

on a network value chain that is nonlinear and values the timely and targeted application of intellectual resources when and where they are most needed. Just as the challenge in the new economy is not information but access to that information, so it is for companies that must attract, retain, and marshal intellectual capital, i.e., human resources to provide rapid, customized solutions or services. Mobility is less pressing in a “fast company” than directionality: e.g., the ability to run to, not away from, problems. The knowledge analyst must be behaviorally and technologically enabled to orchestrate input, analyze data, craft a diagnosis, provide prognosis, and solve problems for a client. At any given moment, an individual’s intellectual capital is poised to solve and is not unlike a firm’s financial capital, stock that goes up and goes down depending on real and perceived value. This is why designers must solve the riddle of the intangible in real space and time. They must understand the nature of work to know how to adapt flexibly between public and private, opacity and transparency.

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## CONCLUSION

The components of the design industry (client or sponsor, contractor, vendor, finance, user, real estate, technical consultant, designer, and architect) all have a piece of a limited pie in the legacy of their industry. In the old economy, the time to completed outcome was such that each component could execute its own process in its own domain of knowledge. Each part viewed itself as distinct, with a mission that was critical to the positive outcome of the project and was the master of its own universe. With the new economy, changes in technology, demand for shortened time frames, and increased breadth of scope within each component, the industry shifted and began to morph and merge. If the component players continue to protect their domain, border skirmishes will inevitably occur throughout the intellectual domain of the industry.

The industry components must yield and build an integrated process of knowledge hand-shakes rather than default to the emergent processes they now have—vestigial remains of the old economy. Human activity and its segregation into residential and corporate, urban and rural, public and private

patterns has converged in mixed-use precincts where people redefine their environments as individuals, groups, communities, neighborhoods, and countries. This redefinition begins and ends with the convergence of work and lifestyles. But a “24/7” orientation does not mean seamless and senseless addiction to work; rather it is a balance and integration of work and life. Continuous activity implies “24/7” sustainability in terms of services. Local services and serendipitous meetings are not bygone memories, but are simply “relocated” to new unprecedented venues that support the nomadic lifestyle. The result is that the raw territorialism of our hominid forebears, punctuated by these disruptive technologies, is evolving and will adapt to new domains and dominions. Who better to meet this new millennium challenge than the design community?

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### Note

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Foucault, Michael. “Of Other Spaces,” *Diacritics*, vol. 16 (1), 1986, p. 22.

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