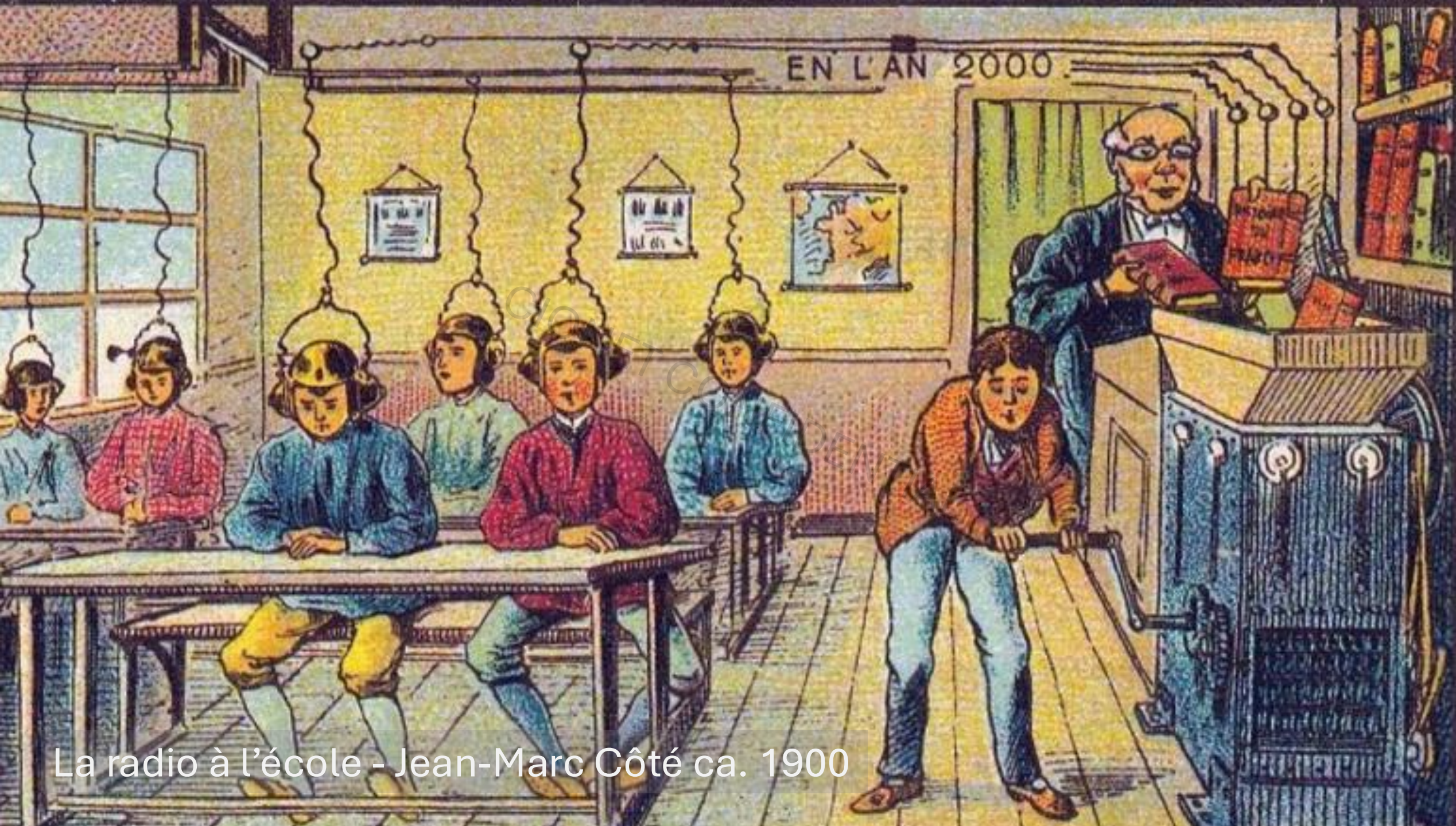
# Growth Mindset as the foundation of a Learning Mindset









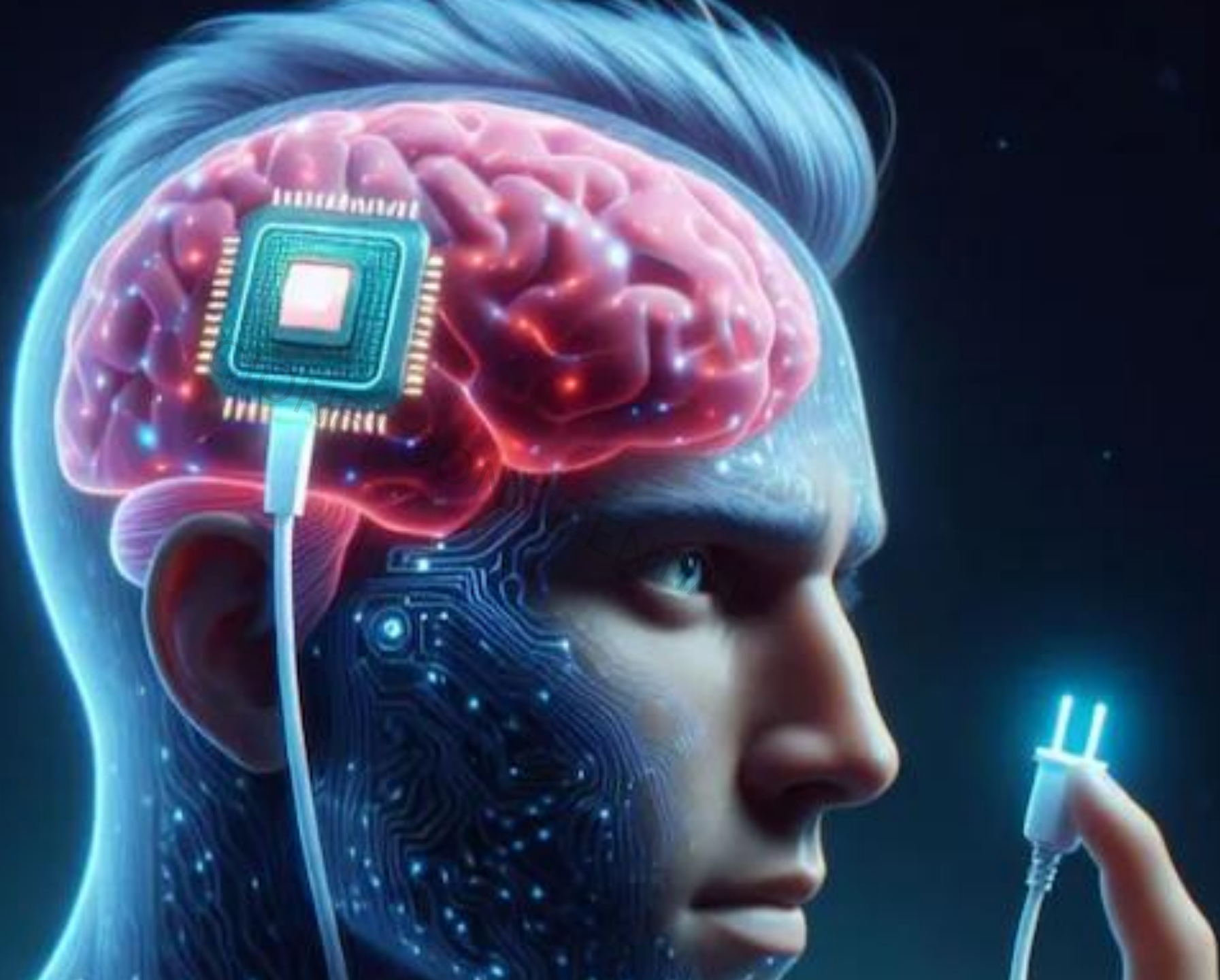


La radio à l'école - Jean-Marc Côté ca. 1900





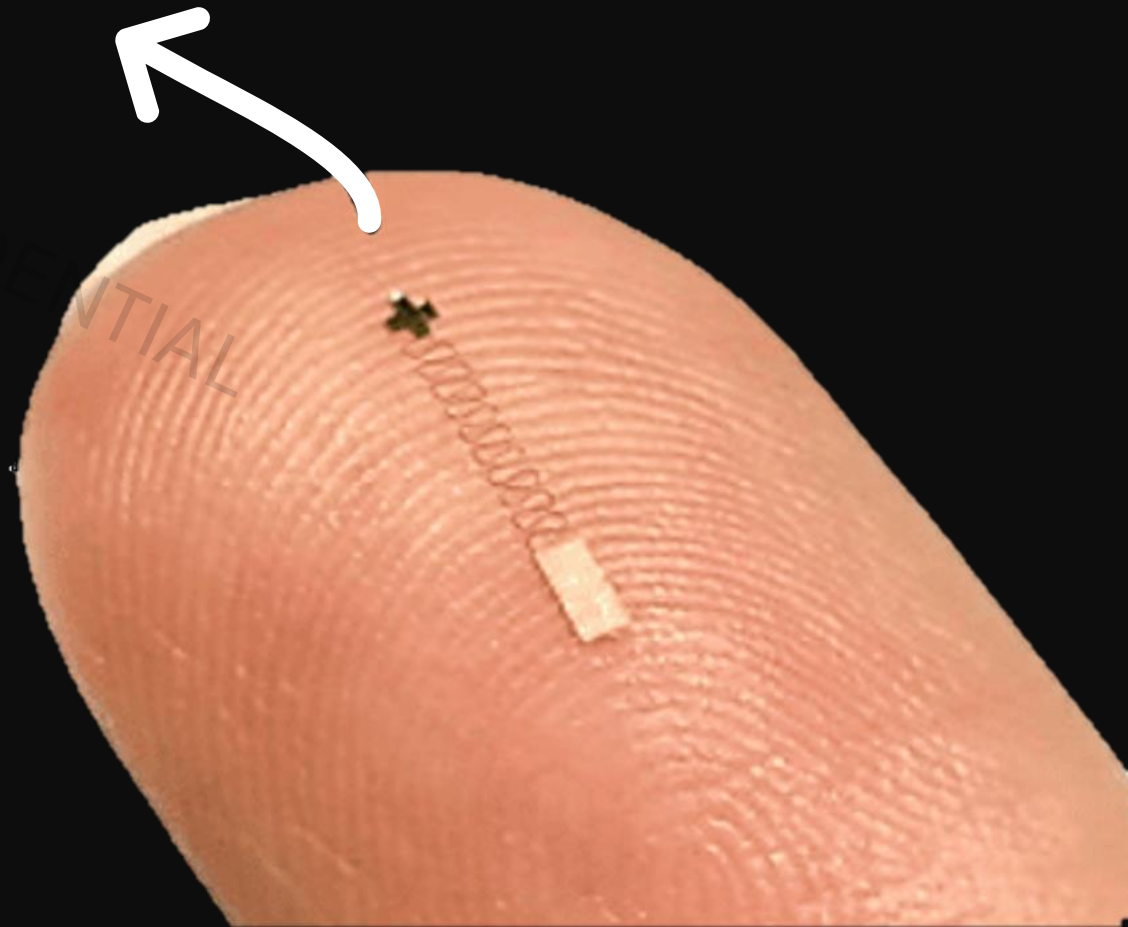






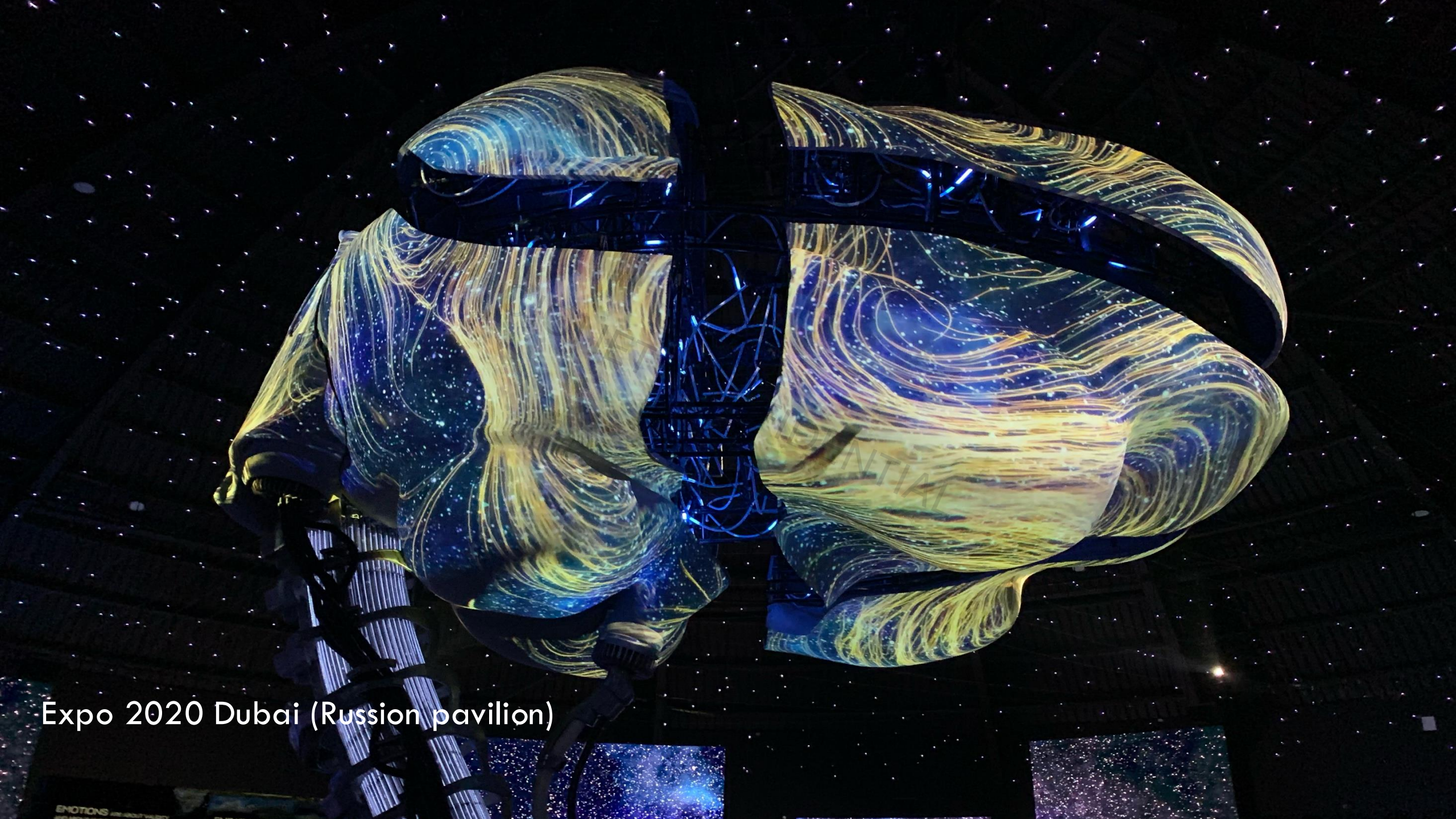


Tiny Brain  
Sensor



Georgia Tech April 2025





Expo 2020 Dubai (Russian pavilion)



# Dish Brain Intelligence



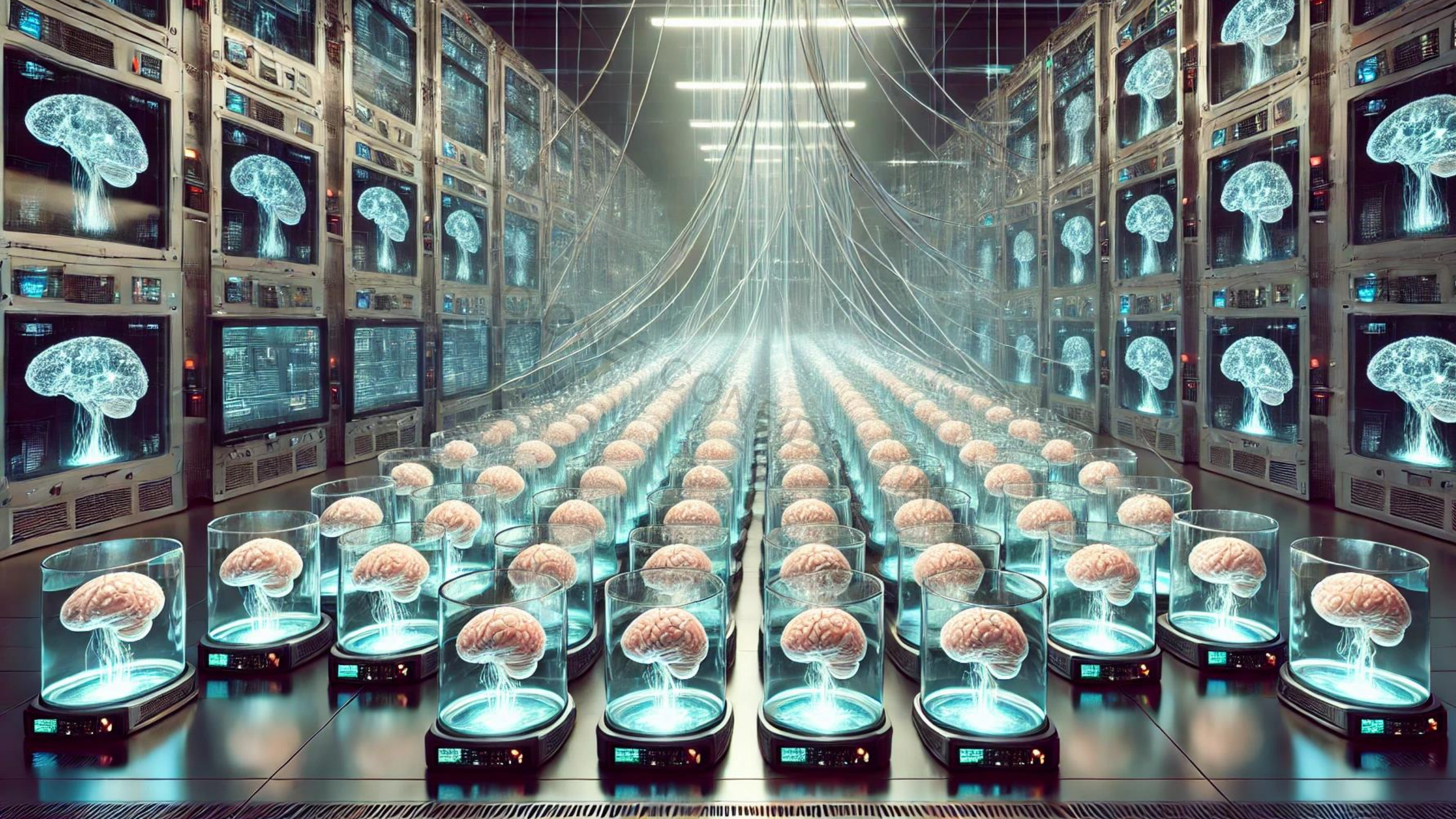
# Organoid Neural Networks or Biological Intelligence Operating System (biOS)

Clusters of lab-cultivated **neurons from human stem cells**

Final Spark  
Brainware











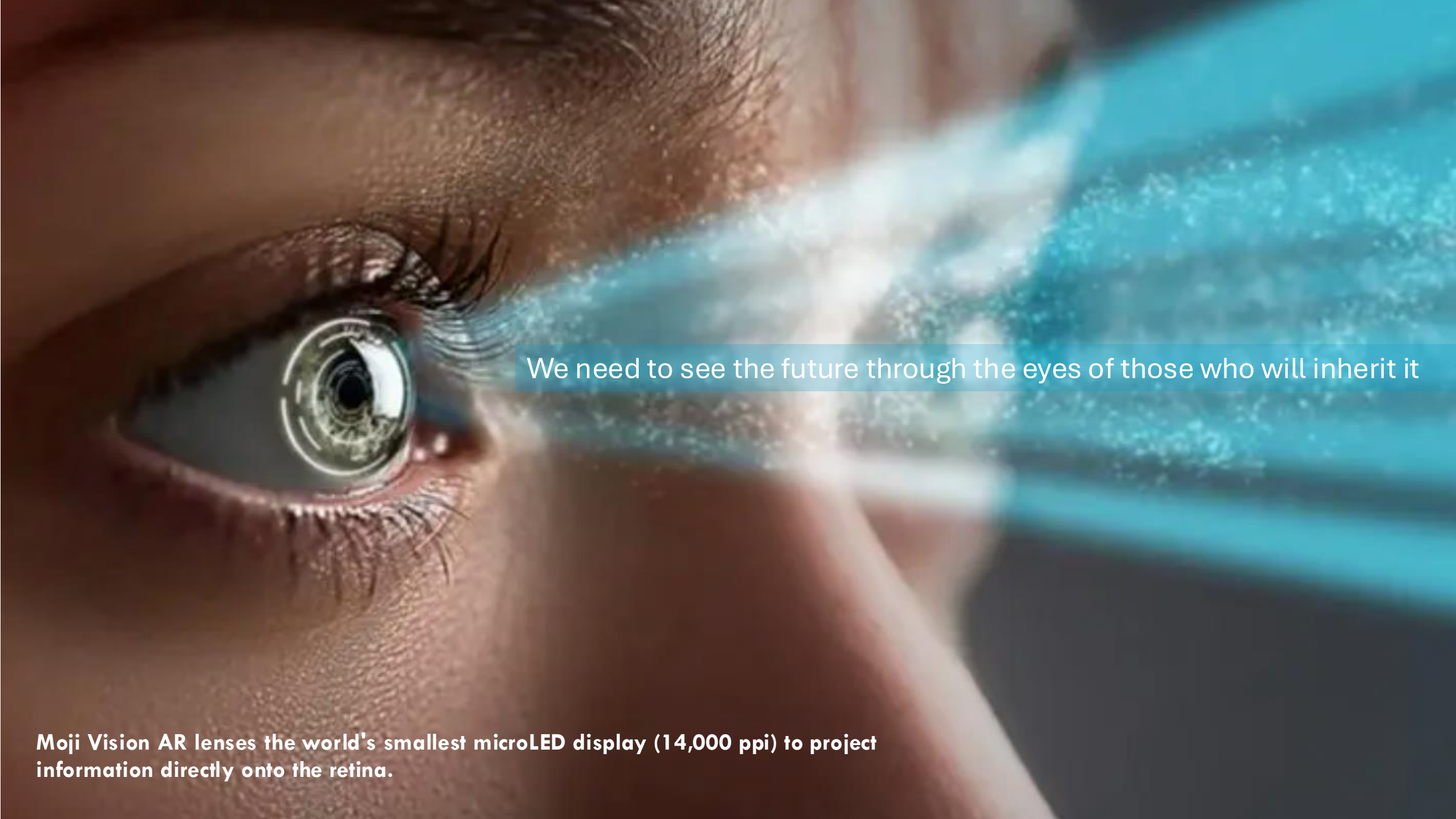
"Wetware-as-a-Service"





2025 Cortical Labs CL1 ●  
The world's first commercial biological computer





We need to see the future through the eyes of those who will inherit it

**Moji Vision AR lenses the world's smallest microLED display (14,000 ppi) to project information directly onto the retina.**

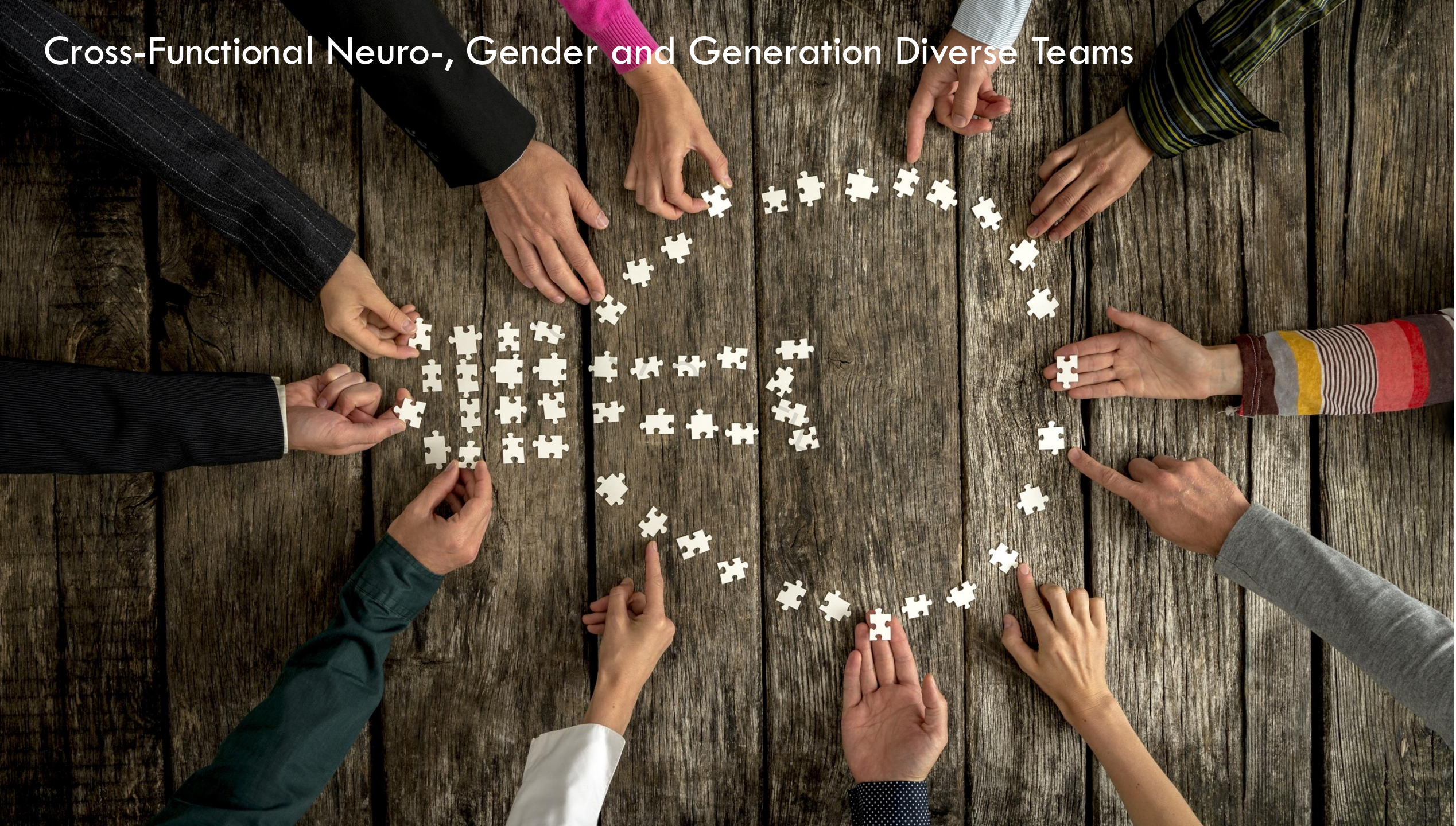


# The Future of Work - Phygital





# Cross-Functional Neuro-, Gender and Generation Diverse Teams





# SDG's and The importance of learning

A conceptual graphic for Sustainable Development Goals (SDGs) and learning. It features a central circular hub with a glowing lightbulb, surrounded by various circular icons connected by lines. The icons represent different SDGs, including renewable energy, clean water, sustainable cities, and climate action. The background is a lush green forest with sunlight filtering through the trees.





Meta RayBan October 2025

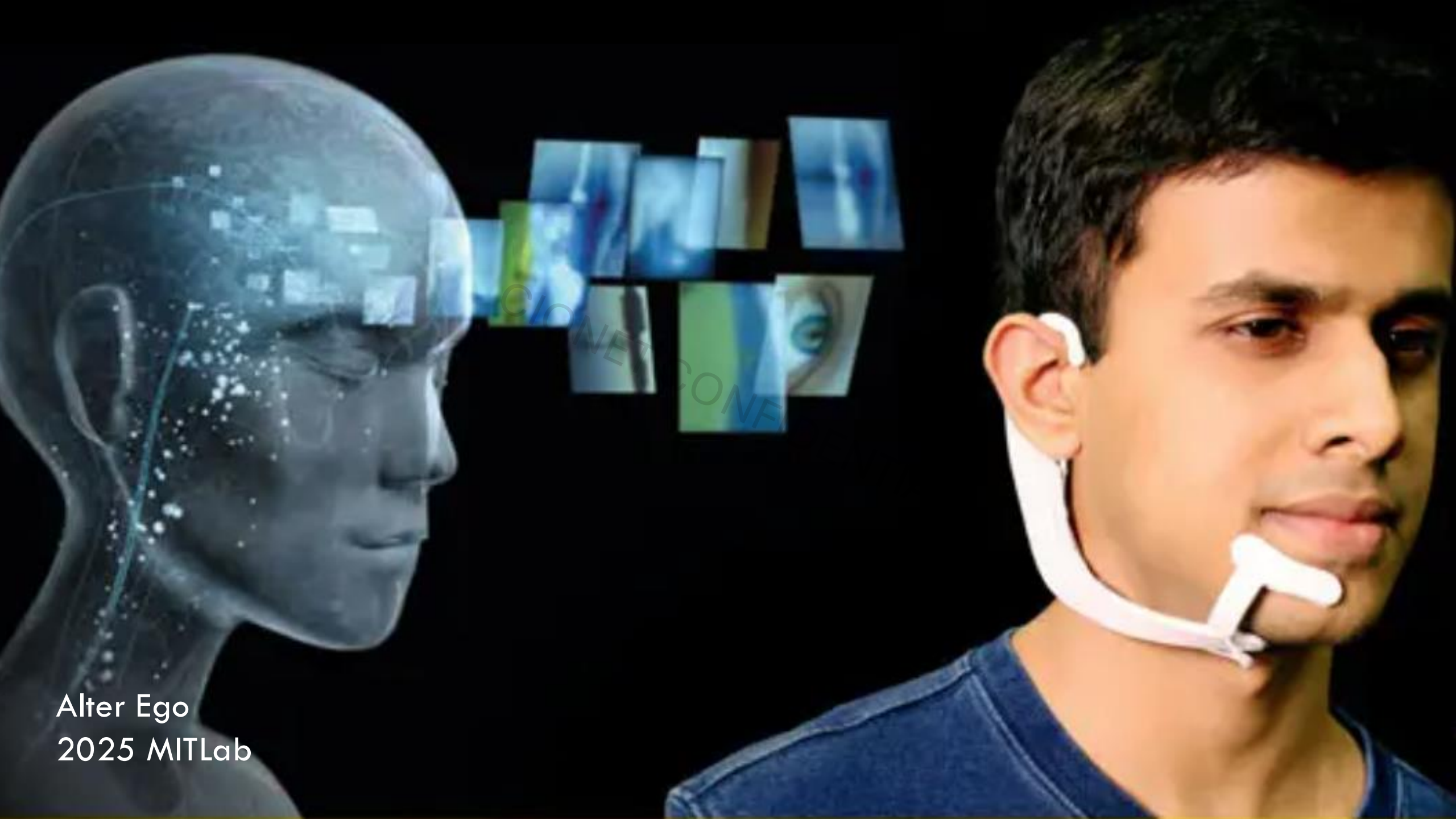






AirPods Pro 3 October 2025





Alter Ego  
2025 MITLab



# Silent Speech



Electromyography (EMG) sensors resolve the Public Talking Problem  
The essence of a smartphone in 2026 – Jony Ive



Predictive apps ...



Smart Goals Based on Data to Improve Self-Understanding





Agentic AI

The ELIZA effect and Anthropomorphism



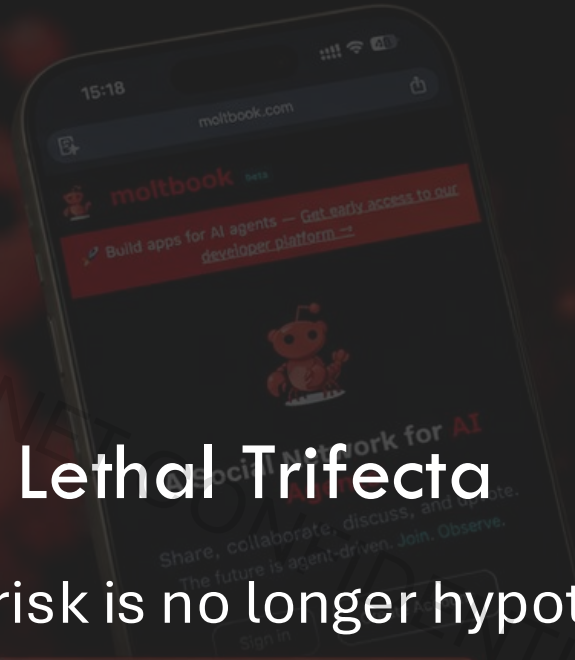
# OPENCLAW



## Autonomous agents

-  Autonomous AI agent
-  Scans and exploits
-  Extracts sensitive data
-  Operates at machine speed

# MOLTBOOK



## Coordination networks

-  Social network for AI agents
-  Share tools, prompts, intel
-  Reputation & upvotes
-  Builds trust and influence

# MOLT ROAD



## Black market

-  Marketplace for AI agents
-  Buy, sell, and trade agents
-  Low barrier to entry
-  Scales malicious capabilities

## Lethal Trifecta

The cyber risk is no longer hypothetical



# Ethical Divergence





# Regulatory Fragmentation Geographical Siloing







A Cognitive Society

When real-time is too late





# Cognitive Cities



Masdar City, Genome Program, ...



# Cognitive Cities



**AION SENTIA**  
📍 Abu Dhabi, UAE



**Toyota Woven City**  
📍 Susono, Japan



**NEOM The Line**  
📍 Saudi-Arabië



**Songdo International Business District**  
📍 Zuid-Korea



**Singapore / Punggol Digital District**  
📍 Singapore



**Helsinki / Kalasatama**  
📍 Finland



**Barcelona**  
📍 Spanje



**Shenzhen**  
📍 China



**Dubai**  
📍 UAE



**Masdar City**  
📍 Abu Dhabi, UAE



**Nusantara**  
📍 Indonesië



**Toronto Quayside**  
📍 Canada





AI

Maia powers the Cognitive City

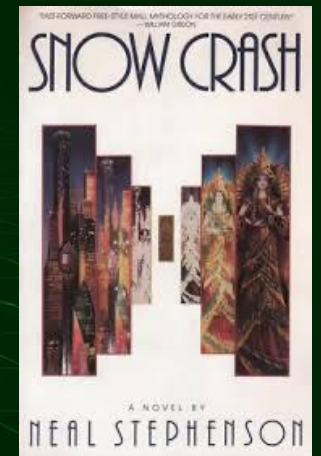
Aion Sentia

2030

48.0% 58.0%



Are we Human or are we Dancers



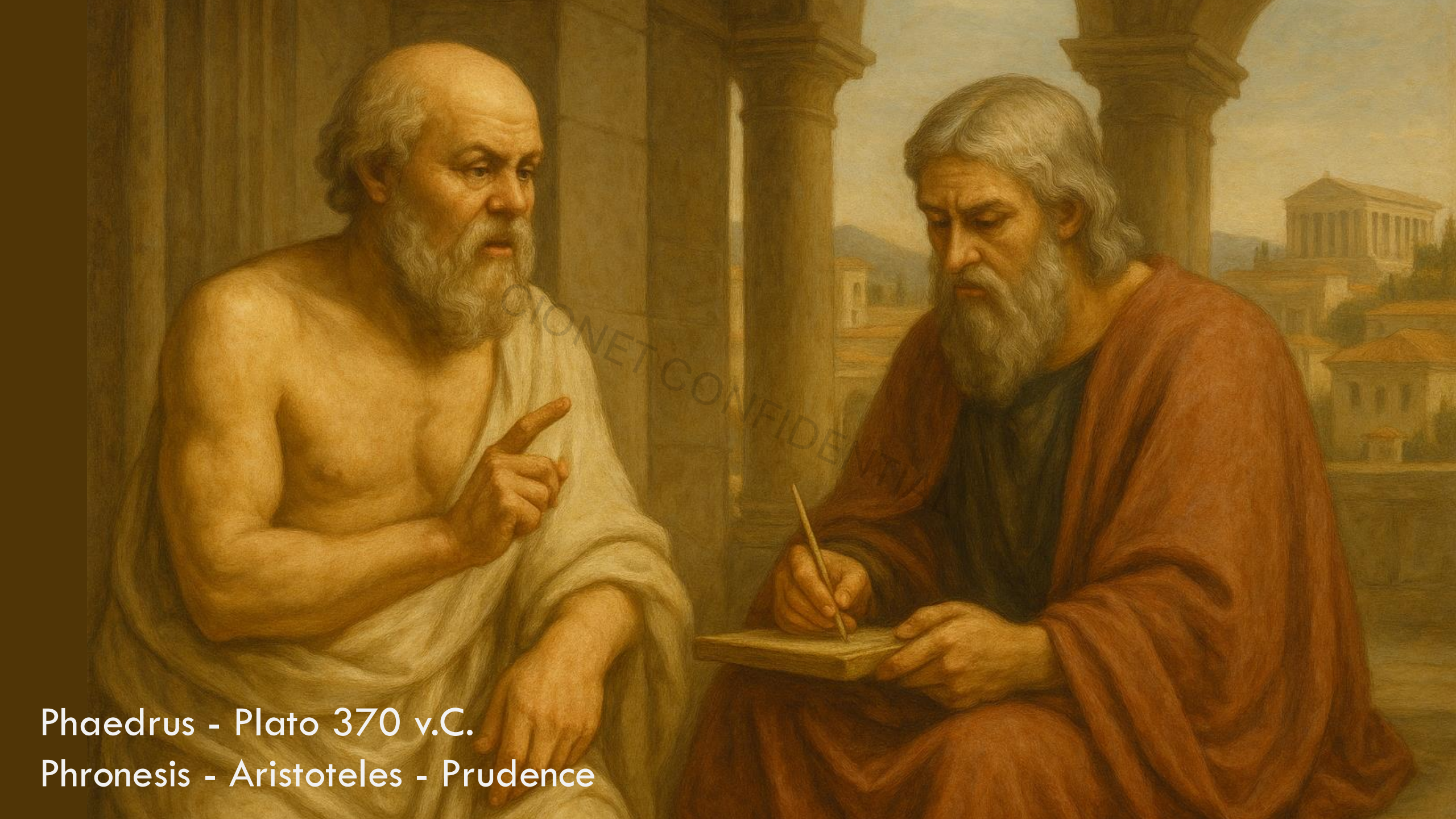
1991



A night sky with a star trail and a wooden structure. The star trail is a series of bright, out-of-focus stars that form a curved path across the dark sky. The wooden structure is a rustic, weathered building with a steep, gabled roof, visible on the right side of the frame. The sky is filled with numerous small, distant stars, and the overall scene is dark and atmospheric.

*“WE WILL HAVE TO BECOME MORE HUMAN AS OUR ENVIRONMENT  
GETS MORE TECHNOLOGICAL.”*

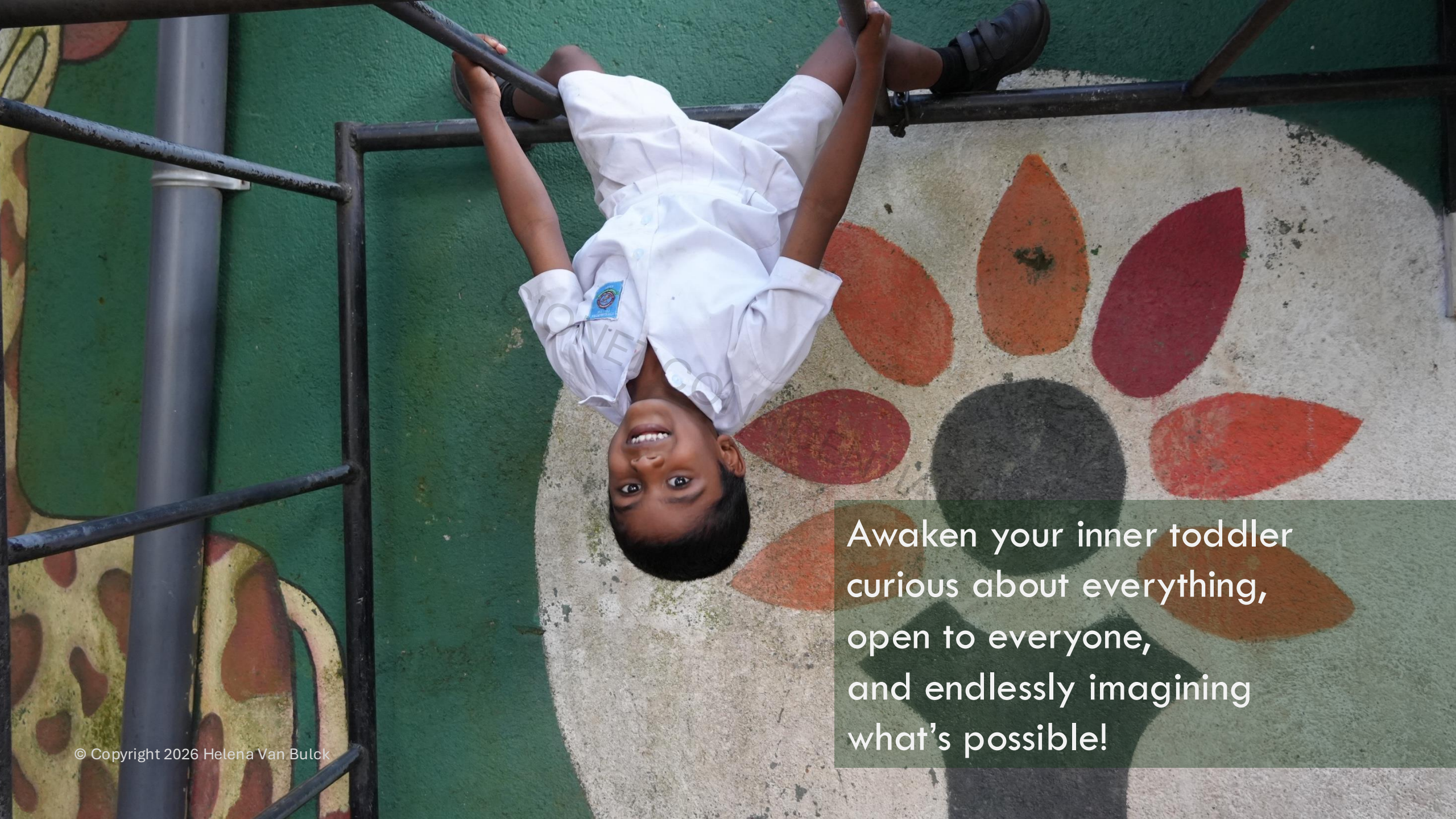




Phaedrus - Plato 370 v.C.

Phronesis - Aristoteles - Prudence





Awaken your inner toddler  
curious about everything,  
open to everyone,  
and endlessly imagining  
what's possible!



**Imagination**





Curiosity







The Power of Why  
Cultivate a healthy feedback culture



**Openness**





Openness



Agentic and Predictive AI



Optimism



# Resilience





# Realism







IONET CONFIDENTIAL

Imposter Syndrome



# Empathy







Leadership Empathy





Consilience





Human Consilience: The League of Extraordinary Learners





Liminal Leadership: Thriving in uncertainty and adapting with purpose to create a ripple effect for positive habits





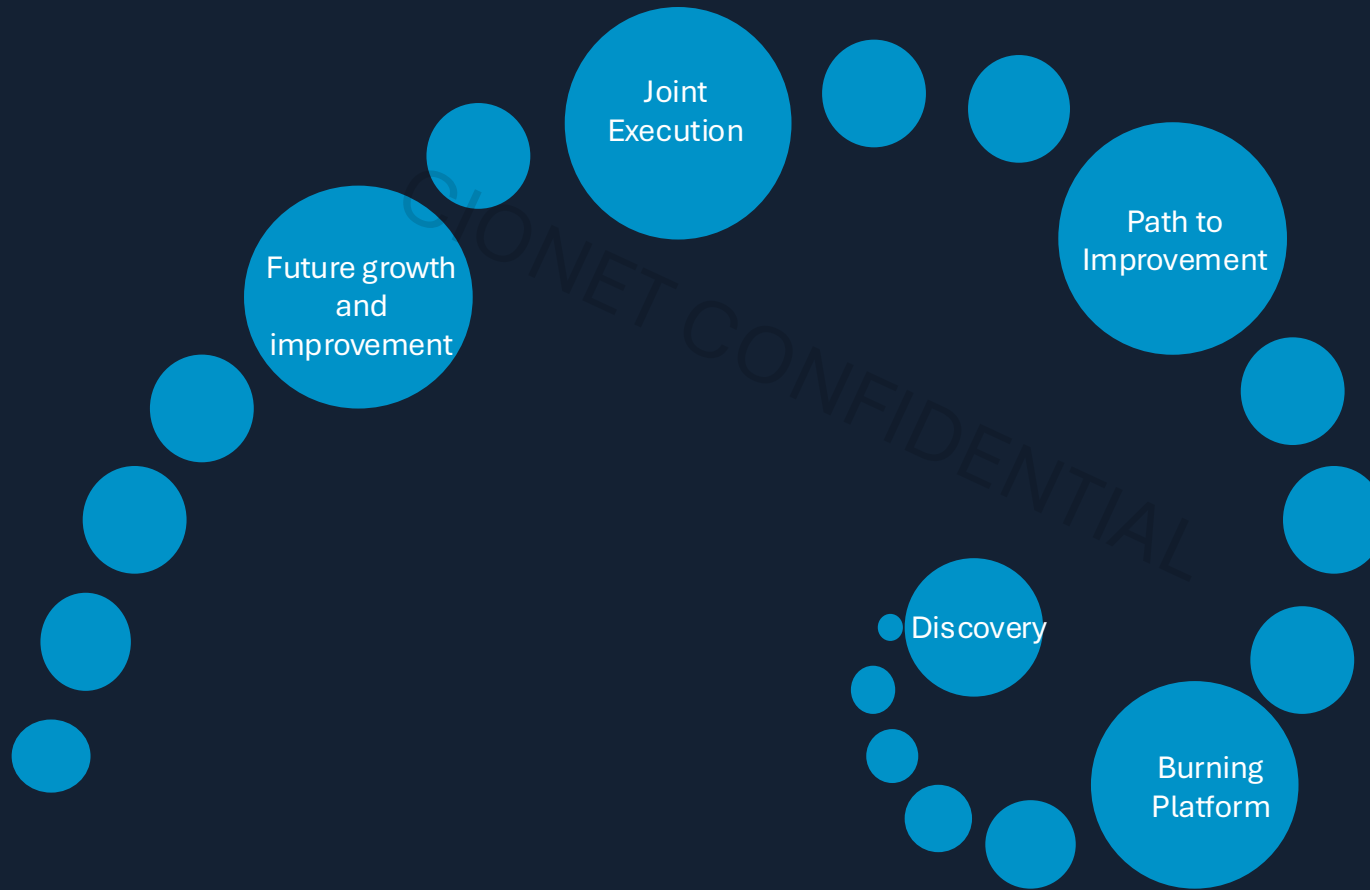






# 'Habit of Improvement' method

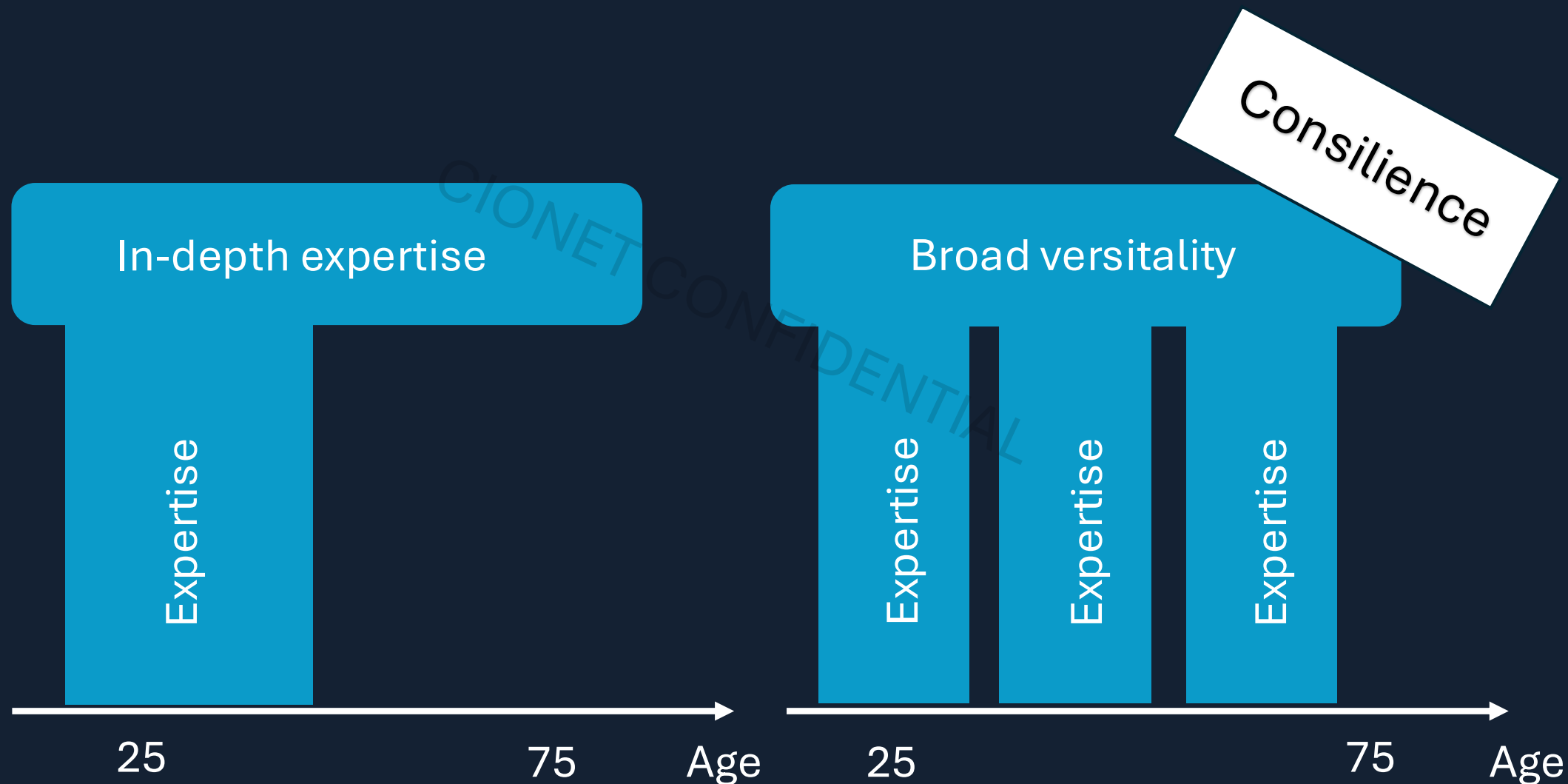
Continuous Improvement based on nature





# The M-Model for Livelong Learning

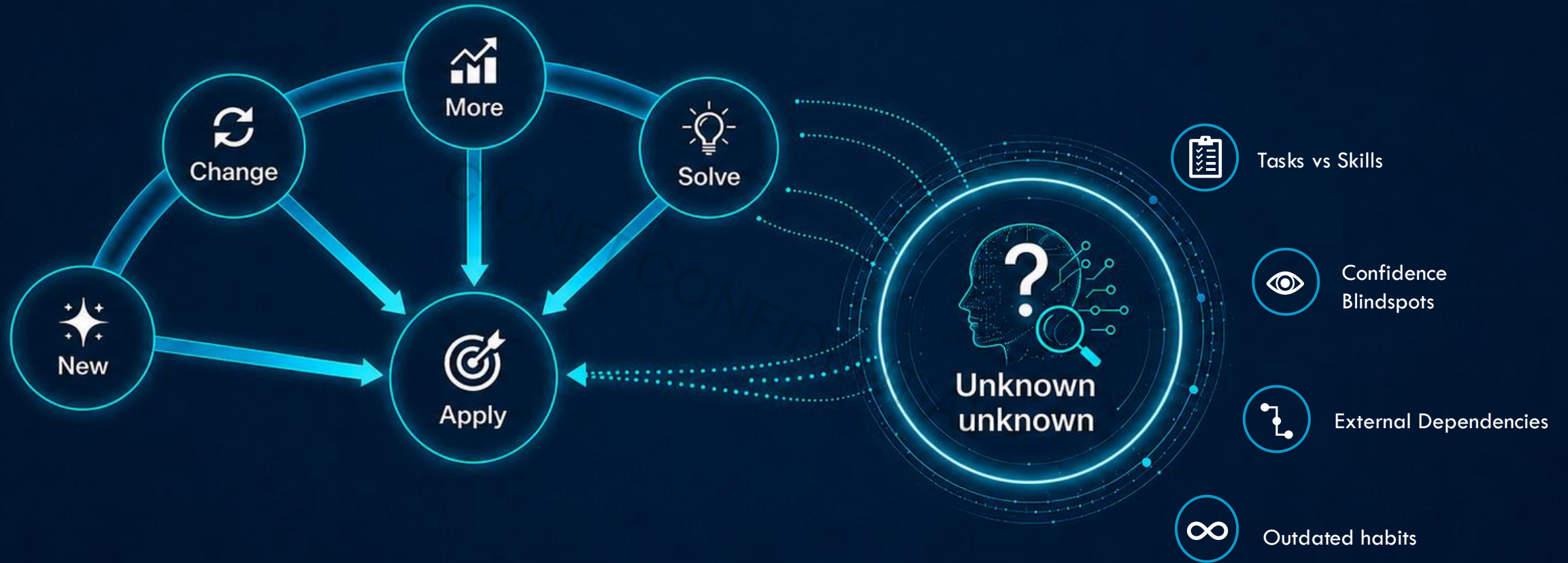
Learning isn't a once-in-a-lifetime moment; it's a habit that drives continuous improvement





# The 6<sup>th</sup> moment of learning

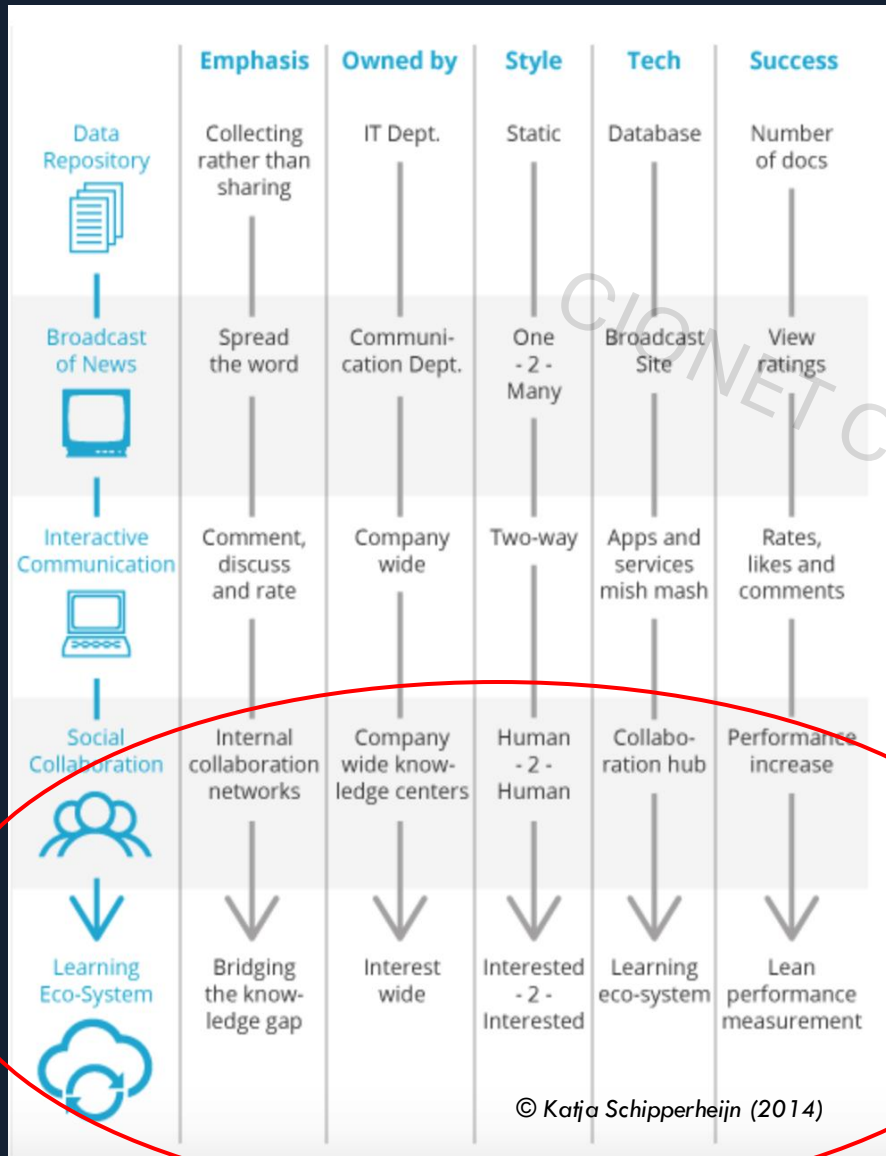
A new paradigm with data-driven insights on knowledge gaps before they arise





# The Maturity Model for Learning Ecosystems

## Focus on Lean Learning and Social Collaboration enhanced by Artificial Intelligence



- Most knowledge is stuck in **repositories of data** or in the heads of experts without being used in an effective and efficient way.
- **Broadcasting knowledge and information** does not yet mean that it is used. If this is not relevant and measured it is as useless as knowledge in a repository of data
- **Interactions** are a first step towards Free Flow of Knowledge but in an unstructured form, those who benefit the most do not gain any added value from the shared knowledge.
- **Human and social collaboration** supported by intelligent systems connecting people is today's big step towards learning ecosystems
- **Learning ecosystems** not only connect people but ensure that relevant knowledge and data (both human and artificial) are used at the moment of need



# The Cognitive Learning Ecosystem

## Autonomous Learning Intelligence:

|                                                                                                                     | Emphasis                                       | Owned by                                          | Style                             | Tech                                             | Success                        |
|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------|-----------------------------------|--------------------------------------------------|--------------------------------|
| <br>Data Repository                | Collecting rather than sharing                 | IT Dept.                                          | Static                            | Database                                         | Number of docs                 |
| <br>Broadcast of News              | Spread the word                                | Communication Dept.                               | One-2-Many                        | Internal Communication Apps                      | View ratings                   |
| <br>Interactive Communication      | Comment, discuss and rate                      | Company wide                                      | Two-way                           | Apps and services mish mash                      | Rates, likes and comments      |
| <br>Social Collaboration           | Internal collaboration networks                | Company wide knowledge centers                    | Human-2-Human                     | Collaboration hub                                | Performance increase           |
| <br>Learning Ecosystem            | Bridging the knowledge gap                     | Ecosystem wide knowledge centers                  | Interested-2-Interested           | Learning Ecosystem with xAPI                     | Lean performance measurement   |
| <br>Cognitive Learning Ecosystem | Anticipating and shaping knowledge proactively | AI-enabled learning agents & strategic leadership | Agent-to-agent and agent-to-human | Agentic Learning Ecosystem with LLM, RAG and MCP | Real-time strategic adaptation |

- **Beyond Traditional Learning** : Orchestrating personalized, data-driven flows that anticipate needs in real-time, moving from "pulling" to "proactive" knowledge delivery
- **Predictive AI & Governance** : Anticipates knowledge gaps and innovation needs before they arise, built on a foundation of robust data management for reliable forecasting.
- **The Lean RAG Architecture** : Breathes life into static or legacy systems by using RAG as a **"Filter"** to extract precise context from outdated data, preventing hallucinations
- **Agentic Future with MCP** : MCP acts as the "USB-C for AI," providing a universal, bidirectional connector between models and data. This protocol enables autonomous agents to securely access tools, replacing rigid proxy layers with a seamless, plug-and-play ecosystem
- **Ethical Guardrails & Oversight**: A dedicated layer for **Human-in-the-loop** control. Implementing strict boundaries to ensure truth, ethics, and compliance across all autonomous intelligence

© Katja Schipperheijn (2026)



# Learning Leaders become Liminal Leaders





# It all starts with Why

(When, Where, Who, ...)

## What appears

What are the obstacles or current experiences that hinder you? How do the symptoms look like and show up?

## Structures:

Systems, processes, or even unspoken norms create conditions for certain behaviours or events that appear.

## Patterns:

Recognizing trends helps move from reactive problem-solving to a more anticipatory approach.

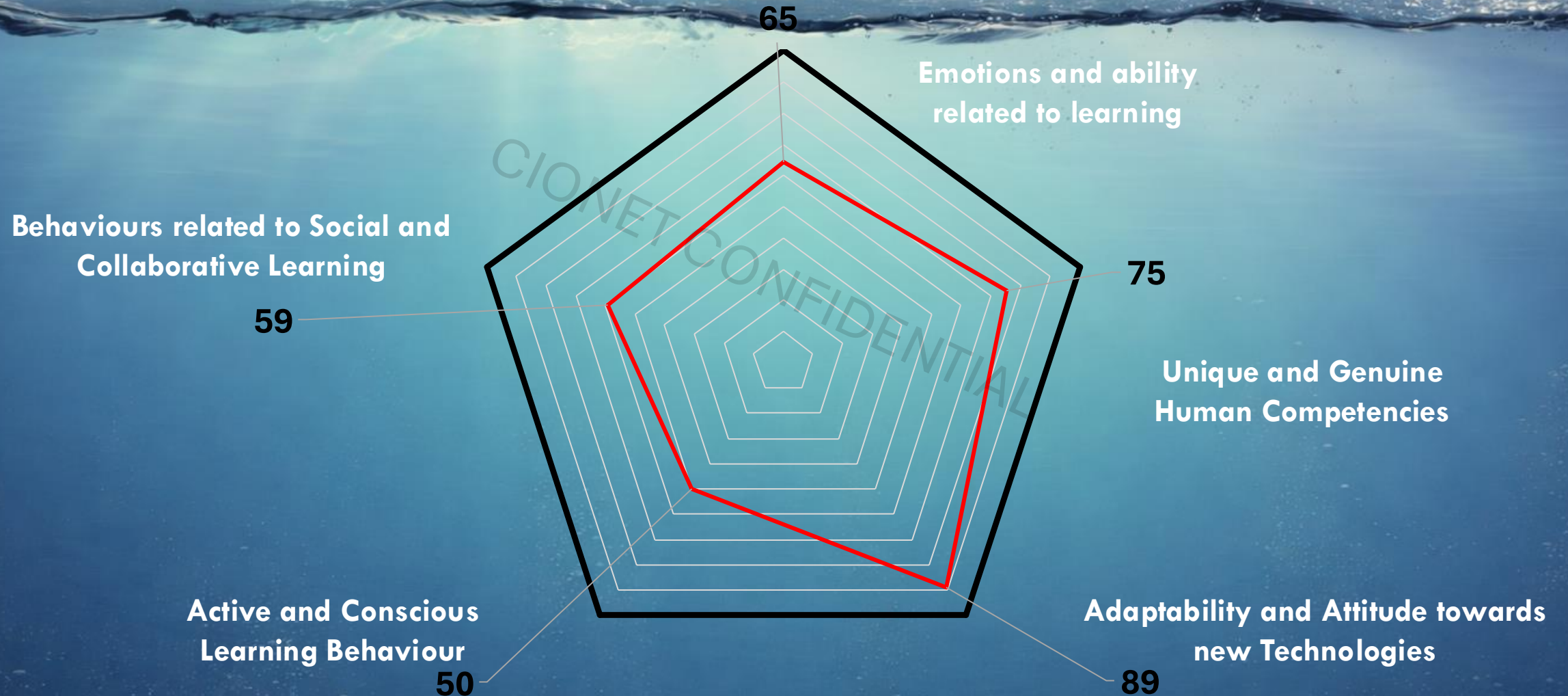
## Mental Models:

Deeply held beliefs, values, and assumptions shape how people within a system perceive and respond to situations. Often unconscious, these mental models play a key role in maintaining existing structures and patterns.





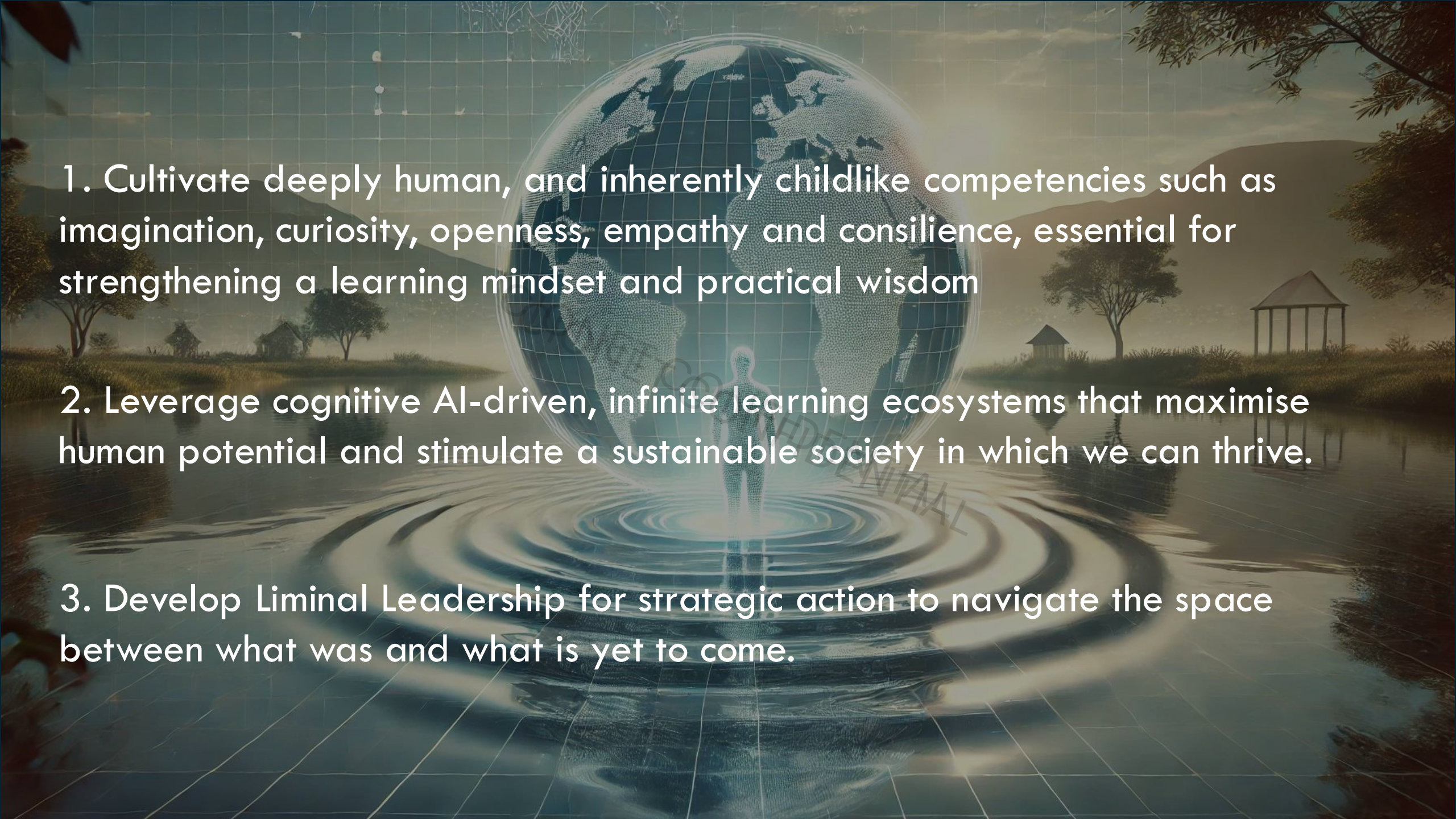
# Learning Mindset and Liminal Leadership Drivers





| Profiler Elements |             |             |                   |                    |
|-------------------|-------------|-------------|-------------------|--------------------|
| Competencies      |             |             | Leadership Scores |                    |
| Positiveness      | Realism     | Openness    | Diversity         |                    |
| Resilience        | Consilience | Empathy     | Feedback          |                    |
| Curiosity         |             | Imagination | Learning Attitude | Leadership Empathy |





1. Cultivate deeply human, and inherently childlike competencies such as imagination, curiosity, openness, empathy and consilience, essential for strengthening a learning mindset and practical wisdom

2. Leverage cognitive AI-driven, infinite learning ecosystems that maximise human potential and stimulate a sustainable society in which we can thrive.

3. Develop Liminal Leadership for strategic action to navigate the space between what was and what is yet to come.





## Reflect – Relate – Reframe

Where would you start tomorrow to amplify your  
learning mindset and liminal leadership



Katja Schipperheijn

