
Complexity And Contradiction In Architecture Venturi

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Architecture Venturi*

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Complexity and Contradiction in Architecture *The Museum of Modern Art*

A practicing architect discusses the theoretical background of modern architecture

Iconography and Electronics Upon a Generic Architecture

A View from the Drafting Room *MIT Press*

This new collection of writings in a variety of genres argues for a generic architecture defined by iconography and electronics, an architecture whose elemental qualities become shelter and symbol.

The Architecture Library of the Future

Complexity and Contradiction

Discusses the problems of this special field of library science

Complexity and Contradiction in Architecture *ABRAMS*

Foreword by Arthur Drexler. Introduction by Vincent Scully.

The Look of Architecture *Oxford University Press, USA*

One of the nation's foremost experts on architecture discusses the role of style in the "language" of the discipline, and shows how Frank Gehry, Mies van der Rohe, Allan Greenberg, and others are influenced by it.

The Architecture of the City *MIT Press*

Aldo Rossi was a practicing architect and leader of the Italian architectural movement La Tendenza and one of the most influential theorists of the twentieth century. The Architecture of the City is his major work of architectural and urban theory. In part a protest against functionalism and the Modern Movement, in part an attempt to restore the craft of architecture to its position as the only valid object of architectural study, and in part an analysis of the rules and forms of the city's construction, the book has become immensely popular among architects and design students.

The Difficult Whole

A Reference Book on Robert Venturi, John Rauch and

Denise Scott Brown *Park Book*

In the 1960s, American architect Robert Venturi made a case for the difficult whole, opposing mainstream modern architecture that ignores all the intricacies of life and produces pure space, or "easy unity". The architecture Venturi was aiming for embraces diversities, inevitable in any project. This new book, edited by Architecture Without Content, a research group at Ecole Polytechnique Federale de Lausanne's School of Architecture, offers a fresh analysis and a thorough re-evaluation of Venturi's idea of "the difficult whole" as both a looking glass and a possible tool for architecture today. Through a radical re-reading of found material from the Venturi Scott Brown archives, the editors seek to propose a credible alternative to contemporary architectural discourse. Its format combines the ambiguity of interpretation with the factual material, keeping the precision of the argument. This elusive position is elaborated in essays, complemented by interviews with Kazunari Sakamoto and Alvaro Siza. Around 35 projects by Venturi Scott Brown, and also by Alvaro Siza and James Stirling, form a visual narrative with original plans and sections and other archive material as well as new perspective images and photographs especially produced for this book.

Robert Venturi's Rome *Antique Collector's Club*

"Robert Venturi's Rome is a guidebook to the city of Rome seen through the eyes of Robert Venturi and re-interpreted by two subsequent Rome Prize fellows and architect, Frederick Fisher and Stephen Harby. Published in 1966, Venturi viewed architecture, landscape, and art as different manifestations of common themes. Fundamental to the development of any

young architects' outlook on architecture, Venturi wrote this seminal publication following a two-year Rome Prize fellowship at the American Academy in Rome. Many buildings in Rome serve as examples that illustrate his theories, underscoring the city's profound influence on Venturi's thinking: from the Pantheon, through works by his favorite artist, Michelangelo, and on to 20th century buildings by Armando Brasini and Luigi Moretti, Venturi reveals Rome as a complex and contradictory city." -- Book jacket.

The Contradiction Between Form and Function in Architecture *Routledge*

Continuing the themes that have been addressed in *The Humanities in Architectural Design* and *The Cultural Role of Architecture*, this book illustrates the important role that a contradiction between form and function plays in compositional strategies in architecture. The contradiction between form and function is seen as a device for poetic expression, for the expression of ideas, in architecture. Here the role of the terms "form" and "function" are analyzed throughout the history of architecture and architectural theory, from Vitruvius to the present, with particular emphasis on twentieth-century functionalism. Historical examples are given from Ancient, Classical, Islamic, Christian, Byzantine, Gothic, Renaissance, Mannerist, and Neoclassical architecture, and from movements in the twentieth century to the present. In addition philosophical issues such as lineamenti, Vorstellung, différance, dream construction, deep structure and surface structure, topology theory, self-generation, and immanence are explored in relation to the compositions and writings of architects throughout history.

This book contributes to the project of re-establishing architecture as a humanistic discipline, to re-establish an emphasis on the expression of ideas, and on the ethical role of architecture to engage the intellect of the observer and to represent human identity.

Architecture as Signs and Systems

For a Mannerist Time *Belknap Press*

Two architectural theorists and designers look back over their influential professional careers, their dedication to broadening the view of the built world, and their iconoclastic vision of the future of architectural design, discovering signs and systems that point forward toward a humane Mannerist architecture.

The Mathematics of the Ideal Villa and Other Essays *MIT Press*

This collection of an important architectural theorist's essays considers and compares designs by Palladio and Le Corbusier, discusses mannerism and modern architecture, architectural vocabulary in the 19th century, the architecture of Chicago, neoclassicism and modern architecture, and the architecture of utopia.

Complexity and contradiction in architecture, etc. [With illustrations.]

The Scrumban [R]Evolution

Getting the Most Out of Agile, Scrum, and Lean Kanban *Addison-Wesley Professional*

Create Thriving, High-Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes, amplifying and expanding upon Scrum's benefits. Now, there's a definitive guide to Scrumban that explains what it is (and isn't), how and why it works, and how to use it to improve both team and organizational performance. Comprehensive, coherent, and practical, The Scrumban [R]Evolution will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your unique challenges—and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting Take

advantage of Scrumban's advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision-making

Robert Venturi's Complexity and Contradiction at Fifty: Complexity and contradiction in architecture

"The ten selected essays, a number of which were presented at a three-day international conference co-organized by MoMA to celebrate the 50th anniversary of "Complexity and Contradiction" in 2016, address diverse issues, such as the book's relationship to Venturi's own built oeuvre and its significance in the contemporary landscape. Additional short commentaries by contemporary practitioners attest to 'Complexity's' enduring influence on architectural practice. Together, these two volumes expand the horizons of--and introduce a new generation to--Venturi's 'Gentle manifesto.'"

The Architecture of Happiness *McClelland & Stewart*

Bestselling author Alain de Botton considers how our private homes and public edifices influence how we feel, and how we could build dwellings in which we would stand a better chance of happiness. In this witty, erudite look at how we shape, and are shaped by, our surroundings, Alain de Botton applies Stendhal's motto that "Beauty is the promise of happiness" to the spaces we inhabit daily. Why should we pay attention to what architecture has to say to us? de Botton asks provocatively. With his trademark lucidity and humour, de Botton traces how human needs and desires have been served by styles of architecture,

from stately Classical to minimalist Modern, arguing that the stylistic choices of a society can represent both its cherished ideals and the qualities it desperately lacks. On an individual level, de Botton has deep sympathy for our need to see our selves reflected in our surroundings; he demonstrates with great wisdom how buildings — just like friends — can serve as guardians of our identity. Worrying about the shape of our sofa or the colour of our walls might seem self-indulgent, but de Botton considers the hopes and fears we have for our homes at a new level of depth and insight. When shopping for furniture or remodelling the kitchen, we don't just consider functionality but also the major questions of aesthetics and the philosophy of art: What is beauty? Can beautiful surroundings make us good? Can beauty bring happiness? The buildings we find beautiful, de Botton concludes, are those that represent our ideas of a meaningful life. The Architecture of Happiness marks a return to what Alain does best — taking on a subject whose allure is at once tantalizing and a little forbidding and offering to readers a completely beguiling and original exploration of the subject. As he did with Proust, philosophy, and travel, now he does with architecture.

R. Buckminster Fuller: Pattern-Thinking

'Pattern-Thinking' reassesses the work of Buckminster Fuller?unique hybrid between theoretician, architect, designer, educator, inventor, and author?as advancing contemporary models of design- research, practice, and pedagogy. Drawing extensively on Fuller?s archive, the book follows his unique process of translation between the physical and conceptual

dimensions of design, to redefine our understanding of the relationships between geometry, structure, language, and intellectual property. Rather than being organized around a chronology of distinct narratives, Pattern-Thinking follows these parallel explorations as the basis for Fuller's artifacts and inventions. In the space between lines, models, words, and patents, it traces his ambition to measure physical experience in an ever-expanding pattern of relationships, while coordinating these into a conceptual network of words and concepts that shape the basis for his thinking. Advocating a multidisciplinary and political perspective, Fuller's transversal logic expands the knowledge base of contemporary models of design, which seek to find broader participation and to address new publics.

Building Evolutionary Architectures

Support Constant Change *"O'Reilly Media, Inc."*

The software development ecosystem is constantly changing, providing a constant stream of new tools, frameworks, techniques, and paradigms. Over the past few years, incremental developments in core engineering practices for software development have created the foundations for rethinking how architecture changes over time, along with ways to protect important architectural characteristics as it evolves. This practical guide ties those parts together with a new way to think about architecture and time.

Digital Draw Connections

Representing Complexity and Contradiction in Landscape *Springer*

This book stems from the seminal work of Robert Venturi and aims at re-projecting it in the current cultural debate by extending it to the scale of landscape and placing it in connection with representative issues. It brings out the transdisciplinary synthesis of a necessarily interdisciplinary approach to the theme, aimed at creating new models which are able to represent the complexity of a contradictory reality and to redefine the centrality of human dimension. As such, the volume gathers multiple experiences developed in different geographical areas, which come into connection with the role of representation. Composed of 43 chapters written by 81 authors from around the world, with an introduction by Jim Venturi and Cezar Nicolescu, the volume is divided into two parts, the first one more theoretical and the other one which showcases real-world applications, although there is never a total split between criticism and operational experimentation of research.

Towards a New Architecture *Courier Corporation*

Pioneering manifesto by founder of "International School." Technical and aesthetic theories, views of industry, economics, relation of form to function, "mass-production split," and much more. Profusely illustrated.

Delirious New York

A Retroactive Manifesto for Manhattan *The Monacelli Press, LLC*

Since its original publication in 1978, *Delirious New York* has attained mythic status. Back in print in a newly designed edition, this influential cultural, architectural, and social history of New York is even more popular, selling out its first printing on publication. Rem Koolhaas's celebration and analysis of New York depicts the city as a metaphor for the incredible variety of human behavior. At the end of the nineteenth century, population, information, and technology explosions made Manhattan a laboratory for the invention and testing of a metropolitan lifestyle -- "the culture of congestion" -- and its architecture. "Manhattan," he writes, "is the 20th century's Rosetta Stone . . . occupied by architectural mutations (Central Park, the Skyscraper), utopian fragments (Rockefeller Center, the U.N. Building), and irrational phenomena (Radio City Music Hall)." Koolhaas interprets and reinterprets the dynamic relationship between architecture and culture in a number of telling episodes of New York's history, including the imposition of the Manhattan grid, the creation of Coney Island, and the development of the skyscraper. *Delirious New York* is also packed with intriguing and fun facts and illustrated with witty watercolors and quirky archival drawings, photographs, postcards, and maps. The spirit of this visionary investigation of Manhattan equals the energy of the city itself.

The Barefoot Architect

A Handbook for Green Building *Shelter Publications, Inc.*

"A fully comprehensive guide to building in the tropical world, 'Barefoot Architect' covers everything from how to build in various climates, to the step-by-step practicalities of building

homes that suit the local environment." --Publisher.

Your Guide to Downtown Denise Scott Brown

Hintergrund 56 *Park Publishing (WI)*

Denise Scott Brown has shaped the course of contemporary architecture since the 1960s. She is particularly well known for *Learning from Las Vegas*, an enormously successful research project with her companion in life and work, Robert Venturi, and Steven Izenour, which challenged the way many architects saw the city. Widely cited and sometimes misunderstood, Scott Brown's insistence that we cast a critical eye on modernism ignorant of context, history, and joint creativity remains impactful today. As a new generation of architects and urban planners face a new set of environments and challenges, the time has never been more ripe to rediscover her undogmatic formal language and careful urban interventions. The first book to focus exclusively on Denise Scott Brown, *Your Guide to Downtown Denise Scott Brown* reaches beyond that foundational part of her work. It offers an entirely new way to view her achievements more broadly as an architect, urban planner, theorist, and educator. The book takes readers through her childhood in 1930s South Africa and her education in 1950s England, to her well-known work in photography, her writings and studies, and her work as an architect and urban planner on four continents. Lavishly illustrated, the book features a wealth of previously unpublished material, most of it in full color.

Las Vegas in the Rearview Mirror

The City in Theory, Photography, and Film *Getty Publications*

An illustrated reevaluation of the seminal architectural manifesto *Learning from Las Vegas*. It explores the significance of this controversial publication by situating it in the artistic, architectural, and urbanist discourse of the 1960s and '70s, and by evaluating the book's enduring influence of visual studies and architectural research.

Complexity and Contradiction at Fifty: Robert Venturi's Gentle Manifesto

A Symposium

Now available in its original edition along with critical commentary, *Complexity and Contradiction in Architecture* is the founding text of postmodernism in architecture. First published in 1966, Robert Venturi's *Complexity and Contradiction in Architecture*, widely considered the foundational text of postmodernism, has become an essential document in architectural theory and criticism. This new two-volume boxed set presents a facsimile of the original edition paired with a compendium of new scholarship on and around Venturi's seminal treatise. The ten selected essays, a number of which were presented at a three-day international conference co-organized by MoMA to celebrate the 50th anniversary of *Complexity and Contradiction* in 2016, address diverse issues, such as the book's relationship to Venturi's own built oeuvre and its significance in the contemporary landscape. Additional short commentaries by contemporary practitioners attest to *Complexity*'s enduring

influence on architectural practice. Together, these two volumes expand the horizons of--and introduce a new generation to--Venturi's "gentle manifesto."

Cellophane House

KieranTimberlake *KieranTimberlake*

CELLOPHANE HOUSE(tm) chronicles the design and execution of a five-story, off-site fabricated home assembled on-site in just sixteen days as part of The Museum of Modern Art exhibition, *Home Delivery: Fabricating the Modern Dwelling*. Through a series of questions, the book explores several of KieranTimberlake's ongoing research agendas including speed of on-site assembly, design for disassembly, a holistic approach to the life cycle of materials, and the development of a lightweight, high-performance, energy gathering building envelope. Cellophane House(tm) takes a holistic approach to factory fabrication, reinventing the way a building is assembled, its materials, and spatial experience. An innovative aluminum frame enables mass-customization of the home in multiple configurations, rapid assembly, and adaptability to different sites and climates. Disassembly, rather than demolition, is inherent as an end-of-life option to successfully preserve the embodied energy in the recyclable house materials. More than a building experiment, it suggests a new way forward in an approach to mass housing. Cellophane House(tm) has received awards from several groups: the AIA Housing Committee, the AIA Technology Committee, Boston Society of Architects, the Chicago Athenaeum Museum of Architecture and Design, AIA Philadelphia and AIA

Pennsylvania Chapters.

Postmodern Architecture

Less is a Bore *Phaidon Press*

A curated collection of Postmodern architecture in all its glorious array of vivid non-conformity. This unprecedented book takes its subtitle from Postmodernist icon Robert Venturi's spirited response to Mies van der Rohe's dictum that 'less is more'. One of the 20th century's most controversial styles, Postmodernism began in the 1970s, reached a fever pitch of eclectic non-conformity in the 1980s and 90s, and after nearly 40 years is now enjoying a newfound popularity. *Postmodern Architecture* showcases examples of the movement in a rainbow of hues and forms from around the globe.

Complexity and Contradiction in Architecture

With an Introduction by Vincent Scully

Venturi, Scott Brown & Associates

Buildings and Projects, 1986-1998

Also presented are spectacular renovations for the Frank Furness library building at the University of Pennsylvania and Harvard's Memorial Hall and designs for houses, exhibitions, fabrics, furniture, and decorative items. The catalog, written by the architects, focuses on important aspects of their practice in the late 1980s and the 1990s, notably the juxtaposition of a "hype"

sensibility in decoration - manifested in large-scale LED signs and colorful supergraphics - and a generic architecture. The introductory essay, by Stanislaus von Moos, discusses five major themes in Venturi and Scott Brown's architecture: its dialogue with their hometown, Philadelphia, as both a national shrine and a center of architectural innovation; the importance of the American campus as a model for planning and design; organicism as a source of their design theory; the role of realism and abstraction in the firm's architecture; and the Venturis' recent interest in Japan and its traditions.

How Buildings Learn

What Happens After They're Built *Penguin*

Buildings have often been studied whole in space, but never before have they been studied whole in time. *How Buildings Learn* is a masterful new synthesis that proposes that buildings adapt best when constantly refined and reshaped by their occupants, and that architects can mature from being artists of space to becoming artists of time. From the connected farmhouses of New England to I.M. Pei's Media Lab, from "satisficing" to "form follows funding," from the evolution of bungalows to the invention of Santa Fe Style, from Low Road military surplus buildings to a High Road English classic like Chatsworth—this is a far-ranging survey of unexplored essential territory. More than any other human artifacts, buildings improve with time—if they're allowed to. *How Buildings Learn* shows how to work with time rather than against it.

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Kindergarten Chats and Other Writings *Read Books Ltd*

Kindergarten Chats and other writings by Louis H. Sullivan George Wittenborn. Originally published in 1917. Editorial Note: The printing of the unpublished revision of Kindergarten Chats in this volume carries out at last Louis Sullivans wish that his work be issued in book form his Foreword., written in July 1918, is our authority. That no publisher was found during the six remaining years of Ms life., and that a good deal of vagueness and misunderstanding arose concerning Sullivans attitude to this work as well as with regard to the existence and condition of a revised manuscript reflects the com monplace that human nature and scholarship are inextricably bound together. Sullivan believed that a building represented an act,, and that such an act re vealed the man behind it, the mind and ethics of the architect, more conclusively and unerringly than any statement. In this sense, the fifty-two consecutive essays entitled Kindergarten Chats are an act, requiring no officious introduction or interpretation. Nevertheless, a few general remarks should be made to suggest the nature and significance of Sullivans editing of 1918, particularly since the first version published serially in 1901 is available only in a few obscure files, and that edited by Claude Bragdon in 1934 is out of print. From June to October 1918, Sullivan worked over the manuscript and produced the text which follows, and which therefore represents its definitive form. The actual manuscript gives the impression that Sullivan revised in the exact meaning of the word, that he gave attention to every sentence and paragraph, that his alterations of word and phrase,

his cutting and rewriting, were the product of genuine reconsideration and a desire for greater clarity. The redundant or unprecise adjective was discarded the specific term was substituted for the more general or the vague one repetitive passages were deleted. Throughout this revision and the text here pub lished was prepared directly from the original manuscript it may be said that the secondary has been sacrificed to the primary...

God's Own Junkyard

The Planned Deterioration of America's Landscape

Contains many black and white photos of the desecration of the U.S. landscape in the late 50's/early 60's.

Folding in Architecture *Academy Press*

This seminal book from Architectural Design was originally published in 1993, at a time of crucial change and on the eve of the digital revolution. It brought together a series of essays that many believe created the favourable environment in which computer-based design could thrive. Considered one of the most influential architecture publications of the 1990s, this book ranks as a classic and in itself is a crucial chapter of history, though one that has been out of print since 1999. This faithful reprinting includes a substantial new introductory essay by Mario Carpo, Head of the Study Centre at the Canadian Centre for Architecture, which examines the impact of the original texts and their ongoing significance. Thereafter, the book is true to its original content showcasing projects by ground-breaking

architects such as Greg Lynn, Jeffrey Kipnis, Bahram Shirdel, Frank Gehry and Philip Johnson.

Complexity

Design Strategy and World View *Walter de Gruyter*

Digitalization has transformed the discourse of architecture: that discourse is now defined by a wealth of new terms and concepts that previously either had no meaning, or had different meanings, in the context of architectural theory and design. Its concepts and strategies are increasingly shaped by influences emerging at the intersection with scientific and cultural notions from modern information technology. The series Context Architecture seeks to take a critical selection of concepts that play a vital role in the current discourse and put them up for discussion. When Vitruvius described the architect as a "uomo universale," he gave rise to the architect's conception of him- or herself as a generalist who shapes a complex reality. The architectural concept of complexity, however, failed to keep pace with industrial and social reality, becoming instead an increasingly formal and superficial notion that could ultimately be applied to almost anything. Against it, architectural modernism set the watchword of simplification: "less is more." In this situation, Robert Venturi reintroduced the notion of complexity into architectural discourse: his goal was not just to restore the complexity of architectonic forms and their history but also to explore the concrete reality of the existing built environment. Today it is complexity studies, with their starting point in physics, that define the current approach to the concept of complexity. They

have established a new connection between the natural sciences and information technology and have thus become a central premise of computer-based approaches to design.

Cultures in Organizations

Three Perspectives *Oxford University Press*

The architecture reference & specification book

You Have to Pay for the Public Life

Selected Essays of Charles W. Moore *MIT Press*

Previously uncollected essays of an architect whose love of people, buildings, and nature was reflected in the places he built. Architect Charles Moore (1925-1993) was not only celebrated for his designs; he was also an admired writer and teacher. Though he wrote clearly and passionately about places, he was perhaps unique in avoiding the tone and stance of the personal manifesto. Through his buildings, books, and travels, Moore consistently sought insights into the questions that always underlie architecture and design: What does it mean to make a place, and how do we inhabit those places? How do we continue to build upon but respect the landscape? How do we reconcile democracy and private land ownership? What is original? What is taste? What is the relationship between past and present? How do we involve inhabitants in making places? Finally, what is public life? As the world becomes smaller, and the uniqueness of places and landscapes gives way to sameness, Moore's celebration of the

vernacular and of the surprising are more relevant than ever. The pieces in this book span the years 1952 to 1993 and engage a myriad of topics and movements, such as contextualism, community participation, collaboration, environmentally sensitive design, and historic preservation. The essays in this book reflect as well Moore's scholarship, humanism, urbanity, and great wit.

Theoretical Anxiety and Design Strategies in the Work of Eight Contemporary Architects *Mit Press*

This book is a compilation of lectures given to students at the Harvard Graduate School of Design on the work of contemporary architects.

Introducing Architectural Theory

Debating a Discipline *Routledge*

This is the most accessible architectural theory book that exists. Korydon Smith presents each common architectural subject – such as tectonics, use, and site – as though it were a conversation across history between theorists by providing you with the original text, a reflective text, and a philosophical text. He also introduces each chapter by highlighting key ideas and asking you a set of reflective questions so that you can hone your own theory, which is essential to both your success in the studio and your adaptability in the profession. These primary source texts, which are central to your understanding of the discipline, were written by such architects as Le Corbusier, Robert Venturi, and Adrian Forty. The appendices also have guides to aid your

reading comprehension; to help you write descriptively, analytically, and disputationally; and to show you citation styles and how to do library-based research. More than any other architectural theory book about the great thinkers, *Introducing Architectural Theory* teaches you to think as well.

Right to Left *New Generation Publishing*

Do you see in digital technology the opportunity to meet customer needs more effectively? Do you recognise that this may have profound implications for how your organisation should work? Do you want to help bring that about? Regardless of whether you consider yourself a technologist, if your answer to those questions is "yes", you are what we refer to in this book as a *digital leader*. If you can see yourself as a digital leader, aspire to be one, or think that sometime soon you might need to become one, then this book is for you. Or perhaps you're here primarily to feed an existing interest in Lean and Agile. Whatever your current level of knowledge, this book is for you too, especially if you're interested also in organisation design and leadership. You will find here both an accessible guide to the Lean-Agile landscape and through the Right to Left metaphor a helpfully challenging perspective on it. The book's digital scope might not coincide exactly with yours, but it's rich with authentic examples not only of Lean-Agile practice but of right-to-left (needs-based and outcome-oriented) thinking too. Topics covered in Right to Left, all viewed through a lens that puts needs and outcomes ahead of solutions: Lean, Agile, and Lean-Agile. Key frameworks – team-level, scale-independent, and scaled Governance and strategy Leadership and organisation