

# Archimedis: A Blueprint for an Architecture of Thought

*An emerging canon from the practice of an enterprise architect*

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## Notes & Transparency

- By “architecture of thought” this paper does not introduce a second theory. It offers an essayistic blueprint: a first load-bearing sketch of the inner architecture of organizations — not a finished doctrine.
- Archimedis names the publishing thinking space of this project (canon, concepts, constellations).
- A versioned, citable reference version (not peer-reviewed) is deposited on Zenodo in the *Archimedis Working Papers* series. Should a journal version be accepted, the Zenodo record will be linked to the version of record. Further research texts and practice formats are documented separately.
- English translation of the German original:  
Archimedis — Grundriss für eine Architektur des Denkens <https://archimedis.de/denkraum/working-papers/grundriss>

## Abstract

Archimedis is a thinking space at the intersection of awareness, organization, and change. This text provides its blueprint: not as a finished doctrine, but as a first load-bearing structure. It starts from the observation that organizations are not only made of processes and structures, but of an *inner architecture*: spaces of perception, quiet rules, implicit expectations, and the way attention is collectively gathered and directed.

The blueprint unfolds four perspectives: *architecture of attention*, *metis* (the intelligence of living change), *unfinishedness as method* (a posture of open perception), and the *organization of the soul* (inner coherence and sense-making). Finally, reading trails are offered so that the thinking space can be entered not linearly, but situationally. The blueprint is intentionally essayistic. Analytical refinements (concepts, mechanisms, propositions) follow in separate strands.

## Keywords

Archimedis, inner architecture, architecture of attention, metis, unfinishedness, organization of the soul

# 1 Why Archimētis?

I am not an architect in the classical sense. I do not work with walls, but with patterns. Not with plans of stone, but with the blueprints that make thinking possible. In organizations, much is built: strategies, structures, processes, systems. And yet I have repeatedly experienced that what truly carries often eludes the visible

Organizations rarely fail because measures are missing. They fail because of invisible preconditions: what they are able to perceive — and what they cannot. How attention is distributed. Which questions are allowed, which tensions become taboo, which meanings prevail.

Archimētis therefore does not begin with methods, but with insight: **architecture begins with insight**. Not as a slogan, but as a discipline: learn to see first, then build.

## 2 Etymology and guiding idea

The name *Archimētis* is a deliberate conjunction:

- **Archi- / architecture:** the craft of shaping conditions — building spaces in a way that certain movements become possible.
- **Metis:** an ancient notion of clever, situated intelligence — not only planning, but navigating. Not only knowing, but perceiving.

The guiding idea that carries this thinking space is simple: *From the life of an enterprise architect*.

This does not refer to a job title, but to a perspective: closeness to systems and structures — and at the same time the ongoing experience that what matters often comes *before* structure. In conversations. In subtle shifts of atmosphere. In unspoken premises. In the question of what an organization is attentive to in the first place.

## 3 Inner architecture: the open umbrella term

I use *inner architecture* as an open umbrella term: it names the invisible fabric that holds organizations together and limits them — before formal structure takes effect. Inner architecture is tangible before it becomes explainable: in atmospheres, belonging, taken-for-granted assumptions.

Within Archimētis, this term remains deliberately open. It is the building site of the thinking space. And yet a thinking space needs load-bearing lines. Hence a first refinement follows.

## 4 Concept architecture and levels (reading key)

To keep later unfoldings consistent, I separate three things: *perspectives* (how one enters the thinking space), *levels* (what function a term has within the overall structure), and *pattern-images* (recurring situations in which several forces become visible together).

- **Domain:** *architecture of attention* refers to the built perceptual and decision space of an organization (what becomes visible, what counts, what follows).
- **Epistemic form:** *unfinishedness* refers to early reality (hints, hypotheses, irritations) before proof and polish.
- **Design logic (capability):** *metis* describes situated intelligence as the craft of thresholds: the ability to shape transitions so that the unfinished becomes speakable, testable, and actionable.

- **Binding context (boundary):** the *organization of the soul* names the inner binding space of belonging, protection, loyalty, and taboo — and thus the limits of what can be spoken.
- **Pattern-images (patterns):** *constellations* are recurring situations in which several of these levels become visible together (e.g., when reporting replaces decision).
- **Outcome:** *resonance/response-ability* does not mean reach, but the ability to receive signals, examine them, and translate them into next steps.

**Reading key:** In the blueprint, these terms function primarily as perspectives. In a journal paper, they are specified as levels and building blocks of a framework (constructs, mechanisms, patterns, boundary conditions).

## 5 Architecture of attention: the first load-bearing blueprint

*Architecture of attention* is the first canonical unfolding of inner architecture. It does not merely name “focus”, but the perceptual space in which an organization produces reality:

- What is seen — and what remains systematically invisible?
- What counts as relevant — and what as disturbance?
- What language is possible — and which experiences have no place?
- Which tensions may surface — and which are immediately soothed away?

Attention, in this sense, is not private but collective. It is not a soft topic, but a hard condition: what does not appear in attention cannot be shaped. And what remains continuously excluded continues to act as a shadow architecture.

Archimedis begins here, because this is where it is decided whether an organization remains capable of learning.

## 6 The constellation: four perspectives rather than a linear model

Archimedis does not arrange its core texts as a stage model, but as a constellation. Constellation here means: perspectives that illuminate each other without replacing one another. No beginning, no end — only a field that allows different entries.

The four perspectives of this blueprint:

1. **Architecture of attention:** opening the field — what is seen at all?
2. **Metis — intuitive intelligence in change:** movement within the field — how do we navigate when it moves?
3. **Unfinishedness as method:** stabilizing posture — how do we remain open without becoming arbitrary?
4. **Organization of the soul:** sense and coherence — what holds the whole together?

These four perspectives are not building blocks to “work through”. They are perspectives one can switch between — depending on where one stands.

**Important for later consistency:** In subsequent canonical unfoldings, I use “constellations” also in a narrower sense: as named pattern-images of recurring situations. In the blueprint, “constellation” is primarily the ordering of perspectives. In follow-up papers, constellations become precise pattern descriptions.

## **7 Style and claim: deliberately unfinished**

Archimedis is in an early phase. This is not a flaw, but part of the method. “Unfinished” does not mean “arbitrary”, but: open enough to perceive. Precise enough to carry.

The tone remains essayistic because the subject matter demands it: attention, inner architecture, and organizational sense cannot be fully translated into checklists without losing their core. Where Archimedis later condenses, this happens as a second movement — not as a replacement for the first.

## **8 Reading trails and primary references (selection)**

Reading trails are not a proof strategy. Rather, they are paths along which the material becomes load-bearing — if one chooses to follow them.

### **Trail 1: Attention is not a resource, but a ground**

When perception tips, everything that follows tips with it: judgment, tempo, relationship, decision.  
Primary references: [21]; [22]; [14]; [17]; [25].

### **Trail 2: Metis — intelligence in motion**

Not “more planning”, but greater situational capability: the ability to act rightly in the unfinished.  
Primary references: [10]; [30]; [24]; [32]; [16].

### **Trail 3: Unfinishedness as method (and as ethics)**

Unfinishedness is not deficiency, but posture: working without closing the world too early.  
Primary references: [23]; [29]; [27]; [11]; [26].

### **Trail 4: The soul of the organization (sense, culture, belonging)**

Organizations are not only managed — they are inhabited. And some things are inhabitable, others are not.  
Primary references: [28]; [33]; [12]; [8]; [3].

### **Trail 4a: Coherence and connectedness (salutogenesis)**

Sense has to be experienced as load-bearing, not merely claimed: comprehensible, manageable, meaningful.  
Primary references: [4],[5],[6]; [18],[19].

### **Trail 5: Architecture work in the strict sense (description vs. reality)**

Architecture is not the diagram — but without description, everything dissolves into fog.  
Primary references: [20]; [31]; [1]; [2]; [34].

### **Trail 6: Leadership as tension work (not as delivering answers)**

Leadership is often: holding the right kind of unrest without instrumentalizing it.  
Primary references: [15]; [13]; [7]; [9].

## 9 Conclusion: a blueprint, not a building

This text is not a manifesto and not a finished model. It is a blueprint: a first load-bearing structure that makes visible what Archimētis is about — and what it is (not yet) about.

Archimētis begins with the insight that organizations possess an inner architecture. Not as a metaphor, but as an effective reality: spaces of perception, unspoken rules, atmospheres, layers of sense. Architecture of attention is the first canonical access — because it names how reality emerges in organizations at all: through what is collectively seen, said, valued, and excluded.

The four perspectives — attention, metis, unfinishedness, soul — are not a sequence. They are a constellation. They allow different entries depending on whether perception is missing, change becomes unplannable, speed replaces orientation, or sense and belonging become brittle.

If this blueprint is to do one thing, then this: to direct attention to the conditions under which organization becomes possible — before we rebuild it.

## 10 Outlook: versioning as posture

Archimētis will not become “finished”. It will become more precise. The Zenodo version remains the foundation: stable, citable, versioned. Future versions will make changes transparent — not to claim a truth, but to keep the thinking traceable. Alongside the reference version, reader-friendly editions and discussion formats may emerge to make material accessible and to enable feedback and iteration.

In the next unfoldings, three movements will develop in parallel:

1. **Deepening the canon:** expanding the four perspectives as stand-alone reference texts, complemented by a glossary and constellation papers as pattern-images.
2. **Application and didactics:** workbooks and exercises as learning and working materials that train perception and enable orientation. They are not part of the canonical reference versions and will be provided and licensed separately.
3. **Publication lines:** scholarly publications and essayistic books in which inner architecture is not only explained, but also told.

The blueprint remains the reference: a point of departure to return to when thinking becomes too fast — or when too much is built before seeing.

Before we rebuild, it is worth seeing. Because attention is already architecture.

Some things do not need to be explained in order to have effect — they only need to become visible.

**Architecture begins with insight.**

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