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Spring 2018

## Oral History Conversation with David Bruemmer

Brandon Chung  
*University of San Diego*

Roberto Rodriguez  
*University of San Diego*

Constance Olmert  
*University of San Diego*

Alec Weber  
*University of San Diego*

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## ORAL HISTORY CONVERSATIONS WITH CHANGEMAKERS

By Students in PHILOSOPHY 332: Business Ethics | Spring 2018

DAVID BRUEMMER  
(ADAPTIVE MOTION GROUP)

Conducted by Brandon Chung, Constance Olmert, Roberto Rodriguez, and Alec Weber

00:00:02.230 --> 00:00:06.520

I'm going to start by saying that this is an oral history conversation on Social Enterprise.

00:00:06.520 --> 00:00:08.640

We are all enrolled in Business Ethics

00:00:08.650 --> 00:00:11.640

here at the University of San Diego

00:00:11.640 --> 00:00:13.920

We are here with Mr. David Bruemmer,

00:00:13.920 --> 00:00:16.400

founder and CEO of Adaptive Motion Group.

00:00:16.400 --> 00:00:19.340

David, once again we want to thank you for taking

00:00:19.340 --> 00:00:21.810

the time to come in. We really appreciate you being here

00:00:21.820 --> 00:00:23.340

with us to talk with us.

00:00:23.340 --> 00:00:25.560

To start things off, I want to get an idea

00:00:25.560 --> 00:00:29.140

of what Adaptive Motion Group actually does.

00:00:29.140 --> 00:00:33.660

Sure so, Adaptive Motion Group is a company focused on

00:00:33.660 --> 00:00:38.110

creating intelligent  
motion through autonomy and through

00:00:38.110 --> 00:00:45.500

software for safety. The underlying premise, one of the things that

00:00:45.500 --> 00:00:51.090

makes it unique is that we really believe  
positioning is the key to both safety and

00:00:51.090 --> 00:00:54.570

autonomy. So whereas a lot of the

00:00:54.580 --> 00:00:57.580

past work that I've done  
has been focused on more traditional

00:00:57.590 --> 00:01:03.260

artificial intelligence looking at using  
cameras and lasers to build maps and

00:01:03.270 --> 00:01:07.850

drive around. We've come to believe that  
we need to create an ecosystem where the

00:01:07.860 --> 00:01:14.770

human and manned vehicles, like cars  
and buses and trucks and forklifts, as

00:01:14.780 --> 00:01:19.050

well as robots, can all sort of work together  
and I think the best way to do that

00:01:19.060 --> 00:01:19.880

is by having

00:01:20.310 --> 00:01:24.900

a common, peer to peer positioning  
framework and so what we're doing is we're

00:01:24.910 --> 00:01:31.200  
creating a means to embed  
positioning into the environment in

00:01:31.210 --> 00:01:37.240  
a very different way than has ever been  
done before so by embedding into lampposts

00:01:37.240 --> 00:01:42.530  
and automotive shark fins and  
many others different devices,

00:01:42.530 --> 00:01:45.800  
we can create this sort of framework

00:01:45.800 --> 00:01:50.100  
of intelligent distributed positioning.

00:01:50.100 --> 00:01:53.860  
So whether it's preventing a collision  
around a blind corner in

00:01:53.870 --> 00:01:58.180  
a forklift environment or preventing  
collisions in New York City,

00:01:58.190 --> 00:02:00.710  
these are things that we've actually  
demonstrated as

00:02:00.720 --> 00:02:04.310  
being incredibly effective for safety.

00:02:04.310 --> 00:02:05.490  
Then on top of that,

00:02:05.490 --> 00:02:08.490

we can we can find ways to

00:02:08.490 --> 00:02:13.490

support what is generally called connected  
vehicle strategies, which allow for the

00:02:13.500 --> 00:02:15.680

highway to really be transformed from  
what it is today,

00:02:15.680 --> 00:02:18.680

where it's either a human driven car

00:02:18.680 --> 00:02:23.180

or an individual autonomous car,  
both of which are really very limited

00:02:23.190 --> 00:02:26.100

actually in their knowledge of the  
environment.

00:02:26.100 --> 00:02:29.100

Imagine if we give both the human

00:02:29.100 --> 00:02:31.560

and the AI system

00:02:31.580 --> 00:02:36.300

a whole lot more information and allow the  
vehicle to essentially be caught within

00:02:36.310 --> 00:02:40.830

a web of distributed motion, so that  
the cars essentially become like

00:02:40.840 --> 00:02:42.500

a big train, right.

00:02:42.500 --> 00:02:45.500

Because at the end of the day,

the problem that we have right

00:02:45.500 --> 00:02:46.530

now isn't that we don't have enough  
intelligence in the cars,

00:02:46.530 --> 00:02:49.530

we have human brain in the car,

00:02:49.530 --> 00:02:54.560

and that's very intelligent.

The problem is that you can't solve the

00:02:54.570 --> 00:02:59.970

issues of congestion with intelligence. It's  
not possible. One of the things I like

00:02:59.980 --> 00:03:01.550

to say is if I could think my way out of

00:03:01.560 --> 00:03:07.220

a traffic jam I would do it, but you  
can't. So for both safety and autonomous

00:03:07.230 --> 00:03:13.050

driving the most important thing is  
positioning. We found a way using

00:03:13.060 --> 00:03:19.560

a really innovative strategy to allow  
every element of the environment to know

00:03:19.570 --> 00:03:23.780

the exact position of its peers to

00:03:23.790 --> 00:03:29.690

a centimeter. This allows for a  
much more intelligent environment and it's

00:03:29.700 --> 00:03:36.050

not just about robotics, it's about  
coordinating a more efficient world.

00:03:36.820 --> 00:03:40.410

One of the big things I try  
to get across to people is

00:03:40.420 --> 00:03:42.740

even if all I'm trying to do is direct

00:03:43.120 --> 00:03:47.610

a manned bus to pick people up in New York  
City, I can do that much better if I know

00:03:47.620 --> 00:03:50.330

where everyone is. Taking an example of

00:03:50.340 --> 00:03:56.920

Uber and Lyft in San Francisco for instance,  
the problem is currently with GPS,

00:03:56.930 --> 00:04:02.210

which are way worse than most people realize  
because of the tall buildings actually

00:04:02.210 --> 00:04:08.390

add many minutes on to the average Uber ride because  
essentially if the Uber app directs

00:04:08.650 --> 00:04:14.560

a car to the wrong corner of the intersection,  
you would think conceptually like oh

00:04:14.570 --> 00:04:15.390

that's not that big of

00:04:15.400 --> 00:04:20.500

a deal. Well, it is because then that driver  
has to go around in a huge circle that

00:04:20.510 --> 00:04:24.790  
can easily take ten minutes. So then  
multiply that by the number of Uber

00:04:24.800 --> 00:04:30.120  
drivers and the number of times that's  
happening per minute and it ends up

00:04:30.130 --> 00:04:34.940  
being an astonishingly large amount of wasted time.  
If you look at the United States, four billion hours,

00:04:34.950 --> 00:04:37.690  
or it's actually worse I think,

00:04:37.700 --> 00:04:42.190  
so several billion hours are wasted stuck  
in traffic not moving. And my trip here

00:04:42.200 --> 00:04:49.150  
today to talk to you is no different.  
It has to stop. It is ridiculous.

00:04:49.160 --> 00:04:53.500  
My daughter when I was driving to a  
Chargers game said "Dad just take

00:04:53.510 --> 00:04:59.470  
a deep breath. You have to understand there's  
just nothing you can do." And it really

00:04:59.480 --> 00:05:03.480  
hit me I was like wow this is  
the problem. The problem isn't

00:05:03.490 --> 00:05:07.400  
a technological problem, the problem  
is that we just all are like

00:05:07.410 --> 00:05:11.850



a frog being slowly boiled in water, where  
you just raise the temperature just

00:05:11.860 --> 00:05:16.860

a little bit. I went and studied traffic  
in Delhi in India and it is

00:05:16.870 --> 00:05:19.670

incredible because there you have actually

00:05:19.680 --> 00:05:24.100

a situation where the pollution is so  
bad from the cars, that it has actually

00:05:24.110 --> 00:05:29.060

dramatically reduced the lifespan of the  
inhabitants by almost ten years and you have

00:05:29.070 --> 00:05:32.400

a situation where people can't let their  
kids go out and play and it's really

00:05:32.410 --> 00:05:38.180

linked to an inability to stem the tide  
early on and say, you know what we've got to

00:05:38.190 --> 00:05:44.550

change something. So AMG is really about  
two things. One is about perfect

00:05:45.940 --> 00:05:52.090

positioning, the other thing is about  
showing people demonstrably that there is

00:05:52.100 --> 00:05:58.010

a better way to do this, that we don't  
have to keep suffering for hours

00:05:58.020 --> 00:06:02.710

in traffic, that we really can I

mean to get to be clear, if you have

00:06:02.720 --> 00:06:07.270

a centimeter accuracy, you can get rid of stop signs and traffic lights completely

00:06:07.280 --> 00:06:12.410

You should never have to stop. Every car should just be able to pass

00:06:12.420 --> 00:06:15.680

and enter through an intersection without any fear of being in

00:06:15.690 --> 00:06:21.990

a collision. Every pedestrian should be trackable based on their cell phone so the

00:06:21.100 --> 00:06:26.340

difference of whether they're standing on the curb or off the curb should be

00:06:26.350 --> 00:06:29.390

perfectly clear to the system. So a big part of

00:06:29.400 --> 00:06:35.370

AMG is saying look this isn't just about the individual brain in your cellphone

00:06:35.380 --> 00:06:39.880

or in your car this is about the system and it's about creating essentially

00:06:39.890 --> 00:06:49.560

a city wide brain which knows how to orchestrate and move things

00:06:49.600 --> 00:06:51.610

Alright, so could you take us back to what

00:06:51.610 --> 00:06:55.150

your childhood was like. Were there any specific childhood experiences

00:06:55.150 --> 00:06:58.570

that you might be able to connect

00:06:58.570 --> 00:07:01.465

to the kind of work you are doing with AMG?

00:07:01.465 --> 00:07:03.780

We already talked about the biking,

00:07:03.780 --> 00:07:06.800

that that's where you get some of your ideas from

00:07:06.840 --> 00:07:11.970

But are there any other specific instances

00:07:11.970 --> 00:07:13.330

or any particular relationships that you have built

00:07:13.350 --> 00:07:15.433

that got you where you are?

00:07:15.433 --> 00:07:16.806

Yeah, boy I could talk for a long time.

00:07:16.806 --> 00:07:19.600

So I actually grew up, I was  
born in Texas, grew up in Scotland and I

00:07:19.610 --> 00:07:23.870

grew up pretty close to Edinburgh and the  
Scottish mentality is great. You've

00:07:23.880 --> 00:07:28.440

got a lot of inventors who  
came from Scotland,

00:07:28.540 --> 00:07:33.140

a lot of entrepreneurs as well. So, Adam Smith, for instance is

00:07:33.150 --> 00:07:37.840

a famous Scot who gave us sort of the underpinnings  
of our current capitalist system

00:07:37.850 --> 00:07:43.100

and really kind of, you know, one of  
my big heroes was Andrew Carnegie

00:07:43.120 --> 00:07:47.930

who is actually a very complicated figure but an  
incredible entrepreneur in many ways. So I

00:07:47.940 --> 00:07:52.160

actually grew up not far from his birthplace  
in the house that he lived in and

00:07:52.170 --> 00:07:58.050

actually played in the same park called the  
Glen which was, at the time that he was

00:07:58.060 --> 00:08:03.690

a boy, off limits to him so he was always getting  
caught and beaten. So the first thing he did

00:08:03.690 --> 00:08:10.180

when he made a lot of money was he came back to his  
hometown, which is Dunfermline, where I grew up,

00:08:10.180 --> 00:08:12.270

and bought that and basically turned it into

00:08:12.280 --> 00:08:14.430

a park where I got to play. So Andrew Carnegie

00:08:14.440 --> 00:08:19.180

was a fascinating figure and much later  
when I

00:08:19.360 --> 00:08:27.000

actually moved back to the United States.  
I ended up getting this and NSF grant

00:08:27.000 --> 00:08:27.770

which is

00:08:27.780 --> 00:08:31.450

a National Science Foundation when I was  
in high school, which is pretty unusual.

00:08:31.600 --> 00:08:32.590

got a nose and

00:08:32.630 --> 00:08:39.220

a sophomore and it was this crazy you  
know fortunate man and really large one

00:08:39.230 --> 00:08:43.030

thousand me having some really smart teachers  
as well that I worked with but I was

00:08:43.039 --> 00:08:49.200

programming all the time and really had  
this opportunity and probably unique not

00:08:49.210 --> 00:08:54.860

only did they put tons of these really  
advanced Silicon Graphics machines in to the

00:08:54.870 --> 00:08:58.700

school for us to use but they gave me  
access to what was at the time the fastest

00:08:58.770 --> 00:09:00.910

supercomputer in the world  
and the Cray I.M.P.

00:09:00.920 --> 00:09:04.450

Which was actually at Carnegie  
Mellon which of course was

00:09:04.730 --> 00:09:09.350  
a university largely founded by the guy  
who had grown up in the small town there

00:09:09.440 --> 00:09:14.400  
where I'd also ground zero is very interesting  
connections. And also strange and so

00:09:14.410 --> 00:09:15.150  
I grew up in

00:09:15.160 --> 00:09:20.650  
a pretty. Interesting way so my parents  
were missionaries in Scotland and we lived

00:09:20.660 --> 00:09:24.940  
in you know starting out in what was called  
council housing so you would think that

00:09:24.950 --> 00:09:26.950  
there were a lot of opportunities  
but I actually was

00:09:26.960 --> 00:09:31.000  
a fantastic way to grow up so it's constantly  
contacting people from other cultures

00:09:31.010 --> 00:09:36.370  
in other places who are working with my  
parents and and because most of their

00:09:36.380 --> 00:09:38.630  
ministry work was with  
kids I really had actually

00:09:38.640 --> 00:09:44.040  
a very wonderful childhood I also was very

lucky because somehow the school that I

00:09:44.050 --> 00:09:49.880

was going to. In Scotland really had the  
sort of like hands on attitude about

00:09:50.350 --> 00:09:55.230

education which is just wonderful so you  
really got to own your own education right

00:09:55.240 --> 00:09:58.470

I could do my work whenever I wanted to I  
could do projects it was fantastic and

00:09:58.480 --> 00:10:03.260

one of the things that I did was somehow  
they had this robot which was kind of

00:10:03.270 --> 00:10:08.920

crazy because it was very early which was  
provided and I ended up just sort of you

00:10:08.930 --> 00:10:10.380

know working with it and having

00:10:10.390 --> 00:10:13.930

a lot of fun with it so even from the time  
I was really young like you know six or

00:10:13.940 --> 00:10:15.550

seven years old I was  
literally programming

00:10:15.560 --> 00:10:20.570

a robot which is very very. Same Shit You  
know to look back on and the fact that I

00:10:20.580 --> 00:10:21.690

got as N.S.F. Grant as

00:10:21.700 --> 00:10:26.590

a sophomore in high school and then was  
like flying around the you know to all

00:10:26.600 --> 00:10:30.790

these different locations Corning work  
and it was really at that time as

00:10:30.800 --> 00:10:36.230

a sophomore in high school taught me so  
much about how to write proposals about how

00:10:36.240 --> 00:10:37.100

to tell

00:10:37.110 --> 00:10:41.380

a story like I would stand in front of these  
large auditoriums and spin this whole

00:10:41.390 --> 00:10:46.570

story about like the need to study chaos  
theory and the importance of harnessing

00:10:46.580 --> 00:10:51.280

randomness for creativity and imagination  
and and I was just sort of making it all

00:10:51.290 --> 00:10:56.960

up but it was also true and I realize  
that like everything in technology and

00:10:56.970 --> 00:11:00.630

everything and science really comes  
down to story time so even as

00:11:00.640 --> 00:11:06.550

a young kid like I got money and was  
listened to and bizarrely was able to get

00:11:06.560 --> 00:11:13.240



a ton of my fellow students and and teachers  
to basically do my ideas he because I

00:11:13.250 --> 00:11:13.430  
was

00:11:13.440 --> 00:11:17.380  
a good storyteller and so growing up like  
my my grandfather especially was like the

00:11:17.390 --> 00:11:21.880  
best storyteller in the world  
and you know that was very much

00:11:21.890 --> 00:11:25.950  
a part of my upbringing was just sitting  
around the dinner table and listening to

00:11:26.360 --> 00:11:29.300  
my family tell stories and so  
everything whether it's writing

00:11:29.310 --> 00:11:33.240  
a proposal to DARPA or to the military  
or to the part of energy or trying to

00:11:33.250 --> 00:11:37.810  
transportation it's always the same  
thing I would say if you can put into

00:11:38.130 --> 00:11:44.450  
a single paragraph what I like to call the  
Tom Clancy vignette how this technology

00:11:44.460 --> 00:11:49.010  
is going to impact someone's daily life  
like if you can't write it into your novel

00:11:49.020 --> 00:11:54.650  
so to speak then you have you haven't

really invented anything. Right in other

00:11:54.660 --> 00:12:00.650

words the ability to sort of embed into  
someone's life or into the function of

00:12:00.660 --> 00:12:03.170

a factory or into the daily life of

00:12:03.180 --> 00:12:08.340

a Kayu us to go out into the minefield and  
find landmines that that story telling

00:12:08.380 --> 00:12:14.900

isn't just about marketing it's about  
conceiving the connections between your idea

00:12:14.910 --> 00:12:16.030

and your technology and

00:12:16.040 --> 00:12:22.750

a million other things and that's so  
important so so I certainly love that and

00:12:22.760 --> 00:12:28.220

then when I was an undergrad a swath  
more college I also got another N.S.F.

00:12:28.230 --> 00:12:33.410

Track as a junior which was  
really fun and not. That involved

00:12:33.630 --> 00:12:37.050

a really fun robot project  
where I again kind of enlisted

00:12:37.060 --> 00:12:42.520

a bunch of my peers ten of my peers there  
at the college and to build this robot

00:12:42.530 --> 00:12:46.560  
vacuum that was anonymous and I actually  
vacuumed entire office building which back

00:12:46.570 --> 00:12:47.850  
in one thousand nine  
hundred six was kind of

00:12:47.860 --> 00:12:54.190  
a big deal I mean it's ninety seven.  
And then again got super duper lucky

00:12:54.200 --> 00:12:59.020  
because. I sent you four days  
after I graduated from saw from

00:12:59.030 --> 00:13:04.680  
a college I got married to my wife  
who's. Wonderful It was also appears not

00:13:04.690 --> 00:13:07.010  
interest. We then took

00:13:07.020 --> 00:13:10.440  
a job kind of audibly teaching which was  
wonderful because it really again taught

00:13:10.450 --> 00:13:12.990  
me how to think on my  
feet and it was it was

00:13:13.000 --> 00:13:16.810  
a lot of fun but I had this sort of like  
drive to get back to robotics is even

00:13:16.820 --> 00:13:20.290  
though I was like coaching track and cross  
country and teaching all the stuff I was

00:13:20.300 --> 00:13:24.210

just managed I feel like I've got it you  
know I've got like I know how to make

00:13:24.220 --> 00:13:28.650  
robots do what I want you know and I actually  
view that as storytelling to us like

00:13:28.660 --> 00:13:32.470  
literally like I want this is how I want  
their whole body to work this is the story

00:13:32.480 --> 00:13:38.390  
of how this thing is going to go into the  
world and do its job and I did in very

00:13:38.400 --> 00:13:39.920  
different ways whoever  
else was trying to build

00:13:39.930 --> 00:13:44.480  
a map to try to keep exact you know.  
Mission the math is perfect whatever I was

00:13:44.490 --> 00:13:48.630  
like in town that's not how I vacuum you  
know I mean I don't do that if you told me

00:13:48.640 --> 00:13:51.490  
to mow the lawn or vacuum  
go like spend like you know

00:13:51.500 --> 00:13:55.770  
a lot of time building the perfect model  
and then run pathfinding algorithms to for

00:13:55.780 --> 00:13:59.430  
Greg Zaki the theoretically optimal way to  
you know I would do I'd just like go out

00:13:59.440 --> 00:14:03.870

there and I roughly just sort of like you  
know stick to vacuum into the various

00:14:03.880 --> 00:14:05.430  
corners and just sort of keep

00:14:05.440 --> 00:14:09.420  
a very loose mental model and this drove  
people in computer science crazed or at

00:14:09.430 --> 00:14:12.320  
all that's ridiculous I mean obviously  
we're not going to get robot like that as

00:14:12.330 --> 00:14:17.230  
equal why not like why not because that I  
can absolutely guarantee you will never

00:14:17.240 --> 00:14:22.060  
screw up. Right the robot can absolutely  
see corners it can recognize features it

00:14:22.070 --> 00:14:25.990  
can see doorways and Soma literally  
like my strategy was again

00:14:26.300 --> 00:14:30.040  
a different story right he said Boggo in  
the office building I'll keep track of the

00:14:30.050 --> 00:14:33.200  
number of doors I know I can always go  
back to them in the hallway if I get

00:14:33.210 --> 00:14:36.210  
confused and I can literally count  
know it well that's ridiculous I mean

00:14:36.540 --> 00:14:41.170  
a robot that would have to count the

number of doors I'm like why. Why is that

00:14:41.180 --> 00:14:44.980

ridiculous because it scalable to work for  
any office building in the world and the

00:14:44.990 --> 00:14:48.340

Times says we didn't have sophisticated  
you know indoor positioning and all that

00:14:48.350 --> 00:14:52.770

kind of stuff it but the point is it  
worked right and it never failed and never

00:14:52.780 --> 00:14:54.900

felt so so so even though it was kind of

00:14:54.910 --> 00:15:00.260

a strange story it worked and I ended up  
using very similar strategies then for my

00:15:00.270 --> 00:15:01.270

next job which I got

00:15:01.280 --> 00:15:04.580

a call out of the blue which was hey do you  
want to come work at DARPA which is the

00:15:04.590 --> 00:15:08.740

Defense Advanced Research Projects Agency  
that if you don't know did many important

00:15:08.750 --> 00:15:12.920

things like invent the Internet right so  
so then I showed up and lo and behold the

00:15:12.930 --> 00:15:16.000

guy who was the chief  
roboticists for the U.S.

00:15:16.010 --> 00:15:22.830

Army. A fantastic guy Colonel Swanson basically you know took me under his

00:15:22.840 --> 00:15:28.400

wing and gave me essentially. An unparalleled opportunity to to help coordinate

00:15:28.410 --> 00:15:32.540

a whole bunch of these different robotics programs which really gave rise to the

00:15:32.550 --> 00:15:36.980

Pack Bot in the town if you feel familiar with it i Robot Company the Pack Bot of

00:15:36.990 --> 00:15:40.590

sort of the robot that came out of that and then as the our program which is

00:15:40.600 --> 00:15:44.770

software for to see would robotics essentially did the first one hundred robot

00:15:44.780 --> 00:15:49.270

swarms which was really a big deal and a lot of fun and then also to

00:15:49.280 --> 00:15:53.330

a large extent kind of produced what we now know is the Roomba right which was also

00:15:53.340 --> 00:15:55.570

came out of that work because it's essentially what it was supposed to be

00:15:55.580 --> 00:15:56.060

originally was

00:15:56.070 --> 00:16:02.560

a little smarm bot. So that was sort of  
my early you know that basically takes us

00:16:02.570 --> 00:16:07.270  
through nine hundred ninety nine and looking  
back at that trajectory you know it's

00:16:07.280 --> 00:16:11.110  
impossible to think of any of that stuff  
as coincidence right I mean each one of

00:16:11.120 --> 00:16:15.100  
those opportunities had no business  
happening right I mean it they're just

00:16:15.610 --> 00:16:20.980  
completely bizarre actually but in each  
case I would say my willingness to bluff my

00:16:20.990 --> 00:16:25.790  
way through was pretty important because  
I remember the DARPA being like there is

00:16:25.800 --> 00:16:29.970  
no way these guys are to give me money to  
go build like at the mining robot like I

00:16:29.980 --> 00:16:34.790  
have no credentials I mean I really only  
had an undergrad degree at the time and

00:16:35.440 --> 00:16:39.570  
then the other was incredibly obstinate  
and willful too so I would stand in front

00:16:39.580 --> 00:16:42.990  
of these guys in the Pentagon like no  
that's not going to work like you're crazy

00:16:43.000 --> 00:16:43.190



that's

00:16:43.200 --> 00:16:47.470

a stupid idea we're going to do that and  
it will who are you your son like you know

00:16:47.510 --> 00:16:51.120

twenty four year olds he doesn't have any  
credentials and why would I listen to and

00:16:51.130 --> 00:16:53.660

I won't I mean because I actually not

00:16:53.670 --> 00:16:58.370

a program robots and I'm just telling us  
not to work and so these big programs like

00:16:58.410 --> 00:17:02.230

for instance future combat systems like an  
eighteen billion dollar you know program

00:17:02.270 --> 00:17:05.160

just for the U.S. Army and it is part of

00:17:05.170 --> 00:17:09.000

a thing that most people don't know about  
but Congress actually mandated the house

00:17:09.010 --> 00:17:13.020

of the army was going to be on manned by  
the year two thousand and twenty which you

00:17:13.030 --> 00:17:15.060

know obviously isn't going  
to happen but it was

00:17:15.069 --> 00:17:17.700

a law it was passed and so they  
funded it with billions of U.S.

00:17:17.710 --> 00:17:21.579

Taxpayer dollars and it didn't work and  
it didn't work for reasons that were

00:17:21.589 --> 00:17:25.069

abundantly clear to me back in one thousand  
nine hundred nine which was he know

00:17:25.380 --> 00:17:31.000

that assume that all the Eagles knew exactly  
where they were which they didn't and

00:17:31.010 --> 00:17:35.810

weren't going to sack and only  
that they had somehow magically

00:17:35.850 --> 00:17:42.430

a teen and terrain data for the entire  
world right so there's sort of had us

00:17:42.790 --> 00:17:43.940

up to date you know

00:17:43.950 --> 00:17:50.870

a perfect model of everything  
which they didn't. And also that

00:17:50.880 --> 00:17:55.100

there is this massive connectivity between  
everything to descend all this raw data

00:17:55.110 --> 00:17:58.510

back and forth which was not  
only not possible but also just

00:17:58.520 --> 00:18:03.610

a really bad idea Ray and my point I guess  
is that what these guys lacked although

00:18:03.620 --> 00:18:09.720

many of them are extremely bright and extremely well qualified. Was actually

00:18:09.760 --> 00:18:13.390  
philosophy they didn't understand the way the world works like at

00:18:13.400 --> 00:18:16.950  
a deep level and Strangely I feel like I learned

00:18:16.960 --> 00:18:22.790  
a lot of the bizarrely from my religion classes so i would you know I studied I

00:18:22.800 --> 00:18:24.740  
have a degree in computer science but also

00:18:24.750 --> 00:18:28.610  
a degree in religion and which was really philosophy for the most part studying

00:18:28.620 --> 00:18:31.970  
sort of. This college is

00:18:32.010 --> 00:18:36.370  
a big part of sort of the you know if you look at like Guston and

00:18:36.800 --> 00:18:43.510  
a lot of the early. Philosophical thinkers and not only in the Christian tradition

00:18:43.520 --> 00:18:47.100  
but in many traditions you realize that these people really understood the nature

00:18:47.110 --> 00:18:52.970  
of knowledge and intelligence. Level which strangely we seem to have forgotten to

00:18:52.980 --> 00:18:56.870

a large degree so if you look at how many companies right now are approaching self

00:18:56.880 --> 00:19:02.420

driving or approaching these problems of. Structuring the smart city or sharing

00:19:02.430 --> 00:19:05.030

data or whatever you know like wow this is just

00:19:05.040 --> 00:19:11.550

a terrible concept so so to me being able to come at these issues from not

00:19:11.560 --> 00:19:15.570

only a technological perspective but also from

00:19:15.610 --> 00:19:19.490

a philosophical perspective is stream really important and let me give you another

00:19:19.500 --> 00:19:24.370

example so that so when the departed transportation started looking at creating

00:19:24.380 --> 00:19:29.080

intelligent highways they did what all bureaucrats do they said well nothing could

00:19:29.090 --> 00:19:35.300

be better than having you know again perfect control when you have control of

00:19:35.310 --> 00:19:40.290

everything. And so we'll have a centralized system in Washington D.C.

00:19:40.520 --> 00:19:43.720

Everything will be run based  
on satellites and space G.P.S.

00:19:43.730 --> 00:19:47.870

The same story that I dealt with back under  
the Future Combat Systems program right

00:19:47.870 --> 00:19:52.530

. And nothing really changed who's made  
the even though we failed to do that

00:19:52.540 --> 00:19:56.390

properly in the military and eventually  
had to fall back on this more sort of.

00:19:57.610 --> 00:19:58.380

Again what I'm calling

00:19:58.390 --> 00:20:04.940

a peer to peer system. We we then went  
through the same sort of strangely

00:20:05.390 --> 00:20:10.390

identical process in transportation where  
the idea had been well we'll just tell

00:20:10.400 --> 00:20:13.860

every single car where to go and what to  
do and it'll all be great right and we'll

00:20:13.870 --> 00:20:14.620

run the simulation

00:20:14.630 --> 00:20:18.940

a lot in the simulation turns out we're  
right you know because as one of my

00:20:18.950 --> 00:20:23.590

colleagues you know likes to say simulations  
are always doomed to succeed they

00:20:23.600 --> 00:20:27.390  
always work out exactly like you program  
into but in reality they don't work so

00:20:27.400 --> 00:20:30.430  
this big project we just did recently  
in New York City where we you know

00:20:30.870 --> 00:20:31.610  
essentially that is

00:20:31.620 --> 00:20:34.490  
a part of transportation wanted to show  
that all this connected vehicle stuff could

00:20:34.500 --> 00:20:37.830  
work they brought all these different  
companies there and lo and behold over the

00:20:37.840 --> 00:20:40.770  
course of the year many millions of dollars  
and none of them didn't work and the

00:20:40.780 --> 00:20:43.210  
reason they didn't work wasn't the  
problem with the software was

00:20:43.220 --> 00:20:47.720  
a problem with connectivity the satellites  
right so it turns out if you have this

00:20:47.730 --> 00:20:53.400  
big sort of fifty meter error bound around  
your car you can't really do much right

00:20:54.180 --> 00:20:58.380  
because if if you don't know whether you're

headed behind of the other car I mean

00:20:58.390 --> 00:21:01.920

how how would you orchestrate things you  
need to know if that car is truly in the

00:21:01.930 --> 00:21:06.320

left hand turn lane or not because if it's  
not the left hand how you have to slow

00:21:06.330 --> 00:21:07.870

down and come to a stop if it isn't

00:21:07.880 --> 00:21:11.710

a left hand turn away you can go right by  
the sitting so again it turns out that

00:21:11.720 --> 00:21:17.750

this position is really important the  
dependence though of this entire program on

00:21:17.760 --> 00:21:18.250

G.P.S.

00:21:18.260 --> 00:21:24.680

Was staggering and the words it really ends  
are wasting massive amounts of time and

00:21:24.680 --> 00:21:29.700

money again and and the way that I ended  
up communicating to them was it was more

00:21:29.710 --> 00:21:29.930

of like

00:21:29.950 --> 00:21:36.990

a conceptual argument which is say  
look. If you guys get we want

00:21:37.530 --> 00:21:38.350

less a G.P.S.

00:21:38.360 --> 00:21:41.780

Doesn't magically work the way that you think it should right which is never going

00:21:41.790 --> 00:21:46.600

to happen but let's say for the sake of argument that it dead you would then have

00:21:46.610 --> 00:21:53.560

a system hold of these vehicles could be hacked. Or jammed and there'd be nothing

00:21:53.570 --> 00:21:59.500

you could do about it so you literally create this perfectly optimal system that

00:21:59.510 --> 00:22:03.790

then with tremendous optimality allowed about actor to take control of the system

00:22:03.800 --> 00:22:09.170

and that's what that would be the worst thing ever and and so again telling

00:22:09.180 --> 00:22:13.390

a story which I literally in some cases did by showing them movies right so imagine

00:22:13.400 --> 00:22:17.200

like the Star Wars movie where you shoot down the drone control ship and all the

00:22:17.240 --> 00:22:23.080

Droid stopped working like dots the problem is centralized control so learning the

00:22:23.090 --> 00:22:24.830

difference philosophically between



00:22:24.840 --> 00:22:31.180

a system which is structured around the  
promise of you know sort of democratic

00:22:31.270 --> 00:22:38.160

distributed swarm based principles versus  
centralized control on the other hand is

00:22:38.160 --> 00:22:43.190

really important and is once you understand  
the fundamental difference between

00:22:43.190 --> 00:22:48.650

those two mindsets it completely changes  
the way you think about everything

00:22:50.380 --> 00:22:56.830

but if you don't have that underpinning  
then you go for the theoretically optimal

00:22:56.840 --> 00:22:59.210

and you don't run on really comes as

00:22:59.220 --> 00:23:05.970

a massive shock that issues like  
latency and. Connectivity and

00:23:05.980 --> 00:23:11.580

imprecision and problems with the world  
model and countless other things come in

00:23:11.820 --> 00:23:17.580

and essentially destroy this perfect system  
that you had in your mind right and so

00:23:17.590 --> 00:23:23.350

it's like the difference between like the  
you know the hood the in and one hand you

00:23:23.360 --> 00:23:23.590

build

00:23:23.600 --> 00:23:30.360

a system to grapple with all the mass in  
us and the other you say oh no it's going

00:23:30.370 --> 00:23:32.800

to be just like my simulation  
everything will be perfect.

00:23:38.780 --> 00:23:40.240

As he.

00:23:48.200 --> 00:23:52.340

Was asked. It's

00:23:52.350 --> 00:23:56.420

a great question so basically if I look  
back at the last twenty years of my life it

00:23:56.430 --> 00:24:03.190

to me they all seem very.  
Very much like layers which

00:24:03.200 --> 00:24:08.400

are essential and so it you know I think  
there's this myth that you can just sort

00:24:08.410 --> 00:24:11.950

of like come up with a great new you know  
concept and immediately sell it make

00:24:11.960 --> 00:24:15.090

a ton of money and you know no doubt  
some people have done not but but my

00:24:15.100 --> 00:24:18.120

experience has been that it's a hell of

00:24:18.130 --> 00:24:23.430

a lot of work and that I really can't count  
on anyone to catch the technology my

00:24:23.440 --> 00:24:29.690

throat over the fence. At each level I've  
had to tune it out so you know several

00:24:29.700 --> 00:24:32.090

years of doing and of suffering and  
work that you would say was out of

00:24:32.100 --> 00:24:36.470

a very basic research level  
moving to DARPA did work for

00:24:36.480 --> 00:24:42.340

a couple of years that was more athletic.  
Starting to prototype some of it and

00:24:42.350 --> 00:24:45.230

demonstrate the principles and I'm using  
the national lab system which I didn't

00:24:45.240 --> 00:24:48.240

talk about but I was there for nine years  
where essentially I built you know they

00:24:48.250 --> 00:24:52.590

built me this huge runway and we had this  
huge area to run robots It was amazing

00:24:52.870 --> 00:24:53.350

and we applied

00:24:53.360 --> 00:24:57.230

a lot of the technology to energy but that  
you would call applied research and in

00:24:57.240 --> 00:25:01.420

terms of the NASA what they call technology  
readiness levels it was like six three

00:25:01.430 --> 00:25:04.860  
to six for. It's basic research is

00:25:04.870 --> 00:25:09.780  
a six one six two right and then  
when I found it five D. Five D.

00:25:09.790 --> 00:25:16.240  
Then took it from two thousand and nine  
to basically you know just being acquired

00:25:17.110 --> 00:25:19.700  
about you know three months  
ago so you taught me at

00:25:19.710 --> 00:25:24.860  
a very interesting times that basically  
then led. In one way or another the

00:25:24.870 --> 00:25:30.080  
development of the technology through what  
you might call that an ocelot of zero

00:25:30.760 --> 00:25:36.240  
six five two six eight And so now it's  
deployed you know and you know in Canada for

00:25:36.250 --> 00:25:41.580  
rail and it's going into the New York subway  
system and there is just big New York

00:25:41.590 --> 00:25:46.250  
Times article about having last week so  
it's really starting to kind of pick up but

00:25:46.900 --> 00:25:49.670  
but that technology that

came out of five D.

00:25:50.330 --> 00:25:55.350

Really kind of ended up giving us very accurate positioning and sort of.

00:25:58.080 --> 00:26:03.670

Demolished will state that I'm very proud of that and the technology especially

00:26:03.680 --> 00:26:03.980

like

00:26:04.020 --> 00:26:08.650

a great example was the fact that by putting on every fourth lamp post in an area

00:26:08.660 --> 00:26:14.520

of Manhattan we really could direct the motion of these heterogeneous cars with

00:26:14.560 --> 00:26:21.010

with incredible precision right. But what is now doing is saying Great

00:26:21.450 --> 00:26:27.930

so now that the fundamental chip technology is there that allows for this peer to

00:26:27.940 --> 00:26:30.880

peer radio pulse think of it is century it's

00:26:30.890 --> 00:26:37.870

a pico second wide pulse and credible precision that that then allows us to

00:26:37.880 --> 00:26:43.390

range between different devices with centimeter level accuracy right. So think of

00:26:43.400 --> 00:26:47.220

that almost by analogy like when  
when Qualcomm came out with C.D.M.A.

00:26:47.260 --> 00:26:53.300

Re the sort of like core technology that  
is in pretty much all cell phones out of

00:26:53.310 --> 00:26:58.910

Qualcomm it went to. You know individuals  
or really to anyone at that point and

00:26:58.920 --> 00:27:02.040

said like hey this is going to be great  
and explain all the benefits of the cell

00:27:02.050 --> 00:27:06.880

phone and then asked you to buy this little  
chip you know one hundred percent of

00:27:06.890 --> 00:27:10.430

people do like I don't know what to do  
with that I'm like that that's not solving

00:27:10.440 --> 00:27:15.250

my problem you know and the early folks  
like want to say nor believe me this is

00:27:15.260 --> 00:27:19.590

actually really important like this this  
little thing here is really really what no

00:27:19.600 --> 00:27:23.680

one would have understood I should say  
no I didn't meet one out of ten thousand

00:27:23.690 --> 00:27:27.660

people would have understood the value and  
really that's the predicament for of the

00:27:27.670 --> 00:27:33.480  
entrepreneur in general it really is I  
mean imagine if you've been there watching

00:27:33.490 --> 00:27:37.110  
the Wright Brothers first flight and no  
one understood what the impact of flight

00:27:37.120 --> 00:27:38.980  
was really going to be and they watched as

00:27:38.990 --> 00:27:44.460  
a little wooden thing barely get off the  
ground I can absolutely guarantee you know

00:27:44.610 --> 00:27:49.610  
that the investor sitting there like so  
tell me again how much free Can I put on

00:27:49.620 --> 00:27:53.530  
not airplane because it doesn't look like  
it's really going to be the useful for me

00:27:53.570 --> 00:28:00.350  
you know and those investors would be  
both completely correct and also incredibly

00:28:00.360 --> 00:28:05.730  
short sighted it. Right  
but that's it that's in

00:28:05.740 --> 00:28:10.490  
a nutshell. They would have gotten other  
little spreadsheets and been like well you

00:28:10.500 --> 00:28:15.050  
know. You know I just even when the  
police little bigger or just don't think

00:28:15.060 --> 00:28:18.490

there's enough infrastructure in general  
because we've decided that you're going to

00:28:18.500 --> 00:28:23.120

need these these places for these things  
to take off and land and I just we don't

00:28:23.130 --> 00:28:26.690

control there is no we don't have there's  
airfields like I and I don't see you know

00:28:26.700 --> 00:28:30.660

that we have and I don't I can't it's going  
to be too long for me to ever make any

00:28:30.670 --> 00:28:37.230

money off of it so therefore I'm not  
interested. And and that is the predicament I

00:28:37.240 --> 00:28:41.520

mean the issue is how do you take

00:28:41.950 --> 00:28:45.130

a technology through all these  
reference stages and it's

00:28:45.140 --> 00:28:51.660

a labor of love it's incredibly hard it's  
incredibly hard and Mikey's yes it's

00:28:51.670 --> 00:28:56.110

taken twenty years and each one of those  
steps there's been an incredibly big

00:28:56.960 --> 00:29:02.830

capacity or capability to demonstrate so  
it's not like and any point I've said to

00:29:02.840 --> 00:29:07.620



anyone Hey just have faith you know you  
mean it's you know this we we deployed this

00:29:07.630 --> 00:29:11.260

stuff for the military we used it for Law  
month actually used it to map out tunnels

00:29:11.270 --> 00:29:16.020

and bunkers that no one else could do over  
and over again we did world record type

00:29:16.030 --> 00:29:18.030

things I had a robot follow a person

00:29:18.040 --> 00:29:23.350

a soldier for an entire day or we did the  
first swarms of us that went out and and

00:29:23.360 --> 00:29:27.050

worked together in the sky so  
it was never about sort of

00:29:27.090 --> 00:29:32.440

a just trust us you know someday we'll  
make this stuff work but at the same time

00:29:32.560 --> 00:29:33.500

like for five D.

00:29:33.510 --> 00:29:40.470

The company. That has spent the last  
nine years. It really came down

00:29:40.480 --> 00:29:47.090

to adoption and there was people saying you  
know we'll definitely invest mean once

00:29:47.100 --> 00:29:52.290

you have twenty million of these things  
out there you know and you're like right

00:29:52.300 --> 00:29:57.010

but I mean we have to start somewhere so  
we started working industrial sites and

00:29:57.020 --> 00:30:01.860

and it is taking off and on very very  
excited about the ability for that to scale

00:30:01.870 --> 00:30:08.090

but one of the big things I realized  
adopted motion group is that. You have to

00:30:08.100 --> 00:30:13.720

create middleware you know I mean my  
middleware MIT the idea of middleware is that

00:30:13.730 --> 00:30:17.390

you're not going to control every component  
and you're not going to build every

00:30:17.400 --> 00:30:22.280

component and if you really want your  
component to take off you actually have to

00:30:22.290 --> 00:30:22.640

figure out

00:30:22.650 --> 00:30:26.290

a way to make it in or operate with all  
these existing components you know I'm

00:30:26.300 --> 00:30:31.560

saying so now I'm trying to localize not  
only using alter wideband which was the

00:30:31.570 --> 00:30:34.500

core capability of the  
you know the five D.

00:30:34.510 --> 00:30:40.560

Chip but also by using other ranges  
so we are modelling with G.P.S.

00:30:40.570 --> 00:30:44.220

We are melding with Bluetooth localization  
we are melding with other things that

00:30:44.230 --> 00:30:50.680

exist in your cell phone and. Not works  
and whatever because really the value at

00:30:50.690 --> 00:30:51.090

least for

00:30:51.100 --> 00:30:55.960

a long time is going to be in that inner  
operability So that's really the next

00:30:56.010 --> 00:31:01.780

level is saying OK now that we have this  
core capability we've demonstrated the

00:31:01.820 --> 00:31:06.710

incredible value of being able to have  
accurate super accurate positioning how do

00:31:06.720 --> 00:31:10.810

we scale it how do we get it out into all  
these things I used to think that I could

00:31:10.820 --> 00:31:15.180

just show people how well it worked and  
then the entire cell phone industry has

00:31:15.190 --> 00:31:19.930

been like hey you know we we want to put  
it in but that's not the way it works you

00:31:19.940 --> 00:31:24.870

know it's the opposite of large corporations  
view ideas like like the one I've been

00:31:24.880 --> 00:31:29.990  
describing as destruction they for  
the large you know I was a cook

00:31:30.000 --> 00:31:32.350  
a large corporations by  
their very nature with

00:31:32.390 --> 00:31:37.870  
a few exceptions will always say they want  
to have Asian and they do they want to

00:31:37.910 --> 00:31:42.550  
enter it of innovation that they control  
so if your idea is actually disruptive

00:31:42.590 --> 00:31:47.210  
they absolutely do not want right because  
they can't control it that's pretty much

00:31:47.220 --> 00:31:52.170  
what they were disrupt that means is that  
even so trying to figure out how to take

00:31:52.210 --> 00:31:59.000  
a new idea and sort of slip it in  
where we can build an ecosystem of

00:31:59.110 --> 00:32:05.670  
business benefit. Is really hard in fact  
of you know I've come to say and pretty

00:32:05.680 --> 00:32:12.450  
much every respect that the process  
of. Essentially orchestrating the

00:32:12.460 --> 00:32:17.600

business side of this is at least as complex  
maybe more complex than the technology

00:32:17.600 --> 00:32:23.580

. And unfortunately you need both Ray.

00:32:24.800 --> 00:32:28.110

To really succeed so M.G.

00:32:28.120 --> 00:32:30.690

Right now is very exciting  
as well working with

00:32:30.700 --> 00:32:34.330

a ton of automotive companies lighting  
companies utilities municipalities and it's

00:32:34.340 --> 00:32:39.780

about building exactly what scares everybody  
in those vaster going even really big

00:32:39.790 --> 00:32:44.810

companies like Google and Apple and  
they're of trade of using infrastructure

00:32:44.820 --> 00:32:49.640

because they don't control and they don't  
own it so either become very focused and

00:32:49.640 --> 00:32:51.040

say well we're going to do everything with

00:32:51.050 --> 00:32:55.800

a cellphone and one hundred percent of  
our business model be linked to the cell

00:32:55.800 --> 00:33:00.230

phone ecosystem because we control that  
although even there no one company controls

00:33:00.250 --> 00:33:06.280

it the alternative is to say we're going  
to be com essentially public like the

00:33:06.300 --> 00:33:11.840

Internet right we're not going to naturally  
control in the traditional sense which

00:33:11.840 --> 00:33:15.910

brings me back to this whole fundamental  
concept of distributed control which is

00:33:15.930 --> 00:33:19.630

behind all the work I did was swarming  
robotics it's behind everything I'm doing

00:33:19.650 --> 00:33:20.750

with how to coordinate

00:33:20.760 --> 00:33:24.340

a highway and it's beyond literally how  
I'm trying to create this business

00:33:24.360 --> 00:33:30.630

ecosystem to to get this technology out  
there to the world and it requires

00:33:30.660 --> 00:33:36.910

a very humble attitude of  
saying hey. I can't control

00:33:37.380 --> 00:33:41.340

anything I can't control of the cities  
do I can't control what the large

00:33:41.340 --> 00:33:47.900

corporations do I can't control. Hardly  
anything about this but it brings me all

00:33:47.910 --> 00:33:53.610

the way back to where I started which is  
story time if you if you tell the story

00:33:53.650 --> 00:33:59.390  
the right way. You can really see is control  
of people's hearts and minds and not

00:33:59.400 --> 00:34:03.450  
is the most important thing. I  
was talking with the C.T.O.

00:34:03.460 --> 00:34:07.190  
Of one of the largest corporations in the  
world and his sponsor of ours with name

00:34:07.800 --> 00:34:08.500  
and if I don't as

00:34:08.510 --> 00:34:13.949  
a this really just comes down you know  
it works you absolutely know that that's

00:34:13.960 --> 00:34:17.670  
where she know that if we get into all  
these cars we can absolutely fundamentally

00:34:17.679 --> 00:34:21.949  
transform the nature of transportation in  
one fell swoop it really just comes down

00:34:21.960 --> 00:34:28.699  
to whether or not you believe that this  
can be done and whether you want it

00:34:31.550 --> 00:34:37.880  
and again to be fair also whether you  
believe that this adoption strategy is

00:34:37.889 --> 00:34:43.179  
practical right because it isn't just

about you know as as has been said to me

00:34:43.179 --> 00:34:46.449

before you know rainbows and  
unicorns right it can't just be

00:34:46.449 --> 00:34:47.480

a good story it's got to be

00:34:47.489 --> 00:34:54.380

a story Bill and many many small  
layers right and so each represented

00:34:54.389 --> 00:34:57.950

environment that we go do whether it's  
the United rentals industrial yard or

00:34:57.950 --> 00:34:59.000

a forklift environment or

00:34:59.020 --> 00:35:05.430

a factory you know those are the  
real demonstrators. But it's

00:35:05.450 --> 00:35:11.910

a process of sort of inching the story  
along with the demand and the actual real

00:35:11.920 --> 00:35:16.180

world demonstration so so  
you're never quite requiring

00:35:16.220 --> 00:35:18.220

a leap of faith you're just requiring

00:35:18.240 --> 00:35:24.070

a step of faith he know. And

00:35:24.610 --> 00:35:26.550

yes I'm going.



00:35:31.580 --> 00:35:38.380

Through part of creativity is. An.

00:35:42.550 --> 00:35:48.970

Appropriate. Question is you  
have the city moments where.

00:35:50.250 --> 00:35:56.880

You. Had. A situation. How those of

00:35:56.890 --> 00:36:01.340

you worked. Relations.

00:36:06.640 --> 00:36:11.320

You know this is going to sound silly but  
like over and over again in my life oh

00:36:11.330 --> 00:36:17.710

Tom itself like well maybe you're just  
overstating things maybe maybe we really can

00:36:17.720 --> 00:36:18.790

just make G.P.S.

00:36:18.800 --> 00:36:23.170

Good enough every time we go on in  
the field and most recently with

00:36:23.180 --> 00:36:29.960

a M G We're deploying the Thomas bus in  
Hong Kong and I told him over I never even

00:36:29.970 --> 00:36:33.200

been to Hong Kong but I you know I looked  
and seen all the tall buildings and you

00:36:33.210 --> 00:36:36.660

know it's guys it's not nice don't think  
it's going to work you know it's not

00:36:36.670 --> 00:36:42.020

anywhere and they just like every time you know they just don't listen to me and

00:36:42.030 --> 00:36:47.970

like woah I mean. David and everyone says going to work you're Qana just

00:36:48.240 --> 00:36:54.180

a big dampen you know dampening force on our progress here. So my Garri Well you

00:36:54.190 --> 00:36:58.090

know do you want me to comment like yeah you know we we do we want you to common

00:36:58.530 --> 00:37:05.400

and you know so I show up and it's like you know. Hour after hour after

00:37:05.410 --> 00:37:10.400

hour of of like Hey just give us another five minutes you know I think we just

00:37:10.410 --> 00:37:16.460

don't have good satellite writ reception right now in your local. How is that going

00:37:16.460 --> 00:37:21.960

to be effects like by waiting more time you know now but it was so well and we got

00:37:21.960 --> 00:37:27.570

where well when we did it in Portland like out in the open I mean like right right

00:37:27.630 --> 00:37:31.520

it's completely different kind of environment so so how did this experience over

00:37:31.530 --> 00:37:35.210

and over again it is like every time it's  
like an epiphany for these people right

00:37:35.230 --> 00:37:40.980

every time it's like. OK maybe

00:37:42.030 --> 00:37:45.830

maybe we'll just refer to this as an edge  
case because people will once they've

00:37:45.840 --> 00:37:49.140

once they believe something it's hard to  
get them to shift so it would depend on

00:37:49.150 --> 00:37:53.610

transportation it was again they get was  
the funniest thing is like well you know

00:37:53.620 --> 00:37:57.680

David I think ninety nine percent of the  
world is going to be fine with G.P.S.

00:37:57.690 --> 00:38:02.340

I mean but what we will grant you this  
there may be education. There may be edge

00:38:02.350 --> 00:38:06.820

cases where your technology to be really  
useful right like under bridges or in

00:38:06.830 --> 00:38:13.020

tunnels absolutely meant me will give you  
up and then of course it turned out that

00:38:13.030 --> 00:38:15.470

one hundred percent of Manhattan was

00:38:15.680 --> 00:38:21.700

a top right it is all it on up. And they still refer to that either so I guess the

00:38:21.740 --> 00:38:26.040

G.P.S. Tonight aerial strike right but to be clear the city is a G.P.S.

00:38:26.050 --> 00:38:32.280

Night area. Does it in then and Leah in new we we have that down we would advise

00:38:32.290 --> 00:38:38.840

a G.P.S. In areas like. So to be clear what your calling

00:38:38.880 --> 00:38:45.160

a small educates is like ninety percent of what we care about we never had traffic

00:38:45.170 --> 00:38:52.040

problems in Kansas cornfields the traffic problems are all in the cities but

00:38:52.050 --> 00:38:58.430

the perception is really important so for me it's like reliving that appear for me

00:38:58.440 --> 00:39:01.600

over and over again if you really mean

00:39:01.950 --> 00:39:07.410

a leg right the reason you can't track the soldiers is because G.P.S.

00:39:07.420 --> 00:39:11.710

Doesn't work through the buildings you know and eventually like you know God It

00:39:11.720 --> 00:39:17.760

doesn't work indoors but it does work

outdoors I know that you know. Not not kind

00:39:17.770 --> 00:39:21.640

of the way you think like I got all the requirements say in our thing we spent

00:39:21.650 --> 00:39:24.670

seven years of these requirements Dave they say that we're going to mark G.P.S.

00:39:25.260 --> 00:39:26.930

You know we're going to mark landmines with G.P.S.

00:39:26.970 --> 00:39:30.660

So we have to do it it's it's it's doctrine like that's what we said we're going to

00:39:30.670 --> 00:39:35.240

do you know. So you're telling me you want to walk through

00:39:35.250 --> 00:39:38.620

a minefield with a G.P.S.

00:39:38.630 --> 00:39:44.560

Device telling you where to stuff like no that's not going what has to work it has

00:39:44.570 --> 00:39:48.730

to work because otherwise we have to wait another seven years ago your car Mr so

00:39:48.740 --> 00:39:54.030

then surely what I learned to do is to essentially say you're right you're correct

00:39:54.070 --> 00:39:59.600

we will absolutely do that and so then you build a box. You do indeed put

00:39:59.610 --> 00:40:00.350

a little G.P.S.

00:40:00.360 --> 00:40:04.540

Receiver in it but you also put all this  
other stuff inside of it and then you say

00:40:04.550 --> 00:40:05.800

to them Here is your G.P.S.

00:40:05.810 --> 00:40:11.110

Solution and the like we knew it made now  
then even though they are on even using

00:40:11.120 --> 00:40:11.920

the G.P.S.

00:40:13.030 --> 00:40:17.100

So generally it's in there technically of  
met the requirement but it's not actually

00:40:17.110 --> 00:40:22.420

doing what they think it's doing it's  
just that you can't actually succeed in

00:40:22.430 --> 00:40:28.440

persuading large peer bureaucracies  
to admit that their plans are

00:40:29.970 --> 00:40:36.480

incorrect so it's much better to  
sort of say well. Yes we will make

00:40:36.490 --> 00:40:38.620

G.P.S. Work in tunnels Di's

00:40:38.630 --> 00:40:44.520

a great idea and we will do it if you  
know you know it's fantastic here's some

00:40:44.530 --> 00:40:50.480

money. So that again is sort of like what one of the difficult lessons learned is I

00:40:50.490 --> 00:40:54.470

think one of the biggest mistakes I've made as an entrepreneur is is is over

00:40:54.480 --> 00:40:59.660

honesty right it's sort of saying look let me explain to you the problem with how

00:40:59.670 --> 00:41:03.060

you're thinking about this you know which to me I'm like doing them this massive

00:41:03.070 --> 00:41:08.300

favor like in my little mind right like how fortunate they are that I'm here to set

00:41:08.310 --> 00:41:14.180

them straight and and then finally. We will pay to not listen to this crowd because

00:41:14.760 --> 00:41:15.920

he know it's

00:41:15.930 --> 00:41:21.710

a really worry me what your say is so figuring out sort of how to tell the story in

00:41:21.720 --> 00:41:27.980

a way that is one hundred percent truthful but also is not. My phrase overly honest

00:41:27.980 --> 00:41:34.840

. Is really trivial and many many companies we'll look at what just happened with

00:41:34.850 --> 00:41:39.520

their own straight where it's actually so  
telling so sternness is the blood testing

00:41:39.530 --> 00:41:41.330

company where they essentially exaggerate

00:41:41.340 --> 00:41:45.280

a lot of their capabilities and are  
usually sort of lied about some of their

00:41:45.290 --> 00:41:50.030

capabilities and you know that it's  
hilarious to me actually that the Silicon

00:41:50.040 --> 00:41:54.430

Valley mindset is like oh yeah no absolutely  
ever I mean everyone knew that that

00:41:54.440 --> 00:41:56.640

was complete rubbish  
but you know she tells

00:41:56.650 --> 00:42:01.650

a good story so you know  
as they were right like on

00:42:01.660 --> 00:42:06.080

a spectrum from like incredibly honest  
and truthful about everything to making

00:42:06.090 --> 00:42:10.480

everything up you know I think Silicon  
Valley kind of wants people to be like right

00:42:10.490 --> 00:42:16.830

here you know I kind of want to be right  
here which is also really problematic

00:42:17.230 --> 00:42:24.070



and so I think you know the the issue  
is like how to how do you. How do you

00:42:24.080 --> 00:42:24.460  
tell

00:42:24.600 --> 00:42:31.400  
a story which has the right amount  
of forward looking. Promise but

00:42:31.410 --> 00:42:38.040  
also the right amount of veracity.  
And and that that is again

00:42:38.050 --> 00:42:44.810  
that's that's the art of the right story.  
And so the way again the way I like to do

00:42:44.820 --> 00:42:48.960  
it is to say look I'm going  
to demonstrate to you in

00:42:48.970 --> 00:42:54.270  
a put up or shut up real world way exactly  
how this operates today so there is no

00:42:54.280 --> 00:42:57.180  
uncertainty about that and  
then I'm going to verbal E.

00:42:57.190 --> 00:43:03.740  
Or sometimes with with movie making.  
Illustrate how it can be although

00:43:04.120 --> 00:43:05.570  
it's interesting I've become sort of

00:43:05.580 --> 00:43:11.690  
a bit obsessed with not making movies  
that are what I would call it alive live

00:43:11.700 --> 00:43:17.480  
action you know cinematography because  
it's crazy if people see it in

00:43:17.490 --> 00:43:22.680  
a sort of cinema grout a flick like  
that it won't see it works. That was

00:43:22.690 --> 00:43:26.830  
a concept but here OK so I've insisted  
that when we are showing the future we

00:43:26.840 --> 00:43:31.700  
literally use like animations you see even  
because then like no one no one reads

00:43:32.380 --> 00:43:33.120  
they know and it's

00:43:33.290 --> 00:43:36.940  
a lot harder for people to read it in the  
animation what has happened over and over

00:43:36.950 --> 00:43:43.860  
again is that companies tend  
to. Film The for their future

00:43:43.870 --> 00:43:45.480  
vision but in

00:43:45.490 --> 00:43:49.890  
a way where it all too easily can be perceived  
as like what they're actually trying

00:43:49.900 --> 00:43:54.460  
to say here to being so there is  
this really kind of famous case of

00:43:54.470 --> 00:43:58.360

a drone company that emerged in Silicon Valley misuse the software raise like

00:43:58.370 --> 00:44:03.340

twenty million. But literally just off of this You Tube video Reza they made this

00:44:03.350 --> 00:44:07.770

beautiful You Tube video where the drone came in it followed to the boat and you

00:44:07.780 --> 00:44:11.820

know follow the wedding for Diana and I was like I want to you know dot dot

00:44:11.830 --> 00:44:17.430

scraping and so the words literally throwing money at them and my own board of

00:44:17.440 --> 00:44:21.010

directors at the Thomas like you know what can you be more like them you know that

00:44:21.020 --> 00:44:26.880

company is amazing you know or right except that they can't do it and like you know

00:44:26.930 --> 00:44:31.270

well I mean take Trey's lots of money I mean that's they can't be just making it up

00:44:31.280 --> 00:44:38.270

you know no actually they are they are making it up like it's hero and eventually

00:44:38.280 --> 00:44:41.160

they got me went bankrupt it took them like to have years because it literally for

00:44:41.170 --> 00:44:45.110

a while they just kept raising more money  
if you like well I care I'll be so busy

00:44:45.980 --> 00:44:52.880

the you know the trick is. How do you  
how do you create that how do you

00:44:52.890 --> 00:44:58.730

stimulate people's imagination so they can  
really understand the potential of the

00:44:58.740 --> 00:45:05.530

technology without bamboozling them so that  
they are really misled about the state

00:45:05.540 --> 00:45:09.340

of the technology.

00:45:06.990 --> 00:45:08.760

So going off what you were just saying

00:45:08.780 --> 00:45:12.600

about misleading people about limitations  
there is this one interview that we read

00:45:12.600 --> 00:45:17.350

about you talking about how a lot of  
people / entrepreneurs have their ego and

00:45:17.370 --> 00:45:24.270

and basically make the public perceive as  
if their technology can do

00:45:24.270 --> 00:45:27.720

something, but then they would not  
communicate the actual limitations of

00:45:27.730 --> 00:45:29.250

their product.

Right.

00:45:29.260 --> 00:45:34.000

So in that interview you mentioned the importance of contact sensitive shared

00:45:34.000 --> 00:45:37.990

control with regards to AI technologies, you also mentioned that you always try

00:45:38.000 --> 00:45:41.580

to emphasize that robotics should never be about the robots but rather

00:45:41.580 --> 00:45:45.990

about the people they work with. So the question is, could you provide specific

00:45:45.990 --> 00:45:48.070

examples from your own product development process that

00:45:48.080 --> 00:45:48.860

illustrates the ideas you

00:45:48.860 --> 00:45:50.550

are emphasizing?

00:45:50.560 --> 00:45:57.730

Yea, yea absolutely. So one of the ways that I said it recently, that was maybe a

00:45:57.730 --> 00:46:03.350

a little bit overly provocative, but I said that robot strategies that are

00:46:03.350 --> 00:46:09.910

focused on 100% autonomy, fail 100% of the time. And I really mean that. I think

00:46:09.910 --> 00:46:16.710

there is always a lot of appeal both from

a spreadsheet business model perspective

00:46:16.710 --> 00:46:22.700

also just from like a "that going to be cool" perspective to this concept that you

00:46:22.700 --> 00:46:26.850

can eliminate the human. And over and over again these robotics programs are

00:46:26.850 --> 00:46:31.480

sold based on this reduction of labor concept. Whether it was future combat

00:46:31.480 --> 00:46:35.370

systems: "Well we are paying a lot on soldiers paychecks what if we just didn't

00:46:35.370 --> 00:46:39.900

do that anymore?" Or Amazon saying, "Hey when we put these little Kiva robots in

00:46:39.900 --> 00:46:44.180

our factories we can fire like half of our employees". And it never really actually

00:46:44.180 --> 00:46:49.060

fortunately, in my mind, works out that way.

00:46:49.060 --> 00:46:55.400

So, so let me give you an example, when we worked on bringing robotics into the

00:46:55.400 --> 00:47:02.280

military, they actually ran cost models that showed the only real benefit that

00:47:02.280 --> 00:47:07.650

they seemed at that time to care about

was reducing paychecks. They just wanted

00:47:07.650 --> 00:47:14.570

to pay fewer soldiers because paychecks were the largest amount of money that

00:47:14.570 --> 00:47:22.250

they were shelling out and it just seemed like the thing to do. And as it turned out

00:47:22.250 --> 00:47:26.690

we didn't get rid of a single soldier by introducing all these many robots we

00:47:26.690 --> 00:47:30.490

deployed, and when I say "we" I don't mean that these were all deployed by me

00:47:30.490 --> 00:47:34.320

personally, but the U.S. military deployed the technology that would come out of

00:47:34.320 --> 00:47:39.690

these programs. Like the P.A.C. bot, the Warrior, the Sub V, which was a small

00:47:39.690 --> 00:47:46.170

ground vehicle. The Talon, you know about 4,000 of those were produced, and these

00:47:46.170 --> 00:47:50.630

were robots that you would see in movies like, The Hurt Locker, and even, "Mr. and

00:47:50.630 --> 00:47:56.880

Mrs. Smith". Anyway, the point is that we deployed thousands of these robots

00:47:56.880 --> 00:48:03.500

and if anything, I would say that is may

have even increased work load.

00:48:03.500 --> 00:48:09.420

The value wasn't in reducing human labor,  
the value was in keeping soldiers out of

00:48:09.420 --> 00:48:13.630

harms way. Which actually does have a  
tremendous economic benefit. Each soldier

00:48:13.630 --> 00:48:20.300

costs a million dollars to train and the  
effects of a bomb essentially rattling

00:48:20.300 --> 00:48:26.110

your brain, even if you don't die, is in  
many cases tragically year after year

00:48:26.110 --> 00:48:31.550

after year of medical treatment for PTSD  
and traumatic brain injury, these things

00:48:31.550 --> 00:48:38.030

actually again are both tragic and also  
economically very serious, and we are

00:48:38.030 --> 00:48:44.610

going to spend way more than we spent on  
the war to address PTSD over time. So

00:48:44.610 --> 00:48:51.560

keeping humans out of mine fields was  
fantastic and we did a really good job

00:48:51.560 --> 00:48:55.880

of saving lives by having these robotic  
technologies out there, but it actually

00:48:55.880 --> 00:49:01.750

didn't align at all with the business



model. In other words, the U.S. Congress

00:49:01.750 --> 00:49:07.830

had this business model, which indicated  
this big benefit regarding reduction of

00:49:07.830 --> 00:49:14.260

labor, and my point all along was like,  
"Stop saying that. Stop thinking that.

00:49:14.260 --> 00:49:18.330

The human is still going to be an  
important part of the system. You know,

00:49:18.330 --> 00:49:24.605

the problem is that you can't just shoehorn  
the human back in.

00:49:24.605 --> 00:49:29.355

If the strategy in the programs in these projects  
were also based on the notion that

00:49:29.362 --> 00:49:31.740

these things were going to be super  
intelligent and autonomous,

00:49:31.740 --> 00:49:34.740

you literally build

00:49:34.740 --> 00:49:38.260

a completely different system  
than if your goal was to have

00:49:38.290 --> 00:49:44.980

the human play a major role.  
And and so what I found

00:49:45.020 --> 00:49:49.020

in the research that we did was that  
when you have the human as an integral part

00:49:49.030 --> 00:49:55.250

of the system, the performance was so much better which doesn't mean that you require

00:49:55.260 --> 00:50:00.390

the imminent joystick It doesn't mean that the human has to be responsible for all the actions

00:50:00.670 --> 00:50:05.380

of the robot right, for us the scanning of the mine sensor over the ground and the advancement

00:50:05.390 --> 00:50:08.340

of the robot and ability or office all that is being done by

00:50:08.350 --> 00:50:14.070

a robot. But you still needed the human there and part of the reason was that there

00:50:14.080 --> 00:50:16.800

were really difficult decisions in many cases that had to be made like is this

00:50:16.810 --> 00:50:19.130

a weapon of mass destruction or is it just

00:50:19.140 --> 00:50:25.340

a simple bomb is it an ID that has the ability to take out a huge area or is it just

00:50:25.650 --> 00:50:28.000

a small problem that is going to threaten a single vehicle

00:50:28.010 --> 00:50:34.130

because how will you go about addressing the threat is something that

00:50:34.140 --> 00:50:40.190

we really want to human to decide, right. The  
the robot is not really equipped to make

00:50:40.200 --> 00:50:45.070  
decisions about weapons of mass  
destruction, you know is there

00:50:45.080 --> 00:50:49.050  
a dirty bomb is there or is there  
radiological contaminants that are

00:50:49.060 --> 00:50:54.810  
linked to this on all of these kinds of  
issues are, to be clear, above the pay grade of

00:50:54.820 --> 00:51:00.480  
any of my robots right, so  
that was a great example of

00:51:00.490 --> 00:51:05.890  
a situation where no matter how much of  
the robotics intelligence we batted into

00:51:05.900 --> 00:51:12.870  
that particular robot it still wasn't going  
to get rid of the soldier and as far as

00:51:12.880 --> 00:51:13.760  
I can tell, that's

00:51:13.770 --> 00:51:19.680  
a good thing so and so my goal was never  
to eliminate humans. My goal is to

00:51:19.920 --> 00:51:24.380  
keep them safe and allow the operation  
to be much faster so in our case with

00:51:24.390 --> 00:51:27.850  
a lot of the robotics stuff that we did in

minefields were four times faster than a

00:51:27.860 --> 00:51:33.710

training human and of course you're keeping  
the human out so those are very laudable

00:51:33.720 --> 00:51:39.690

benefits they just want the benefits that  
hadn't been originally promised and this is

00:51:39.700 --> 00:51:44.120

somehow, get back to the fundamentals, this  
is something that drives me crazy about

00:51:44.180 --> 00:51:50.370

entrepreneurial processes in general, is in  
my experience I'm always been asked.

00:51:51.380 --> 00:51:52.260

To accomplish

00:51:52.270 --> 00:51:58.410

a goal that I didn't set and then  
it seems my job is to subtly

00:51:58.630 --> 00:52:04.750

readjust those goals over the course of  
the period time, you know, and say,

00:52:05.340 --> 00:52:11.220

"Um, I know you want to eliminate  
the human soldier

00:52:11.230 --> 00:52:17.960

but what if we had one  
human who could operate three robots"

00:52:18.890 --> 00:52:22.910

and there was a little more the  
supervisor would look OK I guess I guess

00:52:23.040 --> 00:52:28.030

that seems like a reasonable next step right here  
you're not moving the needle but okay,

00:52:28.040 --> 00:52:34.000

we're all on board with the concept that one human is  
going to work with three robots great. So you see,

00:52:34.440 --> 00:52:39.030

because now at least I have an excuse  
to keep the human in the loop right

00:52:39.040 --> 00:52:43.850

and I can build the system I want but again,  
it's an ongoing negotiation always

00:52:44.100 --> 00:52:48.430

and the other thing I used to always  
joke about is to say that the customer is

00:52:48.440 --> 00:52:55.010

always correct but the requirements are  
dreadfully mislead so so but

00:52:55.020 --> 00:52:59.250

again the trick is you can't just come  
in and tell them like hey, number three seven

00:52:59.260 --> 00:53:03.960

nine twelve fifteen yet we're  
not going to do those so you have to

00:53:03.970 --> 00:53:10.790

basically go in there and say right, so we're  
we're going to address this I have some

00:53:10.800 --> 00:53:16.470

concerns and I'm going to develop some  
contingencies for numbers one blah (x3). And then

00:53:16.480 --> 00:53:22.660

over time and again, you sort of get  
sign off to readjust. You say, right so

00:53:23.750 --> 00:53:29.940

we're going to involve if it's OK  
with you. A homeland air vehicle to

00:53:29.940 --> 00:53:36.470

notice that there's been some anomalies and  
then only then are we going to have the

00:53:36.480 --> 00:53:40.540

robot come in because the robot has  
to cover this massive area it's just going to take

00:53:40.560 --> 00:53:46.910

a really long time and they're like, well it's not in  
our requirements and you're like right but

00:53:46.980 --> 00:53:52.670

But what if I can dramatically reduce the cost  
of the system and they're like, well I do like the

00:53:52.680 --> 00:53:57.830

sound of that right so what if I did an excursion  
here pragmatic excursion where

00:53:57.840 --> 00:54:02.420

we tested this. So this is the sort of  
ongoing negotiation with the customer is

00:54:02.430 --> 00:54:07.680

really critical so that if you do it well,  
by the end of it they will claim that

00:54:07.690 --> 00:54:13.160

you met every single requirement but  
God forbid you get out the old dossier

00:54:13.200 --> 00:54:18.550

you know that that was there at the beginning of the program like oh yeah you

00:54:18.560 --> 00:54:23.750

met maybe at most fifty percent of the requirements but that, thankfully if you've done

00:54:23.760 --> 00:54:29.060

your job well, that dossier doesn't exist anymore. So the new one exists that has

00:54:29.060 --> 00:54:34.870

the requirements that are now agreed to that. You know ends up being

00:54:34.880 --> 00:54:38.790

a very different list than the one from two years ago so that again

00:54:38.800 --> 00:54:42.900

is part of the storytelling right, and you're literally building the story

00:54:43.320 --> 00:54:49.940

and part of it by the way isn't, in other words, that the reason for this isn't just that I

00:54:49.950 --> 00:54:53.430

knew in the beginning everything but I have to cajole the customer. It's actually,

00:54:53.470 --> 00:54:59.490

that's not the case fifty percent of those changes are because I failed

00:55:00.530 --> 00:55:05.130

in other words I may have failed to meet technical requirements that I thought I could

00:55:05.140 --> 00:55:10.110

meet and so I'm actually going  
to prevail on them to allow

00:55:10.120 --> 00:55:15.240

a different tactical solution because I  
screwed up I couldn't make it work and part of

00:55:15.250 --> 00:55:21.060

the whole deal here in being a good  
entrepreneur and good storyteller and

00:55:21.070 --> 00:55:25.620

a good technologist is that adaptation the  
ability to actually recognize very early

00:55:25.630 --> 00:55:32.550

on where you haven't achieved part of  
the goal and adapt and just be honest

00:55:32.560 --> 00:55:38.700

about it. Be like, yeah, you know  
what, we can't do

00:55:39.400 --> 00:55:42.260

all of this with a camera in front  
we're going to have to add

00:55:42.270 --> 00:55:46.700

a lighter or I thought it was going to work  
but the problem is when there's dust it

00:55:46.710 --> 00:55:52.550

just doesn't work. I can't see when there  
is dust I wish I could but I can't.

00:55:52.560 --> 00:55:57.040

I didn't think about that when I wrote  
this original technical



00:55:57.050 --> 00:56:03.300

plan I just hadn't been thinking about dust  
so, sorry you know and but because the

00:56:03.310 --> 00:56:10.240

problem is it's so easy for  
technologists to say the canonical thing of

00:56:10.650 --> 00:56:15.540

you know what, give me six more months  
and another ten million and I will make

00:56:15.550 --> 00:56:20.220

that camera work in the dust

00:56:20.240 --> 00:56:25.540

and maybe it will be a little bit better but maybe  
after six more months of ten million more dollars it will

00:56:25.550 --> 00:56:30.630

work insufficiently. So another big...

00:56:32.330 --> 00:56:37.330

Thing that has been very humbling for  
me is to realize that it's not just about

00:56:37.510 --> 00:56:43.150

steering my customer because  
of their lack of knowledge it's

00:56:43.160 --> 00:56:50.040

also steering the ship largely because  
of my own failings. So that's

00:56:50.050 --> 00:56:56.240

a big part of it but throughout all of this  
work I really believe that if you view

00:56:56.250 --> 00:57:02.680

the human as part of the system, there's

lot more flexibility in how you address

00:57:02.720 --> 00:57:07.280

those failings and so if your premise is like everything has to be completely

00:57:07.290 --> 00:57:11.600

autonomous then when you fail at a particular component or

00:57:11.610 --> 00:57:13.400

a particular capability

00:57:13.410 --> 00:57:18.040

it's a big deal because now the whole system is not going to work, whereas

00:57:18.050 --> 00:57:21.440

if the human's part of the system, then you say, hey, the robot can phone

00:57:21.450 --> 00:57:28.140

a friend right. The robot could basically say, hey buddy, mister human, I'd like

00:57:28.150 --> 00:57:35.110

a little help here and that hopefully isn't a problem. In other words

00:57:35.120 --> 00:57:41.360

if you structured the mindset correctly from the beginning you know that

00:57:41.370 --> 00:57:45.310

is not the problem right the challenges for

00:57:45.320 --> 00:57:50.490

a lot of the self-driving stuff that you read about in the news because they sort of stake

00:57:50.550 --> 00:57:56.440

their name and their reputation on one  
hundred percent autonomous when the vehicle

00:57:56.450 --> 00:58:00.940

makes a mistake or if the vehicle is  
struggling in a particular situation it's

00:58:00.980 --> 00:58:07.700

a big problem and so another way  
to say this is is ninety nine

00:58:07.710 --> 00:58:09.710

percent of the work for

00:58:09.720 --> 00:58:13.610

a critical application like self-driving  
is that last percent of reliability.

00:58:13.620 --> 00:58:18.380

So getting to ninety nine  
percent is like rate for demos

00:58:18.390 --> 00:58:23.370

where you control the whole environment  
but unfortunately ninety nine

00:58:23.370 --> 00:58:30.300

percent reliability is nonstop death and  
dismemberment on the highway. So until

00:58:30.310 --> 00:58:31.420

you really get

00:58:31.460 --> 00:58:37.910

a fully functional fully rival system  
it's very hard to get any value.

— End of Transcription —