

Memo/Manual

(your biggest failure was your idea of success)

Bernhard Garnicig

Very Artistic Director at the Palais des Beaux Arts Wien

2014–2018

STAGES OF SUCCESSFUL PRACTICE:
(ORDER AND ITERATION TO BE INDIVIDUALLY CONFIGURED)

TALK ABOUT IT
MAKE SOMETHING
TALK ABOUT IT

NEVER FORGET

A DEADLINE IS JUST A DAY
WE ALL LOOK FORWARD TO

/

TRUE LOVE IS UNCONDITIONAL
CONDITIONS ONLY WORK IN GAMES AND CONTRACTS
EVERYWHERE ELSE: SUBSTITUTE THEM WITH QUESTIONS

\

Companies

have

to

learn

how

to

dance

I'm not sure.

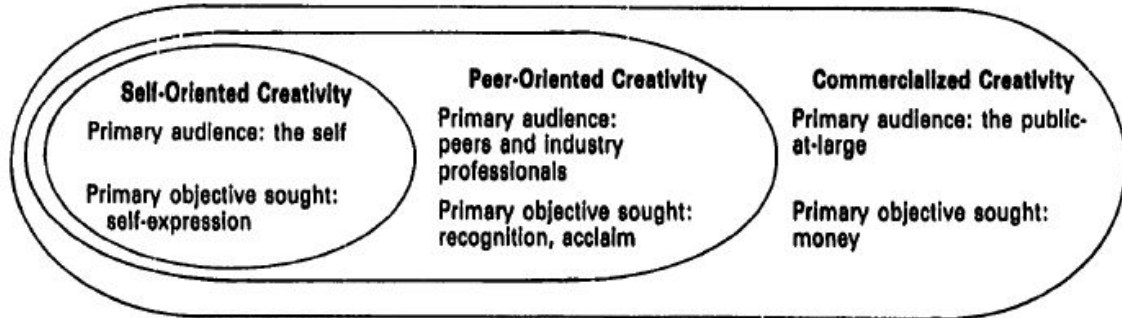
*Mistakes, misunderstandings, and
miscomprehensions provide fresh ideas.*

This must be true because I'm writing it in the middle of the night.

*KEEP YOUR TARGETS
MOVING, YOUR TARGETS
WILL KEEP MOVING*

**Remember, there is no I in "team"
but there is a U in "cunt,"
so don't be little jealous cunts. Okay?
(Kenny Powers)**

FIGURE 1



Markets = Communities = Conversations

To whom it may concern:

If you are doing something wrong, please make it right.

(ALSO SPEND LESS THEN YOU EARN)

Separate the people from the problem

Focus on interests, not positions

Invent options for mutual gain

AN APPOINTMENT IS A MOMENT WE AGREE TO ENJOY

IF YOU CAN'T ENJOY THIS MOMENT,
NOW (yes, right now) IS THE RIGHT TIME
TO EXPLAIN WHY

DON'T ACT BIG

BE GREAT

THE NAIL THAT STICKS UP CAN'T BE HAMMERED DOWN

A WHITE WALL IS A MISSED OPPORTUNITY

PATIENCE AND PROGRESS ARE FUCKING HARD

A family of ferrets is a business.

A collective of ladybirds is called a loveliness.

Bending the rules?

Not enough.

Disrespect them, to your advantage:

I worked at a burglar alarm place. At about 2:30am, a couple of hispanic guys broke into a Mexican Taqueria, and began making themselves tacos. Police responded in 13 minutes, the owner showed up a few minutes later. The guys didn't speak any English and the cops didn't speak Spanish. They kept saying "Trabajo" which means "Work" or "Job", and I knew that much to translate for the cops. The owner said "Don't arrest them until I get down there, I might know who it is." By the time the owner showed up, the guy had made tacos for the cops and his buddy. The owner, having to show up at 3am, was a bit weirded out but he ate one too. Finally he calls in and says "I don't know these guys, this is my wife's restaurant and she doesn't know them either. I offered this guy a job though, those tacos were good."

Envy is the admission of your own inferiority.

You're better than that.

YOU'RE **STRESSED** BECAUSE YOU GIVE A **FUCK**.

thank you

“i say”

I can hear that.

“I Think”

Aha, that's what's on your mind.

“I FEEL”

Thank you so much for sharing!

GREAT!

You like both.

BUT

You'll probably have to decide for one of them.

**EVERYTHING IS
POSSIBLE**

UNTIL IT'S NOT

(or possible is not enough)

**Just one word about clients:
We don't work for anyone.
We work with someone.**

THERE IS MAGIC AVAILABLE WHEN
CREATING CONTEXTS IN WHICH PEOPLE
HAVE TO DECIDE WHETHER THEY WILL
GREATER THAN THEY KNOW
THEMSELVES TO BE.

Paul Boshears

FIGHTS are either about respect or fear. Do not prioritize your need for **respect** or give priority to your **fear**.

Functional stupidity

is organizationally-supported lack of reflexivity, substantive reasoning, and justification. It entails a refusal to use intellectual resources outside a narrow and 'safe' terrain. It can provide a sense of certainty that allows organizations to function smoothly. This can save the organization and its members from the frictions provoked by doubt and reflection.

Functional
stupidity

contributes to maintaining and strengthening organizational order. It can also motivate people, help them to cultivate their careers, and subordinate them to socially acceptable forms of management and leadership. Such positive outcomes can further reinforce functional stupidity.

ENERGY

FOLLOWS

ATTENTION

**your biggest
failure
is your
idea
of
success**

**your biggest
success
will be your own
idea
of
failure**

only fools think about tools,
the genius knows that good ideas
don't necessarily need to rhyme

**always turn a yawn
into a stretch**

**things that seem tedious and avoidable
should be considered a workout**

You shouldn't have time to think about stopping.

**Everything is connected to everything to the extent
that I understand it.**

Believe as many as six impossible things before breakfast.

**CREATE
MAINTAIN
CREATE
MAINTAIN
CREATE
MAINTAIN**

**we all are
running on hunches**

relations are relative

~~values are absolute~~

don't tell me the truth
MAKE ME FEEL REAL

1. I just want to fall in love
2. And not mess it up
3. And feel something

Particularly with big ideas you have to start small.

If you're going to think anyway, you might just as well think big.

“The best frame of mind to be in as a creative person is not to know what you are doing, only know exactly what to do next.”

(Cannot Remember)

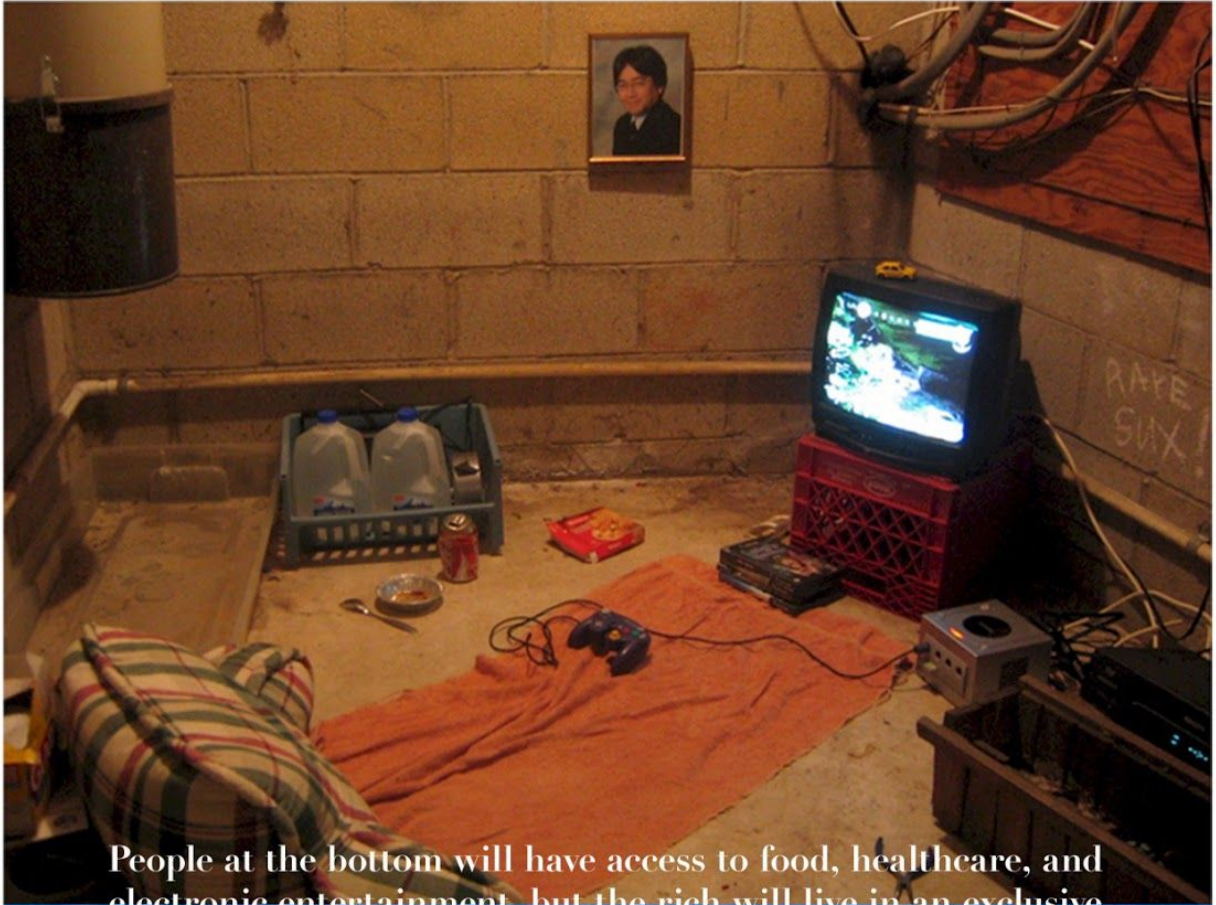
"what is your one purpose in life?"

"to explode"

*happiness is
subversive when
it is made
collective*

**all the dragons in our
lives are perhaps
princesses expecting
us to be handsome and
brave**

**all the terrifying things
are perhaps nothing
but helpless things
waiting for us to help
them**



People at the bottom will have access to food, healthcare, and electronic entertainment, but the rich will live in an exclusive world of exotic homes and extravagant personal services.



love

is a feeling for something for someone
relationships or projects are
places, environments or practices
to protect and develop that

feeling

feelings are real
but not necessarily true
yet feelings can be conducive to truths,
and truth conducive to make things real.

What is real might not be true

/

What is true is not always real

the hammer thinks everything is a nail

nails think everyone is a hammer

if there is no thought, can there be anything wrong?

let me see your humour or
I cannot take you seriously

In the minds of geniuses
We find our own neglected thoughts.

Envy is the admission of low self worth.

Comparison is the thief of joy.

Happiness equals reality minus expectations.

Ok now get on with it

You are ok

quality time

+

words of affirmation

+

gifts

+

acts of service

+

physical touch

♡

Oprah's Golden Rules for the Age of Privileged Anxiety

"One of the hardest things in life to learn is which bridges to cross and which bridges to burn."

1. Worrying about what other people think
2. Worrying about what you have, instead of what you do
3. Worrying about finding that one big idea
4. Worrying about perfection
5. Worrying about what other people do.
6. Worrying about whether you're happy.

The part of the brain that filters perception to confirm your identity to yourself
does not know the difference between the things that happened to you
and the things you imagine

start with the beginning
begin with the end

end with what you started
finish what you began