

LADIES AND GENTLEMEN,
DEAR GUESTS,
DEAR COLLEAGUES,

In December 2025, exactly 20 years ago, participants in our programs created **something new which radically changed the world**. We have gathered here today to celebrate this “something new” and what we have achieved.

20 years after the creation of the oikos, I stand here now in this warm, light-filled room and am deeply honored to be able to talk to you today. I would like to begin with a meditation on the hope Václav Havel wrote about while imprisoned. In 2025, it was one of our guidelines to a better future.

„The kind of hope I often reflect on is one that I understand first and foremost as a state of mind, not as a state of the world. Either we possess hope, or we do not. It is a dimension of the soul and not essentially dependent on some particular observation of the world or an assessment of a situation. Nor is hope the same thing as optimism.

HOPE IS NOT THE CONVICTION THAT SOMETHING WILL TURN OUT WELL, BUT THE CERTAINTY THAT SOMETHING MAKES SENSE, REGARDLESS OF HOW IT TURNS OUT.

It is this hope alone that gives us the strength to live and continually try new things, even under conditions that seem completely hopeless to us. Life is much too precious to be devalued by letting it pass by empty and hollow, without meaning, without love and, ultimately, without hope.”

WHAT IS THE OIKOS?

The oikos is an economic and ecological community, a basic attitude, a space, and a network in which thousands of small or huge ideas take shape, in which dreams, visions, projects, campaigns, and actions are invented, developed, designed, and initiated within and outside of companies to make all of this possible. **THE OIKOS THEREFORE UNDERSTANDS ECONOMICS AS AN ART OF LIVING!**

The oikos draws its ideas from the levels of consciousness of **SPIRAL DYNAMICS**. Spiral Dynamics is an all-encompassing map, developed and used to assess and **transform the level of consciousness and development** of people, groups, organizations, companies, and countries. This map is thus an excellent tool with which, following analysis, necessary changes or transformations can be planned and designed. With the possibilities that this map offers, it becomes a compass for survival on our planet. To illustrate its possibilities, we have developed our own image: the silhouette of **Mount Everest**. It represents individual levels more clearly. People, and thus also organizations, companies, and countries go through different levels of consciousness in the course of transformation.

This means that they have different forms of perception, recognition, processing, thinking, and action. But no one remains stuck at any one level if they do not want to be. Under certain circumstances, people are able to shape their environment using new viable models in such a way that (all) new problems can be solved as they arise.

In 2025, this was still a revolutionary way of thinking and acting. In the meantime, Spiral Dynamics has become the **standard tool for analyzing and developing potential** in countries, organizations, and companies. But there are not only the eight different levels that we were already familiar with in 2025. There are also a large number of lines that take shape like climbing routes that pass through the individual levels. We call these lines **VIABLE LIFELINES** because **we can change, develop, and transform along them**. Viable lifelines are individual areas and forms of life that can be developed to different degrees. They are the cognitive line, the emotional line, the health line, the economic line, the social line, the political line, to name just a few. All levels and lines are related to one another. I will now select a few distinctive lines in my assessment of what has been created here.

WE ARE AMAZED!

Remember the mega-crises of the mid and late 2020s? Isn't it amazing how the economy has recovered since then? The many toxic companies with their egoistical

managers at the top and their huge headquarters are a thing of the past. There has been no economic collapse, a collapse that was previously heralded with every minor increase in taxes and every government intervention. There were economic downturns. There were crashes of stock markets, those modern casinos. At some point, the state no longer wanted to save many of the companies that had completely missed the boat to the future. Companies of all sizes went bankrupt or shrank to a healthy size - or they transformed themselves into new and vital meaningful companies. In Germany, „systemically important „ was voted the worst word of the year 2025. **From the ruins of the old economy, a new generation of entrepreneurs and courageous individuals built something new, something that was connected to everything else and, above all, that did not further destroy the environment.**

THE ECONOMY WAS TRANSFORMED INTO A LIVING AND PULSATING ORGANISM. This organism can dream, breathe, and feel. And yes, the global economy also reinvented itself. The alternatives to pathological capitalism were not to be found in old concepts, not in communism, and also not in ascetic abstinence.

The result of transformation is a **VIABLE ECONOMY** that **acts for the benefit of all and preserves and expands the basis of existence of this wonderful Blue Planet.** One of the most important rules was to end the grotesque and, in the truest sense of the word, offensive income gap.

Employed managers were only allowed to earn a maximum of twenty-five times the average salary of employees at lower levels of the company. That is still a lot of money, but it is a healthy ratio. Entrepreneurs who bear a completely different risk were of course exempt from this. The economy recovered overall.

PHI has become THE transformative key figure in world finance. Why? Phi comes from the **golden ratio**. It describes a unique relationship: the smaller part is to the larger part as the larger part is to the whole. This ratio (1:1.618) results in the irrational number Phi, which is approximately 1.6181.6181.618. The golden ratio is a relationship between two quantities that is perceived as particularly beautiful and harmonious. The golden ratio occurs everywhere in nature. We find it in roses, mussels, snails, and starfish as well as in humans. In his drawing "The Vitruvian Man", Leonardo da Vinci shows that humans are a wondrous composition of these proportions. Knowledge of the golden ratio goes back to ancient times. Since then, it can be met with everywhere in art and architecture. The Mona Lisa, the pyramids, the music of Johann Sebastian Bach, the violin of Stradivari - they are all examples of the use of the golden ratio. **ALL TIMELESS BEAUTY IN THE WORLD IS CREATED IN THE GOLDEN RATIO.**

What could thus be more natural than to apply this wonderful and healthy relationship to the economy? **From 2033, all companies worldwide were required to give a certain proportion of their profits back to the regions in**

which they made their profits. The residents of the region were able to apply for this money to fund their **best ideas for a good future for the region**. We started with a small bank in 2020, and from there this idea has spread throughout the world. The impact is enormous!!! Countless projects have been implemented for the benefit of all, and nothing has been taken away from anyone! Magical land!

Of course, neoliberal lobbyists also predicted that taking this course would lead to the downfall of the Western World. It was embarked upon, and what happened? Nothing went under - except for the many lobbyists who lost their jobs because they were no longer needed. They and other „experts“ were no longer a benchmark.

WE LEARNED INSTEAD FROM AN INFINITE NUMBER OF HIGHLY INTELLIGENT LIFE FORMS. We learned from mushrooms, manta rays, corals, viruses, sand, wind and the stars - just as we learned from each other and with each other. The power of herbs and plants healed the ill, both human and animals. **We said goodbye to the idea that humans are the only intelligent creatures or that intelligence is something that machines and algorithms calculate.** In the course of this intellectual renewal, thousands of companies with countless MEANINGFUL jobs were created.

The pathologically destructive just-in-time production concept with its huge and complex value chains and its insane transport volumes across all parts of a sick planet

had outlived itself by the end of the 2020s.

THOSE WELL-INFORMED IN YELLOW KAIZEN CREATED PROCESSES WITHOUT WASTE. Intermediate storage facilities popped up like mushroom colonies everywhere in production and service facilities. Local production facilities and small and medium-sized companies emerged all over the planet. Many of these companies are **connected to one another and spread across the earth like a vitalizing network.**

And yes, **CRAFTS** have also experienced a golden age over the past 20 years. Instead of study trips to the AI nerds in Silicon Valley, **ancient and largely forgotten craft skills suddenly became the basis of modern startups.**

Let me give you an example: fabrics were no longer dyed with poisonous chemical bombs, but again, as it was thousands of years ago and all over the world, using natural raw materials, flowers, and earth. The Berbers became famous for this, passing on their knowledge from generation to generation since time immemorial and obtaining their raw materials from the hidden places of the Atlas in Morocco. This gave rise to an inconceivable variety and colorfulness in clothing and fashion. In summary:

Glocalization, i.e. the localization of the global, was and is one of the secrets of the success of this healthy and successful transformation of the economy! To this end, the oikos has influenced and supported dozens of lighthouse projects on every continent. They have become places of pilgrimage for other companies. **MAGICAL LAND!**

WE ARE DEEPLY MOVED that the **social impoverishment and the associated digital dementia of generations Z and A, set in motion by social media,** was cured between 1995 and 2025. Gen Z and A were guinea pigs for the big tech companies, and a new form of growing up was experimented on with them. The parents of these generations were notably brilliant at **overprotecting their children in the real world and underprotecting them in the virtual.** The result was an anxious and lost generation. Children did not reach the level of intelligence they could have achieved. Adults lost their social skills and drifted through life. **DIGITAL NATIVES BECAME HOMELESS IN THEIR REAL LIVES.**

But then the many violent video games were suddenly no longer in demand. It was much cooler to understand processes and connections in nature and in the body. Australia began banning harmful platforms for young people in 2024. Then, in 2026, people connected to the oikos began establishing **KINDERGARTENS OF THE 12 SENSES,** in which all of our partially atrophied senses were revived. There are now hundreds of these kindergartens all over the world, and their number is constantly increasing! **MAGICAL LAND!**

They are closely linked to the globally organized **ACADEMIES FOR POTENTIAL DEVELOPMENT.** Gerald Hüther, one

of our fellow campaigners, won the Nobel Prize in Economics for this in 2030. A generation has developed from this which has taken the shaping of its future into its own hands.

The climax was a **UNITED NATIONS INTERGENERATIONAL AGREEMENT** signed by many countries 10 years ago. In it, every law and every action of companies, as well as their effects, is reviewed over seven generations - by local, self-organized future councils comprising both women and men, young and old. **MAGICAL LAND!**

WE ARE RELIEVED that even the huge losses of assets triggered by **several stock market crashes** did not lead as predicted to the collapse of entire countries. Very few people lost a lot, many lost a considerable amount, but 85 percent lost nothing at all because they had no financial access to the casinos that are the stock market. Today, stock markets and assets no longer play nearly the role they did in 2025. **Glocal trade, good communities, and flourishing fruit and vegetable gardens are more important.** **MAGICAL LAND!**

WE ARE EXCITED that **eating habits have changed tremendously.** By 2025, the agricultural and food sector consumed 70 percent of all water and was respon-

sible for a quarter of all greenhouse gas emissions. About a third of the world's available land was used for livestock farming in the form of arable and grazing land. Our food system also had a significant impact on biodiversity. Around 70 percent of biodiversity loss and 75 percent of deforestation were attributable to food and feed production. **WE FINALLY REALIZED THAT THERE IS NOTHING WE CAN DO ON OUR EARTH THAT DOES NOT HAVE AN EFFECT ON BIODIVERSITY.**

110 years after his death, Plenty Coups, the last great chief of the Crow people, would smile wisely to learn that we have now understood his message. He dictated the following to a white man „who spoke with an upright tongue“ in 1930: „When the buffalo herds disappeared, the hearts of my people fell to the ground, and they could not pick them up. Nothing has happened since then.“ This disturbing statement about a people facing the end of their way of life came true in a dramatic way by 2030. We realized at the last minute that there was a possibility that our own culture could collapse and how incredibly vulnerable we would be if we were to carry on as we were. One possibility at the time would have been to resort to **nostalgia**, that is, believing that the old way of life could be revived. In the years 2023-2030, unfortunately, we failed to resist these temptations. **Political nostalgists and those promising salvation came to power and often destroyed the tentative beginnings of a new era that had begun to emerge during the years impacted by the corona virus.** Global warming as the greatest threat to our established

way of life was simply ignored by these people. From 2030 onwards, we learned painfully to mourn losses and to say goodbye to a time that had already been over since the 1990s. The magic of a new era began to spread over the earth from 2030 onwards. **WE HAD FINALLY UNDERSTOOD THAT EVERYTHING IS CONNECTED.**

The wrapping paper for Christmas presents, glass used in displays and our eyeglasses, the water we drink, the air we breathe, the fragrant coffee we enjoy... none of this would exist without the billions of organisms that have joined together to form a living whole! This is what we began to sense, to feel, to taste, to breathe.

At that time, it was the **agricultural and food sector** that was **the single greatest threat to nature** and thus to humans. It was also extremely inefficient. **A third of all food produced was never eaten** but was thrown away somewhere along the supply chain from production to the plate. If you ordered saltwater fish in a restaurant, the diameter of the plate should have been two and a half meters. Why? **By-catch!** Countless creatures were senselessly killed when nets were hauled in and then thrown back into the sea, including dolphins, sharks, and sea turtles.

In 2027, over a billion people went hungry every day. At the same time, two and a half billion people were overweight or obese. What could be done about it? Hope without action is no hope. Here, too, we began to act. Our **3-BODY PROGRAMS** have succeeded in radically changing

dietary habits in many companies. The results are impressive. **Sick leave was reduced by 80 percent, productivity increased by 30 percent!** Published cookbooks, breathing exercises, physical exercises, and information have become bestsellers worldwide. The 3-body coaches we train have become a new form of profession. In addition, everyone in the oikos produces, packs, and ships goods virtually plastic-free! MAGICAL LAND!

WE SMILE at the fact that the increasingly embarrassing **so-called Reality Shows disappeared** almost entirely from the airwaves. Instead, there are **EXCELLENT DOCUMENTARIES** about our Blue Planet and its wonders, across all countries and cultures, about meaningful economies, about books, about learning, about healing, and the entire great and wonderful kaleidoscope of life. Cheaply staged political discussions made way for honest and clear debates. Self-designated top managers who relished being in the public eye to indulge their egos but were not questioned on any topic, constantly expressed themselves on digital platforms, in paid interviews, and at ineffective conferences instead of working hard every day on the future of the company that paid them handsomely. This became a great plague. This species died out by 2030 because it was no longer fed. **Tabloid newspapers were replaced by digital formats that are relentlessly committed to the truth** after the boomer generation of conformist journalists

was no longer accepted by the younger generation. The constant artificial angst-hysteria created by excessive exaggeration in almost all media and the bashing of individuals holding opinions different than those preached by the mainstream steadily lost its effect. Despite dramatic untruthfulness and twisting of the truth in political campaigns and discourse, candidates continued to win elections until 2030. But their **fake news campaigns were transparent** because they had powerful opponents in the media. They ultimately lost their magic, although it unfortunately took quite a long time for this to happen.

WE ARE PLEASED that **POLITICS** has returned to its actual reason for existence, the **shaping of social and societal responsibilities and the creation of fair and constructive conditions for all**. During those years it also became clear that those who hope to incite people against each other, who want to build walls, and who constantly want to start wars have absolutely nothing to contribute to a good and just future. The destructive and sick nature of populism is revealed when things go serious and cold.

The **REFUGEE CRISIS** that divided societies was solved very simply in 2030. **Every community, every town, every village took in the number of refugees it could reasonably accommodate**. In this way, people from other cultures were spread across countries like sparkling gems and were easily integrated. For my home village, population

560, in the mountains, this meant taking in two refugee families. Three years after their arrival, they were fully integrated, spoke the local language, and had jobs.

COMMON LAND became a key phrase. Because this part of the state, regional, or municipal assets, be it meadows, rivers, lakes, forests, fields, or mountains, was continually expanded and can now **be used as common property by the entire population**. Vegetable and fruit gardens, fields, forests, and much more were created, which people used and cultivated together.

But common land and common rights also became an export hit. It began in the Maghreb states of Morocco, Algeria, Tunisia, and Libya. Instead of ignorant development aid and even more ignorant loans for weapons, **technically skilled men and women of the boomer generation were lured by attractive projects to these countries after they retired**. There they passed on their knowledge as **BRIDGES-ENTREPRENEURS**, working with the younger generation to establish craft businesses, farms, kindergartens, schools, workshops, and small to medium-sized companies. After 3 to 4 years of training, people were also able to apply for an EU **FUTURE CARD**. Many did so, and this also **solved Europe's skilled labor problem**. Many African states copied these sensible business models, and from 2040 onwards there was an army of qualified people. The BridgesEntrepreneurs were also extremely happy that they were able to pass on their knowledge. This put a much smaller burden on pension funds, which in turn **defused the generational conflict**. **MAGICAL LAND!**

Science was also transformed. After the climate sciences were placed on a universally accepted foundation in 2028, futuristic philosophers, economists, sociologists, psychologists, anthropologists, etc. appeared outside their academic ivory towers on the stages of life, and some became veritable pop stars of the future. **Fake News lost much of its market value and was replaced by True News.**

WE APPLAUD the fact that **art and culture** recaptured people and their hearts. Look at all the fantastic music festivals, exhibitions – and how cabarets and exhibition openings are booming. Writers and poets have a high status in society. The old and very venerable profession of the storyteller and fairy tale teller is – in a different form – now respected. They are now called **FUTURE-TELLERS**. They invent and tell positive stories about the future. Spoken theatre has become established in many companies, and instead of cheap presentation training courses, there are **THEATER SEMINARS**. Last but not least, attendees learn how to truly stage products and services. In addition, the **ROLE OF THE COURT JESTER** has been newly created for companies. They are wise people with clear heads and pure hearts. They sit at the company's watering holes and with customers and **report to management in wise and relentless clarity what's being talked about at the company**, what the actual mood and level of satisfaction is. This role has brought about more positive cultural change than has ever been achieved by hundreds of shallow culture and values workshops. Highly trained ac-

tors and wise boomers found new job opportunities here. We are delighted that our theater seminars have become recognized worldwide as state-of-the-art for personal development. Even neoliberal management training schools, business schools, have copied these formats. **MAGICAL LAND!**

This has also shifted the relationship between technology and culture. In the 2020s and 2030s, technology alone seemed to be the panacea and the basis of all visions. There were those who lost their way, even hoping to colonize Mars. The night sky was so littered with satellites that it was no longer possible to tell a star from a satellite. No one - or only a very few confused people - still believes in the great salvation offered by so-called artificial intelligence. **AI is a useful tool for us humans. But that's all it is.**

But let's focus our attention on human questions again: What is a human being? What is the meaning of our existence? How can we create a successful life? Some of you are familiar with our **MONASTERY SEMINARS**. They have become a worldwide standard in the development and revealing of individual potential. The accompanying book became a bestseller. Our personality test was recognized worldwide as state-of-the-art for **potential development, recruiting, and coaching**. Its accompanying book also became a bestseller worldwide.

WE ARE PROUD that we have managed to revolutionize **LEARNING IN COMPANIES**. In the 2020s, people learned simply by absorbing information, most often by means of outside instruction. Learners made the same mistakes over and over again because they did not possess enough alternative behaviors. **Improvement seemed only possible if teachers provided learners with more and more information.** The prospect of a reward for fulfilling learning requirements created deep conditioning. At the time, it was called reward learning, and in companies it was called **INCENTIVE LEARNING**.

Finally, we began to change the learning process. We asked ourselves how managers can best learn to act during crises. To do this, we developed the now legendary **SHACKLETON SEMINARS**, named after the explorer Sir Ernest Shackleton, who in the 19th century survived 562 days on the sea ice of the Antarctic with 24 members of his team. Based on his reports, we developed dozens of **unique self-awareness exercises for outdoors in nature.** **Learning in this context has taken learning for managers to a whole new level.** On this basis, we have also developed entirely new forms of learning in companies in other contexts.

Monastery, mountain, theater, pilgrimage, Yellow Kaizen, meditation, and ink, Fra Li Monti were among the first of the now over 50 different formats that we use worldwide. **THIS FORM OF LEARNING IS CHARACTERIZED BY A PROFOUND REDEFINITION OF THE SELF. IT ADDRESSES THE INDIVIDUAL'S ENTIRE PERSONALITY AND POTENTIAL.**

But we are continuing to work on forms of evolution of learning, i.e. the development of new possibilities that did not exist before. Artificial intelligence is also a valuable tool in this context. But as previously mentioned: nothing more. Magic land!

WE ARE PROUD that we have succeeded in transforming Viktor Frankl's knowledge. Viktor Frankl (1905 to 1997) survived several concentration camps and wrote about them in his book „Saying Yes to Life: In Spite of Everything“ which was published in 1946 and had a print-run of over nine million. One of his core propositions is that there is no one **MEANING TO LIFE** as such, but **every situation, no matter how hopeless it may seem, contains the possibility of meaning.** We further learn from him that the world is not entirely safe and sound. But it can be cured. From the very beginning, this has been one of our guiding principles, as was the realization that we humans can turn tragedy into triumph. Over the past 20 years, Frankl's logotherapy has replaced everything previously introduced into the world with motivational theories. It is based on people's desire to imbue life and action with meaning. Logos is Greek and can be translated as word or teaching, but also as meaning. According to Frankl, this meaning can be informed in three ways.

There are **THREE ROADS BY WHICH MEANING** can be found: My life can become meaningful if I do something, if I create something. But meaning can also be found by experi-

encing something - experiencing something or someone. To experience someone in all their uniqueness and singularity means to love them. Ultimately, however, it turns out that even when we are confronted with a fate that cannot be changed easily or for the time being, life can still be led meaningfully. The greatest achievement that a person is capable of is to transform suffering into a human achievement.

On this basis, we have developed the three value paths:

THE FIRST ROAD: CREATIVE VALUES

This is about creating a work. It is about something that I have created and brought into the world of work through my ability to perform and create, be it a campaign, a strategy, an idea, a product, or taking action. This may be my opinion of ..., my support of ..., my decision against/from/with ..., my joining of ... and many other things. Over 1000 sustainable products have been developed in the oikos, for instance, the founding of a company that produces camping equipment from old road signs, the transformation of a company in the oil and gas industry into the world's leading hydrogen technology company, a sustainable bank that uses the golden ratio to calculate the percentage of its EBIT that it makes available to the region for projects that are future friendly for the next generations, an industrial company in a country in the global south that filters drinking water from wastewater for the school next door, a company that has built a school every year for 20 years in which its employees are the teachers,

a manager who has established innovation as a subject in schools, a secretary who has new clothes sewn from fabrics donated by parents and grandparents, a manager who has written a children's book about the 12 senses, a board member who dusts off the history of individual communities in fairy tale books, a managing director from South Africa who has created a global social platform for mutual support, and the list goes on and on ...

THE SECOND ROAD: EXPERIENCE VALUES

This is about something that is or was perceived by people as beautiful in color, variety of shapes, or symmetry. This can be experiences in nature or things created by people in science, technology, architecture, music, and art. It can be an experience in sports. It can be an encounter with other people in a conversation, at work, at a party, a seminar, a lecture, or love for another.

The oikos has put over tens of thousands of small and large things into motion that have made the world a better place. The oikos in and of itself is like a global platform. How important are kindergartens for the 12 senses mentioned above, which have turned thousands of children into perceptive individuals, or the Schumpeter adventure trails for the 12 senses, which are the source of sustainable innovation in companies.

Let me give you a prime example, one that has gone down in history. I am talking about "Awake". One day in 2030,

100,000 performance artists worldwide brought major paintings of the past to life for 30 minutes. In doing so, they stirred up winds of change. Thanks to this positive shock experience, it was fairly easy to undercut the climate targets that had been set. Cruise ships, resource-intensive short vacation trips, motorboats, SUVs, pharmaceutical companies, industrial sugar, soft drinks, energy drinks, heavy motorcycles, and small aircraft almost completely disappeared from the face of the planet within two years of the initiative. Eating habits changed radically. From then on, most people only ate meat once a week, and many went completely vegetarian. The CO2 problem was solved without having to develop extremely expensive and environmentally harmful, polluting technologies such as removing CO2 from the atmosphere. Thankfully, today we can laugh at the absurd ideas proposed by neo-liberal dogmatists.

THE THIRD ROAD: ATTITUDE VALUES

This is about the individual attitude to work, to life, or to unalterable situations. The oikos produced moving ideas related to this. One of the most beautiful stories was the planning, performance, and marketing of a play in a hospital cancer ward. In keeping with Viktor Frankl's logic that we must respond to life and not give up on it, 30 cancer patients responded to their fate with a play called „The Fight Against Cancer, the Role of My Life“. Within five months, the patients staged a very moving play. They did everything themselves, including the marketing and sell-

ing of tickets. At the premiere, more than 500 people witnessed touching and sacred beauty. During the months of rehearsals and preparation, the mood on the cancer ward was extremely positive. This became a worldwide initiative similar to the Clown Doctors for children. Magic land!

I could spend days listing everything that we have achieved in the oikos as allies of change. It is simply beautiful, and something new crops up every day. **OUR CONCEPT OF HUMANITY IS BASED ON THE IDEA THAT PEOPLE ARE FREE AND ALWAYS CHOOSE THE GOOD. THIS GIVES THEM THE RESPONSIBILITY TO SHAPE THE GIFT OF LIFE ACCORDINGLY.** The value paths provide a fantastic means of orientation and great strength to create something, experience something, or respond to the dramatic. Realizing meaning in this sense is always possible! Even at the end of life. The decisive factor is how life is valued. As a treasure or as a loss? A successful life is a life full of treasure, and we can remain curious until we breathe our last.

HOW COULD ALL THIS BE ACHIEVED?

In a world where everything runs smoothly, it is difficult to change anything. In the years 2024 to 2028, almost nothing worked as it had in the previous years and decades. This gave us the extraordinary opportunity to build a world that would be better from this point forward. **CRISIS AS AN ADVENTURE** means using crisis to emerge from the other side stronger. It means not carrying on as before,

as some leaders in business and politics had imagined, as had many consumers, especially in the Western world. After all, they had been educated or, better said, **trained for many years to consume without limits**. There were political parties and companies that lobbied intensively to return to the world of the past, to keep fossil fuels as the primary source of energy, and to put polluting cars back on the road, to provide people with poorly insulated houses with old heating systems, or to sell industrial waste as food. In other words: **WE NEEDED A MATERIAL CHANGE TO**

PRESERVE OUR COLLECTIVE METABOLISM.

Because in 2024, some people actually seemed to have forgotten that we humans are living beings. To survive, we need clean water to drink, edible substances to sustain us, and oxygen to breathe. A living metabolism requires living substances. Data, robots, airplanes, cars, and apps cannot be eaten, drunk, or breathed. Any attempt to shape the future must always take this into account, even if the gurus in Silicon Valley and their graying and youthfully styled adherents in Europe did not want to believe it at the time. The social metabolism was managed by a sick economy that, for whatever reason, was largely uninterested in the basic prerequisites of life.

THE LAW OF VIABILITY

This brings us to the law of viability. **Understanding and changing the social metabolism** served more and more as a reference model for describing, analyzing, diagnos-

ing, and shaping our future. A system - people, groups, organizations, companies, society - is said to be **viable, able to live and flourish**, if it can adapt to external and internal changes in the environment. **IT MUST LEARN TO PERCEIVE WITH ALL ITS SENSES, TO MAKE SENSIBLE USE OF THE SIGNALS AND TRENDS THAT RESULT FROM IT AND TO CONTINUE TO DEVELOP INDEPENDENTLY. THESE ARE VERY IMPORTANT CONDITIONS FOR THE OIKOS.**

Basically, the crises in the 2020s, mostly caused by egoistical narcissists at the helm of companies and states, were a gift! The realization inevitably prevailed that we had to start working on the future if we wanted to survive on this planet. I repeat: hope without action is no hope! Suddenly, it was a matter of developing scenarios and visions for a sustainable future in the spirit of metabolism, instead of digging up pathologically destructive utopias from the past. All of this was closely linked to the rediscovery of our 12 senses. **WHEN THESE 12 SENSES ARE ALL AWAKE AND HEALTHY, A 13TH SENSE EMERGES, WHICH WE WOULD LIKE TO CALL THE FUTURE SENSE.**

If our 12 senses are dulled, it leads to a skewed sense of the future. One in which we only see dangers, problems, and insurmountable obstacles, and we are susceptible to primitive messages from political and economic pied pipers who want to render us submissive with horror scenarios. But if the sense of the future is free, we can develop true and sustainable visions. Only then can we connect internally with the future. From this we have

developed a new discipline in the spirit of Ernst Bloch:

THE KNOWLEDGE AND WISDOM OF POSSIBILITY! We focus our attention on our 12 senses. If we continually train the 12 senses and work with them, this creates FI. **FI** stands for a type of **Future Intelligence** that is completely different and a thousand times more effective than so-called artificial intelligence. With FI we have the ability to interweave external stimuli and perceptions with internal stimuli and perceptions. This lets us anticipate a meaningful and viable future, the core of which is the oikos. We overcome the paralysis of fear and become alive and viable again, which means that we experience emotion-oriented and/or evaluation-oriented coping. In the brain, fear adrenaline is replaced by dopamine during this process. Dopamine acts like a kind of future drug produced naturally in the body. While adrenaline leads us down the path of fight or flight, as dictated by our ancient reptilian brain, dopamine opens the brain's synapses. We are excited about what is to come, we are fascinated, we are curious, we want to try things out. The world is full of wonders, and we want to shape them. **If we constantly train the 12 senses with new experiences, we get a healthy dopamine level that stimulates the sense of the future. This allows us to invent (and seek) the future.**

Overcoming these fears was the main result of the massive loss of control caused by the many crises of the 2020s and 2030s. We have chased away the pied pipers. For decades, short-sighted so-called „luminaries“ who rose from the depths on a swell of a certain economic situa-

tion preached to us that life is a daily competition. **TODAY WE KNOW THAT LIFE IS COOPERATION.** We were angry and stunned by what we were letting happen to us. But that is precisely what ultimately gave rise to this tremendous power, first in just a few people, then in more and more. In the 2020s, I saw an advertisement on the London underground on this very topic. The 60-second film featured a butterfly trapped in an empty room. It struggled to escape to the outdoors through a closed window - a seemingly hopeless undertaking. In the end, the butterfly manages to escape. The message on the banner beneath was: **„Change is possible. Hope is power.“** The advertisement, which was as simple as it was effective, made a statement about the importance of hoping and trusting in the possibility of change. This was more important than ever at a time when most people felt that far too little was happening in a sustainable way to better the world.

From the beginning, the *OIKOS* was one of these power centers and **became a movement**. Thousands of new beginnings took place, old habits were broken, habits were radically changed. The feeling that everything could be different and better spread unstoppable.

We recognized crises as messengers from the future. In many parts of the world, everything had simply become too dense, too fast-paced, and too overheated. We realized that we had to change direction.

We have done so, and we will continue to do so. We will adapt our attitude and our consciousness more and more

to life. Because only then can we survive as living beings connected to other life forms.

Let us remember the words of Vaclav Havel:

„LIFE IS FAR TOO PRECIOUS TO BE DEVALUED BY ALLOWING IT TO PASS BY EMPTY AND HOLLOW, WITHOUT MEANING, WITHOUT LOVE, AND, ULTIMATELY, WITHOUT HOPE.“

IN KEEPING WITH THIS THOUGHT, LET US IMBUE (AND SEEK) MEANING IN EVERY MOMENT OF LIFE, BREATHE AND PAINT OUR HOPES IN VISIONS AND BRING THEM INTO THE WORLD THROUGH ACTION.