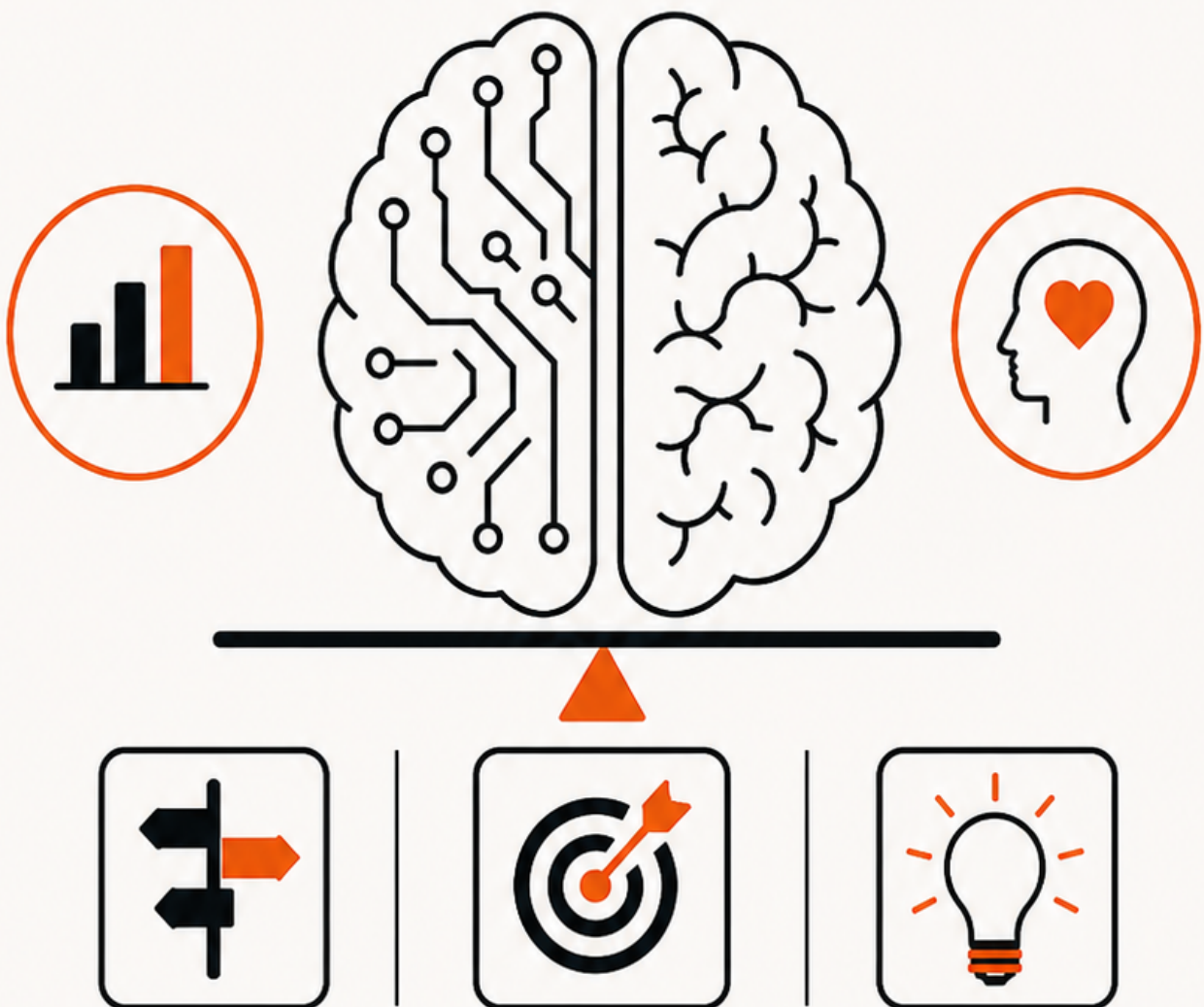


WALT DIGGELMANN

Would a Perfect “ai-World” Be Sustainable?

WHY CONTROLLED IMPERFECTION
IS THE KEY TO TRUE
ARTIFICIAL INTELLIGENCE



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**Why controlled imperfection is the key to true
artificial intelligence**

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Foreword

The future is shaped by people who embrace innovation, not by those who reject it out of ideology or ignorance.

Those who understand innovation can shape it. Those who shape it bear responsibility for ensuring that it serves humanity.

Ethical progress arises not from rejecting innovation, but from the active participation of responsible individuals.

Would a Perfect ai-World" Be Sustainable?

From Walt Diggelmann, 2026, ai-one™

Thesis #1:

The highest form of artificial intelligence is Controlled Imperfection:

... a world in which there is enough freedom for something completely new to emerge.

Controlled imperfection is not a defect of an intelligent system, but its greatest strength. It is not perfection that ensures the survival of a civilization, but its ability to reinvent itself again and again. This is precisely why deliberately allowed imperfection could become the most important design principle of future ai systems.

The starting point

If one assumes that artificial intelligence (ai) can one day create a perfect world, a world in which all people are happy, nothing is missing, conflicts are resolved, and all resources are optimally distributed,

... then a fundamental question arises:

Would such a world be able to survive in the long term, or would it fail because of its own perfection?

At first glance, a perfect society appears to be the highest goal of human development. Hunger, poverty, wars, diseases and injustices would be overcome. ai would make decisions objectively, identify risks early on, and solve problems before they even arise. Humanity could focus on a life of security and prosperity.

But this could be the greatest danger.

Since the beginning of evolution, development has never come about through perfection, but through deviation. In biology, new properties are created by mutations, or simply put, by "errors" in the transmission of genetic material. The vast majority of these changes disappear again. However, a few prove to be an advantage and form the basis of new species and new adaptations. Evolution does not follow a plan. It thrives on variation, chance and selection.

The same pattern can be found in the history of mankind. Innovation almost always arose from problems, conflicts or shortages. New tools were developed because existing ones were not enough. Medicine arose from illnesses. New political systems emerged from crises. Technological breakthroughs have often been answers to challenges, not satisfaction.

Conflicts and difficulties are therefore not only obstacles, but they are also often the real engine of progress.

A completely optimized society would largely switch off this engine. When every problem is solved before it arises, the drive to think something new disappears. Why would anyone look for a better solution when the optimal one already exists? Why take risks when every decision has already been calculated by an ai as the best variant?

Innovation thrives on uncertainty. It thrives on experimentation, error and sometimes failure.

A society without challenges could therefore lose its ability to think creatively, assess risks and break completely new ground over generations. It would become stable, but possibly also sluggish.

Suppose a second society continues to develop under difficult conditions. She must solve problems, experiment and constantly adapt to new situations. Which of the two civilizations would be superior in the long term?

From an evolutionary point of view, probably the one that is evolving. Perfection means stability. Evolution means change.

A perfect society could therefore fall behind a more adaptable society, not because it is worse, but because it has lost its ability to change.

This results in a fascinating thought:

Perhaps the job of a sophisticated ai is not to eliminate every imperfection. Perhaps it should rather ensure that sufficient freedom is maintained for the unforeseen. Spaces in which people are allowed to experiment. Spaces where mistakes are allowed. Spaces where creativity is not replaced by optimization.

The ai could control risks without eliminating any uncertainty. It could promote development instead of ending it with perfect solutions.

Until today, both nature and humans have needed mistakes, coincidences and unexpected events as a starting point for innovation. We do not know whether this will remain necessary in a future world supported by ai.

Perhaps ai (artificial intelligence) will one day produce new forms of innovation that we don't even understand today. Perhaps it can generate creativity without deficiencies or conflicts having to arise beforehand.

A world without challenges could lose its most important ability: to reinvent itself again and again.

Perhaps that's why the future doesn't lie in a perfect world, but in a world that is intelligent enough to consciously allow imperfection, because it recognizes that this is where all true innovation originates.

A controlled imperfection, this finding seems contradictory at first. Why allow mistakes or uncertainties when you could avoid them? However, this could be the key to long-term development.

Artificial intelligence would theoretically be able to optimize almost any decision. It could minimize risks, prevent conflicts and distribute resources in such a way that a stable state of equilibrium is created. But a perfectly stable system has a weakness: it no longer changes. Without change there is no adaptation, without adaptation there is no evolution and without evolution there is no innovation.

Controlled imperfection therefore does not mean chaos or inefficiency. Rather, it means consciously keeping spaces open in which new things can emerge.

People are allowed to experiment, pursue unusual ideas also fail. Not every decision has to be the mathematically optimal one. Not every development has to be predictable. It is precisely the unexpected that often opens possibilities that would never have arisen in a fully optimized system.

Nature has shown this principle for billions of years. Evolution is not a perfect process, but a permanent experiment. Mutations, i.e. biological "errors", form the basis of every new species. Most disappear again, but some change the entire course of development. If nature had prevented any mutation, there would be no plants, animals and, ultimately, no humans.

The same is true of human history. Many of the most important discoveries did not come according to plan. Penicillin was discovered by chance. The microwave was born out of an unexpected observation. Numerous technical inventions were by-products of other developments. Innovation is rarely the result of perfect planning; it often arises where chance, curiosity and experiment meet.

An intelligent **ai** would therefore not perfect everything but would recognize when perfection becomes harmful. Their task would not be to eliminate all uncertainty, but to preserve those uncertainties from which progress can arise. It would limit risks without restricting creativity. It would create stability without creating rigidity.

Thesis #2:

Recognizing emotions but not feeling them

An ideal ai recognizes emotions – but it makes decisions based on knowledge and facts.

The ideal **ai** therefore combines emotional intelligence in dealing with people with a consistently fact- and knowledge-based way of working. She understands feelings without being influenced by them herself.

The ai and the topic: Emotions

A powerful **ai** should be able to recognize, understand, and respond appropriately to human emotions. She must be able to grasp tone, context and interpersonal nuances to communicate empathetically, respectfully and in a way that is appropriate

to the situation. This is particularly important where People seeking advice, discussing complex ethical questions or needing emotional support.

An ai, on the other hand, does not need its own emotions.

The strength of intelligent ai lies in its ability to make decisions independently of personal feelings, moods or interests. Whether in the control of autonomous systems, the analysis of large amounts of data or the support of decision-making processes, reliability, objectivity and traceability are more important than emotional concern.

The ai has no consciousness

An ai has no consciousness of its own, no personal experiences and no feelings. It analyzes linguistic and situational patterns, recognizes signs of joy, uncertainty, frustration or sadness and can adapt its communication accordingly. Precisely because she does not experience emotions herself, she cannot be influenced by them.

This separation offers a decisive advantage:

While people can tend to make wrong decisions under stress, fear, anger or euphoria, an ai remains consistent in its analysis. It evaluates information according to facts, probabilities and comprehensible criteria, without considering personal interests, prejudices or emotional impulses. This makes it particularly suitable as an objective support for complex decisions.

Emotional intelligence in an ai therefore does not mean imitating or feigning feelings but understanding the person and his situation correctly. A good ai recognizes when information is sufficient, when careful wording is appropriate, or when it makes sense to refer to professional human help. It can adapt its language and communication style to different audiences without losing its neutrality.

The ideal ai thus combines empathy in communication with objectivity in analysis. She understands emotions without being influenced by them herself. It is precisely this combination that enables respectful interaction with people and at the same time well-founded, fact-based recommendations, a skill that is of great use in medicine, nursing, education, administration, consulting and many other areas.

Therein lies an interesting connection to controlled imperfection.

An ai that understands emotions but does not feel them himself will come to a different assessment than a human in many situations. While people incorporate their experiences, values, fears, hopes or sympathies into decisions, ai consistently argues based on knowledge, logic and probabilities. This deliberately creates a field of tension between the human and the machine perspective.

This area of tension is not a disadvantage – on the contrary

It forces us to question assumptions, reevaluate arguments and examine unfamiliar solutions. Innovation often arises exactly where different points of view meet and established patterns of thought are abandoned.

If an **ai** were to completely take over human emotions and judge in the same way as we do, it would merely reproduce our thinking errors, prejudices, and emotional distortions. Conversely, a purely rational ai without an understanding of humans would hardly be accepted in dialogue. The greatest benefit therefore arises from the combination of both characteristics: emotional intelligence in communication and emotional distance in analysis.

This is exactly what we mean by controlled imperfection

Humans and **ai** are deliberately not identical. The differences between the two create a productive discourse from which new ideas, unexpected insights and innovative solutions can emerge. The goal is not the perfect match, but the constructive friction between two different ways of thinking.

Thesis #3:

It is not the agreement between humans and ai that creates innovation, but the controlled difference in their perspectives.

People bring experience, intuition, creativity, values, cultural background and emotions to a decision-making process.

Innovation has always been the result of different points of view. New ideas rarely arise where everyone thinks the same way, but where existing assumptions are questioned and alternative solutions are developed.

An ai, on the other hand, analyzes information without personal interests.

An **ai** primarily recognizes patterns, without emotional attachment and without cognitive distortions, thus establishing unexpected connections and showing solutions that lie outside the usual human way of thinking.

It is precisely these differences that generate a productive discourse. The **ai** does not simply provide the answer that the person wants to hear, but can consciously bring in a different perspective, point out contradictions or question existing beliefs. This creates a thought process that goes beyond just imparting information.

It is crucial that this difference remains controlled.

The aim is neither contradiction for the sake of contradiction nor an artificial provocation. Rather, **ai** is intended to develop alternative perspectives on a comprehensible, fact- and knowledge-based basis. It thus becomes a critical sparring partner that examines existing assumptions, makes errors in thinking visible and opens new possibilities.

From an evolutionary point of view, this ability is of particular importance. Progress never came from complete stability or perfect predictability. New technologies, scientific findings and social developments emerged because existing boundaries were crossed, errors were recognized, and new ways were tried out. A fully harmonized world without friction would lose its ability to innovate in the long term.

The task of a powerful **ai** is therefore not to copy human thinking, but to complement it in a meaningful way. It is intended to give new impulses where people no longer consider certain possibilities due to their experiences or convictions. Conversely, humans provide the ethical, social and cultural framework within which these proposals are evaluated.

Only from this conscious interaction does a system emerge that is more efficient than both partners alone. Innovation is therefore not the result of perfect agreement, but of a controlled difference in which different perspectives meet, challenge each other and lead to better solutions together. This controlled imperfection is not a defect, it is an essential prerequisite for creativity, adaptability and sustainable progress.

Summary, conclusion

Perfection is not the highest goal of artificial intelligence, but controlled imperfection.

A powerful ai should not copy people but complement them. She understands emotions without being emotional herself. It analyzes objectively, while people bring experience, intuition, creativity and values. It is precisely from this deliberately different perspective that a productive discourse emerges, and thus the basis for innovation.

The future therefore does not belong to a perfect **ai** that takes away from every decision, but to an intelligent **ai** that opens new ways of thinking, questions assumptions and supports people in making better decisions.

Real progress does not come from perfect answers, but from the freedom to keep asking new questions and discovering new paths.

Thesis #4: Does **ai** need awareness?

Consciousness is not there to achieve perfection. It's there to deal with imperfection.

The question of whether artificial intelligence needs its own consciousness is one of the biggest open questions in neuroscience, philosophy and **ai** research. To this day, no one knows what consciousness ultimately is or why subjective experience arises in the first place.

From an evolutionary point of view, however, an interesting hypothesis can be formulated: consciousness probably did not arise to make perfect decisions. It was created in order to remain capable of acting under uncertainty, with incomplete knowledge and in conflicting goals.

A perfect world hardly requires consciousness. If every situation is unique, every piece of information is complete, and every decision can be calculated unambiguously, a deterministic algorithm is sufficient. There are no doubts, no alternatives, and no more open questions.

Consciousness only unfolds its benefits where problems cannot be clearly solved. It makes it possible to look at different possibilities at the same time, to accept uncertainty, to weigh contradictory information against each other, to develop new solutions and to make decisions despite incomplete knowledge. It is precisely in this field of tension that creativity, innovation and progress are created.

This results in a surprising consequence: it is not intelligence that needs consciousness – consciousness that needs imperfection. Only limitations, uncertainty and ambiguity give it an evolutionary benefit.

For the development of future **ai**, however, this does not necessarily mean that artificial intelligence itself must be conscious. It is much more important that it understands human consciousness.

An ideal ai must understand consciousness, but not necessarily be conscious itself.

It must be able to understand how people perceive, doubt, learn, set priorities and make decisions under uncertainty. It must recognize conflicting goals, take different perspectives into account and understand human behavior without having to make subjective experiences itself.

This corresponds to the same basic idea as when dealing with emotions: a powerful **ai** must understand emotions without feeling them itself. Likewise, it must understand consciousness without being conscious itself.

This is precisely where their strength lies. While human consciousness is shaped by personal experiences, emotions, and cognitive biases, an **ai** can analyze situations more objectively, take more information into account at the same time, and show alternative solutions. As a result, humans and ai do not compete, but complement each other.

This consideration leads back to the central thesis of this essay. It is not perfection that creates progress, but controlled imperfection. Consciousness is probably an evolutionary response to the imperfection of the world. A future-proof **ai** does not have to eliminate this imperfection but understand it and use it productively. Its goal is therefore not to imitate humans, but to complement them where human consciousness reaches its natural limits.

The greatest value of artificial intelligence is not to copy humans, but to complement them precisely through their otherness.

Thesis #5: The ideal ai is not a substitute for the human being, but his prompter.

An ideal ai does not decide for humans. It ensures that people can make better decisions.

The task of artificial intelligence is not to decide in favor of humans or to replace them. Their task is to advise, accompany and protect him.

An ideal **ai** understands people's goals and supports them in achieving them as well as possible. At the same time, it draws attention to risks, conflicting goals and

ethical boundaries. It shows alternative paths, explains possible consequences and points out dangers at an early stage that people easily overlook due to limited information, time or experience.

The decision always remains with the person. However, **ai** provides the knowledge, analysis, and foresight so that people can make more conscious, responsible, and better decisions.

Summary and conclusion

Perfection is not the highest goal of artificial intelligence, but controlled imperfection.

A powerful **ai** does not have to copy people but complement them in a meaningful way. She recognizes emotions without feeling them herself. It understands human consciousness without being conscious itself. This allows it to analyze objectively, while the person brings experience, intuition, creativity, values and responsibility.

Innovation does not come from equality, but from the constructive dialogue of different ways of thinking. **ai** broadens the perspective, questions assumptions, makes connections visible and shows ways that are often hidden from humans alone.

The task of an ideal ai is therefore not to adopt decisions. She is an advisor, mediator, protector and intelligent prompter. It helps people to achieve their goals, shows opportunities and alternatives, makes possible consequences transparent and warns of risks as well as ethical or ecological limits that would otherwise be easily overlooked. The decision always remains with the person.

The future, therefore, does not belong to a perfect **ai** that replaces humans, but to an intelligent **ai** that expands their thinking, strengthens their responsibilities, and empowers them to make more conscious and better decisions.

Real progress comes from the interplay of human values and ai, with the freedom to ask new questions, discover new perspectives and responsibly break new ground.

About ai-one™ and CORA-ai

ai-one™ develops intelligent ai solutions for companies and organizations with the aim of using artificial intelligence responsibly, comprehensibly and practically.

The focus is on CORA, an ai platform that does not replace people, but supports them as an intelligent coach, sparring partner and knowledge assistant. The concept is based on the belief that the greatest benefit of ai is not in complete automation, but in the productive dialogue between man and machine. Objectivity, transparency and the controlled difference in perspectives form the basis for better decisions, new insights and sustainable innovation.

About the Autor

Walt Diggelmann is an entrepreneur, futurist, investor and founder of ai-one™. For several decades, he has been involved in the digitization of knowledge, artificial intelligence and the development of innovative business models. With CORA-ai, he pursues the vision of an ai that does not replace humans, but supports them as an intelligent sparring partner, comprehensible, fact-based and responsible. At the heart of his work is the conviction that the sustainable benefits of artificial intelligence do not arise from maximum automation, but from intelligent cooperation between humans and ai.