




*Three Principles of Breakthrough  
Innovation - Lessons from the Defense  
Advanced Research Projects Agency  
(DARPA) and Jack the Dullard (Klods Hans)*

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An aerial, black and white photograph of a cityscape. In the foreground, a large, prominent dome-shaped building with horizontal ridges is visible. Beyond it, a wide river or bay stretches across the middle ground, with a long bridge crossing it. In the background, a dense urban skyline is visible under a clear sky. The text is overlaid in the center of the image.

*How can we in a systematic way  
build an organization that embrace  
heretical ideas?*

# THE (D)ARPA-MODEL AND ITS CLONES

## The Original



Sputnik 1957



Created in 1958 to prevent technological surprise

Famous Results



GPS / Stealth / SIRI  
Internet / DRONES / mRNA COVID VACCINE...?  
(early funding of Curevac and Moderna in 2013)

## The Clones



leap<sup>w</sup>



# The Defining Principles of the (D)ARPAmodel

- **Deliberate Opacity** – be ‘a pirate ship that is part of the marine’
- **Freedom to idiosyncrasy:** Allow for personal discretion to counterbalance “Peer Review” and “Committee meetings”
- **‘The Monkey Reading Shakespeare’:** focus on the hard things that makes anything else easy.

# THE MONKEY READING SHAKESPEARE PRINCIPLE



If you were to put a monkey on a pedestal reading Shakespeare, how would you go about it?

# A FOURTH PRINCIPLE: THE JACK THE DULLARD PRINCIPLE



An aerial, black and white photograph of the MIT campus. In the foreground, the iconic dome of the Stata Center is prominent. The campus buildings are arranged in a grid-like pattern, with a large green courtyard in the center. In the background, a wide river flows through the city, and a dense urban skyline is visible under a clear sky. The text is centered over the middle of the image.

Thank you  
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