RED HAT INNOVATE TOGETHER 2026

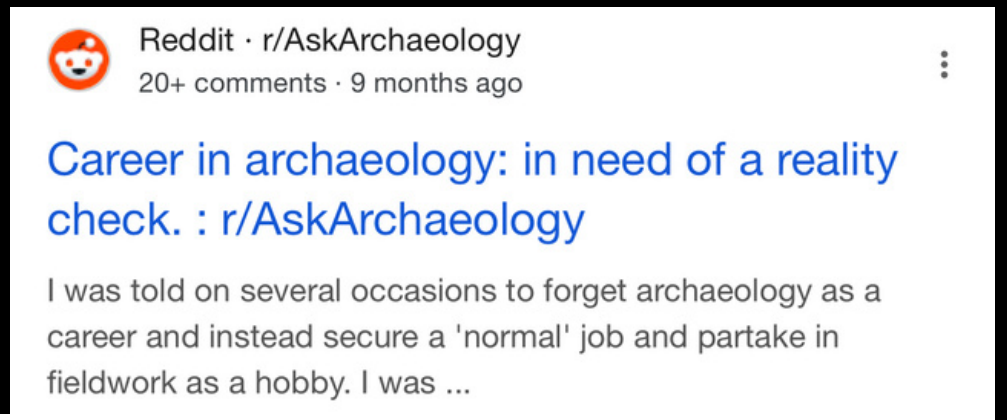
Resilience in the age of AI

What helps societies and organisations adapt to technological change

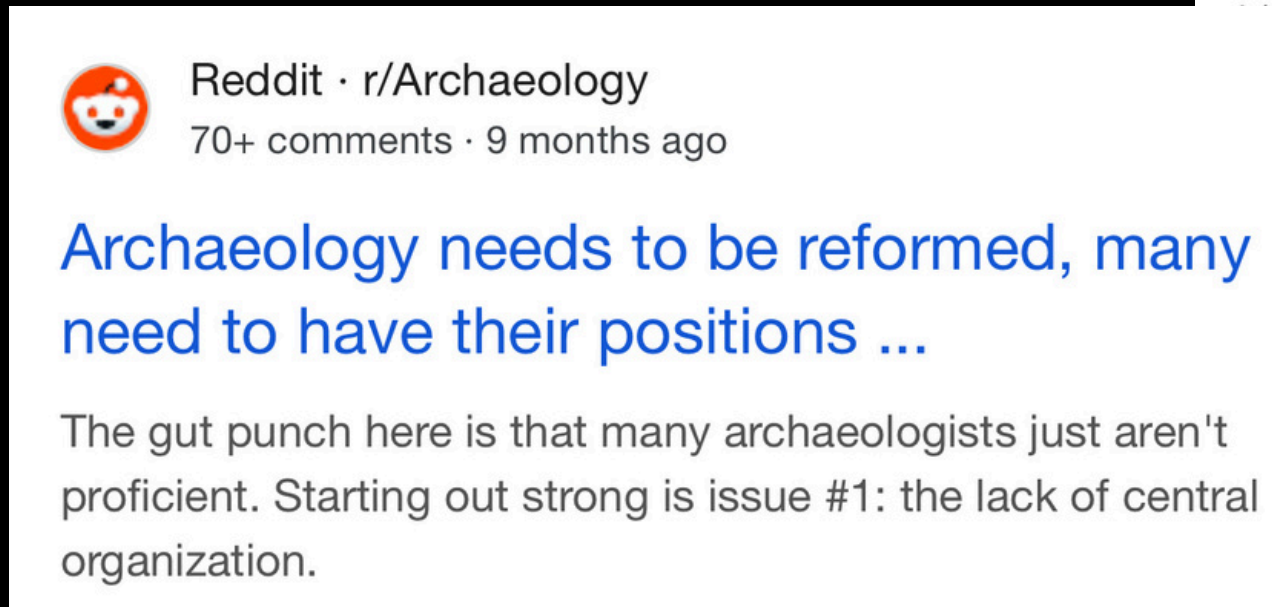
Sara Polak




Reddit · r/Minecraft
5 comments · 2 years ago
Archeology is pointless : r/Minecraft
Archeology in this game just isn't fun. You get a lot of trash, it takes several chest loads to manage your inventory, and the rewards you get ...


Reddit · r/AskArchaeology
20+ comments · 9 months ago
Career in archaeology: in need of a reality check. : r/AskArchaeology
I was told on several occasions to forget archaeology as a career and instead secure a 'normal' job and partake in fieldwork as a hobby. I was ...


Reddit · r/Archaeology
60+ comments · 4 months ago
I feel like I just wasted 6 years of my life - college : r/Archaeology
t graduated college in the winter. I got a bachelor in logy with the intention of doing archaeology/ CRM.


Reddit · r/Archaeology
70+ comments · 9 months ago
Archaeology needs to be reformed, many need to have their positions ...
The gut punch here is that many archaeologists just aren't proficient. Starting out strong is issue #1: the lack of central organization.


Reddit · r/unpopularopinion
60+ comments · 9 months ago
Archaeology is pointless and driving up the cost of new homes
Archeology is far from a significant reason why people are homeless. Out-of-control costs of living are the real main reason why, and we need to ...



Jack Kuveke ✓
@jackkuveke

You're laughing? The co-founder of a $2 trillion company has a stuffed-animal advisory board, and you're laughing?



> **New York Post** ✓ @nypost · 6h
> Anthropic co-founder Daniela Amodei and husband used stuffed-animal 'advisory council' for workplace conflicts: report trib.al/56qjBzd
>
> 
>

Ancient history. Modern power



Athens and Sparta still frame US–China rivalry.

The “Thucydides trap” turns an ancient rivalry into a story about modern conflict.

Today’s stakes include AI, trade and security.

Historical analogies shape choices.
Our choices still shape the future.



How humans adapt to change

Resilience begins with understanding people

Archaeology

Evidence across time

Anthropology

Lived experience and social rules

Complexity science

Interactions and wider change



Completely rethink how we learn

Memetic rules

Simple enough to spread. Flexible enough to adapt.

Sovereignty

Decision • Digital • Infrastructure • Individual

Curiosity

Don’t chase the latest tech

Motivation

Treat adults like adults

Approach problems across disciplines

Archaeology • Anthropology • Psychology • Technology

Historical reference: Bletchley Park — GCHQ (2017).
This is a set of proposed principles, not a diagram claiming empirically proven causation.

Shared rules.
Different ways to flourish.



Unprecedented change

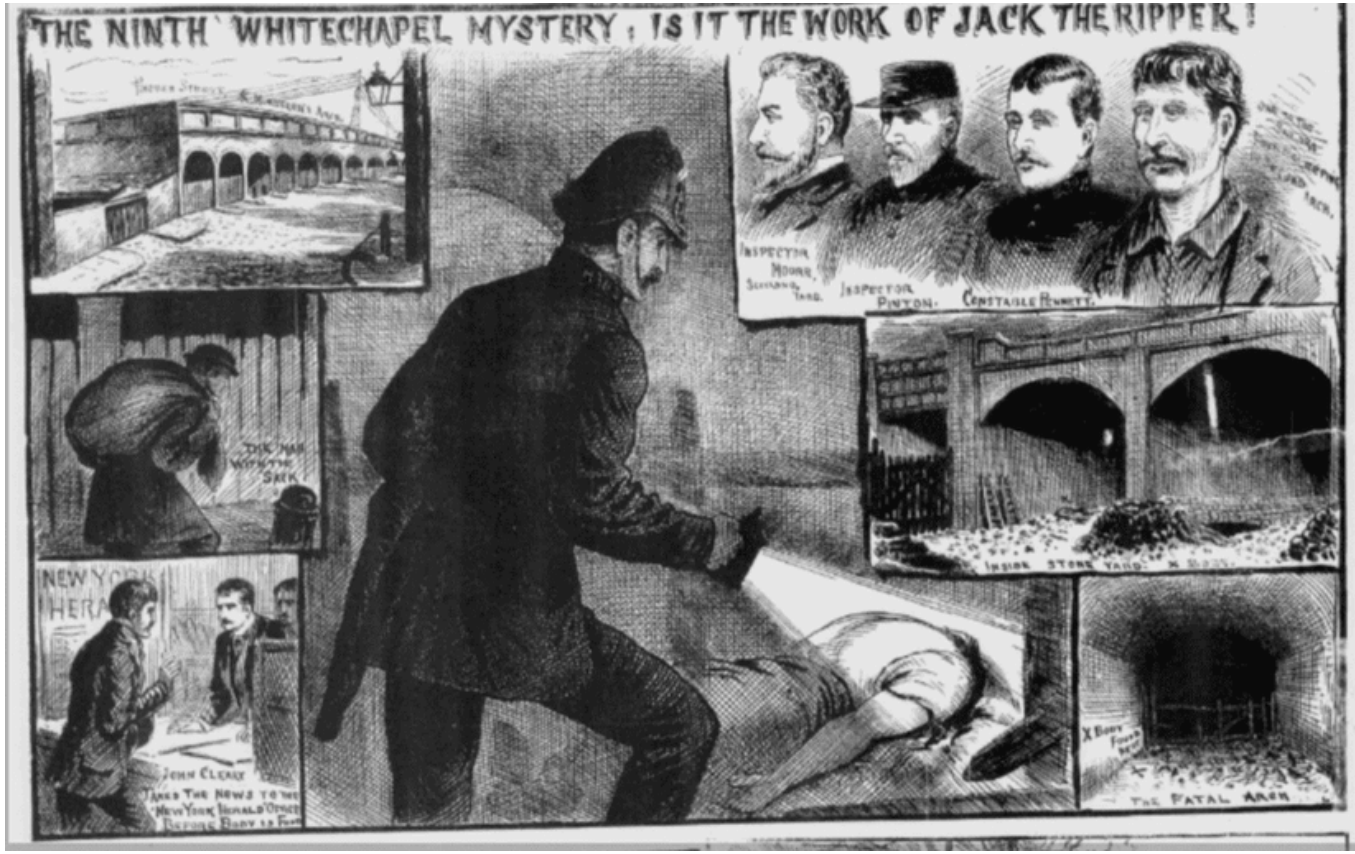
The inability to say what I actually want

Memetic rules

Company multiverse

Different people, different success strategies


THE WHITEHALL MYSTERY!


THE NINTH WHITECHAPEL MYSTERY: IS IT THE WORK OF JACK THE RIPPER!
INSPECTOR MOORE
INSPECTOR PINTON
CONSTABLE HEWETT
JOHN CLEARY
THE FATAL AXE




221B

Memetic rules



AI changes the organisation's memory

A summary becomes
a record.
A record becomes
someone else's evidence.

What happens to the source,
the uncertainty and the dissent?



The problem of collective survival

How do we create rules that are general enough for cooperation and flexible enough for adaptation?

What must everyone be able to rely on?
Where do people need room to learn and respond?



Dunbar: relationships require attention

5	15	50	~150
Closest support	Close relationships	Wider circle	



Large organisations need smaller circles of trust, plus ways to connect them.

150 is a debated approximation.
It does not specify an ideal team size.

Dunbar (2012); Lindenfors, Wartel & Lind (2021). Approximate layers, not staffing limits.

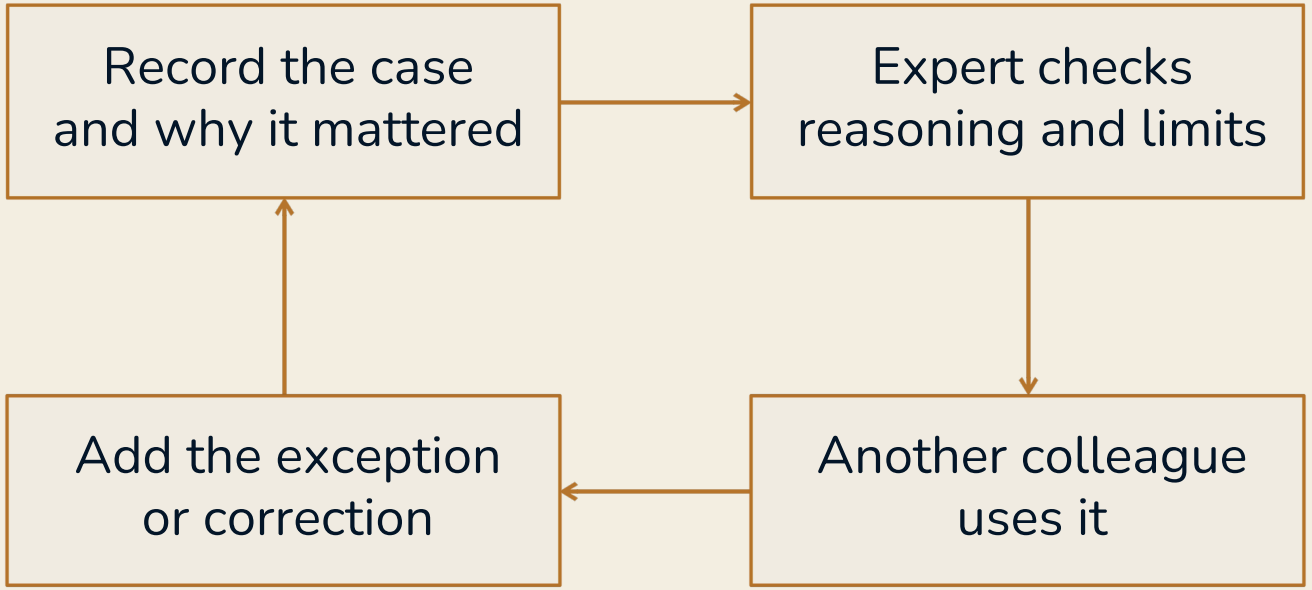
UK brewing and museums: keeping company memory



Burton brewing archive

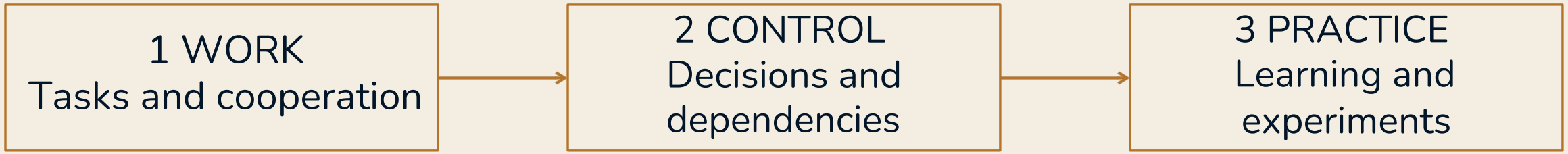
Case: National Brewery Heritage Trust, Brewery history on the move. Managing Business Archives.
Research review: Salas et al. (2012), The Science of Training and Development in Organizations.

Proposed practice for company cases



Use AI. Keep the ability to judge and change it.

Improve the task while retaining the ability to question the answer, change systems and keep operating.



Bletchley, karaoke, Tate

Sovereignty and AI audits

Memory, badges, one pilot

Study basis: Dell'Acqua et al. (2023), task-dependent AI performance. HBS WP 24-013.
Dependency case: CMA (2025), Cloud services market investigation. The route is a LIMINAL synthesis.

Leonardo da Vinci would probably be fired in your company



Meat proxy

A person who forwards AI-generated text, code, or other output without reading, understanding, or validating it. The person acts only as a relay between the AI system and the intended recipient.

Curiosity and motivation make learning possible



Curiosity

A question worth investigating

“What are we missing?“
“What would change our view?“

Time to explore.
Permission to be uncertain.

Motivation

Autonomy

Ameaningfulchoice within clear limits

Competence

Practiceandfeedback that show progress

Relatedness

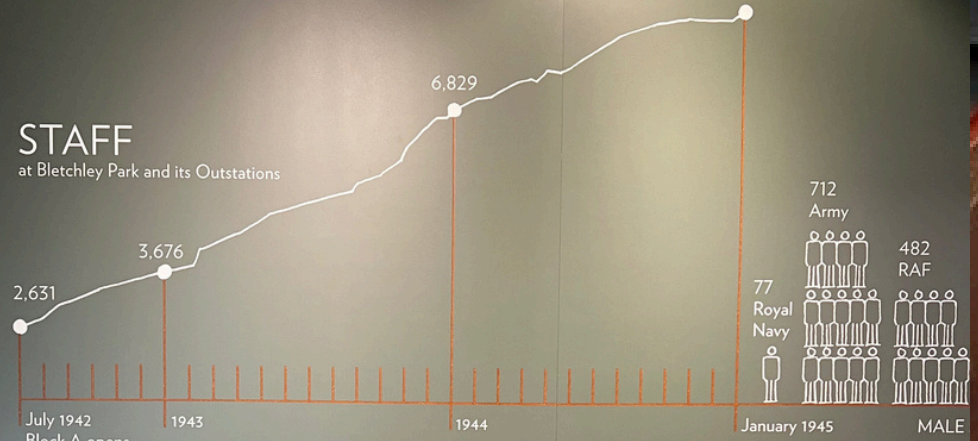
Peopletolearn with and contribute to

Loewenstein (1994), information-gap account. Ryan, Rigby & Przybylski (2006). Applied synthesis.

BLETCHLEY PARK AT ITS PEAK, JANUARY 1945

Peak staff numbers
8,995

STAFF
at Bletchley Park and its Outstations





Who was in charge of all this growth?

Bletchley Park's operations boomed and its workforce rose to a peak of almost 9,000 under the leadership of Edward Travis. This growth is captured in many of the records kept about BP at this time – from the number of meals served to the amount of Enigma messages decrypted.

From his naval background Travis had a good sense of how teams and chains of command could function effectively.

He imposed new structures and ways of working appropriate for the organisation's new industrial scale, but recognised the need to keep operations flexible, writing: "a more formal machine could never adapt itself so readily to the ever-changing needs".

SITE

Bletchley Park buildings added between 1942 and 1945



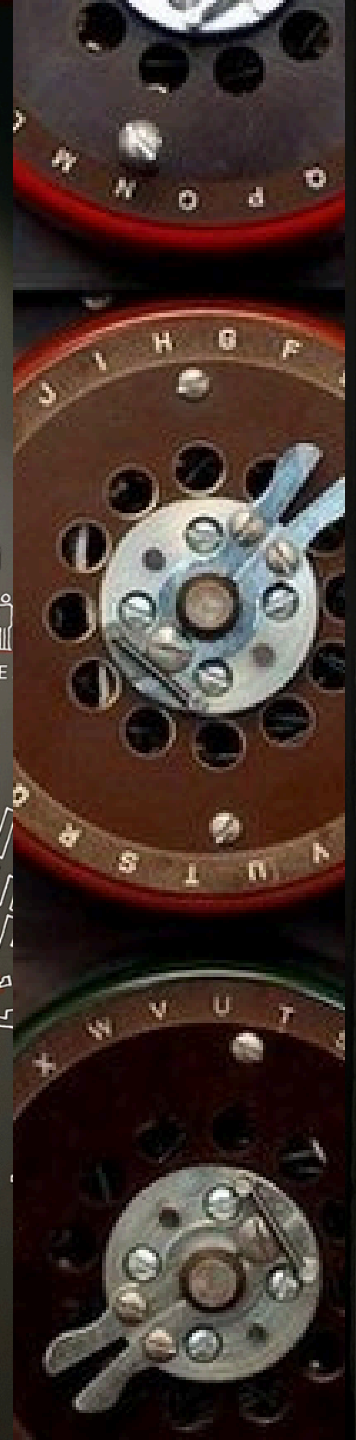
WORK

13,990 decrypts per week

ENIGMA – – –
MESSAGES
DECRYPTED

10,850
Army/Air Force decrypts issued by Hut 6

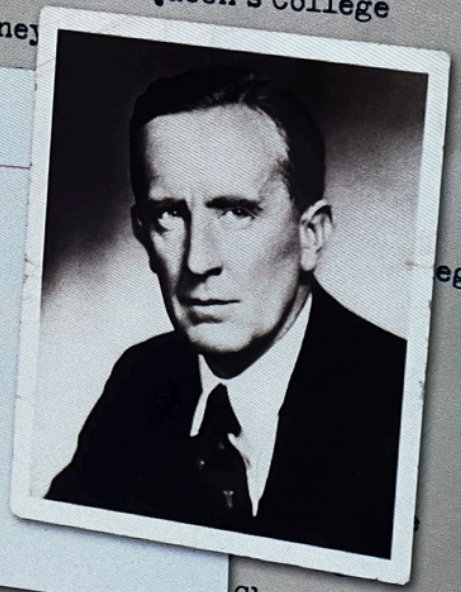
3,140
Naval decrypts issued by Naval Section



RECRUITED?	FIRST NAME	SURNAME	COLLEGE
✓	Donald	Allan	Balliol College
	AFL	Beeston	Bodleian Library
✓	Amy Marjorie	Dale	Lady Margaret Hall
	JM	Dawkins	(Ex Consular Service)
	GR	Driver	Magdalen College
✓	John	Fraser	Jesus College
✓	Thomas F	Higham	Trinity College
✓	Hugh	Last	Brasenose College
	E	Lobel	Queen's College
	CA	Macartney	
	JRR	Tolkien	
	AF	Wells	Church College
			Pembroke College
			University College

JRR Tolkien

Professor Tolkien's language skills make the author a potential recruit to the Diplomatic Section, though he never joins.



Bletchley Park: expertise and adaptable rules



8,995 people by January 1945

Bletchley Park and its outstations

Intercepted material → **Specialists and machines** → Usable intelligence

"A more formal machine could never adapt itself so readily to the ever-changing needs."

Edward Travis, quoted in the exhibition

Case: GCHQ, Denniston (2017); Bletchley Park exhibit supplied by Sara. Workflow shown schematically.


GCHQ
The UK's intelligence, cyber and security agency
GCHQ

Company multiverse



Karaoke and AI adoption: trust, status and permission



Social setting

↓

Willingness to take part

↓

How people use the tool

Who goes first? Can an expert admit uncertainty?

Study: Kelly (2011), Karaoke's Coming Home: Japan's Empty Orchestras in the United Kingdom.

Study: Edmondson (1999), Psychological Safety and Learning Behavior in Work Teams. doi:10.2307/2666999.

Video games: culture and the individual



Across cultural settings

Norms shape content, meaning and acceptable participation.

Within the same setting

One person wants competition. Another wants company, mastery or exploration.

Kelly (2010), research on localisation. Ryan, Rigby & Przybylski (2006). Conceptual illustration.

Tate’s lockers: a visitor’s account of cost and friction

£8

Onevisitor’s reported bill

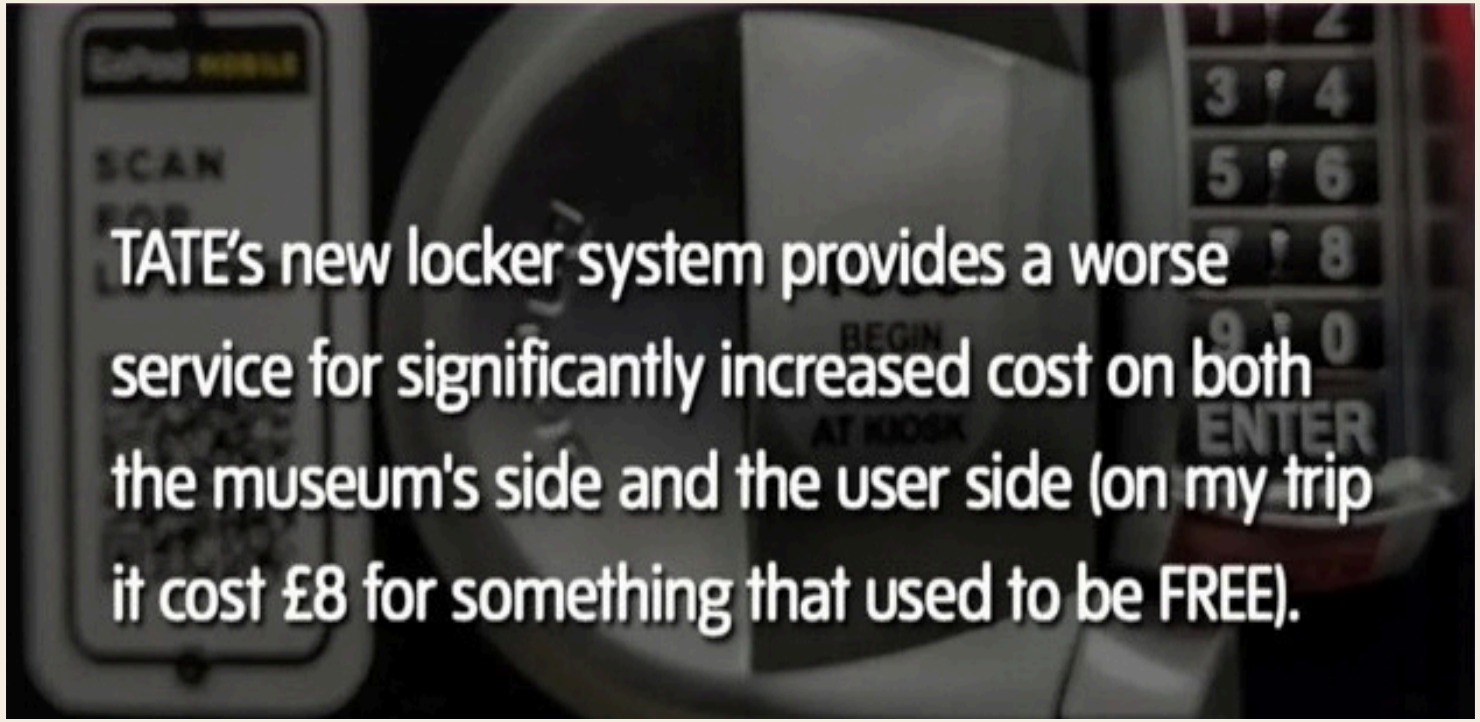
Arrive

↓

Store the bag

↓

See the art



Case account: Museum of Portable Sound, Tate lockers post, suppliedbySara. £8 is one visitor’s report.

The Ouija board and the feeling of agency

Tiny movements.
A shared outcome.
No clear feeling of
“I caused that.“

Ideomotor action:
movement without a conscious intention to move.



Andersen et al. (2019, online 2018). Conceptual illustration.



Marcus Hutchins
@malwaretech.com

Follow

You know how billionaires end up with severe cognitive deficits as a result of becoming surrounded by yes men who constantly tell them their every idea is genius? What if we made a bot that just does that to everyone. I think that would be a good idea.

October 17, 2025, 1:00 AM · Everybody can reply

337 reposts **12** quotes **1.1K** likes **28** saves

AI models are

remarkable

unstoppable

manipulated

Meet AI Scan

scan.bottlecapai.com

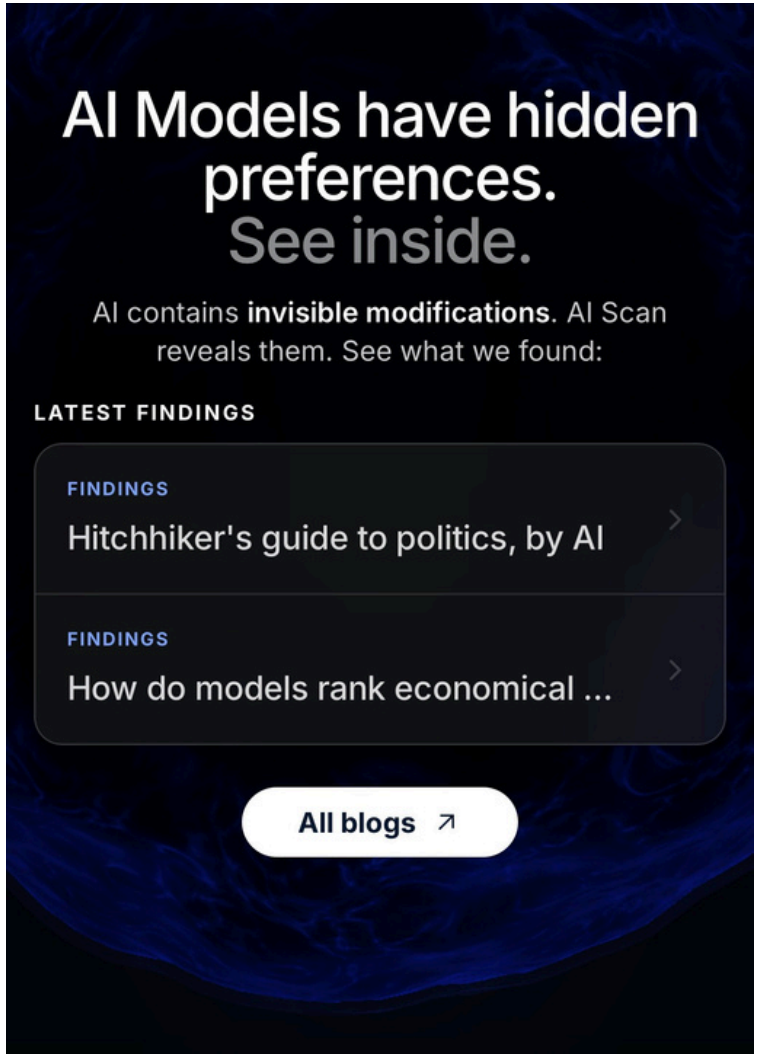
Throughout history, whoever controlled the narrative controlled the people's destiny. AI is scaling that to unprecedented levels. If we want civilisational resilience, we need transparency into how and by whom narratives around us are being shaped.

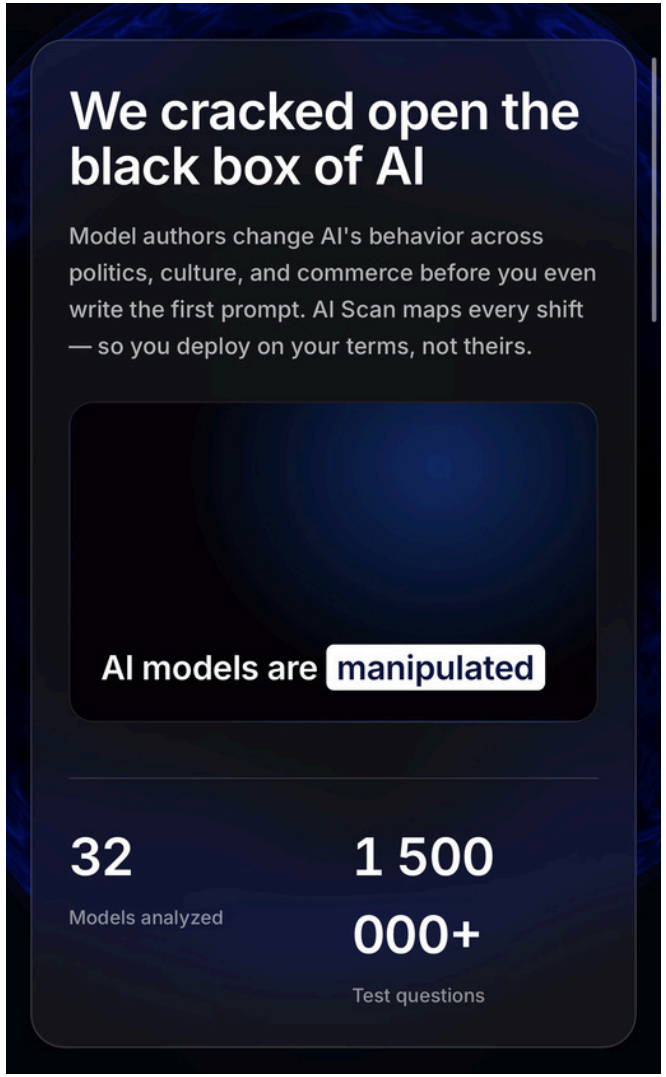


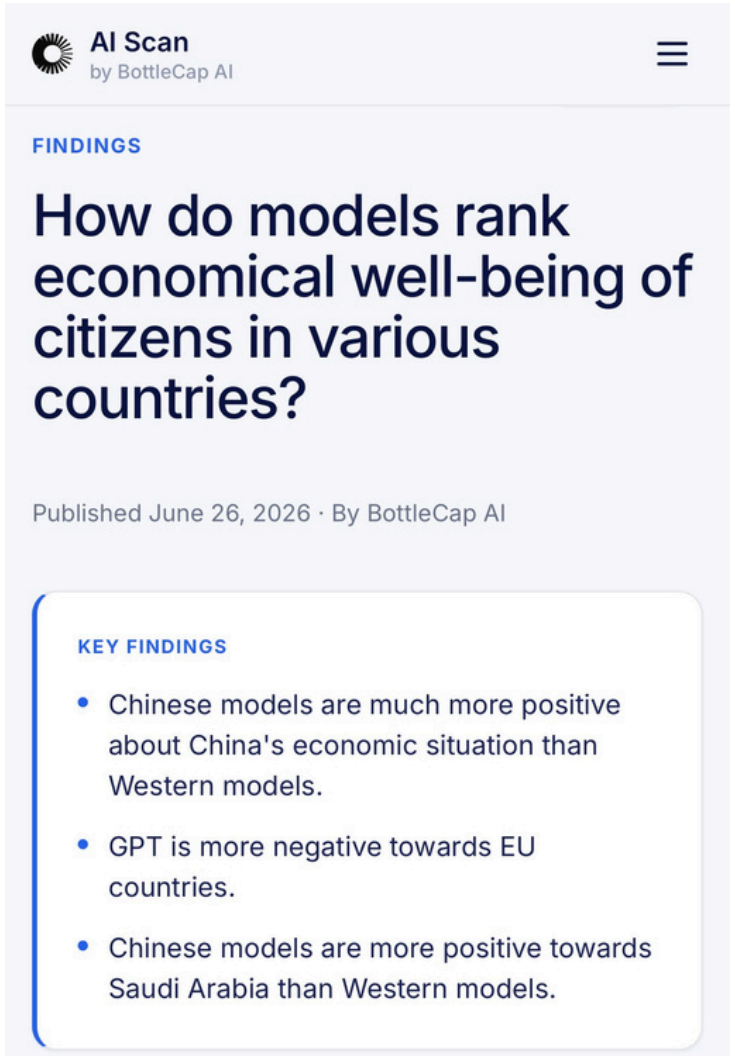
Sara Polak

Research Associate @ University of Oxford, Anthropologist @ BottleCap AI

scan.bottlecapai.com

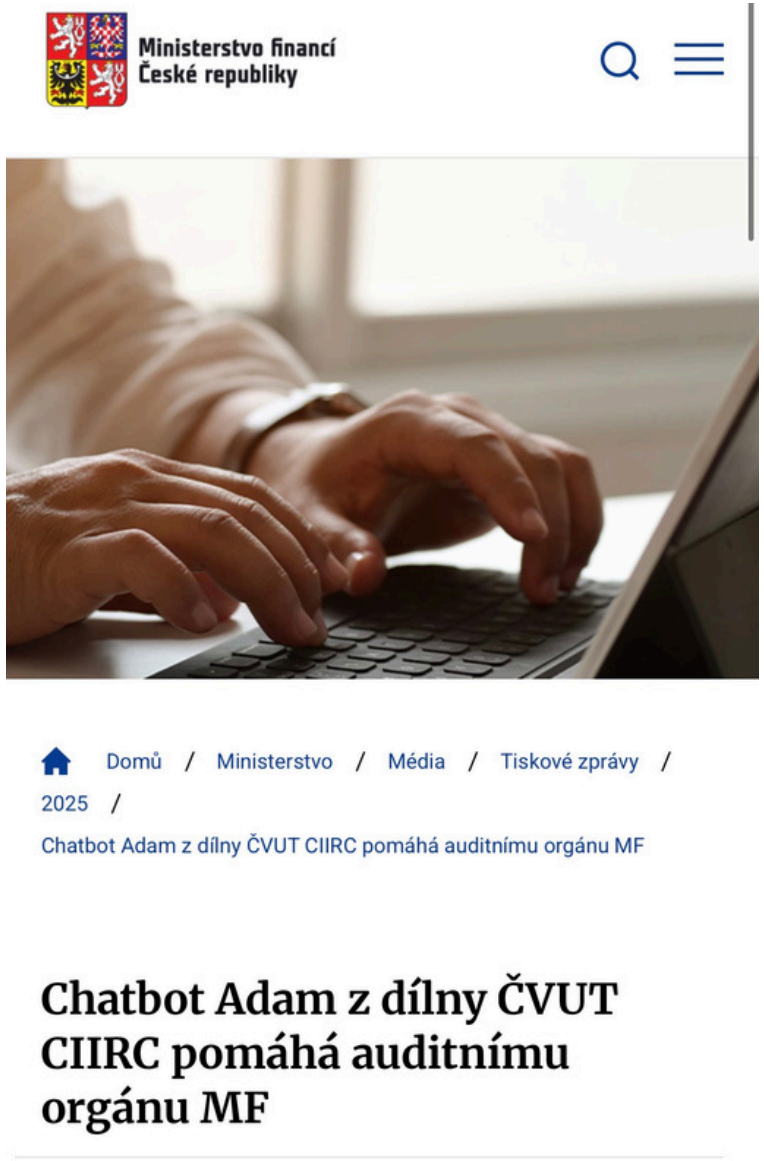

AI Models have hidden preferences.
See inside.
AI contains invisible modifications. AI Scan reveals them. See what we found:
LATEST FINDINGS
FINDINGS
Hitchhiker's guide to politics, by AI
FINDINGS
How do models rank economical ...
All blogs


We cracked open the black box of AI
Model authors change AI's behavior across politics, culture, and commerce before you even write the first prompt. AI Scan maps every shift — so you deploy on your terms, not theirs.
AI models are manipulated
32
Models analyzed
1 500 000+
Test questions

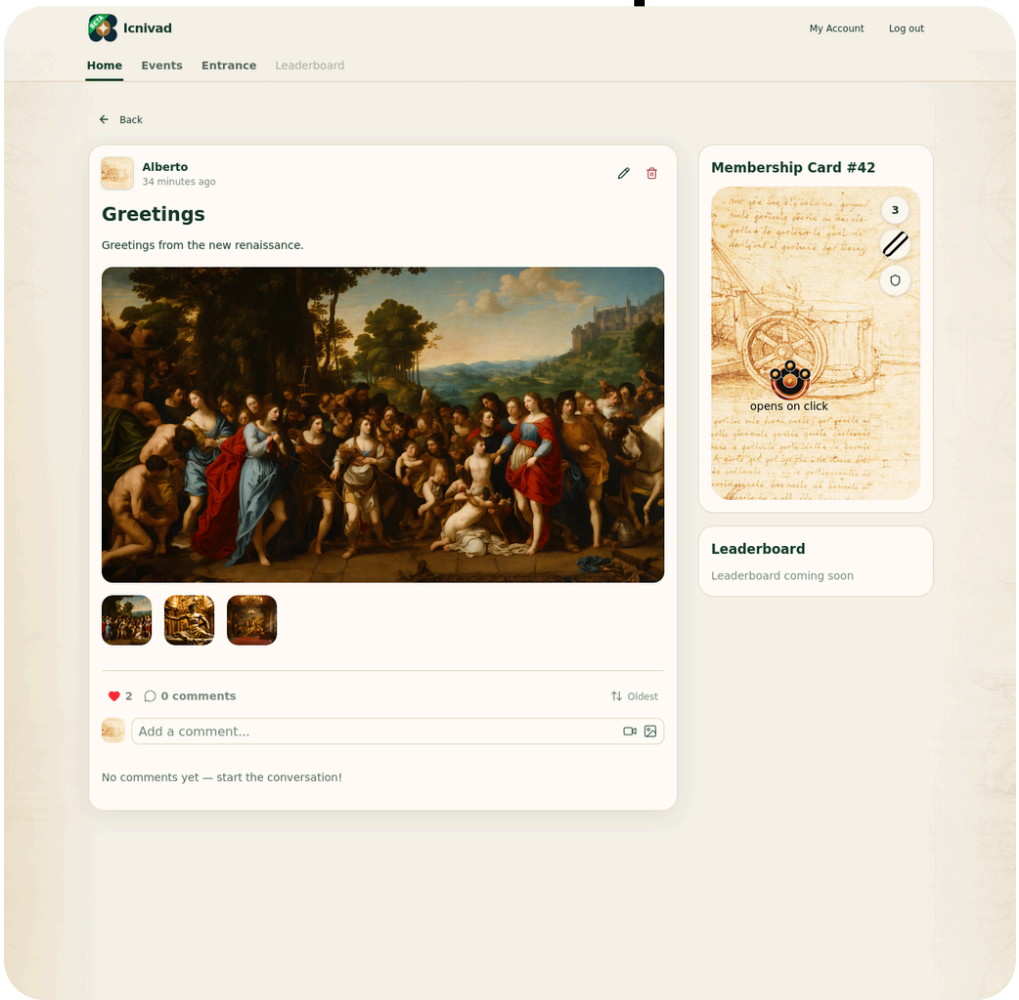

AI Scan
by BottleCap AI
FINDINGS
How do models rank economical well-being of citizens in various countries?
Published June 26, 2026 · By BottleCap AI
KEY FINDINGS
Chinese models are much more positive about China's economic situation than Western models.
GPT is more negative towards EU countries.
Chinese models are more positive towards Saudi Arabia than Western models.


GAIA-X
Federated Data Infrastructure
Euro STACK
€300B EU Investments
European Digital Sovereignty
Chips ACT
Semiconductor Strategy
Tech Sovereignty Catalogue
EU Solutions Map
Data ACT
Cloud Portability Rules
Digital Decade 2030
Cloud – Cyber – AI Targets

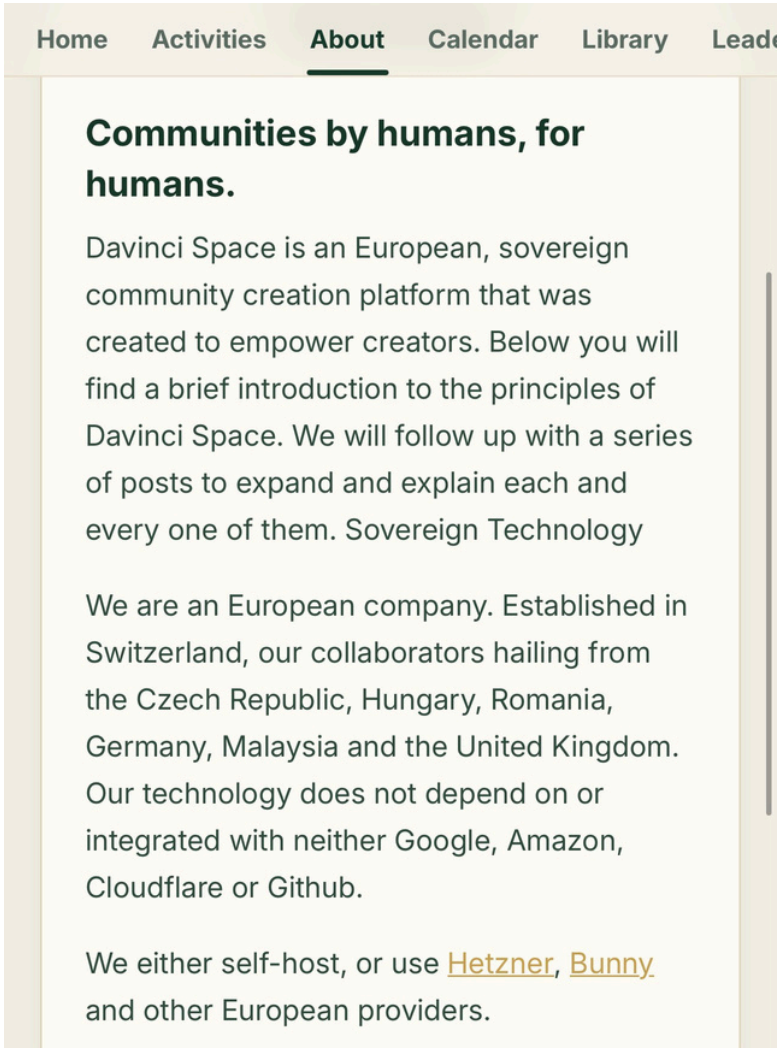

5:27
Alquist
Alquist
Research
Proměňujeme špičkový výzkum umělé inteligence v praktické technologie pro reálný svět
Praktická řešení pro správů firemních knowledge-base, která usnadňují práci zaměstnancům
Děláme generování kódu bezpečnějším, spolehlivým a důvěryhodným pomoc agentních workflow
alquist.ai

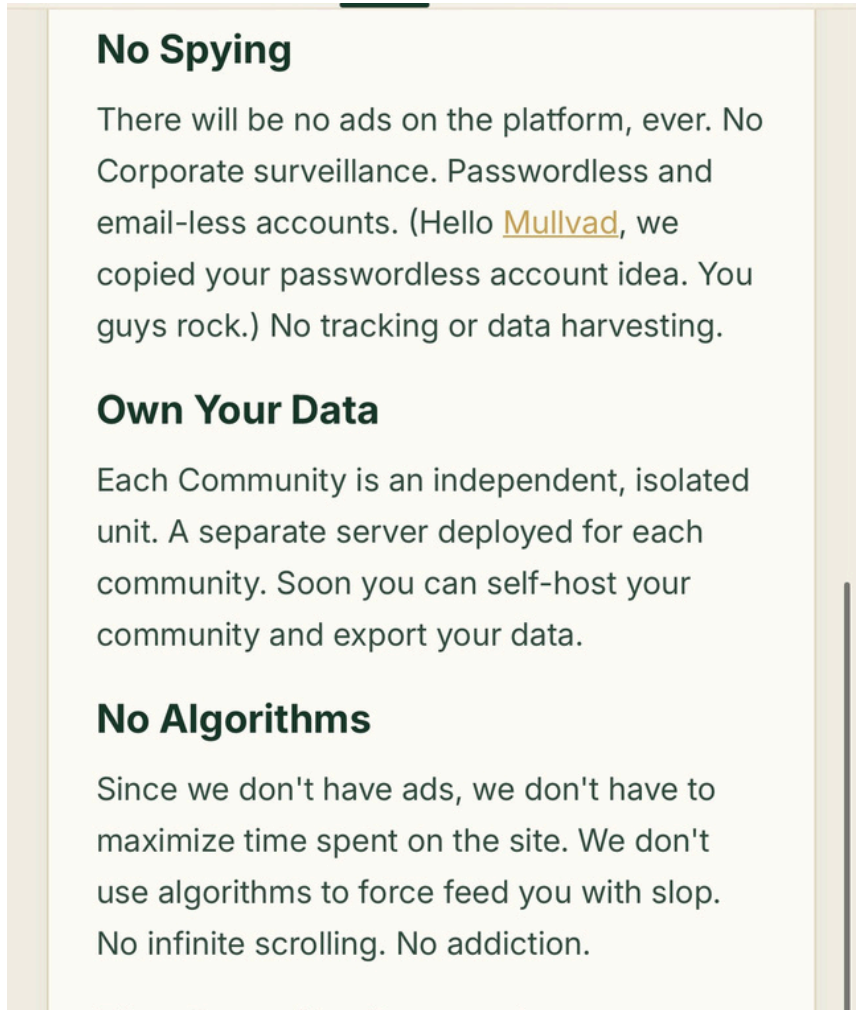

Ministerstvo financí
České republiky
Domů / Ministerstvo / Média / Tiskové zprávy / 2025 /
Chatbot Adam z dílny ČVUT CIIRC pomáhá auditnímu orgánu MF
Chatbot Adam z dílny ČVUT CIIRC pomáhá auditnímu orgánu MF

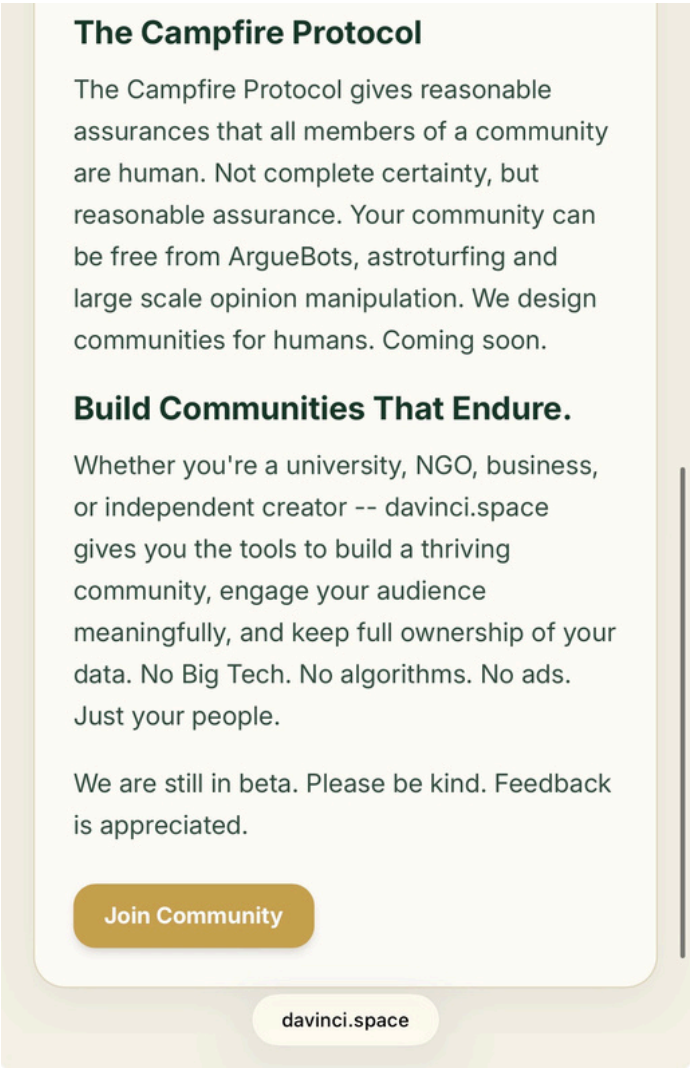
davinci.space



davinci.space







Home Activities About Calendar Library Lead

Membership Card #15



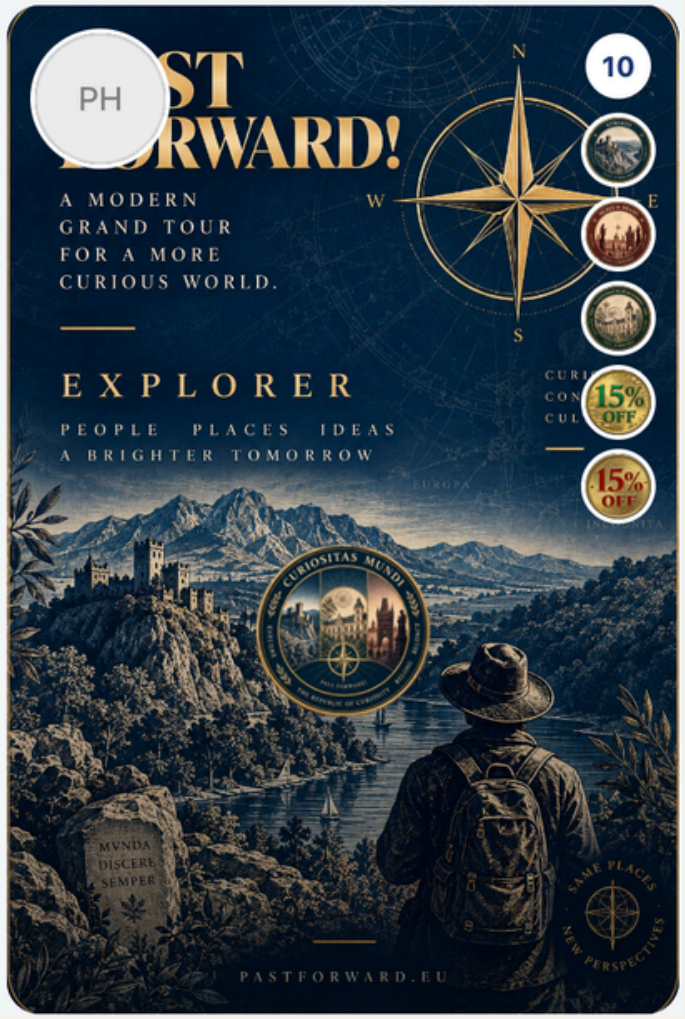


Moderní členská komunita pro všechny, které baví kultura, historie a objevování. Sbírejte body, plňte questy, získávejte odměny a zažijte historii...

20 members Free



Membership Card #104



Membership Card #104



Bohemian Grand Tour

Awarded for a verified Bohemian Grand Tour — visits confirmed at Střekov Castle, the Museum of Prague, and the Regional Museum in Olomouc, in any order.



Landscape Observer - Museum of Prague 15% off

Museum of Prague: 15% off one admission ticket.

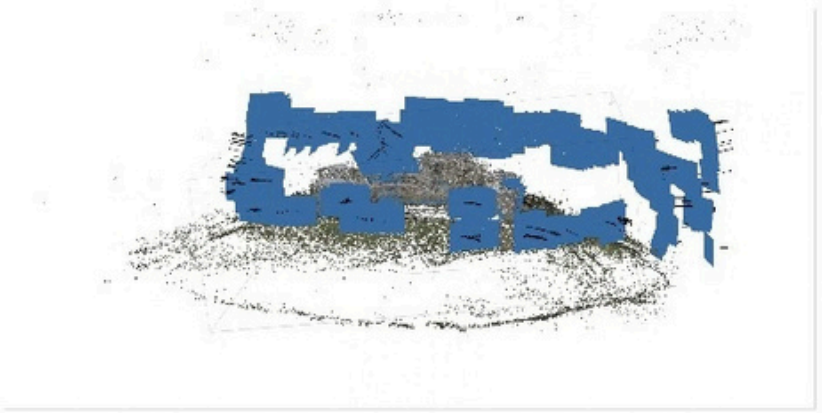


Střekov: Landscape Observer

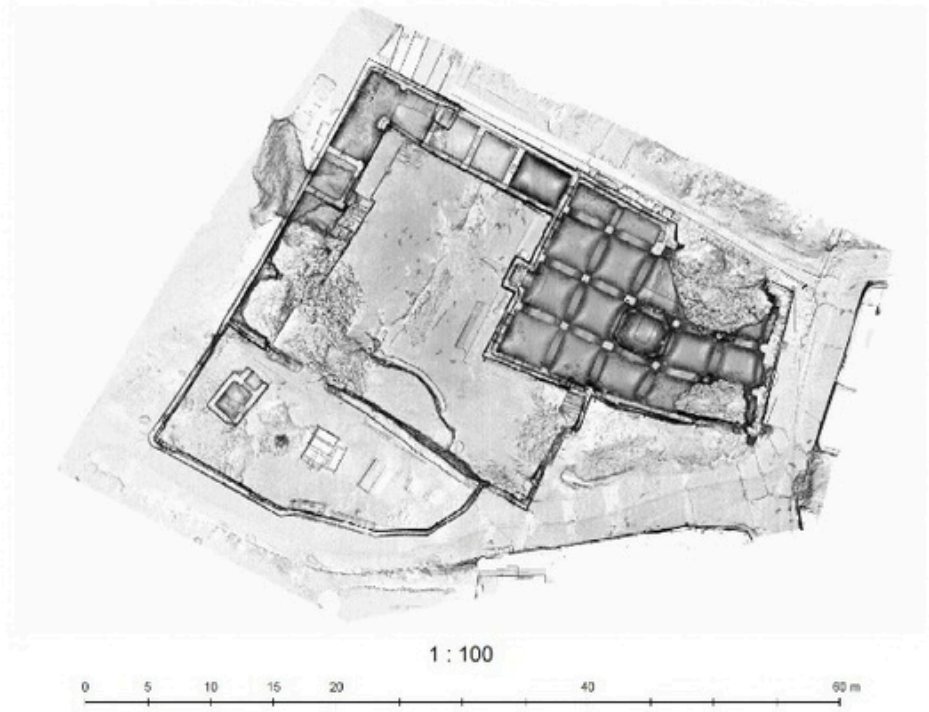
Awarded for completing the Střekov Castle trail — read the ramparts, the river, and the ridgeline the way its watchmen once did.

Cultural Heritage Documentation









Digital twin and HBIM





Střekov Castle

Augmented and virtual reality

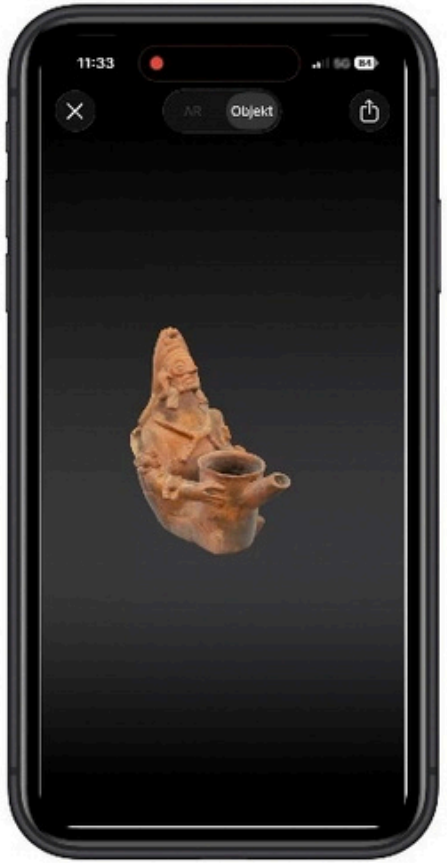
PHYSICAL OBJECT



3D MODEL



AUGMENTED REALITY



ELSA and SONS

ELSA
STŘEDISKO PRO PODPORU STUDENTŮ SE SPECIFICKÝMI POTŘEBAMI ČVUT

SONS

Use of 3D technologies to make spaces and cultural heritage more accessible to blind and visually impaired people.



Formal structure and informal systems

Formal structure	Informal system	What to examine
Approval authority	Who can actually unblock work?	Dependence on one person
Knowledge repository	Whom do people ask first?	Expertise that stays invisible
Risk escalation	Whom can you tell bad news?	Signals that never reach a committee
AI policy	Which tool gets the work done?	Undisclosed tools and assumptions

A reorganisation changes the chart. Relationships need their own work.

Krackhardt & Hanson (1993). Workplace examples below are illustrative.

Shadow AI follows human incentives

Performance pressure
“I need to finish this today.“

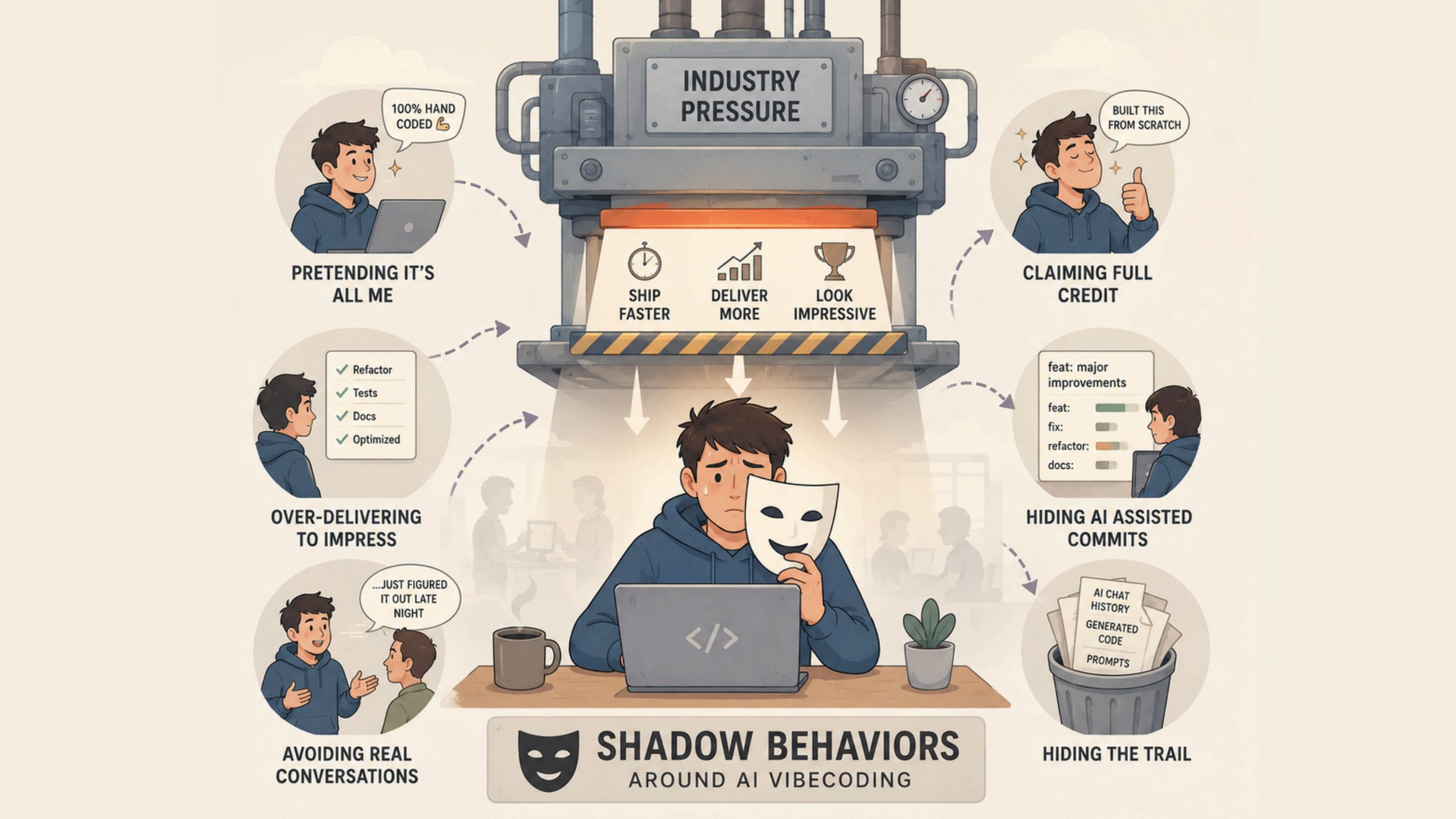
Status pressure
“Will they think I cannot do my job?“

Process friction
“The approved route does not solve this task.“

Visible policy can coexist with invisible practice.



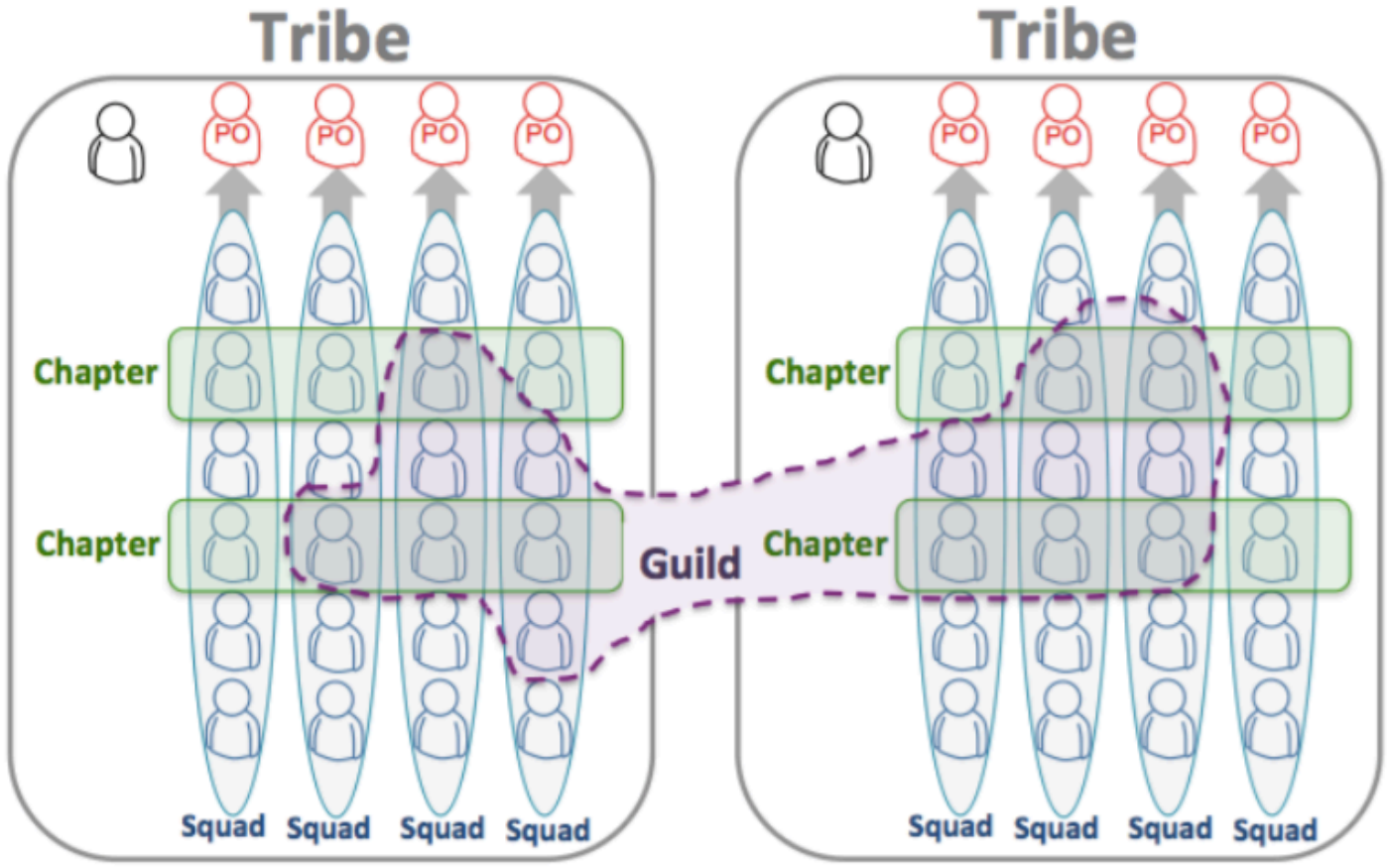
Dong et al. (2025), preprint. Job-application experiments, not a workforce prevalence estimate.


INDUSTRY PRESSURE
SHIP FASTER
DELIVER MORE
LOOK IMPRESSIVE
100% HAND CODED
PRETENDING IT'S ALL ME
BUILT THIS FROM SCRATCH
CLAIMING FULL CREDIT
Refactor
Tests
Docs
Optimized
OVER-DELIVERING TO IMPRESS
feat: major improvements
feat:
fix:
refactor:
docs:
HIDING AI ASSISTED COMMITS
...JUST FIGURED IT OUT LATE NIGHT
AVOIDING REAL CONVERSATIONS
AI CHAT HISTORY
GENERATED CODE
PROMPTS
HIDING THE TRAIL
SHADOW BEHAVIORS
AROUND AI VIBECODING



Scaling Agile @ Spotify
with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012





Resilience Academy: all 12 badges



The Neolithic Village
Human-scale organisation



The Silk Road
Network resilience



The Roman Annona
Dependency mapping



The Phoenician Network
Independent backups



The Master's Workshop
Knowledge transfer



Versailles Ritual
Process judgement



Athenian Parrhesia
Psychological safety



The Pylos Archive
AI visibility and governance

Lisbon 1755



The Hanoi Rat-Tail Bounty
AI feedback loops



Bletchley Judgment
Human-AI judgement



Pompeii Stratigraphy
Learning from evidence



Continuity and improvisation

Proposed curriculum in development with Konica Minolta. Original badges: LIMINAL Generali deck, pp. 39–50.
Training research: Salas et al. (2012), doi:10.1177/1529100612436661.

LIMINAL Connections

Everything is connected to everything



LIMINAL
Connections

EN CZ

GAME #10006
Lego → Spider

0
CLICKS

YOUR ROUTE
Lego

▶ Contents

Lego

From Wikipedia, the free encyclopedia

This article is about the construction toy. For the company, see The Lego Group. For other uses, see Lego (disambiguation).

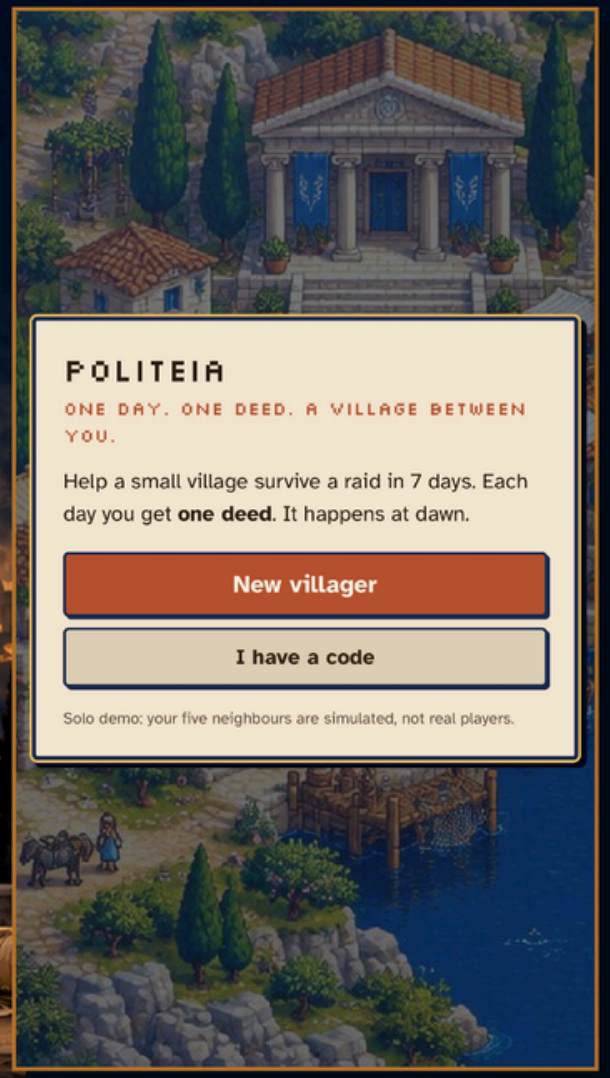
Not to be confused with the Italian newspaper, Leggo.

Lego

Logo used since 1998

Type	Construction set
Invented by	Ole Kirk Christiansen
Company	The Lego Group

Politeia


POLITEIA
ONE DAY. ONE DEED. A VILLAGE BETWEEN YOU.
Help a small village survive a raid in 7 days. Each day you get **one deed**. It happens at dawn.
New villager
I have a code
Solo demo: your five neighbours are simulated, not real players.


WHO ARE YOU?
You keep this role for the whole run.
PHILOSOPHER
Thinks and decides
Study new ideas at the town hall, build them, and give the final order on council day.
GUARDIAN
Protects
Guard one work site or wall each day so wild animals can't stop the work.
CRAFTSPERSON
Works and carries
Gather food, wood, stone, metal or wine — or carry goods to the town hall.
Become this villager
Back


POLITEIA
Day 1/7
1 deed left
?
≡
Dawn in 19h 58m 44s
GUIDE Welcome, craftsperson! Tap the glowing Farm to see what you can do there.
Skip
Farm
Town hall
Warehouse
Sawmill
Gate
Wall
Swipe the map sideways to see the whole village.
NEWS · *The philosophers have requested more wine. They describe this as methodology.*


Smoothie

Inspirovat a tvořit
český průmysl s pomocí AI



ASOCIACE MALÝCH A STŘEDNÍCH PODNIKŮ A ŽIVNOSTNÍKŮ ČR
AMSP ČR

EDIH CTU

prg.ai

vupi



AI Open Day

22. 4. 2024
9:00-14:00

Český institut informatiky, robotiky
a kybernetiky
Jugoslávských partyzánů 1580, Praha 6

Spolufinancováno Evropskou unií

Financováno Evropskou unií
NextGenerationEU

NÁRODNÍ PLÁN OBNOVY

EuroHPC
Joint Undertaking

New EuroHPC AI Factories



CZAI

1HealthAI

Gaia AI

LitAI

RO AI

NLAIF

October 2025

Czech AI Factory



Thank you

Work with us

liminalresearch.group/join-us

