

# Kevin Kelly

## Quotes

*Literature, Technology, Organization, Years, Mind, Self, Environment, Thinking, Organisms, Trying, Important, Way, Evolution, Feedback, Smart, Top Down, Children, Opportunity, Simple, Growth*

Humans are the reproductive organs of technology.

~Kevin Kelly

We are infected by our own misunderstanding of how our own minds work.

~Kevin Kelly

Species go extinct because there are historical constraints built into a given body or a given design.

~Kevin Kelly

Willingness to learn is important, but willingness to act on what you learn is critical.

~Kevin Kelly

What technology is really about is better ways to evolve. That is what we call an 'infinite game.' ... A finite game is played to win, and an infinite game is played to keep playing.

~Kevin Kelly

Singularity is the point at which "all the change in the last million years will be superseded by the change in the next five minutes."

~Kevin Kelly

Humans are the reproductive organs of technology. We multiply manufactured artifacts and spread ideas and memes.

~Kevin Kelly

Technological advances could allow us to see more clearly into our own lives.

~Kevin Kelly

The only factor becoming scarce in a world of abundance is human attention.

~Kevin Kelly

How do entrepreneurs survive their early failures? They don't view their failures as failures - they view these experiences as feedback, and a prelude to future success.

~Kevin Kelly

A complaint is a unique opportunity to strengthen the relationship with the client.

~Kevin Kelly

Softball isn't just a game it's away of life.

~Kevin Kelly

The most certain thing you can say about the environment tomorrow is that it probably is going to be just like today, for the most part.

~Kevin Kelly

One of the functions of an organization, of any organism, is to anticipate the future, so that those relationships can persist over time.

~Kevin Kelly

The very long tail of the future is already here.

~Kevin Kelly

Technology is all the accumulated usefulness that our minds invent.

~Kevin Kelly

Each system is trying to anticipate change in the environment.

~Kevin Kelly

The way that organizations and organisms anticipate the future is by taking signals from the past, most the time.

~Kevin Kelly

Managing bottom-up change is its own art.

~Kevin Kelly

Organisms by their design are not made to adapt too far.

~Kevin Kelly

Organizations get invested into a particular product. And sometimes the best thing is to stop making that product, even though it's profitable, because it has optimized at a local peak.

~Kevin Kelly

Much of outcomes research is a systematic attempt to exploit what is known and make it better.

~Kevin Kelly

It's generally much easier to kill an organization than to change it substantially.

~Kevin Kelly

The way to build a complex system that works is to build it from very simple systems that work.

~Kevin Kelly

When a system is in turbulence, the turbulence is not just out there in the environment, but is a part of the organization or organism that you are looking at.

~Kevin Kelly

In a broad systems sense, an organism's environment is indistinguishable from the organism itself.

~Kevin Kelly

An organization is a set of relationships that are persistent over time.

~Kevin Kelly

It has become evident that the primary lesson of the study of evolution is that all evolution is coevolution: every organism is evolving in tandem with the organisms around it.

~Kevin Kelly

Since a relationship involves two members investing in it, its value increases twice as fast as one's investment.

~Kevin Kelly

Your greatest job is shedding what you don't have to do.

~Kevin Kelly

The smallest thought could not exist unless the entire universe and the laws of physics were in some way encouraging it.

~Kevin Kelly

Why fear feedback? Why stigmatize failure in the workplace when it's bringing you closer to achieving your organizational goals.

~Kevin Kelly

It is easy to make a dollar but it is hard to make a difference.

~Kevin Kelly

And they discovered something very interesting: when it comes to walking, most of the ant's thinking and decision-making is not in its brain at all. It's distributed. It's in its legs.

~Kevin Kelly

In the context of your dreams, knowledge will always give you enough reasons not to act. Act regardless and execute exceptionally.

~Kevin Kelly

This is the culmination of a lot of people's vision. I think this is just another step towards making Central Michigan football among the elite.

programs in the Mid-American Conference.

~Kevin Kelly

Clearly, we are self-made. We are the first technology. We are part inventor and part the invented

~Kevin Kelly

Technology is anything that was invented after you were born.

~Kevin Kelly

Technology is anything that doesn't work yet.

~Kevin Kelly

But when you are embodied in a location, in a physical plant, in a set of people, and in a common history, that constrains your evolution and your ability to evolve in certain directions.

~Kevin Kelly

Our society lacks a feedback loop for controlling technology: a way to gauge intended effects from actual effects later on

~Kevin Kelly

There is nothing to be found in a beehive that is not submerged in a bee. And yet you can search a bee forever with cyclotron and fluoroscope, and you will never find the hive.

~Kevin Kelly

The most interesting thing about change in the environment is that for the most part the environment isn't changing.

~Kevin Kelly

The organization and the environment are in concert.

~Kevin Kelly

Changing things from the top down works when things are stable.

~Kevin Kelly

Well, here's what you can do, and that's about it.

~Kevin Kelly

Find the minimum amount of technology that will maximize your options.

~Kevin Kelly

We have to get better at believing the impossible.

~Kevin Kelly

An organization's intelligence is distributed to the point of being ubiquitous.

~Kevin Kelly

The young are always coming up with the good ideas; it's because they waste time. They follow their passion and do something, not looking for a payoff, just doing what's interesting.

~Kevin Kelly

The only organization capable of unprejudiced growth, or unguided learning, is a network. All other topologies limit what can happen

~Kevin Kelly

An organization's reason for being, like that of any organism, is to help the parts that are in relationship to each other, to be able to deal with change in the environment.

~Kevin Kelly

Any believable prediction will be wrong. Any correct prediction will be unbelievable.

~Kevin Kelly

I work in a "you scratch my back, and I'll stab yours" kind of a place.

~Kevin Kelly

Evolution doesn't care about what makes sense; it cares about what works

~Kevin Kelly

We are reaching deep within ourselves to adjust the master knob.

~Kevin Kelly

Nobody is as smart as everybody.

~Kevin Kelly

Each organism's environment, for the most part, consists of other organisms.

~Kevin Kelly

Everything that we are making, we are making more and more complex.

~Kevin Kelly

The current understanding was that it was impossible to predict how something would evolve because it was a very turbulent environment full of things interacting with each other.

~Kevin Kelly

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